

How to Prepare and Facilitate Requirements Workshops

Instructor-Led, On-Site Duration 2 days

Overview

Gathering business requirements from subject matter experts is arguably the single most important activity in any project. If the business requirements aren't right, the project will not succeed. Unfortunately, this is also one of the most challenging activities of the entire project. Getting the right stakeholders together can be difficult to impossible. The business analysis process is filled with uncertainty, both from a methods perspective as well as a business needs perspective.

This training workshop presents a set of techniques that are designed to help the business systems analyst ask the right questions at the beginning of the project and effectively structure requirements gathering meetings with the subject matter experts. Knowing what to ask, how to ask it and how to help the business subject matter experts discover their requirements are all critical skills for the business analyst role. Planning, preparing, and facilitating effective requirements gathering sessions are some of the most critical business systems analysis skills.

Target Audience

Business Analysts	Requirements Engineers
Business Managers	Systems Analysts
Project Managers	

Learning Objectives

Upon completion of this seminar, you will . . .

- Organize and schedule a business requirements gathering workshop
- Adapt a check-list of pre-meeting activities
- Create and sustain a productive workshop environment
- Use standard requirements gathering questionnaires to structure the meeting
- Prepare the participants for the workshop using effective email communication methods
- Organize and analyze the visible results of the workshop
- Use open issue, question, and post-session task lists to maintain momentum in the meeting
- Develop contingency plans for dealing with unpleasant situations
- Evaluate a workshop to improve the process
- Evaluate a session to improve the process
- Apply 5 methods for maintaining the project momentum after the JRP/JAD
- Use open issue, question, and post-session task lists

Developed and presented by:



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1 Introduction to Meeting Facilitation

Types of Requirements Gathering Meetings

- Workshop Sessions (groups)
- Brainstorming Sessions
- Focus Groups
- User Groups
- Exercise: The Need for Speed
- Accelerated Workshop Sessions
- Time Compression and Understanding

2 Setting the Right Stage

Documents of Meeting Preparation

- Evolution of an Effective Meeting
- Documents of Meeting Preparation
- Exercise: Participant Selection
- Meeting Invitation Contents
- Exercise: Creating Effective Invitations
- Sample Invitation Contents
- Time Versus Depth

Preparing an Effective Agenda

- Preparing an Effective Agenda
- Activity Dependencies
- Setting and Managing Expectations
- Sample Agenda Format
- Exercise: Sequencing Meeting Activities

Selecting the Right Seating Arrangements

- Seating Arrangements
- Exercise: Selecting the Right Seating Arrangements
- Ad Hoc Group Dynamics
- Managed Group Dynamics
- Static Versus Dynamic Groups
- Exercise: Doing the Group Thing

3 Getting the Show Going

Identifying Icebreakers

- Your Assignment, Mr. Phelps
- Breaking the Ice
- Sample Icebreakers

Exercise: Identifying Icebreakers

Assigning Group Work

- The Momentum Challenge
- Exercise: Maintaining Momentum
- Assigning Group Work
- Debriefing Group Assignments
- Analysis Techniques

4 Managing the Deliverables

Managing the Session Deliverables

- Preparing Meeting Documentation
- Restructuring Deliverables to Increase Productivity
- Example of Activity-Based Formatting
- Maintaining Group Memory

Increasing Participant Productivity

- Increasing Participant Productivity
- Exercise: Managing the Facilities
- Meeting Equipment
- The Last Commandment

5 Meeting Murphy and Fighting Back

Meeting Murphy and Fighting Back

- Dealing with Murphy
- Everything Takes Longer Than You Think
- Problem People or People Problems
- Creepy Scope
- Equipment Dependencies
- Facilities Problems
- Exercise: Back to Square One

6 Closing the Workshop

Wrapping Up the Workshop

- Critical Success Factors
- Assigning Open Issues
- Post-Meeting Task List
- Staying In Touch
- Exercise: 3-Minute Meeting Evaluation