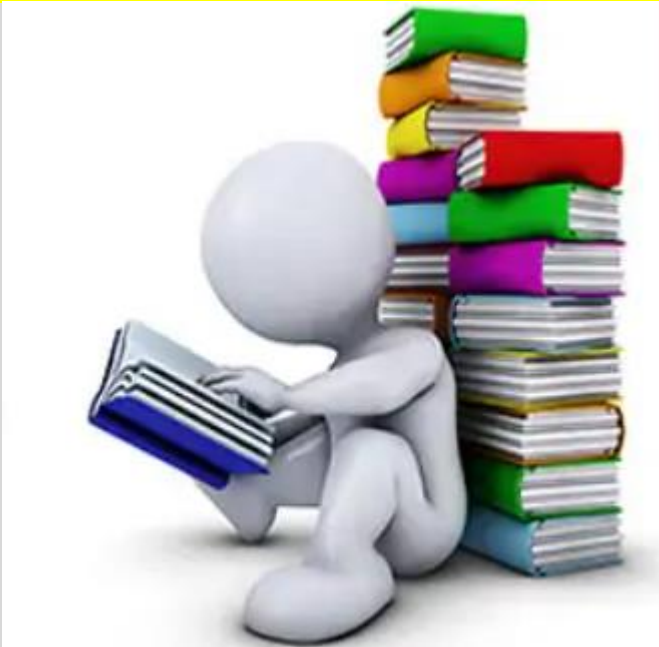




MANAGEMENT SKILLS FOR BUSINESS ANALYSTS SEMINAR 3 INFORMATION ELICITATION SKILLS

Ms. Kati Julow

Preliminary preparation



- Lateral thinking:
 - <https://www.forbes.com/sites/phillewis1/2020/03/20/the-most-valuable-skill-in-difficult-times-is-lateral-thinking-heres-how-to-do-it/?sh=657b98f457a9>
- Visual communication:
 - <https://www.techsmith.com/blog/why-visual-communication-matters/>
- Storytelling:
 - <https://www.forbes.com/sites/mikekappel/2018/01/17/5-essential-tips-for-business-storytelling/?sh=656b2ab5454d>



ELICITING INFORMATION

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What is information elicitation?

- It is a process, with plenty of iteration
- identifying and working with stakeholders to get information, in order to:
 - Understand a situation
 - Getting ideas and information out of people
 - Define problems
 - Reveal contradictions and resolve conflicts
 - Help negotiation
 - Achieve a goal

- Group discussion: can you think of situations when you have elicited information?





**How does a
BA elicit
information?**



Methods for elicitation

prepared by: K. JULOW

- Interviews,
- brainstorming,
- Document Analysis,
- Focus Groups,
- Interface Analysis,
- Observation,
- Prototyping,
- Requirements Workshops,
- Survey/Questionnaire)



Key skills for information elicitation:

- Observing
- Active listening
- Formulating and asking questions
- Recording the information
- Planning: finding the right information source; timing your process



2022.03.08.

„the beginner's mind”

What should be our
attitude in an unfamiliar
situation? In problem
solving?



2022.03.08.

„the beginner’s mind”-shoshin (初心)- zen Buddhism about mindfulness- being present-

What should be our attitude?

- Curious
- Open
- Take the work as a journey
- Free from prejudice, projections
- Fail and retry, learn
- Put aside expectations (I know how it works)
- (start with your lunch, tonight)

observing



Observation exercise: the monkey business illusion

- Watch the video, observe the details
- Answer the questions raised in the video
- https://youtu.be/IGQmdoK_ZfY
- Group discussion:
- How difficult/easy was it to pay attention to details?
- How conscious are you in your everyday activities in noticing details?



