

# Actionable Requirements for Agile Innovation



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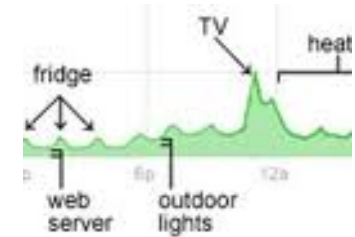
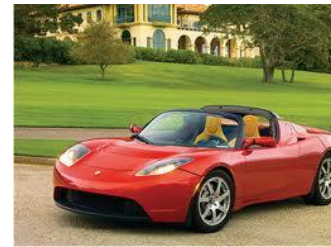


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# Actionable Requirements

- The challenges we face
- Defining product requirements
  - Assessing opportunities
  - Discovering solutions
- Tools for opportunity assessment
- The process of solution discovery and definition
- The agile product innovation process
- Q & A

# Actionable Requirements



# Actionable Requirements

- Why is it so difficult?



- It's political
- Requires deep domain knowledge
- Requires leadership

# Actionable Requirements

*Agile teams are now developing software more quickly than ever before. Unfortunately, this doesn't mean they are always aimed at building the right products.*

-Mike Cohn

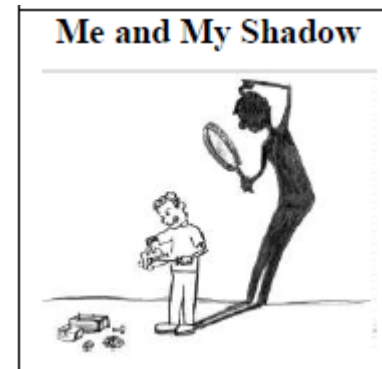
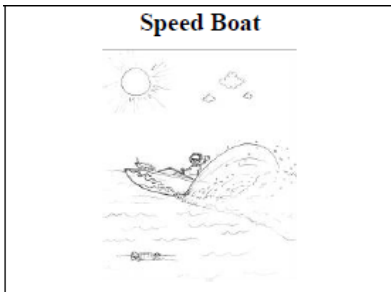
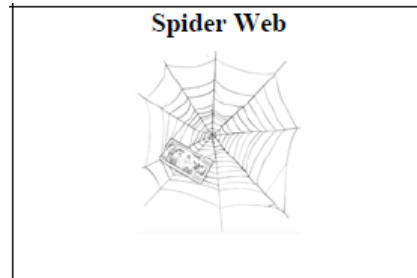
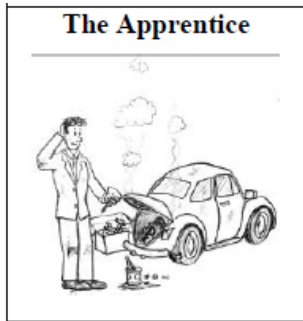


# Actionable Requirements



# Actionable Requirements

- Some tools for opportunity assessment



# Actionable Requirements

- Tools for customer understanding

## Show and Tell



Customers describe the most important artifacts produced by your system to you and other customers.

## Me and My Shadow



Discover hidden needs by carefully observing what customers actually do with your products.

## The Apprentice



Create empathy for the customer experience by doing the job of a customer.

## Start Your Day



Customers collaboratively describe when, how, and where they use your product(s).

