# Business Requirements Gathering for Agile Projects



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# Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Business Requirements Gathering for Agile Projects
   a) Agile Overview
   b) Requirements Gathering in Agile vs. Waterfall
   c) Forms of Agile Business Requirements (User Stories and EPICs)
   d) Techniques for Gathering Agile Business Requirements
   e) Role of BA in Agile vs. Waterfall
   f) Summary / Q&A
5. Upcoming Learning Opportunities from RefineM
6. How to get 1 PDU for this Webinar?
7. Rewarding Our Star Attendees
8. Final Q & A

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## RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

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## Your Expectations

What are your expectations from this webinar?

Why are you here today?

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  - ✓ Online self-paced training videos on Agile Fundamentals, PMP Exam Prep and PDU bundle

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* Board Member – SWMO PMI Chapter (2008-2014)

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# Attendee Questions

1. How can we gather requirements for a very technical integration (the "what" and the "why") without accidentally defining the technical solution (the "how")? (from Mike F.)
2. Can I be agile in a waterfall project? (from Neeraj D.)

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# What's New at RefineM

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# What's New at RefineM

| Upcoming Free Webinars | Date |
|---|---|
| First Steps Toward Agility (on ProjectManagement.com) | July 9 |
| I am a PMP now, what's next? Career options for PMPs | August 1 |

* New Training and Outreach
    * ✓ New Agile class – Kanban Fundamentals / Kanban 101
    * ✓ Several in-person and virtual PMP classes in 2018

* Agile Videos and PDU Bundle at Vimeo
* PMI-ACP One-On-One Coaching -
    https://refinem.com/agile-certified-practitioner-pmi-acp-exam-prep-one-on-one-coaching/

* PMP Exam Prep Test Simulator - https://Examprep.RefineM.com
* Live PMP video chat sessions every 1st and 3rd Thursday

# Business Requirements Gathering for Agile Projects



- Agile Overview
- Requirements Gathering in Agile vs. Waterfall
- Forms of Agile Business Requirements
- Techniques for Agile Requirements Gathering
- Role of BA in Agile vs. Waterfall
- Summary / Q&A

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# Agile Overview



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## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

**Individuals and interactions** over processes and tools
**Working software** over comprehensive documentation
**Customer collaboration** over contract negotiation
**Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
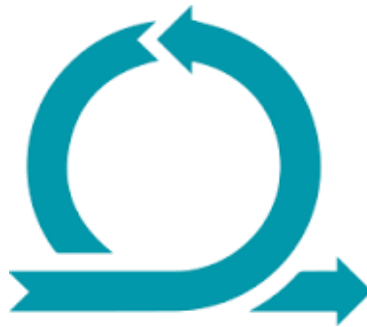
*Developed in 2001 by 17 agile advocates at Snowbird resort in UT*

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## Agile Twelve Principles

1. **Satisfy the customer** through early and continuous delivery
2. **Welcome changing requirements** even late in development
3. **Deliver working software frequently** a couple of weeks to a couple of months
4. **Work together daily** (business people and developers)
5. **Motivated individuals,** build projects around them, and give them freedom
6. **Face-to-face conversations** is the most efficient and effective method
7. **Working software** is the primary measure of progress
8. **Sustainable development** i.e. maintain a constant pace indefinitely
9. **Continuous Attention** to technical excellence & good design enhance agility
10. **Simplicity** – the art of maximizing the amount of work not done – is essential
11. **Self-organizing teams** deliver the best architectures, requirements, and designs
12. **At regular Intervals** the team reflects on how to become more effective

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# Remember, Agile Is

**Iterative, Customer Focused & Data Driven**



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# Requirements Gathering:
# Agile vs. Waterfall



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## Requirements Gathering: Agile vs. Waterfall

| Waterfall | Agile |
|---|---|
| Requirements gathered upfront | Requirements gathered just-in-time |
| Requirements can only be changed with a change request | Requirements can be reprioritized or added/changed between sprints |
| Requirements captured using requirements documentation (BRD) | Requirements captured in backlog as epics and user stories |
| Delivered at the end of the project | Delivered at the end of each sprint |
| Managing scope creep is an issue | Flexible scope - no scope creep |

**Are there other differences you can think of?**

https://www.blackpepper.co.uk/what-we-think/blog/agile-vs-waterfall-requirement-gathering

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## Waterfall Requirements Gathering: Pros and Cons

