

Mastering the Requirements Process

Getting Requirements Right
Agile | Traditional | Outsourcing



Three day workshop by
James Archer

AdeptEvents

- Determine the real needs of your stakeholders
- Learn diverse elicitation techniques to uncover the real requirements
- Write requirements that are complete, traceable, and testable
- Write agile stories that are more effective and accurate
- Precisely define the scope of the problemDiscover all the stakeholders and keep them involved
- Get the requirements quickly, and incrementally
- Use state of the art requirements techniques
- The techniques are applicable regardless of your development method

VENUE

Area Utrecht/Hilversum, The Netherlands

TIME

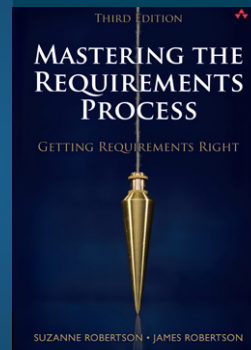
9:30 – 17:00 hours

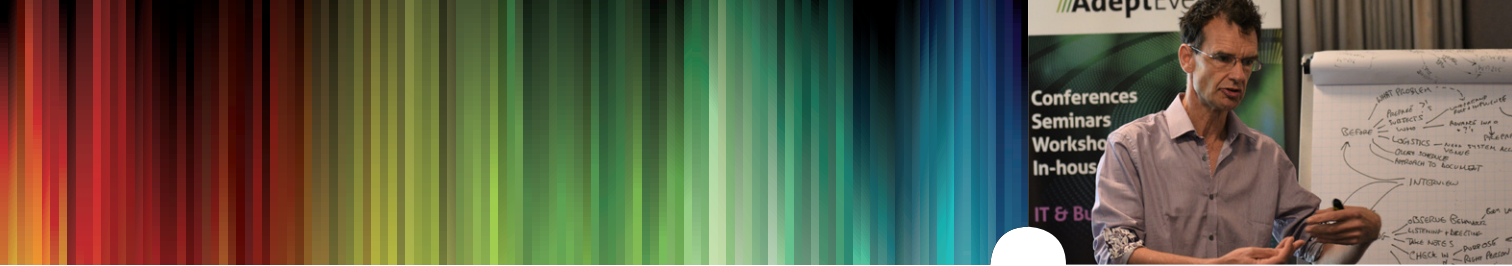
REGISTRATION

www.adeptevents.nl

FREE COPY

The number of attendees for this workshop is limited to 24. You receive a free copy of the best-selling book, *Mastering the Requirements Process – Getting Requirements Right*, 3rd Edition, by James and Suzanne Robertson.





Mastering the Requirements Process

Three day workshop by James Archer

Requirements. The most crucial part of development. You can overcome poor planning; you can overcome poor coding. But nobody has ever succeeded with poor requirements. Requirements are the underpinnings for whatever you intend to build, whether it be software, hardware, consumer product, service or anything else. Simply put, only the right requirements will get you the right solution.

Requirements discovery is no longer about producing large, unreadable (and often unread) specifications. Requirements today is about uncovering the real needs of the problem space, understanding the needs of the people who use your solution, recognising the environment for the solution, then, in a timely manner, delivering requirements that are concise, clear and testable.

This workshop, presented by a real business analyst, gives you a thorough and well-established process for uncovering the real requirements, testing them for correctness, and ensuring that all the requirements have been discovered. The process is used with variations by both agile and traditional projects. It starts with the business, for it is only within the business that you discover the real needs. When you know the real needs, it becomes possible to determine what will best serve those needs, and to write the requirements or stories to build the right solution.

You Will Learn How to:

- Determine the real needs of your stakeholders
- Understand the role of the business analyst in agile projects
- Write agile stories that are more effective and accurate
- Write requirements that are complete, traceable, and testable

- Learn diverse elicitation techniques to uncover the real requirements
- Use the Volere Knowledge Model to ensure you have all the needed information, and nothing that is not needed
- Understand the need for, and how to write, functional and non-functional requirements.
- Precisely define the scope of the problem
- Discover all the stakeholders and keep them involved
- Uncover the essence of the business
- Use prototypes, sketches and storyboards to discover hidden needs
- Use state of the art requirements techniques
- Get the requirements quickly, and incrementally
- Write the right requirements and stories

Is This for Me?

Yes, if you want to be involved in delivering the right systems – the ones that get used. Your title is probably business analyst, systems analyst, product owner, project leader or manager, requirements engineer, consultant, product or program manager or similar. Team members on agile projects benefit from understanding how requirements are best done in agile projects.

