BABOK v3:
An Exploration...

Tom Burke
- Body of Knowledge Committee
While relying on my prominent, multi-year role on the BABOK v3 Core Team Committee, I look forward to demonstrating how this practical and useful business analysis “gold standard” handbook will prove to be invaluable for you.

During my 35-year SDLC career, I have worked for several Fortune 50 corporations in the Washington, DC area, with the majority of my work performing all types of roles and utilizing various skills within this exciting and ever evolving Business Analysis field. Having established and led two corporate BA Centers of Excellence, I very much enjoy collaborating with and learning from others about their experiences, backgrounds, and tricks of the trade! With two business degrees (Penn State B.S and University of Maryland M.S.) under my belt, I have also earned the IIBA Certified Business Analysis Professional and Scrum Alliance Product Owner certifications before moving to Folly Beach last year.

Outside of work, I am an accomplished sports book author and Olympics journalist (300+ articles) who has traveled all over the world with my family while meeting the world’s greatest athletes.
Presentation Goal: Reveal several “Tickets to Success” that you can soon put to use!
Exploration Topics

- BABOK v3 – Grand Tour
- Travel Reflections (Q&A)
Grand Tour – Unchartered Territories to Explore

- Business Analysis Core Concept Model – New Horizons
- Perspectives – Unique Vantage Points
- Knowledge Areas – Novel Passageways
- Techniques – Suitcase stuffed with 50 Treasures
- Underlying Competencies – Rejuvenation Tips
- More Hidden Gems
Business Analysis Core Concept Model - New Horizons

- Groundbreaking, foundation that supports the entire BOK
- Definition: “A conceptual framework for Business Analysis”
- Six Key Concepts – Threaded throughout
- Simple, yet Dynamic
- Essence of Business Analysis!
BACCM – Definitions

<table>
<thead>
<tr>
<th>Concept</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Need</td>
<td>A problem or opportunity to be addressed.</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>A group or an individual with a relationship to the change, the need, or the solution.</td>
</tr>
<tr>
<td>Value</td>
<td>The worth, importance or usefulness of something to a stakeholder.</td>
</tr>
<tr>
<td>Change</td>
<td>The act of transformation in response to a need.</td>
</tr>
<tr>
<td>Context</td>
<td>The circumstances that influence, are influenced by, and provide understanding of the change.</td>
</tr>
<tr>
<td>Solution</td>
<td>A specific way of satisfying one or more needs in a context.</td>
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BACCM – Decomposed

- All six concepts are interwoven
- Traverse through these pathways to synthesize your understanding
- Can start anywhere (but most start on left!)
BACCM – Benefits to You and Organization

Study this revolutionary model

- Soon it will be etched in your mind
- Once understood, it can be applied in your everyday work

Then, share with co-workers and stakeholders

- So that everyone speaks the same language
  (All on the same page!)
- Helps all navigate the same waters

Business Analysis: “The Practice of enabling Change in an enterprise by defining Needs and recommending Solutions that deliver Value to Stakeholders.”
Grand Tour – New Territories to Explore

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Perspectives – Unique Vantage Points

- Five new Perspective treasures that speak to a wider audience.
- Definition: “Used within Business Analysis work to provide focus to tasks and techniques specific to the context of the initiative.”
- A Perspective is described in relation to each Knowledge Area, as well as applicable Techniques and Underlying Competencies.
- Any given initiative may involve one or more Perspectives.
IIBA BABOK v3 – Exploration

**Perspectives**

- Expands upon IT Perspective (prevalent in BOK v2)
- Introduces four: BI, BPM, BA, and Agile
- Several SME practitioners supported these perspectives.
- Two IIBA Extension Guides: Agile and Enterprise Business Analysis served as a basis for content.

A lens from which you can view and approach Business Analysis work from.
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Knowledge Areas (KA) – Novel Passageways

- Six Knowledge Areas – Revitalized (and renamed) with more substantive and guiding content.
- KA Tasks
  - Tasks added, revised, and removed
  - For each task, a “Guidelines & Tools” section has been added
- The use of Core Concepts are described in relation to each KA
KA Interrelationships

- Business Analysis Planning & Monitoring
- Strategy Analysis
- Requirements Analysis & Design Definition
- Solution Evaluation
- Elicitation & Collaboration
- Requirements Life Cycle Management

