Choosing Participants For Your Requirements Elicitation Sessions

Subject Area

Sufficient representation to cover:

- functional subject areas (processes, jobs)
- any geographical variations
- any organizational variations (plant)
- any product and/or market variations

Personality Traits

- The vast majority of the participants should be capable of out-of-the-box; creative; forward-looking, future/desired-state thinking
- Open-minded
- Team players, collaborative decision makers
- Having representation from an individual or individuals that are strongly oriented to the current process can provide a valuable perspective – as long as they accept the collaborative, joint decision-making nature of the session
- Capability of analytical process thinking (even though that may not be their dominant style)
- Balanced representation in 'concern for people' and 'concern for production'
- Participants who share the values, principles and beliefs of identified company values

Job Level

- Executive Management with vision and direction: need direct involvement, continuous to occasional
- Mid Management: need direct, dedicated involvement and commitment
- Supervisory-level management: Probably the lowest level necessary for a Visioning Session
- Key user: Often a fast-tracked, super user can help add a shop floor perspective. Representation at this or the supervisory level is a mandatory requirement for the next step, detailed requirements and design, but may not be required for the Visioning Session. Their input, buy-in and review can be better handled in Review Sessions held by the core session participants with their organizations between and after the Visioning Sessions

Skills

- Participation in other strategic, visioning, mission, creative session is helpful but not a requirement
- Understanding of the overall corporate direction, vision and goals are necessary
- Good listeners
- Respect for others positions, views
- Strong, active, communicators
- Effective communicators (clear, to-the-point, understandable)

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