

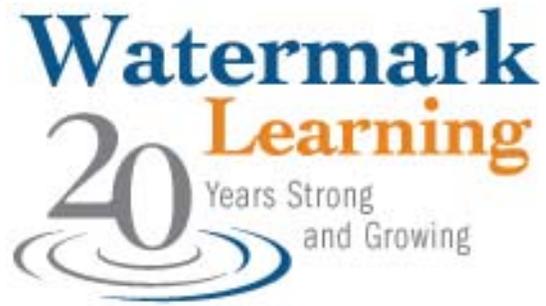
# Today's Facilitator



## Elizabeth Larson, PMP, CBAP, CSM

Watermark Learning CEO and Co-Principal

- Over 30 years of BA and PM practitioner and training experience
- Has taught and presented to audiences on five continents
- Co-Author of three books: *Influencing Formula*, *Practitioners' Guide to Requirements Planning*, and *CBAP Certification Prep Guide*
- Co-lead author on "Collect Requirements" in the *PMBOK® Guide* 4th Edition
- Content Lead for Scope Management for *PMBOK® Guide* 5th Edition
- Lead author on *BABOK® Guide* 2.0 Planning and Monitoring chapter



# I Don't Have Time to Manage Requirements

My Project is Late Already!

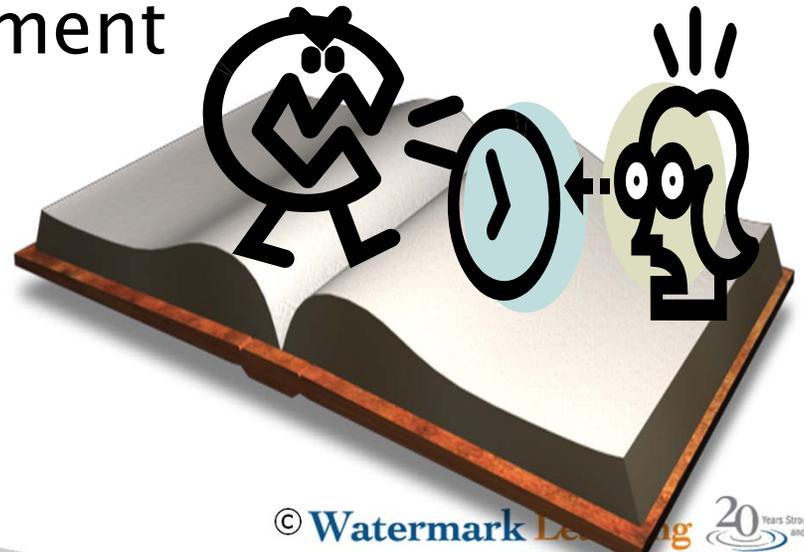
Elizabeth Larson, PMP, CBAP, CSM  
CEO and Co-Principal  
Watermark Learning

