



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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Applying Kipling's
Six Honest Men
in
Business Analysis



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Applying Kipling's Six Honest Men in Business Analysis



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A bit about
me...

Career #1: Traffic Engineer

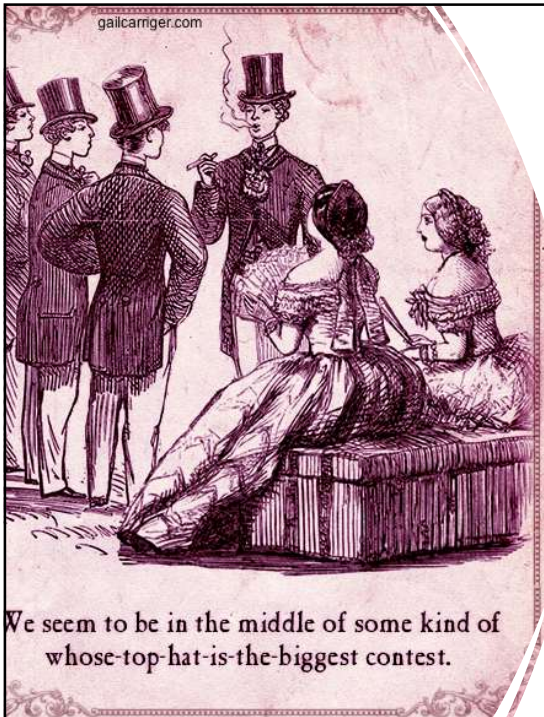
Career #2: Business Analyst

Side Career: Bookkeeper, Small Business support

'Social' Career: Guider, habitual volunteer

"What3Words": Pedantic, Visionary, Energetic

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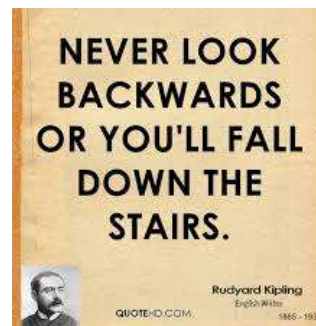
Agenda

- Who are Kipling's Men?
- What is the technique?
- Where should I use it?
- When do I use it?
- How do I use it?
- Why is it so useful?
- Practical applications

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(Joseph) Rudyard Kipling

- 1865 – 1936
- Novelist, short-story writer, poet, and journalist



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I keep six honest serving-men
 (They taught me all I knew);
 Their names are
 What, and Why, and When,
 And How, and Where, and Who

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Who?

I keep six honest serving-men
 (They taught me all I knew);

Their names are What and Why
 and When

And How and Where and Who

I send them over land and sea,
 I send them east and west;
 But after they have worked for
 me,
 I give them all a rest.

I let them rest from nine till five,
 For I am busy then,
 As well as breakfast, lunch, and
 tea,
 For they are hungry men.

But different folk have different
 views;

I know a *Business Analyst*

She keeps ten million serving-
 men,

Who get no rest at all!

She sends 'em abroad on her own
 affairs,

From the second she opens her
 eyes

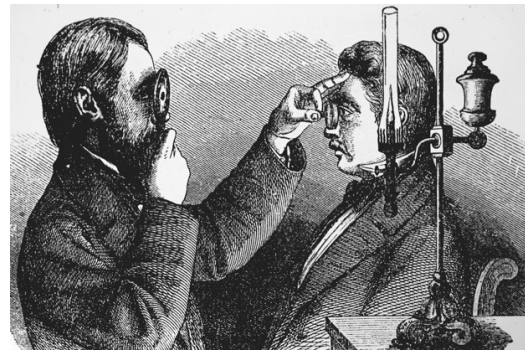
One million Hows, two million
 Wheres,

And seven million Whys!

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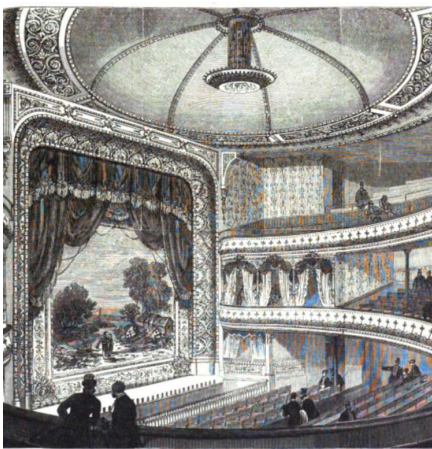
What?

- Technique for holistic analysis
- 6 simple lenses



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Where?



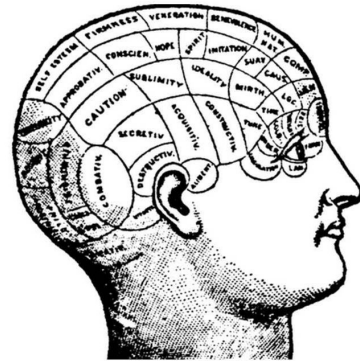
- Workshop structure
- Interview questions
- Questionnaire design
- Problem definition
- Requirements definition
- Root Cause Analysis

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When?

