



regoUniversity

NASHVILLE • 2022

Epics, Features, and Stories vs Requirements

Your Guide:
Jeff Barschaw

Agenda

- Introduction (What & Why)
- Definition & Uses of Requirements
- The Challenges in Requirements in Software
- Revisit the Agile Taxonomy
- The Transition from Traditional to Agile
- Rethink the Agile Portfolio
- Guidelines and Characteristic of Taxonomy
- Conclusions

Why are you here?

- Why did you attend and what do you want to get out of this?
- Do you struggle with Requirements vs Agile?



My Journey



As a <role>
I want <goal>
so that <benefit>

Acceptance criteria:
(Conditions of Satisfaction)

...

...

What are we talking about

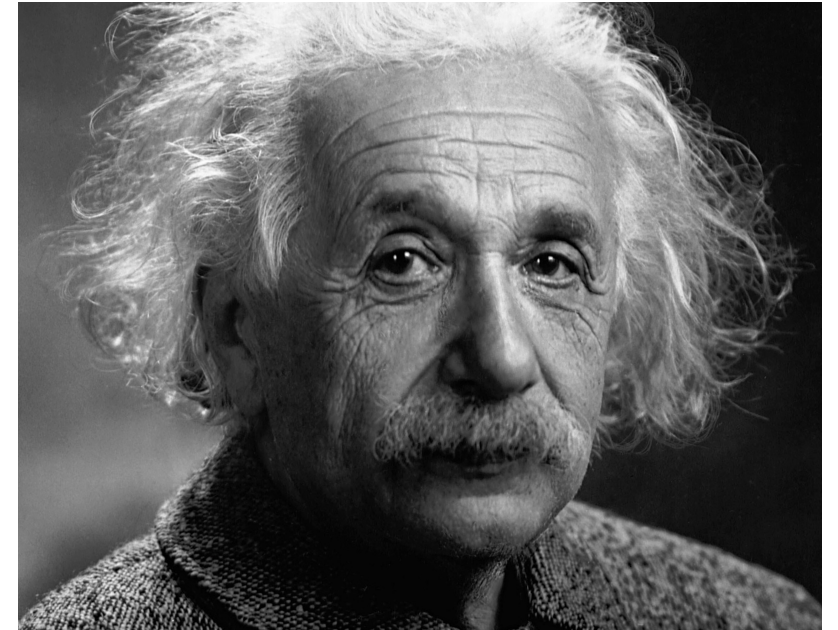
To compare the difference between Requirements and Agile's Epics, Features, & Stories



Why is this Important?



Rethink the way we Plan,
Organize, & Execute delivering
software.



Definition of Insanity...

requirement **noun**



re·quire·ment | \ ri-'kwī(-ə)r-mənt  \

Definition of *requirement*

: something required:

- a** : something wanted or needed : NECESSITY
// production was not sufficient to satisfy military *requirements*
- b** : something essential to the existence or occurrence of something else : CONDITION
// failed to meet the school's *requirements* for graduation

Uses for Requirements

Outside Software Development, what are good examples to apply Requirements?

- Construction of Buildings
- Mechanical Equipment
- Nuclear Powerplants/Submarines
- Auto Manufacturing *
- Government Funded work *
- Outcomes/need is well understood
- Cost to redo/fix prohibitively expensive



