Business Analysis

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Introduction – Debbie Paul

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Presentation summary

Origin

Rationale

Failure

Delivery

Drivers for business analysis

Business dissatisfaction → Business ownership → Business operating models
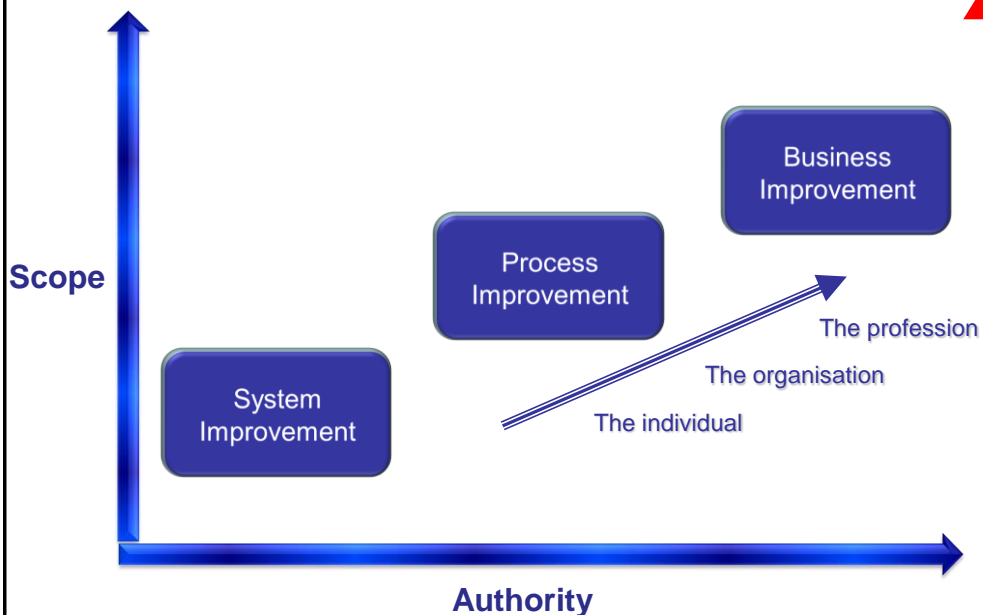
Definition of the BA role

An internal consultancy role that has the responsibility for investigating business situations, identifying and evaluating options for improving business systems, defining requirements and ensuring the effective use of information systems in meeting the needs of the business.
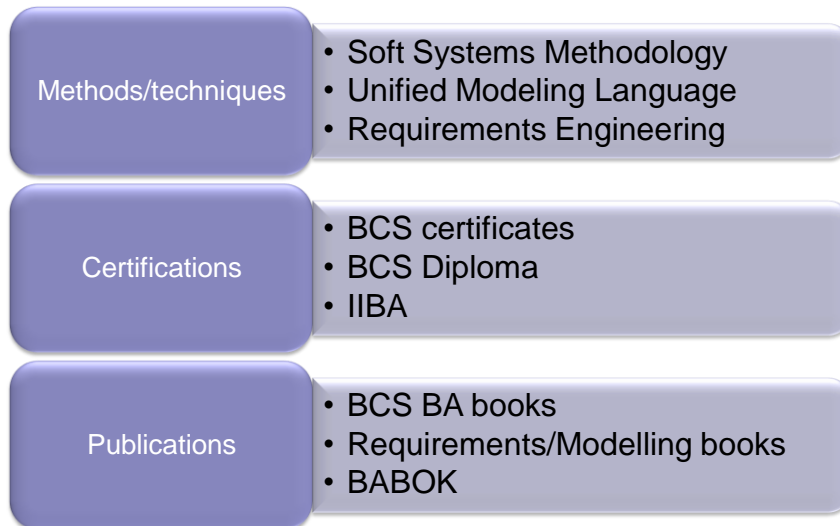
Debra Paul, Business Analysis, 2010

