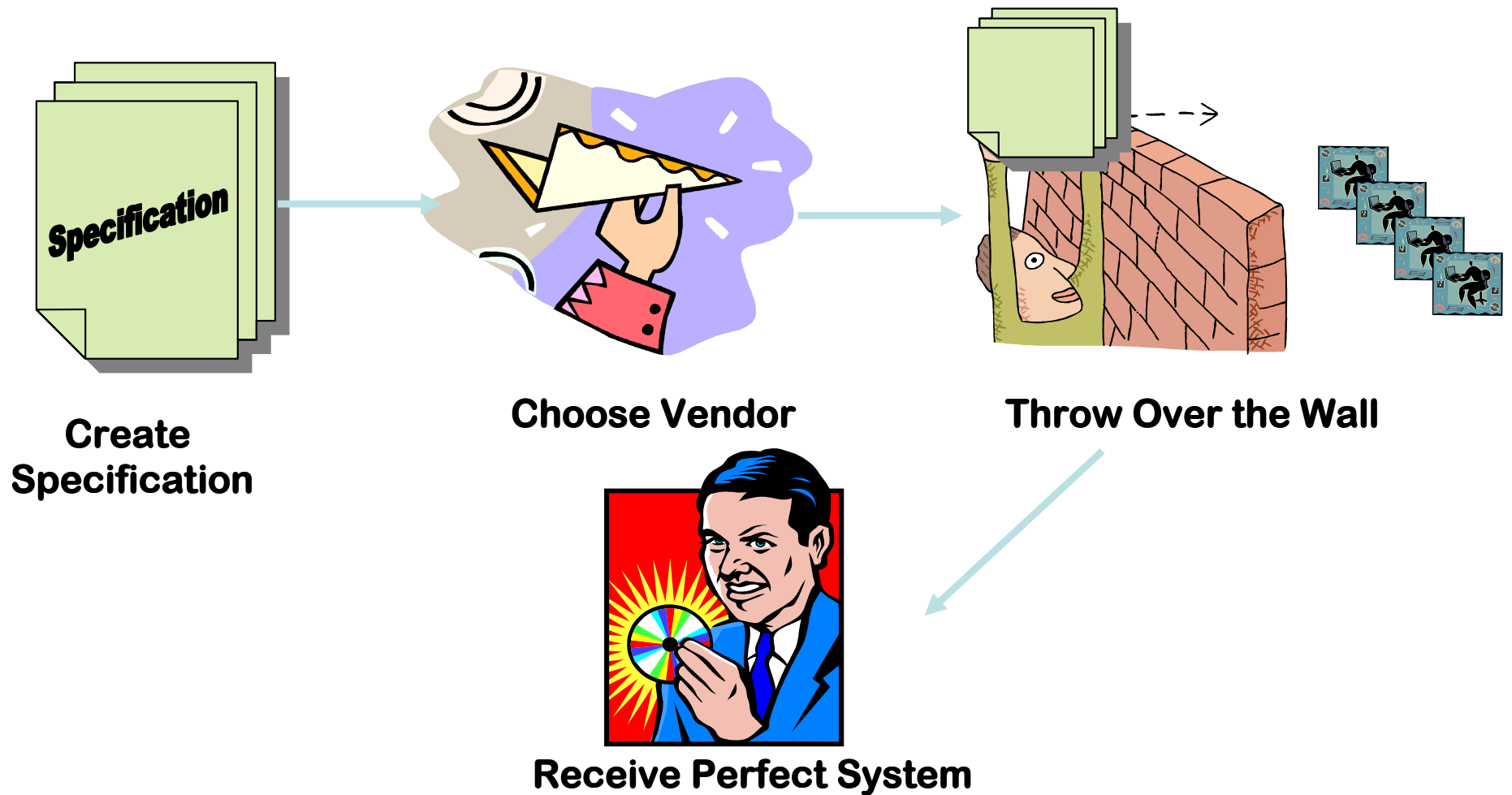

Meeting a Need

Steve Messenger
Director DSDM Consortium

The Next Hour...

- History of Development
- Where DSDM fits in
- The Key Points
- It's not all theory
- The bit in the middle
- Offshore

Development is as Easy as ABC!



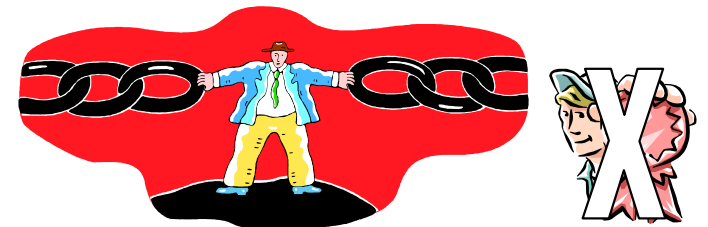
As Easy as ABC?



No User Involvement

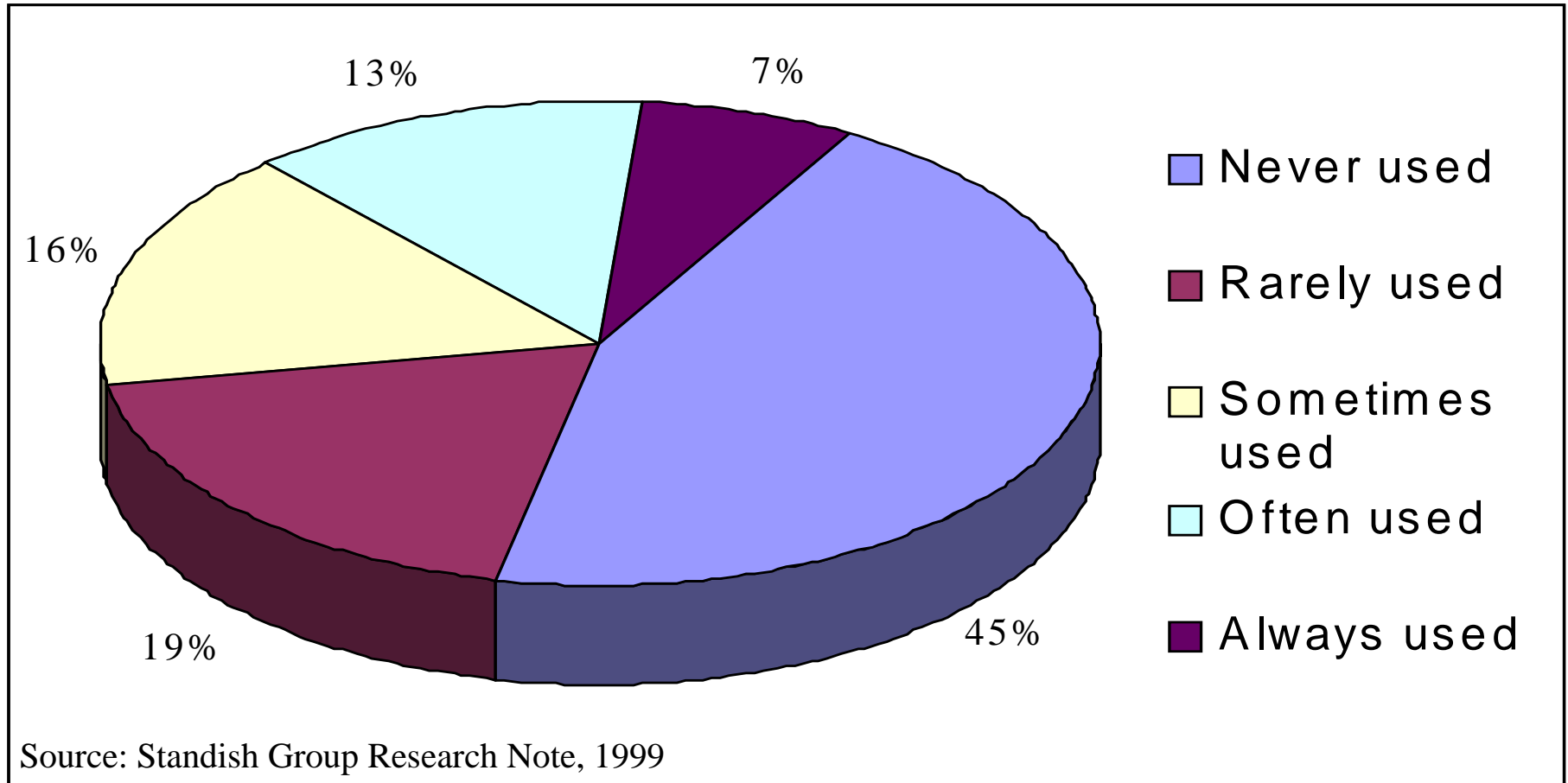


**Poor Collaboration
And Cooperation**



**Systems That don't
meet Requirements**

What is actually being used?



