

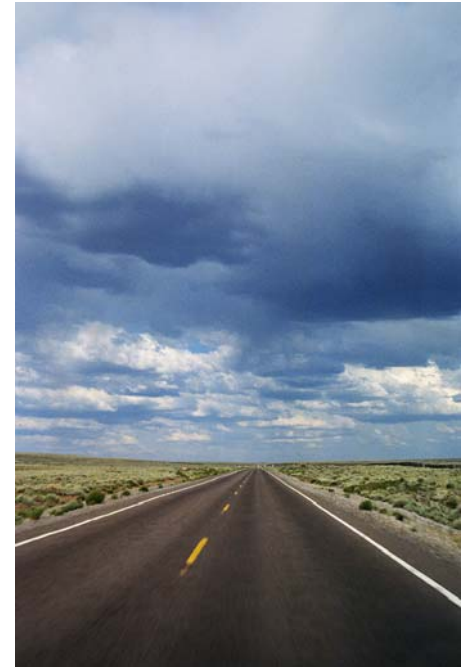
DSDM

Enabling Business Agility



Agenda

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



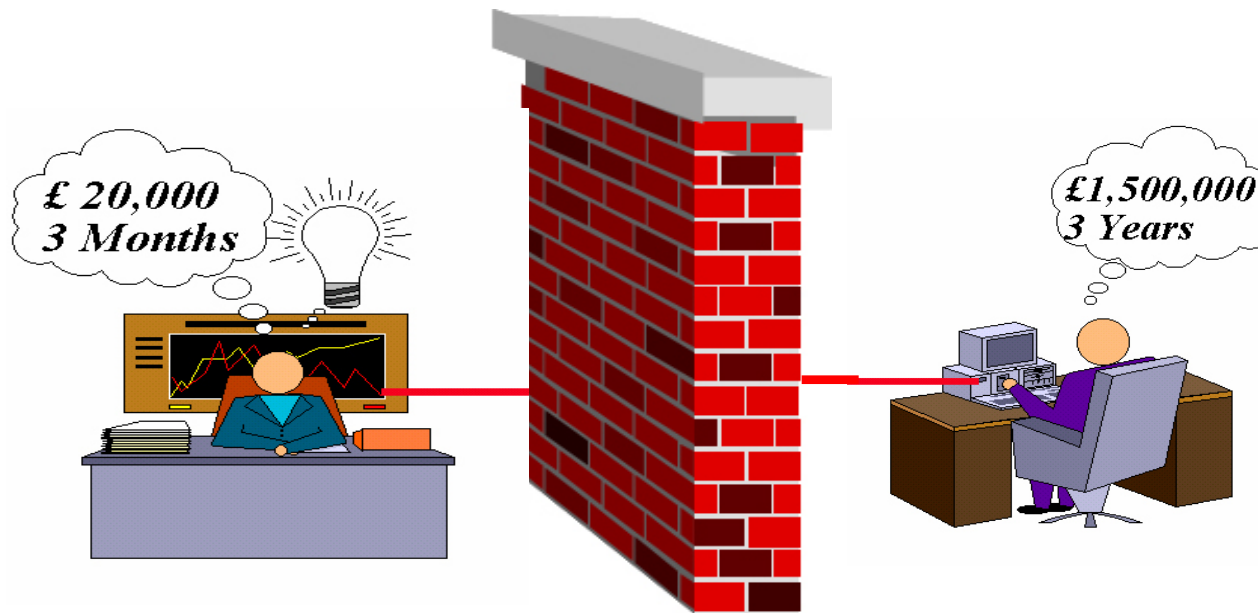
The Need for “Something”

- ❖ **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 effectively together



People cause more project failures than technology!

What is DSDM and When Can I Use It?



The DSDM Consortium

❖ Some facts

- ❖ The Consortium was founded in 1994
- ❖ DSDM the Framework was focused on capturing industry best practice
- ❖ Currently on DSDM Version 4.2
- ❖ DSDM Public Version 4.2 Free for individuals to use.
- ❖ Resellers and ATO's must become full members and are then licensed to sell DSDM products and services
- ❖ Worldwide Consortium membership 400+ organisations
 - ❖ Vendors
 - ❖ Small and Medium Enterprises
 - ❖ End Users (taking advantage of the numerous membership benefits)
 - ❖ Academic Institutions (enabling access for students)
- ❖ Over 20,000 people trained
- ❖ Many Accredited Staff
 - ❖ Foundation, Practitioners, Project Managers, Trainers, Examiners, Consultants
- ❖ 1000's of projects



