

### 3 Techniques

The Techniques section lists the techniques that can be used to perform the business analysis tasks.

#### 3.1 • Acceptance and Evaluation Criteria

- Used both to indicate the level at which acceptance criteria are met or anticipated to be met by the solution and to identify any criteria that are not met by the solution.
- Used to define acceptable solution performance through acceptance criteria. The degree of variance from these criteria will guide the analysis of that performance. used to define acceptable solution performance. used to represent the acceptance and evaluation criteria attributes of requirements.
- Used to ensure that requirements are stated clearly enough to devise a set of tests that can prove that the requirements have been met. used to define the quality metrics that must be met to achieve acceptance by a stakeholder. used to express requirements in the form of acceptance criteria to make them most useful when assessing proposed solutions and determining whether a solution meets the defined business needs.
- Used to identify what may make the future state acceptable and/or how options may be evaluated. used to define approval criteria.

#### 3.2 • Backlog Management

- Used to record, track, and prioritize remaining work items.
- Used to sequence the potential value. used to compare requirements to be prioritized. The backlog can be the location where the prioritization is maintained.

#### 3.3 • Balanced Scorecard

- Used to manage performance in any business model, organizational structure, or business process used to define the metrics that will be used to evaluate the effectiveness of the change strategy.
- Used to set targets for measuring the future state.

### 3.4 • Benchmarking and Market Analysis

- Used to identify existing solutions and enterprise interactions.
- Used to assess if other organizations are experiencing the same solution challenges and, if possible, determine how they are addressing it.
- Used to observe the results of other organizations employing similar solutions when assessing risks, trends, and variances.
- Used to define measures and their acceptable levels. used to identify and analyze existing solutions and market trends. used to make decisions about which change strategy is appropriate.
- Used to make decisions about future state business objectives. provides an understanding of where there are opportunities for improvement in the current state. Specific frameworks that may be useful include 5 Forces analysis, PEST, STEEP, CATWOE, and others. used as a source of business analysis information by comparing a specific process, system, product, service, or structure with some external baseline, such as a similar organization or baseline provided by an industry association. Market analysis is used to determine what customers want and what competitors provide.

### 3.5 • Brainstorming

- Used to identify possible business analysis activities, techniques, risks and other relevant items to help build the business analysis approach.
- Used to identify organizational gaps or stakeholder concerns.
- Used to help identify improvement opportunities and design options. used to identify potential benefits of the requirements in a collaborative manner.
- Used to collaboratively come up with ideas for change strategies.
- Used to collaboratively identify potential risks for assessment.
- Used to collaboratively come up with ideas for the future state.
- Used to generate many ideas from a group of stakeholders in a short period, and to organize and prioritize those ideas.
- Used to produce the stakeholder list and identify stakeholder roles and responsibilities.

- Used to help stakeholders uncover their business analysis information management needs.
- Used to generate ideas for improvement opportunities.

### 3.6 • Business Capability Analysis

- Provides a framework for scoping and planning by generating a shared understanding of outcomes, identifying alignment with strategy, and providing a scope and prioritization filter.
- Used to represent features or functions of an enterprise. used to prioritize capability gaps in relation to value and risk.
- Used to prioritize capability gaps in relation to value and risk. identifies gaps and prioritizes them in relation to value and risk.

### 3.7 • Business Case

- Used to understand whether elements of the problem or opportunity are especially time-sensitive, high-value, or whether there is any particular uncertainty around elements of the possible need or solution.
- Used to define business objectives and performance measures for a proposed solution.
- Used to assess recommendations against business goals and objectives.
- Used to capture information about the recommended change strategy and other potential strategies that were assessed but not recommended.
- Used to capture risks associated with alternative change strategies.
- Used to capture the desired outcomes of the change initiative.
- Used to capture information regarding the business need and opportunity.
- Used to assess requirements against identified business goals and objectives to determine importance.
- Used to justify a proposed change.

### 3.8 • Business Model Canvas

- Describes how an enterprise creates, delivers, and captures value for and from its customers.

- Used to describe the rationale for requirements.
- Used as a tool to help understand strategy and initiatives.
- Used to define the changes needed in the current infrastructure, customer base, and financial structure of the organization in order to achieve the potential value.
- Used to plan strategy for the enterprise by mapping out the needed infrastructure, target customer base, financial cost structure, and revenue streams required to fulfill the value proposition to customers in the desired future state.
- provides an understanding of the value proposition that the enterprise satisfies for its customers, the critical factors in delivering that value, and the resulting cost and revenue streams.
- Helpful for understanding the context for any change and identifying the problems and opportunities that may have the most significant impact.

