

Optimize Your Digital Transformation with Rapid Engagement IV&V

[x]Scion®

571.425.4800 | connect@xScion.com

www.xScion.com



OPTIMIZE YOUR DIGITAL TRANSFORMATION WITH RAPID ENGAGEMENT IV&V

Organizations are rapidly transforming to meet their customers' demands for fast, seamless and user-friendly technologies. As new processes, organization changes and technology are implemented, companies want validation that their transformation has minimal risk of failure. Independent Verification and Validation (IV&V) minimizes the risk of failure and helps optimize the chances for success by validating that the transformation is meeting its objectives and verifying that it is being carried out correctly. IV&V activities can occur as soon as a new concept is introduced, regardless of the size of transformation.

Rapid Engagement IV&V is best suited for smaller transformation projects with assessments lasting six weeks to a few months. You benefit from quick, early insights by assessing if your concept is sound and if the tools, processes and people are in place for success. The Final IV&V Recommendations provide both Management and the Project team actionable advice based on industry standards and best practices.

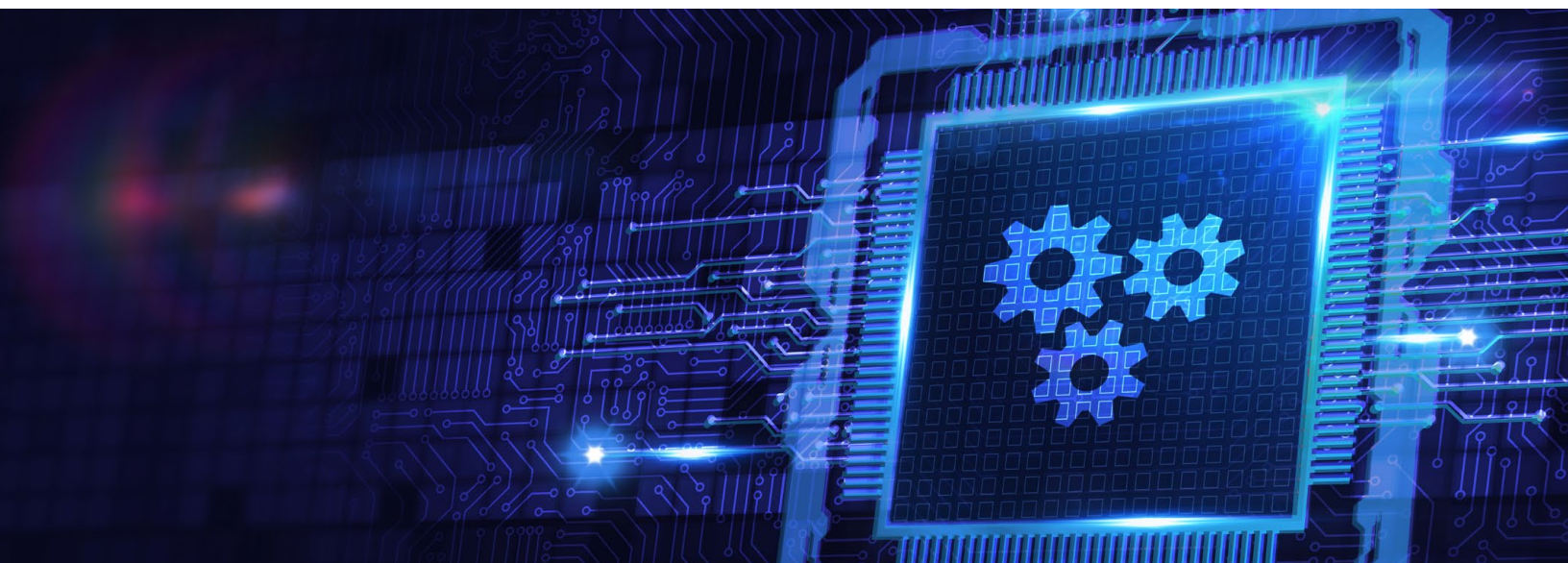


THE VALUE OF AGILE IV&V

Ensuring Independent Perspectives

Utilizing teams of IV&V experts that bring an independent perspective is crucial to providing objective and impartial analysis and feedback. The Institute of Electrical and Electronics Engineers (IEEE) defines independence across three parameters - Technical, Managerial and Financial independence - to ensure objectivity. Furthermore, using an Agile approach allows IV&V teams to maintain independence while effectively collaborating with clients to produce high quality results.

