



# BUSINESS ANALYSIS COMPETENCY DEVELOPMENT WORKBOOK

Plan, act, and review competency development goals to remain relevant and successful.

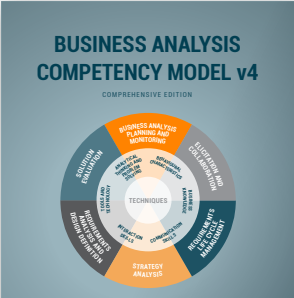
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## Three-Part Framework to Develop and Advance Business Analysis Competency


**PART 1**

Gain understanding of business analysis foundational skills, tasks, techniques, and personal characteristics necessary for successful business analysis professionals covered in the **Business Analysis Competency Model®**



**PART 2**

Assess the behaviours and techniques associated with different levels of business analysis competency and compare to your current level by completing the **Competency Assessment**



**PART 3**

Consists of worksheets for you to establish professional development goals, align training with business needs, and develop career growth objectives to remain relevant and successful by completing the **Competency Development Workbook**



# Introduction

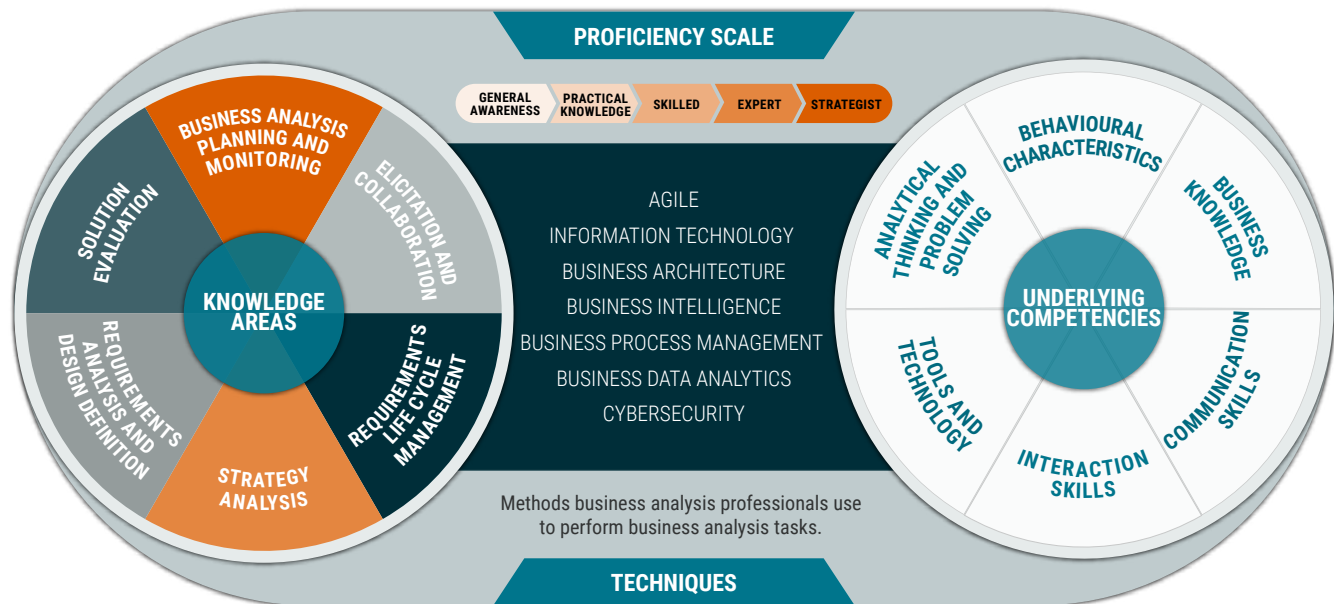
The *Competency Development Workbook* is designed to work with the *Business Analysis Competency Model*<sup>®</sup> and the *Competency Assessment*.

