Requirements Elicitation: The 5 Best Practices

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Learning Objectives

- Recap from last week’s – 5 No-Nos
- Discuss certain elicitation techniques
- Recognize five best practices for requirements elicitation
- Wrap up and next steps
Review: 5 No-Nos

1. Do not ask ‘what are your requirements”
   – Do not make people feel that their requirements are wrong
   – Do not expect to hear words like ‘my requirement is...’ Requirements are more subtle – you have to listen for them

2. Do not come into a meeting without doing your homework/preparation

3. Do not simply take the 'wants' of the client, without understanding their need, through the “why” questions

4. Do not push your own point of view; that is, having preconceived notion of their needs
   – Do not ask leading questions
   – Be impartial/neutral with integrity

5. Do not start a session without agreeing on ground rules
   – Do not interrupt, be judgmental, allow distractions, start or end late, look intense
Elicitation Techniques

- Focus Group
- Interface Analysis
- Prototypes
- Observation
Focus Group

• Group of pre-qualified participants who share opinions about a product or service
• Together in one room
• Utilizes a trained facilitator
  – Plans the session
  – Facilitates
  – Produces report
• Provides qualitative information
• Attempt to gather creative ideas from group
Focus Group

• Traditionally 6–12 participants
  – More than one session if many stakeholders must participate
• Facilitator
  – Moderates the discussion
  – Engages all members
  – Remains neutral
  – Keeps participants focused
Interface Analysis

• Method of defining requirements
• Includes analyzing:
  – Human interactions with the interface
  – Reports generated
  – Interconnectedness between two systems
• Helps to identify:
  – Boundaries of each application
  – Data requirements
Prototyping

- A technique for gathering users’ information requirements
- Mainly focuses on functional requirements
- Prototyping process:
  1. Collect requirement
  2. Build prototype
  3. User evaluates prototype and provides feedback
  4. Incorporate user feedback
  5. Repeat as required
Observation

- Watch people in the natural work environment
- Good for capturing current state
Observation - Types

• Passive:
  – Observer is invisible or silent
  – Does not ask questions
  – Multiple observations of the same process are completed

• Active:
  – Asks questions while process is on-going
  – Can become the role for a limited time
Observation Process

1. Prepare for observation:
   - Outline what will be observed
   - Create data collection / observation worksheet
   - If active, prepare questions

2. Observe:
   - Suggest the participant talk about what they are doing

3. Document findings
What Are Some Best Practices?
1. Document your approach and create a strawman to generate the right conversation.
Analysis Approach

- The steps you plan to take to obtain objectives and gather requirements
- For most analysis, you perform the same steps
- Some terminology:
  - Walkthrough
  - Transfer of knowledge
  - Strawman (see next slides)
What is a Strawman?
Pulled Apart...
Put Back Together Differently...
5 Best Practices

2. Send input material to participants in advance, with clearly defined objectives for the specific elicitation event.
5 Best Practices

3. Prepare for Interview / Workshop, identify the...
   – Who [should be there]
   – When [to meet]
   – Where [to meet]
   – What [will be learned / discussed]
   – Why [articulate why you want to meet, e.g. objective]
5 Best Practices

4. Continue to revalidate the requirement until it is clear and can be acted upon by those who read them - business stakeholders AND implementers
5 Best Practices

5. Have a scribe for note taking, and use a whiteboard or a smart screen to document the requirements
Review: 5 Best Practices

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2. Send input material to participants in advance, with clearly defined objectives for the specific elicitation event

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Wrap Up And Next Steps
REQUIREMENTS  Lifecycle Management

Best Tools Award
Seilevel
Austin Texas

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IMPLEMENTING inteGREAT

Requirements Maturity Model

1. Ad Hoc Documentation Or Verbal
2. Document Templates
3. Project based Knowledge Development
4. Team based Knowledge Collaboration
5. Enterprise Knowledge Architecture

Organizational Evolution

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inteGREAT – the Best Enterprise Fit.

- Broad Requirements coverage creates end to end value for ALM stakeholders
- Bi-directional Microsoft ALM & Office tool integration
- Meta Model based: completely configurable requirements taxonomy
- Enterprise scale relational database with analytics and web access
- Packaging and configuration allow analysts to use only as much in inteGREAT as they need
Define process flow in Visio view which is embedded within inteGREAT
Once process is defined auto-generate high level & detailed Use cases

Customize all documents using Word and Excel templates
Use simulation wizard to create prototypes

Reuse predefined data or define new fields

Take snapshot from URL and annotate
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