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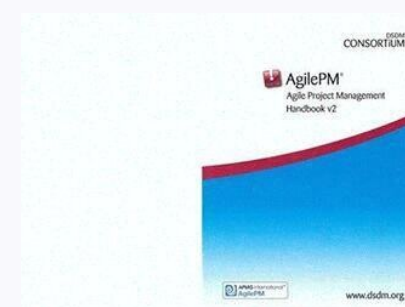


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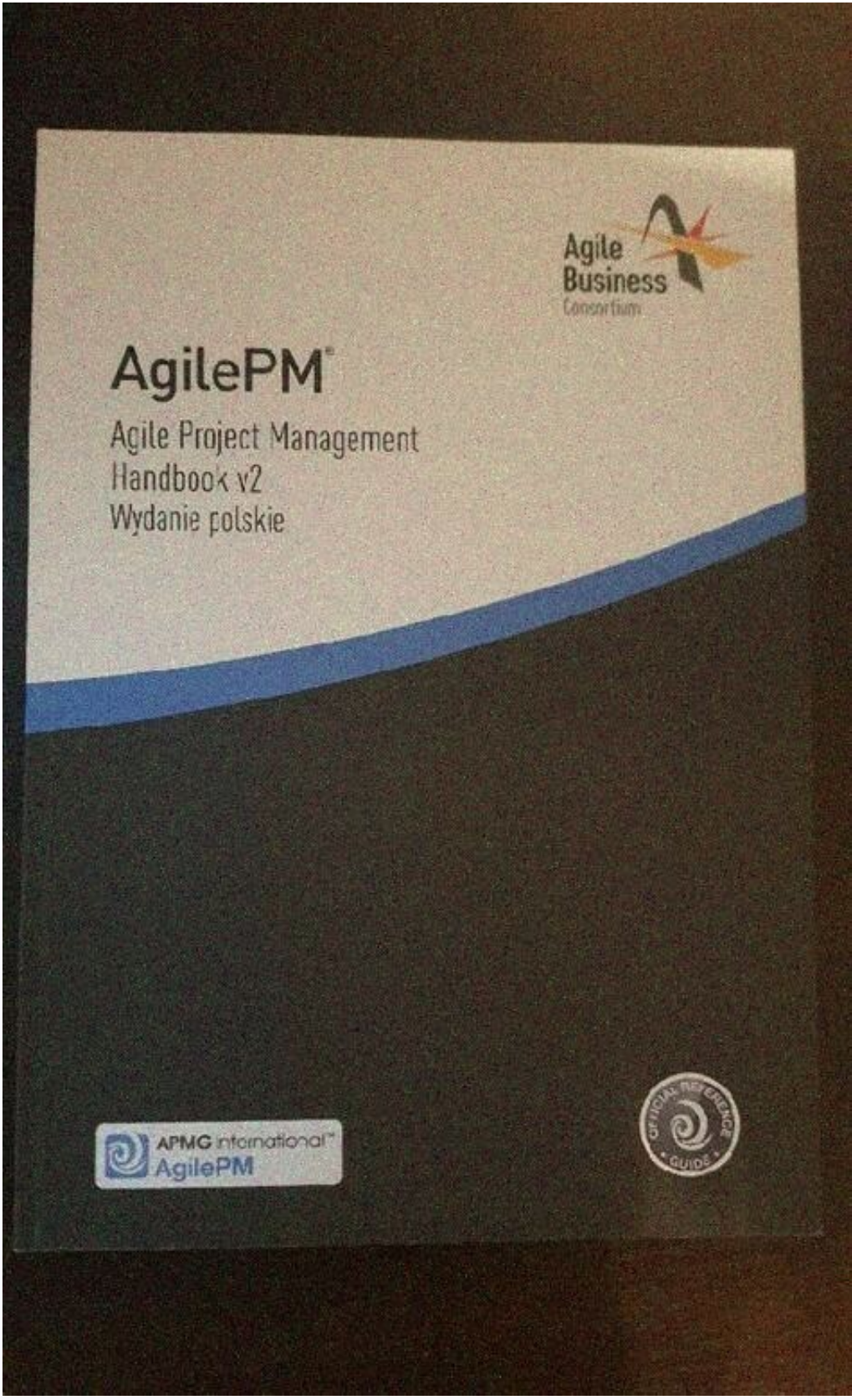
**Project Approach Questionnaire (PAQ) 3. Estimating using Planning Poker and Velocity 4. Index** As the driving force behind project management, the DSDM's Agile Project Framework serves as the "engine" for Agile Project Management. This framework embodies the latest thinking on corporate-strength agile and is designed to seamlessly link with other Agile approaches, catering to the growing demand for blended Agile practices. The graphic representation within this text symbolizes a potential connection to other Agile methods. This handbook draws inspiration from the DSDM Agile Project Framework, focusing specifically on the project and project management aspects.