Users, software customers and business stakeholders have found that this course equips them to participate more effectively in the requirements process, and so ensure that the end solution matches what they really need.

You receive a free copy of the third edition of the book *Mastering the Requirements Process – Getting Requirements Right* by James and Suzanne Robertson.

Volere provenance

Volere was introduced in 1995. Since then, the Volere approach to requirements has been used by thousands of projects. These range from the conventional commercial domains such as banking, insurance, and so on, to more exotic areas such as air traffic control, aviation, automotive engineering, real-time control of appliances, telephony, and many more. The techniques were originally developed by James Robertson and Suzanne Robertson. Since their introduction, they have evolved as a result of research and application. James and Suzanne Robertson have continually introduced improvements as their clients have continued to push the requirements envelope. Today, Volere is a trademarked brand owned by the Atlantic Systems Guild. There is a network of consultants, instructors and agents around the world that are available and qualified to help you get better value for your investment in requirements.

James Archer is an associate of the Atlantic Systems Guild. His wide ranging experience, admirable instructing skills and his ability to connect theory to practical examples make him one of the select people qualified to teach the Volere technologies.

James's contribution to Volere is significant. James is a Master of Innovation having graduated with a distinction from the Innovation, Creativity and Leadership Masters from City University in London, which has led to significant participation in the Volere curriculum.

Moreover, James is one of the most approachable and knowledgeable people when it comes to discussing your requirements, business analysis and business change needs.

IIBA member discount

Courses are delivered by Atlantic Systems Guild, an IIBA Endorsed Education Provider (EEP), and IIBA trademarks are used under license and in accordance with IIBA's Corporate Identity Standards and Trademark Policy. This course is endorsed by the International Institute of Business Analysis (IIBA™). It provides material and skill relevant to the Business Analysis Body of Knowledge (BABOK™) version 2.0. With this course you can obtain grants for PD (Personal Development) and CDU's (Continuing Developing Units) that are required for your CBAP/CCBA certification.

Members of the IIBA Dutch Chapter are eligible for 10 percent discount.

IIBA® Endorsed Education
Provider

IIREB

The Atlantic Systems Guild is a recognised training provider of the International Requirements Engineering Board (IIREB) for both the foundation level and the advanced level syllabi.

IIREB International
Requirements
Engineering
Board



Course description

- **The Requirements Process**

The course begins with an overview of the process. It looks at how agile and traditional projects both need requirements but are done differently, the requirements food chain, and the topics to be covered by the course. Students discuss with the instructor their particular problems and objectives for the course.

- **Project Blastoff**

The blastoff builds a foundation for your requirements project by establishing its scope, its stakeholders and the goal. The scope is the problem space or the business area to be studied. The stakeholders are the people with an interest in the outcome. The goal is testable, and ensures that the project will deliver stakeholder value. The Blastoff is also there to ensure that the project is viable and worthwhile.

- **Trawling for Requirements**

At the core of any requirements process is the ability to get people to tell you what they really need, rather than their perceived solution, or what they think you might be able to deliver. We show you how to use business events, apprenticing, use case workshops, interviewing, brainstorming, personas and other techniques to discover exactly what your stakeholders do, and what they need to do it.

This section introduces the brown cow model that gives the business analyst different ways of thinking about the problem, and allows the essence, the real problem to emerge. We also look at innovation – fresh thinking about the problem – and how it is a necessary component of any requirements process.

- **Functional Requirements**

Functional requirements are the things the product must do. You discover them by understanding the real work of the organisation, and determining what part of that work your solution can best do.



The solution is usually established using scenarios – these are great if you need a sign-off – and then specified by well-formed requirements or stories.

