Business Analysis Context, Skills & Techniques

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trissential
Objectives

• Provide Business Analysis Context
• Clarify what Business Analysis Skills and Techniques can be used when
• Discuss BA role and industry trends
The BAMM defines five different levels of maturity for organizations based upon their business analysis capabilities. Each of these levels is defined in using three dimensions: Knowledge Assets; People and Organization; and Techniques and Tools. These dimensions help characterize an organization at each of the five levels of maturity. The levels of the BAMM reflect a progression that is based upon numerous experience with organizations at various stages of adoption of the business specification-centric approach.

For more information on the BAMM, visit www.theBAMM.net
Context Model

Effective Strategy & Planning

Benefit Validation

E1

Prioritized Portfolio

Portfolio Health

Architectural & Quality Guidance

Product Scorecard

E2

Efficient Management

Project Health

PM Best Practice

E3

Exceptional Execution

Business Excellence
Governance Model & Processes

- Identification
- Categorization
- Evaluation
- Selection
- Prioritization
- Portfolio
- Balancing
- Authorization
- Review & Reporting
- Strategic Change

Determine Strategy

- Bus & IT Executives

Facilitate Governance Decisions

- Portfolio Architecture
- Technology Architecture

Decompose Strategy
- Why, Why, Why
- What’s the Pain/Gain
- Create Business Case
- ROI

Technology Form & Fit

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Product Development Model

Enterprise Analysis
BA Planning & Monitoring
Elicitation
Requirements Analysis
Requirements Management & Comm.
Solution Assessment & Validation

Business Analysis
Quality Assurance
Requirements Engineering
Software Development
Change Mgmt
Roles & Responsibilities
Context

Leadership

Enterprise Governance

Port Arch Bus Arch Ent Arch

Guidance & Priorities

Performance Dashboards

PMO

Initiate, Plan, Execute, Monitor & Control, Close

Project Management Execution

PM Processes & Controls

Objectives

Requirements Design Build/Test Install Products

Product Lifecycle

Portfolio Focus

Bus Arch Focus

BA Focus

PM Focus

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Portfolio Management Processes

Identification: Create an up-to-date list of new and in-progress components (initiatives) classified by work type (program, project, non-project)

Categorization: Group components into relevant business groups which are based on the strategic plan

Evaluation: Evaluate individual components, using scoring models with weighted criteria, so they can be compared through the selection process

Selection: Compare evaluated components and recommend a short list for prioritization

Prioritization: Rank selected components within each strategic, business or funding category

Portfolio Balancing: Develop the portfolio mix based on priority, risk, portfolio performance and capacity: add new components and identify existing components to be suspended or terminated

Authorization: Formally communicate and allocate funds and resources to execute balancing decision

Portfolio Review and Reporting: Regular review of portfolio execution and determining whether to continue to reprioritize or terminate components

Strategic Change: Review impacts to portfolio in the event of a change in strategy
Enterprise Analysis Processes

Enterprise Analysis
Identify Business Need
Solution Approach
Define Solution Scope
Develop Business Case
BA Planning & Monitoring
Conduct Stakeholder Analysis
Plan Business Analysis Activities
Plan Business Analysis Comm.
Plan Reqs. Management Process
Plan, Monitor & Report BA Perf

Elicitation
Prepare for Elicitation
Conduct Elicitation
Document Results
Confirm Results

Requirements Analysis
Organize Requirements
Prioritize Requirements
Specify & Model Reqs
Det. Assump/Constraints
Verify Requirements
Validate Requirements

Requirements Management & Comm
Manage Solution
Manage Reqs Scope
Manage Reqs Traceability
Maintain Reqs for Re-use
Prepare Reqs Package
Communicate Reqs

Solution Assessment & Validation
Assess Reqs Coverage
Allocate Requirements
Determine Org Readiness
Validate Solution
Evaluate Solution
<table>
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<tr>
<th>Knowledge Areas</th>
<th>Requirements Planning &amp; Management</th>
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<tr>
<td>Enterprise Analysis</td>
<td>Requirements Elicitation</td>
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Underlying Competencies

- Business Analysis Planning and Monitoring
- Enterprise Analysis
- Elicitation
- Requirements Analysis
- Solution Assessment and Validation
- Requirements Management and Communication

Source: IIBA BABOK
Sample Universal Project/Product Lifecycle

Organizational & Enterprise Analysis
- Yearly Planning
- Yearly Budgeting
- Portfolio Selection
- Portfolio Prioritization
- Quarterly Re-planning
- Business Case Development
- Cost Benefit Analysis
- Statement of Work

