

Are Business Analysts Enterprise Architects?

Presented By:

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Enterprise Business Analyst



AGENDA

1. Introduction to the IIBA and BABOK

2. What is Business Analysis

3. Who is the Business Analyst


4. Building the case for Strategic Enterprise Analysis

5. Discussion Points

International Institute of Business Analysis

- ▶ IIBA® was founded in Toronto, Canada in October of 2003
- ▶ In January of 2005, IIBA® released version 1.0 of the BABOK®
- ▶ Version 2 of the BABOK® published in 2009
- ▶ IIBA® competency model released in 2010

The Business Analysis Body of Knowledge

- ▶ The BABOK[®] is the practice of business analysis
 - ▶ It is a guide towards standards and principles
 - ▶ Neither a methodology, nor a framework
 - ▶ Will continue to evolve with the profession
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Definition of a Knowledge Area

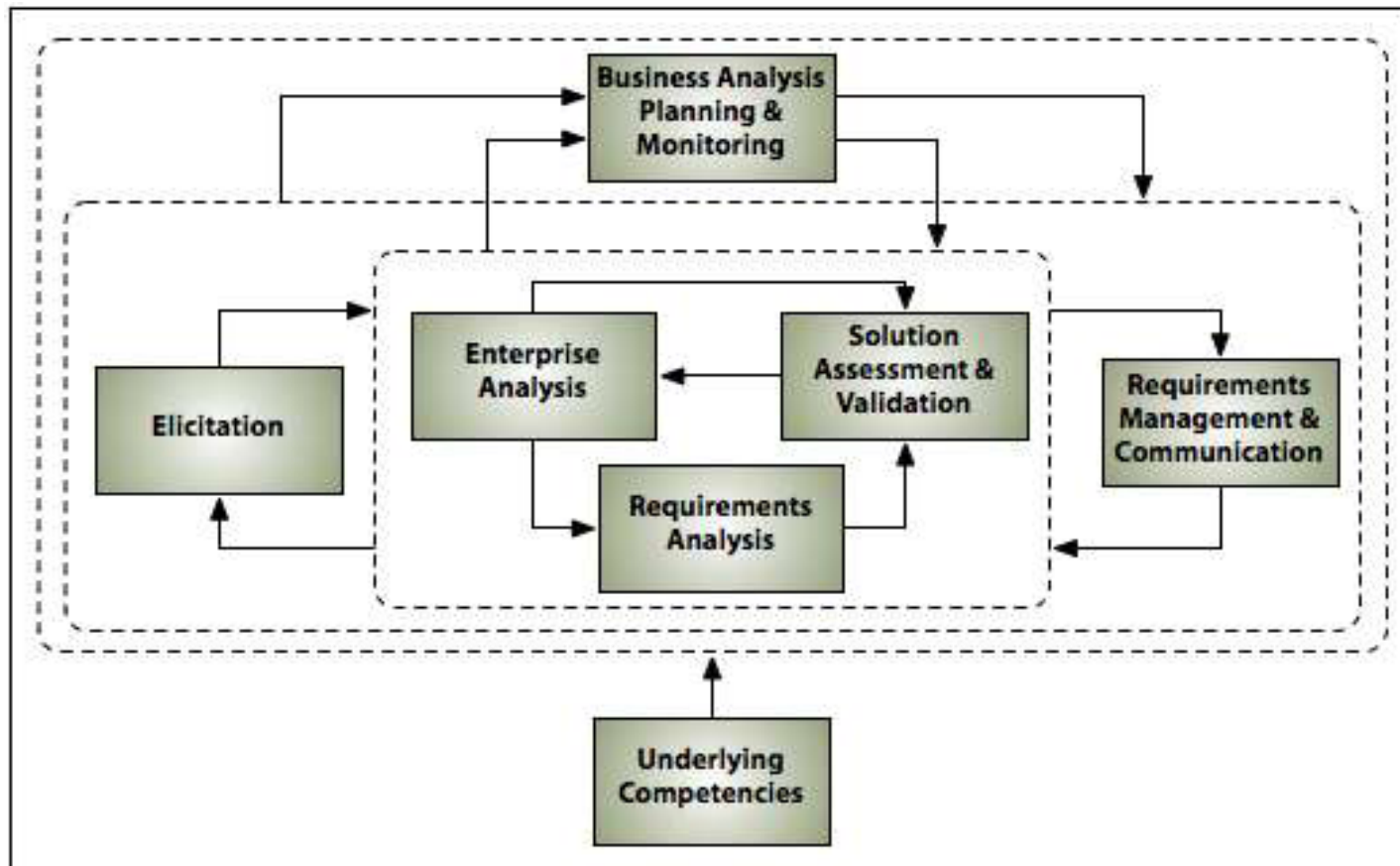
BABOK[®]

