



PM&BA
The Dynamic Duo



Business Analysis Competencies: *BABOK Guide & Business Analysts*

Prassede Colombo, IIBA Italy Chapter President

26 February 2015

Business Analysis today

*Business Analysis will change the
way organizations change*



“Business Analysis is the practice of **enabling change** in an organizational context, by **defining needs** and recommending **solutions** that deliver **value to stakeholders**”

From Needs, Requirements to Business Value
LIASION

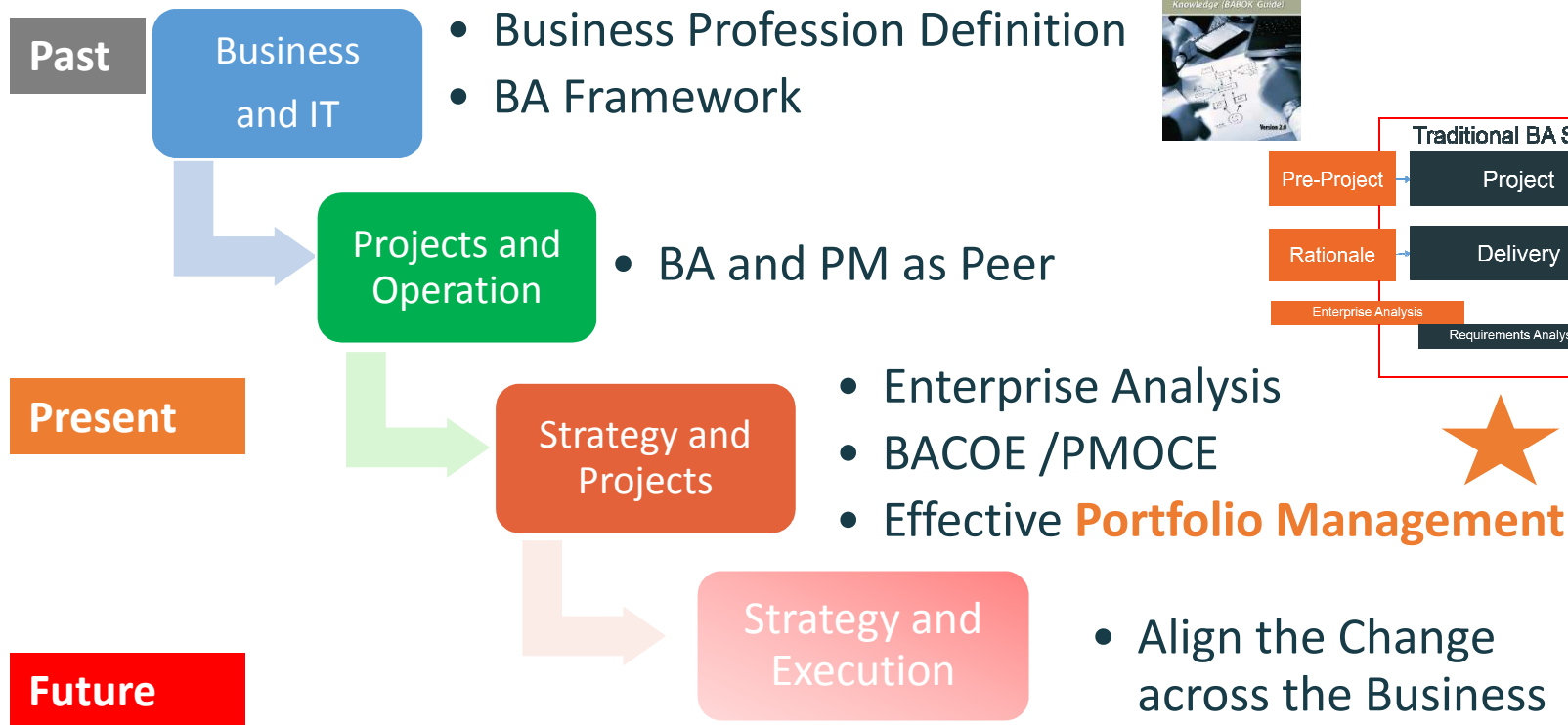
Business Alignment

- Organizations need *mechanism to drastically change their core business and project performance focus* from exclusively time/scope/budget to *innovation and value*.
- *Business Analysis* changes the **operations and projects** focus *from Technology, Products to the Business Value*. It's about the **business value** brought about **new** R&D, IT, Marketing, .. **Solutions, not about the Technology**.

Competencies for Business Alignment

- Business Analysts will ensure the ***project portfolio's are contributing to the competitive position*** in the marketplace for the company.
- Organizations need **new capabilities**.
 - Professional **Business Analyst (Roles – Resp.)**
 - BA Practices – ***BABOK Guide v3***
 - **BACOE – Business Analysis Center Of Excellence (Organiz.)**

Bridging the gap between...

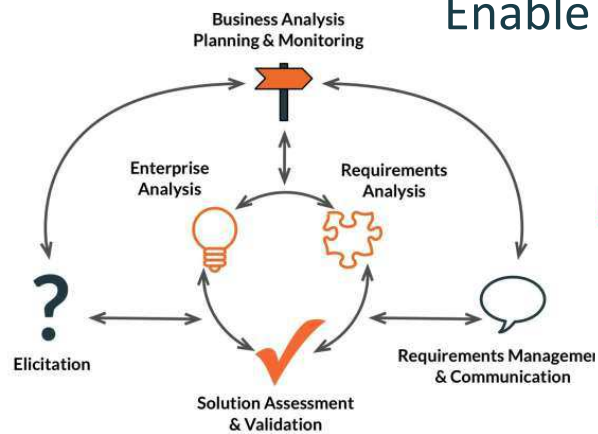


Competencies of Business Analysis ...

