

# ***Requirements: Who's job are they anyway?***

***Business Analyst, Product Manager,  
Product Owner, Spy!***

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# Allan Kelly...

- Training for Agile
- Advice on
  - Agile, adopting Agile
  - Organizing teams

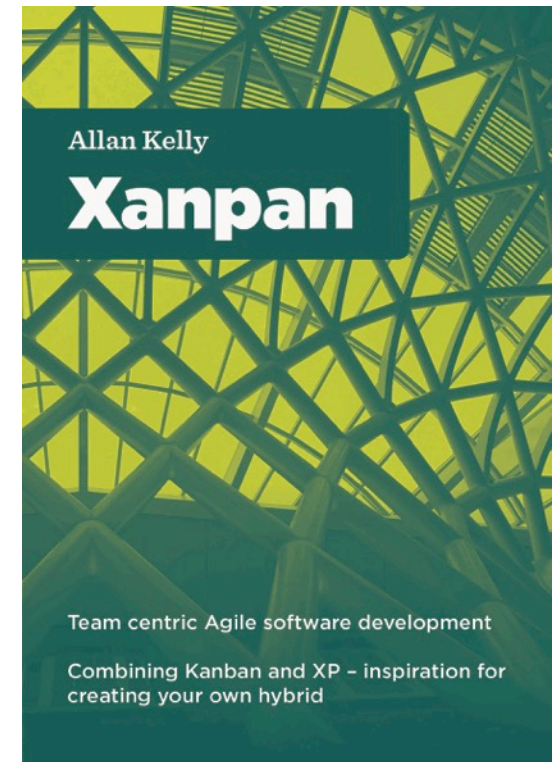
## Author

- **Xanpan: Team Centric Agile Software Development**  
<https://leanpub.com/xanpan> (2014-2015)
- **Business Patterns for Software Developers** (2012)
- **Changing Software Development: Learning to be Agile** (2008)

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Who does  
Requirements where  
you work?





What is a *Requirement* anyway?

And what's the difference between a Requirement and a Specification?



# Requirement or Specification?

“A requirement is a stakeholder-desired, or needed, target or constraint”

“A ‘specification’ communicated one or more system ideas and/or descriptions to an intended audience. A specification is usually a formal, written means for communicating information”

Tom Gilb

Competitive Engineering, 2005, p.400 & p. 418

A requirement is a desired relationship among phenomena of the environment of a system, to be brought about by the hardware/software machine that will be constructed and installed in the environment.

A specification describes machine behaviour sufficient to achieve the requirement.

A specification is a restricted kind of requirement ...

Specifications are derived from requirements by reasoning about the environment, ...

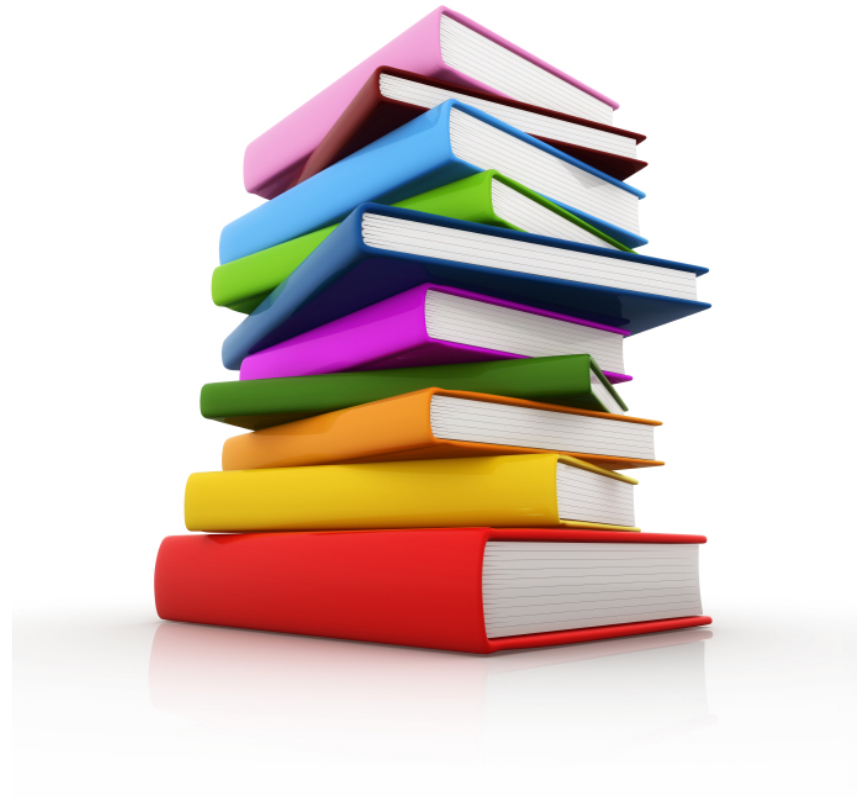
These ideas, and some associated techniques of description, are illustrated by a simple example.

