T-Shape Skills Modelling for Business Analysts

Brian Simpson, Carol Friel, Mark Atherton
BA Manager Forum 11th May 2018
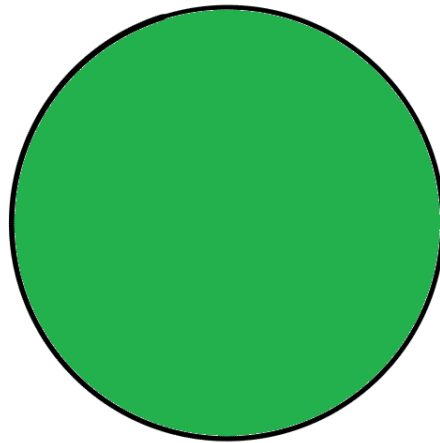
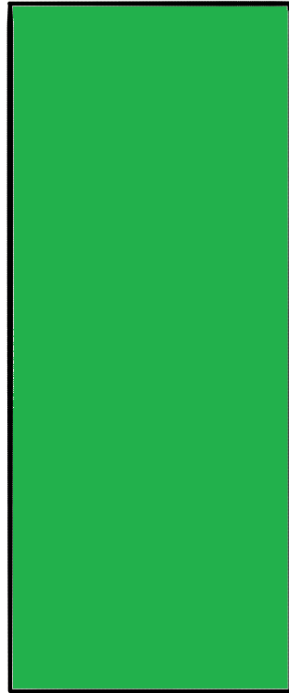# Introducing T-Shaped Managers: Knowledge Management's Next Generation

by Morten T. Hansen and Bolko von Oetinger

Generalist

Specialist
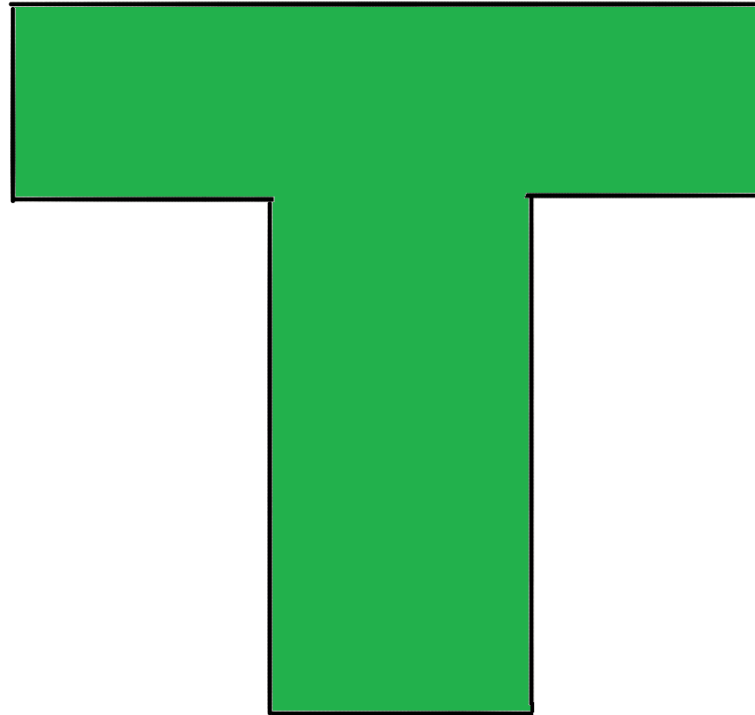
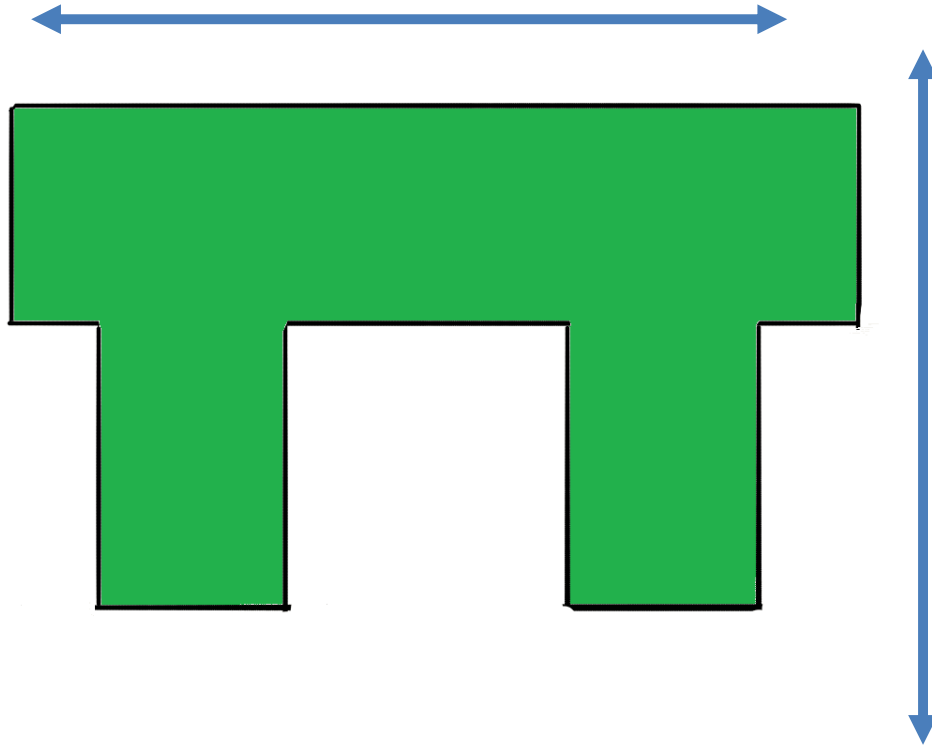Deep experience in a specialist role

