FreeWheel®

敏捷不是神话

There is no secret sauce
2009-07-31
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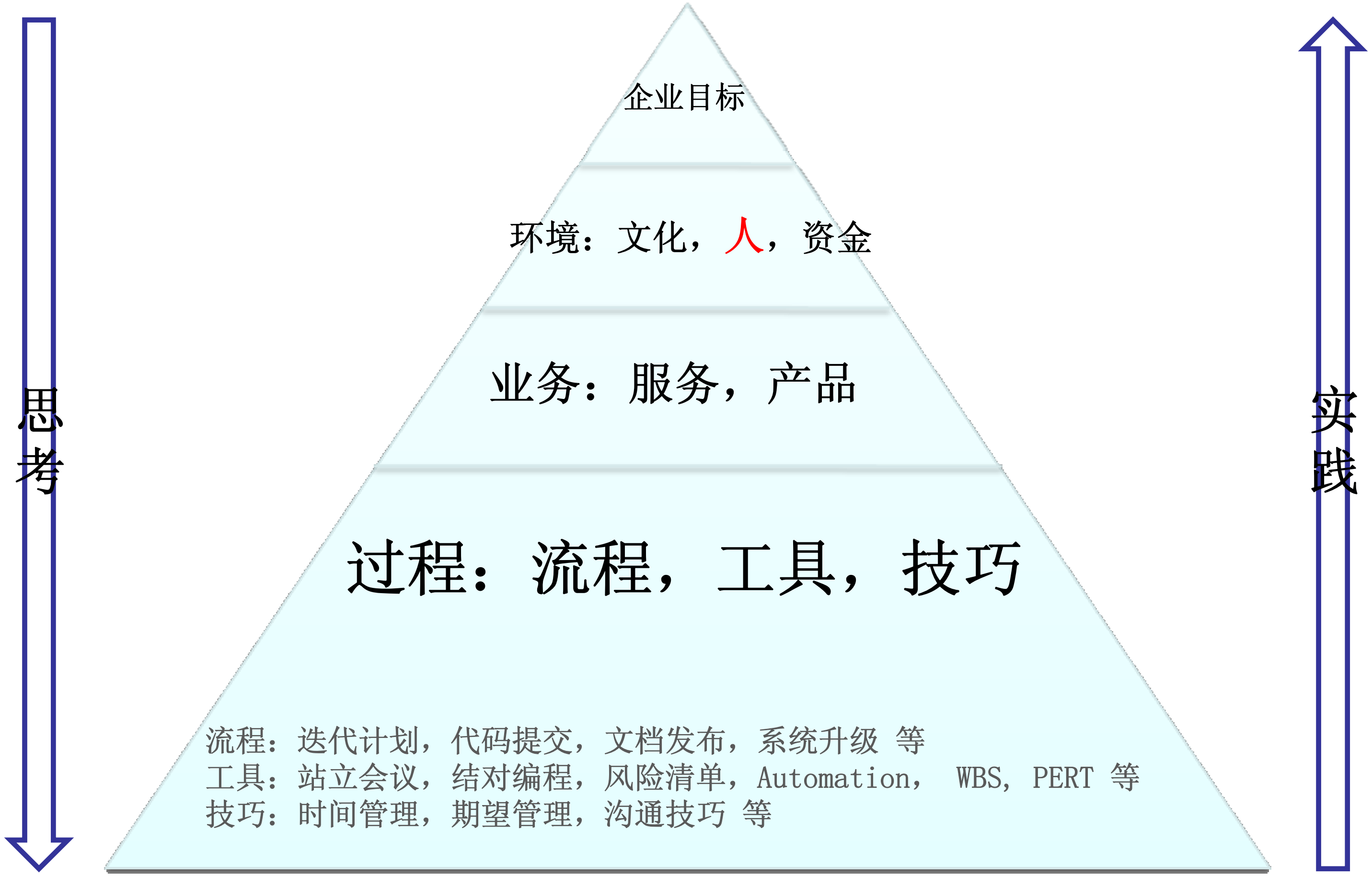
敏捷中国大会

