



**Konferencja
Business
Analýzy**

Plan the work, Work the Plan: Strategies for Effective Business Analysis

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- > 18 years of professional experience in IT industry
- > 13 years as a Business Analyst
- 8th person in Poland to be certified with CCBA (2014)
- ECBA, CCBA, CBAP, AAC, CPOA, CBDA
- Designed and participated in development of the biggest data warehouses in Poland
- Combining technical, economic and coaching perspective



Reskilling needs



Source: Future of Jobs Report 2020, World Economic Forum.

CURRENT SKILLS IN DEMAND

- ANALYTICAL THINKING** 01
Most sought-after cognitive skill
- CREATIVE THINKING** 02
Gains significance over analytic thinking
- SELF-EFFICACY SKILLS** 03
Resilience, flexibility, agility, motivation, self-awareness
- WORKING WITH OTHERS** 04
Empathy, active listening, leadership, social influence
- QUALITY CONTROL** 05
Skill important to a limited cohort of businesses

SOURCE: WORLD ECONOMIC FORUM

Top 10 skills of 2025

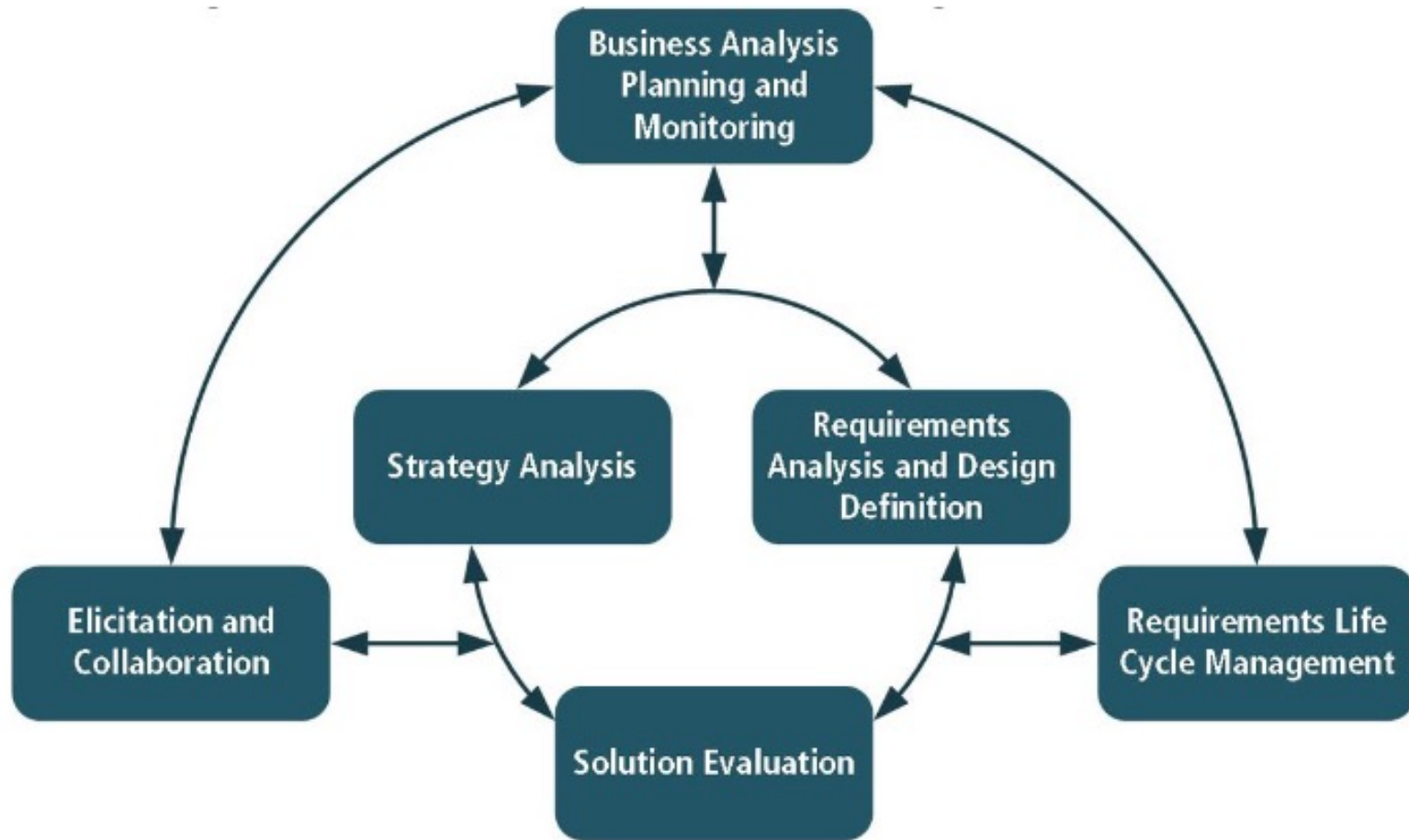
- Type of skill
- Problem-solving
 - Self-management
 - Working with people
 - Technology use and development