Broad General Skills

Deep experience in a specialist role

T-Shaped
(Generalist & Specialist)

General Skills

Deep experience in two specialist roles

Pi-Shaped
(Generalist & Dual Specialist)

General Skills
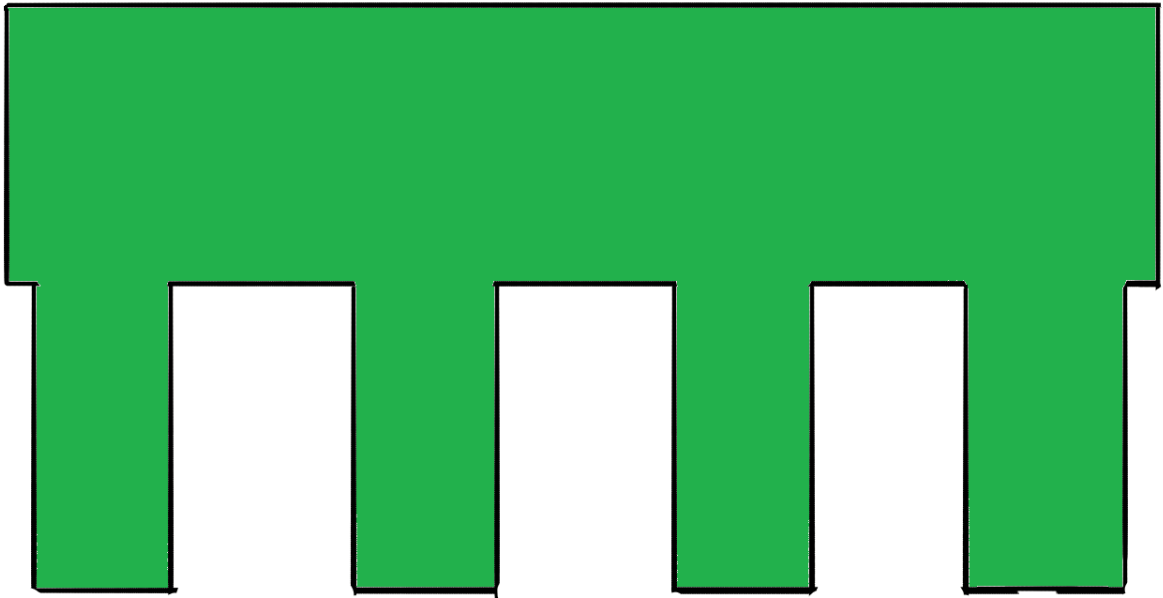
Deep
experience
in multiple
specialist
roles

