How to recognize the Discovery Stage

CD Canvas Component	General Characteristics
Project Delivery	• Self-appointed and isolated squad(s) • Very small squad size (typically 1–3 members) • No formal project structure
Capability Development	• Focus on functional requirements • Local initiative, business stakeholders only • Focus on local, noncritical (sub) processes
Operating Model	• IT involvement only to provision the platform • Value focus on single project • Informal support/sponsorship from (team) manager
Organization Alignment	• No internal support structure available, team/department only • No structured operating model in place • Informal communication and accountability structure manager

Key roles and responsibilities in the Discovery Stage

In the discovery stage, structures are largely ad hoc and informal. The squad has either been self-assembled or the sponsor facilitated its creation. It is likely that the roles defined below may already be part of someone's existing department. They may be performed by people with different titles, but what is important is that there is agreement on role accountabilities as defined in the table below.

Role	Responsiblility
Citizen Developer Sponsor	Enables the citizen development efforts by managing organizational politics, sanctioning time and resources, acting as the point of escalation, and supporting communications with any relevant stakeholders outside of the core squad.
Squad Lead/Idea Originator	Manages the team efforts in delivering a successful project and working app. Coordinates scoping, design and build efforts, and manages external stakeholder involvement and engagement as necessary. Develops the use case success story.
Citizen Developer	Leads the collaborative build effort to turn an idea into a working application.
Subject Matter Expert	Provides domain or technical experience to the squad. Participation ultimately depends on the scope of the use case.

How to recognize the Experimentation Stage

CD Canvas Component	General Characteristics
Project Delivery	• Backlog of projects, multiple concurrent projects in execution • One or several squads • Informal governance
Capability Development	• Lessons learned from the pioneer project are being implemented • More time invested in analysis and design • First training initiatives have started
Operating Model	• First roles formalized • Informal governance model emerges • Project squads conduct community engagement efforts
Organization Alignment	• IT is engaged and likely involved in in-life support arrangements • Focus on multiple value-adding initiatives • Multiple subject matter experts involved; wider organizational engagement • Citizen development advocates; storytelling at scale

Key roles and responsibilities in the Experimentation Stage

Note that it is likely that these roles may be part of someone's existing role and may have different titles. What's important is that someone is accountable for carrying out these responsibilities. The table below describes the responsibilities relating to each citizen development role in the experimentation stage.

Role	Responsiblility
Citizen Developer Sponsor	Enables citizen development efforts by managing organizational politics, sanctioning time and resources, and acting as the point of escalation. Aligns senior stakeholders from IT and business to provide visibility into activities and the value being generated by the efforts.
Squad Lead	Manages the team efforts in delivering a successful citizen development project. Manages the design and build effort and coordinates with stakeholders outside of the project.
Citizen Developer	Leads the build effort. Translates the idea or design specification into a working application.
Subject Matter Expert	Provides domain or technical experience to the citizen developer squad. Participation depends on the scope of the initial project.
Community Manager	Creates a stakeholder engagement strategy using existing communications and collaboration channels both online and offline. Celebrates successes, supports and facilitates sponsor engagement, and creates content and communications tailored for IT, the business, and executives.

How to recognize the Adoption Stage

CD Canvas Component	General Characteristics
Project Delivery	• Multiple projects are successfully delivered and success stories are published. • Standardized, repeatable project management approach is defined. • Citizen development best practice methods are being incorporated into ways of working. • Ideation and brainstorming techniques are employed during citizen development projects.
Capability Development	• Citizen development squads have received training. • Training is embedded in wider enterprise HR portfolio.
Operating Model	• Roles have been recognized and are being formalized. • First formal governance practices are in place. • A broader representation of organizational stakeholders exists.
Organization Alignment	• Formal endorsement has been made at the executive level. • IT embraces citizen development as a way of working. • The citizen development community is active and growing.

Key roles and responsibilities in the Adoption Stage

Note that it is likely these roles may be part of someone's existing role and may have different titles. What's important is that these activities are performed by people within the organization. The table below describes the responsibilities relating to each citizen development role in the adoption stage.