# Objectives

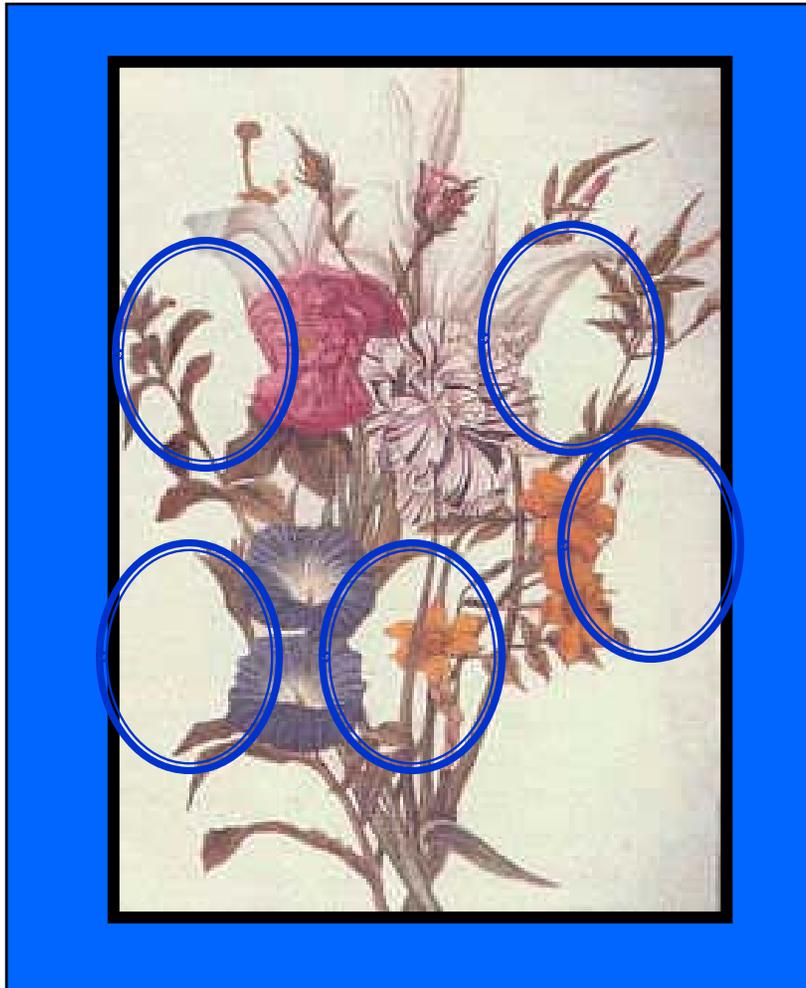
## My Story Part 1

After this presentation you should be able to:

- Describe what requirements management is
- Distinguish between project management and requirements management
