From: Ellen Gottesdiener
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ebg CONSULTING Ellen Gottesdiener, Publisher

Forward to a Colleague

Helping your business and technical teams get product requirements right so your projects start smart and deliver the right product at the right time

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Success with Requirements

Forward to a Colleague

Welcome to our Newsletter!

Hi, Ellen -Welcome to the November/December 2010 issue of *Success with Requirements*.

It's been a busy fall for us at EBG Consulting. Since my last newsletter, I have presented at many conferences and worked with clients in multiple European and U.S. locations.

For this last newsletter of 2010, I'm sharing **points of wisdom** gleaned from my fall travels. Many are reminders, some are items that were reinforced for me by colleagues and clients, and others are new tidbits. I hope you find them enticing!

In addition, I've got **new resources** for you (listed below) including webinars, podcasts, expert tips, and blog posts. As always, I welcome your feedback on any or all of them.

My very best to you, and yours, for a peaceful, joyous holiday season. I look forward to a great 2011!

~ ellen

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In this issue:

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Wisdom Points

This fall, I had the honor of presenting talks and tutorials at six conferences across the U.S. and Europe, in addition to various client engagements. Following are bits of wisdom that I gathered along the way.

Timeless Truths

- **Stakeholder analysis** is essential—no matter which development method you're using.
- Know who you serve, what they need most, and the **things you do to solve their problems.**
- When you're developing a vision for your product, you must invest in **learning about customers**, discovering what they value, and exploring the "to be" user experience.
- Most organizations **don't have effective ways to prioritize** product requirements.
- Ignorance is a constraint, so don't get stuck in analysis paralysis—**deliver continually to learn.**
- Rapid delivery relies on **quality.**

Changing Work Practices

- Measuring costs drives up costs. **Managing value drives down costs.**
- An increasing number of Agile software development teams are **shifting to a flow model** (e.g., kanban**)** versus a timebox model (e.g., scrum) for delivering business value.
- The single easiest thing you can do to speed cycle time and deliver value sooner is to **limit work-in-progress.**
- Try this prioritization scheme: **Now – Next – Never.** That'll give you a lean backlog! ;-)
- Success with lean practices in product development = customer focus + leveling the workflow + technical excellence. **Learn more about lean analysis.**

Agile Adoption and Adaptation

- A good analogy for agile: a hungry person who orders small plates of food that are **delivered to her in succession (like tapas)** versus waiting longer for one large single serving (and getting stuffed!).
- **Themes and goals**: simple but highly effective drivers of release planning.

- When you're transitioning to agile practices, don't enforce, but support. Rather than mandate practices, focus on **developing people and fulfilling the core purpose of delivering business value.** Enable people to readily share their agile practice experience, leverage the power of retrospectives, and take on a few engineering practices at a time.

- Show, with data, how **technical debt is a *business* problem** (not a technical problem) that stalls delivery and adds excessive maintenance costs. The same is true for **analysis debt**.

- The need for analysis is alive and well. Indeed, experienced agile teams are finding that mastering the **subtleties of eliciting, analyzing, prioritizing, and slicing requirements**—along with requirements-driven agile planning—is essential for success with agile.

New EBG Resources

Following are our newest resources that I hope you'll find useful:

- **Agile Requirements: Not an Oxymoron** (Webinar)

  Misconceptions abound about how agile projects analyze and develop requirements. Ellen shares how—in practice—requirements are the basis for planning, developing, and delivering agile projects.

- **The "Prouds" and "Sorrys" of Agile Project Management and Business Analysis** (Webinar)

  Ellen facilitates a roundtable discussion with a cross-industry panel of four practitioners about their journey to agile development practices. Ellen facilitated this discussion and chaired the Agile Summit 2010 (Project World/World Congress for Business Analysis, November 2010).

- **Agile Analysis: BA Summit Interview with Ellen Gottesdiener** (Podcast)

  Penny Pullan, a leading UK-based business analyst, created the Business AnalysisSummit 2010, featuring short interviews with world-class experts over eight days. On November 30, the BA Summit had "Agile Day," featuring Penny's interview with Ellen Gottesdiener.

- **Agile Requirements by Collaboration** (Guest Blog Post)

  U.K. guest blogger and Scrum Team Leader Rob Elbourn summarizes Ellen's presentation at SkillsMatter in London.

- **Analysis Debt, Redux** (Blog Post)

  Challenges and real project stories on *analysis debt*—a potential pitfall of agile and traditional teams

- **Sue Burk's "Ask the Experts" Column on Requirements** (Column Postings)

  EBG's **Sue Burk** is featured in TechTarget's SearchSoftwareQuality. Sue answers questions on requirements topics. See recent Q+As from Sue on these topics:

  - Determining functionality when you don't have documentation
  - Working on requirements with distributed teams
  - Implementing change management

- **Presentation Skills for Technical Professionals** (Blog Post) Ellen's Introduction for this fabulous new book by Naomi Karten.

Requirements eLearning PDs and CDUs

We've had a number of queries from folks interested in obtaining their CBAP© and CCBA™ – as well as folks applying for re-certification – for completing our popular eLearning curriculum, *Roadmap to Success: Foundation for Requirements Development and Management*

This 8-course curriculum earns you **24 PDs** (Professional Development hours) as well as **24 CDUs** with the IIBA. Because this training is also aligned to the PMBoK®, it also qualifies for PDUs with the PMI.

Be sure to use code **FRSWR04** to receive your *Success with Requirements* 10% discount. Learn more about this 8-course eLearning *Foundation for Requirements* curriculum in this video tour.

Archive Issues

Visit our archives to read prior *Success with Requirements* issues. Sample topics include Open Space for Passion, Energy, and Learning; BABOK® Agile Extension Update; and more.

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