

# 創新變動時代的敏捷力



變動

**Volatility**

改變速度、程  
度、規模加大

不確定

**Uncertainty**

難以過去  
預測未來

**VUCA**

複雜

**Complexity**

因果不明確  
事件不相關

模糊

**Ambiguity**

不清楚  
界線不明



# 簡報大綱

1. 為什麼需要敏捷?
2. 敏捷思維與特色
3. 簡便易用的視覺化管理



Agile

# 人就是資源



# 命令和控制最有效率



# 資源要最大化使用

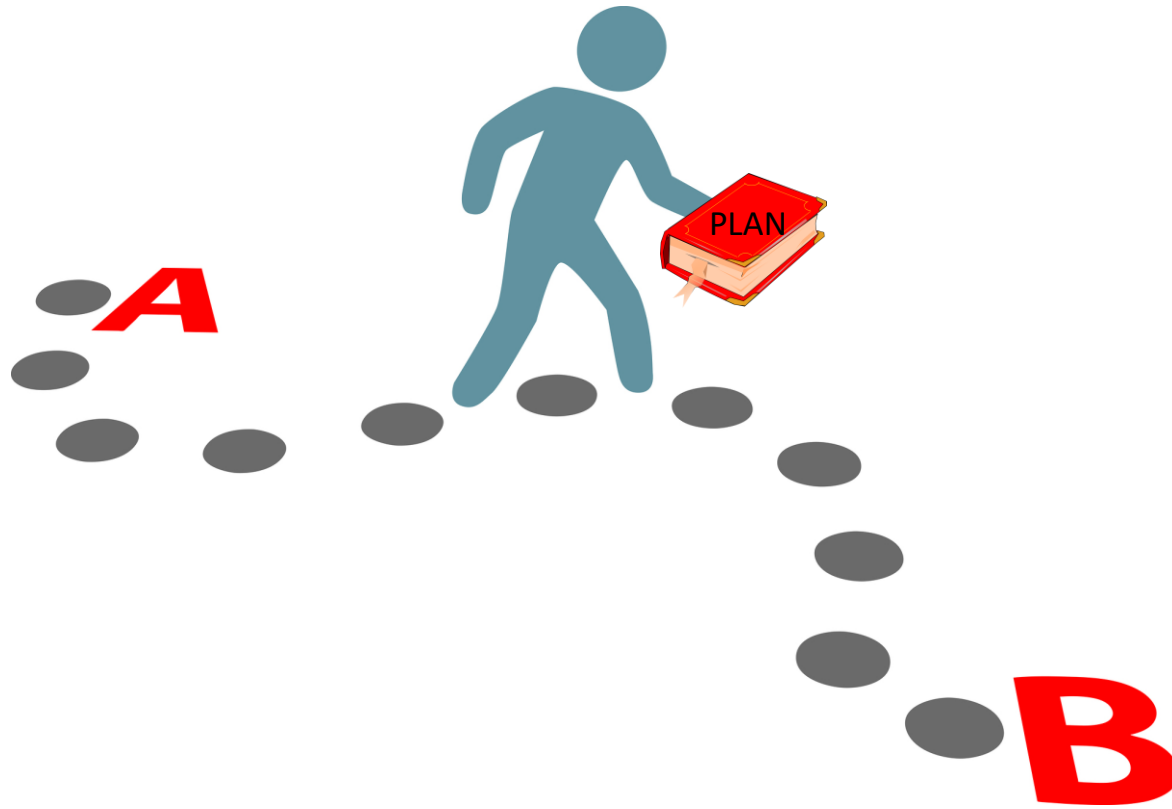


# 文檔要詳細完整





# 遵循計畫



我們總是希望事情可以做得又快又好...

