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Smarter software for a smarter planet.



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Experiences with Agile Requirements @ Scale

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Smarter software for a smarter planet.



Who we are

Dee Wauchope

Delivery Process Team Lead

Pete Franklin

Head of Process & Enablers

Leading the development and implementation of Agile RUP as Process Engineers, Mentors & Training Facilitators



What we're going to talk about

The 'traditional' view

Challenges @ scale

Agile RUP

Agile requirements @ scale

Conclusion



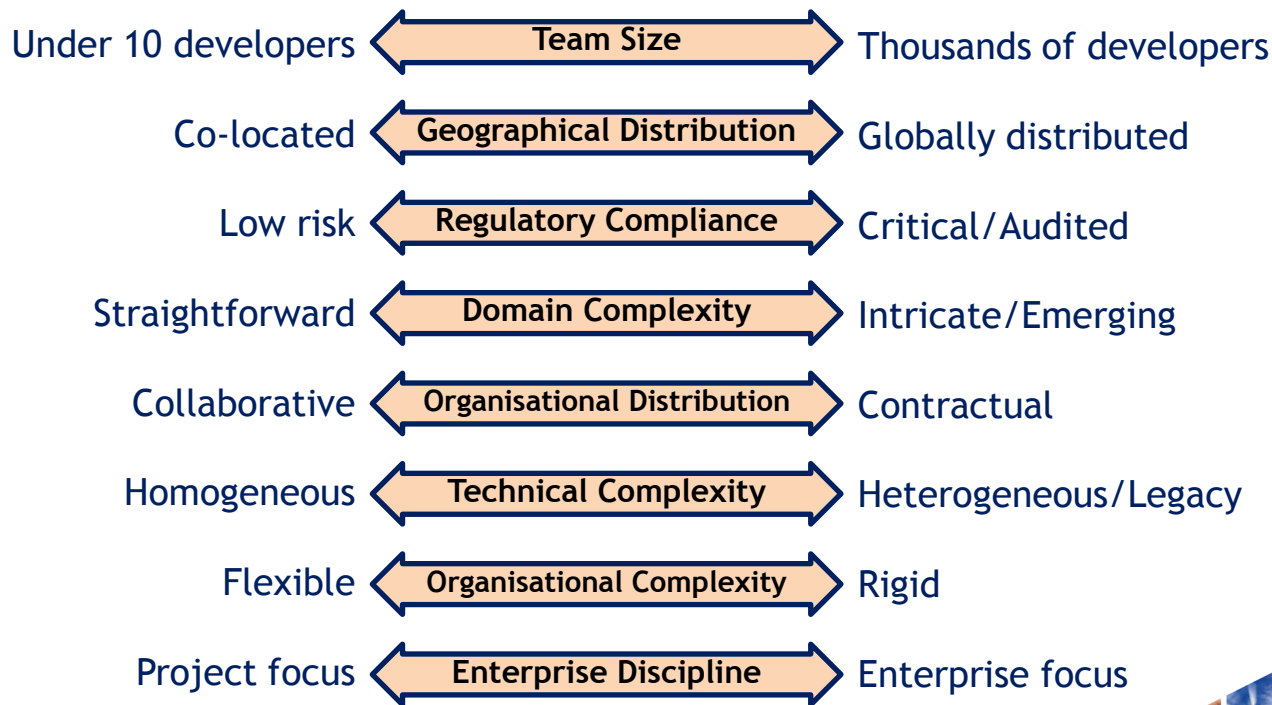
The 'traditional' view



The Capgemini experience



Challenges @ scale



Agile Scaling Model (IBM/Ambler)