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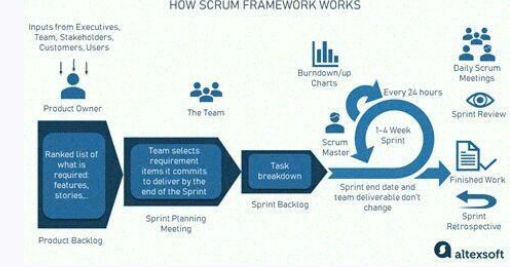
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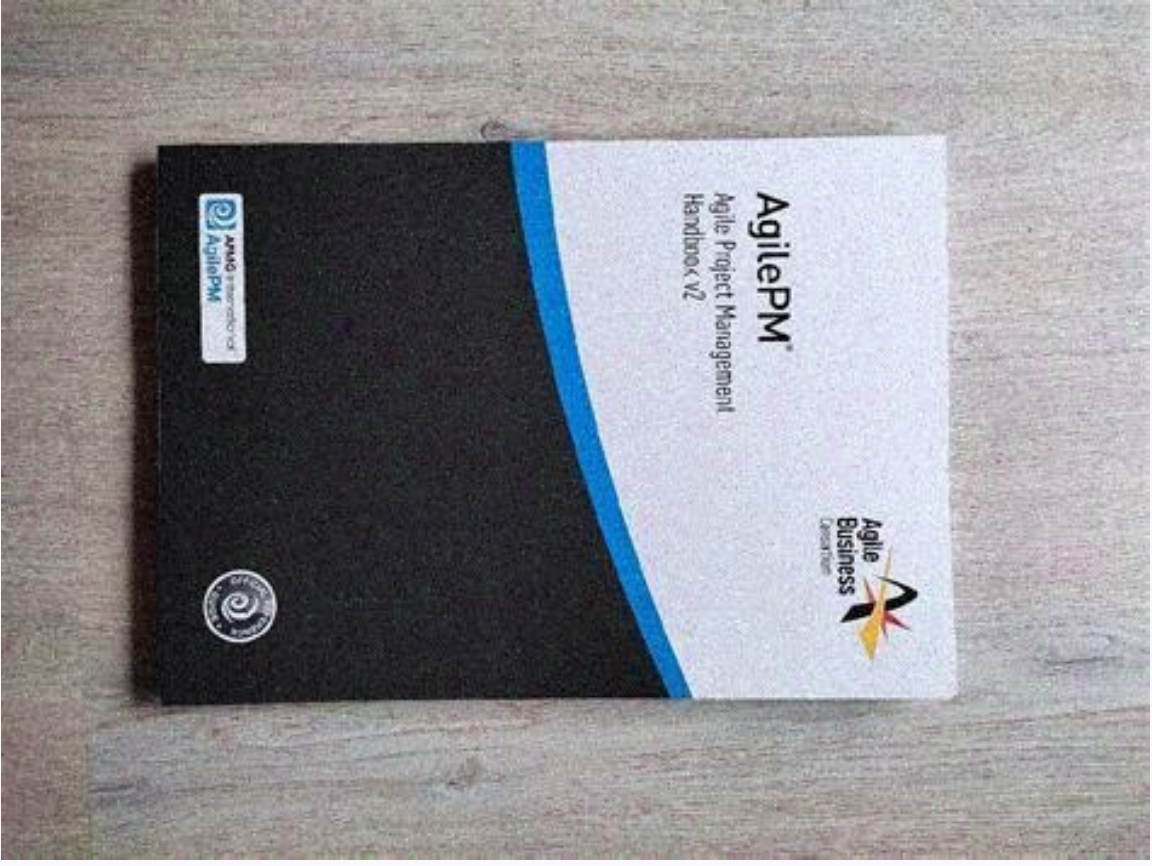