Define
- Project Initiation
  - Dev Project Charter
  - Dev Prelim Scope Statement
- Project Planning
  - Dev PM Plan
  - Scope Planning
  - Scope Definition
  - Create WBS
  - Activity Definition
  - Activity Sequencing
  - Activity Resource Est
  - Activity Duration Est
  - Schedule Dev.
  - Cost Budgeting
  - HR Planning
  - Comm. Planning
  - Risk Man. Planning

Detail
- Project Planning
  - Direct & Manage Execution
- Portfolio Selection
  - Portfolio Prioritization
- Yearly Planning
  - Yearly Budgeting
- Portfolio Selection
- Portfolio Prioritization
- Quarterly Re-planning
- Business Case Development
- Cost Benefit Analysis
- Statement of Work

Develop
- Project Execution
- Portfolio Selection
- Portfolio Prioritization
- Yearly Planning
- Yearly Budgeting
- Portfolio Selection
- Portfolio Prioritization
- Quarterly Re-planning
- Business Case Development
- Cost Benefit Analysis
- Statement of Work

Deploy
- Project Close
- Close Project
- Contract Closure

Debrief
- Project Close
- Close Project
- Contract Closure

Project Monitoring and Control
- Monitor & Control
- Project Work
- Integrated Change Control
- Performance Reporting

Requirements Elicitation
- Context Diagrams
- Reqs. Elicitation
- Reqs. Definition
- Reqs. Documents
- System Blue Prints

Reqs. Analysis Design
- System Analysis
- System Design
- Usability Test Plan
- Deployment Plan
- Business Models
- Physical Models
- Design Specs

Prod Dev & Reqs Comm
- Program Components

Solution Validation
- Unit Test Plan
- Training Mat.
- Integration Test Results
- Systems Test Results
- Acceptance Test Results

Infrastructure Processes (ITIL)
- Configuration Management
- Change Management
- Release Management

Service Delivery Processes
- Capacity Management
- Service Continuity Man.
- Service Level Man.
- Security Man. & Reporting

Control Processes
- Incident Management
- Problem Management
- Managed System
- Production System
- Operational Data
- Fault Report
- Version Control
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## BA Techniques

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• Enterprise Analysis, Left side of the line
  – What’s the Pain
  – What’s the Gain
  – Why, Why, Why
  – Business Case, ROI, IRR, NPV
Find the Cause

• Dig for the underlying reason the symptoms of your problem are showing up.
• Make sure you are treating the cause of the problem rather than the effects.
• Ask why, why, why, why, why, why?
Create Curiosity

- The soul of business analysis is curiosity
- Curiosity is the driving force behind business analysis, and it thrives on intellectual diversity.
- Breakthrough solutions require fresh thinking, and curiosity drives your exploration of the unknown.
- The passion and grip that we hold onto our beliefs with blocks our curiosity
- What we currently know can get in the way of the unknown and the pursuit of phenomenal solutions.
- Your ability to enact curiosity can help create a culture that encourages everyone to ask questions and discourages those who don't.
Move Off the Solution

- A solution is worthless unless & until it creates business value otherwise it is merely an event.
- Solutions are only valuable for the results they get, and some solutions get better results than others.
- Avoid solutions that serve more as distractions than bona fide solutions.
- Get to the core of underlying business issues that need to be addressed through the desired solution by bringing clarity and definition to the issues, then deciding to focus attention on only the vital few.
- There is perhaps no skill more fundamental than resisting impulse.
Get Evidence

- If you don't have the evidence, there is no reason to do anything-period!
- Every decision is on trial
- Get proof that a business problem needs to be solved or that an opportunity could exist by collecting soft evidence, and then convert soft evidence into hard evidence that your business can measure.
- Ask how and what questions
Get Evidence

• Dig for the pain and gain
• The most important pain side questions
  – And then what happens?
  – And what does that affect?
• The most important gain side questions
  – And what would that allow us to do as a business that we can’t do today?
• The 5 most important words in the business analyst arsenal
  – Please give me an example?
• Just because you can do something, doesn't mean you should. It's not unusual that the cost of a solution is more than the cost of living with the problem.

• Make sure early on that your investment has a worthwhile impact on the company, and solid economic return. You'll never know unless you convert hard evidence into money.

• Converting hard evidence into money will help you make the move from subjective to the objective, and from the could to the should.

