



Transitioning Into BA Leadership

Catherine Plumridge &
Michelle Shakesheff



Michelle Shakesheff

Michelle has been leading business analysis teams for 17 years and has extensive experience of running Communities of Practice. Michelle is a committed advocate for the business analysis profession and has a passion for building and maturing business analysis practices.

Catherine Plumridge

Catherine has been in the business analysis profession for over 20 years, working in a range of business sectors, primarily introducing technology driven change. She has extensive experience in BA leadership, management and BA assignments at all levels. Catherine has mentored many BAs and is passionate about the BA profession and the impact it can have when executed well.

Agenda

Key takeaways

Leadership & management

Power

Career anchors

Job crafting

Transitioning into a leadership role

Developing your skills

The BA leadership code



Key takeaways

1. Understand the difference between leading and managing and why you need to be proficient at both
2. Assess whether a BA leadership and management role is for you
3. Understand the skills you need to grow to get you to where you want to go



Leadership vs Management

Management is about coping with complexity

Leadership is about coping with change



JOHN KOTTER

A group of business professionals in a meeting. In the foreground, a man in a light blue shirt has his hand on the shoulder of another man in a patterned blue shirt. They are both looking towards a group of people in the background who are smiling and engaged in conversation. The scene is set in a bright, modern office environment.






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Leadership is not about personality, it is about behaviour.

Kouzes & Posner

Five practices of exemplary leadership



-  Model the way
-  Inspire a shared vision
-  Challenge the process
-  Enable others to act
-  Encourage the heart

JAMES KOUZES & BARRY POSNER

A woman with dark hair in a bun, wearing a grey blazer, is seen from behind, gesturing with her hands as she speaks to a diverse group of people seated around a table in a meeting room. The background is slightly blurred, showing other people and office equipment.

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*Management is, above all, a practice
where art, science, and craft meet*

Henry Mintzberg

Management Roles

Interpersonal roles:

- Figurehead
- Leader
- Liaison

Informational roles:

- Monitor
- Disseminator
- Spokesperson

Decisional roles:

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator



HENRY MINTZBERG

Discussion: What overlaps do you see between leadership and management?

Model the way

Inspire a shared vision

Challenge the process

Enable others to act

Encourage the heart

Interpersonal roles:

- Figurehead
- Leader
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Informational roles:

- Monitor
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Decisional roles:

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The most important thing about power is to make sure you don't have to use it.

Edwin Land

Sources of Power



Discussion: Which would you prefer to work for?

A leader who can't manage?

or

A manager who can't lead?



Leadership vs Management

"The real challenge is to combine strong leadership and strong management and use each to balance each other"

A photograph of John Kotter, a man with short brown hair, wearing a dark suit jacket over a light blue shirt. He is standing and gesturing with his hands while holding a pen and a notepad. The image has a white, dotted border.

