



# STOP WRITING USER STORIES AND START DOING ANALYSIS!

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# STOP WRITING USER STORIES AND START DOING ANALYSIS

Do software developers laugh at your User Stories? Are there holes in your plot big enough to drive a waterfall project through?

Many organizations struggle to get Agile right, and skipping analysis and jumping into a user story list is where things start to go wrong.



# WHY ARE WE HERE?

Explore a disciplined approach to do just enough analysis to get your Agile Analysis right every time.

- Understand what is wrong with most user stories.
- Learn how analysis will create better user stories
- Answer 7 questions that will ensure you get your user stories right.



A close-up photograph of a typewriter. The paper is white and has the text "The system shall..." printed in a black, monospaced font. The typewriter's carriage and typebars are visible, along with a portion of the keyboard. The lighting is soft, highlighting the texture of the paper and the metallic components of the machine.

The system shall...

**FR1. The system shall...**

**FR2. The system shall...**

**FR3. The system shall...**

**FR4. The system shall...**

**FR5. The system shall...**

**FR6. The system shall...**

**FR7. The system shall...**

**FR8. The system shall...**

**FR9. The system shall...**



**As a <type of user>  
I want <some thing>  
for <some reason>.**

**US1. As a user I want something...**

**US2. As a user I want something...**

**US3. As a user I want something...**

**US4. As a user I want something...**

**US5. As a user I want something...**

**US6. As a user I want something...**

**US7. As a user I want something...**

**US8. As a user I want something...**

**US9. As a user I want something...**



US1. As a user I want something...  
US2. As a user I want something...  
US3. As a user I want something...  
US4. As a user I want something...  
US5. As a user I want something...  
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US17. As a user I want something...  
AUS18. s a user I want something...  
Us19. As a user I want something...  
US20. As a user I want something...  
US21. As a user I want something...  
US22. As a user I want something...  
US 23. As a user I want something...  
US24. As a user I want something...  
US26. As a user I want something...  
US26. As a user I want something...  
US27. As a user I want something...  
US 28. As a user I want something...  
US 29. As a user I want something...  
US30. As a user I want something...  
US 31. As a user I want something...  
US 32. As a user I want something...  
US 33. As a user I want something...  
US 34. As a user I want something...  
US 35. As a user I want something...  
US 36. As a user I want something...  
US 37. As a user I want something...  
US 38 As a user I want something...  
US39. As a user I want something...  
US40. As a user I want something...  
US40. As a user I want something...  
US42. As a user I want something...

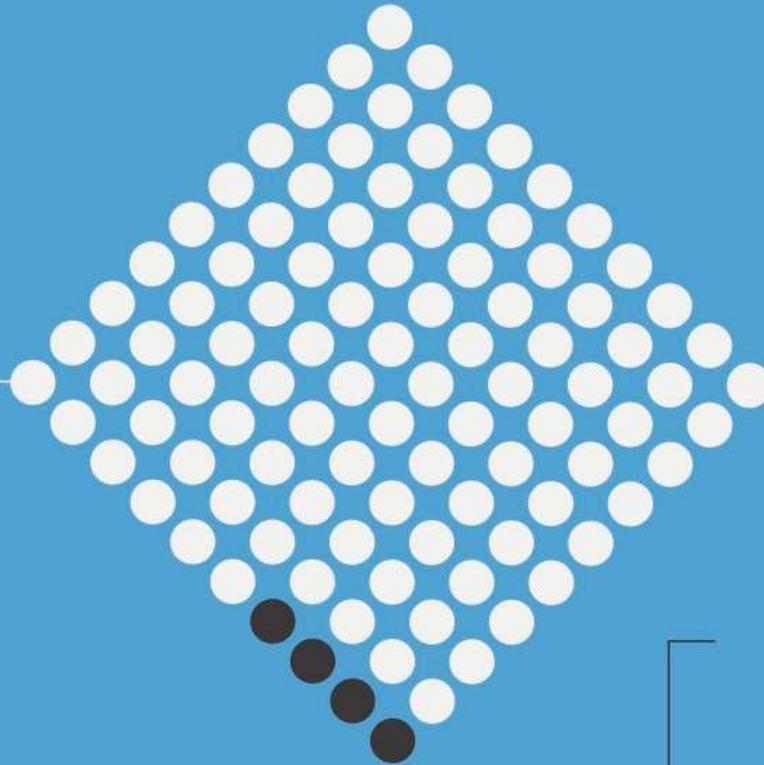


**Despite the adoption of Agile practices, organizations can struggle to deliver quality. They have numerous points of failure when they cannot meet delivery commitments, and poor or missing requirements are a significant source of delays and rework.**

