A Business Analysis Maturity Model

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Story line

- Background
- Context
- Design of the model
- Usage of the model

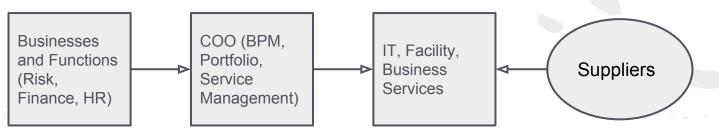
I am

- architect for Business Analysis
- selecting tools / applications to support BA tasks
- working for 400 Business analysts (my customers)
- responsible for the start to professionalize BA
- developer of an approach to implement BA as capability
- volonteer for IIBA Dutch Chapter (+ board member)

My professional profile: <u>https://nl.linkedin.com/in/kosterronald</u>

My company is

- a bank with its headquarter in Amsterdam
- also internationally active with local offices
- 24000 employees
- working with different partners for non-core activities (IT, Facility, HR)
- organized in 3-tier operating model



Context of our BA capability

- 3 different jobs are key in carrying out BA tasks
 - Business Advisor (COO enterprise analysis)
 - Business Analyst (IT RQ analysis, communication and management, solution assessment)
 - Business Process Manager (COO solution validation)
- People's background very divers
 - programmer
 - system analyst
 - requirements engineer
 - business consultant + 25 more

Context of our BA capability

- Management dissatisfied with the quality of our orders to suppliers
 - rework
 - backorders
 - value for money
- Business complaining about the variety in approach and results of a business analysis (no trust)
- Project managers always asking for the same persons
 Project results had varying degrees of success

What we did to improve

- Formed a BA community and BA representing group
- Develop a training with all BA tasks with techniques
- Got management approval to train 25% of the BA population
- This 25% would further build and improve the BA capability
- Different improvement cycles and rhythm to professionalize per unit
- BAAS Business Analysis As a Service

What management requested

- How can we monitor progress?
- How can we steer on the right things?
- How can we get the most value for the investment (training)?
- How can we deal with limited capacity?

Training people is not enough. We need to put the right conditions and circumstances in place

Our answer to this request

- Looked at the IIBA compentency model
- Good for developing the BA training
- Not enough to identify gaps for putting in place BA capability (organization viewpoint)
- BA tasks and results positioned in regular processes
- No existing model based on BABOK

Our answer to this request

• AIG requirements maturity model

- Enablers (Process, Practices, Deliverables, Organisation, Technology and Staff)
- Maturity levels (Performed, Defined, Implemented, Institutionalised and Optimizing)

• BABOK

• Knowledge Areas (2.0)

• BAAS Framework

- BA tasks and results positioned in our processes
- Content for the questions

Solution design of our BAMM

		BE	ERRS		
Business Analysis Planning and Monitoring	Enterprise Analysis	Elcitation	Requirements Analysis	Requirements Management and Communication	Solution Assessment and Validation
1. Plan Business Analysis Approach	1. Define Business Nood	1. Prepare for Elicitation	1. Prioritiee Requirements	1. ManageTolution Scope& Requirements	1. Assess Proposed Solution
2. Conduct Stakeholder Analysis	2. Assess Capability Staps	2. Conduct Elicitation Activity	2. Organize Requirements	2. Manage Requirements Traceability	2. Allocate Requirements
 Plan Business Analysis Activities 	0. Determine Solution Approach	3. Document Elicitation Results	3. Specify and Model Requirements	5. Maintain Requirements for Re-use	5. Assess Organizational Readiness
 Plan Business Analysis Communication 	4. Define Solution Scope	4. Confirm Elicitation Results	4. Define Accumptioncand Constraints	4. Prepare Requirements Package	4. Define Transition Requirements
 Plan Requirements Management Process 	 Define Business Cose 		8. Westly Requirements	5. Communicate Requirements	5. Validate Solution
 Manage Buciness Analysis Performance 			 Validate Requirements 		 Evaluate Solution Performance

CONSULTING	Incomplete	Performed	Defined	Implemented	Institutionalized	Optimizing	
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BABOK knowledge areas

