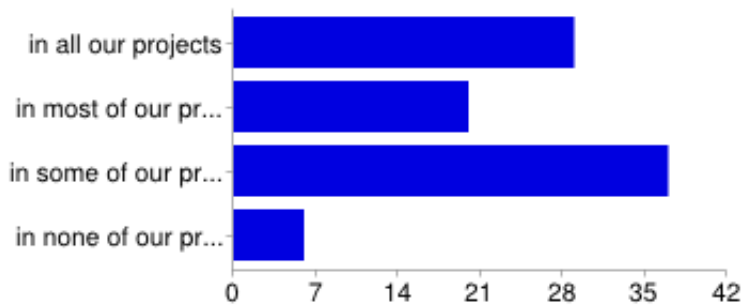


# 92 responses

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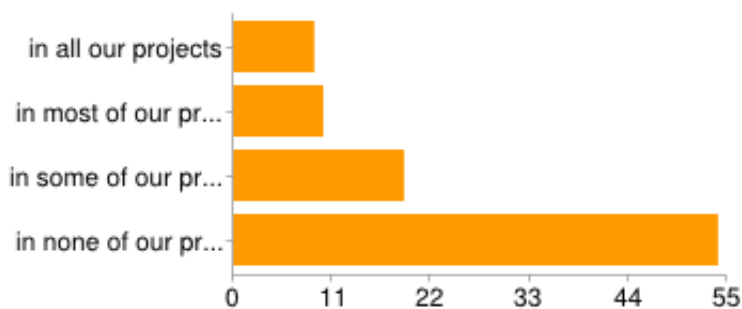
## Summary

### Q1 I'm directly involved as a business or requirements analyst (BoRA) [My role in ReqElic ]



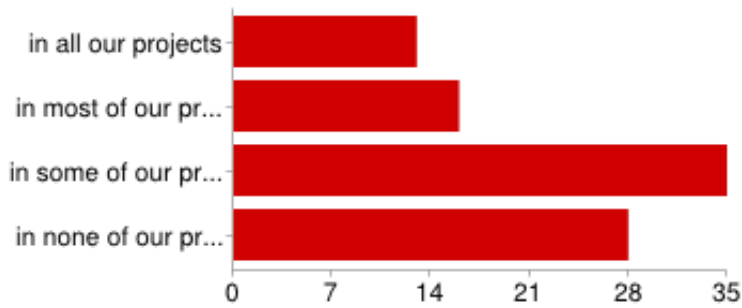
in all our projects	<b>29</b>	32%
in most of our projects	<b>20</b>	22%
in some of our projects	<b>37</b>	40%
in none of our projects	<b>6</b>	7%

### I'm directly involved as a software engineer [My role in ReqElic ]



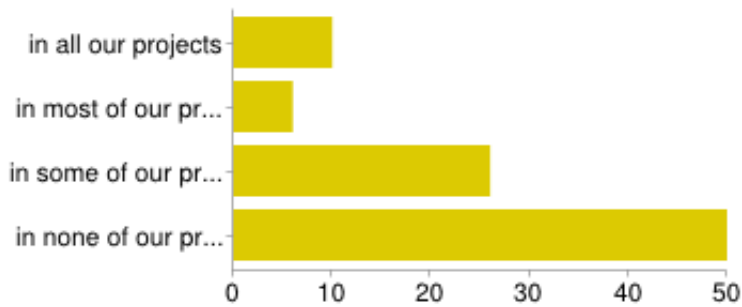
in all our projects	<b>9</b>	10%
in most of our projects	<b>10</b>	11%
in some of our projects	<b>19</b>	21%
in none of our projects	<b>54</b>	59%

### I'm supervising ReqElic as a project manager or similar role [My role in ReqElic ]



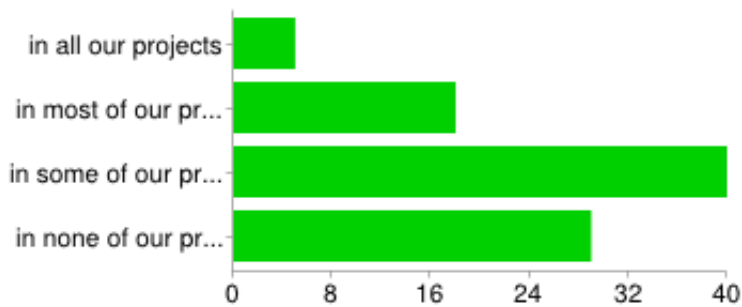
in all our projects	<b>13</b>	14%
in most of our projects	<b>16</b>	17%
in some of our projects	<b>35</b>	38%
in none of our projects	<b>28</b>	30%

### I'm involved in ReqElic as a representative of the client or customer [My role in ReqElic ]



in all our projects	<b>10</b>	11%
in most of our projects	<b>6</b>	7%
in some of our projects	<b>26</b>	28%
in none of our projects	<b>50</b>	54%

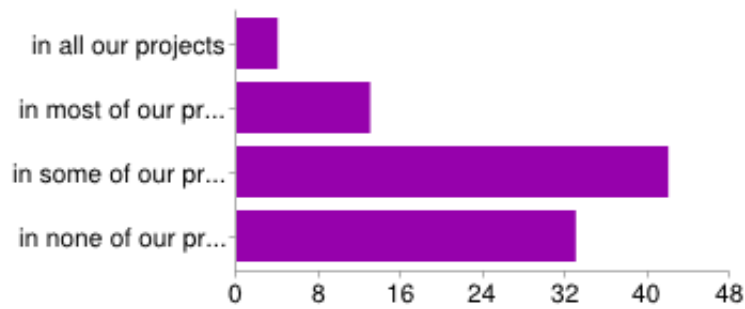
### Q2 Requirements are identified as an individual activity, by a single BoRA, working alone [Group vs. individual activity in ReqElic]



in all our projects	<b>5</b>	5%
in most of our projects	<b>18</b>	20%
in some of our projects	<b>40</b>	43%

