Efficient organizational assessment with RUP and IBM Rational Rose

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When IBM Rational customers engage the IBM Rational brand services organization, they expect us to help them deliver software within their project schedule while reducing costs, improving quality, and, most of all, minimizing negative impact to staff. To achieve this, we need to get up to speed very quickly on their organizational structure, environment, existing tools, process (or lack thereof), and anything else that might affect their success.

The case study in this article describes a scalable approach -- based on IBM Rational Unified Process,® or RUP,® IBM Rational Rose,® and IBM Rational SoDA® -- that can help people working both inside and outside an organization achieve such a comprehensive understanding quickly and efficiently. By conducting RUP's Assess Current Organization activity within the environment discipline, and then using the findings to create an IBM Rational Rose business model that documents the organization's existing process, we can assess organizational effectiveness in many different areas, discover and correct problems, and formulate realistic implementation plans. In sharing this approach with Rational Edge readers, I hope to convey the value that IBM Rational tools and services can bring to an individual project, as well...
as the permanent benefits of building a strong development infrastructure based on IBM Rational solutions.

The challenge

Recently, one of IBM Rational's large customers was starting a project and wanted to adopt RUP and other IBM Rational tools to improve the development and deployment of their software. After an initial one-hour meeting with the business unit manager and project manager, I was tasked with assessing the project, providing recommendations, and preparing a draft implementation plan for deploying RUP. The objectives of the assessment were as follows:

- Determine the project's status, focusing on Inception activities (project management, requirements and business modeling, change and configuration management).
- Identify customer issues and problems.
- Validate our understanding.
- Determine where we can add value, and identify processes, services, or tools that could be implemented easily and yield immediate benefits to the customer.
- Develop a draft implementation plan.

How long did I have to accomplish this work? Exactly 12 hours. So I sprang into action immediately; I booked a 3.5-hour workshop with the project manager and two business analysts for the next day, and then returned to my office to prepare.

Clearly, to accomplish all of my objectives in such a short time, I needed a process that was agile but didn't cut any corners. That's why I turned to RUP. I began with the following steps:

1. I launched RUP and navigated to the environment discipline's Assess Current Organization activity, which I quickly reviewed.

2. Next, I started IBM Rational Rose, opened the Assessment Framework, and then saved it.

3. Finally, I copied my Development Organization Assessment template from IBM Rational SoDA to the model directory, opened it, set the document properties to reflect the project and company I was assessing, and saved the document.

These activities took about 15 minutes. To show you how efficient the entire process can be, I will include time summaries after each step I describe below.

The workshop

I arrived at the customer site the following day armed with a laptop,
projector, and my wits. As the other attendees gathered, I opened RUP, IBM Rational Rose, and the IBM Rational SoDA template.

When all participants were assembled, I announced that, "I've come here to understand your project, stakeholders, and the processes you follow today. I'd also like to understand the documents you create, and, most important, the problems and issues you are facing on this project. I'll follow a process to understand your project and configure your process. Have you ever heard of the Rational Unified Process, or RUP?"

The two business analysts in the room had recently attended a RUP fundamentals course; they nodded.

"The activity I am performing is Assess Current Organization, and I'll follow this framework to ensure that I cover all key points."

"Cool! I wanted to see that in practice," exclaimed one of the business analysts.

I clicked on Assess Current Organization to bring up a description of the activity, then quickly scrolled through the page to give everyone a brief overview of what we were going to discuss.

"This activity is very similar to the RUP business modeling discipline's Assess Target Organization," I explained, and clicked a couple of times to display the business modeling discipline's Describe Current Business workflow detail.

I highlighted the activities Assess Target Organization and Find Business Workers and Entities. "I'll use these business modeling activities to support my assessment, so you can see a little RUP in action," I promised, and then returned to the Assess Current Organization activity to complete the steps I describe below.

**Identify the stakeholders.** First, I asked the team to identify their primary stakeholders, and I captured the names and contact information in the IBM Rational SoDA template. Then I "alt-tabbed" to the IBM Rational Rose screen and explained that "As you identify other stakeholders, including departments or teams, I'll capture them using IBM Rational Rose and the UML. I can also make notes about their function and any related issues. Later, we'll reorganize all the information into an appropriate structure."

