

DSDM Agile Project (DAP) Framework

“People, Teams and Interactions”

Timebox 5 of 13

Lecturer: Jerry Ponialou

Topics for this week

- 1) DSDM Roles and Responsibilities
- 2) Self-organising teams
- 3) Communication & Workshops
- 4) Iterative Development



Review Week 04 - Why DSDM?

DSDM has:

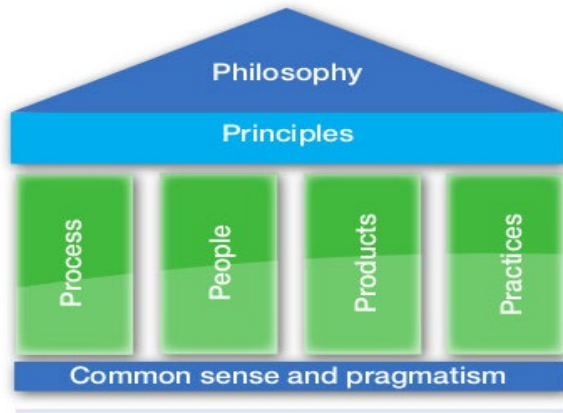
- A **broader focus** than most other Agile approaches in that it deals with projects rather than just the development and delivery of a product (typically software).
- A long **track record of successful Agile project delivery** in all types of corporate environments
- Proven to be fully **scalable**, working effectively in small simple businesses, large and complex organisations, and in highly regulated environments.
- Shown to be equally **effective** for both IT and non-IT projects, for example business change projects.

DSDM takes a pragmatic approach, recognising that it often needs to work alongside **existing standards and approaches**. Examples of this are:

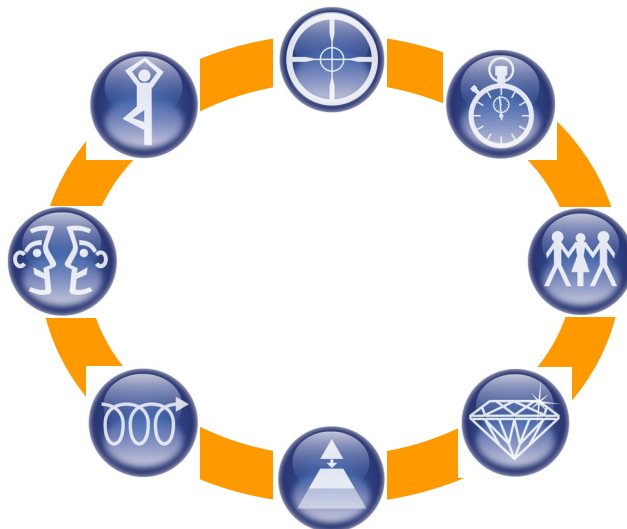
- DSDM with PRINCE2
- DSDM with ITIL
- DSDM with formal quality processes (such as ISO or CMMI, and DSDM with a PMO)



DSDM Framework



“best business value emerges when projects are aligned to clear business goals, deliver frequently, and involve the collaboration of motivated and empowered people”



8 principles

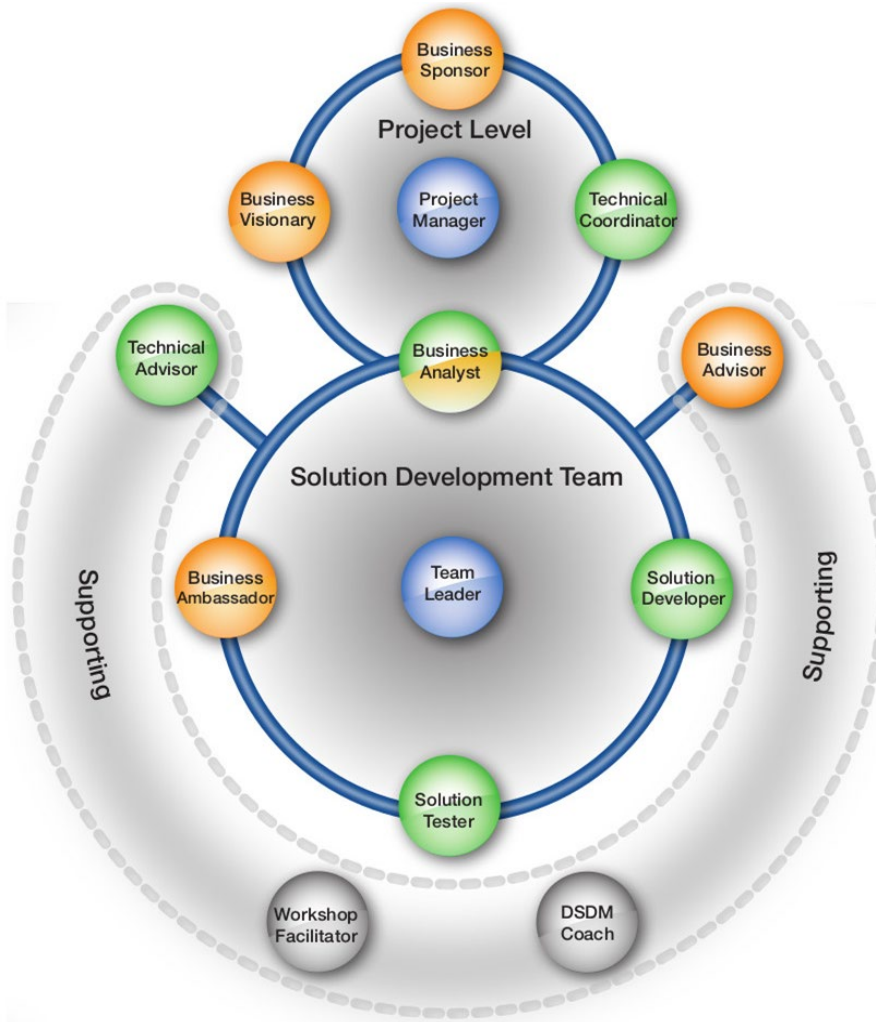
1. Focus on the business need
2. Deliver on time
3. Collaborate
4. Never compromise quality
5. Build incrementally from firm foundations
6. Develop iteratively
7. Communicate continuously and clearly
8. Demonstrate control

