





**Metrics Matter: From Good to Great Business Analysts**  
Project Summit & Business Analyst World Conference: Philadelphia 20-April-2010

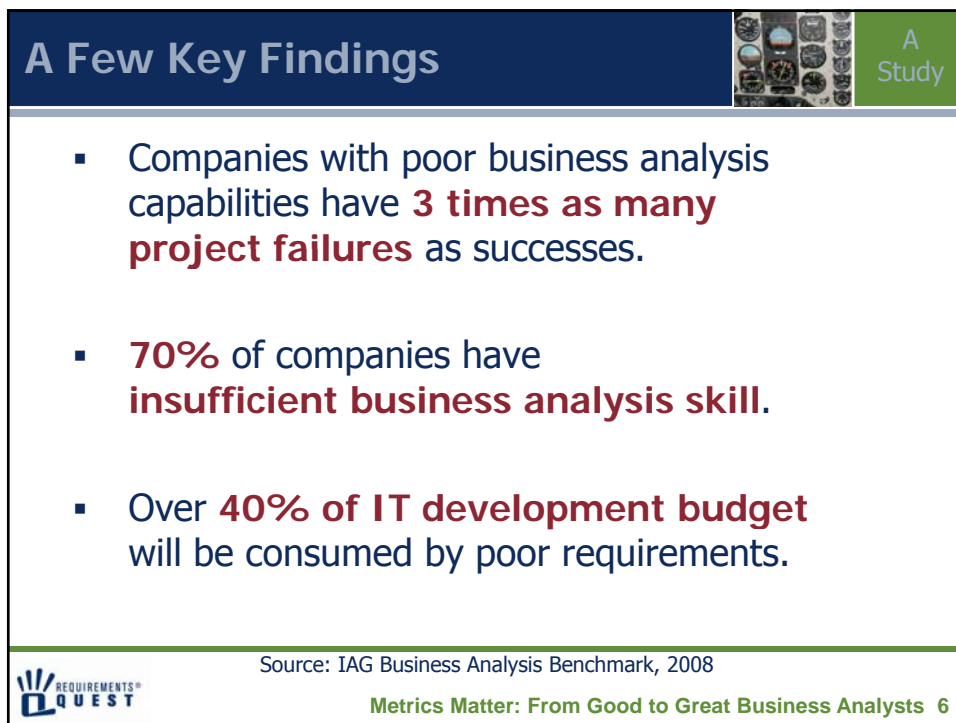


Sessions Objectives		What to Expect
		
<b>Dashboard</b> Gage where you are currently	<b>Springboard</b> Enhance your skills and capabilities	<b>Scoreboard</b> Measure your improvement

 **REQUIREMENTS QUEST**

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## Assessment Principles


A Guide

- Senior management **sponsorship**
- A focus on organization's business objectives and achievement of **measurable benefits**
- **Confidentiality** for participants
- Use of a documented assessment **method**
- Use of a **base reference model**
- A focus on actions for improvement

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## BABOK®: A Base BA Model

IIBA®


 International Institute of Business Analysis

A Guide to the *Business Analysis Body of Knowledge (BABOK® Guide)*


**Globally recognized standards for the practice of business analysis**

**Now available: Business Analysis Competency Model**

**New**

 **Version 2.0**


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CBAP® is a registered certification mark owned by International Institute of Business Analysis.  
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# Metrics Matter: From Good to Great Business Analysts

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### How is the BABOK® Organized?



**BABOK®  
Layout**

- Chapter 1: Introduction
- Chapters 2 – 7:  
**Six Knowledge Areas**
- Chapter 8: Underlying Competencies
- Chapter 9: Techniques


Table of Contents	
Preface	
<b>Chapter 1: Introduction</b>	
1.1	What is the Business Analysis Body of Knowledge?
1.2	What is Business Analysis?
1.3	Key Concepts
1.4	Knowledge Areas
1.5	Tasks
1.6	Techniques
1.7	Underlying Competencies
1.8	Other Sources of Business Analysis Information
<b>Chapter 2: Business Analysis Planning &amp; Monitoring</b>	
2.1	Plan Business Analysis Approach
2.2	Conduct Stakeholder Analysis
2.3	Plan Business Analysis Activities
2.4	Plan Business Analysis Communication
2.5	Plan Requirements Management Process
2.6	Manage Business Analysis Performance

**Knowledge Area** →


**Business Analysis Tasks** →

Source: IIBA® BABOK® version 2.0

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### 6 Knowledge Areas & 32 Tasks




