

Requirements Elicitation and Negotiation with WinWin

B.W. Boehm, P. Grünbacher, R.O. Briggs: Developing Groupware for Requirements Negotiation: Lessons Learned. IEEE Software 18(3): 46-55 (2001)

P. Grünbacher, N. Seyff, R.O. Briggs, H.P. In, H. Kitapci, D. Port, "Making every student a winner: The WinWin approach in software engineering education", In: Journal of Systems and Software, vol. 80, no. 8, pp. 1191-1200, 2007.

Many approaches for defining and describing requirements

Stories, Prosa, Use Cases, Formatted Specs, etc.

Customer Story and Task Card BIW Development / COLA

DATE: 3/19/98 TYPE OF ACTIVITY: NEW: ☒ FIX: ☐ ENHANCE: ☐ FUNC. TEST: ☐

STORY NUMBER: 1275 PRIORITY: USER: TECH: RISK: TECH ESTIMATE:

PRIOR REFERENCE:

TASK DESCRIPTION:
 SPLIT COLA: When the COLA rate chgs. in the middle of the BIW Pay Period, user will want to pay the 1st week of the pay period at the OLD COLA rate and the 2nd week of the Pay Period at the NEW COLA rate. Should occur automatically based on system design.

NOTES:
 For the OT, we will run a m/f frame program that will pay or calc the COLA on the 2nd week of OT. The plant currently retransmits the hours data for the 2nd week exclusively so that we can calc COLA. This will come into the Model as a "2144" COLA.

TASK TRACKING: Gross Pay Adjustment, Create RM Boundary and Place in DE Entress COLA

| Date | Status | To Do | Comments |
|------|--------|-------|----------|
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How do we get there?

**Acquisition
Elicitation
Negotiation**

| Attribut | |
|------------------------------|---|
| Identifikation | Eir |
| Typ | Ele tax |
| Beschreibung | Ku Er |
| Begründung | Eri An Sp |
| Quelle | We die we Gr |
| Abnahmekriterium | Eir bei An ab |
| Priorität | An gg Re An |
| Abhängige Anforderungen | Alle von dieser Anforderung abhängigen Anforderungen |
| Konfliktäre Anforderungen | Alle Anforderungen die mit dieser Anforderung in Widerspruch stehen |
| Weiterführende Informationen | Verweise auf weiterführende Informationen |
| Version | Dient zur Erfassung der Entstehungsgeschichte einer Anforderung |

Bankkunde

Passwort ändern

TAN verwalten

Hilfe benutzen

Kontakt aufnehmen

Geschäftsbedingungen lesen

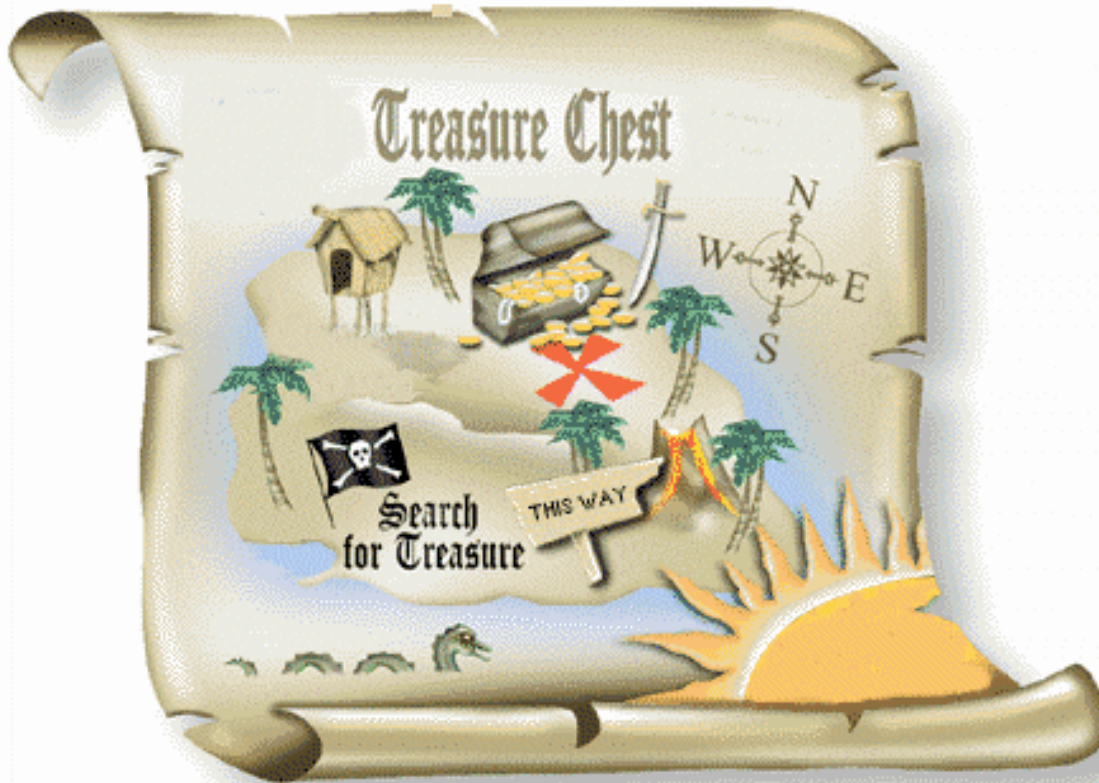
Demo-User

WinWin's Fundamental Assumption

Success-critical stakeholders prioritize and negotiate the requirements for a software development project.



Requirements Observations



There is no complete and well-defined set of requirements waiting to be discovered

Requirements Observations



Requirements
depend on available
resources and
capabilities

Requirements Observations



Users, customers, managers, domain experts, and developers have different skills, backgrounds, and expectations

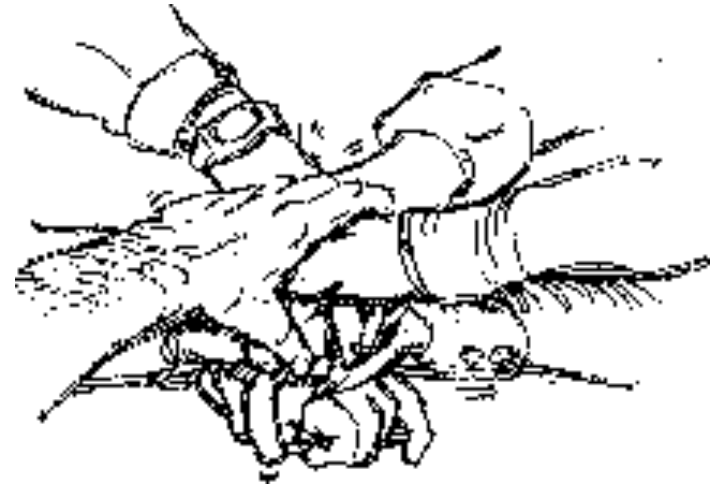
Requirements Observations



Requirements emerge from a process of co-operative learning

Requirements Observations

Conflicts are inevitable
and negotiation is critical
to achieve mutually
satisfactory agreements



The WinWin Approach

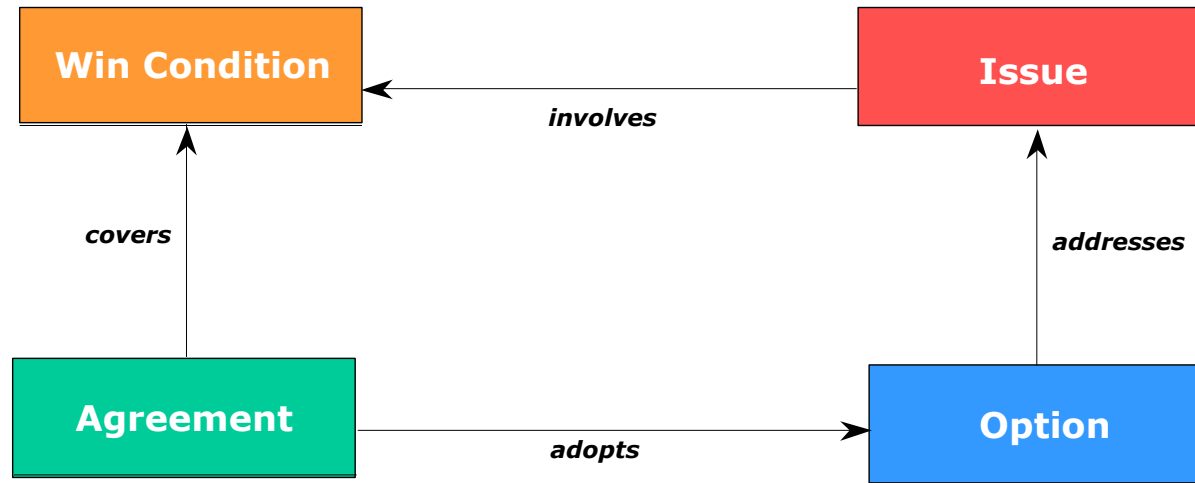
A set of principles, practices, and tools enabling a set of interdependent *stakeholders* to work out a *mutually satisfactory* (win-win) set of *shared commitments*.

