

# ESSENTIALIZING THE DSDM AGILE PROJECT FRAMEWORK

Presented by:

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# Introduction



## **Vic Page – Director DSDM Consortium**

An independent consultant with a wide experience of delivering Information Systems projects within traditional and Agile development environments.



## **Roly Stimson – Principal Consultant**

Experienced in guiding teams, programs, portfolios and organizations through the optimized application of lean and agile principles and practices.

# DSDM



# The DSDM Agile Project Framework

# History of DSDM

- Evolved from RAD
- Created Collaboratively
- Derived from Best Practice
- Not for Profit – Public Domain
- Agile Manifesto Founder
- DSDM Atern launched in 2007
- DSDM Agile Project Frame launched in 2014

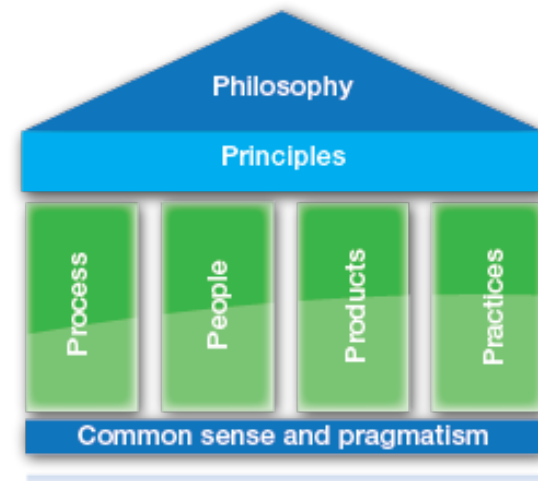


# What is DSDM?

An Agile approach to delivering business benefit based on 'best practice'.

DSDM is made up of:

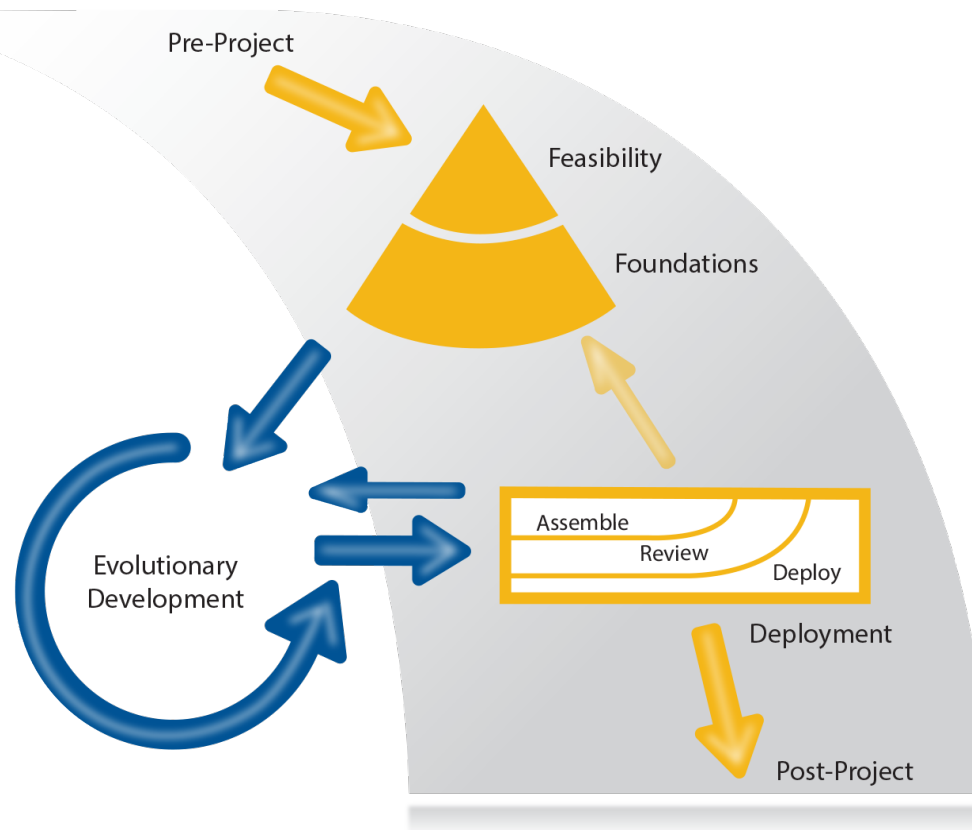
- A Philosophy
- A set of Principles
- A Process with Products
- People
- Practices



DSDM stands for (Dynamic Systems Development Method)

# Process and People





# Process





# People



-  Business Interests
-  Solution/Technical Interests
-  Management Interests
-  Process Interests

# Two Key Practices

# MoSCoW

In scope  
for this timeframe

Out of scope  
for this timeframe

(Project / Increment / Timebox)

