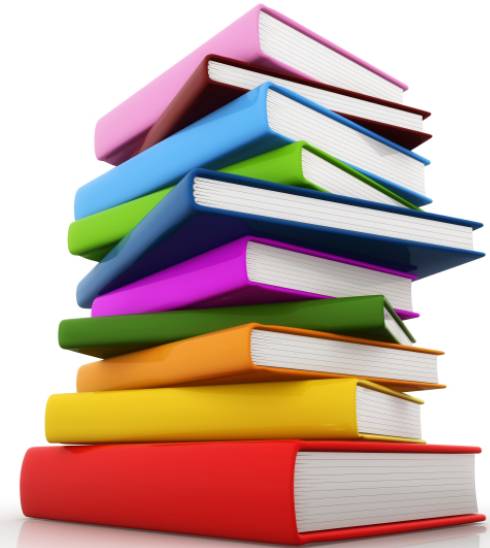




Software Strategy

The 10 Step Model for Agile Requirements



ACCU Conference 2011
Oxford

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<http://www.allankelly.net>
Twitter: allankellynet

Software Strategy Ltd.
<http://www.softwarestrategy.co.uk>

Allan Kelly

- Training & Coaching for Agile adoption and deepening
- Author:
 - *Changing Software Development: Learning to be Agile*, Wiley 2008.

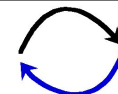


97 Things Every Programmer Should Know, Henney, 2010


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?

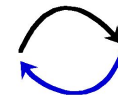


Gee, I thought everyone knew that....

User Stories!



Actually, there's more to it than that...



And what about
Stakeholders and
CUSTOMERS ?

User Stories

Aren't personas in
here somewhere?

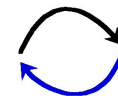
Where do roles
come from?

Where's the
Business value?

What are reasonable
actions and reasons?

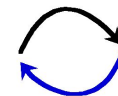
As a <Role>
I can <Action>
So That <Reason>

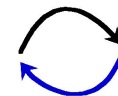
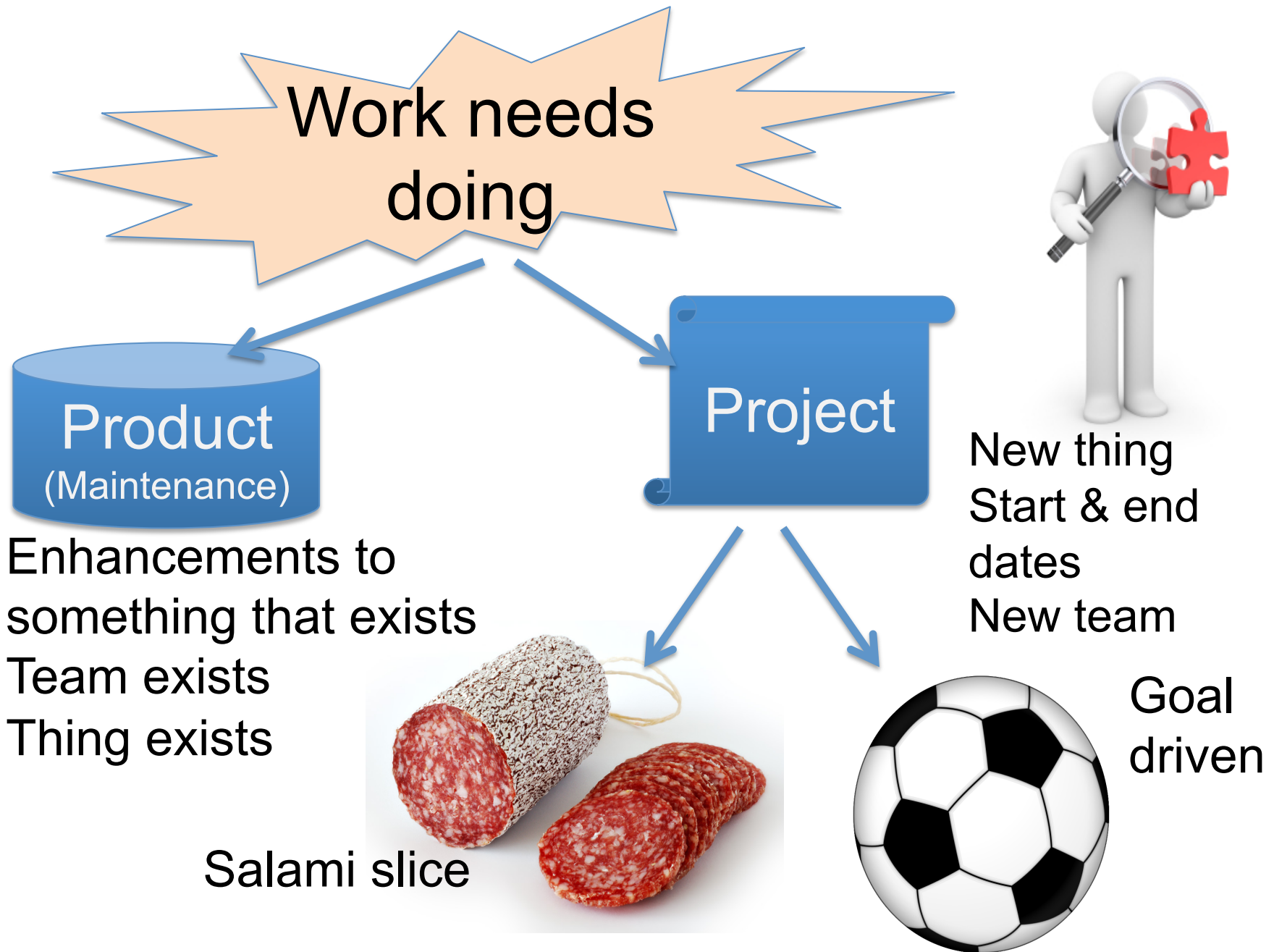
There is more to Requirements than User Stories



In the beginning....