## Tips for Success in Career Development

- ✓ Develop a mindset of lifelong learning that supports career advancement
- ✓ Keep up to date with changes in the workplace and the sector
- ✓ Identify any personal blocks or life constraints and how you can overcome them
- ✓ Have a clear vision of your future
- ✓ Identify broad aims and SMART goals
- ✓ Get support in completing your goals
- ✓ Know what strengths and talents you can offer and how you can add value to an organization
- ✓ Be flexible, review your progress regularly, and be willing to adapt and change



## Business Analysis Competency Model



**DID YOU KNOW?** The Business Analysis Competency Model can be licensed and used by organizations as part of your business analysis performance assessment, training and development, or HR processes. [LEARN ABOUT ABOUT LICENSING FOR CORPORATE USE](#)

# Identify Professional Development Goals

To effectively create a competency development plan, first understand your strengths, weaknesses, opportunities, and threats in relation to your desired professional development objectives. Performing a SWOT Analysis helps evaluate the key areas that impact your ability to remain relevant and successful in the profession.

Based on results of your **Competency Assessment** identify:

- ✓ Your areas of strength (S)
- ✓ Your development needs (W)
- ✓ What you need for future success (O & T)

**BABOK®**

For more information on SWOT Analysis, refer to IIBA's [BABOK® GUIDE TECHNIQUE 10.46 SWOT ANALYSIS](#).

## S STRENGTHS

What do you do well?  
What unique resources can you draw upon?  
What do others see as your strengths?

## W WEAKNESSES

What could you improve?  
Where do you have fewer resources than others?  
What are others likely to see as your weaknesses?

## O OPPORTUNITIES

What good opportunities or areas of advancement are open to you?  
What trends could you take advantage of?  
How can you turn strengths into opportunities?

## T THREATS

What trends could harm you or prevent you from advancing?  
What developments could make you irrelevant?  
What threats do your weaknesses expose you to?

# Identify Competencies for Development

Competencies consist of the knowledge, skills, abilities, techniques, and personal characteristics that together define continued success on the job. Success continues, with vigilant thoughts and plans to identify opportunities for ongoing professional development and career growth.

When identifying your competencies for improvement, follow these steps:

**BABOK**

Review IIBA's [BABOK® GUIDE; CHAPTER 9 UNDERLYING COMPETENCIES](#) & for more information on brainstorming, refer to IIBA's [BABOK® GUIDE TECHNIQUE 10.5 BRAINSTORMING](#).

- ✓ Analyze the competencies you need for success today and for tomorrow
- ✓ Review any other competencies in demand by your employer or prospective ones
- ✓ Based on the results of your **Competency Assessment**, list 1-3 core competencies you want to improve

This step provides you with the help to creatively brainstorm the list of competencies you need for success now and in the future.

Needed for Current Role/Employer	Needed for Future Role(s)	Marked for Development

# Prioritize Development Goals

Once you have identified your competencies for improvement, you can create a list of prioritized goals that you would like to achieve.

To create your list of prioritized goals:

- ✓ Identify the top 3 performance competencies, skills, or techniques most in demand for your current and future role (those that will have the greatest impact)
- ✓ Identify 1-3 competencies, skills, or techniques, in demand by your employer and for your current role

From these identified competencies:

- ✓ Select 1-2 of the most critically important items by your employer and current role
- ✓ Select 1-2 of the most critically important items for your future role



*Note: There should be no more than a total of 3 top competencies, or techniques, or other skills that constitute your primary career development goals. Having more than 3 may prove unrealistic, although possible in a 6-12-month time frame.*

You can use the following sample worksheet to prioritize your goals.

Item ID #	Item	Description	Priority

# Develop the Plan

Once you have selected and prioritized your goals, you can create a professional development plan that helps you to achieve these goals.

Ensure your goals are SMART (Specific, Measurable, Achievable, Realistic, and Time-bound)

To develop your professional development plan:

- ✓ For each prioritized goal, decompose the steps required to achieve the goal
- ✓ Assign specific times-lines that can be measured and achieved in a 6-12-month window



*Ensure your goals are SMART (Specific, Measurable, Achievable, Realistic, and Time-bound)*

<b>Description</b>	
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Set **SMART** goals:

**SPECIFIC:** Identify a clear outcome that you want to achieve.

**MEASURABLE:** How will you know when you've done it?

**ACHIEVABLE:** Is it feasible within your time frame?

**RELEVANT:** Is it relevant to your career aims?

**TIME-BOUND:** When will you complete this by?

	What Will I Do? Make Your Goal SMART (Specific, Measurable, Achievable, Relevant, Timed)	Date to Be Completed By
<b>GOAL 1</b>		
<b>GOAL 2</b>		
<b>GOAL 3</b>		

# Communicate the Development Plan

Having a professional development plan is an essential step towards your career journey. Along the way, you will find it beneficial, to seek out professionals in your current and desired field that can help lead the way toward success. Whether it's a colleague, mentor, manager or supervisor, all are just some examples of people you can leverage, to help achieve your goals.