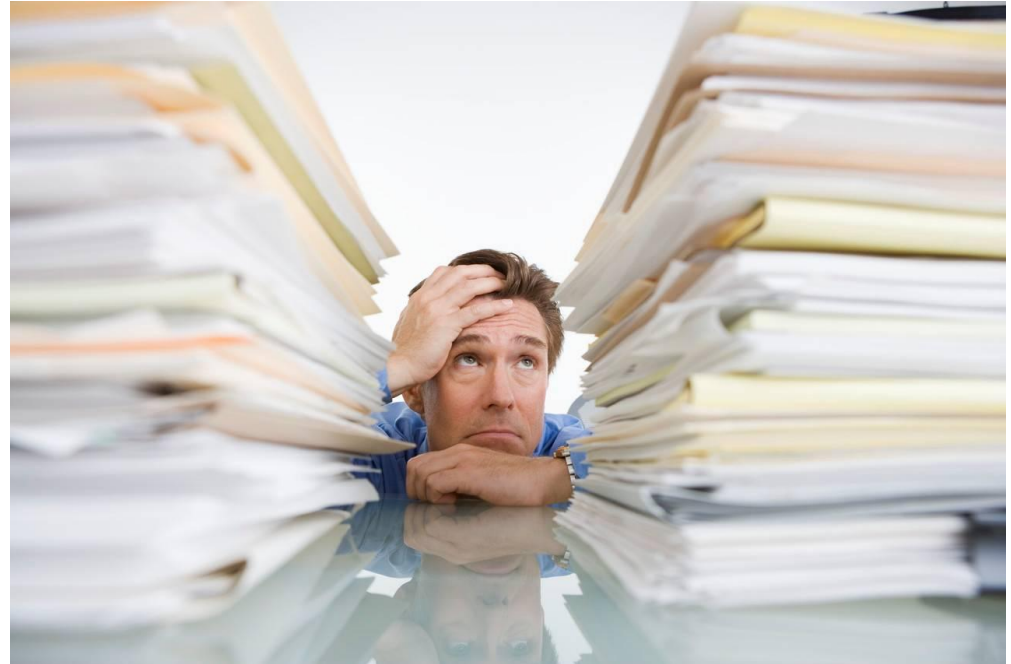


Large Requirements Set

Thousands of stories?

Prioritisation

Mental limits



Large teams

How to subdivide?

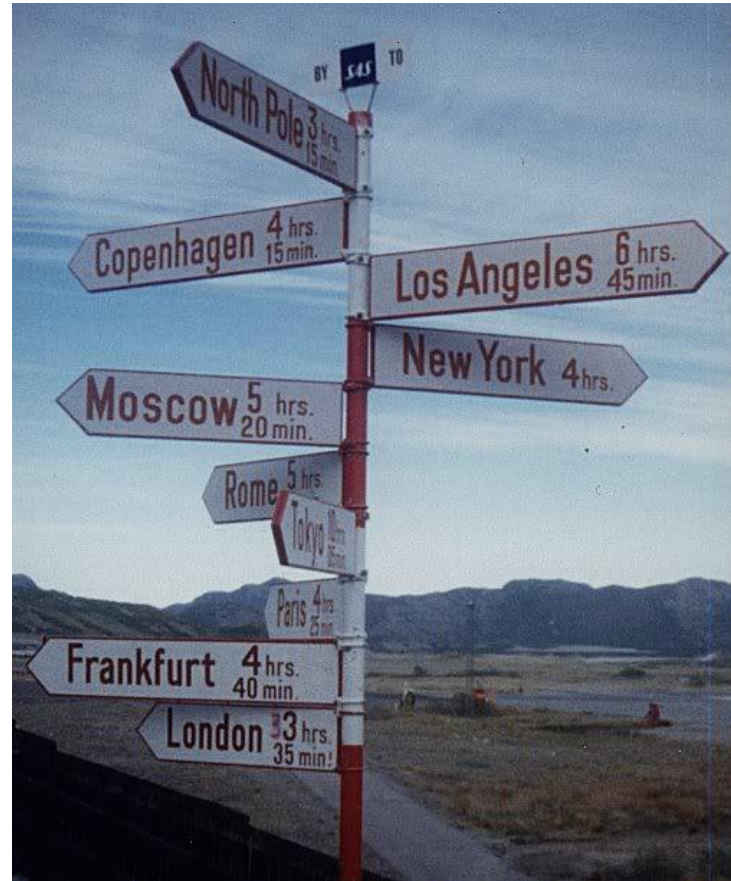
How to collaborate?

