



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



Digital

Networks

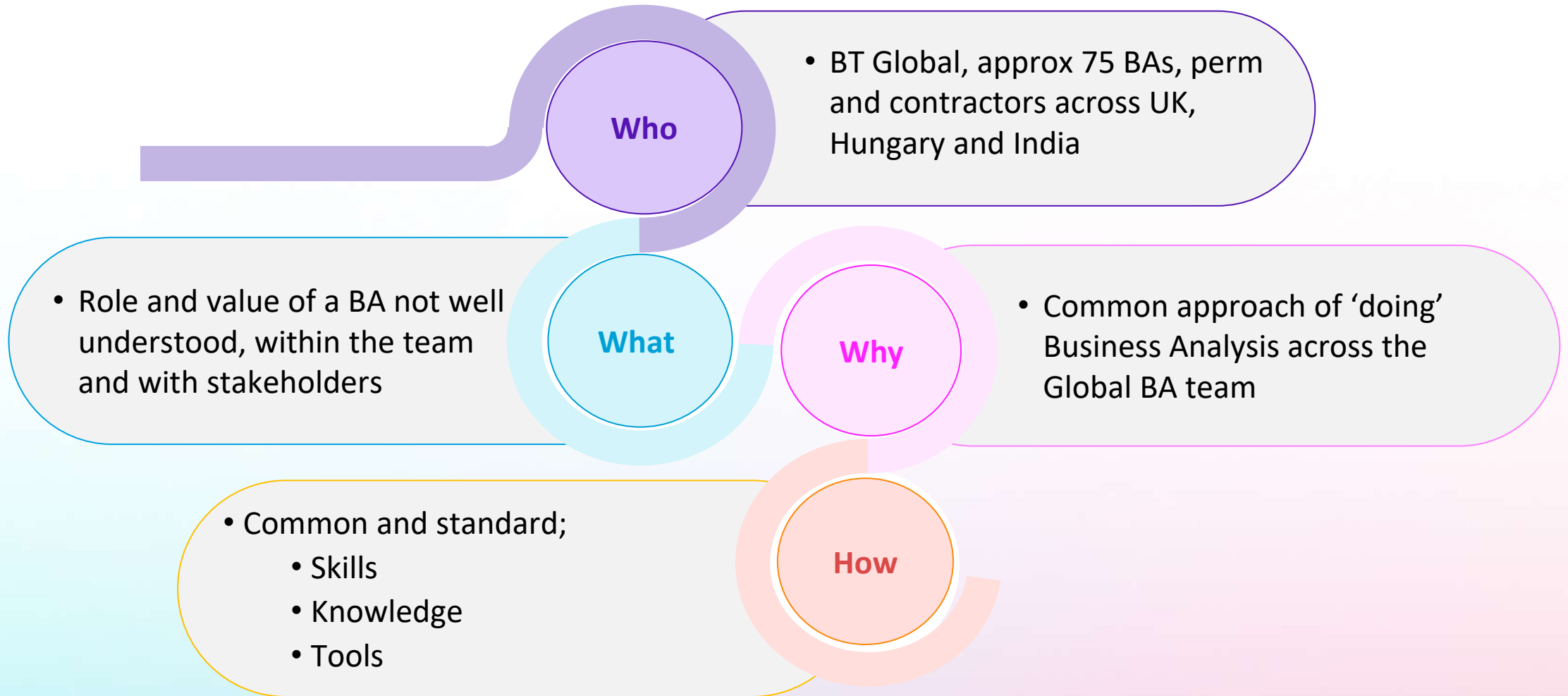
Approx - 100k employees

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

openreach

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

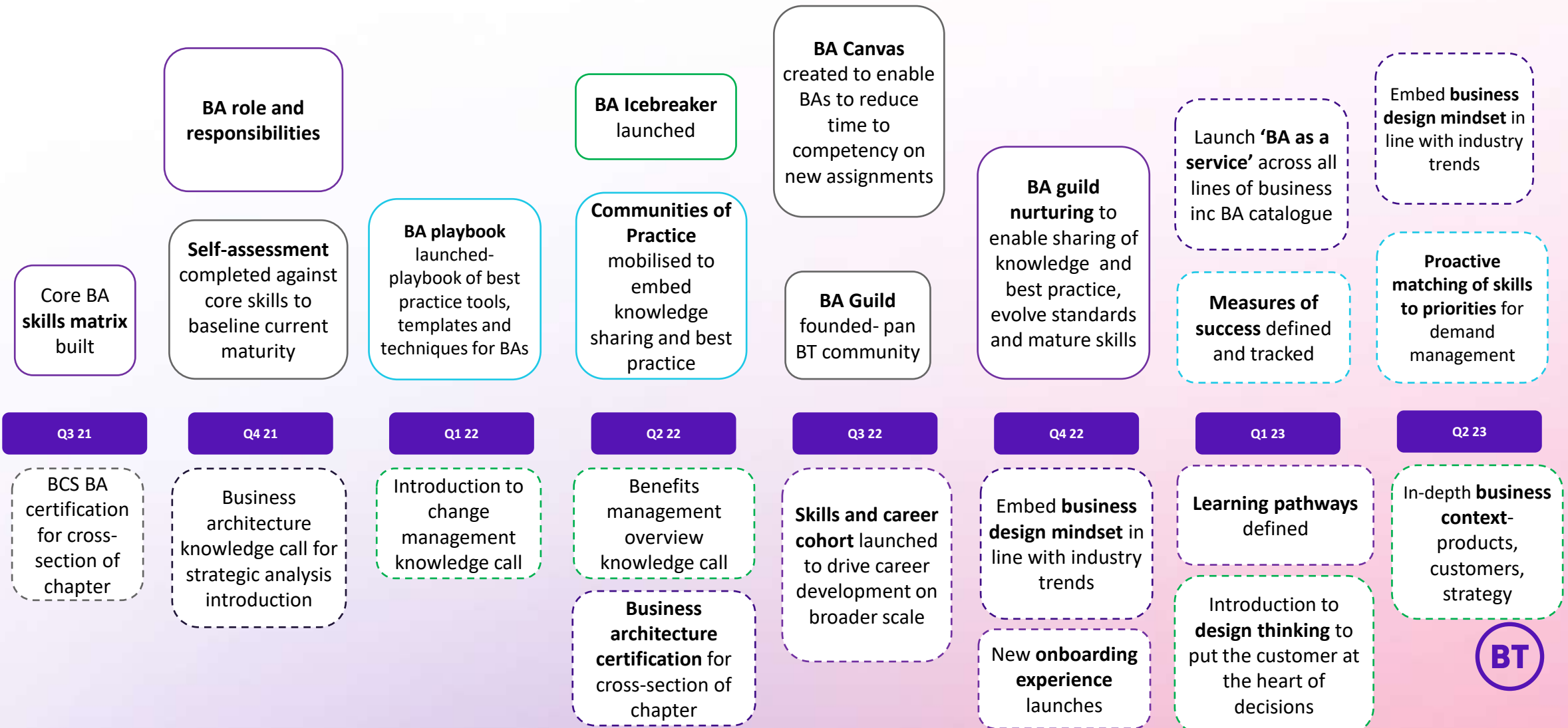
What Problem were we trying to fix?



BA Global Chapter Maturity Roadmap

Skills, standards and best practice

Learning and knowledge share



BA Playbook

BA Business Analysis Chapter

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 Edit

+ New Promote Page details Immersive reader Analytics

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	

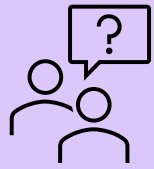
Skills Matrix

Skill	Description
Strategy Analysis	Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.
Requirements Management	Planning, executing, monitoring and controlling any or all of the work associated with requirements elicitation and collaboration, requirements analysis and design, and requirements lifecycle management
Analytical Thinking	Assimilating various types of information and identifying which are relevant. Be able to choose effective and adaptable methods to learn and analyse the media, audiences, problem types and environments
Process Analysis	Use process flows/modelling techniques to capture as-is and to-be processes to baseline and identify opportunities for improvement/optimisation
Benefits Management	Identify, define and support the realisation of the desired business change outcomes and propose measurable KPIs to track and prioritise benefits
Change Management	Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. We apply change management by helping individuals impacted by a change make the successful personal transitions that enable them to engage, adopt and use a change.
Stakeholder Management	Stakeholder management is a critical component to the successful delivery of any project, programme or activity. A stakeholder is any individual, group or organization that can affect, be affected by, or perceive itself to be affected by a programme
Influence and Communicate	Being able to adapt communication styles and techniques to the preferred styles of the audience, (verbal, non-verbal, physical and written). Influencing involves motivating people to act in ways that enable them to work together to achieve shared goals and objectives
Facilitating	To lead a discussion, by asking questions, mediating between opposing viewpoints, or ensuring that all participants' views are heard.
Business Improvement	The process of a 'thing moving from one state to a state that is considered to be better', usually through some action or intervention intended to bring about that change and improvement. Continuous Improvement is the seeking of small improvements in processes and products, with the objective of increasing quality and reducing waste

