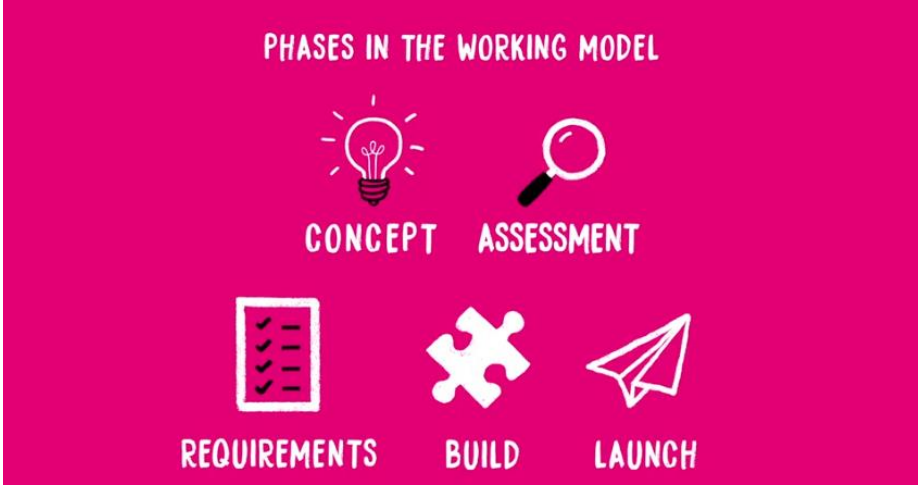# Working Model Requirements – Requirement and Design Overview

Objectives: [Action] [Evaluation criteria] [Method]	- Gather requirements and create Capabilities - How to form a product bundle - Groom the Capabilities - Design their Capabilities - Decompose Capabilities down into Features and User stories
Theme Notes	TMO (Magenta)
Navigation Notes	
Labels and Hashtags	
Course	

Working Model Requirements – Requirement and Design Overview

Course Layout

Section or Lesson	Section Title: Working Model Lesson Title: Requirements
☒Section ☐Lesson ☐Quiz	During the Concept and Assessment phases, the Business Owner, Solution Captain, and the newly formed Core Team worked to establish the vision of the product and began documenting materials that outline what they intend to deliver to the market. In the Requirements phase, the team expands to include business stakeholders and delivery teams, and those materials are used to educate the full Working Team about the product they are collectively tasked with delivering. You can visit the T-nation Working Model site for up-to-date information on the tools used in this process.
Lesson Blocks	**Visuals**
Interactive	

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Things to Consider
☐Section ☒Lesson ☐Quiz	Each concept is unique and requires the approach to be catered accordingly to help you be successful. As you review the steps outlined in this document, consider these tips along the way: • The Working Model subscribes to the idea of just-in-time design, which is an iterative cycle. • Gaining business alignment of the Acceptance Criteria is critical. Acceptance Criteria exactly what needs to be accomplished for a capability to be considered complete. It is traced from the initial design documentation, all the way through development and testing activities. • The tools are leveraged more heavily in requirements and design activities than they have been in previous steps in the Working Model process. Familiarize yourself with the tools early and keep the information up-to-date and accurate. • Capability decomposition provided by one of the tools is a recommendation. The team is empowered to use their best judgement to determine the most effective way to break down the work into manageable pieces of core functionality. • Use your sense of agency, think critically, and let common sense prevail.
Lesson Blocks	Visuals
List	

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Core Team
☐ Section ☒ Lesson ☐ Quiz	The Core Team is comprised of the critical team members that provide leadership and direction as cross-functional stakeholders navigate their way through the Working Model. Each product launch is comprised of a slightly different group of job titles and roles, and this document aims to give the team the autonomy and empowerment to determine who is best suited to execute a task.
Lesson Blocks	Content
Text & Image	

Business Owner — Owns value proposition, product objectives, business decision making and market outcomes

Solution Captain — Owns product-focused technical delivery. Integrates input from Architect, Business Channel Lead(s) and Tech Workstream Lead(s) to account for E2E/Cross-domain impacts *

Architect — Sets overall product architecture direction. Identifies relevant customer journeys and considers enterprise architecture impacts.

