

<<SCRUM与企业管理>>

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### 内容概要

Its time to extend the benefits of Scrum greater agility , higher-quality products , and lower costs from individual teams to your entire enterprise. However , with Scrum's lack of prescribed rules , the friction of change can be challenging as people struggle to break from old project management habits. In this book , agile-process revolution leader Ken Schwaber takes you through change management for organizational and interpersonal processes explaining how to successfully adopt Scrum across your entire enterprise. A cofounder of Scrum , Ken draws from decades of experience , answering your questions through case studies of proven practices and processes. With them , you'll learn how to adopt and adapt Scrum in the enterprise. And achieve profound levels of transparency in your development processes. Discover how to :

- Evaluate the benefits of adopting Scrum in any size organization
- Initiate an enterprise transition project
- Implement a single , prioritized Product Backlog
- Organize effective Scrum teams using a top-down approach
- Adapt and apply solutions for integrating engineering practices across multiple teams
- Shorten release times by managing high-value increments
- Refine your Scrum practices and help reduce the length of Sprints

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### 作者简介

史威伯，A 30-year veteran of the software development industry， Ken Schwaber is a leader of the agile process revolution and one of the developers of the Scrum process. A signatory of the Agile Manifesto in 2001， he subsequently founded the Agile Alliance and the Scrum Alliance. Ken authored Agile Project Management with Scrum and coauthored Agile Software Development with Scrum——and has helped train more than 47， 000 certified Scrum Masters.

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## 章节摘录

Enterprises that see value in Scrum decide to move forward. This chapter presents cases of companies that have moved forward with Scrum. (I have changed the real names of the companies and people involved to fictitious names.) These were courageous enterprises, motivated by insight and need. No enterprise in its right mind would wholeheartedly start using Scrum otherwise. Adopting Scrum in an enterprise is like looking into the abyss, girding oneself for an epic journey, and then making the plunge. What will be discovered and have to be conquered is different in each enterprise; what is common is the courage to start and then persist. Most enterprises that have a compelling need to change take the easy way out—they hire management consultants, buy another business to distract themselves, or reorganize. Scrum is soul-searching by examining failures and dysfunctions, not based on philosophical whim. It is a perilous journey, but probably the only one worth making, because it is the serious business of self-improvement. It is taking a hard look in the mirror every day, every month, and doing something about what one sees. Every enterprise that uses Scrum plots a different course. The people are different. The problems are different. The urgency of the problems is different. The only commonality is Scrum as a tool for change. We'll look at enterprises I've had experience with to illustrate some lessons that can help your enterprise effectively implement Scrum. In all of these examples, the companies saw value first and then plunged into Scrum adoption. Contoso builds value-added card products, such as gift cards issued in various dollar amounts. Customers include retailers, banks, insurance companies, and malls. It has a sophisticated core system, featuring a value-added card template that lets customers define the specific features of their value-added card. The developers at Contoso customize the template to uniquely brand and sell the cards to consumers. Contoso's ability in the past to rapidly create sophisticated products had made it a marketplace leader. For instance, if your company.

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