JOHN KOTTER

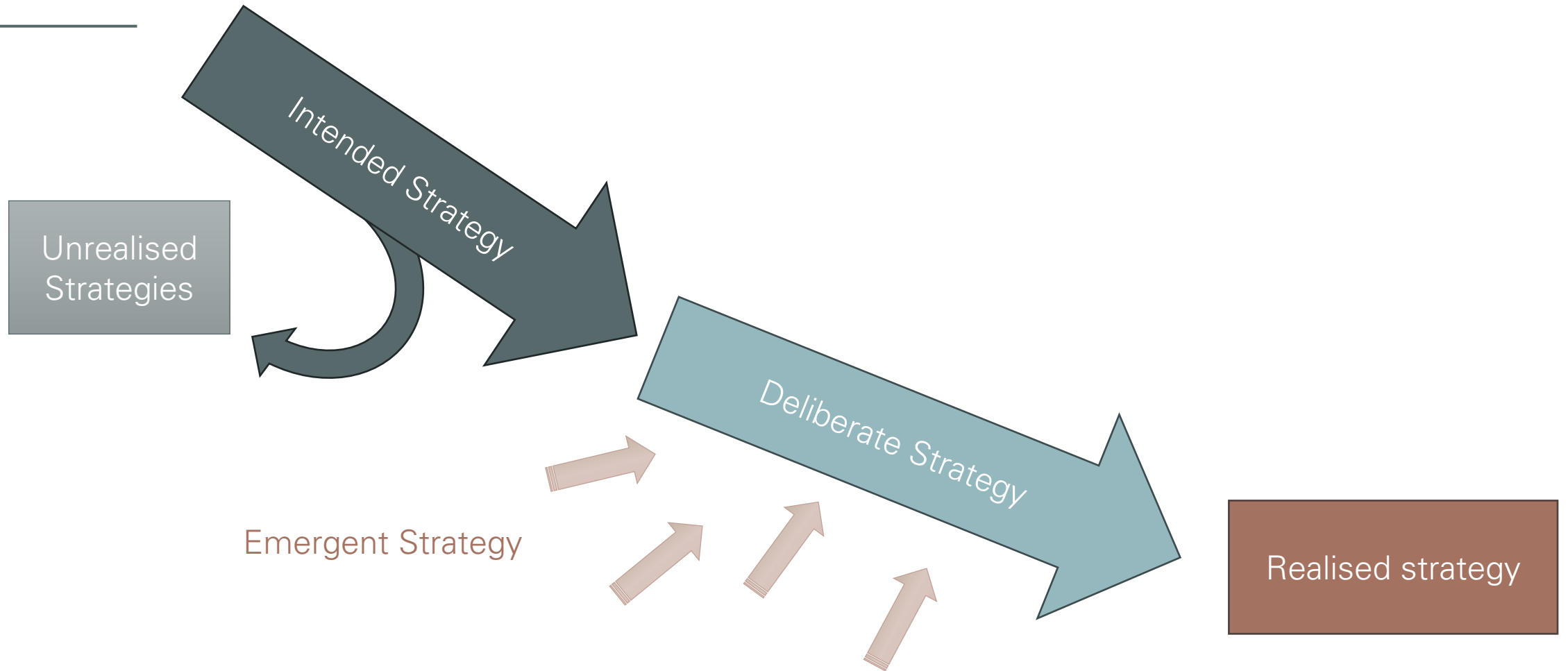
Career Anchors

What's your aptitude to lead or manage?



