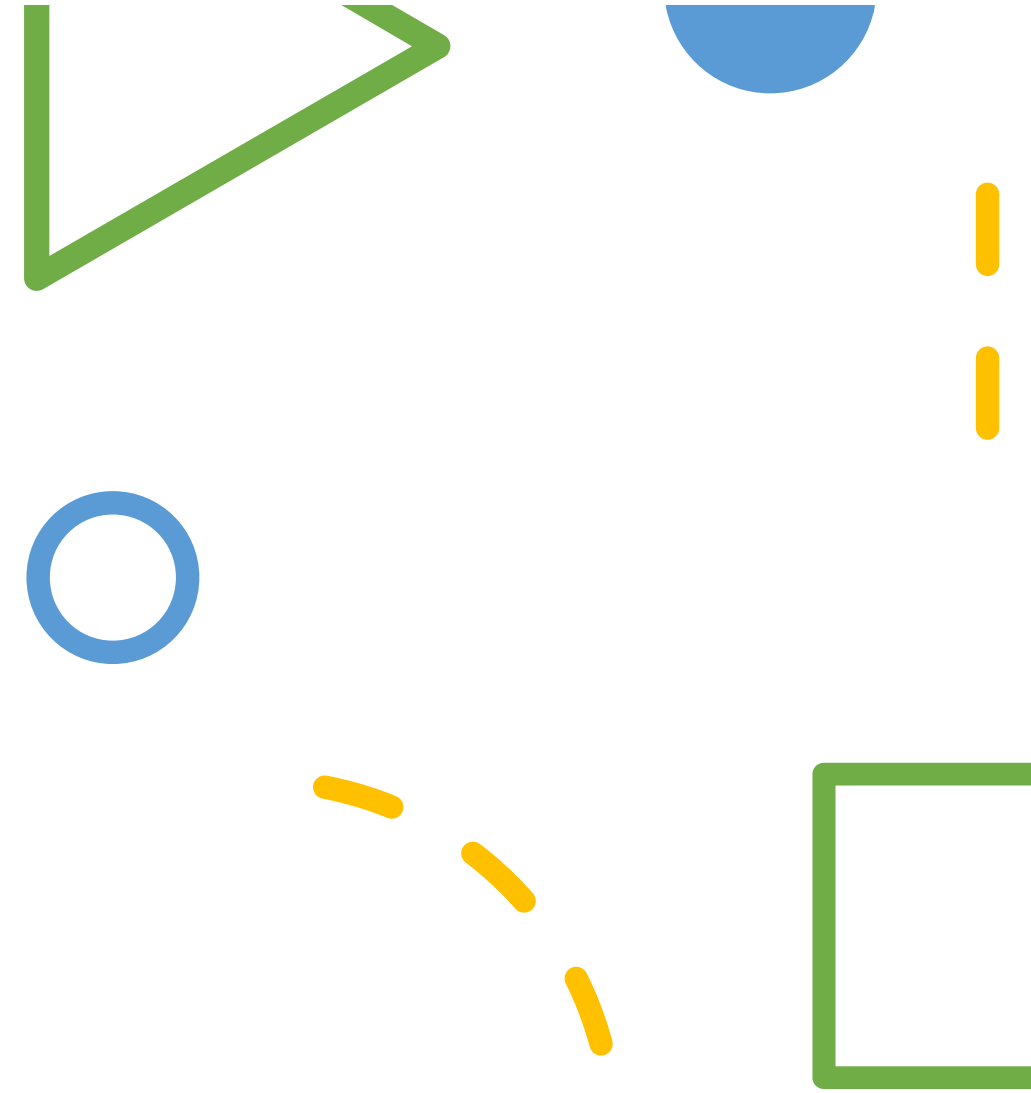
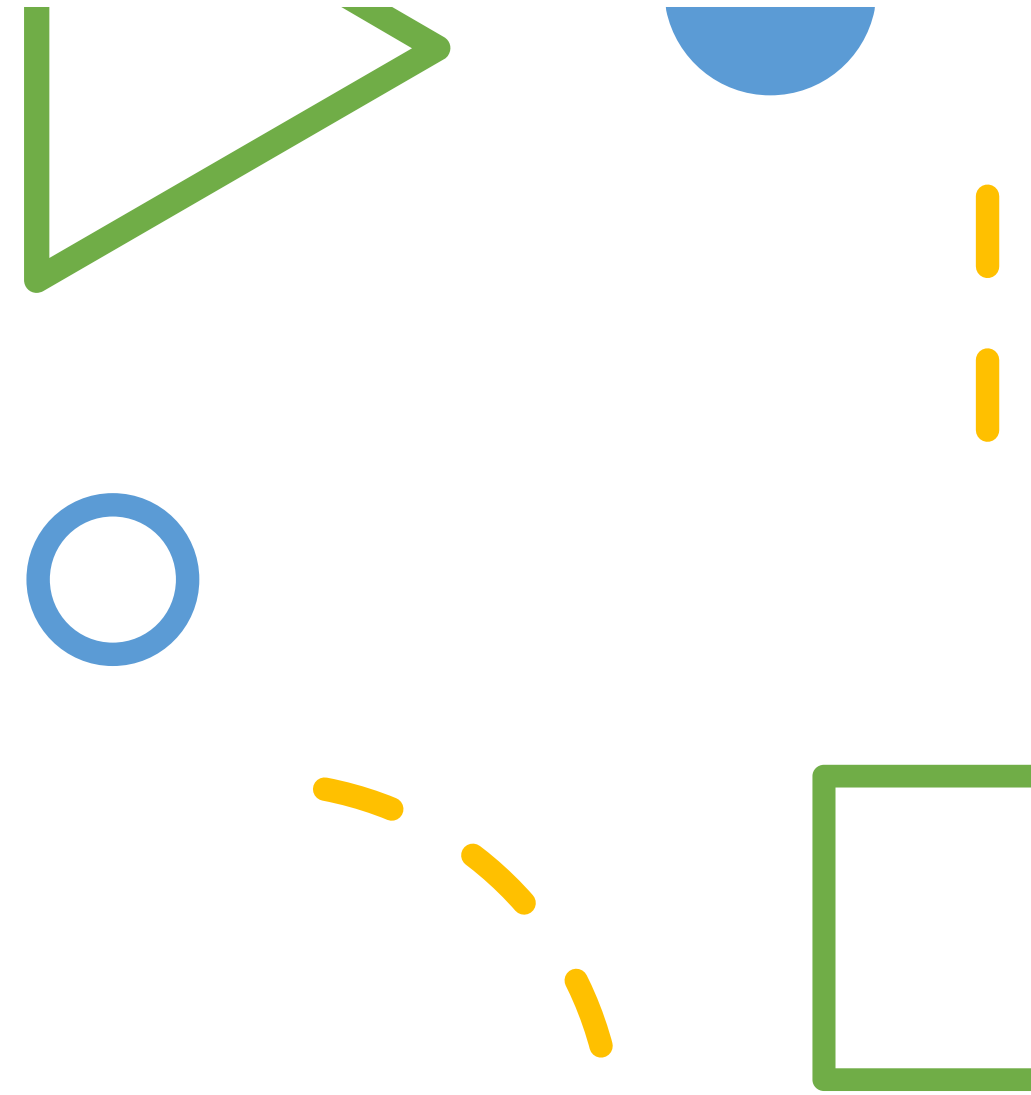
Who is building the next generation of Business Analysts?



