



# BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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# THE ART OF ENJOYABLE ANALYSIS: FINDING YOUR HAPPY PLACE IN BA



Hosted by Claire Chaundy and John Wisner

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The Art of Enjoyable Analysis

MACFARLANES × CAPCO  
a wipro company



# Session Outline

Join at:

**slido.com**

**#3769787**

- |   |  |
|---|--|
| 1 | Introduction   |
| 2 | The importance of finding enjoyment in your role<br>And the benefits to be gained by the organisation and individual                                       |
| 3 | Forces impacting Enjoyment   |
| 4 | Discovering your BA passion<br>Uncovering approaches and techniques to discover what we are passionate about, find most enjoyable, fulfilling or rewarding |
| 5 | A practical roadmap to enjoyment<br>For how to enhance the enjoyment of your role or BA activities   |
| 6 | Close and takeaways  |

# Introduction

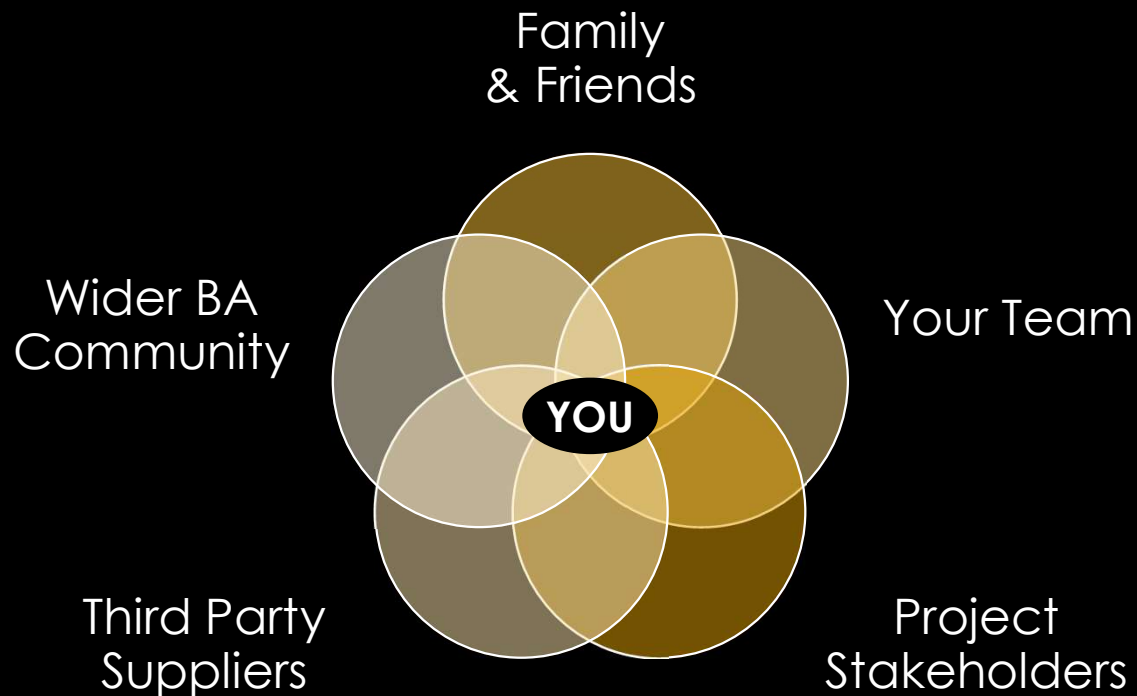


 [youtube.com/@BusAInsights](https://youtube.com/@BusAInsights)



The importance of finding  
enjoyment in your role

# The importance of **enjoyment** and its **benefits**



## The Challenge

- 49% of people are unsatisfied at work
- Unhappiness at work globally = \$8.8tr productivity loss, equal to 9% of global GDP!

## The Benefits

- 13% productivity increase
- 51% increase in retention
- 21% more profitable
- 41% lower absenteeism

# The importance of **enjoyment** and its **benefits**

## Benefits of being part of a team and collaborating with colleagues:

- ✓ Improved **productivity & quality of work**
- ✓ Improved **problem solving**
- ✓ **Team morale**
- ✓ **Performance** uplift to reputation & career
- ✓ **Learning** from others and access to **knowledge**
- ✓ Improved **interpersonal skills**
- ✓ **Creative abrasion / avoiding group think**
- ✓ **Diverse perspective and ideas**

### LinkedIn Survey (June 2024)

*'Be more effective/better'*

*'Give more of my best'*

*'Promote continuous learning'*

*'Motivation to keep doing it increases'*

*'Gives a sense of purpose to the everyday'*

*'Be creative and keep ourself motivated'*

*'Individuals feeling like they have made a difference'*

A man in a grey suit, white shirt, and glasses is walking down a set of concrete stairs. He is smiling and looking towards the camera. He has a black backpack and is holding a white laptop under his left arm. The background shows a modern building with a grid of windows and a dark metal railing. The overall scene is dimly lit, suggesting an overcast day or late afternoon.

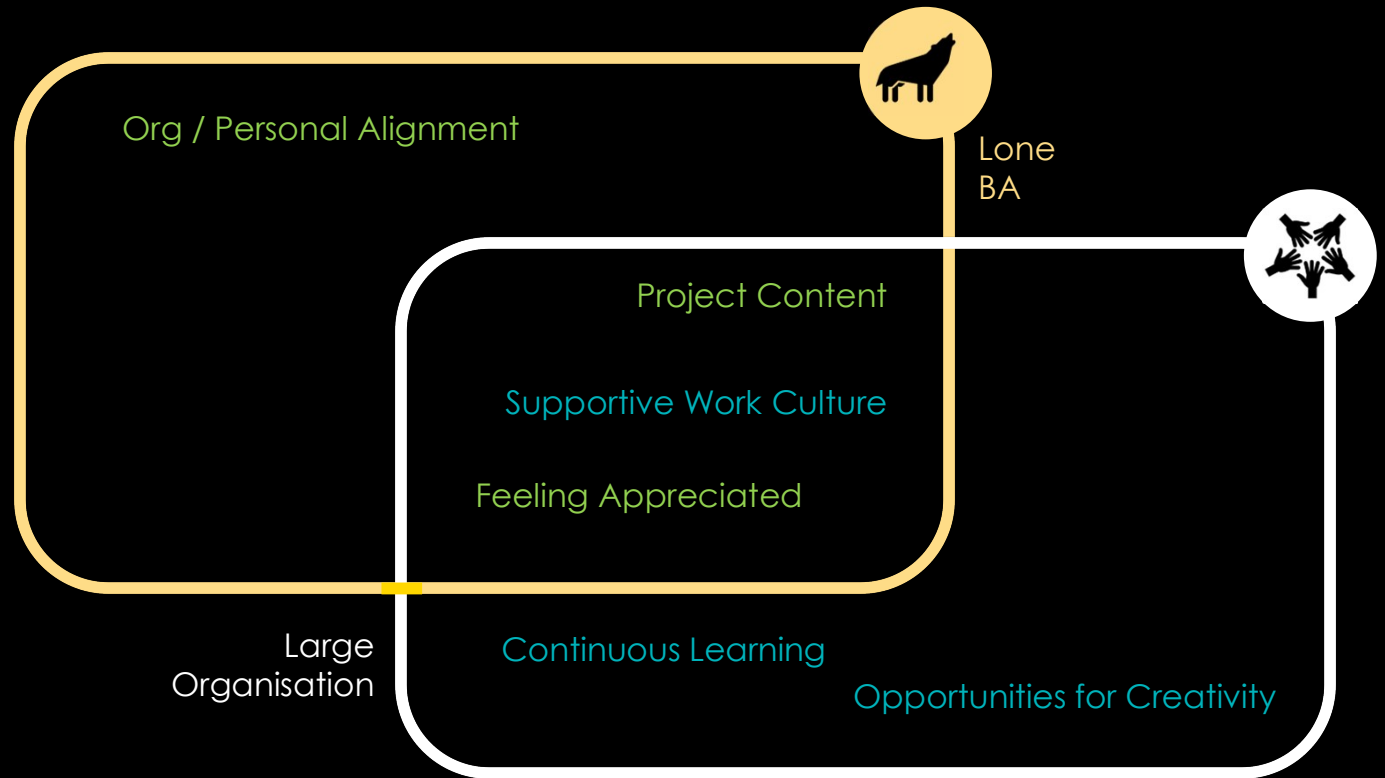
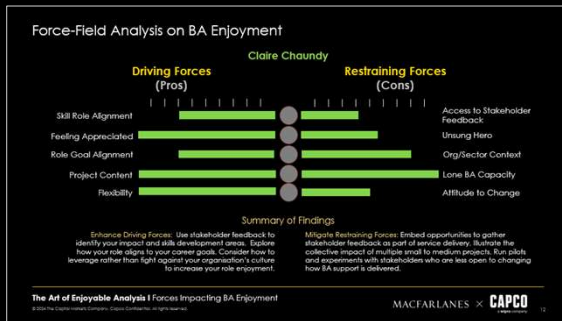
# Forces Impacting BA Enjoyment