Win-lose Generally Becomes Lose-lose

| Proposed Solution | "Winner" | Loser |
|------------------------------|----------------------|-----------|
| Quick, Cheap, Sloppy Product | Developer & Customer | User |
| Lots of "bells and whistles" | Developer & User | Customer |
| Driving too hard a bargain | Customer & User | Developer |

Actually, nobody wins in these situations!

WinWin Negotiation Model



Win Condition: Desired objective of an individual stakeholder

Issue: Conflict, risk, uncertainty on a win condition

Option: A way of overcoming an issue

Agreement: A mutual commitment to an option or win condition

WinWin Equilibrium State

- All Win Conditions covered by Agreements
- No outstanding Issues

CRACK Criteria for Stakeholder Representatives

- **C** ollaborative
- **R** epresentative
- **A** uthorized
- **C** ommitted
- **K** nowledgeable



Why Use WinWin ?

The alternatives don't work.

- Win-lose often leads to lose-lose.

Avoids costly rework.

- 100X cost to fix requirements after delivery.

Builds trust and manages expectations.

- Looking out for other's needs builds trust.
- Balancing needs leads to realistic expectations.

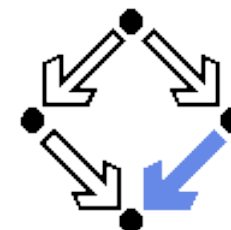
Helps stakeholders adapt to change.

- Shared vision and the flexibility of quick re-negotiation.

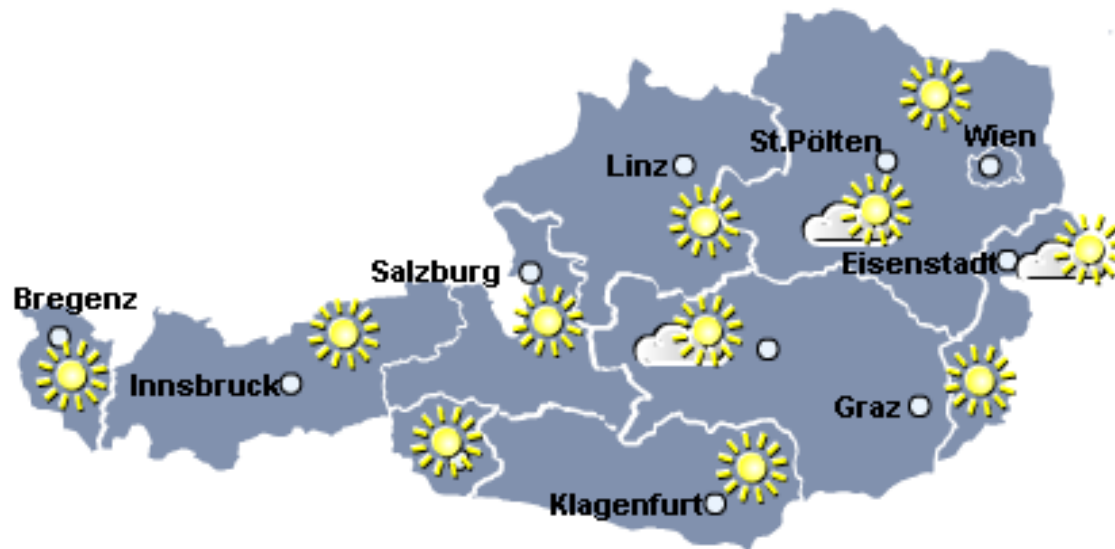
Example 2: Graphical Weather Forecast Editor

- Complex graphical editor for the meteorologist

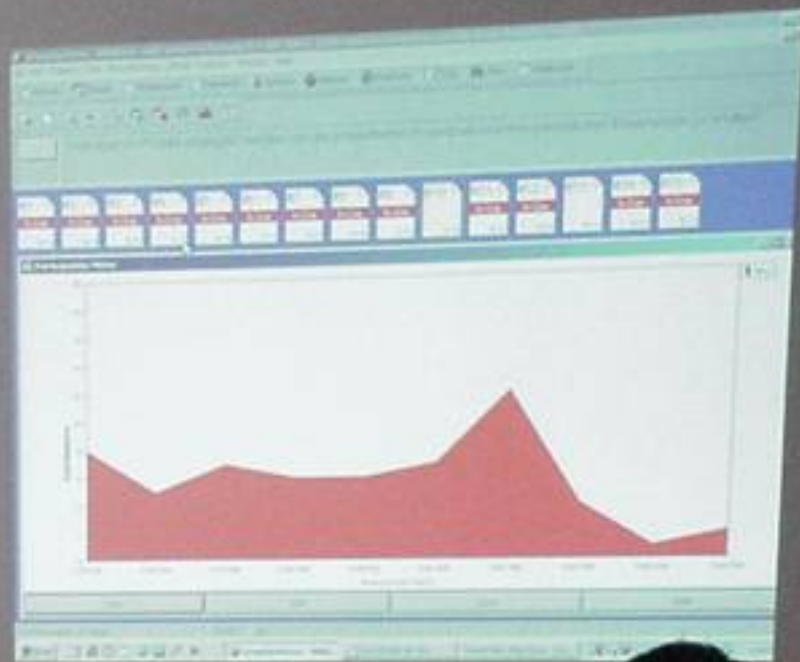
mowis
MOBILE WEATHER INFORMATION SYSTEMS



**RISC
Software
GmbH**

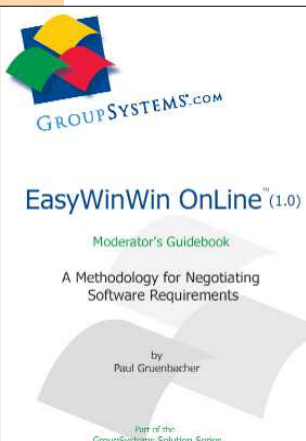








The EasyWinWin Process Guide



- EasyWinWin Moderator's Guidebook
 - + Introduction
 - + Understand EasyWinWin
 - + Set Up the Technology
 - + Prepare for the Activity
 - + Start the EasyWinWin Activity
 - + Build a List of Win Conditions
 - + Capture Glossary of Terms
 - + Prioritize Win Conditions
 - + Identify Issues and Options
 - + Negotiate Agreements
 - + Review and Expand the Negotiation Topics
 - + Organize Negotiation Results
 - + After the Session



The general brainstorming question is, "What must happen for you to come out of this project a winner?"

Remember, a Win Condition is anything that makes you and the people you represent better off at the end of this project than you were before the project started.

We are going to address this question from five different perspectives, with five different brainstorming activities.

After each of the five brainstorming activities, we will extract a clean, clear set of Win Conditions from your brainstorming comments.

We'll make sure everybody understands each of the Win Conditions that we put on the master list.


Later, we will prioritize the Win Conditions, but for now we will focus on brainstorming.



Step 5: Start participants in the "Brainstorm Stakeholder Interests: Project and Process" activity.

1. From the Agenda, double-click to open the "Brainstorm Stakeholder Interests: Project and Process" activity.

Note: There is a separate brainstorming activity for each of the five negotiation categories.

2. Click the Start Participants button . The Start Participants dialog box appears.
3. Click **Select All**, then click **OK**. The brainstorming tool will be activated on all workstations."