Figure 1 is the stakeholder diagram we produced.
Then I began to create organizational unit packages and add dependency relationships, occasionally "alt-tabbing" to the IBM Rational SoDA template and back again. The resulting project dependencies diagram is shown in Figure 2.

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**Figure 1: Stakeholder diagram**

Then I began to create organizational unit packages and add dependency relationships, occasionally "alt-tabbing" to the IBM Rational SoDA template and back again. The resulting project dependencies diagram is shown in Figure 2.
Describe the internal organization. When the momentum slowed, we stopped to reorganize the packages according to the company's organizational structure, following the business modeling activity, Find Business Workers and Entities. Now our diagrams represented a "first cut" model of the company's structure, including customer departments, other dependent IT departments, projects, teams, and the current project's roles and dependencies.

Focusing on the current project's department and team, we created <<Business Workers>> to represent the primary roles, and then produced the project structure diagram shown in Figure 3.

Identify key people. We quickly discussed the content of the "identify key people" section in the activity Assess Current Organization, and I added a couple more names and roles to the IBM Rational SoDA template and model.

Identify the underlying reason for change. "OK, why are we doing this assessment?" I asked with a grin. There was silence. Finally, the project manager spoke up. "Things are OK, and there is really no need to change, but we do have a goal to reach CMM Level 3. I don't see why our managers are bothering with this initiative; it just doesn't stick in this organization."
"What level are you at today?" I asked.

"Level minus 2," the business analyst replied.

"I see," I respectfully replied, updated the IBM Rational SoDA template, and skipped a few sections over to the step in the Assess Current Organization activity called "analyze the development process description."

**Analyze the development process description.** "The next step is to review your existing process and ensure that we all understand how you work today," I said. "While we're doing this, I'll be using the business modeling activity Find Business Workers and Entities, and I'll use activity diagrams that are like flowcharts to capture the information. Is your existing process documented?"

"Sort of. I joined about six months ago and developed a spreadsheet," beamed the project manager. "I have a copy here."

"OK, how about you run me through your current process, and I'll develop a model as we go?" I suggested.

The energy in the room shifted: the project manager looked up, and the business analysts were clearly more interested, too.

They first described their phase structure, which I captured on a class diagram (like the one shown in Figure 4), and then created a set of activity diagrams, one for each phase (like the one shown in Figure 5).

![Figure 4: The organization's phases](image)

*(NOTE: Phase stereotypes are based on <<discipline>> stereotypes for the IBM Rational Process Workbench)*

To complete these diagrams, the team started to list all of the documents they create. I redirected them to discuss the *activities* they perform, steering them away from a document-centric focus. Instead, as you can
see in Figure 5, I showed them how to use swimlanes to identify roles, and activities stereotyped as `<rup_activity>` and objects, to capture the artifact flows between activities, their states, and transitions. I kept the diagrams simple, following the basic flow or "happy day" scenario.

![Figure 5: Activity diagram: Requirements phase](image)

Within a few minutes the whole team was involved in defining their view of the process. It was interesting to note the differences in opinion between the project manager and business analysts, but I wished we had a tester for other input!

As we stepped though the process, people naturally began to discuss issues and problems. I "alt-tabbed" to the IBM Rational SoDA template to capture these as we spoke. I also attached notes that described these problems to activities and objects in the model.

Soon, the team started to warm up to the whole approach, and the discussion began to flow freely.

The outcome of the modeling session was a set of highly informative notes about their process and issues, including the following:

- A description of their entire project lifecycle.
- Identification of key roles, activities, and artifacts, including states and interrelationships.
An understanding of existing problems and issues.

An understanding of organizational problems; these were to be the basis for discussions with other projects and for a possible project assessment by the IBM Rational brand services organization.

**Characterize the project and application.** The team had already provided a brief overview of the software project and the application in the introductory meeting. We quickly discussed the points listed in the activity step "characterize the project and application," and reviewed the IBM Rational SoDA template. I asked them to write a summary for this section and include points from our discussion. I requested that they send me the summary so I could include it in the assessment.

The business analysts had already started highlighting sections in one of their project documents.

**Identify competencies.** By this time, the team was excited. I scrolled back to the "identify competencies" section that we had skipped earlier and asked them to assess themselves, using the rankings provided. As each team member described his or her skills and competencies, we also identified and documented more issues.

**Identify supporting tools.** By now, the team was humming and united. I scrolled down to the "identify supporting tools" section, and they quickly listed all the tools they used. Plus -- you guessed it -- we identified more problems and issues.

