

Requirements:



Whose job are they anyway?



allan kelly

Twitter: @allankellynet

<http://www.allankelly.net>

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The: ***What are we building?***
question

Who have *Requirements?*

Who do *Discovery?*



Who does Requirements where you work?



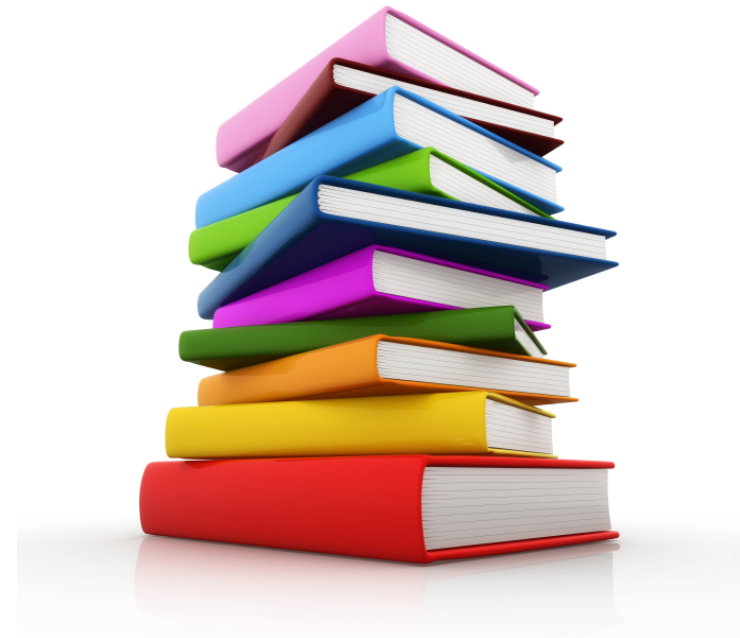
What is the difference
between a
Requirement and a
Specification?

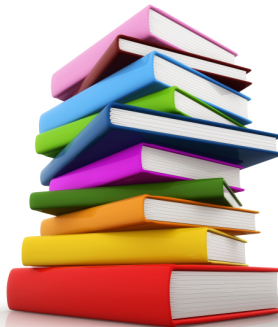
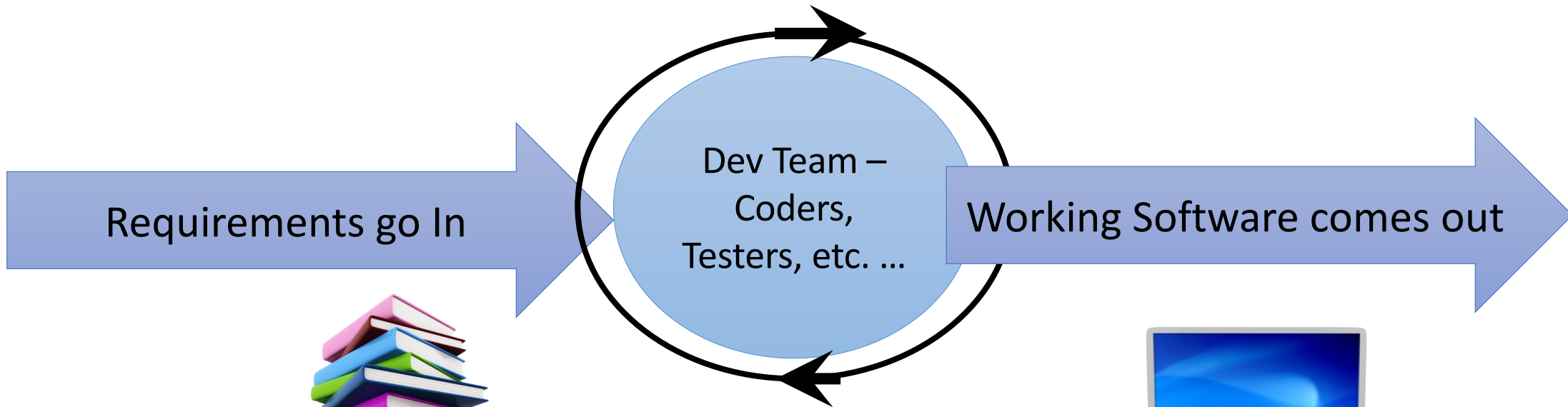


