

REQUIREMENTS BY COLLABORATION



Workshops for Defining Needs

ELLEN GOTTESDIENER

Requirements By Collaboration Workshops For Defining Needs Ellen Gottesdiener

Suzanne Robertson, James Robertson



Requirements By Collaboration Workshops For Defining Needs Ellen Gottesdiener:

Requirements by Collaboration Ellen Gottesdiener, 2002-04-10 Requirements by Collaboration Workshops for Defining Needs focuses on the human side of software development how well we work with our customers and teammates Experience shows that the quality and degree of participation communication respect and trust among all the stakeholders in a project can strongly influence its success or failure Ellen Gottesdiener points out that such qualities are especially important when defining user requirements and she shows in this book exactly what to do about that fact Gottesdiener shows specifically how to plan and conduct requirements workshops These carefully organized and facilitated meetings bring business managers technical staff customers and users into a setting where together they can discover evolve validate verify and agree upon their product needs Not only are their requirements more effectively defined through this collaboration but the foundation is laid for good teamwork throughout the entire project Other books focus on how to build the product right Requirements by Collaboration focuses instead on what must come first the right product to build Requirements by Collaboration Ellen Gottesdiener, 2002 I spend much time helping organizations capture requirements and even more time helping them recover from not capturing requirements Many of them have gone through some motions regarding requirements as if they were sleepwalking It's time to wake up and do it right and this book is going to be their alarm clock Jerry Weinberg author of numerous books on productivity enhancement In today's complex fast paced software development environment collaboration the intense peer to peer conversations that result in products decisions and knowledge sharing is absolutely essential to success But all too often attempts to collaborate degenerate into agonizing meetings or ineffectual bull sessions Ellen's wonderful book will help you bridge the gap turning the agony of meetings into the ecstasy of effective collaboration Jim Highsmith a pioneer in adaptive software development methods Requirements by Collaboration presents a wealth of practical tools and techniques for facilitating requirements development workshops It is suitable no essential reading for requirements workshop facilitators It will help both technical people and customer representatives participate in these critical contributions to software success Karl Wiegers Principal Consultant Process Impact author of Software Requirements The need for this particular book at this particular time is crystal clear We have entered a new age where software development must be viewed as a form of business problem solving That means direct user participation in developing requirements or more accurately in jointly working the business problem That in turn means facilitated sessions In this book Ellen Gottesdiener provides a wealth of practical ideas for ensuring that you have exactly the right stuff for this all important area of professional art Ronald G Ross Principal Business Rule Solutions LLC Executive Editor www.BRCommunity.com Gottesdiener's years of software development experience coupled with her straight forward writing style make her book a perfect choice for either a senior developer or a midlevel project manager In addition to her technical experience her knowledge of group dynamics balance the book by educating the reader on how to manage conflict and personality