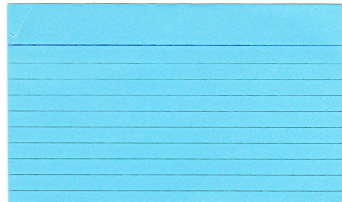
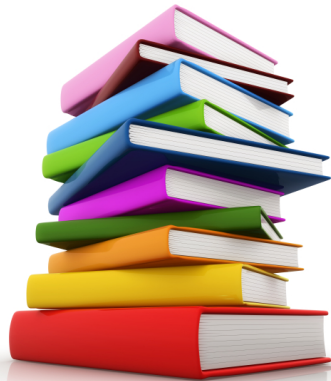
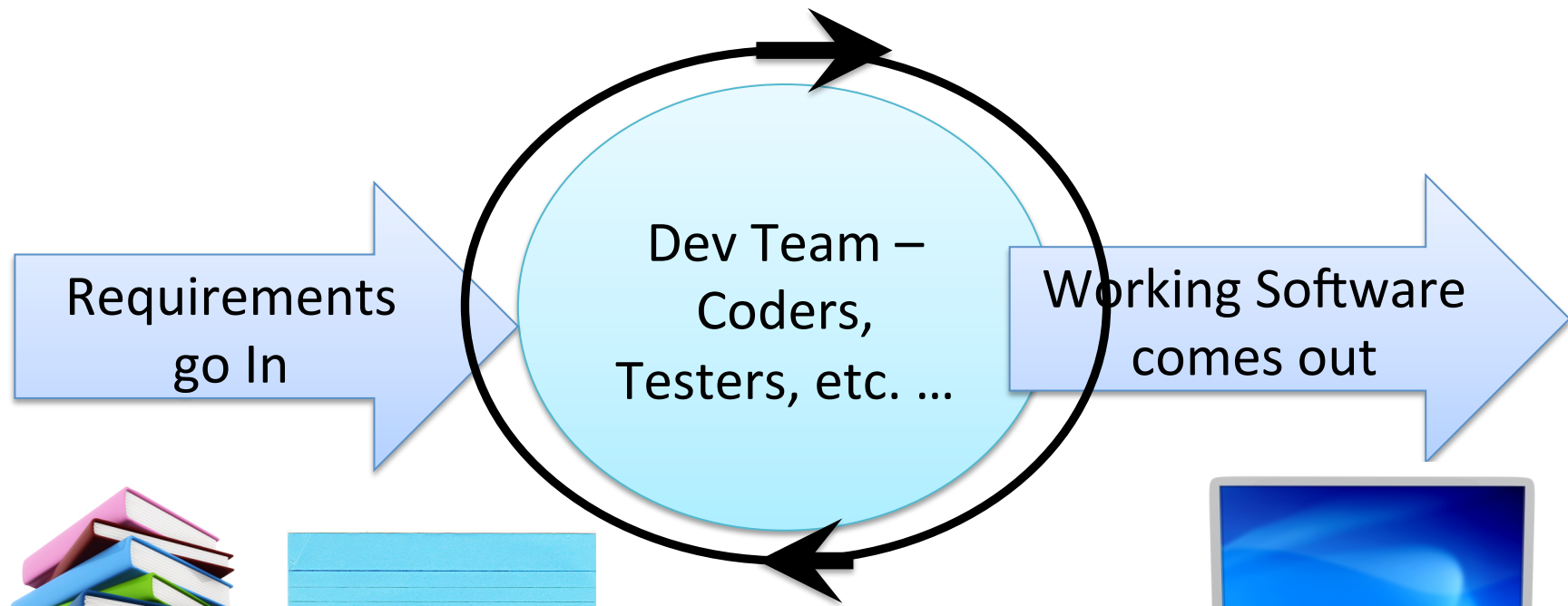
**Michael Jackson & Pamela Zave**

