Guidelines For Introducing DSDM Into An Organisation

Evolving to a DSDM Culture

"There are 3 sorts of people:

those who make things happen;

those who watch things happen; and

those who wonder what's happened."

Pascal

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1 Introduction

DSDM has enjoyed much success since its inception in 1994. The Consortium has grown from strength to strength, both within the UK but also Europe and beyond. DSDM is today the RAD method of choice amongst a growing population of End Users and IT specialists alike. In addition, more and more managers are turning to DSDM as the method of choice for solving business problems.

A review of the current position of DSDM within the business systems development market shows that despite its success, DSDM is still only being used for a small fraction of system developments within a relatively small number of organisations.

Therefore to facilitate the growth and expansion of DSDM a Task Group of the DSDM Technical Working Group was formed in late 1997 to address the specific problems and issues of introducing DSDM into an Organisation.

This paper provides help, advice and guidance to DSDM members who are engaged in introducing DSDM into an organisation. The paper discusses some of the key issues and concerns that need to be addressed when introducing DSDM into any organisation and how these concerns can be allayed. The paper identifies a number of key stakeholders and the roles they could perform which will need to be considered when planning the introduction.

The introduction of DSDM into any organisation will have an impact on the people, their roles and responsibilities, the processes and the technology. The level of this impact needs to be assessed and the change managed accordingly.

An outline project plan is provided for guidance, but provides a strategic direction. The plan itself has been produced with the DSDM framework and principles in mind.

1.1 Aim

The aim of this White Paper is to provide help, advice and guidance to any individual who is involved in the introduction of DSDM into an organisation.

1.2 Audience

The target audiences of this White Paper are:

1) DSDM Consortium User Organisations who are trying to extend the use of DSDM within their organisation
2) DSDM Vendor/Supplier Organisations, who may be wanting to sell solutions using the DSDM principles and framework for delivery.

1.3 Contributors

This paper has been produced from contributions made by members of the Introducing DSDM Into an Organisation Task Group, together with the results generated in a variety of DSDM-style facilitated workshops held within a number of Regional User Groups.

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2 Approach Taken In Developing This Guide

This section describes the approach taken and some of the thinking by the Task Group in structuring and solving the problems facing DSDM Consortium members in introducing DSDM into organisations.

Firstly, we need to look at what are we "selling" into the organisation: how is the maturity of the product viewed by the organisation.

Secondly, we look at to whom within the organisation we are selling DSDM. A number of buyers can be identified, each with their own roles, responsibilities and views as to the likely implementation risks. Identifying the main stakeholders and their key issues and concerns will help determine the style and language of the presentations that will have to be made to these individuals.

Finally, we consider an approach to planning and managing the project for introducing DSDM into an organisation.

Clearly, depending on the reader's viewpoint, a number of differing scenarios can be identified and the approach to be taken will vary from situation to situation. For example, the approach taken by a Vendor organisation trying to introduce DSDM in a customer's organisation, which may start during the bid phase of the project, will differ from that adopted by an internal IT Department of an end user organisation. Unfortunately not all scenarios can be covered in such a short paper, however it is hoped that the general approach proposed will be useful.

2.1 Identifying the Perception of DSDM within the Organisation

DSDM can now be considered as any other new "product" introduced into the market place. All products follow a well-established life-cycle with the following phases (see figure 2.1):

- Introduction
- Growth
- Maturity
- Decline

During the **Introduction** phase the market is largely unaware of the new product; it may be suspicious of the performance or the claims being made; there may be some resistance to the product; often competitors organise discrediting campaigns. It is important to identify and win over the innovators and opinion leaders. If the opinion leaders are won over then there is a chance that the product will be successful during the later maturity phase.

In the **Growth** phase there is an acceptance of the needs for the new product; the products themselves are accepted; usually demand exceeds supply; new competitors may enter the market place.

Once the **Maturity** phase has been reached the market place perceives greater acceptance of the product; the product growth has stabilised. Finally in the **Decline** phase, the product market share begins to drop off; the perceived value of the product will decline.

