

Critical evidence



Imagine approaching the uncovering of business requirements in the same way as a detective and forensic scientist examines the scene of a crime in their hunt for that first clue on which the rest of the case depends. This is what forensic science (or indeed detectives) calls ‘critical evidence’.

The following table sets out (what in my mind) are the steps both the detective and business diagnostician needs to take in order to ‘solve the case’:

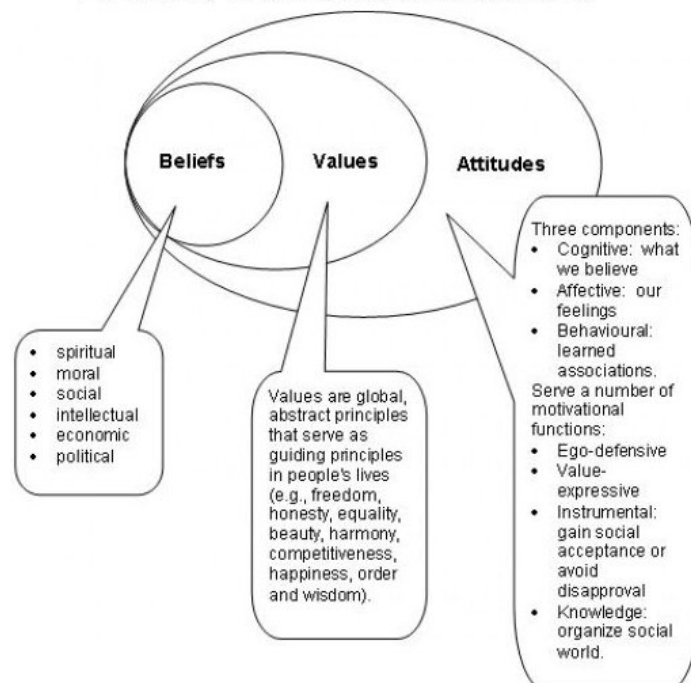
Step	Detective & forensics	Business Diagnostician	To find	
1	Initiate	Secure the scene	Get acquainted with the enterprise	Evidence
2	Collect	Collect evidence		Deliverables
3	Timeline	Establish a timeline		
4	Diagnose	Find the first piece of critical evidence		
5	Continue	Find the next piece of critical evidence & solve the case		

So what are the deliverables you need to find in the hunt for business requirements?

Initiate

The first thing needed is to get acquainted with the enterprise. Imagine that the next image represents the overarching view of the makeup of an enterprise, after all an enterprise is made up of people each of whom have their own beliefs, values and attitudes and these represent the sum total of all the evidence you are ever likely to find

Beliefs, Values and Attitudes



Collect

So what are the deliverables that you will need to collect?

Let us examine some of the deliverables within the 3 'framework' sections of the above image:

Beliefs:

The following image is provided as a [guide](#) to uncovering some of the deliverables from 'belief':

What is Core Belief Research?

- **More recent research into Core Beliefs**- has confirmed that people use **nine different processes** - to form their Core Beliefs
- **These processes are dependent on a number of factors** - including people's individual personalities as well as how they react emotionally / logically to specific situations or events, particularly when faced with the stress of having to deal with 'change'
- **What this means is that how a person responds to the emotional stress associated with making a decision will tend to follow a specific pattern** - each and every time a person has to deal with 'change' of any kind
- **These behavioural patterns can be tracked over time** – to identify the key characteristics and thus the 'personality profile' of the person
- **Once a person's personality profile has been identified, this enables their core beliefs to be confirmed** - and their future behaviour / response to specific issues or other matters accurately predicted

* Core Beliefs, Harnessing the Power by Peter Buraw, Copernicus Publishing



The question you now need to ask is: What 'critical evidence' (if any) are you able to glean from studying the above? Is there another set of ideas that you can use?

