



Agile Software Development

Lecturer: **Raman Ramsin**

Lecture 11

DSDM: Roles

DSDM: Roles

Orange

Business Interests

Blue

Management Interests



Green

Solution/technical interests

Grey

Process Interests



Business Sponsor



- The most senior project-level business role
 - Specifically responsible for the Business Case and project budget
 - Must hold a sufficiently high position in the organization
 - Fulfilled by a single person, or a committee fronted by a single person
- Responsibilities:
 - Owning the Business Case and holding the budget for the project
 - Ensuring ongoing viability of the project in line with the Business Case
 - Ensuring that funds and other resources are made available as needed
 - Ensuring effective and rapid decision-making process for escalated issues
 - Empowering the business roles within the project
 - Keeping informed of progress and issues



Business Visionary



- Senior project-level business role that should be held by a single person
 - Responsible for interpreting and communicating the needs of the Business Sponsor, ensuring they are properly represented in the Business Case
 - Provides strategic direction and ensures that the solution achieves the benefits described in the Business Case
 - Will own the Deployed Solution, and will be responsible for realization of its benefits
- Responsibilities:
 - Defining and communicating the business vision for the project
 - Monitoring progress of the project in line with the business vision
 - Identifying and owning business-based risk
 - Defining, and approving changes to, the high-level requirements
 - Ensuring full business adoption of the solution created by the project
 - Empowering the business roles within the SDT
 - Where the SDT cannot agree, acting as an arbiter of business differences



Technical Coordinator



- Ensures that the solution/technical roles work in a consistent way, that the project is technically coherent and meets the desired technical standards
 - Performs the same function from a technical perspective as the Business Visionary does from a business perspective
- Responsibilities:
 - Agreeing and controlling the technical architecture
 - Determining the technical environments
 - Advising on and coordinating each team's technical activities
 - Advising on the achievability of non-functional requirements
 - Working with the Business Analyst to evaluate technical options and decide the best way to turn the high-level business requirements into a technical solution
 - Promoting appropriate standards of technical best practice
 - Empowering the technical roles within the SDT
 - Acting as the final arbiter of technical differences between SDT Members



Project Manager



- Provides high-level Agile-style leadership to the SDT, and manages the development environment in which the solution is evolving
 - Management style is facilitative rather than “command and control”
- Responsibilities:
 - Ensuring effective and timely communication with project governance authorities
 - Performing high-level project planning and scheduling (non-task-level)
 - Collaborating with SDTs and other stakeholders to create the Delivery Plan
 - Monitoring progress against the Delivery Plan
 - Managing risks/issues as they arise, and collaborating to resolve them
 - Motivating and ensuring empowerment of the teams to meet their objectives
 - Monitoring and ensuring appropriate involvement and communication in SDTs



Business Analyst



- Active in supporting the project-level roles and fully integrated with the SDT
 - Facilitates the relationship between business and technical roles, ensuring appropriate decisions are made on the Evolving Solution on a daily basis.
 - Ensures that business needs are properly modeled and analyzed
- Responsibilities:
 - Assisting the Business Visionary in the formulation/promotion of business vision
 - Modeling the organization's current and future state in the area of the solution
 - Aiding the Business Visionary and SDT to formulate/communicate solution options
 - Aiding project-level roles to formulate Business Case and Benefits Assessments
 - Supporting communication between business and technical participants
 - Managing business requirements and their interpretation
 - Ensuring that non-functional requirements are achievable and subsequently met
 - Taking responsibility for tracking business requirements through to acceptance
 - Liaising with the Business Visionary in organizing support for the solution



Team Leader



- Acts as the servant-leader for the SDT, ensuring that it functions as a whole
 - Works with the team to plan and coordinate all aspects of product delivery
 - Elected by his/her peers as the best person for a particular stage
 - Could be a different person from one Timebox to another
- Responsibilities:
 - Facilitating the team focus on the on-time delivery of agreed products
 - Encouraging full participation of team members
 - Ensuring that the Iterative Development process is properly focused and controlled
 - Ensuring that all testing, review and retrospective activities are carried out properly
 - Managing risks and issues at the Timebox level
 - Monitoring progress on a day-to-day basis for all team activities
 - Facilitating communication of team progress with the Project Manager
 - Facilitating the daily stand-ups, ensuring they are timely, focused and brief



