



THE COMPETENT BUSINESS ANALYST

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BA (HONS), MSc, MBCS, CITP, MBA



- BA Portfolio Lead (Barclaycard)
- Performance Improvement Consultant / Head of BA Global Knowledge Share (Ernst & Young)
- Business Architect / Senior Business Analyst (Allianz)





CONTEXT

MOTIVATIONS

APPROACH

FINDINGS

CONCLUSIONS

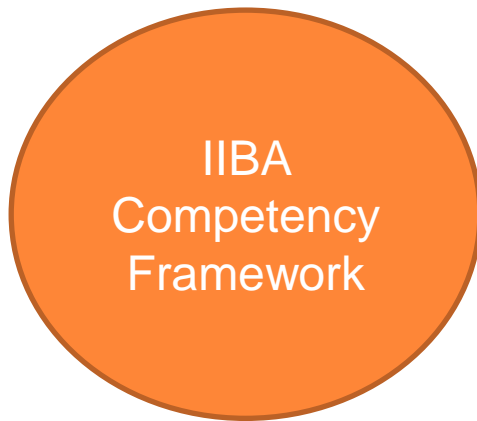
VARIETY OF COMPETING FRAMEWORKS



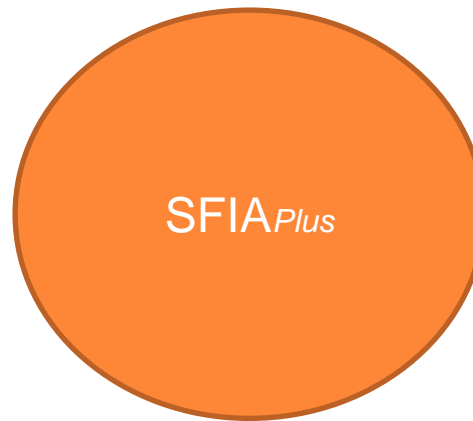
1. **IIBA** Business Analysis Competency Model ([IIBA](#), 2011)
2. **SFIA** (SFIA, 2012)
3. **SFIPlus** (BCS, 2008).
4. **AIBA** Competency Framework (AIBA, 2012)
5. **ICTC** Competency Profiles (ICTC, 2012)
6. **European e-competence framework** (2012)
7. **SWEBOK** (Software Engineering Body of Knowledge), (IEEE Computer Society, 2012)
8. **EUCIP** (EUCIP, 2012)



RESEARCH FOCUS



Vs



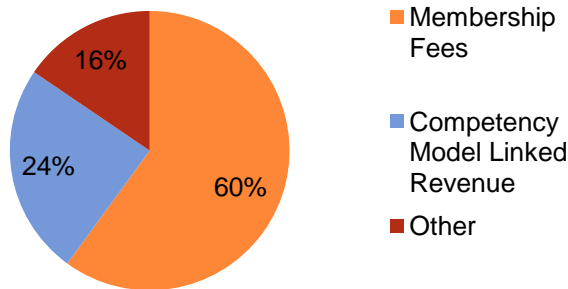
- Extent of competencies / skills overlap?
- Which competencies / skills are unique?
- Skill / competency gaps?
- Framework strengths and weaknesses?



MOTIVATIONS FOR SEPARATE FRAMEWORKS?

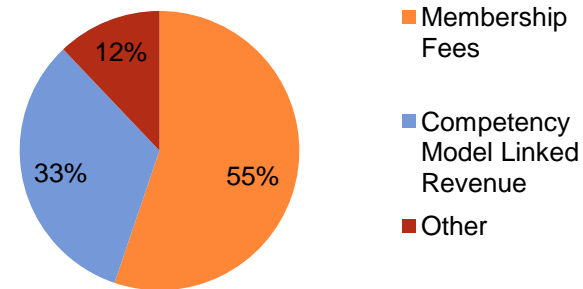
IIBA Financial Statements 2010

IIBA Revenue 2009



(IIBA, 2010)

IIBA Revenue 2010



(IIBA, 2010)

BCS Annual Report and Consolidated Financial Statements 2011

‘Combined product sales are not only **two thirds of our revenues** but also by far the **highest surplus generating** activities within the Institute and are the critical major sources of funding for all of our other activities.’

