

Business Analysis & The Service Design Toolkit

Context: On the 10th of June 2022 approximately seventy attendees across two 90-minute workshops were introduced to the Business Service Design Toolkit.

The workshop included two exercises which participants completed in their table-based groups. The session aimed to introduce the concept of Business Service Design and its toolkit while also looking at the link across to Business Analysis.

Exercise One

Workshop participants sought to complete the sentence

'The BAMF exists in order to...'

from the perspective of a variety of roles including:

- Established BA Manager
- Business Change Leader
- New Entrant to the BA Profession
- Business Architect
- Senior BA Practitioner

The exercise aimed to help attendees view the world from alternative perspectives. This is a key element of effective Business Service Design. It helps with Systemic Thinking and is a foundational building block for building empathy and understanding alternative viewpoints.

The BAMF exists in order to...	
Established BA Manager	<ul style="list-style-type: none">- Set direction for business analysis practice in the industry- Support BA community collaboration- Enable knowledge and experience sharing- Create thought leadership- Provide reassurance us that we are not alone (other organisations have similar challenges and opportunities)- Share industry practice- Validate that we are doing a good job- Aid with skill development- Provide ideas on how to solve problems- Help build the BA community- Help BAs to stay up to date with trends in the industry (for example Service Design, Business Architecture)- Provide an opportunity to network with peers- Provide an opportunity to step away from the day job- Support reflection on approach and practice- Enable the development of business analysis thinking- Provide clarity to chaos- Help to elevate the BA profession- Celebrate BA success- Share learning and ideas about how the BA role is evolving- Provide a benchmark of how we are doing relative to other organisations

	<ul style="list-style-type: none"> - Share lessons learned - Provide a 'free' lunch 😊 - Provide access to knowledge in a cost-effective way - Provide a 'safe' space - Help energise the BA community - Allow us to hear different views - Support 'crowdsourcing' of ideas
Business Change Leader	<ul style="list-style-type: none"> - Provide a development and growth opportunity to senior BA team members / leaders - Provide participants with exposure to industry / best practice - Help build the credibility of the BA profession - Help us to understand the intersection between BA role and other professional roles
New Entrants to the BA Profession	<ul style="list-style-type: none"> - Inspire professional development - Demonstrate future career progression opportunities - Increase the visibility of the BA profession - Help build the BA profession - Develop skills and qualifications for BA professionals - Help share knowledge (website resources, podcasts) - Look after the profession and provide opportunity to others - Support the business case for providing support and development to BAs - Provide guidance and development - Provide re-assurance that my manager is able to facilitate my growth
Business Architect	<ul style="list-style-type: none"> - Help me to develop and refresh my skills - Facilitate collaboration across separate roles in the change profession - Provide a focus group for guidance on change practices and challenges - Provide clarity on the BA role - Help improve professional recognition - Help me understand how to work effectively with BAs
Senior BA Practitioner	<ul style="list-style-type: none"> - Help validate that we are aligned with industry practices - Demonstrate that future career development opportunities are available - Provide a boost in confidence to BA practitioners and leaders - Continue to promote the development of the profession (for example BA Apprentices, Advanced BA Diploma) - Provide information and resources (via the BAMF website) - Share examples of different tools and techniques - Provide career development opportunities

During the workshops, participants also raised questions. These included:

- How do we elevate the role of the BA?
- What is the career path for a BA Leader / BA Manager?