Business Analysis Maturity Model

Scope

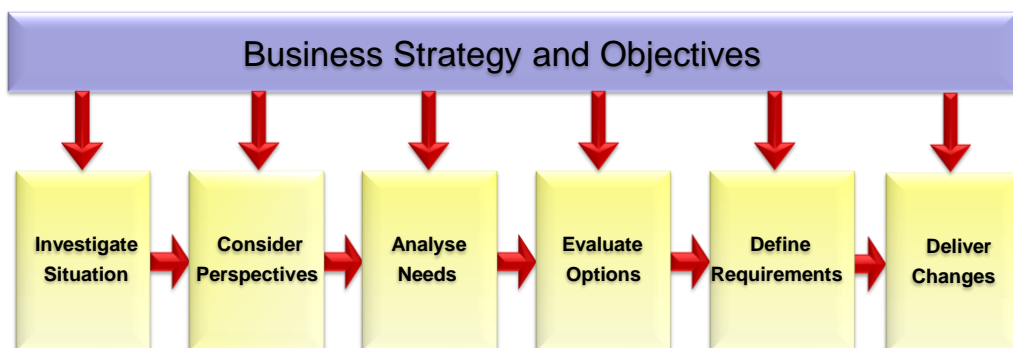Business Improvement

Process Improvement

System Improvement

The profession
The organisation
The individual

Authority

Professionalism in business analysis

Methods/techniques	• Soft Systems Methodology • Unified Modeling Language • Requirements Engineering
Certifications	• BCS certificates • BCS Diploma • IIBA
Publications	• BCS BA books • Requirements/Modelling books • BABOK

Business Analysis Process Model

Business Strategy and Objectives

Investigate Situation	Consider Perspectives	Analyse Needs	Evaluate Options	Define Requirements	Deliver Changes

Requirements traceability

```
                    ┌─────────────────────────┐
                    │ Business objectives, CSFs,│
                    │   constraints, general  &  │
                    │   technical requirements   │
                    └─────────────────────────┘
                                ↕
┌──────────┐      ┌─────────────────────────┐      ┌──────────────┐
│ Source(s) │ ↔  │  Decomposed functional &  │ ↔  │ Resolution(s) │
└──────────┘      │ non-functional  requirement(s)│      └──────────────┘
                  └─────────────────────────┘
```
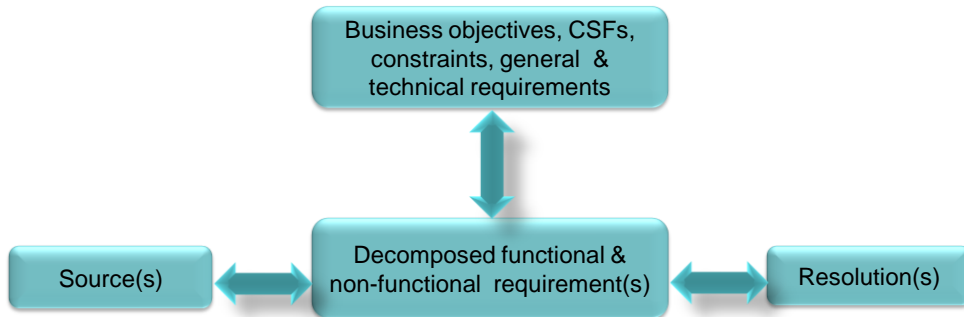
Why do change initiatives fail?

- **No link to strategy**
- Lack of governance
- **Lack of user engagement**
- **Poor requirements**
- Resistance to change

Reasons for failure

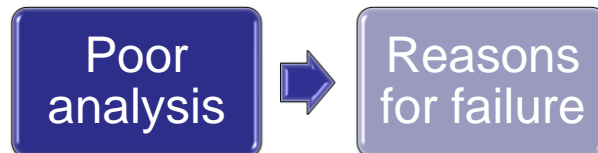# Groundhog Day

There might be a better way...

