Elicitation and Collaboration

Chapter Study Group
Learning Materials

PD hours/CDU: CH71563-01-2018 (3 hours each session)
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## 2018 STUDY GROUP SESSIONS

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AGENDA

- (6:00 – 6:15) Review of Chapter 3 (15 minutes)
- (6:15 – 6:20) Introduction of Chapter 4 (5 minutes)
- (6:20 – 6:45) 4.1 Prepare for Elicitation (25 minutes)
- (6:45 – 7:10) 4.2 Conduct Elicitation (+ group discussion, 30 minutes)
- (7:10 – 7:25) Beak (15 minutes)
- (7:25 – 7:45) 4.3 Confirm Elicitation Results (20 minutes)
- (7:45 – 8:10) 4.4 Communicate BA Information (25 minutes)
- (8:10 – 8:40) 4.5 Manage Stakeholder Collaboration (+ group discussion 30 minutes)
- (8:40 – 8:55) Group Practice (15 minutes)
CHAPTER 3 REVIEW

• Give an example of how the business analysis approach was planned (selected) in a project/initiative that you have participated in.

• What is the difference between metric and measure?

• In the context of the company you work for, please list and describe your favorite KPIs. Explain why.

• Give an example of stakeholder analysis in a recent project/initiative that you participated in.
 CHAPTER 4 INTRODUCTION

• The knowledge area is considered the main path for discovering requirements and design information. It describes the tasks a business analyst performs to obtain and confirm information from stakeholders.

• A few key items to understand within the knowledge area are:
  • It is collaborative
  • It is not a “phase”
  • It is ongoing as long as analysis work is occurring
  • Should not be considered an “isolated” activity
  • May trigger additional elicitation activities to obtain details to fill in gaps and increase understanding
CHAPTER 4 INTRODUCTION

Elicitation and Collaboration
CHAPTER 4 INTRODUCTION

- **Input**
  - Needs
  - Business Analysis Information
  - 3.2 Stakeholder Engagement Approach
  - 3.5 Business Analysis Performance Assessment

- **Tasks**
  - 4.1 Prepare for Elicitation
  - 4.2 Conduct Elicitation
  - 4.3 Confirm Elicitation Results
  - 4.4 Communicate Business Analysis Information
  - 4.5 Manage Stakeholder Collaboration

- **Output**
  - 4.1 Elicitation Activity Plan
  - 4.2 Elicitation Results (unconfirmed)
  - 4.3 Elicitation Results (confirmed)
  - 4.4 Business Analysis Information (communicated)
  - 4.5 Stakeholder Engagement
# APPLY THE BACCM

<table>
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<tr>
<th>Core Concept</th>
<th>Elicitation and Collaboration</th>
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<tr>
<td>Change</td>
<td>Use elicitation techniques to fully identify the characteristics of the change including concerns that stakeholders have</td>
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<td>Need</td>
<td>Elicit, confirm, and communicate needs and supporting business analysis information</td>
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<tr>
<td>Solution</td>
<td>Elicit, confirm, and communicate necessary or desired characteristics of proposed solutions</td>
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<td>Stakeholder</td>
<td>Manage the collaboration with the stakeholders who participate in the business analysis work</td>
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<td>Value</td>
<td>Collaborate with stakeholders to assess the relative value of information provided through elicitation</td>
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<td>Context</td>
<td>Apply elicitation techniques to identify business analysis information about the context that may affect the change</td>
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4.1 Prepare for Elicitation
4.1 PREPARE FOR ELICITATION

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

• **Description**
  • Business analysts prepare for elicitation by defining the desired outcomes of the activity, considering the stakeholders involved and the goals of the initiative.
  • This task includes:
    • Determining which work products will be produced using the elicitation results
    • Deciding which techniques are best suited to produce those results
    • Establishing the elicitation logistics
    • Identifying any supporting materials needed
    • Understanding circumstances to foster collaboration
4.1 PREPARE FOR ELICITATION