- Use consulting skills to negotiate time for requirements management



# What Do You See? Those Hidden Requirements!



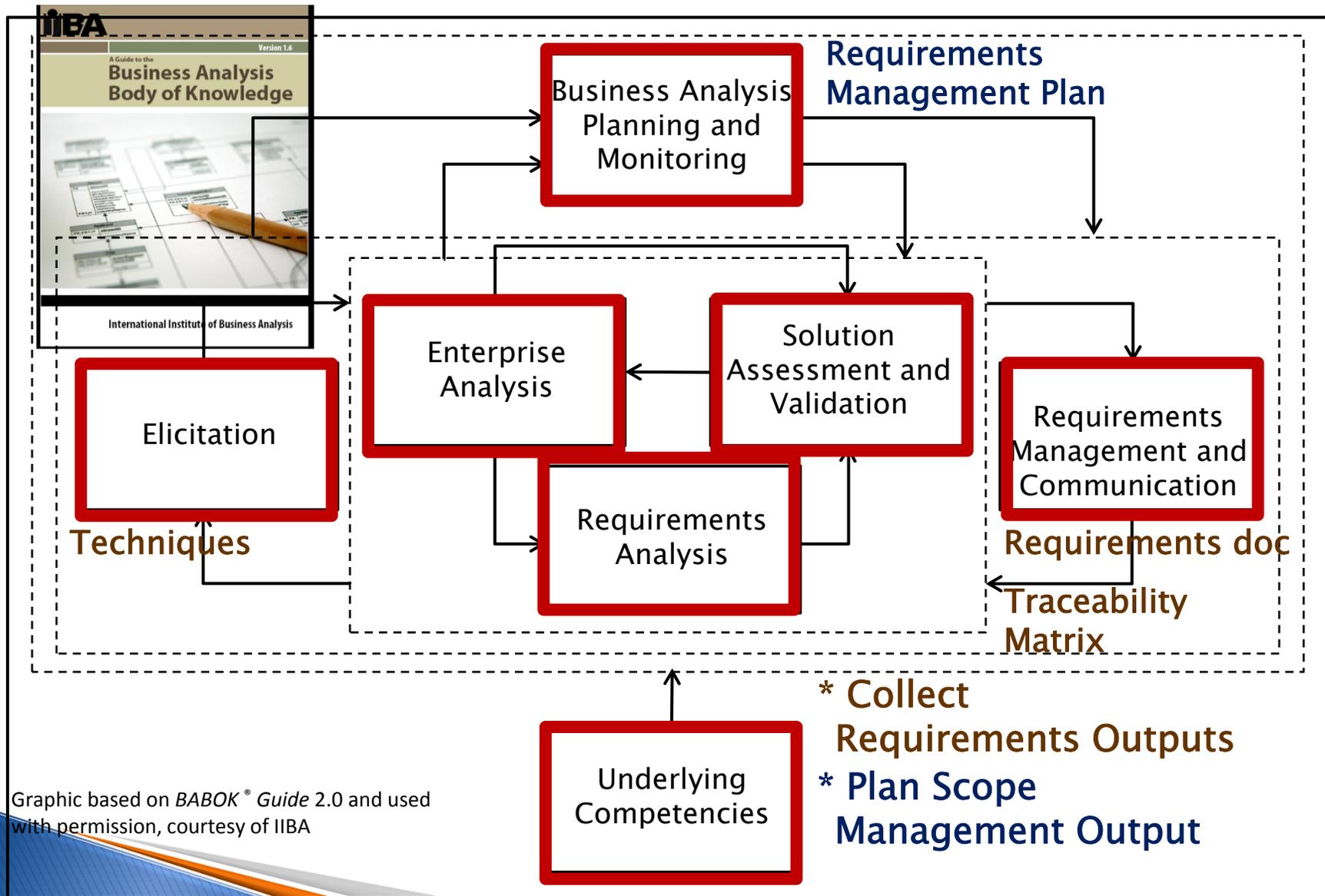
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# The Case Against Managing Requirements

