

# Requirements for Agile Teams: Who. What, When, How?

## **Duration**

2 days

## **Instructor**

Geoff Hewson

## **Class Limit**

20 students

## **Prerequisite**

A basic understanding of agile methods and business analysis is assumed. Pre-reading can be provided to assist attendees who have no prior agile or business analysis experience.

## **Price**

### On-site :

Please contact SPC for pricing (contact information on page 2)

### Public Training:

\$1095 (2 days)

\*Discount available for early registration

## **Materials Provided**

- Student manual containing the course slides

Many businesses are realizing that requirements are just as important in agile & Scrum projects as they were in previous projects. While many development teams are having success with agile & Scrum, dealing with requirements still has challenges because of Scrum's different philosophy on requirements, where the details evolve and emerge as the project proceeds.

Getting a shared vision of the product to be developed right remains a significant impediment, and involving the right people outside of development remains a key driver for product acceptance. It's the same problem as ever but needs doing in a different, agile way.

In this class Geoff Hewson describes many tested methods that can help any organization using Scrum improve the way it handles requirements. The key differences and challenges of requirements in agile/Scrum projects are identified and participants will learn new agile requirements techniques as well as learning how to leverage what you already know about requirements within the agile approach.

This 2-day workshop combines instructor-led discussion with practice sessions and multiple group exercises, and emphasizes several sensible practical techniques that can be immediately applied on any project to improve requirements development and management in your organization.

- The big picture on agile requirements – dealing with common misconceptions.
- New requirements roles in Scrum - The Product Owner – Who will do it? How will we make it work?
- Scrum's new way of capturing & organizing requirements – the product backlog - How to do it right.
- Changing how requirements are developed to feed an agile/Scrum project comprised of many short duration sprints.
- Multiple techniques to identify requirements for the Product Backlog – user stories, story mapping, use case analysis, feature decomposition etc.
- Overcoming the misconception “you don't know what will be in the final product” – by using release plans, epics and marquee features effectively.
- Harness the strength of the agile & Scrum approach - where the customer doesn't know what they want, letting the 'right' requirements emerge as the project proceeds, coping with changes in project direction.
- Planning & Working “Just in-time” – always having just-enough requirements done so unnecessary work is minimized – but how do you do it?
- Working collaboratively with the team to determine the right implementation order for requirements – not breaking the sprint
- Planning requirements for testing – requirements still have to be testable on agile projects.
- Balancing focus on immediate needs with “big picture” concerns - fitting in Architecture and non-functional requirements.
- Staying involved with the development team – making sure sprints deliver useful, working software based on requirements.

TRAINING

# Requirements for Agile Teams: Who, What, When, How

## Intended Audience

This is an intermediate level seminar that is intended for product owners, business analysts, product managers, and business representatives who are tasked with the providing requirements for agile software development projects.

Project Managers, Scrum Masters, Team Leads and Managers responsible for facilitating and managing agile projects will gain value by understanding the essential work involved in developing agile requirements which will better equip them to lead their teams.

## Instructor

Dr. Geoff Hewson is an industry-recognized expert with more than 20 years of software industry experience. He is Software Productivity Centre's principal consultant on agile methods and one of the co-founders of BC's agile methods special interest group, Agile Vancouver. As an agile consultant, trainer, and coach he has guided more than a dozen organizations through the adoption of agile methods, in both the private and public sectors. His specialty is in adapting out-of-the book approaches to properly align with each company's business circumstances.

SPC clients, from small startups to large corporate IT and Product organizations, all highly value Geoff's ability to be pragmatic in applying and adapting the theories of the agile approach within the reality of their business environments.

## Introduction

- Why a course on agile requirements?
- What's different about requirements on agile projects?
- 5 common requirements challenges faced by agile teams

## Who

- Sources for agile requirements
- Prerequisites for the role of Product Owner/Customer Representative
- Product Owner vs. Business Analyst
- Product Owner vs. Product Manager
- Finding a good Product Owner
- Teaming models for the Product Owner as a function
- Other sources of requirements

## What

- The Product Backlog: Purpose, content and structure
- The well-groomed Product Backlog: what does it look like?
- Personas, User Stories, and Acceptance Criteria
- Actors, Use Cases, Scenarios and Steps
- Feature Sets, Features, and Functions
- Acceptance Tests vs. Requirements Specification
- What about Architecture?
- How do non-functional requirements fit in?

## How

- Evolving requirements through defined hierarchies of detail
- Identifying Backlog Items using:
  - Goal Decomposition
  - Story Mapping
  - Use Case analysis
  - Feature Decomposition
- Connecting to business value: the Kevin Bacon game
- Backlog Grooming: Clarifying and estimating requirements with the team
- Questioning and facilitation strategies

## When

- Scheduling approaches and understanding the cone of uncertainty
- Initial Product Backlog Development: How much is enough?
- Preparations for Release Planning
- Preparations for Sprint/Iteration Planning
- Requirements activities during Sprint/Iteration execution



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