

ThoughtWorks®

NJSD
全球软件大会

2017

IT大咖说
知识分享平台

3rd

NJSD

Global Software Development Conference · Nanjing

全球软件大会

2017

NJSD 2017

说服决策者

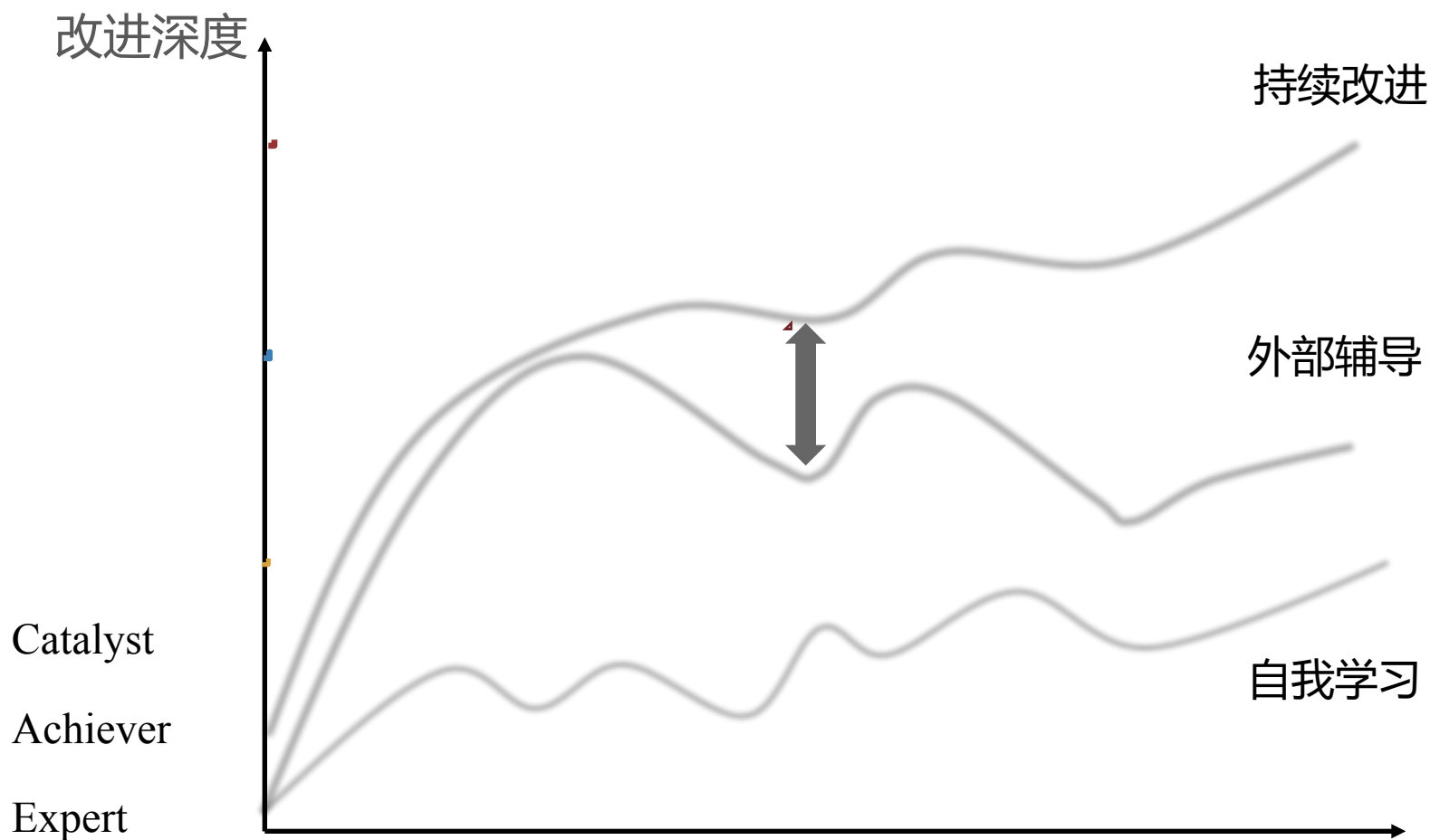
肖然 @ 南京

WHY

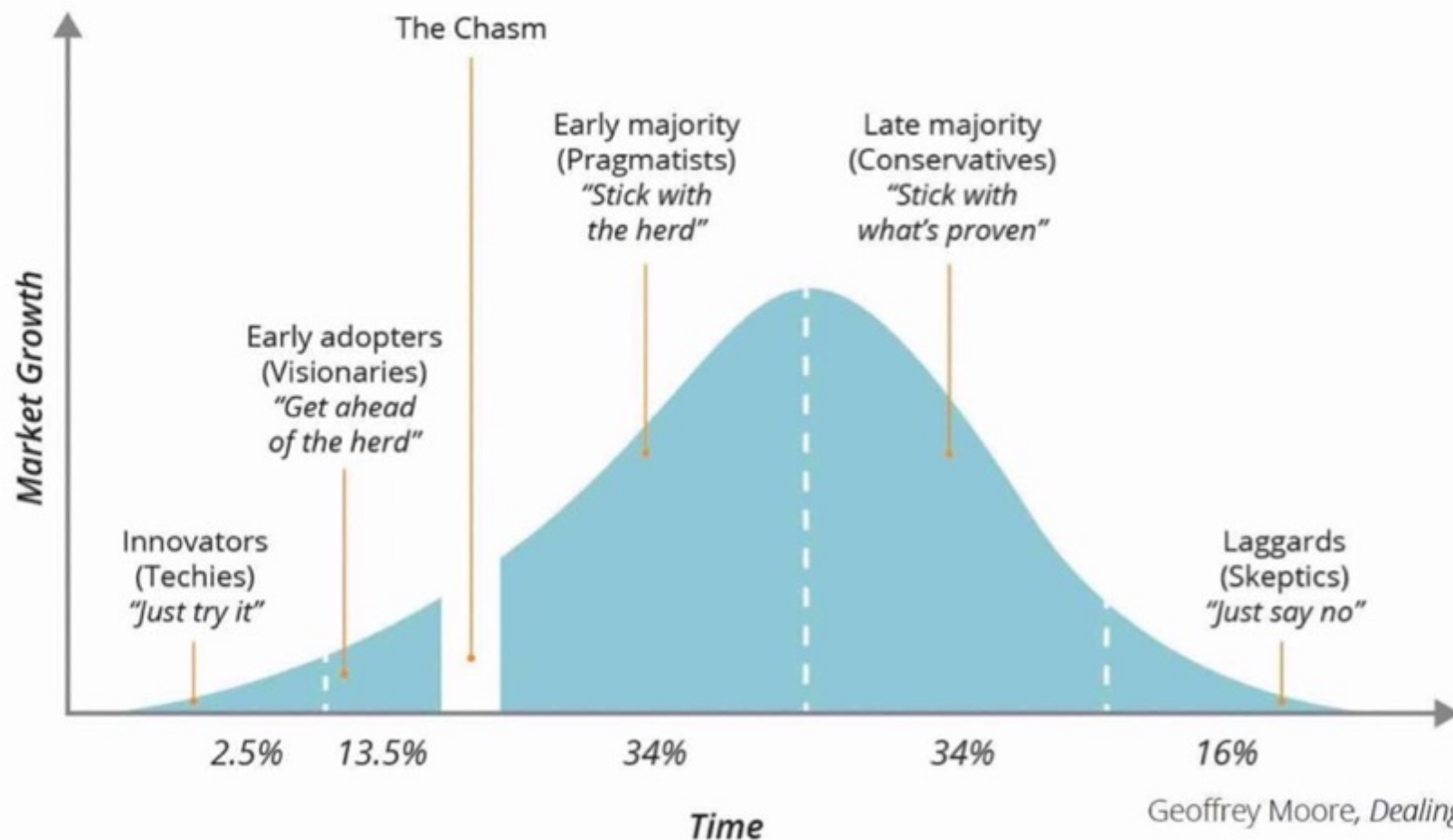
转型者的任务

转型是帮助组织建立持续改进能力的过程

转型需要催化剂



跨越“鸿沟”



Pixar Pitch

Once upon a time, people stopped reading magazines. Every day, people would open their smartphones and chat with friends, play games and read newspapers online.