Business Ambassador



- Key representative of the business needs within the SDT
 - In Foundations, provides significant input into the creation of requirements
 - Provides the day-to-day detail of the requirements during development
 - Main decision-maker on behalf of the business
 - Where necessary, consults with Business Advisors
- Responsibilities:
 - Contributing to all requirements, design and review sessions
 - Providing the business perspective for daily solution development decisions
 - Providing the detail of business scenarios to help define and test the solution
 - Communicating with other users, involving them and getting their agreement
 - Providing day-to-day assurance that the solution is evolving correctly
 - Organizing and controlling business acceptance testing of the solution
 - Ensuring the creation of user and support documentation for the ultimate solution
 - Ensuring business participants in the Deployed Solution are trained and supported



Solution Developer



- Collaborates with other SDT roles to interpret requirements and translate them into a Solution Increment that meets functional and non-functional needs
 - Needs to be appropriately empowered by the Technical Coordinator
 - Should ideally be allocated full-time to the project
- Responsibilities:
 - Iteratively developing the Solution Increment, models required for development, and models/documents required for supporting the Deployed Solution in live use
 - Testing the output of their own work prior to independent testing
 - Adhering to technical constraints, organization's standards, and best practice
 - Participating in any quality assurance work required
 - Recording (and later interpreting) the detail of any
 - Changes to the detailed requirements
 - Information likely to impact on the ongoing evolution of the solution



Solution Tester



- Performs testing throughout the project according to the agreed strategy
- Responsibilities:
 - Aiding business roles to define test scenarios and test cases for the Evolving Solution
 - Carrying out all types of technical testing of the solution as a whole
 - Liaising with Business Analyst and Business Ambassador to help clarify acceptance criteria for requirements
 - Reporting test results to the Technical Coordinator for quality assurance purposes
 - Keeping the Team Leader informed of the results of testing activities
 - Assisting the Business Ambassador(s) and Business Advisor(s) so that they can plan and carry out their tests to ensure that the important areas are covered



Business Advisor



- Often a peer of the Business Ambassador
 - Called upon to provide specialist input to solution development or testing
 - Usually an intended user or beneficiary of the solution
- Responsibilities:
 - Providing specialist input into the relevant:
 - Requirements, design and review activities
 - Day-to-day project decisions
 - Business scenarios to help define and test the solution
 - Providing specialist advice on, or help with:
 - Developing business user and support documentation for the ultimate solution
 - Deployment of the solution releases into the business



Technical Advisor



- Supports the team by providing specialist technical input to the project
 - Especially involved in operational change management, operational support, ongoing maintenance of the solution, etc.
- Responsibilities:
 - supports the Solution Development Team through the provision of detailed, and often specialist, technical input and advice with regards to:
 - Requirements, design and review sessions
 - Operational perspective for day-to-day decisions
 - Operational or support scenarios to help define and test the solution
 - Assurance that the solution is evolving correctly
 - Operational acceptance testing
 - Development of technical support documentation
 - Training of technical operations and support staff
 - Incremental deployment of the solution releases



Workshop Facilitator



- Responsible for organizing and facilitating a session that allows the participants to achieve the workshop objective
 - Should be independent of the outcome to be achieved in the workshop
- Responsibilities:
 - Before the workshop:
 - Agreeing the scope of the workshop with the workshop owner
 - Planning the workshop (and agreeing the decision-making process)
 - Confirming participants' suitability
 - Understanding any major areas of interest and concern in the subject area
 - Encouraging completion of any required preparation work
 - During the workshop, facilitating the workshop to meet its objectives
 - At the conclusion of the workshop:
 - Reviewing the workshop outcome against its objectives
 - Ensuring results are distributed to participants and other agreed stakeholders



DSDM Coach



- Helps team members to get the most out of the DSDM approach, within the context and constraints of the wider organization
- Responsibilities:
 - Providing detailed knowledge and experience of DSDM
 - Tailoring DSDM to suit the individual needs of the project and the environment
 - Helping the team use DSDM practices and helping those outside the team appreciate the DSDM philosophy and values
 - Helping the team work in the collaborative and cooperative way typical of DSDM and all Agile approaches
 - Building DSDM capability within the teams at all levels



References

- DSDM Consortium, *The DSDM Project Framework Handbook*. Agile Business Consortium, Published online at: <https://www.agilebusiness.org/dsdm-project-framework.html>, 2014 (visited: 14 September 2024).
- Moran, A., *Managing Agile: Strategy, Implementation, Organisation and People*, Springer, 2015.