**BABOK®  
Summary**

Business Analysis (BA) Planning & Monitoring	Elicitation	Requirements Management & Communication	Enterprise Analysis	Requirements Analysis	Solution Assessment & Validation
<ul style="list-style-type: none"> <li>▪ Plan BA Approach</li> <li>▪ Conduct Stakeholder Analysis</li> <li>▪ Plan BA Activities</li> <li>▪ Plan BA Communication</li> <li>▪ Plan Requirements Management Process</li> <li>▪ Manage BA Performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare for Elicitation</li> <li>▪ Conduct Elicitation Activity</li> <li>▪ Document Elicitation Results</li> <li>▪ Confirm Elicitation Results</li> </ul>	<ul style="list-style-type: none"> <li>▪ Manage Solution Scope &amp; Requirements</li> <li>▪ Manage Requirements Traceability</li> <li>▪ Maintain Requirements for Re-use</li> <li>▪ Prepare Requirements Package</li> <li>▪ Communicate Requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Define Business Need</li> <li>▪ Assess Capability Gaps</li> <li>▪ Determine Solution Approach</li> <li>▪ Define Solution Scope</li> <li>▪ Define Business Case</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prioritize Requirements</li> <li>▪ Organize Requirements</li> <li>▪ Specify and Model Requirements</li> <li>▪ Determine Assumptions and Constraints</li> <li>▪ Verify Requirements</li> <li>▪ Validate Requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess Proposed Solution</li> <li>▪ Allocate Requirements</li> <li>▪ Assess Organizational Readiness</li> <li>▪ Define Transition Requirements</li> <li>▪ Validate Solution</li> <li>▪ Evaluate Solution Performance</li> </ul>

Source: IIBA® BABOK® version 2.0


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34 Business Analysis Techniques



BABOK®


- **BABOK®** identifies ways to get the tasks done

Business Analysis Techniques



**Chapter 9: Techniques**

- 9.1 Acceptance and Evaluation Criteria Definition
- 9.2 Benchmarking
- 9.3 Brainstorming
- 9.4 Business Rules Analysis
- 9.5 Data Dictionary and Glossary
- 9.6 Data Flow Diagrams
- 9.7 Data Modeling
- 9.8 Decision Analysis
- 9.9 Document Analysis
- 9.10 Estimation
- 9.11 Focus Groups
- 9.12 Functional Decomposition
- 9.13 Interface Analysis
- 9.14 Interviews
- 
- 
- 9.33 User Stories
- 9.34 Vendor Assessment