RAD – The Wild West

Your software's on it's way sir



Enter... DSDM – 1993

- Deliver Business Value from IT
- Recognized:
 - Nothing built perfectly first time
 - There will be business change
 - People are key to success – involve all stakeholders
 - Can move forward as soon as enough is known
- But managed
 - Quality
 - Control
 - User Expectation

Manifesto for Agile Software Development - 2001

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Individuals and interactions over processes and tools

- DSDM PRINCIPLES

- Active user involvement is imperative.
- DSDM teams must be empowered to make decisions.

Working software over comprehensive documentation

- DSDM PRINCIPLES

- Fitness for business purpose is the essential criterion for acceptance of deliverables.
- The focus is on frequent delivery of products
- Requirements are baselined at a high level.
- Testing is integrated throughout the life-cycle.

Customer collaboration over contract negotiation

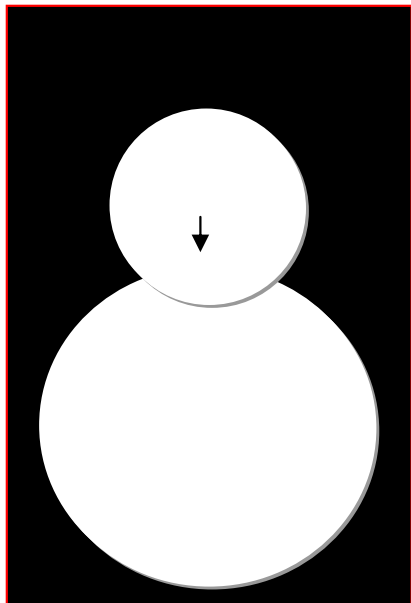
- DSDM PRINCIPLES
 - A collaborative and co-operative approach between all stakeholders is essential.

Responding to change over following a plan

- DSDM PRINCIPLES

- Iterative and incremental development is necessary to converge on an accurate business solution.
- All changes during development are reversible

Tenets of Project Management

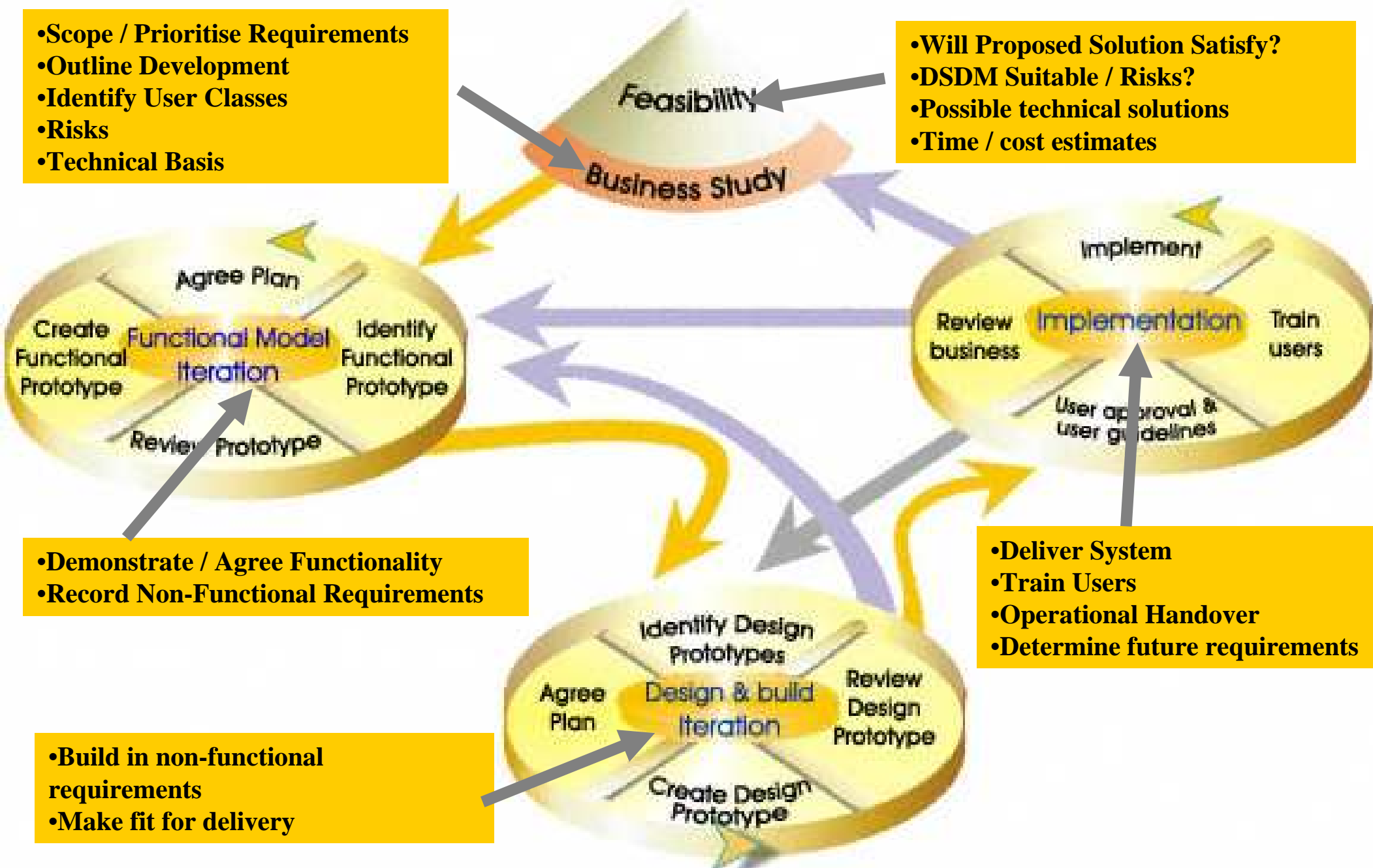


- Frozen specs and the abominable snowman are alike: they are both myth and they both melt when sufficient heat is applied.

