Business Analysis

Requirements Life Cycle Process

Tomette J. Kirk, CBAP®

Learning Objectives

- Know the Six BABOK Knowledge Areas, The BACCM – Business Analysis Core Concept Model, and the BA Underlying Competencies

- Give a Project a "High Five" - Stakeholder, Current State, Future State, Gap, and Requirements analysis

- Understand Business Analysis throughout the entire Solution Development Life Cycle (SDLC)

Presentation Agenda

- The **BA**se for Business Analysis

    - Six BABOK Knowledge Areas

    - The BACCM – Business Analysis Core Concept Model

    - Underlying Competencies

- Giving a Project a "High Five"

- Business Analysis through the SDLC

THE BASE FOR BUSINESS ANALYSIS

SIX BABOK KNOWLEDGE AREAS

THE BACCM – BUSINESS ANALYSIS CORE CONCEPT MODEL

ADDITIONAL COMPETENCIES

The Six Key Knowledge Areas

International Institute of Business Analysis

- Founded 2004
- iiba.org
- BABOK v3 – Business Analysis Body of Knowledge
  - Ch. 3-8
  - Ch. 9
  - Ch. 10

Business Analysis Planning and Monitoring

Elicitation and Collaboration

Solution Evaluation

REQs Analysis and Design Definition

REQs Lifecycle Management

Strategy Analysis

Where would you start?

What is Business Analysis?

BABOK® Guide v2

the set of **tasks and techniques** used to work as a **liaison** among **stakeholders** in order to

- understand the structure, policies, and operations of an **organization**, and

- recommend **solutions** that enable the organization to achieve its **goals**

BACCM / BABOK® Guide v3.0

the *practice* of

enabling **change** in an
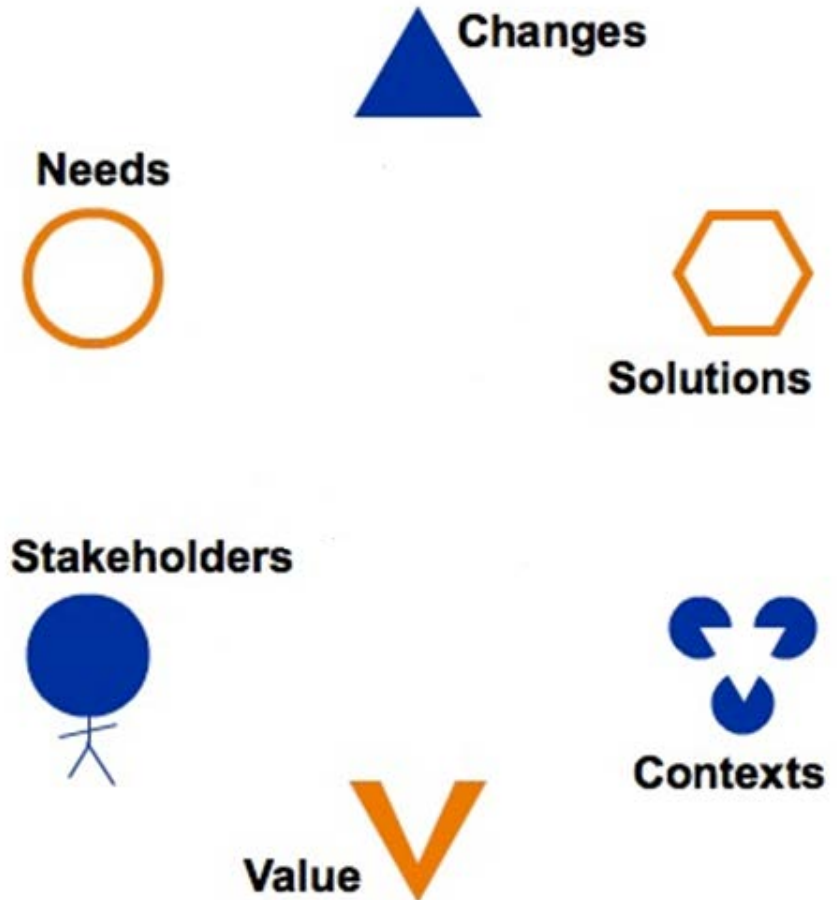
organizational **context**

