

BA - BOOTCAMP



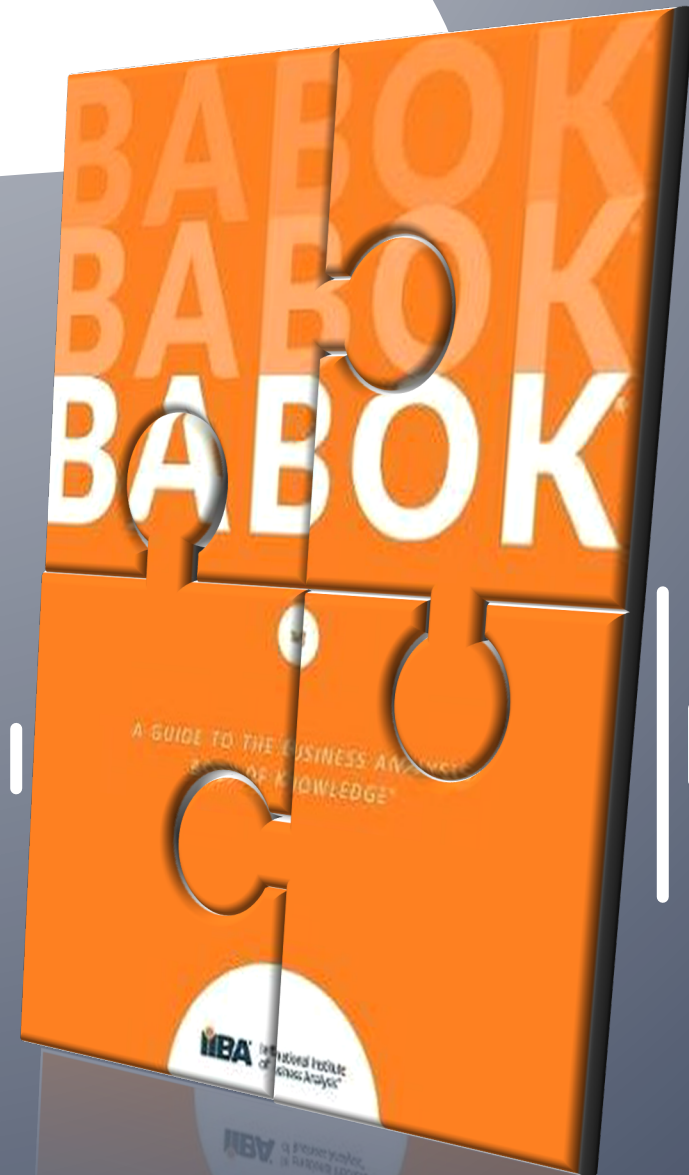
THE BABOK® UNTANGLED SERIES

EPISODE 5

**ELICITATION &
COLLABORATION
(Chapter 4)**



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EPISODE 01

Introduction to BABOK® and the Key Concepts

EPISODE 02

Business Analysis Perspectives

EPISODE 03

Strategy Analysis (incl Techniques)

EPISODE 04

Business Analysis Planning and Monitoring (incl Techniques)

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Elicitation & Collaboration (incl Techniques)

EPISODE 06

Requirements Analysis & Design Definition ((incl Techniques)

EPISODE 07

Requirements Life Cycle Management (incl Techniques)

EPISODE 08

Solution Evaluation (incl Techniques)

EPISODE 09

Business Analysis Competencies

CONTEXT OF TODAY

BABOK®

Key Concepts



Foundation of BABOK and the conceptual framework for business analysis BACCM.

Knowledge Areas

Knowledge areas represent areas of specific business analysis expertise that encompass several tasks.

Underlying Competencies

Knowledge, skills, behaviours, characteristics, and personal qualities that help perform the role of the business analyst.

Techniques

Techniques provide additional information on ways that a task may be performed.

Perspectives



Perspectives provide focus to tasks and techniques specific to the context of the initiative

1

Business Analysis Planning & Monitoring



Task...

Task...

A task is a discrete piece of work that may be performed as part of business analysis.