Must Have



Typically  
no more  
than  
60% effort

Should Have



Could Have

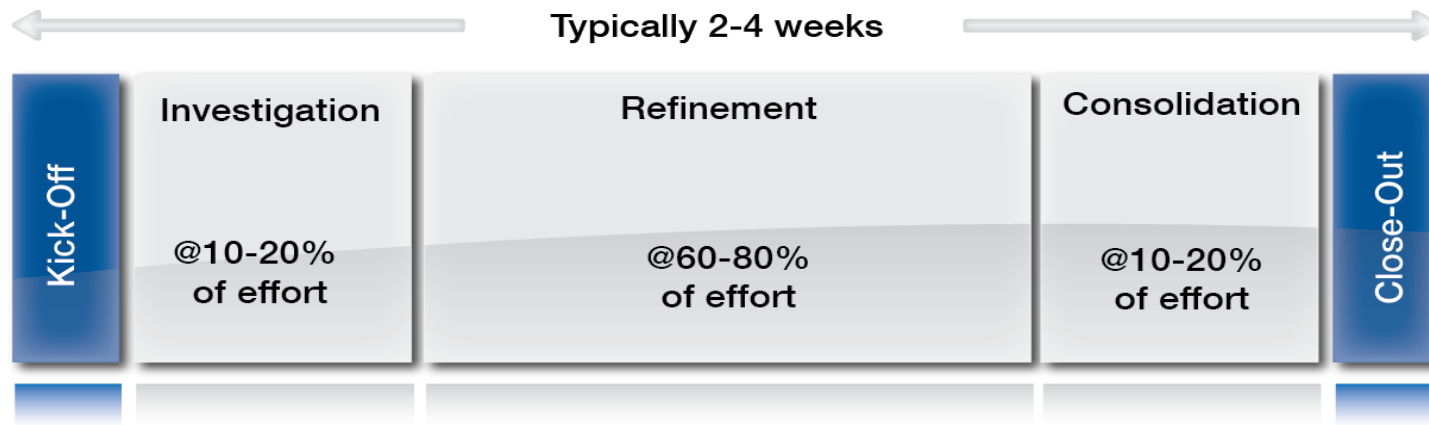


Typically  
around  
20% effort

Won't Have this time



# Timeboxing

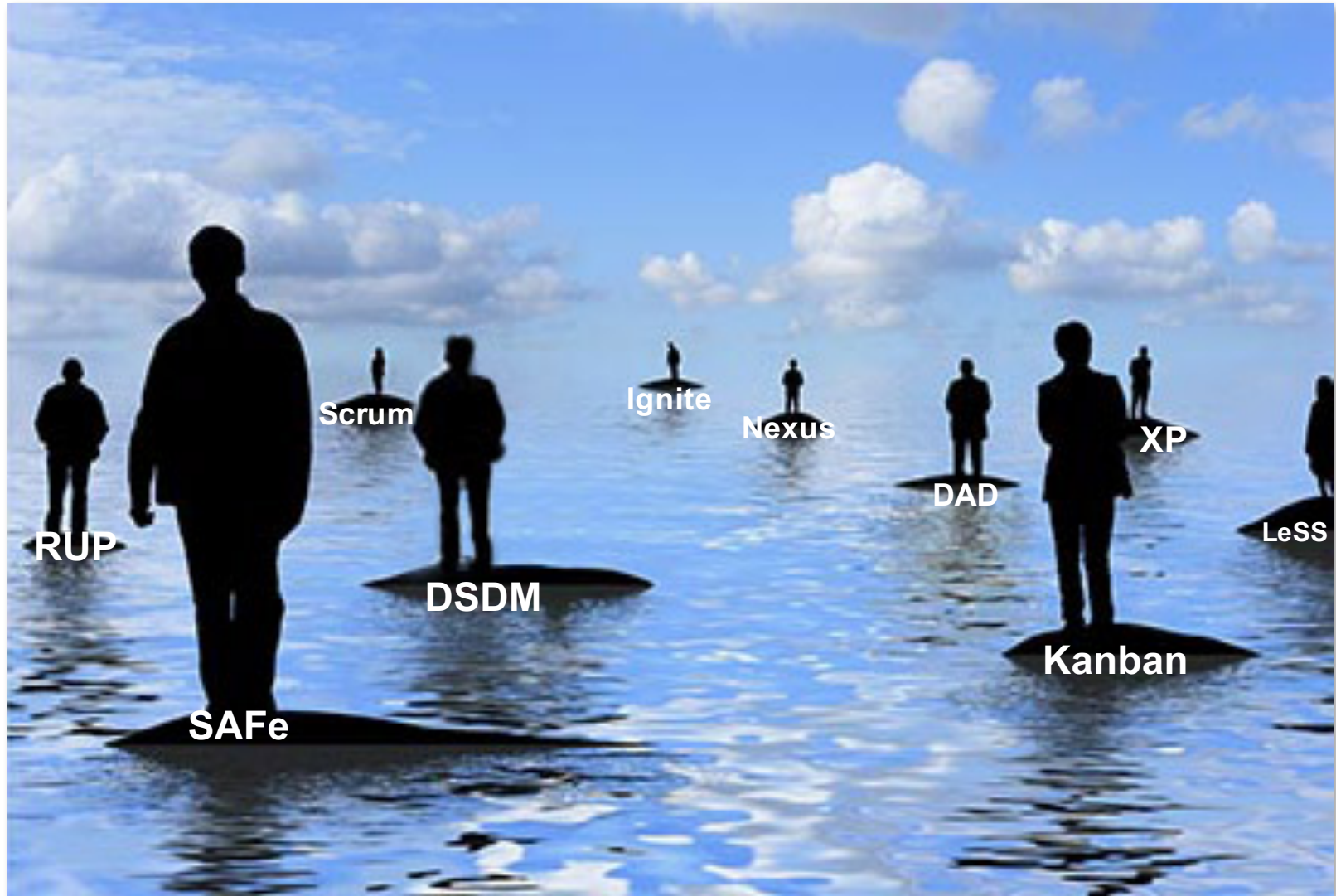


# Essentialization

# Why Essentialize?

- Mix and match practices from different sources
- Incrementally adopt practices
- Sanity check coverage of practices adopted
- Use different practices within a standard lifecycle
- Judge project status, whatever practices are used ...
- Become a learning organization

