



The BA's friend or foe?

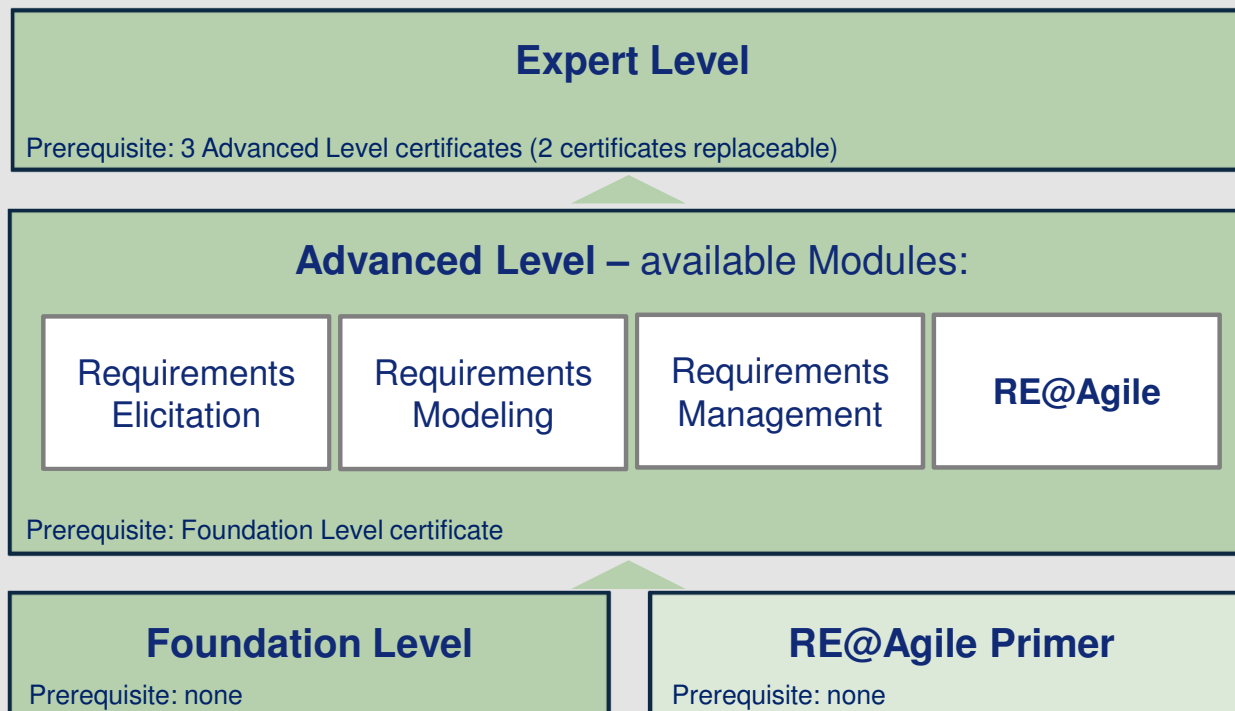
How to fit Requirements Engineering into Agility

by Hans van Loenhoud



A three-tier concept for your success

CPRE - CERTIFIED PROFESSIONAL FOR REQUIREMENTS ENGINEERING





IREB – Facts and Benefits

IREB Facts

- provider of the CPRE – the worldwide most successful education scheme in RE
- over 45,000 certified professionals in 79 countries
- publisher of the RE Magazine - free online magazine available at re-magazine.ireb.org

**Gain the relevant skills,
improve your professional profile
and you will gain a higher market
value.**

www.ireb.org

Your plus points

- The CPRE RE@Agile addresses RE in an agile context:
 - RE@Agile Primer (entry level)
 - Advanced Level RE@Agile
- Know the terminology of RE and Agile
- Work more efficiently with stakeholders and in scrum teams.
- Effectively apply RE methods and techniques in agile development processes - and vice versa
- Become part of an internationally recognized community!
- Get practical contents for direct application in everyday working life



Pleased to meet you



The house of Requirements Engineering



Hans van Loenhoud



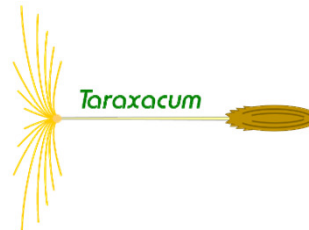
2nd chair



Lecturer



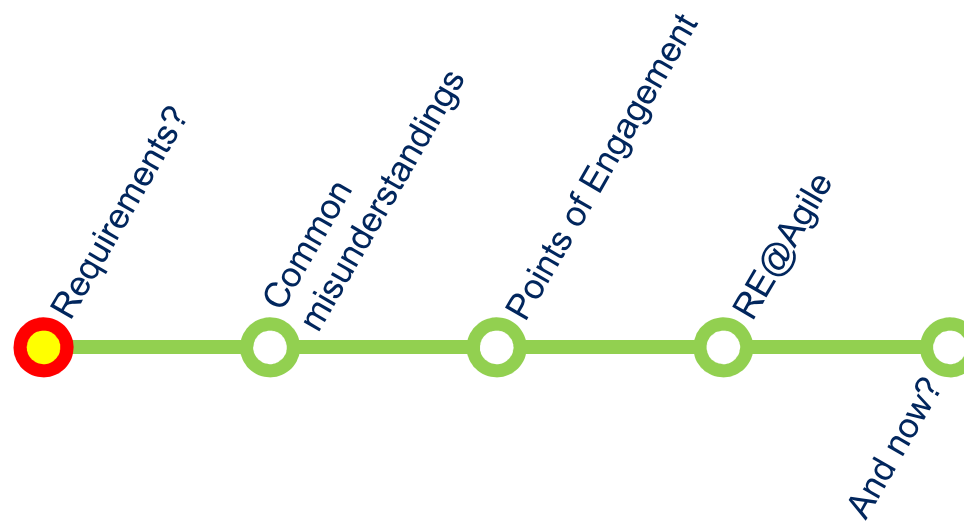
Former president



Trainer | coach | consultant



Route

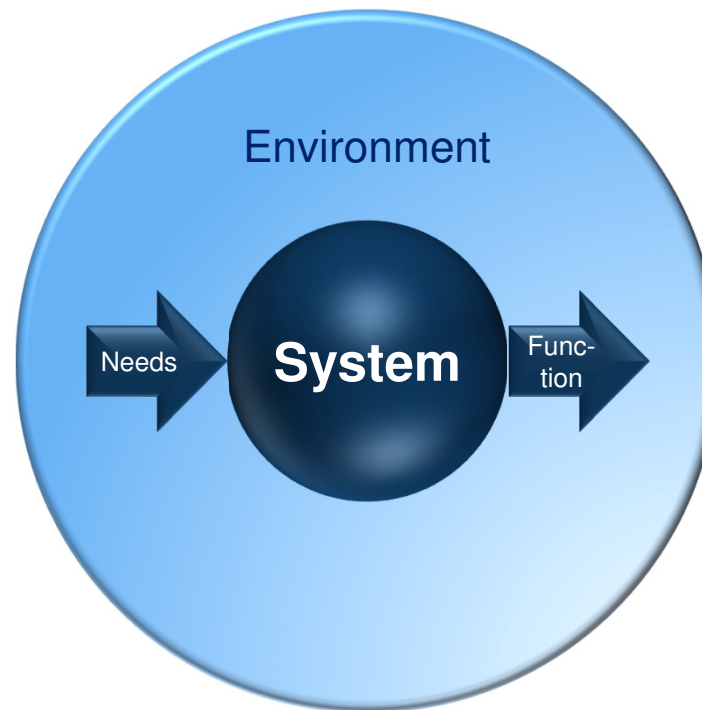




A requirement is 'a condition or capability
needed by a user to **solve** a problem or achieve an objective'

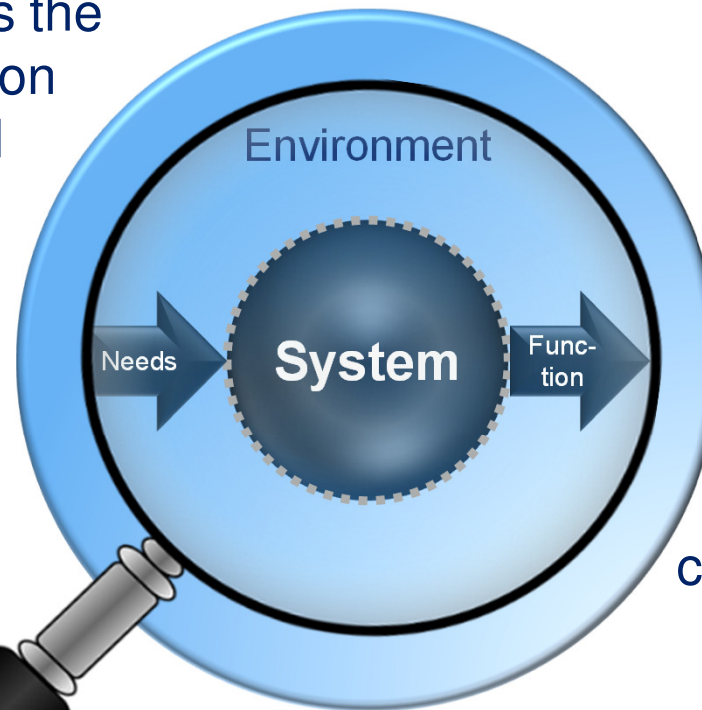
(IEEE Std 610.12 - 1990)