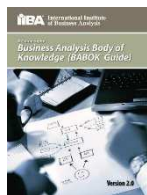
Understand business problems and opportunities

Recommend solutions

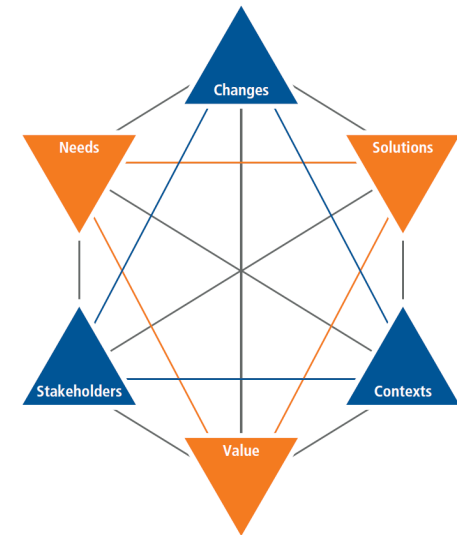
Enable the organization to **achieve** its **goals**
OUTCOMES - VALUE



©2011, International Institute of Business Analysis



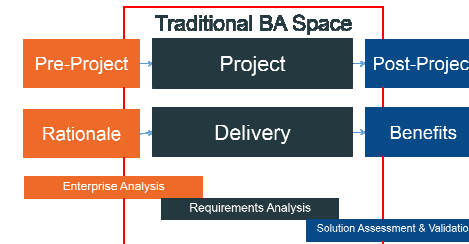
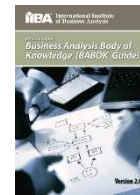
Business Analysis will change the way organizations change



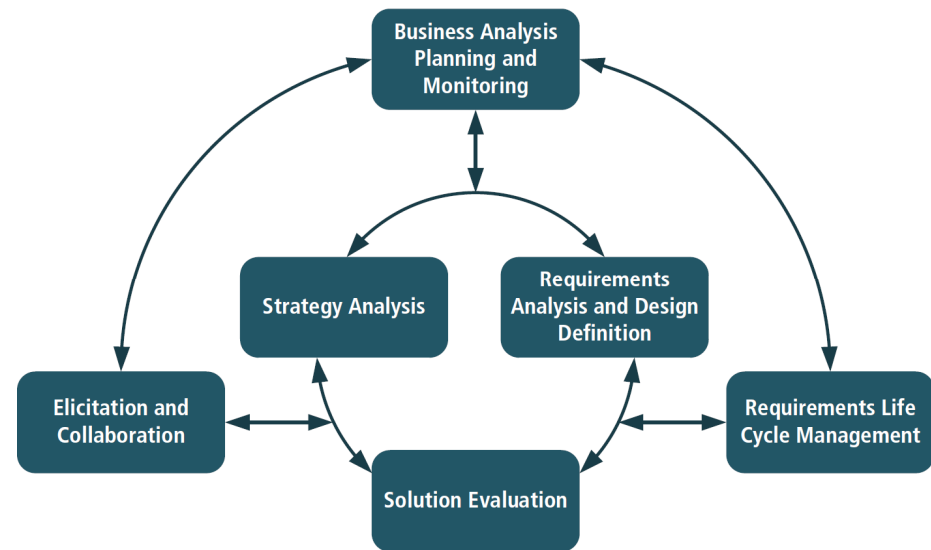
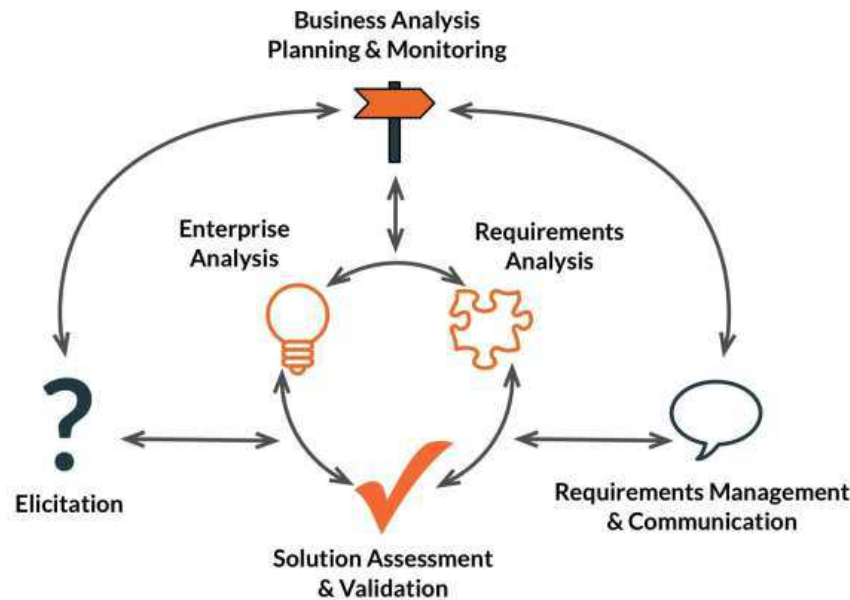
WHAT capabilities? How Perform Analysis? Who can do BA?