# We Have Lacked Common Ground



# The Industry Come Together To Fix This





# SEMAT Essence Industry Pedigree



## What is SEMAT?

- Organization
- Mission Statement
- **Signatories**
  - Corporate Signatories
  - Academic Signatories
- Supporters
- Regional Chapters
- What is it and why should you care?
- Publications
- FAQ

## Signatories

These eminent members of our industry support the Semat Call for Action statement (the "Grand Vision"). The detailed implementation of that vision, the work of the Semat community and the standards efforts at OMG are carried out by independent groups, and may not represent the opinions of these signatories.

Pekka Abrahamsson	Scott Ambler	Victor Basili	Jean Bézin
Robert V. Binder	Dines Bjorner	Barry Boehm	Alan W. Brown
Larry Constantine	Steve Cook	Bill Curtis	Donald Firesmith
Erich Gamma	Carlo Ghezzi	Tom Gilb	Robert L. Glass
Ellen Gottesdiener	Martin Griss	Sam Guckenheimer	David Harel
Brian Henderson-Sellers	Ivar Jacobson	Capers Jones	Philippe Kruchten
Dean Leffingwell	Harold "Bud" Lawson	Robert Martin	Bertrand Meyer
Paul Nielsen	James Odell	Meilir Page-Jones	Dieter Rombach
Ken Schwaber	Alec Sharp	Richard Soley	Ian Sommerville
Andrey Terekhov	Fuqing Yang	Edward Yourdon	

# Essence: Now An Industry Standard

Date: November 2014



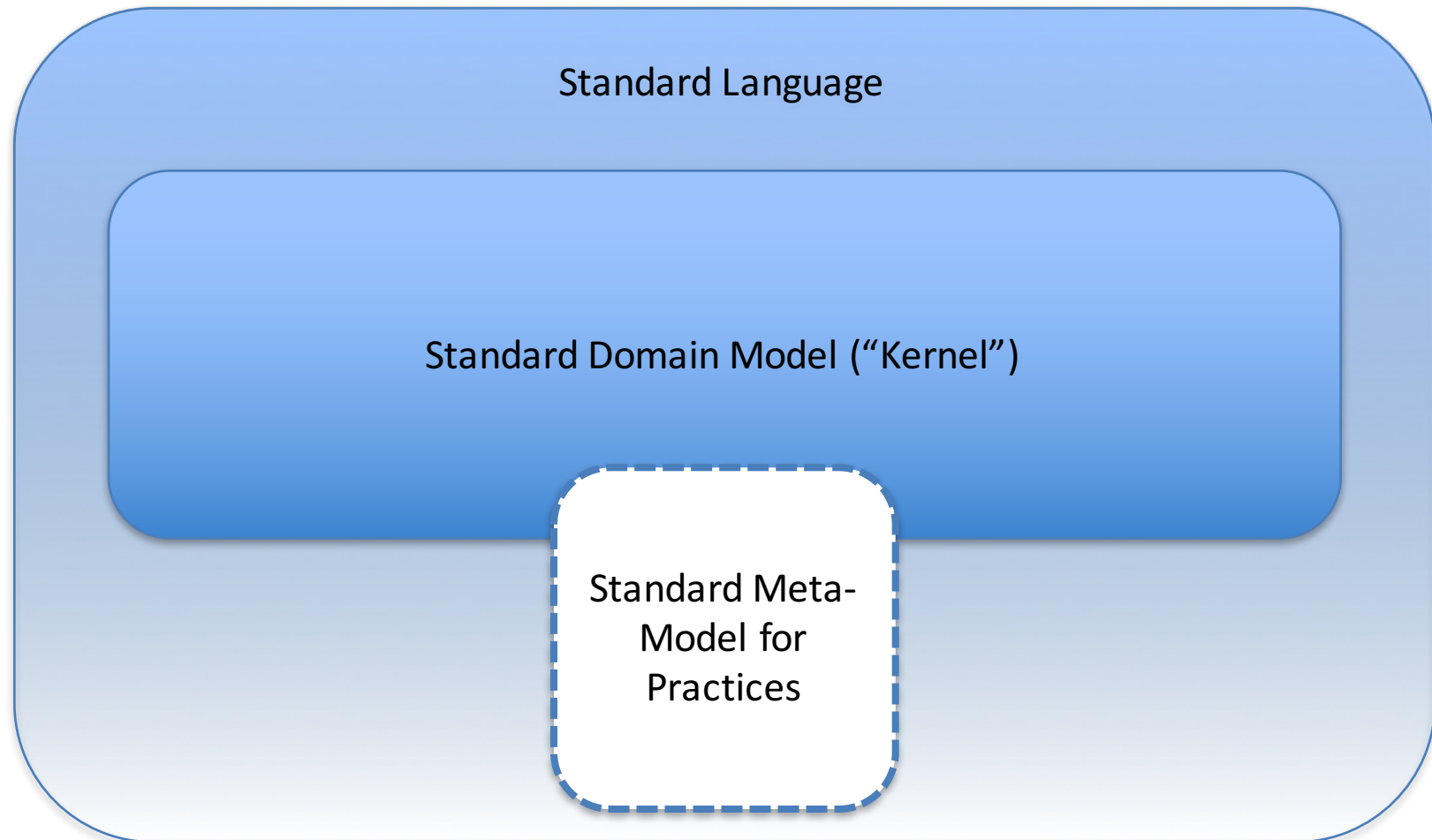
## Kernel and Language for Software Engineering Methods (Essence)