Active listening



prepared by: K. JULOW



„triple-A” listening

Active listening=attitude, attention, and adjustment

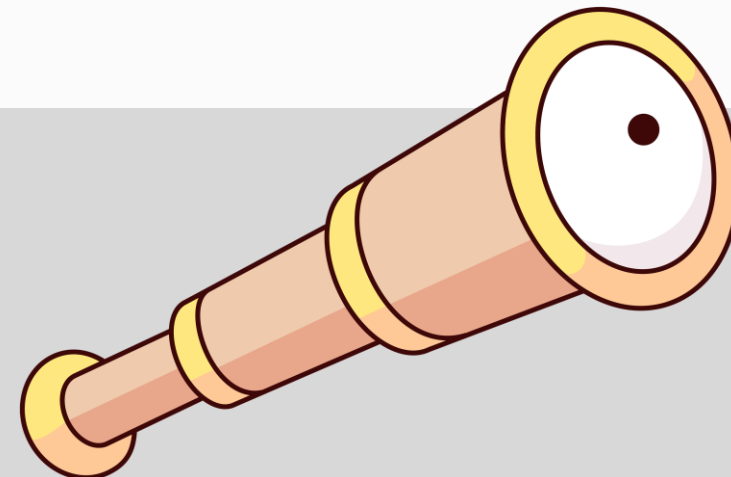
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Exercise

- Form groups of 3
- 1 storyteller. Storyteller picks a story, about a dilemma, a problem, an idea (make sure the story can be shared within 2 -3 minutes)
- 1 listener. Listener listen to the storyteller, engage in the listening process. You want to understand the story and the storyteller
- 1 observer. Observer, you monitor the Listener. Evaluate how is his/ her active listening. You use the checklist, and when the dialogue is over, make a brief assessment that you feed back to your partner. (Be constructive, and objective).
- You have 5 minutes to complete the exercise, return to the class.
- Sharing experiences

CHECKLIST/ ACTIVE LISTENING

1. Does he/she pay attention to the storyteller?
 - Does the listener provide undivided attention to the storyteller?
 - Does the listener look at the storyteller (make sure cams are turned on!)
 - Does the listener show interest in the storyteller's story? E.g. the listener nods, smiles, encourages the storyteller to go on...
 - Does the listener want to understand the story? E.g. is this what you mean?....do I understand you right that...?
 - Does the listener paraphrase and reflect on what has been said? E.g. sounds like you are saying.....what I am hearing is.....
 - Does the listener interrupt?
 - Does the listener raise counterarguments?
 - Does the listener express her/his opinion respectfully?