There is work to do





Salami Agile

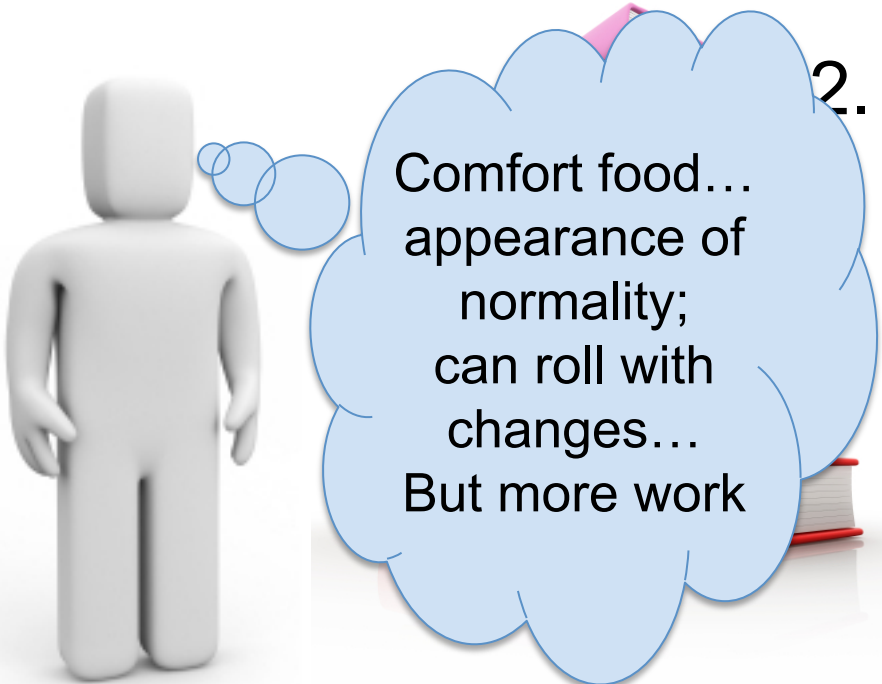
Interface Agile team to traditional organization

- Limited Agile
- Limit change risk
- Limited benefits

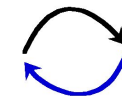
1. Big up front requirements, design, estimation, etc.

2. Iterations

- Slice off requirement
- Implement (Deliverable)
- Repeat



Comfort food...
appearance of
normality;
can roll with
changes...
But more work



Goal directed projects

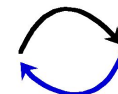
- Business case sets out objective
 - Not a shopping list of features
- How goal is achieved is part of the work
 - Research, experimentation
- Governance based on
 - Progress against goal
 - And future potential



Increase online sales by 10%

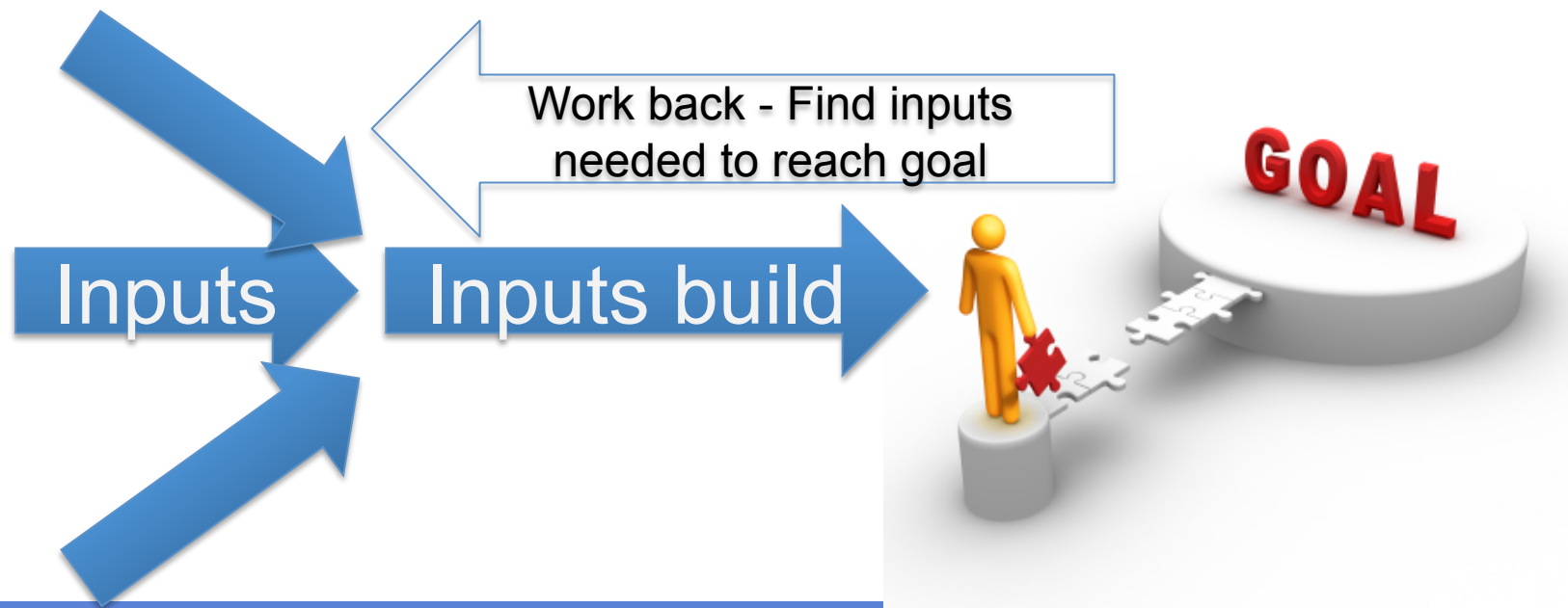


Reduce customer churn by 5% [by improving CRM system]



Goal directed: Start with Output

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



Take your pick...