*Both are rapidly starting to adopt Agile

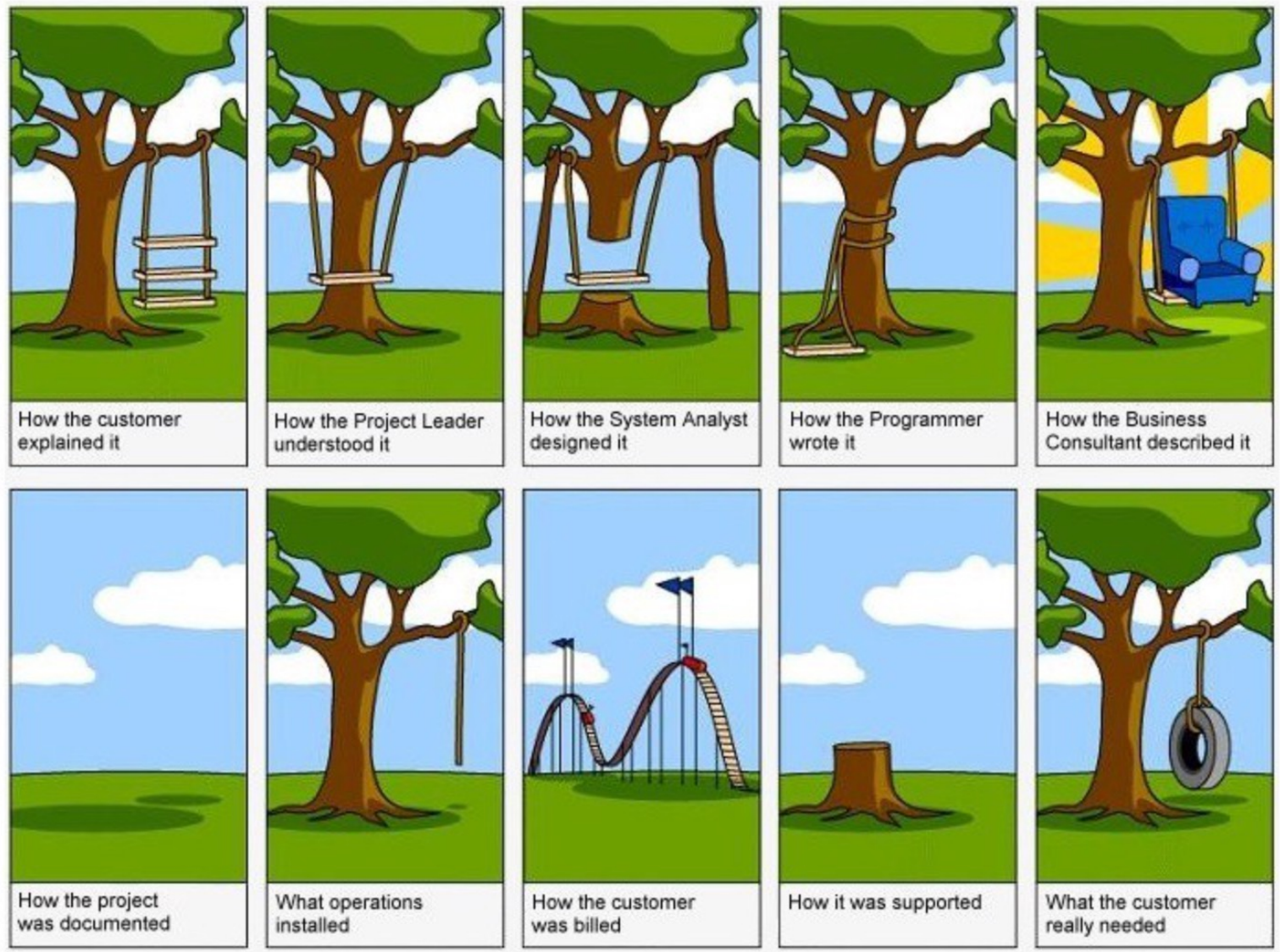
Uses for Requirements in Software

Within Software Development, what are good examples to apply Requirements?

