MODERN analyst Webinar Series

It's an Agile World: Requirements at the Speed of Thought

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Joy Beatty and Candase Hokanson

PMI Registered Education Provider — Project Management Institute

IIBA® Endorsed Education Provider™

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Enduring education concept

Renowned experts in RE share their interdisciplinary expertise to provide you with an enduring education concept!

CPRE - Certified Professional for Requirements Engineering

The three tier education concept enables you to grow in Requirements…

- Elicitation and Consolidation
- Modeling
- Management
- in Agile Environment: RE@Agile

Document your competence in RE and get ready for better results in your RE projects.

Joy Beatty, CBAP®, PMI-PBA®
Vice President of SeiLabs

Community contributions:

- Member of the IIBA BABOK v3 Core Team
- Co-author of the PMI Practice Guide for Business Analysis
- Industry PC for IEEE Requirements Engineering
- Co-chair for Requirements Engineering Education and Training Workshops

Co-Author:

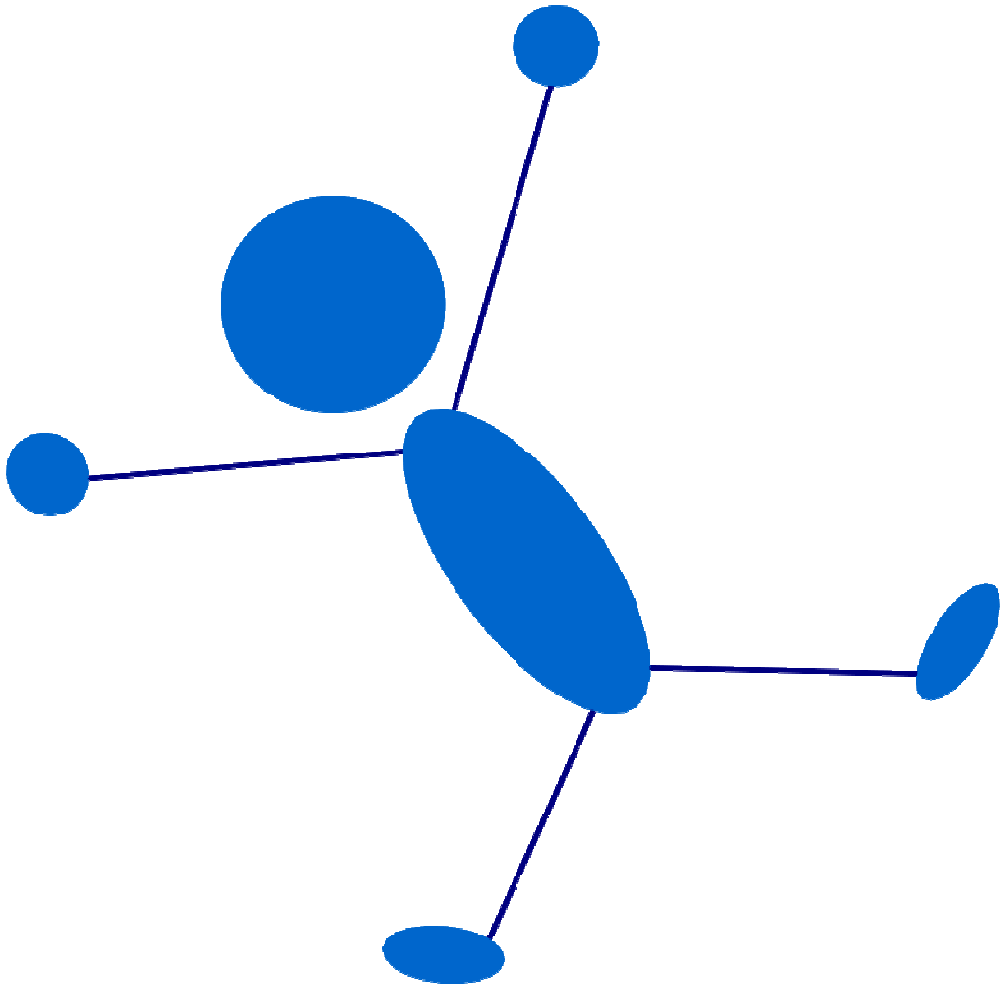
- *Visual Models for Software Requirements* with Anthony Chen
- *Software Requirements, 3rd Ed.* with Karl Wiegers

Candase Hokanson, PMI-ACP®
Senior Product Manager

Focus Areas:

- Train and coach Product Managers, Product Owners, and Bas on the skillsets needed to realize business objectives with IT initiatives
- Serve as Product Owner to lead execution teams through value delivery
- Help teams decompose business objectives into high-quality requirements through visualization techniques
- Coach organizations through agile transformations
- Train and coach teams on the selection and adoption of the right requirements management tool

Meet Blue, the BA



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Poll #1: Priority Topics for Today
In the spirit of agile…what do you want us to prioritize for discussion today?

Topic backlog	Topic points
Why agile	2
Overview of agile	4
BA's priorities in agile	5
Practical tips for BAs	6
Transitioning to agile	2
….	?
…..	?
…….	?

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Agenda

- Why do we need a new approach?
- The agile philosophy
- Core agile concepts for BAs
- Practical tips for BAs on agile projects
- How to transition to an agile approach

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Why do we need a new way of running projects?

- Lack of user input
- Incomplete requirements
- Changing requirements
- Unclear objectives

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Standish Group – CHAOS Report, 2004

Meet the villain

Requirements → Design → Build → Verification → Maintenance

They are often delivered late, lack necessary features, and fail to meet users' expectations

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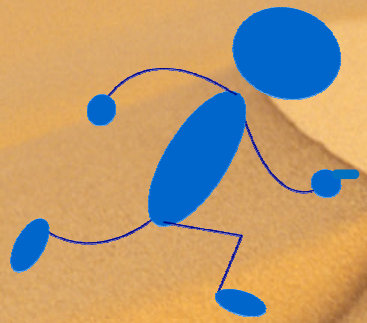
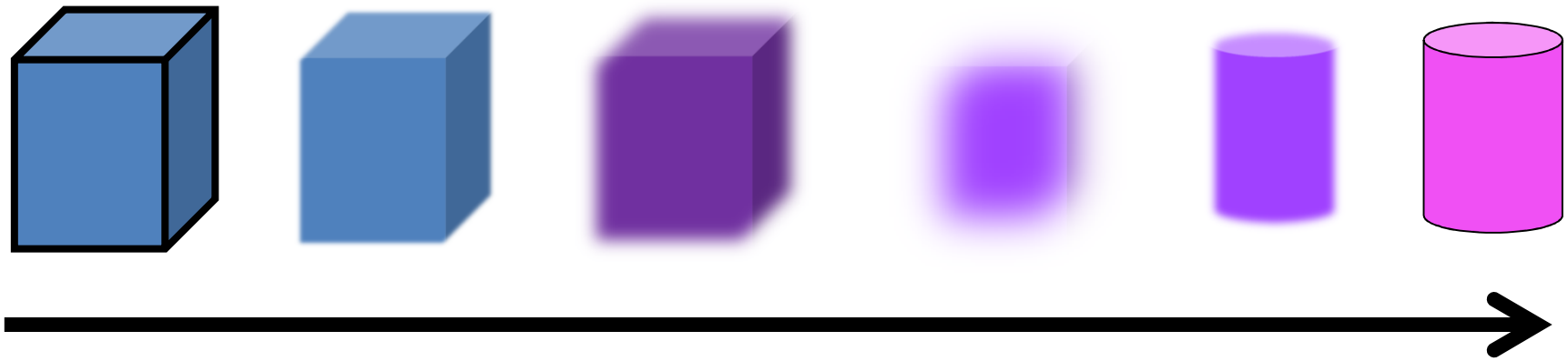
What are the limitations of waterfall that we should address?



