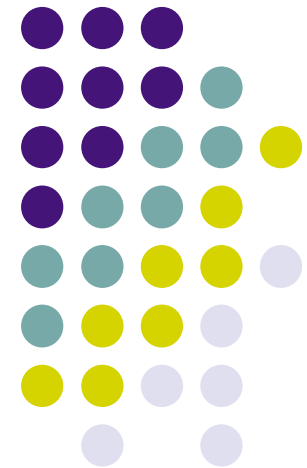


The Customer, Their Requirements, and The Developer

Allan Kelly - Software Strategy
Liz Sedley - Agile Coach





Agenda

- Exercise 1
 - 10 minutes exercise
 - 10 minutes discussion
- Presentation
 - 30 minutes
- Exercise 2
 - Divide into groups
 - 20 minutes exercise
 - 20 minutes discussion

Requirements meeting

- Business Analyst
- CEO
- Developer 1
- Developer 2
- Project Manager





Group brief (hand out)

- Brief:
 - You work for Oxford Rent a Car
 - The company has decided to create an online mapping application to help customers
 - Most customers will use the system in your rental shops (3: Railway station, Peartree Roundabout and Oxford International Airport)
- Project Manager chairs the meeting



Questions

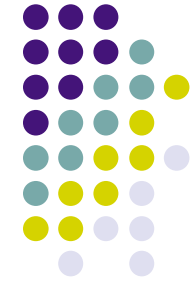
- Is this a typical requirement meeting?
 - Do you recognise it?
- Did the group agree?
- Were the requirements good?
- Where was the tension in the meeting?
- Why was there tension?



