



# Agile Development

**Topic 4:**

**DSDM Life Cycle, Products & Facilitated Workshop**

**Course code: CIS 333**

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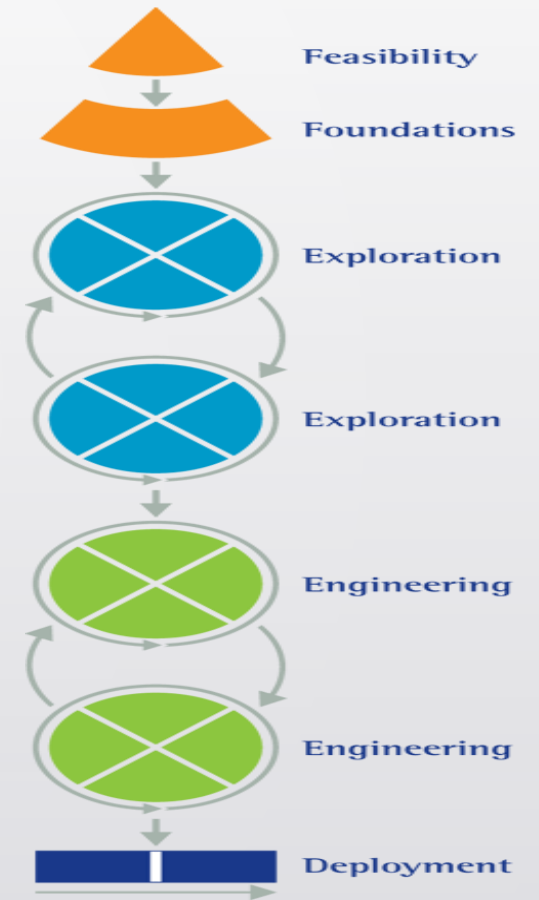
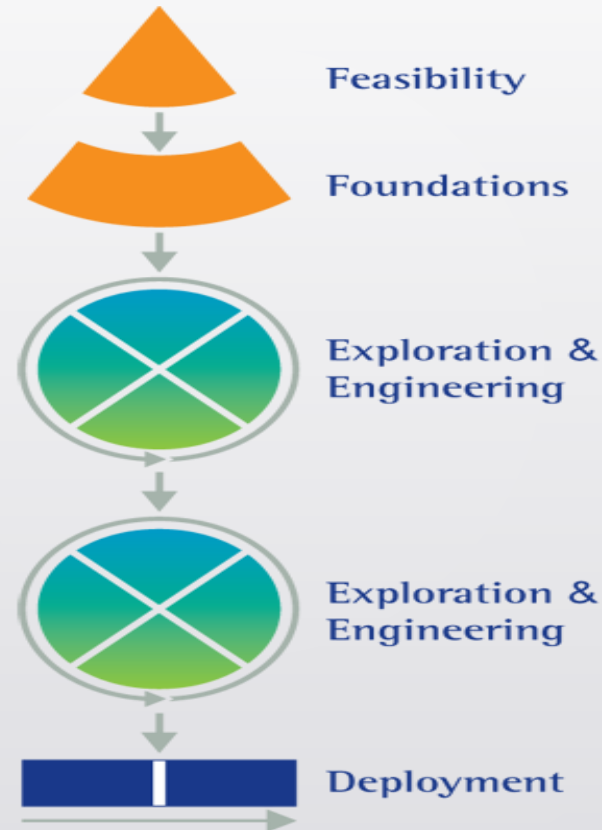
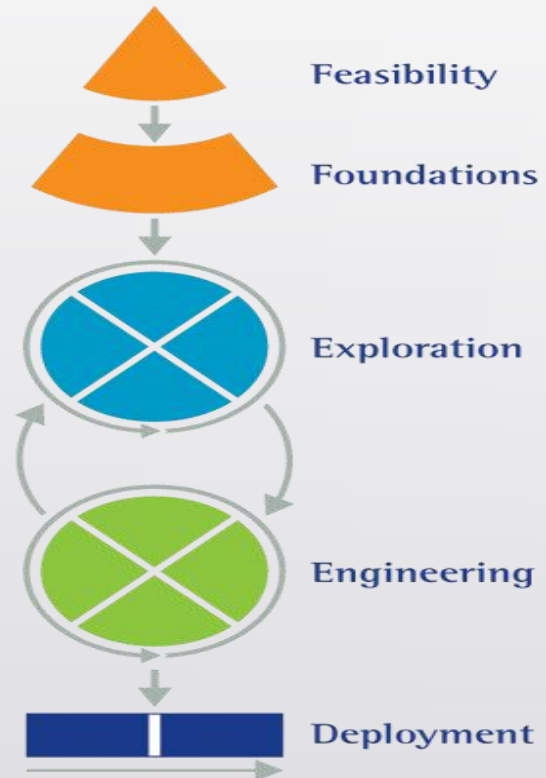


