



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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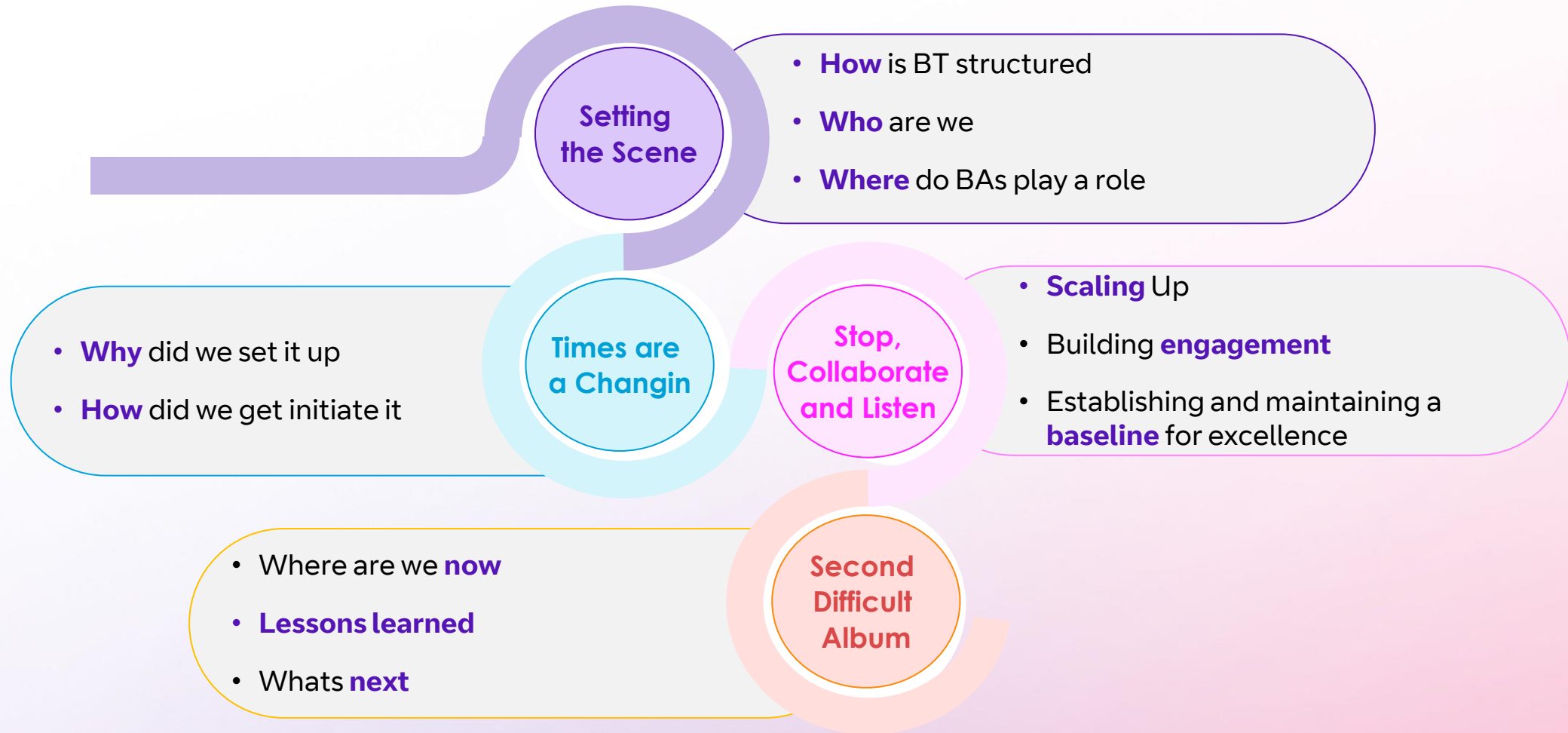


BT Business Analysis Guild

Building Bridges: Establishing a Guild for collaborative excellence

Matt Madigan & Jody Stockton

Agenda



Who we are?

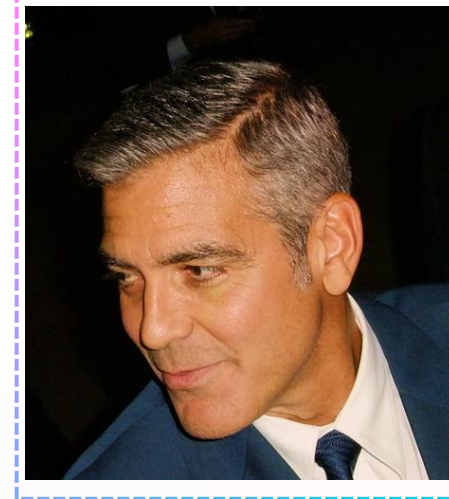


Certified and experienced in;

Business analysis and business architecture
Agile (SAFe and Scrum)
Change management (Prosci)
Programme management (Prince2, MSP)

At work my passions include;

Being a change agent
Coaching, leading and mentoring
Engagement and wellbeing
Continuous learning (myself and promoting to others)



Certified and experienced in;

Business Analysis
Lean Six Sigma and Continuous Improvement
Agile (Kanban, SAFe and Scrum).
Change Management
Benefits realisation

At work my passions include;

Pushing the Benefits of Business Analysis
Strategic thinking
Coaching and mentoring
How to do change better

BT Group overview



BT Group

Approx - 100k employees

- B2B Units
- Consumer Units
- Infrastructure
- CIO and Design



openreach logo: The word 'openreach' in white lowercase letters on a dark blue background.



