When Artificial Intelligence Meets Business Analysis Intelligence



Making sense of complexity.
Making better decisions.
Delivering meaningful value.

Anurita Ruscoe

The AI Landscape

A range of AI types, each with different capabilities

Generative AI

Creates text, images, code, documents and other content

ChatGPT · Claude · Gemini · Perplexity · Copilot

SI or ASI

Hypothetical AI that substantially exceeds human cognitive abilities across a broad range of domains

Predictive AI

Forecasts likely future outcomes

Analytical AI

Identifies patterns, trends and anomalies

Conversational AI

Communicates through natural language

Agentic AI

Plans and carries out multi-step tasks using tools

Computer Vision

Interprets images and video

Speech AI

Recognises, transcribes or generates speech

Recommendation AI

Suggests relevant options based on data

Expert Systems

Applies encoded specialist knowledge and rules

Robotics AI

Helps physical machines perceive, plan or act

A quick look back: AI isn't new

Key milestones in a 70-year journey.

1950s — The foundations of AI (Turing, 1956, Dartmouth)

1960s — Early chatbot (ELIZA)

1980s — Expert systems in business (e.g. XCON)

1990s — AI in everyday use (e.g. Deep Blue)

2020s — Generative & agentic AI at scale (e.g. ChatGPT)



Six Ways to Elevate Business Analysis

How AI helps us work smarter, think deeper and deliver value

1 Create a Business Analysis Plan



2 Accelerate Artefact Creation



3 Accelerate Research and Domain Learning



4 Enhance Stakeholder Engagement



5 Rapidly Visualise and Prototype



6 Strengthen Analytical Thinking and Quality



In Practice: Using AI to Make Sense of Complexity

From fragmented information to clear insights – faster

THE SCENARIO

Multiple teams. Different systems. Inconsistent data.

- **HR – Employee Master** (48 records)
- **Onboarding** (46 records)
- **Payroll** (46 records)
- **Learning & Development** (55 records)
- **Leave & Absence** (47 records)

AI Analysis

Example output (fictional data)

Key Findings

- **Potential duplicate records** – 6 employees appear more than once (e.g. "J. Brown" and "James Browne").
- **Missing payroll numbers** – 4 employees have no payroll reference.
- **Data mismatches** – different names, addresses or start dates across systems.
- **Learning gaps** – 11 new starters have no mandatory training recorded.
- **Leave anomalies** – 3 employees show a negative leave balance (–5 to –10 days).
- **Records in one system only** – 2 employees appear in Payroll but not in HR.

Draft Employee Journey

Recruit Onboard Pay Develop Leave

Questions for the BA

- Are the duplicate records the same person?
- What is the correct source of truth for employee data?
- Why are there payroll records without HR details?
- Are the learning and leave processes triggered consistently?

The Insight

AI quickly organised the fragmented artefacts, spotted inconsistencies, identified gaps and highlighted risks.

The BA Role

- ✓ **Validate the findings**
- ✓ **Understand the root causes**
- ✓ **Turn insight into meaningful change**

AI helps us connect the dots and find the 'what'.
Business Analysis helps us understand the *'so what'* and *'what next'.*

Framework C.O.A.C.H

Prompt like a coach

C

CONTEXT

What is happening and why?

BA equivalent: problem statement

O

OBJECTIVE

What must the output achieve?

BA equivalent: acceptance criteria

A

AUDIENCE

Who will use it?

BA equivalent: stakeholder analysis

C

CONSTRAINTS

What must be respected?

BA equivalent: business rules and NFRs

H

HOW

What format and level of detail?

BA equivalent: documentation standards

C.O.A.C.H in Action

From “Summarise these notes” to this

Context	I'm a Business Analyst working on an HR transformation project. I've uploaded artefacts from HR, Onboarding, Payroll, Learning & Development, and Leave Management. The systems are not fully integrated, and employee information may be inconsistent.
Objective	Analyse these documents to identify: Duplicate records, misspelt names and legal/preferred name differences. Missing payroll numbers and employee records. Inconsistent salaries, addresses and dates. Cross-system gaps, dependencies and potential risks.;
Audience	Present the findings to the Head of HR and Business Analysts using clear, simple business language.
Constraints	Use only the uploaded data. Do not invent information or assume similar names belong to the same person. Separate confirmed discrepancies from potential issues. Highlight anything requiring stakeholder validation.
How	Provide: A short executive summary. A table of discrepancies, affected systems, business impact and priority. Key gaps and dependencies. A draft end-to-end employee journey, clearly labelled as requiring validation. Five questions for stakeholders and recommended next steps.

Common AI Errors

Check the outputs, you're still in charge



Hallucinations

Inventing facts, fake case citations, or non-existent web links while sounding completely confident.



Logic & Reasoning Fails

Struggling with basic math, spatial counting (like counting rings), or spelling words backward.



Visual & Generative Glitches

Producing distorted hands, odd proportions, or bizarre generative fill edits.



Data Privacy Leaks

Including or exposing information that's sensitive, confidential or not authorised for use.