differences within a requirements team something that is missing from most requirements textbooks It is a required handbook that will be referred to again and again Kay Christian ebusiness Consultant Conifer Colorado Requirements by Collaboration is a must read for any system stakeholder End users and system analysts will learn the significant value they can add to the systems development process Management will learn the tremendous return they may receive from making a modest time people investment in facilitated sessions Facilitators will discover ways to glean an amazing amount of high quality information in a relatively brief time Russ Schwartz Computer System Quality Consultant Global Biotechnology Firm In addition to showing how requirements are identified evaluated and confirmed Ellen provides important guidance based on her own real world experience for creating and managing the workshop environment in which requirements are generated This book is an engaging and invaluable resource for project teams and sponsors both business and IT who are committed to achieving results in the most productive manner possible Hal Thilmony Senior Manager Business Process Improvement Finance CiscoSystems Inc Project managers should read this book for assistance with planning the requirements process Experienced facilitators will enrich their knowledge New facilitators can use this book to get them up to speed and become more effective in less time Rob Stroober Competence Development Manager and Project Manager Deloitte Touche Consultdata The Netherlands While many books discuss the details of software requirement artifacts for example use cases Ellen s new book zeros in on effective workshop techniques and tools used to gather the content of these artifacts As a pioneer in requirements workshops she shares her real life experiences in a comprehensive and easy to read book with many helpful examples and diagrams Bill Bird Aera Energy LLC Requirements by Collaboration is absolutely full of guidance on the most effective ways to use workshops in requirements capture This book will help workshop owners and facilitators to determine and gain agreement on a sound set of requirements which will form a solid foundation for the development work that is to follow Jennifer Stapleton Software Process Consultant and author of DSDM The Method in Practice This book provides an array of techniques within a clear structured process along with excellent examples of how and when to use them It s an excellent practical and really useful handbook written by a very experienced author Jean Anne Kirk Director DSDM Consortium and IAF Professional Development Ellen has written a detailed comprehensive and practical handbook for facilitating groups in gathering requirements The processes she outlines give the facilitator tools to bring together very different perspectives from stakeholders elegantly and with practical useable results Jo Nelson Principal ICA Associates Inc Chair IAF 2001 2002 Requirements by Collaboration Workshops for Defining Needs focuses on the human side of software development how well we work with our customers and teammates Experience shows that the quality and degree of participation communication respect and trust among all the stakeholders in a project can strongly influence its success or failure Ellen Gottesdiener points out that such qualities are especially important when defining user requirements and she shows in this book exactly what to do about that fact Gottesdiener shows specifically how to plan and conduct requirements

workshops These carefully organized and facilitated meetings bring business managers technical staff customers and users into a setting where together they can discover evolve validate verify and agree upon their product needs Not only are their requirements more effectively defined through this collaboration but the foundation is laid for good teamwork throughout the entire project Other books focus on how to build the product right Requirements by Collaboration focuses instead on what must come first the right product to build

Mastering the Requirements Process James Robertson, Suzanne Robertson, Adrian Reed, 2024-09-25 One of the joys of product development whether it be software service or hardware is getting it right The way to get it right is to uncover the real business problem and to write the requirements for the solution that best solves that problem Without the right requirements it is impossible to build the right solution Mastering the Requirements Process Fourth Edition gives you an industry proven process for getting to the essence of the business problem and then writing unambiguous and testable requirements for its solution This fourth edition is an almost complete rewrite that brings requirements discovery into today s world it is the book for today s business analyst Product owners and project leaders will also find it valuable as it explains how to discover precisely what the customer needs and wants and to do it effectively in any business or project environment The book tells you how to Use the Volere requirements process to discover requirements in both traditional and agile environments Incorporate off the shelf OTS solutions into your requirements discovery Use artificial intelligence AI as part of your requirements discovery and as part of your business solution Use quickly sketched prototypes to explore the problem space Understand functional and non functional requirements Write better agile stories Make your requirements and stories measurable and testable using fit criteria Use business events as the heartbeat of business analysis Discover requirements in agile commercial and milspec project environments Find and prioritize your customer segments Leverage systems thinking when discovering requirements Use story maps and other requirements repository techniques Know which trawling techniques are the most effective for requirements discovery Synchronize your requirements discovery with agile development teams Make better decisions in the early days of a project to increase your chances of success Employ the Volere requirements specification template downloaded 10 000 times as the basis for your own requirement specifications One of the most valuable things about this book is that it provides a process to follow that will get people asking the right questions and expand their perspective on the problem Kevin Brennan Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details

Managing Information Security Risks Christopher J. Alberts, Audrey J. Dorofee, 2003 Describing OCTAVE Operationally Critical Threat Asset and Vulnerability Evaluation a method of evaluating information security risk this text should be of interest to risk managers

