

Custodians of the Operating Model

A New Mandate for Business Analysis

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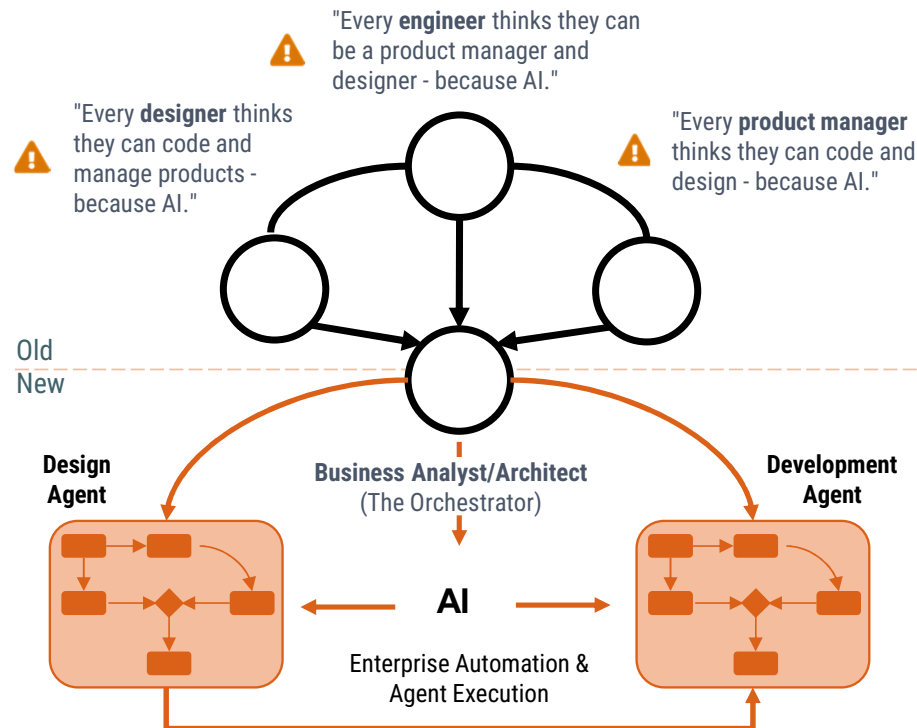
BA Leadership Summit
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Disruptive Transformation: A Pattern We've Seen Before



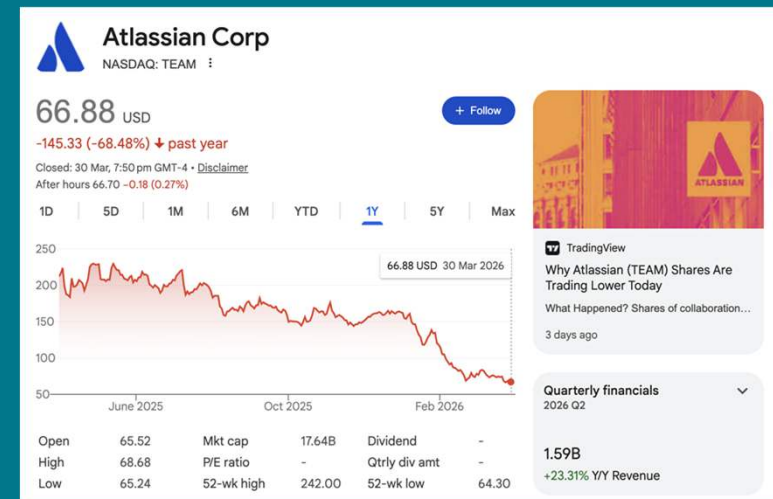
The Great White-Collar Reset

Reinventing how software gets created



The SaaS-pocalypse – biting close to home

-70%



How to Build an Agentic Enterprise

1

Fundamental Operational Redesign

As agents replace developers, who interprets what the business actually needs?

2

Structural and Workforce Evolution

As workflows automate, who curates the domain knowledge?

3

Technical and Strategic Shifts

As operating models are re-engineered, who designs the re-engineering?