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This handbook draws inspiration from the DSDM Agile Project Framework, focusing specifically on the project and project management aspects. It does not delve into general project management practices, as these are readily available elsewhere. Instead, it explores the key questions: "What does agile mean to an Agile Project Manager?" "What is different?" "What needs to change?" For further information on the DSDM Agile Project Framework, visit [www.agilebusiness.org](http://www.agilebusiness.org), where you can access free resources and learn more about becoming a member of the Agile Business Consortium. The reprinted AgilePM v2 Handbook serves as a valuable resource for Agile Project Managers. It introduces fresh topics and areas that directly impact their ability to deliver successful projects. The handbook includes appendices, such as a Glossary, Index, and detailed guides on Planning Poker and Velocity estimation. Summary of changes from April 2017 to October 2022: \* Rebranding aligns with Agile Business Consortium \* Minor text updates Summary of changes from November 2015 to April 2017: \* Rebranding aligns with Agile Business Consortium and APMG International \* Changes include: + Exception term revised + References updated from DSDM Consortium to Agile Business Consortium + Other minor updates The handbook also provides an overview of the Agile Project Foundations, emphasizing the importance of delivering results quickly and effectively. DSDM is a proven framework for Agile project management, offering a "grown-up" approach to Agile in complex corporate environments. Business-focused computer solutions were developed by contributing companies, which initially formed a non-profit organization called the DSDM Consortium (now known as the Agile Business Consortium). The consortium managed the sharing, exploitation, and evolution of intellectual property related to DSDM. Initially, this was done exclusively for member organizations, but in 2007, the consortium made DSDM universally available on a free-to-view and free-to-use basis. The Agile Project Framework (AgilePF) is an evolution of DSDM Atern, which provides essential information to enable projects to use DSDM effectively. AgilePF retains DSDM's principles, roles, and responsibilities, and continues to embrace robust Agile practices for establishing control in a project. The process has been simplified at the delivery level to reflect current trends in evolutionary solution development. The products or deliverables associated with the process have been streamlined to align with the Agile philosophy of keeping documentation lean, timely, and valuable. DSDM was created to address the limitations of traditional project management methods, which were often slow, large-scale, and lacked transparency and business involvement. Similarly, RAD's focus on speed and quick fixes led to a lack of quality and consideration for long-term issues. DSDM combined the strengths of both approaches, recognizing that effective projects require addressing wider context issues as well as immediate needs. This approach brought together traditional control and quality with RAD's good communication, business involvement, and transparency. Since its inception, DSDM has been at the forefront of scalable Agile projects and solution delivery, being equally effective for small and large-scale initiatives. It has been used beyond IT solutions, making it a "mature Agile" approach that retains a strong project focus in the 21st century. As a founder member of the Agile Alliance, DSDM helped shape the Manifesto for Agile Software Development and fully adopts its values. DSDM differs from traditional approaches by embracing an iterative development process where detail emerges over time. This allows for flexibility in responding to changing business requirements, which are often revealed at the detail level. By avoiding excessive upfront planning, solutions built using DSDM are better suited to meet immediate needs and easier to test, integrate, and maintain. The approach prioritizes building simpler solutions that fit current business needs, rather than attempting to predict future needs. This is reflected in the Agile Manifesto's values, which prioritize individuals and interactions over processes and tools, and working software over comprehensive documentation. Collaborate with customers over contract negotiations; adapt to change instead of following a plan. This mindset prioritizes the approach and how they relate to one another. The Solution Development Team's iterative approach converges on an accurate solution that meets business needs through practices like Iterative Development, Timeboxing, and MoSCoW prioritisation. This process involves Modelling and Facilitated Workshops, ensuring the right solution is built the likelihood of unexpected surprises during DSDM projects. For large corporations or organizations with complex architectures and governance standards, agreeing on the project's foundations is crucial. DSDM also defines a broader set of roles than most Agile approaches, making it better suited for corporate environments without compromising agility. # DSDM focuses on projects rather than solely developing and delivering products (typically software). This broader approach addresses the wider business need and all aspects of the solution that evolves to meet this need. DSDM can be used in conjunction with existing Agile approaches, such as Scrum, providing a comprehensive "project" focus. DSDM takes a pragmatic approach, recognizing the importance of working alongside existing standards and approaches. Examples include DSDM with PRINCE2, ITIL, ISO, CMMI, or PMO. # Using iterative development, DSDM involves business stakeholders throughout the project lifecycle, yielding numerous benefits: \* The business is better equipped to guide solution development and feels a sense of ownership as it evolves and transitions into live use. \* Prioritization enables projects to be delivered on time while maintaining quality. \* The risk of developing the wrong solution decreases significantly, increasing the likelihood that the ultimate solution meets real business needs. \* Deployment becomes smoother due to cooperation among all parties involved throughout development. Involving motivated and empowered people is key to achieving success. This happens when all stakeholders: understand and support the business vision, make informed decisions within their expertise, collaborate on a solution that meets needs, deliver results according to agreed timelines, and accept change as the understanding of the solution evolves over time. The DSDM philosophy relies on eight guiding principles that shape mindset and behavior. These principles are backed by clear roles, an agile process, defined products, and best practices. At its core, DSDM's approach is grounded in common sense and pragmatism, prioritizing