

Dynamic System Development Methodology



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Learning Outcomes

- **At the successful completion of this lecture student shall be able to**
 - **Explain the DSDM Atern Methodology**
 - **Apply DSDM Atern for business problems**

Atern

...delivering business solutions...



Outline

- **The Need for Atern**
- **What is Atern and when use it?**
- **Atern – The Philosophy and Principles**
- **Atern – Process, Products and People**
- **Atern – the Techniques**
- **Why choose Atern?**
- **DSDM Atern – The Next Steps**

The Need for “Something”

- High proportion of project failures (74%)
 - Projects do not meet business needs
 - Projects do not meet financial objectives
 - People issues
 - Poor management

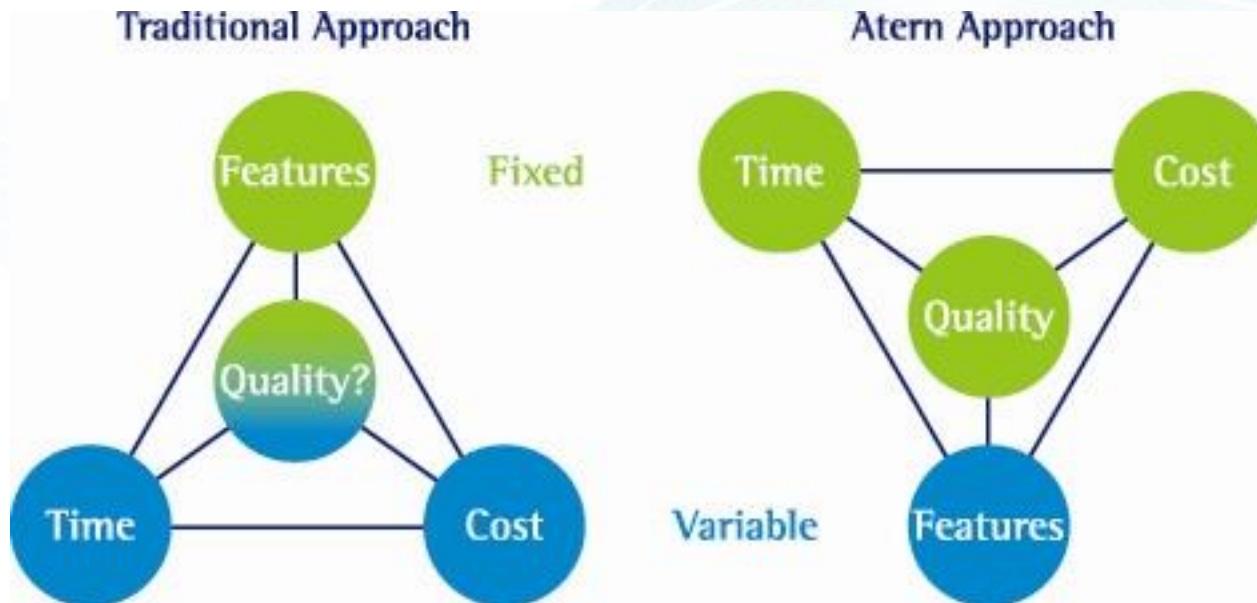
Common factors in failures

- Poor communication
- Not working together effectively
- People cause more project failures than technology

What is Atern?

- Atern – the basic concepts
 - User involvement ensures right business solution
 - Requirements evolve but timescale is fixed
 - Early delivery enables early pay-back
 - Implement the 80/20 rule
 - Nothing is built perfectly first time

What is Atern?

