

25 Ways to Disempower your Business Analyst

STOP KILLING THE ANALYST

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Axel Vanhooren

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The discipline Systems Analysis (BA, FA, BPA, ...) has been introduced in software development initiatives because technological competencies, programming skills and business competencies are inadequate to study systems and their environment and to conceive functional systemic solutions capable of solving problems and meeting new goals.

The Business/Systems/Process/Solution Analyst is (or should be) an expert in Information, Systems, Organisations, Information Systems Engineering and Software. These are neither business competencies, nor technological / programming competencies.

The 25 Ways

1. Diagnosis of the need, issue or opportunity yourself.
2. Establish the goal yourself.
3. Sketch the solution you want. If you define yourself what you want, it's more likely that you will get it. Analysis is a matter of looking inwards, into the details. The analyst must be given something to analyse. What else would (s)he analyse?
4. Make sure the analyst knows only methods. Assume that that knowledge suffices.
5. Define the analyst's mission. Tell the analyst what you expect.
6. Define strict boundaries for the analyst.
7. Tell the analyst what (s)he should do and how.
8. Tell what methods (s)he must use.
9. Make sure the analyst follows the traditional, in-house way of doing things. The holy habits have to be respected.
10. Limit the role of the analyst to the application of methods and the production of documents.
11. Define the analyst's deadlines.
12. Determine all the requirements yourself, so you are sure everything will be right.
13. Control and determine the stakeholders the analyst may meet and interview.
14. Plan and lead the analysis interviews yourself.
15. Control and filter the information given to the analyst.
16. Since analysis is an activity anyone can do and does, let any concerned and interested person participate in the analysis (just don't call it like that).
17. Stay vague and ambiguous. Mix facts with assumptions, opinions and wishes.

18. Change your mind and your decisions often. You're in charge anyway.
19. Discuss an issue for months with the colleagues. Then take a decision and expect the analyst to integrate the decision before the end of the week. Do this as often as possible.
20. Exclude the analyst from all discussion and decisions.
21. Ignore all advice of the analyst.
22. Consider any divergent opinion of the analyst either as an attack, either as a sabotage of the project.
23. Limit the role of the analyst to refining your ideas, management of your requirements, producing models expressing your solution and write documentation (nobody will read).
24. Ignore the analyst's artefacts. Talk directly to the developers. It's a much faster method. After all, the analyst is just a bridge. If you bring the two parties together, why would we need a bridge in between?
25. Hire the best expert. Use him/her as a pawn. In the end, it's about your field of expertise and your responsibility. It's your budget. You're the owner.

What to do if the Project Fails?

The project failed because the analysis was flawed. Fire the analyst. Who needs an analyst anyway?

Next Question?

How to empower the Analyst and to restore the authority and responsibility?

Axel Vanhooren

Freelance Consultant - IT Re-Thinker - Business Analyst

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