It is a good idea to display the reference slide on the front screen while stakeholders are brainstorming. The slide serves as a reminder of what kinds of Win Conditions belong in each of the five categories.

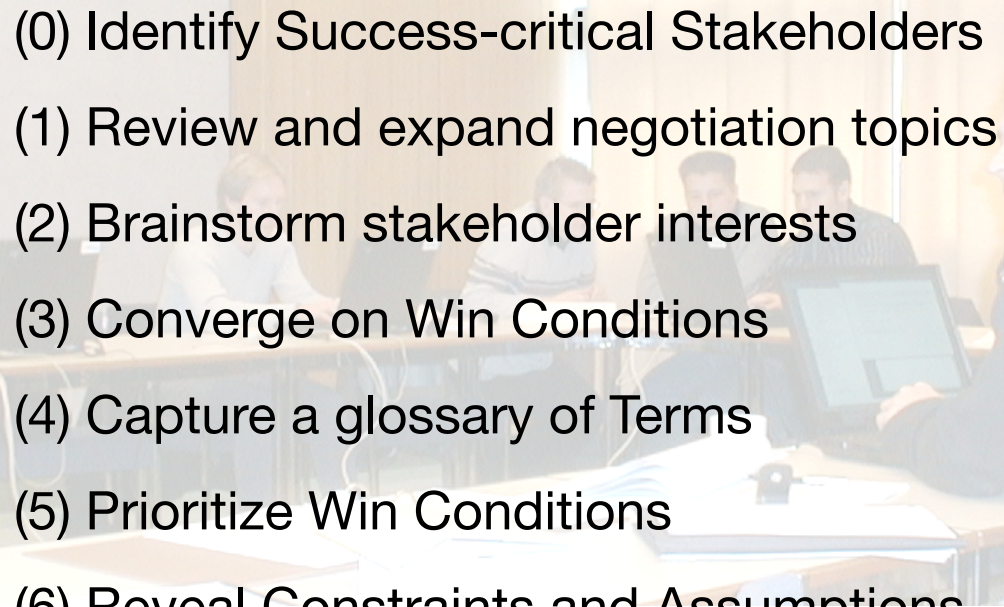
To switch between EasyWinWin and PowerPoint, press **Alt** and hold down the **Tab** key. Release the **Tab** key when the PowerPoint icon on the screen is highlighted.

- Foster stakeholder involvement
 - Proven collaboration techniques
 - Moderate and facilitate crucial activities
 - No training requirements for participants
- Improve stakeholders interaction
 - frequently, intensively, anytime, anyplace they want
- Step-by-step process guide
- Tool supported facilitation techniques
 - Brainstorming, organizing, voting

Why Use EasyWinWin?

- Speed and efficiency for modest system, distributed stakeholders
 - Email and telephone: months
 - Early WinWin toolset: weeks instead of months
 - EasyWinWin: days instead of weeks
- Low entry barrier for stakeholders
 - Easy to learn and use
 - Intuitive, time-efficient process

Typical WinWin Process

- 
- (0) Identify Success-critical Stakeholders
 - (1) Review and expand negotiation topics
 - (2) Brainstorm stakeholder interests
 - (3) Converge on Win Conditions
 - (4) Capture a glossary of Terms
 - (5) Prioritize Win Conditions
 - (6) Reveal Constraints and Assumptions
 - (7) Identify Issues and Options
 - (8) Negotiate Agreements

WinWin Deliverables

- Domain taxonomy
 - An outline of negotiation topics
- Glossary
 - Definitions of key project terms
- Prioritized win conditions
 - Desired stakeholder objectives
- Issues
 - Conflicts, risks, uncertainties
- Options
 - Solutions addressing these issues
- Agreements
 - Foundations for further plans

Project Example: PISA Web-based Assessment

PISA: „Measuring student success around the world”

- PISA is an international study that was launched by the OECD in 1997.
- It aims to evaluate education systems worldwide every three years by assessing 15-year-olds' competencies in the key subjects: reading, mathematics and science.
- To date over 70 countries and economies have participated in PISA.
- Austria: ~ 5.000 Students

Example

PRINT READING UNIT 1

Macondo

Dazzled by so many and such marvellous inventions, the people of Macondo did not know where their amazement began. They stayed up all night looking at the pale electric bulbs fed by the plant that Aureliano Triste had brought back when the train made its second trip, and it took time and effort for them to grow accustomed to its obsessive toom-toom. They became indignant over the living images that the prosperous merchant Don Bruno Crespi projected in the theatre with the lion-head ticket windows, for a character who had died and was buried in one film, and for whose misfortune tears of affliction had been shed, would reappear alive and transformed into an Arab in the next one. The audience, who paid two centavos apiece to share the difficulties of the actors, would not tolerate that outlandish fraud and they broke up the seats. The mayor, at the urging of Don Bruno Crespi, explained by means of a proclamation that the cinema was a machine of illusions that did not merit the emotional outburst of the audience. With that discouraging explanation many felt that they had been the victims of some new and showy gypsy business and they decided not to return to the movies, considering that they already had too many troubles of their own to weep over the acted-out misfortunes of imaginary beings.

Macondo is a piece of prose from the novel *One Hundred Years of Solitude* by the Colombian author Gabriel Garcia Márquez. It is classified as belonging to the **personal** situation because it was written for readers' interest and pleasure. The Macondo unit in PISA is introduced with a brief paragraph to orientate the reader: "The passage on the opposite page is from a novel. In this part of the story, the railway and electricity have just been introduced to the fictional town of Macondo, and the first cinema has opened." The people's reaction to the cinema is the focus of the passage. While the historical and geographical setting of the extract is exotic for most readers, going to the movies is within the experience of 15-year-olds, and the characters' responses are at the same time intriguing and humanly familiar. Within the **continuous** text format category, **Macondo** is an example of narrative writing in that it shows, in a manner typical of this text type, why characters in stories behave as they do. It records actions and events from the point of view of subjective impressions.

Questions

- What feature of the movies caused the people of Macondo to become angry?
- At the end of the passage, why did the people of Macondo decide not to return to the movies?
 - A. They wanted amusement and distraction, but found that the movies were realistic and depressing.
 - B. They could not afford the ticket prices.
 - C. They wanted to save their emotions for real-life occasions.
 - D. They were seeking emotional involvement, but found the movies boring, unconvincing and of poor quality.
- Who are the “imaginary beings” referred to in the last line of the passage?
 - A. Ghosts.
 - B. Fairground inventions.
 - C. Characters in the movies.
 - D. Actors.

Problem and Project Goal

- High-effort of paper & pencil tests
 - 40-50 pages per student
 - High coding effort
 - Complex export to „KeyQuest“ tool
 - OCR fails
 - Complex logistics
- Develop a Web-based Assessment Tool

(0) Identify Success-critical Stakeholders

- Customers
- Users
- Programmers
- Architects
- Domain Experts
- Analysts
- Marketing
- Sales
- Management
- ...?

