



LLOYDS
BANKING GROUP



T-Shaped Skills for Business Analysts

Student Loans Company, Glasgow 16th May 2019

Brian Simpson, Senior Lead Business Analyst – Lloyds Banking Group

A bit about me



Brian Simpson
Senior Lead
Business Analyst

Group Transformation
Lloyds Banking Group

- Business Analyst in Financial Services for over 20 years:
 - 12 years working on Customer & Marketing projects, including 2 large bank integrations
 - Led the BA team which divested the TSB in 2013
 - Head of IT for Business Analysis looking after Cyber Security & IT Resilience programmes
 - Lead for the BA community at Lloyds
- Currently working on Capability & Culture projects within the Lloyds Software Engineering community
- Enjoy films & film-making and travelling around Iceland

T-Shape Origins

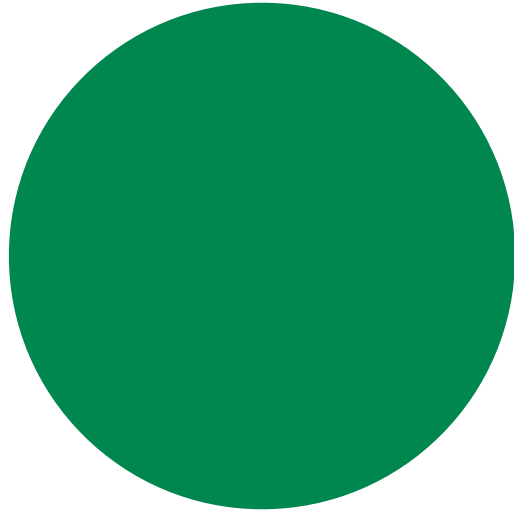
**“The Hunt is on for the
Renaissance Man of
Computing”**

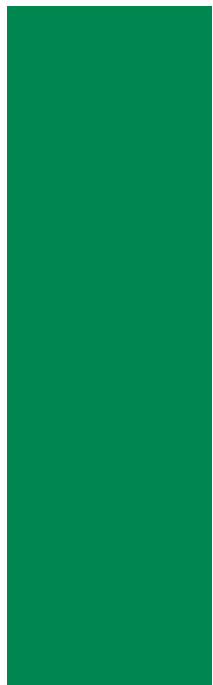
**David Guest, The Independent,
September 17, 1991.**