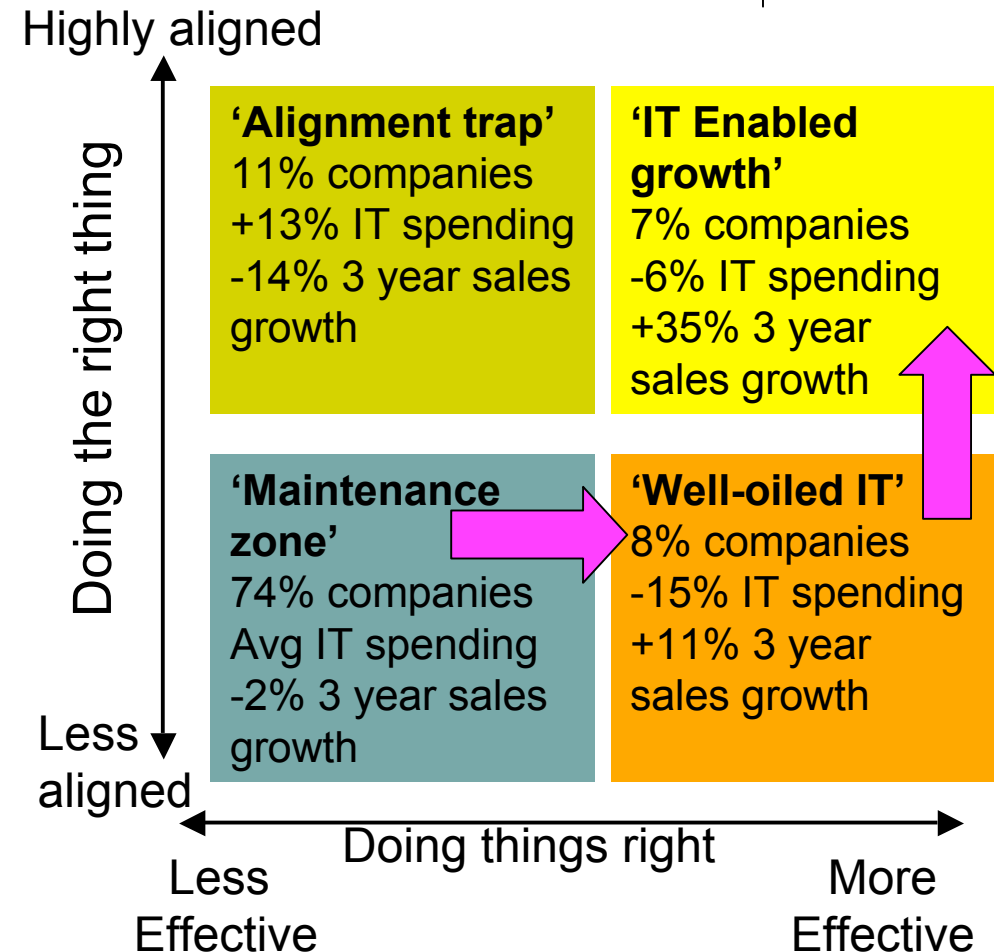
Bottleneck has moved

- Developers are no longer the bottleneck
 - Better tools, e.g. Eclipse
 - Better languages, e.g. Python, Ruby
 - Better techniques, e.g. TDD
- Knowing what to do is the new bottleneck
 - Knowing how to do it right
 - Companies don't pay enough attention to what they are trying to do

The Alignment Trap



- Business alignment needs with good requirements
- Agile moves us to 'Well-oiled IT'
- Requirements lead to next phase
- Effective companies spend less on IT





Agile problems

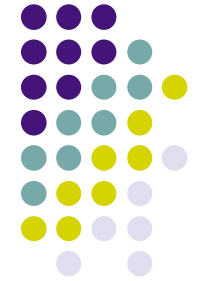
- Agile has little to say on requirements
- XP ‘Onsite Customer’
 - Does the customer know what they want?
 - Is customer qualified move beyond ‘I want’ ?
 - Overload - Original XP customer had breakdown
- SCRUM ‘Product Owner’
 - 30 days before you can change your mind

Right requirements essential



- Bad requirements can break a project
- Poor understanding can slow project down
- Tension
 - Sometimes the developer does know best
 - Sometimes the BA/Product Manager does
 - Need to manage the tension

Where do requirements come from?



- .
- ..
- ...



Conflicts

- Requirements sometimes conflict
 - Cannot satisfy all the customers/users
- People behind requirements may be in conflict, e.g.
 - CEO wants company to expand
 - Senior Manager want to save money
 - Developers want to use new technology
 - Or do superior work

Requirements filtered through



- Customers
 - The words they use
 - Who talks the loudest ‘decibel management’
- Product Managers
- Business Analysts
- Requirements documents
- Prioritisation process



Prioritisation

- Prioritisation through MoSCoW rules
 - Must have
 - Should have
 - Could have
 - Won't have / Would like to have
- Moscow rules abdicate responsibility
- Better to use 1, 2, 3 ... n



Do we ever really know?

- Detailed requirements
 - Do long documents get read?
 - Do they get remembered?
 - Include everything to keep everyone happy
- Dialogue not a document
 - Requirements change
 - Details become clear and important
 - Assumptions surfaced during development
 - Need someone to ask



Requirements evolve

- Users ideas change with time
 - As they see the software...
 - ... they know what they want
 - ... they know what will work
 - ... and what will not
- Developers find new possibilities
- Business sees new opportunities



Exercise 2

- Form groups: ~4 people per group
 - Who works for on bespoke?
 - Who works for product vendors?
 - Company size? Public sector? Media? Financial?
- Flow chart the requirements process - 10min
- Identify what works - 5 min
- Each group present recommendations for
 - Improving requirements discovery
 - Improving requirements communication