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# Internal influences on BA enjoyment

## BA Techniques: Force-Field Analysis

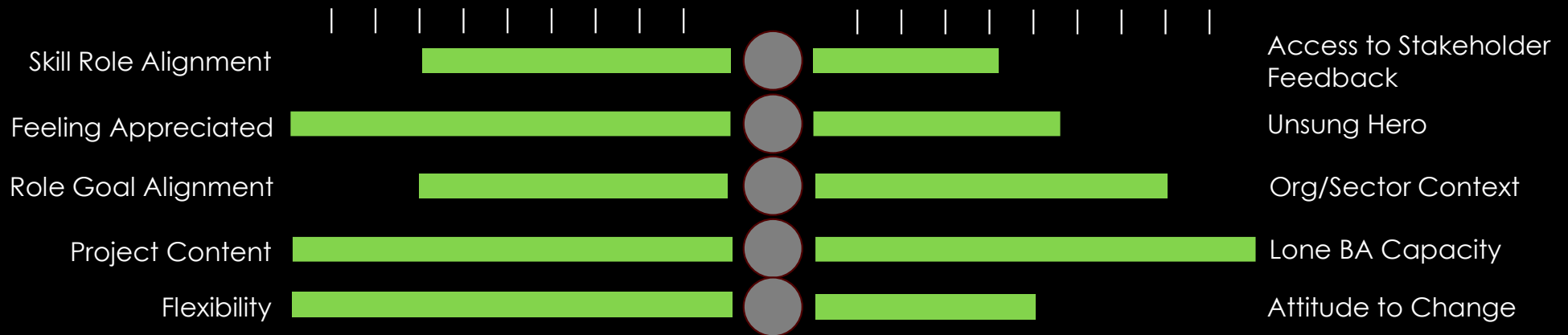


# Force-Field Analysis on BA Enjoyment

Claire Chaundy

## Driving Forces (Pros)

## Restraining Forces (Cons)



## Summary of Findings

**Enhance Driving Forces:** Use stakeholder feedback to identify your impact and skills development areas. Explore how your role aligns to your career goals. Consider how to leverage rather than fight against your organisation's culture to increase your role enjoyment.

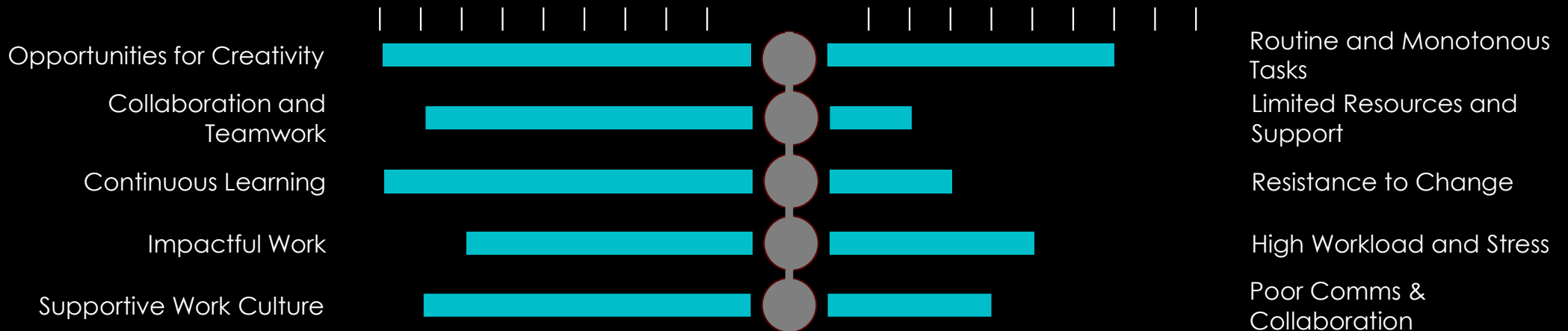
**Mitigate Restraining Forces:** Embed opportunities to gather stakeholder feedback as part of service delivery. Illustrate the collective impact of multiple small to medium projects. Run pilots and experiments with stakeholders who are less open to changing how BA support is delivered.

# Force-Field Analysis on BA Enjoyment

John Wisner

## Driving Forces (Pros)

## Restraining Forces (Cons)



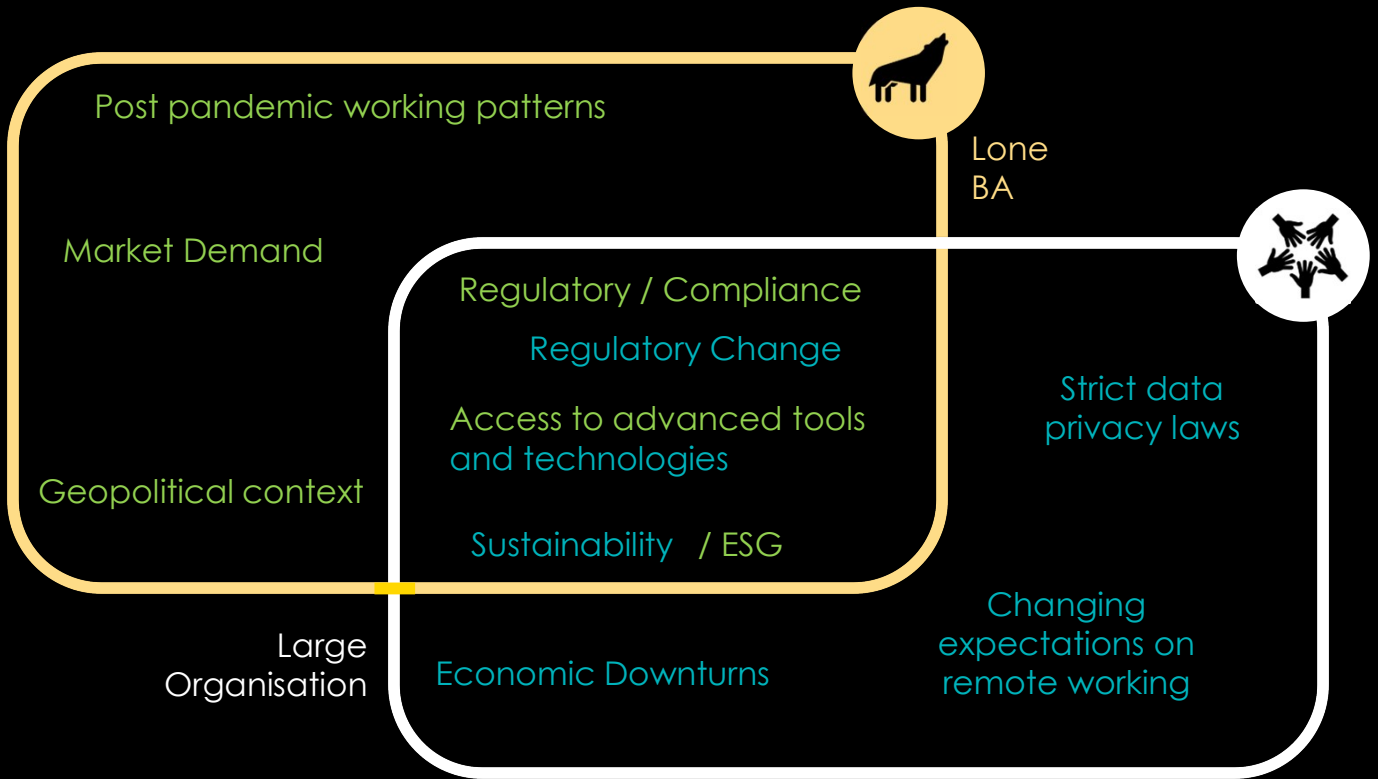
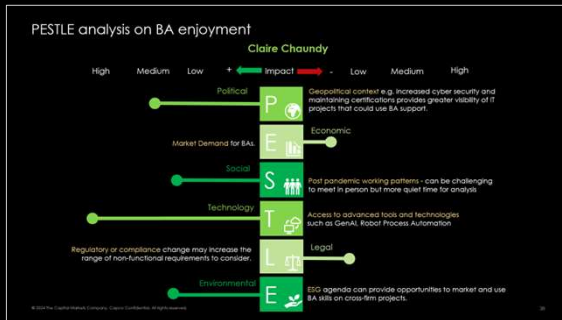
### Summary of Findings

**Enhance Driving Forces:** Focus on creating opportunities for creativity, promoting collaboration, ensuring continuous learning and development, aligning tasks with impactful work, and fostering a supportive organisational culture.

