What's Wrong With Requirements Management?

ProCore Resource Group

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Spent 12 years here learning why clients fail at system building.

WE ARE THE ARCHITECTS OF STRATEGIC CHANGE.

Spent 18 years here doing it better.

A couple of girls playing Beach Volleyball at FIU

A wonderful wife who would rather live at Disney
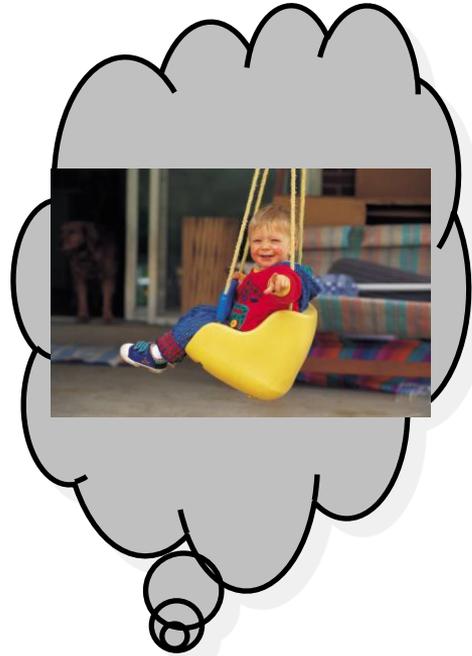

A collection of stray cats that seem to adopt us at will.

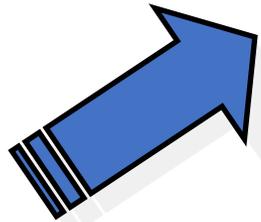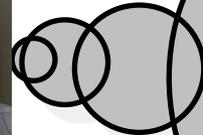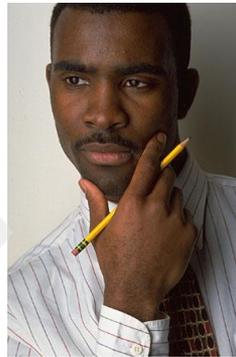# What's the first thing you do when you get a set of requirements?

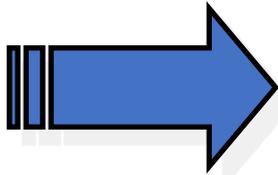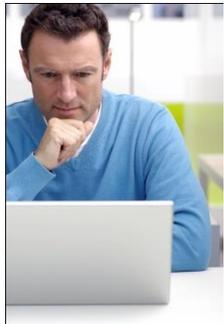ProCore
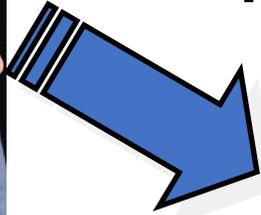Resource Group

Why are the requirements wrong?

Do the users have a common vision?

The users agree that they want a swing……

Why are the requirements wrong?

IT interprets the requirements into a design
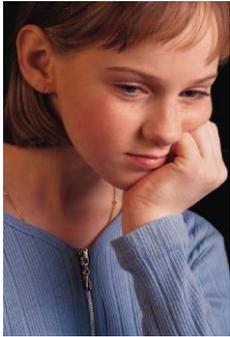
The Development Continuum

When is business process design performed?
BEFORE or AFTER Requirements?

Who does the business process design?

Which is the right way to build a system?
– Requirements based on Process Design?
-- Or --
- Process Design based on Requirements?