• Once you have impact you can compare it to the solution cost
Calculate the Impact

• The five golden questions
  – How do you measure it?
  – What is it now?
  – What would you like it to be?
  – What’s the value of the difference?
  – What’s the value of the difference over time?
Enterprise Analysis describes how we take a business need, refine and clarify the definition of the need, and define a solution scope that can feasibly be implemented by the business.

Source: IIBA BABOK
Enterprise Analysis Techniques

- Competitive Analysis and Benchmark Studies – Performed to compare the strengths and weaknesses of an organization against its competitors
- Decision Analysis – A structured process to determine the most valuable option from among a number of opportunities
- Decomposition – A planning technique that subdivides the scope and deliverables into smaller, more manageable components and depicts them graphically in a work breakdown structure
- Economic Models and Benefit Analysis – Determines the economic feasibility of a proposed new project
- Enterprise Architecture – Documentation of the current and future states of the enterprise to make the enterprise visible and easy to understand
- Estimating Techniques – Designed to forecast the cost of a proposed new business solution
- Feasibility Analysis – A structured process to determine the most viable business solution to solve a business problem or seize a new business opportunity
- Gap Analysis – Identifies the changes needed to the enterprise in order to achieve a strategic goal
- Goal Analysis – Decomposition of strategic goals into achievable objectives and measures of success

Source: IIBA BABOK
Enterprise Analysis Techniques

- Estimating Techniques – Designed to forecast the cost of a proposed new business solution
- Feasibility Analysis – A structured process to determine the most viable business solution to solve a business problem or seize a new business opportunity
- Gap Analysis – Identifies the changes needed to the enterprise in order to achieve a strategic goal
- Goal Analysis – Decomposition of strategic goals into achievable objectives and measures of success
- Opportunity Analysis – Identifies new business opportunities that are designed to improve organizational performance
- Problem Analysis – Structured examination of the aspects of a situation to establish the root causes and resulting effects of the problem
- SWOT Analysis – Tool to quickly analyze various aspects of the current state of the business process undergoing change; strengths, weaknesses, opportunities, and threats

Source: IIBA BABOK
Enterprise Analysis

Enterprise Analysis Techniques

- Competitive Analysis and Benchmark Studies – Performed to compare the strengths and weaknesses of an organization against its competitors
  - Used when
    - Designing projects to improve operations of the enterprise
    - Focusing on Strategies, operations, and processes
    - Providing organizations with information about new and different methods, ideas, and tools to improve organizational performance.
    - Identifying the reasons for success and difficulty experienced by competitors in the target domain
    - Determining key performance measures to be collected and analyzed

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

Decision Analysis – A structured process to determine the most valuable option from among a number of opportunities

Used when
- Making a decision by examining and modeling each alternative decision path
- There are a limited number of alternatives to achieve a single goal
- Comparing the expected monetary value of each alternative

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

- Decomposition – A planning technique that subdivides the scope and deliverables into smaller, more manageable components and depicts them graphically in a work breakdown structure
  - Refer to the PMBOK for a detailed description

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

- Economic Models and Benefit Analysis – Determines the economic feasibility of a proposed new project
  - Used when
    - Justifying a new business solution
    - Determining the cost of ownership for a proposed solution
    - Providing quantitative measures to base decisions upon

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

Enterprise Architecture – Documentation of the current and future states of the enterprise to make the enterprise visible and easy to understand

- Used when
  - Defining business strategies, long term goals and objectives, functional processes, and the external environment in which the business operates
  - Depicting the business as an enterprise that flows value from the organization to the customer
  - Describing data and information that is the “currency” of the organization, flowing through the processes to accomplish the business functions
  - Driving consistency between business operations and IT services

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

- Estimating Techniques – Designed to forecast the cost of a proposed new business solution
  - Refer to the PMBOK for a detailed description of estimating techniques

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

Feasibility Analysis – A structured process to determine the most viable business solution to solve a business problem or seize a new business opportunity

Used when

- Helping organizations understand the competitive environment, enabling them to make informed decisions for investments in the future of their business
- Determining the viability of an idea for a new business opportunity
- Performing pre-project enterprise analysis activities
- Executives are developing strategic goals and objectives to drive toward strategy execution
- Requirements analysis and solution design activities are complete and solution alternatives are being compared

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

Gap Analysis – Identifies the changes needed to the enterprise in order to achieve a strategic goal.

