

Building BA competency in an IT organization

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What does this convey?



When the delivery does not meet expectation

Courtesy :- IIBA - The Evolving Role of the Business Analyst :
Our Next Super Hero! - August 2008

Questions

- Can business stakeholders convey their true needs to IT?
- Is IT in a position to engage in a dialog to ascertain the needs?

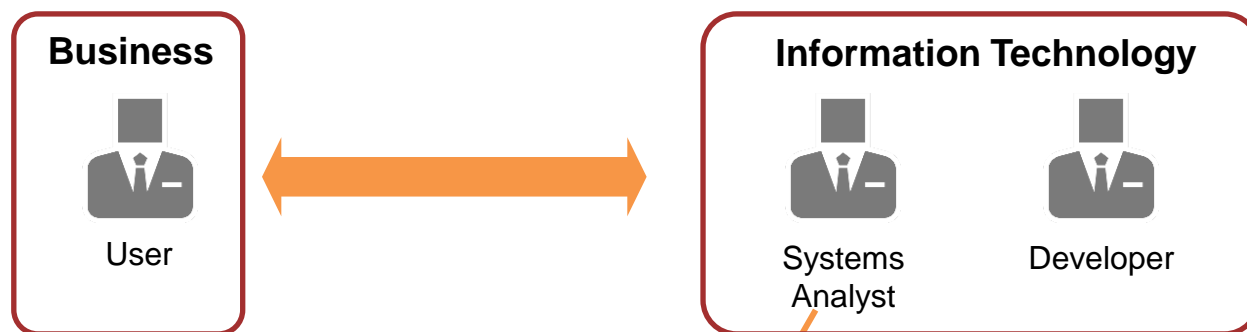
Some facts

- It's not easy to get at what the business needs in terms of defining business requirements, but it's absolutely crucial. Get it right the first time.
- The Requirements & Analysis Phase of any software development life cycle (SDLC) takes up to about 40% of the timeline
- A missed requirement can cost a fortune, depending on when it's discovered

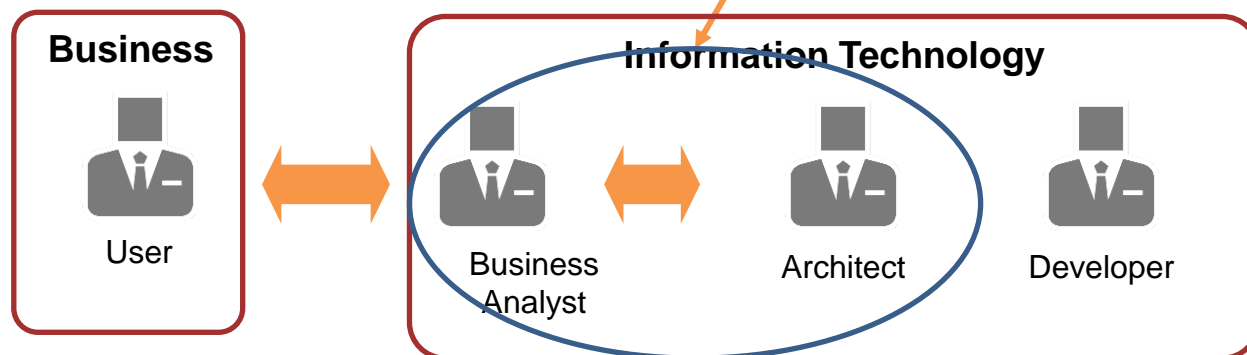
Business Analyst is the answer to avoid such situations

Changing Requirements roles

Traditionally, this role was filled by the systems Analyst



Now we see....



Business Analysis as a catalyst between technology and Business Needs



Business analysis – definitions



WIKIPEDIA
The Free Encyclopedia

Business analysis is the discipline of identifying business needs and determining solutions to business problems. Solutions often include a systems development component, but may also consist of process improvement, organizational change or strategic planning and policy development

- Business analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals – IIBA (BABOK v 2.0)
- Business analysis defines the capabilities that enable an organization to deliver value to its stakeholders – Agile handbook
- The definitions are restrictive and have explained the ‘discipline’ or ‘practice’ through identifying the tasks and techniques. They do not cover one of the critical aspects of business analysis – marrying the technology to customer needs.