Comb-Shaped
(Generalist & Multiple Specialist)

Skills core to other roles but useful to your role

e.g. Test Execution
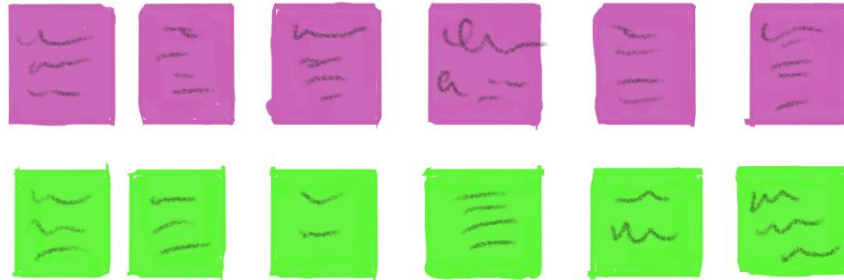
General skills (may be core to this role, but also to other roles)

e.g. Stakeholder Management

Core skills specific to this role (deep specialism)

e.g. Requirements Elicitation

Relatively more important
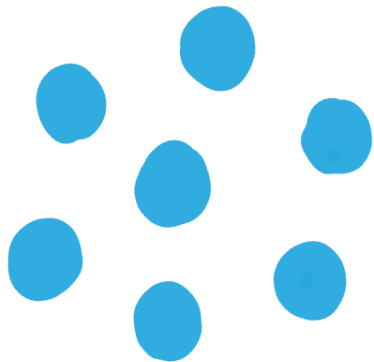
Relatively less important
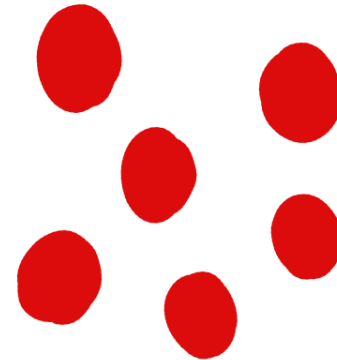
Try to avoid bias based on personal preferences for doing jobs – think about which skills actually matter most.

Count the
number of blue
dots

Subtract the
number of red
dots

This is the score for the skill.
Write the resulting value on the sticky note and circle it.
The value will generally be in the range -10 to +10

T-Model for Business Analysis Skills in Waterfall

Skills Related to Other Roles

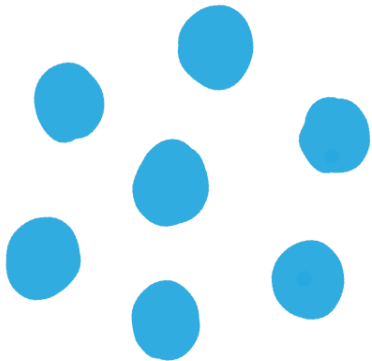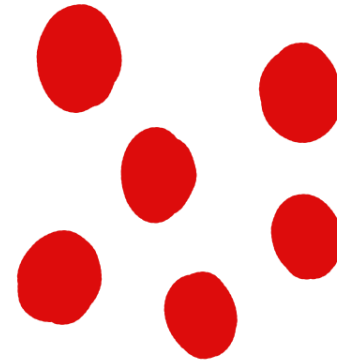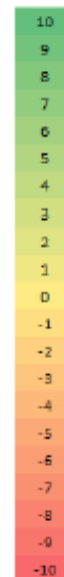|		User Interface / User Experience	Implementation Management	Testing (QA)	Business Architecture	Project Management	IT Architecture	Development & Coding		
				Kanban	Systems Thinking	Creative Design	TDD / BDD			

