

# the bridge

CONNECTING BUSINESS REQUIREMENTS TO TECHNOLOGY

Fall 2008

## Seven Steps to Mastering Business Analysis

Grassroots Excellence:  
Creating a BA Community  
in Your Organization

The Right Business  
Analyst, The Right Project

Requirements Activities  
for Agile Development  
Projects



## letter from the editors

Fall often evokes memories of heading back-to-school, complete with new pencils, pens, paper and books in tow! And speaking of books, we are thrilled to announce publication of Barb's first book, *Seven Steps to Mastering Business Analysis*. The book serves as a 'how-to' manual for business analysts of every skill level. We are confident this reference will find a spot in your must-have career library. Congratulations to Barb!

In light of the new book, our feature article offers a sneak peek at those seven steps. Learn what they are with a brief overview of each one and why you must obtain this knowledge in order to truly master business analysis. Build further on those seven steps with a brief overview of one of the profession's buzz topics: Service-Oriented Architecture, in *Lost in Translation*.

Mastering business analysis is a personal goal, but should also be an organizational one. This issue contains an article on creating a BA Community of Excellence within your organization by a Lead Process Analyst at GlaxoSmithKline, Lila Rosa. In the first of this two-part series Lila has outlined what a BA community is and why it is important. Jeff Martin, founder of Collective Genius, has contributed a look at how to get the right BA on the right project. He maps out the vital stages a business must go through to ensure that a BA's skills and experience meet the needs of a particular project.

Keeping up with the IIBA? IIBA President Kathleen Barret delivers a look back on the organization's five year history and how it continues to grow and provide valuable benefits to its members. Finally, be sure to check out Part II on agile BAs by Jacqueline Sanders of Success Architechs. This article focuses on the various requirement activities seen on a daily basis in agile projects, based on Jacqueline's extensive experience.

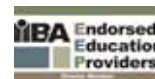
B2T Training is sponsoring two upcoming conferences this fall, the Project Summit and Business Analyst World in Chicago, Ill. from November 10 -13 and the Project World and World Congress for BAs in Orlando, Fla. from November 18-21. We hope to see you there!



BARBARA CARKENORD and TINA JOSEPH

TINA JOSEPH

BARBARA A. CARKENORD



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B2T Training offers a business analysis training curriculum that focuses on proven skills and techniques to define and scope the business problem, elicit and analyze requirements, document the requirements, model the requirements, and follow through with the development of business requirements test plans to ensure the project has met its defined objectives.

Our training is offered nationally and on a limited international basis. Most of our classes are taught onsite and are tailored to the unique environments of each organization. Public classes are also available in various cities around the US.

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# Seven Steps to Mastering Business Analysis

BY BARBARA A. CARKENORD, CBAP®, BABOK® CORE TEAM MEMBER  
PRESIDENT, B2T TRAINING



**B**usiness analysis involves very complex and sophisticated thinking patterns and advanced communication. A successful Business Analyst (BA) is the rare individual who can combine technical knowledge, business acumen, analytical skills and communication skills while being able to see problems from both a strategic and detailed perspective. Excellent BAs bring value to their organizations by understanding true business opportunities, making realistic recommendations, and facilitating the successful implementation of these solutions.

There are seven key areas that BAs should focus on to develop their professional value.

*Mastering  
business analysis  
is a lifelong  
pursuit for  
those who love  
problem solving.*

## **STEP 1 Possess a Clear Understanding of Business Analysis**

*You cannot master something if you  
don't understand what it is.*

What is business analysis? The International Institute for Business Analysis (IIBA™) defines business analysis as “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 recommend solutions that enable the organization to achieve its goals.”

Business analysis involves:

- Identification of business problems and opportunities

- Elicitation of needs and constraints from stakeholders
- Analysis of stakeholder needs to define requirements for a solution
- Assessment and validation of potential and actual solutions
- Management of the “product” or requirements scope

The meaning and importance of the term requirement is central to business analysis. Requirements are complex and come in many types and levels of detail. This makes requirements difficult to elicit, analyze and communicate. Master BAs are able to explain complex requirements to various audiences. In addition they can



## *There are seven key areas that a BA should focus on to develop their professional value.*



explain the time required to develop requirements. For most people, analysis work is performed by thinking and making notes. The notes may become formal requirements documents or not. BAs work to create just enough detail and just enough documentation to clearly communicate the requirements. New agile approaches to software development encourage the project team to elicit, analyze and agree upon requirements as quickly and efficiently as possible.

Everyone agrees that requirements are elicited from subject matter experts (SME) and given to developers. Why not have the business SME talk directly to the developer and cut out the “middle man” – the business analyst?

There are several reasons why the analytical process is facilitated by making notes and keeping some records of agreements between stakeholders. Analyzing and documenting requirements is beneficial because:

- People forget things. Business stakeholders will forget what they tell developers. Developers will forget requirements. This leads to a lot of wasted time while team members try to remember what was discussed.
- Verbal communication is fraught with errors. Remember playing the telephone game as a child? A message that is passed from one person to another changes significantly the more people that are involved. Requirements are very specific, detailed items that can easily be changed by using a different word or phrase. Verbal communication of requirements will rarely be accurate.
- People sometimes answer the same question differently if asked twice. Business stakeholders often give different answers to the same question at different times. This may be because after the first discussion, they have had time to think about the question further; or it may be that they have simply changed their mind. BAs are experts at asking the same question in different ways before documenting the requirement – to be sure that the SME has really answered definitively.
- Writing something down forces a person to think about it more carefully than they do when they say it. Example: A SME may say he wants the report to show totals by month but when he sees a report layout with twelve columns crammed together he realizes that he actually wants only the last three months.
- Having a second person (the BA) try to write down a user request and then have the user review it for accuracy highlights ambiguity and poorly defined requirements. It also points out missing requirements and undocumented assumptions.
- It is difficult to control the scope of a project without documented, agreed upon boundaries.
- Evaluating and managing a developer assignment requires the assignment to be clear and documented. This is actually true for all employees and the reason that HR departments encourage managers to articulate assignments accurately. It is difficult to hold a

developer responsible for implementing a requirement when the requirement is not documented anywhere.

### **STEP 2** Know Your Audience

*Communicating effectively requires an in-depth knowledge of project stakeholders.*

If a BA knows the motives and experience of everyone on the project most of the questions about how to elicit and represent requirements will be answered. It is critical to know your audience because communication is most effective when tailored to and for each person with whom the BA communicates.

Every human being communicates slightly differently. The successful BA understands that the first task on any new project is to get to know all of the significant participants and analyze their communication needs. Understanding people is the key to successful communication. Many BAs and Project Managers (PMs) refer to this as stakeholder identification and stakeholder analysis.

