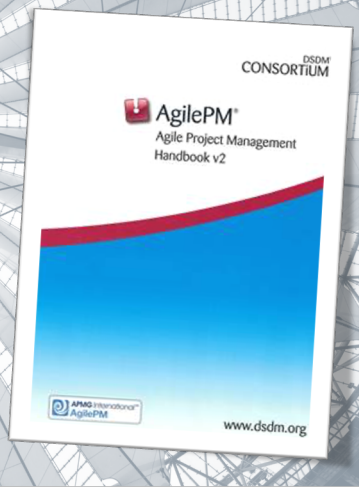
# Agile Project Management™ v2 Foundation Training

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## Steven Deneir

- 20+ years of experience in different project types and in different project roles
  - For private-held & government companies
  - Large & small projects
  - International & local projects
  - Team Manager, Project & Quality Assurance Officer, Project and Programme Manager, Coach roles
- Delivering quality; defined as "meet expectations or satisfy stated needs, requirements or specifications".
- Specialized in PRINCE2® and AgilePM® - Registered Practitioner and Trainer
  - hands-on training towards coaching for Project Managers
  - combining different project management frameworks
  - tailoring and embedding in the organization using agile techniques
- Multiple PMO implementation programmes - P3O® and MoP® Registered Practitioner and Trainer
  - implement an agile and pragmatic PMO that supports the organization in achieving strategic value

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"It's all about your mindset…"

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## Domestics

- Start & finish…
- Mobile phones…
- Breaks…
- Lunch…
- Parking lot…
- Emergency procedures…
- Course style, interaction & questions…

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## Training Objectives

- To enable delegates to
  - Describe how an Agile project is run using AgilePM®
- To prepare for AgilePM exams
  - Foundation exam format:
    - 50 questions, 40 minutes, 25 marks to pass (50% pass)
    - Closed book
  - Practitioner exam format:
    - 4 questions, 80 question items, 2.5 hours, 40 marks to pass (50% pass)
    - Open book

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# Agile Project Management

- Your copy of the handbook:
  - Defines full content of AgilePM
  - Is definitive source for all AgilePM exams
  - Supports training and exams
  - Can be used only in Practitioner exam (open book exam)
- Structure of the handbook
  - Section 1: The Agile Project Management Foundation
  - Section 2: The Agile Project Manager Perspective - Digging Deeper
  - Appendices: Additional supporting information





# DSDM and AgilePM in Context

The DSDM Agile Project Framework

AgilePM® Agile Project Management

AgilePgM™ Agile Programme Management

- DSDM is the longest established Agile approach (launched in 1995)
- Agile PF – the current version of DSDM
- Owned by the DSDM Consortium, a not-for-profit collegiate organisation
- Agile Project Framework forms the base for AgilePM® and enables easy integration with AgilePgM™ for management of programmes.
- Established and proven integration between The DSDM® Agile Project Framework, PRINCE2® and other project management and service management frameworks

# AgilePM® Foundation

1. What is Agile? Choosing an appropriate Agile approach
2. Philosophy, Principles and Project Variables
3. Preparing for Success
4. The DSDM Process
5. The People – DSDM Roles and Responsibilities
6. The DSDM Products
7. Key Practices - Prioritisation and Timeboxing
8. Planning and Control throughout the Lifecycle
9. Other practices:
   Facilitated Workshops , Modelling, and Iterative Development

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# What is Agile? Choosing an appropriate Agile approach

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## Exercise & Introduction
## Agile concerns and issues?

- Write down concerns and issues (agile) projects
- Everyone presents herself/himself
  - Organization – Service – Function
  - Experience in project management in general
  - Experience with agile
  - Your objectives for the course
  - Your concerns and issues

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## What is Agile?

- Generic description of a style of working
  - Flexibility
  - Working closely with customer throughout
  - Ensuring final solution actually meets business need
  - Deferring decisions about detail until last responsible moment

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## What is Agile?

- Scrum,
- Kanban,
- Lean
- Extreme Programming (XP)

- DSDM AgilePM
- Scaled Agile Framework (SAFe)

Lighter Agile approaches. Typically development focused

More extensive Agile approaches. Includes scaled Agile. Typically Project focused

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## What is Agile?
## The Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value…

People 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.
*(But Agile is not just about delivering software, it applies to all types of project; replace software by business solution)*

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## Which Agile approach? What is the Background?

- Simple or complex environment?
  - Simple Product development?
    On-going backlog of features / improvements

  or
  - Delivering Projects and Programmes?
    - Full project lifecycle
    - Cross project dependencies
    - Possible integration with programmes
- Minimal formality or structured corporate culture?

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## Which Agile Approach for Project Management?

- Complex environments need a fuller Agile approach
- Supporting management and delivery of projects
  - Underpinned by a full lifecycle
- Recognising the constraints of corporate culture
- DSDM (AgilePM®) offers Agility with rigour

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## Which Agile Approach for Project Management? Benefits of DSDM

- Greater ability for effective business direction
- Greater business ownership of solution more likely
- Delivery on time whilst protecting solution quality
- Greatly reduced risk of building wrong solution
- More likely to meet real business need
- Smoother deployment through collaboration

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## Questions on What is Agile? And Why use DSDM?

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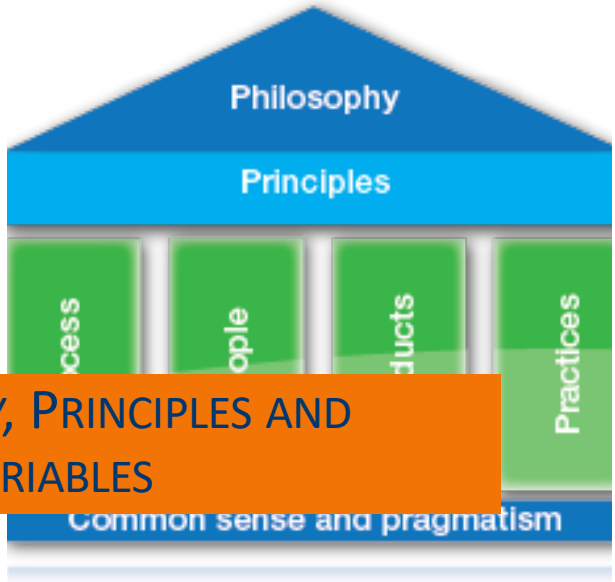


# Philosophy, Principles and Project Variables

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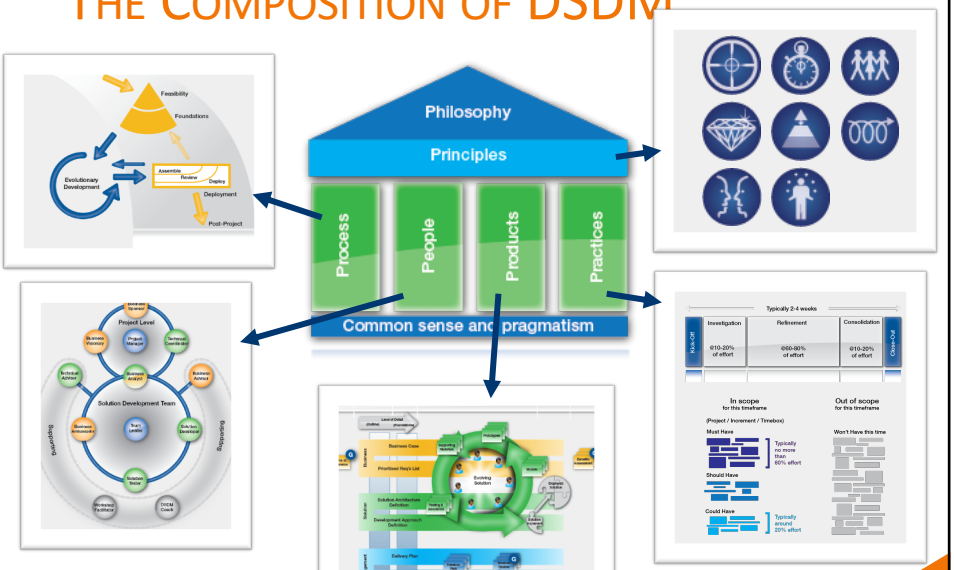
# THE COMPOSITION OF DSDM