Project

Salami
Agile

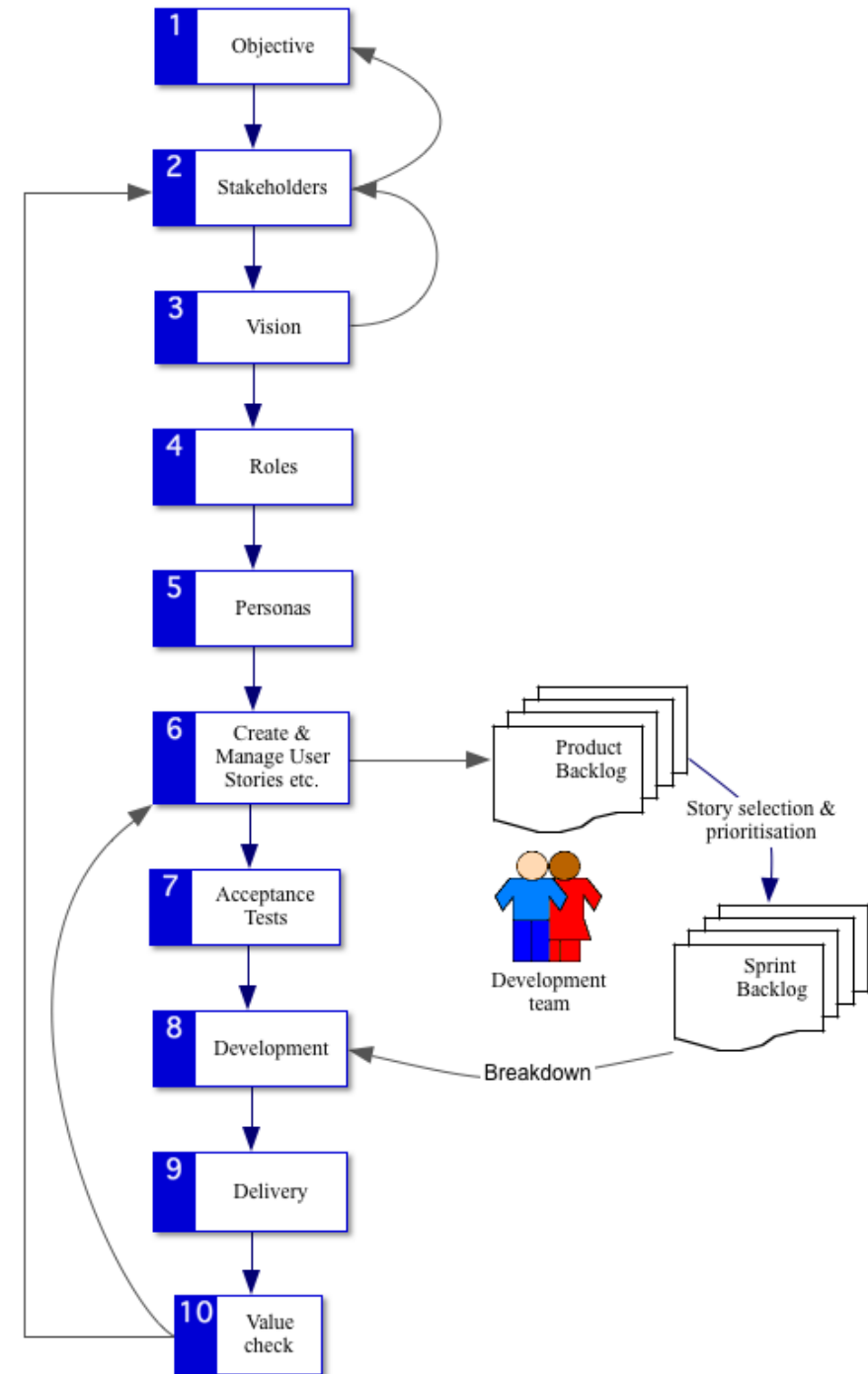


Goal
Directed
Agile



Agile 10 step

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



10 Step

1. Objective

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

2. Stakeholders

Who are the stakeholders?
What is success to them?

3. Vision

Team's Vision for the solution

4. Roles

Who will use the system?

5. Personas

Key Personas

6. User Stories

7. Acceptance Tests

How do we know we
are done?

8. Development

9. Delivery

10. Value check

Close the loop:
•Progress against objective
•Value delivered?
•Should we continue?

Stakeholders



Roles



Personas



Who are the
customers?
How are they
segmented?

Objective – *why?*

I have a dream...

Is NOT...

- Requirements document
- Shopping list
- Technical

Beat Xerox

Cannon

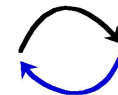
Encircle Caterpillar

Komatsu

Could be...

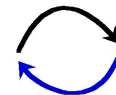
- Mission statement
- Marketing brief
- Market opportunity assessment
- Project Initiation Document

Put a man on the moon and return him safely...



Objective

- A reason to start
 - Start thinking
 - Gather resources
- A reason to stop
 - Measure of success
- How do you know you are done?
 - Measure progress against objective



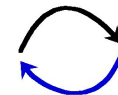
Stakeholders

Stakeholder: Any person or organizational group with an interest in, or ability to affect, the system or its environment

Gilb, Competitive Engineering, 2005

Stakeholder: Human or other legal entity (company etc.) playing a **system role** and thereby having a valid interest in the development of the system or product. Subclasses include: beneficiaries; operator; regulator; negative stakeholder.