-  Analytical thinking and innovation
-  Active learning and learning strategies
-  Complex problem-solving
-  Critical thinking and analysis
-  Creativity, originality and initiative
-  Leadership and social influence
-  Technology use, monitoring and control
-  Technology design and programming
-  Resilience, stress tolerance and flexibility
-  Reasoning, problem-solving and ideation

Source: Future of Jobs Report 2020, World Economic Forum.

How important is planning in
Business Analysis?

Figure 1.4.1: Relationships Between Knowledge Areas



Business Analysis Planning and Monitoring

- 1. Plan Business Analysis Approach:** describes the planning of business analysis work from creation or selection of a methodology to planning the individual activities, tasks, and deliverables.
- 2. Plan Stakeholder Engagement:** describes understanding which stakeholders are relevant to the change, what business analysts need from them, what they need from business analysts, and the best way to collaborate.
- 3. Plan Business Analysis Governance:** defines the components of business analysis that are used to support the governance function of the organization. It helps ensure that decisions are made properly and consistently, and follows a process that ensures decision makers have the information they need. Examples of this include requirements management, business analysis risk management, and allocation of business analysis resources.
- 4. Plan Business Analysis Information Management:** defines how information developed by business analysts (including requirements and designs) is captured, stored, and integrated with other information for long-term use.
- 5. Identify Business Analysis Performance Improvements:** describes managing and monitoring how business analysis work is performed to ensure that commitments are met and continuous learning and improvement opportunities are realized.

The Business Analysis Planning and Monitoring knowledge area tasks organize and coordinate the efforts of business analysts and stakeholders. These tasks produce outputs that are used as key guidelines for the other tasks throughout the *BABOK® Guide*.

