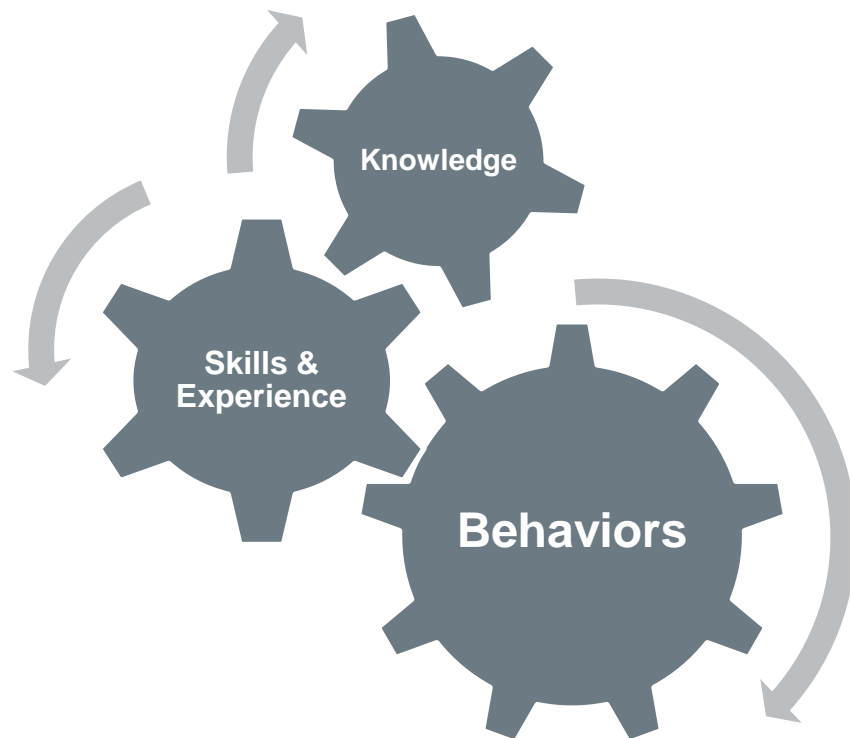


# Discovering the IIBA Competency Model



Learn  
Assess  
Reflect  
Develop  
Be Aware

# Angela Wick



## IIBA<sup>®</sup> Volunteer Product Manager & Chair of the Competency Model

- Angela is a BA Consultant, Mentor, and Trainer. Angela helps organizations align, assess, and build BA communities, BACoEs, competencies and best practices.
- Genesis10 Consulting Business Analysis Practice Leader
- University of Minnesota College of Continuing Education Business Analysis & Project Management Instructor

# Kathleen Barret

## IIBA® CEO



In June of 2009, Kathleen Barret became International Institute of Business Analysis's full-time President and CEO after having held the role as a volunteer since the organization's inception in October 2003.

With over 25 years of experience in information technology, Kathleen has held many roles including most recently, managing offshore software development work for a large financial service organization. Her involvement in the field of business analysis began when she was asked to create a centre of competency for BAs for her company. She is experienced in CMMI and benchmarking, and through her many years of consulting, brings cross industry knowledge to her role at IIBA.

# IIBA Vision of Competency Model

A Global Industry Standard

Aligned to the BABOK Guide

Grow the Profession

Use Industry Research and Extensive Experience

Behavioral Focus

Robust view of BA effectiveness from perspective of BA,  
Manager and the Organization



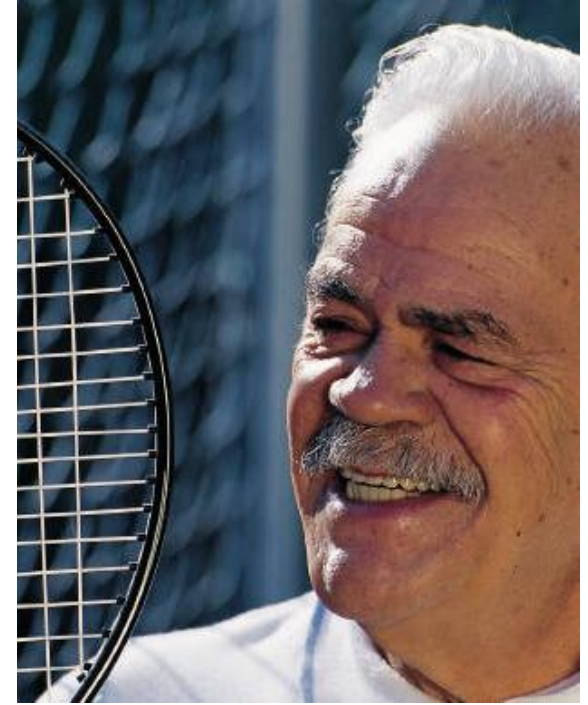
# Competence

What does it mean to be  
competent?

