



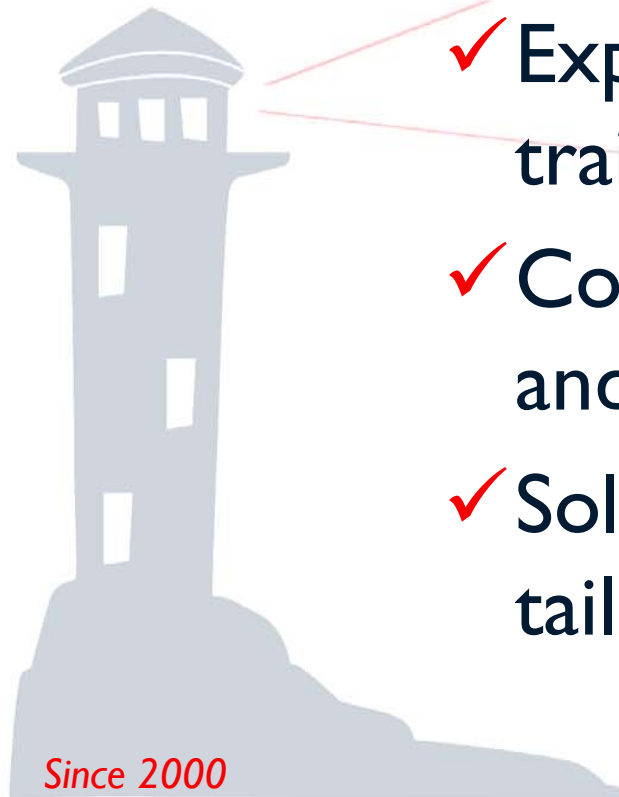
The Future of the Business Analyst

*“A new breed of business technology analyst
will emerge to play a new role...”*

Carey Schwaber and Rob Karel

Lighthouse Consulting Partners

Who is Lighthouse?



- ✓ Experts in management training for IT industry
- ✓ Content based experience and best practices
- ✓ Solutions off-the-shelf or tailored

The Lighthouse Team

✓ Partners

– Michelle, Gina and Mary

✓ Instructors

– Jill, Eric, Tiffany, Greg, Mini, Kris, Mary,
Paul, Stacey, Rob, Louisa, Andrew

✓ Sales Channels

– Direct Sales – Beth, Mary, Michelle, Gina
– Reseller Sales



Importance of BAs in Today's Marketplace

- ✓ Competition is fierce
- ✓ Cost cutting is mandated
- ✓ IT's answer:
 - Outsourcing
 - Purchase software
 - Reallocation of employees



BA's Critical Role in Project Success

Based on a 2003 Standish Group Study, only 52% of the required features and functions made it into the released product.

- ✓ What is “failure”?
- ✓ Why did it happen?
- ✓ What to do?



Changes to the Business Landscape

- ✓ **Accountability and Ethics**
 - Sarbanes Oxley
- ✓ **Globalization**
 - Outsourcing & managing offshore resources
 - Multiple vendors & distributed teams
- ✓ **Cross Functional Solutions with Open Systems**
 - ERP, web-based, business intelligence, synchronization
 - Processes and business rules span functional areas, business units and divisions
- ✓ **Other Change Enablers?**



Audience Poll

Which change enablers affect you?

Change Enablers	% of Audience Affected
Accountability	60%
Globalization	75%
Cross Functional Solutions	90%
Others: Cost Cutting	100%

Traditional BA Roles

✓ Business-Oriented

- Focus on **WHAT** business operations need to change (rather than how)
- May be functional or cross-functional

