

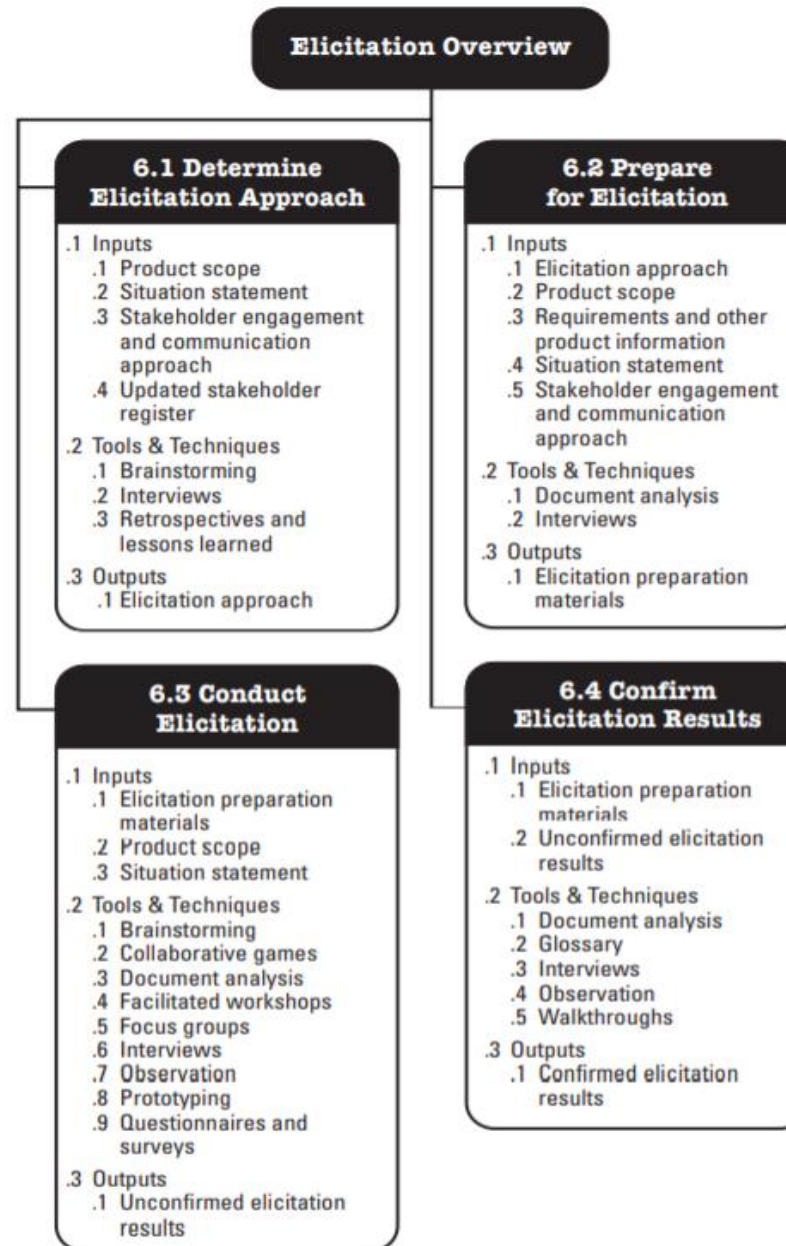
# Elicitation

## Introduction

- Elicitation includes the processes of planning and preparing for elicitation, conducting elicitation, and confirming elicitation results. Elicitation draws information such as needs, requirements, and other product information from various sources.
- The Elicitation processes are:
  1. **Determine Elicitation Approach**—The process of thinking through how elicitation activities will be conducted, which stakeholders will be involved, which techniques may be used, and the order in which the elicitation activities are best performed.
  2. **Prepare for Elicitation**—The process of organizing and scheduling resources and preparing necessary materials for an individual elicitation activity.
  3. **Conduct Elicitation**—The process of applying various elicitation techniques to draw out information from stakeholders and other sources.
  4. **Confirm Elicitation Results**—The process of performing follow-up activities on the elicitation results, determining an appropriate level of formality to use, reviewing with stakeholders for accuracy and completeness, and comparing to historical information.



*In the Elicitation knowledge area, there are 4 processes. 1 process in the **Planning** process group, and 3 process in the **Executing** process group.*



# Elicitation

## Key Concepts for Elicitation

- **Elicitation** is the activity of drawing out information from stakeholders and other sources. It is more than **collecting** or **gathering** product information, because the terms collecting or gathering imply that stakeholders already have product information that is ready to be collected or gathered.
- Stakeholders often have wants, needs, and ideas, but they may not be able to express these clearly. Elicitation relies on **knowledge and experience** to identify the appropriate approaches and techniques to draw out information from a variety of sources.
- The back-and-forth interaction between the business analyst and stakeholders to obtain a shared understanding of product information is more accurately described using the term Elicitation.



# Elicitation

## Key Concepts for Elicitation

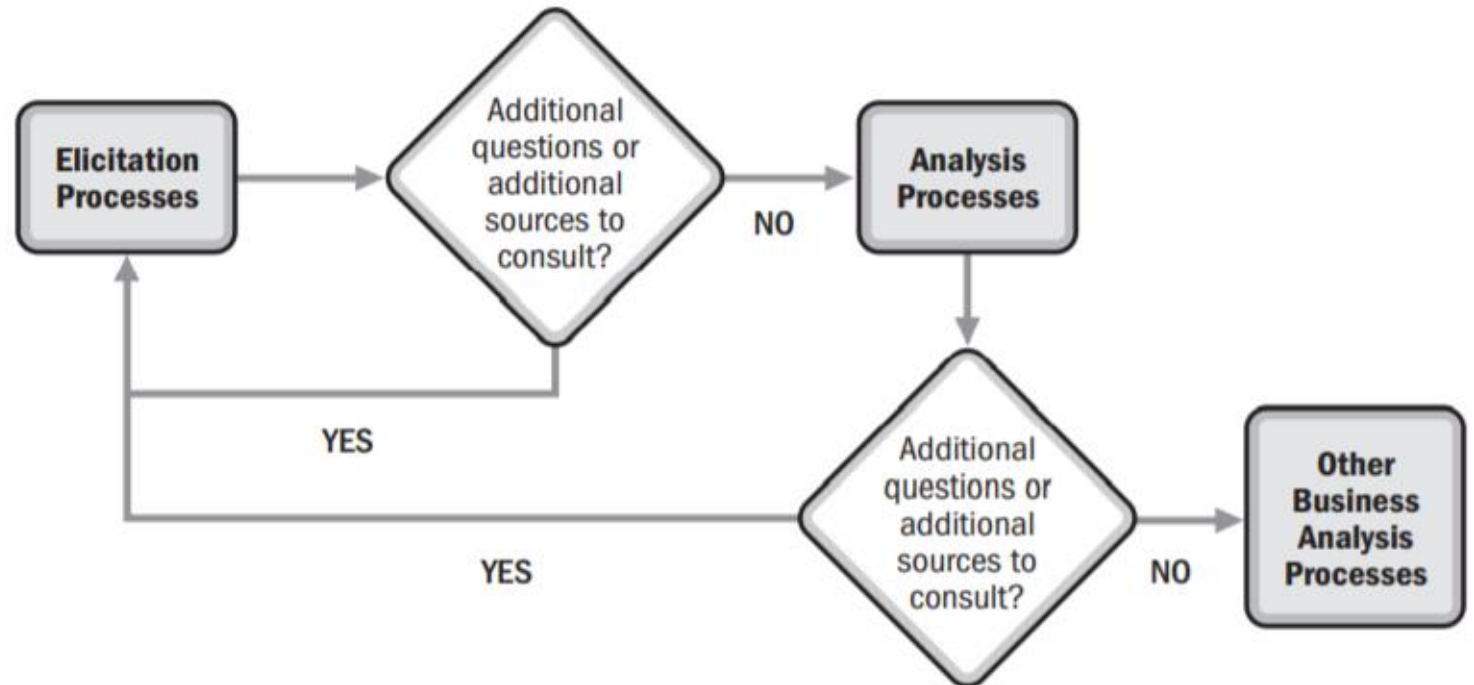
- Elicitation is repeated multiple times for each level of abstraction in product information. For instance, all Elicitation processes would be performed to define business requirements and once again to define more detailed product requirements, such as stakeholder or solution requirements.
- Although the same business analyst may not be the one defining the different levels of abstraction in product information, the Elicitation processes are repeated throughout the product and project life cycles.
- Even when Elicitation is being performed to understand a single concept, such as the current state of an existing process, the processes are iterated through multiple times to obtain perspectives from different sources or fill in gaps in information.
- Elicitation is also performed iteratively with analysis to progressively elaborate information. When business analysis information is analyzed, the quantity sometimes decreases, because extraneous information is removed.



