Business analysis and the Product Owner roles – a retrospective on the essential differences and career opportunity

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Previously...

- Nov 2017 session lead by David Beckham, Karen Lees and Debbie Paul looking at "Should the role of Product Owner be part of the role of the Business Analyst?"
- Conclusion was that BA's could execute the PO role, it was unclear if they should and the organisational context was an important factor in weather this was advised.

The groups identified the following skills within these three categories:

Personal	Analytical	Business
Team working Influencing & negotiation Adaptability Stakeholder management Innovation Organisational diplomacy Decision making Risk awareness Confidence Collaboration Written & verbal communication Relationship building	Problem solving Prioritisation Customer experience/design Data interpretation Research Option appraisal Informed decision making Strategy alignment Outcome definition	Market research/ awareness Competitor analysis Trend analysis Business knowledge High level Application knowledge Regulatory awareness Commercial awareness (cost/drivers) Customer perspective Agile methodology

In the last 5 years...

• 26% increase in agile practices internationally and 92% of UK respondents are involved in Agile Practices.

		Regional Results: United King	dom (continued)	
76% OF BUSINESS ANALYSIS PROFESSIONALS PRACTICE		Agile Analysis		
AGILE APPROACHES	169% 71% 72% 76%	92% of respondents	Top 3 Agile Ap	proaches
ά ≹ ἀ ἀ Δ ὰ ἀ ἀ ἁ ἀ ♠	50%	are involved in Agile	scrum Lean & Kanban Software Development	29%
Reasons Why Organizations Adopt Agile Approaches	2017 2018 2019 2020 2021 26% INCREASE IN AGILE PRACTICES FROM 2017 TO 2021	18% of respondents are in a Product Owner Analysis role	15% Scated Aglie/Aglie At Scale 12% DevOps 12%	
		Digital Initatives	12.5	
29% 25%	24% 22%		Top 3 Digital Te	echniques
Shorten Time to Market Collaboration	Increase Customer Reduce Cost of Satisfaction Development	67%	User Stories	25%
		of Respondents are	Customer Journey Maps	
		Involved on Digital Initiatives	Design Thinking	15%

- 41% are involved in Product Ownership Analysis
- 61% are working in or wanting to work in a POA role
- 40% in a PO or Proxy PO role
- 6% of Core Responsibilities are PO related

Product Ownership

PO Role...

Respondents ranked the agile business analysis approaches, techniques, and skills required as a Product Owner The results aligned with the Agile Business Analysis principles of "Analyze to determine what is valuable". Core Responsibilities Organizations Involved in Product Ownership Analysis (POA) 23% 🗢 Yes 🛛 I Don't Know 🔍 No Project Management Testing/Quality Assurance Do You Work in a Product Ownership Role? 31% 30% 🗢 Yes 🌑 Not Yet 🛛 🔍 No BUSINESS ANALYSIS PROFESSIONALS WORKING IN A POA ROLE (31%) OR TRANSITIONING TO ONE (30%) nal Dav rum Master/Agile Coach How Business Analysis Professionals Are Involved in Product Ownership Top ar of tir ness analysis professionals repo spend time performing thi 24% en la a Product Owner en N/A My Work Supports a Product Owner I am a Proxy Pr WORKING AS A PROXY PRODUCT OWNER (24%) OR DIRECTLY SUPPORT PRODUCT OWNER (46%)



Money...

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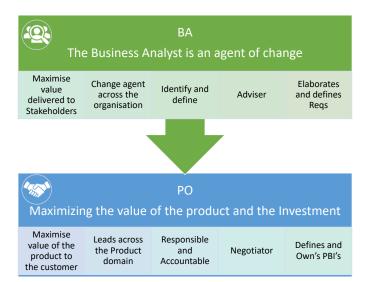
Question:

What do you see in your organisations?

