

## BA Manager Forum 11<sup>th</sup> November 2016

### Team Development Workshop

#### Exercise 1

The groups were firstly asked to identify the tasks their team members are asked to perform.

#### ***Tasks***

Activities undertaken by individual BAs or a BA team:

- Facilitate workshops
- Model business processes
- Develop business cases
- Document requirements
- Build model of data requirements
- Prioritise business needs
- Identify/analyse stakeholders
- Plan engagement tasks
- Information gathering
- Interpreting information
- Presenting information
- Plan delivery
- Shape target operating model
- Organisation design
- Competency management
- Data design/analysis
- Team leadership
- Relationship Management
- Stakeholder Management
- Problem solving
- Troubleshooting
- “UX design”
- Estimating
- Determine analysis approach

- Vendor selection/product selection
- As is and to be analysis
- Options Analysis
- Feasibility studies/options papers/creating the business case
- Ensuring business readiness
- Pre-discovery and context
- Business context, strategy and constraints
- User acceptance testing/testing
- Supporting user research
- Post-implementation reviews
- Benefits identification and management
- Input to risk management processes
- Input to lessons learnt exercises
- Knowledge sharing and collaboration
- Ownership of business benefits
- Keep view of required outcome
- Manage and understand scope
- Maintain business relationships
- Data mapping
- Line management
- Hybrid roles, PM, product owners
- Training design and delivery

### ***Measures***

The groups then identified appropriate measures that could be used. These may be applied to both the team and individuals:

- Quality of deliverables
- Timely production of deliverables
- Accuracy of diagrams
- Compliance with standards
- Stakeholder satisfaction
- Examination success
- Business case acceptance
- Deliveries health check
- Benefits management

- Traceability
- Business acceptance feedback
- Monitoring oversight
- 360-degree feedback and context
- Peer review
- Alignment to business case
- Formal gateway reviews
- AQ spreadsheet
- Reusable artefacts
- Meeting specified standards
- Monitoring use of BA toolkit
- Feedback forms
- End of project catch up
- Suggestion box
- Downstream feedback

## Exercise 2

In this exercise the groups were asked to identify the means of assessing the skills gaps and the following list was compiled.

- Skills Matrix
- Skills clinic
- Reviews
- 360 feedback
- Career path job family benchmarking
- Capability framework – gap analysis
- SIFA benchmarking
- Demonstration of skills (and levels)
- Self-assessment
- Observation
- Soft skills/behaviours – 7 values

The groups then discussed the development options and sources that are available to them:

- Certification (BCS and IIBA)
- In-house knowledge share
- Mentoring
- Secondments (internal and external)
- Performance reviews
- One to one conversations
- Annual reviews
- Assessment questionnaires
- IIBA BABOK
- Coaching from Seniors
- Retrospective learning
- Knowledge transfer
- On the job “stretch” training
- Buddying

- Lunch and learn
- BA Conferences
- Online learning
- BA academy (internal)
- Tailored training
- Contractor expertise – knowledge share or job partnering
- Joint ventures
- Role switching
- 70/20/10 rule – on the job/coaching/formal training
- Open mike sessions on BA interest topics
- LinkedIn/social media

### **Exercise 3**

Finally, the groups were asked to produce posters relating to team building.

Many of the posters focused on the use of social events but there was also discussion of the value of team charity work providing a common sense of purpose and achievement. Keeping a reasonable element of fun in day to day operations was also highlighted as maintaining team morale through periods of heavy workload or internal change.