
Debbie Paul & Maura Shields



**Using competencies to
develop capability**



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Session summary



Business capability

Performance

Skill frameworks

Competencies

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Business capability definition



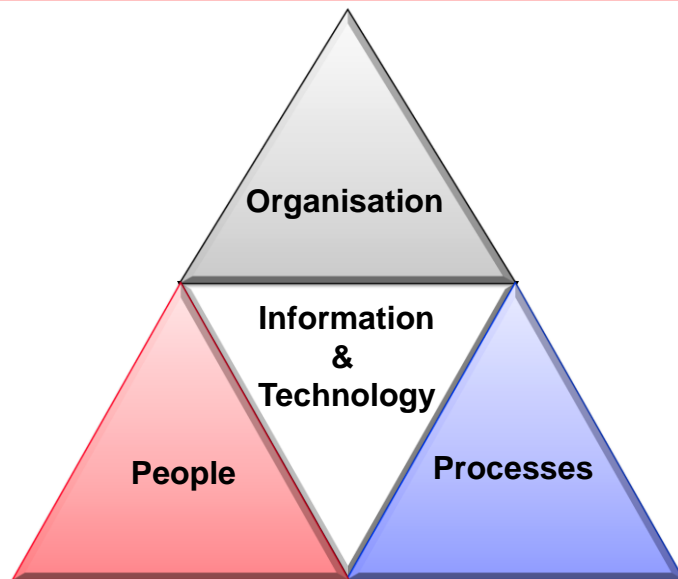
A business capability is a particular ability that a business may possess to achieve a specific purpose or outcome.

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

*Ulrich Homann
Microsoft Corporation*

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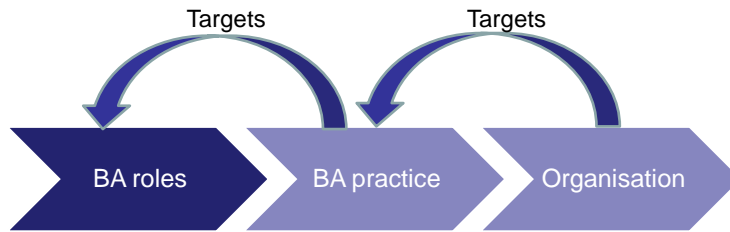
POPIT™ model



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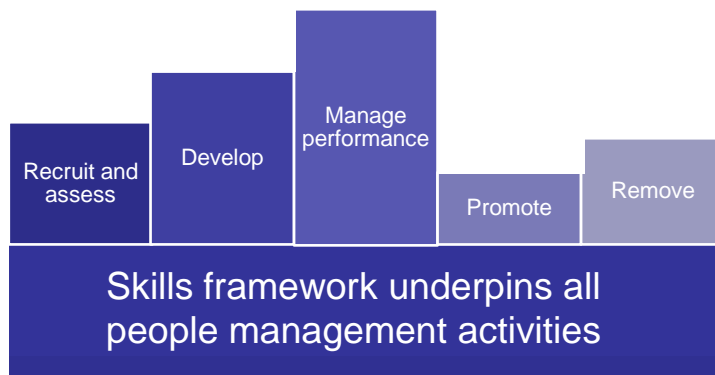
SFBA-V4-0/4

Business performance



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Building people capability



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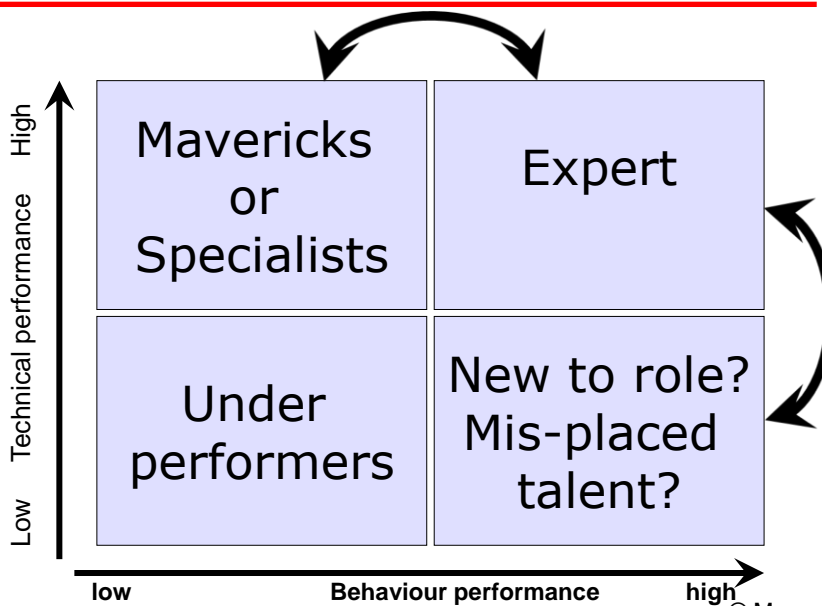
Management activities exercise



