From good to great: building exceptional business analysts

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BUILDING EXCEPTIONAL PERFORMANCE

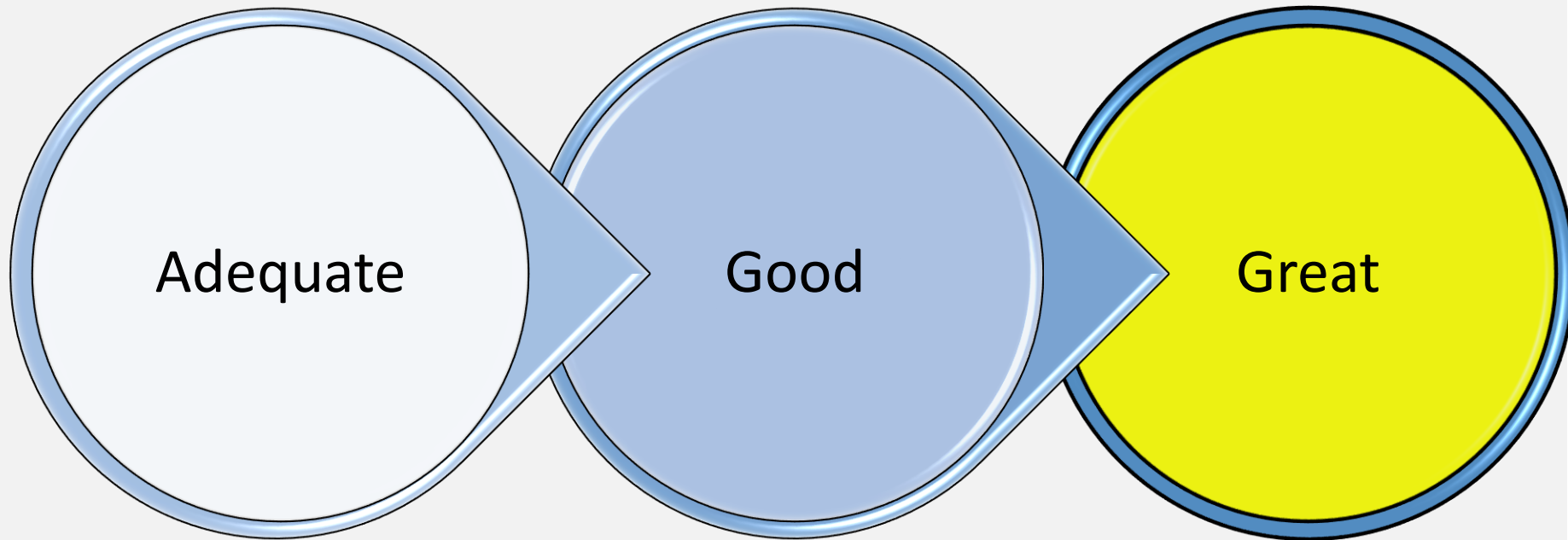**Aspiration:**
- Define vision; provide resources

