Lecture 8
Communicating the Requirements:
Communicating with stakeholders

Com S/SE 409/509

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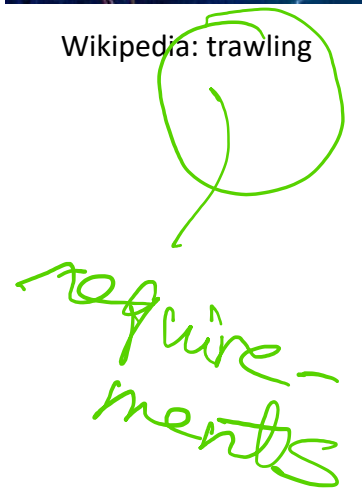
Olukorede's Office Hours--**Wed 10**

Homework 2 due Sept. 17
Exam 1, Sept. 24

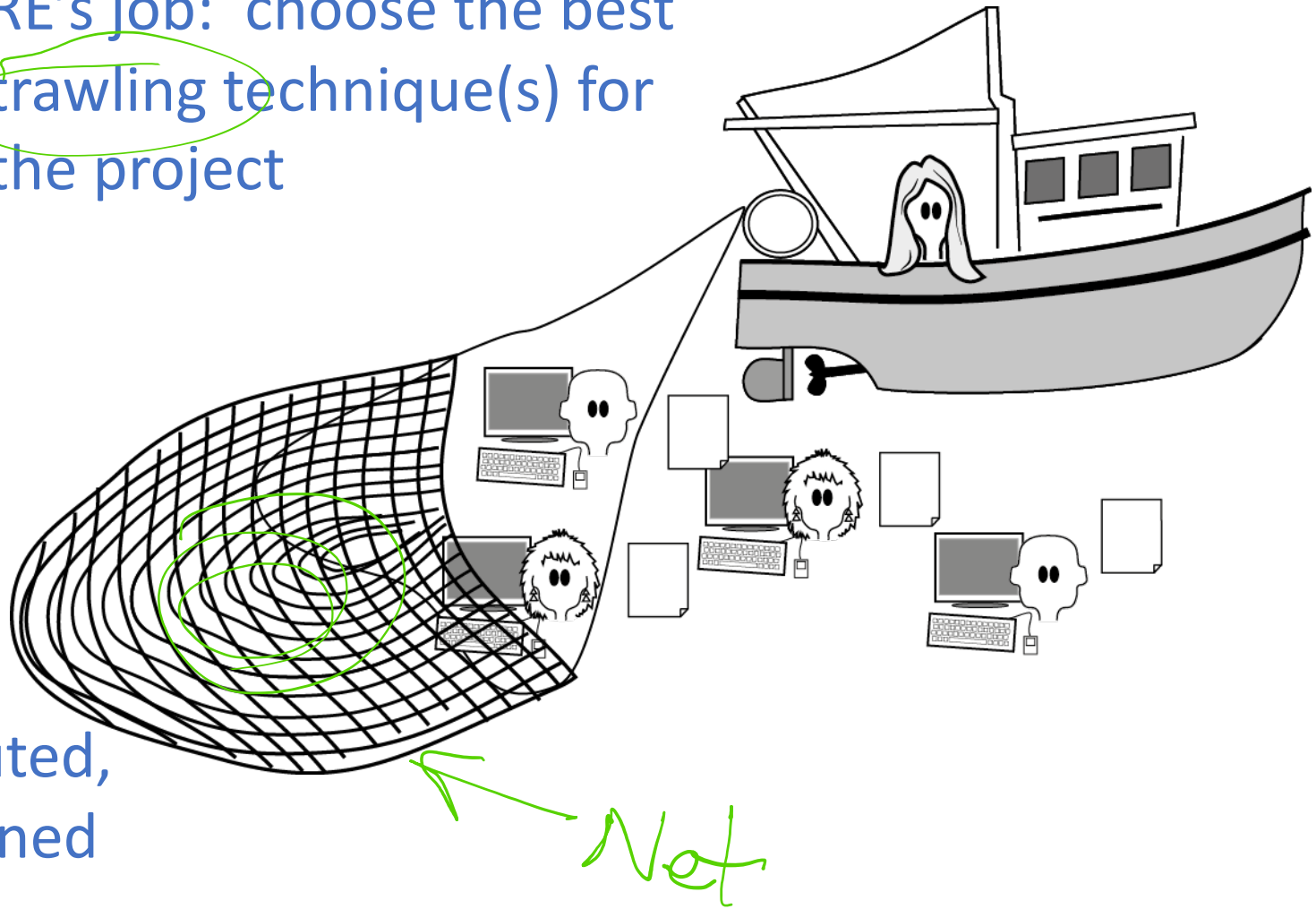
Wikipedia: trawling



