Business Analysis in IT

REQUIREMENTS ELICITATION & COLLABORATION

LECTURE 4

AGENDA

WHAT'S ELICITATION & COLLABORATION

BABOK ® says that the Elicitation and Collaboration knowledge area describes the tasks that business analysts perform to obtain information from stakeholders and confirm the results, also how business analysts identify and reach agreement on the mutual understanding of all types of business analysis information.

Elicitation is the drawing forth or receiving of information from stakeholders or other sources.

Collaboration is the act of two or more people working together towards a common goal.

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ELICITATION & COLLABORATION TASKS

1	2	3	4	5
Prepare for Elicitation	**Conduct Elicitation**	**Confirm Elicitation Results**	**Communicate Business Analysis Information**	**Manage Stakeholder Collaboration**

KEY CONCEPTS & ELICITATION

Core Concept	Explanation
Change	Use a variety of elicitation techniques to fully identify characteristics of the change and any stakeholder concerns about the change.
Needs	Elicit, confirm, and communicate needs and supporting business analysis information over time.
Solution	Elicit, confirm, and communicate necessary or desired characteristics of proposed solutions.
Stakeholders	Manage collaboration with stakeholders participating in business analysis work.
Value	Collaborate with stakeholders to assess the relative value of the information in order to confirm and communicate that value.
Context	Apply various elicitation techniques to identify business analysis information about the context that may affect the change.

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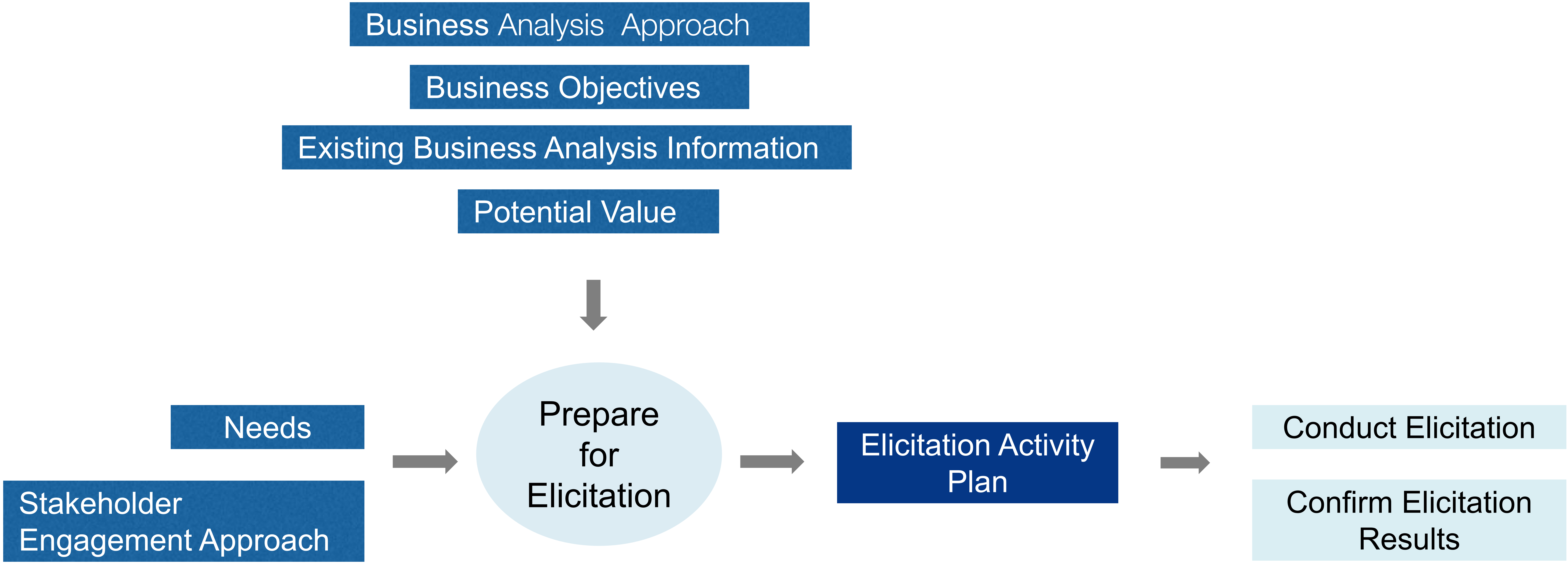
PREPARE FOR REQUIREMENTS ELICITATION

The purpose is to understand the scope of the elicitation activity, select appropriate techniques, and plan for appropriate supporting materials and resources.