Non-adherence

= increased risk

= reduced benefits

DSDM Framework



Roles

- Project Level
- Solution Development Team
- Supporting

Orange - Business

Green - Solution/technical

Blue - Management

Grey - Process interests

- Business vs solution vs process
- Project vs team level
- Full-time vs part-time

Unit Themes

Project Leadership Framework

Project Management Standards
- ISO 21500:2012 -

Phased Models
(Waterfall)

PRINCE2

Incremental &
Iterative Models
(Agile)

Scrum ✓
DSDM

Tutorials



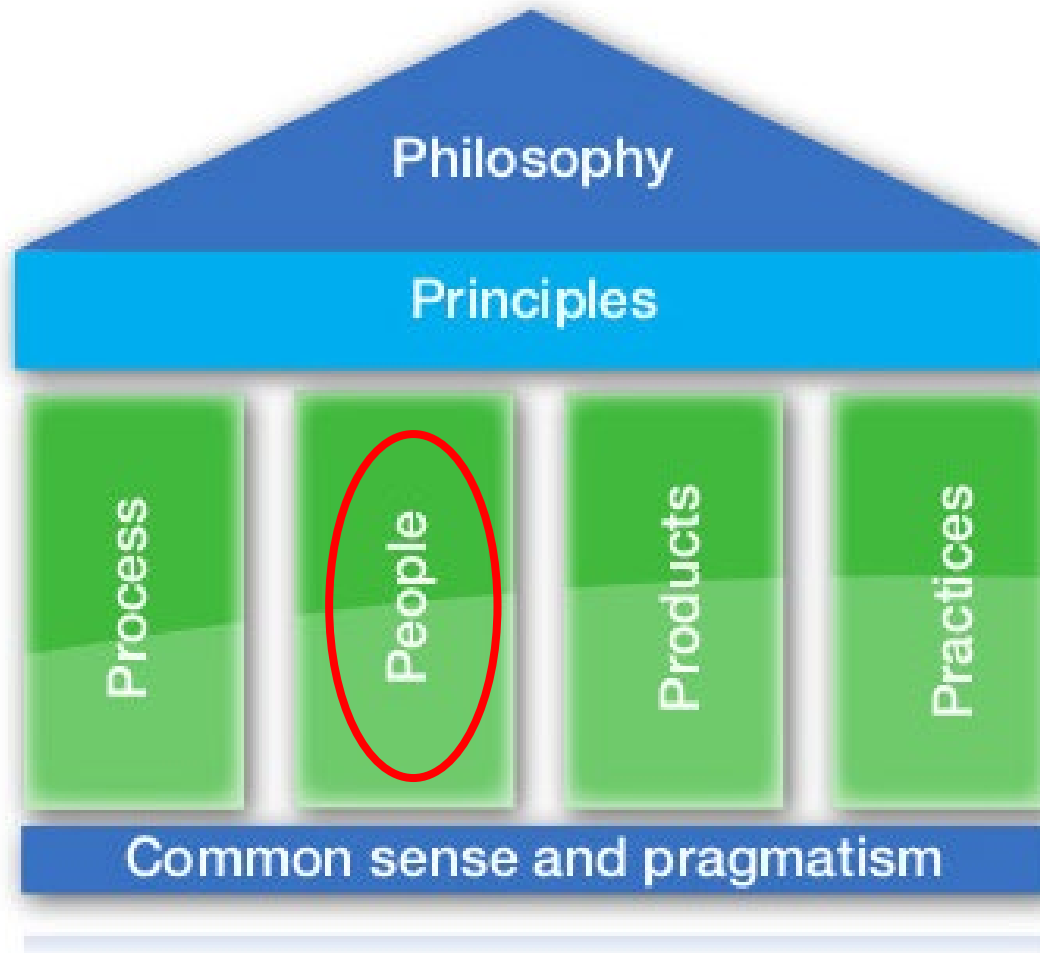
Topics for this week

1) **DSDM Roles and Responsibilities**

- 2) Self-organising teams
- 3) Communication & Workshops
- 4) Iterative Development

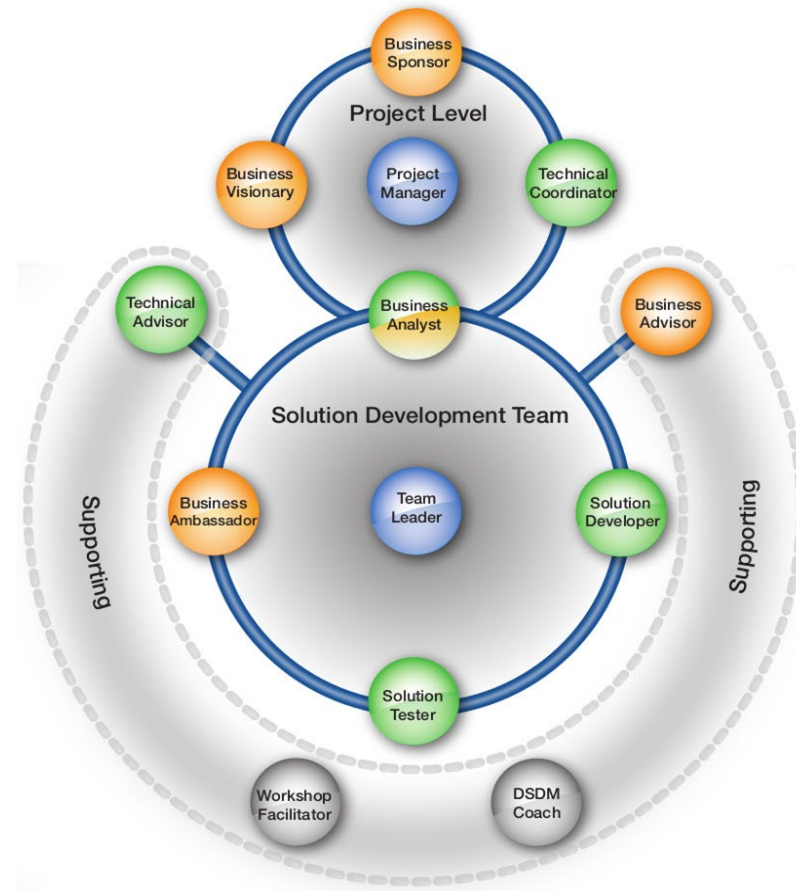


DSDM Framework



Roles and Responsibilities

- One person can have more than one role
- A role can be shared between people
 - Business Sponsor should **not** be a shared role
- All responsibilities must be covered
- Project roles
 - Managing, directing, co-ordinating
- Solution Development Team (SDT) roles
 - Creating the Solution
- Other roles
 - As appropriate, specialists



