

# Service Engagement Model

*Requirements Development and Management  
Diagnostics Service*

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**Rational.** software

## IBM Requirements Development and Management Diagnostics Service

- **A prescriptive approach to**
  - Understand symptoms of broken Business Requirements
  - Clearly articulate priorities for improvement
  - Produce a heat-map visualizing strengths and weaknesses
  - Do deep dive into areas of Requirements Management
  - Providing ROI by solution
  - Produce a roadmap defining the order to deploy what practices to maximize ROI
  - Build a compelling reason to act

**Gain access to extensive Rational experience in  
improving software delivery excellence**

# How is it done

Step	Detail
Preparation: arrange meeting schedule and attendants	Done by client
Jointly go through a set of questions with IBM Consultant	<ul style="list-style-type: none"> <li>★ background information</li> <li>★ business initiative and operation objectives</li> <li>★ requirement aspect improvement priorities</li> <li>★ symptoms of problem areas</li> </ul>
IBM analyses results and proposes solution to address	your validation is needed
Further analyze strengths and weaknesses for requirement practice	led by IBM
Jointly perform ROI analysis for proposed solutions	led by IBM
IBM proposes improvement roadmap	<ul style="list-style-type: none"> <li>★ jointly discuss, tune, and agree on next steps</li> <li>★ act on improvement plan</li> </ul>



# How is it done, in detail (Sample Schedule)

Step	What	Hours
<b>DAY 1</b>		
1	Kickoff meeting with the client	1
2	Meeting to understand business initiatives and operation objectives	1
3	QD Spreadsheet survey with the client	3
4	QD Spreadsheet analysis, selection of relevant practices and solutions	3
<b>DAY 2</b>		
5	Solution validation with the client	2
6	Client strengths and weaknesses with Self-check survey, project #1	2
7	Client strengths and weaknesses with Self-check survey, project #2	2
8	Self-check survey analysis and reporting	3
<b>DAY 3</b>		
9	Collect ROI-required inputs from the client	1
10	ROI analysis with BVA Tool	6
11	ROI analysis review with the client	2
<b>DAY 4</b>		
12	Measurement workshop and metrics strategy	4
13	Roadmap definition, exec summary, presentation slides	4
<b>DAY 5</b>		
14	Roadmap definition, exec summary, presentation slides	6
15	Client roadmap presentation and discussion	2



