



MIS 3506

# Digital Design and Innovation Studio

4: RESEARCHING YOUR PROJECT +  
INTERVIEWING SKILLS

Amy Lavin/Steve Sclarow

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

# Schedule

Scope draft (individual):

**Amy: 9/20 Steve: 9/21**

Interview #2: 9/26 – 2-3:20 / A603

Team Scope: **Amy: 9/27 Steve: 9/28**

Exam 1: Amy: 10/2 Steve: 10/3

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

# HOW BA's Elicit Requirements

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

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SEARCH

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## Investors

January 20, 2017  
**Statement on Expected Financial Impact of Merck Settlement**

### Upcoming and Recent Events

Thursday, January 26, 2017 10:30 AM ET  
**2016 Fourth Quarter Results Conference Call**

Click here for webcast  
Press Release  
Press Release (PDF)  
Quarterly Package of Financial Information (XLS)

All events »

### Financial Reports

- 2015 Online Annual Report
- 2015 Annual Report
- 2015 Form 10-K
- 2016 Proxy Statement
- 2016 Interactive Proxy Statement
- 2015 Executive Compensation and Governance Practices

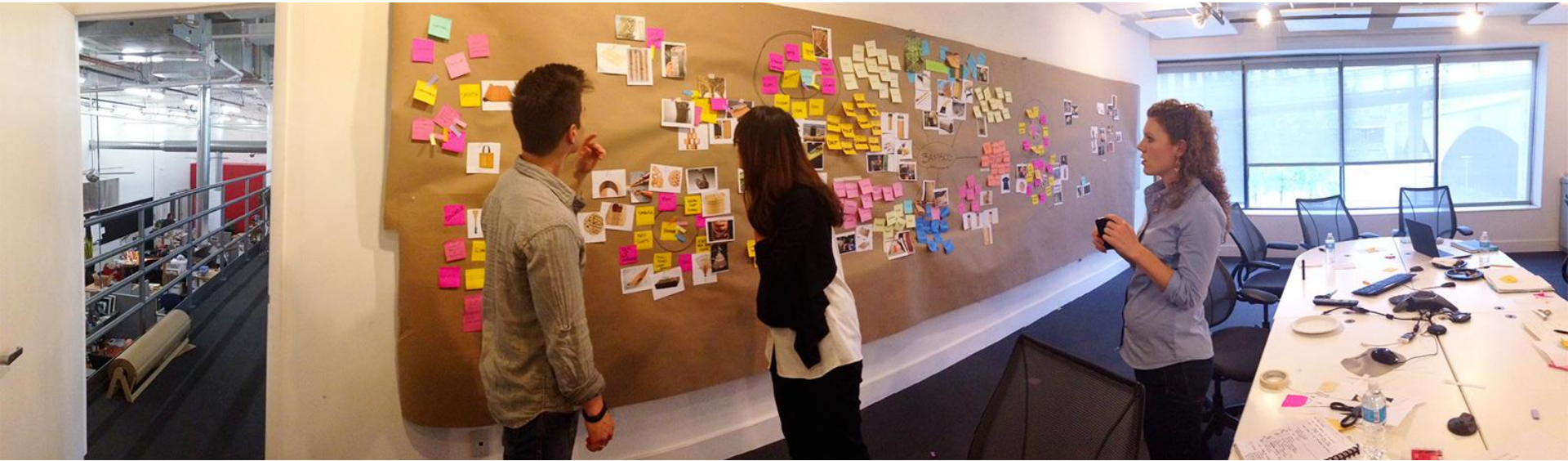
See More Reports »

