

B) Elicitation and Collaboration

Elicitation is how information is derived or drawn from the stakeholders to discover the requirements and designs for the solution. Collaboration describes two or more people working together to achieve a common goal or objective.

BACCM™ for Elicitation and Collaboration

Solution

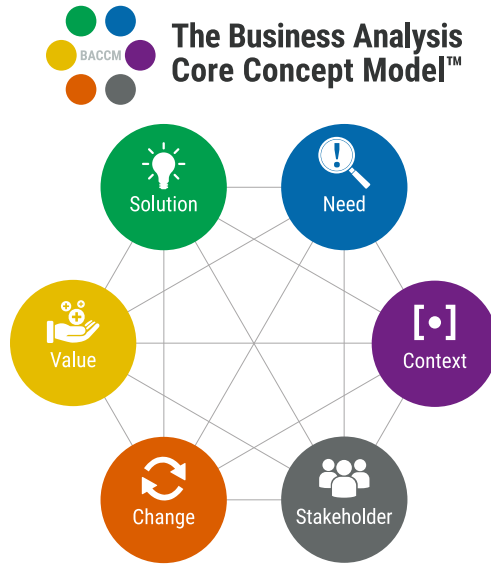
Business analysis professionals elicit, confirm, and communicate necessary or desired characteristics of proposed solutions.

Value

Business analysis professionals collaborate with stakeholders to assess the relative value of information provided through elicitation and apply a variety of techniques to confirm and communicate that value.

Change

Business analysis professionals use a variety of elicitation techniques to identify the characteristics of the change including concerns that stakeholders have about the change. The change may determine the types and extent of elicitation and collaboration.



Need

Business analysis professionals elicit, confirm, and communicate needs and supporting business analysis information. As elicitation is iterative and incremental, the understanding of needs may evolve over time.

Context

Business analysis professionals apply a variety of elicitation techniques to identify business analysis information about the context that may affect the change.

Stakeholder

Business analysis professionals manage the collaboration with the stakeholders who participate in the business analysis work. All stakeholders may participate in different roles and at different times during a change.

Competencies

To elicit and collaborate, business analysis professionals need to have strong competency in Communication Skills and Interaction Skills.

See: [BABOK Guide v3, 9.4 Communication Skills](#) and [BABOK Guide v3, 9.5 Interaction Skills](#)

Business Analysis Tasks



Input and Output Relationships

	Needs	Stakeholder Engagement Approach	Business Analysis Performance Assessment	Elicitation Activity Plan	Elicitation Results (unconfirmed)	Elicitation Results (confirmed)	Business Analysis Information	Business Analysis Information (Communicated)	Stakeholder Engagement
Prepare for Elicitation	Input	Input		Output					
Conduct Elicitation				Input	Output				
Confirm Elicitation Results					Input	Output			
Communicate Business Analysis Information		Input					Input	Output	
Manage Stakeholder Collaboration		Input	Input						Output