ThoughtWorks®

InfoQueue
Enterprise Software Development Community

敏捷的思考和实践



思考

企业目标

环境：文化，人，资金

业务：服务，产品

过程：流程，工具，技巧

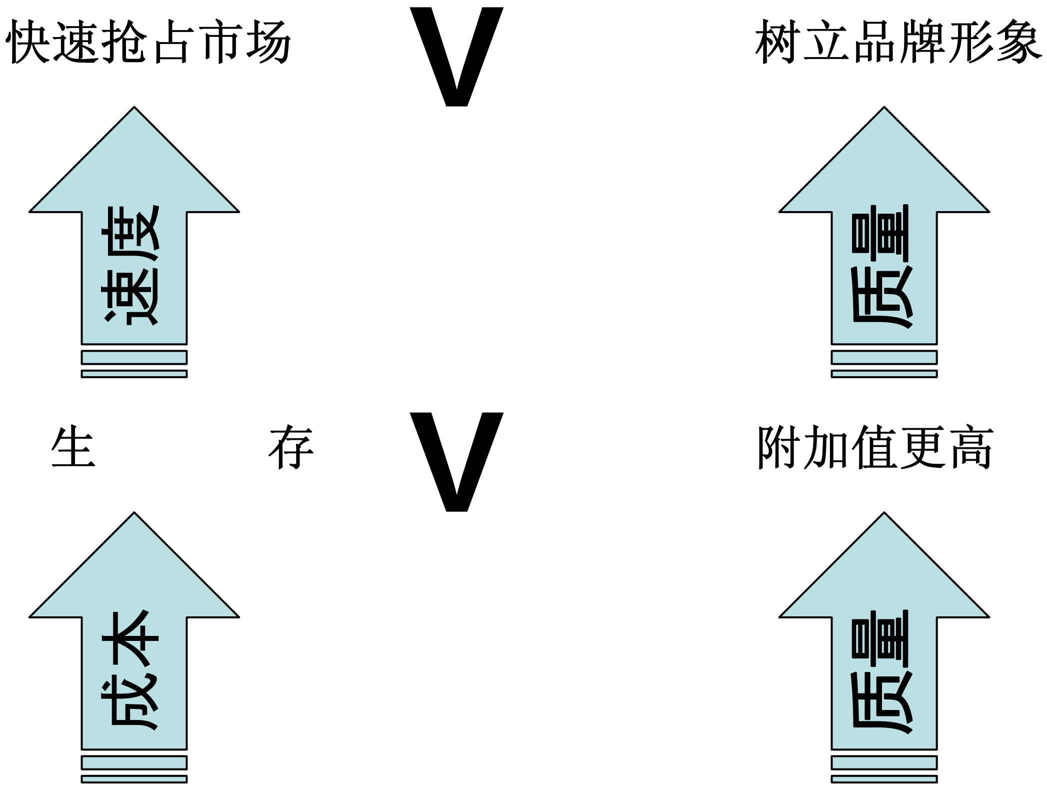
流程：迭代计划，代码提交，文档发布，系统升级 等
工具：站立会议，结对编程，风险清单，Automation， WBS，PERT 等
技巧：时间管理，期望管理，沟通技巧 等

实践

企业目标对过程的影响

创造顾客，追求利润？？？ － 这是企业的长期目标

对过程产生影响的更多是中短期目标， 通过产品和服务对过程传递的间接影响



快速抢占市场 V 树立品牌形象

速度

质量

生　　存 V 附加值更高

成本

质量

环境直接影响过程

文化：过程存在的土壤。 从过程中提炼并反作用于过程。

在FreeWheel，
敏捷的快速反馈 与 透明的文化
敏捷的快速变化 与 允许犯错的文化 相互作用

人：所有过程（Process）是围绕人展开的。不用人参与的过程是Program

FreeWheel根据人员结构强化了迭代，结对编程，站立会议，TDD，Sprint Review等敏捷实践，并分团队实施。

实践观点：
大量过程关注的重点是事，人参与过程，产出多可见且可度量
敏捷过程关注的重点是人，人主导过程，产出有士气，信任等不可度量物
非知识性企业不需要敏捷，因为他们的重点是流水线而不是人