Used when

- Studying the current state of the business, its vision for the future, and the changes required to meet the business need and achieve strategic goals
- Comparing the current and target business architectures to identify the changes that will be needed
- Identifying and documenting the gaps in capabilities such as process steps, new data, new rules, or functionality

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

- Goal Analysis – Decomposition of strategic goals into achievable objectives and measures of success
  - Used when
    - Linking strategic goals to enterprise performance measures
    - Depicting how an organization creates value by connecting objectives to financial, customer, internal, learning, and growth perspectives

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

Opportunity Analysis – Identifies new business opportunities that are designed to improve organizational performance

Used when

- Examining all possible approaches to achieving a goal
- Considering many perspectives

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

- Problem Analysis – Structured examination of the aspects of a situation to establish the root causes and resulting effects of the problem
  - Examples:
    - Fishbone Diagram
    - Five Whys
  - Used when
    - Challenging current business thinking and processes
    - Considering the problem that is occurring and the effects it is having on the business

Source: IIBA BABOK
Enterprise Analysis Techniques Cont.

- SWOT Analysis – Tool to quickly analyze various aspects of the current state of the business process undergoing change; strengths, weaknesses, opportunities, and threats
  - Used when
    - Performing strategic planning, opportunity analysis, competitive analysis, and business and product development
    - Depicting a high level view of the analyzed information; to be followed by more detailed analysis

Source: IIBA BABOK
## Enterprise Analysis

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<th>Decision Analysis</th>
<th>Economic Models and Benefit Analysis</th>
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<td>Obtain Consensus Amongst a Group</td>
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</table>
Elicitation is the process of extracting business needs and requirements from stakeholders while ensuring accuracy and completeness.

Source: IIBA BABOK
Elicitation Techniques

- Brainstorming – a means of eliciting many creative ideas about any given “central question” or topic
- Document Analysis – A means to elicit requirements of an existing system by studying available documentation and identifying relevant Information
- Focus Group – A means to elicit ideas and attitudes about a specific product, service, or opportunity in an interactive group environment.
- Interface Identification – A means to uncover and confirm the interfacing stakeholders and provide a framework for subsequent analysis of the detailed requirements for each interface.
- Interview – A systematic approach to elicit information from a person or group of people in an informal or formal setting by asking relevant questions and documenting the responses. Interviews can be structured with pre-defined questions or unstructured with open-ended discussion.

Source: IIBA BABOK
Observation / Job Shadowing – A means to elicit requirements by conducting an assessment of the subject matter expert’s work environment.

Prototyping – Aims to discover and visualize high-level interface requirements.

Requirements Workshop (JAD) – A means of elicitation through a structured setting that may be used to scope, discover, define, prioritize, and reach closure on requirements for the target system.

Reverse Engineering – A means of extracting implemented requirements from the software code.

Survey/Questionnaire – A means of eliciting information from many people, anonymously, in relatively short time.

Source: IIBA BABOK
Elicitation Techniques

- Brainstorming – a means of eliciting many creative ideas about any given “central question” or topic
  - Used When:
    - Working through a roadblock to a project
    - A group is available for brainstorming sessions
    - Eliciting new ideas in a short period of time

Source: IIBA BABOK
Elicitation Techniques Cont.

Document Analysis – A means to elicit requirements of an existing system by studying available documentation and identifying relevant information

Used When:
- Gathering Details of an existing environment
- Subject matter experts are no longer with the organization

Includes analysis of:
- Business Plans
- Market Studies
- Requests for Proposals
- Statements of Work
- Procedures
- Existing System Specifications
- Etc.

Source: IIBA BABOK
Elicitation Techniques Cont.

- Focus Group – A means to elicit ideas and attitudes about a specific product, service, or opportunity in an interactive group environment.
  - Used When:
    - Learning about stakeholder attitudes, experiences, and desires are necessary for the next phase of the project
    - Time constraints won’t allow for individual interviews
    - More formality is needed than a brainstorming session
    - Active discussion is necessary for stakeholders to consider each other’s perspectives
    - A skilled moderator is available

Source: IIBA BABOK
Elicitation Techniques Cont.

- Interface Identification – A means to uncover and confirm the interfacing stakeholders and provide a framework for subsequent analysis of the detailed requirements for each interface.
  - Used When:
    - Human to human, human to system, and system to system interfaces exist
    - Clarifying the boundaries of the interfacing stakeholders
    - Identifying the input and output data needs
    - Collaborating with other systems or projects

Source: IIBA BABOK
Elicitation Techniques Cont.

Interview – A systematic approach to elicit information from a person or group of people in an informal or formal setting by asking relevant questions and documenting the responses. Interviews can be structured with pre-defined questions or unstructured with open-ended discussion.