### 3.9 • Business Rules Analysis

- Used to illustrate the current business rules and the changes required to achieve the potential value of the change.
- Used to analyze business rules so that they can be specified and modelled alongside requirements.
- Used to trace business rules to requirements that they support, or rules that support requirements.
- Used to identify business rules that may be similar across the enterprise in order to facilitate reuse.
- Used to assess changes to business policies and business rules, and develop revised guidance.
- Used to identify the rules that govern decisions in an organization and that define, constrain, or enable organizational operations.
- Used to identify stakeholders who were the source of the business rules.

### 3.10 • Collaborative Games

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

- Used to develop a better understanding of a problem or to stimulate creative solutions.
- 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.

### 3.11 • Concept Modeling

- Organize the business vocabulary needed to consistently and thoroughly communicate the knowledge of a domain
- used to define terms and relationships relevant to the change and the enterprise.
- Used to capture key terms and concepts in the business domain and define the relationships between them.
- Used to identify key terms and ideas of importance and define the relationships between them.

### 3.12 • Data Dictionary

- Used to record details about the data involved in the change. Details may include definitions, relationships with other data, origin, format, and usage.

### 3.13 • Data Flow Diagrams

- Used to visualize data flow requirements. used to identify information flow that may be similar across the enterprise in order to facilitate reuse.

### 3.14 • Data Mining

- Used to generate predictive estimates of solution performance.
- Used to identify factors constraining performance of the solution
- used to collect data regarding performance, trends, common issues, and variances from expected performance levels and understand patterns and meaning in that data. used to collect and analyze large amounts of data regarding solution performance. used to obtain information on the performance of

the enterprise. used to identify relevant information and patterns.

### **3.15 • Data Modeling**

- Used to model requirements to show how data will be used to meet stakeholder information needs.
- Used to improve decision making by finding useful patterns and insights from data.
- Used to describe the requirements structure as it relates to data. used to identify data structure that may be similar across the enterprise in order to facilitate reuse.
- Used to understand entity relationships during elicitation.

### **3.16 • Decision Analysis**

- Used to determine the impact of acting on any of the potential value or performance issues.
- Used to assist in making an optimal decision under conditions of uncertainty and may be used in the assessment to make decisions about functional, technical, or procedural gaps.
- Used to illustrate the current business decisions and the changes required to achieve the potential value of the change.
- Used to assist stakeholders in deciding on suitable ways to measure solution performance and acceptable levels of performance.
- Used to support the assessment and ranking of design options.
- Used to compare different change strategies and choose which is most appropriate.
- Used to assess problems.
- Used to compare the different future state options and understand which is the best choice.
- Used to identify high-value requirements.
- Used to facilitate the change assessment process.
- Used to resolve issues and gain agreement.

### **3.17 • Decision Modeling**

- Used to represent decisions in a model in order to show the elements of decision making required.

- Used to model complex decisions regarding future state options.

### **3.18 • Document Analysis**

- Used to review existing organizational assets that might assist in planning the approach.
- Used to gain an understanding of the culture, operations, and structure of the organization.
- Used to identify previously documented business needs in order to validate requirements.
- Used to provide information needed to describe design options and design elements.
- Used to analyze existing documents for potential risks, constraints, assumptions, and dependencies. analyzes any existing documentation about the current state, including (but not limited to) documents created during the implementation of a solution, training manuals, issue reports, competitor information, supplier agreements, published industry benchmarks, published technology trends, and performance metrics.
- Used to analyze existing documentation about an enterprise that can serve as the basis for maintaining and reusing requirements.
- Used to analyze any existing documents that facilitate an understanding of the impact of the change.
- Used to review existing systems, contracts, business procedures and policies, standards, and regulations.
- Used to confirm elicitation results against source information or other existing documents.
- used to review existing organizational assets that might assist in planning stakeholder engagement.
- used to evaluate existing governance processes or templates.

### **3.19 • Estimation**

- Used to determine how long it may take to perform business analysis activities.
- Used to forecast the costs and efforts of meeting the requirements as a step towards estimating their value.

- Used to determine timelines for activities within the change strategy.
- Used to produce estimates for the basis of prioritization.
- Used to determine the size of the change.

