



Model-Driven Business Analysis Essentials

User Stories, Services, and Other Fundamental Methods

Two day workshop
by Alec Sharp

AdeptEvents

- Requirements definition – goals, issues, and an integrating framework
- Using a Concept Model to discover the necessary Business Events, Services, and Use Cases
- Service Specifications – validation, business rules, data updates, and other internal behaviours
- Use Cases – discovering user expectations about a system's external behaviour
- Avoiding the "Useless Case" phenomenon
- State transition analysis – relating events, entity states, and business rules

VENUE

Utrecht / Hilversum Area,
The Netherlands

TIME

9:30 – 17:00 hours

REGISTRATION

www.adeptevents.nl

Stuff every Business Analyst needs to know



Model-Driven Business Analysis Essentials

User Stories, Services, and Other Fundamental Methods

Being a business analyst is not easy, and many common requirements definition methods don't make it any easier. At one extreme are simplistic list-based approaches that are too imprecise, incomplete, and inconsistent for all but the simplest applications. Think "the system shall..." At the other extreme are complex techniques that are indecipherable to most users and analysts, and thus produce results that are equally undependable. On top of that, most literature on business analysis doesn't cover the "tips of the trade" – those frameworks and techniques experienced analysts seem to draw on effortlessly.

What is needed are techniques that are repeatable by analysts, understandable and relevant to business subject matter experts, and useful to designers and developers. They should also play well together, offer well-defined progressive levels of detail, and be practical enough that you can achieve good results within your natural lifetime!

That sounds challenging, but it's very possible. This practical, information-filled two-day workshop shows how to discover, document, and verify requirements using a small number of business-friendly yet powerful modelling techniques. After a quick review of bad advice in the world of business analysis,



the consequences of applying it, and why it just doesn't work, we'll study four integrated modelling techniques, each providing a different lens into the problem space:

- Process Scope and Process Workflow Models – what the business processes are, how they work *now*, and how they *should* work, and why knowing this is critical to Business Analysis.
- Concept Models (Conceptual Data Models) – what data is required to support the processes, applications, and reporting requirements.
- User Stories and Use Cases - how the application should behave *externally* in support of the people and processes using it.
- Business Services and Business Events - what the application should do *internally* regardless of who is using it or how.

The material is drawn from our primary courses for business analysts – Working With Business Processes, Business-Oriented Data Modelling, and especially Use Cases and Services. We assume some familiarity with Process and Concept Models, so the emphasis will be on Business Events, User Stories/Use Cases, and Business Services. In addition, it introduces some "tips of the trade" – those frameworks and techniques experienced analysts draw on effortlessly. We'll look at "The Magical Number 7," "Visual Literacy," "Essentials of Facilitation," "The Principle of Constructive Ignorance," and more.

This workshop covers what *really* works, not textbook theory about what *should* work or what *might* work. You'll get clear methods, guidelines, templates, and tips to help you get quality results and maximize the involvement of business subject matter experts. That's because this workshop was developed by practitioners, for practitioners, and the techniques have been refined and proven over many years of real-world experience. Attend, and give your BA career an edge!



Prerequisites

None, although some understanding of Business Process Modelling and Concept Modelling (Conceptual Data Modelling) will be helpful but not mandatory – the workshop reviews the essentials.

Key topics

- Requirements definition – goals, issues, and an integrating framework that works in real life
- Progressive levels of detail for each technique in the framework – Scope, Concept, Detail
- Applying the framework in an Agile setting – what to do and what not to do
- Recap – identifying, scoping, assessing, and mapping Business Processes
- Recap – building a common language and “world view” with business-friendly Concept Models
- How Process Models provide *context*, and Concept Models provide a *foundation* for requirements
- Using a Concept Model to discover the necessary Business Events, Services, and Use Cases
- Service Specifications – validation, business rules, data updates, and other *internal* behaviours
- Use Cases – discovering user expectations about a system’s *external* behaviour
- Discovering use cases and services at the right granularity - a multi-pronged method
- Documenting use cases with progressive detail and precision – a phased approach
- Avoiding the “Useless Case” phenomenon
- Discovering process scenarios and use case scenarios – making the use cases real
- Developing use case dialogues – the “when – then” approach and why it works
- State transition analysis – relating events, entity states, and business rules
- Throughout, BA tips and techniques - “The Magical Number 7,” “Better diagrams through visual literacy,” “Essentials of facilitation, in-person and virtual,” “The Principle of Constructive Ignorance,” “Essence vs. Accident,” “Bottom-up techniques, and why they work,” “Stay on CoRSE – Collect, Reduce, Sequence, Expand,” and more
- Wrap-up – summary, “what’s next?,” and resources.

Who is it for?

Business analysts, UX designers, systems analysts, and developers responsible for the analysis and design of any component of an application, including application logic and the user interface, or for documenting legacy/custom/packaged application behavior in a structured way. Also, technical resources and project leaders needing to understand current business analysis techniques, and content experts with a significant role in specifying requirements.

