

 Stay ahead.

# Innovate2013

The IBM Technical Summit

# 開發者大會





# 跨地、跨時的敏捷開發協同合作 -IBM大中華區研發中心實際案例

CDL資深工程師 柯廷潔(Bruce Ke)

## Innovate2013

The IBM Technical Summit

# 開發者大會





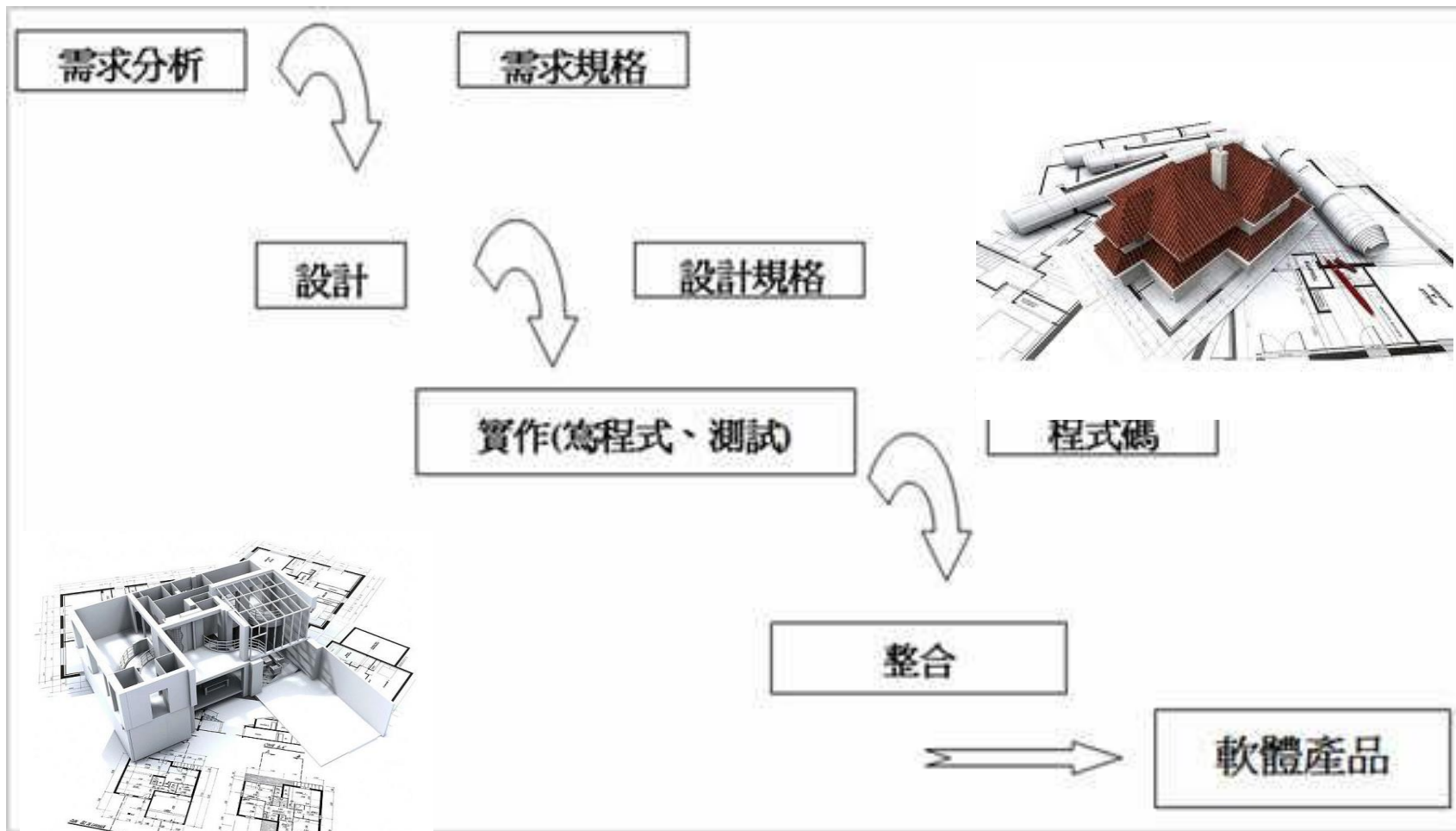
# 講綱



- 敏捷開發與Scrum的介紹
- 現今Scrum所面臨的問題
- 分散式Scrum的協同合作
- 敏捷團隊的實戰經驗分享



# 傳統式的開發流程像蓋房



圖片出處[http://www.kenming.idv.tw/cu\\_ao\\_a\\_ie\\_cui\\_af\\_er\\_el\\_a\\_pas\\_acl\\_archit](http://www.kenming.idv.tw/cu_ao_a_ie_cui_af_er_el_a_pas_acl_archit)



# 敏捷式的開發流程像吃壽司



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# 敏捷發展簡史



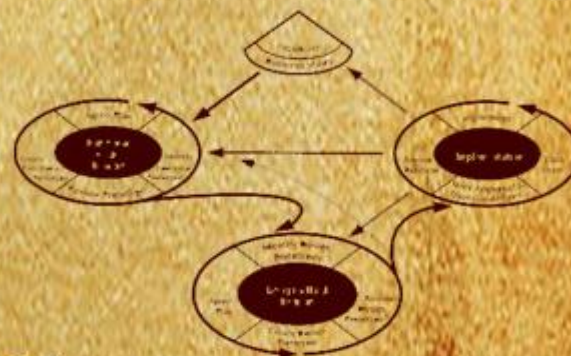
1995年，在OOPSLA '95会议上，  
Sutherland和Schwaber共同发表论文介绍Scrum方法