### **3.20 • Financial Analysis**

- used to assess how different approaches (and the supported delivery options) affect the value delivered.
- Used to assess the potential costs and benefits of a change.
- Used to define the financial benefits associated with requirements.
- Used to evaluate the financial return of different options and choose the best possible return on investment.
- Used to understand the potential value associated with a change strategy, and evaluate strategies against targets set for return on investments.
- Used to understand the potential effect of risks on the financial value of the solution
- Used to estimate the potential financial returns to be delivered by a proposed future state.
- Used to understand the profitability of the current state and the financial capability to deliver change.
- Used to assess the financial value of a set of requirements and how the timing of delivery will affect that value.
- Used to estimate the financial consequences of a proposed change.

### **3.21 • Focus Groups**

- Used to determine if solution performance measures need to be adjusted and used to identify potential opportunities to improve performance.
- Used to provide subjective assessments, insights, and impressions of a solution's performance.
- Used to get stakeholder input on which design options best meet the requirements, and to evaluate a targeted, small group of stakeholders' value expectations.



- Used to bring customers or end users together to solicit their input on the solution and change strategy solicits feedback from customers or end users about the current state.
- Used to identify and understand ideas and attitudes from a group.

### **3.22 • Functional Decomposition**

- Used to break down complex business analysis processes or approaches into more feasible components.
- Used to model requirements in order to identify constituent parts of an overall complex business function.
- Used to break down an organizational unit, product scope, or other elements into its component parts.
- Used to break down the components of the solution into parts when developing a change strategy.
- Used to break down complex systems within the future state for better understanding.
- Breaks down complex systems or relationships in the current state.
- Used to break down solution scope into smaller components for allocation, as well as to trace high-level concepts to low-level concepts.
- Used to identify requirements associated with the components and available for reuse.

### **3.23 • Glossary**

- Used to record the meaning of relevant business terms while analyzing requirements.

### **3.24 • Interface Analysis**

- Used to model requirements in order to identify and validate inputs and outputs of the solution they are modelling. Used to help business analysts identify interfaces that can be affected by the change.
- Used to understand the interaction, and characteristics of that interaction, between two entities, such as two systems, two organizations, or two people or roles.

### 3.25 • Interviews

- Used to help build the plan with an individual or small group.
- Used to identify organizational gaps or stakeholder concerns.
- Used to help perform problem analysis.
- Used to determine expected value of a solution and its perceived performance from an individual or small group's perspective.
- Used to define the requirements structure collaboratively.
- Used to help identify improvement opportunities and design options.
- Used to get stakeholder input on which design options best meet the requirements, and to evaluate individual stakeholders' value expectations.
- Used to talk to stakeholders in order to fully describe the solution scope and change scope, and to understand their suggestions for a change strategy.
- Used to understand what stakeholders think might be risks and the various factors of those risks.
- Used to talk to stakeholders to understand their desired future state, which needs they want to address, and what desired business objectives they want to meet.
- Facilitate dialogue with stakeholders to understand the current state and any needs evolving from the current state.
- Used to gain an understanding of a single or small group of stakeholders' basis of prioritization or priorities.
- Used to gain an understanding of the impact on the organization or its assets from a single or small group of stakeholders.
- Used to ask questions of stakeholders to uncover needs, identify problems, or discover opportunities.
- Used to confirm the business analysis information and to confirm that the integration of that information is correct.
- Used to individually communicate information to stakeholders.
- Used to interact with specific stakeholders to gain more information or knowledge about stakeholder groups
- Used to identify possible decision-making, change control, approval, or prioritization approaches and participants with an individual or small group.

- Used to help specific stakeholders uncover their business analysis information management needs.
- Used to gather assessments of business analysis performance.

### **3.26 • Item Tracking**

- Used to track any issues raised during planning activities with stakeholders.
- Can also track risk related items raised during discussions when building the approach.
- Used to ensure that issues are not neglected or lost and that issues identified by assessment are resolved.
- Used to record and manage stakeholder issues related to why the solution is not meeting the potential value.
- Used to ensure that any problems or issues identified during verification are managed and resolved.
- Used to ensure that any problems or issues identified during validation are managed and resolved.
- Tracks and manages issues discovered about the current state.
- Used to track issues raised by stakeholders during prioritization.
- Used to track any issues or conflicts discovered during impact analysis.
- Used to track issues identified during the agreement process.
- Used to track any issues that arise when planning a governance approach.
- Used to track issues with current information management processes.
- Used to track issues that occur during the performance of business analysis for later resolution.