Guidelines and Tools
- Business Analysis Approach
- Business Objectives
- Existing Business Analysis Information
- Potential Value

Input
- Needs
- 3.2 Stakeholder Engagement Approach

Output
- 4.1 Prepare for Elicitation
  - Activity Plan

Tasks Using This Output
- 4.2 Conduct Elicitation
- 4.3 Confirm Elicitation Results
4.1 PREPARE FOR ELICITATION

1. **Inputs**

   - **Needs**
     - Guides the preparation in terms of the scope and purpose of elicitation activities.
     - Elicitation can be used to discover the needs, but in order to get started there must be some need that exists—even if it has not yet been fully elicited or understood.

   - **Stakeholder Engagement Approach**
     - Understanding stakeholders' communication and collaboration needs helps plan and prepare appropriate and effective elicitation events.
4.1 PREPARE FOR ELICITATION

• Understand the Scope of Elicitation
  • To determine the type of business analysis information to be discovered during the elicitation activity and the techniques that may be used business analysts consider:
    1. Business domain
    2. Overall corporate culture and environment
    3. Stakeholder locations
    4. Stakeholders who are involved and their group dynamics
    5. Expected outputs the elicitation activities will feed
    6. Skills of the business analysis practitioner
    7. Strategy or solution approach
    8. Scope of future solution
    9. Possible sources of the business analysis information that might feed into the specific elicitation activity.
Select Elicitation Techniques

In most cases, multiple techniques are used during an elicitation activity.

The techniques used depend on cost and time constraints, the types of business analysis information sources and their access, the culture of the organization, and the desired outcomes.

The business analyst may also factor in the needs of the stakeholders, their availability, and their location (co-located or dispersed).

Choosing the right techniques and ensuring each technique is performed correctly is extremely important to the success of the elicitation activity.
4.1 PREPARE FOR ELICITATION

• **Select Elicitation Techniques**
  - When selecting elicitation techniques, business analysts consider:
    - Techniques commonly used in similar initiatives
    - Techniques specifically suited to the situation
    - Tasks needed to prepare, execute, and complete each technique.
  - Due to changing dynamics and situations, the business analyst may be required to adjust the initial selections by incorporating more appropriate techniques. A thorough understanding of the variety of techniques available assists the business analyst in adapting to changing circumstances.
4.1 PREPARE FOR ELICITATION

2. Elements

- **Set Up Logistics**
  - Logistics are planned prior to an elicitation activity. The logistics for each elicitation activity include identifying:
    - Activity's goals
    - Participants and their roles
    - Scheduled resources, including people, rooms, and tools
    - Locations
    - Communication channels
    - Techniques
    - Languages used by stakeholders (oral and written).
  - The logistics may also involve creating an agenda if other stakeholders are involved.
4.1 PREPARE FOR ELICITATION

• Secure Supporting Material
  • Business analysts identify sources of information that are needed to conduct the elicitation activity.
  • This information may be about:
    • People
    • Systems
    • Historical data
    • Materials
    • Documents
  • Documents could include:
    • Existing system documents
    • Relevant business rules
    • Organizational polices
    • Regulations
    • Contracts
4.1 PREPARE FOR ELICITATION

- **Secure Supporting Material**
  - Supporting materials might also take the form of outputs of analysis work, such as draft versions of analysis models (refer to 7.1 Specify and Model Requirements, BABOK v3).
  - Business analysts procure or develop the materials and tools needed.
  - Additional planning for experimental elicitation might be required if novel tools, equipment, or techniques are going to be used.
4.1 PREPARE FOR ELICITATION

- **Prepare Stakeholders**
  - Help ensure buy-in from all necessary stakeholders.