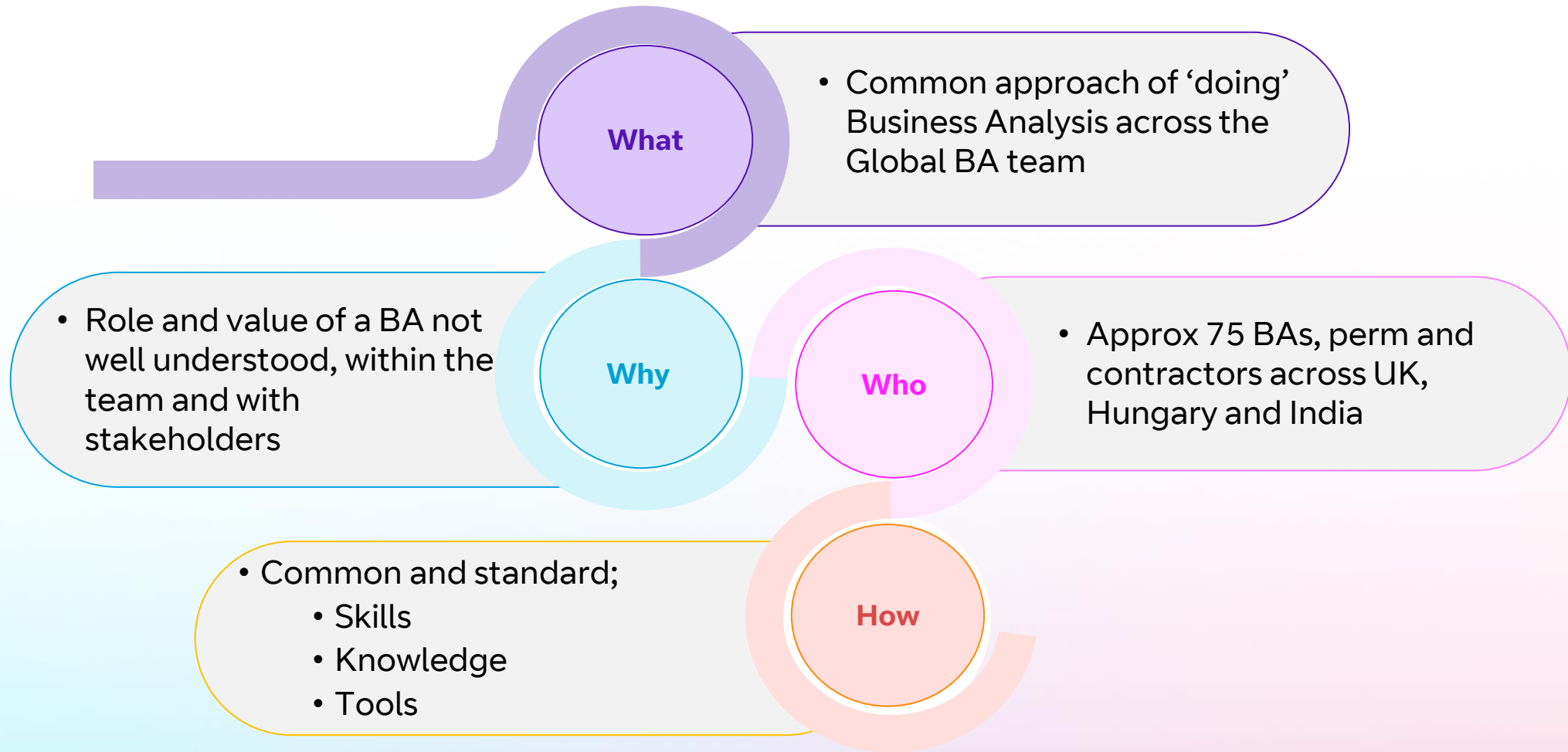
Digital logo: The word 'Digital' in white lowercase letters on a purple background.



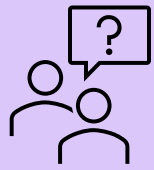
Networks logo: The word 'Networks' in black uppercase letters on a white background.

The Times, They Are A-Changin’ - The Origin Story

What Problem were we trying to fix?



