Debbie Paul & Maura Shields

Using competencies to develop capability

www.assistkd.com

Session summary

Business capability

Performance

Skill frameworks

Competencies

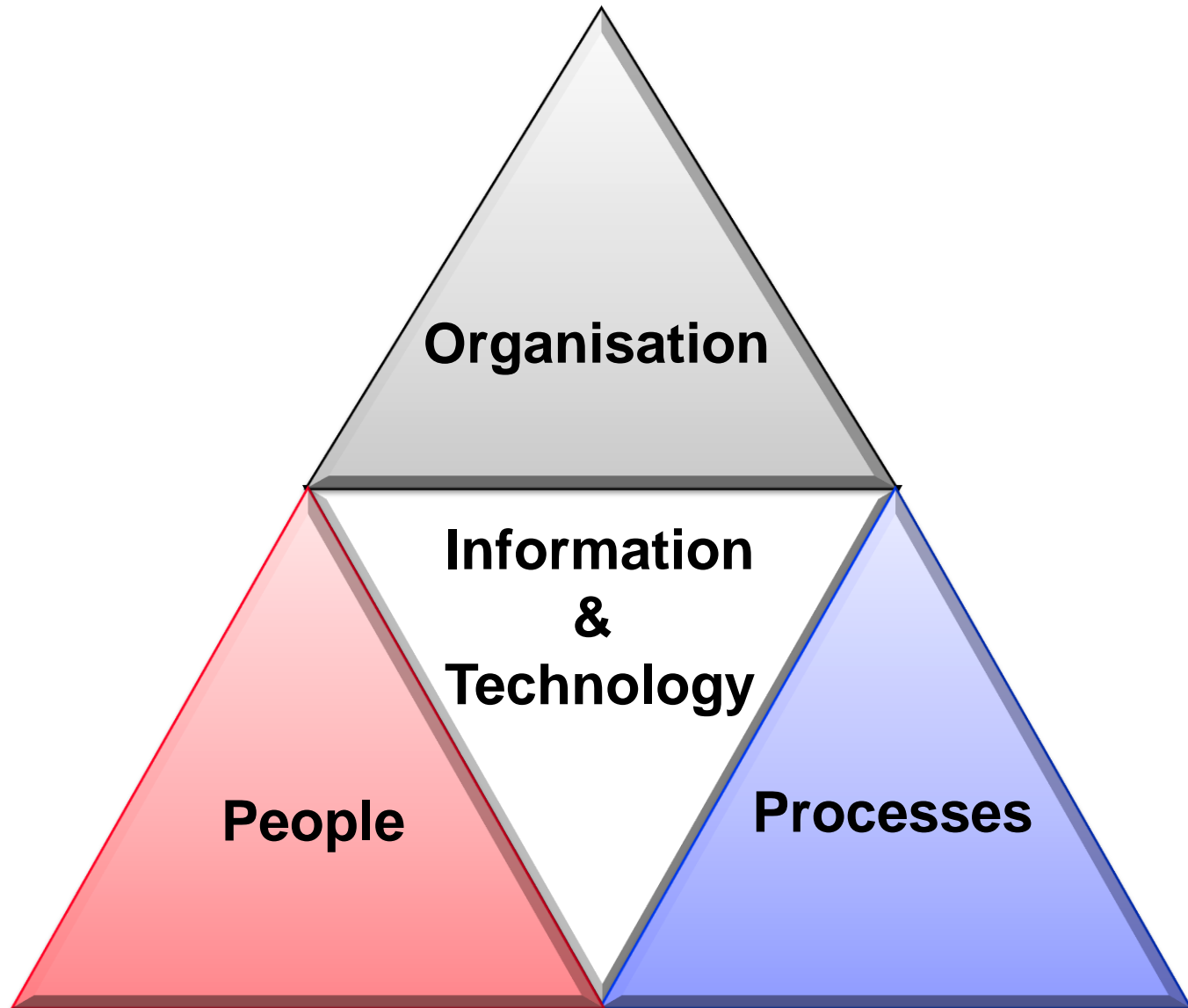# Business capability definition

