

REQUIREMENTS DOCUMENTS ARE BORING

And that is **why they are not enough.**

Requirements are essential. They create the precision needed for contracts, design, build and test. But asking a requirements document to explain a future organisation to its leaders is asking it to do a job it was never designed to do.

01. THE PROBLEM

Precision is not understanding

A major programme can contain thousands of requirements. Each line can be perfectly written, but the overall picture can still be a blurry mess.

Understanding the change means connecting thousands of requirements together. The people immersed in the programme do that instinctively because they live in the detail. Most senior stakeholders do not and should not have to.

1,000 good requirements can still add up to a poorly understood change.

02. THE AUDIENCE

One change, multiple languages

Developers, configurators, solution architects and suppliers need detail. They need unambiguous statements, rules, dependencies, acceptance criteria and traceability.

Leaders need a tailored view of the same change. A real, relatable and tangible story.

One audience needs precision. The other needs context and meaning. Neither is less important, and neither replaces the other.

03. THE TRANSLATION

Make it tangible early

This is where diagrams, stories, scenarios and prototypes earn their place.

Show the journey. Show the handoffs. Show the exception. Show the impact. Bring the story to life.

One clear visual can reveal an assumption hidden across dozens of requirements.

A simple scenario can expose two completely different interpretations of the same requirement. That is not presentation polish. It is part of requirements work.

04. THE CONSEQUENCE

Understanding is a control

If stakeholders cannot picture the outcome, they cannot properly challenge it. That is how a programme can reach configuration or testing before somebody says:

"That's not what I thought it meant."

By then the problem is no longer understanding. It is rework, delay, cost or resistance.

Making the outcome visible earlier exposes misunderstanding while it is cheaper to fix. The goal is not to simplify the requirements. It is to make the combined effect understandable.

Requirements define what needs to be built.

The real art is making everyone else understand what those requirements mean when they come together.



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