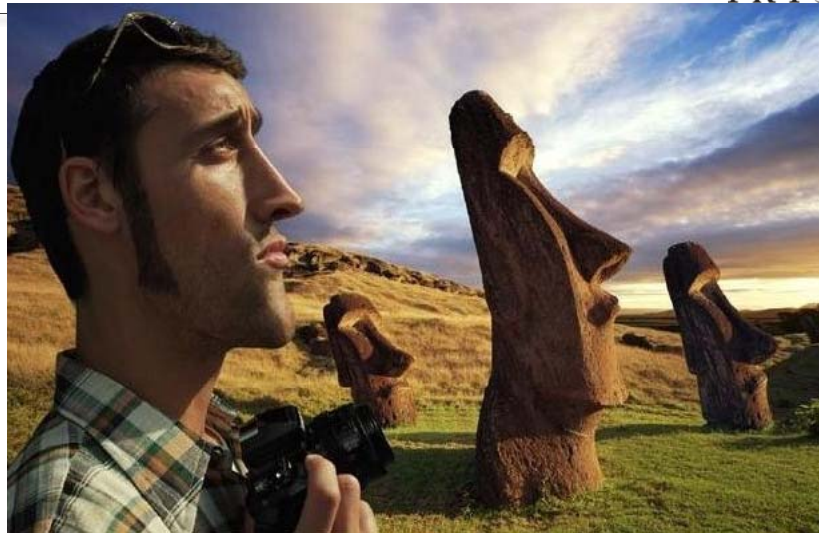


I know that you believe that you understood what you think
I said, but I am not sure you realize that what you heard is
not what I meant.

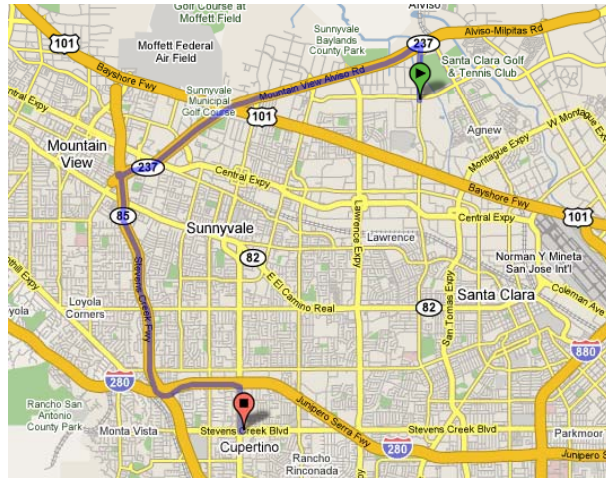
- Robert McCloskey, State Department spokesman (attributed)



Somehow, David felt strangely at home...



I used to work here...



Simulation – a multimedia approach to application definition

SVPMA

11/07/07



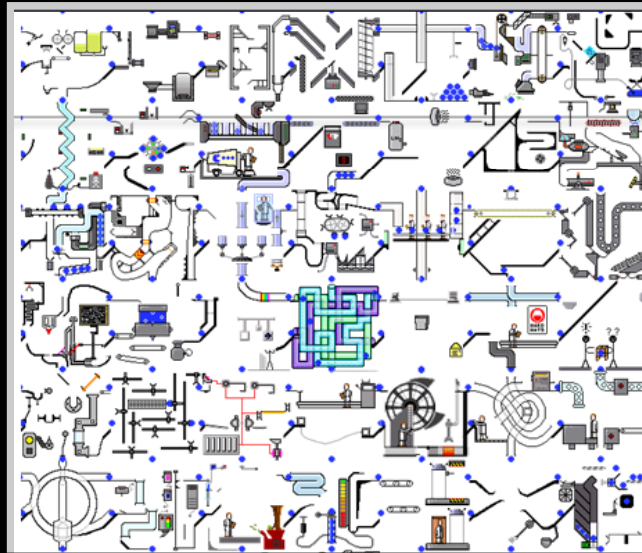
Note: Most imagery is courtesy of Google Image Search

David Walker
Director, Enterprise Solutions
[dwalker@irise.com]



David Walker
Product Evangelist
[dwalker@irise.com]





Advice from the boss...

iRise[®]
VISUALIZE. INNOVATE. DELIVER.

- Don't babble
- Don't use too much jargon
- Don't use too many slides



Babble



Tower of Babel



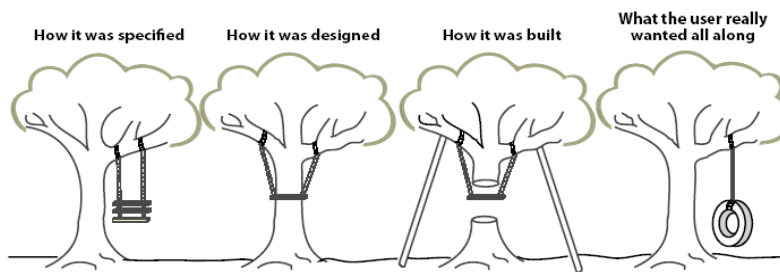
Babelcorp Inc.

