

Full Business Analysis Study Guide

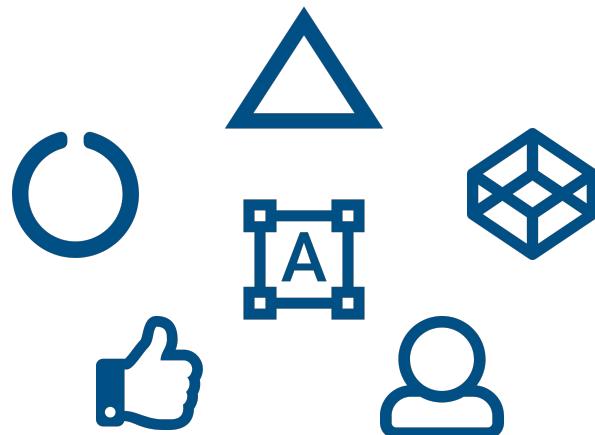


Igor Arkhipov, CBAP

6. Solution quality



6.1 BA's role in quality management



The definition

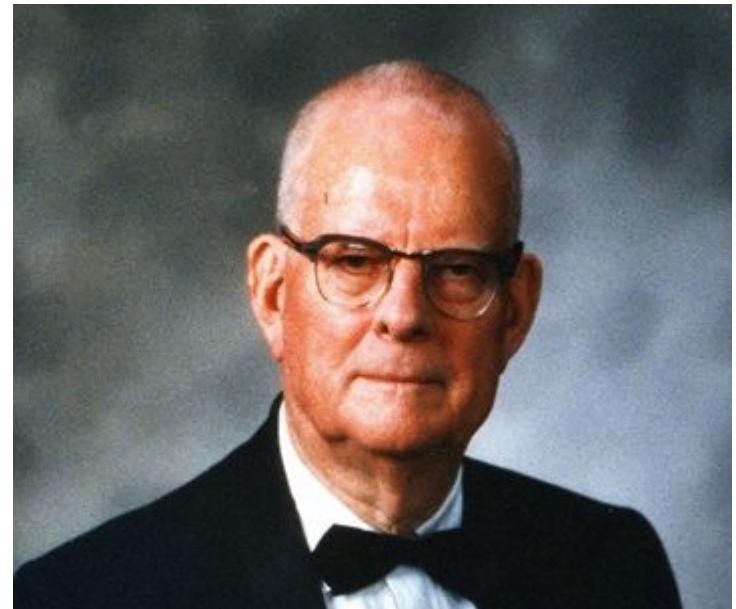
Quality: the degree to which a set of inherent characteristics of an object fulfills requirements.

- ISO 9000 : 2015

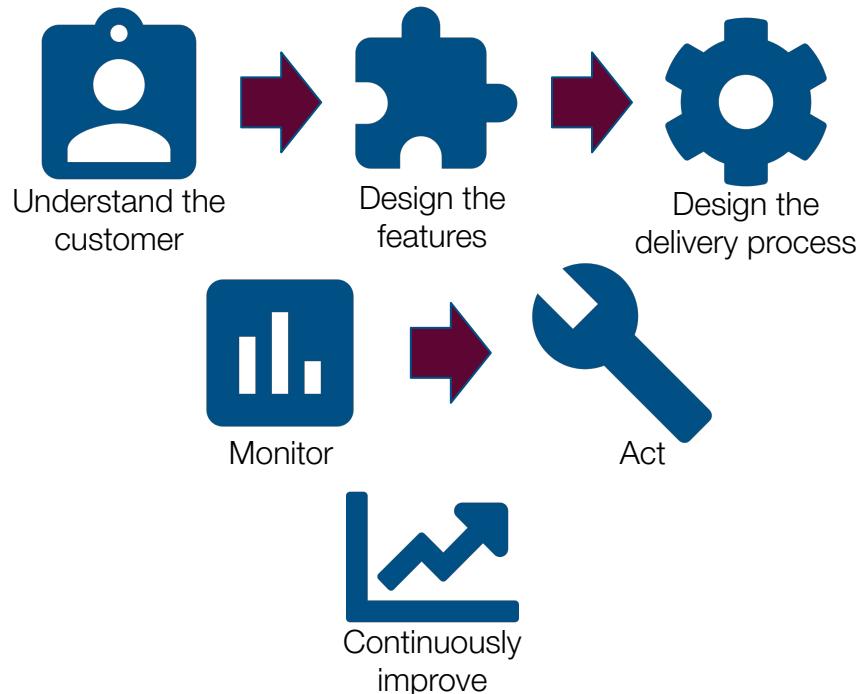
Quality can be defined through an organisational capability to deliver what it promises to deliver.

