Create a Business Analysis Center of Excellence:
Improve Business Outcomes and Innovation

John E. Parker, CVO
Enfocus Solutions Inc.
www.enfocussolutions.com
John E. Parker

- Chief Visionary Officer of Enfocus Solutions Inc.
- Previous Positions
  - President and CEO of Enfocus Solutions Inc. inception through February 2013
  - EVP and Cofounder, Spectrum Consulting Group
  - EVP and CTO, MAXIMUS Inc.
  - Outsourced CIO for HSHS (Large Healthcare System)
  - KPMG Partner
- Expertise
  - IT Strategic Planning
  - Business Analysis
  - Recovering Troubled and Challenged Projects
  - Enterprise Architecture
  - Development Methodologies (Agile, Waterfall, RUP, Design First, FDD, TDD)
  - Financial and Cost Benefit Analyses
  - Business Process Improvement, Reengineering, and Management

Contact:
- http://enfocussolutions.com
- info@enfocussolutions.com
Why Focus on Business Analysis
Why Focus on Business Analysis?

• **Deliver More Successful Projects**
  o Eliminate major causes of challenged or failed *projects* (*Poor requirements, Lack of User Input, Changing Requirements*)
  o Reduce Scope Creep (*Significant cause of project delays and cost overruns*)

• **Eliminate Waste**
  o Less rework — *(40% of project costs is related to rework, 70% of this is from poor requirements)*
  o Eliminate unnecessary functionality *(49% of functionality is never used)*

• **Deliver More Business Value**
  o Realize more benefits through Benefits Realization Management *(Studies show 3x improvement when benefits realization is applied)*
  o Obtain better understanding of business needs

• **Achieve Results Faster**
  o Identify and deliver quick wins
  o Deliver high value functionality earlier through feature prioritization

• **Provide Better Solutions**
  o Gain a better understanding of business needs
  o Understand various stakeholder perspectives
  o Achieve higher user acceptance and support
Challenges for Business Analysis

• New profession –
  o Lack of understanding
  o Low maturity level
  o Significant variation in roles and responsibilities in and between organizations

• Fragmented reporting and organization
  o Many different titles
  o Significant variation in roles and responsibilities
  o Organizational placement (Some report to IT, some report to business)

• Perception
  o Often viewed as non-strategic (Requirement Writers)
  o Value not fully understood
  o Development is rapidly to agile: There is no formal business analysis role in agile

• Integration into existing processes
  o Project management practices
  o Systems development lifecycles
  o Business process improvement
  o Business units
Business Analysis v Business Analyst

**Business analysis** “is 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 to recommend solutions that enable the organization to achieve its goals.”

**A business analyst** “is any person who performs business analysis activities, no matter what their job title or organizational role may be.”

“Business analysis practitioners include not only people with the job title of business analyst, but may also include business systems analysts, systems analysts, requirements engineers, process analysts, product managers, product owners, enterprise analysts, business architects, management consultants, or any other person who performs the tasks described in the BABOK® Guide, including those who also perform related disciplines such as project management, software development, quality assurance, and interaction design.”

Source: BABOK Version 2, IIBA

Business Analysis is not mentioned once in the the current version of the PMBOK.
Transforming Business Analysis
Demonstrating a High ROI for BA Investment

<table>
<thead>
<tr>
<th>Business Analysis Improvement Areas</th>
<th>Potential Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Rework for Plan Driven Projects</td>
<td>10-15% of Project Costs</td>
</tr>
<tr>
<td>Reduce the Number of Iterations for Agile Projects</td>
<td>10-20% Savings on Agile Projects</td>
</tr>
<tr>
<td>Eliminate Unnecessary Features</td>
<td>20-30% of Project Costs</td>
</tr>
<tr>
<td>Catch Defects Earlier and Prevent Production Defects</td>
<td>10-20% Savings on Project and Maintenance Costs</td>
</tr>
<tr>
<td>Achieve Higher Project Success Rates</td>
<td>5-10% of Project Portfolio</td>
</tr>
<tr>
<td>Deliver Better Business Outcomes and Achieve Greater Benefits Realization</td>
<td>1.5 to 2x increase in actual benefits realized</td>
</tr>
<tr>
<td>Eliminate Manual Workaround</td>
<td>Productivity Increase</td>
</tr>
<tr>
<td>Better Vendor Management and Better Leverage of Offshore Resources</td>
<td>10-30% Savings in Outside Resource Costs</td>
</tr>
<tr>
<td>Deliver Results Faster</td>
<td>NPV of Receiving Benefits Earlier</td>
</tr>
</tbody>
</table>
Reduce Waste from Rarely or Never Used Functionality