TASK SUMMARY: PREPARE FOR REQUIREMENTS ELICITATION



INPUTS FOR PREPARE FOR ELICITATION

Guidelines & Tools	Description
Needs	Elicitation can be used to discover the needs which guide the preparation in terms of the scope and purpose of elicitation activities.
Stakeholder Engagement Approach	Understanding stakeholders' communication and collaboration needs helps plan and prepare appropriate and effective elicitation events.
Business Analysis Approach	Sets the general strategy to guide the BA work. Includes general methodology, types of stakeholders, how they should be involved, timing of the work, expected format and level of detail of elicitation results, identified challenges and uncertainties.
Business Objectives	Describe the desired direction needed to achieve the future state. Used to plan and prepare elicitation events, and to develop supporting materials.
Existing Business Analysis information	May provide a better understanding of the goals of the elicitation activity, and help in preparing for elicitation.
Potential Value	Describes the value to be realized by implementing the proposed future state, and can be used to shape elicitation events.

WHAT TO FOCUS ON DURING PREPARE FOR ELICITATION TASK

- Understand the scope of elicitation
- Select elicitation techniques
- Set up logistics
- Secure supporting material
- Prepare stakeholders

UNDERSTAND THE SCOPE OF ELICITATION

To understand the types of information to be discovered during the elicitation BA considers:

- business domain,
- overall corporate culture and environment,
- stakeholder locations,
- stakeholders who are involved,
- expected outputs the elicitation activities will feed,
- skills of the business analysis practitioner,
- other elicitation activities planned to complement this one,
- strategy or solution approach,
- scope of future solution, and
- possible sources of the business analysis information that might feed into the specific elicitation activity.

SELECT ELICITATION TECHNIQUES

The techniques used depend on :

- cost & time constraints,
- business analysis information sources and access,
- desired outcome,
- the culture of the organization,
- stakeholder locations (co-located or dispersed) & needs.

When selecting elicitation techniques, business analysts consider:

- techniques commonly used in similar initiatives,
- techniques specifically suited to the situation,
- the tasks needed to prepare, execute, and complete each technique.

SET UP LOGISTICS

Logistics of elicitation sessions are planned ahead of time. The logistics for each elicitation activity include identifying:

- the activity's goals,
- participants and their roles,
- scheduled resources, including people, rooms, and tools,
- locations,
- communication channels,
- techniques, and
- languages used by stakeholders (oral and written).

SECURE SUPPORTING MATERIAL

Before conducting the elicitation session business analysts identify required sources of information. There might be a great deal of information needed to conduct elicitation including people, systems, historical data, materials and documents. Documents may include:

- existing system documents,
- relevant business rules,
- organizational polices,
- regulations,
- contracts.

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PREPARE STAKEHOLDERS

BA needs to prepare relevant stakeholders for each elicitation session:

- Educate stakeholders on techniques
- Request stakeholders to review supporting materials before the elicitation session

There are certain elicitation techniques which do not require stakeholders preparation, for example eliciting through research or exploration.

TECHNIQUES TO PREPARE FOR ELICITATION

Technique	Description
Brainstorming	Used to collaboratively identify and reach consensus about which sources of business analysis information should be consulted and which elicitation techniques might be most effective.
Data Mining	Used to identify information or patterns that require further investigation.
Document Analysis	Used to identify and assess candidate sources of supporting materials.
Estimation	Used to estimate the time and effort required for the elicitation and the associated cost.
Interviews	Used to identify concerns about the planned elicitation, and can be used to seek authority to proceed with specific options.
Mind mapping	Used to collaboratively identify and reach consensus about which sources of business analysis information should be consulted and which elicitation techniques might be most effective.
Risk Analysis & Management	Used to identify, assess, and manage conditions or situations that could disrupt the elicitation, or affect the quality and validity of the elicitation results. The plans for the elicitation should be adjusted to avoid, transfer, or mitigate the most serious risks.
Stakeholder List, Map, or Personas	Used to determine who should be consulted while preparing for the elicitation, who should participate in the event, and the appropriate roles for each stakeholder.

STAKEHOLDER LIST, MAP, OR PERSONAS

Responsible (R): the persons who will be performing the work on the task.

Accountable (A): the person who is ultimately held accountable for successful completion of the task and is the decision maker. Only one stakeholder receives this assignment.

Consulted (C): the stakeholder or stakeholder group who will be asked to provide an opinion or information about the task. This assignment is often provided to the subject matter experts (SMEs).

Informed (I): a stakeholder or stakeholder group that is kept up to date on the task and notified of its outcome. Informed is different from Consulted as with Informed the communication is one-direction (business analyst to stakeholder) and with Consulted the communication is two-way.

