Establish the Context

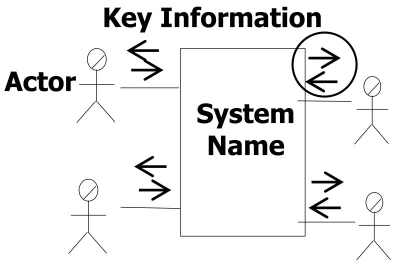
Which requirements are you eliciting?

Which requirements do your stakeholders *think* you are eliciting?

Iterate level of detail of requirements <u>after</u> the context boundaries have been set.

- Business Objectives set the context for requirements

- Functional requirements set the context for all other requirements



Context Diagram

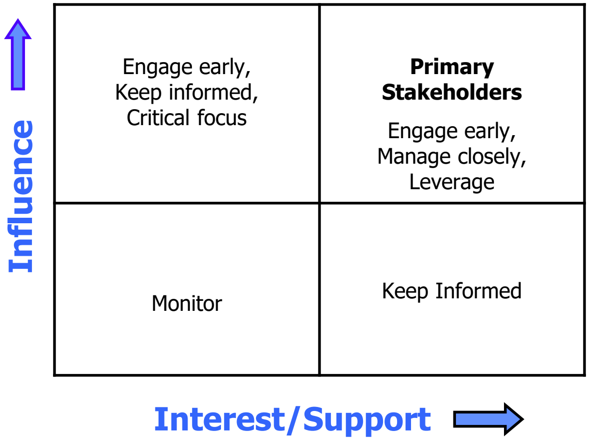
Identify and Analyze Project Stakeholders

Know Your Stakeholders

Persons and organizations whose interests may be positively or negatively impacted by the project because they may:

- ✓ Use the system
- ✓ Pay for the system
- ✓ Direct/Manage the system
- ✓ Build the system
- ✓ Are replaced by the system
- ✓ Regulate the system
- ✓ Count on the system
- ✓ Are impacted by the system
- ✓ Are able to impact the system

Engage Them at the Right Time



Engage early, Keep informed, Critical focus	**Primary Stakeholders** Engage early, Manage closely, Leverage
Monitor	Keep Informed

Requirements Elicitation Process

Nine Steps for Success

1. Draw a context diagram
   - Project Scope Description
2. Identify and analyze stakeholders
   - Stakeholder Inventory
3. Develop questions
   - Stakeholder question list
4. Choose gathering technique
   - Who, What, When, Where, Why
5. Plan session and send materials
   - Session Agenda
6. Conduct the session
   - Elicitation Notes
7. Document stakeholder requests
8. Send out session summary
   - Intermediate work products and artifacts, glossary
9. Determine the requirements

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Requirements Elicitation Techniques

Technique	Purpose	To Gather	Tips/Traps
Brainstorming	Use early in the process to generate ideas	Business Requirements	Manage dominance with nominal group techniques such as Brain-writing
Interviewing	Use to collect information that only a particular stakeholder can provide Use to build a stakeholder relationship Use again (later) to collect missing details	Business Requirements As-is / To-be business process	Prep agenda and questions in advance and share them Use open-ended questions to explore and close-ended questions to confirm
Business Process Modeling	Use to develop and communicate the current understanding of business process (behavior and sequence)	As-is / To-be business process Actors and triggers	Work the "happy path" first Describe pre/post conditions Use a standard notation
Observation	Use when you need a better understanding of the business process	As-is business process	Select a good role model to shadow or observe Don't bury yourself in details or irrelevant data
Focus Group	Use to gain subjective information, perceptions and feedback Used to build consensus or resolve issues	Features and requirements choices	Establish and follow ground rules Use a trained facilitator
Facilitated Session	Use to develop consensus on requirements Use to promote ownership of the system	Business requirements (early), and System requirements (later) Functional and Supplementary requirements	Pre-plan the questions Use both a scribe and a trained facilitator
Questionnaire	Use when you want specific answers to a pre-determined set of questions Use when privacy or anonymity are required or when the audience is large	Use for corroboration, not discovery, of new requirements or business processes	Prototype and test the questionnaire
Exploratory Prototyping	Use to find out something you don't know – not to demonstrate something you do know Use to foster a co-development environment and encourage early stakeholder feedback	User Interface requirements (data and flow) Functional requirements (test understanding of calculations and business rules)	Manage stakeholders expectations that the prototype is not "design"

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