How to manage knowledge?



Location, location

- Geographic separation
- Culture and Context
- Time zones



Agile RUP



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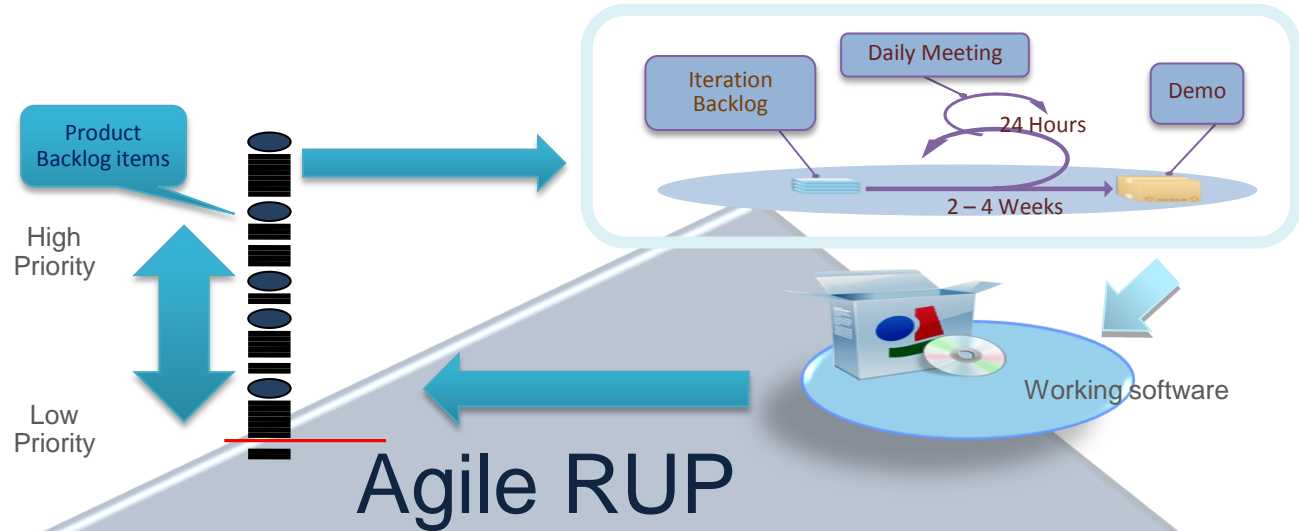
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What is Agile RUP?



Agile RUP

Our standard and proven process for Custom Solution Delivery, bringing together the flexibility and productivity of Agile approaches with the core practices of the RUP

- Early value and continuous feedback
- Allows for rapid requirements change
- Early management of risk and assumption
- Incrementally developed high quality solutions
- Constant stakeholder involvement



Analyst mindset



{Noun}: a set of beliefs or a way of thinking that determines one's behaviour, outlook and mental attitude