Deriving Specifications from Requirements: An Example, ACM Press 1995

# Requirements & Specification

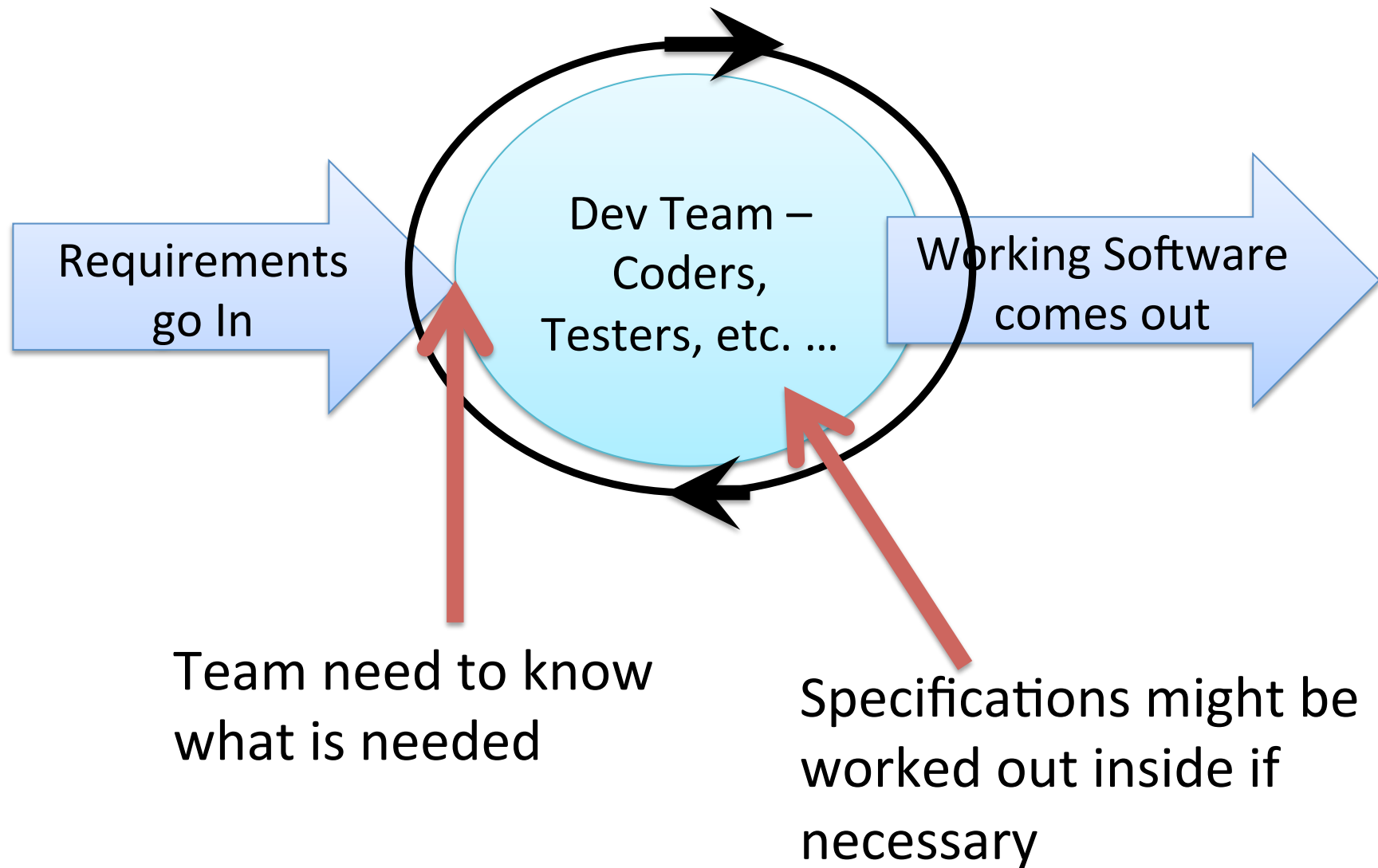
- Specifications derive from Requirements
- A requirement
  - Is the desired outcome
- A specification
  - Contains details





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

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





Real World™

Requirements  
go In

Dev Team -  
Coders,  
Testers, etc.  
...