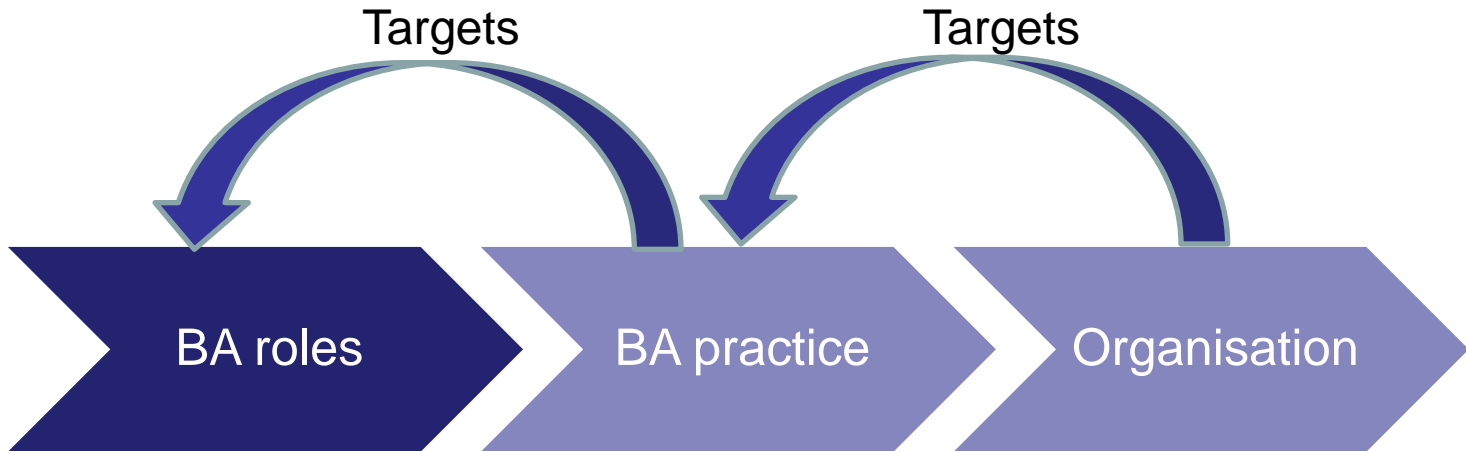A business capability is a particular ability that a business may possess to achieve a specific purpose or outcome.

It describes what the business does that creates value for the customers.

Ulrich Homann
Microsoft Corporation
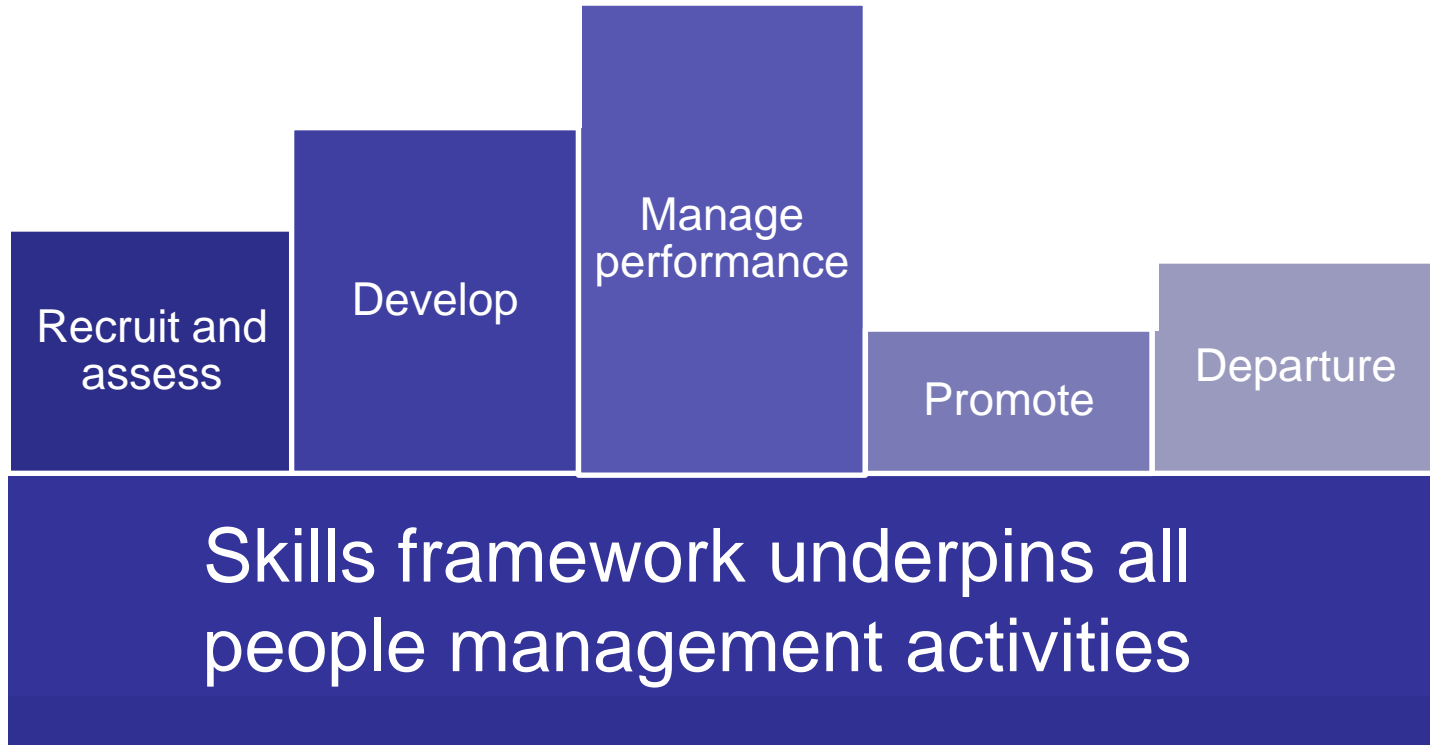
POPIT™ model