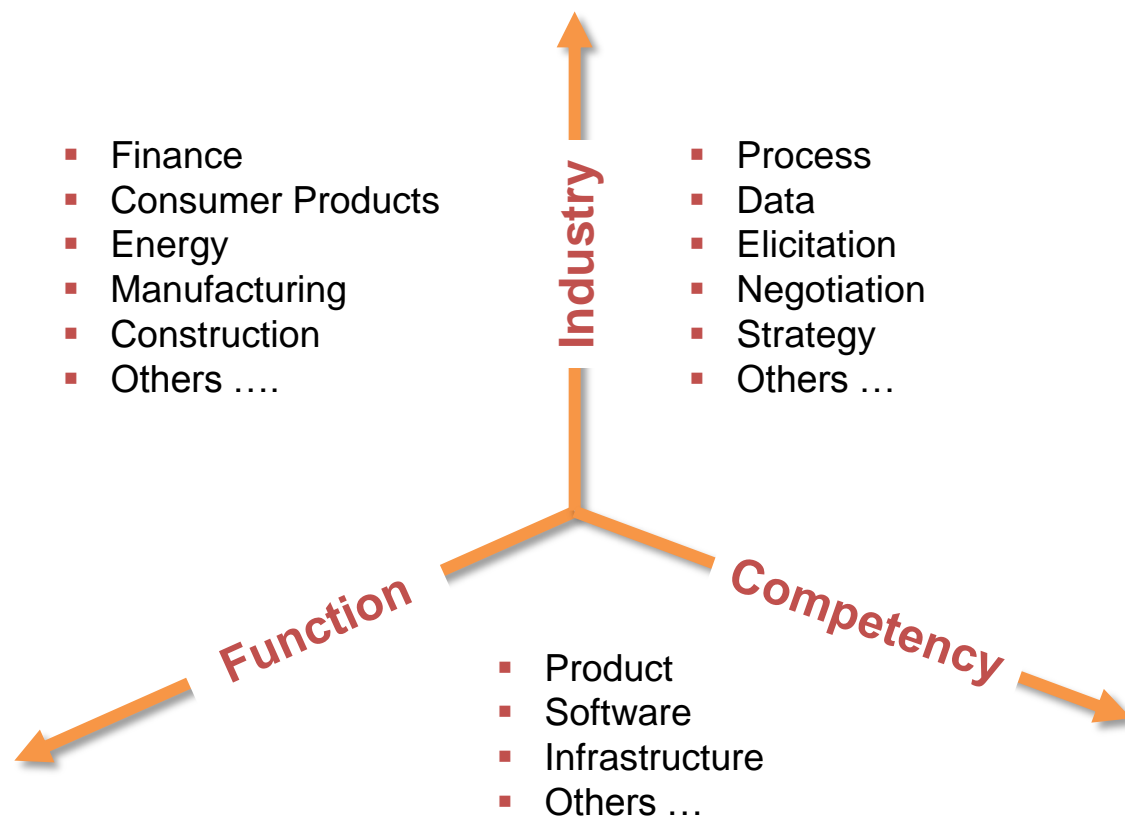


Complexities of market demands drive confluence of BA competencies

The Developing Marketplace

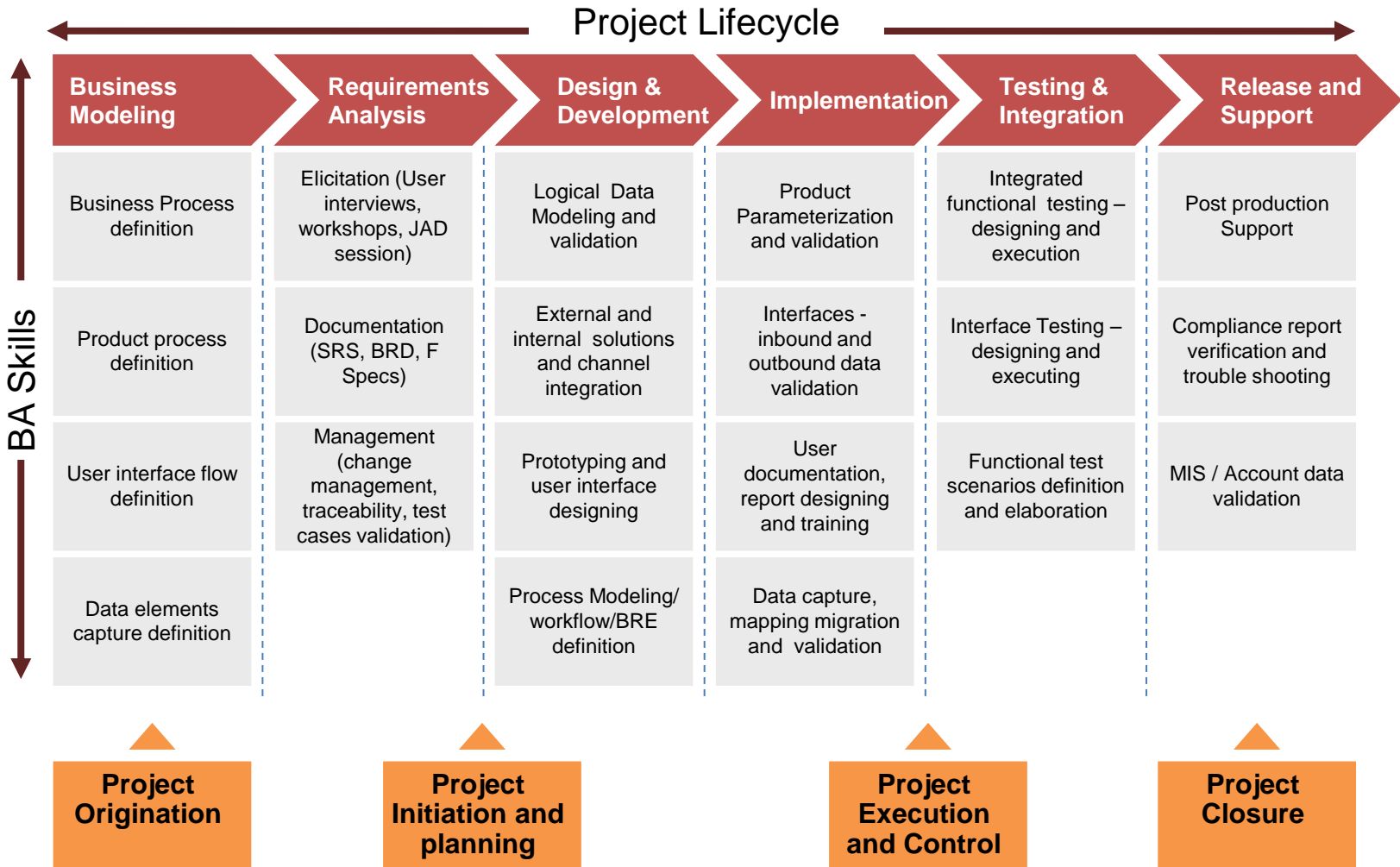
The profession will mature along three axis

- Industry
- Competency
- Function



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In IT, BA competencies pervade throughout the project management life cycle



A matured BA is expected to possess some core competencies

Core Competencies

Communication

- Facilitation
- Negotiation
- Conflict Management
- Formal (presentation, documentation)

Analysis

- Logic
- Decision Analysis
- Process & Data Modeling
- Systems Thinking

Implementation Skills

- IT Knowledge
- Process Change
- Organizational Change
- Quality Assurance
- Project Management

