



AI and the Future BA

From Requirements to Reasoning

Barry Ryan | October 2025



Kia ora everyone, and welcome!

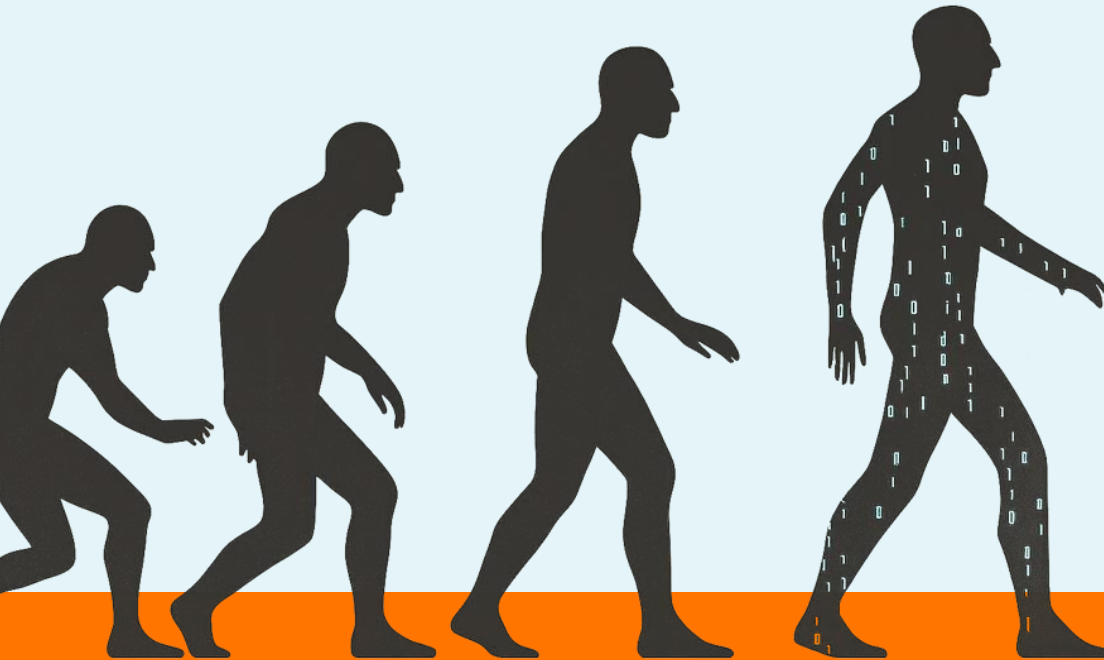
I'm Barry Ryan

Senior Business Analyst and Consultant
at Mosaic – a New Zealand-based
consultancy that helps financial
organisations deliver smarter solutions
through business analysis, agile practices,
and business optimisation strategies.



Today's Objective

Why we're here



Explore how the Business Analyst role is evolving:

- Not being replaced, but reshaped
- Applying core BA skills in an AI-driven world
- Moving from "what should a system do?" to "how should a system think?"



What to Expect



We'll explore

- A real-world case study
- Emerging responsibilities for BAs in AI contexts
- A hands-on framework you can apply with your team

This session is for

- Experienced BAs seeking relevance
- New BAs preparing for what's next
- Anyone navigating intelligent systems



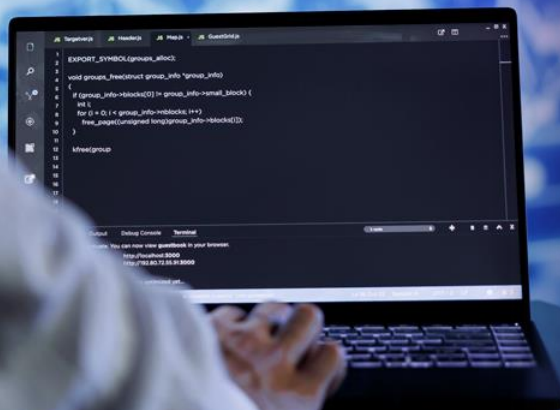
Types of AI and Automation



"Today, we're mostly working with **Narrow AI**, including **Generative AI** tools like ChatGPT. You'll also encounter **Embedded AI**, which is increasingly part of the tools BAs already use.

