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Next, these principles are supported by a lifecycle process of 3 phases, the roles and the responsibilities, artefacts and some main techniques that are used from this approach, like Timeboxing, facilitated workshops and MoSCoW prioritization.These principles are trying to embrace the Agile values and create a mindset to peopleteams' attitude toward to deliver consistently while remaining flexible. These principles are really critical and should be strictly followed and adopted in order the DSDM approach to succeed and the full benefits of this framework to get exploit. Otherwise, it cannot be delivered the best business solutions.These principles are supporting with the DSDM lifecycle process, the appropriate set of roles and responsibilities, the artefactsproducts and some main practices.When DSDM approach is following, it is important all the teams that are involved in the project to understand and focus on the business priorities and needs, since all the decisions that are making regarding the project are around how to fulfill the business needs and understand what and when to be delivered. 2. Deliver on Time. One of the main goals and success factor of a project is the delivering on time. For this reason, in DSDM approach the teams should follow and meet deadlines by setting timeboxes which are a planned in advance timeframe but at the same time have a more variable and flexible scope in the in the preset deliverable. 3. Collaborate. Through collaboration can be achieved increased understanding, more efficient way of working, shared ownership which all of that will lead to increased performance. In order to be achieved a greater collaboration and fulfilled this principle, according to DSDM approach the teams firstly should empower their team members to take decision regarding the project, then engage the right stakeholder throughout the project at the right moment and finally

build one team culture.

In addition, all of these will be accomplished by setting the right roles and responsibilities to the right people and through facilitated workshops where their knowledge can be shared effectively with other members of the project team. 4. Never Compromise Quality. Quality is really important for a project and level of quality and expectations should be agreed in the beginning. Everyone has to aim at achieving that level of quality. So as to accomplish this goal and principle, the teams that are involved in the project should firstly agree on the level of quality of the project before its deployment, then, guarantee that quality cannot be a variable, design, and document appropriately and lastly continuously testing from an early stage of the project. 5. Build Incrementally from Firm Foundations. One thing that differentiates the DSDM approach from the rest Agile one is the concept of establishing firm foundations for the project in advance of the incremental development. According to the DSDM approach, it is really important first to understand the scope of the business problem and the proposed solutionfirm foundations but not in that detail which may cause delays due to an overdetailed analysis of requirements. Then, after the firm foundations have established, it is followed the incremental delivery of the project so as to deliver real business benefit as soon as possible. 6. Develop Iteratively. According to this principle it is really rare an accurate business solution to developed and delivered at first without applied any changes and revaluation of the project. For that reason, it is needed a continuous process of development with which more details that are emerging later can be recognized, the creativity and the learning is encouraged, and embrace change since a lot of changes are needed in order to reach the desire result. 7. Communicate Continuously and Clearly.

It is usual that there are project failures because of poor communication between the teams and individuals. The DSDM aim to improve communication and its effectiveness and in order this to succeed different methods and practices are used from this framework, like standup meetingsscrum, facilitated workshops, visual communication. Additionally, teams are encouraged to informal communication and keeping lean and timely documentation. 8. Demonstrate Control. The involved teams need to understand the value of project governance and the need to demonstrate control. According to the DSDM approach in order to fulfill this principle, the plans and the progress should be visible to all, the project to be managed proactively, the project viability continuously to get evaluated based on the business targets and the progress should be measured by focusing on the delivery of products and not in the completion of the activities. In order to support the DSDM approach and adopt the principles that described above a process model is used. This model Fig.2 consists of 3 main phases the preproject, project lifecycle and the postproject.So this phase is critical since decisions are taking regarding the undertaking and investment on the project or the cancellation of it. 2.2.Foundations Phase Once the feasibility phase has finished, it is further developed in order in that phase to be evaluated the business reasons behind the project, the potential solution that will be developed and how development and delivery will be handled from a managerial point of view. In this phase, it is not needed a high degree of details in the recording of requirements and less than few weeks will be needed even for big and with high complexity projects. Finally, the aim of foundations is everyone to understand the scope of the work and the way the project will be carried out. 2.3.