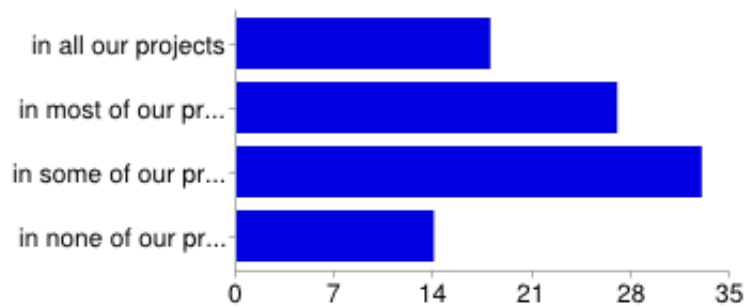
in none of our projects **29** 32%

### Requirements are identified as an individual activity, by more than one BoRA, each working separately [Group vs. individual activity in ReqElic]



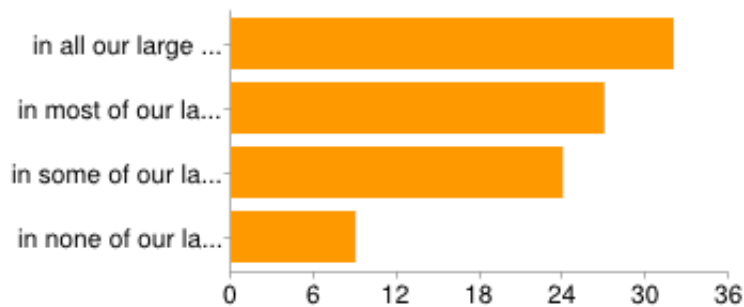
in all our projects	<b>4</b>	4%
in most of our projects	<b>13</b>	14%
in some of our projects	<b>42</b>	46%
in none of our projects	<b>33</b>	36%

### Requirements are identified as a group activity [Group vs. individual activity in ReqElic]



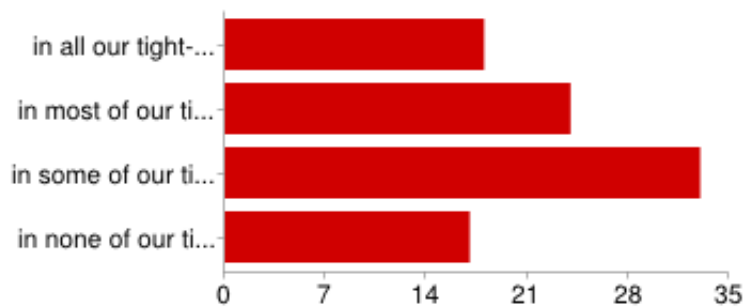
in all our projects	<b>18</b>	20%
in most of our projects	<b>27</b>	29%
in some of our projects	<b>33</b>	36%
in none of our projects	<b>14</b>	15%

### Q3 Requirements are identified as a group activity in large projects [Group activity in ReqElic as a function of size of the project]



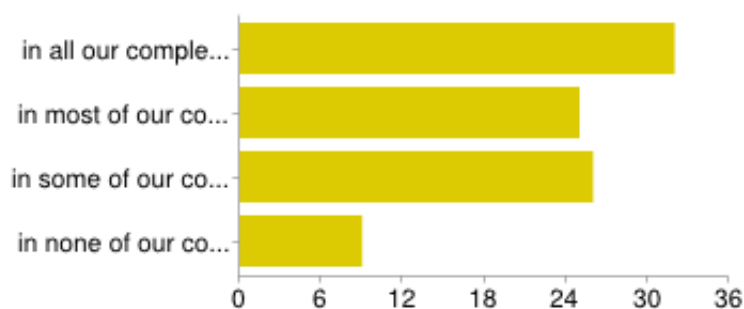
in all our large projects	<b>32</b>	35%
in most of our large projects	<b>27</b>	29%
in some of our large projects	<b>24</b>	26%
in none of our large projects	<b>9</b>	10%

**Q4 Requirements are identified as a group activity in tight-deadline projects [Group activity in ReqElic as a function of deadline of the project]**



in all our tight-deadline projects	<b>18</b>	20%
in most of our tight-deadline projects	<b>24</b>	26%
in some of our tight-deadline projects	<b>33</b>	36%
in none of our tight-deadline projects	<b>17</b>	18%

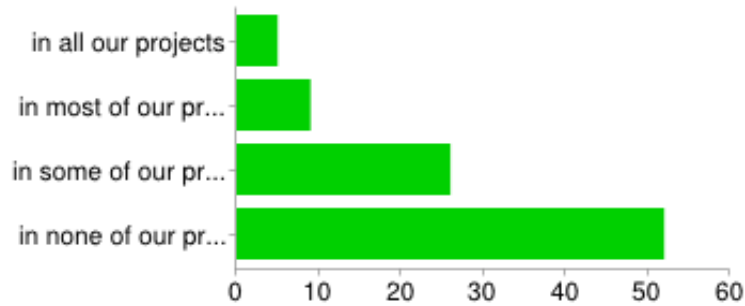
**Q5 Requirements are identified as a group activity in complex (innovative or multi-disciplinary) projects [Group activity in ReqElic as a function of complexity of the project]**



in all our complex projects	<b>32</b>	35%
in most of our complex projects	<b>25</b>	27%

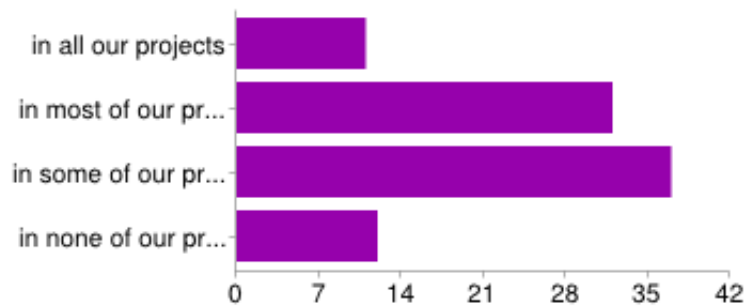
in some of our complex projects **26** 28%  
 in none of our complex projects **9** 10%

**Q6 We use JAD in group ReqElic sessions [The kind of ReqElic technique used in ReqElic Group activity sessions]**



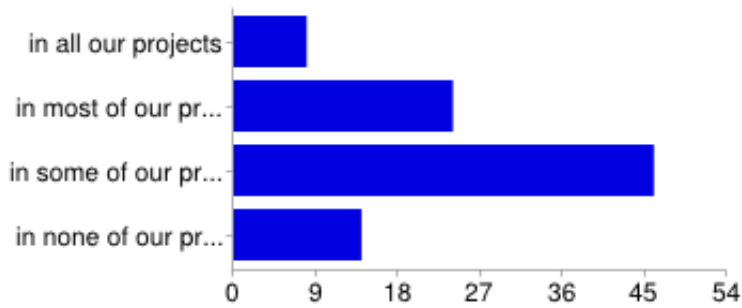
in all our projects **5** 5%  
 in most of our projects **9** 10%  
 in some of our projects **26** 28%  
 in none of our projects **52** 57%

