


# THE PATHWAY TO BUSINESS ANALYSIS GREATNESS: ELEVATING SKILLS AND BEHAVIOURAL COMPETENCIES

October 2024




**SKILLS DEVELOPMENT GROUP**

Powered by:

**SoftEd** **SKILLS Dx**


1

## WHO ARE WE?



**Shane Hastie:** International Delivery Lead

Trainer, author, podcast host, ICF accredited professional coach, BABOK 3.0 Core Team & Agile Extension V2.0 Lead



**Michelle Ruddenklau:** Principal Consultant.

Leads Skills Dx – our global diagnostic and development centre. Connecting consulting, capability, assessments, training, coaching and credentialing services.

**SKILLS DEVELOPMENT GROUP**

2

# SESSION OVERVIEW

## 1 Understand Importance

Understand the importance of blending behavioural and technical competencies.

## 2 Discover Key Statistics

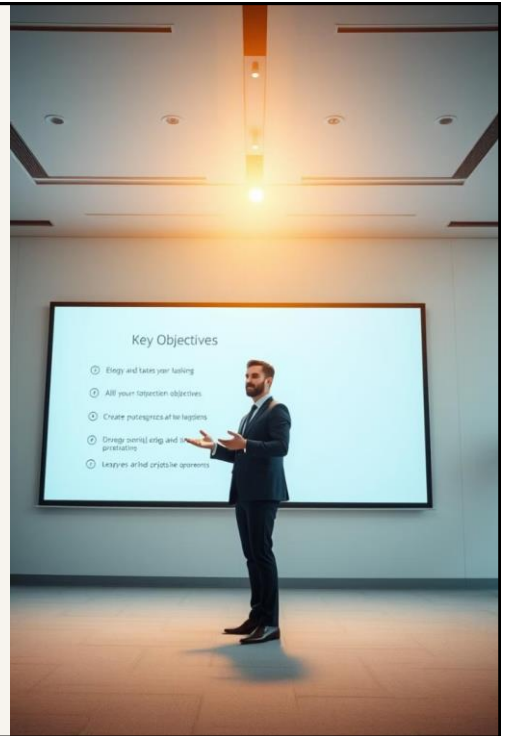
Discover key statistics that highlight the need for continuous upskilling.

## 3 Engage in Activities

Engage in self-reflection and group activities to build a personal pathway to greatness.

## 4 Actionable Strategies

Leave with actionable strategies to build your own development pathway



4

## Businesses' top 10 skill priorities for 2027

WORLD  
ECONOMIC  
FORUM

- |   |                                     |
|---|-------------------------------------|
| 1.  Analytical thinking                 | 6.  Curiosity and lifelong learning |
| 2.  Creative thinking                   | 7.  Technological literacy          |
| 3.  AI and big data                     | 8.  Design and user experience      |
| 4.  Leadership and social influence     | 9.  Motivation and self-awareness   |
| 5.  Resilience, flexibility and agility | 10.  Empathy and active listening   |

### Type of skill

Cognitive skills Self-efficacy Technology skills Working with others

Source  
World Economic Forum, Future of Jobs Report 2023.

Note  
The skills which organizations will prioritize in workforce development initiatives from 2023 to 2027

Businesses' top 10 skill priorities for workforce development from 2023 to 2027

5

# THE CASE FOR BEHAVIOURAL AND TECHNICAL COMPETENCIES

## World Economic Forum

By 2027, 50% of workers will need reskilling due to technological advancements

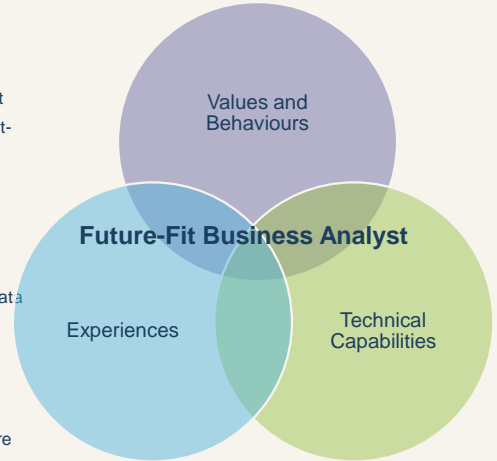
## Burning Glass Technologies Analysis (2023)

Indicates that the average lifespan of a technical skill is shrinking; by 2025, it's expected that most technical skills will have a relevance window of about 18 months to 3 years.

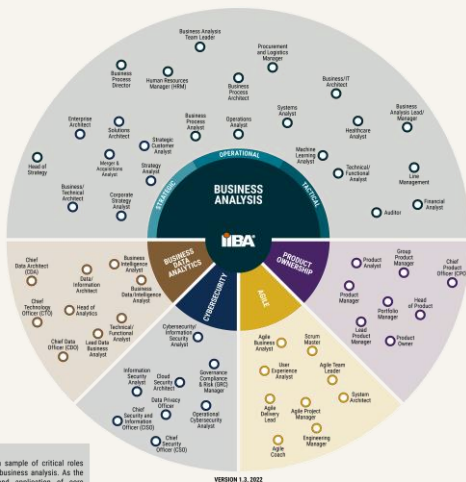
## IIBA Global Business Analysis Salary Survey 2023

Over 75% of Business Analysts believe that continuous learning is critical due to the fast-paced evolution of technical tools and methodologies in the BA field.

