

# Business Analysis Career Path

As defined in the IIBA Business Analysis Competency Model Version 3.0

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# Why the Musical Chairs?

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What is a BA?

What is the career path for a BA?

What is the next challenge?

Is there a consistent job description?

Why are BA considered template zombies?

# One size does not fit all

Projects

Roles

BA

## Define what we should know

- BABOK ® Version 2.0

## Certification of knowledge

- CBAP
- CCBA

## Define what and when in our career we should be able to do it

- Competency Model Version 3.0

## IIBA Competency Model version 3.0

**PREFACE**

**CHAPTER ONE: INTRODUCTION**

**CHAPTER TWO: THE BA CAREER**

**CHAPTER THREE: COMPETENCY DEVELOPMENT**

**CHAPTER FOUR: COMPETENCIES**

**CHAPTER FIVE: COMPETENCY TABLES**

**CHAPTER SIX: CONTRIBUTORS**

# Introduction

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A business analyst is any person who performs business analysis activities, regardless of his or her job title or organisational role.

# What Is a Competency Model?

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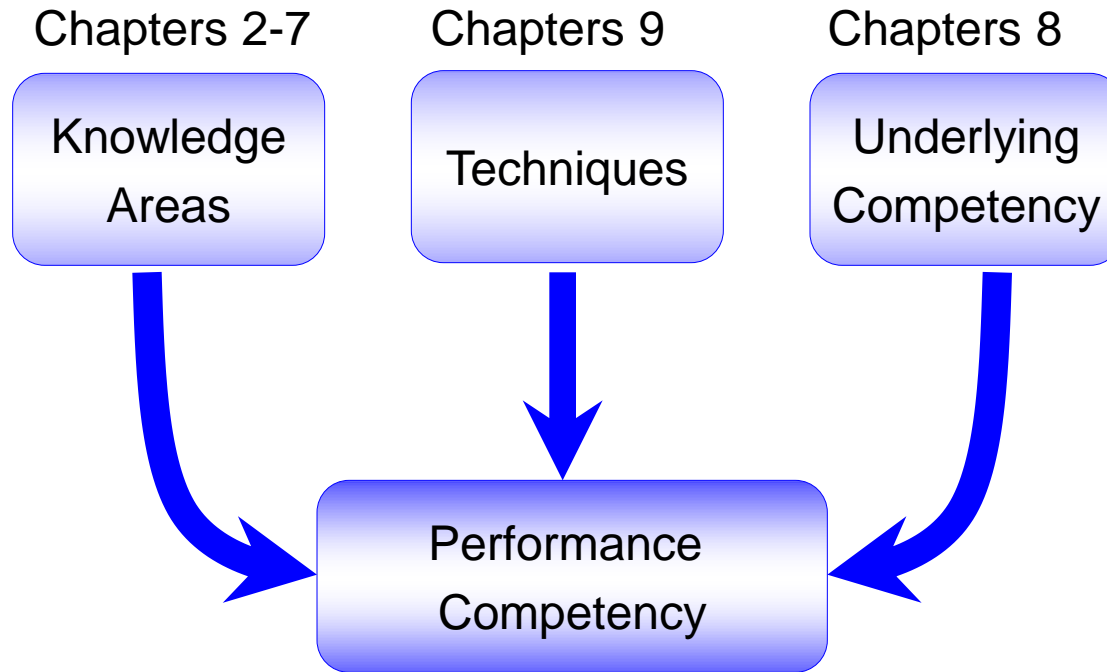
## Competency

The skills, abilities, knowledge, and other characteristics required for a person to perform that job effectively.

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# The BABOK® and the Competency Model

IIBA BABOK® Guide Version 2





# Basic Business Analysis Skills

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- Illicit
- Document
- Confirm Understanding

# Understanding the types of BA

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## Three Types of BA Roles identified

- Generalist
- Specialist
- Hybrid

# Business Analyst Generalist Levels

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Entry Level Business Analyst

Junior Business Analyst

Intermediate Business Analyst

Senior Business Analyst

Advanced Generalist

# Increasing Competency

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Entry Level Business Analyst

