# How To Make
# Your Organization Agile ?
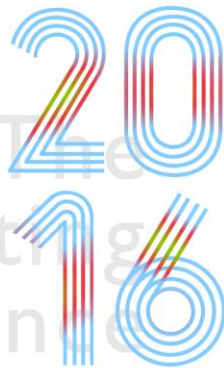
Jim Wang 王军

# Jim Wang

**CST, CSP, CSM, CSPO, MBA**

- 20+ years of experience in the software industry
  Including 11 years in US

- Scrum adaption in Avid China offshore team

- Rich experience on the high-end product development
  in the distributed teams

- Agile coach and director at Oracle BI Shanghai R&D
  Center, Endeca, and Avid Dev center

- Agile trainer/coach and consultant at ShineScrum

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Agenda:

➢Why Agile ?

➢Agile is a different Mindset

➢A few basic principles for a transition

➢The Microsoft Story

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# Why Agile -- The world changed

- Globalization

- Deregulation

- Knowledge work

- The Internet

Greater competition

Faster pace

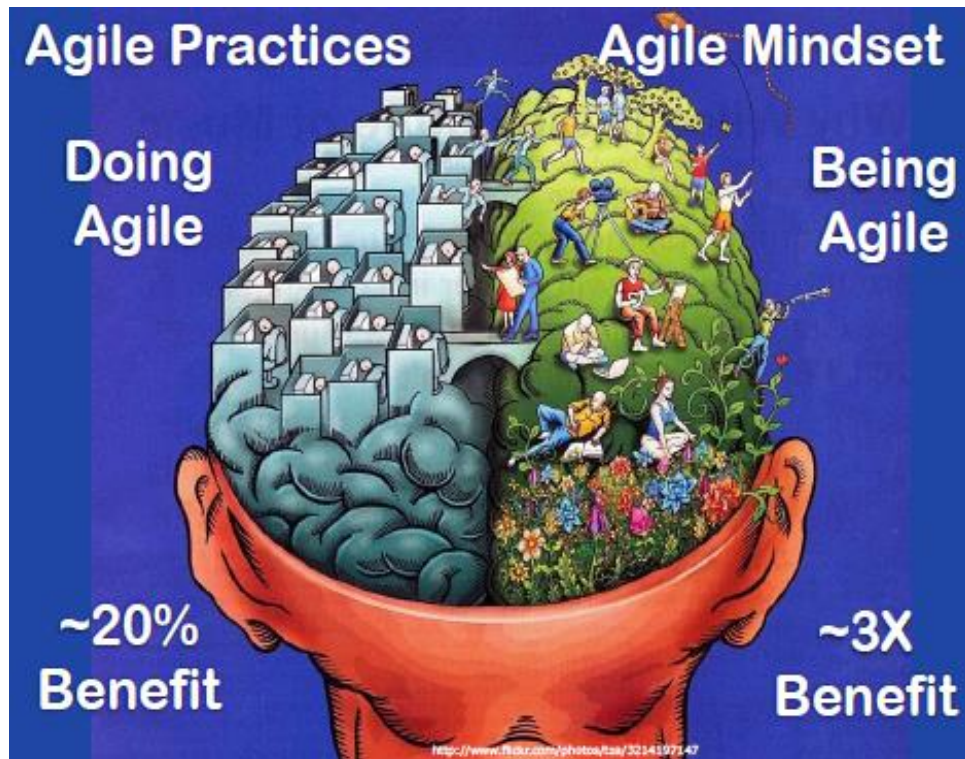Digitalization of everything

The customer is the boss