by defining **needs** and

recommending **solutions**

that deliver **value**

to **stakeholders**

The Six Core Concepts

- Change

- Need

- Stakeholder

- Value

- Context

- Solution

Changes

Needs

Solutions

Stakeholders

Value

Contexts

Core Concept Model: Unified Terminology

- ## BACCM

  - Uniting a community of practitioners requires common terminology

  - 6 core concepts kept recurring

  - Each Knowledge Area in the BABOK

    – Summarizes the Knowledge Area

    – Lists the key activities

    – References the six core concepts in relation to that Knowledge Area

The "Turtle"

Changes

Needs

Solutions

Stakeholders

Contexts

Value
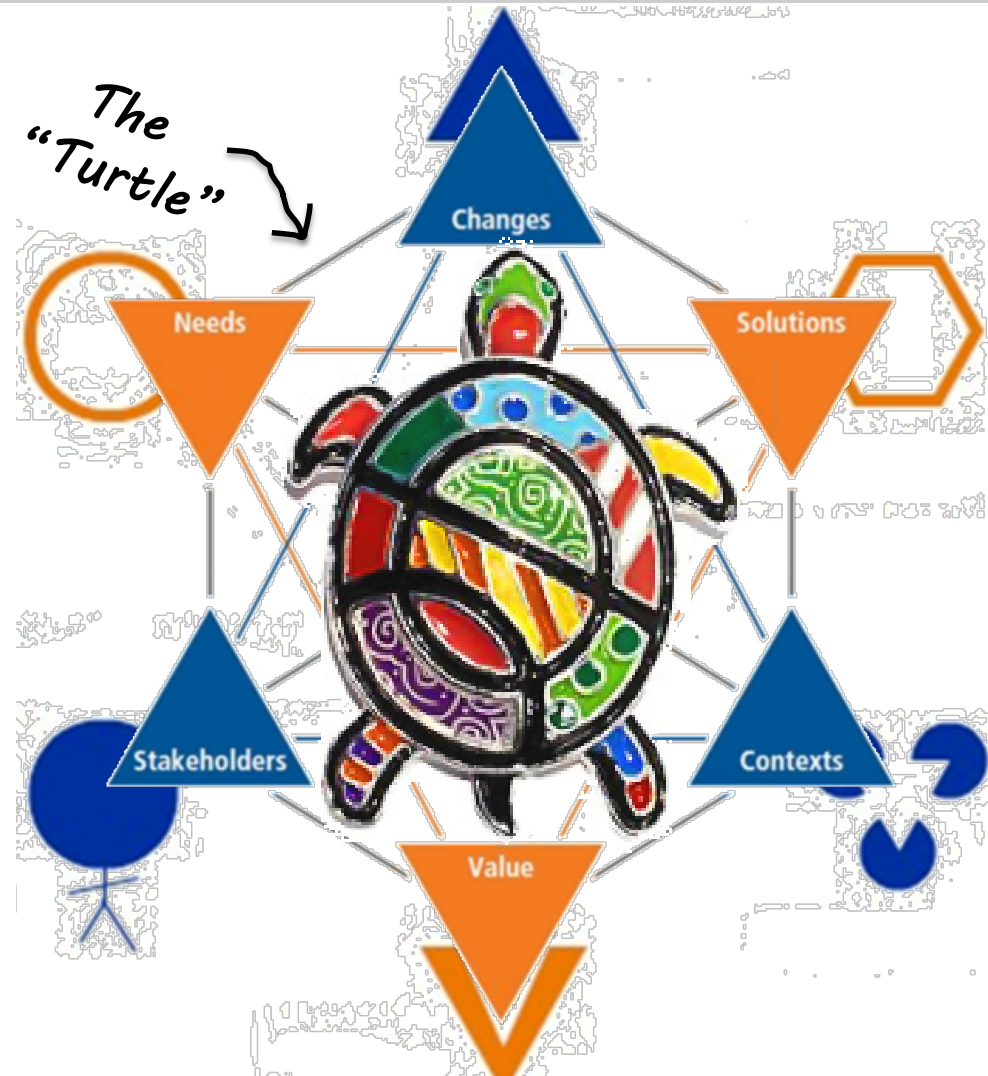
Underlying Competencies

These competencies are grouped into six categories:

- Analytical Thinking and Problem Solving

- Behavioral Characteristics

- Business Knowledge

- Communication Skills

- Interaction Skills

- Tools and Technology

- Creative Thinking
- Decision Making
- Learning
- Problem Solving
- Systems Thinking
- Conceptual Thinking
- Visual Thinking

- Ethics
- Personal Accountability
- Trustworthiness
- Organization and Time Management

- Adaptability
- Business Acumen
- Industry Knowledge
- Organization Knowledge
- Solution Knowledge
- Methodology Knowledge

- Verbal Communication
- Non-Verbal Communication
- Written Communication
- Listening

- Facilitation
- Leadership and Influencing
- Teamwork
- Negotiation and Conflict Resolution
- Teaching

- Office Productivity Tools and Technology
- Business Analysis Tools and Technology
- Communication Tools and Technology

GIVE A PROJECT A "HIGH FIVE"

FIVE ESSENTIAL TASKS FOR EVERY PROJECT

Artwork by Gerald Dias

The Five Analysis Areas for ANY Project

- On every project we elicit information for:
  - [1] **Stakeholder** Analysis (Who knows it? Who uses it?)
  - [2] **Current** State Analysis (How do you do it now?)
  - [3] **Future** State Analysis (How do you *want* to do it?)
  - [4] **Gap** Analysis (How do we get from here to there? Buckets)
  - [5] **Requirements** (Details for building and testing it)

- Not every step is a convoluted process. Each is scaled to fit the project size/scope.

Stakeholder Analysis

- Who has a vested **INTEREST** in the project?
  - Project Sponsor/s
  - Business Areas
  - Organizational Charting
  - Systems / owners

- Who will be **USING** the solution?
  - Internal users
  - External Users
  - System interfaces

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Current State Analysis

- What is being done NOW?
    - Process from beginning to end
    - May be an overall picture
    - May be a section of a process

- 75% of Americans are driven by sensory input
    - Touch, taste, hear, see, smell
    - Can tell you what they DO
    - Can identify pain points in the existing process

Future State Analysis

- What do you WANT to do?
  - How will the project address current state pain points?
  - Stakeholders want the pain to go away

- Most projects try to start here (or you wouldn't have a project)
- Difficult to do without understanding current state
- Remember: Change = Pain (too)
- Try not to allow "solutions" to outdo "function"

Gap Analysis

- How do we get from Current State to Future State?
  - What is changing in the Current State?
    ADD, CHANGE, REMOVE
  - What are the buckets of work in the Future State that the project will address?
  - Many times these buckets are called Major Features
    - Major Features are NOT requirements
    - They cannot be built or tested
    - They are meant to be used to estimate and organize work
- What is needed during the *transition*?
  - May be a short-term solution

Requirements

- What are the details of the Future State?
  - These must be buildable, testable requirements
- Requirements are usually
  - Functions of the new solution
    - Performed by either Humans or Systems
  - A "function" of the system is about "doing"
- A functional requirement can be called a user story, a simple use case, a system requirement, a business need.
  - In our new "wagile" world, we need to have a common language around requirements
 - User stories are not complete for functional REQs