... investigates the
needs in relation
to an intended
function in the
environment

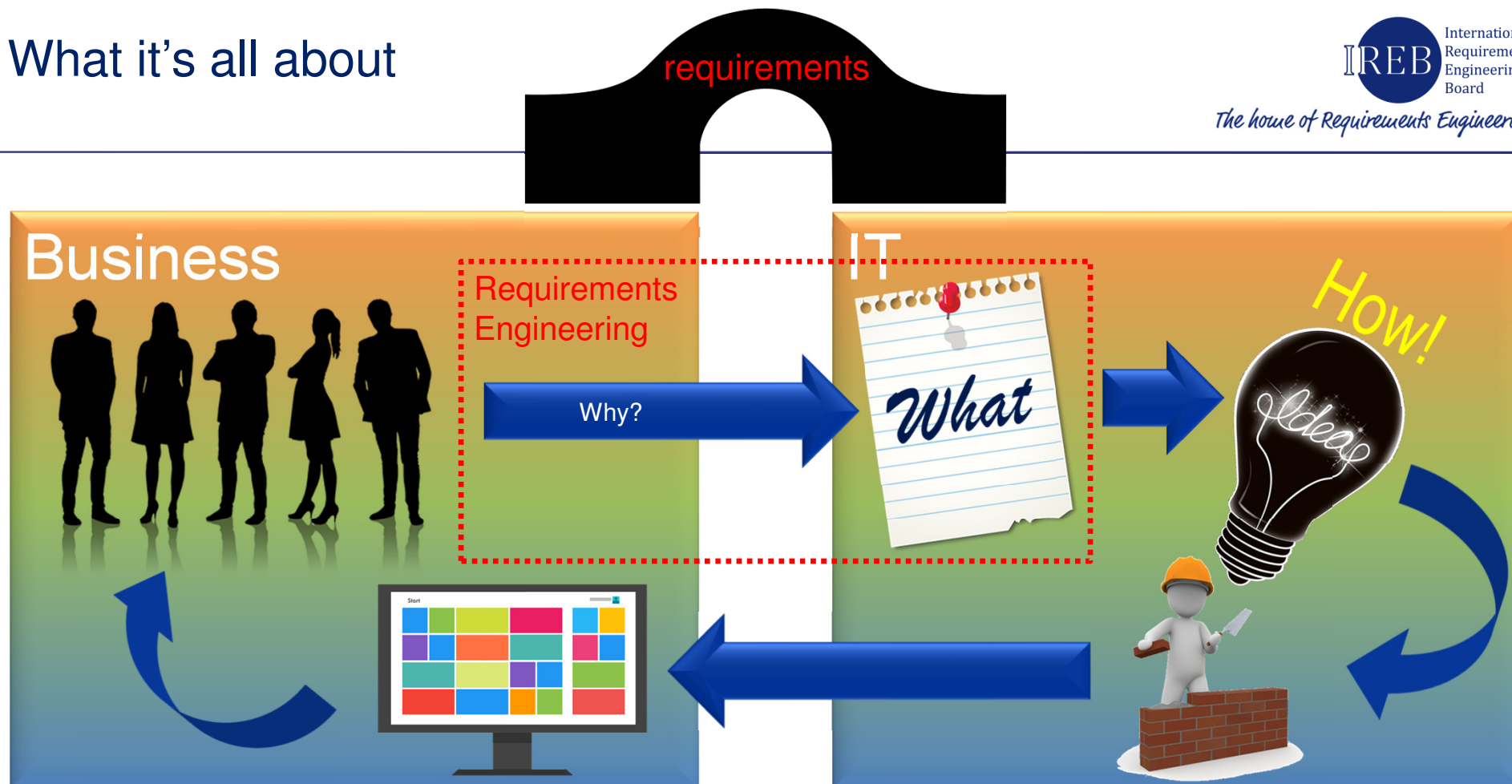


... to design a
solution that will
enable that
function in the
environment

... from which