A group of related tasks that support a key function of business analysis.

(Source: Business Analysis Body of Knowledge
version 2.0 – IIBA)



The Business Analysis Body of Knowledge



What is Business Analysis

“Business analysis is the set of tasks & techniques used to work as a liaison among stakeholders to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its strategic goals.”

(Source: Business Analysis Body of Knowledge
version 2.0 – IIBA)

Who is the Business Analyst

A person who
analyzes a
business to
prepare,
provoke or
prevent change



Helping Business do Business Better

Who is the Business Analyst

Enterprise Business Analyst

- Creates Projects

Project Business Analyst

- Executes Projects

Transition Business Analyst

- Ensures Continuity

Who is the Business Analyst

HYBRID

Require some degree of competency in business analysis.

In some cases, the role may explicitly combine business analysis responsibilities with those of another profession.

SPECIALIST

Performs business analysis using a limited set of techniques/using a single methodology.

Usually apply a smaller range of techniques, but possess a much greater level of expertise in the application of those techniques.

GENERALIST PRACTITIONER

Typically perform business analysis activities using a variety of techniques in initiatives of varying scope.

Need to be able to be effective with a wide range of techniques to adapt to varying circumstances.

May or may not have specific domain expertise.

True
BA

Who is the Business Analyst

HYBRID

BA/PM

BA/Tester

BA/Developer

BA/User Experience

DBA

Information Architect

Programmer/Analyst

Project Manager

QA Analyst

Usability/UXP

Solutions Architect

Systems Design Analyst

CXO

Enterprise Architect

Project/Process/
Service

Department/Business
Function Level

Enterprise

Focus
Areas

Who is the Business Analyst

SPECIALIST

Agile Business Analyst
Application Domain Expert (SME)
Business Intelligence Analyst
Business Rules Analyst
Business Systems Analyst
Data Analyst
Process Analyst
Functional Business Analyst
Process Owner
Product Manager
Service Owner
Systems/Solution Architect
IT Strategist
Process Architect