How we identified the compelling case for change and brought others on the journey



Role and value of a BA not well understood, within the team and with stakeholders



Saw huge **success** from skills uplift initiatives in Global and wanted to **scale** this across Group

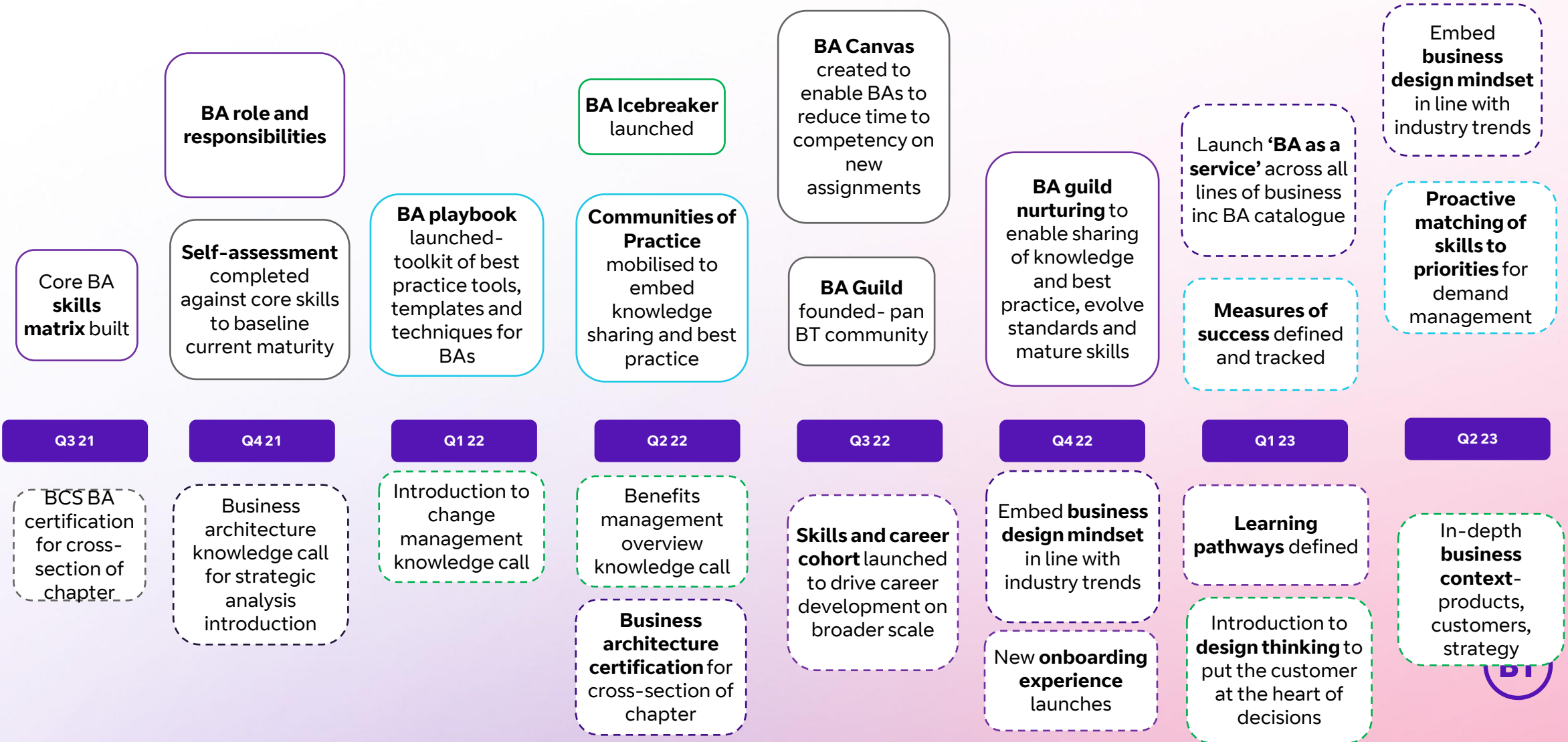


Identified the **guiding coalition** to drive change after some false starts

BA Global Chapter Maturity Roadmap

Skills, standards and best practice

Learning and knowledge share



BA Playbook

BA Business Analysis Chapter

Home New Promote Page details Immersive reader Analytics

Notebook

DnA playbook

Onboarding checklist

Training

How we work

Meet the team

Documents

Journey Owners

Proposition Process Desi...

Capability Process Design...

Master C2L RACI

Stakeholders

Recycle bin

Edit

DISCOVERY, ANALYSIS & DESIGN

Business Analysis Playbook

Published 16/05/2024
















Welcome to the Business Analysis Playbook.


Our Vision: "To become Strategic Partners, Collaborators and Enablers of Complex Change. Focusing on user needs analysis, identification of opportunities to deliver improved experiences for our customers and embedding a data-driven approach to create sustainable value for our business". (Jody Stockton - May 2022)

This Playbook aims to help guide the Business Analysis and Process Design communities by providing a baseline of methods, tools, templates and useful links which will form the framework of a standard approach.

Our approach is organic and ever-evolving with new tools and techniques becoming available both industry-wide and from within our community.

