

ThoughtWorks®

# 敏捷模式下的质量管理

ThoughtWorks质量管理敏捷实践

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# 师洁？

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2009.7 阿里巴巴



2012.6 盘古搜索



2013.6 ThoughtWorks

## ThoughtWorks实践

没有方法论、没有最佳实践、没有标准

- 团队管理
- 项目管理
- 敏捷测试

## 实施的要求及挑战

与传统的质量管理相比，实施的要求及挑战

- 文化
- 团队
- 项目

# 项目管理实践

每日站会  
Standup

用户故事  
User Story

估点  
Estimation

持续集成  
CI

持续交付  
CD

结对编程  
Pair

迭代计划  
IPM

迭代回顾  
Retro

开发模式  
TDD/BDD/  
ATDD/DD

架构设计  
Microservice  
s/分布

Code Diff  
Pull Request

小步提交



# 项目管理实践

A/B Test  
Optimizely

Feature  
Toggles

PIR

度量

Burn Up/  
Down

Tail Time

Build Failure

Delivery  
Speed

Build  
Recovery

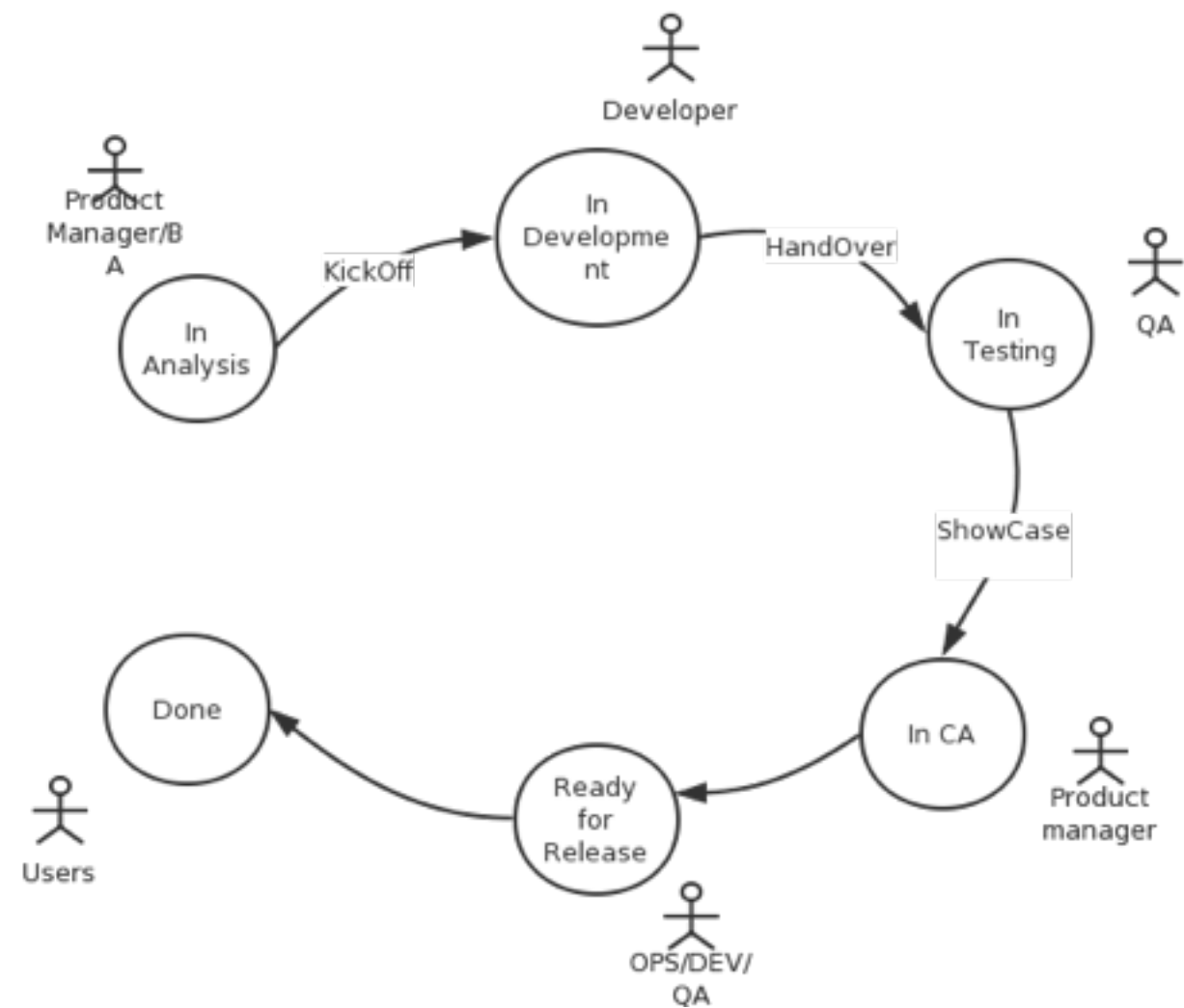
Tech Debt

Lead Time

Cake

# 敏捷测试实践

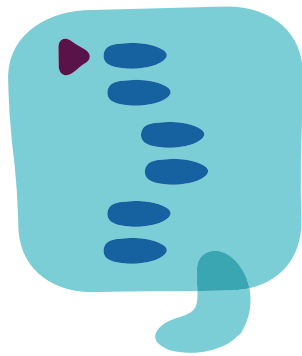
## 弱流程



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# 敏捷测试实践

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轻文档



测试向前



协作

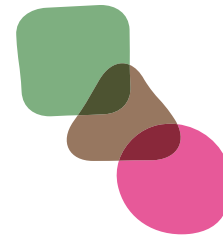
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# 敏捷测试实践

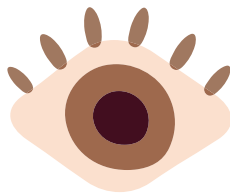
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测试策略



探索性测试ET



端到端测试



自动化测试



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# 团队管理实践

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Mission

质量是整个团队的责任

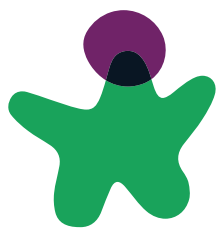
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# 团队管理实践

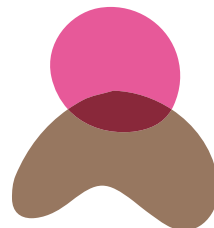
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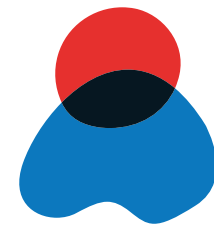
交叉、复合、全栈工程师



