

Why do we still have these sort of problems with Change Projects....

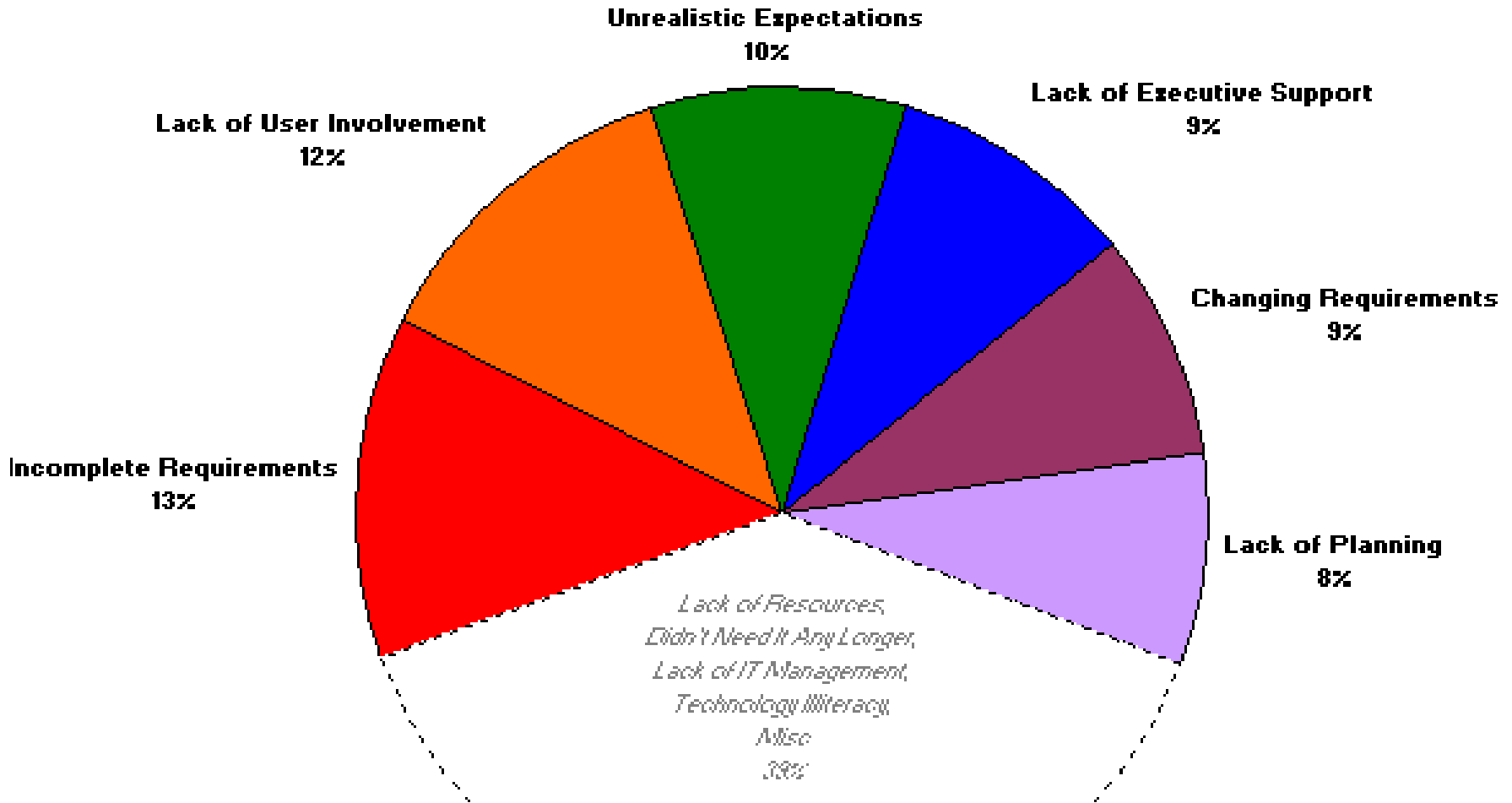
- The average project exceeds its planned schedule by **120%**
- **52.7%** of projects will cost **189%** of their original estimate
- Only **16.2%** of projects will be completed on time & on budget
- **30%** of projects are cancelled before completion

**Source: Calculating your return on investment from more effective requirements management IBM article Dec 2003*

Reasons for problems with change projects...

The Standish Group “Chaos Report” (1994)

- 365 executive managers
- 8,380 applications
- all major industry segments including: banking, retail and wholesale.



