



White Paper

Organisation Suitability Risk List

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I Introduction

This paper provides a tool that will assist in determining the suitability of an organisation for the introduction of DSDM. This tool takes the form of a questionnaire in which the applicability of DSDM to functional areas in the organisation is checked. It is called the Organisation Suitability Risk List (OSRL) and is similar to the Suitability Risk List (SRL) in the DSDM manual. The main difference is that, whereas the SRL looks at the applicability of DSDM to a *project*, the OSRL covers the whole *organisation* (or organisational unit).

The Organisation Suitability Risk List (OSRL) contained within this paper is intended as a 'thermometer' with which to measure the situation with regard to DSDM in a company or unit at a particular moment. It is intended only as a diagnostic instrument. This document describes only the OSRL instrument, not the possible plans which might be drawn up to deal with its conclusions. That is something the DSDM expert must put together him/herself, alone or in co-operation with other disciplines.

This White Paper supplements the White Paper entitled 'Guidelines: Introducing DSDM into an Organisation'. This described the preferred way in which DSDM should be introduced into an organisation. The OSRL supports the Feasibility Study phase as described in the latter white paper. It maps the characteristics of an organisation, allowing the risks and problems attached to the introduction to be recognised early on.

I.1 Audience

The target group is made up of all those affected by the introduction of DSDM into an organisation. We recommend that a DSDM expert be employed to apply the Organisation Suitability Risk List.

The results of the OSRL are meant for:

- Users who want to introduce DSDM into their own organisation;
- IT organisations that want to apply DSDM in projects for users.

I.2 Contributors

This White Paper was drawn up by a Task Group reporting to the Methods and Techniques Work Group of DSDM Benelux.

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The working group is grateful to all those who have provided them with advice and comments on the drafts offered for review.

The Task Group also made use of "Structure in Fives" by H. Mintzberg (pub: Prentice-Hall International, New Jersey 1983).

1.3 Section Structure

Chapter 2 describes the aim, format and use of the OSRL.

The core of the white paper is Chapter 3, which contains the questionnaire, along with extensive explanations. The conclusion forms Chapter 4.

Appendix A provides more information on one section of the OSRL.

Appendix B contains a form which can be copied for use when applying the OSRL.

In Appendix C, there is an example of the possible result of using the OSRL: a spider web.

1.4 Aim, format and use of the OSRL

This chapter describes the aim of the OSRL, how it is put together and how it can be used in practice.

1.5 Aim of the Organisation Suitability Risk List

The aim of the OSRL is to gain an insight into the situation in which an organisation finds itself, from the point of view of applying DSDM. A view of the risks inherent in introducing DSDM is obtained. By recognising these early on, the necessary measures can be taken both before and during the introduction.

The use of the OSRL has a number of potential dangers. The first is that it is filled in by people who have insufficient knowledge of the situation. The result can be that the direction chosen is not the correct one. The second is that the scores take on a life of their own, and become subjects for discussion in themselves. The explanations with the scores are at least as important. As with the completion of the Suitability Risk List in the DSDM manual the discussion generated by the questions is often more important than the answers themselves. It is therefore very important to use the results carefully.

The OSRL is only an instrument to be used to map the risks inherent in introducing DSDM into an organisation. Afterwards, an important process consisting of two global steps begins. The first step is the interpretation of the results, under expert guidance. The second is the making of concrete introduction plans. This will mean changes for a part of the organisation, no matter what. These are processes which require sufficient attention from the right people.

1.6 Format of the Organisation Suitability Risk List

Scope

The OSRL takes the form of a questionnaire, similar to the Suitability Risk List. The basis for the questionnaire is the DSDM principles, the critical success factors for DSDM projects, the white paper 'Introduction Guidelines' and the experiences of the work group members. The OSRL looks at the organisation and/or the organisational unit as a whole. The Suitability Risk List from the DSDM manual

serves to map the project risks, while the OSRL is an instrument with which to map the situation in the organisation concerned.

Areas evaluated

The questionnaire is divided into eight areas for evaluation:

- Users
- User management
- Organisation
- Culture
- IT staff
- IT management
- Management organisation
- Techniques.

Different perspectives are applied to each of these areas for the organisational units where the introduction of DSDM is planned.

