

# THE ROLE OF THE BUSINESS ANALYST IN 'CHANGE'

- THE SKILLS & TACTICS REQUIRED (STRATEGY V DELIVERY)



# *The Role of the Business Analyst in Change - the skills and tactics required*

## (Strategy v Delivery)

Objectives to stimulate and facilitate discussion on how Business Analysts gain earlier and continuing engagement and involvement in Change.

Lasts ~1.5 hours

### Approximate Timings & Running Order:

	What	Timing	Who
1	Case study input / Overview of the session context	5 mins	Tim
2	Exercise 1 – The benefits of early BA engagement – experience based discussion	20 mins	Group
3	Exercise 2 – The role of the BA in Strategy Definition	25 mins	Group
4	Exercise 3 – The role of the Practice Manager in supporting BAs	25 mins	Group
5	Summary, actions and close.	5 mins	Tim

Tim Hill

Lead Business Analyst at Vodafone UK, joined June 2015.

Worked in Telecoms since 2000 and more recently in TV (not on)

Variety of Roles – Project Manager, Business Analyst, Programme Manager

Variety of Projects / Programmes – Billing, CRM, New Products, New Apps, Websites, Transformational & Complex.

Vodafone – TV (Now On Hold in UK, but launching around Europe)

Building a UK Practice inside an existing Organisation (blank sheet of paper)



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**A bit about me.....**



Case study input from Vodafone. Challenges and opportunities outlined.

### Creating a BA Practice - Vodafone TV

- Usual challenges faced by all BA practices
- Building and Establishing the Practice
- Using Best Practices

### Complex Portfolio / Programmes of work

- Internal Factors (Multiple Releases)
- External Factors (Reactive – very dynamic environment)
- In flight delivery

### Delivery

- Role of the BA defined in delivery, less so for the Strategy & Roadmap

...this session focuses on the role of the BA in defining Strategy & Roadmap...





## Steering / Strategy / Supporting Vision & Roadmap Definition -

- Strategy / Roadmap Definition
- Management of Future Demand
- Scoping / Feasibility Assessment
- Planning & Prioritisation

## My Thoughts / Questions.....



- Where do Business Analysts fit into these elements?
- What responsibilities should they be performing?
- Do they have the right skills?
- How can I help activate or support the BA team in this area?
- How can BAs be recognised and valued for their contribution in these areas?

Group Exercise / discussion.

Provide some examples of when early BA engagement helped the Business define their Strategy or Roadmap and what difference did the BA make to the outcome (positive)?

**10 mins**

Capture the best example from each group for reporting back to each other

**10 mins**

(20 minutes)

1) What are the key responsibilities you think a BA should have, when defining the strategy or building a roadmap?

**5 mins**

2) What skills should a BA have when defining the strategy?

**15 mins**

When looking at the above you might want to consider SFIPlus and the AssistKD BA Career Planner?

(25 minutes)

- Introduction
- Browse SFIAPlus
- View Components
- Search SFIAPlus**

**Keyword Searched:** Business Analysis

Category/Subcategory	Skill	Code	Tasks available						
			1	2	3	4	5	6	7
<b>Strategy and architecture</b>									
Information strategy	<a href="#">Information management</a>	IRMG				4	5	6	7
Business strategy and planning	<a href="#">Innovation</a>	INOV					5	6	
	<a href="#">Business process improvement</a>	BPRE					5	6	7
	<a href="#">Enterprise and business architecture</a>	STPL					5	6	7
Technical strategy and planning	<a href="#">Data management</a>	DATM		2	3	4	5	6	
<b>Change and transformation</b>									
Business change management	<a href="#">Business analysis</a>	BUAN			3	4	5	6	
	<a href="#">Requirements definition and management</a>	REQM		2	3	4	5	6	
	<a href="#">Business process testing</a>	BPTS				4	5	6	
	<a href="#">Change implementation planning and management</a>	CIPM					5	6	
	<a href="#">Organisation design and implementation</a>	ORDI					5	6	
	<a href="#">Benefits management</a>	BENM					5	6	
	<a href="#">Business modelling</a>	BSMO		2	3	4	5	6	
<b>Development and implementation</b>									
User experience	<a href="#">User experience analysis</a>	UNAN			3	4	5		

SFIAPlus –  
British  
Computer  
Society



The screenshot displays the AssistKD Career Planner interface. At the top, there are navigation tabs: Home, Career planner, Career profiles, and Competency test. The main content area features a career progression diagram with levels: Business Analyst, Practitioner Business Analyst, Professional Business Analyst, and Managing/Consultant Business Analyst. A pop-up window titled 'Consultant Business Analyst' is open, showing a skills matrix. The matrix is divided into three columns: Professional, Business, and Personal. Below the matrix, there is a 'Business Analyst' button and a 'Business Analyst' label with a notepad icon.

**Managing Business Analyst** ↔ **Consultant Business Analyst**

**Managing/Consultant Business Analyst**

**Professional Business Analyst**

**Practitioner Business Analyst**

**Business Analyst**

**Business Analyst**

**What skills do BAs of this level need?**

Professional	Business	Personal
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Manage the analysis portfolio</li> <li>• Define business analysis processes and procedures</li> <li>• Provide an assurance role for all BA activities and deliverables</li> <li>• Develop strategy execution plans</li> <li>• Contribute to the management of benefits throughout the change lifecycle</li> <li>• Manage external vendors</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Develop business cases</li> <li>• Demonstrate sound commercial judgement</li> <li>• Manage internal politics and business relationships</li> </ul> <p><b>Knows about:</b></p> <ul style="list-style-type: none"> <li>• Business domain and market knowledge (in depth)</li> <li>• Organisational culture and behaviour</li> <li>• Business architecture</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Manage stakeholder relationships</li> <li>• Mentoring and coaching</li> <li>• Negotiate and manage conflicts amongst senior stakeholders</li> <li>• Deliver complex presentations to board-level executives and external stakeholders</li> <li>• Demonstrate leadership in a range of situations</li> <li>• Achieve credibility amongst peers and senior managers</li> <li>• Demonstrate resilience under pressure</li> </ul>

AssistKD –  
Career  
Planner

1) What key responsibilities do you think a BA should have when defining the strategy or roadmap?

**5 mins**

For Example:

- Feasibility Assessment
- Business Case Production
- Support of Strategy / Roadmap definition

**15 mins**

2) What skills should a BA have to help them define the strategy or roadmap

<b>Professional</b>	<b>Business</b>	<b>Personal</b>
Develop Strategy Execution Plan	Business Case Development	Stakeholder Management
		Negotiation

(25 minutes)

1) How can Practice Managers support BAs when trying to work at the strategic level?

For Example:

- Mentoring or Buddying up
- Experience of Managing different stakeholders / friendly stakeholders

**10 mins**

2) Are there any hints or 'tricks of the trade' that you have used to enable BAs to engage earlier in the process?

- How can BA's get involved earlier?
- Any hints or tricks of the trade based on previous experience that is worth sharing?
- How and what did you do and how did this change the outcome?

**10 mins**

Pick two examples for each question that you would like to share with the Group

**5 mins**

(25 minutes)

Thank you for all your input.

Any further Questions?

Summary and Close.



Closing

