

Analysts Anonymous

Informed comment for the BA & Business Change community

Presented by ;



In conjunction with:



A note from the editor

Welcome to the latest edition of Analysts Anonymous. This time the newsletter is largely given over to a write-up of the recent Certes BA Seminar. For those of you who weren't able to get to this excellent event, it's an opportunity to get an insight into the day's presentations and discussions. I thought it was a really useful session, both in terms of the quality of the presentations and the opportunity to meet some of you in person and hear about the issues occupying your thoughts currently. I hope those of you who were there felt the same way.

There is also an invite to participate in this year's BA of the Year Award. Applications must be in (by email) no later than noon on 1st August, so there is still time to enter. If you need some encouragement, read my interview with the most recent winner of this award, Mark Belliss.

Enjoy edition 13 of Analysts Anonymous and have a good summer.

Anthony Madigan
Editor, Analysts Anonymous

Business Process Reengineering: A Reality Check

by Kathy Spurr

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In the first of three articles based on the presentations at June's BA Seminar, Kathy Spurr encourages us to get real about BPR and how best to use this powerful tool.

Kathy Spurr is director of ADC International Ltd, an organisation dedicated to promoting design excellence in business practice, information systems and architecture, and has been working in the BPR field for about 15 years. Kathy is also an instructor and course author for Learning Tree International.

Kathy opened with a quick audience survey to see the split between those with an arts background and those who had pursued more of a science route. It was clear that the great majority of attendees had a science background. The reason for the question was simple: in working with many companies and teams on BPR projects, Kathy had come to appreciate the value of a mixed team, one that had a mix of arts and science training

and perspectives. In fact the best team she had worked with was a group of programmers who were jazz musicians in their spare time. So a mixed team can generate some great BPR results, but what are the reasons for undertaking a reengineering project in the first place?

Why reengineer?

The reasons behind a company's need to reengineer vary, but most share a common thread: a forced response to a crisis. All companies think they're different, but actually there are many similarities between them, and the drivers of their crises generally fall into one or more of these categories:

- Outmoded practices
- Poor use of technology and information
- Lack of competitive awareness
- Inadequate recognition of customer need
- Weak management of people, processes and resources

There is a theory that the average life of a UK company is 20 years. Organisations that live longer do so by learning to reinvent themselves in response to situations such as these.

Reengineering is dramatic change so it's important to understand when reengineering is the right approach to take. As well as the crisis situation that we've already discussed, mergers, a move between being a service and product-based business, and a change in the organisation's position in the value chain are when reengineering comes into its own. It must also be a top-down initiative. If the conditions don't exist for BPR to be driven from executive level then it is highly unlikely that the reengineering will succeed.

What is reengineering?

A straightforward way of looking at it is as the top of a pyramid of change initiatives (Fig 1):

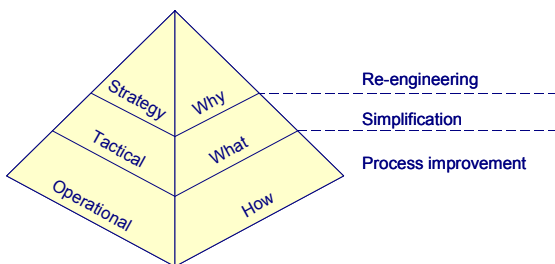


Figure 1

- Process improvement: making minor changes at an operational level
- Process simplification: significantly improving what already exists
- Process reengineering: revisiting strategy and reconceptualising whole business processes

Business reengineering: Reconceptualising the business including its relationship with customers and suppliers

BPR used to be associated with cost-cutting but it is now much more about building on assets than just clearing out the junk. That's where the creative thinking comes in: BPR is about asking why we are doing things. This means that leadership needs to be strong. Would Nokia have completely transformed itself from a company dealing in wood products and agriculture to a colossal mobile phone manufacturer without strong leadership and vision?