# Elicitation

## Key Concepts for Elicitation

- Figure below shows the iterative nature of elicitation and analysis. Elicitation and analysis activities are often performed concurrently.
- The process shown in the figure is repeated for each level of abstraction of product information and for each concept until the analysis produces no further questions and the information is reduced to a depiction of the solution to the business problem or opportunity, or the risk of incomplete information is acceptable to move forward.

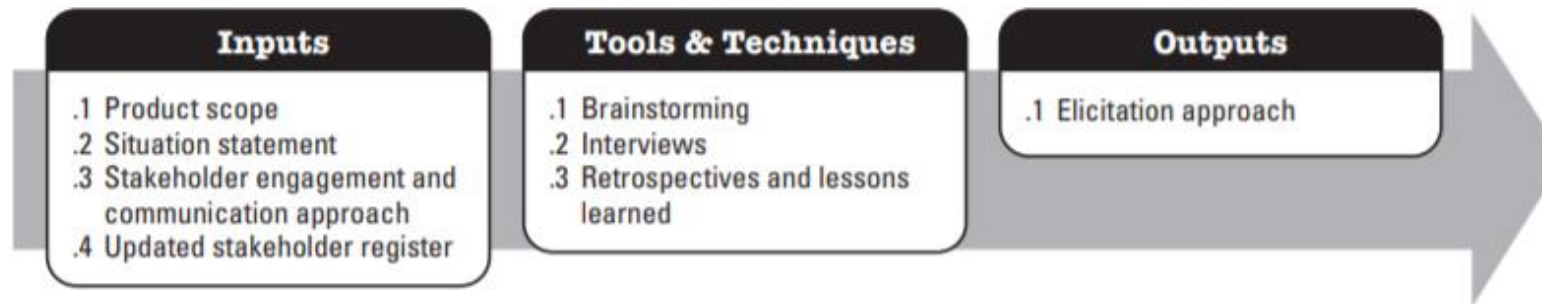


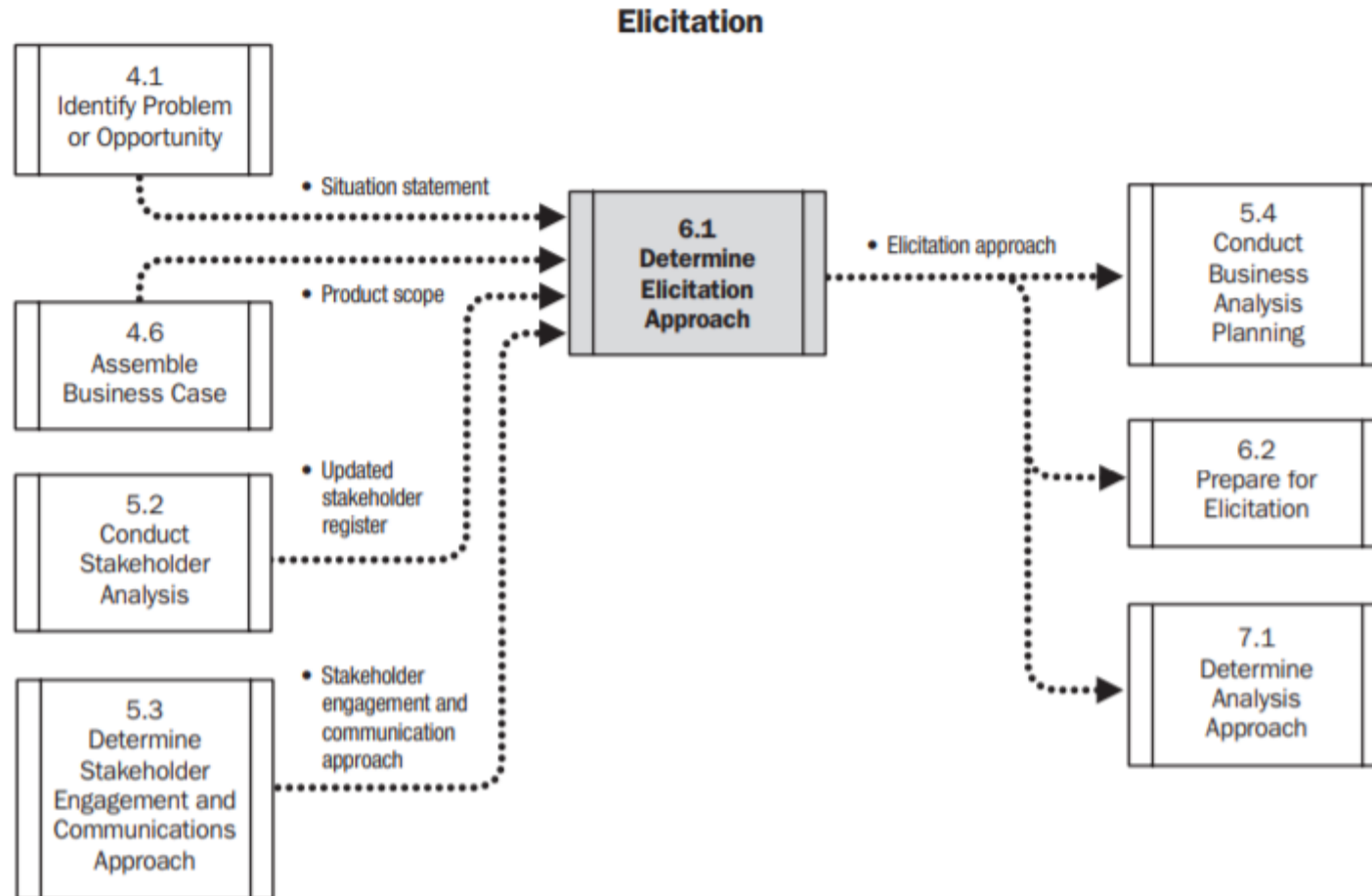
# Elicitation

Determine Elicitation Approach

- **Definition:** Determine Elicitation Approach is the process of thinking through how elicitation activities will be conducted, which stakeholders will be involved, which techniques may be used, and the order in which the elicitation activities are best performed.
- **key benefit:** The key benefits of this process are efficient use of stakeholder time, effective stakeholder collaboration, and an organized approach to elicitation.
- **Process Group:** Planning process group
- The inputs, tools and techniques and outputs for this process are shown in figure below.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing





# Elicitation

## Determine Elicitation Approach

- The elicitation approach is used to help formulate ideas about how to structure the elicitation activities. The work needed to create the elicitation approach involves thinking through how best to coordinate and conduct elicitation.
- A well-thought-out approach to elicitation provides the following benefits:
  1. Clear idea of the necessary information to define a problem, effect an improvement, or produce a solution;
  2. Minimization of unnecessary elicitation activities;
  3. Valuable results from each elicitation activity;
  4. Efficient and predicable use of stakeholder time to elicit the information; and
  5. Better overall focus on the entire elicitation process.



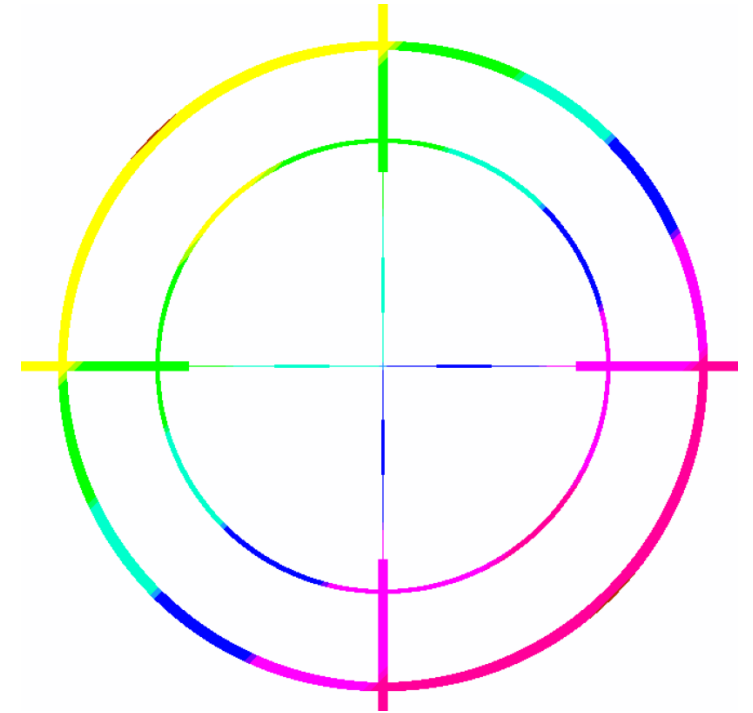


# Elicitation

Determine Elicitation Approach

## Inputs

- 1. Product Scope.** The product scope is defined as the features and functions that characterize a solution. The product scope provides context and defines the boundaries to determine what information to elicit with the goal of further detailing the scope items.
  - Depending on what type of information is being elicited, there may already be some product information available that can be leveraged. For instance, if the team is determining or refining the elicitation approach to elicit solution requirements, stakeholder and business requirements may already be available to provide a better basis on what information to elicit.
- 2. The situation statement** describes the problem or opportunity that the business is interested in addressing, providing context when determining what information to elicit.



