What are the day-to-day factors that are preventing business analysts from effective business analysis?

Outline

1. Impetus for this paper
2. Our Investigation
3. The Stats
4. The many obstacles of a business analyst
5. A focus on some repercussions
6. Conclusion

Impetus for this paper

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Our Investigation

1. Product scoping & estimation
2. Requirements elicitation, analysis, specification
3. Requirements reviews
4. Requirements management

The Stats (1)
The many roles of a business analyst

• 127 respondents
• 81 with BA title
• Remainder a ragtag of titles
• No requirements engineers or product owners

The Stats (2)
Levels of experience

1 - 3 years
3 - 5 years
< 1 year
5 + years
The Stats (3)
Experience to project size

- <$250
  - < 1 year: < 5 years
  - 5 + years
- >$10M
  - < 1 year
  - 5 + years

The Stats (4)
BA lifecycle involvement

<table>
<thead>
<tr>
<th>BA Lifecycle Stage</th>
<th>Involved</th>
<th>Not Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Req Management</td>
<td>14</td>
<td>51</td>
</tr>
<tr>
<td>Req Validation</td>
<td>49</td>
<td>18</td>
</tr>
<tr>
<td>Req Documentation</td>
<td>63</td>
<td>46</td>
</tr>
<tr>
<td>Req Analysis</td>
<td>67</td>
<td>33</td>
</tr>
<tr>
<td>Req elicitation</td>
<td>93</td>
<td>17</td>
</tr>
<tr>
<td>Time Estimation</td>
<td>64</td>
<td>43</td>
</tr>
<tr>
<td>Product Scoping</td>
<td>11</td>
<td>85</td>
</tr>
</tbody>
</table>

The Stats (5)
BA lifecycle involvement

<table>
<thead>
<tr>
<th>Reason</th>
<th>Product Scoping</th>
<th>Reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>No formal process</td>
<td>24</td>
<td>30</td>
</tr>
<tr>
<td>Lack of resources</td>
<td>21</td>
<td>18</td>
</tr>
<tr>
<td>Activity less important than others</td>
<td>21</td>
<td>16</td>
</tr>
<tr>
<td>Time taken up with other tasks</td>
<td>19</td>
<td>14</td>
</tr>
<tr>
<td>Activity performed inconsistently</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>I forgot how to do it</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>Not confident</td>
<td>10</td>
<td>8</td>
</tr>
</tbody>
</table>
Some of the obstacles of a business analyst

1. Role displacement or Jack of all trades
2. Mismatch of experience level and type of project
3. Lack of formal processes (19%)
4. Lack of resources (15%)
5. Ad hoc training (8%)
6. No leadership and management support (14%)

A focus on some of the repercussions 1

Over half of the respondents were not involved in *scoping and estimation* activities!

“…scope if produced but this is not part of my role…”

“…I left BA role as this role was not supported, business was able to make changes up to the point of implementation…”

“A focus on some of the repercussions 2

Over half of the respondents were not involved in *requirements reviews*!

“…once requirements are drafted they do not get updated throughout the project due to lack of time…”

“…project kicks off and then reviews tend to be informal…”
So... back to George

- Business Analysts have enough reasons to be frustrated and disillusion at work feeds complacency!
- We must focus on resolving those problems – they will not go away with new methods, tools and techniques.
- It’s about philosophy (knowledge, values, logic, ethics...)

Conclusion

If there is no understanding of the parameters and values a business analyst can bring to an organisation, there will be no commitment to resources.

This will result in a lack of performance which inevitably results in a belief that business analysts have no impact or that there is no need for them.

What are the day-to-day factors that are preventing business analysts from effective business analysis?

Thank you very much!

Anja Wever
anjaw@softed.com
www.softed.com
(+61) (0) 0432209599

The ubiquitous Neil Maiden