



# Business Unusual

## The Changing landscape of Business Analysis

A presentation by:

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**ValCon Inc. Canada**

Featured Speaker

IIBA Calgary Chapter, Jan 2016 Round Table.

**Disclaimer:** Information sourced mostly from the International Institute of Business Analysis (IIBA)<sup>TM</sup>

# About Me



Ola Ifidon, CBAP®, PMP®, MBA

## ○ Education:

- University graduate of Economics (BSc. Hons)
- Certified Business Analysis Professional (CBAP®)
- Project Management Professional (PMP®)
- MBA from Cornell-Queens Executive MBA Program

## ○ Work Experience

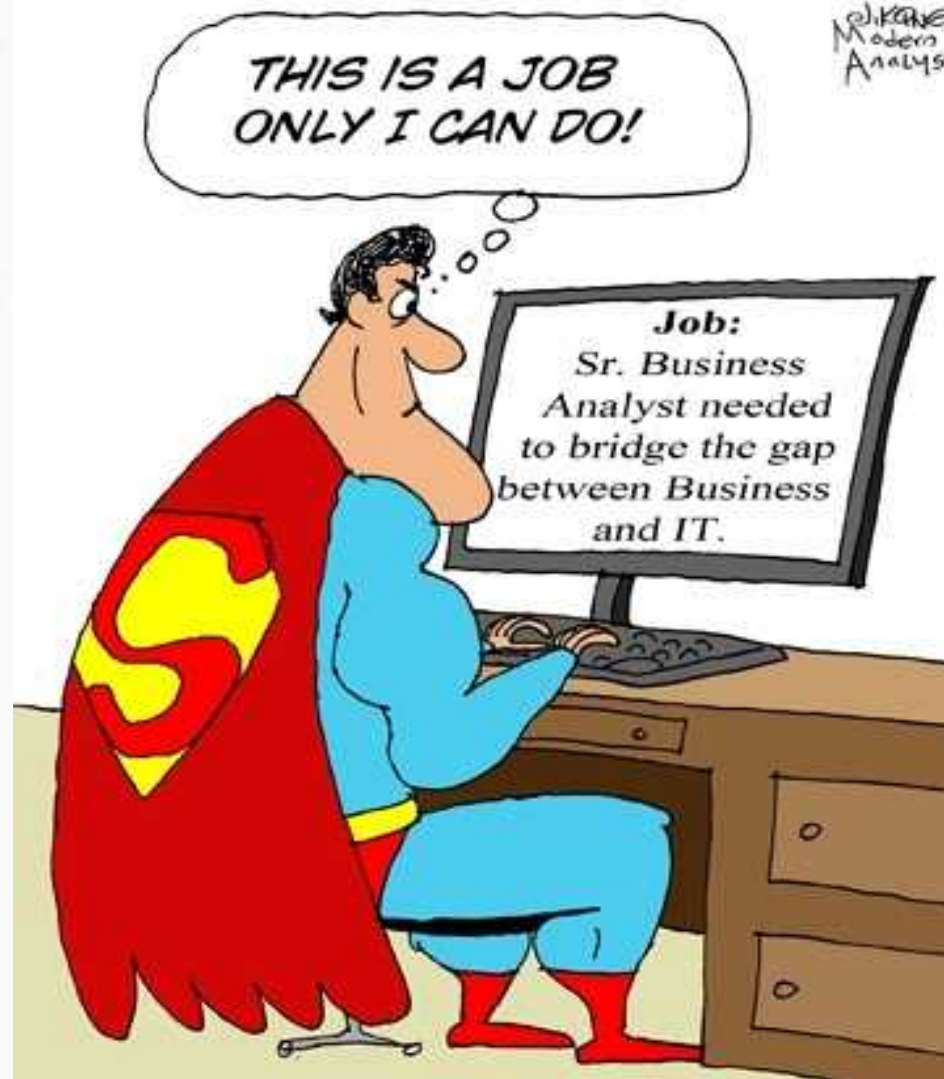
- An Ex-Accenture Senior Consultant in the Strategy and Business Architecture Unit and a Business Analysis, Strategy and Business Solutions Professional with over 15 years experience that span across various industries including consulting, oil and gas, utilities, and banking.
- Ola has local and international experience in Africa and North America markets facilitating business solutions by aligning strategic goals with solution options to deliver business value.
- Areas of specialisation include Business Analysis, Strategy, Business Value and KPIs, Project Management, and IT project delivery.
- Currently leading Business Analysis engagements and facilitating solutions in a leading oil and Gas company in Calgary