Why be competent?



# Who is Competent?



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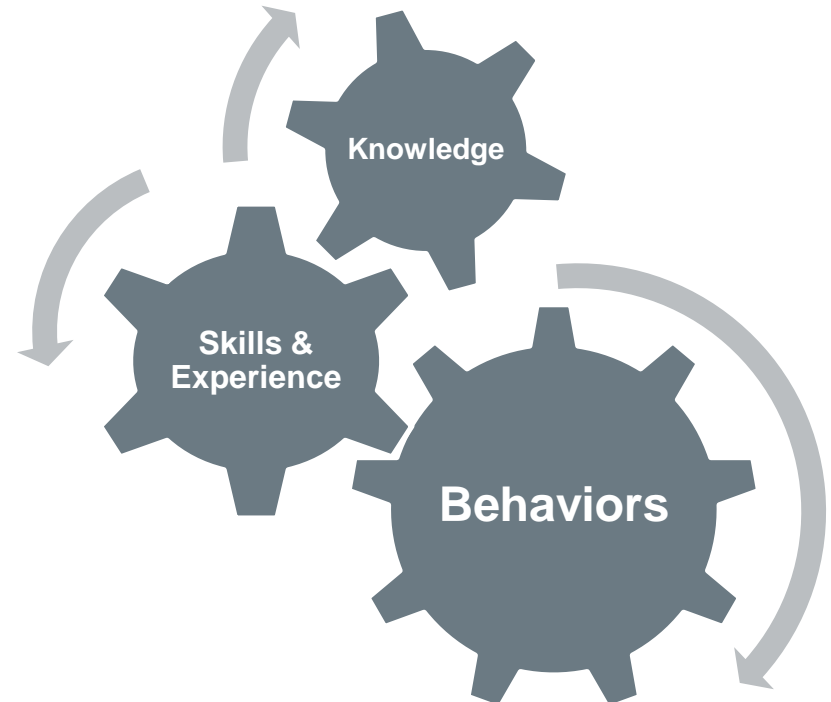
# What is a Competency Model?

## What is a Competency Model?

Competency models describe the **knowledge, skills, abilities and other personal characteristics** required for a person to be successful in a job and to perform that job effectively. For business analysis, the **BABOK® Guide** addresses the knowledge component of competency.

Competency on its own is not a guarantee of success in a role. Job performance can be influenced by many other factors, including intrinsic motivation, the work environment, or the practices and procedures in place in an organization. Competent individuals are still capable of failure.

**Competence** is a standardized requirement for an individual to properly perform a specific role. It encompasses a combination of **knowledge**, **skills** and **behavior** utilized to improve performance. More generally, competence is the state or quality of being adequately or well qualified, having the **ability** to perform a specific **role**.





# What is the IIBA Competency Model?

The IIBA Competency Model is a global industry standard model based on the BABOK Guide. The BABOK Guide is a set of globally recognized tasks & techniques.

It is NOT a set of Rules, NOT a methodology, NOT a you must framework.

It is meant to:

- Help you grow
- Assess your competencies
- Help you develop you BA skills
- Reflect on your competencies and career development
- Become aware of how you fit into the global BA standard

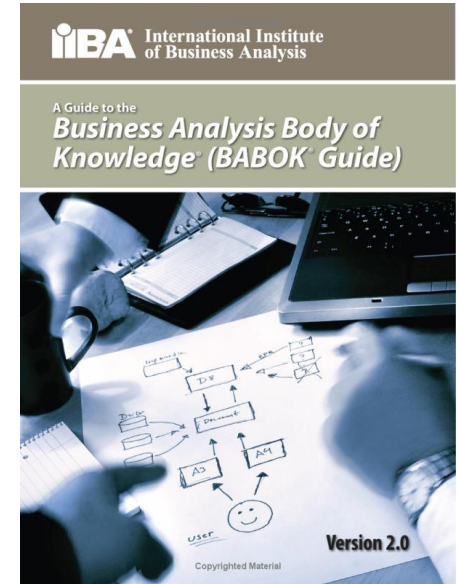


# Overview of Competency Model

## IIBA Competency Model has Performance Competencies

- ❖ 53 Performance Competencies By KA with Behavioral Indicators
- ❖ Performance Competencies mapped to Underlying Competencies
- ❖ Performance Competencies mapped to Techniques
- ❖ Performance Competencies mapped to Tasks
- ❖ Self Assessment