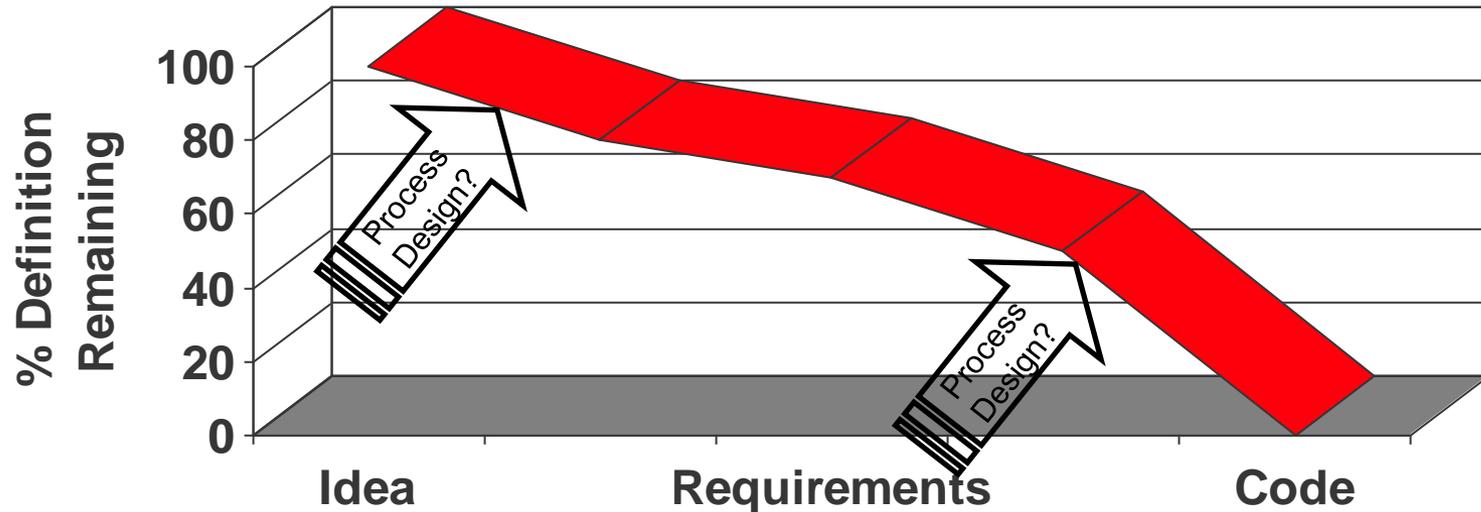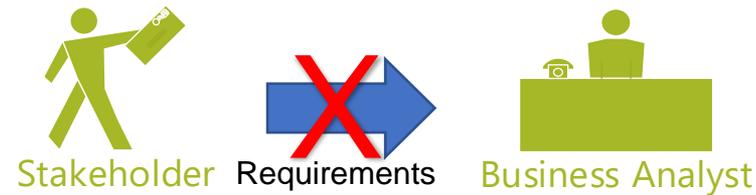# Re-writing the Requirements Narrative

Turning requirements upside down:
Never accept requirements from stakeholders.

Stakeholder   Requirements   Business Analyst

Requirements are a byproduct of the business process – not the other way around.

The BA should provide the requirements to the stakeholders.

Stakeholder   Requirements   Business Analyst
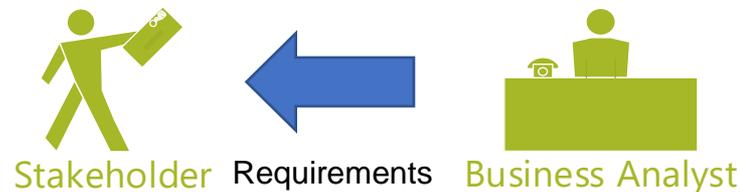
A business is a collection of processes that make money.

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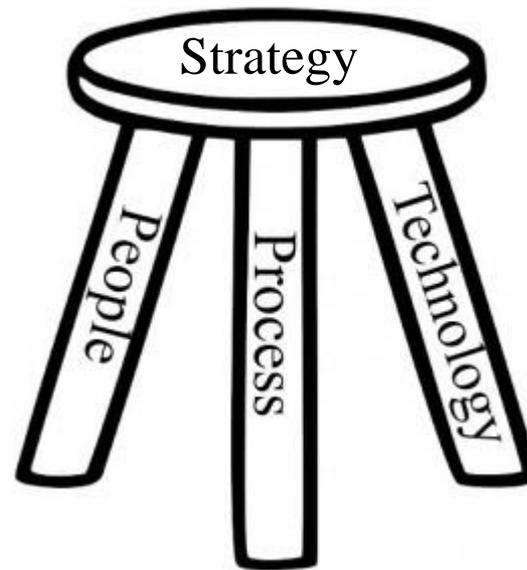
The BA's role is to be a steward of the process