iRise[®]
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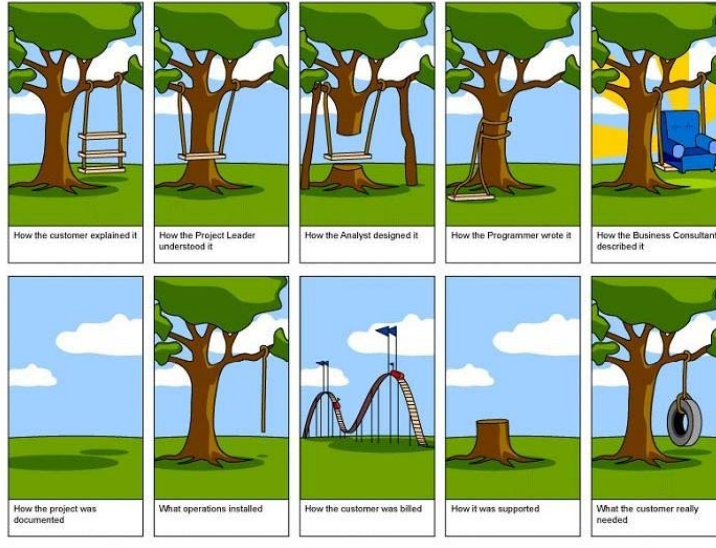
Different Interpretations

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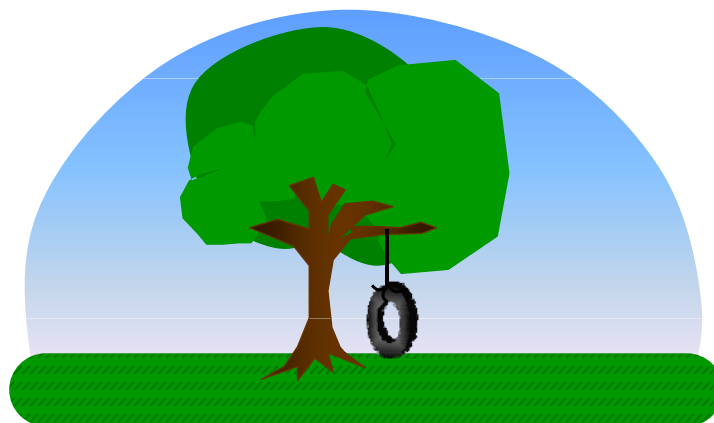
Different Interpretations

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What the Customer Needs

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Who is responsible for the definition?



The Product Manager



The Business Analyst? (www.theiiba.org)

iRise®
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The User Experience Professionals? (www.upa.org)

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The “Business Designers?”

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WYSIWYG



IKIWISI

Term coined by Barry Boehm



WYSIWIS

Term coined by Michael Schrage



Communicating



The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; **communication is getting through.**



Sydney J. Harris
Chicago Sun Times



Getting through to requestors...



Getting through to suppliers...



Value



ROI



Have you gotten through?



VISUALIZE

iRise[®]
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Swinging

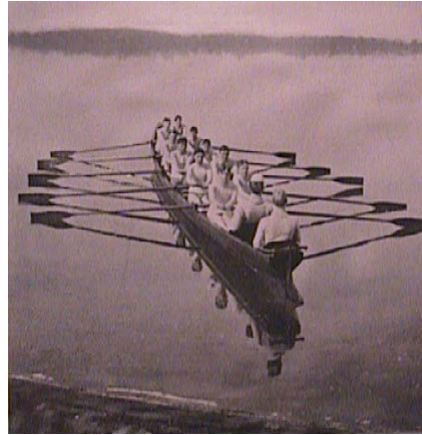


Swing



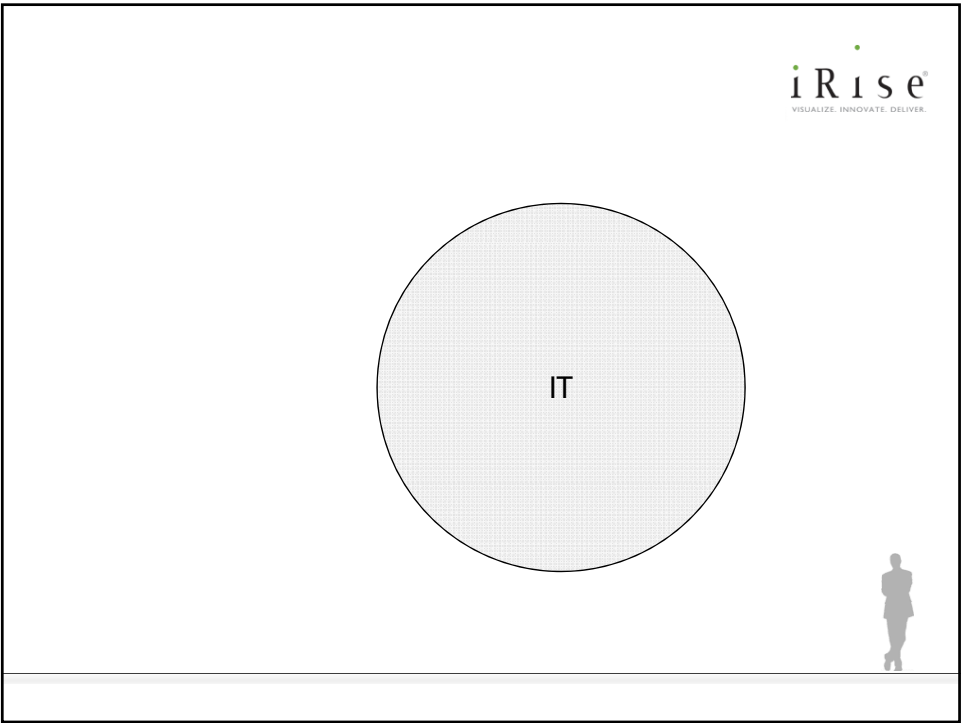
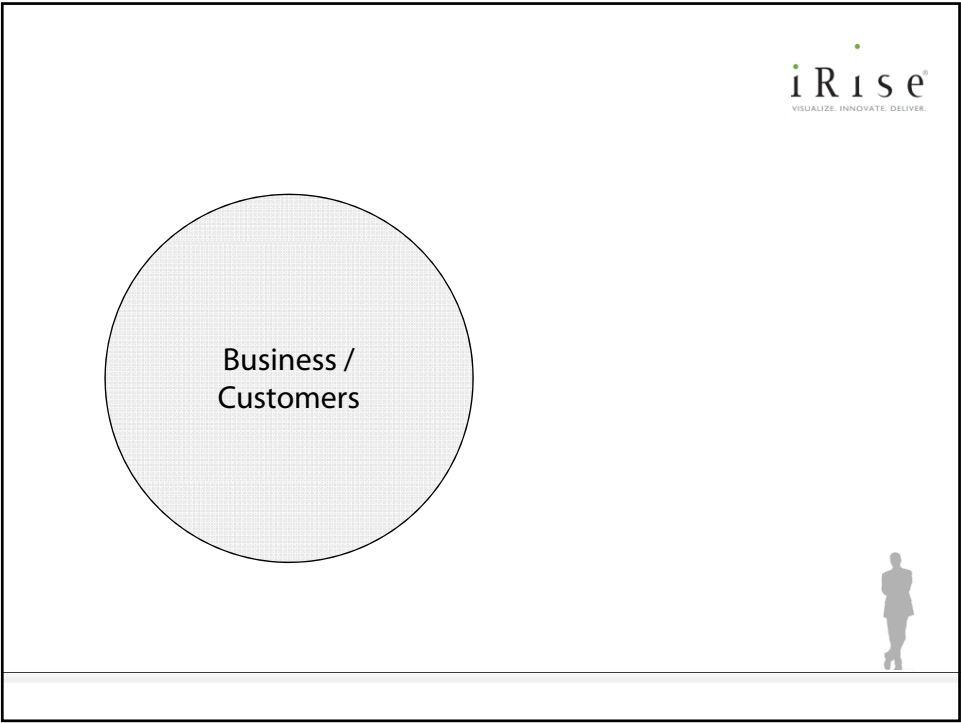
Swing: Rowing term that refers to an elusive sensation of near-perfection; a state in which all rowers in the boat are seemingly in a symphony of harmonic motion, with no wasted energy.