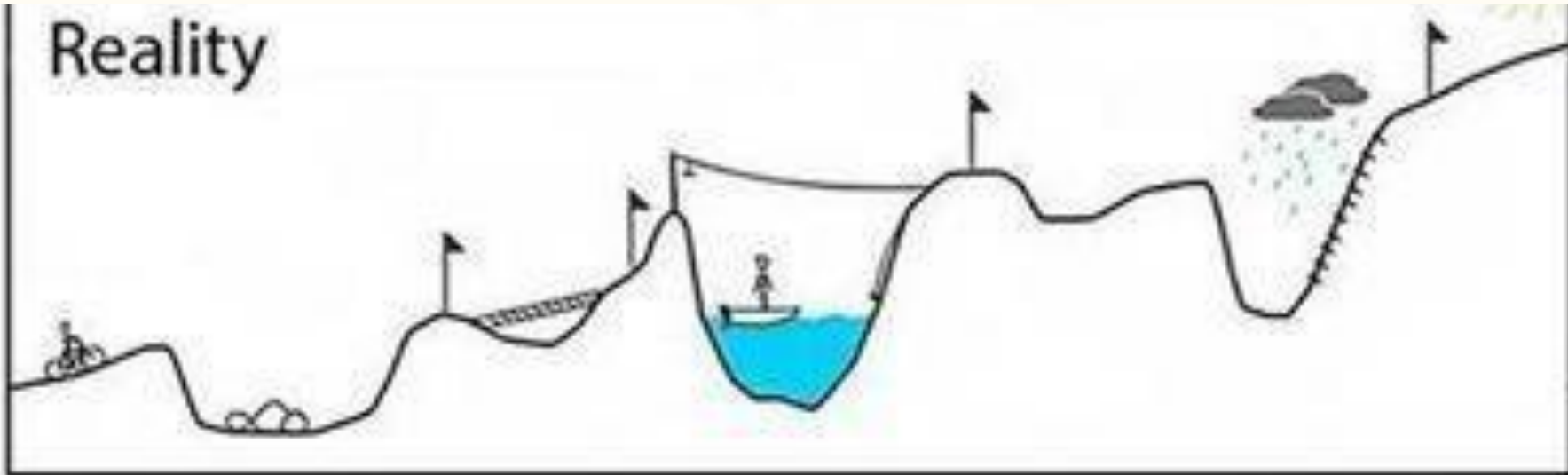


Your plan



理想很豐滿，現實很骨感！

Reality



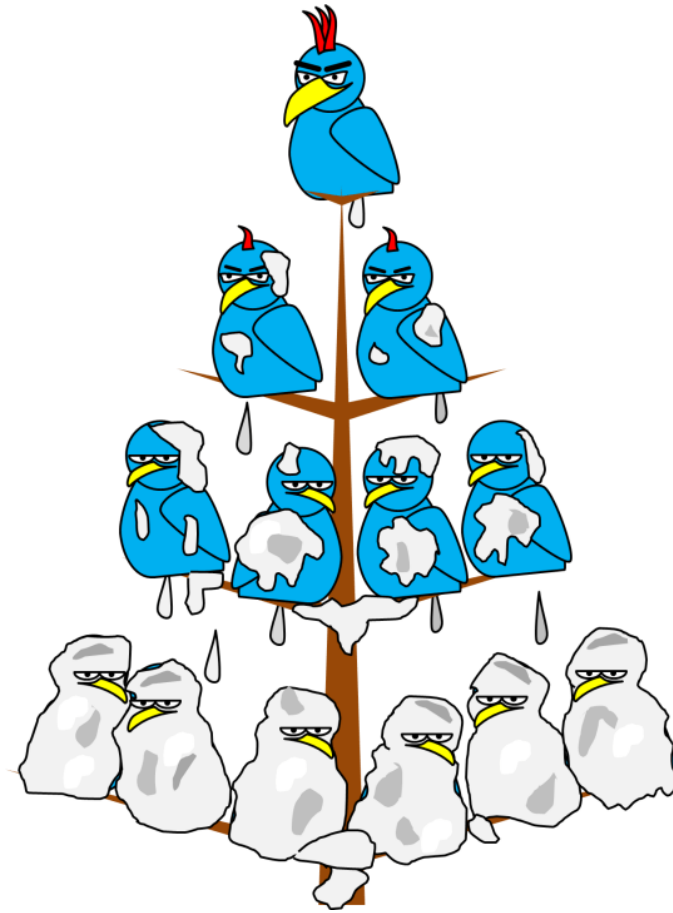


**Plans are  
nothing,  
planning is  
everything**

# 階段式流程 (瀑布式管理)



# 傳統階層組織



# 傳統階層組織在VUCA時代的缺點

- 無法敏捷應對外部變化
- 內部創新阻力大
- 員工缺乏積極主動性
