Challenge 1

Scenario A

You have been assigned to a new project and met with the IT leader responsible for the effort. Here are some of the things the IT leader has shared with you about the project:

- The project is to replace a legacy system with a package software.

- The package software is for a CRM (customer relationship management) system.

- The business sponsor is pretty sure about which package he wants implemented.

- The user groups have a lot of ideas and concerns: ideas about what they would like and do not have and concerns about losing what they do have.

The IT leader would like you to get to work on requirements.

Who do you want to meet first?

What is your objective in meeting with this person?

What questions do you plan to ask to at the beginning of the interview?

Scenario B

You have been asked to help out on some enhancement requests for the website that customers use to review their medical claims information. The original website was implemented about six months ago and has a long backlog of enhancement requests. The project manager has given you two specific enhancements to work on and the names of who you should talk to about their requirements.

The names include

- The web self-service manager

- The customer service manager

- The director of customer service

Who do you meet with first?

What is your objective in meeting with this person?

What questions do you plan to ask at the beginning the interview?

Scenario C

You have been asked to work on a new project for the audit operations team. This team would like to automate some of their work and needs your help to identify what should be automated and some possible solutions.

Who do you meet with?

What is your objective in meeting with this person?

What questions do you plan to ask at the beginning of the interview?

Challenge 2

In this challenge you need to identify what went wrong in the interview.

Scenario

The requirements analyst has been asked to work on a new project for the audit operations team. This team would like to automate some of their work and needs your help to identify what should be automated and some possible solutions. Here is their conversation:

Requirements Analyst: What teams or areas are dependent on your team?

Operations Manager: There are many teams dependent on our work. It depends on what exception occurred in the audit and what team has the skills and resources to handle it.

Requirements Analyst: Sounds complex! So what would you like the project to do to help that?

Operations Manager: I'd like a screen to help us enter exceptions and determine where to send them, so we have a log of where everything went and why.

Requirements Analyst: OK, we can do that. So a screen off the one you currently use, where your team logs the exception from the audits, and then an email automatically is created and sent to the next team to process. OK, so let's focus next on what that screen looks like.

Operations Manager: Well, I have one that my team thought up already. It's here.

Requirements Analyst: Great. I'll get this written up and we can go from here.

Operations Manager: Let's sign off and get this done as soon as possible."

Requirements Analyst: Since you have the details done, I think we are in good shape.

Challenge 3

Scenario

You have been asked to work on a new project for the audit operations team. This team would like to automate some of their work and needs your help to identify what should be automated and some possible solutions.

You have already met with the operations manager to understand the pain points and the goals of the automation efforts.

When you asked the operations manager what teams or areas were dependent on his team, he answered:

 "Well, there are many teams dependent on our work. It depends on what exception occurred in the audit, and what team has the skills and resources to handle it."

> *What probing questions would you ask next?*