Introducing T-Shaped Managers: Knowledge Management's Next Generation

by Morten T. Hansen and Bolko von Oetinger


FROM THE MARCH 2001 ISSUE



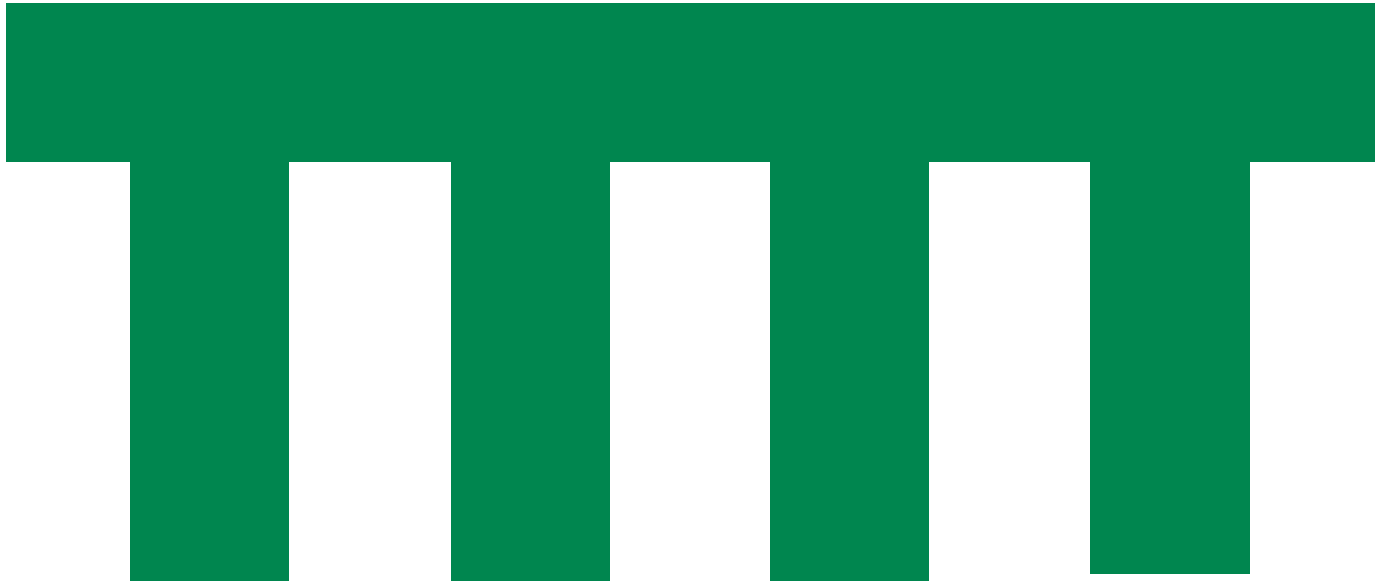




T



TT



**Do you mainly deliver
change via an Agile or
Waterfall method?**

Exercise 1:

What Skills, Capabilities & Tasks Matter?

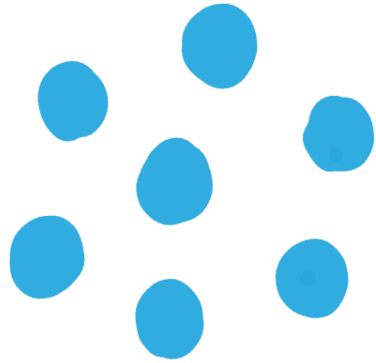
Skills relating to Other Roles



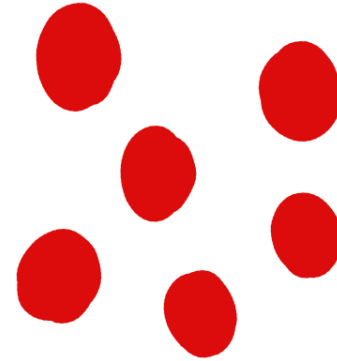
**General Skills
(everyone might
have them)**

**Core Skills of
the BA role**

Exercise 2: Relative Importance



**Relatively
More Important**



**Relatively
Less Important**

Exercise 3:

Calculating the Scores

A visual equation illustrating subtraction. On the left, there are 7 blue dots arranged in a loose cluster. In the middle is a green minus sign. To the right of the minus sign are 4 red dots arranged in two columns of two. To the right of the red dots is a green equals sign, followed by a large green number 3.

$$7 - 4 = 3$$

Next Steps: Aggregating the data

T-Shape Skills Heat Maps

Skills Which Are Core to Other Roles



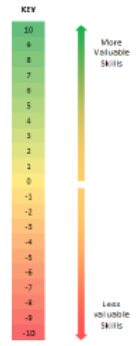
General Skills Possessed by Multiple Roles