**Opportunity:** 64% of software development is rarely or never used.

**Outcomes:** Savings in development, deployment and maintenance costs

**Recommendations:**
- Break solution into small chunks that deliver value (Features)
- Assign a BA and Sponsor to each feature
- Prioritize features and eliminate ones of little or no value
- Define both stakeholder and solution requirements
- Don’t over-engineer
- Develop requirements based on the solution scope
- Manage the project based on the solution scope

**Potential Opportunity:** 10-30% of Project Costs

*Source: Standish Group Report at XP Conference 2002 by Jim Johnson*
Reduce Development Rework

Opportunity:
- Data from Carnegie Mellon indicate that 60-80% of software development cost is rework
- Requirement defects account for 70-85% of rework costs (Source: Software Quality Engineering)
- Errors found late in the development cycle can cost organizations up to 200 times more than if detected in requirements phase (Source: IBM)

Outcomes: Savings in development, deployment and maintenance costs

Recommendations:
- Develop better requirements
- Improve requirements validation
- Utilize features to develop requirements

Potential Opportunity: 10-15% of Project Costs

Source: IBM
Achieving a Return from Business Analysis

• BA Processes cross over multiple functional areas. BA processes must be defined end-to-end addressing integration with PM, QA, DEV, Customers, and Users.

• Reduction in cycle times is critical for successful Business Analysis. Reduction in cycle times requires
  o Moving away from Large Requirement Documents to Just Enough Just-in-Time
  o Transitioning from managing data instead of paper documents
  o Breaking projects into small chunks (Features) and delivering to development when ready (bundles)
  o Getting faster feedback by continuously reviewing and validating requirements instead of waiting for large documents to be produced

• 64% of software functionality that is developed is rarely or never used. This represents significant waste and a big opportunity for cost savings. These savings can be harvested by using features and carefully prioritizing the features.

• The real benefit from better business analysis is delivering better business solutions that result in better business outcomes (Increased Revenue, Lower Costs, and Higher Productivity)

• Developing requirements collaboratively results in better requirements. Better requirements achieves less rework, lower costs, and better solutions.
## Times Have Changed!!!

It is time to Abandon Requirements Practices of the 70s

<table>
<thead>
<tr>
<th>Area</th>
<th>Old Way</th>
<th>New Way</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Lifecycle</td>
<td>Waterfall</td>
<td>Agile/Kanban</td>
</tr>
<tr>
<td>Requirement Format</td>
<td>“Shall Statements”</td>
<td>User Stories</td>
</tr>
<tr>
<td>Requirements</td>
<td>Documents</td>
<td>Data/Backlog</td>
</tr>
<tr>
<td>Messaging</td>
<td>Developer Focused</td>
<td>Business Focused</td>
</tr>
<tr>
<td>Focus</td>
<td>Technical Solutions</td>
<td>Business Outcomes</td>
</tr>
<tr>
<td>Requirement Writing</td>
<td>Requirements Analyst</td>
<td>Collaborative Team Effort</td>
</tr>
<tr>
<td>Elaboration</td>
<td>All Details Up-Front</td>
<td>Just Enough Just In Time</td>
</tr>
<tr>
<td>Test Cases</td>
<td>Developed in Test Phase</td>
<td>Developed Up-Front and used in DEV and TEST</td>
</tr>
<tr>
<td>Requirement Tool</td>
<td>Word or Excel</td>
<td>Business Analysis Tool</td>
</tr>
</tbody>
</table>
Developing Requirements

The Old Way – Technical Solutions

The Old Way – Documents
• BRD – Business Requirements Document
• MRD- Market Requirements Document
• URD – User Requirements Document
• FRD – Functional Requirements Document
• UIRD – User Interface Requirements Document
• SRS – Systems Requirements Specification

The Old Way – Multiple Versions of Paper Documents
An single analyst creating versions of requirement documents in Word and then waiting for stakeholders to review and approve.