Focus
Areas

Project/Process/
Service

Department/Business
Function Level

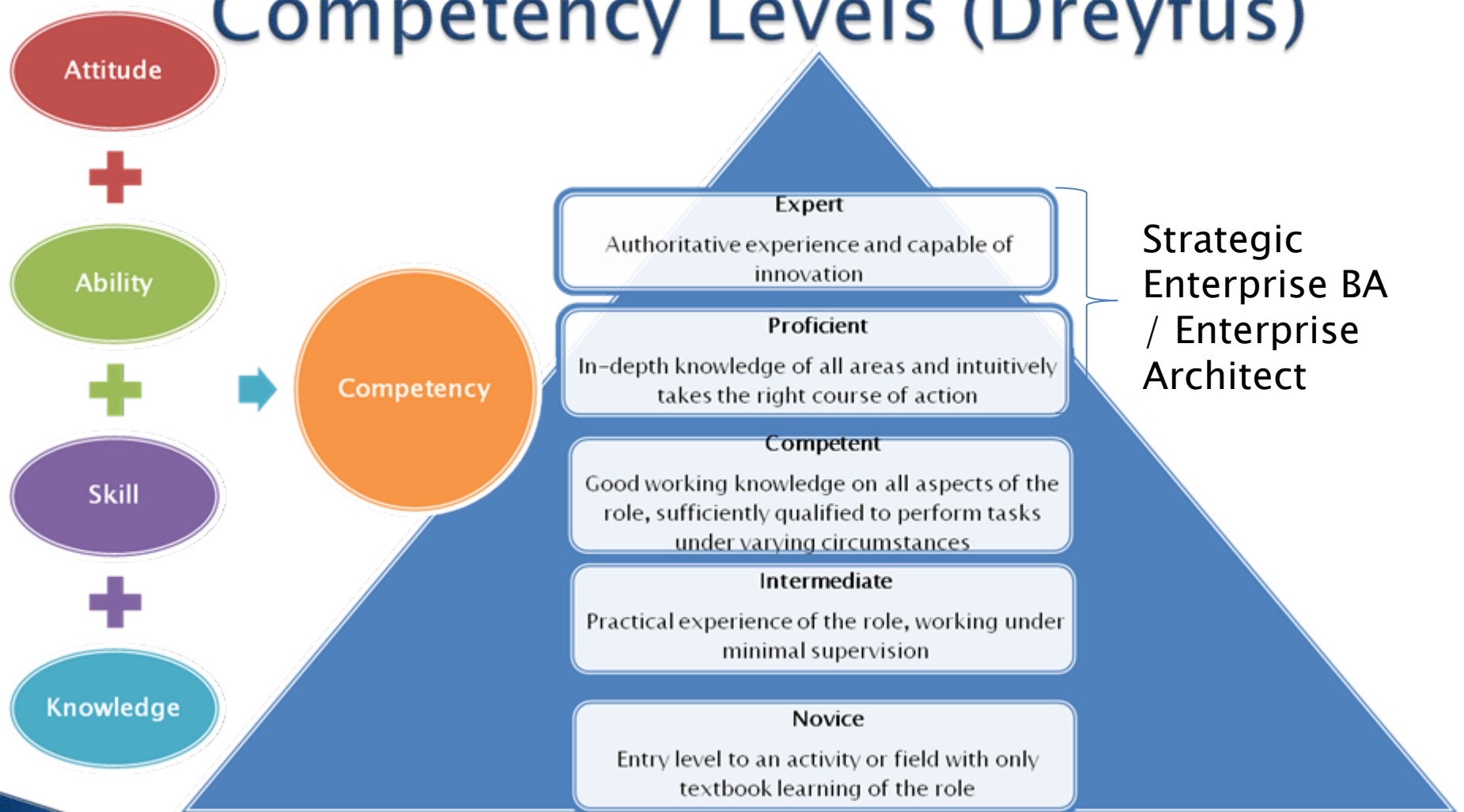
Enterprise

Techniques commonly used by Business Analysts

Acceptance and Evaluation Criteria Definition	Benchmarking	Brainstorming	Business Rules Analysis
Data Dictionary and Glossary	Data Flow Diagrams	Data modelling	Decision Analysis
Document Analysis	Estimation	Focus Groups	Functional Decomposition
Interface Analysis	Interviews	Lessons Learned Process	Metrics and KPI's
Non-functional Requirements Analysis	Observation	Organization Modelling	Problem Tracing
Prototyping	Requirements Workshop	Risk Analysis	Root Cause Analysis
Scenarios and Use Cases	Scope Modelling	Sequence Diagrams	State Diagrams
Structured Walkthrough	Survey / Questionnaire	SWOT Analysis	User stories
Vendor assessments			

(Source: IIBA[®] Business Analysis Competency Model Version 2.0)