Source: IIBA® BABOK® version 2.0

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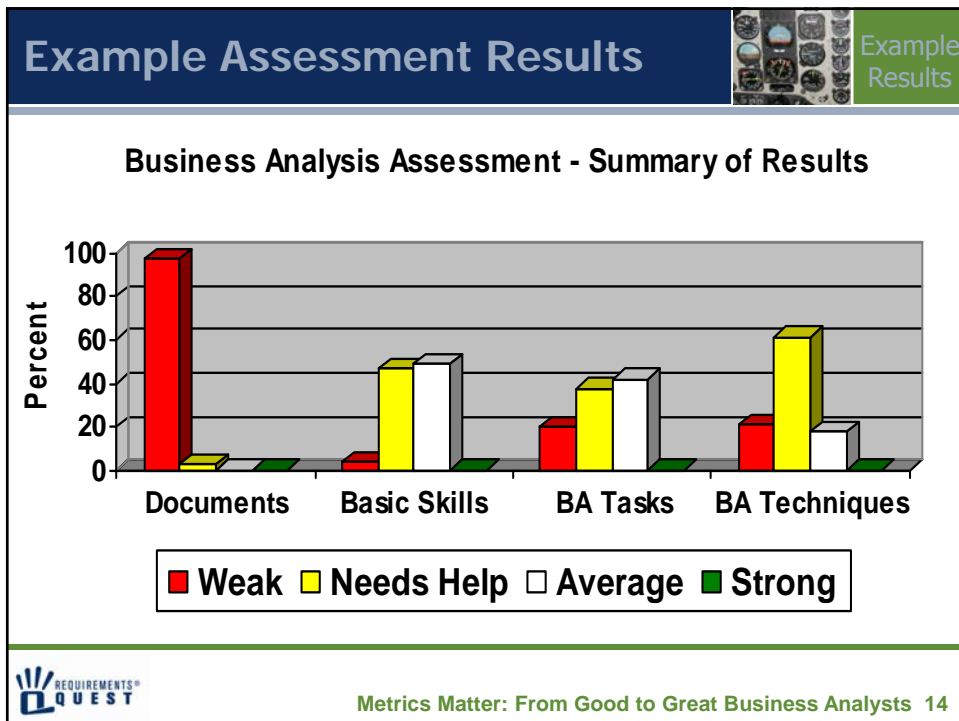
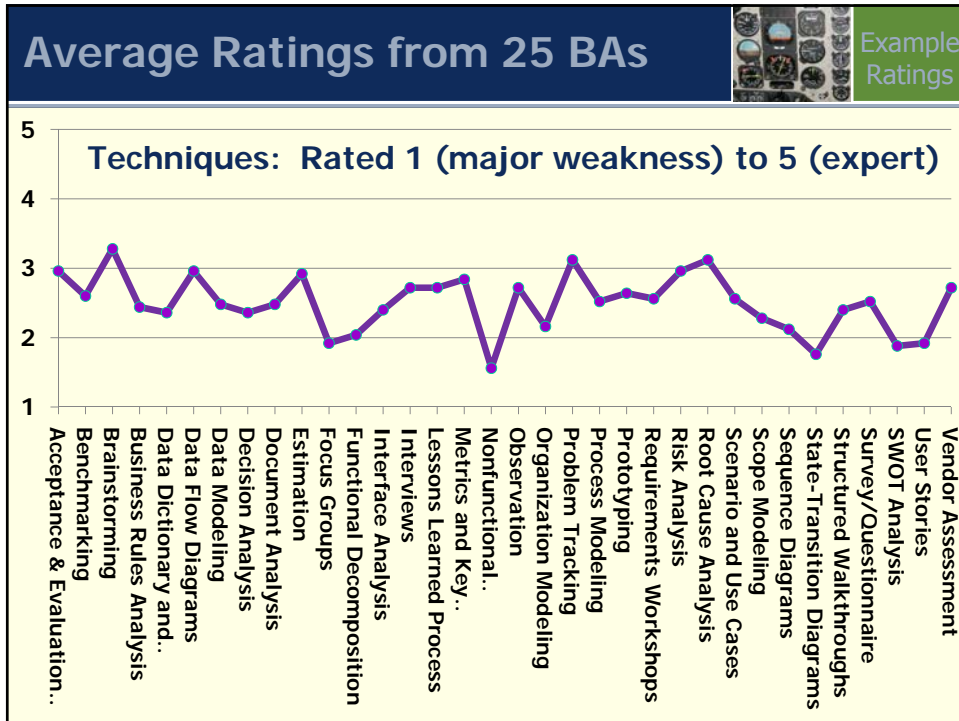
Business Analysis Tasks		Rating Scale	
2.1	Plan Business Analysis Approach	1	2 3 4 5
2.2	Conduct Stakeholder Analysis	1	2 3 4 5
2.3	Plan Business Analysis Activities	1	2 3 4 5
2.4	Plan Business Analysis Communication	1	2 3 4 5
2.5	Plan Requirements Management Process	1	2 3 4 5
2.6	Manage Business Analysis Performance	1	2 3 4 5
3.1	Prepare for Elicitation	1	2 3 4 5
3.2	Conduct Elicitation Activity	1	2 3 4 5
3.3	Document Elicitation Results	1	2 3 4 5
3.4	Confirm Elicitation Results	1	2 3 4 5
4.1	Manage Solution Scope & Requirements	1	2 3 4 5
4.2	Manage Requirements Traceability	1	2 3 4 5
4.3	Maintain Requirements for Re-use	1	2 3 4 5
4.4	Prepare Requirements Package	1	2 3 4 5
4.5	Communicate Requirements	1	2 3 4 5
5.1	Define Business Need	1	2 3 4 5
5.2	Assess Capability Gaps	1	2 3 4 5
5.3	Determine Solution Approach	1	2 3 4 5
5.4	Define Solution Scope	1	2 3 4 5
5.5	Define Business Process	1	2 3 4 5
6.1	Prioritize Requirements	1	2 3 4 5
6.2	Classify Requirements	1	2 3 4 5
6.3	Validate Requirements	1	2 3 4 5
6.4	Define Assumptions & Constraints	1	2 3 4 5
6.5	Verify Requirements	1	2 3 4 5
6.6	Validate Requirements	1	2 3 4 5
7.1	Assess Proposed Solution	1	2 3 4 5
7.2	Allocate Requirements	1	2 3 4 5
7.3	Assess Organizational Readiness	1	2 3 4 5
7.4	Define Transition Requirements	1	2 3 4 5
7.5	Validate Solution	1	2 3 4 5
7.6	Evaluate Solution Performance	1	2 3 4 5