1.7 Use of the Organisation Suitability Risk List

Applicability

The OSRL serves as an instrument with which to assess an organisation's readiness for DSDM. The white paper on introducing DSDM states that this assessment should take place in the Feasibility Study phase of the introduction programme. Based on the results of the OSRL an estimate of the risks involved can be made, allowing the expectations raised by the introduction and use of DSDM to be made as realistic as possible.

Only subjects which can form a specific threat to DSDM are covered in the questionnaire. It is, therefore, an addition to other questionnaires and other risk analysis tools in use in the organisation.

The OSRL is not intended to deal with people in specific roles; it makes a judgment for each area. The white paper on introducing DSDM looks at the points of view and problems posed by different stakeholders. In order to reach a well-considered judgment, it is important to know who will decide on, or play a role in, the introduction of DSDM. These people should be actively involved in the completion of the OSRL.

How to complete the form

Before the OSRL is filled in, the area under consideration in the organisation should be specified. Correct completion and interpretation depend on knowing which organisational units (divisions, departments, etc.) will be involved in the analysis and who in the organisation will be doing it.

Every question in the OSRL attempts to produce a picture of the situation in a particular aspect of the area under consideration. An estimate of the risk posed by introducing and using DSDM in this situation is made for every question. The levels of risk are divided into low, medium and high.

Ideally, the OSRL should be filled in during a workshop. Participants must have a thorough knowledge of the organisation and, more particularly, a general overview of it. They must also have some knowledge of DSDM, for example by having been on the DSDM Awareness or Practitioner Course. Since the DSDM expert plays a crucial role in this strategic discussion, it is preferable to have an independent facilitator on hand. The list of stakeholders in figure 2.1 of the white paper on introducing DSDM could be used to select the participants.

The questionnaire is not exhaustive and can, in accordance with the philosophy of the Suitability Risk List from the DSDM manual, be augmented with questions relevant to the particular situation or point of view.

What to do with the results

The discussion aroused by the completion of the OSRL is a very important part of the consciousness-raising process in the organisation. To be able to profit from the OSRL, it is necessary to produce a report showing the results and the discussions for every question.

The risks are quantified per question by scoring points: Low=0, Medium=5 and High=10. By dividing the total score per area by the maximum total score possible for that area, the relative risk is made clear. A complete image of the risks involved is shown in the form of a spider's web, with one axis per area. The risks form the vertices in the web. The smaller the risks, the closer the values on the axis are to zero. An example of a spider's web is given in Appendix C.

No definition of the importance of each of the areas is made; this is left to the DSDM expert and the staff involved from the organisation. The relative importance depends on aspects such as: the size of the organisation, the type, and how mature it is etc.

On the basis of the spider's web and the report, measures to deal with the perceived risks can be proposed. In this way the results of the OSRL form the beginnings of a risk register, which will be an important control instrument during the DSDM introduction programme.

Where the risks are high, the introduction of DSDM is not necessarily doomed to failure. But expectations must be adjusted accordingly. The tempo of the introduction can also be changed to suit the organisation. It is also worth considering finding another part of the organisation which scores better and starting there with the introduction of DSDM.

The OSRL is meant simply as a 'thermometer' to clarify the situation at a particular moment. What steps should be taken afterwards is no concern of this white paper. That is left to the team responsible for the introduction of DSDM into the organisation under consideration.

2 OSRL Questionnaire

This chapter contains the complete OSRL questionnaire, with an accompanying explanation for every question.

The questionnaire is divided into eight areas for evaluation:

- Users
- User management
- Organisation
- Culture
- IT staff
- IT management
- Management organisation
- Techniques.

There are a number of questions per area, intended to provide a picture of the organisation's receptivity to DSDM for each area.

Although the areas follow one another in the questionnaire, this sequence does not have to be followed. However, the questions within an area follow a conscious order, from general to specific.

For each question the size of the risk can be calculated as follows:

- *Low* when the subject forms no or little risk
- *Medium* when the subject forms an average or unknown risk;
- *High* when the subject forms a high risk.

When considering the 'Organisation' area, reference should be made to Appendix A. This allows the reader to obtain a global idea of the suitability of DSDM in the light of the ideas of Mintzberg.

