The growth of business analysis has led to more and more organisations establishing BA practices yet little information is available to help them thrive. This book shines a new light on business analysis from a service perspective; providing a timely and comprehensive ‘How to guide’ for anyone wanting to achieve a sustainable and enduring BA service. Reading this book will provide everything you need from establishing a new BA service, to continuous improvement of established practices, and how to measure them effectively. A must have for any organisation.

Lynda Girvan, Senior Business Analyst and Head of BA Profession, CMC Partnership Consultancy Ltd. and co-author of “Agile and Business Analysis”

Business analysis has evolved as a discipline, but as many business analysts will attest, there are obstacles to overcome. Often the role is misunderstood, and having a strong team and strong role identity is crucial. This practical and insightful guide provides concrete steps to avoid ‘role ambiguity’, and will help senior business analysts and leaders to clearly set-up, manage and measure the success of their BA service. It explores different service models, highlighting the importance of adapting models to fit the context. The book discusses tricky but crucial areas such as value co-creation and the BA value proposition, and many other useful topics besides. The addition of inspirational case studies shows the types of concrete results that can be achieved.

This book will be of interest not only to those who hold formal leadership roles, but also those who seek to set up their own informal inter- or intra-organisational communities of practice. Written by two notable thought-leaders, I consider this book to be essential reading for anyone serious about setting up or running a BA service. Highly recommended:

Adrian Reed, Principal Consultant at Blackmetric and author of “Business Analyst”

This book contains a wealth of information and models to help BA leaders understand what their organisation needs from the BA function. The use of models and frameworks works particularly well; using an abstract concept to make sense of a concrete situation is, after all, the core of business analysis.

This book also recognises the need to understand leadership as a distinct skillset, which is often overlooked within BA functions as many managers are promoted on the basis of technical excellence and may have little help developing their management competence.

Whilst there are lots of ideas included in the book, I was particularly heartened that the importance of organisational context runs strongly throughout; this is not a “one size fits all” instruction manual, but rather a rich source of views and concepts to help BA leaders make the right choices for their own organisations. This book is recommended reading for anyone who has, or aspires to, a BA leadership role.

Michelle Shakesheff, Head of Business Analysis, Close Brothers

This is the book business analysts have been waiting for. A comprehensive toolkit for the modern business analyst covering everything from the BA service, through recruitment, performance and standardisation.

The chapters on business analysis culture and improving service quality are especially relevant in our modern work environment.
This book is suitable for all levels of business analysts, from those new to the profession, to the most experienced leaders in the industry. Tangible, relevant and clear case studies demonstrate the effective business analysis in action. Essential reading for any business analyst.’

*Sandra Leek, Senior Business Analyst and IIBA UK BA of the Year 2014*

‘Debra and Christina have cleverly crafted this insightful guide to encompass all the facets of a high performing business analysis capability by using the wealth of its very own toolkit.

With the customer firmly at the forefront, this book is packed with practical innovative frameworks, templates and guidelines that you could introduce tomorrow and make an immediate impact to the quality of your BA value proposition.

Whether you’re a BA leader, a BA professional or simply a recipient of Business Analysis services, this book brings overdue clarity on how a high performing, modern day Business Analysis capability should be structured, operated and promoted on a day-to-day basis.’

*Ian Richards, Head of Business Analysis, Capita People Solutions & IIBA UK BA of the Year 2016*

‘This book covers the final steps to become a successful business analyst in an organisation by approaching the business analysis service with a business analysis lens. It is a real addition to the existing set of resources that mainly focus on the business analysis techniques and shows you how to apply and establish a solid way of working in an organisation.

It can be a real struggle to set your standards as a team of business analysts in an organisation, this book gives a clear overview of the steps you can take to create a professional and mature business analysis service.

This book will be my guide on assignments where I am asked to form a business analysis team or implement business analysis as a service. Where before I had to rely on my own experience, skills and common sense this book will help me with a framework for business analysis service. Christina and Debra have covered every angle and approached the BA service with a BA view and with a broad set of business analysis techniques. A real addition to my toolkit.’

*Geertje Appel, Business Analyst and Trainer, Le Blanc Advies*

‘An important new work describing a Business Analysis Service Framework which can be applied within any organisation, concentrating on the challenges facing the definition and operation of a Business Analysis Service, and proposing options to address these.’

*Dr Terri Lydiard, Director, Teal Business Solutions Limited*

‘This book is a much needed book for the BA world! It provides everything and more to be able to understand (and where needed) to implement a BA Service. It combines both theories with practical applications, tools and techniques, which provide the reader with so much more than just theory. A must have book for those wanting to expand their knowledge of BA services and the profession.’

*Joanna Solecki, Business Analysis and Business Change Professional and IIBA UK North Vice-Chair*
‘Essential reading for BA managers and leaders whether they are wanting to set up or run a BA Service or to develop a team of business analysts. This book takes the next step in developing Business Analysis as a profession and will enable managers to build a BA Service that adds significant value to their customers and the wider organisation.’

Dr Katharine Smith, Senior Business Analyst

‘A comprehensive, well-crafted and carefully researched guide for BA managers, packed with practical advice and examples. This is a valuable resource for BA leaders to frequently return to for helpful nudges whilst navigating changing tasks, environments and practice maturity.’

Michael Greenhalgh, Head of Business Analysis, British Council

‘Whether you’re running a BA Service made up of 2 or 200 professionals, whether it’s a new thing or been around for a while, or even if you don’t know you’re running a “BAaaS” – I’m confident you’ll find this an invaluable friend you’ll want to keep coming back to. The flow and chapter breakdown also make it helpful to use as a book to refer to, not just a one-time read.’

Jamie Toyne, Head of Business Analysis, Department of Work and Pensions (DWP)
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Dr Debra Paul is the Managing Director of Assist Knowledge Development Ltd (AssistKD), a training and consultancy company specialising in business analysis and business and solution architecture. Debra jointly edited and authored the publication, *Business Analysis*, and is also the co-author of *Agile and Business Analysis*, *Business Analysis Techniques* and *The Human Touch*. Debra conducted doctoral research into the role of the business analyst and developed the Business Analysis Service Framework.

Debra is a regular speaker at business seminars and IS industry events. She has been a keynote presenter at business analysis conferences, delivering presentations such as ‘Business Analysis: The Third Wave’ and ‘Business Analysis: Relevance and Recognition’. Debra is a founder member of the BA Manager Forum, a networking organisation for senior BAs and BA managers and was the chief architect of the BCS Advanced Diploma in Business Analysis.

Christina Lovelock is a passionate BA leader with many years’ experience of managing and developing business analysts. She has built and managed BA services in several organisations, ranging in size from 3 to 120 business analysts.

She holds the BCS International Diploma in Business Analysis and is an Oral Examiner for the diploma.

Christina is an active member of the BA professional community. She regularly attends and speaks at business analysis events and conferences in the Yorkshire Region, across the UK and internationally. She is also a director of the national BA Manager Forum.

