Chapter 7

Key areas of learning for a BA

* Build your foundation
* Time Management
* Build Relationship and Communication skills
* Keep learning New Analysis Techniques
* Continually improve your skills
* Business Analysis Planning

**Foundation:**

Getting stated

* Find the edges (scope)
* Work different areas
* Outline steps on page 277

Think Analytically

* Add to the tool box

Note Taking

* Shorthand or handwritten notes
* Diagramming/modeling using analysis techniques
* Having a BA partner record answers while you ask questions
* Outlining/mind mapping
* Video or audio recording of elicitation sessions

Technique: Brainstorming

* Contribute without filtering in a group environment
* Group Think

Skill: Work with complex details

* Capture the details

How Much Detail

* Too much which your audience does not need
* Do get off track look past the non-important details

**Time Management:**

Skill: Mature of project work

* Project work vs support work
* Most IT projects are new and unknown

Work on the important work first

Prioritize your time

Ask the questions

* Why are we doing this
* What is this activity doing for the project
* When do we expect a payoff for the activity
* Is the payoff bigger than the effort that we are expending

Divide and Conquer, break down large tasks to smaller ones, sequence them and do one at a time

Subconscious at work on problems in the back ground

Understand the 80-20 Rule

* 20% of a BA time is eliciting 80% of the requirements
* 80% of a BA time is gather the other 20%

Technique: Time Boxing

* Must include a risk assessment

**Build your Relationship and communication skills**

Strong relationships

* Find people with knowledge and experience
* Access an openness to SME is based on a trusted relationship you must build with them

Ask the right questions

* Ask a question, listen to the answer and ask follow up to draw out the details
* Who, what, where, when, why and how, use this technique to form your questions.
* Sample question on page 289
* Develop you questions and think about how to capture the use the answers
* Who should answer the questions

Listen Activity

* Listening is a conscious decision
* People like speaking to good listeners
* Listeners are better at resolving issues
* Body language is import makes up 55% of the message
* By showing the speaker you are interested and engage they will tell you more

Barriers to Listening

* Personal filter create listening barriers, they are form early on in your childhood
* Filters are based on prejudices, beliefs, values, attitudes, experiences, interest and fears
* Become aware of you filters and the effects they will have on your listening skills
* Lack of interest can be a barrier to listening
* Preconceived idea can be a barrier to listening
* Do not jump ahead and formulate response or follow ups while the SME is still speaking
* Do not finish other peoples statements

Listen for Requirements

See list of tells in table 7.1 on page 293

Writing Effectively

BA use a combination of text, models and diagrams

Making Excellent Presentations

Typical presentations for BAs

Page 295

* Business case and cost / benefit
* Work plans
* Business requirements / functional to stakeholders and team members

Facilitate and build consensus

Make is easy for the stakeholders to articulate what they want

Build group consensus

List ideas and narrow down

Table 7.2 on page 297

Conduct effective meetings

Make sure you need the meeting and email would not be a better choice

Prepare for a meet:

* select the appropriate attendees
* clear objective
* create an agenda
* allocate time for each topic
* invite those who can contribute, do not over invite
* find a time and location that works for the group
* person assigned to lead each topic discussion

Conducting a meeting

See tips on page 299 – 300

Follow up with meeting minutes

Conduct requirements reviews  
also referred to as walk through, peer review, inspections

See 8 steps to requirements review on page 301-302

* Purpose of review: project initiation, confirm understanding, project scope, gain approval
* Schedule time with participants, author of requirements should present, most essential reviews are the SMEs, next are the team stakeholders that will be working with the requirements. Quality assurance group are good to include in the reviews as well
* Managers should be excluded from reviews, author may be reluctant to be open to input of manager is present

Distributing Review Material

* Send material out ahead of time so reviews are prepared

Conducting the Review

* Comment and criticisms should be towards the requirements not the author
* See rules for formal requirements, page 306

Record review notes and update material

Conduct follow up reviews

Typical requirement feedback

* Corrections
* Missing Requirements
* Unclear sentences
* Scope Creep

**Keep learning new analysis techniques**

Analysis paralysis

Results are not what you thought they would be

Results are not what the boss or stakeholders want it to be

You are not confident in you work

* Keep questions to ensure your stay on track page 308 -309
* Work with project manager to keep on track and not move out of the scope
* Take a break for the task to get a fresh perspective
* Sleep on it
* Time box your work

Root Cause Analysis

Fishbone Diagram is a good root cause tool

The Five Whys, keep asking to you get to the root…

Use for “The Five Whys”

* True reason or objective
* Get to Root cause
* Get to true reason for a requirement
* Find the true essential business process

Using the Why questions to flush out the true statement of purpose for a project page 312-314

Intelligent Disobedience

The art of presenting a counter opinion to the organization

* Get your facts together
* Present the facts without emotion
* Be willing to accept decision and move forward

Have an alternative plan

Speak with the originator of the flawed plan one on one

Speak with the project manager

Share with the team to get consensus from the bottom up

Usually should not go around or over a managers

**Continually improve your skills**

Making recommendations

Understand the problem

Imagine a possible solution

Evaluate solutions to select the best

Be able to accept constructive criticism

You want suggestions to be better but difficult to accept feedback

Use lessons learned

**Business Analysis Planning**

Map the project see table 7.5 page 324

* What vs How
* Current vs Future

The “What: are the core business processes, data elements, rules and goals

The “How” are the systems, procedures and personal to accomplish the business goals

What is focused on the business needs

How is focused on imaging the possible

Planning

* Estimate time and resources need to complete the analysis based on the quadrants of the project map
* See planning chart on page plan 327

Business Impact

* Number of user, larger number of user mean greater impact to the business
* Number of stakeholder, larger number of stakeholder means a bigger team and more communication
* Level of stakeholders will have an impact as the higher they are in the organization the difficult and expensive to utilize their time.
* Geographic location of stakeholders
* Business complexity
* Solution complexity
* Business risk
* Quality requirements/expectations
* Firm due date
* Length of project
* Project budget size to company size

Stakeholder Analysis

Plan communications with the stakeholders

* How will you communicate with the stakeholders?
* Who will you communicate with
* What information will you need from each stakeholder
* Plan a script for the communications see sample script on page 334
* Where and how are you going to communicate see table 7.7 on page 335
  + Telephone
  + Email
  + Instant message
  + Face to face
  + Online collaboration
  + Teleconference
  + Video conference
  + Questionnaire survey
  + Work Observation
  + Facilitated sessions

Choose Appropriate Requirement Deliverables

See table 7.8 page 337 for summary of deliverables based on project description

Develop a Business Analysis task list

See sample list of tasks on page 338

Estimate your time

Break down tasks into small subtasks that you can put a reasonable time estimate to

Use past history of time spent on similar tasks