



One more time: Do we still have to write requirements?

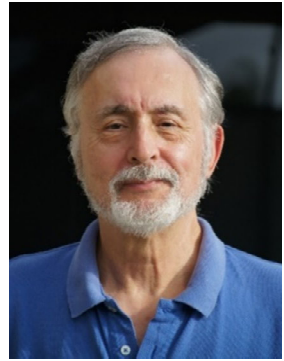
Presenter:

Steve Blais, PMP, PMI-PBA

Author, Consultant, Teacher and Coach

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Steve Blais, PMP, PMI-PBA, is an author, consultant, teacher and coach who has over 55 years' experience in Information Technologies working as a programmer, project manager, business analyst, system analyst, general manager, and tester.



He is the author of Business Analysis: Best Practices for Success (John Wiley, 2011) and co-author of Business Analysis for Practitioners: a Practice Guide (PMI, 2014) and a contributor to the Business Analyst Body of Knowledge, V3 (IIBA, 2015). His new book, The Digital Transformation of Business Analysis, published by IIBA Press, will be out at the end of the year.

Webinar overview

- **This webinar answers the following questions:**
 - After all these years do we still need formal, written requirements to build new system?
 - Considering that agile software development and agile product development don't really need requirements, can we retire the whole concept of requirements?
 - Can we just talk about what we need instead of having to write massive documents of requirements?

One More Time: A Requirement

- Wjvznwj r jsy
 - F ymrsl ymfynx sjjiji tw | fsyji
 - F ymrsl ymfynx htr uzqtw@f sjhjxxfw
htsinys
- Wjvznwj r jsyx
 - ijxhwgj ymj hmfwfhyjwxyhx tkf ututxji
x~xyjr ktr ymj {nj | utr sytkymj x~xyjr x
jsi zxjwymfyhfs gj zxji yt ij{jqu fsi
r uqjr jsyymj xtqzys

One More Time: Why Requirements ?

- **Understand what has to be done to solve the problem**
- **Establish a starting point for the evolution of the system**
- **Serve as a foundation for product scope, cost, and schedule (theoretically)**
- **A contract between the business and the development team**
 - Internal business (unit other than the development team)
 - External business (vendor, supplier)

**The overall purpose of Requirements
is communication**

Theoretically...

- Define the problem and solution
- Define the requirements to determine scope, cost and schedule
- In reality