Some of Deming's principles

- Quality should not depend on massive inspection
- Quality should be built into the product
- Everybody has responsibilities to quality
- **Quality is everybody's job**

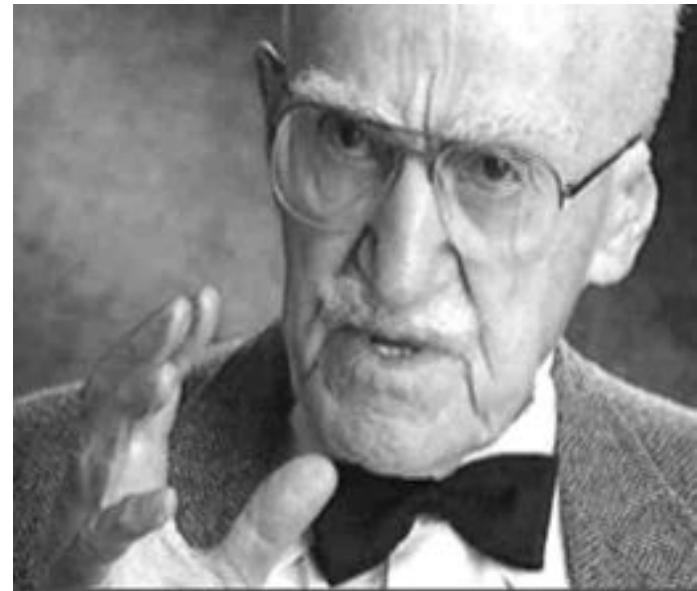


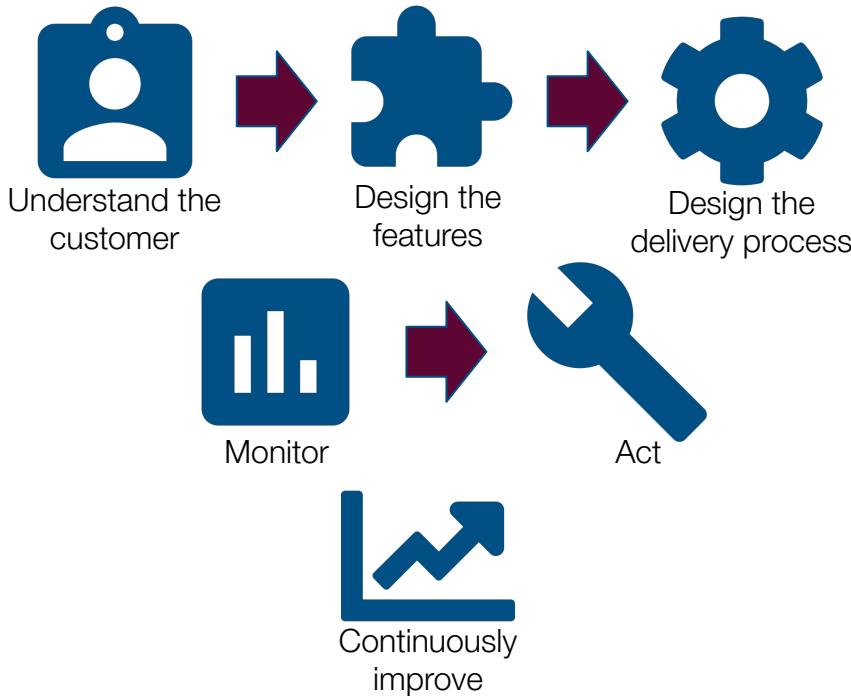
Juran's quality process



Assurance
(planning)

Control



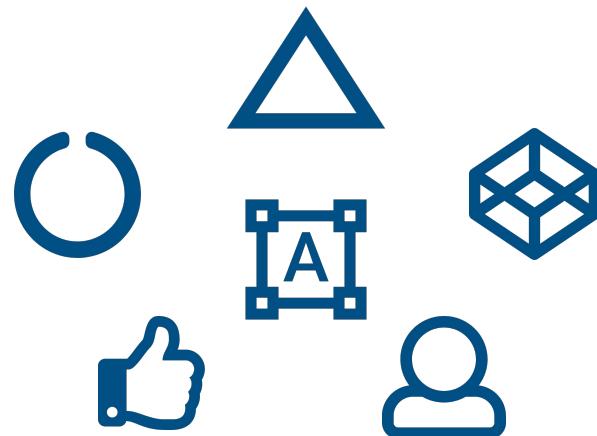


Let us think
for a second,
where do BA's
play a role in
this process?

