Gathering Requirements at IBM
Ideas to Get Your Ideas Used by Others

IBM Cloud Platform: Project Harmony
AKA Project Harmony

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Design Manager - IBM Cloud
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My Background
About Nick

~20 Years in Software Design

Advertising
Business Owner/Consultant
Education Startup Owner
IBM Design Manager
Joined IBM Cloud late 2017

Live in Austin, TX
Project Background
IBM Cloud Core Console
The OS for Your Cloud Services

Multi-Billion Dollar Product
200+ Services
Thousands of Employees
Many Tribes with Many Processes

My team: “Core Console”
Design Team.

Last two “big releases” of our cloud platform have been very waterfall and scope got out of control.

Needed new way to scope and gather requirements.
Uncovering the Problem
With Enterprise Design Thinking by IBM
“Good design is about recognizing that the person on the other end has a lot less patience than you do.”

– Jason Fried, Basecamp
The Total Economic Impact™ Of IBM’s Design Thinking Practice

How IBM Drives Client Value And Measurable Outcomes With Its Design Thinking Framework

A Forrester Total Economic Impact™ Study
Commissioned By IBM
February 2018
Profits from faster releases combined with reduced design, development, and maintenance costs:

- Deliver $678K per minor project
- $3.2M per major project
- $20.6M in total value
Projects Leveraging IBM Design Thinking:

**Reduced time required for initial design and alignment by 75%.**
Cost savings $196K - $872K per project

**Development and testing time reduced by at 33%**
Cost savings $223K - $1.1M per project

**Project design defects cut in half.**
More successful in meeting user needs, thereby reducing design defects and subsequent rework
Cost savings $77K - $153K per major project.

**Faster time-to-market enabled increased profits**
Increased profits by $182K - $1.1M per project.

**Human-centered design improved product outcomes, reduced the risk of costly failures, and increased portfolio profitability.**
Refined strategic prioritization enabled investments in solutions that were less likely to fail. Better design increased average product profits. IBM helped expand design thinking at the organization over three years to penetrate one quarter of the entire portfolio, enabling $18.6M in increased profits.
## The Consequences Of Redesign As Project Phases Elapse

<table>
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<tr>
<th>IMPACT</th>
<th>DESIGN</th>
<th>BUILD</th>
<th>TEST</th>
<th>AFTER RELEASE</th>
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<tbody>
<tr>
<td>Costs incurred by redesign</td>
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*Fail fast, fail cheap*

| Time required to redesign             | Hours to days   | Days to weeks   | Weeks to months | Months, years, or never |

*Beware competitors beating you to market*

| Agility to pivot project strategy, design, and requirements | Easily and quickly gather ideas, mock up solutions, test what resonates, and define strategy. | Changes can be accommodated with low to medium costs, though resistance begins to surface. | Very difficult to socialize and get approval for major changes. | Pivoting is now an entirely new project requiring new contracts, budgeting, prioritization, and approval. |

*Resistance to change grows quickly*

| Impact on team morale                  | Energizing design process excites and inspires employees to be creative. | Excited employees retain creativity as they begin to work through and solve problems. | Employees become frustrated by rework and lose motivation. | Pessimism abounds as employees oppose redoing entire projects. |

*Employees start energized, but become frustrated with Build]*
Workshop Agenda

Day 1: Alignment on current state and pinpoints

Day 2: Alignment on current state/painpoints during emergency process and how to best handle them going forward

Day 3: What the team is doing next.
Stakeholder Map
As-Is + Pain Points
The New Process
IAM Harmony Process

History

The IAM Tribe conducted a three day workshop to retrospect on the Unicorn release in 2017 with the intent to improve team process and communication. The team aligned on the first problem to be fixed: how the IAM Tribe intakes work.

Purpose & Current Scope of this Process

To reduce the chaotic nature of intaking work into IAM. When requests are brought to any member of the tribe, a streamlined process to queue the requests is in place. Ultimately, we want to be able to focus on excelling in certain areas without constant scope changes.

The process defined below is focused on the intake of new work requests to the IAM Tribe. The future plan is to expand and standardize later stages of our Tribe's process.

Use this repository which contains all the details related to the process by which the IAM Tribe gets work done.

The issues created in this repo capture work items related to our continual effort to improve our processes and to become more effective as a tribe.
HOW TO SUBMIT WORK REQUESTS TO THE IAM TEAM

1. DESCRIBE PROBLEM & SUBMIT REQUEST

Requester* fills and submits a short form

OM ensures request is new and relevant to IAM

Notify Stakeholder

Offering Manager

Is the Request valid?

No → Offerer Manager

Yes → Approve Request

Does the request need rough sizing?

OM Requests Success Metrics from Requester

Create/edit Aha Epics

Approve Request

Offering Manager

Feature Committed

Offering Manager

IAM Leadership

Move request to backburner

Offering Manager

IAM Leadership
## RACI

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<th>TASK</th>
<th>&quot;Customers&quot; (request originator)</th>
<th>Offering Manager</th>
<th>Feature Project Focal</th>
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Take Aways:

Build Requirements Gathering Process with Stakeholders.

You Won’t Get it Right the First Time. Plan for Iteration!

Invalidate the HiPPO* Syndrome

*Highest Paid Person’s Opinion
Thank you!

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