### **3.27 • Lessons Learned**

- Used to identify an enterprise's previous experience (both successes and challenges) with planning business analysis approach.
- Used to analyze previous initiatives and the enterprise interactions with the solutions.
- Used to determine what can be learned from the inception, definition, and construction of the solution to have potentially

impacted its ability to deliver value. used to help identify improvement opportunities. used to understand what went wrong in past changes in order to improve this change strategy used as a foundation of past issues that might be risks. used to determine which opportunities for improvement will be addressed and how the current state can be improved upon.

- Enables the assessment of failures and opportunities for improvement in past initiatives, which may drive a business need for process improvement. used to understand stakeholders' satisfaction or dissatisfaction, and offer them an opportunity to help improve the working relationships.
- Used to identify an enterprise's previous experience (both successes and challenges) with planning stakeholder engagement.
- Used to find if past initiatives have identified valuable experiences with governance that can be leveraged on current or future initiatives.
- Used to create a source of information for analyzing approaches for efficiently managing business analysis information. used to identify recommended changes to business analysis processes, deliverables, templates, and other organizational process assets that can be incorporated into the current initiative and future work.

### **3.28 Metrics and KPIs**

- Used to analyze solution performance, especially when judging how well a solution contributes to achieving goals.
- Used to measure solution performance.
- Used to identify how to evaluate the quality of the requirements.
- Used to select appropriate performance measures for a solution, solution component, or requirement used to create and evaluate the measurements used in defining value.
- Used to determine when the organization has succeeded in achieving the business objectives.
- Assesses performance of the current state of an enterprise.
- Used to determine what metrics are appropriate for assessing business analysis performance and how they may be tracked.

### **3.29 • Mind Mapping**

- Used to articulate and capture thoughts, ideas, and information.
- Used to identify and explore possible design options.
- Used to develop and explore ideas for change strategies.
- Used to identify and categorize potential risks and understand their relationships.
- Used to develop ideas for the future state and understand relationships between them.
- Used to explore relevant aspects of the current state and better understand relevant factors affecting the business need.
- Used to generate many ideas from a group of stakeholders in a short period, and to organize and prioritize those ideas.
- Used to identify potential stakeholders and help understand the relationships between them.
- Used to identify and categorize the kinds of information that need to be managed.

### **3.30 • Non-Functional Requirements Analysis**

- Used to define expected characteristics of a solution.
- Used to define and analyze the quality of service attributes.

### **3.31 • Observation**

- Used to witness the enterprise and solution interactions to identify impacts
- Used to observe a solution in action if the data collected does not provide definitive conclusions.
- Used either to provide feedback on perceptions of solution performance or to reconcile contradictory results.
- May provide opportunities for insights into needs within the current state that have not been identified previously by a stakeholder.
- Used to gain insight about how work is currently done, possibly in different locations and in different circumstances.
- Used to witness business analysis performance.

### **3.32 • Organizational Modeling**

- Used to demonstrate potential change within the organization's structure.
- Used to ensure the identification of any required changes to the organizational structure that may have to be addressed.
- Used to allow business analysts to model the roles, responsibilities, and communications within an organization.
- Used to understand the various organizational units, stakeholders, and their relationships which might help define relevant viewpoints.
- Used to describe the roles, responsibilities, and reporting structures that are necessary during the change and are part of the solution scope.
- Used to describe the roles, responsibilities, and reporting structures that would exist within the future state organization.
- Describes the roles, responsibilities, and reporting structures that exist within the current state organization.
- Used to determine if the organizational units or people listed have any unique needs and interests that should be considered.
- Organizational models describe the roles and functions in the organization and the ways in which stakeholders interact which can help to identify stakeholders who will be affected by a change.
- Used to understand roles/responsibilities within the organization in an effort to define a governance approach that involves the right stakeholders.

### **3.33 • Prioritization**

- Used to identify relative value of different actions to improve solution performance.
- Used to facilitate the process of prioritization.

### **3.34 • Process Analysis**

- Used to identify opportunities within related processes.
- Used to identify possible opportunities to improve performance identifies opportunities to improve the current state.
- Used to understand current processes and to identify opportunities for improvement in those processes.

- Used to analyze existing business analysis processes and identify opportunities for improvement.

