

Opportunity

Viable

- ☐ A solution has been outlined.
- ☐ The indications are that the solution can be developed and deployed within constraints.
- ☐ The risks associated with the solution are acceptable and manageable.
- ☐ The indicative (ball-park) costs of the solution are less than the anticipated value of the opportunity.
- ☐ The reasons for the development of a software-based solution are understood by all members of the team.
- ☐ It is clear that the pursuit of the opportunity is viable.


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Opportunity

Addressed

- ☐ A usable system that demonstrably addresses the opportunity is available.
- ☐ The stakeholders agree that the available solution is worth deploying.
- ☐ The stakeholders are satisfied that the solution produced addresses the opportunity

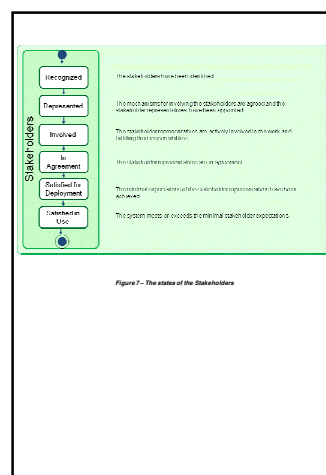
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Opportunity

Benefit Accrued

- ☐ The solution has started to accrue benefits for the stakeholders.
- ☐ The return-on-investment profile is at least as good as anticipated.

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Stakeholders

Recognized

- ☐ All the different groups of stakeholders that are, or will be, affected by the development and operation of the software system are identified.
- ☐ There is agreement on the stakeholder groups to be represented. At a minimum, the stakeholders groups that fund, use, support, and maintain the system have been considered.
- ☐ The responsibilities of the stakeholder representatives have been defined.


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Stakeholders

Represented

- ☐ The stakeholder representatives have agreed to take on their responsibilities.
- ☐ The stakeholder representatives are authorized to carry out their responsibilities.
- ☐ The collaboration approach among the stakeholder representatives has been agreed.
- ☐ The stakeholder representatives support and respect the team's way of working.

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Stakeholders

Involved

- ☐ The stakeholder representatives assist the team in accordance with their responsibilities.
- ☐ The stakeholder representatives provide feedback and take part in decision making in a timely manner.
- ☐ The stakeholder representatives promptly communicate changes that are relevant for their stakeholder groups.

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Stakeholders

In Agreement

- ☐ The stakeholder representatives have agreed upon their minimal expectations for the next deployment of the new system.
- ☐ The stakeholder representatives are happy with their involvement in the work.
- ☐ The stakeholder representatives agree that their input is valued by the team and treated with respect.
- ☐ The team members agree that their input is valued by the stakeholder representatives and treated with respect.
- ☐ The stakeholder representatives agree with how their different priorities and perspectives are being balanced to provide a clear direction for the team.

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Stakeholders

Satisfied for Deployment

- ☐ The stakeholder representatives provide feedback on the system from their stakeholder group perspective.
- ☐ The stakeholder representatives confirm that the system is ready for deployment.

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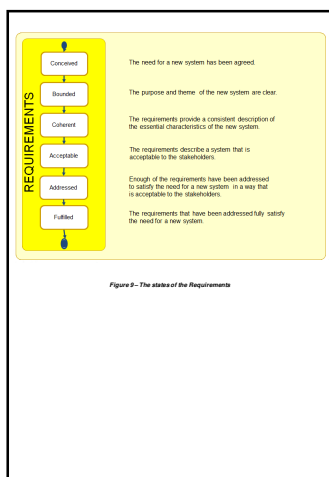



Stakeholders

Satisfied in Use

- ☐ Stakeholders are using the new system and providing feedback on their experiences.
- ☐ The stakeholders confirm that the new system meets their expectations.