...managers don't understand how to define or measure failure and too often put blame on individual failures, instead of **looking at the organization as a whole**.

...organizations need new and better ways to **go beyond lessons that are superficial and self-serving** and instead use context-specific learning strategies to prevent mistakes.

Professor Amy Edmondson
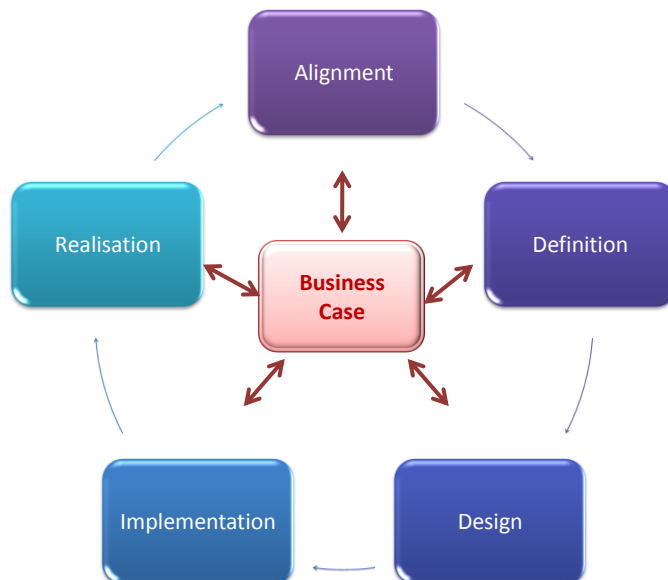*Harvard Business School*

What is the root cause?

Poor analysis → Reasons for failure

The Business Change Lifecycle

Alignment

Definition

Business Case

Realisation
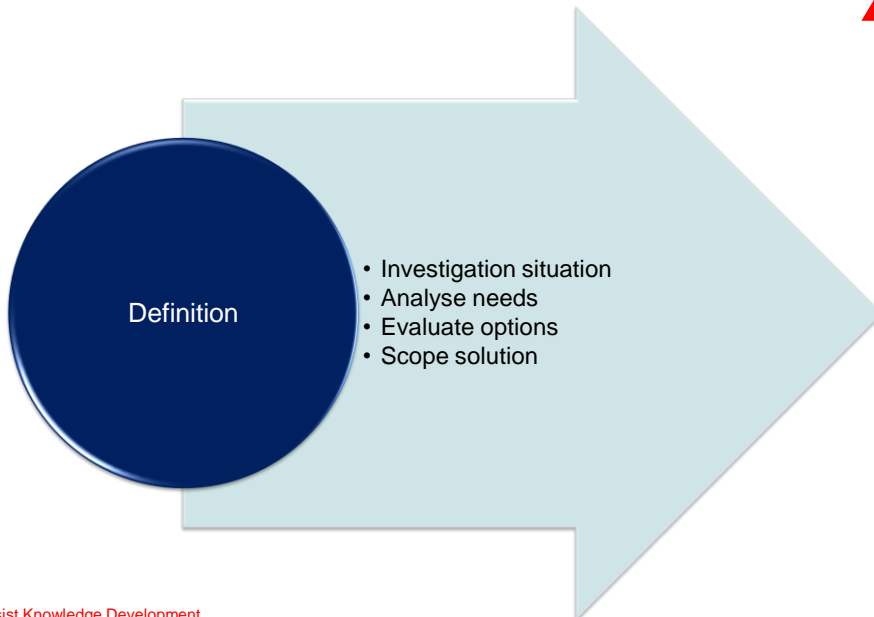
Implementation

Design

A quote from a project manager

Project management is a well-defined discipline so we know how to deliver on time and within budget, the problem is that we are often delivering the wrong thing.

Defining the business change

Definition

- Investigation situation
- Analyse needs
- Evaluate options
- Scope solution

What's in a job title?