Knowledge

Junior Business Analyst

Standard of Work  
Autonomy

Intermediate Business Analyst

Complexity/ Scope of Work

Senior Business Analyst

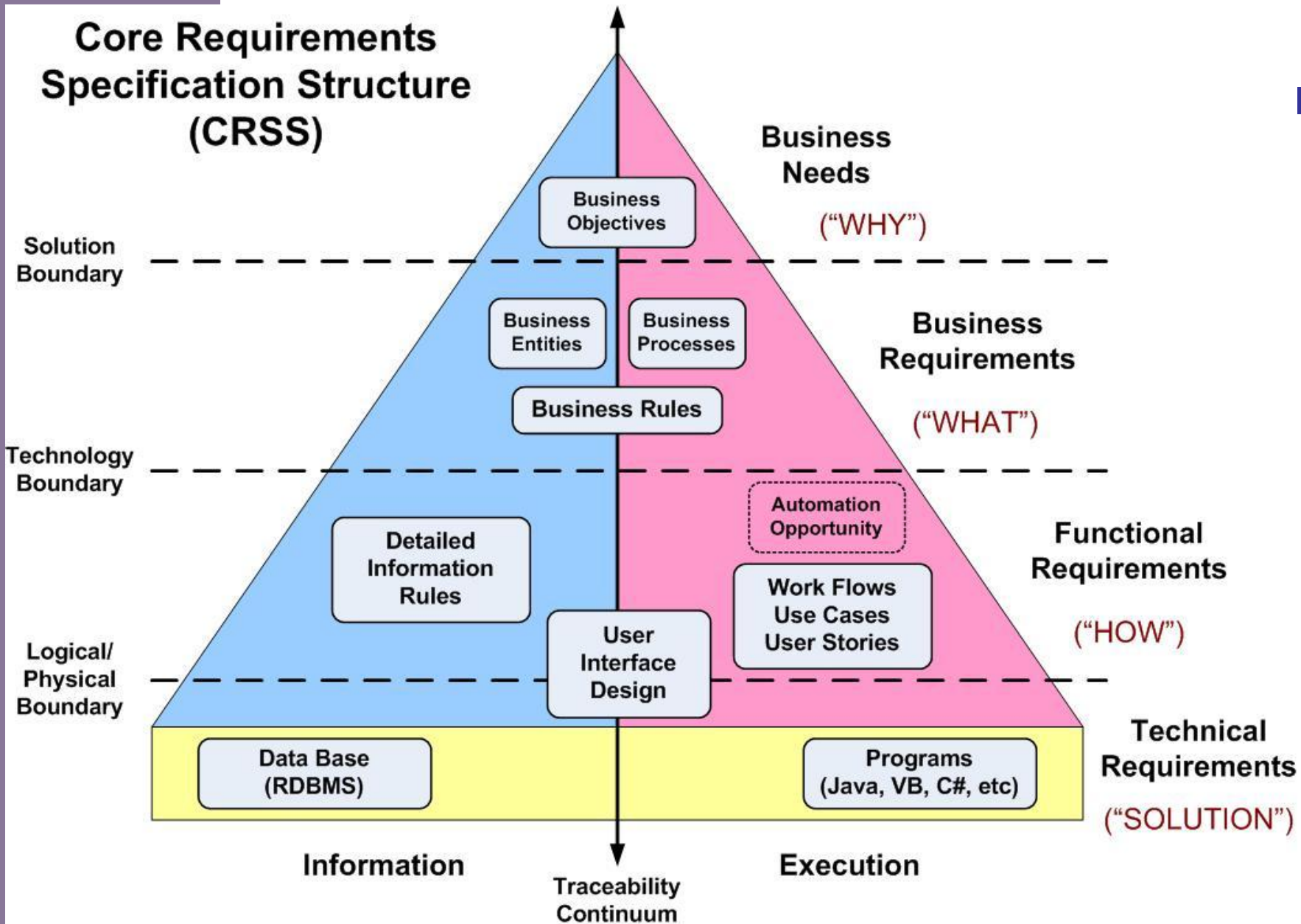
Perception of Context

# The BA Career Continuum

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- Number of techniques\Methods
- Size stakeholder groups
- Level solution complexity
- Level of stakeholders
- Required level of supervision
- Amount of input in planning
- Size of focus area
- Non adherence to Standards
- Level of business risk
- Level of business priority
- Unclear business problem

# Core Requirements Specification Structure (CRSS)



# Advanced Roles

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## Advanced Business Analysis Roles

- Business Architect
- Business Analysis Project Lead
- Business Analysis Program Lead
- Business Analysis Practice Lead
- Strategic BA

# Specialist Job Roles Profiles

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**In depth knowledge of a specialised set of techniques to achieve a specific goal with in the business**

**For Example**

**Agile BA, Process Analyst, Product Owner, Process Architect, Data Analyst, Business Rules Specialist**



# Hybrid Roles Job Profiles

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**Where Business Analysis is not the person's primary role, however business analysis is performed in order to perform their primary role.**

**For example**

**Project Manager, Database Analyst, Developer, Solutions Architect, CXO**

- **Introduction to Competency Development**
- **Dreyfus Model and Levels of Skill Development**

# Dreyfus Model and Levels of Skills Development

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## 1. Novice

- "rigid adherence to taught rules or plans"
- no exercise of "discretionary judgment"

## 2. Advanced beginner

- limited "situational perception"
- all aspects of work treated separately with equal importance

## 3. Competent

- "coping with crowdedness" (multiple activities, accumulation of information)
- some perception of actions in relation to goals
- deliberate planning
- formulates routines

## 4. Proficient

- holistic view of situation
- prioritizes importance of aspects
- "perceives deviations from the normal pattern"
- employs maxims for guidance, with meanings that adapt to the situation at hand

## 5. Expert

- transcends reliance on rules, guidelines, and maxims
- "intuitive grasp of situations based on deep, tacit understanding"
- has "vision of what is possible"
- uses "analytical approaches" in new situations or in case of problems

# Chapter 4 Competencies in the Model

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53 Performance Competencies  
documented in the BABOK®  
Knowledge Areas sequence with  
Indicators or Observable Behaviors

Business Analyst at Proficient on the  
Dreyfus Model

# Chapter 5 COMPETENCY TABLES

- **Performance Competencies with Role Profiles Mapped to Dreyfus Levels**
- **BA Role Profiles Mapped to Techniques**
- **Techniques and Advanced Generalist Profiles**
- **Advanced BA Profiles Mapped to Underlying Competencies**
- **Techniques and Speciality Profiles**
- **Performance Competencies Mapped to *BABOK® Guide* Underlying Competencies**
- **Performance Competencies Mapped to *BABOK® Guide* Techniques**
- **Performance Competencies Mapped to *BABOK® Guide* Tasks**

# How do we use this document

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# Membership of The IIBA

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## IIBA Individual Membership

- SA Chapter
- Professional Membership of the IIBA®

## Corporate Membership

- Membership for 10 individuals
- 1 Other product
  - BABOK® for the intranet
  - Competency Model
  - Other products

# Making it a Profession

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- Get Your Company to become a Corporate member
- Every HR Department, CIO, and BA Manger needs to have a copy of the model to map out the BA career path
- This document is a very good reason for you or your company to become a member of our professional body



# Questions

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