The DSDM Lifecycle

- Scope / Prioritise Requirements
- Outline Development
- Identify User Classes
- Risks
- Technical Basis

- Will Proposed Solution Satisfy?
- DSDM Suitable / Risks?
- Possible technical solutions
- Time / cost estimates

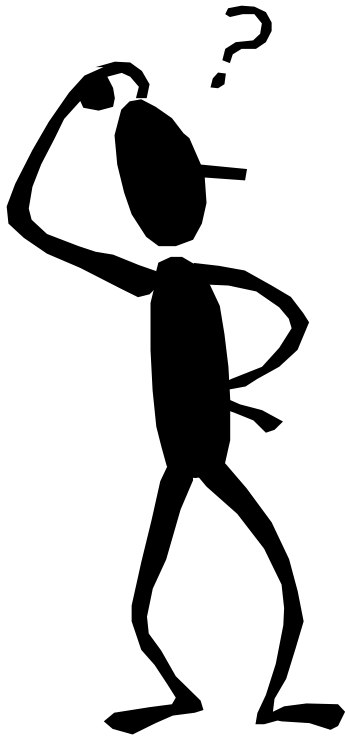


- Demonstrate / Agree Functionality
- Record Non-Functional Requirements

- Deliver System
- Train Users
- Operational Handover
- Determine future requirements

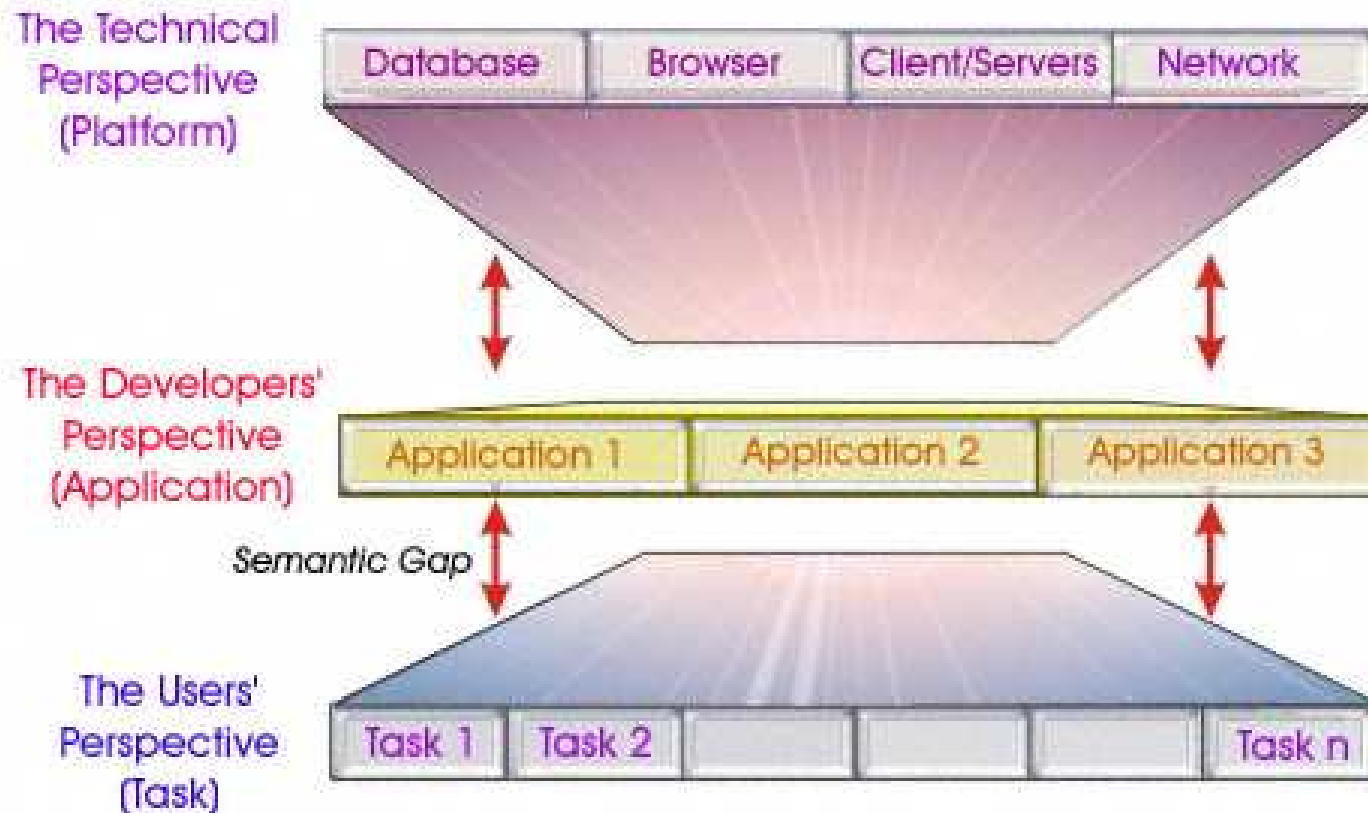
- Build in non-functional requirements
- Make fit for delivery

