Requirements by Collaboration

Workshops for Defining Needs

Ellen Gottesdiener

Addison-Wesley

Boston ■ San Francisco ■ New York ■ Toronto ■ Montreal
London ■ Munich ■ Paris ■ Madrid
Capetown ■ Sydney ■ Tokyo ■ Singapore ■ Mexico City

Contents

List of Figures xvii
List of Tables xix
Preface xxi
The Organization of This Book xxiii
Acknowledgments xxiv

Part One Overview of Requirements Workshops 1

Chapter 1 Getting Started with Requirements Workshops 3

Essential Requirements 4
Difficulties with Requirements 5
Requirements Levels 6
Surfacing User Requirements 7
User Requirements Models 7
Requirements Workshops 9
Workshops and Collaboration 10
Workshops and Facilitation 11
How Workshops Differ from Typical Meetings 11
Workshop Products 14
Types of Requirements Workshops 14
Other Uses for Workshops 14
Workshops and Iterative Development 16
Making the Business Case for a Requirements Workshop 17
When Not to Use Requirements Workshops 17
Summing Up 18
For More Information 19

Chapter 2 Workshop Deliverables: Mining Coal, Extracting Diamonds 21

The Evolution of Requirements 22
Business Requirements 24
User Requirements 25
Software Requirements 27
Model Views, Focuses, and Levels of Detail 27
- Model Views 28
- Model Focus 30
- Level of Detail 32
- Building the Models 35
- As-Is Models 36
- Multiple Models 36

Model Briefings 37
- Actor Map 37
- Actor Table 37
- Business Policies 38
- Business Rules 38
- Context Diagram 39
- Decision Table or Decision Tree 39
- Domain Model 39
- Event Table 40
- Glossary 40
- Process Map 41
- Prototype 41
- Relationship Map 41
- Scenarios 42
- Stakeholder Classes 42
- Statechart Diagrams 43
- Use Cases 43
- Use Case Map 44
- Use Case Package 44
- User Interface Navigation Diagram 44

For More Information 45

Chapter 3 Ingredients of a Successful Requirements Workshop 47

A Shared Purpose 47
The Right People 48
Shared Space 50
Wise Groups 51

Pre-Work 52
Focus Questions 53
Serious Play 54
Trust 55
Process Variety 56
Doneness Tests 57
Collaborative Closure 59
Flexible Structure 60
Using Both Sides of the Brain 61
Frequent Debriefs 63

Part Two Requirements Workshop Framework 65

Chapter 4 Purpose: Sharing a Common Goal 67

Writing Your Workshop Purpose Statement 68
Don't Assume Anything 68
Seek the Stories 70
Link Workshop Purpose with Project Vision 70
Defining Project Scope 72
Identifying the Workshop Sponsor 74
Defining the Workshop Planning Team 75
Sample Purpose Statements 76
Purpose for Horizontal Top-Down Requirements Workshop 76
Horizontal Middle-Out Requirements Workshop 77
Horizontal Bottom-Up Requirements Workshop 77
Vertical Strategy Requirements Workshop 77
Zigzag Strategy Requirements Workshop 78
Tips 78
Questions to Ask Stakeholders 79
Questions Related to Project Purpose 79
Questions Related to Workshop Purpose 80
For More Information 80

Chapter 5 Participants: Roles People Play 83

Workshop Roles 84
The Workshop Sponsor 86
The Project Sponsor 86
Having Sponsors in the Workshop 88
Sponsor Kick-and-Close 88

Content Participants 89
Surrogate Users 92
Ensuring Attendance 94
The Recorder 95
The Facilitator 96
Facilitator as Planner and Designer 97
Facilitator as Process Leader 98
Facilitator Observation and Intervention Skills 100
Other Facilitator Considerations 101
Should You Hire an Outside Facilitator? 101
Observers 103
On-Call Subject Matter Experts 105
Tips 106
Questions to Ask Stakeholders About Participant Roles 106
For More Information 106

Chapter 6 Principles: Ground Rules for the Workshop 109

Forming, Storming, Norming, and Performing 110
Basic Ground Rules 111
Special Ground Rules 113
Values-Based Ground Rules 114
Culturally Aware Ground Rules 115
Introducing and Testing Ground Rules 116
Hidden Agendas 117
Decision-Making Ground Rules 119
Product and Process Decisions 120
Collaborative Decision Making 121
Decision Rules 122
Reaching Closure 126
A Real-World Example 128
Tips 129
Questions to Ask Stakeholders About Ground Rules 129
For More Information 130

