



MIS 3504

Digital Design and Innovation Studio

4: RESEARCHING YOUR PROJECT +
INTERVIEWING SKILLS

Rich Flanagan / James Moustafellos

Photo: Installation by Jenny Holzer, US Pavillion, Venice Biennale 1990

What does
elicitation mean





How does a BA
elicit requirements

HOW BA's Elicit Requirements

- Describe these elicitation techniques and how you would use them:
 - Reviewing existing documentation
 - Observation
 - Interviews
 - Surveys and questionnaires
 - Facilitated sessions
 - Focus groups
 - Competitive analysis
 - Interface analysis

More Methods

- **Observation**
 - Fly on the wall
 - Contextual
 - Shadowing
 - Secret agent
- **Activities**
 - Collaging
 - Modelling
 - Draw your experience
- **Interviews**
 - Directed storytelling
 - Unfocus group
 - Role playing
 - Extreme user
 - Purse or backpack tour
- **Self-reporting**
 - Journals
 - Beeper study

Saffer's Advice on Doing Design Research

1. You go to them

2. You talk to them

3. You write stuff down

What's so hard about that, seems like common sense?

YOU GO TO THEM

Discussion: **Trust & Observing**

Why do you need
to build trust





What is *ethical*
research and why do
we care

YOU TALK TO THEM

Discussion: **Interviewing**

Definition of *INTERVIEW*

1: a formal consultation usually to evaluate qualifications (as of a prospective student or employee)

2a : a meeting at which **information is obtained** (as by a reporter, television commentator, or pollster) from a person

Know your audience

Points of **view**

What are you
listening/looking for



“If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than five minutes.”

Albert Einstein

Interviewing

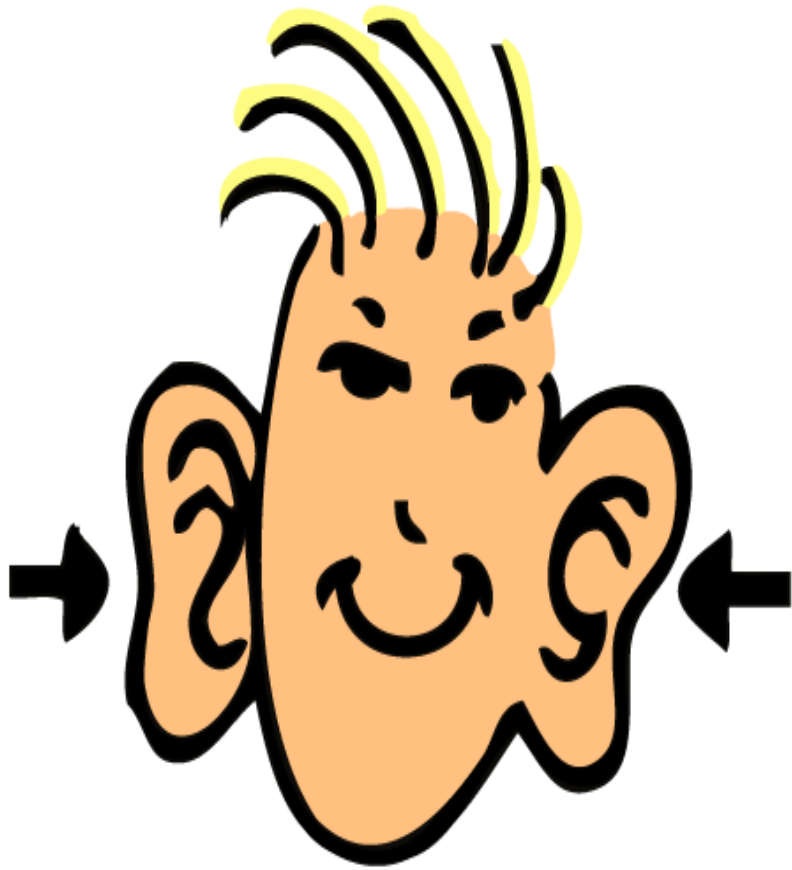
- Prepare questions in advance
 - What do you want to know?
 - Who is best able to tell you?
 - Executives – Can usually tell you why?
 - Managers – Can usually tell who? where? And what?
 - Workers – Are usually the only ones who can tell you how?
- Ask open ended questions
- Ask follow-up questions using the “reflect” technique

Stakeholder Analysis: **Template**

Stakeholder	Roles	Responsibilities	Interests	Success Criteria	Concerns	Advantages/Constraints
Mary Rose Muccie	Director	?	?	?	?	?