**Review.** It was time to review what we had developed in the last couple of hours. I opened up the IBM Rational Rose model and navigated through the package hierarchy, reviewing a combination of activity and class diagrams. Any new problems were added to the IBM Rational SoDA template.

We then reviewed the template and made a few minor alterations and additional notes.

**Wrap-up.** The investigation phase of the assessment was now complete. I let the team know that I would consolidate what was documented, clean up the model, document recommendations, run the IBM Rational SoDA report, and pull together an implementation plan for our next steps toward implementing an IBM Rational solution. We agreed on the date I would deliver the implementation plan, and the date by which they would review it.

As we left the room, the team was buzzing, feeling excited about the outcome, and they all expressed their appreciation for my time and the workshop.

**Total time: 2.5 hours**
Back at the office: Filling in gaps and preparing the report

When I arrived back at the office, the account executive (sales guy) came to greet me.

"How did it go?" he asked.

"Well, actually, it went great. I learned everything I needed to know. Do you remember that team in the Internet group? The development team thinks of them as the project's largest risk," I said.

"Why is that?"

"They have to test and approve the system's usability. The hitch is that the system will not be available for review until the third-to-the-last week of the project, during user acceptance testing. In the past, those same Internet folks have made project teams rework most of their user interface, which added weeks or months to the schedule," I explained.

The account executive thought for a moment and said, "We were talking to that Internet team last week. They are really keen to learn the UML and RUP but said they are continually delayed by internal red tape. I'm calling the lead analyst in about five minutes. I think I'll have a word with her to see how we can enlist her help on this project."

He left to make his call, so I turned to consolidating the information I'd captured at the customer meeting. First, I revisited the IBM Rational Rose model. I associated all objects on the activity diagrams to a class, then reorganized the artifacts into packages and created class diagrams to depict the relationships between roles and documents, as shown in Figure 6.
I then revisited the activity diagrams, cleaned them up a little, and reviewed them for any inconsistencies. All new questions were added either as comments or in the questions section at the end of the SoDA template.

I remembered that the business analyst was going to send me some samples, so I checked my e-mail. Lo and behold, there was the information I had requested, including example use cases and other documents for review.

The next step was to sort out the grammar.

I generated the report, updated the comments in the IBM Rational Rose model, regenerated the report, and got the customer's IBM Rational...
account team technical staff together for a quick walk-through. They raised further questions, which I documented in the IBM Rational SoDA template.

Meanwhile, the account executive returned and reported that the "troublesome" Internet team was as "keen as mustard" to use RUP and learn usability engineering. They were even more eager to get around the internal barriers preventing them from adopting RUP, which was the corporate standard! It was clear that this project would have their support.

I generated the report once more, still with no conclusions or recommendations, and sent the draft to the project team for review. I also included a note regarding their largest risk and the willingness of the internal Internet team to work closely with them. I was one day ahead of schedule, and comments were due back midday in two days time.

**Time: 1 hour**

**Conclusion and recommendations.** In the morning, I prioritized the problems according to RUP's six best practices\(^1\) to help me with the root cause analysis. I outlined the conclusion and recommendations, called the account team together, and walked them through the model and report. We discussed the project and how it resembled other parts of the organization, and we refined the recommendations.

Early the next day, both the project manager and business analyst returned their copies of the document with comments. The project manager found a few minor errors and answered the outstanding questions; the business analyst added and refined some of the detail. Essentially, we had captured their existing organizational structure, process, and problems in a few hours, with little or no rework required! Even more important, they all agreed that we had done it accurately.

**Time: 1 hour**

**The implementation plan.** With the initial investigation of the project complete, it was time to develop the implementation plan. I went to the template and completed the sections based on the disciplines, which correspond closely to the six best practices. The subsections for each discipline are: Entry Criteria, Goals/Objectives, Assumptions, Risks, Activities, Resources, and Exit Criteria.

I identified activities, including an estimate of the effort required from both IBM Rational and customer resources. I also defined a list of deliverables, including acceptance criteria for each. Where possible, I used RUP names for activities and artifacts.