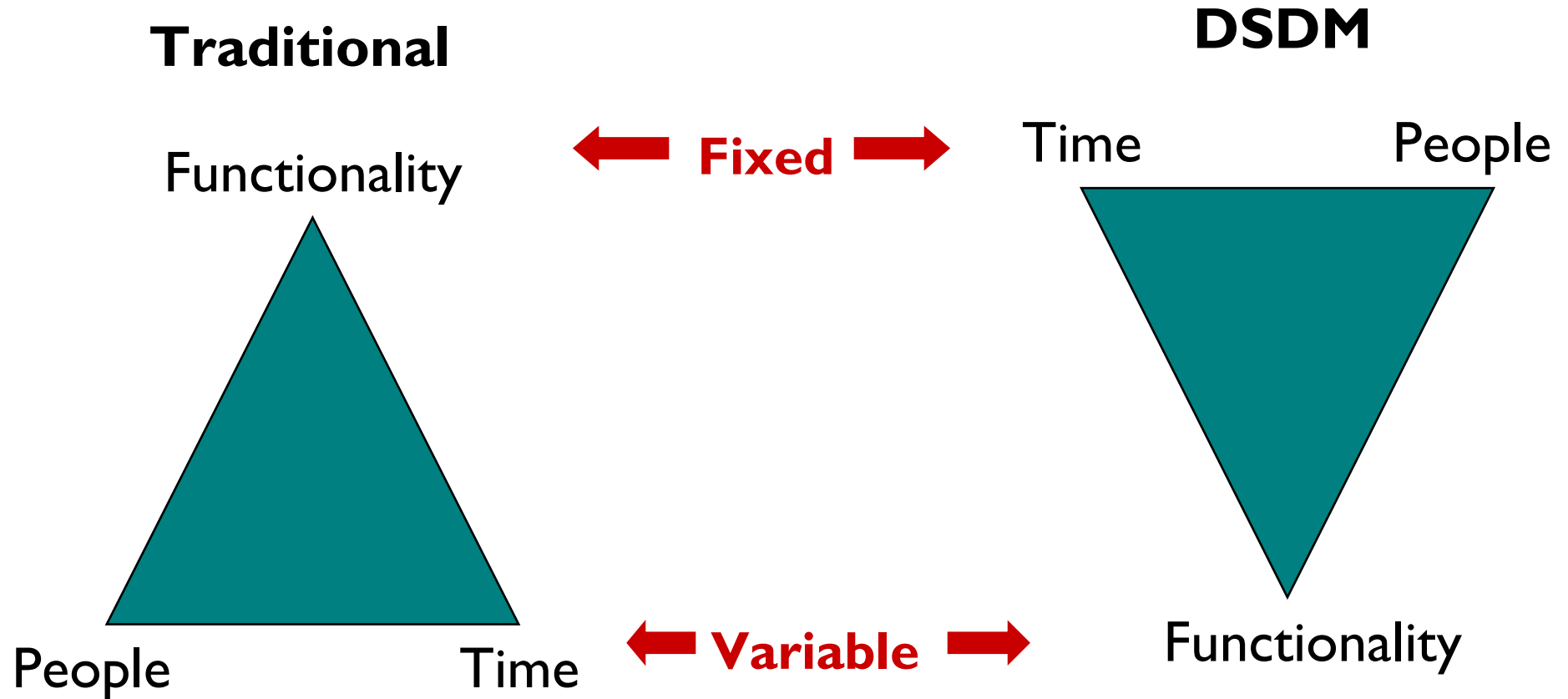
What is DSDM?

❖ DSDM – 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 DSDM?

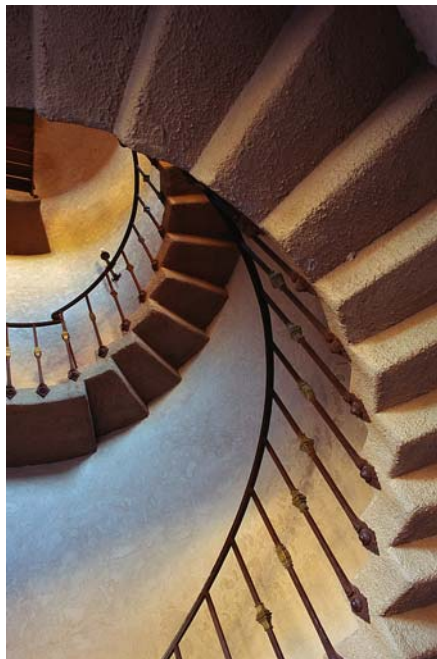


When to use DSDM

- ❖ Not all projects will be full DSDM....but
- ❖ You can use **SOME** of DSDM **ALL** of the time
- ❖ You can use **ALL** of DSDM **SOME** of the time
- ❖ Suitability/Risk List helps identify projects where DSDM adds most value for least risk



The DSDM Principles



DSDM Principle I

❖ Active user involvement is imperative

- ❖ DSDM – a user-centred approach
- ❖ Active participation through lifecycle



DSDM Principle 2

- ❖ **DSDM Teams must be empowered to make decisions**
 - ❖ DSDM team comprises developers and users
 - ❖ Decisions made as requirements refined or changed
 - ❖ No need for recourse to higher management
 - ❖ Rapid and informed decision-making



DSDM Principle 3

- ❖ **The focus is on frequent delivery of products**
 - ❖ Team produces agreed products throughout lifecycle
 - ❖ Team chooses best approach to achieve objectives
 - ❖ Ensures focus on delivery, not just activity