# Elicitation

Determine Elicitation Approach

3. **The stakeholder engagement and communication approach** summarizes all the agreements for governing how stakeholders will be engaged and communicated with across the portfolio, program, or project. It contains information on how to effectively interact with stakeholders.
  - There may be certain stakeholder preferences that signal which elicitation techniques are best to use for a particular stakeholder or stakeholder group.
4. **The stakeholder register** contains information on who may impact or be impacted by the area under analysis, along with profile information about stakeholders or stakeholder groups. Information contained within the register can be used to determine an optimal approach to perform the elicitation activities.
  - For example, a stakeholder's role on a project or position within the organization may determine which details and/or perspectives he or she can provide. One might also conclude that senior stakeholders may have less availability and be more difficult to schedule for group elicitation activities.



# Elicitation

Determine Elicitation Approach

## Tools and Techniques

1. **Brainstorming** is an elicitation technique used to identify a list of ideas within a short period of time. Brainstorming may be used to identify a list of sources to elicit from as well as which elicitation techniques to use.
2. **Interviews.** An interview is a formal or informal approach to elicit information from stakeholders. It is performed by asking prepared and/or spontaneous questions and documenting the responses.
  - The business analyst may want to interview subject matter experts (SMEs) to discover other sources of information to elicit from, to obtain stakeholder preferences for the Elicitation process, or to learn about a stakeholder's experience and comfort level with one or more of the techniques being considered.
3. **Retrospectives and lessons learned** leverage past experiences to plan for the future. To create the elicitation approach, business analysts may need to rely on their past experience or the experience from individuals or groups with specialized knowledge or training.
  - Retrospectives and lessons learned, combined with experience and expert judgment, can be used to tailor the elicitation approach to ensure the best fit for the project



# Elicitation

Determine Elicitation Approach

## Outputs

- 1. Elicitation Approach.** The elicitation approach describes how Elicitation will be performed, what information to elicit, where to find that information, how to obtain the information, and when to conduct the elicitation activities. It can be documented or it can be a thought process performed to prepare for the forthcoming elicitation effort.
  - Whether formally documented or not, the decisions and thought process used to plan elicitation activities can be shared with the project team to ensure that everyone is aware of the forthcoming activities and their role.
  - The elicitation approach may be referred to as an **elicitation plan** in more formal life cycles.



# Elicitation

Determine Elicitation Approach

## Tailoring Considerations

Aspects to Be Tailored	Typical Adaptive Considerations	Typical Predictive Considerations
<b>Name</b>	Not a formally named process	Determine Elicitation Approach
<b>Approach</b>	Though some high-level planning might occur, most of the elicitation approach is defined early in each iteration for the elicitation that will occur during that iteration. Because elicitation is often performed to refine product backlog items up to a few iterations ahead of being developed, the elicitation approach defined is often for more than the work being developed in the current iteration. Collaborative elicitation techniques may be selected to obtain information from stakeholders.	A high-level elicitation approach is defined early, during a planning phase. The elicitation approach is refined throughout the portfolio, program, or project.
<b>Deliverables</b>	Not a separate deliverable. The elicitation approach is not formally documented but is complete when the team obtains a shared understanding of what is expected during the elicitation activities.	Detailed elicitation approach residing in a business analysis plan.

# Elicitation

Determine Elicitation Approach

## Collaboration Point

- Because of constraints, Elicitation is sometimes scaled back, but doing this can introduce additional portfolio, program, project, and product risks that may result in rework or defects in the product.
- Obtaining early support and buy-in from portfolio, program, or project managers, and any functional managers, regarding the amount of Elicitation that is appropriate supports planning, sets expectations, and reduces risks.
- When deciding the order of business analysis activities, these roles may work together to determine how resource availability will impact sequencing decisions