**Mitigate Restraining Forces:** Reduce routine and monotonous tasks through automation or delegation, ensure sufficient resources and support, promote openness to change, manage workload effectively to prevent burnout, and improve communication and collaboration within the organization.

# External influences on BA enjoyment

## BA Techniques: Pestle Analysis

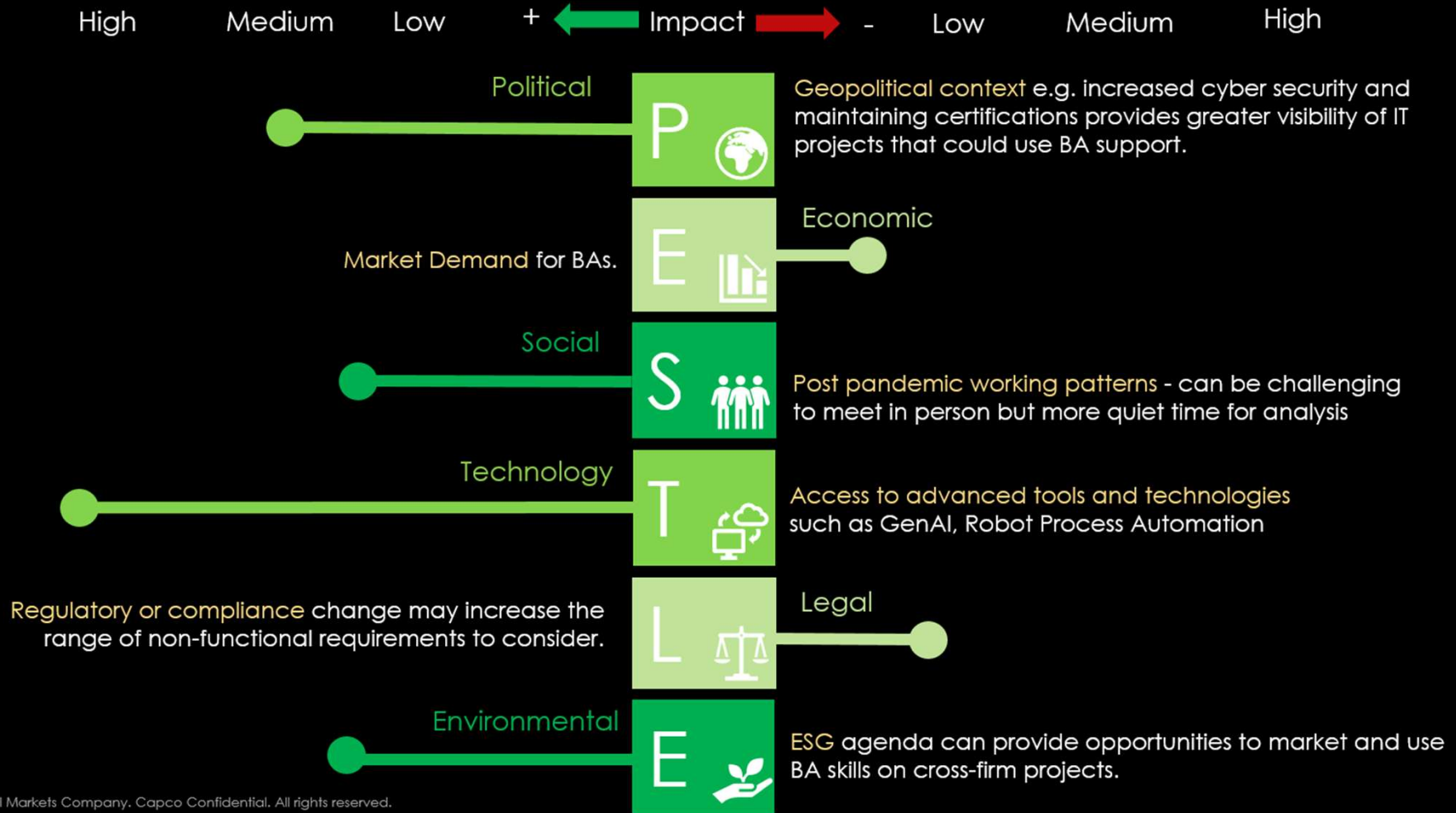


### The Art of Enjoyable Analysis | Forces Impacting BA Enjoyment

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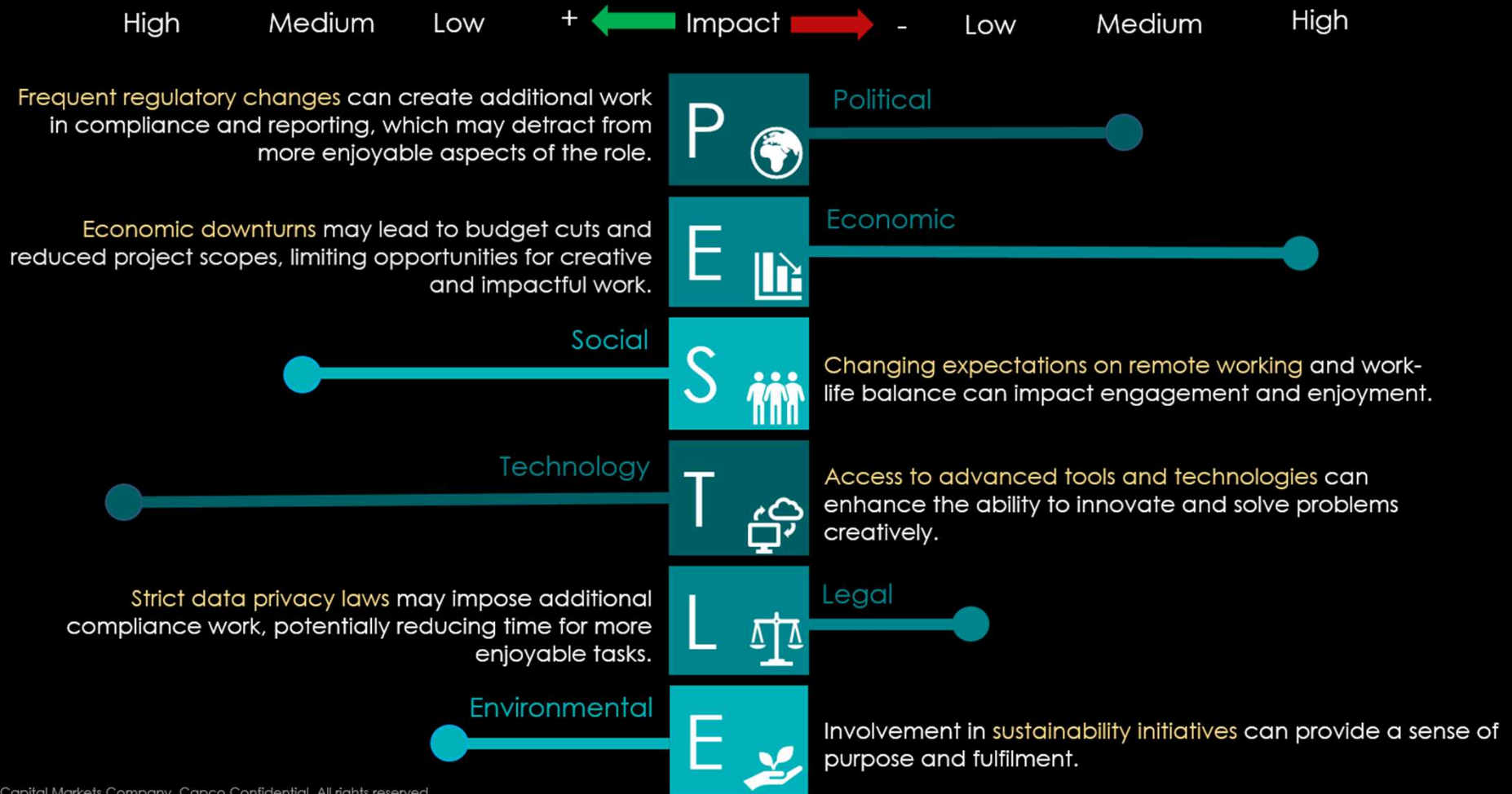
# PESTLE analysis on BA enjoyment