Clarity:
- Define tasks; remove ambiguity

Feedback:
- Define measures; discuss improvements

Support:
- Define sources; remove impediments

THE ABILITY SPECTRUM

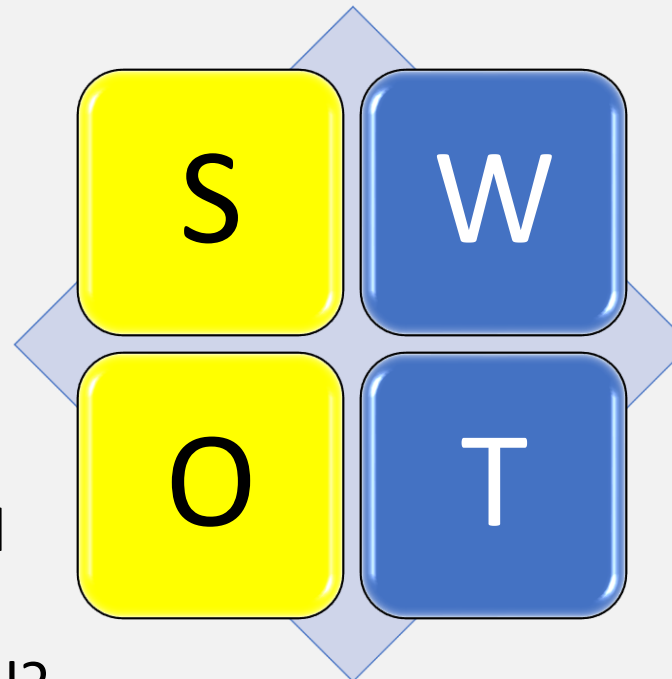Adequate > Good > Great

SYNDICATE DISCUSSION 1

Consider the following question:

'What does an exceptional BA look like?'

Build a profile of the exceptional BA. Think about the following areas:

- Skills
- Attitudes
- Behaviours

THE BA SWOT

Personal

Business

Facilitation/Presentation
Negotiation/Communication
Analytical mindset

Business domain
Commercial awareness
Business acumen

Requirements engineering

Process, user & data modelling

Investigation

Stakeholder management

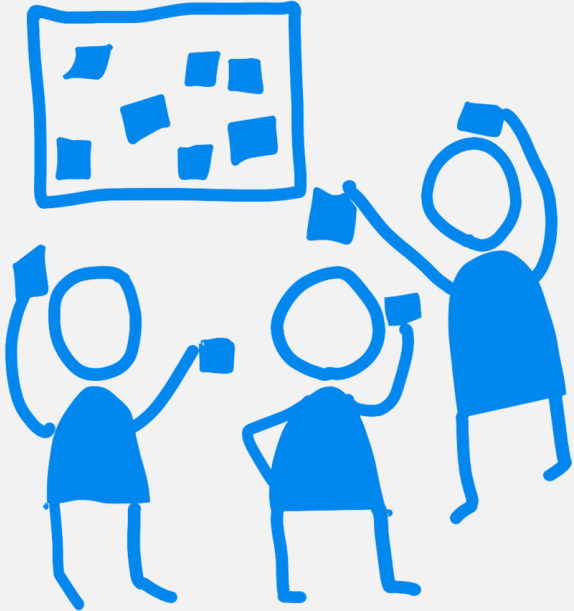Service thinking
Design thinking

Professional

Looking for the "right" way to be exceptional

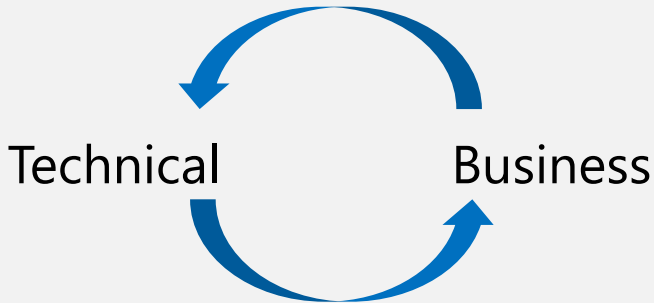Stakeholder Management

Embracing innovation

Tracking to outcome

Motivation and engagement

Complimenting and supporting other roles

Supporting quick,
and right, decisions

Technical   Business

End to end view

Demonstrating with
relevance

Organised

Understands the team

Looking for opportunities

Motivates and sets the vision

Takes ownership

Consider the following question:

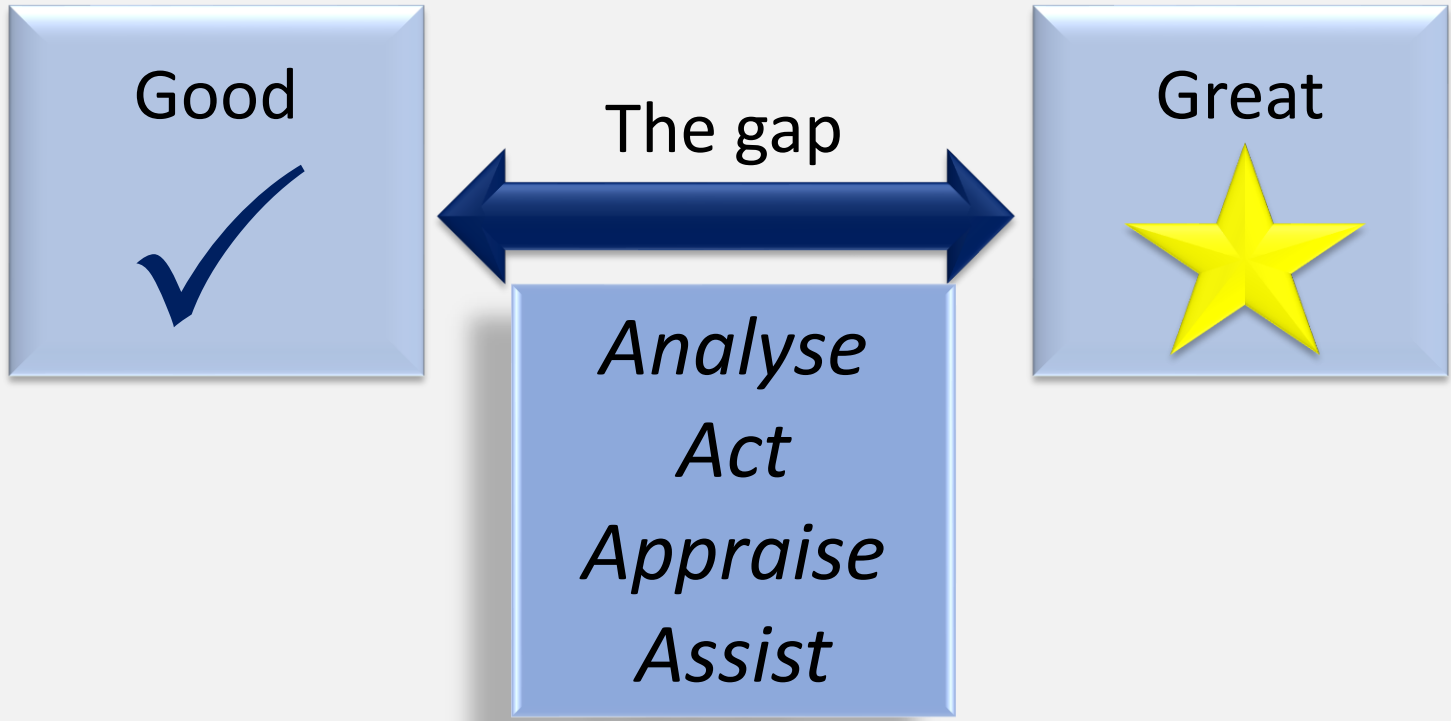'Which areas of performance should great BAs excel in when working in an Agile environment?'

Identify examples in the following areas:

- Skills
- Attitudes
- Behaviours

SYNDICATE DISCUSSIONS 1 AND 2: RESULTS

SKILLS	ATTITUDES	BEHAVIOURS
• Has the full BA toolkit	• Confident	• Energetic and positive
• Conversation/verbal communication	• Able to challenge	• Open and honest (including self-reflection)
• Idea generation	• Engaged	• Open minded and adaptable
• Modelling techniques	• Pragmatic attitude	• Proactive
• Application of right BA skill	• Game changer mindset	• Reliable and dependable
• Commercially aware	• Innovative	• Resilient
• Knowing when to challenge and when not to/ when to cut corners (and not to)	• Takes ownership	• Common sense
• Gets to the root of the problem	• Organised	• Sees the bigger picture and understands the detail
• Builds trust with stakeholders and manages at all levels	• Problem solving mindset	• Relationship building
• Aligns with business goals	• Forward thinking	• Collaborative
• Holistic thinking	• Agile mindset	• Thought leadership
• Facilitation	• Collaborative	• Builds trust
• Dealing with ambiguity	• Analytical	• Visible to stakeholders
• Problem definition	• Motivated and self-aware	• Makes decisions
• Team player	• Growth mindset	• Politically aware
• Influencing	• Curious	• Credible
• Emotional intelligence	• Positive	• Exceeds benchmarks
• Design and visual thinking skills	• Promotes the role	• Productive
• Active listening	• Persistent	• Balances work and life
	• Owns their career	
	• Recognises 'good enough'	
	• Achieves deadlines	
	• Seeks out and seizes opportunities	

CLARITY: WHAT IS THE ROLE?

Role Ambiguity

Misunderstanding

Gap filling

Role Clarity

Clear value proposition

Clear expectations

FROM GOOD TO GREAT

Good ✓

The gap

Great ⭐

Analyse

Act

Appraise

Assist

Consider the following questions:

'Where are the gaps between a good BA and a great BA?'

'How might a good BA be supported to improve?'

SYNDICATE DISCUSSION 3: RESULTS

Provide opportunities and suitable challenges, sometimes outside comfort zone

Coaching and stretch targets

Identify role models

Give a clear vision and benefits

Regular review and dialogue

Feedback culture

Encourage self-awareness and learning

Make time

Build trust

Invest in training

Pair 'good' BAs with 'great BA' – see 'great' in action

Help build confidence

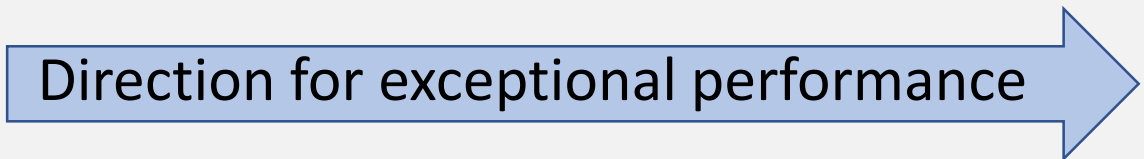Choose the right manager!

Celebrate success

Establish competency framework

Encourage to build network/make sure they know what they might do and with whom
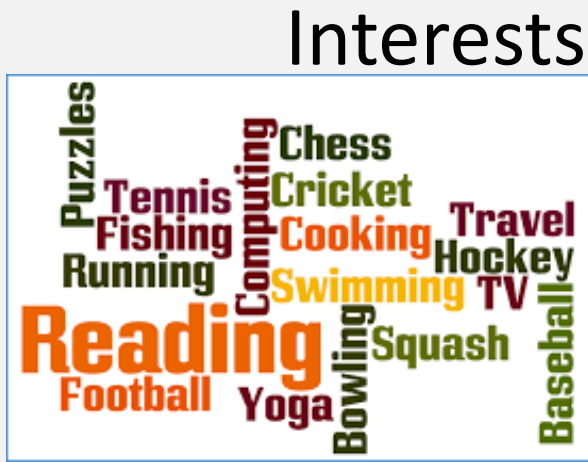
PERSONAL DEVELOPMENT GRID

Propensity to learn

	Low	High
High	Collectors	Formal learners
Low	Limitation learners	Informal learners

Propensity to be qualified

→ Direction for exceptional performance

ASPIRATION: THE VISION BOARD

People

Goals

Principality
Building Society
Cymdeithas Adeiladu

PaSSioN

JOB

Interests

Chess
Puzzles
Tennis Cricket
Fishing Cooking Travel
Running Computing Hockey
Swimming TV
Reading Squash
Football Yoga Bowling Baseball

Income