Business Analysis mitigates the top 6 reasons for project failure

- Incomplete requirements
 - Measure of success for Business Analysts! Target: Zero.
- Lack of user involvement
 - BAs scope a project including who is impacted and therefore who needs to be engaged
- Unrealistic expectations
 - Poorly defined? Open to misinterpretation? Blame the BA!
- Lack of senior exec support
 - If the project objectives don't matter to the exec, they won't support
 - BA must ensure the exec define SMART measures and targets
 - SMART – the 'T' is To-Die-For!
- Changing requirements
 - Measure of success for Business Analysts! Target: minimise.
- Lack of planning
 - At least the analysis should be planned properly!

Business Analysis – the analytics engine of your projects

Business Analysis Proverbs

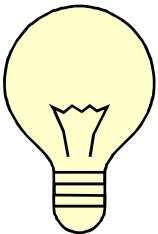
- Delivery is not the best time to analyse requirements

Urban Wisdom

- A factor present in every successful project and absent in every unsuccessful project is sufficient attention to requirements.

Suzanne & James Robertson

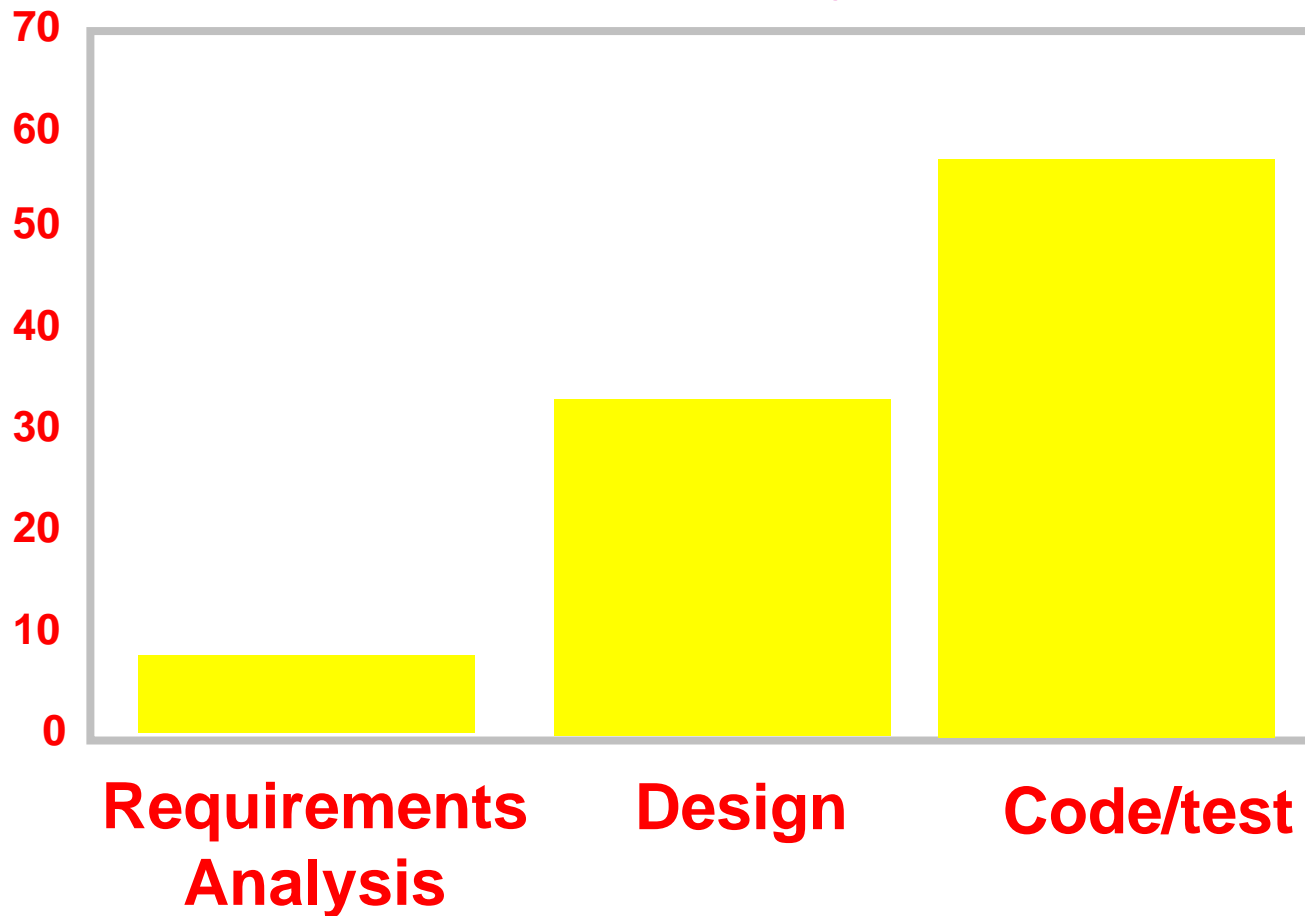
Requirements-Led Project Management



What is “sufficient attention to requirements”?