2

Elicitation & Collaboration

3

Requirements Life Cycle Management

4

Strategy Analysis



5

Requirements Analysis & Design Definition

6

Solution Evaluation

Purpose

.. Why to perform

Description

.. What to perform

Inputs

.. Prerequisites

Elements

.. How to perform

Guidelines / Tools

.. Undertake action

Techniques

.. Using to perform

Stakeholders

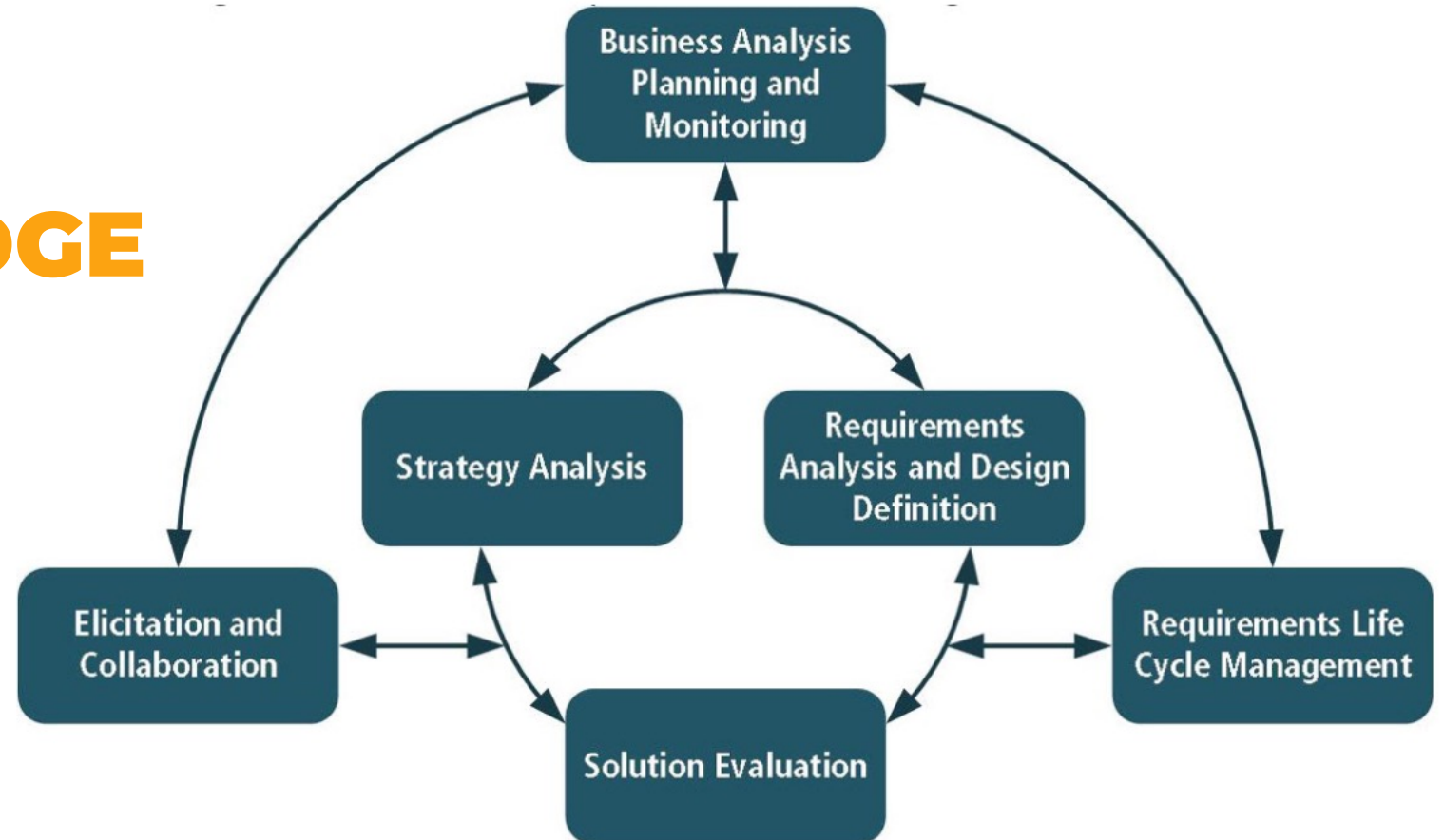
.. People involved

Outputs

.. The result

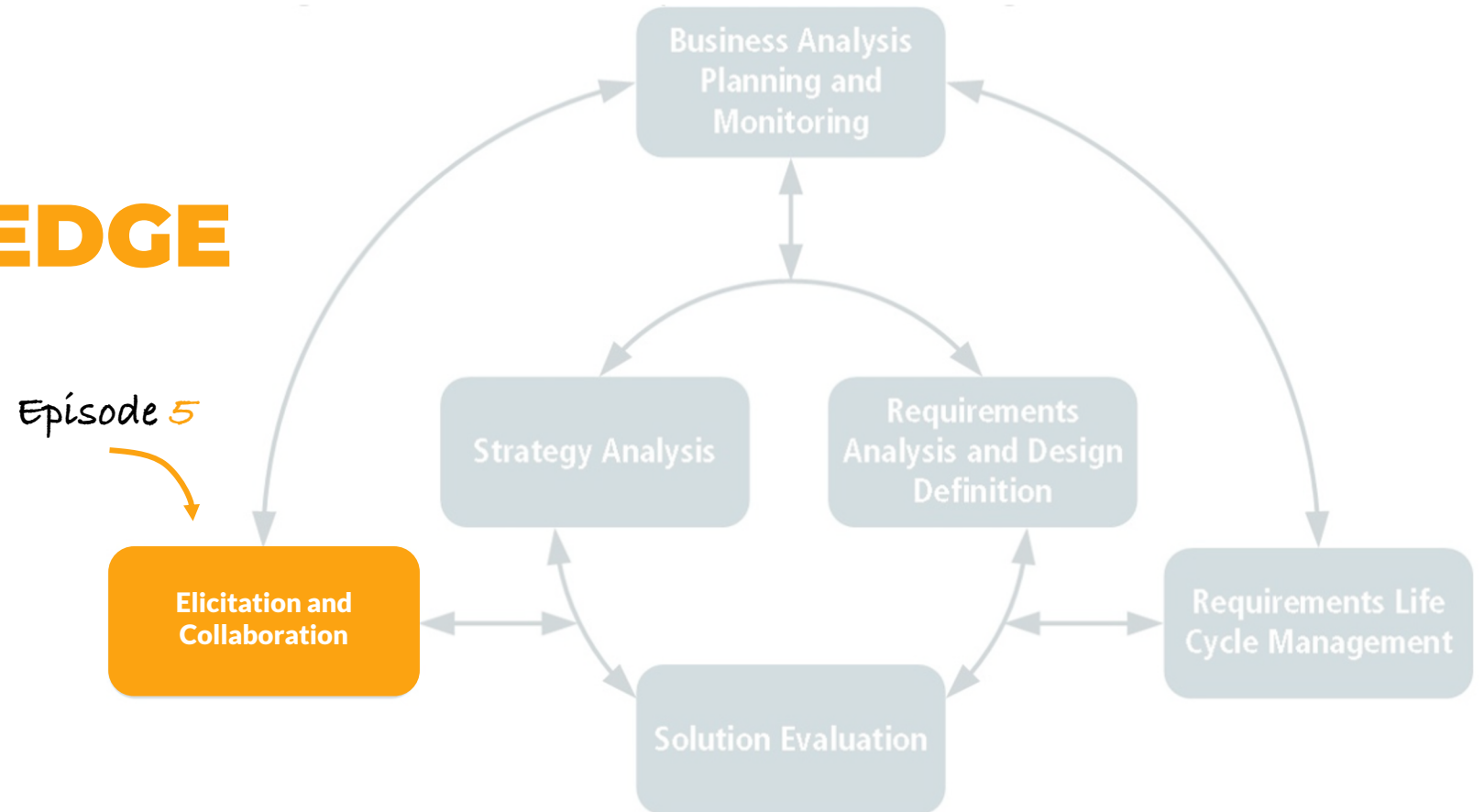


BABOK KNOWLEDGE AREAS





BABOK KNOWLEDGE AREAS

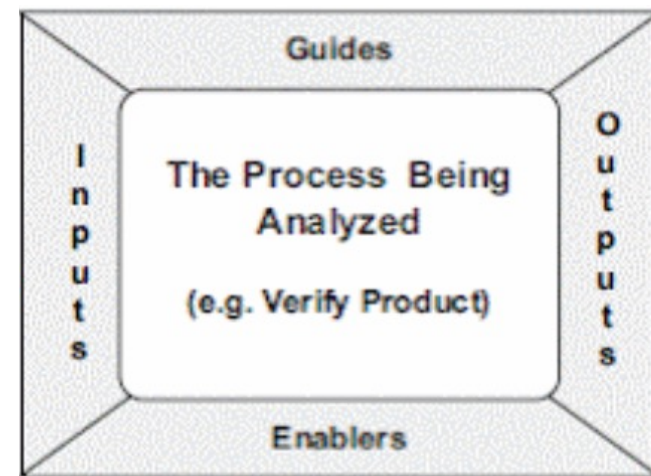




ELICITATION & COLLABORATION

- 4.1 Prepare for Elicitation
- 4.2 Conduct Elicitation
- 4.3 Confirm Elicitation Results
- 4.4 Communicate Business Analysis Results
- 4.5 Manage Stakeholder Engagement

IGOE





Q1

Redesign

Jira
premi

Rights
management

Improve
CSV upload

Map Tre
due da

Improve
Trello
integration

Add
views

Mobile
App

Build
NPS
survey

Launch
new
website

Q3

Zendesk
integration

Azure
integration

In-app
notifications

Airtable
integration

Restructure
onboarding
flow

Trello
integration

Chrome
extension

Q4

SSO/
SAML

MS Teams
integration

Product
tracker

Chatbot

Allow
deportation

GitLab
integration

ELICITATION & COLLABORATION

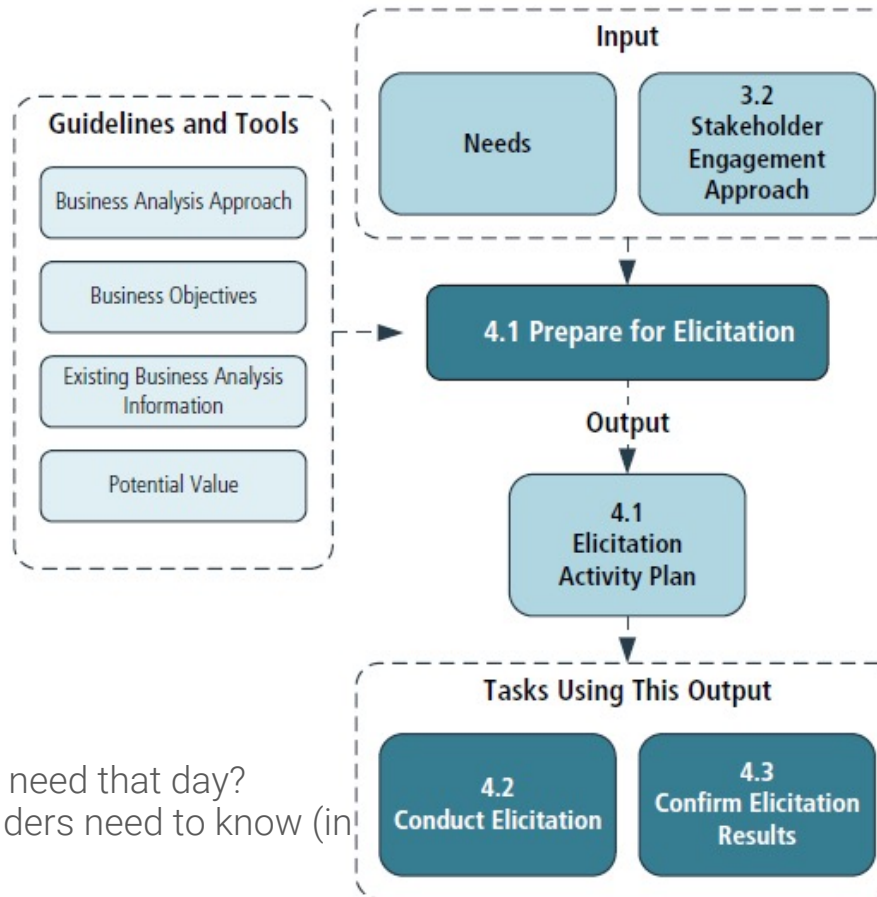
4.1

PREPARE FOR ELICITATION

To assess business analysis work and to plan to improve processes where required.

