Project Management
Topic 3.1
Brainstorming Requirements

Project Requirements

- Customer satisfaction in meeting requirements determines project success

- Requirements are the needs and expectations of sponsor, customer and other stakeholders

- Requirements must be elicited, analyzed, and recorded in detail to measure against project results
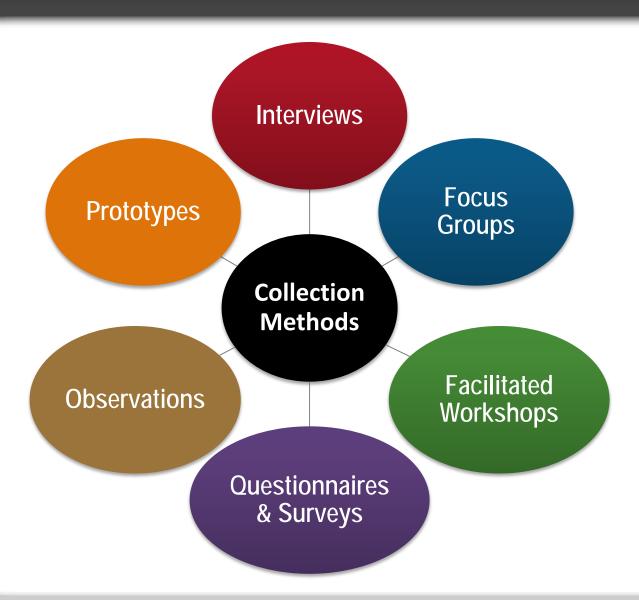
Collecting Requirements

- Involves defining and managing expectations

- Foundation of WBS, cost, schedule, and quality planning

- Includes product and project requirements

Collection Methods

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Group Creativity Techniques

- **Brainstorming**
  - Groups generate a lot of ideas fast
  - Useful in collecting requirements, issue identification, and problem resolution
- **Affinity Diagram**
  - Categorizes or sorts large number of ideas for manageable review and analysis

Brainstorming Purpose

- **Motivates** everyone to express their thoughts both positive & negative

- **Aids discovery of hidden or forgotten issues** through openness and fast pace

- **Monitors adherence to** previously established **norms** by the team

- **Introduces issues** to focus team efforts

- **Builds ownership** in the team objectives which are built on this exercise

Brainstorming Builds on Ideas of Others

- **Modify** – modify or change idea or concept to yield new idea/perspective

- **Multiply** – apply idea on a larger scale

- **Subtract** - apply idea on a smaller scale

- **Substitute** – apply idea to something else

Brainstorming Rules

1. Ideas are not criticized

2. Questions may only be asked for clarification

3. No attempt is made to respond to items

4. Facilitator ensures he has properly captured each item to respondent's satisfaction

5. Facilitator goes in order around the room & each person offers only one item on his turn

Brainstorming Rules (cont'd)

6. Pass if unable to think of something. Your turn will come around again.

7. Facilitator maintains brisk pace

8. Repeated or reworded items are recorded

9. Each item is numbered

10. Facilitator does not offer ideas

11. Rotate facilitation to involve everyone

Brainstorming

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Affinity Diagram - Organizes Ideas for Action

- **Standard Approach** - Put ideas on sticky notes into groups then label the groups.

- **Second Approach** – Generate a set of groups then assign the ideas to the groups

3.1.2 Class Exercise

Affinity Diagram

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