- Life & Death Situations
- Heavy Compliance areas
- Not many



The Challenges in Requirements in Software

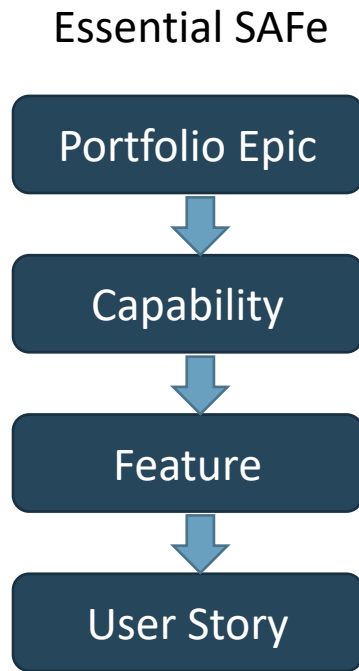
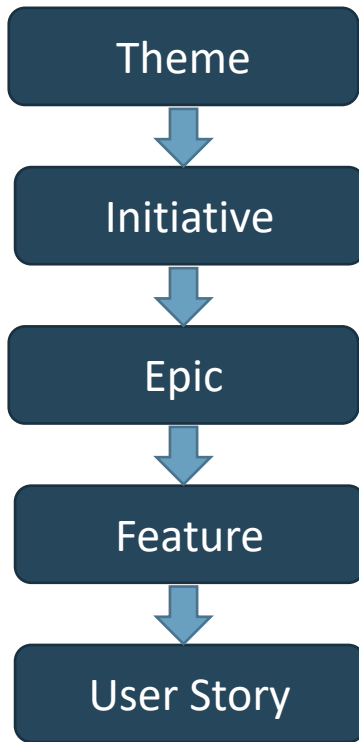
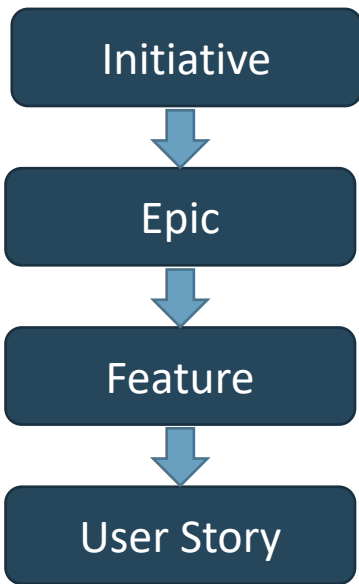
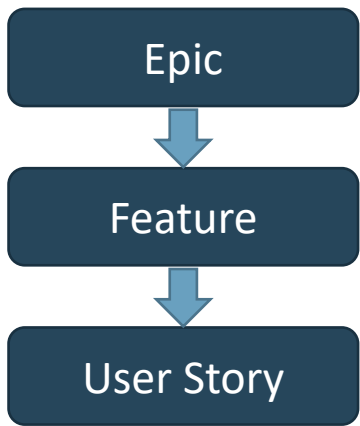
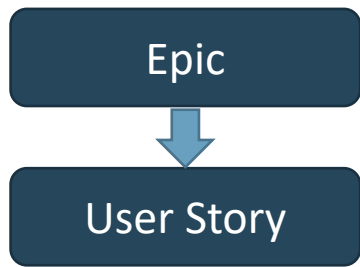