Figure 2.1 also shows the characteristics of the main buyers within each phase of the product lifecycle. During the Introduction Phase, the types of buyers are the innovators and early adopters within organisations. These are people who like to take risks; like to be associated with leading edge concepts. Often it is easy to sell to this class of buyer at the concept level alone.

During the Growth and Maturity Phases, the buyers are the early and late majority. These are people who are risk aware; tend to be followers of technology, not leaders; they will require proof and demonstration of the concepts. Often they are cost constrained.

Finally, in the Decline Phase, the buyers are laggards. The last ones in after everyone else has demonstrated there are no risks with the purchase. It is unlikely that they will buy DSDM – it is best not to target these people.

The main difficulty in trying to sell DSDM into an organisation is to categorise both the organisation as a whole and the person(s) you are trying to sell to within the organisation. For example, the organisation may have a reputation for innovative work, but often in these organisations there are still early or late majority people. And visa versa, often in what appears to be very staid organisations, such as the Civil Service, there will be innovators and early adopters.

It is important to qualify both the Organisation and the Buyers in that Organisation.

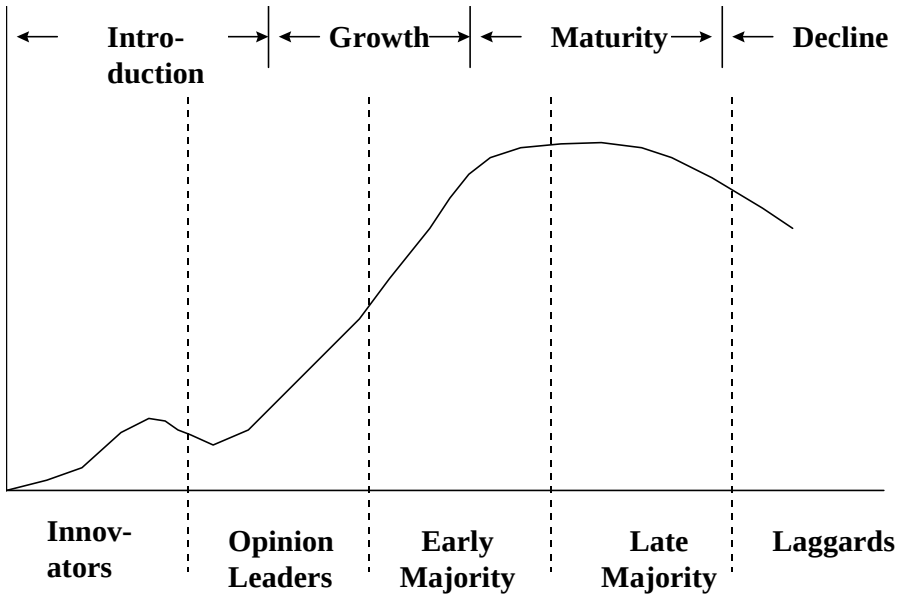

Figure 2.1: The Product Life-cycle

In the general marketplace, DSDM is now moving from the first Introduction Phase into the second growth phase of the product life-cycle. Why is this so important? What is the relevance to DSDM? The answers to these questions lie in the type of user of DSDM within each phase.

During the Introduction Phase, the type of user tends to be the early adopters, the innovators within organisations; in the Growth Phase the type of users are the Opinion Leaders or those people who like to be part of the "early majority". These people are prepared to take some risks, but are more risk aware than the innovators and early adopters. Therefore how DSDM is sold to these opinion leaders and early majority types is different than to the early adopters.

2.2 What Type of Organisation is Buying

When trying to sell DSDM into an organisation, it is important to identify the type of organisation considering DSDM. Some of the characteristics of organisations, which should be considered, include:

- *Bureaucracy* Is the organisation very bureaucratic? How quickly can a decision be made? Are there too many procedures?
- *Hierarchical* Is the organisation still run on a "command and control" approach to decision making? Empowerment may be alien or difficult to introduce in such a culture.
- *Innovative* Many organisations thrive on innovation. Be aware of DSDM today, something else tomorrow.
- *Technology focus* Is the organisation technology aware? Do they have the right infrastructure suitable for DSDM application development?
- *Customer focus* Does the organisation have a "service" mind-set? If so, then they are more likely to adopt a co-operative and collaborative approach.
- *Willingness to change* DSDM requires a change in thinking. How amenable is the organisation to changing?