Role	Responsiblility
Citizen Developer Strategist	Works with the executive and senior leaders to define the citizen developer operating model. Establishes the ways of working and cultural practices that foster citizen developer adoption and maximize its effectiveness.
Citizen Developer Architect	Works with the strategist and senior leaders in IT and the business to establish ways of working, which includes governance around all citizen development initiatives. Establishes reporting and KPI requirements. Designs the platforms required to support and facilitate citizen development, such as the community portal and IT inventory.
Citizen Developer Practitioner	Works with the architect, business, and IT stakeholders to ensure compliance with the citizen development ways of working, governance, and IT rules of engagement. Either leads on the development of applications together with idea originators or assists business stakeholders in creating and launching their applications.
Subject Matter Experts	Assigned to citizen development projects based on spot and detailed assessments—depending on the scale, complexity, or risk involved in implementing an idea. May be involved in governance checkpoints.
Community Manager	Works with the architect and practitioners to design the citizen development portal. Continues to build the community. Generates excitement in the newly endorsed ways of working. Updates the organization on what is new and what is upcoming.

How to recognize the Scaling Stage

CD Canvas Component	General Characteristics
Project Delivery	• Consistent delivery and project management approach to citizen development • One or more projects aimed at transforming the organization
Capability Development	• Certified citizen developer community • Architects and strategists in place
Operating Model	• Citizen development is part of the organizational strategy • IT acting as an enabler
Organization Alignment	• Operating model in place • Competency center, community of practice, or hybrid model established and operational • Governance structure in place

Key roles and responsibilities in the Scaling Stage

Note that it is likely that these roles may be part of someone's existing role and may have different titles. What's important is that these activities are performed by people within the organization. The table below describes the responsibilities relating to each citizen development role in the scaling stage.

Role	Responsiblility
Citizen Developer Strategist	Works with the executive and senior leaders to define the citizen development operating model. Establishes the ways of working and cultural practices that foster citizen developer adoption and maximize its effectiveness. Tracks value generated from citizen development to inform investment decisions made at the executive level.
Citizen Developer Architect	Chairs IT and business governance for all citizen development initiatives. Maintains the IT inventory catalog. Continuously reviews and improves citizen development governance and ways of working.
Citizen Developer Practitioner	Works with the architect, business, and IT stakeholders to ensure compliance with the citizen development ways of working, governance, and IT rules of engagement. Either leads on the development of applications together with idea originators or assists business stakeholders in creating and launching their applications.
Subject Matter Experts	Assigned to citizen development projects based on spot and detailed assessments—depending on the scale, complexity, or risk involved in implementing an idea. May be involved in governance checkpoints.
Community Manager	Deepens community involvement and engagement. Works with champions in the organization to widen adoption. Organizes regular events and external public relations to celebrate the organization's journey in citizen development.

How to recognize the Innovating Stage

CD Canvas Component	General Characteristics
Project Delivery	• Use cases are increasingly innovative in nature. • Initiatives are being aligned by the community by default. • Standardization is the norm and practice.
Capability Development	• Training and certification programs for citizen developers are standard and in place. • The community learns and improves itself constantly. • The community is driving innovation.
Operating Model	• Governance and accountability structures are being maintained and continuously improved. • IT inventory is operational; shadow IT is (almost) nonexistent.
Organization Alignment	• A reward and recognition system is in place for citizen development. • Citizen development is used as a strategic means to innovate. • IT embraces the governance principles for citizen development.

Key roles and responsibilities in the Innovating Stage

Note that it is likely that these roles may be part of someone's existing role and may have different titles. What's important is that these activities are performed by people within the organization. The table below describes the responsibilities relating to each citizen development role in the innovating stage.

Role	Responsiblility
Citizen Developer Strategist	Enables the citizen development efforts by managing organizational politics, sanctioning time and resources, acting as the point of escalation, and supporting communications with any relevant stakeholders outside of the core squad.
Citizen Developer Architect	Manages the team efforts in delivering a successful project and working app. Coordinates scoping, design and build efforts, and manages external stakeholder involvement and engagement as necessary. Develops the use case success story.
Citizen Developer Practitioner	Leads the collaborative build effort to turn an idea into a working application.
Subject Matter Experts	Provides domain or technical experience to the squad. Participation ultimately depends on the scope of the use case.
Community Manager	Ensures the citizen development portal continues to be fit for purpose in deepening community engagement and involvement. Continues to organize events and encourage organic, informal events.