1999年，Kent Beck的著作  
《Embracing Change with Extreme Programming》出版



2001年2月，由Martin Fowler, Jim Highsmith等17位软件  
开发专家起草的敏捷宣言发表，敏捷联盟成立

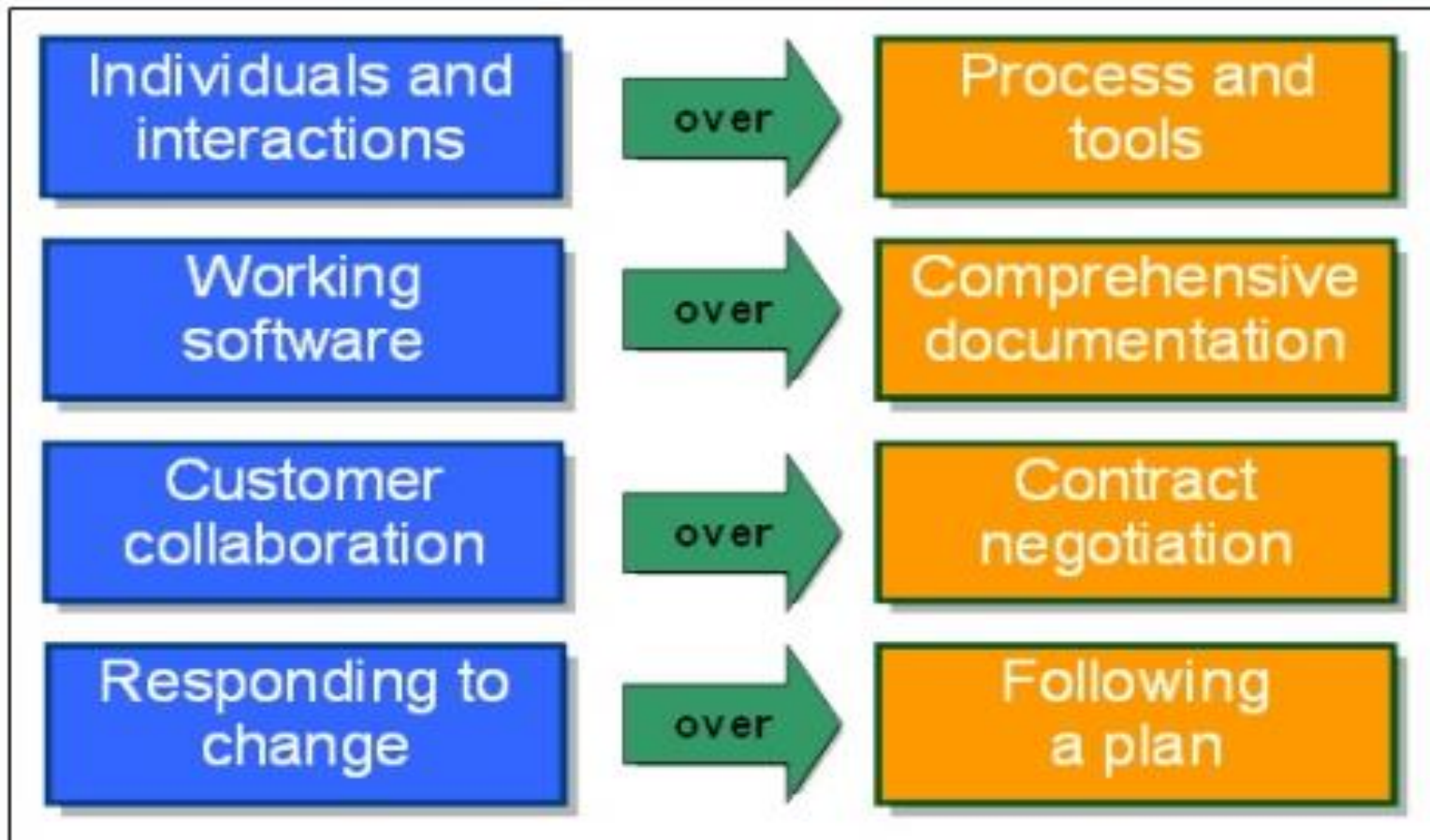


2006年至今，  
Google、MicroSoft、IBM、Amazon、华为等公司  
在大规模软件开发中开始应用敏捷，掀起敏捷应用热潮





# 什麼是敏捷開發? -敏捷軟體開發宣言



# 敏捷式的開發流程已成為現今主流趨勢

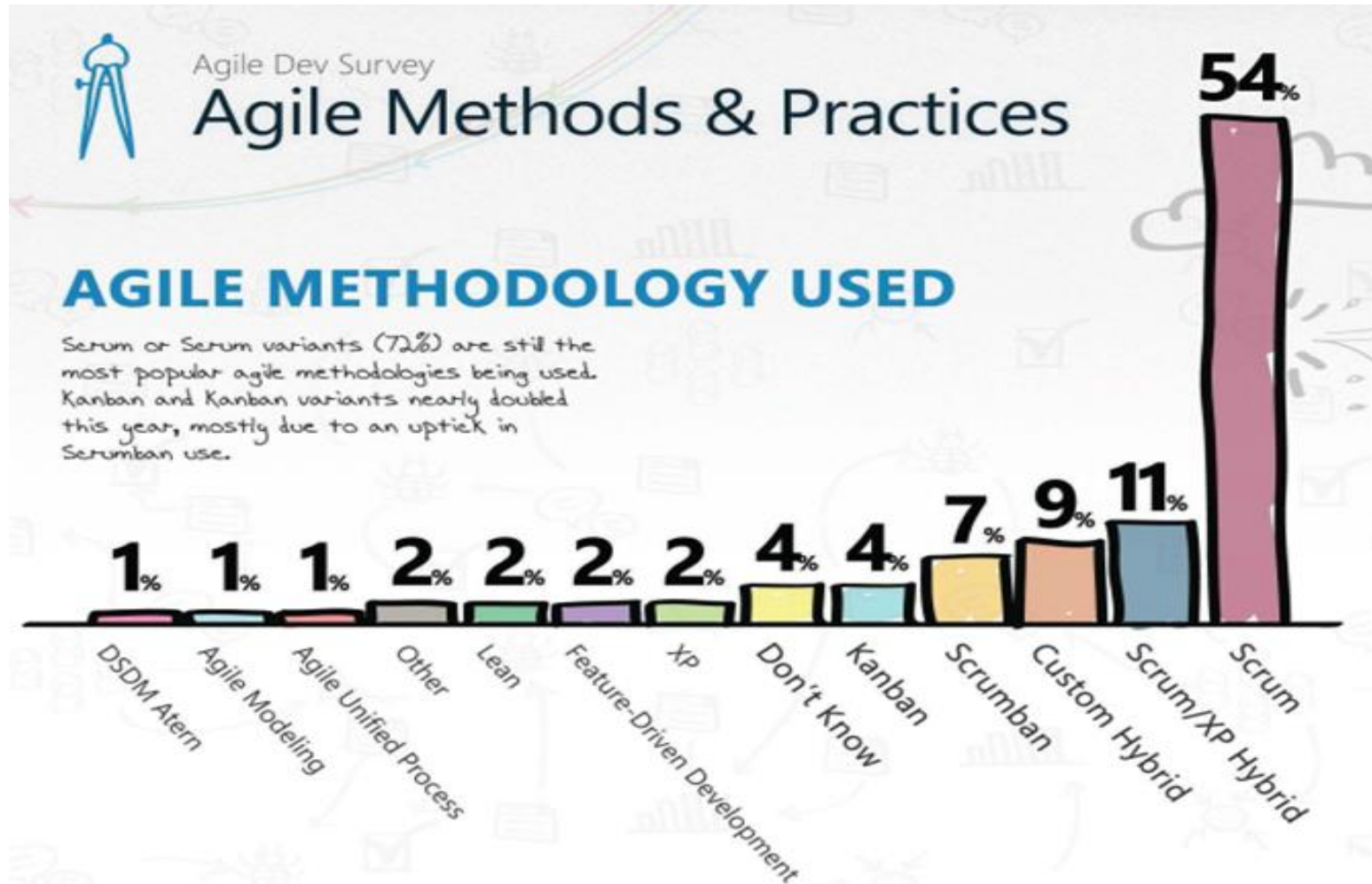


報告出處 <http://www.versionone.com/pdf/7th-Annual-State-of-Agile-Development-Survey.pdf> (2013 Survey)





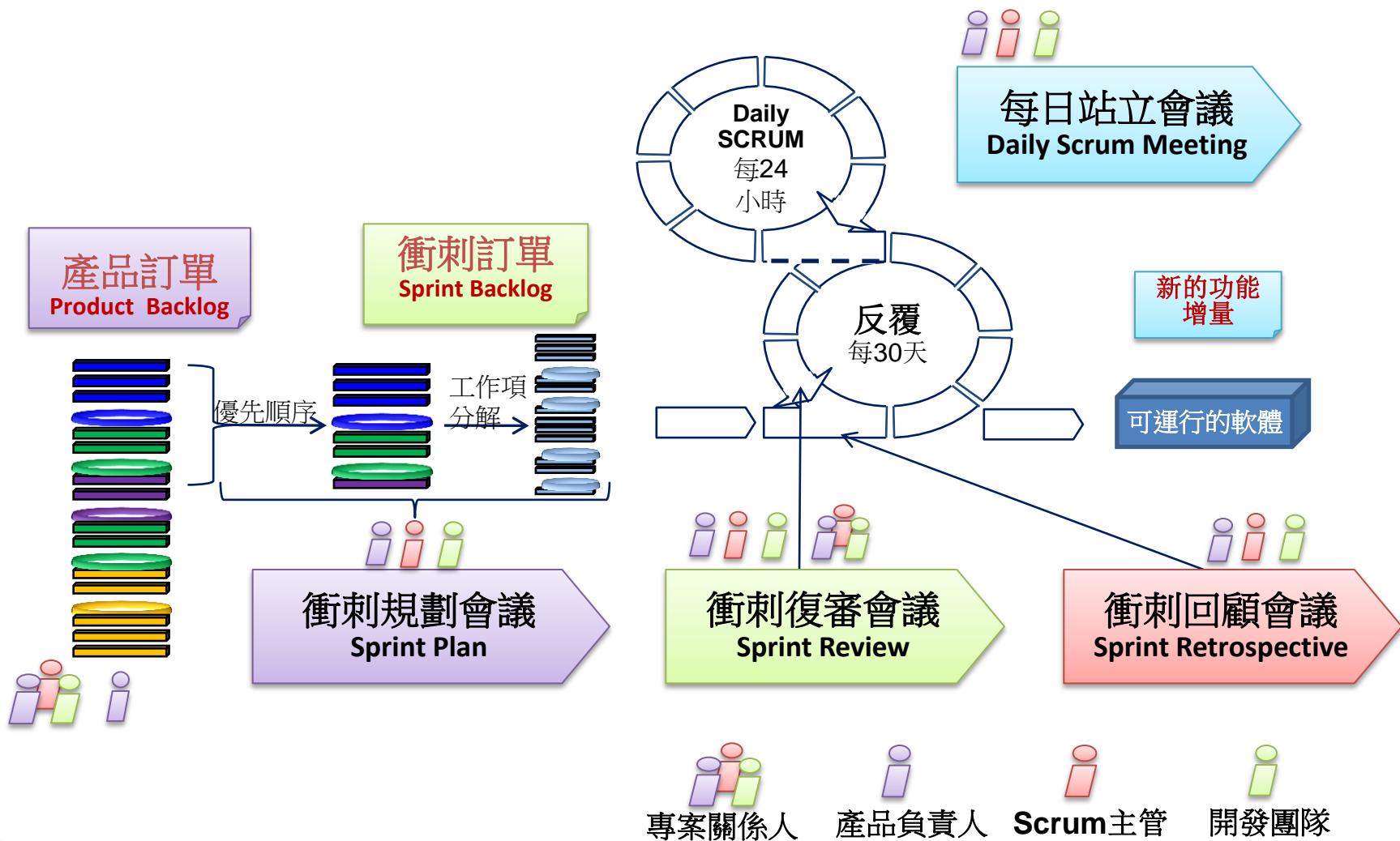
# 敏捷方法的趨勢?