Helpful Admin when using Teams - Click BA Playbook > Select 'Expand Tab' or 'Go to

 Playbook Taxonomy	 Analytical Thinking	 Benefit Management	 Business Improvement
 Change Management	 Communication	 Facilitating	 Future Skills
 Process Analysis	 Process Design	 Process Improvement	 Requirement Management
 Stakeholder Management	 Strategic Analysis	 System Thinking	



Additional Initiatives



Skills Matrix

- 10 Skills each with
 - Description
 - Outcome
 - Score out of 5



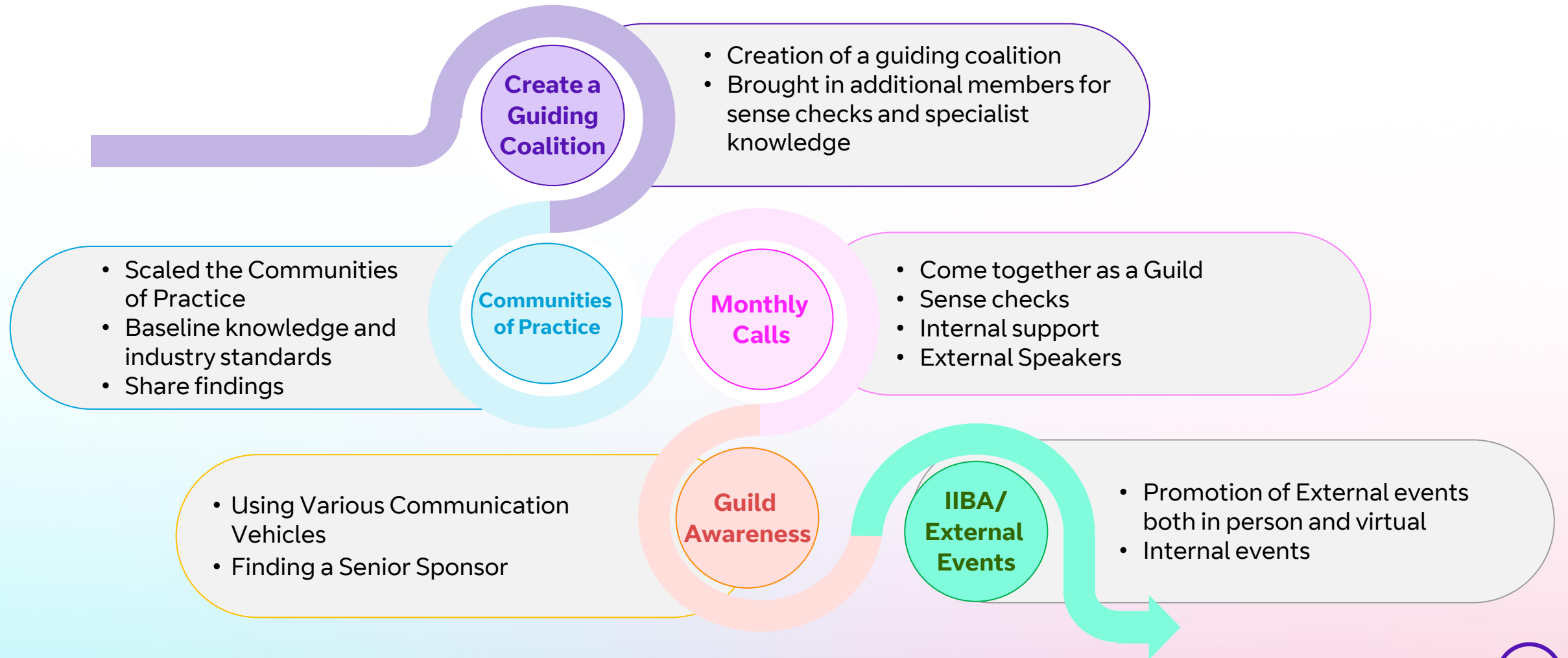
Updated Job Descriptions



Communities of Practice based on the ten skills

Stop, Collaborate and Listen – Scale and Share

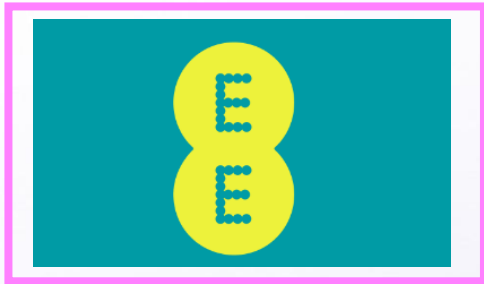
How we scaled and maintained a thriving community



Guiding Coalition



Mobilisation of the Community



Business Analysis Guild Charter



12 Core Skills of a BT Business Analyst



Analytical Thinking



Benefits Management



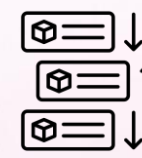
Business Process & Improvement



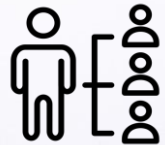
Communication (Storytelling)