资金：是制约因素更是形成最佳过程实践的激励因素

FreeWheel不缺钱，但也不想浪费钱。

实践观点：
若非必要，不用浪费钱去做CMMI，ISO认证
有生存危机，饥饿的人往往能找到最有效的过程（最好的士气、反馈和充分的沟通）

业务对过程有直接的要求

质量

广告系统

FreeWheel的MRM系统的特征：
1. 质量敏感，　系统故障导致损失可能非常严重
2. 业务逻辑复杂且快速变化
3. 高性能要求

实践要点
1. 测试人员高配 ，　1.5 ： 1
2. 测试驱动开发
3. End2End 集成测试，　QA Automation
4. 强烈建议结对编程 /代码评审
5. 小版本迭代　（~1m）
6. 重构

客户关系

外包业务

特征：
1. 以项目为基础，不同项目之间差异较大。
2. 客户层次差别很大，客户关系管理难度较大。
3. 开发人员归属感较差　-　客户现场办公或项目间流转频繁

实践观点
1. 视不同项目特征和客户要求，多种过程（CMMI，RUP，XP）并存；
2. 将客户纳入过程管理；　为客户提供更要的透明度。
    A.　现场办公
    B.　小版本迭代
    C.　客户参与迭代计划　-　用户故事
3. 跨项目总结形成组织过程。
4. 定期培训，跨团队活动提升成员凝聚力

短平快!

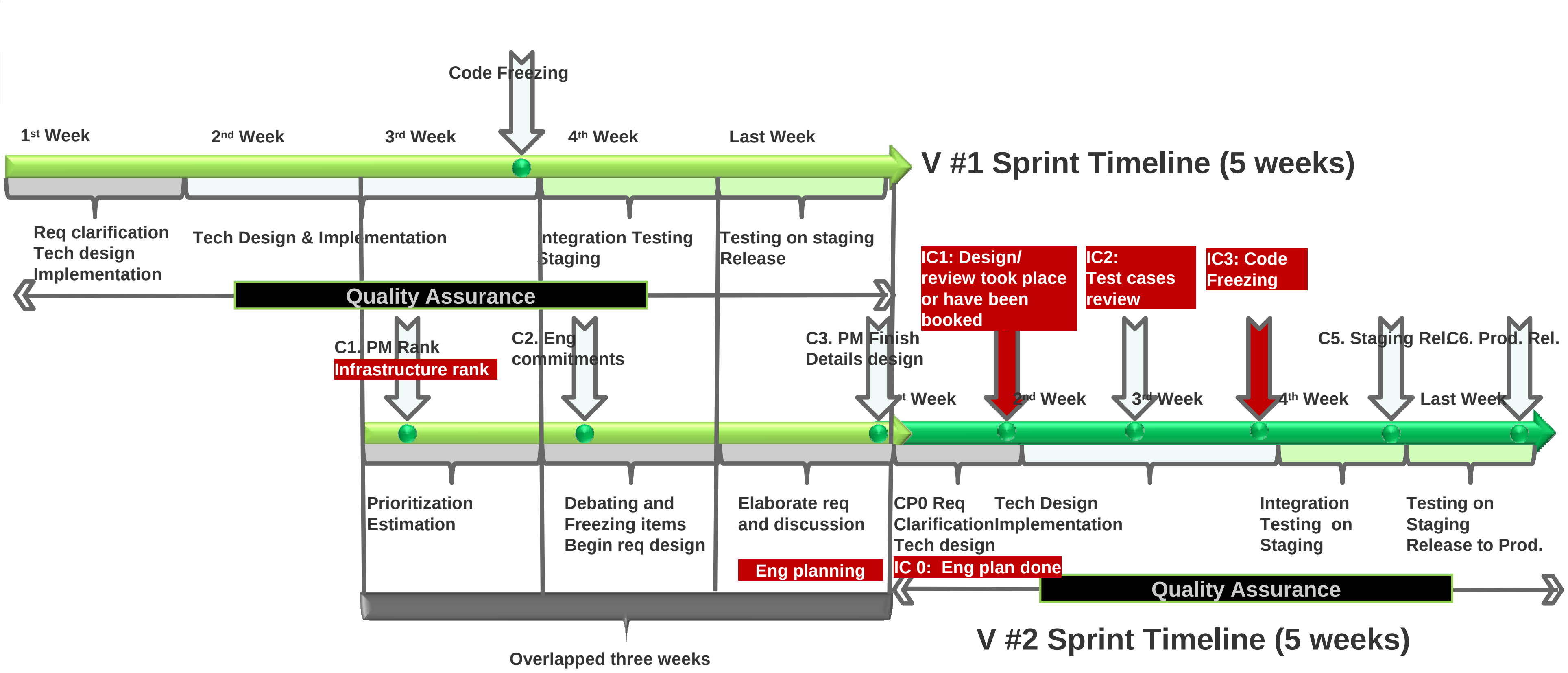
视频网站

特征：
1. 用户体验至上　-　流程简单，响应速度快
2. 业务逻辑简单但快速变化
3. 质量不敏感

实践观点
1. 敏捷过程的理想环境
2. 测试人员可低配，
3. 核心框架建议测试驱动开发，应用层不建议
4. 强烈建议结对编程 /代码评审
5. 快速发布　（< 1w）