Tenets of Project Management

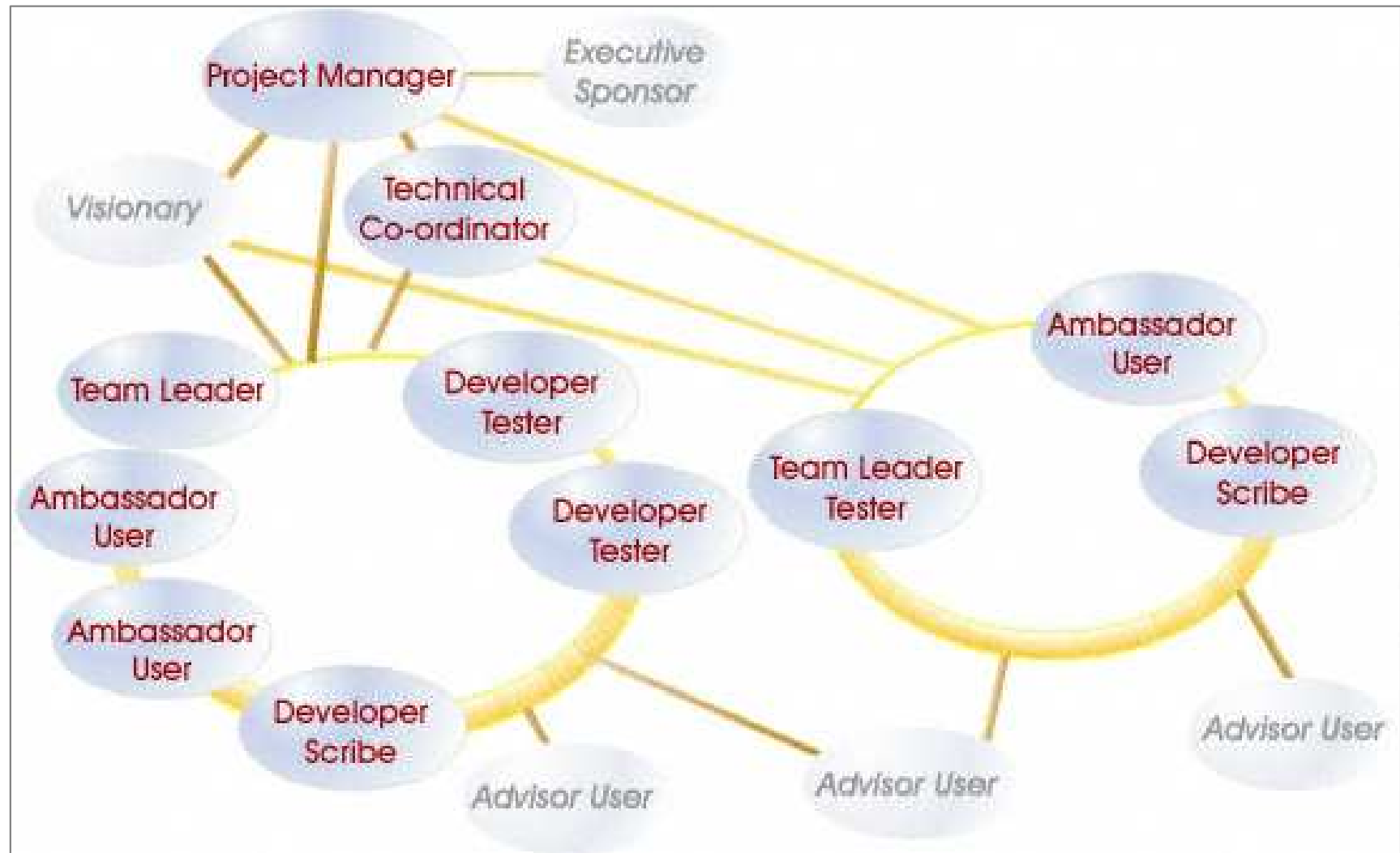


- A user will tell you anything you ask about and nothing more

The Semantic Gap

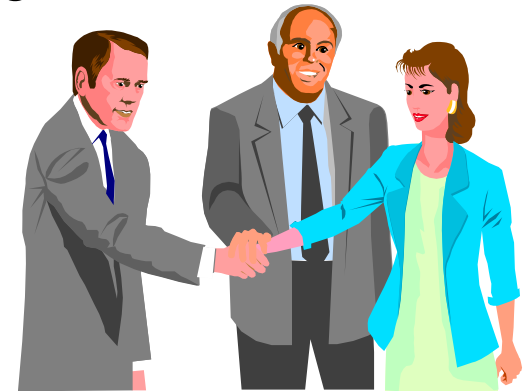


DSDM Project Organisation

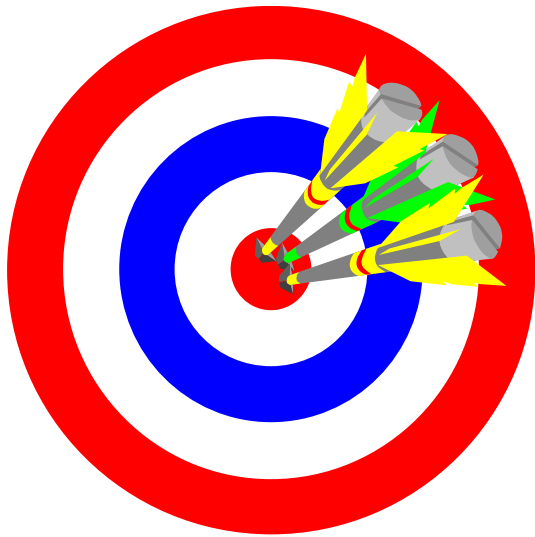


Team Dynamics

- Tightly-Managed Teams
 - Take Directions
 - Seek Individual Rewards
 - Focus on Low-Level Objectives
 - Compete
 - Stop at pre-set goals
 - React to emergencies
- Self-Directed Teams
 - ◆ Take Initiative
 - ◆ Focus on team Contributions
 - ◆ Concentrate on solutions
 - ◆ Cooperate
 - ◆ Continually Improve
 - ◆ Take steps to prevent emergencies