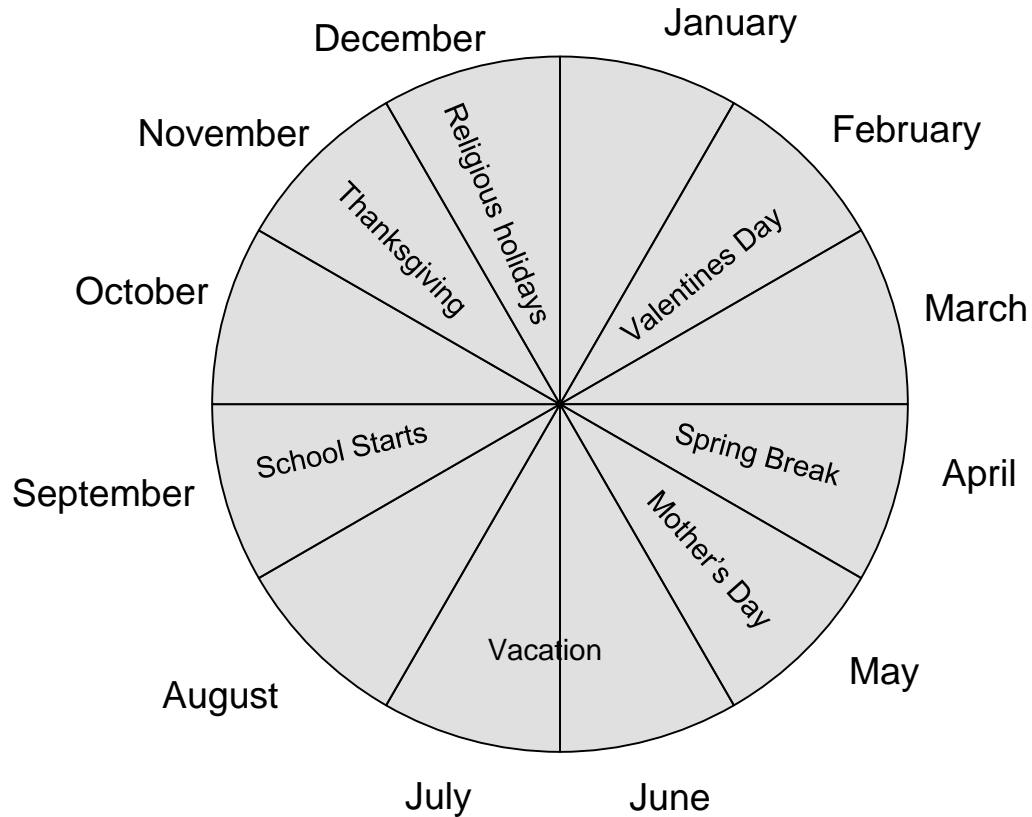
# Actionable Requirements

## Weekly Schedule

	4 Monday	5 Tuesday	6 Wednesday	7 Thursday	8 Friday
8 am					
9 <sup>00</sup>					
10 <sup>00</sup>					
11 <sup>00</sup>					
12 <sup>pm</sup>					
1 <sup>00</sup>					
2 <sup>00</sup>					
3 <sup>00</sup>					
4 <sup>00</sup>					
5 <sup>00</sup>					

# Actionable Requirements

## American Holidays



# Actionable Requirements

- Tools for customer understanding

## Spider Web

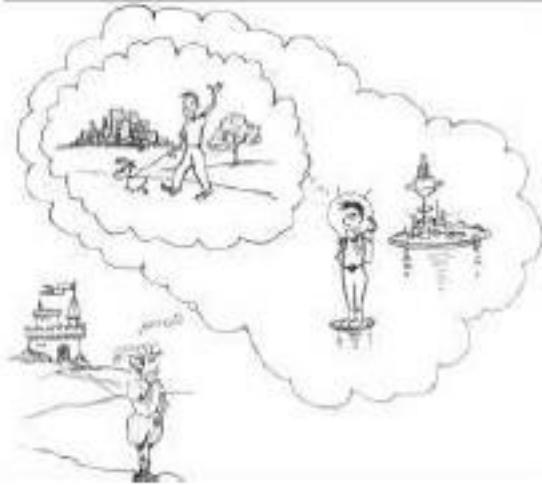


Customers work individually or in small teams to create vivid pictures of how your products and services fit into their world.

# Actionable Requirements

- Understand customer's roadmap

## Remember the Future



Understand your customers definition of success by seeing how they shape their future.

# Actionable Requirements

- Discover what is most important to your customers

## Buy a Feature



Customers work together to purchase their most desired features.