Artificial lines in the sand between users and developers are the beginning of the problem

Waterfall depends on getting requirements right up front…..but the requirements *will* change



The desired product evolves over time

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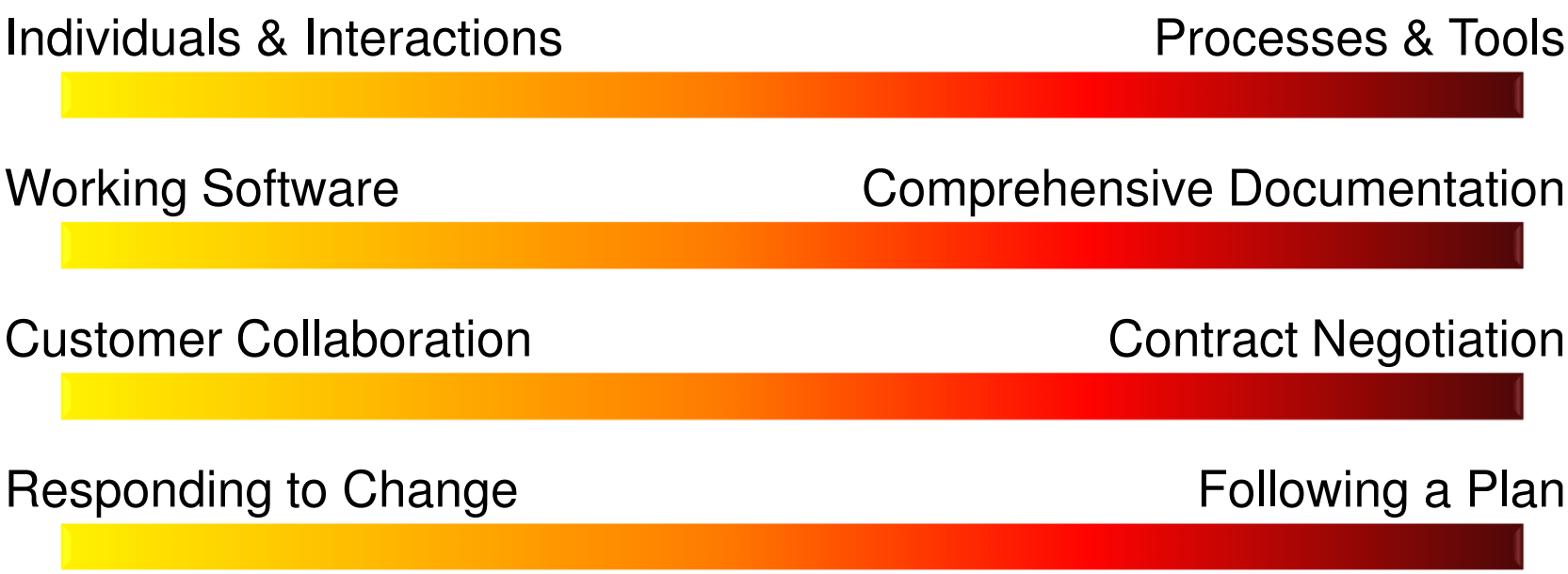
So what does it mean to “be agile”?