Skill Proficiency	Skill	Detail
1	General Awareness	Has a fundamental awareness and understanding of basic skills and knowledge involved
2	Practical Knowledge	Needs to follow rules and guidelines to perform tasks Adheres to prescribed ways to work in order to execute activities related to the Capability Recognized key elements of the Capability and why they are important
3	Skilled	Successfully completes straight-forward tasks and smaller, well scoped challenges independently Identifies appropriate action and modifies guidelines that have been provided to address the challenge
4	Advanced	Addresses any challenge or opportunity regardless of level of complexity Finds a way to deliver business value for any change
5	Expert	Challenges, guides and mentors others in order to help them to deliver better business outcomes Is sought after for expertise and guidance in addressing business challenges



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



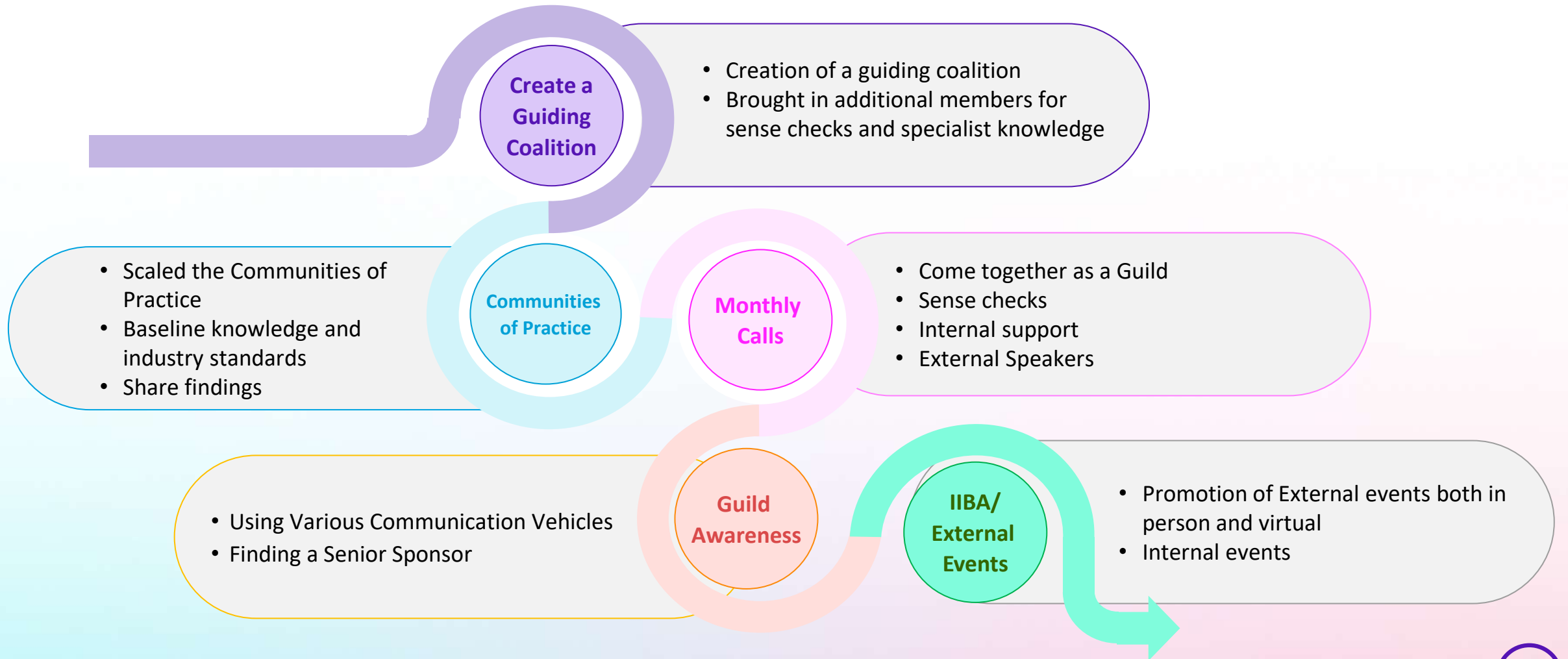
Saw huge **success** from skills uplift initiatives in Global and wanted to **scale** this across Group



