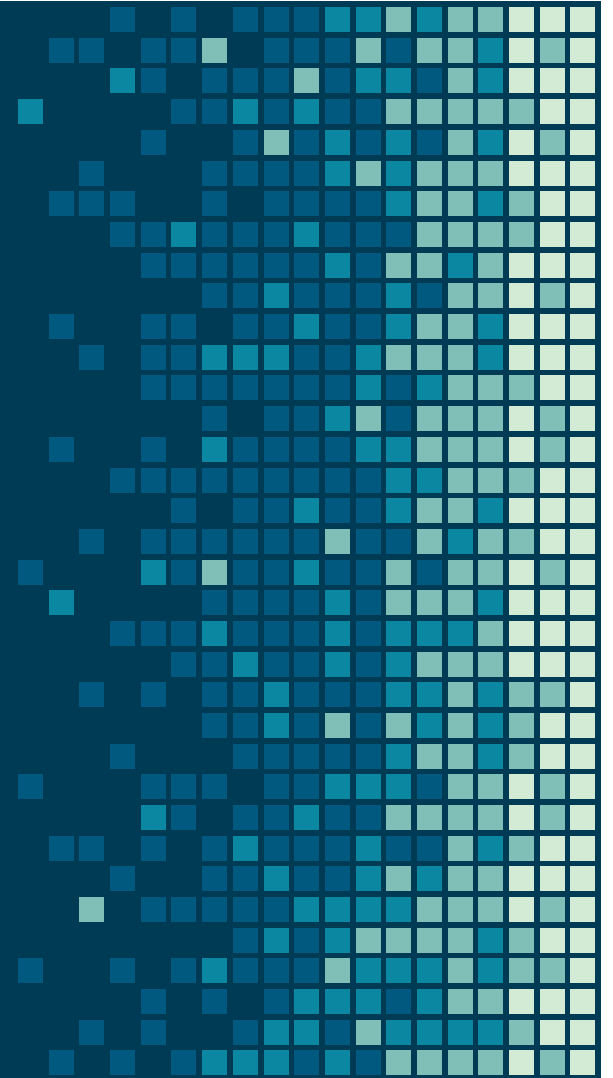


# MIS 3506

## Digital Design & Innovation Studio

### 4.1: Researching Your Project + Interviewing Skills

Amy Lavin/Steve Sclarow



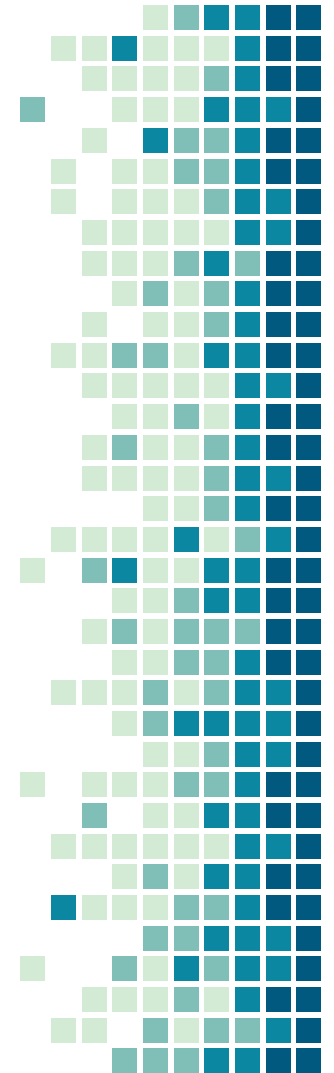
# SCHEDULE

- Scope Draft (individual): due week 4 (class 2)
- Interview #2:
  - **Rob Rogers** - *Department Head - Application Development, Fleet Management*
  - **Cindy Fallon** - *Manager, Supply Chain and Operations*
  - **Bobby Thorp** - *Project Facilitator*
  - Monday, September 24, 10 – 11:20 AM, **Walk Auditorium in Ritter Hall**
- Scope Draft (team): due week 5 (class 2)
- Exam 1: week 6 (class 1/2)



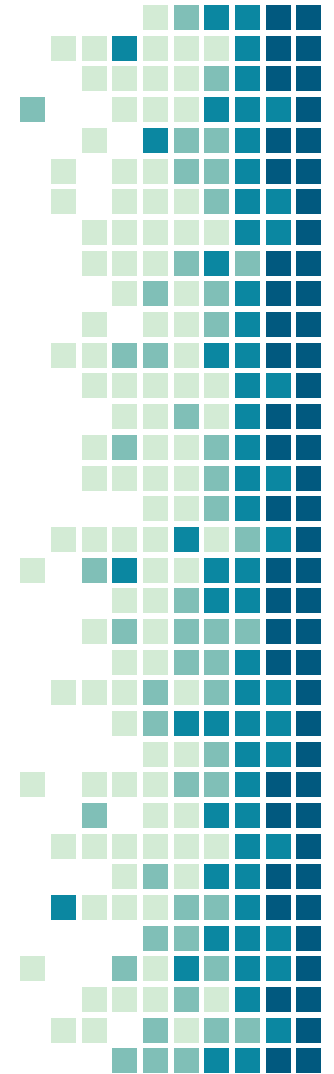
# Office Hours w/Alex

- Don't forget to utilize Alex as a resource for:
  - Justinmind
  - Scope Document feedback
  - Exam Prep questions



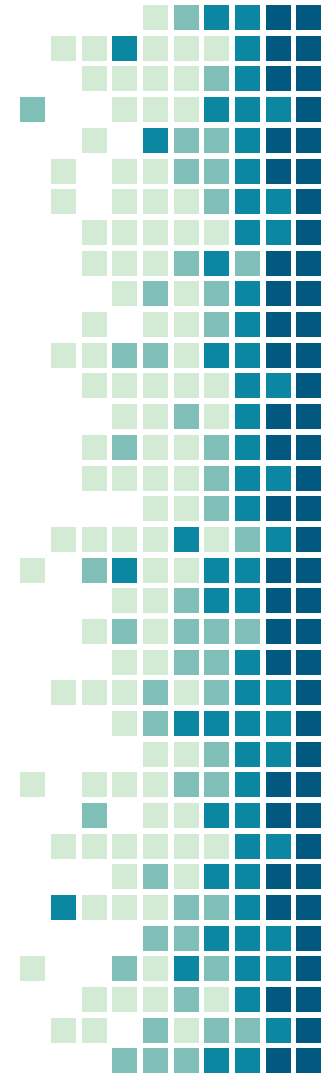


What does  
**elicitation** mean?





How does a BA **elicit** requirements?