		ITIL [4]	Benefits Realisation [4]	System Modelling [5]	Technical Operations [5]	Test Strategy [4]	Financial Management & Planning [5]	ITIL [4]		
	Defect Analysis [7]	Project Management [4-6]	Information Security & Cyber [5]	Service Introduction [5]	Business Modelling [5]	Test Acceptance Criteria [5]	Network Control [6]	Service Control [6]	Test Support [4-6]	
	Communications Production [4]	Development & Coding [1-6]	Benefits Management [5]	Commercial Knowledge [5]	Enterprise Analysis [5]	Project Management [5]	System Analysis [5]	Product Development [6]	User Management [4-6]	
	Defect Management [4]	Implementation [4-6]	Test Analysis [5]	Business Readiness [5]	Business Strategy [5]	Training Development [4-6]	Project Planning [5]	Testing [5]	Programme Management [4-6]	Marketing [4-6]
	Release Management [4-6]	Data Architecture [1-6]	User Interface / User Experience [5]	Operations Management [5]	Enterprise Architecture [4-6]	Infrastructure Operations [4-6]	Functional Design [4-6]	Business Architecture [4-6]	IT Architecture [4-6]	Project Reporting & Tracking [4-6]
	Change Thinking [5]	Business [5]	Leadership [5]	Compliance & Risk Knowledge [5]	Estimating [5]	Root Cause Analysis [4-6]	Negotiation [4-6]	Task Management [4-6]	Systems Thinking [4-6]	Research & Action Learning [4-6]
	Developing Self [5]	Innovation [5]	Emotional Intelligence / Creativity [5]	Healthcare [5]	General Planning [4-6]	Collaboration [4-6]	Risk Analysis [4-6]	Projecting [4-6]	Lean & Six Sigma [5]	Industry Domain Knowledge [4-6]
	Organisational Skills [4-6]	Developing Others [4-6]	Team Roles Assessment [4-6]	Conflict Resolution [4-6]	Influencing [4-6]	Values [4-6]	Dealing with Ambiguity [4-6]	Software Development Technologies [4-6]	Statistical Analysis [4-6]	Service Mapping [4-6]
		Benefits Analysis [4-6]	Business/Product Domain Knowledge [4-6]	Networking [4-6]	Synthesising Information [4-6]	Facilitation [4-6]	Communication Skills [4-6]	Business Case Development [4-6]	IT Domain Knowledge [4-6]	Coaching & Mentoring [4-6]
				Adaptability [4-6]	Risk Management [4-6]	Coordinating & Challenging [4-6]	Problem Solving [4-6]	User Management [4-6]	Documentation [4-6]	Relationship Management [4-6]
		Change Management [4-6]	Design Thinking [4-6]		Critical Thinking [4-6]	Knowledge Transfer [4-6]	Stakeholder Management [4-6]		Strategic Thinking [4-6]	

Core Business Analysis Skills



Requirements Management [4-6]	Requirements Elicitation [4-6]	Business Process Modelling [4-6]
Requirements Decomposition [4-6]	Requirements Validation [4-6]	Traceability [4-6]
Business IT User Stories [4-6]	Non-Functional Requirements [4-6]	Requirements Prioritisation [4-6]
Business Analysis Techniques [4-6]	Writing Requirements [4-6]	Attention to Detail [4-6]
Impact Analysis [4-6]	Active Listening [4-6]	Gap Analysis [4-6]
Business Analysis Planning [4-6]	Business Engagement [4-6]	Business Case [4-6]
Functional Specification [4-6]	ACSI Model [4-6]	Functional Requirements [4-6]
User Stories [4-6]	Project Scope [4-6]	Operational Model Development [4-6]
Functional Decomposition [4-6]	Networking Agreements [4-6]	Use Realisation [4-6]
Solution Options Analysis [4-6]	User Case Modelling [4-6]	Soft Systems Methodology [4-6]
Business Environment Analysis [4-6]	Interviews [4-6]	Data Modelling [4-6]
Data Analysis [4-6]	Peer Reviews [4-6]	Organisational Design [4-6]
Model Mapping [4-6]	Rich Pictures [4-6]	User Case Review [4-6]
	Rich Pictures [4-6]	



