Elicitation

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Why IT Projects fail?

- The Chaos Report (1995)
  - Opinions about why projects are impaired and ultimately cancelled rank 'incomplete requirements and lack of user involvement at the top of the list' http://www.it-cortex.com/Stat_Failure_Cause.htm

- Almost 70 percent of companies surveyed set themselves up for both project failure and significantly higher IT cost due to poor requirements practices, survey finds.
  http://www.projectsatwork.com/content/articles/240976.cfm

- Flawed Requirements Trigger 70% of Project Failures
  http://www.infotech.com/research/flawed-requirements-trigger-70-of-project-failures

- Poor Requirements Set
  - http://www.mymanagementguide.com/top-5-project-failure-reasons-or-why-my-project-fails/

Topic

- Elicit
- Eliciting Requirements
- Elicitation Process
  - Prepare
  - Conduct and Document
  - Confirm
  - Example - Stages in Conducting Elicitation Techniques
  - Types of Techniques
- Elicitation in the Waterfall Approach
- Elicitation in the Agile Approach
- Elicitation Process Checklist
- Quiz
- Question and Answer

Elicitation

- BABOK® Knowledge Area

- Elicitation is a key task in Business Analysis*
  - One of the main output from the Elicitation Knowledge Area is **Requirements stated and confirmed.**
  - Complete, clear, correct and consistent requirements which are the foundation of the solution and lead to a successful project.

** Paragraph 1, Pg 53, A Guide to the Business Analysis Body of Knowledge®(BABOK® Guide) Version 2.0, International Institute of Business Analysis*

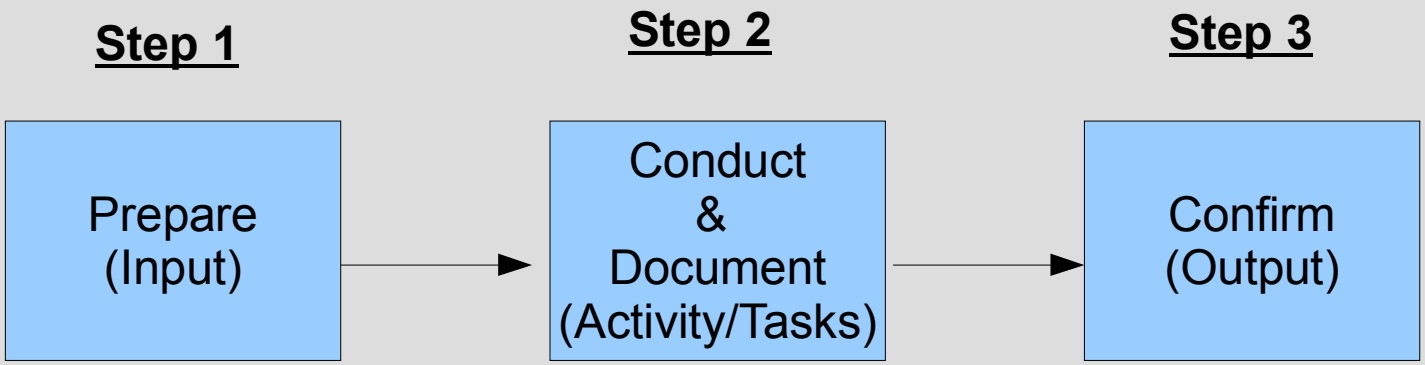
Elicit

- Definition - Elicit
  - **Evoke** or draw out (a reaction, answer, or fact) from someone
    - http://www.oxforddictionaries.com/definition/elicit
- What does this really mean?
  - To actively engage the stakeholders in defining requirements.
    - *(Pg 53, A Guide to the Business Analysis Body of Knowledge®(BABOK® Guide) Version 2.0, International Institute of Business Analysis)*

Eliciting Requirements

- Eliciting Requirements -
- To extract, understand and document the underlying needs of the Stakeholder.
  - Why underlying needs –Some Stakeholder state requirements as solution and after elicitation you find out, what they want versus what they need vary.
    - Example -
      - A customer wants a field added to 'invoice screen' for a Legacy application, however after elicitation the Business Analyst determines that the the customer really needs the field in an existing report-as the new field already existed in the database *(however it was a hidden field),* all that was required was to update the existing report, instead of changing the view for the 'invoice screen'.