- **Prepare Stakeholders by:**
  - Educating stakeholders on how an elicitation technique works or what information is needed to help them understand the **validity** and **relevance** of the information elicited
  - Requesting that stakeholders review supporting materials prior to the elicitation activity
  - Providing an agenda in advance to support stakeholders in coming prepared to the activity with the necessary frame of mind and information
4.1 PREPARE FOR ELICITATION

• Business Analysts Approach
  • Sets the general strategy to be used to guide the business analysis work, this includes:
    • General methodology
    • Types of stakeholders
    • How stakeholders should be involved
    • List of stakeholders
    • Timing of the work
    • Expected format and level of detail of elicitation results
    • Identified challenges and uncertainties

3. Guidelines and Tools
4.1 PREPARE FOR ELICITATION

- **Business Objectives**
  - Describe the desired direction needed to achieve the future state. They can be used to:
    - Plan and prepare elicitation events
    - To develop supporting materials

- **Existing Business Analysis Information**
  - May provide a better understanding of the goals of the elicitation activity.
  - May aid in preparing for elicitation.

- **Potential Value**
  - Describes the value to be realized by implementing the proposed future state.
  - Can be used to shape elicitation events.
4.1 PREPARE FOR ELICITATION

- **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.
4.1 PREPARE FOR ELICITATION

- **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.
4.1 PREPARE FOR ELICITATION

• Risk Analysis and 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.
4.1 PREPARE FOR ELICITATION

5. Stakeholders

- **Domain Subject Matter Expert**
  - Provides supporting materials as well as guidance about which other sources of business analysis information to consult.
  - May also help to arrange research, experiments, and facilitated elicitation.

- **Project Manager**
  - Ensures that the appropriate people and resources are available to conduct the elicitation.

- **Sponsor**
  - Has the authority to approve or deny a planned elicitation event.
  - Authority to authorize and require the participation of specific stakeholders.
4.1 PREPARE FOR ELICITATION

- Elicitation Activity Plan
  - Used for each elicitation activity.
  - It includes:
    - Logistics
    - Scope of the elicitation activity
    - Selected techniques
    - Supporting materials
4.1 PREPARE FOR ELICITATION

Exercise
4.2 Conduct Elicitation
4.2 CONDUCT ELICITATION

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

• **Description**
  • There are three 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.
4.2 CONDUCT ELICITATION

Guidelines and Tools
- Business Analysis Approach
- Existing Business Analysis Information
- Stakeholder Engagement Approach
- Supporting Materials

Input
- 4.1 Elicitation Activity Plan

Output
- 4.2 Conduct Elicitation
- 4.2 Elicitation Results (unconfirmed)

Tasks Using This Output
- 4.3 Confirm Elicitation Results
4.2 CONDUCT ELICITATION

1. Inputs

• **Elicitation Activity Plan**
  • Includes the following:
    • Planned elicitation activities and techniques
    • Activity logistics (for example, date, time, location, resources, agenda)
    • Scope of the elicitation activity
    • Available sources of background information
4.2 CONDUCT ELICITATION

• **Guide Elicitation Activity**
  
  • Understanding the proposed **representations** of business analysis information, which were defined in planning, helps ensure that the elicitation activities are focused on producing the **intended information at the desired level of detail**. This applies to **each instance** of an elicitation activity throughout a change and may vary based on the 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
4.2 CONDUCT ELICITATION

• **Guide Elicitation Activity**
  • In order to help guide and facilitate towards the expected outcomes, business analysts consider:
    • How the output integrates into what is already known,
    • Who provides the information
    • Who will use the information
    • How the information will be used.
  • The business analyst needs to recognize that in the **moment** to determine the next step; either acknowledge it and continue, or guide the conversation differently.
  • The business analyst also uses this information to determine when there has been sufficient elicitation, in order to **stop** the activity.
4.2 CONDUCT ELICITATION

- **Capture Elicitation Outcomes**
  - Conducting elicitation is frequently **iterative** and takes place in a series of sessions—**in parallel** or **in sequence**—according to the scope of the elicitation activity (see 4.1 Prepare for Elicitation). If the elicitation activity is unplanned, outcomes are captured and integrated into the appropriate planned outcomes.
  - Capturing the elicitation outcomes helps to ensure that the information produced during elicitation activities is recorded for later reference and use.
4.2 CONDUCT ELICITATION

3. Guidelines and Tools

- **Business Analysis Approach**
  - Influences how each elicitation activity is performed, as it identifies the types of outputs that will be needed based on the approach.