2.3 Who will Buy - Focus On Buying Influences

Having qualified the organisation and the buyers in terms of their perspective of DSDM, the next stage is to focus on their buying influences.

The foundation of every sale is knowing who are the key players for your particular sales objective. No matter how many people are involved in a buying decision in any organisation they can be categorised into four main buying roles:

- Economic Buyer
- User Buyer
- Technical Buyer

- The Coach.

For each influence, a number of key messages as to the benefits of DSDM need to be defined. Some guidance is provided below, however some key winning messages may be found in appendix A.

2.3.1 Economic Buyer

The economic buyer is mainly concerned with "price performance". The economic buyer can release funds or adjust budgets provided the product seems to match the organisation's priority needs and is good value for money. Often a board or committee plays the role of economic buyer. Key variables for the sale include:

- *Total value amount* determined by approval level within the organisation
- *Business conditions* when times are hard the economic buyer will be higher in the organisation
- *Experience with you and your company (team)* may imply the need to build trust in delivery capabilities and credibility
- *Experience with your product or service*
- *Potential organisational impact* will probably focus on longer-term stability and growth.

Summary Of Characteristics

Name	Economic Buyer
Role:	To give final approval to buy
Responsibilities	Direct access to funds Releases funds Discretionary use of funds Veto power
Focus	Bottom line and impact on organisation
Asks	"What kind of return will we get on this investment?"

For DSDM:

- Identify the costs of implementing DSDM
- Stress benefits in financial terms
- Emphasis is on delivery of critical business functionality
- Improvement on productivity.

2.3.2 User Buyer

The user buyer is someone who will actually use (or supervise the use of) the product or service. The role of the user buyer is to make judgements about the impact of the product or service on the job to be done. It is key to get user buyers on your side as they often influence the economic buyers.

Summary Of Characteristics

Name	User Buyer
Role:	To make judgements about the impact on job performance
Responsibilities	People using/supervising use of the product or service Personal, since user will live with the proposal Direct link between user's success - success of your product/service
Focus	The job to be done
Asks	"How will it work for me?"

For DSDM:

- Stress user involvement
- Users involvement in decision making
- More likely to get the solution you want
- Faster delivery
- Improved career prospects.

2.3.3 Technical Buyer

The technical buyer's role is to screen out, whether it is on price, delivery time, failure to meet quality specifications and so on. A technical buyer can veto a sale that everyone else wants.

Summary Of Characteristics

Name	Technical Buyer
Role:	To screen out
Responsibilities	Judges measurable, quantifiable aspects of the proposal Gatekeeper

	Makes recommendations Can't say yes (i.e. final approval) Can so no (and often does)
Focus	The product per se
Asks	"Does it meet specifications?"

For DSDM:

- Stress the technical cohesive nature of DSDM
- DSDM works with and interfaces to existing technologies, techniques and procedures.
- Use case studies to show where benefits have been achieved in similar organisations.
- Evolutionary change not revolutionary.

2.3.4 The Coach.

The role of the coach is to guide you through the sale by providing information you will need to manage it to a close and that will guarantee not only the sale but also satisfied customers and further business. The coach will help to identify the other buying influences.

A coach has to be developed. In doing so consider the following:

- Your credibility with the coach
- The credibility of the coach in the buying organisation
- The coach wants you to succeed.

Summary Of Characteristics

Name	The Coach
Role:	To act as a guide for this sale.
Responsibilities	Provides and interprets information about: Situation Buying influences How each wins
Focus	Your success with this proposal
Asks	"How can we pull this off?"