Alexander & Beus-Dukic, Discovering Requirements, 2009



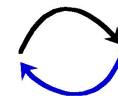
Stakeholders

The process of working effectively with stakeholders has three major steps:

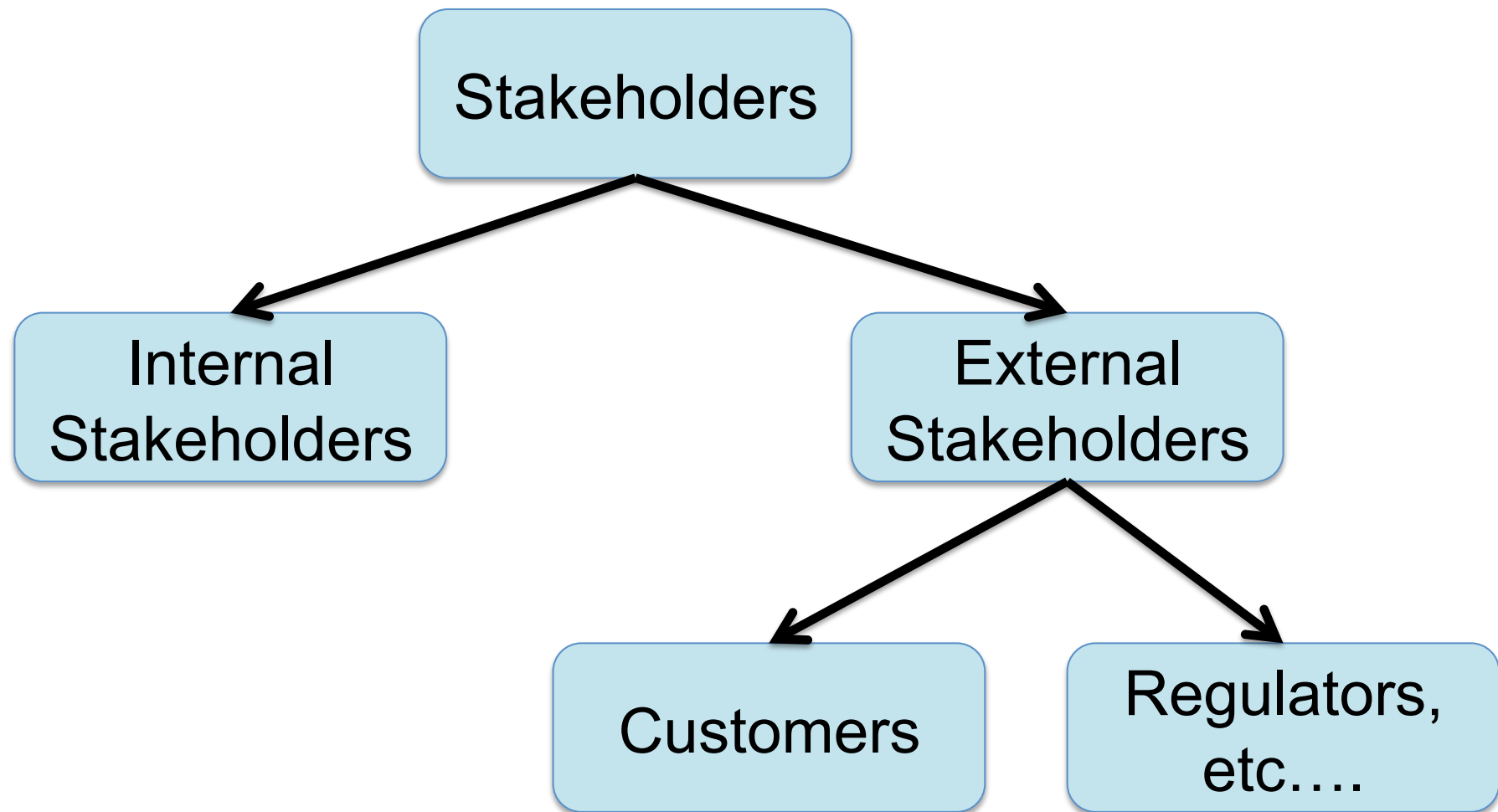
- Stakeholder identification
- Stakeholder analysts
- Stakeholder management