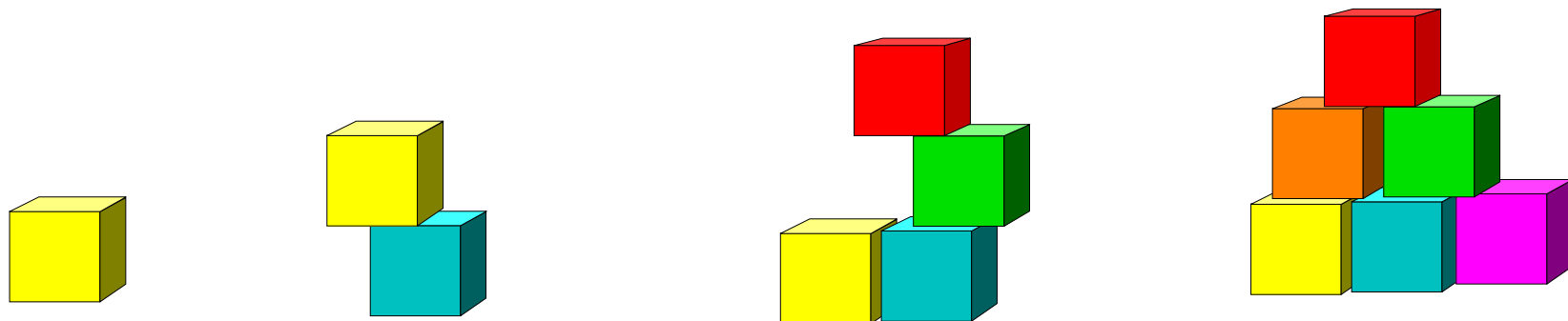
DSDM Principle 4

- ❖ **Fitness for business purpose is the essential criterion for acceptance of deliverables**
- ❖ Build the right product before you build it right
- ❖ Meeting business need is more important than technical perfection



DSDM Principle 5

- ❖ **An iterative and incremental approach is necessary to converge on an accurate business solution**
 - ❖ DSDM allows solutions to emerge incrementally
 - ❖ Developers make full use of user feedback
 - ❖ Partial solutions can be delivered to meet immediate needs



DSDM Principle 6

❖ All changes during development are reversible

- ❖ All products should be in a known state at all times
- ❖ It should be possible to step backwards, where an approach does not work
- ❖ The team should be willing to embrace change and not be defensive



DSDM Principle 7

- ❖ **Requirements are baselined at a high level**
 - ❖ Freezing and agreeing purpose and scope of system
 - ❖ Baseline at a level which allows detailed investigation of requirements at a later stage



DSDM Principle 8

- ❖ **Testing is integrated throughout the lifecycle**
 - ❖ Not a separate activity at the end
 - ❖ System is tested and reviewed incrementally by developers and users
 - ❖ Testing evolves as prototypes mature
 - ❖ Aim is to find and fix errors as early as possible



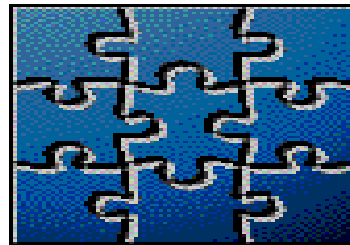
DSDM Principle 9

- ❖ **A collaborative and co-operative approach between all stakeholders is essential**
 - ❖ Everyone working together as a team
 - ❖ Shared goal of achieving the business objectives
 - ❖ Give and take on all sides
 - ❖ Involves all parties, not just core team