developers
can build a system

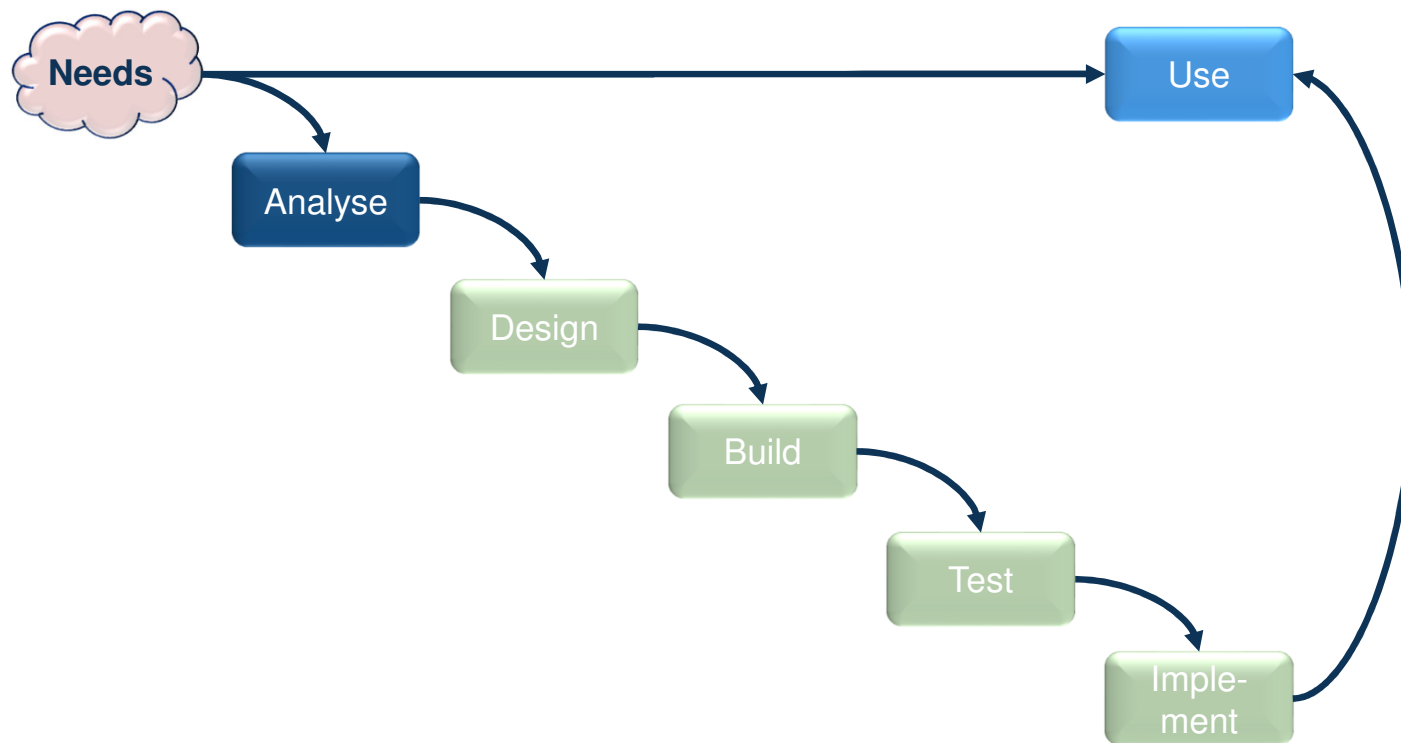


What it's all about



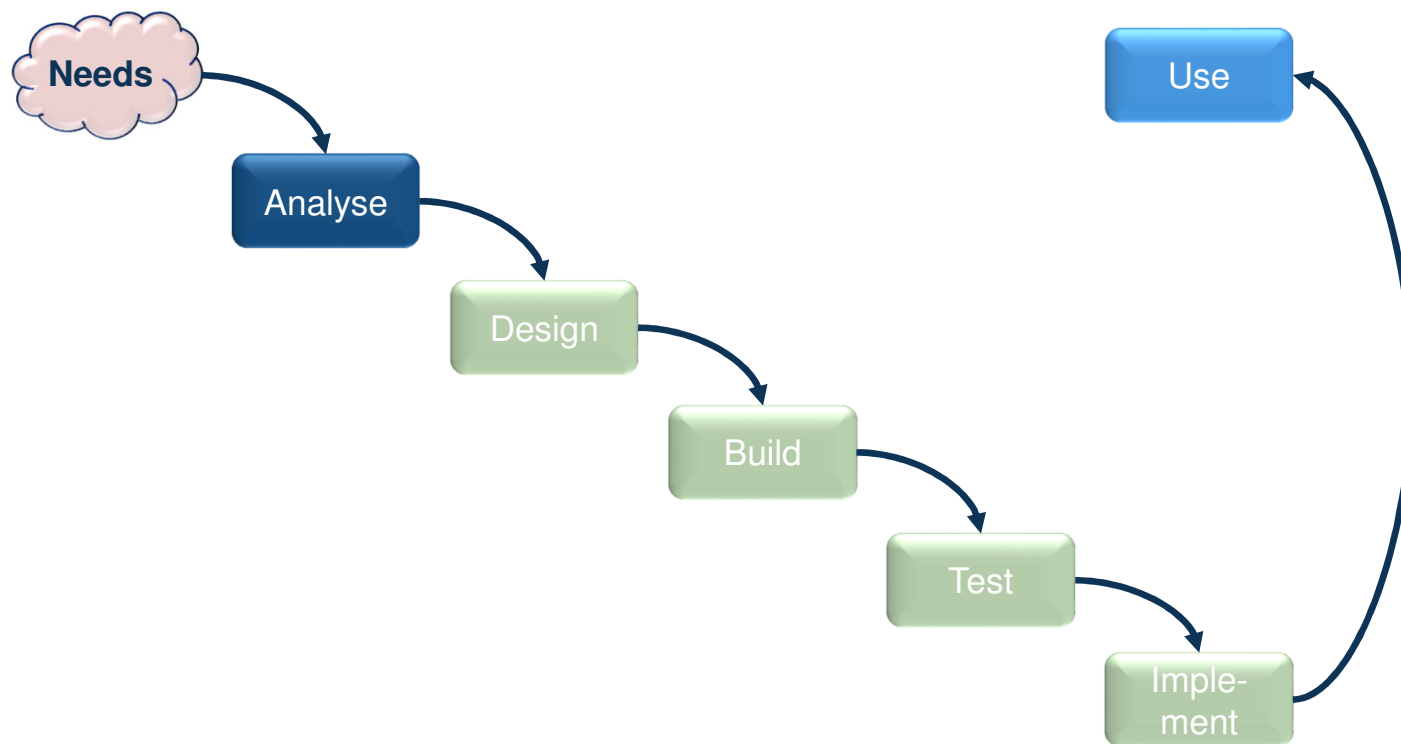


From Needs to Use



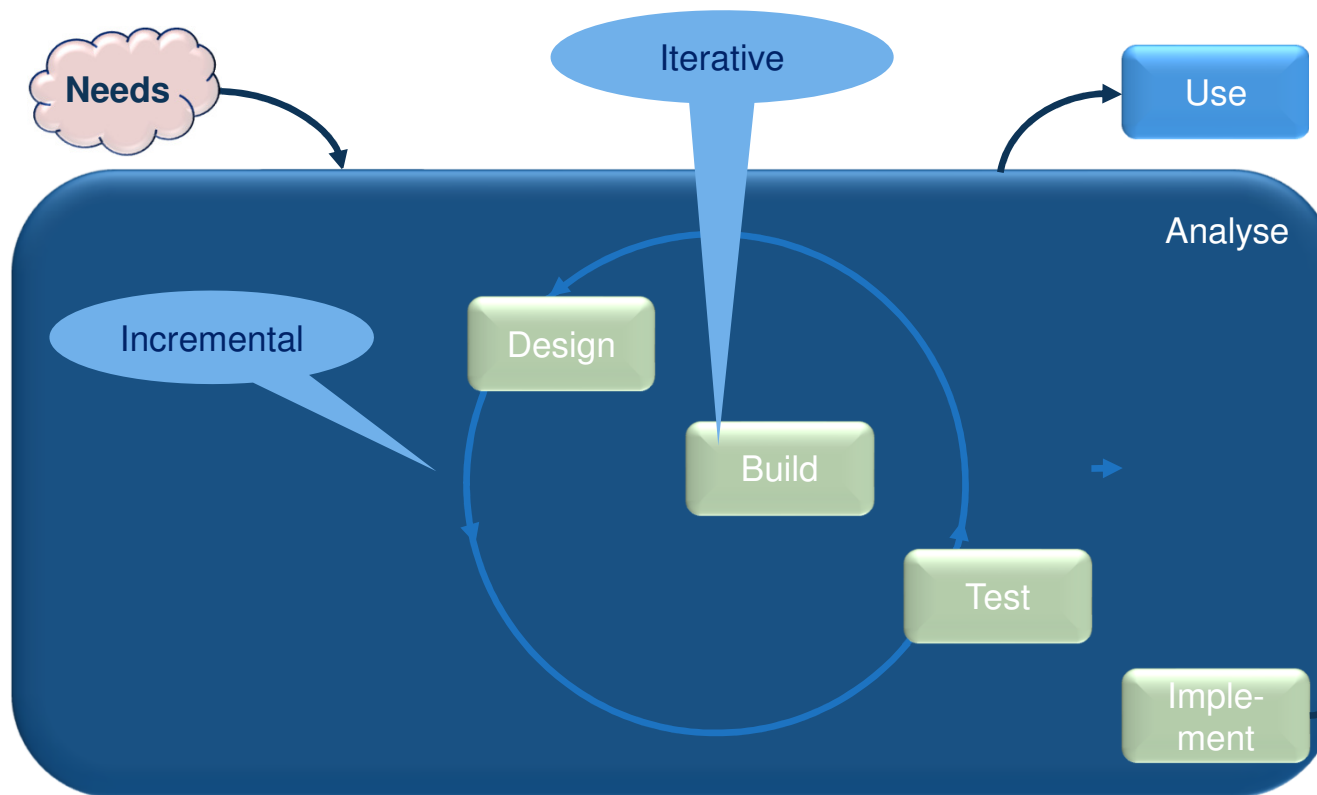


From Waterfall ...