- 決策瓶頸和唯上文化
- 過度強調標準化和一致性

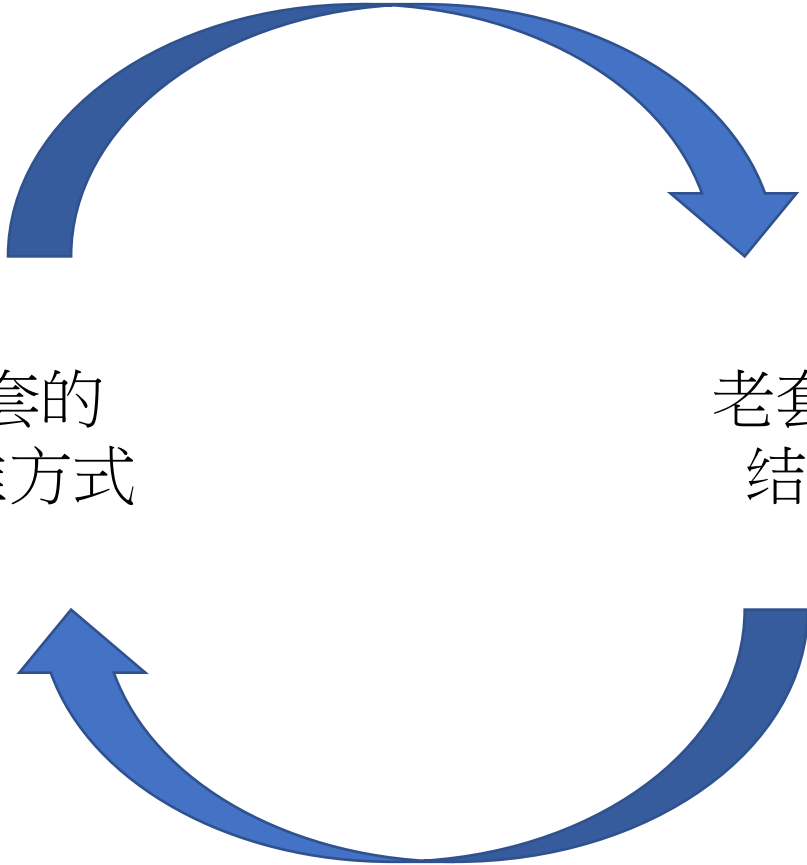
改變才有未來!





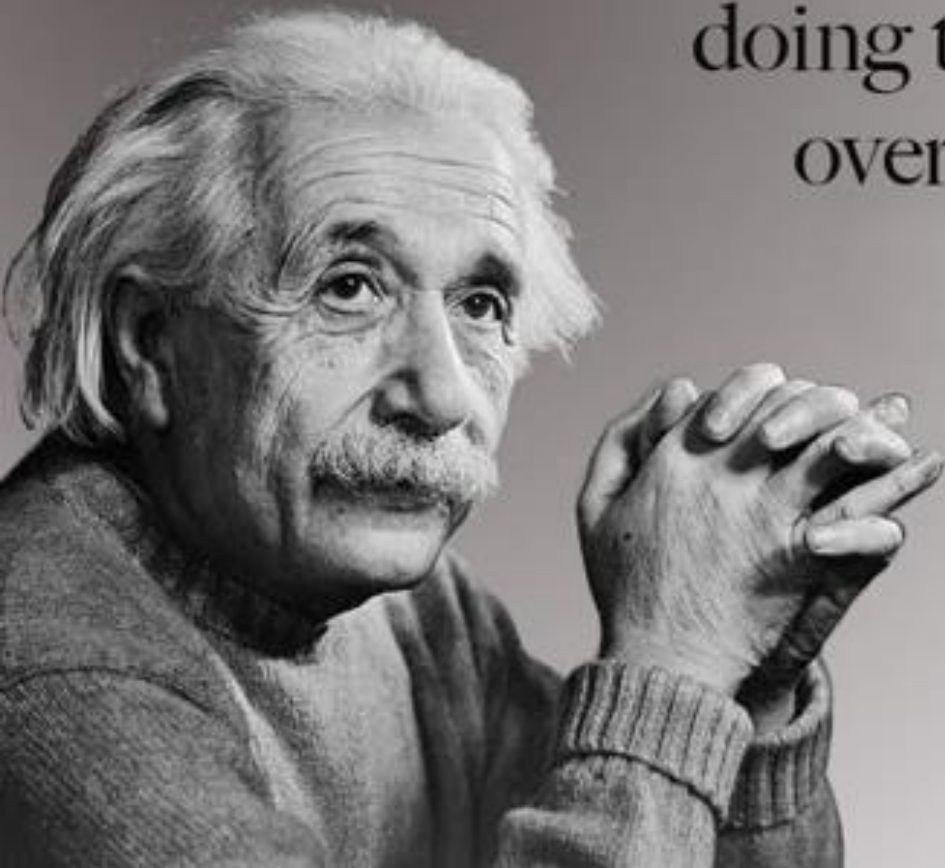
我們對改變真正的心態是…





老套的  
思维方式

老套的  
结果



# INSANITY:

doing the same thing over and  
over again and expecting  
**different results.**

