

Conduct Elicitation



Purpose or Need

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



Value

To gain a deep understanding of the initiative, stakeholders, and their needs.



Solution

Unconfirmed elicited information that is 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 v3](#) for the complete list of techniques.



Stakeholder

Typically involves any stakeholders that could have relevant knowledge or experience to participate in elicitation activities.



Description of Change

Conduct Elicitation is the work to be performed to understand stakeholder needs and identify potential solutions that may meet those needs. This involves:

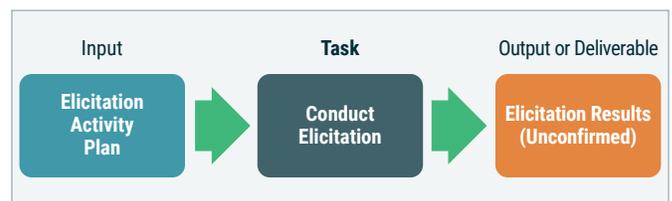
- guiding stakeholders and collaborating with them through the elicitation activity;
- doing research or running experiments;
- capturing elicitation outcomes.

Reference (Guidelines and Tools)

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

- Business Analysis Approach;
- Existing Business Analysis Information;
- Stakeholder Engagement Approach;
- Supporting Materials.

Task Inputs and Outputs



Consider...

Eliciting good information is a skill and art; and 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 how process performance will be measured.

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

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

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