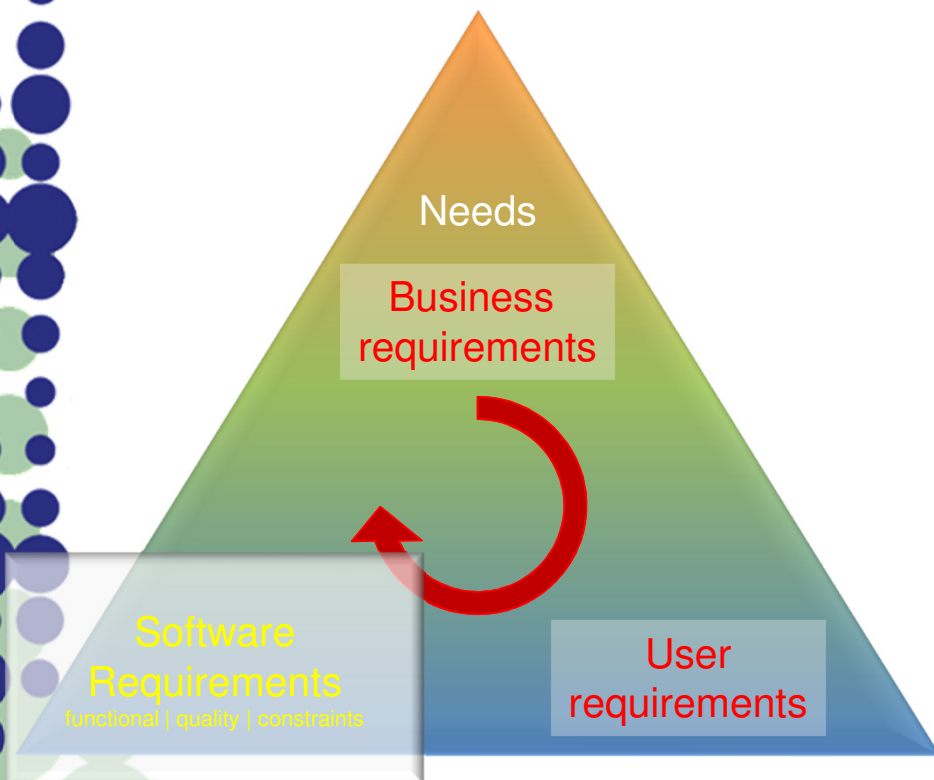


... to Agile



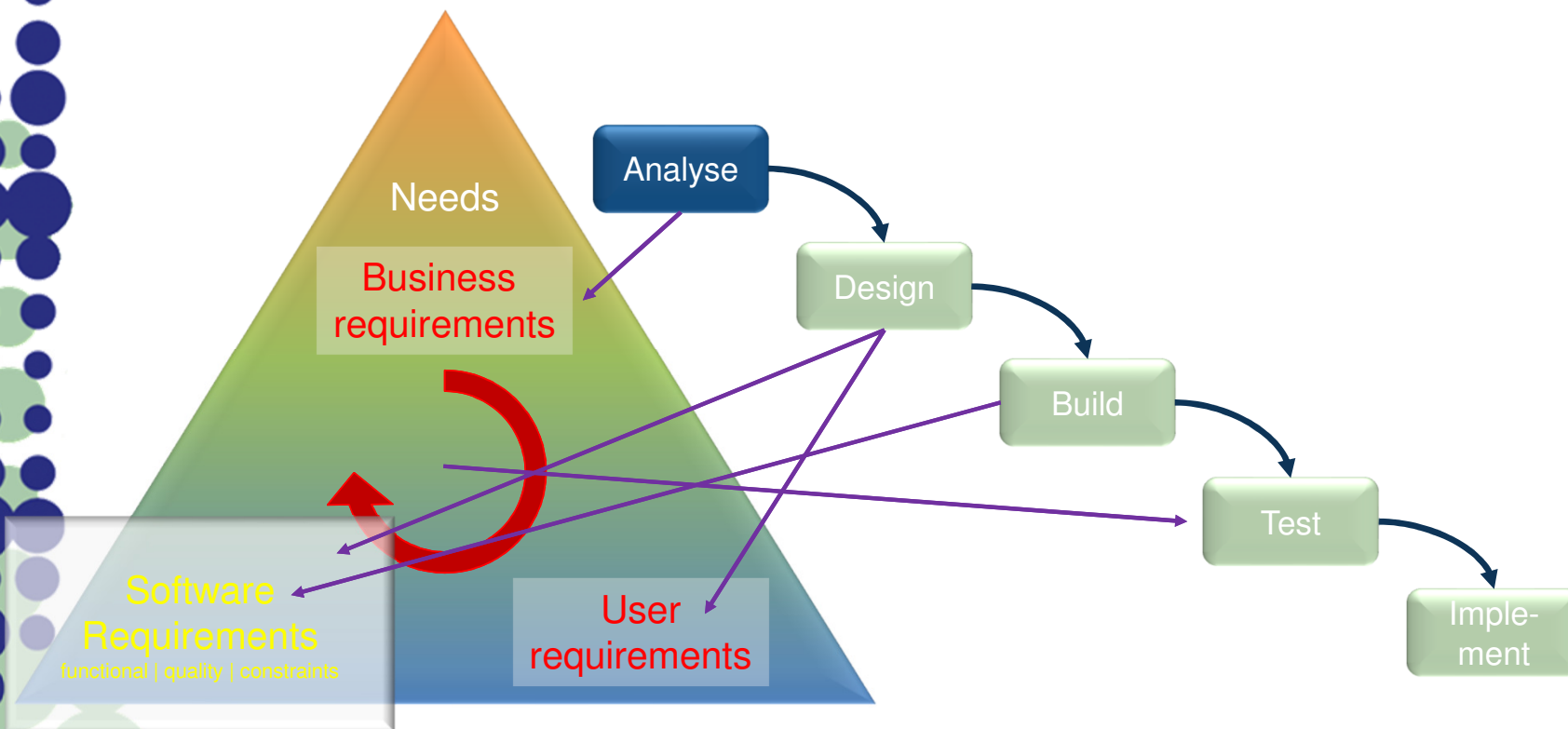


Perspectives on Requirements



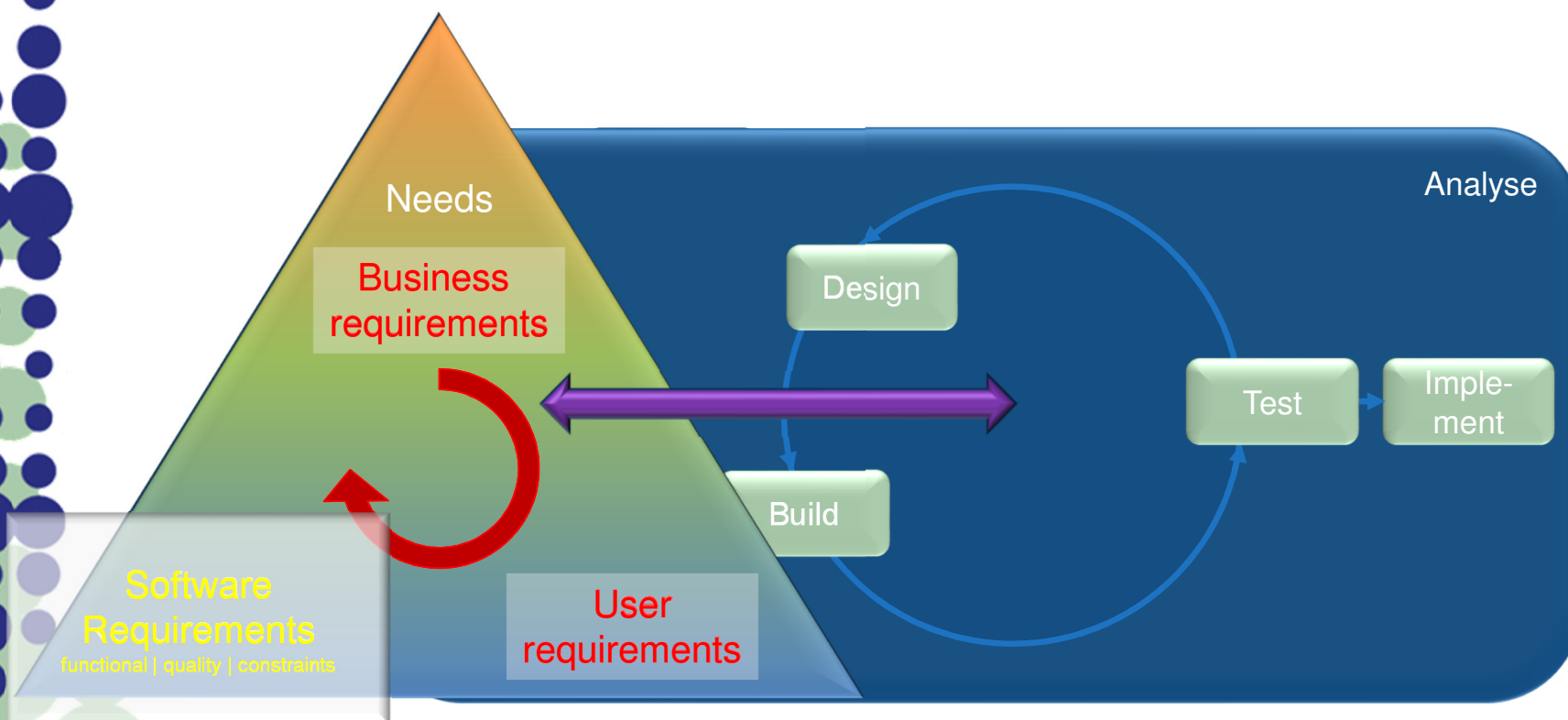


... in Waterfall





... in Agile

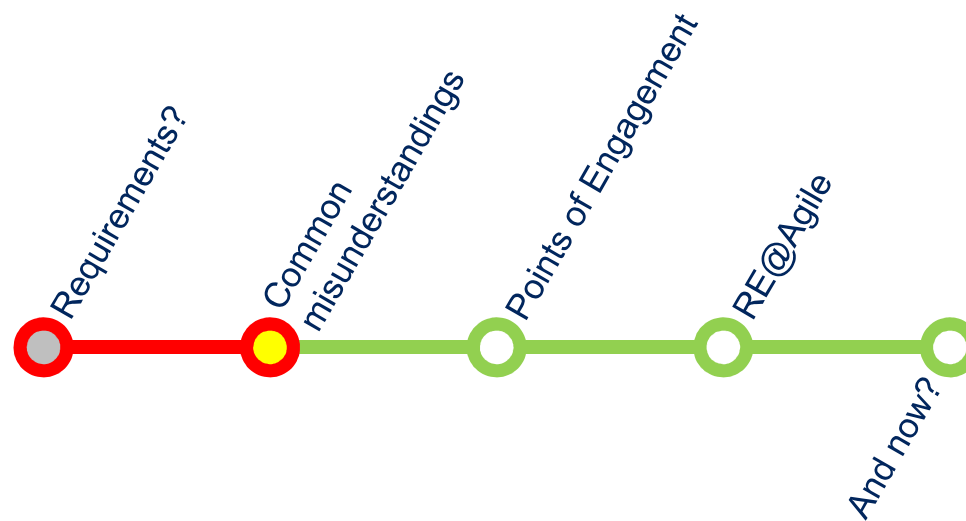


Requirements?
Just ask the Product Owner!