For DSDM:

- Stress the importance of some of the key roles within DSDM, e.g. Ambassador User
- Success rate for DSDM is very high.

- Proven track record in similar organisations.

2.3.5 The Key Stakeholders

When selling DSDM into an organisation the different stakeholders will have to be considered, together with the buying influence role they can adopt. This is shown in table 2.1 below. Some of the roles may change according to the size of the organisation. This is also shown in the table.

Buying Influence v Size of Organisation			
Stakeholder	**Small**	**Medium**	**Large**
Chief Executive	Economic	Economic	Economic
Business Directors	Economic	Economic	Economic
IT Directors	Economic	Economic	Economic
Quality Directors	Technical/User	Technical/User	Technical/User
Quality Managers	Technical/User	Technical/User	User
Project Managers	User	User	User
Technical Design Authorities (TDA)	Technical	Technical	Technical
Product Architects	Technical	Technical	Technical
Account Managers	Economic	Economic	Economic
Business Consultants	Technical/ Economic	Technical/ Economic	Technical
Marketing Manager	Economic/ User	Economic/ User	Economic/ User
Procurement	Economic /User	Economic /User	Economic /User
Contracts	Economic /User	Economic /User	Economic /User
R&D	Technical	Technical	Technical
Maintenance & Support	User/ Technical	User/ Technical	User/ Technical
End Users	User	User	User

Figure 2.1: Stakeholders and Buying Influences

2.4 Approach to Introducing DSDM Into An Organisation

The introduction of DSDM into any organisation must be planned and managed as any other project. It is unlikely, and the risks would be too high, that any organisation would willingly adopted DSDM lock, stack and barrel without at least some proof of the concepts.

We need to introduce DSDM gradually; demonstrating early successes; prototyping some ideas and refining them in the light of experience. We would want to get all the people in the organisation with a stake in the change to be involved in the introduction process. We would want to work with the teams in a co-operative and collaborative fashion.

Therefore we need an approach for introducing DSDM into an organisation which satisfies the principles outlined above. Hence what better recommendation for DSDM than to use DSDM itself to help introduce DSDM into the organisation. The visible demonstration of the method in practice from day one. For vendor organisations, it is even possible to "DSDM" the bid.

The project phases can be divided up as follows:

- **Feasibility Study** Is the organisation prepared to change to a DSDM mind set? The objective of this phase is to determine the culture of the organisation and identify initial risks to the successful introduction of DSDM.
- **Business Study** What are the main business benefits to the organisation in adopting DSDM? The objective of this phase is to identify a programme of DSDM projects, in order to assess the benefits in changing to DSDM. In addition, the final commitment to proceed needs to be obtained.
- **Identify Suitable Project(s)** Determine which project(s) can be used as prototype project(s). The objective of this phase is to identify the main project risks and how they can be managed.
- **Deliver DSDM Project(s)** Run the DSDM project(s), having first considered an appropriate environment. The objective of this phase is to deliver a successful DSDM Project.
- **Post Project Promotion** Has the project delivered the intended Business Benefits? The objective of this phase is to review the achievements, to promote the success of the DSDM project within the organisation and to recommit to further DSDM projects.

The main success factors for any change are:

- Pressure for change
- A clear shared vision
- Capacity for change
- Actionable first steps.

If these are not in place, then any change will be given low priority, will fizzle out, will end in frustration, or will be haphazard with several false starts. Hence the success factors need to be considered throughout.

The approach adopted in this White Paper has been to assume that an organisation wishes to use DSDM on its application development projects. An alternative approach could be used to introduce parts of DSDM over several iterations and increments. For example:

- Core DSDM techniques could be introduced during one increment
- Introduce prototyping in another
- Use facilitated workshops on existing projects
- Review and update existing handbooks and procedures.

Clearly the possibilities are almost endless.

3 Main Issues and Concerns To Be Addressed

When introducing DSDM into any organisation, a number of major issues and concerns will have to be identified and addressed. It is recommended that a risk register is created and managed in an appropriate manner.