Elicitation Process



Elicitation Process
Step 1-Prepare

- Data Gathering
  - Documents provided by:
    - Functional Manager
      - Organisation and Department Chart,Domain – Organisation Boundaries, External and Internal Stakeholders, Hierarchy, Culture, Politics-Build Rapport, Buy In.
    - Project Manager/Sponsor
      - Business Case,Stakeholders Location/Availability
    - Subject Matter Expert
      - Architecture, existing systems specification, manuals, data dictionary-key domain terms/business definition.
    - NOTE - Every Project will have varying data gathering requirements, also the documents can be provided by different stakeholders.

Elicitation Process
Step 2-Conduct and Document

- Select from various techniques depending on:-
  - Business Analyst experience, complexity of the domain, organisation/stakeholder culture, budget, timeframe.
  - Techniques: -
    - Brainstorming
    - Requirements Workshops
    - Interviewing
    - Surveys/Questionnaires
    - Documentation Analysis
    - Prototyping
    - Focus Groups
    - Observation
- Document
  - Recorded and Structured i.e. minutes, video/audio etc.

Elicitation Process
Step 3-Confirm

- Validate the documented results with the stakeholder.
  - Output i.e. Stated and Confirmed requirements and stakeholder concerns
  - Foundation for Analysis and Solution

Example – Stages in Conducting Elicitation Techniques

Below is an example of the stages in conducting elicitation techniques in a Medium/Large Sized Project.

Stages	Input	Technique	Variation to technique	Output
1st	Existing Documentation	Document Analysis	N/a	Prepare a **List of Questions** – which system, which data flow, which business process, which are the controls points, which are users.
2nd	List of Questions	Interviewing	**Remote** – email/teleconference. . **Local**-Face to face Meeting. *Language Barriers preferred method email then follow up with teleconference*	Questions and Answers. New/Old, Internal/External – Systems, System Interfaces, Data, Users Interfaces, Reports, Hardware Devices.
3rd	Output 2nd Stage	Interface Analysis	N/a	Interface Analysis Diagram
4th	Interface Analysis Diagram	Requirements Workshop	**Remote** – Teleconference and/or web-conference. **Local**-Face to face Meeting (Preferable)	Stated and Confirmed - Requirements & Stakeholders Concerns

Types of Techniques -Document Analysis

Requirement from Customer: -

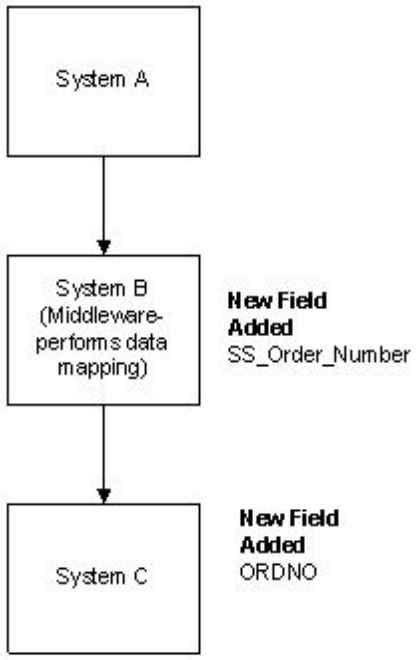
Require the Sales Order Number from System A to be populated in the new ORDNO field in System C.

Solution without Elicitation:-

New Field SS_Order_Number was created in System B and interface mapping changes were done to populate the ORDNO field in System C with the Sales Order Number from SS_Order Number.

Result:-

After Deployment the ORDNO was not populated with the Sales Order Number. After investigation it was ascertained that System A which actually provides the details for the SS_Order_Number did not make any changes to the interface to System B.