## ○ Interests

- Active member of the International Institute of Business Analysis (IIBA®):
  - Advisory Board Committee Member, Calgary IIBA Chapter Nov 2015- Date
  - Vice President, Member Services, IIBA Calgary Chapter Board. 20017-2013
  - IIBA 2015 BBC Delegate
- Knowledge sharing
- Missions: Empowering women and children
- Strategic Networking
- Spa and entertaining

# Purpose

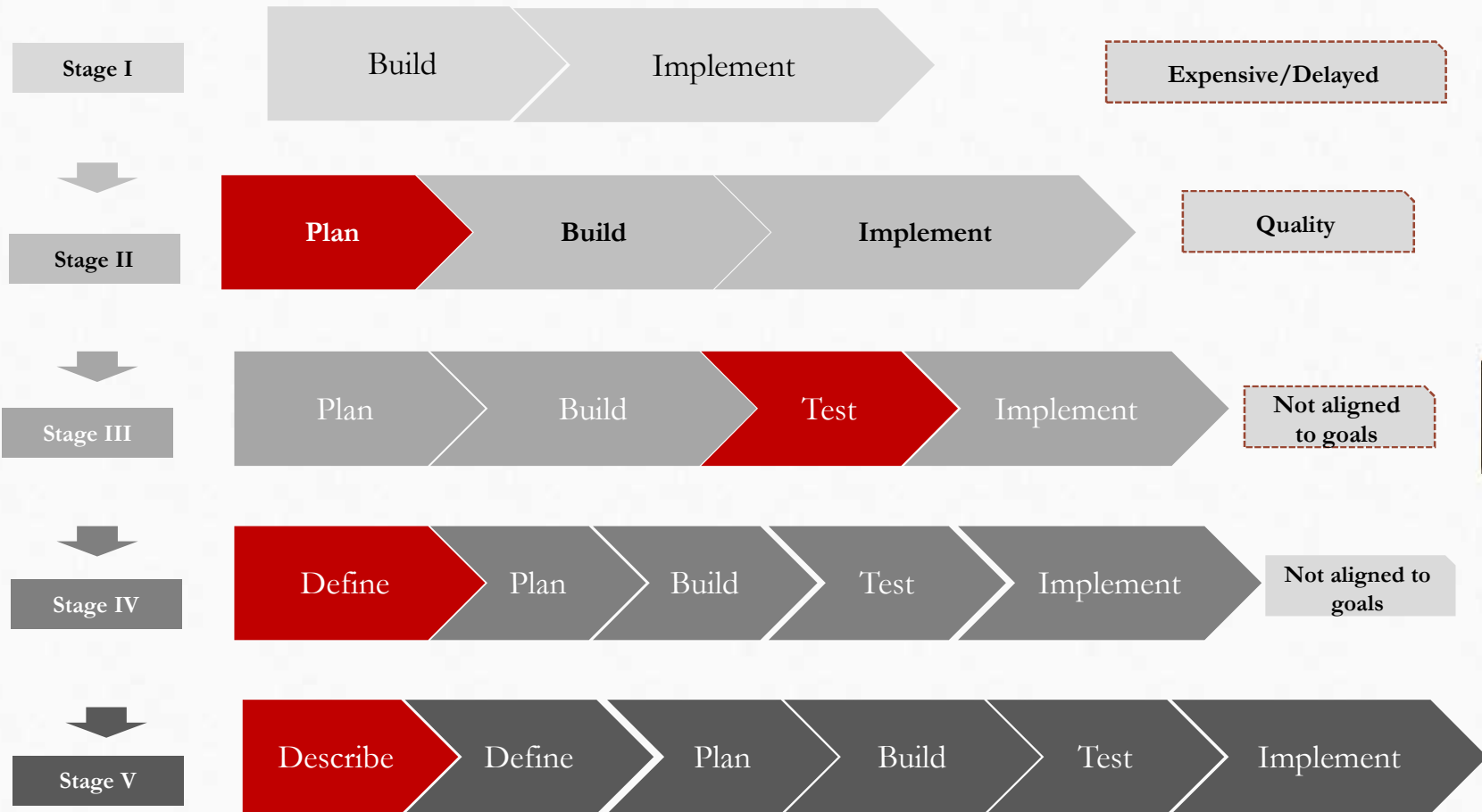
- Provide insight into the changing landscape of Business analysis.
  - Re-defining Business Analysis
  - Review the transition to BABOK v.3
  - The Business Analysis Core Concept Model (BACCM) and BA Perspectives
  - Review trends and additions in BA techniques:
    - *Review the Business Capability Model Sample*
- Identify trends in key competencies in the evolving landscape
- Review what this means for Business Analysts



