

# Fundamentals of Business Analysis

This course = everything you need to get started as a BA.



Don't just binge-watch the videos. **Do the work!**

## Question-answering process:

1. Google around a little bit
2. E-mail me at [don.hussey@norwalkaberdeen.com](mailto:don.hussey@norwalkaberdeen.com)

Don Hussey  
Managing Director, NorwalkAberdeen

15+ years of leading and performing business analysis

- Head, Business Analysis Center of Excellence (Bank)
- SVP, Business Analysis and Project Management (Bank)
- VP, Project Manager (Bank)
- VP, International Institute of Business Analysis (NYC Chapter)
- Business Analyst/Project Manager (Different Bank)

Wide-ranging experience in business analysis

- Software development and product management
- Organizational change
- Business process development



- We have a very narrow focus: business analysis *only*
  - BA Training
  - BA Coaching
  - BA Advisory & Consulting
- We see ourselves *as Business Analysts*, not trainers
  - Focus on real-world practice
  - No dogma
  - No nonsense

Fundamentals of Business Analysis

# What is Business Analysis?

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NorwalkAberdeen

International Institute of Business Analysis (IIBA):

“The practice of **enabling change** in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders.”

<http://www.iiba.org/Careers/What-is-Business-Analysis.aspx>

## Project Work

Most of our work is on projects and, regardless of their size, they change our organization.

## Pre-Project Work

Work done (usually) to figure out *which* projects to run. Usually called “Strategy Analysis.”

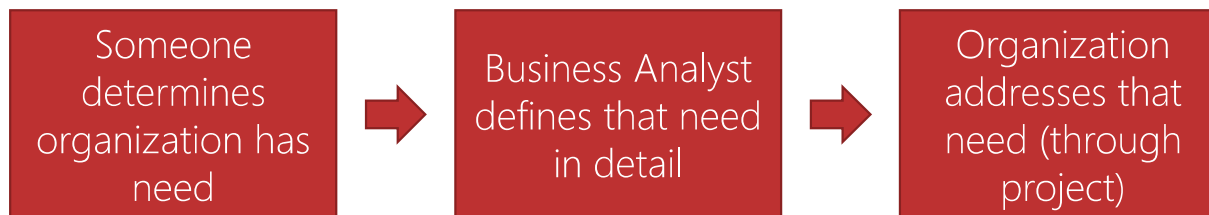
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Solutions may include:

Systems

System  
Features

Business  
Processes

Policies

Training

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Stakeholder: Anyone impacted by our work.

Management, other departments, regulators,  
partnering businesses, customers, etc, etc, etc.

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# The Value of Business Analysis

## IIBA Definition:

“The practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders.”

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- What happens if an organization isn't enabling change?
- What happens if an organization isn't identifying its needs?
- What happens if an organization isn't finding solutions to its needs?
- What happens if the solutions don't meet the needs of its stakeholders?

## IIBA Definition:

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What happens if an organization isn't enabling change?

The organization does **not** just stay the same – **it loses ground.**

Some ramifications could include:

- Loss of **customers**
- Substantial increase in **costs**
- Substantial drop in **revenues**

IIBA Definition:

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What happens if an organization isn't identifying its needs?

Real Question: How on earth can an organization make positive change, if it doesn't know what it needs?

If it doesn't understand its own needs, the organization will make **bad decisions**, and business will suffer.

IIBA Definition:

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What happens if an organization isn't finding solutions to its needs?

*Again,* the organization is losing ground. It's failing to achieve the positive change it needs to succeed.

IIBA Definition:

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What happens if the solutions don't meet the needs of its stakeholders?

Solutions that don't meet the needs of all their stakeholders are **poor or incomplete solutions**.

And the more important the need (or stakeholder) that is missed, the worse the solution.

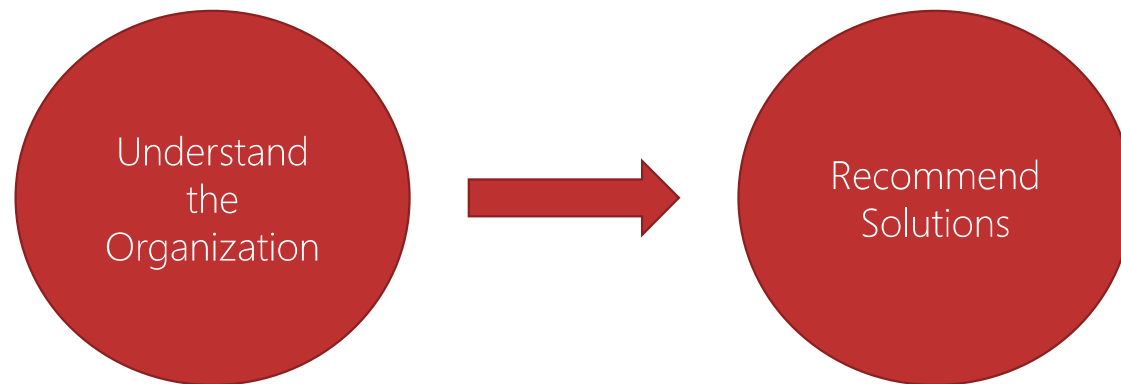


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# What Problems does it Address?

Three typical business analysis scenarios

Business analysis at work!