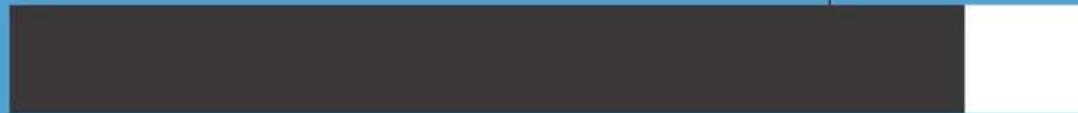
Forrester – The Impact of Missed Requirements in Agile Delivery, 2016

# MISSED REQUIREMENTS ARE THE MAIN SOURCE OF DELAYS

**up to 96%**  
report  
problems due  
to missed  
requirements



**up to 88%**  
experience  
these problems at  
least quarterly



# ORGANIZATIONS NEED A ROBUST AGILE REQUIREMENTS SOLUTION

## Desired capabilities of an Agile requirements solution

need strong traceability to connect requirements, user stories and delivered capabilities

**88%**



**82%**  
want a data visualization feature

# ACCOUNTING FOR ALL REQUIREMENTS PRODUCES TANGIBLE BENEFITS

## Benefits of avoiding missed requirements

**65%**  
would benefit  
from improved  
internal  
collaboration



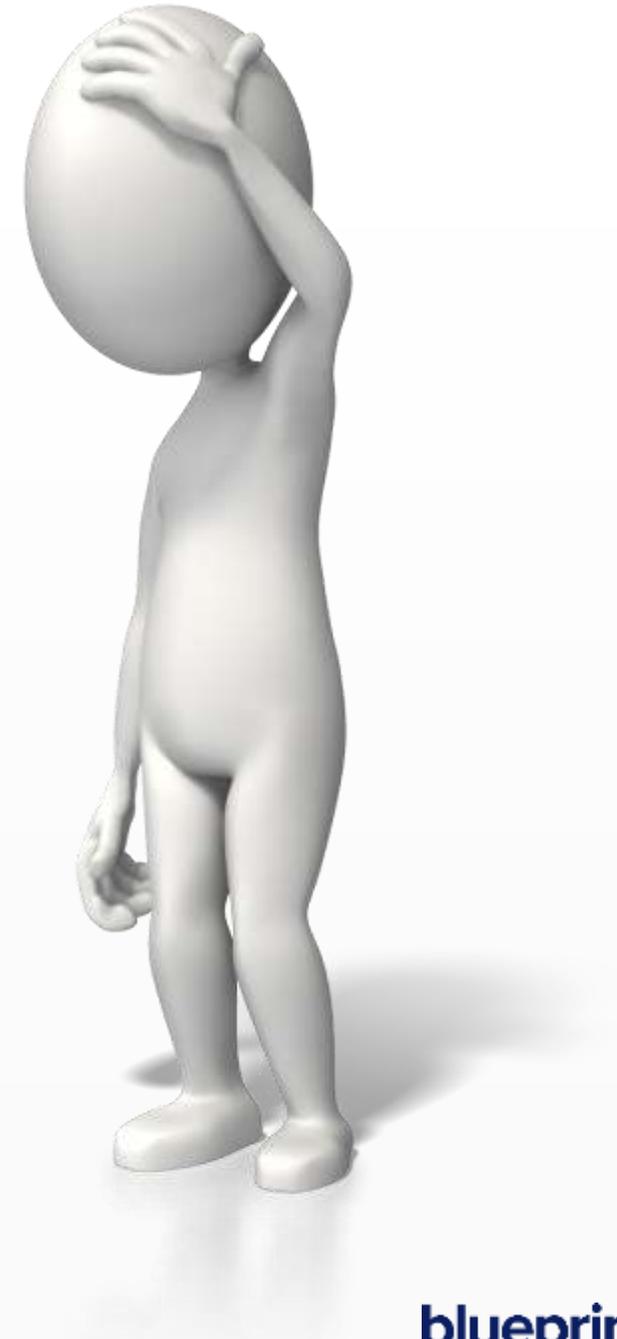
**60%**  
expect  
increased  
customer  
satisfaction



# WHAT ABOUT INVEST?

A good user story should be:

- "I" ndependent (of all others)
- "N"egotiable (not a specific contract for features)
- "V"aluable (or [vertical](#))
- "E"stimable (to a good approximation)
- "S"mall (so as to fit within an iteration)
- "T"estable (in principle, even if there isn't a test for it yet)



# ARE USER STORIES INDEPENDENT?

Everything is connected.

Everything changes.

***Pay Attention!***

- Jane Hirschfield



# IS EVERYTHING REALLY NEGOTIABLE?



A requirement is about your  
relationship to a decision.

If it's your decision to make  
then its design.

***If not, then it is a requirement.***

- Alastair Cockburn

# HOW VALUABLE IS A USER STORY?

Software is only valuable to the  
business when it  
***Gives the benefit  
they expected***

- Cole Cioran



# HOW ESTIMABLE ARE YOUR USER STORIES?



When executives ask for an  
“estimate,” they’re often  
***asking for a commitment***  
or for a plan to meet a target.

