Meeting a Need

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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!

Create Specification

Choose Vendor

Throw Over the Wall

Receive Perfect System
As Easy as ABC?

No User Involvement

Poor Collaboration And Cooperation

Systems That don’t meet Requirements

www.dsdm.org
What is actually being used?

Source: Standish Group Research Note, 1999
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
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

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

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

Increment 1 → Increment m → Increment n → Implementation → Time fixed

Decompose and MoSCoW

Time fixed
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
Bridging the Gap
These control documents are prepared and updated throughout the project as required.
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!

New Roles

- Executive Sponsor
- Technical Co-Ordinator
- Ambassador Developer
- Development Tester
- On/Off shore
- Onshore
- Offshore

New Responsibilities for Existing Roles

- Visionary
- Project Manager
- Team Leader
- Ambassador User
- Scribe
- Advisor User
- Test Co-ordinator
- Developer
Summary

- Framework for Agile Development
- Flexibility with Control
- Users Integrated into the process
- Defined Lifecycle
- Defined Products
- Defined Roles
- Quality not compromised
Questions?