	Area/Question	Low	Medium	High
I.	Users			
I.1.	<p>Do users have enough knowledge of their company, its aims and their own tasks to know why things are as they are?</p> <p>Explanation: to be able to take well-founded decisions, it is important that participants in DSDM projects know what the organisation's aims are and how these determine their own aims and tasks.</p>	Yes		No

	Area/Question	Low	Medium	High
1.2.	<p>Are users accustomed to working in a result-oriented or task-oriented way?</p> <p>Explanation: control in DSDM is based on results (milestones), not activities. Result-oriented working is, therefore, more suitable than task-oriented.</p>	Result		Task
1.3.	<p>Are users at all levels in the organisation accustomed to taking decisions?</p> <p>Explanation: the taking of decisions in a DSDM team will happen more easily if those involved are used to taking decisions. Reluctance to take decisions and passing them on to a higher level will delay progress.</p>	Yes		No
1.4.	<p>What are the users' attitudes to information technology?</p> <p>Explanation: users who have a negative attitude to information technology will have a negative attitude to every attempt to start an IT project or introduce a new approach. Past experiences will have to be taken into account.</p>	Enthusiastic and trusting		Distrustful
1.5.	<p>Are there any factors which will de-motivate users working in DSDM projects?</p> <p>Explanation: an incentive which conflicts with the interests of the project can be de-motivating.</p>	No		Yes
1.6.	<p>Are the users able to get together easily at the same time?</p> <p>Explanation: it is essential for active user participation that the most important users are available. Shift work, external working, free time and even the nature of the work can put practical difficulties in the way of applying DSDM.</p>	Yes		No
2.	User management			
2.1.	<p>Are staff assessed according to tasks or results?</p> <p>Explanation: results orientation fits DSDM, a strong focus on tasks does not.</p>	Result		Task

	Area/Question	Low	Medium	High
2.2.	<p>Is the leadership style one which delegates?</p> <p>Explanation: a supportive and delegating leadership style ("arrange it!") tends to be less task-oriented and therefore more suited to DSDM than the strongly task-oriented leadership styles of persuading and instructing ("do that!").</p>	Yes		No
2.3.	<p>Is user management prepared to commit itself to making users available for active involvement in projects?</p> <p>Explanation: management commitment is essential for the introduction of DSDM. If user management is not prepared to co-operate in this or the priority given to working on projects is not great enough, serious consideration must be given to not applying DSDM.</p>	Yes		No
2.4.	<p>Are the reasons for introducing DSDM clear to user management?</p> <p>Explanation: the introduction of DSDM is accompanied by cultural change. It is only possible if there are clear reasons for it, based on a clear vision.</p>	Yes		No
2.5.	<p>Is management prepared to use other forms of contract than the usual ones?</p> <p>Explanation: In a DSDM project it is not precisely laid down which function will be delivered within a timebox. The functionality to be delivered can, therefore, not be contractually defined. An appropriate form of contract must be agreed with the client, with a clear budget structure and clear responsibilities. What kinds of contract are used in the IT department? Does the responsibility for IT project budgets lie with the IT organisation or the users?</p>	Yes		No
3.	Organisation			
3.1.	<p>Does the organisation have a functional or a process-oriented structure?</p> <p>Explanation: the structure of the organisation determines how many people must decide on a particular part of the information system. A strongly functional organisation tends to have a large number of specialist functions. This hinders the taking of quick decisions on problems and issues involving these specialist areas, since it soon involves so many people. A process-oriented organisation structure has mainly single points of approach: generalists who cover a large part of the problem domain. DSDM works better in a process-oriented rather than a function-oriented organisation structure.</p>	Process		Functional