- Steve McConnell

# HOW SMALL DOES A USER STORY NEED TO BE?

Life looks simple  
*when you leave out  
all the details.*

- Ursula K. LeGuin



# CAN YOU REALLY TEST EVERY USER STORY?

***YES!***



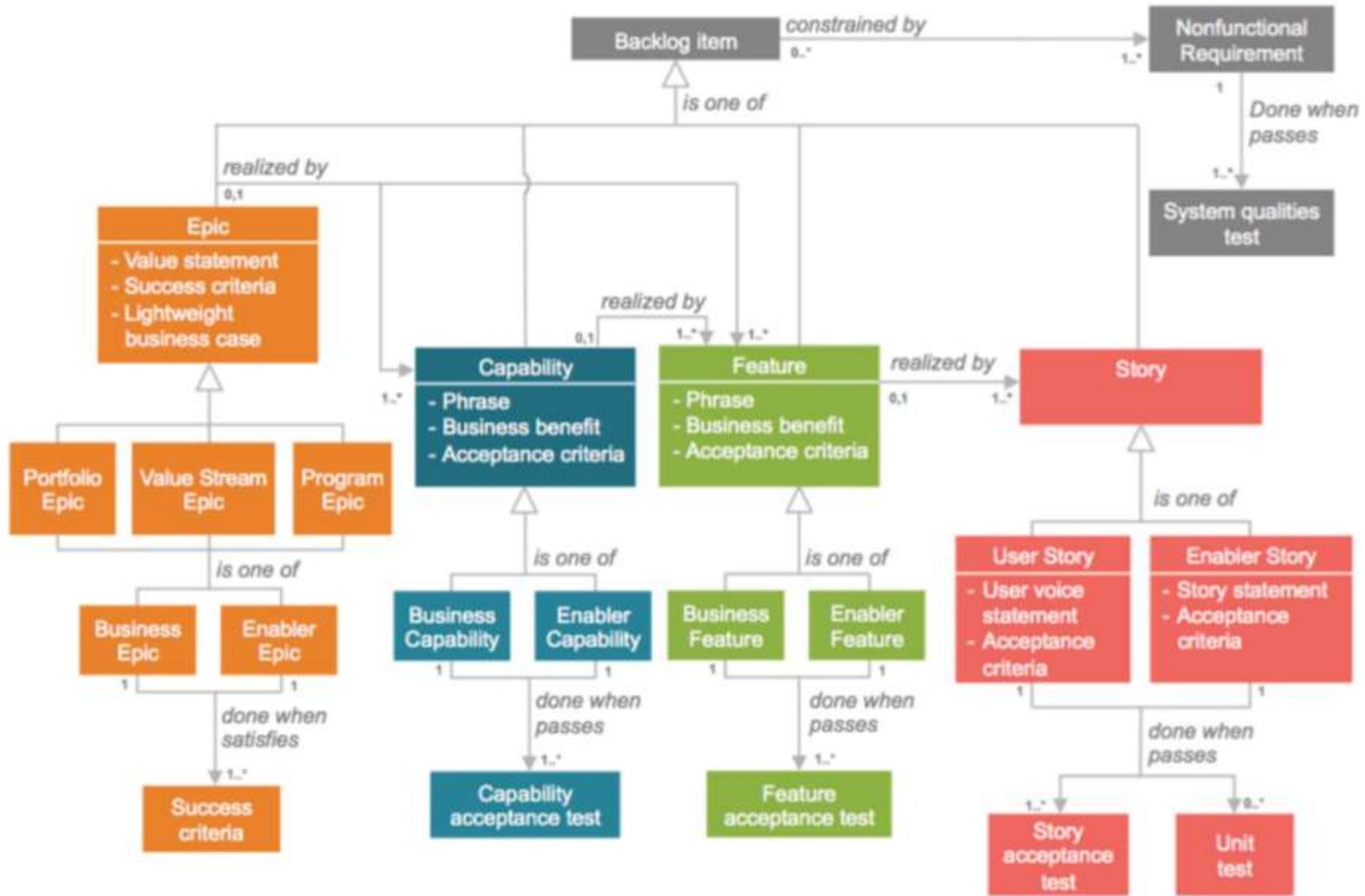


Figure 1. SAFe Requirements Model



***User Stories  
are not  
Requirements!***

What is the business value?

What stakeholders care... and why?

Where does this story fit in our processes?

US13. As a user I want something...  
US14. As a user I want something...  
US15. As a user I want something...  
US16. As a user I want something...  
US17. As a user I want something...  
AUS18. s a user I want something...  
Us19. As a user I want something...

# US20. As a user I want something...

What does the solution look like?

How will we know we have successfully implemented the story?