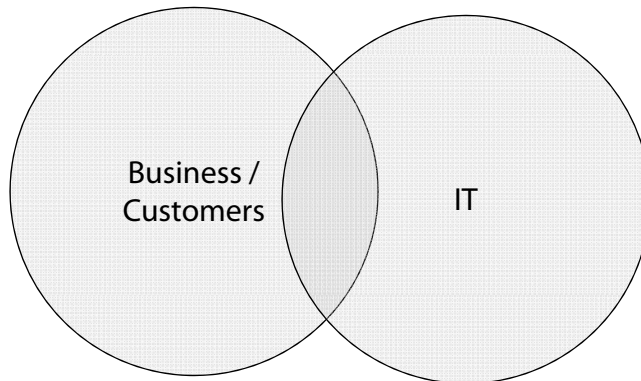


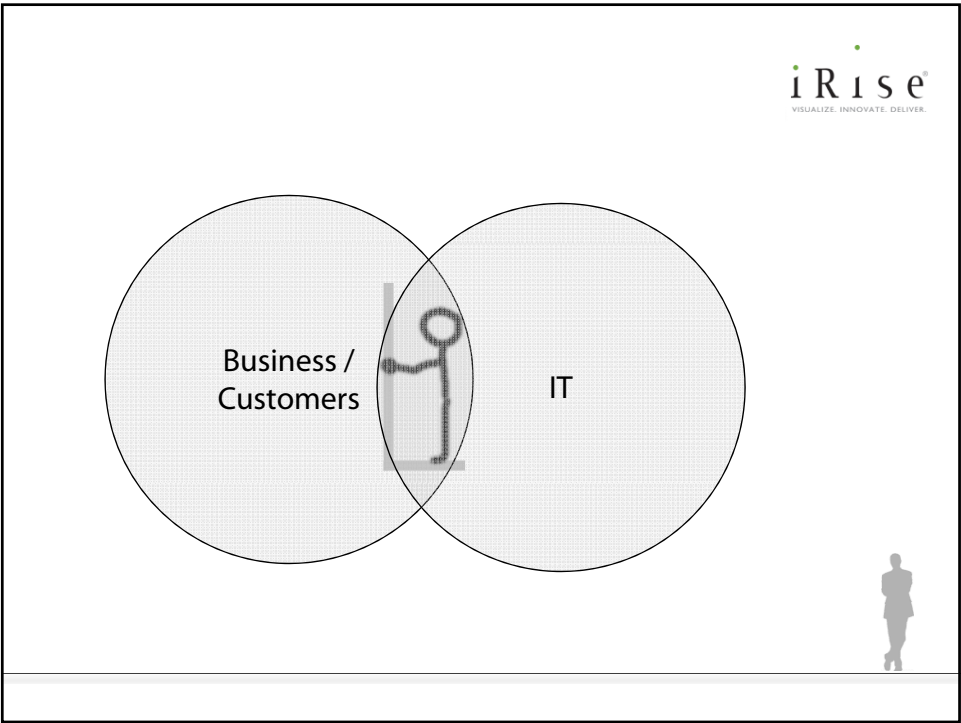
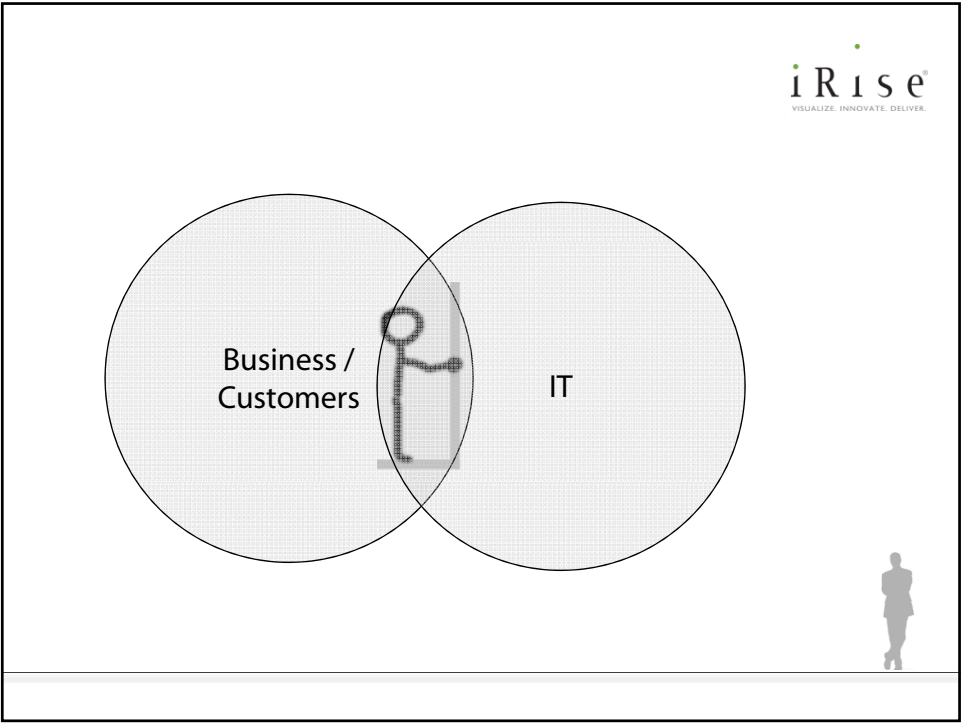