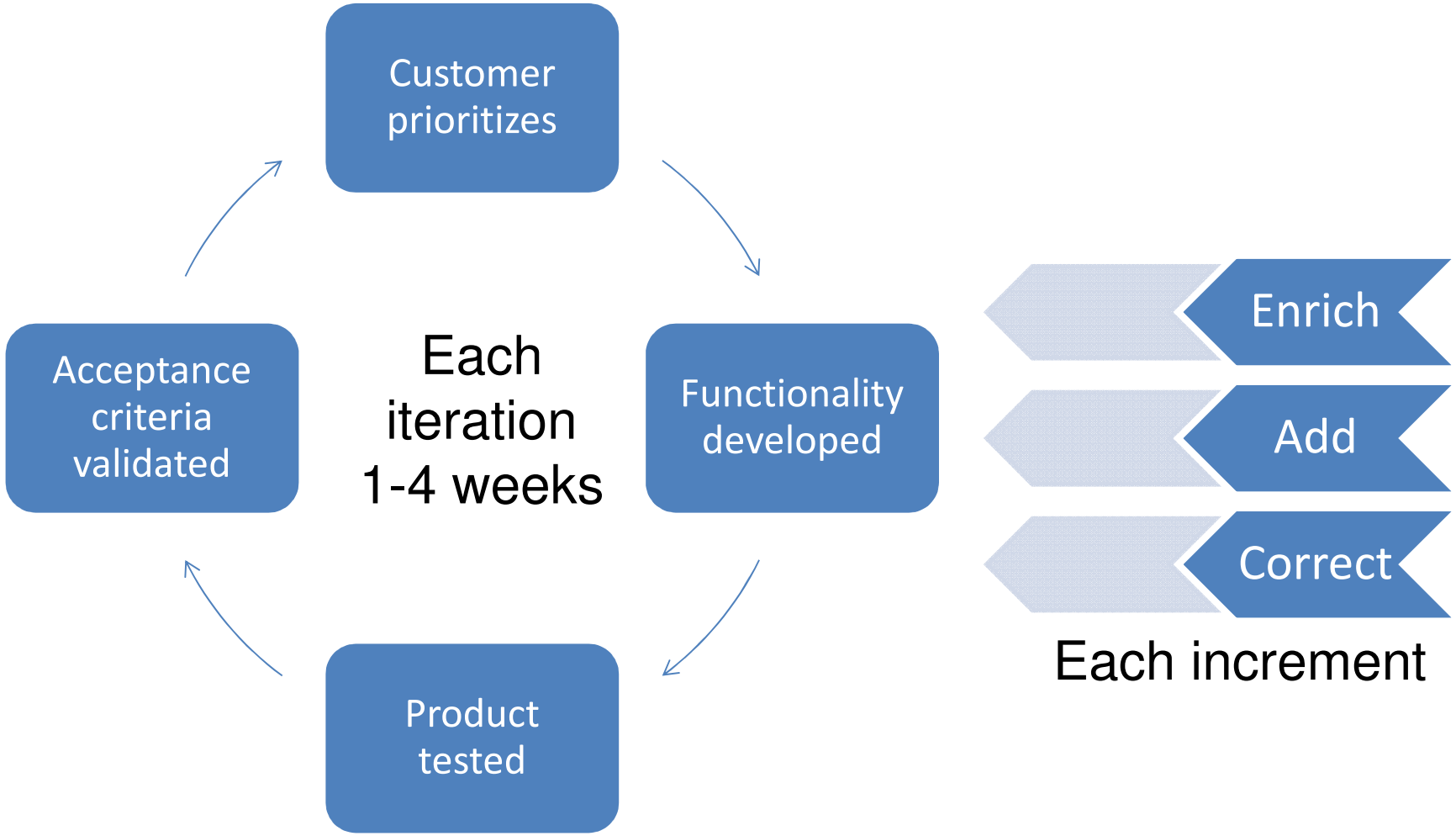


“while there is value in the items on the right, we value the items on the left more”

[1]Manifesto for Agile Software Development - http://agilemanifesto.org/

There are many
flavors of agile
development
Scrum
Lean
software
development
Test-driven
development
Extreme
programming
(XP)
Kanban
Scrumban

Agile development is iterative and incremental



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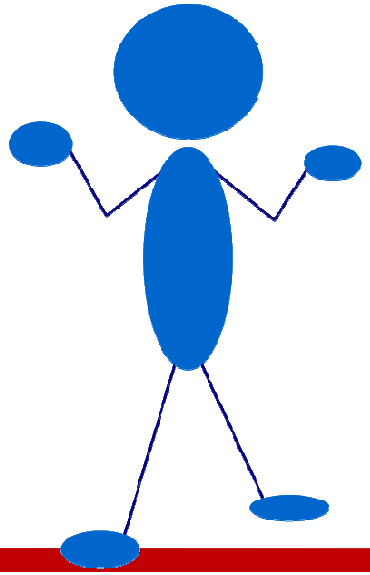
Ongoing customer participation is used to correct course



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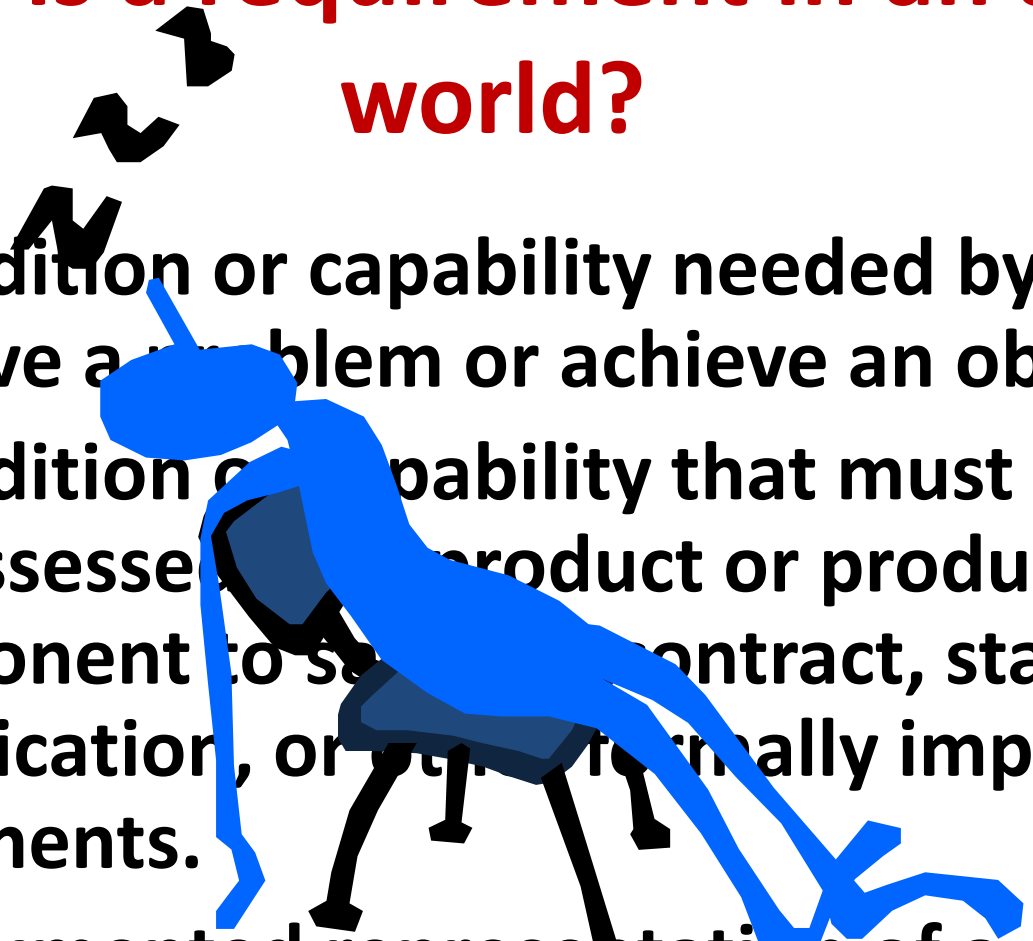
What is a requirement in an agile world?



1. A condition or capability needed by a user to solve a problem or achieve an objective.
2. A condition or capability that must be met or possessed by a product or product component to satisfy a contract, standard, specification, or other formally imposed documents.
3. A documented representation of a condition or capability as in (1) or (2).

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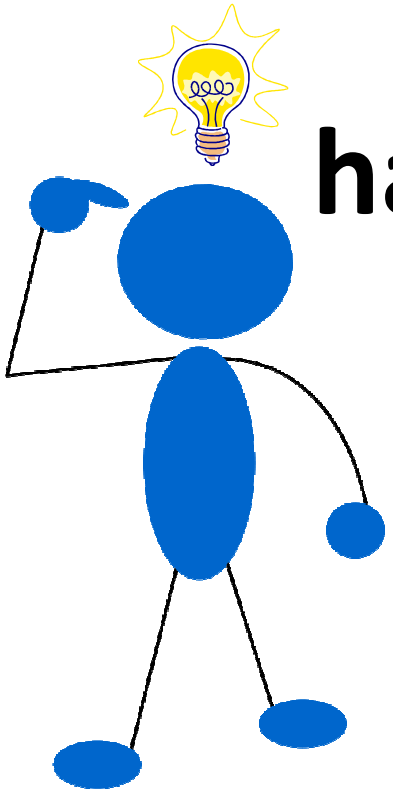
Just kidding! Let's drop the formality for today

Requirements are anything the business needs to have implemented in the solution.