Requirements & Specification

Specifications derive from Requirements

- A requirement is the desired outcome
- A specification is specific and detailed

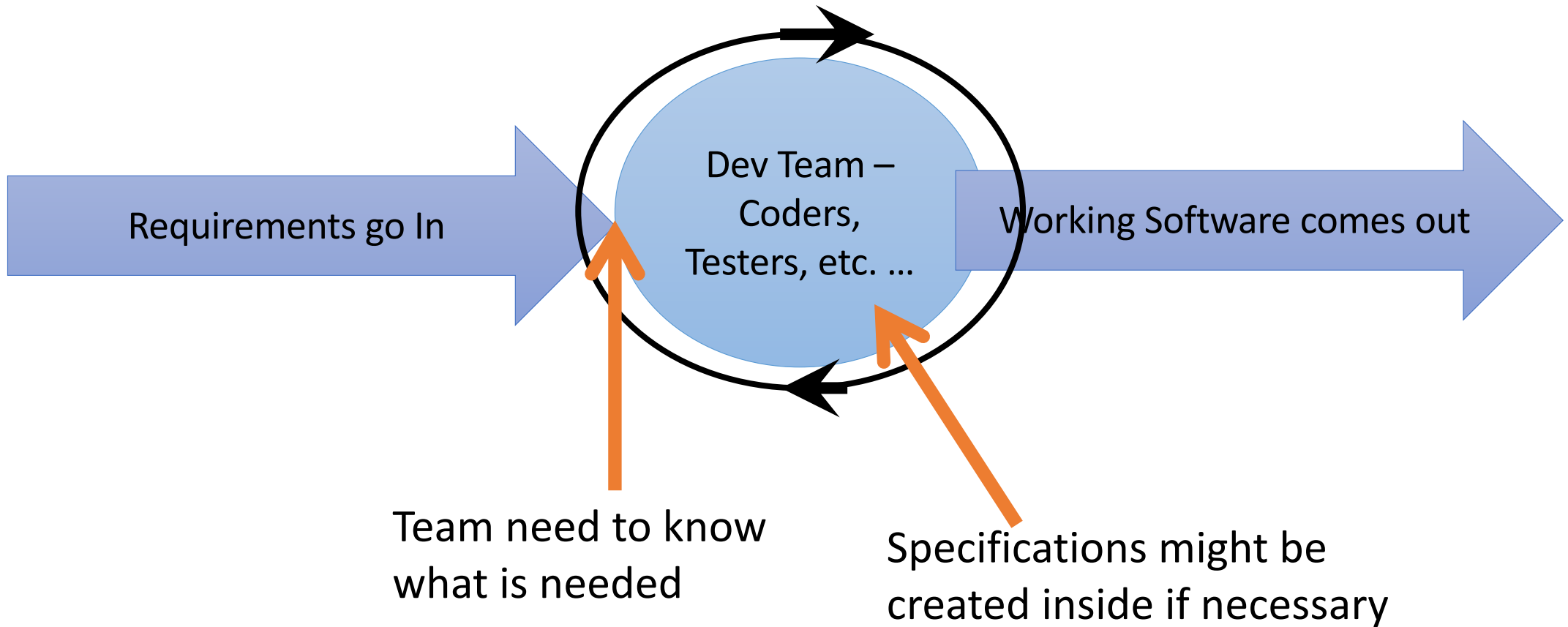




Date :	# :	
Who : Practice Manager / Receptionist / GP / Nurse / HCA		
What :		
Benefit :		
Effort :	Value :	Clinical Risk :