# Actionable Requirements

- Discover the unusual and exciting features for your product

## Give Them a Hot Tub



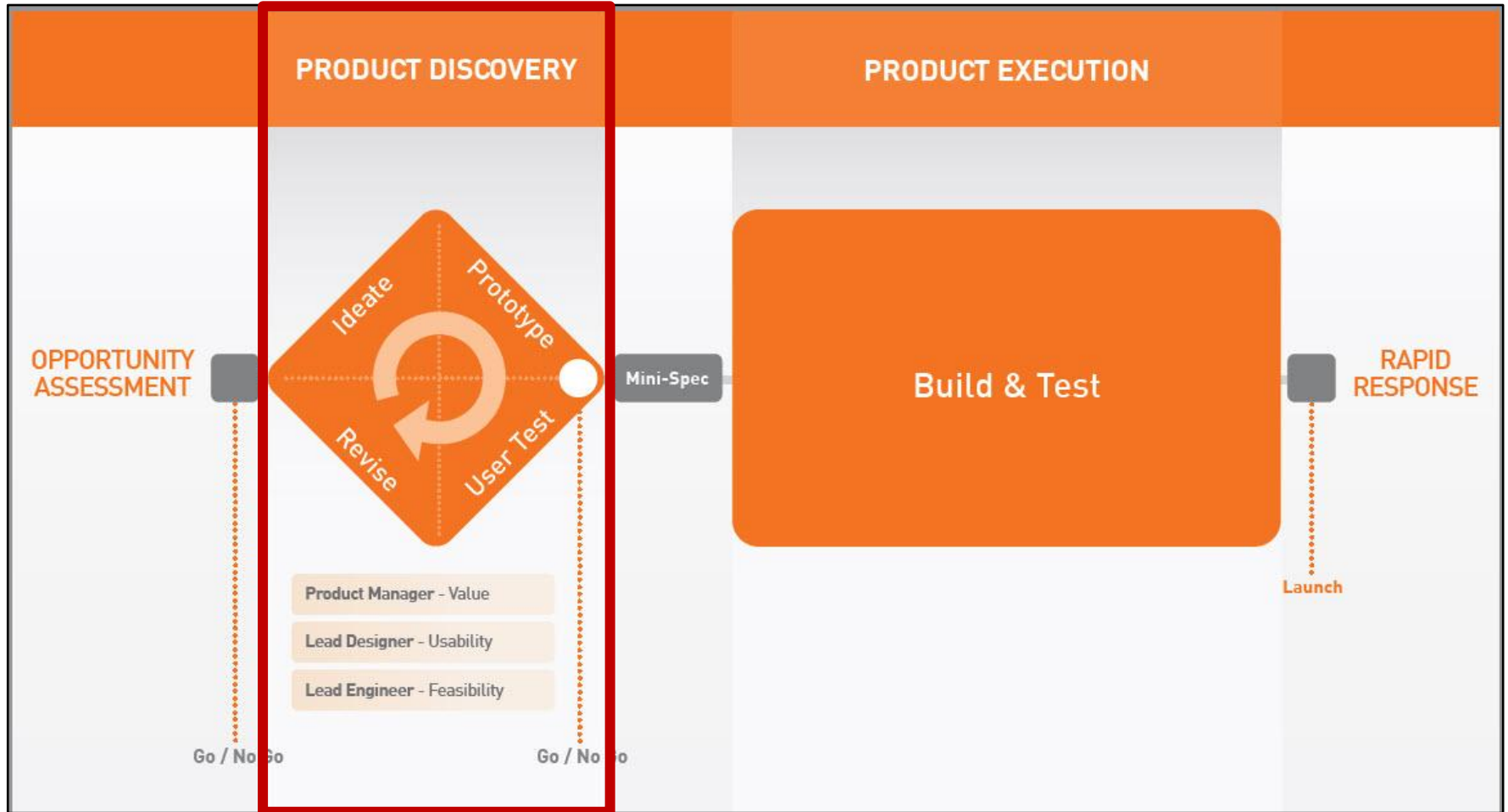
Customers provide feedback on outrageous features to establish what is truly essential.

# Actionable Requirements

## Some best practices

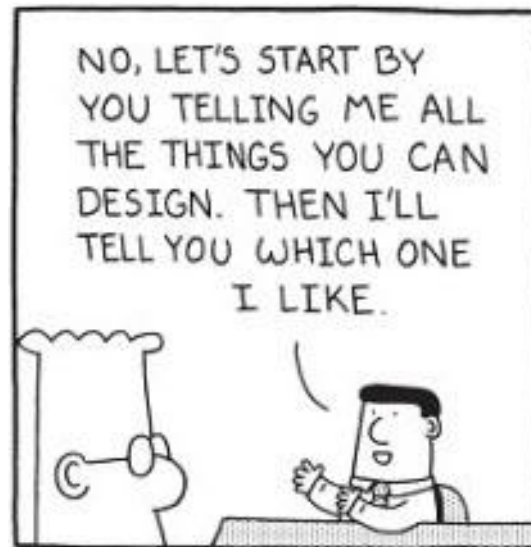
- Have a Customer Advisory Board (CAB)
  - Need 2 for enterprise software
- Plan 3-6 months in advance
- Your team
  - Facilitator
  - Helper
  - Observer/Photographer
- Try it on internal customers and teams first!