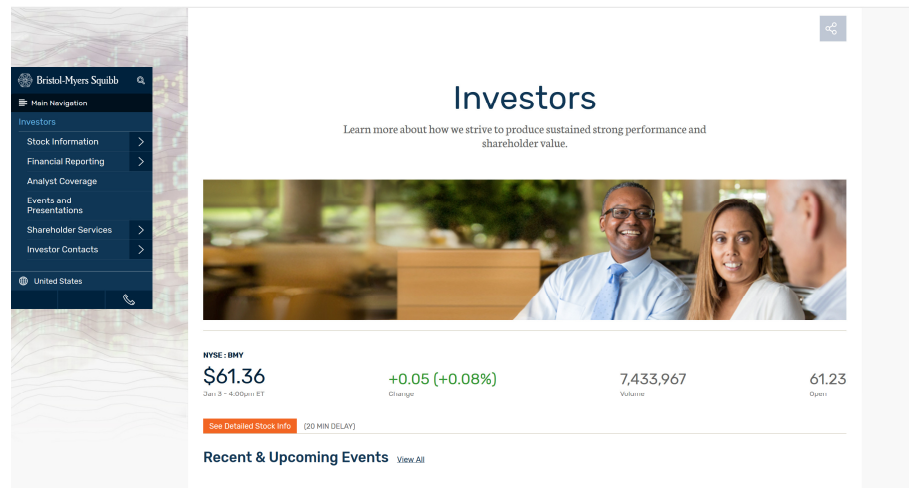
# How BA's Elicit Requirements

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



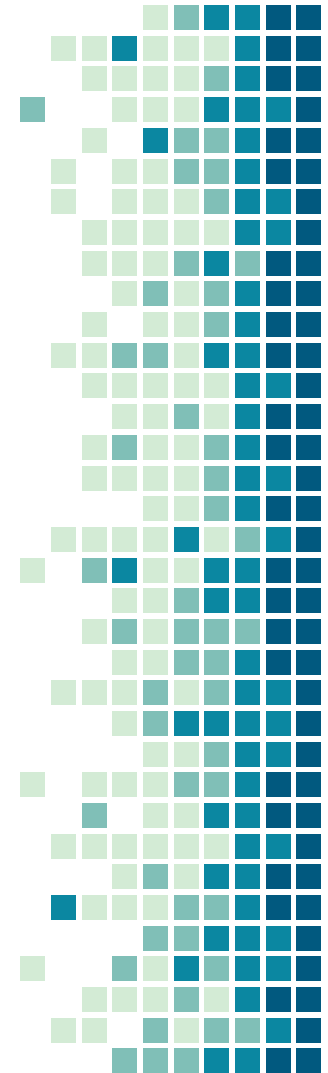
# How BA's Elicit Requirements

- Research
- <http://investor.bms.com/investors/default.aspx>



The screenshot displays the Bristol-Myers Squibb investor portal. On the left is a dark blue navigation menu with the following items: Main Navigation, Investors, Stock Information, Financial Reporting, Analyst Coverage, Events and Presentations, Shareholder Services, Investor Contacts, and United States. The main content area features a large 'Investors' heading, a sub-heading 'Learn more about how we strive to produce sustained strong performance and shareholder value.', and a photograph of three smiling professionals. Below the photo, the stock price is listed as \$61.36, with a change of +0.05 (+0.08%). The volume is 7,433,967 and the open price is 61.23. A link for 'See Detailed Stock Info' is available, along with a 'Recent & Upcoming Events' section.

NYSE: BMY	Change	Volume	Open
\$61.36	+0.05 (+0.08%)	7,433,967	61.23



# How BA's Elicit Requirements

- Facilitated Sessions



<http://www.bresslergroup.com/blog/3-biggest-roadblocks-product-development/>





# More Methods

## Observation

- Fly on the wall
- Contextual
- Shadowing
- Secret Agent

## Activities

- Collaging
- Modeling
- Draw your experience

## Interviews

- Directed storytelling
- Unfocus group
- Role playing
- Extreme user
- Purse or backpack tour

## Self-Reporting

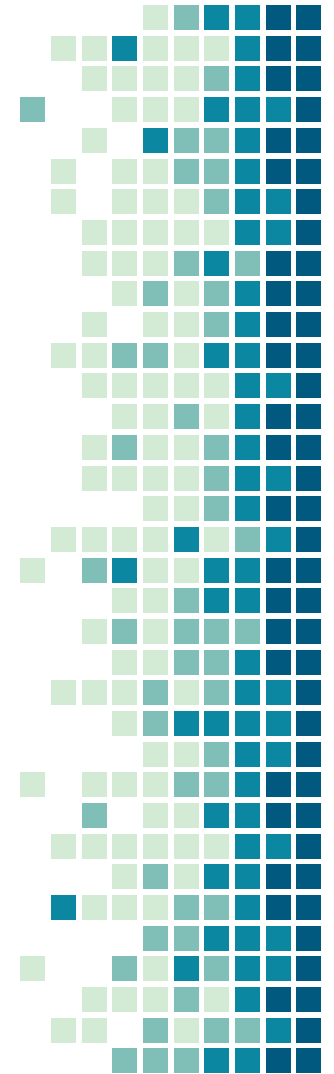
- Journals
- Beeper study



# Saffer's Advice of Doing Design Research

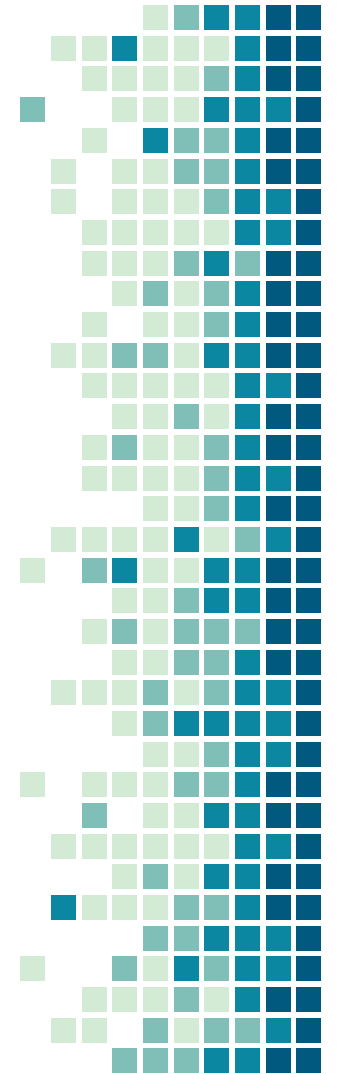
1. You go to them
2. You talk to them
3. You write stuff down

What's so hard about that? Seems like common sense.



