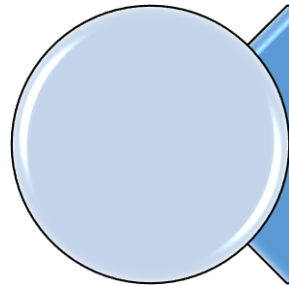


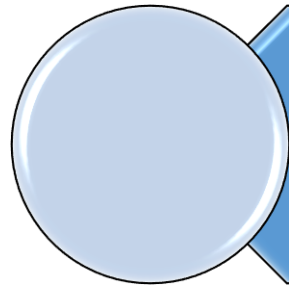
Debbie Paul

Managing Director

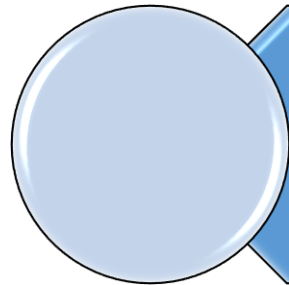




Debbie Paul – evaluating the maturity

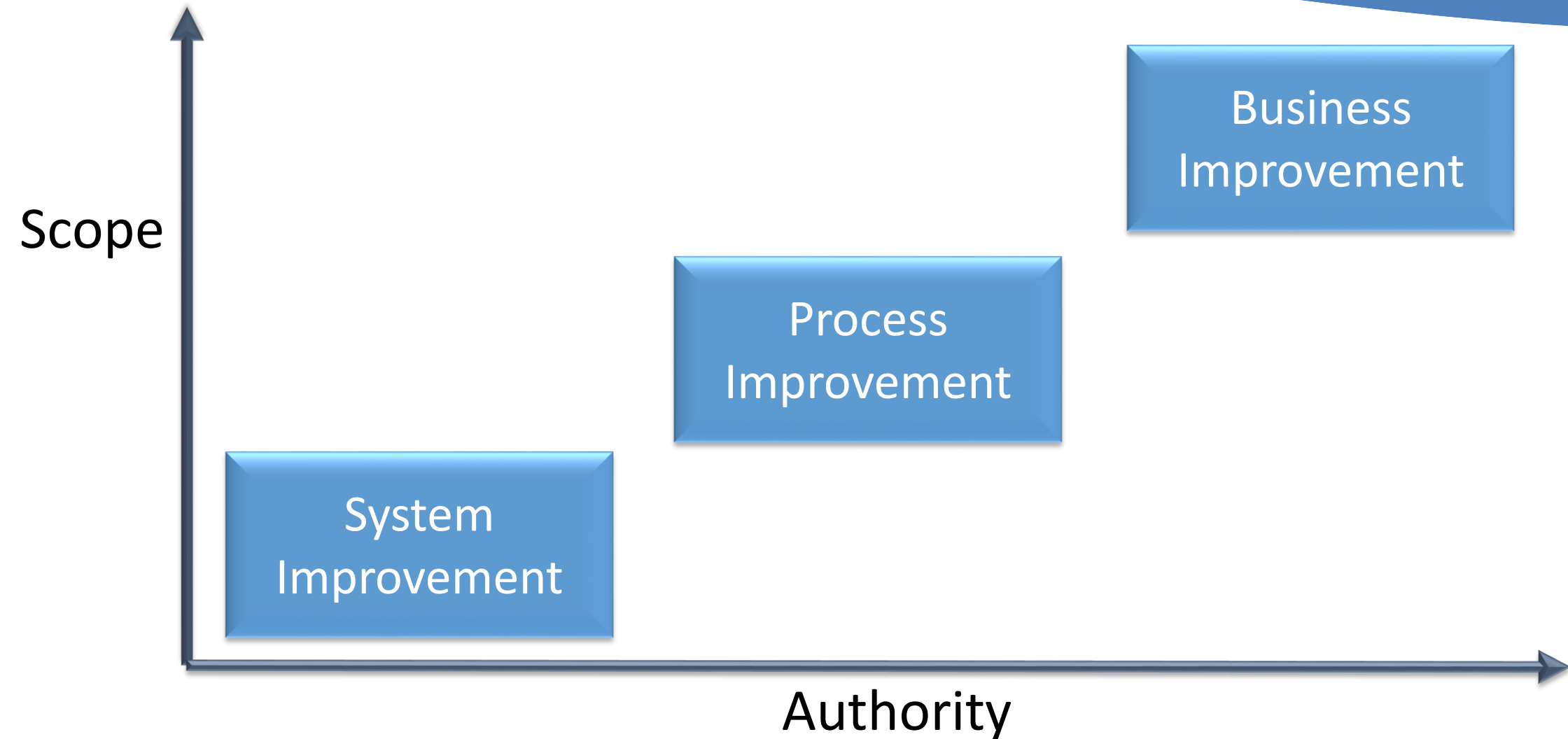


Richard Thomas – identifying the gaps