*~ Albert Einstein*



**New  
Mindset**



**New  
Results**

**Change your mindset  
from  
scarcity to prosperity**

**敏** - 迅速，靈活

**捷** - 疾也，快速；勝利

- 能**快速因應**事情的**改變**，並**採取**適當的**反應**。

說文解字

# 敏捷的跨界高手

- 在1986年, 竹内弘高和野中郁次郎發表The New New Product Development Game) ” 的論文
- 1990年代初, *Ken Schwaber* 在其公司使用了一种方法先进开发方法, 同时, *Jeff Sutherland* 在Easel公司开发了一种类似的方法, 并首次称之为Scrum。



# 敏捷宣言 Agile Manifesto

## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.  
Through this work we have come to value:

**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

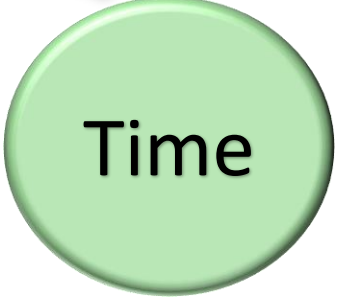
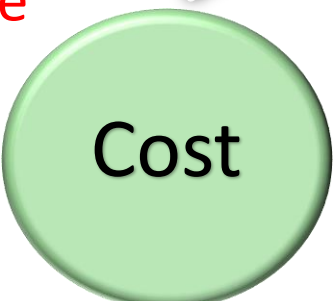
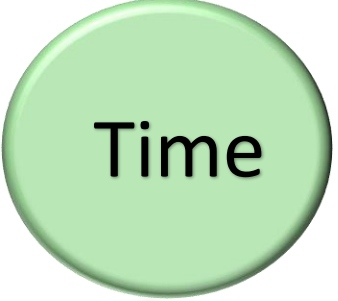
**Customer collaboration** over contract negotiation

**Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Plan-driven

Value-driven



Fixed

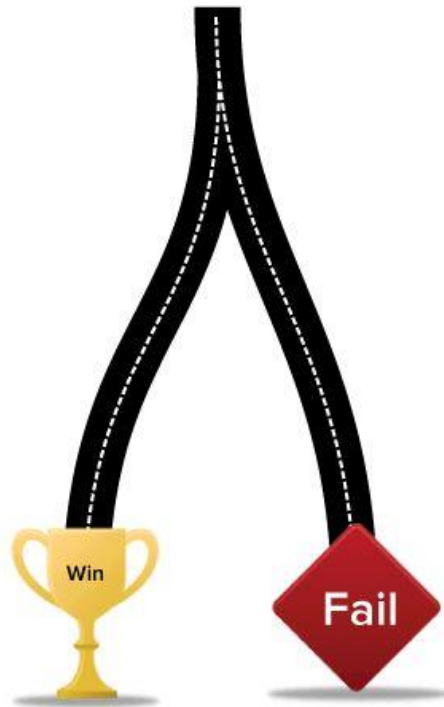
Variable



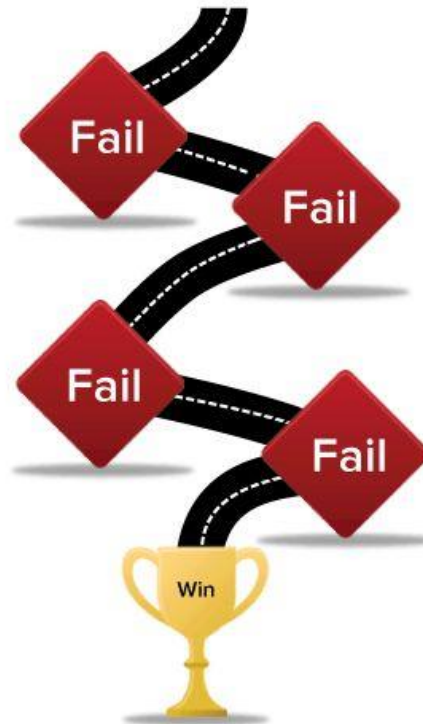


# Fail Fast

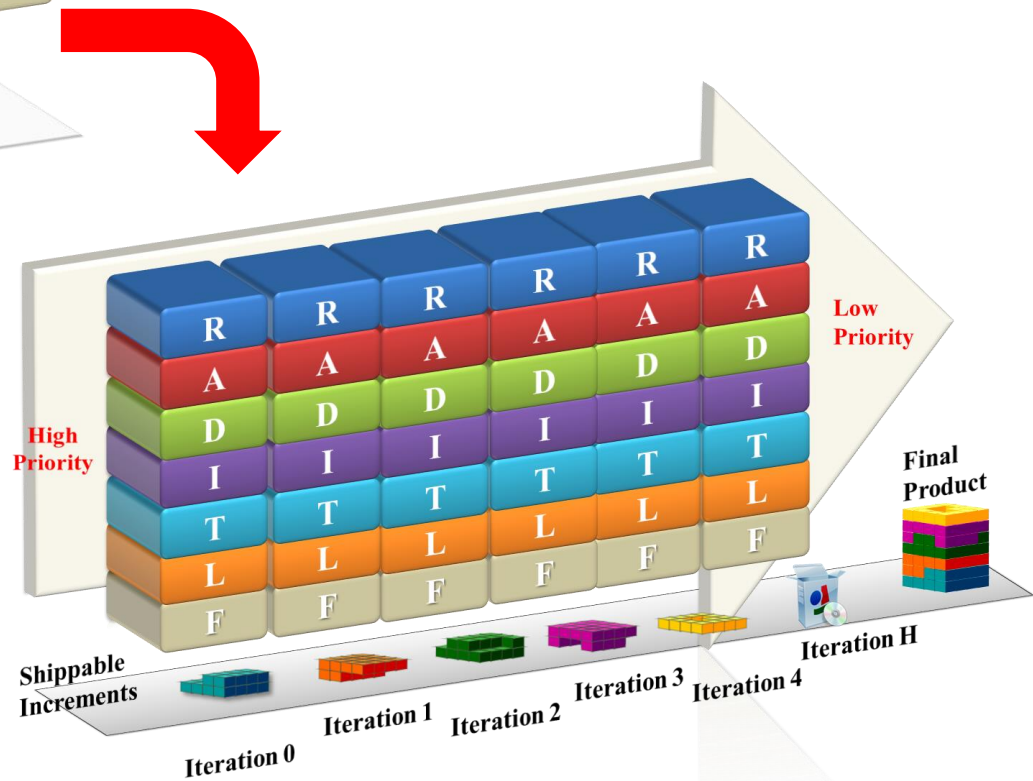
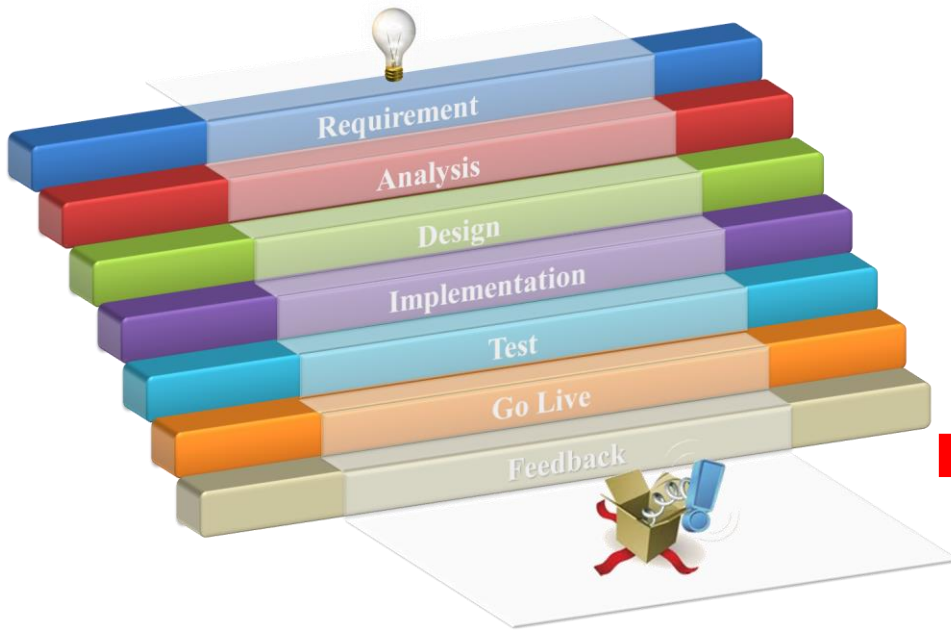
What Most  
People Think