(I)

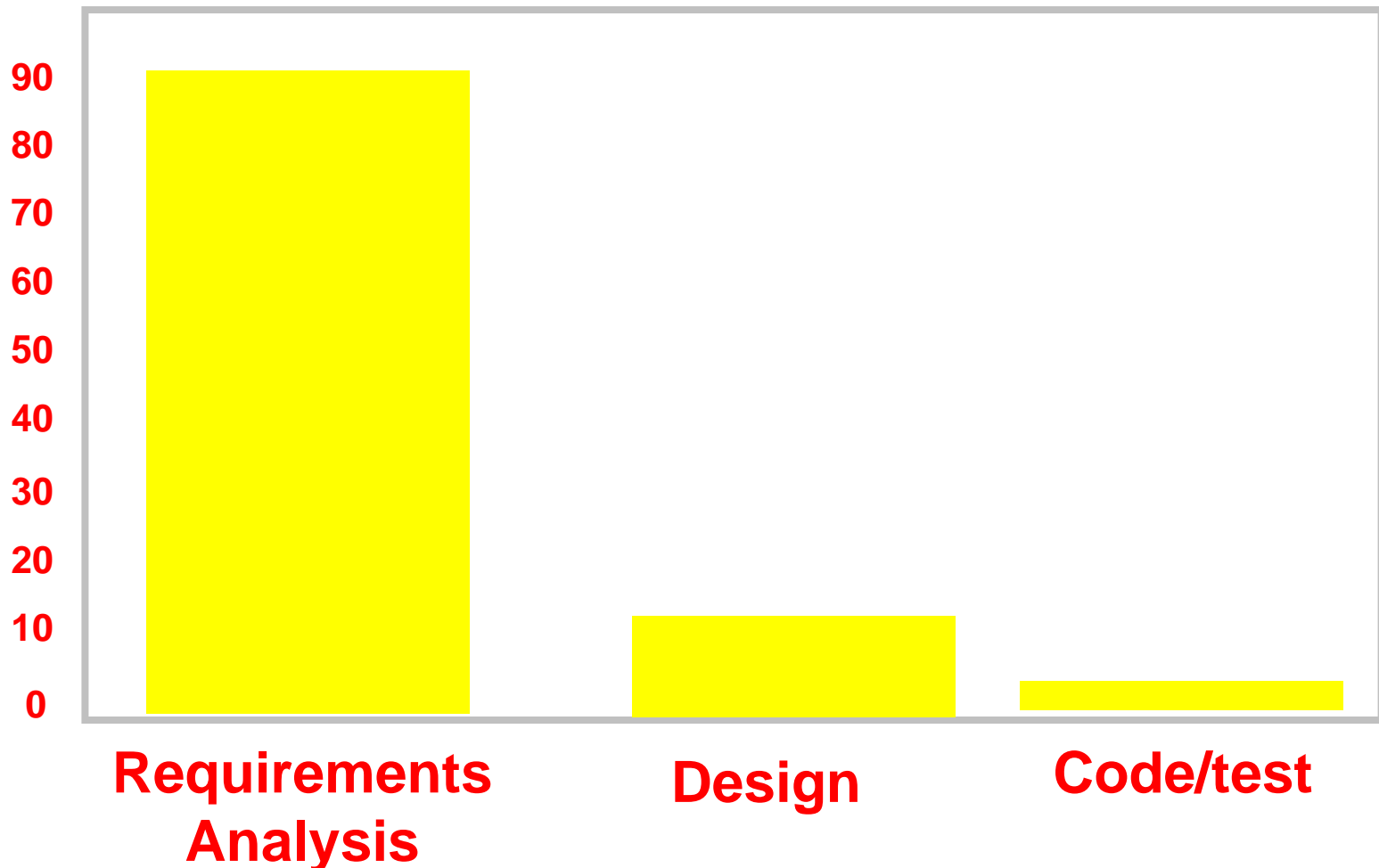
Average actual effort spent on each stage of the development cycle*



*based on a study by Staffordshire University

What is “sufficient attention to requirements”? (II)