Requirements – from a Point of View
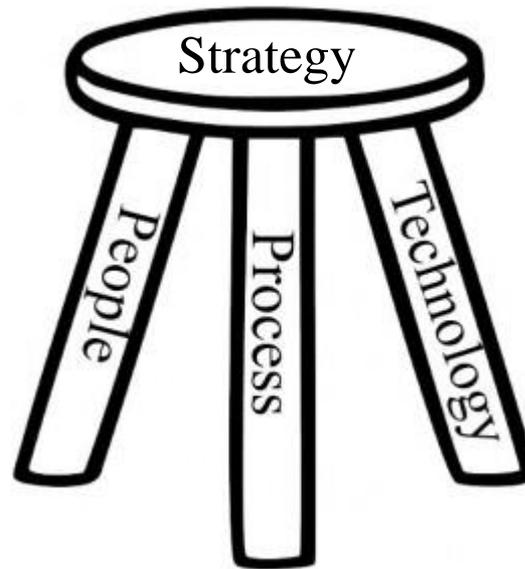
Do you represent IT or the Business as a BA?

Business Process Performing Agents	

People	Start → Process ... Process → End
Technology	Process → Process → Process

The BA's role is to be a steward of the process

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Process depends on your Point of View

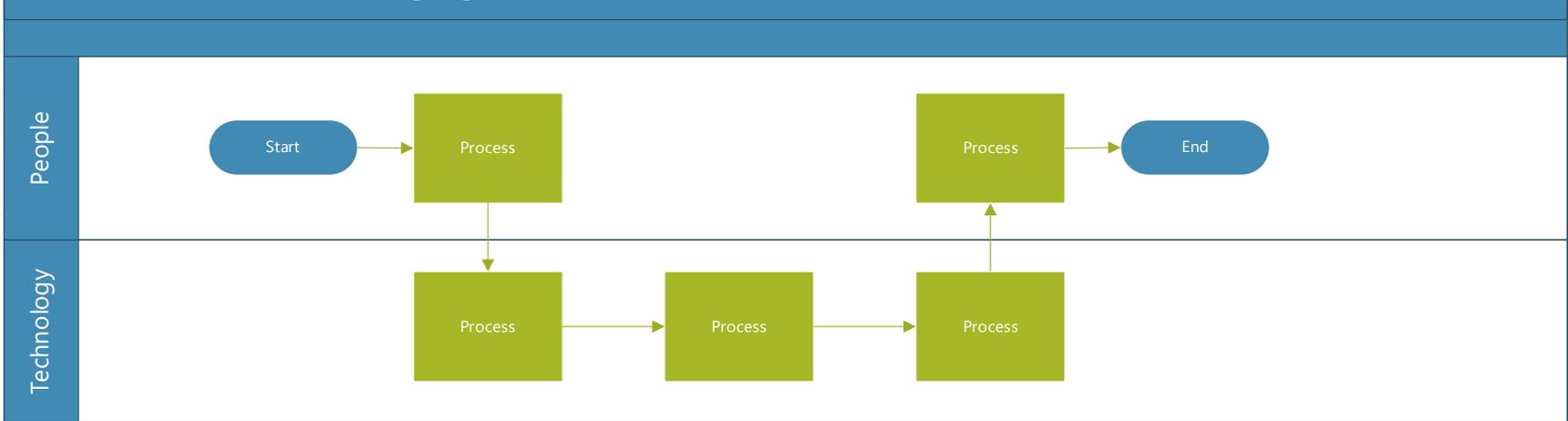## *A business BA handles process for both the Business and IT*