(BCS, 2011)





CONTEXT

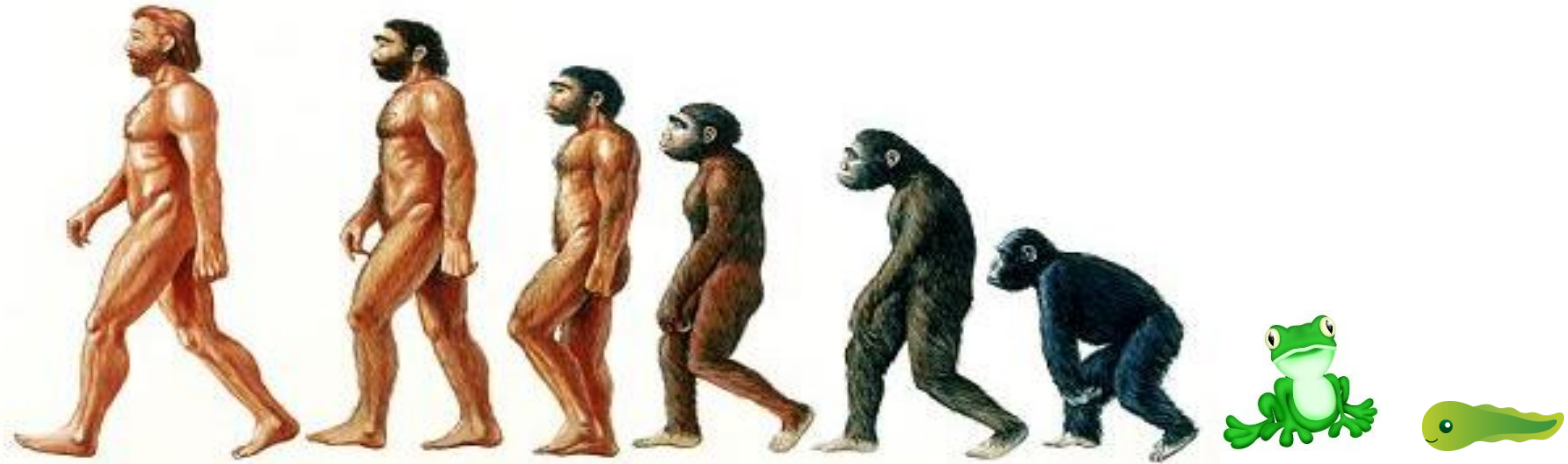
MOTIVATIONS

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RESEARCH MOTIVATIONS



Accountancy
4,000 BC

Teaching
561 BC

Business Analysis
20th Century

Law
3000 BC

Medicine
2600 BC



RESEARCH MOTIVATIONS

“40% of problems are found by end users”

“50% of new business solutions are rolled back out of production”