Systems Analyst

Business Systems Analyst

Portfolio Architect

Business Analyst

Business Architect

Process Engineer   Enterprise Architect

Business Process Analyst   Requirements Analyst

Process Analyst

Requirements Engineer

Data Analyst

Business Strategy Analyst

Business Change Analyst

Benefits Analyst

Role disconnects and fragmentation
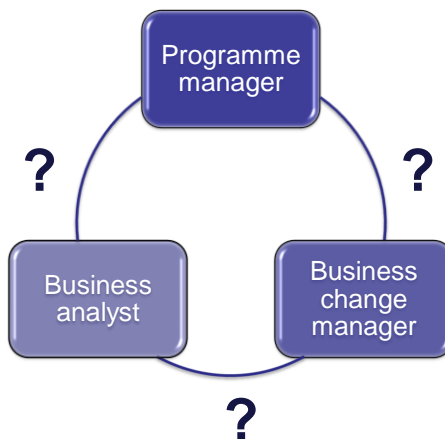
Systematic approach v systemic thinking

Systematic approach

> *Divide each difficulty into as many parts as is feasible and necessary to resolve it.*
>
> Rene Descartes

Systems thinking

> *A discipline for seeing wholes.*
>
> Peter Senge

Systems thinking – what's the point?

Why?

What?

How?
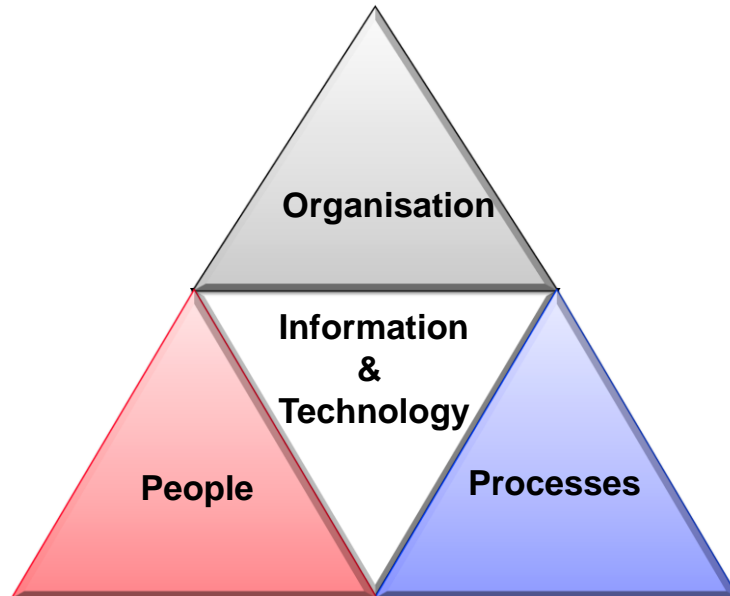
POPIT™ model

Organisation

Information & Technology

People

Processes

SFBA-V4-0/21

Fever watch

Delusional	Emotional	Procedural	Pollyanna
How did we manage without UML?	What can go wrong if we use UML diagrams?	Rampant creation of UML diagrams will ensure quality!	We can all be engineers with UML!

Alex E Bell

http://queue.acm.org/detail.cfm?id=984495
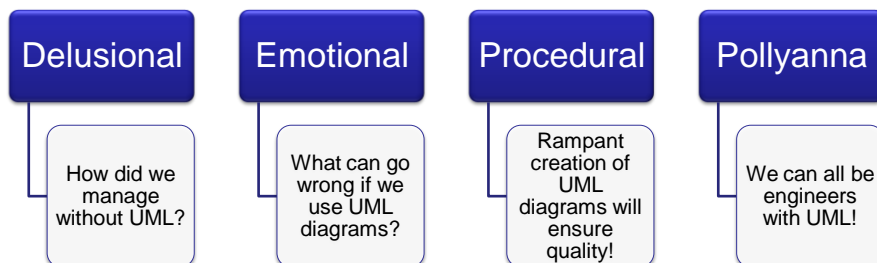
Couldn't put it better....