Domain Knowledge

- Products
- Processes
- Markets
- Systems

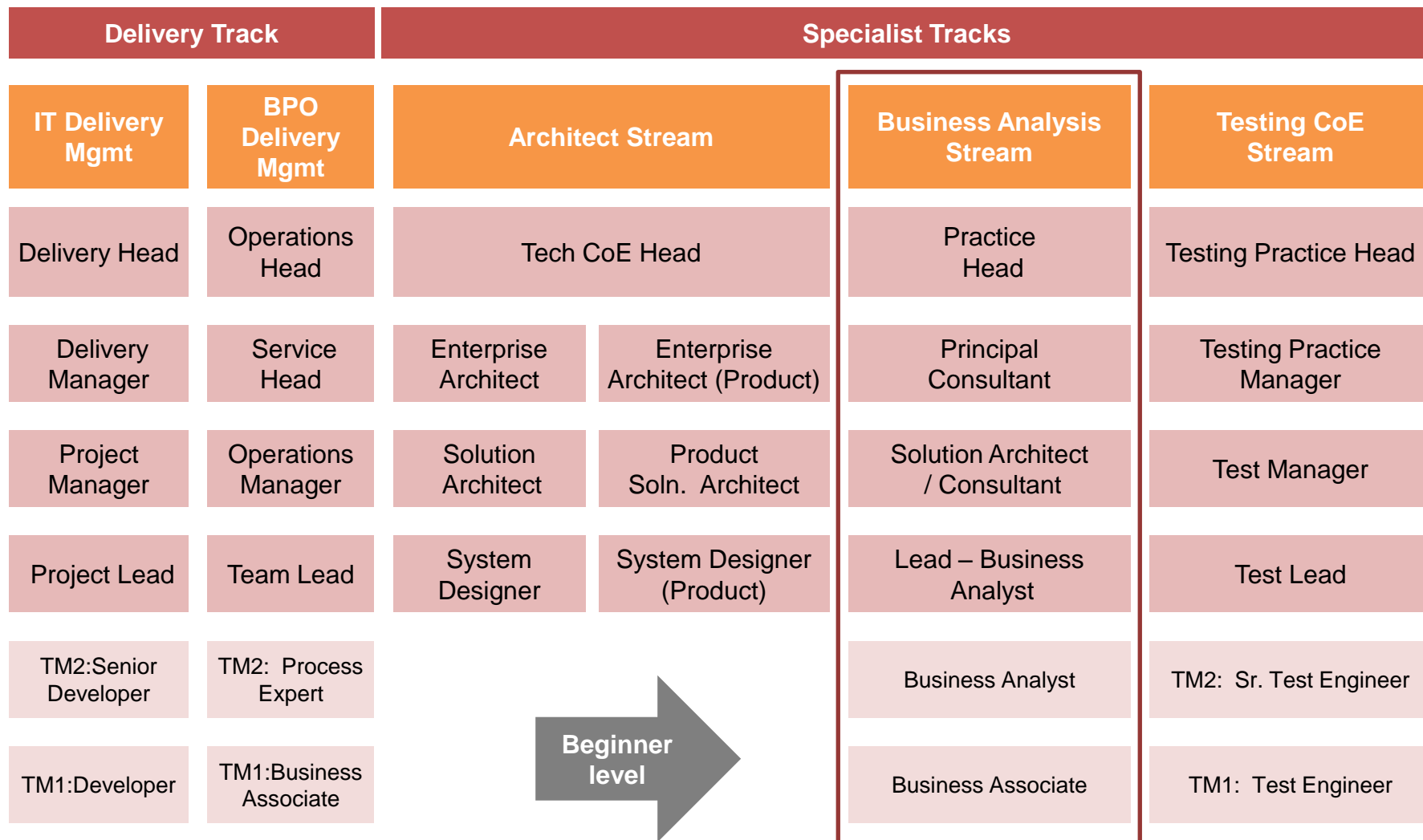
Consulting

- Relationship Management
- Strategic Planning
- Coaching Skills
- Delegation and Management Skills