Average Proportion of Errors Built in During Development*

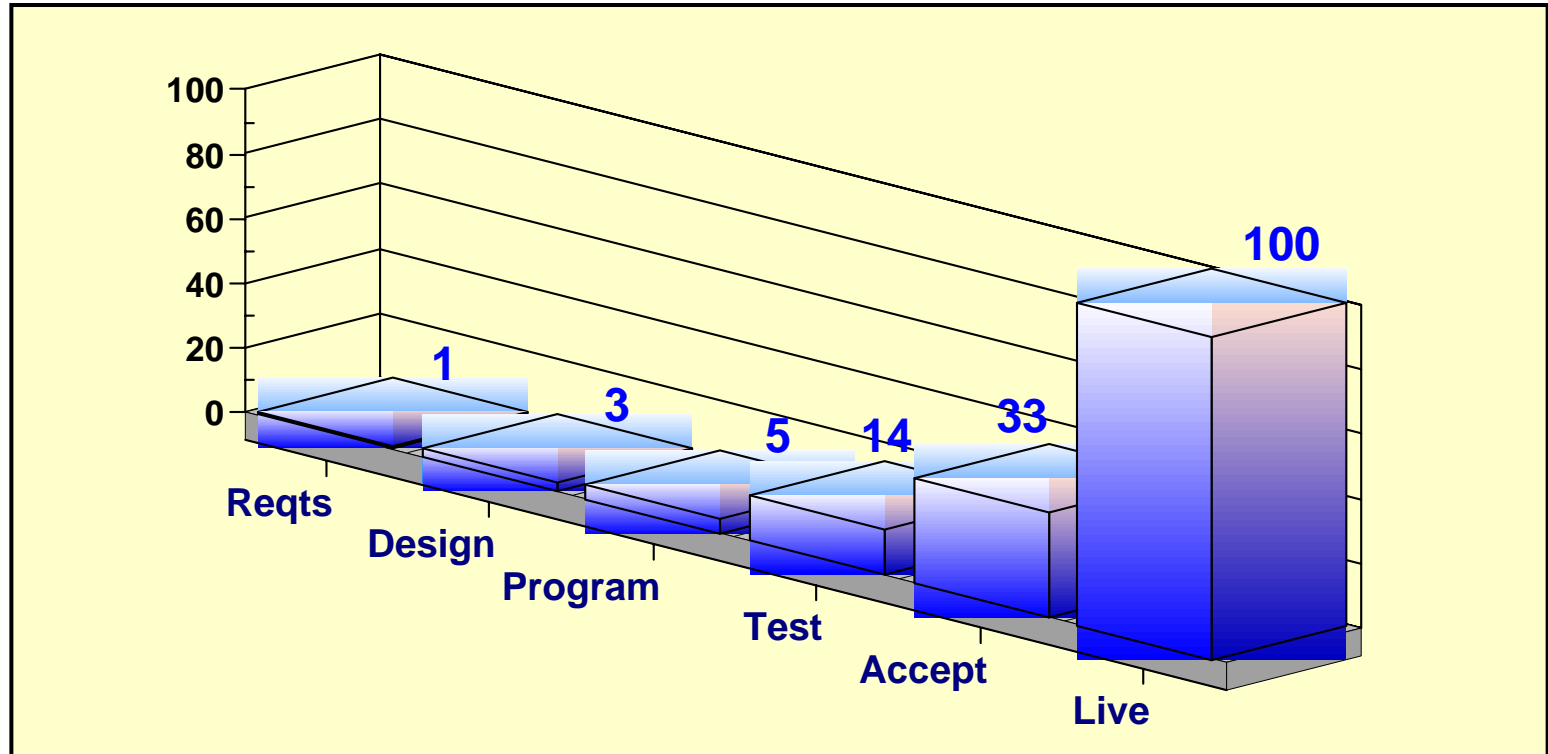


*based on a study by James Martin

What is “sufficient attention to requirements”?

(III)

Relative Cost of Correcting Requirements Errors*



*sourced from Barry Boehm

How Much Poor Analysis can £Cost*

- **Half of all bugs** can be traced to requirement errors
- fixing these errors consumes **75%** of project rework costs

Maybe that's why:

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The typical project...

...expends least effort on change requirements analysis...

...which is where most errors originate...

...and whose errors cost most to fix!

So – projects are all doomed?



The tool for discovering new knowledge is the Scientific Method

- Construction of 'theories'
 - Observation and experimentation of isolated facts and results
 - Creating generalised hypotheses
 - Testing hypotheses through observation and experimentation
- Methods and approach vary by discipline
 - Physics Vs Psychology
- The top level process remains the same

The tool for defining change requirements is...?