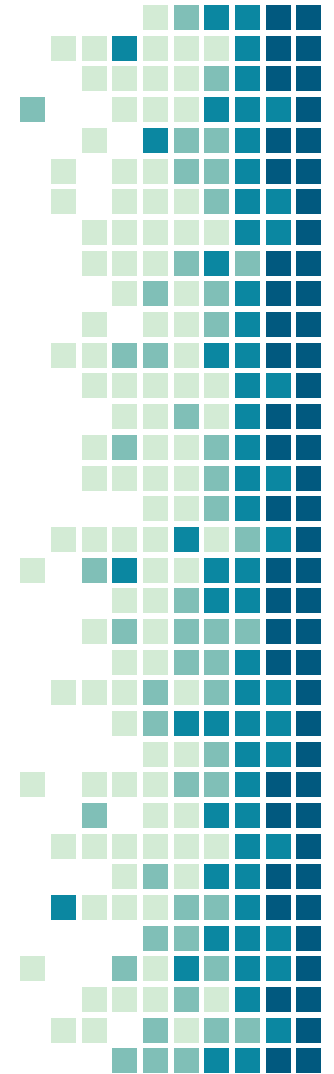
# YOU GO TO THEM

Discussion: Trust & Observing



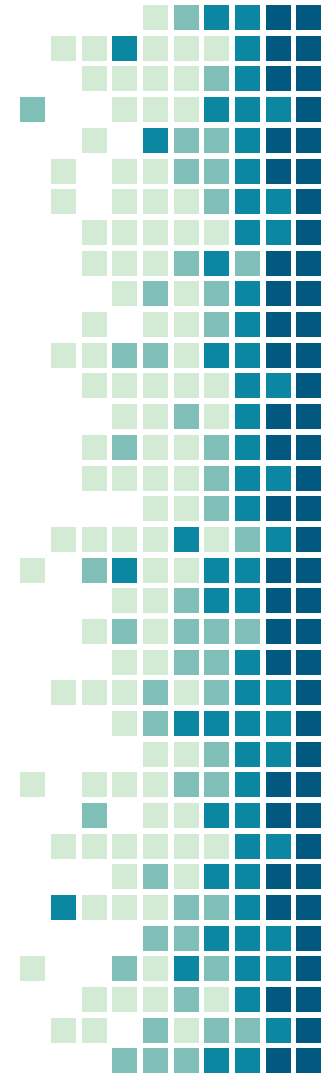


**Why do you need to  
build trust?**



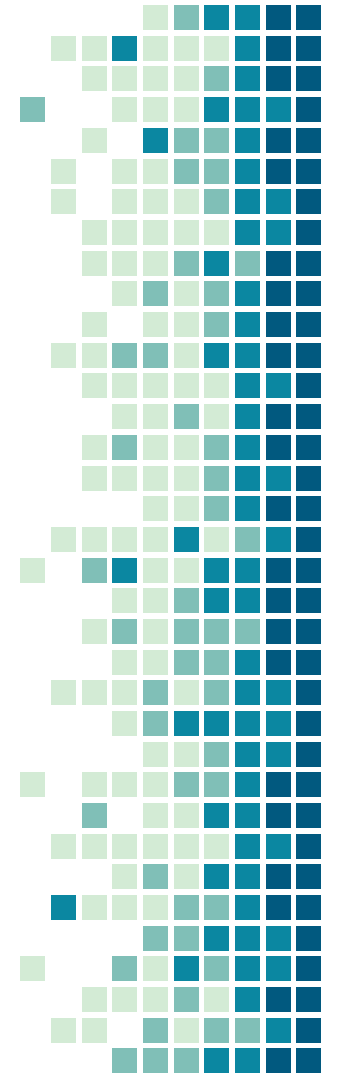


What is **ethical**  
research and why do  
we care?



# YOU TALK TO THEM

Discussion: Interviewing



# Definition of **INTERVIEW**

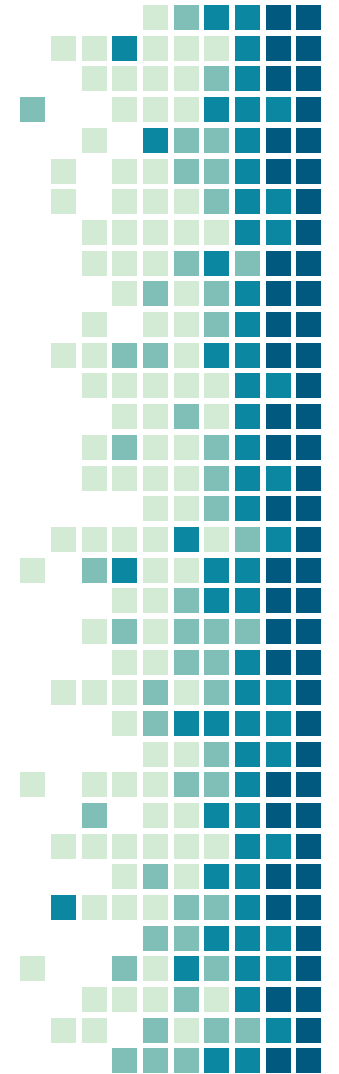
1: a formal consultation usually to evaluate qualifications (as of a prospective student or employee)

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

<http://www.merriam-webster.com/dictionary/interview>

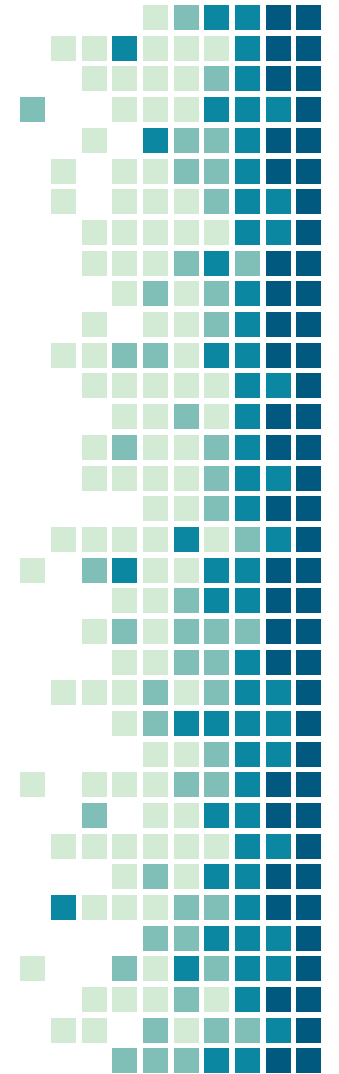


Know your  
**AUDIENCE**



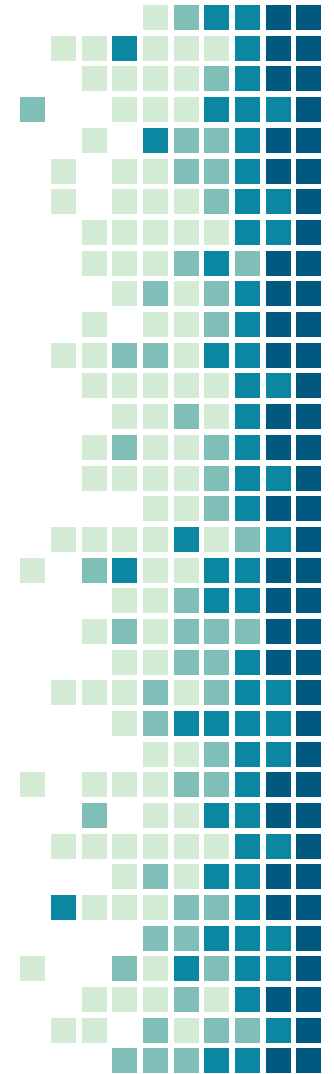


# Points of View





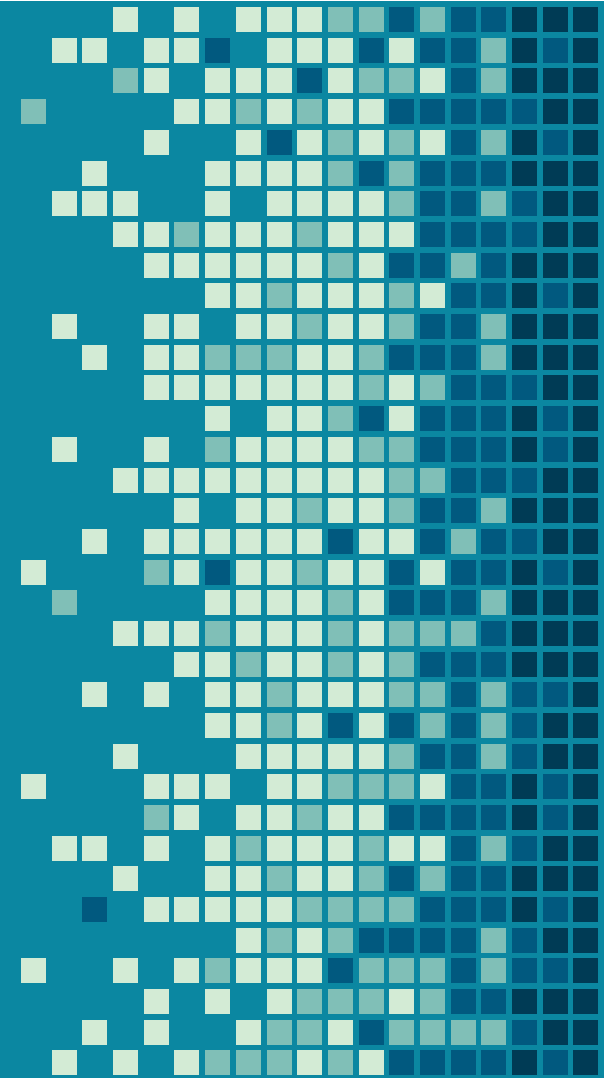
What are you  
**listening/looking**  
for?