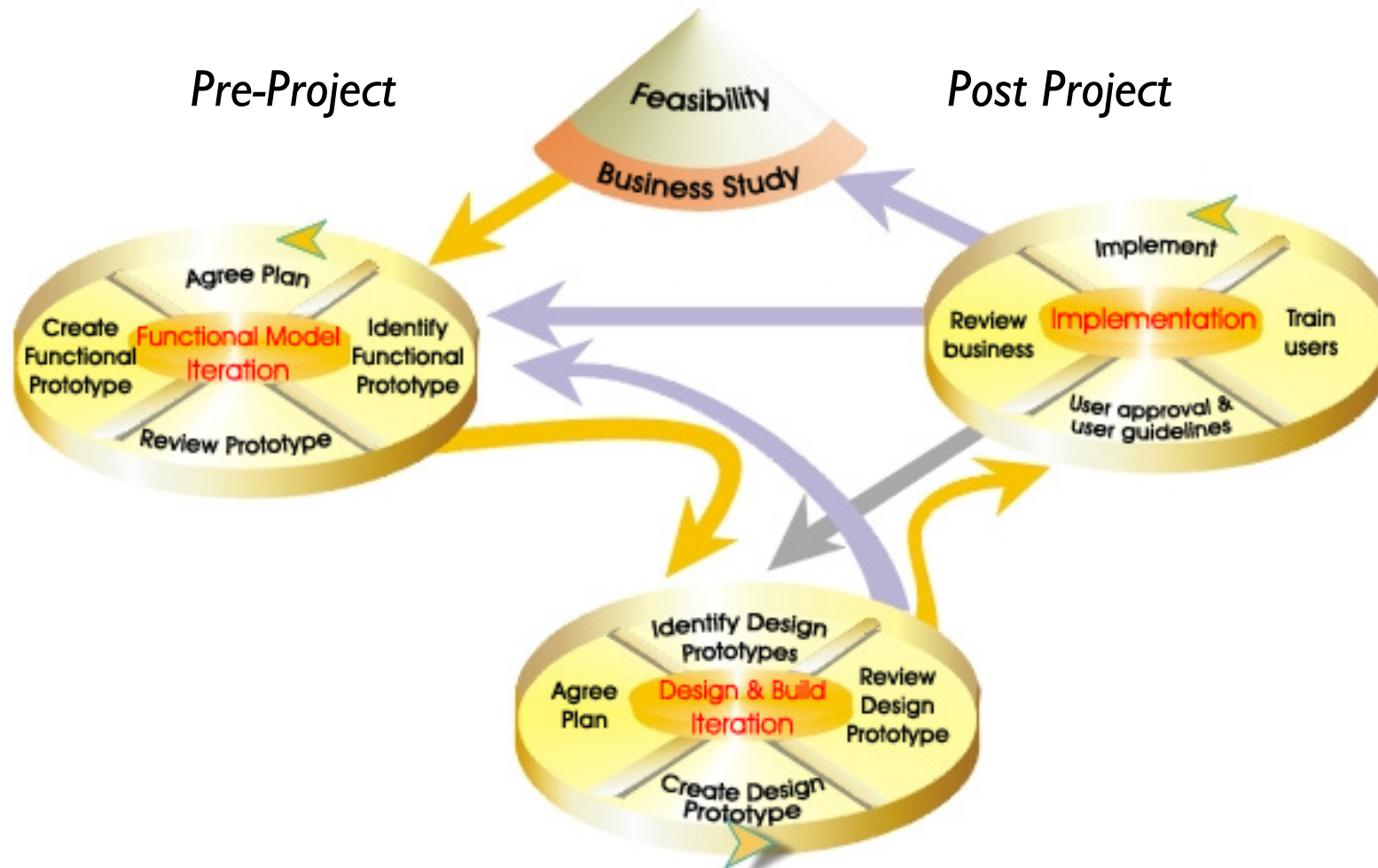


DSDM

Process, Products and People



The DSDM Process



DSDM Products

- ❖ **Defined set of products for each lifecycle stage**

- ❖ The system itself (evolutionary prototypes)

- ❖ Planning and management products

- ❖ Technical products

- ❖ Quality and review products

- ❖ Support products

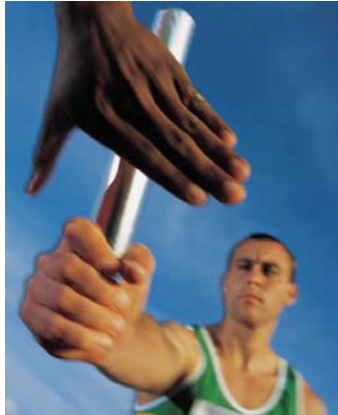
- ❖ Defined quality criteria for all products



- ❖ **Too many products to cover in this short briefing**

People & Communication

Defined Roles and Responsibilities



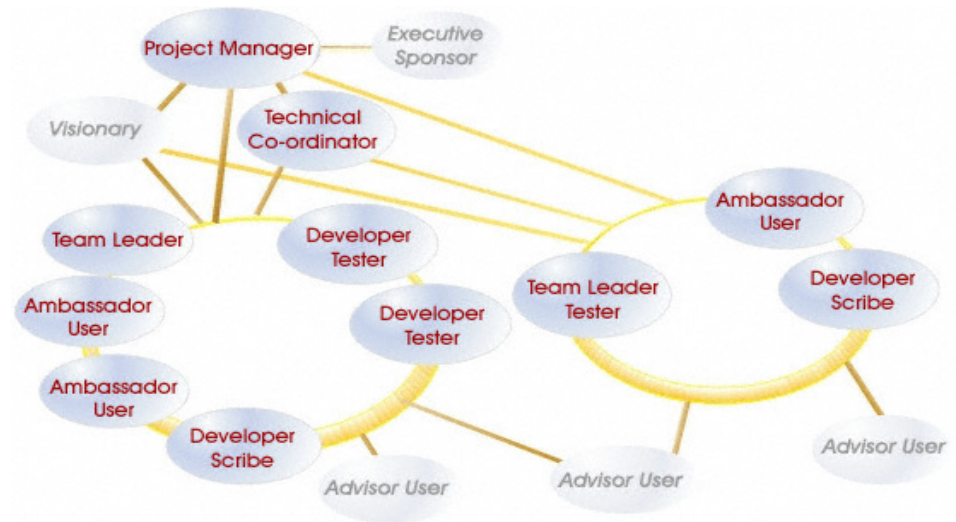
Team Dynamics



Leadership & Management



Project Models



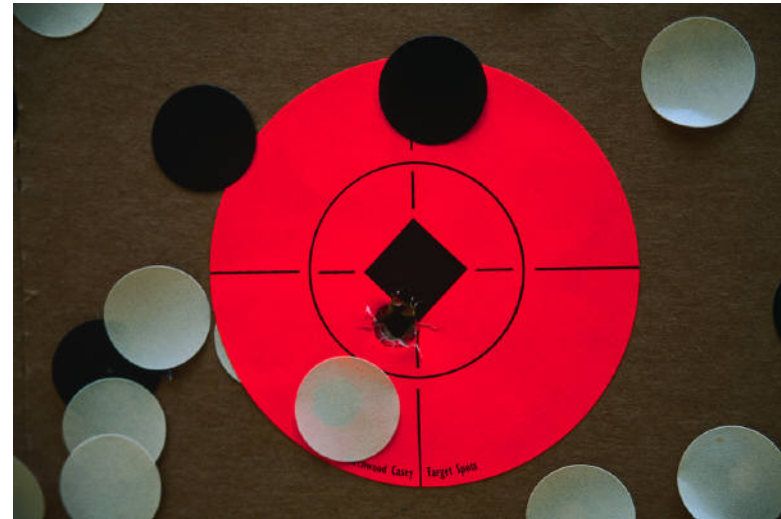
DSDM Techniques



DSDM Techniques

❖ DSDM defines 4 core techniques

- ❖ MoSCoW Prioritisation
- ❖ Controlled prototyping
- ❖ Facilitated Workshops
- ❖ Timeboxing