Functional Requirements

- A well-written functional requirement contains FIVE parts:
  - *Who?*
  - *Does?*
  - *What?*
  - *Why?*
  - *Done When?*
- Traditional Use Case* **title** is *Who? Does? What?*
- **Why**? comes from the Agile world – good info!
- Done When? *or* **Success Criteria** indicates how you know the "Who? Does? What? Why?" was built
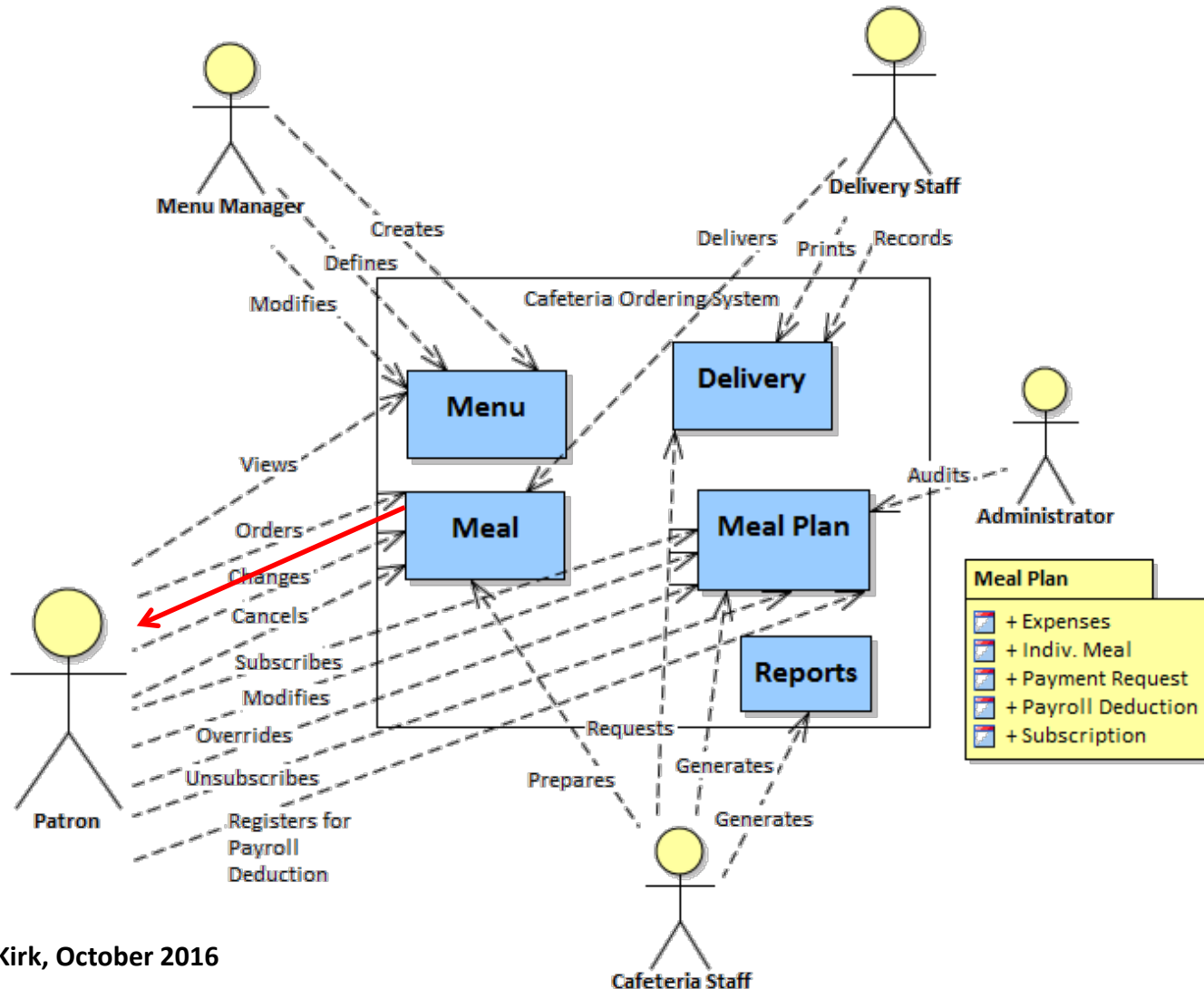
The Five Parts

- **Who**?
  - Actor in the Requirement
  - I, He, She, It (The Report, The System)
- **Does**?
  - Active verb
- **What**?
  - The thing being requested
- **Why**?
  - What is the reason this is done?
- **Done When**?
  - A restatement of the first four, a way of describing the outcome.

