

# BA 20/20

Becoming a Benchmark Company for the Business Analyst Practice

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[BBC 2014 | Building Business Capability](#)

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- Interrupt me for clarifications.
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# Steps to Setting a Strategic Vision

- Gather the critical change agents
- Define the desired outcome (destination postcard\*)
- Script the critical steps\*
- Create a mechanism for change
- Evaluate and update the vision and supporting processes as needed

\*See [Switch: How to Change Things When Change Is Hard](#) by Chip Heath and Dan Heath

# The Road Less Travelled

- In 2007, SunTrust made a strategic investment to improve the business analyst capabilities within applications delivery
  - Move to a role-based Professional Development Manager model
  - Pooled BA resources were assigned to workstreams
  - Improved BA tasks and templates in the delivery SDLC
  - BAs took [B2T Training](#) courses to match capabilities to industry best practices and the [IIBA BABOK](#)
  - Implemented a requirements management tool
- Like Dorothy, we had our ruby slippers and travelling companions.
- What needed a Yellow Brick Road to find the Emerald City.



# What Would Success Look Like?

## 20/20 SunTrust BA Goals

- 80% BA certification within 2 years of employment
- BA recognition as a project team lead
- 90%+ Requirements coverage
- Less than 5% missed requirements at signoff
- Less than 2% valid static test defects
- Less than 2% UAT defects due to requirements
- Job aides, knowledge base and templates covering 75% of all BA expected activities
- Full lifecycle project metrics with reporting, baselines and target performance



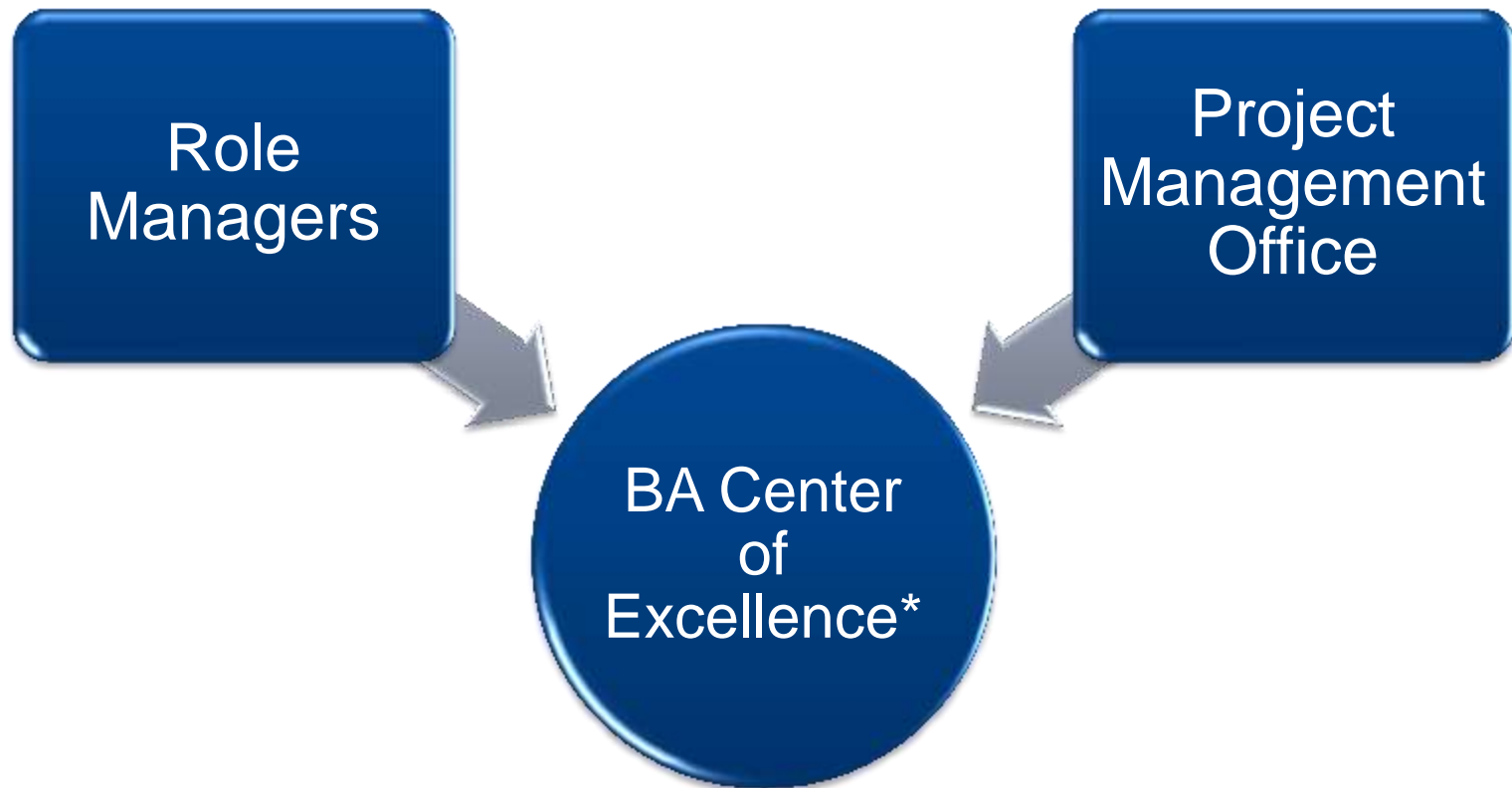
# Putting the BA in the Center of the Room

The person performing business analysis is our customer

- What does a BA need to be successful?
- How will a BA recognize success?
- How will others properly engage a BA ?