The Challenges in Requirements in Software

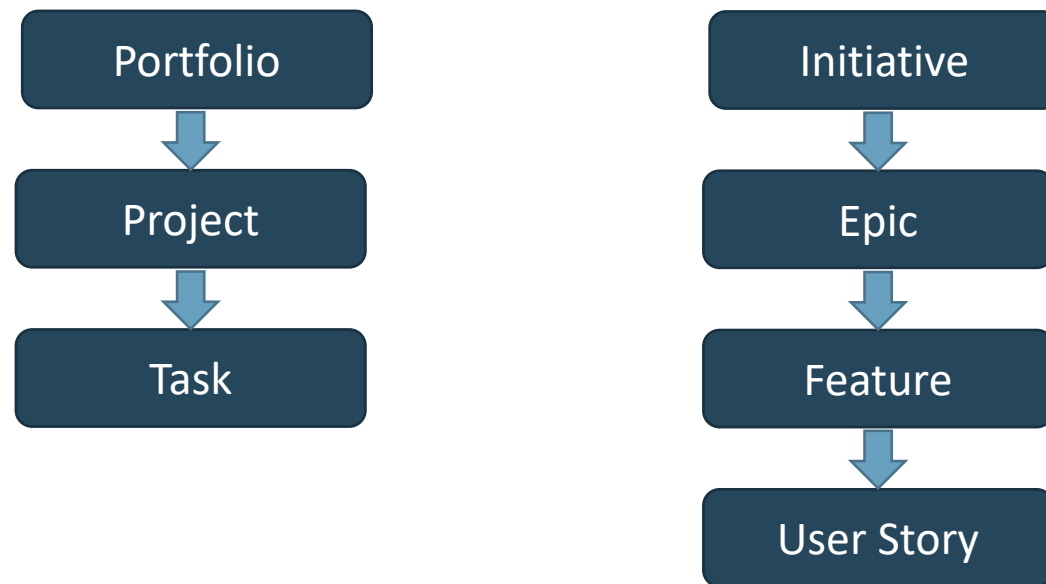
- A Requirement does not translate to Business Value
- Uncertainty in what to deliver
- The fallacy that the Customer/Stakeholder/User know what is needed
- Requirements can stifle Innovation & Creativity
- Technologies are evolving rapidly; competitors may have already delivered 'the next new thing'

Revisit Agile Portfolio Taxonomy

Time



Transition from Traditional to Agile



Consider this an incremental step, but don't stop here

Rethink What to Define in Portfolio Items

Initiative

Is a hypothesis to deliver an Outcome

- A new Product in your market/domain
- New functionality for existing Product
- Simplify or phase out part of all a Product
- Satisfy Need or want of a customer

How:

- Light Business Case and/or Canvas
- Include or reference Objective & Key Results (OKR)

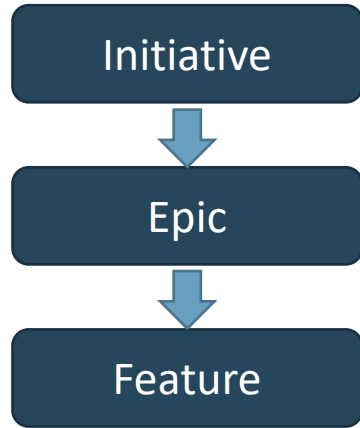
Rethink What to Define in Portfolio Items



A series of experiments to deliver the Outcome

- Should not define Phases of Initiative
- Each experiment should have a defined goal
- Allows evaluations with data/insights to continue or pivot
- Support incremental funding

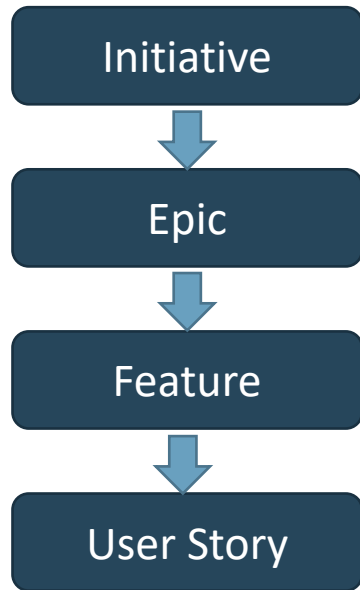
Rethink What to Define in Portfolio Items



Tactical Steps for the experiment

- Determine what steps to take to prove/disprove the experiment
- Transitions from Outcomes/Experiment to Tactical
- Best defined for a Team of Teams
- Watch for “exit ramp” if Experiment concludes
- Should be timeboxed, ie. PI/Quarter

Rethink What to Define in Portfolio Items



Tactical Steps for Delivering the Feature

- Determine what is needed for the Feature by a single team
- Continue to focus on Outcome in the context of the Feature, typically at the individual consumer-level

Guidelines and Characteristic of Taxonomy

	Who Benefits	Who Builds	Time Frames Guidelines	Decision Making
Theme	Company	Company	3-5 Years	Centralized
Initiatives	Market	Line of Business	1-2 Years	Centralized
Epics	Market Segment	Solution/ Organization	6-9 Months	Centralized/ Decentralized
Features	Persona	Team of Teams	1 Quarter	Decentralized
User Stories	User	Team	2-3 Weeks	Decentralized

Are Requirements Still Needed?