Christina is committed to the development of the BA profession, has introduced entry-level BA roles into her organisations and was lead employer for the National BA Apprentice Standard. Supporting people to become motivated and professional BAs has been a source of happiness and pride throughout her career.
Business analysis and the role of the practising business analyst have developed over the last 20 years but, as an objective observer and colleague, the profession has always seemed to lack a well-defined place in the world. Over this time, there appear to have been regular, if not continuous, discussion and questioning (often involving the BAs themselves) about what exactly a business analyst does and what is the real rationale and focus of the role.

A new profession will always need to evolve and, along the way, numerous questions will arise about the profession – this must be considered a vital part of any healthy development path. Answers to these questions have to be well-founded, based upon deep understanding and focused on the fundamental objectives of the profession rather than alighting upon the ‘shiny toy’ of the moment. This book offers the answers to many of the fundamental questions about business analysis and reveals the opportunities for the profession to be established as an internal service provider that exists to offer benefit to organisations.

This start point for the book is to scrutinise current thinking about the business analyst role to uncover the core principles and then to build from these principles to define the necessary building blocks of good practice. Significantly, a service-based approach is advocated and clearly defined for business analysis, which is a something of an advance in thinking about this profession. However, the rewards resulting from adopting the service view are likely to be multi-fold and permanent.

Case studies bring the extensive research to life with leading practitioners sharing insights from their valuable experiences and strategies. The nature of ‘value’ is discussed, highlighting how this term should be used carefully – readers should expect to leave refreshingly well informed on this subject.

An initial review of the contents page is reassuring as it demonstrates the comprehensive nature of this book. Further positive news is that the book is founded in solid research and combines this with offering highly practical guidance on perennial issues such as leadership, recruitment and capability development.

Any profession that is progressing towards maturity will need to achieve important milestones along the way. This book, in providing an indispensable handbook for the thoughtful BA leader, supports the achievement of a significant milestone in the development of business analysis. It provides tangible guidance that will help to overcome the challenges, ambiguities and issues that are likely to be encountered and
uses business analysis techniques wherever possible to illustrate the points made. Surpassing expectations and delivering true 'delighters' (see Chapter 10) along the way.

When passionate and knowledgeable people write about the subject in which they have invested their professional lives, giant steps can be made. This book demonstrates a leap forward for the entire business analysis community and reading it will benefit anyone working within this important profession.

Lawrence Darvill, Director, BA Manager Forum
ACKNOWLEDGEMENTS

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<td>3S</td>
<td>Succinct, Sincere, Specific</td>
</tr>
<tr>
<td>AI</td>
<td>artificial intelligence</td>
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<td>APMG</td>
<td>Association for Project Management Group</td>
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<tr>
<td>BA</td>
<td>business analysis</td>
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<td>BABOK®</td>
<td>Business Analysis Body of Knowledge</td>
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<td>BAM</td>
<td>business activity model</td>
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<td>BAMF</td>
<td>Business Analysis Manager Forum</td>
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<td>BAMM</td>
<td>Business Analysis Maturity Model</td>
</tr>
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<td>BASF</td>
<td>Business Analysis Service Framework</td>
</tr>
<tr>
<td>BAU</td>
<td>business as usual</td>
</tr>
<tr>
<td>BCS</td>
<td>BCS, The Chartered Institute for IT</td>
</tr>
<tr>
<td>BEAR</td>
<td>Behaviour Effect Alternative Result</td>
</tr>
<tr>
<td>BPMN™</td>
<td>Business Process Model and Notation</td>
</tr>
<tr>
<td>BRAIN</td>
<td>used as an acronym to define five types of influencing style: Bridging, Rationalising, Asserting, Inspiring and Negotiating</td>
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<td>BSC</td>
<td>Balanced Scorecard</td>
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<tr>
<td>CASE</td>
<td>Computer Aided Software Engineering</td>
</tr>
<tr>
<td>CATWOE</td>
<td>Customer, Actor, Transformation, Weltanschauung (or world view), Owner, Environment</td>
</tr>
<tr>
<td>CES</td>
<td>Customer Effort Score</td>
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<tr>
<td>CIA</td>
<td>Control, Influence, Accept</td>
</tr>
<tr>
<td>CMMI</td>
<td>Capability Maturity Model Integration</td>
</tr>
<tr>
<td>CoP</td>
<td>Community of Practice</td>
</tr>
<tr>
<td>CPPOLDAT</td>
<td>Customer, Product, Process, Organisation, Location, Data, Applications, Technology</td>
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<tr>
<td>CRUD</td>
<td>Create, Read, Update, Delete</td>
</tr>
<tr>
<td>CSAT</td>
<td>customer satisfaction</td>
</tr>
<tr>
<td>CSF</td>
<td>critical success factor</td>
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<td>CSI</td>
<td>continual service improvement</td>
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<tr>
<td>DFD</td>
<td>data flow diagram</td>
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<tr>
<td>DMN™</td>
<td>Decision Model and Notation</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td><strong>DOWN-TIME</strong></td>
<td>used as an acronym to define the Lean Six Sigma eight types of waste: Defects, Over-production, Waiting, Non-used talent, Transportation, Inventory, Motion, Extra-processing</td>
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<tr>
<td><strong>DSDM</strong></td>
<td>Dynamic Systems Development Method</td>
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<tr>
<td><strong>EI</strong></td>
<td>emotional intelligence</td>
</tr>
<tr>
<td><strong>ERD</strong></td>
<td>entity relationship diagram</td>
</tr>
<tr>
<td><strong>HR</strong></td>
<td>human resources</td>
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<tr>
<td><strong>IIBA</strong></td>
<td>International Institute of Business Analysis</td>
</tr>
<tr>
<td><strong>IET</strong></td>
<td>Institution of Engineering and Technology</td>
</tr>
<tr>
<td><strong>IMIS</strong></td>
<td>Institute for the Management of Information Systems</td>
</tr>
<tr>
<td><strong>IREB</strong></td>
<td>International Requirements Engineering Board</td>
</tr>
<tr>
<td><strong>IS</strong></td>
<td>information systems</td>
</tr>
<tr>
<td><strong>ISO</strong></td>
<td>International Organization for Standardization</td>
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<tr>
<td><strong>itSMF</strong></td>
<td>IT Service Management Forum</td>
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<tr>
<td><strong>JIT</strong></td>
<td>just in time</td>
</tr>
<tr>
<td><strong>KM</strong></td>
<td>knowledge management</td>
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<tr>
<td><strong>KPI</strong></td>
<td>key performance indicator</td>
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<tr>
<td><strong>MoSCoW</strong></td>
<td>must have, should have, could have, want to have but won’t have this time</td>
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<tr>
<td><strong>NES</strong></td>
<td>Net Easy Score</td>
</tr>
<tr>
<td><strong>NPS®</strong></td>
<td>Net Promoter Score</td>
</tr>
<tr>
<td><strong>PESTLE</strong></td>
<td>Political, Economic, Socio-cultural, Technological, Legal, Environmental</td>
</tr>
<tr>
<td><strong>PMO</strong></td>
<td>Project/Programme/Portfolio Management Office</td>
</tr>
<tr>
<td><strong>PMI</strong></td>
<td>Project Management Institute</td>
</tr>
<tr>
<td><strong>POPI™</strong></td>
<td>People, Organisation, Processes, Information and Technology</td>
</tr>
<tr>
<td><strong>RACI</strong></td>
<td>Responsible, Accountable, Consulted, Informed</td>
</tr>
<tr>
<td><strong>RCT</strong></td>
<td>Randomised Coffee Trial</td>
</tr>
<tr>
<td><strong>SBI</strong></td>
<td>Situation Behaviour Impact</td>
</tr>
<tr>
<td><strong>SDLC</strong></td>
<td>software development life cycle</td>
</tr>
<tr>
<td><strong>SFIA</strong></td>
<td>Skills Framework for the Information Age</td>
</tr>
<tr>
<td><strong>SIP</strong></td>
<td>Service Improvement Plan</td>
</tr>
<tr>
<td><strong>SIPOC</strong></td>
<td>suppliers, inputs, processes, outputs, customers</td>
</tr>
<tr>
<td><strong>SLA</strong></td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td><strong>SME</strong></td>
<td>subject matter expert</td>
</tr>
<tr>
<td><strong>SSADM</strong></td>
<td>Structured Systems Analysis and Design Method</td>
</tr>
<tr>
<td><strong>SSM</strong></td>
<td>Soft Systems Methodology</td>
</tr>
<tr>
<td><strong>SWOT</strong></td>
<td>strengths, weaknesses, opportunities, threats</td>
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<tr>
<td><strong>TA</strong></td>
<td>Talent Acquisition</td>
</tr>
<tr>
<td><strong>TCQ</strong></td>
<td>Time Cost Quality</td>
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ABBREVIATIONS