5 Phases of Growth : Competency Levels (Dreyfus)

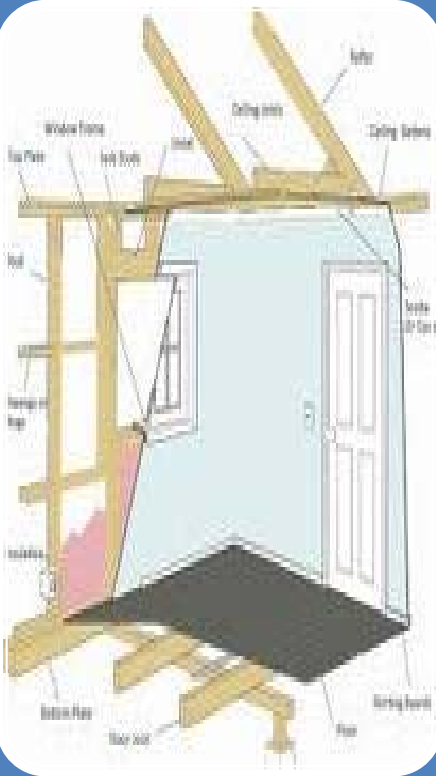


Building the case for Strategic Enterprise Analysis

The impacts of a mistake can be very costly.....

- ▶ 71% of failed software projects are traced to poor requirements (CIO Magazine)
- ▶ 40% of the effort in an average software project is rework.
- ▶ Requirements defects account for 56% of rework. (Butler Group, 2005)

Provide the
HOW
behind the
WHAT



Building the case for Strategic Enterprise Analysis

Hint: Always ask WHY –
what will happen if
we do not have it

Describe

Define

Plan

Build


Test

Implement

“Typical” Project
Lifecycle

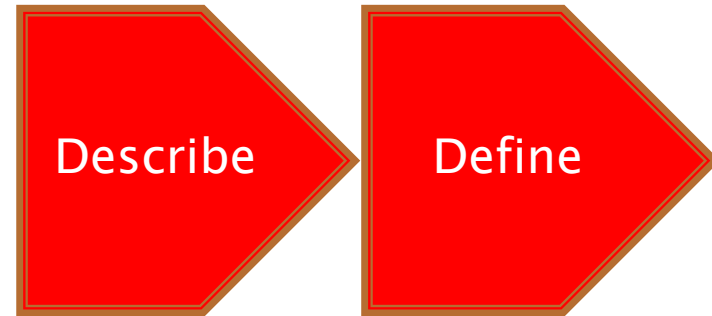


Building the case for Strategic Enterprise Analysis: Key Aspects

- ▶ Seems behaviour continues where a solution is decided upon, before true analysis has been done
 - ▶ It is important to look at all possible solutions to a problem / need
 - ▶ Establish Critical Success Factors / Measurements upfront
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Building the case for Strategic Enterprise Analysis