Today Challenge – BA is changing

- From Requirements management focusing on predictable delivery of scope
- To focus on **delivery of business value**
- In order to *understand the reason for change and evaluate the benefits*
- Business Analyst as **Change Agent**



BABOK® Guide from V2 to V3



Underlying Competencies

- Analytical Thinking & problem Solving
- Behavioral Characteristics
- Business Knowledge
- Communication Skills
- Interaction, Skills
- Software Applications

Answering to what Industry is demanding:

Process improvement skills

Strategic thinking and alignment to business goals

Integration with **agile** methods

Greater focus on **change management**

Business Analyst

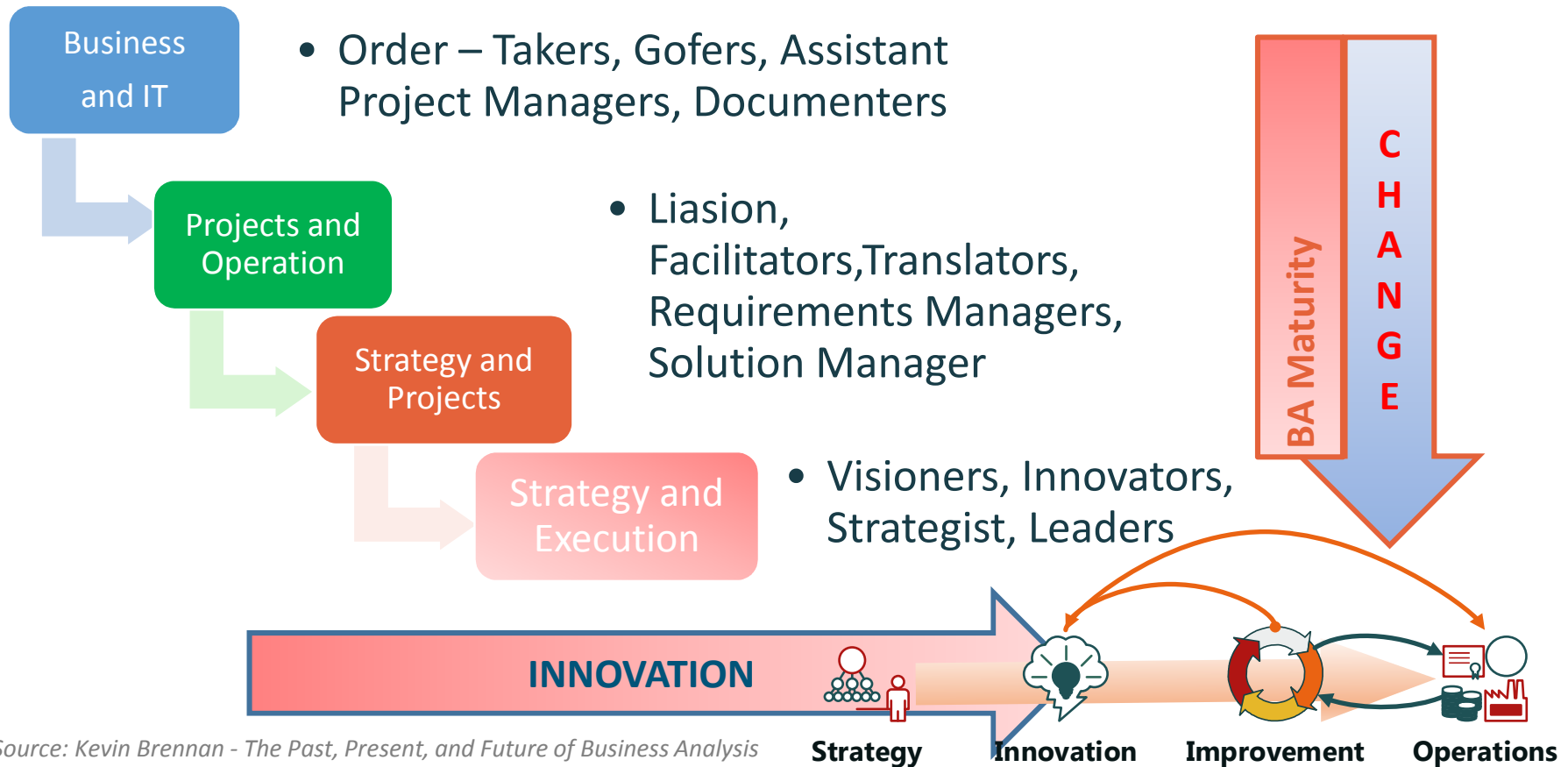
- Is any person who **performs business analysis** activities
- Is responsible for eliciting the actual needs, analyzing, communicating and validating requirements to align them and deliver **business value**



**From Needs to Solution Validation – New Roles
LIASON AMONG STAKEHOLDER**

Source: BAWI2013 The future of the Business Analyst: from Competencies to Value for the organization - Michele Maritato, IIBA®

Business Analyst Challenge ...



BA Maturity and BACOE

- **Higher BA maturity levels** are directly correlated to **more effective business alignment of operations and projects, higher quality business solutions, increased customer satisfaction, increased creativity and innovation, and an increase in the business benefits** that result from implementation of new business solutions.