**We use brainstorming in group ReqElic sessions [The kind of ReqElic technique used in ReqElic Group activity sessions]**



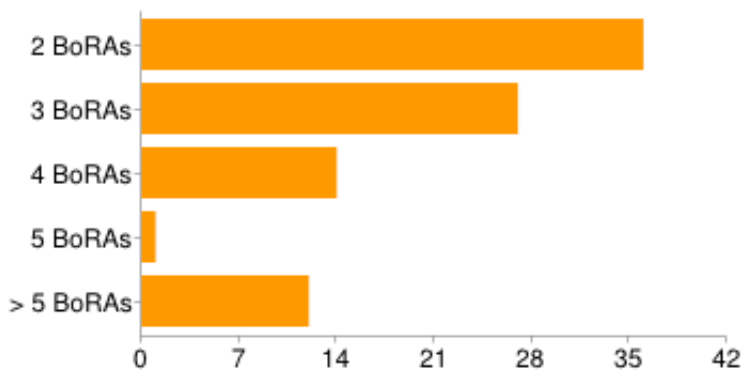
in all our projects **11** 12%  
 in most of our projects **32** 35%  
 in some of our projects **37** 40%  
 in none of our projects **12** 13%

**We use other creativity techniques in group ReqElic sessions [The kind of ReqElic technique used in ReqElic Group activity sessions]**



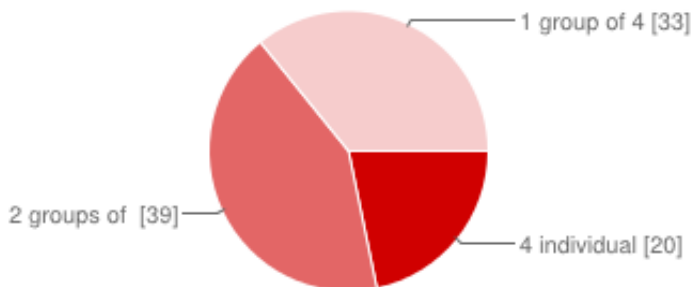
in all our projects	<b>8</b>	9%
in most of our projects	<b>24</b>	26%
in some of our projects	<b>46</b>	50%
in none of our projects	<b>14</b>	15%

### Q7 Groups usually consist of [Size of the groups]



2 BoRAs	<b>36</b>	39%
3 BoRAs	<b>27</b>	29%
4 BoRAs	<b>14</b>	15%
5 BoRAs	<b>1</b>	1%
> 5 BoRAs	<b>12</b>	13%

### Q8 Size of ideal groups



4 individuals	<b>20</b>	22%
2 groups of 2	<b>39</b>	42%
1 group of 4	<b>33</b>	36%

### Q9 Here is my explanation to my answer to the previous question, about the size of ideal groups:

While larger groups are good for populating a requirements set, more than about 4

making the final requirements determinations leads to excessive discussion and sometimes a lack of clarity.

Usually a team of 4 members can be very productive, but often we don't have so many BoRAs free to work in the same project. It always depends about how busy is the Agency. 2 heads are better than one and so 2 group are better than one

I worked in large projects: in that case 2 people represent the business (usually a manager in the business and one of his/her direct reports - can be a specialist reporting to the business manager). The other two people are either two business analysts - one responsible for the area in question, the other - responsible for a similar but different area (e.g. one is accounts receivable, the other is for accounts payable). Or can be a team of two analysts - the business analyst and a systems analyst, responsible for documenting lower level system components.

Too many individuals in groups cause misalignments in ReqElic sessions.

No time for the explanation. Sorry!

I think that ideas and requirements can be more easily discovered when people talk to each other and brainstorm together.

experience. use groups for large or critical projects otherwise individual(s)

It depends on the exact work need to been done, but for the first eliciting it's best to create a shared understanding of the needs of the customer. I also prefer to finally validated all identified with one group, in stead of multiple groups or individuals. Between these to phases, I often use several different groups or individuals.

Only groups can work towards tight deadlines/baselines in a multi disciplinary projects. Mostly very specific project issues need to be resolved first before major production of requirements can start. You should therefore work as a team closely following the constraints for requirements development / elicitation with each baseline.

groups bigger than 2 peoples are difficult to be managed, especially if the code is very complicated. subdividing the group into couples should help, because each couple can focus specific tasks

splitting the activities in two separate groups allow to all individuals to give a higher participation and to refine the results in a joint common session or in certain cases to parallelize activities of Business Requirements Analysis

The independence of this ensures greater individual responsibility and greater self-confidence in the role

We typically use brainstorming and whiteboarding to bounce off ideas and anything more than 2 is not ideal. And also the Req elicitation is split between different domain areas and this helps that.

particularly in brain-storming; need multiple inputs with variety.

The best approach is a group of 4 people for gathering requirements using different techniques. Furthermore, I think that it is easier to align a group of four people instead of 2 groups.

-

Most of our projects are not that huge that groups multiple groups make sense or were

possible. So we worked in small groups of ~3 people together to elicit requirements. In smaller projects it is even a smaller number of people who are working to identify the requirements.

NA

Having four separate Systems Engineers/Analysts with expertise in different disciplines analyze a postulated objective will generally produce four different strategies though with some congruencies. As a Project Manager, I can assess each strategy individually and discuss the merits of each individually or collectively.

4 people rarely tie on votes of opinions and cover a broad enough range of viewpoints to offer a good representation of beliefs.

Interaction are key for understanding the needs of customers and to get helped when in starvation

The ideal configuration, as I mentioned, is the group. The size depends on the project dimension/timeline/client organization. For big project the ideal size is 4: 2 senior consultant (management of the interview/gathering of requirements) and 2 junior resource (meeting minute, notes, etc).

In our projects, usually large and complex consulting projects, having more than one group is helpful to tackle different subject areas in parallel. Within a subteam, having a Sr and a Jr BoRA is helpful to allow the Sr person to focus in relationships, facilitation, etc., and the Jr. person to produce the documentation and do other legwork. It is also more cost-effective; few clients pay for a team of all Sr BoRAs.