Agentic AI is emerging and we're beginning to understand how it will change our roles.

So today we'll focus on Agentic AI."



Activity – Automate / Augment / Retain



Reflect on your current BA tasks.

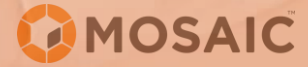
- What could be automated?
- What should be augmented?
- What must be retained?

Build your personal “AI Readiness” map.



Tasks & Techniques

Augment, Automate Retain



- BA planning and monitoring
- Elicitation and collaboration
- Requirements life Cycle Management
- Strategy Analysis
- RADD Requirements Analysis and Design Definition
- Solution Evaluation

- Backlog Management
- Data flow Diagrams
- Document analysis
- Financial Analysis
- Focus Groups
- Functional Decomposition
- Interviews
- Observation
- Process Analysis
- Risk Analysis
- Root Cause Analysis
- Survey or Questionnaire
- Use Cases
- User Stories

Activity – Enhanced / Redefined / Retain



Reflect on your current Core Competencies.

Productivity

Does the competency change

To what extent is judgement required



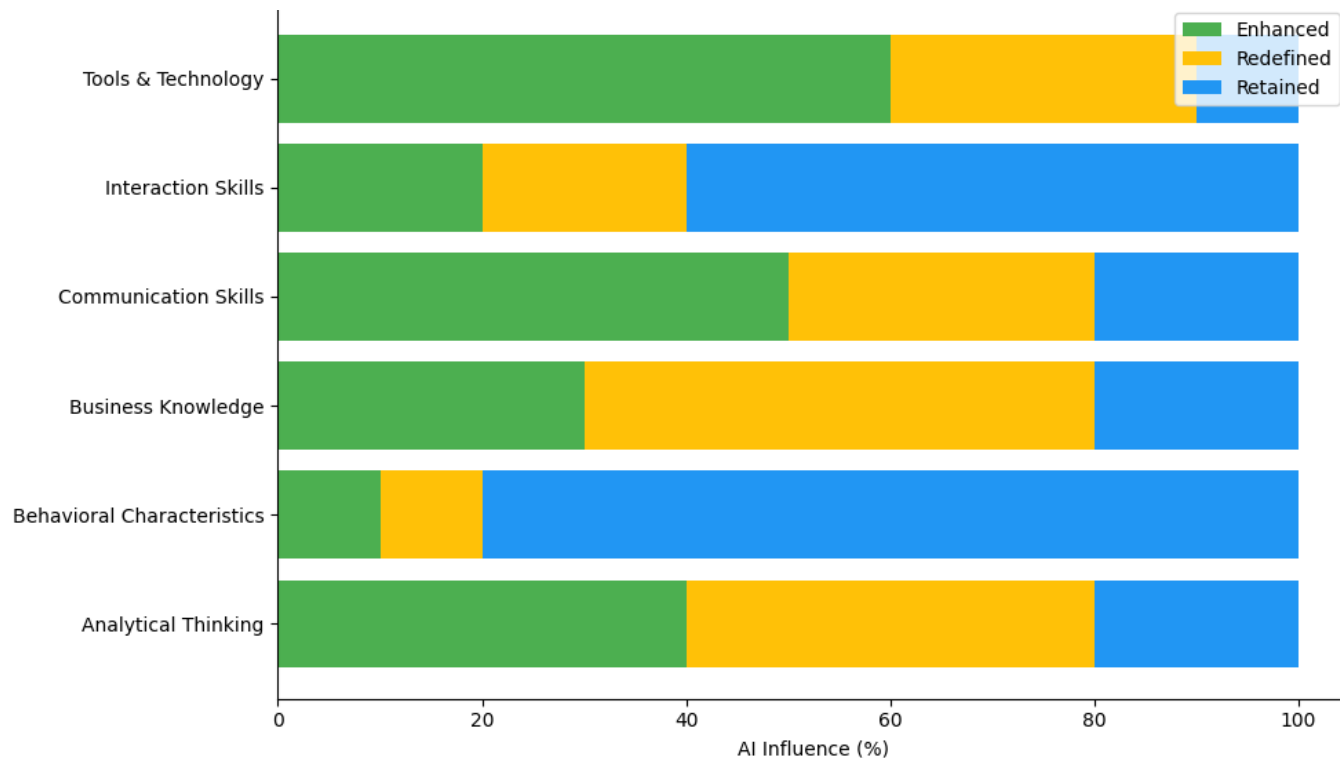
Core Competencies Enhanced, Redefined or Retained



