

Validating, Verifying & Approving Requirements

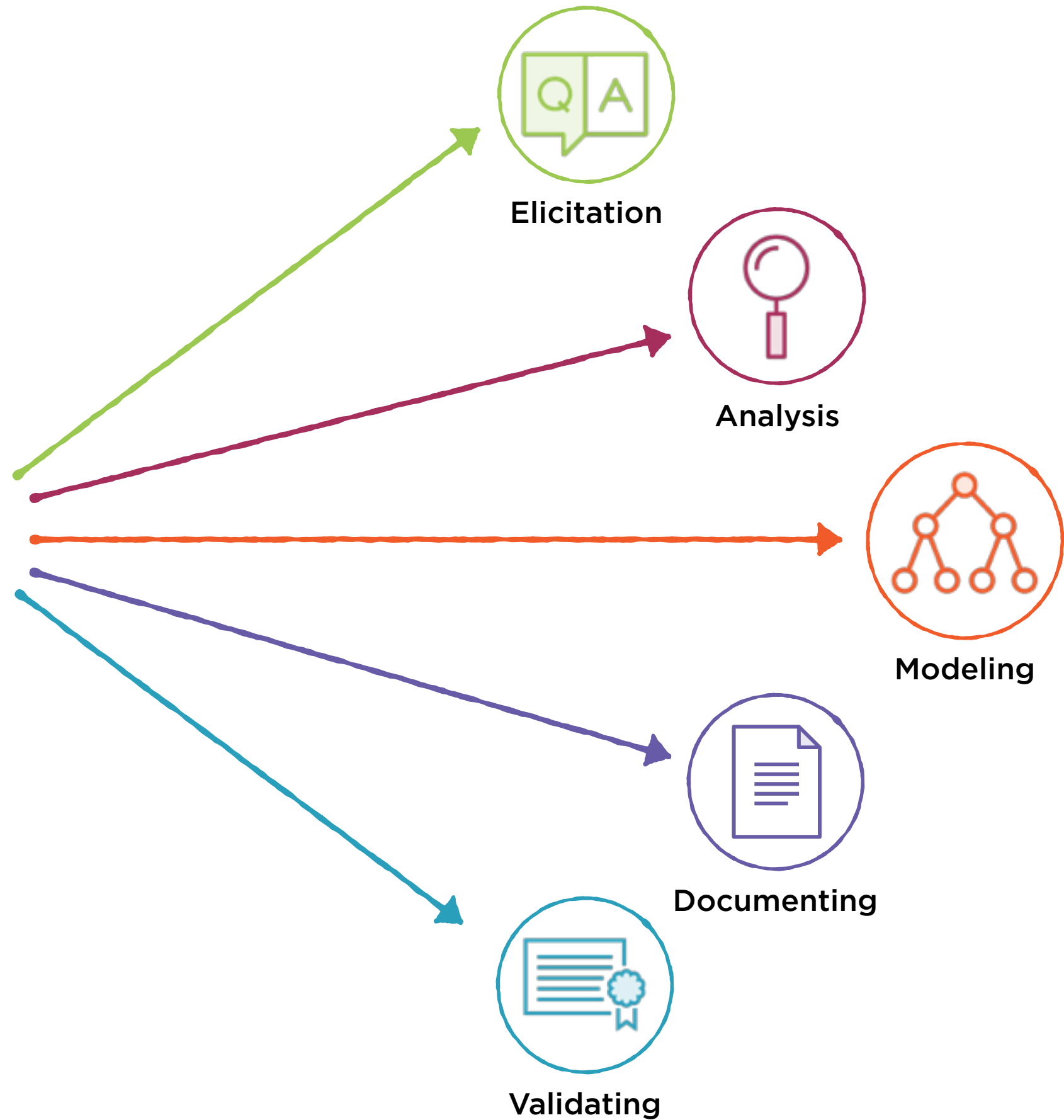


Casey Ayers

MBA • PMP®

CaseyAyers.com | [@caseyayers](https://www.linkedin.com/in/caseyayers)
[linkedin.com/in/caseyayers](https://www.linkedin.com/in/caseyayers)

Elicit, document and manage stakeholder requirements to meet business and project objectives





Validating

Ensure solution will meet intended needs, and that stakeholders have been effectively understood



What's Ahead

Continual Confirmation

Requirements Walkthroughs

Peer Reviews

Inspections

Approving Requirements

Resolving Requirements Conflicts

Continual Confirmation



Continual Confirmation

Confirming regularly that solutions and needs remain effectively tied is central to validation