3.1 Key Questions

The detailed concerns will vary from organisation to organisation. However some common key concerns are identified below. It is hoped that the list will provide a useful checklist for determining some of the concerns, which may have to be addressed:

The engagement

- Who is doing the "selling" into the organisation?
- Who is doing the "buying" within the organisation?

The culture

- What is the culture of the organisation?
- What is the business commitment to change?
- Has the organisation any previous experience of any method?
- Has the organisation had a lot of experience with methods?
- Is the organisation moving to an empowered environment?
- What is the current physical environment, e.g. office space?

The organisation

- Is DSDM suitable within the organisation?
- Is DSDM compatibility with existing corporate standards?
- How will DSDM be integrated with other business processes, e.g. procurement?

The benefits

- What are the benefits for the organisation?
- Where does DSDM add value?
- What is the cost likely to be?

The people

- Can a DSDM sponsor/champion be identified?
- Will the staff sign-up to a new method?
- How can we gain buy-in to the method from users/management/deliverers?
- How do we overcome the "We are already doing that" syndrome?
- How do we overcome the "Its only common sense" syndrome?

- How do we manage user expectation?
- How do we overcome the perception that DSDM means less structure and reporting?
- How do we obtain user organisation commitment?
- How do we obtain commitment from all the stakeholders?
- How do we ensure that we maintain the commitment further downstream?
- How do we persuade the “fence sitters”, i.e. do not want to make a decision in fear of their career?
- How do we persuade the “conservatives” within the organisation, i.e. those involved with existing processes; those who feel safe with the status quo; those who are uncertain about the additional roles and responsibilities?
- How do we inform people that there are more than just IT issues to be addressed?
- How do we overcome hierarchical thinking, i.e. fear of empowerment and threat to personal power?
- How do we overcome the traditional Project Manager dictum “How can I guarantee to deliver something when I don’t know what it is?”
- How do we overcome the fear of change, conflict with instilled values?
- How do we address the current lack of teamwork and co-operation, for example, personal bonus schemes not properly aligned with project objectives?

Implementation

- How is DSDM to be introduced?
- What are the timescales?
- Can we phase the procedures from waterfall?
- How do we acquire the required skilled resources?
- Can we collocate users and the development team?
- What is the project start-up process?
- How can we determine the applicability of DSDM for the selected project?
- How do we ensure there are specifications of deliverables?
- How do we establish the correct personality and skill mix?

3.2 Key Messages

For each stakeholder identified in the previous section, different messages are required to address:

- their needs
- their issues

- their problems
- their perception of the potential risks.

These will vary from organisation to organisation and from individual to individual. The following table identifies some key messages to address some of the above issues. Additional positive messages for DSDM can be found in Appendix A. In some cases individuals may become too enthusiastic about DSDM and start to over-sell the messages, or unrealistically raise expectations. Therefore included within the table are some messages for helping to manage some of the expectations as to what DSDM can actually achieve.

Stakeholder	**Issue**	**Positive Message**	**Manage Expectations Message**
Chief Executives	Systems delivered late	DSDM delivers systems faster and cheaper than conventional approaches.	No Silver Bullet
Business Directors	Want Fixed Price Quote	Give Fixed Price Quote (with flexible requirements)	May not get all the requirements originally asked for.
IT Directors	Retraining of IT Staff	DSDM is an evolutionary approach – most existing skills are still relevant	Important to train team in DSDM
	The End-Users will not like it	Satisfied users (they won't reject it if they have been involved all the way through)	User involvement is key to DSDM
Users' Manager	Loss of staff time – i.e. loss of productivity	Get where you want to be early (prioritise)	End User effort required during development
Project Budget Holder	Lack of Control	Control requirements and costs together	Must be prepared to prioritise
Quality Directors	Don't know everything up front	Greater granularity of quality spec,	Necessary to scope project.
	Not quality compliant	It is – see the TickIT Guide	Quality is inherent throughout DSDM, quality procedures, especially change controls are essential.
Quality Managers	Don't know everything up front	Greater granularity of quality spec,	
	RAD is hacking	RAD is, DSDM has established the sound development principles for faster delivery.	It is still easy to slip into old habits, unless you follow the DSDM principles.
	Where is testing?	Testing is integrated throughout DSDM.	For large system integration testing, best to take outside of

