The Future is Now
The Rise of 21st Century Business Analysis
Strategic, Value-based Business Management
Moving Your Career Forward in 2017 and Beyond

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IIBA® MINNEAPOLIS/ST. PAUL Chapter
Agenda

Part 1: The Rise of the 21st Century BA

Part 2: What does this all mean to BA Leaders?
20th Century Business Analysis

- **Tactical Analysis**
  - Requirements Management
  - Decision Analysis
  - Solution Analysis
  - Change Management
  - Communication Management

- **Group Facilitation**
  - Creativity
  - Innovation
  - Elicitation
  - Validation

- **Operational Support**
  - Continuous Improvement
  - Analysis
  - Problem Analysis
  - Process Analysis

- **Strategic Analysis**
  - Enterprise Analysis
  - Business Architecture
  - Competitive Analysis
  - Business Case
  - Value Management

- **20% Operational Support**
  - Continuous Improvement
  - Analysis
  - Problem Analysis
  - Process Analysis

- **10% (If at all) Strategic Analysis**
  - Enterprise Analysis
  - Business Architecture
  - Competitive Analysis
  - Business Case
  - Value Management

- **60% Tactical Analysis**
  - Requirements Management
  - Decision Analysis
  - Solution Analysis
  - Change Management
  - Communication Management

- **10% Group Facilitation**
  - Creativity
  - Innovation
  - Elicitation
  - Validation

20th Century Business Analysis is divided into three main categories: Tactical Analysis, Group Facilitation, and Operational Support. Each category is further categorized into specific skills and tasks.
Focus – Too Tactical

- BA as Individual Contributor
- Tactical Project Orientation
- Requirements Management
- Linear Waterfall Methods
- User Focus
- Project Performance: Time, Scope, Budget
The Results - Unacceptable

From 2011-2015
29% of projects delivered on time, on cost, with a satisfactory result

CHAOS Report 2015
Standish Group

The Cause
Gaps in Value-based BA and Complex PM

The Cost
USD 500 billion/month globally

“If we could solve the problem of IT failure, the US could increase GDP by USD 1 trillion/yr.” Roger Sessions, *The IT Complexity Crisis: Danger and Opportunity*

The 21st Century Challenges us to Change

**The Internet of Everything**

- **Competitive Advantage**
  - Always at Risk

- **Software**
  - Embedded in Everything

- **Technology Advances**
  - Fast and Furious

- **Every Company**
  - a Technology Company

- **Convergence**
  - digital, social and mobile spheres

- **Change & Complexity**
  - the only Constant

**Complexity**

- **Accelerated Innovation**
- **Do More Faster**
- **Reduce Costs**
- **Improve Capabilities**
- **Decision Making**
- **Provide Customer Value**
We need to transition to Breakthrough Enterprise BA Practices

Value to Customers
Deep understanding of Customer Needs

Innovation
Creative, Innovative, Competitive Solutions

Benefits to the Business
Wealth to the Bottom line

Strategic, Holistic Thinking
World-class enterprise BA and PM capabilities
Core Enterprise Perspectives

Drivers
Outcomes and Business Value

Technology
Business/Technology Optimization

Integration
Collaboration, Innovation and Agility

‘Advisor to Management’
People-Focused Relationship-Based

Ecosystem
Extending beyond the internal to partners, customers, vendors and the total marketplace
Traditional vs. Enterprise BA

1. Awareness
   - BA Value Acknowledged
   - BA Practices Informal
   - BA Community of Practice Exists
   - Increasing awareness of the value of BA

2. Project Level
   - Business Requirements Managed
   - Moderately Complex
     - BA Planning
     - Elicitation
     - Analysis
     - Requirements Mgt and Communication
   - Business Analysts:
     - IT Oriented
     - Business Oriented

3. Enterprise Level
   - Business Needs Met
   - Strategy Executed
   - Highly Complex
     - Strategy Analysis
     - Solution Assessment
     - Business Case
     - Value Management
     - Strategy Execution
   - Enterprise Business Analysts:
     - Business Architects
     - Strategy Analysts
     - Business Case Analysts

4. Innovation Level
   - Business/Technology Optimized
   - Breakthrough Innovation
     - Innovative Business Solutions
     - Breakthrough Capabilities
     - Competitive Advantage
   - Business Consultants:
     - Business/Technology Optimization Experts
     - Innovation Experts
     - Change Experts

Traditional BA Practices vs. Value-Based BA Practices
Understand holistic nature of change: people, process, organizations, rules, data, applications, and technologies.

Focus
Deliver business value and innovation vs. requirements management.

Rigor
Embrace architecture and design to help temper project failure.

An Art and a Science
Strike a balance between analysis and intuition, order and disruptive change.
CIOs are Re-building BA Roles

CIOs are now using BAs as a leverage point for experienced professionals to translate what they know into the best way to move forward.

BAs are in demand and will play a critical role. But not the BAs we have today.

