BABOK® V3 Perspectives: What are they?

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Webinar Abstract

As described in the BABOK® V3, Perspectives “provide ways to approach business analysis work in a more focused manner suitable to the content.” In this webinar we will provide a quick overview of each of the perspectives and show how any given initiative may include one or all of them within the business analysis approach! The five perspectives as defined by IIBA® will be presented: Agile, Business Intelligence, Information Technology, Business Architecture and Business Process Management.
Webinar Content

- Perspectives Defined
- Agile
- BABOK® V3 Perspectives: What are they?
- Business Intelligence
- Information Technology
- Business Architecture
- Business Process Management
- Perspectives and Me
BABOK® V3

- Perspectives are **new** in BABOK® V3.
- Helps business analysts “find themselves”
- Easier to find what we do in our various specialties and relate it to the BABOK®
Perspectives Provide Value

Offers **insight** into specialized areas of business analysis where a business analyst can provide **value**
Each Has a Common Structure Defined

Perspectives

- Methodologies, Approaches, & Techniques
- Change and Business Analysis Scope
- Impact on Knowledge Areas
- Underlying Competencies
Many Hats of the Business Analyst

- Architect (Business, Process, Data)
- Analyst (System, Business, Business System)
- Modeler (Process, Data)
The Perspective Lens

Agile

Business Intelligence

Information Technology

Business Architecture

Business Process Management

They can stand alone or be combined depending on the initiative
Agile

Based on BABOK® V3 Knowledge Areas

Strategy Analysis

Elicitation & Collaboration

Requirements Analysis & Design Definition

Solution Evaluation

The Team
Scrum Master
Product Owner
Developers/Testers
Business Analyst??

Daily Standups

Working Code

2-4 Week Sprint

Next Sprint

Shippable Increment (releases)

Retrospectives
Agile Business Analysis Positions

• As a team member participating in all sprint activities
• As a product owner, possibly temporarily, creating and grooming the backlog
• As an advisor to the team to the product owner supporting all business activities from vision to deployment
Agile Business Analysis Outcomes

• Open collaboration
• Product vision and strategic alignment
• Just enough and Just-in-time documentation
• User Stories

Don’t forget there is an Agile Extension to the BABOK® Guide for more details.
My View: Agile BA Opportunity

**Individuals and interactions over processes and tools**

*BA opportunity: Collaborate within a smaller team and with much fewer stakeholders on a continuous basis, early and often (discussion of incomplete thoughts and concepts are acceptable), using simple tools during conversations*

**Working software over comprehensive documentation**

*BA opportunity: Understand that scope is smaller with less of a need for formal documentation but still balancing this with governance and other business policy or regulatory audit needs*

**Customer collaboration over contract negotiation**

*BA Opportunity: Working toward a shared definition of “done”, understanding that you don’t get into the detail until you have to (just-in-time analysis), and focusing on business value*

**Responding to change over following a plan**

*BA Opportunity: Acknowledge that changes will occur and are acceptable, think customer first*

[www.agilemanifesto.org](http://www.agilemanifesto.org)
Business Intelligence

Data System Sources
- External
- Internal

Data Integration
- Transformation
- Quality Management

Enterprise Data View
- Operational
- Data Marts
- Analytics Platform

Decision Support
- Analytics
- Delivery

Business Intelligence
- Dashboard
- Scorecard
- Queries
- Reports
- Alerts
Business Intelligence

Business Analysis Positions

• As a primary liaison between stakeholders & solution providers
• As a functional analyst for data mining and predictive analytic techniques
• As a data analyst for defining source systems
• As a data modeler or architect defining information structures
Business Intelligence

Business Analysis Outcomes

- Business process coverage
- Decision models
- Source logical data model and quality assessment
- Target logical data model
- Data dictionaries (source and target)
- Business analytic requirements
- Dashboards
- Prescriptive and predictive models
- Output specifications
- Decision support architecture
- Data transformation requirements
Information Technology
Sample Predictive Approach

BA Techniques
(at most frequently used phases)
- Trace-ability
- Prototypes, Simulations
- Acceptance Criteria
- Validation Techniques
- Analysis Techniques

BA Deliverables
- Justify
- Initiate
- Plan
- Analysis
- Design
- Build
- Test
- Deploy
- Assess

Solution Lifecycle (Waterfall)
- Pre-project
- Initiate
- Plan
- Execute
- Close
- Post-project
Information Technology
Business Analysis Positions

- As a primary liaison between technical team and business group users
- As a subject matter expert on current software implementation
- As a systems analyst with domain knowledge
- As an experienced usability expert
- As a business process owner with in-depth business capabilities and processes
- As a technical person or software package representative understanding the nuances of the software
Information Technology
Business Analysis Outcomes

- Based on solution development life cycle
- Requirements (various types and states)
- Use cases
- Analysis results (gap, interfaces processes, etc.)
- Various business and scope models
Business Architecture

Business Architecture Blueprints

Acceptable Artifacts

Reusable Artifacts

Business Architecture Knowledgebase

Concerns & Interests

Views

Business Scenarios

 Merger

 Globalization

 Divestiture

 New Product

 Investment

 Cost Reduction

Acceptable Artifacts

Reusable Artifacts
Business Architecture

Business Analysis Positions

• As a business architect to provide a holistic and understandable view of the entire enterprise from a functional and organizational context
• As a strategic advisor, to support groups that need to make decisions regarding changes to the enterprise
• As a solution architect, to understand the interconnectivity between the different architectural layers and to make enterprise wide solution recommendations
Business Architecture

Business Analysis Outcomes

• Alignment maps (strategies, capabilities, etc.)
• Blueprints (value streams, organizational charts, process maps, etc.)
• Architectural views
Business Process Management

1. Process Identification
2. Process Discovery
3. Process Analysis
4. Process Redesign
5. Process Implementation
6. Process Monitoring & Controlling
Business Process Management

Business Analyst Position

• As a process architect or analyst that has continuous responsibility for modeling and optimizing business processes
• As a process modeler that documents the business processes with a repository
Business Process Management

Business Analyst Outcomes

- Business models and associated rules
- Performance measures and assessment
- Business decisions
How Can Perspectives Help ME?

• NEW job?
• NEW client?
• NEW project?
• In a career transition?
• Boss changed? Need to manage expectations?
• Create a better business analysis plan!
Thank You For Attending, Any Questions?

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