PM Notebook

Summarizing Project Management Concepts for the PMP Exam

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Road to PMP

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No great man ever complains of want of opportunity.
Ralph Waldo Emerson

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APPENDIX B – DATA GATHERING TECHNIQUES

Agile Requirements Gathering –

- **User Stories –** Describe functionality or features. Includes **Role** (who), **Goal** (what), and **Motivation** (benefits.)

Benchmarking –

- Comparing your processes and practices with processes and practices in other organizations.
- Set an external basis for performance.
- Very time-consuming and costly.
- **Inhibit team's activity** because the focus is on studying solutions that have been used elsewhere, rather than developing new, innovative ideas.
- Can create some **false goals and internal competition**.
- Truth and accuracy in reporting is mandatory.

Brainstorming – used to produce ideas and increase creativity. The downside of this technique is that **only vocal people** tend to participate.

Brainwriting – Same as brainstorming, however, involves written ideas instead of verbal. Accommodates the downside of brainstorming in that **all people** tend to participate.

- **6-3-5 Brainwriting –** consists of **6 participants** supervised by a moderator who are required to write down **3 ideas** on a specific worksheet within **5 minutes**. The outcome after **6 rounds**, during which participants swap their worksheets passing them on to the team member sitting at their right, is **108 ideas** generated in **30 minutes**.

Check sheets / Tally Sheets – Used to collect data in real time at the location where the data is generated.

Checklists – A list of items or steps to be performed.

Delphi Technique –

- Several rounds of **anonymous** questionnaires.
- A request for information is sent to the experts, their responses are compiled, and the results are sent back to them for further review until consensus is reached.

Document Analysis – Reading through all of the existing documents of product**.**

Facilitated Workshops – Meetings of SMEs of different functions.

- Primary technique to define cross functional requirements.

- Help in quick reconciliation of stakeholder differences.
- Help to discover, discuss, and resolve issues more quickly.

JAD (Joint Application Development) – SMEs and development team meet together.

Focus Groups – Meetings of **stakeholders** and **Subject Matter Experts (SMEs)** of one function. Implies a neutral moderator.

Interviews

Nominal Group Technique (NGT) – Implies a facilitator. Gathers information by asking individuals to respond to questions and then asking them to prioritize the ideas, then privately voting on the ideas to find the highest-scoring ideas. Also defined as brainstorming with small groups, and then working with larger groups to expand the results.

Observations (Shadowing) – How people who will use your deliverables perform their jobs. I.e. watching a potential user of the product at work (**passive**) and, in some cases, participating in the work to help identify requirements (**active**).

Prototypes –

- Main purpose is to obtain early feedback on requirements from stakeholders.
- Supports the concept of progressive elaboration because it is used in iterative cycles of mock-up creation, user experimentation, feedback generation, and prototype revision.

Types of prototypes –

- **Throwaway/Rapid Prototypes –** a model that will eventually be discarded rather than becoming part of the final solution.
- **Functional/Revolutionary Prototypes –** a model that will eventually become part of the solution.
- **Storyboarding –** methodology that uses a series of sketches or pictures to demonstrate an end to end solution for a user scenario.

Questionnaires and Surveys

Reviewing Historical Records