Can't really answer that question, because I don't really know which group size is ideal. groups should be dimensioned so to allow large view and attention, and quick convergence toward agreement

I am not convinced the presence of 4 BAs in a meeting with stakeholders to elicit requirements would 1 be well perceived as people would think the numbers are excessive and 2 I don't think it would be effective. The pairing up approach would be similar to pair programming the xp engineering practice that is proven to be effective. This would be an easier sell to people. It also did a master apprentice model where a more experienced BA is paired up with a novice BA leaving their trade.

Too many groups are complex to coordinate

We usually have one System Engineer per subsystem and that is usually around 4. Each engineer is fully responsible for the requirements elicitation for their subsystem.

We all come with diverse mind-sets and socio-economic strata of society, and that does impact our level of approaching solutions. Though, too many cooks spoil the broth, but I believe even too less do the same. I think, a group of 2 (in case of simple projects) or 3 (in case of complex projects) should be involved to arrive at the most effective and efficient solutions.

The question related to 'Groups' are a bit ambiguous (I don't know if I understand the question correctly)--Often on enterprise wide projects we have more than 1 BA eliciting requirements. Each BA has a specific task and takes ownership (as well as being accountable) for that piece of work. On Agile/Scrum projects the requirements



deliverables are broken down into 'chunks' of work most often the artefact produced is a single output but more than 1 BA participated in delivering either the Use Case, Business Rules, Data modelling, or processes. For the Customer its just a single output but its actually the co-ordinated efforts of 2/3/4 BA's

I consider a back up team useful for critical projects

requirements elicitation is carried out directly by programmers. Those in roles with the title business analysis (who should actually be called system analysts or perhaps administrators or customer service officers) are excluded from requirements elicitation until the implemented system has issues. We are a very backward 'hero' organisation, Because requirements need to be written in a very clear wording it is not a place for creativity. We need to focus on "WHAT" the system shall provide as an improvement. The creativity comes into play when it comes to "HOW".

I think that a bigger group will take a better decision and will see all the details.

When 4 individuals are involved in the same project, they must cooperate.

That size allows good interactions and many ideas but isn't too big. Group needs once decision maker still (Luisa: I think the filler meant to click "1 group of 4". Dan)

Too many cooks spoil the broth! Two heads are better than one! I derive my explanation from the two phrases mentioned above. I believe it is necessary to involve BoRAs to collate different viewpoints (they may belong to different applications/systems). If the group is bigger, the risk of "all talk and no decision" runs high. At the same time we need as many brains working together to create alternative scenarios, question hypothetical scenarios etc.

There needs to be a balance between collaboration and cohesion. Too few and the process can loose it's creative and dynamic edge. With too many there is a danger of being swamped by differences of opinion with no clear way forward.

pairs cross check each other

It enable the confrontation, but at the same time, left the two group to take two different positions and assumptions.

Better cross section of experiences

Larger groups quickly lead to discussions and interpersonal problems. With 4 individuals, however, you lose the 4-eyes principle.

na

without working together on the req base, there's going to be lots of inconsistencies and gaps. So it's done as a group, maybe each BoRA with a certain area of functional expertise

Hypothetical, as we rarely think about it that way.

2 groups - each group can focus on different main modules. 2 persons in a group - 1 can focus on finding the details and the other one focus on the documentation, diagrams, but the person who do this must have same level of understanding

x

I don't know what to explain.

We have recently elicited requirements for a Air Defence System with a team of 4 individuals and it did very well . The team was responsible for workshops with the users and stakeholders of the System, as a result, operational documents were written as well as context analysis and functional diagrams, that resulted in around 4000 operational requirements for the system.

It depends. At least 1 expert per domain + 1 for management + 1 for marketing (The selected size of "ideal groups" is incorrect but there are no other options in the questionnaire.)

Personality and Knowledge dependent. A true expert may be able to do it all, but there are not many people like that; someone who "did it" at the application end, someone who understands the technology available, someone who understands program management, someone who understands systems engineering, someone who can define requirements to the point of system specifications - all in one person. However, we may have experts in each area but if they are not willing to work together then it won't have happened when the dust clears and you look at the results. I come from a DoD / military background and believe there are few true SMEs around and that no SME understands everything in his own field. However, given this situation overcoming the quote below is the real challenge and it comes from a DAU class on Outcome Based Requirements I think. "You can't manage what you can't measure, you can't measure what you can't operationally define, you can't operationally what you don't understand... You will fail if you can't manage." Unfortunately, the end user does not always know what he wants and that causes lots and lots of problems. We don't always get SMEs to represent the end user of the service / product. We often just get who is available by billet and that haunts us the entire time. Hope that helps (somehow).

my project spans various business groups at an Investment Bank (up to 4-6 groups), usually one-two preseresetative(s) from each group pariticipates in discussing requirements.

Each persons contributions can build on the others.

In my company each worker is highly specialized, so each one should be ideally present in the analysis and development of projects. This is not always possible due to matters of time

Group interaction & collaboration are important. It also eliminates the possibility of one person imposing his/her will on the requirements elicitation.

Project dependent of course, but a group properly sized for brainstorming and feedback during requirements elicitation is essential.

Stated that none of the options currently fits the processes in wich I am involved and the enterprise I work for is used to activate, I have only experienced projects where we had one precise context made up of different aspects, or possible point of view. Having x BoRAs cohoperating (never overlapping) to inspect x aspects of the project could satisfy every need.

Actually I am not sure about my opinion, as I am not allowed to pick people for requirements elicitation, this is managed by our resource/project manager. I personally believe the group of analyst in each independent system must be working together, even if

some people focus on specific projects to make sure that there are no conflicts between requirements for future system development.

4 people, with 4 different ways of thinking is exact number of valuable opinions, not too many, not too small

I think a group up to 4 members is more creative than one alone. In discussions the members have more new ideas than thinking alone.

In the first step is better to have 4 ideas, free of any interference of other member of the group. Then the brainstorming session will mix and clean all the ideas

two people working together are more effective two groups are good for reflecting ideas team collaboration is important.

separate sessions of brainstorming have more chances to come up with new independent ideas

We may have multiple BA's (up to most of our team of approx 20 BA's) working areas of large, complex projects, each responsible for their area. We also have had 2 or more BA's support each other in one area where one may be a mentor, scribe, co-lead, wire frame creator. If the above question refers only to the BA role, I say 2 groups of 2. Trying to get consensus, engagement, and agreement seems to diminish as number rises which we have experienced in group exercises. I have been involved where I support another, more senior BA or in my current project, I have the support of another BA and we are working a semi complex, heavy Business logic project together with a rather large team of individual contributors from the Business and Development..