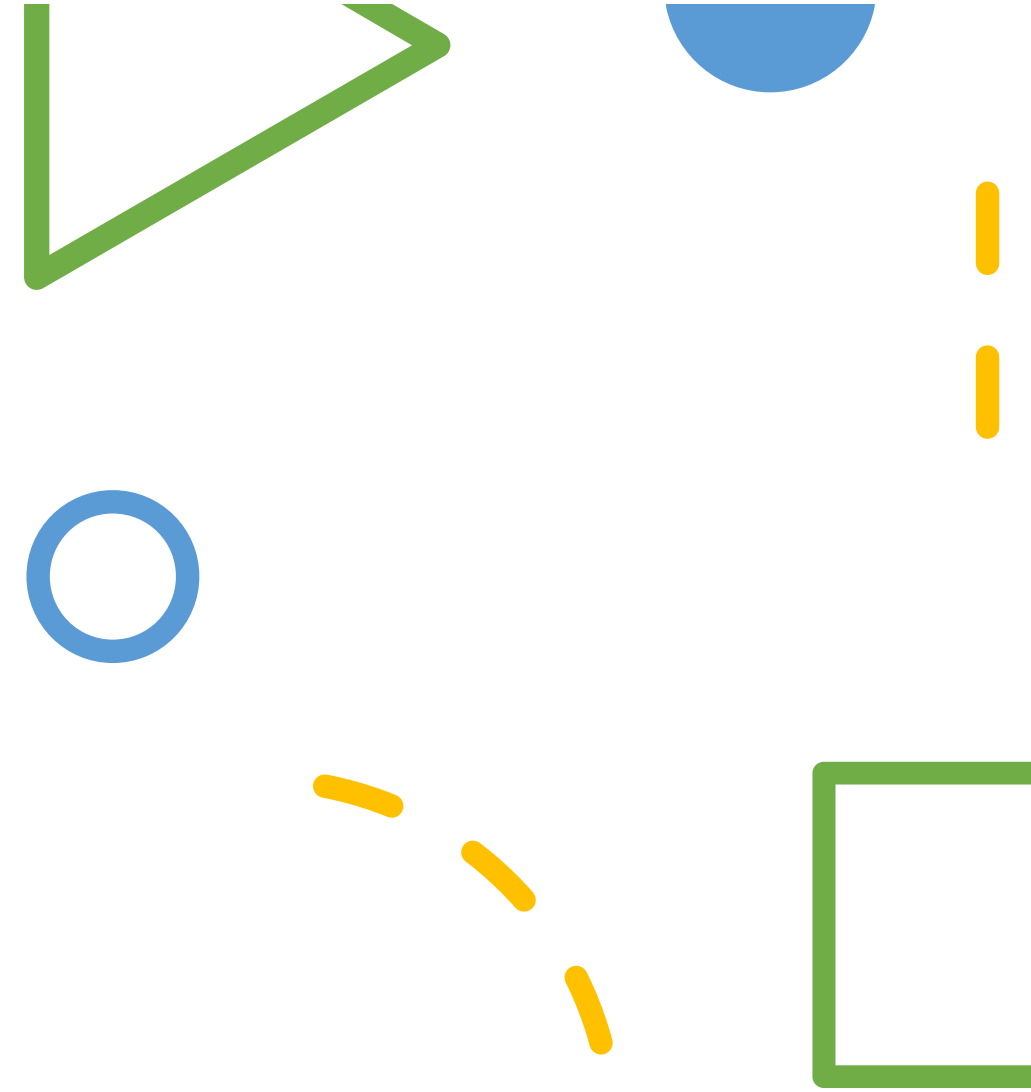
Who is developing the current generation of Business Analysts?



