
Requirements Elicitation Training Course: Stakeholder Interviews, Specifications and Traceability

25 – 29 January 2027
Madrid





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Programme Summary

Requirements elicitation is the subject of this one-week training course for business analysts, project and product leads and heads of change and IT delivery, ending in a requirements pack for one initiative. Projects often start from a sponsor's wish list, yet needs stay unspoken, conflicting or untestable until late build or acceptance. The programme moves from stakeholder mapping to interviews, specification, validation and traceability, applying every tool to an initiative the participant owns. Mars Training Centre UK delivers this programme on requirements elicitation to mixed-organisation cohorts.

The Business Case

Requirements that are vague or unrecorded surface later as rework, disputed scope and delivered features that nobody uses. Where requirements elicitation is left to a single workshop, leaders miss hidden users, competing priorities and constraints that only appear in operations. Leaders who elicit, specify and trace needs together can approve scope with evidence and explain every change to sponsors and delivery teams.

- Rework Effort: Falls as needs are tested with stakeholders before design begins.
- Scope Dispute Frequency: Falls as each requirement carries an owner, a rationale and acceptance criteria.
- Change Approval Time: Improves as traceability shows what a proposed change would affect.

Principles and Evidence Base

- ISO/IEC/IEEE 29148: The standard for requirements engineering processes and specification content frames the specification work in Sessions 3 and 4.
- Stakeholder analysis: Mapping influence, interest and need guides the interview plan in Session 1.
- Prioritisation by value and risk: Ranking requirements against benefit and uncertainty structures the decisions in Session 4.

Intended Participants

- Business analysts who gather and document needs for change initiatives.
- Project and product leads who own scope and sign off specifications.
- Heads of change who sponsor initiatives and arbitrate between stakeholders.
- IT delivery leaders who turn requirements into designs and test plans.
- Quality and acceptance leads who confirm that delivered work meets the need.

Typical functions include corporate services, banking, healthcare and public sector service delivery.



Learning Outcomes

1. Participants will be able to evaluate stakeholders by influence, interest and need.
2. Participants will be able to construct an interview plan that draws out explicit and unspoken needs.
3. Participants will be able to design specifications with testable acceptance criteria.
4. Participants will be able to diagnose conflicts, gaps and ambiguity in a requirements set.
5. Participants will be able to prioritise requirements against value, risk and constraints.
6. Participants will be able to justify a change decision using a traceability matrix.

Programme Structure

Day 1: Requirements Elicitation and Stakeholder Analysis

Whose needs must be heard, and what does each group stand to gain or lose?

- Stakeholder Influence and Interest Grid
- Business Need and Objective Statement
- Scope Boundary Diagram
- Current Process Map
- Elicitation Technique Selection Table

Day 2: Interviews, Workshops and Observation

How are explicit and unspoken needs drawn out and recorded accurately?

- Structured Interview Guide
- Workshop Agenda and Ground Rules
- Observation Notes Template
- Question Bank for Probing Assumptions
- Needs Log with Source Tags

Day 3: Modelling and Specification

How are needs turned into statements that others can build and test?

- User Story and Use Case Formats
- Requirement Statement Quality Checklist
- Acceptance Criteria Set
- Data and Interface Description Sheet
- Specification Document Outline

Day 4: Validation, Prioritisation and Traceability

How is a requirements set checked, ranked and kept consistent through change?



- Requirements Review Walkthrough
- Conflict and Gap Register
- Value and Risk Ranking Matrix
- Traceability Matrix
- Change Request Impact Sheet

Day 5: Applying the Tools to One Initiative

Do the stakeholder, interview, specification and traceability tools support one requirements pack?

- Applying the Session 1 Stakeholder Influence and Interest Grid
- Using the Session 2 Structured Interview Guide
- Testing the Session 3 Acceptance Criteria Set
- Checking the Session 4 Traceability Matrix
- Completing the Requirements Pack

Methodology

The programme uses a structured exercise method built on anonymised interview notes, draft specifications, review comments and change requests from banking, healthcare and public sector initiatives. Participants work in peer groups on a shared initiative, take turns as analyst and stakeholder, and receive written facilitator feedback on each exercise set.

- Suggested activity: Interviewing a role-played stakeholder to surface an unspoken constraint.
- Suggested activity: Rewriting vague requirement statements into testable ones.
- Suggested activity: Tracing a change request through to affected tests and designs.

Capstone Output

Each participant completes a requirements pack for one initiative. It holds a stakeholder grid, an interview record, a set of specified requirements with acceptance criteria, a prioritised ranking and a traceability matrix. The pack is used at work to brief a sponsor, hand over to delivery teams and control later scope changes.

Frequently Asked Questions

Is requirements elicitation training suitable for leaders who are not business analysts?

Yes. Requirements elicitation training assumes experience of projects or change work and builds interviewing, specification and traceability skills step by step.



Which standard does requirements elicitation rest on in this programme?

Requirements elicitation rests on ISO/IEC/IEEE 29148 for requirements processes and specification content, together with stakeholder analysis and prioritisation by value and risk.

How is the pack from requirements elicitation used at work?

You use the requirements pack to brief a sponsor, hand work over to delivery teams and control later scope changes.

How does requirements elicitation training differ from general project management training?

Requirements elicitation training centres on drawing out, specifying and tracing needs, while general project management training centres on planning, resourcing and delivery control.