Strategy

HENRY MINZBERG

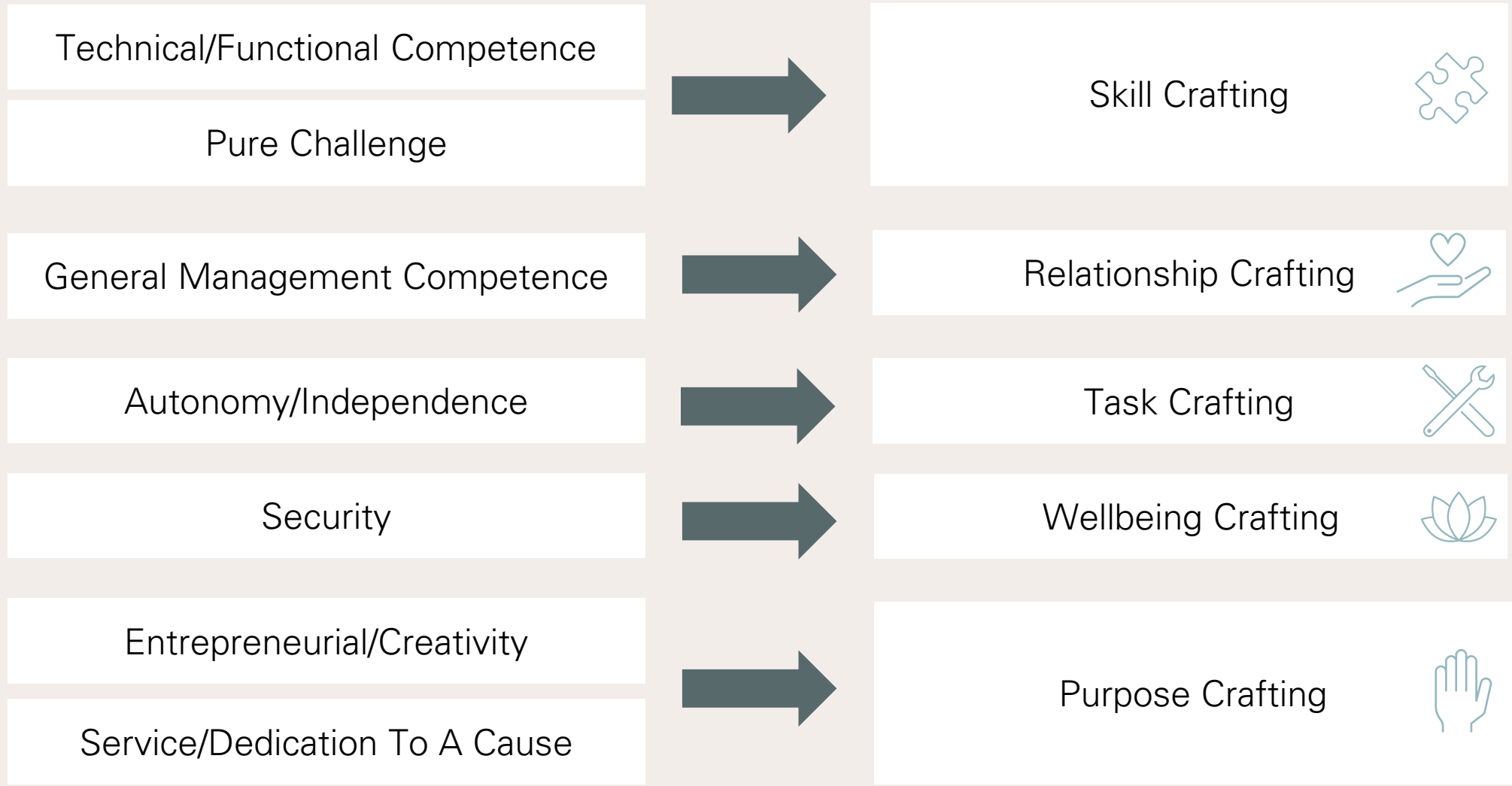


Job Crafting



“Great jobs and careers aren't things you find, they are things you craft and create”