One day, a company called [client] launched a solution to help magazines integrate their content online. Because of that, people had a way to access their favourite magazines anywhere on their smartphones. Because of that, magazines started to make up new & interesting ways by delivering their content in new & interesting ways. without getting caught up in the past.
THE END!

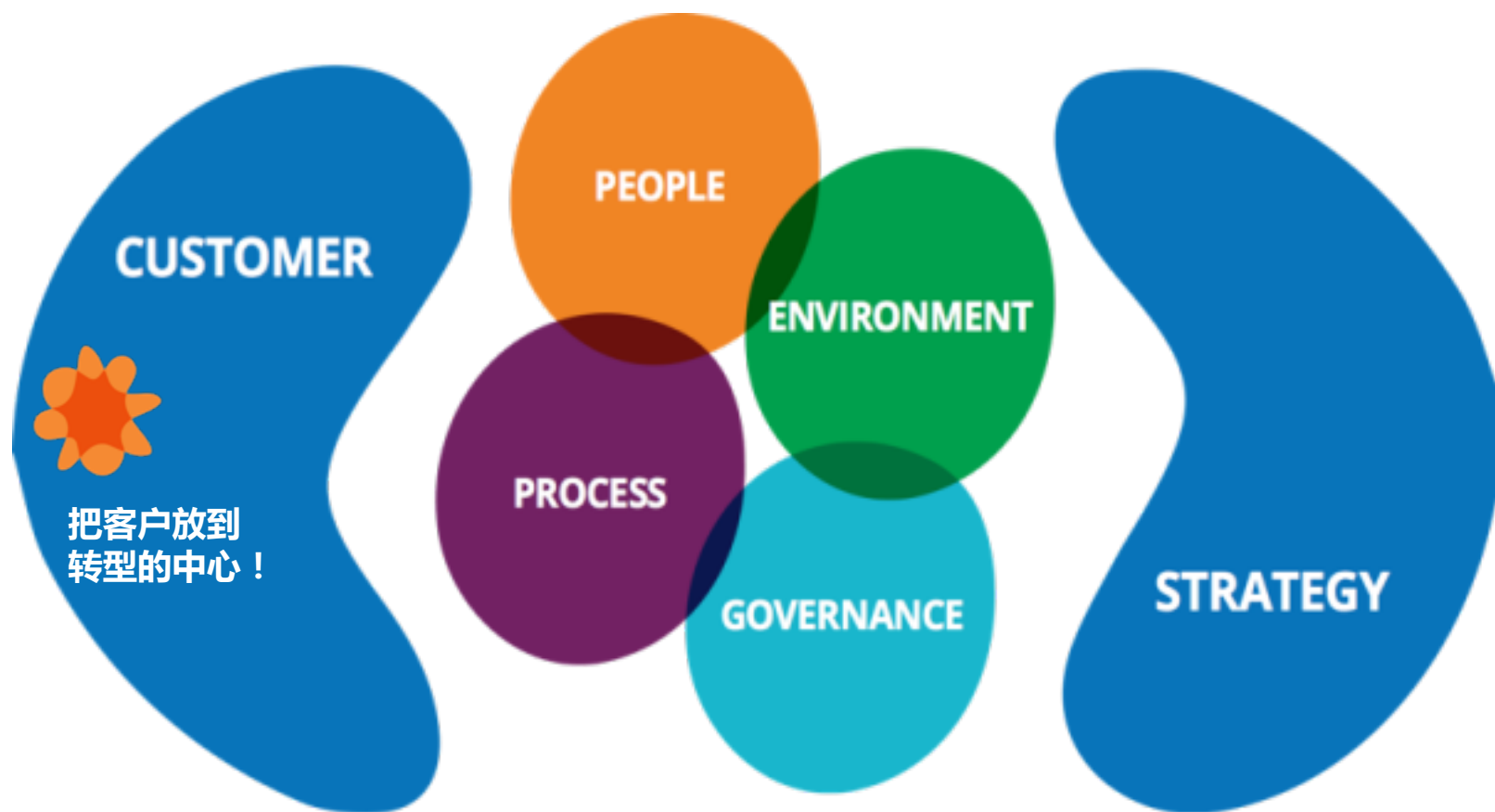
Vision&Goal

愿景&目标一致

任何改进的第一步永远是建立愿景和目标的一致



转型需要综合设计