Evolutionary Development Phase The next phase is the evolutionary development in which the main focus is in the iterative and incremental development of a solution which will get towards the business' requirements and objectives. 2.4.Deployment Phase The last subphase in lifecycle process is the deployment one where it is tried to get the solution into an operational use and to be ready to get launched into the market.For example, in order to be clearer, the launch of a new tablet where multiple projects which run in different locations should be merged and deployed into one solution

and launch in a single release. Of course, the benefits will be visible after a predefined period.Solution Development Roles These roles are the ones which form the "heart" of the project since they are responsible for the development of the solution and they are the ones which in the end will deliver the solution. Supporting Roles These roles are the ones that assist and guide in continuous basis throughout the project so as to be followed the DSDM framework. Then, once it has identified in which level is each individual, there is the assignment of the responsibilities which are based on the interest of each individual. These are the roles of Business Ambassador, Business Visionary, and Business Analyst. These are the roles of Solution Developer, Technical Coordinator, Solution Tester etc. Next, the blue ones, are the roles which are concerned the management interest and the have a more leadership role and are managing the teams and the projects. These are the roles of Project Manager and Team Leader. Last, the grey ones, are the roles in which people have a process interest are responsible in order to embody the DSDM framework in the whole process. Workshop Facilitator and DSDM Coach are the persons that are in charge of these duties. Of course, it is possible a role to be in two areas of interest, like the Business Analyst which has both a technical and business interest.

In addition, in cases of small projects which means smaller teams, it is possible to have people who are assigned to multiple roles and responsibilities and vice versa.The role of these artefacts or products, another way that are called, is to help the governance and ensure the smooth operation of the project. Of course, not all the products are needed in all kind of projects. These artefacts are assigned in the phases of the DSDM process and they can be divided into two categories, the evolutionary products and the milestone products. The evolutionary are the ones that are assigned in more than one phase and are used more than once during the project. On the other hand, the milestone products are assigned in specific phases and they have a checkpoint character. All the DSDM products are summarized in the Table 1. For every product, it is clearly defined the purpose of it, in which phase should be delivered, who is responsible in order to produce it and who is going to approve it. For instance, one product is the feasibility assessment which is a milestone product which has to be delivered during the lifecycle process and more specifically in the feasibility phase and get produced by the Project Manager and the Project Governance Authority.These are the timeboxing, the MoSCow prioritization, facilitated workshops, iterative development, Modeling and prototyping techniques.In particular, the timebox is a time interval at the end of which a target should be met and it is similar to the milestone or sprints that are used in the Scrum Agile Method. With the timeboxing apart from the setting of timeboxes with specific objectives, it is also established the process and the way how will the objectives be achieved. For example, an objective could be the completion of one or more deliverables or in other words the delivery of a product as it has described above.

The usual duration of timebox is from two to four weeks and the reason for the relatively low duration is because it is believed that people can give much more accurate estimates in the near future and accomplished more effectively a small set of tasks.The role of the facilitator is to guide the group through a process in order the group to achieve effective its objectives. This process should include should include defining the objective, identifying appropriate participants, creating an agenda, managing the logistics and distributing any prereading to participants. The purpose of the facilitated Workshops is to encourage collaborative working and enable highquality teambased decisions to be made in a shortened timeframe so as the people to get brought together as a group and communicate more effectively and generate more creative solutions.The letters stand forMoSCoW Prioritisation can provide the basis for decisionmaking about project team activity at all levels. The advantage of MoSCoW is that it allows business expectations to be set at the Project level, in the knowledge that the team will definitely deliver the Must Haves, they are likely to deliver most or all of the Should Haves, and they may deliver some Could Haves.In addition, one more

barrier is that this framework requires a high maturity level from the organization.To sum up, the DSDM approach is an agile framework which defines really in detail the whole process on how to develop a project from the beginning where there is the definition of the project and needs is addressing, to the end and the delivery of it. The DSDM method always focuses on being on time and on budget, but it is more flexible in the delivery of the business solution that has defined in the first phase since through the iterative DSDM process is possible the concept of the initial project to be changed.

It emphasizes the role of the people in the project and empowers them to take more responsibilities and have a more active role in the whole project. Not only through the role and the responsibilities that are assigned to each individual but also through the main principles that DSDM framework is based on.For instance, which characteristics can SCRUM borrow from the DSDM process, in which phases and how these can be adapted. It is a really useful handbook so as to understand the DSDM method, how an agile project framework works and what it is essential so as to succeed. Moran A.,Managing Agile Strategy, Implementation, Organization and People2015 Moran in his book examines the agile from a management perspective by focusing on matters of strategy, implementation, organization and people. A broad survey of the agile methodologies has been conducted and a comparison between of them. Then there is a more detail discussion and analysis on the agile programme and project management using the DSDM framework as a basis, and different aspects have been discussed like the governance, quality, risk, and configuration topics. Furthermore, there is an analysis on how agile can be implemented in wider organizations and which is the role of the people. Firstly, they are introducing you to the agile concept and its principles and then all the methods are analyzed based on some specific aspects. These are the background, the philosophy and scope, the features and benefits and finally the limitations of each one. In the end, the drawbacks of the agile software development are discussed based on the analysis of the methods. Find out how you can achieve a similar career change. Join Susan's journey to see how she was able to realise her dream! Ideal if you are working on DSDM projects at the moment or taking an AgilePM course. Each principle must be adhered to by the project team, as ignoring any of the principles can increase the chance of project failure.