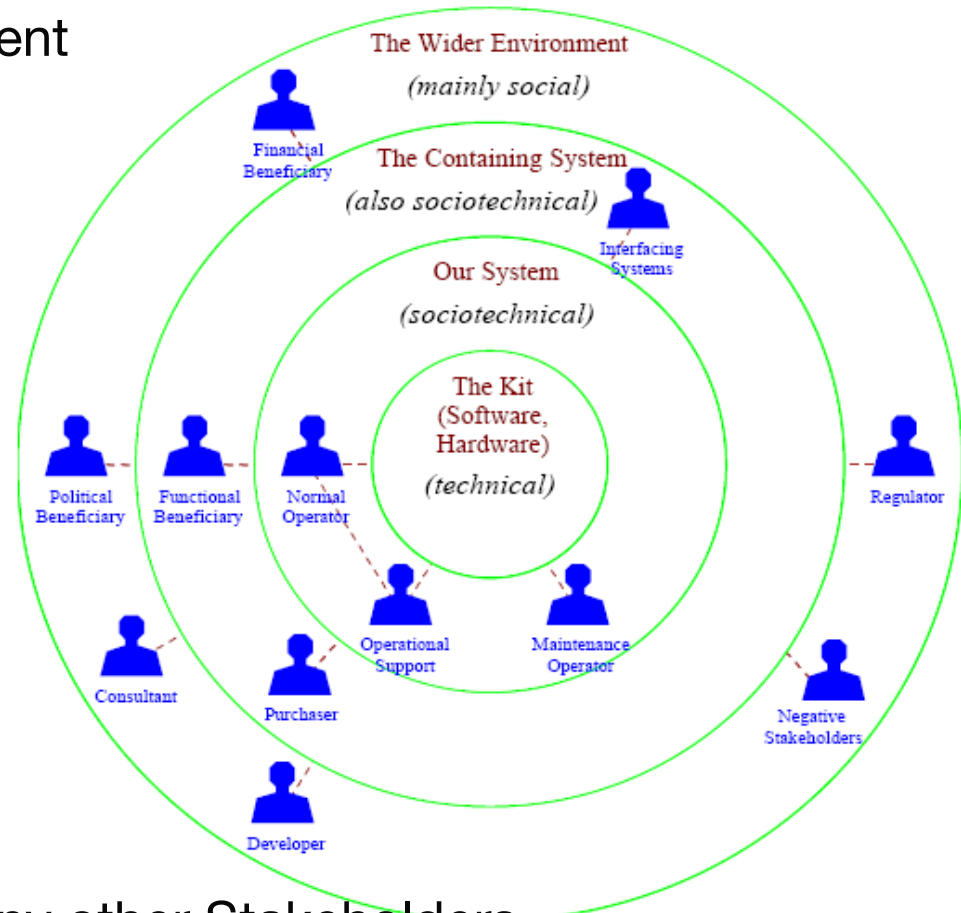
Where do Requirements Come From?

“A **stakeholder** is someone who has a justifiable claim to be allowed to influence the requirements. Users are nearly always stakeholders. Other stakeholders may include:

- **people** whose lives are **affected by the system**, such as clients and suppliers;
- **managers** who are **concerned for the system to succeed**, although they do not use it as such;
- **regulators** such as local and state governments and standards bodies, which are **concerned about the effects** the system may have **in its environment**.”

The Onion Model

1. **The Kit (or The Product):** the hardware and software under development
2. **Our System:** The Kit plus its human Operators and the rules governing its operation
3. **The Containing System:** Our System plus any human Beneficiaries of Our System (whether they are involved in operations or not)
4. **The Wider Environment:** The Containing System plus any other Stakeholders



Please identify the stakeholders for the
PISA Web-based Assessment Tool

Stakeholders

- PISA OECD
- Ministry of Science
- PISA Austira
- Test administrator
- Test creators
- Students
- Developers
- UI Experts
- Tester
- School (Benchmarking)
- ...

Persona [Miller, Williams 2005]

- A persona contains information about a **fictitious person** who holds an interest in the system.
- The descriptions of personas hold information about the persona's **knowledge, skills, and abilities**.
- They also hold information about their **goals, motives, and concerns**.
- Finally, the persona description will often describe the **usage patterns** that a persona would have of the system.

Figure 1. An example persona.

Frances Miller



Sixty-seven year-old Frances is the mother of four children and the grandmother of twelve. She lives in her own home, bakes a pie once a week so that she has something to serve for Sunday visitors (usually one of her children and their immediate family), and has two cats. The cats' names are Fred and Wilma, names given to them by four-year old grandson Bobby. She likes to knit and do needlework, which she either gives away as presents to her family or donates to the annual sale to raise money for the church she belongs to.

Every morning she goes for a one hour walk along the lake front when the weather is good. On bad days she'll go with her neighbor to the local mall where a group of senior citizens "Mall Stroll" each morning before sitting down at one of the restaurants for coffee or tea. For breakfast Frances prefers a cup of Earl Grey tea and two slices of whole-wheat toast with her own home-made preserves. Lunch is typically a bowl of soup or a sandwich and then she'll have the opposite for dinner.

She is a middle-class retiree living on a fixed income. Her mortgage has been paid off and she has one credit card which she seldom uses. She has been a customer of the bank for 57 years although has never used an automated teller machine (ATM) and never intends to. She has no patience for phone banking and does not own a computer. Every Monday at 10:30 am she will visit her local bank branch to withdraw enough cash for the week. She prefers to talk with Selma the branch manager or with Robert, a CSR who was a high-school friend of her oldest son.

The MSF Agile Persona Template

| | |
|--|--|
| Name: Enter a respectful, fictitious name for the persona. | Status and Trust Level: Favored or disfavored and level of credentials |
| Role: Place the user group in which the persona belongs. | Demographics: Age and personal details optional |
| Knowledge, skills, and abilities: Group real but generalized information about the capabilities of the persona. | |
| Goals, motives, and concerns: Describe the real needs of the users in the user group represented by the persona. If multiple groupings exist, write a persona for each grouping. | |
| Usage Patterns: Write the frequency and usage patterns of the system by the persona. Develop a detailed understanding of what functions would be most used. Look for any challenges that the system must help the persona overcome. Note the learning and interaction style if the system is new. Does the persona explore the system to find new functionality or need guidance? Keep this area brief but accurate. | |

- Personas describe an archetypical instance of an actor.
- In a use case model we would have a **Customer actor**, yet with personas we would instead describe **several different types of customers** to help bring the idea to life.

(1) Review and Expand Negotiation Topics

- Objective: refine, and customize the outline of negotiation topics.
- How: Could-be, Should-be
- Result: Shared Outline that helps to
 - stimulate your thinking,
 - organize your win conditions, and
 - serves as a completeness checklist for negotiations.

Types of Requirements

(Example from Volere Template v9)

PROJECT DRIVERS:

1. The Purpose of the Product
2. Client, Customer, Stakeholders
3. Users of the Product

PROJECT CONSTRAINTS:

4. Mandated Constraints
5. Naming Conventions and Definitions
6. Relevant Facts and Assumptions

FUNCTIONAL REQUIREMENTS:

7. The Scope of the Work
8. The Scope of the Product
9. Functional and Data Requirements

NON-FUNCTIONAL REQUIREMENTS:

10. Look and Feel
11. Usability
12. Performance
13. Operational
14. Maintainability and Portability
15. Security
16. Cultural and Political
17. Legal

PROJECT ISSUES:

18. Open Issues
19. Off-the-shelf Solutions
20. New Problems
21. Tasks
22. Cutover
23. Risks
24. Costs
25. User Documentation
26. Waiting Room
27. Ideas for Solutions

Stakeholders negotiate about ...

- Project and process
- System capabilities
- Interfaces
- Level of service
- Evolution

The Topics for Negotiation

- This is an outline of all the ways you can win in a software development project.
- Read it and suggest additions and revisions

Negotiation Topics Project Example

The screenshot displays the 'GroupSystems - EasyWinWin Template' application window. The title bar reads 'GroupSystems - EasyWinWin Template - [Review and Expand Negotiation Topics [Group Outliner]]'. The menu bar includes 'File', 'Folders', 'Edit', 'Outliner', 'Group', 'Options', 'Window', and 'Help'. The toolbar contains icons for 'Agenda', 'People', 'Whiteboard', 'Handouts', 'Opinion', 'Reports', 'Briefcase', 'Log', and 'Find'. The main content area shows a hierarchical tree structure of negotiation topics. The topics are numbered 1 through 5, with sub-topics numbered 1.1 through 5.4. The topic '1.2 Development Requirements' is highlighted. To the left of the tree, there is a vertical column of status indicators, each consisting of a small icon and a '0/0' value. The status indicators for topics 1.1 through 1.5 are red exclamation marks. The status indicators for topics 2.1 through 2.2 are red exclamation marks. The status indicators for topics 3.1 through 3.3 are red exclamation marks. The status indicators for topics 4.1 through 4.7 are red exclamation marks. The status indicators for topics 5.1 through 5.4 are red exclamation marks. The bottom status bar shows '31 topics', '0 comments', '0:40', and 'paul'.