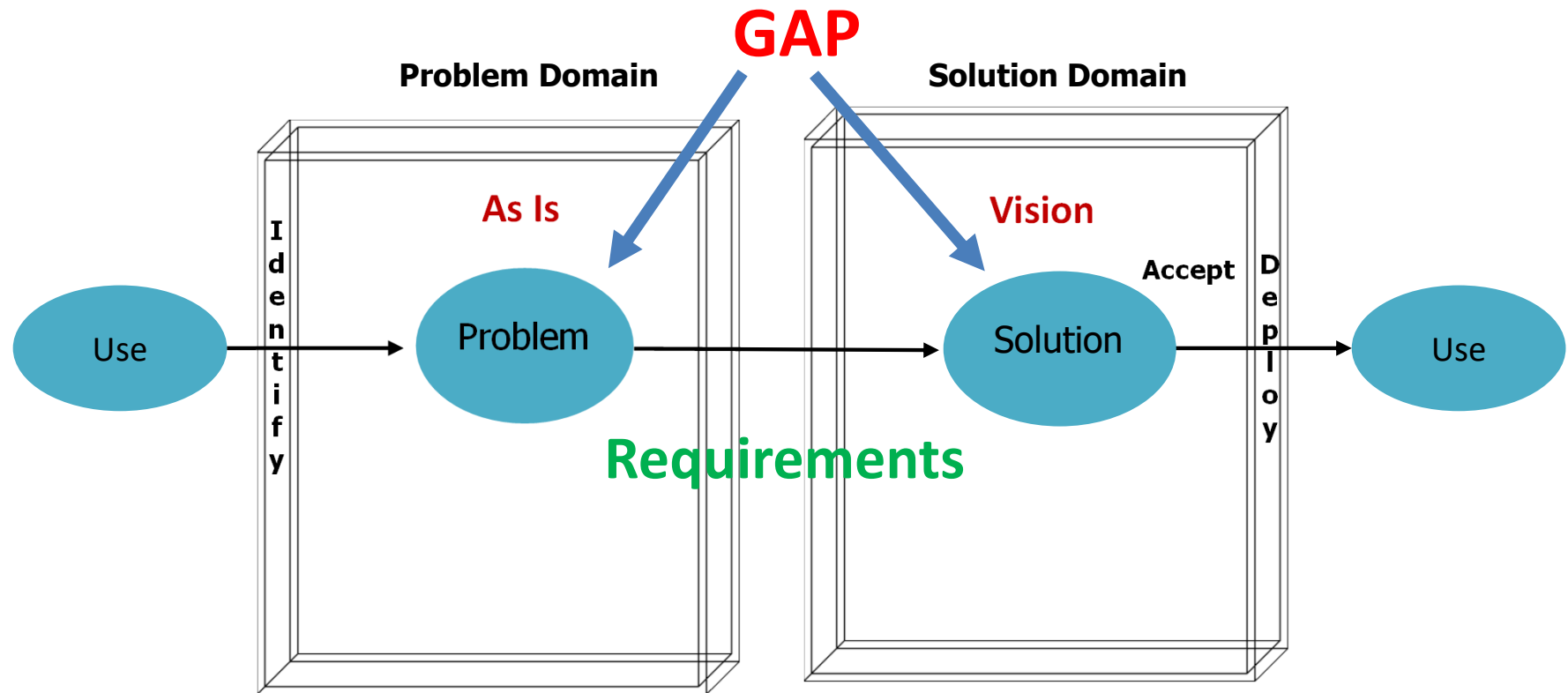


Okay, you're the BA.
This is what we need
to have done and we
need to have it done
in two months the
fixed budget.
Go get the
requirements.

Traditional Elements of Requirements

- **High-level problem definition**
 - *PMBOK® Guide*: Project charter & scope statement
 - Linear/Iterative Approaches: Product vision document
- **More detailed product definition**
 - *What: Formal document*
 - *When: Separate phase upfront*
 - *Who: Business analysts*
 - *How: Various requirements definition models and techniques*

Requirements in the Domains



Source: Blais, *Business Analysis: Best Practices for Success*, John Wiley, 2011

- Requirements specify the solution

The issue: written formalized requirements

Keep when used to:

- Snapshot of a point in time
- Create a permanent historical record

Obligation

Formal

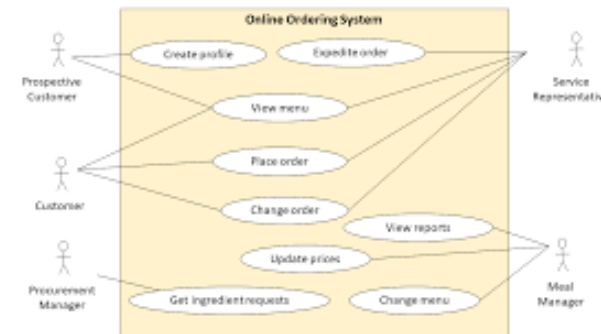
Do not keep when used to:

- Solve a problem
- Answer a question
- Communicate information

Analysis

Informal

One More Time: Are These Requirements?



PRODUCT BACKLOG EXAMPLE						
ID	As a...	I want to be able to...	So that...	Priority	Sprint	Status
1	Administrator	see a list of all members and visitors	I can monitor site visits	Must	1	Done
2	Administrator	add new categories	I can allow members to create engaging content	Must	1	Done
3	Administrator	add new security groups	security levels are appropriate	Must	1	Done
4	Administrator	add new keywords	correctly tag to group and search for	Must	1	Done
5	Administrator	delete comments	offensive content is removed	Must	1	Done
6	Administrator	lock entries	commenters and offenders cannot submit content	Must	1	Done
7	Administrator	change site branding	the site is future-proofed in case brand changes	Could	1	Done
8	Member	change my password	I can keep secure	Must	1	Done
9	Member	update my contact details	I can be contacted by Administrators	Must	2	Work in Progress
10	Member	update my email preferences	the site is future-proofed in case brand changes	Should	2	Work in Progress
11	Member	share content to social networks	I can promote what I find interesting	Could	2	Work in Progress
12	Visitor	create an account	I can benefit from member discounts	Must		To be started
13	Visitor	login	I can post new entries	Must		To be started
14	Visitor	add comments	I can have a say	Must		To be started
15	Visitor	suggest improvements	I can contribute to the site usability	Should		To be started
16	Visitor	contact the Administrators	I can directly submit a query	Could		To be started
17	Visitor	follow a member's updates	I'm informed of updates from members I find interesting	Should		To be started
18	Visitor	view a member's profile	I can know more about a member	Must		To be started
19	Administrator	generate incoming traffic report	I can understand where traffic is coming from	Must		To be started