報告出處 <http://www.versionone.com/pdf/7th-Annual-State-of-Agile-Development-Survey.pdf> (2013 Survey)

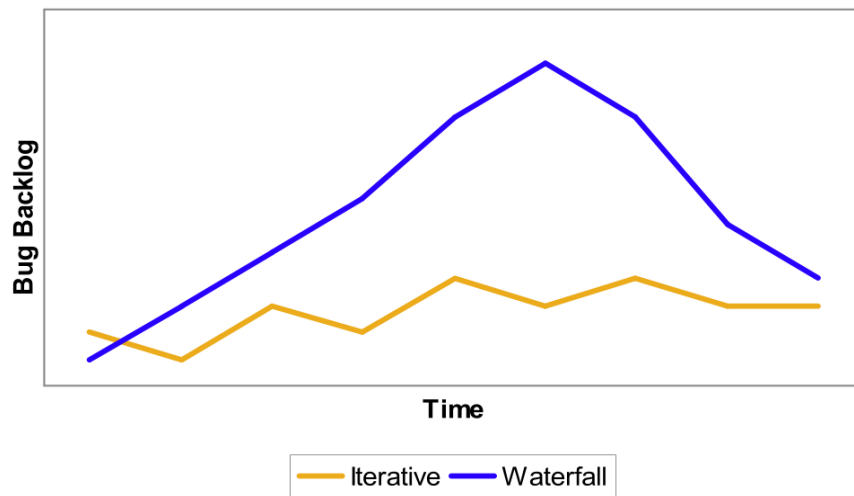


# Scrum的運作





# 敏捷與傳統開發的比較



On average, studies of Agile Methods reported **29% better cost, 91% better schedule, 97% better productivity, 50% better quality, 400% better satisfaction, and 470% better ROI** than CMMI®.

Based on the study result of WHAT IS THE ROI OF AGILE VS. TRADITIONAL METHODS?  
An analysis of XP, TDD, Pair Programming, and Scrum (Using Real Options)  
Dr. David F. Rico, PMP, CSM





# 敏捷與傳統開發的適用性

適用性	敏捷式開發	傳統式開發
專案重複性	低	高
流程相繼性	低	高
需求定義	邊做邊改	早期完成
需求變化	大	小
繁文縟節	低	高
變更回應速度	快	慢
投資回收時間	短	長
管理方式	自主管理	管控嚴謹
彈性	大	小
客戶參與度	高	低
團隊適應性	高	低





# 講綱



- 敏捷開發與Scrum的介紹
- 現今Scrum所面臨的問題
- 分散式Scrum的協同合作
- 敏捷團隊的實戰經驗分享



# 現今Scrum所面臨到的問題

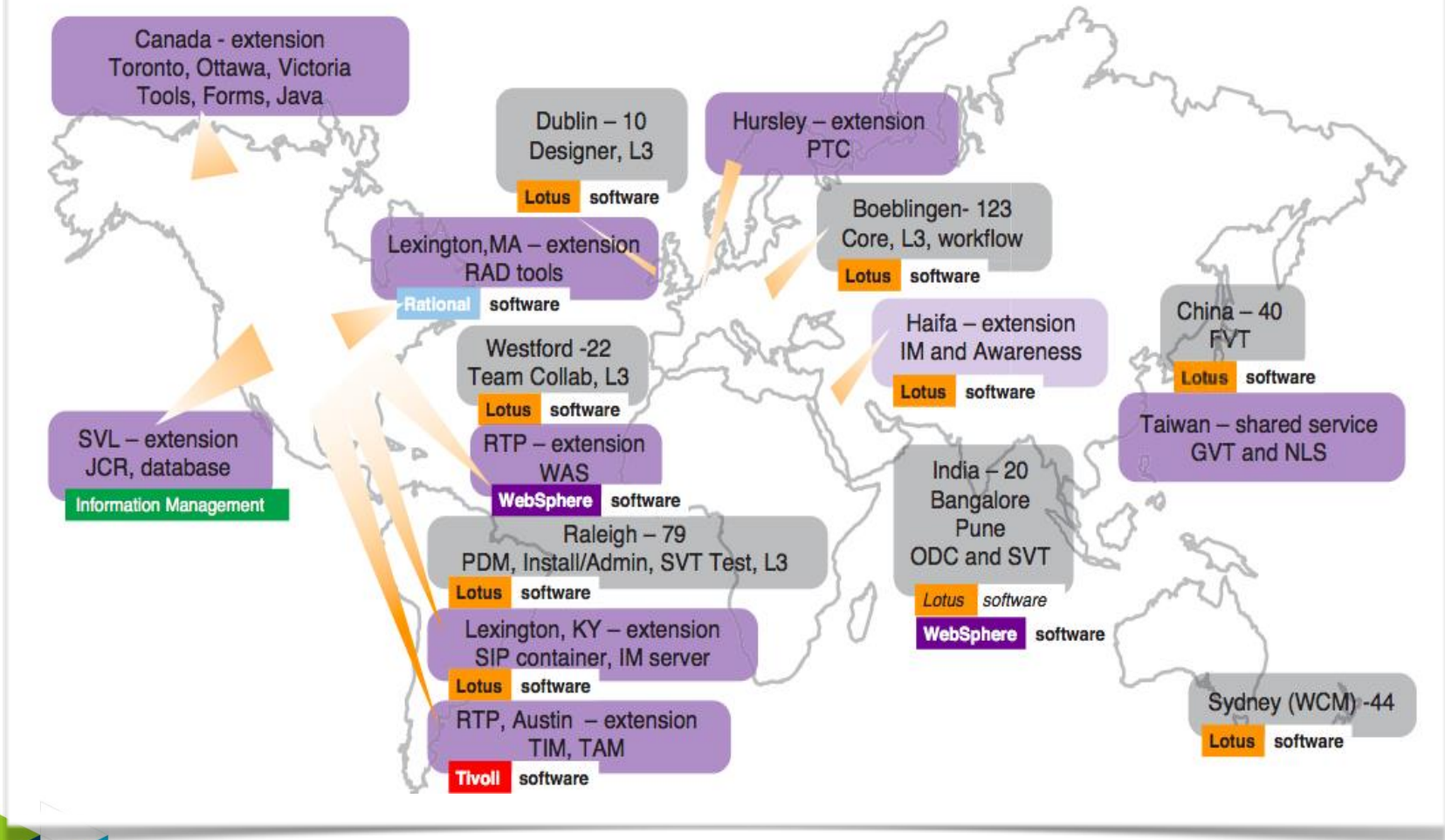
- Scrum初登場的時空背景
  - 1995年，Ken Schwaber在OOPSLA會議中，首次提出
  - 當時的開發團隊，大多是在地工作
  - Daily Scrum會議應該在同一時間，同一地點舉行
  - 團隊成員也應該坐在同一間會議室進行Planning Poker





# 近20年的物換星移 – Scrum應該.....

- 55%以上的開發團隊，以分散的方式合作工作著(Ambler 2009)





## 分散式團隊帶來更多的商業價值

- 更有效率的成本使用 (Reduced Cost)
- 7x24不停機的運轉 (Follow the sun)
- 更容易地打入新興市場
- 併購風潮興起
- 協同合作工具的進步







