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BA to Boardroom Perspectives

Skyline Technologies

Mission: Improve people's lives with technology and process.
Vision:　　Enduring, associate owned company.
　　　　　　Partner with innovative clients.
　　　　　　National consulting talent available locally.
Offices in Appleton, Green Bay, and Milwaukee
Over 160 Technology Professionals
  — 50+ Microsoft Certified Professionals
  — 7 Project Management Professionals (PMP)
  — 20+ Certified Scrum Masters (CSM)
  — 2 Certified Scrum Professionals (CSP)
Proven Methodologies
  — Agile
  — PMBOK
  — BABOK
  — Testing

MY BACKGROUND

BS Mechanical Engineering and MBA.

Operations, Strategic Planning, Marketing, Sales, and General Manager (P&L).

Utilized technology to deliver:
- SAP
- Oracle
- Custom Applications

Not a hard core technologist!

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Agenda

ORGANIZATIONS AND HOW THEY EVOLVE

CAPABILITIES REQUIRED TO ENABLE GROWTH

ROLES WITHIN AN ORGANIZATION

TIME SPANS

BA EFFECTIVENESS – SOME IDEAS

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How Organizations Evolve

Stable — Sustain the machine

Prime — Department turfs, alignment issues

Adolescence — Start to work smarter, focus on profits, efficiency

Go-Go-Go — Too many opportunities, reactive, struggle to delegate

Infancy — Risk, cash flow, no management skills – Just sell
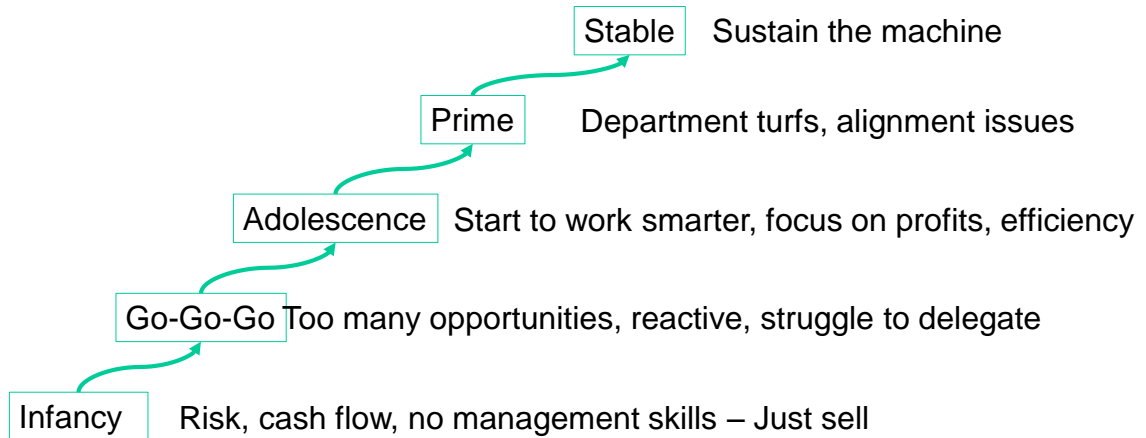
Source: Research of Elliot Jacques

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Capabilities Required

Challenge	Reason	Tools	Example
Stay relevant as a company	Vision	Strategic Plan	Lean and 6 Sigma as competitive advantage
Get efficient in a company	Integrate multiple systems	ERP Systems	Integrate ERP with inventory, payroll, shipments
Get efficient in a department	Put a system in place	Flowcharts, planning	Put in a preventative
Make sure production gets done	Plan work so stuff gets done more efficiently	Schedule, meetings, checklists	Plan a maintenance day on equipment
Production	Get Stuff Done	Machinery	Breakdown Maintenance

Source: Research of Elliot Jacques

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Roles

Roles	Accountability
Business Unit President CEO	Vision, Stay Relevant
COO, CFO, GM	Integrate whole system
Plant manager, Operations Manager, Sales Leader, Marketing Leader, Finance Leader, Engineer, Project Manager	Develop systems
Coordinator, Project Manager, Engineer, Inventory Planner, Maintenance Supervisor, Accountant	Make sure work gets done
Technician, Data Entry, Clerical, Developer, Customer Service – call center	Get work done