Collaboration Explained Jean Tabaka, 2006-01-06 Collaboration Explained is a deeply pragmatic book that helps agile practitioners understand and manage complex organizational and team dynamics As an agile coach I ve found the combination of straightforward advice and colorful anecdotes to be invaluable in guiding and

focusing interactions with my teams Jean's wealth of experience is conveyed in a carefully struck balance of reference guides and prose facilitating just in time learning in the agile spirit All in all a superb resource for building stronger teams that's fit for agile veterans and neophytes alike Arlen Bankston Lean Agile Practice Manager CC Pace If Agile is the new what then surely Collaboration is the new how There are many things I really like about Jean's new book Right at the top of the list is that I don't have to make lists of ideas for collaboration and facilitation anymore Jean has it all Not only does she have those great ideas for meetings retrospectives and team decision making that I need to remember but the startling new and thought provoking ideas are there too And the stories the stories the stories The best way to transfer wisdom Thanks Jean Linda Rising Independent Consultant The Hands On Guide to Effective Collaboration in Agile Projects To succeed an agile project demands outstanding collaboration among all its stakeholders But great collaboration doesn't happen by itself it must be carefully planned and facilitated throughout the entire project lifecycle Collaboration Explained is the first book to bring together proven start to finish techniques for ensuring effective collaboration in any agile software project Since the early days of the agile movement Jean Tabaka has been studying and promoting collaboration in agile environments Drawing on her unsurpassed experience she offers clear guidelines and easy to use collaboration templates for every significant project event from iteration and release planning through project chartering all the way through post project retrospectives Tabaka's hands on techniques are applicable to every leading agile methodology from Extreme Programming and Scrum to Crystal Clear Above all they are practical grounded in a powerful understanding of the technical business and human challenges you face as a project manager or development team member Build collaborative software development cultures leaders and teams Prepare yourself to collaborate and prepare your team Define clear roles for each participant in promoting collaboration Set your collaborative agenda Master tools for organizing collaboration more efficiently Run effective collaborative meetings including brainstorming sessions Promote better small group and pair programming collaboration Get better information and use it to make better decisions Use non abusive conflict to drive positive outcomes Collaborate to estimate projects and schedules more accurately Strengthen collaboration across distributed virtual teams Extend collaboration from individual projects to the entire development organization

Strategic Requirements Analysis Dr Karl Cox, 2016-01-28 One of the many important skills a business analyst needs in requirements discovery is the ability to effectively plan conduct and manage a set of interviews to get the requirements right be they strategic operational or IT oriented In Strategic Requirements Analysis Dr Karl A Cox offers a process guidelines and ideas that have been tried and tested in practice for conducting interviews and shows you how to turn interview findings into strategic requirements models all on one page to present to your clients customers team and supervisors

C-MAPS Victoria B. Haney MBA, PMP®, CBAP®, 2017-12-14 C MAPS By Victoria B Haney MBA PMP CBAP Understanding and communicating requirements is one of the toughest parts of most business or IT initiatives Because requirements are so difficult they are often skipped or left vague

for the development team to figure out C MAPS An Agile and Collaborative Technique for Project Requirements presents a technique that author Victoria B Haney has developed to help business analysts and project managers uncover requirements for their projects in less time

Communication Gaps and How to Close Them Naomi Karten, 2013-07-15 This is the digital version of the printed book Copyright 2002 The success of systems or software development depends on effective communication But have you ever had trouble articulating a complex concept Have you ever doubted that someone truly understood you or that you completely received someone's message Managers and technical professionals have to communicate effectively in order to understand client requirements build work related relationships meet market demands and survive time pressures So often though communication breaks down and nothing gets done or done well at least Thankfully Naomi Karten author of *Managing Expectations* is here to help Readers learn how to improve the way they handle a wide variety of communication conflicts from one on one squabbles to interdepartmental chaos to misinterpretations between providers and customers Drawing on a variety of recognizable experiences and on useful models for understanding personalities such as the Myers Briggs Type Indicator and the teachings of family therapist Virginia Satir Karten provides a series of powerful tools and concepts for resolving communication problems as well as methods for preventing them in the first place Inadequate communications include misunderstood or missed messages contradictory or mixed messages and messages that are intentionally sabotaged As the author notes these miscommunications can have a damaging puzzling and counterproductive impact on projects and relationships Karten helps readers identify many of the common factors that can cause communication gaps For example mistaken assumptions of understanding lack of follow up unfixed project terminology emotional baggage personality conflicts mismatched communication preferences Karten's witty conversational tone makes this book easy to read her real life stories and examples make it easy to understand and her use of hilarious cartoons by Mark Tatro brings her lessons to life *Communication Gaps and How to Close Them* is a must read for anyone who recognizes that the way he or she communicates in professional encounters as well as in personal ones can be improved With Karten's useful insights and practical techniques this book will change not only how you communicate but also how you think about communication

