

# THE BUSINESS ANALYSIS MINDSET

IN AN APPROACHABLE AND CHARMING WAY



BY FABRÍCIO LAGUNA

# SUMMARY

*The way one perceives the world shapes their way of reacting to situations.*

*The business analysis mindset is a dynamic set of attitudes, behaviors, beliefs, emotional tendencies, mental models, and values that continually drives business improvements, instead of just doing the same work repeatedly.*



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General Overview	
Business Operation Mindset	Business Analysis Mindset
Resistant to change	Driven by growth and continuous improvement
Think limited, restricted to their silo	Think holistically, always consider the big picture
Pursue department / function success	Seek the overall success of the organization and its stakeholders
Do the things right	Do the right things
Focus on efficiency and local operational excellence	Promote strategic cross-functional collaboration
No patience for differing opinions	Take responsibility for collaboration and shared understanding
Sweep problems under the rug	Expose gaps as opportunities for improvement

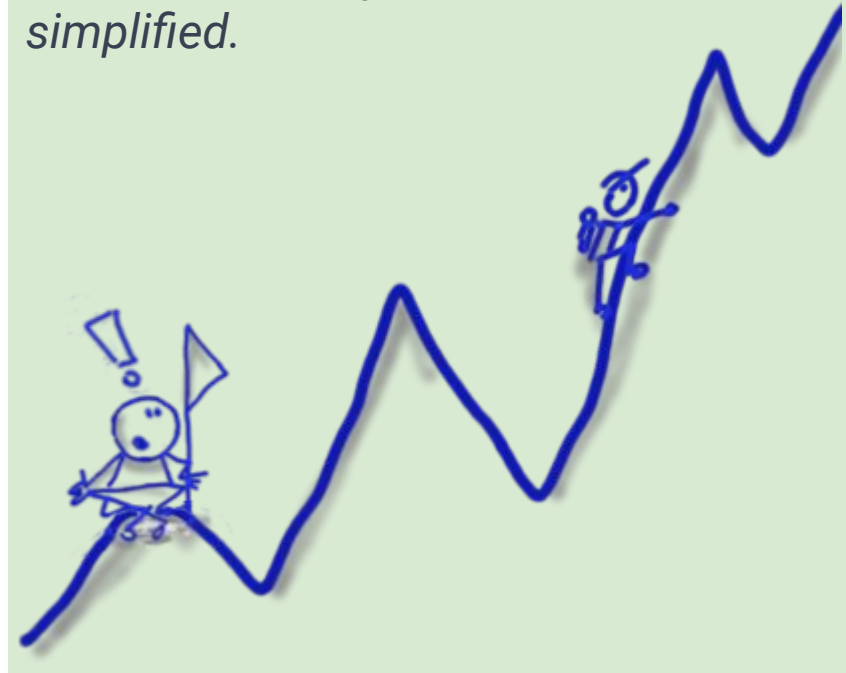
## Business Operation Mindset

*If it ain't broke, don't fix it.*



## Business Analysis Mindset

*Things can always be improved or simplified.*



## Business Operation Mindset

*The world is what  
I can see or feel.*



## Business Analysis Mindset

*My personal  
understanding may  
be biased.  
There are other  
angles to look at a  
situation that may  
present a better  
understanding.*



# MENTAL MODEL

## Business Operation Mindset

*Limited: I only see the tree.*

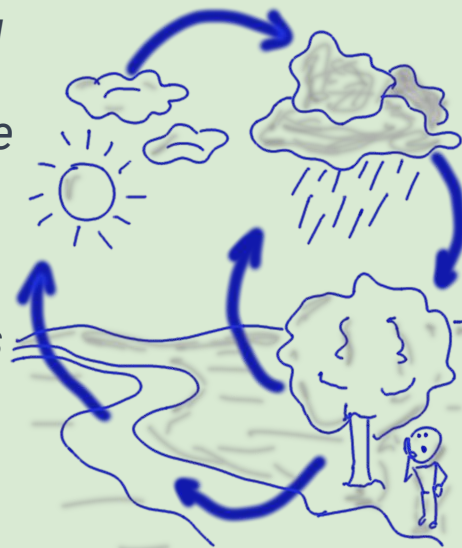


*I focus on the details of my work and consider impact only within the context of my department or role.*

## Business Analysis Mindset

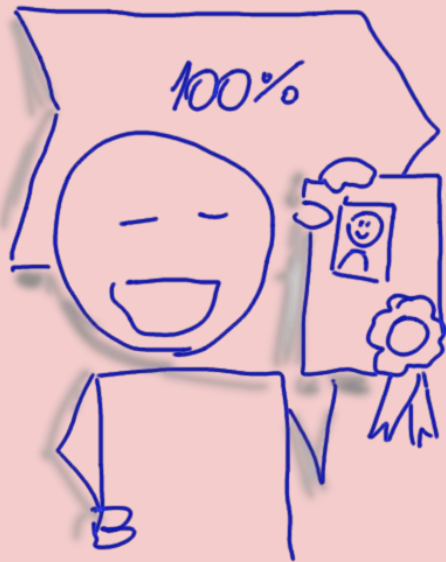
*Holistic: I see the forest.*

*I consider the big picture and seek to understand the interrelated elements of the organization to achieve business objectives and assess the impact on all stakeholders.*