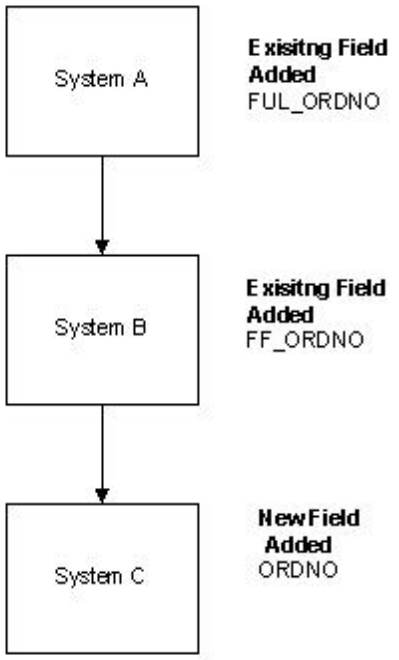


Solution after Elictation:-

After Elicitation ('Document Analysis' review of mapping specification) it was determined that the 'Sales Order Number' was already provided by System A to System B in an Existing Field i.e. FUL_ORDNO. The new Solution was then to only change the interface mapping for field ORDNO field in System C to be mapped from System B FF_ORDNO.

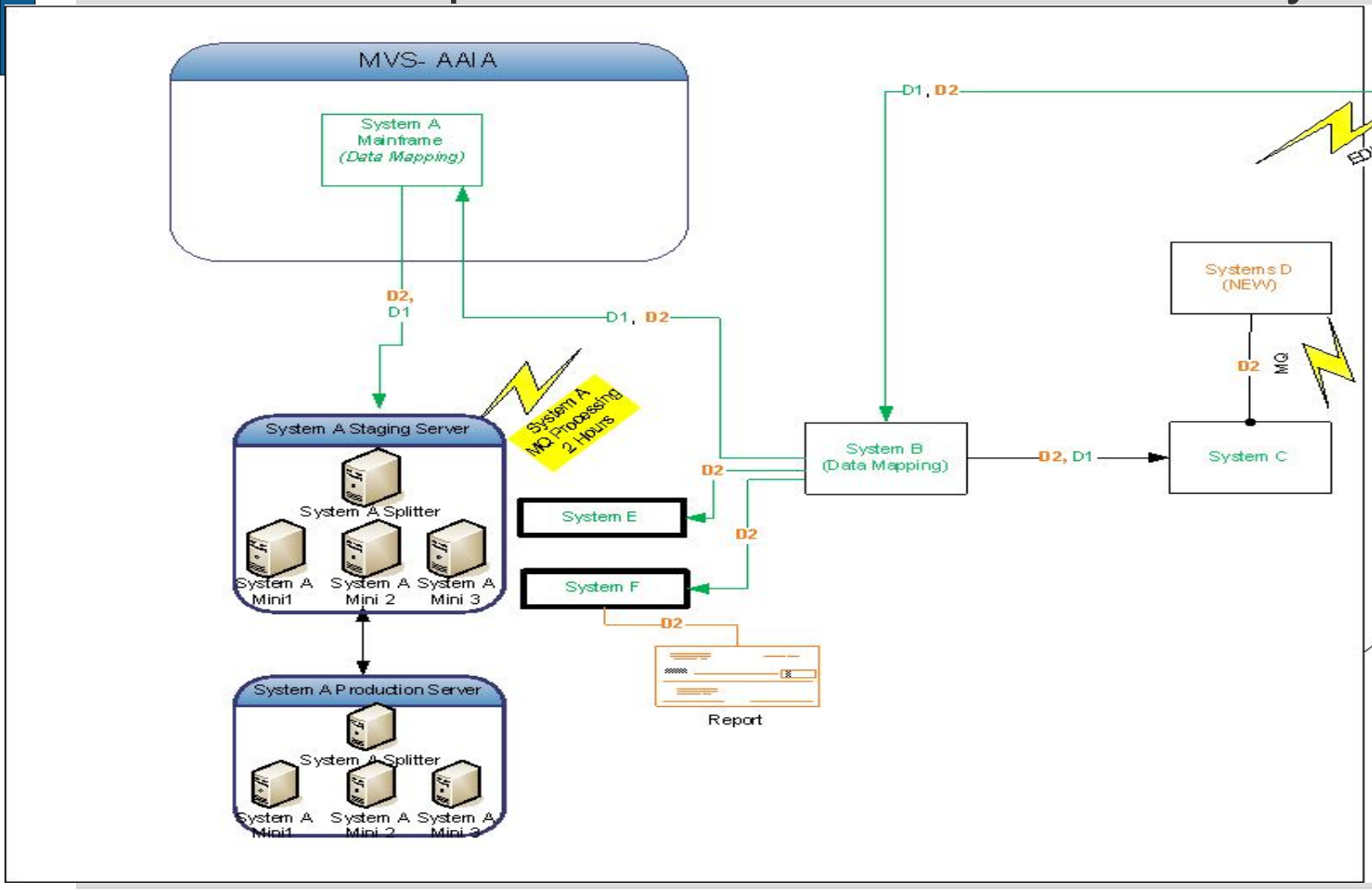
Result:-

After Deployment the ORDNO in System C was populated with the 'Sales Order Number' from System A.