If the above is too implicit, then how about this next guide:

Example of Core Belief Research (1)

- **The Core Belief profiling system comprises 9 different profiles**
- **These profiles each have distinct and fundamentally different patterns** - in terms of how they think, feel and act
- **Each of these profiles also likes to receive and process information** - in very different ways
- **What this means is that each profile will pay attention to and direct their energy very differently**
- **This is because each profile group has different 'core beliefs'** - about what they need to survive in life for survival and achieve satisfaction

Social Integrity Core Belief Profile Focus of attention: <ul style="list-style-type: none"> • Maintaining standards judged to be important. • Being responsible and self-reliant. Sample verbatim comment: "A great business to be involved in. They seem to be moving forward and setting the standard in the industry."	Customer Focused Core Belief Profile Focus of attention: <ul style="list-style-type: none"> • Feeling good about being able to meet others' needs so well. • Maintaining others' acceptance and approval. Sample verbatim comment: "Dairy Farmers does it better than everyone else."	Results-Focused Core Belief Profile Focus of attention: <ul style="list-style-type: none"> • Getting things done quickly and efficiently. • Achieving/recognition and credit for accomplishments. Sample verbatim comment: "Farmers have developed productivity enormously."
Eliotist Core Belief Profile Focus of attention: <ul style="list-style-type: none"> • Intense feelings of sadness and longing associated with what seems to be missing or lacking. • Creating myself to be unique and individual. Sample verbatim comment: Not represented in sample.	Analytical Core Belief Profile Focus of attention: <ul style="list-style-type: none"> • Observing from a detached stance. • Learning all there is to know about a subject. Sample verbatim comment: "They should be focusing on products and markets including marketing, promotion and advertising."	Loyal But Sceptical Core Belief Profile Focus of attention: <ul style="list-style-type: none"> • Doubting, testing and looking for double messages. • Logical analysis to figure things out. Sample verbatim comment: "We prefer to supply our milk to an Australian company."
Adventurous Core Belief Profile Focus of attention: <ul style="list-style-type: none"> • Enjoying and experiencing life to its fullest. • Keeping options open and alive. Sample verbatim comment: "Dairy Farmers is a bit unique. Its product mix is different to everyone else."	All or Nothing Core Belief Profile Focus of attention: <ul style="list-style-type: none"> • Taking direct action and facing conflict. • Gaining respect by being strong and just. Sample verbatim comment: "I can deal direct, straight to the top. I have stuck with them because of contact."	Passive Core Belief Profile Focus of attention: <ul style="list-style-type: none"> • Being sensitive to others and trying to please them. • Doing the comforting and less essential activities rather than the important and more disturbing ones. Sample verbatim comment: "Cows don't like change. They walk the same tracks every day and like the same feed. And the farmers don't like change either."



Does this make it any easier? If trying to identify any critical evidence from the 'belief' segment is too hard, then how about moving on to the next section?

Values:

The following image is provided as a [guide](#) to uncovering some of the deliverables from ‘values:



Core Values

Values are foundational beliefs that anchor our lives, the things that matter to us the most, the nonnegotiable characteristics that best describe who we are. Look over the following list and circle the words and phrases that best illustrate your values. If you have values not on the list, add your values in the spaces provided. Try to circle between twelve and fifteen words. These are the values that best describe you, even though there may be others that apply as well. (The words and phrases below are listed alphabetically rather than in order of importance.)

Accomplishment	Faithfulness	Marriage	Service
Affirmation	Family	Mentoring	Silence
Ambition	Forgiveness	Nurturing	Sincerity
Authenticity	Forward looking	Obedience	Solitude
Beauty	Freedom	Orderliness	Spiritual growth
Being a model	Frugality	Patience	Stability
Being in control	Fulfillment	Peace	Success
Career	Fun	Perfection	Temperance
Caution	Gentleness	Performance	Tolerance
Collaboration	Genuineness	Persistence	Tongue control
Communicating	Good taste	Personal Power	Tranquility
Community	Growth	Physical vitality	Trust
Compassion	Hard work	Productivity	Truth
Competence	Honesty	Purity	Winning
Competition	Humility	Quality	Worship
Consistency with biblical teaching	Humor	Recognition	_____
Creativity	Impacting people	Relaxation	_____
Determination	Independence	Respect for life	_____
Diligence	Influence	Respect for people	_____
Efficiency	Inspiring others	Respect for the environment	_____
Elegance	Integrity	Risk taking	_____
Encouragement	Joy	Security	_____
Enlightenment	Lack of pretense	Self-esteem	_____
Excellence	Love	Self-expression	_____
Excitement	Love of learning	Sensitivity	_____
Experiencing pleasure	Loyalty	Servanthood	_____
	Making money		

Adapted from Christian Coaching by Gary R. Collins
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The question you now need to ask is: What ‘critical evidence’ (if any) are you able to glean from studying the above? Is there another set of ideas that you can use?

