



“Leading Innovation ‘n Collaboration thru Facilitation”



Facilitation Skills for Eliciting Requirements

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Facilitation Skills for Eliciting Requirements**Duration** 70 minutes

Abstract “How to” elicit requirements is one of the first skills Business Analysts learn – it's essential for all of the remaining steps of analysis. The problem is "how". Effective Facilitation Skills are as important for a Business Analyst as analysis and technical skills are. If we elicit requirements in one-on-one interviews, we get incomplete information. How often have you elicited requirements from a client only to have him or her call you later with requirements that were forgotten the first time?

The solution is to learn "how to" use Active Listening and "how to" ask effective follow-up questions. This is how you elicit complete requirements. Active listening is far different than listening – it's a way to understand what the other person is saying. Properly asked follow-up questions, based on actively listening, elicit more complete information. Let's explore the required Facilitation skills.

Objectives Upon completion, the attendees will be able to:

- Learn how to use Active Listening.
 - Know how to ask effective follow up questions.
 - Understand the needed Facilitation Skills for the Business Analyst.
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Agenda

- Introduction**
- Overview**
- Active Listening**
- Practice**
- Questions**
- Review and Wrap Up**

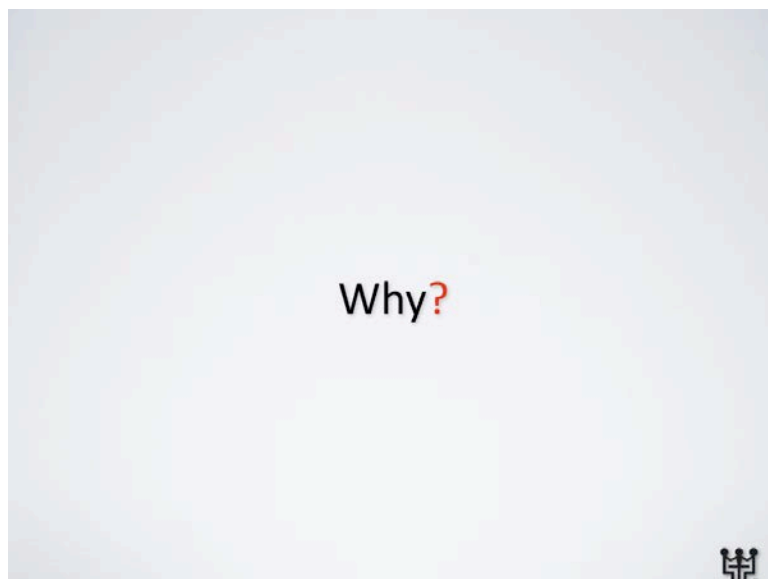
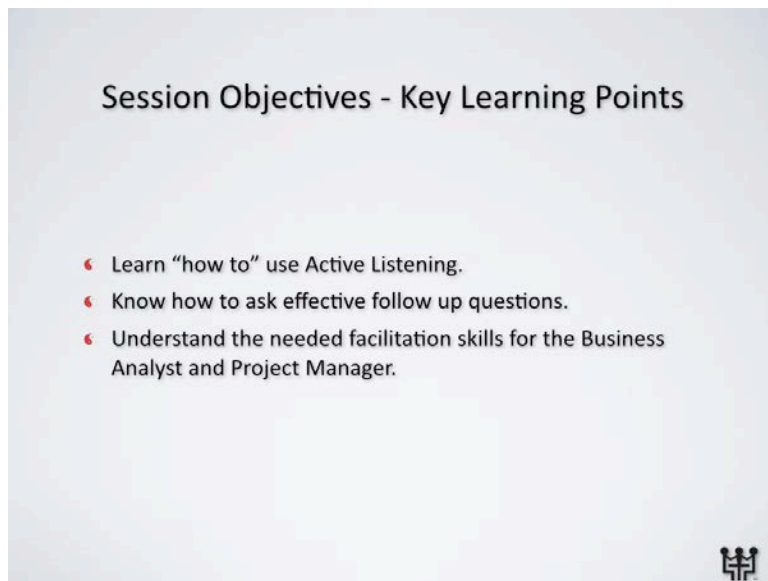
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We need to understand the underlying business.


