# 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

Input	Task	Output or Deliverable
Elicitation Activity Plan	Conduct Elicitation	Elicitation Results (Unconfirmed)
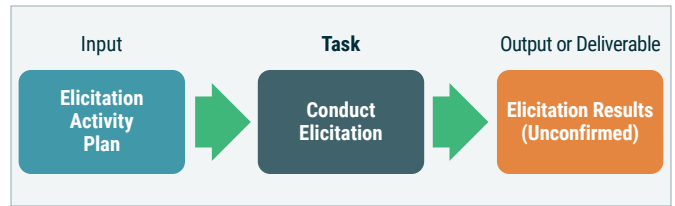
Purpose or Need

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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