The primary goals of reengineering

The cost reduction objective for reengineering still

exists but it is now developing into a revenue generation tool (driving and supporting new business ideas, for example). However the improvement goals are not just financial: image improvement and the enhancement of customer value perception are increasingly common reengineering goals.

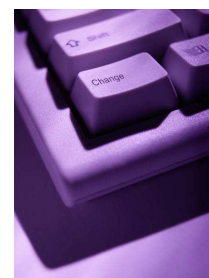
In any discussion of BPR there should be some definition of what a Business Process is. There are two main perspectives on this, the external and internal view:

The External View, or Customer Perspective, involves four main elements:

- Customer (a user or consumer of the output)
- Input (customer requirement)
- Transformation (to deliver satisfaction based on the customer requirement)
- Output (customer satisfier)

The Internal View, or Business Perspective, has additional elements:

- Same overall structure as the external view
- Transformation element broken down into individual steps or activities within and between business functions
- Opportunity to associate steps with individual stakeholder groups



Any strategies for reworking business processes should look at the various process components individually as well as collectively. For example, the Satisfier outcome of a process might benefit from the introduction of new technology to delight customers. A good example of a strategy to address the Transformation component of a process would be the restructuring of business information. This involves the liberation of pockets of data, getting past the "information is power" obstacle that hinders many organisations.

Roles and skills for Business Analysts

The BA role within a reengineering team is to provide an objective view of what's going on. Balance is important within a BPR team, balance between inside knowledge and outside objectivity. In the early days of BPR, Michael Hammer suggested an ideal ratio of internal/external team members of 2:1. Now it's more common to see a ration of 5:1. Having too many insiders can be a problem, as it can be difficult to get the group to differentiate between what is and what should be.

BAs understand the value of best practice so will see the benefit of the CLAMBRE framework for reengineering (Fig 2):

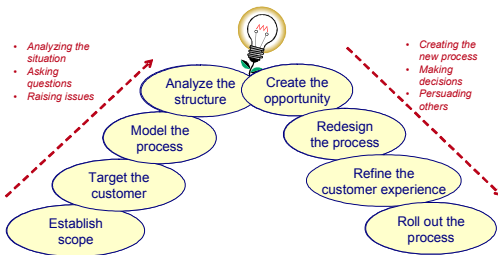


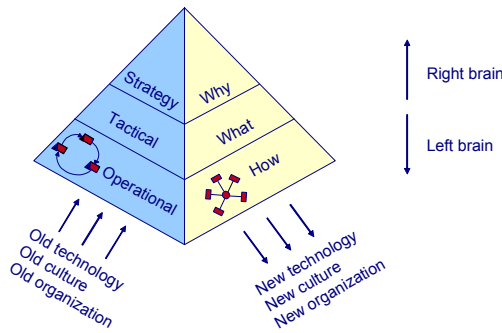
Figure 2: Customer-Led Analytical Method for Business Re-engineering (CLAMBRE)
 This is the basis of a Learning Tree International course created by Kathy (see the end of the article for details). The framework is about climbing up one side of the reengineering mountain and working one's way down the other. While there wasn't time to go through CLAMBRE in detail during the session, one aspect of the framework that comes through clearly is the importance of not trying to model everything during a re-engineering initiative.

From a skills perspective BAs should be able to use both left and right sides of the brain. If you need a reminder of how the two sides differ (and which is which!) here's a summary:

Left Brain	Right Brain
Analytical	Instinctive
Sequential thinking	Holistic thinking
Prescriptive	Awareness without definition

As can be seen from this table and Figure 3, the operation of left and right brain can be mapped effectively to the types of change initiative that have been discussed here. All is not lost though if you are not naturally right-brained: consider taking on a creative hobby!