Change Management



Delivery Framework



Facilitating



Process Design



Requirements Management



Stakeholder Management



Strategic Analysis



Systems Thinking

COP Deliverables/Outputs

Change Management COP

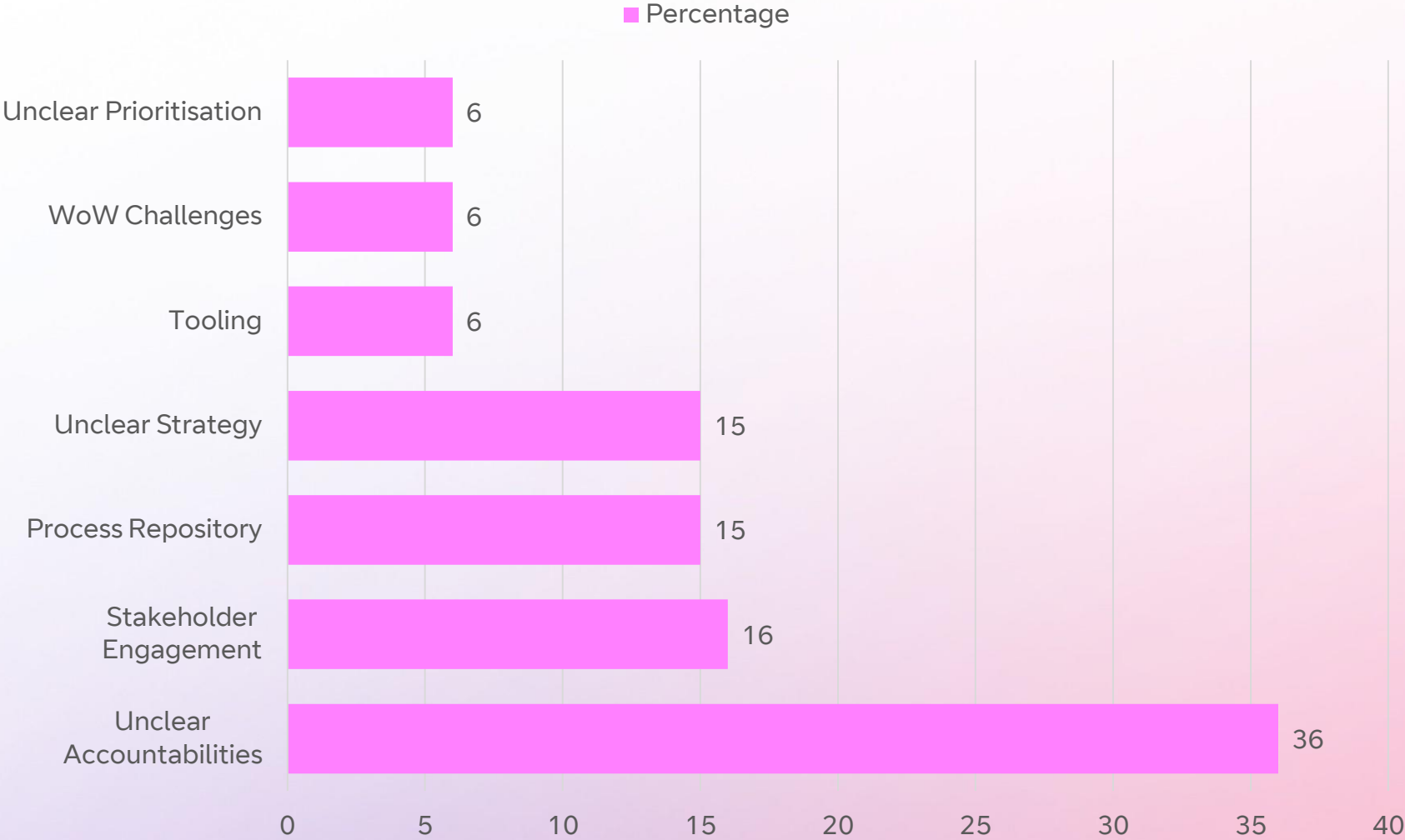
The screenshot shows the 'Change Management COP' page within the 'Business Analysis Chapter'. The page features a navigation sidebar on the left with items like 'Home', 'Notebook', 'DnA playbook', 'Onboarding checklist', 'Training', 'How we work', 'Meet the team', 'Documents', 'Journey Owners', 'Proposition Process Desi...', 'Capability Process Design...', 'Master C2L RACI', 'Stakeholders', 'Recycle bin', and 'Edit'. The main content area includes a 'Hello!' message, a paragraph defining change management, a 'Coming Soon' section with buttons for 'Activity Accountability', 'Business Rules', 'Change Management Best Practices - PROSCI', 'Project Status Update', 'PDCA', and 'BA Change Management Tool Kit', and a 'Lessons Tools and Templates' section with buttons for 'CM Academy and Forum', 'CM Learning Pathways', 'Business Stakeholder...', 'Communication Plan', 'Pilot & Trials', 'RACI', and 'Scope'. A central diagram titled 'Change Management' shows a cycle of 'Assess', 'Design', 'Implement', and 'Reinforce' with associated icons and sub-points. A 'Click for Change Management Community' button is also present.