# Agile is not a cookbook but a mindset

# 5 mindset shifts

http://blogs.forbes.com/stevedenning/
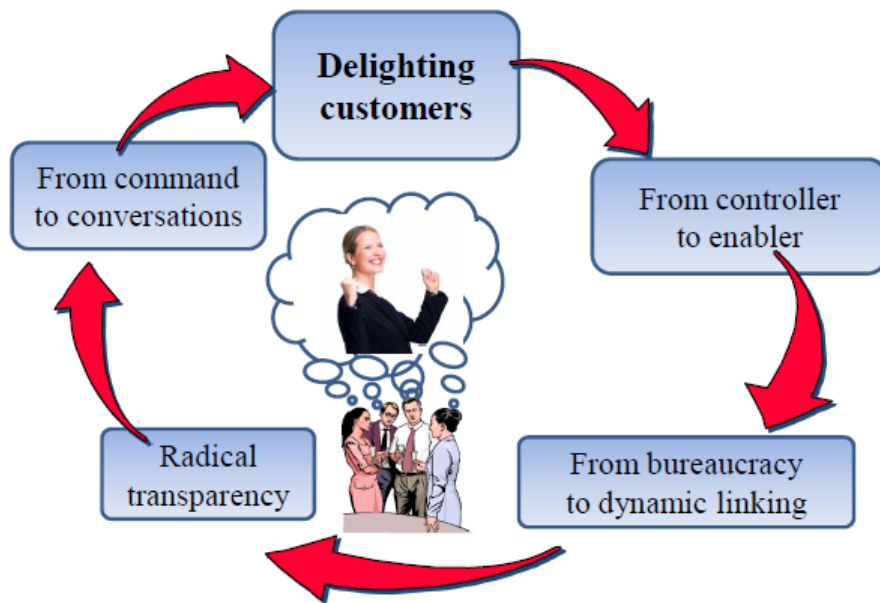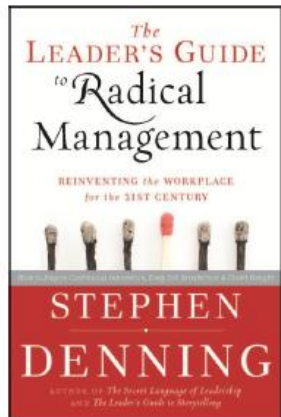
# Principal focus of Agile / Scrum

# Agile requires a different mindset

**Goal**

The purpose of a firm is to make money for its shareholders

"The dumbest idea in the world" – Jack Welch

**Goal**

The only valid purpose of a firm is to create a customer

Peter Drucker
1954

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# "Maximizing shareholder value"

Jack Welch former CEO of **GE** has called it "the dumbest idea in the world."

**Alibaba CEO Jack Ma has said that "customers are number one; employees are number two and shareholders are number three."**

Marc Benioff, CEO of **Salesforce** declared that this still-pervasive business theory is "wrong."

"Providing a continuous stream of additional value to customers and delivering it sooner"
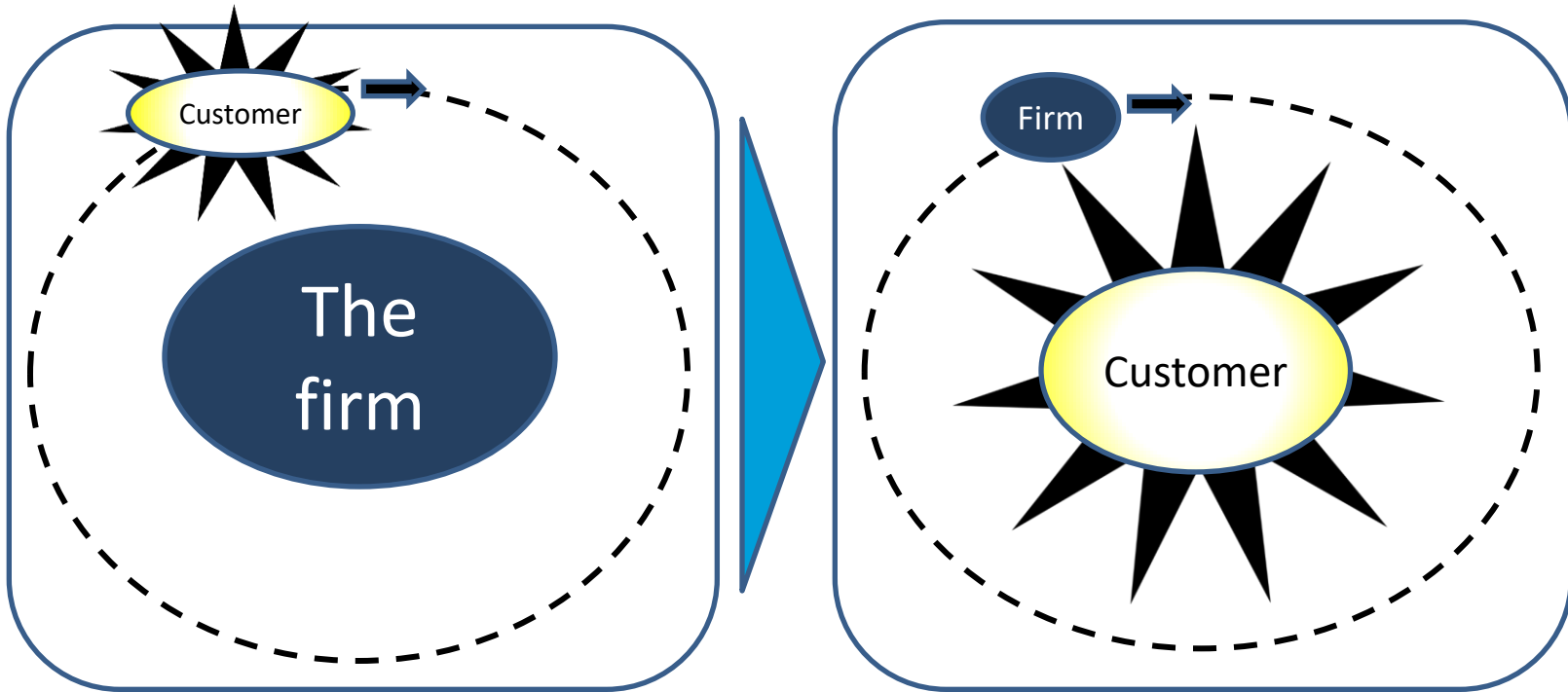
# The customer is the boss