- Analytical Thinking & Problem Solving, systems and creative thinking decision making.
- Business Knowledge Industry product regulations Trends Solutions methodology.
- Communication Skills, Verbal non verbal Written listening skills.
- Interaction skills: Facilitation Teamwork Negotiation and Conflict Resolution
- Tools & Technology used for Productivity Analysis and communication
- Behavioural Characteristics Ethics accountability trustworthy adaptable



Impact of AI on Core Competencies



Reflect + Act



Ask yourself:

- What can I automate to free time for high-value work?
- What tasks require irreplaceable judgment?
- How can I use AI to enhance – not replace – my value?

**Be a BA who knows how to use AI,
not one replaced by it.**

A Story – The Vanishing Claim



A customer claim showed:

- No history
- No documentation
- No decision logic
- Only one word: **"Closed"**
- No explanation. No transparency.
No way to ask "why?"



The Root Problem



There was no **reasoning** built into the system / process.

The lack of **explainability** caused:

- Confusion
- Frustration
- Distrust



What If An Agentic AI Was Involved?



AI trained on historic claims data could reproduce the same invisibility – only faster and at scale.

When we lose reasoning, we lose accountability.



Beyond Requirements – Toward Reasoning



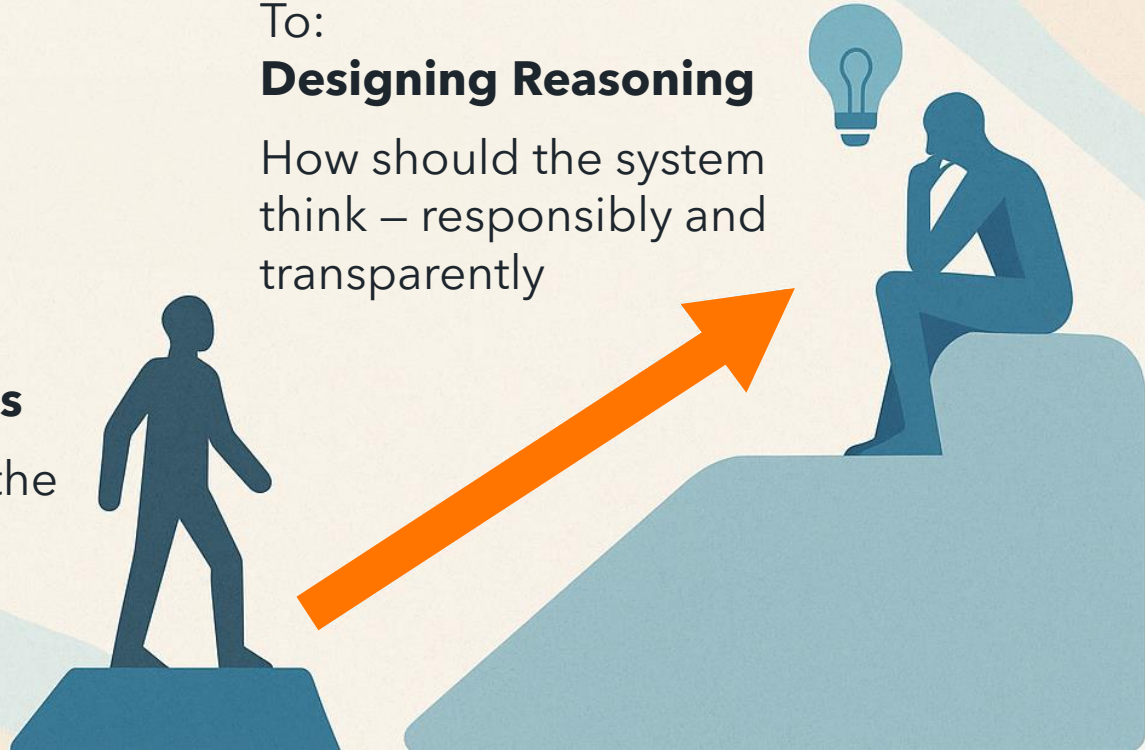
From:
**Capturing
Requirements**

What should the
system do?