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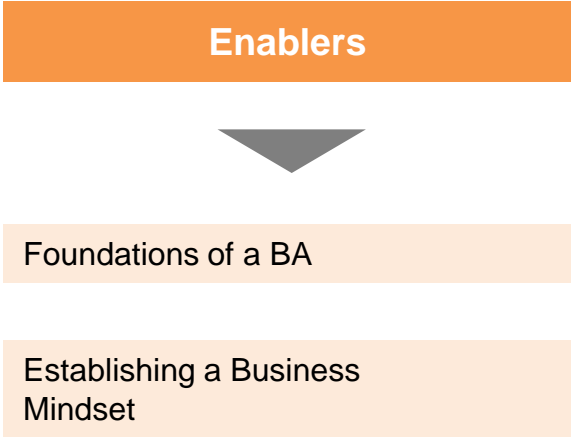
Implementation at Fiserv

Fiserv has defined career tracks and career streams across various job roles



Business Associate

Analytical Thinking	Focused on developing problem solving skills
Communication	Focused on one-to-one and within teams
Strategic Thinking	Not Applicable
Leadership	Not Applicable
Requirements Management	Focused on understanding the different categories of requirements
Process	Not Applicable
Project Management	Not Applicable



Business Analyst

Analytical Thinking	Focused on solving technical problems
Communication	Focused on group facilitation with mid-level stakeholders
Strategic Thinking	Not Applicable
Leadership	Not Applicable
Requirements Management	Focused on gathering and documenting technical and business requirements for small projects
Process	Focused on process modeling from requirements
Project Management	Focused on how BA works with PM

Enablers



Logical Data Modeling

How to Gather and Document User Requirements

Use Case Modeling

Facilitation Techniques for Requirements Development

Lead Business Analyst

Analytical Thinking	Focused on solving complex technical problems
Communication	Focused on presenting and communicating information to Executives
Strategic Thinking	Focused on understanding strategic decisions
Leadership	Focused on leading small teams
Requirements Management	Focused on gathering and documenting technical and business requirements for large projects
Process	Focused on process improvement from requirements
Project Management	Focused on learning how to manage projects

Enablers



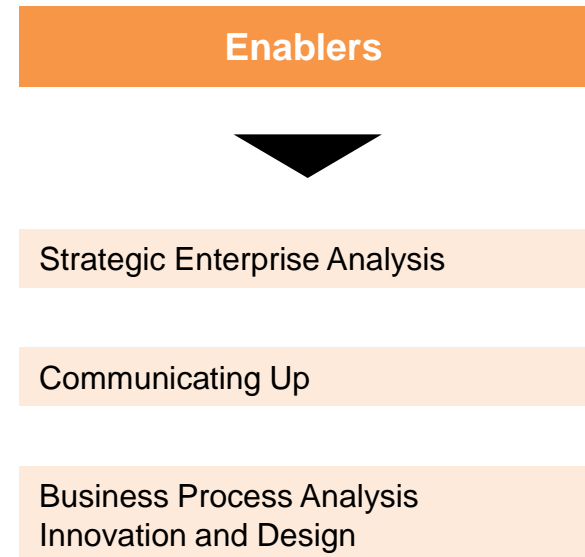
Testing Techniques
For Validating Requirements

Managing IT Projects

High Impact
Communication

Solution Architect

Analytical Thinking	Focused on strategic problem solving
Communication	Focused on facilitating requirements with Executive audiences
Strategic Thinking	Focused on analyzing and enabling strategic decisions
Leadership	Focused on leveraging multiple leadership styles at the enterprise level
Requirements Management	Focused on proactively identifying business requirements and influencing customer requirements
Process	Focused on identifying required process improvements without requirements
Project Management	Focused on leading large change projects



Let's Play !!!!

Conclusion

- Demand for BA role is growing because organizations recognize that building a solution is not sufficient – they must understand the needs first
- The BA profession will develop along three axis
 - Industry
 - Function
 - Competency
- Demand for greater specialization will grow as understanding of the value of the BA and formalization of the role continue
- Organizations must understand need to determine the type and maturity of BA required

Thank You!



Learn more. www.baconvention.com