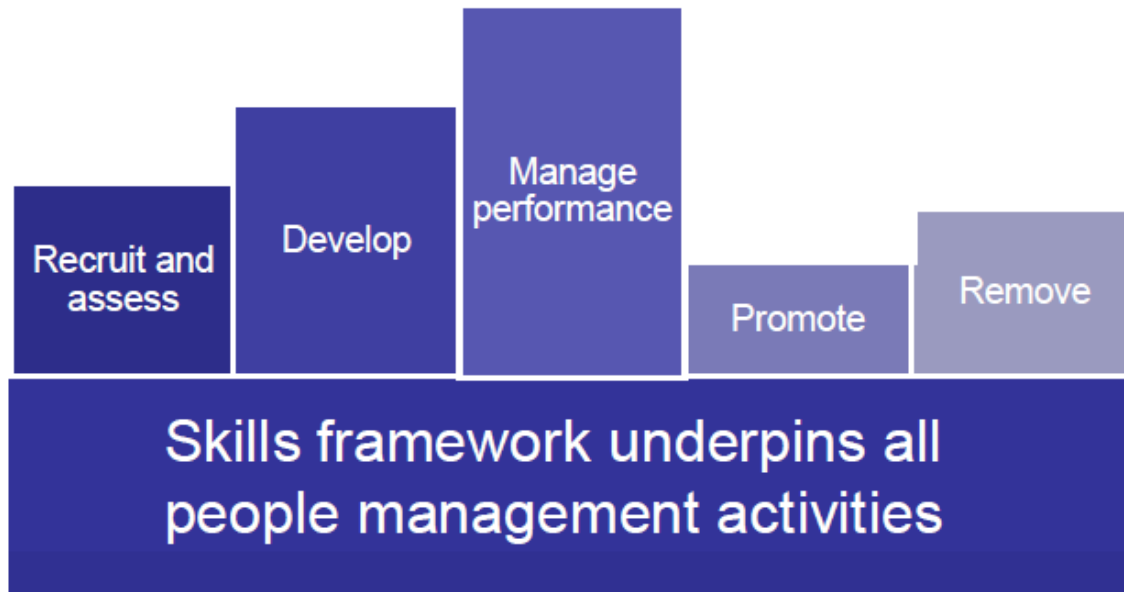
“\$80 to \$145 billion per year is spent on failed and cancelled projects”

“25–40% of all spending on projects is wasted”