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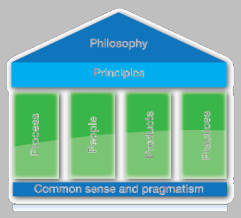
# PHILOSOPHY

This is achieved when all stakeholders:

- Understand and buy into the business vision and objectives
- Are empowered to make decisions within their area of expertise
- Collaborate
  - To deliver a fit for purpose business solution
  - To deliver to agreed timescales in accordance with business priorities
- Accept that change is inevitable as understanding of solution grows over time




***"Best business value emerges when projects are***

***aligned to clear business goals,***

***deliver frequently and***

***involve the collaboration of motivated and empowered people"***

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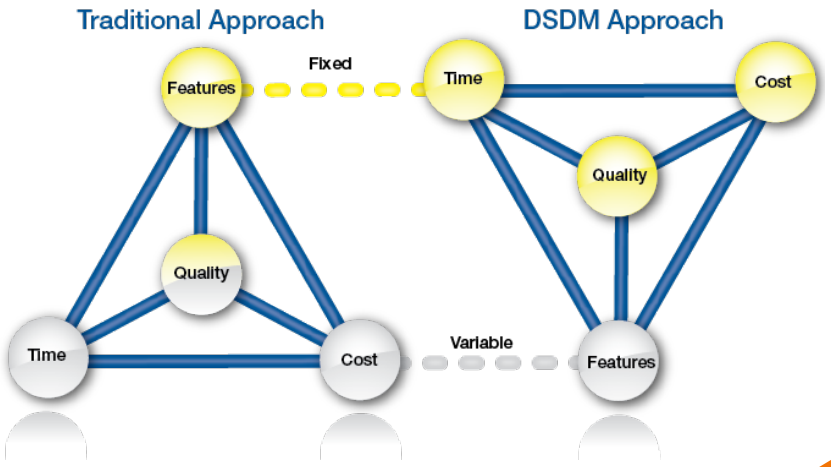
## Project Variables
## Understanding what is negotiable

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## The 8 Principles
## Introduction

- Principles support the philosophy
- Compromising any principle undermines philosophy…
  and introduces risk
- Applying all principles ensures maximum benefit
- Collectively the principles enable organizations to collaboratively deliver best value solutions

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## The 8 Principles

1. Focus on the Business Need
2. Deliver on Time
3. Collaborate
4. Never Compromise Quality
5. Build Incrementally from Firm Foundations
6. Develop Iteratively
7. Communicate Continuously and Clearly
8. Demonstrate Control

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## Focus on the Business Need

- PM ensures Solution Development Team members
  - Understand and respect true business priorities by ensuring correct application of MoSCoW prioritisation
  - Establish valid business case
  - Ensure continuous business sponsorship and commitment
  - Guarantee delivery of Minimum Usable SubseT

Every decision taken should be viewed in the light of the overriding project goal:

"deliver what the business needs to be delivered, when it needs to be delivered"

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## Deliver on Time

- PM ensures Solution Development Team members
  - Timebox the work
  - Focus on business priorities
  - Always hit deadlines
  - Build confidence through predictable delivery

On-time delivery often an important success factor.

Late delivery often undermines the rationale for a project.

On-time delivery is the best way to demonstrate control.

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## Collaborate

- PM ensures Solution Development Team members
  - Involve the right stakeholders at the right time throughout the project
  - Encourage proactive involvement from business representatives
  - Ensure all team members are empowered to take decisions on behalf of those they represent
  - Build a one-team culture

Teams working in active cooperation and commitment always outperform groups of individuals working only in loose association.

They exceed the sum of their parts.

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## Never Compromise Quality

- PM ensures Solution Development Team members
  - Agree the level of quality from outset, before development starts
  - Ensure quality does not become a variable
  - Test early, test continuously and test to appropriate level
  - Design and document appropriately

Agree at the start the quality to be delivered.

The solution has to be "good enough", no more, no less.

Good enough = MUST features meeting the agreed acceptance criteria

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## Build Incrementally from Firm Foundations

- PM ensures Solution Development Team members
  - Do appropriate analysis and enough design up front (EDUF) to create strong foundations for all subsequent work
  - With each delivered Increment
    - Formally reassess priorities
    - Informally reassess ongoing project viability

First understand the scope of the business problem to be solved and the proposed solution,

but not in such detail that the project becomes paralysed by overly detailed requirements analysis

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## Develop Iteratively

- PM ensures Solution Development Team members
  - Build business feedback into each iteration
  - Recognise that most detail should emerge later, rather than sooner
  - Embrace change
    - The right solution will not evolve without it

Frequent demonstrations and comprehensive reviews encourage timely feedback.

Embrace change to converge on an accurate business solution.

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## Communicate Continuously and Clearly

- PM ensures Solution Development Team members
  - Make full and proper use of DSDM practices
    e.g. Workshops, Modelling, Timeboxing with daily Stand-ups
  - Provide opportunities for those interested to keep themselves informed about project through visible activity and outputs
  - Keep documentation lean and timely, only create it where it adds genuine value to solution
  - Manage stakeholder expectations at all levels,
    ideally through involvement in DSDM process
  - Always aim for honesty and transparency,
    within team and external to project team

Poor communication is often cited as the biggest single cause of project failure.

Improve communication effectiveness for both teams and individuals.

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## Demonstrate Control

- PM ensures Solution Development Team members
  - Make plans and progress visible to all
  - Measure progress through focus on delivery of products, rather than completed activities
  - Use appropriate level of formality for tracking and reporting, allowing project-level roles to continually assess viability of project

The basis of demonstrating control is

being open and honest about how closely the reality of solution development is adhering to high-level plans, designs and standards,

and being clear how the team is adapting their activities

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## Principles
## Agile PM Top Tips

- Make principles visible to all so everyone understands their importance
- Encourage all team members to flag up if they believe any principle is being broken
- Breaking one or more principles means behaviours being adopted pose risk to project that needs to be addressed
- Ensure Demonstrate Control principle is not seen as “Just a PM issue”
- Consider organising short workshop at start of project for team to agree how principles will be achieved
- Consider including review of how principles have been applied during each Increment review and if necessary, decide how to change behaviours in next Increment

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## Questions on the Philosophy, the Project Variables or the Principles?