No comments

2 groups of 2 people for projects from mid to high complexity because it's useful to have a group of Business and Functional analyst (2 people) working side by side with a group of User eXperience Designer and Tester to anticipate UX analysis since the very beginning of SW design phase to adopt a User Centered Design and reduce implementation barriers and issues so to have a slower production and go to market timing.

One to elicit requirements, the other the validate. No two BAs (IME) operate and document requirements in the same way. Too many BAs produces too many variations.

Where groups are used, ideally there will be senior and junior engineers engaged to (1) optimize training opportunities and (2) capitalize on synergistic effects. Additionally two groups operating semi-independently results in competition (built-in tension) between the teams which can (3) result in a higher quality result and provides an (4) additional dimension to synergism.

Elicitation is part of building a conceptual model. Conceptual models are best build in one brain and exposed to critics. Adding a second person means immediate availability of critics and helps with the resolution of biases. With more than two persons there is a high risk of unhelpful group dynamics.

We usually do ReqElic as a single group. Unfortunately, I don't have enough experience with different group sizes to compare the outcomes and argument in favor or against any solution...

On our large, business critical projects, we manage to segment the project into separate

work packages "based on lumps of stuff that can be discussed together". That way, an individual RE can pick up that package and run with it. We have selected a tool that allows us to easily move content between packages so these things are not cast in stone, but can be flexed as we need to during the project lifetime (current project is CHF 35 million and the requirements effort has taken over two years (but has been done using Agile Requirements / Kanban type methods)

More than 2

The smaller the better

Is hard to find an agreement in a group of more than 2-3 people.

Best of both worlds: more eyes in one group, but still covering more work simultaneously by two groups.

Gives the possibility for peer review of ideas across more minds.

people are more open to talk about their issues with old systems or manual workflows and needs, if they meet on one-on-one basis. Also, we never team up 2 analysis with a manager and an employee reporting to this manager. If a manager and an employee of the same team are together, the employee is less willing to share his/her own perspective honestly.

Size of ideal group has to be not too large

I don't really get that. Why 4, suddenly? All I mean is we have to consider ourselves as one group, even if some tasks are clearly separated.

Small groups may contribute with the best of the individual and collaborative work. The interaction between members can be quickly optimized and the responsibilities clearly assigned.

Because two can discuss and improve the ReqElic

should be an odd # for tie breaking for determining customer recommendations

two different points of view can wide the understanding and conception of the requirements in order to present them in a clearer manner. The same applies for the second team but in a larger scale, the second team might address even other aspects of functionality. The different alternatives would bring a better picture of what it's expected and needed allowing to focus on the overlapping requirements from both teams and deciding between the best alternatives for the others.

Individuals have individual schedules A group can easily exchange tasks. One of the tasks might be working out requirements as an individual.

I do not understand your question.

4 people = 4 different perspectives

Best answer above would be "I don't know" We do not have an explicit BoRA role. We have many roles who elicit RQs as part of their job. These people may or may not work together when eliciting RQs, but come together to discuss them.

At least two analysts are required for each working group, one to effectively facilitate, one to take notes and look at how the discussion is going in general (e.g, facial and other non-verbal reactions by attendees). Probably 3 would be better, 4 is overkill most of the times.

4 eyes see more details than 2. 2 Groups are good for x-checking each others work  
The use of more analysts results in a more rapid elicitation of requirements. Each analyst will have their own thought process and thus four paths can be 'navigated' simultaneously. The resulting specifications are less likely to have unthought of areas and or areas that have not been fully explored.

**Q10 Three factors that cause me to recommend using groups of BoRAs for ReqElic are:**

creativity different competences time saving

- complexity - combination of different experiences/backgrounds - know-how is shared/distributed

Projections to the quality of elicitation as it was observed by colleague, mutual correction of errors, decrease analysis times post elicitation

1. group thinking is better than solo thinking 2. keeps core team on the same page 3. helps identify constraints

Group work is better than a individual.

I guess cooperation provided by a group can activate at best each member, without the risk of overlapping skills and goals. When the context is well defined I guess you actually don't need to have separate entities working on it as long as you don't expect to find discordating results; more to this, you don't have to collect datas and compare them. By the way, using individuals would mean all of them must be aware of entire context/goal or, more probably, at least some of them could derail and don't get to a clear identification of the project itself

Well I consider the stakeholders + BoRA as the group that is supposed to come up with the requirements. On a recent (failed) projects, there were 60 BoRAs working together. We were then split in groups of 2 BAs, each group had its problem domain, with boundaries clearly defined. But still we invited connected areas at all workshops and kept them informed. Plus we all reported to the same manager who considered us as a real team. We could really enjoy complementarity in our group of 2, and cross checking each other's work. One of the reason why the project failed is that not all groups did like we did... So failing to see the interactions between domains...

Each participant of a group has it's specific view of the project results. So a group with selected people of different functions in the organization is the best solution to cover multiple views of the project results.

Scope and Complexity of the postulated objective, Time-frame and Time-line for achieving the postulated objective, and the number of elements in the equation (resources).

More point of views means more optimized solutions

Skills More carefulness Peer Review

a business transaction (trade) flows through various systems used by different business groups, for example, front office trades, middle office risk and p&l analysts, back office operations, regional finance, financial control, etc.

sufficient time budget allows new projects (including lack of experience in domain)

creativity wider horizons separation of responsibilities

Time constraints Complexity of the project Prototyping

To open the mind on to other perspectives To gives a complete picture of the problem To increase the knowledge of the dynamics between people

Every person has different skills and different points of view Each group gets different results Greater coverage analysis

Not my case

...

BoRA can help in fitting the client's requirements, focusing in usability of the product

Lack of knowledge by analysts.

- 8 eyes see more than 2. Completeness and meeting quality/standards is well ensured. -

Good cop, bad cop works to the outside as well as inside the team. This makes the team more robust to emotional highs or lows. -Fluctuations in workloads can be shifted easily between BoRAs to meet critical deadlines and cover for unexpected events.

se answe above A group can easily exchange tasks. One of the tasks might be working out requirements as an individual.