			DSDM.
Project Managers	How do I control the project	Emphasis on delivery of products, not activities.	Project plans still have to be produced.
	Can start earlier – without knowing everything	Requirements are based-lined at a high level.	Need to manage scope creep.
	The 80:20 rule	Systems are fit for business purpose	Need to ensure no significant risks in last 20%
Technical Design Authorities (TDA)	No up-front requirements specification	Requirements based-lined at high level	Sound technical architecture need to be produced – maybe outside of DSDM.
Account Managers	"when will it be *finished ?*" syndrome	Timeboxing controls the next increment	More difficult to define the "end" of a DSDM project
Business Consultants	What is my role?	DSDM has defined several key roles.	How current is their business knowledge.
Marketing Manager	When does it go live?	The incremental approach ensures early visibility.	Not all functionality will be available in first timebox.
Procurement	Acquiring equipment on time	Update procedures	Procurement of certain resources taken out of the DSDM project.
Contracts	No up-front requirements specification	Simpler contract (shorter timescale)	Still important to have contracts for DSDM projects
R&D	The method is too immature	DSDM has gained wide acceptance	The method is continually evolving in the light of practical experiences.
Maintenance & Support	RAD Projects cannot be maintained	Maintainability is included within DSDM	Need to identify maintenance requirements up front
End Users	Time/effort spent on project	More finely tuned to their needs	Not all applications are suitable

Table 3.1: Main Issues and Key Messages

4 An Outline Plan For Introducing DSDM Into An Organisation

The introduction of DSDM into any organisation must be carefully planned and managed to achieve a successful outcome. Below is a selected list of key activities for introducing DSDM into an organisation. The list is not intended to be exhaustive, but rather illustrative of some of the issues that will require addressing.

Firstly, it should be pointed out, that the introduction of DSDM into an organisation should be viewed as a Business Process Re-engineering exercise on the organisation's system development process. Therefore it should be considered as any other process re-engineering activity; namely the change to the culture, the people and the organisation are more important than the technology changes.

Secondly the DSDM Consortium would recommend an incremental approach to integration. Pilot projects should be selected to prototype some of the ideas and test the feasibility. The key business risks need to be identified and managed by iteration and refinement. Namely, the DSDM approach itself should be used to introduce DSDM into the organisation.

Thirdly, we are not necessarily introducing DSDM into the whole organisation, but rather within a particular business unit or even as part of a larger single project.

4.1 Feasibility Study

- **Qualify the organisation** Identify the type of organisation you are dealing with. This will help to determine some of the potential risks and pitfalls you are likely to encounter later.
- **Determine whether the organisation has the right culture** DSDM requires a fundamental shift in thinking for system development. Empowerment is key. Does the culture within the organisation encourage risk taking? Is the organisation prepared to change? The success of DSDM is pivotal on its 9 principles. Is the organisation prepared to accept them? A short culture audit may be necessary.
- **Identify key problem areas where DSDM would be applicable** What are the main problems facing the business? Identify the key business needs. This will help to sell DSDM later.
- **Identify a DSDM Champion** The key to any successful DSDM introduction is the identification of a senior manager as a DSDM Champion, preferably a board-level director. You must ensure the champion is a real champion and not likely to disappear if difficult decisions are to be made. The champion should be acting as your coach.
- **Educate the DSDM Champion** Ensure the identified champion is knowledgeable in DSDM and is aware of the consequences.
- **Produce strategy for way forward** The options for introducing DSDM are varied. Determine the strategic approach to be adopted.
- **Produce the project plan** Identify the key activities.