Route



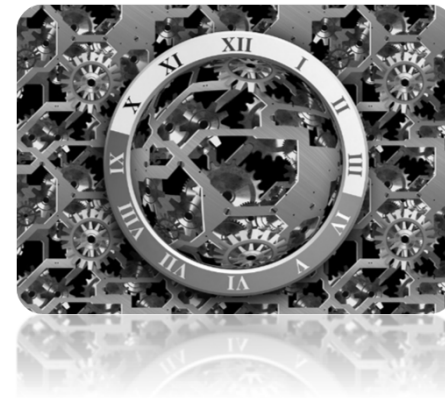
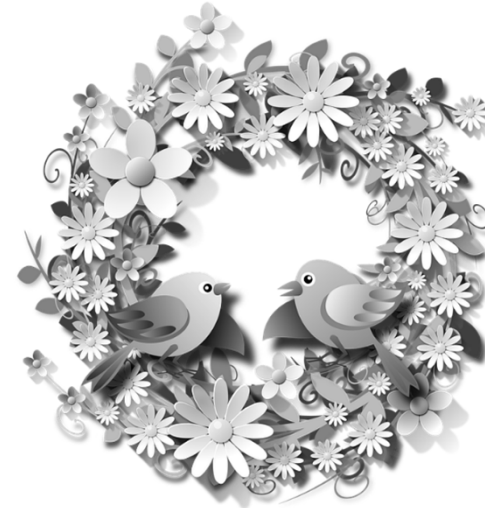


Common Misunderstandings about Requirements today





Upfront is Evil





Upfront is **NOT** Evil

- Every project needs initial scoping and analysis to set the **right direction**
- Too much upfront analysis with too much detail is evil...
 - but an **initial product backlog** still needs to be filled
- Many useful techniques are available





Upfront is **NOT** Evil

- Try this one

THE PRODUCT VISION BOARD

romanpichler

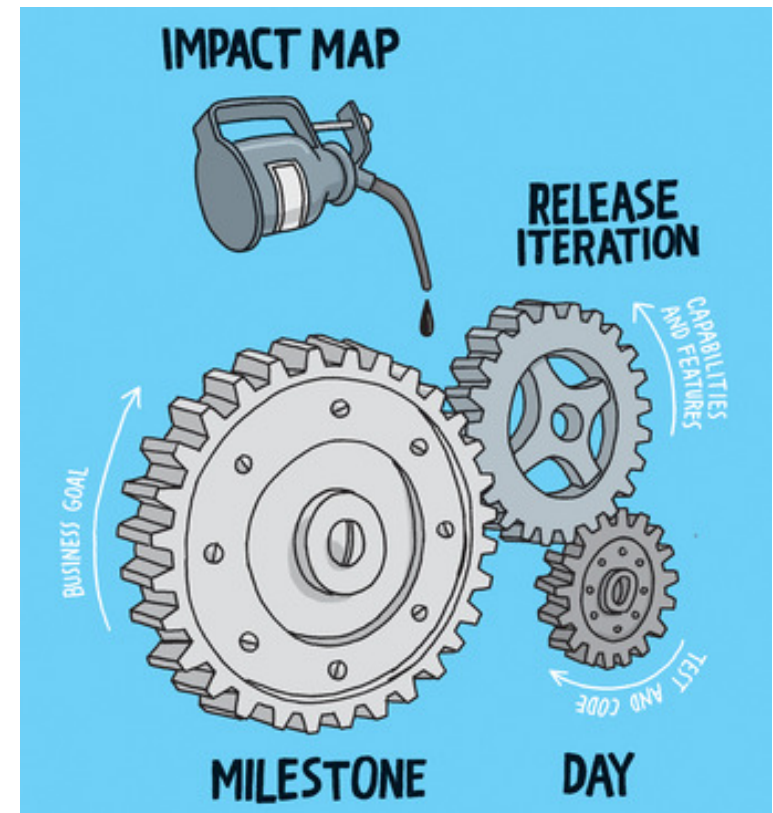
 VISION What is your purpose for creating the product? Which positive change should it bring about?			
 TARGET GROUP Which market or market segment does the product address? Who are the target customers and users?	 NEEDS What problem does the product solve? Which benefit does it provide?	 PRODUCT What product is it? What makes it stand out? Is it feasible to develop the product?	 BUSINESS GOALS How is the product going to benefit the company? What are the business goals?

www.romanpichler.com
Template version 25/17

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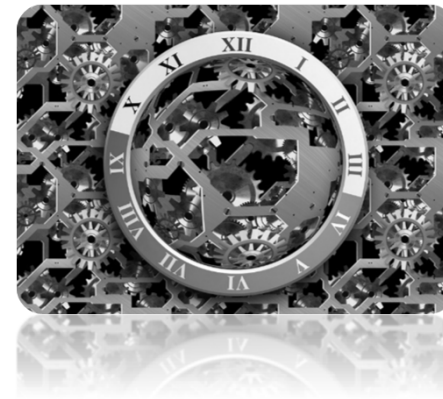
- Or