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Time Span	Roles	Accountability
5+ years	Business Unit president CEO	Vision, Stay Relevant
3-5 years	COO, CFO, GM	Integrate whole system
1-2 years	Plant manager, Operations Manager, App Dev Mgr.	Develop systems
6-12 months	Coordinator, Project Manager, Engineer	Make sure work gets done
1 day to 3 months	Technician, data entry, clerical	Get work done

BA

Source: Research of Elliot Jacques

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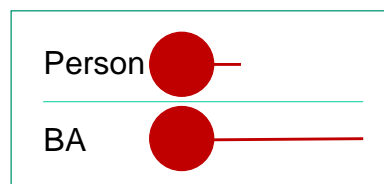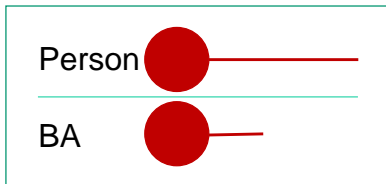
Challenges for a Business Analyst

Requirements will change:

    People have different work

    People think in different time zones

    People have limited exposure

BA must interact differently based upon zone:

Both of these are bad combinations!

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Challenges for a Business Analyst

% of Population	Time Span	Accountability
0.2%	5+ years	Vision, Stay Relevant
4.8%	3-5 years	Integrate whole system
15%	1-2 years	Develop systems
40%	6-12 months	Make sure work gets done
40%	1 day to 3 months	Get work done

Low risk business culture can lead to team decision making.

Must be intentional about building team with right mix, which will be populated with diverse time span resources.
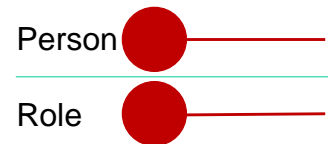
Source: Research of Elliot Jacques

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Can We Grow People?

Age 20	Age 65	Accountability
1	1	Do the Work
1	2	Ensure it is done
1	3	Systems
2	4	Integrate Systems
3	5	Vision

Source: Research of Elliot Jacques

Opportunity – Match
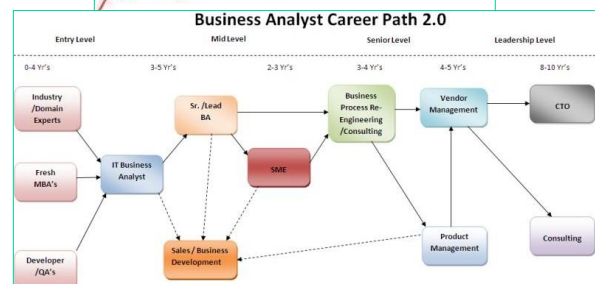Person and Role Zones

Person

Role

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Summary

As companies evolve, needs change.

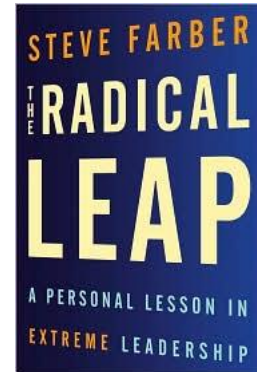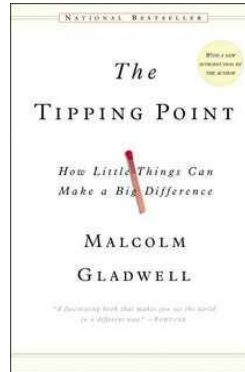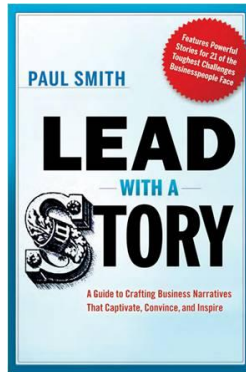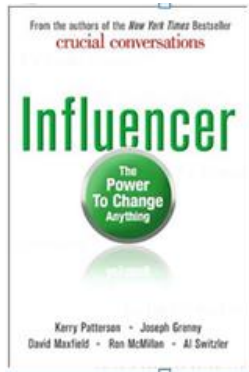Roles can have drastically different views of the same issue.

People inherently operate from different time horizons.

BA's that understand these dynamics can increase their effectiveness and get better results over time.

Business Analyst Career Path 2.0

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Learn More

QUESTIONS?