-

- multiple ideas in brain storming - advantage to have multiple eye on possible hidden flaws - a better solution is generated always from multiple people - a higher domain knowledge

better interaction continuity better group synergy

1. groups foster discussion, and hearing your own voice in a reasoning process already helps improving your own understanding and 'testing' any assumption you might have about a need or an issue. 2. conversations in a group help minimize the number of missed or overlooked topics or requirements. 3. you have a higher chance to create a consensus around a topic or an issue

1- Higher quality results achievable from teams with various SMEs 2- Reduced time to complete 3- Capitalize on training/mentoring/coaching ... opportunities

1. Multipath approach 2. Early critical analysis of requirements by peers resulting in better initial requirements set 3. Better coverage

I could try but the readiness for change does not exist.

left blank

The ability to facilitate and guide the discussion/analysis as sole role Another set of ears to capture conversation and to scribe/compare notes Help provide support on difficult or dysfunctional teams

I always believe in taking optimal number of views before arriving at any solution.

Peer Checking, Splitting of Work. Backup in case of unavailability.

\* Work load \* Different communication style to the customers \* Availability in case of sickness, conflicting appointments, etc

Usually stakeholders don't know how to express requirements correctly Some coaching (workshops) is necessary to help elicit requirements and to write operational concepts and

context analysis. Revising requirements written in natural language

NA

interchange of ideas

1. many people have many different points of view, which is very useful for covering all aspects of new requirements. 2. people with different expertise can share work in an effective way: person who is a better communicator can drive questions/answers sessions with the client, while other people document all commitments and create diagrams in more detail. 3. it is also useful to involve testers and developers in requirements elicitation to find some technical questions that business analysis may not think of.

Collaboration stimulates thinking outside the box. The other person catches any assumptions that might be wrong. Helps to have someone else be familiar with the requirements if you are unable to complete it on time.

(1) Fighting biases through immediate availability of critics (2) The main analyst focusing on the flow of the discussion can be relieved of recording duties (3) Education and knowledge transfer of/between analysts

Our large technical projects involve a diverse range of skills and competencies that we are unlikely to find in a single person. A group working as a team brings the best mix of skills and experience to the table.

No (enough) leading in business group to identify business priority No( enough) maturity of business group on the tool to be delivered

prevent bias. it helps to prioritize requirements. Since it is possible to analyze different alternatives /points of view for the final product functionality it enables and encourages innovation.

better brainstorming better understanding of prj setting better knowledge of stakeholders and competitors

skill set domain knowledge cross-check

- When stakeholders have strong and strongly diverse opinions - When stakeholder have no opinions yet, because of new domain (e.g. when innovating) - Discussion between BoRa's often improves the specified needs/requirements. -

1. not everyone knows everything 2. keep each other on task 3. learn from each other

Customer timeline and explicit request.

\* A collaborative process will allow generally result in "better" requirements. \* teams can be more creative and productive than a single individual. \* There is hopefully less chance of understanding what the business or customers wants if a team is involved.

confrontation, cooperation and better analytical phase through explicit verbalization

Different points of view. Different ways of working. Different solutions.

na

1. Working in parallel 2. More diverse experiences to get more elicitation 3. More brainpower.

Different opinions, different aspects, putting some problems in a surface that single person is not aware because each of the participants are too deeply engaged with their own way

of thinking.

To obtain a greater understanding of the requirements, collaborate and Knowledge Transfer/Sharing

x

1- collaboration 2- more objectivity (less opinion based) 3- different perspectives

1. Proper feedback 2. Diversity of viewpoint 3. Enhance the discussion process

complexity different know how needed tight deadline

- Quality: first time right, no unmentioned issues; - Planning: speed-up / speed-down possibilities, being able to cut corners in resolving; - Flexibility: understanding the workload;

1. No one knows all there is to know about a product or service. Groups are the only solution. 2. Each group member represents a larger group of stakeholders. The stakeholder group needs to be able to work through a single designated POC (in a perfect world) as their voice. This also allows them to point blame at a single POC when it all falls apart. 3. If you have to brief the results up the chain of command, the leadership wants to know if there is consensus from those that should have participated and there chance of a surprise later has been mitigated. 4. This helps mitigate requirements creep too.

1. More likely to improve quality of requirements authored 2. More likely to home in on a smaller feature set required 3. Shared knowledge amongst multiple team members so reduction in key man risk

Prefer to work alone and then get the requirements reviewed

Peer review. Shared learning/knowledge.

This is an implicit question which I can just answer with "Nothing".

4 eyes see more details than 2. 2 Groups are good for x-checking each others work More flexibility in terms of planning

more fun than working alone having someone to discuss ideas having someone to reflect ideas

Most BoRAs I met need at least one sparring partner to talk about things and to be at most creative.

better analysis discussion of critical issues more ideas

team collaboration is important.

Can use one BA for overall requirements management and one BA to dig down to more detailed and technical requirements.

1. two brains are better than one - if more people is involved there is a better chance to get more quality, different people see different things 2. even deeper insight through interpersonal communication when working in a team (e.g. two people working together through communication tend to see things neither of them would see individually) 3. HR issues - it is less pressure if one person leaves the team

No comments

- deeper analysis - capability to adopt more creative techniques - easier to involve the customer in the analysis



1. They are professionals who have the necessary skills and competencies to effectively manage the requirements elicitation process as well as fulfilling other tasks or activities required. 2. They understand the business problem and are able to measure (evaluate) business solutions against the requirements. 3. They are good facilitators and communicators --- they are able to deal effectively with diverse groups of people ranging from executives to end users

better risk calculation better specification better view of project

- complex project to analyze - tight deadlines - need to compress time to complete the task

different points of view discussion in a crucial activity limited dimension (of each group) to easy management and convergence of meetings

- involving clients is easier if you have more people - and this way you ensure business buy-in (if you do not involve the clients, there is no way to get their support). You demonstrate two people listen to them, this means you treat them seriously. - you ensure four ears are listening to the clients; one may keep notes while the other person is concentrated on asking good questions. - you provide a witness in the process; no client can say that you were manipulative, or sloppy, or whatsoever; so it's in a way to ensure you have quality control.

Not feasible otherwise (too big and complex usually) More effective to divide and conquer BoRA tasks Allows for mix of seniority

- personal bias would be less emphasized - different techniques of BoRAs may reveal hidden aspects of the project - ideas from a non-unique counterpart could allow a better vision of a critical project

1) Individual lack the diversity to see differing opinions and priorities. 2) No single individual has sufficient breadth and depth of knowledge to develop a full set of unambiguous requirements. 3) Time pressures can make an individual sloppy.