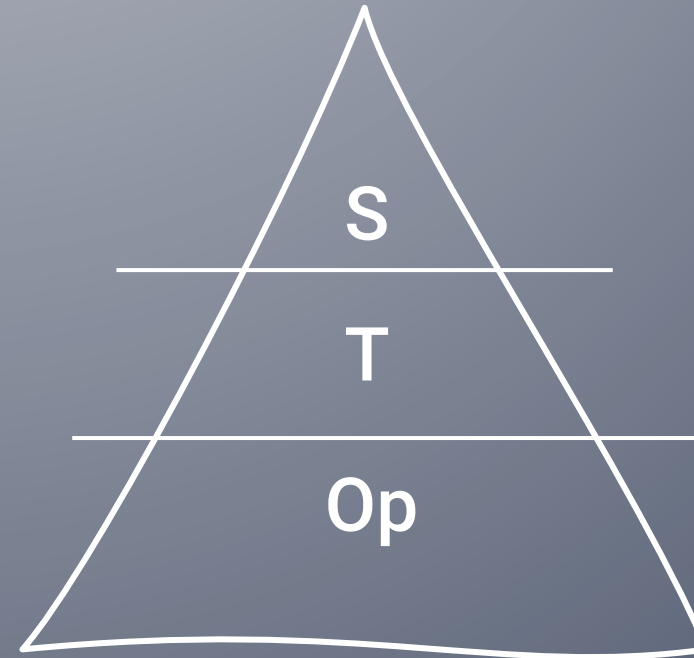
Elements:

- Scope of the elicitation: what is it about?
- Choice of one (or more) elicitation technique(s)
- Logistical planning: who, what, where, when?
- Determine supporting materials: what stuff do we need that day?
- Guiding/preparing stakeholders: what do stakeholders need to know (in advance)?



POINT OF INTEREST

- Who? (STOP)
- Why?
- What? Scope, Techniques, Materials
- When and Where?





DOCUMENT ANALYSIS

Purpose:

Document analysis is used to elicit business analysis information, including contextual understanding and requirements, by examining available materials that describe either the business environment or existing organizational assets.

Useful technique to e.g.

- *To understand the context of a Need*
- *To find out what was the thinking behind an existing Solution.*

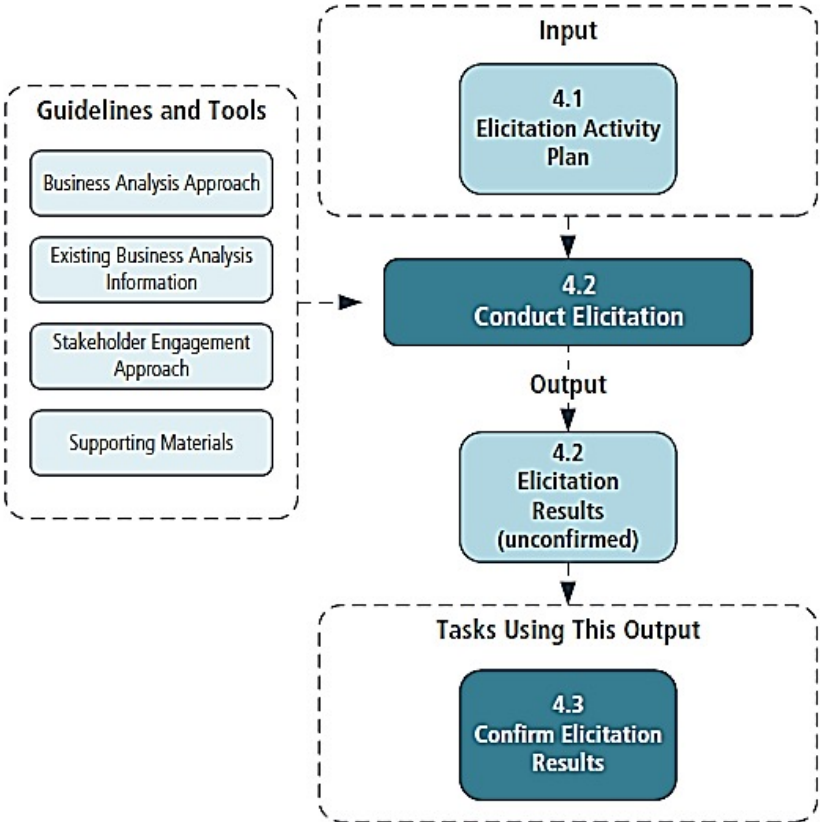
4.2

CONDUCT ELICITATION

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

Elements:

- Guide Elicitation Activity
- Capture Elicitation Outcomes



ELICITATION

TYPES

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.

One or more elicitation techniques may be used to produce the desired outcome within the scope of elicitation.

Stakeholders may collaborate in elicitation by:

1. participating and interacting during the elicitation activity, and
2. researching, studying, and providing feedback on documents, systems, models, and interfaces.

OBSERVATION

Used to elicit information by viewing and understanding activities and their context. It is used as a basis for identifying needs and opportunities, understanding a business process, setting performance standards, evaluating solution performance, or supporting training and development.



BRAINSTORM

An excellent way to foster creative thinking about a problem. The aim of brainstorming is to produce numerous new ideas, and to derive themes for further analysis from them.



PROTOTYPING

Used to elicit and validate stakeholder needs through an iterative process that creates a model or design of requirements. It is also used to optimize user experience, to evaluate design options, and as a basis for development of the final business solution.

Low fidelity prototype

Ext. Services

SERVICENAAM:

OMSCHRIJVING:

AFNEMENDE SYSTEMEN

SYSTEMNAAM:

OMSCHRIJVING:

SERVICES PER SYSTEEM

SELECTEER SERVICE: ☒ ZOEKEN JUSTITIABELE
☐ OPVR. "
☒ ABONN. BEELD

SELECTEER AFN. SYSTEEM:
☒ GEM ☒ BVJ ☐ DRIFE

High fidelity prototype

Beheren externe services per afnemend systeem

Externe services

Servicenaam:

Omschrijving:

Afnemende systemen

Systeemnaam:

Omschrijving:

Services per systeem

Selecteer de services die voor u van toepassing zijn:
☒ Zoeken Justitiabele ☐ Abonneren beeld
☒ Opvragen Justitiabele ☐

Selecteer het afnemende systeem:
☒ GEM ☐ Drife
☒ BVJ ☐ EPD

SURVEYS

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

Hilton hotel service experience

Quitter ce sondage

1.