所以Scrum必須有所改變





# 講綱

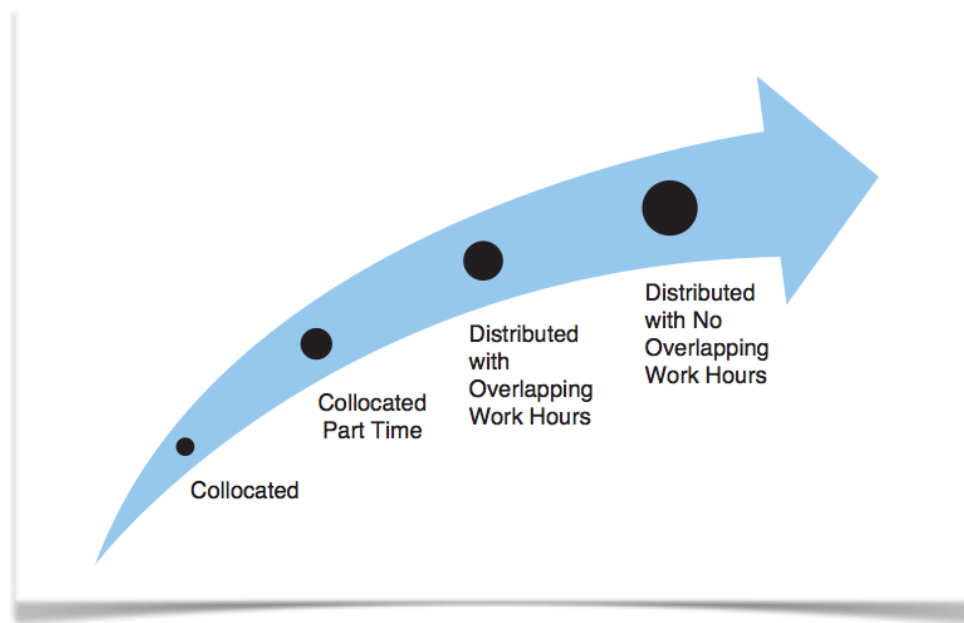
- 敏捷開發與Scrum的介紹
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# 分散式Scrum團隊的組成和工作環境

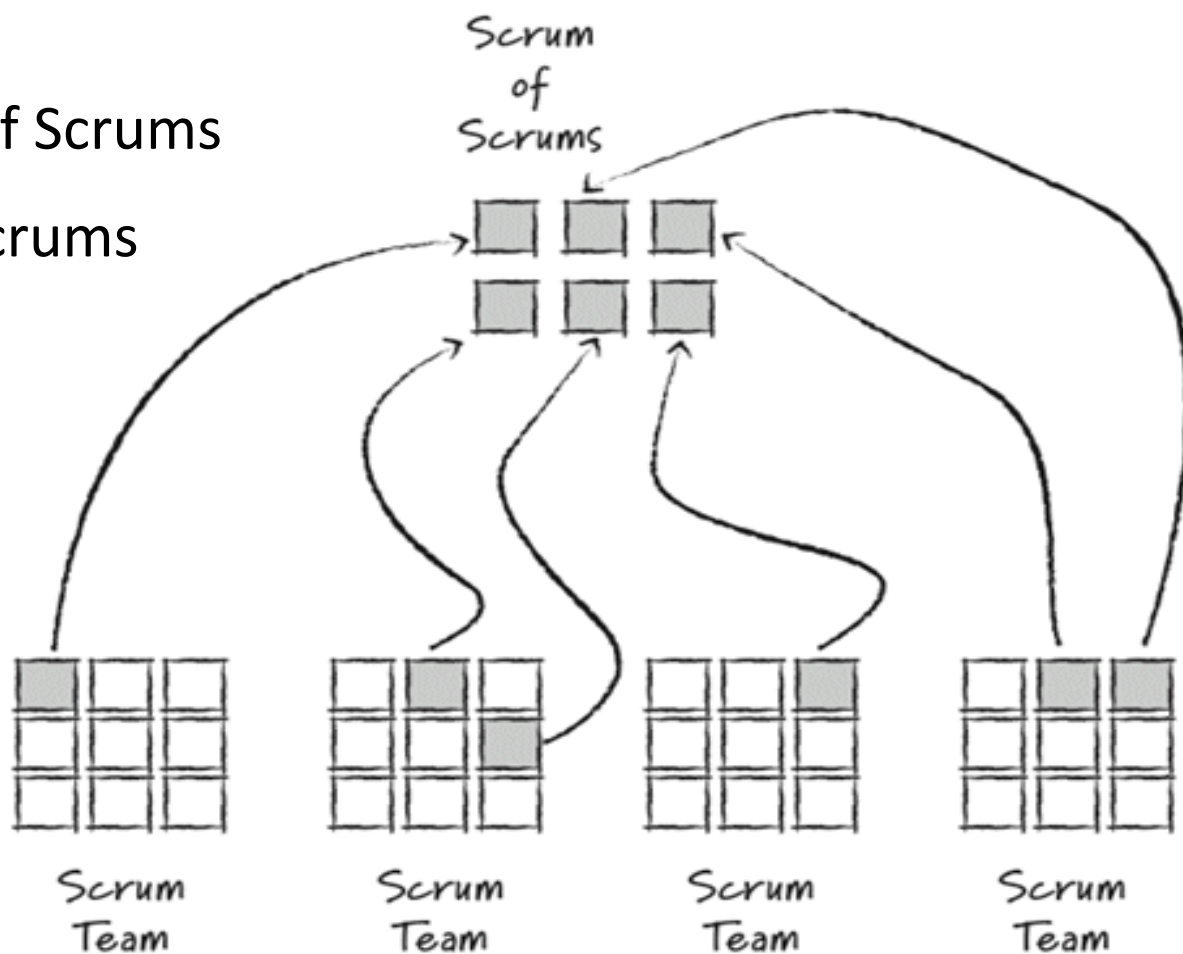
## ■ 四種程度的分散

- Collocated
- Collocated Part-Time
- Distributed with Overlapping Work Hours
- Distributed with No Overlapping Work Hours



# 分散式Scrum團隊的工作模式

- Isolated Scrums
- Distributed Scrum of Scrums
- Totally Integrated Scrums



# 分散式Scrum團隊協同合作的方式

- 有效率的團隊溝通是關鍵
- 認識不同的文化, 化解語言的障礙



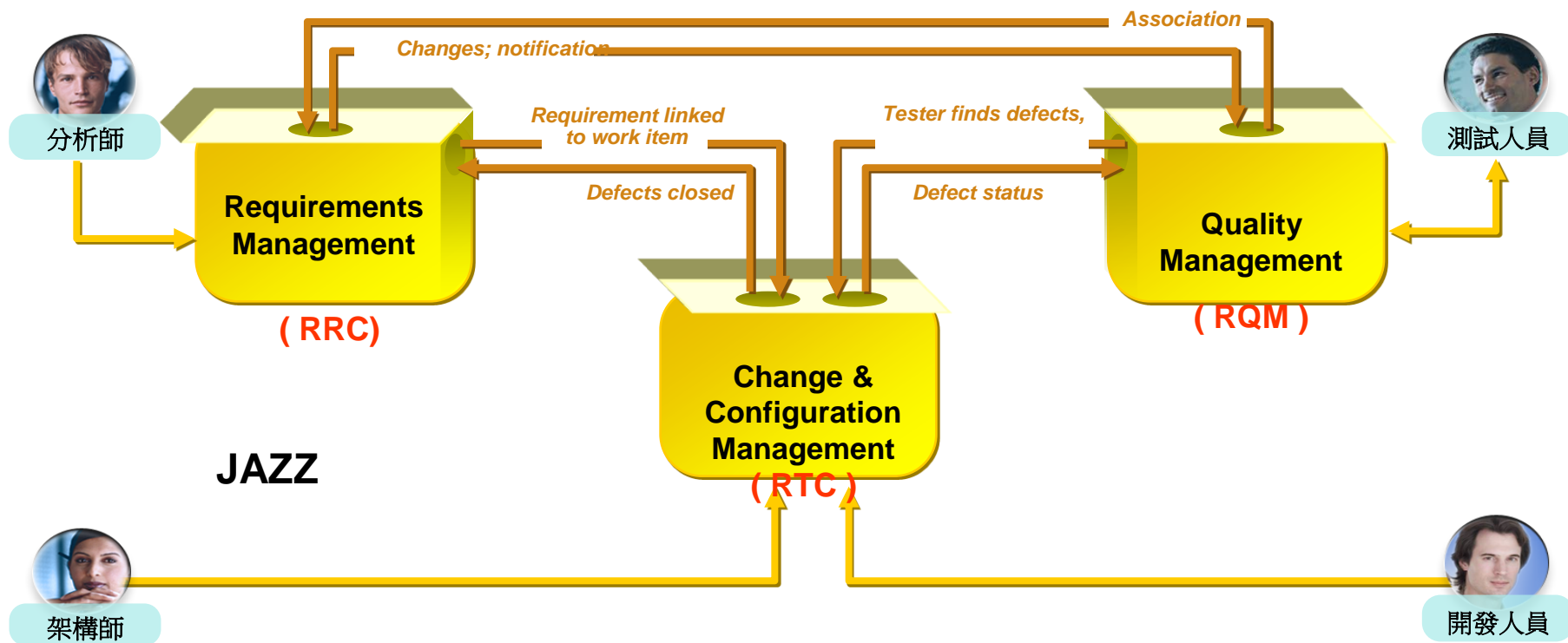
- 不同時區的合作是挑戰也是優勢 (follow the sun)

