

The Offshore Performance Assessment Are you satisfied with your offshore development efforts?

Despite the promise of offshore development, many organizations are dissatisfied with the results from current programs. Is your project at risk in any of these areas?

Transparency - Status reports indicate that all is well and then, without warning, the project is way behind schedule.

Responsiveness - It takes too long to make a decision. It takes too long to resolve issues.

Flexibility - Every modification involves a change request.

Delivering the right features - It always comes down to a choice between making the date or deferring critical features; and deferred features are often never delivered.

Solution Integrity - Minor enhancements keep getting more and more expensive and the defect list is extensive.

The benefits of offshore development include lower costs, access to a global talent pool and the opportunity to compress schedules via "round-the-clock" development. However, many organizations fail to realize these benefits.

Expect More from Offshore

ThoughtWorks' Offshore Performance Assessment service can help your organization realize the promise by providing an objective assessment of the current state of offshore development within your organization as well as opportunities for improvement.

ThoughtWorks' ten-year experience with Agile development on projects large and small proves that a Distributed Agile approach is the most effective way to realize the promise of offshore development. But it is not possible to simply adopt Agile overnight; and the challenge is greater if part of your team is offshore. Even if you invest in training and coaching, you still need to assess your current state and develop a roadmap for introducing Agile in a manner that does not disrupt your business.

Offshore Performance Assessment

ThoughtWorks' Offshore Performance Assessment is a short-term high-impact service that clearly defines your organization's current state of offshore development, from an Agile perspective, and provides a framework that helps you implement a roadmap for improvement. At the core of the Offshore Performance Assessment is the Agile Maturity Model ("AMM"), an elegantly simple framework for assessing the current state of agility within your organization along ten dimensions. The AMM was developed and refined by over a dozen IT professionals who have successfully introduced Agile methods in over a hundred IT organizations.



“Satisfaction levels were low for large complex mission critical application development. Nearly half (46%) of businesses were unhappy with their offshore provider for these services.”

– ThoughtWorks Sponsored Survey of IT Decision Makers by Forrester Consulting, June 2008

ThoughtWorks®

We start by understanding how solutions are delivered within your organization across roles, functions and suppliers; looking at everything from how people collaborate, how engineers create and integrate software, and how quality is assured. We pay special attention to the impact of distance and time zones and we explore how these influence your team structures and project portfolio. We also look outside the teams, at the role of governance and the impact of regulatory and business constraints.

Based on this analysis we produce an AMM profile that describes the current state of your development organization and identifies areas for improvement.

We then work with your team to define the target state that is the most appropriate with respect to your business objectives and constraints, including your relationship with suppliers. With a clear understanding of both your current and target states we can help you develop a roadmap that is defined in terms of practices within teams and that addresses the challenges of offshore development. That is, an actionable plan that can be tracked and measured.

State Achieved	Level	State Description	Reference Implementations
	3+	Spontaneous	Requirements are not derived / extracted from formal documentation or process but are captured at time of expression by the business in a business-focused manner.
Target	3	Incrementally valuable and granularly testable	Agile Stories: requirements are expressions of business value, not technical tasks that need to be performed
	2	Independent	Requirements independent, actionable statements of things to be done by a delivery team. The nature of estimation and negotiation will change.
Stage 1 Goal	1	Short, estimable, negotiable	Requirements are further decomposed to have greater estimation accuracy. This will consist of a number of "tasks" promoted as "technical requirements," among which there will be interdependencies.
	0	High-level, vague, business-oriented expressions of need	Requirements are decomposed into high-level expressions ("epics") of what the business needs done. Estimation accuracy is unreliable; the statement of need is too high level to negotiate.
Current	-1	Detailed, highly coupled specifications	Verbose use cases; large expressions / statements without complete context.

Objectives:

- Define task collections
- Collect all material specific to satisfying those collections into a single document
- Define high-level acceptance criteria
- Construct inventory of requirements or tasks
- Estimate the tasks

Events:

- Estimation workshop
- "Collaborative tasking" and estimation

This allows us to help you chart a course of action:

- What is the optimal mix of best practices that will enable us to meet organizational demands?
- What is the gap between what we're doing today and what we need to be doing?
- What do we have to do to bridge this gap?

ThoughtWorks is the industry leader in Distributed Agile development, with an impressive track record of delivering high business value solutions via our global delivery capability. We consult to the world's leading organization by sharing our real-world experience and thought-leadership.

Contact ThoughtWorks today to learn more and schedule your own Offshore Performance Assessment. Visit us on the web www.thoughtworks.com/offshore or email: offshore@thoughtworks.com.

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