The Old Way – Paper Documents Sent to Development
Large paper documents were sent to Development for building and testing the system

The New Way – Business Value and Outcomes

The New Way – Data
• Objectives
• Impacts
• Features
• Bundles
• Releases

The New Way – Integrated Database
Multiple disciplines working together to create an integrated requirement repository that includes business, stakeholder, and solution requirements.

The New Way – Data Integration
Requirement data is transmitted to application and testing environments electronically.
Developing Requirements is a Team Sport
Transforming Business Analysis Requires More than Just Training Business Analysts

- Project Manager
- Business Analyst
- Business SMEs
- Executive Sponsor
- Users
- User Experience
- Developers
- Quality Assurance
- Technical SMEs
- Operations & Support
Collaborative Requirements

Collaboration is business analysts, business stakeholders, users and technical stakeholders working together to develop requirements. The various parties work together by sharing knowledge, learning, and building consensus in terms of what is needed to build the solution.

One leading consulting firm found that they were able to capture 93-95% of the functionality by using a collaborative requirements approach versus only 65% when a more traditional interviewing method was used. In addition, there was significantly higher user satisfaction for solutions that were built with collaborative requirements.
## Joint Responsibility for Requirements Makes a Big Difference

<table>
<thead>
<tr>
<th>Who owns Primary Responsibility for Requirements</th>
<th>Budget % of Target</th>
<th>Time % of Target</th>
<th>Functionality % of Target</th>
<th>Stakeholder Time % of Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT</td>
<td>162.9</td>
<td>172</td>
<td>91.4</td>
<td>172.9</td>
</tr>
<tr>
<td>Business</td>
<td>196.5</td>
<td>245.3</td>
<td>110.1</td>
<td>201.3</td>
</tr>
<tr>
<td>Jointly Owned</td>
<td>143.4</td>
<td>159.3</td>
<td>103.7</td>
<td>163.4</td>
</tr>
</tbody>
</table>

*Source IAG Business Analysis Benchmark, 2008*
Transforming Business Analysis

Business Analysis

- Agile Development
- COTS & SaaS
- Plan-Driven Development (Waterfall)
- Process Improvement
Transforming Business Analysis

1. Transformation Requires Much More than Just Training Business Analysts
2. Organizations Must Transform from Archaic Methods and Processes
3. Achieving Business Outcomes Requires Good Business Requirements
4. Delivering Value Requires Definition and Management of Solution Scope
5. Understanding Impacts and Gaps is critical for Enabling Change
6. Definition of Stakeholder Requirements is Key for User Adoption
7. High Quality Solution Requirements and Data Integration Reduce Rework
8. Solution Assessment and Validation Delivers Better Solutions

© Copyright 2012 Enfocus Solutions Inc. All Rights Reserved.
End-to-End Transformation
Effective Business Analysis Requires Integration into Existing Processes

Transformation

- WBS based on features, bundles and releases
- All 7 requirement types as defined in PMBOK
- Impact based risk management
- Requirements delivered electronically
- Participate in elaboration of requirements
- Create test cases from acceptance criteria
- QA for requirements as well as solution
- UCD incorporated into process
- Active user participation
- Requirements traced to architectural components
- Participate in requirements development
- Continuous participation
- Prioritization of solution scope
- Scope tied to objectives
- Improved transparency

Outcomes

- Successful projects
- Fewer Delays
- Less Rework
- Faster Time to Delivery
- Lower Costs
- Fewer Defects
- Defects Caught earlier
- Higher quality solutions
- Higher Satisfaction
- Increased Productivity
- Less workarounds
- Business Alignment
- Increased Revenues
- Lower Costs
- Faster time to market
End to End Improvement Using Business Analysis
From Business Need to Business Solution

