

УДК 331.53

Dmitro Kondratov<sup>1</sup>, Svitlana Voitenko<sup>2</sup>

<sup>1</sup>student of group CST-818sp National University “Zaporizhzhia Polytechnic”

<sup>2</sup>senior teacher National University “Zaporizhzhia Polytechnic”

## **BOOSTING CONFIDENCE AS A BUSINESS ANALYST**

Many business analysts (Bas) who are beginners or experienced but new to an organization are not provided with the tools and resources to be confident in their ability to add value to their organization. Below are some of the most effective tactics that I have taken throughout my career to bolster my confidence as a BA.

Business analysts are expected to see things that other stakeholders are not able to see. While BAs are not expected to be subject matter experts, acquiring an adequate amount of domain and industry knowledge will be of great service to any BA. Understanding the organization has two components, which are understanding the industry structure and the actual organizational structure. Gaining a better understanding of the industry and organizational structure can be initiated by learning key terms. Observation is not only helpful for understanding systems, processes and functions, but it is also a great way to build relationships. Reviewing the organization’s business model canvas is also highly effective at providing organizational context.

Having a concrete understanding of the BA role in your current organization is critical. The role of a BA varies greatly by the organization. This includes acquiring a detailed understanding of the roles and responsibilities of the BA. A key part of BA responsibilities are the deliverables provided for projects and change initiatives. Reviewing any Org charts that are available may be a good way to understand the leadership structure as well as the formal relationships of individuals in the company. If you have access to previous project documentation, review the stakeholder lists or maps that were developed.

Building relationships can be critical to the effectiveness of a BA. Most stakeholders are more willing to work with and provide information to individuals they have a relationship and are comfortable with. This can give insight to what motivation behind stakeholder wants and needs and lead to asking more relevant questions during structured meetings. In addition, it’s very likely that during a job shadowing session that the individual will reveal some details about their personal life that may help you form a good relationship with them. Interviewing is not only a way to elicit requirements, but it is also another way to build rapport. In general, collaborative elicitation techniques such as interviewing and job shadowing can facilitate good relationship and alliances that can support the BA in areas of weakness.

Establishing a relationship with a good mentor is one of the most effective ways to increase your confidence and increase your success as a BA. In many cases, BAs are hesitant to ask too many questions because they are fearful that they will be perceived as inexperienced or incompetent by peers and others. This is very common, especially for novice BAs or those who are starting work in a new domain. An established mentor from outside of the organization can be the solution. Unfortunately, many organizations do not have structure training environments for BAs.

Independent and continuous learning is essential to gaining confidence in your ability. There are numerous resources to learn more about business analysis. These resources are highly effective at gaining new knowledge in a relatively short period of time versus the time it would take to gain that knowledge through experience. Learning new business analysis techniques and researching BA deliverable templates can increase your confidence, not only in your ability to effectively execute a technique but also in the fact that you are using the most *effective* business analysis technique as you will have more tool options to choose from during analysis.

Gaining confidence in your abilities as a BA can be challenging in environments that are not the most supportive or nurturing. Increasing your confidence can be achieved by learning about your organizations. You'll need to understand the organization's expectations of you as a BA. Building relationships in your organization is also key to building a support system. Getting a mentor is needed to establish a safe and effective support system outside of the organization. And finally, independent and continuous learning will naturally increase your confidence and capabilities.