Easier to confirm small changes and additions regularly, rather than try to confirm entire solutions less often



Continual Confirmation

Confirmation may take place in coordination with subject experts

Confirmation responsibilities often segmented by function

Continual confirmation leads to expedited approval later on

Requirements Walkthroughs



Requirements Walkthroughs

Final confirmation that requirements align with stakeholder needs

Needs may have changed

Needs may not have been understood

New information may change outlook



Requirements Walkthroughs

BEST PRACTICES

Bring representatives of all major stakeholder groups together, when possible

Provide reviewers with solution documentation ahead of time



Requirements
Walkthroughs

BEST PRACTICES

Seek out as much feedback as possible from reviewers

Ensure maximal buy-in before proceeding

Verifying Requirements: Peer Reviews



Peer Reviews

Others familiar with business analysis can best serve as peer reviewers

Helps ensure requirements are well-written and solution well-documented

May occur at any time, though prior to requirements walkthroughs or other reviews with stakeholders is preferable



Peer Reviews

When multiple peer reviewers are available, best to make notes separately and then convene as a group

May vary in formality based on...

Organizational norms

Number of reviewers

Reviewer relation to analyst and project under consideration



Peer Reviews

Changes should be tracked and impact of changes should be noted

Testing and documentation staff very well-suited to serve as reviewers

Verifying Requirements: Inspection



Inspection

More thorough version of peer review

Conducted less frequently, typically near finalization of requirements

Ensures consistency and completeness of the overall solution



Inspection

BEST PRACTICES

Ensure cross-references are accurate

Check for consistency in writing style and level of detail

Ensure requirements provide enough basis for work to take place

Make certain requirements priorities are included and clearly understood

Ensure hardware, software, and communication interfaces defined

Approving Requirements



**Approving
Requirements**

Confirmation



Validation



Approval



**Approving
Requirements**

Securing final approval shouldn't be difficult if earlier efforts were handled appropriately

Continuous confirmation and effective communication efforts can ensure all parties will sign off on solution



**Approving
Requirements**

Business owner: Ensures business needs are effectively captured and addressed

Solution team leader: Ensures requirements are sufficient for the solution to be developed

Business analyst: Ensures requirements effectively represent known info, business needs, and deliverables

Resolving Requirement Conflicts



Resolving Requirement Conflicts

Business analyst often responsible for moderating and resolving conflicts throughout analysis