*...the Business Analyst Role.... more than a “Bridge” and “Note Taker!”*

# Evolution of Business Analysis

Completion



**Business Analysis...Describing the scope of possible solutions**

# Travesty of the BA Professions

“Have you ever been invited to a technical design session to capture the discussed development tasks? These are gross misappropriations of a business analyst. These are the secretarial tasks that everyone else felt too superior to do. This is a waste of a true business analyst's talent. Organizations that do not recognize this, risk losing such talent.

Many inexplicably forget about the "analyst" portion of our ever-evolving title, seeing us, instead, as the people who write documents and must therefore be the only ones capable of typing up strings of words

Robust documentation is not a valuable deliverable in and of itself in waterfall software projects. It is simply a tool that enables your teammates to write or test code.

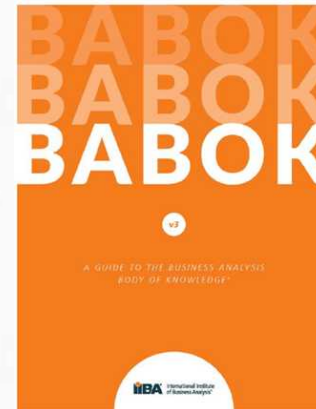
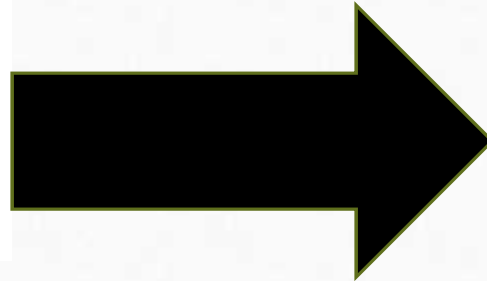
- *Scribing is an impediment to dutifully performing the analyst role.*
- Note taking requires a state of mind diametrically opposed to what's needed for analysis”.

Quote from IIBA Article, **The Great Communicator Article** by **Kelly Eull, CBAP**

## ... So really what does an analyst do?

- Achieve common understanding: While leaders create and set the vision, the business analyst is instrumental in the successful realization of it.
- Make the complex look simple and do so with ease and alacrity
  - Deficient business analysts make the simple appear complex and the complex seem insurmountable.
- Imagine everything that could happen and then assess what is likely to happen.
- Optimize "happy paths" and discern the exceptions and errors to be handled.
- Explore and seek to understand why someone wants to achieve a goal and why particular steps are taken to complete a task.
- Identify and understand what is assumed and what is not readily apparent.