The BA should be familiar with the roles with which he or she will typically work (i.e. PM, executive sponsor, SME, IT developer). Each stakeholder has a unique communication and learning style and has his or her own perspective on the importance of the project. When one stakeholder feels that the project is very important while another stakeholder feels that it is low priority, it will be a challenge getting them to agree on the requirements. A master BA will work to bring the stakeholders to a common understanding on the business impact of the project to the enterprise. Once they hold a shared vision,

consensus on requirements is much more likely.

### **STEP 3 Know Your Project**

*To be successful, business analysts must have a clear goal or objective.*

Without a goal, BAs can get lost in the analysis – analysis paralysis – and never get anything done. This is the black hole of analysis and should be avoided at all costs. An excellent BA helps management set boundaries about what is to be accomplished and stays focused on that goal. BAs also work to understand how the current assignment or project fits into the overall enterprise strategy. An experienced BA recognizes that solving a problem in one department by moving it to another does not further the mission of the enterprise and as such does not add value to the enterprise as a whole. The BA works to find the root cause of the problem/opportunity driving the project and determine whether the stated goals are achievable and appropriate. Delivering a solution that doesn't solve the real problem is not success.

The most powerful tool used to discover this information is the “why question.” An excellent BA asks the “why question” frequently. He or she is always looking for underlying causes of problems and core reasons for business processes. An experienced BA understands that the “why question” can be intimidating and knows how to ask the question properly, with a curious respect for the business knowledge of the stakeholder. The expert BA knows that the initial answers may not tell the whole story and that there is more information to be learned.

### **STEP 4 Know Your Business Environment**

*The BA is the representative of the business on the project and must clearly understand the business he or she is representing.*

There is nothing more annoying to business executives than an outsider who is

asked to come in and help, and doesn't even know the product or service that the company is built around. BAs work to understand the business environment of each project and be an advocate for the business people. The title **Business Analyst** is used to ensure the business focus.

One way that a BA can learn about the business is by reviewing marketing materials. There is no better way to get a foundational understanding of a company's products than reading what marketing materials say about them. Before a BA walks in the door of a client, it is important that he or she has read the company web site and everything possible about their products and services. Marketing materials have been designed by expert communicators with a specific goal in mind. The goal of a particular brochure may be to create brand awareness or to reinforce the corporate image. Another marketing piece may be aimed at selling an individual product. Marketing materials show how the company positions itself to potential customers and against competitors. The more the BA knows about the marketing message developed for outside customers, the better he or she will be able to communicate with business stakeholders about products and customers. This knowledge is most critical for BAs assigned to represent business areas like sales, marketing, product development and customer service. Other techniques for learning the business include reviewing financial reports and reading the corporate strategic plans.

### **STEP 5 Know Your Technical Environment**

*Most projects that BAs are working on have a technology component.*

BAs frequently work on projects that touch technology. Clearly communicating with the solution team involves knowing more than the acronyms that represent the operating system, network architecture, and database management system. Knowing the technical environment includes the methodologies and processes

used by the developers to build software; the techniques and tools used to maintain applications, the political environment, and the attitude towards the business and the rest of the organization.

Master BAs are very adept at building strong team relationships with IT people wherever and whoever they are (i.e. outsources or offshore development). For a BA to successfully work with technical architects and developers he or she communicates in the context of the technical environment.

Understanding the technical environment also involves awareness of how an enterprise views technology. Is technology a key success factor to the organization, as in the case of a software vendor, or is technology a support mechanism that allows the organization to fulfill its true mission? Looking at where the CIO sits on the organization chart is a clue.

One area that BAs should be aware of is data management and the importance of the information in information systems; ignoring data requirements will guarantee project failure. Every successful organization in the world needs information and a lot of it. Organizations can't make intelligent decisions without easy access to critical data. So how do organizations keep track of all of this data? Much of it resides in sophisticated software databases and files containing terabytes of data on our PCs, servers, mainframes, and Web sites. Business Analysts understand the importance of data; understand how it is stored, and more importantly how it is accessed. A BA who does not understand fundamental database concepts may struggle.

### **STEP 6 Know Your Analysis Techniques**

*There are numerous techniques that an analyst can use.*

How does a BA decide which requirements technique is appropriate for a given situation? Some techniques result in deliverables that are favored by the SMEs.

Some situations will require developing a deliverable required by the software development methodology. There are as many reasons for choosing a particular technique as there are techniques.

BAs should be familiar with most of the commonly used analysis techniques (i.e. use cases, root cause analysis, decomposition). An excellent BA can be flexible when one approach doesn't seem to be working well. The key for mastering business analysis is being able to utilize numerous approaches to elicit, analyze, present, document and communicate requirements, along with being able to bring a group to consensus, help stakeholders prioritize requirements, manage user acceptance testing, brainstorm on solution options, etc. BAs should be continuously building their toolbox with additional analysis techniques. Every project may require a different combination of techniques and approaches.

Choosing the best analysis technique and presentation format for each project/situation is a complex activity. Some types of requirements lend themselves to a particular representation better than others. Choosing techniques involves understanding the BA's preferences and strengths, stakeholder's preferences and learning styles, the technical team's methodology and preferences along with the project manager's preferences.

Corporate standards and best practices must also be considered.

### **STEP 7 Increase Your Value** *A master BA is always learning and practicing to improve their productivity and value to the organization.*

There is a long list of skills that a BA uses to be competent in the field of business analysis. Most of these skills are never truly perfected. Just as doctors practice medicine and lawyers practice law, business analysts practice business analysis. A master BA will continue to work to improve his or her skills and never be satisfied with good enough.

Communication skills, analytical skills

and requirements definition: all of these skills can be constantly improved over the course of one's career by practice and by learning.

Examples of the skills that can be continually improved:

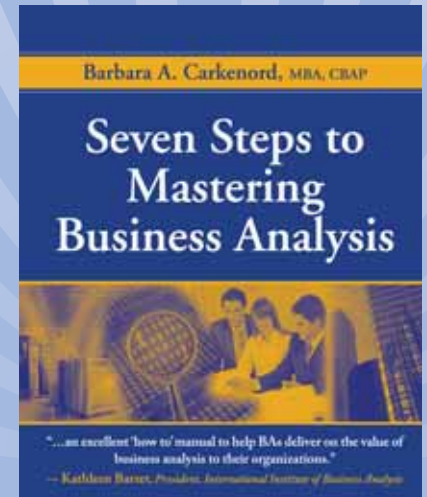
- The ability to work effectively on details
- Facilitation of requirements elicitation
- Asking the right questions and probing for more information
- Active listening and effective note taking
- Breaking requirements into core components (data, process, business rules, externals)
- Combining requirements into informal work products, composite deliverables and packages
- Conducting effective reviews and working as an effective team member
- Making recommendations to change business processes, software, and organizational structure

Mastering business analysis is a lifelong pursuit for those who love problem solving. Analyzing problems and helping to design effective business solutions is complex, important work. BAs can continuously increase their value to the organization by using every experience to learn something new. For those who love learning, business analysis is a profession offering endless satisfaction. ■

About the book:

*Seven Steps to Mastering Business Analysis* includes specific methods and approaches for business analysis work interwoven with personal experiences of BA work. The steps provide a learning framework for business analysts that can be used for beginners as well as experienced practitioners. Each chapter includes links to specific tasks in the latest version of the IIBA BABOK® draft version 2.0, and provides many references to other books and publications that will support business analysis development. Now available at [www.b2ttraining.com](http://www.b2ttraining.com) and all major booksellers.