RE's job: choose the best trawling technique(s) for the project

Figure 5.1

The business analyst trawls for knowledge by investigating the client's work. The analogy of running a net through the organization is appropriate: You need to sift through much of the business before you can find the best way to improve it.

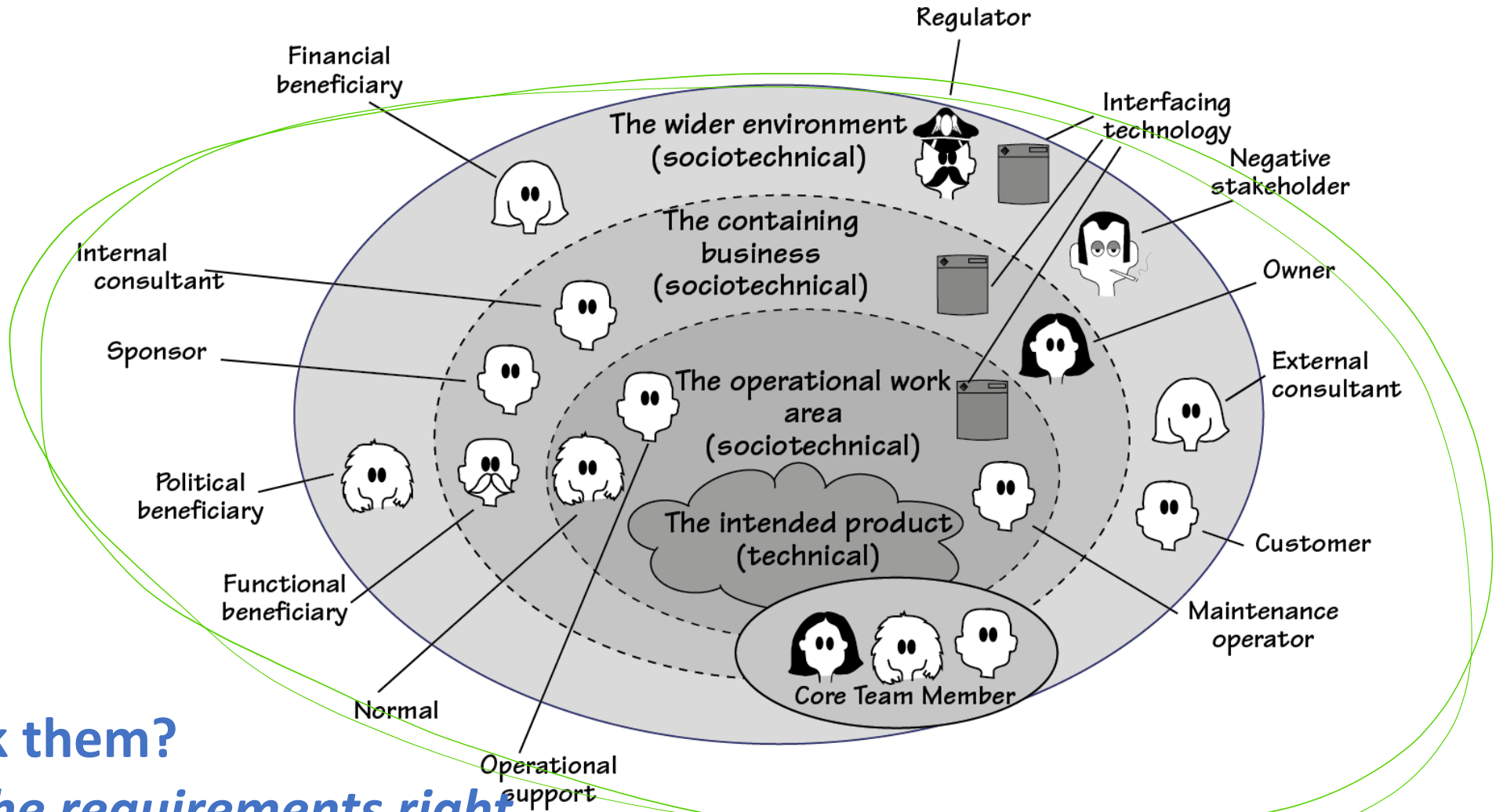


Choice depends on:

- the project,
- the stakeholders,
- if geographically distributed,
- how creative or constrained
- application domain

Who are stakeholders? (Chapters 5 & 7)

- "Any person who has an interest in the product & who therefore has requirements for it" [Glossary, back of Robertson & Robertson]
  - client
  - user
  - developer
  - some are remote: auditor, safety inspector, company lawyer



Q: **Why ask them?**

A: **To *get the requirements right*.**

Figure 3.7

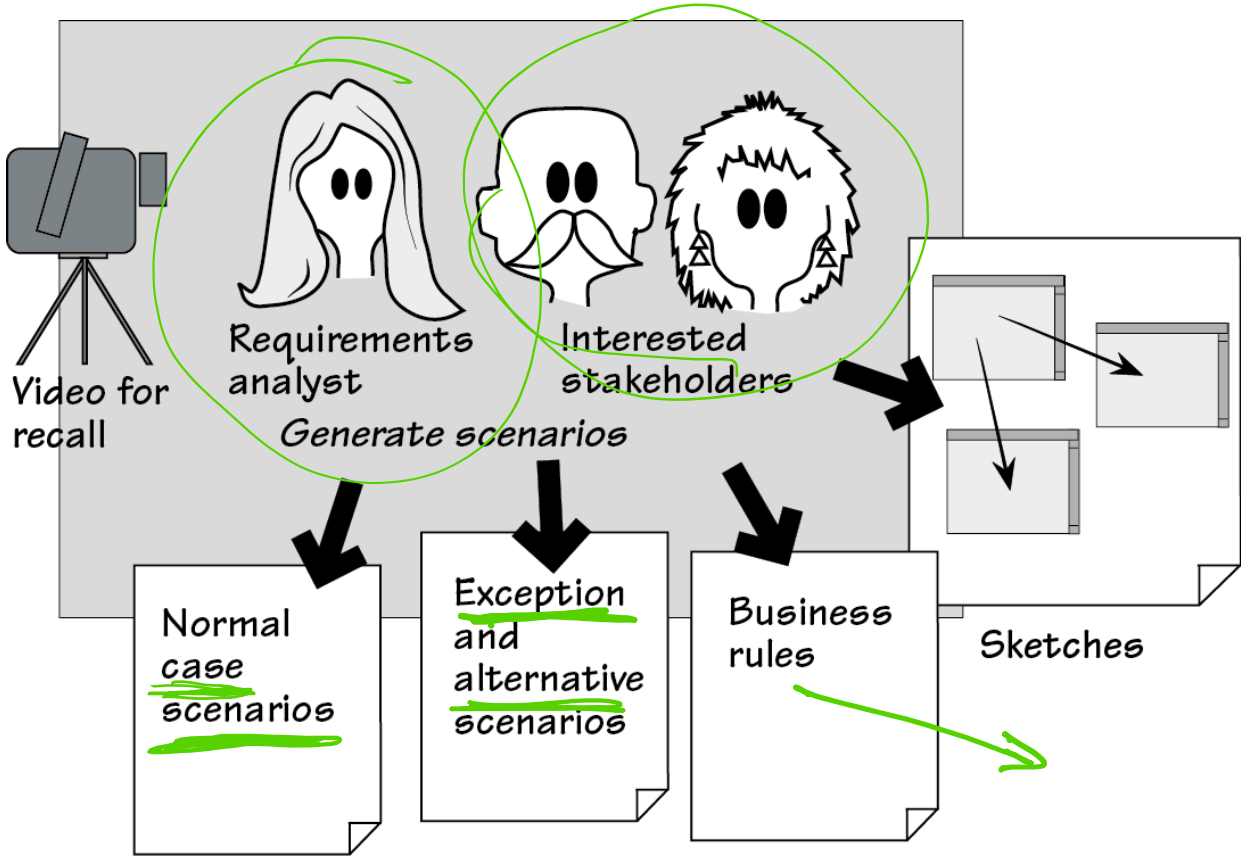
This stakeholder map shows the organizational rings surrounding the eventual product, and the classes of stakeholders who inhabit these rings. Use this map to help determine which classes of stakeholders are relevant to your project and which roles you need to represent them.

