Chapter 2 Helpful Concepts

How to think about analysis:

- **Needs and solutions**
- Outcome and output
- Discovery and delivery

1. **Needs and Solutions**
   - Understanding stakeholders
   - Understanding context
   - Understanding the need
   - Understanding the solution(s)
   - Organizing and persisting solution information

Needs and Solutions
(**B**usiness **A**nalysis **C**ore **C**oncepts **M**odel)
BACCM

Core Concepts	Description
Change	The act of transformation in response to a need.
	Change works to improve the performance of an enterprise
Need	A problem or opportunity to be addressed
	Needs can cause changes for motivating stakeholders to act. Changes can also cause needs by eroding or enhancing the value delivered by existing solutions.
Solutions	A specific way of satisfying one or more needs in a context.
	A solution satisfies a need by resolving a problem faced by stakeholders or enabling stakeholders to take advantage of an opportunity.
Stakeholder	A group or individual with a relationship to the change, the need, or the solutions.
	Stakeholders are often defined in terms of interest in, impact on, and influence over the change. Stakeholders are grouped based on their relationship to then needs, changes, and solutions.

Needs and Solutions
(**B**usiness **A**nalysis **C**ore **C**oncepts **M**odel)
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Core Concepts	Description
Value	The worth, importance, or usefulness of something to a stakeholder within a context.
	Value can be seen As potential or realized returns, gains, and improvements. It is also possible to have a decrease in value in form of losses, risk, and costs.
	Value can be tangible or intangible. Tangible value is directly measurable. Tangible value often has a significant monetary component. Intangible value is measured indirectly. Intangible value often has a significant motivational component, such as a company's reputation or employee morale.
	In come cases, value can be assessed in absolute terms, but in many cases it is assessed in relative terms: one solution option is more valuable than another from the perspective of a given set of stakeholders.
Context	The circumstances that influence, are influenced by, and provide understanding of the change.
	Changes occur within a context. The context is everything relevant to the change that is within the environment. Context may include attitudes, behaviors, beliefs, competitors, culture, demographics, goals

Needs and Solutions
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Before starting an IT you should understand why you are doing it…
what is the problem you are trying to solve?
… or the opportunity you are trying to exploit
How do you pick the most effective solution without avoiding wasting time and money on a solution that is not needed?
Understand the need!

Table 2.2 You need Goals and Objectives

Term	Definition	Health Insurance Example
Goal	A state or condition that an organization is seeking to establish and maintain, usually expressed qualitatively rather than quantitatively	Increase the ability to handle an expected increase in claims
Objective	A measurable result to indicate that a goal has been achieved	Reduce paper claims from 1,000 per week to 500 per week by 12/31

Table 2.3 Characteristics of Good Objectives

Attribute	Description	Measurable!
Specific	You know exactly what you're trying to achieve and you have clear expectations	
Measurable	You need to be able to tell when you are making progress toward your objective.	
Agreed upon	Everyone involved in meeting the objective needs to agree on what the objective actually is, that it is worth meeting, and how you will know when you have met it. This concept reinforces the idea of shared understanding. It's no good having an objective that's attainable if the entire team of people trying to reach it don't understand it, or don't think it the right objective.	
Realistic	You don't want to frustrate your team by giving them an objective that is impossible to reach. You may have to stretch a little bit, but you're not doing yourself any favors by setting an objective that has absolutely no chance of being met given the constraints under which the team is working.	
Time framed	You have to know when you expect to be done. Otherwise, you can keep going on forever and end up never really accomplishing anything.	

Table 2.4 Attributes for Objectives

These attributes could be used to identify each objective

Attribute	**Description**	**Example**
Name	Unique name for the objective	Reduce paper claims received per week.
Units	What to measure (Gilb refers to this as scale)	The number of paper claims received per week
Method	How to measure (Gilb refers to this as meter)	Count the number of claims received per calendar week with a submission type paper.
Target	Success level you're aiming to achieve	55 claims/week
Constraint	Failure level you're aiming to avoid	1,000 claims/week
Baseline	Current performance level	1,000 claims/per week

Recap

Understanding the need 1st and being able to describe it via goals and objectives gives you opportunity to build a shared understanding with the team…

… and why you might consider starting (or continuing) another project.

Example: Paper claims (Table 4)

- Is it worth it to increase our ability to handle paper claims right now?

- Why do we think there is going to be an increase in claims received?

- Are paper claims the biggest hurdle to our ability to handle claims?

- What are we foregoing by increasing out ability to handle paper claims?

Outcome to Output

"When the team builds a shared understanding of the need your IT project intends to satisfy, you effectively understand the intended outcome of the project"

but… "you do not know what the outcome will be until you deliver something … and observe how the output impacts the organization and the stakeholders."

… software, documentation, processes, and other things can be used to identify progress.

NOTE: The goal of IT projects, or any efforts for that matter, is not to produce output; it's to reach a specific outcome… to "deliver value"

Simplicity

Agile principle "… the art of maximizing the amount of work not done – is essential"

Measuring progress on how much output is produced (e.g. features delivered, velocity, etc.) is not the goal!

The progress is measured by whether the desired goal has been reached!

Goals and objectives are the leading indicators!

… and have the needs of the stakeholders been satisfied?

Discovery and Delivery

A 3rd way of categorizing analysis… compartmentalized activities.

Example… plan-based approaches (analysis, design, development, testing)…

"… Organizing the activities into groups to break down things into manageable chunks and apply focus to the various aspects."

Some history… *Winston Royce* and **waterfall planning**.

Discovery & Delivery

Discovery: work that explores, evaluates, and confirms product options for potential delivery.

Delivery: work that transforms one or more allocated candidate solutions into a releasable portion or version of the product

"**Discovery** increases your understanding of the need and solution to set up delivery.

Delivery is primarily about building, testing, and deploying output, those activities help your team build further understanding of the need and solution which, in turn, influences your discovery."

Table 2.5 Requirements and Design

	<u>Definition</u>	**<u>Example</u>**
Requirement	A requirement is a usable representation of a need. Requirements focus on understanding what kind of value could be delivered if a requirement is fulfilled. The nature of the representation may be a document (or set of documents) but can vary widely depending on the circumstances	View the number of paper claims received in a week per provided.
Design	A design is a usable representation of a solution. Design focuses on understanding how value might be realized by a solution if it is built. The nature of the representation may be a document (or set of documents) and can vary widely depending on the circumstances.	A **report mockup**

Discovery …. Delivery

"Calling design out as a separate activity doesn't add any value to the process…

… and leads to pointless arguments about whether a particular item is discovery, design, or delivery.

… having an explicit split between discovery (getting ready for an iteration) and delivery (delivering it) is a much clearer delineation"

If you remember nothing else…

- Build a shared understanding of the need you are trying to satisfy before trying to deliver a solution!

- Your team delivers output in order to achieve some outcome.

  It's the outcome that is important.

- You discover the right thing to build to put you in the best position to deliver the thing right.