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"Barbara Carkenord has put together an excellent 'How to' manual to help BAs deliver on the value of business analysis to their organizations. The step-by-step instructions provide a practical guide to the practicing BA, translating her experience and insight to show you what it takes to be a great BA."

**- Kathleen Barret  
President, IIBA**

"*Seven Steps to Mastering Business Analysis* has gone beyond what we discuss in the BABOK™ to address the real challenges business analysts face in the workplace. I wish this book had been available years ago, but I'm glad that BAs have the opportunity to benefit from it today!"

**- Kevin Brennan, CBAP®  
Vice President,  
Body of Knowledge, IIBA**

# lost in translation

## SOA – A low tech discussion

BY ANGIE PERRIS, PMP®, CBAP®  
VICE PRESIDENT, CLIENT SOLUTIONS, B2T TRAINING

### What is SOA?

Service-Oriented Architecture or SOA (which rhymes with boa – yes, the snake) is one style of business and systems architecture that promotes process efficiencies, reduced operational and maintenance costs, and the ability to respond faster to changing business needs with high quality software solutions.

Much hype and misunderstanding have swarmed SOA in the last few years; this article is an introduction that answers some basic questions pertinent to business analysis professionals and provides some high level concepts and key points geared specifically for a less technical audience than developers and technical architects. One caveat: SOA is a complex subject and cannot be fully explained in a short article.

### SOA terminology

SOA involves the discovery and development of reusable, shareable business services that are less costly to maintain and deploy. A **service** is defined as a business task that can be reused (such as search employee, check customer account, authorize credit). Multiple services usually make up a business process. A **service provider** is whoever allows the service to be shared. A **service consumer** (similar to a use case actor) is who uses the service. There is a **service registry** which is a catalog that displays and describes each service. There are also terms and conditions on how a service may be used which are called a **service contract** or agreement. Services are chunks of code. The main business benefits to implement SOA are reuse, easier development, simplified maintenance, reduced operational costs, increased speed to market and software portability. SOA is completely programming language and platform agnostic: plug and play.

### Okay let's break down an example:

Let's say you have a sub-process named Check customer account that belongs to your CRM which is part of your sales business area. This particular service can be reused in many other applications, such as your custom marketing system, your accounts payable and accounts receivable applications. Each application is written in a different language (COBOL, .NET, Java, C++, etc.) and on a different hardware platform. SOA allows you to use the same code every time you want to check customer account.

### Truths, myths and metaphors

Service-oriented architecture begins with business architecture and affects how business process and application logic, data, and rules are viewed, segregated and automated. SOA is NOT synonymous with object-oriented (OO) design, business process management (BPM), web services, or enterprise commercial applications such as SAP and Oracle but each of these technologies has a relationship to SOA. Unfortunately SOA has been defined many different ways, especially by software vendors who attempt to define SOA from the perspective of their software. One writer greatly simplified SOA concepts using LEGO™ toys as a metaphor. Several references to LEGOs were listed in a blog posting asking, "Why are we building 'enterprise' SOAs with 'LEGO blocks'?" by Joe McKendrick. (<http://blogs.zdnet.com/service-oriented/?p=777>) A clever reference is quoted below:

"A pertinent analogy for SOA is LEGO,

the popular building blocks play set. Rather than build separate, custom applications for each department or enterprise (as was done in the past) today's businesses, operating in an interconnected world "flattened" by the Internet, need standard blocks of functionality that fit with each other and can be easily integrated and configured."

Think about how our global expectations for software interoperability have changed in the past 15 years. It's mind boggling. People

expect systems to talk to each other. If your organization is piloting a SOA approach, the business analyst is a pivotal role that needs to be aware of SOA fundamental concepts.

### Is SOA a passing fad?

Gartner research shows SOA was used to some extent in more than 50% of large, new applications and business processes designed in 2007. Additionally the majority of SOA projects succeed and companies that have started with SOA are sticking with it. Gartner estimates that by 2010, 80% of large, new systems will use some aspect of SOA. Gartner analysis summarizes that "SOA is a durable change in application architecture, like the relational data model and the graphical user interface" (Abrams and Schulte). Even software giants such as Microsoft, SAP and Oracle, are using SOA in the way their proprietary applications communicate with assorted applications and technology infrastructures.

Identifying a need for a SOA can be a





grass roots effort started in IT, a small effort from a particular business unit or it could be a strategic decision handed down from the top of the business. As part of any SOA strategy, a plan or SOA Roadmap should be developed, which outlines any projects to be implemented with SOA, and the capabilities that need to be put into place over a period of time (such as two to five years). By iteratively and incrementally building the required services over a period of time, organizations can increase their SOA maturity, and will have the ability to deliver more projects in a more efficient and less risky way.

### Why is SOA important to a business analysis professional?

At the heart of SOA is a philosophy that unless the core business is understood in detail, reusable, shareable services cannot be well-defined. Understanding what needs to be built and shared before concentrating on the how (and all the technical ramifications) will always save time and resources. The good news for business analysts is their role and analytical skills are sorely needed in SOA efforts.

Fortunately, business analysts who know how to abstract core requirements components (business processes, data, business rules, and external interactions) independent of technology implementation, will find their skills central to SOA efforts. Quite importantly, the BA with cross-functional knowledge is perfectly suited to recognize when business area processes may be leveraged elsewhere in the corporation. An excellent BA is always scouting for redundant and reusable processes to save operational costs.

Well trained BAs already skilled in SOA friendly techniques such as detailed process and use case descriptions, step-by-step workflows, and process decomposition diagrams. These techniques help the BA identify reusable processes and eliminate wasteful procedures. BAs can continue to use skills to manage different stakeholder perspectives to clarify and understand conflicting needs. These are a few of the techniques in which business analysts are trained and can be valuable in SOA efforts to analyze business processes and to identify reusable services. Additional techniques are used by BAs to elicit, understand and define the remainder core requirements components (data, business rules and external interactions) needed in SOA.