Dev/Ops



Dev/QA

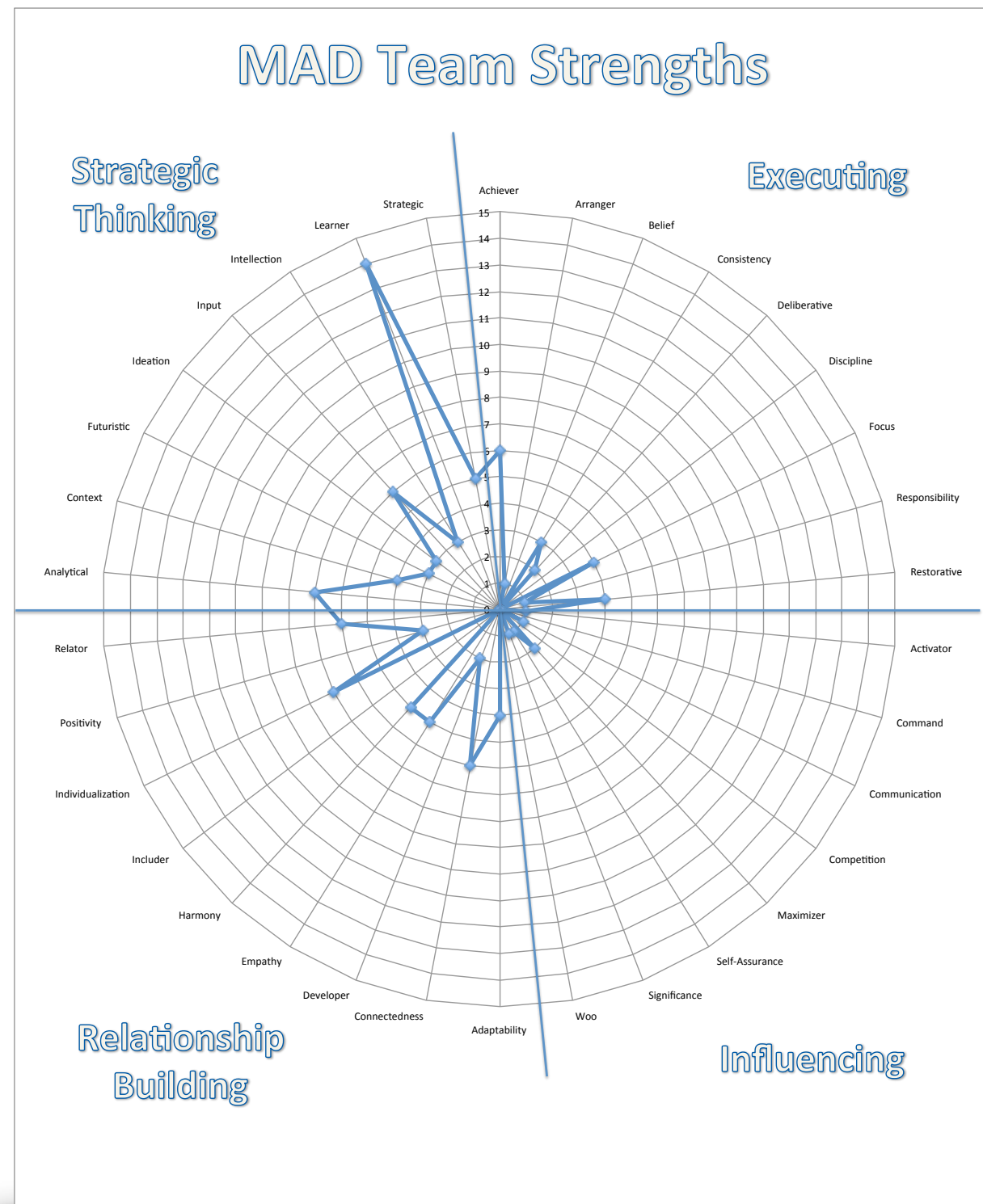


QA/Ops

# 团队管理实践

自我管理的学习型团队

Strengths finder



# 团队管理实践

## 自我管理的学习型团队

## Merit Beans

Week #		Date	Multiple Items																													
3		Sum of # of Bear		Column Labels																												
Outstanding Beans		Row Labels	Arthur	Chen Liang	Cui Jiao	Dong Ying	Fan Wenbo	Holly	Larry	Li Yang	Liu Jing	Ma Libin	Malvin	Meng Weng	Michelle Keck	Mike	Patsy	Peng Mengqui	Qingbo	Shi Jie	Wenbo	Wu Xiang	Yan Yu	Yisen	Grand Total							
4	0	Arthur			17.5	7.5		10	17.5			5	10	5					30	25	15	7.5	12.5	27.5	200							
4	0	Chen Liang	15						7.5	5		17.5		40				5	25	25	5	15	10	30	200							
4	0	Cui Jiao		5		40	10		15	20	2.5			5	20	5	10			25	22.5	5	5	10	200							
4	0	Dong Ying	20	5	40				40	5		20			20				30	20					200							
