BA to CA
Pushing Boundaries

Peter Johnson, CBAP
pjohnson_cbap@verizon.net
@PJohnsonCBAP
“For the first time ever, one billion people used Facebook in a single day”

That’s 1 in 7 people on the planet
Creativity
Foundation for Change

“I am most creative when …”
Roots of Change
Run Deep
Inside the BOKs

Elicitation (Chapter 3) describes how business analysts work with stakeholders to identify and understand their needs and concerns, and understand the environment in which they work. The purpose of elicitation is to ensure that a stakeholder's actual underlying needs are understood, rather than their stated or superficial desires.

Requirements Management and Communication (Chapter 4) describes how business analysts manage conflicts, issues and changes in order to ensure that stakeholders and the project team remain in agreement on the solution scope, how requirements are communicated to stakeholders, and how knowledge gained by the business analyst is maintained for future use.

Enterprise Analysis (Chapter 5) describes how business analysts identify a business need, refine and clarify the definition of that need, and define a solution scope that can feasibly be implemented by the business. This knowledge area describes problem definition and analysis, business case development, feasibility studies, and the definition of solution scope.

Requirements Analysis (Chapter 6) describes how business analysts prioritize and progressively elaborate stakeholder and solution requirements in order to enable the project team to implement a solution that will meet the needs of the sponsoring organization and stakeholders. It involves analyzing stakeholder needs to define solutions that meet those needs, assessing the current state of the business to identify and recommend improvements, and the verification and validation of the resulting requirements.

Figure 1–1: Relationships Between Knowledge Areas
Enabling Change

守破離
(shu) protect, obey

traditional wisdom — learning fundamentals, techniques, heuristics, proverbs

"Wax on, wax off"
• BA tools and tasks
• Stakeholders
• Heuristics
• Modeling
• Root cause
• Linear thinking
• Metrics
• Document templates
• Change management
• Hierarchy
• Meeting management
• RACI
• Project scope
• “Wants” vs. “needs”
• Enhancements
What is the biggest mistake a CIO can make?

“Not to involve the business! Business strategy is key when you want to build up Enterprise Architecture!!”

Esther Doller
CIO and Corporate IT Business Partner at BAM International bv
The Hague Area, Netherlands
(ha) detach, digress

breaking with tradition —
detachment from the illusions of self
• Business strategy
• Application architecture
• Vendor relationships
• Proactive business analysis competencies as transformation agent
• Real-time collaboration
• Complex problem solving
• Systems thinking
• Tangible value
• Agility
• Business Model Canvas
• Optimal NPV
• Decision-making
• Emotional intelligence
• “T” and “Z” models
• Thought leader
• Enabling others
• Enterprise and beyond
• Leverage holistic product and process capabilities
• Balanced scorecard strategy map
“Digital Transformation Consultant”

Syed Suhail Ahmad
CEO at Capability Management Inc
Albany, New York Area

The diagram illustrates the relationships between various elements such as vision, goals, outcomes, capabilities, customer jobs, and resources. It emphasizes the importance of building the business rather than implementing projects or building applications. This approach provides a clear and consistent articulation of strategy delivery and keeps the Architecture group engaged from strategic planning to execution by creating capability maps at different business decision points.

With these business maps on hand, an EA can answer many questions to their executives and business managers:
- How is the vision achieved through various business capabilities?
- What resources deliver what business capabilities?
- What are core & important capabilities?
- What business capabilities can be replicated in an adjacent market?
- What customer jobs are delivered by which capabilities to achieve what outcomes and experience?
- What are the operating costs of business capabilities?
- What resources will be used to deliver an initiative or project?
- What initiatives impact what business capabilities?
Change is Inevitable; Capitalize on It

More than 72% anticipate the role of IT changing—the majority see IT becoming the technology specialist within their organization, or consulting when needed and providing guidance when necessary. One in five (21%) see IT either vanishing as a separate department or outsourced completely in five years. Only 28% think it will not change at all (see Figure F).

IT leaders today can take advantage of this anticipated role change. Respondents recognize the need for IT, and CIOs can elevate the position to a more strategic role if they put their IT organizations at the forefront of strategic decisions and lessen the perception of IT as a support organization.

Today, while most respondents position IT in traditional technical roles rather than in strategic roles critical to growing the business, this will change in the next three years (see Figure G). Survey respondents expect IT's role to advance in three years when it comes to being a strategic business partner (35%), improving the customer experience (35%), driving new business initiatives (25%) and being a developer of innovative new products and services (11%). Traditional, more technical roles won't go away, but they all drop in importance.

Again these findings exemplify the opportunity before IT today: take control of driving new business projects, improving customer experience and developing innovative new services, and IT can better mold the shape of its new role.

Figure F.
Which one of the following best describes how you anticipate IT’s role in your organization in five years’ time?

- Stay the same as today
- Some IT functions will move to other depts but IT will remain a separate specialized dept
- Most IT functions will move to other depts but IT will remain a separate specialized dept
- All IT functions will be incorporated into other depts and IT specialists will report into LOB management
- All IT in the organization will be outsourced
(ri) leave, transcend
all moves are natural, without clinging to forms

Cloud, Capability Maturity, Research
Wicked Problems, Analytics, Crowd Sourcing
Disruption, Innovation, SAFe, DevOps
Holocracy, Appreciative Inquiry
Gamefication, Design Thinking, Ecosystem
Partnering along the Value Chain

"There is significant opportunity to inject innovation along the drug development continuum. Representatives from the clinical trial value chain share key insights and put those that have the most potential into effective clinical practice."

Jamie Macdonald
CEO

Embracing Risk-Based Monitoring to drive clinical development forward. How does INC Research cultivate innovative thinking?
April 2015
TO ANSWER

the most vexing innovation and research questions, crowds are becoming the partner of choice. Apple has turned to large numbers of users and developers distributed around the world to propel its growth by creating apps and podcasts that enhance its products.

Sophisticated online crowdsourcing platforms are making it ever simpler to manage and support distributed workers. In essence, the crowd has become a fixed institution available on demand.
Porter Braswell, CEO
Jopwell

Braswell, 27, wants everyone to feel like they can get to the top.

"What keeps me up at night," he told LinkedIn, "is this terrifying feeling that we can always be doing more."
Success Is Basic Education for All

As we need air and water to grow, India needs technology adoption in order to grow to the next stage.

We recently announced a fun challenge on service security aimed at kids 6-12. Five lakh kids took the challenge in a week. It is amazing and was very basic and just teaches them how to stay safe and it encourages them to be champions.

Debjani Ghosh
Intel, VP Sales and Marketing
You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.

R. Buckminster Fuller
What’s in Your Research Scope?

<re/code>
BA to CA

Push the Boundaries

Create my own future: “What am I going to do to be creative and push boundaries?”