TQM          Total Quality Management
UAT          user acceptance testing
UI           user interface
UML®         Unified Modelling Language
UX           user experience
(V)MOST      (Vision) Mission, Objectives, Strategy, Tactics
VP           value proposition
WIP          work in progress
WSJF         weighted shortest job first
WTE          whole-time equivalent (also known as FTE, full-time equivalent)
Glossary

**BA leader:** A role that may be undertaken by individuals with a range of job titles, where the holder is ultimately responsible for directing and delivering the BA Service.

**BA Service Framework:** A framework that defines the key services to be offered to customers by business analysts. Each of the services is defined in terms of its activities, techniques and value proposition.

**BA 3rd Wave:** A model that represents the development of business analysis as a specialist discipline. The three waves are: bridging (1st Wave), challenging (2nd Wave) and advising (3rd Wave).

**Buddying:** A supportive connection between individuals not necessarily relating to seniority or experience. Buddying can help with personal development and performance improvement in a less formal way than mentoring or coaching.

**Coaching:** A coach deals with a person’s tasks and responsibilities, has a specific agenda or development approach, has a focus on improving a person’s job performance and may be the person’s line manager.

**Conversion rates:** A metric used in recruitment to understand the percentage of applications that are ‘converted’ into interviews and actual appointments of new business analysts.

**Emotional intelligence:** Emotional intelligence is the measurement of an individual’s abilities to recognise and manage their own emotions and the emotions of other people, both individually and in groups.

**Growth mindset:** Describes the attitude that intelligence and abilities are variable factors that can be influenced through learning, effort, training and practice.

**High-level requirements dilemma:** The erroneous belief that high-level requirements for a project or product are synonymous with ‘scope’, leading to a cycle of unclear scope and the inability to define and agree the requirements.

**Mentoring:** Provides access to knowledge and experience within a supportive professional relationship. A mentor is usually at a more advanced career stage than the person being mentored.

**Performance management:** The process of defining and monitoring the work of individuals or a team to ensure the best possible results.
**Persona:** A profile of a user of a product or service. It is usually a short, specific description of a fictional character that represents a group of users.

**Pipeline approach:** Ensuring that BA skills are being developed at a variety of levels within the organisation to deliver a cost-effective BA Service and minimising the impact of people leaving the team.

**Process inventory:** A master repository of key information about processes, including identifiers, owners, stakeholders, inputs, outputs and goals. Also known as a process catalogue.

**Quality Management Cycle:** An iterative framework used to establish and track business analysis quality to allow continual improvement of business analysis processes and products.

**Randomised Coffee Trial (RCT):** Individuals who do not know each other (or have not worked together) are paired up randomly and encouraged to arrange a real or virtual coffee break. They discuss their roles, their work, previous experience, ideas and inspiration – anything they wish.

**Review triangle:** Provides a representation of the different levels and types of review that may be conducted (self, peer, stakeholder).

**Shrink-to-fit:** This concept relates to having a framework for business analysis or BA templates that are tailorable and scalable. For example, a template that contains many options or prompts for consideration, but, when used, unnecessary sections can be removed.

**Skills development framework:** A framework setting out the skills required by a given domain, and the levels of competency required to apply the skills.

**T-shaped business analyst:** A representation of the skills that professional business analysts need to develop. The horizontal row of the T-shape is used to define the generic personal and business skills that form the basis for effective interactions with stakeholders. The vertical column of the T-shape is used to define the ‘deep’ skills that are specific to anyone conducting business analysis work.

**Template amnesty:** The process of gathering all examples of standards and approaches in use by BAs, to understand the breadth of uses and information, before moving forward with an agreed consistent set of standard outputs.

**Toolkit approach:** Equipping individuals with the knowledge to use a wide variety of BA tools and techniques and the confidence and experience to select and apply the most appropriate tool for the situation.

**Value fallacy:** No entity, whether an enterprise, internal function or a software product, can state that they ‘deliver value’, as value has to be co-created with the recipient.

**Work package:** A document used to agree and record the business analysis work to be carried out, the boundaries, activities and outputs/deliverables.
All organisations face external pressures that require informed decisions to be made about proposed investments and business change solutions. Business analysis is the professional discipline that aims to help businesses respond to these pressures by evaluating the feasibility of proposed investments, defining requirements, delivering relevant change solutions and ensuring that any changes are deployed effectively.

The concept of ‘service’ is becoming increasingly recognised in today’s business world with the customer experience being at the heart of a service offering, and this applies whether the customers are internal to the organisation, external or both. Not only do customers want to be able to ensure that anything they purchase offers benefits when deployed, they also want to feel that the experience of purchasing and obtaining the service meets their personal engagement needs.

The service offered by business analysts is focused on ensuring that business problems are well defined and address actual issues, and that business solutions offer valuable outcomes and do not result from ‘vanity’ or ‘panic’ projects. Current developments in technology and business working practices have caused business analysts to be under pressure to take on new tasks, work in different ways and even justify why a business analysis team should exist. Therefore, the need to clarify the business analysis service offering, communicate the value proposition and ensure that a team of highly skilled practitioners is available to deliver the service, has never been more relevant. Establishing this service requires leadership of the highest order.