## XYZ Company: Losing customers due to poor service

### Approaches to understanding:

- Getting feedback from former customers
- Interviewing Customer Service team
- Analyzing data
- Observing calls

### Possible solutions:

- XYZ invests in training for Customer Service team
- XYZ creates a customer service portal
- XYZ appoints a customer advocate

## XYZ Company: Slow growth due to lack of online portal

### Approaches to understanding:

- Interview internal and external stakeholders
- What features are needed?
- How will those features work?
- What brand impression do we want to portray?

### Possible solutions:

- Development of web portal meeting the needs of all the stakeholders
- Or are there other solutions not yet considered?

Government Department: Needs to reduce budget while maintaining services to public

Approaches to understanding:

- Interview stakeholders
- Analyze public service offering

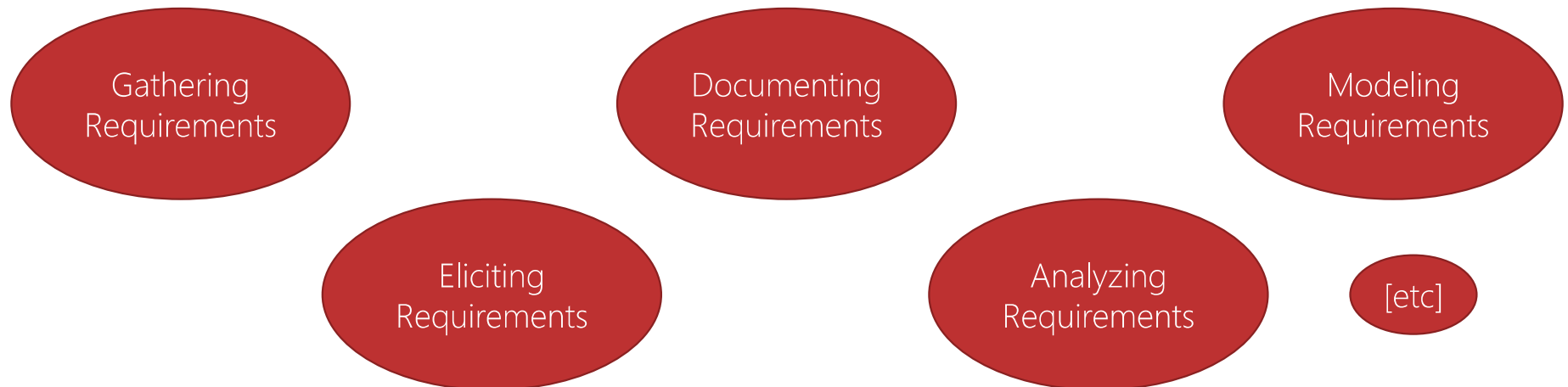
Possible solutions:

- Automate tasks
- Simplify processes

# Fundamentals of Business Analysis Requirements

Requirements are a big deal for us Business Analysts.

Most of our day-to-day activities have something to do with them:



## Requirement (ruh-kwai-er-mint)

"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."

*Guide to the Business Analysis Body of Knowledge (BABOK), Version 3*



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Requirements are documentation.

They can be Word docs.  
PowerPoints. Prototypes or mockups. Flowcharts.  
Requirements data in a system.

95% of requirements documentation is in Word docs.

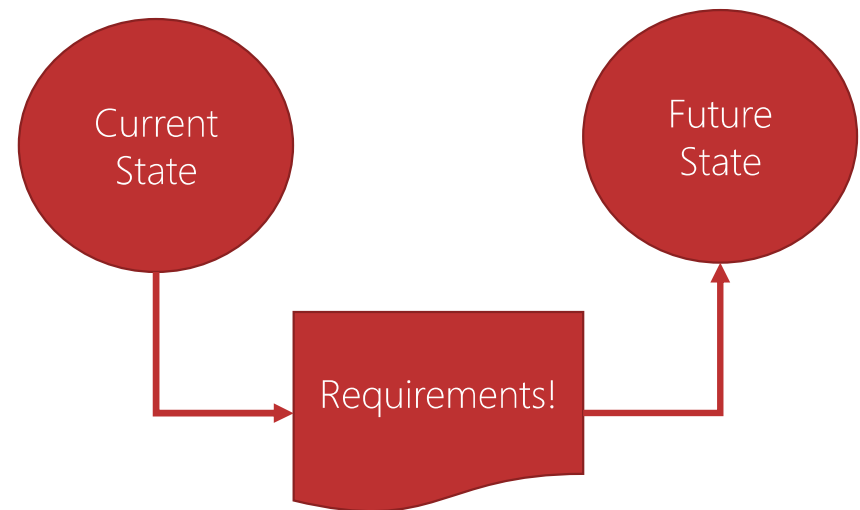
(I made that 95% number up, but it's about right.)

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Requirements provide the organizational change road map.



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Requirements need to be easy to use:

- ✓ Easy to read
- ✓ Easy to understand
- ✓ Clear
- ✓ Well-structured
- ✓ Straightforward to implement
- ✓ Straightforward to test

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There is a rationale behind every single requirement.

We Business Analysts need to **understand** it...

...And **maximize** that value in our solution.

It is tough, yes, but you can do it.

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# Who Performs Business Analysis?

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Category #1: Business Analysts

You had probably already figured this one out.