### 3.35 • Process Modeling

- Used to define and document the business analysis approach.
- Used to illustrate the current business processes and/or changes that must be made in order to achieve the potential value of the solution.
- Used to show the steps or activities that are performed in the organization, or that must be performed to meet the desired change.
- Used to describe how work would occur in the solution scope or during the change.
- Used to describe how work would occur in the future state. describes how work occurs within the current solution.
- Used to visually show the future state process, as well as tracing requirements to the future state process.
- Used to identify requirements associated with the processes that may be available for reuse.
- Used to elicit processes with stakeholders during elicitation activities.
- Used to develop scope models to show stakeholders that fall outside the scope of the solution but still interact with it in some way.
- Used to categorize stakeholders by the systems that support their business processes.
- Used to document the process or method for governing business analysis.
- Used to document the process or method for managing business analysis information.
- Used to define business analysis processes and understand how to improve those processes to reduce problems from hand-offs, improve cycle times, or alter how business analysis work is performed to support improvements in downstream processes.

### 3.36 • Prototyping

- Used to simulate a new solution so that performance measures can be determined and collected.
- Used to assist the stakeholders in visualizing the appearance and capabilities of a planned solution.
- Used to model future state options and could also help determine potential value.
- Used to elicit and validate stakeholders' needs through an iterative process that creates a model of requirements or designs.

### **3.37 • Reviews**

- Used to validate the selected business analysis approach with stakeholders.
- Used to inspect requirements documentation to identify requirements that are not of acceptable quality.
- Used to confirm whether or not the stakeholder agrees that their needs are met.
- Used to evaluate requirements. 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.
- 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.
- used to review the proposed governance plan with key stakeholders.
- Used to identify changes to business analysis processes and deliverables that can be incorporated into future work.

### **3.38 • Risk Analysis and Management**

- Used to assess risks in order to select the proper business analysis approach.
- Used to evaluate different outcomes under specific conditions.
- Used to consider risk in the areas of technology (if the selected technological resources provide required functionality), finance (if costs could exceed levels that make the change salvageable),



and business (if the organization will be able to make the changes necessary to attain potential value from the solution).

- Used to identify, analyze, and manage risks, as they relate to the solution and its potential limitations, that may impede the realization of potential value.
- Used to identify, analyze, develop plans to modify the risks, and to manage the risks on an ongoing basis.
- Used to identify possible scenarios that would alter the benefit delivered by a requirement.
- Used to identify and manage the risks that could affect the potential value of the requirements.
- Used to identify and manage risks identifies risks to the current state.
- Used to understand the risks for the basis of prioritization.
- Used to determine the level of risk associated with the change.
- Used to identify and manage risks as they relate to stakeholder involvement, participation, and engagement.
- Used to identify risks to the initiative resulting from stakeholder attitudes or the inability of key stakeholders to participate in the initiative.
- Used to identify and manage potential conditions or events that may impact business analysis performance.

### **3.39 • Roles and Permissions Matrix**

- Used to determine roles and associated permissions for stakeholders, as well as stability of end users.
- Used to specify and model requirements concerned with the separation of duties among users and external interfaces in utilizing a solution.

### **3.40 • Root Cause Analysis**

- Used to determine if the underlying cause may be related to enterprise limitations.
- Used to identify and understand the combination of factors and their underlying causes that led to the solution being unable to deliver its potential value.

- Used to determine the underlying cause of performance variance.
- Used to model the root causes of a problem as part of rationale.
- Used to understand the underlying cause of the problems being addressed in the change to propose solutions to address them.
- Used to identify and address the underlying problem creating a risk.
- Provides an understanding of the underlying causes of any problems in the current state in order to further clarify a need.
- Used to help identify the underlying cause of failures or difficulties in accomplishing business analysis work.

### **3.41 • Scope Modeling**

- Used to determine the boundaries of the solution as an input to planning and to estimating.
- Used to visually show a scope boundary. used to identify the elements and boundaries of the requirements architecture. Used to define the boundaries on the solution scope and change scope descriptions.
- Used to define the boundaries of the enterprise in the future state. provides an understanding of the underlying causes of any problems in the current state in order to further clarify a need.
- Used to visually depict scope, as well as trace requirements to the area of scope the requirement supports.

### **3.42 • Sequence Diagrams**

- Used to specify and model requirements to show how processes operate and interact with one another, and in what order.