IIBA BABOK v3 – Exploration (17)
## Knowledge Area Overview

<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Definition (abridged)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA Planning &amp; Monitoring</td>
<td>Tasks that organize and coordinate the efforts of business analysts and stakeholders.</td>
</tr>
<tr>
<td>Elicitation &amp; Collaboration</td>
<td>Tasks that obtain information from stakeholders and confirm the results.</td>
</tr>
<tr>
<td>Requirements Life Cycle Management</td>
<td>Tasks that manage and maintain requirements and design information from inception to retirement.</td>
</tr>
<tr>
<td>Strategy Analysis</td>
<td>Tasks that apply the capabilities of an enterprise in order to reach a desired set of goals and objectives.</td>
</tr>
<tr>
<td>Requirements Analysis &amp; Design Definition</td>
<td>Incremental and iterative tasks ranging from the initial concept and exploration of the need through the transformation of those needs into a particular recommended solution.</td>
</tr>
<tr>
<td>Solution Evaluation</td>
<td>Tasks that assess the performance of and value delivered by a solution in use by the enterprise.</td>
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</table>
KA Task – Guidelines & Tools

- **Guideline:** “Instructs why and how to perform a task.”
- **Tool:** “A device used to undertake a task.”
Controversial KA – RA & Design Definition

- **Design**: “A useable representation of a solution.”
- Core Team hopped on board the train and embraced “Design”
- **Reasons**:
  1. Analysis (What) vs Design (How) division is becoming increasingly blurred among stakeholders
     - Requirements ➔ Specifications ➔ Design components
  2. BAs find themselves contributing to the solution more and more, and delving into the “how”
     - More Technology-driven world, and mindset of “I want it yesterday”
     - Proliferation of Agile implementations

(20)
Paradigm Shift in Workplace – Design Takeaways

- Recognize that not all requirements are “What” (ex: non-functional, wireframes, process flows)
- Don’t worry about the differences or division lines between the “What” versus the “How”
- Just focus on the final product for the stakeholders

Ask yourself: What do I need to provide to make the solution work for all stakeholders?
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- **Techniques – Suitcase stuffed with 50 Techniques**
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Techniques – Suitcase expanded to 50!

- Technique: “A manner, method, or style for conducting a business analysis task.”
- “The 50 techniques represent the most common and widespread techniques practiced in the BA community.”
  - All 34 BOK v2 techniques revised (and sometimes renamed)
  - New techniques (16) added
- New: Techniques to Task matrix!
New Techniques – Why the Increase?

- Catered to a greater worldwide audience
- Perspective-Influenced
  - **Agile**: Backlog Management; Collaborative Games; Stakeholder List, Map, or Personas
  - **Business Architecture**: Balanced Scorecard, Business Capability Analysis, Business Model Canvass, Business Case
  - **Business Intelligence**: Data Mining, Decision Analysis

Use the set of 50 techniques as a key resource for all your BA travels!
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Underlying Competencies – Rejuvenation Tips

- Definition: “Reflect the knowledge, skills, behaviors, characteristics, and personal qualities that help one successfully perform the role of the business analyst.”

- New and improved UCs within the existing six categories

“Inspirit” your internal compass by honing the following competencies.
Underlying Competencies

- **Analytical Thinking & Problem Solving**
  - Conceptual and Visual Thinking

- **Behavioral Characteristics**
  - Personal Organization, **Personal Accountability**, Adaptability

- **Business Knowledge**
  - Business Acumen, Methodology Knowledge

- **Communication Skills**
  - Verbal and **Non-verbal** Communications, Listening

- **Interaction Skills**
  - Facilitation, Negotiation & **Conflict Resolution**

- **Tools & Technology**
  - Office Productivity Tools and Technology, BA Tools and Technology, Communications Tools and Technology

Note: **Bolded items** are new.
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More Hidden Gems

- Improved Graphics throughout
- Expanded Definitions: Value, Change, Strategy, ...
- Requirement States are consistent throughout
- Several cross-reference “tie-ins” among the KAs
BABOK v3 – Treasure Chest of Value, Stoked w/ Gems

✓ Up-to-Date – featuring BA Practices worldwide
✓ Helps deliver strategic, tactical and operational solutions to business problems
✓ Improved Readability – Easier to follow, consistent
✓ Practical, Hands-on

“The Gold Standard for Business Analysis”
Exploration Topics

- BOK 3.0 – Journey Retrospective
- BABOK v3 – Grand Tour
  - New Territories
  - Newfound Treasures
  - Hidden Gems
- Travel Reflections (Q&A)
Travel Reflections

- Thoughts/Concerns about BABOK v3?
- Usefulness on the job?
- Anyone ready to get certified?
- BA Future – Ideas?