“60-80% of project failures can be attributed directly to poor requirements gathering, analysis, and management.”



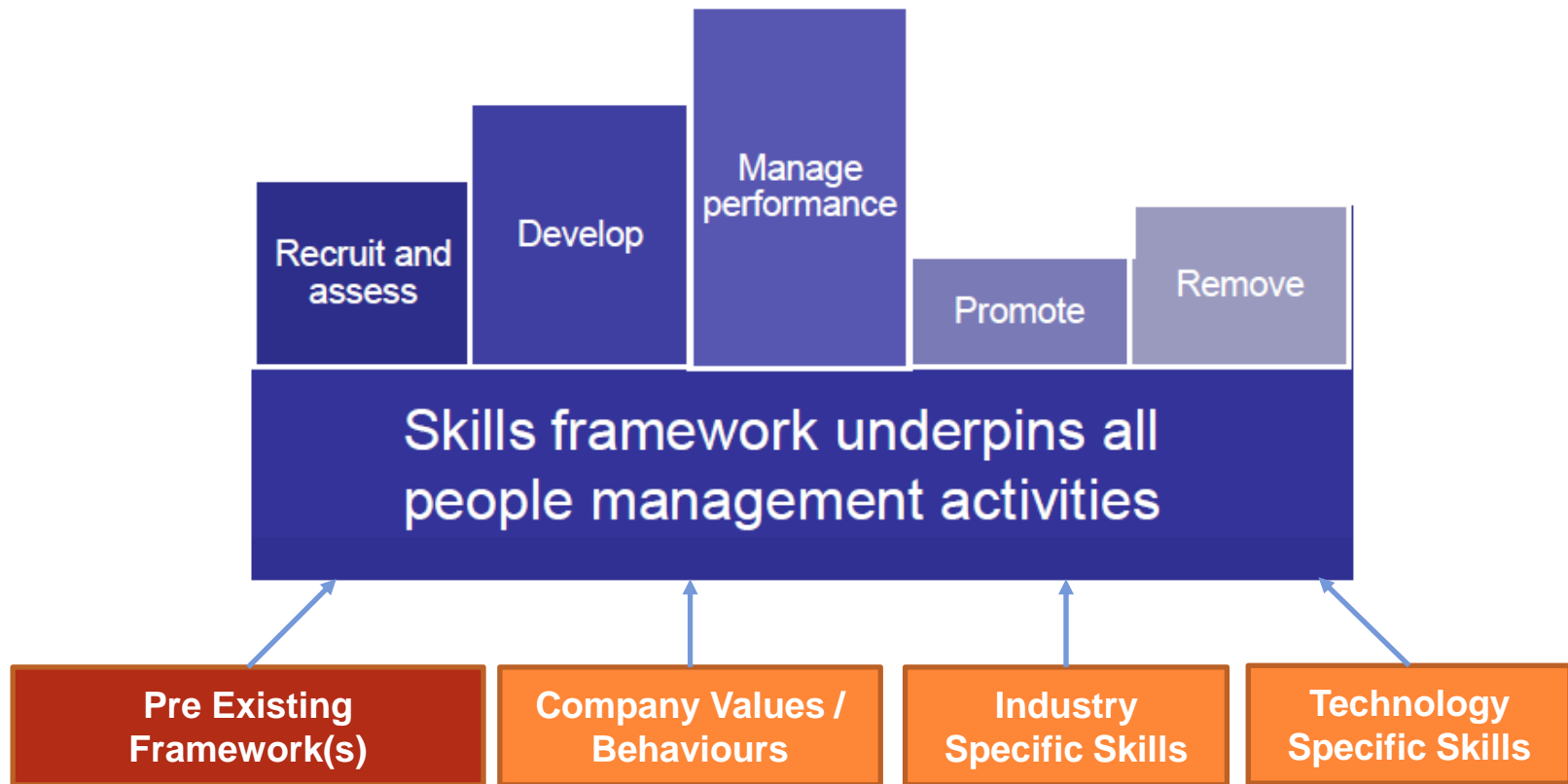
IMPORTANCE OF BA SKILLS / COMPETENCY FRAMEWORK