Identified the need for a **guiding coalition** to drive change

Stop, Collaborate and Listen – Scale and Share

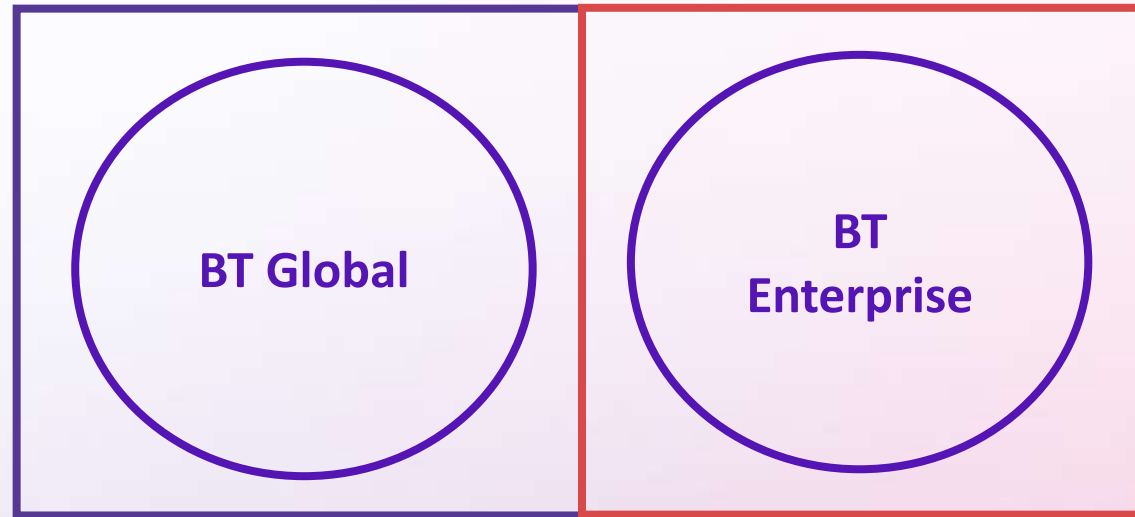
How we scaled and maintained a thriving community