Quality is everybody's job.

- E. Deming

6.2 Solution performance



Your role

As a part of a solution evaluation, BA's normally:

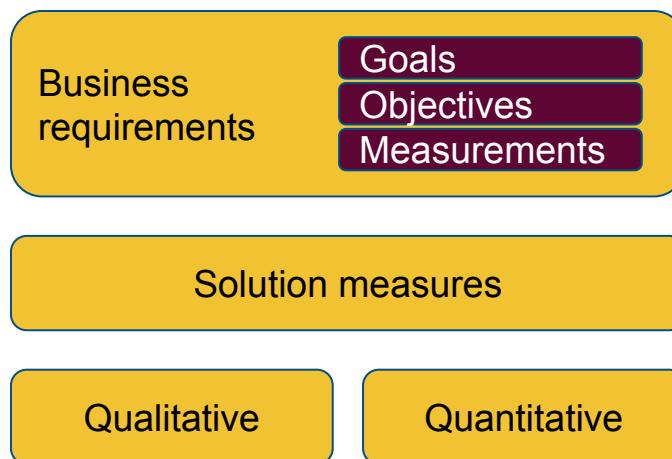
- assess the performance of, and value delivered by, a solution in use by the enterprise
- recommend removal of barriers or constraints that prevent the full realisation of the value

This is often an iterative process that starts at POC/Prototype stage and goes on throughout the solution lifecycle.

How do we measure?

As a part of strategy analysis, you should have come up with business measurements of the change.

Translate them to the measures that are in scope of the current solution.



Validate the measures

Once the measures are defined, you need to validate them with the stakeholders to:

- Get alignment on measures
- Ensure the measures are adequate,
which means they can be collected and related to the
change introduced by the solution under evaluation

Analyse the results

Before making any decisions, make sure the data collected is good enough to make a decision around:

- Collect enough data
- Take into account seasonal and other trends
- Perform root cause analysis on noticeable variances and make sure you can explain the outliers

Then, compare the results of the analysis with the desired value.

Recommend next steps

Desired value delivered

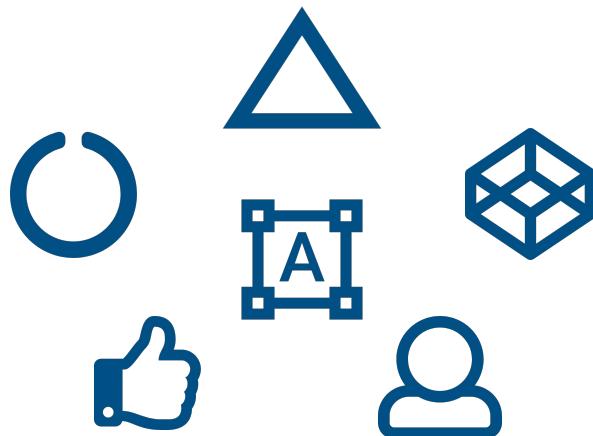
Recommend the steps to further improve the solution and chase more opportunities.

Desired value not delivered

Analyse the root causes and recommend the steps to eliminate them.

In both cases, to make a valuable recommendation you will need to analyse the limitations of the solution itself, as well as the enterprise as a whole.

6.3 Assess solution limitations



Assess solution limitations

Your goal is to determine the factors **internal to the solution** that restrict the full realisation of value.

