Return to Requirements

Jax London,
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(45 minutes)

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• Training & Coaching for Agile adoption and deepening
• Author:

97 Things Every Programmer Should Know, Henney, 2010

Context Encapsulation in *Pattern Languages of Program Design* volume 5, 2006

33 Business Strategy Patterns for Software Creators
How do you do requirements in Agile?

Gee, I thought everyone knew that....

User Stories!

Actually, there’s more to it than that...
User Stories

As a <Role>
I can <Action>
So That <Reason>

And what about Stakeholders and CUSTOMERS?
Aren’t personas in here somewhere?
Where do roles come from?
Where’s the Business value?
What are reasonable actions and reasons?

And what about Stakeholders and CUSTOMERS?
Aren’t personas in here somewhere?
Where do roles come from?
Where’s the Business value?
What are reasonable actions and reasons?
There is more to Requirements than User Stories
In the beginning....

There is work to do
Work needs doing

Product
(Maintenance)

Enhancements to something that exists
Team exists
Thing exists

Project

New thing
Start & end dates
New team

Goal driven

Salami slice
Salami Agile

Interface Agile team to traditional organization

- Limited Agile
- Limit change risk
- Limited benefits

1. Big up front requirements, design, estimation, etc.

2. Iterations
   - Slice off requirement
   - Implement (Deliverable)
   - Repeat

Comfort food... organization gets appearance of normality; can roll with changes... But more work
Goal directed projects

• Business case sets out objective
  – Not a shopping list of features
• How goal is achieved is part of the work
  – Research, experimentation
• Governance based on
  – Progress against goal
  – And future potential

Increase online sales by 10%
Reduce customer churn by 5% [by improving CRM system]
Goal directed: Start with Output

• Only outputs have value
  – Decide what you are trying to achieve
  – Find inputs to create outputs

Work back - Find inputs needed to reach goal
Take your pick...

Project

Salami
Agile

Goal
Directed
Agile
Agile 10 step

1. Objective
2. Vision
3. Stakeholders
4. Roles
5. Personas
6. User Stories
7. Acceptance Tests
8. Development
9. Delivery
10. Value management
10 Step

1. Objective
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From above: What is the goal? Why are we doing this?

Team’s Vision for the solution

Who are the stakeholders? What is success to them?

Who are the customers? How do we segment them?

What roles use the system?

Key Personas

Stakeholders, Roles, Customers

How do we know we are done?

Close the loop: Progress against goal Value delivered? Should we continue?
Agile 10 step

• A process?
  – Maybe
• A check list?
  – Maybe
• Link it all together?
  – Hopefully!
Summary

• More to requirements than User Stories
• Choose
  – Salami Agile or,
  – Goal Directed
• Agile 10 Step

Thank you!
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