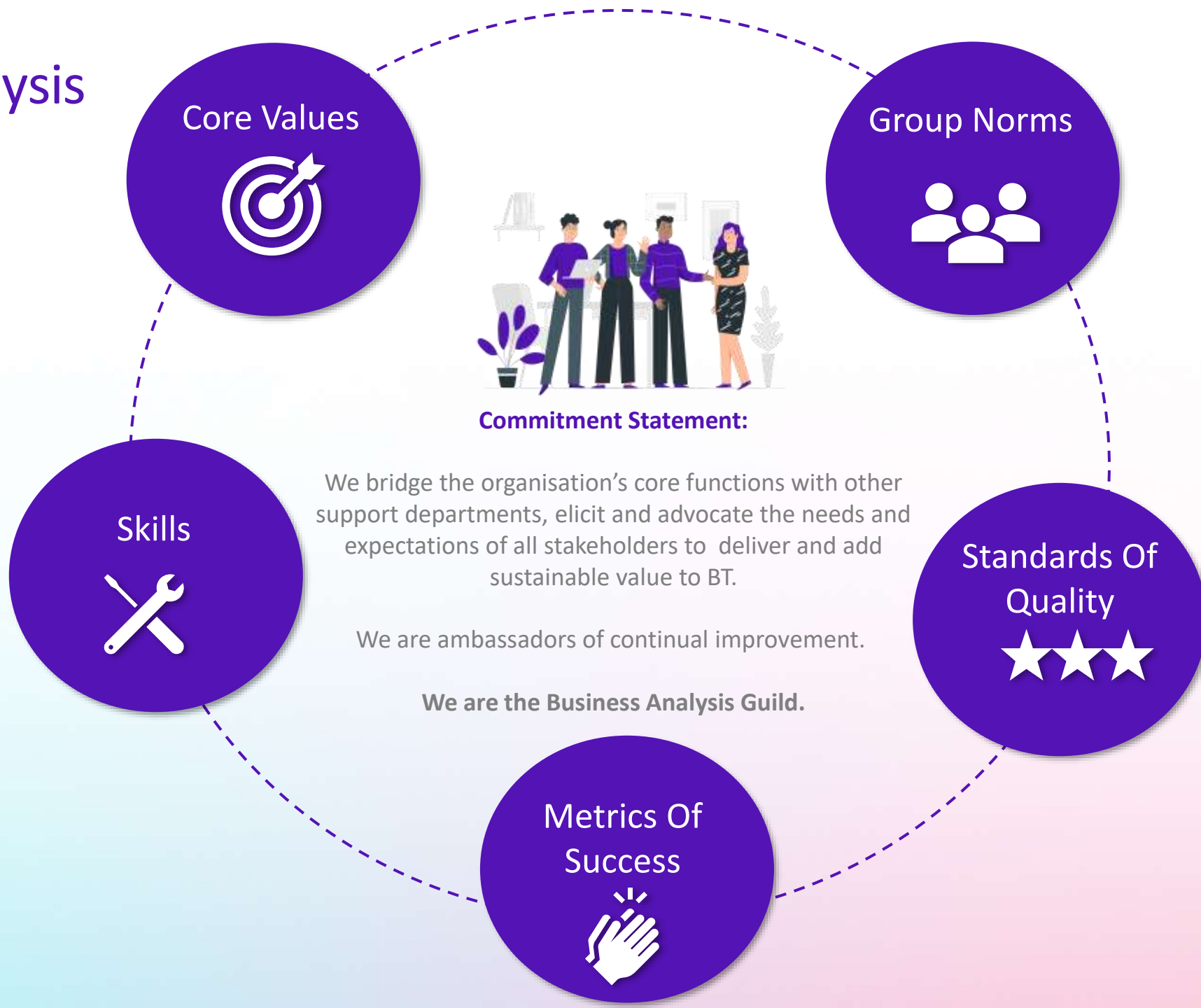
Guiding Coalition



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

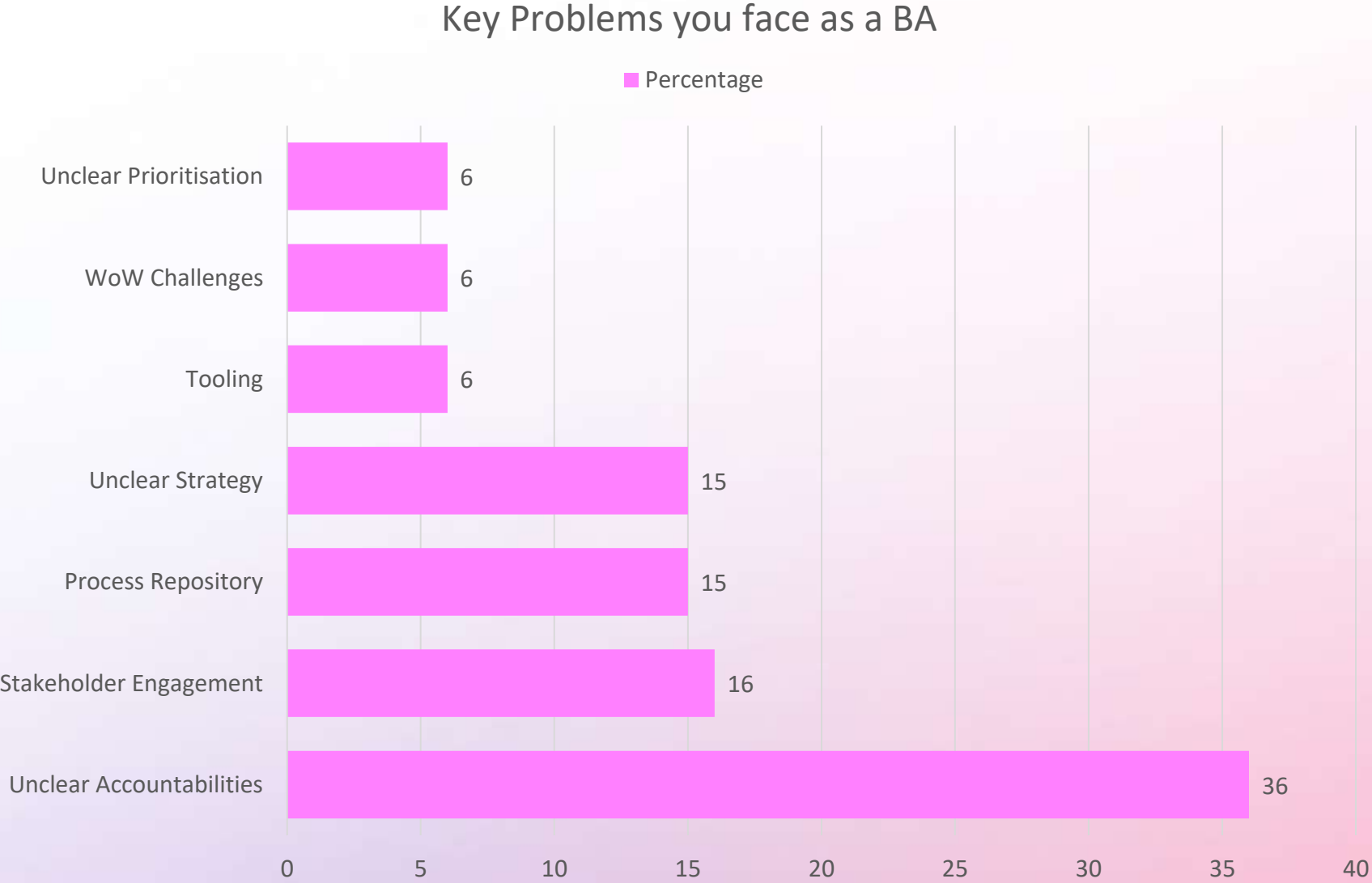
Change Management COP

The screenshot shows the 'Change Management COP' page. The header includes 'Business Analysis Chapter' and navigation options like 'New', 'Promote', 'Page details', 'Immersive reader', and 'Analytics'. The main content area features a 'Hello!' message, a definition of change management, and a diagram with five icons (eye, leaf, lightbulb, gear, refresh) labeled 'Change Management'. Below this is a 'Coming Soon' section with buttons for 'Activity Accountability', 'Business Rules', 'Change Management Best Practices - PROSO', 'Project Status Update', 'PDCA', and 'BA Change Management Tool Kit'. A 'Lessons Tools and Templates' section includes buttons for 'CM Academy and Forum', 'CM Learning Pathways', 'Business Stakeholder...', 'Communication Plan', 'Pilot & Trials', 'RACI', and 'Scope'. A 'Click for Change Management Community' button is also present.

Requirements Management COP

The screenshot shows the 'Requirements Management COP' page. The header includes 'Business Analysis Chapter' and navigation options like 'New', 'Promote', 'Page details', 'Immersive reader', and 'Analytics'. The main content area features a 'Hello!' message, a definition of requirements management, and a 'Click here for community of practise' button. Below this is a 'Lessons Tools and Templates' section with 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



BT Group BAAdaaS - BA defined as a service

Strategic Analysis



- Discovery analysis to frame scope/opportunity/problem
- Competitive analysis & external influences
- Align transformation objective to strategic outcomes
- Understand high level customer and business impacts
- Define business value and success criteria

Requirements Management



- Elicit and document requirements
- Analyse to ensure alignment to user (business and customer) need and goals
- Define acceptance criteria
- Validate, remove ambiguity, negotiate conflicts and ensure quality
- Manage and ensure traceability

Options Analysis



- 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



- 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 Change



- Validate benefits delivered against expectations
- Ensure traceability of solution to intended outcome
- Support operational readiness
- Support training and knowledge sharing relating to solution