Discussion

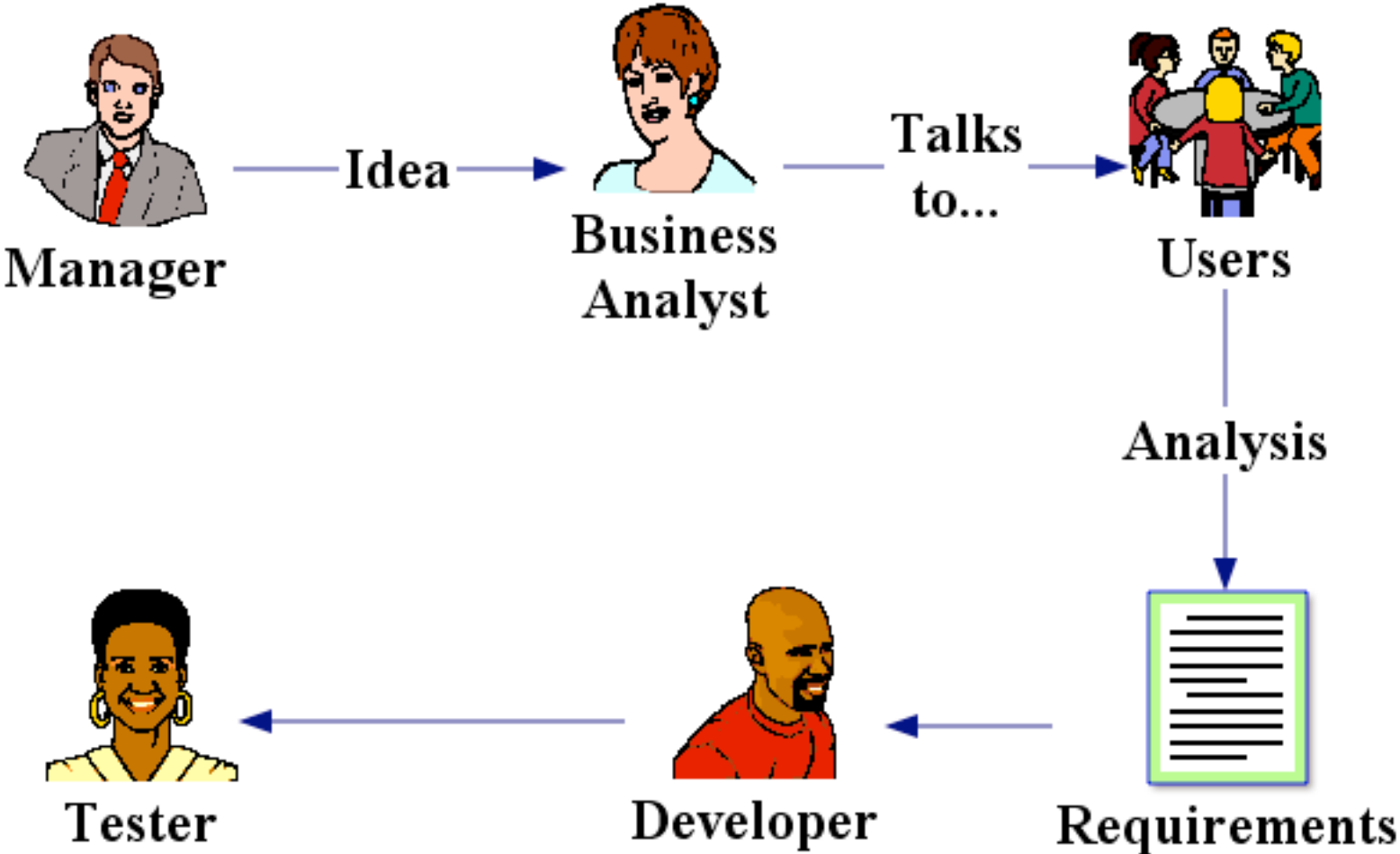
- What can we do to improve the requirements process?