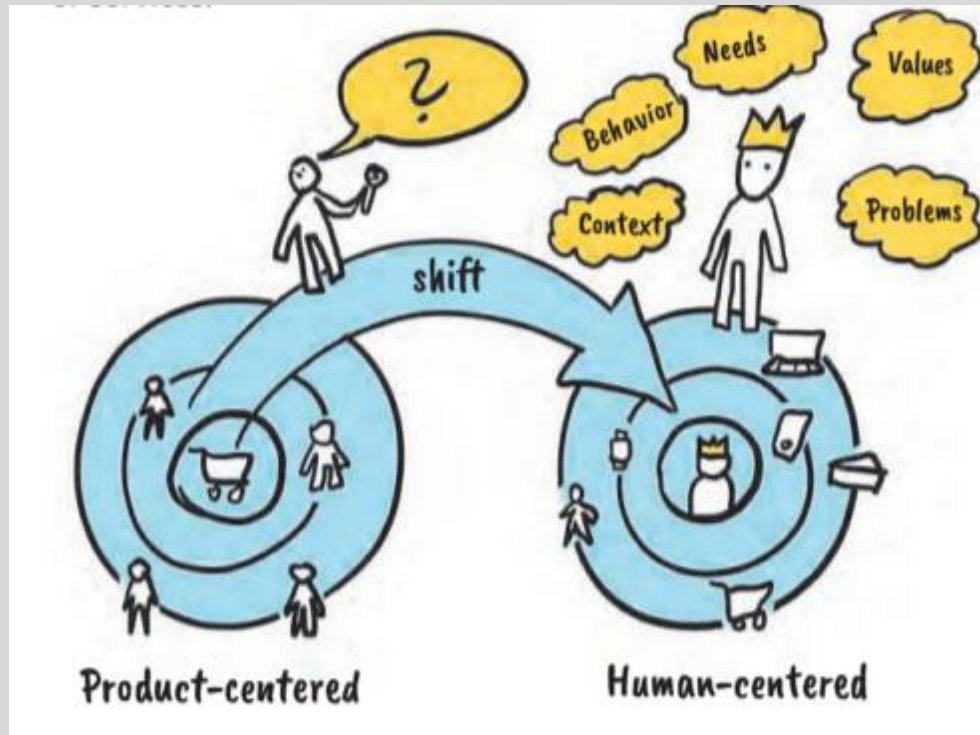




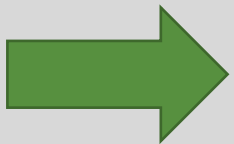
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Formulating questions

The explorative interview (design thinking toolbox)



- **Purpose:**
- **Shift product centered to human centered approach**
- Reveal unspoken needs
- understand stakeholders/ stories;
- Get details, insights about e.g. customers' everyday life
- **„Mechanics“:**
- Structure your interview and allow detours (intro/story/closing)
- Facilitate thinking with visual aids (pictures, etc.)
- Go for specific details
- **5Ws, 5Hs**
- „what if you had a magic wand?.....“



<https://www.nngroup.com/articles/user-interviews/>

What types of questions?

- <https://youtu.be/2RhABv3vEao>



The 5Ws

Purpose:

Structure your
observation/exploration
Allows in-depth insights (incl.
Emotions)
You also learn about stakeholder
wishes, opinions



The 9 WHs



The 5WHYs

- Purpose:
- Dig deeper, drill down (root cause)
- Grab fundamental root causes
- Develop a sustainable solution
- Avoid panic „mode“-keep focus on understanding



EXERCISE 5 „DOCTOR”

- You are a doctor, your partner is a patient
- Your patient has a soar throat, therefore, she/he visits you to get medication and cure
- What will you ask through the 5 W method.
- (observer: monitor the doctor's active listening skills)



CHECKLIST/ ACTIVE LISTENING

- Does the doctor provide undivided attention to the patient?
- Does the listener looks at the storyteller (make sure cams are turned on!)
- Does the doctor show interest in the patient's story? E.g. nods, smiles, encourages r to go on...
- Does the doctor want to understand the patient? E.g. is this what you mean?....do I understand yuo right that...?
- Does the doctor paraphrase and reflect on what has been said? E.g. sounds like you are saying.....what I am hearing is.....
- Does thedoctor interrupt?
- Does the doctor express her/his opinion respectfully?