*Version 1.0*

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OMG Document Number: formal/2014-11-02  
Normative Reference: <http://www.omg.org/spec/Essence/1.0/>  
Machine consumable files: <http://www.omg.org/spec/Essence/20140301>  
Normative: <http://www.omg.org/spec/Essence/20140301/Essence.xmi>

# What is Essence?

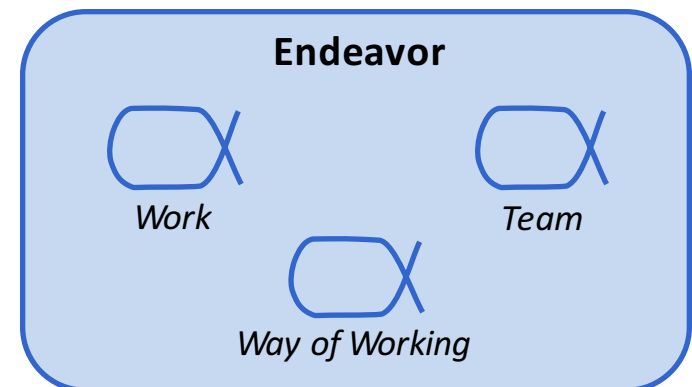
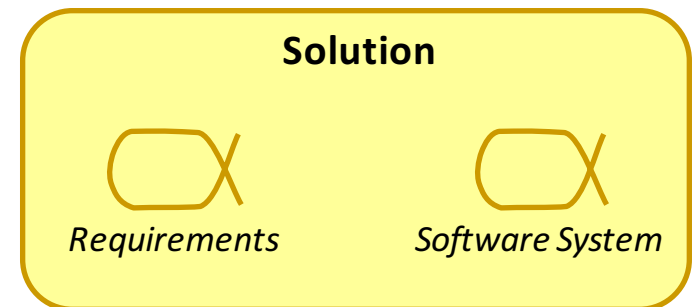
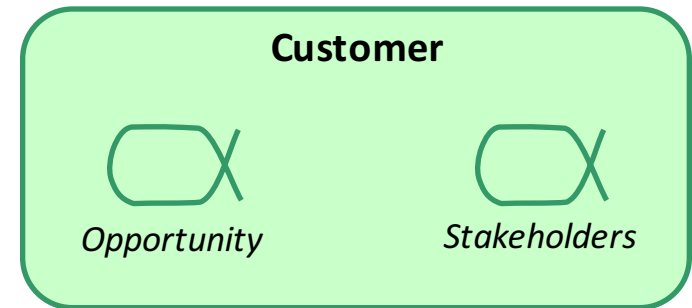


# Essentializing the DSDM Lifecycle



# Essence: Key Concepts (“Alphas”)

- There are **customer** needs to be met
  - Someone has a problem or **Opportunity** to address
  - There are other **Stakeholders** who will fund, use and benefit from the solution produced
- There is a **solution** to be delivered
  - There are certain **Requirements** to be met
  - There’ll be a **Software System** to develop
- There is an **endeavor** to be undertaken
  - We need to kick off the **Work** ...
  - Build an empowered **Team** of good people ...
  - With a good, responsive **Way of Working**





# Alpha States

## Requirements

What the software system must do to address the opportunity and satisfy the stakeholders.



- Conceived
- Bounded
- Coherent
- Acceptable
- Addressed
- Fulfilled

  1.1.0

## Opportunity

The set of circumstances that makes it appropriate to develop or change a software system.

- Identified
- Solution Needed
- Value Established
- Viable
- Addressed
- Benefit Accrued

  1.1.0

“Product development is the process of converting uncertainty to knowledge”

# The Immense Power of a Simple Checklist

Surgical Safety Checklist

 World Health Organization
 Patient Safety  
A World Alliance for Safer Health Care

**Before induction of anaesthesia**  
(with at least nurse and anaesthetist)

**Before skin incision**  
(with nurse, anaesthetist and surgeon)

**Before patient leaves operating room**  
(with nurse, anaesthetist and surgeon)

**Has the patient confirmed his/her identity, site, procedure, and consent?**

 Yes

Confirm all team members have introduced themselves by name and role.  
 Confirm the patient's name, procedure,

**Nurse Verbally Confirms:**

 The name of the procedure  
 Completion of instrument, sponge and needle

**Is the check...**

 Yes  
 No

**Is the check...**

 Yes

**Is the functi...**

 Yes

**Does the patient have a:**

**Known allergy?**

 No  
 Yes

**Difficult airway or aspiration risk?**

 No  
 Yes, and equipment/assistance available

**Risk of >500ml blood loss (7ml/kg in children)?**

 No  
 Yes, and two IVs/central access and fluids planned

How long will the case take?