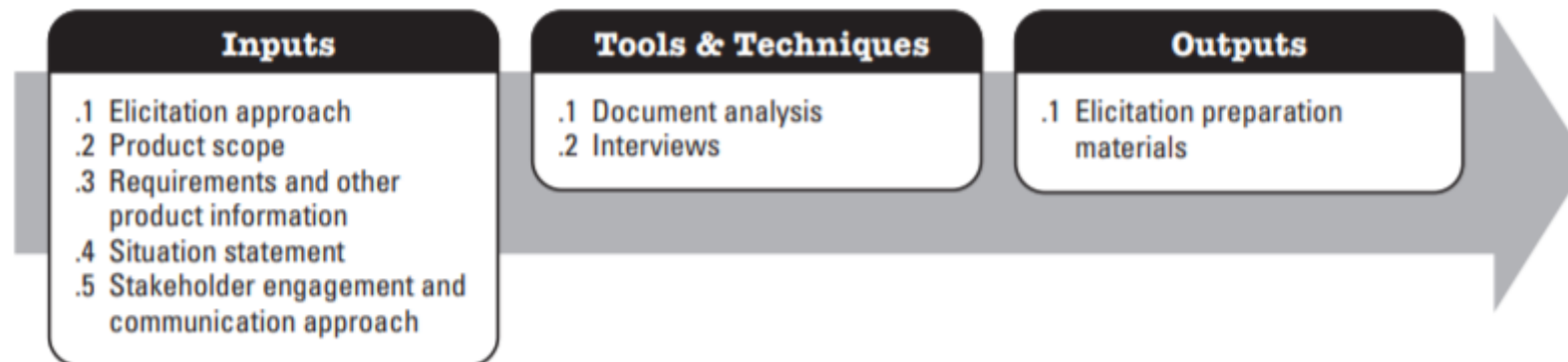


# Elicitation

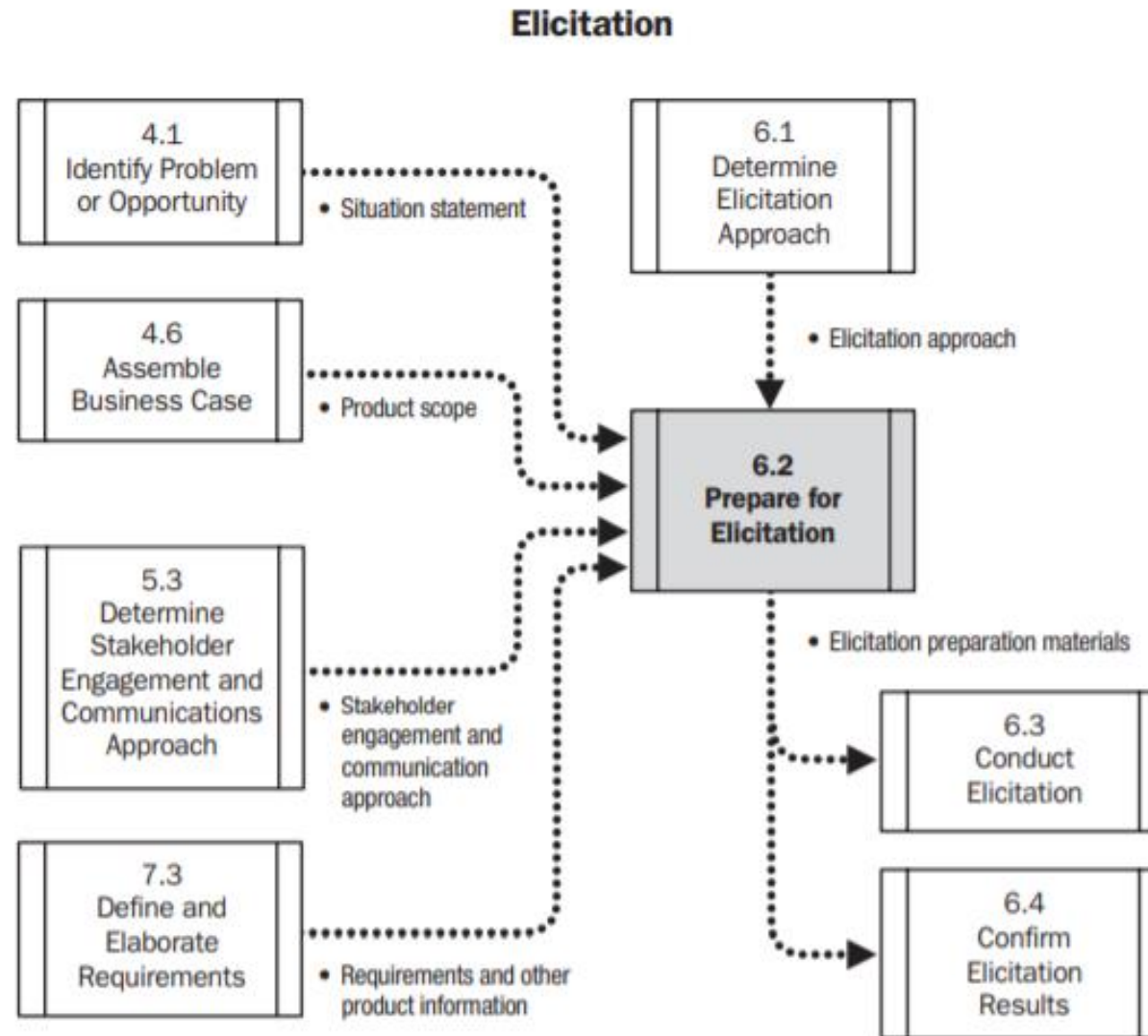
Prepare for Elicitation

- **Definition:** Prepare for Elicitation is the process of organizing and scheduling resources and preparing necessary materials for an individual elicitation activity.
- **key benefit:** The key benefits of this process are that the elicitation activities are organized and effectively performed and participants understand up front why they are involved and what is required of them.
- **Process Group:** Executing process group
- The inputs, tools and techniques and outputs for this process are shown in figure below.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing





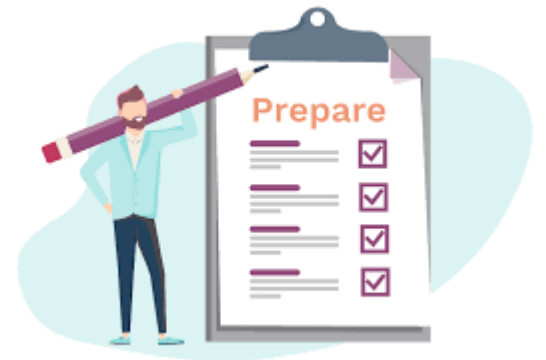




# Elicitation

## Prepare for Elicitation

- Elicitation preparation is the planning performed prior to the start of an elicitation activity. Preparation materials are for the benefit of the facilitator to ensure that Elicitation is conducted effectively and time spent with stakeholders is efficient and provides maximum value.
- For large elicitation engagements, the preparation may actually be more time-consuming than the elicitation activity itself. For elicitation activities that do not involve other people, such as document analysis, the preparation might be brief.
- The following activities may be performed to prepare for an elicitation activity:
  - 1. Determine the objective.** Set an objective for each elicitation activity to ensure that each is effectively performed. The objective is the reason why the elicitation activity is being undertaken. Elicitation activities should provide some value and benefit to justify the time it takes to obtain the needed information



# Elicitation

Prepare for Elicitation

2. **Determine the participants.** Identifying the required participants for an elicitation activity is crucial. Not having the right participants may result in the need to reschedule the elicitation activity.
3. **Identify the resources.** Some elicitation activities require supporting materials, such as access to existing systems or documents. These resources can be procured during preparation
4. **Identify the questions for the elicitation activity.** Questions may be prepared prior to conducting Elicitation to ensure that the objectives for the elicitation activity are achieved. The business analyst may also want to think through how elicitation results will be captured.
5. **Set the agenda.** The topics to be discussed or researched and general time boundaries may be provided to participants in advance so they are aware of what is expected of them.
6. **Schedule the elicitation activity.** Schedule the appropriate amount of time for each stakeholder group. Secure any supporting materials, such as the meeting room, projectors, whiteboards, flipcharts, and writing tools, for the elicitation activity.



# Elicitation

Prepare for Elicitation

## Inputs

1. **The elicitation approach** explains how Elicitation will be performed, including the elicitation activities that will be conducted. Elicitation activities will require preparation to ensure that they provide value. The participant list can also be derived from elicitation planning efforts.
2. **The product scope** is defined as the features and functions that characterize a solution. The product scope provides context to determine the objectives of the elicitation activity and to subsequently prepare the questions and set the agenda.
3. **Requirements and other product information** include all the information about a solution and are the culmination of results from elicitation and analysis activities. Requirements and other product information provide context to determine the objectives of the elicitation activity and to subsequently prepare the questions and set the agenda.
  - Previously elicited requirements or models may be used to guide the elicitation activity. Visual representations are often easier for most audiences to follow along with and provide feedback on.



# Elicitation

Prepare for Elicitation

- 4. **The situation statement** provides an objective statement of the problem or opportunity that the proposed solution is looking to address. The situation statement is used to determine the objective of the elicitation activity and to subsequently prepare the questions and set the agenda.
- 5. **The stakeholder engagement and communication approach** summarizes all the agreements for governing how stakeholders will be engaged and communicated with across the portfolio, program, or project.
  - It defines the preferences and needs of stakeholders to best engage and communicate with them. These needs and preferences are taken into consideration when determining the elicitation approach and deciding on which elicitation techniques to use.



# Elicitation

Prepare for Elicitation

## Tools and Techniques

- 1. Document analysis** is an elicitation technique used to analyze existing documentation to identify relevant product information. It can be used to obtain information that is readily available within existing document repositories, reducing the amount of elicitation time needed with stakeholders.
  - The results of document analysis can be used to support elicitation preparation. Elicited information can be used to formulate agendas, identify questions for an elicitation activity, or provide context and background information prior to engaging with stakeholders directly.
- 2. Interviews.** Preliminary interviews may support elicitation preparation by clarifying objectives with those who may take part in elicitation activities or discussing preparation steps and materials so participants know what will be expected of them prior to and during elicitation.
  - Elicited information can be used to formulate agendas, identify questions for an elicitation activity, or provide context and background information prior to bringing a group of stakeholders together.



# Elicitation

Prepare for Elicitation

## Outputs

1. **Elicitation preparation materials** are items created to maximize the probability of meeting elicitation activity objectives, while optimizing the time spent with elicitation participants.
  - Elicitation preparation materials may be formal or informal, depending on the preference of the facilitator. Preparation materials may include:
    1. Elicitation activity objectives,
    2. An agenda
    3. Background information,
    4. Questions to be discussed,
    5. Ground rules and/or instructions to support an elicitation technique, and
    6. Presentation materials and/or product information, including models, to help structure the elicitation activity.



# Elicitation

Prepare for Elicitation

## Tailoring Considerations

Aspects to Be Tailored	Typical Adaptive Considerations	Typical Predictive Considerations
<b>Name</b>	Not a formally named process; performed as part of Backlog Refinement or Elaboration	Prepare for Elicitation
<b>Approach</b>	Preparation is performed whenever elicitation is to be conducted. Elicitation of high-level product information occurs within iteration 0, and elicitation of more detailed product information occurs within subsequent iterations. Elicitation within an iteration may clarify information for the current iteration or elaborate on product information one to two iterations ahead.	Preparation is performed whenever elicitation is to be conducted. Elicitation of high-level product information occurs at the portfolio and program level, and elicitation of more detailed product information occurs within an analysis phase of a project.
<b>Deliverables</b>	Elicitation is frequent, with the goal of elaborating just enough information; preparation materials are lightweight.	Scope of elicitation is larger; preparation materials may be more detailed.

## Collaboration Point

- Stakeholders may be consulted in advance so they are aware of what is expected of them and can be alerted if there are preparation activities they are required to complete in advance of the elicitation. Sufficient communication is provided beforehand so that stakeholders can secure time on their calendars.