1. How would you rate the following services at the Hilton hotel?

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
Customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurant service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bar service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Room service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housekeeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Would you view the Hilton Hotel as:

☐ Budget hotel

☐ Economy hotel

☐ Midscale hotel

☐ Upscale hotel

☒ Luxurious Hotel

3. Can you tell us about your previous experiences with the Hilton Hotel?

4. For what purposes have you used the Hilton Hotel in the past? (eg: conferences, leisures, business trips...)

FOCUS GROUPS

A means to elicit ideas and opinions about a specific product, service, or opportunity in an interactive group environment. The participants, guided by a moderator, share their impressions, preferences, and needs.



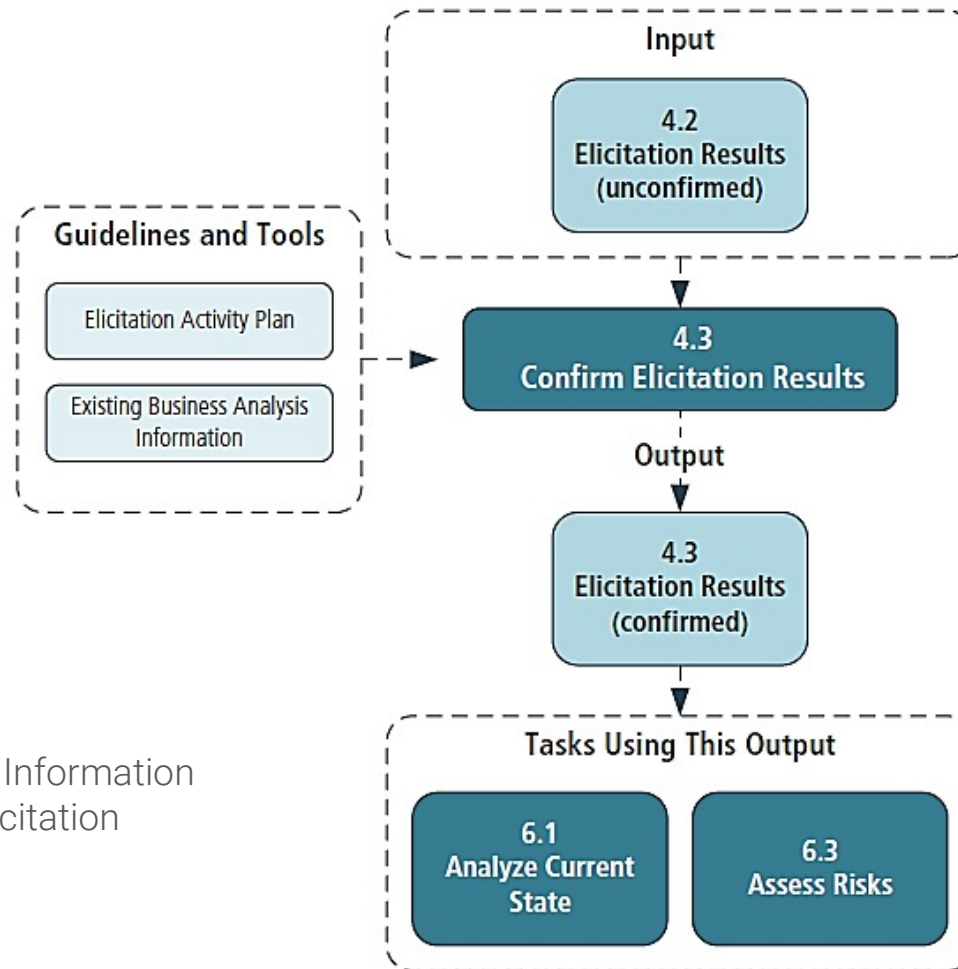
4.3

CONFIRM ELICITATION RESULTS

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

Elements:

- Compare Elicitation Results against Source Information
- Compare Elicitation results against other elicitation results



NEEDS

FEATURES

- What are the **needs** of the owner of this vehicle? In other words, why does someone buy an off-road vehicle?
- What **features** does the car require to meet these needs?



SCOPE

MODELING

In/Out-list

Stakeholder
Requirements



Solution
Requirements



Needs	Features	In/Out
Off-road driving	Permanent four-wheel drive	In
	High ground clearance	In
	Power steering	In
	Automatic transmission	Out
Be able to drive through water	Snorkel (increased air intake)	Out
	High bodywork	In
Being able to carry a lot of stuff	Lots of space in the back	In
	Large roof that fits a large roof rack	In
	Spare wheel carrier on rear door	Out
Proper level of comfort	High bodywork to provide headroom for passengers (so they don't keep bumping their heads during an off-road trip)	In
	Leather covered seats	Out

