

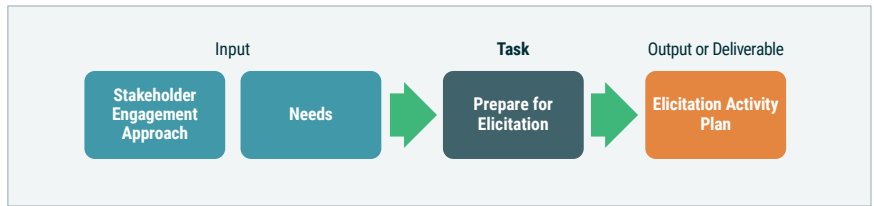
# Prepare for Elicitation

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Business objectives
- Existing business analysis information
- Potential value

## Task Inputs and Outputs



## Purpose or Need

To understand the scope of the elicitation activity, select appropriate techniques and plan for (or procure) appropriate supporting materials and resources.



## Value

The plan that will ensure information is elicited from stakeholders in the most suitable way.



## Solution

A defined elicitation activity plan that includes the planned elicitation activities and their scope, activity logistics, and anticipated participants.



## Techniques

Frequently used techniques:

- [Brainstorming](#)
- [Document analysis](#)
- [Estimation](#)
- [Interviews](#)
- [Stakeholder list, map, or personas](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

Typically involves sponsors, domain subject matter experts, project managers, and any additional stakeholders identified.



## Description of Change

This task defines the desired outcomes of each elicitation activity and ensures that stakeholders have the necessary information to understand the nature of the activities they will participate in.

It should include what the elicitation results will help produce, identifying the most appropriate techniques to produce these results, defining and planning the elicitation logistics, identifying any materials needed, and fostering collaboration during an elicitation activity by preparing stakeholders for the activity.

## Consider...

Building knowledge about the desired change is essential for delivering value quickly. Effective elicitation preparation is crucial for any initiative and key to gathering information from stakeholders.

Example: It is important to prepare for elicitation sessions to identify requirements for a new technology solution.

See [BABOK Guide – 11.3 The Information Technology Perspective and 11.2.1 Change Scope](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

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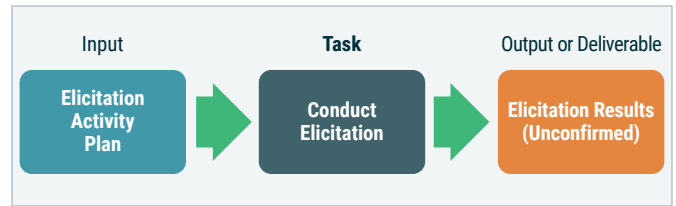
# Conduct Elicitation

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Existing business analysis information
- Stakeholder engagement approach
- Supporting materials

## Task Inputs and Outputs



## Purpose or Need

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



## Value

Gain a deep understanding of the initiative, stakeholders, and stakeholder needs.



## Solution

Unconfirmed elicited information captured in a format best suited to the elicitation activity used.



## Techniques

Frequently used techniques:

- [Benchmarking and market analysis](#)
- [Document analysis](#)
- [Interviews](#)
- [Focus groups](#)
- [Workshops](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

Typically involves any stakeholders who may have relevant knowledge or experience to participate in elicitation activities.



## Description of Change

This task is performed to understand stakeholder needs and identify potential solutions that may meet those needs. This involves:

- Conducting research or running experiments
- Guiding stakeholders and collaborating with them through the elicitation activity
- Capturing elicitation outcomes

## Consider...

Both a skill and an art, eliciting good information is critical for every type of initiative. The goal is to build knowledge about the change as quickly and accurately as possible.

Example: When redesigning business processes, it is critical to build a good understanding of the process, underlying business rules, business information, performance measures, business decisions driven from the process, and process performance measurement.

See [BABOK Guide – 11.5 The Business Process Management Perspective](#)

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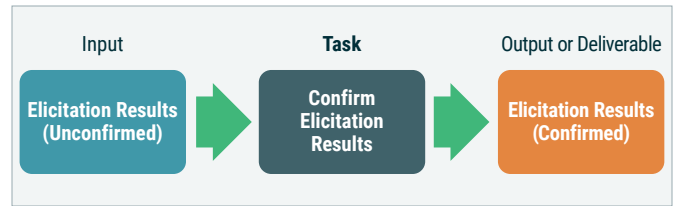
# Confirm Elicitation Results

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Elicitation activity plan
- Existing business analysis information

## Task Inputs and Outputs



## Purpose or Need

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

## Value

Gain a shared understanding and clarity about the information that the elicitation activities produced.