Visual Models for Software Requirements Anthony Chen, Joy Beatty, 2012-07-15 Apply best practices for capturing analyzing and implementing software requirements through visual models and deliver better results for your business The authors experts in eliciting and visualizing requirements walk you through a simple but comprehensive language of visual models that has been used on hundreds of real world large scale projects Build your fluency with core concepts and gain essential scenario based context and implementation advice as you progress through each chapter Transcend the limitations of text based requirements data using visual models that more rigorously identify capture and validate requirements Get real world guidance on best ways to use visual models how and when and ways to combine them for best project outcomes Practice the book's concepts as you work through chapters Change your focus from writing a good

requirement to ensuring a complete system *Mastering the Requirements Process* Suzanne Robertson,James Robertson,2013 Mastering the Requirements Process Getting Requirements Right sets out an industry proven process for gathering and verifying requirements regardless of whether you work in a traditional or agile development environment In this sweeping update of the bestselling guide the authors show how to discover precisely what the customer wants and needs in the most efficient manner possible Agile and Iterative Development Craig Larman,2004 This is the definitive guide for managers and students to agile and iterativedevelopment methods what they are how they work how to implement them andwhy they should **Disciplined Agile Delivery** Scott W. Ambler,Mark Lines,2012 The authoritative guide to DAD IBM s disciplined approach to applying agile practices in enterprise scale projects Integrate enterprise discipline with powerful widely used agile practices into a proven solution for the entire software lifecycle Scale agile strategies for complex development challenges without compromising agile s advantages **How to Save a Failing Project** Ralph R. Young DBA,Steve M. Brady PMP,Dennis C. Nagle,2009-05-01 You CAN Turn Around A Failing Project Poor project results are all too common and result in dissatisfied customers users and project staff With countless people goals objectives expectations budgets schedules deliverables and deadlines to consider it can be difficult to keep projects in focus and on track How to Save a Failing Project Chaos to Control arms project managers with the tools and techniques needed to address these project challenges The authors provide guidance to develop a project plan establish a schedule for execution identify project tracking mechanisms and implement turnaround methods to avoid failure and regain control With this valuable resource you will be able to Identify key factors leading to failure Learn how to recover a failing project and minimize future risk Better analyze your project by defining proper business objectives and goals Gain insight on industry best practices for planning **Use Cases** Daryl Kulak,Eamonn Guiney,2012-03-30 This book describes how to gather and define software requirements using a process based on use cases It shows systems analysts and designers how use cases can provide solutions to the most challenging requirements issues resulting in effective quality systems that meet the needs of users Use Cases Second Edition Requirements in Context describes a three step method for establishing requirements an iterative process that produces increasingly refined requirements Drawing on their extensive real world experience the authors offer a wealth of advice on use case driven lifecycles planning for change and keeping on track In addition they include numerous detailed examples to illustrate practical applications This second edition incorporates the many advancements in use case methodology that have occurred over the past few years Specifically this new edition features major changes to the methodology s iterations and the section on management reflects the faster paced more chaordic software lifecycles prominent today In addition the authors have included a new chapter on use case traceability issues and have revised the appendixes to show more clearly how use cases evolve The book opens with a brief introduction to use cases and the Unified Modeling Language UML It explains how use cases reduce the incidence of duplicate and inconsistent requirements and how they facilitate the documentation process

and communication among stakeholders The book shows you how to Describe the context of relationships and interactions between actors and applications using use case diagrams and scenarios Specify functional and nonfunctional requirements Create the candidate use case list Break out detailed use cases and add detail to use case diagrams Add triggers preconditions basic course of events and exceptions to use cases Manage the iterative incremental use case driven project lifecycle Trace back to use cases nonfunctionals and business rules Avoid classic mistakes and pitfalls The book also highlights numerous currently available tools including use case name filters the context matrix user interface requirements and the authors own hierarchy killer

