GLOBAL STANDARDS AND PUBLICATIONS

Global Standards and Publications

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Dear readers,

You and we are well aware that we live in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) environment. As a result, more and more professionals choose to apply agile approaches, but also many of them agree that there is still a need for standardization and collecting and applying best practices. In the first place because this helps communication with other professionals, referring to globally accepted terminology. And also, because it helps to apply a high-level approach for professional discussion.

Van Haren Publishing publishes easy to access publications on Best Practices that are developed by professionals and quality-reviewed by many other experts. This provides you with information summarizing years of experience by the best in the profession. It is an honor for us to collaborate with knowledge partners like ASLBiSL Foundation, IACCM, IPMA, ITSMF, ITWNET, IVI and The Open Group, to support their Best Practices and standards.

Not only do we publish books on Best Practices, we also actively and independently promote the standards and frameworks via many partners that carry our web shop. Since 2017 we offer a portfolio of Courseware products to support training organizations with their training courses on exams that are based on these best practice and standards.

The application of these best practices and standards is not more than a tool that enables professionals to get to better results. We understand that this is mainly about knowledge and skills. We also realize that the people factor is more important, since without people all these things don't evolve at all. Partly we also address this area through our publications that are based on competence, but we admit that we only cover a small area of this in the products we provide on this.

Anyway, we do our best to play a part in sharing the knowledge and skills from Best Practice and standards with our customers. The rest should come from you.

Kind regards,
The publishing team of Van Haren Publishing

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Agile

1 Title/current version
Agile

2 The basics
Originating from the world of IT where the concept of Agile refers to a set of software development methods based on iterative and incremental development, where requirements and solutions evolve through collaboration between self-organizing, cross-functional teams. Nowadays, the principles of the Agile approach are also used in other domains, for example design & engineering, product development, manufacturing, etc.

3 Summary
Incremental software development methods have been traced back to 1957. 'Lightweight' software development methods evolved in the mid-1990s as a reaction against 'heavyweight' methods, which were characterized by their critics as a heavily regulated, regimented, micromanaged, waterfall model of development. Supporters of lightweight methods (and now Agile methods) contend that they are a return to earlier practices in software development.

Early implementations of lightweight methods include Scrum (1993), Crystal Clear, Extreme Programming (XP, 1996), Adaptive Software Development, Feature Driven Development, DSDM (1995, called DSDM-Atern since 2008), and the Rational Unified Process (RUP, 1998). These are now typically referred to as Agile methods, after the Agile Manifesto.

The Agile Manifesto was written in February 2001, at a summit of independent-minded practitioners of several programming methods.

> **Manifesto for Agile Software Development**
> We are uncovering better ways of developing
> software by doing it and helping others do it.
> Through this work we have come to value:
> **Individuals and interactions** over processes and tools
> **Working software** over comprehensive documentation
> **Customer collaboration** over contract negotiation
> **Responding to change** over following a plan
>
> That is, while there is value in the items on
> the right, we value the items on the left more.
>
> *Source: agilemanifesto.org/*

The Agile Manifesto has twelve underlying principles:
1. Customer satisfaction by rapid delivery of useful software
2. Welcome changing requirements, even late in development
3. Working software is delivered frequently (weeks rather than months)
4. Working software is the principal measure of progress
5. Sustainable development, able to maintain a constant pace
6. Close, daily co-operation between business people and developers
7. Face-to-face conversation is the best form of communication (co-location)
8. Projects are built around motivated individuals, who should be trusted
9. Continuous attention to technical excellence and good design

10. Simplicity
11. Self-organizing teams
12. Regular adaptation to changing circumstances

Agile methods break tasks into small increments with minimal planning and do not directly involve long-term planning. Iterations are short time frames. Team composition in an Agile project is usually cross-functional and self-organizing and team size is usually small (5-9 people). The Agile method encourages stakeholders to prioritize "their requirements on the basis of business value".

The Agile approach is supported by the Agile Alliance, a not-for-profit organization that wants to see Agile projects start and help Agile teams perform. It is funded by individual memberships, corporate memberships, and by the proceeds from the Agile conferences. It is not a certification body and does not endorse any certification programmes.

