

IFB295 – IT Project Management

Week 6 - Tutorial No. 5 **Dynamic Systems Development** **Methodology (DSDM)**

(24 - 28 August, 2020)

Tutor: <your name>

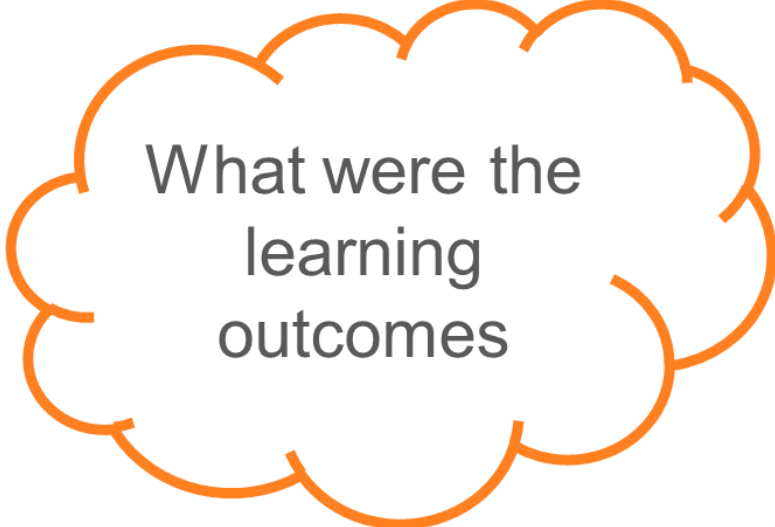
Agenda

- Recap Last Week's Tutorial
- This Week's Learning Outcome
- DSDM Philosophy, Principles and Lifecycle
- Team Activity - Preparing for Success
- Retrospective (Review and Close)

Recap of Last Week's Tutorial

Consolidation – Bringing it all together

- User Stories, Estimation, Prioritisation
- Finalisation of Release Plan & Sprint 1 Plan
- Teamworking



What were the
learning
outcomes

Today's Learning Outcomes

- DSDM Overview - Philosophy, Principles & Lifecycle
- Focus on the business needs – what is the business need
- Preparing for Success - Understanding risks and constraints

Overview of DSDM

What is DSDM?

- Dynamic System Development Methodology (DSDM)
- Leading, proven, Agile approach
- Free to view and use online (see Blackboard readings)

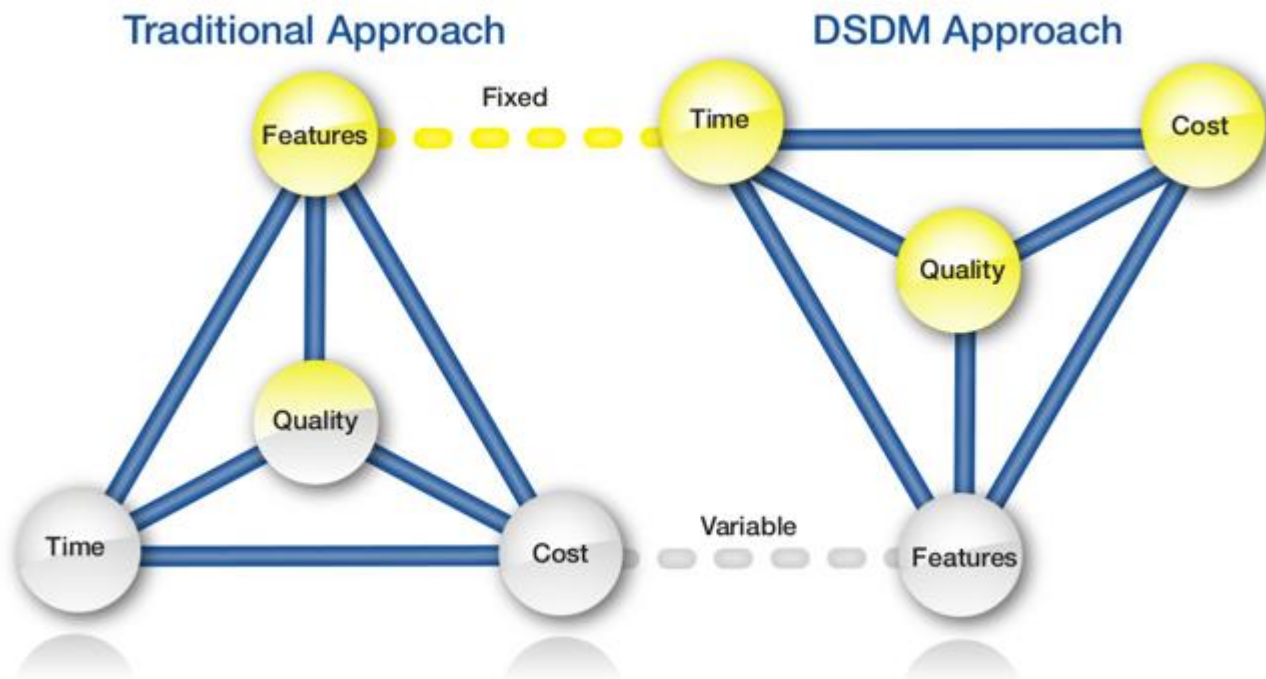
Why DSDM?