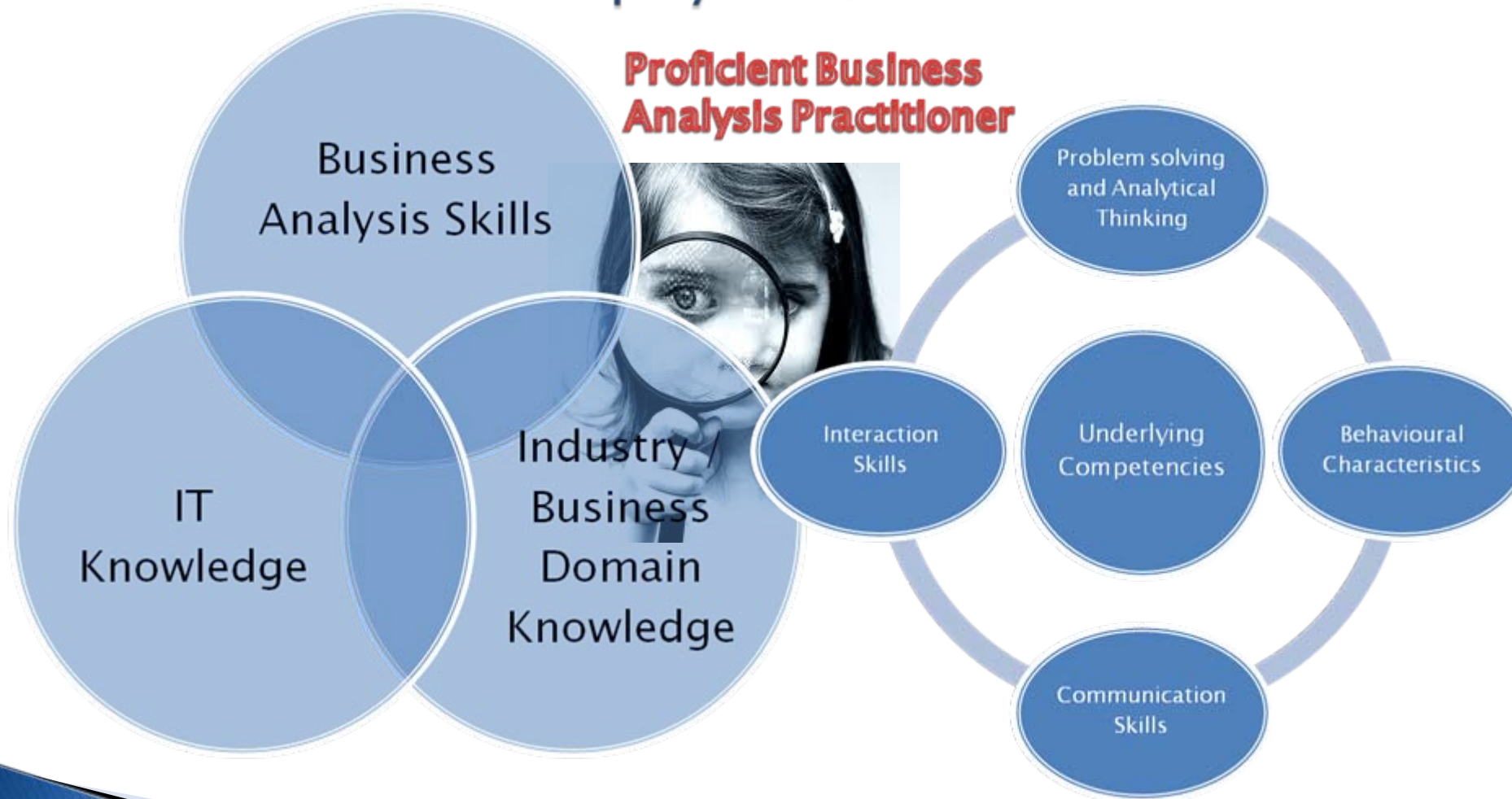
- ▶ **Business Analysis – is about**
 - meeting business needs
 - ensuring investment in the right solutions
- ▶ **Also about understanding:**
 - Why the organization exists
 - How an organization works
 - What are its goals and objectives
 - How it accomplishes those objectives
 - How it needs to change to better accomplish objectives or to meet new challenges