# Trends Impacting Change



- **Business demanding agility in solution delivery**

Agile has moved to the mainstream, driving change in software development and in the agile community itself

- **New and rapid trends in technology**

SaaS and cloud solutions, mashups, and other technology put in-house IT development at risk

- **Increasing role of Business Architecture in solution delivery**

- **Globalization**

Teams becoming more global and virtual. Need for more collaboration and efficiency in client delivery

- **Increasing collaboration across practitioners in the business solution value chain**

BPMS and Business Rules Engines increasingly having impact

BAs taking on increased change management, organizational development roles



# Goals of BABOK Revision

- **Incorporate new concepts** and practices in use since last revision
- Change where needed to **improve value to all practitioners**
- **Address the full scope** of the profession
- **Help other BA groups**—agile practitioners, BPM experts, business architects, product managers and others understand how much we share as a community
- Respect the **need of existing practitioners to recognize themselves in the BABOK Guide**
- **Improve readability and usability**, and incorporate lessons learned from practitioners who have worked with version

# Business Requirements Refocused

## BABOK Version 2 Definition:

1. A condition or *capability needed by a stakeholder* to solve to problem or achieve an objective
2. A condition or capability that must be met or possessed by a solution or solution component to satisfy a contract, standard, specification, or other formally imposed documents

## BABOK Version 3 Definition:

1. A requirement is a *usable representation* of a need.
2. Requirements focus on understanding what kind *kind of value* could be *delivered if a requirement is fulfilled*.

# Business Analysis Redefined

## **Business Analysis (traditional)**

“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.”

.....BABOK® Guide, Version 2

## **Business Analysis Redefined**

“**Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.**”

