The Future is Now
The Rise of the Enterprise Business Analyst

Kitty Hass
IIBA Board of Directors
Principal Consultant, Kathleen Hass & Associates, Inc.
Cell: 303.663.8655
Email: kittyhass@comcast.net

Ken Fulmer
IIBA Board of Directors
IIBA Philadelphia Chapter President
Cell: 610-275-7659
Email: Ken.Fulmer@iiba.org
Agenda

- The BA Journey to Enterprise
- 21st Century Challenges
- The New Roles of the Enterprise BA
20th Century Business Analysis

80%
Tactical Analysis
Requirements Management
Decision Analysis
Solution Analysis
Change Management
Communication Management

10%
Group Facilitation
Creativity
Innovation
Elicitation
Validation

10%
Operational Support
Continuous Improvement Analysis
Problem Analysis
Process Analysis

30%
Strategic Analysis
Enterprise Analysis
Business Architecture
Competitive Analysis
Business Case
Value Management
Focus – Too Tactical

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

29% of projects delivered 2011-2015 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

Complexity

Competitive Advantage
Always at Risk

Software Embedded in Everything

Technology Advances
Fast and Furious

Reduce Costs

Improve Capabilities

Do More Faster

Decision Making

Improve

Provide Customer Value

Accelerated Innovation

Every Company a Technology Company

Convergence digital, social and mobile spheres

Change & Complexity the only Constant
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

‘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

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- Traditional BA Practices
- Value-Based BA Practices
Requires a Holistic View

Focus
Delivery of business value and innovation vs. requirements management,

Change
Understands holistic nature of change: people, process, organizations, rules, data, applications, and technologies.

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 the PM and BA Roles

The Rise of the Enterprise Value-focused PM and BA

Recognizing the value of experienced and solution focused IT professionals already in the organization

Moving from a requirements and PM focus to a solutions focus

The PM and BA is an essential part of that transformation

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

Now using PMs and BAs as a leverage point for experienced professionals to translate what they know into the best way to move forward

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

The Enterprise Business Analyst

- Business Relationship Manager
- Internal Consultant
- Strategist
- Value Creator
- Business Case Steward
- Innovator
- Designer
- Business/Technology Optimizers
- Leaders, not Managers
- Team Builders
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:** adaptive, creative, experimenting, visualizing, agile
- **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**
- **PM Practice Lead**
  - Program Managers
  - Portfolio Managers
  - Project Managers
  - Project Coordinators

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

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

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

**Business Relationship Manager**
- 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 Consultant**
- 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
1. Define Business Need
2. Assess Capability Gaps
3. Determine Solution Approach
4. Define Solution Scope
5. Define Business Case

Enterprise Analysis (BABOK V2)

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

Strategy Analysis (BABOK V3)

EBAs are Strategists
EBAs Leverage their Strategic Communication Channels

**Business Domain**

- **Project Domain**
  - **Project Sponsor**

**Business Owner**

- **Business Analyst**
- **Project Manager**

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*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

*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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The resolution of all software 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
- Pursue iterative, ongoing requirements
- Seed creativity across the organization
- Reinvent team facilitation techniques often
- Capitalize on complexity

Vision
Imagination
Creativity
Innovation
Design-centered EBAs

Deep Customer Understanding

Collaborate, Experiment, Adapt, Invent

Complexity Thinking

Design Thinking

Innovation
Design: Human-Centered Innovation

Concurrent Business Analysis

Observation

Rapid Concept Prototyping

Collaboration

Visualization of Ideas

Fast Learning

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

- Adaptive, Inventive, Creative
- Vision
- Innovative Solutions

Radical Collaboration
Converging Disciplines to Amplify the Value of Solutions

- Technology (Feasibility)
- Art & Design (Emotion, Desirability)
- Business (Viability)

Design-centered Innovation
EBAs are Business/Technology Optimizers

Expertise

- Mobile
- Big Data
- Information Security
- Digital Marketing
- 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

Adaptive vs. Linear
Innovation vs. Business as Usual
Business/Customer Relationship Managers vs. Requirements Managers
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*
Demands new Roles...

Business relationship manager
Internal consultant
Strategist

Value creator
Business case steward
Evangelist for data stewardship

Business/technology optimizer
Integrator of business and solutions

Innovator
Designer – user experience - ux
Transformational change leader
...and new Specialists

Domain Specialists
- Financial Services
- HR
- Energy/Oil and Gas
- Manufacturing
- Engineering
- Principled Entrepreneurship™

Business / Technology Optimization Experts
- Collaboration and Productivity
- Customer & Operations Support
- Cyber Security
- Digital, wireless, social and mobile spheres
- Software
- Open technology
- Internet of Things
- Compute
- Networks
Conclusion: 21st Century Projects

- Small standard projects have been replaced with complex projects.
- Business/IT projects are now about innovative transformation.
- Success is creating business value.
- New key competences and roles and perspectives are required.
Conclusion: The Enterprise BA

1. Is largely about a strategic, value perspective
2. Elevates relationships to executive level as trusted advisors
3. Is NOT about a specific project but more about programs, and portfolios of projects and programs
4. Is about 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
The Rise of the Enterprise Business Analyst!
Thank You  
Thanks  
Gracias  
Kiitos  
Toda  
Mahalo  
Takk  
Obrigado  
Grazie  

Kitty Hass  
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