**Latest Press Releases** **R&D Pipeline**



# HOW BA's Elicit Requirements

– Facilitated Sessions



# 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)

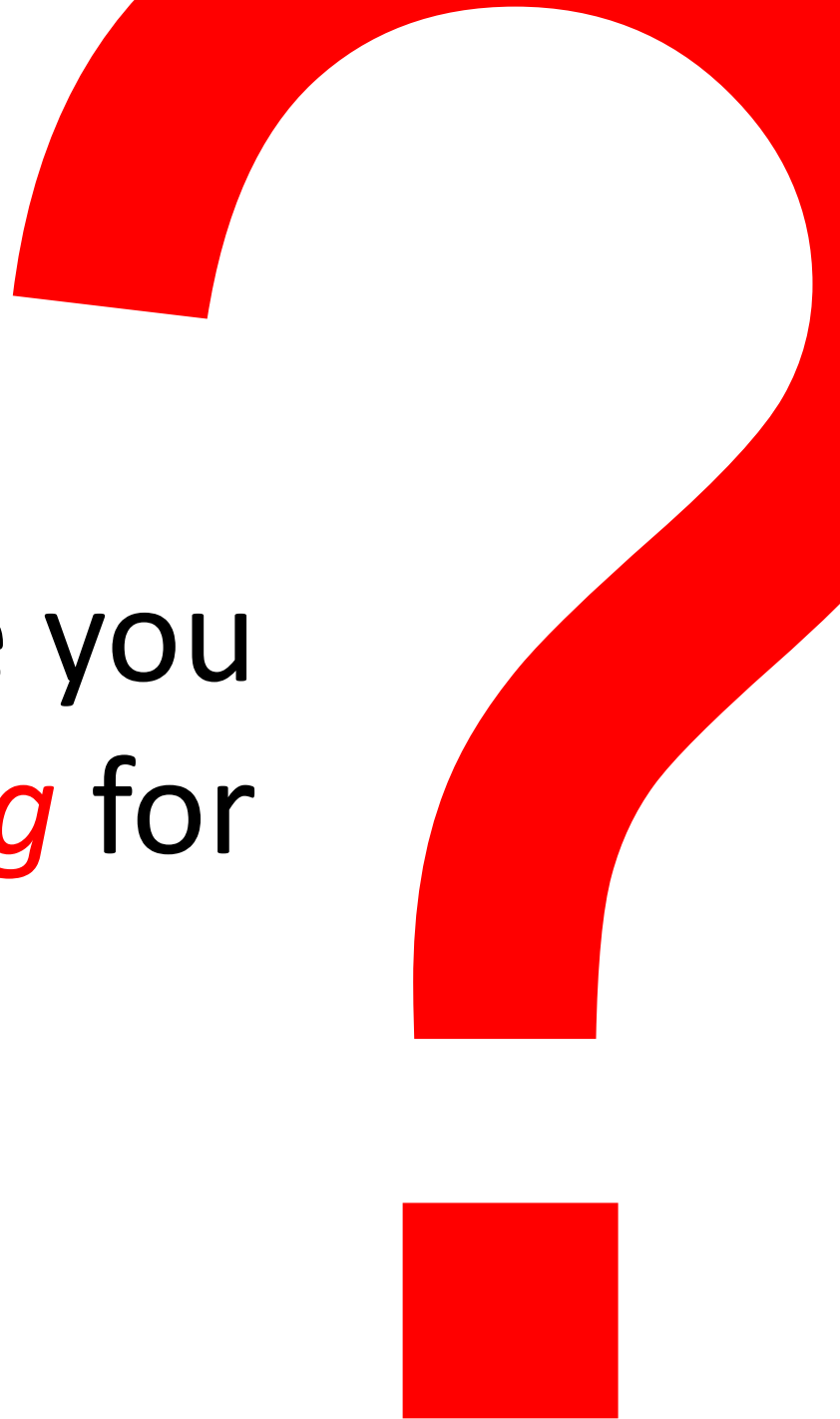
2a : a meeting at which **information is obtained** (as by a reporter, television commentator, or pollster) from a person