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## Exercise 1: Outline the project

- In groups of +/- 4
- Miller's Marmalade project
- Prepare a short presentation
  - Elevator pitch
  - Major risks and benefits of taking an agile approach
  - Identification of the (high level) suitability of this as an agile project
- 45 minutes preparation
  15 minutes presentation

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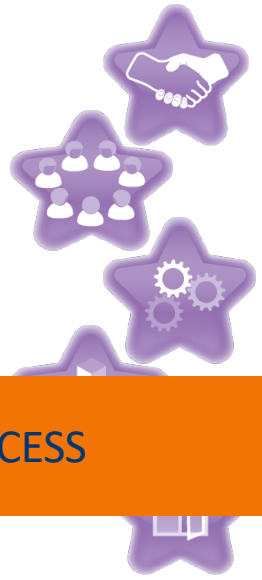

## Preparing for Success

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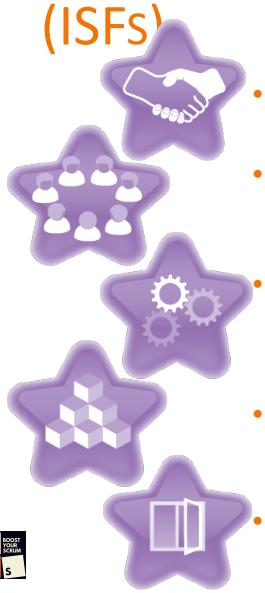
## Factors Instrumental to Success (ISFs)



- Embracing the DSDM Approach
- Effective Solution Development Team.
  - Empowerment, Stability, Skills, Size
- Business Engagement - Active & Ongoing
  - Commitment of business time, active involvement, support collaborative working
- Iterative Development, Integrated Testing and Incremental Delivery
- Transparency

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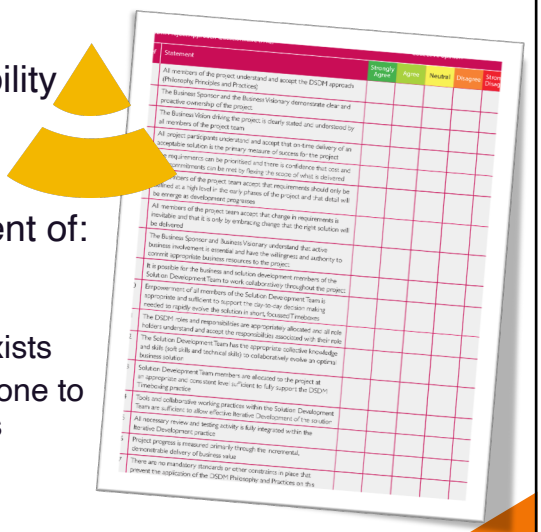
## Project Approach Questionnaire (PAQ)

- First used in Feasibility
- Revisited at end Foundations
- Supports assessment of:
  - to what extent ISFs have been met
  - what level of risk exists
  - what needs to be done to manage those risks



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## Questions on Preparing for Success?

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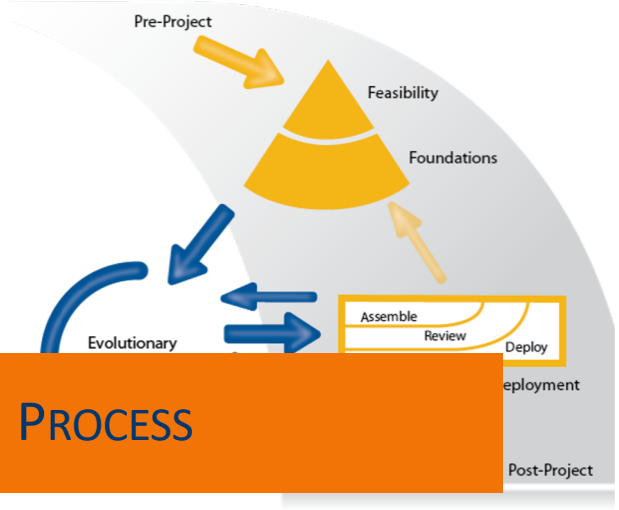


# THE DSDM PROCESS

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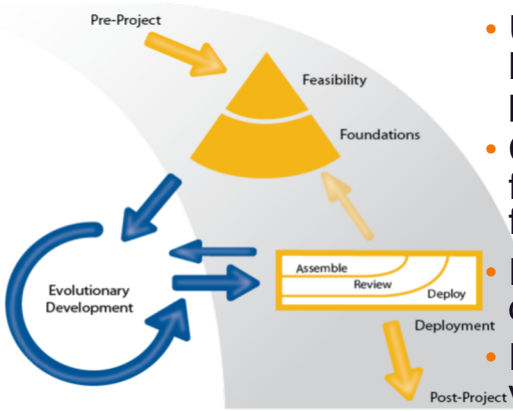
# THE DSDM PROCESS
## INTRODUCTION




- Used to construct lifecycle for *this* project
- Configuring DSDM for scalability and formality
- Each phase has defined objectives
- Focus of the PM varies from phase to phase

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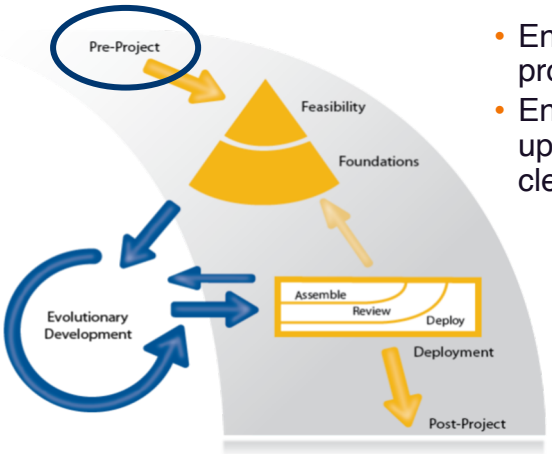
## The DSDM Process
## Pre-Project Phase




- Ensures only the right projects are started
- Ensure projects are set up correctly based on a clearly defined objective

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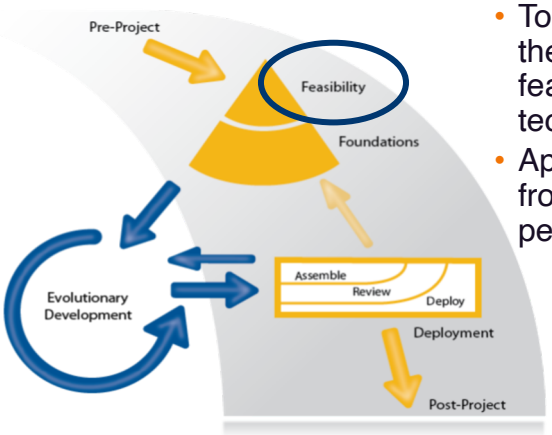
## The DSDM Process
## Feasibility Phase




- To establish whether the proposed project is feasible from a technical perspective
- Appears cost-effective from a business perspective

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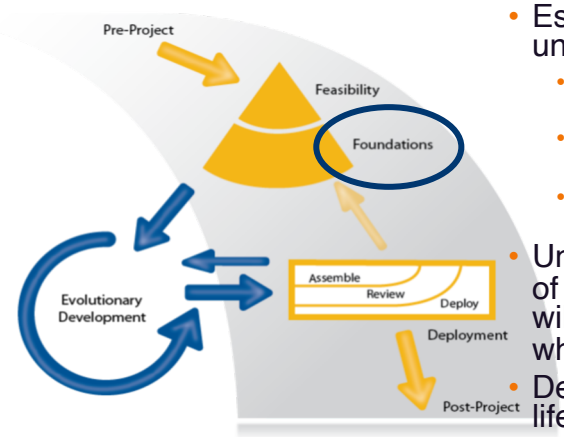
## The DSDM Process
## Foundations Phase