Maura Shields, Debbie Paul (2012)



APPROACH TO DEVELOPMENT OF A BA SKILLS / COMPETENCY FRAMEWORK?





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Academic Underpinning



(Brûlé, 2006)



(Rollason, 2010)

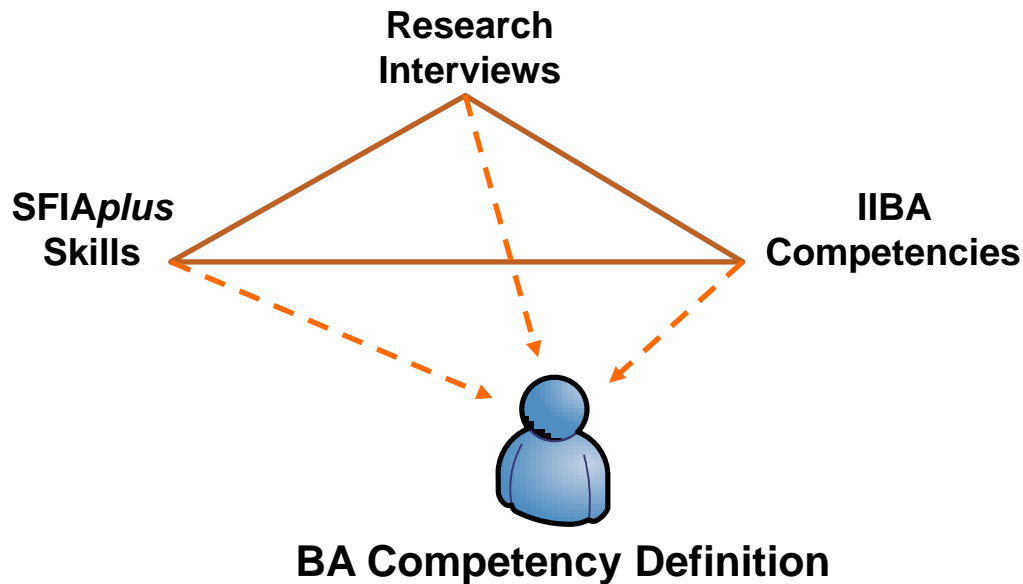


(Barret, 2011)

Interpersonal: Skills required to work effectively with others.
Interpersonal: Attitudes, beliefs, values, confidence inherent to the individual.
Business: Understanding the mechanics of the organization.
Technical: Core technical skills relevant to business analysis work.

