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 BAse 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
• iibaco.org
• BABOK v3 – Business Analysis Body of Knowledge
  • Ch. 3-8
  • Ch. 9
  • Ch. 10
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
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
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
The FIVES of Business Analysis

Artwork by
Gerald Dias

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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
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.
User Stories Aren’t Enough!
## Capture Non-functional REqs Too!

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

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

### Article by Barbara Carkenord 03/16/2008
[http://www.theiiba.org/Content/NavigationMenu/Events/CurrentArticles1/PM_and_BA_Article.pdf](http://www.theiiba.org/Content/NavigationMenu/Events/CurrentArticles1/PM_and_BA_Article.pdf)
REQs in the SDLC (Solution Development Life Cycle)

Initiate - Plan - Design - Develop - Test - Deploy - Support
REQs in the SDLC (Solution Development Life Cycle)
So Give Your Project a “High Five!”

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

WriteREQs:
- Who?
- Does?
- What?
- Why?
- Done When?
Questions? Comments?

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References

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

2) Webinar: Exploring the BABOK® Guide Webinar Series : Episode 2 -The Business Analysis Core Concept Model™
   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

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