WHO?   DOES?   WHAT?   WHY?   DONE WHEN?
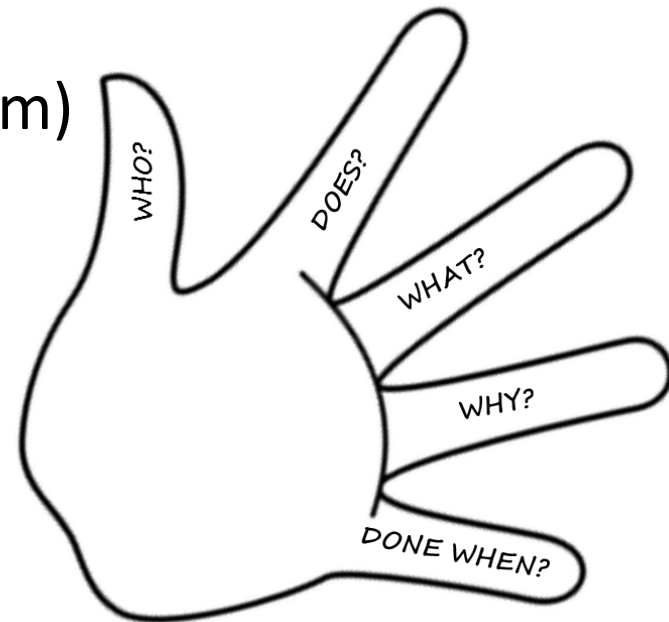
User Stories Aren't Enough!

Capture Non-functional REQs Too!

Functional Requirements	Non Functional Requirements
• Product features	• Product property
• Describe the actions with which the user work is concerned	• Describe the experience of the user while doing the work
• A function that can be captured in use cases	• Non-functional requirements are global constraints on a software system that results in development costs, operational costs
• A behavior that can be analyzed by drawing sequence diagrams, state charts, etc	• Often known as software qualities
• Can be traced to individual set of a program	• Usually cannot be implemented in a single module of a program

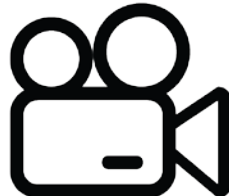**Two kinds of NFs: 1) Business Rules/Global qualities, 2) Actor/Does/Thing descriptions**

http://www.slideshare.net/osscube/non-functional-requirements-do-we-really-care

Business Analysis through the SDLC

The BA Role in a Project Lifecycle

What's the Difference Between a PM & a BA?