	Area/Question	Low	Medium	High
3.2.	<p>What is the relationship between the users and the IT organisation with regard to decision-making?</p> <p>Explanation: in DSDM projects it is the users who are in control: they decide what they need. IT decision-taking should lie with the directors of the company, not the IT manager. The organisation's IT architecture should be determined by the needs of the user departments.</p> <p>This applies at project level too: is the IT organisation prepared to share decision-making with the users?</p>	Users tend to make the decisions		IT organisation tends to make the decisions
3.3.	<p>What is the relationship between the users and the IT organisation and what experience lies behind it?</p> <p>Explanation: for multidisciplinary DSDM teams to be successful, it is important that there is sufficient trust between all the persons and groups involved in executing IT projects. Do the users involved trust the IT experts and vice versa?</p>	Trust		Distrust
3.4.	<p>Is there clear internal client orientation, so that the internal client values the IT organisation on results?</p> <p>Explanation: DSDM demands close co-operation between different disciplines and departments. The interests of the client must always be paramount. Close co-operation will be easier if the organisation's culture is such that everybody views those with whom they work as clients.</p>	Yes		No
3.5.	<p>What phase of computerisation has the organisation reached?</p> <p>Explanation: by diffusion is meant loose systems; the organisation is in a learning phase. The consolidation phase is characterised by management involvement, standardisation and improved efficiency. Computer maturity is reached in the integration phase.</p>	Consolidation / Integration	diffusion	initiation
3.6.	<p>How can the market in which the organisation operates be characterised?</p> <p>Explanation: a dynamic market is one striving towards shorter time-to-market. This makes the application of timeboxing and the acceptance of 80% solutions easier.</p>	Dynamic market		Stable market
4.	Culture			

	Area/Question	Low	Medium	High
4.1.	<p>Does the organisation have an open culture?</p> <p>Explanation: are there taboos in the organisation? Are there conflicts of interest? Are these conflicts spoken about? Are there cultural differences within the organisation?</p>	Yes		No
4.2.	<p>To what extent is the organisation inclined to change and successful in carrying it out?</p> <p>Explanation: DSDM has many plus points but its introduction often brings with it a painful cultural shock. People are only inclined to accept changes if they themselves think them really necessary. How far is the organisation prepared to undergo this shock? In other words, is there (now and/or in the future) enough support for change?</p> <p>If the organisation has recently been involved in major organisational changes, this will influence how far the organisation is inclined to change, and will have a positive or negative effect, depending on the experience.</p>	Highly		Not
4.3.	<p>Are people prepared to make their knowledge available to others?</p> <p>Explanation: DSDM attempts to bundle knowledge in small, multi-disciplinary teams so it is important that staff from different disciplines are prepared to share their knowledge with others. This applies particularly to specialists in a company who work only partly or on call for projects. It is also important that staff with little influence are able to give their vision of things.</p>	Yes		No
4.4.	<p>Do groups have decision-making powers?</p> <p>Explanation: decision-making must not be allowed to delay DSDM projects. Do people make independent decisions, do they do that in groups with clear decision making powers, or do decisions have to get support via political lobbying?</p>	Yes		No
4.5.	<p>Who makes the ultimate decision on how staff work?</p> <p>Explanation: staff accustomed to deciding how to organise their work themselves fit better into the DSDM culture.</p>	Staff themselves	Mainly discussion between user management and staff	Always by user management

	Area/Question	Low	Medium	High
4.6.	<p>Who initiated past and present computer projects?</p> <p>Explanation: For DSDM, the demand-pull side of computing is its central plank, i.e. the demands made by the client. An environment where technology-push is the main basis can conflict with DSDM principles.</p>	Mainly top management		Mainly IT
4.7.	<p>Have the solutions delivered up to now met the expectations of the users?</p> <p>Explanation: prototyping and active user involvement in workshops means that DSDM can check early in the project whether the solution meets the expectations of the user. If the solutions delivered up to now have met users' expectations, there is less need to convert to another way of working.</p>	No, never		Yes, always
4.8.	<p>Can the users cope with 80% solutions?</p> <p>Explanation: DSDM strives to tackle those problems which are generated by business goals and must be solved. By leaving out all the fancy touches the capacity to tackle other real problems is made available. The question is whether the users are sufficiently motivated to tolerate 80% solutions.</p>	Yes		No
5.	IT staff			
5.1.	<p>Do the IT staff possess the appropriate skills?</p> <p>Explanation: intensive co-operation with users and participation in workshops call for good communication skills. People must also be well acquainted with the tools in use. For more information on the skills required, see the chapter 'DSDM Roles' in the DSDM Manual.</p>	Yes		No
5.2.	<p>Do the IT staff have enough experience?</p> <p>Explanation: the dynamic project environment and the independence demanded of team members require that each team contains at least one member of staff who is above average. Also, there must be enough staff with good computing experience to be able to put together teams with a good combination of senior and 'ordinary' developers. Thus, a high quality solution can be put together without time consuming delays.</p>	Yes		No

