



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

Please score and comment on this session and speaker in the event mobile app



Shifting left: From B Analysis to B Architecture

Stephen Burton, Head of Business Architecture, Phoenix Group

Sreedev Chembakasseril, Senior Business Architect, Phoenix Group



Objectives of today

1

Our personal journeys

2

Evolution of Business Architecture at Phoenix

3

Transferable skills, Business Analyst to Business Architect

Reflections
& learns

We're Phoenix Group

The UK's largest long-term savings and retirement business.

We look after the pensions, savings and investments of around 12 million customers across the UK and Europe

Our purpose is to help people secure a life of possibilities; from our customers, colleagues and investors, to wider society.

Our vision is to be **the UK's leading retirement savings and income business**



Business Architecture Evolution within Phoenix Group



Early tunes

Initiative shaping & design assurance



Cultural Explosion

Operating Model Development



New Audiences

Strategic alignment & Dependencies



Signing for a label

Innovation & Thought leadership

#1 Takeaway

Executive buy-in is critical

Senior Business Analysis

Being Architecture Led

The ideal Phoenix Business Architect

Influences
CXOs

Collaborates exceptionally
across boundaries

Has a wide toolkit &
knowledge of its applicability



Sees the scope of their work as the
scope of Phoenix

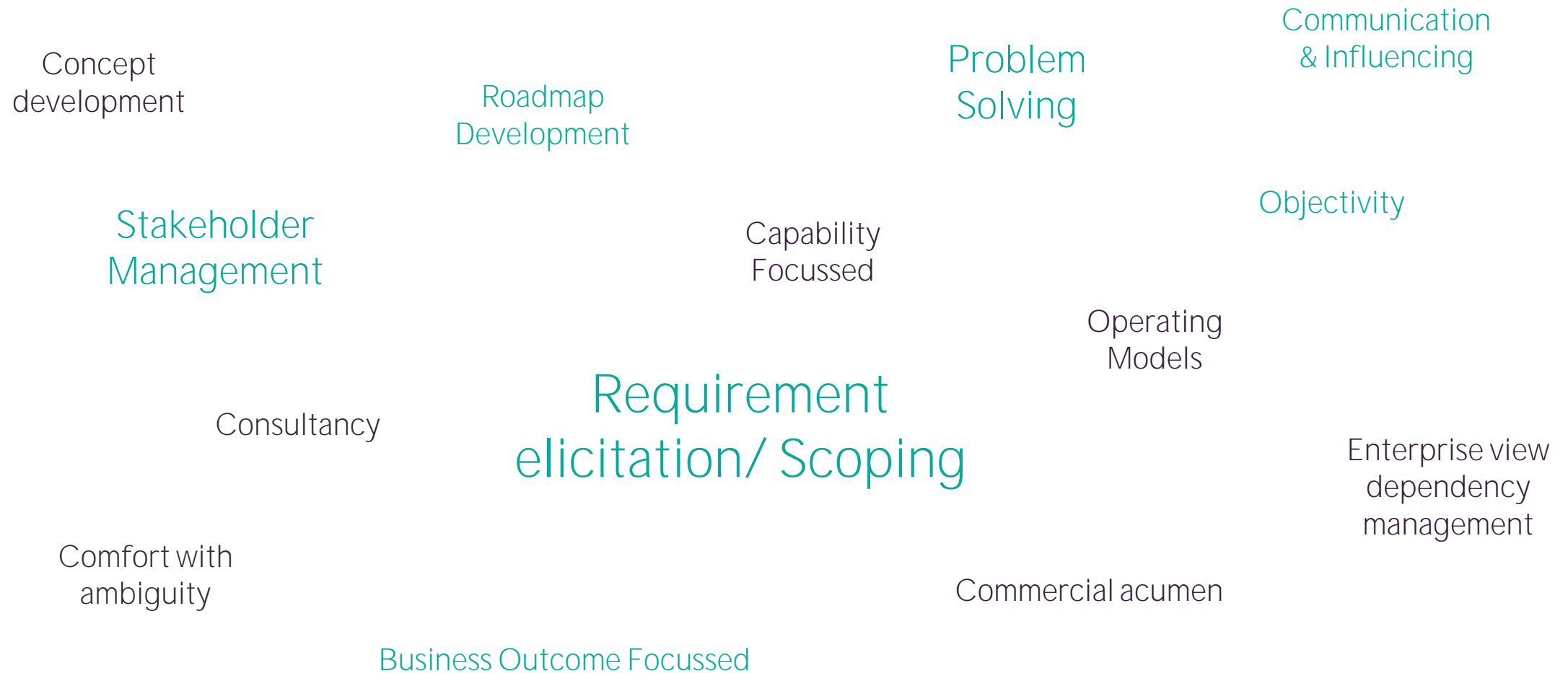
Says what needs to be said and
still has a seat at the table

Thrives in
ambiguity

Is resilient & has a
growth mindset

Possesses strong business
acumen & communication skills

Transferrable skills : Business Analysis to Business Architecture



Case Study 1 : Significant transferrable skills

Objectives

- *To outline the scope & associated target operating model of a major multi-year transformation initiative*
- *Oversee the ongoing designs to ensure it stays aligned to target*
- *Ensure major strategic considerations and dependencies on other initiatives are understood*

Key Audience

*Programme Leadership :
Business & Change*

Scope
definition &
ongoing
design
assurance

BAnalysis to BArchitecture

- *Establish clarity on R&Rs with Analysis Lead on*
 - *Artefacts*
 - *Stakeholders*
 - *Programme stage*
- *Success criteria & traceability evolve to benefits profile & target designs*
- *Process flows & epics shift to value chains and capabilities*

#1 Takeaway

*Remember that you were, not are,
the Analysis Lead*

Case Study 2 : Many new skills & techniques had to be learned

Objectives

- *Align our structure to our purpose and optimally support our strategy*
- *Provide a common understanding of how we want to operate*
- *Provide a point of direction for change and associated critical guardrails*
- *Provide a framework to drive further detail and resolve outstanding puzzles*

Key Audience

*Exec & Senior Leadership
Across Enterprise*

Definition of
future
enterprise
operating
model

BAnalysis to BArchitecture

- *Formal training : Certified Business Architect*
- *Baseline enterprise capability model*
- *Supplement with external consultancy experience*
- *Team member with high resilience, great reputation and strong growth mindset*
- *Regular sharing of learns*
- *'Do' to establish what needs to be done*

#1 Takeaway

*Effectiveness trumps
completeness/detail*



Looking ahead



Summary & Key Takeaways

1

Business Architecture is a natural extension to Business Analysis

2

Establishing a shared team vision and ensuring Exec buy in is critical to shifting from business analysis focus to being architecture led

3

Focus on your people and be ready with the tools when the time comes. Complement with external expertise as you build up internal capability.

4

*It will take time for stakeholders to see you in the new Avatar. Be resilient and continually **display value by 'doing'**.*



Q&A



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

***Please score and comment on this session and speaker in
the event mobile app***