Chapter 7 Products: Ending with the Beginning 133

Output Products 134
Making Deliverables Visually Rich 135
Select Models Aligned with the Business Problem 136
Use Multiple Models 138
Mix Text and Diagrammatic Models 139

Mix Focuses and Views 140
Define the Level of Detail 141
Iteratively Deliver Requirements 142
Prioritize the Deliverables 143
Partition Requirements Across Workshops 145
Define Doneness Tests 145
Metaphors 149
Doneness Testing and Decision Making 149
Intangible Output Products 150
Input Products 152
The Workshop Agenda 152
Draft Models 152
System and User Documentation 154
Pre-Work 154
Templates 155
Workshop Aids 157
The Workshop Repository 160
Tips 160
Questions to Ask Stakeholders About Products 162
For More Information 162

CHAPTER 8 PLACE: BEING THERE 165

Workshop Logistics 166
Room Setup 168
Creating Sticky Walls 168
Preparing the Workshop Room 169
Different Time and Place Options 170
Videoconferencing 171
Collaborative Technology 172
Collaborative Technology Variants 174
Collaborative Technology: A Caveat 175
Tips 175
Place Checklists 176
For More Information 176

CHAPTER 9 PROCESS: PLAN THE WORK, WORK THE PLAN 179

Opening the Workshop 180
The Opener 181
Designing Activities 182
Sequencing Activities 183
Framing Activities 185

Mini-Tutorials 185
Elements of a Workshop Activity 186
Sample Workshop Activity 188
Estimating Activity Time 191
Using Focus Questions 191
Imagine This . . . 193
QA As You Go 194
Collaborative Modes 199
Collaboration Patterns 200
Wall of Wonder 200
Divide, Conquer, Correct, Collect 201
Multi-Model 203
Expand Then Contract 203
The Sieve 205
Combining Collaboration Patterns 208
Collaborative Techniques 209
Techniques for Guiding the Flow 210
The Parking Lot 210
Group Dynamics 211
Conflict 212
The Value of Conflict 212
Group Dysfunction 213
How to Deal with Difficult Participants 214
Fun and Games 215
Closing the Workshop 217
The Show-and-Tell 218
Addressing Parking Lot Items 219
Final Debrief 219
Tips 219
Tools for the Workshop Process 220
For More Information 220

Part Three Requirements Workshop Design Strategies 223

Chapter 10 Workshop Navigation Strategies 225

The Horizontal Strategy 225
Picking Your Horizontal Strategy 226
The Top-Down Approach 228

The Middle-Out Approach 230
The Bottom-Up Approach 233
The Vertical Strategy 233
Pick a Starting Model 233
Pick a Primary Focus 235
Start at the Scope Level or the High Level 235
Move Over 236
The Vertical Strategy with Multiple Workshops 236
The Zigzag Strategy 238
Comparing the Strategies 240

CHAPTER 11 WORKSHOP CASE STUDIES 241

SalesTrak 241
What Worked Well 244
Pitfalls and Learning Points 245
RegTrak 245
What Worked Well 247
Pitfalls and Learning Points 250
HaveFunds 250
What Worked Well 253
Pitfalls and Learning Points 254
BestClaims 255
What Worked Well 256
Pitfalls and Learning Points 258

CHAPTER 12 MOVING FORWARD 261

Making the Case to Management 262
The Business Value of Requirements Workshops 263
Critical Success Factors 264
Surfacing Problems 264
How to Evaluate Workshops 265
What to Report 266
Deliverable Data to Capture 267
Cost-Benefit Data to Capture 267
Happy Sheets 268
The Post-Workshop Survey 268
Improvement Data 268
Regular Workshop Debriefs 269

Integrating Workshops into the Requirements Phase 269
Becoming a Skilled Requirements Workshop Facilitator 271
The IAF 272
How Much Must the Facilitator Know? 273
What Do Business Users Need to Know? 274
Ground Rules for the Facilitator 274
Epilogue 277
For More Information 277

Appendix Collaboration Patterns 279

Glossary 287

Bibliography 303

Index 315