See pages 62-63 in Memory Jogger

Active Listening



“ The reason why we have two ears and only one mouth is that we may listen the more and talk the less. ”

— *Zeno of Citium*

What does it take to listen **actively**?

- 1. Pay Attention**
- 2. Show that you are listening.**
- 3. Provide feedback.**
- 4. Defer judgment.**
- 5. Respond Appropriately**

Socrates was good at follow-up questions

Clarification	What do you mean by ____? Could you put that another way? Can you give me an examples?
Probing Assumptions	What are you assuming? How did you choose those assumptions? What could we assume instead?
Probing Reasons and Evidence	How do you know? Why do you think that is true? What would change your mind?
Viewpoint and Perspectives	What are you implying by that? What effect would that have? What is an alternative?
Probing Implications and Consequences	How can we find out? Why is this issue important? What generalizations can you make?
Questions about Questions	What does that mean? What was the point of this question? Why do you think I asked this question?

YOU WRITE STUFF DOWN

Discussion: **Taking Notes**

HOW do you take
notes



à la légèreté de ton pied le parapet si peu assuré qu'on doit le maintenir
de lourdes pierres, ce qui n'empêche pas grand bon lui semble la tempête de
en jonc de paille, voici le sable fin ^{constellé} d'ombelles blondes par le pas
aux. L'île Bonaventure, à quelques milles, garde son mirage: la légende veut
il été le repaire d'un ogre qui ~~franchissait~~ ^{franchissait} d'une enjambée la ce
vaseuses pochés. De retour chez lui, et son repas terminé, il lavait ^{la grande eau et le}
à sécher sur les hautes falaises. ^{l'imaginaire} ~~l'opinion~~ populaire ne pouvait mieux rendre
de la persistance accusatrice et rayonnante des maculations de la roche des efforts
prodigieuse quantité de mousse de savon en perpétuel repaillissement ^{figurés par} ces plumages
ni ont été impuissants à ^{les} faire disparaître, ^{quelle lesigne non moins l'opieuse}
dra à effacer de l'esprit des hommes les grandes cicatrices collectives et les rappels
ants de ces temps de haine! Quel asile sacré ne doivent-ils pas faire dans leur cœur
les idies ^{qui} qui, s'élèvent foyes de Bassan sur leurs nids, lutteront pour le dipass-
cette époque ^{de l'ère} et librer
ont à ^{servir}
en de ^à
sion de l'an
nous mon
r leur seul
r le large. O
ur les moyens de remédier à l'étrange malédiction qui la frappe et accumule ^{comb}
ement plus de mécomptes et de malheurs que de bienfaits. Sous préjudice de mesures
raisonnement moral qui s'imposent en cette sombre ville de deux fois l'an mil, et qui
entaillement d'ordre social ^{il n'y a pas} pour l'homme ^{pris isolément} d'avoir d'espoir plus ^{valable}
s. Etendu que dans le coup d'aile.
c. ^{perpendiculaire} à la crête des vagues, à la ^{pointe} ligne ^{à peine} sinuée au ras de
que ^{à la file} chercheurs d'agates, le Rocher Percé lui-même
l' ^{de l'édifice} dans nos ^{finches} et que j'en emporterai très loin la vision. ^{En la}
nant tout à l'heure je regrettais de ne pouvoir de ^{plus} pris le découvrir dans son
le et que des dispositions nouvelles de sa masse ^{fissent} surgir des images différentes
Forment de ne ^{qu'avec} que cette dernière ^{des} que ^{il s'agit}
C'est d'ailleurs ^{notamment} sous cet angle qu'il
280 pieds de haut à la ^{pointe}
1420 pieds de long
dit l'aco-un prospectus-reclame et si je ne me déplais pas tant à copier ces chiffres, c'est

What is this for?