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

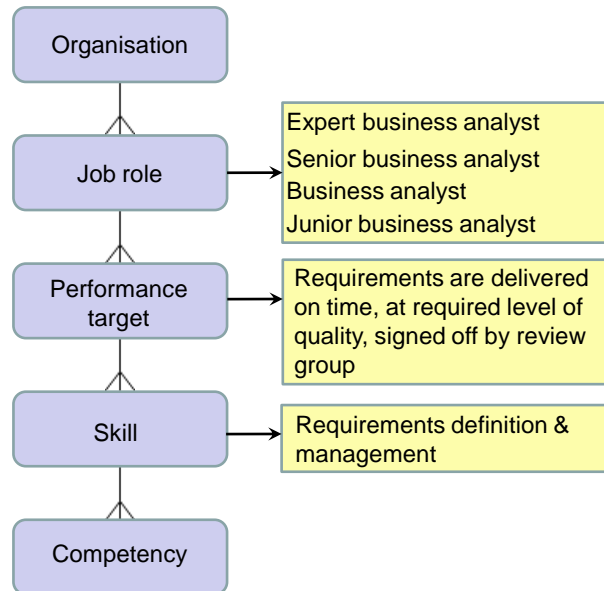
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Performance analysis matrix



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...In business analysis terms



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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

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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

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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

Job Family Framework

Role & performance target & skill level

Skills

Competencies/behaviours

Skills framework

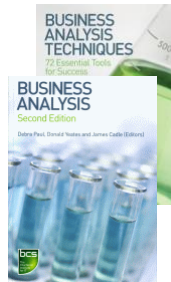
Skills: (personal, professional, business)

Competences/behaviours



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



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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

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Expert BA profile



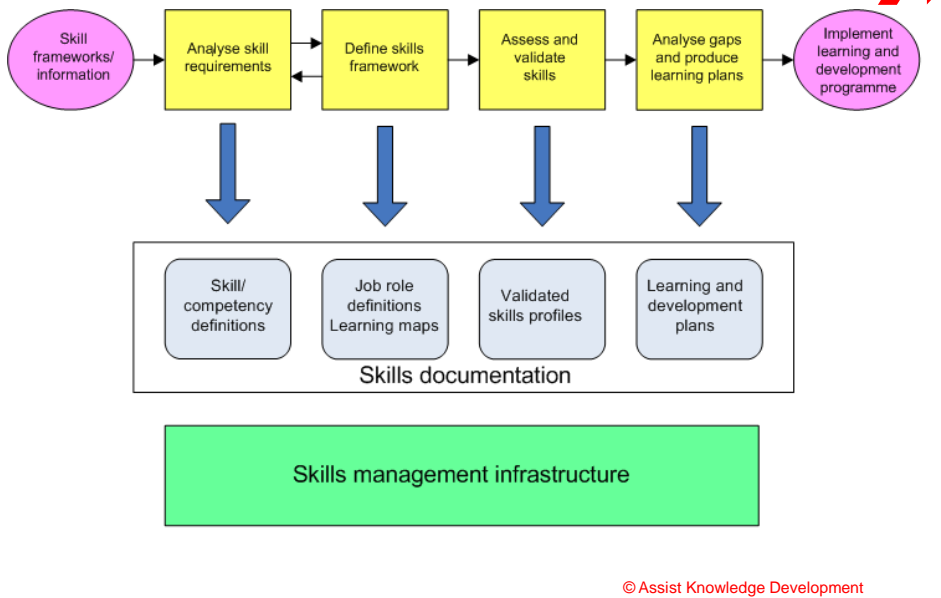
Competency levels

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							

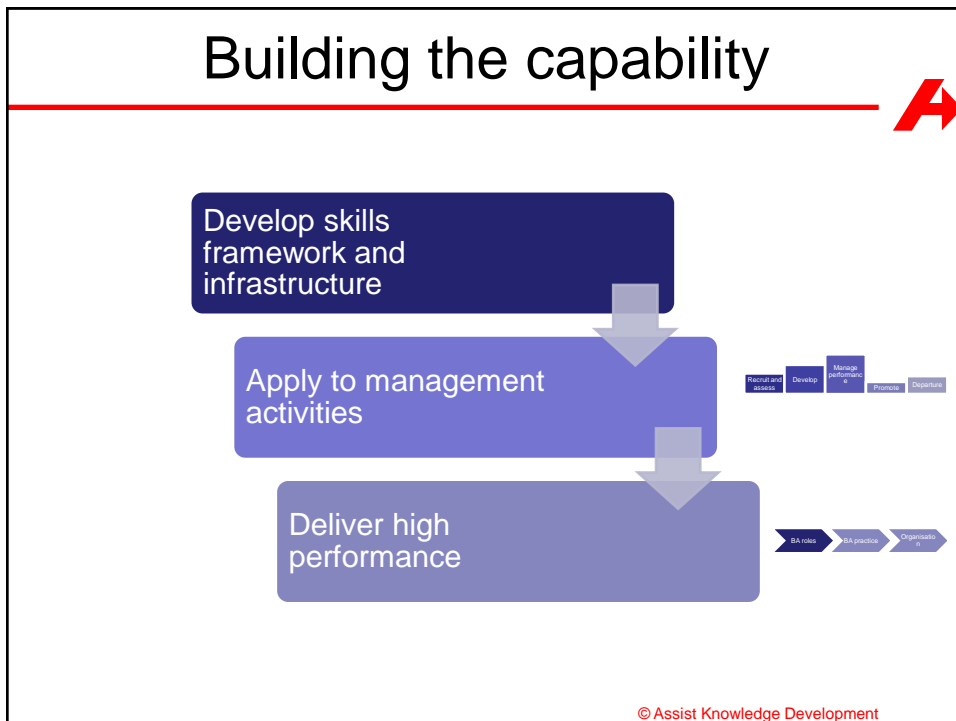
Example skills profile using SFIA

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Utilising a skills framework



Building the capability



Questions?



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