Business Analysis Techniques		Rating Scale	
11	Acceptance & Evaluation Criteria Definition	1	2 3 4 5
12	Benchmarking	1	2 3 4 5
13	Brainstorming	1	2 3 4 5
14	Business Rules Analysis	1	2 3 4 5
15	Data Dictionary and Glossary	1	2 3 4 5
16	Data Flow Diagrams	1	2 3 4 5
17	Data Modeling	1	2 3 4 5
18	Decision Analysis	1	2 3 4 5
19	Document Analysis	1	2 3 4 5
110	Estimation	1	2 3 4 5
111	Focus Groups	1	2 3 4 5
112	Functional Decomposition	1	2 3 4 5
113	Interface Analysis	1	2 3 4 5
114	Interviews	1	2 3 4 5
115	Observation	1	2 3 4 5
116	Process Modeling	1	2 3 4 5
117	Prototyping	1	2 3 4 5
118	Requirements Workshops	1	2 3 4 5
119	Risk Analysis	1	2 3 4 5
120	Root Cause Analysis	1	2 3 4 5
121	Scenario and Use Cases	1	2 3 4 5
122	Sequence Modeling	1	2 3 4 5
123	Sequence Diagrams	1	2 3 4 5
124	State-Transition Diagrams	1	2 3 4 5
125	Structured Walkthroughs	1	2 3 4 5
126	Survey/Questionnaire	1	2 3 4 5
127	SWOT Analysis	1	2 3 4 5
128	User Stories	1	2 3 4 5
129	Vendor Assessment	1	2 3 4 5


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<b>What Are BA Resources?</b>		Resource
<p style="text-align: center;"><b>BABOK®</b> identifies <u>what to do</u> (business analysis tasks) and ways it might be done (business analysis techniques).</p>		
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<b>BA Resources: Development</b>		Training
<ul style="list-style-type: none"><li>▪ Industry conferences: <b>PROJECT</b>  <b>SUMMIT</b>    <b>BUSINESS ANALYST</b>  <b>WORLD</b></li> <li>▪ <b>IIBA® Endorsed Education Provider™</b> Visit <a href="http://www.theiiba.org">www.theiiba.org</a> to find providers.</li> <li>▪ <b>WI BADD™ 2010</b> Join us Tuesday, October 5th Visit <a href="http://www.wibadd.org">www.wibadd.org</a> for details!</li></ul> <div data-bbox="1015 1470 1274 1753" style="text-align: right;"><p><b>WI BADD™</b> WISCONSIN BUSINESS ANALYST DEVELOPMENT DAY</p></div>		
<p> Metrics Matter: From Good to Great Business Analysts 20</p>		

## BA Resources: Study Group



Study Group

- Study the BABOK®.
- Build a support network.
- **Discover techniques that might help you become more effective in your job** – the real value.
- Get connected – contact your local IIBA® chapter!





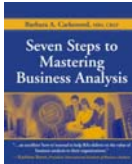

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## BA Resources: Books


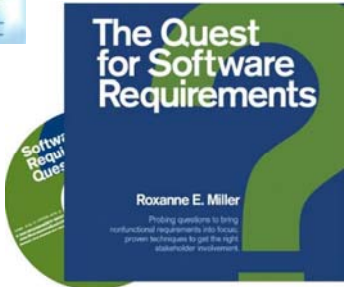


Read Books


- Read **good** books:



- Visit the **IIBA® Bookstore** ([www.theiiba.org](http://www.theiiba.org)) to find lists of recommended books.



Roxanne E. Miller  
Proving systems to bring multifunctional requirements into proven techniques to get the right stakeholder involvement.



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## BA Resources: Web Sites



Web Sites

- **IIBA®** - [theiiba.org](http://theiiba.org)
- **Requirements Quest®** - [requirementsquest.com](http://requirementsquest.com)
- **Business Analyst Times** - [batimes.com](http://batimes.com)
- **Modern Analyst** – [modernanalyst.com](http://modernanalyst.com)
- **RQNG** – [requirementsnetwork.com](http://requirementsnetwork.com)



