## Contents

### Part I  Introduction

1  The Need for Tamed Agility  .................................... 3
   1.1  A New School of IT  ...................................... 3
       1.1.1  Mobility  ........................................ 4
       1.1.2  Agility  .......................................... 5
       1.1.3  Elasticity  ....................................... 5
       1.1.4  Resulting Challenges  .......................... 6
   1.2  Agile or Plan-Driven?  .................................... 7
   1.3  A Pragmatic Middle Ground  ............................. 11
   1.4  Tamed Agility in Practice  ............................ 13

### Part II  The Interaction Room

2  A Room for Ideas  ............................................. 17
   2.1  Key Interaction Room Principles  ...................... 18
   2.2  Involve Domain Experts  ................................ 20
   2.3  Refine the Scope Continuously  ......................... 21
   2.4  Favor Relevance Over Completeness  .................. 23
   2.5  Favor Clarity Over Syntactic and Semantic Precision 25
   2.6  Define Value and Effort Drivers  ....................... 26
   2.7  Manage Late Requirements  ............................ 27
   2.8  Manage Early Requirements  ............................ 29
   2.9  Reveal Uncertainties Early  ............................ 30
   2.10 Make Cost Changes Transparent  ........................ 32
   2.11 Analyze the Risk of Disasters  ......................... 33
   2.12 Build Trust Between Stakeholders  ..................... 34
   2.13 Visualize the Project’s Progress  ...................... 35

### References

3  Interaction Room Basics  .................................... 39
   3.1  Method Overview  ....................................... 40
   3.2  Canvases  ............................................ 41
   3.3  Annotations  ........................................... 43
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4</td>
<td>Variants</td>
<td>48</td>
</tr>
<tr>
<td>3.5</td>
<td>Stakeholders</td>
<td>51</td>
</tr>
<tr>
<td>3.5.1</td>
<td>Interaction Room Method Coach</td>
<td>52</td>
</tr>
<tr>
<td>3.5.2</td>
<td>Interaction Room Domain Coach</td>
<td>53</td>
</tr>
<tr>
<td>3.5.3</td>
<td>Process Owner</td>
<td>54</td>
</tr>
<tr>
<td>3.5.4</td>
<td>Additional Roles</td>
<td>54</td>
</tr>
<tr>
<td>3.6</td>
<td>Workshop Preparation</td>
<td>55</td>
</tr>
<tr>
<td>3.7</td>
<td>Results and Follow-up Activities</td>
<td>56</td>
</tr>
</tbody>
</table>

### 4 Using an Interaction Room for Digitalization Strategy (IR:digital)

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Relevant Stakeholders</td>
<td>64</td>
</tr>
<tr>
<td>4.1.1</td>
<td>Digital Business Expert</td>
<td>65</td>
</tr>
<tr>
<td>4.1.2</td>
<td>Digital Technology Expert</td>
<td>67</td>
</tr>
<tr>
<td>4.1.3</td>
<td>Interaction Engineer</td>
<td>68</td>
</tr>
<tr>
<td>4.2</td>
<td>Partner Canvas</td>
<td>69</td>
</tr>
<tr>
<td>4.2.1</td>
<td>Methodology and Notation</td>
<td>69</td>
</tr>
<tr>
<td>4.2.2</td>
<td>Annotations and Analysis</td>
<td>72</td>
</tr>
<tr>
<td>4.3</td>
<td>Physical Object Canvas</td>
<td>73</td>
</tr>
<tr>
<td>4.3.1</td>
<td>Methodology and Notation</td>
<td>74</td>
</tr>
<tr>
<td>4.3.2</td>
<td>Annotations and Analysis</td>
<td>79</td>
</tr>
<tr>
<td>4.4</td>
<td>Touchpoint Canvas</td>
<td>81</td>
</tr>
<tr>
<td>4.4.1</td>
<td>Methodology and Notation</td>
<td>81</td>
</tr>
<tr>
<td>4.4.2</td>
<td>Annotations and Analysis</td>
<td>83</td>
</tr>
<tr>
<td>4.5</td>
<td>Cross-Canvas Analyses</td>
<td>84</td>
</tr>
<tr>
<td>4.6</td>
<td>Workshop Structure and Follow-up Activities</td>
<td>86</td>
</tr>
</tbody>
</table>

### 5 Using an Interaction Room for Software Project Scoping (IR:scope)

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Relevant Stakeholders</td>
<td>92</td>
</tr>
<tr>
<td>5.1.1</td>
<td>Application Developer</td>
<td>92</td>
</tr>
<tr>
<td>5.1.2</td>
<td>Operations Expert</td>
<td>92</td>
</tr>
<tr>
<td>5.1.3</td>
<td>User</td>
<td>93</td>
</tr>
<tr>
<td>5.2</td>
<td>Feature Canvas</td>
<td>93</td>
</tr>
<tr>
<td>5.2.1</td>
<td>Methodology and Notation</td>
<td>93</td>
</tr>
<tr>
<td>5.2.2</td>
<td>Annotations and Analysis</td>
<td>94</td>
</tr>
<tr>
<td>5.3</td>
<td>Process Canvas</td>
<td>95</td>
</tr>
<tr>
<td>5.3.1</td>
<td>Methodology and Notation</td>
<td>96</td>
</tr>
<tr>
<td>5.3.2</td>
<td>Annotations and Analysis</td>
<td>99</td>
</tr>
<tr>
<td>5.4</td>
<td>Object Canvas</td>
<td>103</td>
</tr>
<tr>
<td>5.4.1</td>
<td>Methodology and Notation</td>
<td>103</td>
</tr>
<tr>
<td>5.4.2</td>
<td>Annotations and Analysis</td>
<td>106</td>
</tr>
</tbody>
</table>
## 6 Using an Interaction Room for Mobile Application Development (IR:mobile)

