

Stakeholders

Recognized

- Stakeholder groups identified
- Key stakeholder groups represented
- Responsibilities defined

1 / 6

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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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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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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

Identified

- Idea behind opportunity identified
- At least one investing stakeholder interested
- Other stakeholders identified

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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	Opportunity	Opportunity	Opportunity
Value Established	Viable	Addressed	Benefit Accrued
<ul style="list-style-type: none"> <input type="checkbox"/> Opportunity value quantified <input checked="" type="checkbox"/> Solution impact understood <input type="checkbox"/> System value understood <input type="checkbox"/> Success criteria clear <input type="checkbox"/> Outcomes clear and quantified 	<ul style="list-style-type: none"> <input type="checkbox"/> Solution outlined <input type="checkbox"/> Solution possible within constraints <input type="checkbox"/> Risks acceptable & manageable <input type="checkbox"/> Solution profitable <input type="checkbox"/> Reasons to develop solution understood <input type="checkbox"/> Pursuit viable 	<ul style="list-style-type: none"> <input type="checkbox"/> Opportunity addressed <input type="checkbox"/> Solution worth deploying <input type="checkbox"/> Stakeholders satisfied 	<ul style="list-style-type: none"> <input type="checkbox"/> Solution accrues benefits <input type="checkbox"/> ROI acceptable
3 / 6	4 / 6	5 / 6	6 / 6
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Software System	Software System	Software System	Software System
Architecture Selected	Demonstrable	Usable	Ready
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Architecture selection criteria agreed <input checked="" type="checkbox"/> HW platforms identified <input checked="" type="checkbox"/> Technologies selected <input checked="" type="checkbox"/> System boundary known <input checked="" type="checkbox"/> Decisions on system organization made <input checked="" type="checkbox"/> Buy, build, reuse decisions made <input checked="" type="checkbox"/> Key technical risks agreed to 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Key architectural characteristics demonstrated <input type="checkbox"/> System exercised & performance measured <input type="checkbox"/> Critical HW configurations demonstrated <input type="checkbox"/> Critical interfaces demonstrated <input type="checkbox"/> Integration with environment demonstrated <input checked="" type="checkbox"/> Architecture accepted as fit-for-purpose 	<ul style="list-style-type: none"> <input type="checkbox"/> System can be operated <input type="checkbox"/> System functionality tested <input type="checkbox"/> System performance acceptable <input type="checkbox"/> Defect levels acceptable <input type="checkbox"/> System fully documented <input type="checkbox"/> Release content known <input type="checkbox"/> Added value clear 	<ul style="list-style-type: none"> <input type="checkbox"/> User documentation available <input type="checkbox"/> System accepted as fit-for-purpose <input type="checkbox"/> Stakeholders want the system <input type="checkbox"/> Operational support in place
1 / 6	2 / 6	3 / 6	4 / 6
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Software System

Operational

- System available for use
- System live
- Agreed service levels supported

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Software System

Retired

- Replaced or discontinued
- No longer supported
- No authorized users
- Updates stopped

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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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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
- No outstanding, uncompleted tasks

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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

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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Way of Working

Working Well

- Predictable progress being made
- Practices naturally applied
- Tools naturally support way-of-working
- Continually tuned

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Way of Working

Retired

- No longer in use
- Lessons learned shared

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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

2 / 5



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Team	Team	Team	Requirements
Collaborating	Performing	Adjourned	Conceived
<ul style="list-style-type: none"> <input type="checkbox"/> Works as one unit <input type="checkbox"/> Communication open and honest <input type="checkbox"/> Focused on mission <input type="checkbox"/> Members know each other 	<ul style="list-style-type: none"> <input type="checkbox"/> Consistently meeting commitments <input type="checkbox"/> Continuously adapting to change <input type="checkbox"/> Addresses problems <input type="checkbox"/> Rework and backtracking minimized <input type="checkbox"/> Waste continuously eliminated 	<ul style="list-style-type: none"> <input type="checkbox"/> Responsibilities fulfilled <input type="checkbox"/> Members available to other teams <input type="checkbox"/> Mission concluded 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Stakeholders agree system is to be produced <input checked="" type="checkbox"/> Users identified <input checked="" type="checkbox"/> Funding stakeholders identified <input checked="" type="checkbox"/> Opportunity clear
3 / 5	4 / 5	5 / 5	1 / 6
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Requirements	Requirements	Requirements	Requirements
Bounded	Coherent	Acceptable	Addressed
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Development stakeholders identified <input checked="" type="checkbox"/> System purpose agreed <input checked="" type="checkbox"/> System success clear <input checked="" type="checkbox"/> Shared solution understanding exists <input checked="" type="checkbox"/> Requirement's format agreed <input checked="" type="checkbox"/> Requirements management in place <input checked="" type="checkbox"/> Prioritization scheme clear <input checked="" type="checkbox"/> Constraints identified & considered <input checked="" type="checkbox"/> Assumptions clear 	<ul style="list-style-type: none"> <input type="checkbox"/> Requirements shared <input type="checkbox"/> Requirements' origin clear <input type="checkbox"/> Rationale clear <input type="checkbox"/> Conflicts addressed <input type="checkbox"/> Essential characteristics clear <input type="checkbox"/> Key usage scenarios explained <input type="checkbox"/> Priorities clear <input type="checkbox"/> Impact understood <input type="checkbox"/> Team knows & agrees on what to deliver 	<ul style="list-style-type: none"> <input type="checkbox"/> Acceptable solution described <input type="checkbox"/> Change under control <input type="checkbox"/> Value to be realized clear <input type="checkbox"/> Clear how opportunity addressed <input type="checkbox"/> Testable 	<ul style="list-style-type: none"> <input type="checkbox"/> Enough addressed to be acceptable <input type="checkbox"/> Requirements and system match <input type="checkbox"/> Value realized clear <input type="checkbox"/> System worth making operational
2 / 6	3 / 6	4 / 6	5 / 6
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Requirements

Fulfilled

- Stakeholders accept requirements
- No hindering requirements
- Requirements fully satisfied

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