MoSCoW Prioritisation

❖ **Must Have**

- ❖ Requirements fundamental to system
- ❖ 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 round**

- ❖ Will wait till later



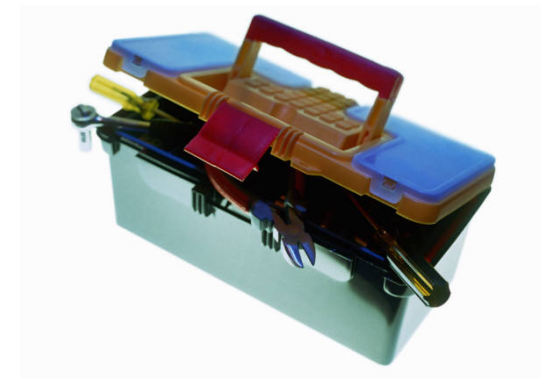
MoSCoW Prioritisation

❖ 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**



Controlled Prototyping

- ❖ **Evolutionary and incremental prototyping**
 - ❖ DSDM prototypes evolve to become the working solution
- ❖ **Prototyping within a controlled process**
- ❖ **Gives regular opportunities to demonstrate progress and check direction**
 - ❖ Ensures all sides have the same picture
- ❖ **Build the right (business) system before you build it right (technically)**

Controlled Prototyping

❖ **Three cycles of prototyping**

- ❖ Investigate – check approach
- ❖ Refine – build on comments and feedback
- ❖ Consolidate – satisfy objectives

❖ **Prototypes to serve different purposes**

- ❖ Business – to allow assessment of the evolving system
- ❖ Usability – to check the user interface
- ❖ Performance / capacity – to ensure solution will deliver performance or handle volume
- ❖ Capability/Technique – to evaluate possible options

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

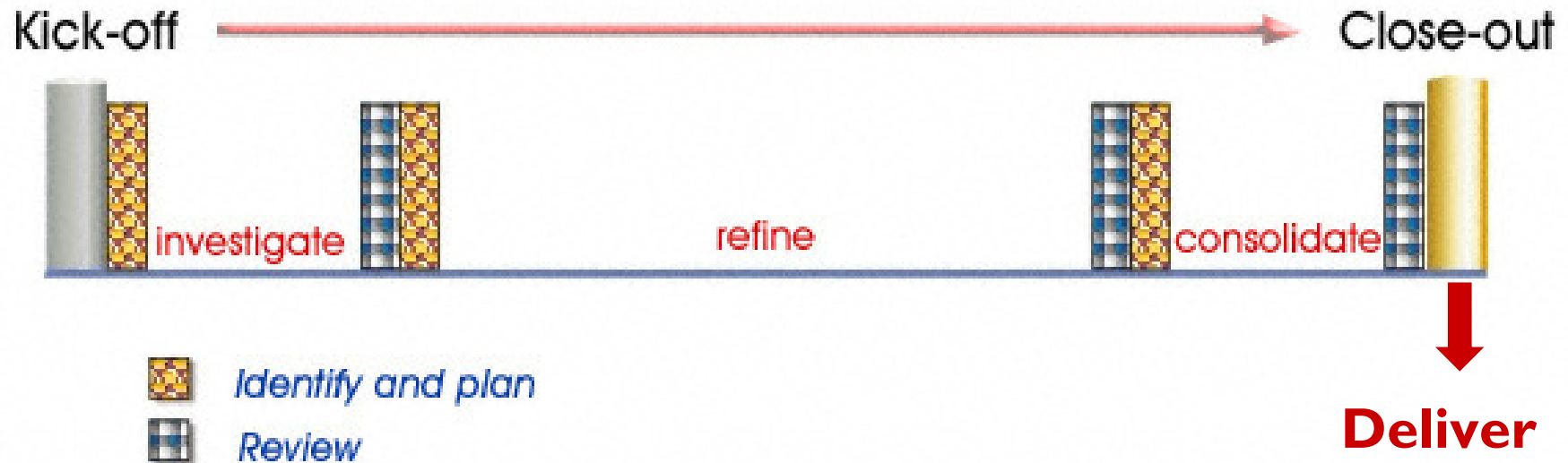
- ❖ **Used throughout DSDM to achieve**
 - ❖ Speed
 - ❖ Decisions made in days, not months
 - ❖ Ownership
 - ❖ All stakeholders present
 - ❖ Productivity
 - ❖ Ideas born and grown quickly
 - ❖ Overall perspective
 - ❖ Wider involvement of participants possible
 - ❖ Consensus
 - ❖ Agreement and acceptance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

Timeboxing

- ❖ **Short, focused, immovable checkpoints**
- ❖ **Agreed and fixed time period where functionality is developed**
 - ❖ Typically 2-6 weeks
- ❖ **Focus is on delivery**
- ❖ **Deliveries agreed by team, including Ambassador User**
- ❖ **Concentrates on top priorities**
 - ❖ Contents of timebox are MoSCoWed
- ❖ **Controls function drift**