- Establish a fundamental understanding of
  - the business rationale for the project,
  - the potential solution, and
  - how development and delivery will be managed
- Understand the scope of the work and how it will be carried out, by whom, when and where
- Determine the project lifecycle

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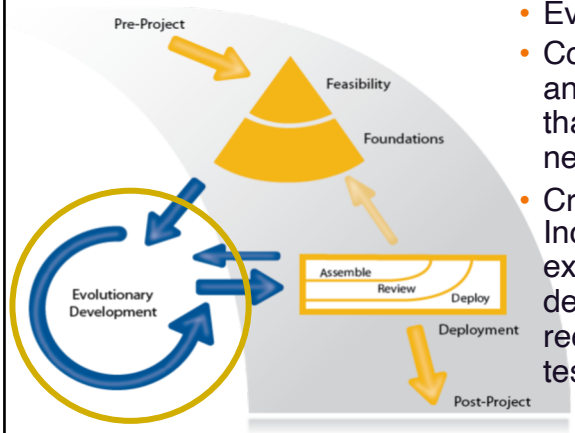
## The DSDM Process
## Evolutionary Development Phase




- Evolve the solution
- Converge over time on an accurate solution that meets the business need
- Create Solution Increments, iteratively exploring the low-level detail of the requirements and testing continuously

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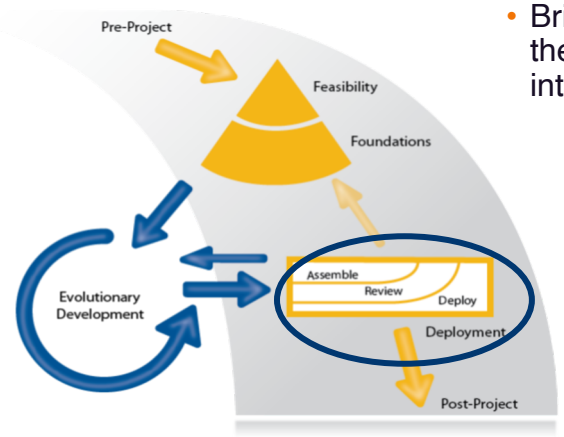
## The DSDM Process
## Deployment Phase




- Bring the baseline of the Evolving Solution into operational use

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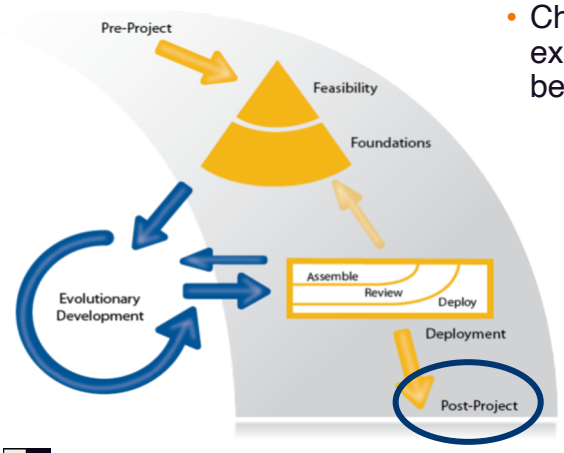
## The DSDM Process
## Post-Project Phase




- Check how well the expected business benefits have been met

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## Questions on the DSDM Process?

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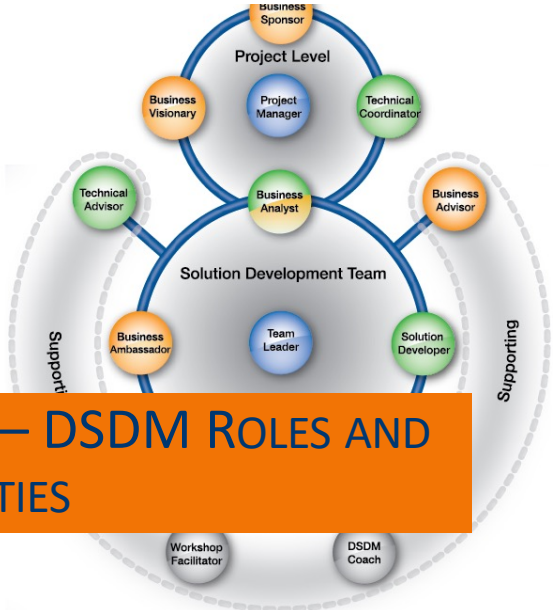


# THE PEOPLE – DSDM ROLES AND RESPONSIBILITIES

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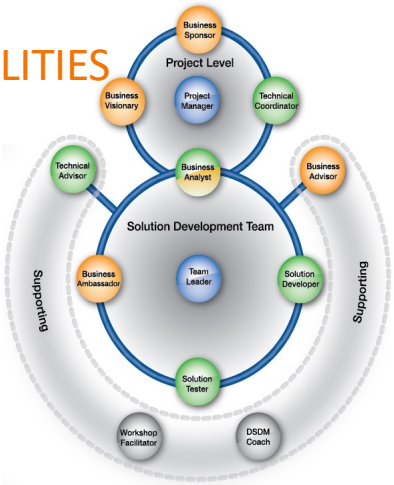
## ROLES AND RESPONSIBILITIES

- One person can have more than 1 role
- A role can be shared between people
- All responsibilities must be covered

- Project roles
  - Manage, Direct, Co-ordinate
- Solution Development Team roles (SDT)
  - Shape and build the solution
- Supporting roles
  - Specialists, as appropriate
  - Provide ad-hoc assistance and guidance




- Business Interests
- Solution/Technical Interests
- Management Interests
- Process Interests

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## Roles and Responsibilities

| | Management Interest | Business Interest | Technical Interest | Process Interest |
|---|---|---|---|---|
| Project Level | Project Manager | Business Sponsor, Business Visionary, Business Analyst | Technical Coordinator | |
| Team Level | Team Leader | Business Ambassador | Solution Developer, Solution Tester | |
| Support | | Business Advisor | Technical Advisor | DSDM Coach, Workshop Facilitator |

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## Project Role: Business Sponsor

Business Sponsor

❑ Business Interests

- Most senior project level role – the Project Champion
- Committed to project and proposed solution
- Committed to the approach for delivering the project
- High enough in organisation to resolve business issues and make financial decisions
- Responsible for business case and project budget

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## Project Role: Business Visionary

Business Visionary

❑ Business Interests

- Single person actively involved to provide a clear vision and strategic direction
- Interprets and communicates business needs of Sponsor and ensures these needs are represented in business case
- Ensures solution will enable business benefits

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## Project Role: Technical Coordinator

Technical Coordinator

❑ Solution/Technical Interests

- Technical authority for project, providing the technical vision
- Ensures project is technically coherent and meets agreed standards
- Provides "glue" that holds technical aspects of project together
  - Advising on technical decisions and innovation

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## Project Role: Project Manager

Project Manager

❑ Management Interests

- Management Style:
  - To provide high-level Agile-style leadership to Solution Development Team(s)
  - To adopt facilitative style for managing empowered SDT
  - Leaving detailed planning to SDT
- Focuses on managing the working environment for evolving the solution
- Coordinates high-level management aspects of project
- Responsible for business and technical aspects

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## SDT Role: Business Ambassador

Business Ambassador

❑ Business Interests

- Key business representative within Solution Development Team
  - A true "Ambassador"
- During Foundations
  - Provides significant input into creation and prioritisation of requirements
- During Evolutionary Development
  - Provides day-to-day detail
  - Main decision-maker to ensure Evolving Solution is fit-for-purpose to meet business need
- Responsible for day-to-day communication between project and business