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## SCOREBOARD



TEAM 1 TEAM 2 #3  
GAMES SERVING GAMES

Objective #3

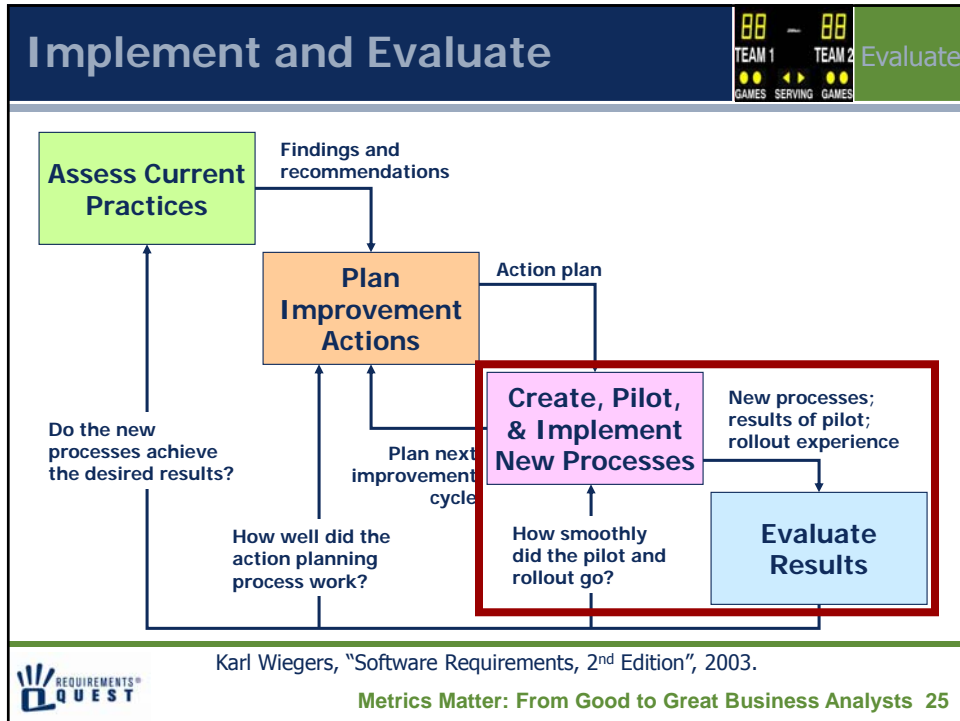
Measure your improvement.



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## Improvement Metrics by Focus

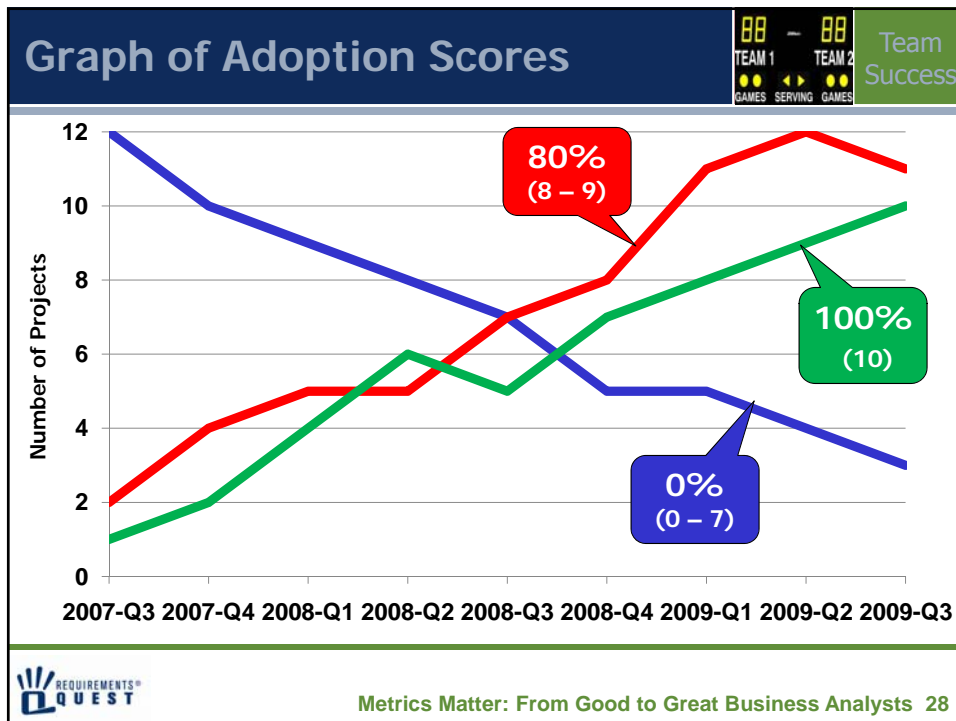
<p><b>Company or Organization</b></p> <ul style="list-style-type: none"> <li>▪ Increase Revenue</li> <li>▪ Decrease Expenses</li> <li>▪ Improve processes</li> <li>▪ Better, faster, cheaper</li> <li>▪ Volume, time, cost</li> </ul>	<p><b>Department or Unit</b></p> <ul style="list-style-type: none"> <li>▪ Improve processes</li> <li>▪ Staff productivity</li> <li>▪ Staff competency</li> <li>▪ Products and output</li> <li>▪ Quantity and Quality</li> </ul>
<p><b>Project or Team</b></p> <ul style="list-style-type: none"> <li>▪ Timelines and budget</li> <li>▪ Customer and/or stakeholder satisfaction</li> <li>▪ Deliverables, outcomes, and results</li> <li>▪ Lessons Learned</li> </ul>	<p><b>Individual</b></p> <ul style="list-style-type: none"> <li>▪ Tasks</li> <li>▪ Techniques</li> <li>▪ Deliverables</li> <li>▪ Underlying Competencies</li> <li>▪ Evaluations</li> </ul>