✓ IT-Oriented

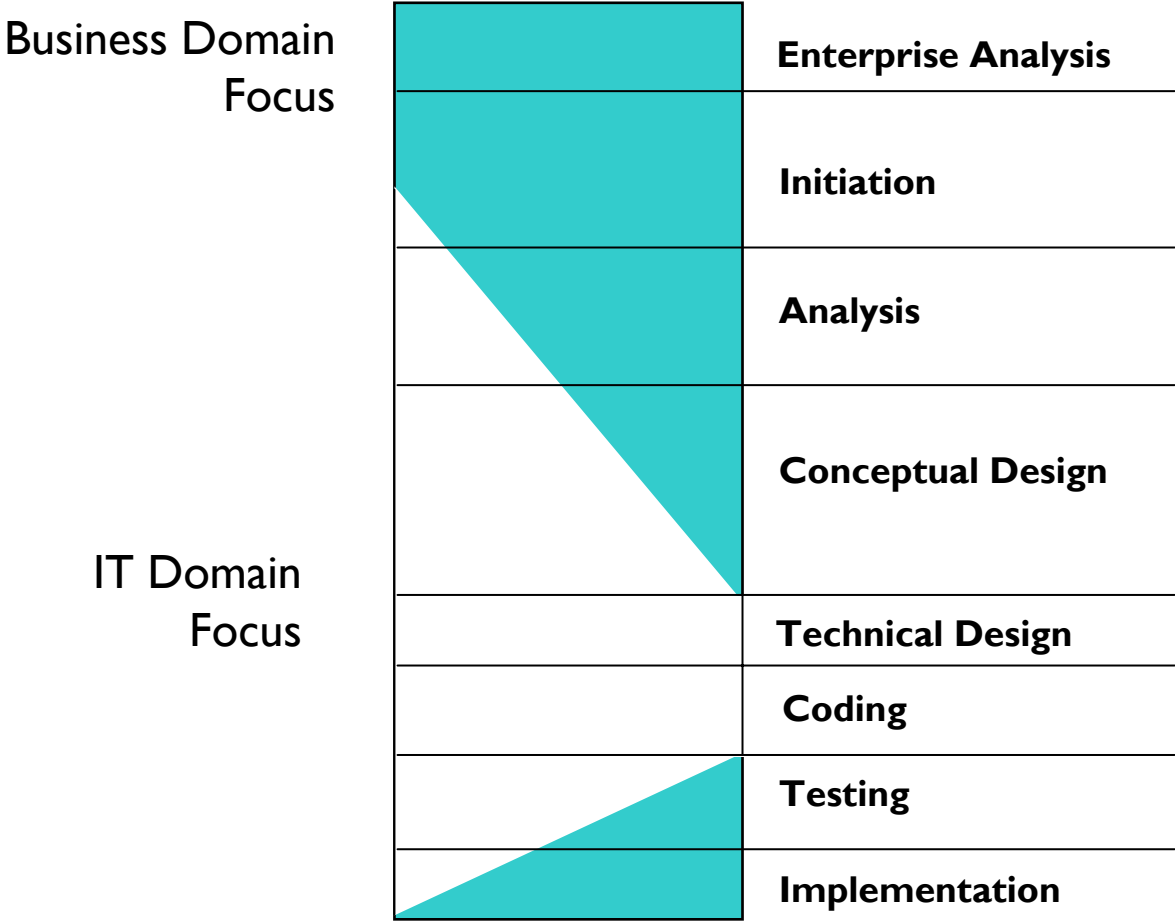
- Determines **HOW** systems should behave or perform
- Translate business needs into requirements
- Have technical domain knowledge

The Future of the BA Role

- ✓ Partners with the project manager
- ✓ Focuses on product for **both**:
 - Business (across functional silos)
 - Technical (enterprise solutions)
- ✓ Manages requirements through completion
 - Cradle to grave traceability
- ✓ Process ownership
 - Maps process from start to finish
 - Identifies impacts and collaborates on solutions