Business Process Management



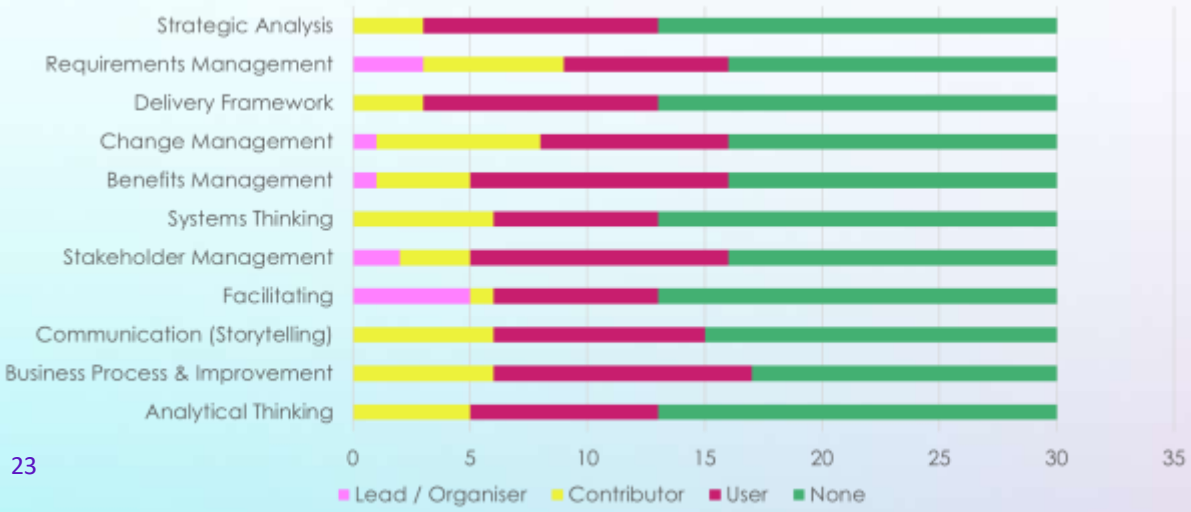
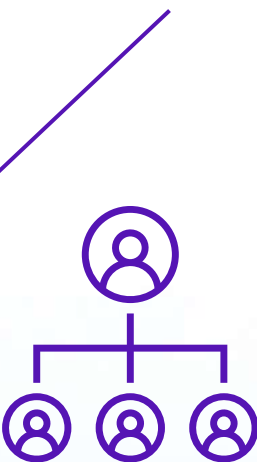
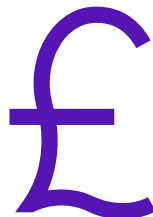
- Document as-is and design to-be process
- Conduct gap analysis on as-is vs to-be
- Identify opportunities for improvement, optimisation and automation
- Analyse process performance – KPIs and metrics used and baseline results

The Difficult Second Album - Results and Reflections

Results and Reflections of the Guild



Challenges and Unexpected Resistance



What has gone well?