Used When:

- The interviewer has a certain amount of domain knowledge
- Interviewer is experienced in conducting interviews and documenting discussions
- Subject matter experts are ready and able to provide relevant information
- Groups of subject matter experts can’t be scheduled together

Source: IIBA BABOK
Elicitation Techniques Cont.

Observation / Job Shadowing – A means to elicit requirements by conducting an assessment of the subject matter expert’s work environment.

Used When:

- Documenting details about the current processes or if the project intends to enhance or change a current process.
- Work processes have become habits and are difficult for the subject matter experts to explain.
- Little or no process documentation exists or it is at too high a level of detail to be useful.

Source: IIBA BABOK
Elicitation Techniques Cont.

Prototyping – Aims to discover and visualize high-level interface requirements.

Used When:

- Communication using pictures allows for more stakeholder understanding and validation
- It is necessary to quickly uncover and confirm a variety of requirements that go beyond processes, data, and business rules
- Examining what is feasible with existing technology and where there may be technical gaps.
- Assumptions can be made about the underlying technology

Source: IIBA BABOK
Elicitation Techniques Cont.

Requirements Workshop (JAD) – A means of elicitation through a structured setting that may be used to scope, discover, define, prioritize, and reach closure on requirements for the target system.

- Used When:
  - Eliciting detailed requirements in a relatively short period of time
  - Stakeholder collaboration and mutual understanding is necessary
  - Stakeholders are available to participate
  - Knowledgeable participants and experienced facilitator exist
  - Trying to reduce cost and time for gathering requirements
  - Collecting information on behaviors

Source: IIBA BABOK
Elicitation Techniques Cont.

- Reverse Engineering – A means of extracting implemented requirements from the software code.

  - Used When:
    - It is necessary to understand what an existing system does for the business
    - An existing system has little or outdated documentation
    - Identifying existing errors and limitations, and how to correct them
    - An external manufacturer is unresponsive to customer service requests
    - Providing details to evaluate a product and understand its limitations

Source: IIBA BABOK
Elicitation Techniques Cont.

△ Survey/Questionnaire – A means of eliciting information from many people, anonymously, in relatively short time.
△ Used When:
  △ Time and budget are limited
  △ Stakeholders are not located in the same place
  △ A large number of responses are required
  △ Stakeholder participation is limited
  △ Collecting information on opinions and attitudes, not behaviors

Source: IIBA BABOK
<table>
<thead>
<tr>
<th>Elicitation</th>
<th>Brainstorming</th>
<th>Document Analysis</th>
<th>Focus Group</th>
<th>Interface Identification</th>
<th>Interview</th>
<th>Observation</th>
<th>Prototyping</th>
<th>Requirements Workshop</th>
<th>Reverse Engineering</th>
<th>Survey</th>
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<td><strong>Little or Outdated Documentation</strong></td>
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<td><strong>Lack of Analysis Expertise</strong></td>
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Requirements Analysis

Requirements Analysis is the process by which the solution definition is progressively elaborated to enable design and construction that will meet the needs of the business and stakeholders.

Source: IIBA BABOK
- Business Rules – Details that define, constrain, or enable business operations
- Data Modeling – Describes the structure and organization of data needed to support a business area, and the rules and constraints associated with the use of this data
- Event and State Modeling – Provides understanding of when business activity is triggered and the results of the activities
- Indicators, Metrics, and Reporting – Improves performance of solutions, solution components, and requirements
- Non-Functional Requirements – Describe the required qualities of a system, such as its usability and performance characteristics.
- Organizational Modeling – Describes the roles, responsibilities, and reporting structures that exist within an organization and to align those structures with the organization’s goals

Source: IIBA BABOK
Scenarios and Use Cases – Describe how an actor interacts with a solution to accomplish one or more of that actor’s goals, or to respond to an event.

Process Modeling – Describes how people within an organization collaborate in order to accomplish a goal.

Source: IIBA BABOK
Requirements Analysis Techniques

- Business Rules – Details that define, constrain, or enable business operations
  - Used when
    - Process Constraints exist that need to be defined, implemented, and maintained
    - Other analysis artifacts need to be supplemented

Source: IIBA BABOK
Requirements Analysis Techniques Cont.

Data Modeling – Describes the structure and organization of data needed to support a business area, and the rules and constraints associated with the use of this data

Used when

- It is necessary to represent the types of people, places, things and concepts that are important to the business, as well as the significant business relationships among them
- Communicating comprehensive specifications of data requirements to solution developers
- Providing a consistent modeling approach that supports the transition through the project phases

Source: IIBA BABOK
Requirements Analysis

Requirements Analysis Techniques Cont.