The Art and Power of Facilitation Alice Zavala PMP, Kathleen B. Hass PMP, 2007-10-01 A Volume of the Business Analysis Essential Library Series The heart of the business analyst's role is to drive various constituencies through processes to achieve consensus on the needs of the business Successfully facilitating meetings whether a one on one interview or a larger presentation is essential to business analysis The Art and Power of Facilitation Running Powerful Meetings provides powerful tools that the business analyst can use to negotiate through the myriad of meetings informal work sessions and formal workshops that are necessary to develop business requirements

Product Focused Software Process Improvement Frank Bomarius, Seija Komi-Sirviö, 2005-06-20 On behalf of the PROFES Organizing Committee we are proud to present to you the proceedings of the 6th International Conference on Product Focused Software Process Improvement PROFES 2005 held in Oulu Finland Since 1999 PROFES has established itself as one of the recognized international software process improvement conferences The purpose of the conference is to bring to light the most recent findings and results in the area and to stimulate discussion between researchers experienced professionals and technology providers The large number of participants coming from industry confirms that the conference provides a variety of up to date topics and tackles industry problems The main theme of PROFES is professional software process improvement SPI motivated by product and service quality needs SPI is facilitated by software process assessment software measurement process modeling and technology transfer It has become a practical tool for quality software engineering and management The conference addresses both the solutions found in practice and the relevant research results from academia This is reflected in the 42 full papers which are as in the years before a well balanced mix of academic papers as well as industrial experience reports The business of developing new applications like mobile and Internet services or enhancing the functionality of a variety of products using embedded software is rapidly growing maturing and meeting the harsh business realities The accepted papers focusing on wireless and the Internet are grouped into a special mobile and wireless session We wish to thank VTT Electronics the University of Oulu including Infotech and Fraunhofer IESE for supporting the conference We are also grateful to the authors for high quality papers the Program Committee for their hard work in reviewing the papers the Organizing Committee for making the event possible and all the numerous supporters who helped in organizing this conference

The Enterprise Business Analyst Kathleen B. Hass

PMP,2011-10-01 Business Analysts Chart Your Path to Success with Creative Solutions to Complex Business Problems
 Business in the 21st century is rife with complexity To leverage that complexity and guide an organization through these turbulent times today s business analyst must transition from a tactical project focused role to a creative innovative role The path to this transition and the tools to accomplish it are presented in this new book by acclaimed author Kathleen Kitty Hass Winner of PMI s David I Cleland Project Management Literature Award for her book Managing Complex Projects A New Model Hass has again written a book that will refocus a discipline Hass believes that only by confronting and capitalizing on change and complexity the new constants in today s world can organizations forge ahead The enterprise business analyst is perfectly positioned to understand the needs of an organization help it remain competitive identify creative solutions to complex business problems bring about innovation and constantly add value for the customer and revenue to the bottom line The Enterprise Business Analyst Developing Creative Solutions to Complex Business Problems offers An overview of the current and emerging role of the business analyst New leadership models for the 21st century Methods for fostering team creativity Practices to spark innovation Strategies for communicating in a complex environment **Business Analyst Diploma - City of London College of Economics - 6 months - 100% online / self-paced** City of London College of Economics, Overview With this diploma course you will acquire an in depth understanding to become a successful business analyst Content Core concepts of business analysis Enterprise analysis Strategic planning Conducting feasibility studies Preparing the business case Conducting the initial risk assessment Selecting and prioritizing projects Launching new projects Requirements planning and management Techniques like brainstorming document analysis focus group etc And much more Duration 6 months Assessment The assessment will take place on the basis of one assignment at the end of the course Tell us when you feel ready to take the exam and we ll send you the assignment questions Study material The study material will be provided in separate files by email download link **Roaring Into Our 20's** Margaret Mering,Elna Saxton,2021-02-25 Thought provoking perspectives from experts in library serials Roaring Into Our 20 s NASIG 2005 presents leading authorities in library serials providing their unique perspectives on the challenges of serials collection development and management as well as their promising visions for the future Marshall Keys Regina Romano Reynolds Steve Shadle Carol Hixson Paul Weiss and a host of other top experts in serials gathered as presenters for the milestone twentieth anniversary conference of the North American Serials Interest Group NASIG held in May 2005 in Minneapolis Minnesota The latest issues and thought provoking strategies are explored giving librarians of all types a firm grasp of the newest products and most effective tactics to best manage serials todayand tomorrow The conference itself consisted of preconference programs vision sessions strategy sessions and tactics sessions not only to provide goals for the future but also to examine ways to help librarians become more effective in handling the constantly evolving challenges of serial management Roaring Into Our 20 s NASIG 2005 discusses a broad selection of topics of crucial interest including electronic resources vendors

