

1. COURSE OBJECTIVES

- Elicit better requirements from the right stakeholders
- Learn advanced interviewing and facilitating techniques
- Develop confidence with new skills and concepts

2. AUDIENCE

- Business Analysts interested in improving their interaction with stakeholders
- Project Managers seeking to improve their Business Analysis skills
- Other specialists involved in requirements elicitation

3. COURSE DESCRIPTION

When do the real requirements usually come? Early in the project with the initial requirements effort? Or late when deadlines are approaching? This course helps learn how to draw out the right requirements from the right people. It helps the business analyst identify the right stakeholders, focus on their needs and apply the relevant techniques to elicit information.

Course content expands the BABOK[®] framework with practical advice and techniques for improving a Business Analyst's day-to-day requirements elicitation work. Participants will not only gain deeper knowledge in the relevant Knowledge Areas but will learn different approaches for solving communication issues. They will also develop the underlying competences necessary to ensure more effective requirements elicitation sessions.

4. DURATION

2 Days

5. AGENDA

Day 1

- Business Analysis and Elicitation
- Elicitation process
- Improving your interviews
- Situational elicitation techniques

Day 2

- Improving your meetings
- Supporting elicitation techniques
- Requirements Specification
- Elicitation in Agile Business Analysis

6. COVERED TOPICS

Business Analysis and Elicitation

- Meet the Business Analyst
- Purpose of Business Analysis
- Business Analysis Knowledge Areas
- Stakeholder Types
- The detail/frequency/effort dependency

Elicitation Process

- Elicitation process overview
- Understanding team responsibilities
- Understanding stakeholder interest/influence
- Adopting the right approach to stakeholders
- Elicitation fundamental skills
- Elicitation techniques

Improving your interviews

- Interviewing basics
- Interview preparation
- Interview execution
- Handling problematic interviews
- Ensuring result quality

Situational elicitation techniques

- Preparing and distributing questionnaires
- Conducting document analysis
- Directly observing stakeholders

Improving your meetings

- Common meeting problems
- Meeting roles and participant attitude
- Meeting preparation
- Meeting execution
- Dialectics and parallel approach to meetings
- Ensuring quality meeting results
- The Six hats technique for quality meetings

Supporting Elicitation techniques

- Prototyping basics
- Screen prototypes
- Navigational diagrams
- Interface Analysis – usage and limitations

Requirements Specification

- Requirements analysis and specification process
- Secondary requirements analysis activities
- Communication activities

Elicitation in Agile Business Analysis

- Business analysis approach overview
- Frequency and detail of communication
- Plan-driven approach – ideas and usage
- Change-driven approach – ideas and usage
- Choosing the right approach

7. EXERCISES AND HANDOUTS**Exercises**

- Exercises focused on relating content to previous experience
- Communication exercises focused on assessing and improving communication skills
- Interview exercises focused on practicing interview preparation and execution techniques
- Meeting exercises focused on practicing meeting preparation and execution

Handouts

- Course content
- Self-assessment form: skills and competencies for requirements elicitation
- Meeting and interview preparation templates