Business Analysis Approach

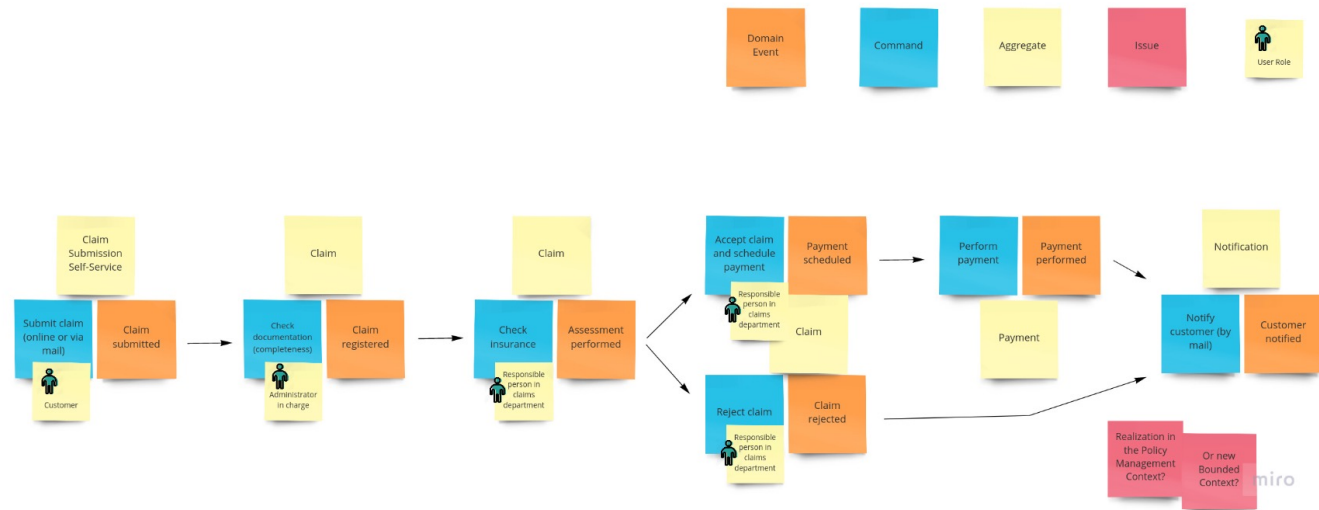
Identifies the business analysis approach and activities that will be performed across an initiative including who will perform the activities, the timing and sequencing of the work, the deliverables that will be produced and the business analysis techniques that may be utilized. The remaining outputs of the Business Analysis Planning and Monitoring knowledge area may be integrated into an overall approach or be independent based upon methodology, organization, and perspective.

The business analysis approach should:

- align to the overall goals of the change,
- coordinate the business analysis tasks with the activities and deliverables of the overall change,
- include tasks to manage any risks that could reduce the quality of business analysis deliverables or impede task efficiency, and
- leverage approaches and select techniques and tools that have historically worked well.

Task 1

- **BRAINSTORMING:** identify possible business analysis activities, techniques, risks and other relevant items to help build the business analysis approach.
- **FUNCTIONAL DECOMPOSITION:** used to break down complex business analysis processes or approaches into more feasible components.
- **EVENT STORMING:**



- **ESTIMATION:** used to determine how long it may take to perform business analysis activities.
- **PROCESS MODELLING:** used to define and document the business analysis approach

Stakeholder Engagement Approach

Plan Stakeholder Engagement involves conducting a thorough stakeholder analysis to identify all of the involved stakeholders and analyze their characteristics. The results of the analysis are then utilized to define the best collaboration and communication approaches for the initiative and to appropriately plan for stakeholder risks.