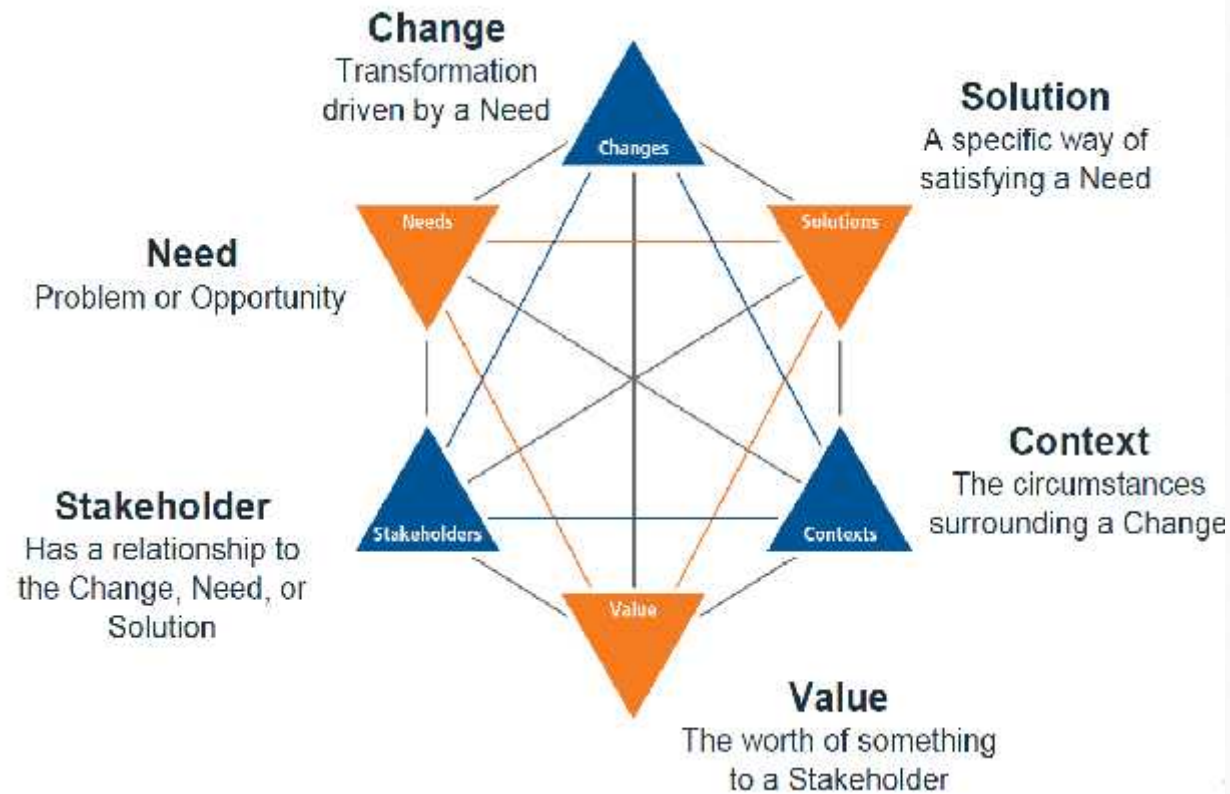
.....BABOK® Guide, Version 3

# Knowledge Areas

BABOK Guide V3	BABOK Guide V2
Business Analysis Planning & Monitoring	Business Analysis Planning & Monitoring
Elicitation and <b>Collaboration</b>	Elicitation
Requirements <b>Lifecycle</b> Management	Requirements Management & Communication
<b>Strategy</b> Analysis	Enterprise Analysis
Requirement Analysis & <b>Design Definition</b>	Requirement Analysis
Solution <b>Evaluation</b>	Solution Assessment & Validation

# Business Analysis Core Concept Model (BACCM)

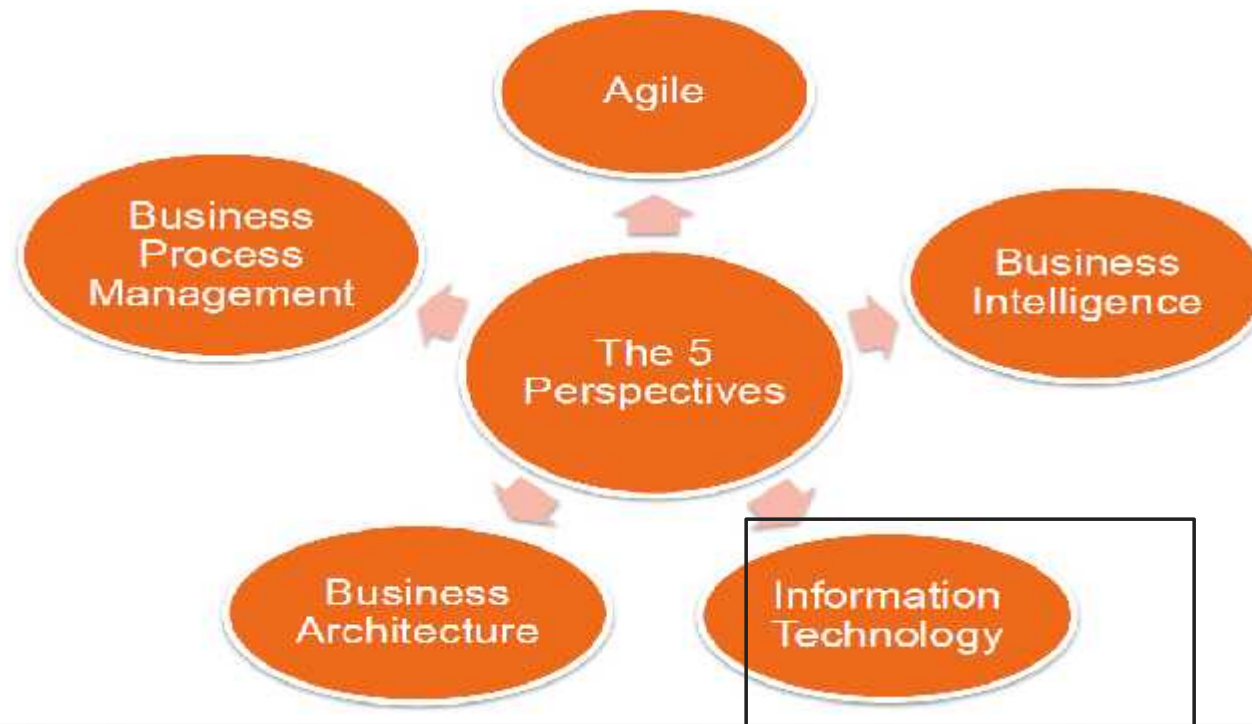
The BACCM emphasizes what Business Analysis is and what it means to perform business analysts regardless of perspectives, industry or methodology



# The New Business Analysis Perspectives

What is a Perspective?