If you like it, please show your appreciation by linking back to this page. A business case must be established for the project and the team must understand project priorities. Every decision the team make during the project should help achieve the project goal and the team must ensure the project is delivered on time. For example, the MoSCoW technique helps the team prioritise which of the business requirements M ust be, S hould be, C ould be or W ont be delivered. Timeboxing helps to separate work into manageable chunks of time, with each chunk having its own deliverables and deadline. During this phase, team roles are established.This is because having deadlines is the best way to control changing requirements. To stick to this principle, DSDM teams should focus on priorities, hit deadlines and manage their time by using the MoSCoW and timeboxing techniques. Teams should instead work as one unit and collaborate to encourage understanding, higher performance and shared ownership. The team involve stakeholders throughout the project and ensure each team member feels empowered to make decisions.The visionary conveys the sponsor's needs to the team and ensures the business case objectives are achieved. Ambassadors communicate user's needs to the development team, whilst business advisors assist with areas such as law or marketing. On a nonagile project, these roles would be performed outside of the project or would not exist at all. The final product shouldn't be any more or any less than the quality decided upon. Testing should happen early in the project. Again, MoSCoW and timeboxing can be used to ensure testing is appropriate and organized. Once foundations are established, the solution must be delivered incrementally. During each increment, the team must reassess priorities and project viability, ensuring they have taken stakeholder feedback into consideration.

Both the feasibility and foundation phases allow for establishing a foundation; the exploration and engineering phases allow for incremental delivery. Incremental delivery allows for such change to be embraced and leads to higher stakeholder satisfaction. Each iteration is combined with testing, demonstrations and feedback. This ensures that each iteration improves upon the last and leads to a decent final product. They must also be in the mindset that details should emerge later, not sooner, and they must embrace change. During each iteration, they should encourage creativity and experimentation, which will lead to learning and improvement. Constant review and feedback allow for change and progress to occur. DSDM aims to improve communication by using frequent facetoface meetings, visual communication modelling, advance releases of prototypes and workshop sessions. One way is to encourage team interaction through daily standup meetings. These informal meetings allow the team to meet and discuss issues or ideas together. Facilitated workshops are also an effective way for stakeholders to improve their understanding and discuss requirements. These practical methods help replace the need for heavy, useless documentation. DSDM proposes that it is only possible to do this by using a plan aligned to the project aims, with both being accessible to the entire team. Managing must be proactive with an emphasis on reporting and tracking. Timeboxing helps to control who is doing what and when. DSDM can also be combined with methods such as Kanban, which help teams to visualize project progress and see who is doing what, when and how long it will take them. The focus on iterative delivery, effective communication, collaboration and continuous delivery all align with the agile philosophy. Yet, many of the other tools and techniques recommended by DSDM modelling, prototyping and workshops, timeboxing, MoSCoW are used by other agile methods.

If these principles strike a chord with you, why not take an AgilePM course Please read our cookie policy for more information Choose from a full range of virtual classroom project management courses, a PRINCE2 course, or an agile project management course to boost your career. Alternatively, if you prefer to selfstudy, choose from a range of project management online courses, including a PRINCE2 online course or an agile project management online course. It was created in 1994 through a collaboration of project practitioners among many companies and from that point there is a continuous evolution.These values are the empowerment and collaboration between the individuals and the teams, adapt and respond to the changes and continuous collaboration between project team and the businesscustomer. The DSDM approach always focuses on making people working more effectively towards achieving their goals.While with iterative DSDM approach is confronted these problems, since it is not aiming for the perfection from the initial phase. Next, these principles are supported by a lifecycle process of 3 phases, the roles and the responsibilities, artefacts and some main techniques that are used from this approach, like Timeboxing, facilitated workshops and MoSCoW prioritization.These principles are trying to embrace the Agile values and create a mindset to peopleteams' attitude toward to deliver consistently while remaining flexible. These principles are really critical and should be strictly followed and adopted in order the DSDM approach to succeed and the full benefits of this framework to get exploit. Otherwise, it cannot be delivered the best business solutions.These principles are supporting with the DSDM lifecycle process, the appropriate set of roles and responsibilities, the artefactsproducts and some main practices.

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