### SOA requires a paradigm shift

SOA requires a shift for some companies in how business analysis is to be accomplished: moving away from a project perspective to a more strategic enterprise

***SOA is a durable change in application architecture, like the relational data model and the graphical user interface.***

view of the business. The challenge is to justify the time to analyze additional processes at an Enterprise level that are outside the project scope. Even when the scope of the SOA effort is minor: stakeholder education is needed to clarify the business goals and priorities and to plan the SOA efforts and capabilities. Selecting slices of valuable business processes to be constructed iteratively and adding more services as you grow your SOA. Analysis performed at the enterprise level should have breadth but not

necessarily much depth. (<http://blogs.zdnet.com/service-oriented/?p=777>) Look wide across the organization and shallow. One of the best models to envision reusable sub-processes is the decomposition diagram. A BA can take each essential process and break it down to find any redundant processes which can be converted to business services.

Whether organizations would like to distribute their services commercially or simply want to normalize their redundant processes internally across all business units, SOA proposes to be an enabler. One additional business benefit is that organizations decide at a business level what services should be hidden (encapsulated) in black box design from consumers and what services can be exposed using white box design. How services are shared and or distributed internally or externally are rightfully business decisions and best not relegated for programming staff to determine as often done in the past.

### SOA concepts and final thoughts

Much of what is written and discussed about SOA is extremely technical and best left to technical enterprise or application architects. Fundamental concepts can be understood by any business analysis professional that has been around the software industry for the last several years. Some SOA principles needed by the BA are:

- 1) Reusable business services can be identified taking a top down approach. Use techniques such as process decomposition diagrams to identify the organization's essential parent and children processes, looking for redundant processes.
- 2) Processes can be analyzed from inside out and then from outside in to find any

gaps. Inside out looks from an organization's perspective and describes core processes needed to operate the business. Outside in is from a use case actor's perspective and focuses on what an actor needs to do and what business goals the actor needs to achieve.

- 3) Services must work on any platform and be shareable and may be distributable – that means services are technology independent. Business rules, essential processes and logical entity classes and attributes can be documented separately to describe the business needs independent of technology.

- 4) Service interfaces must be clearly defined and documented. Inputs or outputs must be sufficiently and clearly detailed by the business analyst so that software developers can write or generate interface data which will be clear to any other developer (or consumer) who is looking for that service.
- 5) The design principal of **loose coupling** indicates that the service implementation details (the code) are hidden from the

service consumer. Loose coupling also describes an approach where integration interfaces are developed with minimal assumptions between the service provider and service consumer, thus reducing the risk that a change in one service/module will force a change in another service/module. Services are self-contained and are independent of technology. This is a software principle that has been around for many years and

as business services or used as a combination of services to build a more complex composite service or process (called **orchestration**). These decisions need to be driven by the business and not IT because the services need to be meaningful at a business function level.

In summary, this has been an introduction to SOA concepts, benefits and how business analysis skills can be adapted

## *Organizations choose to adopt a SOA approach to develop timely, quality software solutions for complex systems consisting of distinct business service building blocks.*



is often used to describe system use cases. Each use case is its own independent task that accomplishes a business goal for an actor.

- 6) Services have a concrete meaning on the business level. (Krafzig, Banke, and Slama). One design principle is to organize and separate the different core requirements components such data, processes, business rules, and external interactions to be cataloged, and reused

and useful in SOA projects to define business services while not getting LOST IN TRANSLATION. Organizations choose to adopt a SOA approach to develop timely, quality software solutions for complex systems consisting of distinct business service building blocks which can be assembled faster and less expensively while being highly adaptable, shareable, distributable and reusable. ■

### New BA Certified™

We are pleased to highlight the newest individuals who have earned the recognition of BA Certified since the last issue of *the bridge*. To date, we have more than 6,000 students in our program, with over 300 who have completed and received certification. We have an additional 499 candidates who are BA Associates and are in the final stage of the certification process. Individuals who are BA certified have firmly demonstrated knowledge and application of business analysis. We congratulate them on their success!

Laura Bailey  
Anjali Balwally  
Mary Combs  
Shannon Forte  
JeNeena Greer  
Brenda Gritters  
Li Gu  
Cheryl Guieb  
Michael R. Hawkins

Penny M. Hofmaier  
David Horstman  
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Tracy Rizzo  
Phillip Seeberg  
Kernesa Snyder  
Tammy Spoo

Jennifer Swearingen  
Shannon Thorpe  
Julie Wallen





# ask the experts

## Avoid Analysis Paralysis

**Question:** *When is Done Really Done?*

**Answer:** Analysis Paralysis is what happens when you continue to think on, analyze, research and document a problem over and over again.

There are probably a lot of reasons this can happen but there are a couple of common reasons. It may be a result of the lack of a clear business analysis work plan. It may also occur when you start the analysis work with a pre-conceived answer but your research shows something else. You keep looking for more information that will support your original theory because it is human nature to prove ourselves right. Also you want to make sure, if wrong, that you are really convinced, because you will have to convince others about the new direction.

Another common reason for analysis paralysis is that the answer you are coming to is not going to be one that your boss is going to like. In this case it is a good idea to make sure that you have really done your research and thought this carefully through because you are going to be the bearer of bad news.

Finally, analysis paralysis may be caused by a lack of confidence in your work. New BAs may not be sure that their conclusion or recommendation is correct so they continue to prove the same point using different techniques or approaches. This is very common with new BAs and is solved with experience.

**How do you stop analysis paralysis?** First you must learn to be aware that you are doing it. This is often the most difficult part. BAs must “look up” from the details periodically and make sure that the work they are doing is the most important work at that moment for that project. This is a good reason for leaving a task incomplete at the end of the day and giving it a fresh look the next morning. In the light of a new day, after a good night's rest, the

problem may suddenly appear clear or less important. Do you ever hear yourself say “Why did I spend so much time agonizing over that?” When you are stuck in the details of a problem (analysis paralysis), you lose perspective. Somehow you need to change your perspective so that you can see it differently to get unstuck.

## “Perfection is a slow death.”

Hugh Prather, inspirational speaker and writer

Ideas to get unstuck:

1. Refer back to the business analysis work plan to see if you are off track or outside of scope.
2. Ask a fellow BA or coworker (or any friend) to listen to you talk about the problem; just talking about it out loud sometimes helps you to see why you are stuck.
3. Give yourself a time limit: “I am going to work on this for one more hour and then wherever it is at that point, it will be done” (learn about timeboxing).
4. Sit down with the subject matter expert and review the work that you have done so far, explain that it is a draft and ask for them to help find the missing pieces.
5. Sleep on it.
6. If you have time, put it aside for a few days to get perspective.
7. Try a different requirements technique to represent the situation (i.e. if you are using a swim lane diagram, try an ERD).

At least once a day stop, take a step back and think about how you are spending your time.

- Have you gotten off track?
- Have you wandered down a path that is very interesting to you but is really outside the scope of your task?
- Are you spending time detailing a requirement that will never be automated because its complexity

requires the human mind to manage?