Business Channel Lead — Identifies product impacts and provides subject matter expertise for represented channel or area

Tech Workstream Lead — Represents technology impacts and execution for a given Domain. This role can be a Tech Lead or OTD.

Project Manager — Manages delivery schedule and team activities, maintains project budget and performs status reporting

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Working Team
☐Section ☒Lesson ☐Quiz	At the start of the Requirements phase, the team begins to expand beyond the Core Team that has been working on the product through Concept and Assessment. Once the product is presented at Concept Initiation Review (CIR), cross-functional stakeholders assess the impacts the product has to each respective organization within T-Mobile. As a result, the cross-functional team is formed, and is inclusive of many (and sometimes all) of the following hats. These hats participate in or are responsible for the activities and artifacts in the Requirements phase.
Lesson Blocks	**Visuals**
Image & Text	**Working Team** • Solution Captain • Business Owner • Line of Business (LOB) Leads • Product & Technology (P&T) Lead • Marketing Lead • Channel Leads • Commercial Leads • Shared Services Leads • Go-To-Market(GTM)/Enterprise Program Office (EPO) Lead • DSO Lead • Domain Product Manager • Business Systems Analyst (BSA) • Enterprise Project Manager • Technical Architect • Technology Product Manager (TPM) • Technical Systems Analyst • Test Architect • Test Design Lead

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title
☒ Section ☐ Lesson ☐ Quiz	**Inputs** • Concept Deck • Assessment Deck • Completed FIT • Drafted High-Level Solution Design (HLSD) • Compliance review and signoff (where applicable) • Security Axioms • Security review and signoff (where applicable) • Core Team formed • Business stakeholders identified • Delivery teams identified (build, test) **Outputs** • Concept Initiation Review (CIR) Deck • Completed HLSD • Product Bundles (AgileCraft) • Capabilities (AgileCraft) • Features (AgileCraft/Jira) • User Stories (Jira) • UML Diagrams • User Interface & User Experience (UI/UX) artifacts (i.e. Wireframes)
Lesson Blocks	**Visuals**
Table	Table

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Requirements Overview
☐Section ☒Lesson ☐Quiz	
Lesson Blocks	**Visuals**
Gallery	

Requirements

Solution Captain or Proxy leads the build out and approval of Capabilities in parallel to the Lead Architect completing the high-level design

Capability Refinement & Acceptance Criteria Baselined
- AgileCraft or BRD
- Requirements & Design Play

Simultaneous

HLSD Artifact Completed
- HLSD Template

HLSD Review (Business)

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Design Overview
☐ Section ☒ Lesson ☐ Quiz	
Lesson Blocks	**Visuals**
Gallery	

Design

Team creates cross-domain designs and then decomposes those into Features & User Stories

Capabilty Design
- AgileCraft & Jira
- Requirements & Design Play

Staggered Decomposition

Features & User Stories
- Jira
- Design Templates
- Requirements & Design Play

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Section Title: Requirements Gathering Lesson Title: Capabilities Refined
☒Section ☐Lesson ☐Quiz	During the Assessment Phase, the **Core Team** created the Concept in AgileCraft. They now begin creating Capabilities and Product Bundles.
Lesson Blocks	**Visuals**
Image	Capabilities and Product Bundles – showing Capabilities Grouped into Product Bundles

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Grouping Product Bundles and Capabilities
☐Section ☒Lesson ☐Quiz	**Capabilities should…** ✓ Describe core functionality that delivers value to the business. ✓ Contain a summary definition and benefit hypothesis, which describes the value of the capability to the stakeholder. ✓ Aim to be of a size that is capable of being delivered within a quarter. **Product Bundles should…** ✓ Logically group Capabilities together. ✓ Often be working software that can be tested.
Lesson Blocks	**Visuals**
List	

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Acceptance Criteria
☐Section ☒Lesson ☐Quiz	This information should be derived from a combination of the materials created during the Concept and Assessment phases and a thoughtful exercise of how to provide a written description the product vision in further detail.
Lesson Blocks	**Visuals**
List	**Key Resources to Use** ✓ Concept – PowerPoint ✓ Assessment – PowerPoint ✓ FIT – Excel ✓ Customer Journey – PowerPoint

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: After the CIR
☐Section ☒Lesson ☐Quiz	After CIR, the cross-functional stakeholders are identified. Stakeholders to submit their requirements for *all* capabilities across all product bundles. The Capability Description section should summarize what the capability is accomplishing. The Acceptance Criteria section should show how the capability is satisfied. Traceability will ultimately be mapped back to the capability and its acceptance criteria. Therefore, it is important to get sign-off from stakeholders that the Capability Description and Acceptance Criteria sections are accurate representations of the requirements they submitted.