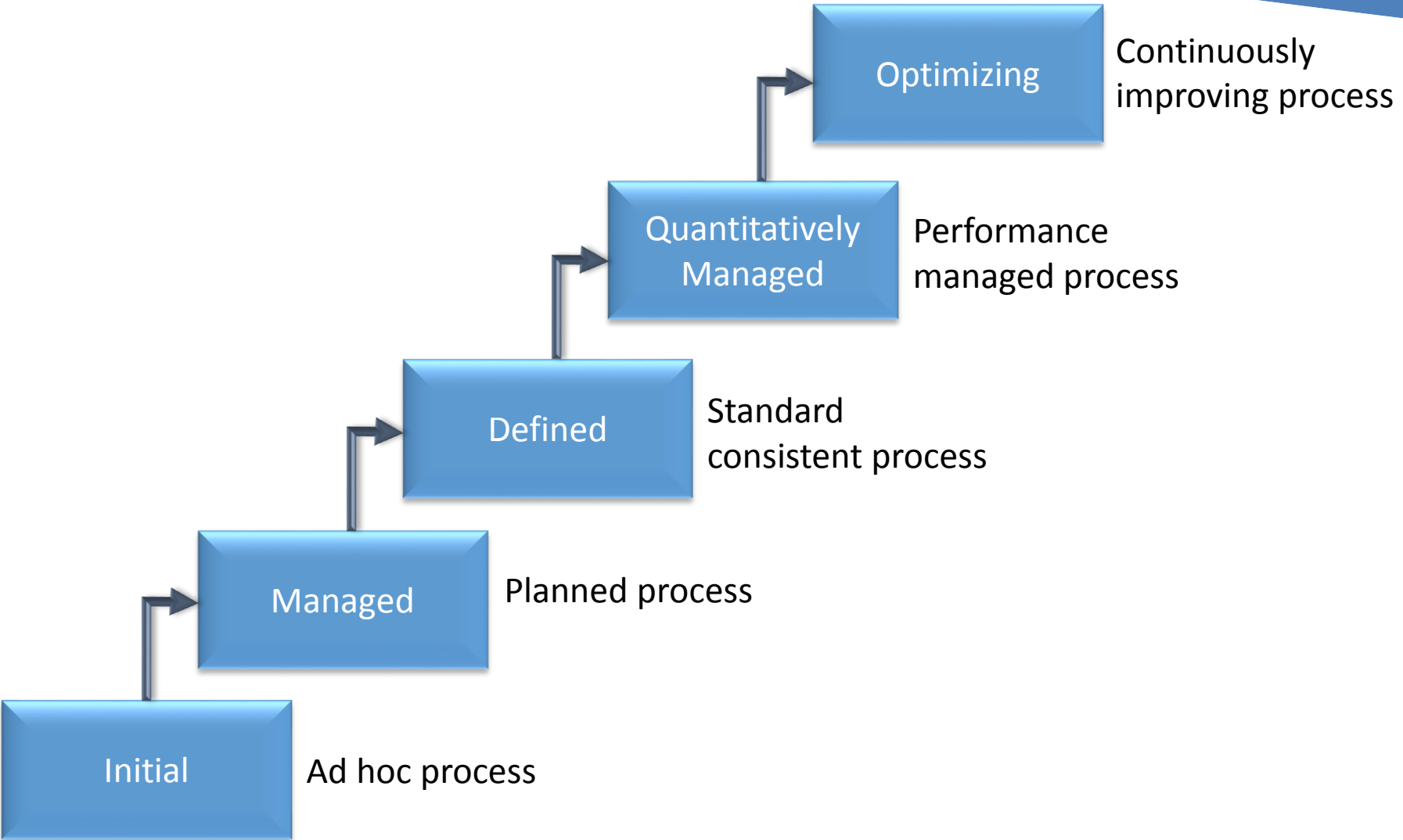


Lacey Barnfather – considering the actions

BA Maturity Model

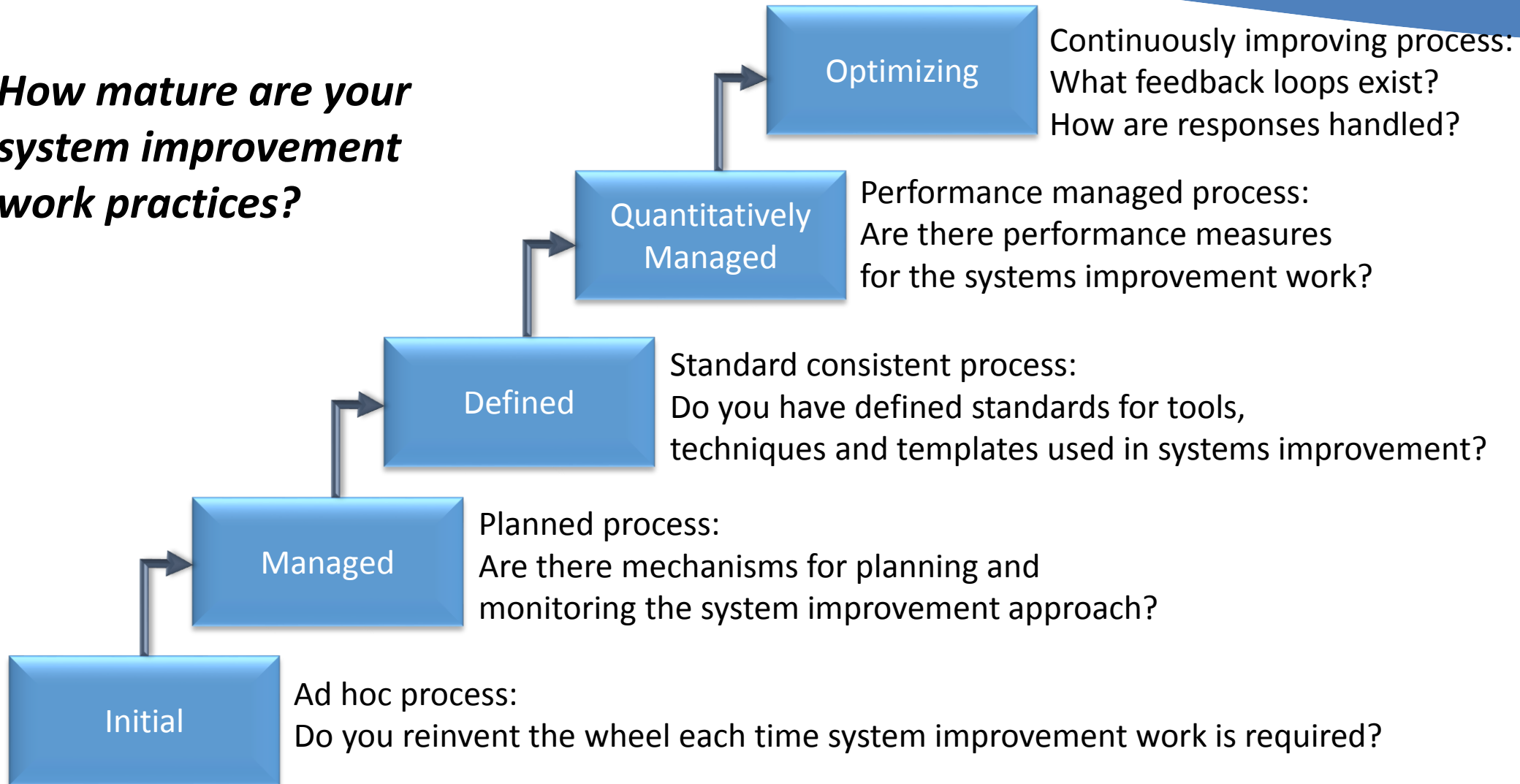