Root Cause

CAUSE

PROBLEM

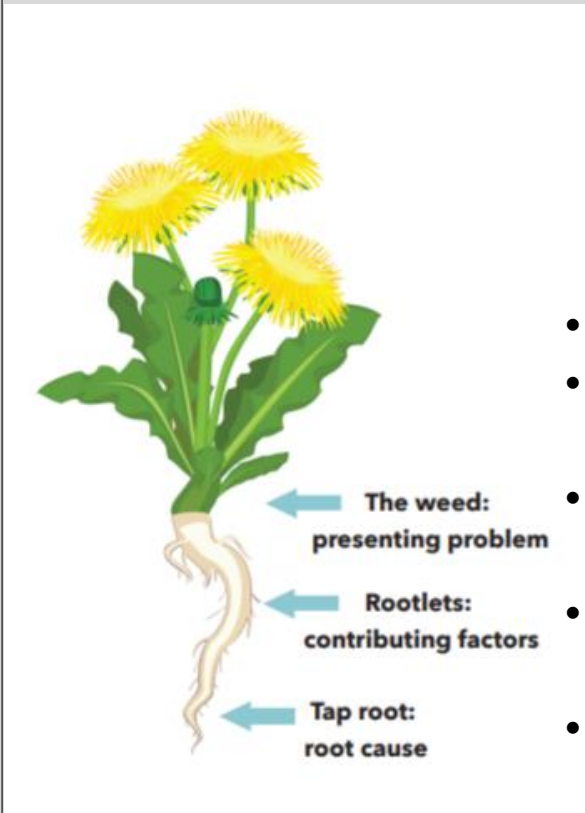
CAUSE

CAUSE

CAUSE

Analysis

Exercise 5 why shall we hire more people?



„We should hire 3 more people in the call center



- Why? ..because we lose 25% of the incoming calls
- Why? ..because we cannot pick up 35% the calls within 3 rings
- Why? ...because we need to administer the taken calls, which takes up 30 seconds after call completion
- Why? .because we need to manually administer the taken calls, which takes up 30 seconds after call completion
- Why? ...because there is no automated interface between the transactional and the customer service admin system

Project:
Team:
Version & Date:



Quick guide: The Explorative Interview helps to explore the everyday life of the user and to understand his needs without already thinking about the solution. First, an interview guide is created with the topics and possible questions (left side of the template). The answers are noted on the right.

EXPLORATIVE INTERVIEW

More tips & tricks for this template on book page: 63



Lewrick / Link / Leifer
The Design Thinking Toolbox
978-1-119-62919-1



Introduction

Determine the introduction

Name of the interviewee

Place, date

Context

Answers

Write down the answers of the person interviewed. . .



Questions

Define the questions

1

Get to know the entire story

Which questions help to understand the hopes, fears and motivations of the interviewees?

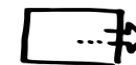
2



Conclusion

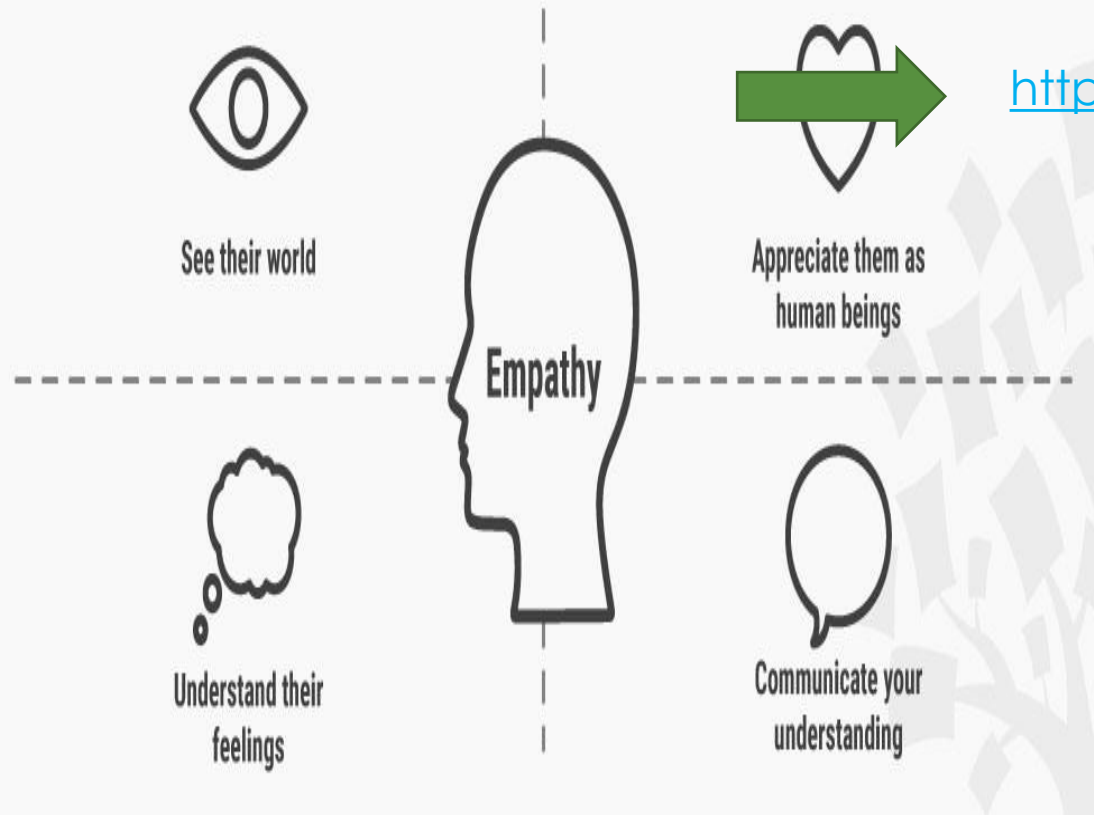
Explain what happens with the answers and thank the interviewee for the discussion.

