

Irish Regional Interest Group  
Waterford Institute of Technology  
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# Practical Techniques for Managing Agile Projects

*Hugh Ivory, Liz Barron*  
*Best Outcomes*

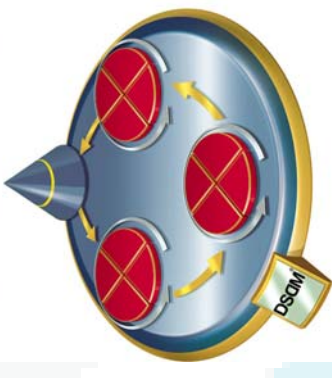
# Overview

- Introduction
- Business Centred Development
  - Principles
  - Techniques
  - Practical Session
- Questions

# Introduction

- ▶ Hugh Ivory, Founder, Best Outcomes
- ▶ Liz Barron, Senior Consultant
- ▶ Growing Irish-based consultancy specialising in Project Management, Facilitation and Consulting using the **Business Centred Development** approach
- ▶ DSDM Regional Interest Group Co-ordinator for Ireland
- ▶ Business Centred Development framework developed and supported by DSDM Consortium UK, USA, Benelux, Sweden, France

**DSDM**<sup>®</sup>  
consortium



**Agile  
Alliance**  
member

# Project Challenges



High

(7

Challenged

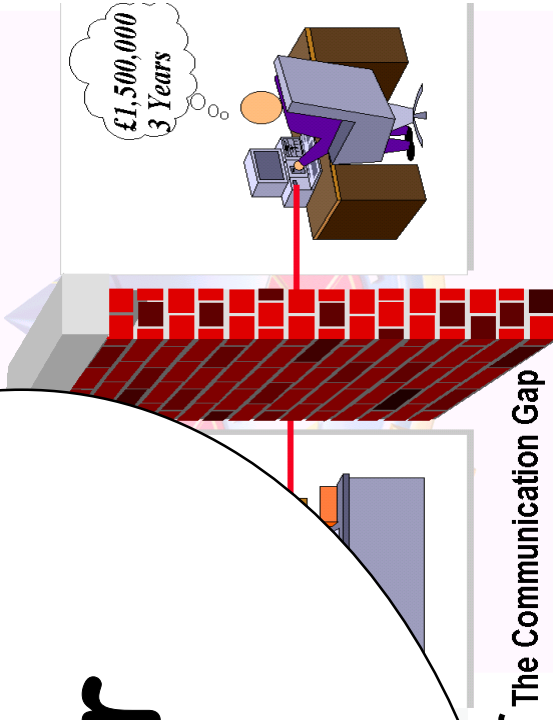
**Because  
There Must  
be a Better  
Way !!!**



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ing emergency together The Communication Gap