- Represents 5 disciplines through which Business analysis can be assessed or viewed
- Provides linkages, mapping and explanation on how to apply the BABOK knowledge area within a particular discipline
- It is not mutually exclusive



# Business Analysis Techniques- New & Revised

- **Backlog Management**
- **Balanced Scorecard**
- Benchmarking and Market Analysis
- Brainstorming
- **Business Capability Analysis**
- **Business Model Canvas**
- Business Rules Analysis
- **Collaborative Games**
- Data Dictionary
- Data Flow Diagrams
- Data Modeling
- Decision Analysis
- **Decision Modeling**
- Process Analysis
- Process Modeling
- Prototyping
- Reviews
- Risk Analysis and Management
- **Roles and Permissions Matrix**
- Root Cause Analysis
- Scenarios
- Scope Modeling
- Sequence Diagrams
- Stakeholder List, Map, Personas
- State Modeling
- Survey or Questionnaire
- SWOT Analysis
- Use Cases
- Document Analysis
- Estimation
- Focus Groups
- Functional Decomposition
- Glossary
- Interface Analysis
- Interviews
- Item Tracking
- Lessons Learned
- Metrics and KPIs
- Non-Functional Requirements Analysis
- Observation
- Organizational Modeling
- Prioritization
- User Stories
- Vendor Assessment
- Workshops

# Underlying Competencies-New and Revised

- Analytical Thinking and Problem Solving
  - Conceptual Thinking
  - Visual Thinking
- Behavioral Characteristics
  - Personal Accountability
  - Adaptability
- Personal Organization
  - Organization and Time Management
- Business Knowledge
  - Methodology Knowledge
- Business Principles and practices
  - Business Acumen
- Communication Skills
  - Non verbal
  - Listening
- Interaction Skills
  - Negotiation
  - Conflict Resolution
- Personal Organization
  - Organization and Time Management
- Tools& Technology ( v.2.0 Software applications
  - Communication tools and Technology
- Specialized Applications
  - Business Analysis tools and Technology



## What drives business value?

67%

Enabling  
**Business  
Strategy**

52%

Optimizing  
**Business  
Process**

41%

Driving  
**Business  
Innovation**

**42%**

...of CIOs rated **Business Analysis** as the **top skills gap** in their organization in a Deloitte 2013 survey

**Effective**

△

**Business Analysis drives business value!**

# What does this mean for BA Professionals?

- **Re-assess business engagement** and delivery approach
  - Systems thinking in client engagement
  - Integrate Strategic Analysis as an integral part of client engagement
- **Focused thinking** on **business value and strategic alignment** to business goals
  - Deliver value through projects not just projects!
    - Identify value to be delivered and KPIs to measure performance
- Increased **collaboration** across the value delivery team (i.e. Project Managers, Business Analysts, System/Build Analyst, Enterprise Architects, Business Architects, Change Managers etc.,)
- Emphasis on business **change management**
- **Re-assess individual skills** and identify areas of improvement (SWOT tool useful here)
- Develop individual plan to grow **underlying competencies** in line with industry trends
- Position Business Analysts and Architects as **preferred strategic partners** to the business
  - Change business perception as a “**cost center**” to an “**innovative value delivery center**”

# ...So What Type of Business Analyst Are You?

## The Great Communicator



The BA that readily shares information and uses various techniques tailored to teach others how they learn best.

**High Aptitude** ( hard skills)  
**High Attitude** ( Soft Skills)

## The Great Grandstander



The BA that enjoys exhibiting his/her superior knowledge without assisting other teammates.

**High Aptitude** ( hard skills)  
**Low Attitude** ( Soft Skills)

## The Rising Star



The BA that lacks some written, spoken, and/or diagramming skills but eagerly wants to improve and learn

**High Aptitude** ( hard skills)  
**High Attitude** ( Soft Skills)

## The Problem Child



The BA that lacks some written, spoken, and/or diagramming skills but does not recognize the need to improve.