practical judgment and immediate consequences over theory or dogma. This flexibility enables DSDM to avoid rigid processes and tools, keeping individuals and interactions at the forefront. Projects must balance competing demands, including time, cost, features, and quality. Fixing all four at once is unrealistic, as it assumes a perfect world with no changes or problems. Instead, projects should focus on what can be fixed and what can be adjusted if needed. Traditionally, projects prioritize fixing solution features while varying time and cost. However, this often leads to poor decisions made late in the project. DSDM's approach prioritizes fixing time, cost, and quality at the end of the project, allowing for a more adaptive and responsive delivery. Phase management while contingency is handled by adjusting deliverables (requirements) as needed. When contingencies arise, business roles identify the least critical remaining requirements and either drop or defer them to keep the project on track. A DSDM project will always deliver a viable solution on time and within budget if practices like MoSCoW and Timeboxing are followed. The iterative approach ensures that important requirements meet agreed-upon quality levels before moving on to less crucial ones. The expectation is to deliver significantly more than the minimum, unless circumstances dictate otherwise. Incremental delivery of the evolving solution ensures that the final product meets expected quality standards when deployed. Collaboration among team members who work together in harmony can lead to exceptional results, surpassing what individual efforts could achieve. This synergy enables teams to complete tasks more efficiently, with a deeper understanding of the project's objectives, and shared responsibility for its success. Quality should never be compromised. From the outset, all stakeholders must agree on the level of quality expected from the final solution. Every effort should focus on meeting this standard, without exceeding it. A "good enough" solution is acceptable if it meets the agreed-upon criteria and can be effectively used by the business. It's crucial to establish a solid foundation for the project before diving into significant development. DSDM advocates understanding the problem and proposed solution in sufficient detail, but not to the point of analysis paralysis. Once the foundations are set, incremental delivery of the solution enables early realization of business benefits and fosters stakeholder confidence. Embracing iterative development, frequent demonstrations, and comprehensive reviews encourages timely feedback and allows the team to converge on an accurate business solution. Recognizing that projects operate in a changing world, DSDM teams must be willing to adapt and iterate their approach as needed. Effective communication is vital for project success. Poor communication is often cited as the primary cause of project failure. DSDM practices prioritize improving communication effectiveness among team members and stakeholders. To maintain control over the project and its solution, it's essential to establish high-level plans, designs, and standards that outline what needs to be achieved, how, by when, etc. Transparency in all work performed by the team is also crucial. The Solution Development Team's iterative approach converges on an accurate solution that meets business needs through practices like Iterative Development, Timeboxing, and MoSCoW prioritisation. This process involves Modelling and Facilitated Workshops, ensuring the right solution is built should deliver a crucial increment of the solution, with integrated testing reducing project risk. Transparency is crucial, making progress visible through demonstrations, team boards, and daily stand-ups. The Project Approach Questionnaire assesses options and risks, helping to shape the project approach and manage potential risks. 29 Any project that starts with a solid foundation has a greater chance of success in achieving its best starting position for a DSDM project. In line with the philosophy that projects should be aligned with clear business goals, deliver frequently, and involve collaboration among motivated and empowered people, the DSDM approach is both iterative and incremental. The most important business needs are typically addressed early on, while less important features are delivered later. Unlike many other Agile approaches, DSDM integrates project management and product development into a single process. While some organizations may find that DSDM meets their needs alone, others may benefit from combining it with other methods or practices, such as PRINCE2 and PMI, or software engineering techniques like XP. The DSDM process model provides a framework for understanding the different phases of the approach and how they relate to one another. The Solution Development Team's iterative approach converges on an accurate solution that meets business needs through practices like Iterative Development, Timeboxing, and MoSCoW prioritisation. This process involves Modelling and Facilitated Workshops, ensuring the right solution is built technically. Within Timeboxes, teams create Solution Increments by exploring requirements' low-level detail, testing continuously as they progress. The Deployment phase brings the Evolving Solution into operational use, either as the final product or a subset of it. After the last release, the project formally closes. The Post-Project phase assesses whether expected business benefits have been met after the final Deployment. In practice, the lifecycle process shows a clear progression from Pre-Project to Post-Project, with arrows indicating a return path for projects to adapt and refine their approach. Each project defines its lifecycle during the Foundations phase. AgilePM recognizes the value of Agility in corporate environments, acknowledging constraints like financial governance, architecture, regulatory requirements, vendor agreements, and third-party support. DSDM can be configured to cater to various projects, from small with light governance to larger with stronger needs. To scale projects, the organization can refine its structure to support multiple teams, with key roles acting as directors and coordinators. Complex project structures require more elaborate and formal products, such as Solution Architecture Definitions, Development Approach Definitions, Management Approach Definitions, Delivery Plans, and Timebox Review Records. DSDM's Agile Project Framework is designed for projects of varying size and complexity, ensuring control at an appropriate level of formality. To achieve successful project management, it's crucial to establish clear roles and responsibilities. AgilePM recognizes this importance and assigns distinct roles to individuals within a project, representing business, technical, management, and process interests. These roles work closely together to break down potential