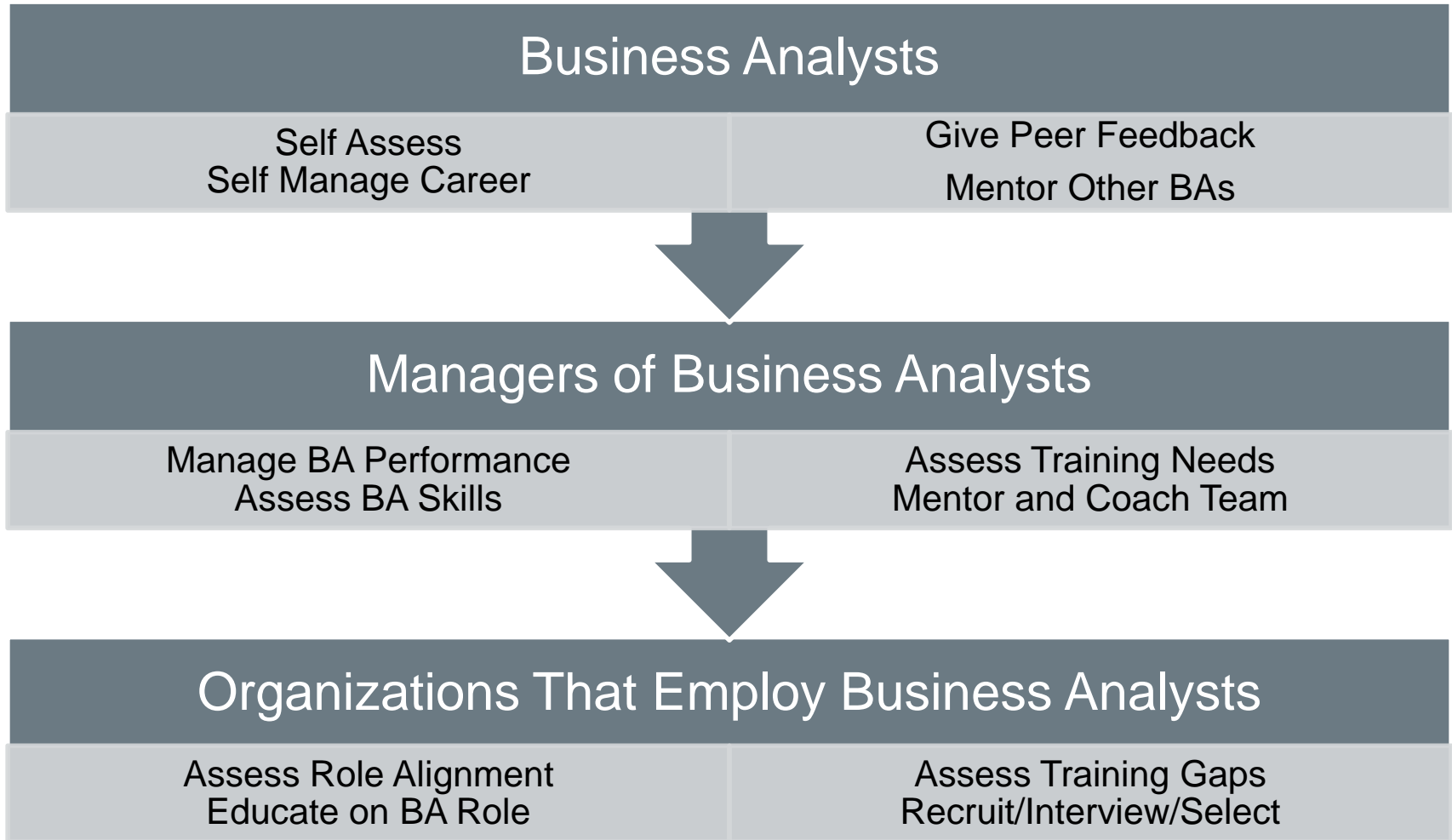
- Tasks
- Knowledge Areas
- Techniques
- Underlying Competencies