What rules and what non-functionals must the story follow?

What data does the user need?

US21. As a user I want something...  
US22. As a user I want something...  
US 23. As a user I want something...  
US24. As a user I want something...  
US26. As a user I want something...  
S26. As a user I want something...  
S27. As a user I want something...  
28. As a user I want something...  
29. As a user I want something...  
30. As a user I want something...  
31. As a user I want something...  
32. As a user I want something...  
33. As a user I want something...  
34. As a user I want something...  
US 35. As a user I want something...  
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US 37. As a user I want something...  
US 38 As a user I want something...  
US39. As a user I want something...



Evergreen Library: STRAP

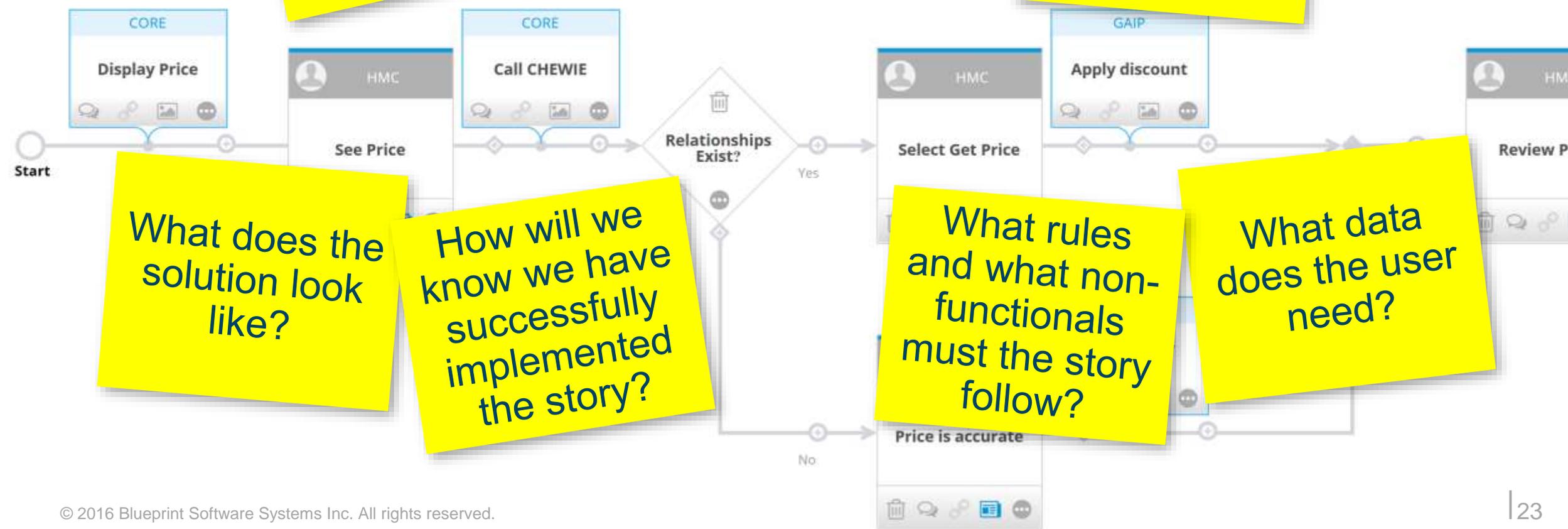
Relationship Pricing  
Process - PRO5716

Load project

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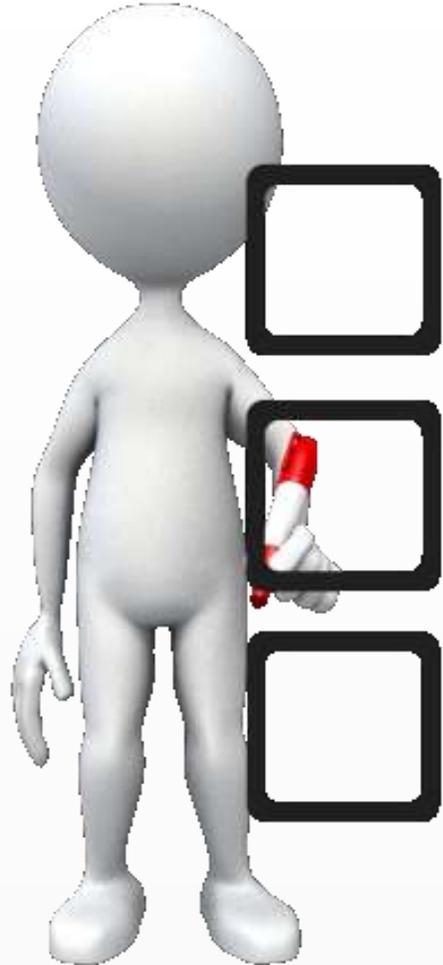
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# FOLLOW UP



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