communication barriers.

The DSDM team model consists of various roles: 1. **\*\*Business Advisor\*\***: Provides guidance on an ad-hoc basis. 2. **\*\*Technical Coordinator\*\***: Coordinates technical aspects of the project. 3. **\*\*Business Visionary\*\***: Represents business interests and provides strategic direction. 4. **\*\*Business Sponsor\*\***: Oversees the project's progress and ensures it aligns with business objectives. 5. **\*\*Business Ambassador\*\***: Fosters collaboration between the business side and the solution development team. 6. **\*\*Solution Tester\*\***: Verifies that the developed solution meets business requirements. 7. **\*\*Technical Advisor\*\***: Offers technical guidance to the project. 8. **\*\*Workshop Facilitator\*\***: Assists in workshops and meetings, ensuring effective communication. 9. **\*\*DSDM Coach\*\***: Provides coaching and support throughout the project lifecycle. 10. **\*\*Solution Developer\*\***: Develops the solution alongside the Solution Development Team. 11. **\*\*Business Analyst\*\***: Analyzes business needs and ensures the developed solution meets those requirements. 12. **\*\*Team Leader\*\***: Leads the Solution Development Team, empowering them to take ownership of their work. These roles can be categorized into three groups: 1. **\*\*Project-level roles\*\***: Business Sponsor, Business Visionary, Technical Coordinator, Project Manager, and Business Analyst, which direct the project and ensure its governance. 2. **\*\*Solution Development Team roles\*\***: Business Ambassador, Solution Developer, Solution Tester, Business Analyst, and Team Leader, which shape and build the solution. 3. **\*\*Supporting roles\*\***: Business Advisor, Technical Advisor, Workshop Facilitator, and DSDM Coach, which provide guidance and support throughout the project lifecycle.

By understanding these roles and responsibilities, teams can work together effectively to achieve successful project outcomes.

**1.4 Roles in DSDM 7.2 Fulfilling Roles** One person can take on multiple roles or share one role with others. Effective collaboration is key when sharing roles.