# Topic Coverage

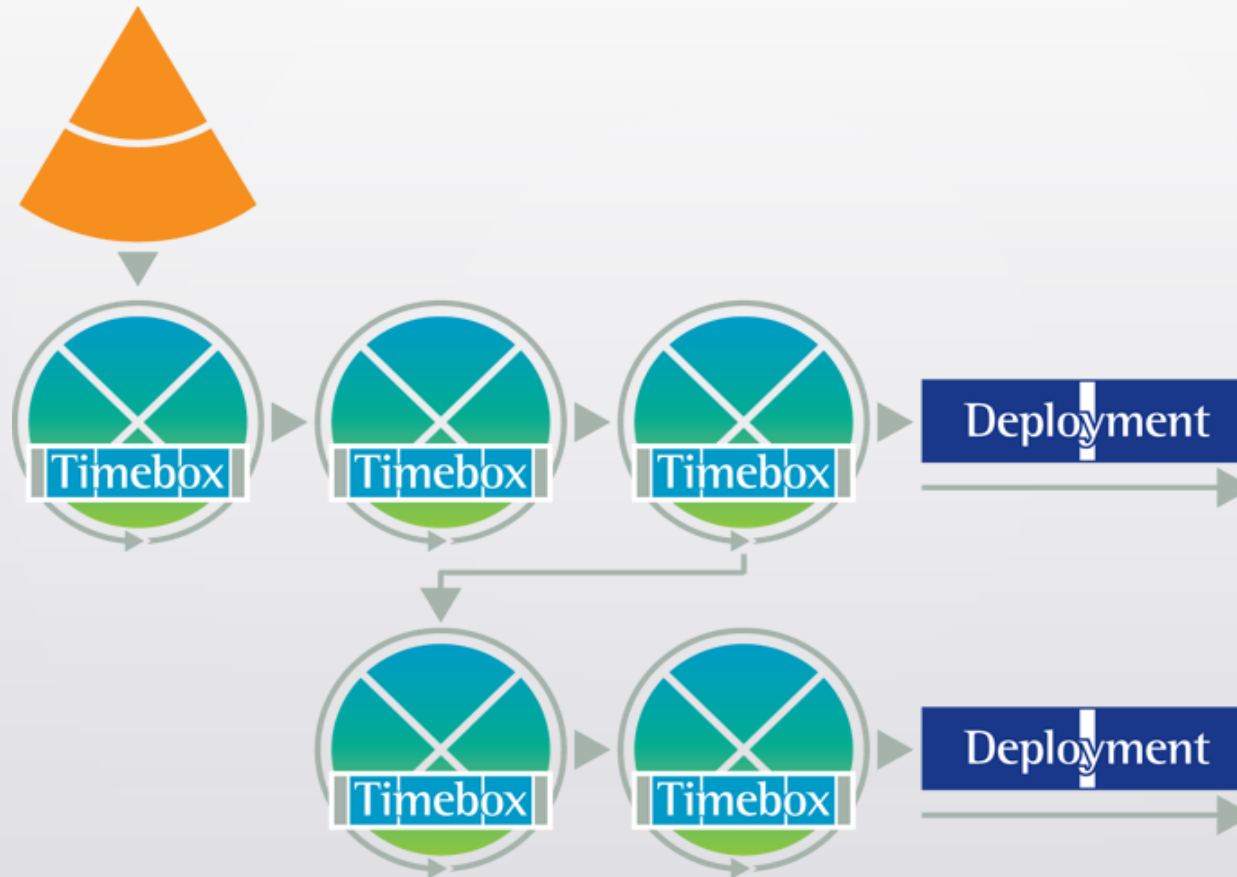
## **This topic will cover:**

- The lifecycle
- The phases
- The products
- What is a facilitated workshop?
- Workshop types
- Workshop roles
- Success factors.