Working Software  
comes out





# An aside: Evaluation

When you do evaluation....

Who does the evaluation?

And what criteria are used?

Schedule met?

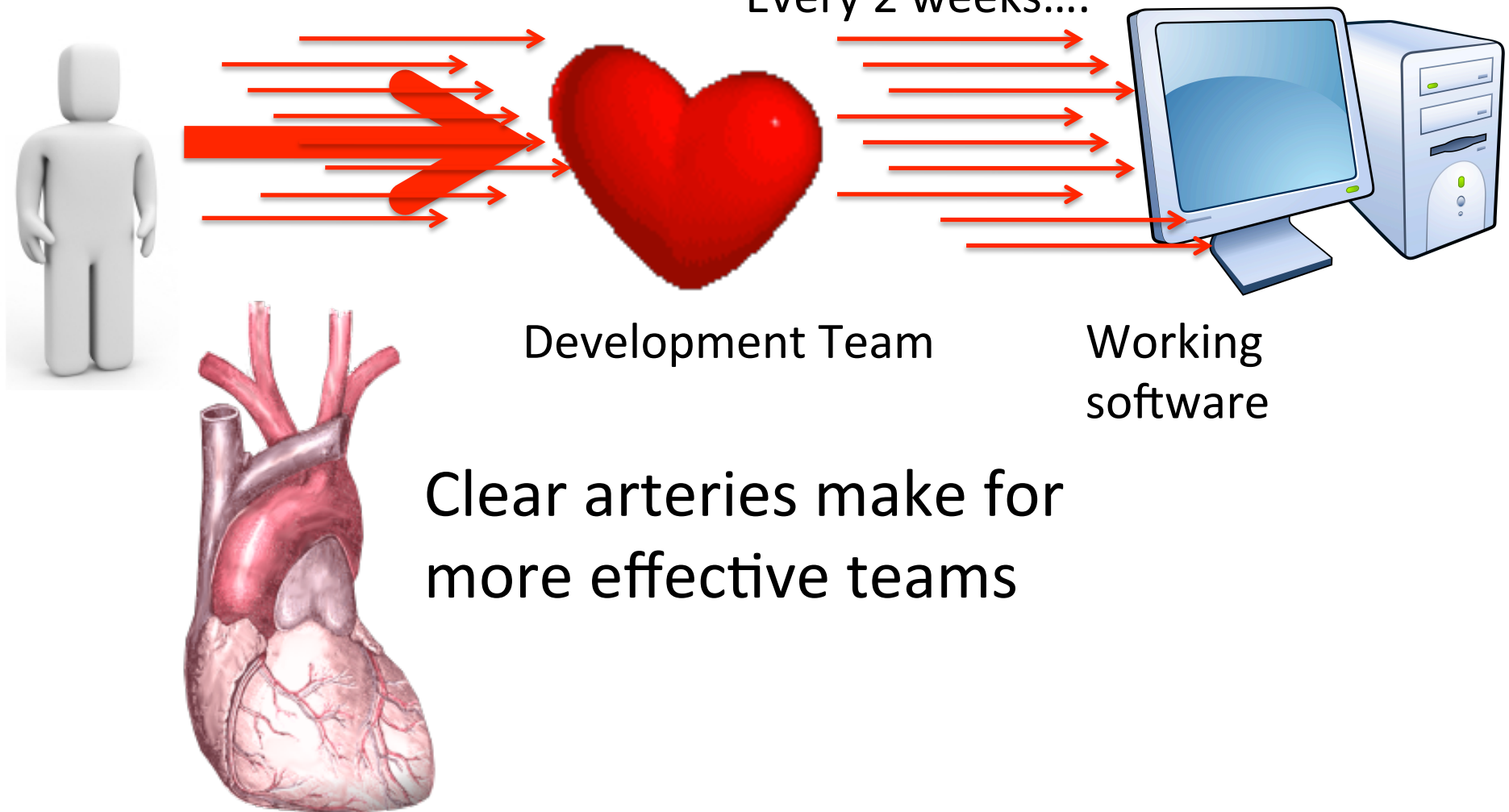
Budget?