If you only have a hammer, you tend to see every problem as a nail.

Abraham Maslow

The right tool for the right job

The business analysis toolkit
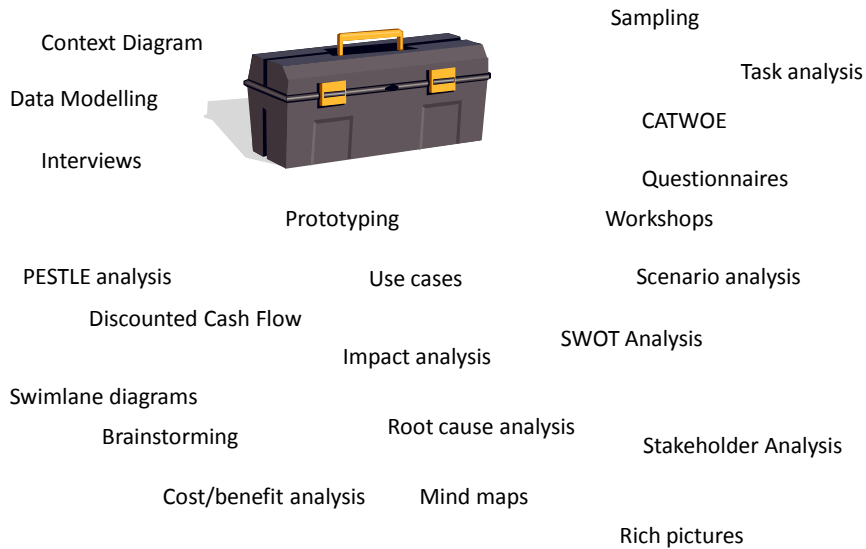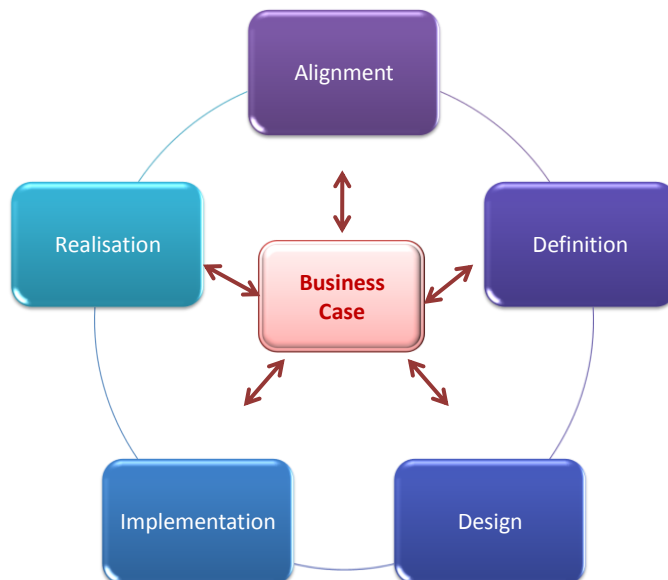
Context Diagram

Data Modelling

Interviews

Prototyping

Sampling

Task analysis

CATWOE

Questionnaires

Workshops

PESTLE analysis

Use cases

Scenario analysis

Discounted Cash Flow

SWOT Analysis

Impact analysis

Swimlane diagrams

Brainstorming

Root cause analysis

Stakeholder Analysis

Cost/benefit analysis

Mind maps

Rich pictures

The Business Change Lifecycle

- Alignment
- Realisation
- **Business Case**
- Definition
- Implementation
- Design

Guiding principles for business analysis

- Root causes not symptoms

- Business improvement not IT system change

- Creative options not prescribed solutions

- Feasible requirements not all suggestions

- Entire lifecycle not just requirements definition

- Negotiation not conflict avoidance

- Business agility not business perfection

Questions?

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