Generalising specialists



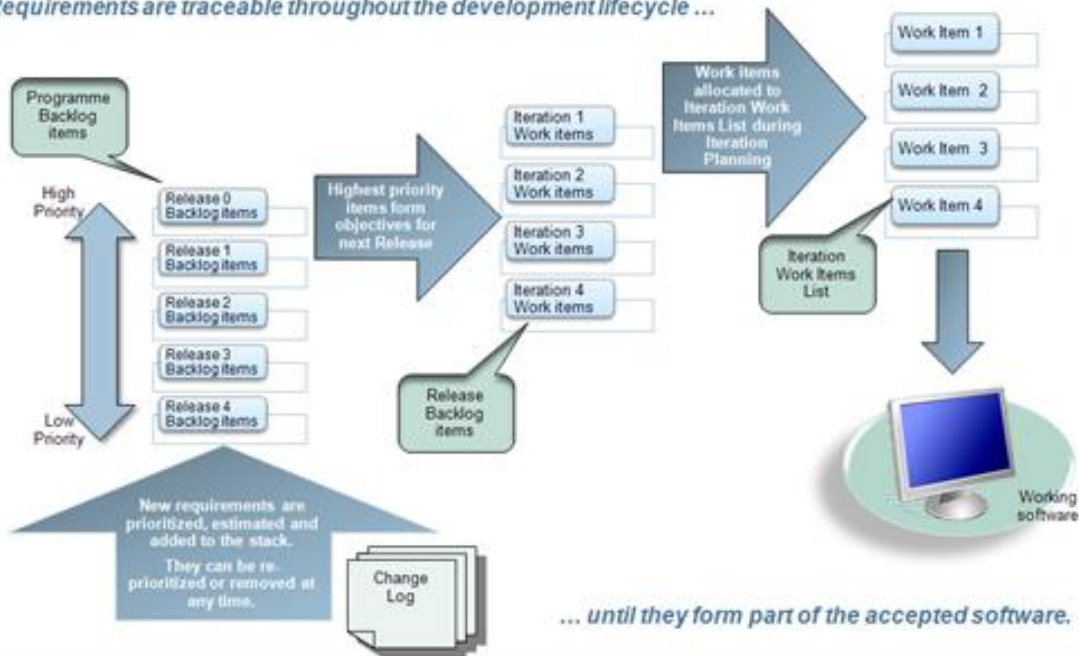
Embracing change



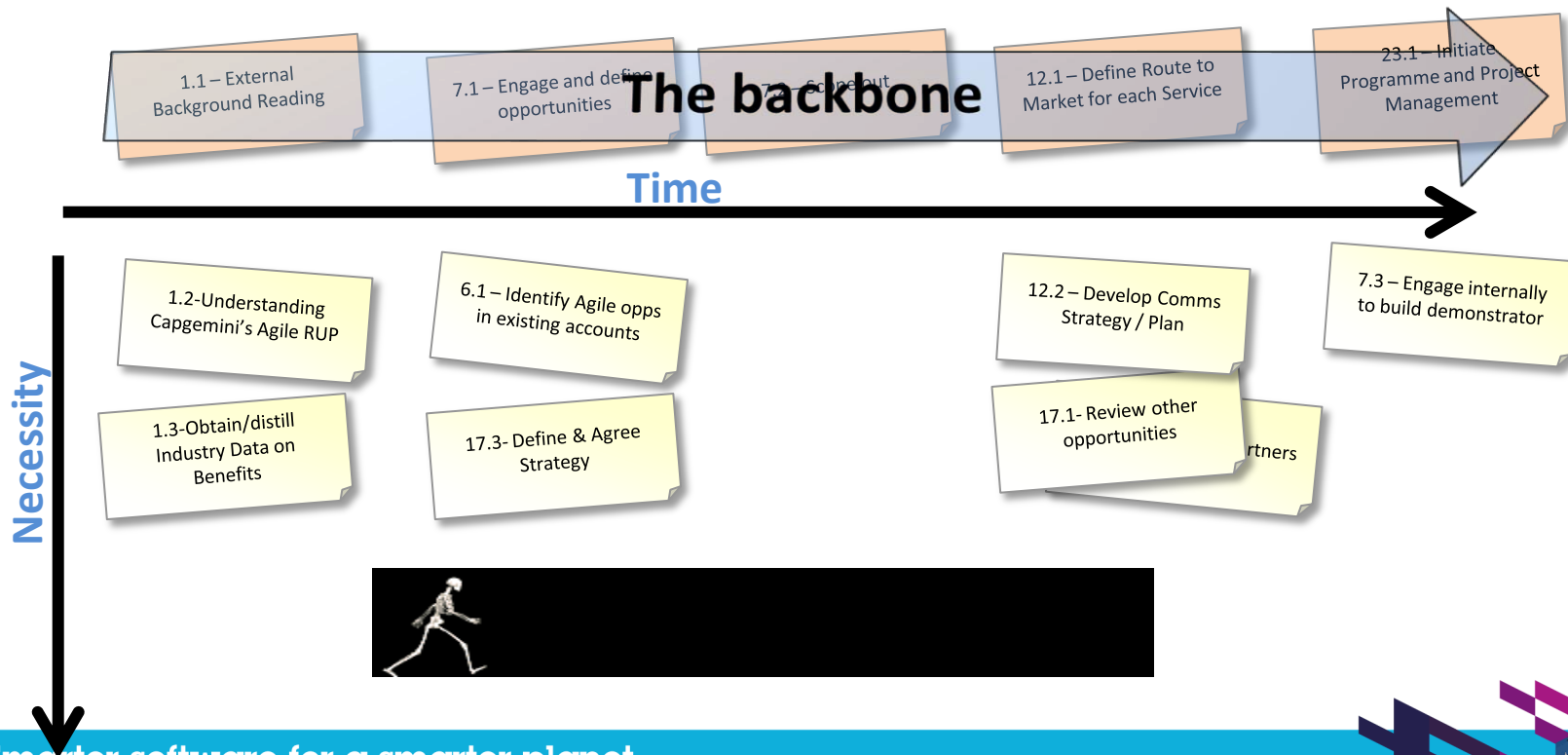
Requirements @ Scale

The Backlog items are mapped