Business Process Performing Agents

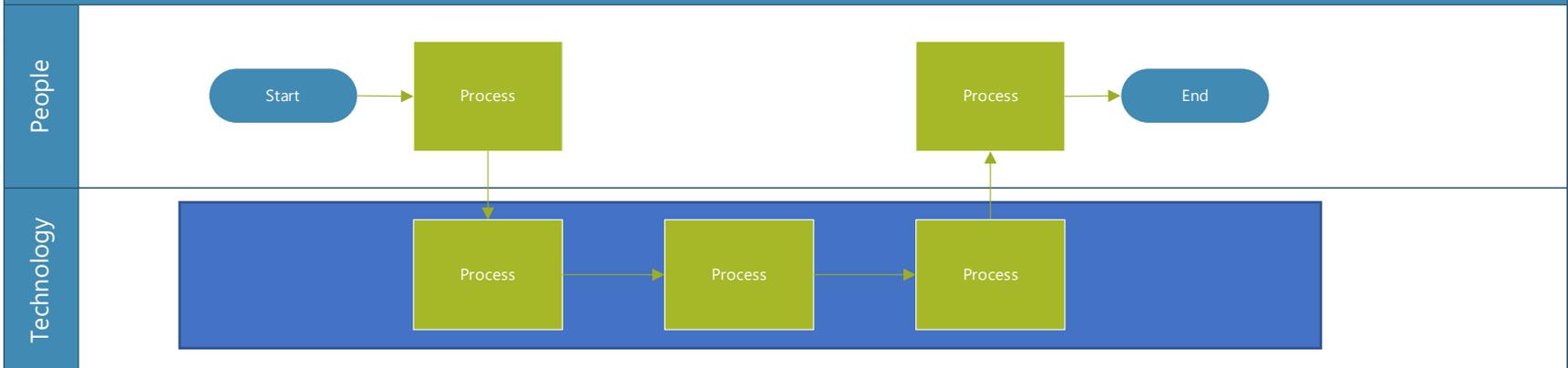| People	Start → Process		Process → End
Technology		Process → Process → Process	
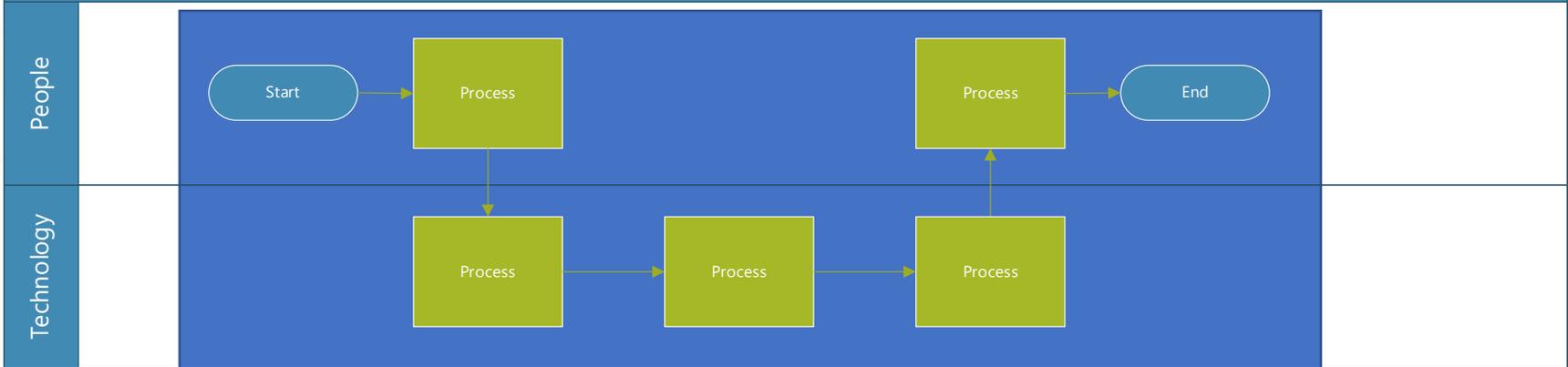
A business solution requires a mix of manual processes and automated processes

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Process depends on your Point of View

An IT BA handles process for only IT

Business Process Performing Agents

People

Start → Process → Process → End

Technology

Process → Process → Process

The IT BA typically doesn't see the whole picture

If someone says "The requirements have changed" – What does this mean?