**7.3 Project Roles**

**7.3.1 Business Sponsor** Champion of the project, responsible for the business case and budget. Must be a senior decision-maker to resolve issues and make financial decisions.

**7.3.2 Business Visionary** Provides strategic direction, interpreting needs and communicating them to the team. Ensures the solution meets the benefits described in the business case.

**7.3.3 Technical Coordinator** Ensures technical consistency, advises on technical decisions, and provides innovation.

Performs a similar function as the business visionary from a technical perspective.

**7.3.4 Project Manager** Provides high-level leadership, coordinates project management, and empowers the team to plan delivery. Takes responsibility for the project throughout its duration, including both business and technical aspects. To succeed, a DSDM project must ensure that all Solution Development Team members thoroughly understand business needs. This requires active involvement from business users in solution evolution and effective communication between team members. The Business Analyst plays a crucial role by facilitating collaboration rather than acting as an intermediary. The Team Leader serves as a servant-leader, focusing on the team's overall performance and objectives. They work closely with the team to plan and coordinate product delivery at a detailed level. This leadership role is distinct from management responsibilities and may overlap with other roles within the Solution Development Team. The Business Ambassador represents the business in the team, providing input during Foundations and day-to-day detail on requirements during timeboxed development. In Evolutionary Development, they make decisions on behalf of the business to ensure the solution meets its purpose. Solution Developers collaborate with other team members to translate business requirements into functional and non-functional solutions that meet business needs. Solution Testers are empowered members who perform testing throughout the project according to agreed strategies. Business Advisors provide specialist input to solution development or testing, often as subject matter experts or representatives of intended users. Technical Advisors offer technical expertise to support the team, focusing on operational change management, ongoing maintenance, and compliance with regulations. Roles in DSDM: Two Dimensions - Categories and Interests DSDM identifies roles along two dimensions: categories and interests. Three categories of roles exist: \* Project level roles: + Business Sponsor + Business Visionary + Technical Coordinator + Project Manager + Business Analyst (also a member of the Solution Development Team) \* Solution Development Team roles: + Business Ambassador + Solution Developer + Solution Tester + Team Leader + Business Analyst (also a Project level role) \* Supporting roles: + Business Advisor + Technical Advisor + Workshop Facilitator + DSDM Coach Four interests are covered by these roles: \* Business interests: covered by the Business Sponsor, Business Visionary, Business Ambassador, and Business Advisor roles \* Solution/technical interests: covered by the Technical Coordinator, Solution Developer, Solution Tester, and Technical Advisor roles \* Management interests: covered by the Project Manager and Team Leader roles \* Process interests: covered by the Workshop Facilitator and DSDM Coach roles The Business Analyst role covers both business and solution/technical interests. DSDM Products: A Set of Products to Evolve a Solution The DSDM Agile Project Framework describes a set of products that evolve as the project proceeds.

These products include: \* The solution itself (main deliverable) \* Products created to help with process evolution \* Products required for governance and control Not all products are necessary for every project, and their formality will vary depending on factors such as contractual relationships, corporate standards, and governance needs. The diagram below illustrates the products and their place in the project lifecycle. Orange products focus on business interests, green products contribute to the solution creation, and blue products cover project management/control interests. Several products may also be used in governance processes, such as approval gateways, and may help demonstrate compliance with corporate and regulatory standards where necessary.