Business performance

Performance exercise

Identify one of your senior business analysts.

Write down 2 or 3 performance targets that would enable you to monitor this person's performance.

Building people capability

Recruit and assess

Develop

Manage performance

Promote

Departure

Skills framework underpins all people management activities

Management activities exercise

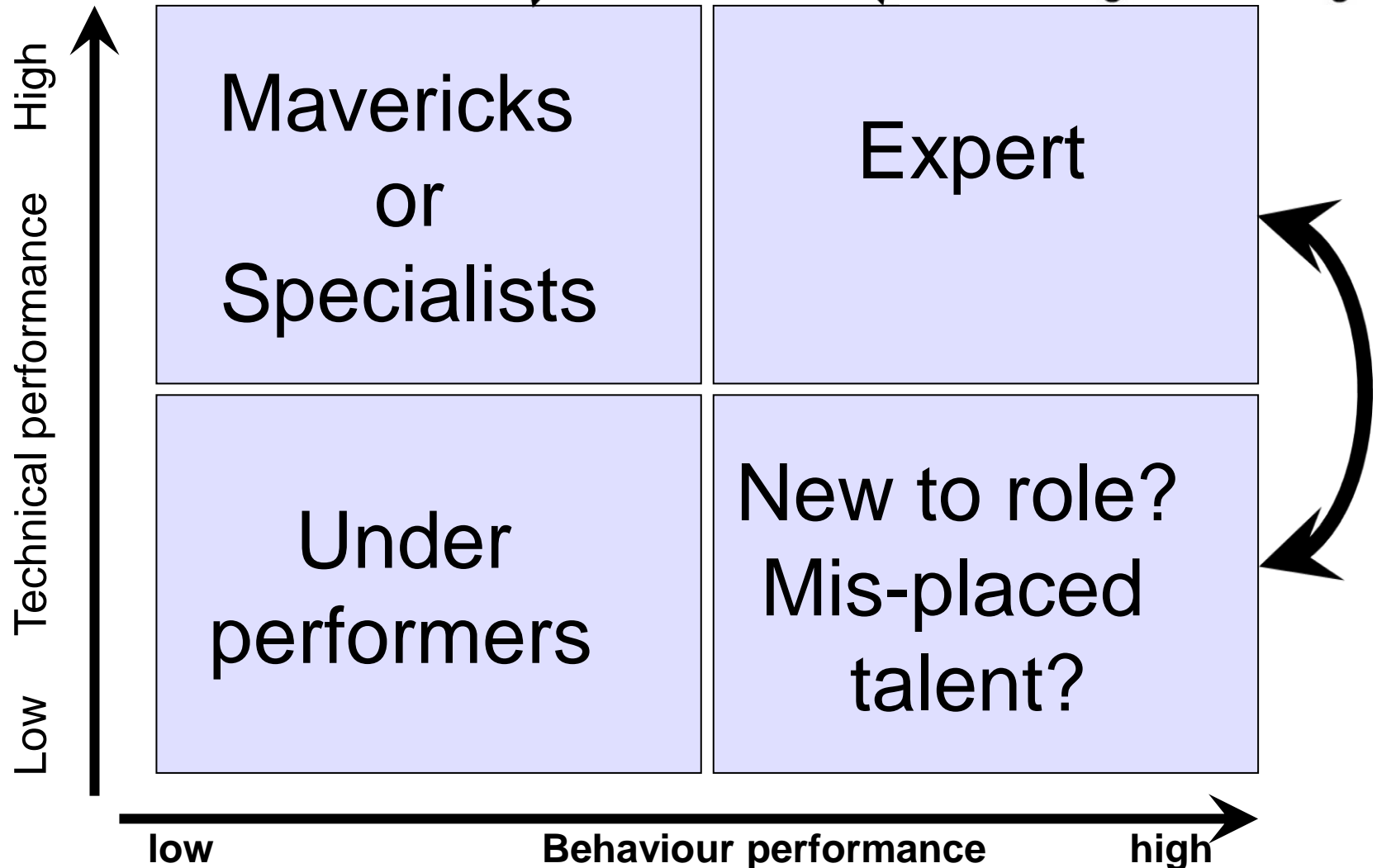| Is a skills framework used in this management activity?	We use it now	We want to use it
Recruit + assess	Y / N	Y / N
Develop	Y / N	Y / N
Manage performance	Y / N	Y / N
Promote	Y / N	Y / N
Departure	Y / N	Y / N