- **Existing Business Analysis Information**
  - May guide the questions posed during elicitation and the approach used to draw out information from various stakeholders.

- **Stakeholder Engagement Approach**
  - Provides collaboration and communication approaches that might be effective during elicitation.
4.2 CONDUCT ELICITATION

- **Supporting Materials**
  - Includes any materials to prepare both the business analyst and participants before elicitation.
  - Includes any information, tools, or equipment to be used during the elicitation.
4.2 CONDUCT ELICITATION

- Benchmarking and Market analysis
  - Source of information used to compare specific processes, systems, services, structure with an external baseline.
  - Determines customer wants and what competitors provide.

- Brainstorming
  - Generates many ideas in a short period of time.
  - Allows for organization and prioritization of those ideas.

- Business Rules Analysis
  - Identifies rules used to govern decisions.
  - Rules define, constrain, enable operations.
4.2 CONDUCT ELICITATION

- **Collaborative Games**
  - Develops a better understanding of a problem
  - Stimulate creative solutions

- **Concept Modeling**
  - Identifies key terms and ideas of importance
  - Defines the relationship of the key terms and ideas

- **Data Mining**
  - Used to identify pertinent information and patterns

- **Data Modeling**
  - Used to understand relationships
4.2 CONDUCT ELICITATION

- **Document Analysis**
  - Review of existing systems, contracts, business procedures, policies, standards, and regulations.

- **Focus Groups**
  - Identify and understand ideas and attitudes.

- **Interface Analysis**
  - Aids in understanding the interaction, and the characteristics of that interaction between two entities.
    - Systems
    - Roles
    - Organization
4.2 CONDUCT ELICITATION

• **Interviews**
  - Used to ask questions and uncover needs of stakeholders
  - Identities problems
  - Uncovers additional opportunities

• **Mind Mapping**
  - Used to generate many ideas from a group in limited amount of time
  - Organize and prioritize ideas

• **Observation**
  - Gain insight how current process is done in different environments or circumstances
4.2 CONDUCT ELICITATION

- **Process Analysis**
  - Understanding the current process and to identify opportunities for improvement.

- **Process Modeling**
  - Used to elicit processes from participants during activities.

- **Prototyping**
  - Elicit and validate needs through an iterative process.
  - Creates a model or requirements or designs.
4.2 CONDUCT ELICITATION

- **Survey or Questionnaire**
  - Elicit business analysis information thru a series of questions.
  - Large audience in a short amount of time.
  - Provides information about customers, products, practices, and attitudes.

- **Workshops**
  - Elicit business analysis information thru a more structured and facilitated method.
  - Provides information about customers, products, practices, and attitudes.
4.2 CONDUCT ELICITATION

- **Customer**
  - Will provide valuable business analysis information during elicitation.

- **Domain Subject Matter Expert**
  - Has expertise in some aspect of the situation and can provide the required business analysis information.
  - Often guides and assists the business analyst in identifying appropriate research sources, and may help to arrange research, experiments, and facilitated elicitation.

- **End User**
  - User of existing and future solutions, who should participate in elicitation.
4.2 CONDUCT ELICITATION

• **Implementation Subject Matter Expert**
  - Designs and implements a solution and provides specialist expertise.
  - Can participate in elicitation by asking clarifying questions and offering alternatives.

• **Sponsor**
  - Authorizes and ensures that the stakeholders necessary to participate in elicitation are involved.

• **Any Stakeholders**
  - Could have relevant knowledge or experience to participate in elicitation activities.
4.2 CONDUCT ELICITATION

• Elicitation Results (unconfirmed)
  • Captured information in a format that is specific to the elicitation activity.
GROUP DISCUSSION

• What are the common elicitation techniques that you’ve used in your organization?