YES!!!

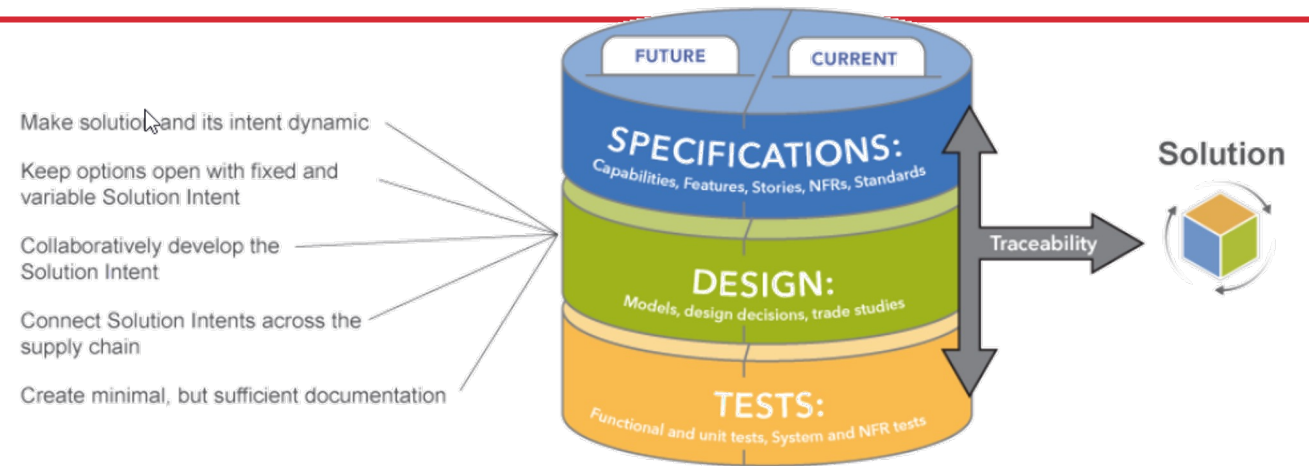
Requirements can transcend the Agile Taxonomy levels

Requirements can serve as guardrails

Continuously discovered

Likely needed to be documented and continually updated for:

- Compliance
- Inputs and constraints on future design decisions for future feature work
- Shared with Suppliers typically as non-functional requirements
- Referenced for life-time maintenance and support of overall solution
- Best if modeled and kept light-weight



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[Solution Intent - Scaled Agile Framework](#)

Requirements Change for Agile

Requirements = “Constraints/Why/What/How”

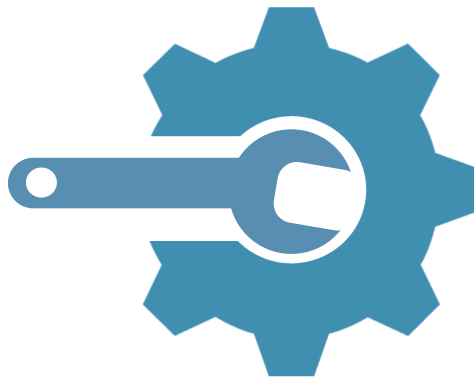
Traditional/Waterfall



Requirements = “Constraints”

Epic/Feature/User Story = “What/How”

Agile



Conclusions

- If you want different results, start doing something different
- There is a place for Requirements in Agile
- Focus on Delivering Value
- Be open to the fact that we don't know what will deliver value

Questions?



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Phone

888.813.0444



Email

info@regoconsulting.com



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