User Story

As a _____

I want to _____

so that I can _____

- Do they describe completely the solution to the business problem ?
- Do they tell us (as the solution team) everything we need to know to implement the solution?

One More Time: Who needs the Requirements?

Who are you writing requirements for?

- What do the users / business stakeholders do with the requirements once approved?
- What does management need requirements for?
- What does the solution team do with the requirements once approved?



One more time: who defines the Requirements?

■ The business analyst?

- Expert in documentation of requirements
- knowledgeable about the product domain
- proficient in elicitation

■ The project manager?

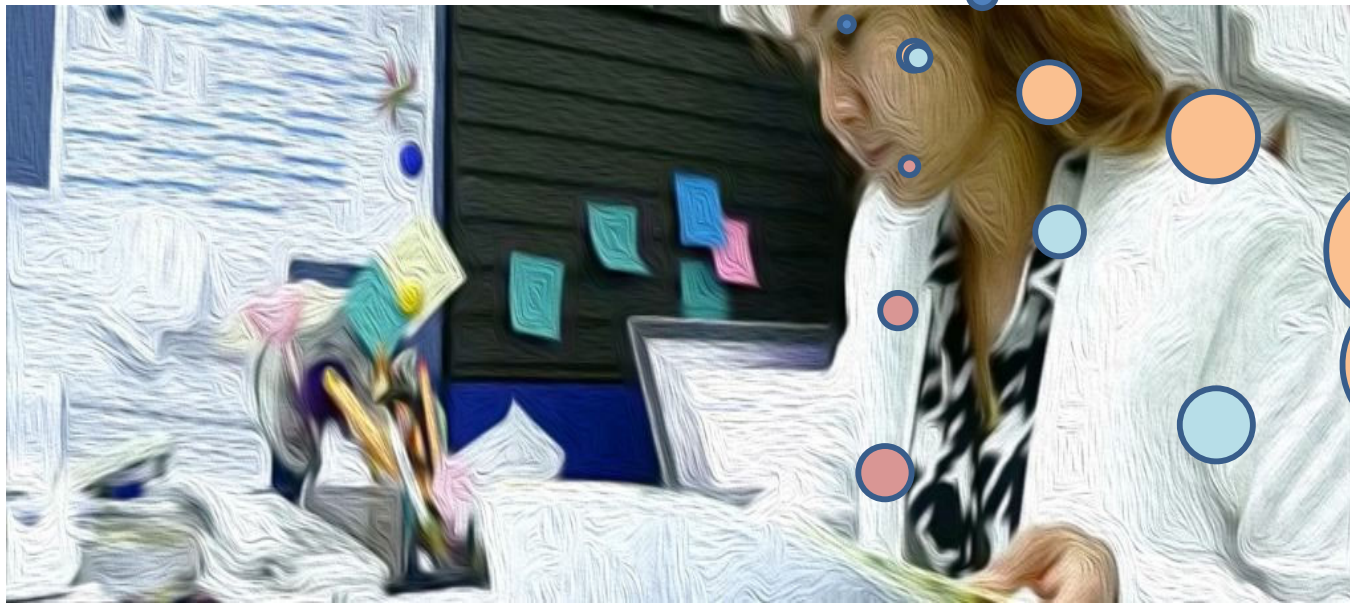
- Authority to change or alter requirements within project constraints
- motivation of full responsibility

■ Solution team?

- Does what they need to know to affect the solution



The BA's Traditional Requirements Focus



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Did I talk to the right people?
Did I ask the right questions?

The stakeholders keep
changing their mind.
Can I get these
requirements written
and approved before
they change their
mind again?

Uh, oh. The deadline
for delivering the
requirements document
is Friday.