Project Level Role – Business Sponsor

The **Business Sponsor**:

- Has the crucial responsibility of ensuring and enabling fast progress throughout the project
- Should be committed, supportive, and available for the duration of the project, providing a clear escalation route
- Owns the Business Case for the project
- Ensures ongoing viability of the project in line with the Business Case
- Holds the budget for the project
- Ensures that funds and other resources are made available as needed
- Ensures the decision-making process for escalated project issues is effective and rapid
- Responds rapidly to escalated issues and being the ultimate point for resolution of conflict within the project
- Empowers the business roles within the project, to appropriate levels, within their responsibilities
- Keeps informed of progress and issues



Project Level Role – Business Visionary

The **Business Visionary** is a senior project-level business role that should be held by a single individual, since a project needs a single clear vision to avoid confusion and misdirection. More actively involved than the Business Sponsor, the Business Visionary is responsible for:



- Defining the business vision for the project
- Communicating and promoting the business vision to all interested and impacted parties
- Monitoring progress of the project in line with the business vision
- Owning the wider implications of any business change from an organisational perspective
- Contributing to key requirements, design and review sessions
- Defining, and approving changes to, the high-level requirements in the Prioritised Requirements List
- Ensuring collaboration across stakeholder business areas within the scope of the project
- Ensuring business resources are available to the project, as needed
- Promoting the translation of the business vision into working practices
- Empowering the business roles within the Solution Development Team, to appropriate levels, within their responsibilities
- Acting as an arbiter of business differences related to the business need and the way this is addressed in the evolving Solution

Refer to the handbook for a complete list.

Project Level Role – Technical Coordinator

The **Technical Coordinator** is the project's technical authority and ensures that the solution and technical roles work in a consistent way, and that the project is technically coherent and meets the desired technical standards.



The Technical Coordinator performs the same function from a technical perspective as the Business Visionary does from a business perspective.

Some of the Technical Coordinator responsibilities are:

- Agreeing and controlling the technical architecture
- Determining the technical environments
- Advising on and coordinating each team's technical activities
- Identifying and owning architectural and other technically based risks
- Working with the Business Analyst to evaluate the technical options and decide the best way to turn the high-level business requirements into a technical solution
- Approving the solution as technically fit for purpose prior to deployment
- Acting as the final arbiter of technical differences between Solution Development Team members

Refer to the handbook for a complete list.



Project Level Role – Project Manager

As well as providing high-level Agile-style leadership to the Solution Development Team, the **Project Manager** is focused on managing the working environment in which the solution is evolving.



Some of the Project Manager responsibilities are:

- Ensuring effective and timely communication and information to project governance authorities and stakeholders not actively engaged in the project
- Performing high-level project planning and scheduling
- Collaborating with the Solution Development Team and appropriate stakeholders to create and agree the Delivery Plan
- Monitoring progress against the baselined Delivery Plan
- Managing risk and any issues, collaborating with senior business or technical roles as required to resolve them
- Motivating and ensuring empowerment of the teams to meet their objectives
- Monitoring and ensuring appropriate involvement and communication between required members of the multi-disciplinary Solution Development Team
- Handling problems escalated from the Solution Development Team

Refer to the handbook for a complete list.



Project Level Role – Business Analyst

The **Business Analyst** is both active in supporting the project-level roles and fully integrated with the Solution Development Team. The Business Analyst facilitates the relationship between the business and technical roles, ensuring accurate and appropriate decisions are made on the Evolving Solution on a day-to-day basis.



Some of the Business Analyst responsibilities are:

- Assisting the Business Visionary in the formulation and promotion of the business vision
- Modelling the organisation's current and future state in the area of the solution, and identifying opportunities, risks, and impacts
- Working with the Business Visionary and the Solution Development Team to formulate and communicate solution options
- Working with the project-level roles in formulating the Business Case and organising Benefits Assessments
- Supporting and facilitating clear and timely communication between business and technical participants
- Ensuring the requirements defined are of good quality, and are analysed and managed appropriately

Refer to the handbook for a complete list.



Team Role – Team Leader

The **Team Leader** ideally acts as the servant-leader for the Solution Development Team and ensures that it functions as a whole and meets its objectives. The Team Leader works with the team to plan and coordinate all aspects of product delivery at the detailed level. This is a leadership role rather than a management role and the person holding it will ideally be elected by his or her peers as the best person to lead them through a particular stage of the project.



Some of the Team Leader responsibilities are:

- Facilitating:
 - the team focus on the on-time delivery of agreed products
 - communication of team progress with the Project Manager
 - the daily stand-ups, ensuring they are timely, focused and brief
 - reviews and retrospectives with the team
- Encouraging full participation of team members within their defined roles, responsibilities and empowerment
- Ensuring that the Iterative Development process is properly focused and controlled
- Ensuring that all testing and review activity is properly scheduled and carried out

Refer to the handbook for a complete list.



Team Role – Solution Roles

Solution Developer

The Solution Developer collaborates with the other Solution Development Team roles to interpret business requirements and translate them into a Solution Increment that meets functional and non-functional needs.

Some of the Solution Developer responsibilities are:

- Working with all other Solution Development Team roles to iteratively develop:
 - The Solution Increment
 - Models required for the properly controlled development of the solution
 - Models and documents as required for the purpose of supporting the Deployed Solution in live use
- Testing the output of their own work prior to independent testing



Solution Tester

The Solution Tester is an empowered Solution Development Team role, fully integrated with the team and performing testing throughout the project in accordance with the agreed strategy.