## What is required from you (the customer)?

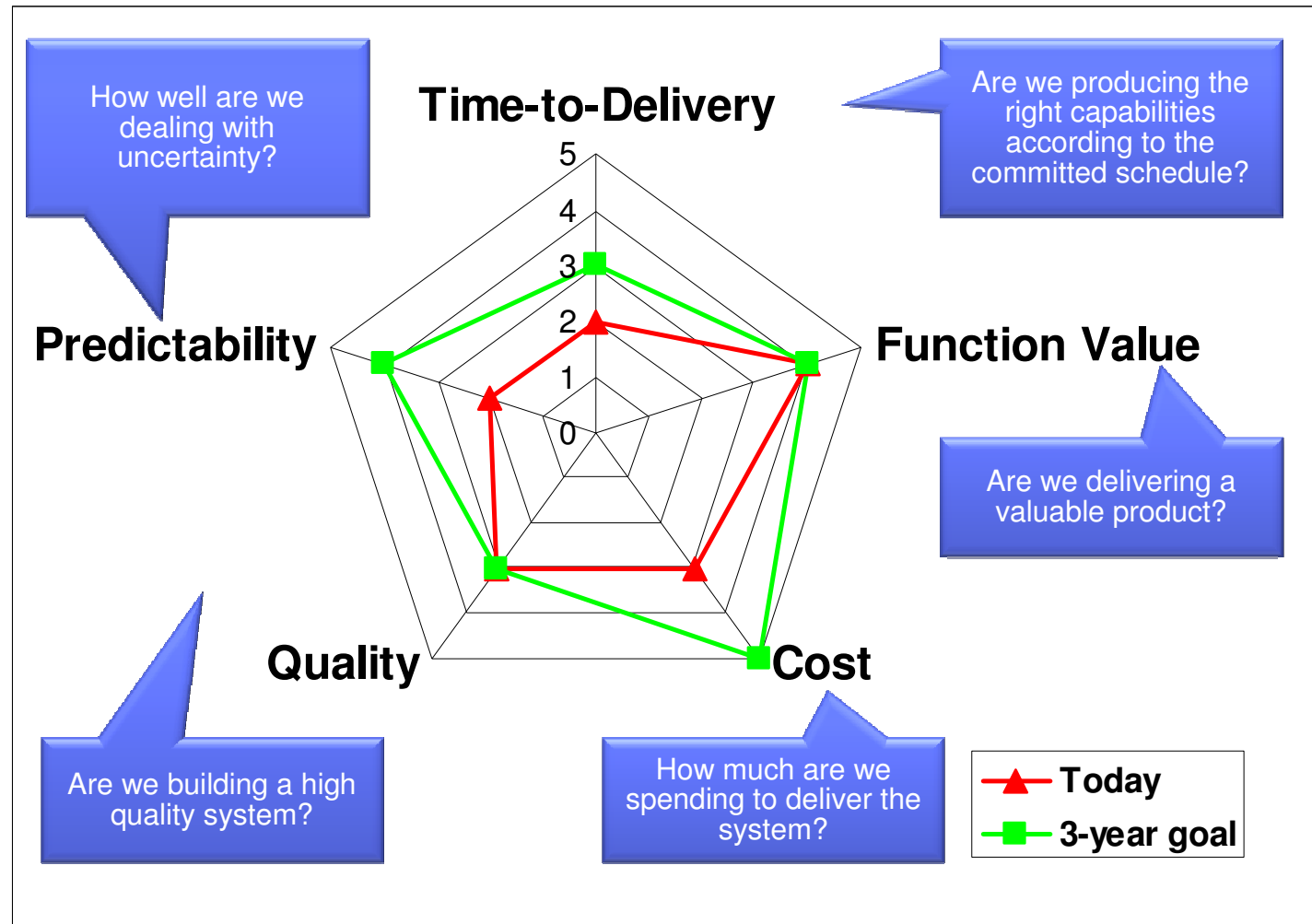
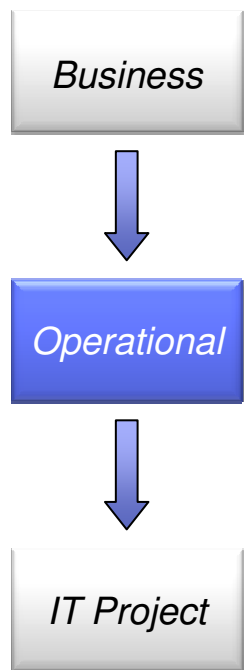
- **Availability of executives**
  - 1 hour to discuss business initiatives and operation objectives
  - 2 hours to discuss and decide on actions related to improvement roadmap
- **Availability of key leaders (technical and managerial)**
  - ~2 hours for collection gathering (operation objectives and symptoms)
  - 1 hour to discuss initial proposed improvement areas
  - 1-4 hours for ROI analysis
- **Availability of project teams**
  - ~2 hours for 1-2 project teams to respond to questions related to potential improvement areas

**We know from experience that high levels of trust and openness in discussions are the primary success factor.**

## Key Deliverable for the Service

- **Assessment Worksheet will be provided to collect data**
- **A report (in the form of a slide presentation deck) to include as follows.**
  - A summary of the business drivers of the selected LOB
  - A summary of current requirements management capabilities, focusing on capability gaps and environment deficiencies.
  - Result of Survey
  - An analysis of proposed solutions to address existing and new capability requirements
  - An implementation roadmap for proposed set of solutions.

# Deliverable Content: Improve Along 5 Operational Objectives



# Deliverable Content: Sample Symptoms Analysis

## Effectively Manage Requirements and Monitor Scope

Symptom	Score
We have problems with requirements management and scope management.	1
We are unclear on which requirements are the highest priority.	4
We are unclear on what development activities trace to what requirements.	5
We are unclear on which requirements have been properly tested.	5
We experience frequent scope creep.	5
We have no central repository for requirements.	2
We do not capture non-functional requirements and do not effectively negotiate those requirements with concerned parties,	3
Stakeholders are not actively involved throughout the project in defining the requirements and reviewing the solution.	4
We have ineffective communication of the architecture and design.	4

Rate the following symptoms on a scale of 1 - 5

- 1: Yes, and this definitely negatively impact our development effectiveness.
- 3: Partially, or this somewhat negatively impacts our development effectiveness.
- 5: No, or this does not negatively impact our development effectiveness.