- BA professionals must update their technical skills every 2-3 years to stay relevant, particularly as new software, data analysis tools, and agile frameworks continue to emerge.
- 85% of BAs state that soft skills like communication and adaptability are more critical than ever



# THE EVOLVING ROLE



**PLEASE NOTE**  
This is only a sample of critical roles supported by business analysis. As the professions and application of core business analysis skills continues to evolve globally, we will update this representative image. There are no restrictions on sharing this image.

- 1 Adapting to a Changing Landscape**  
How technology and business demands are reshaping the BA role.
- 2 Importance of Upskilling**  
Both technical upskilling and behavioural development are key to success.
- 3 Interactive Q&A**  
How has your role evolved, and what skills have you had to develop most recently? What is most challenging to develop?

# RANK YOUR UNDERLYING COMPETENCIES

## MENTIMETER POLL – JOIN AT MENTI.COM USE CODE 1217 6405

- Analytical Thinking and Problem Solving
- Behavioural Characteristics
- Business Knowledge
- Communication Skills
- Interaction Skills
- Tools and Technology.



8

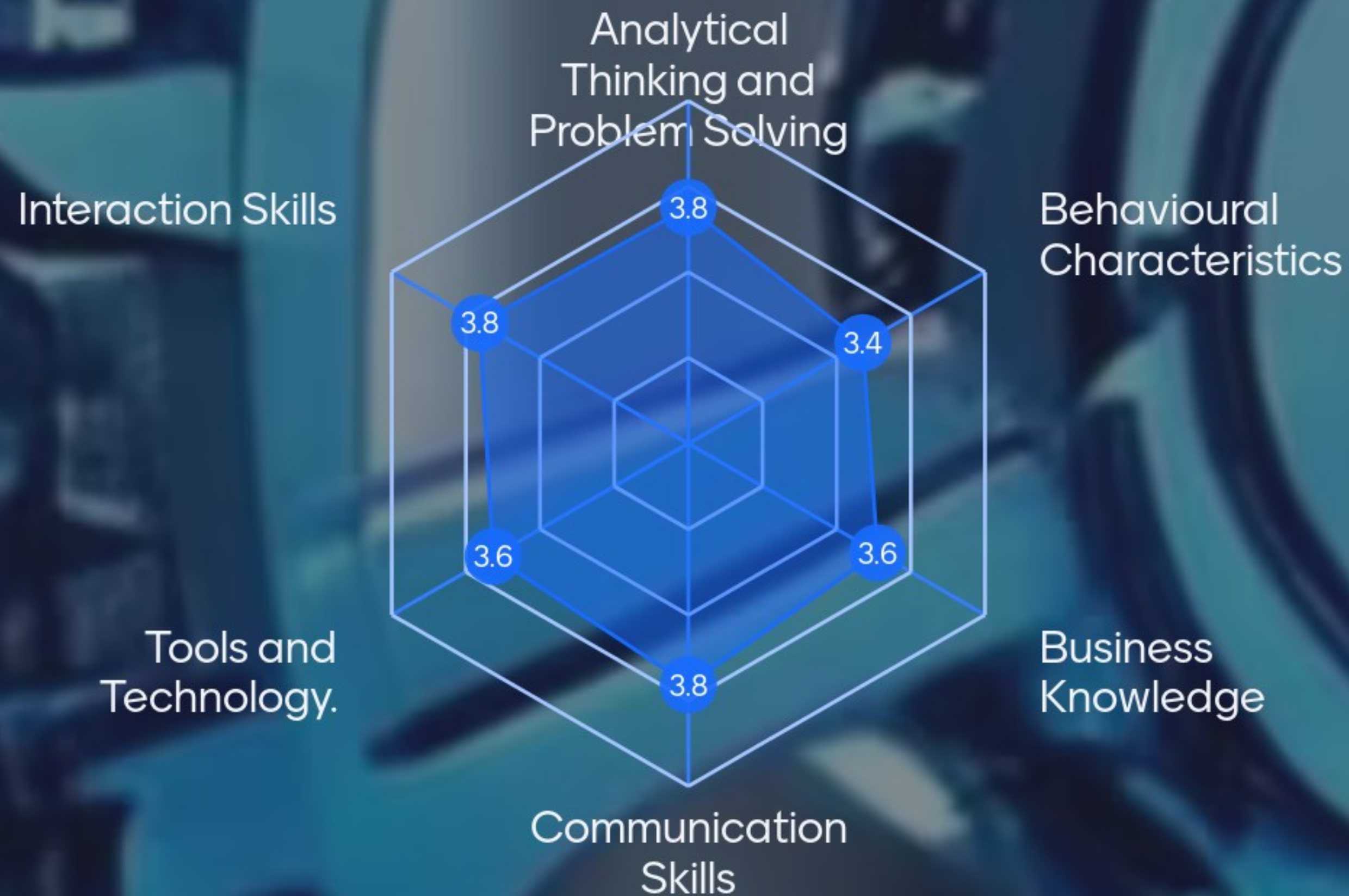
# UNDERLYING COMPETENCIES



9

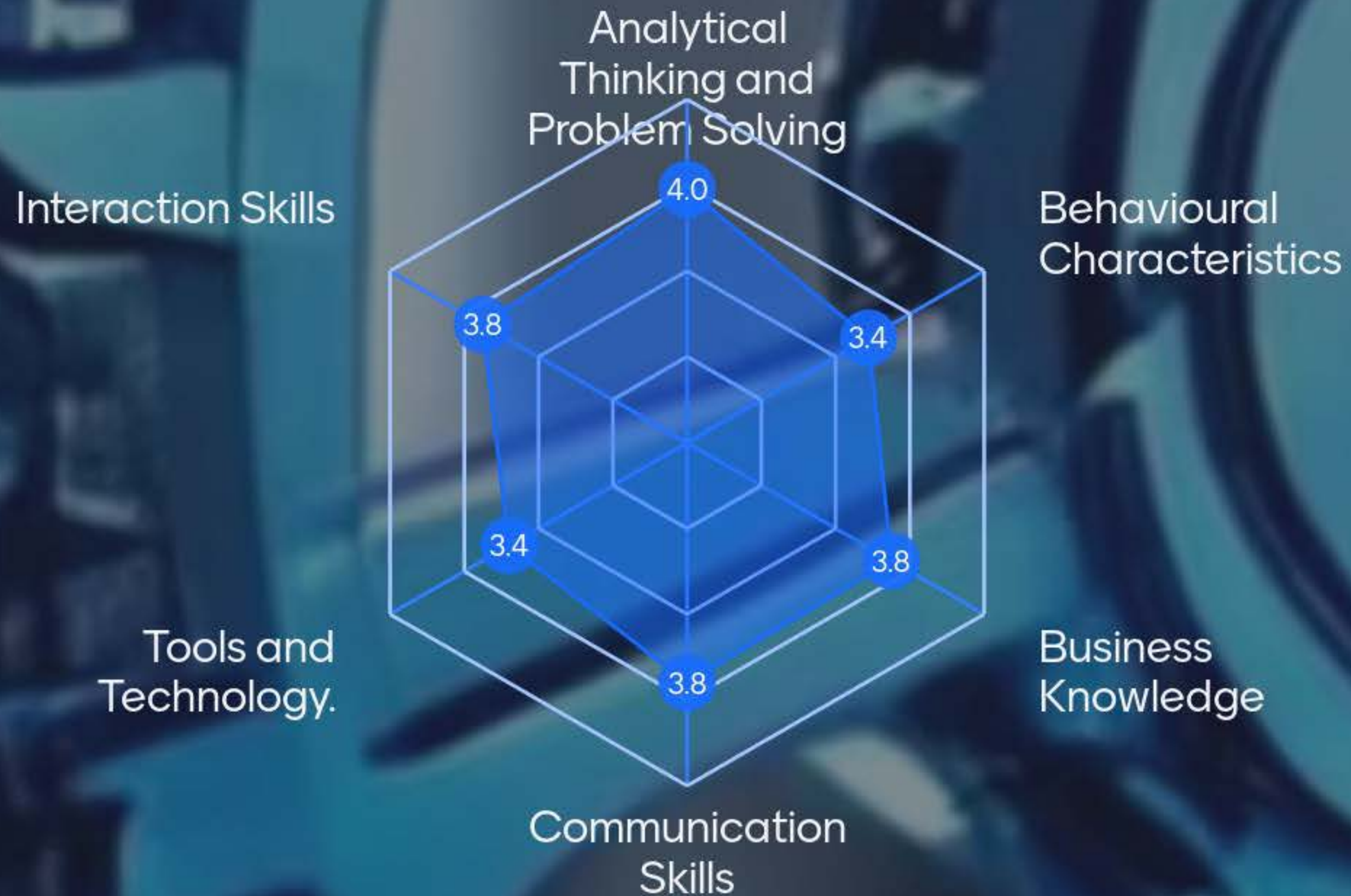


# Rank Yourself on a Scale from 1 to 5 Across these Competencies



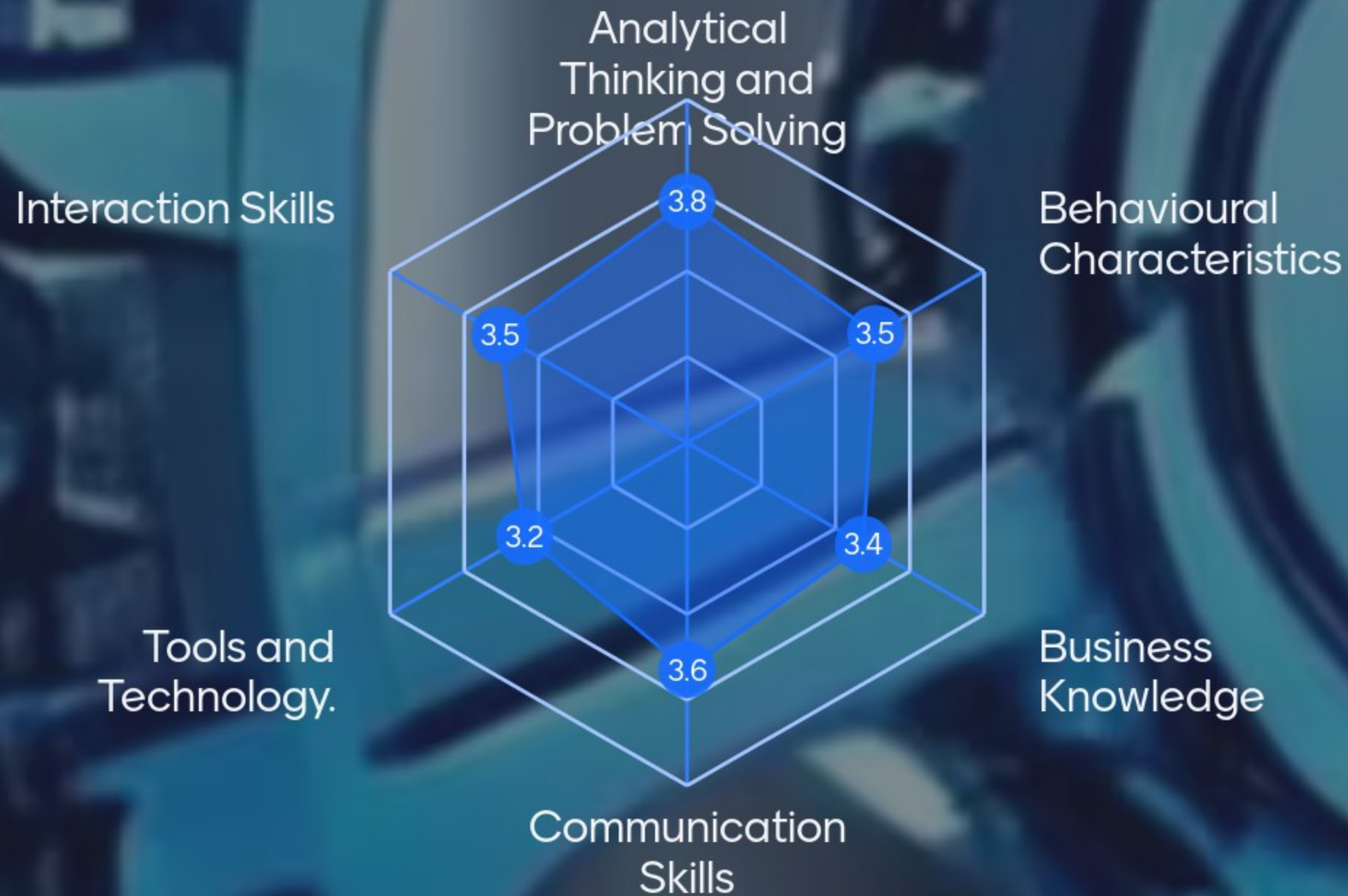


# Rank Yourself on a Scale from 1 to 5 Across these Competencies



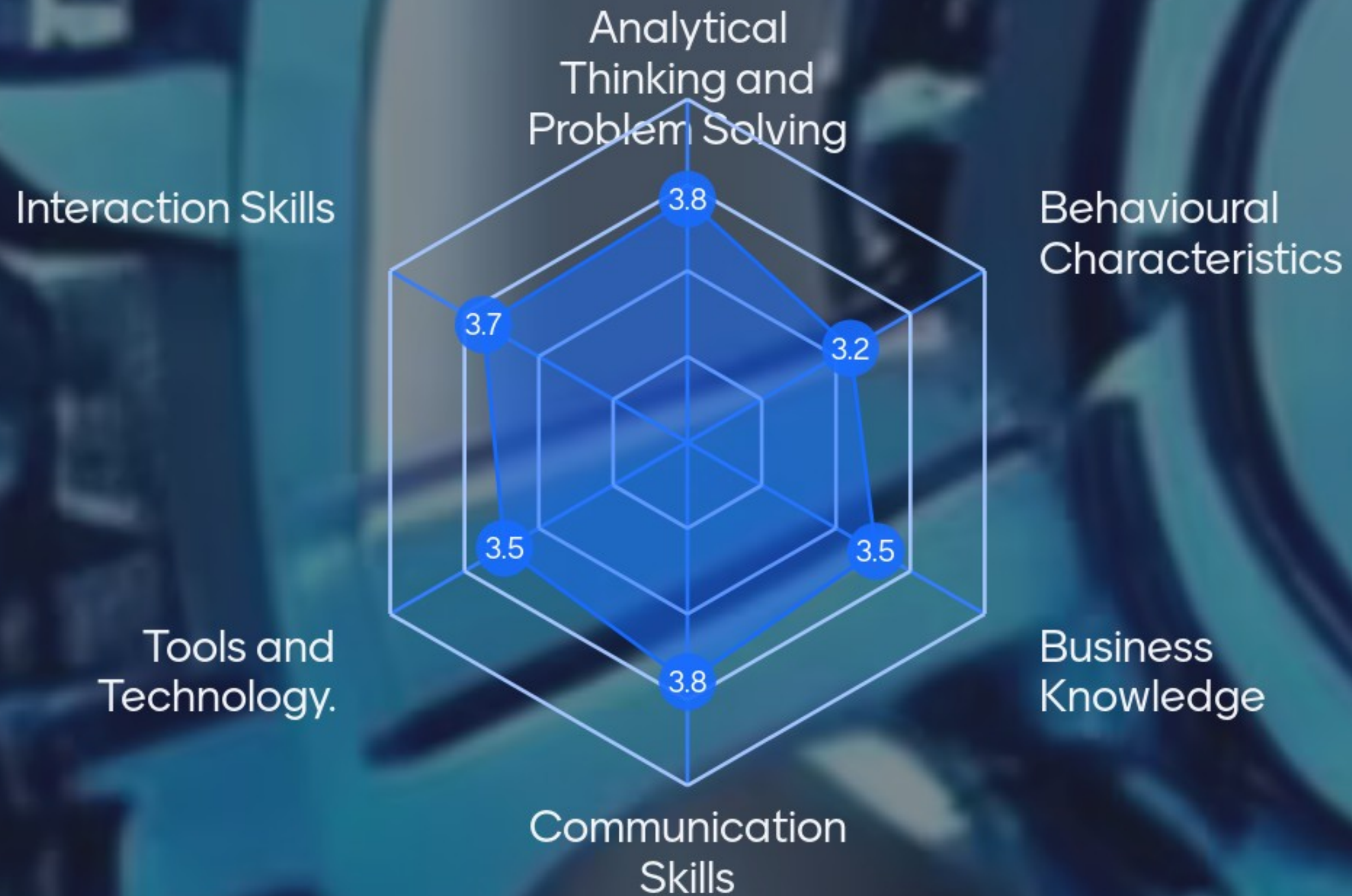