- 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.

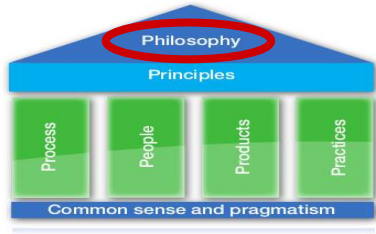
DSDM takes a pragmatic approach, recognising that it often needs to work alongside existing standards and approaches such as PRINCE2 .

DSDM vs Traditional (Waterfall)

What is the difference?



PARADIGM SHIFT



DSDM Philosophy

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

This is achieved when all stakeholders:

- Understand and buy into the business vision and objectives
- Are empowered to make decisions within their area of expertise
- Collaborate to deliver a fit for purpose business solution
- Collaborate to deliver to agreed timescales in accordance with business priorities
- Accept that change is inevitable as the understanding of the solution grows over time

Stakeholders are those inside or outside the project who are involved in/or affected by it.

DSDM Principles

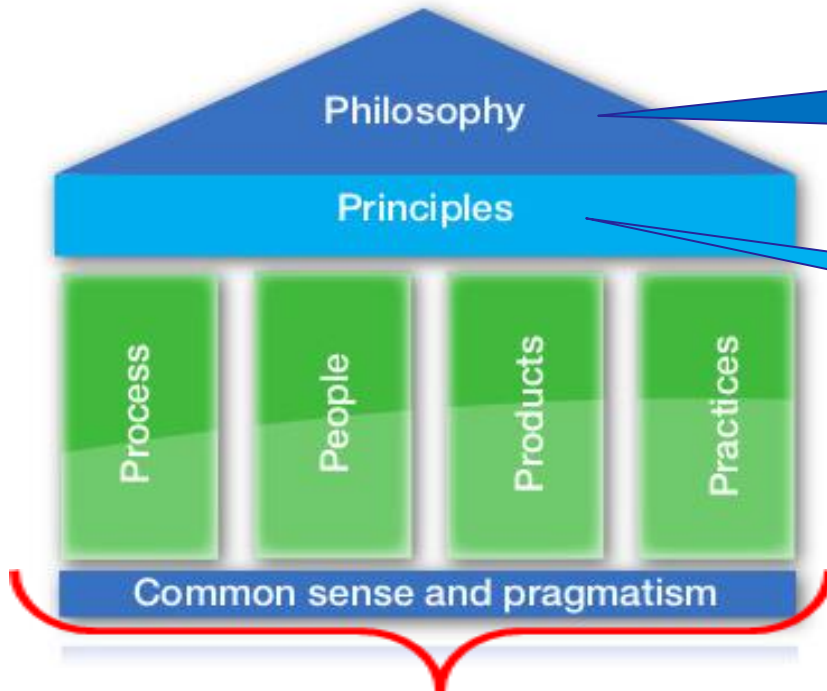
There are eight principles which support DSDM's philosophy of:

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

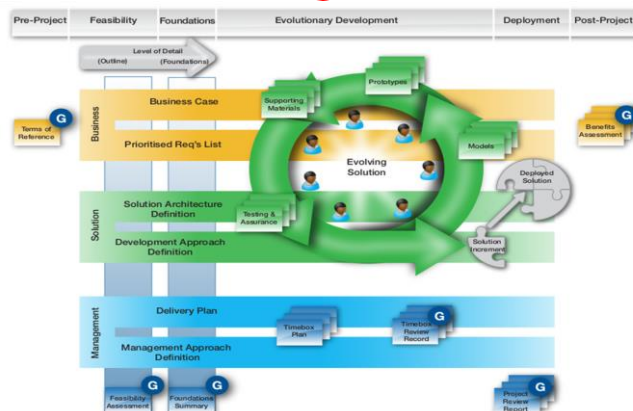
1. Focus on the business need
2. Deliver on time
3. Collaborate
4. Never compromise quality
5. Build incrementally from firm foundations
6. Develop iteratively
7. Communicate continuously and clearly
8. Demonstrate control

For detail information, refer week 5 Lecture Slides

The Big Picture



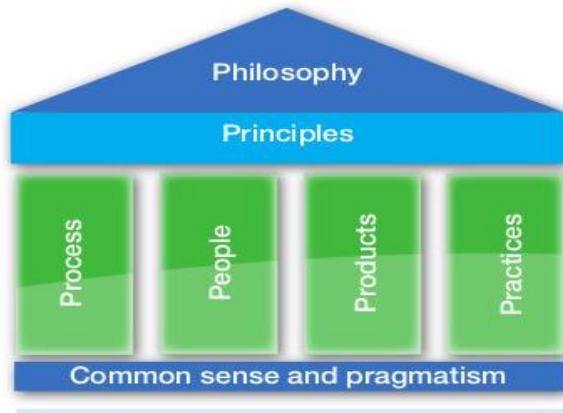
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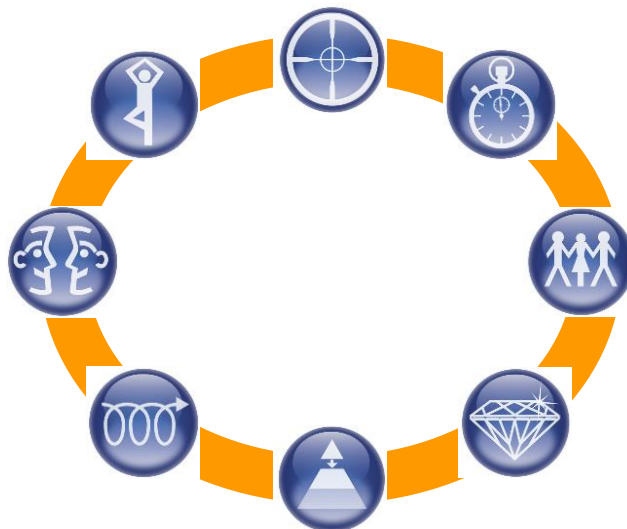
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There are 8 principles which collectively support the DSDM Philosophy to deliver best value business solutions collaboratively.