Lesson Blocks	Visuals	Audio
Text		

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Refine the Capabilities
☐Section ☒Lesson ☐Quiz	You will continue to validate the capability description and newly added acceptance criteria are accurate, relevant, and uphold the original intent of the requirement(s) that person submitted. Newly derived capabilities or acceptance criteria are expected to emerge from this process, which continues until all are defined. This may involve rewriting capability and acceptance criteria to be more expressive, splitting big items into smaller ones, re-prioritizing them, or deleting those that are obsolete. During capability refinement sessions, focus on: ✓ Business priority ✓ Delivery team impacts ✓ Foundational items ✓ The number of capabilities in progress (to avoid overloading your resources)
Lesson Blocks	**Visuals**
Choose an item.	

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Note
☐Section ☒Lesson ☐Quiz	It is important to note that, unlike previous working models, SOX compliance and traceability are mapped to the capability and associated acceptance criteria, not the business requirement. That is why it is critical to gain acceptance from your business stakeholders that they agree with the documentation. There may be times when a few sessions are needed to refine the capabilities and acceptance criteria to achieve alignment with *all* the impacted stakeholders before moving forward.
Lesson Blocks	**Visuals**
Quote	

Section or Lesson	*Section Title: Design* Lesson Title: Receive Funding
☒Section ☒Lesson ☐Quiz	Once you receive funding, design activities begin. Although you may have already hosted some "discovery" design sessions, true cross-domain design sessions activities begin on the heels of funding being secured. ✓ Start design with your prioritized list of capabilities. The next set of steps are within the context of a single capability.
Lesson Blocks	**Visuals**
Statement	

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Prepare for Design
☐Section ☒Lesson ☐Quiz	In this step, the **Lead Architect** and **Lead SA (Systems Analyst?)** prepare to guide end-to-end design discussions for the capability. The purpose of their diagrams is to show interactions between domains to help guide discussion of cross-domain dependencies. ✓ Prepare end-to-end Design Artifacts ✓ Review Capability with the accountable Delivery and Technical teams ✓ Refine Capability to clarify business need ✓ Align on cross-domain dependencies
Lesson Blocks	**Visuals**
Choose an item.	

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Decomposition of Capability
☐Section ☐Lesson ☐Quiz	✓ **Lead SA** documents end-to-end design decisions for the capability ✓ **Lead SA** creates and assigns shell Features in AgileCraft for each domain impacted by the capability. *The "shell" should contain a high-level summary of the domain functional requirements. (Features are fleshed out in later steps)
Lesson Blocks	**Visuals**
Image	Image of Broken Up – Capability into Features Show how features are taken on by delivery groups

Section or Lesson	Title: Features and User Stories
☐Section ☒Lesson ☐Quiz	After the shell of the Feature is uploaded by the lead SA it is assigned to a Domain Group and linked to a Jira project. At this point, the Feature (in Jira) will be further decomposed into User Stories that will be assigned to a Component Team.
Lesson Blocks	**Visuals**
Choose an item.	Domain Groups and User Stories

Working Model Requirements – Requirement and Design Overview

Section or Lesson	Title: Rinse and Repeat
☐ Section ☒ Lesson ☐ Quiz	The Working Model is an iterative process. Once you've brought the first Product Bundle through design and handed the Capabilities, Features, User Stories, and associated artifacts, the teams begin the refinement process for the next Product Bundle that has been prioritized. Congratulations! You have officially navigated your way through the requirements and design activities of the Working Model.
Lesson Blocks	Visuals
Choose an item.	