88 - 88  
TEAM 1 TEAM 2 Focus  
GAMES SERVING GAMES

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Process Adoption Scorecard		88 - 88 TEAM 1 TEAM 2 GAMES SERVING GAMES	Perfect "10"
Process Task	Metric Description (Yes = 1)	Score	
Model As-is and To-be	Models communicated.	1	
Scope Requirements	Scope models delivered.	1	
Set Priorities	User goals prioritized.	1	
Profile Stakeholders	Surveys conducted and compiled.	1	
Identify Objectives	Measurable, business objectives.	1	
Define Users	Roles, goals, and inputs/outputs.	1	
Specify Functional	Aligned with user requirements.	1	
Specify Nonfunctional	80 - 100 % of categories with defined requirements.	1	
Conduct Ink-Free Sign-Off™	80 % or above of review meetings with 100% attendance.	1	
Evaluate Performance	Evaluations compiled.	1	



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## Tracking by Project Phase




Project Phases

### During Requirements Development

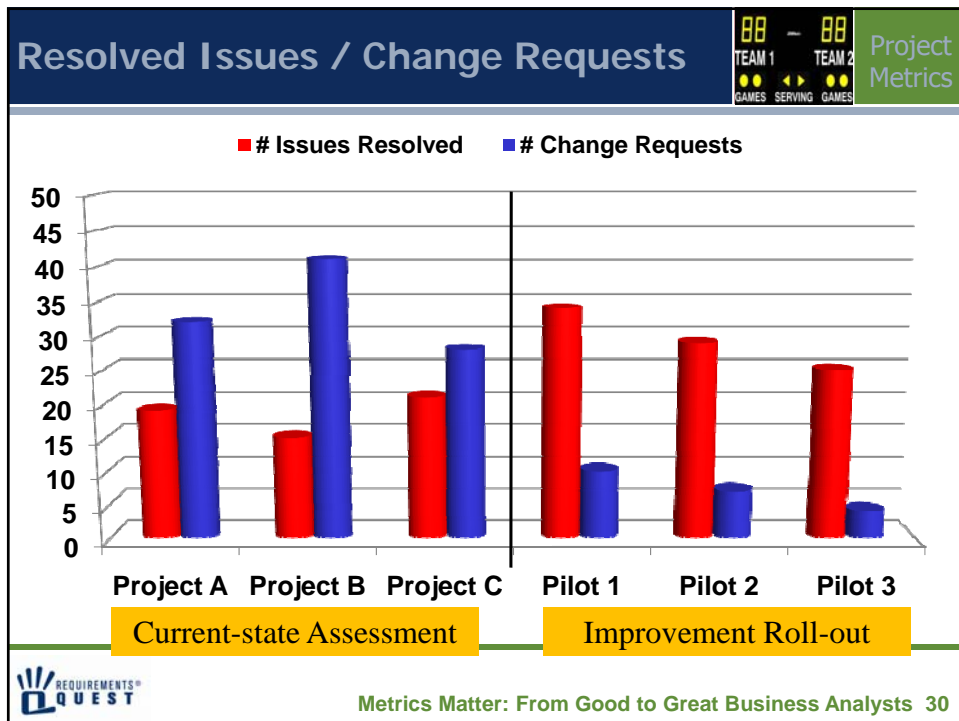
- Number of requirements **issues** raised/resolved.
- Time/Cost to resolve issues.

### Post Requirements Baseline

- Number of **change requests** related to missed or erroneous requirements.
- Time/Cost to implement changes.