# Business Centred Development ... enabling Agile Projects

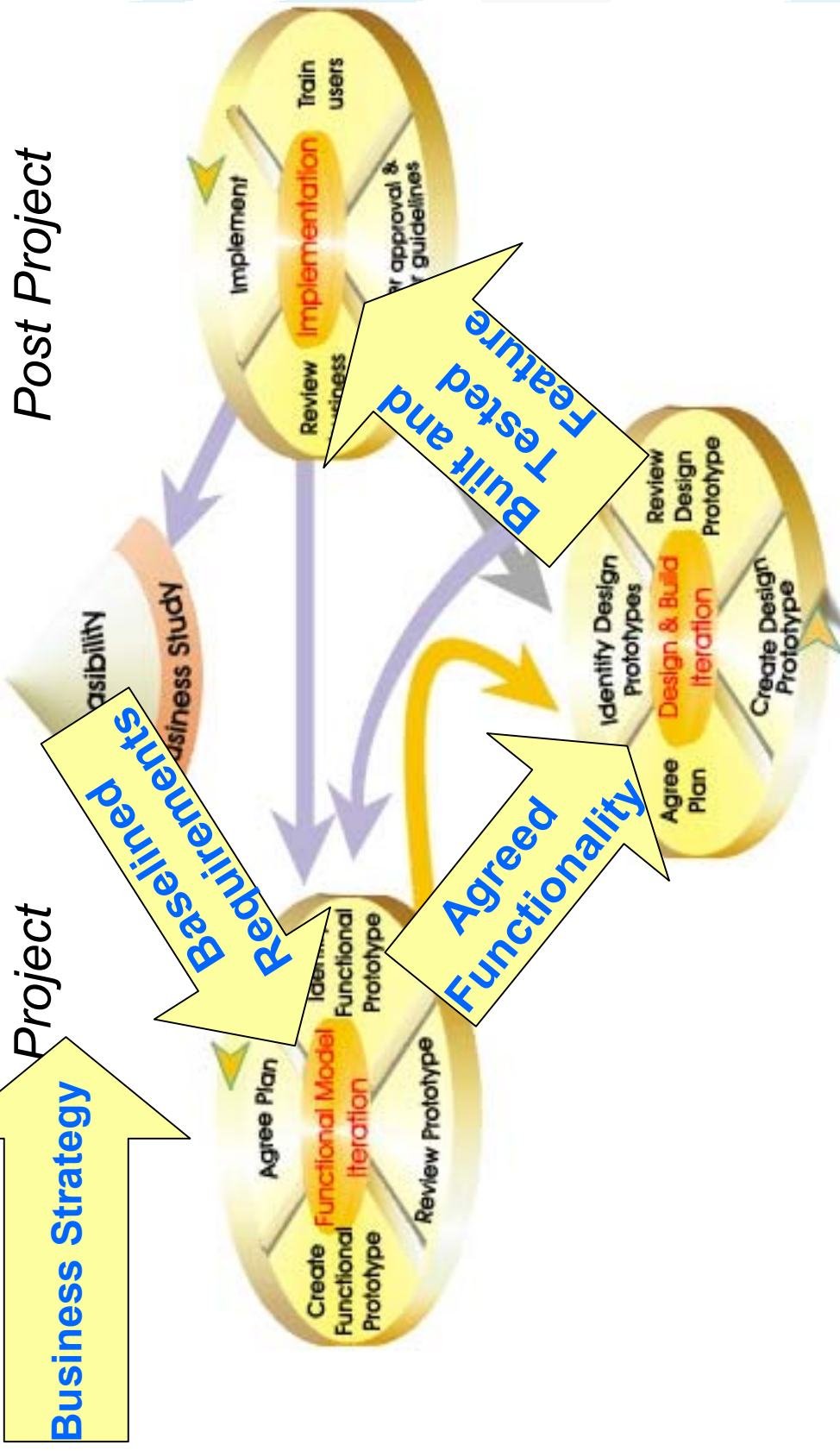
# Business Centred Development Philosophy

- Concentrate on satisfying the true business needs
- It is impractical to build systems perfectly first time
- Change and clarification of requirements is inevitable
- Active involvement of empowered users is imperative

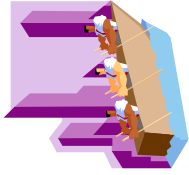
# Supporting the Philosophy

- ✔ Project Framework, with defined stages and deliverables
- ✔ Principles
- ✔ Techniques
- ✔ Defined Roles and Responsibilities

# The Business Centred Development Framework

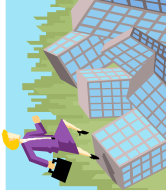


# Business Centred Development Principles



Active user involvement is imperative

Iterative and incremental development leads to an accurate solution



DSDM teams must be empowered to make decisions



All changes during development are reversible



The focus is on frequent delivery of products



Requirements are baselined at a high level



Fitness for business purpose is the essential acceptance criteria



Testing is integrated throughout the life-cycle



A collaborative and cooperative approach between all stakeholders is essential

# Business Centred Development Techniques

# Business Centred Development Techniques

 Business Centred Development utilises 4 core techniques

- **Facilitated Workshops**
- **MoSCoW Prioritisation**
- **Timeboxing**
- **Controlled prototyping**



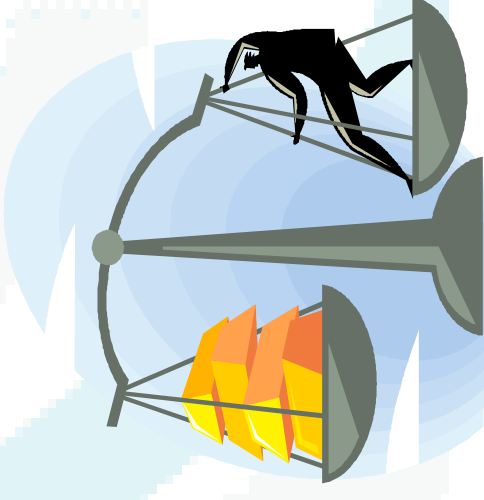
# Facilitated Workshops

- Used throughout Development to achieve
  - Speed
    - Decisions made in days, not months
  - Ownership
    - All stakeholders present
  - Productivity
    - Ideas born and grown quickly
  - Overall perspective
    - Wider involvement of participants possible
  - Consensus
    - Agreement and acceptance from empowered stakeholders
  - Quality decision making
    - All parties hearing the same information



# MoSCoW Prioritisation

- Why prioritise?
  - Not enough time or resources to do everything
    - Lack of money or lack of people (or both)
  - Not enough time or resources to respond to changes
  - MoSCoW means important things are done first
- Musts and Shoulds often deliver 80% of total business benefit
- MoSCoW priorities drive sequence of delivery



