

CONTENTS

	Foreword	v
	Preface	ix
Chapter 1	Introduction	1
	Objectives of Interviewing	2
	The Interview Process	2
	Major Deliverables	3
	Key Factors	3
	Context for Interviewing	4
	How to Use This Book	5
Chapter 2	A Simple Example	7
	The Interview Situation	7
	The Scene	7
	How the Interview May Affect the Project	17
	Summary	17
Chapter 3	Basic Interviewing	19
	Introduction	19
	Planning	21
	Conducting the Interview	28

	Consolidation	38
	Summary	39
Chapter 4	Getting the Feel for Interviewing	41
	Introduction	41
	Four Key Skills	42
	Acquiring New Skills	45
Chapter 5	Interview Preparation	47
	Introduction	47
	A Typical Project	48
	Briefing Meeting	49
	Aims and Objectives	51
	Planning	52
	Preparing for an Interview	65
	Summary Checklist	70
Chapter 6	Conducting a Business Interview	71
	Introduction	71
	SCENE I	72
	SCENE II	75
	SCENE III	79
	Critique	79
	Problem Handling	81
	Consolidation	88
Chapter 7	Note-taking	89
	The Note-taker's Role	89
	Skills	90
	Techniques	92
	Summary	102
	Practical Exercise	103
Chapter 8	Using the Interview Material	107
	Introduction	107

	The Consolidation and Review Process	108
	Key Outcomes	109
	Record Keeping	117
	A Note on Planning	117
	Summary	120
	A Practice Exercise	120
Chapter 9	Advanced Techniques	121
	Introduction	121
	Non-verbal Communication	121
	Matching Conversational Style	129
	Verbal Matching	130
	Practical Exercises	133
	Summary	134
Chapter 10	Special Interview Management	135
	Introduction	135
	Workshops	136
	Feedback Sessions	144
	Knowledge Elicitation	149
	Summary	154
Chapter 11	Interviewing in a Business System Life Cycle	155
	Introduction	155
	Strategy – Early Days	156
	Analysis/Design – Course of Action Chosen	162
	Implementation – Making the Changes Work	171
	Interview Summary	176
	References and Further Reading	177

Appendices

Appendix A	The Story of a Project	179
	The Background	179
	Profiles of Key Personnel	180
	The Project	181
Appendix B	Strategic Data Sources	185
Appendix C	Brief Overview of Related Techniques	187
	Business Direction Modelling	187
	Business Function and Business Process Modelling	188
	Information Modelling	191
Appendix D	Checklists for Interviewing	195
	General Checklist	196
	Preparation for an Individual Interview	197
	Interviewing Checklist	198
	Note-taking	198
	Techniques in Questioning	199
	Consolidation Checklist	200
	Workshop and Feedback Checklist	201
	Workshop and Feedback Environment	202
	Strategic Information Types	203
	Glossary of Terms	205
	Index	213