to the client requirements and used to perform iteration planning

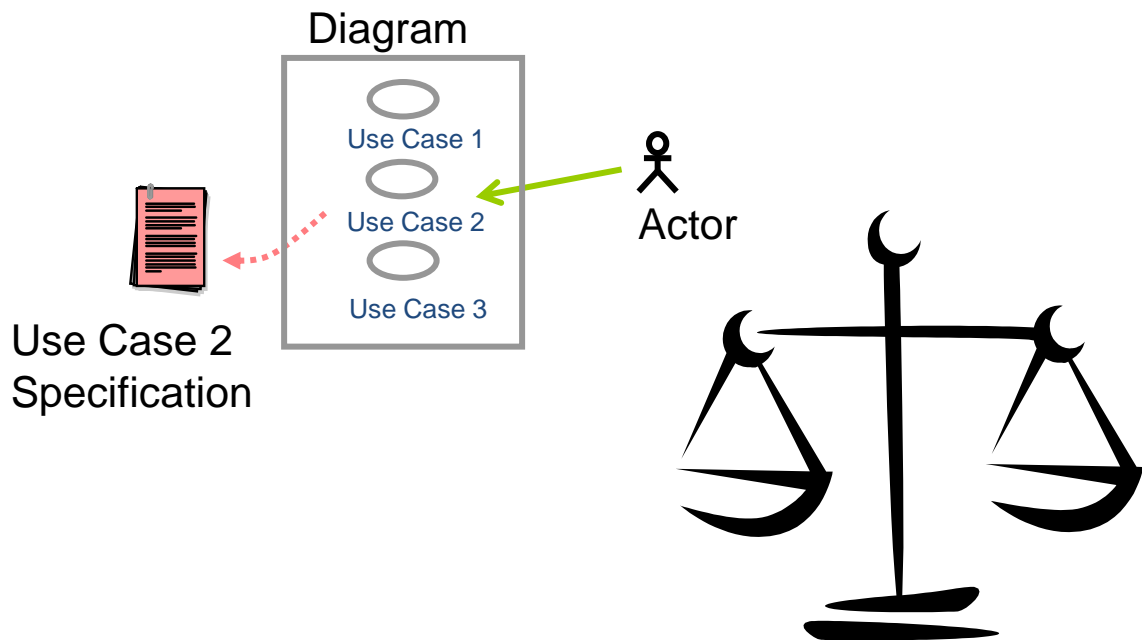
Requirements are traceable throughout the development lifecycle ...