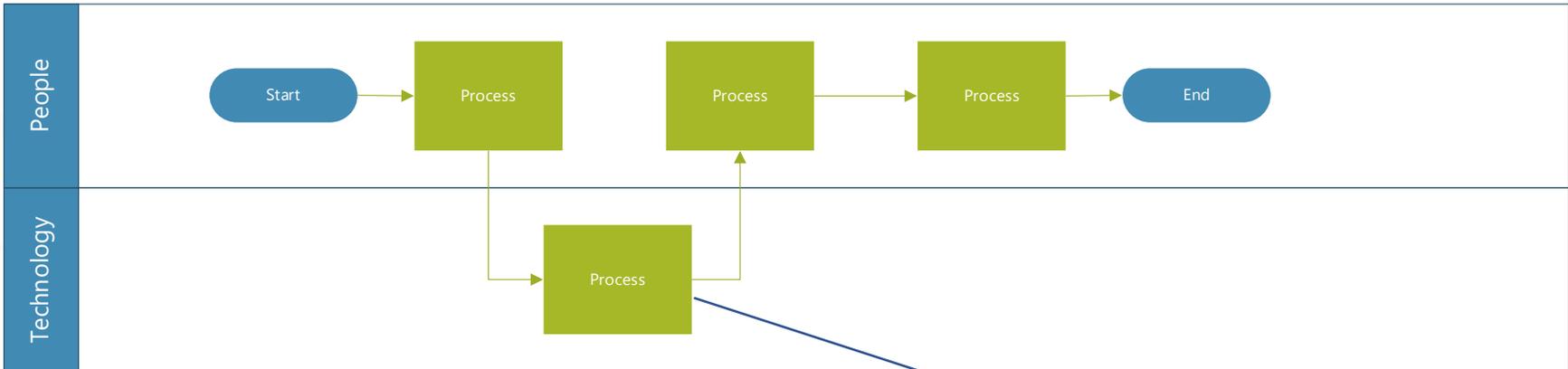| Business Process Performing Agents		

People	Start → Process	Process → End
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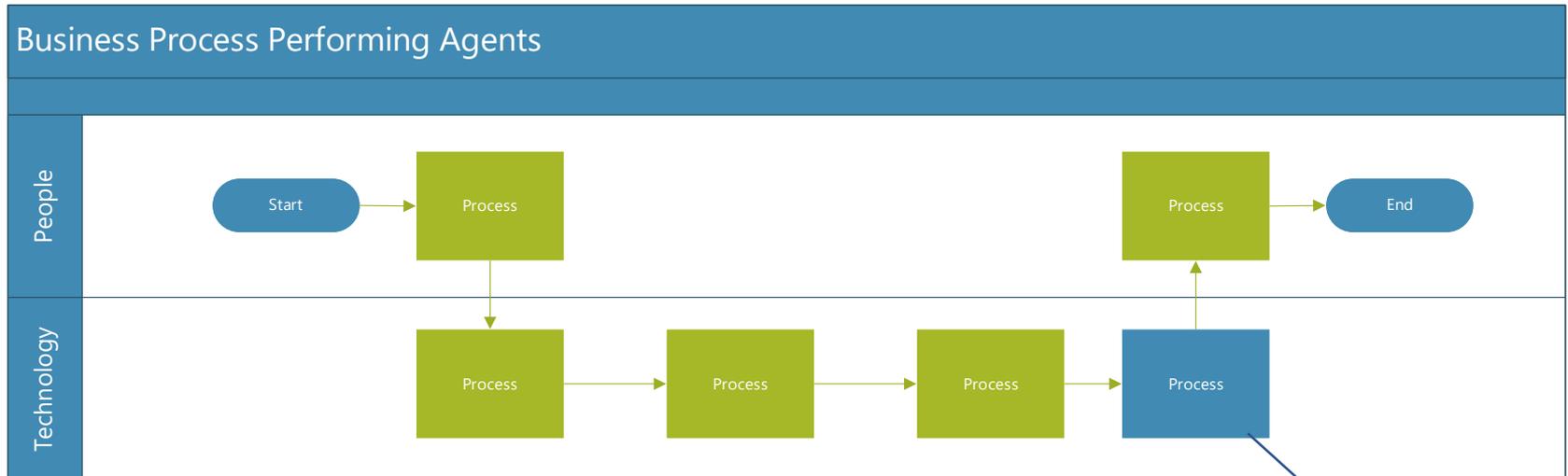
Either you lied about the process….