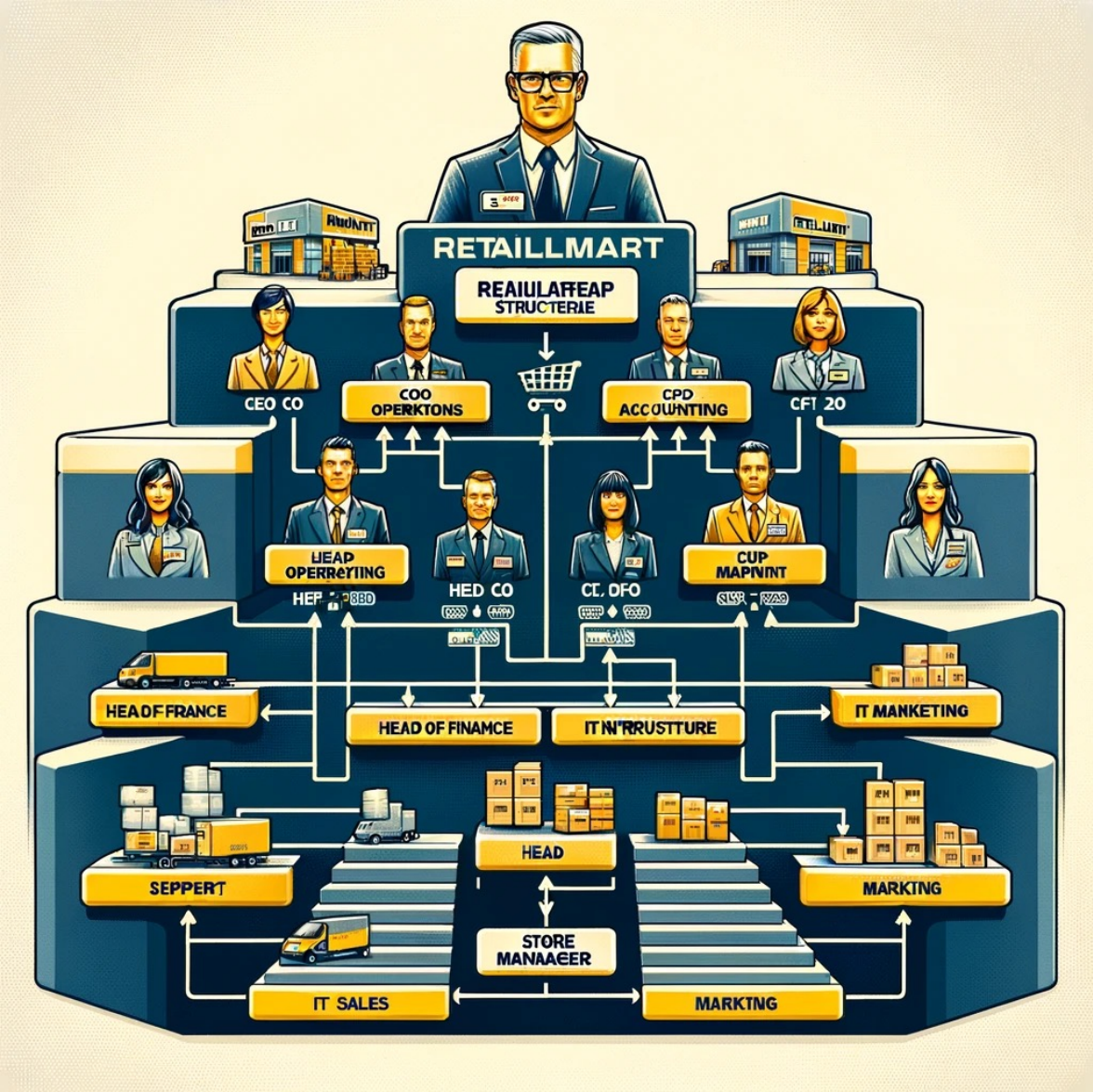
Contains a list of the stakeholders, their characteristics which were analyzed, and a listing of roles and responsibilities for the change. It also identifies the collaboration and communication approaches the business analyst will utilize during the initiative.

1. Perform Stakeholder Analysis
 1. Attitudes, Decision Making Authority, Level of Power or Influence
2. Define Stakeholder Collaboration
 1. Timing and frequency
 2. Location
 3. Available tools such as wikis and online communities
 4. Delivery method such as in-person or virtual
 5. Preferences of the Stakeholders
3. Stakeholder Communication Needs (Communication Plan)
 1. What needs to be communicated
 2. What is the appropriate delivery method
 3. What the appropriate audience is
 4. When communication should occur
 5. Frequency of communication
 6. Geographic location of stakeholders who will receive communication
 7. Level of detail and formality of communication

