


**Opportunity**

**Identified**

- Opportunity identified that could be addressed by a software-based solution
- A stakeholder wishes to make an investment in better understanding potential value
- Other stakeholders who share opportunity identified

**1 / 6**




**Opportunity**

**Value Established**

- The value of a successful solution established
- Impact of solution on stakeholders understood
- Value of software system understood

**3 / 6**



**Opportunity**

**Addressed**

- A solution has been produced that demonstrably addresses opportunity
- A usable system is available
- Stakeholders agree worth deploying
- Stakeholders satisfied solution addresses opportunity

**5 / 6**




**Opportunity**

**Solution Needed**

- Need for software-based solution confirmed
- Stakeholders needs identified
- Underlying problem and root causes identified
- At least 1 software-based solution proposed

**2 / 6**




**Opportunity**

**Viable**

- A solution has been outlined
- Indications are solution can be developed & deployed within constraints
- Risks are manageable

**4 / 6**





**Opportunity**

**Benefit Accrued**

- Operational use creating tangible benefits
- Return on investment profile at least as good as anticipated

**6 / 6**





 **Stakeholders**

**Recognized**

- Stakeholders have been identified
- There is agreement on stakeholder groups to be represented
- Responsibilities of stakeholder representatives defined

**1 / 6**





 **Stakeholders**

**Involved**

- Stakeholder representatives carry out responsibilities
- Stakeholder representatives provide feedback & take part in decisions in timely way
- Stakeholder representatives promptly communicate to stakeholder group

**3 / 6**





 **Stakeholders**

**Satisfied for Deployment**

- Stakeholder representatives provide feedback on system from their stakeholder group perspective
- Stakeholder representatives confirm system ready for deployment

**5 / 6**





 **Stakeholders**

**Represented**

- Stakeholder representatives appointed
- Stakeholder representatives agreed to take on responsibilities & authorized
- Collaboration approach agreed
- Representatives respect team way of working

**2 / 6**





 **Stakeholders**

**In Agreement**

- Stakeholder representatives agree their input is valued and respected by the team
- Stakeholder representatives agree with priorities
- Stakeholder representatives have agreed upon minimal expectations for deployment

**4 / 6**




 **Stakeholders**

**Satisfied in Use**

- System has met or exceed minimal stakeholder expectations
- Stakeholder needs and expectations are being met

**6 / 6**




**Requirements**

**Conceived**

- The need for a new system is clear
- Users are identified
- Initial sponsors are identified

**1 / 6**




**Requirements**

**Coherent**

- The big picture is clear and shared by all involved
- Important usage scenarios explained
- Priorities are clear
- Conflicts are addressed
- Impact is understood

**3 / 6**




**Requirements**

**Addressed**

- Enough requirements are implemented for the system to be acceptable
- Stakeholders agree the system is worth making operational

**5 / 6**




**Requirements**

**Bounded**

- The purpose and extent of the system are agreed
- Success criteria are clear
- Mechanisms for handling requirements are agreed
- Constraints and assumptions identified

**2 / 6**




**Requirements**

**Acceptable**

- Requirements describe a solution acceptable to the stakeholders
- The rate of change to agreed requirements is low
- Value is clear

**4 / 6**




**Requirements**

**Fulfilled**

- The system fully satisfies the requirements and the need
- There are no outstanding requirements items preventing completion

**6 / 6**




**Software System**

**Architecture Selected**

- Architecture selected that address key technical risks
- Criteria for selecting architecture agreed
- Platforms, technologies, languages selected
- Buy, build, reuse decisions made

**1 / 6**




**Software System**

**Usable**

- System is usable and has desired quality characteristics
- System can be operated by users
- Functionality and performance have been tested and accepted
- Defect levels acceptable
- Release content known

**3 / 6**




**Software System**

**Operational**

- System in use in operational environment
- System available to intended users
- At least one example of system is fully operational
- System supported to agreed service levels

**5 / 6**




**Software System**

**Demonstrable**

- Key architecture characteristics demonstrated
- Relevant stakeholders agree architecture is appropriate
- Critical interface and system configurations exercised

**2 / 6**




**Software System**

**Ready**

- User documentation available
- Stakeholder representatives accept system
- Stakeholder representatives want to make system operational

**4 / 6**





**Software System**

**Retired**

- System no longer supported
- Updates to system will no longer be produced
- System has been replaced or discontinued.

**6 / 6**





 **Team**

**Seeded**

- Team's mission is clear
- Team knows how to grow to achieve mission
- Required competencies are identified
- Team size is determined

**1 / 5**





 **Team**

**Collaborating**

- Members working as one unit
- Communication is open and honest
- Members focused on team mission
- Success of team ahead of personal objectives

**3 / 5**





 **Team**

**Adjourned**

- Team no longer accountable
- Responsibilities handed over
- Members available for other assignment

**5 / 5**





 **Team**

**Formed**

- Team has enough resources to start the mission
- Team organization & individual responsibilities understood
- Members know how to perform work

**2 / 5**





 **Team**

**Performing**

- Team working efficiently and effectively
- Adapts to changing context
- Produce high quality output
- Minimal backtracking and re-work
- Waste continually eliminated

**4 / 5**




 **Work**

**Initiated**

- Work initiator known
- Work constraints clear
- Sponsorship and funding model clear
- Priority of work clear

**1 / 6**




**Work**

**Prepared**

- Cost & effort estimated
- Funding and resources to start work in place
- Acceptance criteria understood
- Governance procedures agreed
- Risk exposure understood
- Dependencies clear

**2 / 6**




**Work**

**Under Control**

- Work going well, risks being managed
- Unplanned work & re-work under control
- Work items completed within estimates
- Measures tracked

**4 / 6**




**Work**

**Closed**

- All remaining housekeeping tasks completed, and work officially closed
- Everything has been archived
- Lessons learned and metrics made available

**6 / 6**




**Work**

**Started**

- Development work has started
- Work progress is monitored
- Work broken down into actionable items with clear definition of done
- Team members are accepting and progressing work items

**3 / 6**




**Work**

**Concluded**

- Work to produce results have been finished
- Work results are being achieved
- The client has accepted the resulting software system

**5 / 6**




**Way of Working**

**Principles Established**

- Principles and constraints established
- Principles and constraints committed to
- Practices and tools agreed to
- Context team operates in understood

**1 / 6**




**Way of Working**

**Foundation Established**

- Key practices and tools ready
- Gaps that exist between practices and tools analyzed and understood
- Capability gaps analyzed and understood
- Selected practices, and tools integrated

**2 / 6**




**Way of Working**

**In Place**

- All members of the team are using the way of working
- All members have access to practices and tools to do their work
- Whole team involved in inspection and adaptation of way of working

**4 / 6**




**Way of Working**

**Retired**

- Way of working no longer in use by team
- Lessons learned are shared for future use

**6 / 6**




**Way of Working**

**In Use**

- Some members of the team are using the way of working
- Use of practices and tools regularly inspected
- Practices and tools being adapted and supported by team
- Procedures in place to handle feedback

**3 / 6**



**Way of Working**

**Working Well**

- Way of working is working well for team
- Team members are making progress as planned
- Team naturally applies practices without thinking about them
- Tools naturally support way of working

**5 / 6**