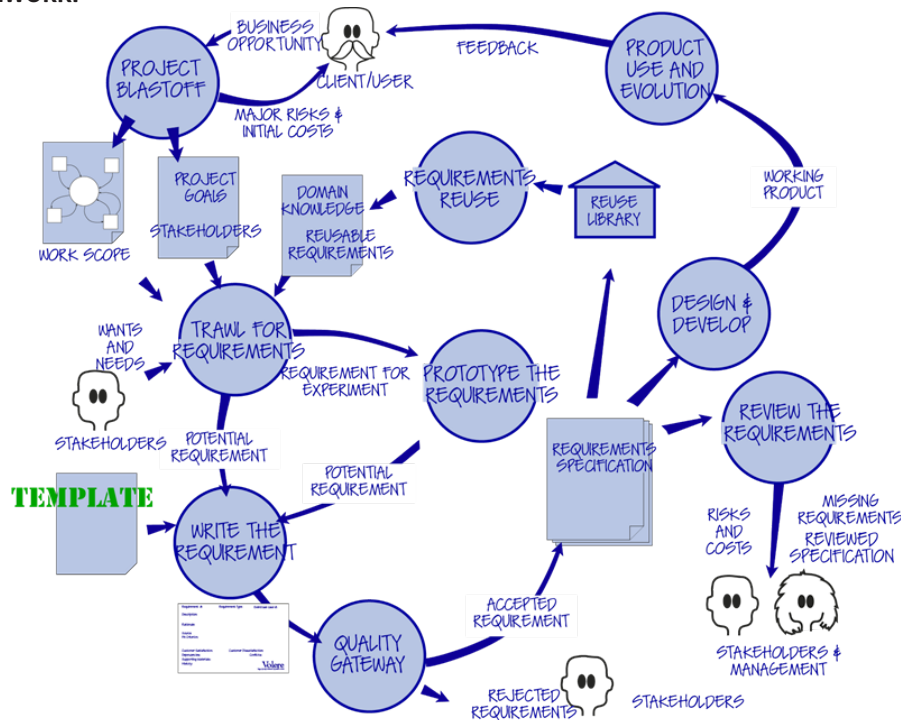
- **Non-functional Requirements**

Non-functional requirements are properties the product must have. These include the desired look & feel, usability, performance, cultural, conformance, and so on. Non-functional requirements often determine the success or failure of solutions, so this section demonstrates their importance, and how to find and then precisely specify the qualitative requirements for your solution.

- **Requirements for Agile Projects**

Requirements are equally important for agile projects if your solution is to match the real business needs. Effective agile projects understand that there are two parts: Discovery and Delivery. Discovery involves understanding the real work and the real problem to be solved if you are to deliver the value proposition. It uses business stories to communicate the Discovery findings. Delivery focuses on iterative development and how a story map provides the best guide to the product under development. We also teach you how to write better, more effective stories.

THE VOLERE FRAMEWORK:



• Prototyping and Deviations

Prototyping is a way of discovering requirements by sketching wireframe solutions. Here you assess the merits of low and high-fidelity prototypes, and how scenarios can be used to discover previously-hidden requirements. You also look at the wanted alternatives, unwanted exceptions and potential misuses of the product.

• Writing Requirements

There is a need to communicate requirements – how to formulate them and how to include an unambiguous fit criterion. The fit criterion makes the requirement measurable and testable, as well as ensuring the implemented solution precisely matches the client's expectations.

• The Quality Gateway

Testing is most effective when it is done early in the development cycle. Here we demonstrate how to test requirements so that the developers receive the correct requirements. The Quality Gateway assesses the requirements and rejects any that are out-of-scope, gold-plated, non-viable, incorrect or incomplete.

• Managing your Requirements

Requirements are the lynchpin of any development effort, and so must be managed effectively. You are given strategies for your requirements management, the requirements knowledge model, how to prioritise requirements, and how to resolve conflicting requirements. We take a look at tools to help manage requirements.

• Your Requirements Process

You discuss and determine how to make your own requirements process as effective and efficient as possible. This involves incorporating your own organisational processes into the requirements activity. You build a demonstration of how you will use what you have learned when you return to your own work place.

Workshops

We want you to be able to use this right away. Each of the teaching chapters is reinforced with a workshop where you apply the concepts presented in the seminar. You work in a small team to scope the problem space and then discover, specify and evaluate requirements for the solution.

There's More...

- Your instructor is not an “announcer”. He or she is a practicing business analyst who also happens to be an excellent instructor.
- The course is written to show real-world situations and provide real-world solutions. You will be able to relate your own work situation to the course.
- You can discuss your own requirements issues with your instructor.
- You learn that requirements come from understanding the business and its internal processes, and how the business interacts with its external customers.
- The course provides a realistic framework for requirements discovery, not a strict methodology. The framework provides the freedom and encouragement to adapt to your own organizational needs.
- The techniques are applicable regardless of your development method – agile, traditional or anything else.
- The Brown Cow model to give you different and beneficial ways to look at the problem.
- The Volere requirements knowledge model which ensures you collect the right information, and the right amount of it.
- You receive the Volere Requirements Specification Template (downloaded over 20,000 times) with advice on how to make this your own template.
- A free copy of Suzanne and James Robertson’s best-selling book, Mastering the Requirements Process – 3rd Edition, Getting Requirements Right.
- This course is endorsed by the International Institute of Business Analysis (IIBA™). It provides material and skill relevant to the Business Analysis Body of Knowledge (BABOK™) version 3.0. 21 CPU/PD Hours



JAMES ARCHER

JAMES ARCHER is a business analyst, consultant, teacher, writer and innovator. James is co-editor and contributing author of Business Analysis and Leadership (Kogan Page, 2014). He identifies the key to great business analysis as an inclusive leadership style, thinking innovatively, working collaboratively, acting strategically and helping people discover their real requirements.