“Requirements” = “Stuff”




“Requirements” are easy



“Requirements” are clearly understood

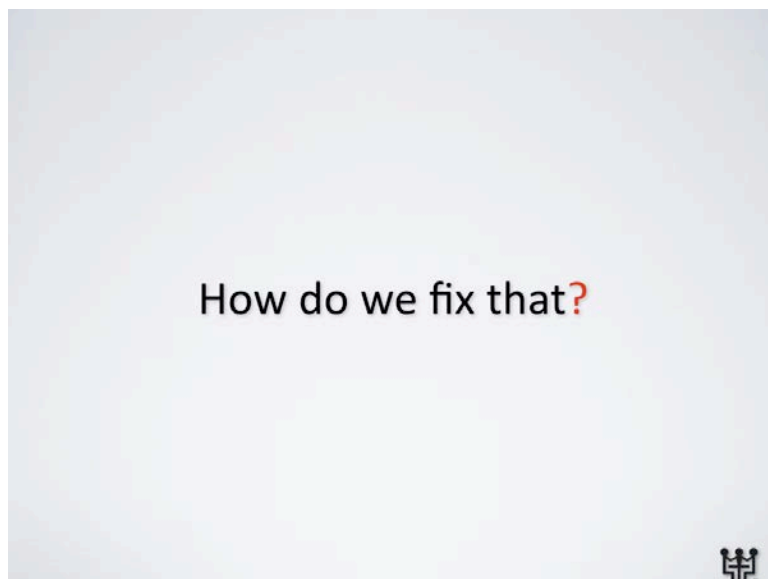
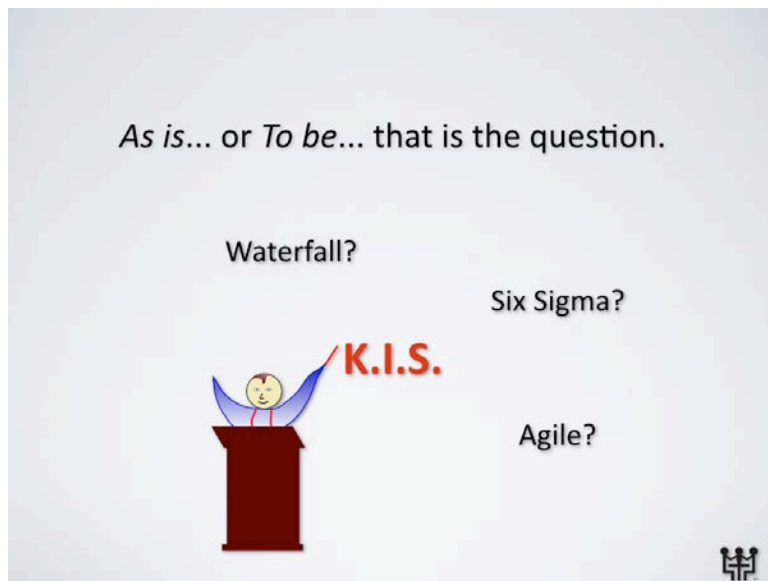


Clients *love* to participate in Requirements



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Why do we Care?

- ❑ Two Heads are better than One.
- ❑ Ideas are lost without a group - people have selective memory.
- ❑ Communication problems and power struggles are better managed.
- ❑ Decision-making has been pushed to the people in the organization.
- ❑ People in organizations are becoming empowered and cannot/will not leave decision-making to one individual.



Consensus

- Consensus is...
 - "I can live with it. I can support the decision."
- It requires:
 - Everyone must be heard
 - Healthy Conflict
 - Everyone must feel comfortable to disagree.

It Requires a Process.



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The Needed Facilitation Skills?

- Active Listening
- Questioning
- Bringing people together to form a team
- Dealing with difficult people
- Defining the appropriate processes to form the team while accomplishing the task - i.e., seamlessly integrate the process to accomplish a task while considering the people's characteristics.