Candle, Paul & Turner, Business Analysis Techniques, 2010



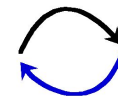
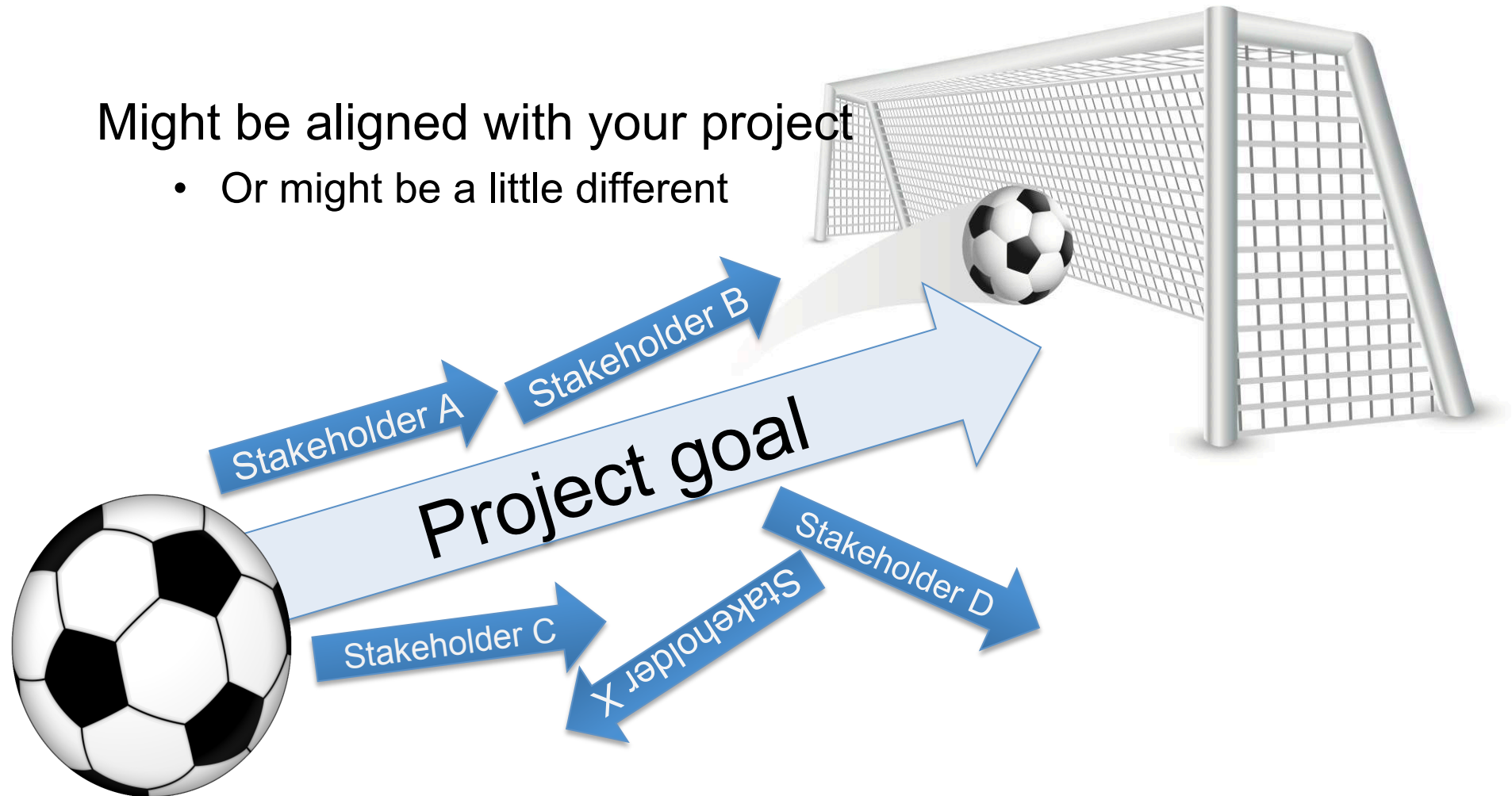
Stakeholders & Stakeholders