Those who have attended the Data Modelling or Workflow Modelling classes by Alec Sharp will also benefit from this course. Why? Because it provides additional skills, including the all-important “soft skills,” to build on their data and process expertise and contribute to real improvement at their organisations.



Course description



Practical techniques and clear guidelines will be provided in six main areas:

1. Business Analysis – goals, issues, and an integrating framework that works in real life

- A spectrum of techniques – simplistic to overly complicated
- The problem with list-based (“The system shall...”) requirements approaches
- A better approach – a model-based framework including
- Goals and objectives
- Business Process Modelling
- Use Case Modelling
- Service Specification
- Concept Modelling
- The BA’s role and how the techniques support current state to future state transitions
- How Process Models provide context, and Concept Models provide a foundation for analysis
- Case study –
 - Using a Concept Model to discover the necessary Business Events, Services, and Use Cases
 - Clarifying process scope with a Process Scope Model and a Process Summary Chart
 - Sample Use Case and Service documentation
 - Understanding the relationship of Use Cases and Services to the Business Process
- Progressive levels of detail for each technique in the framework – Scope, Concept, Detail
- Applying the framework in an Agile setting – what to do and what not to do
- Applying the framework in different methodologies

2. Business Process Modelling review – identifying, scoping, assessing, and mapping Business Processes

- Business Process themes – simplicity, communication, and a holistic view
- Confusion – what actually is a Business Process vs. a Procedure vs. a Function?
- The impact of confusing Process and Function
- Clarifying *what* the process includes with a Process Scope Model
- Clarifying *who* the process includes and how it is supported with a Process Summary Chart
- TRAC, the essential framework – Trigger, Results, major Activities, Cases/Variations
- Case Study – using the Process Scope and Summary to encourage enthusiasm for change
- The vital role of three clear process naming guidelines
- An objective technique for discovering and demonstrating a true, end-to-end business process
- The critical role of performance measures

- The power of an enabler-based, holistic view of processes
- “You can’t be great at everything – choosing a differentiator
- A proven three-phase, seven-step methodology for process change
- Establishing why process change is necessary – the Process Case for Action
- Establishing where the change will take us – the Process Vision and Goals
- Swimlane Diagrams (Workflow Models) – what they are and why they work
- The essence of Workflow Models – who, what, and when
- The Cognitive Psychology of Diagramming – graphic guidelines for comprehension
- Flow First, Detail Later – an approach to building a useful model quickly
- Staying out of the details, and knowing when you’ve gone too far
- What’s next – using your flow models to assess the as-is and design the to-be

3. Concept Modelling review – building a common language and “world view” with business-friendly Concept Models

- What actually is a Concept Model, and why do we care?
- Central ideas and principles in Concept Modelling – it’s not Database Design, and it doesn’t have to be complex
- The core components – entities, relationships, attributes, and policies/rules with guidelines for each
- Why a Concept Model has a graphic and narrative component, and what is in each, with examples
- Five criteria for “good” entities, with an exercise
- A simple, angst-free approach to developing entity definitions, with exercises
- Graphic guidelines for accessible Concept Models
- Relationships – the finer points
- Attributes – the finer points
- Making the transition from Conceptual to Logical model – a simple, orderly approach
- “The Four Ds of Data Modelling”

4. The Application Layer: Use Cases and Service Specifications – rationale and core concepts

- Requirements definition issues – recap of simplistic and complex approaches
- Use cases to the rescue?
- Confusion – multiple approaches and perspectives for Use Cases
- Complex, overloaded Use Cases and how to avoid the “Useless Case” phenomenon
- Why we split the Use Case into internal (Business Services) and external (Use Cases) perspectives
- Business Services, Use Cases, Use Case Scenarios – how they relate
- The power of the concept – one Services deployed via many Use Cases

5. Service Specifications – describing what the application must do internally to deliver functionality

- Discovering services – a simple, service-based framework
- Events, Use Cases, Business Services, and Results
- An exercise using a classic example for Services and Use Cases
- Different types of events – action, temporal, and conditional – and guidelines for corresponding Use Cases
- Business and technical perspectives on Services
- Guidelines and granularity for Services
- A template – a simple, Initial (concept level) Service description
- A template – extending the initial Service specification
- A template – the final (detail level) Service Specification
- Intro to state transition analysis – relating events, entity states, and business rules with an appendix
- Why your Service Specification is an ideal platform for Use Case modelling

6. Use Cases – discovering user expectations about a system's external behaviour

- Use cases – making a Business Service available
- Essential components – actor, goal, steps
- "Use Case" – how IT literature misuses the term
- Three types of Use Cases – "real" and "system" cases
- Who is involved? – actors, roles, stakeholders
- Discovering use cases and services at the right granularity - a multi-pronged method
- Exercise - good Use Case or not?