- Are you looking for something that you may never find (i.e. a software package that meets the user's exact need)?
- Are you over-analyzing how the work is currently done when your project will be changing that procedure anyway?
- Are you brainstorming about better ways of automating the business when you should be focused on understanding the core processes?

However you are spending time, is it the very best use of your time at this point in the project? If not, stop and change directions. A busy analyst doesn't have time to get distracted.

One of the best ways to get help with perspective on your work is to talk with your project manager. Many project managers conduct weekly status meetings to make sure that their team members are not getting too far off base from the project goals. Project managers are very good at getting things done. Don't hesitate to give your project manager a description of what you have been working on for the past week and see how she reacts. BAs are skilled at reading body language so even if your project manager doesn't say it directly, you will be able to tell if she winces and fears that you are off track.

An important fact about business analysis work: The requirements will never be 100% complete and never be perfect. Remember the goals of business analysis are to confirm a clear understanding of the problem and facilitate the development of an effective solution not to create the perfect document! ■

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# Grassroots Excellence: *Creating a BA Community in Your Organization – Part I*

BY LILA K. ROSA, CBAP®  
LEAD PROCESS ANALYST, GLAXOSMITHKLINE

## Introduction

In July 2005, one business unit in our organization launched a business analysis community that included a recommended framework, an excellence recognition program, a mentoring program, a website, and regular community events. This created a new sense of identity and support for business analysis practitioners. This BA community model and activities have now spread to other business units with equal success.

Part I looks at how to get started.

## What is a BA Community?

First of all, what is a BA community? For the purpose of this discussion, a BA community is defined as an internal “volunteer” network, supported by management, which serves the business analysis community in an organization.

A BA community is not restricted to those in IT with “BA” in their title. Depending on the needs and profile of a specific project or support group, business analysis activities may be performed by developers, business users, project architects, systems analysts, technical leads, quality analysts, or project managers, as well as by those designated as BAs. It’s the business analysis role and activities, rather than a particular job title that are supported by a BA community.

## Why Have a BA Community?

There are a number of excellent reasons for having a BA community. First, a BA community helps prepare business analyst practitioners for success. It aids in identifying and communicating with other

BA practitioners across the organization. A BA community is also a low-cost mechanism for ongoing training and skills transfer for BAs, and can include a mentoring program for less experienced analysts. It also creates advocacy for BA career planning within an organization.

Depending on the BA profile of your organization, creating a BA community will provide high, significant, or good benefit, see *Figure 1*.

## Steps for Beginning a BA Community

First, you must have **management support** at some level:

- **Explicit** – have support of a senior level sponsor, ideally someone on your organization’s leadership team who is focusing BA continuity and/or improvement, or their delegate
- **Implicit** – each BA Community core team member has her or his manager’s support and access to budget
- **General** – have general support of your leadership team for time and budget invested

Next, you must have agreement with management as to what a BA community is expected to accomplish. Develop **goals and objectives for management approval** by identifying key or representative BA practitioners and having them articulate the problems they face in doing business analysis. This list of problems should be prioritized with a management level sponsor or steering group. Then do a root cause analysis on these problems, and create goals and objectives that address highest priority problems first. Present these to management as problem statements with value-based solutions to be accomplished by the BA community network, see example in *Figure 2*.

Be sure to use good business analysis practices for good problem definition first.



Figure 1 - Benefit Level by BA Profile

Organization's Business Analysis Profile	Benefit Level of a BA Community
<ul style="list-style-type: none"> <li>• No standard BA process</li> <li>• BA done in silos</li> <li>• BA resources separated by distance and/or organization boundaries</li> <li>• Mostly inexperienced BAs</li> </ul>	High
<ul style="list-style-type: none"> <li>• Several different “standard” BA processes – or, BA process is ill-defined and/or undocumented</li> <li>• BA resources distributed across workgroups</li> <li>• A mix of experienced and inexperienced BAs</li> </ul>	Significant
<ul style="list-style-type: none"> <li>• Shared, documented standard BA processes</li> <li>• Centralized BA resources</li> <li>• Mostly experienced BAs</li> </ul>	Good



The resulting solution set you propose to management can then be designed to target specific improvements and benefits, and may include elements like electronic or social media (a web page, wiki, or blog), the creation or publicity of best practice tools and techniques, peer mentoring, and/or a BA recognition program.

Finally, for long-term success you must include plans at the start for how to **be a**

**living community**, responsive to the needs of the business analysis practitioners, management, and the entire organization. Plan for regular milestones to review accomplishment and benefit delivery with management as well as checkpoints to elicit and analyze stakeholder feedback, identifying and prioritizing the next goals and objectives to target. Included in your stakeholder profile plan should be business

clients, IT management, project managers, project architects, developers, data analysts, quality analysts, as well as BA practitioners.

## Summary

Creating a grassroots BA community takes time and commitment, but the benefits can be far-reaching, strategic, and significant for you, your colleagues, all of IT, and your entire organization. ■

Figure 2 - Example Problem Statement with Value-Based Solution

The problem of:	Inconsistent BA practices across IT solutions areas
Affects:	The software development team, the quality assurance team, and the business customers
The Impact of which is:	Projects are not consistently delivered on time and on budget due to missing or inconsistent requirements
A successful solution would be:	To provide a BA framework of best practices for all of IT to follow
Resulting in the benefit of:	A standard approach to business analysis that delivers better quality projects, on time and on budget

*Part II will detail how to set up your BA community core team, the elements of outstanding BA community events, and how to stay successful and relevant over time.*

## Acknowledgements:

Three articles by Renee Saint-Louis, Sr. Systems Analyst, The Schwan Food Company (source: [www.requirementsnetwork.com](http://www.requirementsnetwork.com))

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# International Institute of Business Analysis Delivering on the Value Proposition

BY KATHLEEN BARRET  
PRESIDENT, IIBA

On October 30, it will be five years since the inception of the IIBA. At that time, 23 individuals met to create an organization they hoped would drive the formalization and recognition of a profession that they had been practicing for many years – Business Analysis. Little did they realize how important this organization would be to Business Analysts all over the world: 23 has grown to 6,833; a single location has grown to 56 countries.

During its relatively short existence, the IIBA has also delivered on its promise as an organization – to be the world's leading association for Business Analysis professionals, responsible for developing and maintaining standards for the practice of business analysis and for the certification of its practitioners. Significant milestones have been met for each of its three strategic goals:

1. *Define the Business Analysis Body of Knowledge® (BABOK®).*

While the BABOK will continue to evolve as the BA profession matures, the IIBA has already released three versions of the BABOK – 1.0, 1.4 and 1.6 – with version 2.0 currently undergoing its final edit.

2. *Publicly recognize qualified practitioners through an internationally acknowledged certification program.*

The first certification exam was held in November 2006 in a proctored environment. On September 1, 2008, the IIBA released its Computer-Based Testing (CBT) version so that qualified BAs would be able to write the exam at testing centers all over the world. To date, over 400 individuals have been certified.