These activities and deliverables were driven by the team's recommendations, and the scope of the implementation was refined and agreed to by both the customer and the IBM Rational team. Table 1 shows some of the activities and artifacts we recommended.
Table 1: Activities and their associated artifacts

<table>
<thead>
<tr>
<th>Activity</th>
<th>Artifact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess testing practices</td>
<td>Development organization assessment: updated</td>
</tr>
<tr>
<td>Develop development case</td>
<td>Development case</td>
</tr>
<tr>
<td>Reviews</td>
<td>Review record</td>
</tr>
<tr>
<td>Plan phases and iterations</td>
<td>Phase plan and iteration plans</td>
</tr>
<tr>
<td>Develop metrics plan</td>
<td>Metrics plan</td>
</tr>
<tr>
<td>Plan next iteration</td>
<td>Iteration plan</td>
</tr>
<tr>
<td>Develop requirements management plan (and</td>
<td>Requirements management plan</td>
</tr>
<tr>
<td>requirements attributes)</td>
<td></td>
</tr>
<tr>
<td>Install tools</td>
<td>n/a</td>
</tr>
<tr>
<td>Tool mentoring</td>
<td>n/a</td>
</tr>
<tr>
<td>Recommended training</td>
<td>Training list</td>
</tr>
<tr>
<td>Find actors and use cases</td>
<td>Use-case model, use-case outline</td>
</tr>
<tr>
<td>Detail a use case</td>
<td>Detailed use cases</td>
</tr>
<tr>
<td>Detail the software specification</td>
<td>Supplementary specification</td>
</tr>
<tr>
<td>User experience modeling</td>
<td>User experience model</td>
</tr>
</tbody>
</table>

**Time: 3.75 hours (3 hours to produce draft, plus 3 fifteen-minute reviews)**

Presenting the assessment, business model, and implementation plan

During our next meeting at the customer site, we presented the revised Development Organization Assessment and the business model of their existing processes to the department manager and the project manager. We walked through each page of the assessment with the two managers, focusing particularly on the conclusion and recommendations. We then discussed the intent and scope of the implementation plan and answered a couple of questions.

**Time: 1 hour**

Achieving the desired results

How did we fare with meeting that "impossible" twelve-hour budget constraint? Well, we performed an initial customer assessment, analyzed the project's major issues with respect to project management and requirements management, developed an implementation plan, and
presented it. Not bad at all -- in fact, I came in under budget, at 10.65 hours. Table 2 shows each activity performed and the time it took, along with a running total for the entire effort in the third column.

**Table 2: Summary of effort**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
<th>Tally: total time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation</td>
<td>15 minutes</td>
<td>0.25 hour</td>
</tr>
<tr>
<td><strong>Workshop</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td>10 minutes</td>
<td></td>
</tr>
<tr>
<td>Identify stakeholders</td>
<td>15 minutes</td>
<td></td>
</tr>
<tr>
<td>Describe internal organization</td>
<td>10 minutes</td>
<td></td>
</tr>
<tr>
<td>Identify key people</td>
<td>5 minutes</td>
<td></td>
</tr>
<tr>
<td>Identify underlying reason for change</td>
<td>2 minutes</td>
<td></td>
</tr>
<tr>
<td>Analyze the process description</td>
<td>75 minutes</td>
<td></td>
</tr>
<tr>
<td>Break</td>
<td>15 minutes</td>
<td></td>
</tr>
<tr>
<td>Identify competencies</td>
<td>5 minutes</td>
<td></td>
</tr>
<tr>
<td>Identify supporting tools</td>
<td>2 minutes</td>
<td></td>
</tr>
<tr>
<td>Review</td>
<td>15 minutes</td>
<td></td>
</tr>
<tr>
<td>Wrap-up</td>
<td>5 minutes</td>
<td></td>
</tr>
<tr>
<td><strong>Total Workshop</strong></td>
<td>2.65 hours</td>
<td>2.9 hours</td>
</tr>
<tr>
<td>Consult with account executive</td>
<td>1 hour</td>
<td>3.9 hours</td>
</tr>
<tr>
<td>Present conclusion and recommendations</td>
<td>2 hours</td>
<td>5.9 hours</td>
</tr>
<tr>
<td>Present implementation plan</td>
<td>4.5 hours</td>
<td>9.65 hours</td>
</tr>
<tr>
<td>Conduct review with customer</td>
<td>1 hour</td>
<td>10.65 hours</td>
</tr>
</tbody>
</table>

Now, let's define some guidelines, based on the critical factors that enabled us to achieve our objectives.

