

Business Architecture & Business Analysis

Consolidated outputs from
workshops held on
Monday 17th August 2020

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Introduction

This document provides the consolidated outputs from the group exercises conducted within the 'Business Architecture & Business Analysis' virtual BAMF (Business Analysis Manager Forum) workshops held on Monday 17th August 2020.

Workshop Approach & Agenda

Workshop attendees included business analysis managers / capability leads, senior business analysts and business architects.

The workshops were facilitated by Jonathan Hunsley (AssistKD), Taz Wafa and Kei Poon (Bank of England). Guest facilitation was provided by Fraser Morris (Sophia Works Ltd) and Julian Cox (AssistKD).

Workshops were held at 10.00 and 14.00 and lasted for 90 minutes each. Each iteration of the workshop was attended by approximately 40 attendees.

The agenda consisted of the following:

- Defining Business Architecture & Business Analysis
- Case Study (Bank of England)
- Introduction to Value Proposition Mapping
- Group Exercise 1
- Group Exercise 2
- Q&A

Document audience

The document may be useful for both workshop attendees and individuals that were not in attendance.

It is likely to be of interest to readers looking to explore:

- the respective value propositions of the business architect and business analyst roles
- collaboration between the business architect and business analyst roles
- how business analysts can show greater leadership in the field of business architecture

The document provides a summary of key findings and the detail of inputs and consolidated outputs of the workshop itself.

Summary of key findings

The business analyst and business architect roles look to enhance change initiative outcomes in alignment with organisational strategy. In completing this work, practitioners in the respective roles tend to be engaged at different stages of the change lifecycle. Business architects are typically engaged early in the lifecycle and business analysts at a later point.

Practitioners in each respective discipline typically use different methods and tools. At present, there is no single agreed approach which covers both respective disciplines.

Given this context and the themes discussed in the workshop, it is felt that there is an opportunity to enhance:

- communication, collaboration and common understanding between the roles
- professionalism within each respective role
- professional respect between each role
- alignment of the standards used by and outputs created by each role
- awareness, competence and confidence in the use of the business architecture toolset by business analysis practitioners

Further details of the workshop approach, inputs and outputs can be found in the report content below.

Group Exercise 1 - Inputs

Following a brief explanation of value proposition design (Osterwalder & Pigneur) attendees were split into 4 groups of 10.

Each group was then provided with a 'customer profile' to support the discussion of the value propositions of the business analyst and business architect roles.

Each discussion lasted for 15minutes. The discussion was facilitated using virtual whiteboards by one of the workshop facilitators.

Customer profiles

To stimulate discussion the fictitious customer profiles were provided to represent a business change sponsor and programme manager. These are provided below:

Customer Profile 1



- | | |
|----------------------|--|
| Name | - Sam |
| Role | - Sponsor of change transformation initiatives |
| Gains | <ul style="list-style-type: none"> - Efficient business systems - Business benefits - Improvement of staff morale - Satisfied external customers - Execution of strategy |
| Customer Jobs | <ul style="list-style-type: none"> - Improve departmental performance - Career enhancement - Improved professional reputation - Gain a promotion - Remove causes of frustration - Help my team reach their potential |
| Pains | <ul style="list-style-type: none"> - Slow pace of change - Quality of change outcomes - Change is expensive - Time taken to support delivery of change - The change process is confusing |

Customer Profile 2



Name

- Craig

Role

- Programme manager for change transformation initiatives

Gains

- Customers feel we have met expectations
- Reduced uncertainty
- Deliver on time and within budget
- Mitigate risks / impediments
- Deliver scope

Customer Jobs

- Reduced stress
- Career enhancement
- Improved professional reputation
- Gain a promotion
- Remove causes of frustration

Pains

- Build team morale
- Programme governance
- Management of stakeholder expectations
- Missed requirements
- Volume of documentation (models)
- Scope creep

Group Exercise 1 - Outputs

Following review of the customer profiles each group was then asked to create a value (proposition) map for the business analyst and business architect. The consolidated outputs for are as follows:

Consolidated business analyst value (proposition) map

Gain creators	<ul style="list-style-type: none"> - Clearly defined change initiatives - Clear understanding of the current business situation - Clear articulation of business wants & needs - Clear understanding of the target state business situation - Engineering of requirements that enhance business capabilities - Definition of and monitoring of scope - Informed investment decisions - Clear understanding of the target state business - Clear identification of risks and impediments - Translation of technical and business jargon
Products and services	<ul style="list-style-type: none"> - Situation investigation and root cause analysis - Process improvement - Robust Business Cases - Definition of business wants & needs - Traceability from the original vision to implementation
Pain relievers	<ul style="list-style-type: none"> - Clear approach to change that is fit for purpose - Accurate, precise & prioritised requirements - Quality assurance for the execution of change - Stakeholder management - Clear articulation of business impacts

Consolidated business architect value (proposition) map

<p>Gain creators</p>	<ul style="list-style-type: none"> - Improved common understanding of business capabilities - Clearer understanding of change outcomes & dependencies - Improved organisational efficiency & agility - Clear holistic view of the execution of strategy via change initiatives - Clarity of target state(s) - Improved and quicker risk and impact analysis - Enhanced governance for change initiatives - Alignment between capabilities & requirements - Improved retention of business knowledge - Improved assessment of change feasibility - Improved morale due to clearer understanding of change - Improved understanding of customer experience - Objective assessment of how well the organisation is performing
<p>Products and services</p>	<p>Blueprint production & maintenance</p> <ul style="list-style-type: none"> - Modelling of current, transition and target state business - Modelling and assessment of business capabilities - Modelling and assessment of value streams - Modelling and assessment of information concepts - Modelling and assessment of operating models - Modelling and assessment of processes - Provision of a glossary of terms to support a common business language <p>Change execution services</p> <ul style="list-style-type: none"> - Business case assessment - Change roadmap development - Assessment of strategic alignment of change initiatives - Change governance approach / framework and principles - Traceability of strategy through to change execution
<p>Pain relievers</p>	<ul style="list-style-type: none"> - Improved common understanding and communication - Improved identification of overlaps and dependencies between change initiatives - Reduced risk of missed requirements - Clearer understanding of capability gaps - Reduction in change delivery costs through enhanced reuse - Common framework for change - Clear and informed decision making - Standards for modelling, governance and change control - Enhanced consistency & quality of change outcomes - Improved visibility of duplication of processes and systems

Group Exercise 2 - Inputs

Following a brief review of the outputs of exercise 1, attendees were then again split into 4 groups of 10.

Each group were asked the following two questions:

- How can we improve collaboration between business analysts & business architects?
- How can business analysts show greater leadership within the field of business architecture?

Each discussion lasted for 10minutes. The discussion was facilitated using virtual whiteboards by one of the workshop facilitators.

Group Exercise 2 - Outputs

The consolidated outputs from each of these discussions are as follows:

How can we improve collaboration between business analysts & business architects?

- Agreed and shared approach to change including clear roles & responsibilities (RACI)
- Creation of common tools and standards
- Shared knowledge forums / communities of practice
- Creation of shared knowledge repositories
- Use of common terminology
- Agree common goals when working on change initiatives
- Creation of blended business analysis and business architecture teams
- Improved mutual professional respect
- Improved professionalism of both roles
- Regular formal and informal communication including shared social events
- Encouragement and recognition of collaboration successes
- Agree and share the vision and roadmap for business change
- Creation of hybrid roles (e.g. Senior Business Analysts to take on Business Architecture responsibilities)
- Recognition of both 'Top Down' and 'Bottom Up' views

How can business analysts show greater leadership within the field of business architecture?

- Improve focus on strategic outcomes and end to end customer experience
- Proactively facilitate conversations between the two disciplines
- Build awareness & knowledge of business architecture toolset, mindset and approach
- Be prepared to 'Give it a go!' through using business architecture models within business analysis work
- Become advocates of business architecture and celebrate successes
- Formal training in business architecture
- Help to propagate & maintain business architecture knowledge repositories
- Be prepared to learn from experience and failure
- Alignment of the toolkit (adding business architecture tools to the business analysis toolkit)
- Have conversations about business architecture with senior leadership
- Articulate longer term benefits of collaboration
- Proactive requests for business architecture support on change initiatives
- Inclusion of business architecture skill development within personal development plans

References

Business Analysis 4th edition, Debra Paul and James Cadle, BCS, 2020

Delivering Business Analysis – The BA Service Handbook, Debra Paul Christina Lovelock, BCS, 2019

Value Proposition Design, Alex Osterwalder, Yves Pigneur, Greg Bernarda, Alan Smith, Wiley, 2014