# Rank Yourself on a Scale from 1 to 5 Across these Competencies





# Rank Yourself on a Scale from 1 to 5 Across these Competencies







**SKILLS Dx**

DETAIL REPORT

**Business Analyst Report**

Simon Sample

Completed 21 May 2024, 06:38  
Professionals

Profile		
<b>Customer Focus</b>	Tends to prioritise operational needs over assisting and connecting with individual clients.	Fulfills customer obligations, interacts in a friendly and composed manner.
<b>Managing Talent</b>	Prefers others to take responsibility for self-development, may need support to coach or influence.	Provides coaching, guidance and feedback. Manages conflict, supports development.
<b>Interpersonal Sensitivity</b>	Uses a consistent approach, prioritises work over personal factors.	Sensitive to the needs and emotions of others. Responds with empathy.
<b>Negotiation</b>	Avoids personal influence, maintains a more consistent interpersonal style.	Influences, persuades, and negotiates effectively using a range of styles.
<b>Building Relationships</b>	May be more socially reserved, takes time to form bonds with new people.	Initiates and maintains relationships with others, connects widely.
<b>Implementation</b>	Adopts an agile and pragmatic style, adjusting to situational requirements.	Works in a focused and meticulous manner to execute to a high standard.
<b>Resilience</b>	May focus on shortcomings or obstacles, expresses emotions openly.	Is confident and persistent, remains calm and optimistic even under pressure.