Task 2: Stakeholder Engagement Approach

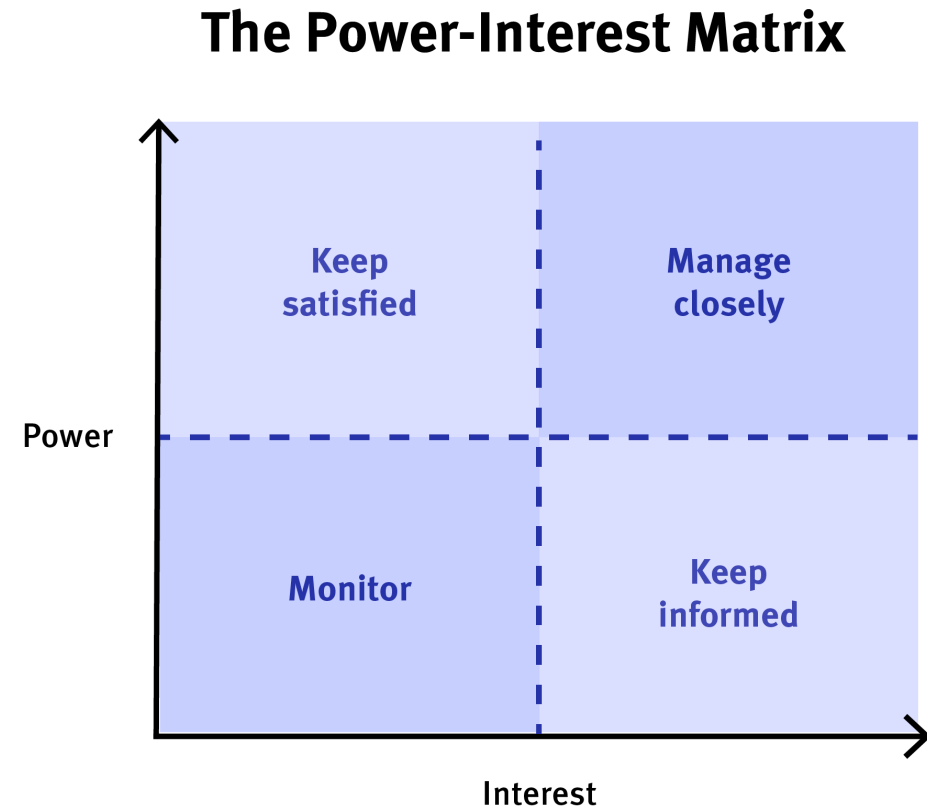
- **BRAINSTORMING:** produce the stakeholder list and identify stakeholder roles and responsibilities.
- **ORGANIZATIONAL MODELLING:** organizational models describe the roles and functions in the organization and the ways in which stakeholders interact which can help to identify stakeholders who will be affected by a change.

RETAILMART by ChatGPT 4.0



Task 2: Stakeholder Engagement Approach

- **STAKEHOLDER MATRIX:** maps the level of stakeholder influence against the level of stakeholder interest
- **ONION DIAGRAM:** indicates how involved the stakeholders are with the solution, which stakeholders will directly interact with the solution or participate



Task 2: Stakeholder Engagement Approach

- **RACI MATRIX:** maps the level of stakeholder influence against the level of stakeholder interest (R – Responsible A- Accountable I – Informed C - consulted)

RACI Chart

Activity	Project Sponsor	Project Manager	Project Team	Department Manager
Prepare Bill of Materials		A	R	C
Prepare Estimate	I	A	R	I
Authorize Expenditure	R	I	I	I
Send Procurement Documents		R	C	
Evaluate Bids	A	R	C	
Perform Inspections	I	A	R	

R = Responsible A = Accountable C = Consult I = Inform

Governance Approach

Identifies the stakeholders who will have the responsibility and authority to make decisions about business analysis work including who will be responsible for setting priorities and who will approve changes to business analysis information. It also defines the process that will be utilized to manage requirement and design changes across the initiative.

1. Decision Making Process
2. Change Control Process
3. Prioritization Approach
4. Approvals

Decision Making Process

Decisions are made throughout the initiative. A stakeholder may serve in various roles in the decision-making process such as:

- participant in decision-making discussions,
- subject matter expert (SME) lending experience and knowledge to the decision-making process,
- reviewer of information, and
- approver of decisions.

The decision-making process defines what happens when teams cannot reach consensus, by identifying escalation paths and key stakeholders who hold final decision-making authority

Change Control Process

- Determine the process for requesting changes
- Determine the elements of the change request
- Cost and time estimates
- Benefits
- Risks
- Priority
- Course of action
- Determine how changes will be prioritized
- Determine how changes will be documented
- Determine how changes will be communicated
- Determine who will perform the impact analysis
- Determine who will authorize changes

Prioritization Approach

Timelines, expected value, dependencies, resource constraints, adopted methodologies, and other factors influence how requirements and designs are prioritized.