It is leading to vast economic, social and political change

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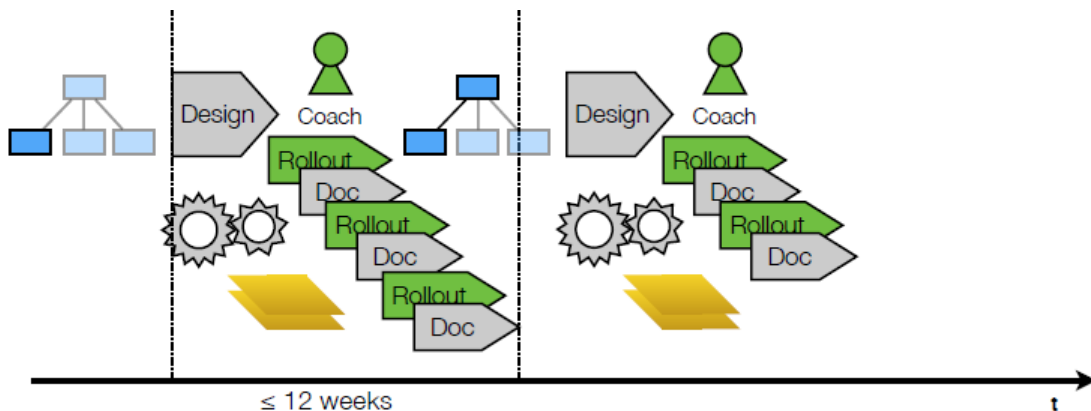THE COMPUTING CONFERENCE

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# A few basic principles for a transition