UTC-time	Taipei	Raleigh	Cork
Monday, 12 August 2013, 09:00:00	Mon 17:00	Mon 05:00 *	Mon 10:00 *
Monday, 12 August 2013, 10:00:00	Mon 18:00	Mon 06:00 *	Mon 11:00 *
Monday, 12 August 2013, 11:00:00	Mon 19:00	Mon 07:00 *	Mon 12:00 *
Monday, 12 August 2013, 12:00:00	Mon 20:00	Mon 08:00 *	Mon 13:00 *
Monday, 12 August 2013, 13:00:00	Mon 21:00	Mon 09:00 *	Mon 14:00 *
Monday, 12 August 2013, 14:00:00	Mon 22:00	Mon 10:00 *	Mon 15:00 *



# 分散式Scrum團隊協同合作的平台

- ▶ 連結分散式分析師/架構師/開發人員/測試人員的協同工具





# 用專案看板來察看整個專案的狀況

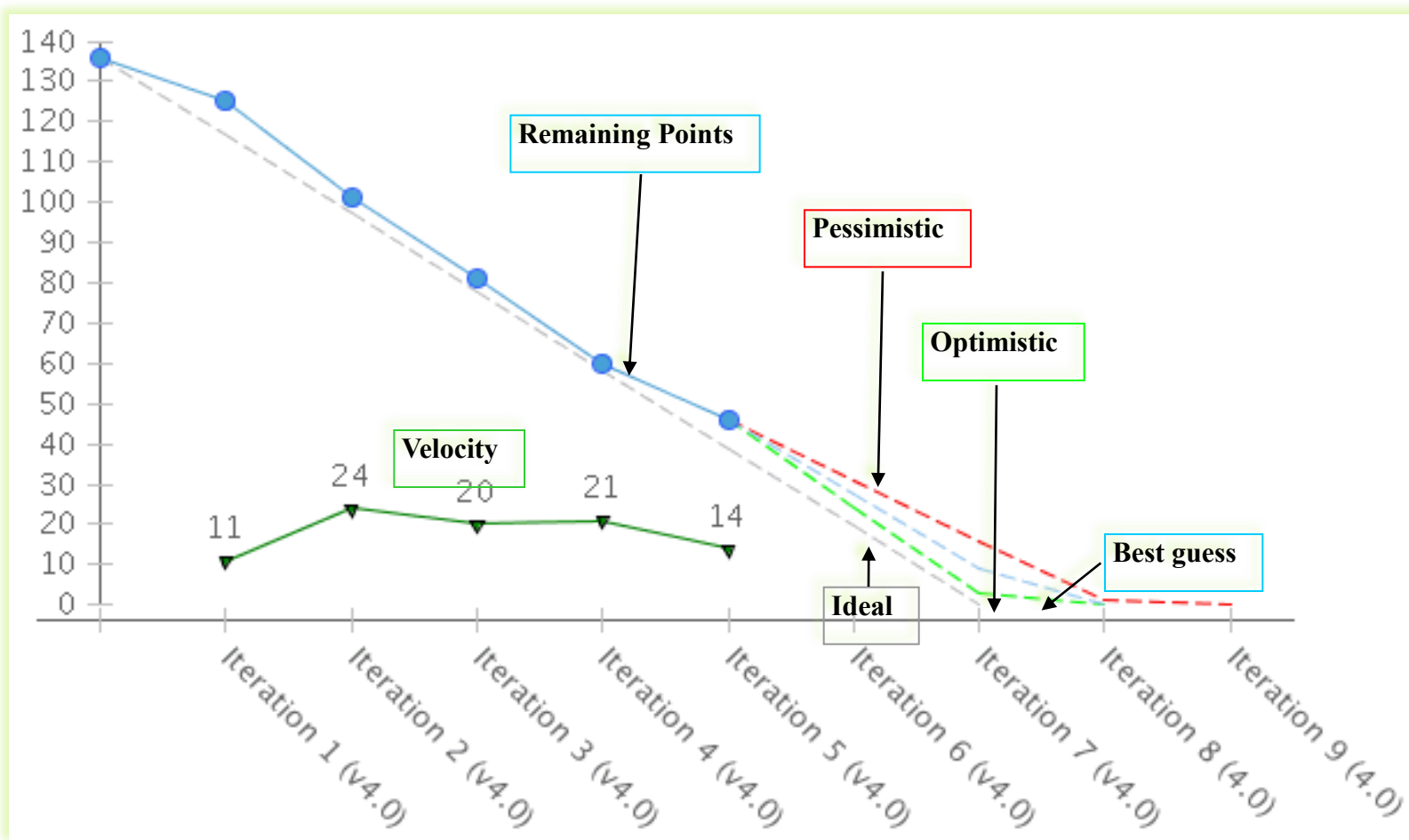
The screenshot shows the Rational Team Concert X-Team Web UI Dashboard. The interface includes a navigation menu on the left with sections for 'Recently Viewed', 'My Dashboards', and 'Shared Dashboards'. The main content area is titled 'X-Team Web UI Dashboard' and contains several viewlets:

- X-Team Web UI Description:** A dynamic team formed to push on the Web UI.
- X-Team Web UI Members (8):** A list of team members including Adam Archer, Bill Higgins, Curtis d'Entremont, Dejan Glozic, Larry Smith, Mike Pawlowski, Patrick Streule, Rob Retchless, and others.
- Current X-Team Web UI Plans (1):** Shows the current iteration as 0.6 RC3.
- Open X-Team Work Items (12):** A list of work items with details such as 'Admin' link should not disappear when in Admin area, 'Change IE6 background to white to eliminate gradient flashing', and 'Vertical divider needed in the work item editor header between refresh and subscribe icons'.
- Open X-Team Work Items (12) Owned By:** A bar chart showing work items owned by 'Unassigned' and 'Rob Retchless'.
- Open X-Team Work Items (12) Priority:** A pie chart showing the distribution of work items by priority: High, Low, and Unassigned.
- X-Team Web UI Event Log (67 new):** A list of recent events, such as 'Fix image preview in work items viewlet zoom comments (53057) 2 hours ago' and 'Curtis d'Entremont delivered 441.v20080522 to 'Dashboard-X-Team Web UI' 4 hours ago'.
- Open X-Team Work Items (12) Tags:** A list of tags for open work items, including '0.6rc3candidate about artwork copyright', 'from\_wi', 'polish', 'rc3polish tables', 'usability', 'ux', 'webquery', 'workitemeditor', and 'x-team-wi'.

The dashboard also features a search bar, a 'Create Dashboard' button, and a 'Wiki' section. The bottom of the page includes the IBM logo, 'Contact | Terms of Use', and the Jazz logo.



# 用燃盡圖來追專案整體進度







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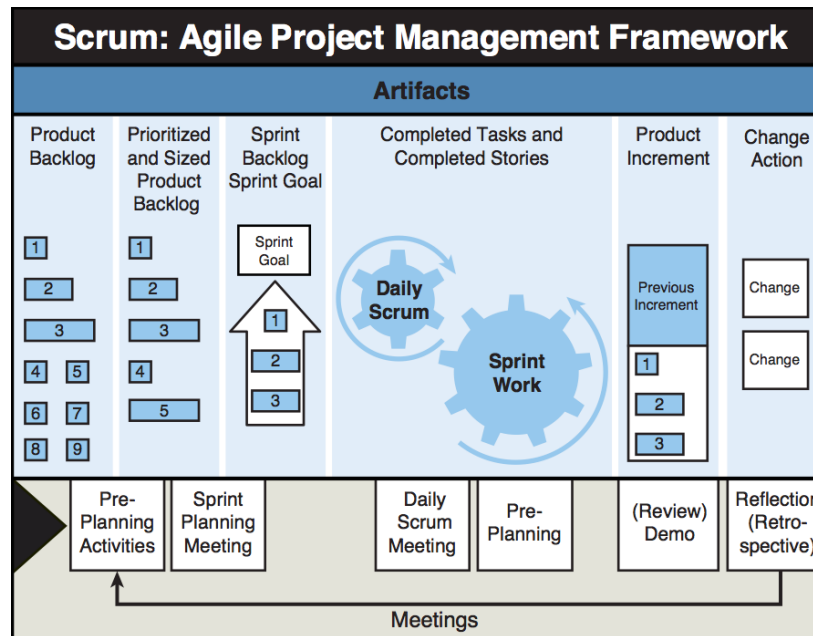