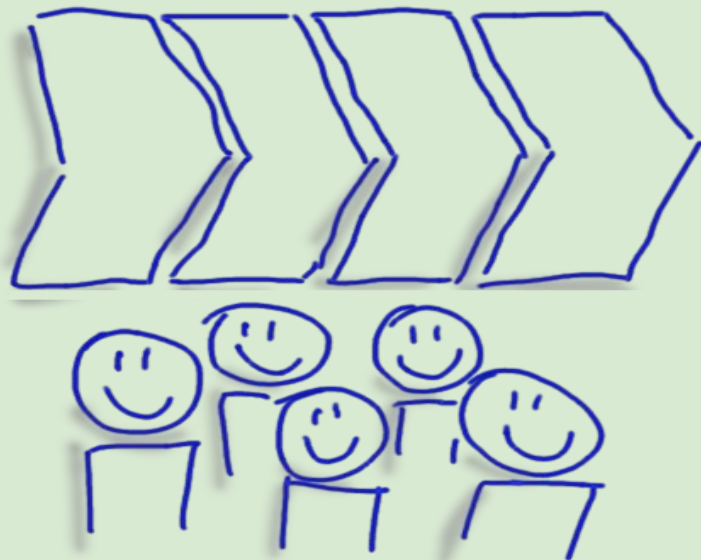
## Business Operation Mindset

*I am responsible for doing things right.*



## Business Analysis Mindset

*I am responsible for driving the organization to do the right things.*



## Business Operation Mindset

*My success depends solely on achieving my department/role goals.*



## Business Analysis Mindset

*The overall success of the organization is what matters, so I consider the impact of decisions and actions on all stakeholders.*



## Business Operation Mindset

*I do what I'm asked  
without minding the  
consequences and see  
later how it turned out.*



## Business Analysis Mindset

*I valid hypotheses based on data and  
facts before taking a riskier course of  
action.*





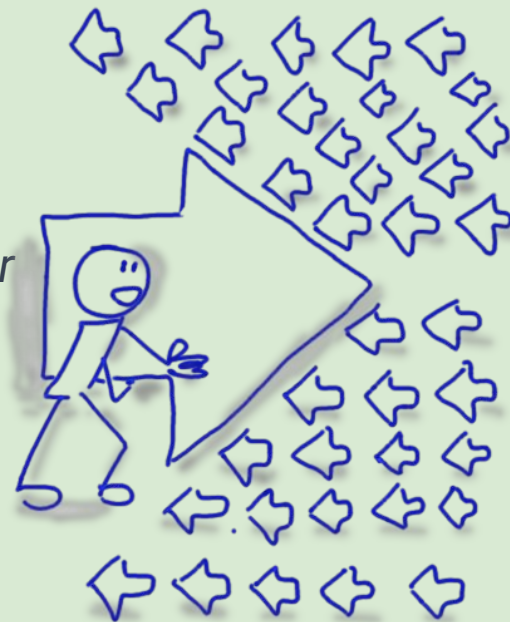
## Business Operation Mindset

*I try to maintain the status quo.  
I resist change and avoid new ideas.*



## Business Analysis Mindset

*I always  
challenge the  
status quo.  
I embrace  
change as an  
opportunity for  
continuous  
improvement.  
I am always  
open to  
hearing new  
ideas.*



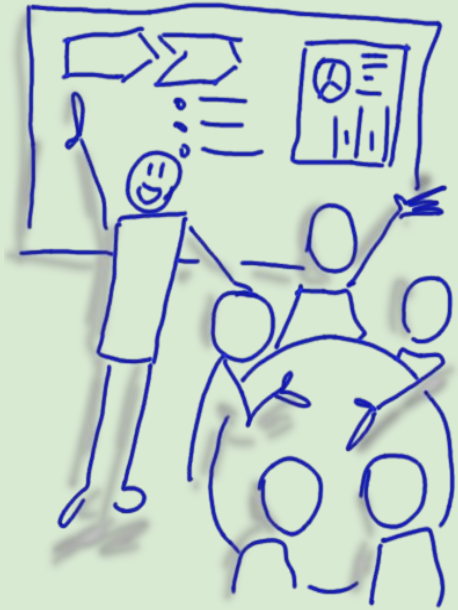
## Business Operation Mindset

*I judge and act based on my own perception and ignore other points of view.*



## Business Analysis Mindset

*I understand that different perceptions and views of reality can affect judgment, so I take responsibility for shared understanding.*