	Area/Question	Low	Medium	High
5.3.	<p>Do the IT staff have enough DSDM/Agile knowledge and experience?</p> <p>Explanation: to be able to carry out projects with DSDM IT staff must have at least minimum knowledge of the framework. Experience of DSDM or Agile projects is very desirable.</p>	Yes		No
5.4.	<p>Are the Design and Build roles strictly separated at the moment?</p> <p>Explanation: in traditional system development schemes there is often a strict separation between the Design and Build phases, with a clear handover point. Also, the functions of designer and builder are borne by different people. In DSDM projects, the Design and Build phases are intermingled, since different iterations are carried out. It is preferable for these roles to be filled by the same person when designing and building the prototypes and agreeing with the end-user.</p>	No		Yes
5.5.	<p>Are IT staff ready for a new approach?</p> <p>Explanation: when people are accustomed to a specific (traditional) approach to system development, there is often opposition to a new approach. One sign of this can be people being unwilling to adopt new tools and products or new versions of them.</p>	Yes (all of them)		No
5.6.	<p>What are past experiences with users like?</p> <p>Explanation: intensive user participation is essential in DSDM. If IT staff have had negative experiences of working together with users, they may object to a framework where this is a basic principle.</p>	Good		Bad
6.	IT management			
6.1.	<p>Do people have experience of working in projects?</p> <p>Explanation: in projects a defined product must be delivered in a limited time. This requires a different way of working to carrying out permanent tasks. Experience of projects is a sine qua non for working with DSDM.</p>	Yes		No

	Area/Question	Low	Medium	High
6.2.	<p>What system development method is actually used at the moment?</p> <p>Explanation: if Agile type projects have actually been done before, then the introduction of DSDM will be much simpler than if there is only experience of waterfall projects.</p>	Agile type		Waterfall
6.3.	<p>Are there reasons for introducing DSDM?</p> <p>Explanation: DSDM offers some specific advantages, such as better meeting expectations through intensive involvement of users, orientation to the most important business advantages and short through-put times. When an IT department has to deliver these sorts of things to a customer, it will be much more open to DSDM.</p>	Yes		No
6.4.	<p>Is the IT management championing the application of DSDM?</p> <p>Explanation: management commitment is essential for the introduction of DSDM. Support from management is always needed to implement a specific change.</p>	Yes		No
6.5.	<p>Is IT management prepared to change existing standards, procedures and guidelines?</p> <p>Explanation: existing agreements on standardisation of products from the system development scheme, review policy etc may need to be changed or may no longer be applicable if projects are executed according to DSDM.</p>	Yes		No
6.6.	<p>Is IT management prepared to accept other forms of contract than the usual ones?</p> <p>Explanation: what kinds of contract are acceptable to the IT department? Are budgets for computer projects the responsibility of the IT organisation or the users' organisation? In a DSDM project, it is not stated precisely what functionality will be delivered in a timebox. The functionality to be delivered can, therefore, not be contractually defined. An appropriate contract must be agreed with the client, with a clear budget structure and clear responsibilities.</p>	Yes		No

	Area/Question	Low	Medium	High
7.	Management Organisations			
7.1.	<p>Do acceptance procedures occupy a relatively great deal of time?</p> <p>Explanation: DSDM is oriented to the regular delivery of products and the incremental delivery of functionality (principles III and V). Time-consuming procedures for every part of a product delay the progress of a project.</p>	No		Yes
7.2.	<p>Are change proposals collected and then tackled and delivered together or is each individual proposal dealt with separately?</p> <p>Explanation: the crossover to incremental working will be easier if the organisation is accustomed to gathering change proposals together.</p>	Together		Individual
7.3.	<p>Must installation/control procedures be strictly followed all the time?</p> <p>Explanation: if it is impossible to make any exceptions to the existing installation and control procedures, this will hinder the progress of DSDM projects. In some organisations procedures must be followed, even if they have no added value for the relevant project. So what is meant here is the extent to which there is a readiness to look at priorities and the application of MoSCoW. (Keeping to own procedures vs. 'co-operative relationship?')</p>	No		Yes
7.4.	<p>Are the system managers ready/available to get involved in a project at an early stage?</p> <p>Explanation: in the context of handing over the developed solution to the maintenance and management organisation, it is advantageous to involve the system managers in DSDM projects early on.</p>	Yes		No
8.	Techniques			
8.1.	<p>Do the present modelling techniques support user-oriented development?</p> <p>Explanation: will the introduction of DSDM have consequences for the modelling techniques used at the moment? In other words, are the present ones good enough for interactive communication with the user?</p>	Yes		No