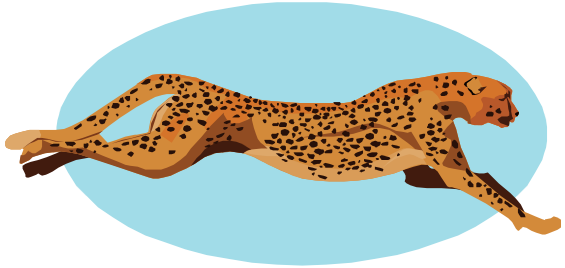
Requirements practices in agile development

"embrace change" prioritize against backlog

iterative development life cycle

extensive, ongoing customer involvement

rigorous, ongoing prioritization



"product owner" as customer rep

acceptance tests as requirements details

"just in time", "just enough" documentation

product backlog of user stories

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A user story is one technique to capture requirements

A "short, simple description of a feature told from the perspective of the person who desires the new capability, usually a user or customer of the system" (*Mike Cohn*)

- serve as placeholder for future conversations for details
- augmented with acceptance tests
- don't get into user interaction specifics

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A user story is one technique to capture requirements

Card: User story name

Conversation: Provides more information about the story.

Written in the form: “As a <>, I want <> so that <>”.

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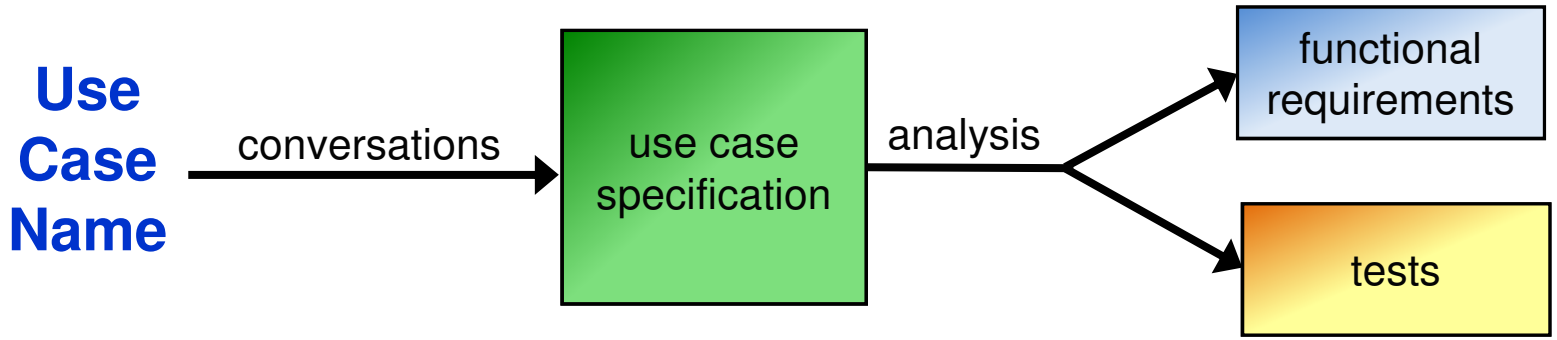
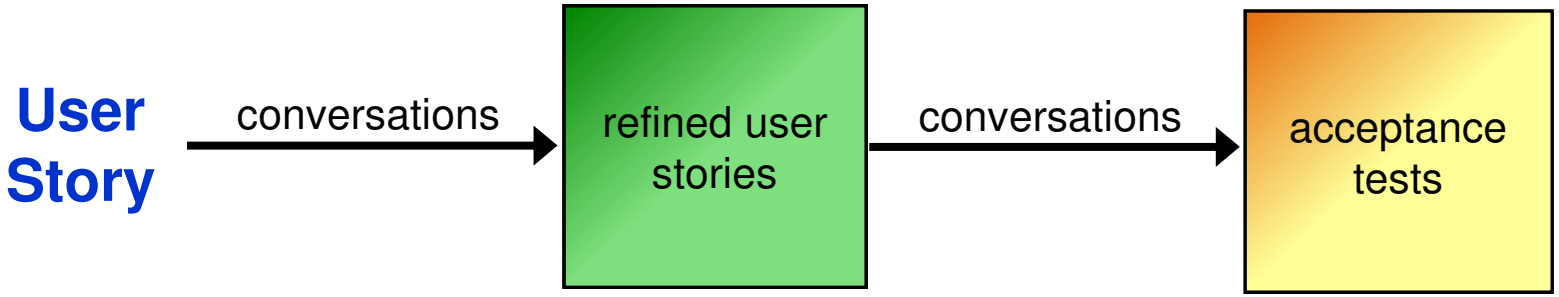
User stories as compared to use cases

“Create an Invoice”



“As a small business owner, I want to create an invoice so that I can bill a customer.”



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Populate a product backlog of remaining work

Requests are commonly **user stories**.
But they can also be **features**, **business processes**, or **defects**.

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What does the agile lifecycle look like?

