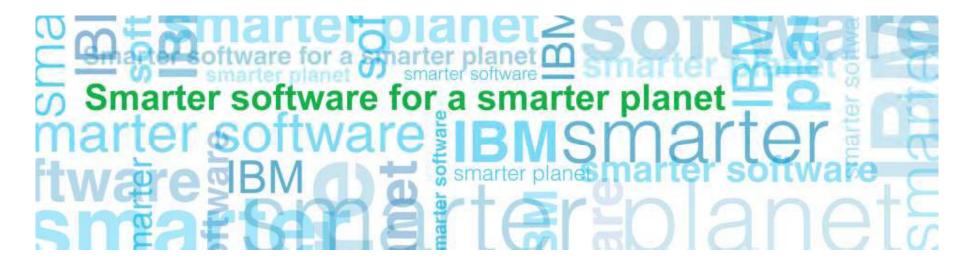


X-driven development: finding the right combination of approaches for systems engineering

Jon Chard & Hazel Woodcock, IBM



maintaining the data needed, and c including suggestions for reducing	lection of information is estimated to ompleting and reviewing the collect this burden, to Washington Headqu uld be aware that notwithstanding an DMB control number.	ion of information. Send comments arters Services, Directorate for Information	regarding this burden estimate of mation Operations and Reports	or any other aspect of the 1215 Jefferson Davis	is collection of information, Highway, Suite 1204, Arlington		
1. REPORT DATE MAY 2011		2. REPORT TYPE		3. DATES COVE 00-00-2011	red to 00-00-2011		
4. TITLE AND SUBTITLE		5a. CONTRACT NUMBER					
X-driven development: finding the right combination of approaches for					5b. GRANT NUMBER		
systems engineering					5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S)					5d. PROJECT NUMBER		
					5e. TASK NUMBER		
					5f. WORK UNIT NUMBER		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) IBM Corporation,1 New Orchard Road ,Armonk,NY,10504-1722					8. PERFORMING ORGANIZATION REPORT NUMBER		
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)					10. SPONSOR/MONITOR'S ACRONYM(S)		
			11. SPONSOR/MONITOR'S REPORT NUMBER(S)				
12. DISTRIBUTION/AVAIL Approved for publ	LABILITY STATEMENT ic release; distributi	on unlimited					
	otes ord Systems and Softed in part by the US.			-	2011, Salt Lake		
14. ABSTRACT							
15. SUBJECT TERMS							
16. SECURITY CLASSIFIC		17. LIMITATION OF	18. NUMBER	19a. NAME OF			
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified	Same as Report (SAR)	OF PAGES 9	RESPONSIBLE PERSON		

Report Documentation Page

Form Approved OMB No. 0704-0188



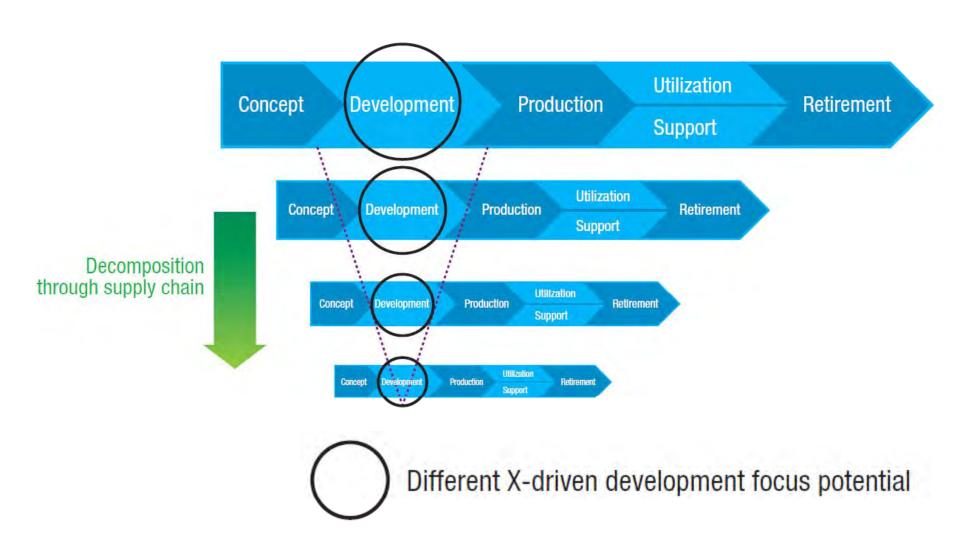
One size doesn't fit all

Why variety is the spice of life in development approaches

- Based vs. driven development?
- What are the project characteristics that matter?
- What about the industry?
- A framework for analyzing and selecting approaches.
- Strengths and weaknesses
- Putting it all together