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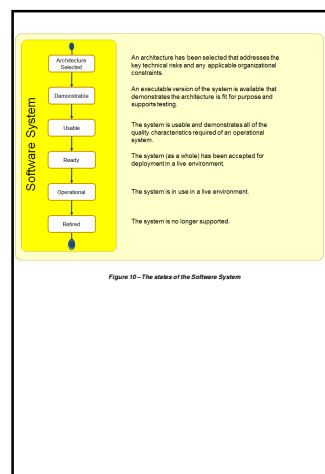
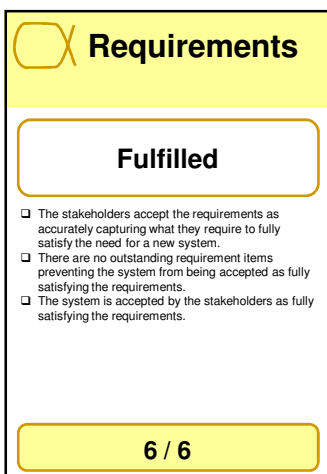
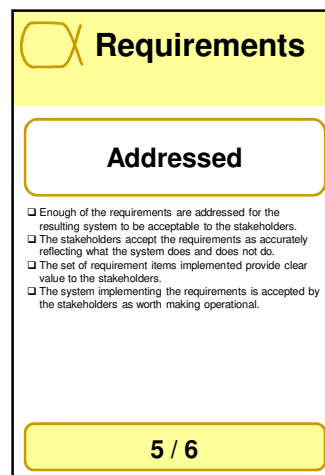
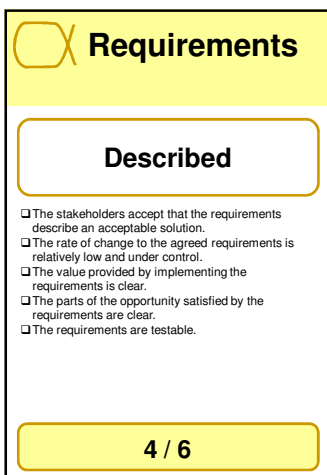
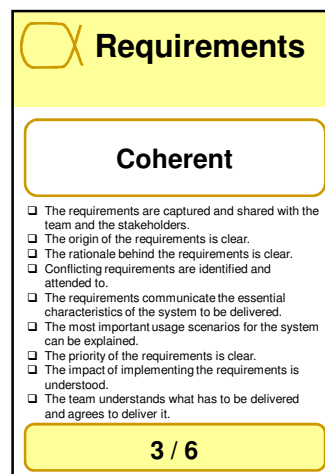
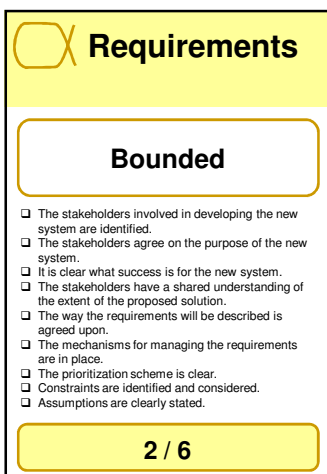



Requirements

Conceived

- ☐ The initial set of stakeholders agrees that a system is to be produced.
- ☐ The stakeholders that will use the new system are identified.
- ☐ The stakeholders that will fund the initial work on the new system are identified.
- ☐ There is a clear opportunity for the new system to address.

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Software System

Architecture Selected

☐ The criteria to be used when selecting the architecture have been agreed on.
☐ Hardware platforms have been identified.
☐ Programming languages and technologies to be used have been selected.
☐ System boundary is known.
☐ Significant decisions about the organization of the system have been made.
☐ Buy, build and reuse decisions have been made.


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Software System

Demonstrable

☐ Key architectural characteristics have been demonstrated.
☐ The system can be exercised and its performance can be measured.
☐ Critical hardware configurations have been demonstrated.
☐ Critical interfaces have been demonstrated.
☐ The integration with other existing systems has been demonstrated.
☐ The relevant stakeholders agree that the demonstrated architecture is appropriate.


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Software System

Usable

☐ The system can be operated by stakeholders who use it.
☐ The functionality provided by the system has been tested.
☐ The performance of the system is acceptable to the stakeholders.
☐ Defect levels are acceptable to the stakeholders.
☐ The system is fully documented.
☐ Release content is known.
☐ The added value provided by the system is clear.