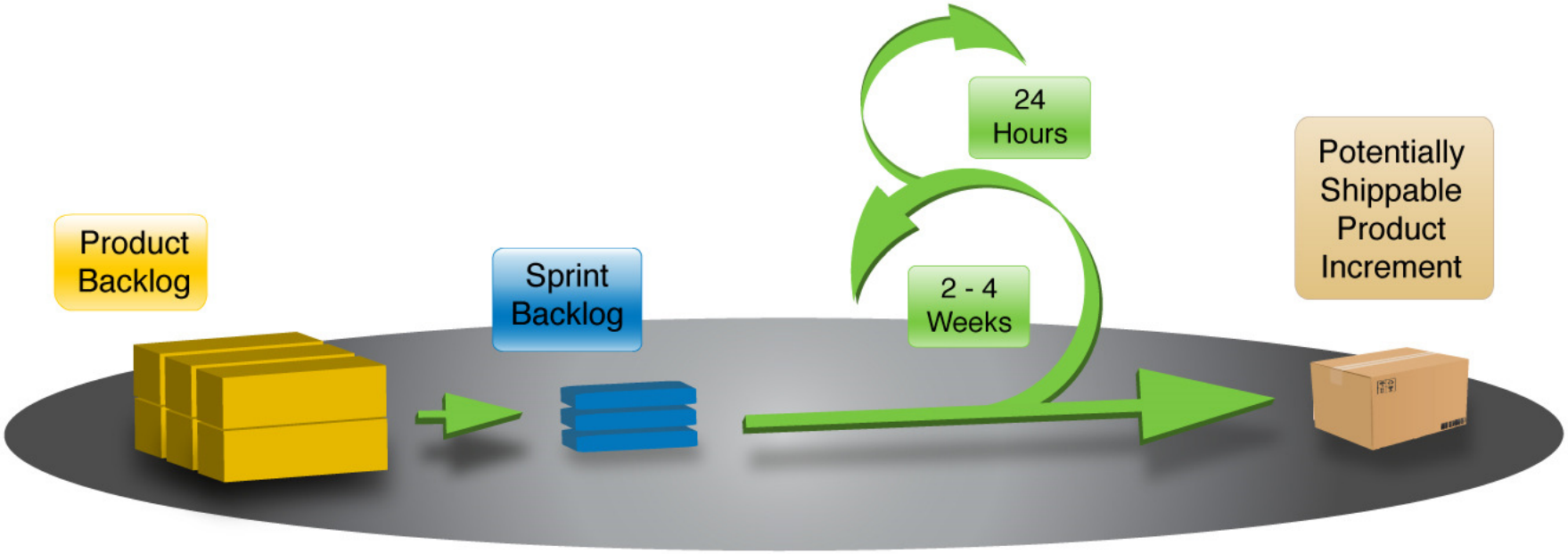

Figure based on Mountain Goat Software

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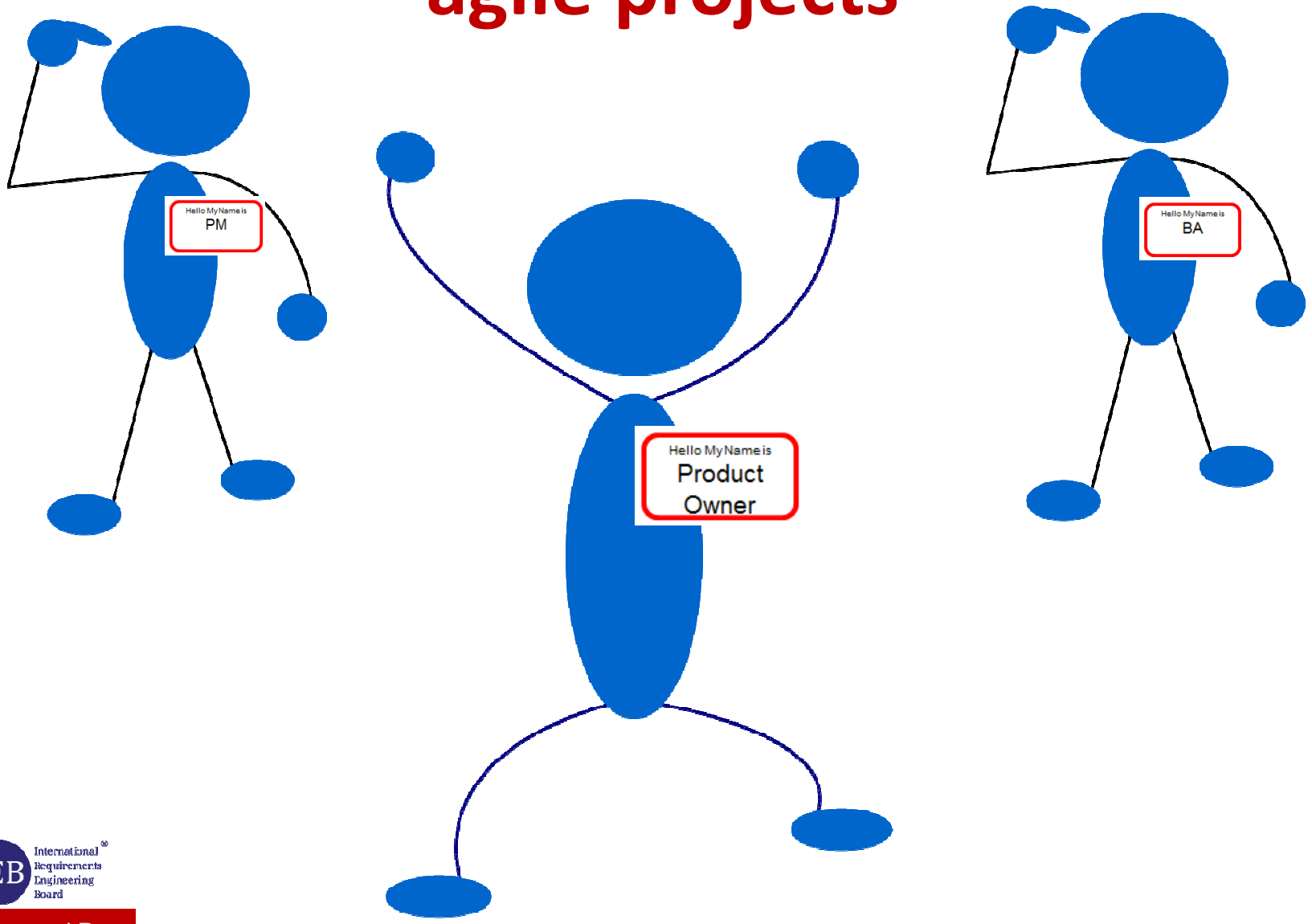
Traditional skills are just as prevalent on agile projects