观点：　请结合贵公司业务具体分析特征并采用合适的过程实践

FreeWheel 的敏捷实践 Development Process for regular release



Code Freezing

1st Week 2nd Week 3rd Week 4th Week Last Week

V #1 Sprint Timeline (5 weeks)

Req clarification
Tech design
Implementation

Tech Design & Implementation

ntegration Testing
Staging

Testing on staging
Release

Quality Assurance

IC1: Design/ review took place or have been booked

IC2: Test cases review

IC3: Code Freezing

C1. PM Rank

Infrastructure rank

C2. Eng commitments

C3. PM Finish Details design

C5. Staging Rel

C6. Prod. Rel.

t Week 2nd Week 3rd Week 4th Week Last Week

Prioritization
Estimation

Debating and
Freezing items
Begin req design

Elaborate req
and discussion

Eng planning

CP0 Req
Clarification
Tech design

Tech Design
Implementation

IC 0: Eng plan done

Integration
Testing on
Staging

Testing on
Staging
Release to Prod.

Quality Assurance

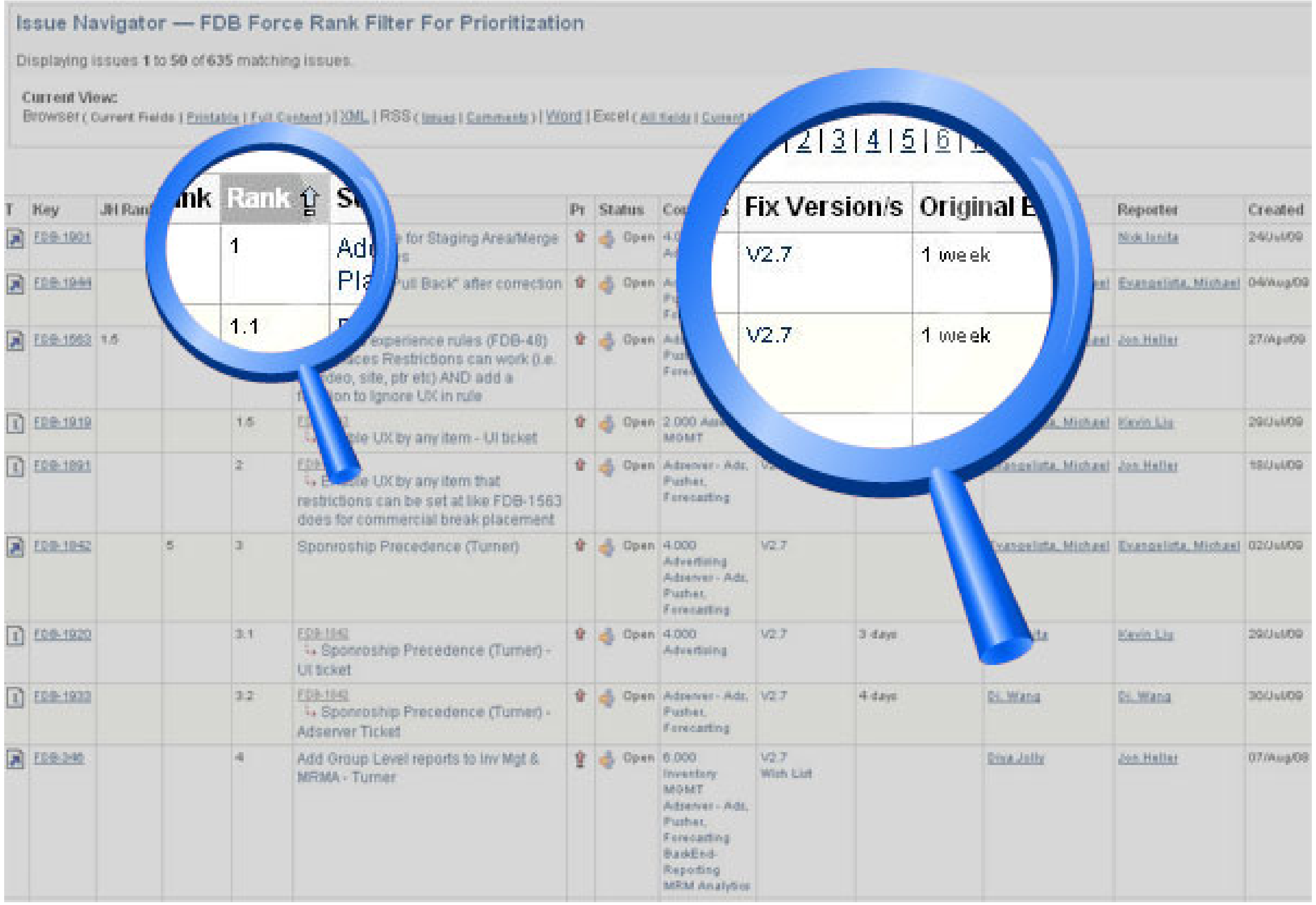
V #2 Sprint Timeline (5 weeks)

