

## FULFILLING BUSINESS REQUIREMENTS

A good business requirement just aches to be fulfilled! Objectives become clear, and volunteers step forth with a variety of good solutions. The shared urge to get the job done unifies team members. So powerful is the motivating force of a clearly stated requirement, however, that the rush to get to work can interfere with and even overwhelm completion of your overall transformation project with scope creep. This is especially true when there are many different requirements to be fulfilled. Organization and implementation plans are needed. An orderly process keeps scope creep in control.

In simplest terms, a transformation project organization consists of a manager, a change agent, and an inspector. The manager plans and directs the work, and ensures that it is performed satisfactorily. The change agent designs the solution and executes the work to implement each requirement. The inspector verifies that the objective of each requirement is met.

The implementation plan for a simple transformation consists of three phases: planning, execution and verification. The planning phase organizes, estimates, assigns, and monitors the tasks for putting your transformation project into action. The execution phase comprises the work of the change process, and the verification phase spans the work of the inspection process. Verification normally follows execution, which in turn follows planning. However, in complex projects much of the work can proceed concurrently if it is carefully staged.

Each requirement statement can be turned directly into a task statement for inclusion in the execution phase plan. Insert your task statements into a project plan, determine which tasks are subordinate to the main ones, establish task interdependencies, and link the tasks together for orderly completion. Then estimate task completion times with costs, and assign your change agent resources to perform them.

Transformation is not complete until each task has been executed AND verified. Verify each task independently based on your same requirement statements. Verification planning and execution can easily eat up 60% of your transformation budget, so be careful. Verifying task outcomes is not necessarily about massive regression testing programs, but more about selectively performing the correct tests.

When you engage a business analyst to advise you on a transformation, what should you expect? What work will be performed and what tangible work products will you receive as the result of that work? That's the next topic.