Figure 3



Kathy provided a list of helpful tools for anyone wanting to look into BPR further:

Books:

- Software Assistance for Business Reengineering by Kathy Spurr, Paul Layzell, Leslie Jennison, Neil Richards (John Wiley)
- The Search: How Google and Its Rivals Rewrote the Rules of Business and Transformed our Culture by John Battelle (Portfolio)

Web sites:

- <http://www.iseesystems.com> (iThink Analyst)
- <http://www.jiscinfonet.ac.uk/InfoKits/process-review/process-review-10> (JISC Site)
- www.uml.org (for UML)

Learning Tree Courses:*

- Course 381: Business Process Reengineering for Competitive Advantage
- Course 322: Systems Analysis and Design: Achieving Future Proof Software
- Course 211: Introduction to Business Analysis

The session closed with a brief Q&A:

Q. How can we persuade people to go the extra mile and make sure that the work that gets done, and the change that gets implemented, focuses on building for the long term and isn't distracted by "Justers" (Just do this, Just do that).

A. One approach is simply to accept the view that for some organisations, continually building and rebuilding is the model that works for them. It's the American approach to construction. Alternatively, use a business architect to make sure that the long term view and reuse are fully considered in any new development.

*For further information about Learning Tree courses go to;
www.learningtree.co.uk
 or call 0800 282 353 or +441372364610

BCS and AssistKD seeks Business Analyst of the Year

Business Analysts across the UK are reminded that applications are still open for the Business Analyst of the Year Award presented by the British Computer Society.

The Business Analyst of Year Award 2008 is sponsored by AssistKD and will be awarded to an analyst who can demonstrate solutions that have made a positive impact on performance such as growth, cost saving and improved functionality within an organisation.

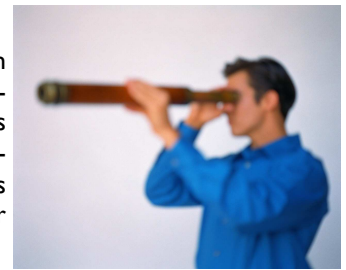
Martin Pearson, Marketing Director of Assist Knowledge Development who are sponsoring the award for the second year running explains their decision to be involved: "We sponsor the Business Analyst of the Year Award for three primary reasons: firstly, we believe that business analysis is very important, offering significant advantages to organisations in particular to ensure the effective use of IT; secondly, we believe that the Business Analysis community deserves recognition for the work it carries out; and thirdly, as a specialist company we have worked with a wide variety of organisations and know that there are numerous knowledgeable, experienced and talented business analysts whose achievements should be celebrated.

Applications close at **noon on 1st August**. Winners will be announced at a presentation ceremony at the Grosvenor House Hotel, London, in early December.

The BCS IT Industry awards are the leading hallmark of success amongst practitioners in the IT industry today. As standards of sophistication, business acumen and skill in the IT world are continually developing, the role of IT and its effective management is critical across the whole spectrum of business. These cross-industry awards recognise, promote and acclaim excellence, professionalism, innovation and the outstanding achievements to which individuals and groups contribute. The Business Analysis Award sponsor, AssistKD, specialises in the delivery of Business Analysis training and consultancy. Their training courses lead to industry-recognised qualifications. They are an IIBA EEP and the UK's leading provider of ISEB BA training and examinations.

On AssistKD courses emphasis is placed on the practical application of techniques and approaches. The dedicated AssistKD team is committed to continuous professional development and contains many individuals that, as authors and consultants, are leaders in their fields.

Further information about the awards can be found at: bcs.org/industryawards and at www.assistkd.com



Credibility and Business Analysis

By Debbie Paul

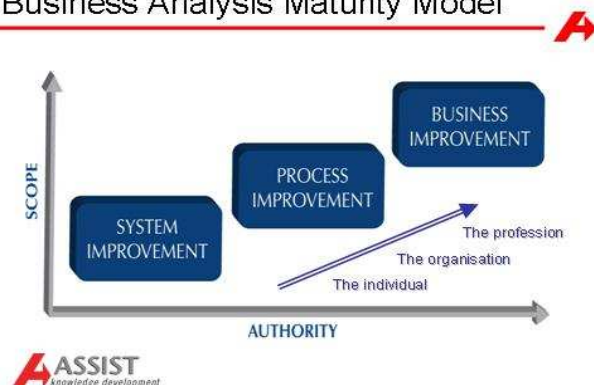
In the second article from the BA Seminar, Debbie Paul looks at the issue of credibility for BAs and encourages everyone to take time to think.