Overlapped three weeks

NOTE:

1.Please run in slide show. RED BLOCK ndicate engineering internal check points.

FreeWheel 的敏捷实践 Product Backlog – Monthly prioritization



Issue Navigator — FDB Force Rank Filter For Prioritization

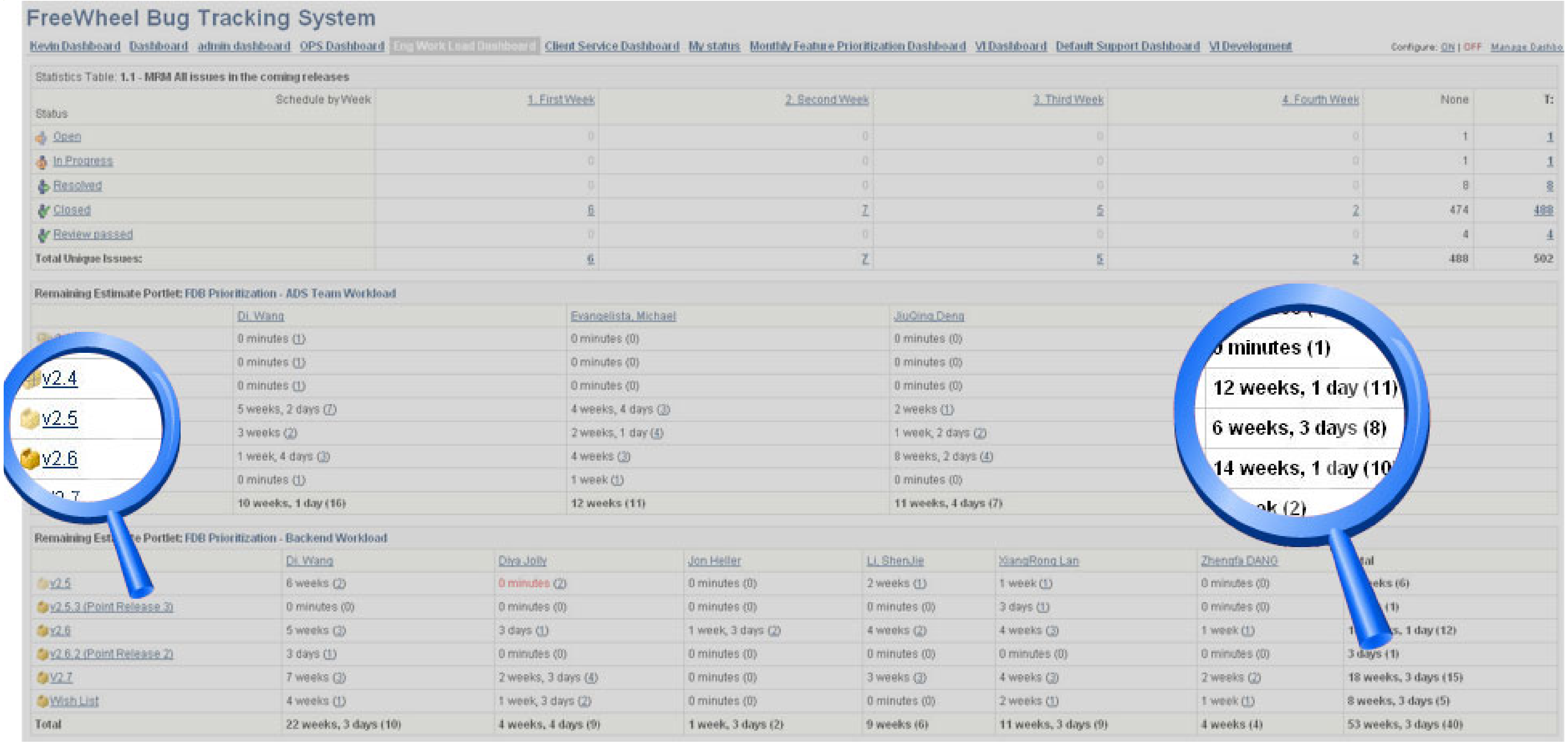
Displaying issues **1** to **50** of **635** matching issues.