(Beal, 2010)

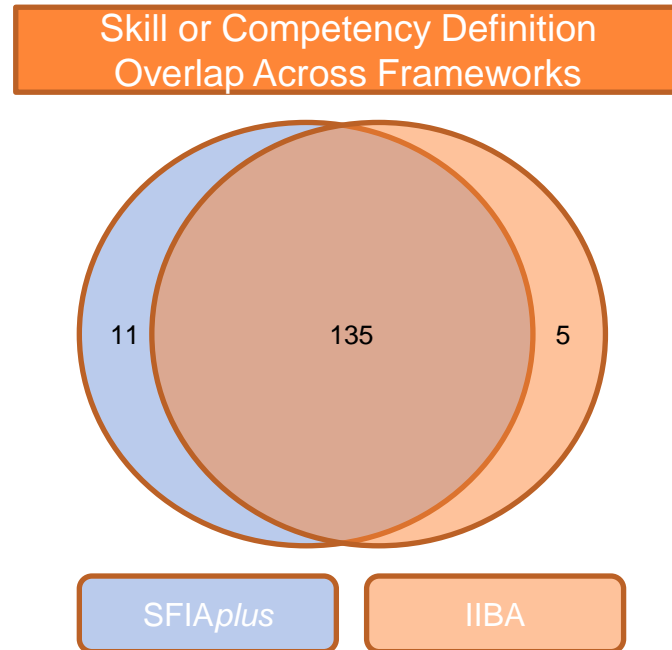
Triangulation





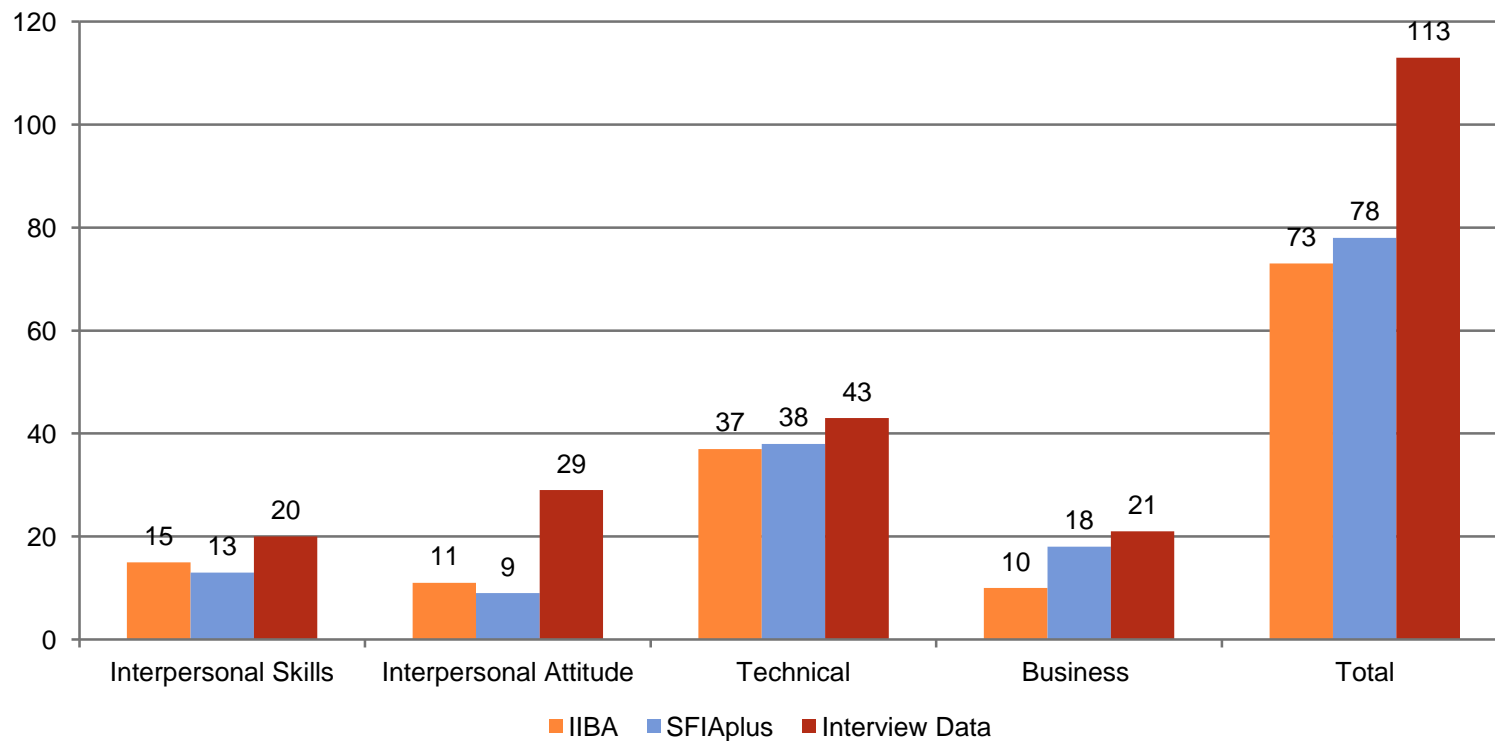
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EXTENT OF COMPETENCIES / SKILLS OVERLAP AND ANALYSIS OF UNIQUE SKILLS & COMPETENCIES