<https://www.impactmapping.org/role.html>

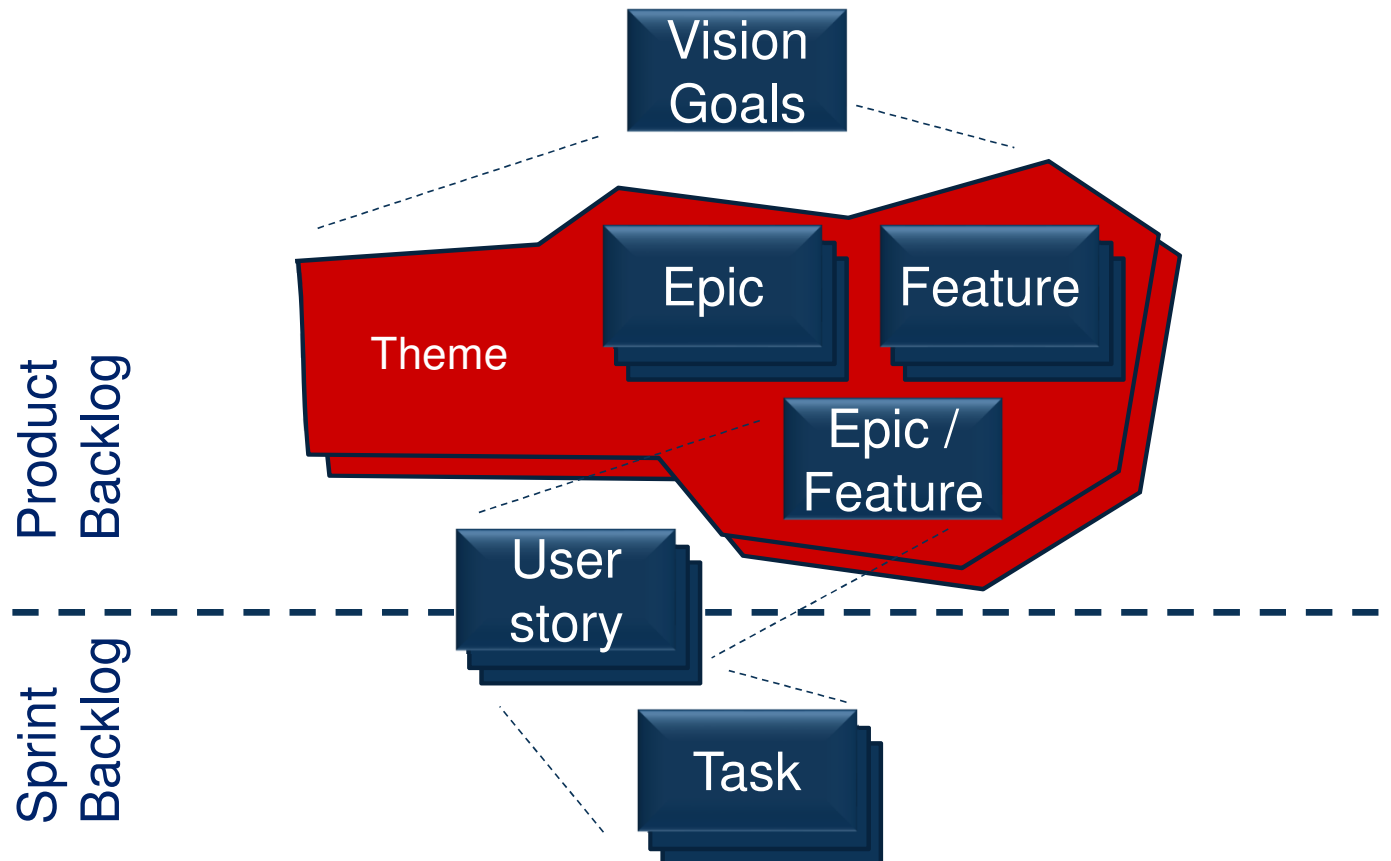


User stories are enough





User stories are **NOT** enough





User stories are **NOT** enough



Reality



Features and epics

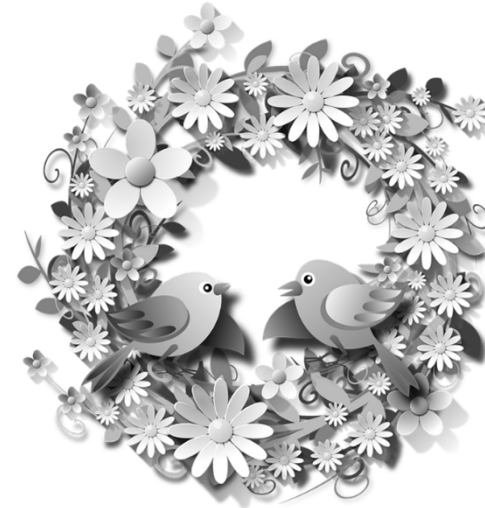


Sprint-ready
user stories





Only working software counts

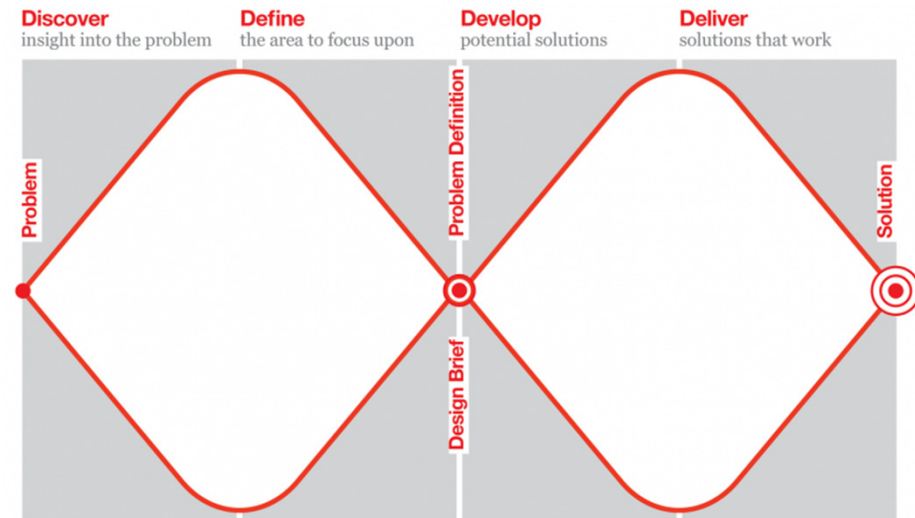




NOT only working software counts

- Working software is **output**
- What the business really needs, is **outcome**
- Projects should produce **change** instead of **software**
- The most important result of any project should be an increase in **knowledge**

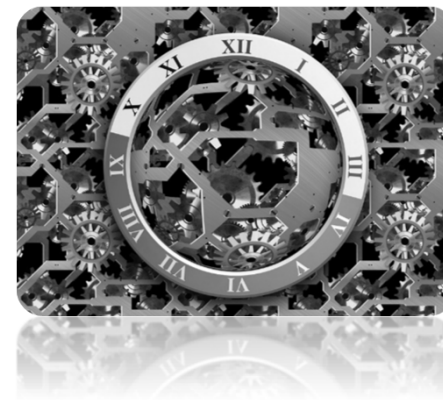
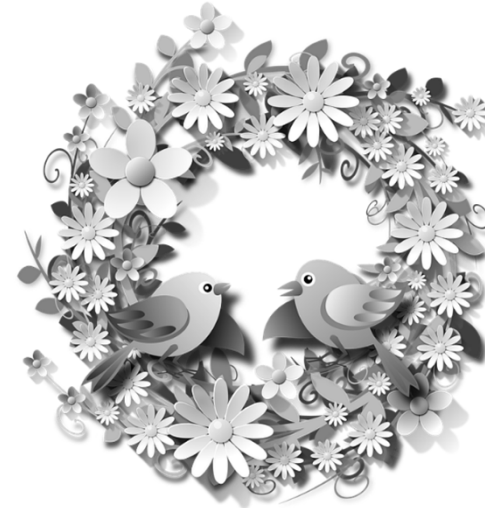
- For instance, take a look at Design Thinking



<https://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond>



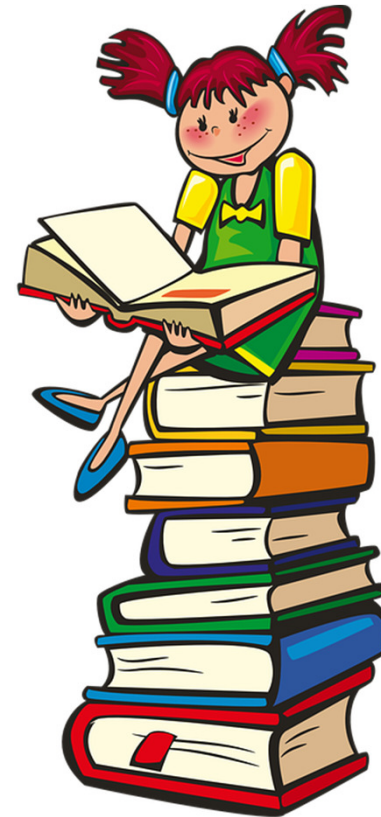
Documentation = Waste!





Documentation $\neq$ Waste!

- Documentation is a means to bridge **time** and **space**
- Only generic documentation without a specific audience is waste
- Documentation can also serve as a **thinking tool**
 - Reduce complexity
 - Create insights
 - Facilitate discussion and feedback