- 1. Project Requirements
 - 1.1 Budget and Schedule
 - 1.2 Development Requirements
 - 1.3 Packaging Requirements
 - 1.4 Implementation Requirements
 - 1.5 Support Requirements
- 2. Capability Requirements
 - 2.1 Nominal System Requirements
 - 2.2 Off-nominal requirements
- 3. System Interface Requirements
 - 3.1 User Interface Requirements
 - 3.2 Communications Interface Requirements
 - 3.3 Other Software Interface Requirements
- 4. Level of Service Requirements
 - 4.1 Dependability
 - 4.2 Security
 - 4.3 Interoperability
 - 4.4 Usability
 - 4.5 Performance
 - 4.6 Adaptability
 - 4.7 Reusability
- 5. Evolution Requirements
 - 5.1 Capability Evolution Requirements
 - 5.2 Interface Evolution Requirements
 - 5.3 Technology Evolution Requirements
 - 5.4 Workload Evolution Requirements

31 topics 0 comments 0:40 paul

Could-Be-Should-Be

- Could-be: add comments recommending change to this outline.
- Should-be: a moderator reviews these comments together with the group and modifies the outline itself.
- Questions?

Reflect on Could-Be-Should-Be

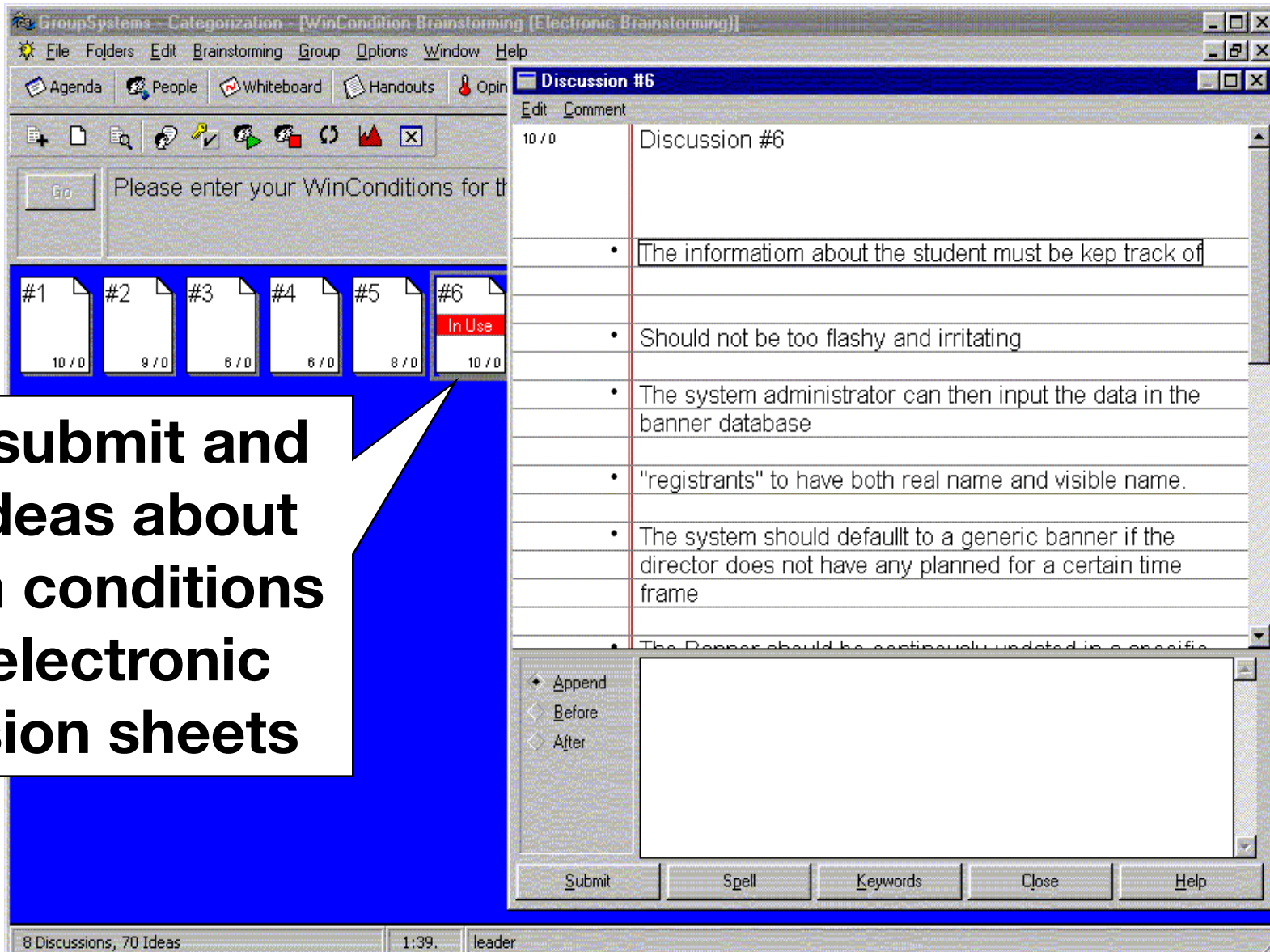
How was that interaction similar to or different from others you have experienced?

- Focus on topics worth discussing
- Divides diverge from converge
- Many Minds – One Outline

(2) Brainstorm Stakeholder Interests

- Objective: Share perspectives, views, background, expectations
- How: Anonymous, rapid brainstorming
- Result: An unstructured set of comments about their vested interests (win conditions)

Brainstorming Tool Example



People submit and share ideas about their win conditions using electronic discussion sheets

Brainstorming Instructions

- Each of you will start on a different electronic page.
- You type in one win condition. Then you must submit the page back to the group.
- The system will randomly bring you back a new page, which may have other win conditions from the team.

Brainstorming Instructions

- You may respond to the ideas of others in one of three ways:
 - You may argue with an idea.
 - You may expand on it by adding detail.
 - You may be inspired to a completely new idea.

Brainstorming Instructions

- We want to be as complete as we can, so enter as many win conditions as you can in a short amount of time.
- We'll let you free-brainstorm for a few minutes, then we'll show your negotiation topics on the public screen to trigger new ideas and to ensure completeness.
- Try to submit win conditions for all negotiation topics you feel confident with.

Reflect on Free Brainstorming

- How was that interaction different from others you have experienced?
 - Anonymous
 - Parallel
 - Fast!
 - Divergent

(3) Converge on Win Conditions

- Objective: Build and organize win conditions
- How: Structured discussion to converge on key win conditions
- Result: List of clearly stated, unambiguous win conditions

Organizer Tool Example

The screenshot shows a software application titled "GroupSystems - Online Bookstore WinWin Negotiation". The interface includes a menu bar (File, Folders, Edit, Categorizer, Group, Options, Window, Help) and a toolbar with icons for Agenda, People, Whiteboard, Handouts, Opinion, Reports, Briefcase, Log, Find, and Folder List. Below the toolbar is a list of win conditions, each with a status indicator (e.g., 0 / 0) and a description. The win conditions are:

- 1. W01 Site management adds bookstore layout information (floor, location, type of material).
- 2. W03 The banner will provide a link to the university bookstore
- 3. W04 Interface for advertisers to select their schedule
- 4. W05 Default banner of bookstore if no other events available
- 5. W06 The site management which displays banners
- 6. W07 Different kinds of 'now hiring,' book signing
- 7. W08 Flexible text on b
- 8. W09 Display address c

On the right side of the application, there is a vertical list of buckets, each represented by a bucket icon and a label:

- Application (3)
- Interfaces (7)
- Level of Service (3)
- Project & Process (0)
- Evolution (3)
- <TBD> (7)

The team builds a clean list of win conditions and organizes win conditions into pre-defined buckets

Instructions

- The goal of this activity is to jointly craft a non-redundant list of clearly stated, unambiguous win conditions by considering all ideas contributed in the brainstorming session.
- We will organize these win conditions into buckets representing the negotiation topics.