Oops

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If someone says "The requirements have changed" – What does this mean?

Or the business changed the performing agent from "System" to "Person"

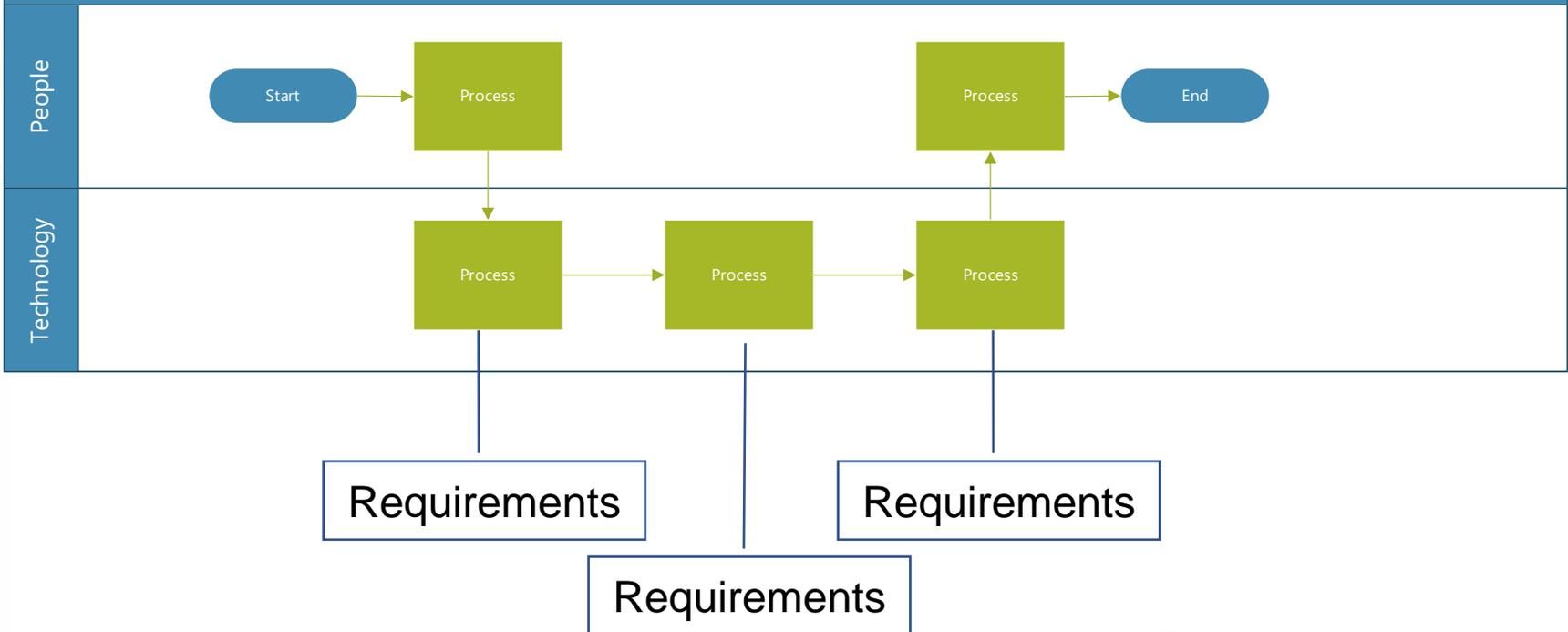The automation portion of the process changed

What would you say if someone tells you they have "Nice to Have" or "Optional" requirements?

Requirements are ABSOLUTE

Requirements are linked directly to process. They only change if the process changes

- A business is a collection of processes that make money.

- Stakeholders should only be allowed to present (and agree) on the business process.

- The BA should create the requirements based on the business process.

- There is no such thing as a "changed requirement". There is only a "changed process".

- Requirements Management is not a thing (Process management IS a thing).

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