Business Analysis Career Perspectives
(and the future of the profession)

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Presentation Objectives

- 1. Examine the marketplace and directions of the Business Analyst career path.

- 2. Focus on the core skills and the new skills required in a changing marketplace.

- 3. Examine the BA role and how it will be expanding in the future.

- 4. Examine the IIBA and how it intends to support the members and chapters in this changing marketplace.

The Marketplace side

- Business Analysis profession is growing
- Department of Labor sees career continuing to grow by about 25%
- Primary growth is around technology and digital systems area.
- BA roles found within IT, and also embedded in the business lines

- Is this demand the same as our current role definition?
  - Some yes, but it is rapidly evolving !!
  - IIBA survey from 2014 indicates more BA's have multiple roles
  - Agile Projects encourage a different approach to roles
  - Business continues to want more faster, and to do more with less

Expanded Generalist Role

- Key Future skills

  - Expanded Role in pre-project level
    - Scope definition and Value
    - Project Solution approach
    - Change, Testing, deployment, adaption planning

  - User Experience Design (UX)
    - Emphasis **on DESIGN – "Change by Design"**

  - Data and Content Level –
    - Gartner concept of "citizen data scientist"
  - Security and Risk planning

  - Expanded Critical Thinking
    - People, Process, Information, and Technology
    - Data / evidence based analysis

  - Visualization

The Specialist – including 'Perspectives'

- IIBA currently has defined 5 "Perspectives"
  - Agile
    - Typical BA works as stakeholder proxy, or work <u>with</u> product owner or sponsor
    - Focus on evolving requirements and filters used to define iterations of work
  - Business Intelligence
    - Looks at analyzing data for business information and decision making
  - Information Technology
    - Broadly defined roles from user liaison to SME to system analyst
  - Business Architecture
    - Puts projects, process and information into larger business context
  - Business Process Management
    - Process centric organizational view – looks at work within and across functional areas

More kinds of Specialists -

Enterprise Architect
**Change Management Consultant
**Data Analyst
Information Architect
User Tester / Quality Assurance
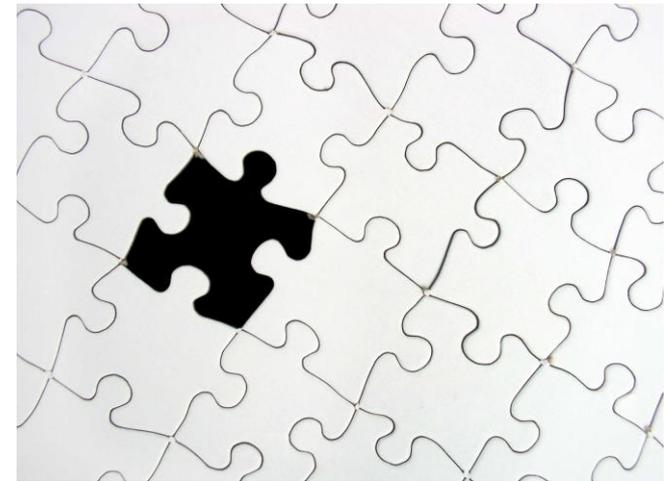**SME – packaged software specialist in application area
**Business Rules Analyst
**Product Manager (common in Marketing)
Security and Risk Management

Hybrid Roles – common current examples
- BA / PM
- BA / Tester
- BA / Developer
- BA / UX Designer

Enterprise Business Analysis and Strategy

- An organization's strategy:
  - Includes marketplace and top down elements but needs to be driven down to the programs, and projects to invest in – the portfolio view
  - Enterprise BA should be tied with the business to assess how the pre and post project elements create value and drive the change
  - Core expanded BA roles include:
    - Business Relationship Management
    - Business Architecture – Process Levels
    - Change Management – organization transformation
    - Business Case – the Benefits side facilitation
    - The business context of technology and data stewardship

Integration is the real key to 'Better Business Outcomes'