Domain Focus Model

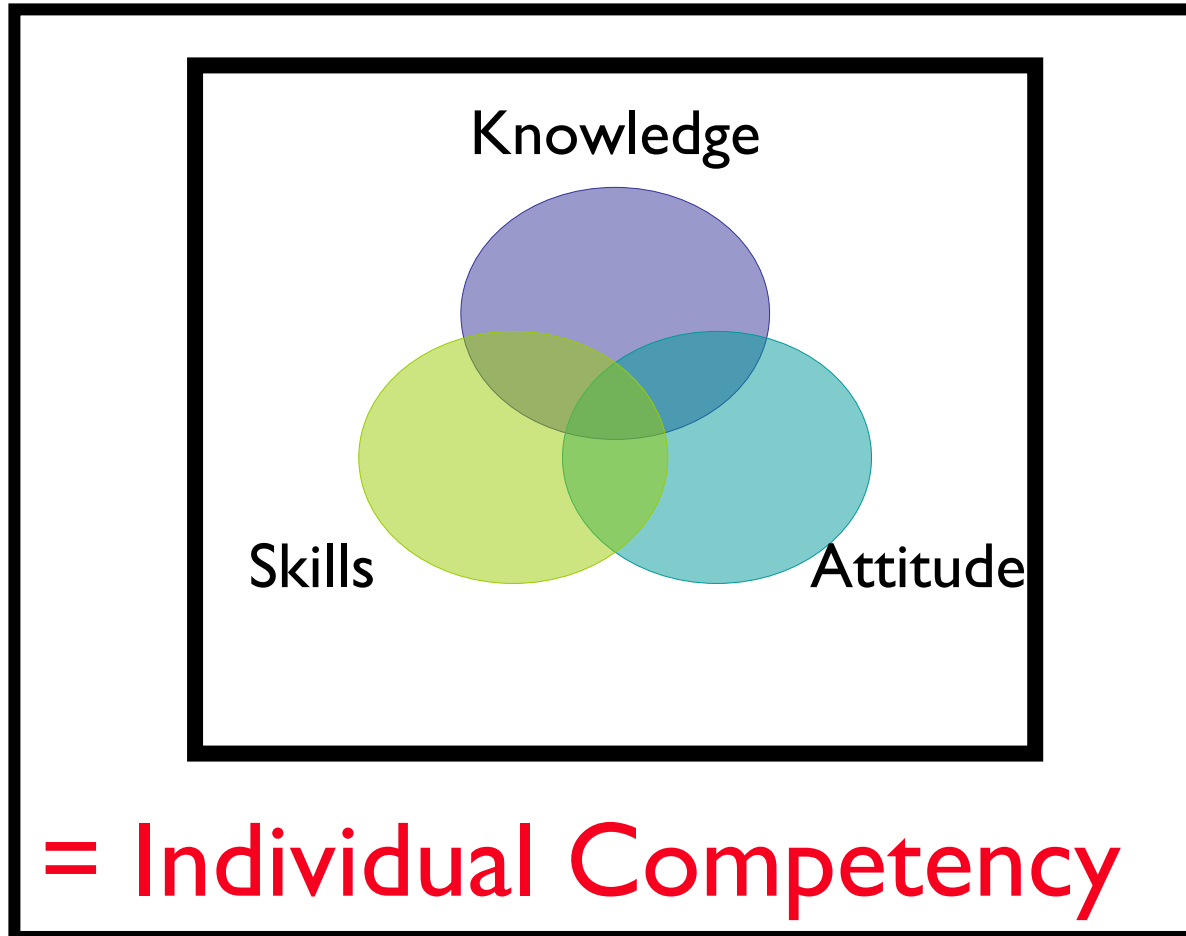


How To Become the Best?