The Sultans of Swing









Grokking



Can you grok it?

grok /, /grohk/ 1. To understand, usually in a global sense.
Connotes intimate and exhaustive knowledge.



(From the novel "Stranger in a Strange Land", by Robert A. Heinlein, where it is a Martian word meaning literally "to drink" and metaphorically "to be one with")



A deficiency of grokking?

Misunderstanding
Unclear Expectations
"That's how it's always been"

Ambiguity
Uncertainty
Rap music

Creationism (aka BUFD)
Timelines
Tooling/Support

Culture
Creeping elegance
Banana problem

Requirements



What are requirements made of?



Words...



Walken, on application definition...



Words are little bombs...



"I have this theory about words. There's a thousand ways to say 'Pass the salt.' It could mean, you know, 'Can I have some salt?'; or it could mean, 'I love you.'; It could mean 'I'm very annoyed with you'; really, the list could go on and on."

"Words are little bombs, and they have a lot of energy inside them."

Christopher Walken



Words are little bombs...



"I have this theory about words. There's a thousand ways to say 'Pass the salt.' It could mean, you know, 'Can I have some salt?'; or it could mean, 'I love you.'; It could mean 'I'm very annoyed with you'; really, the list could go on and on."

"Words are little bombs, and they have a lot of energy inside them."

Christopher Walken



Where do requirements come from?



"Gathering" sounds easy, doesn't it?





**Here's a pretty
orange requirement.
I'll take it back to
the office.**

Tim Lister - Keynote Agile Development Conference 2004



**I think I may have a
requirements management
problem...**



In reality, it means asking, digging, wrenching,
pulling, cajoling, extracting, wringing, bargaining,
negotiating, begging, pleading...



...beseeching, demanding, imploring, entreating,
bartering, dealing, probing, querying, mining,
sweet-talking, requesting, inquiring...



...searching, questioning, coaxing, appealing,
enticing, arm-twisting, trading, haggling,
petitioning, wheedling...



whew!



...from people who, in the end, don't really know
what they need...



...until they see it.



...until they see it...

iRise®
VISUALIZE. INNOVATE. DELIVER.

That's not
exactly what
I had in
mind...



Or maybe...it's not until they try it...

iRise®
VISUALIZE. INNOVATE. DELIVER.



IKIWITI



The sooner the users *try* it the better...



The better the “try,” the more useful the feedback...



It's hard to “try” a document...



Pay me now, or pay me later...



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Vendors, what have you done for me lately?



Have “we” automated the right things?

- Specification generation
- Analytics and drill-down reporting
- Traceability and impact analysis
- Requirement meta-data and auditing
- Use Cases, UML...
- State Transition Diagrams
- Specification languages (LOTOS, Z, Planguage...)
- Etc...



Have we focused on the right things?

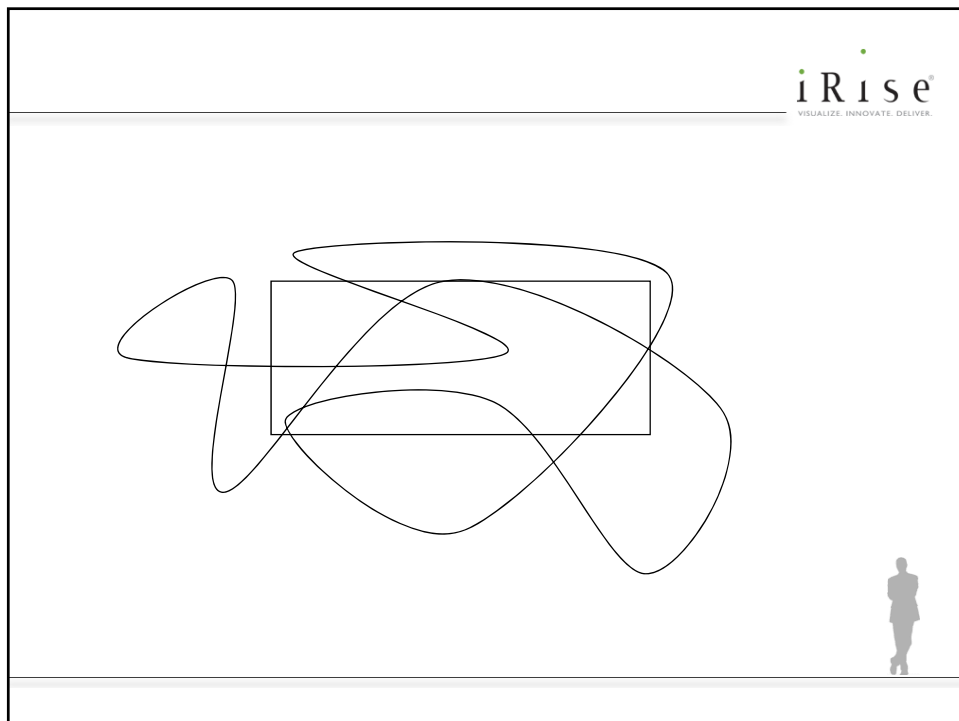
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INNOVATE