2	0	Holly	50	25																				25	100							
4	57	Larry	35	5	2	7				3	2	2	15	2				3	17	22	12	2	2	12	143							
2	0	Li Yang		5	27.5	27.5			10			5						5		10	10				100							
4	0	Liu Jing	10	10	35	15			20			10						10	15	35			20	10	200							
4	0	Ma Libin	10	15	5								5	15				60	35	10	15	20	10		200							
3	0	Malvin	35					25	20			20		10				30	10				20		150							
3	0	Meng Weng	10	30					20			10	10					20	30						150							
2	50	Peng Mengqui		10					10	10	10										10				50							
4	2.5	Qingbo	20	10	7.5	10			50		7.5	35	10	30						7.5			10		197.5							
4	0	Shi Jie	20	15	10				15		10	10		15				10	25		20	10	20	20	200							
4	0	Wenbo	20	5	10	10		10	15	20	10	5		5		20	20	20	10	10				10	200							
4	0	Wu Xiang	20	20								10		10					20	50			70		200							
4	0	Yan Yu	20	35					30					5				25			65		20		200							
4	0	Yisen		20					110			10		10							20	10	20		200							
		Grand Total	285	215	154.5	117	10	45	380	63	52	159.5	50	152	40	25	30	53	302	284.5	159.5	129.5	209.5	174.5	3090.5							
		RMB	\$	89.06	\$ 67.19	\$36.56	\$ 3.13							\$ 47.50	\$ 12.50			\$ 16.56			\$40.47	\$65.47	\$ 54.53	\$ 965.78								
Unallocated beans for week 1 and		112.5																														
Total unallocated beans		109.5																														
Total beans		3200																														
Budget(rmb)		1000																														
rmb per beans		0.3125																														

# 团队管理实践

自我管理的学习型团队

DRI

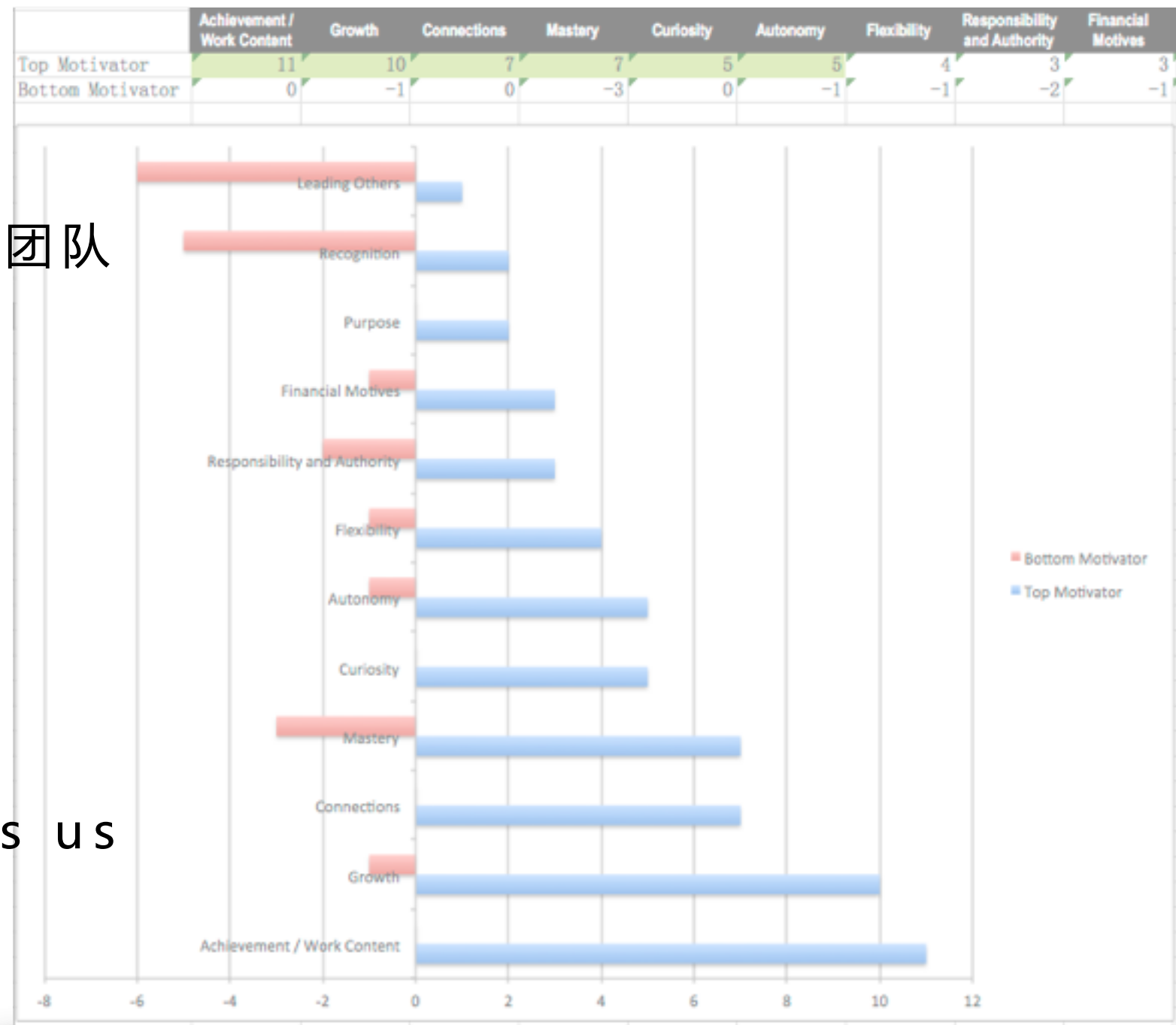
Directly  
Responsible  
Individual role