Your Career Anchor & Job Crafting

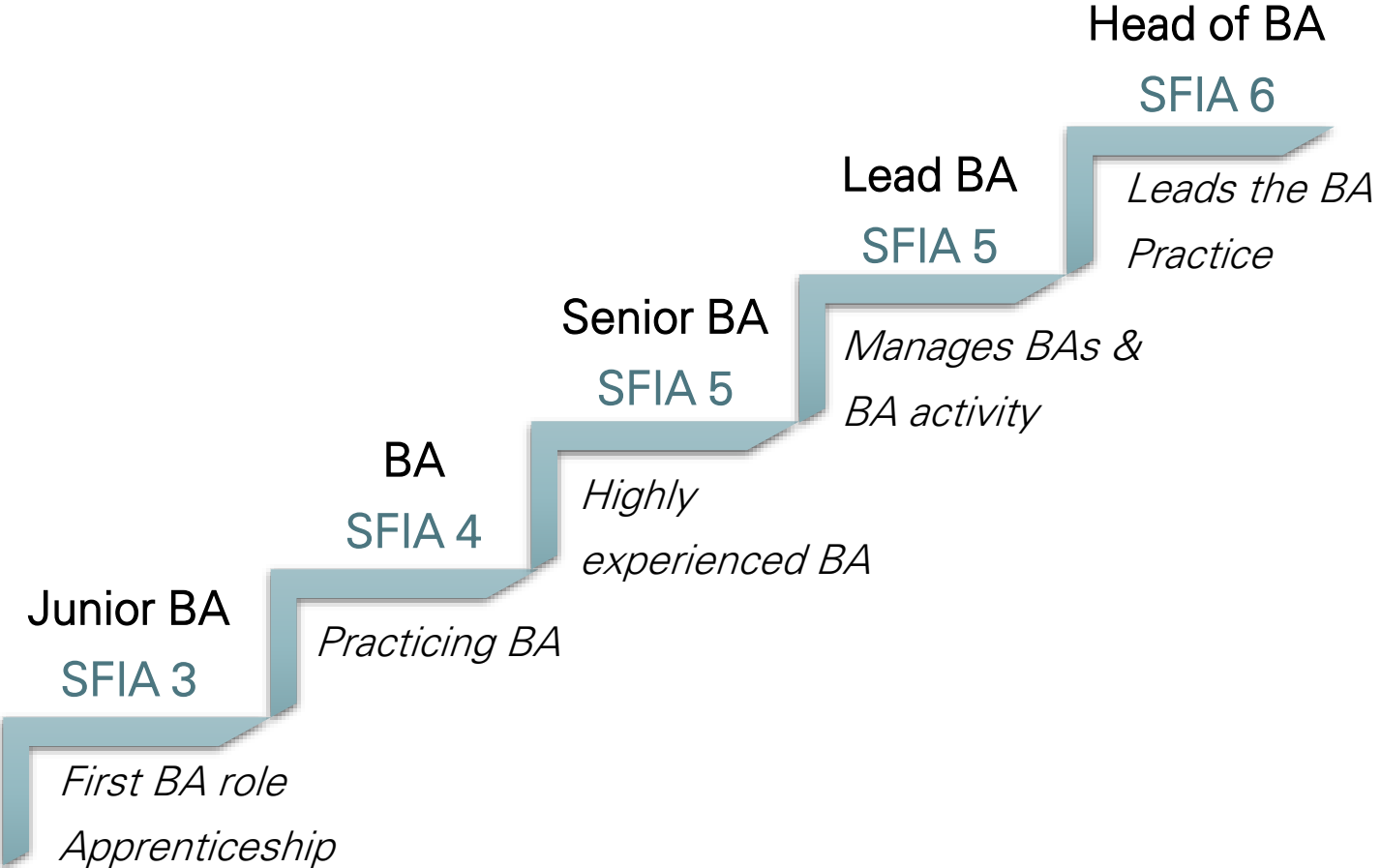


Discussion:

What are the challenges of managing BAs?



Understanding The Level At Which You Operate





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*Success in management requires learning
as fast as the world is changing.*