# Configuring the DSDM Lifecycle - 1



## The DSDM Lifecycle - 2



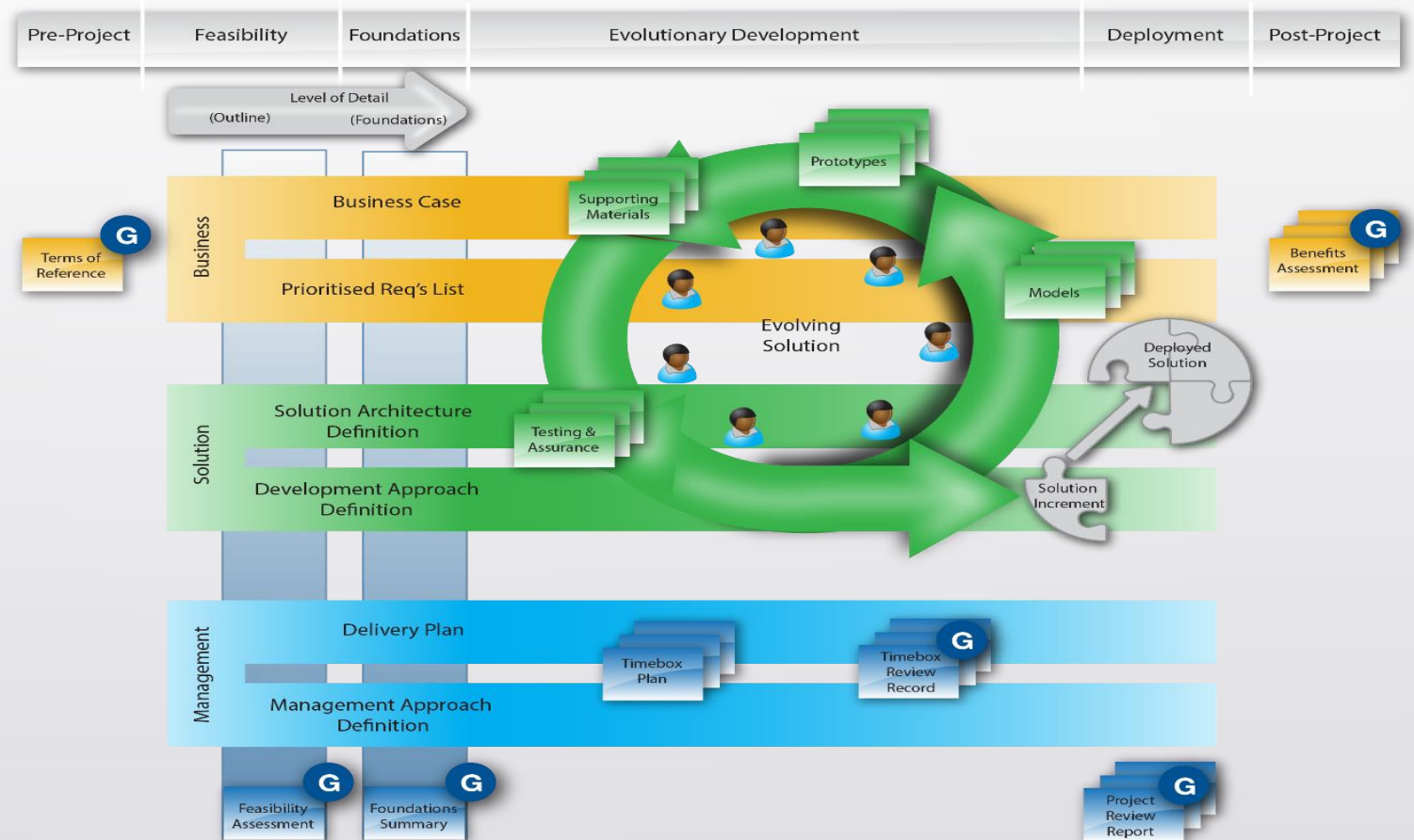
# Structure of the DSDM Lifecycle Products