"One size fits all?"... Not in practice... but in Principles!
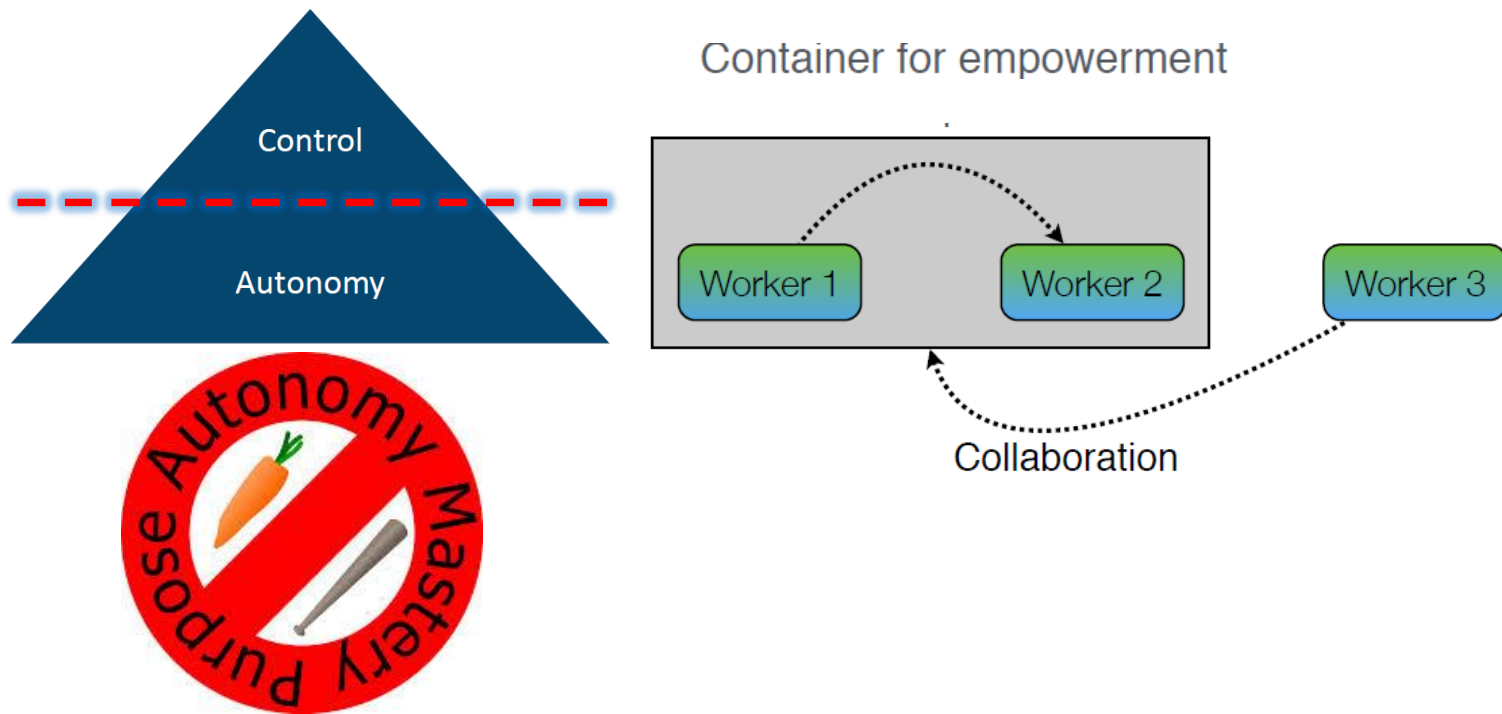
# 1ˢᵗ Principle: focus on small incremental changes



The agile approach to change management

focused on **stabilization** with emergent *standardization*

http://www.slideshare.net/tumma72

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# 2<sup>nd</sup> Principle: engage people and decentralize control

# change your consciousness and org model

To fully Engage People … you need to change Your Organizational System

FREDERIC LALOUX
FOREWORD BY KEN WILBER

"Impressive! Brilliant! This book is a world changer!"
— JENNY WADE, Ph.D. author of Changes of Mind

Reinventing organizations

A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness
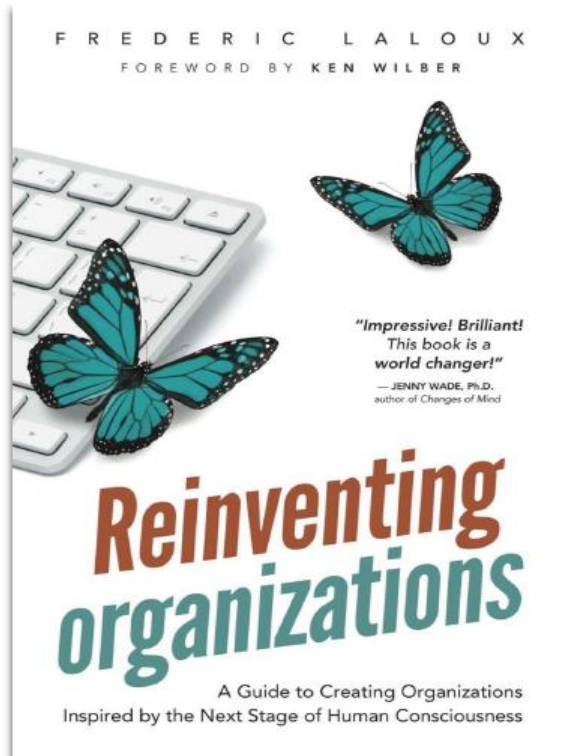
SHARED POWER
DECENTRALIZED NETWORK

SELF-MANAGENT
EMERGENCE
WHOLENESS
[TEAL]