What is the anticipated blood loss?

**To Anaesthetist:**


 Are there any patient-specific concerns?

**To Nursing Team:**

 Has sterility (including indicator results) been confirmed?  
 Are there equipment issues or any concerns?

**Is essential imaging displayed?**

 Yes  
 Not applicable



Simple checklists save lives ...

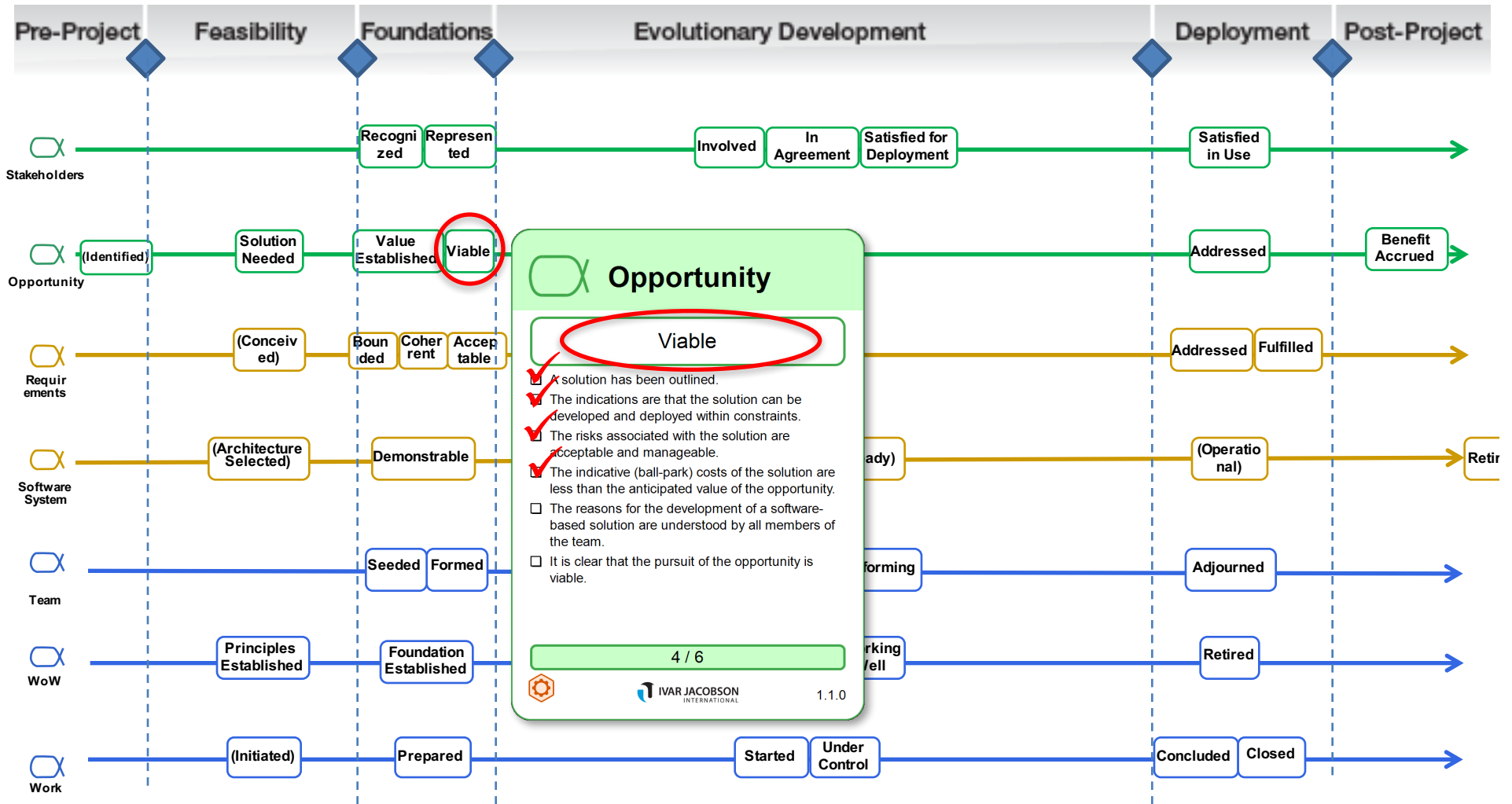
... why not software projects?

This checklist is not intended to be comprehensive. Additions and modifications to fit local practice are encouraged.