1. Develop a Learning Development Plan
 - Examine, compare and contrast
2. Understand your Business and Industry
 - Cross functional
 - Process oriented
 - Best Practices
3. Get Technology Savvy
 - What enabling technologies exist
 - How are they used to support the business



BA Learning Development Plan



Components of a Learning Plan

K Knowledge

Business Domain (what are the business needs)

Technical Domain (what enabling technologies exist)

Methods and Process

Tools and Techniques

S Skills

Ability to perform a task

Ability to appropriately apply a method or process

Ability to effectively utilize a tool or technique

A Attitude

Demonstrated behaviors

Communication styles

Value system

Levels of Competency



- Starts with the individual
- Bottom up approach
- Reactive
- Start with solution and work backwards
- Masters their local work environment
- Processes are cookbook
- Assumptions not challenged

- Starts with objectives
- System thinking
- Proactive
- Starts with requirements to get to solution
- Masters the business community environment
- Processes are adapted
- Assumptions validated

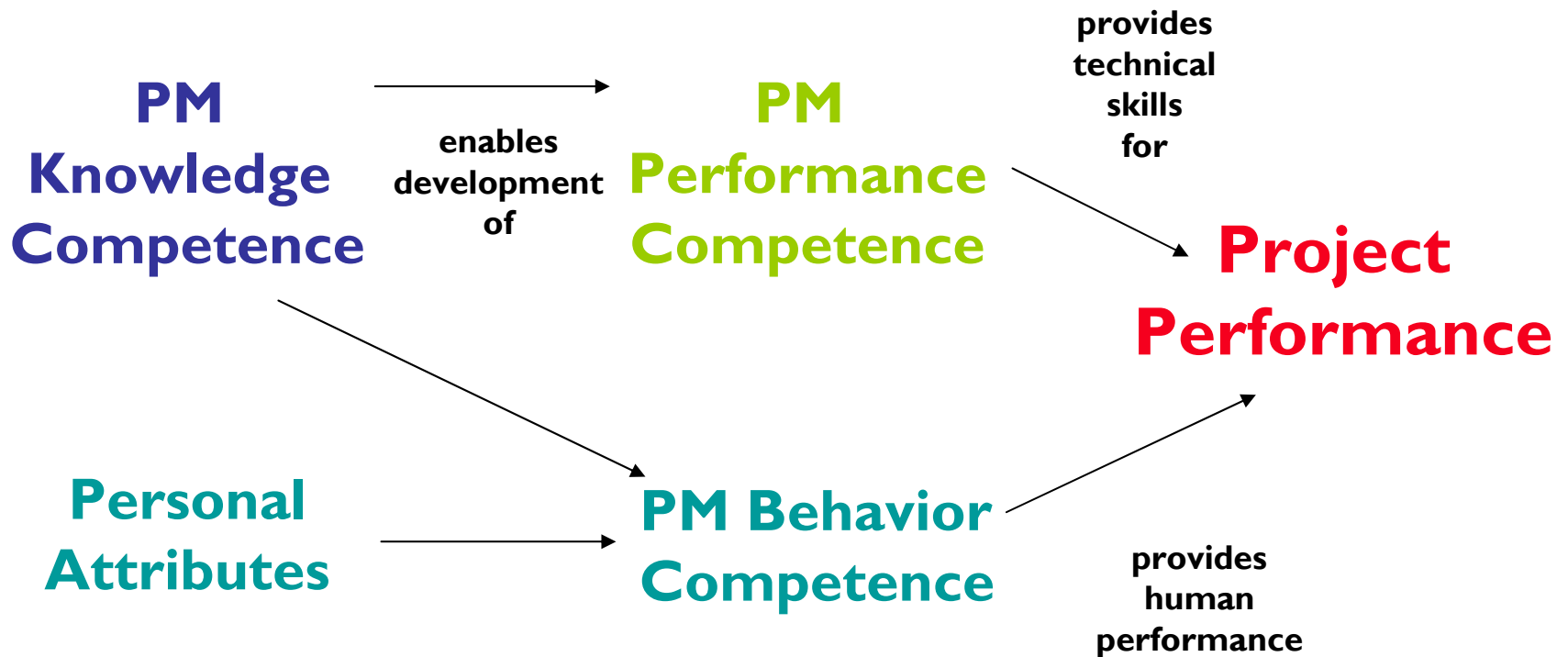
Knowledge Competency Levels

Level	Domain	Methods and Process	Techniques and Tools
Expert	<ul style="list-style-type: none"> ✓ Understands cross functional impacts. ✓ Demonstrates systems thinking. 	<ul style="list-style-type: none"> ✓ Considered an expert ✓ Contributes to best practices ✓ Key contributor on complex projects 	<ul style="list-style-type: none"> ✓ Mentors others on the use of tools and techniques.
Practitioner	<ul style="list-style-type: none"> ✓ Understands business area and cross functional touch points ✓ Is a coach to others 	<ul style="list-style-type: none"> ✓ Can select the appropriate templates and steps from best practice methods or processes 	<ul style="list-style-type: none"> ✓ Selects the appropriate techniques for the problem