Business analysis evolves continuously, requiring ongoing consideration and clarification of each of the following concepts:

- offering the business analysis proposition (business analysis as a service);
- being a business analyst (business analysis as a role);
- doing business analysis (business analysis as an activity)

We have written this book because we want to extend and progress the business analysis discussion. For too long, conversations have focused on the ‘what does a BA do?’ question rather than ‘why do we have business analysis?’ Understanding business analysis as a service addresses this question and provides a clarity that is long overdue. Accepting that business analysis is a service requires consideration and definition of the BA service portfolio and the means of establishing a high-performing team to deliver the BA Service.
A set of highly skilled business analysis practitioners working independently across an organisation does not offer the same potential for business value as a coordinated and consistent service that is managed, measured and able to improve. Any organisation wishing to establish a business analysis capability needs to define, communicate and deploy three fundamental concepts: the portfolio of services offered by the BA Service, the nature of the business analyst role and the proficiency requirements of the individuals who will carry out the business analysis activities.

The BA leader must possess a skill set that extends beyond that of a practising business analyst and should appreciate the nature of ‘service’ and how a service function should operate. This book has been written to support those in business analysis leadership positions, whether they are running an internal practice or coordinating a dispersed community, and whether working with employed business analysts or a mix of external and internal staff. We discuss the various areas of work conducted by BA leaders and identify the techniques that we find useful in a variety of leadership situations. There is no ‘one-size-fits-all’ approach for the BA Service so various options and approaches are explored, which ensure the delivery of business analysis is appropriate for the business context.

Our aim with this book has been to provide a handbook for anyone who wishes to build, lead or influence a BA Service. It covers the topics and techniques that can support the promotion and development of business analysis services and the business analysts who deliver them. We hope that reading this book will help to ensure that the BA Service is better understood, not only by leaders and practitioners but also by the customers who wish to engage with business analysis in the pursuit of their business and organisational goals.
INTRODUCTION

Business analysis is a professional discipline that aims to ensure that work systems are investigated, requirements are clarified, and proposed business and IT changes are evaluated. Business analysis, when conducted by skilled practitioners, can help organisations to spend investment funds with focus and insight.

Many books explore business analysis. Typically, these books are aimed at individual business analysts, with the objectives of improving business analysis skills and knowledge, and offering frameworks and techniques for conducting business analysis. The extensive readership of these books reflects the increasing number of business analysts who wish to apply professional standards to their work.

However, in many organisations, there are teams or communities of business analysts who wish to feel part of a distinct profession devoted to business analysis practice. These business analysts understand that it is possible to have a business analysis career. They recognise that there are colleagues who are new to business analysis and they are prepared to offer support and mentoring to help them. In many organisations, grading structures exist for business analysts, required skills and competency levels are defined, training is delivered, and tool support is obtained.

Unlike other business analysis publications, this book is not aimed at the practice of business analysis but at the delivery of the business analysis service within organisations. It is relevant for anyone who is leading a business analysis team, representing business analysis within an organisation, or wishing to develop the role and reputation of business analysis across a wider community.

The aim of this book is to offer a resource that will encompass the areas that should be considered when establishing a business analysis service and to provide advice and guidance for anyone working within a business analysis context.

This chapter explores one of the key issues facing business analysis – the lack of understanding that surrounds the business analyst role, where problems lie if this is not addressed, and how this can limit recognition of the advantages business analysis can offer. Clarifying the role is of primary importance to anyone working within or leading a business analysis service. This chapter explains four key topics that underlie the formation and development of any team established to offer a Business analysis (BA) Service:

- the nature of the BA Service;
- situating the BA Service;
• the problems associated with role ambiguity;
• the development pathway for the business analyst role and the BA Service.

BUSINESS ANALYSIS AS A SERVICE

Different organisations use different terminology to refer to their business analysts. In practice, a team of business analysts may be referred to by any of the terms shown in Figure 1.1.

Figure 1.1 Possible titles for the Business Analysis Service

| BA Practice | BA Profession | BA Team | BA Community | BA Chapter | BA Centre of Excellence |

The terms used to identify a group of business analysts within an organisation will be influenced by a number of factors:

• size of the organisation;
• number of business analysts;
• how long the business analyst role has existed within the organisation;
• level of support and sponsorship for business analysis;
• development methodology in use;
• legacy structures and reporting lines, structures and re-structures;
• organisational conventions for other disciplines;
• industry influences;
• senior management influences.

Table 1.1 shows the implications of the terms often used to refer to a business analysis team.

Throughout this book, the generic term ‘the BA Service’ is used to refer to any team, community, group, function or department where there are business analysts who offer business analysis services. This reflects the importance of viewing business analysis as an internal service that provides skills and knowledge and has the potential to support the organisation such that beneficial outcomes are realised. The nature and characteristics of the service approach are discussed further in Chapter 2.
Table 1.1 Titles for business analysis teams that are in frequent use

<table>
<thead>
<tr>
<th>Name</th>
<th>Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA Practice</td>
<td>Medium–large (20–100+) number of BAs. Usually identified within the organisation structure. There is likely to be a recognised head of BA practice in place, who is likely to have responsibility for all business analysts.</td>
</tr>
<tr>
<td>BA Profession (or Professional Group)</td>
<td>Medium–large (20–100+) number of BAs. Likely that professions/groups for other disciplines also exist (e.g. design, testing, etc.). May be identified within the organisation structure or may be represented within a matrix approach.</td>
</tr>
<tr>
<td>BA Team</td>
<td>Small (&lt;20) number of BAs. Usually identified within the organisation structure and the BA team leader is likely to have responsibility for all business analysts.</td>
</tr>
<tr>
<td>BA Community (or Community of Practice)</td>
<td>Any size. Usually indicates a voluntary network within the organisation. Open to BAs and those carrying out business analysis. Leadership roles in relation to the practice may be on a voluntary basis.</td>
</tr>
<tr>
<td>BA Chapter</td>
<td>Any size. If an organisation is using an Agile delivery approach, it is likely that chapters for other disciplines also exist (e.g. design, testing, etc.).</td>
</tr>
<tr>
<td>BA Centre of Excellence</td>
<td>Small (&lt;5) number of individuals responsible for BA standards and guidance. Identified within the organisation structure, but unlikely to have a leader with responsibility for all BAs.</td>
</tr>
</tbody>
</table>

THE COMMUNITY OF PRACTICE CONCEPT

The Community of Practice (CoP) concept has been defined as follows:

Communities of Practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis.