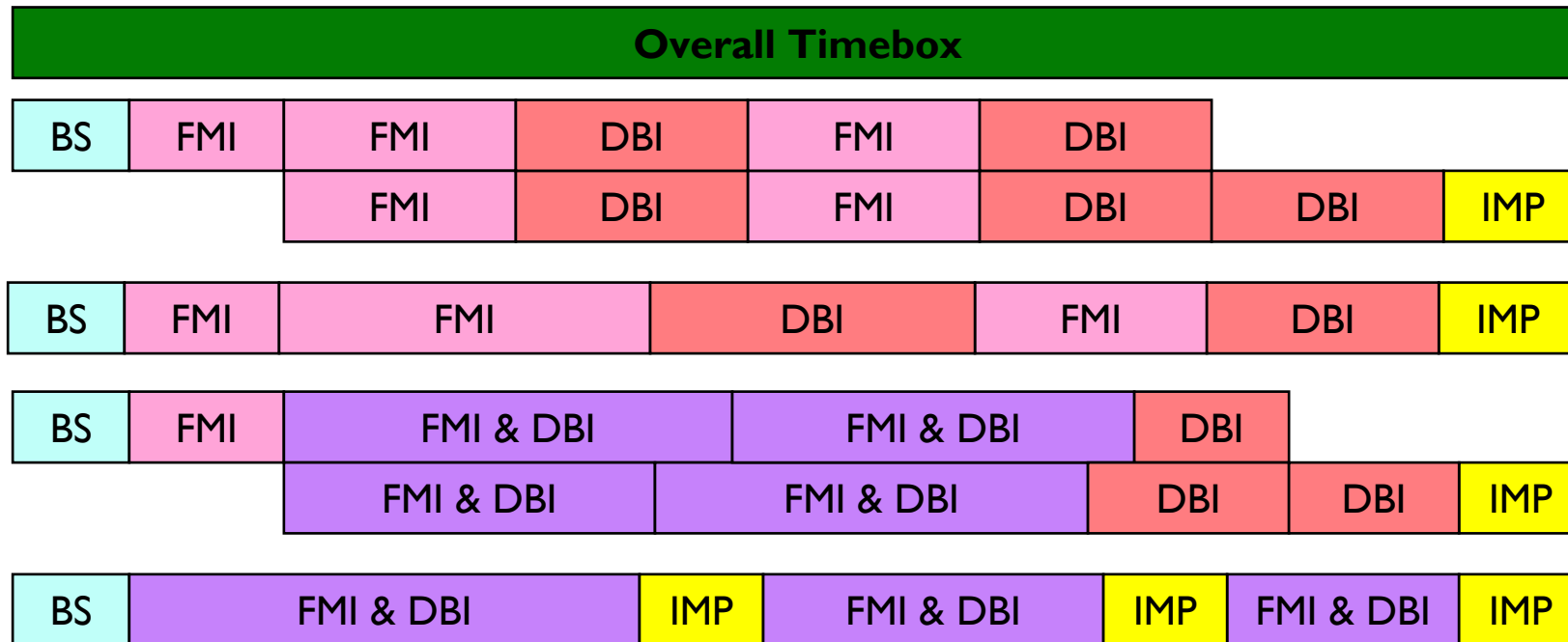
The Timebox

- ❖ Timebox kick-off workshop is key to success
 - ❖ Joint understanding, joint planning, joint responsibility



Timebox Examples

Examples of Timeboxing in the DSDM Lifecycle



Why choose DSDM?

Why Choose DSDM?

Management

- ❖ Track record of On Time and On Budget delivery
- ❖ Allows early warning of project failure
- ❖ Provides a common language

Project Manager

- ❖ Objectives-based
- ❖ Clearly defined process with regular review points
- ❖ Provides a common language