# Elicitation

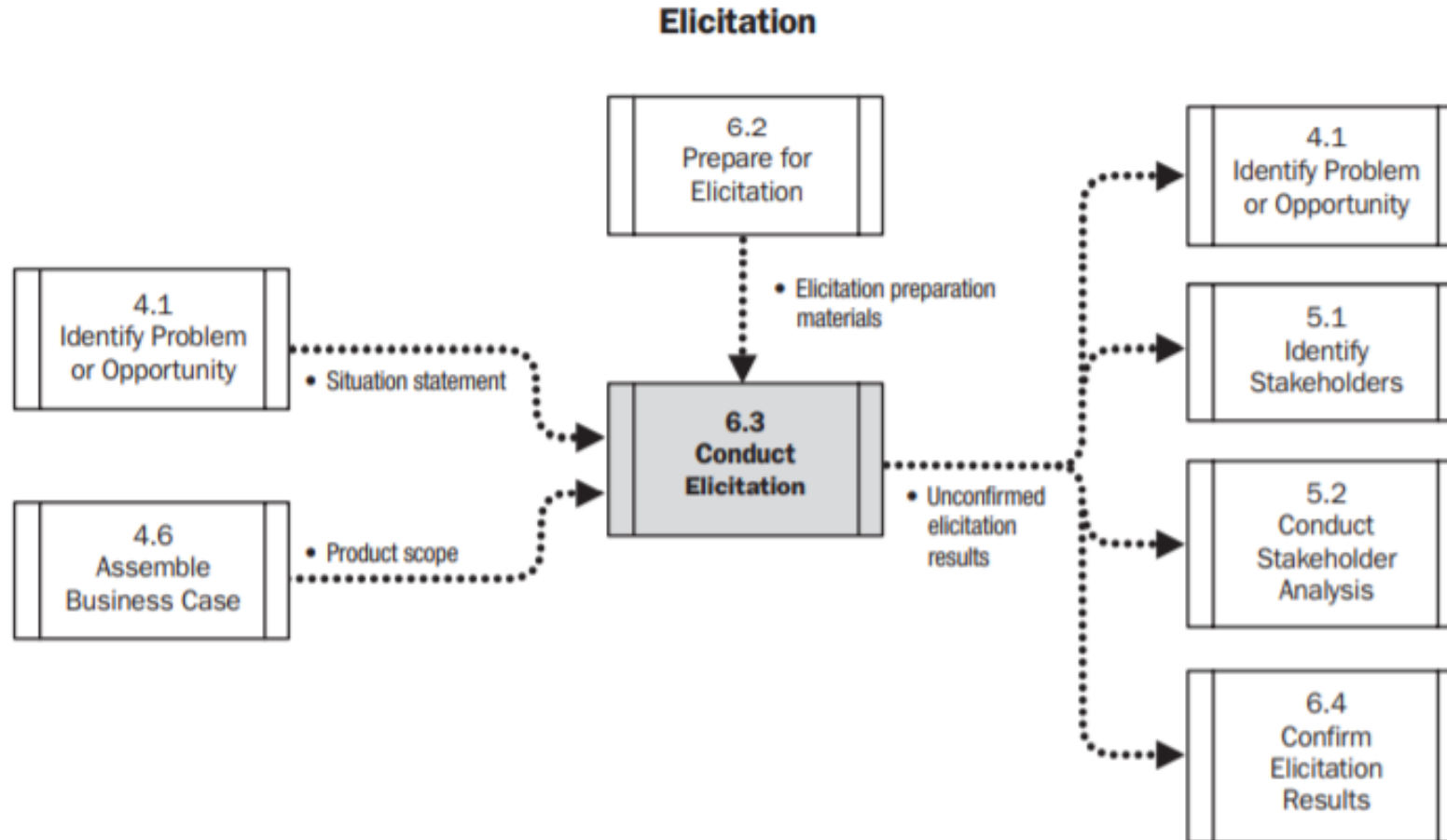
## Conduct Elicitation

- **Definition:** Conduct Elicitation is the process of applying various elicitation techniques to draw out information from stakeholders and other sources.
- **key benefit:** The key benefit of this process is that it obtains information from the appropriate sources to sufficiently define and elaborate requirements and other product information.
- **Process Group:** Executing process group
- The inputs, tools and techniques and outputs for this process are shown in figure below.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
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Solution Evaluation	Releasing







# Elicitation

## Conduct Elicitation

- There are three stages during an elicitation activity that are applicable regardless of the elicitation technique used:
  - 1. Introduction.** The introduction sets the stage, sets the pace, and establishes the overall purpose for the elicitation activity.
  - 2. Body.** The body is where the questions are asked and the answers are given or uncovered.
  - 3. Close.** The close provides a graceful termination to the particular activity.
- Follow-up activities support elicitation and are used to confirm elicitation results. Information may be consolidated and confirmed with participants once elicitation completes or follow-up may be performed concurrently while conducting elicitation



# Elicitation

Conduct Elicitation

## Inputs

1. **Elicitation preparation materials** are items created to maximize the probability of meeting elicitation activity objectives, while optimizing the time spent with participants of elicitation activities. Elicitation preparation materials are used while conducting elicitation to structure and guide the elicitation activity.
2. **The product scope** is defined as the features and functions that characterize a solution. Product scope is used when developing the objectives for the elicitation activity and when conducting elicitation to ensure that discussions remain on topic.
3. **The situation statement** provides an objective statement of the problem or opportunity that the proposed solution is looking to address. The situation statement, along with any additional context obtained while preparing for the elicitation activity, can be used to ensure shared understanding among elicitation participants about the topics to be discussed and will help guide elicitation discussions.



# Elicitation

Conduct Elicitation

## Tools and Techniques

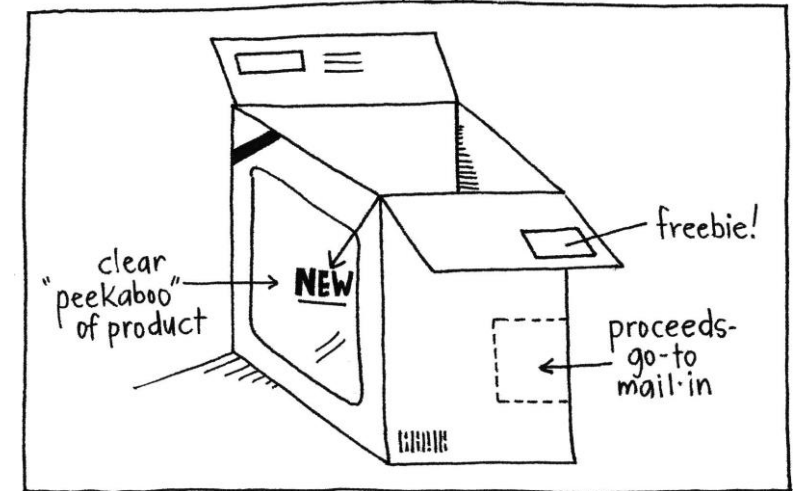
1. **Brainstorming** is an elicitation technique that can be used to identify a list of ideas within a short period of time—for example, a list of risks, stakeholders, or potential solution options. Brainstorming is conducted in a group environment and is led by a facilitator.
  - Output generated from the group is often greater than the output that could be received from the same group if ideas were recorded individually.
2. **Collaborative games** are a collection of elicitation techniques that foster collaboration, innovation, and creativity to achieve the goal of the elicitation activity. Collaborative games use game play to encourage team participation and enhance engagement.
  - They can help product teams with problem solving, team building, and decision making. The tools required to play collaborative games are typically simple and require minimal setup—for example, whiteboards, flipcharts, markers, and sticky notes.



