

Prepare for Elicitation



Purpose or Need

To understand the scope of the elicitation activity, select appropriate techniques, and plan for (or procure) appropriate supporting materials and resources.



Value

The plan that will ensure that information is elicited from stakeholders in the most suitable way.



Solution

A defined elicitation activity plan that includes the planned elicitation activities and their scope, activity logistics, and anticipated participants.



Techniques

Frequently used techniques:

- [Brainstorming](#);
- [Document Analysis](#);
- [Estimation](#);
- [Interviews](#);
- [Stakeholder List, Map, or Personas](#).

Refer to the [BABOK Guide v3](#) for the complete list of techniques.



Stakeholder

Typically involves sponsors, domain subject matter experts, project managers, and any additional stakeholders identified.



Description of Change

Prepare for Elicitation defines the desired outcomes of each elicitation activity, and ensures that the stakeholders have the information they need to provide and understand the nature of the activities they will participate in.

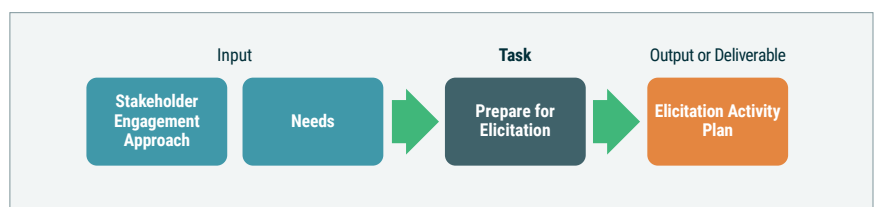
It should include understanding the scope of the elicitation activity, determining what will be produced using the elicitation results, which techniques are best suited to produce those results, defining and planning the elicitation logistics, identifying any materials needed, and fostering collaboration during an elicitation activity by preparing stakeholders for the activity.

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform the inputs into the outputs:

- Business Analysis Approach;
- Business Objectives;
- Existing Business Analysis Information;
- Potential Value.

Task Inputs and Outputs



Consider...

Building knowledge about the desired change is a prerequisite to creating value as quickly as possible. Preparing effectively for elicitation is relevant whenever interactions are needed to draw out information from stakeholders and applies to any type of initiative.

Example: it is important to prepare for elicitation sessions to identify requirements for a new technology solution.

See [BABOK Guide – 11.3 The Information Technology Perspective – 11.2.1 Change Scope](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK® Guide](#) for study purposes

© 2022 International Institute of Business Analysis.

Conduct Elicitation



Purpose or Need

To draw out, explore, and identify information relevant to the change.



Value

To gain a deep understanding of the initiative, stakeholders, and their needs.



Solution

Unconfirmed elicited information that is captured in a format best suited to the elicitation activity used.



Techniques

Frequently used techniques:

- [Benchmarking and Market Analysis](#);
- [Document Analysis](#);
- [Interviews](#);
- [Focus Groups](#);
- [Workshops](#).

Refer to the [BABOK Guide v3](#) for the complete list of techniques.



Stakeholder

Typically involves any stakeholders that could have relevant knowledge or experience to participate in elicitation activities.



Description of Change

Conduct Elicitation is the work to be performed to understand stakeholder needs and identify potential solutions that may meet those needs. This involves:

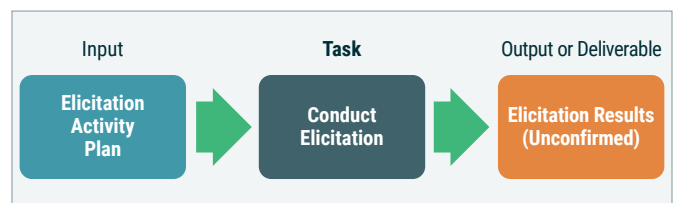
- guiding stakeholders and collaborating with them through the elicitation activity;
- doing research or running experiments;
- capturing elicitation outcomes.

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform the inputs into the outputs:

- Business Analysis Approach;
- Existing Business Analysis Information;
- Stakeholder Engagement Approach;
- Supporting Materials.

Task Inputs and Outputs



Consider...

Eliciting good information is a skill and art; and is critical for every type of initiative. The goal is to build knowledge about the change as quickly and accurately as possible.

Example: When redesigning business processes, it is critical to build a good understanding of the process, underlying business rules, business information, performance measures, business decisions driven from the process, and how process performance will be measured.

See [BABOK Guide – 11.5 The Business Process Management Perspective](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK® Guide](#) for study purposes

© 2022 International Institute of Business Analysis.

Confirm Elicitation Results



Purpose or Need

To check the information gathered during an elicitation session for accuracy and consistency with other information.



Value

Gained a shared understanding and clarity about the information that the elicitation activities produced.



Solution

Confirmed elicitation information which is relevant and useful as an input to further business analysis work.



Techniques

Frequently used techniques:

- [Document Analysis](#);
- [Interviews](#);
- [Reviews](#);
- [Workshops](#).

Refer to the [BABOK Guide v3](#) for the complete list of techniques.



Stakeholder

Typically involves any stakeholders that have relevant knowledge or experience to confirm the elicited information.