Development Lifecycle

Business Need → Solution Concept & Scope → User Needs → Define and Design Solution → Build Solution → Test Solution → Deliver Solution

Business Analysis Lifecycle

Ideation to Features → Features to Requirements → Requirements to Value

Business Requirements → Solution Scope → Stakeholder Requirements → Solution Requirements → Solution Assessment → Verification & Validation → Transition Requirements

Project Management WBS

Vision → Features → Bundles → Releases

© Copyright 2012 Enfocus Solutions Inc. All Rights Reserved.
Stakeholder Analysis and Requirements

*Developing Stakeholder Requirements Requires Understanding Who the Stakeholders Are*

- **Customer**
  - Cost
  - ROI
  - Strategy
  - Timeframe
  - Outcomes
  - Goals
  - Objectives

- **Users**
  - Activities
  - Usability
  - User/System interaction

- **Business SME**
  - Process Design
  - Information Needs
  - Sales and Marketing Needs

- **GRC Stakeholders**
  - Standards
  - Policies
  - Controls
  - Compliance

- **Technical Stakeholders**
  - Architecture
  - Support
  - Business Continuity
  - Security
  - Capacity
Requirements Transformation
Developing Good Requirements is at the Core of good Business Analysis

The Goal is to move away from paper: Manage Data not Documents
Requirement Types
Requirement Types

Requirement Types Defined in Both PMBOK and BABOK

- **Business requirements**, which describe the higher-level needs of the organization as a whole, such as the business issues or opportunities, and the reasons why a project has been undertaken.

- **Stakeholder requirements**, which describe needs of a stakeholder or stakeholder group.

- **Solution requirements**, which describe features, functions, and characteristics of the product, service, or result that will meet the business and stakeholder requirements. Solution requirements are further grouped into functional and nonfunctional requirements:
  - **Functional requirements** describe the behaviors of the product. Examples include processes, data, and interactions with the product.
  - **Nonfunctional requirements** supplement functional requirements and describe the environmental conditions or qualities required for the product to be effective. Examples include: reliability, security, performance, safety, level of service, supportability, retention/purge, etc.

- **Transition requirements** describe temporary capabilities, such as data conversion and training requirements, needed to transition from the current “as-is” state to the future “to-be” state.

Two Additional Requirement Types Defined in PMBOK

- **Project requirements**, which describe the actions, processes, or other conditions the project needs to meet.

- **Quality requirements**, which capture any condition or criteria needed to validate the successful completion of a project deliverable or fulfillment of other project requirements.
# Requirement Types

## Failure to define Each Type of Requirement is a Major Project Risk

<table>
<thead>
<tr>
<th>Requirement Type</th>
<th>Purpose</th>
<th>Project Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Requirement</td>
<td>Describe why the project is being undertaken from a business perspective.</td>
<td>Expected business outcomes will not be achieved</td>
</tr>
<tr>
<td>Stakeholder Requirements</td>
<td>Stated from the user's point of view and describe what is needed for the user to do his or her job.</td>
<td>User needs will not be met resulting in refusal to use the system or costly workarounds</td>
</tr>
<tr>
<td>Solution Requirements (Functional and Nonfunctional)</td>
<td>Stated from the system's perspective and describes what the system must provide to satisfy the business and user requirements.</td>
<td>Results in costly rework, budget and schedule overruns, suboptimal solutions that deliver little value to the business.</td>
</tr>
<tr>
<td>Transition Requirements</td>
<td>Describe what is needed to transition from the current (AS-IS) to the the future state (TO-BE). Includes such things as data conversion and training requirements.</td>
<td>Systems delays, customer service interruptions, costly roll-backs</td>
</tr>
</tbody>
</table>
## Requirements Model