# 跨國開發經驗分享

# Waterfall 2006

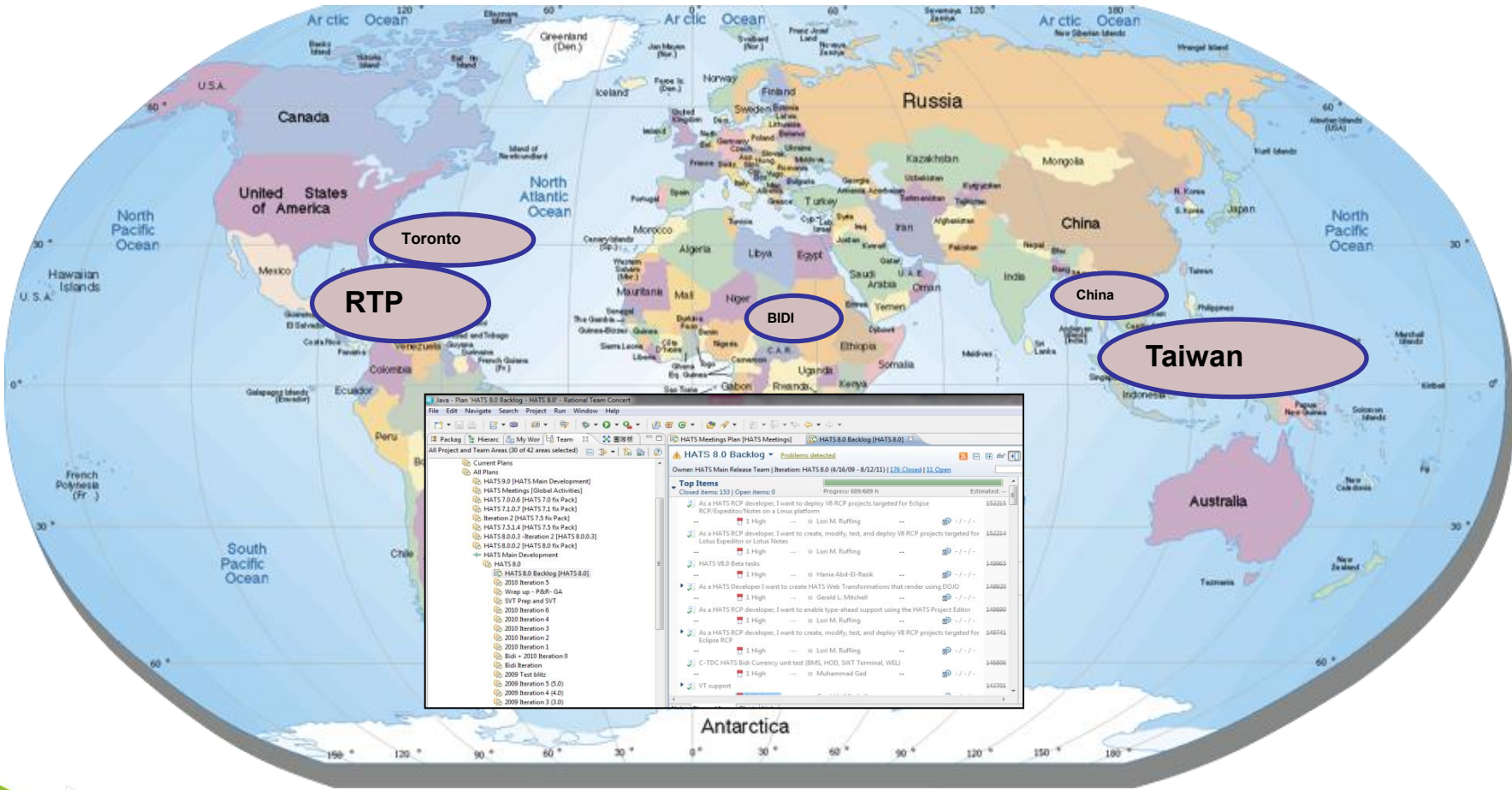
# Iterative 2007

# 2009

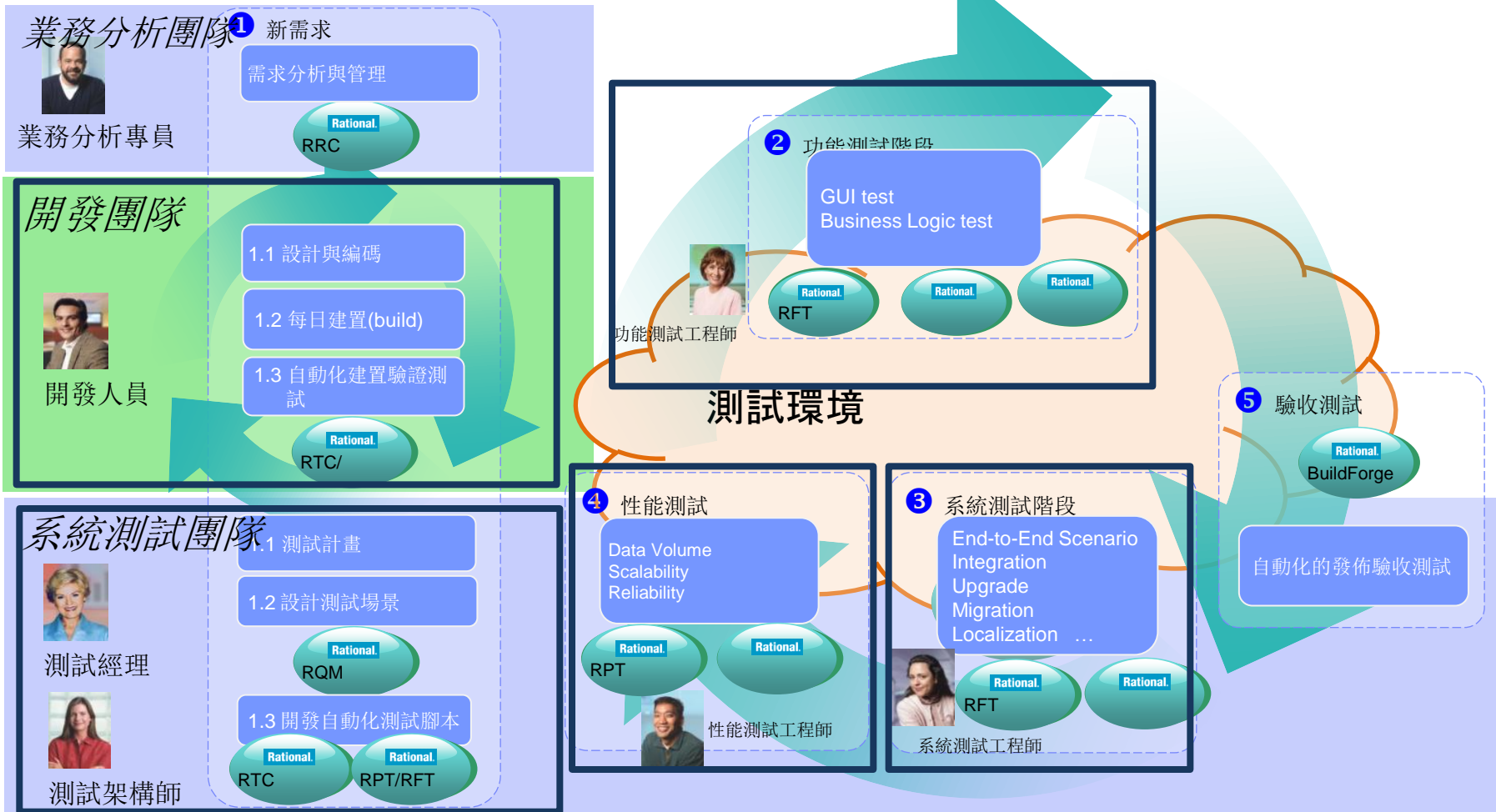




# 跨國開發經驗分享

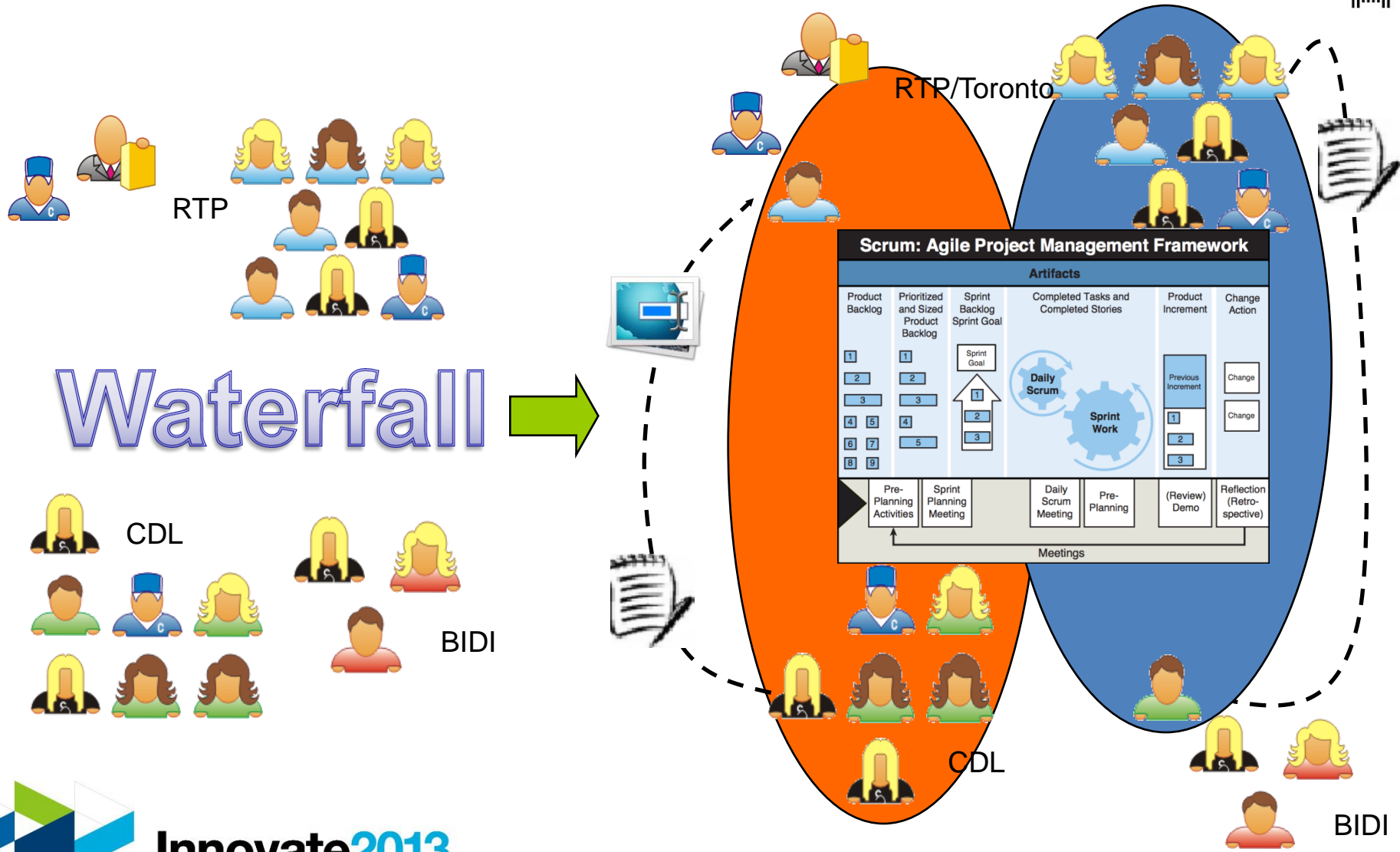