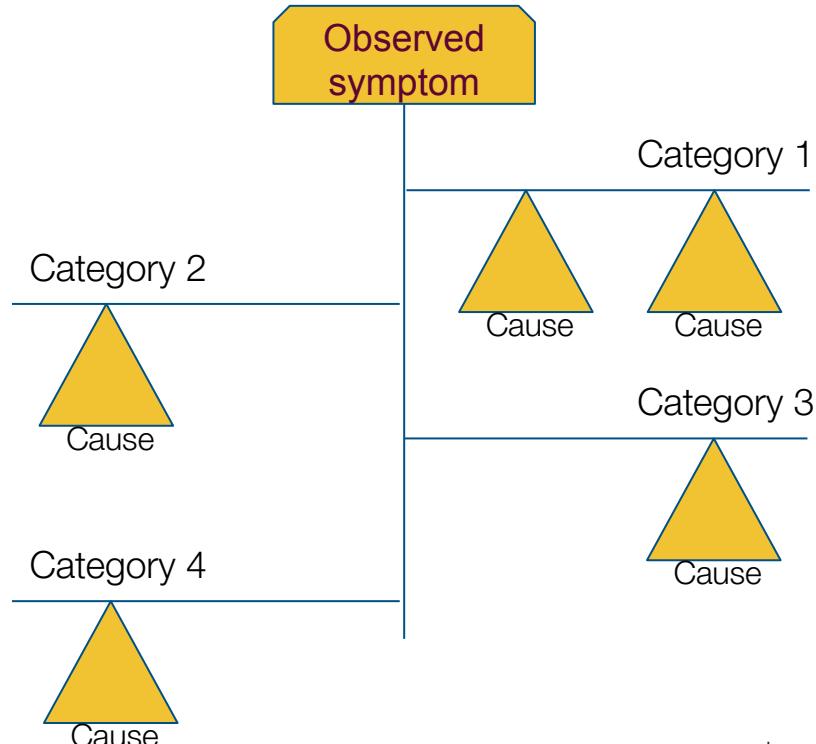
Take into account:

- Dependencies between solution components
- Known problems
- Performance assessment

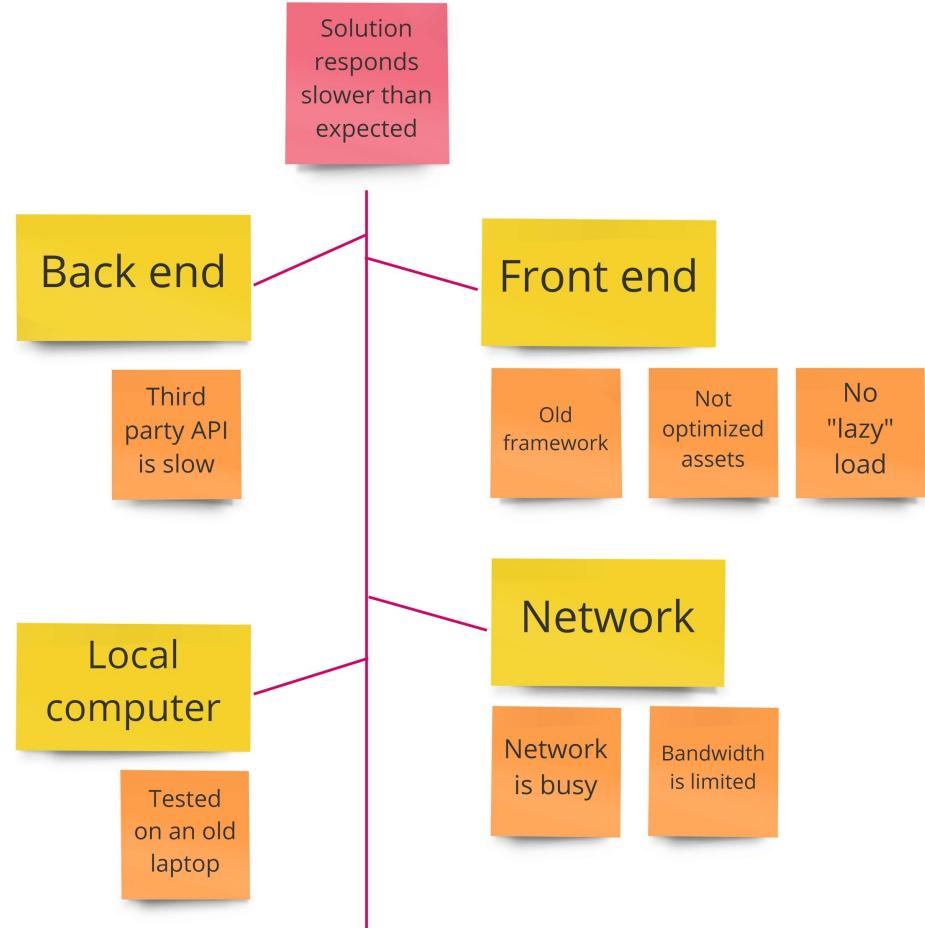
Root cause analysis

Root cause analysis is used to identify and evaluate the underlying causes of a problem.

