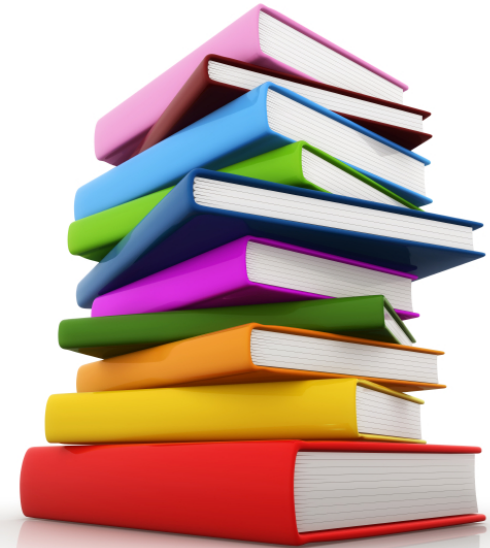


Return to Requirements

Skills Matter London,
December 2010



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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...

User Stories

And what about Stakeholders and CUSTOMERS ?

Aren't personas in here somewhere?

Where do roles come from?

Where's the Business value?

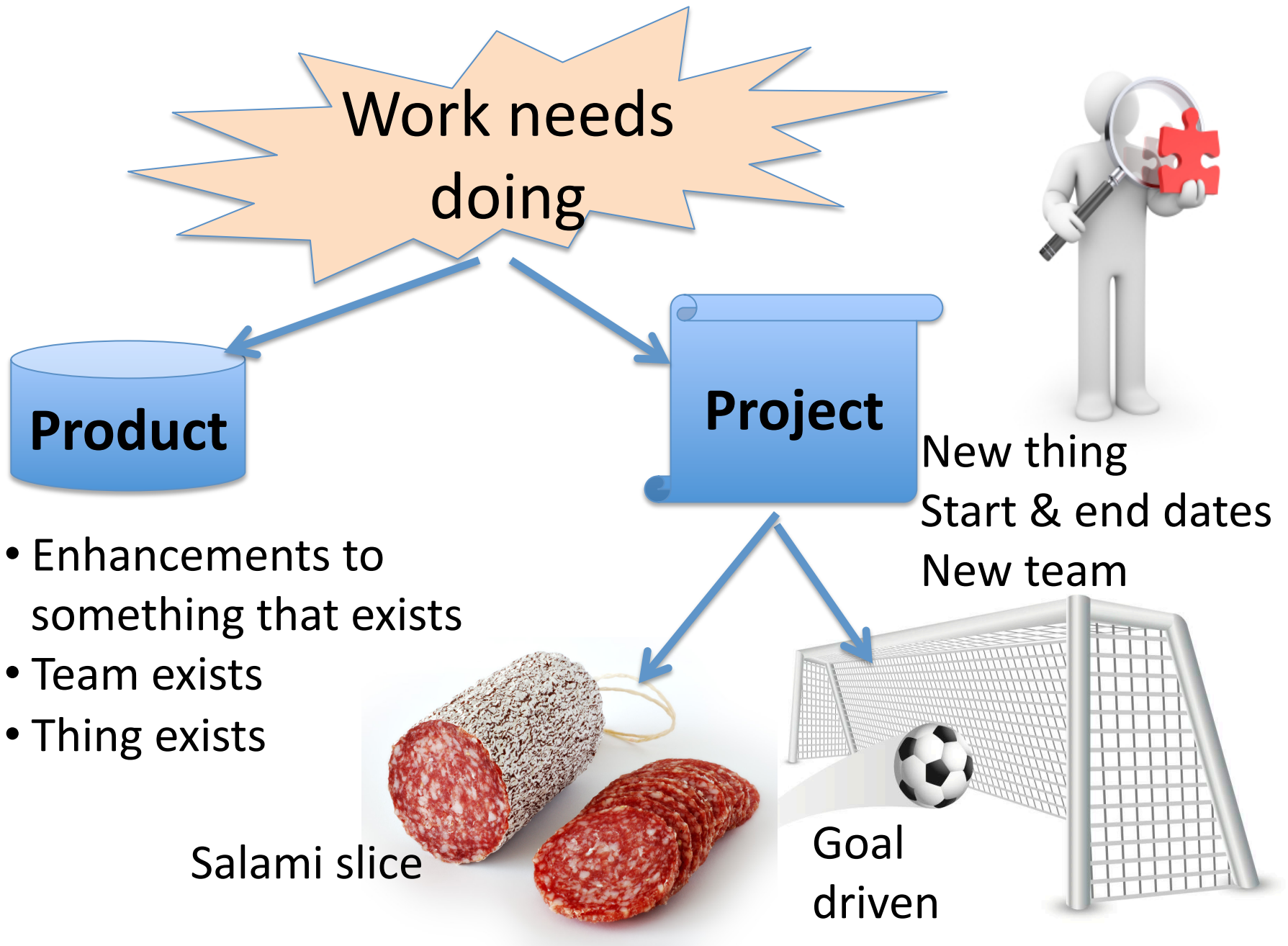
What are reasonable actions and reasons?