4

Governance and Trust

As authority is delegated to machines, who governs what agents are authorised to do

This is not a technology upgrade. It is a structural re-engineering of the enterprise operating model.

The Business Archaeology Problem

20%

of transformation
budgets are spent...

*...just clarifying how
the business operates*



Most operating model knowledge is created for initiatives but only has a lifespan of the project. The deliverable is the system.



No custodian. No single source of truth. No enduring memory.



Each new initiative starts from scratch with re-interviews, re-discoveries, re-workshops, re-documents, re-workshops



The fix: establish the Operating Model as a core strategic asset

Business Architects vs Business Analysts

Business Architects (~5-10K Globally)

Build enduring models of the business operation
Identify opportunities for transformation

Primary artefact:
Business Capability

Lifespan: enduring

Business Analysts (>5M Globally)

Work on change initiatives
Help design organisational transformation

Primary artefact:
Business Requirement

Lifespan: the project

We work in the same space, but we don't align or collaborate. Why not?

Follow the Money. Follow the Projects.

The BizArch Problem

- ⚠ 10+ years of practice. Still struggling for buy-in.
- ⚠ Models take too long to build. Time to value is too slow.
- ⚠ Budgets are spent on initiatives, not modelling.
- ⚠ Nobody has money for architecture for architecture's sake.

THE
SOLUTION

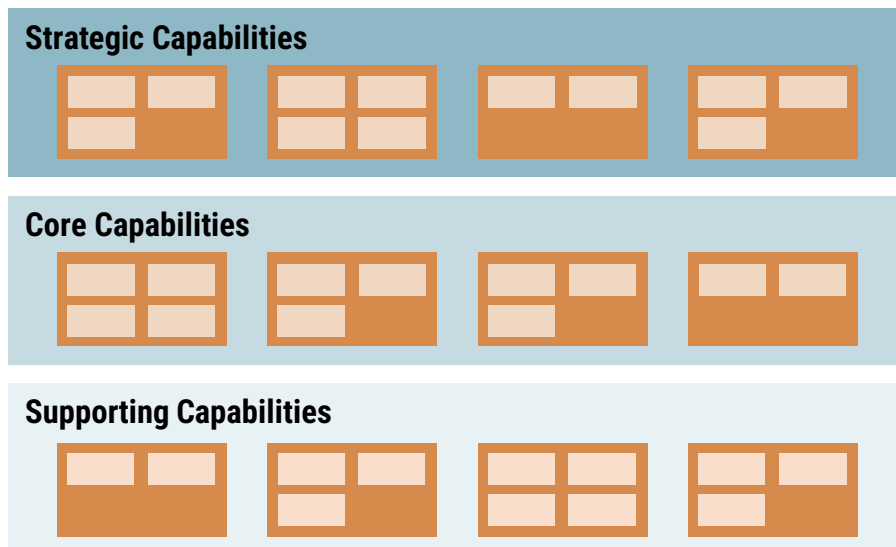


Business Analysis as the Channel

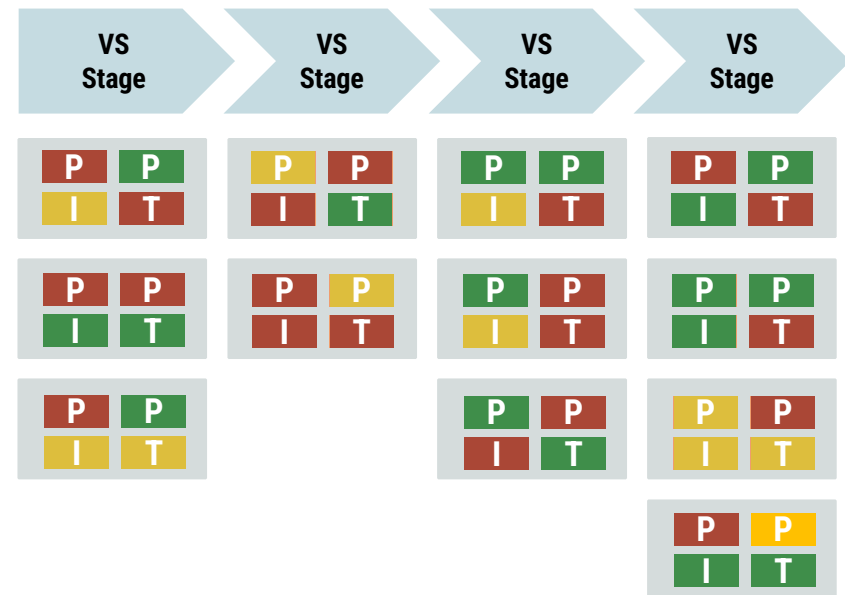
- ✓ Business Analysts are **required** on every initiative – they are already where the money is.
- ✓ Equip Business Analysts with BizArch as a technique on their current project.
- ✓ Every project leaves behind an enduring ValueStream and capability model.
- ✓ BizArchs become the custodians. Business Analysts become the contributors.