4 Target audience
Anyone involved in an Agile development project team; including analysts, architects, developers, engineers, testers and business customer/users; anyone supporting or managing an Agile project team who requires a detailed understanding of the practices and benefits of Agile development.

5 Scope and constraints
Applicable to development environments. Improved quality; higher productivity; positive effect on business satisfaction.

Constraints:
- Works less well in distributed development efforts where teams are not located together
- Acceptance: forcing an Agile process on a development team that is unfamiliar with the approach
- Exceptions: mission-critical systems where failure is not an option at any cost (e.g. software for surgical procedures)

6 Relevant website

www.agilemanifesto.org

Amsterdam Information management Model (AIM)

1 Title/current version

The Amsterdam model for Information Management: A Generic Framework for Information Management

2 The basics

The Amsterdam Information management Model (AIM) provides a mapping of the relationships between organization and information.

3 Summary

AIM was developed at the University of Amsterdam (paper: Abcouwer, A.W., Maes, R. Truijens, J. (1997), 'Contouren voor een generiek model voor informatie-management', Tijdschrift Informatie en Management). It can be used as a tool for positioning and interrelating information management functions. It can be applied to the areas of business-IT alignment and sourcing, and can be of use when considering IT governance. It offers a high level view of the entire scope of information management; its main application is in the analysis of organization and responsibilities.

AIM can be used to support strategic discussions in three different ways, as shown in the Figure:

- Descriptive, orientation – the framework offers a map of the entire information management domain, and can be used for positioning specific information management processes in the organization

- Specification, design – the framework can be used to re-organize the information management organization, e.g. to specify the role of the Chief Information Officer (CIO) or determine the responsibilities of the retained organization in the case of outsourcing
- Prescriptive, normative – the framework can be used as a diagnostic instrument to find gaps in an organization's information management, and is specifically aimed at identifying missing interrelationships between the various components of the framework

On the horizontal axis, the framework distinguishes three domains of governance:

1. Business – this domain comprises all standard business functions such as management, HR, resources and processes.
2. Information and Communication (information domain) – this domain describes how information and communication supports the business. In this domain, business requirements are translated into the IT (technology) capabilities that are needed to support the business.
3. Technology (IT domain) – this domain specifically describes the development and management of IT solutions.

The vertical axis describes the three levels of governance:
- Strategy (scope, core competences and governance)
- Structure (architecture and competences)
- Operations (processes and skills)
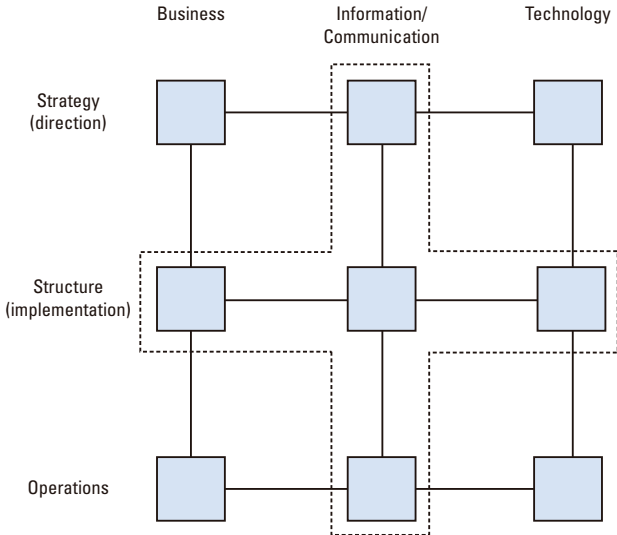
Abcouwer, Maes and Truijens (1997)

Figure: The AIM or Nine Square framework

AIM (originally known as the nine square framework) connects the two dimensions of management and information as the central components for Information Management. The dotted line demarks the scope of Business-IT alignment.

4 Target audience

The framework was developed for information managers, enterprise architects and IT architects.

5 Scope and constraints

The scope of the framework is the information management domain.

This framework enables discussions on the topic of business and IT alignment, but it does not provide information on how organizations can actually achieve better communications between business and IT. The framework is not a method, and cannot be used in a descriptive way; however, it can be a useful addition to enterprise architecture frameworks such as TOGAF®.

6 Relevant website

www.primavera.fee.uva.nl (Dutch only)