BA Capability Maturity Model



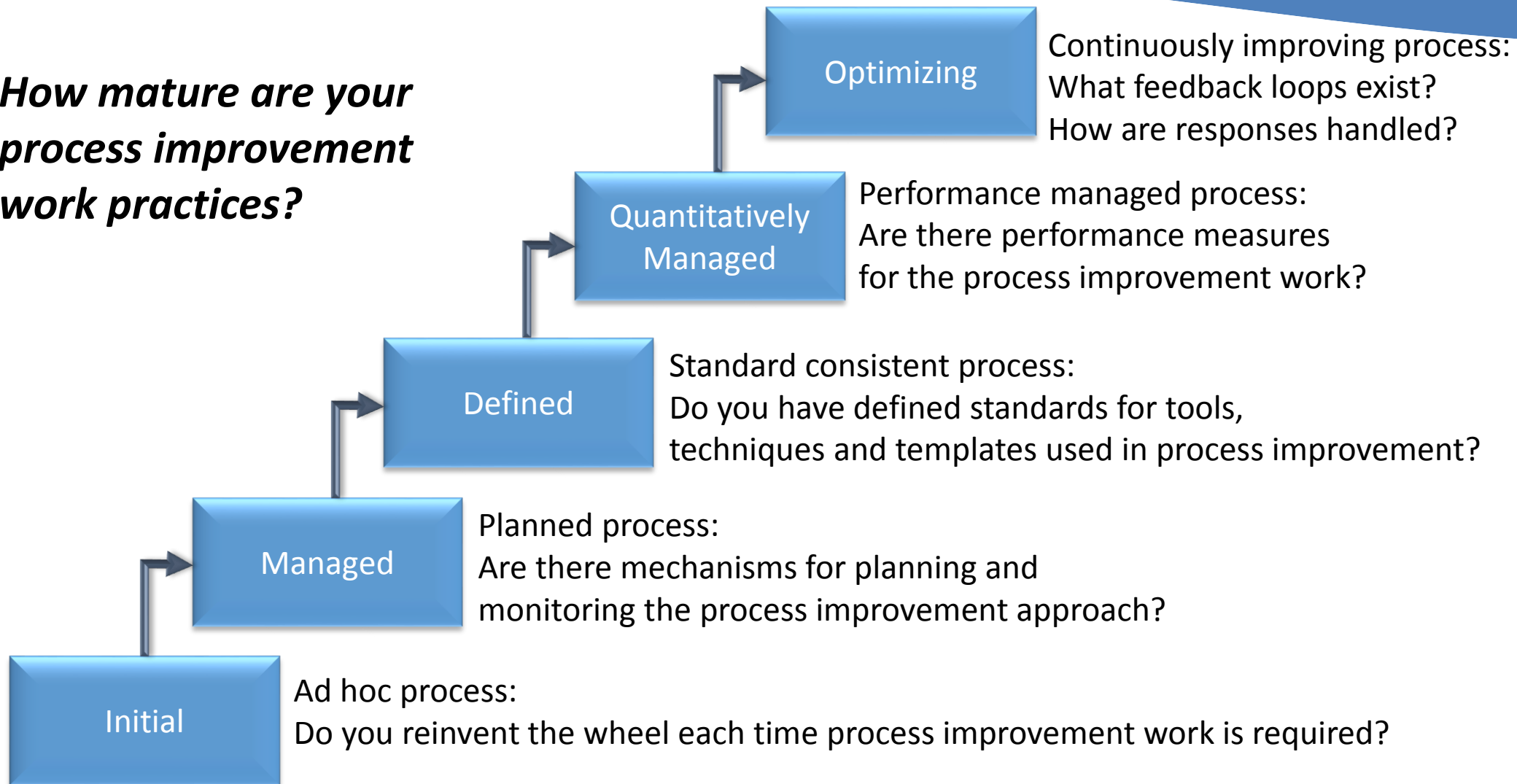
System Improvement maturity

How mature are your system improvement work practices?