Claire Chaundy



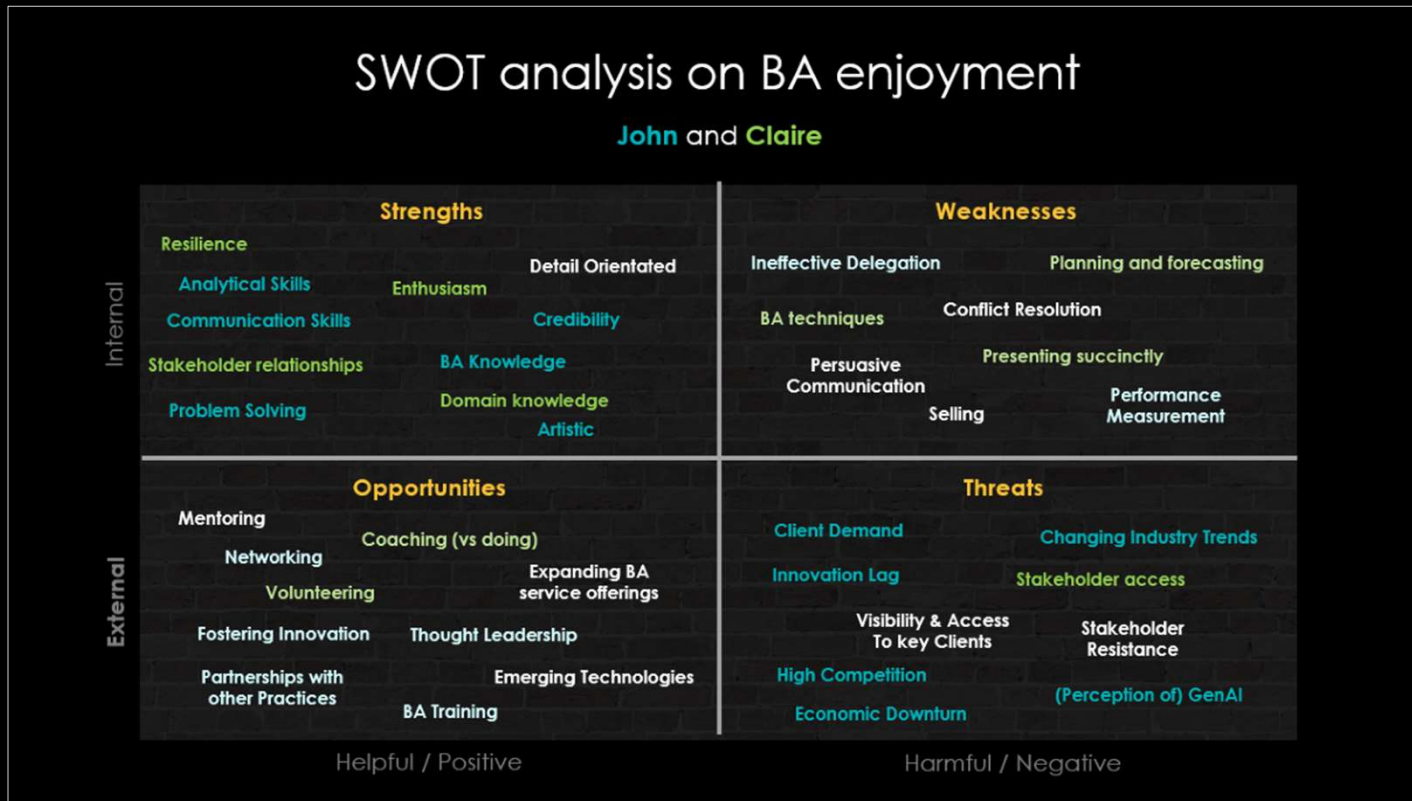
# PESTLE analysis on BA enjoyment

John Wisner

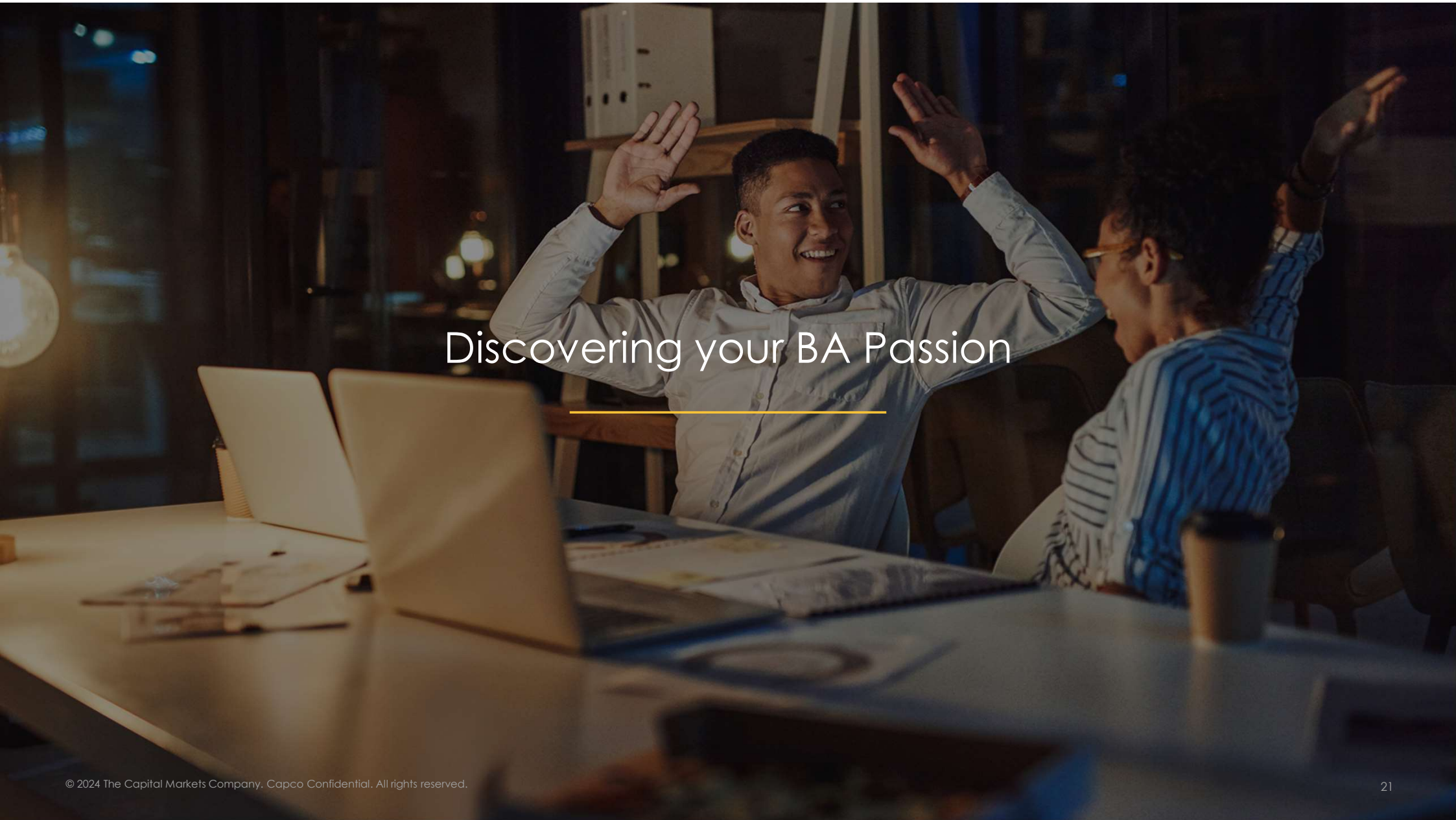


# External influences on BA enjoyment

BA Technique: SWOT



- Key Opportunities:**
- Mentoring
  - Expanding your BA Service
  - Use of Emerging technologies
- Threats:**
- Stakeholder Resistance
  - Visibility
  - Access to Clients



# Discovering your BA Passion

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# Discovering your BA Passion

## Techniques to help discover your Business Analysis passion

**Root Cause Analysis on BA Enjoyment**  
BA Techniques: 5-Whys & Root Cause Analysis

- What are we most passionate about or find most enjoyable, fulfilling or rewarding
- Business Analysis techniques can help uncovering approaches, mechanisms and techniques that you are passionate about,
  - Meeting Others
  - Learning/Development
  - Process Improvement
  - Intellectual Curiosity
  - Psychology
  - Balanced Lifestyle
  - Autonomy
  - Collaborating
  - Learning
  - Design / Visualization
  - Creativity
  - Sense of purpose
  - Add Value
  - Enjoy my Role

The Art of Enjoyable Analysis | Discovering your BA Passion  
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Root Cause Analysis

**BA enjoyment energy accounting**  
Energy accounting is a system used to measure, analyse, and report the energy consumption of different activities, regularly, to improve energy efficiency and reduce fatigue or burnout.