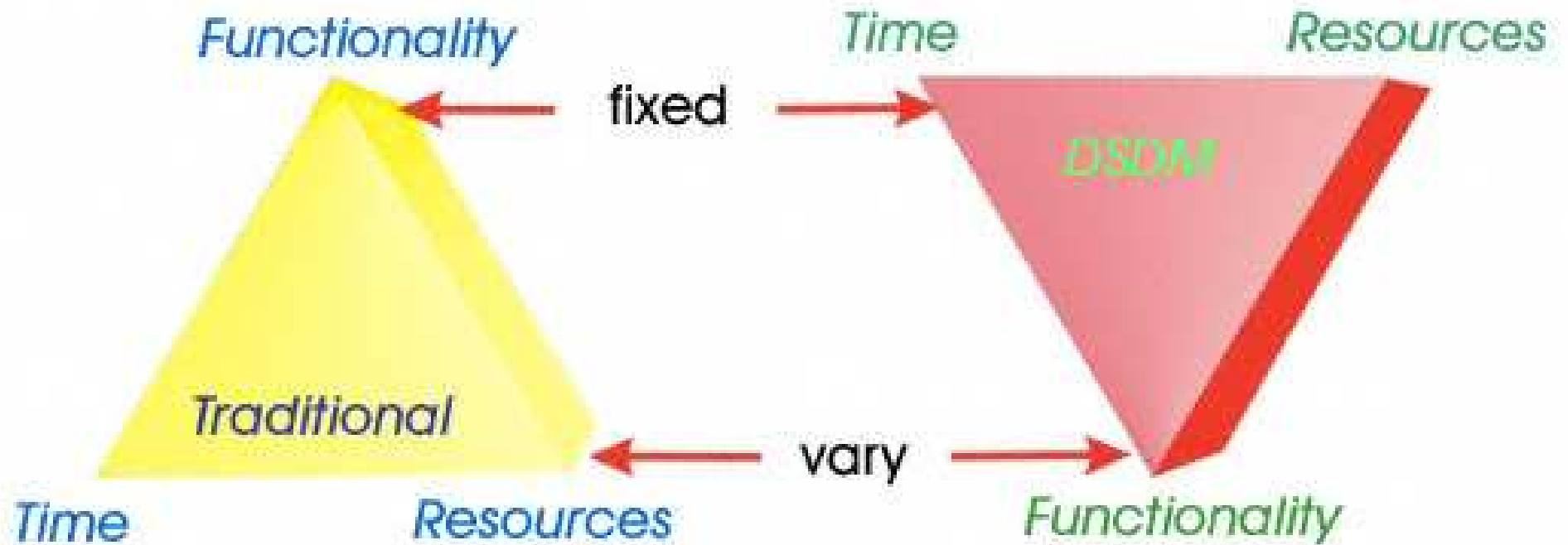


Tenets of Project Management

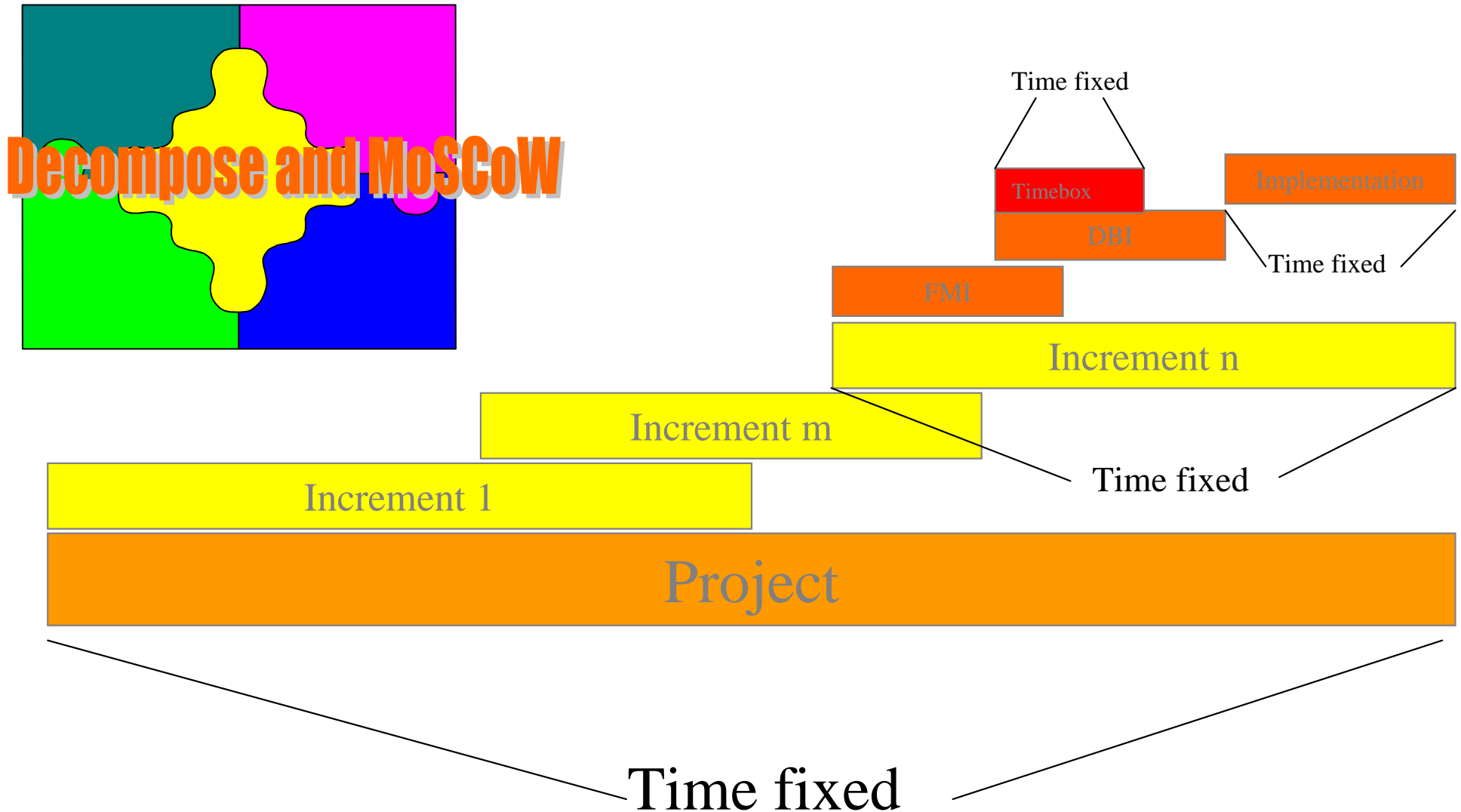


- You can con a sucker into committing to an unreasonable deadline, but you can't bully him into meeting it

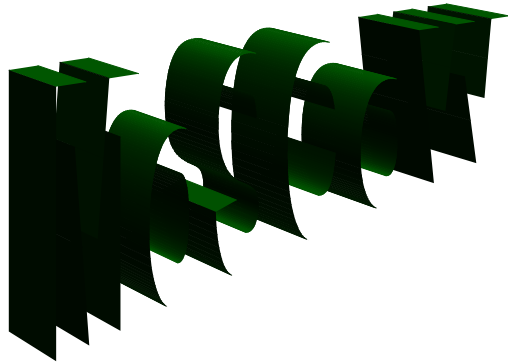
The DSDM Philosophy



The DSDM Philosophy

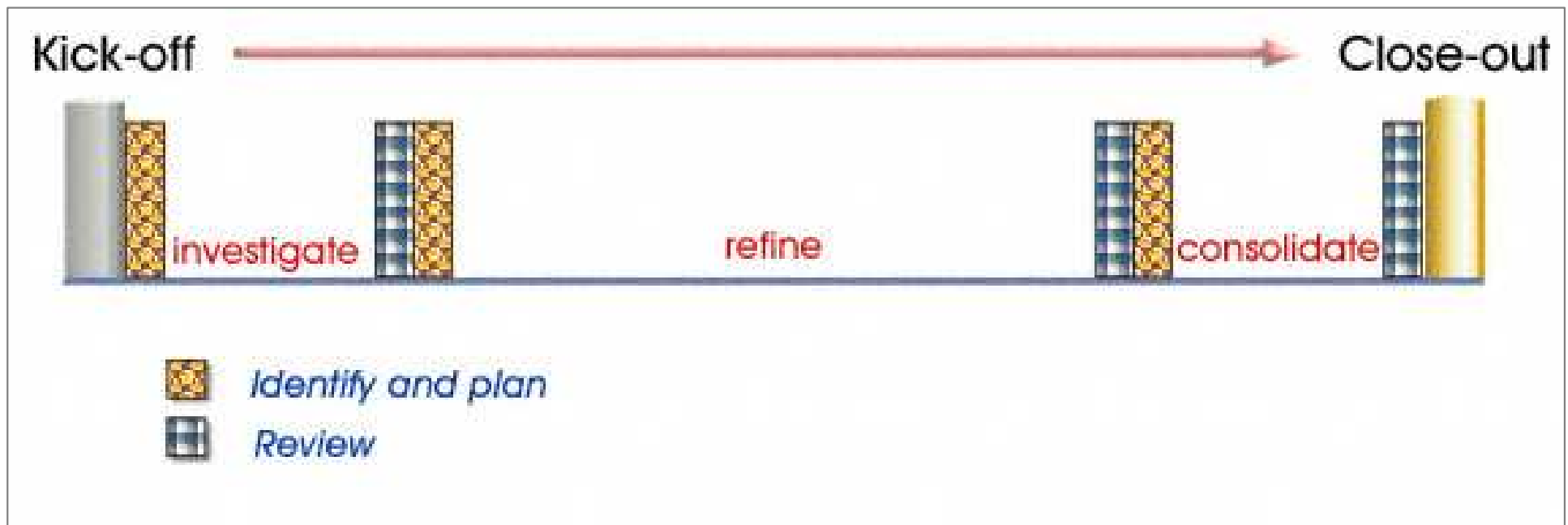


Prioritisation Using MoSCoW

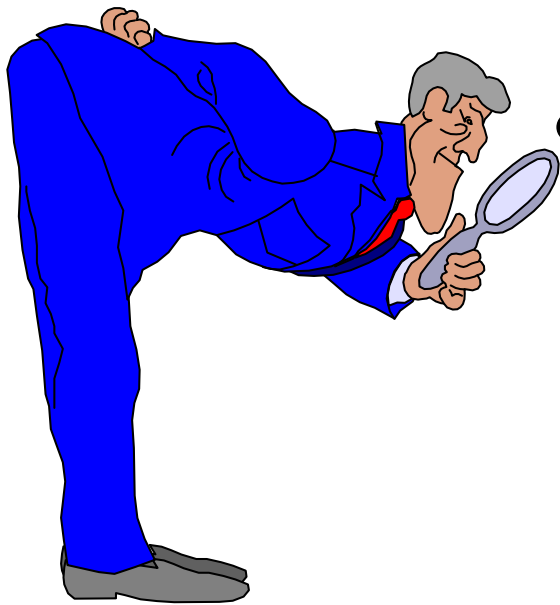


- **Must** – has to be done
 - C. 60%, < 75%
- **Should** – important but may be worked around short-term
 - 20%
- **Could** – may be left out if necessary
 - 20%
- **Won't** – add to list to be done next time