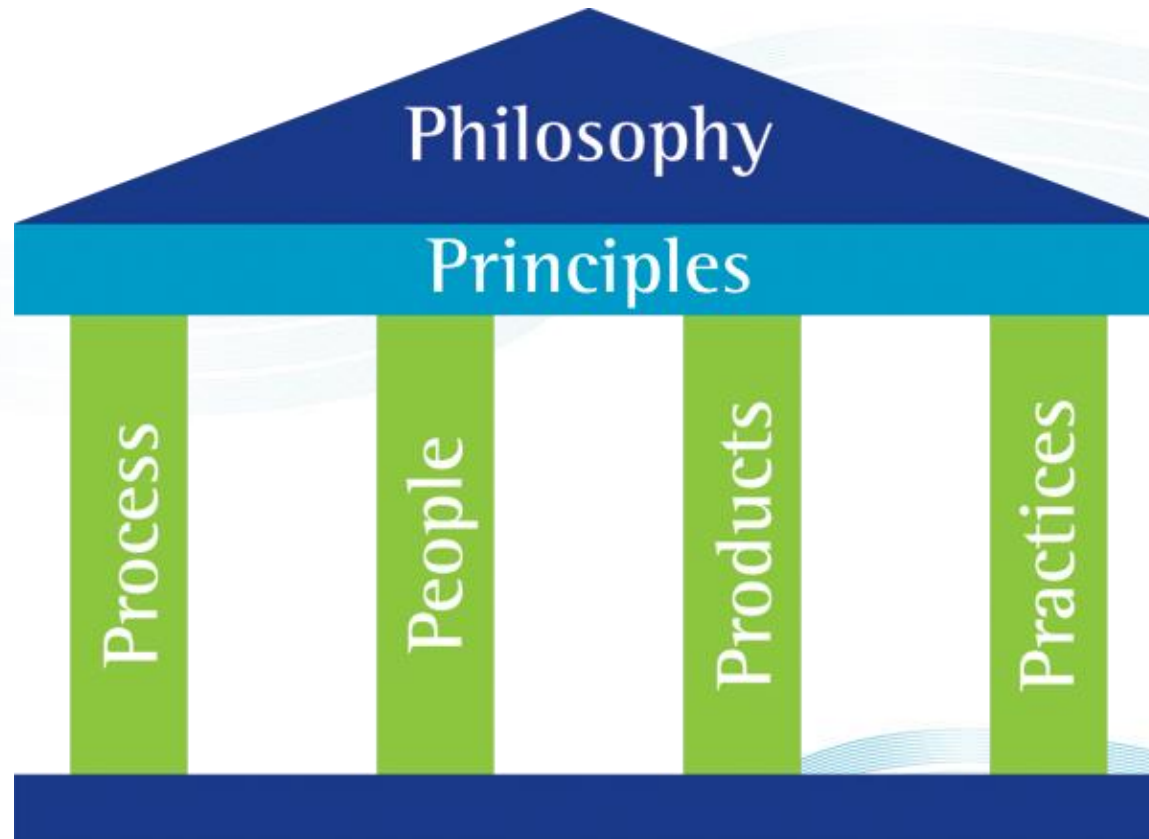


When Can I Use Atern?

- Not all projects will be full Atern but....
- **You can use SOME of Atern ALL of the time**
- **You can use ALL of Atern SOME of the time**
- The Project Approach Questionnaire helps identify projects where Atern adds most value for least risk



Atern Components



The Atern Philosophy

Projects must be aligned to clearly defined strategic goals, and focus on early delivery of business benefit

To achieve this, key stakeholders

- Should understand business objectives
- Should be empowered to appropriate level
- Collaborate to deliver the right solution
- Accept that change is inevitable