## IIBA Competency Model Future:

- **June 2010: Levels/Job Profiles**
- **More Toolkits for BAs & Managers**
- **BA Specialties**
- **Eventually online!**

# Uses For The Competency Model



# Overview of Competency Model

**TABLE 1**—PERFORMANCE COMPETENCIES AND INDICATORS OF COMPETENCY

1. PERFORMANCE COMPETENCY	INDICATORS/OBSERVABLE BEHAVIORS
<p><b>1.1</b> Business Analysis Planning and Monitoring—<i>BABOK® Guide (Chapter 2)</i> is the knowledge area that covers how business analysts determine which activities are necessary in order to complete a business analysis effort. It covers identification of stakeholders, selection of business analysis techniques, the process that will be used to manage requirements, and how to assess the progress of the work. The tasks in this knowledge area govern the performance of all other business analysis tasks.</p>	
<p><b>1.1.1</b> Selects appropriate business analysis approach</p>	<ul style="list-style-type: none"> <li>➤ Displays and maintains a high level of awareness as related to current industry and organizational trends, standards and disciplines being used to deliver new or enhanced business analysis approaches to solutions</li> <li>➤ Utilizes expertise in plan driven and change driven approaches to lead teams to select approaches that best fit initiative needs</li> <li>➤ Ability to determine when and how to modify a selected approach as necessary in order apply an appropriate level of rigor and best meet the needs of the area of analysis</li> <li>➤ Effectively communicates approach to stakeholders</li> <li>➤ Effectively gains needed stakeholder and team buy in to the approach selected</li> </ul>
<p><b>1.1.2</b> Evaluates project complexity, assumptions, constraints, and dependencies</p>	<ul style="list-style-type: none"> <li>➤ Evaluates based on the big picture view of the project outside of just the IT domain, vendor domain, or just the business unit domain</li> <li>➤ Proactively gathers information from project team members</li> <li>➤ Resets to the big picture when needed</li> </ul>

# Overview of Competency Model

**TABLE 2** — PERFORMANCE COMPETENCIES MAPPED TO BABOK GUIDE UNDERLYING COMPETENCIES

The Table below identifies which Underlying Competencies (from chapter 8 of the *BABOK® Guide*) support the Performance Competencies (above)

PERFORMANCE COMPETENCY / UNDERLYING COMPETENCIES	UNDERLYING COMPETENCIES																										
	8.1 Analytical Thinking and Problem Solving	8.1.1 Creative Thinking	8.1.2 Decision Making	8.1.3 Learning	8.1.4 Problem Solving	8.1.5 Systems Thinking	8.2 Behavioral Characteristics	8.2.1 Ethics	8.2.2 Personal Organization	8.2.3 Trustworthiness	8.3 Business Knowledge	8.3.1 Business Principles & Practices	8.3.2 Industry Knowledge	8.3.3 Organization Knowledge	8.3.4 Solution Knowledge	8.4 Communication Skills	8.4.1 Oral Communications	8.4.2 Teaching	8.4.3 Written Communications	8.5 Interaction Skills	8.5.1 Facilitation & Negotiation	8.5.2 Leadership & Influencing	8.5.3 Teamwork	8.6 Software Applications	8.6.1 General-Purpose Applications	8.6.2 Specialized Applications	
<b>1.1</b> Business Analysis Planning and Monitoring— <i>BABOK® Guide</i> (Chapter 2) is the knowledge area that covers how business analysts determine which activities are necessary in order to complete a business analysis effort. It covers identification of stakeholders, selection of business analysis techniques, the process that will be used to manage requirements, and how to assess the progress of the work. The tasks in this knowledge area govern the performance of all other business analysis tasks.																											
<b>1.1.1</b> Selects appropriate business analysis approach		*	*					*	*	*		*	*	*		*	*	*		*	*	*		*	*	*	
<b>1.1.2</b> Evaluates project complexity, assumptions, constraints, and dependencies		*	*	*							*	*	*	*													





# Overview of Competency Model

**TABLE 4— PERFORMANCE COMPETENCIES MAPPED TO BABOK GUIDE TASKS**

The Table below provides a mapping of the Performance Competencies (above) with the IIBA *BABOK® Guide V2.0* Tasks