The 3-Iteration Model



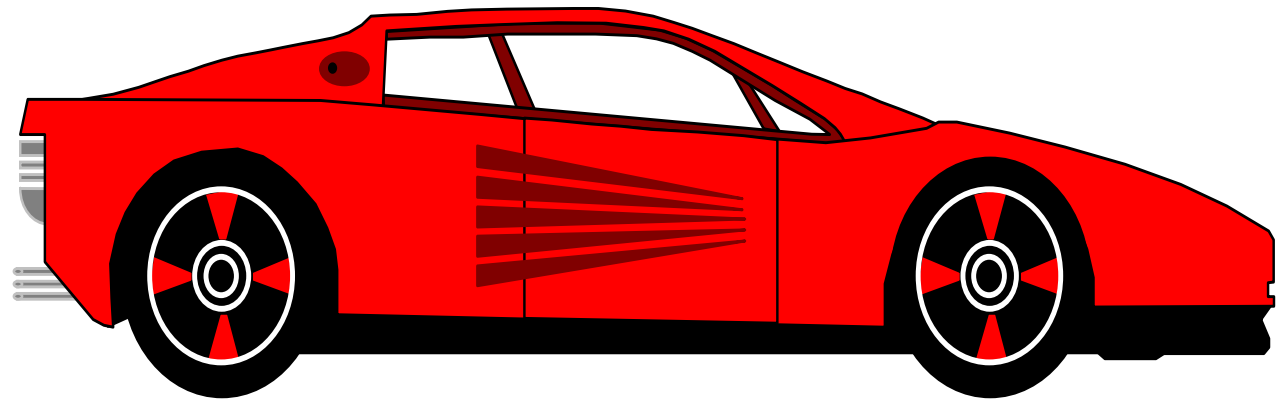
The Tenets of Project Management



- What is not on paper has not been said

Quality

- *“Conformance to Requirements”*



Quality

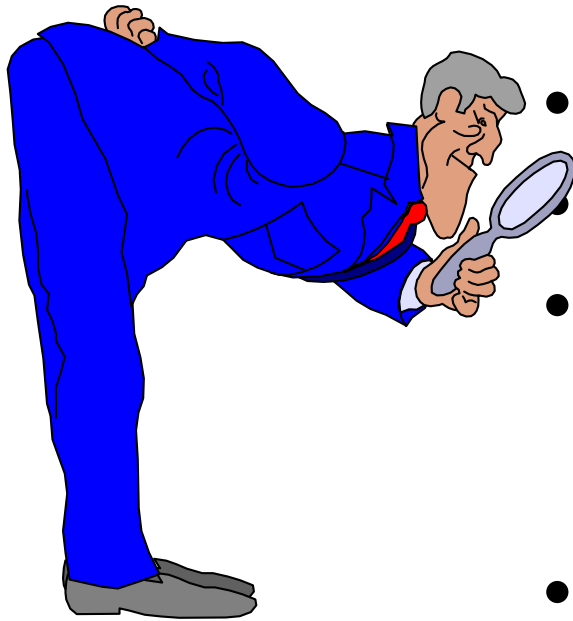
- *“Conformance to Requirements”*



The Quality Dilemma



Quality in DSDM



- Quality Planned from start
 - Product Quality Criteria
- Facilitated Workshops
- Continuous Focused User Involvement
- Reviews
 - Prototypes
 - Supporting Documents
- Testing Throughout Lifecycle
- Base-lined Requirements
- Configuration Management

Testing Principles



- Validation
 - Product is Fit For Business Purpose
- Benefit Directed
 - Concentrate testing on key areas
- Error Centric
 - Purpose is to find errors
- Integrated Throughout the Lifecycle
 - And users involved throughout
- Independent
- Repeatable
 - Test Scripts / Testing tools

Case Study – The Boston Globe



- 18 Months wasted previously
- One Team – Grindel's Den!
- 2 Major Deliveries
 - 8 Weeks
 - 12 weeks
- Frequent Review Sessions
- System also implemented in NYTimes

Case Study – Insurance Claims



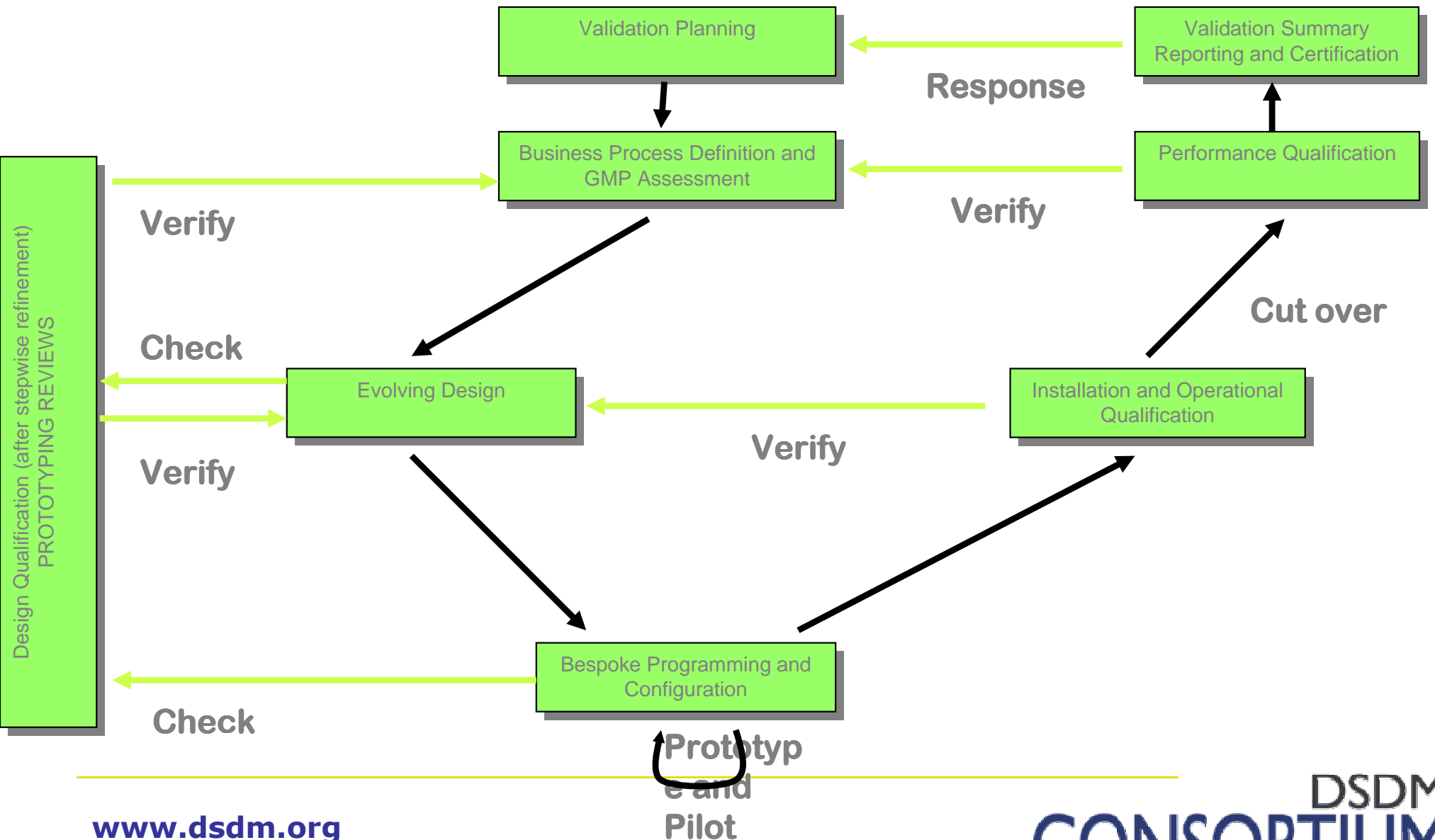
- Well Known City Underwriter
- SSADM Project failed (2 years)
- Short Business Study
- Workshops
- One Team
- Split development
- New system implemented in 9 months

