Agile Software Development

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Lecture 7

DSDM: Practices
DSDM Practices: Workshops

- Facilitated Workshop: A specialized type of meeting, with
  - Clear objective deliverables;
  - A set of participants chosen and empowered to deliver the required outcome;
  - A neutral facilitator to enable the effective achievement of the objectives.

- Roles involved:
  - Workshop Owner: Owns the objective that the workshop is aiming to achieve
  - Workshop Facilitator: Manages the process and dynamic of the workshop, enabling the participants to concentrate on the content and the deliverables
  - Participant: Needed to achieve the workshop’s objective
  - Observer [Optional]: gains from attending and hearing the discussions, but is silent and has no influence on or input into these discussions
Workshop Activities (1)

1. Define and plan the Workshop
   - The Owner, with support from the Facilitator, defines the objectives, nominates the Participants and agrees the form of the Workshop.

2. Prepare for the Workshop
   - The Facilitator circulates information to the Participants so that they understand the objective/background, and have time to prepare.
     - An agenda is sent, detailing when and where the Workshop will be held, who will be attending and the order of proceedings, along with any pre-Workshop reading.
     - Individuals are advised where their input is needed so that they may prepare the information that they need to make an effective contribution.
Workshop Activities (2)

3. Facilitate the Workshop session:
   - Run the Workshop, based on previously-agreed ground rules:
     - Five-minute rule: Any disagreement that cannot be resolved in a period of five further minutes is parked as an ‘open issue’, to be resolved later;
     - Be on time - as timescales are constrained;
     - Respect the views of others;
     - One conversation at a time;
     - Each individual in the group has a responsibility to maintain focus;
     - Phones/technology off/silent.

   - Workshop retrospective
     - The effectiveness of the Workshop should be examined before the end of the session; any lessons learned are fed back into future Workshops.
Workshop Activities (3)

4. Document the outcome in a Workshop Report
   - Should be distributed very soon (within 48 hours) after the Workshop.
   - Sent to all Participants and other parties who will be affected by the output of the Workshop.
   - Should be brief and should document: Decisions, actions with action owners, open issues, output of the Workshop itself, and the process used.
   - Does not record minutes or verbatim statements.

5. Follow-up with post-Workshop actions and review
   - Satisfaction of the Workshop Owner with the results should be confirmed.
   - All actions marked for follow-up must be addressed, not just documented!
   - The responsibility for the actions lies with the Participants and the Owner.
DSDM Practices: MoSCoW Rules

- Requirements are prioritized according to MoSCoW Rules, which categorize the requirements based on their business value:
  - Must-Have: an essential requirement on which the project’s success relies.
  - Should-Have: an important requirement, but not essential to project’s success.
  - Could-Have: a requirement that can be excluded from the system functionality without having any serious effect on the project.
  - Won’t-Have this time: a requirement that will not be part of the system functionality in the current project.

- The project:
  - must guarantee the implementation of the must-haves, which provide the Minimum Usable SubseT (MUST) of requirements;
  - should strive hard to deliver the should-haves;
  - will implement the could-haves only if time and resources allow it.
MoSCoW in Specific Timeframes

- Each requirement may have multiple levels of priority, based on timeframes:
  - MoSCoW for the project
  - MoSCoW for the release
  - MoSCoW for the Project Increment
  - MoSCoW for this Timebox

- As a minimum, priorities should be reviewed and revised at the end of each Timebox and each Project Increment.

- Allocation of requirements to timeframes:
  - Typically no more than 60% Must-Have effort (get the percentage of Must Haves to a level where the team’s confidence to deliver them is high).
  - Typically around 20% Could-Have effort (to have a sensible level of contingency).
DSDM Practices: Iterative Development

- During Foundations, a strategy is specified for iterative development:
  - Requirement focus: Iterations focus on evolving the solution to meet one or more requirements (Functional, Usability, Non-functional).
  - Solution focus: Iterations deliver parts of the solution (horizontal slices, vertical slices, or a combination of the two).
Iterative Development: Quality Assurance

- The level of quality is defined in the early lifecycle phases, and is then measured and controlled during iterative development by using:
  - Quality criteria
  - Acceptance criteria

- Continuous validation is performed naturally through direct involvement of Business Ambassador and Business Advisor roles.

- Continuous verification is performed through applying:
  - Static verification (reviews)
  - Dynamic verification (testing)
DSDM Practices: Modeling

- Modeling is intended to support effective communication.

- Models should be developed iteratively, taking a top-down approach through to the detail and modeling from different perspectives.
  - Models should always be an aid and never a bureaucratic overhead.
  - The choice of model depends on the audience: use models they will understand.

- DSDM does not advocate any particular modeling techniques:
  - Do what works for the project and the organization; capitalize on existing skills.
  - Use diagrams and models to establish a common language between the teams.
  - Do enough appropriate modeling and no more.

- Modeling is intended to help people visualize complex things.
  - Models can help clarify the overall picture at a high level.
  - Models can help break down the project into comprehensible blocks of work.
References