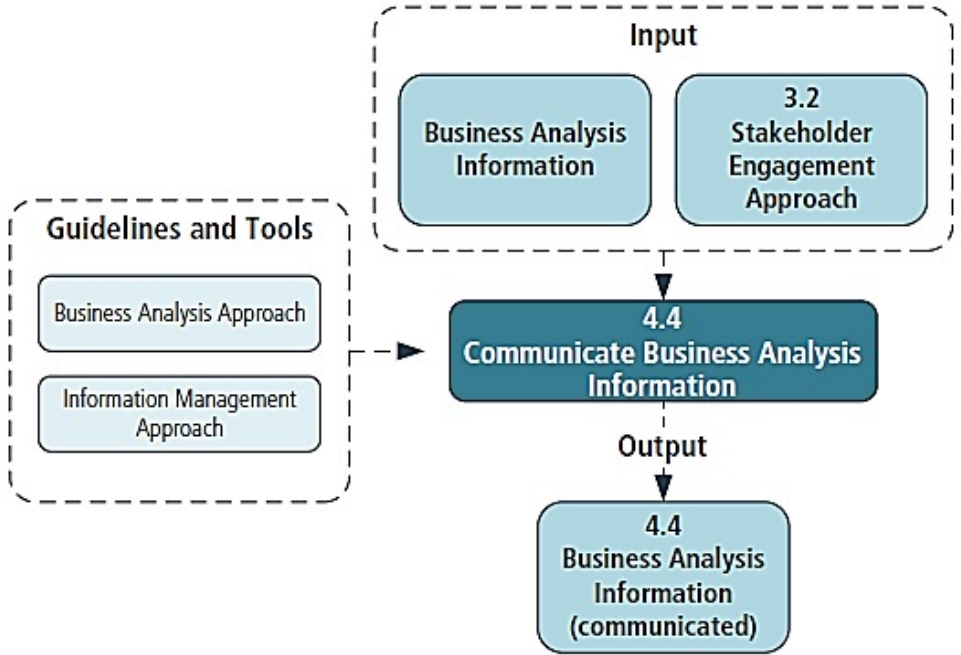
4.4

COMMUNICATE BA INFORMATION

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

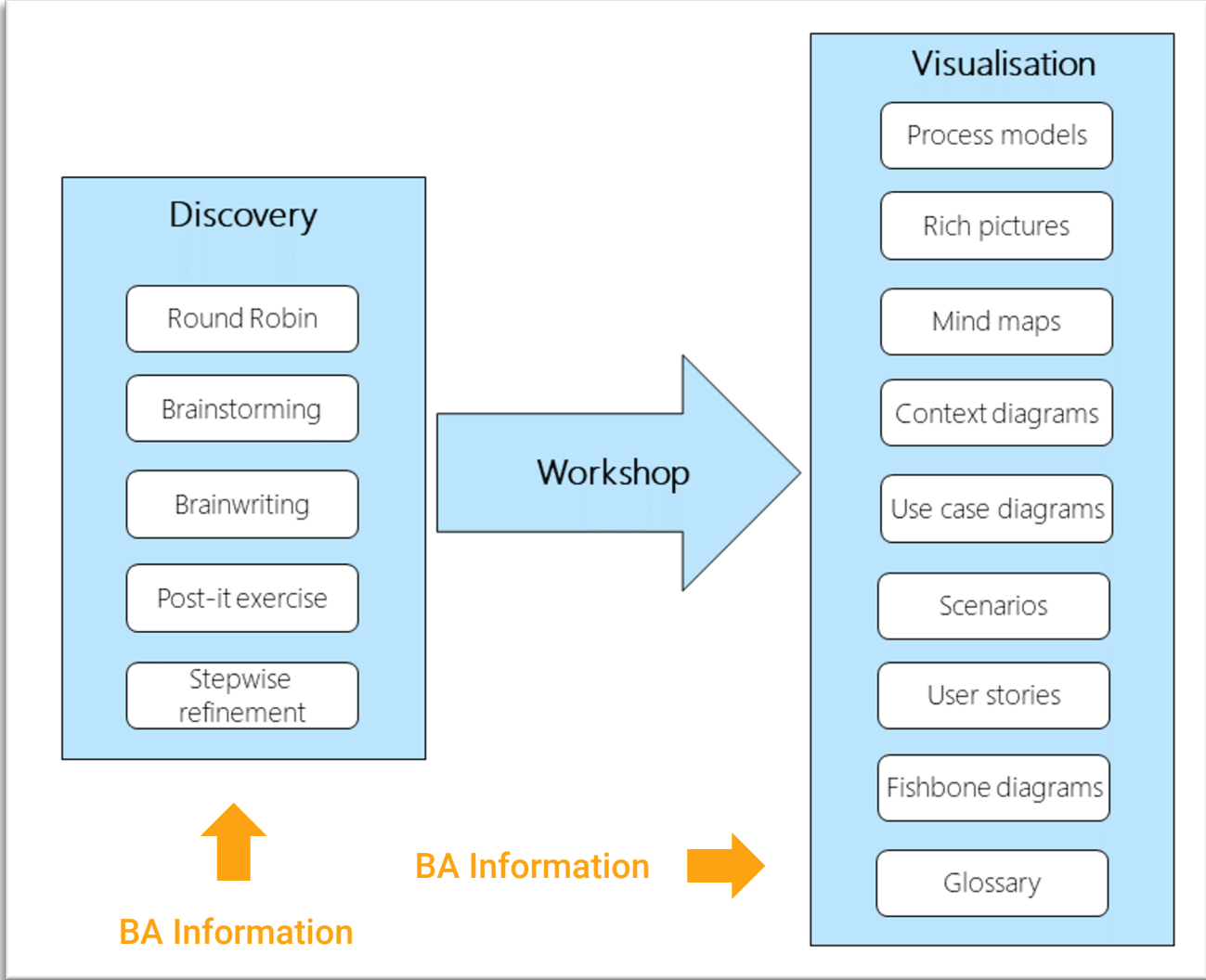
Elements:

- Determine objectives and format of communication
- Communicate business analysis package



Bring stakeholders together in order to collaborate on achieving a predefined goal.

WORKSHOP



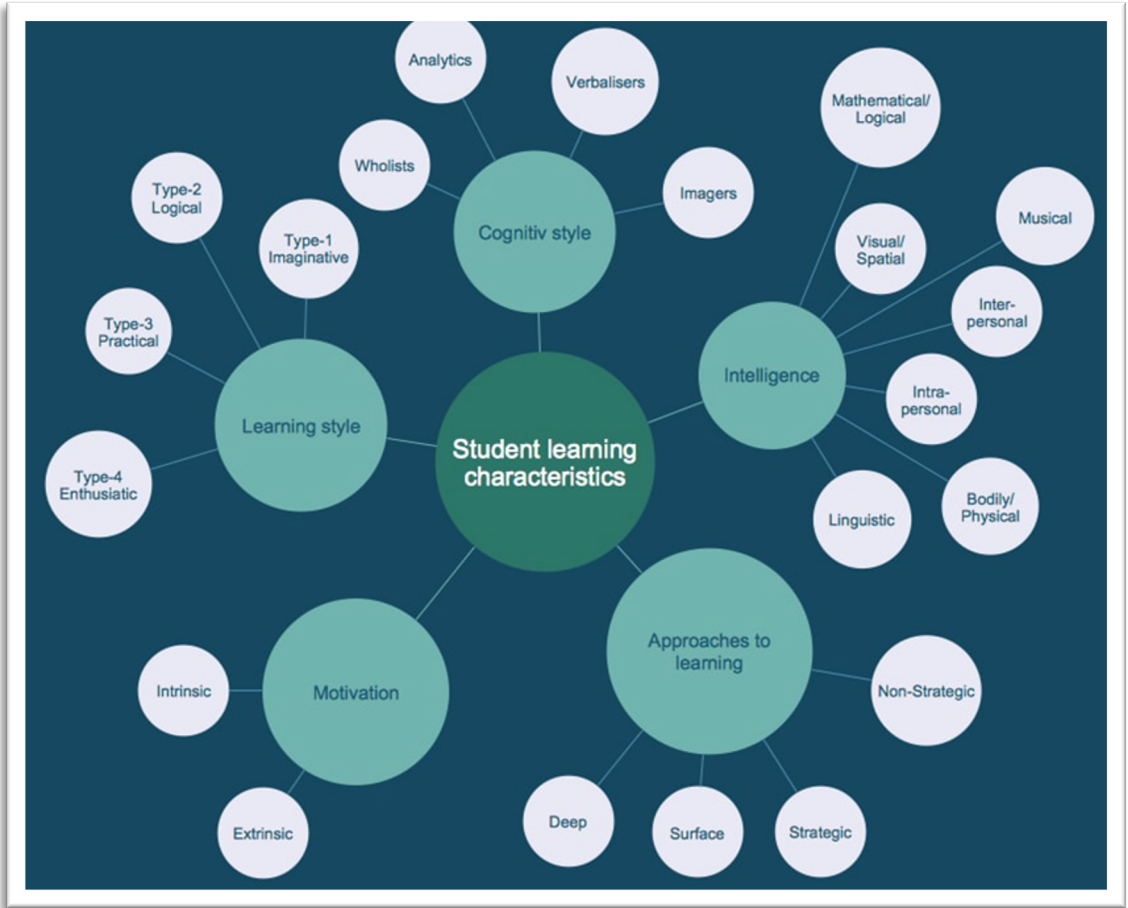
GLOSSARY

Used to provide a common understanding of terms that are used by stakeholders. A term may have different meanings for any two people. A list of terms and established definitions provides a common language that can be used to communicate and exchange ideas

Name	Aliases	Labels	Description ▲
Logistics Department			A department that is responsible for managing an...
schedule			A written notice that shows the details of a deliver...
Email			Customers can send an email to order water or t...
ordering hotline			Hotline is established for both inquiries and orderin...
workers	Sales representative	Human Participant	The people who deliver distilled water to customer...
Customer	Buyer	Human Participant	The person wanting to purchase distilled water, ei...
customer service assistant			The person who receives and processes custome...
delivery	shipment		The process in which workers ship the distilled wat...

MIND MAPPING

Used to articulate and capture thoughts, ideas, and information.