I better check the
spelling and
grammar a second
time to make sure
they don't find any
issues with it.

Shopping versus Buying



- Not sure what they want
- Will “know it when they see it”
- Vague idea of results or problem

- Need specific solution
- Unambiguous specification
- Focused on the implementation



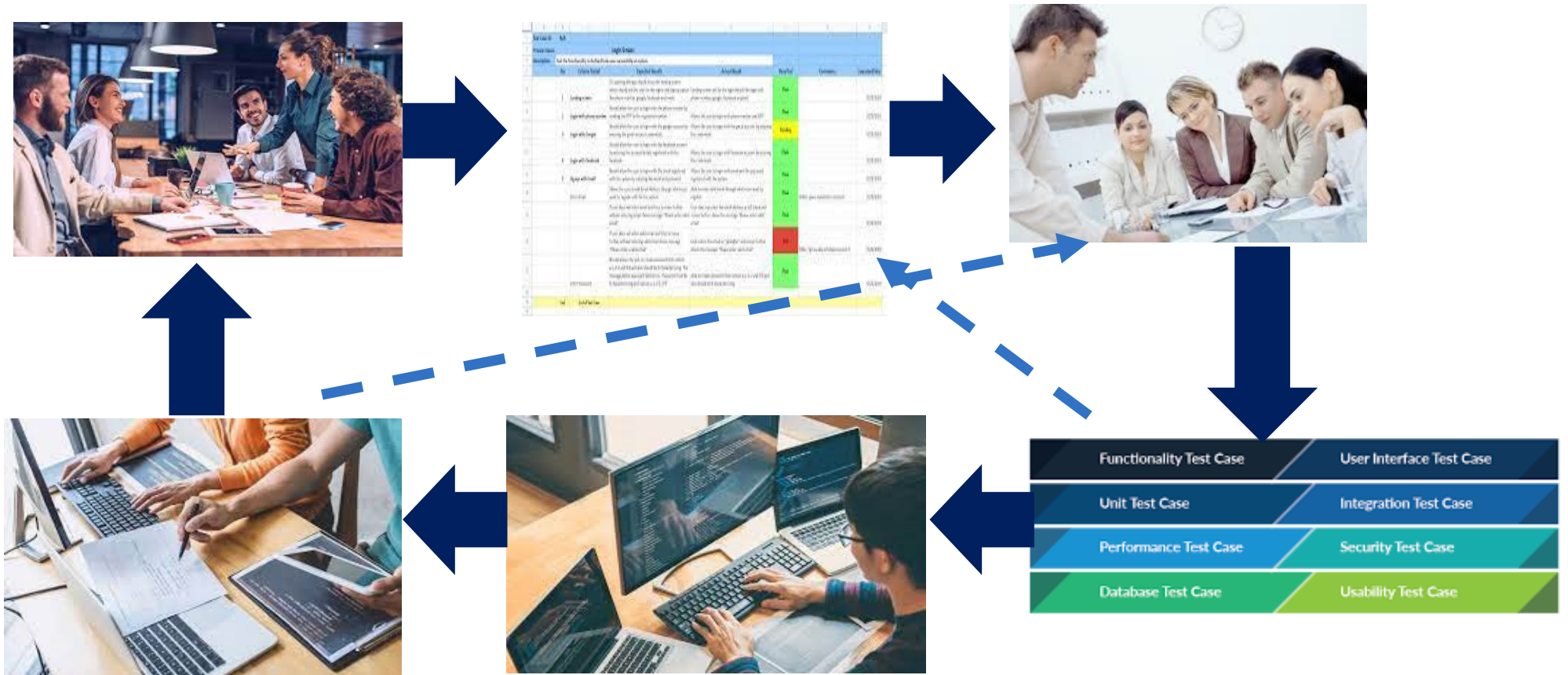
The Process



- Same tasks and activities performed for every form of requirements process
- Challenge: getting the consumer to spend the time
- The goal: an effective, working solution that solves the problem completely and is used at least for that purpose