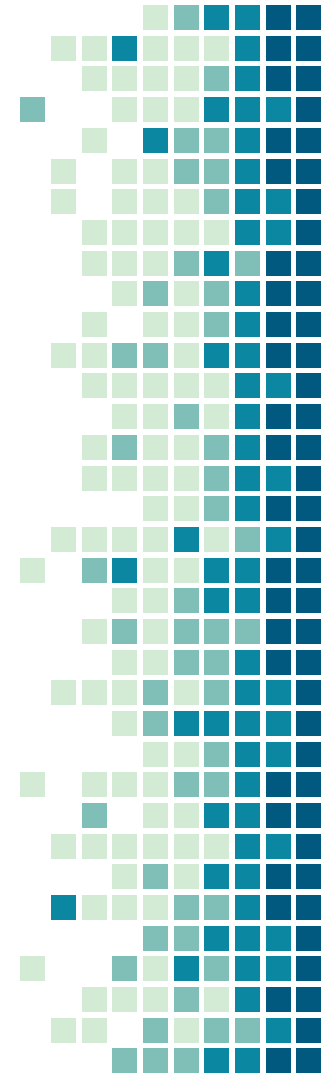
*If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper questions to ask, for once I know the proper question, I could solve the problem in less than five minutes.*

Albert Einstein



# Interviewing

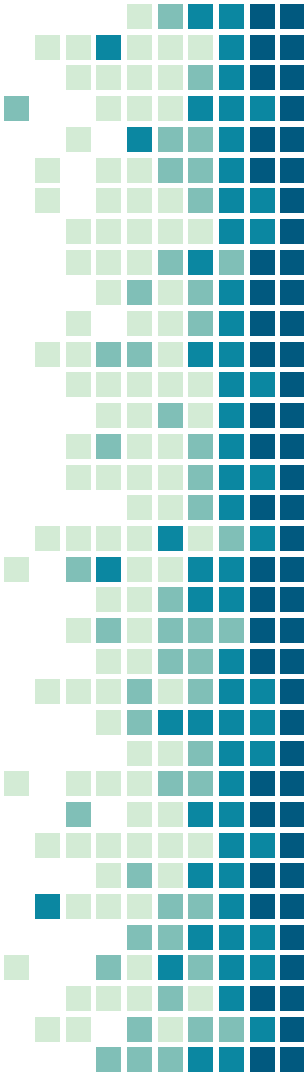
- Prepare questions in advance.
  - What do you want to know?
  - Who is best able to tell you?
    - Executives: Can usually tell you “Why?”
    - Managers: Can usually tell you “Who?”, “Where?”, and “What?”
    - Workers: Are usually the only ones who can tell you “How?”
- Ask open-ended questions.
- Ask follow-up questions using the “reflect” technique.



# Stakeholder Analysis: **TEMPLATE**

A	B	C	D	E	F	G
Heidi Grunwald	Managing Director	?	?	?	?	?

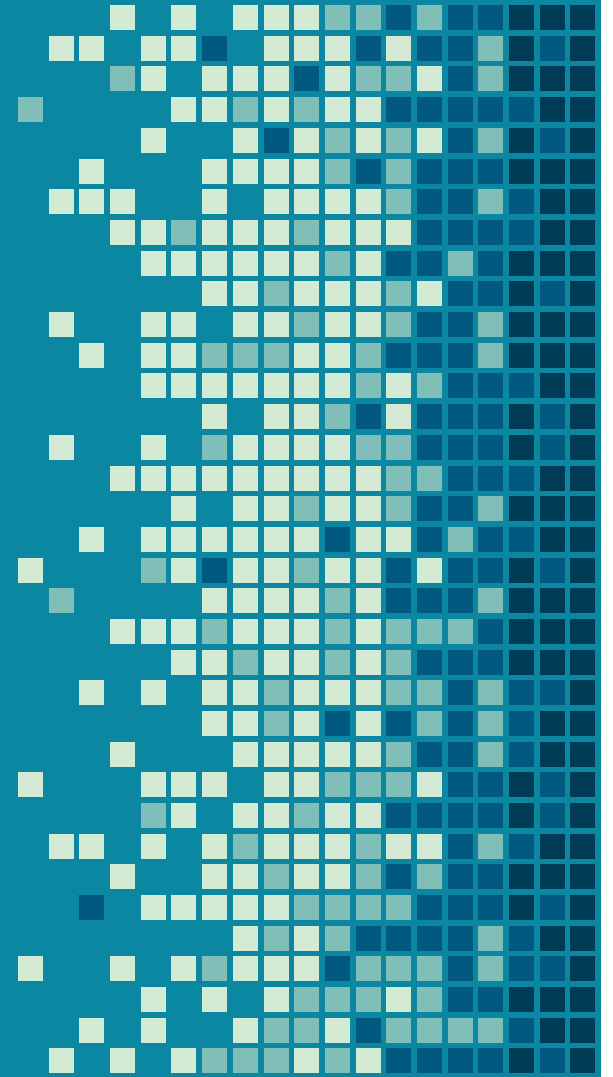
*See pages 62-63 in Memory Jogger!*



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

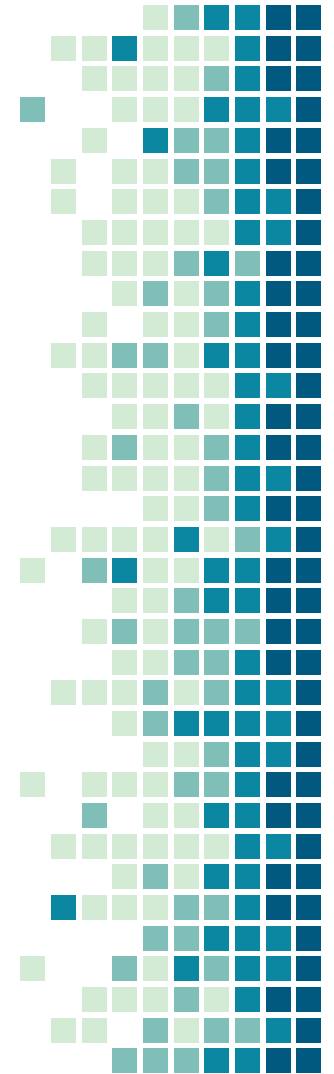
Zeno of Citium

# ACTIVE LISTENING



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

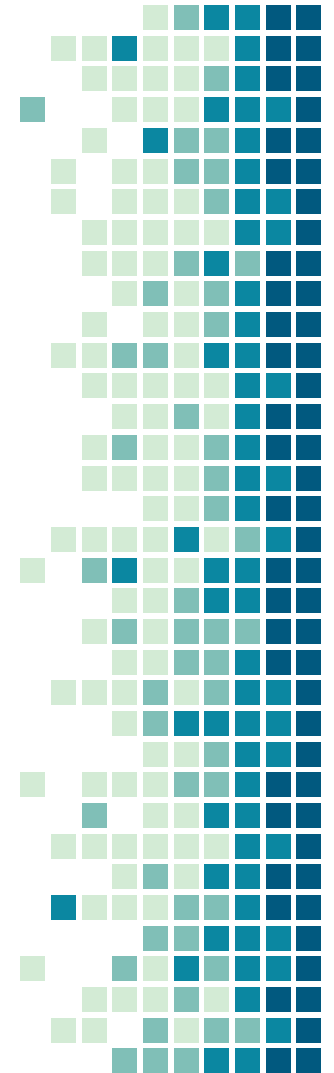
1. Pay attention.
2. Show that you are listening.
3. Provide feedback.
4. Defer judgement.
5. Respond appropriately.