# 跨國開發經驗分享





# 跨國開發經驗分享



# Waterfall

RTP

CDL

BIDI

RTP/Toronto

CDL

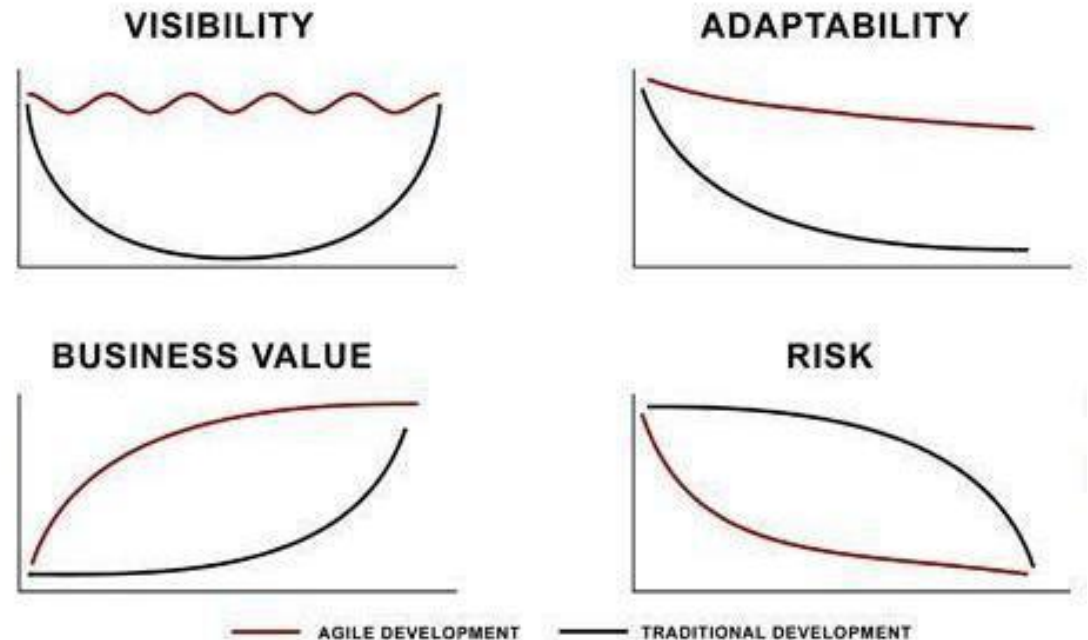
BIDI





# 從傳統式開發導入敏捷開發帶來的好處

- 產品開發時間縮短：18個月->7個月
- 早期發現問題：每個衝刺(iteration)都有FVT
- 客戶滿意度高：早期交付客戶要的功能
- 快速學習及調整：每個衝刺都有複審及回顧會議