Well as there are over 100 words (all of which will have to be defined and understood) is there a simpler way of categorising them? Herewith is another [idea](#) you can use:

INTEGRITY Take pride in everything that is fair, honest and knowledgeable and build trust in every situation.	LEADERSHIP Create vision, inspire others and advance the priorities and mission of the organization.	INNOVATION & CHANGE Encourage innovation, adapt to change and be willing to take risks.
COMMITMENT & DETERMINATION Keep pursuing our goals especially when experiencing adversity.	TEAMWORK Cooperate and work together for the common good of the people we serve and the organization's mission.	
PASSION FOR SERVICE Show love and compassion for the people we serve and rejoice when their needs are met.	RESULTS Be known for follow-through and responsiveness to our customer's needs and achieve agreed-upon outcomes.	STEWARDSHIP Use all resources efficiently and effectively in order to further the organization's mission to serve people.
EXCELLENCE Strive for quality in everything we do.	OPEN COMMUNICATION Encourage directness, candor and diversity so that people and ideas thrive.	
COMPETENCE Thirst for knowledge and self improvement and demonstrate the skills needed to accomplish a chosen task.	LOVE FOR EACH OTHER Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It is not rude, it is not self-seeking, it is not easily angered, it keeps no records of wrongs. Love does not delight in evil but rejoices in truth. It always protects, always trusts, always hopes, always perseveres. Love never fails... 1 Corinthians 13:4-8.	

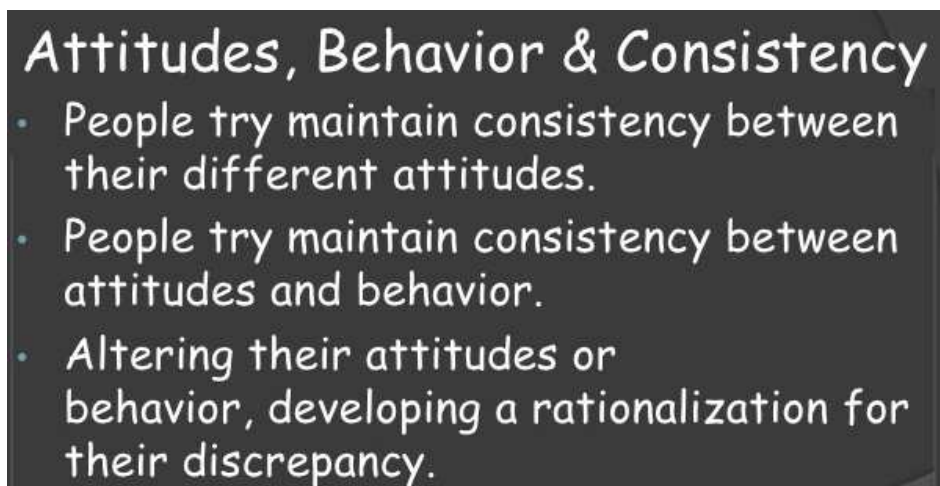
Does this make it any easier? If trying to identify any critical evidence from the ‘belief’ segment is too hard, then how about moving on to the next section?

Attitudes:

The problem (as I see it) with finding deliverables based on peoples attitudes is firstly defining what an attitude is.

One definition of attitude is “A complex mental state involving beliefs and feelings and values and dispositions to act in certain ways”. Hence from the definition and the content of the diagram in the ‘Initiate’ section, it is clear (to me) that all deliverables needed could be found in the ‘Beliefs’ and ‘Values’ sections.

Perhaps this next image (taken from a [presentation](#)) will explain this in a different way:



The critical piece of evidence from this section is not a deliverable but a step that you will need to take in order to somehow find a way to align everyone’s view and understanding of the deliverables. This will be achieved by carrying out the next step of your diagnoses “Establish a timeline” in order to place all the evidence you have gathered into a sequence (establishing the sequence of steps) enabling you to examine them more closely in order to locate the first piece of ‘critical evidence’.

Timeline:

In my next article I will revisit the approaches that I diagnosed earlier and see if I can use this technique to re-evaluate my rather [harsh criticism](#) of them (that is that I found them ‘pointless’).

Regards

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