Current View:
Browser (Current Fields | Printable | Full Content) | XML | RSS (Issues | Comments) | Word | Excel (All fields | Curr…

| 2 | 3 | 4 | 5 | 6 |

T	Key	JH Rank	…nk	Rank	S…	Pr	Status	Co…s	Fix Version/s	Original E…		Reporter	Created
	FDB-1901			1	Ad… for Staging Area/Merge …s Pla…		Open	4.0… A…	V2.7	1 week		Nick Ionita	24/Jul/09
	FDB-1944			1.1	…ull Back" after correction		Open	A… P… F…	V2.7	1 week	…el	Evangelista, Michael	04/Aug/09
	FDB-1563	1.5			…experience rules (FDB-48) …aces Restrictions can work (i.e. …deo, site, ptr etc) AND add a f…ion to ignore UX in rule		Open	Ad… Pu… Fore…			…el	Jon Heller	27/Apr/09
	FDB-1919			1.5	FD… ↳ …ble UX by any item - UI ticket		Open	2.000 Ad… MOMT			…, Michael	Kevin Liu	29/Jul/09
	FDB-1891			2	FD… ↳ E…ble UX by any item that restrictions can be set at like FDB-1563 does for commercial break placement		Open	Adserver - Ads, Pusher, Forecasting	V…		…vangelista, Michael	Jon Heller	18/Jul/09
	FDB-1842		5	3	Sponroship Precedence (Turner)		Open	4.000 Advertising Adserver - Ads, Pusher, Forecasting	V2.7		…vangelista, Michael	Evangelista, Michael	02/Jul/09
	FDB-1920			3.1	FDB-1842 ↳ Sponroship Precedence (Turner) - UI ticket		Open	4.000 Advertising	V2.7	3 days	…ta	Kevin Liu	29/Jul/09
	FDB-1933			3.2	FDB-1842 ↳ Sponroship Precedence (Turner) - Adserver Ticket		Open	Adserver - Ads, Pusher, Forecasting	V2.7	4 days	Di Wang	Di Wang	30/Jul/09
	FDB-346			4	Add Group Level reports to Inv Mgt & MRMA - Turner		Open	6.000 Inventory MOMT Adserver - Ads, Pusher, Forecasting BackEnd-Reporting MRM Analytics	V2.7 Wish List		Diya Jolly	Jon Heller	07/Aug/09

FreeWheel 的敏捷实践 Product Backlog – Monthly prioritization



FreeWheel Bug Tracking System

Kevin Dashboard
Dashboard
admin dashboard
OPS Dashboard
Eng Work Load Dashboard
Client Service Dashboard
My status
Monthly Feature Prioritization Dashboard
VI Dashboard
Default Support Dashboard
VI Development
Configure: ON | OFF
Manage Dashbo

Statistics Table: **1.1 - MRM All issues in the coming releases**

Status / Schedule by Week	1. First Week	2. Second Week	3. Third Week	4. Fourth Week	None	T:
Open	0	0	0	0	1	1
In Progress	0	0	0	0	1	1
Resolved	0	0	0	0	8	8
Closed	6	7	5	2	474	488
Review passed	0	0	0	0	4	4
Total Unique Issues:	6	7	5	2	488	502