<table>
<thead>
<tr>
<th>Business Requirements</th>
<th>Stakeholder Requirements</th>
<th>Functional Requirements</th>
<th>Requirements Elaboration (Attributes)</th>
<th>Nonfunctional Requirements</th>
<th>Transition Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Problem</td>
<td>Personas</td>
<td>Requirement (Shall Statements, Patterns, User Stories)</td>
<td>Presentation</td>
<td>Performance</td>
<td>Data Conversion</td>
</tr>
<tr>
<td>Objectives</td>
<td>Needs</td>
<td></td>
<td>Process</td>
<td>Usability</td>
<td></td>
</tr>
<tr>
<td>Features</td>
<td>Scenarios</td>
<td></td>
<td>Data</td>
<td>Flexibility</td>
<td></td>
</tr>
<tr>
<td>Impact (Gap) Analysis</td>
<td>Use Cases</td>
<td></td>
<td>Logic</td>
<td>Reliability</td>
<td></td>
</tr>
</tbody>
</table>
| Performance Measures  | Conditions of Satisfaction|                         | Test Cases                           | Verifications              |}

© Copyright 2012 Enfocus Solutions Inc. All Rights Reserved.
Why Word and SharePoint do not Work

Over 70% of Organizations use Word to Develop Requirements

- Requirements are more data intensive than document intensive
- Multiple people need to work on the requirements at one time. This is impossible or very difficult with a word processor such as Word. It is important to track who and when changes were made.
- Requirements need to be managed as backlog items to support agile and complex projects
  - Development iterations
  - Different Teams
- Requirements are more than just text
  - Related Business rules
  - Visualizations (Process models, data flow diagrams, wireframes etc.)
  - Related documents, videos, screenshots, etc.
  - Relationships and traceability
- Requirements need to be managed individually and collectively
  - Prioritization
  - Bundling
  - Lifecycle management
- Review and validation is continuous process not a single event like a word document
- Each type of requirement needs different types of data (Patterns)
- Requirements need to be traced forward and backwards from the source where they were created to deployment in the solution
- Often time, it is necessary to gather additional data to make a requirement complete, this is often done with action items. Trying to track all of these in word/SharePoint can be a nightmare.
## Requirement Containers

### Business Outcomes

**Objectives**
- Why are we doing this?

**Impacts**
- What will change?

### Solution Scope

**Features**
- What needs to be done?

### Build and Test

**Bundles**
- How will the solution be built or acquired?

### Transition

**Releases**
- How will the organization transition to the new solution?

---

**Business Requirements**

- Business Sponsor

**Business Requirements**

- Process or Service Owner

**Stakeholder Requirements**

- Feature Sponsor (SME)

**Solution Requirements**

- Development Team

**Quality Requirements**

- Release Team

---

© Copyright 2012 Enfocus Solutions Inc. All Rights Reserved.
Work Breakdown Structure
Features, Bundles, and Releases fit Perfectly into a WBS
1. Focus on managing data instead of producing paper documents. Use a tool such as Enfocus Requirements Suite™ instead of Word or Excel.
2. Create and implement a requirements model that includes all the requirement types specified in BABOK and PMBOK.
3. Develop requirements collaboratively instead of in isolation. Share accountability – every Feature should have a sponsor.
4. Define solution scope (Features) before defining solution requirements.
5. Develop requirements iteratively and incrementally in layers.
6. Continuously review and validate requirements instead of reviewing and approving requirements after large paper documents are completed.
7. Keep stakeholder requirements separate from solution requirements but trace solution requirements to stakeholder requirements.
8. Adjust the amount of requirement detail (elaboration) to the needs of the project. Deliver just enough detail just in time for development.
10. Focus on delivering better business outcomes and more value instead of producing piles of paper.
What About Agile Development?
Agile Business Analysis

Product Owner

- Prioritize Backlog
- Write Epics, Themes, User Stories
- Elicit Needs from Stakeholders
- Define Vision and Scope
- Develop Acceptance Criteria (Confirmations)
- Define When Done
- Define Nonfunctional Requirements
- Define Transition Requirements
- Ensure User Stories meet Current Business Needs

Team

- Elaborate User Stories (Conversations)
- Evaluate solutions for user stories (Negotiation)
- Develop Test Cases from acceptance criteria
- Write User Stories to reduce technical debt