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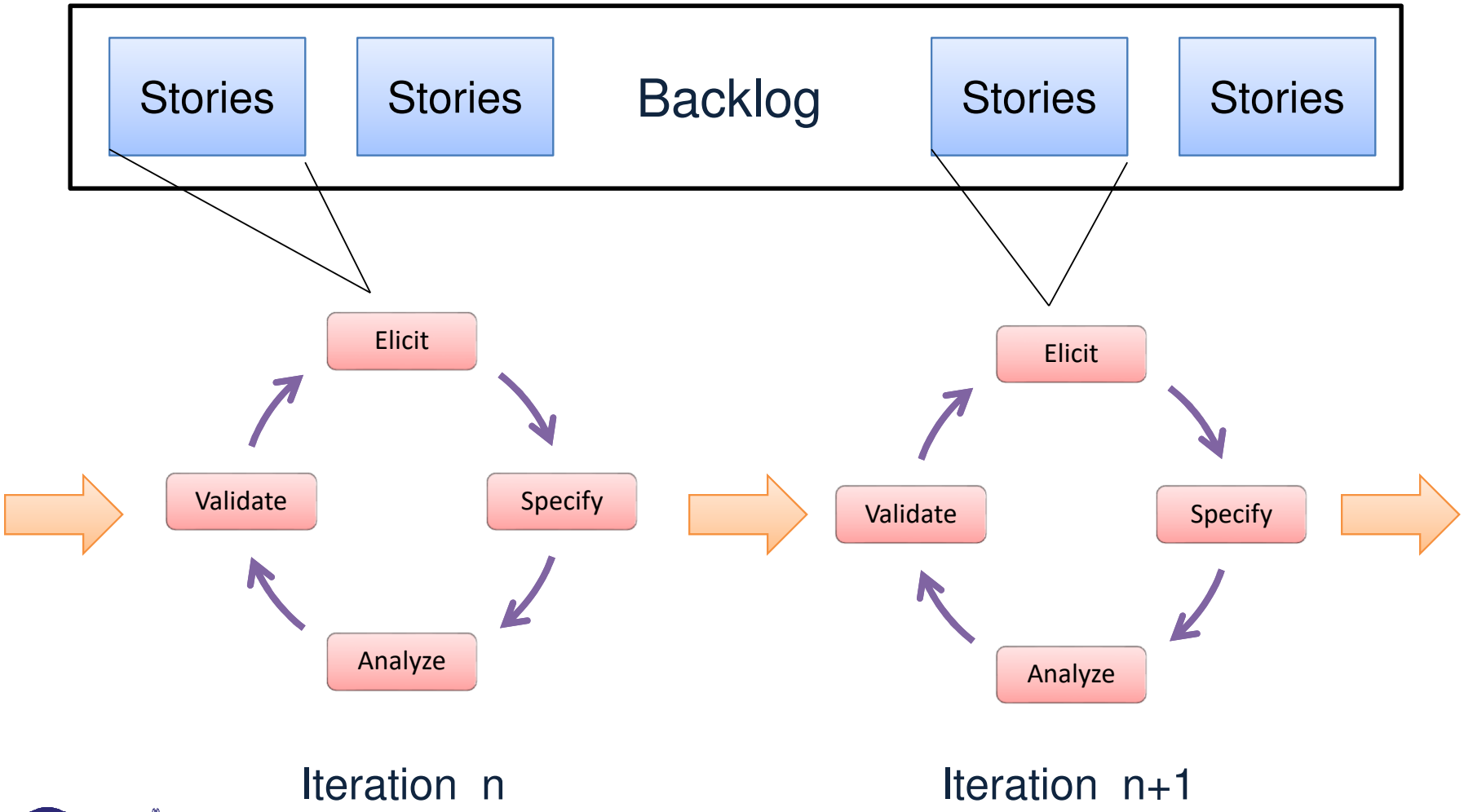
The requirements activities are the same, but the timing changes



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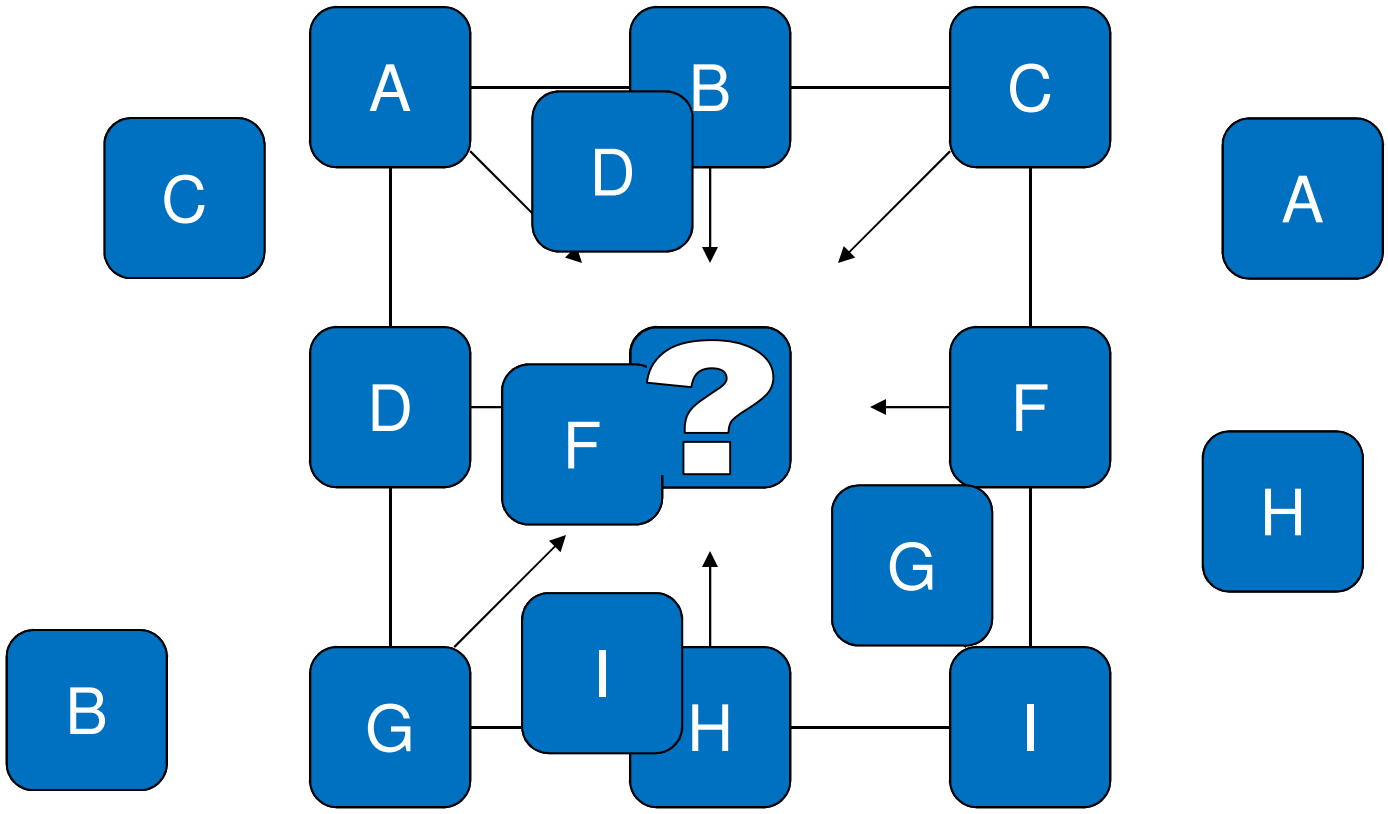
Create the minimum level of detail in documentation that is needed

Sometimes, you really just have to write things down.
The human brain can't track large numbers of tasks!

Use visual models to supplement user stories



Use visual models to find holes in information.

Pictures are easy. Words are hard.