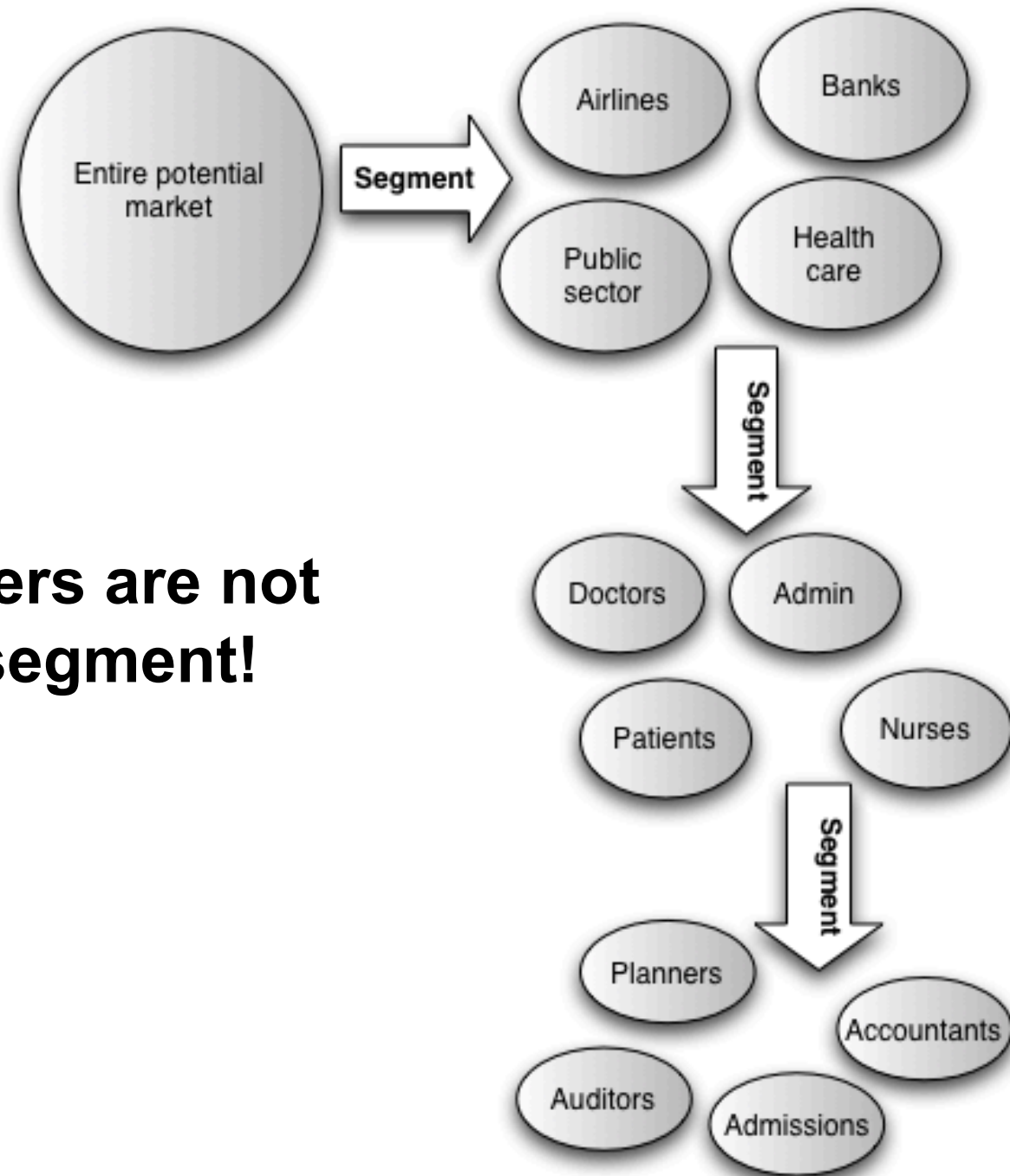
Stakeholders have goals too

Might be aligned with your project

- Or might be a little different



**All customers are not
equal... segment!**



Vision

- How are you going to meet the objective?
- The answer to the stakeholders needs
- Something you can build



Stakeholders

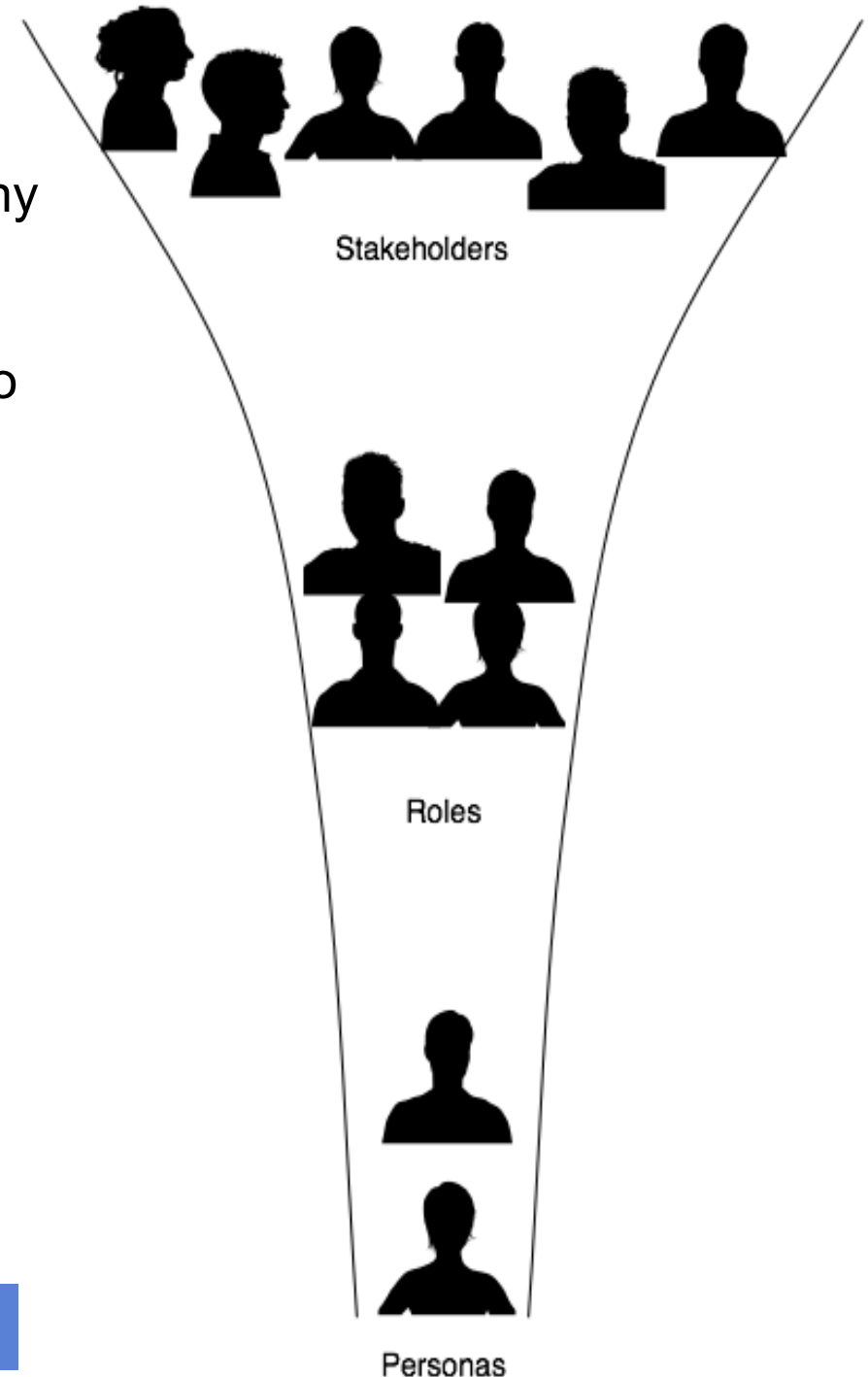
- The work can deliver benefits to many stakeholder
- Some stakeholders are interested even if the work has no direct value to them

Roles

- Only some of the stakeholders will interact directly with the system
- All roles are stakeholders but not all stakeholders have roles

Personas

- Add depth of understanding about roles
- Different personas to the fore at different times (iterations/releases)

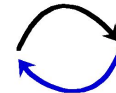


The middle bit...

- Acceptance test
- Development
 - Product Backlog
 - Sprints
 - ...
- Delivery



Not today, thank you



Value – did we make a difference?

- Delivery technology “fix”
 - But fixes wrong problem
 - Fix technology but not the process
- Deliver great software
 - But nobody uses it
- Deliver what was asked for
 - Not what was needed
 - Doesn't get used to the full

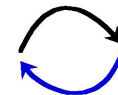


Delivery is only the start.....

