

Eliciting Requirements for IT Projects - Simply Put!

Business Analysis Techniques for Gathering Business and Stakeholder Requirements from Subject Matter Experts

Instructor-Led, Onsite or Online Duration 2 Days

Overview

Eliciting Requirements – Art or Science?

It is very early in your project. How can you as "the one wearing the business system analysis hat" help the business subject matter experts (SMEs) determine what the system should do when it goes into production? There are many people involved, each with different expectations and needs. How can you deal with these difficulties, gather reasonable requirements quickly, and not waste the effort?

This business analysis techniques course gives you a proven set of core techniques, methods, and tricks to elicit (gather or capture) business, stakeholder, solution, and transition requirements. Getting requirements requires much more than simply asking stakeholders what they want or need. Our techniques go beyond capturing obvious requirements. They force stakeholders to consider different dimensions of the solution so they recognize and express requirements they did not even know they had. That is the true art of "elicitation".

NOTE: The techniques taught in this course are methodology-neutral, meaning they are relevant to traditional, UML or Agile development environments. We will deliver this instructor-led course live at your site or in a series of virtual sessions via the Internet.

Target Audience

Anyone involved in eliciting, gathering, discovering business and stakeholder requirements for IT projects, including (but not limited to):

Business Analysts	Subject Matter Experts
Agile Product Owners	Project Leaders and Managers
Line Managers	Systems Analysts
Software Testers	Solution Architects
AND anyone wearing the business analysis hat	



**Learning
Objectives**

Upon completion of this training, successful attendees will:

- Define and defend business, stakeholder, solution and transition requirement levels
- Defend the need for distinguishing actors, roles, stakeholders, and users to improve the completeness of requirements
- Use three different approaches identifying project stakeholders and roles
- Develop RACI matrices, Onion Diagrams, and Communication Plans to identify, analyze, and improve stakeholder involvement
- Identify, document, and analyze business problems to discover requirements
- Analyze reported business problems to identify common attributes
- Prepare, perform and follow up effective requirements gathering interviews focused on requirements elicitation
- Weigh the merits of different interviewing approaches
- Defend the need for requirements discovery site visits as a requirements elicitation technique
- Define effective informational listening techniques and hurdles
- Contrast active and informational listening
- Describe interviewing versus inquisition approaches for eliciting requirements from stakeholders
- Assess the viability of using requirement gathering sessions on a project
- Plan to incorporate selected techniques to improve your performance on the job

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1 The Need for Requirements

Uncertainty

The Uncertainty Principle

Exercise: Ambiguity Exposed

Requirement Types

Requirement Types a la BABOK®

Requirement Relationships

Definition of a Business Requirement

Structure of Business Requirements

Business Requirement Examples

Discussion: Business Perspectives

Definition of a Stakeholder Requirement

Purpose and Audience of Stakeholder Requirements

Stakeholder Requirement Structures

Stakeholder Requirement Examples

Discussion: Stakeholder Perspectives

Solution Requirements Defined

Solution Requirement Structures

Solution Requirement Examples

Transition Requirement Defined

Transition Requirement Structures

Transition Requirement Examples

Typical Transition Requirement Targets

Exercise: Transition Requirements

2 Who Has the Requirements You Need?

Stakeholder Identification

Identify Stakeholders

Using an Org Chart

A Stakeholder Is....

Exercise: Stakeholder Identification

Problems

Defining the Real Problem

Exercise: The Tunnel from the Twilight Zone

Exercise: Problem Identification

Aristotelian Problem/Symptom Reduction

Documenting the Problem Statement

Getting Written Problem Statements

Exercise: Writing Problem Statements

Exercise : Problem Statements

Getting From Problems to Requirements

Exercise: Getting Requirements from Problems

The Why Tree

Root Cause Analysis using a Fishbone Diagram

Ishikawa Diagrams a.k.a. Fishbone diagrams

3 Discovering Requirements for Agile and Traditional IT Projects

Interviewing

Exercise: Characteristics of a "Good" Interviewer

Interviewing Steps

Plan for the Interview

Exercise: Ten Questions and the Case study

Maintaining Control in an Interview

Perform the Interview

Listening Techniques

Hurdles to Informational Listening

Après Interview Tasks

Exercise: Advanced Interviewing Techniques

Exercise: Interviewing Worksheet

Exercise: Capturing Interview Results

Mind Mapping

Mind Map Example

Email Interviewing Tips

Exercise: Face-to-Face vs. Email Interview

The Delphi Technique Defined

Using The Delphi Technique

Exercise: Analysis by Walking Around (site visits)

Walking Around Notational Technique

Exercise: 3-Minute Interview Evaluation

Requirements Gathering Workshops

What is an Requirements Gathering Workshop (RGW)?

Stages of an RGW

Mini-RGW

The Promise of RGW

The Flip Side of an RGW

4 From Showtime to Go Time!

Personal Improvement Plan

Understanding the Learning Curve

Exercise: My Techniques

My Personal Implementation Plan