# Support and Authority for Change



- Provide authority, coordinate collaborative initiatives, identify bright spots, recommend membership, provide prioritization
- \*or a Community of Practice when lacking stakeholder group support

# Task Evaluation Criteria

1. Allows BA to complete task **FASTER, EASIER and MORE ACCURATELY**
2. Can be implemented in under 3 **MONTHS** and 160 **HOURS**
3. Decision based on **DATA** not **ANECDOTES**.
4. When executed, delivers **MEASURABLE VALUE**.
5. Enforces **GOVERNANCE, COMPLIANCE and STANDARDS**  
(note: changes to governance, compliance and standards meet this criteria)



# BA 20/20 - Executing the Vision

- Support and approval from PDM and PMO
- Adoption of criteria and approach by change agents
- Execute at all contact points

## People

- BA Center of Excellence
- BA development managers
- PMO
- Business Analysts
- Cross-Role Impacts  
(Delivery Managers, Business Sponsors, PM, Dev, QA, Architecture etc.)

## Process/Tools

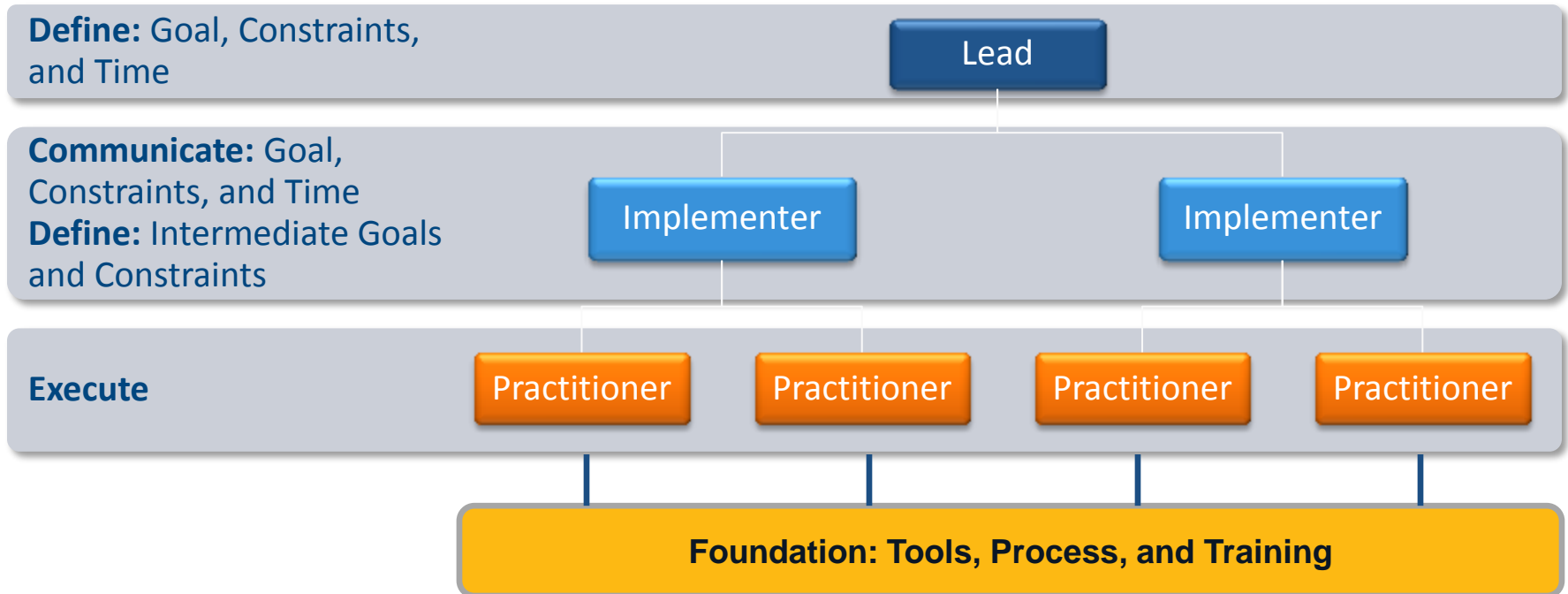
- SDLC/Methodology
- Templates
- Training
- Guidance, Job Aides
- Reporting

# Change Request Flow



# Leveraging Commander's Intent

Focus change on actionable goals not detailed steps.



# Recommended Reading

- [Switch: How to Change Things When Change Is Hard](#) by Chip Heath and Dan Heath
- [Good to Great: Why Some Companies Make the Leap...And Others Don't](#) by Jim Collins
- [Small Giants: Companies That Choose to Be Great Instead of Big](#) by Bo Burlingham
- [Inside the Magic Kingdom: Seven Keys to Disney's Success](#) by Tom Connellan
- [Linchpin: Are You Indispensable?](#) by Seth Godin

# Company Profile

SunTrust Banks, Inc., with total assets of \$183 billion as of June 30, 2014, is one of the nation's largest and strongest financial holding companies.

Through its banking subsidiaries, the company provides deposit, credit, trust, and investment services to a broad range of retail, business, and institutional clients. Other subsidiaries provide mortgage banking, brokerage, investment management, equipment leasing, and capital market services. Atlanta-based SunTrust enjoys leading market positions in some of the highest growth markets in the United States and also serves clients in selected markets nationally.

The company operates approximately 1,500 retail branches and 2,200 ATMs in Alabama, Arkansas, Florida, Georgia, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia, and the District of Columbia. In addition, SunTrust provides customers with a full range of technology-based banking channels, including Internet, PC, and Automated Telephone Banking.

SunTrust's Internet address is [www.suntrust.com](http://www.suntrust.com).

# Additional Questions?

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