

How to Elicit (Gather), Business, Stakeholder, and Solution Requirements

Instructor-Led, On-Site Duration 2 days

Overview

The International Institute of Business Analysis (IIBA®) in their *Business Analysis Body of Knowledge® (BABOK® v2.0)* defines four major categories of requirements that are common to information technology projects:

- Business requirements define the goals and objectives that any IT solution has to support.
- Stakeholder requirements specify the needs of individuals or groups.
- Solution requirements describe functions, information, and specific qualities that the delivered technology has to enable.
- Finally, transition requirements define behaviors that facilitate moving from the as-is state of the enterprise to the to-be state.

This course gives you a proven set of core techniques, methods, and tricks to elicit (gather or capture) business, stakeholder, solution, and transition requirements. Requirements elicitation is more than simply asking stakeholders what they want. The course offers a variety of techniques that force stakeholders to consider different dimensions of the solution which helps them recognize and express requirements they did not know they had.

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

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Target Audience

Business System Analysts
Requirement Managers
System Analysts
Business Process Users
Business Process Managers

Business Analysts
Subject Matter Experts
User Liaison Personnel
Anyone involved in defining or deciphering business system requirements.

Developed and presented by:



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Learning Objectives

Upon completion of this seminar, you will . . .

- Manage questions and open items lists
- Classify the 5 types of requirements described in the BABOK®
- Identify the value of good requirements
- Evaluate a management vision statement
- Write business requirements that solve business problems
- Creates requirements during “analysis by walking around”
- Develop and process surveys
- Prepare, perform and follow up requirements interviews
- Use 10 critical requirements questions to guide the requirements capture process
- Contrast the pros and cons of prototyping for requirements
- Define the evolving role of business systems analysts
- Apply 5 methods for discovering use cases
- Present the transition from business events to use cases
- Illustrate the major components of the use case
- Document proposed user interaction in use cases and use case diagrams
- Structure basic use case information in a use case document
- Use use case diagrams as a scoping tool
- Document scenarios to discover use cases
- Detail the sequence of interaction steps for the most common situation
- Determine how to handle alternate and exception situations
- Write audience-focused use cases
- Apply 5 methods for discovering use cases
- List the components of a user story
- Explain the strengths and weaknesses of User stories
- Identify the appropriate time to use user stories
- Describe how user stories support testing
- Describe what makes a “good” user story
- Create business event/response tables
- Develop requirements based on business events and responses

1 Introduction to Business Analysis

Who Needs Requirements, Anyway?

- The Fate Chart
- A Question File
- Exercise: A Problem with Language
- Exercise: Initial Requirement Statements

Requirements Defined

- Requirements a la BABOK®
- Types of Requirements
- The Business of Requirements
- Stakeholder Perspectives
- Defining the Solution
- Getting from the AS-IS to the TO-BE
- Analysis of Business Systems Analysis

2 Requirements Elicitation (Capture)

Who Do You Talk to about What?

- Identifying Stakeholders
- Using an Org chart
- Exercise: Stakeholder Identification

Document Analysis

- System Vision
- WasteTheWaist “Vision Statement” from CEO
- Exercise: From Vision to Requirement Statements
- Vision Statement Evaluation
- Exercise: Structured Vision Statement

Problem Definition

- Defining the Real Problem
 - Exercise: Problem Identification
 - Aristotelian Problem/Symptom Reduction
 - Rewriting a Problem Statement
- Getting Written Problem Statements
 - Exercise: Aristotelian Problem Symptom Reduction
- Exercise (cont.): Problem Statements
- From Problems to Requirements
 - Exercise: Getting Requirements from Problems

Interviewing Techniques

- Exercise: Characteristics of a “Good” Interviewer
- Interviewing Steps
 - Plan for the Interview
 - Perform the Interview
 - Follow Up the Interview
- Exercise: Interviewing: Some Other Ideas
- Exercise: Using Interviewing Techniques
- Email Interviews 10 Steps
 - Exercise: Face-to-Face Interview versus Email Interview

Types of Requirements Gathering Meetings

- Workshop Sessions (groups)
- Brainstorming Sessions
- Focus Groups
- User Groups
 - Exercise: The Need for Speed
- Accelerated Workshop Sessions
- Time Compression and Understanding

Using Surveys to Elicit Requirements

- The Delphi Technique (Survey)
- The Delphi Technique

Analysis by Walking Around (Site Visits)

- Exercise: Analysis by Walking Around (site visits)
- Walking Around Notational Technique

Requirements Elicitation Critical Questions

- Critical Questions
- Applying the 10 Critical Questions

Considering Prototyping

- Prototyping and Requirements
- Four Levels of Prototyping
- Prototyping & Ten Critical Questions

What Use is a Use Case?

- Exercise: Introducing Use Case Concepts
- Changing How the Business Works
- Naming Use Cases
- Purpose of a Use Case
 - Details of a Use Case
 - Use of a Use Case

Building Use Cases

- Of Business Events and Use Cases
- Business Events
 - Determining Event Responses
 - Exercise: Identifying Business Events
 - Exercise: Simple Event Response Table
- From Business Events to Use Cases
- The Role of Actors
 - Naming Actors
 - Finding Actors
 - Exercise: Identifying Actors
- Inside the Use Case
 - Discussion: The Use Case Value Equation
 - Before the Beginning
 - In the End
 - Flow of Events
- Identifying Common Elements
 - Including Use Cases
 - Use Case Extensions
 - Extending Use Cases
 - On Extensions and Inclusions
 - Exercise: Pros and Cons of Inclusions and Extensions
- Inside the Use Case Checklist
- Discussion: What Measures Add Value to a Use Case?
- User Scenarios: A Bottom-Up Approach to Use Cases
 - Use Case Scenario Structure: Donald Pays For Insurance
 - The Advantage of Scenarios
 - Exercise: Bottom-up Use Cases
- Discussion: Pros and Cons of Use Cases

3 Introduction to User Stories

What Are User Stories

- User Stories: “First Rules”

User Stories: Defined by Example
Major Components of User Stories
When Are User Stories Written?

4 Use Stories are Driven by Roles

When are user stories written

Who Writes User Stories
User Roles
Adding Role Details
Rewriting the Roles "Second Rules"

5 How do you get user stories (techniques)

How Do You Get to User Stories

Standard Techniques
Story Writing Workshops
How Do You Manage User Stories?

6 What is a good user story

Business Focused User Stories

Value and User Goals
Story Value
Value Measurement-Right Sized
Complex User Stories
Dependency
Dependency

7 How do user stories support testing

From User Stories to Test Scenarios

Testing Begins with the First User Story
Tests and Cards
Questions to Guide the Test Process
Case 6: group/individual: Discussable/Testable Stories?

Case 7: pairs: Did You Write Testable Stories?

8 User Stories Summary

Good and Not-So-Good User Stories

Properties of a Good Story
Properties of a Bad Story
Not All Things Are Stories
Summary

9 Event-based Requirements Elicitation

Business Event/Response Analysis

Business Events and Responses
Business Events Defined
Business Event Naming Convention
Defining Business Events
Exercise: Finding Business Events
Identifying Project Scope
Exercise: Confirming Project Scope
Determining Event Responses
Event Response Naming Convention
Exercise: Documenting Business Events
Exercise: Event/Response Table (v 1.0)
Understanding Triggers
Non-Triggered Events
Scheduled Events
Exercise: Adding Event Triggers
Exercise: Event/Response Table (v 1.1)
Additional Event/Response Information
Event/Response Table (v 1.2)