Some of the Solution Tester responsibilities are:

- Working with business roles to define test scenarios and test cases for the Evolving Solution
- Carrying out all types of technical testing of the solution as a whole
- Liaising with the Business Analyst and Business Ambassador to help clarify acceptance criteria for requirements



Refer to the handbook for a complete list.

Team Role – Business Ambassador

The **Business Ambassador** is the key representative of the business needs within the Solution Development Team and, as such, needs to have the desire, authority, responsibility, and knowledge to fulfil the role.



Some of the responsibilities are:

- Contributing to **all** requirements, design, and review sessions
- Providing the business perspective for all day-to-day solution development decisions
- Providing the detail of business scenarios to help define and test the solution
- Communicating with other users, involving them as needed and getting their agreement
- Providing day-to-day assurance that the solution is evolving correctly
- Organising and controlling business acceptance testing of the solution

Refer to the handbook for a complete list.



Supporting Role – Technical Advisor

The **Technical Advisor** supports the team by providing specific, and often specialist, technical input to the project, often from the perspective of those responsible for operational change management, operational support, ongoing maintenance of the solution, and so on.



The Technical Advisor responsibilities are to provide detailed, and specialist, technical input and advice with regards to:

- Requirements, design, and review sessions
- The operational perspective for day-to-day decisions
- Operational or support scenarios to help define and test the solution
- Assurance that the solution is evolving correctly
- Operational acceptance testing
- Development of technical support documentation
- Training of technical operations and support staff
- Incremental Deployment of the solution releases, as appropriate



Other Supporting Roles

Business Advisor

- Often a peer of the Business Ambassador
- Provides specific/specialist input to development or testing of solution
- Normally an intended user or beneficiary of solution or may provide legal or regulatory advice for compliance



Workshop Facilitator

- Manages workshop process
- Catalyst for workshop preparation and communication
- Responsible for context of workshop, **NOT** the content
- Independent of workshop outcome



DSDM Coach

- Helps teams with limited experience
- Needs to be an expert with real practical experience
 - Preferably certified

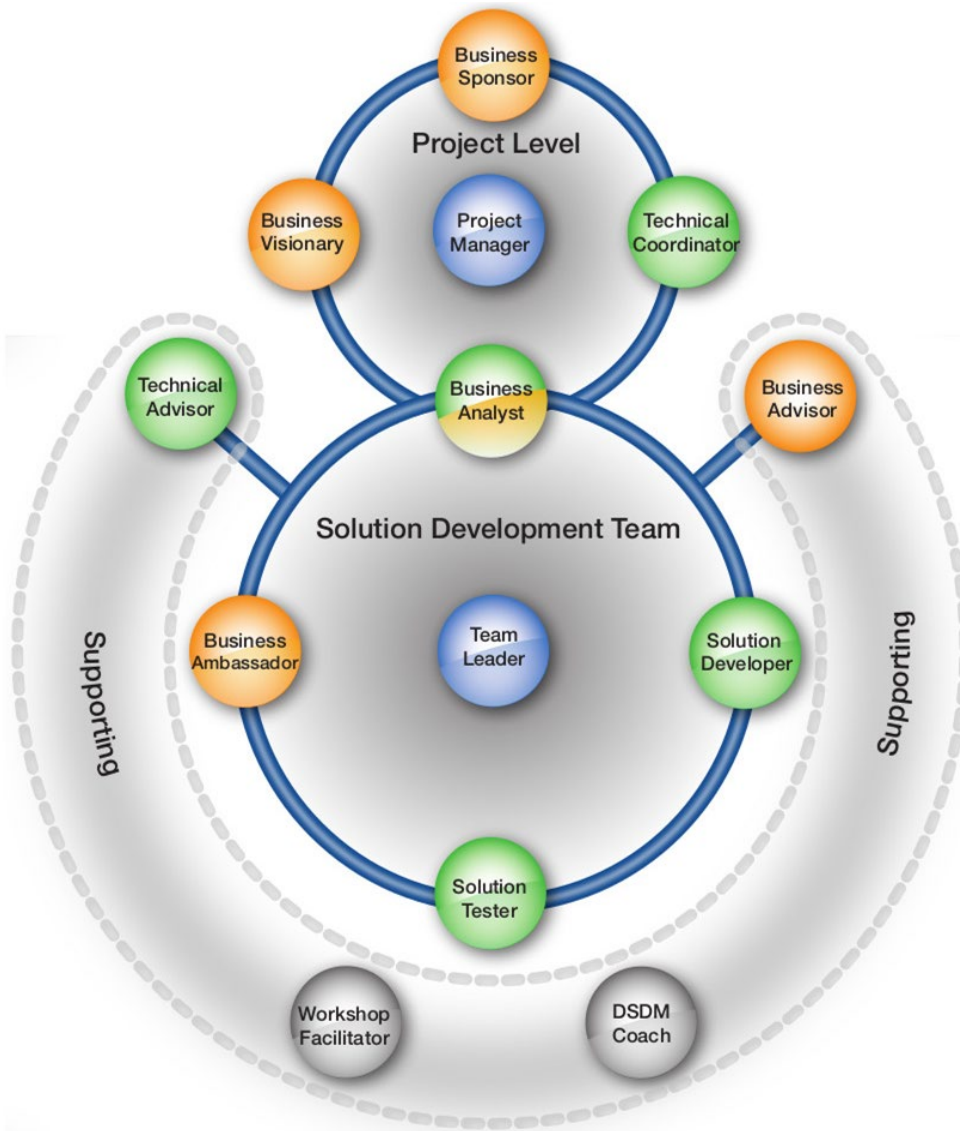


Other Roles - Specialists

- Typically brought in at Team level:
 - On ad hoc basis, as and when needed
 - By the PM or Team Leader
 - Need to be properly integrated into team
 - Their involvement needs to be formally planned
 - Individuals identified
 - Availability checked
 - Role (and responsibilities) clearly defined
 - Understanding of (and buy-in to) Agile approach
- Specialists may also be brought in at Project level
 - Example – Delivery Co-ordinator