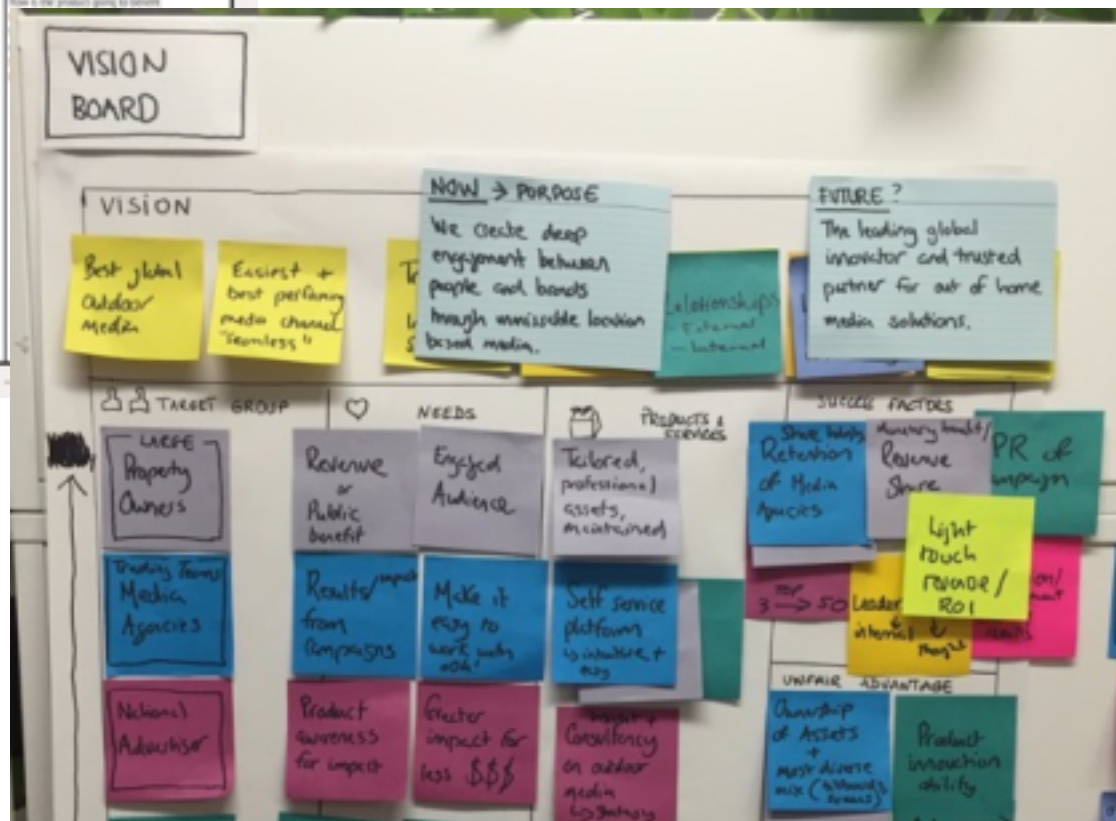


对决策者来说转型的最终价值体现在客户价值的提升上!

显示化定义

The Vision Board

Vision Statement Concise summary of the vision / idea.			
Target Group Which market segment does the product address? Who are the target users and customers?	Needs Which needs does the product satisfy? How does it create value for its users? Which emotions will it evoke?	Product What are the three to five top features? What are its unique selling points?	Value How is the product going to benefit?