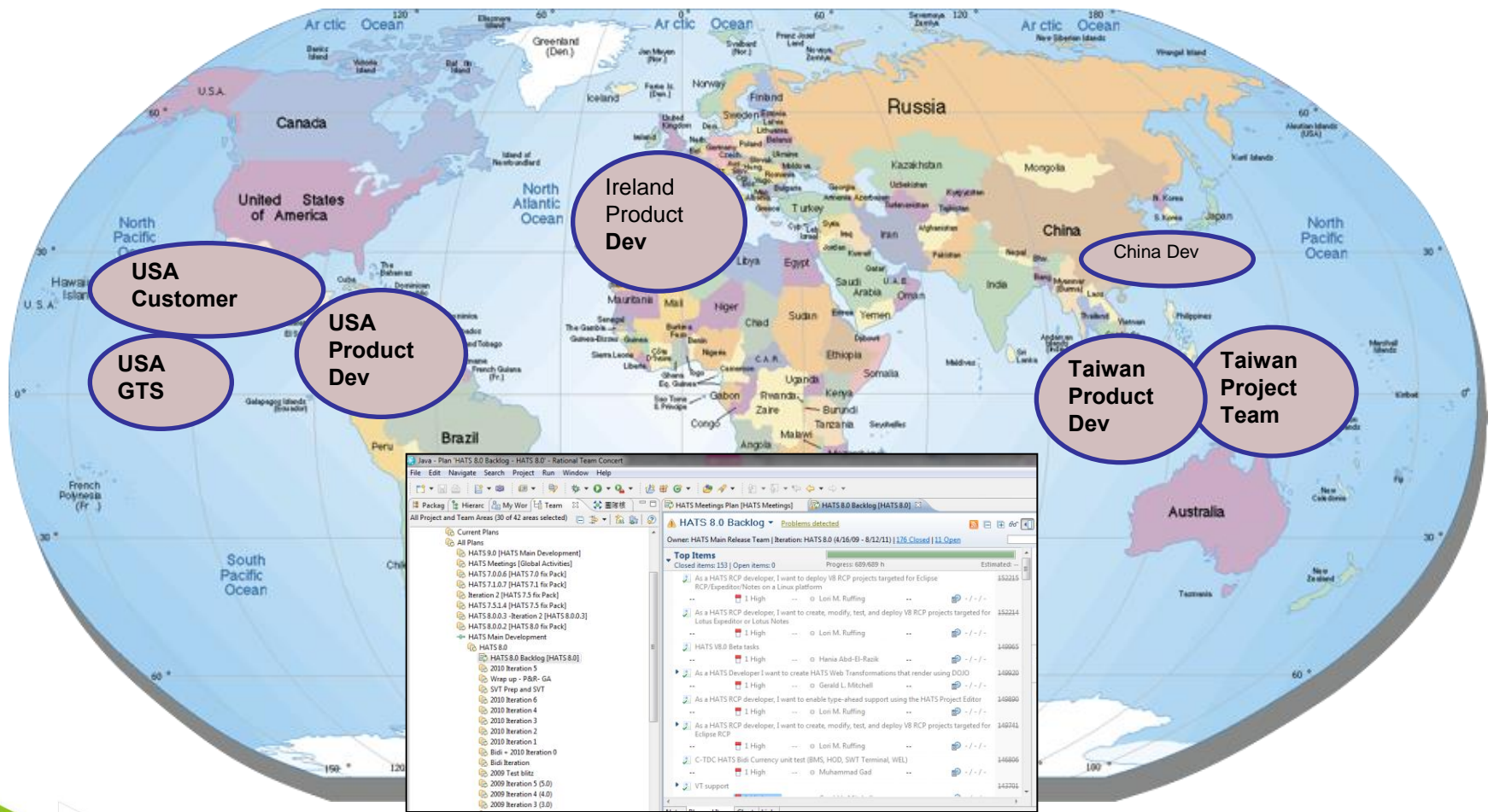


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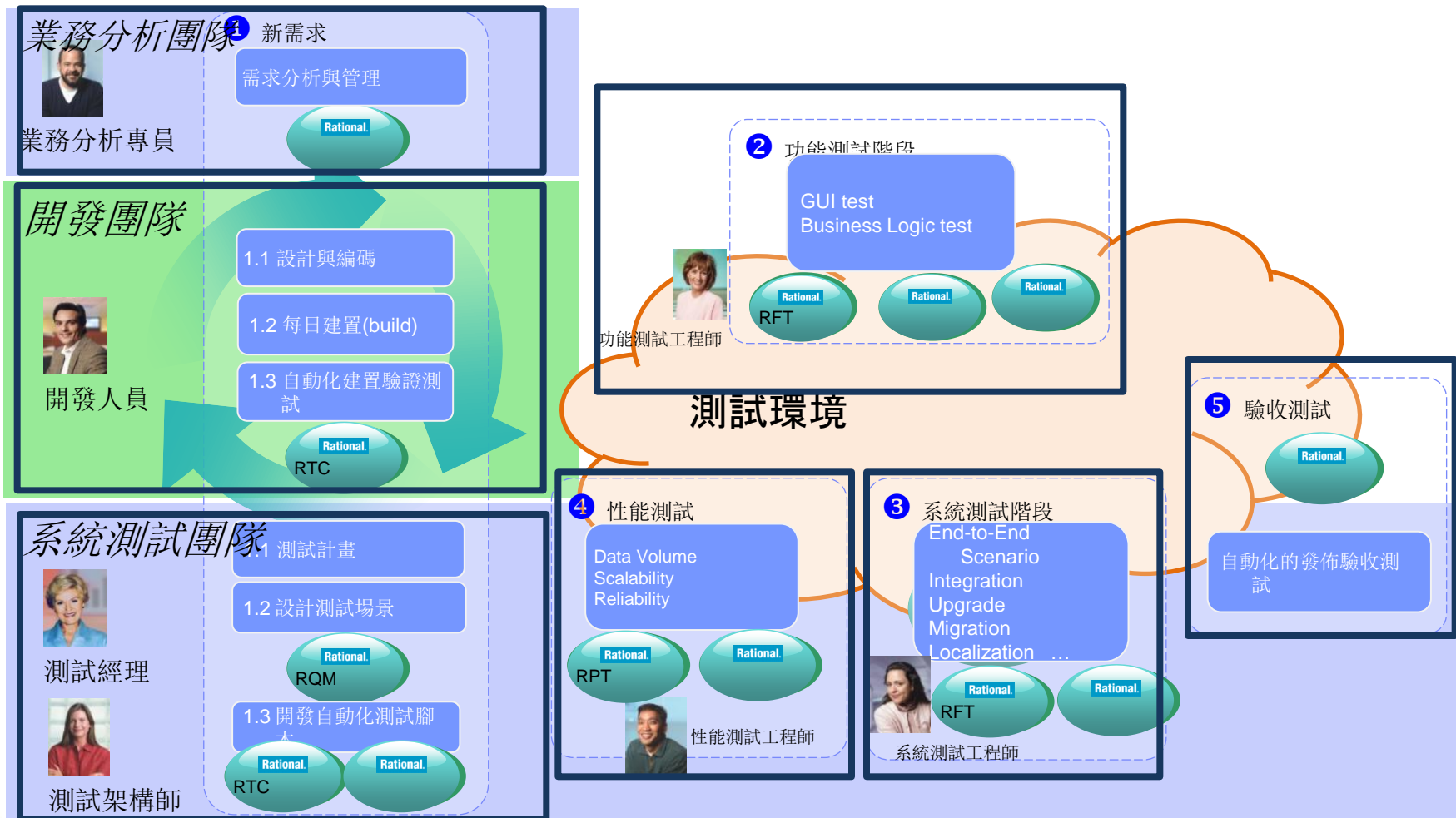




# 跨國客戶服務經驗分享



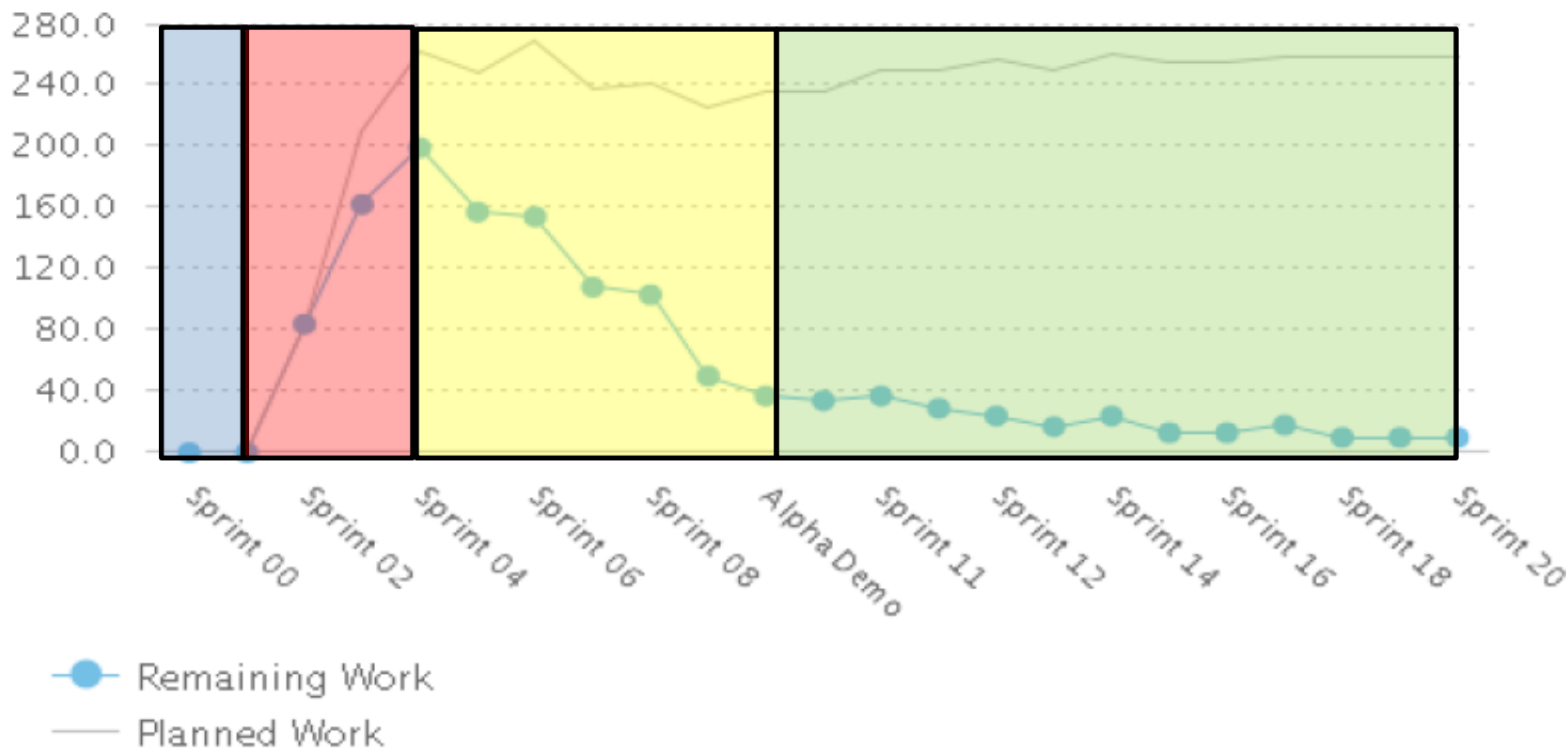
# 跨國客戶服務經驗分享





# 跨國客戶服務經驗分享

Release burndown



## 敏捷客戶服務帶來的好處

- 快速確認實作符合需求：透過Mockup, Demo及Driver確認
- 提高客戶滿意度：早期提交Demo及Driver
- 減少資源浪費：早期與客戶確認需求以減少開發資源浪費
- 團隊適應快：每個衝刺回顧會議都能讓下個衝刺更完善





# Q&A





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