



# Agile Software Development

Lecturer: **Raman Ramsin**

## **Lecture 4**

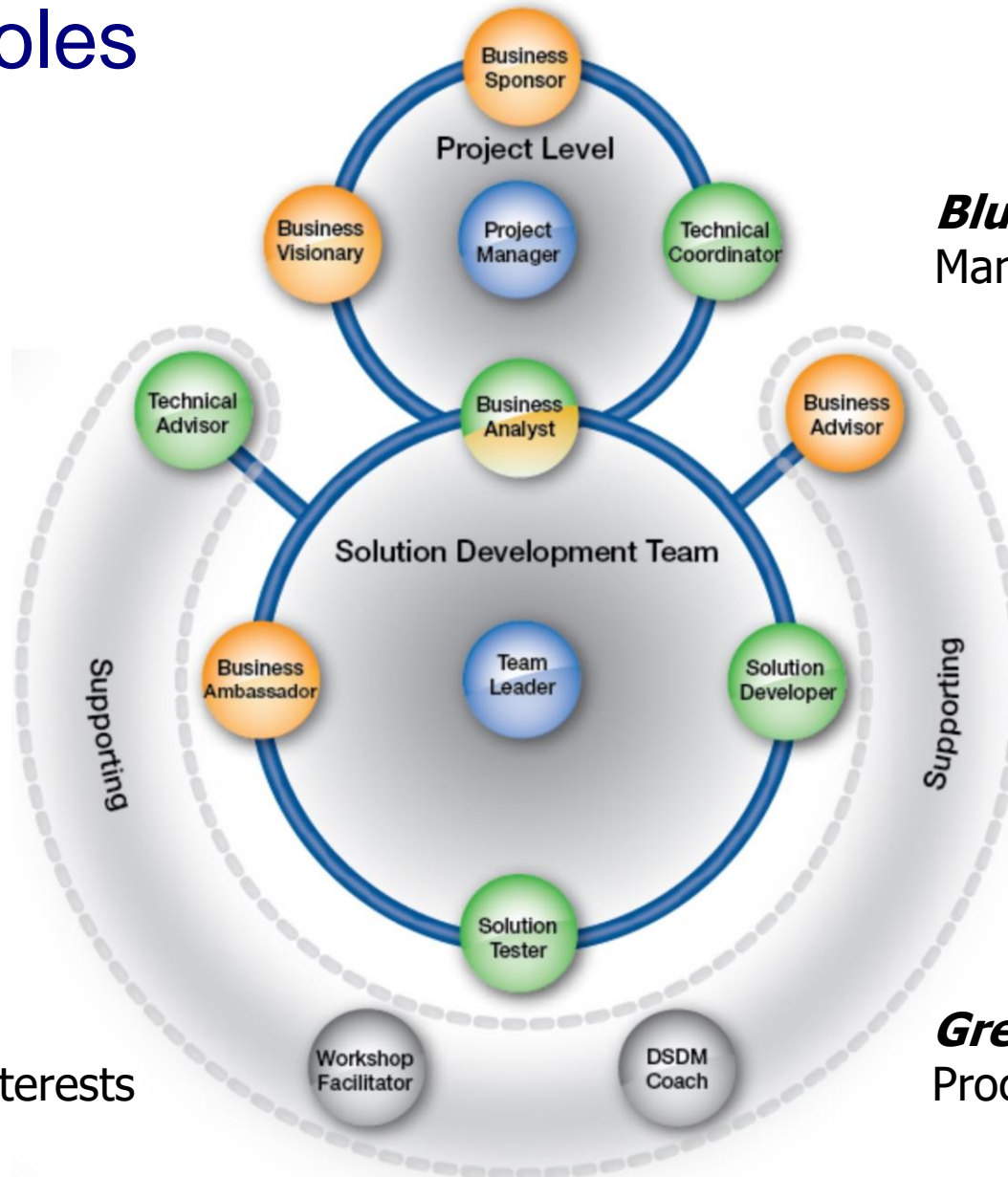
## **DSDM: Roles**



# 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

A circular icon with a gradient background, containing the text "Workshop Facilitator".

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



## Reference

- DSDM Consortium, *The DSDM Project Framework Handbook*, Agile Business Consortium, 2014, Published online at: <https://www.agilebusiness.org/resources/dsdm-handbooks/>, (last visited on: 17 October 2020).