

# ALPHA ESSENCE CARDS

## NO INICIADO

## EN PROCESO

## TERMINADO

Stakeholders

The people, groups, or organizations who affect or are affected by a software system.

Recognized

Represented

Involved

In Agreement

Satisfied for Deployment

Satisfied in Use

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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

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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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Team

A group of people actively engaged in the development, maintenance, delivery or support of a specific software system.

Seeded

Formed

Collaborating

Performing

Adjourned

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Work

Activity involving mental or physical effort done in order to achieve a result.

Initiated

Prepared

Started

Under Control

Concluded

Closed

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Way of Working

The tailored set of practices and tools used by a team to guide and support their work.

Principles Established

Foundation Established

In Use

In Place

Working Well

Retired

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Stakeholders

Satisfied for Deployment

Stakeholder feedback provided

System ready for deployment

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Stakeholders

Satisfied in Use

Feedback on system use available

System meets expectations

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Opportunity

Benefit Accrued

Solution accrues benefits

ROI acceptable

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Requirements

Fulfilled

Stakeholders accept requirements

No hindering requirements

Requirements fully satisfied

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Team

Adjourned

Responsibilities fulfilled

Members available to other teams

Mission concluded

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Work

Started

Development started

Progress monitored

Definition of done in place

Tasks being progressed

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Work

Under Control

Tasks being completed

Unplanned work under control

Risks under control

Estimates revised to reflect performance

Progress measured

Re-work under control

Commitments consistently met

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Work

Concluded

Only admin tasks left

Results achieved

Resulting system accepted

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Work

Closed

Lessons learned

Metrics available

Everything archived

Budget reconciled & closed

Team released

Progress measured

No outstanding, uncompleted tasks

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Stakeholders

In Agreement

Minimal expectations agreed

Rep's happy with their involvement

Rep's input valued

Team's input valued

Priorities clear & perspectives balanced

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Opportunity

Solution Needed

Solution identified

Stakeholders' needs established

Problems and root causes identified

Need for a solution confirmed

At least one solution proposed

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Opportunity

Value Established

Opportunity value quantified

Solution impact understood

System value understood

Success criteria clear

Outcomes clear and quantified

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Opportunity

Viable

Solution outlined

Solution possible within constraints

Risks acceptable & manageable

Solution profitable

Reasons to develop solution understood

Pursuit viable

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Opportunity

Addressed

Opportunity addressed

Solution worth deploying

Stakeholders satisfied

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Requirements

Acceptable

Acceptable solution described

Change under control

Value to be realized clear

Clear how opportunity addressed

Testable

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Requirements

Addressed

Enough addressed to be acceptable

Requirements and system match

Value realized clear

System worth making operational

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Team

Seeded

Mission defined

Constraints known and defined

Growth mechanisms in place

Composition defined

Responsibilities outlined

Required commitment level clear

Required competencies identified

Size determined

Governance rules defined

Leadership model selected

1 / 5

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Team

Formed

Enough members recruited

Roles understood

How to work understood

Members introduced

Individual responsibilities accepted and aligned to competencies

Members accepting work

External collaborators identified

Communication mechanisms defined

Members commit to team

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Work

Initiated

Required result clear

Constraints clear

Funding stakeholders known

Initiator identified

Accepting stakeholders known

Source of funding clear

Priority clear

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Work

Prepared

Commitment made

Cost and effort estimated

Resource availability understood

Risk exposure understood

Acceptance criteria established

Sufficiently broken down to start

Tasks identified and prioritized

Credible plan in place

Funding in place

At least one team member ready

Integration points defined

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Way of Working

Foundation Established

Key practices & tools selected

Practices needed to start work agreed

Non-negotiable practices & tools identified

Gaps between available and needed way of working understood

Gaps in capability understood

Integrated way of working available

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Way of Working

In Use

Practices & tools in use

Regularly inspected

Adapted to context

Supported by team

Feedback mechanisms in place

Practices & tools support collaboration

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Way of Working

In Place

Used by whole team

Accessible to whole team

Inspected and adapted by whole team

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Stakeholders

Recognized

Stakeholder groups identified

Key stakeholder groups represented

Responsibilities defined

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Stakeholders

Represented

Responsibilities agreed

Representatives authorized

Collaboration approach agreed

Way of working supported & respected

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Stakeholders

Involved

Representatives assist the team

Timely feedback and decisions provided

Changes promptly communicated

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Opportunity

Identified

Idea behind opportunity identified

At least one investing stakeholder interested

Other stakeholders identified

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Requirements

Conceived

Stakeholders agree system is to be produced

Users identified

Funding stakeholders identified

Opportunity clear

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Team

Collaborating

Works as one unit

Communication open and honest

Focused on mission

Members know each other

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Requirements

Bounded

Development stakeholders identified

System purpose agreed

System success clear

Shared solution understanding exists

Requirement's format agreed

Requirements management in place

Prioritization scheme clear

Constraints identified & considered

Assumptions clear

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Team

Performing

Consistently meeting commitments

Continuously adapting to change

Addresses problems

Rework and backtracking minimized

Waste continuously eliminated

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Requirements

Coherent

Requirements shared

Requirements' origin clear

Rationale clear

Conflicts addressed

Essential characteristics clear

Key usage scenarios explained

Priorities clear

Impact understood

Team knows & agrees on what to deliver

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Way of Working

Principles Established

Team actively support principles

Stakeholders agree with principles

Tool needs agreed

Approach recommended

Operational context understood

Practice & tool constraints known

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Way of Working

Working Well

Predictable progress being made

Practices naturally applied

Tools naturally support way-of-working

Continually tuned

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