The Business Analysis Framework™

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Role

Biography
Julian Sammy

Enterprise Business Analyst

Julian’s passion for the intersection of technology, behaviour and information has driven his work on a science-based theory and approach to business analysis, described in his popular, informative and provocative seminars, such as *The Dangerous Question* and *Gold From Garbage: Harnessing Human Irrationality*. Julian has experience in many BA roles, including Business Analyst, Chief Architect, Strategist, and Manager of a BA Centre of Competency. He is now in a dream role: Enterprise Business Analyst for IIBA. He is also a regular contributor to the BA Connection Newsletter, has written over 30 Quick Tips for Better Business Analysis, and is a member of the *BABOK® Guide* v3 Core Team.
Inspiration
The Change Framework

A theory of business analysis

- Simple
- Explains
- Predicts
- Falsifiable
Simple

previously complex ideas become easy
Change

a controlled transformation of an organization

Highest Level View
the part of the environment which encompasses the change
Stakeholder

a group or individual with a relationship to the change or the solution
a problem, opportunity or constraint which motivates a stakeholder to act
Solution

a specific way of satisfying a need in a context
Value

the purpose and benefits of a change for a stakeholder in a context
Explanatory

Resolve longstanding conflicts
Clarify understanding

- solution vs. need
- requirement vs. design
Predictive

Look for new phenomena

- How can the 21 connections in the framework be
  - Fulfilled?
  - Broken?
Falsifiable

Evidence can prove a theory is wrong, if...

- changes are found that do not fit
- ‘special cases’ are needed
- new assumptions keep appearing
All Models Are Wrong.
Some are useful.
This one looks useful.