Skills identification exercise

Take one of the performance targets you identified.

List 2 or 3 skills that would be required for the business analyst to achieve each target.

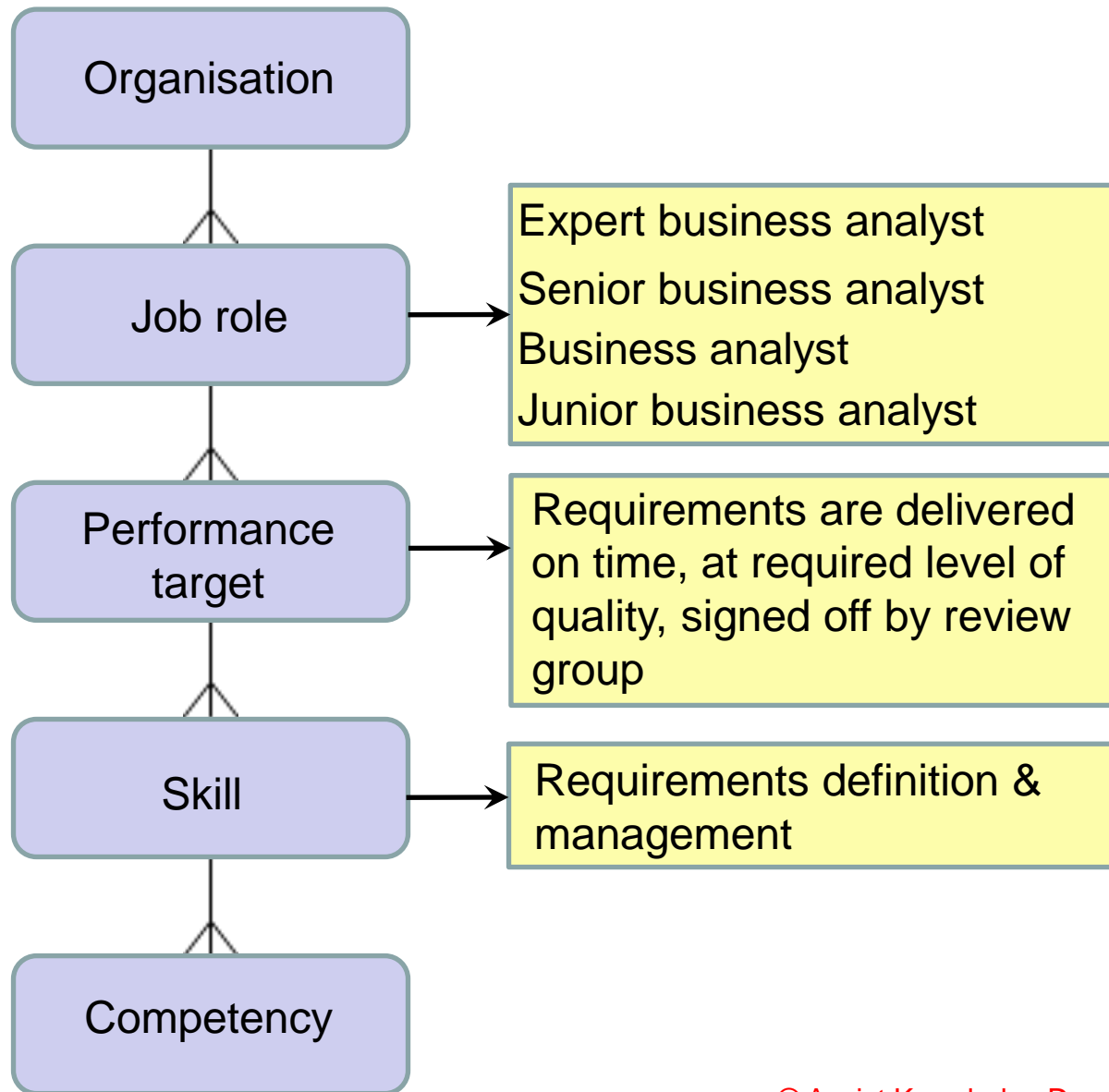# Performance analysis matrix

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Human Edge Consulting

Technical performance — High / Low

Mavericks or Specialists	Expert
Under performers	New to role? Mis-placed talent?

low — Behaviour performance — high

…In business analysis terms

Organisation

Job role → Expert business analyst
Senior business analyst
Business analyst
Junior business analyst

Performance target → Requirements are delivered on time, at required level of quality, signed off by review group

Skill → Requirements definition & management

Competency

Exploring the skills

Professional skill: Requirements definition and management

- Elicits requirements from stakeholders
- Selects elicitation techniques
- Documents requirements as directed
- Ensure traceability back to source and business objectives
- Works with stakeholders to prioritise requirements

Personal skill: Communication

- Quickly makes a strong and positive impression on others
- Writes clearly, succinctly and fluently
- Explains concepts clearly and at the appropriate level of understanding

Tools for competency profiling

Analysing

Analyses elicited data and information to recognise patterns, relationships and omissions

Probes for detailed information or greater understanding

Makes rational judgements from the available information and analysis

Writing

Writes clearly, succinctly and correctly, avoiding the use of jargon and complex language

Writes in a well-organised way, providing a logical flow

Provides information in line with the needs of the intended audience