Once you have fully developed your professional development plan, you are encouraged to share it with a mentor, manager, supervisor, or anyone that you believe can help you towards your goals. However, your full plan may contain too many details to facilitate an effective discussion with your mentor or manager.

The following is an example of an abbreviated professional development plan which synthesizes the details of your full plan into a format that can be quickly understood.

Use this abbreviated plan to:

- ✓ Start a meaningful professional development discussion e.g. mentor, manager or supervisor
- ✓ Build rapport with those who can guide you on your journey, and
- ✓ Obtain quick feedback from those who help you adjust goals to be SMART (Specific, Measurable, Achievable, Realistic, Time-Bound)

1-3 Underlying Competencies Most Important to:	
Current Role	Future Role

Top 3 Performance Competencies (Knowledge Areas and Techniques) most important to:	
Current Role	Future Role

2-3 Priorities Selected for Development:	



# Implement Development Plan

Once you have developed your plan, obtained feedback on your plan, and have the support of your mentor or manager, you are ready to put your plan to work.

The following are a few suggestions for putting actions to your goals:

- ✓ Attend professional development webinars
- ✓ Attend conferences
- ✓ Register for online or instructor led courses
- ✓ Get mentored
- ✓ Be a mentor
- ✓ Join a professional association visit [iiba.org/Membership](https://iiba.org/Membership) for more information
- ✓ Join a professional chapter network visit [iiba.org/Chapters](https://iiba.org/Chapters) for more information
- ✓ Get certified, visit [iiba.org/Certification](https://iiba.org/Certification) for more information
- ✓ Seek work assignments to help you develop your skills
- ✓ Explore different career options
- ✓ Leverage IIBA's *Business Analysis Competency Model*
- ✓ Visit [iiba.org/Career-Resources/Career-Center](https://iiba.org/Career-Resources/Career-Center) for more information



See next page for a worksheet to implement the development plan.

# Review and Refine Development Plan

As you go through the actions of implementing your plan you may learn that some goals require changes, discover opportunities to take advantage of, and experience shifts in interests or context that you want to reflect in your professional development plan.



*It's good practice!*

*Review your 6-month goals 3 months before their target completion date.*

*Review your 12-month goals 6 months before their target completion date.*

The following are few suggestions for reviewing and refining your plan:

- ✓ Check-in with your plan between 3- 6 months after finalizing it
- ✓ Determine whether you are still on track with your goals
- ✓ Make any recourse to get your plan on track. For example:
  - » Adjust goals that need to be shifted due to changing priorities
  - » Change goals based on new insights or career direction
  - » Change any timelines that aren't achievable or realistic in a 6-12-month time frame

# Implement Development Plan

		GOAL 1	GOAL 2	GOAL 3
<b>FIRST QUARTER</b>	Jan			
	Feb			
	Mar			
<b>SECOND QUARTER</b>	Apr			
	May			
	Jun			
<b>THIRD QUARTER</b>	Jul			
	Aug			
	Sep			
<b>FOURTH QUARTER</b>	Oct			
	Nov			
	Dec			

# NEXT STEP

**Cultivate a mindset of lifelong learning that supports career advancement and continuously review and refine your competency development plan to reach your career goals.**

**Find your local chapter and get support.**

**Learn more about IIBA's CERTIFICATIONS:**



## About IIBA

The International Institute of Business Analysis™ (IIBA®) is a non-profit professional association serving the growing field of business analysis.

As the global thought leader and voice of the business analysis community, IIBA actively supports the recognition of the profession, and works to maintain global standards for the ongoing development of the practice and certifications.