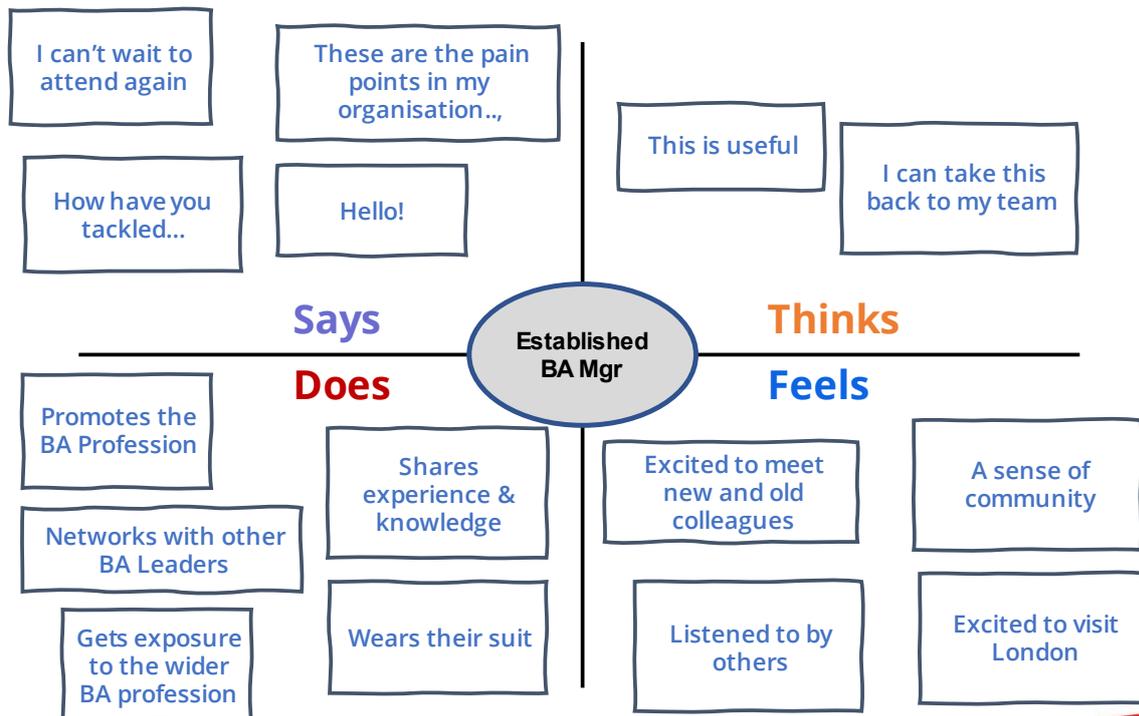
These questions may be used as the basis for future BAMF workshop events.

Exercise Two

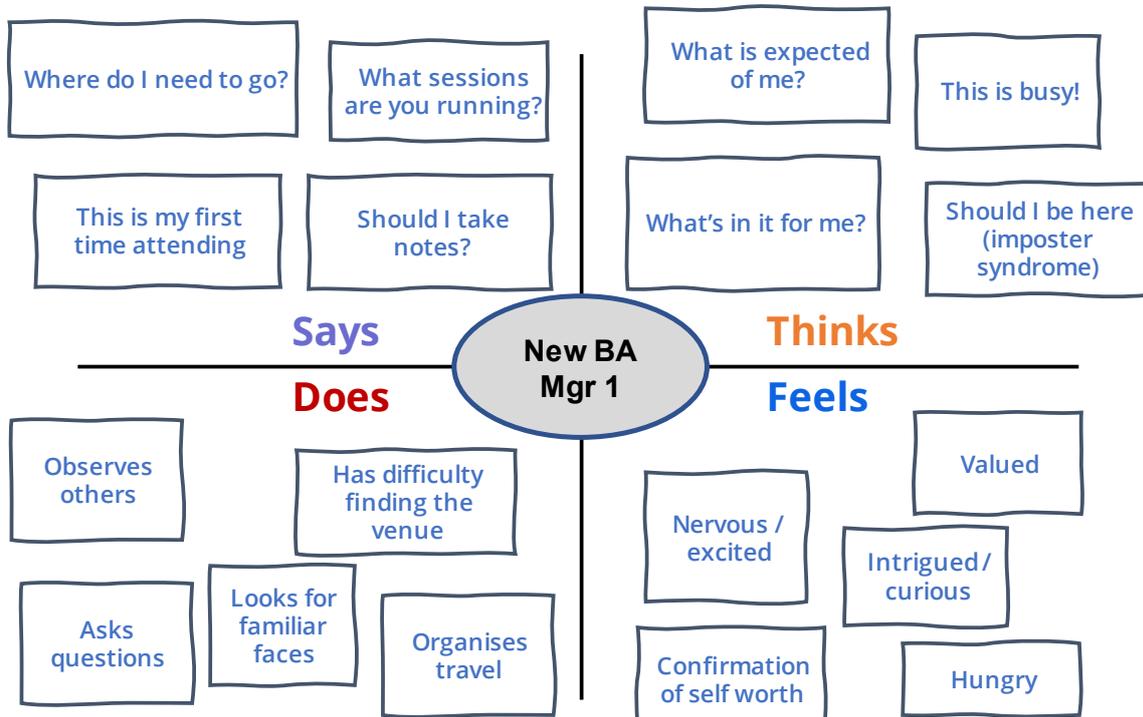
For the second exercise workshop participants completed Empathy Maps for various BAMF personas.