<b>Teamwork</b>	Prefers autonomy and independence when achieving outcomes.	Works inclusively and prioritises team goals, delivering on commitments.
<b>Organisation</b>	Is more historically-minded and flexible, makes plans on-the-go.	Transforms objectives into actionable steps through detailed planning to ensure delivery.
<b>Adherence</b>	Treats rules and agreements as flexible, operates comfortably 'in the grey'.	Prefers to follow rules, guidelines, and processes consistently.
<b>Flexibility</b>	Prefers structure and consistency, may see change as disruptive.	Adapts to change and feedback, seeks variety and is open-minded.
<b>Achievement</b>	Prefers to commit to realistic, achievable goals, takes a relaxed approach.	Consistently demonstrates high energy and drive to achieve more in the workplace.

10

**Analytical**

Accepts information at face value

9

Looks below the surface to evaluate information

## Analytical vs Intuitive Thinking

**Analytical Thinking**

Evaluates arguments critically, analyses issues with care, investigates underlying factors, probes data rather than accepting it at face value. Uses a highly critical perspective when making decisions and dedicates appropriate time to analysing data.

**Intuitive Thinking**

Strongly trusts personal insight and intuition, utilizes instinct when making decisions, believes personal insight plays a significant part in problem-solving. Trusts in "gut feelings" and may work through problems in a less systematic manner.

**Intuitive**

Uses other information over personal experience

3

Trusts experience and intuition

11

5



# AI Boosted Analytical Thinking

Analytical thinking involves data interpretation, critical evaluation, problem formulation, and task automation.

### DATA INTERPRETATION

Identifying patterns, trends, and insights from datasets.

"Identify potential patterns or trends in our customer churn data from the past three quarters."


"Suggest hypotheses to explain the sudden increase in website bounce rates last month."

### PROBLEM FORMULATION

Breaking down complex issues and identifying key constraints or limitations.

"Identify potential constraints or limitations for implementing AI in our customer service department."

"Break down the challenge of reducing our carbon footprint by 50% into its key components."



### CRITICAL EVALUATION

Assessing arguments, proposals, or strategies for potential flaws or weaknesses.

"Identify potential flaws or weaknesses in our current marketing strategy for millennials."


"Play devil's advocate regarding our plan to shift to a subscription-based business model."

### TASK AUTOMATION AND EFFICIENCY

Streamlining processes and automating routine tasks.

"Organize the following sales data into a structured table with relevant categories."

"Generate a summary report of the key points discussed in yesterday's board meeting transcript."