Source: BAWI2014 The Value of Business Analysis in the organizations: BACOE and Maturity Model, Prassede Colombo

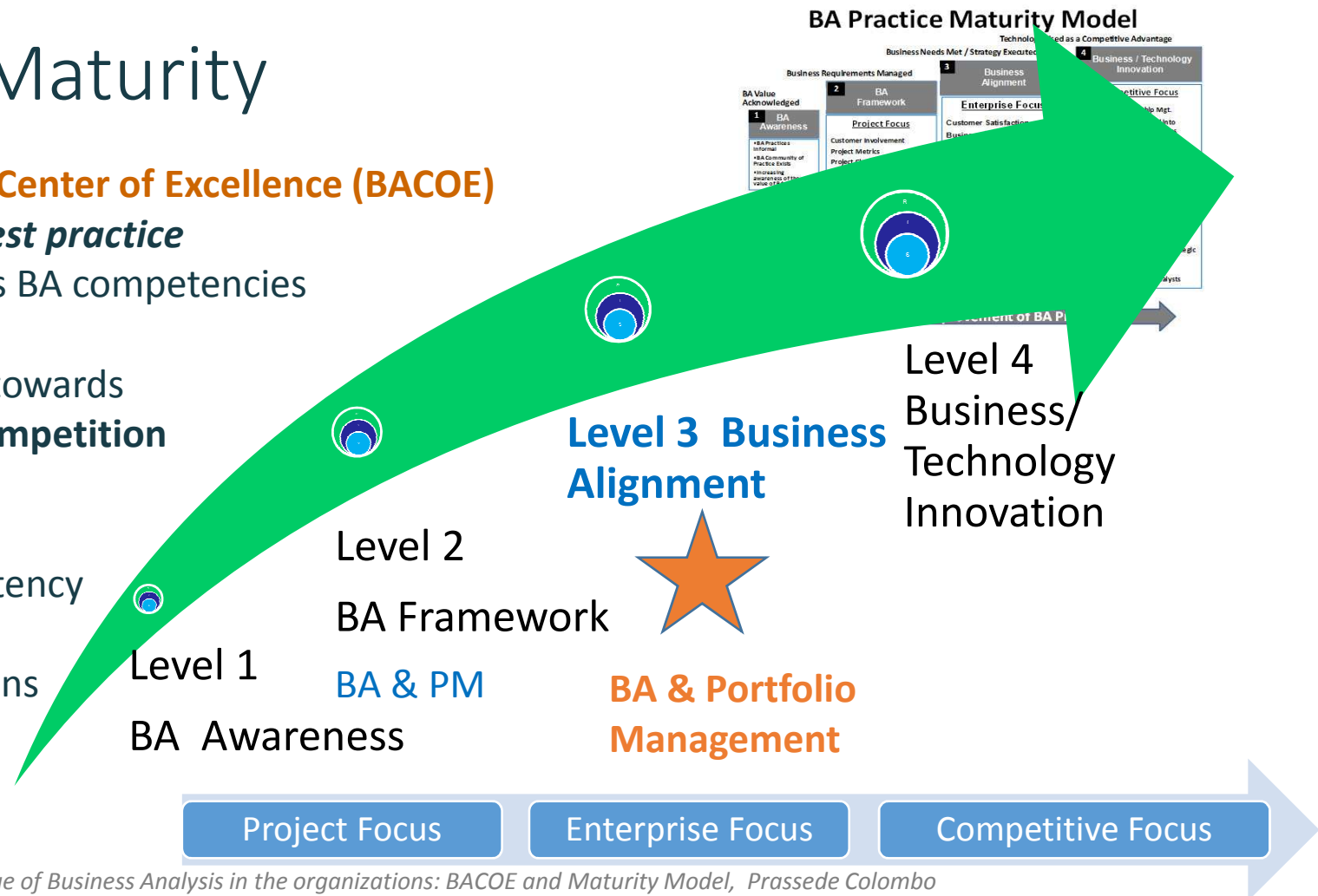
BACOE Maturity

Business Analysis Center of Excellence (BACOE)

is the *emerging best practice* in order to address BA competencies for moving the organizations towards **innovation and competition**