IAG requirements maturity model

Survey

		-					
		Maturity level					
Capabilities	Knowledge area (BEERRS)	1 Performed	2 Defined	3 Implemented	4 Institutionalized	5 Optimizing	
Process	Business Analysis planning & monitoring Enterprise Analysis Elicitation Requirements Analysis Requirements management and communication Solution assessment and validation						A Guide to the
Practices & Techniques	Business Analysis planning & monitoring Enterprise Analysis Elicitation Requirements Analysis Requirements management and communication Solution assessment and validation						Business Analysis Body of Knowledge (BABOK Guide) BABOK tasks & outputs
Deliverables	Business Analysis planning & monitoring Enterprise Analysis Elicitation Requirements Analysis Requirements management and communication Solution assessment and validation						
Technology	Business Analysis planning & monitoring Enterprise Analysis Elicitation Requirements Analysis Requirements management and communication Solution assessment and validation						
Organization	Business Analysis planning & monitoring Enterprise Analysis Elicitation Requirements Analysis Requirements management and communication Solution assessment and validation						Business Analysis As a Service
Staff Competency	Business Analysis planning & monitoring Enterprise Analysis Elicitation Requirements Analysis Requirements management and communication Solution assessment and validation						

Usage of the BAMM

- Survey send to BA's, architects, project managers, team managers, designers
 Point Zero measurement right after introduction and training of BAAS
- Repeat survey after half year, 25% of respondents, prefilled with result point zero
 Input for ambition and new improvement cycle

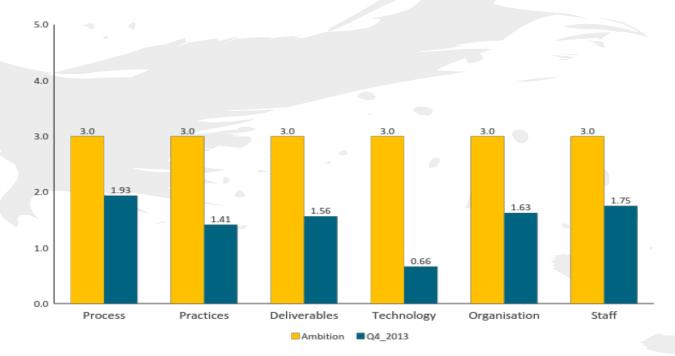
Results of the BAMM

								E	АММ-ВАВОК М	apping*							
					siness a plannin monitor	g &	Requirements management & communi-cation	Enterprise Analysis	Elicitation	Requirements analysis		Solution Assessment & validation			nderlyi npeten		
	Process																
	Practices & techniqu	ies															
	Products																
	Toolkit						2										
	Organisation/Unit																
	Capabilities																
								Defines						*) to	o be e	estab	lished
Org	anisation	1	2	3	4	5		Dennes		ВАВОК		1	1	2	3	4	5
Proc	ess	n	n	n	n	n				BA Planning& monitoring		r	ı	n	n	n	n
Prac	tices & Techniques	n	n	n	n	n		survey		Req. Management & com	municatio	on r	ı	n	n	n	n
Prod	ucts	n	n	n	n	n		SUI		Enterprise analysis		r	ı	n	n	n	n
Tool	kit	n	n	n	n	n	l			Elicitation		r	ı	n	n	n	n
Orga	nisation/Unit	n	n	n	n	n				Requirements analysis		r	ı	n	n	n	n
Cap	abilities	n	n	n	n	n				Solution assessment & va	lidation	r	ı	n	n	n	n
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Scoring model in the BAMM

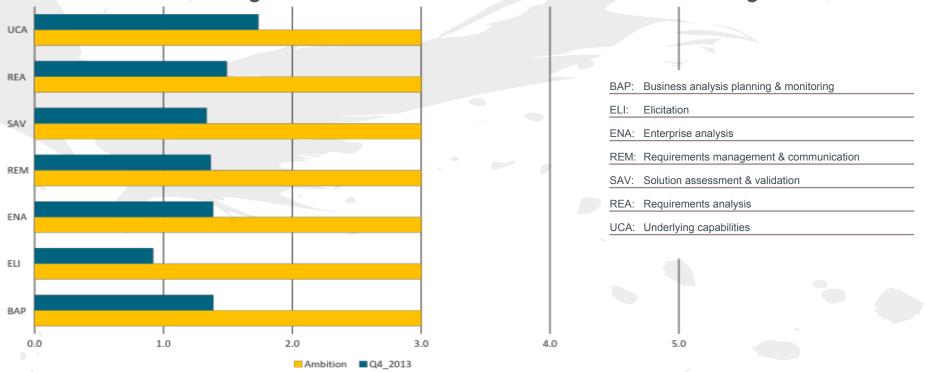
	Score	Pick	Description
	0	Never	Not done or present
	1	Sometimes	Now and then, not predictable.
			(Selected industry best practices are used in some activities)
	2	In most cases	Almost always, with effort you can proof it.
			(Defined guidelines and standards are available for use as well as
			procedures for review, verification and validation)
	3	Always	You can depend on it, as a rule, with evidence.
			(A majority of projects comply with defined practice and technique
			standards)
4	4	Is reported	Is actively reported upon, oral or written.
			(Guidelines are mandated, measured, and managed)
	5	Is managed	Is taken action upon by management. (Standards, guidelines, and rules are
			measured, managed, and continuously improved)