Executives

Business unit managers/Stakeholders

Technology Team

Data Stewards

Project manager

INTEGRATION

Process owners

Enterprise Architects

Chief information officer
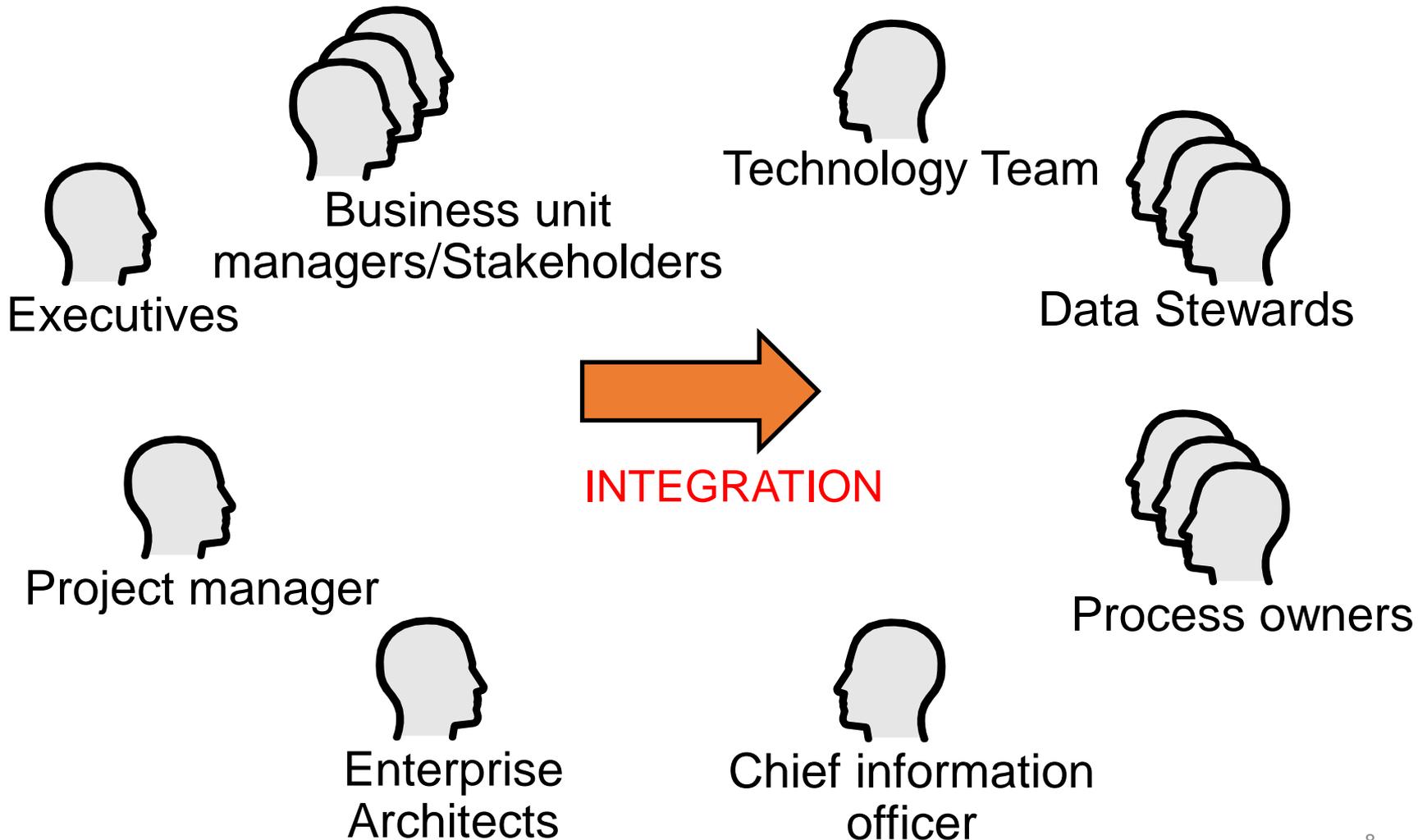
New ERA for applying BA skills

