Requirements elicitation is one of the most challenging activities for business analysis. Because the requirements serve as the foundation for the solution to the business needs it is essential that the requirements be complete, clear, correct, and consistent. Leveraging proven means to elicit requirements will help meet these quality goals. Requirements elicitation involves identifying sources of requirements, as well as identifying the methods to draw out requirements from these sources. A crafty business analyst will ensure that the stakeholders collaborate on the requirements and design, ensuring consistent scope is maintained. This course will cover techniques for elicitation and collaboration with your stakeholders. This course will provide a standardized process that will be customized through the use of a variety of elicitation and collaboration techniques.

Skills Gained

- Determine the most effective elicitation / collaboration technique based on the situation you face
- Learn to receive information effectively
- Understand the pros and cons for a variety elicitation / collaboration techniques
- Appreciate the challenges of stakeholders providing the information
- Walk away with templates for performing business analysis tasks
- You will have requirements elicitation / collaboration techniques to incorporate in your day-to-day work life
- Recognize stakeholder non-verbal cues and flex your approach appropriately
- Understand the impact of trust on requirements elicitation and collaboration
- Ways to build trust quickly
- Minimize the risk of missing requirements

Who Can Benefit

- Business Analysts
- Developers
- Data Modelers
- Process Modelers
- Project Managers
- Business Architects
- Testers

Course Details

I. Overview of Elicitation and Collaboration
This course is intended to provide guidance to business analysts when preparing, conducting, communicating and confirming business analysis work. This course takes a deep dive into the elicitation and collaboration tasks involved when utilizing generally accepted elicitation and collaboration techniques. This section provides for a lively kick-off of conversations to:

- Define elicitation and collaboration
- Benefits of iterative elicitation and collaboration
- Overview of how the Elicitation and Collaboration Knowledge Area relates to the other knowledge areas according to the BABOK®
- Overview of the IIBA®'s Business Analysis Core Concept Model™
- Discuss why is elicitation difficult
- Understand the impact of trust on requirements elicitation

II. Overview of Elicitation and Collaboration Techniques
We think of this as “doing our homework” to ask the right questions of the right stakeholders and build our creditability with stakeholders. There are two generally accepted techniques for eliciting information from existing non-human sources. In this section, the participants will utilize these techniques to start to build requirements and questions to be verified by stakeholders.

- Group exercise to consider elicitation and collaboration techniques used today
- Introduce the elicitation and collaboration techniques
- Group exercise to define advantages and disadvantages introduced techniques
- Introduce the three technique categories to include Collaborative, Research and Experiments
- Discuss utilization of ground rules for interactive stakeholder involvement
- Discuss impact of body language and verbal cue

III. Building Business Context
We think of this as “doing our homework” to ask the right questions of the right stakeholders and build our creditability with stakeholders.

- Discussion of business context understanding
- Exercise to introduce and build an understanding of the case study organization’s business context

IV. Problem Domain Scope Discovery
It is human nature for our stakeholders to jump to a solution before clearly identifying the problem. In this section, the participants will utilize techniques to drive to the problem statement which will then allow for identification requirements and design that will ultimately solve the problem. This will also allow for relevant questions to stakeholders for collaboration.

- Exercise to identify questions that will drive out the problem statement
- Introduce a fictitious but realistic case study to gain hands on practice with the elicitation and collaboration techniques
- Exercise to review the project request
- Develop a plan for scope definition
- Introduce the Interface Analysis technique
- Group exercise to analyze an "As-Is" Context Diagram and create "To-Be" Context Diagram
- Introduce the Collaborative Games technique
- Group exercise to perform a collaborative game which will drive out functions and features of the problem domain
- Exercise to develop scope definition and gain consensus with project sponsor
V. Solution Elicitation and Consensus

- Discussion of Requirements and Design Cycle
- Develop a plan for elicitation and collaboration of solution requirements and design definition discovery
- Introduce Process Modeling technique
- Exercise to develop a process model for the "As-Is" process defining questions for follow-up with stakeholders
- Introduce Process Analysis technique
- Exercise to develop recommendations to solve for gaps and areas of improvement
- Exercise to collaborate on recommendations
- Introduce Survey / Questionnaire technique
- Group exercise to build and distribute a survey
- Group exercise to analyze survey results and presentation of survey results
- Introduce Review technique
- Exercise to conduct a review of business analysis work product for consensus

VI. Elicitation Planning

- Facilitate the elicitation plan discussion
- Group exercise to plan elicitation activities for some fictitious examples

In-Class Group Exercises

In-class exercises help you identify and examine first-hand problems that you may be experiencing eliciting requirements. Through group effort, you and your peers will discuss ways your department or company should be engaging stakeholders to determine what the solution must provide. You will also identify and practice strategies that you and your organization can use to better manage customer expectations and obtain critical stakeholder ownership of the solution.

- Practice elicitation and collaboration techniques - using a case study
- Practice doing some research to elicit information prior to engaging stakeholders
- Learn about multiple event based elicitation technique to engage stakeholders – it's more than just interviews
- Learn to ask effective, non-biased, context-free questions
- Practice engaging stakeholders in a conflict-oriented environment
- Utilize techniques to facilitate stakeholder groups to achieve goals