Sessions Objectives

**Dashboard**
Gage where you are currently

**Springboard**
Enhance your skills and capabilities

**Scoreboard**
Measure your improvement
Objective #1

Gage where you are currently.

(It is better to know where you are than wonder.)

Assess Current Practices

Findings and recommendations

Plan Improvement Actions

Create, Pilot, & Implement New Processes

Evaluate Results

Do the new processes achieve the desired results?

How well did the action planning process work?

How smoothly did the pilot and rollout go?

New processes; results of pilot; rollout experience

Action plan

Plan next improvement cycle

Why Assess Current Practices?

Study suggests that while people intuitively recognize the need for good requirements, they have not internalized the impact of poor requirements in a way that makes them change behavior.

A Few Key Findings

- Companies with poor business analysis capabilities have **3 times as many project failures** as successes.

- **70%** of companies have insufficient business analysis skill.

- Over **40%** of IT development budget will be consumed by poor requirements.

Source: IAG Business Analysis Benchmark, 2008
### Assessment Principles

- **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**

Globally recognized standards for the practice of business analysis

**Now available:**

Business Analysis Competency Model

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How is the BABOK® Organized?

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

Knowledge Area

Business Analysis Tasks

Table of Contents

Preface

Chapter 1: Introduction
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

Chapter 2: Business Analysis Planning & Monitoring
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

---

6 Knowledge Areas & 32 Tasks

<table>
<thead>
<tr>
<th>Business Analysis (BA) Planning &amp; Monitoring</th>
<th>Elicitation</th>
<th>Requirements Management &amp; Communication</th>
<th>Enterprise Analysis</th>
<th>Requirements Analysis</th>
<th>Solution Assessment &amp; Validation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan BA Approach</td>
<td>Prepare for Elicitation</td>
<td>Manage Solution Scope &amp; Requirements</td>
<td>Define Business Need</td>
<td>Prioritize Requirements</td>
<td>Assess Proposed Solution</td>
</tr>
<tr>
<td>Conduct Stakeholder Analysis</td>
<td>Conduct Elicitation Activity</td>
<td>Manage Requirements Traceability</td>
<td>Assess Capability Gaps</td>
<td>Organize Requirements</td>
<td>Allocate Requirements</td>
</tr>
<tr>
<td>Plan BA Activities</td>
<td>Document Elicitation Results</td>
<td>Maintain Requirements for Re-use</td>
<td>Determine Solution Approach</td>
<td>Specify and Model Requirements</td>
<td>Assess Organizational Readiness</td>
</tr>
<tr>
<td>Plan BA Communication</td>
<td>Confirm Elicitation Results</td>
<td>Prepare Requirements Package</td>
<td>Define Solution Scope</td>
<td>Determine Assumptions and Constraints</td>
<td>Define Transition Requirements</td>
</tr>
<tr>
<td>Plan Requirements Management Process</td>
<td>Communicate Requirements</td>
<td>Communicate Requirements</td>
<td>Define Business Case</td>
<td>Verify Requirements</td>
<td>Validate Requirements</td>
</tr>
<tr>
<td>Manage BA Performance</td>
<td></td>
<td></td>
<td></td>
<td>Validate Requirements</td>
<td>Evaluate Solution Performance</td>
</tr>
</tbody>
</table>

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Source: IIBA® BABOK® version 2.0
### 34 Business Analysis Techniques

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

#### Business Analysis Techniques

<table>
<thead>
<tr>
<th>Chapter 9: Techniques</th>
<th>Rating Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>BABOK®</td>
<td></td>
</tr>
<tr>
<td>9.1 Acceptance and Evaluation Criteria Definition</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.2 Benchmarking</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.3 Brainstorming</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.4 Business Rules Analysis</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.5 Data Dictionary and Glossary</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.6 Data Flow Diagrams</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.7 Data Modeling</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.8 Decision Analysis</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.9 Document Analysis</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.10 Estimation</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.11 Focus Groups</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.12 Functional Decomposition</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.13 Interface Analysis</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.14 Interviews</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.23 User Stories</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9.34 Vendor Assessment</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

Source: IIBA® BABOK® version 2.0

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**Metrics Matter: From Good to Great Business Analysts**

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**What Are Your Strengths? Weaknesses?**

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www.RequirementsQuest.com
Average Ratings from 25 BAs

Techniques: Rated 1 (major weakness) to 5 (expert)

Example Assessment Results

Business Analysis Assessment - Summary of Results

Weak □ Needs Help □ Average □ Strong
Objective #2

Enhance your skills and capabilities.

Plan Your Improvement Actions

Assess Current Practices

Findings and recommendations

Plan Improvement Actions

Action plan

Create, Pilot, & Implement New Processes

New processes; results of pilot; rollout experience

Evaluate Results

Do the new processes achieve the desired results?

How well did the action planning process work?

Plan next improvement cycle

How smoothly did the pilot and rollout go?