Competencies

1. Create Collaborative Client Relationships.
2. Plan Appropriate Group/Analysis Processes.
3. Create and Sustain a Participatory Environment.
4. Guide Group/Project to Appropriate and Useful Outcomes.
5. Build and Maintain Professional Knowledge.
6. Model Positive Professional Attitude.




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Active Listening

- ▷ The other person experiences being heard – listened to.
- ▷ It helps you understand the essence, the core message, inherent in the other person's communication.
- ▷ The act of communication affects what is being communicated.
- ▷ You communicate an attitude of openness and comprehension.



When People Don't Listen



"We need the job done as soon as possible!"

"So we drop quality to get it done now!?"



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Feeding Back

Synthesize: Shape fragments into a whole - work through stream of consciousness discussion.

Summarize: "Boil it Down" to the essential elements - cut out the chaff.

Paraphrase: Repeat (in your own words) what you heard the other person say.

The slide titled "Feeding Back" lists three techniques. Each technique is followed by a horizontal red line. A small icon of three people is located in the bottom right corner of the slide.

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Exercise – Active Listening Lab**Objectives**

Upon completion, students will have:

- Practiced Active Listening skills and observed those skills in practice.
 - Demonstrated how active listening and observation feels and works.
 - Receive feedback on listening performance.
-

Instructions

Students break into groups of 3 people each. Each person in the group takes one of the following 3 roles:

- **Speaker:** begin talking about your reasons for wanting to become a Facilitator.
- **Listener:** use your *Active Listening* skills and probing questions while listening to the speaker.
- **Observer:** observe both the speaker and listener. Observe what happens and report what you observed to the others at the end of the round.

The exercise continues for 3 rounds (until each student has had an opportunity to perform each role). Each round lasts 5 minutes after which, the Observer will verbally report his or her observations to both the Speaker and the Listener. The students then switch roles and repeat the exercise. *The instructor keeps time.*

Observer Notes


For your use:

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Opening Questions

- Opening questions - need to be planned out
 - Objective
 - Reflective
 - Interpretive
 - Decisional
 - Clear
 - Concise
 - Neutral



Follow Up Questions

- To ask effective follow up questions - listen carefully
- Questions need to be:
 - inquiring
 - probing
 - open ended
 - catalysts for communication



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Different Ways to Question

Those that shut down communication:

"Don't you think that ...?" (Agree with me)

"Why don't you ...?" (Do what I want you to do)

"You don't really believe that, do you?" (You are stupid and/or naive)



Different Ways to Question


Those that open up communication:

"What options do you see?"

"What do you think about this"

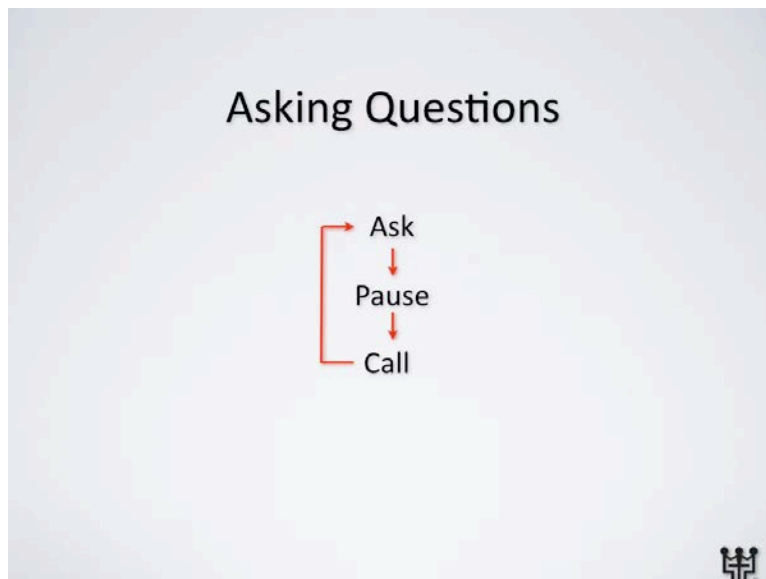
"In what ways might we...?"

"Joe, you look puzzled. What's on your mind?"



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Questions vs. Issues

Acknowledge an Issue - Answer a Question.