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

There is more to Requirements
then 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



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



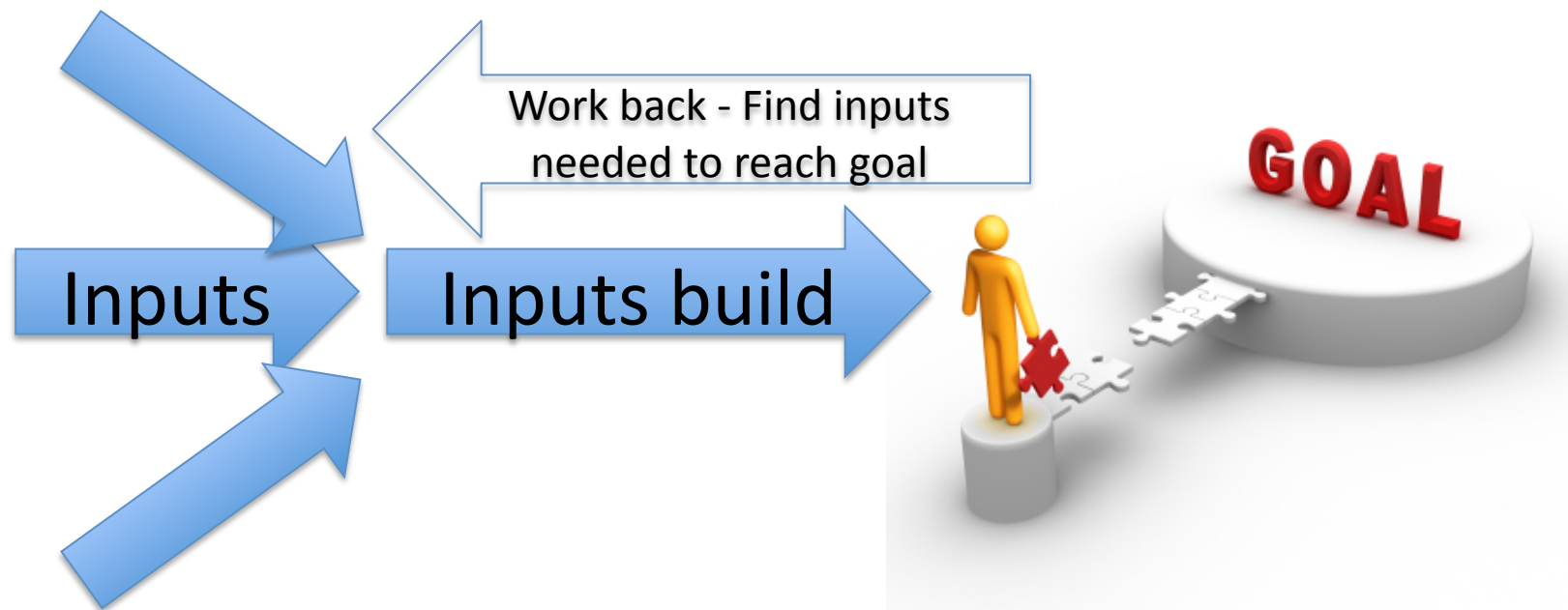
Increase online sales by 10%



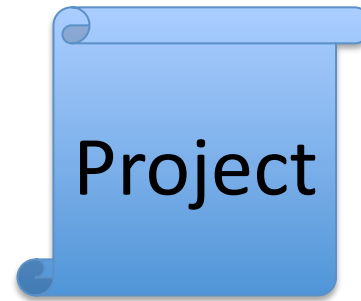
Reduce customer churn by 5%
[by improving CRM system]