There are many methods and approaches all for defining change requirements

Definition of terms for “Business Analysis”

Business: why “Business”?
...should it be *Change Requirements???*

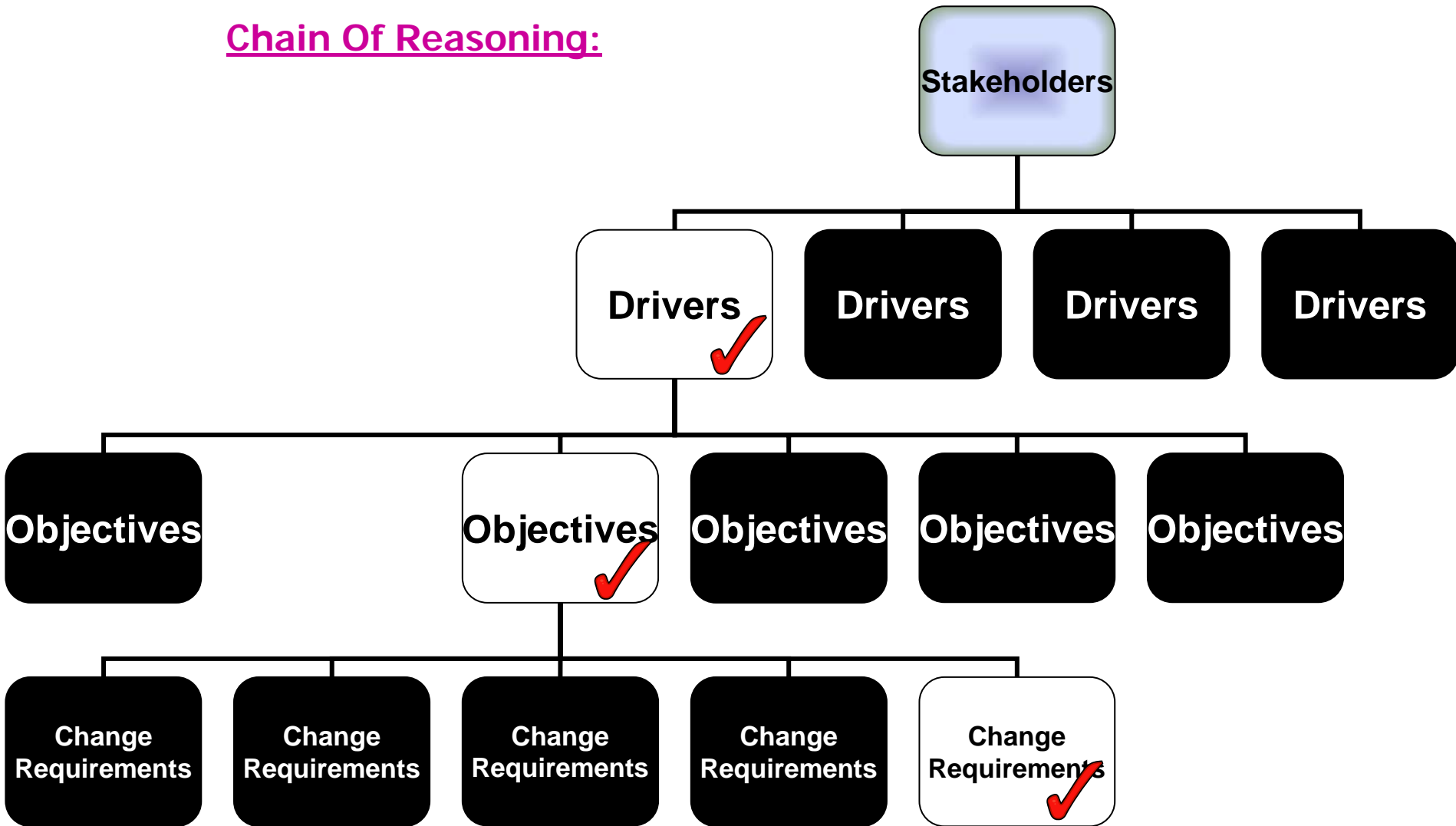
Analysis:

“the process of breaking a concept down into more simple parts, so that its logical structure is displayed” (OED)

So how do you do analysis?