It is about defining the scope of the change

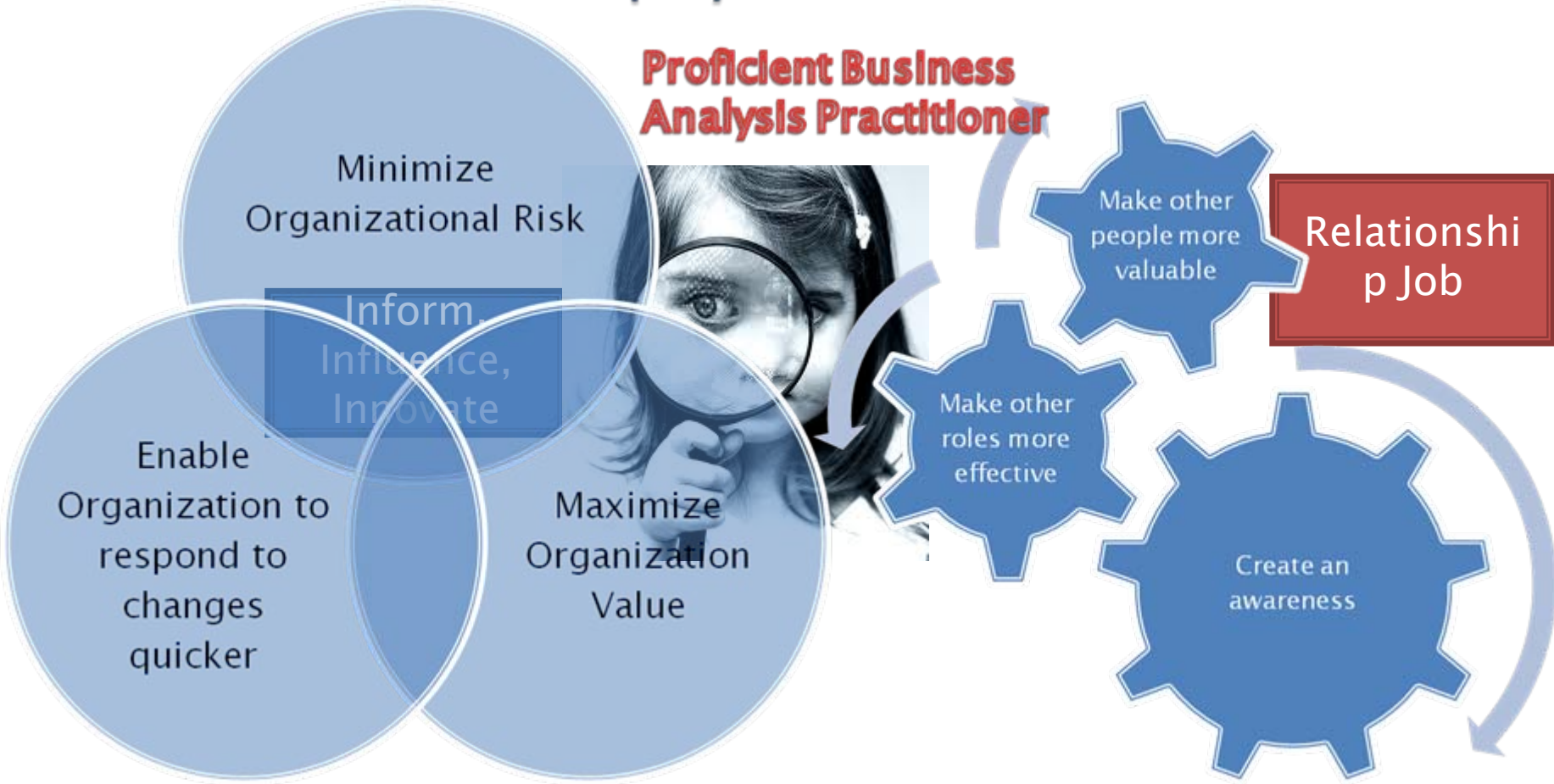
Building the case for Strategic Enterprise Analysis: Philosophy for Success