And are WE/YOU fit for purpose?



..table conversations and some light facilitation..



Hayden McDonald
Academic, Analyst,
Critical Thinking



Niall Clerkin

Change, Facilitation,
Problem Solving

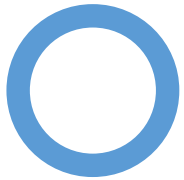


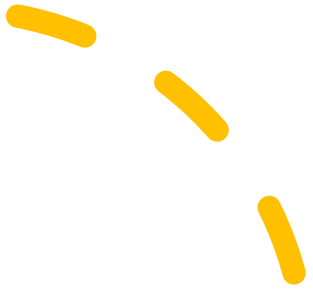
Context for Business Analysis

How has Business Analysis changed in the last 2 decades?

Have the entry points into the career changed?

Has the learning & development pathway changed?

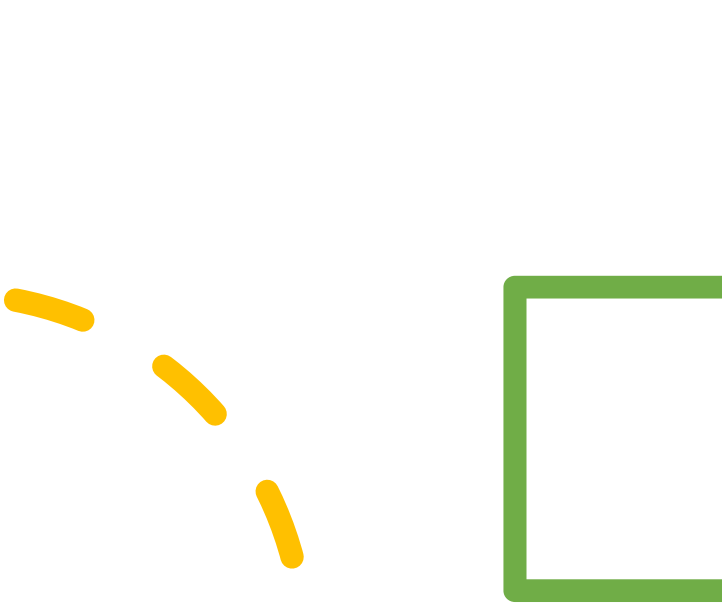






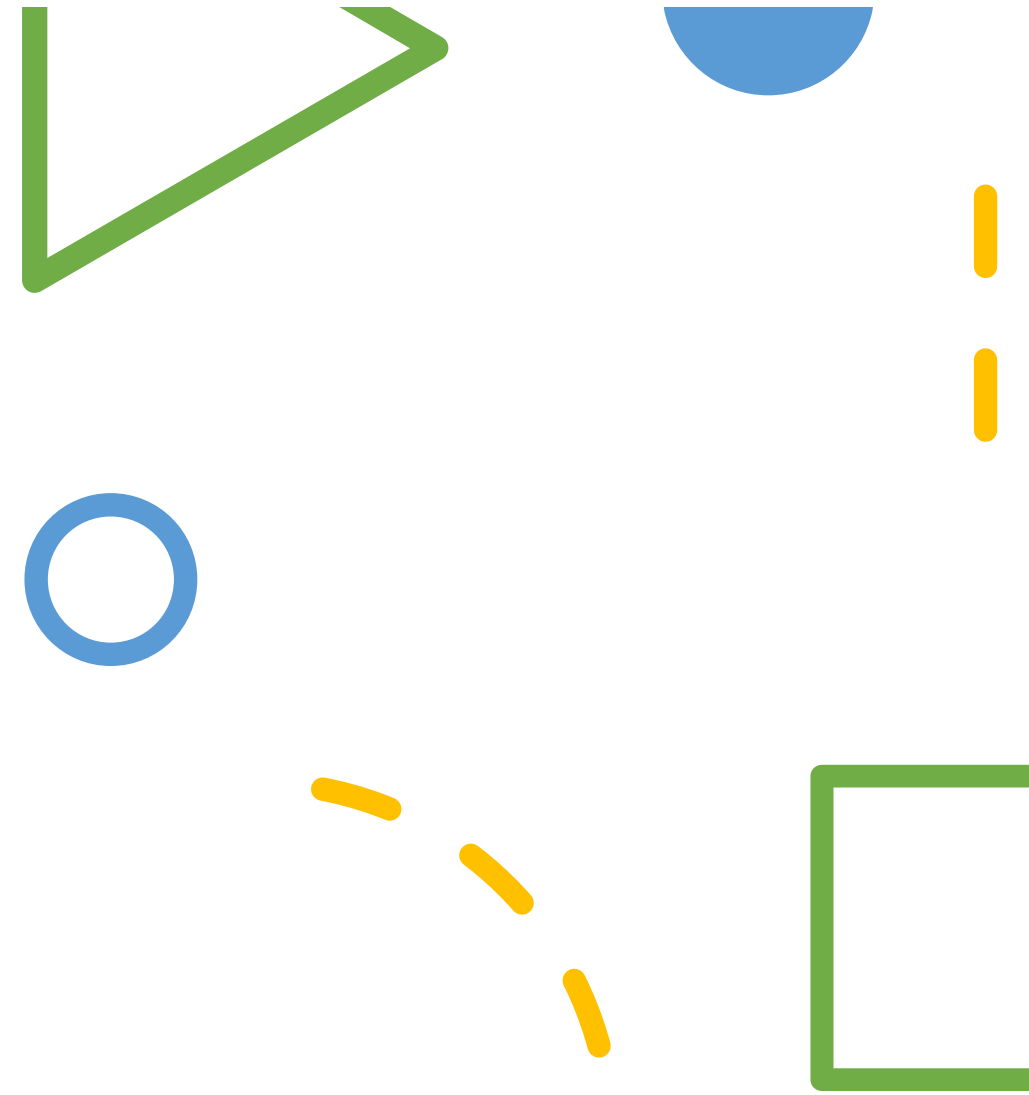
Context for Business Analysis

Task → Experience →
Judgement → Credibility →
Professional Identity



Gartner Report (May 2026)

"organisations must shift from experience-based progression to skills-based advancement systems. Their focus must move to building capability faster and advancing talent differently"