# Elicitation

## Conduct Elicitation

- There are many types of collaborative games:
  - a. **Product box.** An elicitation technique that uses game play to focus on the features of a product that are important to the customer. The objective is to divide the participants into teams, asking each team to design a box that represents how the product would be packaged.
  - A plain box and art supplies are provided and each team is asked to decorate the box, marketing the product in a manner that would entice a customer to purchase it.
  - The team's use of colors, designs, and slogans identifies the product benefits and features that customers expect the product to possess. Because the size of the box limits the information that can be presented, the technique provides insights into the benefits and features that customers find most valuable



# Elicitation

Conduct Elicitation

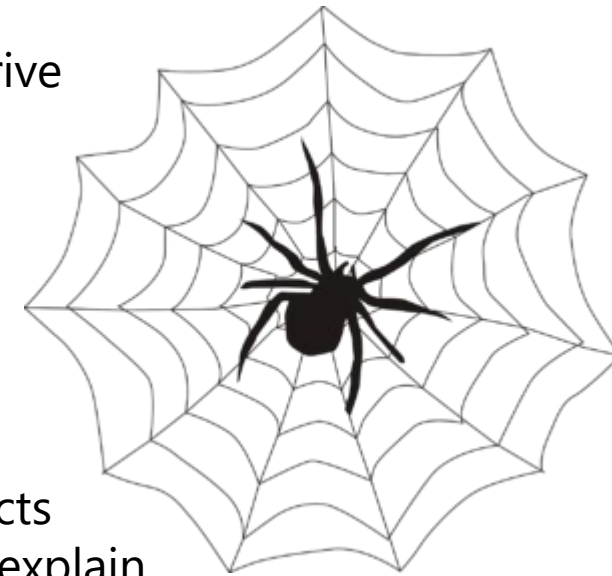
- b. Speedboat.** An elicitation technique that uses game play to elicit information about product features that customers/stakeholders find problematic. A picture of a boat with several anchors is drawn on a large sheet of paper.
  - Participants are asked to think about characteristics of the current product that they do not like and to place a few words describing the problem on each anchor. **Anchors** can be added to the picture until all issues are raised. The team then discusses each anchor and assesses how much faster the boat might go if the anchor is removed.
  - The technique provides a team approach to identifying product issues and quantifying the impacts of the problems raised. The game provides An indirect approach to eliciting information about product issues and downplays the stigma associated with directly informing a product team about product deficiencies.



# Elicitation

## Conduct Elicitation

- c. **Spider web.** An elicitation technique used to discover unknown relationships between the product being analyzed and other products. The technique helps product teams identify competitive aspects of a product and may lead to changes in product scope.
- Participants can be any type of stakeholder, but when the technique is used to drive innovation, customers are the optimal participants because they often provide uncommon insights about products.
  - The technique is performed by drawing a circle in the middle of a large sheet of paper to represent the product. Participants are given a few minutes to brainstorm other products that might be related in some way to the product listed.
  - Participants are invited to draw pictures around the circle to represent the products they identified. Relationships are then drawn between the products. Participants explain the nature of the relationships as they draw them.
  - Using different materials allows participants to show variances in importance or risk between different products, and relationships. When complete, the paper looks like a tangled spider web with many colors and symbols.



# Elicitation

Conduct Elicitation

**3. Document analysis** is an elicitation technique used to analyze existing documentation to identify relevant product information.

- Benefits of using document analysis include:
  - Information received from individuals may be subjective or individuals may not have an accurate view of the information, whereas documented information tends to be more objective;
  - Documents may contain information that no one individual has;
  - Written documentation may provide more background and explanations than an individual explaining the same material;
  - Documents may have enough information to use as a starting point, thereby saving significant stakeholder time during in-person elicitation activities; and
  - Up-to-date documentation can be a good source of information regarding the structure and capabilities of any product.

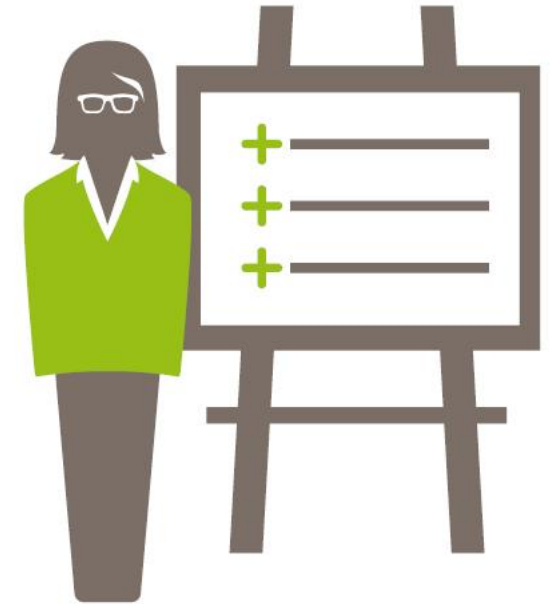




# Elicitation

Conduct Elicitation

- 4. **Facilitated workshops** use a structured meeting led by a skilled, neutral facilitator and a carefully selected group of stakeholders to collaborate and work toward a stated objective.
  - When the objective is focused on bringing cross functional stakeholders together to define and discuss product information, the workshop is commonly termed a requirements workshop.
  - Workshops are considered a primary technique for quickly defining product information across multiple domains and reconciling stakeholder differences. Because of their interactive group nature, well-facilitated sessions can build trust, foster relationships, and improve communication among the participants, which can lead to increased stakeholder consensus.
- 5. **Focus groups** bring together prequalified stakeholders and subject matter experts (SMEs) to learn about their expectations and attitudes about a proposed solution. Focus groups provide an opportunity to obtain feedback directly from customers and/or end users.



# Elicitation

## Conduct Elicitation

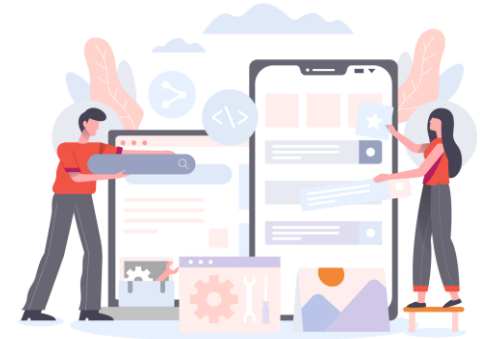
6. **An interview** is performed by asking prepared and/or spontaneous questions and documenting the responses. Interviews are often conducted on an individual basis between an interviewer and an interviewee, but they may also involve multiple interviewers and/ or multiple interviewees.
- Interviewing experienced project participants, stakeholders, and subject matter experts helps identify and define the features and functions of the desired solution.
7. **Observation** is an elicitation technique that provides a direct way of obtaining information about how a process is performed or a product is used by viewing individuals in their own environment performing their jobs or tasks.
- Observation is usually performed with the observer viewing the process worker performing the work, but it can also be performed with the observer experiencing or performing the task firsthand. The objective of observation is to uncover information that stakeholders are not able or willing to provide and to use the information in the formulation of product requirements.



# Elicitation

Conduct Elicitation

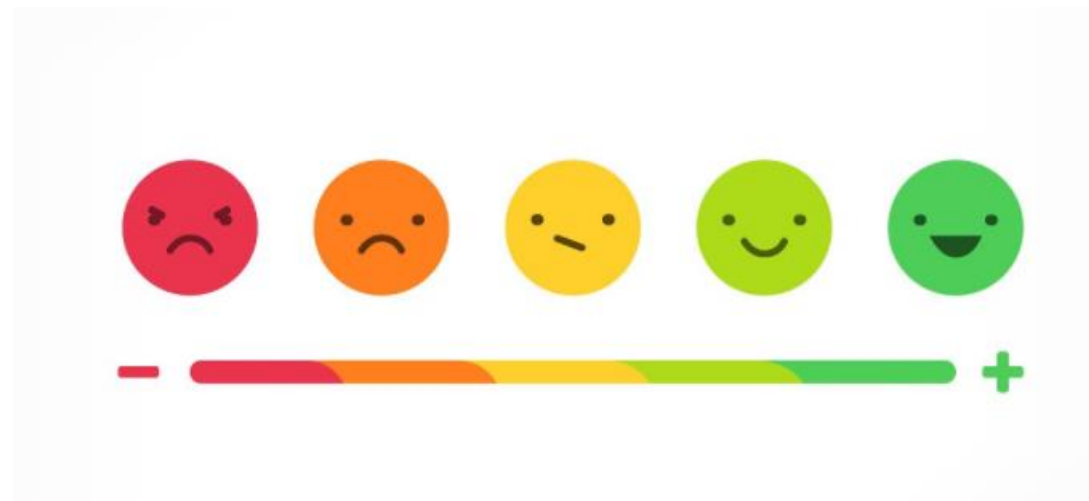
- 8. Prototyping** is a method of obtaining early feedback on requirements by providing a model of the expected solution before building it. Prototypes are also known as proof of concepts (PoC).
- Because prototypes are tangible, stakeholders are able to visualize and possibly experiment with a model of the product rather than discussing abstract representations of the requirements.
  - This provides an opportunity to validate a conceptual working solution against an existing set of requirements to look for potential gaps in requirements. Prototypes support the concept of progressive elaboration through the iterative cycles of mockup creation, user experimentation, feedback generation, and prototype revision.
  - A prototype can be a mockup of the real result, as in an architectural model, or it can be an early version of the product itself. A few common kinds of prototypes are the following:
- a. Storyboarding.** A prototyping technique that shows sequence or navigation through a series of images or illustrations.