How can we successfully communicate with stakeholders?

- Active investigation: probe for unconscious requirements and missing information
- Translate between stakeholders and developers
- Make models to record & check shared understanding
  - Context diagram, use cases, scenarios
- Apprentice
  - Observe process & patterns
- Social media/online forums/channels + natural language processing (NLP)
- Surveys/questionnaires

Figure 5.9

The business use case workshop records the proposed functionality using scenarios and sketched prototypes. The workshop serves as a forum for interested stakeholders to communicate effectively, express their understanding, ask questions, and give their aspirations for the work.



Video of use-case workshop for stakeholders (pp. 89-92 in e-book)

Figure 7.9

The team used a persona to represent their customers. By treating the persona as a real person, they were able to devise a far superior Future-What version of their work.

Personas
(pp. 147-148 of e-book)

Virtual person represent target user

Interviewing stakeholders

- Ask (using their terminology)/Listen/Feedback your understanding/Get agreement
  - What is the work the user does & what is the work they hope to do?
  - What is the underlying business reason for the new product?
  - What is the scope of responsibility of the software?
  - What are the interactions between the product & the outside world?
- Stakeholders often can communicate what the use cases are
- ``Thank the stakeholders for their time & tell them what you've learned & why it's valuable."
- Iterate until shared agree