**Withdrawal**

- Challenging stakeholders (10)
- Managing conflict (10)
- Selling BA role (7)
- Insufficient planning time (8)
- Juggling too many projects (8)
- No thinking (5)
- Reinventing the wheel (4)
- Status Reporting (3)
- Bureaucracy (3)

**Deposit**

- Family time (10)
- Sea and sunshine (9)
- Music (8)
- Learning (7)
- Creativity (7)
- Feeling valued (6)
- Sense of progress (6)
- Reading fiction (5)
- Art (3)
- Film (3)

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Energy Accounting

**Career anchors for BA enjoyment**  
Claire and John

- We applied Edgar Schein's Career Anchors to consider our personal value orientations, social attitudes to career and work in general.
- Doing so can allow us to understand our strengths to our career aligned to our inner satisfaction from work.

See: <https://www.schein.com/anchors-of-career-anchors>

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Career Anchors

**BA service approach to BA enjoyment**  
Claire and John

Using internal or external frameworks, to consider the Business Analysis services and with it, the specific areas or underlying activities or techniques, can be a useful way to consider what you enjoy most. In this case, we are using the Capco Business Analysis Service Catalogue.

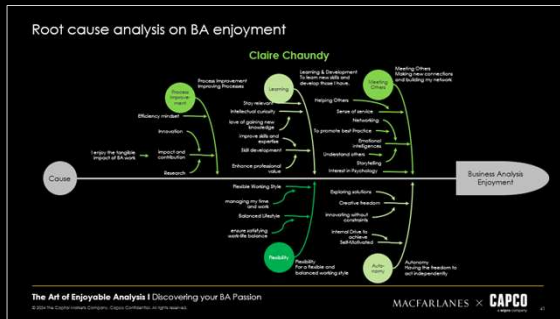
Business Architecture	Analysis, Demand, Network & Planning	Operational and Process Excellence	Requirements Management	Product/Project Range & Risks	BA Centre of Excellence and Global Application
Value Stream Mapping	BA Demand Management	Operational Excellence	Requirements Management	Product/Project Range & Risks	BA Centre of Excellence and Global Application
Service Capabilities Map	Value & Cost Stream Mapping	Operational Excellence	Requirements Management	Product/Project Range & Risks	BA Centre of Excellence and Global Application
Risks & Requirements	Value & Cost Stream Mapping	Operational Excellence	Requirements Management	Product/Project Range & Risks	BA Centre of Excellence and Global Application
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Product/Project Range & Risks	Value & Cost Stream Mapping	Operational Excellence	Requirements Management	Product/Project Range & Risks	BA Centre of Excellence and Global Application
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BA Service Model

# Root Cause Analysis on BA Enjoyment

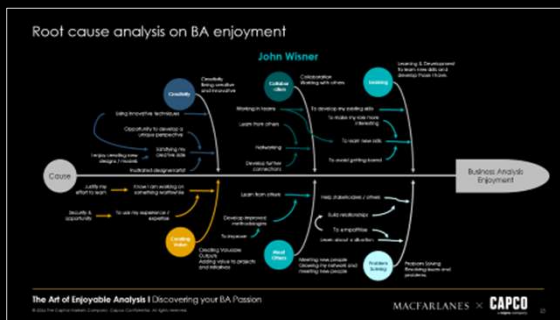
## BA Techniques: 5-Whys & Root Cause Analysis



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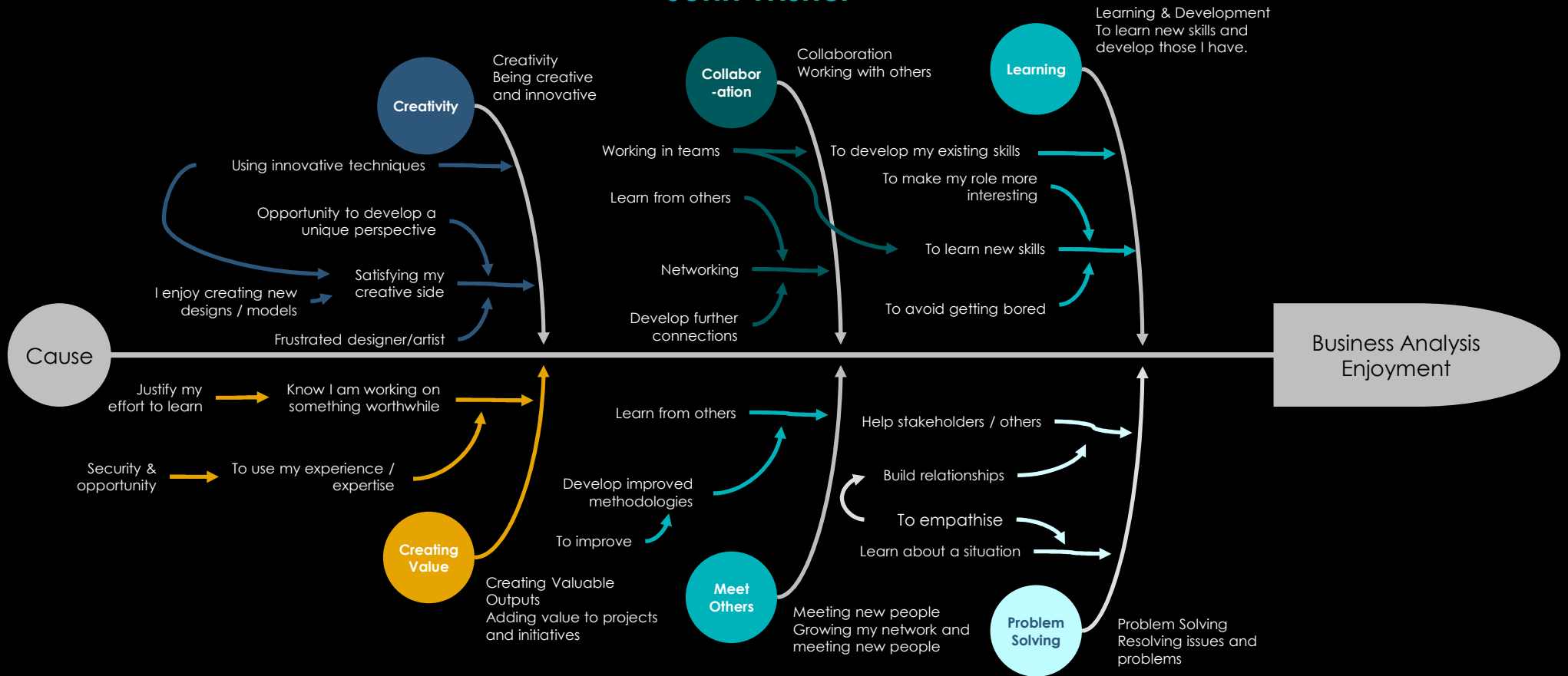
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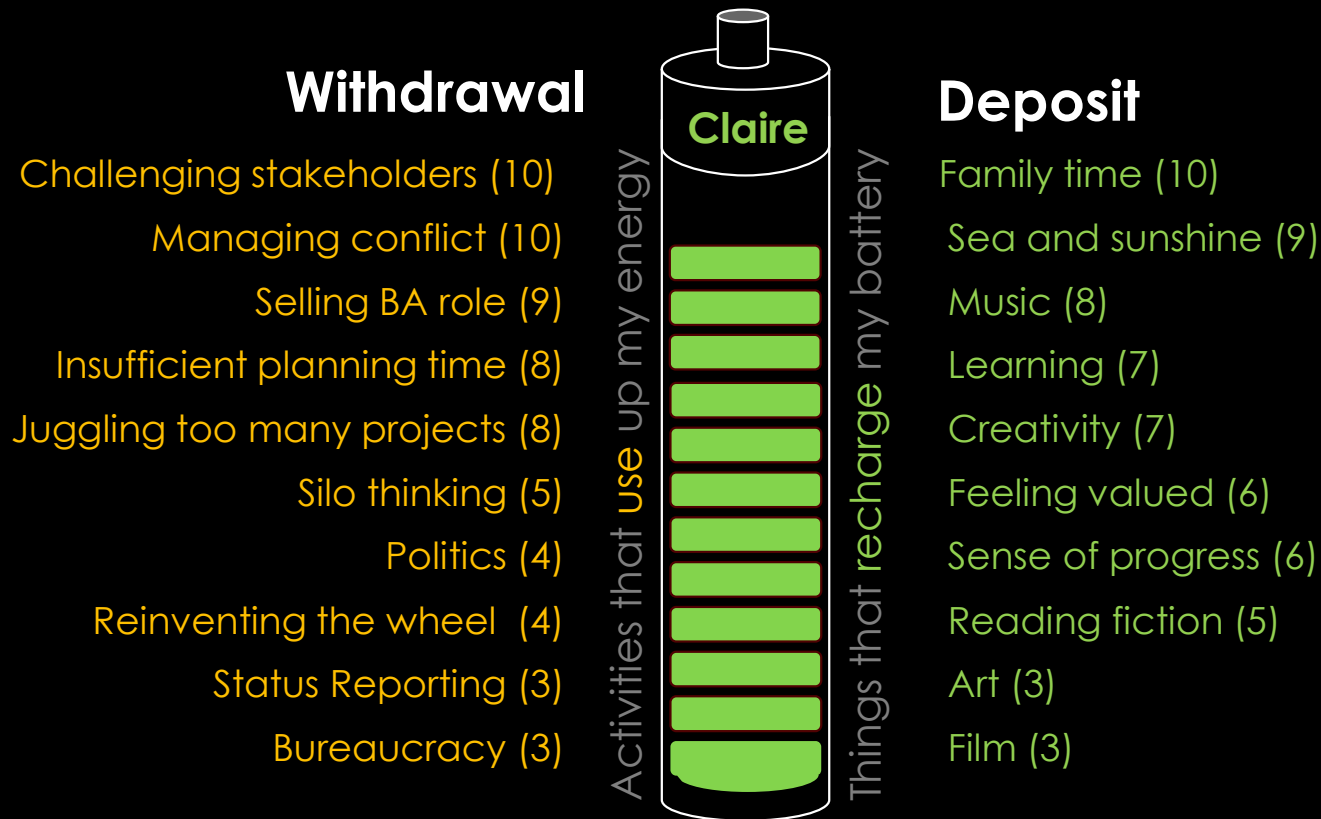
# Root cause analysis on BA enjoyment