Change Request Process	RACI
Executive Sponsor	A
Business Analyst	R
Project Manager	C
Developer	C
Tester	I
Subject Matter Expert	C

CONDUCT REQUIREMENTS ELICITATION

The purpose is to draw out, explore, and identify information relevant to the change.

TASK SUMMARY: CONDUCT ELICITATION

- Business Analysis Approach
- Existing Business Analysis Information
- Stakeholder Engagement Approach
- Supporting Material

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Elicitation Activity Plan → Conduct Elicitation → Elicitation Results (Unconfirmed) → Confirm Elicitation Results

INPUTS FOR ELICITATION

Inputs, Guidelines & Tools	Description
Elicitation Activity Plan	Defines logistics & scope of a specific elicitation activity
Business Analysis Approach	A “one-stop shop” for the general strategy to guide BA work on a project.
Existing Business Analysis Information	Ranges from existing project documentation to requirements development methods you can use to understanding the business.
Stakeholder Engagement Approach	Provides the business analyst with stakeholder preferences for collaboration and communication.
Supporting Materials	Include information, tools, equipment and are used to prepare the BA team and stakeholders prior to elicitation activity.

TYPES OF REQUIREMENTS ELICITATION

There are 3 common types of elicitation:

Collaborative: involves direct interaction with stakeholders, and relies on their experiences, expertise, and judgment.

Research: involves systematically discovering and studying information from materials or sources that are not directly known by stakeholders involved in the change. Stakeholders might still participate in the research. Research can include data analysis of historical data to identify trends or past results.

Experiments: involves identifying information that could not be known without some sort of controlled test. Some information cannot be drawn from people or documents—because it is unknown. Experiments can help discover this kind of information. Experiments include observational studies, proofs of concept, and prototypes.

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WHAT TO FOCUS ON DURING ELICITATION

Guide Elicitation Activity	Capture Elicitation Outcome
•Follow elicitation plan •Navigate & facilitate actual elicitation activity •Keeps things on track •Understand when you gathered enough information •Be flexible & adaptive	• activity iterat • •

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GUIDE ELICITATION ACTIVITY

In order to help guide and facilitate towards the expected outcomes, business analysts consider:

- the elicitation activity goals and agenda,
- scope of the change,
- what forms of output the activity will generate,
- what other representations the activity results will support,
- how the output integrates into what is already known,
- who provides the information,
- who will use the information,
- how the information will be used.

TECHNIQUES TO CONDUCT ELICITATION

Technique	Description
Benchmarking & Market Analysis	Used as a source of business analysis information by comparing a specific process, system, product, service, or structure with some external baseline, such as a similar organization or baseline provided by an industry association. Market analysis is used to determine what customers want and what competitors provide.
Brainstorming	Used to generate many ideas from a group of stakeholders in a short period, and to organize and prioritize those ideas.
Business Rules Analysis	Used to identify the rules that govern decisions in an organization and that define, constrain, or enable organizational operations.
Collaborative games	Used to develop a better understanding of a problem or to stimulate creative solutions.
Data Modeling	Used to understand entity relationships during elicitation.
Document Analysis	Used to review existing systems, contracts, business procedures and policies, standards, and regulations.
Focus Groups	Used to identify and understand ideas and attitudes from a group.

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TECHNIQUES TO CONDUCT ELICITATION

Technique	Description
Interface Analysis	Used to understand the interaction, and characteristics of that interaction, between two entities, such as two systems, two organizations, or two roles.
Interviews	Used to ask questions of stakeholders to uncover needs, identify problems, or discover opportunities.
Observation	Used to gain insight about how work is currently done, possibly in different locations and in different circumstances.
Process analysis	Used to understand current processes and to identify opportunities for improvement in those processes.
Process Modelling	Used to elicit processes with stakeholders during elicitation activities.
Prototyping	Used to elicit and validate stakeholders' needs through an iterative process that creates a model of requirements or designs.
Survey or Questionnaire	Used to elicit business analysis information, including information about customers, products, work practices, and attitudes, from a group of people in a structured way and in a relatively short period of time.

WORKSHOP TECHNIQUE

Workshops are used to elicit business analysis information, including information about customers, products, work practices, and attitudes, from a group of people in a collaborative, facilitated way.

A workshop is a gathering of a group of stakeholders in a project for the purpose of:

- agreeing the direction and scope of the project;
- identifying and agreeing requirements;
- examining possible solutions to the requirements;
- reviewing and approving the products of analysis, for example the requirements catalogue and the requirements specification.

CONFIRM ELICITATION RESULTS

The purpose is to check the information gathered during an elicitation session for accuracy and consistency with other information.