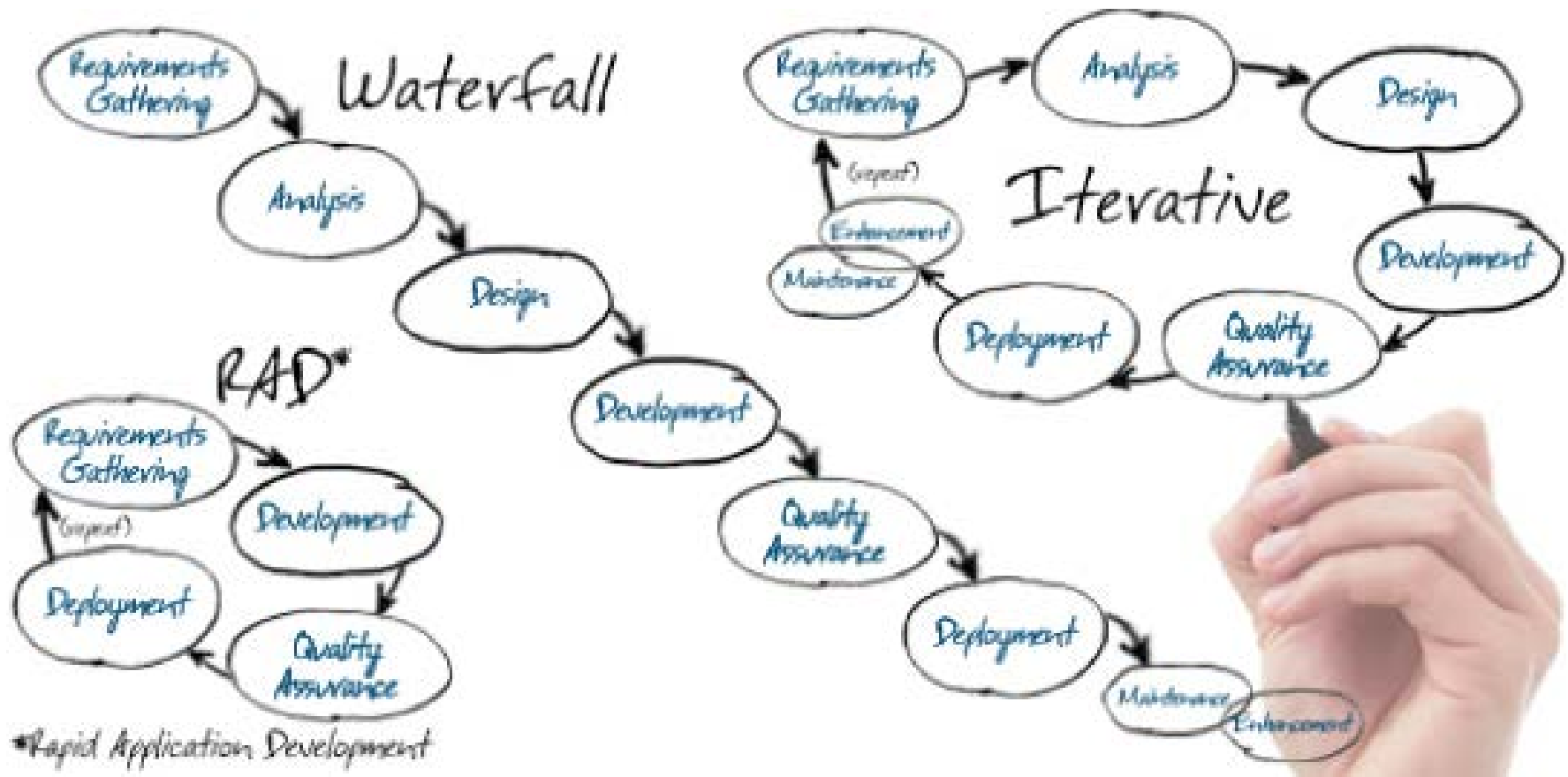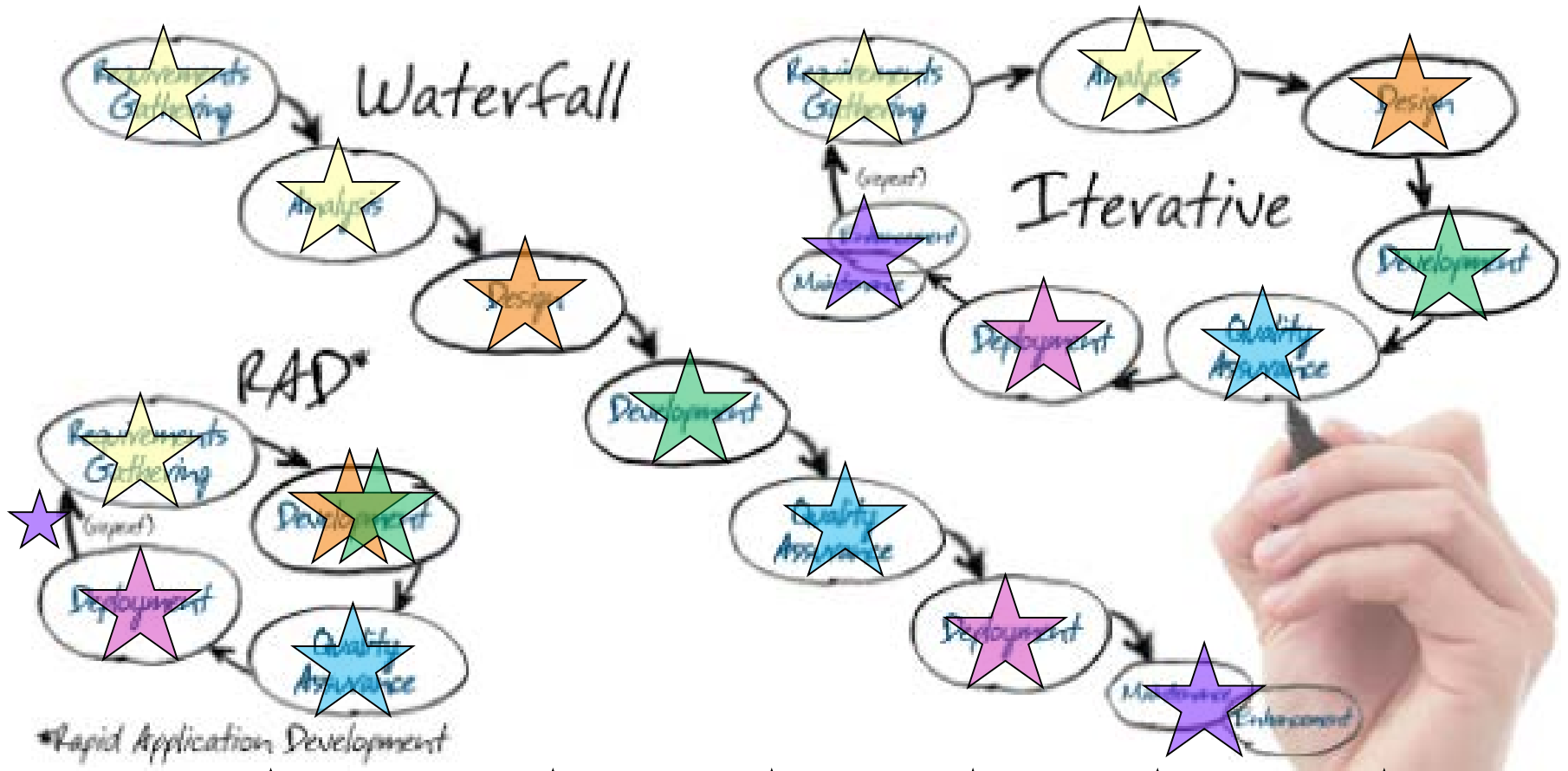| PROJECT MANAGER	BUSINESS ANALYST
SIMILARITIES	
Strong communication skills	Strong communication skills
Understands the SDLC	Understands the SDLC
Able to negotiate and build consensus	Able to negotiate and build consensus
Strong interpersonal and client management skills	Strong interpersonal and client management skills
DIFFERENCES	
Able to see the "big picture" for the project	Detail-oriented
Directs the project team	Listens to the stakeholders and SMEs
Helps project team stay on task	Helps stakeholders and SMEs describe how and why they perform tasks
Ensures the project is on time and in budget	Ensures the product is built right, following the documented requirements
Removes barriers and works through issues	Identifies issues with the business processes and product delivery
Manages project change control	Manages requirements change control
Possesses management skills	Possesses investigative and listening skills

Project

Product

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REQs in the SDLC (Solution Development Life Cycle)

Initiate - Plan - Design - Develop - Test - Deploy - Support

6- Image from: http://cloverleafsolutions.com/methods/software-development-lifecycle.html

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So Give Your Project a "High Five!"

Analyze:

- Stakeholders
- Current State
- Future State
- The Gap
- Requirements

Write REQs:

- Who?
- Does?
- What?
- Why?
- Done When?

Questions? Comments?

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References

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http://iiba.informz.ca/admin31/content/template.asp?sid=3240&ptid=77&brandid=5015&uid=0&mi=252848

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http://www.iiba.org/Learning-Development/Webinars/Public-Archive.aspx

3) Webinar: BABOK® V3 and Certification Updates Chapters Leaders, Tuesday, February 24, 2015 3:30 PM (and other dates)

4) Functional vs. Non-functional requirements: http://www.slideshare.net/osscube/non-functional-requirements-do-we-really-care

5) Article by Barbara Carkenord 03/16/2008
http://www.theiiba.org/Content/NavigationMenu/Events/CurrentArticles1/PM_and_BA_Article.pdf

6) Image from: http://cloverleafsolutions.com/methods/software-development-lifecycle.html

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