Tonight’s Presentation

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

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

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?

## Skills Comparison

<table>
<thead>
<tr>
<th>Project Manager</th>
<th>Business Analyst</th>
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</thead>
<tbody>
<tr>
<td><strong>Similarities</strong></td>
<td></td>
</tr>
<tr>
<td>Strong communication skills</td>
<td>Strong communication skills</td>
</tr>
<tr>
<td>Understands the SDLC</td>
<td>Understands the SDLC</td>
</tr>
<tr>
<td>Able to negotiate and build consensus</td>
<td>Able to negotiate and build consensus</td>
</tr>
<tr>
<td>Strong interpersonal and client management skills</td>
<td>Strong interpersonal and client management skills</td>
</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>
</tr>
<tr>
<td>Directs the project team</td>
<td>Listens to the stakeholders and SMEs</td>
</tr>
<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>
</tr>
<tr>
<td>Removes barriers and works through issues</td>
<td>Identifies issues with the business processes and product delivery</td>
</tr>
<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/NavigatonMenu/Events/CurrentArticles1/PM_and_BA_Article.pdf
REQs in the SDLC (Solution Development Life Cycle)

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

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

Tomette J. Kirk, CBAP®

Resource Manager, Humana IT

Business Analysis Competency Center - BACC

C 414.232.9113
tkirk2@humana.com
References


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