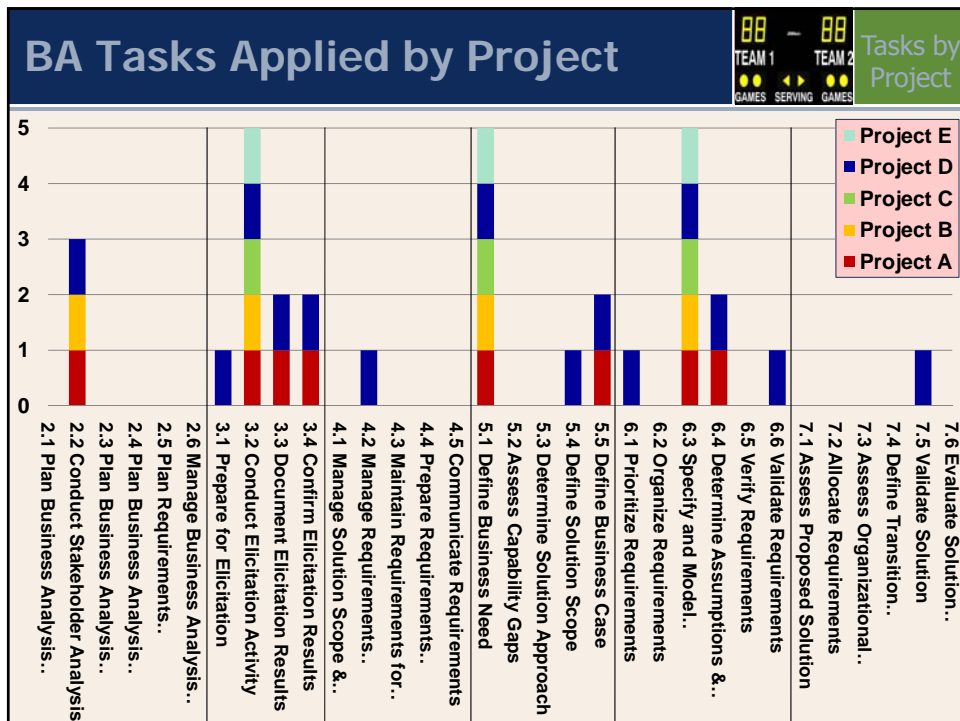
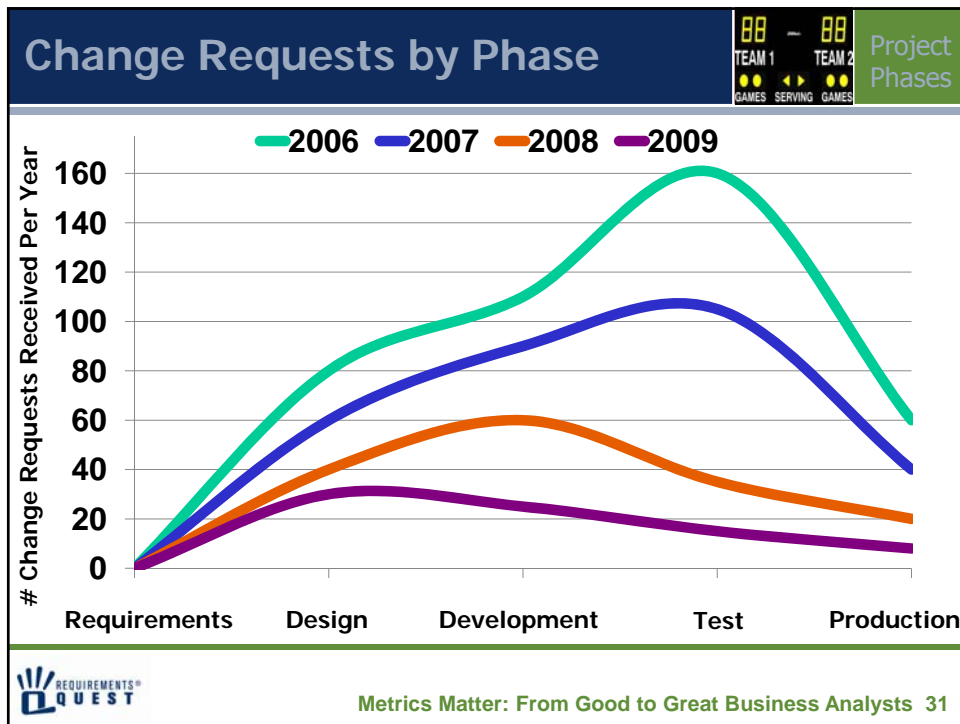


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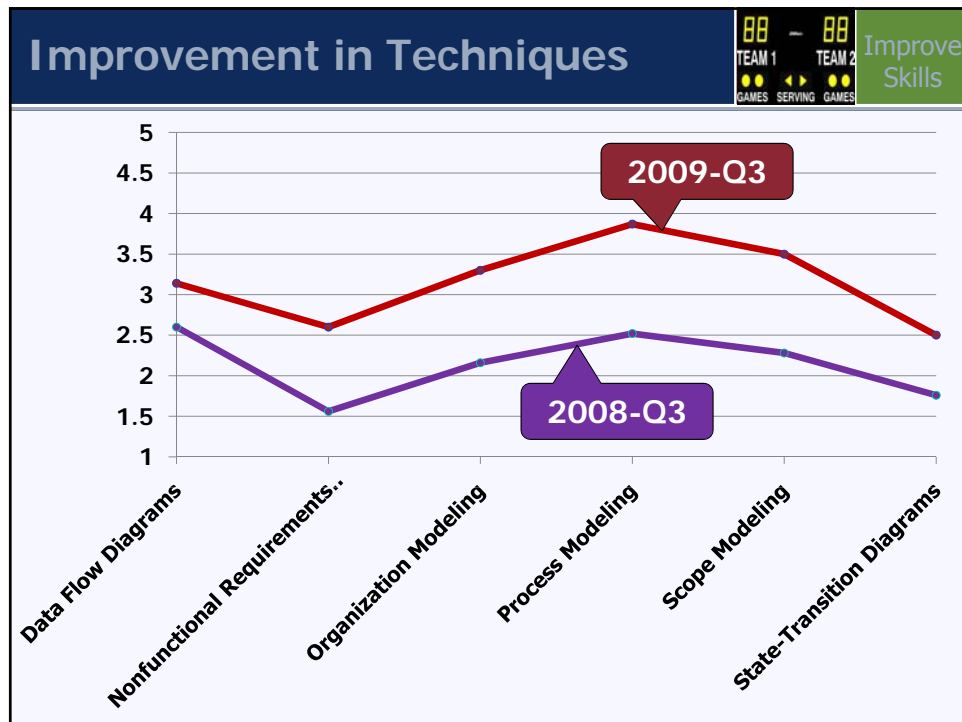
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### Evaluations, Evaluations...