 Shi Jie Qing Bo	<b>Subject Matter Expert</b> <ul style="list-style-type: none"><li>• A person who is familiar with all the functionality of the project and is able to answer enquiries for project related questions</li><li>• How does a piece of functionality work?</li><li>• What configuration changes are required?</li><li>• What changes would it require for production deployment?</li><li>• When an action is perform on the frontend what changes happen at a database level?</li></ul>
 Arthur	<b>Beans counter</b> <ul style="list-style-type: none"><li>• A person to collect all beans from all who partacpte in Merit beans</li><li>• A person to remind people submit their beans</li><li>• A person to aggregate beans after submition and summarised results then passed on to team</li></ul>
 Wu Xiang	<b>Codediff Runner</b> <ul style="list-style-type: none"><li>• A person to organise meetings</li><li>• Feedback retro, sessions...</li></ul>
 Zhang Yitong	<b>Retro Runner</b> <ul style="list-style-type: none"><li>• A person who runs retro(personal, project)</li><li>• Following up on retro actions</li><li>• A person who actively find areas for improvement</li></ul>
 Yang Mengmeng	<b>Wall Syncer</b> <ul style="list-style-type: none"><li>• To sync up walls with Jira</li><li>• To connect the always on</li><li>• Ensure distributed meetings are running properly on VC</li></ul>
 Ma Libin	<b>Secret Angel</b> <ul style="list-style-type: none"><li>• A person who goes out of their way to help another person but don't let them know til end of month</li><li>• Definition of help in what way</li></ul>
 Yan Yu	<b>Organiser</b> <ul style="list-style-type: none"><li>• A person to organise code diff</li><li>• Track issues found during code diff</li></ul>
 Chen Liang	<b>Cheerleader</b> <ul style="list-style-type: none"><li>• Someone to make things more fun</li><li>• Someone to measure/keep team morale high</li></ul>