Goal directed: Start with Output

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



*Take your
pick...*



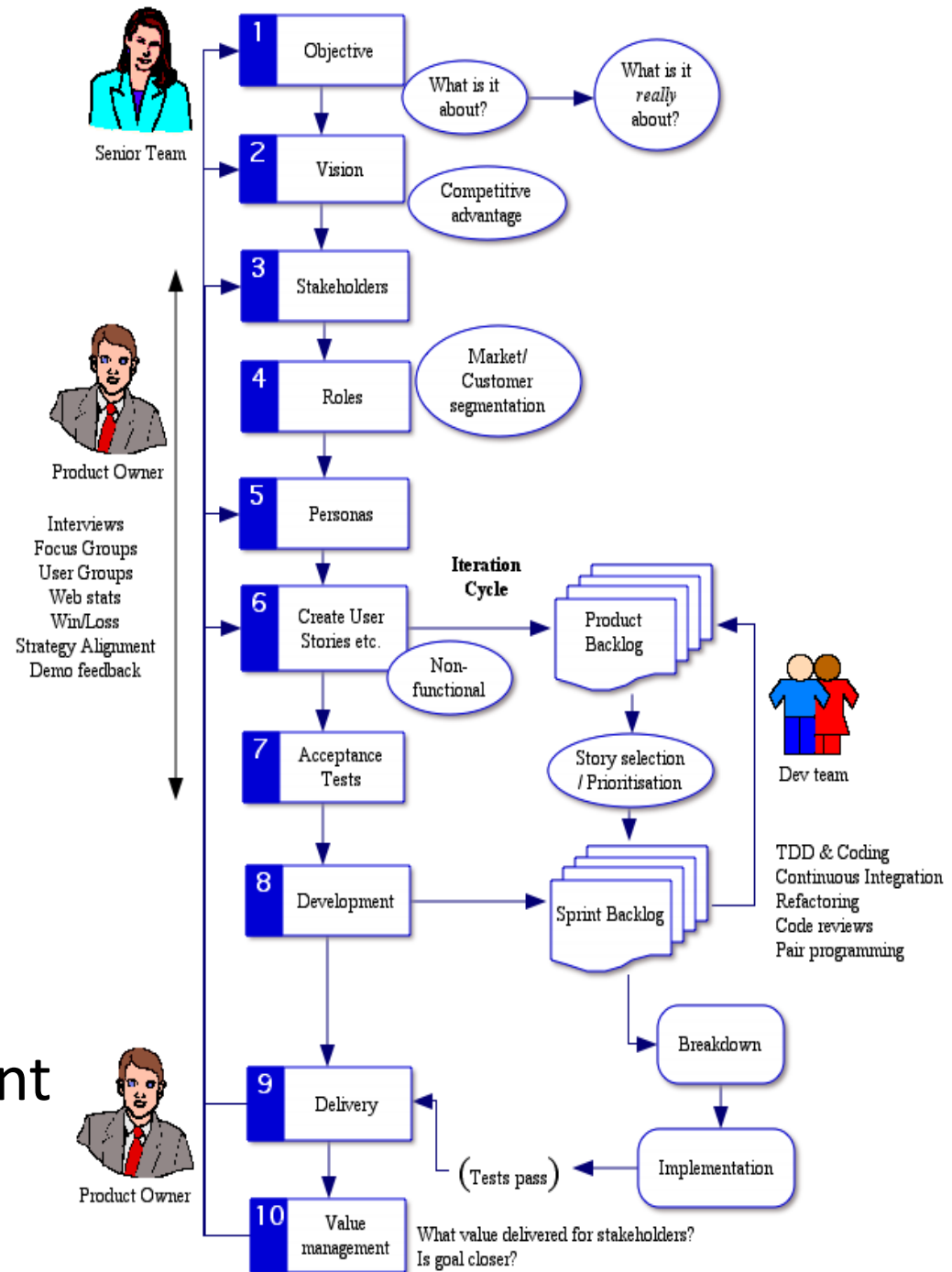
Salami
Agile



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

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

2. Vision

Team's Vision for the solution

3. Stakeholders

Who are the stakeholders?
What is success to them?

Who are the customers?
How do we segment them?

4. Roles

What roles use the system?

5. Personas

Key Personas

Stakeholders, Roles,
Customers

6. User Stories

7. Acceptance Tests

How do we know we are done?

8. Development

9. Delivery

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

10. Value management

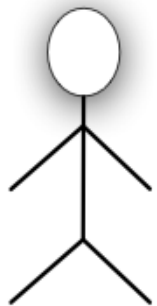
Stakeholders

... anyone affected by the system or who can impact the system (Gilb, 2005)

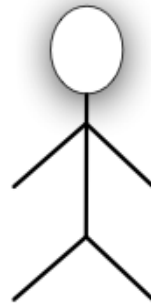
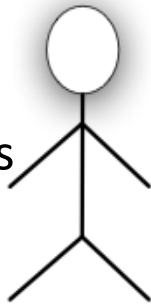
Stakeholders

Internal

External



- End users
- Manager of end users
- Budget holders
- Project sponsors
- Your manager



- Customers
- End users
- Regulators
- Partners

Customer segments:

- Consumers
- First time buyers
- Corporations
- Domain specific

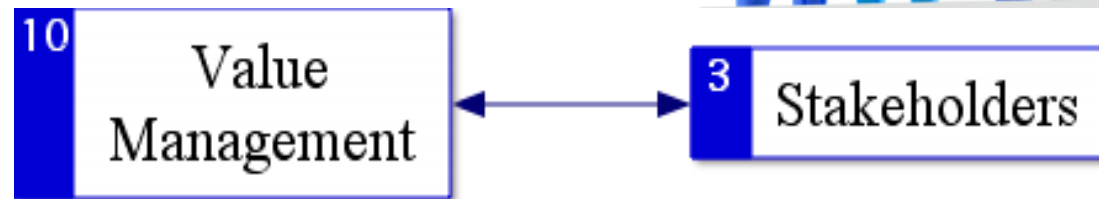
Stakeholders have goals too

Might be aligned with your project

– Or might be a little different



Stakeholders define value



- Benefit is value delivered to stakeholders
 - So, you need to know who the stakeholders are to determine 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?



