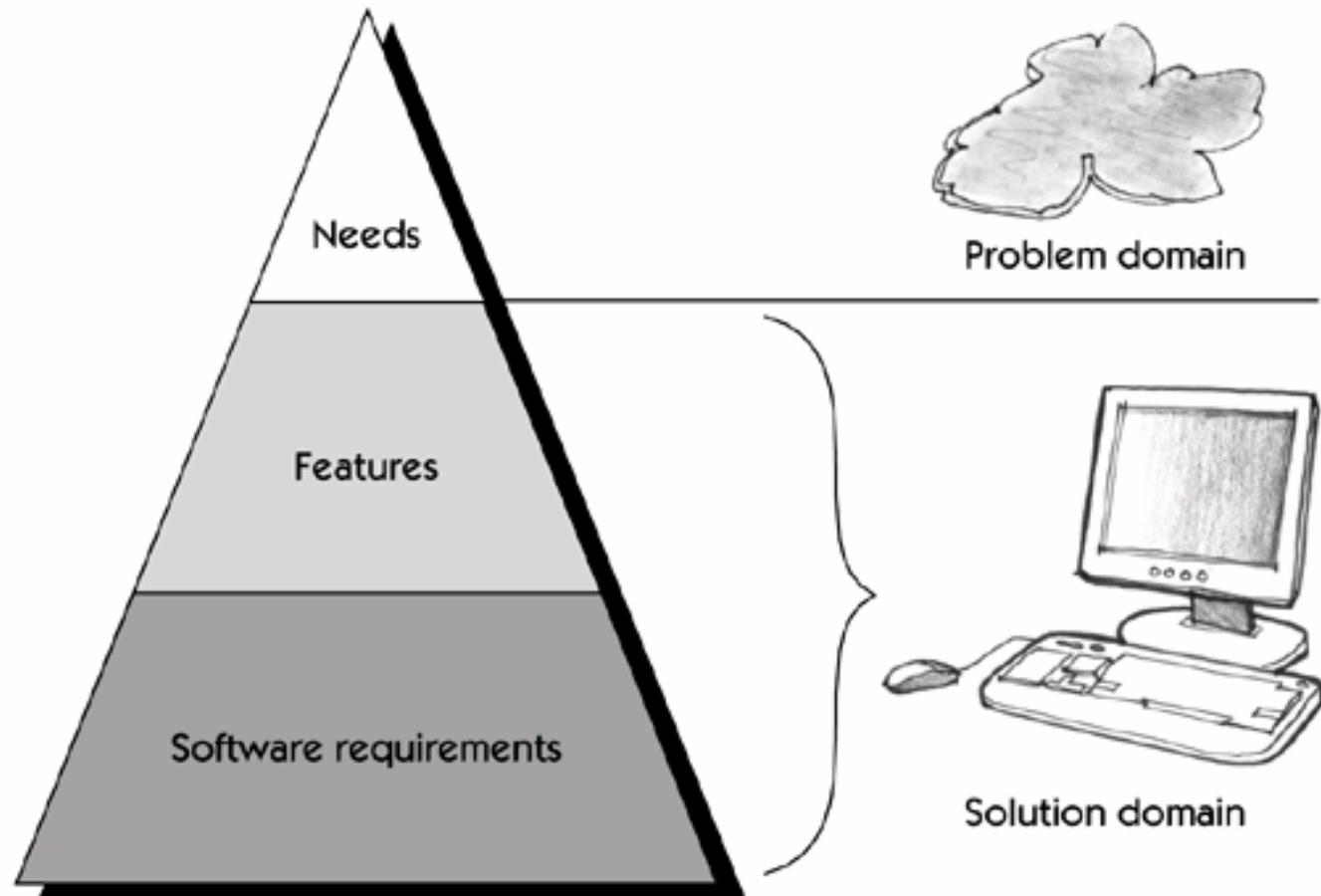


# *Team Skill 2*

## *Chapter 8: The Challenge of Requirements Elicitation*

- Due to
  - The "Yes, But" Syndrome
  - The "Undiscovered Ruins" Syndrome
  - The "User and the Developer" Syndrome

# Recall: The Requirements Pyramid



# Recall: Standish's Survey

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- The most commonly cited factor on challenged projects was

“Lack of user input

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Incomplete requirements”

- **WHY IS IT DIFFICULT** to elicit requirements?

# Barriers to Requirements Elicitation

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- The "Yes, But" Syndrome
- The "Undiscovered Ruins" Syndrome
- The "User and the Developer" Syndrome

# The "Yes, But" Syndrome

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- For whatever reason, we always see two immediate, distinct, and separate reactions when the users see the system implementation for the first time.
  1. "Wow, this is so cool; we can really use this, what a neat job" and so on.
  2. "Yes, but, hmmm, now that I see it, what about this ... ? Wouldn't it be nice if . . . ? Whatever happened to . . . ?"

# The "Yes, But" Syndrome

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- The "Yes, But" syndrome is human nature and is an integral part of application development.
- We should plan to avoid or significantly reduce this syndrome by applying techniques that get the "Buts" out early.
- In so doing, we elicit the "Yes, But" response early, and we then can begin to invest the majority of our development efforts in software that has already passed the "Yes, But" test.

# The "Undiscovered Ruins" Syndrome

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- In many ways, the search for requirements is like a search for undiscovered ruins.
  - The more you find, the more you know remain.
  - You never really feel that you have found them all, and perhaps you never will.
- Indeed, software development teams always struggle to determine when they are done with requirements elicitation. When have they found
  - all the requirements
  - or at least enough requirements?

# The "User and the Developer" Syndrome

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- Communication gap between the user and the developer.
- Users and developers are typically from different worlds, may even speak different languages, and have different backgrounds, motivations, and objectives.



# The "User and the Developer" Syndrome

- Reasons for this problem and some suggested solutions.

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## Problem

## Solution

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Users do not know what they want, or they know what they want but cannot articulate it.

Recognize and appreciate the user as domain expert; try alternative communication and elicitation techniques.

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Users think they know what they want until developers give them what they said they wanted.

Provide alternative elicitation techniques earlier: storyboarding, role playing, throwaway prototypes, and so on.

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Analysts think they understand user problems better than users do.

Put the analyst in the user's place. Try role playing for an hour or a day.

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Everybody believes everybody else is politically motivated.

Yes, its part of human nature, so let's get on with the program.

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# Key Points

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- Requirements elicitation is complicated by three endemic syndromes.
- The "Yes, But" syndrome stems from human nature and the users' inability to experience the software as they might a physical device.
- Searching for requirements is like searching for "Undiscovered Ruins"; the more you find, the more you know remain.
- The "User and the Developer" syndrome reflects the profound differences between these two, making communication difficult.