1. **Use an experienced IBM Rational facilitator.**
   The facilitator must have experience with the tools and an in-depth knowledge of software development best practices and software development problems, including their symptoms and root causes.

2. **Have the right people in the room.**
   This is the number two requirement for success. Key customer representatives who know the subject matter must be present. They should also have the respect of their colleagues to ensure that the information captured is accurate and acceptable to the other
team members.

3. **Set a well-defined scope.**
   The scope was restricted to reviewing high-level team activities:

   - Project management
   - Requirements management
   - Interfaces to the external development organization that included change and configuration management

   Testing and any processes followed by external stakeholders were excluded, as requested by the project manager.

4. **Maintain an appropriate level of abstraction.**
   It is vital at this stage not to get bogged down in fine details, but rather to maintain the "20,000- to 50,000-foot view." In this case, we kept the detail for activities and key artifacts at a high level and assumed there would be an artifact review process. Whenever an external stakeholder was engaged, we simply noted the minimum information that stakeholder required. Our goal was to gain a high-level understanding of the customer's process/methods, environment, problems, and issues. We planned a detailed assessment as a next step, and we knew that additional detail would be uncovered during the implementation of process and tools.

5. **Use the most suitable media.**
   Using inappropriate media to capture information may lead to inefficiencies. It is important to match the medium with information for which it is suited:

   - **Text** is best for nonprocess-related facts or specific issues.
   - **Activity diagrams** are best to capture high-level activities and artifact flows, but be careful not to develop complex diagrams that are confusing.
   - **Sequence diagrams** are ideal for documenting a detailed scenario, but are less effective for high-level process flows. An example sequence diagram is shown in Figure 7.
   - **Class Diagrams** (see Figure 8) are used to understand the relationships between workers and entities and can be automatically generated using the IBM Rational Rose VOPC (View of Participating Classes) script. Often it is much faster to use sequence (or collaboration) diagrams to derive the class diagrams rather than to create them directly.

   If you are developing detailed diagrams during your first workshop, you are getting in too deep, too soon!
6. **Engage and involve the team.**
   This is an important factor to ensure that the workshop is fruitful and will provide a common understanding of the current situation and problems. Seek input from all participants, and request continual acknowledgment and verification of the documented process and artifacts as *the workshop proceeds* -- don't wait until the end.

7. **Establish mutual trust.**
   It is vital that the team begin to trust the facilitator and understand that what he or she is doing is not threatening – it is, in fact, quite
the opposite. Trust will allow a more open and frank conversation in which everyone can ask "difficult" questions -- such as where the real pain points are. To achieve this trust, the facilitator must continually reiterate the need for the team to understand root causes of issues, and not treat the symptoms.

8. **Have the facilitator play the "Devil's advocate."**
The facilitator should sometimes play the Devil's advocate -- that is, he or she should not automatically accept everything that is said as fact and instead ask probing questions such as "What would happen if someone did ...?" and "Does everyone agree with that?" and "Did that really happen, or was it more like ...?" This helps the team really understand problems and issues.

9. **Focus on the process/method and not the artifacts.** A focus on method and activities is vital. If the development team focuses on its artifacts, they will often fail to identify their major process-related problems, including those they encounter while interacting with stakeholders or other team members.

10. **Develop the model and assessment in "real time."** This is the key to engaging the whole team. The facilitator should use a data show or projector to display RUP, the IBM Rational Rose model, and the Development Organization Assessment so that everyone can see what is being developed and written. The facilitator should continually seek confirmation of what is being documented.

11. **Confirm a common understanding of the process.** The goal of an assessment is to reach a common understanding and agreement about the existing process and its problems. Everyone in the group should be prepared to compromise and be adaptable, keeping in mind that they can always make minor corrections to their techniques when they receive RUP training and mentoring.

12. **Confirm next steps.** Before the end of the workshop, the team should go over next steps as well as a schedule for the review cycle.

13. **The facilitator should make it "pretty" back at the office.**
The group should not waste time in the workshop on making the diagrams look good, laying them out correctly, or getting the text grammatically correct. Instead, the facilitator should do this back at the office. It is important that the facilitator does not change the meaning of anything he or she has documented. He can insert comments and ask the team to respond when they view the first version of the assessment and model.

**Next steps**

Once the initial assessment is complete, some additional steps, tools, and techniques might be useful during the implementation.