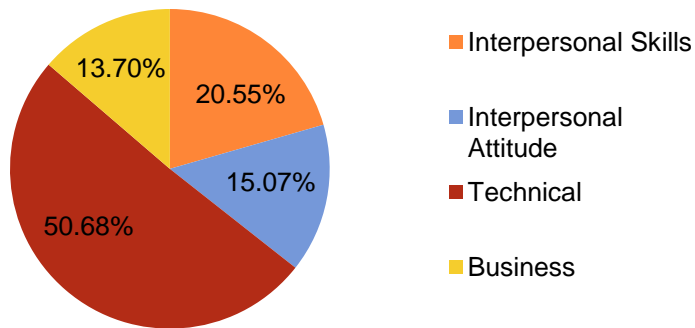
SKILL / COMPETENCY GAPS?

Framework & Interview Data Alignment to Beal's (2010) Categories

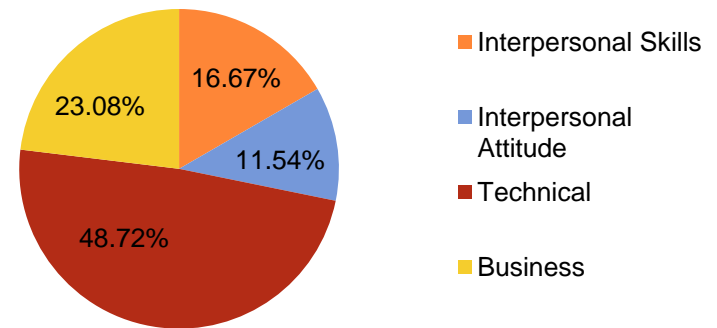


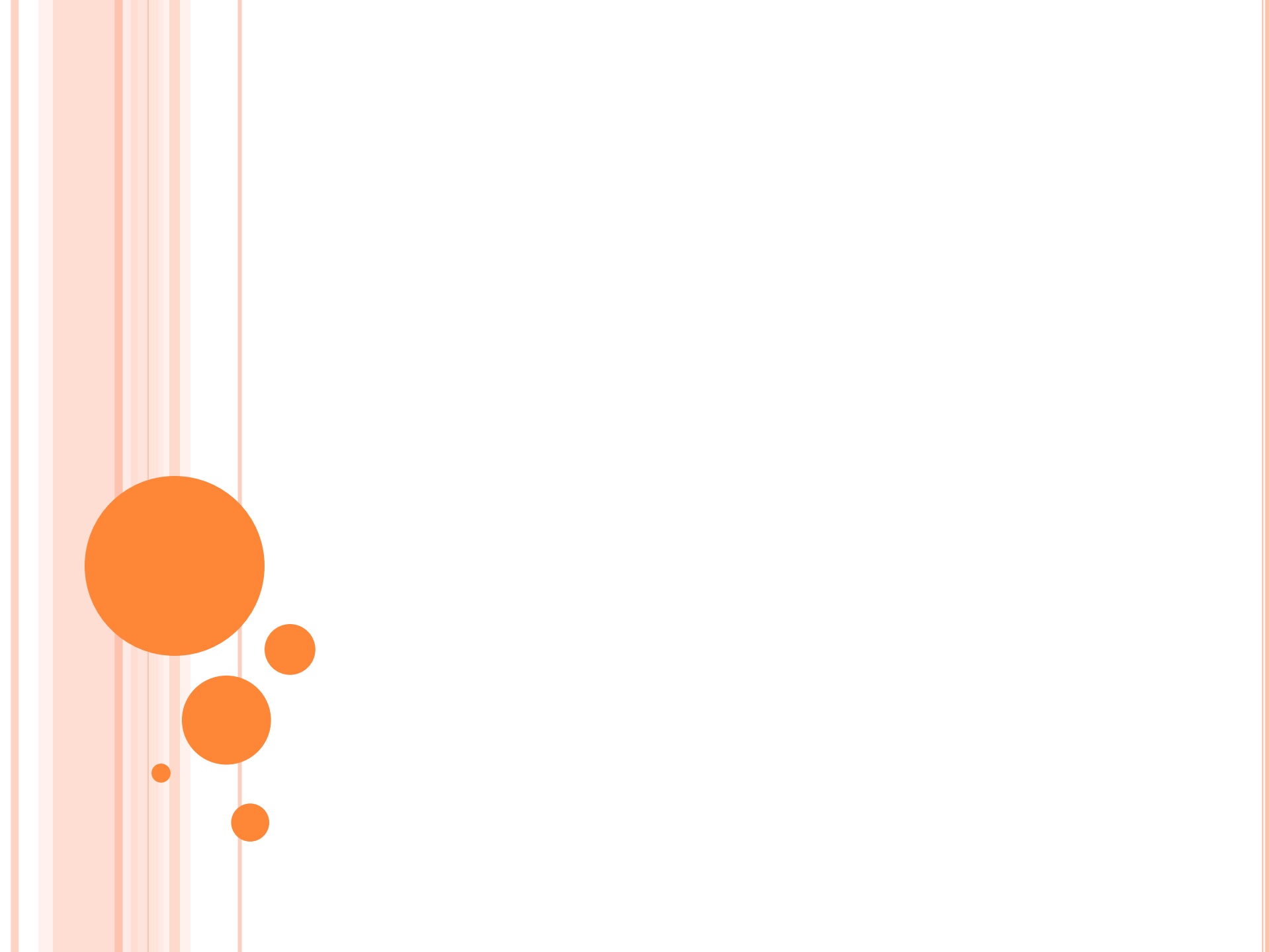
SKILL / COMPETENCY GAPS?