# 团队管理实践

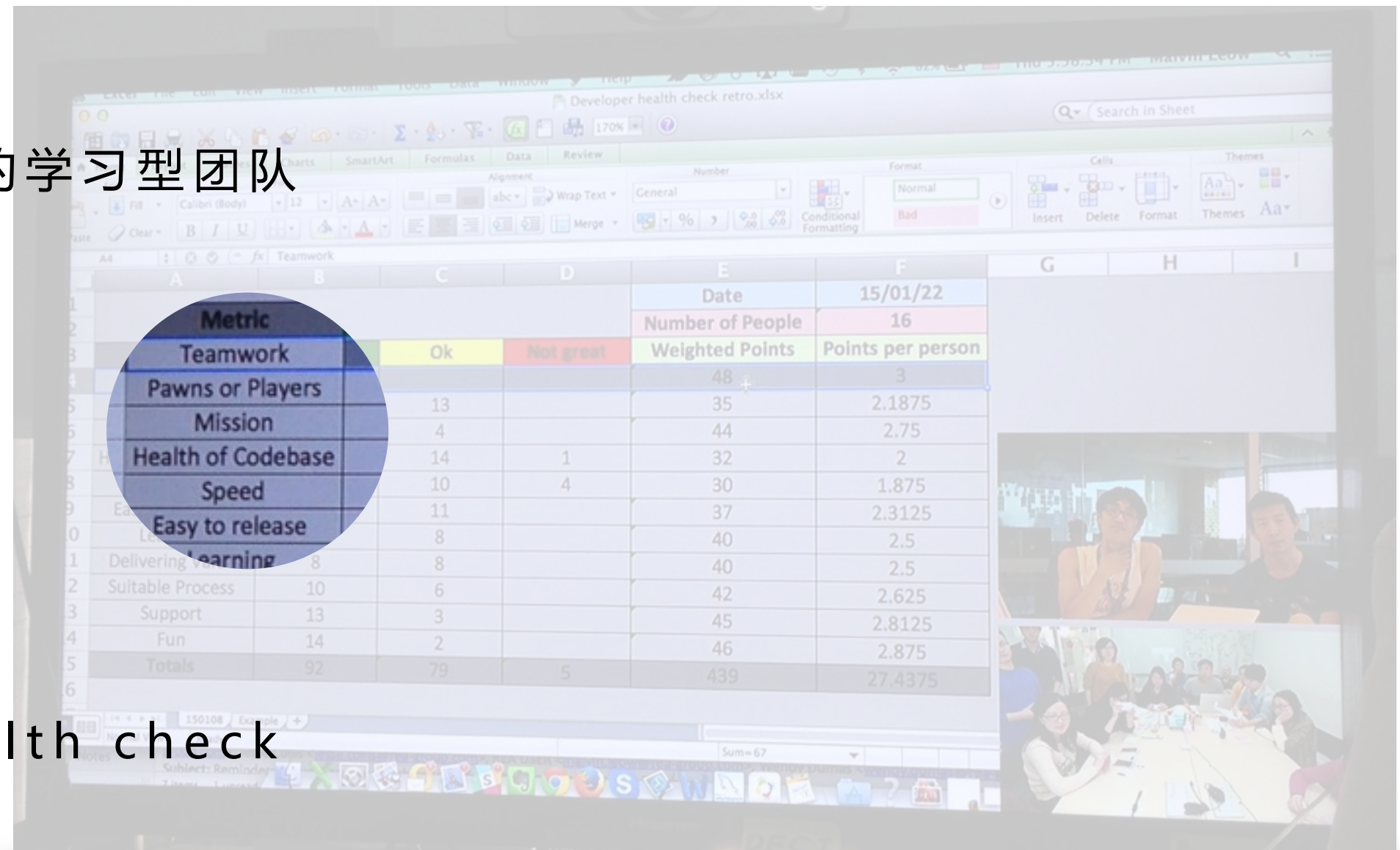
自我管理的学习型团队

What motivates us



# 团队管理实践

自我管理的学习型团队





# 敏捷模式下的质量管理

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- 团队
- 项目



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# 项目

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交付价值最大化  
结果为导向

测试代码也是生  
产代码

合作

分岗（任务）不  
分人  
“全栈工程师”

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# 团队

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组织结构：项目  
即团队

自底向上

自顶向下

自我管理

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# 文化

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认同文化  
求同存异

重视被测系统本身，  
而不是产物

敏捷模式下的测试

持续学习  
持续改进

及时反馈

工具不重要  
重要的是人和使用方式

协作

追究责任要不得

# Q&A

Email

*[jshi@thoughtworks.com](mailto:jshi@thoughtworks.com)*

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