**Low Aptitude** ( hard skills)  
**Low Attitude** ( Soft Skills)

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## ....Its Time To Take a Seat at the Table!

- “Project managers are at the table to manage the budget. Technical architects are at the table to represent technology capabilities and limitations. Business owners are at the table with their wallet and vision , the missing link is the Business Analyst, the *Great Communicator*, desperately needed to translate strategic goals and vision into meaningful business value.
- BAs having a seat at the table where decisions are made and solutions are designed is precisely what is missing today”

Quote from IIBA Article, *The Great Communicator Article* by Kelly Eull, CBAP

**.... More than ever, its time to take your seat at the table!**

Questions/Comments?





For further enquiries, please contact:  
[Ola.Ifidon@valconsult.com](mailto:Ola.Ifidon@valconsult.com)

**Thank You!**

# SLIDES TO DELETE



Aptitude Hard Skills	Attitude Soft Skills	Type of Business Analysts	Definition
High	Overall Positive	Great Communicator	The BA that readily shares information and uses various techniques tailored to teach others how they learn best.
High	Overall Negative	Grandstander	The BA that enjoys exhibiting his/her superior knowledge without assisting other teammates.
Low	Overall Positive	Rising Star	The BA that lacks some written, spoken, and/or diagramming skills but eagerly wants to improve and learn
Low	Overall Negative	Problem Child	The BA that lacks some written, spoken, and/or diagramming skills but does not recognize the need to improve.

# Travesty of the BA Professions-Delete

- Analysts attempt to retrieve knowledge long ago locked away in the deep recesses of people's minds, information relegated to the subconscious of our subject matter experts (SMEs). Our questions may seem elementary, doubting, or judgmental in nature and are easily met with defensiveness; however, the analyst seeks to uncover the full historical account and context concerning decision making and behaviors surrounding business activities and events. Analysts are the investigators of the organization, piecing together disparate bits of information into one cohesive puzzle that's stable enough to introduce process improvements and/or automation.
- Scribing is an impediment to dutifully performing the analyst role. Analysts practice active curiosity, whether facilitating a session or simply attending a meeting. The analyst's mind is engaged in deliberate yet intuitive critical thinking as information is learned and processed. Our attention must be untethered from the tasks of rote listening and transcribing. No doubt, it is a skill to accurately capture meeting minutes, but note taking requires a state of mind diametrically opposed to what's needed for analysis. A free mind is necessary to actively assess new information, evaluate the importance thereof, identify anomalies or inconsistencies, and decide what needs to be thought through or acted upon next

# Take a seat at the Table!

- Project managers are at the table to manage the budget. Technical architects are at the table to represent technology capabilities and limitations. Business owners are at the table with the wallet and the vision. Still, this table needs to communicate and cannot do so effectively without the business analyst. Be the *Great Communicator*, define your value to the organization, and take your seat at the table.

## **Exerpts from The Great Communicator**

**Author: Kelly Eull, CBAP**

<http://www.iiba.org/Learning-Development/Best-Practices-for-Better-Business-Analysis/BP4BBA/2015/the-great-communicator.aspx>

