Initial Orientation

❑ If necessary, adjust the language of the virtual conference room in the toolbar located in top right hand corner

❑ The event will last 1 hr. of which 45 min. will be devoted the presentation and 15 min. for questions.

❑ You will be able to send you questions through the chat functionality throughout the presentation. All questions will be answered at the end.

❑ The presentation will be recorded and the recording and slides will be available to those that fill out the event questionnaire at the end.

❑ For those that are PMP certified, this event is worth 1 PDU.

❑ Follow us on Social Media.

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FATTO Software Consulting

❑ Mission: "Help our clients to better plan and control their software projects."

❑ Consultancy and training in **Measurement, Estimation and Software Requirements:**
  – Function Point Analysis (IFPUG, NESMA, COSMIC)
  – Software Project Estimations
  – Requirements Engineering
  – Software Measurement and audit
  – Software Project Productivity Analysis

❑ The most sold book in regards to FPA in Brazil was written by us

❑ Trained/Certified 25% of the CFPS specialists in Brazil.

❑ Scope Sizing Software Representatives
  – Increases your governance level in functional measurements and software **asset management**

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FATTO Educational Services

Software Engineering
24 hours

Software Project Estimation with COCOMOII
16 hours

Estimation and Measurement with the COSMIC method
16 hours (In Person)

Function Point Measurement Workshop
Sessions of 8 ~ 40 hours

FPA: Fundamentals, Benefits and Implementation
8 hours (online and in person)

Training in FPA: Measurement and Software Estimation
16 hours (online and in person)

Workshop FPA: Measurement Methodology and Practices
16 hours (in person)

Preparation for the CFPS Exam
96 hours (online and in person)

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Interviews

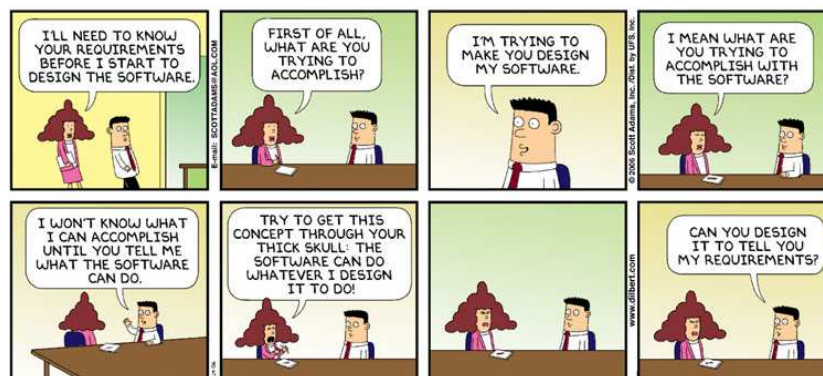© FATTO Consultoria e Sistemas – www.fattocs.com

Agenda

❑ What is an interview for requirements gathering?

❑ Fundamental directions for an efficient interview

❑ Necessary abilities

❑ Common errors in the interview process

❑ Interview Preparation

❑ Agenda Preparation

❑ Interview Formats

❑ Types of questions

❑ Types of documentation tools

❑ Advantages and Disadvantages

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Interview?

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What is an interview?

❑ A form of dialogue, formal or informal, between two or more people, where the interviewer is looking for answers and searched for them with a set of planned questions and the interviewees are the source of information.

❑ *The big challenge for the interviewer is the ability to develop a trustworthy environment with the interviewee so that the information can "flow" correctly and so that the appropriate information can be gathered to develop the project.*

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Directions while conducting the interview.

❑ **Be a good listener**

The interviewee should talk more than the interviewer.

Develop your active listening.

❑ **Go in with an open mind. Eliminate bias.**

The interviews main goal is to compile information that helps the project and not necessarily to confirm the interviewers opinion.

❑ **Search for facts, but also opinions**

People like to participate in the solution to a problem. An opinion can help identify an underlying problem.

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Necessary Skills

❑ Communication Skills

❑ Curiosity

❑ Analytical Reasoning

❑ Political Abilities
  • Persuasion, moderation, conflict resolution

Common mistakes

❑Interviewing someone unknown is always harder

  – However, in general, these people are willing to cooperate

  – Pay attention so that you don´t eliminate this cooperation. Be careful with:

|	
Criticize the information given by the other person	Inappropriate language (very technical, or very (in)formal
Complete the interviewee's statements or interrupt them	Demonstrate lack of preparation
Be arrogant, or give the impression that you know more than them	Correct the interviewee with information provided
Not show interest in the information given or in the person or on the problem presented	Lack of courtesy, visual or punctual contact
Give a solution before listening to the problem	Inadequate length, time and place
Tell jokes or inappropriate comments	Inadequate personal presentation (formal/informal)

Preparation

❑ Clearly define the purpose of the interview

❑ Identify the possible interviewees

    – Interview employees of different organizational levels

    – Interviewing various people at a time can be counterproductive

❑ Study the problem presented and the interviewee

❑ Familiarize yourself with the business lingo

❑ Duration ≤ 2 hours. Divide them into various sessions if necessary.