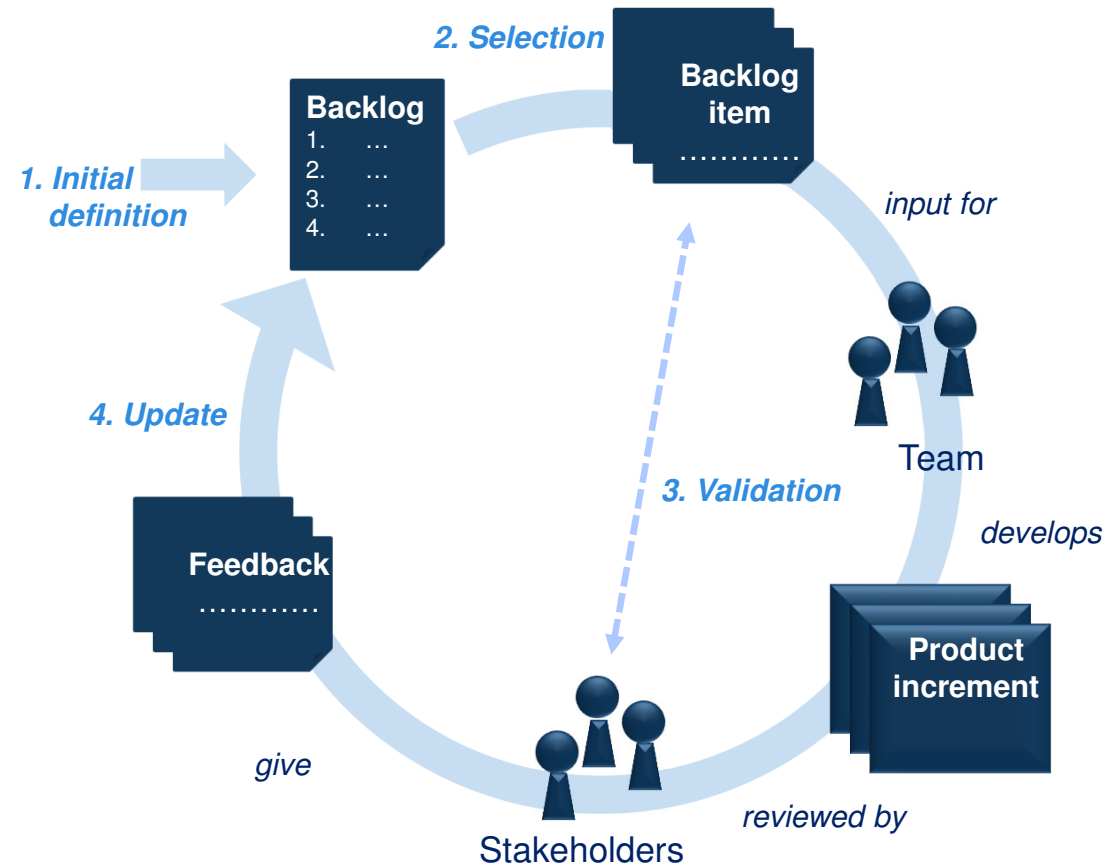


Route





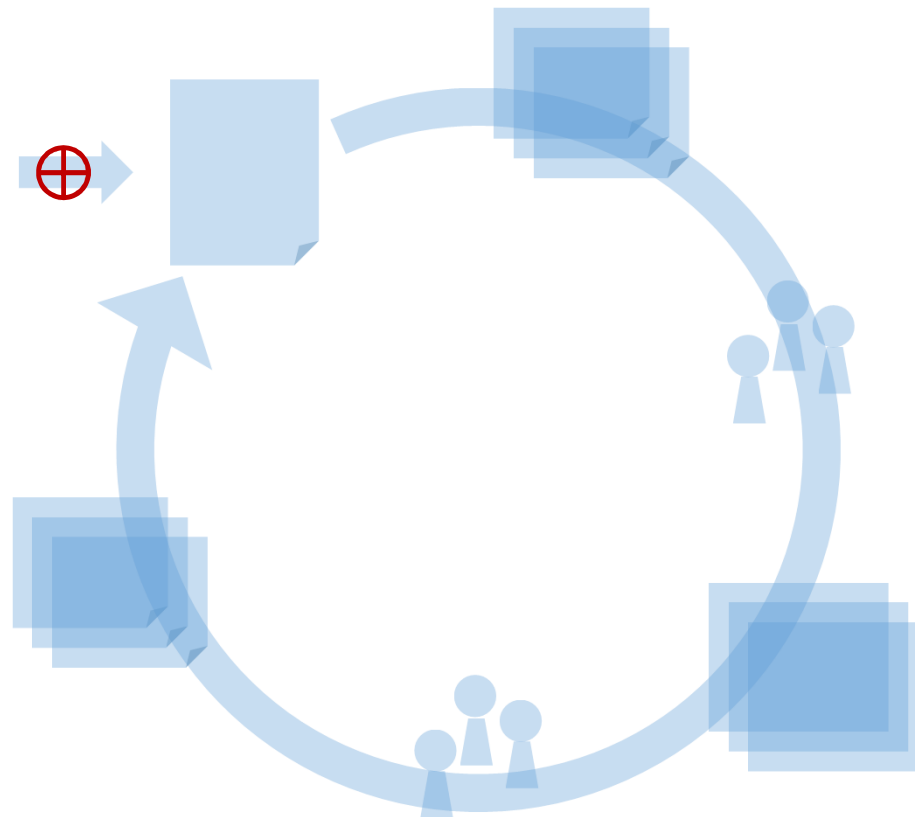
Points of engagement





1. Initial definition

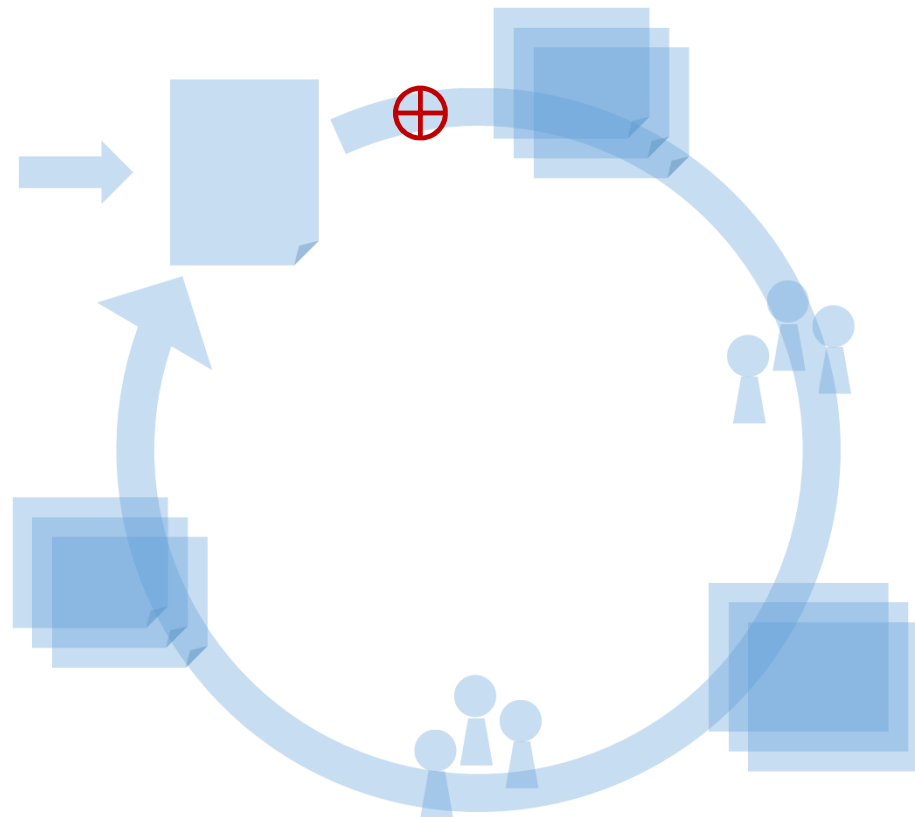
- Putting on backlog
 - High level
 - Features, epics
 - From business
 - By elicitation
- Role of the analyst
 - Check for completeness
 - Maintain consistency and traceability





2. Selection

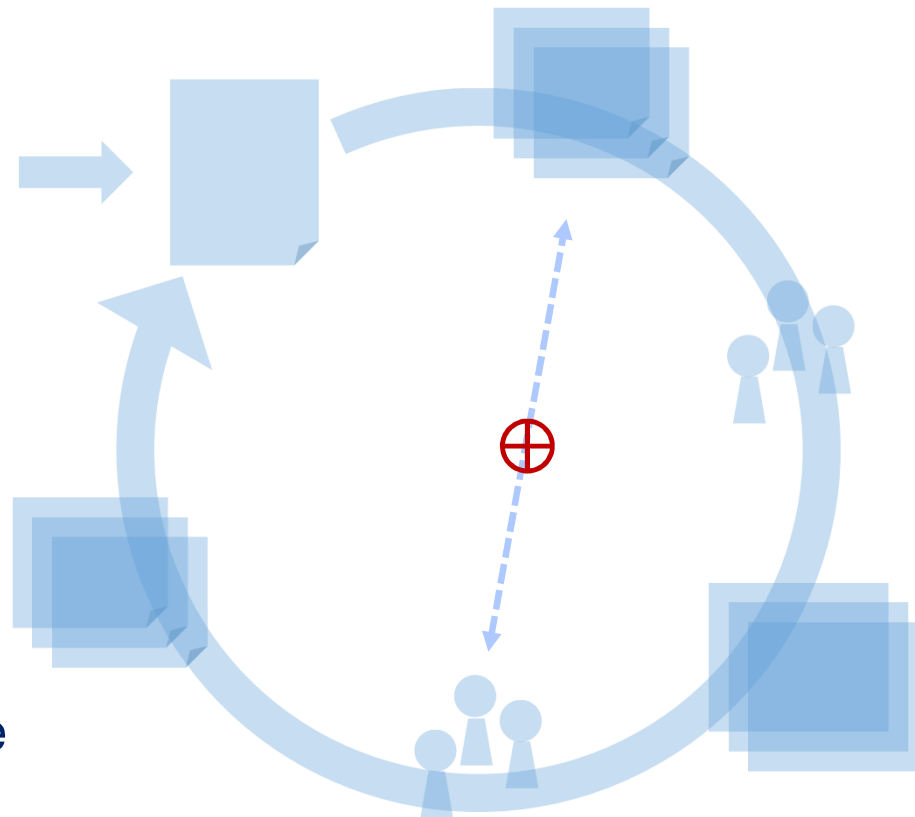
- Accepting in iteration
 - Realizable
 - User stories
 - Define - re(de)fine
 - Definition of Ready
 - Definition of Done
- Role of the analyst
 - Check for DoR
 - Check team for knowledge level
 - Spikes!