# Timeboxing

## Traditional

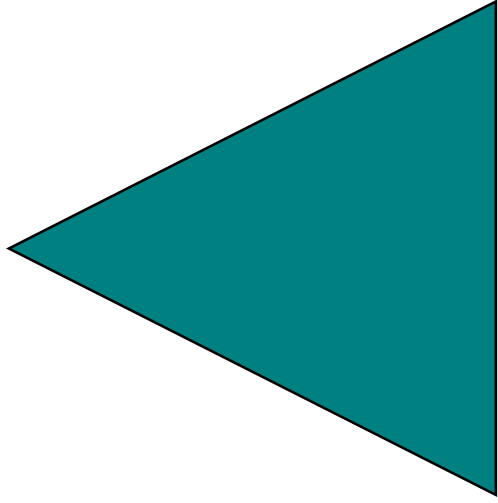
Functionality



Fixed



Time



People

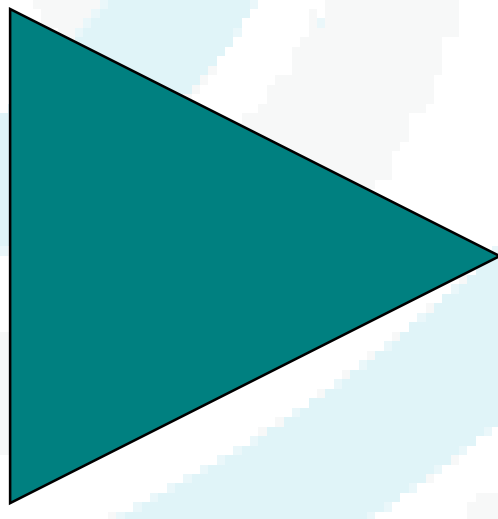
Time

Variable



## DSDM

People



Functionality

# Timeboxing

- Short, focused, immovable checkpoints
- Agreed and fixed time period where functionality is developed
  - Typically 2-6 weeks
- Focus is on delivery
- Deliveries agreed by team, including Ambassador User
- Concentrates on top priorities
  - Contents of timebox are MoSCoWed
- Controls function drift



# Let's try out a few techniques...

## Facilitated Workshop

- Define objective & gather requirements

## Prioritise - MoSCoW

- Must Have
  - Solution is useless without this
- Should Have
  - Important but could work around without it in the short term
- Could Have
  - Useful – bells & whistles
- Won't Have (This time round)
  - Less important – can be left until later

## Timebox Planning

# Facilitated Workshop

 Liz will facilitate a 5 minute Requirements

## Gathering Workshop

- Set Ground Rules e.g.
  - Silence = agreement
  - All Views Are Equal
- Workshop Objective
  - Agree Project Objective
  - Define & Prioritise Requirements

## Project Objective

- **Build a house for a couple to enable them to stay overnight within two months**

# Prioritise the Requirements

## Prioritise - MoSCoW

- Must Have
  - Solution is useless without this)
- Should Have
  - Important but could work around without it in the short term
- Could Have
  - Useful – bells & whistles
- Won't Have (This time round)
  - Less important – can be left until later

# ...Identify Requirements

# House Requirements

Foundations  
& Blockwork

Garage

Furniture

Garden

Electrical  
Wiring

Shed

Kitchen

Interior Paint

Plumbing

Curtains

Bedrooms

Exterior  
Paint

Bathroom

Doors &  
Windows

Roof

Driveway

Jacuzzi

Heating

Home  
Cinema

Patio

Low  
maintenance

Environment  
Friendly

# ...Prioritise Requirements...

# Prioritising - MoSCoW

Foundations & Blockwork **M**

Garage **S**

Furniture **S**

Garden **S**

Electrical Wiring **M**

Shed **S**

Kitchen **M**

Interior Paint **C**

Plumbing **M**

Curtains **S**

Bedrooms **M**

Exterior Paint **W**

Bathroom **M**

Doors & Windows **M**

Roof **M**

Driveway **C**

Jacuzzi **W**

Heating **M**

Home Cinema **C**

Patio **C**

Low maintenance **S**

Environment Friendly **C**

# ...arrange Requirements into Timeboxes

# Timeboxing

Timebox 1  
2 weeks

Foundations  
& Blockwork **M**

Electrical  
Wiring **M**

Plumbing **M**

Doors  
& Windows **M**

Low  
maintenance **S**

Driveway **C**

Timebox 2  
2 weeks

Roof **M**

Bedrooms **M**

Garage **S**

Environment  
Friendly **C**

Interior  
Paint **C**

Timebox 3  
2 weeks

Bathroom **M**

Kitchen **M**

Curtains **S**

Garden **S**

Patio **C**

Exterior  
Paint **W**

Timebox 4  
2 weeks

Heating **M**

Shed **S**

Furniture **S**

Home  
Cinema **C**

Jacuzzi **W**

**...new Requirement?**

Here's how...