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## SDT Role: Business Analyst

Business Analyst

- Business Interests
- Solution/Technical Interests

- Fully integrated with SDT
  - Not an intermediary between Business Ambassador and team
  - Supports communication between the business and the SDT
- Facilitates relationship between business and technical roles
- Ensures accurate, appropriate day-to-day decisions about the Evolving Solution
- Ensures business needs are properly analysed and correctly reflected in evolution of solution

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## SDT Roles:

Solution Developer

Solution Tester

- Solution/Technical Interests

- Solution Developer
  - Interprets business requirements and translates them into a deployable solution
- Solution Tester
  - Empowered and fully integrated with SDT
  - Performs testing in accordance with agreed strategy

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## SDT Role: Team Leader

Team Leader

❑ Management Interests

- Acts as servant-leader for Solution Development Team
  - Leadership, rather than management
- Ensures team functions as a whole and meets objectives
- Works with team to plan and co-ordinate all aspects of product delivery at the detailed level
- Ideally elected by peers as best person to lead team through this stage of project
- Often fulfils another SDT role as well

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## Supporting Role: Business Advisor

Business Advisor

❑ Business Interests

- Often a peer of Business Ambassador
- Provides specific / specialist input to development or testing of solution
- May be intended user or beneficiary of solution or may provide legal or regulatory advice for compliance

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## Supporting Role: Technical Advisor

Technical Advisor

❑ Solution/Technical Interests

- Provides specific / specialist technical input to the project
- Often advising from the perspective of those responsible for
  - Operational management
  - Operational support
  - Ongoing maintenance of the solution

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## Supporting Roles:

Workshop Facilitator

DSDM Coach

❑ Process Interests

- Workshop Facilitator
  - Responsible for planning, organising and managing workshop process
  - Independent of workshop outcome
- DSDM Coach
  - Helps teams with limited experience to get most benefit from DSDM within context and constraints of their organisation
  - Needs to be an expert with real practical experience
  - Preferably certified

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## Questions on Roles and Responsibilities?

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## Exercise 2: Your ideal people to fulfill business roles

- In groups of +/- 4
- Miller's Marmalade project
- Prepare a short presentation
  - List the best person to fulfil each of the 4 business roles
  - Make a note of your reasons and any risks with your selections
  - (if time allows consider the other roles)
- 30 minutes preparation
  15 minutes presentation

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SECTION

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# The DSDM Products

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# Products Introduction

- Key product : the Solution
- Flexibility
  - Not all products required for every project
  - Formality of products varies from project to project and organisation to organisation
  - Formality often determined by:
    - contractual relationships
    - corporate standards
    - governance needs
- Progress demonstrated by delivery of products
- Evolutionary products and Milestone products

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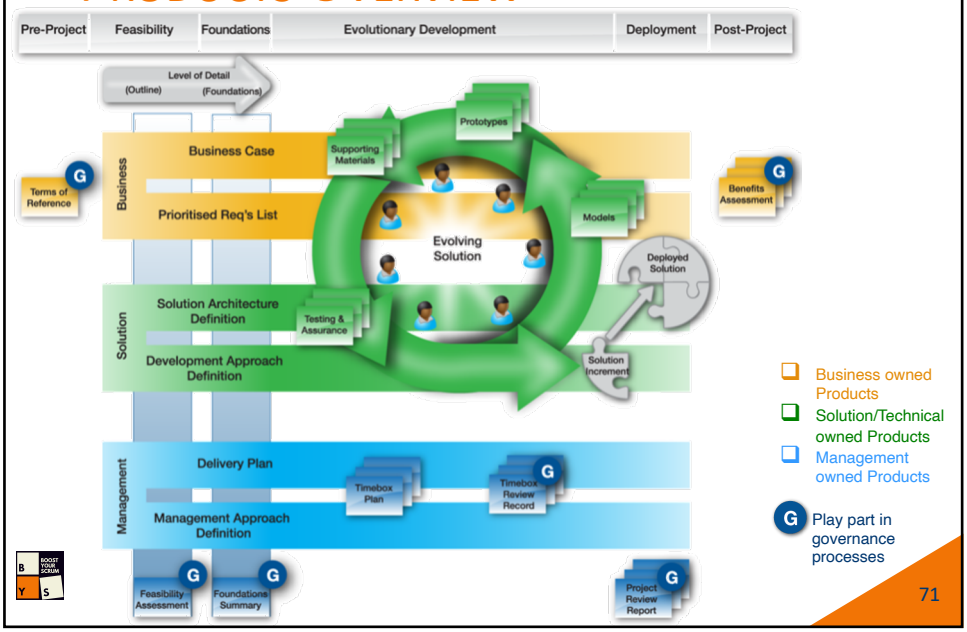
# Products Overview

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## The Products
## Terms of Reference

- Business owned Products
- Pre-project phase

- High-level definition of business driver for and objectives of project
- Primary aim to scope and justify Feasibility investigation
- May be used to prioritise a project within a portfolio

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## The Products
## Business Case

- Business owned Products
- Feasibility → Deployment phase

- Provides Business Vision
- Provides business justification for project
  - Typically based on an investment appraisal
- Describes incremental changes to business

- At end of Feasibility, in outline only
- At end of Foundations, more detail
  - Forms basis for approval of development
- At end of each Project Increment formally reviewed to justify further work

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## The Products - Prioritised Requirements List (PRL)

- Business owned Products
- Feasibility → Deployment phase

- High-level definition of the requirements to be addressed by project
- Shows priority in relation to meeting objectives of project and business needs

- First created at a very high level in Feasibility
- Baselined at the end of Foundations to define project scope
- After Foundations detail emerges to provide depth of requirements
- Any changes to the breadth (i.e. the scope) after Foundations need more formal control

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## The Products - Solution Architecture Definition (SAD)

- Solution/Technical owned Products
- Feasibility → Deployment phase

- High-level design framework for solution
- Covers business and technical aspects of the solution
- Shall not constrain evolutionary development!

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## The Products – Development Approach Definition (DAD)

- Solution/Technical owned Products
- Feasibility → Deployment phase

- High-level definition of tools, techniques, customs, practices and standards for Evolutionary Development
- Includes how quality will be assured
- Includes Testing and Review strategy

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## The Products Delivery Plan

- Management owned Products
- Feasibility → Deployment phase

- High-level schedule of Project Increments
- Includes at least schedule for Timeboxes forming first Increment

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## The Products – Management Approach Definition (MAD)

- Management owned Products
- Feasibility → Deployment phase

- By the end of Foundations, defines approach to project management :
  - Organisation
  - Planning
  - Stakeholder engagement
  - Demonstration of progress
- Outlined in Feasibility
- Baselined at end of Foundations

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## The Products Feasibility Assessment

- Business owned Products
- Solution/Technical owned Products
- Management owned Products

Feasibility phase

- Summarised at end Feasibility
- Provides snapshot for
  - Business Case
  - Prioritised Requirements List
  - Solution Architecture Definition
  - Development Approach Definition
  - Delivery Plan
  - Management Approach Definition
- To make a sensible decision on feasibility

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## The Products
## G Foundations Summary

- Business owned Products
- Solution/Technical owned Products
- Management owned Products

Foundations phase

- Summarised at end Foundations
- Provides updated (more detailed) snapshot of Feasibility Assessment information
  - Business Case
  - Prioritised Requirements List
  - Solution Architecture Definition
  - Development Approach Definition
  - Delivery Plan
  - Management Approach Definition
- To make a sensible decision on expected ROI