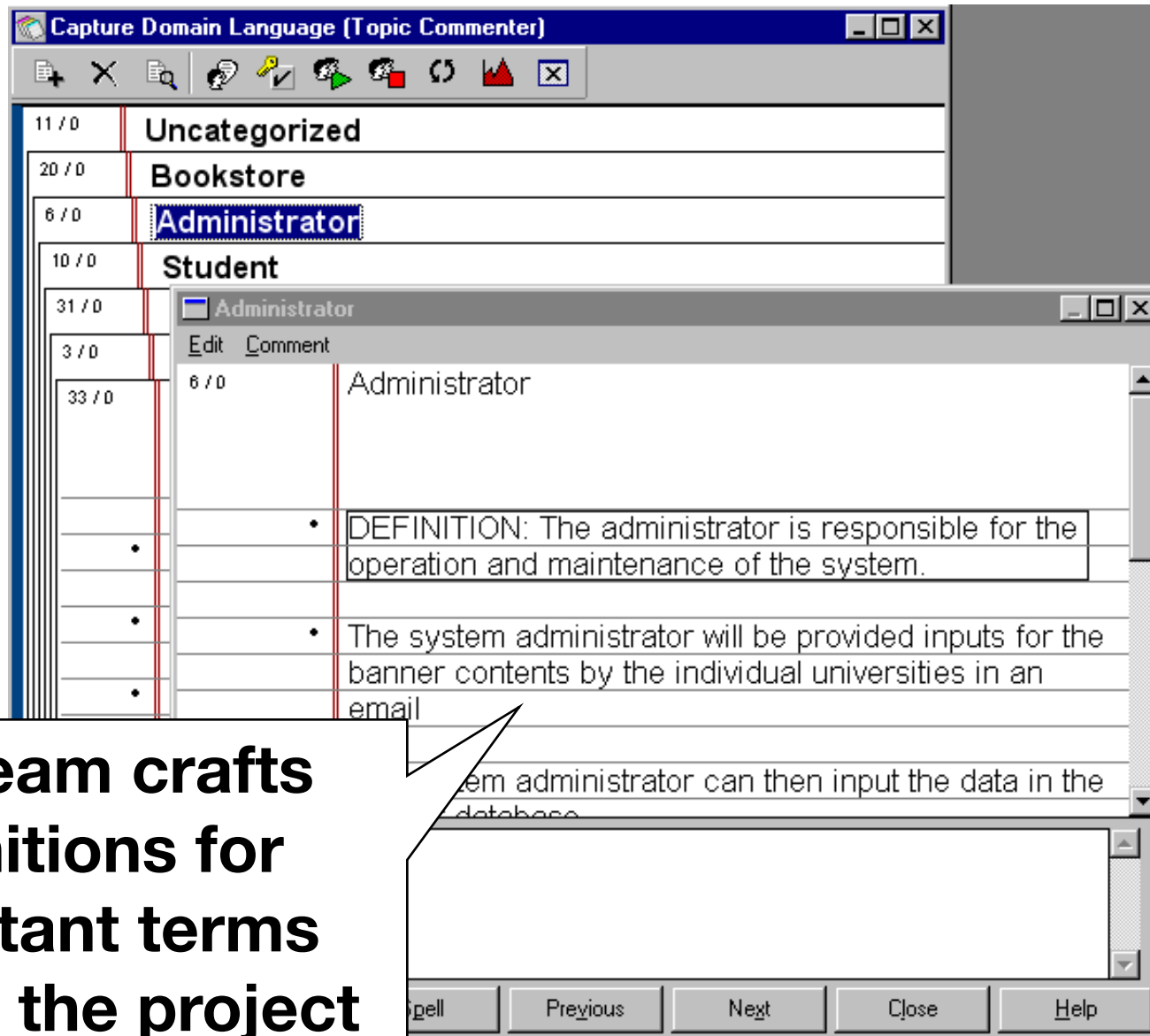
Reflect on FastFocus

- Create shared meanings
- Create clean list
 - Minimize irrelevancies, vagueness, and redundancy
 - Find the right level of abstraction
- Fast!

(4) Capture a Glossary of Terms

- Objective: Define and share meaning of important terms.
- How: Initial definitions based on stakeholder statements; joint review
- Result: A glossary of terms with definitions and stakeholder statements showing usage of terms

Joint Definition of Terms: Tool Example



The team crafts definitions for important terms used in the project

The Glossary of Terms

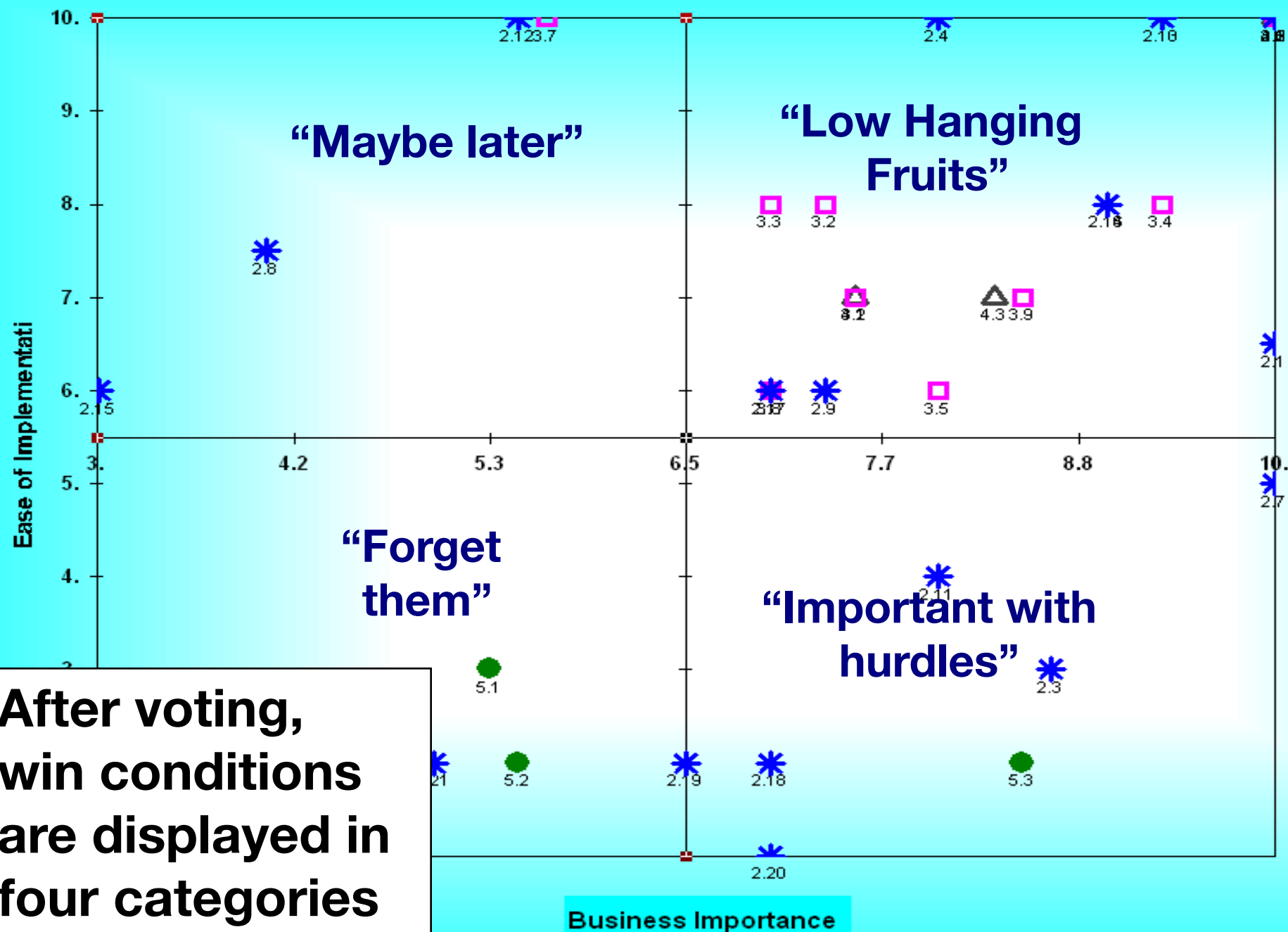
- As participants brainstorm, they use words that have special meanings within the context of a project or a domain.
- During the convergence step, the moderator added important terms to a shared list in the electronic brainstorming tool.
- Each sheet in the Topic Commenter tool shows how a certain term is used in different statements and ideas.
- We will use this information to create and jointly review definitions for these terms.