### **3.43 • Stakeholder List, Map, Personas**

- Used to identify the stakeholders and their characteristics.
- Used to determine who is available to participate in the business analysis work,
- Show the informal relationships between stakeholders, and understand which stakeholders should be consulted about different kinds of business analysis information.

- Used to depict the relationship of stakeholders to the solution and to one another.

#### **3.44 • State Modeling**

- Used to specify the different states of a part of the solution throughout a life cycle, in terms of the events that occur.

#### **3.45 • Survey or Questionnaire**

- Used to identify possible business analysis activities, techniques, risks and other relevant items to help build the business analysis approach.
- Used to gather feedback from a wide variety of stakeholders to determine if value has been met or exceeded, if the metrics are still valid or relevant in the current context, and what actions might be taken to improve the solution.
- Used to identify organizational gaps or stakeholder concerns.
- Used to help perform problem analysis.
- Used to determine expected value of a solution and its perceived performance.
- Used to gather opinions and attitudes about solution performance. Surveys and questionnaires can be effective when large or disparate groups need to be polled.
- Used to help identify improvement opportunities and design options.
- Used to get stakeholder input on which design options best meet the requirements, and to identify stakeholders' value expectations. used to understand what stakeholders think might be risks and the various factors of those risks.
- Used to understand stakeholders' desired future state, which needs they want to address, and what desired business objectives they want to meet.
- Helps to gain an understanding of the current state from a large, varied, or disparate group of stakeholders.
- 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.

- Used to identify shared characteristics of a stakeholder group.
- Used to identify possible decision-making, change control, approval, or prioritization approaches and participants.
- Used to ask stakeholders to provide input into defining business analysis information management.
- Used to gather feedback from stakeholders about their satisfaction with business analysis activities and deliverables.

#### **3.46 • SWOT Analysis**

- Used to demonstrate how a change will help the organization maximize strengths and minimize weaknesses, and to assess strategies developed to respond to identified issues.
- Used to identify areas of strength and weakness that will impact the value of the solutions.
- Used to make decisions about which change strategy is appropriate.
- Used to evaluate the strengths, weaknesses, opportunities, and threats that may be exploited or mitigated by the future state. evaluates the strengths, weaknesses, opportunities, and threats to the current state enterprise.

#### **3.47 • Use Cases and Scenarios**

- Used to define the expected outcomes of a solution.
- Used to model the desired behaviour of a solution, by showing user interactions with the solution, to achieve a specific goal or accomplish a particular task.
- Used to identify a solution component that may be utilized by more than one solution.

#### **3.48 • User Stories**

- Used to specify requirements as a brief statement about what people do or need to do when using the solution.
- Used to identify requirements associated with the story that may be available for reuse.

#### **3.49 • Vendor Assessment**

- should be included in the solution's performance assessment. Used to couple the assessment of a third party solution with an assessment of the vendor to ensure that the solution is viable and all parties will be able to develop and maintain a healthy working relationship.
- Used to determine whether any vendors are part of the change strategy, either to implement the change or to be part of the solution.
- Used to assess potential value provided by vendor solution options.
- Determines whether any vendors that are part of the current state are adequately meeting commitments, or if any changes are needed.

### 3.50 • Workshops

- Used to help build the plan in a team setting.
- Used to identify organizational gaps or stakeholder concerns.
- Used to define the requirements structure collaboratively.
- Used to help identify improvement opportunities and design options.
- Used to get stakeholder input on which design options best meet the requirements, and to evaluate stakeholders' value expectations.
- Used in work with stakeholders to collaboratively develop change strategies.
- Used to understand what stakeholders think might be risks and the various factors of those risks.
- Used to work with stakeholders to collaboratively describe the future state.
- Engage stakeholders to collaboratively describe the current state and their needs.
- Used to gain an understanding of stakeholders' basis of prioritization or priorities in a facilitated group setting. Used to gain an understanding of the impact or to resolve changes in a group setting.
- Used to facilitate obtaining approval.

- Used to elicit business analysis information, including information about customers, products, work practices, and attitudes, from a group of people in a collaborative, facilitated way.
- 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.
- 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 collaboration.
- Used to interact with groups of stakeholders to gain more information about stakeholder groups.
- Used to identify possible decision-making, change control, approval, or prioritization approaches and participants within a team setting.
- Used to uncover business analysis information management needs in a group setting.
- Used to gather assessments of business analysis performance and generate ideas for improvement opportunities.