# Socrates was good at follow-up questions

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

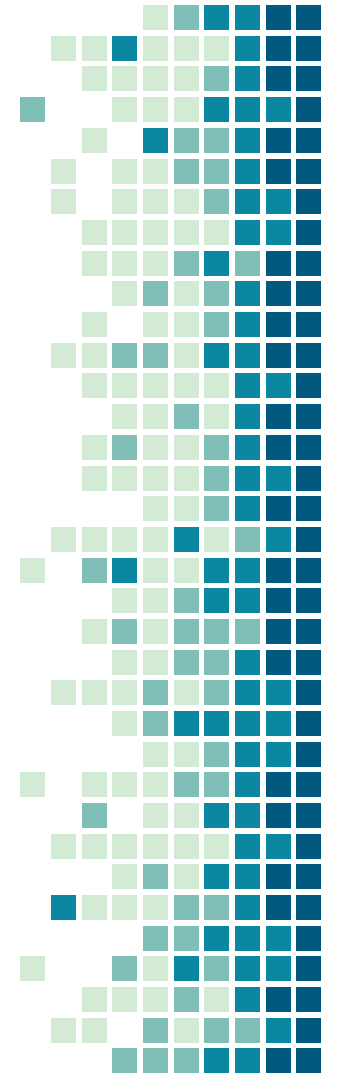
[http://www.1000advices.com/guru/communication\\_questions\\_socratic.html](http://www.1000advices.com/guru/communication_questions_socratic.html)





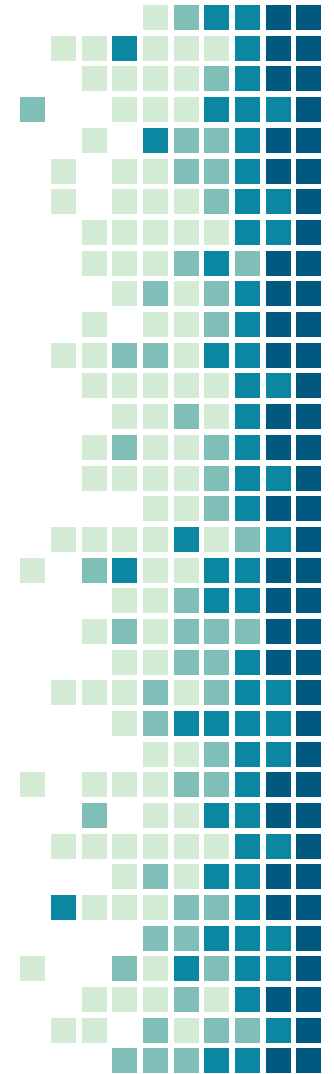
# YOU WRITE STUFF DOWN

Discussion: Taking Notes



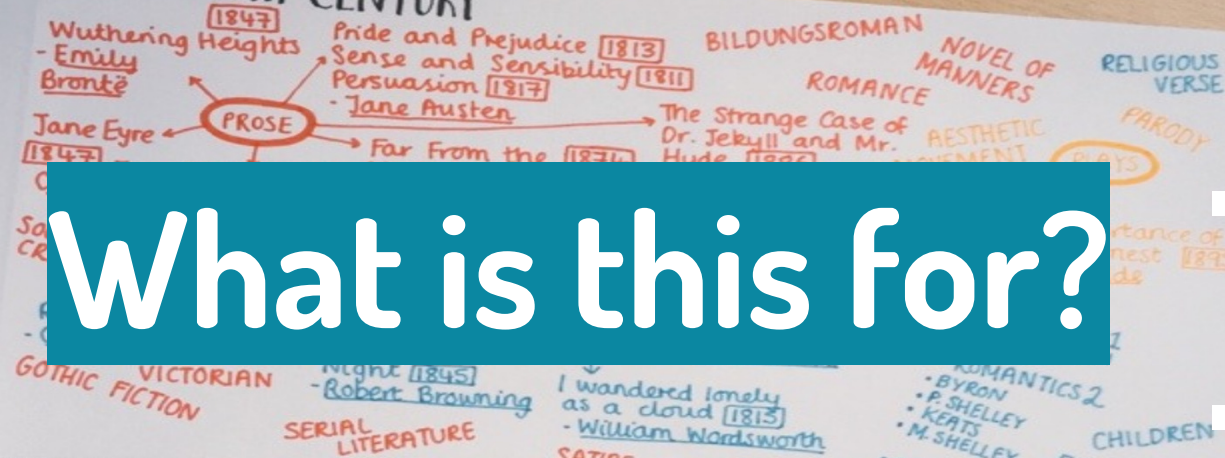


**HOW** do you take notes?

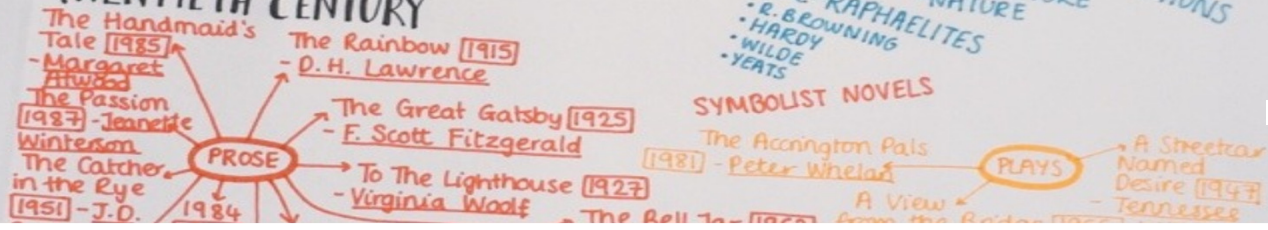


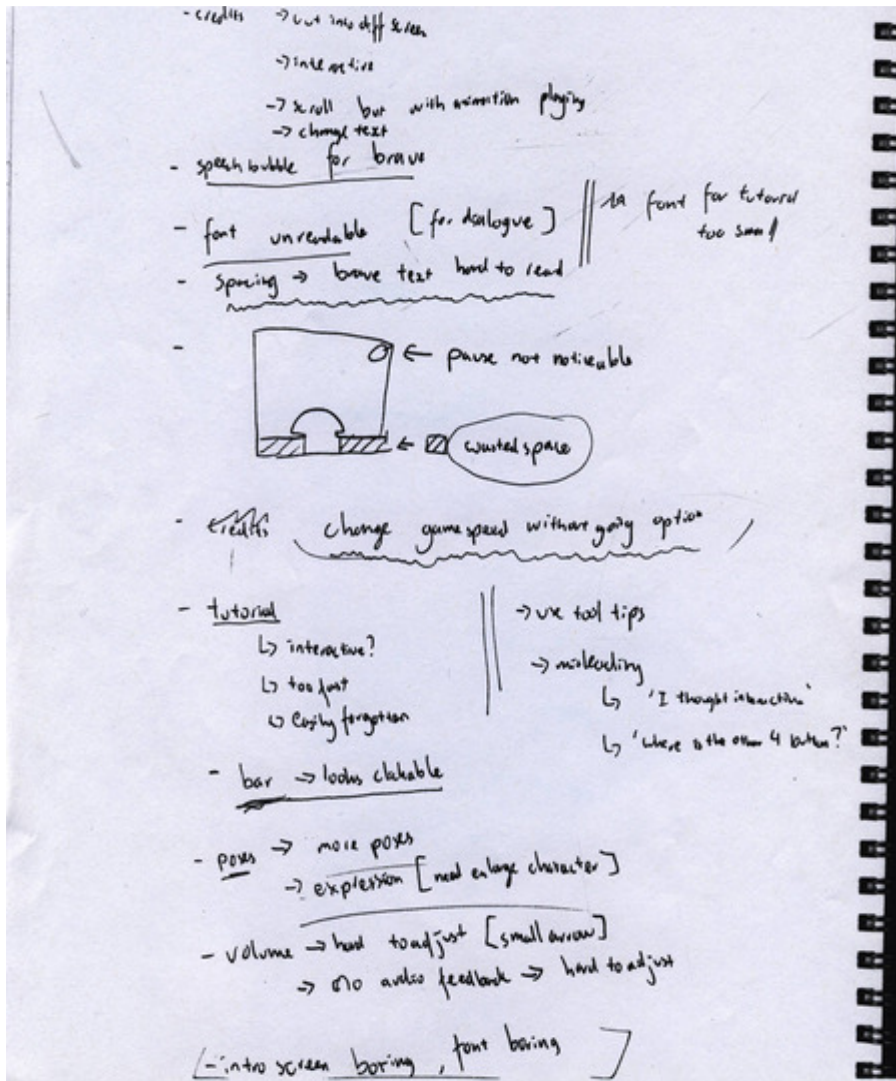
What is this for?