• Can you share some best practices and tips for each of them?
4.2 CONDUCT ELICITATION

Exercise
4.3 Confirm Elicitation Results
4.3 CONFIRM ELICITATION RESULTS

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

• **Description**
  • Elicited information is confirmed to identify any problems and resolve them before resources are committed to using the information.
  • Elicitation results can be compared against their source and other elicitation results to ensure consistency.
  • Collaboration with stakeholders might be necessary to ensure their inputs are correctly captured and that they agree with the results of non-facilitated elicitation.
4.3 CONFIRM ELICITATION RESULTS

• Description
  • This review may discover errors, omissions, conflicts, and ambiguity.
  • If information is not correct or inconsistent, the business analyst determines what is correct, which can require more elicitation to determine the correct information or resolve the discrepancies, respectively.
  • Committing resources to business analysis activities based on unconfirmed elicitation results may mean stakeholder expectations are not met.
  • Confirming the elicitation results is a much less rigorous and formal review than what occurs during analysis (for more information, see 7.1 Specify and Model Requirements).
4.3 CONFIRM ELICITATION RESULTS

Input

4.2 Elicitation Results (unconfirmed)

Guidelines and Tools

- Elicitation Activity Plan
- Existing Business Analysis Information

Output

4.3 Confirm Elicitation Results

4.3 Elicitation Results (confirmed)

Tasks Using This Output

- 6.1 Analyze Current State
- 6.3 Assess Risks
4.3 CONFIRM ELICITATION RESULTS

• Elicitation Results (unconfirmed)
  • Capture information in a format specific to the elicitation activity.
4.3 CONFIRM ELICITATION RESULTS

- **Compare Elicitation Results Against Source Information**
  - Task 4.2 Conduct Elicitation describes sources from which elicitation results may be derived, including documents and stakeholder knowledge.
  - The business analyst may lead follow-up meetings where stakeholders correct the elicitation results.
  - Stakeholders may also confirm the elicitation results independently.
4.3 CONFIRM ELICITATION RESULTS

• Compare Elicitation Results Against Other Elicitation Results
  • Business analysts compare results collected through multiple elicitation activities to confirm that the information is consistent and accurately represented.
  • With comparisons, business analysts identify variations in results and resolve them in collaboration with stakeholders.
  • Comparisons may also be made with historical data to confirm more recent elicitation results.
  • Inconsistencies in elicitation results are often uncovered when business analysts develop specifications and models (models may be developed during an elicitation activity to improve collaboration).
4.3 CONFIRM ELICITATION RESULTS

- **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.
  - Used to develop additional questions to draw out more detailed information.
4.3 CONFIRM ELICITATION RESULTS

- **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, useful, and relevant information.
4.3 CONFIRM ELICITATION RESULTS

- **Workshops**
  - Used to conduct reviews of the drafted elicitation results using any level of formality.
  - 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.
4.3 CONFIRM ELICITATION RESULTS

- **Domain Subject Matter Experts**
  - People with substantial knowledge, experience, or expertise about the business analysis information being elicited, or about the change or the solution, help to confirm that elicitation results are correct, and can help to identify omissions, inconsistencies and conflicts in elicitation results.
  - They can also confirm that the right business analysis information has been elicited.

- **Any stakeholder**
  - All types of stakeholders may need to participate in confirming elicitation results.
4.3 CONFIRM ELICITATION RESULTS

- **Elicitation Results (confirmed)**
  - Integrated output that the business analyst and other stakeholders agree correctly reflects captured information and confirms that it is relevant and useful as an input to further work.
4.3 CONFIRM ELICITATION RESULTS

Exercise
4.4 Communicate Business Analysis Information
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

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

• **Description**
  • Business analysts must communicate *appropriate* information to stakeholders at the *right time* and in *formats that meet their needs*.
  • Consideration is given to expressing the information in language, tone, and style that is *appropriate to the audience*.
  • Communicating information does not simply involve pushing information out and assuming it was received and understood.
  • The method of delivering the information may need to *change* if the stakeholders are not receiving or understanding it.
  • **Multiple forms of communication** might be required for the same information.
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