- What do you want to improve?
  - Tasks
  - Techniques
  - Deliverables
  - Outcomes
- Identify **measurable and observable** characteristics and aspects.
- Establish a consistent, relevant **rating scale**.
- Design an evaluation medium.

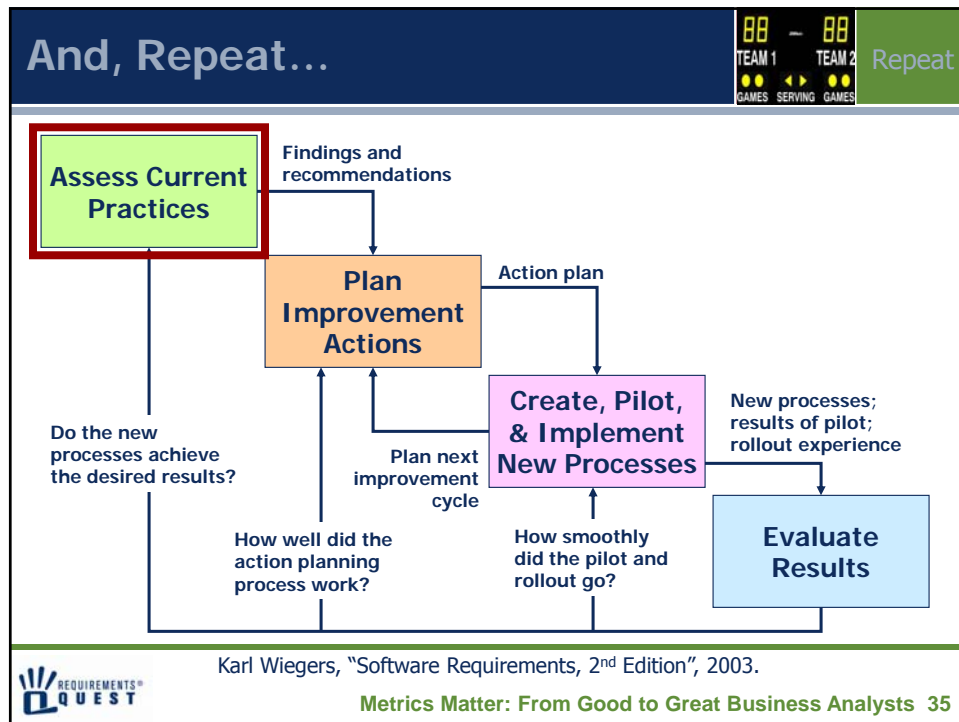
Evaluate

REQUIREMENTS QUEST

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## FREE Templates...

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TEAM 1 TEAM 2  
GAMES SERVING GAMES FREE

**Requirements Quest® - [www.requirementsquest.com](http://www.requirementsquest.com)**

- Presentation Handout
- BA Tasks & Techniques Assessment Survey
- BABOK: 6 Knowledge Areas & 32 Tasks Table
- BABOK: 32 Tasks & 34 Techniques Matrix
- BABOK: Chapter Compare-&-Contrast Template
- Evaluation Template


REQUIREMENTS QUEST  
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## Objectives Summary


Metrics Matter



**Dashboard**  
Gage where you are currently

**Springboard**  
Enhance your skills and capabilities

**Scoreboard**  
Measure your improvement

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## Best Jobs in America 2009

Top 50 Jobs

- **Money** and **PayScale.com** rate the top 50 careers with great pay and growth\* prospects.
  - ◇ \*Job growth is estimated for 2006-2016 from the Bureau of Labor Statistics.
- **Business Analyst (IT) ranks #17 Overall**
- **Ranks #6 for Job Growth**
  - ◇ Forecasted growth of 29%

  
A Service of CNN, Fortune & Money

Source: Money.CNN.com, November 2009 Issue

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<b>Questions</b>		Thank You
		
		
<p>Presented by: Roxanne E. Miller, CBAP <a href="http://www.RequirementsQuest.com">www.RequirementsQuest.com</a></p>		