The Atern Principles

1. Focus on the business need



2. Deliver on time



3. Collaborate



4. Never compromise on quality



The Atern Principles

5. Build incrementally from firm foundations



6. Develop iteratively



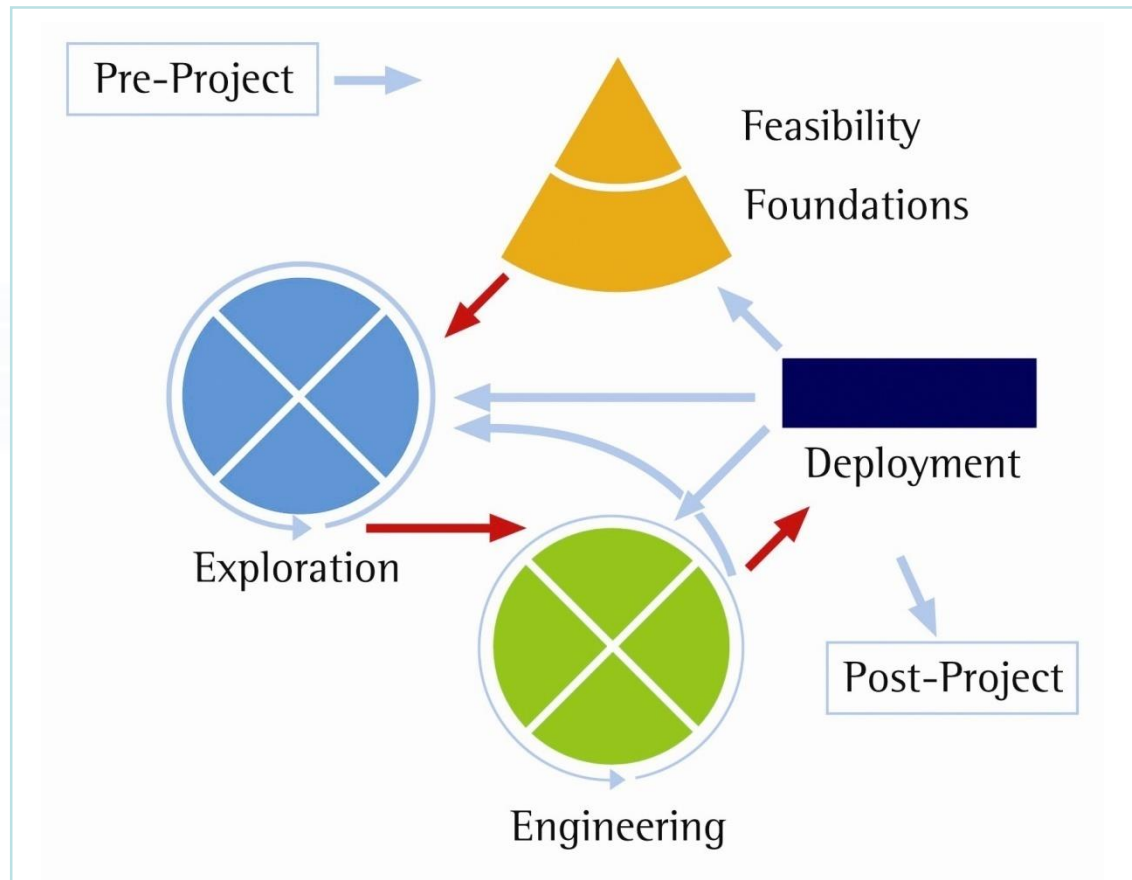
7. Communicate continuously and clearly



8. Demonstrate control



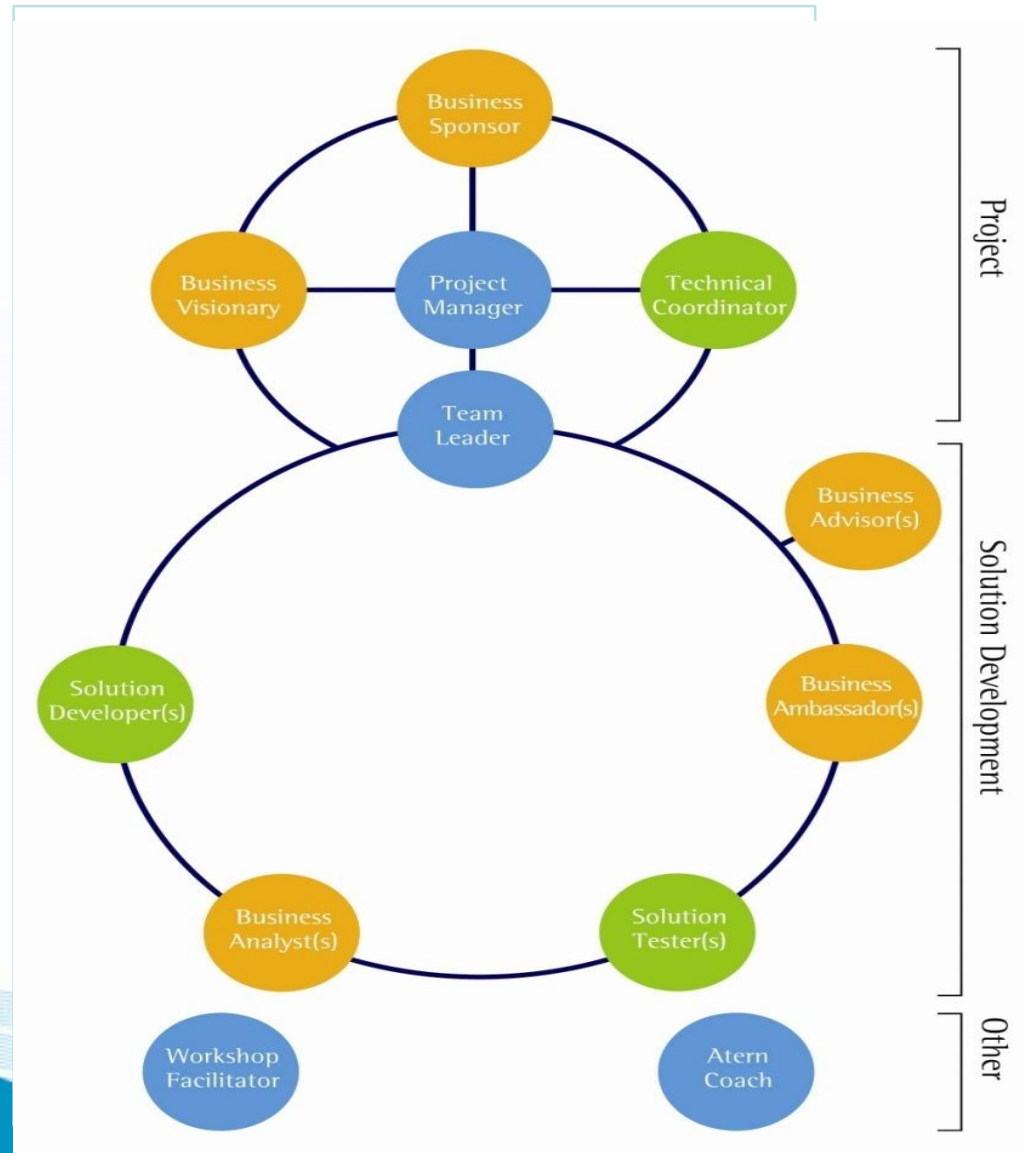
Atern Process – The Lifecycle



Atern Products

- Defined set of products for each lifecycle stage
 - The system itself (evolving through iterative development)
 - Planning and management products
 - Technical products
 - Quality and review products
 - Support products
 - Defined quality criteria for all products

Atern People - Roles



Roles

- Executive Sponsor
- Ambassador User
- Project Manager
- Technical Coordinator
- Team Leader
- Developer
- Tester

Role Details

- ▶ Executive Sponsor
 - ▶ Commits funding
 - ▶ Final say in decision making
- ▶ Visionary
 - ▶ Maximum knowledge and view
 - ▶ Supervising project direction

Atern Techniques

DSDM defines 5 core techniques...

- Iterative Development
- Timeboxing
- MoSCoW Prioritisation
- Facilitated Workshops
- Modelling

Iterative Development

- Allows evolution from high level concepts to delivered product
- Three perspectives...
 - Functional
 - Usability
 - Non functional
- Development cycles for Exploration and Engineering...



MoSCoW Prioritisation

- **Must Have**
 - Requirements fundamental to solution
 - Defines Minimum Usable Subset – basic working solution
- **Should Have**
 - Requirements important to system
 - Measured in terms of value or impact
- **Could Have**
 - Can do without in the short term
- **Won't have this time**
 - Will wait till later

MoSCoW Prioritisation

- Why prioritise?
 - Not enough time to do everything
 - Not enough resources to do everything
 - Lack of money or lack of people (or both)
 - MoSCoW means important things are done first
- Musts and Shoulds often deliver 80% of total business benefit
- MoSCoW priorities drive sequence of delivery
- Target is effort split 60% Must Have, 40% Shoulds and Coulds
 - Predictable and sustainable delivery

Timeboxing

- Achieves defined objectives by a fixed deadline
- Leverages MoSCoW
- Maintains focus on on-time delivery – every time
- Manages dependencies within a project
- Enables regular assessment of real progress
- Prevents scope creep



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Facilitated Workshops

- Facilitated workshops are...