TASK SUMMARY: CONFIRM ELICITATION RESULTS

Elicitation Activity Plan

Existing Business Analysis Information

Elicitation Results (Unconfirmed)

Confirm Elicitation Results

Elicitation Results (Confirmed)

Analyze Current State

Assess Risks

INPUTS FOR CONFIRM ELICITATION RESULTS

Inputs, Guidelines & Tools	Description
Elicitation Activity Plan	Used to guide which alternative sources and which elicitation results are to be compared.
Existing Business Analysis information	Used to confirm the results of elicitation activities or to develop additional questions to draw out more detailed information.
Elicitation results (Unconfirmed)	Stated and unconfirmed requirements that represent the BA's documented understanding of the stakeholders' intentions and obtained through conducting one or more elicitation activities. May include risks, assumptions, and constraints.

WHAT TO FOCUS ON DURING CONFIRM ELICITATION RESULTS TASK

Compare Elicitation Results Against Source Information	Compare Elicitation Results Against Other Elicitation Results
•Lead follow-up meetings where stakeholders correct the elicitation results •Stakeholders to confirm the elicitation results independently	• • •

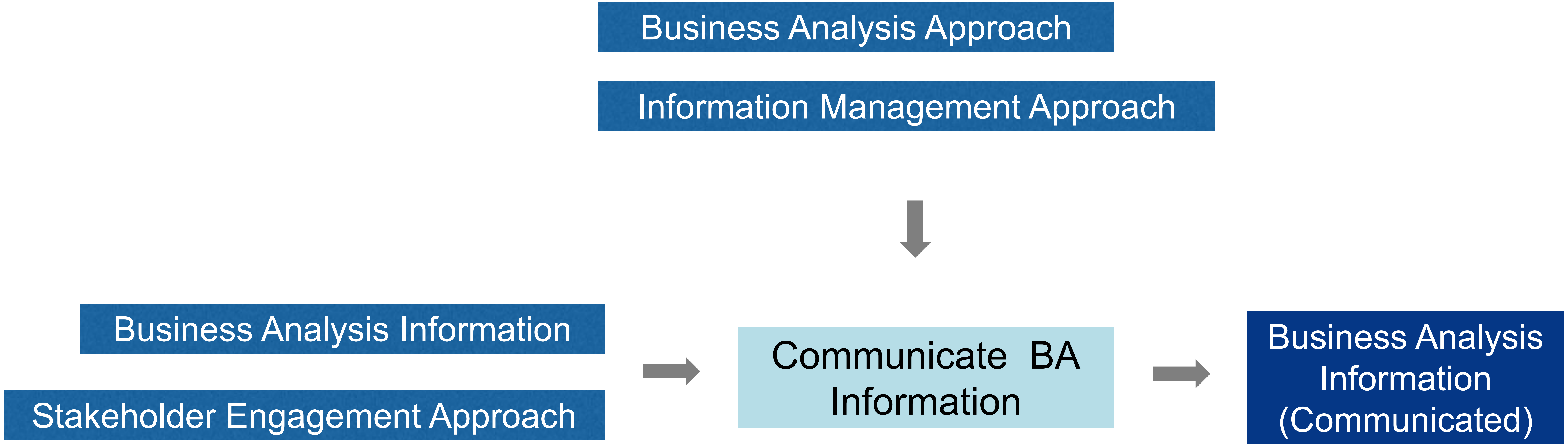
TECHNIQUES TO CONFIRM RESULTS

Technique	Description
Document Analysis	Used to confirm elicitation results against source information or other existing documents.
Interviews	Used to confirm the business analysis information and to confirm that the integration of that information is correct.
Reviews	Used to confirm a set of elicitation results. Such reviews could be informal or formal depending on the risks of not having correct and relevant information.
Workshops	Used to conduct reviews of the drafted elicitation results. A predetermined agenda, scripts, or scenario tests may be used to walk through the elicitation results, and feedback is requested from the participants and recorded.

COMMUNICATE BUSINESS ANALYSIS INFORMATION

The purpose is to ensure stakeholders have a shared understanding of business analysis information.

TASK SUMMARY: COMMUNICATE BUSINESS ANALYSIS INFORMATION



INPUTS FOR COMMUNICATE BUSINESS ANALYSIS INFORMATION

Inputs, Guidelines	Description
Business Analysis Information	Any kind of information at any level of detail that is used as an input or output of business analysis work. Business analysis information becomes an input for this task when the need is discovered to communicate the information to additional stakeholders.
Stakeholder Engagement Approach	Describes stakeholder groups, roles, and general needs regarding communication of business analysis information.
Business Analysis Approach	Describes the level of detail and formality required, frequency of the communications, and how communications could be affected by the number and geographic dispersion of stakeholders.
Information Management Approach	Helps determine how business analysis information will be stored, packaged and communicated to stakeholders.