- ▶ No one has time—it takes too long
- ▶ They bring me the solution
- ▶ Requirements are going to change anyhow...

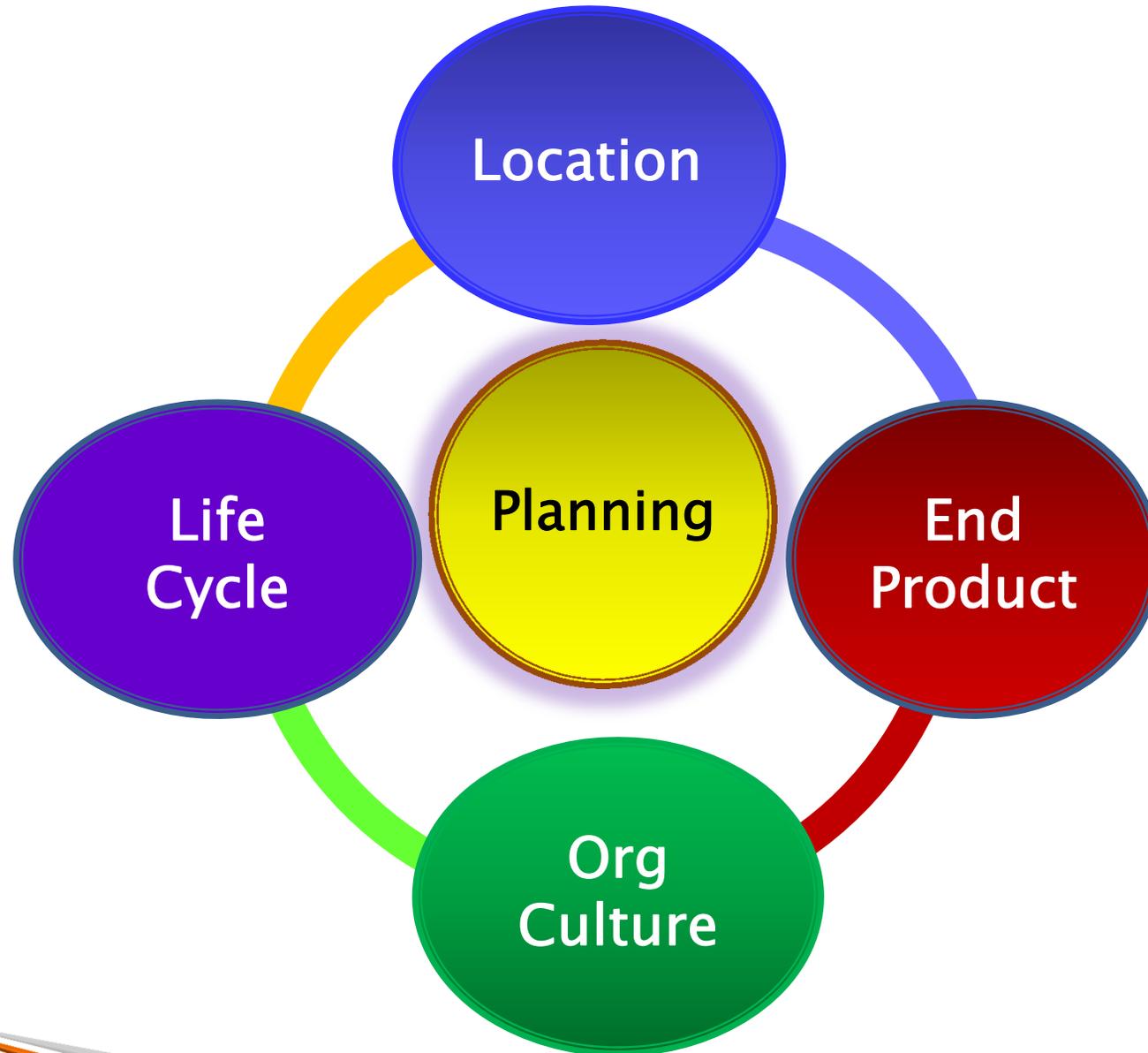


# Business Analysis Framework



Graphic based on BABOK® Guide 2.0 and used with permission, courtesy of IIBA

# Requirements Planning Considerations

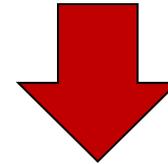


# Business Analysis Plans



What do we need to do?

- BA Deliverables
- Tasks
- Estimates



Project Management Plan  
(PMP)

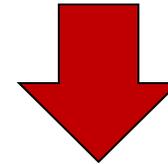
- WBS
- Activity List
- Estimates

# Requirements Management Plan



What kind of requirements process will we follow?

- Baseline
- Manage changes
- Structure traceability



Subsidiary document of the  
PMP

# Plan Traceability Structure

## Bi-directional linkage

- Requirements to business problem and objectives
- High-level requirements to detailed requirements
- Requirements to test cases, scripts, etc.
- Requirements to product design

*Ensure each requirement adds business value*



# Plan Requirements Attributes

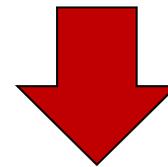
Requirement	Source	Objective References	Design References	Test Case References
1.0 Change Order system	Sponsor Interview	BO1, PO2	TD1	
1.1 Replace daily inventory updates with immediate stock level updates	Sponsor Interview	BO2.3, 3.1	TD1.1	TC1
2.0 Change Customer system	RW1	BO2	TD2	TC2
2.1 Integrate with Order	RW1	BO2	TD2.1	TC3
2.1.1 Add age/gender info	RW1	PO1.1	TD2.2	TC4

# Stakeholder Analysis



As related to the product:

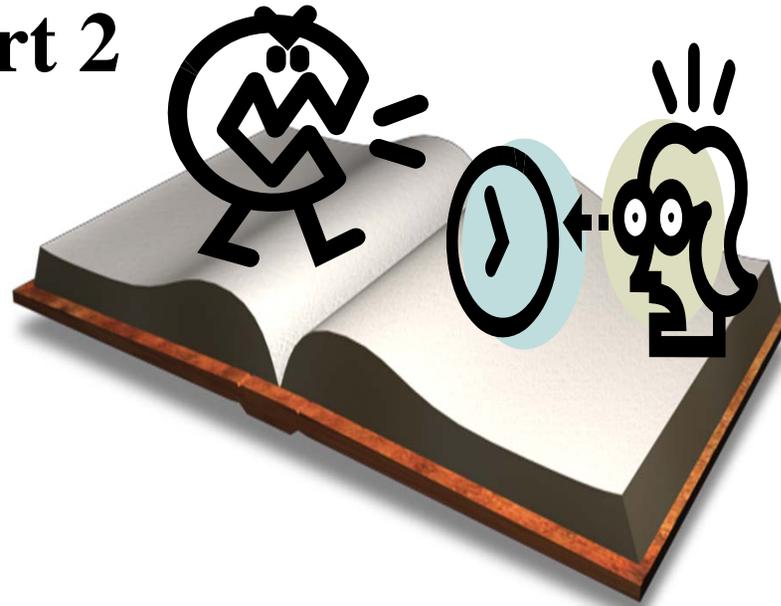
- Roles
- Approve and veto
- Attitudes
- Influence



Stakeholder Register

# Speaking of Stakeholders...

Part 2

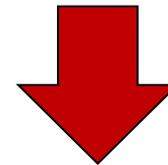


# Business Analysis Communication



For the business analysis work:

- Preferences
- Medium
- Formality
- Permanence
- Constraints



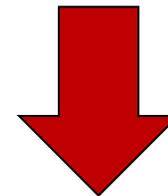
Communications management plan

# Business Analysis Performance



For the business analysis work:

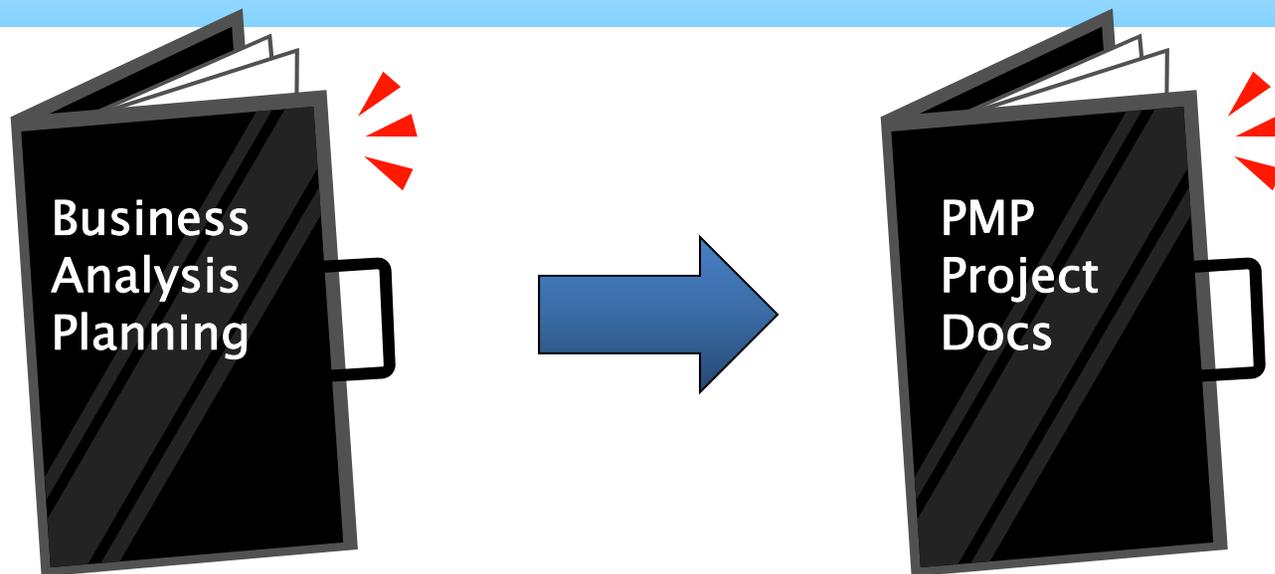
- Metrics
- Processes that will be used to:
  - ✓ Track
  - ✓ Report
  - ✓ Take corrective and preventive action



PMP

# Executing, Monitoring & Controlling, Closing

Doing the work we said we were going to do!