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## The Products
## Evolving Solution

- Solution/Technical owned Products
- Evolutionary Development phase

- Solution Increments
- Deployed Solution = one instance of Evolving Solution
- Models, prototypes, supporting materials, testing artefacts, review artefacts, …
- Components may be complete, baseline of partial solution, or work in progress

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## The Products Timebox Plan

- Management owned Products
- Evolutionary Development Phase

- Provides depth and detail for each Timebox
- Elaborates on the objectives provided in the Delivery Plan of that Timebox
- Details deliverables of that Timebox, along with the activities
- Created by the SDT
- Updated at least on a daily basis…

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## The Products Timebox Review Records

- Management owned Products
- Evolutionary Development Phase

- Captures feedback from each review taking place during a timebox – see later
- Describes what has been achieved up to that point
- Also any feedback that may influence plans moving forwards
- …in regulated environments… auditable record of review comments

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## The Products
## G Project Review Report

- Management owned Products
- Deployment Phase

- Updated incrementally – at the end of each Project Increment
  - Feedback from the review of the delivered solution
  - Confirm what has been delivered and what not
  - Capture learning points from the retrospective – on process, practices and contributing roles
  - If appropriate: describe the business benefits that should now accrue through the use of the delivered solution

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## The Products
## G Benefits Assessment

- Business owned
- Post-Project Phase

- Describes how the benefits have actually accrued during operation
- May be produced on a periodic basis

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## Questions on Products?

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## Exercise 3: Product Strategy

- In groups of +/- 4
- Miller's Marmalade project
- Prepare a short presentation
  - How and when each of the Products will be created and managed
- 45 minutes preparation
  15 minutes presentation

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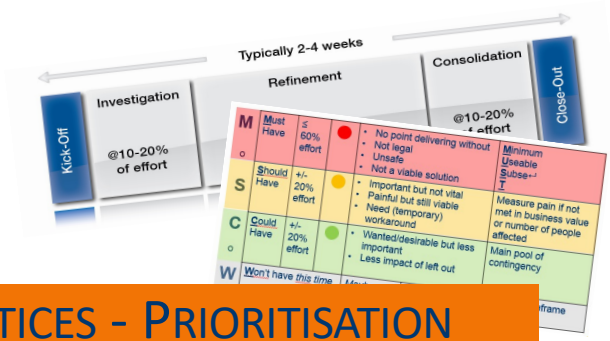


# Key Practices - Prioritisation and Timeboxing

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# MoSCoW Prioritization

| | | | | | |
|---|---|---|---|---|---|
| M o | Must Have | ≤ 60% effort | | • No point delivering without<br>• Not legal<br>• Unsafe<br>• Not a viable solution | Minimum Useable Subse↵ T |
| S | Should Have | +/- 20% effort | | • Important but not vital<br>• Painful but still viable<br>• Need (temporary) workaround | Measure pain if not met in business value or number of people affected |
| C o | Could Have | +/- 20% effort | | • Wanted/desirable but less important<br>• Less impact of left out | Main pool of contingency |
| W | Won't have *this time* | | | *Maybe* next time | Will not be delivered in this timeframe |

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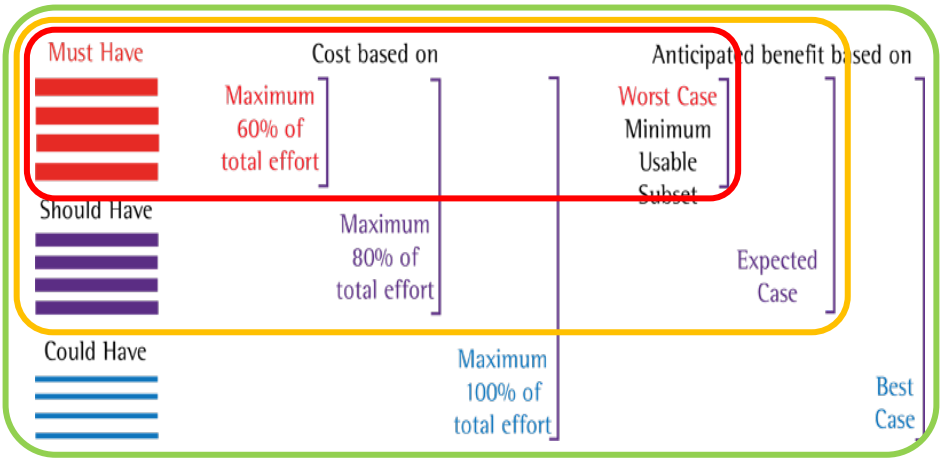
# MoSCoW and Delivering the Business Case

Non examinable

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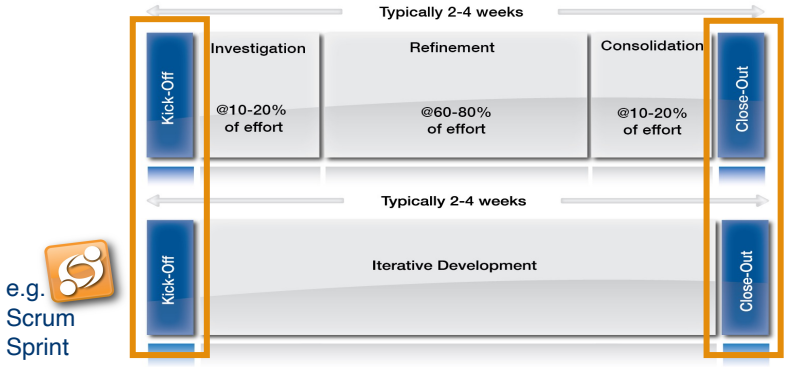
# TIMEBOXING
# DSDM <-> FREE FORMAT TIMEBOX

- DSDM Structured Timebox




e.g. Scrum Sprint

- Free Format Timebox

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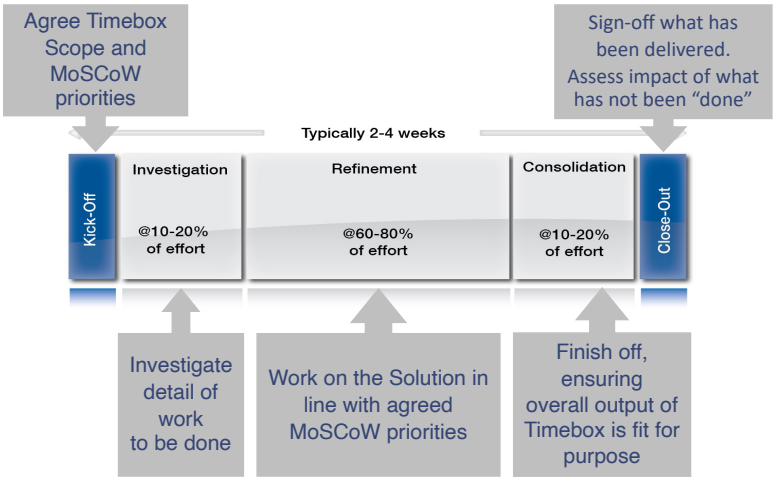
# A DSDM STRUCTURED TIMEBOX

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## Timeboxing
## The Daily Stand-up