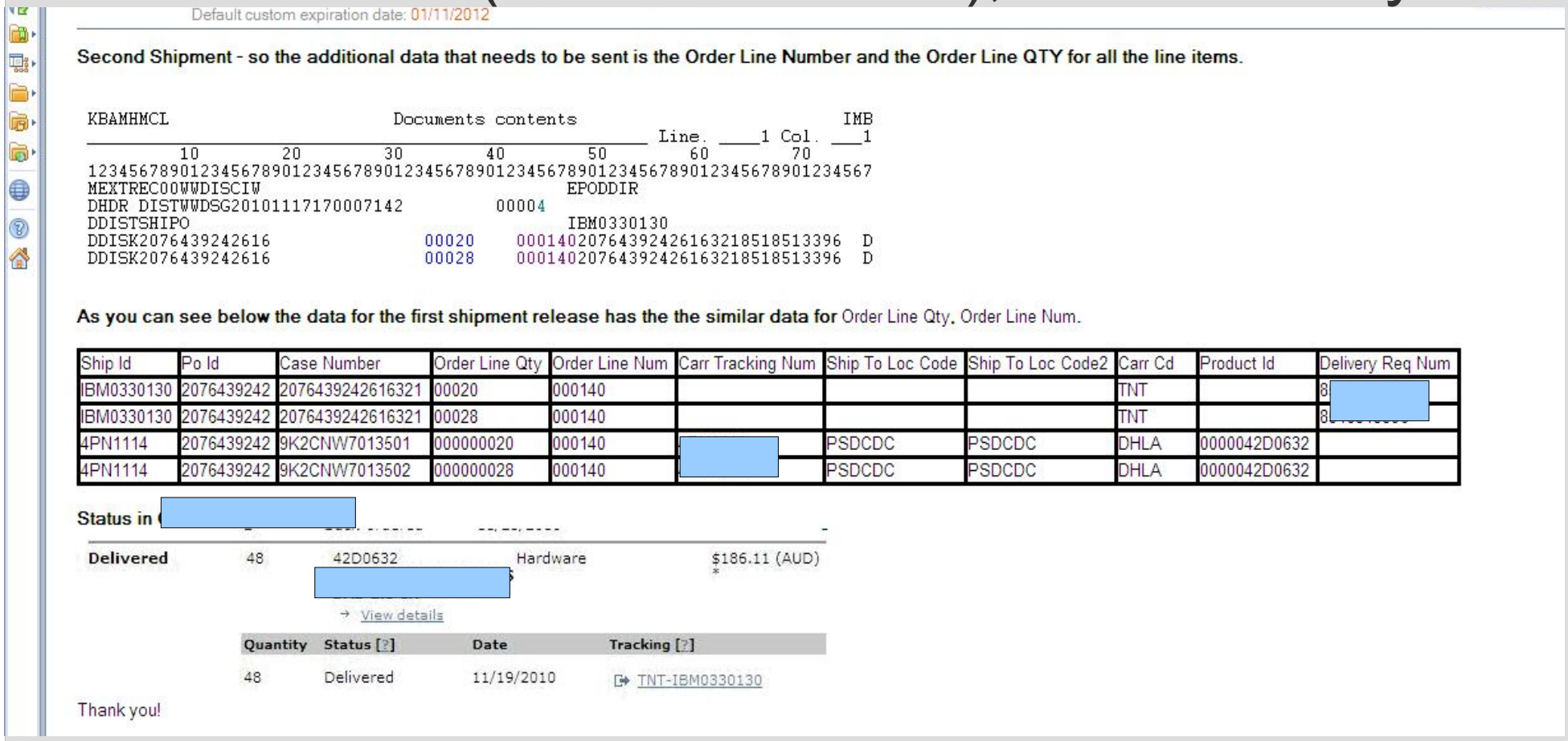
Types of Techniques -Interface Analysis

- Identifies interfaces between, *New/Existing, Internal/External – Systems, System/Users Interfaces, Data, Reports, Hardware Devices* and defines requirements that describe how they will interact.



Types of Techniques -Prototype

- Outlines user/system interface requirements
- Functional (Horizontal view), 'Throw-Away'



Default custom expiration date: 01/11/2012

Second Shipment - so the additional data that needs to be sent is the Order Line Number and the Order Line QTY for all the line items.

```
KBAMHMCL                        Documents contents                          IMB
                                                                 Line. ____1 Col. ___1
         10        20        30        40        50        60        70
12345678901234567890123456789012345678901234567890123456789012345678901234567
MEXTREC00WWDISCIW                                 EPODDIR
DHDR DISTWWDSG20101117170007142          00004
DDISTSHIPO                                        IBM0330130
DDISK2076439242616                 00020     000140207643924261632185185133 96  D
DDISK2076439242616                 00028     000140207643924261632185185133 96  D
```

As you can see below the data for the first shipment release has the the similar data for Order Line Qty, Order Line Num.

Ship Id	Po Id	Case Number	Order Line Qty	Order Line Num	Carr Tracking Num	Ship To Loc Code	Ship To Loc Code2	Carr Cd	Product Id	Delivery Req Num
IBM0330130	2076439242	2076439242616321	00020	000140				TNT		8
IBM0330130	2076439242	2076439242616321	00028	000140				TNT		8
4PN1114	2076439242	9K2CNW7013501	000000020	000140		PSDCDC	PSDCDC	DHLA	0000042D0632	
4PN1114	2076439242	9K2CNW7013502	000000028	000140		PSDCDC	PSDCDC	DHLA	0000042D0632	

Status in

Delivered 48 42D0632 Hardware $186.11 (AUD)