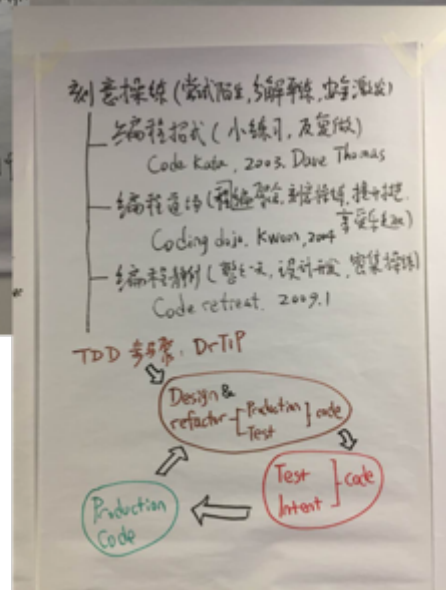
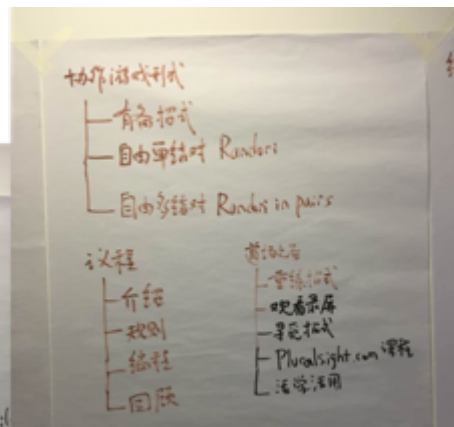
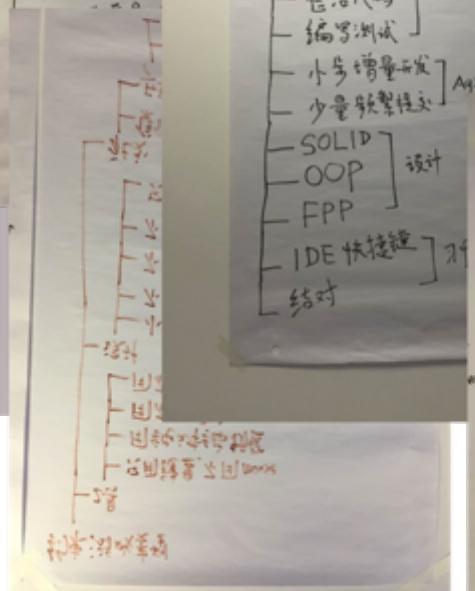
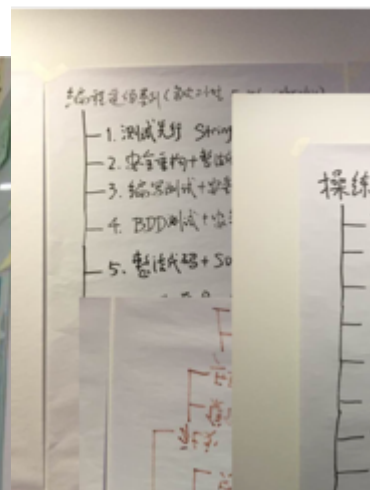
明确成功定义！

Transparency

可视化一切

透明是解决转型过程中直面不确定性焦虑的最好办法

改进工作透明



利用信息辐射的力量降低不确定性

分层的可视化机制





Collaboration

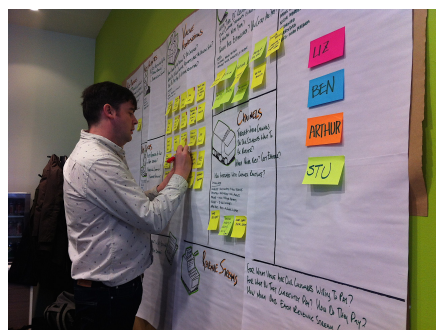
协作式计划

转型是一个旅程，过程往往重于阶段性的结果

重在参与

转换视角：

不是决策者不愿意参加协作；
而是参与给决策者带来了什么不明确！



What's this
all about?

Validation

定义MVP

转型和

Scenes

转型本身就是一系列“产品”

NOT LIKE THIS...



LIKE THIS!

