



Models, Frameworks, and Business Analysis Essentials

Vital Tools and Techniques for Better Business Outcomes

Two day workshop
by Alec Sharp

AdeptEvents

- Four integrated modelling techniques
- 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
- Multiple approaches for discovering essential services
- Use Cases – discovering user expectations about a system's external behaviour
- Avoiding the "Useless Case" phenomenon

LANGUAGE
English

VENUE
Utrecht / Hilversum Area,
The Netherlands

TIME
9:30 – 17:00 hours

REGISTRATION
www.adeptevents.nl

Stuff every Business Analyst needs to know!



Models, Frameworks, and Business Analysis Essentials

Vital Tools and Techniques for Better Business Outcomes

Being a business analyst is not easy, and many common techniques for defining functional requirements 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 of those documents with endless lists of requirements, all beginning with "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 we need are techniques that are repeatable by analysts, understandable and relevant to 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 experience shows it is achievable. This 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 will experience 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) – the things and facts about things the business needs to know to support processes, applications, and reporting and analytics.
- 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 Requirements Modelling with 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 the frameworks and techniques experienced analysts draw on effortlessly. These include "The Magical Number 7," "Visual Literacy," "Essentials of Facilitation," "The Principle of Constructive Ignorance," "Environmental Scans," and more.

This workshop covers what *really* works, not textbook theory about what *should* work or what might work. You'll get proven methods, guidelines, templates, and tips to achieve quality results and maximum involvement of subject matter experts. 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 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.

Course 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
- Multiple approaches for discovering essential services
- 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 – ensuring your use cases are actually *useful*
- Developing use case dialogues – the “when – then” approach and why it works
- Throughout, Business Analysis frameworks and techniques will be demonstrated with real-life examples. These include “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 and resources.

Who is it for?

Business analysts, UX designers, systems analysts, and solution architects or 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



Models, Frameworks, and Business Analysis Essentials

Practical techniques and clear guidelines will be provided in seven 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
 - 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
 - Understanding the relationship of Use Cases and Services to the Business Process
- **Framework: Three progressive levels of detail – Scope, Concept, Detail**
- Applying the model-based approach in an Agile setting – what to do and what not to do

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

- Confusion – what actually is a Business Process vs. a Procedure vs. a Function?
- Clarifying the *what, who, and how* of a process with Process Scope Models and Summary Charts
- Case Study – using the Process Scope and Summary models to encourage enthusiasm for change
- An objective technique for discovering and demonstrating a true, end-to-end business process
- **Framework: A holistic approach – the six enablers of process performance**
- **Framework: "You can't be great at everything" – choosing a differentiator**
- A proven three-phase, seven-step methodology for process change
- Why process change is needed & where we will go – the Process Case for Action, Vision, & Goals

- Swimlane Diagrams (Workflow Models) – what they are, why they work, how to succeed
- **Framework: The cognitive psychology of diagramming – graphic guidelines for comprehension**

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 a *business*, not a *database*
- Why a Concept Model has a graphic and narrative component, and what is in each
- The core components – entities, relationships, attributes, and rules with guidelines for each
- **Framework: Encouraging engagement – why bottom-up approaches work for most people**
- 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
- **Framework: More on graphic guidelines for comprehension**
- 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
- **Framework: Essence vs. Accident – separating "what" from "who and how"**
- Splitting 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 Events, Use Cases, Business Services, and Results
- An exercise using a classic example for Services and Use Cases
- Event types: action, temporal, and conditional – and guidelines for corresponding Use Cases

Course description

- Business and technical perspectives on Services
- Guidelines and granularity for Services
- **Framework: Getting to the Essence – how focusing on “what” builds support for change**
- A template – a simple, initial (concept level) Service description
- A template – extending the initial Service specification
- A template – the final (detail level) Service Specification
- State transition analysis – relating events, entity states, and business rules (in 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
- Three types of Use Cases – “real” and “system” cases
- **Framework: Procedure vs. Process – interaction vs. flow**
- 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?
- A template – a simple, Initial (concept level) Use Case description
- 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
- Use case scenarios – demonstrating the use cases

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 of 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
8. ...and more!



ALEC SHARP

ALEC SHARP, a senior consultant with Clariteq 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 also available. Please mention this in the Comment-field upon registration and find further instructions for credit card payment on our customer service page.

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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