To:

Designing Reasoning

How should the system
think – responsibly and
transparently



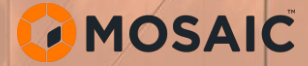
Reasoning Framework



With Agentic AI we are not just telling the system what to do we are guiding how it reasons.

Element	Purpose
Goal	What outcome are we trying to achieve
Constraints	What rules or limits must be respected
Reasoning Influences	What factors shape how decisions are made (e.g preferences relationships etc).
Decision Points	Where and when does the system need to make choices
Feedback Loops	How does the system learn and improve over time

Reasoning Basic Examples



Example	Goal	Constraint	Influences	Decisions	Feedback loops
Feeding the Dog	Keep the dog healthy and calm	Feed at consistent times	Avoid overfeeding	Is it time to feed? Is the dog showing signs of hunger?	Dog's behaviour after feeding (calm or anxious); weight changes over time
Protecting a Precious Object	Keep the fragile item safe from damage	No touching or bumping	Keep in secure location	Is someone near the cabinet? Is the object at risk?	Incidents of near-misses or actual damage; changes in placement or access
Talking to Partner About Spending	Stick to budget and save for future plans	Monthly spending limits	Shared financial goals	Is this purchase necessary? Will it affect savings?	Bank balance trends; discussions after spending
Getting Kids to Clean Their Room	Keep the room tidy and safe	Clean before dinner	Avoid clutter	Is the room messy? Is it close to dinner time?	Ease of finding toys; frequency of tripping or complaints
Driving with a Learner Driver	Ensure safe driving habits	Follow road rules	Keep hands on wheel	Is the driver distracted? Are both hands on the wheel?	Driving performance; instructor corrections