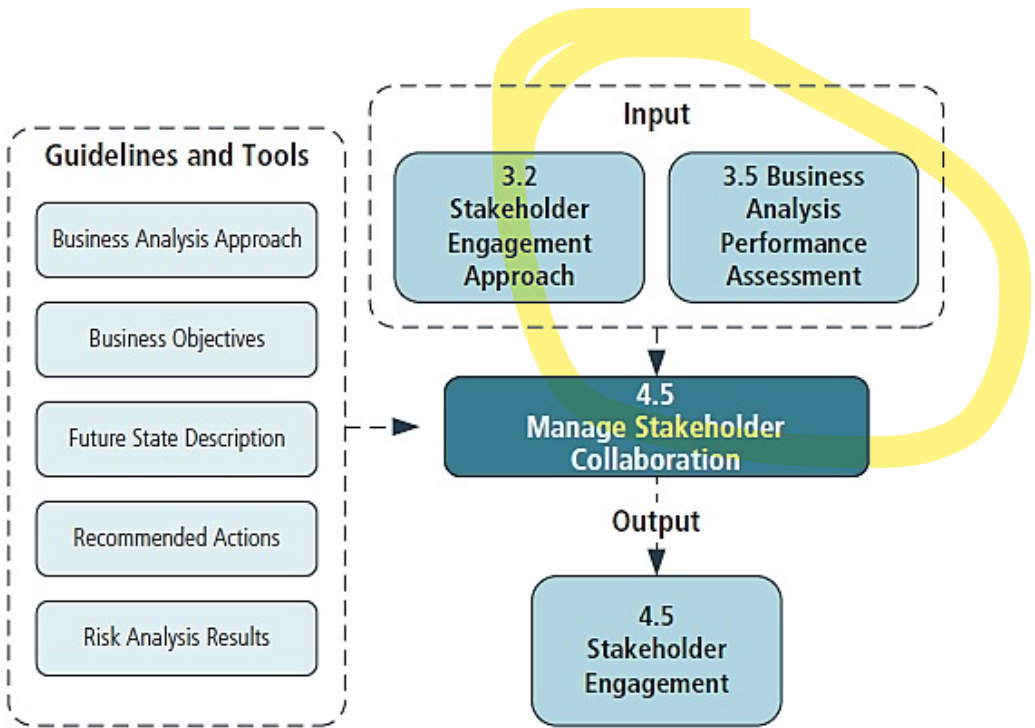
4.5

MANAGE STAKEHOLDER COLLABORATION

Encourage stakeholders to work towards a common goal.

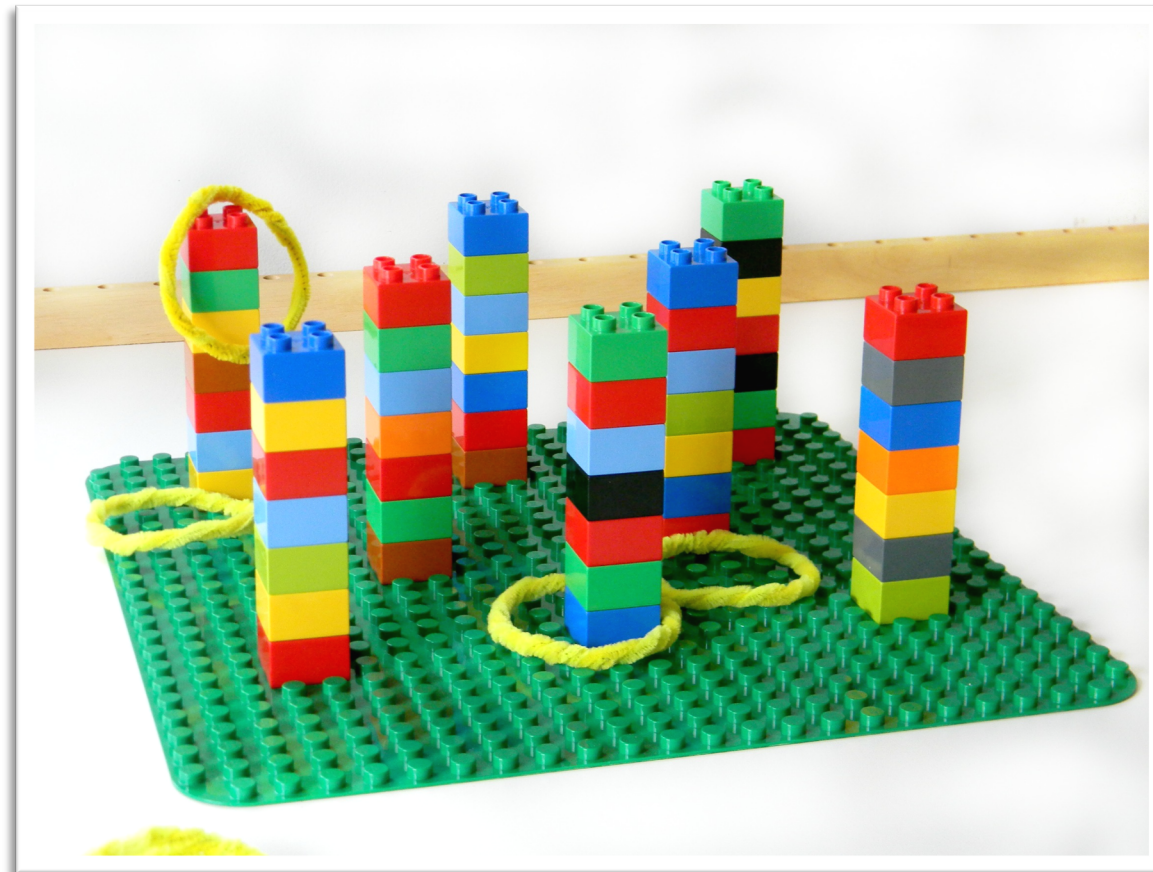
Elements:

- Gain Agreement on Commitments
- Monitor Stakeholder Engagement
- Collaboration



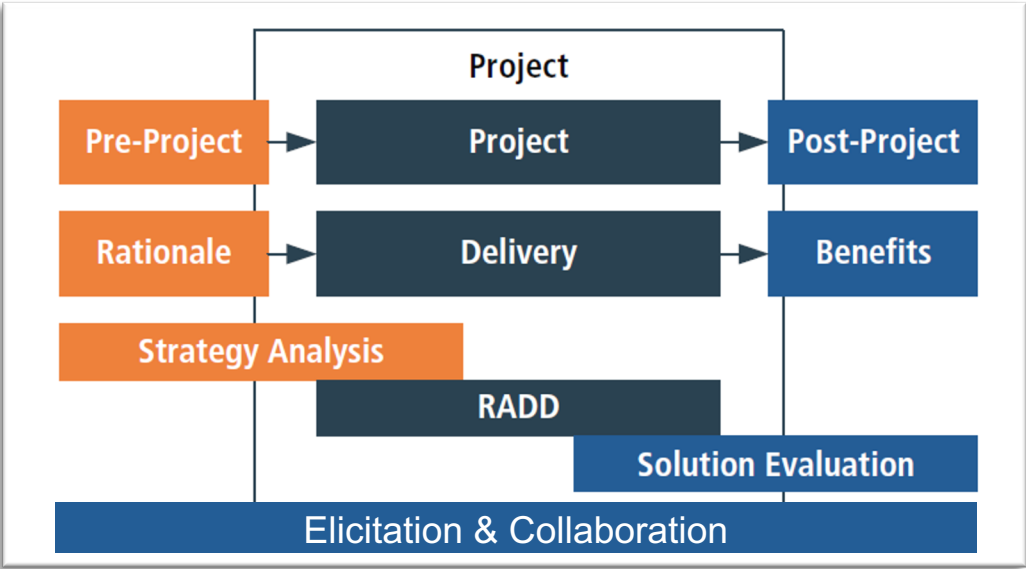
Technique: Collaborative Games

Encourage participants in an elicitation activity to collaborate in building a joint understanding of a problem or a solution.