Remaining Estimate Portlet: FDB Prioritization - ADS Team Workload

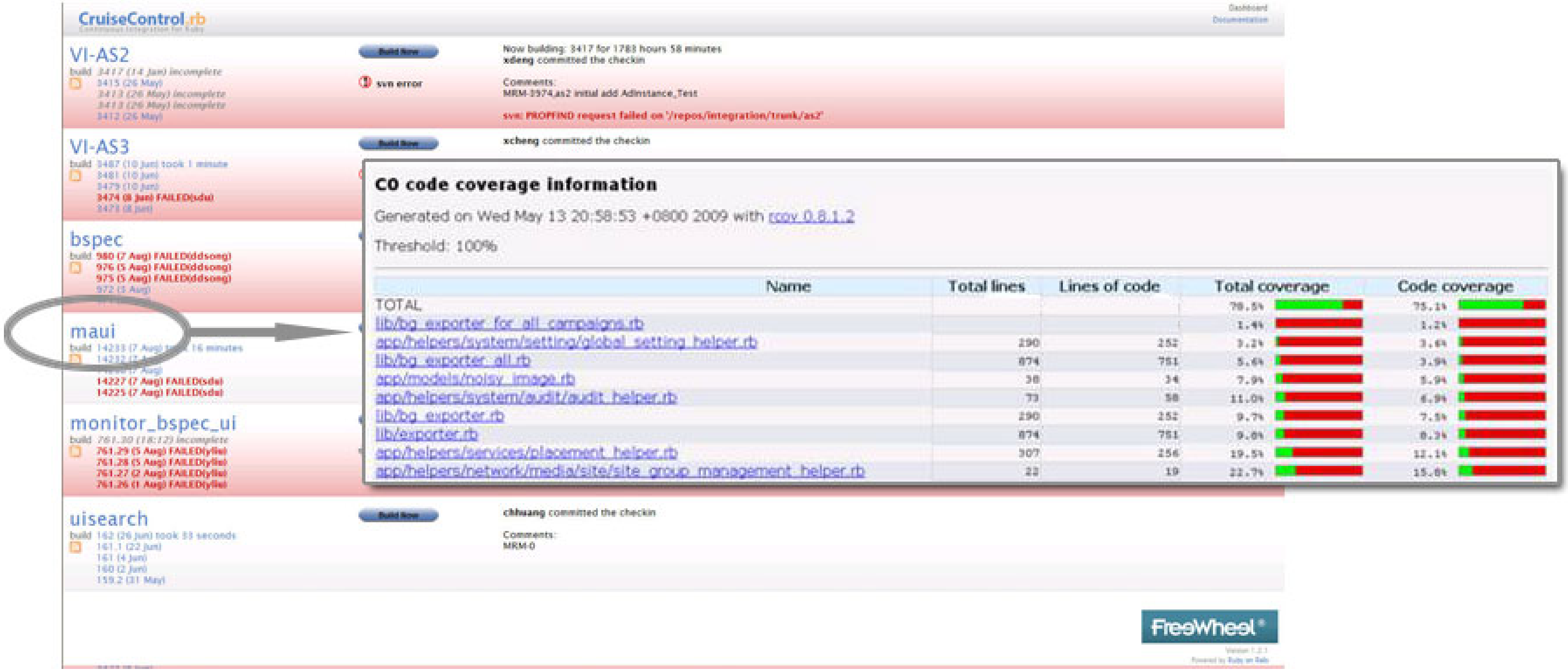
	Di Wang	Evangelista, Michael	JiuQing Deng
	0 minutes (1)	0 minutes (0)	0 minutes (0)
	0 minutes (1)	0 minutes (0)	0 minutes (0)
	0 minutes (1)	0 minutes (0)	0 minutes (0)
	5 weeks, 2 days (7)	4 weeks, 4 days (3)	2 weeks (1)
	3 weeks (2)	2 weeks, 1 day (4)	1 week, 2 days (2)
	1 week, 4 days (3)	4 weeks (3)	8 weeks, 2 days (4)
	0 minutes (1)	1 week (1)	0 minutes (0)
	10 weeks, 1 day (16)	**12 weeks (11)**	**11 weeks, 4 days (7)**

v2.4
v2.5
v2.6
minutes (1)
12 weeks, 1 day (11)
6 weeks, 3 days (8)
14 weeks, 1 day (10
ok (2)