DWIM¹²

Caveat for math buffs: $DWIM > 1$



DELIVER



The changing face of product definition...



**Even when you're a goon, sharing your mental
model isn't easy.**



How can you share your ideas with others...



...and help them share theirs with you?



You'll need some kind of shared medium...



What is simulation?



Models, prototypes and simulations...



"iRise simulations let business people, end users and developers interact with critical business systems *before* development. The visual representation of the application looks and behaves like the real thing, including data interactions and business logic, so everyone literally *gets on the same page.*"



Kinaesthetic



Fidelity



Twofer



Compelling



Converging trends mean new opportunities

- **Availability/usability of prototyping mediums**
- Outsourcing / Offshoring / Nearshoring...
- Combination of functionality with design
- Industry data about requirements problems





Converging trends mean new opportunities

- Availability/usability of prototyping mediums
- **Outsourcing / Offshoring / Nearshoring...**
- Combination of functionality with design
- Industry data about requirements problems





Converging trends mean new opportunities

- Availability/usability of prototyping mediums
- Outsourcing / Offshoring / Nearshoring...
- **Combination of functionality with design**
- Industry data about requirements problems





Converging trends mean new opportunities

- Availability/usability of prototyping mediums
- Outsourcing / Offshoring / Nearshoring...
- Combination of functionality with design
- **Industry data about ^{definition} requirements problems**



Requirements problems



- 30% of development cost is rework¹
- 70% of rework is caused by requirement problems²
- >55% of defects attributed back to requirements³
- >80% of rework is spent on requirements related defects⁴
- 80 – 200% cost overrun on those projects that spent less than 5% of project schedule on requirements process⁵
- 330 product developers surveyed said that poor product requirements are the single biggest reason products fail to meet market needs⁶

1 – Forrester Research

2 – Meta Group

3 – James Martin

4 – Dean Leffingwell

5 – Ivy Hooks

6 – Product Development Consulting



Definition problems



- 30% of development cost is rework
- 70% of rework is caused by **definition** problems
- >55% of defects attributed back to **definition**
- >80% of rework is spent on **definition** related defects
- 80 – 200% cost overrun on those projects that spent less than 5% of project schedule on **definition** processes
- 330 product developers surveyed said that poor product **definition** is the single biggest reason products fail to meet market needs



Psychological Inertia: How strong is it?



- Strong enough to keep problems from being solved for years.
- Most of the time a problem cannot be solved it is because it has been **defined incorrectly** or the mechanism causing the problem is not understood.



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11/8/2007

99



If requirements (alone) haven't solved it...



Immersion



A compelling & collaborative medium...



The reporter is real, but the world he covers isn't...



"In preparing to open a Reuters bureau on a bustling island, Adam Pasick has been introducing himself to residents and interviewing entrepreneurs. After finishing such interviews, Mr. Pasick often levitates for a moment, then flies over buildings."



Second Life



MMORPG



What's going on out there?

- Sweden has opened an embassy
- GM, Sun Microsystems Inc., Warner Bros., Microsoft, 20th Century Fox, Intel Corp all have offices there
- NY Times Travel section has reported on it as a destination



How compelling are simulations?



How much would you pay for a ***simulated***:

- Island?
- Space station?
- Plot of land?
- Vacation Resort?



How compelling are simulations?



Dollar amounts are ***not*** simulated:

- | | |
|--------------------|-----------|
| • Island? | \$ 13,000 |
| • Space station? | \$ 57,000 |
| • Plot of land? | \$ 26,500 |
| • Vacation Resort? | \$100,000 |




Resident Login | Join

Your World. Sorry About That.

[WHAT IS LIFE?](#)
[SHOWCASE](#)
[BUSINESS PARTNERS](#)
[DEVELOPERS](#)
[COMMUNITY](#)
[BLOG](#)
[SUPPORT](#)

GO OUTSIDE
MEMBERSHIP IS FREE

FIRST LIFE IS A 3D ANALOG WORLD WHERE SERVER LAG DOES NOT EXIST

- WORK
- REPRODUCE
- PERISH

FIND OUT WHERE YOU ACTUALLY LIVE

FORNICATE USING YOUR ACTUAL GENITALS

ACCESS YOUR CLOSET TO BUILD YOUR FIRST LIFE LOOK

Total Residents:	6,553,628,382
Born Today:	364,936
Died Today:	152,029
Pants Purchased:	27,021
TV Hours Watched:	82,124,102,305

Upgrade Your FL Wardrobe



Under 18? Get a Teen First Life

"I like totally tried to get into First Life and those dudes were like, sorry man, you're totally not old enough. I was like, WTF? Then I found out about Teen FL, and everything's cool now." --Aaron, 15

America's teens, your First Life dream world awaits. Hang out at the mall! Embarrass yourself in gym class! Get a cool Experiment with mind-altering recreational drugs! The First Life world is your oyster.