Reflect on Building the Glossary

- How was that interaction different from others you have experienced?
 - Based on usage of terms in ideas and statements
 - Offline definition
 - Joint review and refinement

(5) Prioritize win conditions

- Objective: Scope project, gain focus
- How: Vote on Business Importance & Ease of Realization
- Result: Prioritized win conditions



Prioritization Instructions

- Rate each win conditions on a scale from 1 to 10 for each of two criteria:
 - Business importance: relevance of a win condition to project/company success
 - Ease of realization (feasibility): perceived technical or economic constraints of implementing a win condition.
- Vote what you know. Don't vote what you don't know.

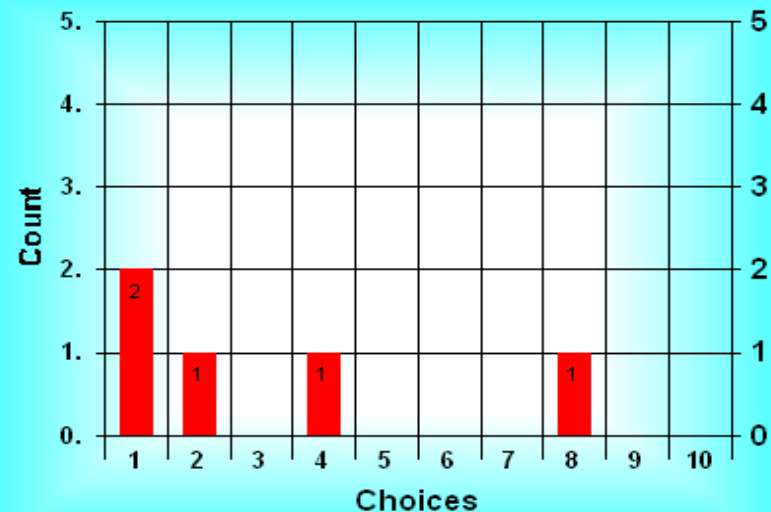
(6) Reveal Constraints and Assumptions

- Objective: Surface and understand hidden assumptions
- How: Analyze prioritization poll to reveal hidden assumptions, different perceptions, ...
- Result: Comments, Issues, sometimes Options

Red cells indicate lack of consensus.

Oral discussion of cell graph reveals unshared information, unnoticed assumptions, hidden issues, constraints, etc.

Cell Summary (Row:2.5 Col:2)



| | Features | Importance | Ease of Implementation | Total | Mean |
|------|--|------------|------------------------|-------|-------|
| 2. | Application Capabilities | | | | |
| 2.1 | W2 Integrate banner ads with email and chat | 10.00 | 6.50 | 16.50 | 8.25 |
| 2.2 | W3 The banner will provide a link to the universit | 10.00 | 10.00 | 20.00 | 10.00 |
| 2.3 | W4 Interface for advertisers to select their sched | 8.67 | 3.00 | 11.67 | 5.83 |
| 2.4 | W5 Default banner of bookstore if no other events | 8.00 | 10.00 | 18.00 | 9.00 |
| 2.5 | W6 The site management must have a website which | 10.00 | 10.00 | 20.00 | 10.00 |
| 2.6 | W7 Different kinds of advertising, including sales | 10.00 | 10.00 | 20.00 | 10.00 |
| 2.7 | W8 Flexible text on banners | 10.00 | 5.00 | 15.00 | 7.50 |
| 2.8 | W9 Display address of the bookstore, a map of it a | 4.00 | 7.50 | 11.50 | 5.75 |
| 2.9 | W10 Ads must be hyperlinked so that users can clic | 7.33 | 6.00 | 13.33 | 6.67 |
| 2.10 | W11 Link to bookstore site (incl book's prices) | 9.33 | 10.00 | 19.33 | 9.67 |
| 2.11 | W12 Web statistics tracking to determine number of | 8.00 | 4.00 | 12.00 | 6.00 |
| 2.12 | W13 Input of banner contents to admin via email | 5.50 | 10.00 | 15.50 | 7.75 |

Red-Light-Green-Light

- Without telling me how you voted ...
- What reasons might exist for rating this item high and what reasons might exist for rating it low?

Reflect on Red-Light-Green-Light

- Vote to kick off discussion
- Very focused discussion
- People can move off anchors

(7) Identify Issues and Options

- Objective: Explore candidate issues and options; Understand issues and options
- How: Develop/Review pass for Issues and Options
- Result: A WinWin Tree
 - Win conditions
 - Issues
 - Options

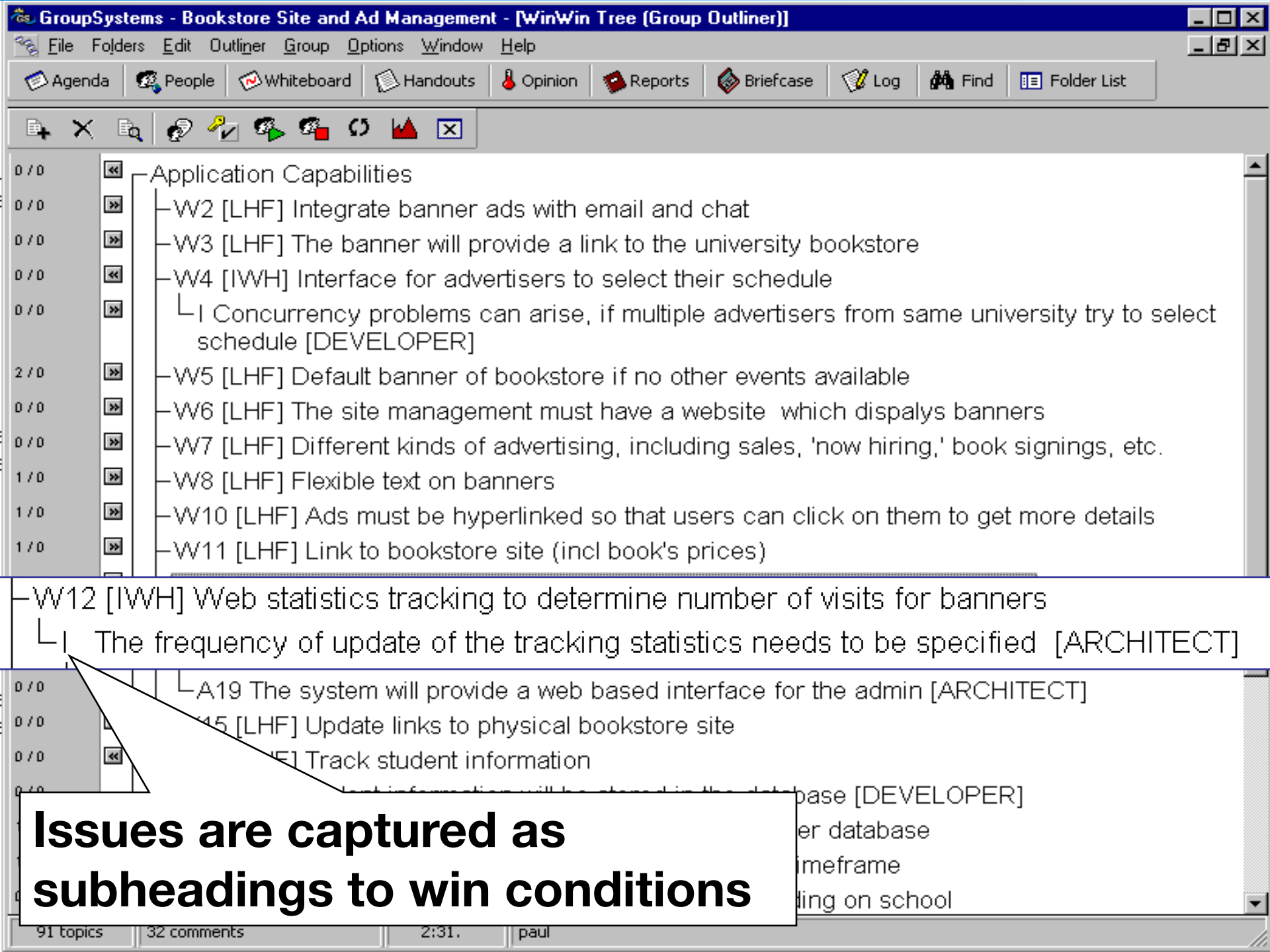
Instructions

- We will identify the issues that arise due to constraints, conflicting win conditions, etc.
- We will propose Options to resolve these issues.