→ View details

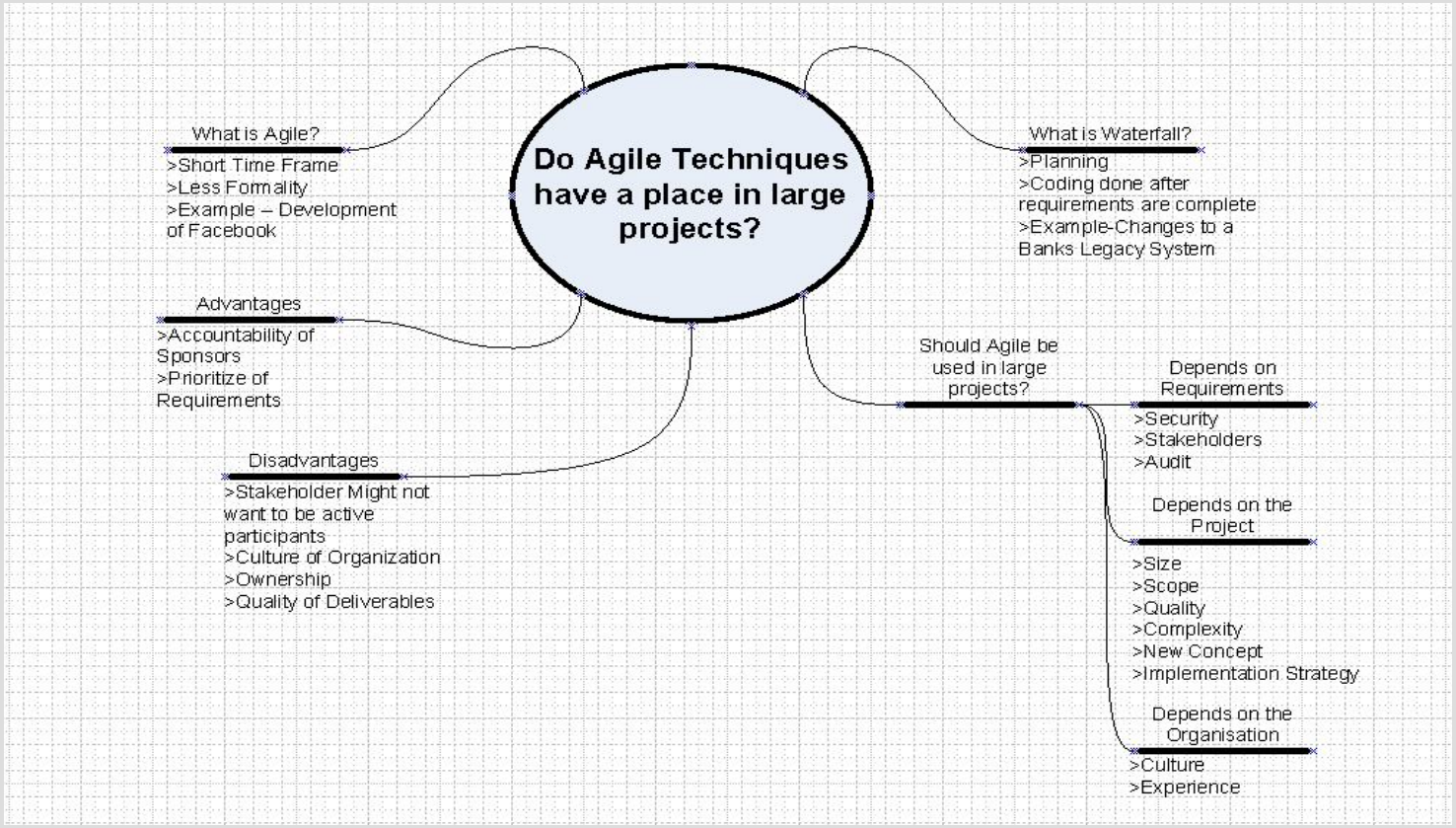
Quantity	Status [?]	Date	Tracking [?]
48	Delivered	11/19/2010	TNT-IBM0330130

Thank you!

Example of 'Horizontal' Prototype

Types of Techniques -Brainstorming

- Generate creative solutions to a problem. It helps team members bond with one-another as they solve problems in a positive, rewarding environment.