Revised 1 / 2009

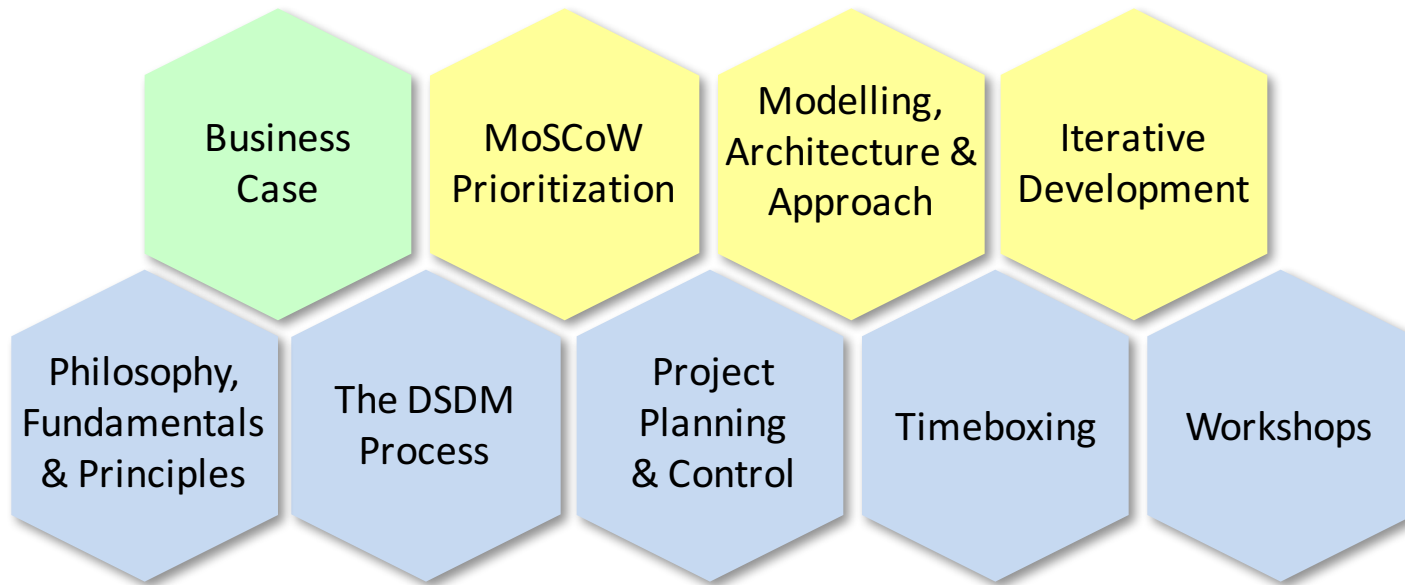
© WHO, 2009

# Essentializing the DSDM Lifecycle





# Essentializing DSDM Practices



# Simple Practice Example

## Agile Retrospective Essentials

### Hold a Retrospective

The whole team meets regularly to reflect on its way of working. Improvements are identified and prioritized, and actions agreed. At the next retrospective, the results are evaluated.

Improvement

Support the Team

Leadership Management

Way of Working: Working Well (contributes to)

Improvement: Action Agreed or beyond

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### Improvement

A possible adaptation to improve a Team's Way of Working.

Identified
Prioritized
Action Agreed
Trialled
Results Evaluated
In Use

Relates to:  Way of Working

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### Mad, Sad, Glad

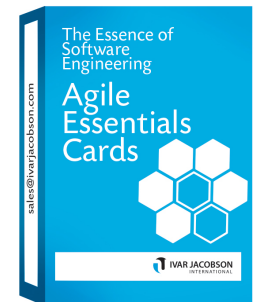
A popular approach to team brainstorming to identify potential improvements.

Team members write on sticky notes what has made them:

- *Mad* – frustrations
- *Sad* – disappointments
- *Glad* – things that went well

Part of its power is that it taps into people's emotions, and results in an unfettered flow of ideas that the team can then analyze, prioritize and action.

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# Example DSDM Practice



Agree How  
MoSCoW  
Priorities  
Will Work



Prioritise  
Require-  
ments for  
Project



Prioritise  
Requirements  
for Project  
Increment



Prioritise  
Require-  
For  
Timebox



Prioritised  
Require-  
ments List



Require-  
ment



MoSCoW



Must  
Have



Should  
Have



Could  
Have



Won't Have  
*this time*



60:20 Rule  
of Thumb

# Poker Cards

**MoSCoW**

MoSCoW is a prioritisation technique to understand the relative importance of work to be done to make progress and keep to deadlines. It is most commonly applied to requirements / User Stories, but can also be applied to tasks, products, acceptance criteria and tests. The letters stand for:

- Must Have
- Should Have
- Could Have
- Won't Have (this time).

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**Requirements**

What the software system must do to address the opportunity and satisfy the stakeholders.

Conceived

Bounded

Coherent

Acceptable

Addressed

Fulfilled

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**Prioritised Requirements List**

Describes the requirements that the project needs to address and indicates their priority with respect to the objectives of the project and the needs of the business.

Prioritisation Approach Defined

Project Priorities Specified

Increment Priorities Specified

Timebox Priorities Specified

Describes: Requirements

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**Requirement**

Something to address to the meet the objectives of the project and the needs of the business.

Identified

Prioritised for Project

Baselined for Project

Allocated to Increment

Allocated to Timebox

Fit for Purpose

Relates to: Requirements

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**Prioritise Requirements for Project**

Baseline the requirements and their priorities for the project.