As the name suggests, an Empathy Map is a technique that explores feelings and perceptions and helps with building empathy and understanding. The discussion outputs were:

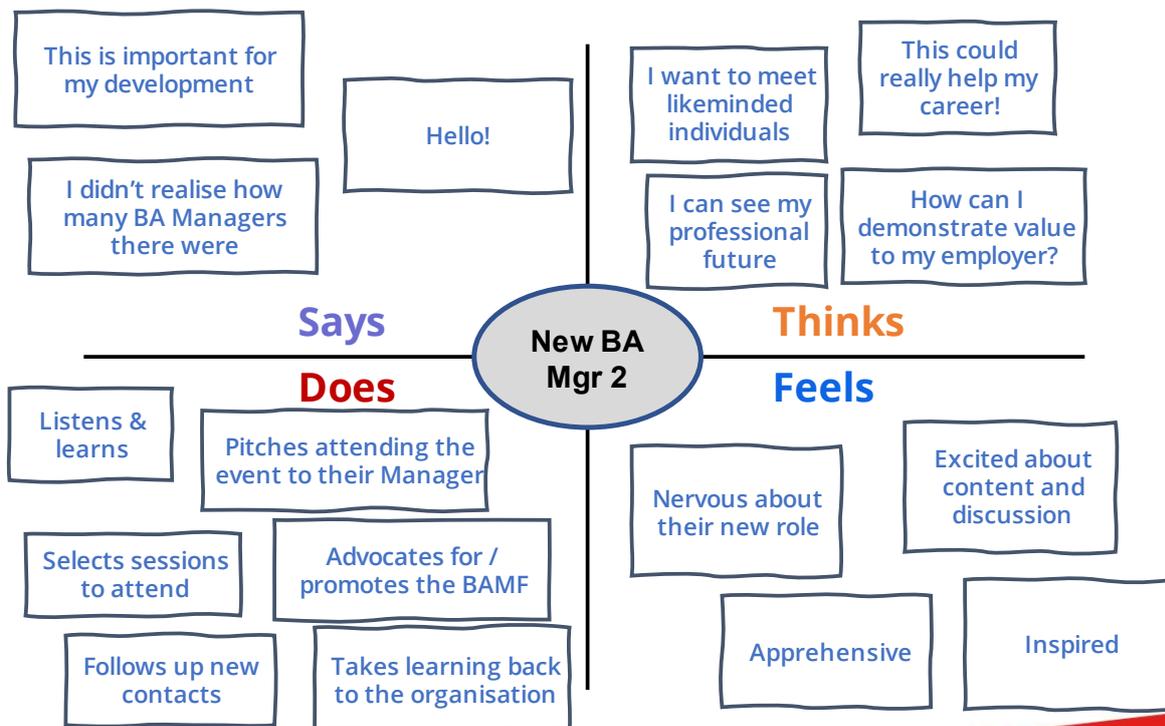