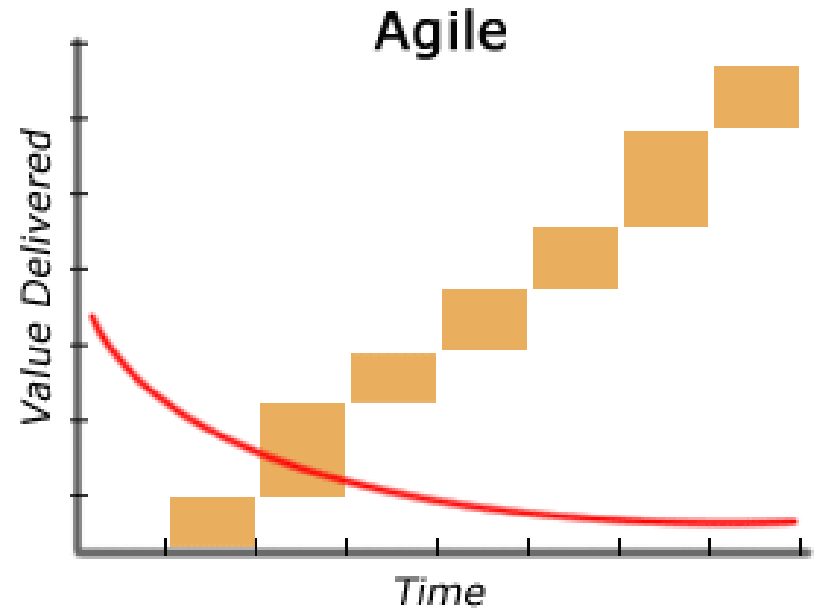
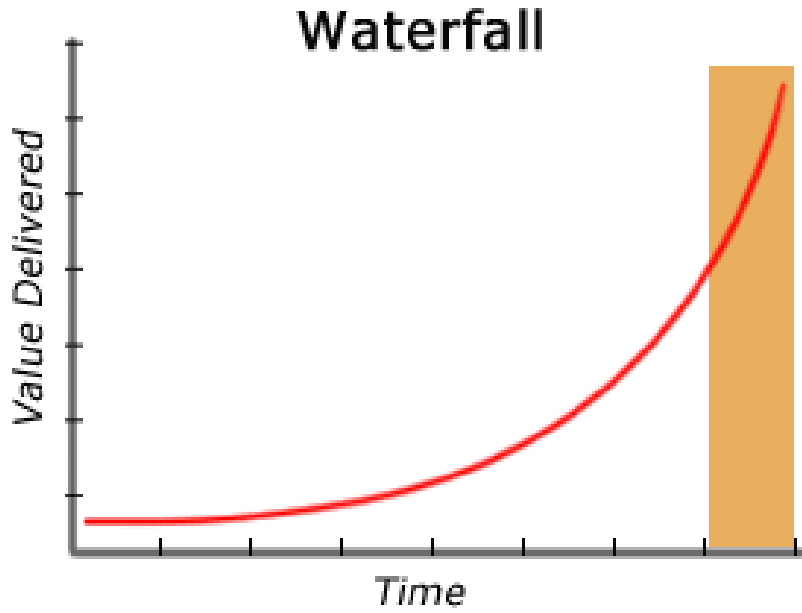
What Successful  
People Know