## Solution

Confirmed elicitation information that is relevant and useful as an input to further business analysis work.

## Techniques

Frequently used techniques:

- [Document analysis](#)
- [Interviews](#)
- [Reviews](#)
- [Workshops](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.

## Stakeholder

Typically involves any stakeholders that have relevant knowledge or experience to confirm the elicited information.

## Description of Change

This task helps ensure that stakeholders have a shared understanding of the outcomes of elicitation, that elicited information is recorded appropriately, and that it does not contain errors, omissions, conflicts, or ambiguity.

### Consider...

Confirming information about the required change and the value to be created is an integral part of any initiative.

Example: Consider the work to redesign business processes, where the goal is to optimize customer value. Confirming elicited information is important to ensure the redesigned process delivers the desired value.

See [BABOK Guide – 11.5 The Business Process Management Perspective](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

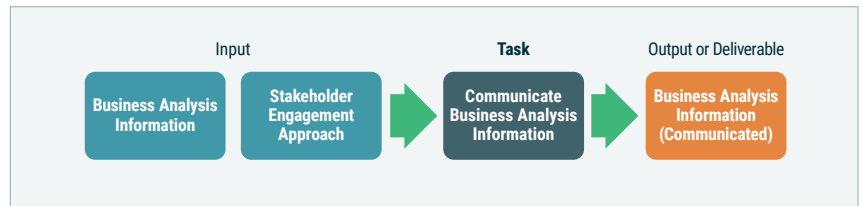
# Communicate Business Analysis Information

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Information management approach

## Task Inputs and Outputs



## Purpose or Need

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



## Value

Communicate the appropriate information to stakeholders at the right time and in formats suitable to gain stakeholder agreement on moving forward.



## Solution

Business analysis information that is properly communicated and understood by stakeholders.



## Techniques

Frequently used techniques:

- [Interviews](#)
- [Reviews](#)
- [Workshops](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

All stakeholders will need to be communicated with during the change initiative.



## Description of Change

This task provides stakeholders with the information they need when they need it. The information is presented in a useful format, using the right terminology and concepts.

## Consider...

Building shared understanding supports fast, effective delivery of value for any type of initiative.

Example: Consider the complexity of developing a new product or service and the people impacted across an organization, including representatives from product development, market research, strategy, marketing, sales, and customer support.

See [Guide to Product Ownership Analysis – 5.3 Engage the Whole Team](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

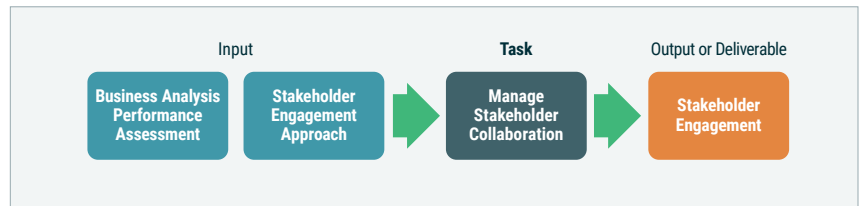
# Manage Stakeholder Collaboration

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Business objectives
- Future state description
- Recommended actions
- Risk analysis results

## Task Inputs and Outputs



## Purpose or Need

To encourage stakeholders to work toward a common goal.



## Value

Collaborative relationships help maintain the free flow of information when obstacles and setbacks occur and promote a shared effort to resolve problems and achieve desired outcomes.



## Solution

Gained willingness from stakeholders to engage in business analysis activities.



## Techniques

Frequently used techniques:

- [Collaborative games](#)
- [Lessons learned](#)
- [Risk analysis and management](#)
- [Stakeholder list, map, or personas](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

All stakeholders who might be involved in collaboration during the change initiative.



## Description of Change

This task involves working with stakeholders to engage them in the overall business analysis process and ensure the necessary outcomes can be delivered.

## Consider...

Stakeholder collaboration is important for every initiative and critical in some contexts. Our responsibility lies in facilitating the involvement of subject matter experts (SMEs) who possess the necessary knowledge and experience to provide perspective in complex initiatives and contexts such as cybersecurity, artificial intelligence, and machine learning.

See [Cybersecurity Learning Manual](#)

Example: Consider building a new product and the importance of ensuring alignment across organizational strategy, from product vision to daily work plans.

See [BABOK Guide – 11.4 The Business Architecture Perspective](#)