	Area/Question	Low	Medium	High
8.2.	<p>Are DSDM techniques already in use?</p> <p>Explanation: where DSDM type techniques such as workshops and prototyping are already applied (possibly within waterfall type system development schemes), the introduction of DSDM techniques is much simpler.</p>	Yes, nearly all		No, not one
8.3.	<p>Is the development environment suitable for DSDM?</p> <p>Explanation: do the present development tools support an iterative and incremental development process? By this is meant tools which support prototyping and configuration management.</p>	Yes		No
8.4.	<p>Is configuration management already applied?</p> <p>Explanation: well-structured version control is necessary for DSDM's iterative working methods. It must be possible to return to previous versions at any time. A good tool is essential here.</p>	Yes		No
8.5.	<p>How far are test principles already in use?</p> <p>Explanation: DSDM has six test principles, including integrated, independent and reproducible tests. If these sorts of principles are already applied, the introduction of the DSDM test principles will be much simpler.</p>	A lot		Little

3 Conclusion

DSDM is a development framework which offers great advantages, as long as certain conditions are met. To apply DSDM successfully in an organisation it is important to gain insight into how suitable the organisation is to the framework. The OSRL is a powerful instrument with which to map the situation within an organisation in a relatively short time. Based on it, expectations can be put on a realistic level and concrete measures be taken to deal with the risk areas identified.

Appendix A Basic Organisational Configurations

This appendix can be used for the 'Organisation' area in the questionnaire.

Organisations characterised in terms of structures and co-ordination principles

The table¹ shows five basic organisational configurations, one to a column.

Each basic configuration has a number of typical characteristics and in principle every organisation belongs to one of these basic configurations. The appropriate configuration depends on which level of the organisation is under consideration. At the highest level an organisation may, for example, be categorised as a divisional form, while each division is a machine bureaucracy.

<i>Characteristics</i>	Simple structure	Machine bureaucracy	Professional bureaucracy	Divisional Form	Adhocracy
Size	small	large	-	Large	-
Age	young	old	-	old	young
Type product	-	-	technical high value	-	-
Environmental Stability	simple and dynamic	simple and stable	complex and stable	varying markets	complex and dynamic
Primary co-ordinating mechanism	direct supervision by single leadership	standardised labour process through detailed work distribution	standardised input through knowledge and skills requirements	standardised output through specified end product	mutual agreement through informal communication
Key department	strategic top	technical staff	operational core and supporting staff	middle management	supporting staff
Type (de-) centralisation	horizontal & vertical centralisation	limited horizontal decentralisation	horizontal & vertical decentralisation	limited vertical decentralisation	selective decentralisation

The four organisational characteristics listed below can provide a global picture of how receptive the organisation will be to DSDM. Each of these characteristics touches on one or more DSDM principles, as shown in the table.

Characteristic	DSDM aspects
<i>Environmental Stability</i>	– <u>Fitness for business purpose</u> A dynamic market has to strive for shorter time-to-market. This eases the application of timeboxing and the acceptance of 80% solutions.
<i>Primary co-ordinating mechanism</i>	– <u>Active user involvement</u> DSDM requires small teams of generalists; that does not fit heavy specialisation and the involvement of many people.

¹ The contents of this table are derived from the ideas of Mintzberg.

	<ul style="list-style-type: none"> – <u>Empowerment</u> – <u>Product orientation versus activity oriented working</u> – <u>Accustomed and prepared to work together</u>
Key department	<ul style="list-style-type: none"> – <u>Empowerment</u> The empowerment of users is possible in a machine bureaucracy, professional bureaucracy and adhocracy, as long as these users are taken from the relevant key department. – <u>Empowerment and active user involvement</u> In the simple structure and the divisional form the empowerment of users can pose a problem, since either the strategic top (directors) or middle managers have to participate in the project. This makes things very difficult in view of the need for active involvement and the limited time these persons have for projects.
Type (de-) centralisation	<ul style="list-style-type: none"> – <u>Empowerment</u> Decentralisation says something about the delegation of decision-making authority. – <u>Working together</u> Heavy decentralisation can make co-operation between decentralised units difficult, raising practical problems such as collocation and attitude problems such as readiness to look beyond the boundaries of one's own organisational unit.