- Event and State Modeling – Provides understanding of when business activity is triggered and the results of the activities
  - Used when
    - Clarifying the scope of the solution and distinguish planned events from unplanned events
    - Modeling a quick, high-level way to clarify the solution scope
    - Prioritizing and partitioning requirements
    - Helping business domain experts uncover missing data, control, and behavioral requirements

Source: IIBA BABOK
Requirements Analysis Techniques Cont.

- Indicators, Metrics, and Reporting – improves performance of solutions, solution components, and requirements
  - Used when
    - Establishing a monitoring and evaluation system
    - Enabling stakeholders to understand the extent to which a solution meets an objective, and how effective the inputs and activities of developing the solution were
    - Facilitating organizational alignment, linking goals to objectives, supporting solutions, underlying tasks, and resources
    - Leadership and team committed to implementation

Source: IIBA BABOK
Requirements Analysis Techniques Cont.

- Non-Functional Requirements – Describe the required qualities of a system, such as its usability and performance characteristics.
  - Used when
    - Supplementing the documentation of functional requirements which describe the behavior of the system
    - Documenting traits important to users, such as responsiveness, learnability, reliability, etc.
    - Documenting traits important to developers, such as volumes, scalability, maintainability, reusability, etc.

Source: IIBA BABOK
Requirements Analysis Techniques Cont.

- Organizational Modeling – Describes the roles, responsibilities, and reporting structures that exist within an organization and to align those structures with the organization’s goals.
  - Used when
    - Analyzing team sizes and effectiveness
    - Determining if teams are organized effectively
    - Examining manager span of control
    - Recommending optimum organizational structure

Source: IIBA BABOK
Requirements Analysis Techniques Cont.

- Scenarios and Use Cases – Describe how an actor interacts with a solution to accomplish one or more of that actor’s goals, or to respond to an event.
- Used when
  - Communicating requirements to all types of stakeholders
  - Depicting the series of steps that a user will take to achieve a goal in a textual format
  - Creating a basis for more detailed analysis, development, and testing artifacts
  - Describing the scope, normal flow, and exceptions of an event

Source: IIBA BABOK
Requirements Analysis Techniques Cont.

- Process Modeling – Describes how people within an organization collaborate in order to accomplish a goal
  - Used when
    - Analyzing the current state of a process and highlighting inefficiencies
    - Defining future state processes and ideas for streamlining
    - Communicating complex business logic
    - Creating documentation for user manuals and training
    - Creating documentation for regulatory purposes
    - Automating processes within BPM suites
    - Depicting management, core, and supporting processes

Source: IIBA BABOK
All techniques that will increase the understanding of the stated requirement should be performed; most often, these techniques will be used in combination.
Solution Assessment and Validation are the tasks performed by the Business Analyst once the project team is ready to propose a solution, and describes the following:

- Assess Proposed Solutions Against Business Need
- Identify Gaps and Shortcomings
- Determine Necessary Workarounds
- Assess Deployed Solutions Against Business Need

Source: IIBA BABOK
Defect and Issue Reporting – Provides an organized approach to tracking, management, and resolution of requirements issues throughout the requirements process.

RFI, RFQ, RFP – Documents that are created in order to solicit information about a potential solution from an outside party.

Structure Walkthrough – Allows a review of a project deliverable and is generally regarded as an efficient, effective method of catching errors, oversights, and misconceptions.

User Acceptance Testing – A form of software testing performed by the user or their representative, the business analyst.

Source: IIBA BABOK
Solution Assessment and Validation Techniques

Defect and Issue Reporting – Provides an organized approach to tracking, management, and resolution of requirements issues throughout the requirements process

Used when

- Eliminating impact on future project phases
- Analyzing, prioritizing, and resolving system defects in order to ensure that the solution meets the agreed upon requirements
- Communicating project status

Source: IIBA BABOK
Solution Assessment and Validation Techniques Cont.

- RFI, RFQ, RFP – Documents that are created in order to solicit information about a potential solution from an outside party
  - Used when
    - The solution team thinks that a viable solution is available from a vendor
    - Objectively comparing proposals from competing vendors
    - Evaluating existing products

Source: IIBA BABOK
Solution Assessment and Validation Techniques Cont.

- Structure Walkthrough – Allows a review of a project deliverable and is generally regarded as an efficient, effective method of catching errors, oversights, and misconceptions.
- Used when
  - Reviewing any project deliverable
  - Determining if the team is building the right product, and if they are building it correctly
  - A more formal review approach is needed
  - Group participation in a meeting is achievable

Source: IIBA BABOK
Solution Assessment and Validation Techniques Cont.