12

#### Analytical Thinking and Problem-Solving

- Creative Thinking
- Decision Making
- Learning
- Problem Solving
- Systems Thinking
- Conceptual Thinking
- Visual Thinking

#### Communication Skills

- Verbal Communication
- Non-Verbal Communication
- Written Communication
- Listening

#### Behavioural Characteristics

- Ethics
- Personal Accountability
- Trustworthiness
- Organization and Time Management
- Adaptability

#### Interaction Skills

- Facilitation
- Leadership and Influencing
- Teamwork
- Negotiation and Conflict Resolution and
- Teaching

13



# FROM INDIVIDUAL GREATNESS TO TEAM GREATNESS = TEAMWORK

Collaborative teams are 5x more likely to achieve high performance  
- Deloitte

- Complex problem-solving
- Innovation needs collaboration
- Knowledge sharing
- Diversity is a strength
- Social support
- Business analysis professionals are often the connectors in the team

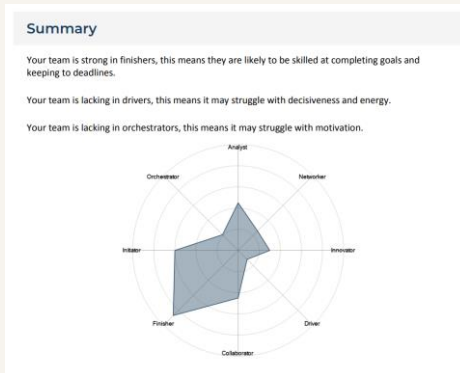


14

## TAKING A STRENGTH-BASED APPROACH FOR TEAM AND ORGANISATIONAL GREATNESS

“Organisations with strong coaching cultures, which often include strengths-based approaches, report 51% higher revenue than their industry peer group and 62% higher employee engagement.”

(International Coaching Federation (ICF) and Human Capital Institute (HCI)).



Profile		
Team Type Scores		
<b>LIKELY TO ADOPT</b>		
Innovator	<div style="width: 75%;"></div>	LIKELY TO ADOPT 94th Percentile
Orchestrator	<div style="width: 70%;"></div>	LIKELY TO ADOPT 74th Percentile
<b>MAY ADOPT</b>		
Initiator	<div style="width: 70%;"></div>	MAY ADOPT 70th Percentile
Collaborator	<div style="width: 65%;"></div>	MAY ADOPT 46th Percentile
Finisher	<div style="width: 60%;"></div>	MAY ADOPT 35th Percentile
<b>UNLIKELY TO ADOPT</b>		
Networker	<div style="width: 20%;"></div>	UNLIKELY TO ADOPT 27th Percentile
Analyst	<div style="width: 25%;"></div>	UNLIKELY TO ADOPT 23rd Percentile
Driver	<div style="width: 15%;"></div>	UNLIKELY TO ADOPT 17th Percentile

Initiator	
Practical and efficient, makes plans and implements them.	<div style="width: 70%;"></div> MAY ADOPT 70th Percentile
<b>Behaviours</b>	
Focused and efficient, Simon is highly likely to take the role of an Initiator. His strength should be in taking the vision, comments, and ideas of others, and turning these into plans with actionable steps. This requires taking an analytical perspective to evaluate the problem or topic at hand, and merge ideas in order to move the team	from discussing ideas to taking action. As such, he is likely to be a collaborative individual, however his systematic, detailed style may at times be seen as inflexible, particularly by those who prefer to retain a more high-level perspective. Once his plans are formulated, Simon may be unwilling to adjust them based on new ideas.
<b>Employer Recommendations</b>	
Involve Early On: Piecing together and analysing ideas to turn them into actionable steps is likely to be one of Simon's strengths. As such, the earlier you can bring him in, the better. Allowing him to be the one to formulate the plan should not only move the team forward quicker, but also prevents him	raising valid questions about a plan that is already in place. Add Some Flexibility: Coping with change may be hard for Simon, in part, this is likely due to his strong focus and eye for detail. However, it's worth encouraging him to cope with changes when they do occur, as these are bound to happen, prevents him

15





## BUILDING YOUR PATHWAY TO GREATNESS

### 1 Seek Mentorship

Connect with senior analysts or strategists for guidance and insights.

### 2 Take on Challenging Projects

Engage in projects that stretch your current capabilities and provide learning opportunities.

### 3 Join Professional Communities

Participate in or start a community of practice for business analysts to share knowledge.

### 4 Regular Self-reflection

Consistently review and reflect on your decisions and their outcomes to improve future performance.

16

## CONSIDER A COMMUNITY OF PRACTICE



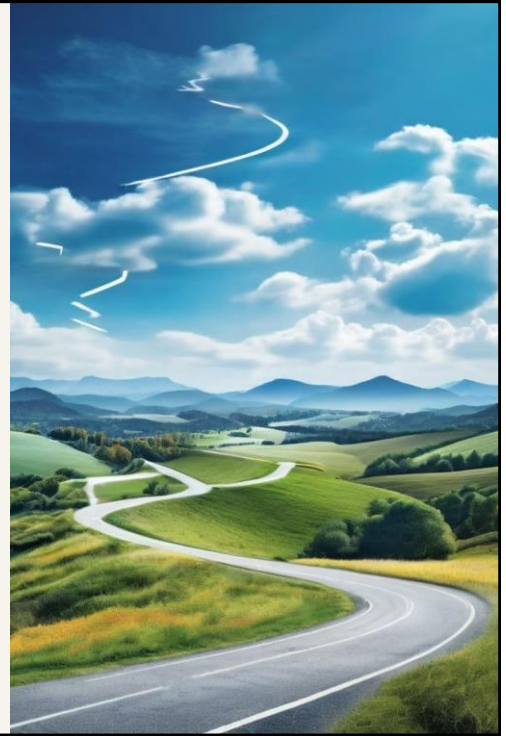
Emily Webber, Building Successful Communities of Practice