- A key part of all Timeboxes
- Takes place same time, same place every day
- SDT share information to enable any day-to-day re-planning and reorganising
- Simple format
  1. What I have done since the last stand-up to help achieve the Timebox objectives?
  2. What I will be doing until the next stand-up to help achieve the Timebox objectives?
  3. What problems, risks or issues (blockers) do I have that will prevent me or the team achieving the Timebox objectives?
- As a guide, allow 2 minutes per person + 2 minutes

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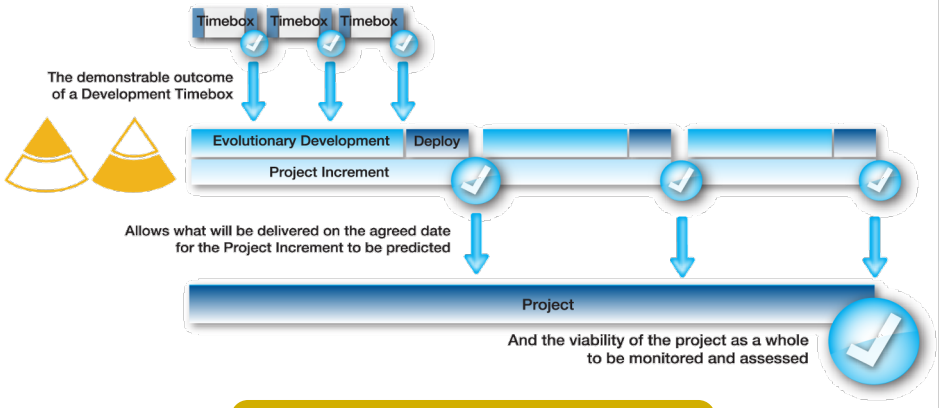
## Timeboxing
## The Wider Context




If the Development Timeboxes are on track
the Increment is on track
and the Project is on track

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## Questions on Prioritisation and Timeboxing?

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## Exercise 4: MoSCoW Prioritization

- In groups of +/- 4
- Prioritize the requirements
- Appoint a
  - Facilitator,
  - Business Ambassador and
  - Business Visionary
- 45 minutes preparation
  15 minutes debriefing

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SECTION

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## Planning and Control throughout the Lifecycle

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## Planning and Control: Introduction

- Agile projects still need planning!
- Start with a strategy: the approach to take to evolve the solution (DAD) – considering:
  - Incremental delivery of the solution
  - Quality assurance of the solution

DSDM values "Responding to change over following a plan"

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## Planning and Control: Planning Concepts

1. Outcome-based planning
   - Empowerment of the Project Manager and the SDT
   - to deliver a valuable business solution that will provide the expected ROI
2. Plan and re-plan, based on best available estimates
   - During Feasibility, low confidence estimates
   - By end of Foundations, in need of a more precise estimate
   - During the project, accuracy of previous estimates validated by actual development, refine predictions for the current Increment, or even project

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## Planning and Control: Planning Concepts (cont.)

3. Plan to sensible horizons at right level of detail
   - Two very different planning horizons:
     - Delivery Plan
       - Provides schedule of Timeboxes and other high-level activities for the imminent Project Increment\
       - Approx. 6 weeks to 6 months
       - Provides only high-level objectives and delivery dates for future Project Increments (a more distant planning horizon)
     - Timebox Plan
       - Working to shorter horizon (typically 2-4 weeks)
       - Much more detailed
       - Often held on Team Board and updated at each Daily Stand-up

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## Planning and Control: Testing Concepts

1. Testing integrated throughout
   - Put a Test Strategy in place early on
   - Fail Fast and End-2-End Testing
2. Collaborative Testing
   - Collaboration of stakeholders increases productivity of test, fix, re-test cycle
3. Repeatable Testing
   - Consistency of testing
   - Allows re-testing of previous errors and confirmation of stability when adding Increments

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## Planning and Control: Testing Concepts (cont.)

4. Prioritised Testing
   - Apply MoSCoW rules to testing – or Risk Based Testing
5. Independent Testing
   - By someone other than creator of product
6. Test Driven Development
   - Define tests then develop solution to pass the tests
   - Improved quality

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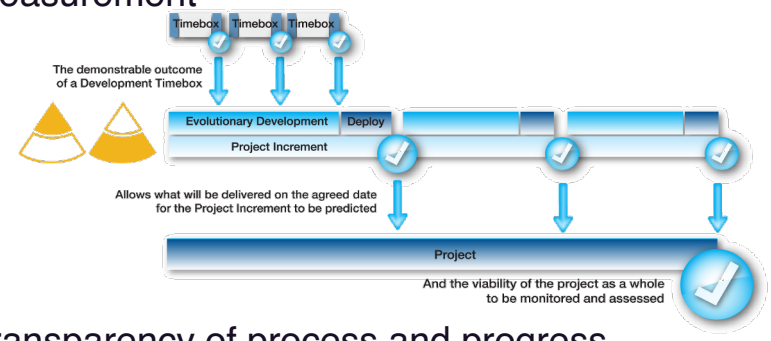
## Planning and Control: Tracking and Control Concepts

1. Timeboxing and Outcome- based Measurement




2. Transparency of process and progress
   - Team Board and Daily Stand-up

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## Planning and Control: Tracking and Control Concepts (cont.)

3. Responding to change
   - Changes to details addressed by the Solution Development Team
   - Changes to breadth need approval from Project level roles

4. Management by Exception
   - Empowerment enables fast progress towards the outcome
   - Significant difficulty is raised as an exception

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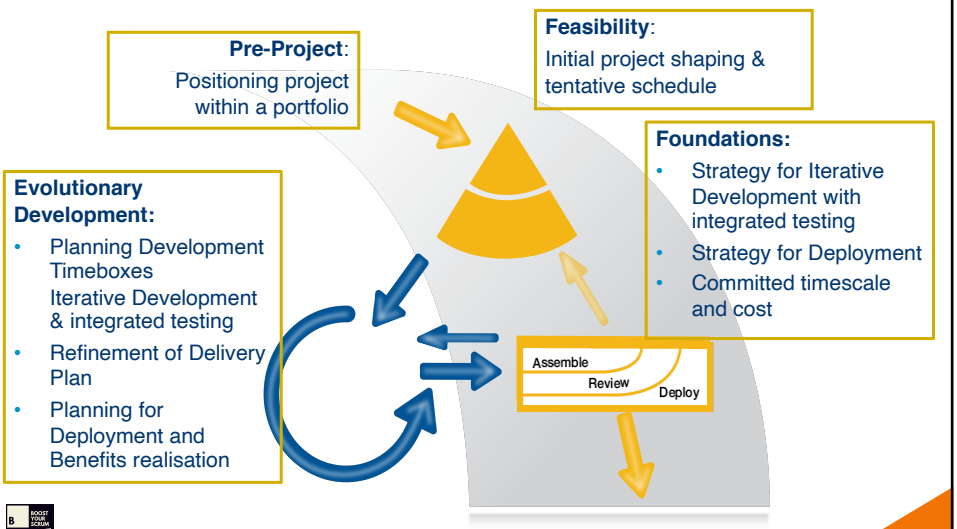
## Planning Throughout the Lifecycle