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

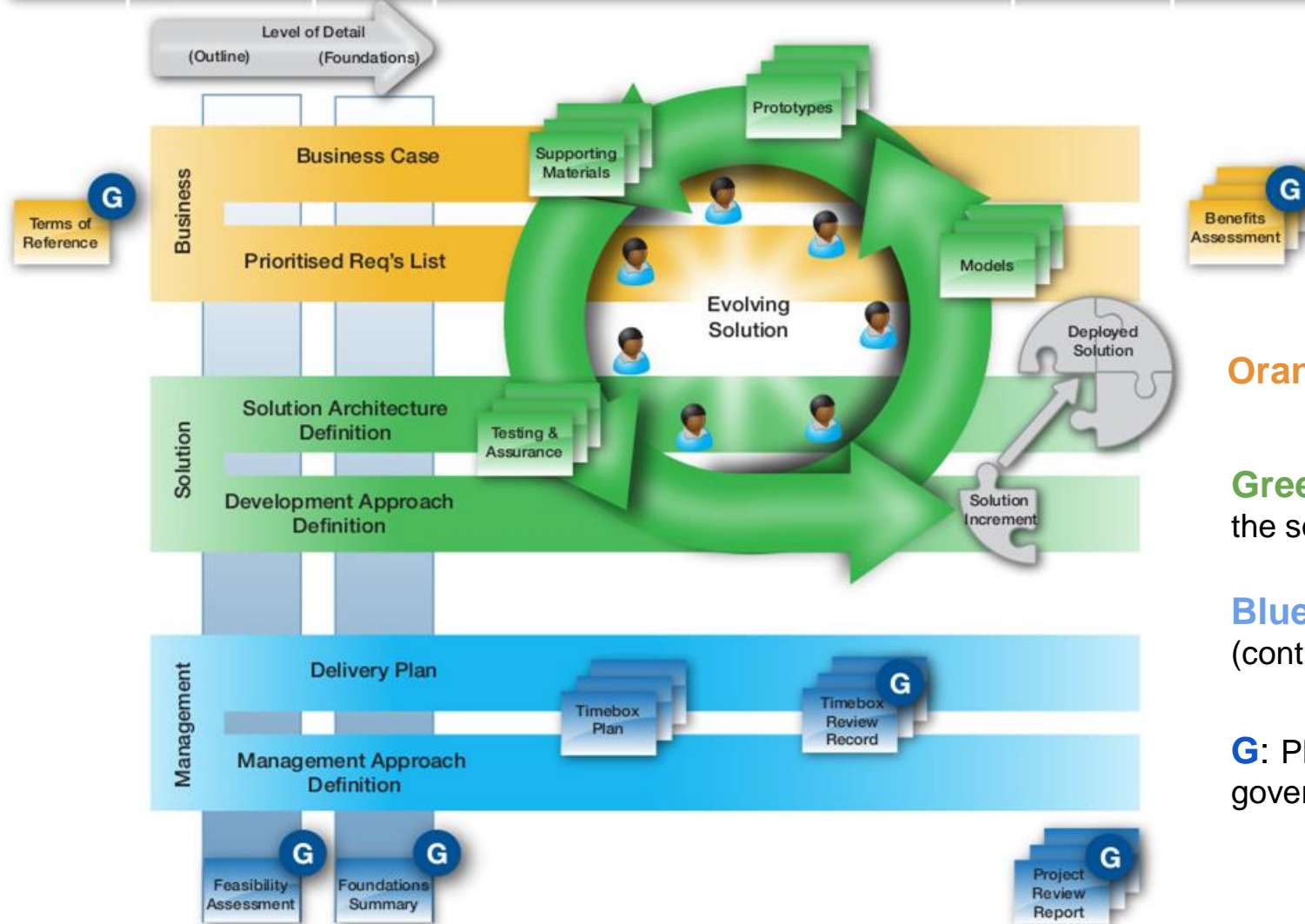
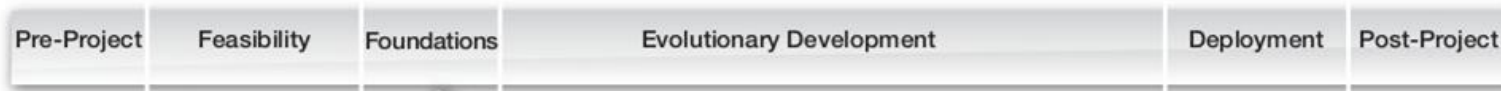
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Non-adherence

= increased risk

= reduced benefits

DSDM Lifecycle (Process, Phases & Products)