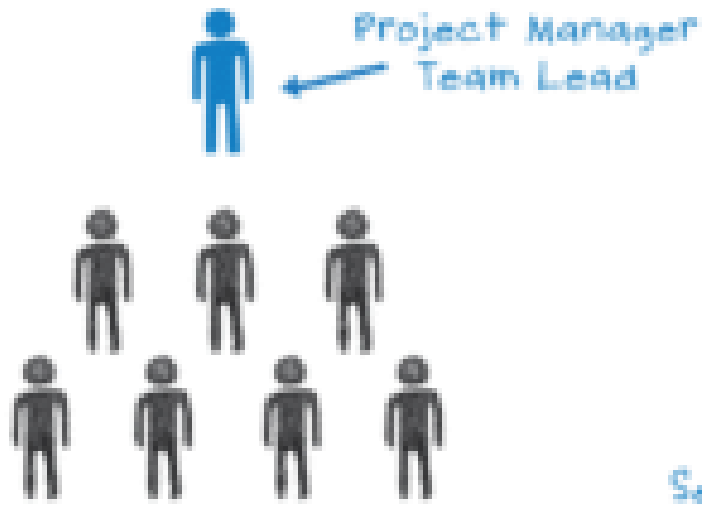
@douglaskarr



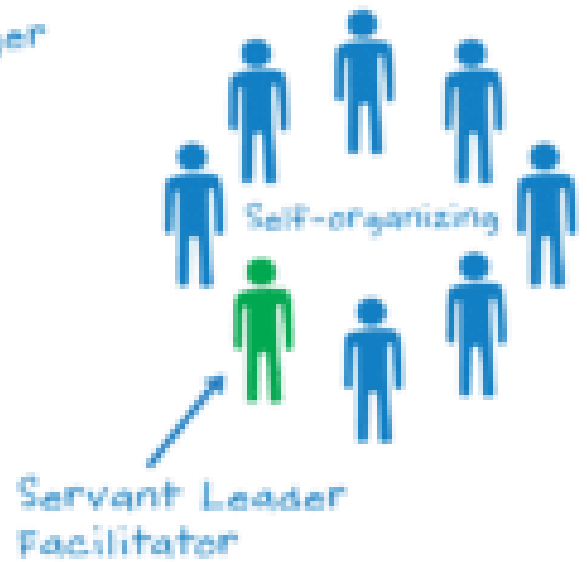
# 提早交付价值



## Traditional Teams



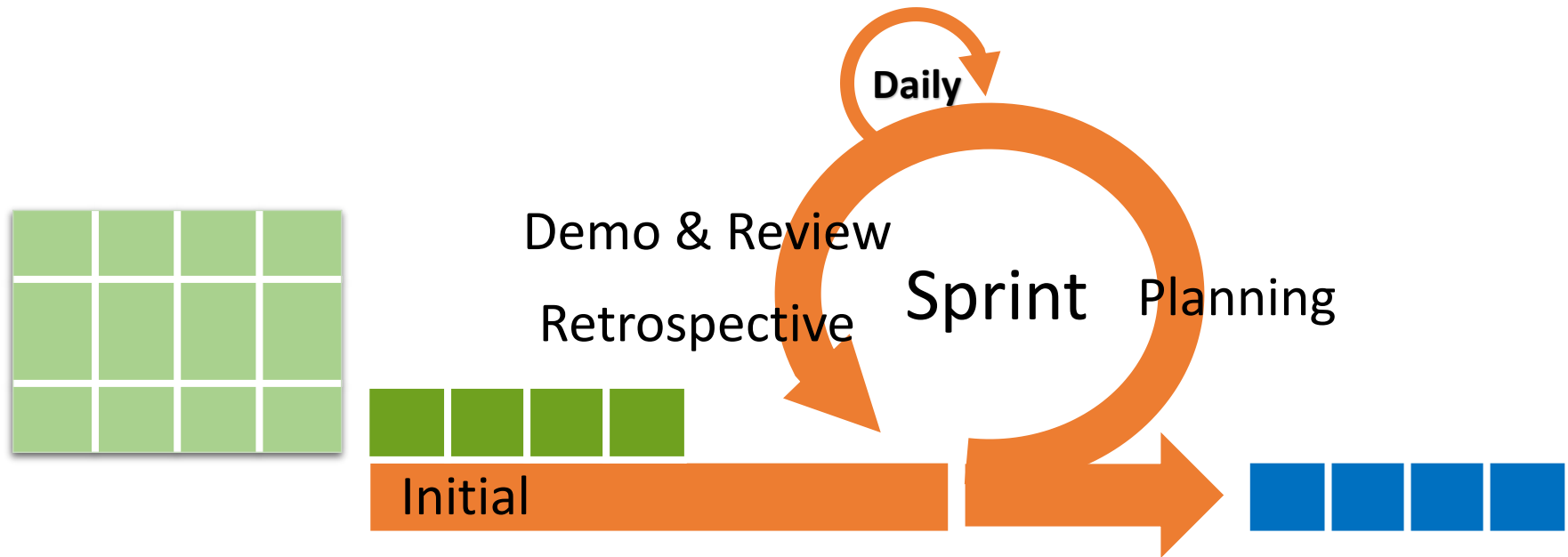
## Agile Teams



# Servant Leadership



# 快速衝刺的敏捷



# 規劃會議



# 每日站立會議(Daily Standup meeting)





# 展示與審查(Demo & Review)

- 審查會議中，由開發人員展示本次衝刺完成的**成果**。
- 客戶或產品負責人**逐一檢查**每個完成的功能，是否確實符合期望(過關條件)，決定是否接受。



# 回顧會議(Retrospective)

- 團隊學習如何變得更好，持續改善精進
- 在活動中檢討的三個重點為：
  - (1)什麼做得不錯？
  - (2)什麼有改善的空間？
  - (3)有什麼困擾(puzzles)我們？



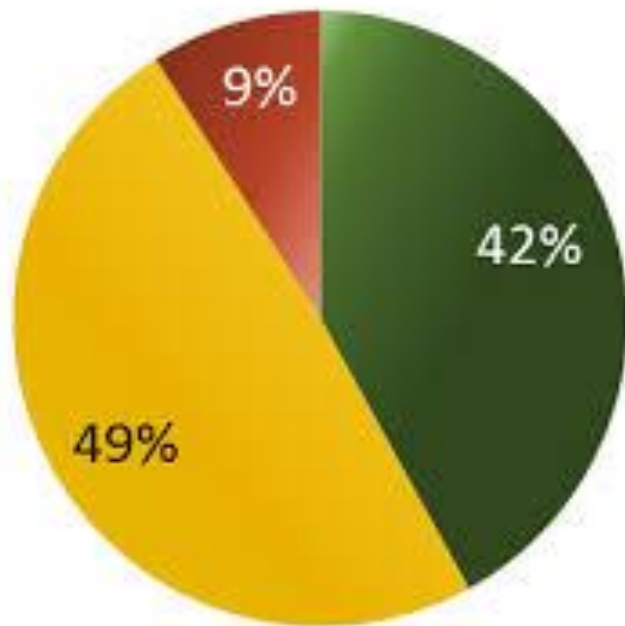
# 擁抱變化



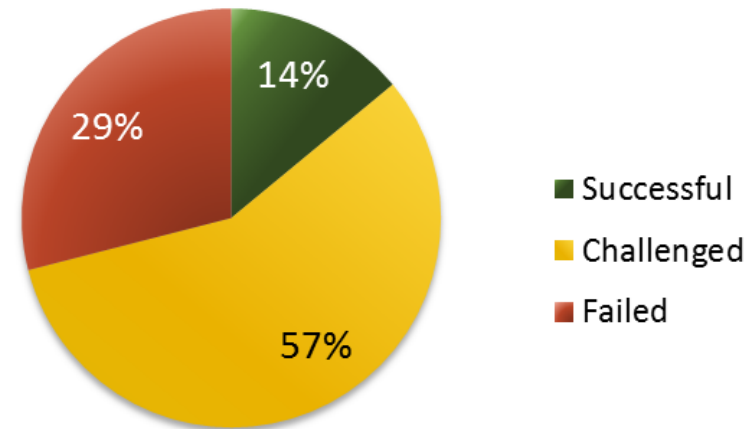
# 敏捷的成效

- 依據Standish Group統計，實行敏捷的管理方式後，成功的比例為傳統專案成功比例的**3倍**。

## Agile



## Waterfall



■ Successful  
■ Challenged  
■ Failed

數據/資訊來源：

<http://www.mountangoatsoftware.com/>, Mike Cohn



# 敏捷勢在必行

## The Agile Imperative

Improved  
Business/IT  
Alignment

Increase  
Team  
Morale &  
Motivation

Improves  
Quality

Focuses on  
Business Value

Stakeholders  
Engagement

Reduced  
Risk

Enhanced  
Software  
Maintainability

Transparency

Increase  
Team  
Productivity

Higher  
Customer  
Satisfaction

Allows for  
Change

Faster  
Time to Market

# Q & A