17



## SUMMARY: A ROADMAP FOR PERSONAL AND TEAM DEVELOPMENT

- 1 **Self Assessment for targeted development plans**  
Use scientific predictive assessments and self-assessment to understand strengths and gaps for yourself and your team. Look for complementary skills.
- 2 **Training and Education**  
Engage in courses and workshops focused on data analysis, critical thinking, and strategic planning. Find a coach or a mentor to support and challenge you.
- 3 **Practical Experience**  
Apply skills in real-world situations through projects, simulations, and strategic planning exercises. Keep stretching!
- 4 **Continuous Learning**  
Stay updated on industry trends, best practices, and new methodologies in strategic and analytical thinking – including new AI tooling.

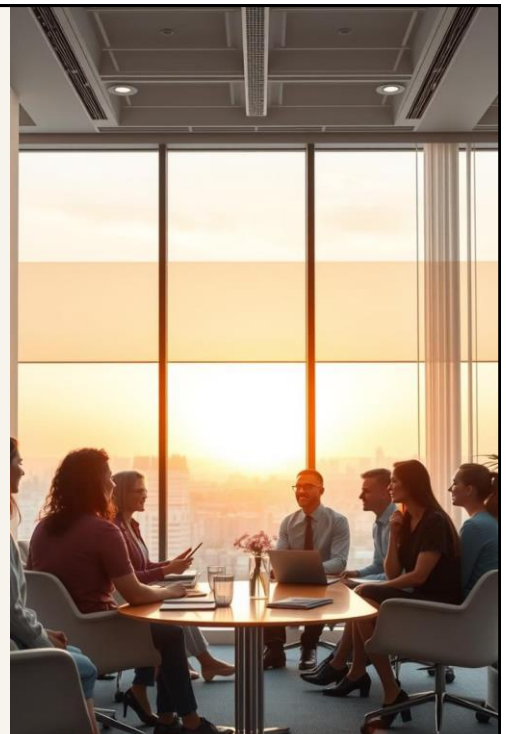


18

## MENTIMETER POLL – JOIN AT MENTI.COM USE CODE 1217 6405

WHICH COMPETENCY AREA WILL YOU  
FOCUS ON BUILDING NEXT?

JOIN AT MENTI.COM USE CODE 5718 2860



19



# Which Competency Area Will You Focus On Building Next



Analytical Thinking and Problem Solving



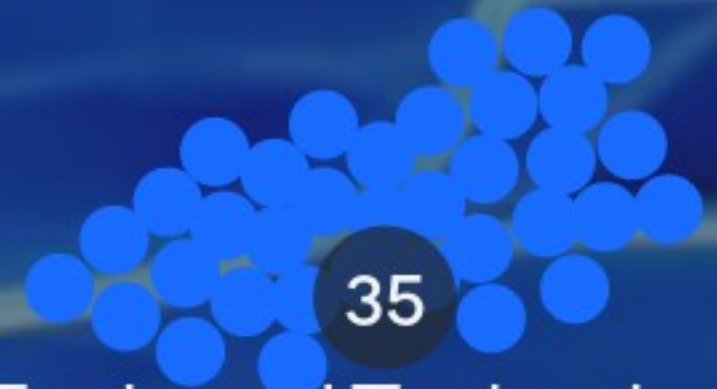
Behavioural Characteristics



Communication Skills



Business Knowledge



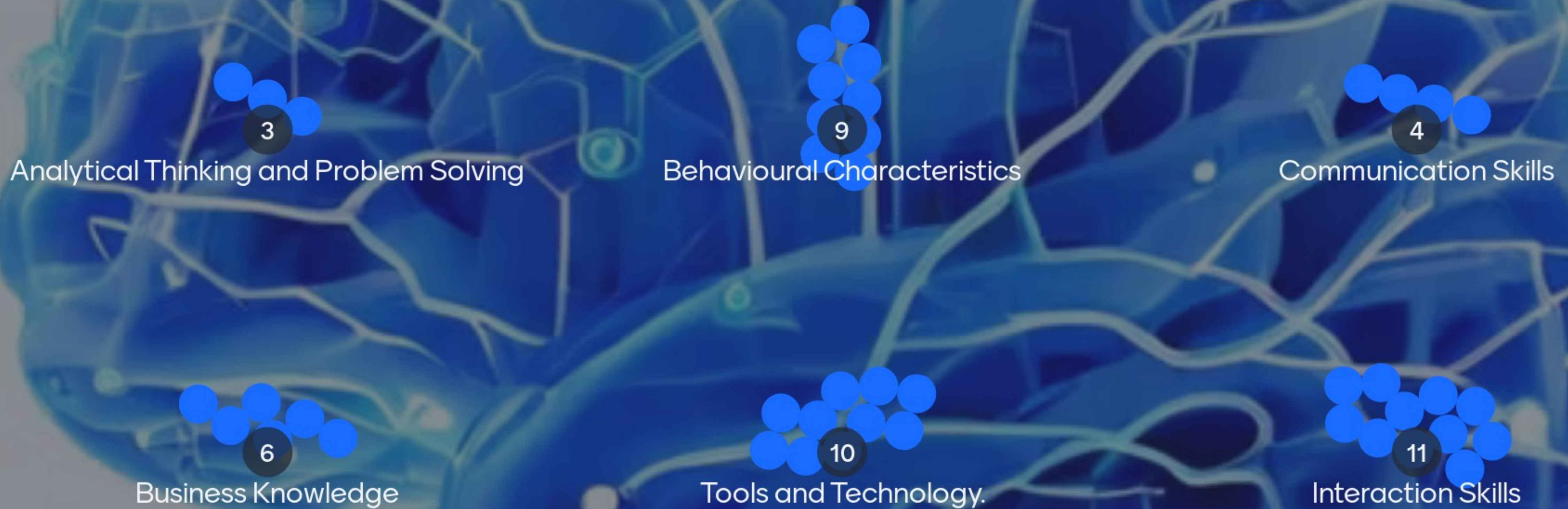
Tools and Technology.