Lets Begin



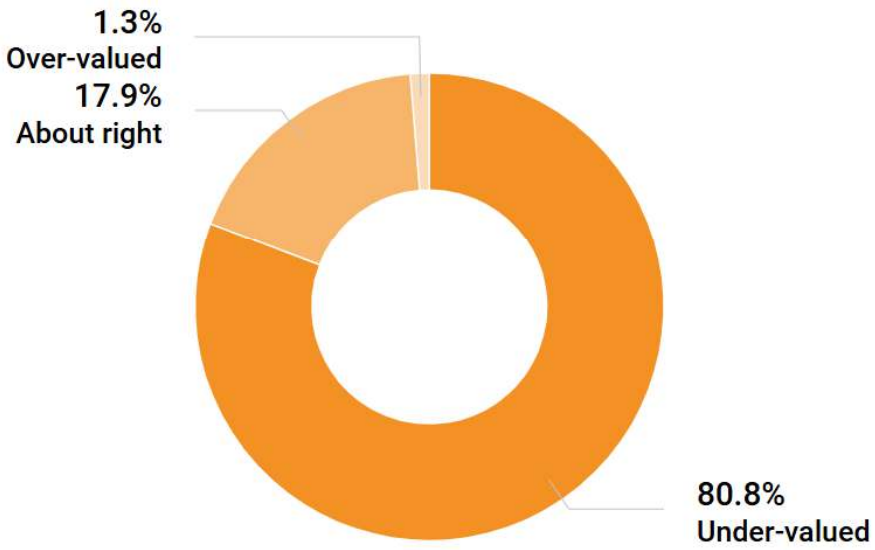
Value Identification

What value do BA’s create in an organisation?

In future, where can BA's create new value in an organisation?

Do you feel Business Analysis is appropriately valued in organisations'?

Do you feel Business Analysis is appropriately valued in organisations'?



80 total participants | 78 votes

1 / 1

Go to **pigeonhole.at**

7K5AGTHDVZKT

Pigeonhole Live

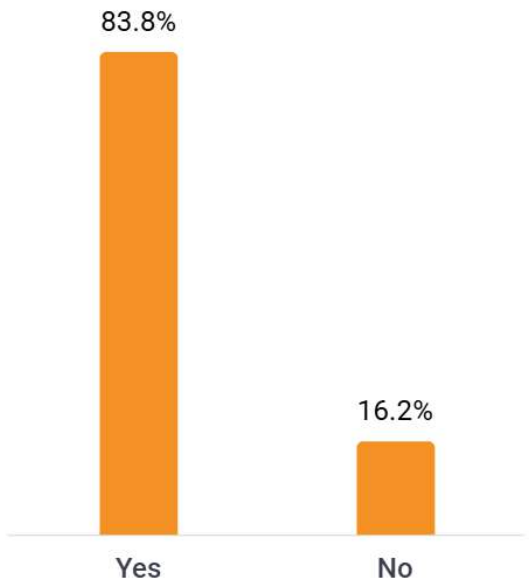
Role Redesign

What work do BA's perform that is not regarded as valuable?

What could BA's do to redefine value in the future?

Would you choose a Business Analysis career now, if you were starting over?

Would you choose a Business Analysis career now, if you were starting over?



