

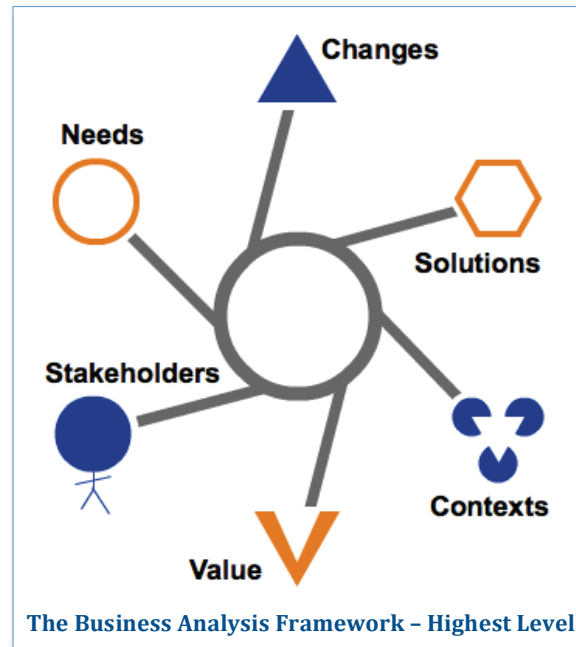
Changing the Way Organizations Change

Business Analysis is a disciplined approach for introducing and managing change to an organization. The Business Analysis Framework from IIBA® provides a conceptual model to support this controlled organizational change. It enables change professionals to understand and communicate change and change impacts, implement change, and drive organizational agility. The framework is a set of six core concepts that describe the essential features of change, and the dynamic relationships among them:

- **Change:** a controlled transformation of an organization
- **Context:** the part of the environment which encompasses the change
- **Need:** a problem, opportunity or constraint which motivates a stakeholder to act
- **Stakeholder:** a group or individual with a relationship to the change or the solution
- **Value:** how much something motivates or rewards a stakeholder in a context
- **Solution:** a specific way to satisfy a need in a context

Real change is messy, complicated, and hard. It happens everywhere in an organization, and happens all the time. The core concepts in

the Business Analysis Framework provide a simple way to navigate complex changes, without oversimplification. This makes it useful in any organization, at any level—from setting organizational strategy, to delivering a single feature or component. The Business Analysis Framework can even be used to analyse the processes an organization uses to implement and manage change—for example, to improve Continuous Improvement.



Understanding the Core Concepts

The Business Analysis Framework is a dynamic system of related ideas. These core concepts are equally important, equally connected, and equally essential. Each core concept has a definition, but they must be considered together to be useful. For example, value only makes sense if stakeholders and context are understood.

The interconnectedness of the core concepts reflects the reality of change: dynamic, operating on many levels, with feedback loops. Static models and linear processes cannot represent these characteristics of change, but these Core Concepts can.

Business Analysis

The practice of enabling **change** in an **organizational context** by defining **needs** and recommending **solutions** that deliver **value** to **stakeholders**.

BABOK® Guide v3 draft

About International Institute of Business Analysis

International Institute of Business Analysis (IIBA) is the independent non-profit professional association serving the growing field of business analysis to the international business community. The organization has over 25,000 members around the globe in fields ranging from requirements management and requirements analysis to project management and consulting. IIBA® has over 100 chapters in more than 60 countries worldwide and is committed to developing and advancing standards for the practice of business analysis and for the certification of practitioners. For more information, visit IIBA.org.

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