PERFORMANCE COMPETENCY	BABOK® Guide TASKS (with BABOK® Guide ref #)
<p><b>1.1</b> Business Analysis Planning and Monitoring—<i>BABOK® Guide (Chapter 2)</i> is the knowledge area that covers how business analysts determine which activities are necessary in order to complete a business analysis effort. It covers identification of stakeholders, selection of business analysis techniques, the process that will be used to manage requirements, and how to assess the progress of the work. The tasks in this knowledge area govern the performance of all other business analysis tasks.</p>	
<p><b>1.1.1</b> Selects appropriate business analysis approach</p>	<p><b>2.1—Plan Business Analysis Approach</b></p>
<p><b>1.1.2</b> Evaluates project complexity, assumptions, constraints, and dependencies</p>	
<p><b>1.1.3</b> Identifies all stakeholders</p>	
<p><b>1.1.4</b> Determines stakeholder influence and relationship needs</p>	
<p><b>1.1.5</b> Builds and manages stakeholder (internal &amp; external) relationships. Relationships with stakeholders include: Business partners, users, vendors, customers, project team members, and management leaders</p>	<p><b>2.2—Conduct Stakeholder Analysis</b></p>

# Self Assessment Screen Shot

## Performance Competencies Self Assessment: 1.1 Business Analysis Planning and Monitoring

### SELF ASSESSMENT CATEGORIES

- D** — I **do not** have experience in this competency
- S** — I have **some experience** in this competency and am unsure if I perform this competency and indicators, **I may need guidance** from others
- I** — I perform this competency and indicators **independently** based on my understanding and experience, **I involve experts when needed**
- C** — I **consistently perform** this competency and indicators based on knowledge and techniques in the BABOK Guide
- M** — I **consistently perform** this competency and indicators based on knowledge and techniques in the BABOK Guide and **I am looked to mentor others** in this area

### 1.1 Business Analysis Planning and Monitoring

Indicate the category that best describes your comfort related to the competency and indicators **D S I C M**

		<b>D</b>	<b>S</b>	<b>I</b>	<b>C</b>	<b>M</b>
<b>1.1.1</b>	<b>Selects appropriate business analysis approach</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Displays and maintains a high level of awareness as related to current industry and organizational trends, standards and disciplines being used to deliver new or enhanced business analysis approaches to solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Utilizes expertise in plan driven and change driven approaches to lead teams to select approaches that best fit initiative needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ability to determine when and how to modify a selected approach as necessary in order to apply an appropriate level of rigor and best meet the needs of the area of analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Effectively communicates approach to stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



# What is Next?

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Live Demo

Preview of Levels and Profiles  
content coming this June!

# Accessing the Competency Model



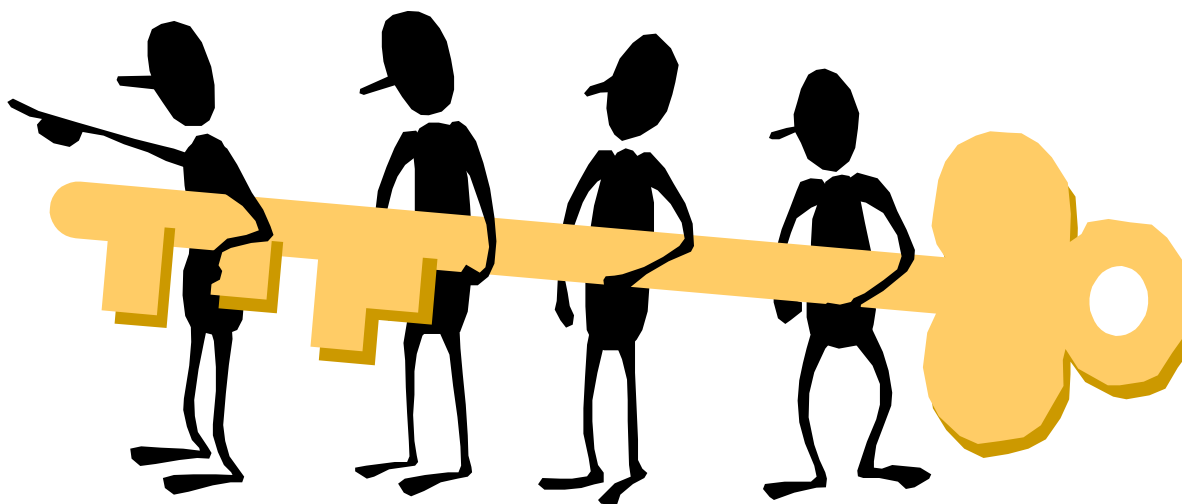
- **FREE for Members**
- **\$25 Non-Members**
- ✓ ***Read only, Not for distribution, digital transmission, resale or reproduction in whole or in part.***
- ✓ **Corporate Licensing Available!**

# Corporate License

Corporate Licensing Now Available!