Test-Driven Requirements Process

- Derived from agile approaches by Scott Ambler



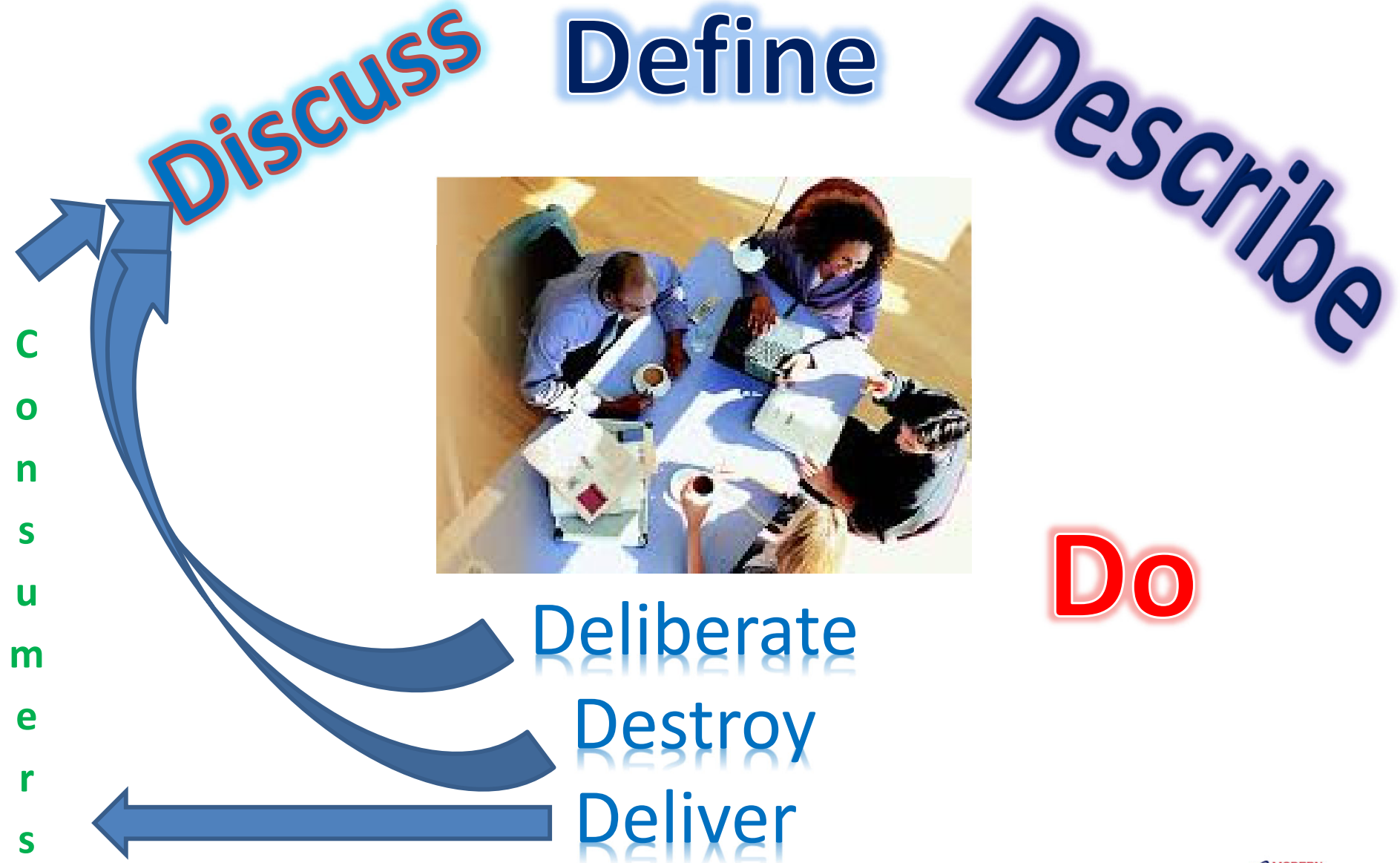
Some Takeaways from Test-Driven Requirements Approach

- **Think about how each function, feature, or process element will be tested to prove it has been implemented correctly**
- **Requirements may be considered to be statements of the successful completion of functional tests**
- **Tests can be created for both functional and non-functional requirements**
- **If a test cannot be created, the requirement is not stated clearly and unambiguously and, therefore, should be revised**
- **The test cases themselves are requirements**