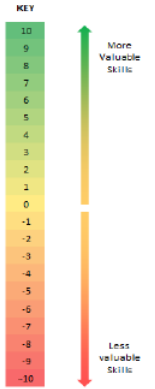
Skills Which Are Core to Other Roles



General Skills Possessed by Multiple Roles

		Programme Management [4-6]	Scrum Master [1-2]	AI, Machine Learning & Robotics [5]	Business Architecture [5]	Information Security & Cyber [1-2]	Cloud Computing [1-5]	Infrastructure Operations [1-7]	Financial Management & Planning [10]	
	Configuration Management [7]	Test Execution [4-6]	Training Development [4-6]	Digital Skills [1-1]	Service Design [1-1]	IT Applications & Systems Knowledge [4-6]	IT Architecture [1-1]	DevOps [4-6]	Project Management [1-7]	
	Functional Design [1-5]	Release Management [4-6]	Test Automation [1-5]	Implementation [3]	Business Strategy [4-6]	Product Owner [1-2]	Testing [1-2]	Service Delivery [1-1]	Copyrighting [1-5]	Development & Coding [4-6]
	Project Communications [1-5]	Hackathons [4-6]	Compliance & Policy Knowledge [1-3]	Conflict Resolution [1-1]	Process Knowledge [1-2]	User Interface / User Experience [4-6]	Industry Domain Knowledge [1-2]	Team Support [1-1]	RFP/RFQ Processes [1-3]	Sprint Planning [1-7]
	Developing Others [1]	Roadmaps [1-1]	Developing Self [2]	Systems Thinking [1-2]	Emotional Intelligence / Empathy [1-3]	Stakeholder Management [1-5]	Questioning & Challenging [1-4]	General Planning Skills [1-1]	Agile Ceremonies [1-1]	Creative Design [2]
	Research & Horizon Scanning [1-1]	Capability Modelling [3]	Proof of Concept [1-1]	Behaviour Driven Development [1-5]	Communication Skills [1-4]	Agile Methodologies [1-6]	Negotiation [1-3]	Prototyping [1-3]	Benefits Management [1-2]	Kanban [3]
	Risk & Compliance [5]	Presentation Skills [1-1]	Business Readiness [1-1]	Business Case Development [1-5]	Collaboration [1-5]	Facilitation [1-4]	Understanding & Defining Value [1-4]	Estimating [Effort] [1-3]	Benefits Realisation [1-2]	Continuous Improvement Focus [1-1]
		Coaching & Mentoring [1-1]	Adaptability [1-2]	Enterprise Analysis [1-3]	Critical Thinking [1-4]	Agile Mindset [1-7]	Time Management [1-4]	Business Case [1-1]	Business/Product Domain Knowledge [1-2]	Leadership [1-1]

Project Scope [1-6]	Requirements Elicitation [4-6]	Functional Requirements [1-7]
Business Analysis Techniques [1-6]	Backlog Prioritisation [1-5]	Active Listening [1-5]
Requirements Management [1-5]	Non-Functional Requirements [1-5]	Problem Solving [1-4]
Epic & User Story Writing [1-4]	User Story Mapping [1-4]	Acceptance Criteria [1-3]
Customer Journeys [1-5]	Requirements Validation [1-3]	Business Impact Assessment [1-3]
Backlog Refinement [1-2]	Business Process Modelling [1-3]	Data Flow [1-2]
Traceability [1-2]	Functional Decomposition [1-2]	Vision [1-2]
Data Modelling [1-1]	Personas [1-1]	Data Analysis [1-1]
Gap Analysis [1-1]	Scenario Analysis [1-1]	Risk Analysis [1-1]
Business Environment Analysis [3]	Rich Pictures [1-1]	Root Cause Analysis [3]
Activity Diagrams [1]	Definition of Ready [3]	User Case Modelling [3]
Feasibility Assessment [3]	Dependency Management [3]	Solution Design [3]
Organisational Design [1-3]	Peer Reviews [1-2]	



Core Business Analysis Skills



Here's one I made earlier



T-Shaped Skills for Business Analysts

A report based on research conducted with the Business Analyst community.

T-Shaped Skills for Business Analysts v1 July 2018

- Report created using data captured from over 100 business analysts
- Includes input from the BA Manager Forum and some of the most experienced Business Analysts in the UK
- Available at www.rubicante.co.uk
- Version 2 will be published in the coming months incorporating your data.
- Register at the blog for announcements.

STAY IN TOUCH



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