Value delivered?



# Keep work flowing

“Requirements”



# Requirements Engineering

Fuzzy world!

*The Demand side / Need Side*

Requirements go In

Dev Team –  
Coders,  
Testers, etc.  
...

Stakeholders  
They - don't always agree

## Things change!

LEHMAN BROTHERS

WOOLWORTHS

ENRON

Requirements

They aren't that 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





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?*
- 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



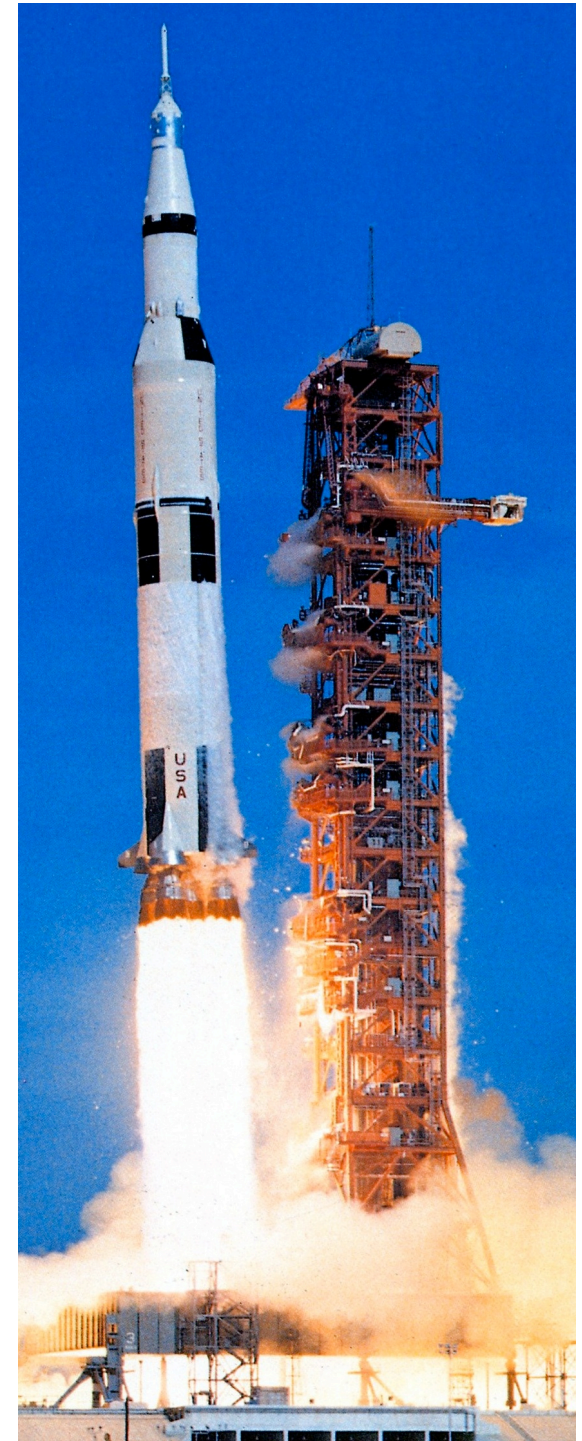
# And the SME/Domain Expert...