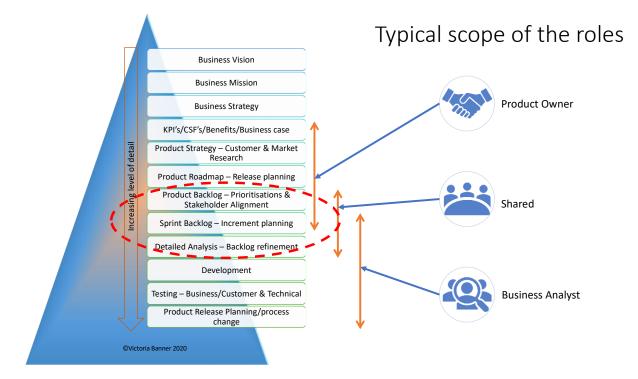


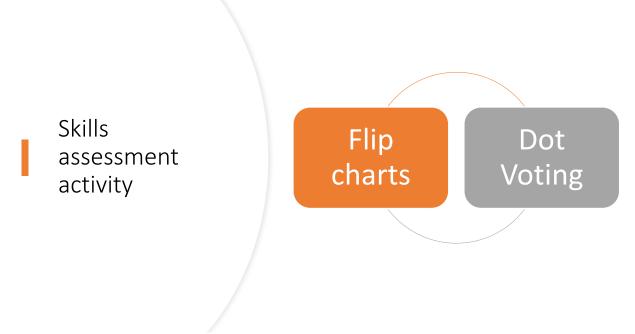
VB NOTES FROM FLIPCHART:

BA -> PO role	Where does the BA Practice sit vs ownership
SME-> product domain	Product Managers Product Owners
From the core business	Relegated authority vs perceived
Context of what is being delivered	Temporary role for build
BA at a higher level (4) -> PO sitting at team level (16)	Crossover Duplication
PO sets priority -> Team schedule	Direction SME -> BA day-to-day Election



Parallels in role descriptions





NOTES FROM FLIPCHARTS:

BA/PO competencies by category



Personal Qualities / Soft Skills

Influencing
Relationship building
Problem solving 🛑 🛑
Saying NO!
Decision making
Visionary
Negotiation
Analytical skills & critical thinking
Stakeholder management 🛛 🛑 🛑
Political awareness
Curiosity
Listening skills
Written and verbal communication
Attention to detail

Business / Soft Skills

Trusted advisor
Strategic alignment
Business architecture
Trend and competitor awareness
Project or non-project based 🛛 🔵
Business domain knowledge
Process knowledge
Organisation understanding 🛛 🛑 🔵
Business finances / business case 🛛 🛑 🔵
Consulted and accountable
Available to the team
Competitive / market awareness
Commercial and contract negotiation
Outcome definition
Professional Toolkit / Professional Skills

Process modelling Data modelling Requirements definition / story writing Environment analysis – PESTLE, 5 Forces, SWOT, Resource Audit, MOST, Boston Box Requirements Engineering Business case development / options analysis Benefits management Sprint backlog management and prioritisation MoSCoW Product vision Product vision Product backlog management and prioritisation Product lifecycle analysis / management

Personal	Influencing	Profess Toolkit
Qualities – Soft Skills	Relationship Building	Profess
	Problem solving	Skills
	Saying NO!	
	Selling	
	Decision Making	
	Leadership	
	Motivator	
	Visionary	
	Negotiation	
	Analytical skills and critical thinking	
	Stakeholder Management	
	Team work	
	Political awareness	
	Commercial Awareness	
	Curiosity	
	Presentation skills	
	Listening Skills	
	Written and verbal communication	
	Attention to Detail	
	Saying Yes	
	Story Teller	
	Other	

onal	Change Management
t – sional	Process Modelling
	Process Re-engineering and improvement
	Data modelling
	Organisational analysis and design
	Technical and Solution Design
	Acceptance testing
	Requirement Definition/Story writing
	Environment analysis – PESTLE, 5 Forces, SWOT, Resource Audit, MOST, BOSTON BO
	Requirements Engineering
	Business Case Development
	Benefits Management
	User Research and analysis
	Sprint backlog management and Prioritisation
	Collaboration tools: JIRA, Confluence, Trello, Miro, Skype, MS Teams, SharePoint Etc
	Visualisation Tools – Blueworxs, Visio, Enterprise Architect.
	Service design
	MSCOW
	Pain Point analysis
	Product Vision
	Product Canvas
	Product Roadmaps
	Product Backlog management and Prioritisation
	Release planning
	Value Stream Analysis
	Marketing
	Product Lifecycle Analysis/management
	Kano Analysis
	WSJF
	Cost of Delay Analysis
	Cycle time/Touch time
	Road mapping tools - Prodpad, Jira, Aha
	ΠL