- Documenting use cases with progressive detail and precision – a phased approach
- A template – a simple, Initial (concept level) Use Case description
- Use Case Abstracts and Stakeholder Interests
- Developing the initial Use Case dialogue - the "when – then" approach and why it works
- The usual questions about Use Cases
- Handling alternate and failure conditions
- Other uses of use cases and services
- Use case scenarios – demonstrating the use cases
- Use case vs. use case scenario
- Details on use case scenarios will be provided in an appendix

7. Business Analysis tips, techniques, and frameworks will be described throughout, with real-life examples showing how they relate to our model-driven techniques

1. The Magical Number 7 +/- 2 – "chunking" at the right level.
2. Better diagrams from visual literacy – cognitive psychology, gestalt, simplicity, and directionality
3. Essentials of facilitation, in-person and virtual – three critical techniques
4. "No such thing as a dumb question" - the Principle of Constructive Ignorance
5. Essence vs. Accident – the liberation from separating "what" from "who, how, and why"
6. Bottom-up techniques - why they work, and specific examples of using them
7. "When in doubt, make a list" – the "CoRSE" framework.



ALEC SHARP

ALEC SHARP, a senior consultant with Clarity Systems Consulting, has deep expertise in a rare combination of fields – process modelling, analysis, and redesign; business analysis and requirements specification; and business-oriented data modelling. Increasingly, his work involves facilitation and organisational change. His 35 years of hands-on consulting experience, practical approaches, and global reputation in model-driven methods have made him a sought-after resource in locations as diverse as Ireland, Illinois, and India.

He is also a popular conference speaker, mixing content and insight with irreverence and humour. Among his many top-rated presentations are "The Lost Art of Conceptual Modelling – Where Did it All Go Wrong?," "The Human Side of Data Modelling – Communicating With Stakeholders and Other Mere Mortals," "Getting Traction for 'Data' – What the Experts Forget," "Adventures in Reverse Engineering – What You've Got, and Why You Don't Like It," and "The T-Shaped Data Professional – Achieving Data Management Goals by Other Means." His 90-minute briefing "Five Things You Need To Know About Business Processes" has been delivered to senior executives at major organisations around the globe.

Alec literally wrote the book on business process modelling, "Workflow Modelling: Tools for Process Improvement and Application Development." Popular with process improvement specialists, business analysts, consultants, and business professionals, it is consistently a top-selling title on business process modelling, analysis, and design, and is widely used as an MBA textbook. He was awarded DAMA's Professional Achievement Award, a global award given to one professional a year for contributions to the Data Management profession.

Alec's popular workshops "Working With Business Processes," "Advanced Business Process Techniques," "Business-Oriented Data Modelling," "Advanced Data Modelling," and "Requirements Modelling" are conducted on four or five continents each year, at many of the world's best-known organisations. His classes are practical and energetic, consistently earning "excellent" ratings.

Information

DATE AND TIME

The workshop will take place once or twice a year with the exact date and time available on our website. The programme starts at 9:30 am and ends at 5:00 pm on both days. Registration commences at 8.30 am and we recommend that you arrive early.

VENUE

Adept Events works with several venues in and near Amersfoort and Utrecht. We strive to provide you with the location details as soon as possible. The exact venue will be on our website and in the confirmation e-mail that you will receive one week prior to the event. Always check our website prior to your departure to ensure you have the exact location and directions.

HOW TO REGISTER

Please register online at www.adeptevents.nl. For registering by print, please scan the completed registration form and send this or your Purchase Order to customerservice@adeptevents.nl. We will confirm your registration and invoice your company by e-mail therefore please do not omit your e-mail address when registering.

REGISTRATION FEE

Taking part in this two-day workshop will only cost € 1305,- when registering 30 days beforehand and € 1450,- per person afterwards (excl. 21% Dutch VAT). This also covers documentation, lunch, tea/ coffee.

In completing your registration form you declare that you agree with our Terms and Conditions.

Team discounts

Discounts are available for group bookings of two or more delegates representing the same organization made at the same time. Ten percent off for the second and third delegate and fifteen percent off for all delegates when registering four or more delegates (all delegates must be listed on the same invoice).

This cannot be used in conjunction with other discounts.

All prices are VAT excluded.

PAYMENT

Full payment is due prior to the workshop. An invoice will be sent to you containing our full bank details including BIC and IBAN. Your payment should always include the invoice number as well as the name of your company and the delegate name.

Payment by credit card is available for attendees from countries outside the IBAN region. This is not an automated process via our website but requires a manual transaction by phone or Skype. For Credit Card payment please contact our office by e-mail or through our contact form mentioning your phone number to obtain your credit card information. Never mention your credit card details in our registration form, contact form or in e-mail messages.

Cancellation Policy

Cancellations must be received in writing at least three weeks before the commencement of the workshop and will be subject to a € 75,- administration fee. It is regretted that cancellations received within three weeks of the workshop date will be liable for the full workshop fee. Substitutions can be made at any time and at no extra charge.

Cancellation Liability

In the unlikely event of cancellation of the workshop for any reason, Adept Events' liability is limited to the return of the registration fee only. Adept Events will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of Adept Events, to change the content, timings, speakers, date and venue of the workshop.

MORE INFORMATION



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