Got First Life Questions? We've Got Answers

Are five senses enough?

What's this body thing, and what do I do with the dangly bits?

Why can't I build a dingible with my mind?

Penguins, spoons and you -- what's life like among the flightless?

Ads from a First Life "Search Engine"

Ads by Google

[Second Life](#)

[SecondLife Buildings](#)


[SecondLife Construction](#)

[2nd Life](#)

[Linden Lab](#)

www.getafirstlife.com

Not compelling enough?



- Epidemics
- Secondary market
- \$24 Billion vs. \$9.5 Billion

'05 Game (global) / Movie (domestic) revenue from PWC

The IRS wants their cut too...

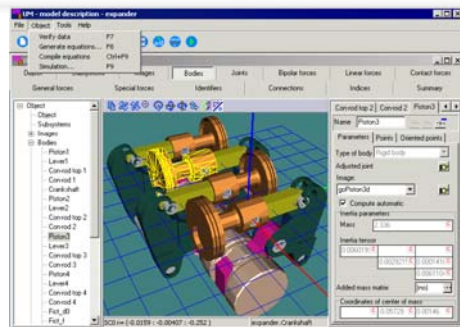


Models of reality



GM visualizes success

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Boeing visualizes success

iRise[®]
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Why not software?

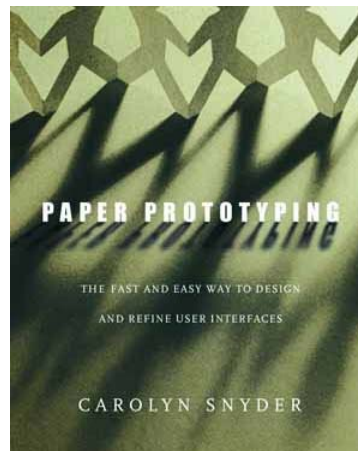
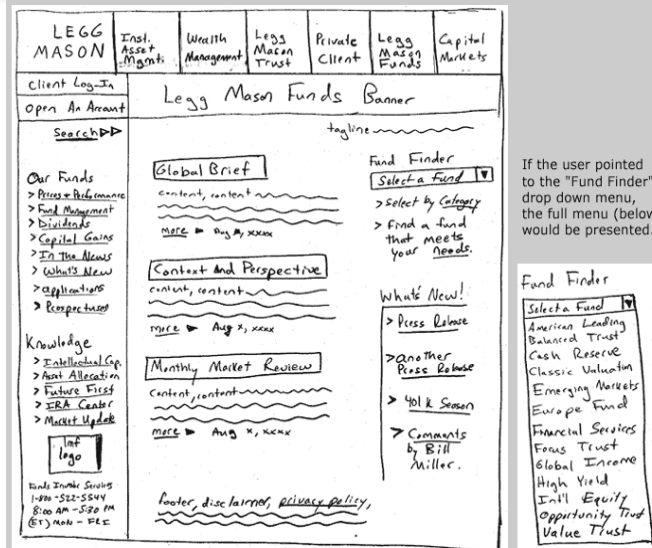


Very low fidelity...

Request event ownership	The system shall display a page containing the terms and conditions for taking over responsibility of the management of event information when accessed from a defined link.
View event functions dependant on assigned rights	The system shall display a page containing the available event functions when accessed from a defined link. This function is only available to registered users of the system.
Create event	The system shall save the new event details when accessed from submitting the event to be saved. This function is only available to registered users of the system.
Update event	The system shall save the updated event details when accessed from submitting the event to be saved. This function is only available to registered users of the system.
Delete event	The system shall delete the selected event when accessed from a defined link. This function is only available to registered users of the system.
Preview event	The system shall display a page containing a preview of the event details as it would be displayed by the system as the result of a search query. This function is only available to registered users of the system.
View event list	The system shall display a page containing all events when accessed from a defined link (update / delete). This function is only available to registered users of the system.
Order event list	The system shall redisplay the page and order the events from the selected criteria when accessed from a defined link. This function is only available to registered users of the system.
View approvals for sub region	The system shall display a page containing all pending items including events awaiting approval for the sub region when accessed from a defined link. The page will have a navigation mechanism to display further approvals, if limited by a system defined property stating the maximum number of approvals displayed per page. This function is only available to registered users of the system and those with administration rights.
View approvals for region	The system shall display a page containing all pending items including events awaiting approval for the region when accessed from a defined link. The page will have a navigation mechanism to display further approvals, if limited by a system defined property stating the maximum number of approvals displayed per page. This function is only available to registered users of the system and those with administration rights.
View user profile	The system shall display a page containing a selected users profile when accessed from a defined link. This function is only available to registered users of the system and those with administration rights.
Send email	The system shall open the default email client and populate the recipients email address when accessed from a defined link. This function is only available to registered users of the system and those with administration rights.
Approve pending item	The system shall update the status of the item pending approval when accessed from submitting the approval. This function is only available to registered users of the system and those with administration rights.
Reject pending item	The system shall update the status of the item pending approval when accessed from submitting the rejection. This function is only available to registered users of the system and those with administration rights.
View club categories and search criteria	The system shall display a page containing the terms and conditions for taking over responsibility of the management of club information when accessed from a defined link.
View club functions dependant on assigned rights	The system shall display a page containing the available club functions when accessed from a defined link. This function is only available to registered users of the system.
Create club	The system shall save the new club details when accessed from submitting the event to be saved. This function is only available to registered users of the system.
Update club	



Low fidelity



Paper prototyping



Paper prototyping is a great way to get started:

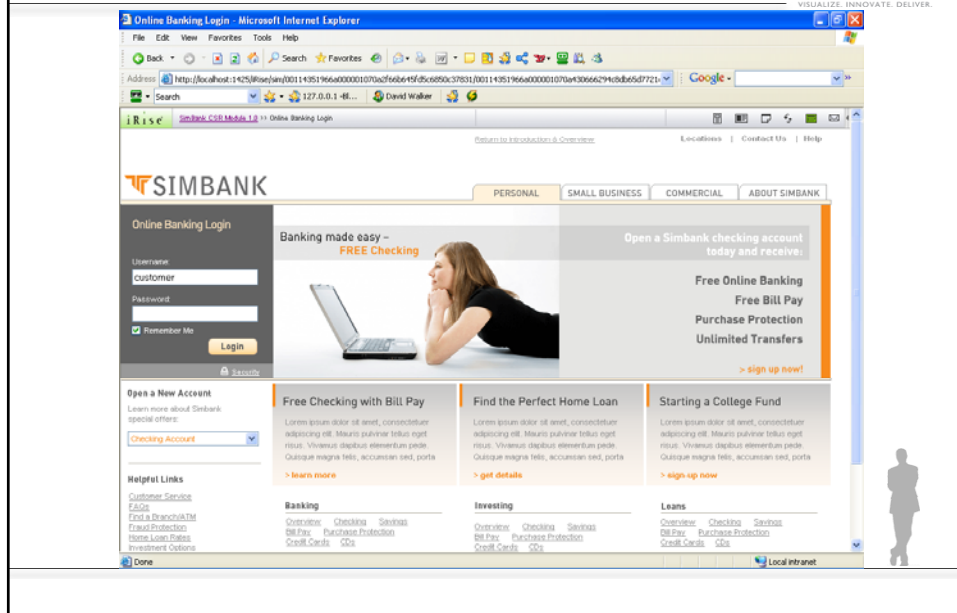
- **Usability issues**
- **Missing (or misspecified) functional requirements**
- **Preference for one design alternative**
- **Priorities**
- **Issues outside the user interface**



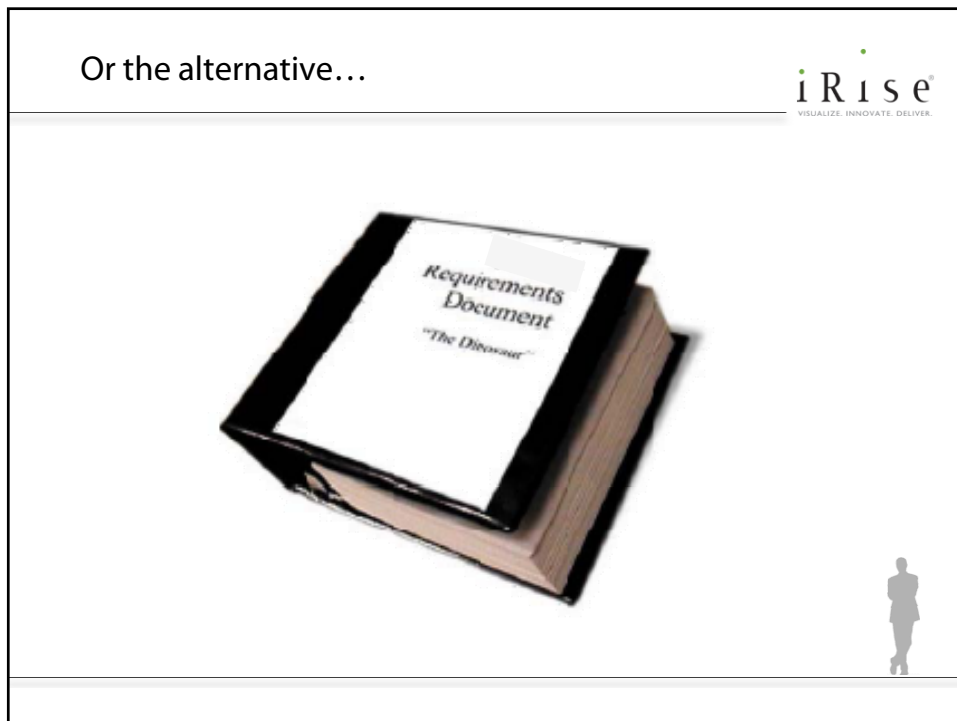
Medium fidelity

[illegible]

High fidelity



Or the alternative...



Density does not equal fidelity.



**Understanding isn't measured in
lbs. per feature.**



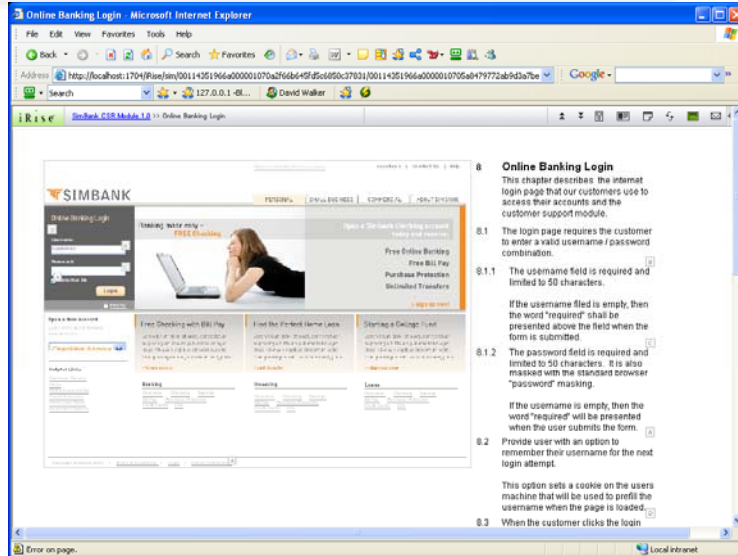
People “understand” in different ways



People “learn” in different ways



Ultra-high fidelity



In closing...always remember...