Differing perspectives and priorities lead to disagreements

Ineffective communication leads to misunderstandings



Resolving Requirement Conflicts

Business analyst must balance business needs with organizational realities

Optimal solutions not always most effective and achievable



**Resolving
Requirement Conflicts**

CONFLICT RESOLUTION TECHNIQUES

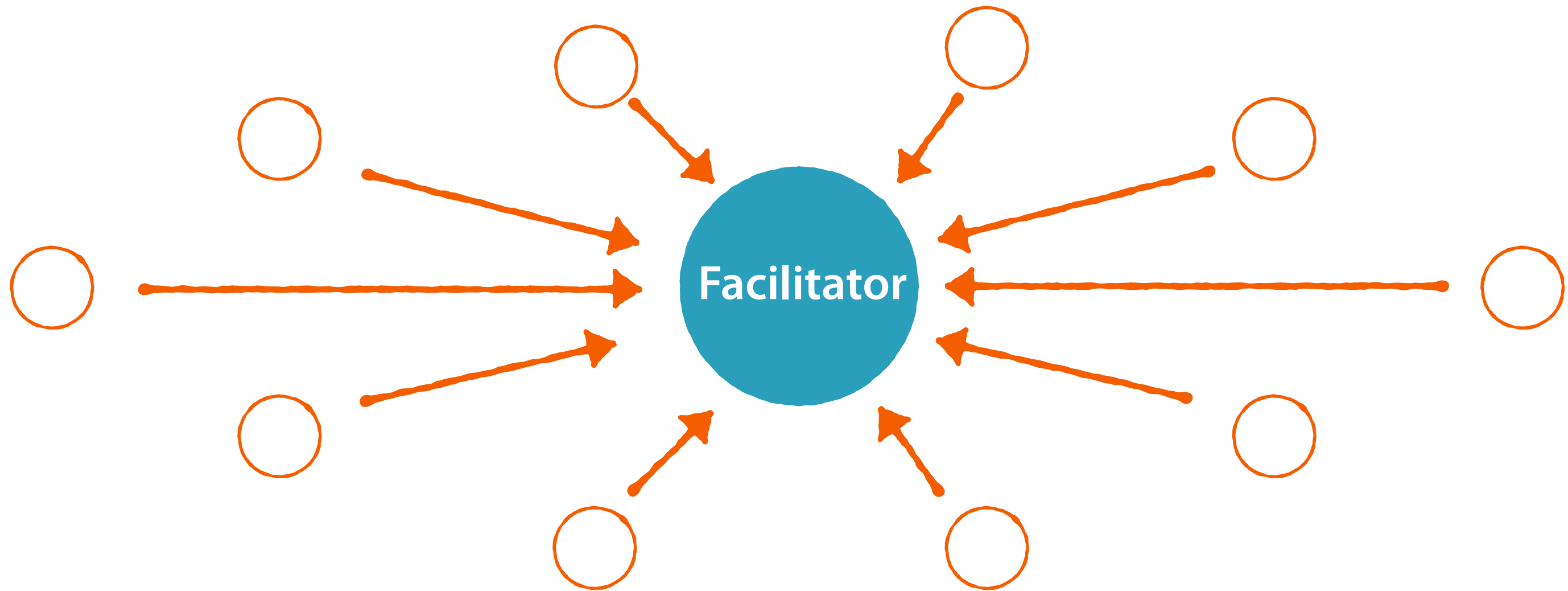
Multivoting

Weighted Rankings

Delphi Technique

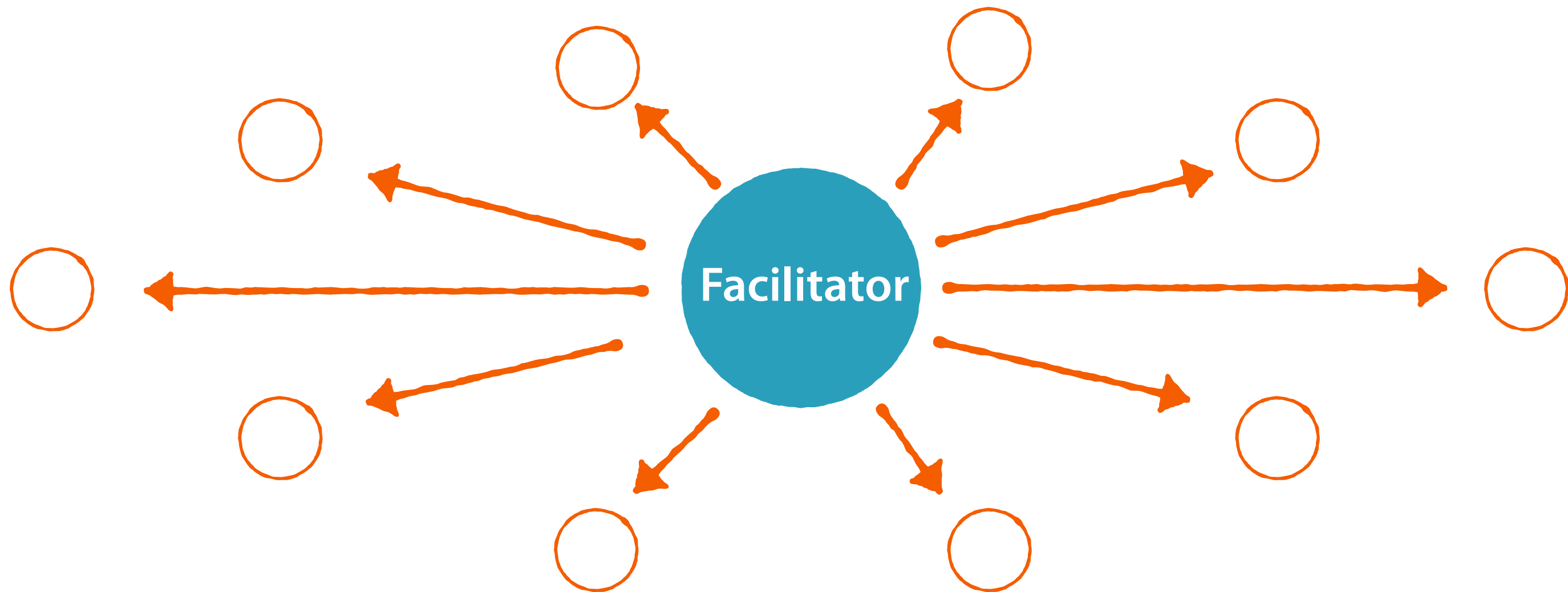
Delphi Technique