When planning the prioritization process, business analysts determine the:

- formality and rigour of the prioritization process,
- participants who will be involved in prioritization,
- process for deciding how prioritization will occur, including which prioritization techniques will be utilized, and
- criteria to be used for prioritization. For example, requirements may be prioritized based on cost, risk, and value.

The approach should also determine which stakeholders will have a role in prioritization.

Plan for approvals

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Information Management Approach

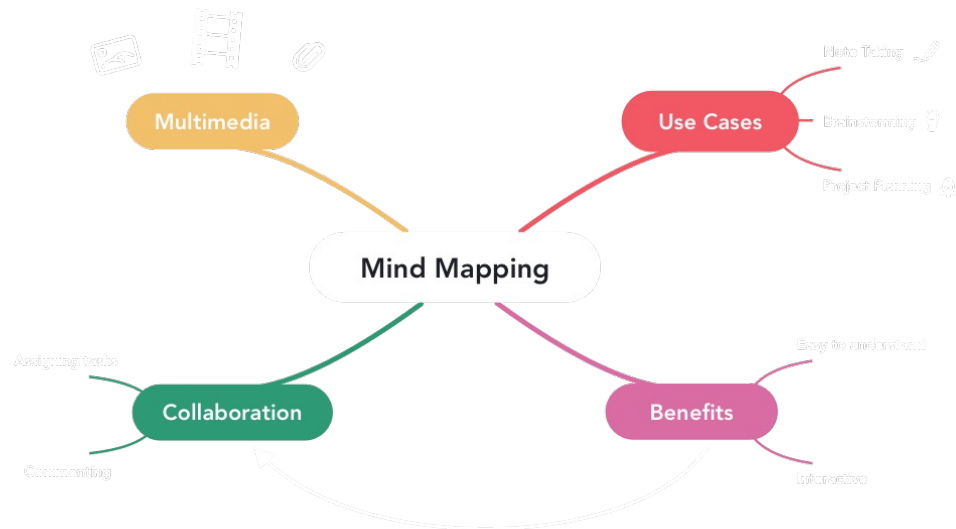
Includes the defined approach for how business analysis information will be stored, accessed, and utilized during the change and after the change is complete.

Information management entails identifying:

- how information should be organized,
- the level of detail at which information should be captured,
- any relationships between the information,
- how information may be used across multiple initiatives and throughout the enterprise,
- how information should be accessed and stored, and
- characteristics about the information that must be maintained.

Information Management Approach

1. Organization of Business Analysis Information
2. Level of Abstraction
3. Plan Traceability Approach
4. Plan for requirements reuse
5. Storage and Access
6. Requirements Attributes
 1. (Absolute reference , Author, Complexity, Ownership, Priority, Risks, Source, Stability, Status, Urgency)



What is your key takeaway
from today?

THANK YOU



Pořadatel

The logo for 'beanz' features the word in a dark blue, lowercase, sans-serif font. Above the letters 'a', 'n', and 'z' are three vertical bars of increasing height, colored teal, yellow, and red respectively.

Děkujeme našim partnerům

The logo for 'goodea' consists of the word in a grey, lowercase, sans-serif font, followed by a grey chevron symbol pointing to the right.The logo for IIBA features the letters 'IIBA' in a bold, dark green, sans-serif font with a registered trademark symbol. To the right, the full name 'International Institute of Business Analysis™' is written in a smaller, orange, sans-serif font.The logo for Projectman includes a grid of 16 grey dots on the left. To the right, the word 'Projectman' is written in a grey, sans-serif font, with the tagline 'connecting experts' in a smaller font below it.The logo for GOPAS features a dark blue circular icon with a white swoosh on the left, followed by the word 'GOPAS' in a bold, dark blue, sans-serif font.The logo for Blackmetric features the word 'Blackmetric.' in a bold, black, sans-serif font. Below it, the words 'BUSINESS SOLUTIONS' are written in a smaller, black, sans-serif font, with a horizontal line of small vertical bars underneath.