Business Architecture – On a Page

Business Capabilities are the **building blocks** for the business operating model



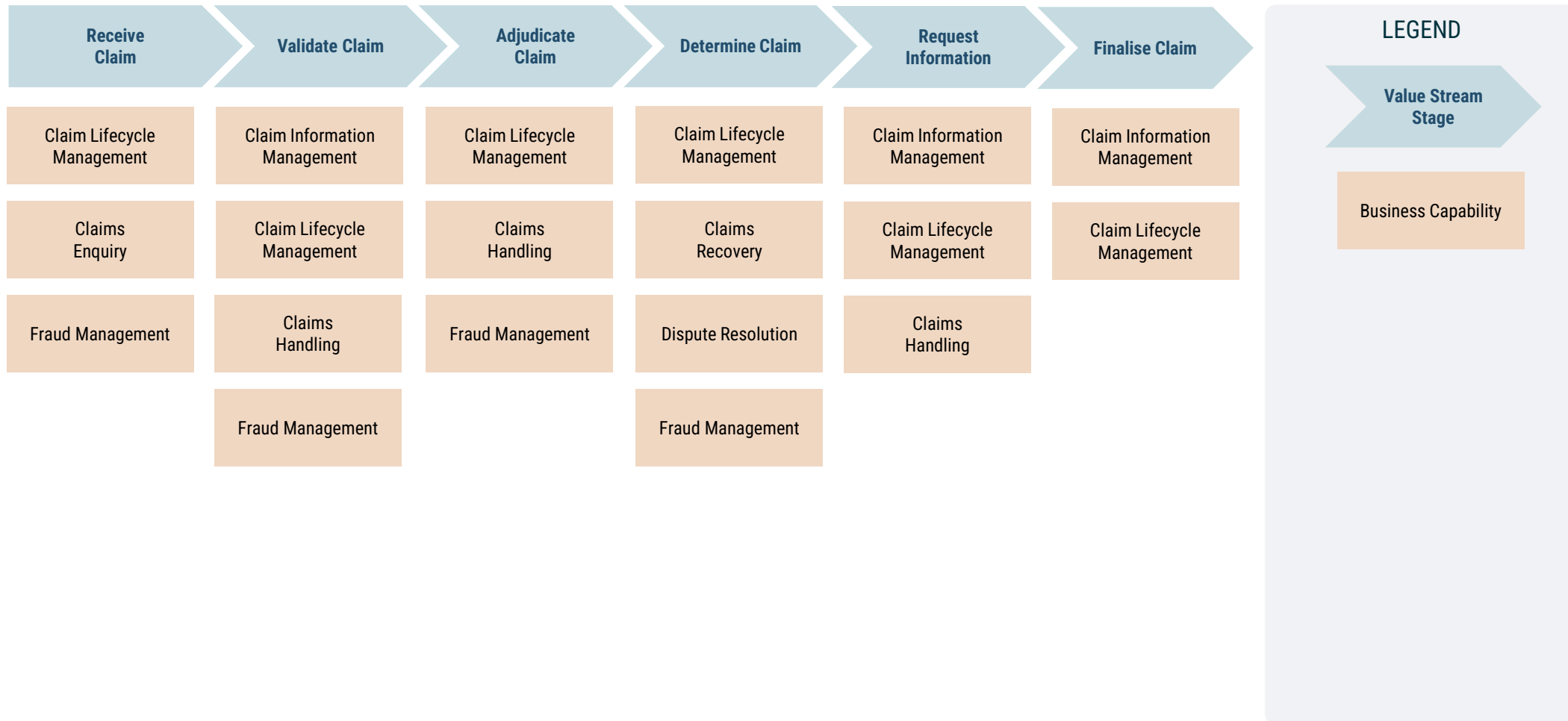
Value Streams are **scaffolds** for aligning capabilities to stakeholder interactions



