Tool vs. Process: Which comes first?

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Seilevel, Inc.
Joy Beatty is Vice President of R&D @Seilevel

- Seilevel helps clients change the way they create requirements in order to enhance business outcomes
- Requirements Architect with many F500 clients
- Trains and mentors BAs
- Numerous whitepapers, videos, and blogs
- Spends time at conferences researching and speaking
- Working on a requirements modeling language book
Betty is the lead BA challenged to make her BA organization operate like a well-oiled machine!

Hmm… where do I start?
Organizations struggle with if and when to buy a requirements tool relative to implementing their requirements processes.
Ultimately we want nirvana: a requirements tool AND a process that work well together
We are going to try to help you answer the question “Which should come first: Tool or Process?”
The stock answer

Weighing the differences in approach

A recommendation

Making the approach work

Challenges you’ll face
There are many components to building a solid requirements practice.

- **Get Support**
  - Management
  - BA team

- **BA Center of Excellence**

- **Plan**
  - Assessments
  - Metrics
  - Roadmap

- **Build It**
  - Methods
  - Training
  - Mentoring
  - Repository
  - Tools
Before we answer that, let’s not forget that you really need to have BOTH - good tools and good processes!
We should put great best practices in place first…right?
The stock answer

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Challenges you’ll face
There are advantages and disadvantages to starting with requirements processes

**Pros:**
- Tool based on what we know we need
- Focus on executing requirements
- Can use any templates

**Cons:**
- Unlearn processes when tool is added
- Process or tool has to be customized
- Get stuck on process and not results

Can use any templates
There are also advantages and disadvantages to starting with requirements tools

- Can configure when defining process
- Easier to get the tool up and running
- Get process suggestions with tool
- Can implement tool with minimal process
- Process doesn’t have to be reworked

- May have to rework tool setup later
- Templates may not be “perfect”
- BAs work without any rigor
The stock answer

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Challenges you’ll face
We recommend you avoid the “unlearning curve” – select your requirements tool and build your processes to work with it!
It takes more time to customize a tool to fit an existing process than it does to build a process to work with a tool.
Use your knowledge about good requirements practices to pick a tool and then implement processes.
Let’s look at a success story with selecting a tool and then designing the requirements process to fit!
The stock answer

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Challenges you’ll face
Do give some thought to your process to set yourself up for success in implementing a tool. What reasonable practices should we follow?
Use our requirements tool research to help you select a tool

