

Strategic Business Analysis

Enabling Breakthrough Performance

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Not Just for Business Analysts!

Requirements management is a critical skill for all business professionals who need to “run a project”, whether it is developing a training course or relocating an office. This course gives you the critical survival skills you need to manage your requirements.

Positioning and Learning Outcomes

Far too often organizations invest in business analysis training that focuses solely on the “hammer and saw” tools and techniques, with little or no guidance on how to create and work within the organizational context that will enable the effective use of these tools towards solution development. This includes knowing where and how to integrate right-sized requirements management within a business solution development life cycle.

This course provides high level coverage of a wide range of best-practice tools and techniques that are covered in more detail in other courses. Upon successful completion of this course you will know how to map end to end requirements as the first step in business solution configuration and optimization.



Establishing and Managing an End to End Requirements Process

Course BA701 – 1 day

Unit 1: Contextual Overview and Definitions

- What is an end to end requirements process?
- Why do organizations need one?
- IIBA Requirements Framework®
- Business analysis on business analysis
- Aligning requirements to strategy

Unit 2: Building the Requirements Work Plan

- Borrowing from the project management playbook: team / deliverable / work breakdown structures, estimating and scheduling, resource planning, cost-time-scope balance, establishing major and minor milestones, risk analysis and response, change management, integration with the project plan and the solution development life cycle.
- Building the business case: initial, formal, milestone/gate reevaluation
- Choosing the right requirements mining techniques: requirements workshops, interview variants, surveys, requirements JAD, remote team techniques.
- Choosing the right tools for the job: problem-opportunity analysis, business context, stakeholder demographics, process modeling, business and system use cases, workflow modeling, state machines and business deliverables, business rules, data catalogues, formal deliverables versus analysis work products
- Working the Plan: status reporting on actual, adjusting the plan to realities

Unit 3: Understanding the Current State and Desired Future State

- The W5 mindset at work
- Capturing what actually is, not what the current state should be
- Stop and Define
- Building your elicitation strategy: why the first, second and last questions will make or break your chances for success
- Major structural components and key stakeholder groups
- Getting the heart of the situation: SWOT analysis, enablers and barriers, process and politics, appreciative inquiry, problems and opportunities, Ishikawa and 5 Why techniques
- Reverse engineering process from deliverables: specific, visible, measurable
- Defining business relationships: ownership, authority, accountability, collaborative structures, function, process and deliverables

Unit 4: Requirements Management

- Throughout the project
- After the project

For more information call us at 416-236-3005

SOLUTIONS ALIGNED TO STRATEGY