The AI Business Analyst

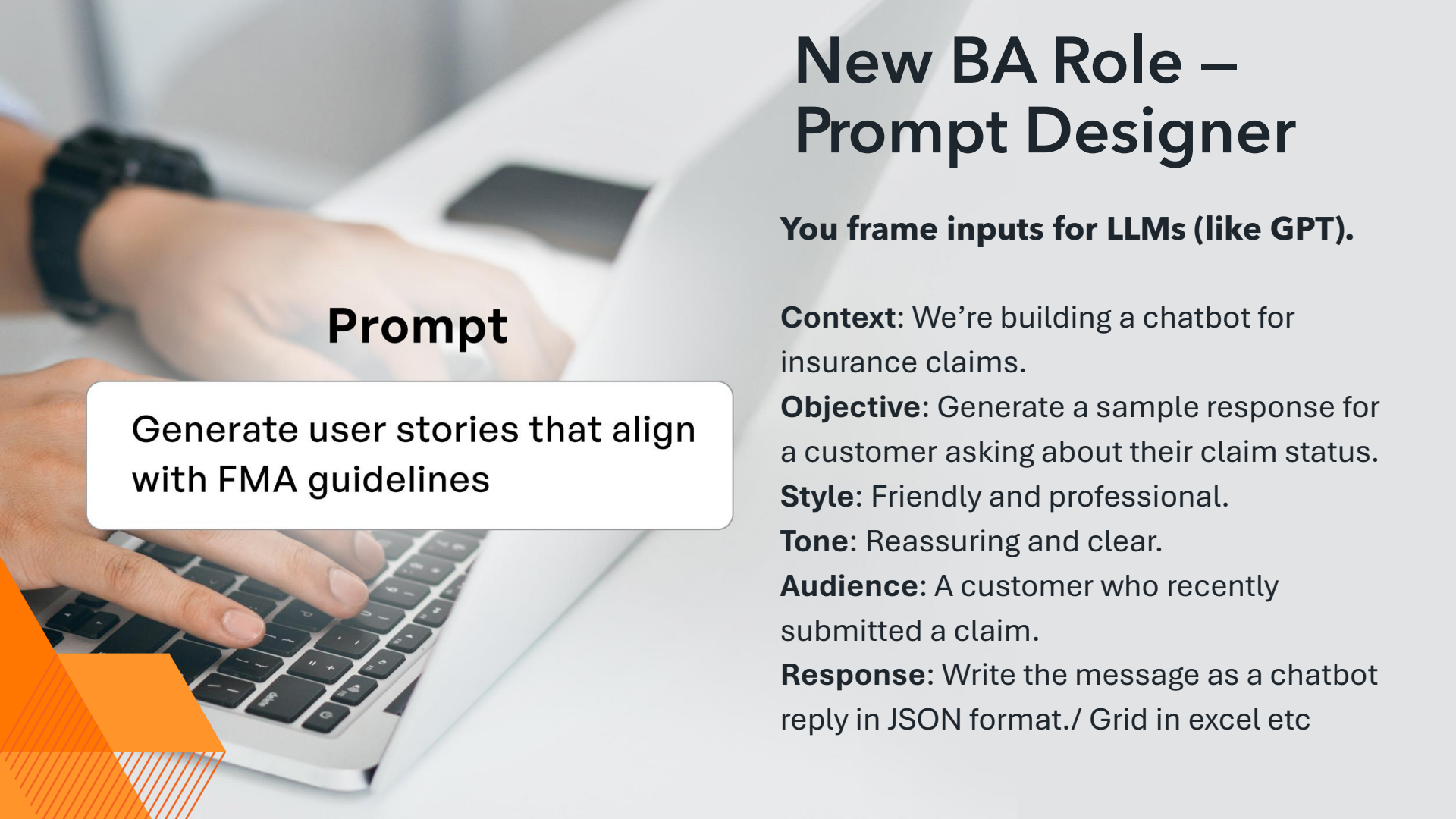


You're not becoming a data scientist.

You are:

- Designing how AI behaves
- Shaping decision logic
- Guiding how systems reason and escalate





New BA Role – Prompt Designer

You frame inputs for LLMs (like GPT).

Prompt

Generate user stories that align with FMA guidelines

Context: We're building a chatbot for insurance claims.

Objective: Generate a sample response for a customer asking about their claim status.

Style: Friendly and professional.

Tone: Reassuring and clear.

Audience: A customer who recently submitted a claim.

Response: Write the message as a chatbot reply in JSON format./ Grid in excel etc

BA Capability Toolkit



Emerging Future Skills:

- Prompting / prompt strategy
- Model Features (Stats / Inputs)
- Model awareness & tuning (Coach)
- Human in the loop
 - Reasoning oversight (Referee)
 - Escalation Point (Captain)



New BA Role – Logic Steward



You own how decisions are made.

- Define criteria: e.g., "Auto-approve low-risk claims under \$1,000"
- Set fallback logic: "If confidence < 80%, escalate"
- Ensure unbiased, relevant data
- Partner with dev/data teams to reflect real-world policies