• **Description**
  - Communication of business analysis information is bi-directional and iterative. It involves determining:
    - Recipients
    - Content
    - Purpose
    - Context
    - Expected outcomes

• In communication, business analysts:
  - Engage stakeholders to ensure they **understand** the information and **gain agreement**
  - Act on any disagreements
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

Guidelines and Tools
- Business Analysis Approach
- Information Management Approach

Input
- Business Analysis Information
- Stakeholder Engagement Approach

Output
- Communicate Business Analysis Information (communicated)
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

1. Inputs

- **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.
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

• Determine Objectives and Format of Communication
  • Reasons for communicating includes—but not limited to—the following:
    • Communication of requirements and designs to stakeholders
    • Early assessment of quality and planning
    • Evaluation of possible alternatives
    • Formal reviews and approvals
    • Inputs to solution design
    • Conformance to contractual and regulatory obligations
    • Maintenance for reuse.

• The primary goal of developing a package is to convey information clearly and in usable format for continuing change activities.
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

• **Determine Objectives and Format of Communication**
  
  • **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?
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

2. Elements

- **Determine Objectives and Format of Communication**
  - Possible forms for packages may include:
    - **Formal Documentation**: is usually based on a template used by the organization and may include text, matrices, or diagrams. It provides a stable, easy to use, long-term record of the information.
    - **Informal Documentation**: may include text, diagrams, or matrices that are used during a change but are not part of a formal organizational process.
    - **Presentations**: deliver a high-level overview appropriate for understanding goals of a change, functions of a solution, or information to support decision making.
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

2. Elements

• Communicate Business Analysis Package
  • This is to provide stakeholders with the appropriate level of detail about the change so they can understand the information it contains.
  • Stakeholders are given the opportunity to review the package, ask questions about the information, and raise any concerns they may have.
  • Selecting the appropriate communication platform is also important.
2. Elements

4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

• Communicate Business Analysis Package
  • Common communication platforms include:
    • **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.
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

- **Business Analysis Approach**
  - Describes how the various types of information will be disseminated rather than what will be disseminated.
  - 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 packaged and communicated to stakeholders.
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

• **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 collaborate.
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

- **End User**
  - Needs to be communicated with frequently so they are aware of relevant business analysis information.

- **Customer**
  - Needs to be communicated with frequently so they are aware of relevant business analysis information.

- **Domain Subject Matter Expert**
  - Needs to understand the business analysis information as part of confirming and validating it throughout the change initiative.
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

• Implementation Subject Matter Expert
  • Needs to be aware of and understand the business analysis information, particularly requirements and designs, for implementation purposes.

• Tester
  • Needs to be aware of and understand the business analysis information, particularly requirements and designs for testing purposes.

• Any stakeholder
  • All types of stakeholders will likely need to be communicated with at some point during the change initiative.
4.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION

- Business Analysis Information (communicated)
  - Business analysis information is considered communicated when the target stakeholders have reached an understanding of its content and implication.
Exercise
4.5 Manage Stakeholder Collaboration
4.5 MANAGE STAKEHOLDER COLLABORATION

• **Purpose**
  • To encourage stakeholders to work towards a common goal.

• **Description**
  • In this task, the business analyst does the following with stakeholders:
    • Identifies stakeholders
    • Confirms their roles
    • Communicates with them to ensure that the **right stakeholders** participate at the **right times** and in the **appropriate roles**
4.5 MANAGE STAKEHOLDER COLLABORATION

• Description
  • This is an ongoing activity.
  • Begins once stakeholders have been identified and analyzed
  • New stakeholders may be identified at any point during an initiative.
  • Each stakeholder's role, responsibility, influence, attitude, and authority may change over time.
  • The more significant the impact of the change or its visibility -> the more attention is directed to managing stakeholder collaboration.
  • To capitalize on positive reactions, and mitigate or avoid negative reactions.
4.5 MANAGE STAKEHOLDER COLLABORATION