SE life-cycle "V" decomposition diagram



and terpolanet Solar Sol

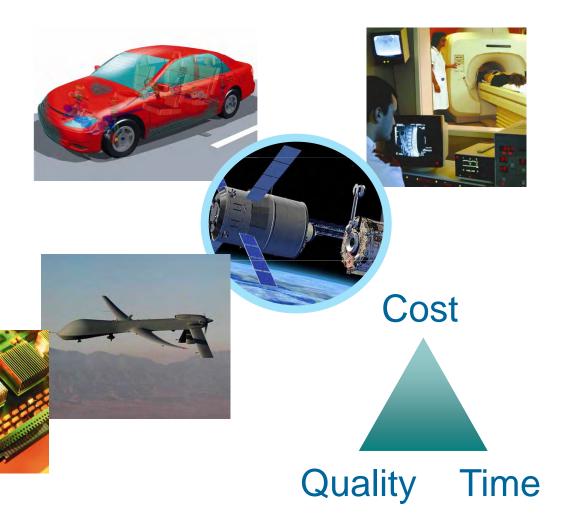


Different industries have different needs...

- Safety
- Regulatory compliance
- Development timescales
- Project scale
- Project life

• . . .







A framework for analyzing and selecting approaches

■ The Hitchins' 5-layer model

Socio-economic

Industrial systems engineering

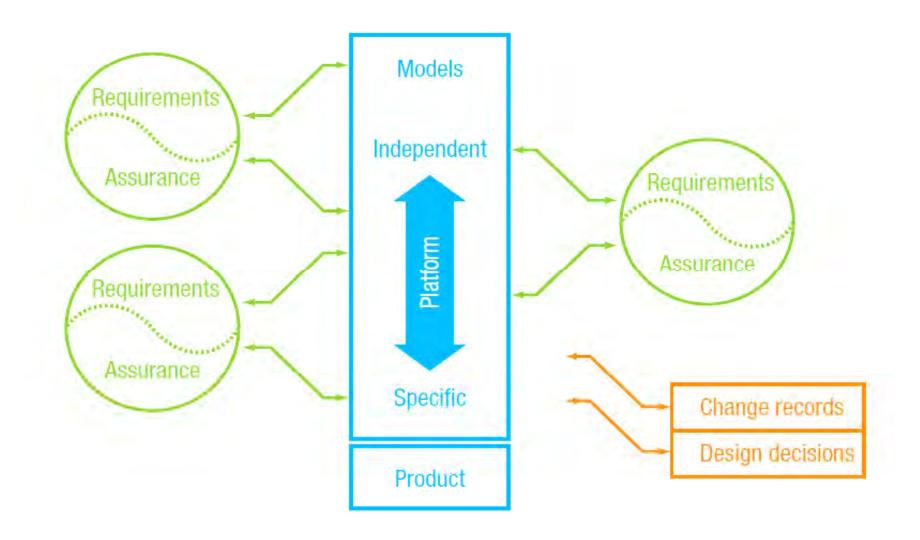
Business systems engineering

Project or system level

Product level



Development artifact relationship diagram





Matching the development approach to the project

Formality	Industry	Level	RDD	MDD	TDD
Informal Formal	Consumer Products	OEM			
		Supply chain			
		Detailed design			
	Mobile Networks / Devices	OEM			
		Supply chain			
		Detailed design			
	Power grid	Prime			
		Supply chain			
		Detailed design			
	Aerospace & Defense	Prime			
		Supply chain			
		Detailed design			
	Nuclear Industry	Prime			
		Supply chain			
		Detailed design			

Highly Somewhat Occasionally Not applicable applicable applicable applicable

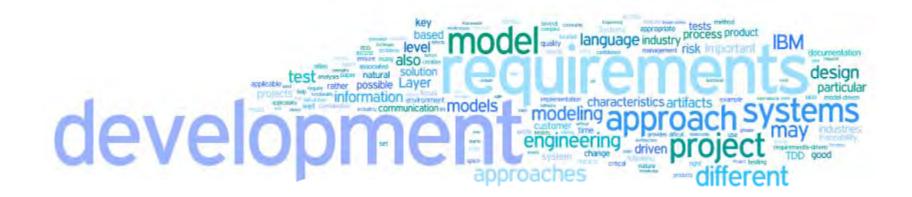


Summary

- There is no single 'right' answer
- The development approach is a means to an end

But...

- Predictable delivery results from minimizing risks
- The right approach is the one that best manages and mitigates risk





Glossary

- MDD Model-driven development
- RDD Requirements-driven development
- TDD Test-driven development