- **Technical Independence** requires that IV&V personnel not be involved in any stage of the software requirements, design or development process. The IV&V teams offer a fresh perspective that can detect subtle anomalies that those too close to the solution might overlook.
- **Managerial Independence** requires that IV&V responsibility be vested in an organization that is separate from the Development and Program Management organizations. The independent selection of the artifacts to be examined and tested, the techniques to be used, the issues to be chosen and the reporting to be made further affirm this independence, allowing the IV&V team to report results, anomalies and findings without restrictions, or adverse pressures, direct or indirect, from the Development team.
- **Financial Independence** requires that the IV&V budget be vested in an organization independent from the Development organization and is necessary to maintain technical and managerial independence.



Using Agile IV&V Methodologies Provide Quick, Continuous Feedback

Agile IV&V augments traditional IV&V methods by utilizing Scrum, Lean, Product and Agile practices to provide greater transparency, faster feedback and a continuous loop of communication with your teams. As a result, you can achieve quicker remediation of issues identified during the IV&V process. IV&V teams can also be embedded with your Process and Technology teams to provide expedited, real-time feedback and remediation.

Assessing Three Key Transformation Areas

Agile IV&V is the perfect method to analyze and recommend improvements across the three key areas that are part of any transformation: Process, Organizational Change Management (OCM) and Technology. This end-to-end view of IV&V can be conducted to ensure a successful transformation that is on-time and on-budget. These include:

- **Process:** Agile, Product and DevOps Adoption Assessments that leverage industry frameworks such as SAFe, Scaled Agile, PMI, Scrum and others
- **OCM:** Resource, Role and Management Change Evaluations that leverage PROSCI and other industry frameworks
- **Technology:** Technology Migration, Adoption and Scaling Evaluations that focus on new Architectures, Automation opportunities and Cloud-native Technologies



COMMON CHALLENGES ADDRESSED BY RAPID ENGAGEMENT IV&V

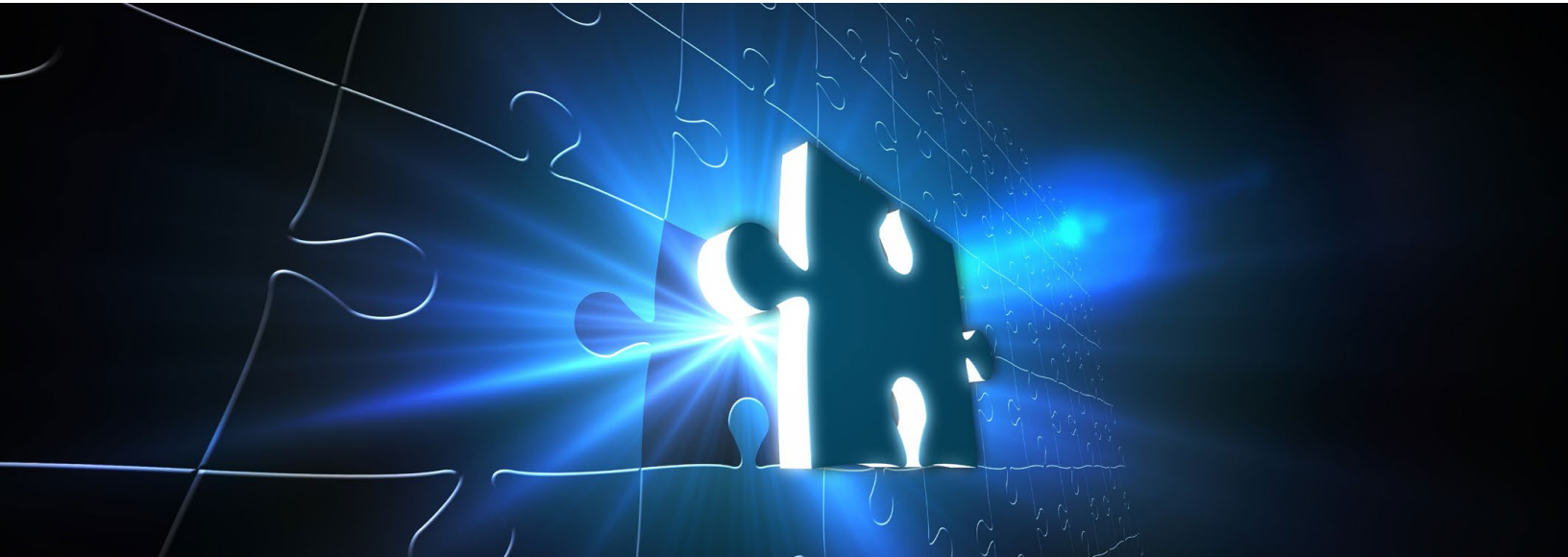
Problem Space Awareness: It is crucial to research and learn about users to get a clear view of the problems you hope to address before proceeding to program solutions. A clearly defined Problem Space is necessary to know the needs of your users and is fundamental for creating a Product Vision and Strategy. A poor understanding of the Problem Space can lead to a mismatch between expectations and deliverables. Rapid Engagement IV&V can validate your understanding of the Problem Space with additional, expert perspective and ensure your program gets off to a strong start.