DETERMINE OBJECTIVES AND FORMAT OF COMMUNICATION

To help decide how to present requirements, business analysts ask the following types of questions:

- Who is the audience of the package?
- What will each type of stakeholder understand and need from the communication?
- What is each stakeholder’s preferred style of communication or learning?
- What information is important to communicate?
- Are the presentation and format of the package, and the information contained in the package, appropriate for the type of audience?
- How does the package support other activities?
- Are there any regulatory or contractual constraints to conform to?

COMMUNICATE BUSINESS ANALYSIS PACKAGE

The purpose of communicating the business analysis information is to provide stakeholders with the appropriate level of detail about the change. Business analysts should select the appropriate communication platform:

Group collaboration: used to communicate the package to a group of relevant stakeholders at the same time. It allows immediate discussion about the information and related issues.

Individual collaboration: used to communicate the package to a single stakeholder at a time. It can be used to gain individual understanding of the information when a group setting is not feasible, most productive, or going to yield the best results.

E-mail or other non-verbal methods: used to communicate the package when there is a high maturity level of information that will need little or no verbal explanation to support it.

TECHNIQUES TO COMMUNICATE BA INFO

Technique	Description
Interviews	Used to individually communicate information to stakeholders.
Reviews	Used to provide stakeholders with an opportunity to express feedback, request required adjustments, understand required responses and actions, and agree or provide approvals. Reviews can be used during group or individual collaboration.
Workshops	Used to provide stakeholders with an opportunity to express feedback and to understand required adjustments, responses, and actions. They are also useful for gaining consensus and providing approvals. Typically used during group collaboration.

MANAGE STAKEHOLDER COLLABORATION

The purpose is to encourage stakeholders to work towards a common goal.

TASK SUMMARY: MANAGE STAKEHOLDER COLLABORATION

Business Analysis Approach

Business Objectives

Future State Description

Recommended Actions

Risk Analysis Result

Business Analysis Performance Assessment

Stakeholder Engagement Approach

Manage Stakeholder Collaboration

Stakeholder Engagement

INPUTS TO MANAGE STAKEHOLDER COLLABORATION

Inputs, Guidelines	Description
Stakeholder Engagement Approach	Describes the types of expected engagement with stakeholders and how they might need to be managed.
BA Performance Assessment	Provides key information about the effectiveness of business analysis tasks being executed, including those focused on stakeholder engagement.
BA Approach	Describes the nature and level of collaboration required from each stakeholder group to perform planned business analysis activities.
Business Objectives	Describe the desired direction needed to achieve the future state. They can be used to focus diverse stakeholders on a common vision of the desired business outcomes.
Future State Description	Defines the desired future state and the expected value it delivers which can be used to focus diverse stakeholders on the common goal.
Recommended Actions	Communicating what should be done to improve the value of a solution can help to galvanize support and focus stakeholders on a common goal.
Risk Analysis Results	Stakeholder-related risks will need to be addressed to ensure stakeholder collaboration activities are successful.

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WHAT TO FOCUS ON DURING MANAGE STAKEHOLDER COLLABORATION TASK

Gain Agreement on Commitments: The terms and conditions of time and resource commitments should be discussed and negotiated as early as possible to avoid or minimize conflicts.

Monitor Stakeholder Engagement: The right stakeholders need to participate on the right things in order for the work to be done correctly. Keeping stakeholders engaged and interested in the business analysis work is also essential.

Collaboration: BA should encourage free flow of information, ideas, and innovations when working with stakeholders. Collaboration requires regular, frequent, bidirectional communication between the BA team and the stakeholders.

TECHNIQUES TO MANAGE STAKEHOLDER COLLABORATION

Technique	Description
Collaborative Games	Used to stimulate teamwork and collaboration by temporarily immersing participants in a safe and fun situation in which they can share their knowledge and experience on a given topic, identify hidden assumptions, and explore that knowledge in ways that may not occur during the course of normal interactions.
Lessons Learned	Used to understand stakeholders' satisfaction or dissatisfaction, and offer them an opportunity to help improve the working relationships.
Risk Analysis Management	Used to identify and manage risks as they relate to stakeholder involvement, participation, and engagement.
Stakeholder List, Map, or Personas	Used to determine who is available to participate in the business analysis work, show the informal relationships between stakeholders, and understand which stakeholders should be consulted about different kinds of business analysis information.