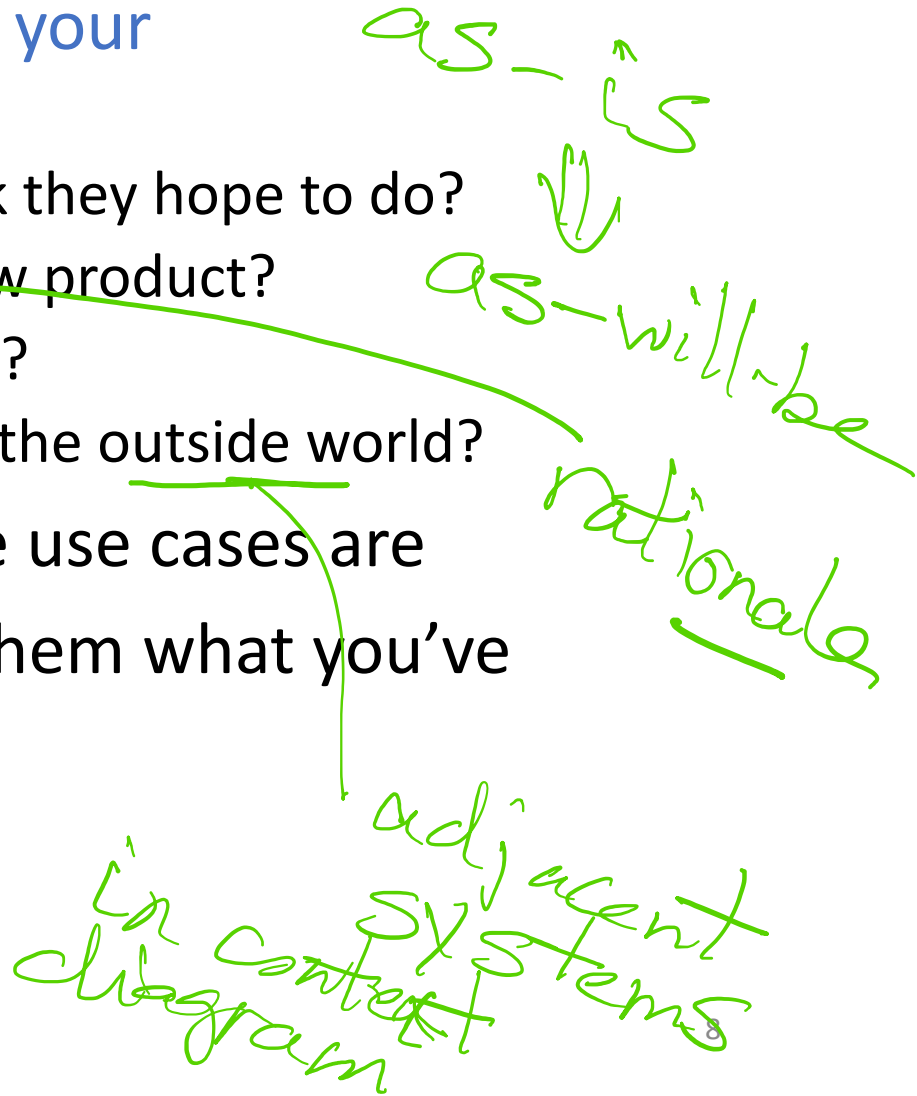
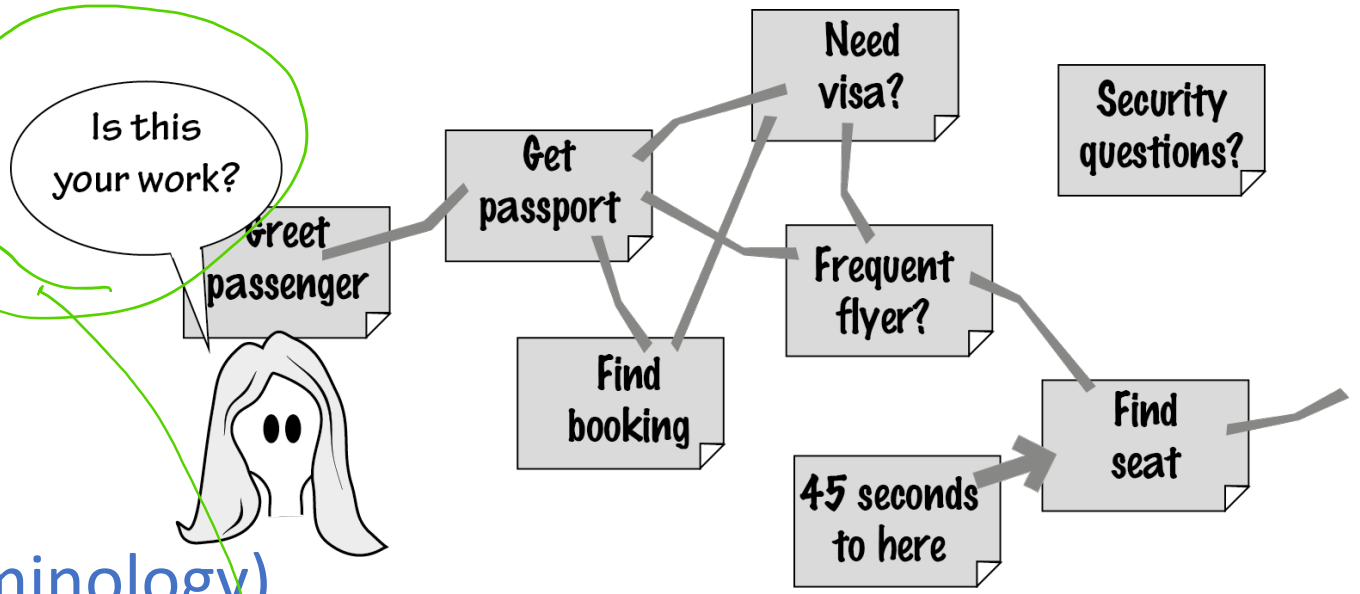


Figure 5.10

With quick and dirty process modeling, the business analyst uses Post-it notes to build an informal model of the work. Large notes are stuck on the wall and linked by masking tape. Naturally, interested stakeholders are partners in this modeling activity.



- Ask (using their terminology)
- Listen
- Feedback your understanding (using simple, visual models)
- Get agreement

Figure 7.5

Having achieved the correct understanding of the work as it is now, we move on to look at what it can be when we finish the project.