Credit: CEC Michael Sahota

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# 3rd Principle: de-synchronizaton of development teams

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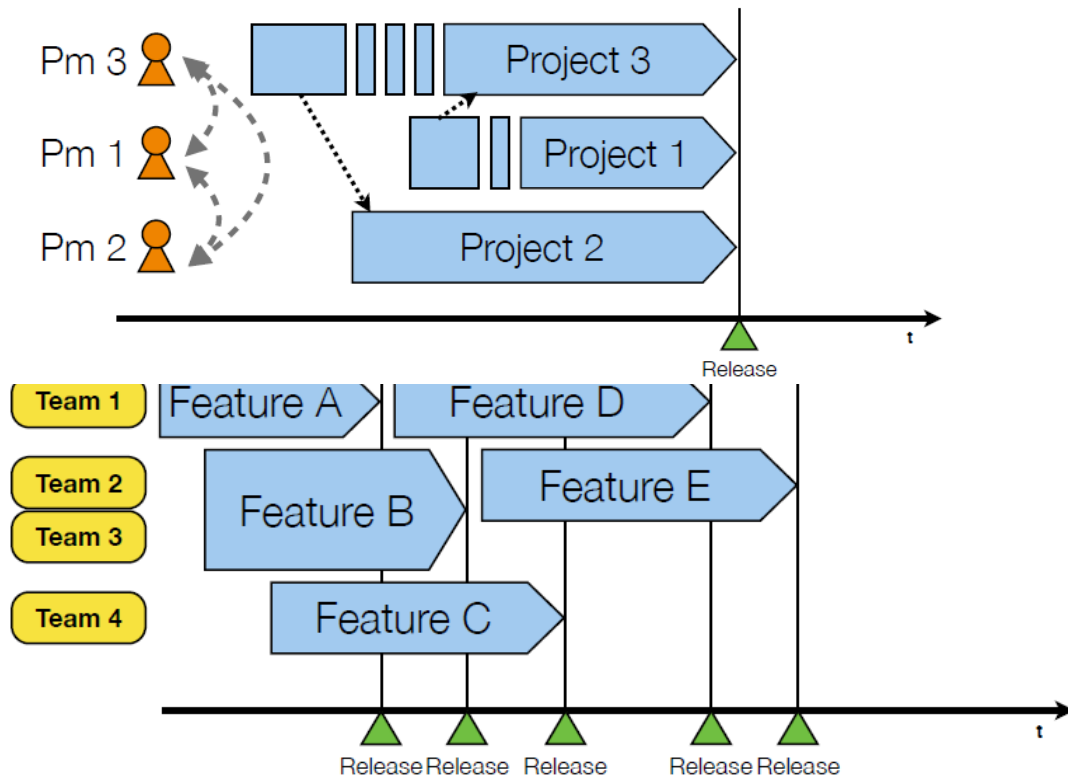
# 4th Principle: continuous integration and delivery require technical excellence
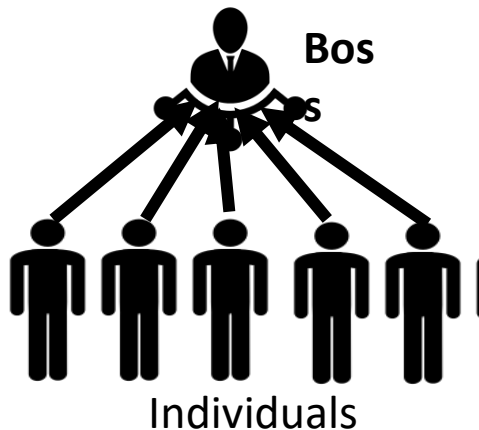


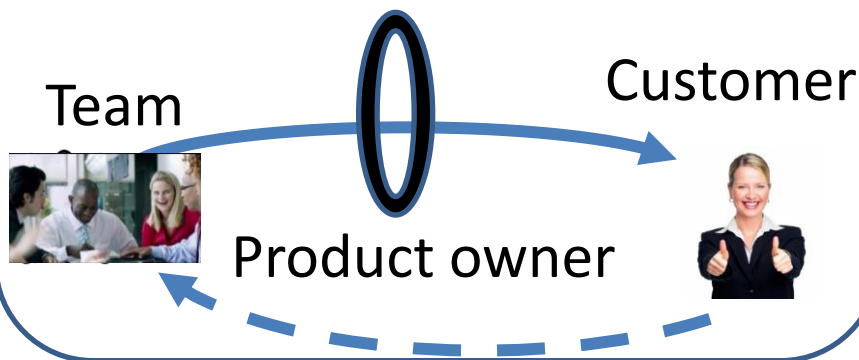Switch from big product releases to incremental change, every feature is released on all platforms