Activities

- Thinking
- Exploring
- Analysing
- Documenting
- Presenting
- Problem solving
- Project planning
- Root Cause Analysis

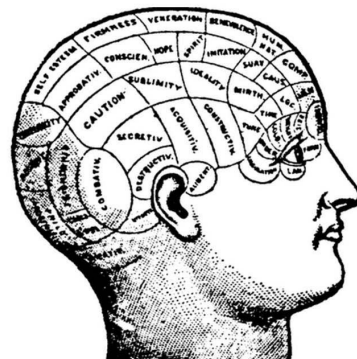


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When?

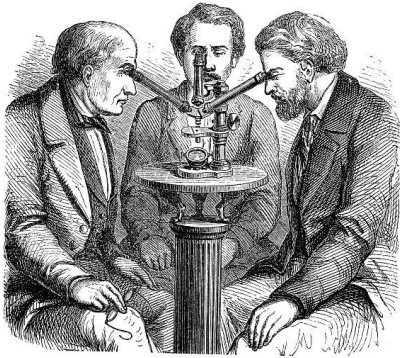
Lifecycle

- Discovery
- Elicitation
- Business readiness
- Design
- Testing



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How?



- Simple
- Advanced
- Freeform
- Complex

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Why?

- Different lenses
- Easy to understand
- Challenge others' perspectives
- Encourage reflection and preparation



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Practical Applications

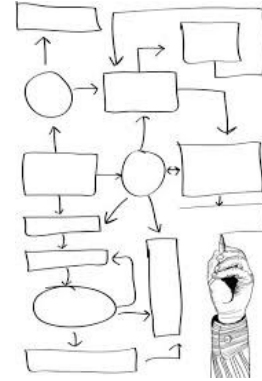
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Simple Guidance



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Process Documentation



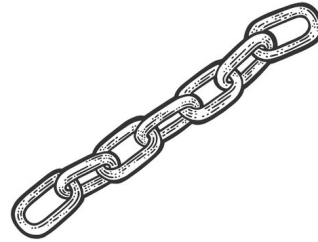
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Root Cause Analysis



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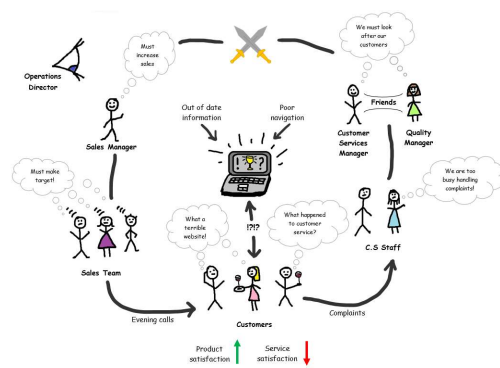
Dependencies



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Structure

- Mind map
- Rich picture
- Strategy / policy review
- Business Case



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Communication

- Documentation
- Presentations
- All audiences



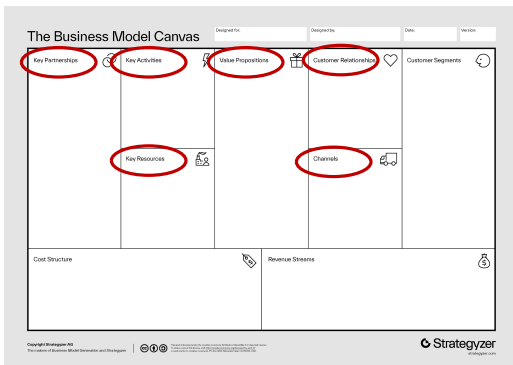
He's hard of listening.

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Organisation Design

- Business Model Canvas

- Zachmann



	Why	How	What	Who	Where	When
Contextual	Goal List	Process List	Material List	Organisational Unit & Role List	Geographical Locations List	Event List
Conceptual	Goal Relationship	Process Model	Entity Relationship Model	Organisational Unit & Role Relationship Model	Locations Model	Event Model
Logical	Rules Diagram	Process Diagram	Data Model Diagram	Role Relationship Diagram	Locations Diagram	Event Diagram
Physical	Rules Specification	Process Function Specification	Data Entity Specification	Role Specification	Location Specification	Event Specification
Detailed	Rules Details	Process Details	Data Details	Role Details	Location Details	Event Details

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Why is the technique effective?

- Holistic analysis
- Free from constraints
- Universally understood

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Why is the technique effective?

- Drives creativity in problem solving
- Builds trust through understanding
- Provides tangible insights

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Any questions?



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Business Analyst of the Year 2023



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