Any complexity at all Many stakeholders Lots of disagreements to work through

Cannot answer

- sometimes doing the details easily get tired. - groups may divide the task so that more quality outputs

See above

size of stakeholder group, type of access permitted to stakeholder group, socio-political affiliations within Stakeholders as a function of size.

Need for professionals who can 1) facilitate a discussion, give everybody and give a chance to weigh in, drive the discussion managing background topics and maximize effectiveness 2) record the discussion and contributions from users/customers/product managers 3) plan the meetings, prepare/update draft artifacts

Much more ideas from the group brainstorming. Less errors thanks to the corrections of the other BoRAs. A most complete overview of the requirements thanks to different skills and sensibilities

more ideas because of discussions better ideas because of more know how

Collaboration works Collaboration encourages competition Collective responsibility for

success or failure

**Q11 Three factors that cause me to recommend not using groups of BoRAs for ReqElic are:**

- time - money - customer boring

Being alone does not exist in RE. There is always BoRA + 1 stkh, that's a group. The survey is not clear about what does "working alone" means. Do you count "only one BA and many stkh" as "working alone" ? Then OK, sometimes when resources lack and problem is not too complex, one single BA can do the job. But still I would not say he "works alone"...

No reason.

I do not see reason to adopt individual BoRAs

too many BoRAs can go in conflict each other

Scope and Complexity of the postulated objective, Time-frame and Time-line for achieving the postulated objective, and the number of elements in the equation (resources).

Simple 1-2 stakeholders we are short of BoRAs

project is not complex enough, not too much risk, not enough time

Prefer to work alone

perhaps only on a small project, but this could also be done by using percentages of people's time vs. one person full time

Technical implementations

groups may face intermittent of communication in the middle that cause missing requirements team members do not have the same level of skills, frustrated with team member output, may be we expect more but the team member gives a low quality output not applicable

I worked always in groups

...

Not my case

Small projects with a really shot time schedule

It depends on the size of projects. In some cases groups are in disagreement.

1. communication - the more people involved the more communication challenges 2. interpersonal issues 3. there is a person with good overall picture

-

left blank

Too many variations on requirements style. Too much chance of miscommunication. More complex to manage work.

only for small projects

dunno

NA

It takes always more time than working as a single BoRA. It can be very difficult to reach

conclusions which are coherent. If BoRAs are not used to working together, you'll need an additional start-up time.

resources related constraints time/money/people. if not well presented it might confuse or annoy the stakeholders. if the groups are too uniform the advantage might be lost and replaced by repetition.

trivial or repeated tasks

In this day and age organisations would be crazy not to understand the strategic importance of having business analysts.

Costs some time to discuss and share information.

Not Applicable.

small enhancements/bug fixes small project size budget disallows

for writing down the ideas or outcomes of discussions you need only one...

If the groups are too big or all the group members have the same view of a project, it is not helpful to use a group.

in our consulting firm we are used to work in group. Maybe just the dimension of a project could suggest the individually work.

Streamlined processes and usage of unambiguous language are more for "authistic" people.

expensive slow lack of grounding

I do one-person elicitation, only if the issue is political or very sensitive and i know that groupwork will be useless in such a situation. as people would not want to admit weaknesses happening in their processes or systems.

- multiple people can end up in endless debates

time consumption, resources usage and possible divergences within the group of BoRAs  
personality conflicts lack of experience communication skills

see above.

costs of the project simplicity efficiency

na

1. Lack of staff to implement 2. Perceived inefficiency because of multiple staff involved 3 persons involved might prefer to work alone

too long startup time for very small project not applicable in (small) projects that involve a single individual not usable in repeatable tasks (not project)

Sometimes it is hard to align the thinking of two or more individuals. Requirements elicitation being a creative endeavor, people have different ways of interpreting and the final product might feel disjointed. Individuals work at different pace.

\* Communication overhead \* Different takes on elicitation and documentation (or incoherent SRS in the end) \* Not "one face to the customer" The 2nd item in the previous box and the third item in THIS box depend on the customer whether these are advantages or disadvantages.

x

1. Having to get more than one analysts schedule lined up is often difficult as they have

multiple tasks, roles and projects to deconflict. 2. This needs to be well facilitated to prevent disagreement or conflicting opinions taking up time and marring the quality of the process 3.

- It's often expensive and sometimes difficult to plan meetings with BoRa's. - I prefer to work with users or material experts, not with BoRa's (depends on the definition of BoRa's). Altering existing projects without real changes of external condition, needs, customers set, functionalities, and so on. Small projects developed for tiny customers or customers-set. Really I don't know more...

Small projects. Procurement of out of the shelf equipment.

Small project Superior requirements elicitation skills required (difficult topic, little time, ...)

Management understands what a truly skilled expert BoRA brings

Time Money Clarity of customer request

- cost and budget restrictions - small scope or limited complexity that don't justify a team - assigning sub projects to client/business side superusers and coaching by a BoRAs is sufficient for a broad scope with limited complexity

- Time: More people with more interaction and administration of meetings; - Team: Putting people together as a team does not mean you have a team; - Pandora: More eyes see more, with the risk of making a project too complex\*. We use the "reversed complexity theory" which I hope I can claim as my own ;-): Lager groups, simpler / focused group tasks. Smaller groups, complexer / diverse tasks. We do this because we noticed that groups tend to get lost in complex situations. The getting lost part seems to come from the fact a group has problems phrasing the complex issues at hand. Long meetings suddenly happen, reports need to be written... etc. all just to have the groups vision 'explained'.

none

for small projects

- need to coordinate more the analysis activity phase - when a project is too small to involve too much people in the analysis phase - when adoption a strong Agile approach with a single Product Owner and small development team self organized iteration/sprint per iteration/sprint

human stupidity lost of time

participants with no experience, not only in analysis, but in development as well

confusion less attention to details time consuming

Not all BoRAs are 1) well versed in meeting facilitation or 2) sensitive to the culture of the environment they work in, usually different from the environment of their own group/company, or 3) able to effectively plan meetings and summarize the main take away without getting lost in the details customers/users and Subject Matter Experts usually are very good at.

strictly tight deadline too different approaches

No comments

1. Can harm tight deadlines 2. Requires management of process to stay on topic 3.

Feature creep

The group sessions a tiresome, slow, unfocused. Individual ReqElic is much more

productive and can be reviewed later by the group members

small projects/project teams low complexity existing applications

None None None

1. Working in parallel (sometimes it is very difficult) 2. Requires more coordination and communication 3. Analysis paralysis if no one can make decisions on group disagreements.

