



Operational Development

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Outline

- What is Operational Development?
- Operational Development Strengths
 - Core Strengths
 - Operational Development Weaknesses
- Is Operational Development efficient?
- When do things go wrong?



What is Operational Development?

- In-house development in an operational environment
- “Development by the people for the people”
 - Core competency may not be software development
 - Variable level programming competency
- Automating repetitive tasks
- Environment specific tools



Operational Development Strengths

- Addresses real and immediate needs
- Avoids red tape
- Can have short turnaround times
- It is fun
- It is flexible
- It can be innovative



Core Strengths

- Intimate knowledge of the problem space
- Control over the operational domain



Operational Development Weaknesses

- Tends to create single points of failure
- Does not capitalize IP
- Tends not to be scalable or future proof
- Integration is difficult
- Risk is not managed



Is Operational Development efficient?

- No budgeted or project managed

But

- Effort is focused
- Tools are developed and used because they add value (not because the “High Tower” ordered it)



When do things go wrong?

- When you take on work outside your domain
- When your tool has to be integrated
- The challenges:
 - Scalability
 - Support
 - Maintenance
 - Rigor



Conclusions

- Operational Development has great strengths and great weaknesses.
- Leverage strengths and manage weakness
- The challenge is to create a framework for managing Operational Development



Questions?