3



<https://www.google.com/search?q=explorative+interview&source=lnms&tbn=isch&sa=X&ved=2ahUK-Ewiz3ZW0slTuAhUBdBQKHe0RC9cQ-AUoAXoECBE-QAw&biw=1536&bih=698&dpr=1.25#imgrc=PA82ellcZKfmiM>

The empathy interviews



<https://www.youtube.com/watch?v=C79Ou-i3T-E>

- **About the user: his/her context of use;**
- Clarify ambiguities;
- Carefully identify: „say-think-feel-do” items (they are not the same!)
- You run with e.g. customers
- You can videotape/photo the process
- User personas/profiles

<https://www.interaction-design.org/literature/article/stage-1-in-the-design-thinking-process-empathise-with-your-users>

What is our basic challenge?

What and Why is the problem?

When and Where does it occur?

(What process is impacted?)

Who has a problem/ need?

What is the magnitude?

How is the problem measured? (How much is the cost of the problem?)

How is it solved now?

How might we redesign.....?

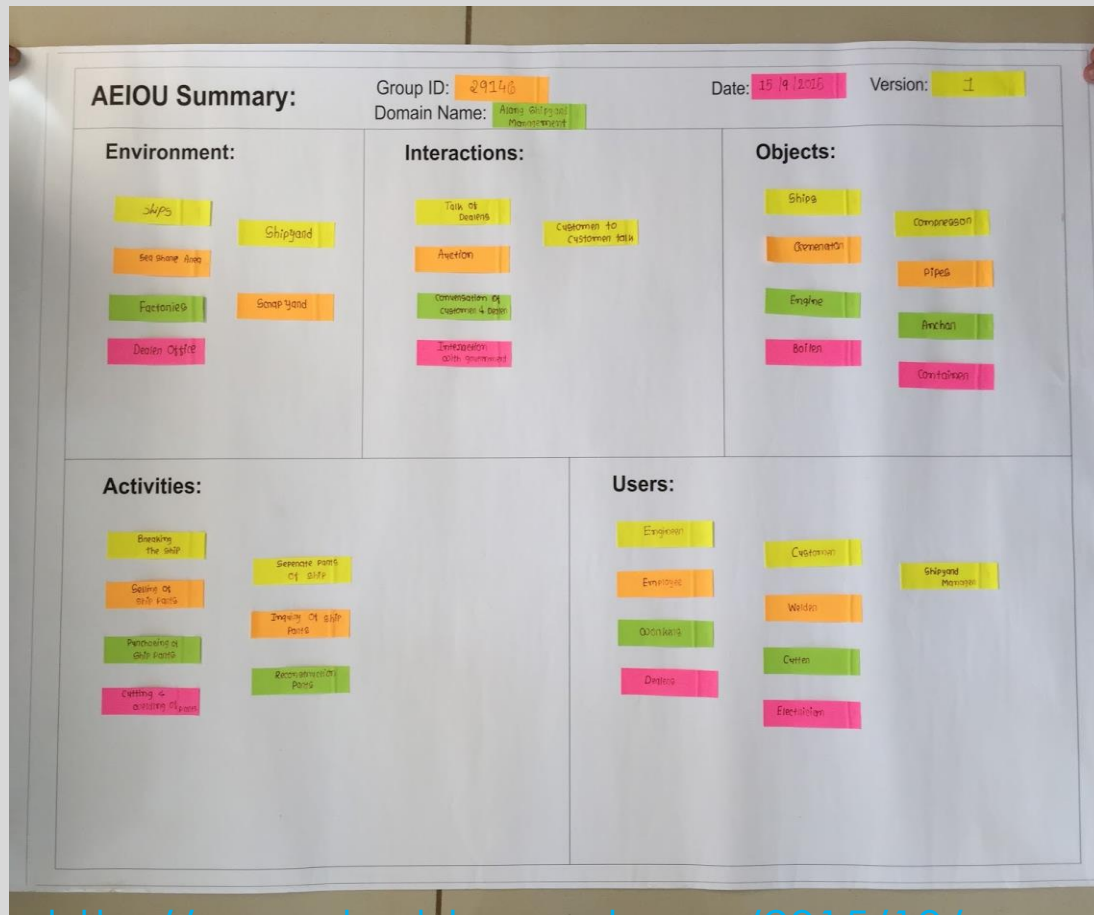
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Problem statement formulation (example)