Mind the Gap



- Value delivered not the same as value recognized
 - Software delivered may never be used: \$0 value
- Or
- More useful then expected: +\$\$\$ value



Question time

- Do **you**...
 - Adequately identify and quantify the benefits of IT projects?
 - Overstate benefits in order to obtain funding?
 - Adequately review and evaluate completed projects?

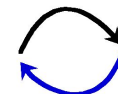


The truth about project evaluation

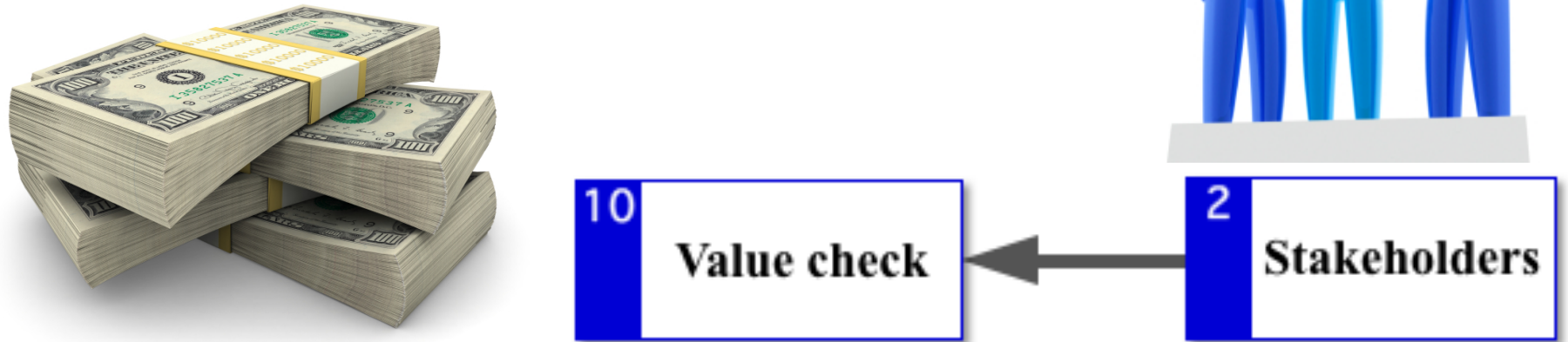
- 70% believe they are failing to identify and quantify the benefits adequately
- 38% openly admit they overstate the benefits in order to obtain funding
- 80% report that the review and evaluation of completed projects is also inadequate
 - due to the focus on whether the project achieved cost, time and quality objectives and not on whether the intended benefits were realized.

Survey of 100 IT/IS & Business managers in UK and Benelux, 2006

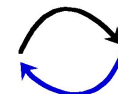
Delivering value from IS and IT investments, John Ward, Cranfield School of Management, 2006
<http://www.som.cranfield.ac.uk/som/dinamic-content/research/documents/deliveringvaluereport.pdf>



Stakeholders define value



- Benefit is value delivered to stakeholders
 - So, you need to know who the stakeholders are to determine value
- How do you measure benefit?
 - Ask the stakeholders!



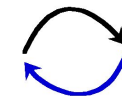
Business Practices that Enhance Productivity

Getting the most from IT requires:

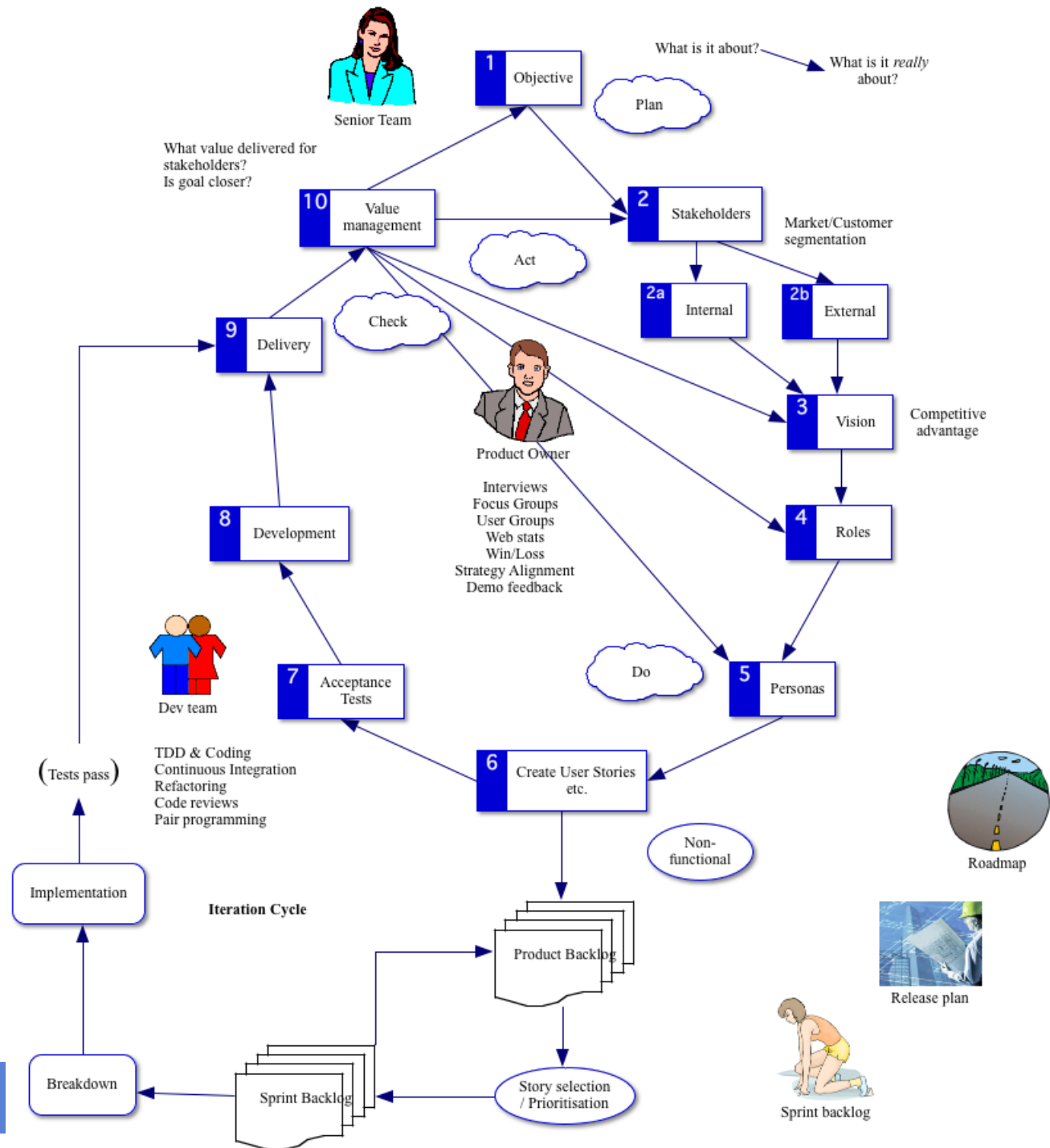
1. Move from analogue to digital processes
2. Open information access
3. Empower the employees
4. Use performance-based incentives
5. Invest in corporate culture
6. Recruit the right people
7. Invest in human capital