financial issues the development of new products and services and other topics exploring the bright and challenging future of library serials Several chapters include tables and figures to enhance the clarity of ideas Topics in Roaring Into Our 20 s NASIG 2005 include FRBR Functional Requirements for Bibliographic Records ISSN revision cross provider search institutional depositories e journal management OpenURL Big Deals cancellation projects RSS the AACR3 development process Roaring Into Our 20 s NASIG 2005 is a horizon expanding collection that is perfect for librarians publishers and commercial vendors interested in the future of serial publication

The Agile Testing Collection Janet Gregory, Lisa Crispin, 2015-06-22 A Comprehensive Collection of Agile Testing Best Practices Two Definitive Guides from Leading Pioneers Janet Gregory and Lisa Crispin haven't just pioneered agile testing they have also written two of the field's most valuable guidebooks Now you can get both guides in one indispensable eBook collection today's must have resource for all agile testers teams managers and customers Combining comprehensive best practices and wisdom contained in these two titles The Agile Testing Collection will help you adapt agile testing to your environment systematically improve your skills and processes and strengthen engagement across your entire development team The first title *Agile Testing A Practical Guide for Testers and Agile Teams* defines the agile testing discipline and roles and helps you choose organize and use the tools that will help you the most Writing from the tester's viewpoint Gregory and Crispin chronicle an entire agile software development iteration and identify and explain seven key success factors of agile testing The second title *More Agile Testing Learning Journeys for the Whole Team* addresses crucial emerging issues shares evolved practices and covers key issues that delivery teams want to learn more about It offers powerful new insights into continuous improvement scaling agile testing across teams and the enterprise overcoming pitfalls of automation testing in regulated environments integrating DevOps practices and testing mobile embedded and business intelligence systems The Agile Testing Collection will help you do all this and much more Customize agile testing processes to your needs and successfully transition to them Organize agile teams clarify roles hire new testers and quickly bring them up to speed Engage testers in agile development and help agile team members improve their testing skills Use tests and collaborate with business experts to plan features and guide development Design automated tests for superior reliability and easier maintenance Plan just enough balancing small increments with larger feature sets and the entire system Test to identify and mitigate risks and prevent future defects Perform exploratory testing using personas tours and test charters with session and thread based techniques Help testers developers and operations experts collaborate on shortening feedback cycles with continuous integration and delivery Both guides in this collection are thoroughly grounded in the authors extensive experience and supported by examples from actual projects Now with both books integrated into a single easily searchable and cross linked eBook you can learn from their experience even more easily

Unveiling the Energy of Verbal Art: An Psychological Sojourn through **Requirements By Collaboration Workshops For Defining Needs Ellen Gottesdiener**

In some sort of inundated with monitors and the cacophony of quick conversation, the profound energy and mental resonance of verbal art frequently fade in to obscurity, eclipsed by the regular assault of sound and distractions. However, located within the lyrical pages of **Requirements By Collaboration Workshops For Defining Needs Ellen Gottesdiener**, a charming perform of literary beauty that pulses with raw feelings, lies an unforgettable trip waiting to be embarked upon. Published with a virtuoso wordsmith, that enchanting opus guides viewers on a psychological odyssey, gently exposing the latent potential and profound influence stuck within the complex internet of language. Within the heart-wrenching expanse of this evocative analysis, we will embark upon an introspective exploration of the book is central styles, dissect its interesting writing design, and immerse ourselves in the indelible impact it leaves upon the depths of readers souls.

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