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# Stakeholder Elicitation Skills for Business Analysts Training Course

26 – 30 April 2027
Barcelona

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Stakeholder Elicitation Skills for Business Analysts is a 1-week training course for business analysts, product owners and process improvement staff and it ends with a Stakeholder Elicitation Plan ready for the next assignment. Organisations now change processes and systems faster than ever, so the quality of what analysts hear in early conversations decides what gets built. Jupiter Prime Training delivers Stakeholder Elicitation Skills with sharper listening and steadier influence at its core.

## Why Stakeholder Elicitation Skills Matter Now

Three forces shape elicitation today. Delivery cycles have shortened, so analysts have fewer sessions to surface hidden needs before work begins. Teams are more dispersed, mixing office, field and remote contributors who rarely share one room. An organisation that elicits well spends less on rework, settles disputes about scope early and earns trust between business and technical colleagues. One that elicits poorly ships features nobody asked for, discovers missing rules late and watches confidence in its analysts fade. The course rests on established questioning, listening and facilitation practice described in plain terms.

## Who Gains Most from Stakeholder Elicitation Skills

- Analysts responsible for turning interviews and observations into clear, testable needs
- Product owners who weigh requests from customers, sponsors and delivery teams
- Process improvement staff who map how work really happens on the floor
- Specialists who brief engineers and must translate business language accurately
- Coordinators who run review sessions where several departments must agree

A change or improvement unit gains most when several of its analysts attend together, because they leave with shared interview habits and a common way to record disagreement.

## Stakeholder Elicitation Skills Capabilities

Participants practise the conversations behind every requirement, from the first probing question to an agreed trade-off.

- Design interview guides that move from open context questions to precise rule-level probes — sponsor briefing
- Apply reflective listening to confirm meaning before recording a need — subject matter experts
- Facilitate group sessions where departments expose conflicting demands openly — scope agreement
- Weigh competing requests against stated business outcomes — product owner prioritisation
- Communicate findings through short visual summaries and plain narratives — steering group decisions

- Build trust with technical colleagues by framing needs in their terms — delivery handover

## Key Stakeholder Elicitation Skills Terms

- Elicitation — the deliberate drawing out of needs, rules and constraints from people who hold them, often only partly aware of them.
- Stakeholder Map — a visual record of who is affected by a change, how much influence each holds and how interested each is.
- Probing Question — a follow-up question that tests a general statement for exceptions, volumes, triggers or underlying reasons.
- Tacit Knowledge — know-how people use daily but rarely state, revealed through observation and scenario questions rather than direct asking.
- Influence Without Authority — moving colleagues towards a decision through evidence, relationships and timing rather than formal power.
- Conflicting Demand — two or more valid requests that cannot both be met in full, requiring an explicit trade-off.

## Stakeholder Elicitation Skills Day by Day

## Day 1: Reading the Stakeholder Landscape

- Stakeholder Map Construction — Deciding Whose Voice Shapes the Change
- Influence and Interest Grid — Choosing Engagement Depth for Each Group
- Hidden Stakeholder Search — Avoiding Late Objections From Overlooked Groups
- Communication Preference Profile — Matching Channel and Tone to People
- Elicitation Objective Statement — Agreeing What Each Session Must Uncover

## Day 2: Interviewing for Real Needs

- Interview Guide Design — Sequencing Context, Process and Rule Questions
- Open Versus Closed Questioning — Balancing Discovery With Confirmation
- Probing Question Ladder — Testing General Statements for Exceptions
- Reflective Listening and Paraphrase — Confirming Meaning Before Recording
- Observation and Job Shadowing — Surfacing Tacit Knowledge on the Floor

## Day 3: Facilitating Group Sessions

- Session Agenda and Ground Rules — Keeping Mixed Groups Focused
- Silent Idea Generation — Hearing Quieter Voices Before Debate
- Scenario Walkthroughs — Exposing Rules Across Departments
- Parking Lot and Decision Log — Separating Settled Points From Open Ones
- Remote Session Techniques — Sustaining Participation Across Locations

## Day 4: Handling Conflict and Influence

- Conflicting Demand Analysis — Tracing Requests Back to Business Outcomes
- Interest-Based Negotiation — Finding Trade-Offs Both Sides Accept
- Influence Without Authority — Building Agreement Through Evidence and Timing
- Difficult Stakeholder Conversations — Responding to Resistance and Silence
- Persuasive Findings Narrative — Presenting Gaps and Options to Sponsors

## Day 5: Practising the Stakeholder Elicitation Plan

- Live Interview Rehearsal — Applying Probing and Listening Under Observation
- Facilitated Session Simulation — Running a Mixed Department Group
- Conflict Role Play — Negotiating a Contested Scope Item
- Peer Feedback Rounds — Refining Questioning and Presence
- Stakeholder Elicitation Plan — Completing Sessions, Questions and Follow-Up

## Applying Stakeholder Elicitation Skills After the Course

- Run a stakeholder mapping review on a current change and add any hidden groups to the session schedule.
- Lead one interview using a probing question ladder and compare the rules captured with earlier notes.

## Stakeholder Elicitation Skills Questions FAQ

### What are stakeholder elicitation skills for business analysts and why do they matter now?

They are the questioning, listening and facilitation abilities analysts use to draw accurate needs from people. They matter now because shorter delivery cycles leave little room to correct misunderstood requirements, so the first conversations carry more weight.

### Which roles gain most from stakeholder elicitation skills training?

Business analysts, product owners and process improvement staff gain most. Anyone reconciling requests across departments in banking, healthcare or logistics uses them weekly.

### How does a stakeholder elicitation skills course differ from a general business analysis course?

It focuses on the human side of analysis rather than modelling and documentation. A broader analysis course covers process maps, business cases and solution evaluation, while this course concentrates on interviews, facilitation, conflict and persuasion.

### What do you bring back from stakeholder elicitation skills training?

You bring back a ready plan for your next assignment. It lists the stakeholders to engage, the sessions to run, the questions to ask and the follow-up needed.

## Stakeholder Elicitation Skills: The Way Forward

The Stakeholder Elicitation Plan sets out who to engage, which sessions to run and which questions to ask first. Its first use informs the decision on which groups to interview before scope is fixed. Analysts and product owners share it with sponsors and delivery leads. After the first round of sessions, revisit how conflicting demands were handled and adjust the plan.