BA as product thinking evangelist

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Roche

The BA Achievement Award is organised by

Product Orientation

- *Minimize time to value.*
- *Solve for need.*
- *Excel at change.*

Achievement summary
What was delivered and what was the result?

It often used to be a pain for me to see and to work in teams that were very much delivery-oriented, especially in environments of low agile maturity. Outputs are easy to plan, easy to assign, relatively easy to produce, and definitely easy to see - and they quickly give a sense of completion. I struggled many times with solutions that made sense for solution sponsors and filled their beautiful success reports but were not necessarily fit for the ones who were on the receiving end.

I wanted to influence how we approach problems. I wanted to emphasize the need for a deep discovery that does not only belong to BA but is a collaborative effort of the whole team and helps them to make a fit-for-purpose value proposition in any given circumstance. Starting in 2020 I led an initiative called Product Orientation, it was about developing fit-for-purpose products based on a deep understanding of consumer needs in a specific business context. As a group of product-thinking enthusiasts, we wanted to advocate prioritizing value and outcomes and shifting from projects to products. The initiative grew into an OKR for the organization, which gave me a space to make a bigger impact. The initiative had many followers and support from various communities that wanted to embrace product-centricity. It was fascinating to observe that even in various environments, with inhomogeneous backgrounds and experiences there was deep curiosity and willingness to shift our mindset and ways of working. Thanks to a lot of evangelizing the initiative linked with one of the key themes of a significant global IT transformation effort in the course of 2022.

Achievement details
Please explain the details of the initiative and the approach that was taken.

I spent the last year participating in the design of a new product-centric model for my organization. My role was around defining product practices, I developed a definition of a product that was a baseline for modelling new structures within our business and foundational domains. I was able to increase awareness of how product thinking changes the way we respond to the ever-changing needs of the business and customers. I worked on a framework for product management in a way that enables the organization to continuously prioritize value from business and customer contexts. I convinced the organization to understand products are not just of IT

nature and should aim for an end-to-end experience, including all processes along the journey, support, adoption and reasonable metrics.

Key achievement
Why do you think this initiative should receive the award?

Embedding product thinking into an enterprise of a few thousand people is probably not the very first accountability on a list of a BA, however, designing the new organization with product principles has been an experience that will definitely stay with me for life. It not only is an achievement but also a huge load of inspiration for how business analysis can evolve, and how BAs can be change agents.