

# UK BA Managers Forum



Sharing Knowledge together  
January 2015

# Journey to a High Performing BA practice in National Grid

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- Overview
  - About National Grid
  - BA Performance Management
  - Lessons Learned

# The BA challenge at National Grid

## Energy Industry Drivers



## IT Industry Drivers



## About the BA Team

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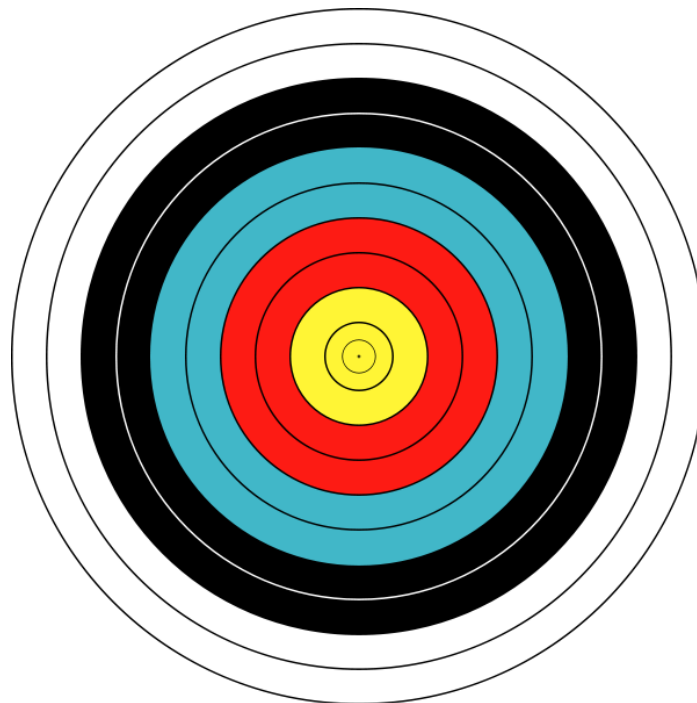
- Support 7 UK business portfolios
- Mixed Sourcing Model
  - 22 Internal, 3 contractors
  - 30 from Suppliers
  - “BA Support Team”
- Awards
  - BA of the Year (BCS)
    - 2013/14 and 2014/15
  - IT Manager of the year 2014/15 (final)
  - Chairman’s Awards 2013/14
    - Fathers at Work
    - Inclusion and Diversity



## BA Vision

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For the UK Business Analysis (BA) team to be known internally and externally as a high performance BA practice providing insight, experience, and innovation in the way we work and what we deliver.



# Matrix Design & Principles

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1 x BA Resourcing Lead



1 x Best Practice & Standards Lead



Practice Manager  
(vision & performance)



1:1s, professional development,  
Challenging perspectives

## Managing BA Performance

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- What is a high performing business analysis team?
- How do we know when we are there?
- What are the measures?
  
- How does the company want to measure performance?
- How do we measure performance consistently across our functions
  
- Answer – Performance Hub

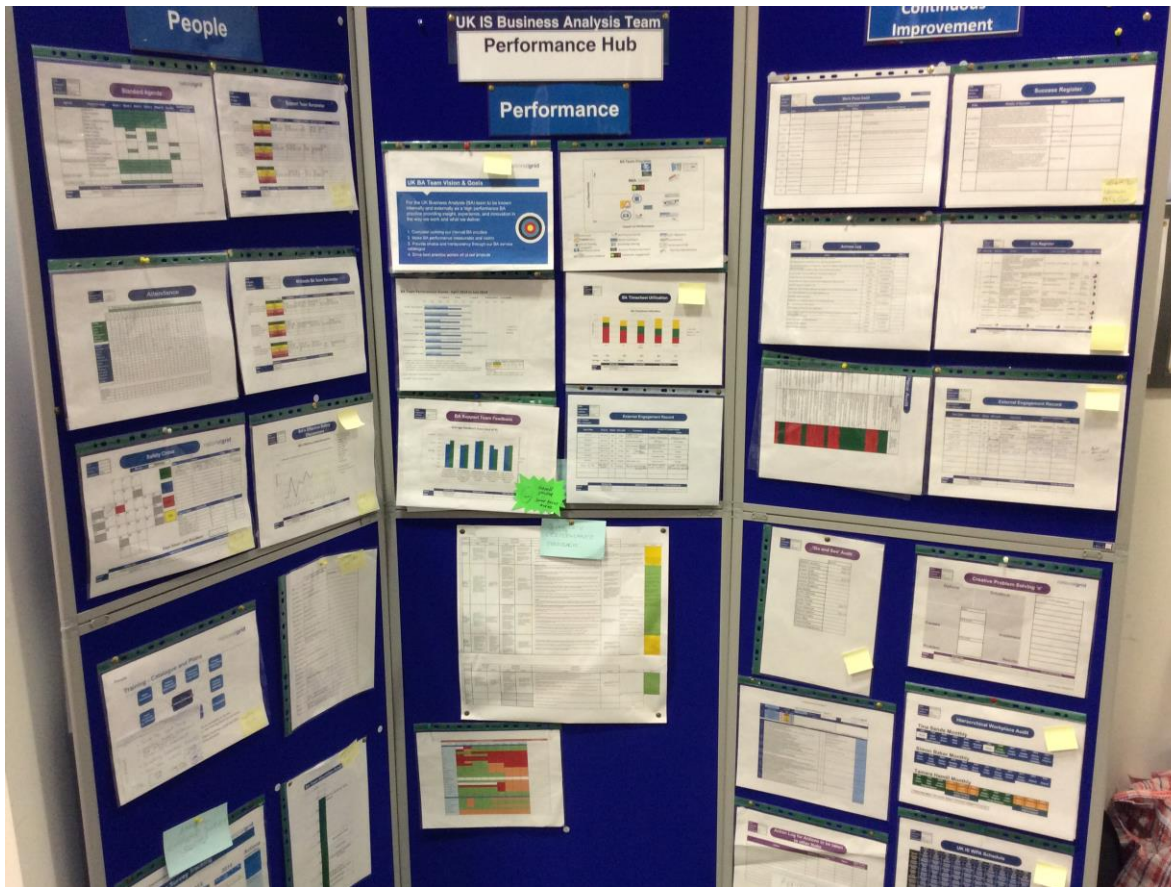
# Performance Excellence

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- Based on lean thinking – rollout start c 3 years ago in one business unit
- Drivers
  - Company wide to raise performance
  - Discuss performance consistently
  - Consistently discuss performance
- How?
  - Performance hubs
  - Changes to performance habits



# Performance Management of Practice – BA Hub



## Operating Principles

- Single View of everything relating to our performance
- 3 headings
  - People
  - Performance
  - Continuous Improvement
- Review weekly in 30 minute stand-up meetings
- Hub escalation – vertical & horizontal

## Benefits

- Control of the Practice
- Visibility of BA performance to senior management

## Next Level Performance?

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### Extrinsic

- Climate at work

### Intrinsic

- BA leadership journey
- Why do I do what I do /ethics
- Getting the best out of me /strengths

### Extrinsic

- Company Performance Framework
- Being in a BA Practice
- BA Tools and Techniques
- Training and Development



Daniel Pink  
Simon Sinek

## Learning from the hub

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- Still evolving and learning - we started early 2014
- Advantages
  - “knowing where we are as a team”
  - The big picture – it all contributes, some more important
  - Communication tool – “this is how the team are doing”
- Issues to overcome?
  - Paper based – need to go online for team locations/input
  - The hub, in itself is just data – the hard work is still needed to change performance
  - Need to use other hubs more that contribute to *overall* IS performance

**Thank you**

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