Proficient Business Analysis Practitioner



Building the case for Strategic Enterprise Analysis: Philosophy for Success

Proficient Business Analysis Practitioner



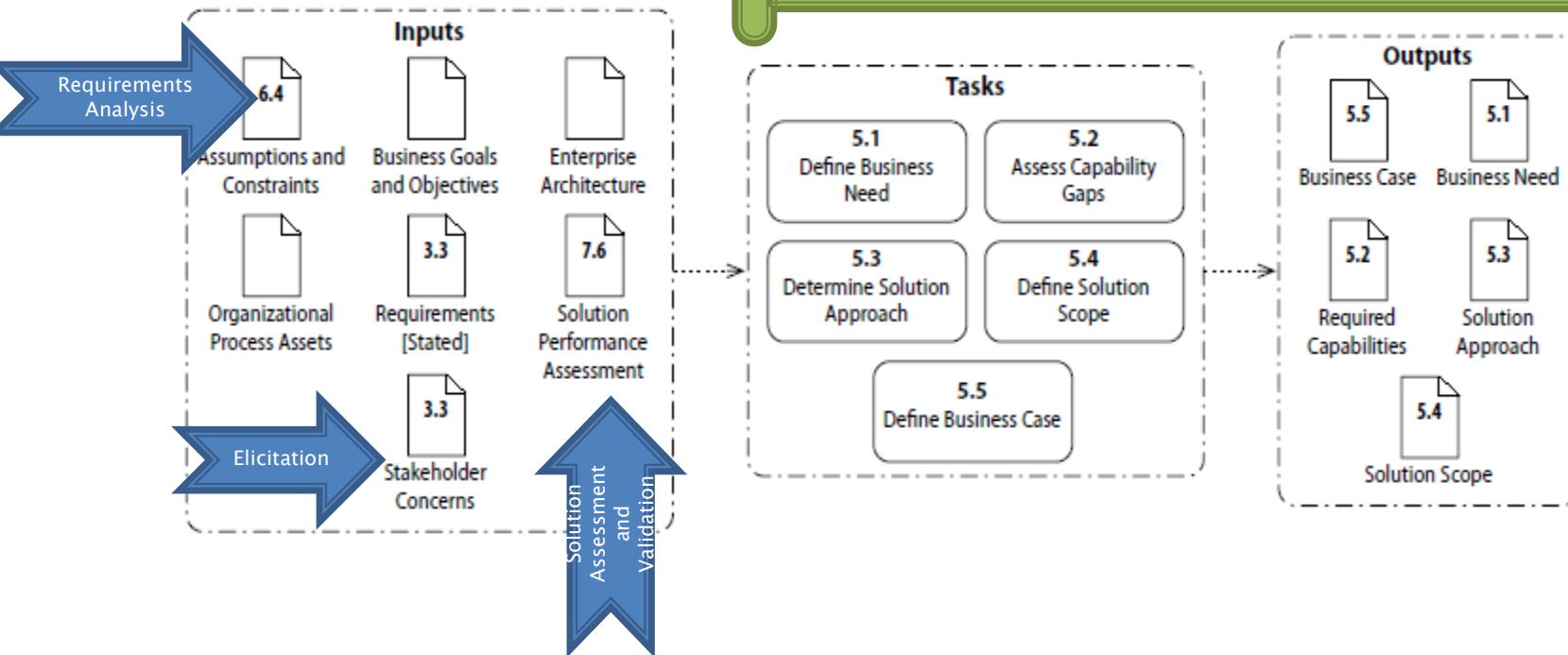
Enterprise Analysis

- ▶ Enterprise analysis outputs provide context to requirements analysis and to solution identification for a given initiative or for long-term planning.
- ▶ Enterprise analysis is often the starting point for initiating a new project and is continued as changes occur and more information becomes available.
- ▶ It is through enterprise analysis activities that business requirements are identified and documented

(Source: Business Analysis Body of Knowledge version 2.0 – IIBA)

Enterprise Analysis Input / Output Diagram

To identify a business need, refine and clarify the definition of that need, and define a solution scope that can feasibly be implemented by the business.



(Source: Business Analysis Body of Knowledge version 2.0 – IIBA)

Definition of Enterprise Architecture

Enterprise architecture is a description of an organization's business processes, IT software and hardware, people, operations and projects, and the relationships between them.

(Source: Business Analysis Body of Knowledge version 2.0 – IIBA)

Strategic Enterprise Analysis or Strategic Enterprise Architecture is the discipline / practice thru which to utilizes the EA as a necessary part of Business Planning

Enterprise Analysis Activity 1: Define the Business Need

- ▶ Purpose is to identify and define why a change to organizational systems or capabilities is required
- ▶ Uses Business Goals and Objectives and stated requirements as inputs into performing this task
- ▶ Break goals down to more granular and specific objectives – must be linked to specific measure to assess achievement of objective (SMART)
- ▶ Investigate issue/problem to ensure there is opportunity to improve if resolved
- ▶ State the desired outcome (not solution) – describes business benefit of meeting the need and desired end state.