Requirements Management


The screenshot shows the 'Requirements Management COP' page within the 'Business Analysis Chapter'. The page features a navigation sidebar on the left with items like 'Home', 'Notebook', 'DnA playbook', 'Onboarding checklist', 'Training', 'How we work', 'Meet the team', 'Documents', 'Journey Owners', 'Proposition Process Desi...', 'Capability Process Design...', 'Master C2L RACI', 'Stakeholders', 'Recycle bin', and 'Edit'. The main content area includes a 'Hello!' message, a paragraph defining requirements management, a 'Click here for community of practise' button, and a 'Your Requirement Management Community is' section. A 'Lessons Tools and Templates' section contains buttons for 'User Stories and ACS', 'BCS Framework', 'Business Requirements', 'Capability Gap Assessment', 'Gap Analysis', 'The Jidoka Board Method', 'Solution Assessment ...', and 'Solution Ideation &...'. A 'Coming Soon' section includes buttons for 'Requirement Elicitation', 'EPICs', 'Feature or Story Writing', 'Incident and Defect Management', 'Requirement Analysis', 'Requirement Lifecycle', 'Problem/Opportunity Statement', 'User Acceptance', and 'User Story Template'.


Feedback – The Breakfast of Champions


Key Problems you face as a BA





BT Group BAaaS - BA defined as a service


 <p>Strategic Analysis</p>	<ul style="list-style-type: none">• Discovery analysis to frame scope/opportunity/problem• Competitive analysis & external influences• Align transformation objective to strategic outcomes• Understand high level customer and business impacts• Produce high level RAID• Define business value and success criteria
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 <p>Requirements Management</p>	<ul style="list-style-type: none">• Elicit and document requirements• Analyse to ensure alignment to user (business and customer) need and goals• Document user stories• Define acceptance criteria• Validate, remove ambiguity, negotiate conflicts and ensure quality• Manage and ensure traceability