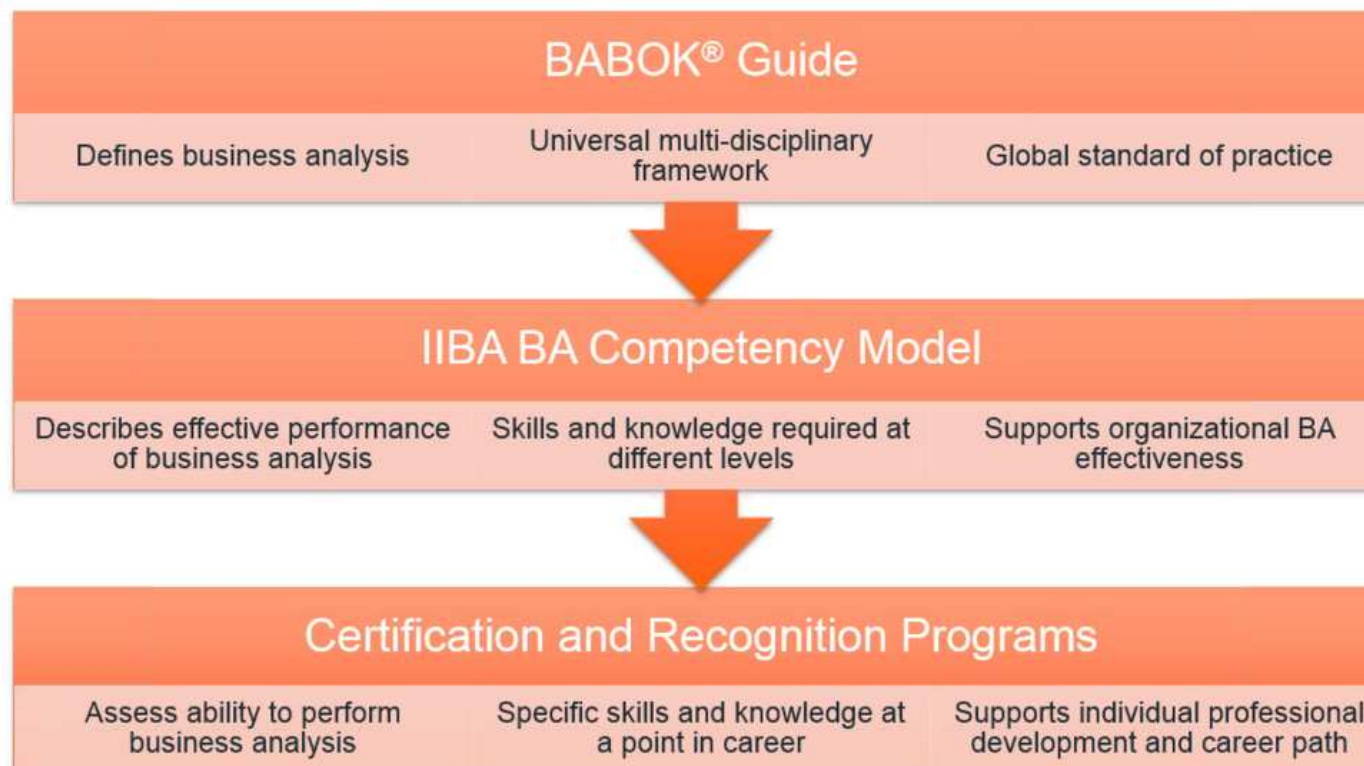
BA Competent

- IIBA BA Competency Model
- IIBA Certifications

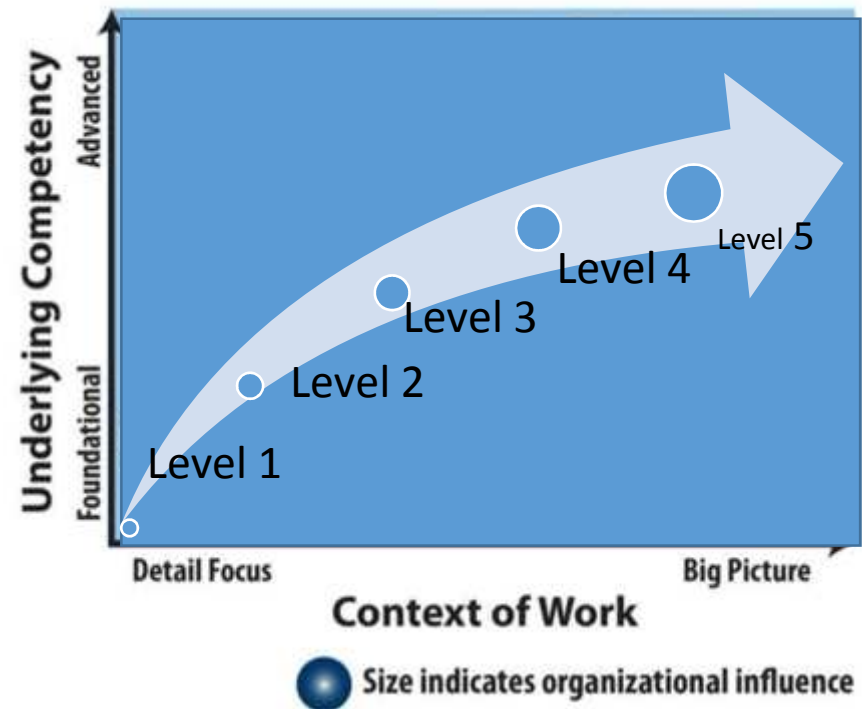
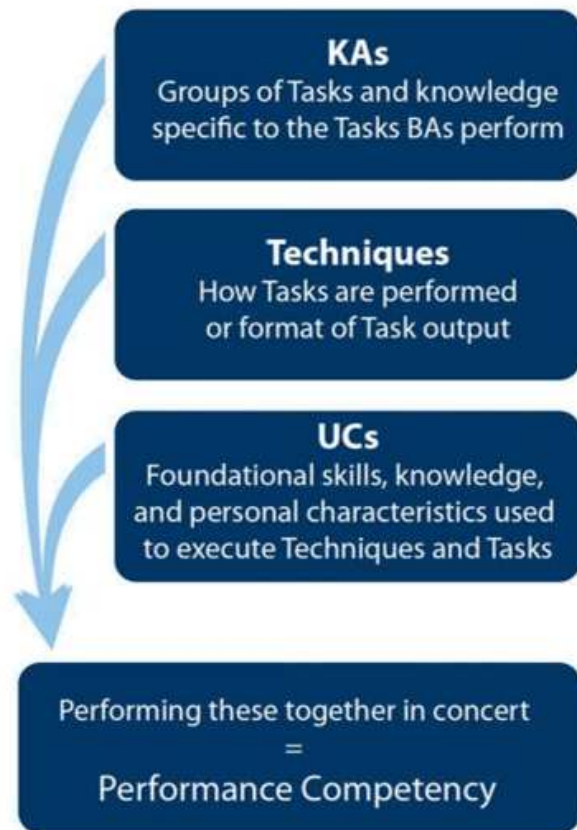


Source: BAWI2014 The Value of Business Analysis in the organizations: BACOE and Maturity Model, Prassede Colombo