77 total participants | 74 votes

1 / 1

Go to **pigeonhole.at**

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Pigeonhole Live

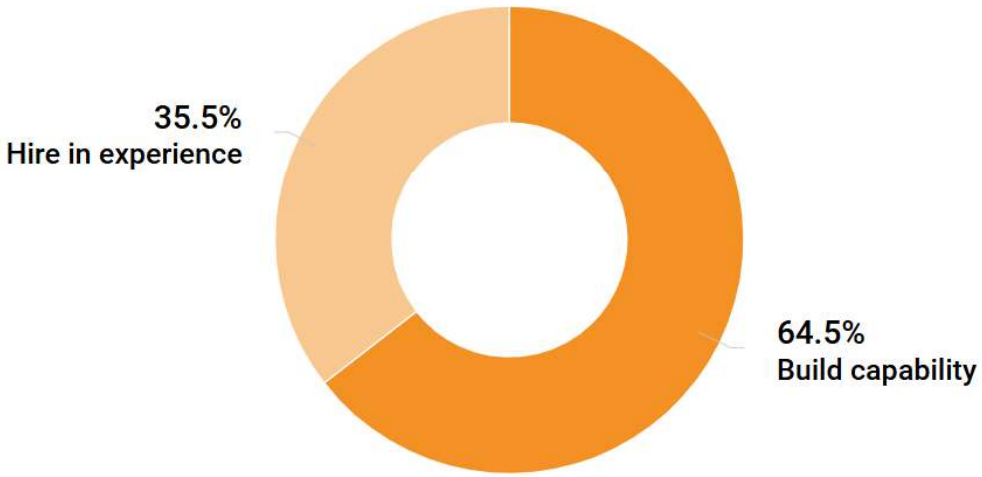
Talent Development

How have your best BA's developed their capabilities?

Looking forward, what new capabilities will BA's need to develop?

Do you prefer to build BA capability or hire in experience?

Do you prefer to build BA capability or hire in experience?



78 total participants | 76 votes

1 / 1

Go to **pigeonhole.at**

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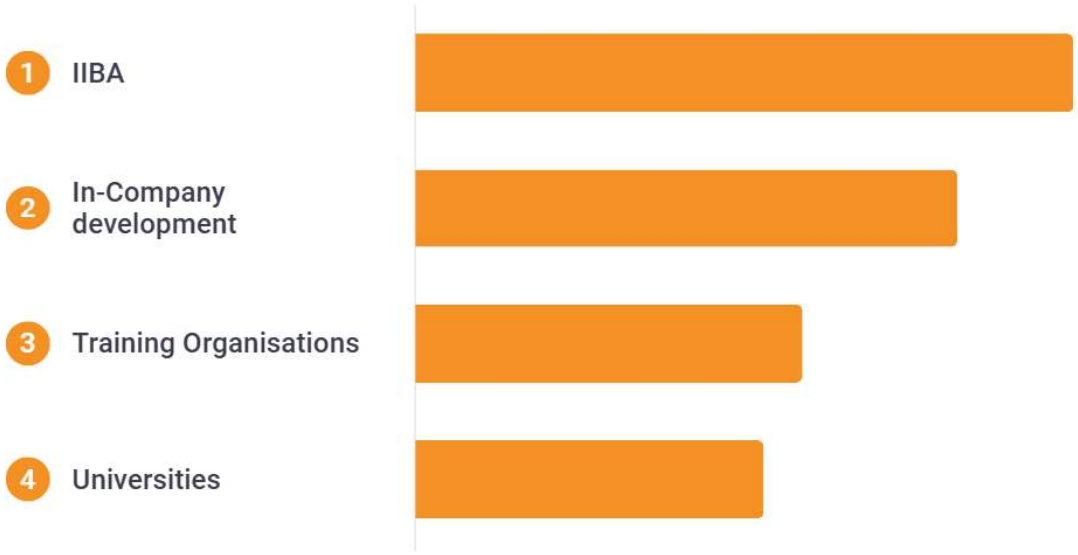
Pigeonhole Live

Co-designing the future

Who should be responsible for building the capability of BA's in future?

Rank in order of importance for future BA capability development?

Rank in order of importance for future BA capability development?