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Software System

Ready

☐ Installation and other user documentation are available.
☐ The stakeholder representatives accept the system as fit-for-purpose.
☐ The stakeholder representatives want to make the system operational.
☐ Operational support is in place.


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Software System

Operational

☐ The system has been made available to the stakeholders intended to use it.
☐ At least one example of the system is fully operational.
☐ The system is fully supported to the agreed service levels.

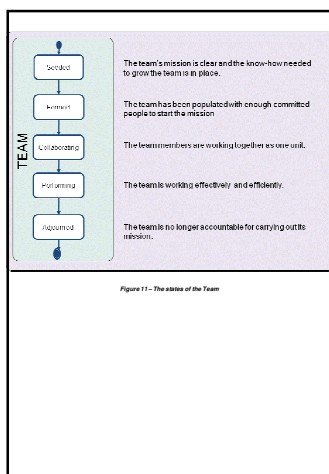
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Software System

Retired

☐ The system has been replaced or discontinued.
☐ The system is no longer supported.
☐ There are no "official" stakeholders who still use the system.
☐ Updates to the system will no longer be produced.

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Team

Seeded

- ☐ The team mission has been defined in terms of the opportunities and outcomes.
- ☐ Constraints on the team's operation are known.
- ☐ Mechanisms to grow the team are in place.
- ☐ The composition of the team is defined.
- ☐ Any constraints on where and how the work is carried out are defined.
- ☐ The team's responsibilities are outlined.
- ☐ The level of team commitment is clear.
- ☐ Required competencies are identified.
- ☐ The team size is determined.
- ☐ Governance rules are defined.
- ☐ Leadership model is selected.

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Team

Formed

- ☐ Individual responsibilities are understood.
- ☐ Enough team members have been recruited to enable the work to progress.
- ☐ Every team member understands how the team is organized.
- ☐ All team members understand how to perform their work.
- ☐ The team members have met (perhaps virtually) and are beginning to get to know each other.
- ☐ The team members understand their responsibilities and how they align with their competencies.
- ☐ Team members are accepting work.
- ☐ Any external collaborators (organizations, teams and individuals) are identified.
- ☐ Team communication mechanisms have been defined.
- ☐ Each team member commits to working on the team as defined.

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Team

Collaborating

- ☐ The team is working as one cohesive unit.
- ☐ Communication within the team is open and honest.
- ☐ The team is focused on achieving the team mission.
- ☐ The team members put the success of the team as a whole ahead of their own personal objectives.
- ☐ The team members know each other.

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Team

Performing

- ☐ The team consistently meets its commitments.
- ☐ The team continuously adapts to the changing context.
- ☐ The team identifies and addresses problems without outside help.
- ☐ The team is consistently producing high quality output.
- ☐ The team is considered a high performance team.
- ☐ Effective progress is being achieved with minimal avoidable backtracking and reworking.
- ☐ Wasted work, and the potential for wasted work are continuously eliminated.

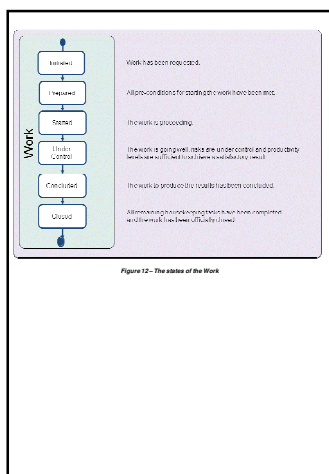
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Team

Adjourning

- ☐ The team responsibilities have been handed over or fulfilled.
- ☐ The team members are available for assignment to other teams.
- ☐ No further effort is being put in by the team to complete the mission.

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Work

Initiated

- ☐ The result required of the work being initiated is clear.
- ☐ Any constraints on the work's performance are clearly identified.
- ☐ The stakeholders that will fund the work are known.
- ☐ The initiator of the work is clearly identified.
- ☐ The stakeholders that will accept the results are known.
- ☐ The source of funding is clear.
- ☐ The priority of the work is clear.