## NINETEENTH CENTURY



## TWENTIETH CENTURY





## Our Approach to Note Taking

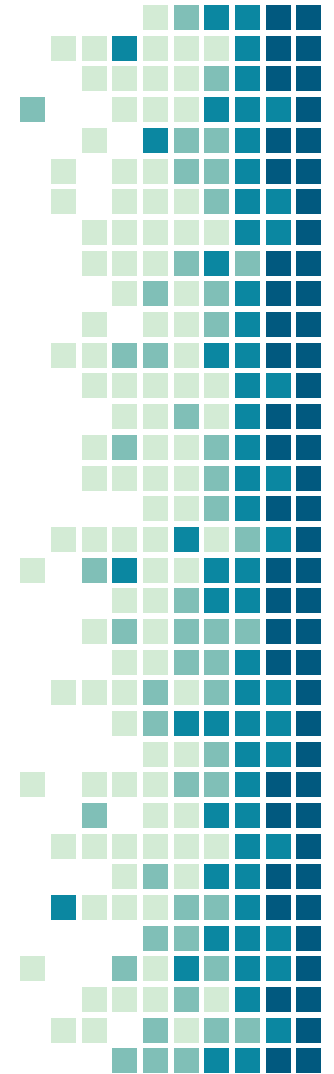
- Prepare questions in advance.
- Take brief notes on comments people make.
- If something seems very important or surprising, highlight it.
- As soon as possible, review your notes in a quiet setting.
- Add observations, conclusions, ideas in another color.
- Start a new page with follow-up questions.



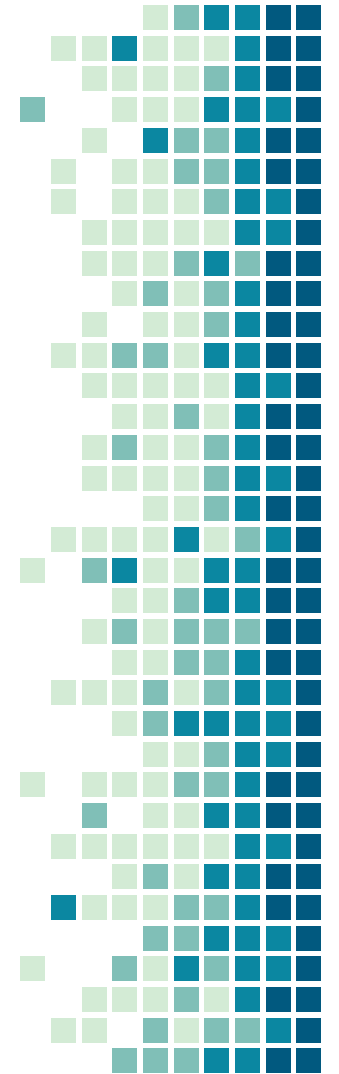
# **INDIVIDUAL** Scope Documents

Due **NEXT CLASS**

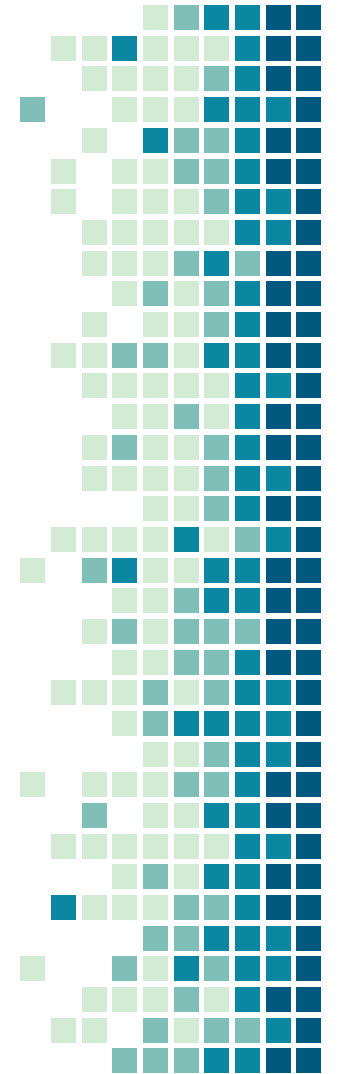
Bring **2 PRINTS** to class!