Wenger, McDermott and Snyder, 2002

The CoP concept is at the heart of the development of the BA Service. The essence of a CoP is that it enables individuals to engage in discussions and information exchanges that they find beneficial. This may operate within a specific governance structure where there is a centralised team, or may be a topic-specific group where individuals are able to share their knowledge and concerns from across different line management structures.
It is not necessarily the case that a CoP is formed within just one organisation. Some CoPs bring together individuals from different organisations, both large and small, and the CoP members may originate from various locations or disciplines. Whichever is the case, the key focus is the desire to develop a community that is able to share knowledge, ideas and concerns regarding a particular shared interest.

Many organisations have applied the CoP concept to develop internal CoPs and these are typically concerned with a specific discipline such as project management, software testing or business analysis. When an organisation sets up a business analysis CoP, it is usually because the organisation has recognised that there is a need to develop further understanding of the business analyst role and the part business analysts play in information systems and business change projects. The CoP tends to be led by an experienced business analysis manager – probably supported by other experienced business analysts – with the authority to establish the community and provide a business analysis service that will meet the organisation’s needs.

Cross-organisational CoPs may also be formed because of the wish to share insights and experiences related to a particular area of interest. Sometimes, these may originate from legal entities such as charities or professional bodies; sometimes they may be set up because a small group of individuals believe there is a potential benefit to be gained from doing so. The cross-industry BA Manager Forum (www.bamanagerforum.org) is a good example of a CoP that originated when a small group identified the need for a networking forum for business analysts in leadership and managerial roles.

A CoP is not the same as an organised team that is focused on delivering service. While a CoP offers many benefits, these are not sufficient to deliver a BA Service that offers customers a relevant portfolio of services, defined activities and standards, and professional personnel who hold the required skills.

SITUATING THE BA SERVICE

Internal services, such as business analysis, payroll, procurement and internal audit, may be situated within the organisation structure as distinct functional areas or may be subsumed within other functions. For example, the payroll function may be the responsibility of the human resources (HR) or the finance functional area. However, many of these internal services are well understood and, as a result, are relatively easy to place within the organisational structure.

The BA Service does not benefit from this clarity and, as a result, many different governance structures are found within organisations.

The range of BA Service structures

The line management structure within an organisation for the BA Service has been a topic of ongoing debate for many years, if not decades. This debate has taken place within both the wider business analysis community and individual organisations. The ‘to centralise or decentralise’ decision seems to be considered in most organisations – typically, every 2–3 years. Where a centralised BA Service is established, the pendulum often swings toward decentralisation within a few years. Conversely, where
INTRODUCING THE BA SERVICE

a decentralised model has been applied and business analysts are established within individual business areas, the decision is then made to build a centralised team.

The major reason for changing a centralised team to one that is decentralised, or vice versa, tends to depend upon the advantages and disadvantages that are perceived for each of these models. These are summarised in Table 1.2. There are several possible reporting lines for a BA Service that is based within a centralised function. For example:

- **within an IT division**: where the primary focus is on the development, delivery and maintenance of software, and the management of the technical infrastructure;
- **within a transformational change function**: where the primary focus is on the definition, delivery and deployment of business change programmes.

Where a BA Service is decentralised, the business analysts are based within operational business areas, either in teams or as individuals. The business analysts provide services specific to the particular domain and they are likely to be highly knowledgeable about the work conducted.

These three structures offer certain advantages and disadvantages, as shown in Table 1.3.

### Table 1.2 Centralisation vs. decentralisation of business analysis teams

<table>
<thead>
<tr>
<th>Centralised BA team</th>
<th>Decentralised BA teams</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advantages</strong></td>
<td><strong>Advantages</strong></td>
</tr>
<tr>
<td>• Strong basis for role clarity</td>
<td>• Continuous access to business stakeholders enables development of working relationships</td>
</tr>
<tr>
<td>• Clearly identified line management with responsibility for business analysis work</td>
<td>• Business analysts embedded within the business domain, resulting in improved domain knowledge and understanding</td>
</tr>
<tr>
<td>• Seniority of the BA leader enables access to senior stakeholders</td>
<td>• Business analysis standards, tools and work processes more easily adapted to the requirements of the business domain</td>
</tr>
<tr>
<td>• Clear governance of the community of business analysts and their work processes</td>
<td>• Business analysts have greater buy-in and awareness of the business domain objectives</td>
</tr>
<tr>
<td>• Unique definition of standards</td>
<td></td>
</tr>
<tr>
<td>• Consistency of business analysis approaches and tool usage</td>
<td></td>
</tr>
<tr>
<td>• Ease of communication across the business analysis community</td>
<td></td>
</tr>
<tr>
<td>• Community of Practice ‘team spirit’</td>
<td></td>
</tr>
<tr>
<td>• Regular opportunities for knowledge sharing with business analyst colleagues about new innovations and trends</td>
<td></td>
</tr>
<tr>
<td>• Increased opportunity for business analysis career pathway</td>
<td></td>
</tr>
</tbody>
</table>

(Continued)
Table 1.2 (Continued)

<table>
<thead>
<tr>
<th>Centralised BA team</th>
<th>Decentralised BA teams</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Disadvantages</strong></td>
<td><strong>Disadvantages</strong></td>
</tr>
<tr>
<td>• Limits opportunities to build relationships with business stakeholders</td>
<td>• Weak basis for role clarity; increased chance of role ambiguity</td>
</tr>
<tr>
<td>• Reduced access to business domain, resulting in less domain knowledge and understanding</td>
<td>• Tendency for inconsistency through the application of numerous business analysis standards, tools and work processes</td>
</tr>
<tr>
<td>• Business analysts removed from the objectives of the business domain</td>
<td>• Lack of overarching business analysis governance</td>
</tr>
<tr>
<td>• Perceived ‘management overhead’ and increased costs</td>
<td>• Reduced access to senior stakeholders</td>
</tr>
<tr>
<td></td>
<td>• Difficulties in building Community of Practice ‘team spirit’</td>
</tr>
<tr>
<td></td>
<td>• Limited opportunities for knowledge sharing with business analyst colleagues about new innovations and trends</td>
</tr>
<tr>
<td></td>
<td>• Business analysts become subject matter experts (SMEs) and may lose business analysis skills</td>
</tr>
</tbody>
</table>

While these structures may apply as the sole organisation structure for the BA Service within an organisation, in large organisations combinations may be applied. This could result in the following structures:

- **Hub and spoke**: a centralised team that sets standards and offers community leadership coupled with decentralised teams located within individual business areas.

- **Specialised**: two or more specialist business analysis teams, each of which is based in a different division or business area (for example, a technical BA team within IT, a business-focused BA team as a separate group within business change).

- **Federalised**: a loosely linked set of business analysis teams, each of which is based in a business area or IT team.

It is also possible that business analysis is not conducted by a specialist BA Service but carried out in a more ad hoc manner.