# Elicitation

Conduct Elicitation

- b. Wireframes.** Diagrams that represent a static blueprint or schematic of a user interface used to identify basic functionality.
  - c. Evolutionary.** A prototype that is the actual finished solution in process
- 9. Questionnaires and surveys** are written sets of questions designed to quickly accumulate information from a large number of respondents. Survey respondents can represent a diverse population and are often dispersed over a wide geographical area.
- As a form of elicitation, this technique has the benefit of reaching a large group of people for a relatively small cost. A typical concern with surveys is ensuring a sufficient response rate



# Elicitation

Conduct Elicitation

## Outputs

1. **Unconfirmed elicitation results** consist of the information obtained from completed elicitation activities. The results of elicitation activities may be documented either formally or informally.
  - Documentation can range in formality, from capturing a snapshot of a whiteboard that contains preliminary requirements to information recorded in requirements management tools.
  - The primary documented result is a set of elicitation notes that comprise a wealth of information for performing other business analysis processes. The results may come in the form of sketches, diagrams, models, flipcharts, photos, videos, audio recordings, sticky notes, or index cards, to name a few.



# Elicitation

## Conduct Elicitation

### Tailoring Considerations

Aspects to Be Tailored	Typical Adaptive Considerations	Typical Predictive Considerations
<b>Name</b>	Backlog Refinement or Elaboration	Conduct Elicitation
<b>Approach</b>	Elicitation is frequent, with the goal of elaborating just enough information. Elicitation of high-level product information occurs to develop the backlog, and elicitation of more detailed product information happens within subsequent iterations. Elicitation within an iteration may be done to clarify information for the current iteration or to elaborate on product information one to two iterations ahead.	Elicitation of high-level product information occurs at the portfolio and program level, and elicitation of more detailed product information occurs within an analysis phase of a project. However, as changes are made in later phases, elicitation processes are repeated.
<b>Deliverables</b>	Shared understanding of elicitation results may not be documented, documented just enough, or represented in models.	Comprehensive and documented elicitation results.

### Collaboration Point

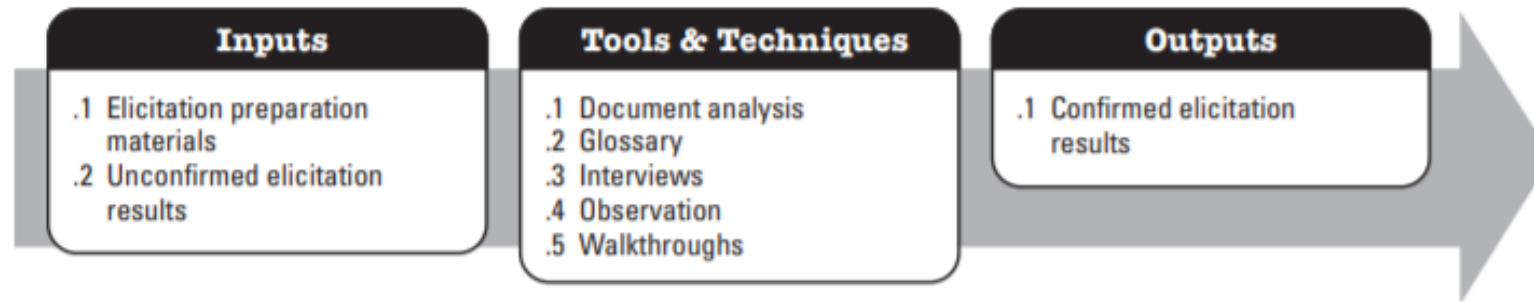
- When business analysis is performed by more than one business analyst, the team of analysts will work together to ensure that the roles and responsibilities for each are clear, the team is effectively working, and duplication of effort is avoided. In situations where there is only one business analyst on the team, the portfolio, program, project manager, or someone else on the product team may support the elicitation effort—for example, by taking notes—to allow the business analyst to focus on facilitation.

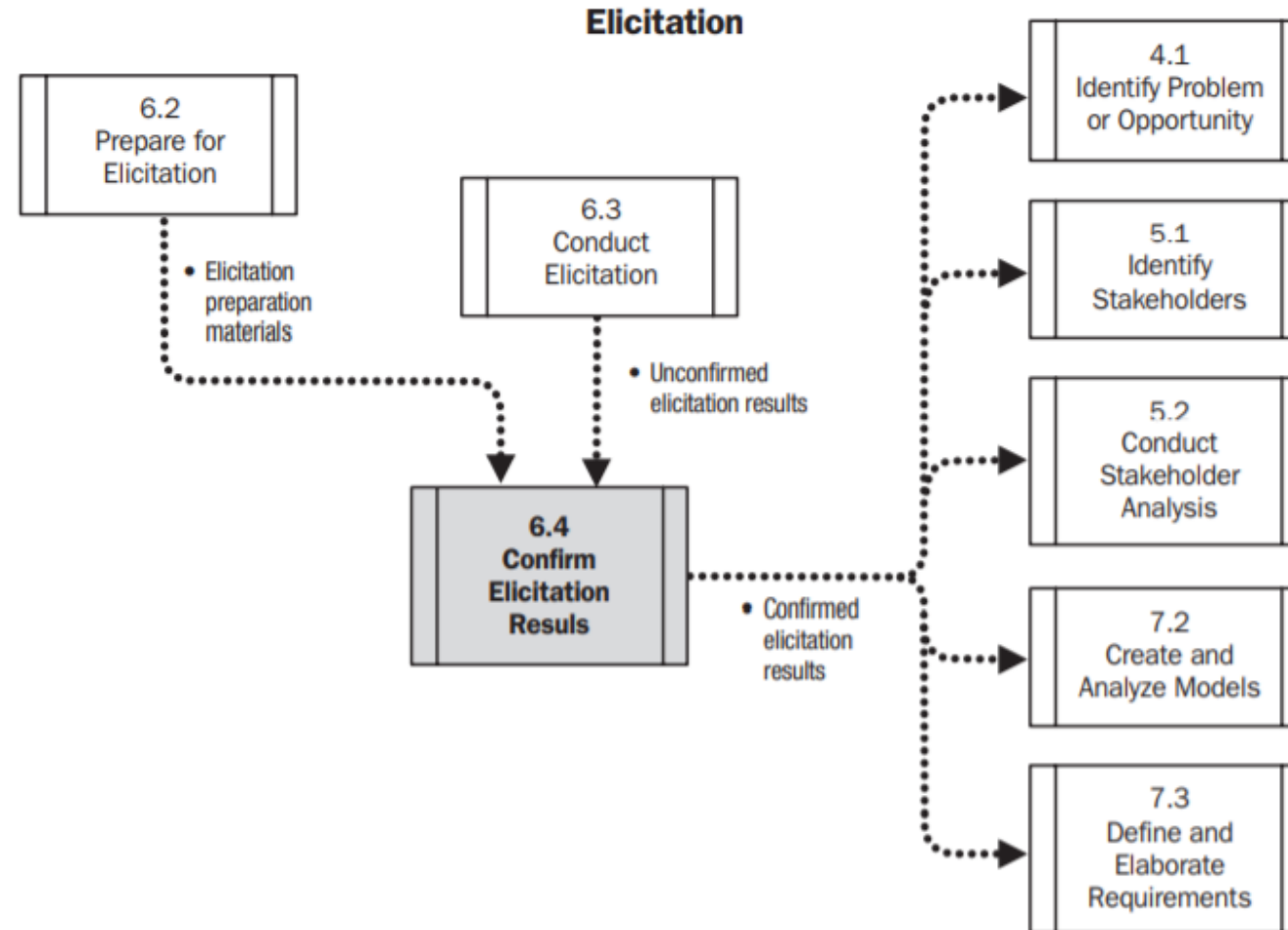
# Elicitation

## Confirm Elicitation Results

- **Definition:** Confirm Elicitation Results is the process of performing follow-up activities on the elicitation results, determining an appropriate level of formality to use, reviewing with stakeholders for accuracy and completeness, and comparing to historical information
- **key benefit:** The key benefit of this process is that it validates that stakeholders and the elicitation results were understood during Elicitation.
- **Process Group:** Executing process group
- The inputs, tools and techniques and outputs for this process are shown in figure below.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing







# Elicitation

## Confirm Elicitation Results

- During Elicitation, information may be captured via multiple media, such as whiteboards, flipcharts, meeting notes, and recording devices. Elicitation results may need to be:
  1. Refined and/or corrected and extraneous information eliminated;
  2. Organized, categorized, and consolidated
  3. Compared against previously elicited information, and discrepancies followed up on during future elicitation;
  4. Converted to an appropriate level of formality based on stakeholder needs; and
  5. Packaged for distribution
- Elicitation results can be confirmed in different ways. Elicitation results might be distributed to the participants who originally provided the information with the goal of confirming their accuracy.
- Other times, it may be sufficient to ask attendees to clarify and correct information during elicitation, thereby performing and confirming elicitation concurrently. Concurrent confirmation is considered a common practice in adaptive life cycles.



