BABOK® Guide v3: What’s New And Why You Should Care!

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Agenda

1. How We Got Here
2. The Major Changes
3. Knowledge Areas
4. Business Analysis Core Concept Model
5. Perspectives
6. What’s Next
How We Got Here
Process Requirements

• Process was developed based on:
  • IIBA experience developing previous versions
  • Compliance with CSA, ANSI regulations for standards development
  • Information provided by IEEE, PMI, OMG on their experience and feedback from participants in those processes

• Global core team representing experience in multiple business analysis disciplines

• Task structure revamped and mapped against 10+ business change models—allowing for many different lifecycles

• Content run through 3 revision cycles
Public Review to Publication

- Every section of the BABOK Guide has been reviewed and edited by SMEs and technical writers to ensure accuracy, improve clarity, and address public feedback
  - 4500 comments from public, all were reviewed and ⅔ implemented
  - Community feedback on new structure largely positive, particularly from agile and enterprise practitioners
  - New and increased content on business cases, financial analysis, and other techniques based on community feedback
  - Images and graphics created for all sections

- Core team has reviewed and approved the revised document
  - All team members voted to publish with minor changes from last draft
  - CSA/ANSI requirements for standards development now fully met
  - Released April 15th
A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) v3

• The only globally recognized standard for the practice of business analysis

• Essential resource as it defines the skills and knowledge required by business analysis professionals

• BABOK® Guide reflects the collective knowledge of the global business analysis community
The Major Changes
“Business Analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.”

BABOK® Guide, Version 2
“Business Analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.”

……………………BABOK® Guide, Version 2

“Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.”

……………………BABOK® Guide, Version 3
Core Concepts and Unified Terminology

- BACCM
  - Uniting a community of practitioners requires common terminology
  - 6 core concepts kept recurring

- Relevant from enterprise strategy to tactical implementation
Revised Knowledge Area Structure

- Business Analysis Planning and Monitoring
- Strategy Analysis
- Requirements Analysis and Design Definition
- Solution Evaluation
- Elicitation and Collaboration
- Requirements Life Cycle Management
## Encompassing the Full Scope of the Business Analysis Discipline

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- Industry is demanding:
  - Process improvement skills
  - Strategic thinking and alignment to business goals
  - Integration with agile software development methods
  - Greater focus on change management
Knowledge Areas
BABOK Knowledge Areas

- Takes a fresh look at the Techniques and Underlying Competencies
- V3 Incorporates the following within the Knowledge Areas:
  - The Business Analysis Core Concept Model (BACCM)
  - The 5 perspectives – Agile, Business Intelligence, Information Technology, Business Architecture, and Business Process Management
Business Analysis Core Concept Model™ (BACCM™)
Business Analysis Core Concept Model (BACCM)

- Conceptual Framework for Business Analysis
  - What business analysis is
  - What it means to perform business analysis
  - Provides a foundation for the work
  - Guides you in building knowledge about the required change
  - Guides you in completing your knowledge
Business Analysis Core Concept Model (BACCM)

- **Change**: Transformation driven by a Need
- **Solution**: A specific way of satisfying a Need
- **Context**: The circumstances surrounding a Change
- **Value**: The worth of something to a Stakeholder
- **Stakeholder**: Has a relationship to the Change, Need, or Solution
- **Need**: Problem or Opportunity

Diagram:
- Changes
- Needs
- Solutions
- Contexts
- Stakeholders
- Value
Business Analysis Core Concept Model (BACCM)

• Ask yourself:
  • What are the desired Changes?
  • What Solutions are we addressing?
  • What is the Context for this work?
  • What Value are we delivering?
  • Which Stakeholders are involved?
  • What Needs are we trying to meet?
Perspectives
What’s a Perspective?

- Considers a specific Context
  - Discusses the nature of a change
  - Identifies business analysis scope
  - Identifies methodologies, approaches, and techniques to use
- Specifies the most relevant underlying competencies
- Discusses how to leverage the BABOK Knowledge Areas
Perspectives Connect BABOK to BA Practice
BABOK v3 Defines Five Perspectives

Agile

Business Process Management

The 5 Perspectives

Business Intelligence

Business Architecture

Information Technology
What’s Next
What Drives Business Value?

67%  
Enabling Business Strategy

52%  
Optimizing Business Processes

41%  
Driving Innovation

42%  
...of CIOs rated business analysis as the top technical skills gap in their organization in Deloitte’s 2013 CIO Survey.
Listening to the BA Community

• Competency Model Update

• Agile Extension Update

• How do I incorporate tools and terminology into my Organization’s practice?

• BOK v3 – A closer look at the Perspectives

• Certification
# More To Come… BABOK® Webinar Series

7 week Series promoting the BABOK focusing on a single perspective from BABOK v3

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IIBA® Certification

• Certification ensures a path of success, recognition and opportunity

• An IIBA certification can help support a practitioner’s career path and broader market opportunities

• With a proven level of competence in the principles and practices, certification offers recognition of professional competence and a commitment to career growth and learning
  • CBAP® Certified Business Analysis Professional™
  • CCBA® Certification of Competency in Business Analysis™

• IIBA certification program and exams will be updated to align to BABOK® Guide and incorporate feedback from the community in the months following the release of v3

• IIBA is committed to ensuring our certification remains the industry standard in the BA profession
Questions?

Thank you.