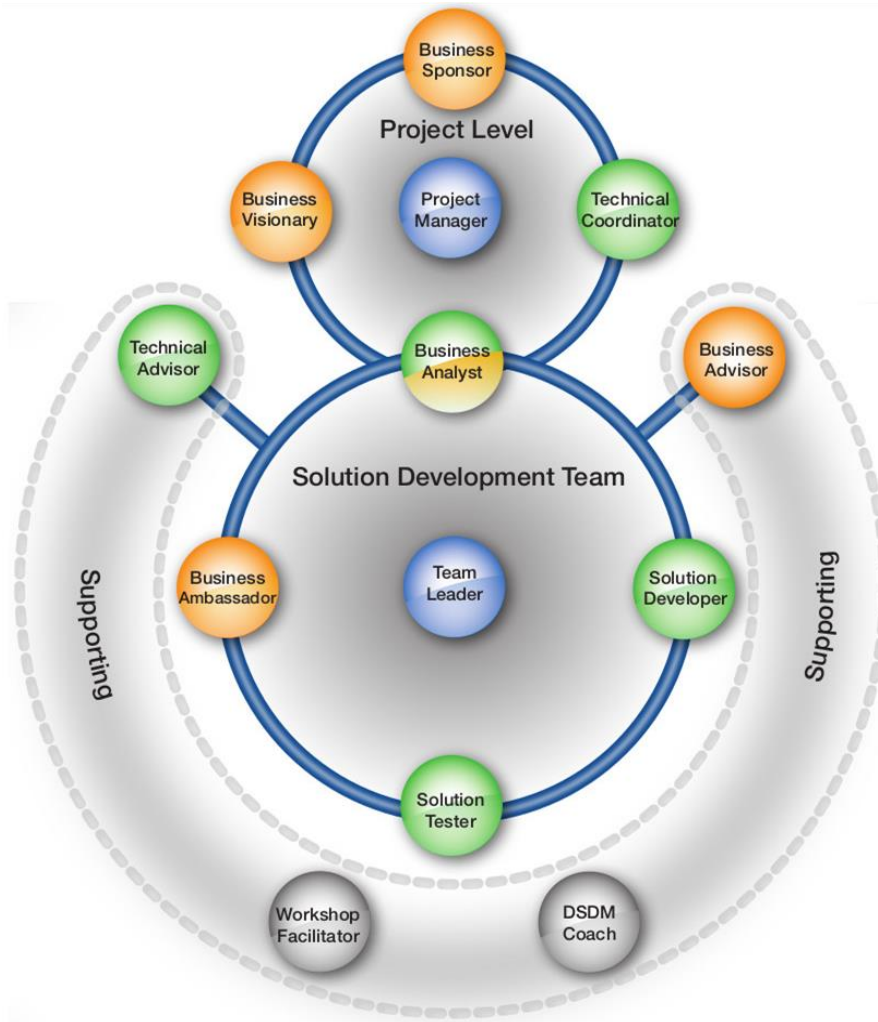
Orange: Business-focused

Green: Contributes to the solution being created

Blue: Project management (control interests)

G: Plays a part in governance processes

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

DSDM Principle 1

Focus on the business need

- Decisions based around project goal
 - To deliver what business needs it to deliver, when it needs to be delivered
- Requires the team to:
 - Understand true business priorities
 - Establish sound business case
 - Seek continuous business sponsorship and commitment
 - Guarantee Minimum Usable Subset
- Supported by:
 - Business roles
 - Business Products agreed at Foundations stage
 - Key techniques - MoSCoW prioritisation and Timeboxing



Every decision taken during a project should be viewed in the light of the overriding project goal - to deliver what the business needs to be delivered, when it needs to be delivered.

Preparing for Success

Adhere to and embrace the Principles:

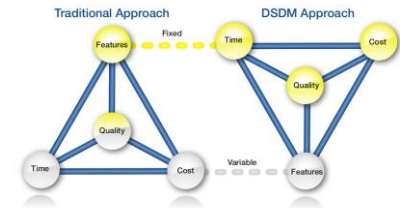
- Treat non-adherence to the principles as a risk
 - Breaking any of the principles will be a significant risk to the success of the Agile process and the success of the project
- Discuss the Principles openly with the project team at the start of the project and ensure everyone buys into them

The principles help direct and shape the attitude and mindset of a DSDM team. Compromising any of the principles undermines DSDM's philosophy, as together they deliver a collective value that outweighs their individual benefits.

