

| Chapter | Chapter Name | Page # | Technique # | Technique | Variants / Aliases | | | | |
|---------|----------------------------|--------|-------------|---|---|---|---|---|----------------------|
| 1 | Bus. Strategy & Objectives | 3 | 1 | PESTLE analysis | PEST (political, economic, socio-cultural, technological, legal) | PESTEL (political, economic, socio-cultural, technological, legal, international, environmental (or ecological), demographic) | PESTLIED (political, economic, socio-cultural, technological, legal, international, environmental (or ecological), demographic) | STEEPLE (socio-cultural, technological, environmental (or ecological), economic, political, legal, ethical) | |
| 1 | Bus. Strategy & Objectives | 6 | 2 | Porter's Five Forces framework | | | | | |
| 1 | Bus. Strategy & Objectives | 9 | 3 | MOST analysis | VMOST (vision, mission, objectives, strategy, tactics) | | | | |
| 1 | Bus. Strategy & Objectives | 10 | 4 | Resource Audit | | | | | |
| 1 | Bus. Strategy & Objectives | 12 | 5 | Boston Box | BCG Matrix | Boston Consulting Group matrix | | | |
| 1 | Bus. Strategy & Objectives | 14 | 6 | SWOT analysis | TOWS analysis (threats, opportunities, weaknesses, strengths) | | | | |
| 1 | Bus. Strategy & Objectives | 16 | 7 | Ansoff's matrix | Ansoff's Box | | | | |
| 1 | Bus. Strategy & Objectives | 17 | 8 | McKinsey's 7-S | | | | | |
| 1 | Bus. Strategy & Objectives | 20 | 9 | Leavitt's Diamond | | | | | |
| 1 | Bus. Strategy & Objectives | 23 | 10 | Capability modelling | | | | | |
| 1 | Bus. Strategy & Objectives | 26 | 11 | Value streams | Value stream analysis | Value stream mapping | | | |
| 1 | Bus. Strategy & Objectives | 29 | 12 | POPIIT mode | Four-view mode | | | | |
| 1 | Bus. Strategy & Objectives | 30 | 13 | Critical success factors | | | | | |
| 1 | Bus. Strategy & Objectives | 30 | 14 | Key performance indicators | | | | | |
| 1 | Bus. Strategy & Objectives | 31 | 15 | Balanced Business Scorecard | | | | | |
| 2 | Investigate Situation | 35 | 16 | Interviewing | | | | | |
| 2 | Investigate Situation | 39 | 17 | Repertory grid | | | | | |
| 2 | Investigate Situation | 41 | 18 | Workshops | Facilitated workshops | Joint requirements planning workshops | IBM's Joint Application Development Workshops | | |
| 2 | Investigate Situation | 50 | 19 | Observation | Structured observation | STROBE (STRuctured Observation of Business Environment) | Shadowing | Protocol analysis | Ethnographic studies |
| 2 | Investigate Situation | 53 | 20 | Shadowing | | | | | |
| 2 | Investigate Situation | 55 | 21 | Protocol analysis | | | | | |
| 2 | Investigate Situation | 56 | 22 | Ethnographic studies | Contextual inquiry | Ethnography | | | |
| 2 | Investigate Situation | 59 | 23 | Surveys | Questionnaires | | | | |
| 2 | Investigate Situation | 62 | 24 | Sampling | Activity Sampling | Record sampling | Work measurement | | |
| 2 | Investigate Situation | 66 | 25 | Special-purpose records | Timesheets | | | | |
| 2 | Investigate Situation | 67 | 26 | Document analysis | | | | | |
| 2 | Investigate Situation | 70 | 27 | Rich pictures | | | | | |
| 2 | Investigate Situation | 72 | 28 | Mind maps | Concept maps | Semantic networks | Webs | | |
| 2 | Investigate Situation | 74 | 29 | Fishbone diagrams | Cause-and-effect diagrams | Ishikawa diagrams | | | |
| 2 | Investigate Situation | 75 | 30 | Context diagram | | | | | |
| 3 | Consider Perspectives | 81 | 31 | Stakeholder nomination | | | | | |
| 3 | Consider Perspectives | 81 | 32 | Background research | Background Reading | | | | |
| 3 | Consider Perspectives | 82 | 33 | Stakeholder wheel | | | | | |
| 3 | Consider Perspectives | 84 | 34 | Power/interest grid | Influence/interest grid | P/I grid | Power/Impact Grid | | |
| 3 | Consider Perspectives | 89 | 35 | Social network analysis | Network analysis | Sociometry | | | |
| 3 | Consider Perspectives | 92 | 36 | Personas | Pen portrait | User persona | | | |
| 3 | Consider Perspectives | 95 | 37 | Cynefin | Sensemaking | | | | |
| 3 | Consider Perspectives | 98 | 38 | CATWOE | VOCATE (viewpoint, owner, customer, actor, transformation, environment) | PARADE (perspective or point of view, activity, recipient, actor, decision maker, environment) | Root definition | | |
| 3 | Consider Perspectives | 101 | 39 | Business activity modelling | Business Activity Model (BAM) | Conceptual model | Logical activity model | | |