John Wisner



# BA enjoyment energy accounting

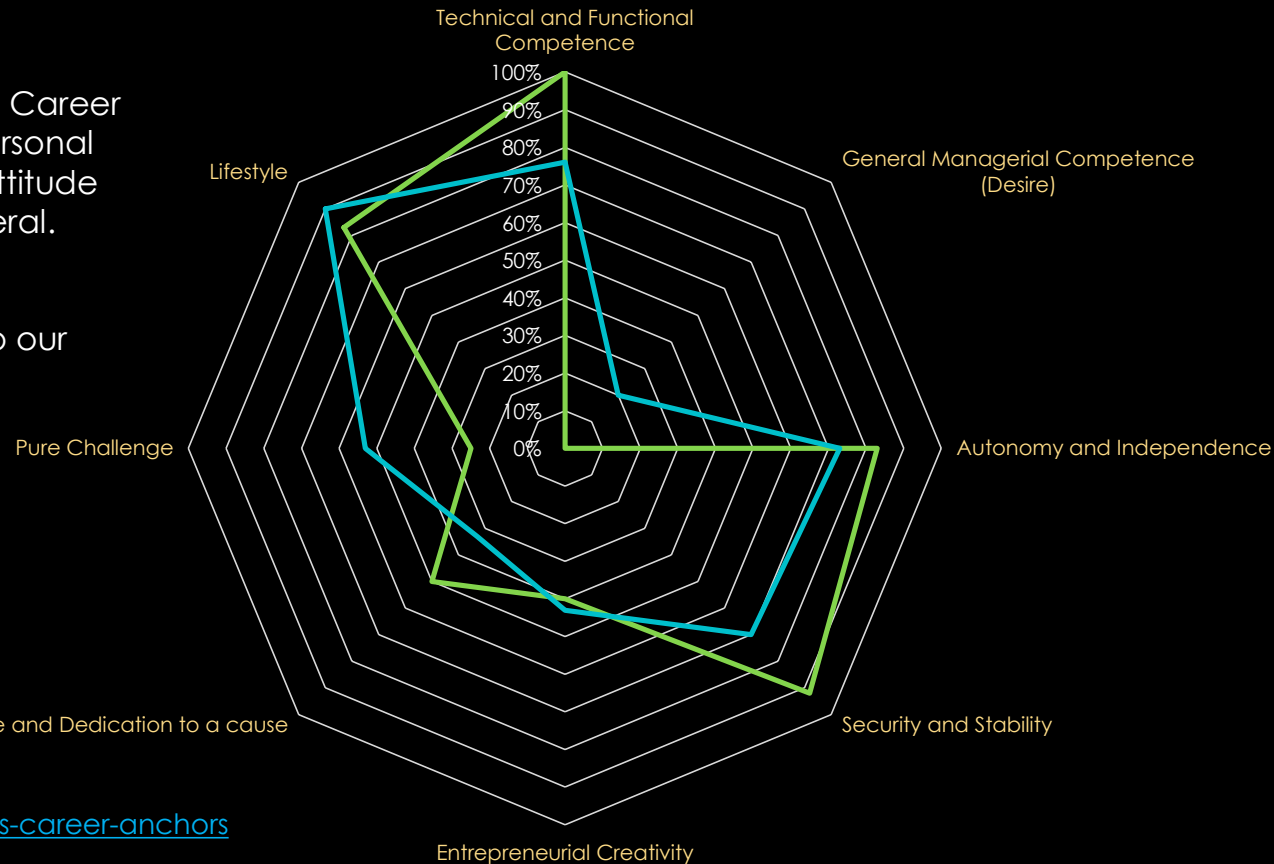
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# Career anchors for BA enjoyment

## Claire and John

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Business Architecture		John Wisner				BA Centre of Excellence and Delivery Transformation	
Business Architecture	Analysis Demand, Approach & Planning	Operational and Process Excellence	Requirements Management	Functional/Product Design & Analysis			
Value Stream Definition	BA Demand Management	Current state Process Analysis	Requirements Elicitation & Analysis	Functional Design & Architecture	Business Analysis Training	BA in the Metaverse	
Service & Capability Model Definition	Vision & BA Scope Development	Process Modeling	Requirements Management	Functional Design & Architecture	Process Training	Technology BA	
Roles & Responsibilities Division *	Investigation & Root Cause	Future State & Target Op Model Design	Requirements Definition	Non-Functional Requirements	Tooling & Techniques	BA KPI & Metric Design	
High-level data attributes identification	Stakeholder Analysis & Management	Lean Transformation	Traceability	Data Analysis & Modelling	Agile Business Analysis	BA KPI & Metric Design	
Business Architecture	Investment Appraisal and Business Case	Enterprise Process Management		Persona & User Journeys	BA CoE/CoP Implementation	BA in Process Automation & RPA	
High-level data attributes identification	Analysis Planning & Approach	OPeX Customer/Client Experience		Benchmarking	Business & User Adoption	Analysis Quality Standards	
Target State Process Definition **	Strategic Analysis	Cost Optimisation and BPO/Outsourcing		Reporting, MI & Dashboard Analysis	BA Resourcing & Mentoring		
		Process Cont-Improvement Enablement		User Experience, Prototyping & Wireframes	BA in Intelligent Automation and AI		

\* Incl. Location Strategy  
\*\* Aligned with BA and PEx

## The Art of Enjoyable Analysis | Discovering your BA Passion

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A man wearing a dark suit, a grey helmet, and white sneakers is riding a black bicycle. He has a brown backpack on his back. The background is a modern building with large glass windows and wooden frames. The scene is captured in a cinematic style with soft lighting.