Collect Issues for the PISA Project

Issues describe

- **Conflicts,**
- **Risks, and**
- **Uncertainties**



GroupSystems - Bookstore Site and Ad Management - [WinWin Tree (Group Outliner)]

File Folders Edit Outliner Group Options Window Help

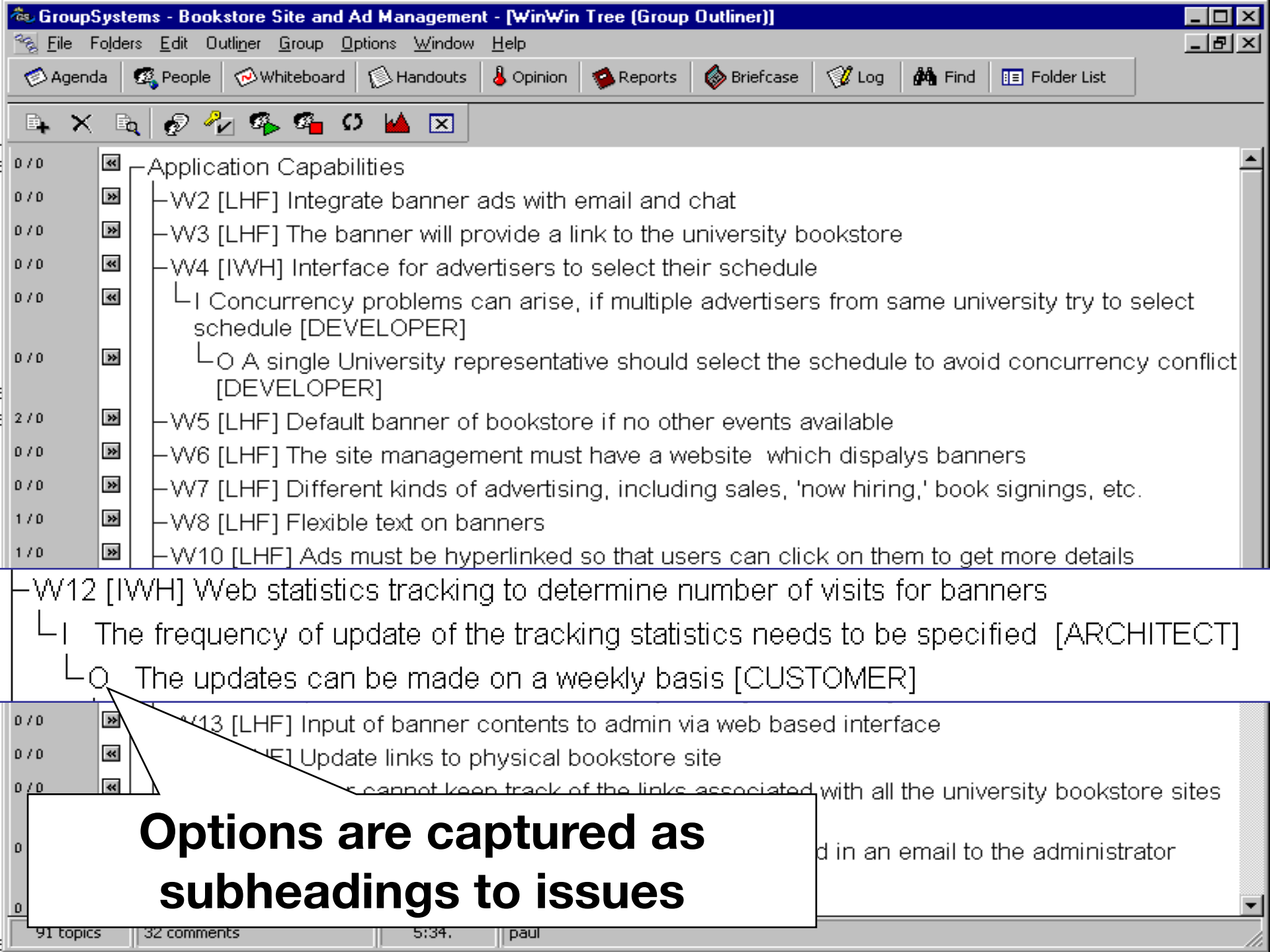
Agenda People Whiteboard Handouts Opinion Reports Briefcase Log Find Folder List

Application Capabilities

- W2 [LHF] Integrate banner ads with email and chat
- W3 [LHF] The banner will provide a link to the university bookstore
- W4 [IWH] Interface for advertisers to select their schedule
 - Concurrence problems can arise, if multiple advertisers from same university try to select schedule [DEVELOPER]
- W5 [LHF] Default banner of bookstore if no other events available
- W6 [LHF] The site management must have a website which displays banners
- W7 [LHF] Different kinds of advertising, including sales, 'now hiring,' book signings, etc.
- W8 [LHF] Flexible text on banners
- W10 [LHF] Ads must be hyperlinked so that users can click on them to get more details
- W11 [LHF] Link to bookstore site (incl book's prices)
- W12 [IWH] Web statistics tracking to determine number of visits for banners
 - The frequency of update of the tracking statistics needs to be specified [ARCHITECT]
- A19 The system will provide a web based interface for the admin [ARCHITECT]
- A15 [LHF] Update links to physical bookstore site
- A1 [LHF] Track student information

Issues are captured as subheadings to win conditions

91 topics 32 comments 2:31. paul



Options are captured as subheadings to issues

(8) Negotiate Agreements

- Objective: Negotiate agreements
- How:
 - Adopt win conditions that raised no issues as agreements;
 - Adopt options as agreements
- Result: A WinWin Tree
 - Win conditions
 - Issues
 - Options
 - Agreements

Instructions

- We will discuss and adopt win conditions that raised no issues as agreements.
- We will discuss and adopt options as agreements.

GroupSystems - Bookstore Site and Ad Management - [WinWin Tree (Group Outliner)]

File Folders Edit Outliner Group Options Window Help

Agenda People Whiteboard Handouts Opinion Reports Briefcase Log Find Folder List

Application Capabilities

- W2 [LHF] Integrate banner ads with email and chat
- W3 [LHF] The banner will provide a link to the university bookstore
- W4 [IWH] Interface for advertisers to select their schedule
- W5 [LHF] Default banner of bookstore if no other events available

W12 [IWH] Web statistics tracking to determine number of visits for banners

- The frequency of update of the tracking statistics needs to be specified [ARCHITECT]
 - The updates can be made on a weekly basis [CUSTOMER]
 - A3 The system will be designed to provide weekly statistics [ARCHITECT]

W13 [LHF] Input of banner contents to admin via web based interface

- A19 The system will provide a web based interface for the admin [ARCHITECT]

A19 The system will provide a web based interface for the admin [ARCHITECT]

[LHF] Update links to physical bookstore site

... cannot keep track of the links associated with all the university bookstore sites [Administrator]

... changed links can be provided in an email to the administrator

Agreements are captured as subheadings to options and win conditions

91 copies 32 comments 7:49:11 paul

Reflect on the WinWin Tree

- How was that experience similar to or different from others you have had?
 - All argument postponed until all issues and options surface
 - Automatic agreements on no-issue Win Conditions
 - Negotiated agreements on just the issues

WinWin Critical Success Factors

- Appropriate staffing of stakeholder representatives, facilitator function
 - CRACK criteria for stakeholder representatives:
 - Collaborative
 - Representative
 - Authorized
 - Committed
 - Knowledgeable
- Facilitators
 - some understanding of stakeholder domains, collaboration management ability
 - Good facilitators can be participants also
- Beginning of shared vision

Why Use WinWin ?

- The alternatives don't work.
 - Win-lose often leads to lose-lose.
- Avoids costly rework.
 - 100X cost to fix requirements after delivery.
- Builds trust and manages expectations.
 - Looking out for other's needs builds trust.
 - Balancing needs leads to realistic expectations.
- Helps stakeholders adapt to change.
 - Shared vision and the flexibility of quick re-negotiation.

Summary

- Speed
 - Parallel contribution reduces cycle time
 - Minimum training requirements
- Broader and deeper negotiation results
 - Increases buy-in and reduces risks
 - Builds trust and manages expectations
- Repeatable process
 - Collaboration techniques
 - Process guide for moderator
- Methodology available online