Documents
Stories / User Stories
Cukes
Product Backlog Item (PBI)
Quantum of Value (QoV)
Business Value Increment (BVI)





Keep work flowing in

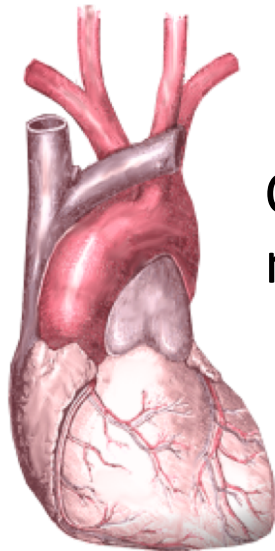
“Requirements”



Development Team

Working software

Clear arteries make for
more effective teams



Requirements aren't easy

Nature Abhors: A Vacuum!

- If you are lucky...
 - Someone will quietly come forward
 - They will be competent & passionate
 - They will double up their existing role
- If you are unlucky...
 - Several people will assume the role
 - They be be incompetent & passionate
 - They will stop doing their existing role



Requirements Engineering



Architects, Developers, Development Managers, Project Managers, "Solution X",
Testers, SMEs,

So who should do requirements?

Developers do requirements?

- Possibly...
 - small work effort, small team
- Are they presentable to customers?
- Is it best use of their skills?
- Do they have time?
- Do they have empathy?
 - with users/stakeholders?



Architects?

- Again: *Is it the best use of skills?*
 - *Do they have the skills?*
 - *Do they have the time?*
 - *Empathy?*
- Generally: No
 - Architects have empathy with tech not people
 - Architects represent tech & code
 - Architects should be foil to Requirements people
- Only for systems where technology dominates



And the SME/Domain Expert...

- Sometimes
- Subject Matter Experts are great for Specs
 - Know detail
- But do they...
 - Have Big Picture?
 - Are they too close emotionally?



Rocket Scientists

- Combine multiple skill sets
 - Domain knowledge, probably spent time in field
 - Technology, probably can code
 - Might have a PhD
- Probably have another title
 - BA, Product Manager, Architect, ...
 - Chief Engineer
 - Just roll with it - *Who cares about titles?*



Requirements - The Professionals



Business Analyst

“The answers are in this building”

- Works: Corporate
- Lives: Canary Wharf
- Users
- Wants: *Happy Stakeholders*
- Measured by: Cost
- Professional Proxy



Product Manager

“The answers are not in this building”

- Works: Product Company
- Lives: Silicon Valley
- Customers
- Wants: *Happy Customers*
- Measure by: Revenue
- Professional Customer