# Actionable Requirements

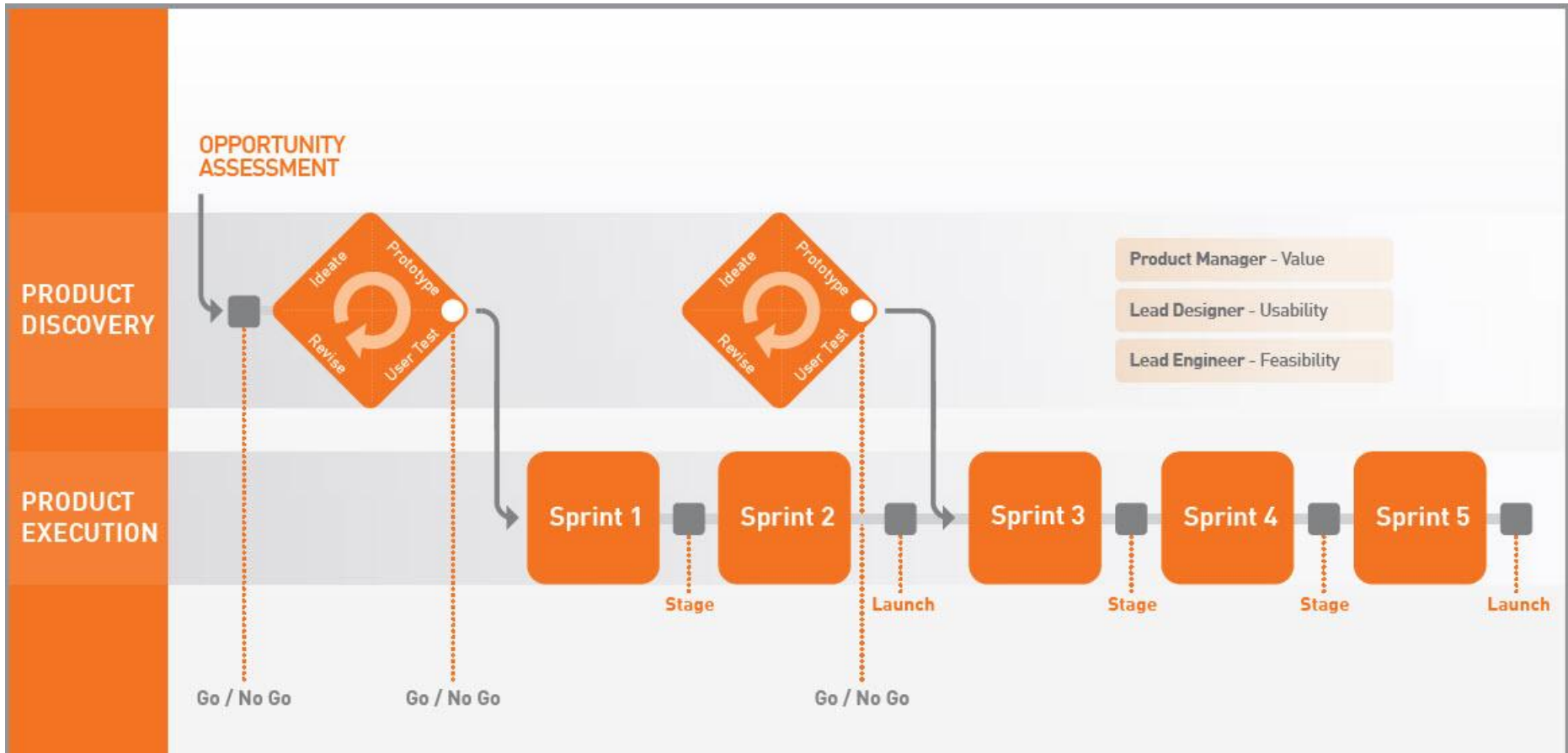


# Actionable Requirements

- Why do we need product discovery?



# Actionable Requirements



# Actionable Requirements

## Conclusion

- *We can* have a process for requirements gathering
- Three phases to actionable requirements

	People	Tools/Artifacts
<b>Opportunity Assessment</b>	Product Mkg Product Mgmt Architecture	MRD Innovation Games
<b>Solution Discovery and Design</b>	User Experience Lead Engineer Product Mgr	PRD Prototype HiFi Wireframe
<b>Solution Execution</b>	Engineering/Test Teams	Fully functioning product

# Actionable Requirements

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# Actionable Requirements

## Resources:

- Innovation Games – Luke Hohmann
- Ten Faces of Innovation – Tom Kelley
- Inspired – Marty Cagan
- Purple Cow – Seth Godin
- Agile Estimation and Planning – Mike Cohn
- Dilbert – Scott Adams