Organisations may also adopt different approaches to the governance and standardisation of business analysis work. For example, a centralised team may have a single reporting line for the business analysts and defined standards for the business
Table 1.3 Advantages and disadvantages of different organisational structures

<table>
<thead>
<tr>
<th>Within IT function: centralised BA function</th>
<th>Within business change function: centralised BA function</th>
<th>Within business division: decentralised BA function</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advantages</strong></td>
<td><strong>Advantages</strong></td>
<td><strong>Advantages</strong></td>
</tr>
<tr>
<td>• BAs have good knowledge of software development</td>
<td>• BAs have a holistic viewpoint regarding problems and opportunities</td>
<td>• BAs may have in-depth knowledge of the services offered by the business function</td>
</tr>
<tr>
<td>• BAs have close relationships with IT colleagues</td>
<td>• BAs have good understanding of business in general and also of the drivers for change</td>
<td>• BAs are able to develop working relationships with stakeholders from the business function</td>
</tr>
<tr>
<td>• BAs are able to develop and share specialist knowledge and skills</td>
<td>• BAs are able to develop and share specialist knowledge and skills</td>
<td></td>
</tr>
<tr>
<td>• BA team operates as a centralised, specialist community that may facilitate links with other specialist BA communities</td>
<td>• BAs operate as a centralised, specialist community that may facilitate links with other specialist BA communities</td>
<td></td>
</tr>
<tr>
<td><strong>Disadvantages</strong></td>
<td><strong>Disadvantages</strong></td>
<td><strong>Disadvantages</strong></td>
</tr>
<tr>
<td>• BAs may focus on technical rather than business solutions</td>
<td>• BAs may lack confidence or experience when proposing or defining IT solutions as part of a more holistic solution</td>
<td>• BAs may have fragmented approach to business analysis work</td>
</tr>
<tr>
<td>• BAs may be perceived as systems analysts rather than having a holistic focus</td>
<td>• BAs may lack understanding of the trends and possibilities from the use of automation</td>
<td>• BAs may have limited ability for knowledge sharing across the BA community</td>
</tr>
<tr>
<td>• BAs may have limited understanding of the business services offered by the organisation</td>
<td>• BAs may have limited understanding of the business services offered by the organisation</td>
<td>• BAs may become divorced from the wider business analysis community and may lose the opportunity to learn about trends and new developments</td>
</tr>
</tbody>
</table>
analysis work; a decentralised structure may consist of several dispersed teams with no formal coordination or governance, but there may be an informal business analyst community.

Therefore, the way in which business analysts are deployed and managed within organisations varies considerably. These different approaches result in a variety of organisational structures where business analysis is delivered. Example structures are shown in Figure 1.2.

**Figure 1.2 Example organisational structures for the BA Service**

<table>
<thead>
<tr>
<th>A. No dedicated BAs in organisation.</th>
<th>B. BAs dispersed across organisation with no coordination.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business analysis activity may be carried out by a range of roles.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C. Multiple dispersed teams of BAs across organisation with no overarching governance.</th>
<th>D. Volunteer/informal BA Community of Practice with which BAs may choose to engage.</th>
</tr>
</thead>
</table>

| E. Single BA hierarchy within organisation. BAs report to more senior BAs in a centralised BA team. | F. Hub and spoke or matrix management. BAs have reporting lines to business/delivery teams and centralised BA team. |
Whatever the structure used for the BA Service, it is important that the business analysis work is organised so that it is conducted with efficiency and effectiveness. Any BA leader is responsible for ensuring that the business analysts are supported in their work and that this contributes to the success of the organisation. The structure applied may result in an overarching head of business analysis or there may be several senior business analysts, each leading a team. Whatever situation applies, the service offered by the business analysts needs to be clearly defined so that it offers a basis for the establishment and development of a BA Service that can focus on enabling organisational improvements.

**THE ROLE OF THE BUSINESS ANALYST**

The concept of a ‘role’ originates from roles defined within the theatrical world. Roles are defined through character descriptions and scripts, and the actors are provided with direction, enabling them to perform the roles successfully. A similar situation may be perceived within the business world. Individuals are allocated to defined roles and these individuals are advised of their responsibilities when performing the role and are expected to do this effectively. However, business ‘actors’ aren’t usually given a script to follow – they are expected to understand what is required of them and behave accordingly. In some roles, there is significant clarity of definition – in particular about the required outcomes. For example, management accountants have specific areas of responsibility, so they will know what is expected from their role. Within the information systems (IS) industry, established roles such as the project manager or software developer have considerable clarity regarding their responsibilities and the desired outcomes from their work.

These roles have a longevity, with a strong basis in research and practical experience. However, for newer roles, clarity may be lacking and the responsibilities and outcomes unclear. The business analyst role is a good example of a role where these issues have arisen.

**Role clarity and ambiguity**

Role clarity has been defined as follows:

> The extent to which individuals clearly understand the duties, tasks, objectives and expectations of their work roles.

Henderson, Stackman and Lindekkilde, 2016

A clear role definition helps individuals to understand what they are required to do to when performing their role. Role ambiguity occurs where the information required to perform a job or task is not available. Unlike a scripted theatrical role, roles within a business context are often ill-defined, resulting in ambiguity regarding what work should be done and how that work should be executed. This means that the expectations required to drive the required role behaviour are poorly defined and work effectiveness is likely to decrease. Many role definitions do not offer the clarity that is needed to drive
effective performance. This is particularly important for the business analyst role, as lack of clarity about roles has been identified as a factor that can risk the success of software development projects (Jiang and Klein, 1999).

The impacts that may arise from role clarity and role ambiguity are summarised in Figure 1.3.

---

**Figure 1.3 The differences between role clarity and role ambiguity**

Role clarity:
- Actions clear
- Expected behaviours
- Defined outputs

Role ambiguity:
- Uncertainty
- Misunderstanding
- Lack of awareness

---

Research has shown that it is difficult to have role clarity when a role is complex and involves working within a complex team structure (Henderson, Stackman and Lindekiilde, 2016). Given the variety and complexity of many IS roles, including the business analyst role, it is to be expected that difficulties arise when attempting to clarify them. However, the clear advantages of a well-defined role support the need for role clarity regarding business analysis.

The impacts on business analysis from role clarity and ambiguity are shown in Table 1.4.

Clarity of role definition also helps business actors to identify with a role and adopt the behaviours required of that role. Role identity occurs when an actor identifies with a role, wants to apply the expected behaviours and is motivated to perform the work of the role well. An actor may also identify with the community of actors responsible for the work of a role, and this sense of common cause can also improve performance and motivation. However, this requires agreement by individuals regarding the work conducted by the role and the behaviour adopted by the role participants.