- You can pay your money and take your pick of the various methods & approaches
- ...but ***how*** is not the issue, ***proving*** that the analytical products deliver project objectives is

Chain Of Reasoning:

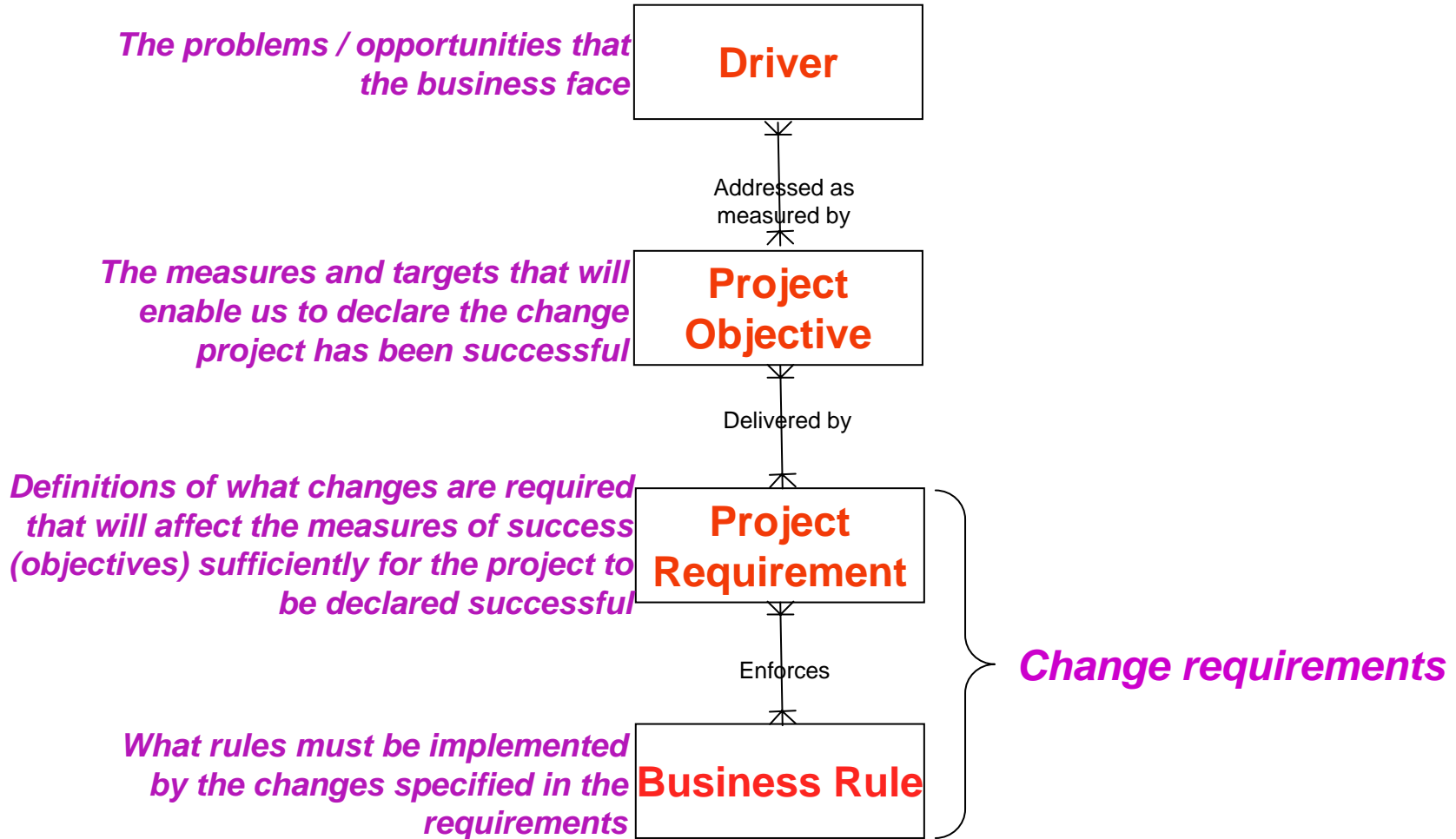


Change Requirements must be assumed to be wrong until they are *proved* to be right