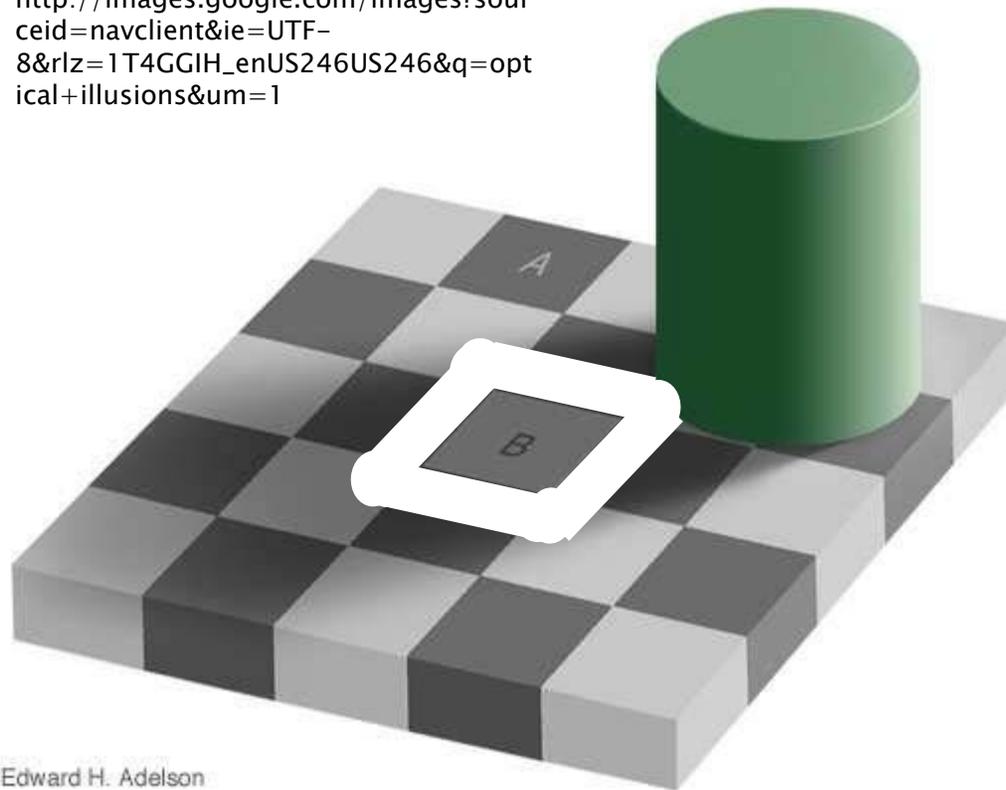


Throughout the project—not just one phase of the project



# What Do You See?

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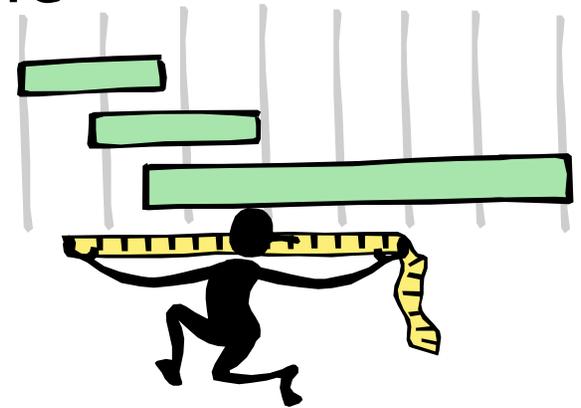