Experts or key stakeholders answer questionnaires



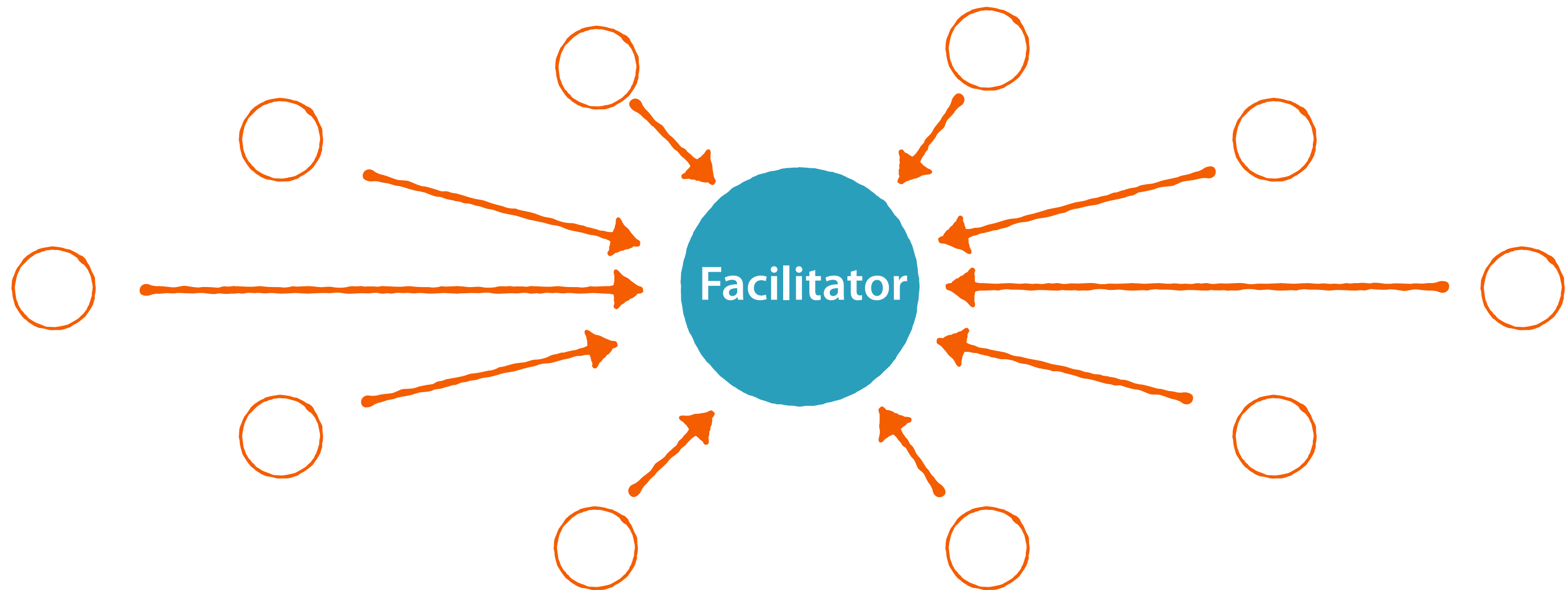
Delphi Technique

Facilitator anonymizes and summarizes responses



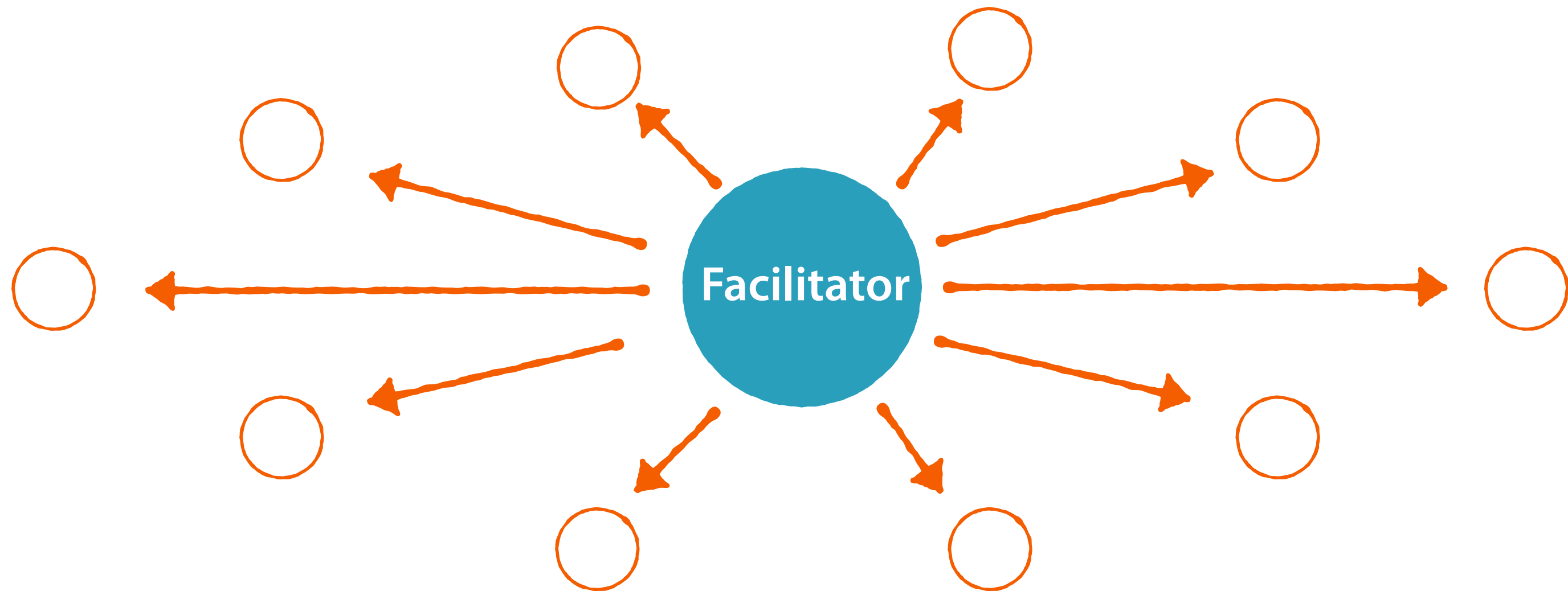
Delphi Technique

Experts provide feedback on summary of proposals



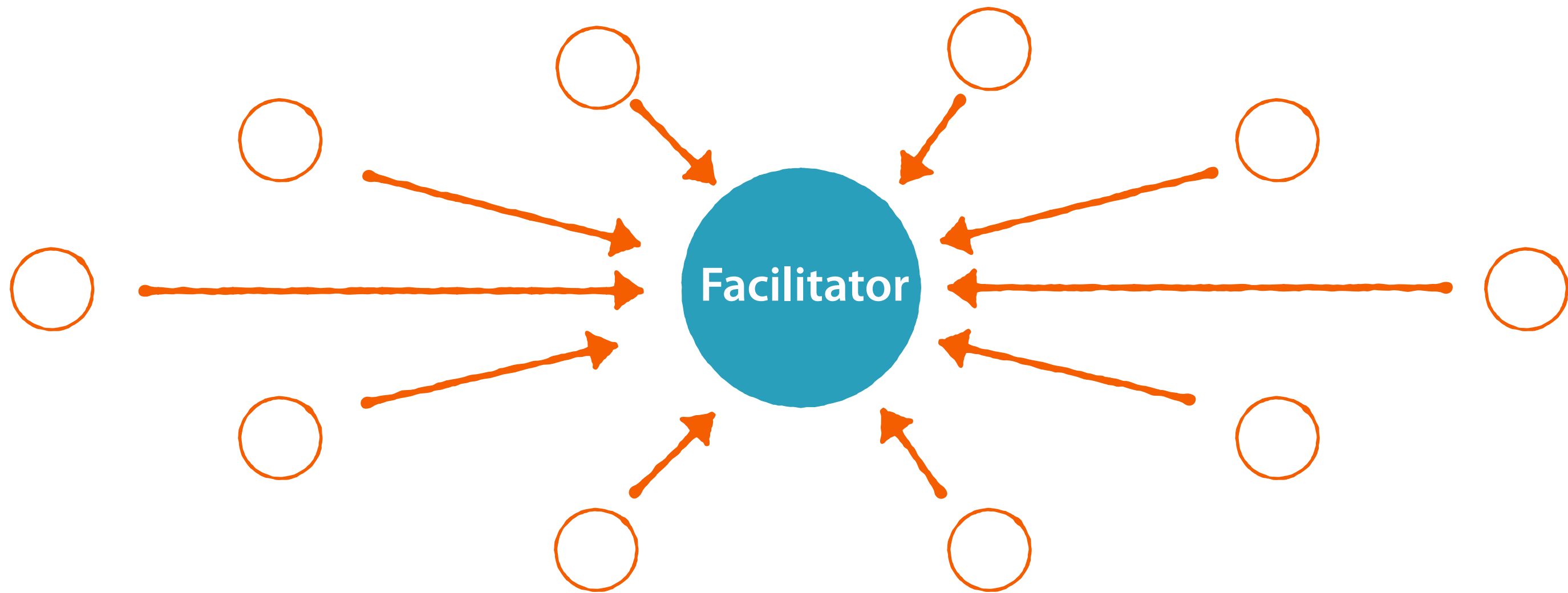
Delphi Technique

Facilitator anonymizes and summarizes feedback



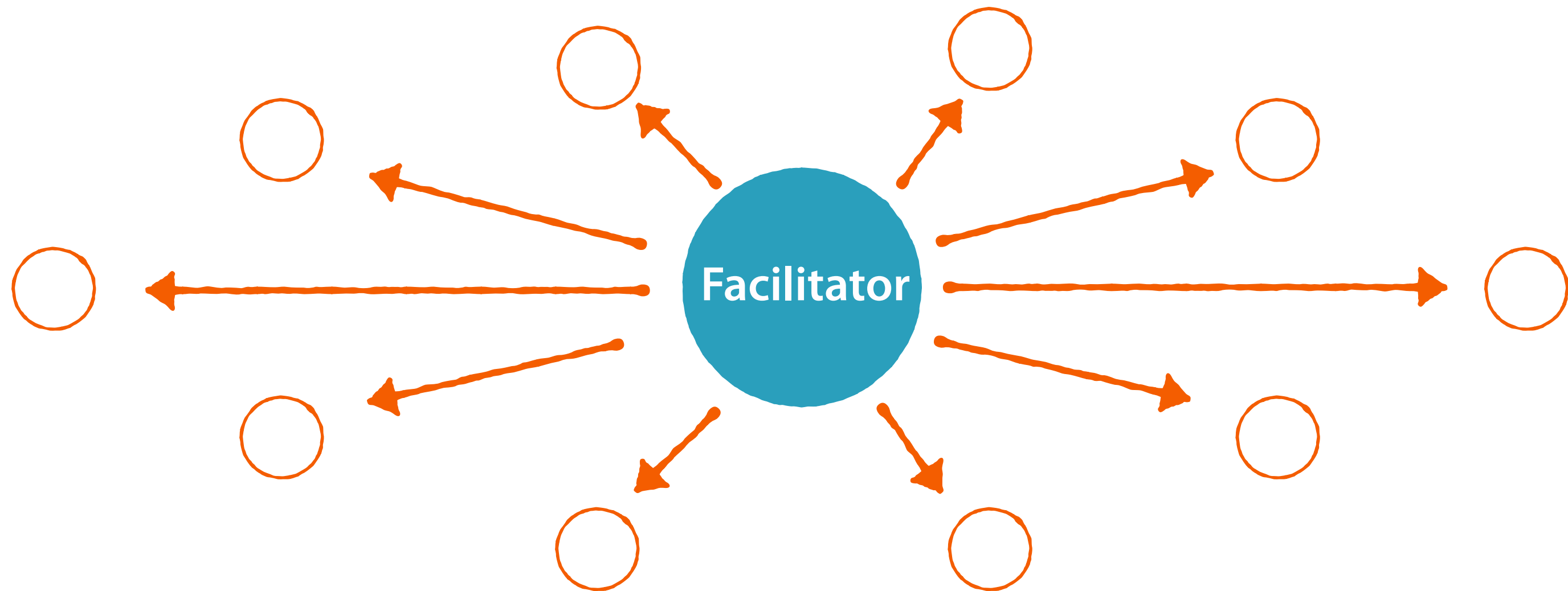
Delphi Technique

Experts adjust proposals based on feedback



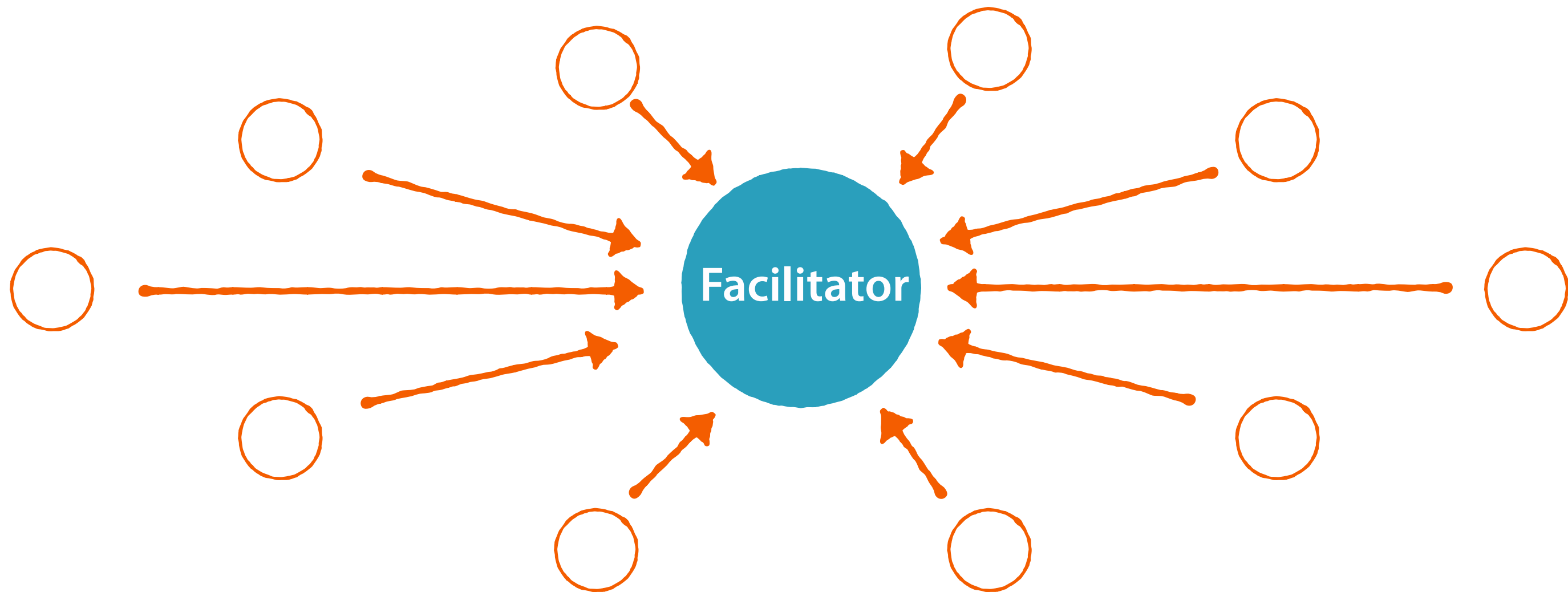
Delphi Technique