IIBA & BA Capabilities



BA Competencies & Certifications



Source: IIBA Business Analysis Competency Model, v3. ©2011, IIBA

Contacts

Prassede Colombo



president@italy.iiba.org

+380 3181546

www.italy.iiba.org

www.bawi.it

Follow IIBA Italy Chapter



<http://goo.gl/q5sYt>



www.slideshare.net/IIBA-IT



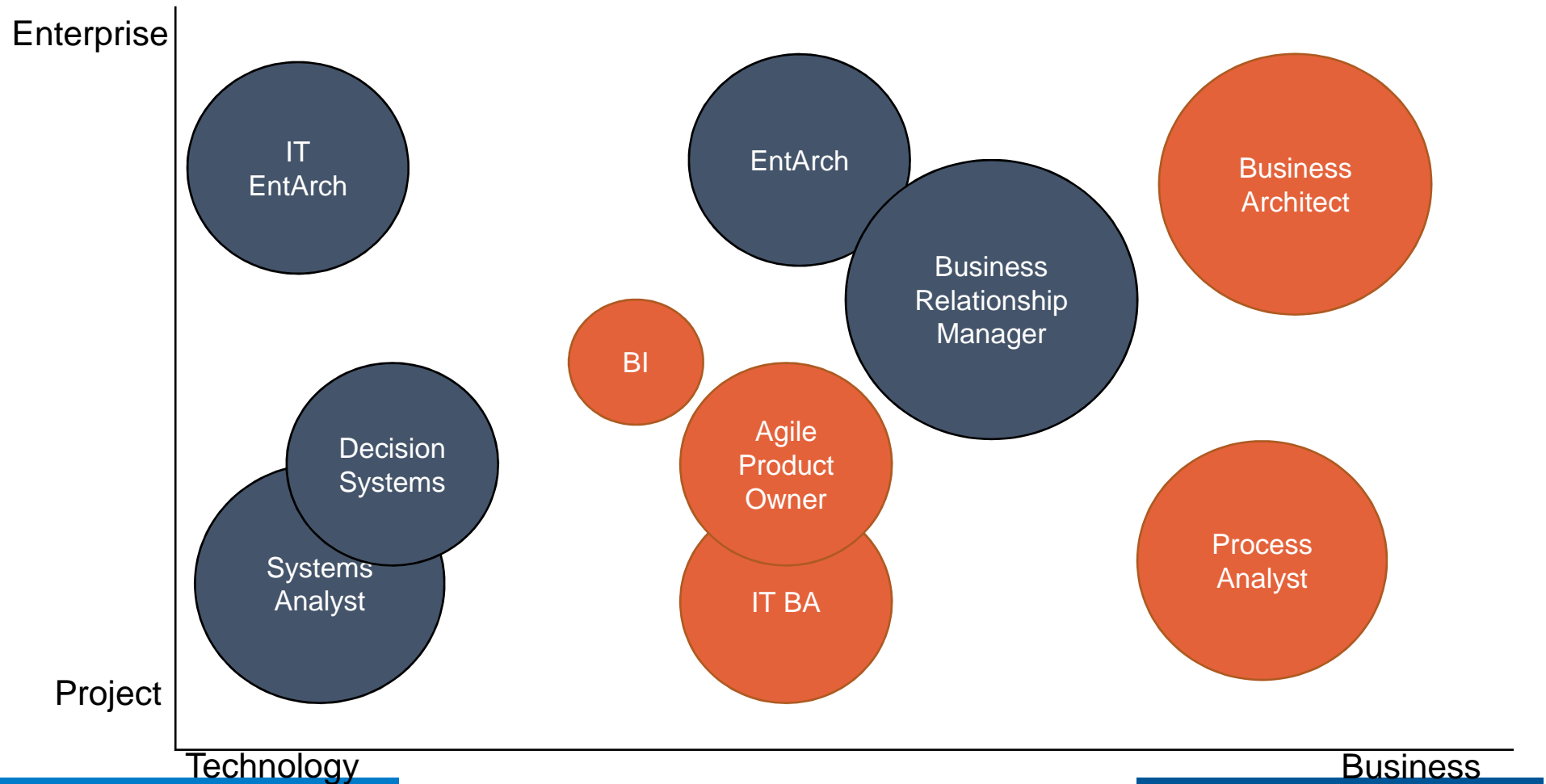
https://twitter.com/iiba_italy



<http://www.facebook.com/ItalyIIBA>

Thank you

Business Analysts Must Change Again



Certified Business Analysis Professional® Certification

CBAP® Certification Requirements

Work Experience	7500 hours - business analysis work experience in the last ten (10) years, specifically related to the knowledge areas defined in the <i>BABOK</i> ®
Knowledge Areas	Demonstrated experience and expertise in at least four of the six <i>BABOK</i> ® Knowledge Areas
Fundamental Areas	Demonstrated experience in three of the five fundamentals areas
Education	High school or equivalent education
Professional Development	21 hours of professional development on business analysis or the underlying fundamentals in the past four years
References	Two references (manager, client, or CBAP®)

...plus successfully passing the CBAP® exam



CCBA[®] Certification

- For business analysts with less experience and for students with education but limited professional experience there is Certification of Competency in Business Analysis[®] (CCBA[®])
 - **3750** hours of work experience, 900 hours experiences in 2 of 6 Knowledge, 21 hours Professional Development, High school education, 2 references