# The Evolving Landscape of Business Analysis

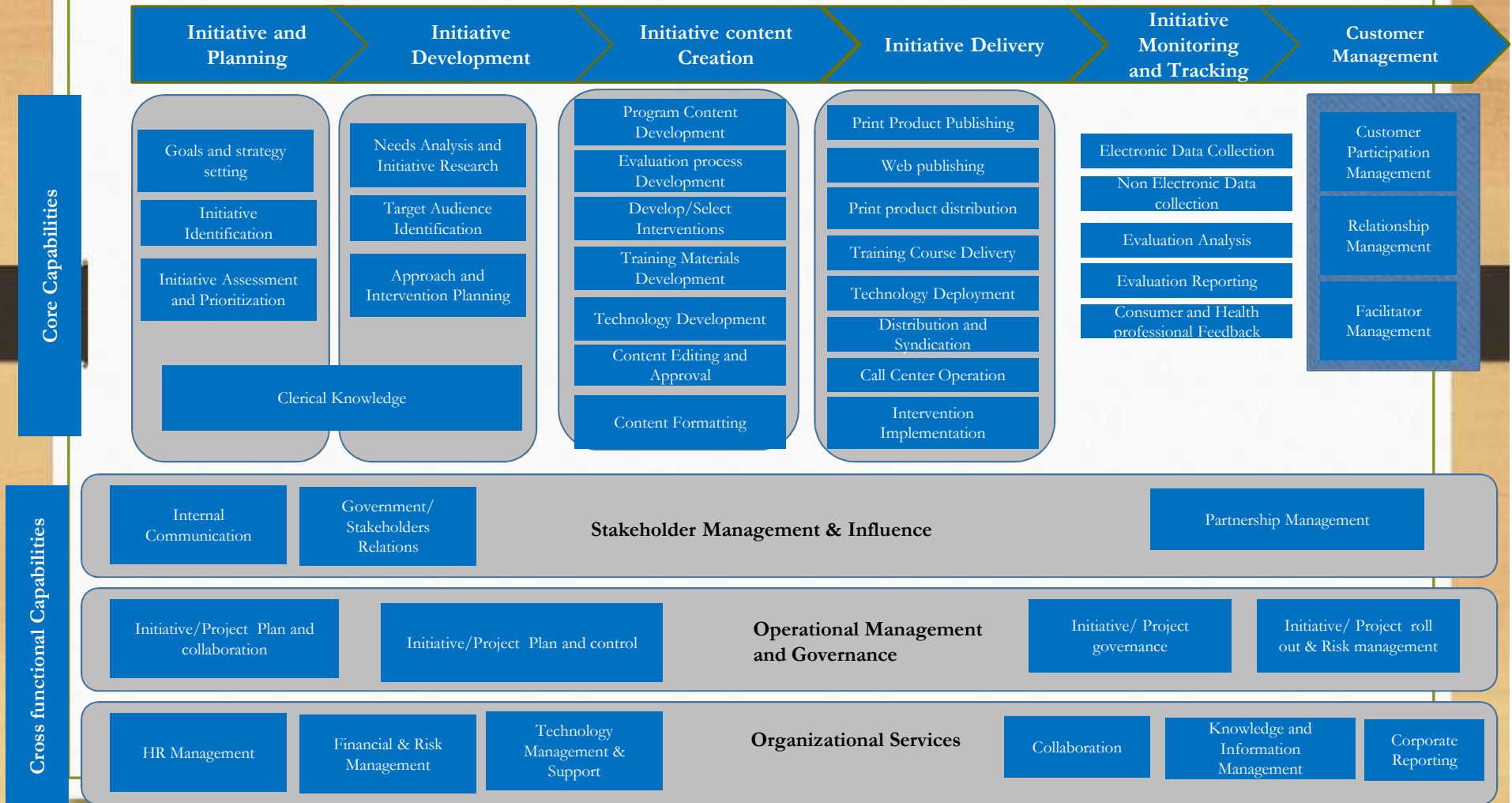


# Business Capability Model

- **A conceptual layer that shows the organization's capacity to successfully perform a unique business activity.**
- **Represents a conceptual service that a group of processes and people, supported by the relevant application, information and underlying technology, will perform**
- **Higher level than Business process**
- **Benefits :**
  - High-level overview of the business
  - Focus on key business elements
  - Helps identify key capabilities that will differentiate your business
  - Focus on areas of importance and highest value

# Business Capability Model

## Sample



# The Information Technology Perspective

- **Skills:** Influencing, facilitation, negotiation, knowledge of IT architecture, systems thinking
- Methods **Predictive** (Waterfall) and **Adaptive** (Agile)
- Requirements (functional/non-functional)
- Business Rules
- Gap analysis
- Interface analysis
- Models: process, state, context, data....



# The Gold Standard