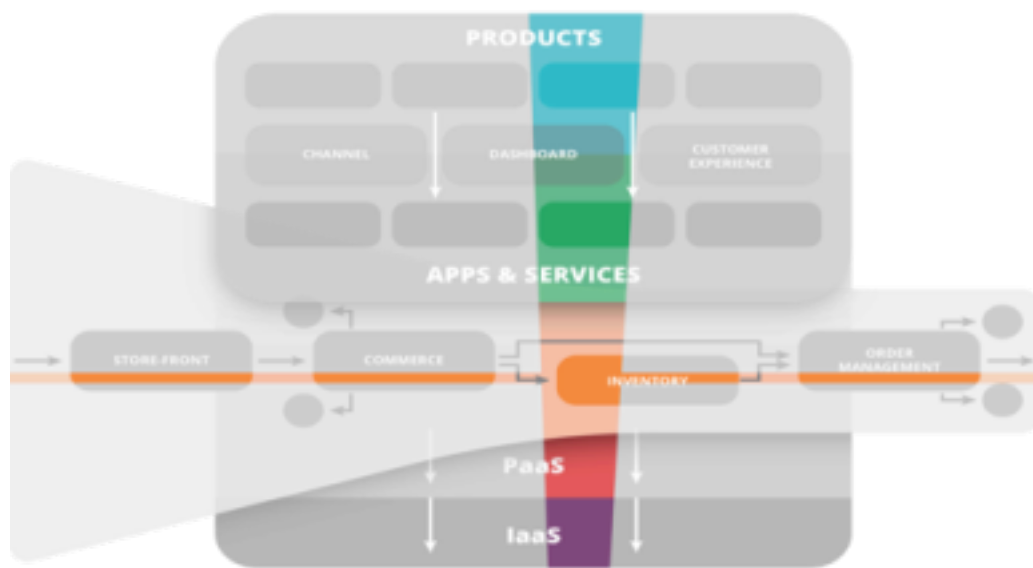


学会验证OUTCOME

OUTCOME over OUTPUT

Validation					
TRACK PIVOTS	START	1ST PIVOT	2ND PIVOT	3RD PIVOT	4TH PIVOT
CUSTOMER HYPOTHESIS					
PROBLEM HYPOTHESIS					
SOLUTION HYPOTHESIS					
DESIGN EXPERIMENT		TEST	RESULTS		
CORE ASSUMPTIONS		RISKIEST ASSUMPTION	INVALIDATED	VALIDATED	
		METHOD			
		MINIMUM SUCCESS CRITERION			

采用“Thin Slicing”的方法



Listening

倾听、倾听、倾听

不要做任何假设，倾听有时候是最好的辅导方式

澄清和确认

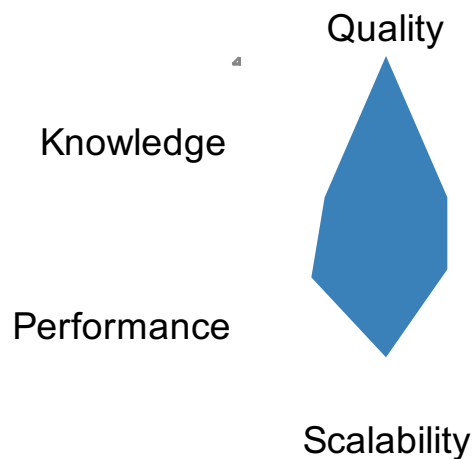
澄清：获取更多的信息

确认：保证大家的认知是一致的

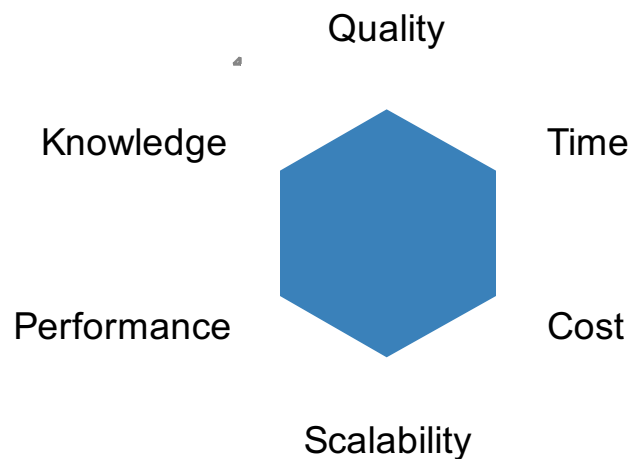
主动倾听！

包容不同的想法

Idea 1



Idea 2



哪个Idea更好？

JOBS TO BE DONE STEP MAP

DEFINE

Determine their goals and plan resources.