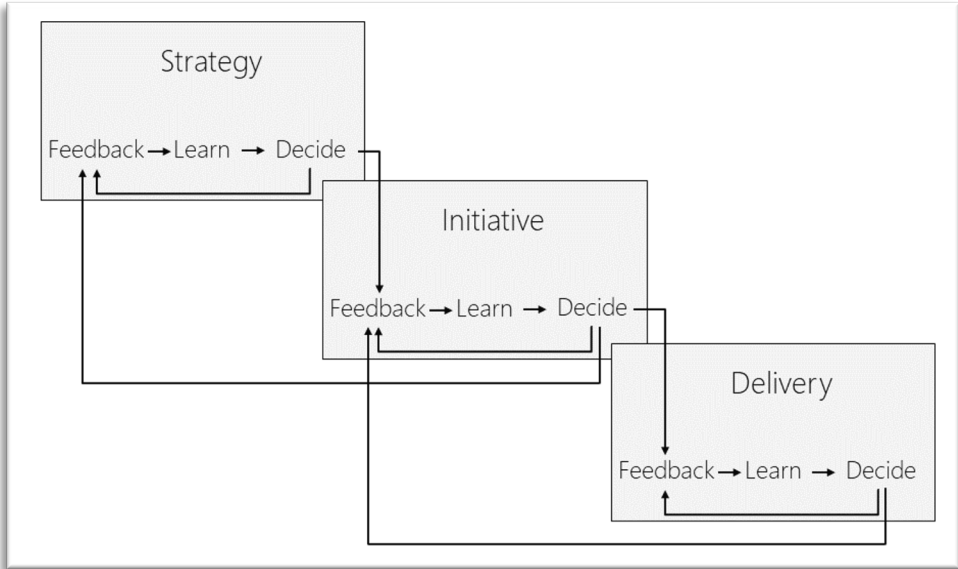


Technique: Lessons Learned

To compile and document successes, opportunities for improvement, failures, and recommendations for improving the performance of future projects or project phases.



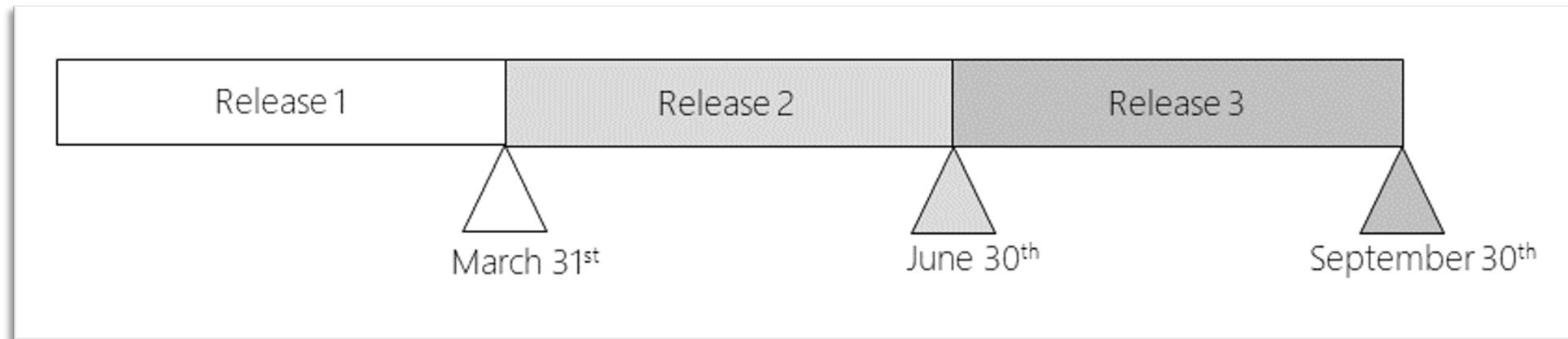
- Elicitation & Collaboration is an ongoing activity
- Agile teams collaborate all the time by looking forward, e.g.:
 - Backlog Refinement (Agile extension)
 - Planning Workshops (Agile extension):
 - Daily Scrum
 - Sprint Planning Meeting
 - Release Planning Workshop



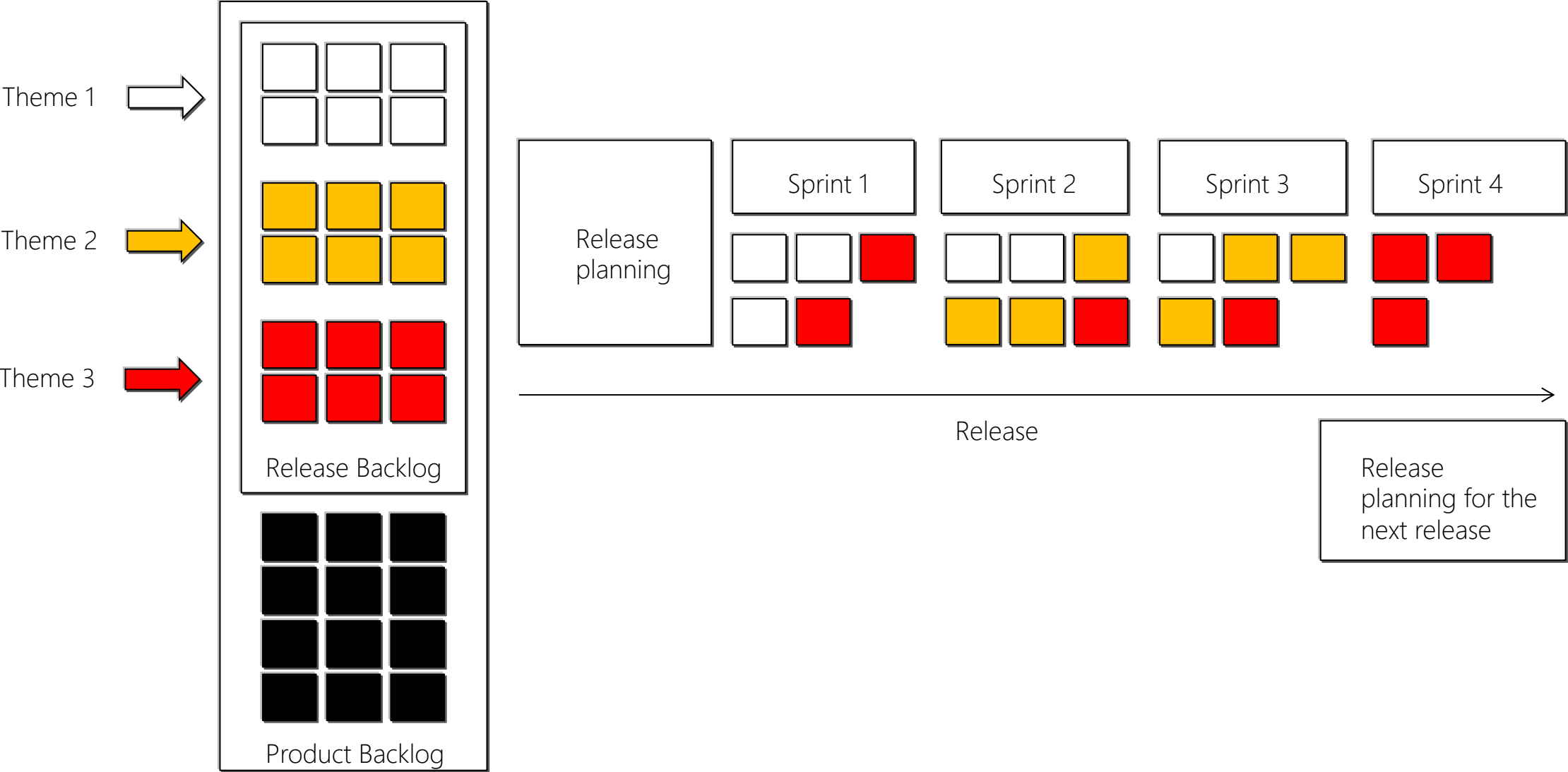
- Agile teams learn all the time and at all levels by using short feedback loops. These feedback loops can be achieved by looking backward, e.g.:
- Retrospectives (Agile extension)
 - Reviews (Agile extension)

Technique: Planning Workshop

1. Listing Product Backlog Items
2. Rough estimation of items by team considering time and money
3. Answering the questions:
 - How often does the client (Product Owner) want to release?
 - When does the client (Product Owner) want to release?
4. If there are multiple releases: which items are included in which release?



Technique: Release Planning



Technique: Backlog Refinement

Used to record, track, and prioritize remaining work items.