❑ Pay attention to the meeting location. (there can be various

    interruptions, if the conference room is shared or private)

❑ Invite people including the interview objectives

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Agenda Preparation

❑ The **5W + 1H** helps us not forget pertinent questions:

❑ *What?*, *Who?*, *When?*, *Where?*, *Why?*, *How?*

❑ Mix open and closed ended questions

❑ Avoid lengthy or complex questions

❑ Would be beneficial to ask the same

question to various interest groups. Divergent

opinions must be identified as soon as possible.

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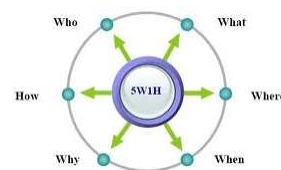
Open-Ended Questions

- These do not have "correct" answers. The answers are open.

- Appropriate for collection opinions or in situations where exploration is necessary. Ex. How does the reimbursement process occur?

Advantages	Disadvantages
Better for the interview and promotes greater comfort.	Some answers can result in unnecessary information.
Allows the interviewer to adapt to the interviewee's vocabulary.	Possible loss of control in the interview
The answers are more detailed.	Does not allow for the interpretation and comparison of various answers.
Allows for greater spontaneity.	Takes longer.

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Close-Ended Questions

❑ Induces direct, short and "easy" answers. Ex.:

- How many reimbursement requests are produced in a month?

- On average, how long does this process take?

- Who is responsible for the approvals?

Advantages	Disadvantages
Time efficiency	Can be uncomfortable for the interviewee.
Easy comparison of answers	Potential loss of details in the answers.
Allows the interviewer to maintain control of the interviewer.	

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Unstructured Format

❑ Unstructured Format: Not mandatory to follow a sequence of questions. Throughout the interview, its possible to evaluate different paths and establish the most appropriate sequence as the interview progresses. This is a more normal dialogue, but it requires more interviewer experience so that it can be effective.

❑ Even though the question sequence is not previously defined, this does not mean that you shouldn't plan for it
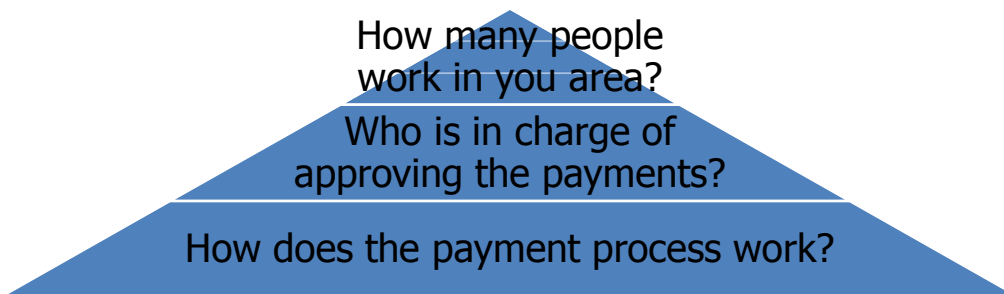
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Structured Format

❑ **Structured:** the question sequence is previously defined. It is more appropriate when the interviewer does not have much experience, o when you want to make sure that every interviewee is asked the same questions

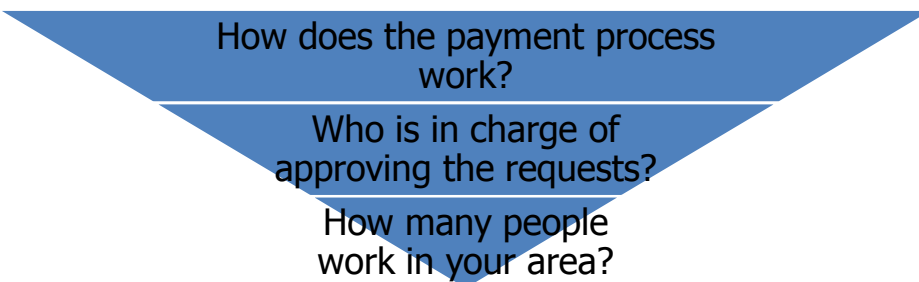❑ Structure types: pyramid, funnel and diamond

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Pyramid Structure

❑ Starts with closed-ended questions, and as the interview progresses, open-ended questions are asked. It's useful in situations where the interviewee resists talking about a particular subject or as well to break the ice.