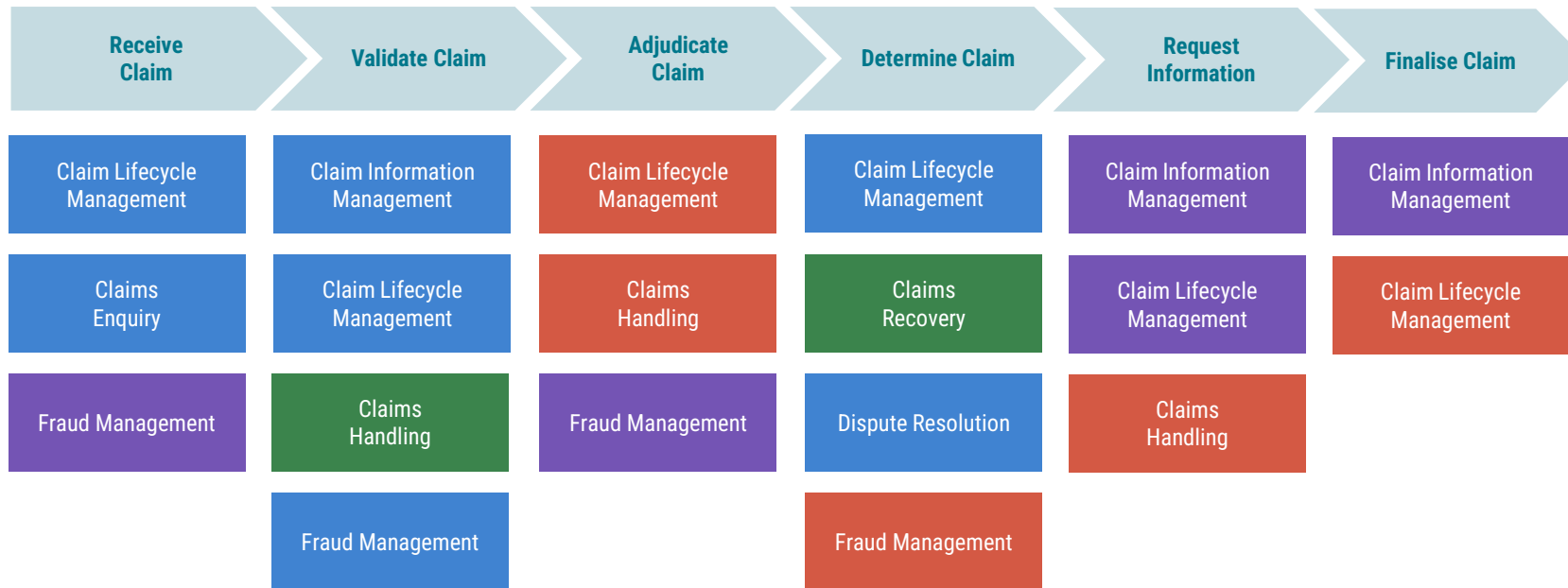
The Operating Model **dimensions**
People, Process, Information & Technology



The ValueStream Canvas: Window into the Operating Model



The ValueStream Canvas: Maturity Assessment



LEGEND

Value Stream Stage

Business Capability

Technology Maturity:

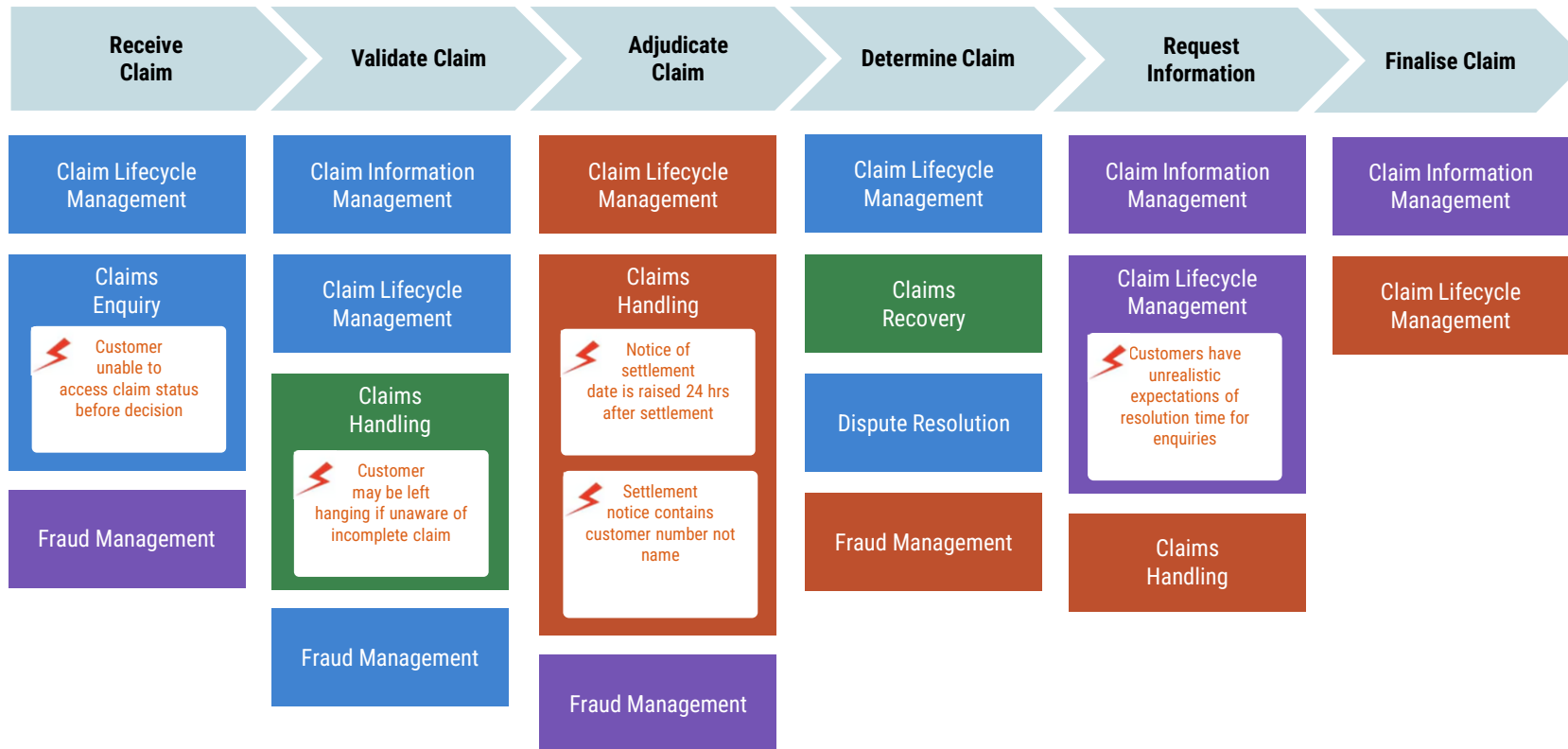
Undeveloped

Mature

Immature

Advanced

The ValueStream Canvas: Friction Analysis



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Value Stream Stage

Business Capability

Technology Maturity:

Undeveloped

Mature

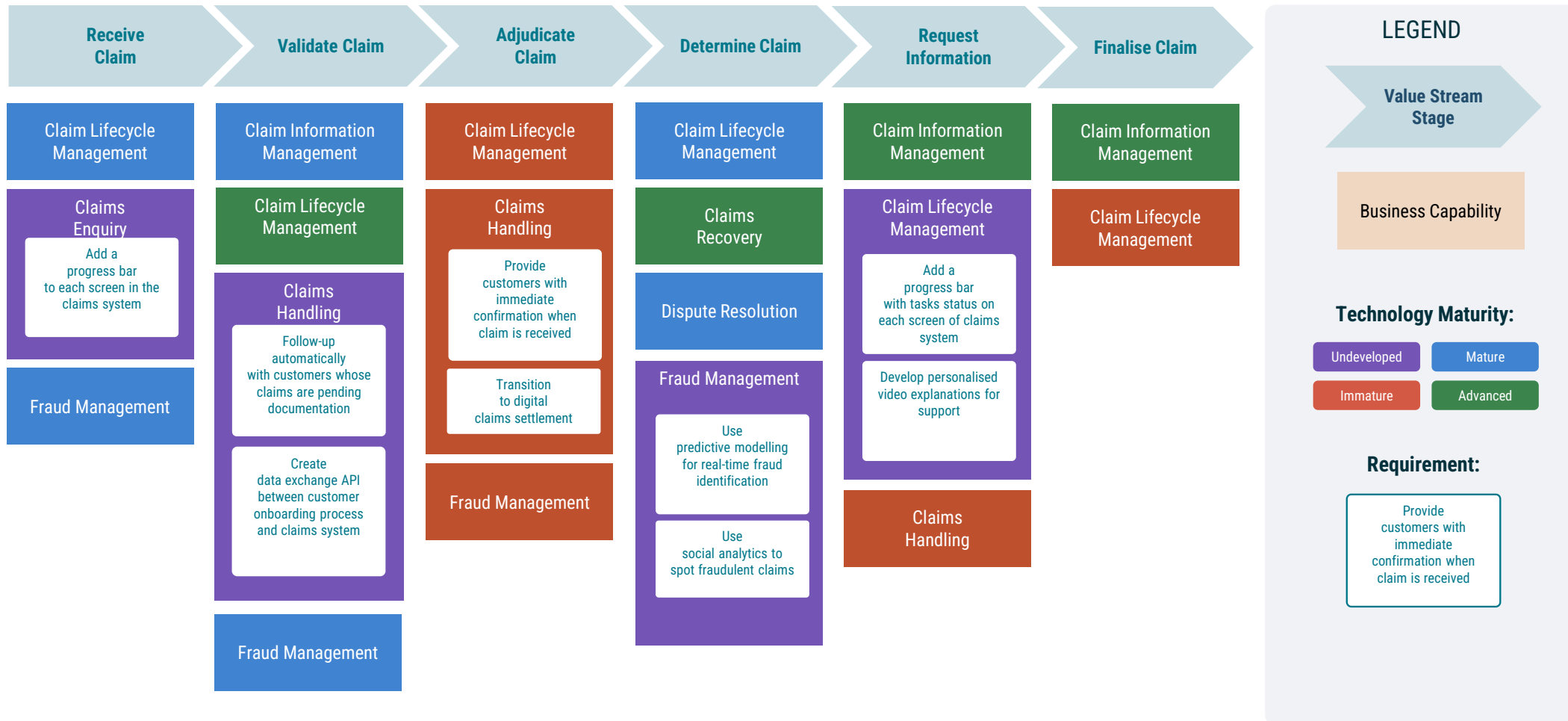
Immature