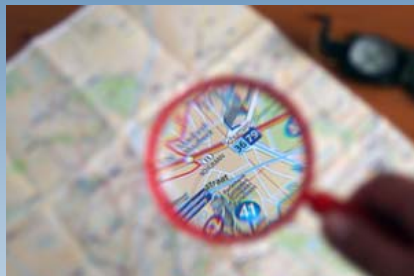| Pros | Cons |
|---|---|
| Requirements gathered upfront, bringing clarity for the entire project | Requirements may get obsolete over time, particularly for large project, and also change over time |
| Gathering requirements upfront helps with estimate for the entire project | Estimates may be off at project end due to various reasons |
| Easier to trace complete requirements through Requirement Traceability Matrix (RTM) | Stakeholders may add more requirements than are needed because delivery takes longer |

**Are there other pros and cons you can think of?**

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## Agile Requirements Gathering: Pros and Cons

| Pros | Cons |
|------|------|
| Requirements are gathered just in time | Elicitation needs to happen frequently |
| Agile requirements gathering facilitates communication through user stories as tokens for conversation | Agile requirements gathering is not as effective if customers don't participate |
| Requirements are always up-to-date and prioritized | Frequent grooming is required and can take additional time |

**Are there other pros and cons you can think of?**

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## Forms of Agile Business Requirements



- User Stories
- EPICs

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# User Stories

* **User Stories**

* A User Story is a requirement (business function) that adds value to the user

  ✓ Scenario (clear and adds value)

    • "As a loan officer, I want to know a credit rating, so that I can approve a loan"

  ✓ Captured on a Story Card

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# User Stories

* **Story Cards**

  ✓ A user story card has 3 parts:

  ✓ **Card**: A written description of the user story for planning purposes and as a remainder

  ✓ **Conversation**: A section for capturing further information about the user story and details of any conversations

  ✓ **Confirmation**: A section to convey what tests will be carried out to confirm the user story is complete and working as expected

**Story Format**

As A...
   [Reference the role or user for whom this story is valuable]

I want to ...
   [Describe the action taken, information provided]

So that...
   [Expected result or business value/enabler]

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## Attribute of a Good User Story

* XP advocate, Bill Wake, describes six attributes of a user story.

**I** ndependent

**N** egotiable

**V** aluable

**E** stimable

**S** mall (Sized appropriately)

**T** estable

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## Epics

* **Epics**
  - ✓ An Agile Epic is a group of related User Stories.
  - ✓ It is unlikely to introduce an Epic into a sprint without first breaking it down into its component User Stories to reduce uncertainty

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## Techniques for Agile Requirements Gathering

- Brainstorming
- Wireframes
- Interviews
- Questionnaires
- Observation
- Story-Writing Workshops

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# Brainstorming

* **Brainstorming**
  - ✓ Getting input from many participants in a rapid fire round allowing people to speak whey they have a idea until all the ideas are captured
  - ✓ Fosters creativity, and involves the entire team.
  - ✓ Ideas are evaluated based on merit and not based on who suggested it.

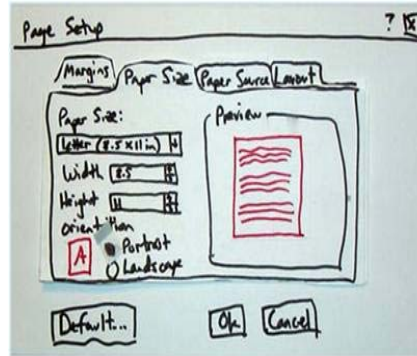# Wireframes

* **Wireframes**
  - ✓ The wireframe is usually:
  - ✓ black and white,
  - ✓ accompanied by some annotations to describe the behavior of the elements, their relationships and their importance,
  - ✓ often put in context within a storyboard (a sequence of screens in a key scenario),
  - ✓ refined again and again, and
  - ✓ used as a communication tool serving as an element of conversation and confirmation of "agile" user stories.



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# User Interviews

* **User Interviews**
  - ✓ Talking to people who will use the software is a common method for gathering information about requirements.
  - ✓ Avoid vague questions, like "What does it need to do?"
  - ✓ Prefer open-ended, context-free questions
    - • Example: What areas of the software need the fastest performance?
    - • The purpose is to avoid a simple "yes" or "no" and instead get a more expanded idea of what the user has in mind.