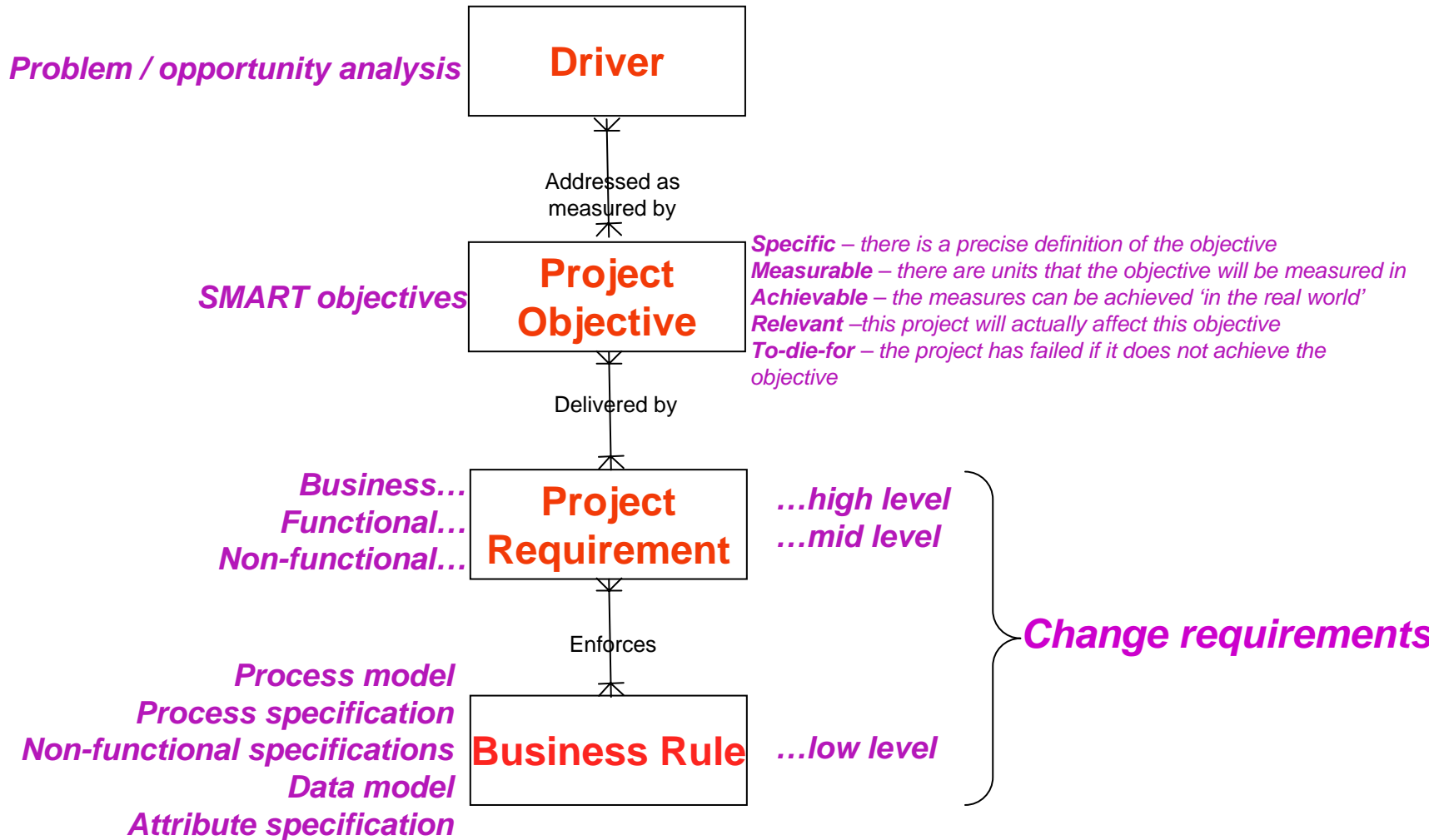
Scope of analysis of change requirements

- Change requirements can be for
 - Processes
 - Organisation units
 - Locations
 - Data
 - Applications
 - Technologies
 - Non-functionals
 - ...oh – and the valid intersections!!!

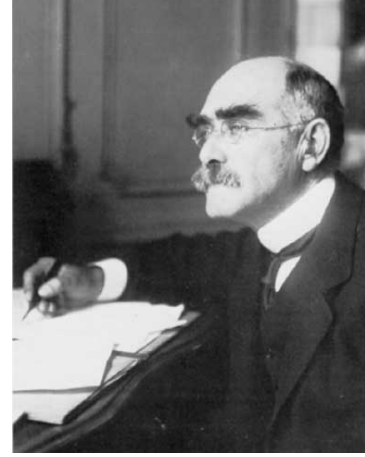
All the Links in the Chain Of Reasoning



How to forge links in the Chain Of Reasoning



If...