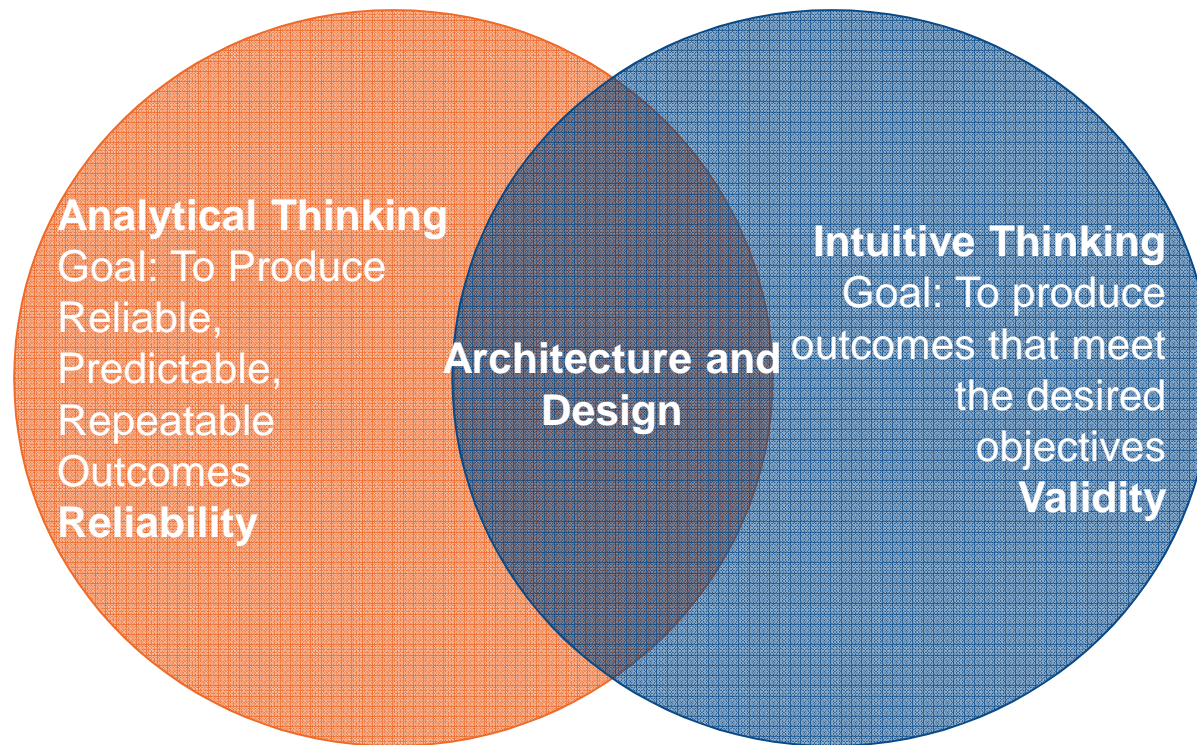
PM&BA
The Dynamic Duo



Details

Details

More than Analysis ...Embrace Architecture Design

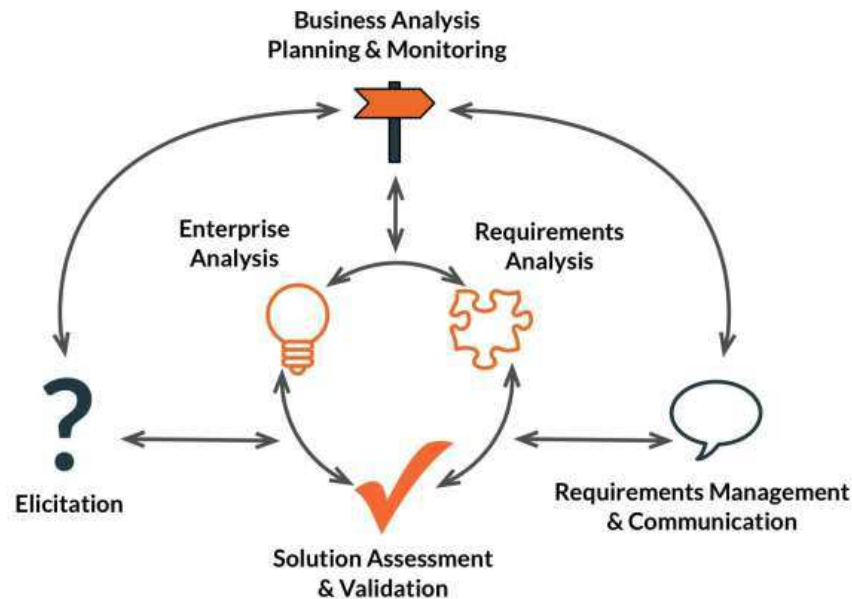


Source: Roger L. Martin, *The Design of Business*



Source: Heather M.A. Fraser, *Design Works*

Structure of the *BABOK*® Guide



©2011, International Institute of Business Analysis

Chapter 8: Underlying Competencies

- 8.1 Analytical Thinking and Problem Solving
- 8.2 Behavioral Characteristics
- 8.3 Business Knowledge
- 8.4 Communication Skills
- 8.5 Interaction Skills
- 8.6 Software Applications

**Know the context , the business; Interact, Communicate;
Be a BA Professional – customizing**

Encompassing the Full Scope of the Business Analysis Discipline

Version 2 Scope	Version 3 Scope
IT Projects	IT Projects
Agile (limited coverage)	Agile (full coverage)
	Business Process Management
	Business Architecture
	Business Intelligence

- Industry is demanding:
 - Process improvement skills
 - **Strategic thinking and alignment to business goals**
 - Integration with agile software development methods
 - **Greater focus on change management**