UXD – User Interface - Designers





Testers

Analysis - Problem

Business Analysts
Product Managers



Synthesis - Solution

Programmers
Architects
UXD



Testers



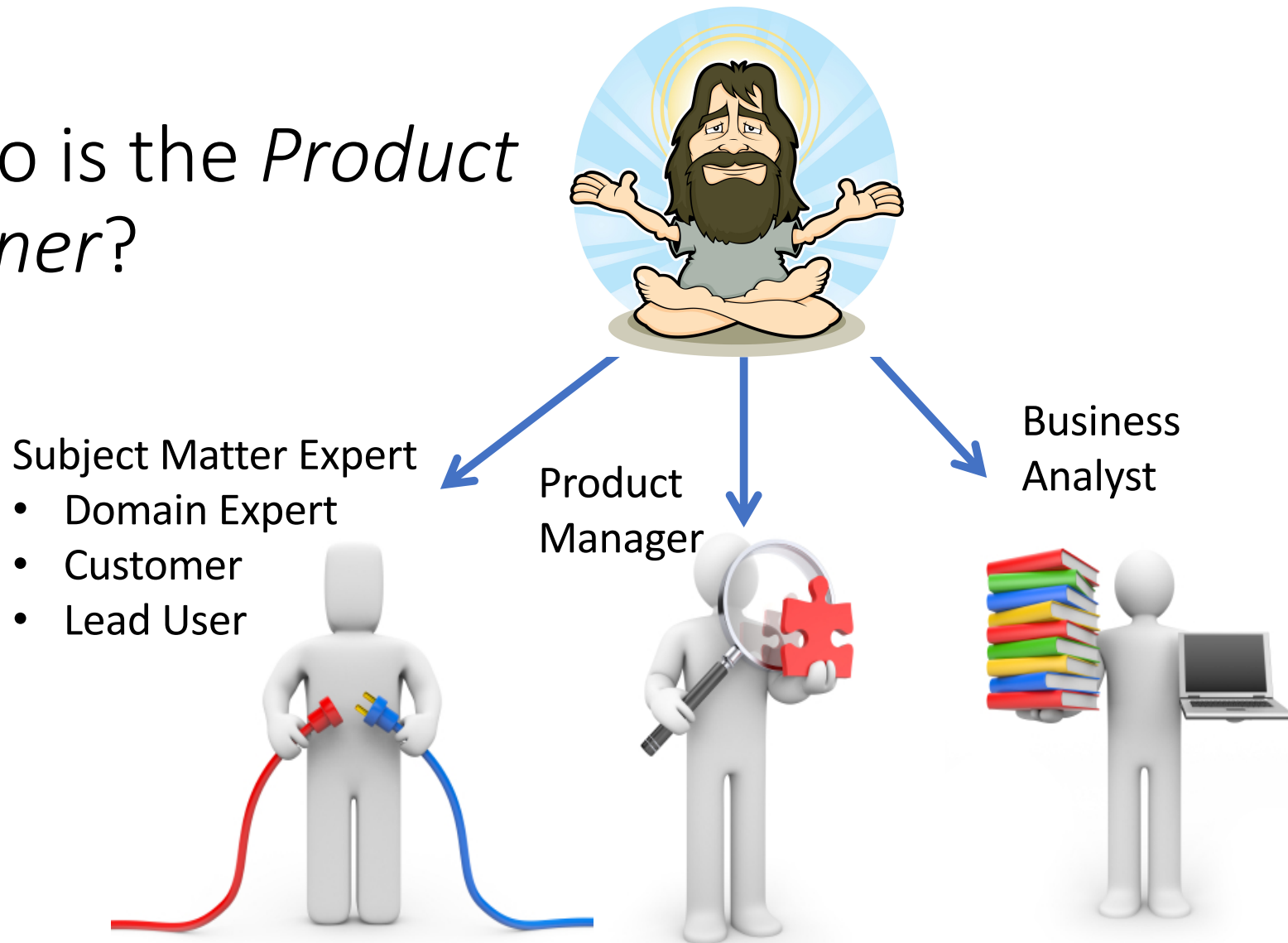


Product Owner duh?

Product Owner ... the Bastard Child of Business Analyst
and Product Managers

Product Owner as defined by Scrum is a pale imitation
of a Product Manager

Who is the *Product Owner*?



Worlds collide!