Edward H. Adelson

# Getting at the Right Amount

## Pitfalls

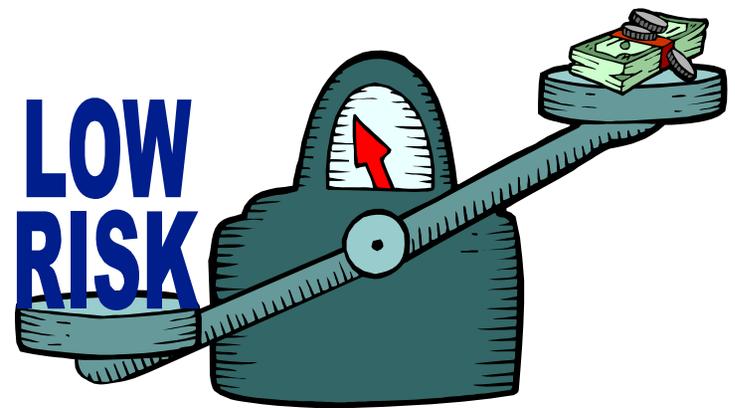
- ▶ Misalignment of rigor to complexity and risk
- ▶ Plan takes longer than project
- ▶ Following a process because “that’s how we do things around here”
- ▶ Handling all projects the same



# Getting to the Right Amount

Need just enough to:

- ▶ Reduce business and product risks
- ▶ Communicate effectively with all stakeholders
- ▶ Ensure a quality product
- ▶ Reduce ambiguity



# The Consultative Approach

- ▶ Be a trusted advisor
- ▶ Recommend what is right for the organization
- ▶ Understand business problem & why solve it
- ▶ Deliver in smaller pieces

# Part 3



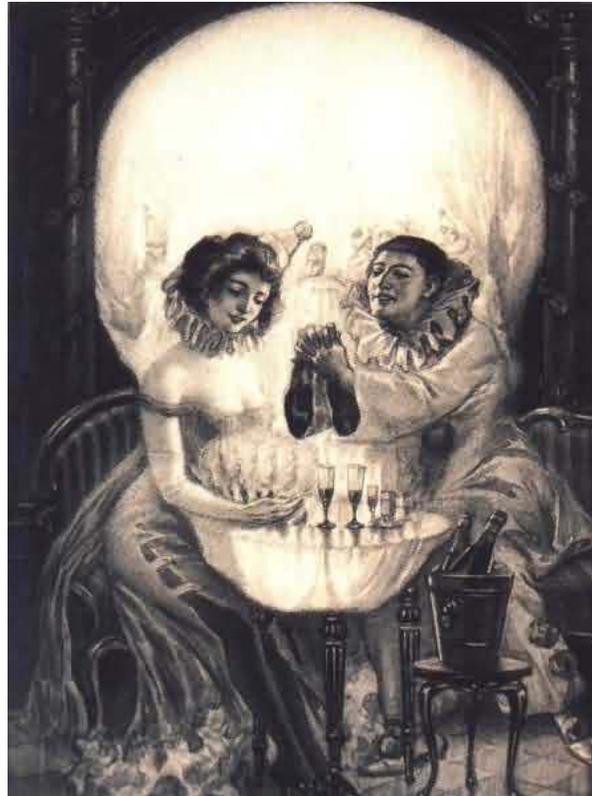
# You Don't Have Time...?!

Why manage requirements

- ▶ 60+% of project defects are due to requirements and half of the project budget spent reworking them (SEI Square Project)
- ▶ Would you deliver without other project processes?
- ▶ You will end up owning, defending, and supporting it



# What Do You See?



[http://images.google.com/images?sourceid=navclient&ie=UTF-8&rlz=1T4GGIH\\_enUS246US246&q=optical+illusions&um=1](http://images.google.com/images?sourceid=navclient&ie=UTF-8&rlz=1T4GGIH_enUS246US246&q=optical+illusions&um=1)

# Watermark Learning at a Glance

- ▶ Woman-Owned Training established in 1992:
  - Business Analysis
  - Project Management
  - Business Process Management
- ▶ Winner PMI 2011 Product of the Year
- ▶ Private, public, virtual, and online options
- ▶ Course licensing and development



# Q&A

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