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

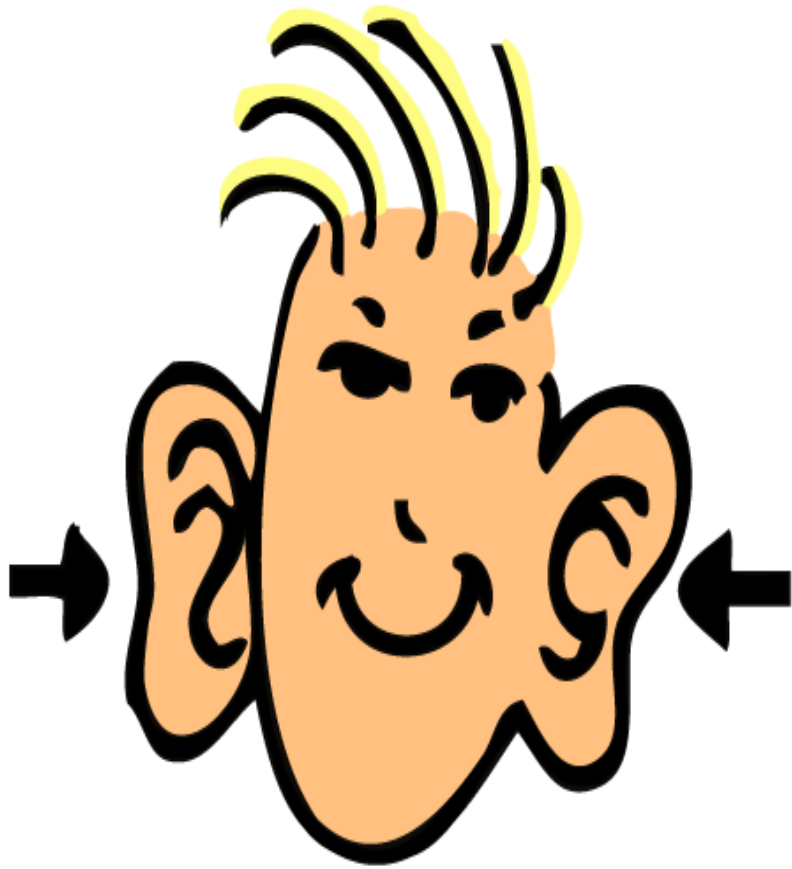
# Stakeholder Analysis: **Template**

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Heidi Grunwald	Managing 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

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

**YOU WRITE STUFF DOWN**

Discussion: **Taking Notes**

HOW do you take  
notes



# 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 9:00

1. BU 23(2) web P&BT B2A
2. BU web old portal of off <sup>Yes it is enhancing</sup>
3. Key focus replacing DW <sup>very hard to</sup>
4. Key users rolling 2 transition - how many users
5. Lynn said less use and requests than expected
6. How work each functional leader
7. Finance
8. Ask about location of customer type <sup>Tried to</sup> as much as possible <sup>work orders keep time</sup>

HP focus on early work <sup>\*\*\*</sup> <sup>calculate cost</sup> <sup>move cost one cost center</sup>

Batch Reports → Finances of Op reports

IT Strategy team requesting KPI's <sup>need</sup> <sup>\*\*\*</sup> <sup>by January they need help & direction on how to make B2A valuable</sup> <sup>have they done this?</sup>

Dudley → Big Owners must do KPI

Big parcel in org structure (Kiro) <sup>← relatively small</sup>

Data master - ~~Water~~ Infra Steward

ACG's appointed groups <sup>Each area dif categories of customer etc.</sup>

Strong controls environment

IT Strategy, ~~ACG's~~ ACG's, PMO <sup>hard to go off the reservation</sup>



# **INDIVIDUAL** Scope Documents

DUE Next Class

**Bring 2 prints to class**



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# **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 ....?

**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?

**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. **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**

# Schedule:

Interview 2: **Thurs 9/26**

Exam 1: **Week of 10/2 – Class 1**

- 1 hour
- 30-40 multiple choice questions
- Scope document analysis case study
- Readings/lectures/exercises