- 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?*



# The Professionals

- Requirements Engineers
  - Business Analysts
  - Product Managers





# Requirements Sub-Species

## 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



Note: Plural of Customer is  
The Market

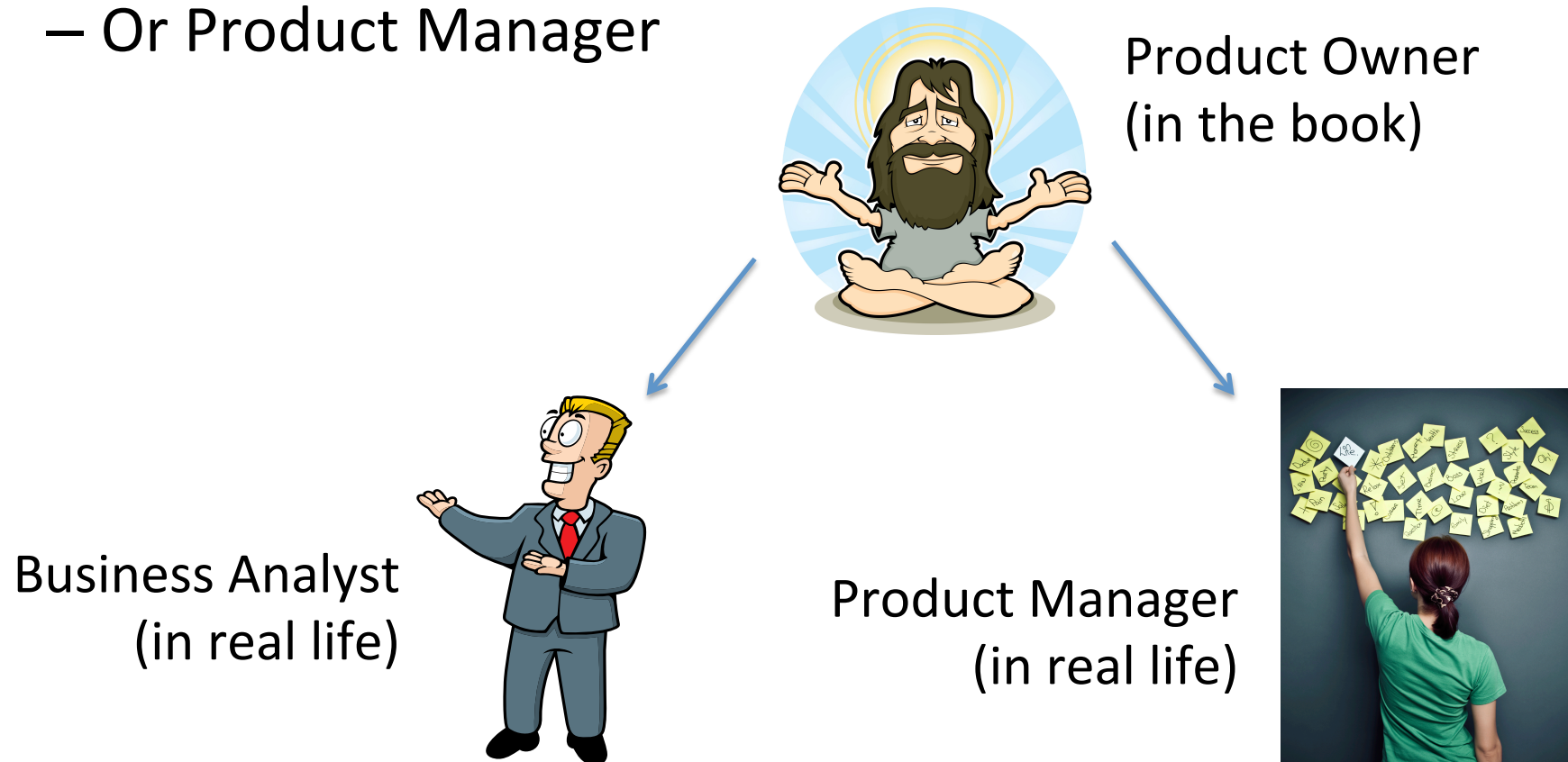
# Product Owner huh?



- Scrum Product Owner is the Bastard Child of Business Analyst and Product Managers
- Product Owner as defined by Scrum is a pale imitation of a Product Manager

# Product Owner alias

- Product Owner is useful alias
  - Usually for a Business Analyst
  - Or Product Manager



# 1:3 to 7

1 Requirements specialist to between 3 and 7  
technical team



# When 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
- Prod Mgrs need to pay more attention to in here
- Everyone needs to start with real customers

# Take-away

## 1. Who's job is it?

Horses for courses -

Business Analyst, Product Manager

Specialist SME, Rocket Scientist, SME

## 2. Do NOT tolerate vacuums

## 3. Product Owner is an alias

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