DSDM Foundations Summary: Project Review Report Benefits Assessment Pre-Project Feasibility Foundations Evolutionary Development Deployment Post-Project Timebox Plan Timebox Review Record Business Solution Management G. Foundations: Models Prototypes Supporting Materials Testing Assurance Solution Increment Deployed Evolving Solution. The Business Case outlines a future business vision and justifies the project's value, considering investment appraisal and risk levels. Baselines are created by the end of Feasibility, then reviewed at each Project Increment to determine further work's justification. A Prioritised Requirements List describes high-level requirements and their priorities, with consideration starting in Feasibility and scope defined by Foundations' end. The Solution Architecture Definition provides a design framework for the solution, covering both business and technical aspects. The Development Approach Definition outlines tools, techniques, and standards for evolutionary development, including quality assurance strategies. A Delivery Plan schedules Project Increments and Timeboxes, providing high-level details unless necessary. ##### Team establishment has been completed. The Management Approach Definition outlines the project's overall management strategy, covering aspects such as organization, planning, stakeholder engagement, and progress demonstration. This definition will remain relatively stable unless circumstances change or improvements are identified through review. A product outline is established during the Feasibility phase and refined at the end of Foundations. The Feasibility Assessment provides a snapshot of the evolving business, solution, and management products at the end of the Feasibility phase. Each product should be mature enough to contribute meaningfully to the decision on project feasibility. The Foundations Summary offers a similar snapshot of the evolving products at the end of the Foundations phase, focusing on whether the project is likely to deliver the required return on investment. The Evolving Solution comprises all necessary components of the ultimate solution, including intermediate deliverables and work-in-progress elements. These may include models, prototypes, supporting materials, and testing artefacts. At the end of each Project Increment, the Solution Increment is deployed into live use, becoming the Deployed Solution. The Timebox Plan provides detailed objectives, deliverables, activities, and resources for each Timebox identified in the Delivery Plan. It is created by the Solution Development Team and updated daily during Daily Stand-ups. The Timebox Review Record captures feedback from each review during a Timebox, describing achievements and influencing plans moving forward. In regulated environments, this may serve as a formal, auditable record of review comments from expert advisors. The Project Review Report is typically a single document that is updated periodically to reflect project progress and performance. At each project increment, new sections are added to reflect the progress made. The purpose of this process is threefold: capturing feedback from solution reviews, confirming what has been delivered and what hasn't, and identifying learning points from retrospectives. Where relevant, business benefits resulting from the solution's proper use should also be described. After the final increment, a comprehensive retrospective covers the entire project, informed by records from each increment. Benefits assessments describe how actual benefits have accrued following solution implementation. For projects with prolonged benefits, periodic assessments may be necessary to align with the original justification timeframe. The products outlined serve as guidelines for promoting good communication within a project. While not mandatory, formal documentation can provide an audit trail and evidence of compliance. Documents are only created if they add value to the project or its solution. Ultimately, stakeholders understand what is needed and being delivered, ensuring quality assurance. At the highest level, Business Sponsors empower project-level roles to deliver valuable business solutions, promising a Return on Investment. Below that, Solution Development Teams self-organize to deliver envisioned solutions to meet business needs, empowered by project-level roles and Business Visionaries. Within this framework: • The Project Manager is responsible for high-level planning, collaboratively planning for the incremental delivery of the business solution. • The Solution Development Team plans the detail of each Timebox, with team members agreeing on tasks to achieve objectives. In terms of planning horizons, there are two main types: Delivery Plan and Timebox Plan. A typical Delivery Plan: • Covers a 6-week to 6-month period • Includes high-level activities and delivery dates for future Project Increments A typical Timebox Plan: • Has a shorter planning horizon (2-4 weeks) • Is more detailed, outlining specific tasks and deadlines • Is informally presented on a Team Board and updated at each Daily Stand-up As the project progresses, estimates evolve based on new information. By the end of the Foundations phase, estimates should be more precise to ensure delivery dates and costs are committed. Planning and Control involve refining predictions based on actual development work.