Need for Timely Recommendations: Smaller Programs need rapid remediation and corrective approaches. Rapid Engagement IV&V can provide results early and in an iterative Agile manner.

Need for Deeper Expertise: All programs may not have access to broad expertise and knowledge base due to resource constraints. Rapid Engagement IV&V can bring your team the needed external expertise and perspectives that can help you overcome roadblocks and identify opportunities and alternatives.

On-demand Support: Rapid Engagement IV&V provides the support needed to remediate specific problems, often through short duration, on-demand engagements. IV&V teams can evaluate specific technology or help determine which tools are the best fit for a specific context.

Process: Gaps, inconsistencies and redundancies in key Program and Project Management processes such as Scheduling, Scoping, Planning, Risk and Dependencies, Stakeholder and Communication Management, etc. lead to delays and overhead. Rapid Engagement IV&V helps identify issues and provide immediate remediation.



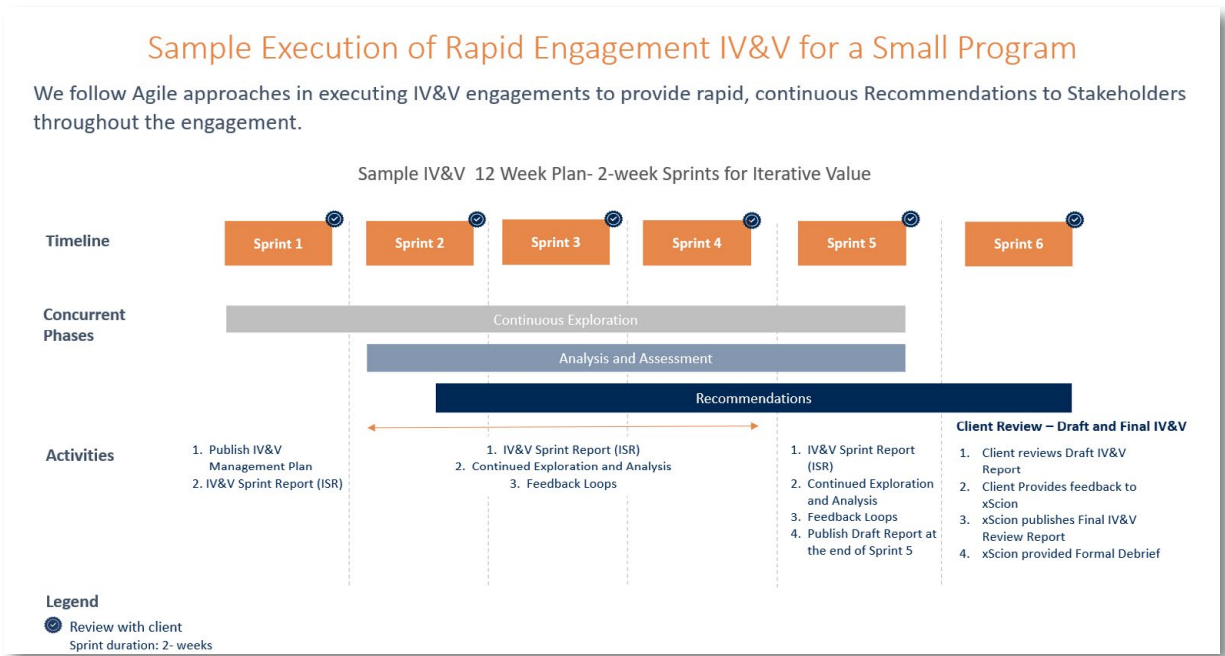
Communication & Collaboration: Constant communication and collaboration among Stakeholders are vital throughout any program. Communication gaps can lead to timeline failures or misplaced time and effort spent. Rapid Engagement IV&V can identify communication gaps and help implement effective Lean Agile practices that improve collaboration and efficiency.

Requirements, Estimation and Prioritization: Unclear requirements, gaps in Product Backlog items such as not having a well-defined hypothesis statement, lack of leading indicators to measure real progress, absence of estimation and prioritization mechanisms can lead to too many things being worked on in parallel and result in capacity planning issues. Rapid Engagement IV&V can identify gaps and clarify requirements to streamline and prioritize workflows.