	Business Focus	Solution Focus	Management Focus
Pre-project			
Feasibility			
Foundations			
Exploration			
Engineering			
Deployment			
Post-project			



# DSDM Product Overview

- **Orange** = **Business** focused,
- **Green** = elements that contribute to the **Solution**
- **Blue** = **Project management/ control** interests.
- Products with a 'G' may also play a part in governance processes



# Terms of Reference

## Roles and responsibilities

	Role	Rationale
Produced by	Anybody	Anybody can have an idea for a project
	Project Governance Authority	To check alignment with strategic goals and help prioritise within a portfolio
	Business Analyst	To ensure, by reference, objectives and proposed solutions emerging during Foundations phase are appropriately aligned
Produced for	Technical Coordinator	
Approved by	Business Sponsor	Person with budget for the Feasibility investigation



## DSDM Products Overview -1

- **Business Case-** The Business Case is an evolutionary product. It provides a vision and a justification for the project from a business perspective.
- **Prioritized Requirements List-** The Prioritized Requirement List (PRL) is an evolutionary product. It describes, at a high level, the requirements that the project needs to address and indicates their priority with respect to meeting the objectives of the project and the needs of the business.
- **Solution Architecture Definition-** It provides a high-level design framework for the solution. It is intended to cover both business and technical aspects of the solution to a level of detail that makes the scope of the solution clear but does not constrain evolutionary development.





## DSDM Products Overview -2

- **Development Approach Definition-** It provides a high-level definition of the tools, techniques, customs, practices and standards that will be applied to the evolutionary development of the solution. Importantly it describes how quality of the solution will be assured
- **Delivery Plan-** It provides a high-level schedule of Project Increments and, at least for the first/imminent Increment, Timeboxes that make up that Increment.
- **Management Approach Definition-** It reflects the approach to the management of the project as a whole and considers, from a management perspective, how the project will be organized and planned, how stakeholders will be engaged in the project and how progress will be demonstrated and, if necessary, reported.



## DSDM Products Overview -3

- **Feasibility Assessment-** is a milestone product. It provides a snapshot of the evolving business, solution and management products described above as they exist at the end of the Feasibility phase.
- **Foundation Summary-** It provides a snapshot of the evolving business, solution and management products described above as they exist at the end of the Foundations phase.
- **Evolving Solution-** is made up of all appropriate components of the final solution together with any intermediate deliverables necessary to explore the detail of requirements and the solution under construction. At any given time, such components may be either complete, a baseline of a partial solution (a Solution Increment), or a work in progress.
- **Timebox Plan-** provides depth and detail for each Timebox identified in the Delivery Plan



## DSDM Products Overview -4

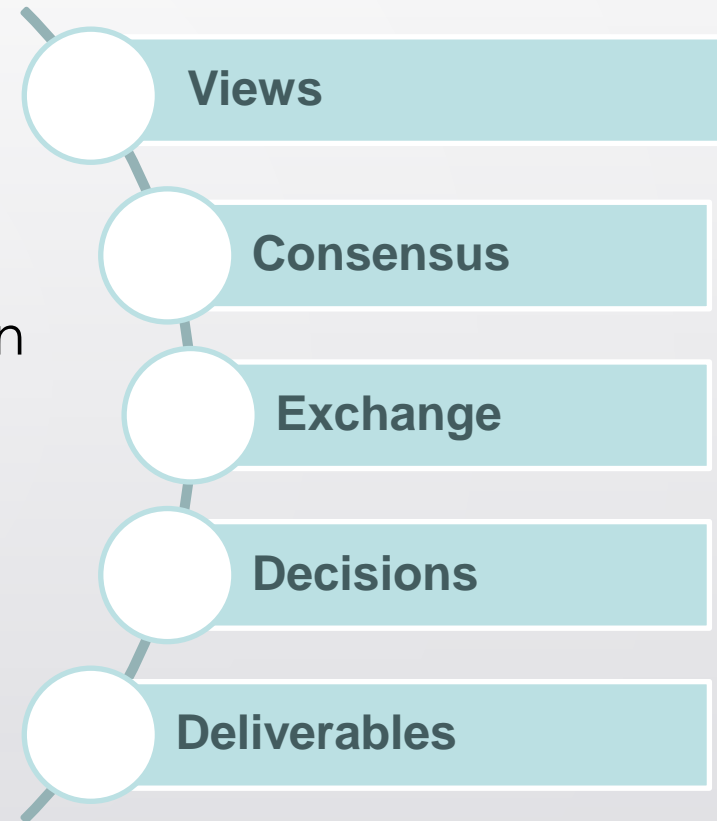
- Timebox Review Record- is an evolutionary product, capturing the feedback from each review that takes place during a Timebox.
- Project Review Report- It is typically a single document that is updated, incrementally, at the end of each Project Increment by the addition of new sections pertinent to that Increment.
- Benefits Assessment- describes how the benefits have actually accrued, following a period of use in live operation.