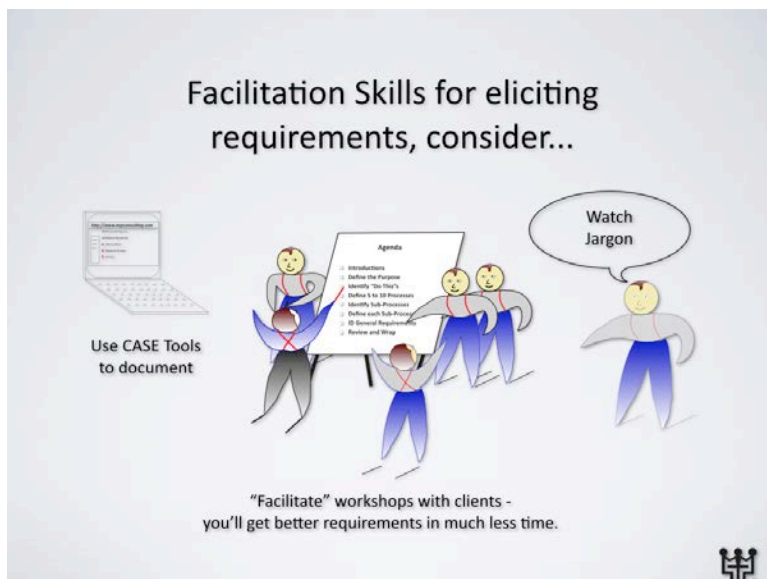
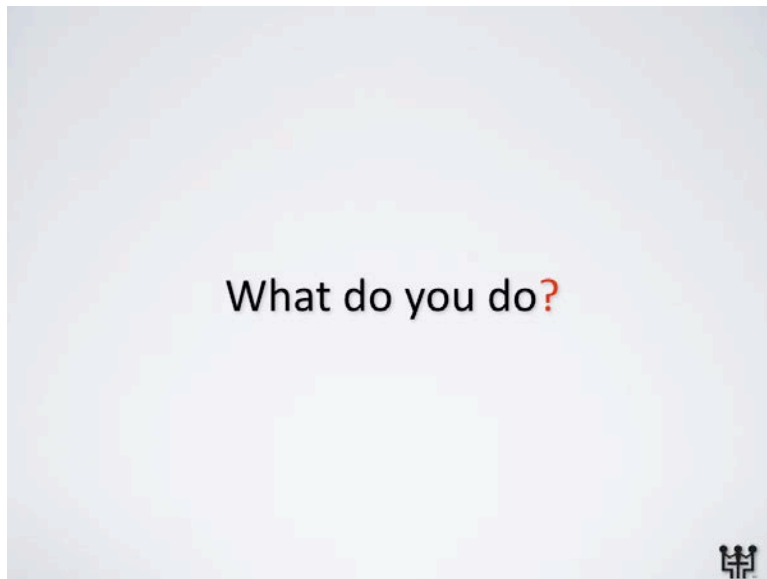
Don't get trapped by issues or opinions
disguised as questions:

"Will they do it right this time?"