Brilliant

- Driven by the Business and <u>collaborative</u>

- Recognizes stakeholder issues and is a trusted advisor

- Design becomes a new skill area

- Focused on <u>Business Outcomes and Change</u>
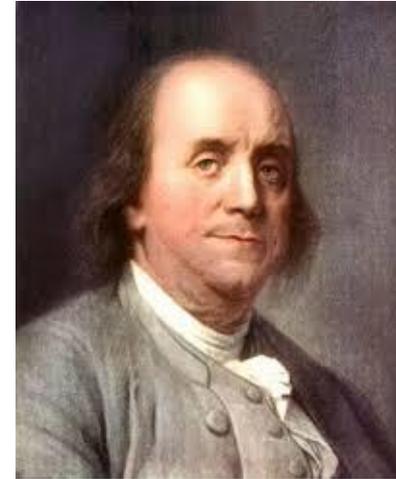
New Opportunity

1. **Business Analytics** – Data for information, decision, forecast, etc.
2. **Digital Business Analyst** – leveraging data and content to the market, and customer focus on the business model
3. **Customer Experience** – Outward focus that ties to the business model
4. **Agile – Product Owner Role**

Career Challenges for the Business Analyst

- Technology Change is driving business model change

- Velocity of Information is Accelerating

- Volume of Information is expanding
  - Content forms are changing

- Digital Era is expanding Communications methods

- Digital Vulnerability is increasing the demand for security in core requirements not just the perimeters.

- Expectations of design and ease of use are growing

- NET to the BA = Need to be a lifetime learner

- **Organizations will need to invest in support of learning, and invest in maintaining competency in the BA's to remain competitive.**

Conclusions – beyond just the BA career

- More collaboration between BA and related areas
  - Take note of IIBA recent partnering announcements
- More linking of practice areas at the knowledge and practice level
  - Going beyond job titles – more expanded view of BA 'discipline'
- Need for different approach to certification
  - More recognized by corporations and government
  - More based on competency than just knowledge of a standard
  - More need to remain current and relevant over time – re-certification
- More need for thought leadership across all Business Support areas
  - Business Analysis is one part of a large group of professions
  - We do need to "unite a community of professionals" for all of us to contribute to better business outcomes.

Recommendations

- ✓ Become a lifetime learner –

- ✓ Encourage a collaborative approach to solutions that focus on the 'business outcome

- ✓ Be flexible but retain the core competencies of business analysis

- ✓ Be a <u>trusted Advisor</u> to the Business – your whole career

- ✓ Contribute to the profession / discipline of Business Analysis by pushing for recognition of the expanded role of the BA.

Impact to IIBA Chapters

- Recommend more topics – hard and soft skills (BABOK and beyond)
  - Perspectives
  - New Skill Areas
  - Related Skill and Career areas
  - BA and "light" tech skills – Data analysis, visualization tools, BI tools

- Joint Organization meetings – Focus on how to integrate on projects
  - Related Professional Fields – PM, Data, Testing, Change Mgt., Agile Alliance
  - Managers and Executives from your area – "better business outcomes"

- Emerging Skills
  - "Digital BA"
  - Agile – Team, Program, Enterprise portfolio
  - Design Thinking & UX
  - Cloud. SaaS, PaaS etc.

IIBA International Institute of Business Analysis™

Reshaping the Future | The Strategic Plan – 3 Years

To unite a community of professionals to create better business outcomes.

Global "Gold Standard" for BAs	Collaborative Chapter Model	Value Add Relationships @ Senior Levels in Organizations	Leverage a Network of Complementary Associations	Encompass Full Scope of Business Analysis Discipline
• BABOK & Extensions	• Strategic Engagement with Chapters	• Enterprise Business Analysis Core Competency (EBACC) Assessment Framework	• Related Professional Associations	• Rebranding
• Competency Based Learning Outcomes Established	• Flexible Global Growth Model		• Management Associations	• Development of IIBA IP to Support Expanded View
• Simplified & Integrated Certification Levels & Standard Exams	• Enhanced Chapter Support	• Implementation Consulting from Certified Partners and SIs	• Partnering/Relationship Models	
• Leading Research & Thought Leadership		• Senior Advisory Group(s)		

Operational Excellence

- New technology platform
- Streamlined systems and processes to improve time-to-market
- Culture of service, innovation & accountability
- Aligned skills, capabilities & structure
- Strong consistent brand
- Financial sustainability