# What is a Facilitated Workshop?

A place where a specific job is done and a product produced.

A team-based information gathering and decision making technique.

Interactive communication, empowered personnel, and an independent facilitator.





# What is a Facilitator?

- A helper and enabler.
- A referee, not a player.
- One who contributes to structure and process (not content), so that groups can function effectively, and make high-quality decisions.







## Workshop Benefits are...

- Rapid, high quality decision-making;
- Greater buy-in;
- Building team spirit;
- Building consensus;
- Clarification of issues.

# A Few Typical Workshops ...

- Business Case
- Scope/Context setting
- Risk Mitigation

- Requirements Gathering/Prioritisation
- User Classes/ roles/ responsibilities
- Data/ Process modelling
- Development planning
- Retrospectives
- Future-spectives

- Functional Modelling
- Timebox Planning
- Acceptance Test Planning

- Outline Planning Systems Benefits
- Requirements Gathering
- Technical Systems Options

- Training Plans
- Cut-over plans
- Increment review

- Design
- Prototyping
- Test Planning

# Workshop Roles





# Group Exercise: Planning Facilitated Workshops

What 5 aspects do we need to plan for a facilitated workshop?





## Running a Workshop

Points to consider are:

- ☐ Definition (owner, product, participants);
- ☐ Prepare for workshop (objective-driven agenda);
- ☐ Run workshop session;
- ☐ Review workshop;
- ☐ Final document - workshop report;
- ☐ Review with workshop owner.





# Workshop Ground Rules

Points to consider are:

- ☐ Start on time
- ☐ Respect other people's views
- ☐ Silence = agreement
- ☐ Only one speaker at a time
- ☐ Maintain workshop direction
- ☐ 5 minute rule



# Is a Workshop the Best Way?





## Facilitated Workshop Success Factors

Success factors include:

- ☐ Good facilitator, trained for the job
- ☐ Flexibility of format but NOT objectives
- ☐ Preparation
- ☐ Education (preparation session before workshop)
- ☐ Earlier results built in
- ☐ User solution facilitated, not forced
- ☐ Review of good/bad points
- ☐ Feedback of results to participants
- ☐ Suitability of workshops to organizational culture



# Definitions & Terminologies

- The lifecycle – Agile by design, it can be changed and manipulated to meet the projects specific evolutionary needs.
- The phases – Each phase of the lifecycle will involve meeting set objectives that will impact on other phases.
- The products – As the project progresses there will be products created, ultimately documentation, such as; Terms of reference, Business Case, Solution Architecture Definition, Development Approach Definition, Delivery Plan, Feasibility Assessment etc.



# Definitions & Terminologies

## The products overview

- Terms of reference – High level requirements that dictate the feasibility phase
- Business Case – Evolving tool to enable the business needs to be documented
- Solution Architecture Definition – Evolving high level design specifications





# Definitions & Terminologies

- Development Approach Definition – High level definitions regarding the process, people, resources required for the design phase
- Delivery Plan – Evolving high level schedule
- Feasibility Assessment – Used as a milestone product to provide a snapshot of other evolving products



## More reading Resources

- Chapter 8: Product

[https://www.agilebusiness.org/page/ProjectFramework\\_08\\_Product](https://www.agilebusiness.org/page/ProjectFramework_08_Product) (Last accessed 1<sup>st</sup> October 2020)

- Chapter 9: Workshops

• [https://www.agilebusiness.org/page/ProjectFramework\\_09\\_Workshops](https://www.agilebusiness.org/page/ProjectFramework_09_Workshops)  
(Last accessed 1<sup>st</sup> October 2020)



End of topic

**Any Questions?**