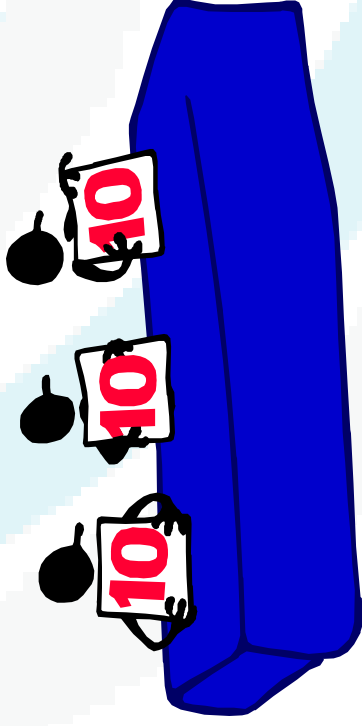
# Timeboxing – new rec

## What?

Timebox 1 2 weeks	Timebox 2 2 weeks	Timebox 3 2 weeks	Timebox 4 2 weeks
Foundations & Blockwork <b>M</b>	Roof <b>M</b>	Bathroom <b>M</b>	Heating <b>M</b>
Electrical Wiring <b>M</b>	Bedrooms <b>M</b>	Kitchen <b>M</b>	Shed <b>S</b>
Plumbing <b>M</b>	Garage <b>S</b>	Curtains <b>S</b>	Furniture <b>S</b>
Doors & Windows <b>M</b>	Environment Friendly <b>C</b>	Garden <b>S</b>	Home Cinema <b>C</b>
Low maintenance <b>S</b>	Interior Paint <b>C</b>	Patio <b>C</b>	Jacuzzi <b>W</b>
Driveway <b>C</b>		Exterior Paint <b>W</b>	

# Why Use Business Centred Development?

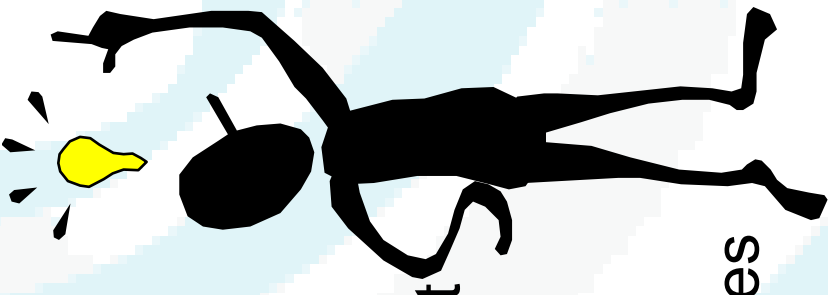
- What business demands from IT....
  - Deliver solutions on time
  - Deliver solutions within budget
  - Deliver working solutions of good quality
- Satisfy the business demands



# Business Centred Development – Some Next Steps

# Next Steps

- What is needed for success
  - The right development technology
  - Common understanding of DSDM
  - Trained people
  - Strong “Pragmatic style” project management
  - User buy-in, commitment and involvement
  - Management commitment
  - A team environment and appropriate resources
  - Key use of Business Centred Development techniques



# Next Steps

- Need more facts about using Business Centred Development in your organisation?
  - One day DSDM Awareness course may help with this
  - Publications available via [www.dsdm.org](http://www.dsdm.org)
- Join the DSDM Consortium
  - Licence to use the Framework and access to all DSDM information and experiences of others
  - Trial membership now available
- Consider getting external independent DSDM advice
  - Use DSDM accredited people with a proven track record of success
- Run a Pilot Project
  - Identify a suitable DSDM project
  - Train the team (3 day DSDM Practitioner course)
  - Run project and monitor effectiveness of DSDM
  - Review project and evaluate DSDM success
  - Take feedback on improvements for your next DSDM project

# Next Steps

## DSDM Membership provides

- DSDM – Licence to use the Framework
- e-DSDM
- White Papers
- Templates
- Knowledge Sharing Space
- Start Up Kit
- A Formal Accreditation Process
- Networking
- Etc ...

**A project delivery framework for delivering business solutions on time and on budget**

# Summary

- Robust but fresh approach!
- Collaborate !
- Focus on real business needs !
- 80/20 : We normally don't need to  
“Boil the Ocean”!

# Questions?

## More information

- [www.bestoutcomes.ie](http://www.bestoutcomes.ie)
- [www.dsdm.org](http://www.dsdm.org)
- [www.agilealliance.com](http://www.agilealliance.com)

## Other events which may be of interest:

- Roadshow, Dublin June 7<sup>th</sup> 2005