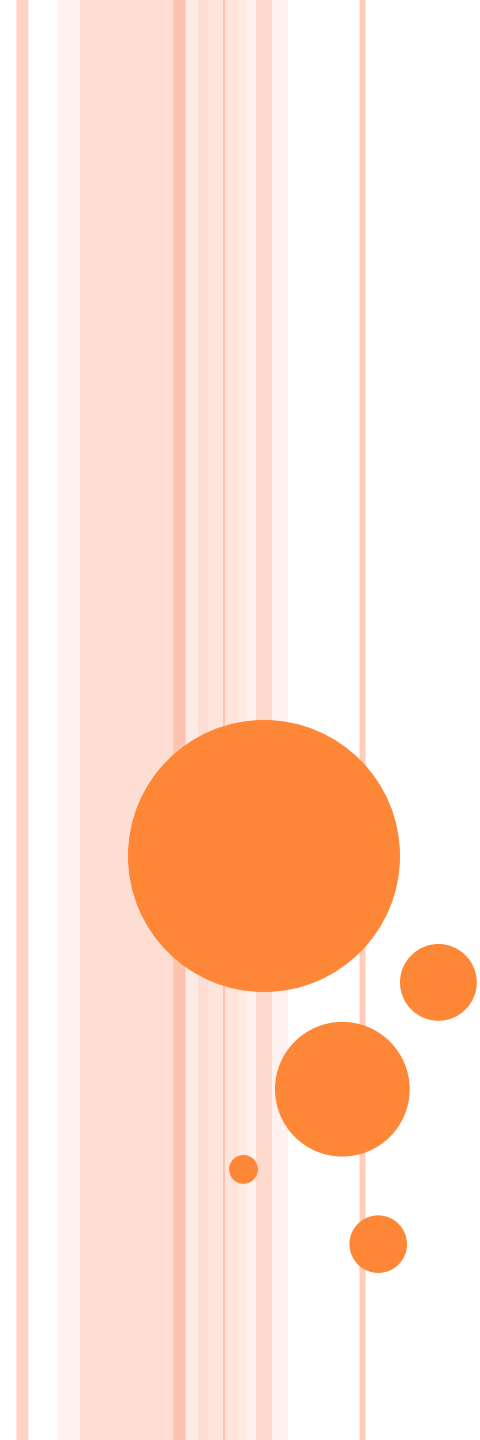
IIBA Alignment to Beal's (2010) Categories



SFI*Aplus* Alignment to Beal's (2010) Categories







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STRENGTHS & WEAKNESSES SUMMARY

	Strengths	Weaknesses
SFI<i>Aplus</i>	<ol style="list-style-type: none"> 1. External Validation Process 2. Concise Definitions 3. Business Skill Definitions 4. Interpersonal Skill Definitions 	<ol style="list-style-type: none"> 1. UK Centricity 2. Technology Centric 3. Non BA Specific 4. Technical BA Skill Deficiencies 5. Interpersonal Attitude Deficiencies
IIBA Competency Model	<ol style="list-style-type: none"> 1. BA Specific 2. Business Skill Definitions 3. Interpersonal Skill Definitions 	<ol style="list-style-type: none"> 1. Development & Validation Process 2. Technology Aversion 3. Non Concise Definitions 4. Interpersonal Attitude Deficiencies



STRENGTHS & WEAKNESSES SUMMARY

	Strengths	Weaknesses
SFIAplus	<ol style="list-style-type: none"> External Validation Process Concise Definitions Business Skill Definitions Interpersonal Skill Definitions 	<ol style="list-style-type: none"> UK Centricity Technology Centric Non BA Specific Technical BA Skill Deficiencies Interpersonal Attitude Deficiencies
IIBA Competency Model	<ol style="list-style-type: none"> BA Specific Business Skill Definitions Interpersonal Skill Definitions 	<ol style="list-style-type: none"> Development & Validation Process Technology Aversion Non Concise Definitions Interpersonal Attitude Deficiencies



FUTURE AREAS OF STUDY

1. **Factors which make framework implementation Successful**
2. **Factors Impacting Collaboration**
3. **Analysis of the Views of Non BA Professionals**
4. **Additional Framework Comparisons**
5. **Comparison of Skill Level Definitions**



NEXT STEPS?

- Output shared with impacted organisations
 - IIBA
 - BCS
 - SFIA Foundation



QUESTIONS



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