• **Description**
  - Constantly monitor and assess each stakeholder’s attitude to determine if it might affect their involvement in the business analysis activities.
  - Effects of poor relationships with stakeholders:
    - failure to provide quality information
    - strong negative reactions to setbacks and obstacles
    - resistance to change
    - lack of support for, and participation in, business analysis work
    - business analysis information being ignored

• Modify effects of poor relationships with stakeholders in part through strong, positive, and trust-based relationships with stakeholders.
4.5 MANAGE STAKEHOLDER COLLABORATION

Guidelines and Tools
- Business Analysis Approach
- Business Objectives
- Future State Description
- Recommended Actions
- Risk Analysis Results

Input
- 3.2 Stakeholder Engagement Approach
- 3.5 Business Analysis Performance Assessment

Output
- 4.5 Stakeholder Engagement
4.5 MANAGE STAKEHOLDER COLLABORATION

• **Stakeholder Engagement Approach**
  • Describes the types of expected engagement with stakeholders and how they might need to be managed.

• **Business Analysis Performance Assessment**
  • Provides key information about the effectiveness of business analysis tasks being executed, including those focused on stakeholder engagement.
2. Elements

• **Gain Agreement on Commitments**
  • Stakeholders participate in business analysis activities that may require *time and resource commitments*.
  • The business analyst and stakeholders **identify** and **agree** upon these **commitments** as early in the initiative as possible.
  • The specific details of the commitments can be communicated formally or informally, as long as there is explicit understanding of the expectations and desired outcomes of the commitment.
  • There may be dialogue and negotiation regarding the terms and conditions of the commitments.
  • Effective negotiation, communication, and conflict resolution skills are important to effective stakeholder management (see 9.5.4 Negotiation and Conflict Resolution).
4.5 MANAGE STAKEHOLDER COLLABORATION

2. Elements

• **Monitor Stakeholder Engagement**
  - Monitor the *participation* and *performance* of stakeholders to ensure that:
    - The right subject matter experts (SMEs) and other stakeholders are participating effectively
    - Stakeholder attitudes and interest are staying constant or improving
    - Elicitation results are confirmed in a timely manner
    - Agreements and commitments are maintained
  - Continually monitor for such *risks* as:
    - Stakeholders being diverted to other work
    - Elicitation activities not providing the quality of business analysis information required
    - Delayed approvals.
4.5 MANAGE STAKEHOLDER COLLABORATION

- **Collaboration**
  - Stakeholders are more likely to support change if business analysts **collaborate** with them and **encourage** the free flow of information, ideas, and innovations.
  - Genuine stakeholder engagement requires that all stakeholders involved feel that they **are heard**, their **opinions matter**, and their **contributions are recognized**.
  - Collaboration involves **regular, frequent, and bi-directional communication**.
  - 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.
4.5 MANAGE STAKEHOLDER COLLABORATION

- **Business Analysis 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.
**4.5 MANAGE STAKEHOLDER COLLABORATION**

- **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.
• **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.
4.5 MANAGE STAKEHOLDER COLLABORATION

- **Risk Analysis and Management**
  - Used to identify and manage risks as they relate to stakeholder involvement, participation, and engagement.

- **Stakeholder List, Map, or Personas**
  - Used to determine the following:
    - Who is available to participate in the business analysis work
    - Show the informal relationships between stakeholders
    - Understand which stakeholders should be consulted about different kinds of business analysis information
4.5 MANAGE STAKEHOLDER COLLABORATION

• All Stakeholders
  • All types of stakeholders who might be involved in collaboration during change.

5. Stakeholders
4.5 MANAGE STAKEHOLDER COLLABORATION

- **Stakeholder Engagement:**
  - Willingness from stakeholders to engage in business analysis activities and interact with the business analyst when necessary.
GROUP DISCUSSION

• In your organization, how do you determine which stakeholders will be included on the project?

• How do you differentiate between project team members and SMEs?
CHAPTER 4

Group Practice