7 total participants | 20 votes

1 / 1

Go to pigeonho

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Pigeonho

the narrative



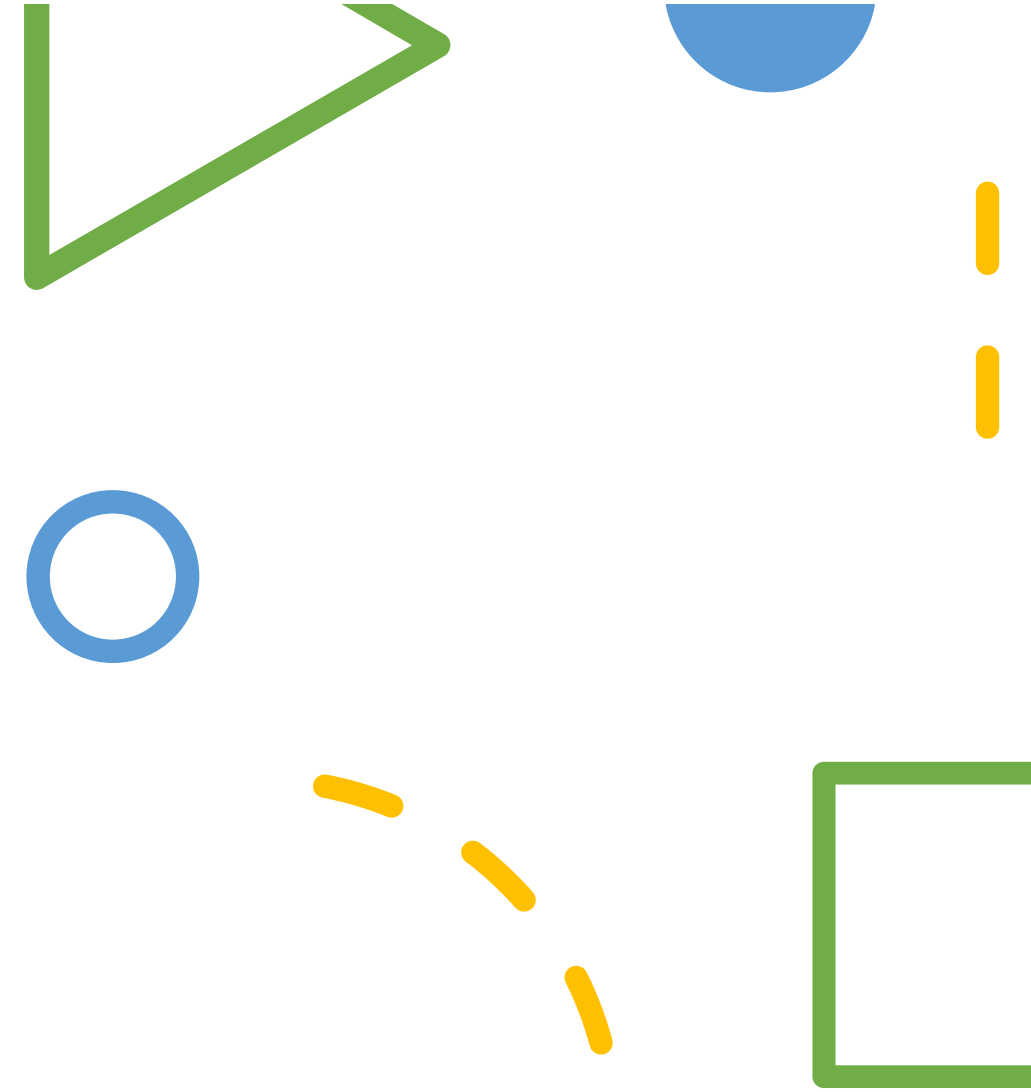
Resist AI efficiencies?