# Project 1 Ideas – ?



# Project 2 Ideas – ?



# Project 3 Ideas – ?



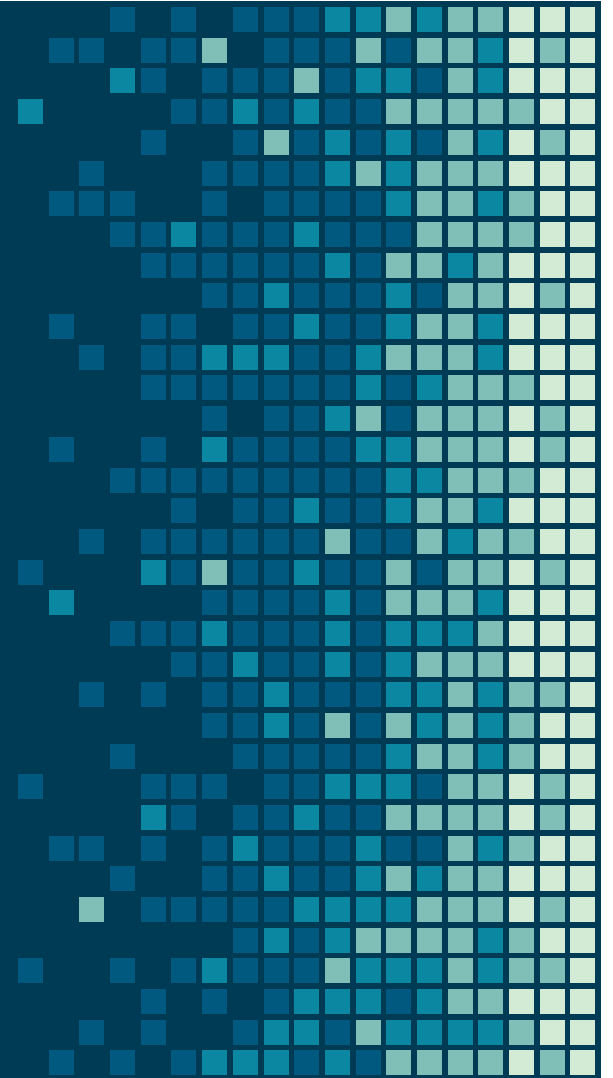


# MIS 3506

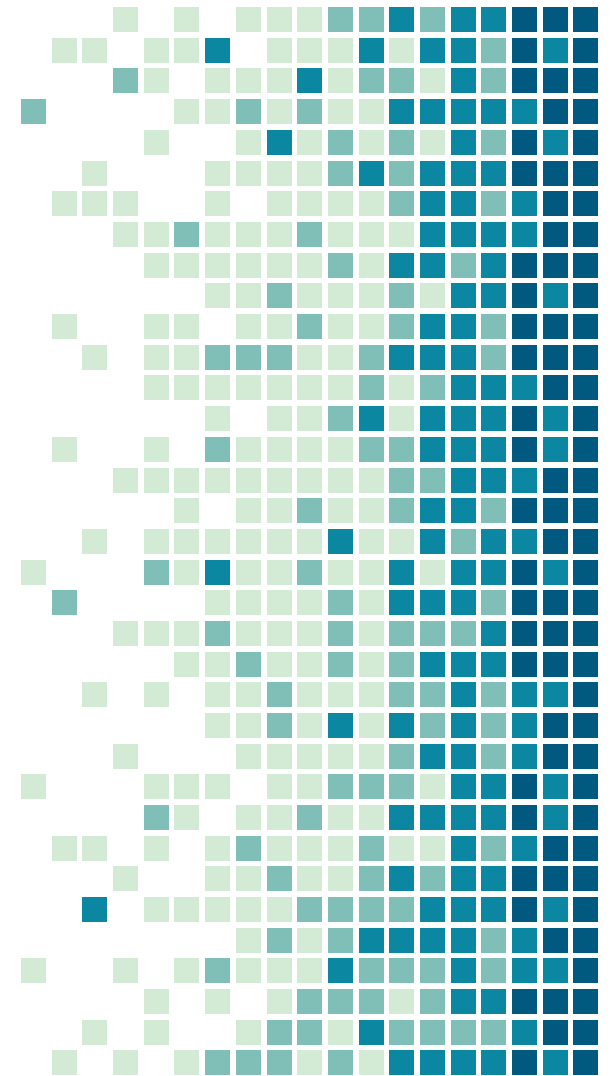
## Digital Design & Innovation Studio

4.2: Researching Your Project + Interviewing Skills

Amy Lavin/Steve Sclarow



# HEURISTIC Review



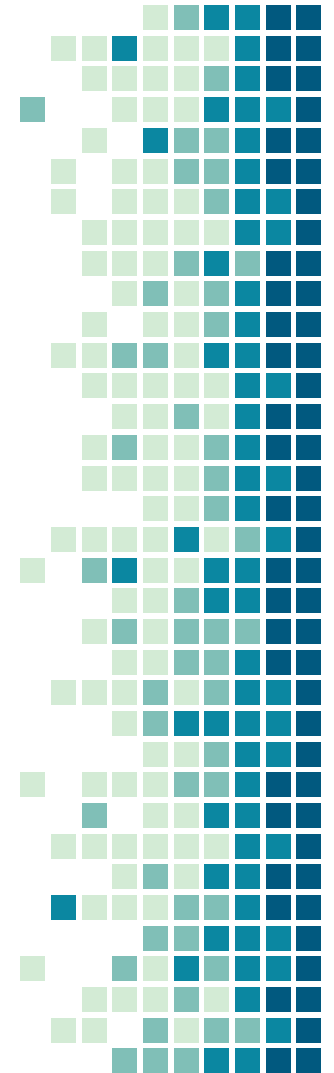
# HEURISTIC

definition: **heuristic**

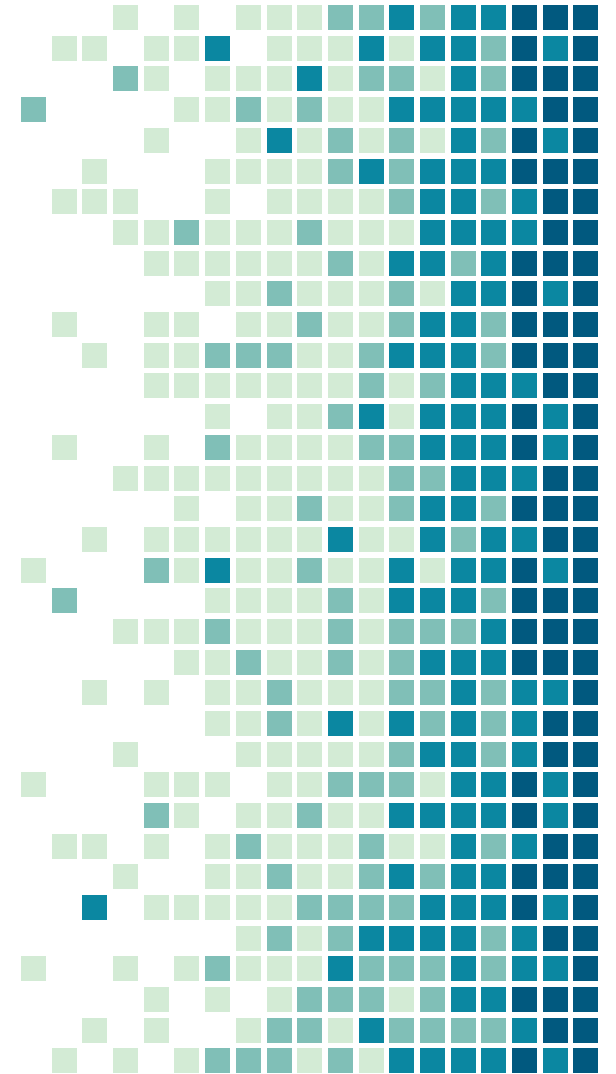
: involving or serving as an aid to learning, discovery, or problem-solving by **experimental and especially trial-and-error methods**  
<*heuristic* techniques> <a *heuristic* assumption>;

: 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>

<http://www.merriam-webster.com/dictionary/heuristic>

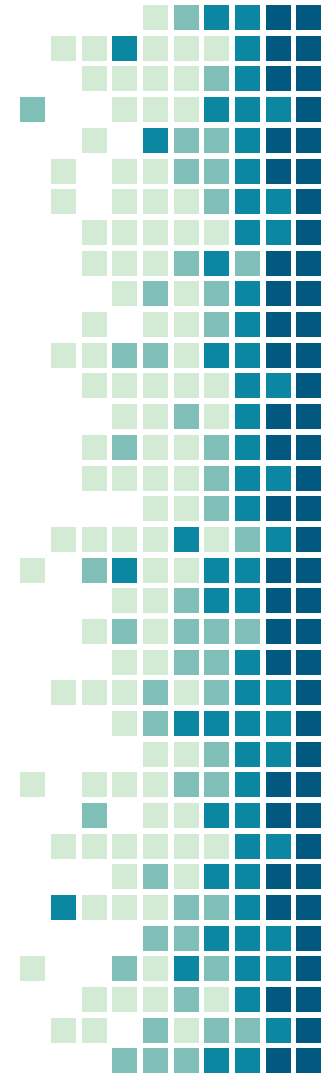


# Self-educating techniques to improve performance





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



## Part One: 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 ... ?

## 2. Correct

a ... ?

## 3. Unambiguous

a ... ?

## 4. Material

a ... ?

## 5. Prioritized

a ... ?

Your questions should generate constructive criticism and suggestions for improvement.

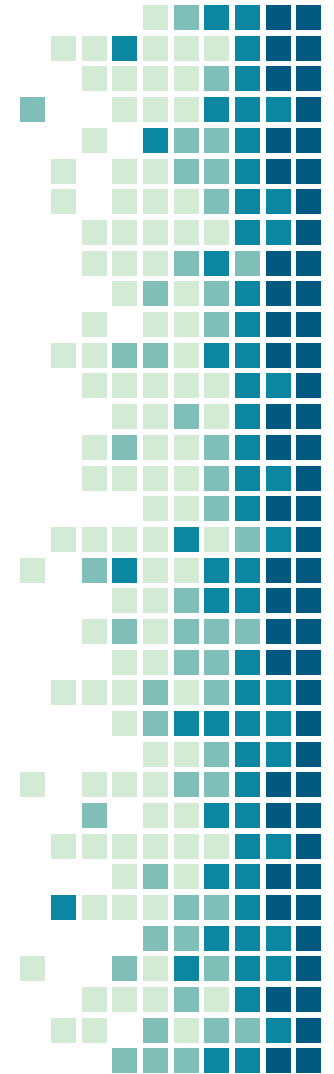
The number of questions for each dimension is up to each team and should represent relevant information needed.

