

## Agile Requirements: Collaborating to Define and Confirm Needs (Instructor-Led Classroom)

### Description

This intensive seminar builds skills in the agile method of developing requirements, the basis for delivering business value to customers on agile projects. Through practice exercises, you will learn the skills you need to define and confirm customer needs. With these skills, you can start building your product or improve your current agile requirements practices.

This seminar is designed for agile teams who need to build their backlog, start an iteration, or build their product roadmap and release plan. You will understand how both the content and the timing of requirements analysis differ on an agile project, and you will learn the value of collaborating on requirements with the entire project community. You will leverage EBG's Requirements Roadmap—a set of interrelated analysis models—to learn when, where, and how to draw on other analysis models to build your agile project. Emphasis is placed on calibrating the content, format, and timing of your requirements analysis. Teams will learn to define “just enough” requirements to ensure that iterations are completed on time.

Because agile projects are often nontrivial, we teach you the different levels of planning needed on an agile project: product, release, and iteration. You will learn how to create a requirements-driven product roadmap and which requirements to include in your release plans.

Using a case study, you will work in a small group to create the agile requirements and then estimate and prioritize them. If you choose our popular “Agile Jump-Start” package, the team not only gets the training but also follows it immediately with a real agile project using your own requirements.

EBG's seminar materials include detailed text and illustrations. You also get checklists and tips that are useful for your agile project, and each student also gets a copy of *The Software Requirements Memory Jogger: A Pocket Guide to Help Software and Business Teams Develop and Manage Requirements*.

### Audience

*Agile Requirements: Collaborating to Define and Confirm Needs* is valuable for all members of agile delivery teams: product owners, customers and users, scrum masters/project leaders/facilitators, business

analysts, subject matter experts, data analysts, data architects and administrators, developers and designers, user interface/experience experts, agile project advisors, and coaches—anyone who is involved in defining, discovering, analyzing, verifying, validating, specifying, and translating business needs into working software.

### Prerequisites

Exposure to agile thinking is desirable but not required. Awareness of good requirements practices and analysis models is desirable but not required.

### Seminar Length

2 days

### Objectives

- Describe how agile methods differ from traditional development.
- Identify the key practices of agile requirements.
- Define the key principles, practices, and processes of agile development using “scrum” techniques.
- Develop user stories and “just enough” related requirements to plan, estimate, and develop tasks for iteration planning.
- Describe four ways to prioritize user stories and related requirements.
- Specify tests as a means of eliciting agile requirements.
- Elaborate on requirements to obtain a more complete understanding of “doneness” for iteration stories.
- Understand the value of a product roadmap for large, complex products.
- Develop analysis and requirements representations to use in defining your product and release planning.
- Adjust the details and documentation of requirements to specify “just enough” requirements for your agile projects.

### Seminar Outline

#### 1. Introduction to Agile

- Agile versus waterfall development
- Requirements on agile projects
- Spectrum of agile development approaches
- Core principles of agile and lean approaches
- Agile engineering practices

- Steps for applying agile methods
- Agile teams and roles
- Principles, practices, processes, and roles for agile development with scrum
- *Exercise: scrum roles*
- Iteration planning with scrum
- Collaborating on agile projects
- Planning rituals for agile teams
- Product backlog: requirements baseline
- Tracing agile requirements
- *Exercise: agile simulation*
- Scaling agile development
- The road to agile development

## 2. Agile Requirements Foundation

- Role of requirements in project success
- Challenges with requirements
- Traditional requirements development and management
- Requirements roadmap and model views
- Requirements elicitation techniques
- Defining quality requirements
- Progressive requirements elaboration
- Requirements waste
- Agile requirements techniques
- Calibrating requirements detail
- Agile requirements timing practices
- Quality requirements in agile development
- *Exercise: agile requirements in your world*
- Requirements risks
- *Exercise: risk reduction with agile methods*

## 3. Requirements on Agile Projects:

### Iteration Level

- Steps for applying agile methods
- Iteration process
- Product vision and vision techniques
- *Exercise: product vision*
- User roles, actors, personas
- User stories: what and how
- *Exercise: user stories*
- Tests and user stories
- Eliciting and documenting user stories
- "Right-sizing" user stories, threading stories to other requirements models
- Epics and sagas
- *Exercise: right-size stories*
- Determining "doneness" of requirements
- *Exercise: doneness*
- Testing: story tests, acceptance tests
- Story disposition
- Other types of stories
- *Exercise: non-"user" stories*
- Techniques for estimating in agile projects
- *Exercise: estimating*
- Estimating: additional techniques
- *Exercise: estimating*
- Estimating during iteration planning
- Estimate adjustment factors
- Calculating capacity and determining velocity
- Selecting stories for iterations: six prioritization techniques

- *Exercise: prioritizing stories*
- How size and priority dynamics impact the product backlog
- Supplementing iteration-level requirements with analysis models: five models
- Iteration-level model threading

## 4. Requirements for Other Levels of Agile Planning

- Multiple levels of planning
- Planning cycles and rhythms
- Requirements-driven workshops for agile
- Product level requirements and exercises
- *Exercise: product level*
- Release level
- *Exercise: release level*
- Iteration level
- *Exercise: iteration level (quality attributes)*
- Preparing for iteration planning meetings

## Appendices

Glossary of Terms  
 Agile "Goodness" Checklist  
 Story and Iteration Doneness Checklists  
 Agile Requirements Risk Reduction Actions  
 Scrum Simulation  
 References