Moving from a requirements and PM focus to a solutions focus. The enterprise BA is an essential part of that transformation.

Leveraging the value of experienced and solution focused IT and business professionals already in the organization.

Mark McDonald, Ph.D., former group vice president and head of research in Gartner Executive Programs. http://blogs.gartner.com/mark_mcdonald/2012/01/30/amplifying-the-role-of-the-business-analyst/
The Rise of the Enterprise Business Analyst!
Enterprise Business Analyst Roles

The Enterprise Business Analyst

Transformational Strategic

- Trusted Advisor
  - Business Relationship Manager
- Internal Consultant
- Business Technologist
- Strategy Analyst
- Business Benefits Manager
- Designer/Innovator
- Agilist/Minimalist
- Team Leader
- Data Scientist
- Business Architect
  - Data Architect
  - Process Architect
EBAs use Transformational Practices

- **Decision making:** collaborative
- **Thinking:** global, holistic, strategic
- **Complexity:** leveraged to achieve creativity
- **Leadership:** shared, diverse, expert
- **Teams:** collaborative, high performing
- **Methods:** architect, design, agile, iteration
  - Creativity: adapt, invent, reinvent experiment
- **Solutions:** innovative, competitive, unsettling, disruptive
- **Value:** delivered often

Centers on woefully inadequate elements of business/technology projects
In support of an investment framework based on business value

- Competitive analysis
- Problem analysis
- Alternative analysis
- Innovation
- Alignment

Prioritization
Business case development
Value Management
Early cost, complexity, risk assessment

Dashboards with a view of the forecast

Strategic, Value-based Business Relationship Managers
EBAs Focus on Strategy, Collaboration, Prioritization based on Value

PM Practice Lead
- Program Managers
- Portfolio Managers
- Project Managers
- Project Coordinators

PM Practice
- Business Consultants
  - Strategy Decomposition
  - Opportunity Analysis
  - Business Case Dev.
  - Enterprise Architects
  - Customer Advocates

BA Practice Lead
- Enterprise BAs
- Business Architects
- Business System Analysts
- Solution Architects
- Change Managers

BA Practice
- Project Team Coaches
  - Business Knowledge
  - Project Outcomes
  - Business Value
  - Metrics management
  - Business strategy
EBAs are Trusted Advisors

**Business Relationship Managers**
- Executive Level Relationships
- Effective Executive Sponsorship of Projects
- Issue resolution to achieve business outcomes.
- Understand the business context, and communicate the technology, data, and process perspectives
- Assist in establishing priority and portfolio objectives
- Change – organization level and stakeholder impact level

**Internal Management Consultants**
- Act as the Management consultant to business leaders
- Role within the Professional Services or Shared Services organization models

“To have a seat at the table” at the senior level
EBAs are Strategists

**Enterprise Analysis** (BABOK V2)

1. Define Business Need
2. Assess Capability Gaps
3. Determine Solution Approach
4. Define Solution Scope
5. Define Business Case

**Strategy Analysis** (BABOK V3)

1. Analyze Current State
2. Define Future State
3. Assess Risks
4. Define Change Strategy

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EBAs Leverage their Strategic Communication Channels

**Business Domain**

**Business Owner**

- Business Analyst
- Project Domain
- Project Sponsor
- Project Manager

Partnering for Project Success: Project Manager and Business Analyst Collaboration, co-authored by PMI and IIBA
EBAs are Value Creators
Build and Maintain Believable Business Cases

- Business Vision
  - Core Purpose
  - Core Values
  - Envisioned Future
  - Description of what it will look like

- Strategic Goals
- Alignment to Corporate Strategies
- Stakeholders
- Opportunity Analysis
  - Business Problem
  - Business Opportunity
  - Desired Outcome

- Capabilities
  - Current Capabilities
  - Capability Gaps

- Solution Approach
  - Year 1
  - Year 2
  - Year 3

- The Journey from Good to Great
  - Risk Management
  - Change Management
  - Communication Management

- Return on Investment
  - Total Costs
  - Business Benefits
    - Value to customers
    - Wealth to bottom line

[Image of a circular diagram with arrows labeled What is, What if, What works, What wows]

Designing for Growth
Jeanne Liedtka and Tim Ogilvie
Value is not inside Projects

Source: BBC 2013 Keynote by Kevin Brennan
EBAs are Agilists

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Projects from 2011-2015 segmented by agile process and waterfall method. Number of projects >10,000

EBAs are Innovators

What does Creative Leadership Look Like?

– Constructive Dialogue
– Expert Facilitation
– Exceptional technical skills
– Highly flexible style
– Superb relationship-building skills
– Comfortable with uncertainty

What do Innovation Teams Look Like?