Andre Breton: Manuscrit d'Arcane #17, 1944 pg 15

Rich's Approach to Note Taking

- Prepare your questions in advance
- Take brief notes on comments people make
- If something seems very important or surprising, highlight it
- As soon as possible, review your notes in a quiet setting
- Add observations, conclusions, ideas in another color
- Start a new page with follow-up questions

8/2/12

Rom/Kim/Dave T.O.O.

1. BU 23(3) wk ROST BUA
2. E/ Web old portal of off ^{Yes it is enhancing}
3. Key focus replacing DW ^{← very hard to}
4. Key users rolling ^{flexion} - how many users
5. Lynn said less use and requests than expected
6. How work each functional leader
7. Finance
8. Ask about locations ^{customer type} as much as possible ^{Tried to work orders keep time calculate cost more cost one estimate}

HE focus on early work

Batch Reports → Finances of Op reports

IT Skewy team requesting KPI's ^{need}

* opportunity ^{by January they need help & direction on how to make BU valuable have they done this?}

Dudley → Bin Owners must do KPI

Bin process in org structure ^{relatively small}

Data master - Water Infra Steward

ACG's operational groups ^{Each area dif categories of customer etc.}

Strong controls environment

IT Skewy, ACG's, PMO ^{hard to go off to reservation}

Exercise:

What questions do you need answered?

What questions will you ask in your next interview?

HEURISTIC Review

definition:
heuristic

: involving or serving as an aid to learning, discovery, or problem-solving by **experimental and especially trial-and-error methods**

<*heuristic* techniques> <a *heuristic* assumption>;

: of or relating to exploratory problem-solving techniques that utilize **self-educating techniques** (as the evaluation of feedback) **to improve performance**

<a *heuristic* computer program>

Self-educating techniques
to improve performance

**How do you
develop a
Heuristic Review
to use**



Part 1:

Develop a **Heuristic Review**

Each team should work together to develop a review heuristic for evaluating each other's scope documents.

Create a general assessment framework in outline form with questions you would ask yourself about the other person's scope document.

00:15 min

Review DIMENSIONS

1 Complete

a?

b?

c?

Your questions should generate constructive criticism and suggestions for improvement.

2 Correct

a?

The number of questions for each dimension is up to each team and should represent relevant information needed.

3 Unambiguous

a?

4 Material

a?

This week focus your heuristic review on Scenarios

5 Prioritized

a?

00:45 min

**Did your
heuristic include
the following?**



Project Scope Document Contents

- **Statement of Purpose (Problem Description)**
- **Objectives**
- Problems & Opportunities
- Risks
- **Assumptions and Constraints**
- Stakeholders Analysis
- Glossary

Does the Statement of Purpose

- Explain the current environment or situation?
- Describe the problem?
- Explain why its important to your client?
- Explais how you will approach it?

- Are there 3 clear and well written paragraphs?
 - General context of the organization and the current condition
 - The essential problem or opportunity
 - Your team's approach to analyzing the problem and designing a solution

Are the Objectives Relevant and SMART?

Specific

Measureable

Actionable

Realistic

Time-bound

Assumptions & Constraints

- Assumption – a premise that is assumed to hold true throughout the project
 - ARE THE ASSUMPTIONS RELEVANT AND NECESSARY FOR THE PROJECT?
- Constraint – a limitation or restriction on proposed solutions
 - ARE THESE CONSTRAINTS TO THE SOLUTION?

SCOPE Review

Constructive Feedback

- Ask open-ended questions and follow-up on the answers
- Ask why, what, when, where, who and how
- Set a positive, helpful tone
- Identify weaknesses, discuss them and then suggest improvements
- Identify strengths, discuss them, and then offer extensions

Review Process: **SCOPE**

1. Teams sit together / Split into 2 groups (2 or 3 people)
2. Exchange your scope document with someone from your team
3. Read each other's scope documents carefully and take detailed notes on what you think is good and what needs improvement. **10 minutes**
4. Take the lead and give the other person your feedback, then switch it around. Take your time and discuss each point. **10 minutes for each person**

USE ALL THE TIME YOU ARE GIVEN

5. I'll select two random people to review their scope documents with the class

**As a TEAM begin to
consolidate your work into
one document.**

**Begin by selecting the best of
each**