Maturity in organization



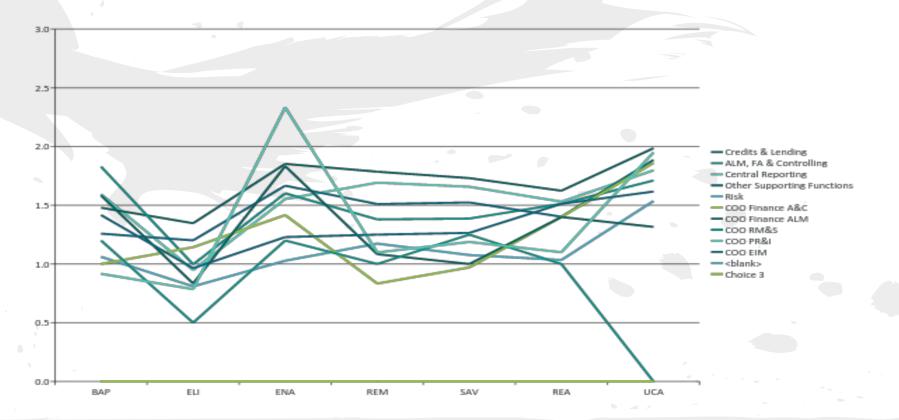
0:Not done or present/ **1**: Now and then, not predictable/ **2**: Almost always, with effort you can proof it/ **3**: You can depend on it, as a rule, with evidence/ **4**: Is actively reported upon, oral or written/ **5**: Is taken action upon by management.

Maturity in business analysis

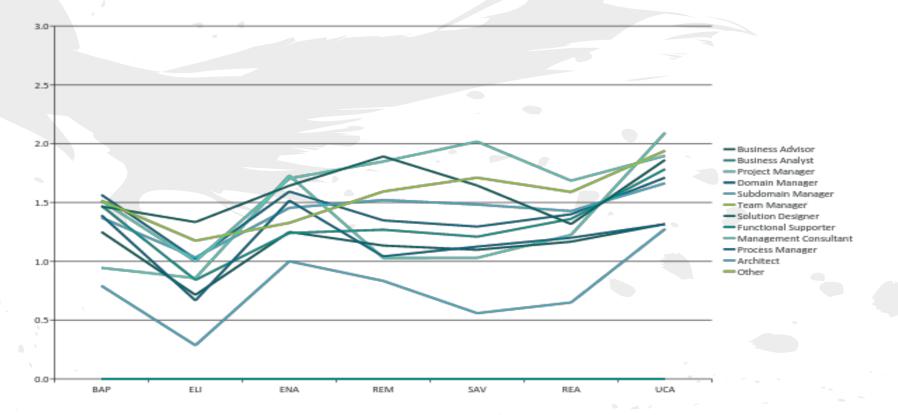


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Insight per unit



Insight per job



Results BAMM discussed

- BA representative in unit with other BA's
- BA representative makes proposal
- Management sets ambition and agrees on actions
- New cycle starts
 - BA community gets plan of actions
 - Management steers on results

Possible plan of actions

BA Training

BA Community

- Change BAAS Framework
- Change BA Training
- Knowledge session BA community
- Dialogue with other disciplines
- Find tools to support BA tasks
- Adjust quality systemDeep dive on results



BA

BAAS Framework

Our unexpected journey

• Timing of doing a point zero

- people not familiar with terms and BA talk
- overlap with other frameworks and misunderstanding
- BA's defining the controls for management
- 100 questions is seen as a lot of work
- Is time right trigger to repeat BAMM?
- What is most important and also feasible?