A Corporate License allows organizations who employ BAs to:

- Share the model with others internal to the organization
- Modify the model to fit to your organization
- Perform 360 degree feedback using the Competency Model



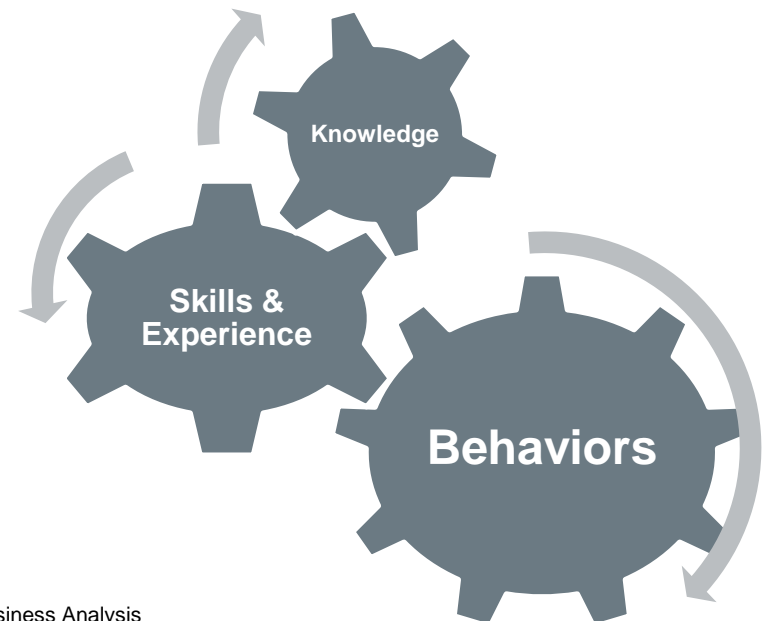
# Overcoming Barriers to Competence?

## Knowledge, Skills, Experience

- Reading
- Webinars
- Training
- Mentoring/Coaching from others
- Curiosity
- Self motivation to try a new technique to gain experience
- Learn about what situations use what techniques, practice and try them out

## Behaviors

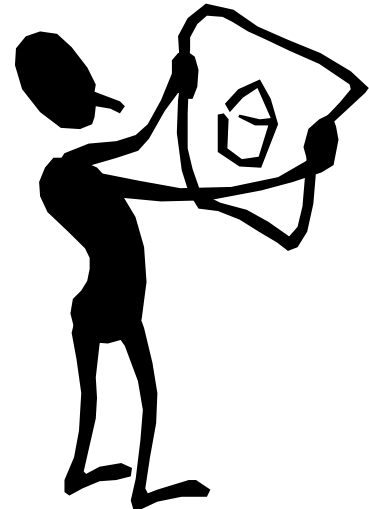
- Attitudes
- Use of Judgment/Experience
- Intuition
- Motivators
- Fears
- Self Awareness
- Use of Personality
- Confidence



# Career Plan

## Using the Competency Model to plan your career

- Own your career
  - Set fear aside
  - Create a vision (3-5 years out)
    - Self-Assess, get feedback from others
    - What do I need to improve to get there?
  - Set Goals
    - Be specific (“Try 2 new techniques this month”)
- Confidence
  - Build confidence through hard work, goals, and ownership of your career, confidence will come



# Future of the Competency Model

March 2010

- BA Self Assessment
- Corporate License

2010 Major Release  
June

- Job Profiles Defined
- Levels of Competency Defined
- Competencies Defined/Mapped to Levels and Job Profiles
- 360 Assessment

Later in 2010

- **More Tools and Templates for BAs and Managers**
- Career Planning
- Development/Training Plans
- Recruit/Interview Tools
- Specialties Defined

# **iIBA** International Institute of Business Analysis

[www.theiiba.org](http://www.theiiba.org) | [community.theiiba.org](http://community.theiiba.org) | [info@theiiba.org](mailto:info@theiiba.org)

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