Remaining Est te Portlet: FDB Prioritization - Backend Workload

	Di Wang	Diya Jolly	Jon Heller	Li ShenJie	XiangRong Lan	Zhengfa DANG	tal
v2.5	6 weeks (2)	0 minutes (2)	0 minutes (0)	2 weeks (1)	1 week (1)	0 minutes (0)	eks (6)
v2.5.3 (Point Release 3)	0 minutes (0)	0 minutes (0)	0 minutes (0)	0 minutes (0)	3 days (1)	0 minutes (0)	(1)
v2.6	5 weeks (2)	3 days (1)	1 week, 3 days (2)	4 weeks (2)	4 weeks (3)	1 week (1)	1 s, 1 day (12)
v2.6.2 (Point Release 2)	3 days (1)	0 minutes (0)	0 minutes (0)	0 minutes (0)	0 minutes (0)	0 minutes (0)	3 days (1)
V2.7	7 weeks (3)	2 weeks, 3 days (4)	0 minutes (0)	3 weeks (3)	4 weeks (3)	2 weeks (2)	**18 weeks, 3 days (15)**
Wish List	4 weeks (1)	1 week, 3 days (2)	0 minutes (0)	0 minutes (0)	2 weeks (1)	1 week (1)	**8 weeks, 3 days (5)**
Total	**22 weeks, 3 days (10)**	**4 weeks, 4 days (9)**	**1 week, 3 days (2)**	**9 weeks (6)**	**11 weeks, 3 days (9)**	**4 weeks (4)**	**53 weeks, 3 days (40)**

FreeWheel 的敏捷实践 Continuous Integration



VI-AS2
build 3417 (14 Jun) incomplete
3415 (26 May)
3413 (26 May) incomplete
3413 (26 May) incomplete
3412 (26 May)

svn error

Now building: 3417 for 1783 hours 58 minutes
xdeng committed the checkin

Comments:
MRM-3974,as2 initial add AdInstance_Test

svn: PROPFIND request failed on '/repos/integration/trunk/as2'

VI-AS3
build 3487 (10 Jun) took 1 minute
3481 (10 Jun)
3479 (10 Jun)
3474 (8 Jun) FAILED(sdu)
3473 (8 Jun)

xcheng committed the checkin

bspec
build 980 (7 Aug) FAILED(ddsong)
976 (5 Aug) FAILED(ddsong)
975 (5 Aug) FAILED(ddsong)
972 (3 Aug)

maui
build 14233 (7 Aug) took 16 minutes
14232 (7 Aug)
(7 Aug)
14227 (7 Aug) FAILED(sdu)
14225 (7 Aug) FAILED(sdu)

monitor_bspec_ui
build 761.30 (18:12) incomplete
761.29 (5 Aug) FAILED(yfiu)
761.28 (5 Aug) FAILED(yfiu)
761.27 (2 Aug) FAILED(yfiu)
761.26 (1 Aug) FAILED(yfiu)

uisearch
build 162 (26 Jun) took 33 seconds
161.1 (22 Jun)
161 (4 Jun)
160 (2 Jun)
159.2 (31 May)

chhuang committed the checkin

Comments:
MRM-0

C0 code coverage information

Generated on Wed May 13 20:58:53 +0800 2009 with rcov 0.8.1.2

Threshold: 100%

Name	Total lines	Lines of code	Total coverage	Code coverage
TOTAL			78.5%	75.1%
lib/bg_exporter_for_all_campaigns.rb			1.4%	1.2%
app/helpers/system/setting/global_setting_helper.rb	290	252	3.2%	3.6%
lib/bg_exporter_all.rb	874	751	5.6%	3.9%
app/models/noisy_image.rb	38	34	7.9%	5.9%
app/helpers/system/audit/audit_helper.rb	73	58	11.0%	6.9%
lib/bg_exporter.rb	290	252	9.7%	7.5%
lib/exporter.rb	874	751	9.8%	8.3%
app/helpers/services/placement_helper.rb	307	256	19.5%	12.1%
app/helpers/network/media/site/site_group_management_helper.rb	22	19	22.7%	15.8%

FreeWheel 的敏捷实践 Pair programming

Q & A

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