If you can map all your analysis to components in the Chain of Reasoning

If there are no gaps **AND** no breaks in the chain

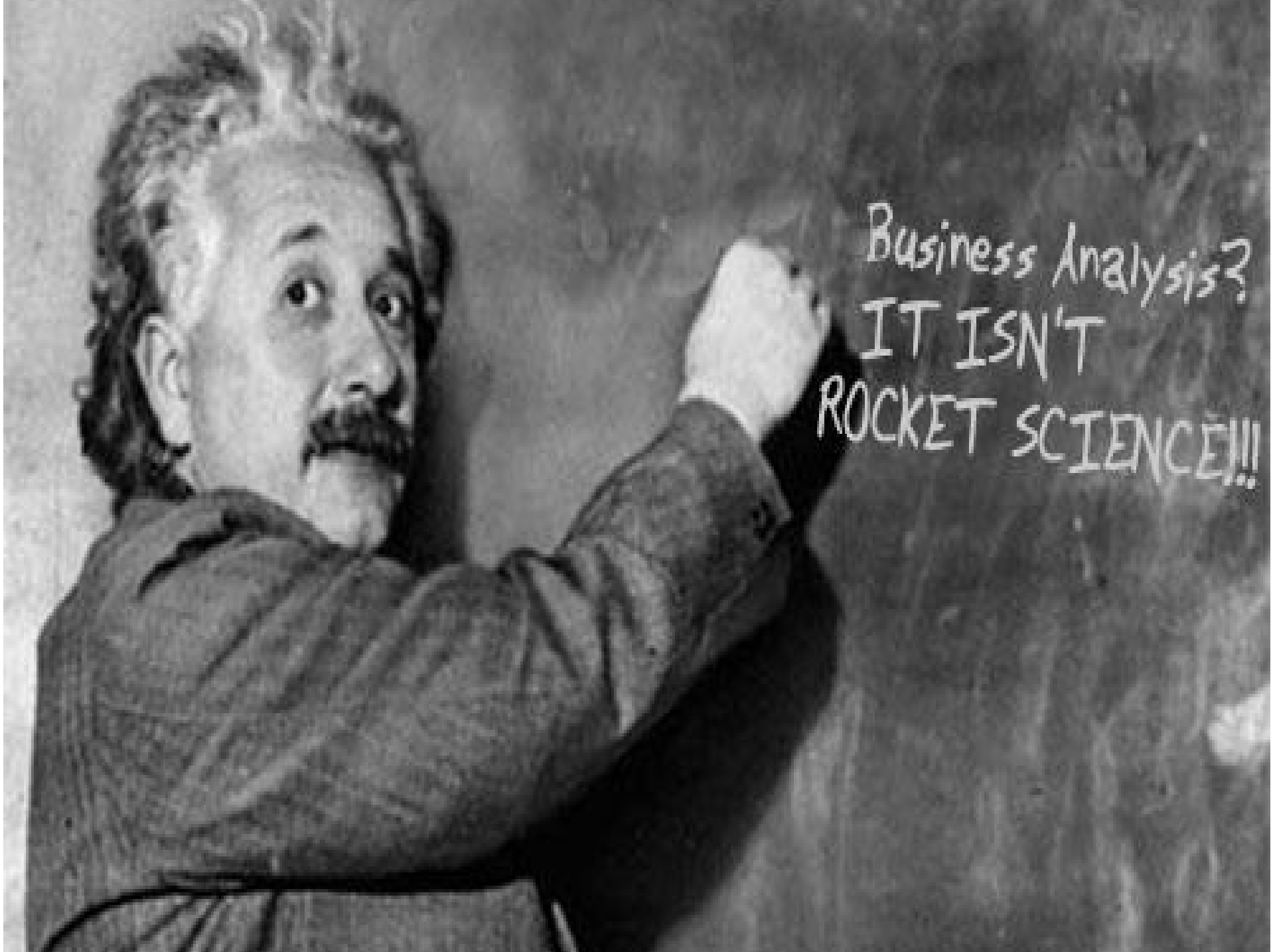
If those who can kill your project agree with your analysis

Then your analysis is correct and what's more you are a Business Analyst my (per)son.

Sorry Rudyard!

The secrets of doing Business Analysis

1. Agree the analysis *method and approach* (if any!) you will use
2. Get some *trained* Business Analysts
3. *Plan* how, when and who to do the *analysis*
4. *Do* the analysis
5. *Use* the analysis products to develop and implement the solutions
6. Er – that's it.

A black and white photograph of Albert Einstein, looking towards the camera with a slight smile. He is wearing a dark, textured jacket and has his right hand raised, holding a piece of chalk. He is standing in front of a chalkboard. On the chalkboard, the text "Business Analysis? IT ISN'T ROCKET SCIENCE!!!" is written in white chalk. The text is arranged in three lines: "Business Analysis?" on the top line, "IT ISN'T" on the middle line, and "ROCKET SCIENCE!!!" on the bottom line. The background is a plain, light-colored wall.

Business Analysis?
IT ISN'T
ROCKET SCIENCE!!!