EMPATHY MAP - ESTABLISHED BA MANAGER



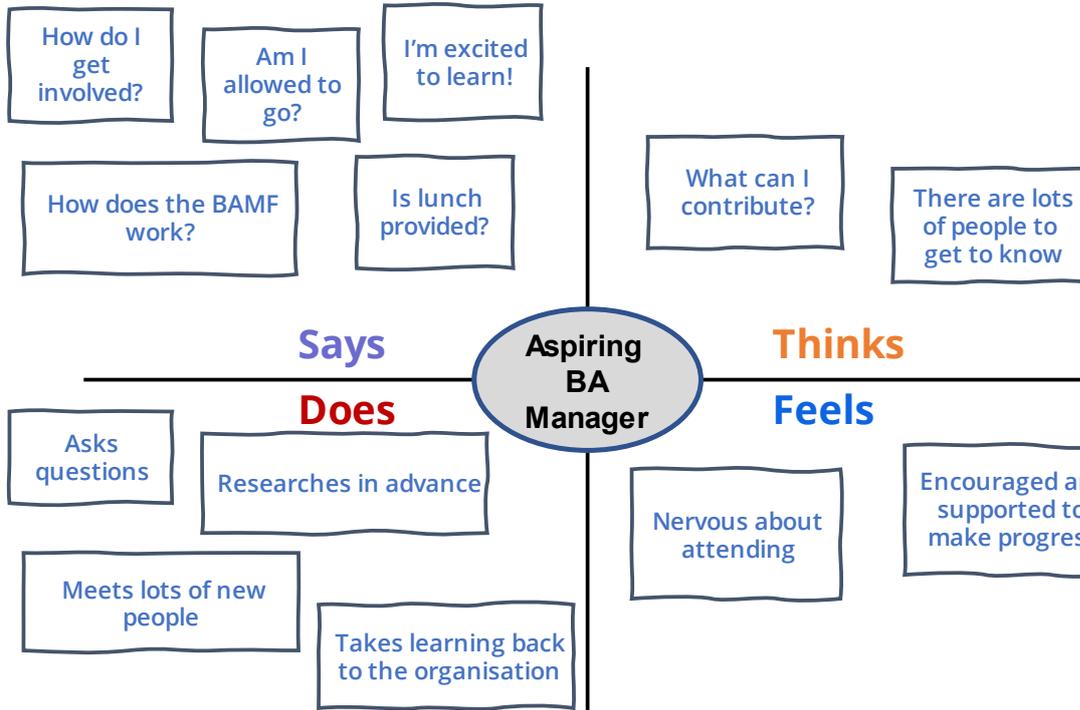
EMPATHY MAP -
NEW BA MANAGER ATTENDING THE BAMF(1)



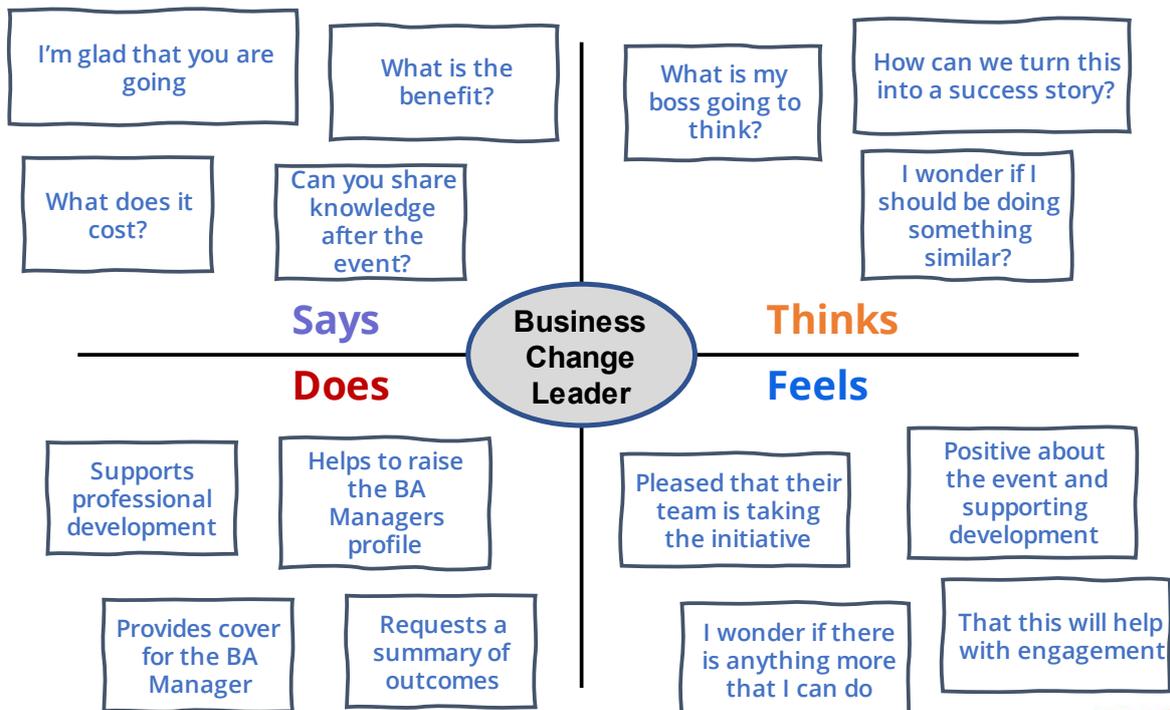
EMPATHY MAP -
NEW BA MANAGER ATTENDING THE BAMF(2)