3. *Provide a forum for knowledge sharing.*

The IIBA reaches out to its members both physically, through its chapters, as well as virtually, through its Web site. As of today,

the IIBA has over 66 chapters (with an additional 70 in progress). The Web site continuously undergoes updates to improve communications amongst its members. Currently the IIBA Senior Leadership team (SLT) hosts a blog, members have access to members-only forums and information, and the webinar series kicked-off last month with two sessions on the Evolution of the BA Role with additional monthly webinars scheduled.

The IIBA has made great progress – all

and options will continue to grow as the IIBA can afford to invest in these products.

The strategic value is more abstract and intangible. However, for participants in the BA community, that value is even more important than the “physical” deliverables. What is this strategic value? Within the last five years, the IIBA formally defined and articulated the value of the Business Analysis profession. That work was performed by IIBA members and supported by sponsors and EEPs. Those individuals and the others

that will continue their efforts will further evolve and refine the BA discipline. Rarely do individuals have the ability to determine the direction of their profession and its importance to

industry. The IIBA volunteers, drawn from its membership base, are doing just that. By providing feedback and input to the association responsible for their profession and by engaging in the development of the Business Analysis Body of Knowledge®, they are defining the direction of their future.

The IIBA is only in its infancy, and we have a long and exciting future ahead of us. As respect and recognition for the profession grows, demand for qualified Business Analysts will outpace supply. The IIBA will help address this gap by further defining and refining BA standards and clarifying BA skill and competency requirements, working with businesses and training organizations to put the tools and framework in place to make them successful in recruiting and preparing BAs. As the IIBA continues to grow, we will offer more products and services to our members, sponsors and EEPs, continuing to deliver on the tactical value promise of the organization. But these tactical deliverables will only be possible as long as our supporters – members, sponsors and EEPs – believe and support the strategic value proposition of the IIBA. ■

*Small opportunities are often the beginning of great enterprises.*

Demosthenes (384 BC - 322 BC)

made possible through the efforts of our volunteers and the financial support of our members, sponsors and Endorsed Education Providers (EEPs). But it is only the beginning. Our challenge as an organization is to balance what we can deliver with our limited resources.

What is the value proposition to IIBA members, sponsors and EEPs? What makes those groups continue to support an organization that is a “work in progress”? There are two perspectives – the tactical and the strategic.

The tactical value is the immediate, physical deliverables the IIBA brings to its stakeholders. For members, it is access to our newsletter, online forums, tools and templates, job postings, career road maps, webinars and discounts on current and future products (e.g., publications, course offerings, and conferences). For sponsors and EEPs, it is visibility on our Web site and access to members through our newsletters, webinars and other soon to be offered membership communications (e.g., pod casts, monthly e-mail tips). They offer immediate, obvious value and the selection



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# The Right Business Analyst, The Right Project

BY JEFF MARTIN  
FOUNDER, COLLECTIVE GENIUS

Whether it's allocating your internal resources, selecting a new hire, or bringing in a consultant; organizations that truly value the role of the Business Analyst (BA) frequently ponder what is the best process to match the right business analyst to the right project.

Companies that want the right people in the right roles need to address four main stages; defining the BA's role in the project, attracting the best talent, matching the best BA to the project and finally, making the selection and continuing to support the BA as needed.

## Define Business Analyst's Role in the Project

It is just as important to assess the project itself as it is the BA for the project. In the

the role the BA (or BAs) will play throughout the project. Having a specific definition of the role, as well as identification of the categories and tasks each BA will perform, creates the baseline of skills and experience needed to match the right BA. One of the biggest mistakes organizations can make is assuming that BA's role will be the same as in previous projects. B2T Training's Business Analysis Maturity Model (see figure 1) seeks to define and replicate the process, however it does not mean that the BA will be playing the same role in each project.

It is important to spend time identifying the specific tasks within each of the following business analysis role categories, based on the knowledge areas in the BABOK®: Business Analysis Planning and Monitoring, Enterprise Analysis,

combination of skills and experience for the project.

## Attract the Best Business Analysts

Casting the net to identify the best people for the project is often overlooked in this process, nor is it an easy task. There are fewer qualified BAs than projects that need them. Organizations in every market should design and implement a plan to market, attract and retain the best talent.

Prospective employees or consultants most commonly view the job description or project requirement. Often this document only lists the required and desired skills of the BA, with no description of the project or type of solution they will be developing. Many times the same job description is used for each new BA. In one Collective Genius study, over 80% of organizations admitted to using the same HR job description for all BA job postings.

The project and potential solution cannot be communicated enough. Great BAs are motivated by being part of a collective team, creating and then implementing business driven solutions; communicating phrases such as these will trigger passion in and attract the best BAs.

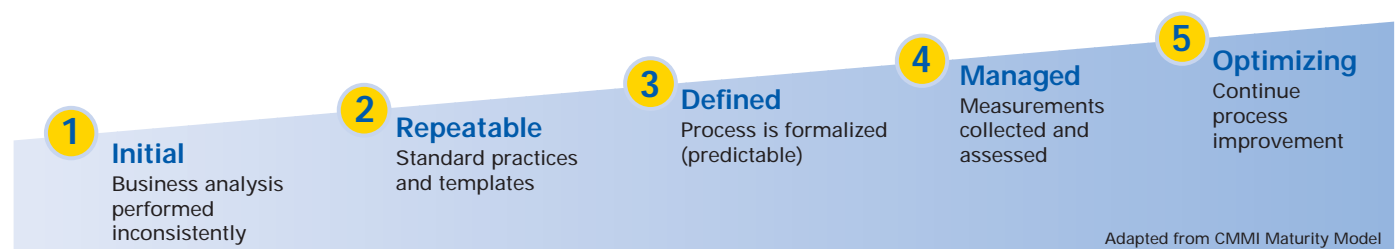
**Organizations in every market should design and implement a plan to market, attract and retain the best talent.**

first stage the Enterprise Business Analyst and Project Manager work to define the business case, high-level requirements, risk assessment, staffing, project plan, scope, budget, timeline and the work plan.

A deliverable at this stage is to identify

Elicitation, Requirements Analysis, Solution Assessment and Validation, and Requirements Management and Communication. These categories and related tasks become the baseline to use when identifying the BA with the best

Figure 1 - B2T Training's Business Analysis Maturity Model





## Matching the Business Analyst to the Project

The next stage is to accurately assess the BA for the project. In assessing the BA, it is important to review the following four critical areas for success: core business analysis project competencies, cultural fit, motivation and the organizational vision of the BA.