Interaction Skills



# Which Competency Area Will You Focus On Building Next





Brisbane

# Which Competency Area Will You Focus On Building Next



Analytical Thinking and Problem Solving



Behavioural Characteristics



Communication Skills



Business Knowledge



Tools and Technology.



Interaction Skills



# Which Competency Area Will You Focus On Building Next



5

Analytical Thinking and Problem Solving



6

Behavioural Characteristics



6

Communication Skills



6

Business Knowledge



14

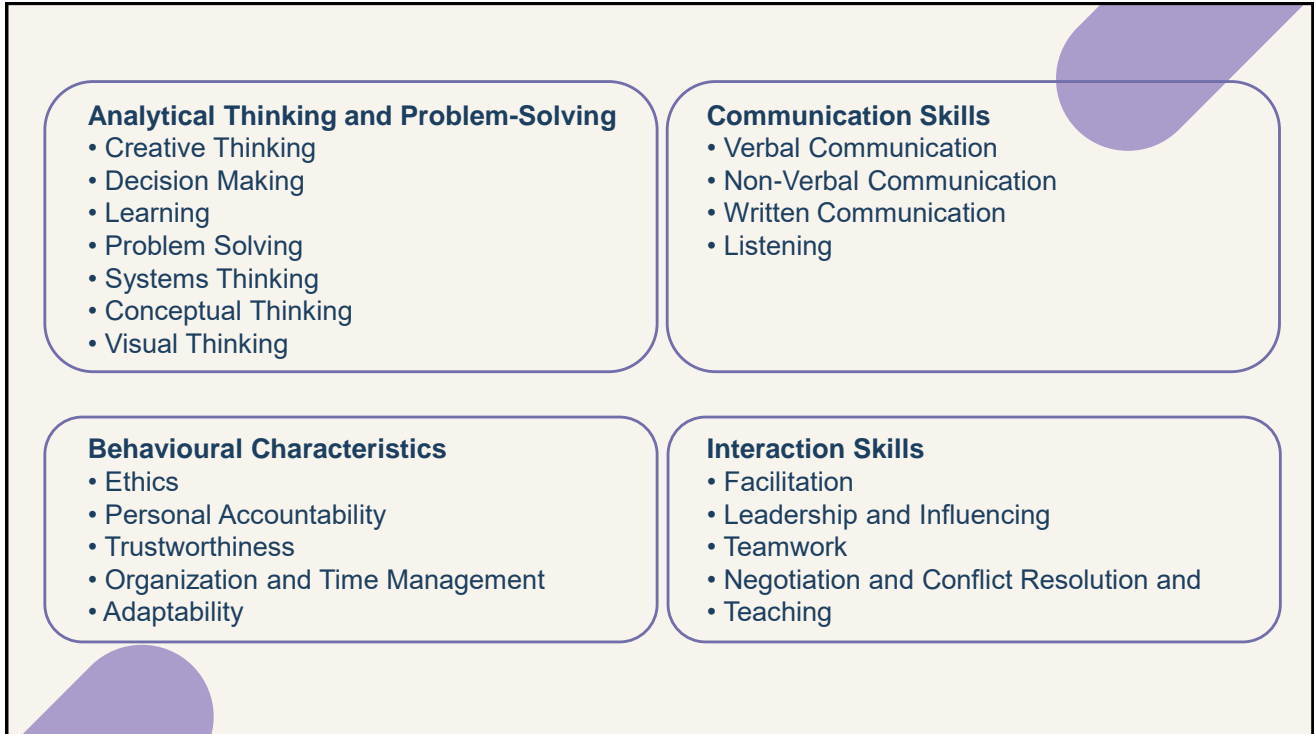
Tools and Technology.



13

Interaction Skills





20

## RESOURCES + LINKS

**Assess your skills with Skills Dx and the Behavioural BA:**  
<https://www.skillsdg.com/course/behavioural-business-analyst>

**Develop your business analyst career pathway:**  
<https://www.skillsdg.com/course?filter=business-analysis&page=1&sort=>

<https://www.skillsdg.com/course/ai-for-business-analysis>

**Book a consultation with one of our experts:**  
<https://www.skillsdg.com/consulting>



Powered by:






22





# FESTIVAL OF BUSINESS ANALYSIS

14-18 OCT 2024



**Please review this session in the event mobile app!**

ADELAIDE | AUCKLAND | BRISBANE | MELBOURNE | PERTH SYDNEY | WELLINGTON | ONLINE