6.1 Relevant Stakeholders
   6.1.1 Mobility Expert
   6.1.2 Business Developer

6.2 Persona Canvas
   6.2.1 Methodology and Visualization
   6.2.2 Annotations and Analysis

6.3 Portfolio Canvas
   6.3.1 Methodology and Visualization
   6.3.2 Annotations and Analysis

6.4 Touchpoint Canvas
   6.4.1 Methodology and Notation
   6.4.2 Annotations and Analysis

6.5 Interaction Canvas
   6.5.1 Methodology and Notation
   6.5.2 Annotations and Analysis

6.6 Cross-Canvas Analyses

6.7 Workshop Structure and Follow-up Activities

References

## 7 Using an Interaction Room for Technology Evaluation (IR:tech)

7.1 Relevant Stakeholders
   7.1.1 Technology Expert
   7.1.2 Enterprise Architect

7.2 Feature Canvas

7.3 Process, Object, and Integration Canvases

7.4 Cross-Canvas Analyses

7.5 Workshop Structure and Follow-up Activities

References

## 8 Using an Interaction Room for Agile Project Monitoring (IR:agile)

8.1 From Feature Canvas to Product Backlog
8.2 Sprint Planning Workshops
8.3 Requirements Exchange
8.4 Risk Map

References
15.4 Sprint Inspection and Billing ........................................ 221
  15.4.1 Full Completion of Sprint .................................... 221
  15.4.2 Partial Completion of Sprint ................................. 224
15.5 Planning the Next Sprint ......................................... 224
15.6 Project Termination .............................................. 226
15.7 Summary ............................................................. 227
Reference ........................................................................ 228

16 adVANTAGE in Practice .............................................. 229
  16.1 Case Study: The BERGFÜRST Crowd Investing Platform ... 229
  16.2 Fine-Tuning adVANTAGE Parameters .......................... 233
References .................................................................... 234

17 Summary ................................................................. 235

Part IV A Sample Project

18 Case Study: The Cura Health Insurance Benefit System .... 241

19 Initial Project Scoping with the IR:scope .......................... 243
  19.1 Project Vision ......................................................... 243
  19.2 Identification of Stakeholders and Objectives ................ 244
  19.3 Feature Canvas ..................................................... 245
      19.3.1 Feature Identification and Canvas Population .......... 245
      19.3.2 Annotation and Analysis .................................. 245
  19.4 Process Canvas ..................................................... 248
      19.4.1 Identification and Prioritization of Business Processes .................................................. 248
      19.4.2 Canvas Population .......................................... 250
      19.4.3 Annotation and Analysis .................................. 252
  19.5 Object Canvas ....................................................... 255
      19.5.1 Canvas Population .......................................... 255
      19.5.2 Annotation and Analysis .................................. 255
  19.6 Integration Canvas .................................................. 258
      19.6.1 Canvas Population .......................................... 258
      19.6.2 Annotation and Analysis .................................. 259
  19.7 Cross-Canvas Annotation Analysis .............................. 260
  19.8 Documentation and Follow-up Activities ..................... 261

20 Project Monitoring with the IR:agile .............................. 263
  20.1 From Feature Canvas to Product Backlog ...................... 263
  20.2 Risk Map .............................................................. 265
  20.3 The First Sprint ...................................................... 267
      20.3.1 Planning the First Sprint .................................. 267
      20.3.2 Results of the First Sprint ............................... 267
20.4 Settlement Using adVANTAGE .......................... 269
20.5 Cost Forward Progressing .............................. 270
20.6 Using the Requirements Exchange ................... 270

21 Lessons Learned ............................................. 273

Part V Conclusion

22 The Big Picture .............................................. 281
References ..................................................... 282

23 A New Skill Set ............................................... 283
23.1 General Software Technology and Methodology Skills .... 283
23.2 New School of IT Skills: Mobility ....................... 284
23.3 New School of IT Skills: Agility .......................... 287
23.4 New School of IT Skills: Flexibility ..................... 288
23.5 Business Development and Domain Knowledge .......... 289
23.6 Knowledge of Business Processes, Business Models, and Partnerships .................................. 290
23.7 Insights and Experiences .................................. 291
References ..................................................... 292

24 Outlook: Twelve Hypotheses .............................. 293

Appendix A: Interaction Room Workshop Agendas .......... 295

Appendix B: Interaction Room Annotations .................. 299

Appendix C: adVANTAGE Contract Template ............... 313

Index .......................................................... 329
Tamed Agility
Pragmatic Contracting and Collaboration in Agile Software Projects
Book, M.; Gruhn, V.; Striemer, R.
2016, XVI, 334 p. 66 illus., 20 illus. in color., Hardcover
ISBN: 978-3-319-41476-8