Facilitator anonymizes and summarizes feedback



Delphi Technique

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**Resolving
Requirement Conflicts**

DELPHI TECHNIQUE ADVANTAGES

Anonymous nature diminishes
importance of roles and egos

Iterative nature leads to greater
consensus, better resolutions



Takeaways

CONTINUAL CONFIRMATION

Confirming requirements align with needs continuously helps identify need for changes, ensures consistency

Securing final approval easier when requirements evolve as needs shift and more information is learned



Takeaways

REQUIREMENTS WALKTHROUGHS

Final opportunity to ensure requirements align with needs

All major stakeholder groups should be represented

Feedback should be actively solicited



Takeaways

PEER REVIEWS

Helps ensure requirements are well-written and generally understandable

Identifies any biases or omissions by business analyst



Takeaways

INSPECTIONS

More thorough form of peer review

Ensures requirements are well-written, integrate properly, address all expected needs, and are well-structured



Takeaways

APPROVING REQUIREMENTS

Final approval follows confirmation and validation of requirements

Business owner, solution team leader, and business analyst should all sign off on final requirements before handing work off to a project manager



Takeaways

RESOLVING REQUIREMENTS CONFLICTS

Analyst must balance needs with organizational realities, seeking pragmatic solutions and necessary commitment

Multivoting, weighted rankings, and Delphi technique among methods helpful in resolving conflicts



Congratulations!