Novice	<ul style="list-style-type: none"> ✓ Understands specific business area ✓ Needs to consult others to understand impacts 	<ul style="list-style-type: none"> ✓ Has awareness of methods and processes ✓ Can apply to small to medium projects. ✓ Application is limited 	<ul style="list-style-type: none"> ✓ Is aware of available tools

Skill Competency Levels

Level	“Hard” Skills	“Soft” skills
Expert	<ul style="list-style-type: none"> ✓ Strategic and analytical systems thinker ✓ Facilitates enterprise level discussions 	<ul style="list-style-type: none"> ✓ Known as an objective facilitator ✓ Strong relationship and influence across the enterprise
Practitioner	<ul style="list-style-type: none"> ✓ Strong analytical skills ✓ Leader in facilitating group discussions to conclusion 	<ul style="list-style-type: none"> ✓ Uses appropriate techniques and facilitation methods to achieve objectives. ✓ Developing cross functional relationships and influence
Novice	<ul style="list-style-type: none"> ✓ Analytical and problem solving skills are being developed 	<ul style="list-style-type: none"> ✓ Has basic facilitation abilities ✓ Influence is limited

The Attitude Component from Project Management Institute



Attitude Competency Levels

Level	Behaviors
Expert	<ul style="list-style-type: none">✓ People internal and external to the organization seek this person's advice✓ Is considered a role model by their peers✓ Communicates with authority and appropriate to audience.✓ Demonstrates value
Practitioner	<ul style="list-style-type: none">✓ Demonstrates leadership in areas of expertise✓ Shows tolerance for new ideas✓ Communicates ideas clearly and concisely appropriate to audience✓ Takes responsibility for actions
Novice	<ul style="list-style-type: none">✓ Demonstrates sincerity and earnest✓ Seeks guidance in decision making and prioritization✓ Communications are reviewed and edited for clarity and audience

BA Competency Assessment

Self Assessment Instructions

1. Assess where you are today
2. Determine your goal (3 – 5 years)
3. Focus on the gaps
4. Develop a learning plan

The handout is an excerpt from a larger assessment tool provided by Lighthouse Consulting Partners