DSDM Framework summary



Roles

- Project Level
- Solution Development Team
- Supporting

Orange - Business

Green - Solution/technical

Blue - Management

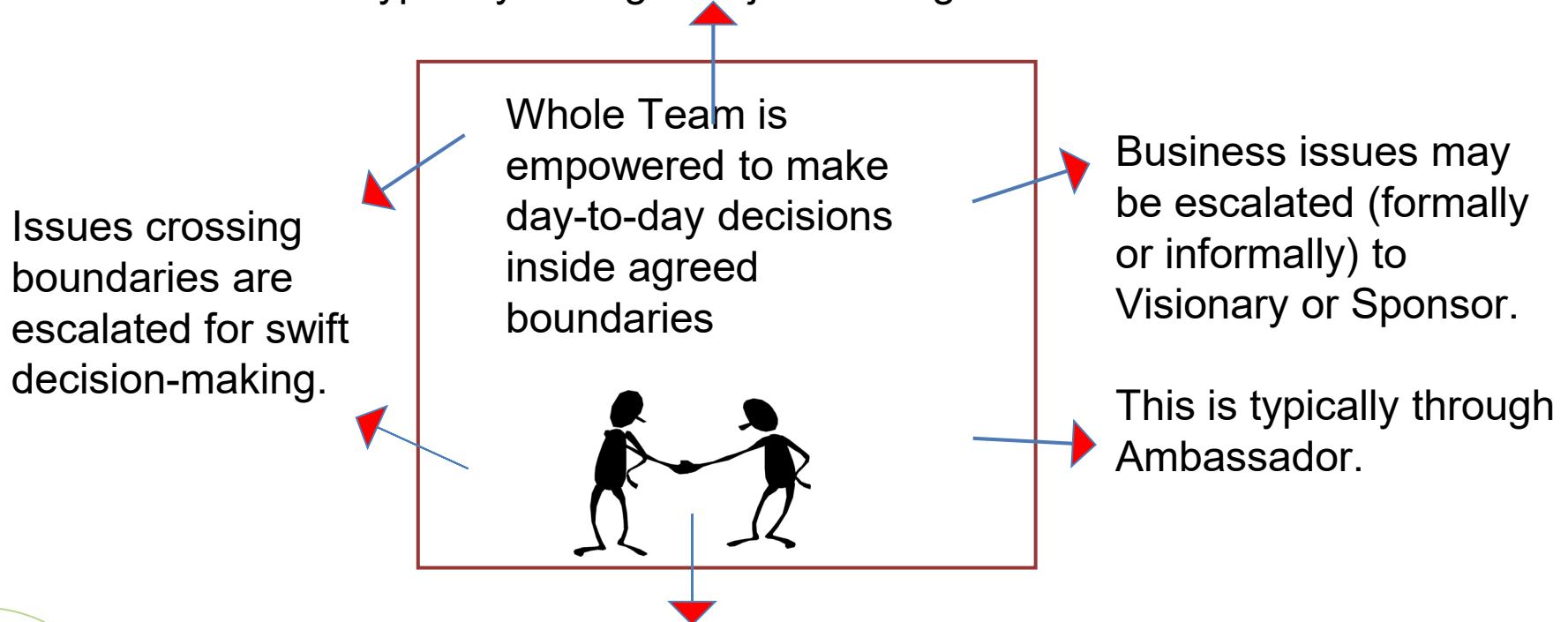
Grey - Process interests

- **Business vs solution vs process**
- **Project vs team level**
- **Full-time vs part-time**

Empowerment and Escalation

Project issues may be escalated to Project or Steering Committee level.

This is typically through Project Manager



Each role within the Solution Development Team is empowered to make decisions based on their expertise.



Topics for this week

- 1) DSDM Roles and Responsibilities
- 2) Self-organising teams**
- 3) Communication & Workshops
- 4) Iterative Development



Self-Organising Teams

WATERFALL

Project Management Behaviours

- Prepare detailed staffing plan
- Negotiate for part-time specialists
- Command & control individuals
- Conduct individual performance reviews

Team Behaviours

- Take direction
- Seek individual reward
- Focus on low-level objectives
- Compete
- Comply with processes
- Avoid conflicts

AGILE

Project Management Behaviours

- 1. Gather cross-functional team
- 2. Negotiate for full-time generalists
- 3. Facilitate teams and remove impediments
- 4. Conduct team retrospectives

Team Behaviours

- 1. Take initiative
- 2. Focus on team contributions
- 3. Concentrate on solutions
- 4. Collaborate
- 5. Continuously improve
- 6. Navigate conflicts