Scrum Master

BA Responsibilities are split between Product Owner and Team
# Agile Business Analysis

<table>
<thead>
<tr>
<th>Traditional BA</th>
<th>Agile BA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirements are documented in Use Cases, Functional requirements, UI Specifications, and Business Rules.</td>
<td>Requirements are documented in themes, epics, and user stories</td>
</tr>
<tr>
<td>Requirements are very specific with very little room for negotiation</td>
<td>Requirements are negotiable, knowing there are multiple ways to solve the problem</td>
</tr>
<tr>
<td>Significant effort is placed on getting all the requirements right up-front.</td>
<td>Deliver just enough detail just in time. Additional details are added during development iterations.</td>
</tr>
<tr>
<td>Often, there is a wall between BA and Development</td>
<td>BA is fully integrated in the agile process either working as a Product Owner or a Team Member</td>
</tr>
<tr>
<td>Significant effort is devoted to producing large paper documents</td>
<td>Requirements are managed in a backlog</td>
</tr>
<tr>
<td>BAs often dictate the solution with little room for interpretation</td>
<td>The Team and Product Owner work together to explore various solutions</td>
</tr>
<tr>
<td>Significant amount of time is wasted getting sign-off or approval of requirements</td>
<td>Focus is on ensuring that the requirements address business needs and the requirements reflect business priorities</td>
</tr>
</tbody>
</table>
## Agile Requirements

<table>
<thead>
<tr>
<th>Requirement Type</th>
<th>Agile Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Requirements</td>
<td>Vision and Scope (Themes and Epics)</td>
</tr>
<tr>
<td>Stakeholder Requirements</td>
<td>User Story (Card)</td>
</tr>
<tr>
<td>Solution Requirements</td>
<td>User Story (Conversations and Confirmation)</td>
</tr>
<tr>
<td>Transition Requirements</td>
<td>Release Requirements/Conditions of Satisfaction</td>
</tr>
</tbody>
</table>
Agile Business Analysis

Plan-Driven Project

- Objective
- Feature
- Requirement
- Bundle
- Release

Agile Project

- Objective (Theme)
- Epic
- User Story
- Sprint
- Release
Agile Requirements Transformation Summary

Agile Requirements Need Improvement Too!!!

1. Focus on managing data instead of producing paper documents. Use a tool such as Enfocus Requirements Suite™ instead of Post-It-Notes.
2. Create and implement a requirements model that includes all the requirement types specified in BABOK and PMBOK. Remember in Agile Requirements are negotiable, not rigid specifications.
3. Define Business Analysis Responsibilities by role: Product Owner and Team.
4. Focus on ways to keep business stakeholders engaged and active. The product owner can not do it all.
5. Start with Epics and Features not stories.
6. Maintain three backlogs:
   1. Feature Backlog – Coordination with Business Stakeholders (Use Tool such as Enfocus Requirements Suite)
   2. Story Backlog – Coordination with Team (Use tool such as Enfocus Requirements Suite™)
   3. Task Backlog – Maintained by Team (Use tool such as JIRA or Rally)
7. Consider the three C:
   1. Card – User Story
   2. Confirmation – Test Cases or Acceptance Criteria
   3. Conversations – Design Decisions
8. Focus on delivering real value. Real value is the delivery of working features to users- not the development of software using stories.
9. Adjust the amount of requirement detail (elaboration) to the needs of the project. Deliver just enough detail just in time for development. Try to minimize the number of development iterations by delivering the right amount of detail up-front.
10. Use retrospectives and learn by doing. Continue to make adjustments as needed throughout the project.
Centers of Excellence


**BA Centers of Excellence**

**3 Stages of Development**

**Phase 1**

**Project-Centric**
- Better requirements
  - Business requirements
  - Stakeholder requirements
  - Solution requirements
  - Transition requirements
- Focus on end-to-end processes
  - Business Analysis
  - Project Management
  - Quality Assurance
  - Development
  - Test
  - Business Units
- Project Manager and Business Analyst Project Life Cycle Collaboration
- Consistent application of Improved practices and techniques
- Transition from requirement documents to managing data