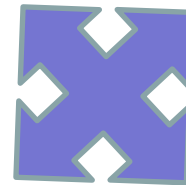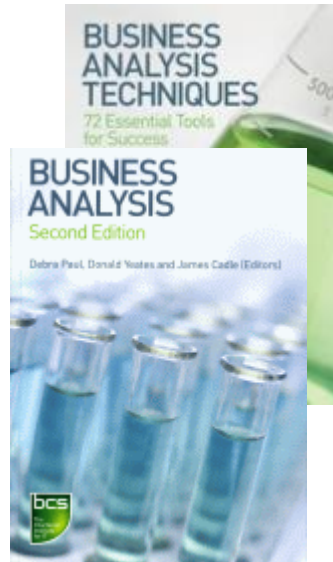
Developing Your Skills Framework

In-house: build on what exists

- Current skills or competence frameworks

- Current or older Business Analyst job specs or job adverts

- Organisation values

- In your head

Writing

Writes clearly, succinctly and correctly, avoiding the use of jargon and complex language

Writes in a well-organised way, providing a logical flow

Provides information in line with the needs of the intended audience

BUSINESS ANALYSIS TECHNIQUES
72 Essential Tools for Success

BUSINESS ANALYSIS
Second Edition

Debra Paul, Donald Yeates and James Cadle (Editors)

bcs

SFIA FOUNDATION

Job Family Framework

Role & performance target & skill level

Skills

Competencies/behaviours

Skills framework

Skills: (personal, professional, business)

Competences/behaviours

Contributing BA profile

Competency levels

SKILLS ↓	1. Follow	2. Assist	3. Apply	4. Enable	5. Ensure	6. Initiate	7. Inspire
Business process improvement					▉		
Business risk management				▉			
Business Analysis					▉		
Business modelling				▉			
Benefits Management							

Example skills profile using SFIA

Expert BA profile

Competency levels

SKILLS ↓	1. Follow	2. Assist	3. Apply	4. Enable	5. Ensure	6. Initiate	7. Inspire
Business process improvement						■	
Business risk management					■		
Business Analysis						■	
Business modelling					■		
Benefits Management					■		

Example skills profile using SFIA

Utilising a skills framework

Building the capability

Develop skills framework and infrastructure

Apply to management activities

Deliver high performance

Recruit and assess | Develop | Manage performance | Promote | Departure

BA roles | BA practice | Organisation

Questions?

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