**BA GUIDE**

**Module 1**

**Requirements gathering**

Top 10 Elicitation techniques every BA should know

**Elicitation** is the process of getting information from your stake holders about their needs but how well elicitation works depends on what techniques you apply and how successfully .There is no one winning formula. You have to decide what methods best suits your client culture, work style and business. The good news is that there are many elicitation techniques to try.

There are three different types of methods:

**a.** Collaborative

**b**. Research based.

**c.** Experiments.

1. **Document analysis –** Analyzing business documents is a popular elicitation technique. The documents can include manuals, reports and plans. It is a method that can give you

information on the current state of the business and any processes it is using and you can identify caps in the processes and bear solutions need to be applied. When you are analyzing business documents, have away to verify documents to collude information like a spreadsheet. Like a good resume this method is more likely to work if records are up to date and verifiable. This method takes time and you may face obstacles such as specific document not being made available to you. However, it can give you essential details for further elicitations sessions.

1. **Mind-maps –** It is something that you may have done in different environments. It is a collaborative approach you can do with the clients. It is a great way to bounce ideas of each other in a relaxed and visual way. There are also many mind-map applications if want to your technology for this method the key is to make it as visual as possible to articulate all the ideas shared. Select your participants and define the agenda that you want to identify needs solutions of both what essentials questions will you be asking .Questions can be general such as .What needs are not being made ? To identify problem areas .Questions can also be specific to needs such as, what can be done to prevent this problem in the future? Make sure each participant as equal time to share their ideas and feel valued. This elicitation technique works best with small group of a maximum of 6 to 8 .However, you could make it a team activity where groups mind map twitter then present to the rest of the teams. If you do this create a final list of ideas at the end. Participants can give any last feedback or voice any of their needs that you did not record.
2. **Focus Groups –** Governments and businesses continue to usefocus groups for many reasons .Focus groups involves participants discussing specific idea or problem. There is usually an impersial moderator who assist you can have preplanned questions but it is an open discussion. You can determine attitude, needs and ideas through this method.
3. **Interviews-** Interviews are the most common option for elicitation .You can use them in a different business markets without a problem and you can also build strong relationship with the stakeholders you interviewed. Interviews are usually with an individual and plan this way you earn the interviewee time to prepare decide whether you want a structured interview with questions or unstructured interview is more of informal and more of a discussion. Take notes or record to remember everything that the interviewee shares the information can help shape your requirement details and other processes.
4. **Observations-** As the say actions speaks louder than wordsstakeholder or user might not even consciously now what their needs are. Observation is a way for you to identify needs and understand the business processes. People act differently when they know they are being observed. Let participants know in advance to ease any ancienty. Share the goals of the observation and reassure them that you are not charging them. Also decide whether it is a passive or active observation. Active observation is when you as ask question and try tasks. Passive observation is when you remain silent and do not participate.
5. **Interface Analysis-** You can use interface analysis when combining elicitation methods. You look at components between systems and how well they communicate. They could be risk to the project if communication is not efficient you can look at how humans interact with the interfaces .You can look at how external application or hardware interact together. You can create a diagram of how the data interact to visualize data the process. You can then workout what applications needs to be integrate into the new system. Interface analysis make sure the system meets standards and requirements you have to have access to all the components for the elicitation method to work.
6. **Questionnaire & Surveys-**You can use questionnaire to survey larger group. You can cover a lot of information in a short amount of time but prepare to remind stakeholders to complete the form make sure the question are direct without ambiguity you can ask open-ended questions where the responded can write the answers in their own words it is harder to quantify this answers but you can gain more insight or you can provide answers to choose from this is close ended different business markets will require questions depending on the systems and the needs. You can quantify responses and provide statistical feedback.
7. **Requirement Workshop-** A requirement workshop is a formal option for elicitation you bring stakeholders and user together to discuss ideas .It is a process driven way to discover clarify and consider requirements carefully select attendees and recruit ascribe to record everything there should be a neutral facilitator to guide workshop and keep it on track usually workshop are for a day or two. You may also hear the term joined application development (JAD).This get stakeholders the project team users together in a workshop setting. The difference is all the participants determine the requirement not just analysis. Workshop are efficient way to establish strong connections.
8. **Prototyping-**prototyping is one of the experimental elimination technique you create markups of product to identify the requirements. You can also prototype after you try other elicitation technique. You provide the client with the product demos it is common for analyst to uncover missing requirements or you can use mockups to clarify unspecified request. Prototype are a good way for clients to visualize products such as system or parts of the systems. It is a process to form ideas and start putting them into a reality. Prototyping require time and investment often flaws will be identified and clients can request any changes but it is also a great way to elicit ideas from them.
9. **Process Modelling-** Process modeling is when you analyze and discuss business processes .Methods are broken down into manageable steps for stakeholders to discuss .It is one of the collaborative elicitation technique, but you can analyze beforehand to identify the process need to be discussed. You can look at manual and automatic systems but the more the complex the system the more work it may take to explain so carefully select who will be involved create a visual diagram or description of the process you can put people into groups to explain processes they are most familiar with to you can also organize a group name where they work through the process if appropriate .it is an alternative way to generate discussion and identify areas of improvement often processes are not closely analyzed to understand all the essentials steps once this is done it needs to be changed to become apparent stakeholders will also benefit if they work across different business markets this method can help them to understand the systems to recognize what they want to improve you can also use this when combining elicitation technique for example it can generate discussion in focus groups.

**REQUIREMENT GATHERING**

**Chapter1: Workshop**

1. **Before the workshop**

1. Identify purpose & desired outcome

2. Identify key stakeholders

3. Get additional help (scribe/facilitator)

4. Set clear agenda

5. Schedule place/time

6. Arrange Logistics /equipment

7. Share pre-request reading documents

1. **During the workshop-**

**8.** Start with purpose/desired outcome

**9.** Agenda to drive

**10.** Scribe to documents the requirements

**11.** Playback requirements captured

1. **After the workshop**

**Prepare & share minutes – (decision taken, Actions, formal signoff)**

**Chapter 2 Interview**