Topics for this week

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Communication choices

People, Teams and Interactions

Ranked

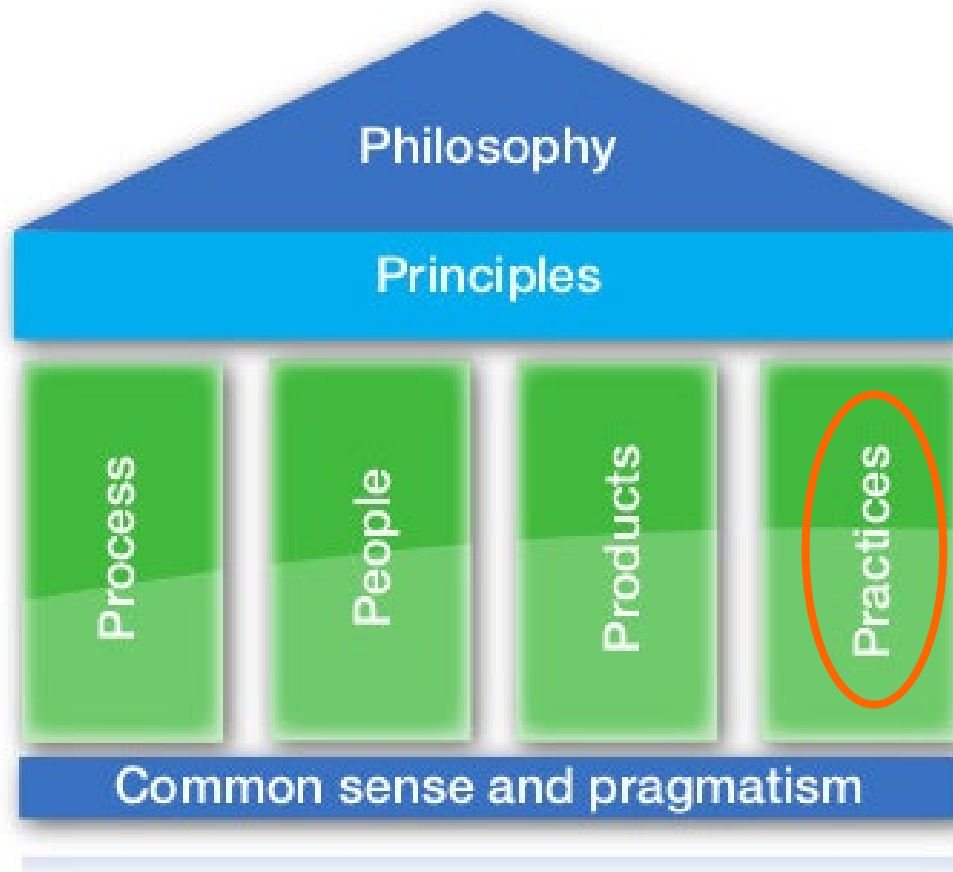
- 1) Face-to-Face
- 2) Conferencing such as video conferencing
- 3) Chat facilities
- 4) Email: Often treated (wrongly!) as the default communication channel.
- 5) Collaborative workspaces

Documents:

- Team Boards
- Backlog
- Daily stand ups



Key Practices - Communication



Key Practices



Iterative Development



Facilitated Workshops



Modelling



Timeboxing



MoSCoW Prioritisation



Communication

We value:

*“Individuals and interactions above processes and tools”;
and*

“Customer collaboration over contract negotiation”.



Communication

*We value: “Individuals and interactions above processes and tools”
and “Customer collaboration over contract negotiation”*



- **Poor communication is a major cause of project failure**



Communication

*We value: “Individuals and interactions above processes and tools”
and “Customer collaboration over contract negotiation”*



- **Poor communication is a major cause of project failure**

Standish Group. (2015). The Chaos Report: 2015: The Standish Group International Boston.



MODERN RESOLUTION FOR ALL PROJECTS

	2011	2012	2013	2014	2015
SUCCESSFUL	29%	27%	31%	28%	29%
CHALLENGED	49%	56%	50%	55%	52%
FAILED	22%	17%	19%	17%	19%

The Modern Resolution (OnTime, OnBudget, with a satisfactory result) of all software projects from FY2011–2015 within the new CHAOS database. Please note that for the rest of this report CHAOS Resolution will refer to the Modern Resolution definition not the Traditional Resolution definition.

Communication

*We value: “Individuals and interactions above processes and tools”
and “Customer collaboration over contract negotiation”*

**Which of these
success factors
involve
communication?**

CHAOS FACTORS OF SUCCESS	
FACTORS OF SUCCESS	INVESTMENT
Executive Sponsorship	15%
Emotional Maturity	15%
User Involvement	15%
Optimization	15%
Skilled Resources	10%
Standard Architecture	8%
Agile Process	7%
Modest Execution	6%
Project Management Expertise	5%
Clear Business Objectives	4%
	100%

Standish Group. (2015). The Chaos Report: 2015: The Standish Group International Boston.

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100%	

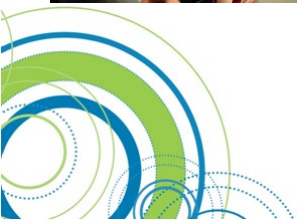


Communication

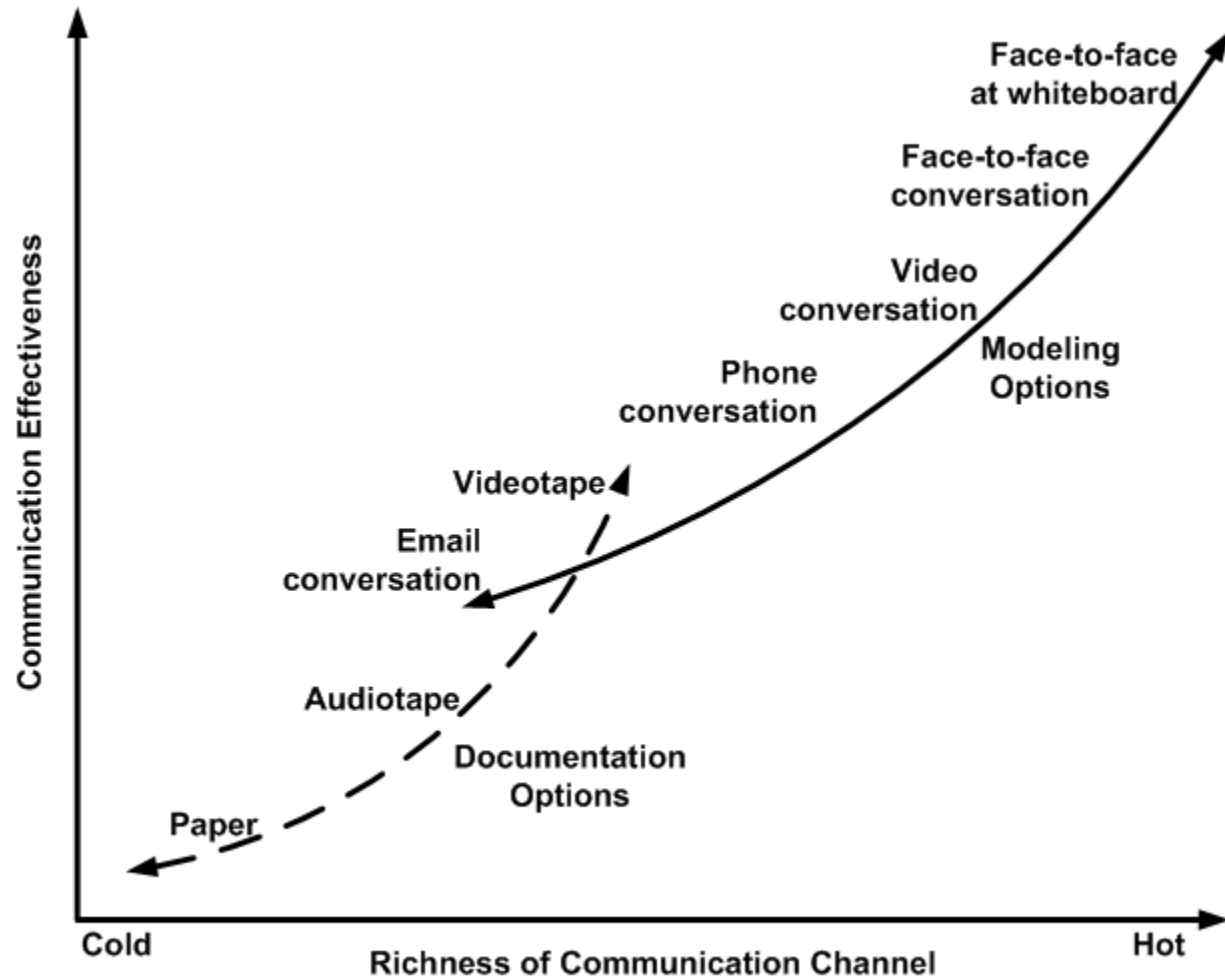
*We value: “Individuals and interactions above processes and tools”
and “Customer collaboration over contract negotiation”*