**This week focus your heuristic review on Scenarios.**





Did your  
**Heuristic Review**  
include the following?





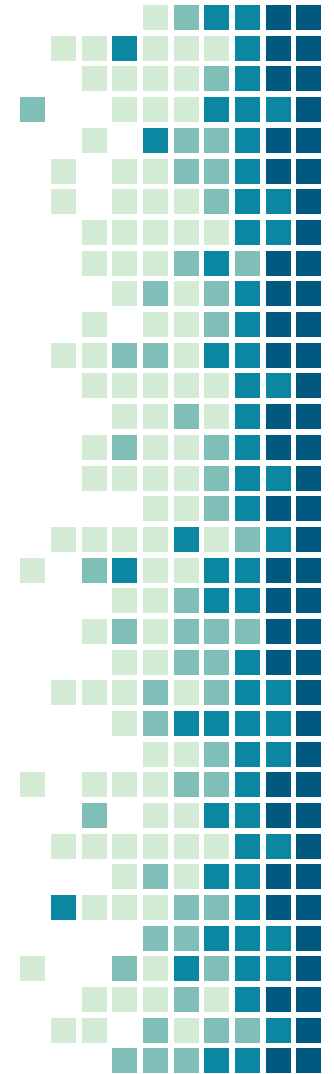
# Project Scope Document Contents

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



# Does the **Statement of Purpose**

- Explain the current environment or situation?
- Describe the problem?
- Explain why its important to your client?
- Explain how you will approach it?
  
- Are there three, clear & well-written paragraphs that contain:
  - General context of the organization & 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**?

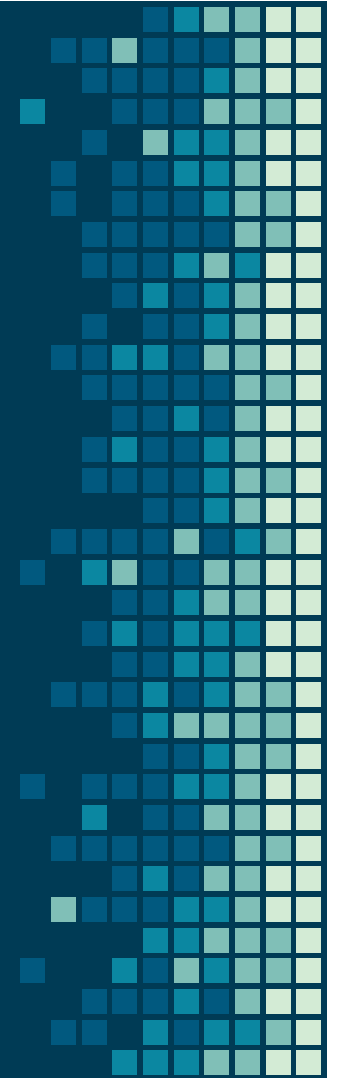
**S**pecific

**M**easurable

**A**ctionable

**R**ealistic

**T**ime-bound



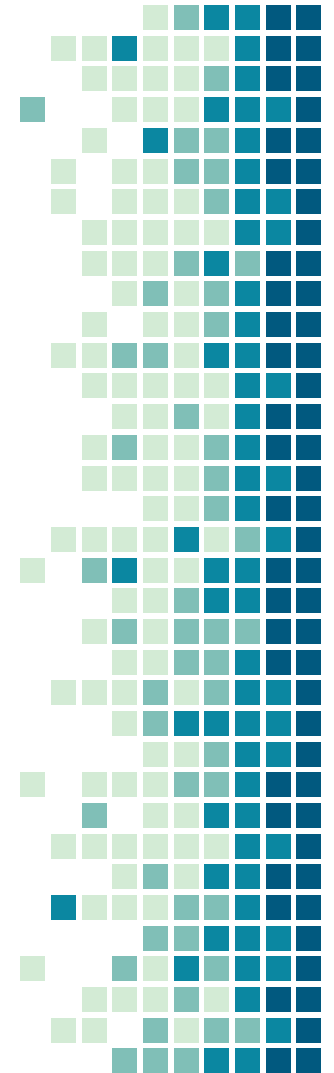
# Assumptions & Constraints

## Assumption

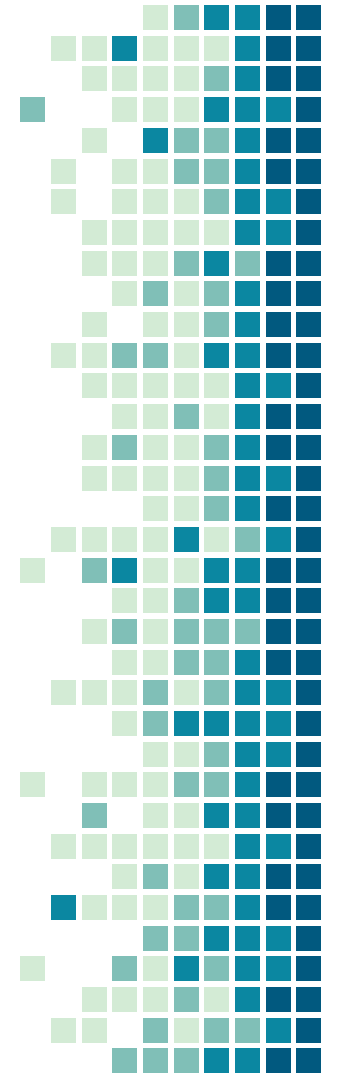
- A premise that is assumed to hold true throughout the project.
- ARE THE ASSUMPTIONS RELEVANT AND NECESSARY FOR THE PROJECT?

## 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**

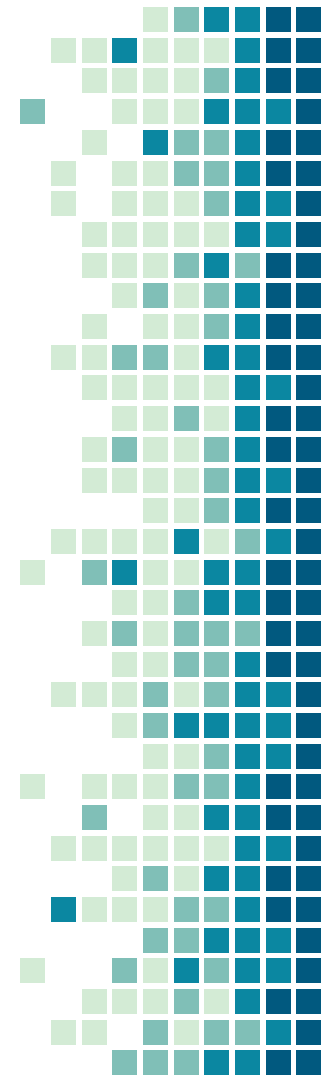
1. Teams sit together / Split into 2 groups (2 or 3 people)
2. Exchange your scope document with someone from your team
3. Read each other's scope documents carefully and take detailed notes on what you think is good and what needs improvement. **10 minutes**
4. Take the lead and give the other person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

**10 minutes for each person**

**USE ALL THE TIME YOU ARE GIVEN**



**As a TEAM, begin to consolidate  
your work into one document.**  
Begin by selecting the best of each.





# SCHEDULE

- Interview #2:
  - Rob Rogers - *Department Head - Application Development, Fleet Management*
  - **Cindy Fallon** - *Manager, Supply Chain and Operations*
  - Bobby Thorp – *Project Facilitator*
  - Monday, September 24, 10 – 11:20 AM, **Walk Auditorium in Ritter Hall**
- Exam 1: **(Lavin: 10/3 ~ Sclarow: 10/4)**
  - 1 Hour
  - 30-40 multiple choice questions
  - Scope document analysis case study
  - Readings/lectures/exercises