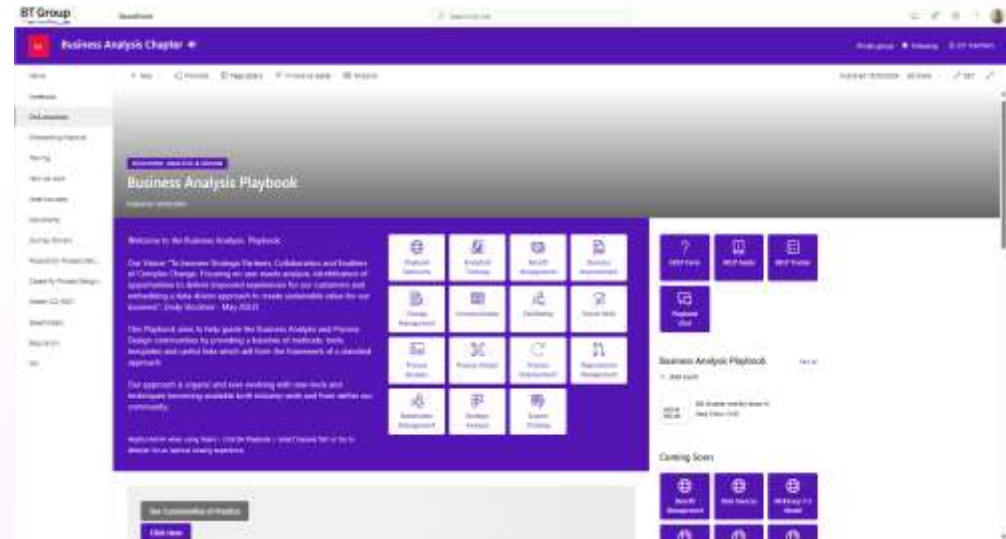
GUILD



Regular
Feedback



L&D

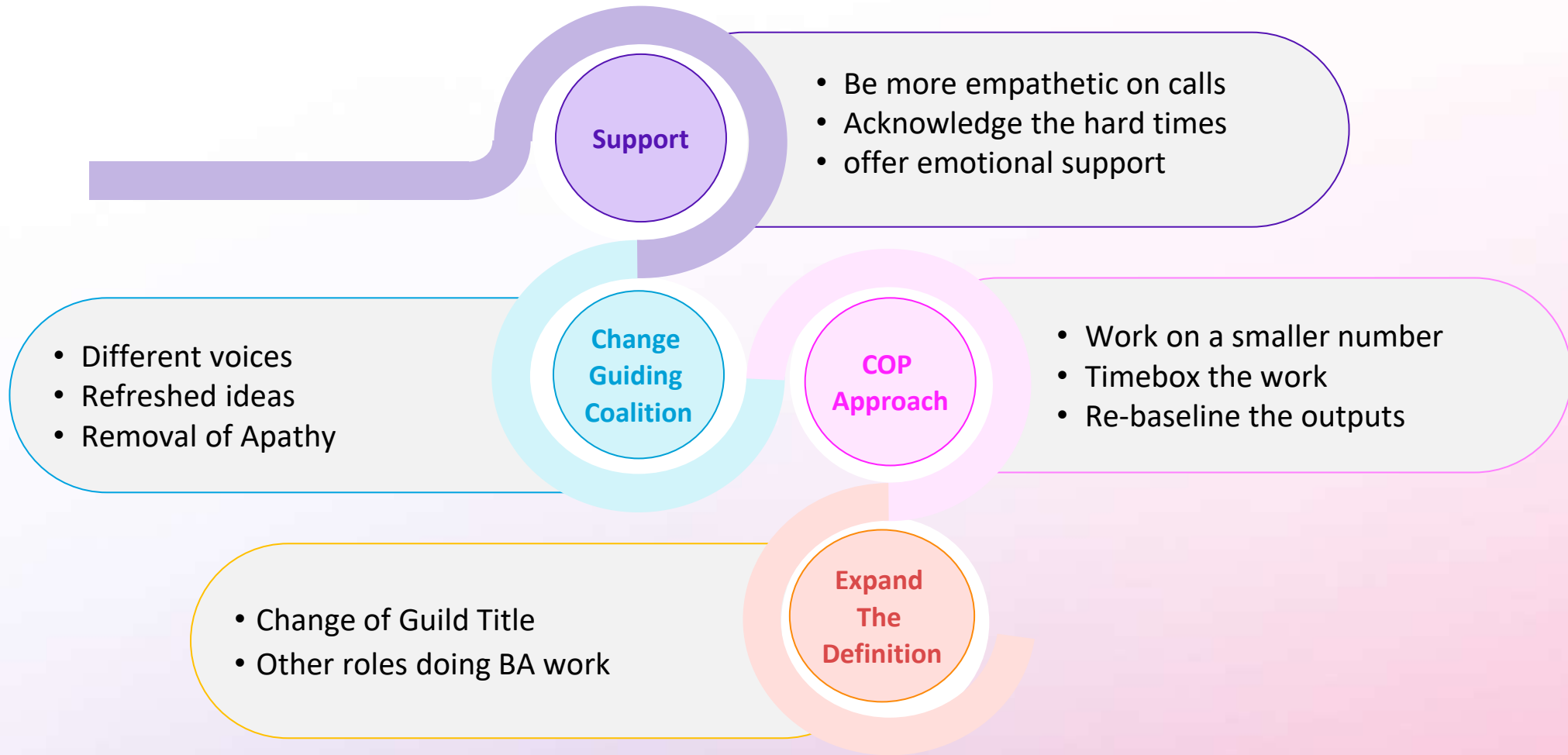


BT Group BAdaaS - BA defined as a service

Strategic Analysis <ul style="list-style-type: none">Discovery analysis to frame scope/opportunity/problemConceptual analysis & external influencesAlign to external/strategic objectives to strategic outcomesUnderstand high-level customer and business impactsPractice high-level MVDDefine business value and success criteria	Requirements Management <ul style="list-style-type: none">Elicit and document requirementsAnalyze to ensure alignment to user (business and customer) need and goalsDocument user storiesDefine acceptance criteriaValidate, resolve ambiguity, negotiate conflicts and ensure qualityManage and ensure traceability
Options Analysis <ul style="list-style-type: none">Identify options to enable changeAssessment factors to meet goalsQuantified compelling case for changeConsider cost vs benefit analysisArticulate value to stakeholdersDirecting / input to the narrative on plans, progress, key messages and risks for being	Quality Assurance <ul style="list-style-type: none">Conduct business acceptance readiness assessmentEnsure solution meets user requirementsAssure the quality of the solutionProvide trial and test supportConduct demos of solution to usersGather feedback for further iteration
Business Process Management <ul style="list-style-type: none">Document as-is and design to-be processConduct gap analysis on as-is vs to-beIdentify opportunities for optimization, automation and automationAnalyze process performance - KPIs and metrics used and baseline results	Business Change <ul style="list-style-type: none">Validate benefits delivered against expectationsEnsure traceability of solution to intended outcomeSupport operational readinessSupport training and knowledge sharing relating to solutionHelp to reinforce and embed change with usersDrive sustainable business adoption



What we would do differently



A special thanks to;

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



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