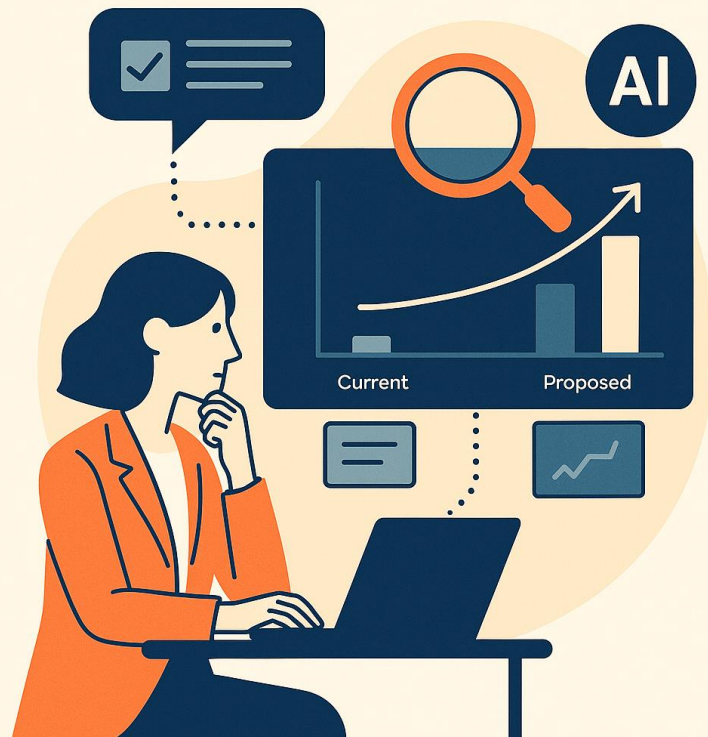
New BA Role – Explainability Advocate



You ensure decisions are understood.

- Write decision messages
- Push for logic transparency
- Shape audit trails
- Test for interpretability

Example: Agentic AI needs additional information or when to escalate. Can the user see why?



Core Takeaway



Our role is shifting

From: "What should this system do?"

To: "How should this system think?"

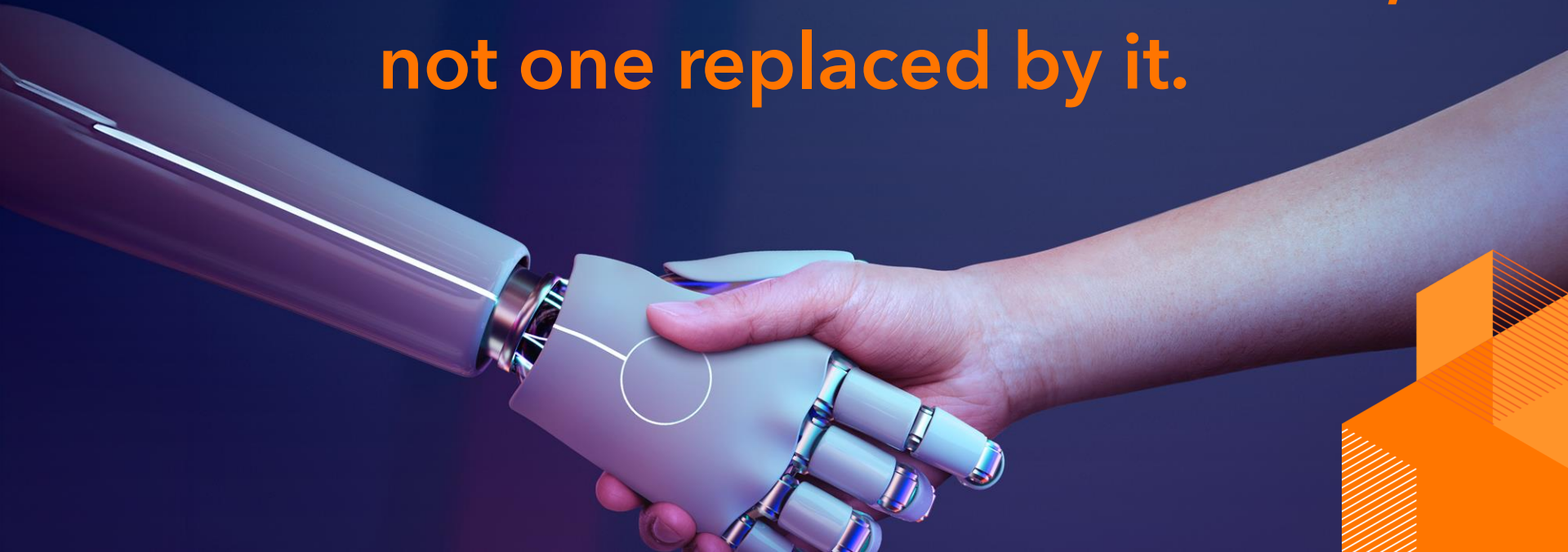
**We aren't being
replaced – we're being
challenged to evolve.**



Debrief Questions

- Which task sparked the most debate?
- What surprised you? What scared you?
- Where are we undervaluing human judgment?
- What *shouldn't* we automate?

Be a BA who knows how to use AI,
not one replaced by it.



Let's Stay Connected



Thank you for your energy and insights today.
I'd love to hear what resonated.



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