In her line of work, Debbie listens to a lot of people talking about business analysis. Patterns have emerged in what people say, and this presentation focussed on what is needed to get the BA role to where it needs to be.

One thing that is clear is that organisations differ greatly in their understanding of what skillsets their BAs have and where they need to develop: some have a very good grasp of this but many do not.

This was one of the reasons for the development of the Maturity Model (Figure 4), which attempted to put some clarity into the range of BA roles found in organisations.

Fig 4. Business Analysis Maturity Model



Essentially the model shows how increasing scope maps to a corresponding requirement for growth in authority. BAs generally work within a defined scope when gathering requirements, take on an organisational responsibility when required to work cross-functionally, and move into an internal consultancy role when they are involved in feasibility assessments and idea filtering.

If credibility is to be developed, then this range of BA roles and responsibilities needs to be supported by a Development Model (Fig 5).

Figure 5

BA development model



Reflecting the structure of the Maturity Model above, there are three dimensions to the Development Model: professional (the BA industry and related support); organisational (business standards and methods); and individual (personal development).

As mentioned by Kathy Spurr in the previous article, there is a real need for left/right brain balance in a successful BA, hence the professional and personal qualities that are needed. To this though it is important to add business knowledge (there's a clue in the BA title after all!). Management are often heard to say that some BAs don't understand their business. This is an important area to which all BAs should pay attention.

Talking of the expectations that others have of BAs, here are some of the words that people use when describing what a BA should be:

- Professional
- Commercially aware
- Creative
- Influential

- Credible

This list compares well with the expectations you might have of a professional in any other field. Looking at this another way, how would you want a professional such as a GP to make you feel?

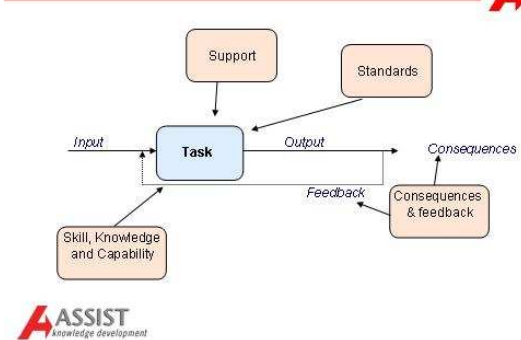
- Confident
- Reassured
- Convinced
- Challenged

The last point may need a little clarification: being challenged by your GP about whether or not you are ill is not the point here. However it is about being asked searching questions that get to the root of the problem rather than accepting at face value the information that has been offered.

So this is what BAs should be aspiring to, and although many BAs are experienced and have developed a range of skills there can still be something missing. As an example, let's look at an analysis technique in action (Fig 6):

Figure 6

Performance analysis



Performance analysis is a technique for examining the reasons for process problems from the viewpoint of an individual member of staff. It examines a process at a detailed level, from the perspective of someone actually carrying out a piece of work. Too often it is the ability of the individuals undertaking a process that is blamed when things go wrong. This technique helps the BA to consider additional causes, such as whether or not feedback is provided to those people, whether they have been informed of the impact of poor performance, or whether their non-application of standard techniques is because they have never been told of their existence.



Performance analysis is a technique for examining the reasons for process problems from the viewpoint of an individual member of staff

There is no doubt that this technique requires detailed investigation and analysis, so it is interesting that some BAs say of this and other similar techniques that they don't have the time, authority, or skills to use them properly; that it is beyond the scope of their role. Now as we have seen there is a lot to being a good Business Analyst; using techniques that generate questions, good interpersonal skills, and deep business knowledge are areas we have covered already. There is an additional component though: you have to allow some time to think through the issues and use techniques that help provide insights.