“A team based approach to communication”

“Using an interactive workshop environment, effective group dynamics and visual aids, facilitated sessions are designed to extract high quality information in a compressed time frame, to meet a predetermined set of deliverables.”

Facilitated Workshops

- Used throughout Atern to achieve...
 - Speed
 - Decisions made in days, not months
 - Ownership
 - All stakeholders present
 - Productivity
 - Ideas born and grown quickly
 - Overall perspective
 - Wider involvement of participants possible
 - Consensus
 - Agreement and acceptance from empowered stakeholders
 - Quality decision making
 - All parties hearing the same information



Why Choose Atern?

Management

- Track record of On Time and In Budget delivery
- “Corporate strength” agile
- Highlights failing projects early
- Provides a common language

Project Manager

- Objectives-based
- Clearly defined process with regular review points
- Provides a common language
- Effective planning
- Appropriate formality

Business & Users

- Ownership of solution
- Ability to drive direction of project for optimum business benefit
- Delivery of a working solution on time, every time
- Provides a common language

Developers

- Responsibility
- Growth opportunities
- User involvement
- Provides a common language



Meets business needs

- Targeted expenditure
- Faster delivery (enables early payback)
- User involvement and commitment
- Solutions that are “fit for purpose” – they meet the business need

“The system delivered less than we asked for, but more than we expected because we got exactly what we wanted (needed).”

Dave Thompson, Shell Expro

Why Choose Atern?

- What business demands from IT....
 - Deliver solutions on time
 - Deliver solutions in budget
 - Deliver working solutions of good quality
- Atern can satisfy the business demands

When to use DSDM

- ▶ Inappropriate projects
 - ▶ real time
 - ▶ safety critical
 - ▶ have well defined requirements
 - ▶ have no fixed end date
 - ▶ re-usable components
- ▶ Appropriate projects
 - ▶ Prioritisable requirements
 - ▶ fixed end date
 - ▶ cleared defined users
 - ▶ can be broken down



Advantages

- ▶ Users are highly involved in the development of the system.
- ▶ In this model basic functionality is delivered quickly, with more functionality being delivered at frequent intervals.
- ▶ This method provides an easy access by developers to end-users.
- ▶ In this kind of development approach projects are delivered on time and within a specific budget.

Disadvantages

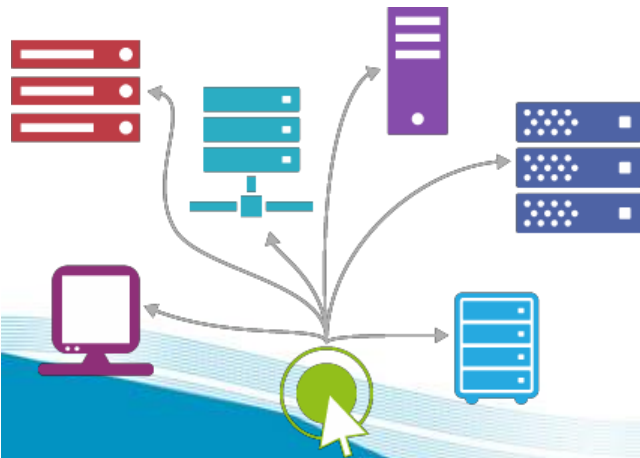
- ▶ The first thing is DSDM is costly to implement.
- ▶ As it requires users and developers both to be trained to employ it effectively.
- ▶ It may not be suitable for small organizations or one time projects.

Atern - Next Steps

- What is needed for Atern success...
 - Common understanding of Atern and acceptance of the Atern philosophy
 - Trained Atern people
 - Strong “Pragmatic style” project management
 - User buy-in, commitment and involvement
 - Management commitment
 - A team environment and appropriate resources
 - Key use of Atern techniques



Q & A



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