Opportunities for Organizations & BA

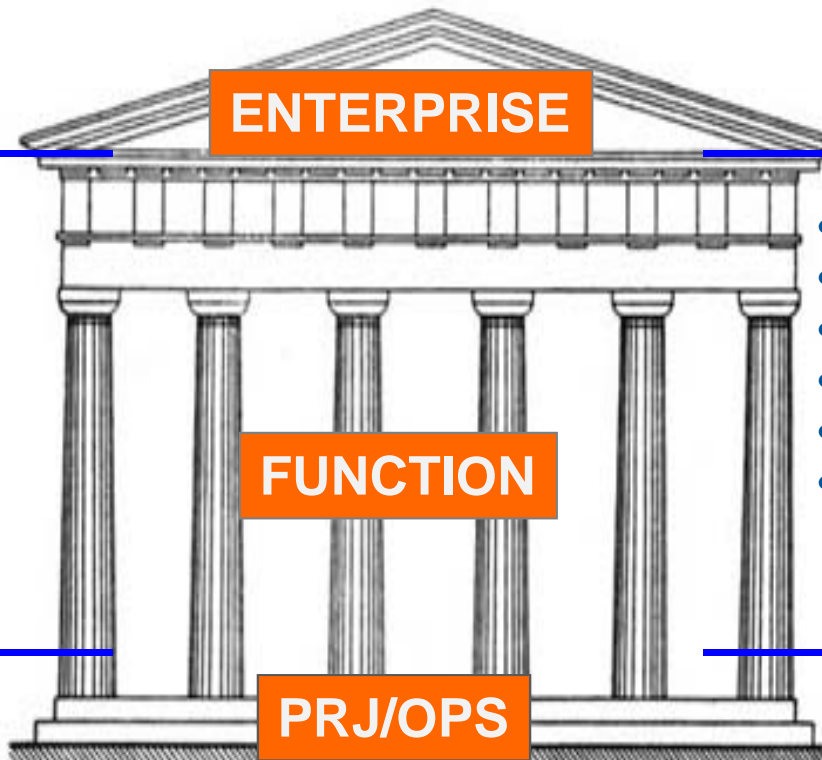
- Define Strategy
- Align to Strategy
- Inform Strategy



- Define Change
- Deliver Change
- Support Change



- Support Project/Operations



- Enterprise Business Analyst
- Business Process Analyst
Big Data / Decision Analyst
BACOE/PMO/
Portfolio Manager

- Enterprise Business Analyst
- Business Process Analyst
- **Business Analyst**
- **Decision Support Analyst**
- **Agile Analyst**
- **Systems / Functional Analyst**

- **Business Analyst**
- **Service Analyst**

Source: BAWI2013 The future of the Business Analyst: from Competencies to Value for the organization - Michele Maritato, IIBA®

Who We Are

- We are the **Italian Chapter – IIBA Italy Chapter**
- **IIBA** is an Independent, non-profit professional association serving the business analysis community
- As the **voice** of the BA community, IIBA supports the **recognition** of **the profession**, and **works to maintain standards for the practice and certification**

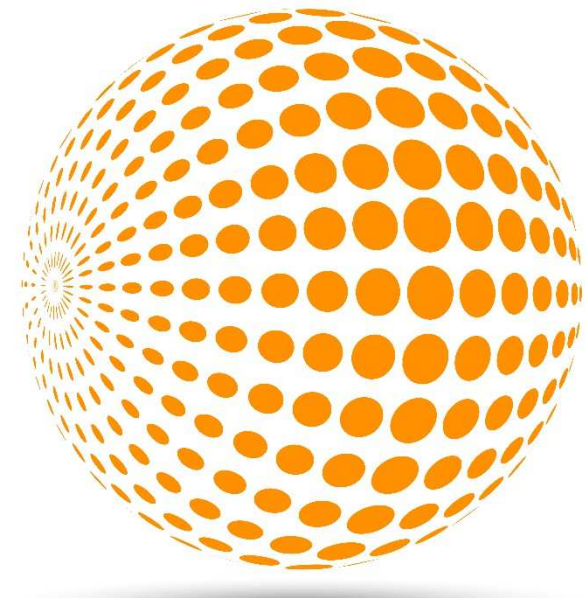


“To unite a community of professionals to create better business outcomes”

A Growing Community of Professionals

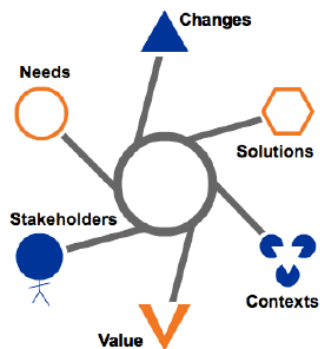
As of January 2015:

- 28,000+ Members
- Chartered Chapters: **112**
 - 25 Central Americas
 - 38 Eastern Americas
 - 18 Western Americas
 - 5 Asia Pacific
 - **19 Europe and Africa**
 - 7 Middle East and India
- Over 220 Corporate Members
- CCBA® Recipients: 640+
- CBAP® Recipients: 4,725



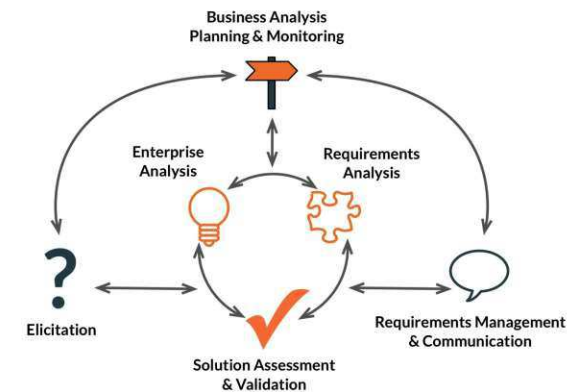
Competencies of Business Analysis for...

Business Analysis Core Concept Model



Highest Level View

Business Analysis will change the way organizations change



©2011, International Institute of Business Analysis

understanding business problems and opportunities
recommending solutions that enable the organization to achieve its goals (*BA as Change Agents*) in the context of the requirements (*BA as Facilitator, Analyzer, Advisor, Leader*)