Don’t Chase Tech, Create Value

Turning the question around

WHAT BAs ARE BEING ASKED

Technology-first

- “We need an AI chatbot.”
- “Let’s introduce AI agents.”
- “Everyone else is using AI.”
- …now let’s find a problem it can solve.

WHAT THE BA BRINGS

Value-first

- What problem are we solving?
- What outcome do we want to achieve?
- Who is affected, and how?
- Is AI the best way to create value?

Technology is a possible solution. Business value is the objective.

Questions for an AI Proposal

The BA's Questions

1

Real need

What problem are we actually solving?

2

Outcomes and value

What does success look like, and how will we measure it?

3

POPIT

What changes, and who handles it when AI gets it wrong?

4

Risk

Accuracy, bias, privacy, accountability, regulation.

5

The right answer?

Is AI actually the right answer at all?

AI Solutions Must Define

AI implementation must cover this

Reliability

Can we trust the output, and how accurate is accurate enough?

Human oversight

When must a person review, override or step in?

Data protection

What information may AI access, store or learn from?

Fairness and bias

Could it treat some customers or groups unfairly?

Transparency

Can we explain a decision, and do users know it's AI?

Monitoring and ownership

Who checks performance over time, and who owns it?

Define acceptable failure, not just successful behaviour.

The Role of Business Analysts

How will AI impact the BA role?

SPEEDING UP

Producing artefacts

Summaries, first drafts, documentation, first-pass analysis.

BECOMING MORE VALUABLE

Judgement

Strategic thinking, context, curiosity, critical thinking, stakeholder understanding.

However capable AI becomes, someone will still need to ask:
what problem are we solving, and is this the right answer?

Three Things to Take Away

ONE

Use AI to accelerate sense-making, but never confuse it with understanding.

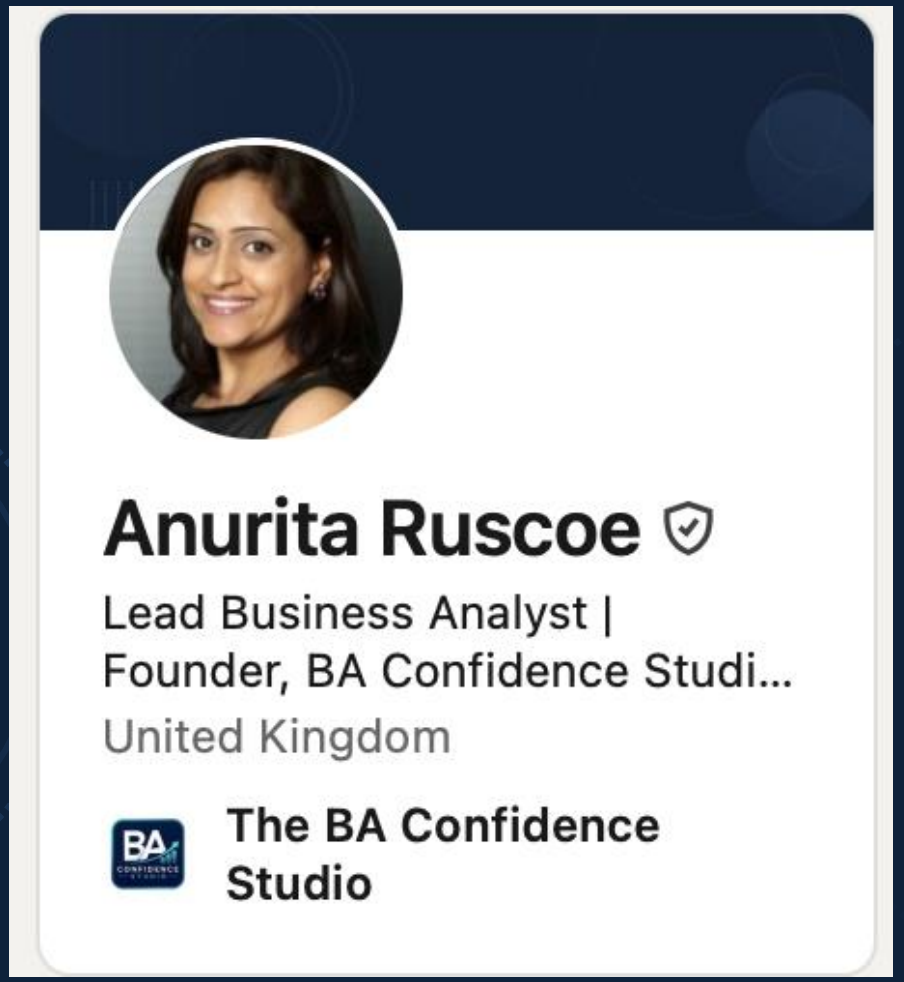
TWO

Learn to use it well. COACH turns a vague request into a useful one.

THREE

Bring BA discipline to AI decisions, including whether AI is the answer at all.

Continue the Conversation



www.linkedin.com/in/**anuritaruscoe**