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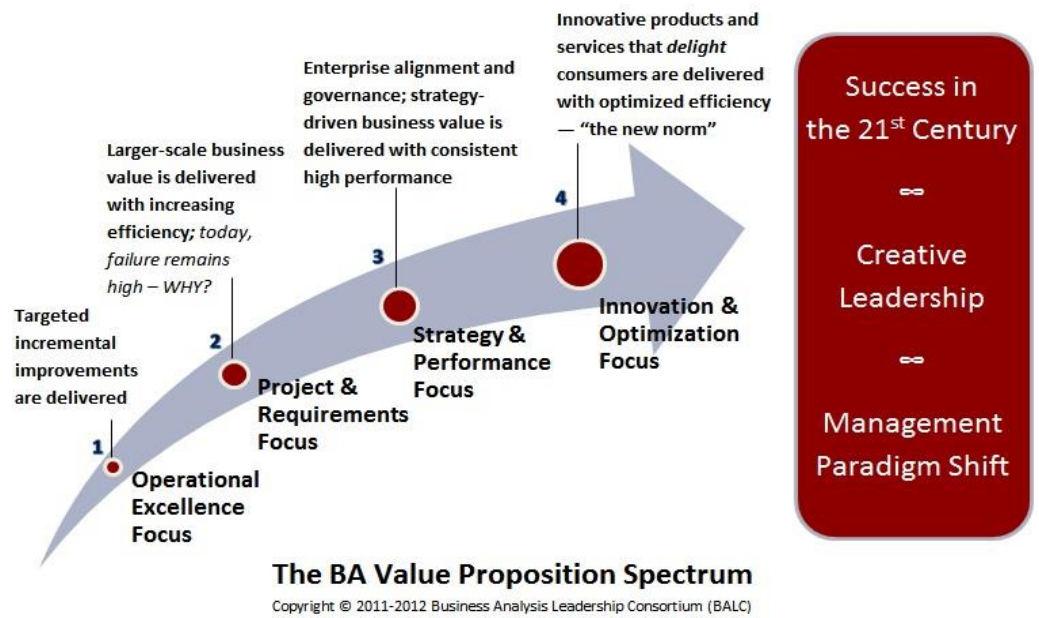
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**Business Analysis Leadership Consortium Emerges**

Business Analysis (BA) is a key capability for the 21<sup>st</sup> century and cornerstone for business, technology, and industry transformations with sustained success. The Business Analysis Leadership Consortium (BALC) is a team of leaders, experts, and change agents who have come together with a unified voice to elevate this message and help clients *realize* the ultimate BA value proposition — and why this critical *definition and delivery* capability (that also seeds innovation, cultivates creative leaders, and harnesses complexity) must be embraced as a strategic competency.

**Realizing the Ultimate BA Value Proposition**

The ultimate BA value proposition is about business success in the 21<sup>st</sup> century measured by value to the customer and financial gains to the bottom line — in an increasingly complex consumer-empowered, global economy where change is constant, continuous innovation is key, and optimized project delivery is essential. The range of capability, possibilities, and stages are reflected in this 4-level model:



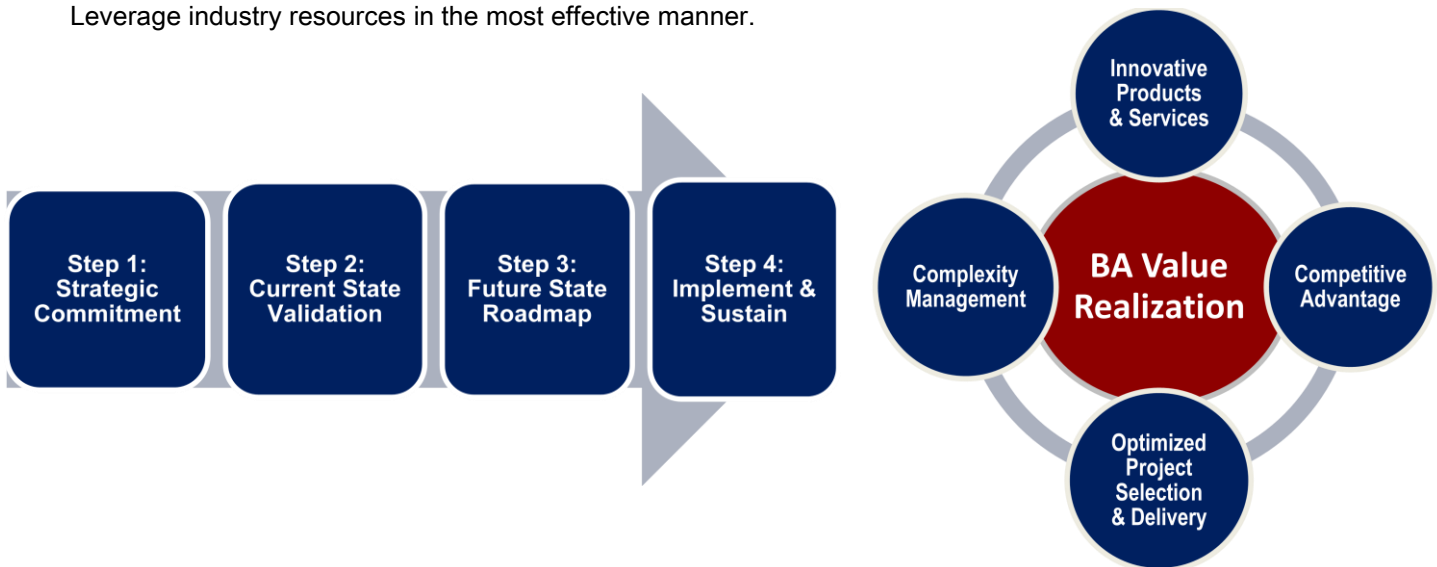
Our challenge is that many organizations are still struggling at or below Level 2 (isolated, tactical focus) while Level 4 (optimized, strategic innovation focus) is the **new norm!** To address this gap and get to Level 3 and 4 on an accelerated basis: there needs to be a leadership paradigm shift that embraces the business analysis value proposition — integrated into opportunity selection and project methodology augmented with complexity management and the use of project efficiency tools like inteGREAT from eDev Technologies — **to define and deliver products and services that bring exceptional value to customers efficiently and on a continuous basis.**

## The BALC Approach Starts With Strategic Commitment

The BALC-recommended approach gains executive sponsorship and leadership alignment up front as strategic commitment, takes a comprehensive view that is best aligned with the customer's environment and collaborating practices, and leverages excellent resources and enabling technologies that are readily available. The ultimate deliverable is the capacity to realize the BA value proposition benefits reliably and on a continuous basis.

There are four fundamental steps to the BALC-approach framework:

1. **Gain executive sponsorship and leadership alignment** around the BA value proposition and why this pursuit must be a strategic imperative with a unified call-to-action. (Practitioner-led grassroots efforts are important success factors; unfortunately without a strategic commitment to develop, nurture, and fully leverage this capability, value realization is limited and typically erodes with organizational changes and when employees change jobs.)
2. **Establish a starting point by validating current state:** fact-finding; review of prior assessments and relevance, and/or conduct a formal assessment that is calibrated with industry benchmarks. Leverage industry resources.
3. **Define future state and best way to get there** that is aligned with the findings and recommendations from Step 2. Create an environment-specific comprehensive implementation and adoption management plan.
4. **Implement and monitor in accordance with the roadmap and success criteria;** establish permanent training and coaching model; integrate adoption management and continuous improvement with HR performance management. Leverage industry resources in the most effective manner.



## Gaining Strategic Commitment and Leadership Alignment

If you need a helping hand to deliver the case for Business Analysis capability to leadership and to build a sustainable capability development roadmap that leverages industry resources in a way that is best tuned to your organization, **contact Anne Hartley or any other BALC member to determine the best next step.**