The 10 Step Model for Agile Requirements

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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

www.softwarestrategy.co.uk
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

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

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?

And what about Stakeholders and CUSTOMERS?
There is more to Requirements than User Stories
In the beginning….

There is work to do
Work needs doing

Product (Maintenance)
Enhancements to something that exists
Team exists
Thing exists

Project
New thing
Start & end dates
New team

Salami slice

Goal driven
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

Inputs build

Work back - Find inputs needed to reach goal
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?

Who are the customers?
Who are they segmented?
Objective – why?

Is NOT...
- Requirements document
- Shopping list
- Technical

Could be...
- Mission statement
- Marketing brief
- Market opportunity assessment
- Project Initiation Document

I have a dream…
Put a man on the moon and return him safely…

Beat Xerox
Cannon
Encircle Caterpillar
Komatsu
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.

**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.

Gilb, Competitive Engineering, 2005

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
  - Internal Stakeholders
  - External Stakeholders
    - Customers
    - Regulators, etc.
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
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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