Metrics: Well-defined metrics, firmly rooted in the core problems, help track meaningful progress towards the expected business outcomes. Not having a robust metric system can negatively impact delivery timelines. Rapid Engagement IV&V can provide insight from industry best practices to recommend appropriate metrics aligned with business outcomes to ensure timely delivery of value. parallel, and result in capacity planning issues.

EXAMPLE OF RAPID ENGAGEMENT IV&V

An Agile approach to executing Rapid Engagement IV&V uses a series of Sprints to provide rapid, continuous recommendations to Stakeholders. An example of a 12-week, 6 Sprint engagement is provided below.



A concurrent, three phase approach is used to deliver value quickly and iteratively throughout the engagement.

Phase 1: Continuous Exploration (Sprints 1-3)

Phase 2: Analysis and Assessment (Sprints 2-4)

Phase 3: Recommendations (Sprints 3-6)

Phase 1: Continuous Exploration

In this example, Continuous Exploration is carried out during Sprints 1-3. Current State and Gap Assessments are conducted using the following methods:

- Walkthrough and introductory sessions by subject matter experts
- Stakeholder interviews using checklists, open-ended questions and document reviews, as needed.
- Review of project, scope, schedule, resource, financial, communications and requirements artifacts
- On site or virtual Gemba walks

In addition, an IV&V Management plan is developed that includes a detailed plan of action with dates, deliverables and other relevant information as a roadmap to guide the engagement.

EXAMPLE OF RAPID ENGAGEMENT IV&V

Phase 2: Analysis and Assessment

Analysis and Assessment is carried out during Sprints 2- 4. Documentation and Stakeholder feedback are analyzed using domain expertise, applicable checklists and tools. The analysis provides a foundation for focused Recommendations provided in Phase 3. Key activities to better understand the Problem Space include:

- Identification of gaps, bottlenecks, conflicts and opportunities
- Evaluation of Project and Program Management approaches
- Evaluation of compliance with relevant standards and processes
- Exploration of the needs, issues and aspirations of users/teams
- Evaluation of current processes.
- Identification of gaps in capabilities and functions
- Assessment of requirements alignment with broader business objectives

Phase 3: Recommendations

Recommendations are designed to address gaps identified during the IV&V engagement, as well as validate current use of industry best practices. Using Agile principles, Recommendations are delivered iteratively throughout the engagement. Preliminary findings are shared through Sprint Reports after each Sprint.

This early feedback loop is meant to enhance collaboration between the Rapid Engagement IV&V team and your team, as well as ensure a better Final Recommendations Report with no surprises at the end of the engagement. The goal of all the Recommendations are to improve the efficiency of current practices, fill any gaps identified, remove impediments and ensure closer adherence to standards and processes.



ENSURE YOUR TRANSFORMATION'S SUCCESS WITH RAPID ENGAGEMENT IV&V

Rapid Engagement IV&V can be a key element in executing a successful transformation program. Right from the start, you can validate that you have a sound understanding of the Problem Space your program is addressing and ensure your team is on the right implementation track. You can use on-demand IV&V intervention to identify and address gaps and weaknesses in your communication and collaboration or for additional expertise to help assess what technology and tools are the best fit for your program. Rapid Engagement IV&V can save you time, reduce the risk of going in the wrong direction and rework, supplement your in-house knowledge and ensure you deliver the optimal value as quickly as possible.

xScion is the Perfect Partner to Support your Rapid Engagement IV&V Needs:

- **Full Transformation Support** – Fact-based IV&V analysis for all types of transformation projects, including Process, Organizational Change Management (OCM) & Technology.
- **IV&V Support for All Project Sizes** – IV&V expertise to fit your project needs, from Rapid Engagements to Large, Multi-year Programs.
- **Agile IV&V Methodology** – Delivers quick, actionable insights starting at Sprint 1, by providing Recommendations early, often and in an iterative manner.
- **Deep IV&V Expertise** – Our experienced IV&V teams are comprised of deeply-skilled experts who have supported multiple IV&V engagements and possess deep institutional and technology knowledge.
- **Additional Full Digital Transformation Support** – We also offer solutions and consulting services including Agile, Cloud, Product Management, Automation and Cloud.



ABOUT xSCION

At xScion, we Turn Change Into Value®. We help clients start or accelerate their digital transformation initiatives by shifting their mindset and goals into smaller, actionable steps that create lasting value. We specialize in Agile, Product Management, Business Process Management, Cloud and Risk Management solutions for clients in Financial Services, Public Sector, Associations and Healthcare. Our experts help prepare and create change to clients' processes, technology and culture in order to improve operational efficiencies and the customer experience.

Learn more at www.xScion.com

