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
Two Key Practices
MoSCoW

**In scope** for this timeframe

*(Project / Increment / Timebox)*

**Must Have**

Typically no more than 60% effort

**Should Have**

**Could Have**

Typically around 20% effort

**Out of scope** for this timeframe

**Won’t Have this time**
Timeboxing

Kick-Off
- Investigation
  - @10-20% of effort

Refinement
- @60-80% of effort

Consolidation
- @10-20% of effort

Close-Out

Typically 2-4 weeks
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

Ignite  XP  Kanban  RUP  DSDM  SAFe

Scrum
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.

<table>
<thead>
<tr>
<th>Pekka Abrahamsson</th>
<th>Scott Ambler</th>
<th>Victor Basili</th>
<th>Jean Bézivin</th>
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<tbody>
<tr>
<td>Robert V. Binder</td>
<td>Dines Björner</td>
<td>Barry Boehm</td>
<td>Alen W. Brown</td>
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<td>Larry Constantine</td>
<td>Steve Cook</td>
<td>Bill Curtis</td>
<td>Donald Firesmith</td>
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<td>Erich Gamma</td>
<td>Carlo Ghezzi</td>
<td>Tom Gilb</td>
<td>Robert L. Glass</td>
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<td>Ellen Gottwesciener</td>
<td>Martin Griss</td>
<td>Sam Guckenheimer</td>
<td>David Harel</td>
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<td>Brian Henderson-Sellers</td>
<td>Ivar Jacobson</td>
<td>Capers Jones</td>
<td>Philippe Kruchten</td>
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<tr>
<td>Dean Leffingwell</td>
<td>Harold &quot;Bud&quot; Lawson</td>
<td>Robert Martin</td>
<td>Bertrand Meyer</td>
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<td>Paul Nielsen</td>
<td>James Odell</td>
<td>Meilir Page-Jones</td>
<td>Dieter Rombach</td>
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<tr>
<td>Ken Schwaber</td>
<td>Alec Sharp</td>
<td>Richard Soley</td>
<td>Ian Sommerville</td>
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<tr>
<td>Andrey Terekhov</td>
<td>Fuqing Yang</td>
<td>Edward Yourdon</td>
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Essence: Now An Industry Standard

Kernel and Language for Software Engineering Methods (Essence)

Version 1.0

OMG Document Number: formal/2014-11-02
Normative Reference: http://www.omg.org/spec/Essence/1.0/
What is Essence?

- Standard Language
- Standard Domain Model ("Kernel")
- Standard Meta-Model for Practices
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

"Product development is the process of converting uncertainty to knowledge"

Dantar P. Oosterwal
### The Immense Power of a Simple Checklist

#### Simple checklists save lives ...

... why not software projects?

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<table>
<thead>
<tr>
<th>Before induction of anaesthesia</th>
<th>Before skin incision</th>
<th>Before patient leaves operating room</th>
</tr>
</thead>
<tbody>
<tr>
<td>(with at least nurse and anaesthetist)</td>
<td>(with nurse, anaesthetist and surgeon)</td>
<td>(with nurse, anaesthetist and surgeon)</td>
</tr>
</tbody>
</table>

- **Has the patient confirmed his/her identity, site, procedure, and consent?**
  - Yes
  - No

- **Is the check:**
  - Yes
  - No

- **Is the function:**
  - Yes
  - No

- **Does the patient have a:**
  - Known allergy?
    - No
    - Yes
  - Difficult airway or aspiration risk?
    - Yes, and equipment/assistance available
    - No
    - Yes, and two IVs/central access and fluids planned
  - Risk of >500ml blood loss (7ml/kg in children)?
    - Yes
    - No

- **Confirm all team members have introduced themselves by name and role.**
- **Confirm the patient’s name, procedure,**
  - The name of the procedure
  - Completion of instrument, sponge and needle

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This checklist is not intended to be comprehensive. Additions and modifications to fit local practice are encouraged.
Essentializing the DSDM Lifecycle
Essentializing DSDM Practices

- Business Case
- MoSCoW Prioritization
- Modelling, Architecture & Approach
- Iterative Development
- Philosophy, Fundamentals & Principles
- The DSDM Process
- Project Planning & Control
- Timeboxing
- Workshops
Simple Practice Example

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

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.
Example DSDM Practice

MoSCoW Prioritization

Agree How MoSCoW Priorities Will Work
Prioritise Requirements for Project
Prioritise Requirements for Project Increment
Prioritise Requirements for Timebox

Prioritised Requirements List
Requirement

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).

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

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: Baseline for Project

Requirements
What the software system must do to address the opportunity and satisfy the stakeholders.
- Conceived
- Bounded
- Coherent
- Acceptable
- Addressed
- Fulfilled

Requirement
Something to address to meet the objectives of the project and the needs of the business.
- Identified
- Prioritised for Project
- Baseline for Project
- Allocated to Increment
- Allocated to Timebox
- Fit for Purpose

Relates to: Requirements
e.g. - MoSCoW plus Scrum-like Team Practices
Becoming a Learning Organization

**Pool of Practices**
- PM for Iterative
- Use-Case Essentials
- Architecture Essentials
- Iterative Essentials
- Funding
- Component Essentials
- Team Essentials
- UX Essentials
- Modeling Essentials

**Define combinations that occur frequently**

**Method adoption at project launch**

**“Starter Pack”**

**Individual projects can add additional practices to their Way of Working**

**Individual Project’s Way of Working**

**DSDM® CONSORTIUM**

**IVAR JACOBSON INTERNATIONAL**
Where Next?

Feedback?

Questions?

Would like more information?

LITERATURE REQUEST FORM

Yes, please send me the following:

☐ 24 Questions: SEIAT & Essence
The Why’s, What’s and How’s to See the Difference
Written by Dr. Ivar Jacobson, Paul E. McKenney and Roland Henn. Over the years, collective
experience of the authors has revealed many questions on the SEIAT and Essence initiatives. To
bring clarity to this situation, 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 Essentional DSDM
Sign-up to receive notice of availability and access to DSDM Essentional!

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