The core project competencies consist of assessing the skills and experience related to the business analysis role categories and related tasks, expertise in industry and technology subject matter and other additional skills. Developing a matrix of these items provides a clear way to rate the best talent for the project. The matrix should be used for both existing and potential external project resources and can provide feedback and track career growth through projects for internal resources. It also provides a clear way to organize information for new resources beyond stacking resumes.

Example 1 displays a matrix you could use for rating the candidates on a specific knowledge area (Elicitation) and a subtask (Preparing for Elicitation). Rate the

## Passion and structure are the key elements that drive innovation. The right BA has both.

key elements you have established in this phase in the past?

2. What information do you feel is important to know before preparing for the elicitation process?
3. What best practices have you gathered in previous projects that were successful when preparing for elicitation?

After you rate a candidate's skills, consider the fit of the candidate within the organization's culture. The organization can use their own cultural assessment and specific characteristics, including all stakeholders and the project team. The candidate must be aligned with the culture of the organization and the organization must have a vision of how the BA should fit within that culture.

dramatically affect the project's success to deliver a great solution, over just creating an answer to the problem. Passion and structure are the key elements that drive innovation. The right BA has both.

It is important for both the organization and the BA to have a short and long term assessment of the vision of the BA within the organization. Will this project be a good stepping stone for the BA to lead them to the next project or are they here just for a short term solution? To support the organization's growth through the Business Analysis Maturity Model, it is important to take a global look at the organization's projects, in addition to the BAs, in order to gain a clearer vision for the BA within the organization. Communicating this vision to potential BAs will lead to the candidate most in alignment with the future of the organization.

### Example 1 - Sample Matrix

Knowledge Area: Elicitation Task: Preparing for Elicitation	Candidate 1	Candidate 2	Candidate 3
1. Years of experience and number of projects			
2. Level of Experience			
3. Importance of Preparing for Elicitation			
4. Interest level in Preparing for Elicitation			

candidates from 1-10 on each criterion.

Define three to four questions per task. Add both the questions and answers to the matrix. Good questions for the example above would include:

1. Walk me through your steps when preparing for elicitation. What are some

Another facet when making a selection is to assess the BA's motivation. It is important to properly understand why the BA is interested in the project. Is his or her motivation simply to have a job or is there a sincere interest in developing a solution for the business? Having a person with a strong motivation for the solution will

### Selection and Support

Now it is time to make final selections. Connect with all the people in the process to let them know whether they were selected. For those not

selected, it is best to be honest with your reasons. If it was a matter of specific core business analysis competencies such as skills, experience, industry or technology, help point them in the right direction to fill the gaps. This activity is important to for BAs that could be great future candidates. If it is an internal employee, use this

opportunity to address skill areas that can be built upon for future projects and provide encouragement to keep learning and growing within the organization.

Also give the candidates that are

The right person for the right project has now been selected and everyone can get to work! In order to keep the BA engaged in the project, implement a plan to manage and provide support throughout. Supply

## In order to keep the BA engaged in the project, implement a plan to manage and provide support throughout.

selected feedback as to why. It is never too early to start preparing for the upcoming project. Acknowledge both strengths and areas where support could be useful. Point chosen candidates in the direction of tools and resources to begin enhancing these areas and build excitement about the upcoming solution. This is also a good time to reinforce the position's vision beyond this project and how the candidate may be leveraged in future solutions.

continued business analysis education and resources, and encourage memberships in business analysis organizations and communities with like-minded people to help push candidates to learn and grow in their careers. Stay involved and be strategic in keeping the right BA on the right project in the right organization, so he or she can continue to be focused and energized, and create unmatched results for your organization. ■

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## book review

### *Getting it Right: Business Requirements Analysis Tools and Techniques* by Kathleen B. Hass, PMP®; Don Wessels, PMP®; and Kevin Brennan, PMP® Management Concepts, 2008

BY BARBARA A. CARKENORD, CBAP®, BABOK® CORE TEAM MEMBER  
PRESIDENT, B2T TRAINING

**G***etting it Right: Business Requirements Analysis Tools and Techniques* is one of a series of books that make up the Business Analysis Essential Library. Each of these books covers a different area of business analysis work. This particular book presents current practices for analysis supported by tools and techniques.

The first four chapters of the book discuss setting up infrastructure, the transition from requirements elicitation to analysis and preparing for requirements management. There is an excellent section on setting up the core team called Organize for Success. This section presents ten concrete recommendations for

identifying and supporting a strong, high-performing project team.

The second part of the book covers the analysis and specification process. There is an interesting discussion about understanding scope from the perspective of project, product, and business change. Several different types of models are defined and a few examples are provided. However, some of the examples do not show common, standard notations (context diagram, data models) and may be



confusing to readers also learning these techniques from other sources. In addition, the book includes specific recommendations for language to use when documenting requirements with text.

The last section of the book, called Other Considerations includes a good description of change management and an article by Kevin Brennan on selecting the right requirements technique, which can also be found in the Fall 2006 issue of *the bridge*. ■



# A Day in the Life of an Agile BA

## *Requirements Activities for Agile Development Projects – Part II*

BY JACQUELINE K. SANDERS, PMP®, CBAP®,  
SENIOR INSTRUCTOR, SUCCESS ARCHITECHS

In the Spring 2008 issue of *the bridge*, my article focused on the planning activities that take place in Iteration Zero (0) of an agile project. Iteration 0 is the initiation phase involving the planning and scoping tasks done in an agile environment. The Business Analyst (BA) lays the requirements foundation during Iteration 0, prior to the launch of the development iterations. The development iterations are where the design and build activities take place simultaneously. Once the development team launches into the fast-paced development iterations the BA will rely on the groundwork established in Iteration 0 to stay organized, manage their work and to quickly react to the needs of the agile project team.

### **The Development Iterations**

The functions and features that make up a solution are divided into small components to be implemented within an iteration. The purpose of each development iteration is to demonstrate or deliver a feature or function of a working system that provides value to the stakeholders. The length of iterations are based on the type of project. Whatever the length of the iterations, the BA's main responsibilities are remarkably similar to those on a traditional, waterfall project. The core components of software design are still user classes, data, process and business rules. The difference is that the BA has to become accustomed to applying these skills in an agile environment.

Although agile environments vary, this

article gives you an idea of some typical tasks a BA performs during development iterations, based on my own experiences. Those tasks included creating and sharing user stories, participating in the iteration planning and daily stand-up meetings, joining in open and ongoing discussions and facilitating the testing and implementation phase.

### **User Stories**

To facilitate the fast pace of short agile iterations, there were always two BAs on my projects. We alternated the responsibilities of initiating the next iteration. The initiation of an iteration began with the creation of a user story, the BA's primary documented artifact. A user story is similar to a use case but usually represents one specific path or scenario within a use case.

The user story is typically 1 – 2 pages. Our template consisted of the user story name, a 1 – 4 sentence description, the primary user, required features, expected benefits, a narrative and acceptance criteria stated as scenarios.