Case Study – Pharmaceutical Dispensing

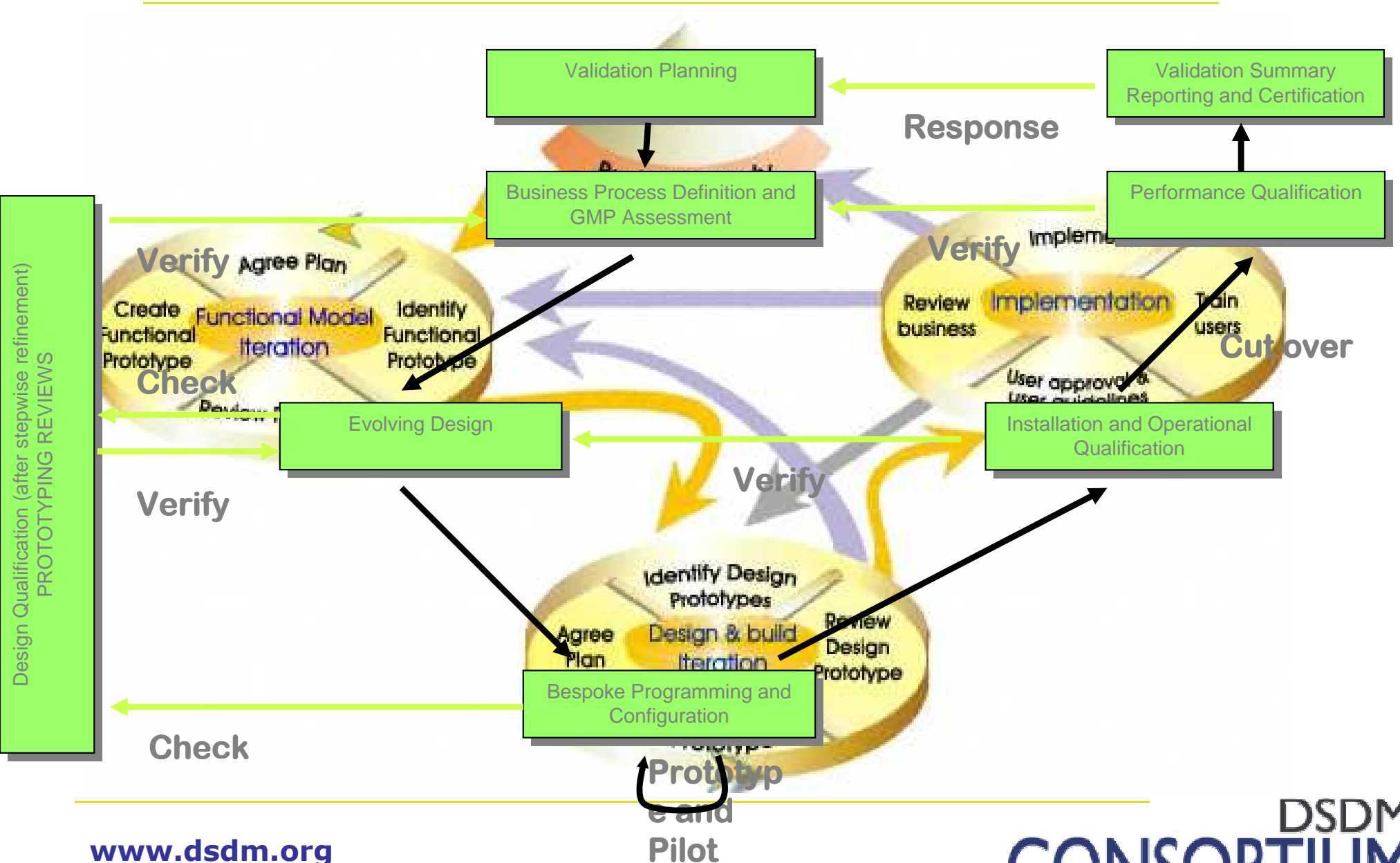


- Heavily Controlled Environment
- All principles of DSDM Used
- Separate Testing Phase
- System that Users Own