Business Analysis Learning Path

Course 1

Introduction to Business Analysis and Needs Assessment

Course 3

Discovering Information through Elicitation

Course 5

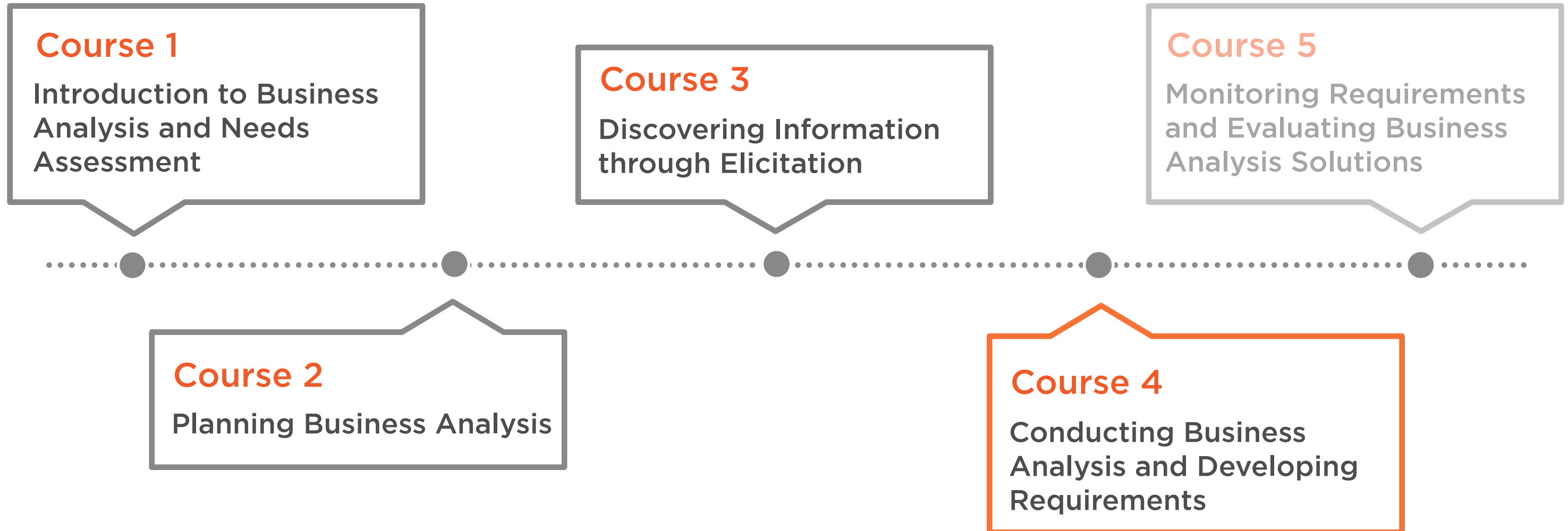
Monitoring Requirements and Evaluating Business Analysis Solutions

Course 2

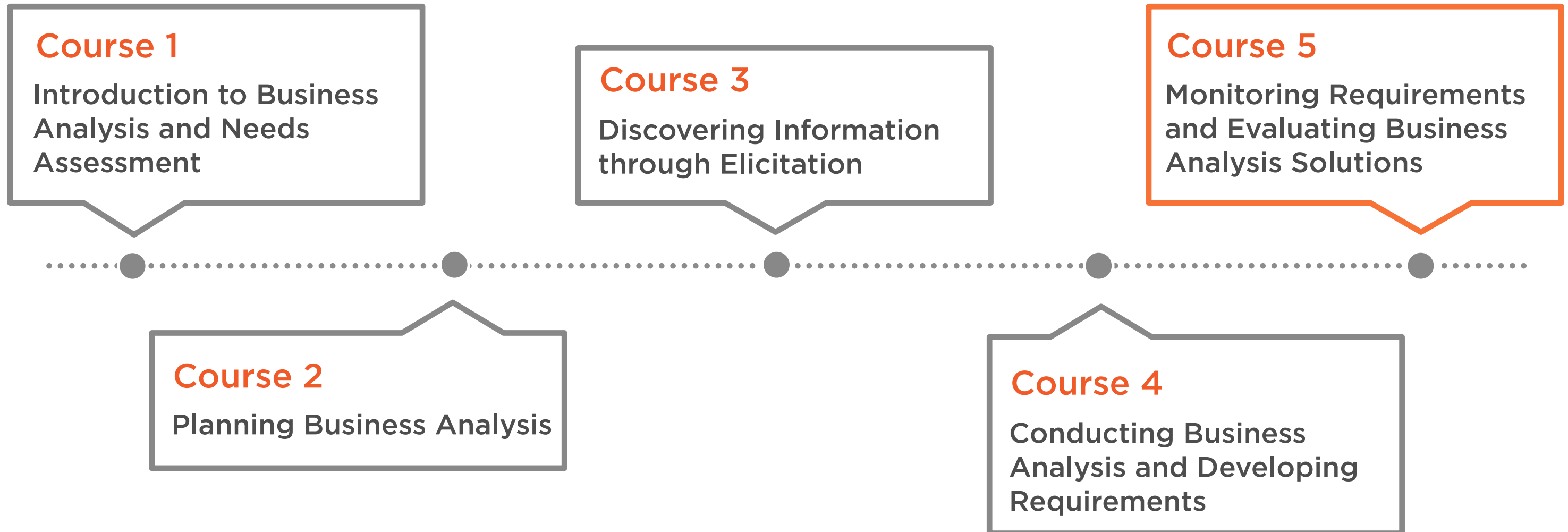
Planning Business Analysis

Course 4

Conducting Business Analysis and Developing Requirements



Business Analysis Learning Path





Congratulations!