Define the business problem



Visualizing information: AEIOU



- 1991
- AEIOU stands for Activities, Environments, Interactions, Objects, and Users.
- **Framework to structure all observations you make on the field during user research.** Show insights, observations of the field work
- You can acquire user insights
- Tool to create understanding and organize information
- Relates the user to the activity, environment (space), etc...

<http://ceandcs.blogspot.com/2015/10/canvas-design-for-gtu-7th-sem.html>

AEIOU Checklist

Designed for:

Designed by:

Date:

| Activity | Environment | Interaction | Object | User |
|--|--|--|---|--|
| What is happening? What is the person doing? What is their task? What activities he/she does? What happens before and after? | What is the environment look like? What is the nature and function of the environment? | How users interact with one another? What interfaces are there? How does operation work? System/user interaction? | What devices? What objects in the environment? | Who are the users? What role they play? Who influences them? |

Form pairs
Prepare a aeiou visual summary about
your classes of MIB SKILLS (our lectures)



pink crocodile



Tips for the net

Összes

Képek

Videók

Vásárlás

Hirek

Egyebek

Eszközök

Nagyjából 146 000 000 találat (0,84 másodperc)



Képtalálatok - pink crocodile

1. Use the minus operator (-) to narrow the search

2. Use "...."

3. The plus operator (+) includes extra words

4. The tilde operator (~) include synonyms

1. Use more search engine. Oogle, Bing. Yahoo. Baidu...

2. Be specific in your keywords.. ...

3. Use different languages... ..

4. Double check your sources (domain, etc...)



masked singer



birkin bag



hermes birkin



toy



Cost of Poor Quality (COPQ)



Visible Costs

| | |
|---------------|----------------------|
| RMA | Field services |
| Warranty | Yield |
| Rejects/scrap | Gross Margin Erosion |
| Inspection | Rework/Re-grade |

Hidden Costs

| | |
|-----------------------------|------------------------------------|
| Engineering change orders | Lost sales/opportunities |
| Time value of money | Late delivery |
| More set-ups | Expediting costs |
| Working capital allocations | Excess inventory |
| Lost customer loyalty | Long cycle times |
| | Excessive material orders/planning |
| | Degraded brand image |

prepared by: K. JULOW

COPQ ranges 15-20% of total cost. Hidden costs can be up to 4 times the visible costs.