- User Acceptance Testing – A form of software testing performed by the user or their representative, the business analyst
  - Used when
    - Measuring the user’s satisfaction as well as test business functionality.
    - Proving that the software will work in the intended business environment and with the existing business processes
    - Acceptance criteria has been designed and developed in detail
    - Identifying potentially adverse impacts on the business process

Source: IIBA BABOK
<table>
<thead>
<tr>
<th></th>
<th>Defect and Issue Reporting</th>
<th>RFI, RFQ, RFP</th>
<th>Structured Walkthrough</th>
<th>User Acceptance Testing</th>
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<tr>
<td>Assessing Requirements Deliverables</td>
<td>Green</td>
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<td>Green</td>
<td>Red</td>
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<tr>
<td>Assessing System Solutions</td>
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<tr>
<td>Lack of Team Commitment</td>
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<td>Red</td>
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<tr>
<td>Lack of knowledgeable Stakeholders</td>
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<td>Red</td>
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<tr>
<td>Lack of Analysis Expertise</td>
<td>Yellow</td>
<td>Red</td>
<td>Yellow</td>
<td>Red</td>
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</table>
Business Analysis Planning and Monitoring is the knowledge area that covers how we determine which activities are necessary to perform in order to complete a business analysis effort. Encompasses the following:

- Identification of Stakeholders
- Selection of Business Analysis Techniques
- The Process Used to Manage Requirements
- How to Assess the Progress of Analysis Work

Source: IIBA BABOK
Techniques: These techniques are used to assist the PM in planning and monitoring the tasks associated with the business analysis efforts.

- Stakeholder Influence Analysis
- Stakeholder Role Analysis
- Interviews
- Decomposition
- Communications Requirements Analysis
- Communications Media Analysis
- Expert Judgment
- Communications Requirements Analysis
- Variance Analysis
- Replanning
- Lessons Learned Process

Source: IIBA BABOK
Requirements Management and Communication describes how to manage conflicts, issues, and changes, and ensure that stakeholders and the project team remain in agreement on the solution scope.

Source: IIBA BABOK
Manage Requirements Conflicts – Acknowledge, address, and resolve any disagreements or conflicts that stakeholders may have about requirements

Requirements Presentation – A meeting with stakeholders to meet an objective regarding requirement deliverables

Requirements Review – A working group session where invited participants meet after reviewing the requirements on their own

Formal Requirements Approval – A formal agreement by project stakeholders that the content and presentation of the requirements are accurate and complete

Baselining – To set an agreed upon base of understanding for the requirements

Source: IIBA BABOK
Requirements Management and Communication Techniques

Manage Requirements Conflicts – Acknowledge, address, and resolve any disagreements or conflicts that stakeholders may have about requirements

Used when

- Requirements disagreements exist which are impeding the progress of the project
- Attaining group consensus
- Capturing conflicts and resolutions in a issue log
- Obtaining signoff on a resolution
- BA has strong presentation skills

Source: IIBA BABOK
Requirements Management and Communication Techniques Cont.

Requirements Presentation – A meeting with stakeholders to meet an objective regarding requirement deliverables

Used when

- Communicating requirements to stakeholders
- Reviewing, prioritizing, or communicating status
- Ensuring quality or enhancing clarity
- Obtaining buy-in or sign off
- BA has strong presentation skills

Source: IIBA BABOK
Requirements Management and Communication Techniques Cont.

- Requirements Review – A working group session where invited participants meet after reviewing the requirements on their own
  - Used when
    - Validating the completeness, clarity, and correctness
    - Prioritization
    - Determining feasibility of the requirements

Source: IIBA BABOK
Requirements Management and Communication Techniques Cont.

- Formal Requirements Approval – A formal agreement by project stakeholders that the content and presentation of the requirements are accurate and complete
  - Used when
    - Updates to documentation from reviews has been completed
    - Reviewing documented requirements for the final time

Source: IIBA BABOK
Requirements Management and Communication Techniques Cont.

- Baselining – To set an agreed upon base of understanding for the requirements
  - Used when
    - Formal approval has been obtained
    - Setting a clear boundary for scope going forward

Source: IIBA BABOK
Underlying competencies are the behaviors, knowledge, and other characteristics that support effective business analysis.