Figure 7

A few key things to recognise



So although many BAs have knowledge, experience and skills, have honed their interpersonal skills and can use techniques to generate questions, there is a fourth dimension to the BA development model.

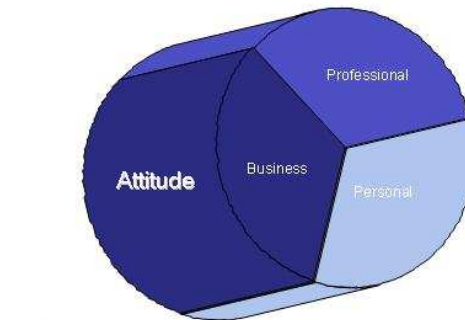
That dimension is attitude: the attitude to think things through, to try new approaches that will help gain additional insights, to take the risk that they might not work (Fig 8). Try it, and see what happens.

"For it is not good enough to have a good mind: one must use it as well." Rene Descartes



Fig 8

BA development model – 4th dimension



Here's a summary of the Q&A session that followed Debbie's presentation:

Q. How much has attitude got to do with the organisation and how much with the individual BA?

A. It's a bit of both. A lot of BAs have great attitude and interpersonal skills, but the organisation is holding them back. In some cases, individuals lack confidence to do what they feel they ought to do because of the organisational environment they work in.

Q. Is credibility more than just being right then? Giving something a try sometimes doesn't rest well with the traditional view of building credibility.

A. This shows the importance of getting the organisational environment right. Leadership need to support risk-taking and creative approaches to problem solving within their teams. For example workshops are a very popular tool but they often don't work well. Sometimes the safe technique isn't the best. Of course new techniques may well make the people you are working with uncomfortable too. So make sure the new technique isn't going to be counter-productive, but don't make the mistake of just assuming that it won't work! It is too easy to project your own uncertainties on to others.

Q. Should the credibility issue be tackled at recruitment stage, making clear that the capacity for risk-taking is part of the role requirement?

A. Yes, there is no doubt that that should be the case. Don't forget, though, that there is sufficient experience within most BA functions to allow for newer people to learn from knowledgeable colleagues.

Q. Is there a difference between a BA and an

internal consultant?

A. BAs are consultants, but it's a continuum. It is important that the BA is brought in at the right time in a project. Speaking to a senior BA recently, he observed that projects were often well-run and delivered, but too often they were just not the right projects! Another approach is to use situational business analysis, i.e. undertaking the right form of business analysis for the situation.

Debbie Paul is the Managing Director of Assist Knowledge Development, a training and consultancy company specialising in Business Analysis and Systems Development.

BA of the Year Interview

Mark Belliss, the 2007 winner of the BA of the Year Award, tells Analysts Anonymous about his work and the impact of getting industry recognition.



Mark is a business analyst with BT Global Services and has more than 14 years experience in consulting, systems integration and Geographic Information Systems (GIS).

How does it feel to win the award?

I was honoured and delighted to receive the award especially given the fierce competition from the other finalists.

What difference has winning the award made so far?

From a personal perspective it has made me more conscious of the skills I possess and how these add value to the business. This has especially been the case for softer skills such as relationship building, analytical skills and creative thinking which can sometimes be more difficult to quantify and measure.

From a business perspective winning the award has helped to raise the profile of BT's

business analysis capabilities – both internally and for external clients. In addition it's enabled me to network at higher levels within the company. For example, being able to provide feedback to the BT Global Services President of Strategy, Marketing and Propositions.

What can you tell us about the work that has earned you this award?

I was nominated for my role in a complex business transformation programme which relates to the planning and recording of changes to telecommunications networks. This includes the implementation of new IT systems, business processes and the transformation of data from legacy systems and sources. I have performed a wide range of roles on the programme including business case preparation, requirements definition and management, solution specification, design assurance and the design and implementation of data transformation activities.

