

GEMEINSAMES VERSTÄNDNIS

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What is Business Analysis

- Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.
- Business analysis enables an enterprise to articulate needs and the rationale for change, and to design and describe solutions that can deliver value.
- Business analysis is performed on a variety of initiatives within an enterprise.
- Initiatives may be strategic, tactical, or operational.
- Business analysis may be performed within the boundaries of a project or throughout enterprise evolution and continuous improvement.
- It can be used to understand the current state, to define the future state, and to determine the activities required to move from the current to the future state.



Who is a Business Analyst?

- A business analyst is any person who performs business analysis tasks described in the BABOK® Guide, no matter their job title or organizational role.
- Business analysts are responsible for discovering, synthesizing, and analyzing information from a variety of sources within an enterprise, including tools, processes, documentation, and stakeholders.
- The business analyst is responsible for **eliciting the actual needs of stakeholders—which frequently involves investigating and clarifying their expressed desires—in order to determine underlying issues and causes.**



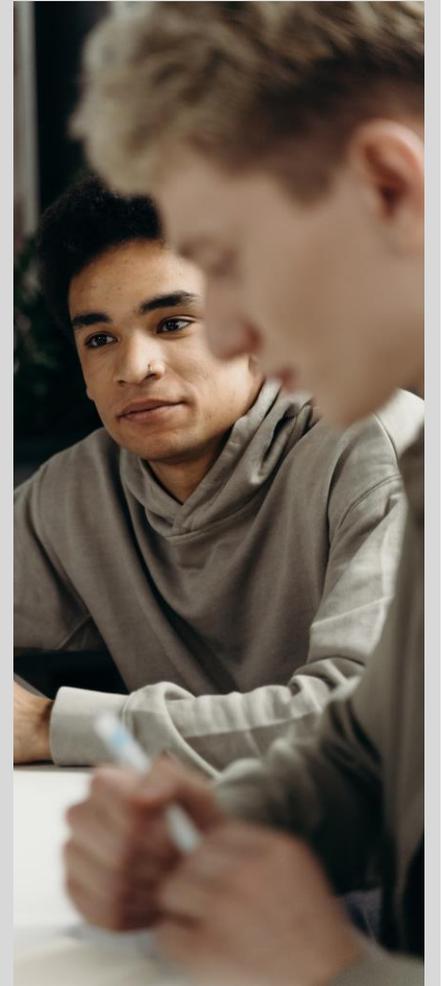
Elicitation and Collaboration

- Elicitation is the drawing forth or receiving of information from stakeholders or other sources.
- It is the main path to discovering requirements and design information, and might involve
 - **talking with stakeholders directly**,
 - researching topics,
 - experimenting, or
 - simply being handed information.
- Collaboration is the act of **two or more people working together towards a common goal**.
- The Elicitation and Collaboration knowledge area describes **how business analysts identify and reach agreement on the mutual understanding** of all types of business analysis information.
- Elicitation and collaboration work is never a 'phase' in business analysis; rather, it is ongoing as long as business analysis work is occurring



Gemeinsames Verständnis

- As a business analyst I identify and elaborate opportunities to optimize the business.
- **Common understanding #1:** All stakeholders who are involved understand that overall goal of the initiative.
- **Common understanding #2:** As a business analyst I represent the common voice of the deciding stakeholders, and these have a common understanding with me about the goal and the methodology to get there.
- **Common understanding #3:** All stakeholders involved ... from their personal business point of view
 - understand the complexity of the problem
 - understand the risks of that initiative
 - understand the opportunities of the initiative
 - Understand their impact on the initiative
 - Understand how they are impacted by the initiative
- **Common understanding #4:** All approving stakeholders understand the consequences of their approvals in terms of work, output, changes, needed following activities, risks
- **Common understanding #5:** All stakeholders with impact work towards the same goal



Open Discussion

- What is practice? Pragmatic approaches?
- Which techniques are used to get a common understanding - a work together towards a common goal
- What about integrity? What do you do as business analyst? What do you not do, even if asked for?