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Collaboration is more important than ever

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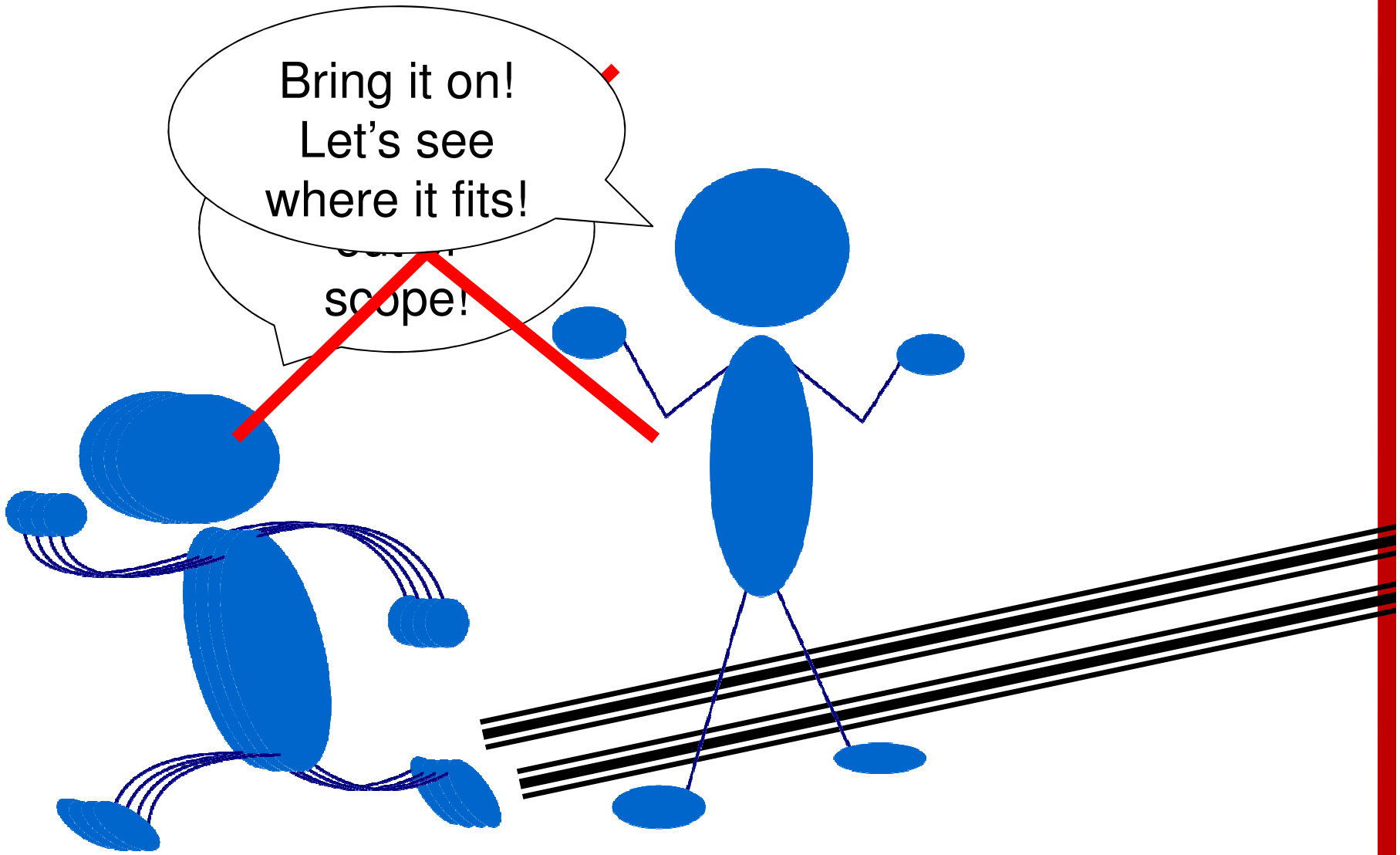
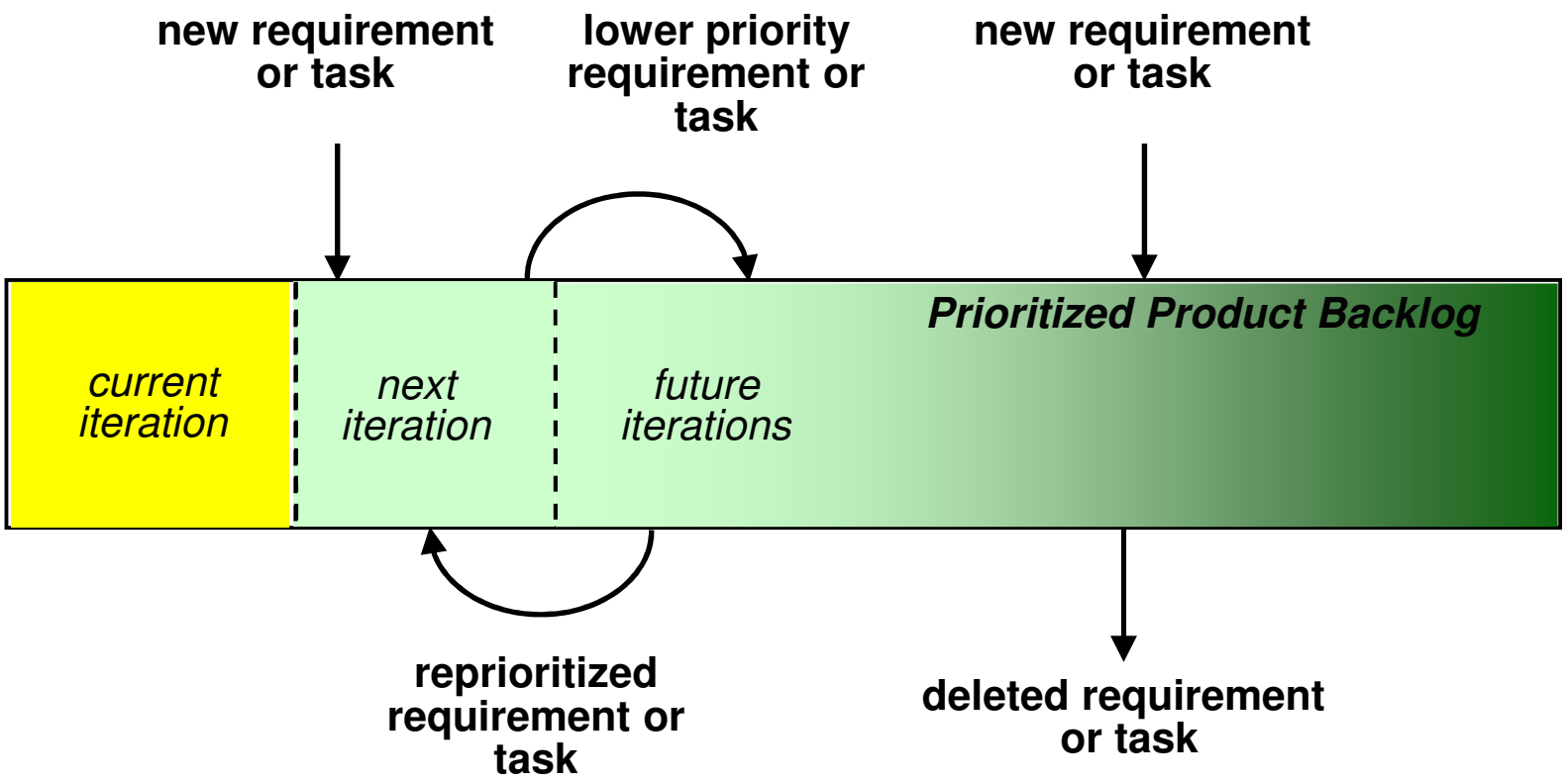
Change happens. Embrace it!