Companies Plan for Improvement

**Improve Staff:**
People and Seniority of Role

- 38% No plans
- 19% Plans
- 43% Priority

**Improve Standards:**
Quality Measures & Consistency

- 25% No plans
- 21% Plans
- 54% Priority

Source: IAG Business Analysis Benchmark, 2008

Have You Heard This One…
Do you know?

BABOK v2.0
Business Analysis
Matrix

<table>
<thead>
<tr>
<th>Technique</th>
<th>% Applied</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1 Acceptance &amp; Evaluation Criteria Definition</td>
<td>21.9</td>
</tr>
<tr>
<td>9.8 Decision Analysis</td>
<td>21.9</td>
</tr>
<tr>
<td>9.14 Interviews</td>
<td>21.9</td>
</tr>
<tr>
<td><strong>9.20 Problem Tracking</strong></td>
<td><strong>25.0</strong></td>
</tr>
<tr>
<td><strong>9.21 Process Modeling</strong></td>
<td><strong>25.0</strong></td>
</tr>
<tr>
<td>9.31 Survey/Questionnaire</td>
<td>21.9</td>
</tr>
</tbody>
</table>

16 of 34 Techniques recommended for Task 6.3 - Specify and Model Requirements
What Are BA Resources?

BABOK® identifies **what to do**
(business analysis tasks)
and ways it might be done
(business analysis techniques).

BA Resources: Development

- Industry conferences:
  - **PROJECT SUMMIT**
  - **BUSINESS ANALYST WORLD**

- IIBA® **Endorsed Education Provider™**
  Visit [www.theiiba.org](http://www.theiiba.org) to find providers.

- **WI BADD™ 2010**
  Join us Tuesday, October 5th
  Visit [www.wibadd.org](http://www.wibadd.org) for details!
BA Resources: 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!

BA Resources: Books

- Read good books:
- Visit the IIBA® Bookstore (www.theiiba.org) to find lists of recommended books.
BA Resources: Web Sites

- IIBA® - theiiba.org
- Requirements Quest® - requirementsquest.com
- Business Analyst Times - batimes.com
- Modern Analyst – modernanalyst.com
- RQNG – requirementsnetwork.com

SCOREBOARD

Objective #3

Measure your improvement.
Implement and Evaluate

Assess Current Practices

Findings and recommendations

Plan Improvement Actions

Action plan

Do the new processes achieve the desired results?

Plan next improvement cycle

Create, Pilot, & Implement New Processes

New processes; results of pilot; rollout experience

Evaluate Results

How well did the action planning process work?

How smoothly did the pilot and rollout go?


Improve Metrics by Focus

Company or Organization
- Increase Revenue
- Decrease Expenses
- Improve processes
- Better, faster, cheaper
- Volume, time, cost

Department or Unit
- Improve processes
- Staff productivity
- Staff competency
- Products and output
- Quantity and Quality

Project or Team
- Timelines and budget
- Customer and/or stakeholder satisfaction
- Deliverables, outcomes, and results
- Lessons Learned

Individual
- Tasks
- Techniques
- Deliverables
- Underlying Competencies
- Evaluations
## Process Adoption Scorecard

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

## Graph of Adoption Scores

The graph shows the adoption scores for different teams over various quarters. The scores range from 0% (0 - 7) to 100% (10), with 80% (8 - 9) as a significant milestone. The graph tracks the number of projects from 2007-Q3 to 2009-Q3, illustrating the progress and success of different teams.
Tracking by Project Phase

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.

Resolved Issues / Change Requests

<table>
<thead>
<tr>
<th># Issues Resolved</th>
<th># Change Requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project A</td>
<td>Pilot 1</td>
</tr>
<tr>
<td>Project B</td>
<td>Pilot 2</td>
</tr>
<tr>
<td>Project C</td>
<td>Pilot 3</td>
</tr>
<tr>
<td>Current-state Assessment</td>
<td>Improvement Roll-out</td>
</tr>
</tbody>
</table>

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### Change Requests by Phase

![Change Requests by Phase Graph](image1)

### BA Tasks Applied by Project

![BA Tasks Applied by Project Graph](image2)

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Improvement in Techniques

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.
And, Repeat…

Assess Current Practices

Findings and recommendations

Plan Improvement Actions

Action plan

Create, Pilot, & Implement New Processes

New processes; results of pilot; rollout experience

Evaluate Results


FREE Templates…

Requirements Quest® - 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
Objectives Summary

- **Dashboard**: Gage where you are currently
- **Springboard**: Enhance your skills and capabilities
- **Scoreboard**: Measure your improvement

---

**Best Jobs in America 2009**

- **Money** and **PayScale.com** rate the top 50 careers with great pay and growth* prospects.

- **Business Analyst (IT) ranks #17 Overall**
- **Ranks #6 for Job Growth**
  - Forecasted growth of 29%

Source: Money.CNN.com, November 2009 Issue