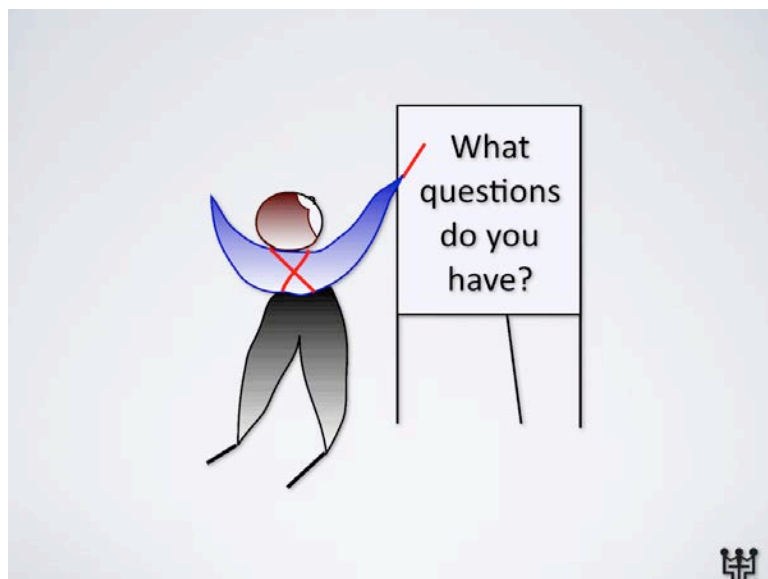
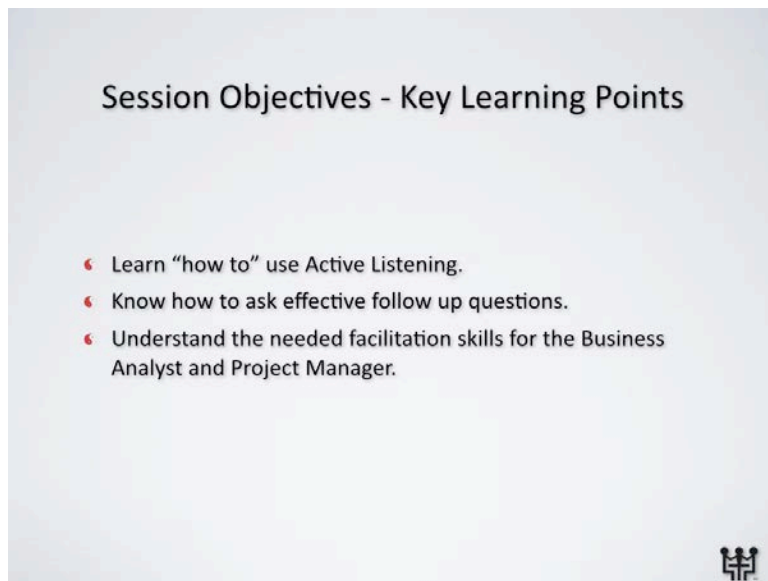
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About MGR Consulting, Inc.

"We help companies increase productivity by providing the highest quality in structured facilitation training and by facilitating workshops/meetings that engage groups and guides them to reach consensus."

MGR Consulting, Inc., has been in business since February 1985. We are a recognized leader in the field of Structured Facilitation, Facilitator Training, Coaching, and Collaborative Leadership Training. Our *FoCuSeD™* Facilitator classes support the International Association of Facilitators (IAF) Core Facilitator Competencies and what students need to learn to achieve them, enabling those people who wish to pursue their IAF Certified Professional Facilitator (CPF) designation – CPFs receive professional recognition that provides a competitive edge. **Certification:** *You can receive a professional Facilitator certification from the International Association of Facilitators (IAF).*

"We believe that no one person has the answer; we work as a team, learn from each other, and collaborate in everything we do."

Our *FoCuSeD™* Facilitator Classes are a unique approach to structured facilitation and the state-of-the-art in structured facilitation methodology. They provide detailed People and Process Tools to ensure useful solutions. They are effective, comprehensive, and provide a complete set of skills, knowledge, and practice that you are able to apply and use immediately upon completion. They give you effective leadership, business, and interpersonal skills that build your confidence. *They develop Collaborative Leaders.* It's time to get *FoCuSeD™*!

In addition to developing highly successful Facilitators and Collaborative Leaders, our *FoCuSeD™* Classes provide effective People Skills that contribute to the overall well being of the organization. They provide your workforce with the skills needed to engage in clear communication, problem solving, decision-making, etc. – *making facilitation a way of business not a collection of tools.*

Our *Facilitator Services* improve client business performance through effective application of state-of-the-art facilitation processes. We are highly skilled at engaging participants and guiding them to consensus. *Our primary goal is to get a group of individuals to form as a team, learn to communicate, and achieve a goal or accomplish a task.*

We update our materials periodically and deliver the *FoCuSeD™* Advanced Class, ideal for experienced Facilitators, incorporating new concepts in Facilitation. We also publish our *FoCuSeD™* Facilitator eNewsletter periodically, ideal for all people, covering Facilitation, Collaborative Leadership, People and Process Tools and many more topics.