<table>
<thead>
<tr>
<th>ID</th>
<th>Use Case</th>
<th>Feature</th>
<th>Priority</th>
<th>InterGreat</th>
<th>InterGreat Comments</th>
<th>TraceCloud</th>
<th>TraceCloud Comments</th>
<th>Credle Score</th>
<th>Credle Comments</th>
<th>Enterprise Architect Score</th>
<th>Enterprise Architect Comments</th>
<th>Kevair Score</th>
<th>Kevair Comments</th>
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<tbody>
<tr>
<td>132</td>
<td>BA add</td>
<td>Create requirement</td>
<td>3</td>
<td>1</td>
<td>Currently, our BA add requirement can be attached. Currently, we are working on this feature for which we have integrated a feature fully supported</td>
<td>0</td>
<td>Full support through the 'side edit' functionality.</td>
<td>3</td>
<td>A variable constraint within an MFT, it can be edited. Credit also supports the inclusion of a time filter. Value constraint is not supported.</td>
<td>3</td>
<td>Table column entered in the requirements element linked document.</td>
<td>3</td>
<td>Kevair multi-dit can achieve this functionality</td>
</tr>
<tr>
<td>141</td>
<td>BA update</td>
<td>Add requirement</td>
<td>2</td>
<td>3</td>
<td>Provide drag-and-drop ability to move requirements within the hierarchy</td>
<td>0</td>
<td>Full support for this feature.</td>
<td>3</td>
<td>I could not find this</td>
<td>3</td>
<td>Full support for this feature.</td>
<td>3</td>
<td>Kevair multi-dit can achieve this functionality</td>
</tr>
<tr>
<td>142</td>
<td>BA update</td>
<td>Update to the master copy of the data in real-time (e.g., DB or Excel)</td>
<td>2</td>
<td>3</td>
<td>Web-based system with a real-time server to ensure real-time changes.</td>
<td>0</td>
<td>Web-based system with a real-time server to ensure real-time changes.</td>
<td>3</td>
<td>Fully supported</td>
<td>1</td>
<td>The hierarchy is maintained on a DB. On clicking a database, the selected data is updated. It is essentially real-time.</td>
<td>3</td>
<td>Kevair multi-dit can achieve this functionality</td>
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<tr>
<td>143</td>
<td>Requirement</td>
<td>Setup complex attributes</td>
<td>2</td>
<td>3</td>
<td>Setup complex attributes with predefined values (e.g., custom relationship)</td>
<td>2</td>
<td>Setup complex attributes with predefined values (e.g., custom relationship)</td>
<td>3</td>
<td>Fully supported</td>
<td>1</td>
<td>The hierarchy is maintained on a DB. On clicking a database, the selected data is updated. It is essentially real-time.</td>
<td>3</td>
<td>Kevair multi-dit can achieve this functionality</td>
</tr>
<tr>
<td>144</td>
<td>BA export</td>
<td>Highlight changes on exported documents against approved baseline</td>
<td>3</td>
<td>3</td>
<td>There is a side-by-side difference in the requirement. You can do this with the baseline in the Baseline 1: Baseline 2 module in Baseline 1.</td>
<td>2</td>
<td>There is a side-by-side difference in the requirement. You can do this with the baseline in the Baseline 1: Baseline 2 module in Baseline 1.</td>
<td>3</td>
<td>Fully supported</td>
<td>1</td>
<td>The hierarchy is maintained on a DB. On clicking a database, the selected data is updated. It is essentially real-time.</td>
<td>3</td>
<td>Kevair multi-dit can achieve this functionality</td>
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<tr>
<td>145</td>
<td>BA add</td>
<td>Setup a new tool</td>
<td>2</td>
<td>3</td>
<td>The interface is pretty poor, it takes several clicks for many basic operations, the hierarchy visualization is not very good, and the left panel is not useful. The interface is not intuitive.</td>
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<td>Fully supported</td>
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<td>3</td>
<td>Kevair multi-dit can achieve this functionality</td>
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<tr>
<td>146</td>
<td>BA add</td>
<td>Easy to learn</td>
<td>3</td>
<td>3</td>
<td>Some of the basic functionalities like adding requirements by pull, editing and deleting lots of requirements are not very easy to be added</td>
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<td>3</td>
<td>Fully supported</td>
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</tbody>
</table>

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**Seemvel requirements defined**

*Integreat: Simply Comprehensive*
The stock answer

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A recommendation

Making the approach work

Challenges you’ll face
Of course you will run into resistance when you drop a tool in first

- I don’t want a new tool!
- I have a process already!
- Tools are hard to deploy!
- I already have a tool!
- I can’t get budget for a tool!
## Take-away: Requirements Management Tool Evaluation

Download at [www.seilevel.com/resources](http://www.seilevel.com/resources) or from “Events Archive” at [www.requirementscafe.com](http://www.requirementscafe.com)

<table>
<thead>
<tr>
<th>Project</th>
<th>Integrate-CAE</th>
<th>Integrate-GA</th>
<th>Tools4IT</th>
<th>Products</th>
<th>Scorecard</th>
<th>Score summary</th>
<th>Enterprise</th>
<th>Name of tool</th>
<th>Name of tool</th>
<th>Name of tool</th>
<th>Name of tool</th>
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<tbody>
<tr>
<td>Product 1</td>
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<td>3</td>
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<td>4</td>
<td>3</td>
<td>2</td>
<td>4</td>
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<td>2</td>
<td>1</td>
<td>5</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>

*Integrate-CAE, Integrate-GA, Tools4IT, Products, Scorecard, Score summary, Enterprise, Name of tool.*
What questions do you have?

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@joybeatty

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and
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