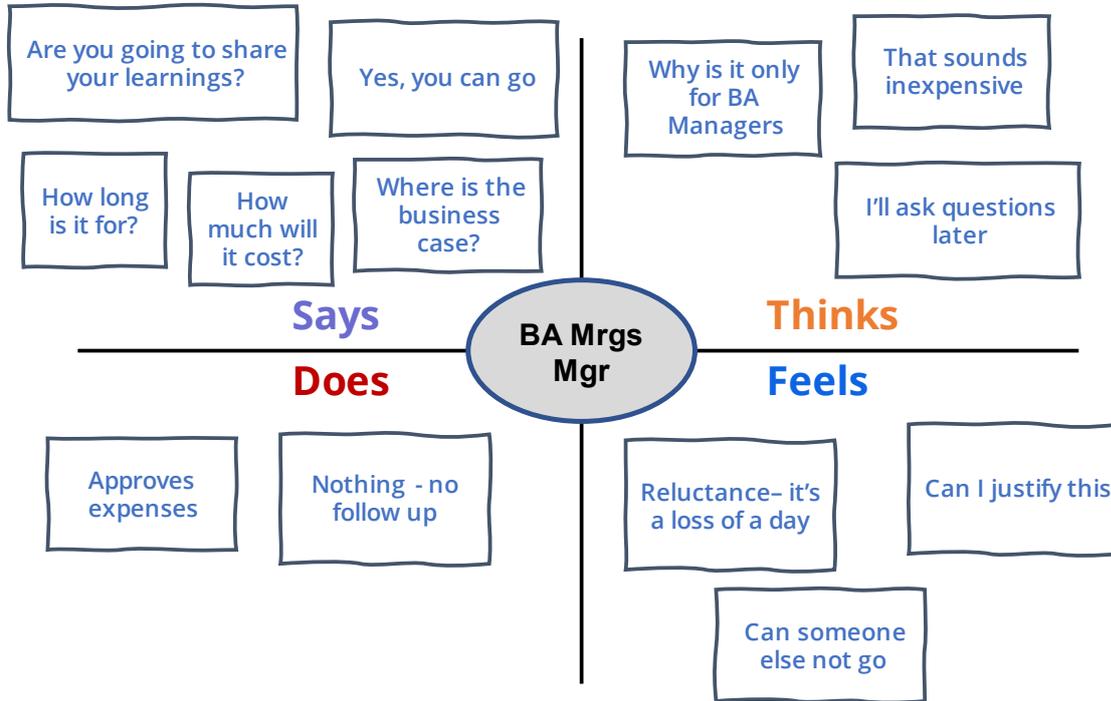
EMPATHY MAP - ASPIRING BA MANAGER



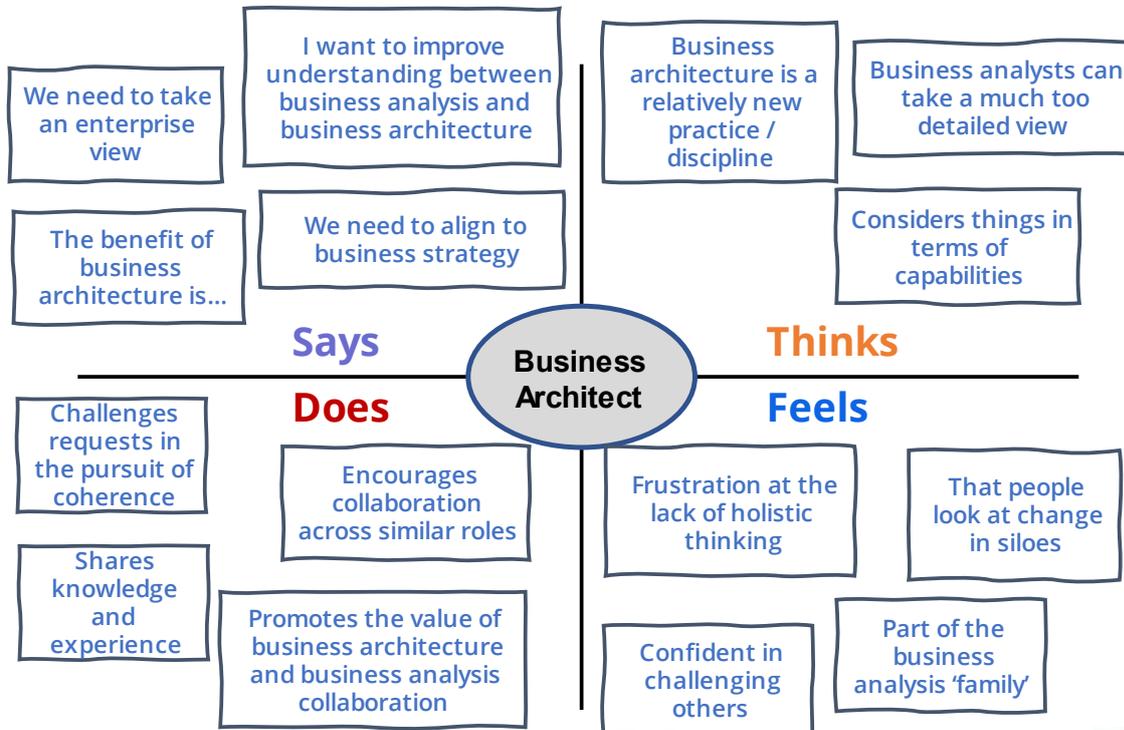
EMPATHY MAP - BUSINESS CHANGE LEADER



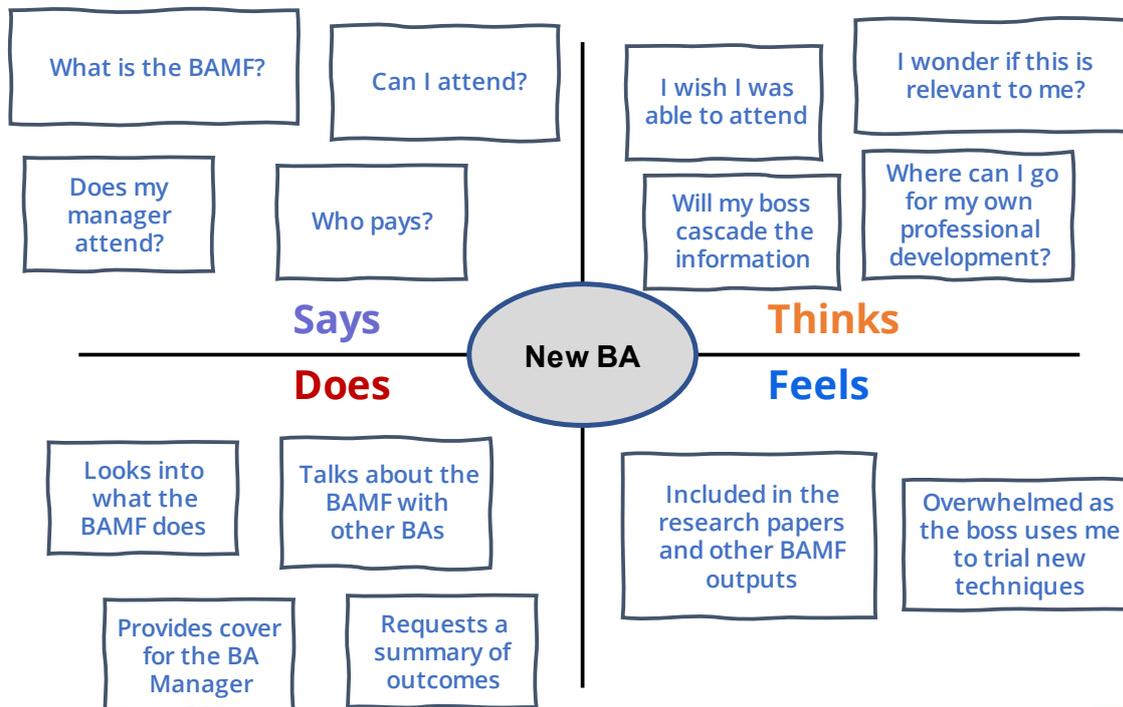
**EMPATHY MAP -
THE BA MANAGERS MANAGER(1)**



**EMPATHY MAP -
BUSINESS ARCHITECT**



EMPATHY MAP - NEW BA



Workshop participants fed back that they appreciated the opportunity to practice using the empathy map technique. Participants agreed that this is a useful extension of the Business Analysis toolkit as it aids with customer and stakeholder centric thinking.