How many people
work in you area?

Who is in charge of
approving the payments?

How does the payment process work?

Funnel Structure
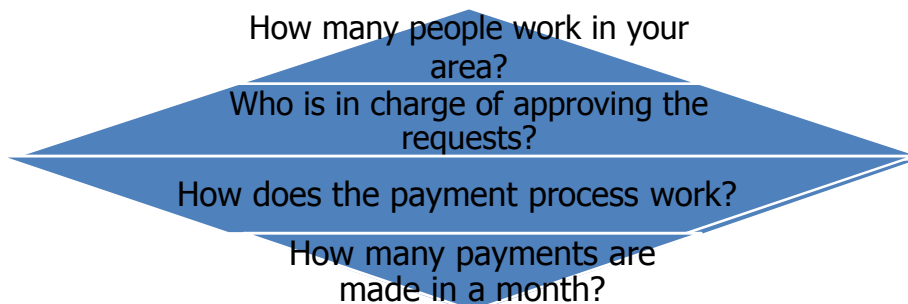
❑ Starts with open-ended questions and as the interview progresses, closed-ended questions are asked. Provides a nonthreatening way to start the interview. It's useful in situations where the interviewee wants to express themselves or wants to go straight to the point.

How does the payment process
work?

Who is in charge of
approving the requests?

How many people
work in your area?

Diamond Structure

❑ Combination of the other structures. Starts out with close-ended questions, then open-ended and then closes the interview with close-ended questions. In general, it's the best way to structure an interview. However, it tends to take longer.

How many people work in your area?
Who is in charge of approving the requests?
How does the payment process work?
How many payments are made in a month?

Documenting an Interview

❑ During the interview, the important aspects should be documented in such a way where it is not lost. Choosing what tool to use depends on the person being interviewed and how the information gathered will be used after the interview.

❑ Pencil and Paper are regularly the most efficient
  – Any tool can cause an visual and audio interruption
  – Have someone that is not the interviewer take notes so that the conversation can flow better.

Documentation - Recording

❏ In order to record an interview (audio or video), you first need the interviewee's permission.

Ventajas	Desventajas
Registro exacto y completo de lo que dijo el entrevistado	Puede dejar el entrevistado incómodo o inhibido
Permite que otros miembros del equipo puedan escuchar la entrevista después	Puede dejar el entrevistador cómodo y menos atento a las respuestas
Ninguna interrupción en el diálogo y el contacto visual	Costoso para la transcripción

• Is recording always the best option? Is it possible to

  record everything?

Interview- Execution

❏ Be punctual for the start and end of the interview
❏ Open the interview: introduce yourself, present how the interview will be conducted, duration, purpose, and what will be done with the information
❏ During the interview:
  – Listen more, talk less
  – Focus on the objectives and predefined questions
  – Maintain visual contact and bee cognizant of your and the interviewee's corporate language
  – Write down new questions that come up
  – Confirm what you understood by the information
  provided

Interview - Closing

❑ Revise the agenda to verify if all the topics were covered
❑ Ask the interviewee if there is anything else that might be relevant that wasn't covered and if they know anyone else that might be able to contribute to the discussion.
❑ Mention the next meeting (if one exists)
❑ Thank the interviewee

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Interview - Ending

❑ Document as soon as possible the meeting notes, preferably immediately after the interview.

– The delay in documentation reduces data quality

– Leave a predefined template for use so it's easier to document

– Organize the information logically; not necessarily in the order that they appeared in the interview

– Focus on the pertinent notes. It should not be a literal transcription of the conversation.

– Send the document for revision and approval.

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Why use an interview?

Advantages	Disadvantages
Helps establish better relationships with the stakeholders	Not an ideal medium for consensus about requirements
Allows for the observation of body language	Can be costly if there are a lot of stakeholders
Allows for the immediate confirmation of information comprehension	Considerable time commitment by the participants
Allows for private expression of opinions	The non-structured interviews require more interpersonal skills
New topics can be covered as they come up	Unconsciously guide the interviewee to arrive to a certain answer
Allows for more in detail discussions and explanations of questions and answers.	

Closing

Thanks for your attention!

Questions?

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