The walking skeleton



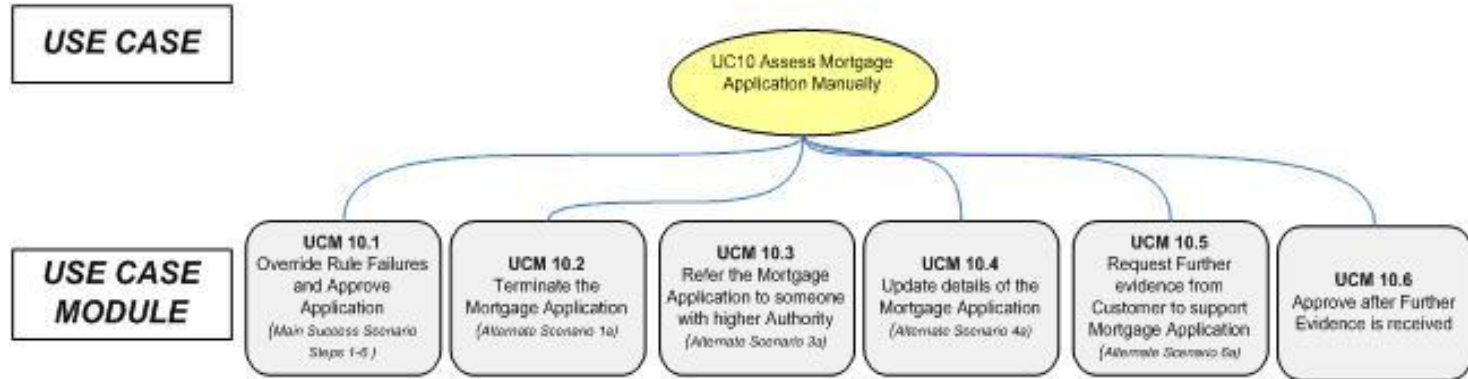
Use cases vs. user stories



“As a *<type of user>*, I want *<some goal>* [so that *<some reason>*].”
[Optional]



Use case modules



Identifying use case modules

Identify key scenarios – those associated with the highest risks.

Group flows with similar themes.

Identify Test Conditions and allocate to Use Case Modules.

Ensure that the Use Case Modules are sized to fit into an Iteration. Use Case Modules should be flexible enough to be split up if too big or combined to create sensibly sized work items. Thus, a simple Use Case may be split into the following Use Case Modules:

- Main success scenario and functional Test Conditions

- Main flow with specified alternate scenarios and functional Test Conditions

- Performance and stress Test Conditions for Main flow



Level of documentation

Just enough, just in time

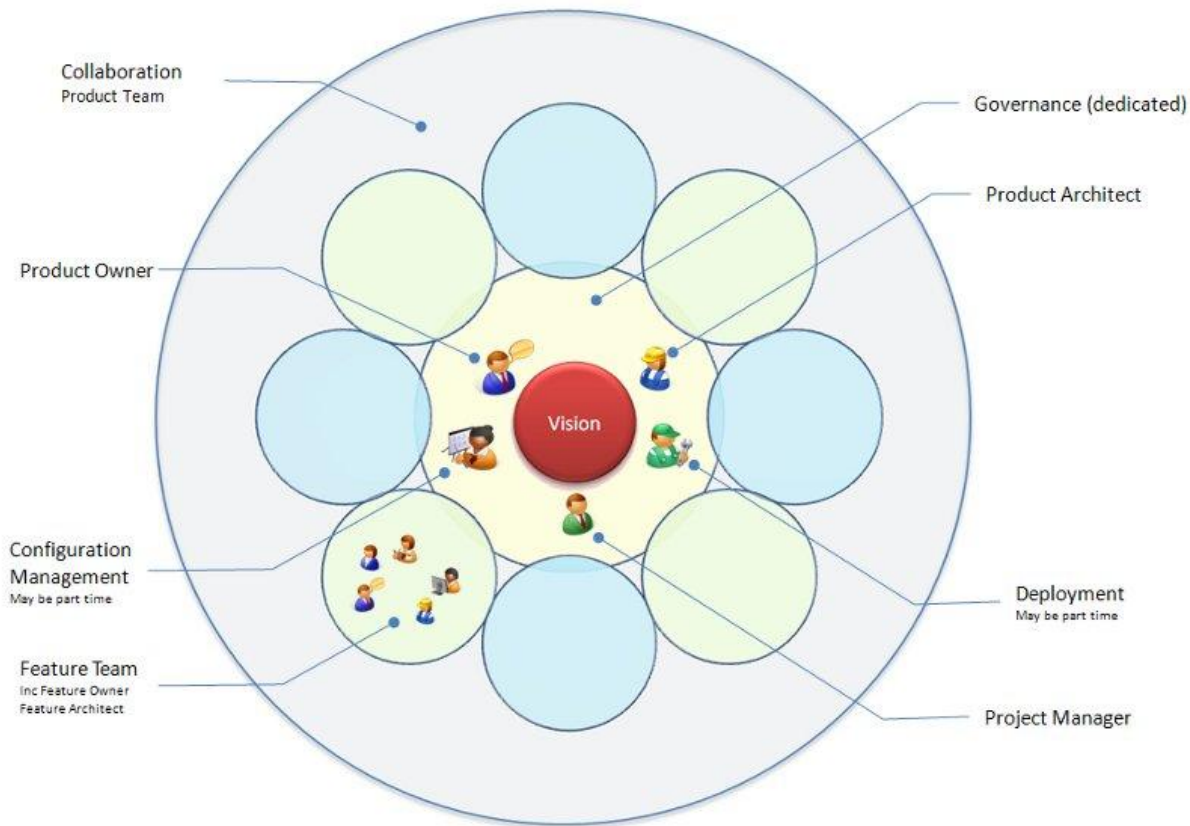


Scaling teams

Organise by features

Governance

Support

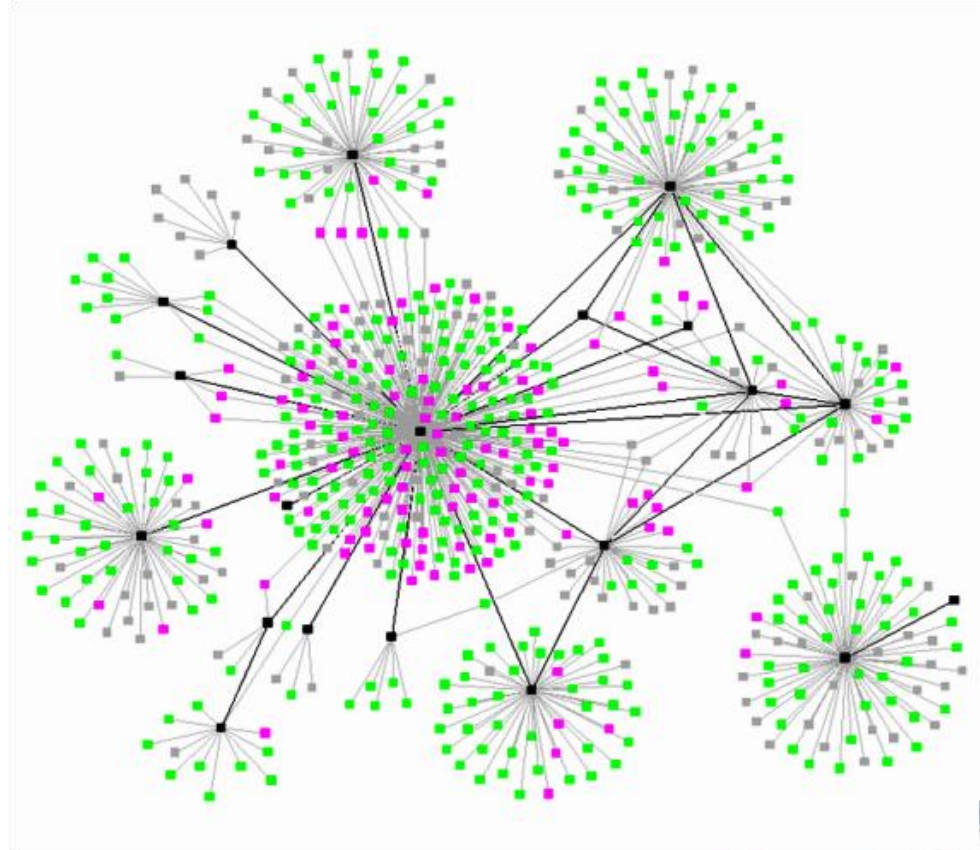


Distribution

Communicate – by all possible means

Get a travel budget

Don't forget Context

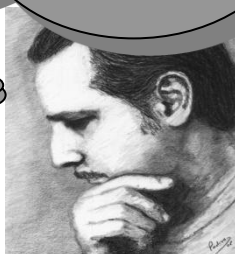


So how was it for our analysts?