Prioritised Requirements List: Prioritisation Approach Defined

Understand the Requirements

Stakeholder Representation Analysis

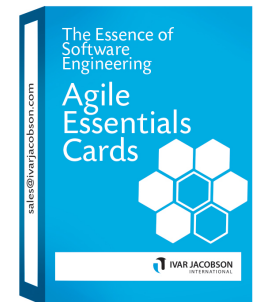
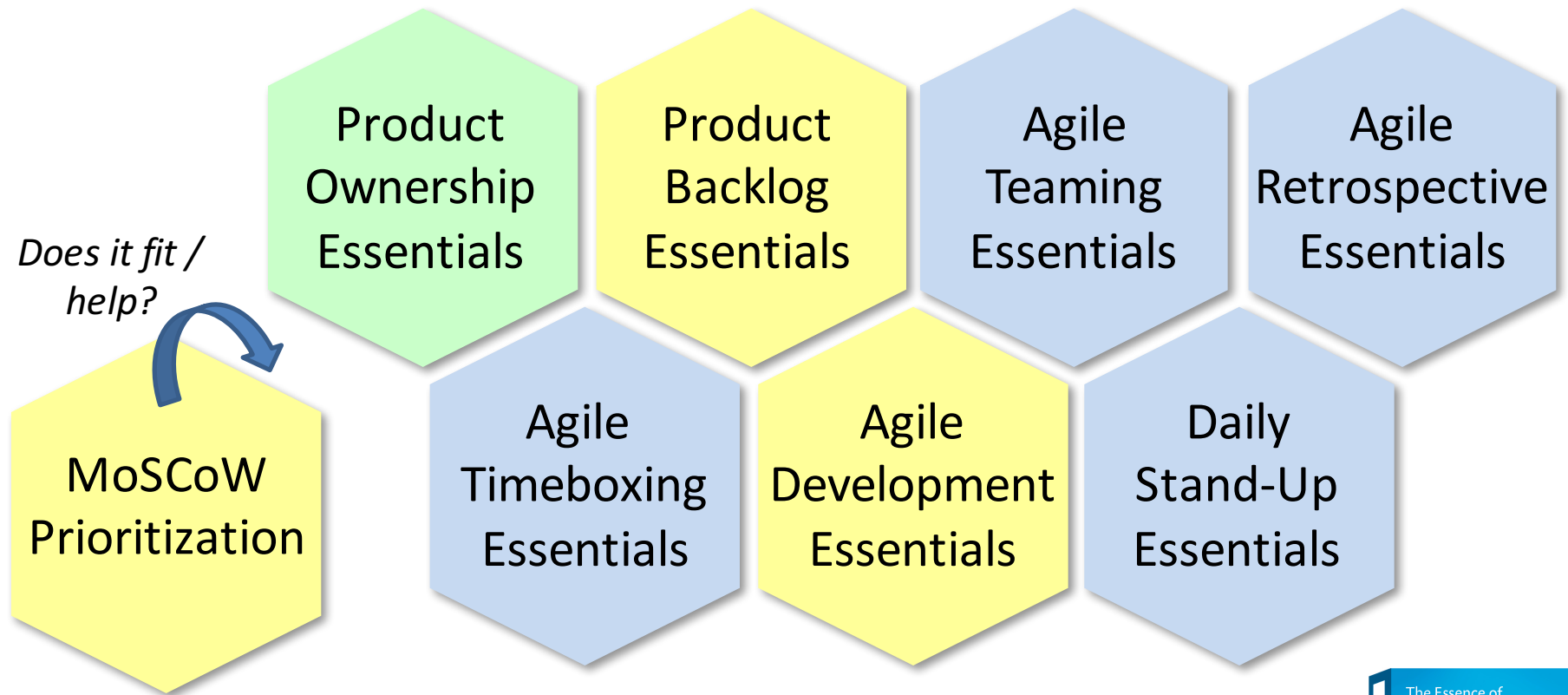
Requirements: Coherent

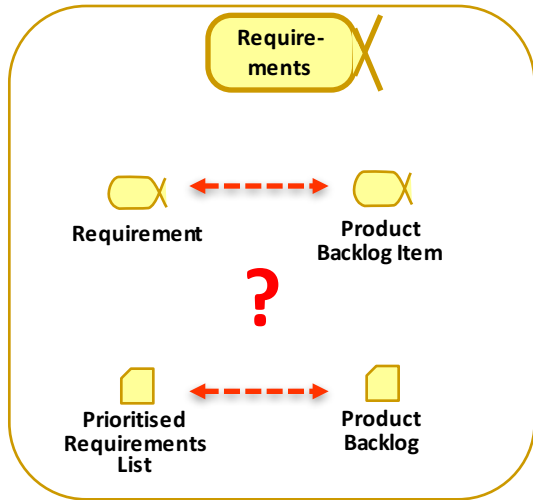
Prioritised Requirements List: Project Priorities Specified

Requirement: Baselined for Project

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# e.g. - MoSCoW plus Scrum-like Team Practices





### Requirement

Something to address to the meet the objectives of the project and the needs of the business.

- Identified
- Prioritised for Project
- Baselined for Project
- Allocated to Increment
- Allocated to Timebox
- Fit for Purpose

Relates to: Requirements

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### Product Backlog Item

Something to build into the product to enhance its value.