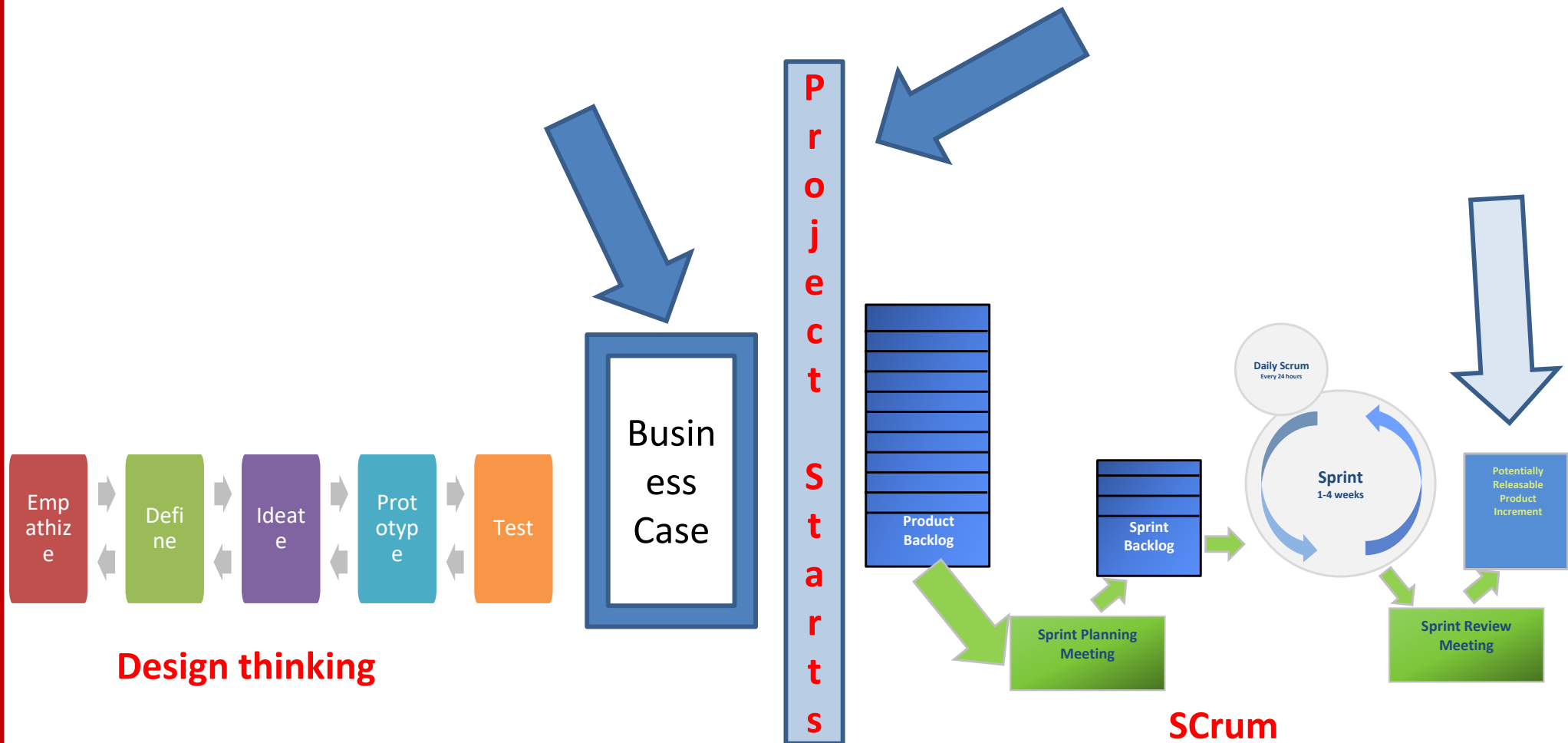
Defining requirements directly



Prototyping Requirements



Formal Documentation?



- Read / reviewed / used by outsiders – no requirements

One More Time...

- Do we need to “write requirements”?

Yes

- But then again...

Not necessarily... or
It depends...

The Future of Requirements

■ Say “good bye” to classic requirements

- Big Requirements Documents
- Long, arduous requirements review sessions
- Additional overhead of the requirements development cycle



Say “hello” to collaborative requirements

- User stories and conversations
- Evolving requirements with changes
 - Prototyping or trying it on for size
 - Just enough requirements



Questions and Contact Slide

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