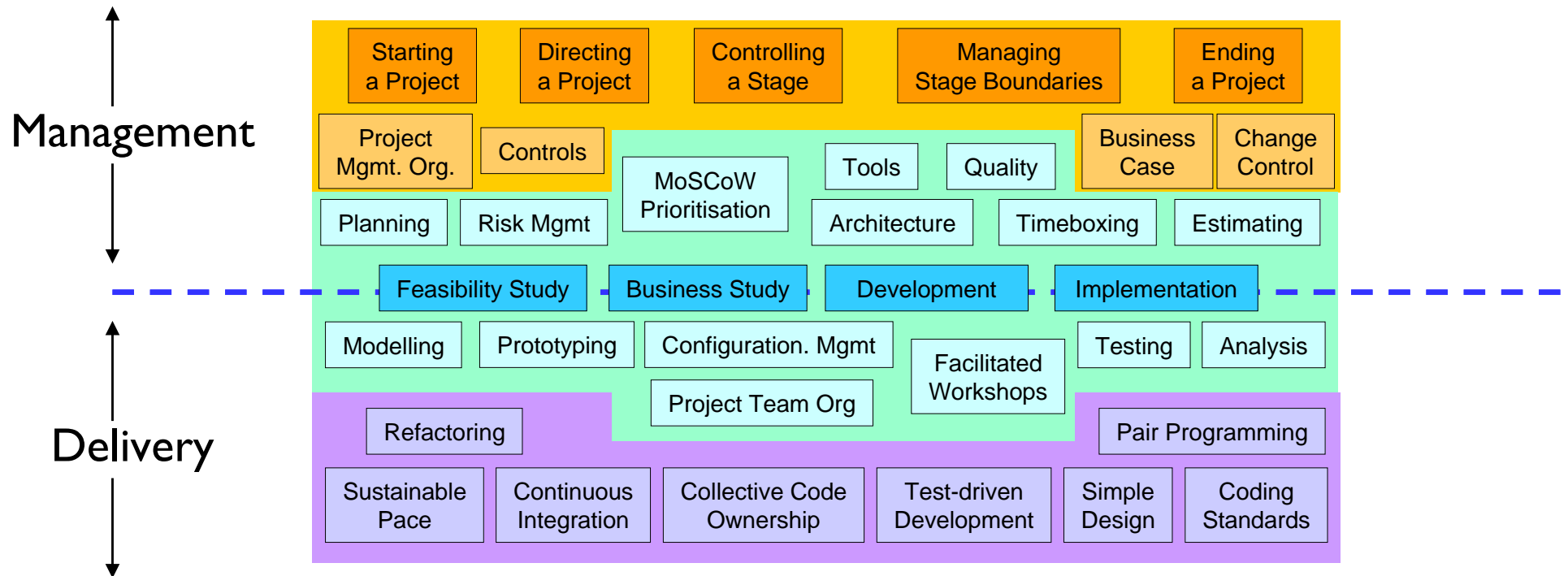
DSDM and Validation



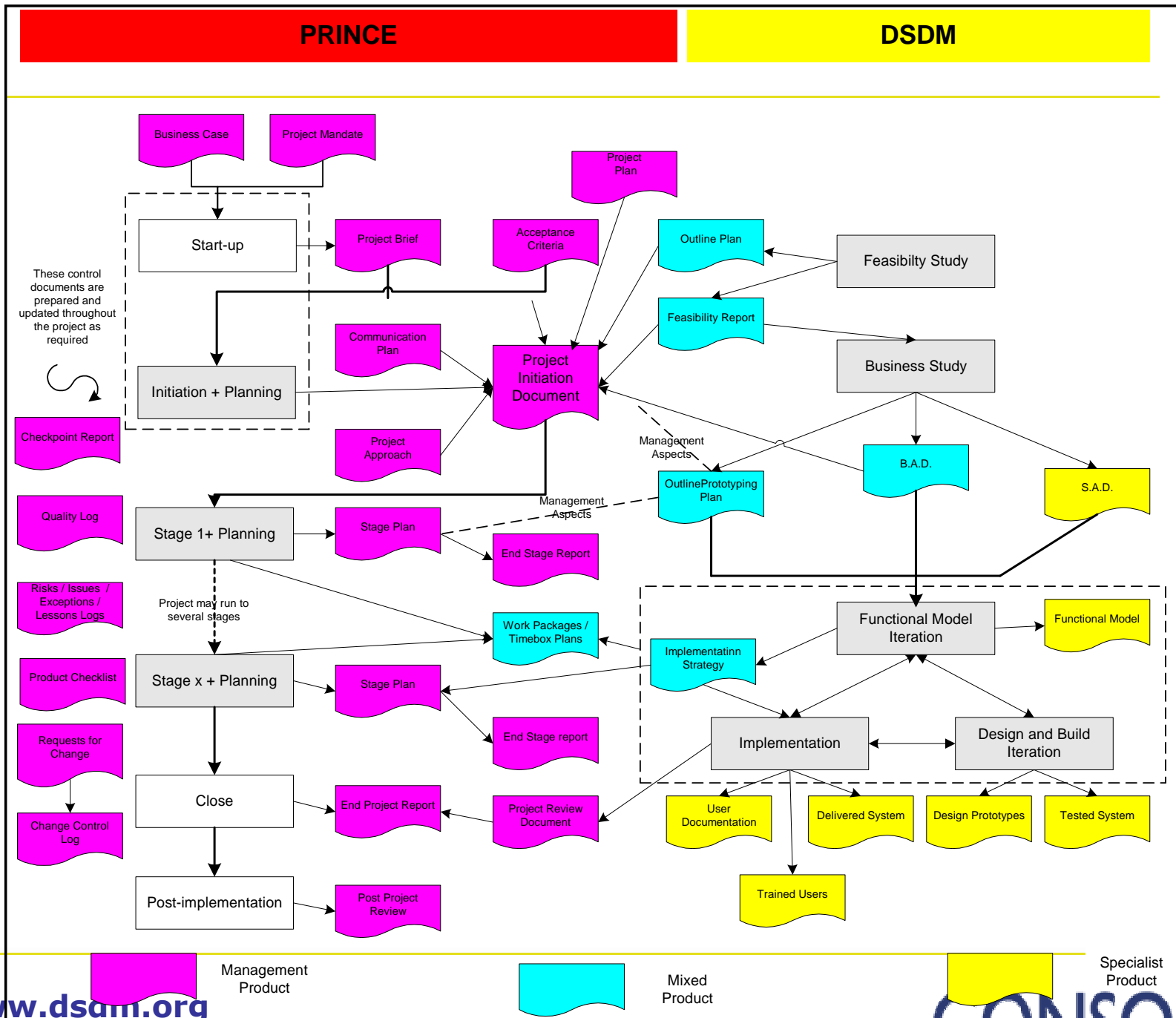
DSDM and Validation



Bridging the Gap



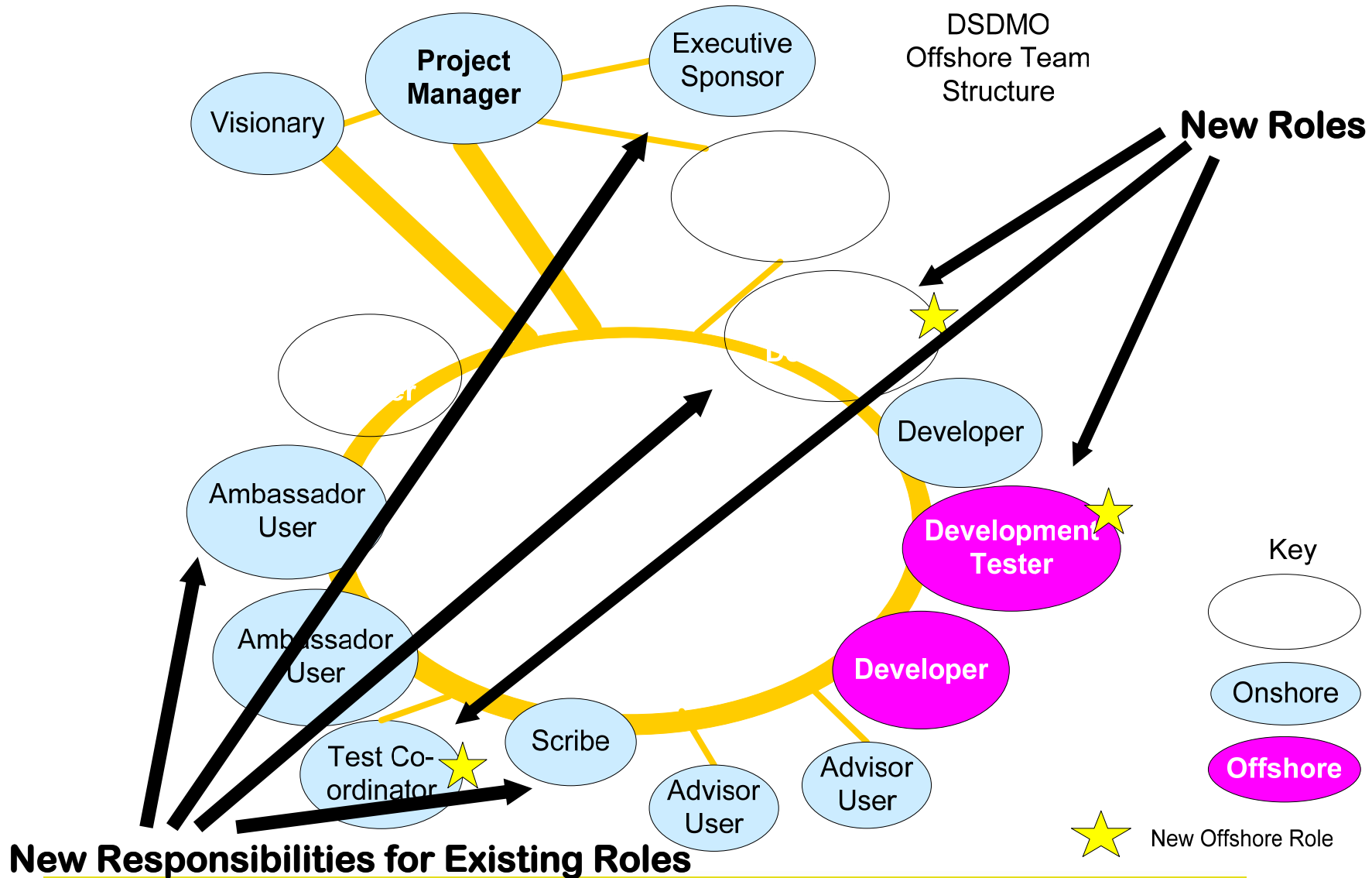
DSDM and PRINCE



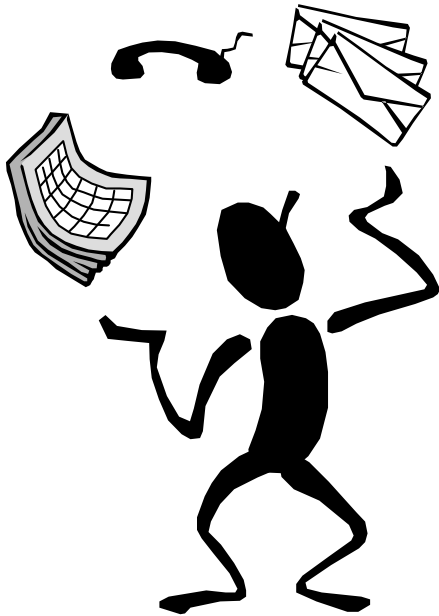
Offshore

- Many offshore projects fail or are delayed
- Solution: DSDM Offshore
 - Amended standard DSDM
 - Only one team!
 - Several extra roles needed
 - Existing roles need additional tasks
 - Additional risks
 - Few additions to phases
- Communication is vital

There Is One Team!



Summary



- Framework for Agile Development
- Flexibility with Control
- Users Integrated into the process
- Defined Lifecycle
- Defined Products
- Defined Roles
- Quality not compromised
- www.dsdm.org

Questions?