| 3 | Consider Perspectives | 105 | 40 | RASCI charts | ARCI (accountable, responsible, consulted, informed) Charts | RACI (responsible, accountable, consulted, informed) | | | |
| 3 | Consider Perspectives | 108 | 41 | Stakeholder management planning | Stakeholder map | | | | |
| 3 | Consider Perspectives | 111 | 42 | Thomas-Kilmann conflict mode instrument | Thomas-Kilmann Instrument (TKI) | Thomas-Kilmann conflict model | | | |
| 3 | Consider Perspectives | 113 | 43 | Principled negotiator | | | | | |
| 4 | Analyse Needs | 120 | 44 | Value proposition analysis | | | | | |
| 4 | Analyse Needs | 122 | 45 | Value chain analysis | | | | | |
| 4 | Analyse Needs | 125 | 46 | Organisation Diagram | Organisation mode | | | | |
| 4 | Analyse Needs | 128 | 47 | Business event analysis | Business process triggers | System event analysis | | | |
| 4 | Analyse Needs | 132 | 48 | Activity Diagrams | Flowcharting | | | | |
| 4 | Analyse Needs | 136 | 49 | Business process modelling | Swimlane diagram | Process maps | | | |
| 4 | Analyse Needs | 139 | 50 | Task Analysis | Task modelling | UML Activity Diagrams | | | |
| 4 | Analyse Needs | 144 | 51 | Business rules analysis | Constraints analysis | | | | |
| 4 | Analyse Needs | 146 | 52 | Decision tables | | | | | |
| 4 | Analyse Needs | 146 | 53 | Decision trees | | | | | |
| 4 | Analyse Needs | 152 | 54 | Gap analysis | | | | | |
| 4 | Analyse Needs | 155 | 55 | Process redesign patterns | Business process Engineering (BPE) | Business process Improvement patterns | | | |
| 5 | Evaluate Options | 160 | 56 | Options identifier | | | | | |
| 5 | Evaluate Options | 164 | 57 | Feasibility analysis | | | | | |
| 5 | Evaluate Options | 167 | 58 | Force-field analysis | | | | | |
| 5 | Evaluate Options | 169 | 59 | Cost-benefit analysis (CBA) | Benefit-cost analysis (BCA) | | | | |
| 5 | Evaluate Options | 176 | 60 | Benefits categorisator | Benefits classifier | | | | |
| 5 | Evaluate Options | 178 | 61 | Impact analysis | | | | | |
| 5 | Evaluate Options | 180 | 62 | Risk analysis | Risk management | Risk identification | | | |
| 5 | Evaluate Options | 183 | 63 | Investment appraisal | | | | | |
| 5 | Evaluate Options | 188 | 64 | Business case report creator | | | | | |
| 5 | Evaluate Options | 191 | 65 | Business case presenter | | | | | |
| 5 | Evaluate Options | 192 | 66 | 4As Communication Mode | | | | | |
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| 6 | Define Requirements | 211 | 70 | Planning Poker | | | | | |
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| 6 | Define Requirements | 226 | 75 | Timeboxing | | | | | |
| 6 | Define Requirements | 229 | 76 | MoSCoW prioritisation | | | | | |
| 6 | Define Requirements | 232 | 77 | Requirements organisation | | | | | |
| 6 | Define Requirements | 236 | 78 | Product backlog | | | | | |
| 6 | Define Requirements | 238 | 79 | Requirements documentation | | | | | |
| 6 | Define Requirements | 243 | 80 | Acceptance criteria definition | | | | | |
| 6 | Define Requirements | 245 | 81 | Requirements validator | | | | | |
| 6 | Define Requirements | 251 | 82 | Requirements management | | | | | |
| 6 | Define Requirements | 256 | 83 | Requirements traceability matrix | Business use case descriptions | Business use case diagrams | | | |
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| 6 | Define Requirements | 262 | 85 | Use case diagrams | | | | | |
| 6 | Define Requirements | 262 | 86 | Use case descriptions | | | | | |
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| 6 | Define Requirements | 275 | 88 | Class modelling | Object class modelling | | | | |
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| 6 | Define Requirements | 283 | 90 | State machine diagrams (SMDs) | Statecharts | State transition diagrams | | | |
| 7 | Manage Change | 288 | 91 | Cultural analysis | | | | | |
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| 7 | Manage Change | 295 | 93 | SARAH mode | | | | | |
| 7 | Manage Change | 297 | 94 | Kotter's approach to change | | | | | |
| 7 | Manage Change | 301 | 95 | Outcome Frame | Outcome orientator | Outcome thinking | | | |
| 7 | Manage Change | 303 | 96 | Learning cycle | Learning styles (Honey and Mumford 1982) | The Kolb cycle | | | |
| 7 | Manage Change | 306 | 97 | Conscious competence mode | | | | | |
| 7 | Manage Change | 308 | 98 | Benefits management | | | | | |
| 7 | Manage Change | 312 | 99 | Benefits realisation | | | | | |