4.2 Business Study

- **Identify key stakeholders within the organisation** Who are the main people in the organisation who will need to have an input to the programme? Identify their main issues and concerns. Determine their buying influence.
- **Promote DSDM** It is important that all the stakeholders within the organisation are aware of the key benefits of DSDM for their organisation. Possible options include:
- Access the DSDM Website
- Identify Consortium members from within their sector
- Encourage everyone to attend their local user group meeting and talk to other members
- Attend one day awareness course.
- **Determine Business Benefits** What are the advantages in using DSDM within your organisation? Try to make the benefits measurable. Perform a cost/benefit analysis.
- **Talk to other Consortium members** Support can often be provided by other Consortium member organisations. Check the list of members on the DSDM Web Site.
- **Produce programme of candidate DSDM Projects** The introduction of DSDM must be planned over a number of projects to ensure success. Produce a programme of suitable candidate projects using the Suitability Filter.
- **Determine Reward Scheme for Development Team:** working on a DSDM project can be tiring. Plan for quieter periods of work after a timebox delivery. You may wish to reward the team for producing a quality system, plan early how you intend to reward the team's success.
- **Gain commitment to proceed:** this will involve the key influences within the organisation committing to the requirements of the DSDM project.

4.3 Identify Suitable Project(s)

- **Select suitable pilot project(s)** This is largely common sense. There is no point in an early failure due to the wrong application being chosen. Use the DSDM Critical Success Factors and Suitability Filter as a guide.

  Criteria:

- Clear business need
- Requirements not over specified
- Needs active user involvement
- Business benefit can be delivered within 3 - 6 months
- **Determine main project risks** Every project has a number of risks associated with it. DSDM projects are no exception. Generate a risk register.

- **Identify required environment** Determine the project environment. Where are the developers and users going to sit? What tools and infrastructure support do they require? What skills are required?
- **Review Quality Procedures** DSDM has been designed to accommodate an organisation's existing quality and management procedures. However not all the procedures will be required on a DSDM project. Therefore need to review existing documentation and determine what needs to be updated.
- **Review Other Procedures** Take this opportunity to review other existing documentation, such as handbooks and contracts to determine what needs to be updated.
- **Determine key project metrics** Identify what measurements are to be made to ensure the DSDM method is producing the required business benefits.

4.4 Deliver DSDM Project(s)

- **Select the development team** Identify who will be part of the development team. Who will be performing the key roles? May have to complement the project team with suppliers' personnel.
- **Train the development team** Training and education in DSDM is key to its success. A range of training courses is available from several training suppliers. (See the DSDM Web Site for the latest up to date list of DSDM training providers.) It is strongly recommended that both end users and developers attend the course, then a common understanding of terminology can be gained. In addition, the DSDM training course can be viewed as an important team-building event, where the roles and responsibilities can be identified. Try also persuading the training supplier to address your application problem, rather than the contrived exercises on the course.
- **Procure DSDM environment** Buy the necessary tools and support environments.
- **Update quality procedures** Only update the key procedures at this point.
- **Update other procedures** Those identified in previous stage.
- **Collocate project team** The environment for a DSDM project is key. Try to select a room or location away from the normal environment where the team's interruptions can be minimised.
- **Produce business application** Run the DSDM project. Monitor what is working and what can be improved next time. Collect measures against agreed metrics.
- **Monitor Project** Ensure the metrics are being collected.

4.5 Post Project Promotion

- **Review Pilot Project** Hold a lessons learnt review at an agreed review point of the project. Determine whether the project has delivered a system fit for its business purpose.

- **Measure Business Benefits** Determine whether the identified business benefits have been realised. This may take many forms from end-user or customer surveys to full quantitative and quality audits.
- **Promote Project Success** DSDM has been successful!! Raise the awareness within the organisation.
- **Develop Communication Plan** What is the best means disseminating the news? Try Roadshows, Newsletters, Presentations, or maybe holding a conference.
- **Identify next project** Identify how DSDM can now be used on other suitable projects. Maybe this time take some more risks.