Business & Users

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

Developers

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

Meets business needs

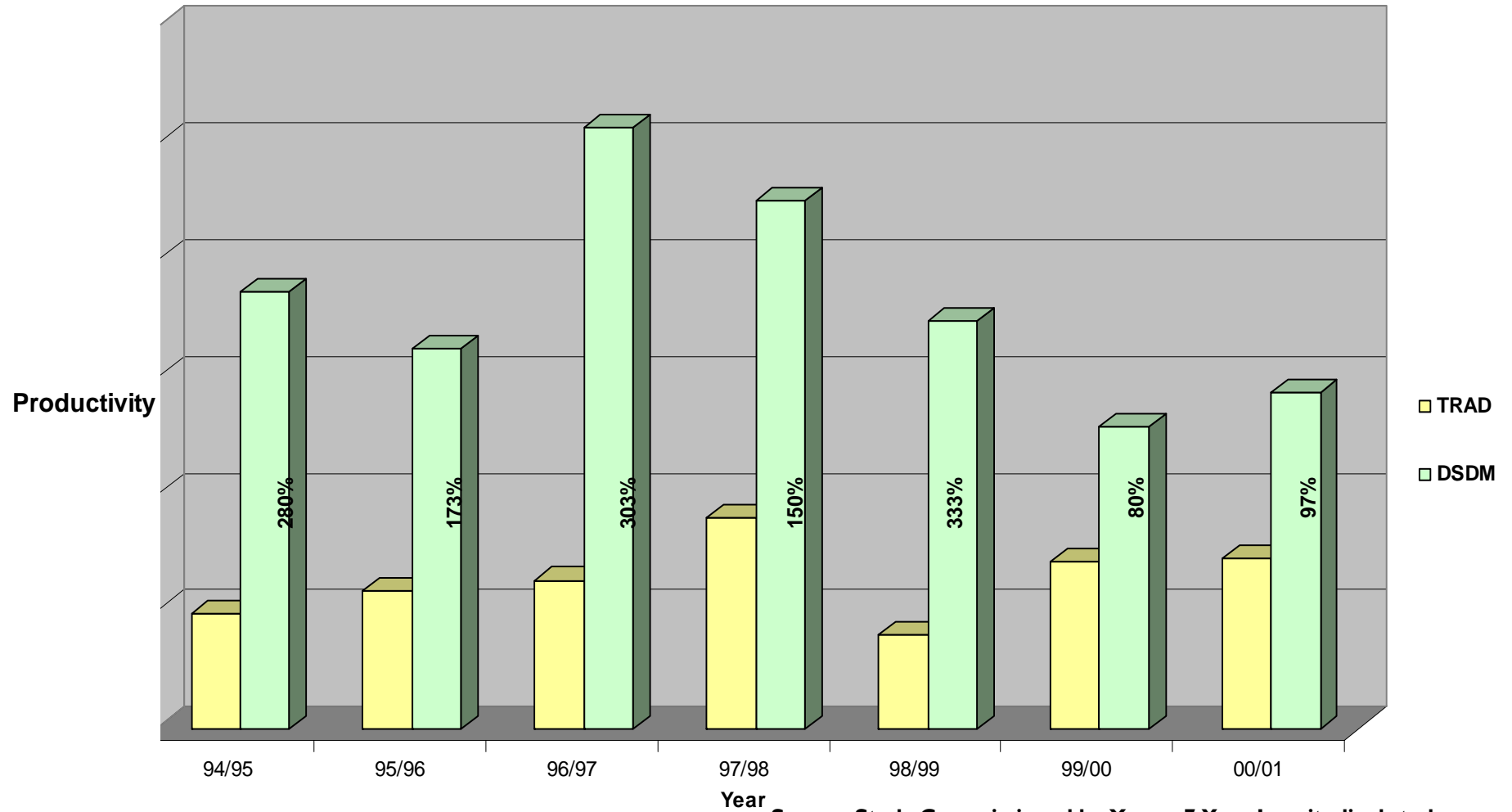
- ❖ Targeted expenditure
- ❖ Faster delivery (enables early payback)
- ❖ User involvement and commitment
- ❖ Systems that are “fit for purpose” – they meet requirements