What difference do you think you have made to BT in the last year?

Much of my time has been spent working for a client on a complex business transformation programme. I've played a key role in the roll-out of the programme following earlier business trials and pilots. This has included providing recommendations to the programme board on subjects such as data quality and data acceptance, developing processes to enable global sourcing of specific aspects of the data transformation, training and coaching both users and data conversion suppliers, and supporting benefits measurement and realisation. As well as this project-based work, my success at the BCS awards has enabled me to assist in raising the profile of business analysts both within and outside BT including where our skills are complementary and where they are distinct from those of, for example, solutions architects and consultants.

How did you get into business analysis?

After graduating from Swansea University in 1993 with an honours degree in Geography I joined the Geographic Information Systems (GIS) consultancy division of a major IT and business services company where I worked on a variety of projects in the gas, electricity and water industries. This included business analysis, support management and project/service delivery roles. I joined BT in 2000 and, as part of BT Global Services (who provide communications, networked IT and con-

“my success at the BCS awards has enabled me to assist in raising the profile of business analysts”

sultancy to major corporations, governments and multi-site global organisations), I have fulfilled a number of different business analysis roles – primarily for clients in the telecommunications sector.

How important are business skills for a BA?

Extremely important. In all transformation programmes balancing the costs of implementation with the benefits delivered is a key activity in order to realise the business case. The business analyst is uniquely placed to contribute to this as they are often the bridge between the business and the technical design and implementation teams. As such they require an understanding of the business, the data, the technology and the strategic vision and can therefore influence decisions based on both the technical constraints and costs/benefits.

What is the right balance between interpersonal and technical skills?

I think it's extremely important for a business analyst to have a broad range of both interpersonal and technical skills. For example, just looking at requirements capture, a business analyst's technical skills will enable them to document requirements to an appropriate level of detail. This is especially the case for functional requirements created for implementation by developers where the level of detail required will obviously be very different from that of the stakeholders' strategic requirements. From an interpersonal skills perspective, softer skills such as analytical skills, creative thinking and relationship building will assist in defining requirements especially where the strategic vision represents a step change from the current business processes.

What do you think the key competencies are that have helped you be successful as a BA?

As well as skills such as analytical skills, creative thinking, attention to detail, problem solving, relationship building, communication, influencing, coaching and teamwork, I think my IT/systems integration background (including the non-business analysis roles I have performed) have all helped me to become an effective and valuable business analyst. In addition, my desire to develop a knowledge of the business, the data, the

technology and the strategic vision has been key in enabling me to fulfil a variety of roles across different industry sectors.

What formal training do you have?

I haven't had any specific business analysis training although my previous roles have included training in areas such as project management, leadership and negotiation as well as specific technical training. All of this training has been drawn upon at some point during my role as a business analyst.

How important do you think self-development is for a BA, and have you done any recently?

Self-development is extremely important but it's important to recognise that this doesn't just mean attending formal training courses. For example, it may include seeking particular roles, looking to gain an understanding of a specific industry or business area or simply tackling a task in a different way from your normal approach. If this enables you to apply something you've learnt on a training course then so much the better, as applying something in a real-world situation is when you really start learning! Personally, I've got a couple of courses coming up – one on Enterprise Architecture and the other First Aid at Work. I'm hoping I'll only have to apply one of them on a project!

Do you think the role of the business analyst is clear to industry? What can BAs do to improve understanding?

It's improving and is aided by organisations such as BT and professional bodies such as the British Computer Society using skill frameworks in order to understand and quantify the skills possessed by business analysts. These frameworks help to clarify the role of the business analyst both within organisations and when communicating with clients. However, ultimately, the more business analysts are able to demonstrate their skills and value, the more we'll be in demand. It's therefore up to each of us to do this in our day-to-day roles whether it's for a small company or a major global organisation.

“Self-development is extremely important but it's important to recognise that this doesn't just mean attending formal training courses.”