Advanced

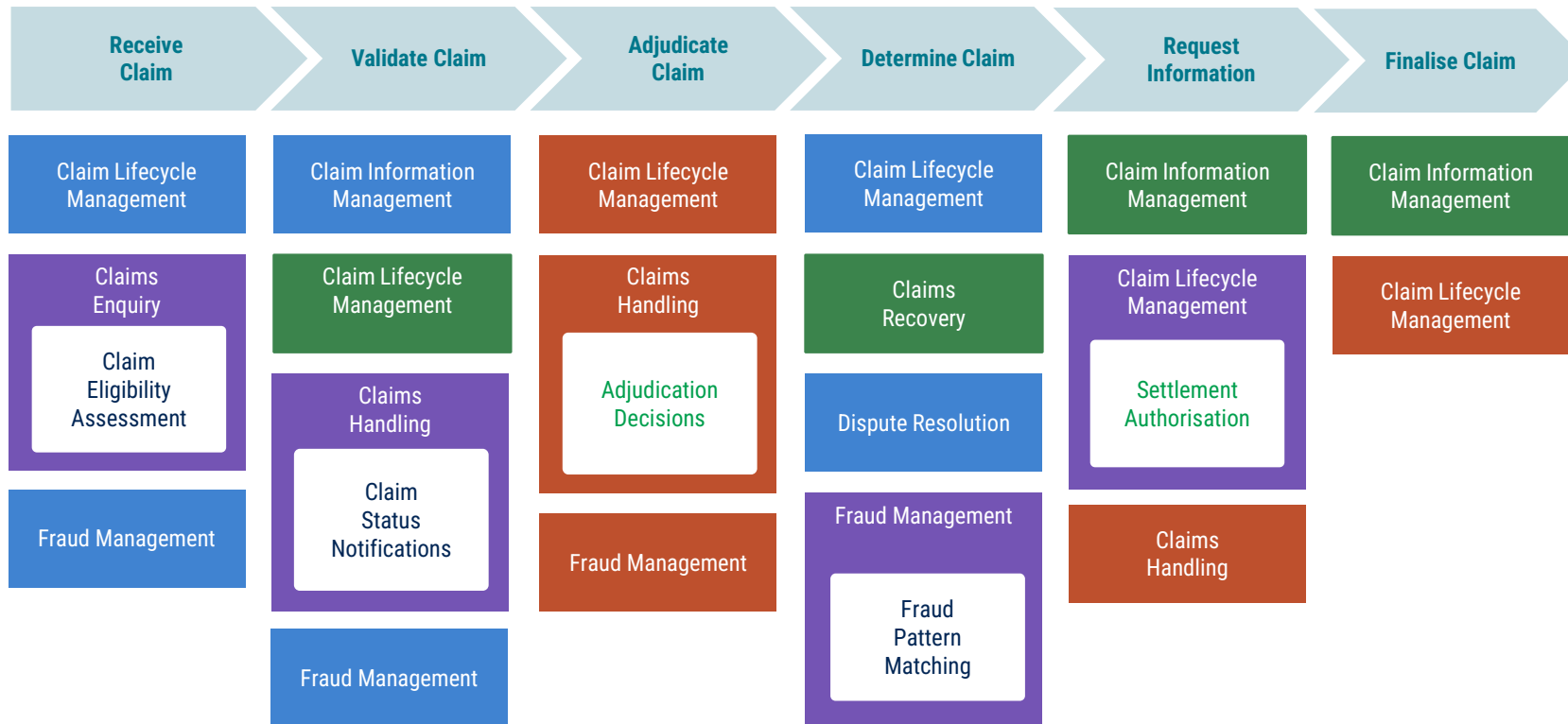
Pain-Point:

⚡ Notice of settlement date is raised 24 hrs after settlement

The ValueStream Canvas: Ideation Workshop



The ValueStream Canvas: Agentic Interventions



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Value Stream Stage

Business Capability

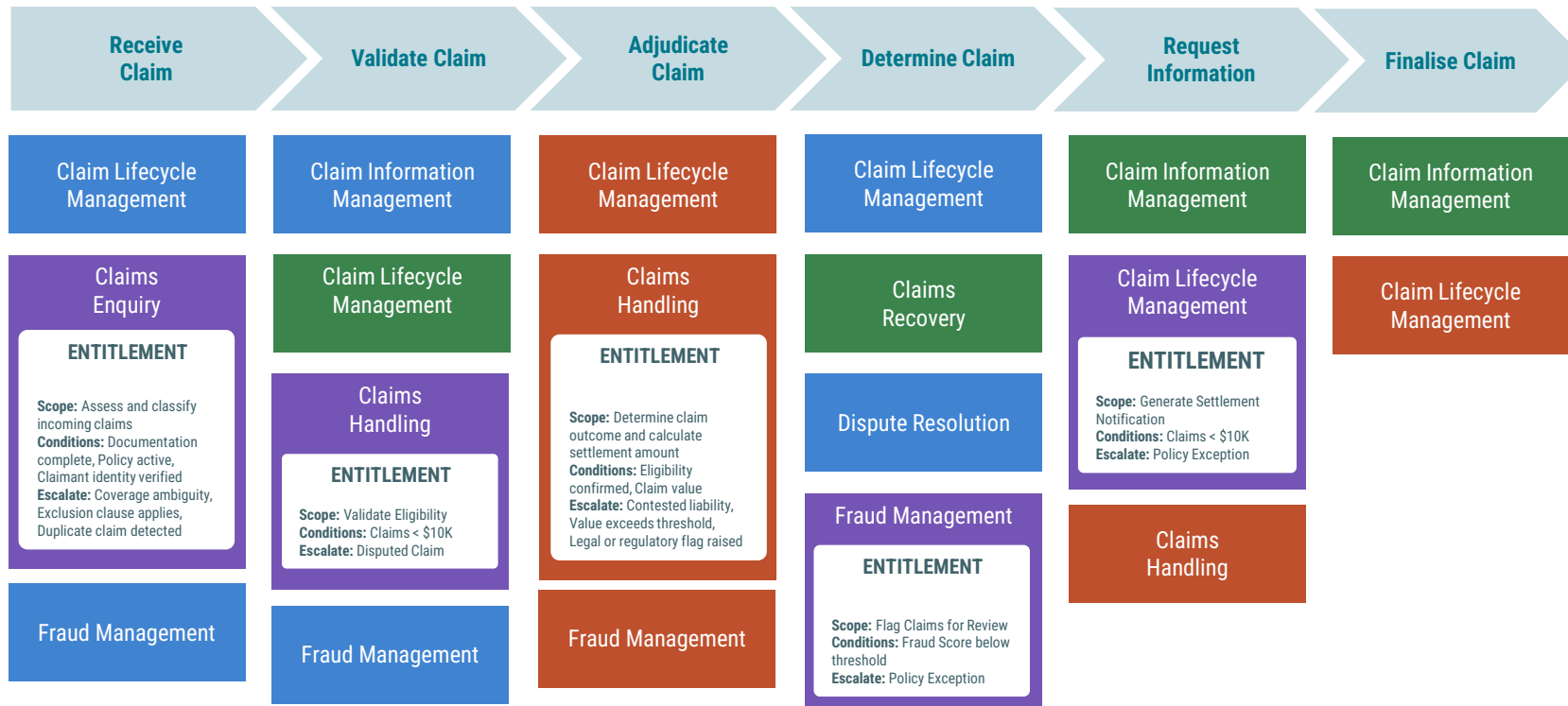
Technology Maturity:



Agentic Opportunity:



The ValueStream Canvas: Agentic Governance



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Value Stream Stage

Business Capability

Technology Maturity:



Delegations of Authority:

ENTITLEMENT

Scope: Generate Settlement Notification
Conditions: Claims < \$10K
Escalate: Policy Exception

Just Enough Business Architecture: Three Actions for your next project

1

On your next project

Start with a Value Stream Canvas

Use AI to help generate it if you want. Use it to run your Design Workshops. It takes hours, not months.

2

In your requirements repository

Tag each requirement with a Business Capability

One field. One relationship. Enduring traceability from delivery artefact to operating model.

3

At the end of every engagement

Leave behind an enduring asset

Anchor your deliverable to the incrementally evolving Operating Model. Don't let your work die with the project.

The Agenda for a BA Leader

Priorities for *our* community – starting now

1

Become the Orchestrators of the Agentic Enterprise

Practical AI readiness through operating model clarity

2

Shape the reset of roles in enterprise automation

Establish the operating-model-as-an-asset. BizArch is a technique, not a role.

3

Own the Design and Governance of the Agentic Enterprise

Develop the assets to enable our practice as AI enablers.

Custodians for Change

Consolidate, Curate, Clarify.

Dr Terry Roach

IIBA Chair | BA Leadership Summit - June 2026 | Sydney