

Stop asking stakeholders what they want.

D8A.ACADEMY/RESOURCES/REQUIREMENTS-WORKSHOP

WHY IT FAILS

"what do you want?"	gets you a wish list
a wish list	solutions, not problems
ask the decision	← and when it last hurt.

THE ROOM

the decider	owns the call
the doer	lives the process daily
the skeptic	finds the holes early

QUESTIONS THAT WORK

what decision?	will this change, for whom
and today?	the workaround is the spec
if we do nothing?	cost of inaction
last time it hurt?	← get the story.

CAPTURE IT

problem first	not "add a button"
their words	quote, do not translate
one number	how often, how costly

END THE MEETING

ranked list	top 3, forced order
one owner	a name per item
recap in 24h	or it never happened

GOTCHAS

loudest voice	is not the priority
12 invitees	is a presentation
"all P1"	means nothing is ranked

WORTH MEMORIZING

01 The recap that makes it real

Seven lines, sent within 24 hours. Fill the brackets while the room still remembers.

Subject: Recap, {stock reporting}, {Oct 9}
 Decision it supports: {which stores to restock}.
 Today: {3 exports merged by hand, 4h a week}.
 If we do nothing: {stockouts seen on Monday}.
 Ranked: 1 {alert} 2 {one source} 3 {history}.
 Owner: {Lea, ops}. Next step by {Oct 16}.
 Reply by {Friday} if I got anything wrong.
 -- problems, a ranking, an owner. no solution yet.

→ Notice what is missing: no dashboard, no tool, no feature. The recap fixes the problem and the order. The solution comes after everyone has agreed on those.

02 Trap: the requirement is a solution

Three things you will hear in every workshop, and the question that opens them up.

THEY SAY	IT IS	ASK INSTEAD
"I need a dashboard"	a solution	what decision will it change?
"all of it, ASAP"	no priority	if only one ships, which?
"like the old report"	a habit	what do you do with it today?

→ Interview phrasing: I do not collect requirements, I find the decision behind the request and work back from it.