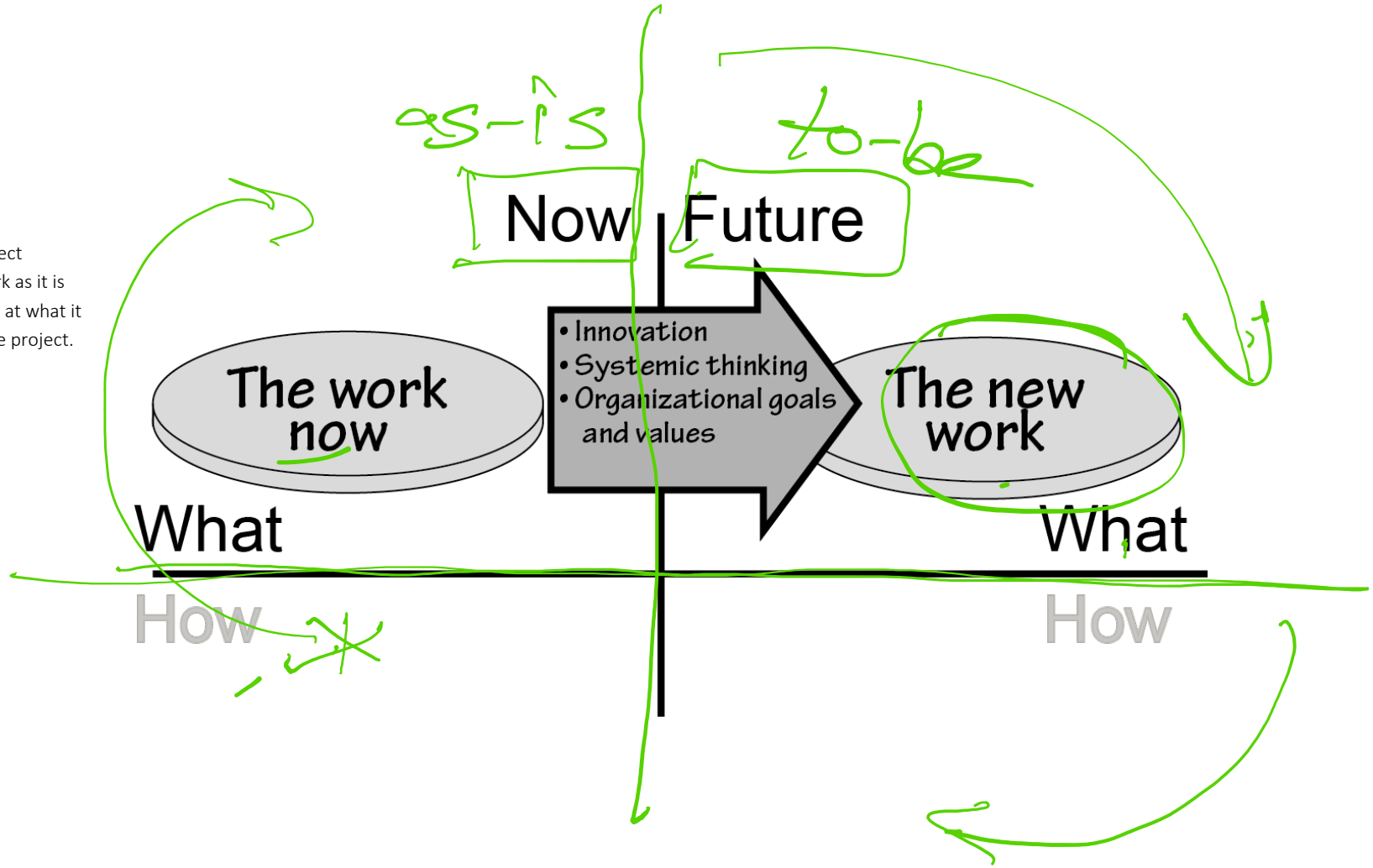
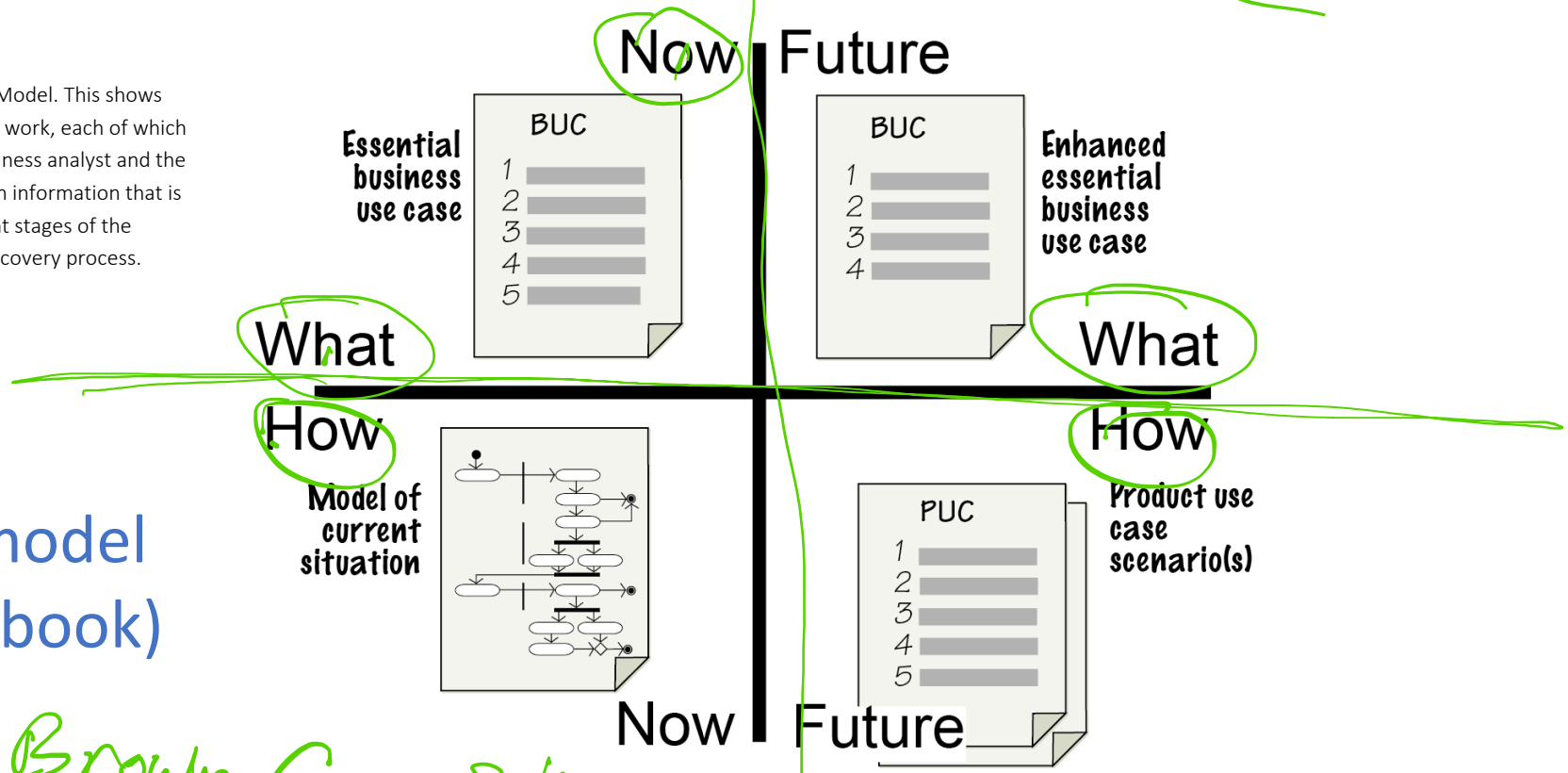


Figure 5.4

The Brown Cow Model. This shows four views of the work, each of which provides the business analyst and the stakeholders with information that is useful at different stages of the requirements discovery process.



"Brown Cow" model
(pp. 84-86 in e-book)

Risks

- Stakeholder may propose solution:
  - may not match actual problem
  - may be premature buy-in to a specific design
- Stakeholder's description may not be accurate
- Stakeholders' requirements may well conflict with each other (we'll handle this later)
- Dead Fish: stakeholders know from the beginning that project is doomed & yet no one says it
  - make fact-based GO/NO GO decision

Check your understanding: know trawling techniques in **Table 5.1** (p. 114 of e-book)