IIS - Trusted Advisor Trusted Advisor Responsible Business Architecture Project or Non Project Based Risk management Business domain knowledge Process Knowledge Organisation understanding Business finances/Business case	
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Risk management Business domain knowledge Process Knowledge Organisation understanding Business finances/Business case	
Business domain knowledge Process Knowledge Organisation understanding Business finances/Business case	
Process Knowledge Organisation understanding Business finances/Business case	
Organisation understanding Business finances/Business case	
Business finances/Business case	
Supplier Management	
Project management	
Consulted and Accountable	
Co-located	
Available to the team	
Competitive /market awareness	
Forcasting and budgeting	
Commercial and contract Negotiation	
Other	

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• Listening Skills

Saying Yes

• Story Teller

• Attention to Detail

• Written and verbal communication

Personal Qualities – Soft Skills



Influencing

- Relationship Building
- Problem solving
- Analytical skills and critical thinking
- Stakeholder Management
- Team work
- Political awareness
- Commercial Awareness
- Curiosity
- Presentation skills

Business Analyst

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Shared



• Saying NO!

• Decision Making

Owner

• Selling

Visionary • Negotiation

Business Skills – Business Knowledge

- Any Business delivery/change framework
- Trusted Advisor
- Responsible
- Business Architecture
- Project or Non Project Based Risk management
- Business domain knowledge
- Process Knowledge
- Organisation understanding



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*Product Management role is a delivery framework agnostic role

Agile Only*

Co-located

• Consulted and Accountable

• Available to the team

Professional Toolkit - Professional

- Change Management
- Process Modelling
- · Process Re-engineering and
- improvement
- Data modelling
- Organisational analysis and design
- Technical and Solution Design
- Acceptance testing



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- Requirement Definition/Story writing Environment analysis – PESTLE, 5 Forces, SWOT, Resource Audit, MOST, BOSTON BOX
- Process Mapping
- Requirements Engineering
- Business Case Development
- Benefits Management
- User Research and analysis
- Sprint backlog management and Prioritisation
- · Collaboration tools: JIRA, Confluence, Trello,
- Miro, Skype, MS Teams, SharePoint Etc • Visualisation Tools - Blueworxs, Visio, Enterprise
- Architect.
- Service design
- MSCOW Pain Point analysis



 Product Vision Product Canvas Product Carlos
 Product Roadmaps
 Product Backlog management and Prioritisation
 Release planning Value Stream Analysis •Marketing •Product Lifecycle Analysis/management •Kano Analysis •WSJF •Cost of Delay •Cycle time/Touch time Road mapping tools – Prodpad, Jira, Aha •ITIL



9

Round table discussion

What are the challenges for a BA Manager in relation to the PO role?

- Career development or training support
- Longevity of the role
- Demarking the responsibilities
- Perception of the career i.e. seniority, progression and/or salary

Pick your top challenge how to overcome the challenges?

NOTES FROM FLIPCHARTS:

Group 1

Challenges	How to overcome the challenge
Poaching	Organisational Design – Where do BAs sit –
PO is a sexy new role	Within Product
Visibility	Career pathway for BAs
Maturity of BA role versus PO role	Consistent roles across organisation
BAs filling in gaps	Pay BA's more
Progression ladder for PO	Block moves (from BA to PO – internal transfers
Subordination	Move roles around – "musical roles"
Consistent definition hierarchy	Nove roles around – musical roles
Terms of reference for BA and PO role	
Perception of duplication between roles	
Industry benchmark	

<u>Group 2</u>

Challenges	How to overcome the challenge
Domain knowledge Decision making Resource management Product silo Ways of working 'Ownership' title / sexy / power	Not sexy – "with great power comes great responsibility" BA apprentices to mitigate BA to PO movement Get BAs more involved in strategy Make people more aware of what we do Measurable outcomes of analysis

Group 3

Challenges	How to overcome the challenge
Losing BAs to products Blurring the line Performance management Become less versatile Losing to different career path Overshadowing the BA	 Going holistic Focus on the differences (sales pitch) Process driven Relationship building User stories Service design