– Removed from the day-to-day operations
– Fully funded
– Fully supported from the top
– Time-boxed
EBAs Foster Creativity

Make decisions quickly, test them, make course corrections

Seed creativity across the organization

Pursue iterative, ongoing requirements

Capitalize on complexity

Reinvent team facilitation techniques often

Vision
Imagination
Creativity
Innovation
EBAs are Designers

Deep Customer Understanding
Collaborate, Experiment, Adapt, Invent
Complexity Thinking
Design Thinking

Innovation
Design: Human-Centered Innovation

- Observation
- Concurrent Business Analysis
- Collaboration
- Fast Learning
- Visualization of Ideas
- Rapid Concept Prototyping

Design Thinking: Integrating Innovation, Customer Experience, and Brand Value, Design Management Institute, Thomas Lockwood
EBAs Exploit the Synergies of Collaborative Leadership

Radical Collaboration

Adaptive, Inventive, Creative

Vision

Innovative Solutions
Converging Disciplines to Amplify the Value of Solutions

Engineering
(Technically Feasible)

Business
(Financially Viable)

Art & Design
(Emotionally Viable, Desirability)

BA, PM, Change Management
(Implementable)
EBAs are Business Technologists

Expertise
- Mobile
- Big Data
- Information Security
- Digitalization
- Analytics

Experience
- Customer Focus
- Creativity & Innovation
- Credibility & Influence
- Domain Knowledge
- Consulting & Coaching
EBAs are 21st Century Leaders

Leadership vs. Management

Holistic Systems Thinking vs. Tactical Orientation

Complexity Manager vs. Project Manager

Business/Customer Relationship Managers vs. Requirements Managers

Adaptive vs. Linear

Innovation vs. Business as Usual
Leverage the collective intelligence that resides in the untapped knowledge of your network.

Enable growth through **Global Teams** to infuse a cultural adaptability in your teams and to align with national agendas.

Cultivate organizational **creativity** in an age of **complexity**.

Embrace the dynamic tension between **creative disruption** and **operational efficiency**.

1709 CEOs from 64 Countries and 18 Industries*
What does this mean for your Journey to become a Business Technologist

- **Elevate your Professional Development**: Update / elevate your own professional development plan
- **Model new Behaviors**: Whenever you are in a group, model the new behaviors
- **Spotlight new Roles**: Seek out people who are in the new, enterprise roles
- **Change your thinking**: Always ask: What is the value we are creating? Are we really innovating?
**Focus on Value**

- Value to Customers
- Wealth to the Bottom Line

**The top BA skills over the next 3-5 years**

- Strategic thinking and analysis
- Leadership
- Creative and innovative thinking
- Business knowledge
- Critical thinking and problem solving
- Market and competitive awareness
- Research and investigative techniques

**Evolving BA Role**

- Agile Adoption
- Innovation

**Radical Collaboration**

- Business intelligence
- Business architecture
- Business relationship management
- Design thinking
- ‘Blurring’ of the edges of the discipline

**Source:** IIBA 2016 Research and Impact Study
Build these into your professional development plans

Strategic, Holistic Thinking
World-class enterprise BA and PM capabilities
Business/technology strategists
High Preforming Teams
Collaboration
Connections, networks

Innovation
Creative, Innovative, Competitive Solutions
Iteration
Complexity management
Feedback after each release
Deliver value often

Value to Customers
Deep understanding of Customer Needs
Benefits to the business
Wealth to the Bottom line

Talent Management
Creativity
Problem solvers across domains
Innovative training models

Ability to combine technologies and operational processes and organizational structures

Build these into your professional development plans
Seek out new Roles

- Business relationship manager
- Internal consultant
- Strategist

- Value creator
  - Business case overseer
  - Evangelist for business/technology optimization

- Innovator
  - Designer
  - Transformational change leader

- Business Technologist
  - Integrator of project solutions
Business Domains in Transformation

- Health Care
- Insurance
- Banks/Financial Investments
- Government/Non-Profit
- HR / Talent Management
- Energy/Oil and Gas
- Manufacturing
- Engineering
- Entrepreneurship
- Retail
- Education

Business Domain Specialists
Ever-Changing Technical Domains

Technology Domain Specialists

- Cloud Computing
- Storage
- Customer & Operations Support
- Cyber Security
- Digital, wireless, social and mobile spheres
- Software
- Open technology
- Internet of Things
- Analytics
Change your thinking

1. Adopt a **strategic, value perspective**
2. Elevate your relationships to executive level as **trusted advisors**
3. Focus **NOT** on a specific project but more on integrated **programs**, that together deliver value
4. Focus on improving **business outcomes** and achieving **value** for the **customer** and the **organization**
5. Is about integrating many roles into **business transformational change teams** to create **value**
Suggested Reading from James Kaplan at McKinsey

- *Accidental Empires: How the Boys of Silicon Valley Make Their Millions*, Battle Foreign Competition, and Still Can’t Get a Date, Robert X. Cringely (Addison-Wesley, 1992)
- *Show Stopper! The Breakneck Race to Create Windows NT and the Next Generation at Microsoft*, G. Pascal Zachary (Free Press, 1994)