3. Validation

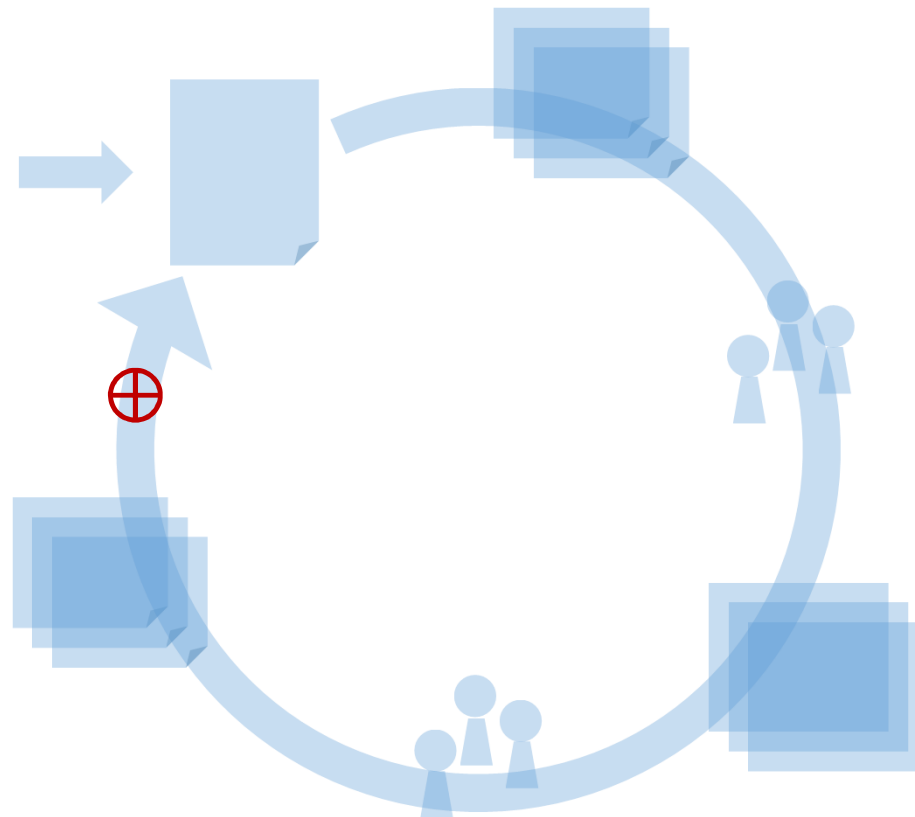
- Checking quality
 - Upfront | end
 - Complexity ⇔ risk
 - ⇔ rework ⇔ detail
- Role of the analyst
 - Discuss approach and timing
 - Reviews
 - Prototyping
 - Tests
 - Do | support | manage

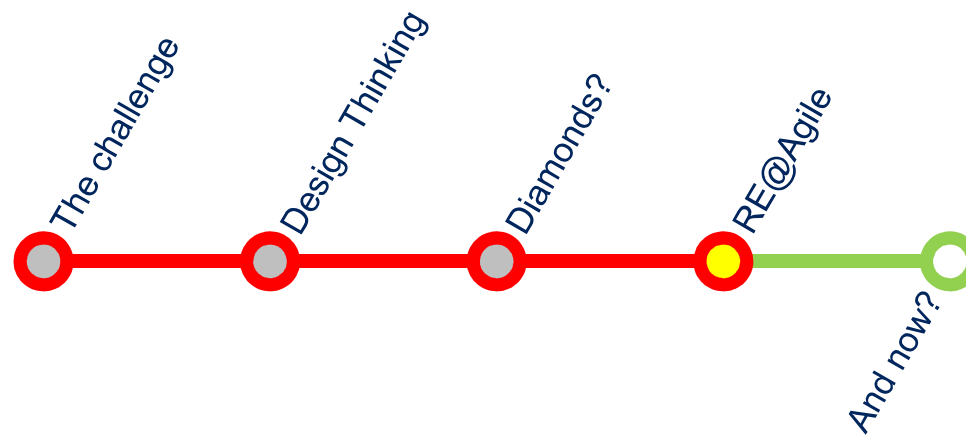




4. Update

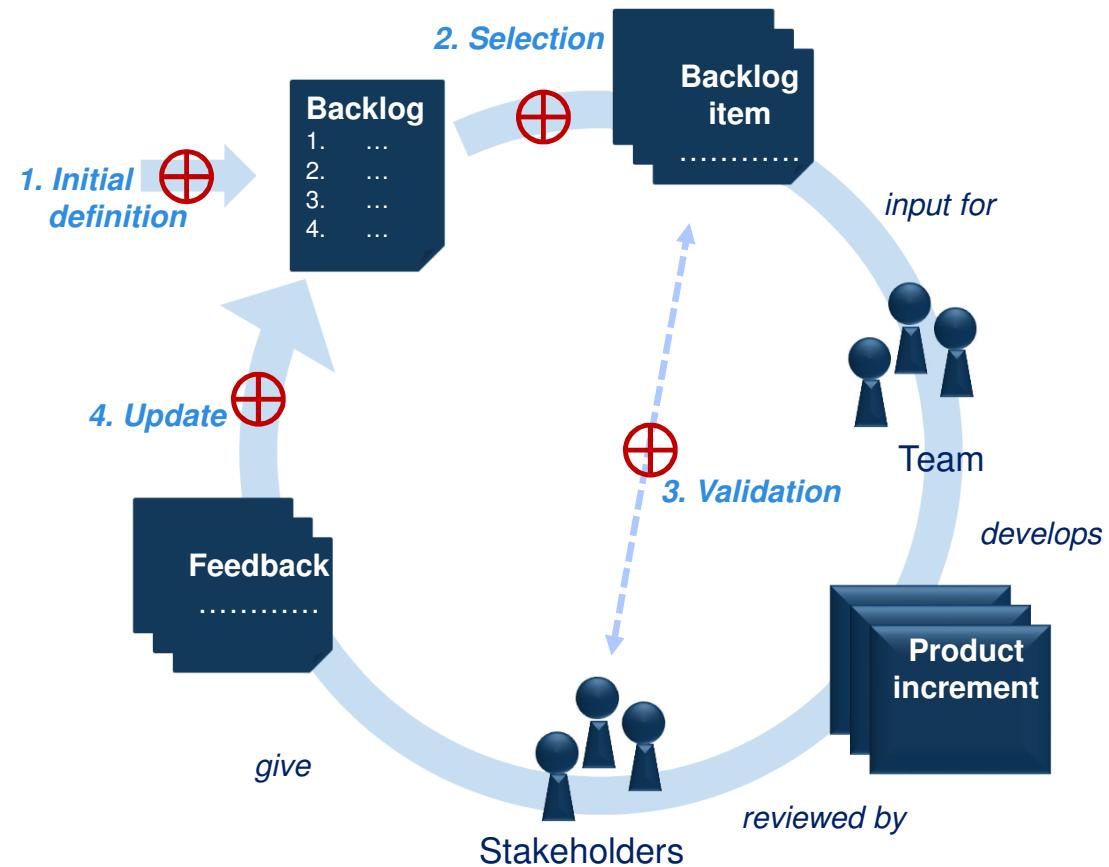
- Handle feedback
 - Input backlog
 - Creativity!
 - Impact?
 - Size, complexity
 - Team $\Rightarrow$ PO $\Rightarrow$ client
- Role of the analyst
 - Impact analysis
 - Spikes | user stories







RE | Agile $\Rightarrow$ RE @ Agile





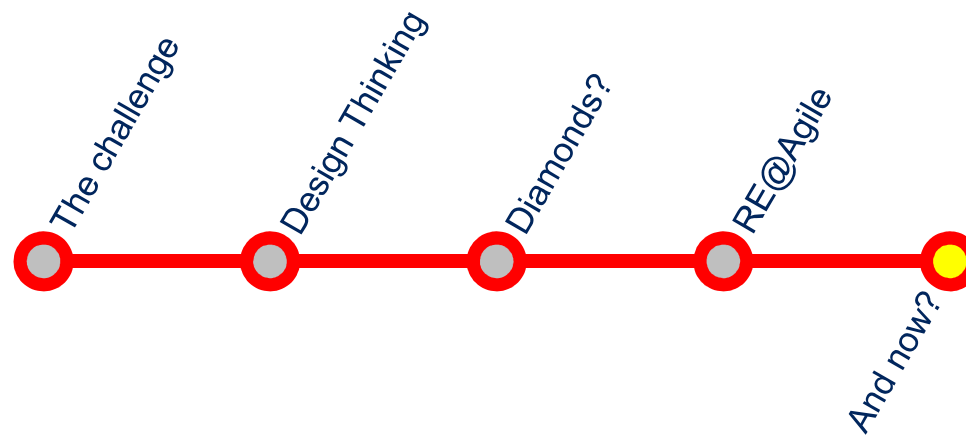
Continuous Requirements Engineering



Not a single initial phase
but a
continuous attention point

Requirements?
Too important to leave them to the Product Owner!





The RE Manifesto

Over the years, we have developed requirements as a cornerstone for the delivery of successful IT-systems.

Through this work we have come to value:

we recognize that the success factors are on the left.

Genuine empathy *and*
techniques, models, and templates

Creative solution design *and*
comprehensive elicitation

In-time elaboration *and*
upfront specification

Shared understanding *and*
proper documentation

While there is much value in the basic factors on the right,



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Coming soon!

DDP – Digital Design Professional

A new education scheme by IREB

Learn more at
www.digitaldesign.org





Thank you for your attention



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