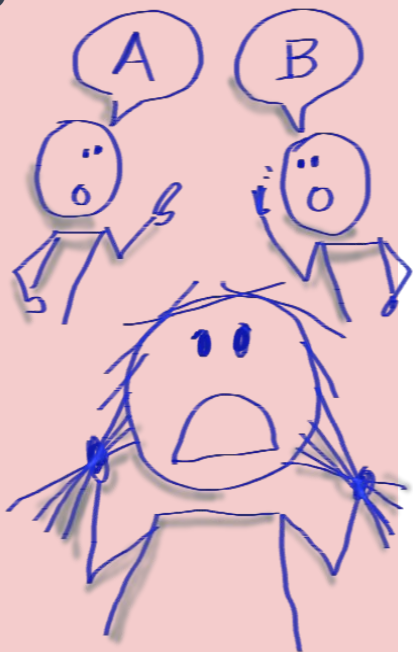


# EMOTIONAL TENDENCY

## Business Operation Mindset

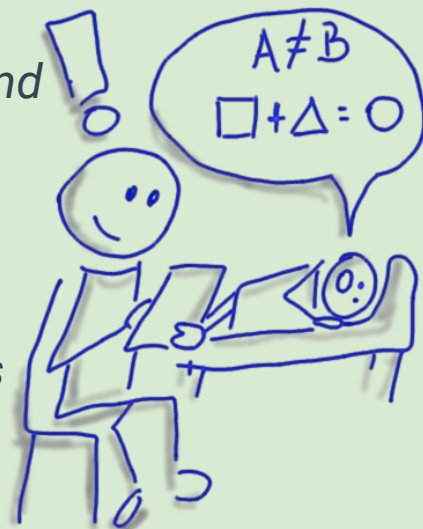
*I have no patience to deal with dissent.*

*I prefer a quick order from a higher authority to end discussions.*



## Business Analysis Mindset

*I try to be sensitive to human psychology and act with diplomacy, sense of humor, and patience to deal effectively with different personalities and their unique needs and dynamic mindsets.*



# EMOTIONAL TENDENCY

## Business Operation Mindset

*I hate change.  
I prefer stability and predictability.*

*I am cautious,  
conservative,  
and risk-averse.*

*I feel  
uncomfortable  
when there is  
ambiguity or  
uncertainty.*



## Business Analysis Mindset

*I love to learn new things.*

*Challenges  
motivate me.*

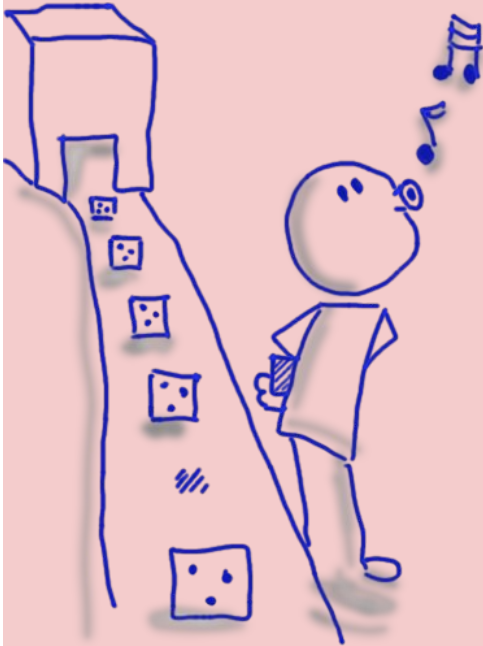
*I am optimistic,  
confident, and  
adaptable.*

*I deal well with the  
ambiguity and  
uncertainty that  
are part of my  
day-to-day life.*



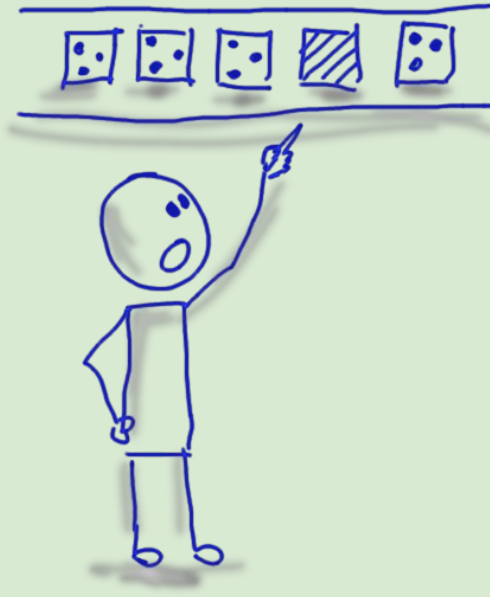
## Business Operation Mindset

*I sweep problems under the rug.*



## Business Analysis Mindset

*I seek to discover “gaps” because they are opportunities for improvement.*



## Business Operation Mindset

*I follow explicit instructions without questioning them.*



## Business Analysis Mindset

*I try to figure out the right things that need to be done in a dynamic context to continually achieve the best business outcomes.*



## Business Operation Mindset

*I am dedicated to local efficiency and operational excellence.*



## Business Analysis Mindset

*I develop strategic thinking, cross-functional collaboration, and continuous improvement.*



# FIND OUT MORE

*Do you want to learn about Business Analysis but have difficulty understanding all the complex terminology and abstract concepts from the BABOK Guide® and other sources?*

*Learn while having fun and become business-driven with Fabrício Laguna.*



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