In terms of testing, it's essential to have a strategy in place from the early stages of the project. This includes responsibilities for solution quality and rigorous review and testing processes. Testing should be integrated throughout the Iterative process. To optimize testing, it's essential to embed it within the same timebox as development. This approach helps identify defects early on, making them cheaper and easier to fix. Ideally, testing should be comprehensive enough to potentially make the solution deployable by the end of the timebox. However, this might not always be feasible. Collaborative testing is crucial for effective and productive testing. It involves all stakeholders working together to streamline the test-fix-and-retest cycle. This aligns with the DSDM principle of collaboration and should include representatives from business, technology, solution development, and testing. Repeatable testing is vital to support incremental development. Testing should cover not only new features but also previously built aspects of the solution. Automation tools can help reduce the effort required for repeated tests. Prioritizing tests is essential when there's limited time to exhaustively test every aspect of the solution. This can be done by prioritizing based on risk, focusing on defects that are most likely to occur and have the greatest impact. MoSCoW rules can be applied to testing and defect rectification. Independent testing is critical to ensure the understanding of requirements is accurate. It's essential to test products independently from their creators. Even within a solution development team, individuals may hold both developer and tester roles; however, one person should always test another's work. The business ambassador and advisor can provide an independent perspective for testing. Test-Driven Development (TDD) flips traditional testing practices on their head. In TDD, the design and build of tests precede solution development, helping to define requirements. Research shows that TDD significantly increases the overall quality of the solution. As a Timebox comes to a close, it's crucial to demonstrate the Solution Increment and gain formal acceptance from the Business Ambassador or Visionary. This milestone enables outcome-based measurement, allowing for accurate assessment of whether the Project Increment is on track. At this level, understanding the actual outcome compared to the planned result provides the clearest indicator of project progress. Discipline at the Timebox level serves as the foundation for controlling not only the Timebox but also the Project Increment and the entire project. Transparency of process and progress at the Timebox level is ensured through the use of a Team Board and Daily Stand-up, making visible the necessary elements of control for the Solution Development Team. The Team Board showcases the detailed plan and activity against that plan, highlighting who is working on which requirement and whether it's likely to be fulfilled. Issues are noted along with ownership, providing an opportunity for collaborative problem-solving. The Daily Stand-up allows team members to share their progress, plans, and any obstacles, fostering a proactive approach to resolving issues. The outcome of a Development Timebox enables prediction of what will be delivered on the agreed date for the Project Increment, increasing confidence in the project's viability (Figure 9a). Effective planning and control are essential for responding to change in a dynamic business environment. While embracing change is crucial, it's equally important to maintain focus on the business need, deliver on time, and prioritize quality. To ensure a project aligns with the business's needs, it's crucial to develop a coherent set that reflects the company's goals. As development progresses, changes should be formally approved by the Business Visionary if they deviate from these high-level requirements. This is referred to as a change in breadth. At the Solution Development Team level, most changes will result from deepening understanding of requirements or how they'll be fulfilled in the evolving solution. Changes in depth and detail don't represent a formal scope change, allowing the team to make decisions without escalating issues. Within DSDM's empowerment framework, day-to-day management is delegated to the Solution Development Team. A tolerance related to MoSCoW-prioritised scope is built into Timebox objectives. The team can de-scope Could Have requirements without referring to project-level roles if confident about delivering a solution within this tolerance. However, if the team believes the solution won't meet all Must and Should Have requirements or meeting them risks compromising quality, an issue should be escalated for guidance. Empowerment enables rapid decision-making at the detailed level, allowing for rapid progress within a Timebox.

Management by exception bridges this empowerment, ensuring project-level roles are involved when decisions have a wider impact. Planning is ongoing throughout the lifecycle, with different phases focusing on varying aspects of planning activity. To ensure successful delivery, quality is considered throughout the DSDM process. This includes iterative development with integrated testing, deployment strategy, committed timescale and costs, and refinement of the delivery plan.

**9.6 Quality Assurance Process** To ensure quality, resilience, and security, we focus on planning and analysis from the early stages of development. This involves refining high-level requirements and encouraging collaboration between business roles, solution developers, and testers to achieve a shared understanding of the solution's design and build. In the detailed analysis and planning phase, we review acceptance criteria and requirements in the context of what has been built so far. Preparation for quality assurance activities begins, including test definition and prioritization.

Tests are designed collaboratively for each feature, ideally before development starts. The prepare and run phase involves capturing testing information in a lightweight way, allowing tests to be repeated and results demonstrated to third parties if needed. Defects are identified early during development, with priority given to fixing defects that block other agreed-upon tests. Assessing quality and impact involves identifying and rectifying defects, prioritizing those blocking other tests. Any residual defects are documented and prioritized for management in future timeboxes or formal acceptance at the end of the cycle. The final phase includes end-to-end testing and assurance of implementation. This may involve a full demonstration of the solution's fitness for purpose, as well as verifying successful deployment and back-out procedures. A major issue arises during deployment, causing verification to fail. Meanwhile, there's been a debate about some informal Agile approaches lacking proper planning and control. To address these concerns, DSDM draws upon the collective expertise of its practitioners and real-world experience within various organizations. This has enabled the development of a flexible yet robust framework that supports planning and control in complex environments, while also being effective for smaller projects. By embracing an Agile mindset, planning, and control can harmoniously coexist, as demonstrated by DSDM's approach.