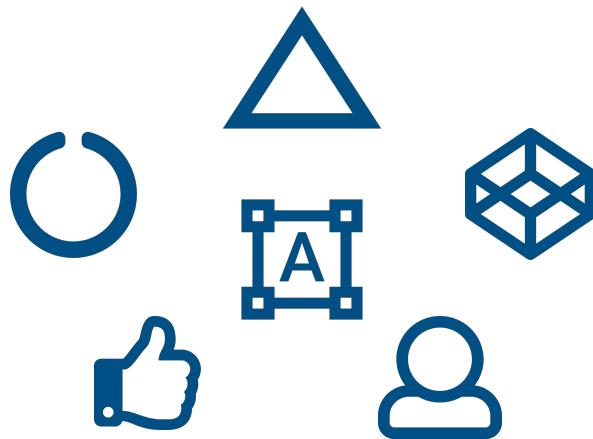
1. State the symptom
2. Identify categories of causes
3. Identify causes for each category
4. Perform impact assessment
5. Decide which ones you can/want to solve



Root cause analysis example



6.4 Assess enterprise limitations



Assess enterprise limitations

Your goal is to determine how factors **external to the solution** are restricting value realisation.

Take into account:

- Culture
- Stakeholder impact
- Organisational structure
- Operations

The definition

Enterprise culture is defined as the deeply rooted beliefs, values, and norms shared by the members of an enterprise.

- BABOK® Guide

Enterprise culture

You need to perform a cultural assessment to:

- Understand if the stakeholders know about the solution and the reasons that it exists
- See if the stakeholders perceive the solution to be beneficial
- Understand if the stakeholders are supportive of the change
- Determine which cultural changes may need to happen to better realise the value

The enterprise culture assessment evaluates **the extent to which the culture can accept a solution.**

Why the people may be reluctant to change?

- They don't understand why the change is happening
- They don't understand how the solution is going to help
- They don't know the solution
- They are not empowered to use the solution
- They are not encouraged to use the solution

Facilitate the change (The Prosci ADKAR® Model)

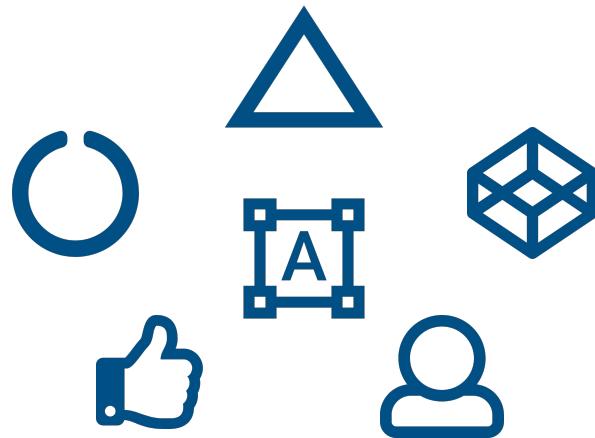
- They don't understand why the change is happening?
 - Build **Awareness** about the reasons behind the change
- They don't understand how the solution is going to help?
 - Explain the benefits of the change to build **Desire** for it
- They don't know the solution
 - Train the people to build **Knowledge**
- They are not empowered to use the solution
 - Give them the tools to try and ask questions to build **Ability**
- They are not encouraged to use the solution
 - **Reinforce** the change: reward people for desired behaviour, show that there is no turning back.

Impact on stakeholders

A stakeholder impact analysis studies the effects of the solution on a particular stakeholder group.

- **Operations:** how the solution changes the policies and processes
- **Functions:** how the solution changes the way a stakeholder performs daily duties
- **Locations:** how the solution affects the logistics and stakeholders from different regions/offices/etc
- **Organisational structure:** how the solution changes the existing organisational structure

6.5 Recommend actions



Recommend actions

Based on the solution evaluation and assessment of limitation, a BA may recommend actions to further improve quality/increase value. Typical strategies are:

- **Do nothing**: if value is low relative to effort
- **Add capabilities**: most often you will identify extra capabilities to include in future versions of the solution
- **Perform organisational change**: a change in processes or culture may be needed to better realise the value
- **Reduce waste**: some steps of processes/solution capabilities may appear redundant, not adding value, or causing too much overhead
- **Retire the solution**: the solution may appear no longer relevant

Success factors

Here is what is important when evaluating solution performance:

- Take into account the significance of the data you use for evaluation
- Understand your business and which aspects of the solution are important to stakeholders
- Never underestimate the culture
- Base decisions on data, not opinions. Run A/B tests and experiments when possible
- Maintain a backlog of future improvements or additional experiments

References and further reading

- **BABOK® Guide**: Chapter 8: Solution evaluation
- **The Prosci ADKAR® Model**, <https://www.prosci.com/>
- **ISO 9001 : 2015**: Quality management systems -- Requirements
- **Lean Six Sigma**