# A practical roadmap to enjoyment

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# POPIT analysis on BA enjoyment

Analysis of **P**rocesses, **O**rganisation, **P**eople and **I**nformation **T**echnology, structure our thinking and analysis, ensuring that no critical area is overlooked when assessing or implementing changes within a business.



John

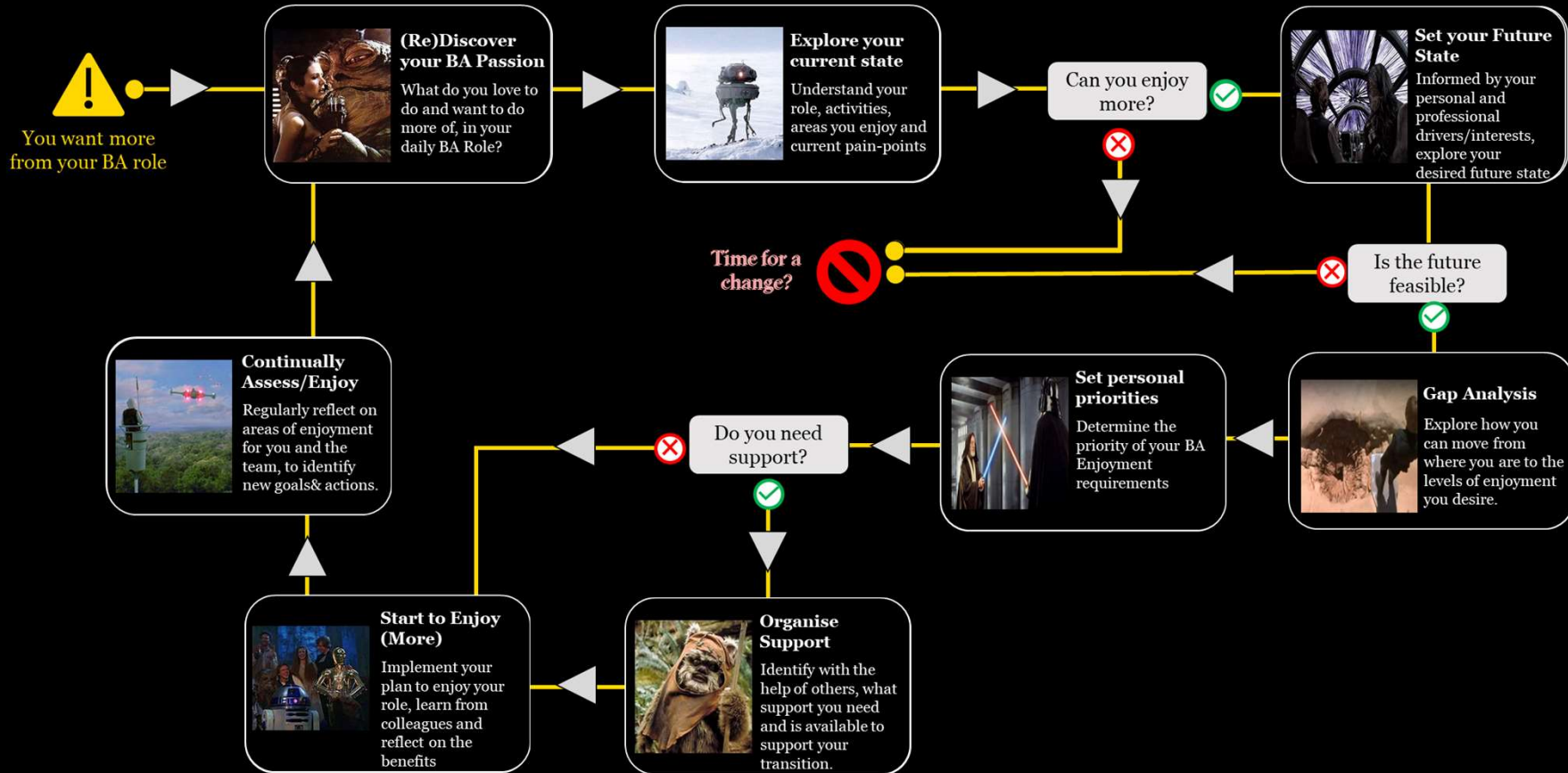
Process	Organisation	People	People	Information Technology	
<p><b>Creativity</b></p> <p>Engage in innovative techniques and new designs.</p> <p>Participate in creative workshops and process optimization.</p>	<p><b>Collaboration</b></p> <p>Work in teams and learn from others.</p> <p>Network and develop connections through cross-functional projects and product initiatives</p>	<p><b>Learning</b></p> <p>Continued development of existing skills and acquisition of new ones.</p> <p>Attend industry conferences and training sessions</p>	<p><b>Meeting others</b></p> <p>Grow your network and build relationships through stakeholder engagement.</p> <p>Participate in mentoring and networking events.</p>	<p><b>Creating Value</b></p> <p>Focus on projects and initiatives that add value and use your expertise.</p> <p>Justify learning efforts with impactful outputs</p>	<p><b>Problem Solving</b></p> <p>Take on roles that focus on resolving issues and applying creative solutions.</p> <p>Engage in problem-solving workshops.</p>

Claire

Process	Process	Process	Organisation	People	Information Technology
<p><b>Efficiency and quality</b></p> <p>Develop templates and checklists.</p>	<p><b>Celebrating success</b></p> <p>Utilise consultancy style capturing and sharing of credentials</p>	<p><b>Innovation</b></p> <p>Conscious time when planning and selecting new BA techniques.</p>	<p><b>Collaboration</b></p> <p>Map roles, responsibilities and collaboration between roles</p>	<p><b>Building capability</b></p> <p>Experiment with skills training and coaching approaches</p>	<p><b>Continuous improvement</b></p> <p>Harness existing PM tools to support planning and forecasting</p>