I'm not sure what this means for my deliverables. Do I still need to produce definitive Use cases and get them signed off?

Do I need to write-up detailed features/modules as well? If so, how will I get this done while also supporting the feature teams?

And I want to be an Analyst not a Tester.



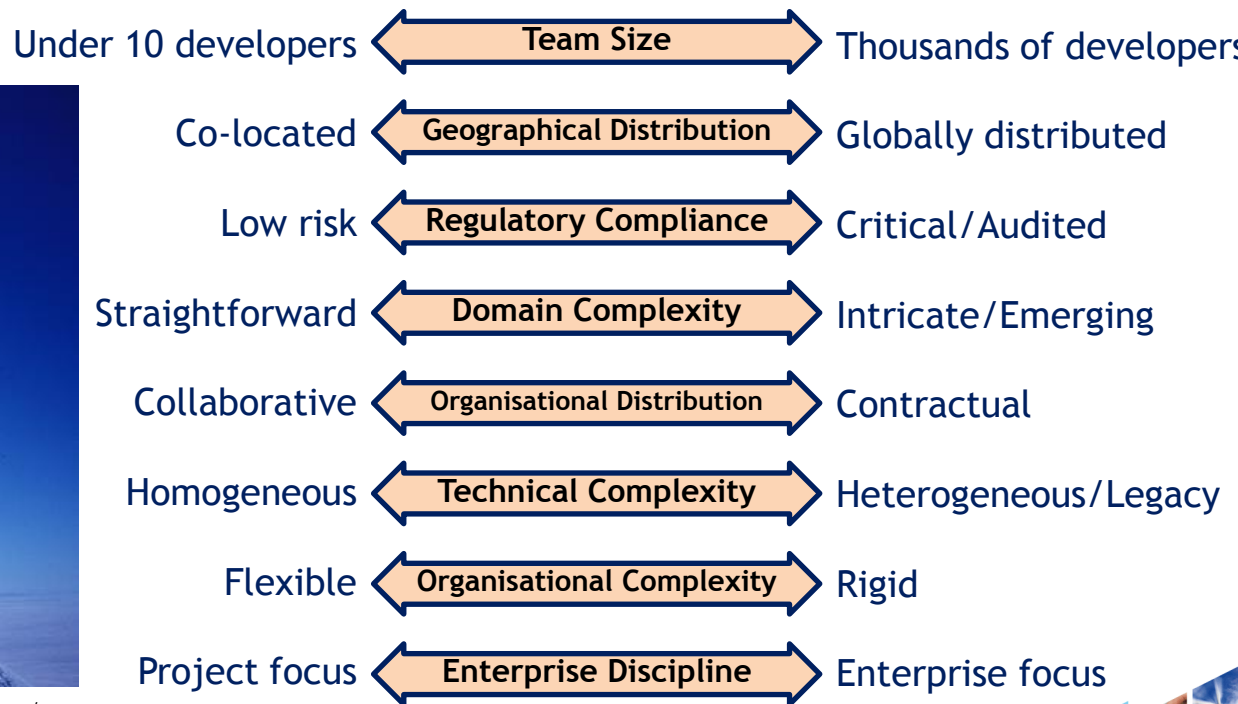
Before

I'll need a reasonable view of requirements before entering the iteration – but I like being able to refine some of the details once we get started. The users love it – and this really helps me in getting quick decisions and clarifications. Doing some testing works better than I feared. Everybody helped out to achieve our goals, and there was a tremendous team spirit.



After

Conclusion



Agile Scaling Model (IBM/Ambler)



QUESTIONS





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12th October 2010, London

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- ✓ Ask an expert a question that's on your mind and share best practices

Johnson Room Level -1

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