Each user story was posted on a project wiki™. The project wiki was our online, collaborative tool of choice and the informal focal point of requirements information. The wiki allowed us to document significant requirements, decisions and discussions, but

with the understanding that these were living documents.

I typically prepared two page user stories, but plenty of background information was needed to support the stories. The user stories were read to the project team during the development iteration planning meetings and I had to be prepared for a wide variety of spontaneous questions from the project team. The project team utilized the information I provided to assess technical priorities, estimate the work effort and to determine the content of an iteration.

### Iteration Planning

For iteration planning we displayed story cards summarizing the user story information on the task bulletin board, known as the Product Backlog, which hung in the open work area so that all could view the sequence of the stories to be worked.

As agile BAs, we utilized our traditional training to anticipate the type of research and questions that will be necessary. It was also common to utilize standard models (i.e. context level DFDs, ERDs and Workflow) to organize the information needed to answer those spontaneous questions. These informal analysis models were not packaged or formally presented as a deliverable for the project but were helpful for thinking through the functional requirements.

### Daily Stand-Up Meetings

During the development iterations, I participated in stand-up meetings each morning. These meetings lasted 30 minutes or less. Each member of the project team reported any roadblocks impacting progress. Roadblocks often pertained to additional information needed or complex requirements that needed to be clarified by me or the other BA.

I had to determine the most appropriate way to help resolve a roadblock. It could mean coordinating a spontaneous meeting or drawing additional analysis models on a whiteboard; both involved making sure all of the right participants were present and that everyone walked away with a common

understanding of the topics discussed or the decisions made.

### Open and Ongoing Discussions

One of the key components of agile is having a customer assigned to the project team. On my projects the customer and development team often directly communicated with one another. However, this didn't eliminate the BA role; simply changed it. Like any other project, a significant new problem or solution impacts a variety of stakeholders and requires getting various viewpoints and reaching consensus. Having BAs on board helped avoid creating a solution built in a vacuum. We understood that one customer

### Testing and Implementation

At the end of each iteration, the BAs performed or helped facilitate a demonstration of the product for the stakeholders. This was an opportunity for the stakeholders to identify enhancements. Our iteration test phase lasted one week and consisted of blended training, quality assurance and user acceptance testing. My task was to support the test team, categorize change requests and aid in the testing process as needed. During this phase of the release many new requests and requirements were identified that needed to be prioritized and incorporated into the backlog. This often required the use of my negotiating and conflict resolution skills.

An agile BA's day is both dynamic and reactive. Several of the activities below are usually going on at the same time:

1. Responding to questions from the developers
2. Viewing code demonstration with a developer and redoing design details
3. Consulting and coaching various conversations in the open work area
4. Maintaining key decisions and discussions in the project wiki
5. Collaborating with system designers on integration issues and priorities
6. Supporting testers and prioritizing new requests into the backlog
7. Responding to questions from the testers
8. Preparing for the demonstration at the end of the current iteration
9. Gathering user stories requirements for the next iteration

is not a true representative of everyone impacted on the project. We also avoided a common pitfall that can be caused by not performing analysis at the enterprise level.

My role as BA included coaching other team members who lacked the needed communication or analytical skills to decipher and discuss complex requirements. For example, I would often overhear a discussion and recognize that not all the right questions were being asked. In my agile team environment it was appropriate to join the discussion and improve the exchange of information. I began to accept that each day could be unpredictable and appreciated the proactive, planning activities done in Iteration 0.

### Conclusion

My project success stories prove that experienced BAs clearly add value to agile projects. We do so by helping avoid familiar requirements pitfalls by eliciting requirements from the appropriate stakeholders and coaching team members who lack the communication skills and techniques needed to decipher complex requirements. ■

*Recommended Reading:*

*User Stories Applied: For Agile Software Development*, by Mike Cohn, Addison Wesley, 2004



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## B2T Training Course Alignment with the BABOK®

We have provided the table below to show how our courses align with the latest structure of the BABOK®.

BABOK® Version 2.0 Draft Framework Tasks	CORE COURSES			ADVANCED COURSES			Mentoring and Coaching
	Ess Skills	Data	Process	Developing a BA Work Plan	Requirements Validation	Facilitating	
<b>BA Planning and Monitoring</b>							
Conduct stakeholder analysis	✓			✓			
Plan business analysis activities	✓			✓			
Plan business analysis communication	✓			✓			
Plan requirements management process	✓	✓	✓	✓			✓
Plan, monitor, and report on business analysis performance				✓	✓		✓
<b>Enterprise Analysis</b>							
Identify business need	✓			✓			
Determine solution approach		✓	✓				
Define solution scope	✓		✓				
Develop the business case	✓			✓			
<b>Elicitation</b>							
Prepare for elicitation	✓	✓	✓			✓	
Conduct elicitation	✓	✓	✓			✓	
Document elicitation results	✓	✓	✓			✓	
Confirm elicitation results	✓	✓	✓		✓		
<b>Requirements Analysis</b>							
Organize requirements	✓	✓	✓				
Prioritize requirements	✓	✓	✓				✓
Specify and model requirements	✓	✓	✓				✓
Determine assumptions and constraints	✓						
Verify requirements	✓				✓		
Validate requirements	✓				✓		
<b>Solution Assessment and Validation</b>							
Assess requirements coverage	✓		✓	✓	✓		
Allocate requirements			✓	✓			
Determine organizational readiness				✓			
Validate solution					✓		
Evaluate solution					✓		
<b>Requirements Management and Communication</b>							
Manage solution and requirements scope	✓		✓				
Manage requirement traceability			✓	✓			
Maintain requirements for re-use				✓			
Prepare requirements package	✓	✓	✓				
Communicate requirements	✓	✓	✓	✓	✓	✓	✓
<b>Fundamentals</b>							
Software development methodologies	✓			✓			✓
Negotiation				✓			✓
Consensus building						✓	✓
Leadership							✓
Quality Assurance	✓				✓		
Presentation skills						✓	✓
Project Management	✓			✓			✓
Networking/relationship building	✓						✓
Consulting skills							✓
Business knowledge							
Technical knowledge							

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### Canadian Partner

Visit [www.achieveblue.com](http://www.achieveblue.com)  
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### South African Partner

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Contact [sales@b2ttraining.com](mailto:sales@b2ttraining.com)  
if you would like to become an  
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# B2T Training's public classes

## Core Courses

Essential Skills for the Business Analyst - 4 Days

Detailing Business Data Requirements - 3 Days

Detailing Process and Business Rule Requirements - 4 Days

## Advanced Courses

Developing a Business Analysis Work Plan - 3 Days

Requirements Validation - 2 Days

Facilitating Requirements for Business Analysis - 3 Days

IIBA CBAP Exam Prep Boot Camp - 4 Days

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