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 <p>Options Analysis</p>	<ul style="list-style-type: none">• Identify options to enable change• Recommend tactics to meet goals• Document compelling case for change• Complete cost vs benefit analysis• Articulate value to stakeholders• Develop / input to the narrative on plans, progress, key messages and asks for help
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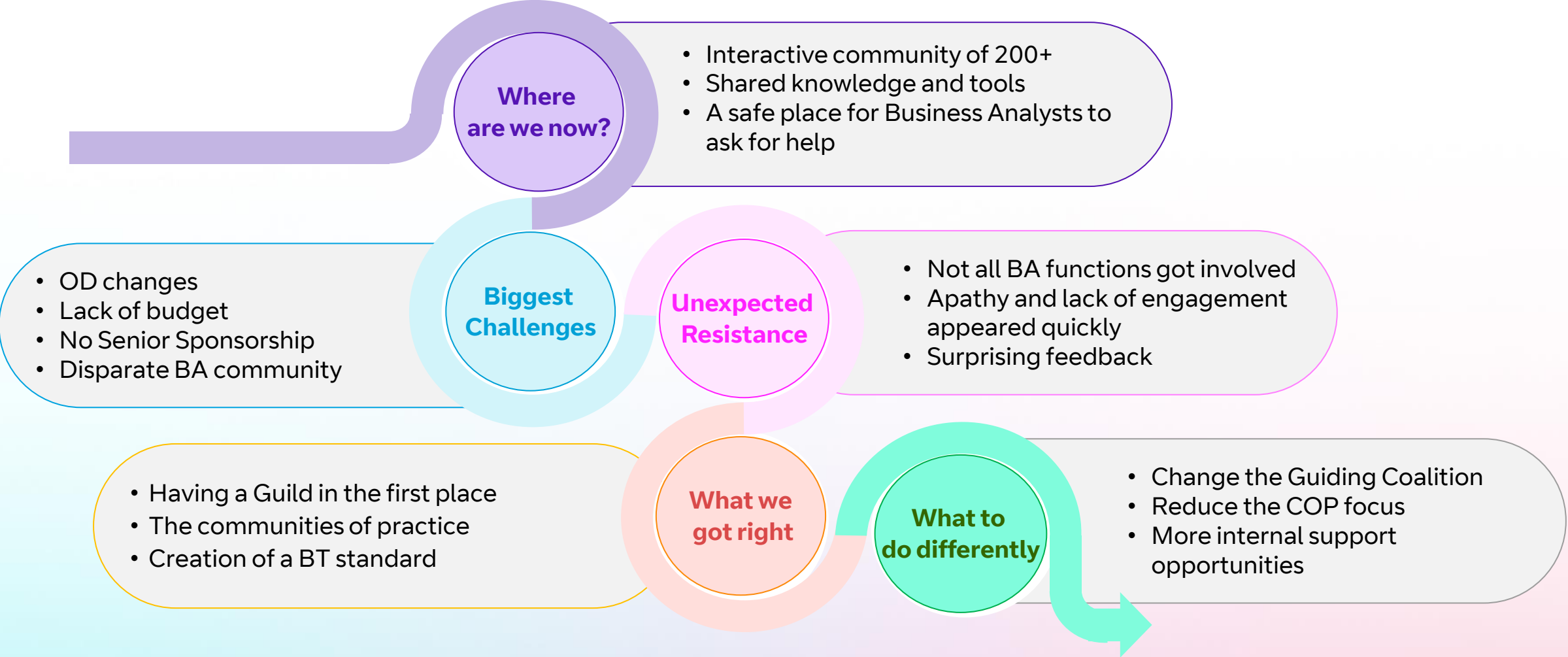
 <p>Quality Assurance</p>	<ul style="list-style-type: none">• Conduct business acceptance readiness assessment• Ensure solution meets user requirements• Assure the quality of the solution• Provide trial and test support• Conduct demos of solution to users• Gather feedback for further iteration
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 <p>Business Process Management</p>	<ul style="list-style-type: none">• Document as-is and design to-be process• Conduct gap analysis on as-is vs to-be• Identify opportunities for improvement, optimisation and automation• Analyse process performance – KPIs and metrics used and baseline results
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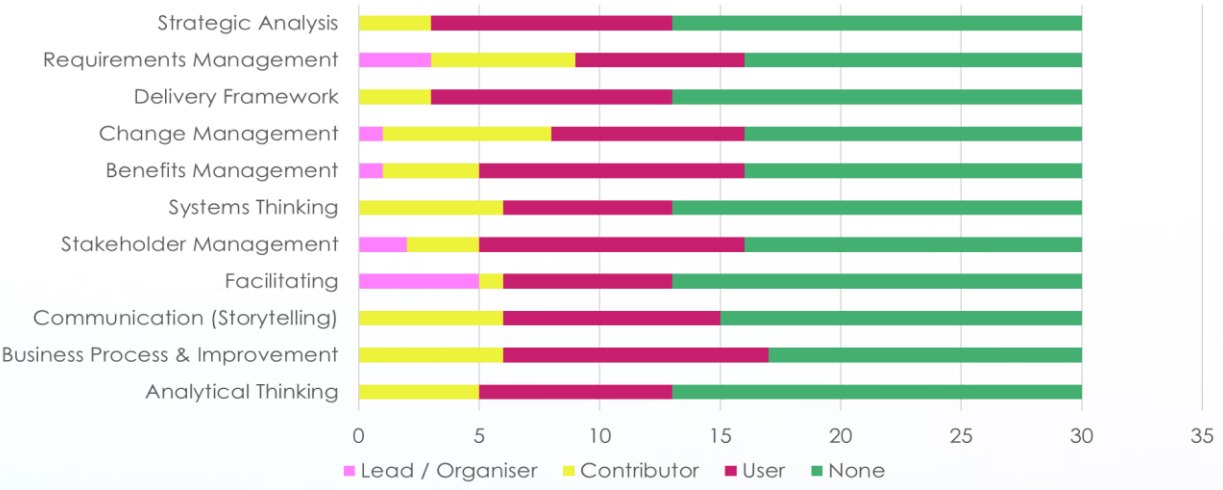
 <p>Business Change</p>	<ul style="list-style-type: none">• Validate benefits delivered against expectations• Ensure traceability of solution to intended outcome• Support operational readiness• Support training and knowledge sharing relating to solution• Help to reinforce and embed change with users• Drive sustainable business adoption
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The Difficult Second Album - Results and Reflections