- Identified
- Ready for Development
- Done

Relates to: Requirements

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### Prioritised Requirements List

Describes the requirements that the project needs to address and indicates their priority with respect to the objectives of the project and the needs of the business.

- Prioritisation Approach Defined
- Project Priorities Specified
- Increment Priorities Specified
- Timebox Priorities Specified

Describes: Requirements

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### Product Backlog

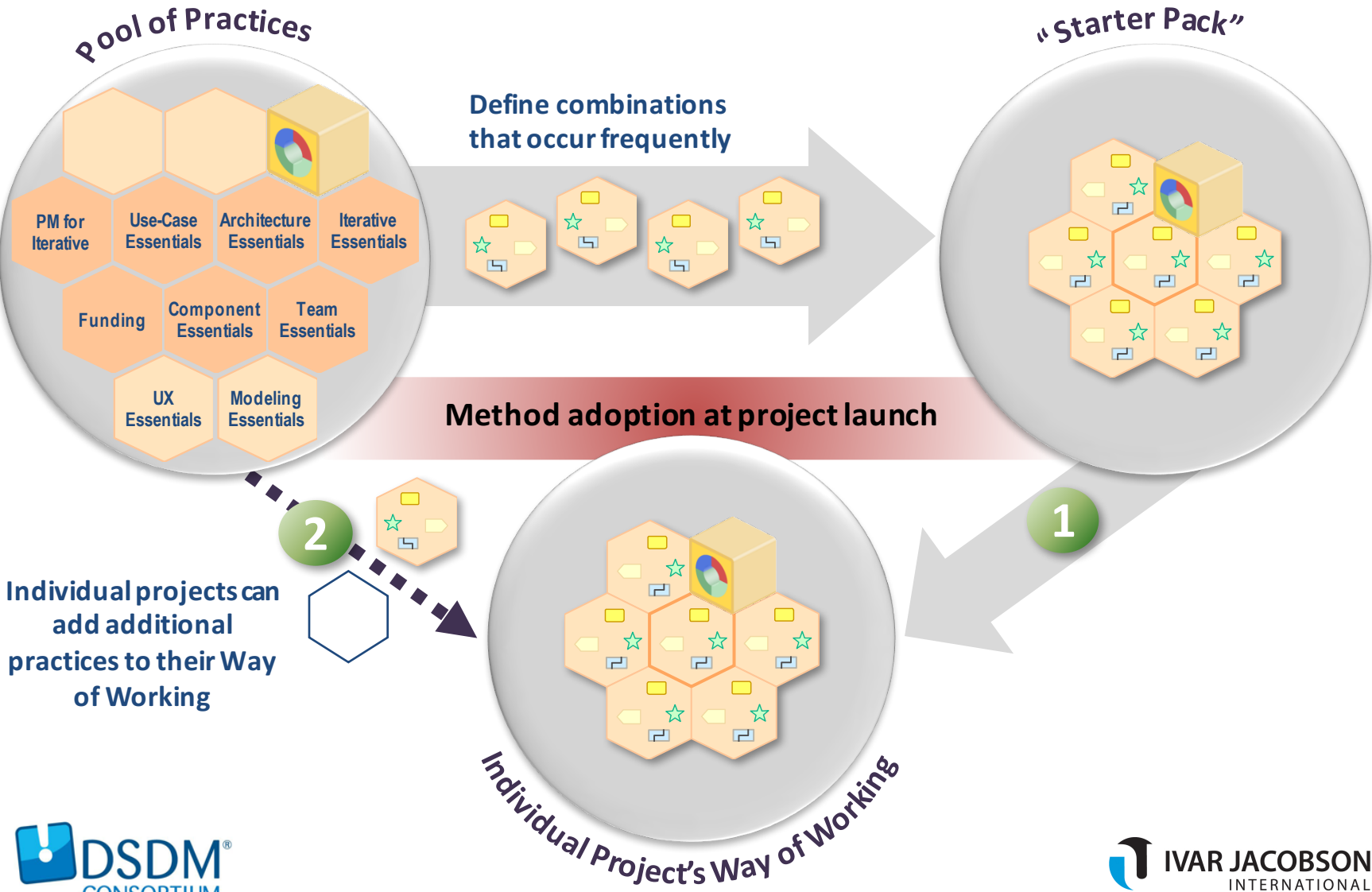
An ordered list of things to build into the product to enhance its value.

- Items Gathered
- Items Prioritized
- Cost-Benefit Quantified

Describes: Requirements

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# Becoming a Learning Organization



# Where Next?

Feedback?


Questions?

Would like more information?


**LITERATURE REQUEST FORM**

Yes, please send me the following:


**24 Questions: SEMAT & Essence**  
**The Why's, What's and How's to See the Difference**  
Written by Dr. Ivar Jacobson, Paul E. McMahon and Roland Racko. Over the years, collective experience of the authors has revealed many questions on the SEMAT and Essence initiative. To bring clarity of the initiative to our readers, the authors have answered 24 of the most common questions.



**More information on Essence Practices & Tools**  
Ivar Jacobson International has a number of additional practices and tools that enable you to author and publish practices.



**More information on Essentialised DSDM**  
Sign-up to receive notice of availability and access to DSDM Essentialized!




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