- Poor communication is a major cause of project failure
- **Agile encourages on-going and effective communication**
 - Integrated solution development teams
 - Business and solution roles in the same team
 - Short feedback cycles
 - High visibility of the evolving solution
 - Solution detail only added at the point of development



Communication Effectiveness



Copyright 2002-2005 Scott W. Ambler
Original Diagram Copyright 2002 Alistair Cockburn

Daily Stand-ups

- **Happens every day**
 - Ideally whole Solution Development Team participate
 - Wider stakeholders are welcome to attend and listen (but **not** join in)
- **Opportunity to understand daily progress against Timebox objectives**
- **Each team member says**
 - What they have been doing since the last Stand-up
 - What they will be doing between now and the next Stand-up
 - Any problems, risks, or issues they are encountering that are slowing progress
- **Short and focused**
 - Normally no longer than 15 minutes
(two minutes per team member + two minutes)



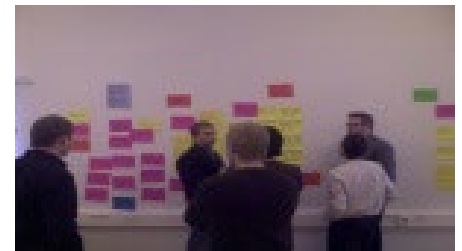
Facilitated Workshops

Facilitated Workshops are a specialised type of meeting:

- One of DSDM's five key practices
- Clear objective deliverables
- A set of people (Participants) specifically chosen and empowered to deliver the required outcome
- An independent person (Workshop Facilitator) to enable the effective achievement of the objective

Using facilitated workshops brings both direct and indirect benefits to a project and provide:

- Rapid, high quality decision-making
- Greater buy-in from all stakeholders
- Building team spirit and consensus
- Clarification of issues



Topics for this week

- 1) DSDM Roles and Responsibilities
- 2) Self-organising teams
- 3) Communication & Workshops
- 4) Iterative Development**



Iterative Development



- One of DSDM's five key practices
- Solution Development Team use iterative development to shorten lines of communication
- Converging on accurate solution through cycles of “demonstrate and review” (within timeboxes)



Iterative Development

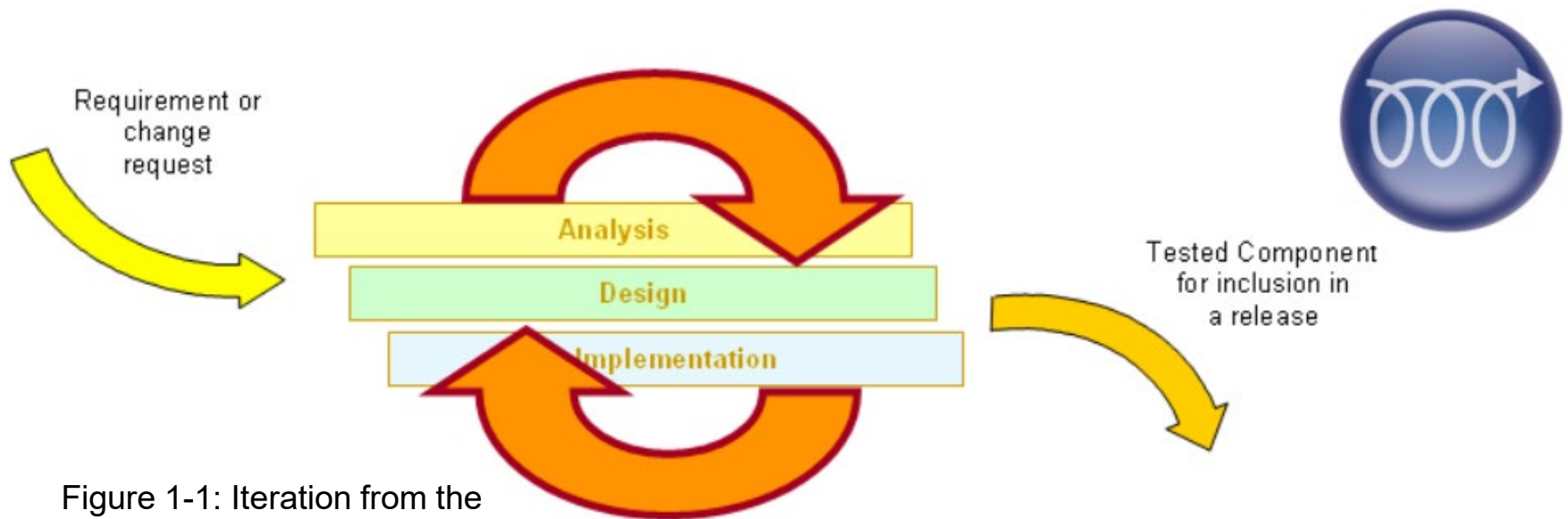
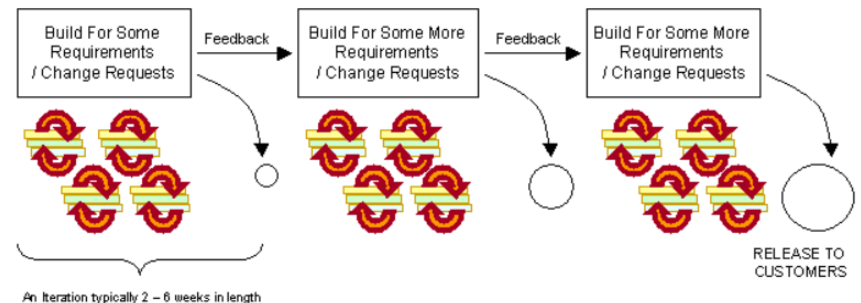