(Source: Business Analysis Body of Knowledge version 2.0 – IIBA)

Enterprise Analysis Activity 2: Assess Capability Gaps

- ▶ Purpose is to identify new capabilities required by the enterprise to meet the business need
- ▶ Uses Business Need, Enterprise architecture (current capabilities) and the Solution Performance Assessments as inputs into performing this task
- ▶ Gather as much enterprise architecture info about areas affected by the business need – goal is to understand how the enterprise's business and enterprise technologies are supporting the business
- ▶ Gap analysis on current and desired future states

(Source: Business Analysis Body of Knowledge version 2.0 – IIBA)

Enterprise Analysis Activity 3: Determine Solution Approach

- ▶ To determine the most viable solution approach to meet the business need in enough detail to allow for definition of solution scope and prepare the business case.
- ▶ Uses the Business Need, Organizational Process Assets and required capabilities as input
- ▶ Identify possible approaches, determine the means by which the solution may be delivered (including the methodology and lifecycle to be used) and assess whether the organization is capable of implementing and effectively using the solution.

(Source: Business Analysis Body of Knowledge version 2.0 – IIBA)

Enterprise Analysis Activity 4: Define Solution Scope

- ▶ To define which new capabilities a project or iteration will deliver.
- ▶ The purpose of this task is to conceptualize the recommended solution in enough detail to enable stakeholders to understand which new business capabilities an initiative will deliver
- ▶ Uses the Business Need, Assumptions / Constraints, Required Capabilities and Solution Approach as input
- ▶ Key elements are solution scope definition, implementation approach and defining major business and technical dependencies


(Source: Business Analysis Body of Knowledge version 2.0 – IIBA)

Enterprise Analysis Activity 5: Define Business Case


- ▶ To determine if an organization can justify the investment required to deliver a proposed solution.
- ▶ Uses the Business Need, Solution Scope, Assumptions/Constraints and Stakeholder Concerns as input
- ▶ Key elements are benefits measurement, cost estimations, risk assessments and results measurements

(Source: Business Analysis Body of Knowledge version 2.0 – IIBA)


Discussion Points

- ▶ Business Analysis and the various available architectural frameworks complement each other
 - ▶ We pick and choose from frameworks to build programs and value propositions (architectures) – based on what the organization need
 - ▶ Content of these frameworks is used by Enterprise Architects / Strategic Enterprise Analysts – put together at EA or SEA level (working at the highest level(conceptual) of abstraction and (instances) are consumed at project (logical) level.
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Discussion Points

- ▶ As the discipline of enterprise architecture (EA) has broadened beyond technical architecture in recent years to include business, information, and solution architecture – deep technical expertise becomes less essential
 - ▶ The most effective enterprise architects have numerous strengths, which are even more important than their EA knowledge.
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Discussion Points

- ▶ When one looks at the roles for Architecture and the characteristics an Enterprise, Business, Solution, Information and Infrastructure Architect etc should have – the characteristics equal those required by a Business Analyst.
 - ▶ When one looks at the 5 phases of development of a Business Analyst, by the time they reach the stages of proficiency or expertise, this should be the minimum entry criteria of skills and knowledge required for an architecture position.
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Discussion Points

The IIBA sees the 'Architect' role as being a mature and Senior Business Analyst at the Proficient or Expert level in their career, who interacts with the organization at Enterprise level – thus the title of **Strategic Enterprise Analyst**.


Proficient

1. Holistic view of situation
2. Prioritizes importance of aspects
3. Perceives deviations from the normal pattern“
4. Employs maxims for guidance, with meanings that adapt to the situation at hand

Expert

1. Authoritative experience and capable
2. Transcends reliance on rules, guidelines, and maxims.
3. "intuitive grasp of situations based on deep, tacit understanding“
4. Has "vision of what is possible“
5. Uses "analytical approaches" in new situations or in case of problems of innovation

Discussion Points

- ▶ 'Architectural realization is a way of thinking and not a concrete technology implementation.'
 - ▶ It is however, supported by frameworks, patterns and best practices that complement the mindset.
 - ▶ The best architects, then, are good technologists and command respect in the technical community, but also are good strategists, organizational politicians (in the best sense of the word), consultants and leaders.
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Answer

No

Business Analysts are not Enterprise Architects

Perhaps we could explore:

Are Enterprise Architects also Business Analysis Practitioners?

Motivation

- ▶ Individuals must have a well-rounded knowledge of the organisation and its IT together with proficient business analysis skills and techniques

THANK YOU

QUESTIONS?

For more information, visit www.theiiba.org

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