- Analytical Thinking and Problem Solving
- Behavioral Characteristics
- Business Knowledge
- Communication Skills
- Interaction Skills
- Software Applications

Source: IIBA BABOK
Underlying Competencies

▲ Analytical Thinking and Problem Solving
  ▲ Decision Analysis – Effective in Understanding the criteria involved in making a decision

▲ Learning
  ▲ Effective at learning about business domains and how they function
  ▲ Translate into understanding of how to improve the functioning of the business

▲ Problem Solving –
  ▲ Effective at identifying the real, underlying problem
  ▲ Ensuring that the problem is understood
  ▲ Solutions address the problem

▲ Systems Thinking
  ▲ Effective at understanding how the people, processes, and technology within an organization interact in relationships and patterns to create a system as a whole
Underlying Competencies

△ Behavioral Characteristics

△ Ethics

△ Ability to behave ethically in order to earn the trust and respect of stakeholders

△ Ability to recognize when a proposed solution or requirement may present ethical difficulties

△ Personal Organization – Effectively manage tasks and information

△ Trustworthiness – Earn the trust of stakeholders in order to be able to elicit potentially sensitive information

Source: IIBA BABOK
Underlying Competencies

▲ Business Knowledge

▲ Business Principles and Practices – Understanding of fundamental business principles and best practices, in order to ensure that they are incorporated into and supported by solutions

▲ Industry Knowledge – Understanding of the industry in which their organization resides

▲ Organization Knowledge – Understanding of the organization for which analysis is being performed

▲ Solution Knowledge – Understanding of existing solutions in order to identify the simplest means of implementing a change.

Source: IIBA BABOK
Underlying Competencies

Communication Skills

- Oral Communications – Effectively express ideas in ways that are appropriate to the target audience
- Teaching – Effectively communicate issues and requirements and to ensure that the information is understood and retained
- Written Communications – Ability to document information effectively for various contexts and audiences

Source: IIBA BABOK
Underlying Competencies

▲ Interaction Skills

▲ Facilitation and Negotiation – Ability to facilitate interactions between stakeholders in order to help them resolve disagreements

▲ Leadership and Influencing – Effective in formal and informal leadership roles in order to guide other analysts and rally stakeholder support

▲ Teamwork – Ability to work closely with others to effectively support their work

Source: IIBA BABOK
Software Applications

General-Purpose Applications – Ability to use office productivity applications to document and track requirements

Specialized Applications – Ability to use modeling tools to support the development of formal models

Source: IIBA BABOK
Negotiation

• Triple Constraint
  – The term used to describe the three key project objectives that must be simultaneously accomplished, namely, the performance specification, the time schedule, and the monetary budget.
  – Note: An obsolete term. There are four fundamental and interrelated project management objectives or variables, namely: scope, cost, time and quality.
▲ **Project Scope** - the body of work that will be done to deliver a working product or solution, and the boundaries of the project.

▲ **Product/Solution Scope** - the list of features and functionality required to be delivered to meet the business need.

▲ **Requirements** – A singular documented need of what a particular product or service should be or do. Requirements make up the product scope.

Source: IIBA BABOK
### Negotiation

- **Constraint Matrix**
  - Pick two

<table>
<thead>
<tr>
<th></th>
<th>Sponsor</th>
<th>PM &amp; Team</th>
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<tbody>
<tr>
<td>Scope</td>
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<td>Cost</td>
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<td>Risk</td>
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## BA Representation Technique Decision Matrix

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<tr>
<td></td>
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<td>Resource</td>
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<td>Risk</td>
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</table>
Skills Comparison

PM

“Big Picture” Thinker
Directs the project team
Helps people get things done
Conscience of time and $$
Removes issues/barriers
Possesses management skills
Communicates well
Understands SDLC
Manages interpersonal relationships well
Negotiates

BA

Detail-oriented
Listens to people (SMEs)
Helps SMEs describe work
Conscience of “built right”
Identifies business issues “Pain & Gain”
Possesses investigative skills “Curious”

B. Carkenord, “Why does a Project need a Project Manager and a Business Analyst?”

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Communication Channels

Project Sponsor

IT Management

Business SME's
- Marketing
- Accounting
- Sales
- Manufacturing

PM

BA

Development Team
• Where does the BA role live?
  – Historically IT – too technical?
  – Shifting towards business
  – Potential Community of Practice
  – Jury’s still out
• Where is the BA role going?
  – Recognition
  – Training/Certification
• What are the future trends?
  – Beyond list making & note taking
  – IIBA as household name
  – Degreed programs
  – Indispensable role
Questions & Discussion
Michael Vinje
952-595-7970