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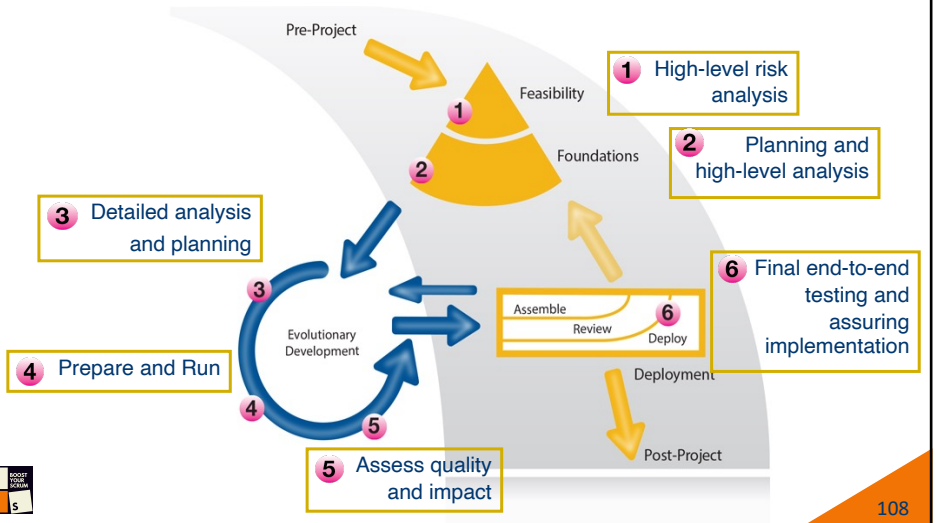
# Planning and Quality

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# Questions on Planning and Control?

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## Exercise 6: Delivery Planning

- In groups of +/- 4
- Prepare a short presentation
  - Delivery Plan for the website element
  - For a number of increments
  - Specifying the objective of each increment
  - Using the prioritized requirements that resulted from exercise 6
- 60 minutes preparation
  15 minutes debriefing

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SECTION

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# OTHER PRACTICES

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# Key DSDM Practice: Facilitated Workshops

- "A structured group meeting to enable participants to reach a predetermined objective in a compressed timeframe, supported by a neutral facilitator."
- Benefits
  - Rapid, high quality team decisions
  - Greater buy-in and ownership from all stakeholders
  - Clarification of issues and enhanced communication
  - Building team spirit and consensus

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## Key DSDM Practice: Facilitated Workshops (cont.)

- Success Factors
  - Effective, trained, independent Workshop Facilitator
  - Flexibility in format, within clearly defined objectives
  - Thorough preparation (by Facilitator and Participants)
  - Ability to build in outputs from previous workshops
  - Decisions and agreements not forced
  - Workshop report distributed to participants soon afterwards

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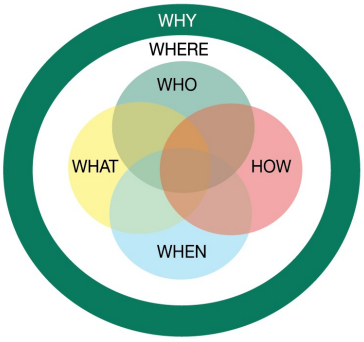
## Key DSDM Practice: Modelling

- A technique to create
  - a visual representation of a problem or solution
- A model can be defined as
  - a description or analogy visualise something that cannot be directly observed
  - a small but exact copy of something
  - a pattern or figure of something to be made

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## Key DSDM Practice: Iterative Development

- Solution evolves through cycles of iterative development
- Each cycle moves the solution from high-level concept closer to something with acknowledged business value
- Each cycle…
  - As short as possible
  - Only as formal as necessary
  - Typically begins and ends with a conversation
- Each cycle includes
  - Thought: what needs to be done
  - Action: do
  - Conversation: review – does the outcome meets the need

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## Key DSDM Practice: Iterative Development (cont.)

- Planning Iterative Development
  - In Foundations, determine strategy for Iterative Development
- Controlling Iterative Development
  - Needs good configuration management to provide ability to go back to a previous version

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## Key DSDM Practice: Iterative Development (cont.)

- Quality in Iterative Development
  - Ensuring Quality by continuous verification
  - Reviews – varying formality
    - From informal peer-to-peer
      To highly-structured formal review
    - Formality is driven by nature of product and corporate / regulatory standards
  - Testing – 3 broad classes of tests:
    - Positive – check it does what it should
    - Negative – check it does not do what it should not do
    - "Unhappy path" – check the behaviour of the deliverable for unusual or undefined events

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## Key DSDM Practice: Iterative Development (cont.)

- Roles and responsibilities for reviews and testing
  - Technical coordinator: responsible for overall quality of the solution from a technical perspective
  - Business Ambassador and Business Advisor: responsible for business acceptance testing
  - Solution Developer: responsible for unit testing of features
  - Solution Tester: responsible for carrying out all other types of testing

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## Questions on Other Practices?

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## Exercise 5: Stakeholder Communication Workshop

- In groups of min. 4
- Roles
  - One facilitator
  - Some business roles, PM, possibly other roles
- Pepare a top 5 of ways to ensure successful communication
- 15 minutes preparation
  45 minutes workshop
  15 minutes debriefing

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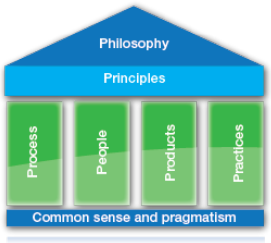
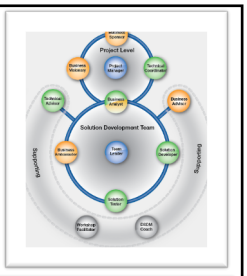
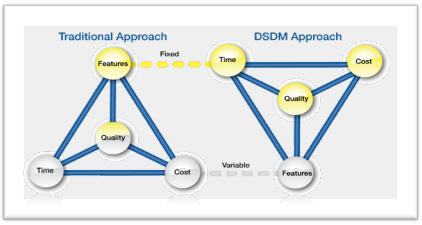
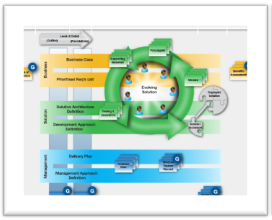
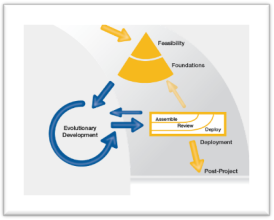
# Foundations Summary

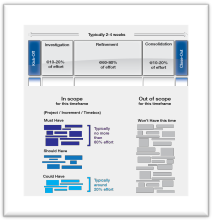






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# Exercise 7: Project Approach Questionnaire and Identifying Risks

- In groups of +/- 4
- Prepare a short presentation
  - Use the 8 Principles and the PAQ (all parts)
  - Identify risks
  - Highlight your top 3 to using an Agile approach and for each identify mitigation actions
  - Highlight the risks if a traditional approach were chosen instead of agile
- 45 minutes preparation
  15 minutes presentation

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Be sure to fill out the
Delegates Appraisal form…

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We are convinced that, even better… we know that a solid understanding of the underlying principles of the Scrum framework and other Agile ways of working boosts any team. Once all members of a team know and truly understand why events, artefacts and roles exist, they have an enormous insight in how they can use agile to make a huge impact given their context. Again and again. Faster and faster.

We are here to bring you and your team(s) this understanding. So that you can delight your customers. That your teams will deliver value each and every month. That you will become the expert that you already are.

We don't do all of this by ourselves of course! We engage and collaborate with highly experienced trainers, known experts in their field of expertise in order to be able to provide in depth courses within any domain that is required to make Scrum work for you and your organisation. We do make sure that each trainer selected is still practicing what they preach! We want you to acquire insights from experiences in the field and not just theory.

Yours sincerely,
Steven & Jurgen

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