



## Workshop A – Aligning Business Analysis with Technical and Business Architecture

### Group discussion one

The challenges and benefits associated with BAs aligning more closely with business and technical architects

#### **Challenges:**

- Role of business architecture – different to IT, understanding of what it does, non-existent in some organisations.
- Different financial models and re-charge approach. BAs charged to projects, Architects not.
- Differences in tooling
- Distinct business and technical teams – communication is not clear, hand off points are disjointed
- May restrict BA ability to think outside existing architecture/processes
- Lines of communication
- Wasting time producing artefacts e.g. save introduction on multiple documents
- Does BA closeness to architects distort business requests?

#### **Benefits:**

- Earlier Collaboration
- Early understanding of solution options
- Joined up solution
- Better culture, understanding the value of each role, support each other particularly when challenged and able to deal better with issues
- Career path potential to be formalised
- Better for agile working
- Together can better anticipate possible change.
- Clarity of direction for both BA's and architects
- Reduced cost, increased pace
- Improved quality via more aligned governance and better communication
- BA's able to see the bigger picture/vision
- Skill transfer/uplift career progression
- A joint approach establishes more service user trust – ARB concept
- Communication at early stages
- Shared knowledge and understanding



### Challenges:

- Risk of blending responsibilities/duplication of work
- Properly understanding the respective roles including the synergies and differences
- Understanding, developing and implementing the relevant skill sets
- Production of relevant artefacts in the right way
- Language – there shouldn't be a need to translate from "architect speak"
- Disconnected methodologies
- Misaligned resourcing and timing of engagement
- Timelines/resource numbers (BA's arrive late = catch up)
- Challenge inside of architecture – Enterprise vs Solution
- Creating a link with BA and ARCH can potentially weaken links with IT Delivery teams
- BA Careers – everyone wants to be an Architect as there is a perception of seniority, build credibility for senior partner/consultant role. Consider career progression.

### Benefits:

- Common governance and objectives
- Resource planning – less duplication of effort, better coordination
- Capability model – having a generic model on which to base architecture and designs (business technical)
- BA Involvement – BA's being involved/hybrid roles close to architects
- BA can help infuse business with sound knowledge if working to Architectural standards and objectives
- Shared and agreed capabilities – aids prioritisation (what to continue, stop doing, start doing), EADA model e.g. small tactical changes that don't benefit long term goals
- Getting strategy and business needs balance right
- Managing early expectations with the business
- Greater chance of delivering Enterprise strategy
- Increase adoption and ROI / Alignment more re-use
- Focussed project delivery
- Smooth running project with "tag team" possibilities



### Challenges:

- BA's acting as architects
- Lack of understanding of business architecture
- Solution architects too technology focussed
- Educating others outside BA/Architect world
- Engaging architects – not always working collaboratively with technical architects (different teams)
- Managing early expectations with businesses
- Both BA's and Architects wanting isolation
- Confusion over roles and what they do in practice e.g. Technical architects thought they were business architects.
- Defining the numerous architecture roles – Solutions, enterprise, etc
- Capacity vs demand
- Lack of access (skilled architects not working together)
- Determining realistic strategy/ goals (project goals may be limited by what exists (infrastructure) and attitude toward innovation



### Challenges:

- Reporting lines – technical architects not being comfortable in change function
- Translating strategy to lower levels
- Bridge gaps between business and IT – influence more
- Agile working
- Change delivered in different channels. Separate approaches.
- Separate line management. Architects and BA's get different direction and work in isolation.
- Real business objectives flowing into business processes and business architecture?



## Group discussion two

How can we build relationships with technical and business architects?

- Better use of existing networks in business e.g. agenda items on project meetings
- Sit together rather than separately
- Joint social gatherings
- Show greater interest in what the architects are doing
- Attend technical conferences to appreciate respective roles
- Shared training events
- Attend respective community practice sessions - better appreciate roles and responsibilities.
- Retrospectives – informal team meetings
- Produce summaries of actions and where collaboration might pay dividends



### Group discussion three

What do Architects produce that can be utilised by BAs?

(Consider common artefacts and / or techniques used by both Business and Technical Architects)

- Sharing research – roadmaps
- Business capability model
- Value streams
- Data models – Logical models
- Sequence diagrams
- Operational impact document/change impact
- Process architecture
- Target architecture model
- Target operating model
- Security and resilience policy
- Technical architecture
- Data architecture
- Process architecture
- High level design/landscape
- Application/interface catalogue
- Corporate strategy



What do / or could BAs produce that can inform at the Architecture level?

- Customer journeys
- Business case
- High level requirements
- Epics/scope
- Solution impacts assessment
- Process maps/models
- Business needs
- Volumetrics
- Wireframes
- Data modelling
- Use case models
- Business rule catalogue
- User journeys
- Solution designs
- Feedback loops
- Customer lens
- Personas
- Problem statement
- Stakeholder maps
- As-is – reality check. View from coal face.
- Business model canvas
- Business benefits