Source: *Wired for Innovation*,
Brynjolfsson & Saunders,
2010

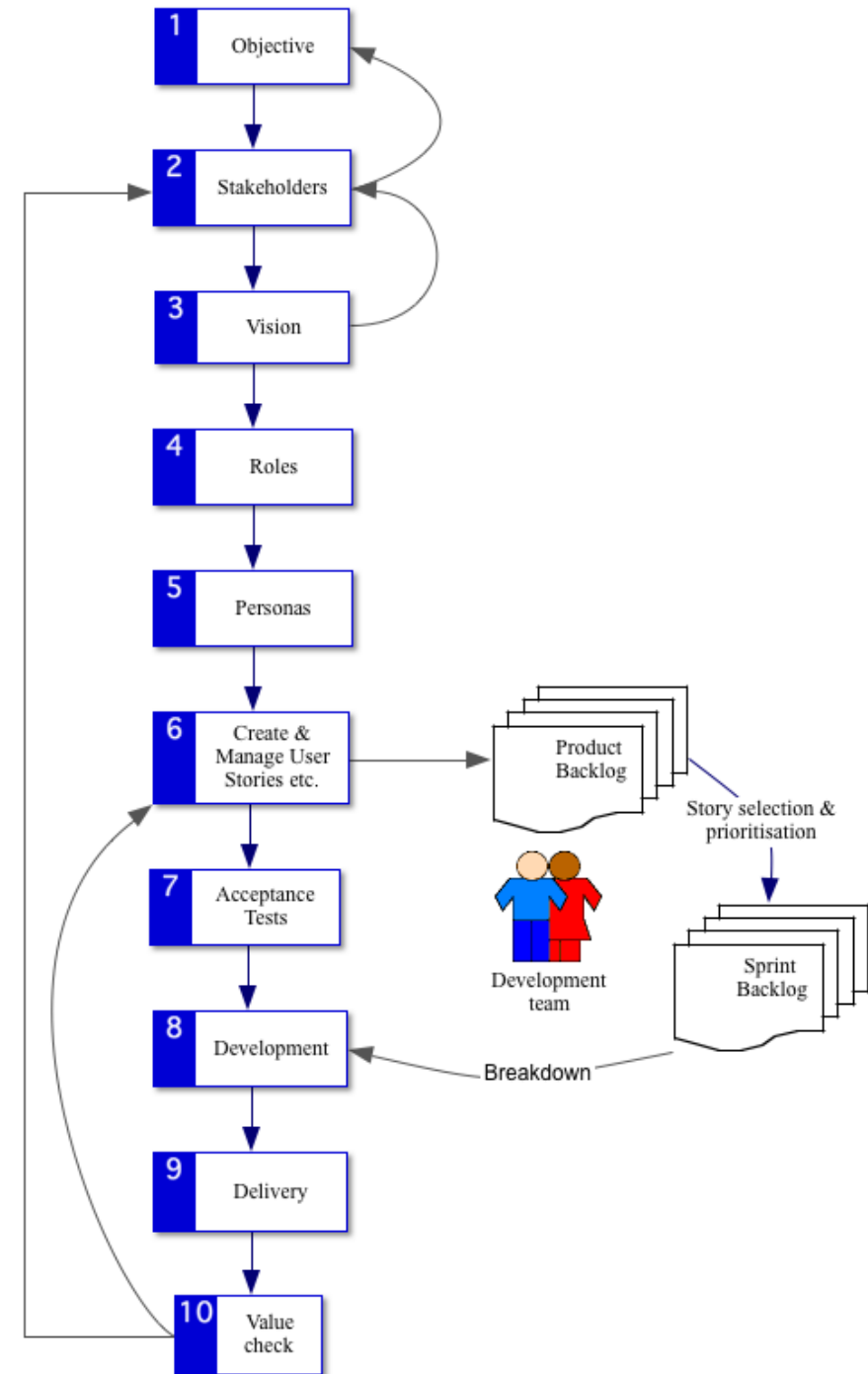


Another view



Agile 10 step

- A process?
 - Maybe
- A check list?
 - Maybe
- Link it all together?
 - Hopefully!
- *What do you think?*
 - *Give you insights?*
 - *Give you ideas?*



Summary

- More to requirements than User Stories
- Choose
 - Salami Agile or,
 - Goal Directed
- Agile 10 Step
- Evaluate!



Thank you!

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