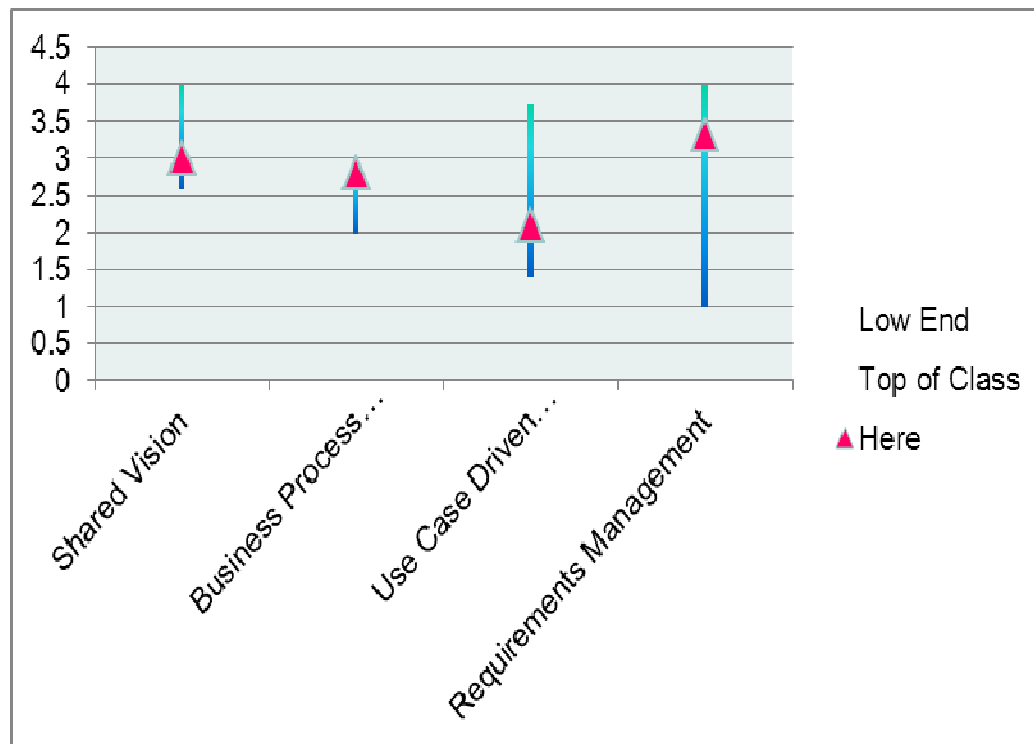


# Deliverable Content: Heatmap, overview of prioritized improvement areas

Dimensions	Solution Area
Cost	Effectively Elicit Requirement
Time-to-Value / Schedule	Effectively Manage Requirement and monitor scope
	Trade Off Analysis
Quality	Effectively Manage Requirement and monitor scope
	Effectively Elicit Requirement
Value	Effectively Manage Requirement and monitor scope
	Trade Off Analysis
	Effectively Elicit Requirement
Predictability	

	In Critical Need of Improvement
	Important to Improve
	Potential Area of Strength or less critical to
	Solution not yet available

# Deliverable Content: Strengths and weaknesses for Requirements Definition and Management



## Strengths

- Requirements Management
- Business Process
- Shared Vision

## Weaknesses

- Use-case driven Development

## Deliverable Content: Example Proposed Roadmap

Priority	Phase 1 0-3 months	Phase 2 3-9 months	Phase 3 9-18 months
<b>Practices</b>	<ul style="list-style-type: none"> <li>Shared Vision</li> </ul>	<ul style="list-style-type: none"> <li>Requirements Traceability</li> <li>Requirements Management</li> </ul>	<ul style="list-style-type: none"> <li>Use Case/User Story Driven Dev</li> </ul>
<b>Products</b>	<ul style="list-style-type: none"> <li>RRC</li> </ul>	<ul style="list-style-type: none"> <li>RQM</li> <li>RRC/Doors</li> </ul>	<ul style="list-style-type: none"> <li>Doors</li> <li>Publishing Engine</li> </ul>
<b>Metrics</b>	<ul style="list-style-type: none"> <li>Percent of team that has read the vision "lately" (per iteration)</li> </ul>	<ul style="list-style-type: none"> <li>Requirement Traceability Coverage</li> <li>Requirements status trend</li> </ul>	<ul style="list-style-type: none"> <li>Release burndown chart</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>Tool deployment</li> <li>Self-Check</li> </ul>	<ul style="list-style-type: none"> <li>Establish CoPs</li> <li>Self-Check</li> </ul>	<ul style="list-style-type: none"> <li>Rapid Deployment Package</li> <li>Self-Check</li> </ul>
<b>Expected Benefits</b>	<ul style="list-style-type: none"> <li>30% reduction in meetings</li> </ul>	<ul style="list-style-type: none"> <li>5-10 % improved developer productivity</li> <li>5 % reduced time-to-delivery</li> </ul>	<ul style="list-style-type: none"> <li>10% reduced defect count</li> </ul>

## **Diagnostics Service: Value to you**

- **Clearly articulate IT delivery priorities and symptoms of problem areas**
- **Visualizes strengths and weaknesses**
- **Gain easy access to extensive Rational experience in improving software delivery excellence**
- **Provides a roadmap defining in what order to do what improvements to maximize ROI**

## Basic Effort

- **5 days**
- **2 senior IBM Rational consultants**