4.6 Critical Success Factors

Every project should identify a number of critical success factors (CSFs). When introducing DSDM into an organisation, the following CSFs should be considered:

- Expectation managed
- Customer satisfaction
- Measured business benefit of solution
- Empowerment
- Client buy-in
- Satisfied customer
- Time and cost improvements
- Better business-fit solutions
- Satisfied team
- Satisfied Quality Manager
- User satisfaction

For each of the above CSFs, additional activities need to be considered to ensure the goal is satisfied.

5 Summary and Conclusions

This White Paper has considered and discussed some of the key issues that will have to be address when DSDM is introduced into any organisations. By necessity, much of the guidance and assistance has to be at a high level, as every organisation is different. However it is hoped that the guidelines provided are good-enough to be useful.

If you have any experiences in introducing DSDM into your organisation or you would like to find out more, then please contact the Introducing DSDM Into An Organisation Task Group, Chair Tony Mobbs (email: tony.mobbs@uk.ibm.com) for more information.

By far the most effective way of gaining an understanding of the issues involved in introducing DSDM into any organisation is to learn from other members of the DSDM Consortium and to share experiences. This can be best achieved by attending the various DSDM Consortium meetings, or contacting your local Regional User Group. Names and contacts can be obtained from the DSDM Secretariat.

Appendix A Some Key Win Themes and Messages

A. 1 Benefits In Using DSDM

- Early implementation of high priority solutions to business problems
- Final system is more likely to meet the users' real business needs
- Timeboxing ensures timely delivery
- Users will be better trained, since their representatives will define the training
- Empowerment is a more rewarding way of working
- Implementation likely to be smooth, because of co-operation of all parties during development
- IT and End Users become partners in delivering business solutions
- Formalised user involvement
- Fixed time and cost of project
- Distillation of best practice from the world's leading IT practitioners
- Built-in testing and user satisfaction
- Users more IT literate, developers more business aware
- Less bureaucracy, more effort channelled into the solution
- Less adversarial behaviour – more team working and sharing of objectives
- Responding positively to the need for change.

A.2 DSDM and Quality

- Fitness for business purpose (users involved in continuous acceptance throughout project)
- Continuous testing throughout project
- British Standards Institute guide for the application and assessment of DSDM in a TickIT environment

A.3 Key Ingredients

- Timeboxing - key benefits first
- 80/20 Rule - prioritisation
- Flexible framework
- Focus on deliverables
- Business benefit not technical elegance

- Evolutionary prototyping and implementation
- Collocated joint team
- Facilitated workshops

A.4 DSDM CSFs

- Acceptance of the DSDM philosophy
- Commitment of senior management to provide significant end user involvement
- Easy access by developers to end-users.
- Stability of the development team.
- Delegation of decision-making to team
- Development team skills
- Decision-making powers of users and developers
- Effective project control
- Small team size (dedicated)
- Small teams: no more than 6 people
- Supportive customer relationship
- Skills in tools and business knowledge
- Suitable development technology (e.g. CM, CASE Modeling Tools, Prototype Generation)
- Applicability
- Good communication, collocation of team
- More responsibility and authority
- Users are part of the team
- Developers have a user focus

A.5 Potential Project Risks

- Lack of user involvement
- Excessive time spent in decision-making
- Irreversible increments are developed
- Team focus on activity rather than delivery of products
- Testing is not integrated throughout the lifecycle

- Buyer's project manager may feel redundant as the project team is empowered to make decisions without him
- Users allocated to the project are "not wanted" by the organisation
- Users get too involved in project
- Data structures get too monolithic and inflexible due to rapid prototyping.

A.6 DSDM And Maintainability

- Maintainability not ignored within DSDM
- Need to consider early
- Core Techniques to support maintainable products
- Need to consider maintainability objectives
    - maintainability key system attribute
    - Re-engineer later
    - Short-term tactical solution.

A.7 Benefits of the DSDM Consortium

- Learning from extensive practical experiences
- Enhanced credibility for your approach
- Significant on-going costs of maintaining your own method
- A broad church with room for radicals and conservatives, opportunities to discuss and evolve your views
- Support for sound engineering
- Consortium produced significant achievements