# Elicitation

Confirm Elicitation Results

## Inputs

- 1. Elicitation preparation materials** are items created to maximize the probability of meeting elicitation activity objectives, while optimizing the time spent with elicitation participants or physical resources.
  - Elicitation preparation materials that were used to structure the elicitation activity, such as previously elicited product information, may be updated based on information learned during elicitation and compared with the elicitation results to determine whether there are issues or gaps that require additional elicitation
- 2. Unconfirmed elicitation results** consist of the business analysis information obtained from completed elicitation activities. The results from elicitation, documented in various formats, are consolidated and organized in a manner that can be reviewed, understood, and validated by those who provided the information or against the original source materials.



# Elicitation

Confirm Elicitation Results

## Tools and Techniques

- 1. Document analysis** is an elicitation technique used to analyze existing documentation to identify relevant product information. Document analysis can be used to compare elicitation results to historical information, such as existing procedures or existing materials used during elicitation activities, to confirm accuracy.
- 2. A glossary** is a list of definitions for terms and acronyms about a product. The glossary is used to provide the product team with a common understanding about the terms being used in conversations and throughout other business analysis outputs—for example, in requirements documents, models, user stories, etc.
  - Glossaries are a helpful tool when confirming elicitation results to enable product teams to reach agreement on the meaning of terms and to identify terms that are being used differently across the product team, organization, or industry.



# Elicitation

Confirm Elicitation Results

3. **An interview** is a formal or informal approach used to elicit information from stakeholders. It is performed by asking prepared and/or spontaneous questions and documenting the responses. When necessary, follow-up interviews may be conducted to obtain confirmation of elicitation results and clarifications on any discrepancies from an elicitation activity.
4. **Observation** is an elicitation technique that provides a direct way of obtaining information about how a process is performed or a product is used by viewing individuals in their own environment performing their jobs or tasks. Observation can be used to cross-check non-observation elicitation results with actuality.
5. **A walkthrough** is a peer review in which the author of the materials walks the peer reviewers through the authored information. A walkthrough may be conducted to review the results of elicitation to obtain confirmation that the results are accurate at this point in time, or to clarify any discrepancies raised.



# Elicitation

Confirm Elicitation Results

## Outputs

- 1. Confirmed elicitation results.** Elicitation results consist of the business analysis information obtained from completed elicitation activities. Confirmed elicitation results signify that the product team has reached a common understanding and agrees to the accuracy of the information elicited.
  - Confirmed elicitation results may be obtained after a group of stakeholders reviews the materials provided upon completion of elicitation or they can be obtained concurrently as elicitation is performed.



# Elicitation

Confirm Elicitation Results

## Tailoring Considerations

Aspects to Be Tailored	Typical Adaptive Considerations	Typical Predictive Considerations
<b>Name</b>	Not a formally named process; performed as part of Backlog Refinement or Elaboration	Confirm Elicitation Results
<b>Approach</b>	Elicitation is conducted and the results confirmed concurrently.	Elicitation may be conducted and confirmed concurrently or confirmation may occur at a point in time after elicitation has been completed.
<b>Deliverables</b>	Shared understanding of elicitation results may be documented or represented in models.	Acknowledgment that elicitation results are accurate. Elicitation results are typically comprehensive and documented.

## Collaboration Point

- Elicitation results are often confirmed with subject matter experts, the product owner, the sponsor, and/or portfolio, program, or project managers to ensure that the information captured is accurate. The business analyst maintains communications with these roles to keep participants engaged and informed as elicitation activities progress and the information obtained evolves.

# Elicitation Quiz

## Question 1

Items created to maximize the probability of meeting elicitation activity objectives, while optimizing the time spent with elicitation participants are an output of which process?

- a. Determine elicitation approach
- b. Prepare for elicitation
- c. Conduct elicitation
- d. Confirm elicitation results

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## Answer

**Elicitation preparation materials** are items created to maximize the probability of meeting elicitation activity objectives, while optimizing the time spent with elicitation participants. They are the key outputs of Prepare for elicitation.

# Elicitation Quiz

## Question 2

Which of the following is an elicitation technique that uses game play to focus on the features of a product that are important to the customer?

- a. Spider web
- b. Speedboat
- c. Product Box
- d. Wireframes

---

## Answer

**Product box.** An elicitation technique that uses game play to focus on the features of a product that are important to the customer. The objective is to divide the participants into teams, asking each team to design a box that represents how the product would be packaged.



# Elicitation Quiz

## Question 3

Unconfirmed elicitation results are outputs of which process?

- a. Determine elicitation approach
- b. Prepare for elicitation
- c. Conduct elicitation
- d. Confirm elicitation results

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## Answer

**Unconfirmed elicitation results** consist of the information obtained from completed elicitation activities. The results of elicitation activities may be documented either formally or informally. They are the key output of Conduct elicitation process.

# Elicitation Quiz

## Question 4

All of the following are kinds of prototyping except which one?

- a. Evolutionary
- b. Wireframes
- c. Product Box
- d. Story boarding

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## Answer

A few common kinds of prototypes are the following: Story boarding, Wireframes, and Evolutionary. Product box is an innovation game used while conducting elicitation.

# Elicitation Quiz

## Question 5

Which of the following documents can be used to describe how elicitation will be performed, what information to elicit, where to find that information, how to obtain the information, and when to conduct the elicitation activities?

- a. Unconfirmed elicitation results
- b. Confirmed elicitation results
- c. Elicitation approach
- d. Elicitation preparation materials

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## Answer

**Elicitation Approach.** The elicitation approach describes how Elicitation will be performed, what information to elicit, where to find that information, how to obtain the information, and when to conduct the elicitation activities. It can be documented or it can be a thought process performed to prepare for the forthcoming elicitation effort.

# Elicitation Quiz

## Question 6

While confirming the elicitation results, which of the following tools can you use as a peer review in which the author of the materials walks the peer reviewers through the authored information?

- a. Interviews
- b. Observation
- c. Walkthrough
- d. Focus group

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## Answer

A walkthrough is a peer review in which the author of the materials walks the peer reviewers through the authored information. A walkthrough may be conducted to review the results of elicitation to obtain confirmation that the results are accurate at this point in time, or to clarify any discrepancies raised.

# Elicitation Quiz

## Question 7

Which of the following is a prototyping technique that shows sequence or navigation through a series of images or illustrations?

- a. Speedboat
- b. Wireframes
- c. Storyboarding
- d. Evolutionary

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## Answer

**Storyboarding.** A prototyping technique that shows sequence or navigation through a series of images or illustrations.

# Elicitation Quiz

## Question 8

Which of the following techniques is may be used to identify a list of sources to elicit from as well as which elicitation techniques to use?

- a. Gap analysis
- b. Brainstorming
- c. Product Roadmap
- d. Prototyping

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## Answer

**Brainstorming** is an elicitation technique used to identify a list of ideas within a short period of time. Brainstorming may be used to identify a list of sources to elicit from as well as which elicitation techniques to use.

# Elicitation Quiz

## Question 9

The speedboat elicitation technique can be used in which of the following processes?

- a. Determine elicitation approach
- b. Prepare for elicitation
- c. Conduct elicitation
- d. Confirm elicitation results

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## Answer

**Speedboat.** An elicitation technique that uses game play to elicit information about product features that customers/stakeholders find problematic. A picture of a boat with several anchors is drawn on a large sheet of paper. It is a collaborative game used in the Conduct elicitation process.

# Elicitation Quiz

## Question 10

Which of the of the following processes should you perform in order to organize and schedule resources and prepare necessary materials for an individual elicitation activity?

- a. Confirm Elicitation Results
- b. Determine Elicitation Approach
- c. Prepare for Elicitation
- d. Conduct Elicitation

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## Answer

**Prepare for Elicitation**—The process of organizing and scheduling resources and preparing necessary materials for an individual elicitation activity.





# THANK YOU