“A customer has a choice to use another product.
A user doesn’t.”
Allan Kelly

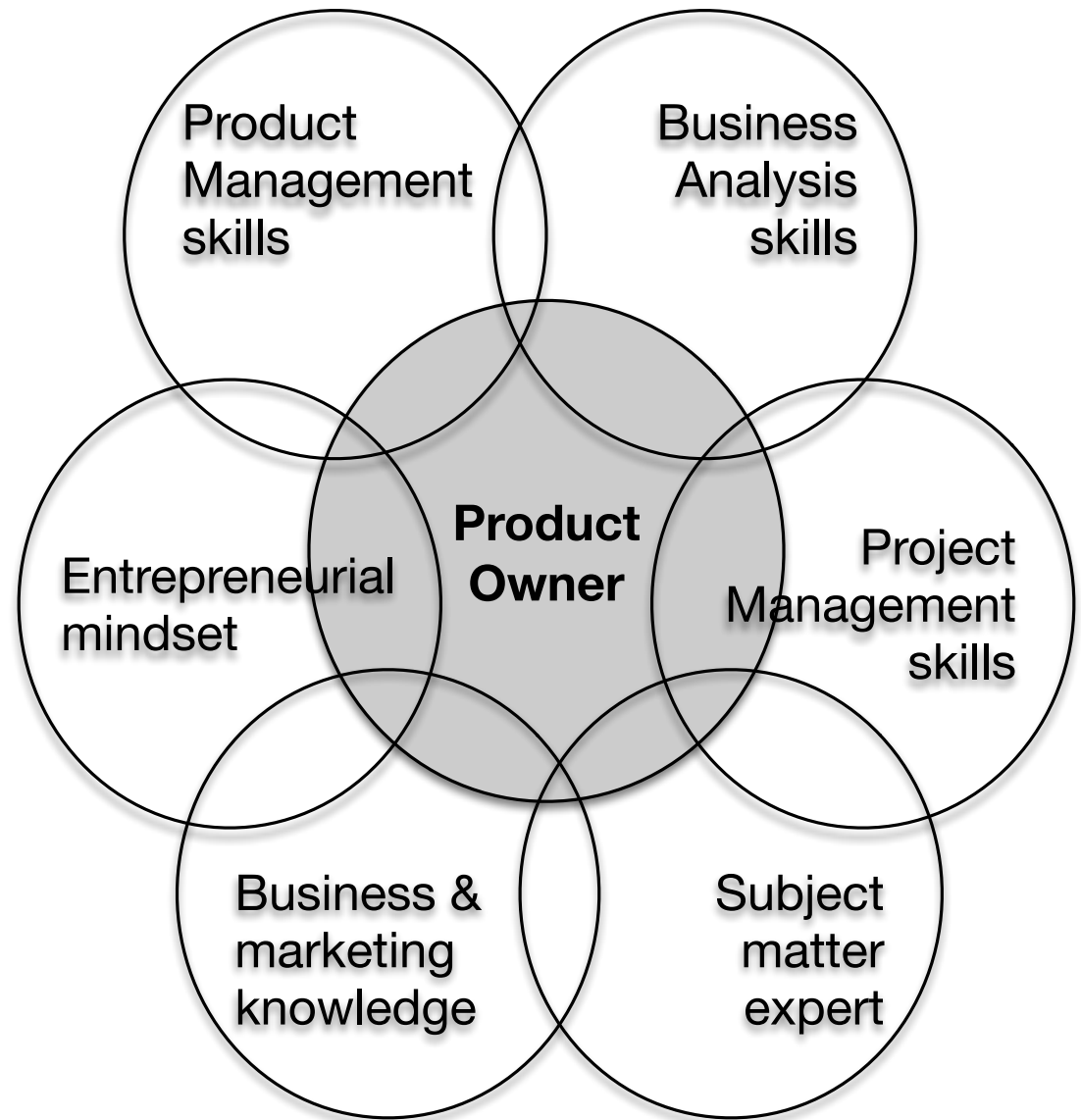
“What’s the difference between a user and a customer? The difference is a customer has given you their credit card data.”
FT 28 Jan 2013

Worlds are increasingly overlapping

- BAs need to pay more attention to out there
- Product Managers need to pay more attention to in here
- Everyone needs to start with real customers

Product Owner

- Multi-skilled
- Skills mix different for every product owner
- Job #1: What type of Product Owner ?



Product Owner needs

1. **Skills** & experience

- To do the job

2. **Authority** from company

- To set priorities and decide work

3. **Legitimacy** in the company

- To ask questions, to make decisions

4. **Time**

- To do the job properly



The end

allan kelly

www.allankelly.net

allan@allankelly.net

Twitter: [@allankellynet](https://twitter.com/allankellynet)



A Little Book of Requirements & User Stories



Heuristics for requirements in an agile world

Allan Kelly