Warren Bennis

The BA Leadership Code

Integrity

Teamwork

Empathy

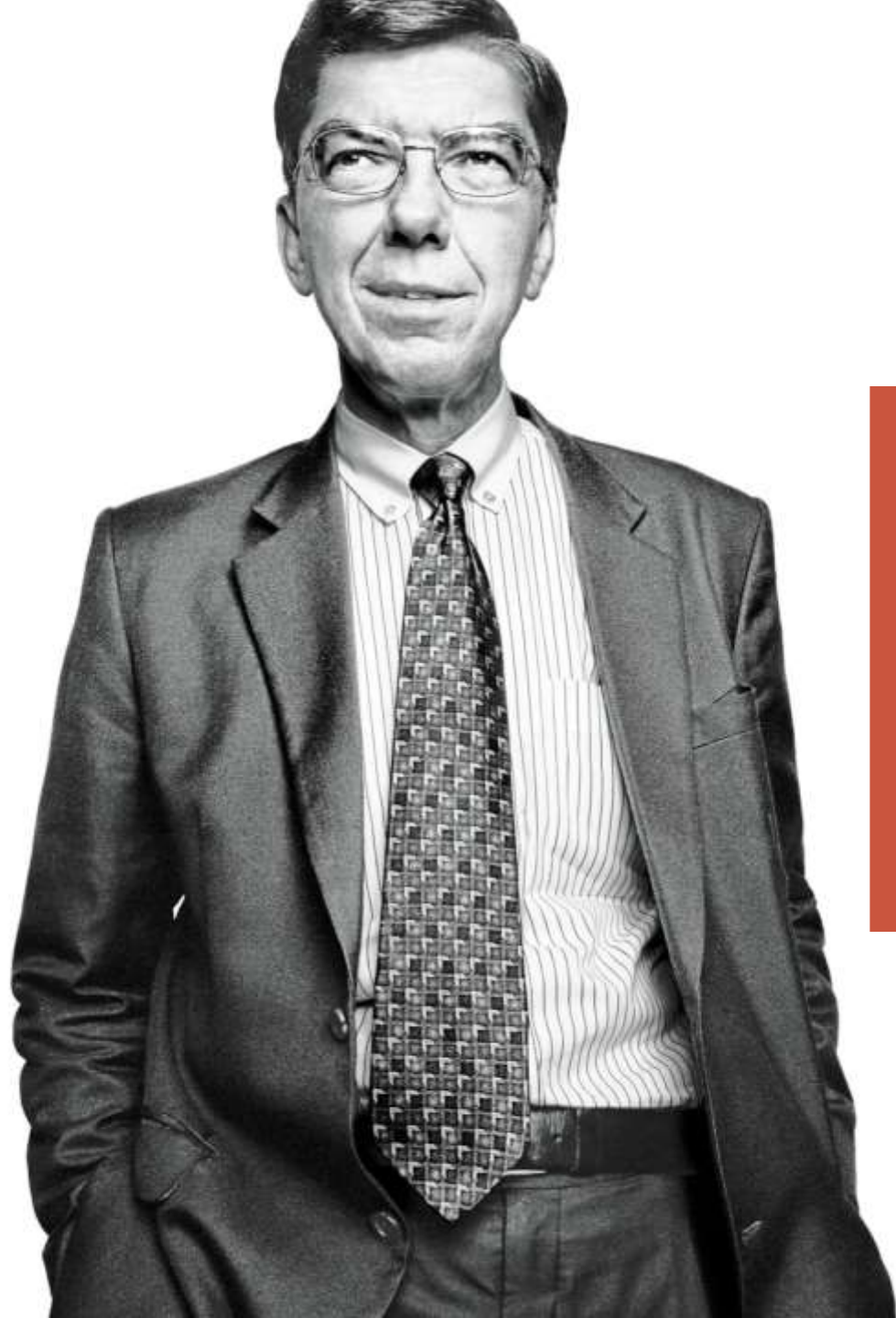
Professionalism

Self-Improving

Key takeaways - recap

1. Understand the difference between leading and managing and why you need to be proficient at both
2. Assess whether a BA leadership and management role is for you
3. Understand the skills you need to grow to get you to where you want to go





The final word

"If you want to help other people, be a manager"

Useful Resources



Kotter - What Leaders Really Do.pdf



Job Crafting Guide.pdf

Free OU courses: [All our free courses | OpenLearn - Open University](#)

Linked In: [LinkedIn Learning: Online Courses for Creative, Technology, Business Skills](#)

Ted Talks: [TED: Ideas Worth Spreading](#)

[Delivering Business Analysis: The BA Service handbook: Amazon.co.uk: Paul, Debra, Lovelock, Christina: 9781780174686: Books](#)

[Business Analysis and Leadership: Influencing Change eBook : Pullan, Penny, Archer, James: Amazon.co.uk: Books](#)

BA Manager Forum: <https://www.assistkd.com/learning-zone/ba-manager-forum>

BABOK & SFIA Skills: [BABOK - A Guide to the Business Analysis Body of Knowledge — English \(sfia-online.org\)](#)

Article on job crafting for BAs by Tina Lovelock: [Job Crafting for BAs - Business Analyst Articles, Webinars, Templates, Jobs \(batimes.com\)](#)