Managing change on agile projects



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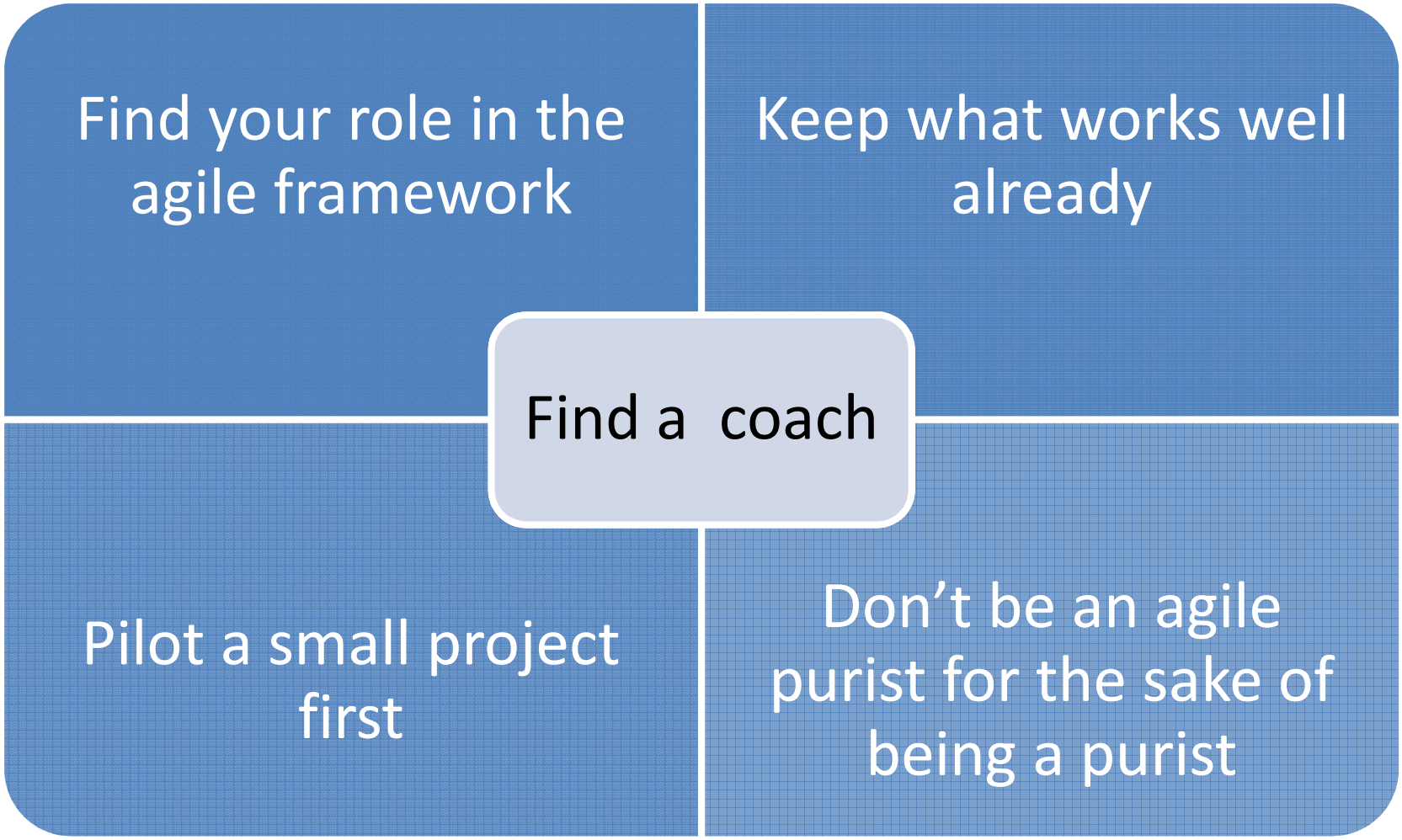
What can you do to smooth the transition to an agile approach?



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So dive right in, but…

be agile in doing so!

And remember if you have seen one agile project…..you've seen one agile project

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So with the time we have left, what do you still want to discuss?

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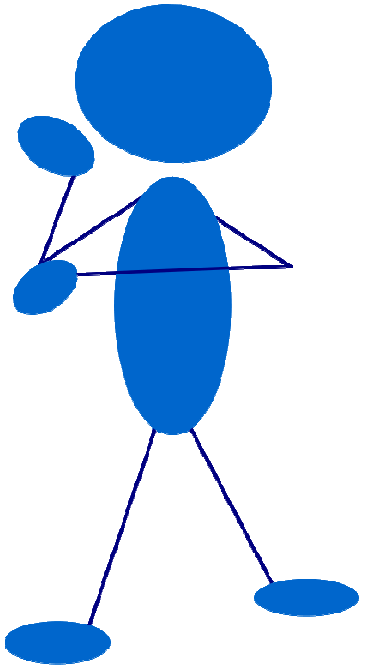
Suggested Reading

- Software Requirements, 3rd Edition (Wiegers and Beatty)
- Succeeding with Agile (Cohn)
- Agile Product Management with Scrum (Pichler)
- Agile Software Requirements (Leffingwell)
- Discover to Deliver (Gottesdiener & Gorman)
- Our Requirements Blog: http://www.seilevel.com/blog



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- **CPRE RE@Agile addresses RE in an agile context: Launch in February 2017!**
- Work more efficiently with stakeholders during elicitation.
- Learn the appropriate methods for successful negotiations.
- Be familiar with different techniques for modeling and documenting requirements.
- Be more effective at managing requirements during the entire lifecycle of a project or product.
- Know the terminology of RE
- Become part of an internationally recognized community.

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