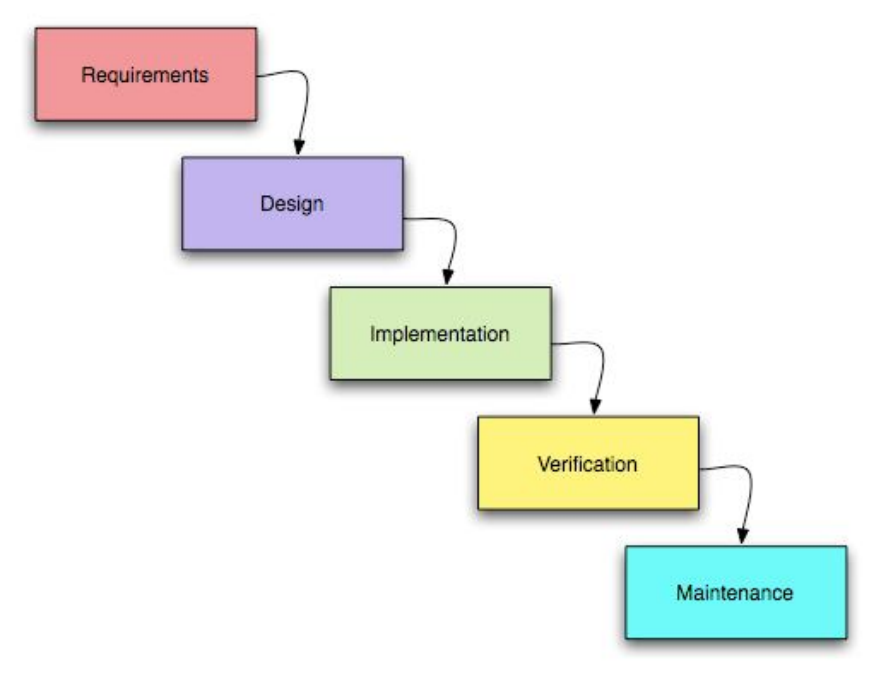
Types of Techniques -Survey, Focus Groups, Observation

- Survey – Eliciting from a many people. Collect information about customers, products, work practices and attitudes.[1]
- Focus Groups – Elicit ideas and attitude about a specific product, service or opportunity in an interactive group.[2]
- Observation – Conducting an assessment of the stakeholder's work environment (referred to as 'Job Shadowing). [3]
  - Passive – Only observers the user working, no questions. Local users - face to face.
  - Active – Observers the user and ask questions. Remote users – via web-conference.

1, Pg 214, 2, Pg 172, 3 - Pg 186 - A Guide to the Business Analysis Body of Knowledge®(BABOK® Guide) Version 2.0, International Institute of Business Analysis

Elicitation in the Waterfall Approach

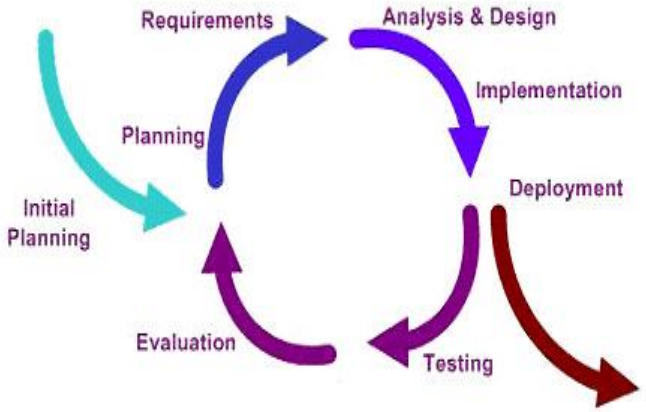
- Waterfall
  - Elicitation is done once during the project life cycle - unless there are change requests.



http://en.wikipedia.org/wiki/File:Waterfall_model.png

Elicitation in the Agile Approach

- Agile
  - Elicitation can be done multiple times during the project life cycle until the deployment phase is complete.



http://eclipsesource.com/blogs/2010/03/06/p2-and-agile-software-development/

*Elicitation Process Checklist**

Are all the bases covered?	Yes	No	Not Applicable	Comments
Preparation - Have a good understanding of the Stakeholders, Domain, goals/objectives of the project?				
Have all relevant stakeholders been identified?				
Conduct and Document - Have all appropriate techniques been used to draw out needs and requirements?				
Have all underlying needs been uncovered?				
Confirm - Have all stakeholders agreed with the conclusions?				
Others??				

*http://www.fhwa.dot.gov/cadiv/segb/views/checklist/segbcl_elicitation.htm

Quiz

Merci