Preparing for Success

Understand Your Constraints:

- Consider the variables
 - Is there flexibility in depth and detail of features?
- Think about the people
 - Are all roles capable of, and committed to the project approach
- Consider the Principles
 - Will the organisation support this way of working?
- This is rarely a black and white (clear) decision
 - There is a tool to help decide



Preparing for Success – know your risks

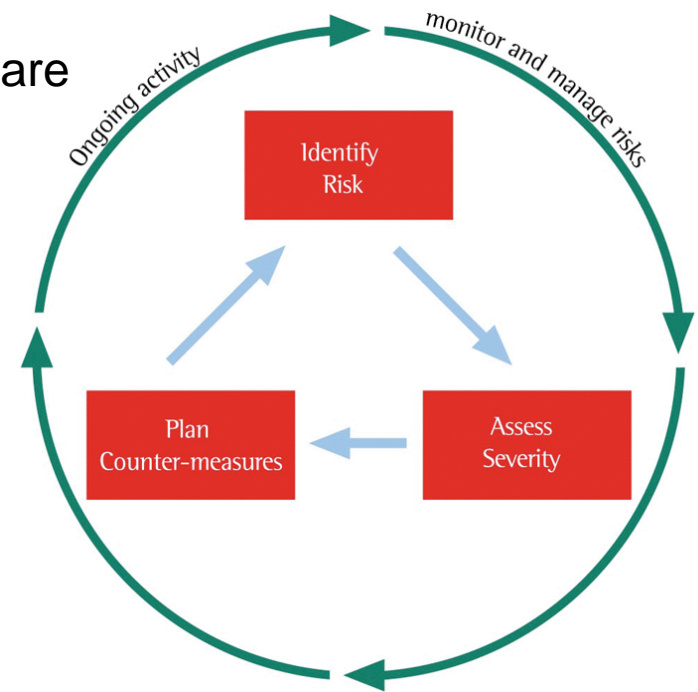
Risk management process is unchanged. Some risks are different

- **Typical traditional risks**

- Missing deadlines
- Assuming unknown or volatile requirements are clear and fixed
- Delivery of wrong solution
- User acceptance testing late in life cycle

- **Agile risks**

- Not complying with Principles
- Non-availability of Business roles
- Having detailed specification up front
- Expecting 100% solution
- Swapping resources in and out



Preparing for Success

Utilise Controls such as Timeboxing and MoSCoW:

- **When dealing with problems ensure that**
 - Changing deadlines is not an option – Time is fixed
 - Adding resources is **not** an option – Resources/Cost fixed
 - Quality is not negotiable
 - Need to find another way to resolve problems
 - Drop a feature?
 - Revisit MoSCoW?
- **Avoid adding Must Haves after baseline has been agreed (changing breadth)**
 - Change of breadth requires formal change control

Mica Music Centre – Case Study

Team Activity

1. Focus on the Business Needs
2. Preparing for Success – Risks & Constraints

Team Activity - Mica Music Centre

In your teams:

Use the Mica Music Centre case study to complete these exercise:

- Identify & focus on the business needs
- Identify the constraints and risks that may affect the delivery of your project when using DSDM approach
- Discuss your work with your Tutor

Focus on Business Need

Things to look out for:

- What is the nature of this organisation (what type of business / industry are they involved in)
- What is their business vision, immediate and long term goals?
- What are their strengths and weaknesses?
- What are their threats & opportunities?
- How can this project strengthen their weaknesses and help them achieve their goals?
- What strengths / opportunities can this project utilise to deliver success?

Gathering these information will help you understand the “Business Driver” and “Objective” of the project

Risks and Constraints

Things to look out for:

- How familiar is the organisation with DSDM approach / will they adhere to the principles? If not – which principles are they likely to be non-adherent to.
- Is the organisation expecting the following;
 - Having detailed specification up front
 - Expecting 100% solution, Swapping resources in and out
- What is the level of support and commitment from the organisation towards the success of this project?
- What is the impact on time, cost and quality?
- How would you deal with these risks or constraints?

***Gathering these information will help you understand the “project risks”
and ways you may be able to manage them***

Homework

1. Read

- DSDM Guide – section on Roles and Responsibilities
- DSDM Guide – section on Principles, particularly “Collaborate” and “Communicate continuously and clearly”

2. Assessment 2 – Business Driver, Project Objective, Risks

- Complete Business Need (Business Driver, Objectives)
- Identify your risks and ways to address them

Reading Material (DSDM Guide) – is on blackboard

Close / Wrap Up

**I look forward to your
contributions next week**

Thank you for your participation.