How would you categorise your organisation?

How does that relate to DSDM principles I, II, III, IV and IX?

Appendix B OSRL Form

	Area/Question	Low	Medium	High
1.	Users			
1.1.	Do users have enough knowledge of their company, its aims and their own tasks to know why things are as they are?			
1.2.	Are users accustomed to working in a result oriented or task oriented way?			
1.3.	Are users at all levels in the organisation accustomed to taking decisions?			
1.4.	What are the users' attitudes to information technology?			
1.5.	Are there any factors which will de-motivate users working in DSDM projects?			
1.6.	Are the users able to get together easily at the same time?			
2.	User management			
2.1.	Are staff assessed according to tasks or results?			
2.2.	Is the leadership style one which delegates?			
2.3.	Is user management prepared to commit itself to making users available for active involvement in projects?			
2.4.	Are the reasons for introducing DSDM clear to user management?			
2.5.	Is management prepared to use other forms of contract than the usual ones?			

	Area/Question	Low	Medium	High
3.	Organisation			
3.1.	Does the organisation have a functional or a process-oriented structure?			
3.2.	What is the relationship between the users and the IT organisation with regard to decision-making?			
3.3.	What is the relationship between the users and the IT organisation, what experience lies behind it?			
3.4.	Is there clear internal client orientation, so that the internal client values the IT organisation on results?			
3.5.	What phase of computerisation has the organisation reached?			
3.6.	How can the market in which the organisation operates be characterised?			
4.	Culture			
4.1.	Does the organisation have an open culture?			
4.2.	To what extent is the organisation inclined to change and successful in carrying it out?			
4.3.	Are people prepared to make their knowledge available to others?			
4.4.	Do groups have decision-making powers?			
4.5.	Who makes the ultimate decision on how staff work?			
4.6.	Who initiated past and present computer projects?			
4.7.	Have the solutions delivered up to now met the expectations of the users?			
4.8.	Can the users cope with 80% solutions?			

	Area/Question	Low	Medium	High
5.	IT staff			
5.1.	Do the IT staff possess the appropriate skills?			
5.2.	Do the IT staff have enough experience?			
5.3.	Do the IT staff have enough DSDM/Agile knowledge and experience?			
5.4.	Are the Design and Building roles strictly separated at the moment?			
5.5.	Are IT staff ready for a new approach?			
5.6.	What are past experiences with users like?			
6.	IT management			
6.1.	Do people have experience of working in projects?			
6.2.	What system development method is actually used at the moment?			
6.3.	Are there reasons for introducing DSDM?			
6.4.	Is the IT management championing the application of DSDM?			
6.5.	Is IT management prepared to change existing standards, procedures and guidelines?			
6.6.	Is IT management prepared to accept other forms of contract than the usual ones?			
7.	Management organisation			
7.1.	Do acceptance procedures occupy a relatively great deal of time?			

	Area/Question	Low	Medium	High
7.2.	Are change proposals collected and then tackled and delivered together or is each individual proposal dealt with separately?			
7.3.	Must installation/control procedures be strictly followed all the time?			
7.4.	Are the system managers' ready/available to get involved in a project at an early stage?			
8.	Techniques			
8.1.	Do the present modelling techniques support user-oriented development?			
8.2.	Are DSDM techniques already in use?			
8.3.	Is the development environment suitable for DSDM?			
8.4.	Is configuration management already applied?			
8.5.	How far are test principles already in use?			

Appendix C Spider Web Example

The spider's web below shows the scores from a fictional organisation.

Area	Total score	Max score	Relative Risk
Users	30	60	5.0
User management	40	50	8.0
Organisation	40	60	6.7
Culture	40	80	5.0
Techniques	15	50	3.0
Management organisation	25	40	6.3
IT management	55	60	9.2
IT staff	10	60	1.7

OSF Spider Web Example