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# Observation

∗ **Observation**
- ✓ Observation entails watching someone who is using the product.
- ✓ Advantages:
  - ▪ Direct feedback
  - ▪ Unscripted feedback
  - ▪ Find areas that might not have been exposed otherwise
- ✓ Disadvantages
  - ▪ Difficult to set up sometimes

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# Story-Writing Workshops

- ✓ In story-writing workshops, the customer team gets together to write user stories. There is no evaluation at this time, just writing.



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# Questionnaires

* Questionnaires should be avoided as a means of gathering requirements, but can be used to refine requirements later on.
* Why should questionnaires be avoided?
  - ✓ One-way communication
  - ✓ Too closed-ended: yes or no, or scale of 1-5
  - ✓ Cannot receive timely feedback from everyone who needs to provide it

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# Question

**Which of these techniques do you think you can or cannot use in your organization, and why?**

**(2 minutes)**

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# BA's Role in Agile Requirements



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# BA's Role in Agile

* **Story writing with/for the Product Owner (PO)**
  - ✓ Work closely with the PO
  - ✓ Write clear User Stories that explain what the PO wants
  - ✓ Elicit the requirements
  - ✓ Document Acceptance Criteria and Condition of Satisfaction (COS)
  - ✓ Ensure stories have sufficient details
  - ✓ Can be at a high level and can be detailed
  - ✓ Help developers to understand what they are supposed to be building



As a <role>,
I want <goal/desire>
so that <benefit>

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# BA's Role in Agile

* **Develop Wireframes**
  - ✓ Rough sketch/presentation of functional flow
  - ✓ Not actual visual design
  - ✓ Low-fidelity UI prototype
  - ✓ Can be created in the following formats –
    - ▪ Microsoft Visio
    - ▪ Adobe Photoshop
    - ▪ MS PowerPoint
    - ▪ MS Excel
    - ▪ Paper sketch

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# BA's Role in Agile

* **Maintaining and updating the Product Backlog**
  - ✓ Stories that do not provide sufficient details and need update
  - ✓ Stories need to be broken down into smaller stories
  - ✓ May develop one-liner descriptions of the feature
  - ✓ Getting ready for the next sprint or even next two sprints
  - ✓ Working closely with the PO and update if required
  - ✓ Prioritize or help PO prioritize items in the backlog



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## Traditional vs. Agile BA

| Traditional Business Analyst | Agile Business Analyst |
|---|---|
| Focuses on completing all requirement upfront and spends time in ensuring the requirement is unambiguous (everything in black and white) and has all the details. | Focuses on understanding the problem and being the domain expert so that s/he can answer questions from the development team swiftly and decisively. |
| Focuses on getting a 'sign off' on the requirements. | Focuses on ensuring the requirements meet the current business needs, even if it requires updating them. |
| Often there is a wall between the BA/Business and the Development team. | Agile BA is usually part of the team. |
| Tends to get into implementation details or dictate solutions | Has to remain in the problem domain, leaving the development team 'space' to explore different solutions. |
| Long turnaround | Quick turnaround. |
| Focus on being very specific and detailed in the requirements (construed as inflexible) | Leave room for negotiation (and be flexible) as long as the problem is solved. |

### Are there other differences you can think of?

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## Conclusion

1. Gathering requirements differs greatly between Agile and Waterfall
2. Learn the differences and gauge your environment to see what techniques will work best
3. Begin practicing specific skills so they are effective once you need to start gathering requirements

### Start eliciting high-quality requirements with Agile

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## Next Lunch and Learn

* ***First Steps Toward Agility***
  - ✓ What are the benefits of transforming to Agile?
  - ✓ What are best practices to ensure a successful start?
  - ✓ What Agile techniques can be adapted to Waterfall teams?
* ***Monday, July 9, 11:00-12:00 PM Central on ProjectManagement.com***

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## Attendee Questions

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2. **Click** on "Report PDUs" link.
3. **Click** "Courses and Training" in upper left.
4. **Activity Name:** "Business Requirements Gathering for Agile Projects" *(complete this first, before you go to #5)*
5. **Provider:** "RefineM LLC" *(don't select dropdowns)*
6. **Date started:** June 6, 2018
7. **Date completed:** June 6, 2018
8. **Contact person:** NK Shrivastava
9. **Contact phone:** (417) 763-6762
10. **Contact email:** Trainings@RefineM.com
11. **PDUs:** 1.00 Technical.
12. **Click** on the "I agree this claim is accurate" box and then Submit.

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**This month's winner is:**
**Lori E.**

**Congratulations to the winner!**
**Stay tuned for our next drawing in July.**

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# Questions?



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