**Role consensus and conflict**

Role consensus concerns the extent to which people agree on the behaviours associated with, and expected from, a role. Role conformity concerns the extent to which there is compliance with the expected behaviours. Where there is role clarity, there is a basis for role consensus and role conformity. This can also lead to something that is vital for the
### Table 1.4 Comparison of role clarity and role ambiguity regarding business analysis

<table>
<thead>
<tr>
<th>Role clarity</th>
<th>Role ambiguity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Aligned expectations between business analysts and stakeholders</td>
<td>• Lack of understanding of the business analyst role</td>
</tr>
<tr>
<td>• Clear actions and behaviours when conducting business analysis work</td>
<td>• Mislabeled expectations between what the business analyst believes should be done and what is required by stakeholders</td>
</tr>
<tr>
<td>• Defined business analysis outputs and deliverables</td>
<td>• Limited awareness of business analysis and the contribution business analysts may make to change and IS projects</td>
</tr>
<tr>
<td>• Appreciation for the contribution made by business analysts</td>
<td>• Poor recognition of business analysis at an executive level</td>
</tr>
<tr>
<td>• Recognition of the importance of business analysis at an executive level</td>
<td></td>
</tr>
</tbody>
</table>

success of the BA Service – a sense of role identity. In other words, business analysts are confident about their place regarding business change initiatives and the relevance of the work that they do.

Both role consensus and role conformity are more likely to occur when an individual works within a team or project where the behaviour may be observed. This is enhanced when there is a designated authority within the team or project who has the power to impose penalties or issue performance reports if the observed behaviour is not as expected or required.

It is also important to achieve consensus about what the role entails between the role performers and the role beneficiaries or customers. Business analysis customers may operate at a number of levels within an organisation. They may be executives or managers who represent the needs of the organisation, or they may be the business staff who occupy operational roles and are required to utilise software or apply processes. Whatever the level or position of the customer, if someone is working with a business analyst there should be a mutual understanding of what the business analyst is expected to do. A lack of clear role definition can cause incongruence in mutual understanding and this may result in discrepancies where the customer party has a set of behavioural expectations from the role, but the role participant does not fulfil them. This is typically because neither party understands the other’s expectations (see also Appendix 11).

Where actors have incompatible expectations regarding the behaviours to be demonstrated by role participants, this can lead to role conflict, which can contribute to performance and commitment issues within organisations. Role conflict and role ambiguity may increase tension when performing a role and can contribute to low levels of job satisfaction.
Role ambiguity and the BA Service

A further potential impact from role ambiguity or a lack of clarity is that it may affect the entire community of role performers – the ‘role set’. Role performers who do not understand the role, or what is expected of them, risk diminishing the reputation of the entire community. Research (Paul, 2018) has shown that where a practitioner does not perform a particular role in line with the expectations of colleagues or stakeholders, there is a risk that the performance is deemed to be unsatisfactory. The perceptions of poor performance on the part of some role participants may contribute to perceptions of poor performance regarding the entire role set.

Unfortunately, a member of a role set perceived to offer limited or poor performance in the role can lead to the entire role being dismissed. Within the context of a business analysis team, a business analyst who does not understand what is expected and how to perform the required role is likely to cause stakeholders to dismiss the entire business analyst role. Comments such as ‘we employed a business analyst on the project, but they didn’t contribute a great deal’ are typical. The paradox regarding the role set concept is that this does not work the other way around; that is, when a business analyst meets or exceeds expectations by delivering excellent results. The tendency here is for the stakeholders to compliment the individual and hold this person in high regard without recognising the actual role the individual is undertaking. This paradox is summed up in Figure 1.4.

Figure 1.4 The impact of performance on the role set

The problems of role ambiguity, lack of conformance and poor performance can apply to a particular role set both within an organisation and more widely across different companies. Therefore, a lack of role clarity regarding business analysis will result in a lack of recognition of the contribution business analysts may offer. The relationship between role clarity and role recognition is summed up in Figure 1.5, showing that as the clarity of the role definition is improved, the recognition of the role within an organisation is likely to increase.
INTRODUCING THE BA SERVICE

Figure 1.5 The relationship between role clarity and role recognition

![Graph showing the relationship between clarity and recognition.]

Greater clarity enables greater recognition

Lack of clarity prohibits recognition

THE 3RD WAVE MODEL FOR BUSINESS ANALYSIS

The 3rd Wave model (Paul, 2013) offers an overview representation of the role of the business analyst. This model, shown in Figure 1.6, reflects the development of the role since its inception over three decades ago and highlights the overall service and value proposition offered by business analysts.

Figure 1.6 The 3rd Wave model for business analysis

![Diagram showing the 3rd Wave model with three waves:
- Bridging:
  - Project
  - Requirements
  - Business translation
- Challenging:
  - Pre-project
  - Problem-solving
  - Strategy execution
- Advising:
  - Portfolio
  - Value delivery
  - Outcomes]

The 1st Wave of business analysis: bridging

The original view of business analysis was that a business analyst performed a bridging role, ensuring that business staff were able to articulate their needs for a new system.
The business analyst role was a development of the original systems analyst role, which was focused on the development of an IT system. The business analysis work began once a project had been clearly defined and scoped, so there was little room to extend or change the project. The primary focus when playing a bridging role was on translating business needs into defined requirements.

Over time, however, the role developed because business analysts identified that there was a problem with beginning the analysis activity after the project had been scoped and defined. This problem was reflected in an increasing recognition of the need to analyse situations prior to defining a project, to ensure that not only was the project undertaken in the right way but also that the ‘right thing’ was done.

**The ‘job crafting’ concept**

In 2010, *Harvard Business Review* (Wrzesniewski, Berg and Dutton, 2010) published an article about the concept of ‘job crafting’ and the opportunities this offers to anyone who is in a role and feels ‘stuck’ because they cannot see a means of moving elsewhere. Job crafting refers to the ability of individuals to develop their roles instead of moving to another role or organisation. People tend to do this when they have identified dissatisfaction with the job they perform and wish to identify how they might improve their jobs and increase their job satisfaction. While not termed ‘job crafting’, this approach was adopted by business analysts working during the era of the 3rd Wave when many began to be dissatisfied by the limitations of the role and sought additional responsibility.

An individual seeking to apply job crafting begins by considering three personal aspects:

1. **Motives**: why am I performing this role and what am I seeking to achieve?
2. **Strengths**: what skills do I have that enable me to demonstrate effective performance?
3. **Passions**: where do my interests lie that keep me engaged and committed?

The next stage is to analyse the individual’s current role by thinking about another three elements:

1. **Tasks**: what are the tasks that I undertake as part of my role? Which tasks take up most time and which tasks should receive more time or less time? Can I change the tasks I perform or take on new tasks? Can I remove some tasks from my job role?
2. **Relationships**: who do I interact with in my role? Could I change the nature of these interactions or interact with others? Are there some people with whom I could stop interacting?
3. **Perceptions**: can I reframe my role so that it has a different focus? Can I influence others to perceive my role differently?

Job crafting is particularly relevant to business analysis, as the role has such a broad landscape and must adapt to a wide range of situations. The ‘job crafting’ concept
has been applied successfully by some business analysts to develop their role and contribute more successfully to their organisations.

**The 2nd Wave of business analysis: challenging**

The need to apply ‘job crafting’ to business analysis grew from dissatisfaction with the initial ‘bridging’ role. Many business analysts identified that they should be involved at an earlier stage in a change initiative if that initiative was to have a strong basis for further work.