- in small projects - prototyping approach where it's important to get a centralized control and verification of progress to refine functionalities step by step - where there's the need to manage an analysis strictly related to the adoption of a "product" or "platform" and it's needed a specific knowledge of the product/platform to evaluate business implication (if possible to allocate a product specialist as analyst)

1. Timeliness may be a challenge. 2. You can always over discuss certain topics and not have enough time to discuss all you needed to discuss because of the personalities of the participants; people do what they know, but don't know what they don't know. 3. Travel costs may be difficult and rotating membership from each group may cause rework.

\* If there's an internal conflict between different business goals then a team may get sucked into that conflict. \* If requirements gathering requires frequent customer contact, it may be better to provide the company with a single voice. \* For small businesses, there may not be the staff or the time to perform requirements gathering as a group.

1. None 2. None 3. None

Possibility that some groups work just possibility of creating a leader who makes decisions independently possibility that opposing views may slow down the work

1. when there are too many people with no lead, there can be a big mess: some work duplicates by others while some parts of work is not covered by anyone 2. in relatively small independent projects it is easier to work alone, thus one person coordinating all requirements 3. it can be confusing to the customer if he or she needs to communicate with several people, some requirements can be lost: the customer told something to one business analyst, while the other analyst don't know anything about it

Interesting.... if you are working as a group you really need to have the right mix of skills and experiences. During the lifetime of the project we have had one or two "purist" REs join the team. These additions have been disastrous and very short lived. One of these guys is affectionately (sic.) known as AK-47 because of the results of his efforts!!

1- Scarce availability of BoRAs 2- Increased cost associated with additional personnel 3- Increased collaboration effort required

- more coordination/communication needed - BoRAs tend to have a strong personalities (in my experience), a group or BoRAs can be intimidating for the customer - possible delays (problems finding appointments that fit all)

If the project is too small If people do not have the necessary experience If it's a tight-deadline project

I think it's always better to use at least 2 BoRAs in a team.

Cannot answer

My organisation does not believe in requirements elicitation as a stand alone activity. an

organisation person will ask for a new application, the programmer will write the code and put it live (doing his own testing). Then the application will either miss some data, not work, etc (the scenarios are endless) and they call me, the supposed business analysis. This is likely as the programmer will probably be on leave by now.

(1) Group dynamics: Unwillingness of analyst to work in the attributed roles, risk the meeting gets out of control because every analyst wants to be involved (2) Very tight deadlines (3) Knowledge-intensive and complex environments with only one analyst with necessary skills

See above

see above

I don't recommend ReqElic individually.

**Q12 Three keywords that characterize the domain or sector of my company's software system development projects are:**

Mobile, business, entertainment

Federal Government, Customer Focused, Non-Critical

cars backend innovations

government, Web, medium-level security

distributed collaborative construction sector

gaming community franchise prestige

Product Industry Budget Planning & Forecasting Business Intelligence

flight training systems

Telecommunications Embedded Networking

Web Protocol Automation

local government public

internet of things, wireless systems and service development, billing in mobile telecom

EDI, Automotive, Java

business apps, education, research tools

embedded SW windows based SW & drivers Web SW & apps

Pharma Number of sales Performance on sales and the production

higher education

Public administration. E-procurement. Public service.

eLearning, Web2.0, TEL

...

Open Source and purpose built development

-

health care erp

Business Designers Consultant Integration

military aeronautical C4ISR

NA

mechatronic large complex

- System Integrator (doing outsourced projects for multiple customers) - Process automation - Government / Public sector (my main focus, not of my company)

ERP, Middleware and Applications Management

custom business software, CMS, government

Portals, automation, legal software validation, security

creativity web site development social media marketing

Iterative hardware and software can be tested

crm billing telephone

air traffic control medical devices automotive

public crosssectors local

Defense Logistics Global

Tourism Portals Recommender system Mobile applications for tourism

MES

backend some embedded for the market

telecommunication rating software billing software

Government, political, conservative.

- internet - eCommerce - web content management

ecommerce, web, java

na

Research Administration

simplicity no need of post sale services mobility

Finance. High reliability. Regulatory impact.

mobile tourism web

military, aerospace, embedded

x

not sure

ERP, Logistic, Oracle

Communication Radar systems Automatic Systems

security defensive cross-domain

healthcare wellbeing innovation

consulting business software large

Civil Engineering, Infrastructure, Oil and Gas, Energy, Water management

public domain, infrastructure

Finance

mobile entertainment business intelligence

- system integrator - downsizing - new business models

Evolving Disparate (lack of standardization in methods) Non-Optimized (In first question, I would say "I'm directly involved as a full-time business or \_requirements engineer\_")

oil&gas, seismic imaging, signal processing

mobile telecommunication sector, billing, client activation, client complaint management,  
wireless data apps, cloud convergence

roaming certificate, digital identity, digital signing

internet applications website design

satellite communications defense

Railroad Control Systems

web application user interface data management

1. travel services 2. loyalty program 3. big company with many stakeholders that can often  
pose conflicting requirements

Software, Telecom, Services

industrial multidisciplinary proprietary

education, research, public sector

Web, Gaming, Membership.

- Pick up and delivery with time windows (PDPTW) logistics - industrial services sector -  
document management and storage services

Web, Marketing, Mobile

consulting multiple IT systems

- banking - internet - scala

Banking, Finance.

safety critical, real-time, embedded systems

Services, 3rd sector, standards

DoD - Marine Corps - Joint Kinetic Conventional War-fighting Individual and Group  
Training If you have questions: POC Hal Roby Encomium Research, LLC Have been  
around requirements for a bit. [www.encomiumresearch.com](http://www.encomiumresearch.com) Good luck

B2B software, precision and safety systems

- insurance & finance

iterative Teams Collaborative

Globally spread teams with vast amount of knowledge in their respective domains !!

logistics, transportation, shipment tracking

medical high volume / low cost product development no direct contact with end users

global multicultural multilingual developing Silicon design / Hardware / Firmware /

Software / Web Portals / SAP / Salesforce on single projects

Healthcare

cutting edge technical tight deadlines

financial applications investment banking