General Skills

Emotional Intelligence	Training & Supporting Documentation	Estimating	Change Management	Developing Self	Developing Others	Conflict Management	Organisational Skills	Lean Methods	Capability Modelling	Negotiation
Strategic Analysis & Planning	Risk Analysis	Product Knowledge	Stakeholder Analysis and Management	Collaboration	Communication Skills	Business or IT Domain Knowledge	Presentation Skills	Leadership & Team Management	RFI/RFP	Software Skills

Core Business Analysis Skills

Data Modelling	Traceability	Feasibility Analysis
Rich Pictures	Requirements Elicitation	Organisational Design & TOM
Business Environment Analysis	Facilitation	Solution Options Assessment & Definition
Benefits management	Vision	Epic & User Story Definition
Enterprise Analysis	Requirements Management	Requirements Communication (Playback)
Soft Systems Methodology	Active Listening	Scope Management
	Problem Solving & Pragmatism	Business Analysis Planning
	Process Modelling	
	Gap Analysis	
	Use Case Modelling	
	Root Cause Analysis	
	Data Analysis	

KEY

10, 9, 8, 7, 6, 5, 4, 3, 2, 1, 0 — More Valuable Skills

-1, -2, -3, -4, -5, -6, -7, -8, -9, -10 — Less valuable Skills

Skill Not Yet Rated

Example T-model for Waterfall produced at an external BA networking event

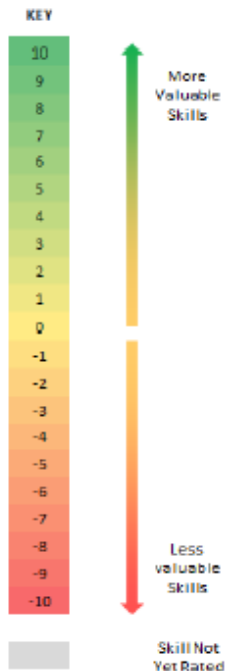# T-Model for Business Analysis Skills in Agile

Skills Related to Other Roles ←→

		Project Management	Implementation Management	Testing (QA)	User Interface / User Experience	Service Management	Business Architecture	IT Architecture	Development & Coding	
		DevOps	Software Skills	RFI / RFP	Lean Methods	Developing Others	Capacity Planning	TDD / BDD		

General Skills

Training & Supporting Documentation	Kanban	Strategic Analysis & Planning	Systems Thinking	Creative Design	Developing Self	Business or IT Domain Knowledge	Capability Modelling	Negotiation	Risk Analysis	Agile Ceremonies
Change Management	Continuous Improvement Focus	Estimating	Communications Skills	Stakeholder Analysis & Management	Agile/Growth Mindset	Demos	Product Knowledge	Emotional Intelligence	Leadership & Team Management	Presentation Skills

Core Business Analysis Skills

Personas	Requirements Management	Traceability
Scenario Analysis	Epic & User Story Definition	Rich Pictures
Scope Management	Facilitation	Gap Analysis
Benefits Management	Prototyping / Wire-framing	Root Cause Analysis
Feasibility Analysis	Requirements Communication	Business Analysis Planning
Enterprise Analysis	Active listening	Solution Options Assessment & Definition
Business Environment Analysis	Requirements Elicitation	Soft Systems Methodology
Data Analysis	Process Modelling	Use Case Modelling
Organisational Design & TOM	Problem Solving & Pragmatism	
	Vision	

KEY

10, 9, 8, 7, 6, 5, 4, 3, 2, 1, 0, -1, -2, -3, -4, -5, -6, -7, -8, -9, -10

↑ More Valuable Skills

↓ Less valuable Skills

Skill Not Yet Rated

Example T-model for Agile produced at an external BA networking event