HOW MIGHT WE...

Simplify planning?

LOCATE

Gather items & information needed to do the job.

HMW...Make required inputs easier to gather and ensure they're available when and where needed?

PREPARE

Set up the environment to do the job.

HMW...Make set-up less difficult and creating guides to ensure proper set-up of the work area?

CONFIRM

Verify that they're ready to perform the job.

HMW...Give customers information they need to confirm readiness?

EXECUTE

Carry out the job.

HMW...Identify potential problems or delays?

MONITOR

Assess whether the job is being successfully executed.

HMW...Link monitoring with improved execution?

MODIFY

Make alterations to improve execution.

HMW...Reduce the need to make alterations and the number of alterations needed?

CONCLUDE

Finish the job or prepare to repeat it.

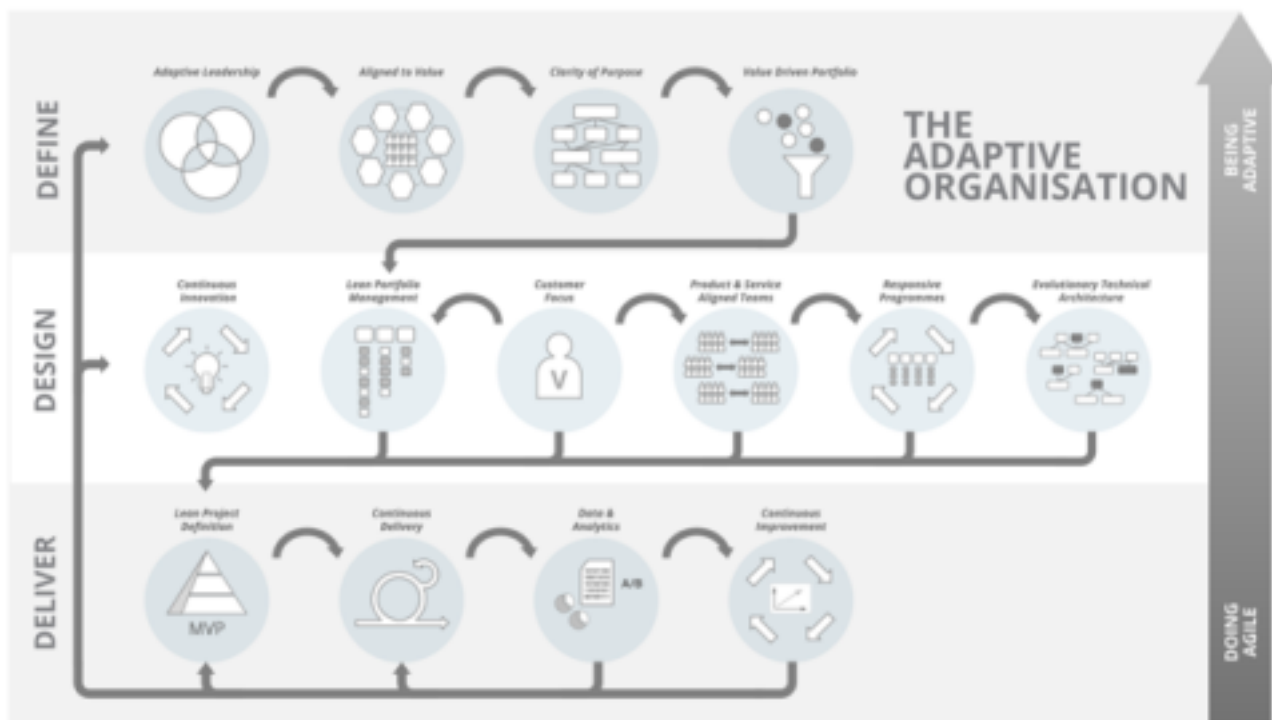
HMW...Design products that simplify the process of concluding the job?

Systematic

建立系统和体系

系统和体系并不邪恶，邪恶的是你如何使用它们

平衡“预定义”和“定制化”



面对复杂系统，没有体系会让决策者不安；
但完全照搬体系会让转型失败！



THANK YOU!

肖然

rxiao@thoughtworks.com

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