Description of Change

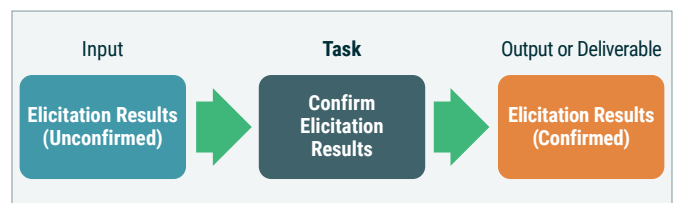
Confirm Elicitation Results involves ensuring that stakeholders have a shared understanding of the outcomes of elicitation, that elicited information is recorded appropriately, and that it does not contain errors, omissions, conflicts, or ambiguity.

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform the inputs into the outputs:

- Elicitation Activity Plan;
- Existing Business Analysis Information.

Task Inputs and Outputs



Consider...

Confirming information about the required change and the value to be created is an integral part of any initiative.

Example: Consider the work to redesign business processes where the goal is to ensure customer value is optimized. Confirming elicited information is important to ensure the redesigned process delivers the desired value.

See [BABOK Guide – 11.5 The Business Process Management Perspective](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK® Guide](#) for study purposes

© 2022 International Institute of Business Analysis.

Communicate Business Analysis Information



Purpose or Need

To ensure stakeholders have a shared understanding of business analysis information.



Value

Communicating the appropriate information to stakeholders at the right time and in the suitable formats to gain stakeholder agreement on moving forward is key to any successful initiative.



Solution

Business analysis information that is properly communicated and understood by stakeholders.



Techniques

Frequently used techniques:

- Interviews;
- Reviews;
- Workshops.

Refer to the **BABOK Guide v3** for the complete list of techniques.



Stakeholder

All stakeholders will need to be communicated with during the change initiative.



Description of Change

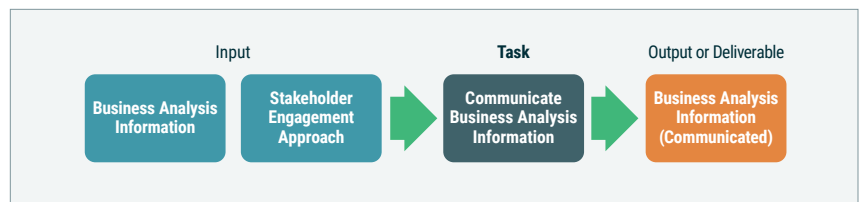
Communicate Business Analysis Information provides stakeholders with the information they need when they need it. The information is presented in a useful form, using the right terminology and concepts.

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform the inputs into the outputs:

- Business Analysis Approach;
- Information Management Approach.

Task Inputs and Outputs



Consider...

Building shared understanding supports fast, effective delivery of value for any type of initiative.

Example: Consider the complexity of developing a new product or service and the people impacted across an organization, including representatives from product development, market research, strategy, marketing, sales, and customer support.

See [Guide to Product Ownership Analysis – Sec 5.3 Engage the Whole Team](#)

Certifications: ECBA, CCBA, CBAP – Refer to the **BABOK® Guide** for study purposes

© 2022 International Institute of Business Analysis.

Manage Stakeholder Collaboration



Purpose or Need

To encourage stakeholders to work towards a common goal.



Value

Collaborative relationships help maintain the free flow of information when obstacles and setbacks occur and promote a shared effort to resolve problems and achieve desired outcomes.



Solution

Gained willingness from stakeholders to engage in business analysis activities.



Techniques

Frequently used techniques:

- [*Collaborative Games;*](#)
- [*Lessons Learned;*](#)
- [*Risk Analysis and Management;*](#)
- [*Stakeholder List, Map, or Personas.*](#)

Refer to the **BABOK Guide v3** for the complete list of techniques.



Stakeholder

All stakeholders who might be involved in collaboration during the change initiative.



Description of Change

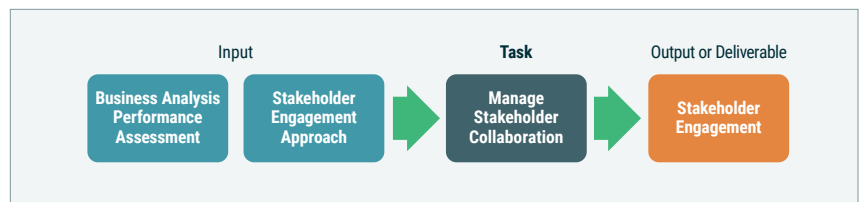
Manage Stakeholder Collaboration includes working with stakeholders to engage them in the overall business analysis process and to ensure that the needed outcomes can be delivered.

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform the inputs into the outputs:

- Business Analysis Approach;
- Business Objectives;
- Future State Description;
- Recommended Actions;
- Risk Analysis Results.

Task Inputs and Outputs



Consider...

Stakeholder collaboration is important for every initiative and critical in some contexts.

Example: Consider the outcomes produced when building an enterprise's business architecture. Ensuring stakeholders understand and support this work requires strong elicitation and collaboration.

See [*BABOK Guide – 11.4 The Business Architecture Perspective*](#)

Certifications: ECBA, CCBA, CBAP – Refer to the **BABOK® Guide** for study purposes

© 2022 International Institute of Business Analysis.