“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

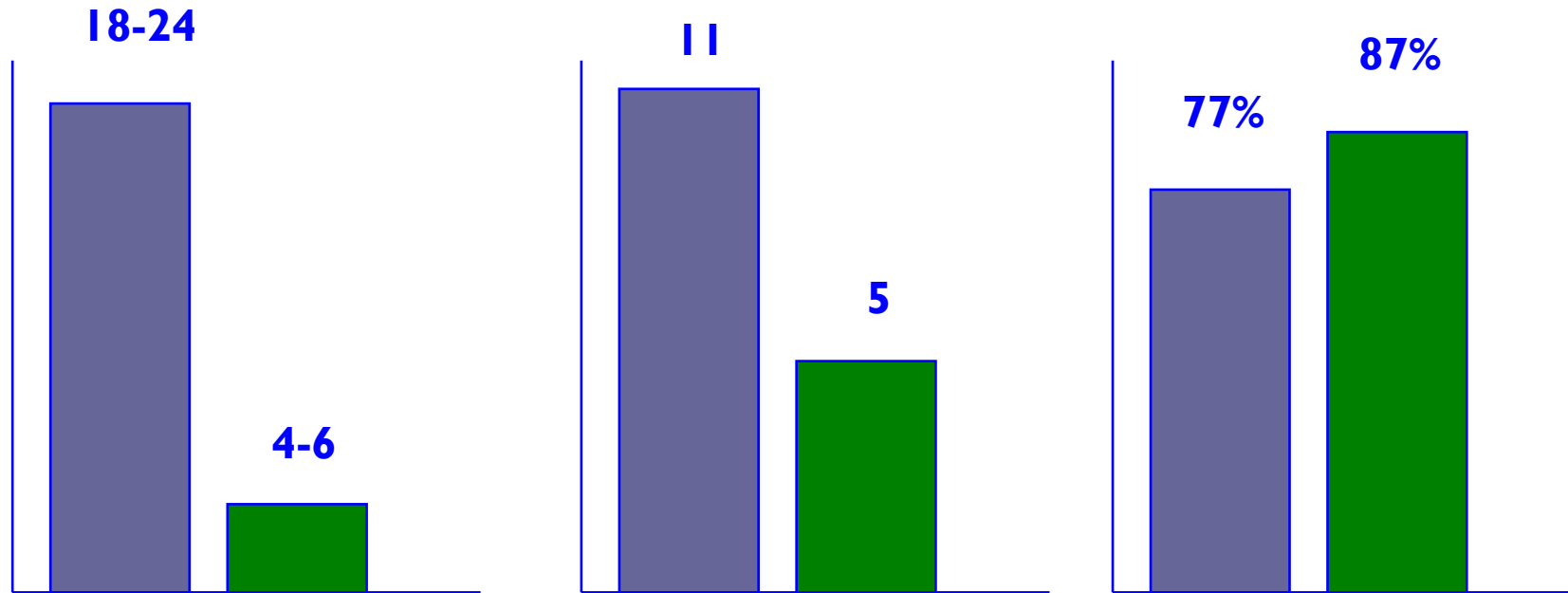
DSDM Productivity

Figures on bars show percentage improvement of DSDM over Traditional



Source: Study Commissioned by Xansa: 7 Year Longitudinal study

Delivery Time



**Average time to delivery
(in months)**

**Average project
team size**

**% of completed projects
rated good to excellent**

- Using traditional approaches
- Using DSDM

Source: British Airways IM Department, Newcastle

Why Choose DSDM?

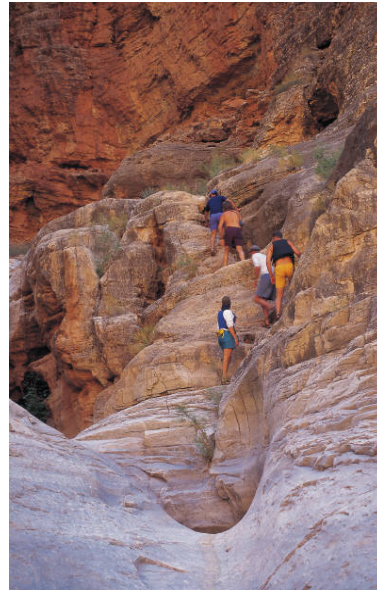
❖ What business demands from IT....

- ❖ Deliver solutions on time
- ❖ Deliver solutions within budget
- ❖ Deliver working solutions of good quality

❖ DSDM can satisfy the business demands

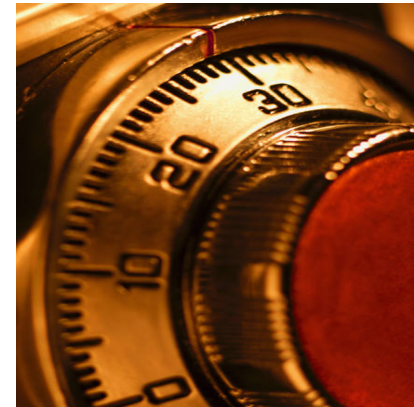


DSDM – Next Steps



DSDM - Next Steps

- ❖ **What is needed for DSDM success**
 - ❖ The right development technology
 - ❖ Common understanding of DSDM
 - ❖ Trained DSDM people
 - ❖ Strong “Pragmatic style” project management
 - ❖ User buy-in, commitment and involvement
 - ❖ Management commitment
 - ❖ A team environment and appropriate resources
 - ❖ Key use of DSDM techniques



DSDM - Next Steps

- ❖ **Need more facts about using DSDM in your organisation?**

- ❖ Free Publications available via www.dsdm.org including DSDM Public Version 4.2 and the open access white papers Introducing DSDM into an Organisation and DSDM Organisation Suitability Filter

- ❖ A DSDM Foundation course may help with this. Contact a DSDM Consortium Accredited Training Organisation

- ❖ **Consider getting external independent DSDM advice**

- ❖ Use Certified DSDM people with a proven track record of success

- ❖ **Run an in house DSDM Pilot**

- ❖ Identify a suitable DSDM project

- ❖ Train the team (3 day DSDM Practitioner course)

- ❖ Run project and monitor effectiveness of DSDM

- ❖ Review project and evaluate DSDM success

- ❖ Take feedback on improvements for your next DSDM project



DSDM - Membership

❖ For Resellers

❖ A Full Reseller Licence

- ❖ If your organisation is marketing DSDM related products or services you must be a licensed reseller. All Licensed resellers are listed on the website the first place anyone looking for DSDM related services is likely to visit. In addition resellers are entitled to discounts on many Consortium products, services and events.

❖ For End Users/Government/ Academic/NGO's

❖ End user membership

- ❖ Provides unlimited access to all the products and services, discounts on publications and events as well as access to the community for support and advice.

❖ Access to Members Version 4.2 online and in CD format

- ❖ No hidden extras - everything is included in the membership fee. Any updates to the framework are automatically made available at no extra charge to members. There is no limit on the number of users from a member organisation that can log on and access the manual. Members also receive on CD all web resources for intranet and off site use



DSDM – Extras

❖ Consortium Membership Benefits include

- ❖ **Access to all Templates:** Delivered in word format for ease of use.
- ❖ **All White Papers:** The Consortium continues to draw on the experience and expertise of its members both end users and resellers and disseminates their knowledge through a series of White Papers.
- ❖ **20% discount on all items in the Webshop.** Reduced entry fees to events such as the Agile Business Conference and Roadshows. The Consortium also negotiates on our members behalf for discounts on partner organisation events.
- ❖ **Support and Advice:** As part of your membership we will put you in touch with other members. Contact the Consortium if you have a question and we will endeavour to help you find the answer.
- ❖ **20% Reduction off Exams:** Members receive a discount for the Practitioner and Project Manager exams.



Questions?



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