What advice would you give to someone aspiring to be a business analyst?

Firstly, be flexible and try and undertake a variety of roles – these don't necessarily have to be business analysis (particularly early on in your career). For example, this may include systems development, team leading, support management, training etc. Whatever the role is it will more than likely provide useful skills and experience that you will use as a business analyst. Secondly, make sure you assimilate whatever information you acquire, think about it, ask questions and challenge assumptions. The skill of the business analyst is being able to draw conclusions from this and integrate aspects such as the strategic vision, the technology, the data and the people – this isn't a passive role. Finally, enjoy it and learn from the successes and challenges!



Skandia: Evolution of a Business Analysis Team

In the last of the BA Seminar presentations Simon Hartley and Corinne Thomas offer two perspectives on the changes they have seen recently within Skandia and in particular the development of a Business Analysis team.

Simon took the opening slot and described the kind of organisation that Skandia was at the time this story starts: IT was an in-house function with bespoke systems and applications widespread; personal networks were predominant; change was incremental; and there had been little change to any of this in the last 30 years. This was the context into which a raft of significant change was introduced:

- New parent company - Old Mutual
- Outsourced IT
- Commercial Operating Model
- FSA focus
- Several transformation initiatives including business unit integration and BPR

Not surprisingly this sweeping change shook up the organisational environment leading to an emphasis on specialism over generalism, skills over knowledge and formal rather

than informal processes. the organisation's DNA needed to evolve to meet the demands of this new environment (Fig 9).

Figure 9

skandia

What does this new environment demand?

- Clear roles and responsibilities in the change life cycle
- A flexible resourcing model
- Consistent interface with our IT Suppliers
- Enhanced capability around concept and feasibility
- A commercial mindset
- Delivery of demonstrable and measurable value
- Skilled people with an aptitude for the business and technology context
- Knowledge management

Amid all this change, the BA operating model just wasn't up to the job of supporting the business: a distributed workforce had evolved to meet local operational needs; skills and experience varied widely; methods and tools were being applied inconsistently; and resource utilisation was pretty inefficient. Perhaps most telling of all,

BAs were very low in the organisational food chain.

In response to this, a new vision for the BA capability was needed (Fig 10).

Figure 10



Vision for a BA capability



- Adopt a centralised operating model by consolidating the existing Business Analysis activities and roles
- Create a skilled group of Business Analysts with the emphasis on bringing in experience and developing existing potential
- Establish a consistent set of processes and tools to support the new capability
- Ensure maximum use of this new capability through effective supply and demand management
- Create areas of competency around key Business activities and new technologies
- Establish a culture of continuous improvement
- Move Business Analysis and Business Analysts higher up the food chain

There was a clear case for change based on the efficiencies that a restructured BA capability could bring to the delivery life cycle and the opportunities to make the most of the outsourcing of IT. Strong personal sponsorship from the board helped to get things done, but change was still slow initially. In early 2007 a big bang approach to the new organisation was implemented, and the pace of change increased rapidly. The team complement increased from 50 to 105 in five months. In early summer, a skills assessment process was undertaken in response to some capability issues, and 30% of the BA team (including half of the management) left.

Although this took some time to fully recover from, progress continued to be made and at the beginning of 2008 the Principal Business Analyst role was introduced. Mainly recruited externally, these individuals had strong strategy, feasibility and project management skills. This helped to raise further the profile and standing of BAs in the business.

Even after all of this upheaval, the organisation and the BA function in particular are not standing still. Currently the business is undergoing more structural change, but the majority of Skandia's divisions are using the BA function. There is also a move to more of a consultancy model as the team looks to adapt to meet the organisation's future needs. The work carries on.

Another perspective ...