**Phase 2**

**Enterprise Focused**
- Business Architecture
- Business process design and improvement
- Delivering Business Outcomes
- Business Value Maximization
- Enterprise portfolio Management
- Benefits Realization

**Phase 3**

**Business Strategy**
- Outcome driven innovation
- Value creation
- Competitive advantage
- Breakthrough concepts
- Strategic prioritization
Recommendations for Creating a BA-COE

• Do not create an Island – Focus on Integration
  o Business Units – Executives, SMEs, and Users
  o Project Management
  o Systems Development Lifecycle
  o Quality Assurance
  o Technical SMEs – Architects, Security, Operations, Support

• Do not repeat the Mistakes of the Last 40 Years
  o Focusing Solely on Solution Requirements
  o Delivery Technical Solutions vs. delivering Business Outcomes
  o Producing Large Paper Requirement Documents
  o Creating Big Requirements Up Front (BRUF)
  o Not Developing Requirements Collaboratively
  o Stakeholder Review and Approval vs. Stakeholder Engagement

• Focus on Six Key Components
  o Strategic Alignment
  o Governance
  o Processes and Practices
  o Information Technology
  o Skills and Competencies
  o Culture

• Don’t Take on Too Much Too Fast
What is Needed to Build Business Analysis Capability?

1. Strategic Alignment
2. Information Technologies
3. Governance
4. Skills & Competencies
5. Processes & Practices
6. Culture
**Strategic Alignment**

*Business Analysis COE*

- **Defined BA Role**: *Role and responsibilities of the BA must be defined and clearly understood by all.*
- **Business Alignment**: *Business Analysis services must support the needs of the business.*
- **Project Management Alignment**: *BA Processes and Practices, including reporting relationships must align and support project management processes.*
- **SDLC Alignment**: *BA Processes and Practices must align and support systems development processes.*
- **Strategic Capabilities**: *Core capabilities should be identified, a gap analysis conducted, and a program developed to build BA capabilities.*
Governance
Business Analysis COE

Executive Support

Strong ongoing Executive Support is required

Measurement

Effective KPIs should be in place to measure COE performance

Funding

COEs require funding to pay for staff development, technology, and support

COE Charter

Clear objective and responsibilities should be defined including defined reporting relationships
Processes and Practices
Business Analysis COE

- **Business Analysis Framework**
  *Methodology that describes the tasks for performing business analysis activities*

- **Business Analysis Practice Guidelines**
  *Guidelines for performing business analysis activities defined in the framework*

- **Business Analysis Techniques**
  *Alter the way business analysis tasks are performed or describe a specific format for the output of a task.*

- **Business Analysis Visualization Methods**
  *Describe how to improve the communication of business analysis artifacts through graphic visualizations.*

- **Example Artifacts**
  *Best practice examples of BA artifacts such as requirements, problem statements, visions, etc.*
**Information Technology**

**Business Analysis COE**

- **Business Analysis Software**
  
  Provide automated support for business analysis processes

- **Collaboration**
  
  Enable collaboration between business and technical stakeholders

- **Reusable Objects**
  
  Reusable BA Artifacts that can be reused among projects

- **Knowledge Management**
  
  Share knowledge on business processes, practices and domain knowledge
Skills and Competencies

Business Analysis COE

Competency Model

A defined competency model is needed to guide individual BA development.

Learning & Professional Development

The COE should offer ongoing education to build BA skills.

Reference Library

Comprehensive resources on a variety of topic should be available for BAs to learn and grow.
Culture

Building Effective BA Capabilities Requires Significant Changes to Culture

**Executives**
Executives should see BA as strategic to the organization and essential for project success.

**Technical Stakeholders**
Technical Stakeholders should clear value from better requirements and see less rework and frustration.

**Business Stakeholders**
Comprehensive resources on a variety of topic should be available for BAs to learn and grow.

**Project Managers**
Project managers should see the BA as essential partners for delivering successful projects.

**Business Analysts**
BAs must view themselves as more than just requirement writers.
Q&A

Contact: John Parker
http://enfocussolutions.com
info@enfocussolutions.com