Figure 1-1: Iteration from the developer's perspective



Spence, I., & Bittner, K. (2005). What is iterative development? -- Part 1: The developer perspective. Retrieved from <https://www.ibm.com/developerworks/rational/library/mar05/bittner/index.html>

Iterative Development

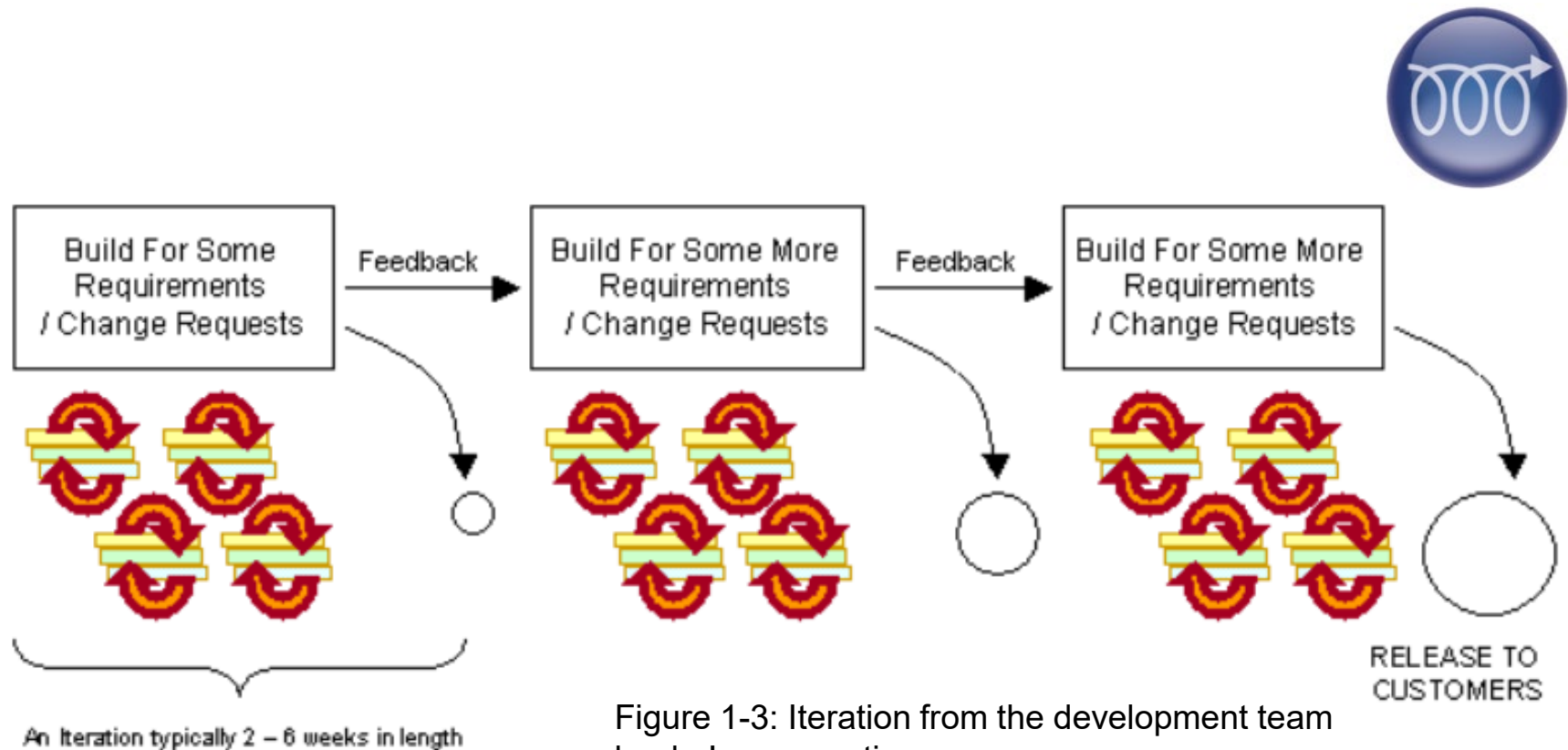


Figure 1-3: Iteration from the development team leader's perspective.

Spence, I., & Bittner, K. (2005). What is iterative development? -- Part 1: The developer perspective. Retrieved from <https://www.ibm.com/developerworks/rational/library/mar05/bittner/index.html>

Review (Take Aways) for this week

- 1) DSDM Roles and Responsibilities
 - ❖ Allocate all roles and responsibilities
- 2) Self-organising teams
 - ❖ Take initiative
 - ❖ Focus on solutions
 - ❖ Collaborate
- 3) Communication & Workshops
 - ❖ Poor communication is a major cause of project failure
- 4) Iterative Development
 - ❖ Converging on accurate solution through cycles



Preparation for next week

DSDM Processes and Products

Read DSDM Framework Sections:
6, 8 and 10.



Any questions?

- Important to attend tutorials.
- Please attend the tutorial you enrolled in.

Thank you.
See you next week.