Results and Reflections of the Guild



Challenges and Unexpected Resistance



What we got right

GUILD



Regular
Feedback



L&D

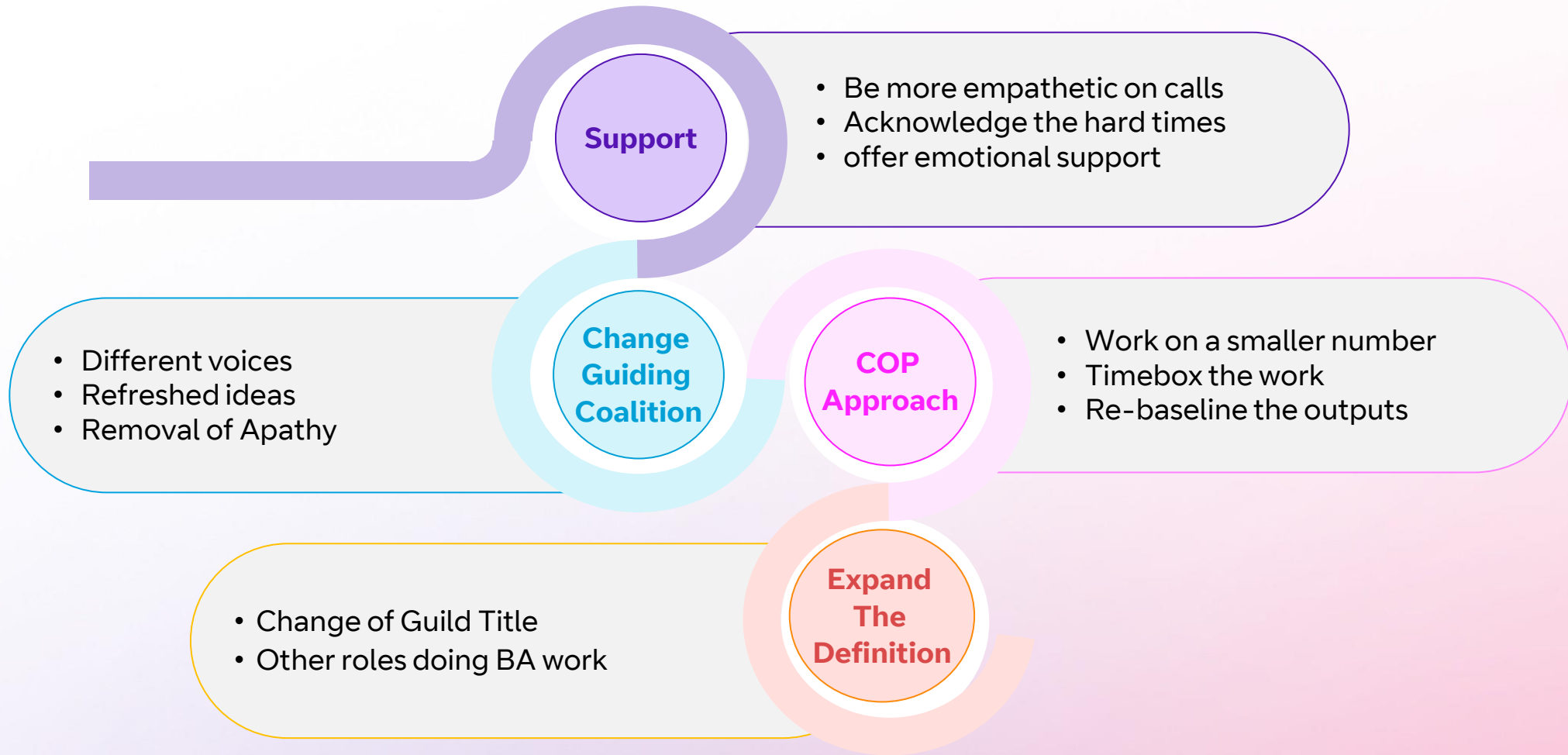
BA Playbook

The screenshot shows a web page titled 'Business Analysis Chapter'. The main content area is titled 'Business Analysis Playbook' and includes a welcome message and a grid of 12 icons representing various BA processes. The icons are arranged in a 3x4 grid and include: Playbook Economy, Analytical Thinking, Benefit Management, Business Improvement, Change Management, Communication, Facilitating, Future Skills, Process Analysis, Process Design, Process Improvement, Requirement Management, Stakeholder Management, Strategic Analysis, and System Thinking.

BT Group BAdaaS - BA defined as a service

Strategic Analysis <ul style="list-style-type: none"> Discovery analysis to frame scope/opportunity/problem Competitive analysis & external influences Align transformation objectives to strategic outcomes Understand high level customer and business impacts Produce high level RAID Define business value and success criteria 	Requirements Management <ul style="list-style-type: none"> Elicit and document requirements Analyse to ensure alignment to user (business and customer) need and goals Document user stories Define acceptance criteria Validate, remove ambiguity, negotiate conflicts and ensure quality Manage and ensure traceability
Options Analysis <ul style="list-style-type: none"> Identify options to enable change Recommend tactics to meet goals Document compelling case for change Complete cost vs benefit analysis Articulate value to stakeholders Develop / input to the narrative on plans, progress, key messages and asks for help 	Quality Assurance <ul style="list-style-type: none"> Conduct business acceptance readiness assessment Ensure solution meets user requirements Assure the quality of the solution Provide trial and test support Conduct demos of solution to users Gather feedback for further iteration
Business Process Management <ul style="list-style-type: none"> Document as-is and design to-be process Conduct gap analysis on as-is vs to-be Identify opportunities for improvement, optimisation and automation Analyse process performance – KPIs and metrics used and baseline results 	Business Change <ul style="list-style-type: none"> Validate benefits delivered against expectations Ensure traceability of solution to intended outcome Support operational readiness Support training and knowledge sharing relating to solution Help to reinforce and embed change with users Drive sustainable business adoption

What we would do differently



What's Next



A special thanks to;

- James Read
- Carly Gildersleeve
- Caroline Clare
- Tammy Kennedy
- Mark Tucker
- Sara-Jane Ring
- Andy Bain
- Ben Mitchell
- Alison Bond

Questions?



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