The 2nd Wave of business analysis moved the role to one where challenge was at the heart of the work. This didn’t mean that business analysts blocked change but that they questioned assumptions and a hasty focus on solutions. The business analysts were concerned with investigating business situations to uncover the root causes of problems and thereby ensure that the fundamental problems were addressed, rather than just the manifest symptoms.

This ‘early engagement’ business analysis work developed using a job crafting approach. It focused on ensuring that projects were initiated from a firm basis. In some circumstances, this meant that a project was not set up at all when business analysts identified that a proposed change was unfeasible, would not deliver the proposed benefits or would not meet the business need.

**The 3rd Wave of business analysis: advising**

The development of business analysis standards, and confidence amongst some business analysts that they had a unique set of skills to contribute, ensured that the business analyst role developed further. This resulted in the ‘3rd Wave’, where a business analyst would advise senior stakeholders and prioritise analysis activity across a change portfolio.

The three waves of business analysis reflect standard practice but are necessarily defined at an outline level. Describing a business analyst as an ‘advisor’ – or stating that business analysts perform a ‘bridging’ role – does not help resolve the role clarity issue defined earlier in this chapter. Each wave states the overall intent rather than the business analysis service or value proposition. This is because the 3rd Wave model reflects what business analysts say about their work to other business analysts.

While the model helps to achieve clarity, it does not specify the service offered by business analysts and does not enable understanding amongst stakeholders beyond the business analysis community. A service view of business analysis has the potential to address the role ambiguity issue by clarifying the following elements:

- the value proposition for business analysis (why the BA Service exists);
- the service portfolio offered by the business analysis function (what the BA Service does);
- the standards applied by business analysts (how the BA Service conducts the business analysis work).
This clarification is provided in Chapter 2 through the definition of the Business Analysis Service Framework (BASF). The BASF also provides a basis for defining services, activities and value propositions in line with organisational standards. This may result in tailored services that utilise the methods and tools employed within an organisation. Similarly, the services provide a basis for creating a business analyst role definition or, where applicable, role definitions for specialist business analyst roles.

CHALLENGES FACING THE BA SERVICE

Research carried out by the BA Manager Forum (www.bamanagerforum.org) in 2018 highlights some of the challenges facing the BA Service. The results showed consensus emerging in some areas, with many BA leaders identifying that their organisations could be operating the BA Service in a more effective way. Areas surveyed were:

- the governance and reporting lines for business analysts;
- the reporting line for leaders of a BA Service;
- the size of the BA Service within organisations;
- the job titles held by leaders of a BA Service;
- the level of demand for business analysts and the extent of additional capacity required;
- the BA Service structure.

The infographic shown in Figure 1.7 summarises the information gained from this survey and identifies the issues raised.

CONCLUSION

There are many contexts in which business analysis can support organisations as represented in the 3rd Wave model discussed in this chapter. However, without a central definition of the role, the potential for role ambiguity is extremely high. Issues with role ambiguity can result in a reduced sense of role identity amongst practitioners and increases the likelihood that there will be limited recognition of a role by fellow professionals and a lack of awareness of the benefits the role can offer. This has the potential to limit the extent to which a BA Service is able to support an organisation, so needs to be addressed by BA leaders at an early stage in the development of their teams.

A relevant, understandable definition of business analysis and the business analyst role will support engagement with project and business stakeholders. A service view can provide a strong basis for defining a role so the adoption of a service approach to business analysis, and the establishment of a BA Service, can improve the recognition and engagement of business analysis within organisations. Chapter 2 describes the Business Analysis Service Framework, which is intended to offer a basis for clarifying the business analyst role. The rest of this book then explores how a BA leader may develop a BA Service and describes the areas that need to be addressed in order for this to be done.
Figure 1.7 Infographic of BA Manager Forum research conducted in 2018

1. BA Service governance

The BA Service sits within IT in 72% of the organisations, but only 12% of BA leaders believe this is the best home for business analysis.

2. BA leader reporting lines

21% of BA leaders report into ‘head of change’, and 39% felt this would be the best reporting option.

3. BA Service size

51% of BA Services have over 25 business analysts, with 12% having over 100.

4. BA leader job titles

37% of BA Leaders feel that ‘head of business analysis’ is most appropriate to describe their role.

5. BA Service demand

74% of BA leaders reported that additional business analysis capacity was needed to meet the demand within their organisation.

40% growth needed to meet demand, which represents an average of six additional business analysts per organisation.

6. BA Service structure

51% of BA Leaders reported that there are multiple dispersed teams of business analysts within their organisation, but only 4% felt this offered the best approach for their organisation.

35% currently have a single BA hierarchy, and 59% indicated this would be the best approach.

The remaining chapters, and the topics they cover, are shown in Figure 1.8 and described in outline in Table 1.5.
Figure 1.8 Structure of this book

Table 1.5 Chapter overview for the BA Service handbook

Outline of each chapter subject

2: The definition of the BA Service Framework (BASF) including the services, activities and techniques.

3: Processes and practices used during the recruitment of business analysts and to assist in their retention.

4: The use of skills frameworks to develop the business analysts, including their skills and levels of competency.

5: Techniques and approaches used to manage the BA Service and the performance of the business analysts.

6: The standards and templates that may be used to aid consistency when delivering business analysis services.

7: The types of support tools available, and guidance for selecting and deploying tools used in business analysis work.

8: Guidance for BA leaders on approaches and techniques that may be used when leading a BA Service.

9: Guidance for operating the BA Service, including managing demand for business analysis resources.

(Continued)
### Table 1.5 (Continued)

#### Outline of each chapter subject

10: The different categories of business analyst customer and techniques to engage with customers.

11: A range of frameworks that may be used to analyse and embed a service culture within the BA Service.

12: A range of frameworks and standards used to embed quality performance within the BA Service.

13: Metrics and approaches that may be applied to measure the performance of the BA Service and identify areas for improvement.

Appendices: A range of example standards and templates used by the BA Service.
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Business analysis (BA) is an important business operation, and with some coordinated effort, it can become an efficient and valuable business service.

This book takes you through the creation and management of a BA service, from setting strategy to recruiting business analysts, to continuous improvement, through to useful supporting tools and technology. Top tips, case studies and worked examples are included throughout.

- Discover the BA Service Framework
- Enhance the recruitment, retention and development of business analysts
- Create an efficient and effective BA service with the use of standards, templates and software tools
- Deliver a customer-oriented BA service
- Foster a positive and productive BA service culture
- Measure the performance of the BA service and improve BA service quality

ABOUT THE AUTHORS
Debra Paul is the Managing Director of Assist Knowledge Development. She has worked in business analysis and business change for over 30 years and is the editor and co-author of the bestselling BCS publication, Business Analysis.

Christina Lovelock is Business Analysis Manager at University of Leeds and a director of the BA Manager Forum. She has built and managed BA services in several organisations, ranging in size from 3 to 120 business analysts.

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