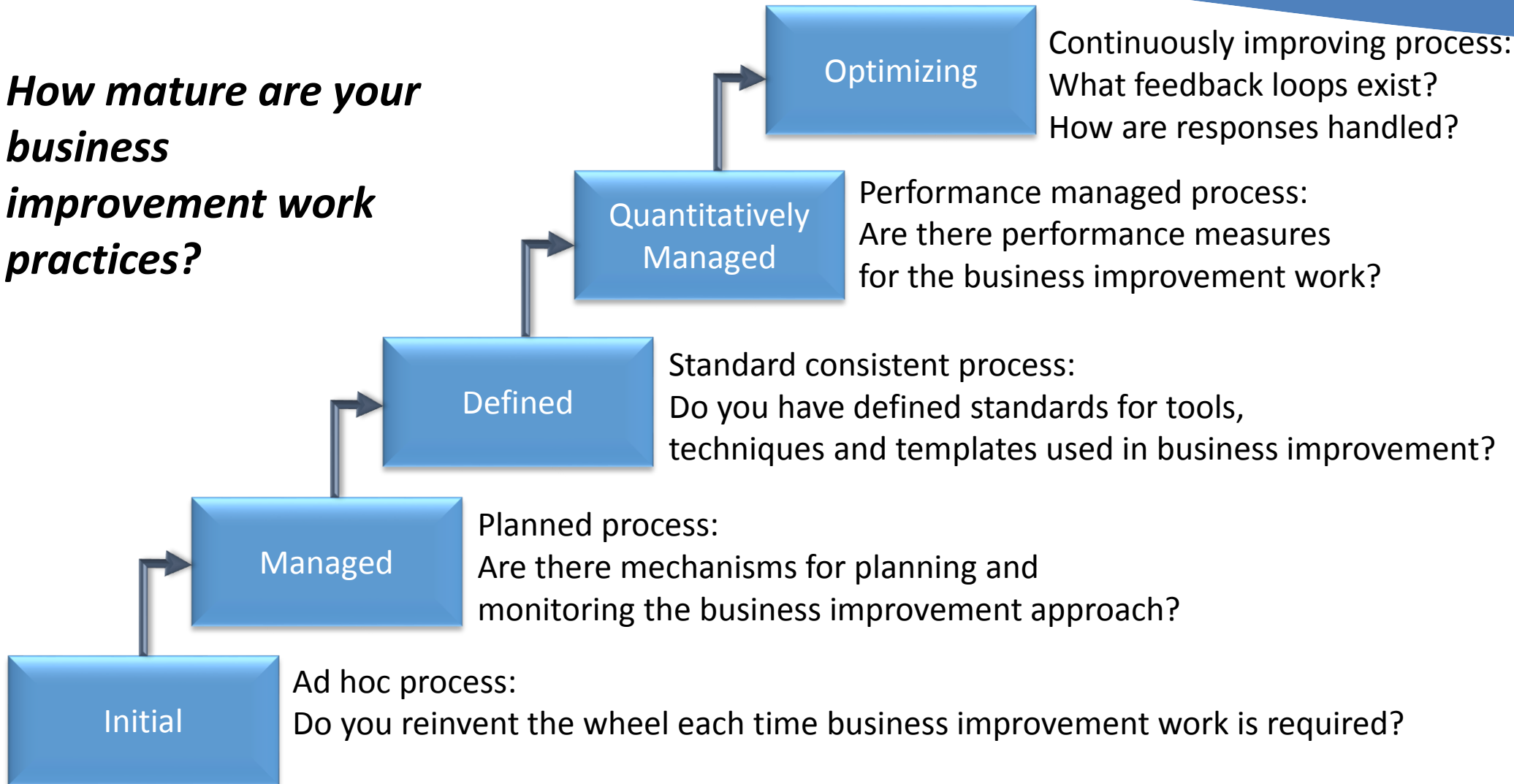
Process Improvement maturity

How mature are your process improvement work practices?



Business Improvement maturity

How mature are your business improvement work practices?



Exercise 1

Where are you?

Review and discuss your current practice position in the light of the BA Maturity Model and the CMMI for Business Analysis.

You have 15 minutes for this exercise.

Richard Thomas

Business Systems Analysis Manager

TfL Information Management



Where We Were

- Project based team
- No defined role capabilities or progression plan
- Inflexible Cost Model
- No defined project pipeline
- Limited re-use and sharing of collateral
- Inadequate Benefits Management

Challenges Faced

- Alignment with P3M3, TMMI and Architecture Maturity
- Identifying a Maturity scale to measure against
- Gaining visibility of business pipeline
- Overlap with Business Partners
- Budget

Where We're Going

- Continuous improvement programme
 - Business Engagement
 - Practice definition
 - Community of Business Analysts
 - Formation of different BA types
 - Unified analysis tools

Where We Are

- Pre-project activities
- Portfolio aligned analysis teams
- Defined capabilities of roles
- Adapted cost model
- Pipeline definition function
- Requirement catalogues for re-use
- Shared analysis collateral and knowledge

Exercise 2

Identifying the gaps

Consider the level at which your practice should be operating and identify the gaps to be bridged in order to achieve increased maturity.