Quidquid latine dictum sit, altum sonatur.



In closing...always remember...

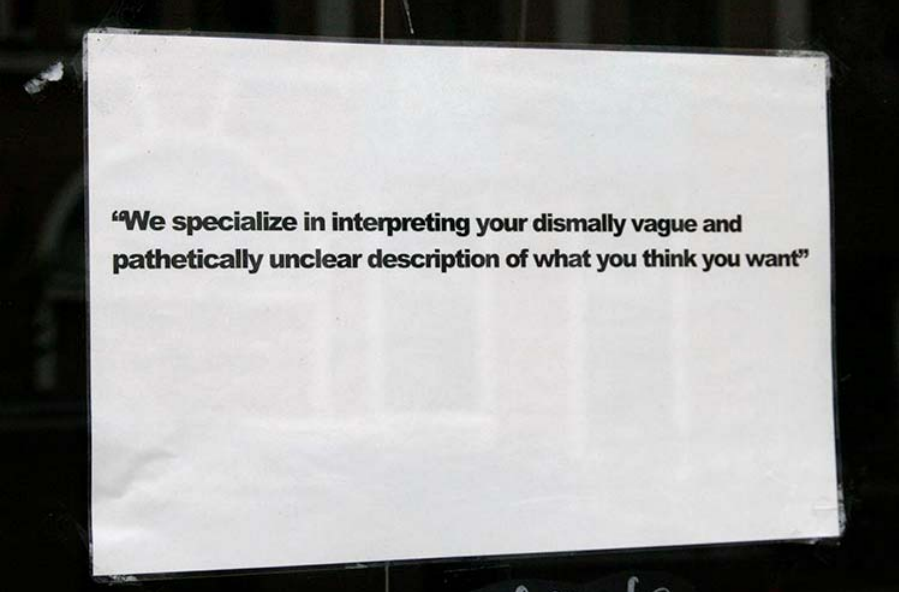


Quidquid latine dictum sit, altum sonatur.

- "Whatever is said in Latin sounds profound."



A new mission statement?

A photograph of a white piece of paper, possibly a mission statement, placed on a dark surface. The paper is slightly crumpled and has a black border around it. The text on the paper is in a bold, sans-serif font.

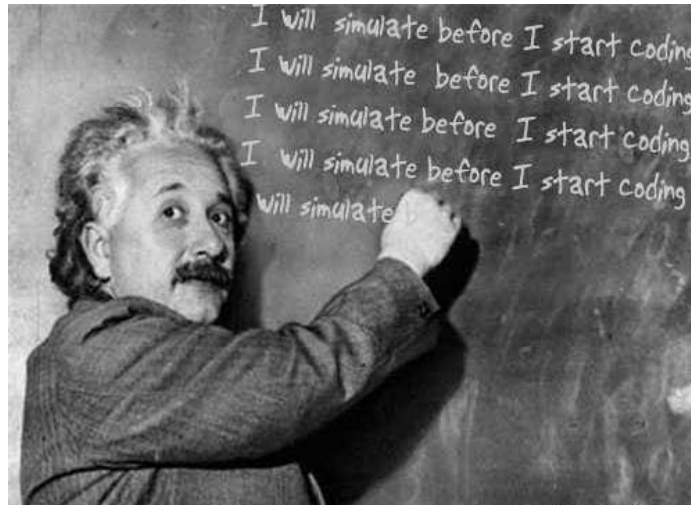
"We specialize in interpreting your dismally vague and pathetically unclear description of what you think you want"


**"Few things are harder to
put up with than the
annoyance of a good
example."**

- Mark Twain



Thank you...





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NETWORK


Beta

Welcome David Walker
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LOGOUT

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Advanced Search

FORUMS
RESOURCES
BLOGS
EVENTS
ROLES




Catalyze. To Gather. To Transform. To Propel. Do you define business systems, design software or create websites? If so, Catalyze is the member-driven, professional community for you. Catalyze is a place to share experiences, find resources, ask questions, offer opinions, get involved and network with other professionals doing this same creative work.

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- Edit your profile
- Find/Add an event
- Join a conversation
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Search By Role

- BUSINESS ANALYST
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- IRISE USER

Catalyze Webcast – Monday October 29 at 1pm PDT/4pm EDT


Keith Instone, information architect and user experience pioneer, will talk about his involvement with the User Experience Network or UXNet – and how that complements the Catalyze community.

Register here

agile bā business analysis business analyst design hci ia idoc iibā information architect information architecture innovation interaction design irise irise 5 irise 6 it job product management prototyping requirements simulation testing ui upa usability user experience user interface ux video

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US > Bay Area: Business Analyst/Assistant Product Manager for financial startup
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Are You A Design Thinker?
Posted to: Current Wisdom

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Posted to: Current Wisdom

The reflection on the back of Plato's cave
Posted to: Nouns and Verbs - What's in Your Box?

We Are Smarter Than Me - Barry Libert on Community

New Files Posted

If Your Homepage Could Only Talk
Posted to: Links

SEO with Usability: What The People Want
Posted to: Articles

Kim Krause Berg Podcast - Usability
Posted to: Multimedia

Top 100 User-Centered Blogs
Posted to: Links

The Information Architect as Change Agent
Posted to: Links

IA's Unidentical Twins (Revisited)
Posted to: Links

How does a business analyst add value

www.mycatalyze.com



Questions?

David Walker
Product Evangelist, iRise
[dwalker@irise.com]

BTW – *We're hiring!*