We are certified as MBTI® practitioners and can deliver MBTI® and FIRO-B® assessments.

We are dedicated to providing the highest quality in training, content, materials, and experience. Our experience shows in all that we do. Our mission is *"Leading Innovation 'n Collaboration thru Facilitation"*. *We envision a Collaborative Society that respects individualism and embraces diversity.* ☺☺

About Gary Rush, IAF CPF



“Recognized leader in educational excellence – impacting people’s lives.”

Gary Rush, IAF Certified™ Professional Facilitator (CPF), Vistage Chair, and Founder and President of MGR Consulting, Inc.’s purpose is to facilitate leadership development to affect positive change in business and in life. He has been in leadership training since 1972 when he entered the U.S. Naval Academy, has managed projects since 1980, been facilitating since 1983, and providing Structured Facilitator Training and Coaching since 1985. **In 1985**, Gary created *FAST*. **In 2007**, he created *FoCuSeD™* – a revolution from *FAST* – with the introduction of The *FoCuSeD™* Facilitator Academy. *FoCuSeD™* is a unique approach to structured facilitation and the state-of-the-art in *structured facilitation methodology*. *FoCuSeD™* is the most complete, most comprehensive, and most effective Facilitator Training class available, providing detailed training on the concepts of **Holistic Facilitation**. *He is a recognized leader in the field of Structured Facilitation, Facilitator Training, and Collaborative Leadership, and continues to be the leading edge in the industry by continuing as a practicing Facilitator.*

As a Facilitator, he facilitates many types of workshops involving a wide variety of processes, issues, and number of participants. He improves client business performance through effective application of state-of-the-art facilitation processes. He is highly skilled at engaging participants and guiding them to consensus. *His primary goal is to get a group of individuals to form as a team, learn to communicate, and achieve a goal or accomplish a task.*



As a Facilitator Trainer, Gary teaches *The FoCuSeD™ Facilitator Academy, FoCuSeD™ Business Facilitator, FoCuSeD™ On...*, and *The FoCuSeD™ Leader – Lessons for Collaborative Leaders*. He teaches you not only “how to”; he also teaches you to understand the “why” so that you can perform effectively. He provides detailed people and process tools and, as an *IAF CPF Assessor*, he covers the *IAF Core Facilitator Competencies* and what students need to learn to achieve them. *Gary has implemented his structured facilitation technique at numerous companies, including some of the largest in the world. He has taught in 8 countries, teaching over 4000 people, and the successful growth of facilitation in Northern Europe is directly related to his alumni.*

His alumni are amongst the most successful and influential Facilitators and Leaders, and they often tell us how much Gary has changed their lives.

As a Vistage Chair, he is committed to the success of peer group members both in group meetings and one to one sessions. He was attracted to Vistage by the opportunity to give back by using his skills and knowledge to contribute to the lives of other CEOs, business owners and executives in his community by affecting positive change and improve their lives both personally and professionally.

As a Coach, Gary has been coaching individuals through student evaluations, IAF CPF assessments, performance feedback, individualized consulting, and customized individual coaching, Gary has helped individuals grow their skills, improve their performance, and achieve their professional goals.

Since 1985, Gary has designed and delivered over a dozen *different* classes focusing on structured facilitation – designing processes that work with people skills, collaborative leadership, strategic planning, data modeling, team building, etc. He became a *Thiagi Certified Trainer* to enhance his training through effective, highly interactive learning activities. He has written numerous “how to” books, including *The FoCuSeD™ Facilitator Guide* – a comprehensive reference manual where he shares his step-by-step process so that students can replicate his practices. He updates *MGR Consulting’s* materials periodically and delivers the *FoCuSeD™ Advanced Class*, ideal for experienced Facilitators – *incorporating new concepts in structured facilitation*.

In 2006, the International Association of Facilitators (IAF) awarded Gary the *IAF Certified™ Professional Facilitator (CPF)* designation. In 2007, he became an *IAF CPF Assessor*, was nominated the *IAF Incoming Chair*, and from April 2008 through December 2011, he was *Chair of the International Association of Facilitators (IAF)*.

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