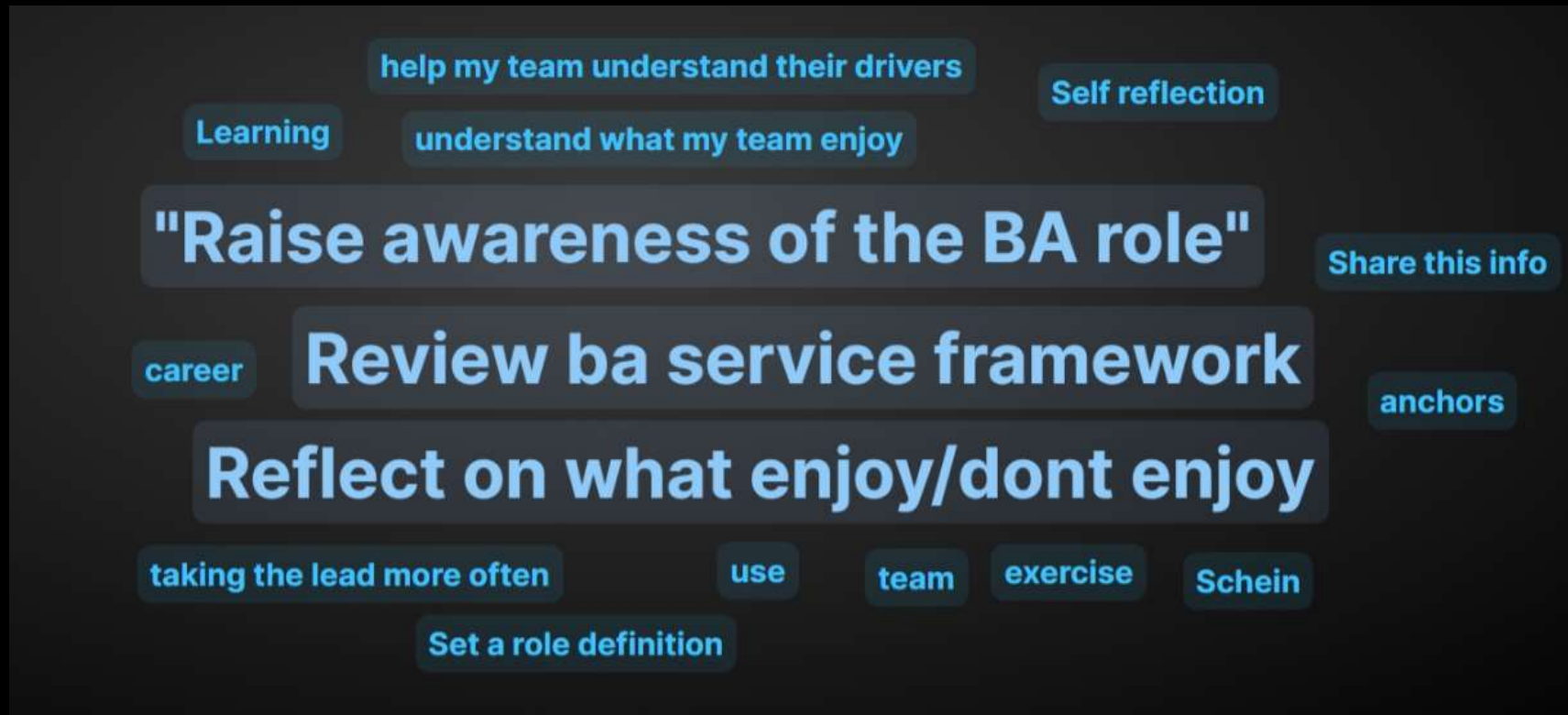
	Current State	Areas of Enjoyment	Actions
Processes	<ul style="list-style-type: none"> <li>Routine and repetitive tasks may be causing frustration.</li> <li>Processes might not fully utilize your creative and problem-solving skills.</li> <li>Reinventing the wheel</li> <li>Lack of inclusion of BA and wider IT in success stories.</li> </ul>	<ul style="list-style-type: none"> <li>Using innovative techniques and creating new designs/models.</li> <li>Problem-solving and developing unique perspectives.</li> <li>Freeing admin time to spend more time with stakeholders or on analysis.</li> <li>Celebrating success.</li> </ul>	<ul style="list-style-type: none"> <li>Automate or delegate routine tasks to free up time for creative work.</li> <li>Integrate more innovative methods and tools or templates into regular processes.</li> <li>Designate time for creative workshops and brainstorming sessions focused on process improvements.</li> <li>Develop consultancy style credentials and promote benefits realisation as a service area.</li> </ul>
Organization	<ul style="list-style-type: none"> <li>Limited involvement in high-level strategic initiatives.</li> <li>Organizational structure may not fully support networking and collaboration.</li> <li>Lack of clarity on roles and responsibilities on projects.</li> </ul>	<ul style="list-style-type: none"> <li>Working in teams and learning from others.</li> <li>Networking and developing further connections.</li> <li>Successfully positioning IT as an enabler and trusted partner</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in strategic planning and decision-making.</li> <li>Foster a collaborative environment with regular team-building activities.</li> <li>Encourage cross-departmental projects to enhance networking opportunities.</li> <li>Assign roles that align with your creative and collaborative strengths.</li> <li>Map and communicate collaboration touchpoints.</li> </ul>
People	<ul style="list-style-type: none"> <li>Mixed levels of stakeholder engagement.</li> <li>Opportunities for mentorship and knowledge sharing may be limited.</li> <li>Inability to service all projects and limited BA capability outside the function.</li> </ul>	<ul style="list-style-type: none"> <li>Building relationships, mentoring, and learning from others.</li> <li>Meeting new people and growing your network.</li> <li>Growing capability in others.</li> </ul>	<ul style="list-style-type: none"> <li>Create mentoring programs where you can share your expertise and learn from others.</li> <li>Organize and participate in networking events and industry conferences.</li> <li>Promote a culture of continuous learning and development.</li> <li>Encourage collaborative problem-solving sessions with diverse teams.</li> <li>Experiment with skills training and development and coaching approaches to service more projects.</li> </ul>
Information Technology (IT)	<ul style="list-style-type: none"> <li>Existing IT systems may not support innovative approaches.</li> <li>Limited exposure to the latest technology and tools.</li> <li>Key data about project KPIs is not captured / unstructured and time consuming to gather.</li> </ul>	<ul style="list-style-type: none"> <li>Exploring and implementing new technology solutions.</li> <li>Staying updated with the latest trends and advancements.</li> <li>Using data to drive continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Regularly update IT infrastructure to support new technologies and methodologies.</li> <li>Provide access to cutting-edge tools and software that facilitate creative problem-solving.</li> <li>Encourage participation in tech-focused training and development programs.</li> <li>Assign tech-focused projects that require innovative solutions.</li> <li>Use PM style tools for forecasting and reporting.</li> </ul>

# Practical Roadmap to BA enjoyment



## Slido Survey 3: A practical roadmap to enjoyment

What actions could you commit to take which will enhance the enjoyment of your BA role, or that of your team/organisation?



# BA Enjoyment: BA Insights



BA Insights is a series of interviews and discussions held with leaders, practitioners and experts from the world of Business Analysis.

Each week, John Wisner is joined by guests to discuss Business Analysis topics, share practical advice and share insight to help you develop your understanding or expertise in Business Analysis.

Interested in being a guest? Please contact John Wisner via LinkedIn



 [www.youtube.com/@BusAInsights](https://www.youtube.com/@BusAInsights)



Also available as a [Spotify podcast](#)

**The Art of Enjoyable Analysis** | A practical roadmap to enjoyment

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# Appendix

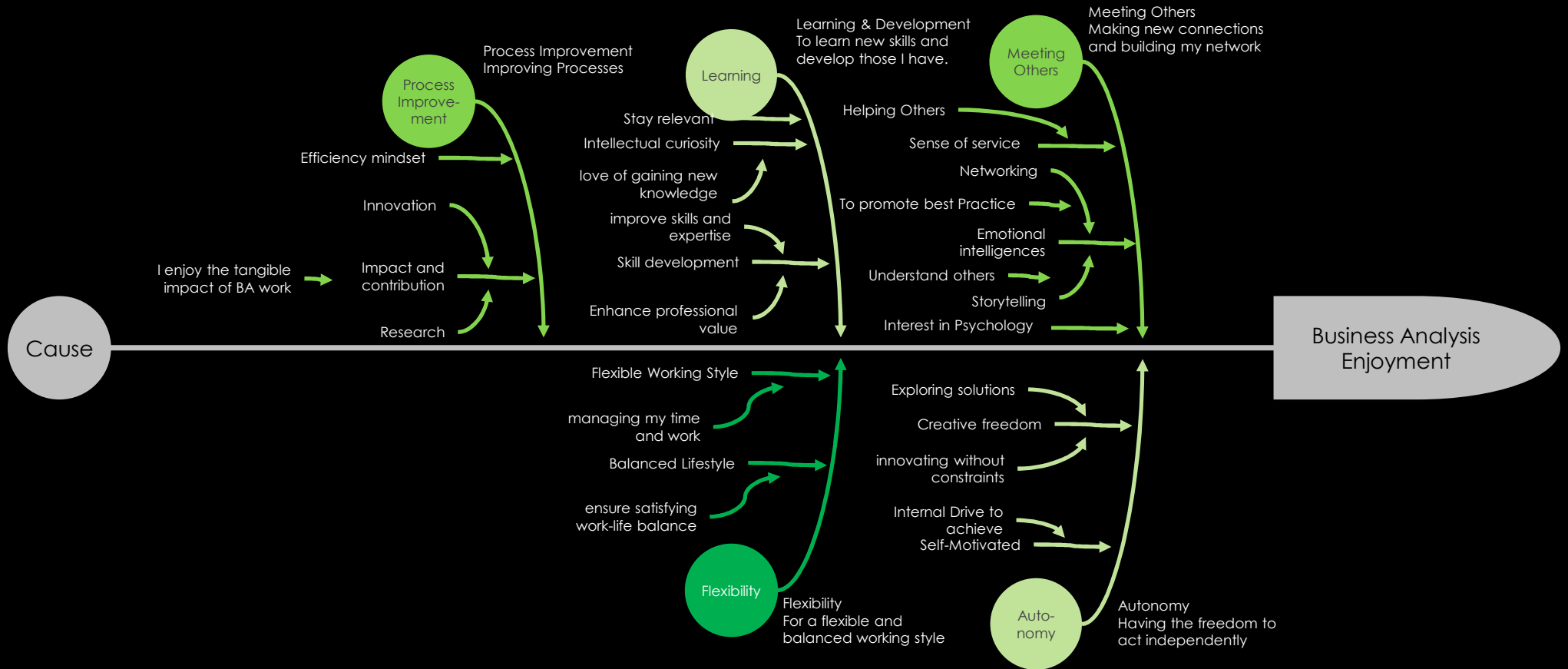
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# Root cause analysis on BA enjoyment

## Claire Chaundy



# BA enjoyment energy accounting

**John and Claire**

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