You have 15 minutes for this exercise.

Lacey Barnfather

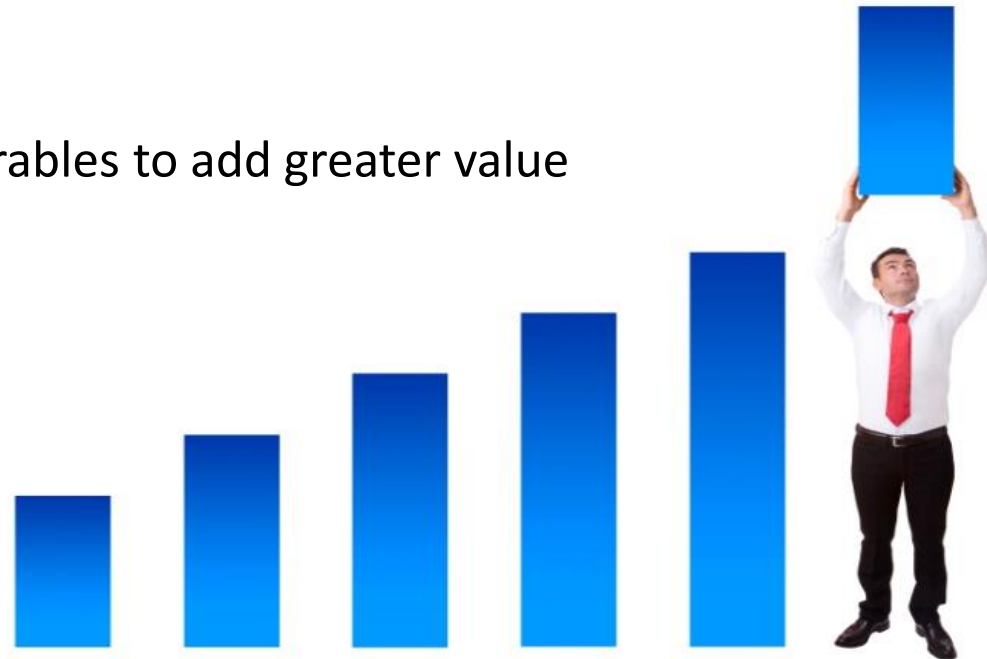
VP IT and Process - Voice Services

Colt Technology Services

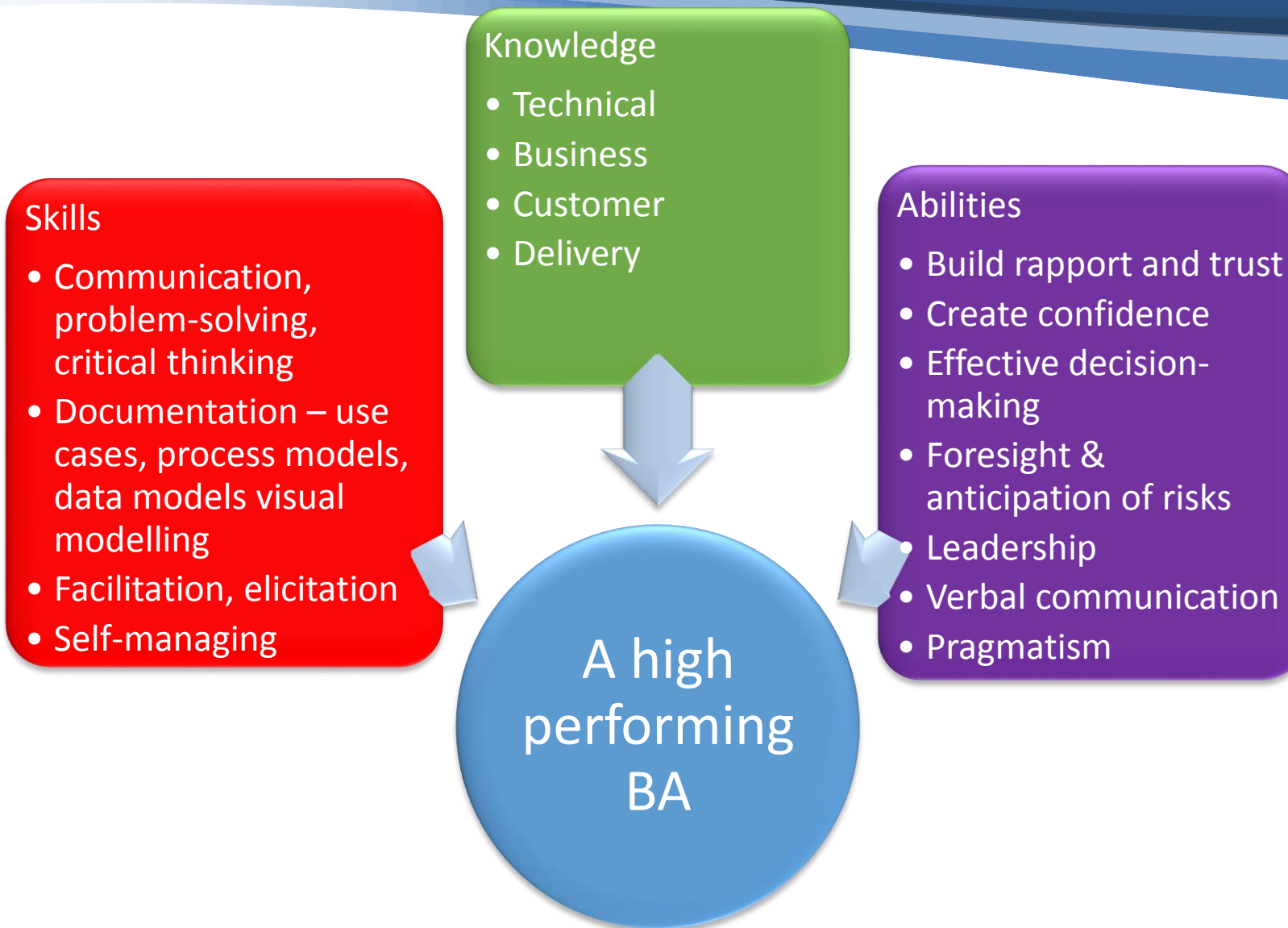


Where we got toand some of the challenges on the way

- Developed a clear Vision
- Delivered our Practice Transformation plans
 - Changed our Operating model
 - Analysis / Design Managers and teams
 - Partnered the business
 - Upskilled our teams
 - Changed our business deliverables to add greater value



Where we started.....







Business Analysis Team

What we do.....

'Convert business vision into tangible business value'

How we do it.....

- *Act as key trusted partners of the business who through early engagement and thought leadership drive understanding and focus of the business' objectives and translate these into tangible, deliverable requirements in order to achieve optimised design and delivery, ROI and customer experience.*

This is achieved by

- *Early and continuous focus on the customer*
- *Knowledge of the Business' objectives and challenges*
- *A high level view of the technical landscape*
- *Understanding of commercial impacts*
- *Provision of timely and skilled Business Analysis resources and skills*



Some of the changes and measures

- New BA Manager business partnerships
- Early engagement, scoping, shaping, feasibility, and impact assessments
- New Business focused teams – Skills and knowledge (inc other projects)
- Business Requirements traceability to benefits and life cycle management
- Focus on the customer and experience design (personas)
- Peer reviews of documentation
- New requirement, process and customer experience design catalogues and checklists
- Co facilitation / support for workshops
- Positive feedback received from our internal customers regarding the experience of working with us and confidence that the solution solves their business problem / meets their objective
- Time - Less than 10% variance to plan for delivery of designs for programmes unless CR raised.
- Usability and Test success – Positive feedback once delivered that solution solved customer and business problems and did not create other problems
- Feedback that Customer impact / experience is clearly articulated and understood by the project team



Some of the challenges

- What do BAs do? Why do we need them? Why should they join our meetings?
- CX who should do it? Round and round we go....
- Benefits – isn't that a finance thing?
- I didn't have to do that before, I don't want to do it now
- Capex and Opex constraints
- But I'm not a leader
- Won't all that take longer? Projects take long enough as it is



Exercise 3

The challenges faced in implementation and how they might be overcome

Consider the challenges and the practical steps you can take in order to achieve increased BA practice maturity.

You have 15 minutes for this exercise.