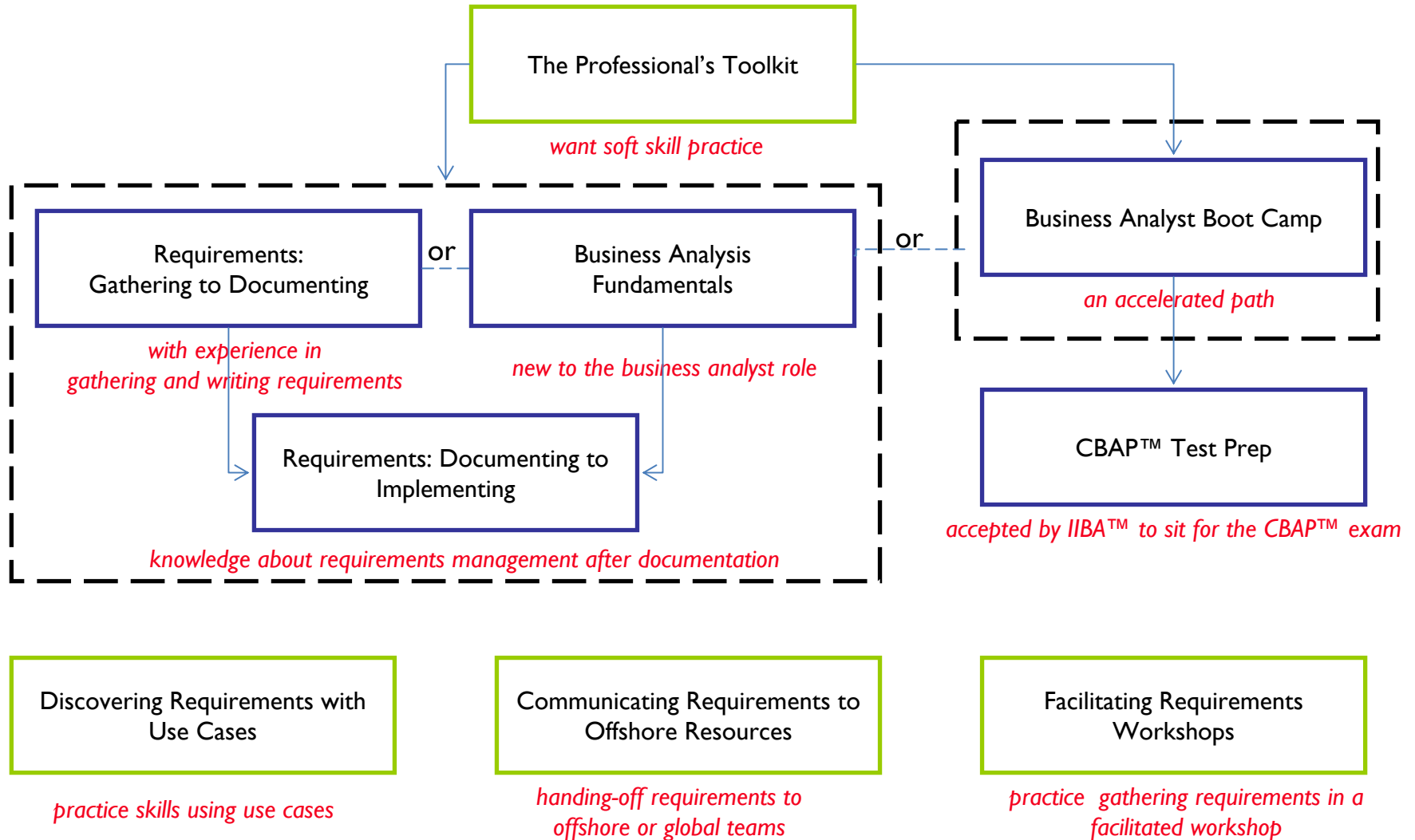


Learning Options for the BA

- ✓ Cross Functional Assignments
 - Technical Knowledge
 - Business Knowledge
- ✓ Life Long Learning
 - Trade Journals
 - Certifications
- ✓ Training
 - Formal
 - Informal
- ✓ Associations / Organizations
- ✓ Mentor Program / Community / Coaching



BA Curriculum Track from Lighthouse



Be the Best - Act Now!

1. Build your Learning Plan
2. Write your Resume with
 - Business and Technical Perspectives
 - Competencies Theme
3. Practice Presenting
 - Business and Technical Content
 - Appropriate to Audiences

“Successful business analysts blend the temperament and communications savvy of a diplomat with the analytical skills of an intelligence officer.”

Thomas Wailgum CIO-Asia Magazine, April 2008

The Future of the Business Analyst



Thank you!

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