1. **Refine the implementation plan.** This is an important step. The facilitator should work closely with the whole project team, not just
the project manager, to define the plan. A planning workshop involving a selection of team members may be useful, depending on the size and complexity of the deployment. The facilitator should ensure that she has all the facts before estimating effort.

2. **Refine the development organization assessment.**
   Continue the assessment specified in the implementation plan as soon as possible. Your IBM Rational facilitator can help with an expanded project assessment if the scope of the project broadens or you need to go beyond understanding a deployment and configuring the RUP to a more complete best practice/capability assessment.

   At this time, a deeper understanding is commonly required, and sequence diagrams, state diagrams, business use cases, and so on, may be appropriate tools to achieve it. If possible, perform the assessment in workshop sessions, but also remember that interviews and just walking around the shop floor can provide many important insights. Note that business use cases are excellent for defining the process requirements, and they provide a framework for establishing agreement among all stakeholders and developing more detailed realizations. This is particularly applicable if your goal is to integrate existing processes.

3. **Make a more refined assessment, if required.**
   The approach we described above is an ideal way to quickly obtain an overview and develop a high-level understanding of an organization and its issues, and to formulate an impression of how a small team (up to ten or so members) can achieve better productivity and make quality improvements. It is an excellent basis for developing a requirements management plan or IBM Rational ClearQuest® usage model. However, as the organization changes or a deeper investigation is required, other variations may be more appropriate:

   - **IBM Rational Package Services Project Assessment**
     IBM Rational brand services provides an excellent framework for assessing a project in terms of best practices. I use this framework to detail a particular area identified in an initial workshop (such as the one described above) or one that my customer requests. It is a more formal investigation than the one outlined above and is used to develop a much deeper level of understanding.

     When following this framework, however, I continue to use the methods described above in workshops and during individual interviews with a broad range of stakeholders. A UML model is an excellent way to identify differences in opinion or note specific problem points. I continue to capture the information in the development organization assessment template, but I structure the final report in a Microsoft Word template.
In addition to workshops and individual interviews, each functional team completes a subjective assessment of the project team's competency with respect to best practices, using a questionnaire included with the package.

- **Medium- to large-scale implementations**
  As the implementation's scope grows, other activities and artifacts may be useful, including the following:
  
  - Through the RUP business modeling activity Set and Adjust Goals, develop a business vision, and use IBM Rational RequisitePro® to manage and prioritize the objectives/development capabilities.
  
  - Find business actors and use cases to develop a model of the business use cases, and then use it to drive the implementation and assign use cases (or scenarios) to iterations.
  
  - Use the framework provided by the RUP's project management discipline -- in particular the activities Identify and Assess Risk, Develop Software Development Plan, and Plan Iterations -- to support a more complex deployment. Other project management activities, such as Assess Iteration, may also be applicable.

4. **Use automated tools to help with project management.**
   In addition to the functions we have already noted, the IBM Rational integrated tool suite can assist the deployment in the following ways:

   - **IBM Rational ClearQuest®**: to log requests and define activities
   
   - **IBM Rational ClearQuest/Microsoft Project integration**: to develop and maintain schedules
   
   - **IBM Rational RequisitePro**: to manage risks and establish traceability between problems and recommendations documented in the assessment; you can prioritize recommendations and demonstrate that you have covered them. Sometimes it's also useful to establish traceability between the implementation plan and the assessment. If you develop a business vision, you can manage the objectives with IBM Rational RequisitePro.

**Be successful**

Ultimately, you must do whatever is needed to make your project successful. The agile, lightweight assessment method I describe in this article has consistently helped me to deliver value to IBM Rational customers not only by accelerating my own understanding of the organization's needs, but also by enabling them to analyze and understand their own needs and keep them in focus as they implement...
Remember that to apply this method successfully, you need a leader/facilitator who understands RUP and its assessment tools. In your workshop, identify and prioritize areas for improvement that can contribute to your success, and then develop an implementation plan. As you follow that plan, you can reuse the technique as necessary, to gain a better and deeper understanding of your organization's issues and possible solutions.

Acknowledgments

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References


Notes

1The best practices are:

- Develop iteratively
- Manage requirements
- Use component architectures
- Manage change
- Model visually
- Continually verify quality

For more information on the products or services discussed in this article, please click here and follow the instructions provided.

Thank you!