Neglected 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>

Neglected project evaluation

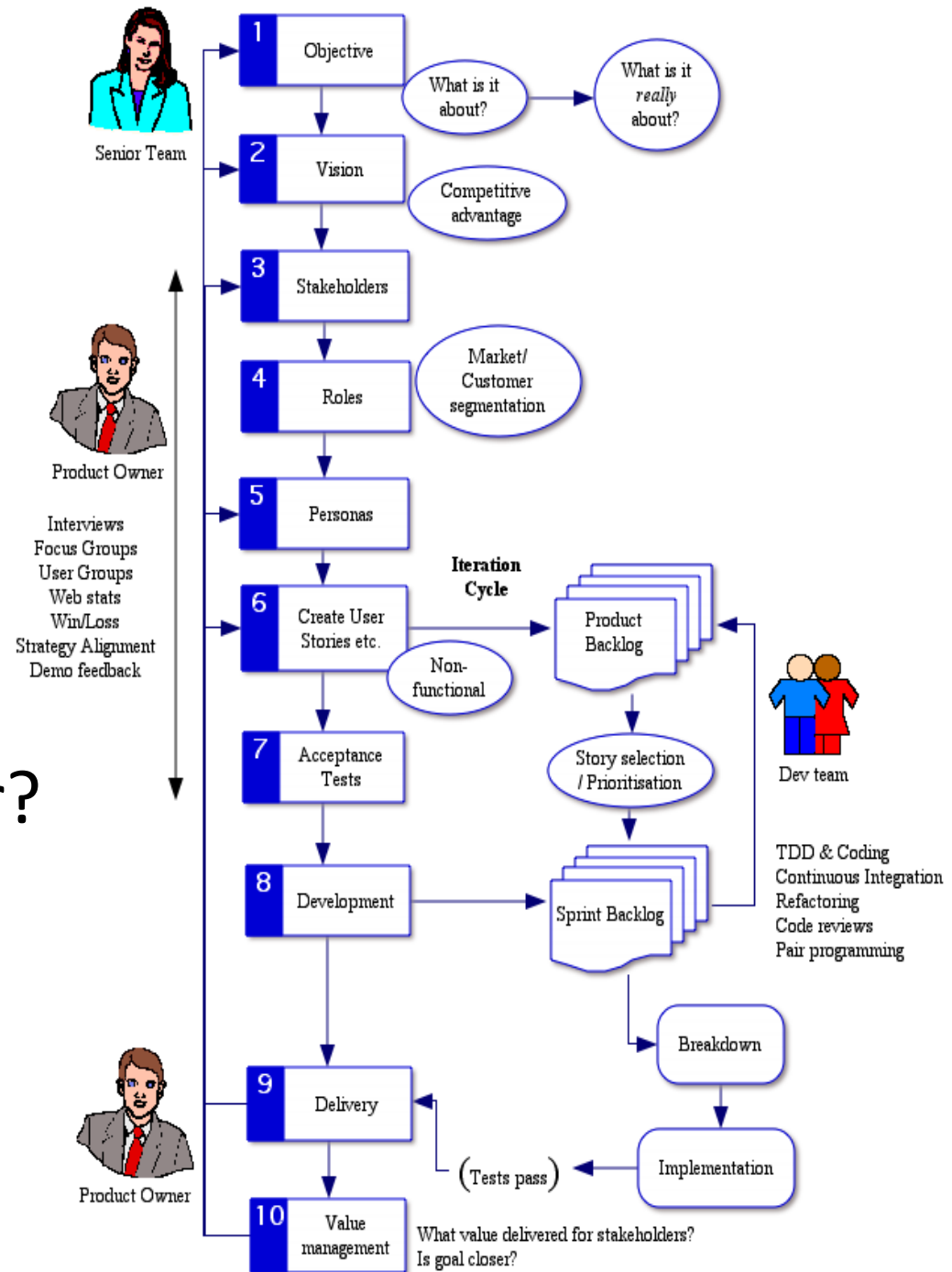
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Delivering value from IS and IT investments, John Ward, Cranfield School of Management, 2006
<http://www.som.cranfield.ac.uk/som/dinamic-content/research/documents/deliveringvaluereport.pdf>

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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