+Babbel

# The transition is under way at the team level



Bureaucracy

Boss

Individuals

Agile/Scrum

Team

Customer

Product owner

# The transition is also under way at the level of the firm

Traditional economy

Creative economy

Cloud

Teams
Networks
Ecosystems

Platform

Customer

https://www.scrumalliance.org/why-scrum/learning-consortium/learning-consortium-report-2015
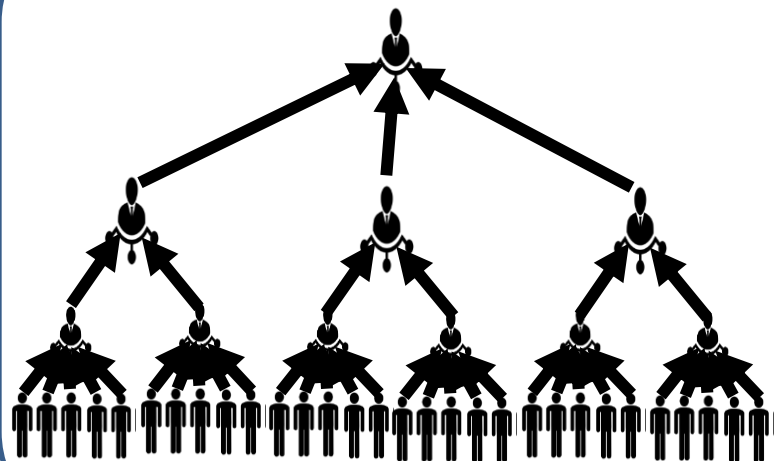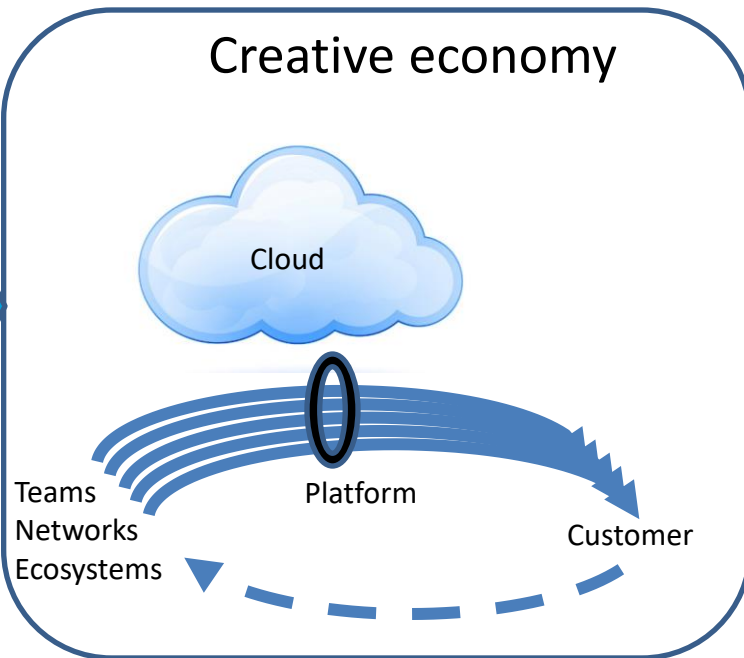
# The Microsoft Story

- 2008: one team
- 2009: several teams
- 2010: Visual Studio group
- 2011: Developer Division
- 2013: reorganization
- 2014: firm-wide interest
- 2015: firm-wide mandate

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# The heart of an Agile Organization

Client &
Value focus

Self-Organization
& Autonomy

Iterative &
Incremental
change to
reduce the
risk

Continuous
Improvement

# All those changes Require Agile Leadership



"A mind is like a parachute. It doesn't work if it's not open." —Frank Zappa

# Stay　Connected

jim.wang@shinescrum.com
http://weibo.com/shinescrum
Jim's Wechat AgileJim
课程咨询：
电话:400 821 0871 或 021-50683597
邮箱:info@shinescrum.com
QQ:2732857740

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THANKS

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