James is one of the founders and organisers of the Business Analysis European Conference. In 2009 he was awarded Business Analyst of the Year and he has a Masters with Distinction in Innovation, Creativity and Leadership (Minnov) from City University, London.

James is an associate of the Atlantic Systems Guild and has contributed to the development of and has been teaching the Volere approach to requirements and business analysis since 2006.

Specialising in health and social care he brings a track record of designing and delivering innovative solutions to complex problems. His key role is to help senior stakeholders understand the wider strategic and business change implications of potential solutions, while James also has a rare ability to enable people at all levels of an organisation to work and think together in pursuit of lasting change.

James is a Director of Public World who are UK partners of Buurtzorg a not for profit organization in The Netherlands that is transforming the way care at home is delivered by nurse lead self managed teams. Buurtzorg has grown from a team of 4 nurses in 2007 to over 800 teams of 9,500 nurses with a back office of only 45 staff and has won employer of the year in The Netherlands for 4 out of the last 5 years. James is working with Guys and St Thomas Hospital in London and other NHS organisations to adapt and adopt the Buurtzorg model to the UK context.

Recent clients have included Royal Mail, Waters Corporation, Ikea, the Royal Borough of Kensington and Chelsea, Westminster Council, the Norwegian Court Administrative Service, Credit Suisse, Estonia Energy and Honeywell.

Information

DATE AND TIME

The workshop will take place twice a year, in Spring and Fall, with the exact date and time available on our website. The programme starts at 9:30 am and ends at 5:00 pm on both days. Registration commences at 8.30 am and we recommend that you arrive early.

VENUE

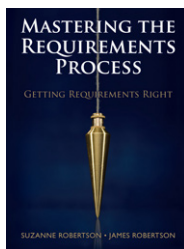
Adept Events works with several accommodations in the area of Utrecht/Hilversum. Once the accommodation is confirmed, the information will be visible on the website. Please check the website prior to your departure.

HOW TO REGISTER

Please register online at www.adeptevents.nl. For registering by print, please scan the completed registration form and send this or your Purchase Order to customerservice@adeptevents.nl. We will confirm your registration and invoice your company by e-mail therefore please do not omit your e-mail address when registering.

REGISTRATION FEE

Taking part in this three-day workshop will only cost 1935 Euro per person when registering 30 days beforehand and 2150 Euro afterwards (excl. 21% Dutch VAT). This also covers documentation, lunch, coffee and the 3rd Edition of the book *Mastering the Requirements Process* by James and Suzanne Robertson.



Members of the Dutch IIBA chapter are eligible for 10 percent discount on the registration fee.



In completing your registration form you declare that you agree with our Terms and Conditions.

TEAM DISCOUNTS

Discounts are available for group bookings of two or more delegates representing the same organization made at the same time. Ten percent off when registering 2 – 3 delegates and fifteen percent off for all delegates when registering four or more delegates (all delegates must be listed on the same invoice). This cannot be used in conjunction with other membership discounts. All prices are VAT excluded.

PAYMENT

Full payment is due prior to the workshop. An invoice will be sent to you containing our full bank details including BIC and IBAN. Your payment should always include the invoice number as well as the name of your company and the delegate name. For Credit Card payment please contact our office by e-mail mentioning your phone number so that we can obtain your credit card information.

CANCELLATION POLICY

Cancellations must be received in writing at least three weeks before the commencement of the workshop and will be subject to a € 75,- administration fee. It is regretted that cancellations received within three weeks of the workshop date will be liable for the full workshop fee. Substitutions can be made at any time and at no extra charge.

CANCELLATION LIABILITY

In the unlikely event of cancellation of the workshop for any reason, Adept Events' liability is limited to the return of the registration fee only. Adept Events will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of Adept Events, to change the content, timings, speakers, date and venue of the workshop.

MORE INFORMATION



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IN-HOUSE TRAINING

Would you like to run this course in-company for a group of persons? We can provide a quote for running an in-house course, if you offer the following details. Estimated number of delegates, location (town, country), number of days required (if different from the public course) and the preferred date/period (month). More detailed information can be found on the **In-house Info** page on our website.