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Work

Prepared

- ☐ Commitment is made.
- ☐ Cost and effort of the work are estimated.
- ☐ Resource availability is understood.
- ☐ Governance policies and procedures are clear.
- ☐ Risk exposure is understood.
- ☐ Acceptance criteria are defined and agreed with client.
- ☐ The work is broken down sufficiently for productive work to start.
- ☐ Tasks have been identified and prioritized by the team and stakeholders.
- ☐ A credible plan is in place.
- ☐ Funding to start the work is in place.
- ☐ The team or at least some of the team members is ready to start the work.
- ☐ Integration and delivery points are defined.

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Work

Started

- ☐ Development work has been started.
- ☐ Work progress is monitored.
- ☐ The work is being broken down into actionable work items with clear definitions of done.
- ☐ Team members are accepting and progressing tasks.

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Work

Under Control

- Tasks are being completed.
- Unplanned work is under control.
- Risks are under control as the impact if they occur and the likelihood of them occurring have been reduced to acceptable levels.
- Estimates are revised to reflect the team's performance.
- Measures are available to show progress and velocity.
- Re-work is under control.
- Work items are consistently completed on time and within their estimates.


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Work

Concluded

- ☐ All outstanding work items are administrative housekeeping or related to preparing the next piece of work.
- ☐ Work results are being achieved.
- ☐ The client has accepted the resulting software system.

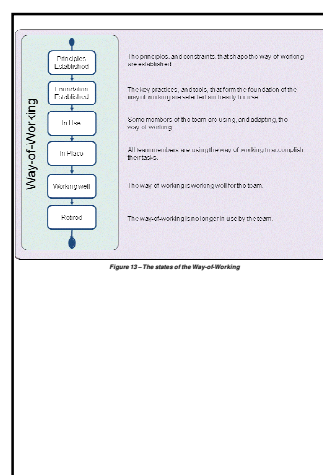
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Work

Closed

- ☐ Lessons learned have been itemized, recorded and discussed.
- ☐ Metrics have been made available.
- ☐ Everything has been archived.
- ☐ The budget has been reconciled and closed.
- ☐ The team has been released.
- ☐ There are no outstanding, uncompleted work items.

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Way of Working

Principles Established

- ☐ Principles and constraints are committed to by the team.
- ☐ Principles and constraints are agreed to by the stakeholders.
- ☐ The practice needs of the work and its stakeholders are agreed.
- ☐ The tool needs of the work and its stakeholders are agreed.
- ☐ A recommendation for the approach to be taken is available.
- ☐ The context within which the team will operate is understood.
- ☐ The constraints that apply to the selection and use of practices and tools are known.
- ☐ The constraints that govern the selection and acquisition of the team's practices and tools are known.


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Way of Working

Foundation Established

- ☐ The key practices and tools that form the foundation of the way-of-working are selected.
- ☐ Enough practices for work to start are agreed to by the team.
- ☐ All non-negotiable practices and tools have been identified.
- ☐ The gaps that exist between the practices and tools that are needed and the practices and tools that are available have been analyzed and understood.
- ☐ The capability gaps that exist between what is needed to execute the desired way of working and the capability levels of the team have been analyzed and understood.
- ☐ The selected practices and tools have been integrated to form a usable way-of-working.


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Way of Working

In Use

- ☐ The practices and tools are being used to do real work.
- ☐ The use of the practices and tools selected is regularly inspected.
- ☐ The practices and tools are being adapted to the team's context.
- ☐ The use of the practices and tools is supported by the team.
- ☐ Procedures are in place to handle feedback on the team's way of working.
- ☐ The practices and tools support team communication and collaboration.

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Way of Working

In Place

- ☐ The practices and tools are being used by the whole team to perform their work.
- ☐ All team members have access to the practices and tools required to do their work.
- ☐ The whole team is involved in the inspection and adaptation of the way-of-working.

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Way of Working

Working Well

☐ Team members are making progress as planned by using and adapting the way-of-working to suit their current context.

☐ The team naturally applies the practices without thinking about them

☐ The tools naturally support the way that the team works.

☐ The team continually tunes their use of the practices and tools.

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Way of Working

Retired

☐ The team's way of working is no longer being used.

☐ Lessons learned are shared for future use.

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