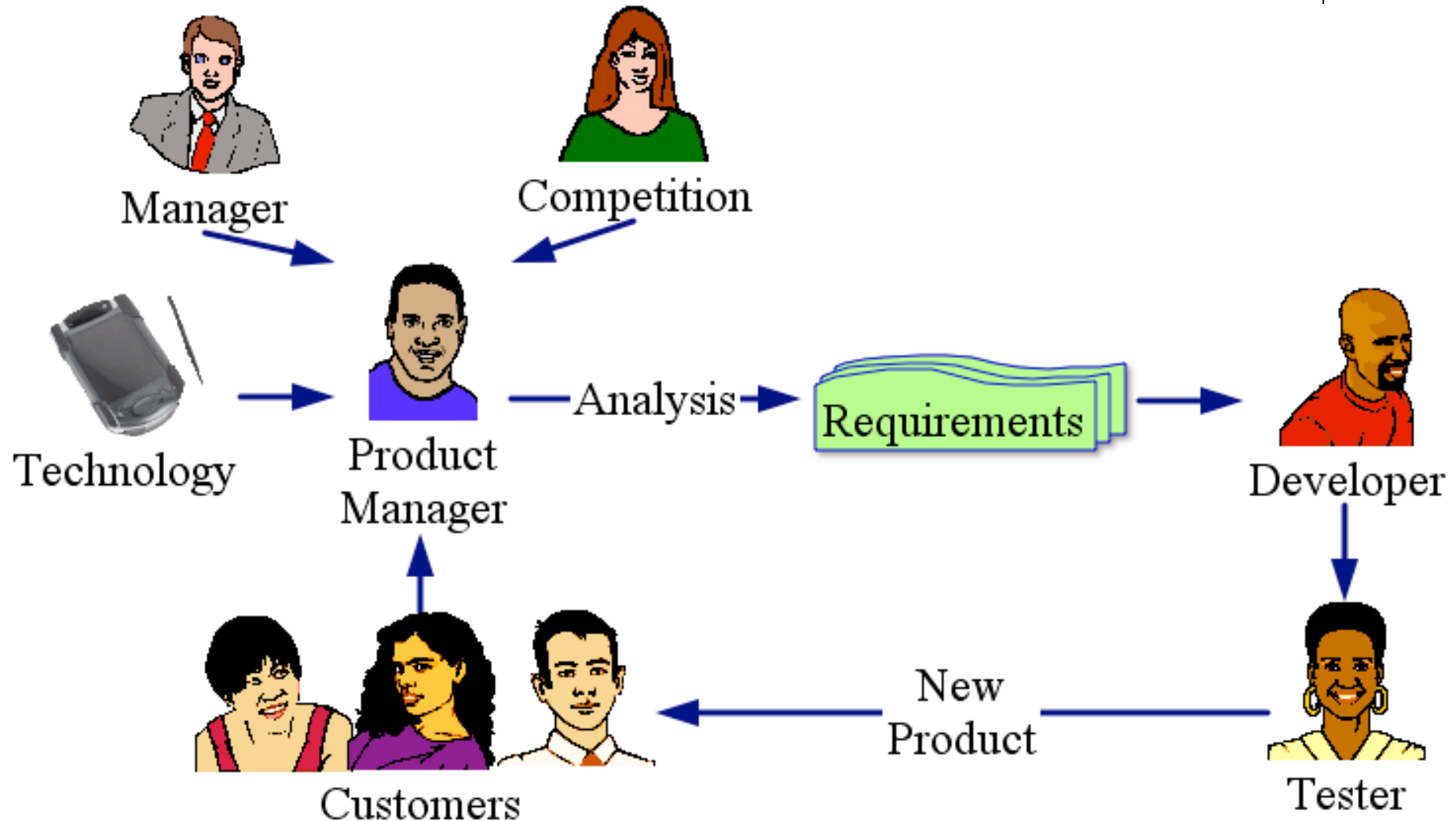
Thank you - *feedback?*

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Bespoke model



Software Vendor model



Individual brief (hidden)



- CEO: wants a prototype soon to impress investors, wants as little work as possible

Individual brief (hidden)



- Developer 1: wants to do quality work and make application available on web

Individual brief (hidden)

- Developer 2: wants an early lunch



Individual brief (hidden)



- Business Analyst: wants to specify exactly what is required

Individual brief (hidden)



- Project Manager: wants to reach consensus