FCS board

Backlog

Q

QUICK FILTERS:

Only My Issues

Recently Updated

VERSIONS

All issues

> Oplevering 6.2.0.1

> 7.6

> 7.8

> 7.10

> 7.12

Issues without versions

EPICS

ZZP/EP/VPT

> VIII: Retourbericht FZ812

> i: Koppeling met FiZZa (Rijkszaak)

> iii: Versturen verantwoordingsgegevens ivm Matchen

> A: Ontvangen ziekenhuisdeclaraties

> B: Controleren tarieven ziekenhuisdeclaraties

> C: Aanbieden gecontroleerde

Board

Sprint 30

11 issues

ACTIVE

055

...

14/Dec/20 2:44 PM • 04/Jan/21 2:44 PM

View linked pages

NPS-821

Als SIC wil ik, een automatische controle op de "verantwoordingsprocedure" die controleert ...

7.10

16: Automatische co...

NPS-710

Implementeren FZ301 t/m FZ304 als berichtstroom op de DSB

7.10

Functionele Release

NPS-701

Exporteren naar Qlikview

7.10

14: Exporteren naar ...

NPS-699

Overzichtelijk presenteren contractregels

7.10

10: Presenteren con...

NPS-546

Implementeren van tabel CL-Productgroep inclusief het vullen daarvan

7.10

1: Controles in FCS i...

5

NPS-842

Analyseren van IC1002 voor 571-berichten

7.10

IV: Controleren ZZP/...

☒

NPS-871

Verduidelijkingstekst SC1 komt niet overeen met regel

Backlog

62 issues

Create Sprint

...

NPS-864

Aanpassing FCS-database mbt Ziekenhuisberichten

7.10

A: Ontvangen zieke...

5

NPS-865

Inlezen ZH308 bericht

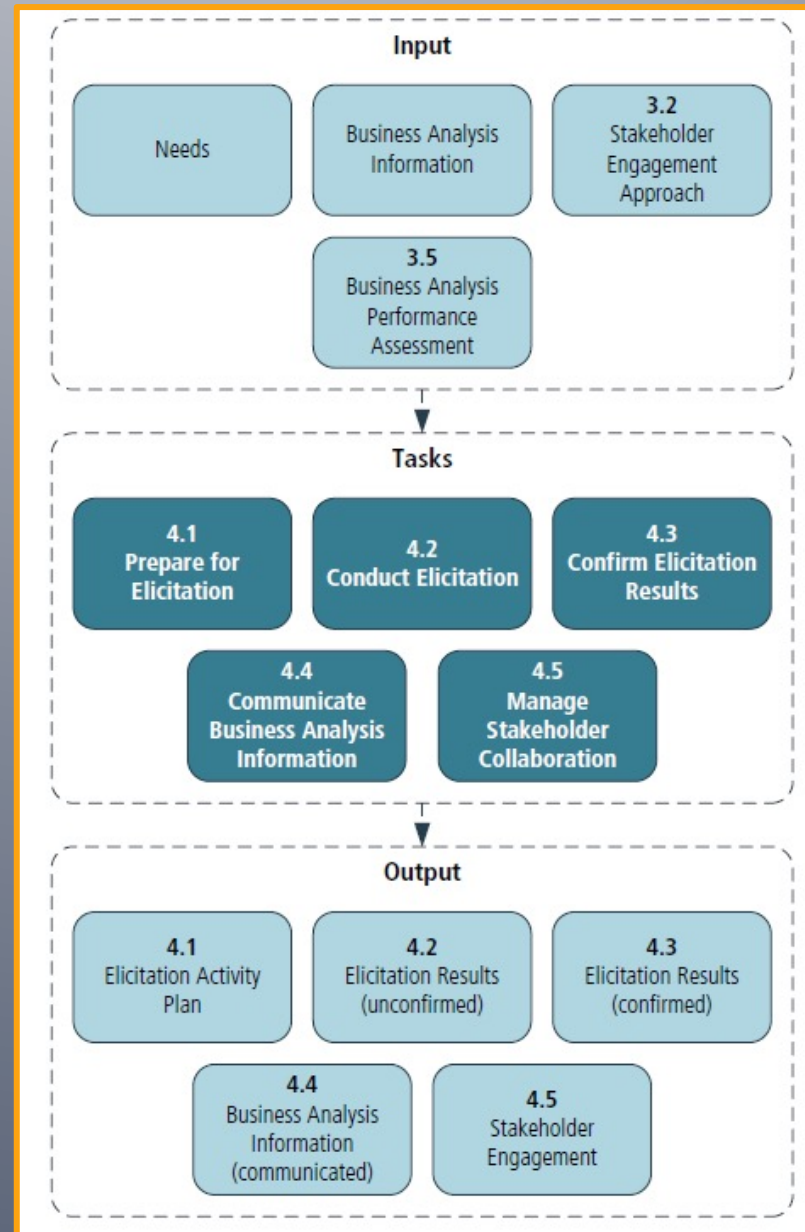
7.10

A: Ontvangen zieke...

5

SUMMARY SESSION

5



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**THANK YOU FOR
YOUR ENGAGEMENT**



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UP NEXT...

THE BABOK®

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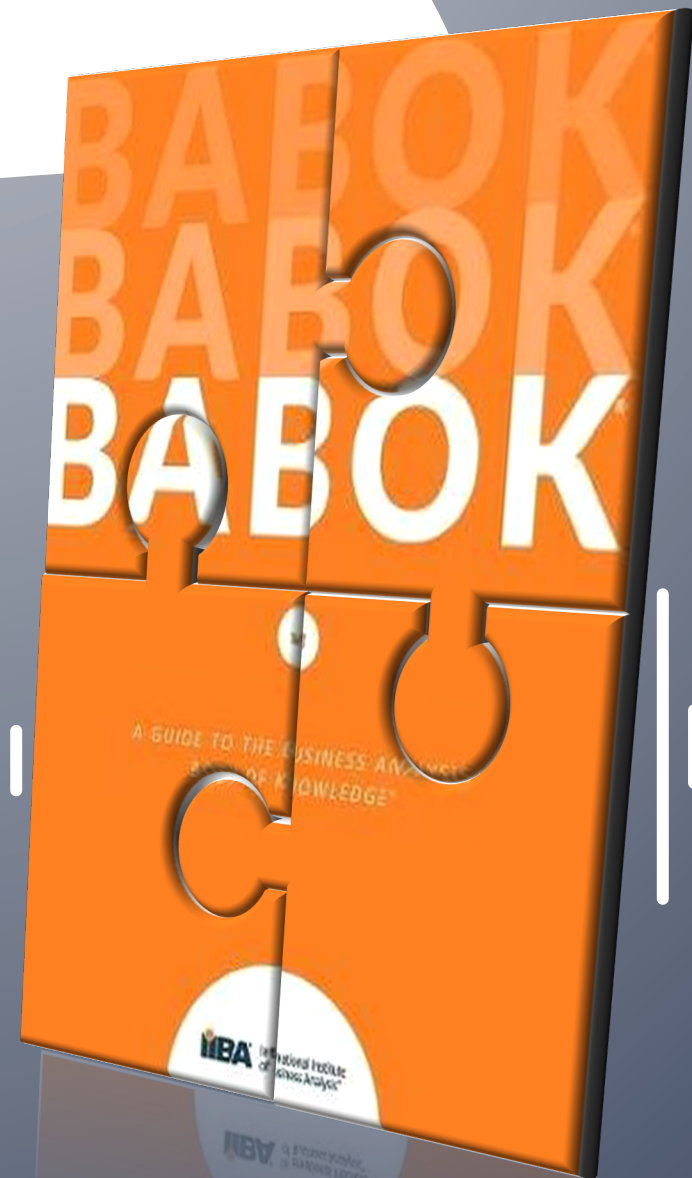
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EPISODE 6

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