Protect “learning-critical work” rather than automating it



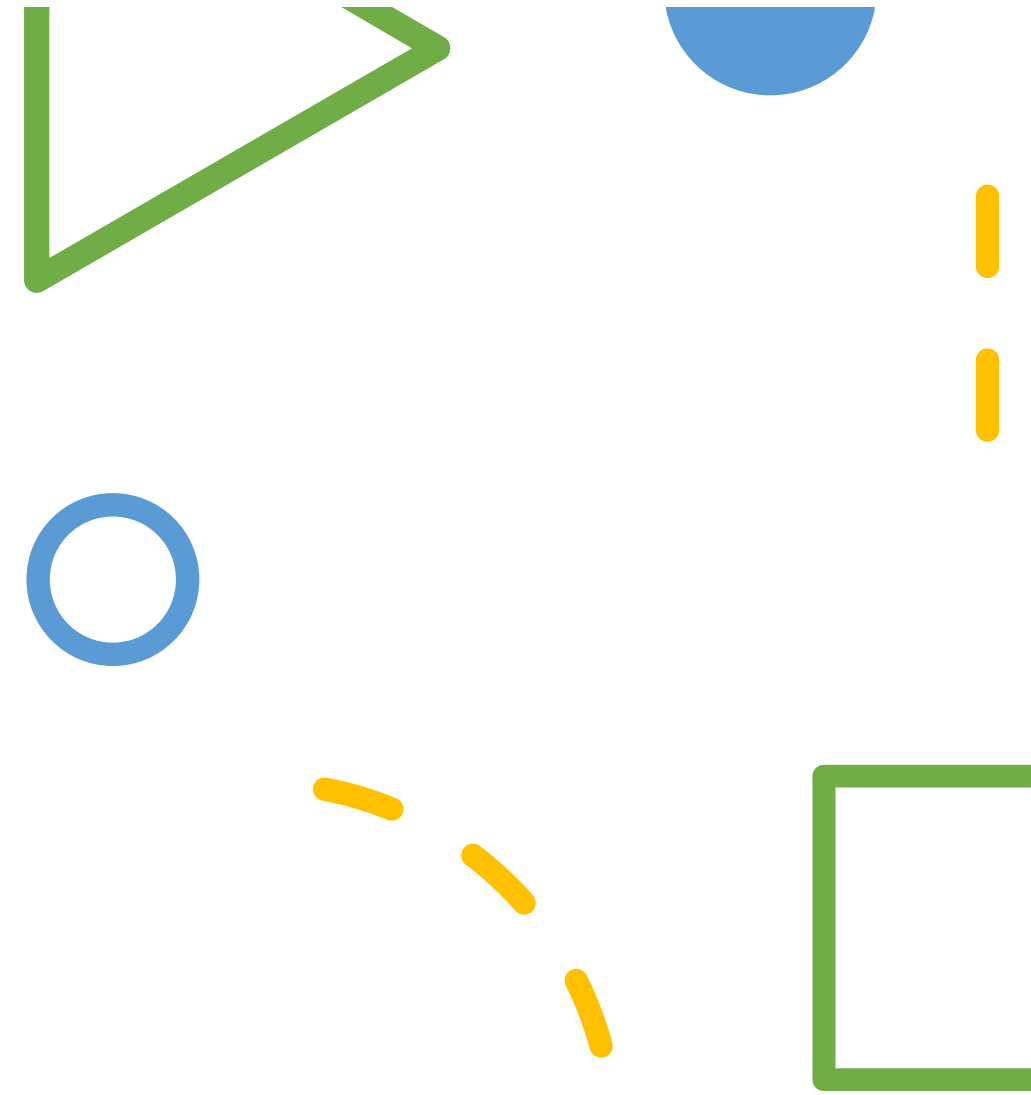
Find an alternate route to build experience?

Move from “learning by experience” → “structured applied learning”



Change the ‘entry’ requirements?

Reposition the BA role for changed work in the future



Is it time to redefine what the Business Analyst does

And where in the organisation we do it?



Post your answers at

pigeonhole.at

Enter passcode

7K5AGTHDVZKT

Join session

What is the most important change that must be made to keep...

Pigeonhole Live

Screens

Reshaping the future

Are you interested in participating in a focus group session to present recommendations to the IIBA?

Sample Scenario

AI Enabled Business Analysis

The efficient Analyst

Uses AI tools to generate:
- Requirements
- Process flows
- Stakeholder summaries

Reviews and refines outputs
Presents polished artefacts to stakeholders



The thoughtful Analyst

Conducts stakeholder interviews and discovery

Uses AI to:
- Challenge assumptions
- Explore alternative interpretations
- Stress-test understanding

Synthesises insight before generating artefacts

What are our outcomes?