Corinne Thomas then gave a people-centred perspective on the evolution of the Skandia BA func-

tion. Corinne joined the organisation as one of two BA Team Managers shortly after the skills assessment process described above. The situation at that time was difficult (Fig 11):

Figure 11




What it felt like joining the new environment



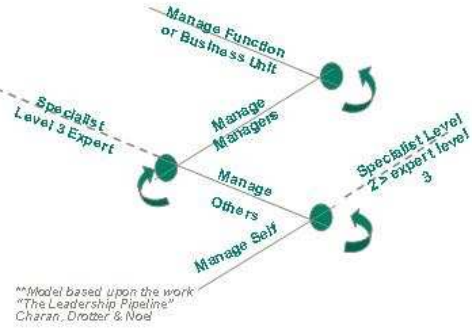
- Approximately 100 Business Analysts
- More than 60 were contractors
- De-motivated team following skills assessment
- Some permanent staff were leaving
- Newly recruited staff felt frustrated, bewildered a bit unsure of their direction
- People didn't know each other
- Morale – Low
- Poor team spirit
- Newly recruited team managers, needed to gain acceptance and buy-in from the staff

The first priority was to use a combination of group sessions and individual meetings to develop relationships and understand the motivations, aspirations and skills of the team members. One tool that proved valuable was the Career Choices Framework (Fig 12) which provides a structure for career and development choices allowing individuals to pursue specialist or general management routes.

Figure 12



Skandia - Career Choices Framework



This framework also has benefits for the organisation in that it allows for the development of a strong management cadre across the company.

There were three other significant components to the turnaround process:

Significant Training Programme

- Brilliant Basics - a mixture of BA and soft skills training for the whole team
- Skill Bytes - the sharing of best practise
- Business Knowledge workshops
- Rapid Results - 90 minute skill sessions
- Management Development Programmes

Challenging Recruitment Process

- Quality bar is set high, with strong analysis skills in a structured environment required alongside good interpersonal skills
- Assessment days have been introduced comprising -
 - Interview
 - Case Study
 - Online testing using the Business Analysis Capability Assessment (www.skillsedge.com)

Development of Principal BA Role

- Holds a change portfolio, directing the activities of a virtual team of business analysts
- Day-to-day work includes -
 - Shaping and scoping work
 - Managing stakeholders
 - Planning resources
 - Inputting to strategy
- Skills and experience required:
 - BA practitioner
 - Consulting and project management skills
 - Cross sector and business strategy experience

The interface with the team manager role has been important to manage well, and Figure 13 sets out the relative roles and responsibilities of the two jobs.

There are still challenges that need to be addressed, such as establishing the right boundaries with SMEs and systems analysts, and the need to expand into new business areas credibly. However the BA function is on track to meet its objective to be the centre of excellence for business analysis in the Skandia Group.

Figure 13



Team Manager/PBA interface & responsibilities

Team Manager	PBA
Organisational Change - Communications - Team & procedure changes - Knowledge management - Operational support	Project Delivery - Quality outputs - Process standardisation - Productivity - Resourcing/scheduling
Personal Development - Coach/mentor - Career planning - PIP (appraisals) - Objective setting - Escalation of issues - HR administration - Recruitment	Work Leadership - Coach/mentor - Contributor to PIP (appraisals) - Allocation of work in line with objectives - Escalation of issues

There was a lengthy Q&A session after this presentation and these are the highlights:

Q. Does the Principal Business Analyst have line responsibilities?

A. No, that responsibility sits with the Team Managers.

Q. The PBA appears to have a strong delivery responsibility within projects. If that's the case where is the project manager?

A. PBA concentrates on *analysis* delivery.

Q. How do the Rapid Results skill sessions work and how are the topics chosen?

A. The approach is a flexible and responsive one. Ideas generally come from the team; there was an initial emphasis on softer skills, but this has moved on to topics such as industry briefings.

Q. What would you say was the main reason you were able to achieve centralisation of the BA function?

A. Strong sponsorship from the CEO!

Q. Is the new function adding real business value?

A. It's still early days, and actual measurement is different, but the anecdotal feedback is good.

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Analysts Anonymous

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