

## **BA Manager's Forum (9<sup>th</sup> June 2017): Workshop C – The role of the BA in Change and Strategy**

### **Definition**

#### **Exercise 1 - Provide some examples of when early BA engagement helped the Business define their Strategy or Roadmap and what difference did the BA make to the outcome (positive)?**

*The team all provided a good introduction to the topic with some positive discussion. It was felt that BAs and early engagement was important and helped the business realise better outcomes, including challenging the leadership teams to strategic alignment of the roadmap through to helping senior stakeholders with business problems. It was agreed that BAs could add value in building the roadmap for change, however, did not necessarily have the exposure of opportunity to support in the construction of it. BAs will generally provide a level of knowledge and experience that can support the senior leadership team as well as being able to structure and facilitate the senior management team. The BAs are able to get to the root-cause of issues experience or provide business goals and suggesting solution alternatives. They can help provide some rigour, process and governance and this leads to more 'realistic' or successful delivery / outcomes.*

#### **Exercise 2a - What are the key responsibilities you think a BA should have, when defining the strategy or building a roadmap?**

- *Supporting Senior Leaders by providing good / high level analysis*
- *Structure and help define the Strategy / Roadmap, including direction / focus – outcome focused*
- *Portfolio Management*
- *Vision / Problem Statement Definition*
- *Business Architecture / IT Architecture*
- *Business Modelling e.g. Value Proposition, User Stories, Blueprints, value chains*
- *Benefits Case – Rigour & Continuous Monitoring*
- *Scope Definition - Scope & Clarity Definition*
- *Opportunity Analysis - Identification of key measures / ensuring correct outcomes - impartially*
- *High Level Impacts / Impact assessment*
- *Business and Architectural Alignment*
- *Feasibility Assessment*
- *Planning (Delivery, Investment, Financial)*
- *Understands Scale of change – acting as Voice of Reason and providing a complete picture*
- *Stakeholder Identification*
- *Cost Benefit Analysis / Business Case*
- *Proactive engagement*

#### **Exercise 2b - What skills should a BA have when defining the strategy?**

*Need the Right Skills and Behaviours (softer skills)-*

- *Stakeholder Management & Analysis*

- *Building Relationships, Credibility & Trust*
- *Negotiating Skills*
- *Influencing skills - Questioning / Challenging (not obstructive) / Know when to 'shut up'*
- *Conflict Management*
- *Good Communication Skills – speaking the same language as the senior team, verbal, written and diagrammatic*
- *Facilitation – running sessions*
- *Prioritisation*
- *Dependency Mapping*
- *Problem Solving / Root-cause analysis*
- *Knowledge – Big Picture, Sector, Domain, Organisational Business, Delivery & Systems*
- *Commercial Awareness*
- *Estimating and Planning*
- *Flexibility / Adaptability / Resilience*
- *Knowledge of Project Methodologies*
- *Strategic Thinking*
- *Quick Thinking & Thought Leadership*
- *Listening Skills*
- *Confidence / Positivity*
- *Engaging / Empathy*
- *Adds Value / Contributes*
- *Forward Looking*
- *Objectivity / Impartial*

**Exercise 3a - How can Practice Managers support BAs when trying to work at the strategic level?**

- *Expose and Involve BAs in early in the process*
- *Identify which BAs have the skills to involve and want to move into this space*
- *Provide visibility, access and exposure (shadowing) to senior stakeholders (expose to friendly first).*
- *Manage Stakeholder expectations ahead of engagement*
- *Build relationships to support the team e.g. with stakeholders such as Business Architects*
- *Make use of consultants or contractors to benefit BA practice and Permanent Staff*
- *Not to overstretch BAs and to defend them (if required)*
- *Make sure that the BAs are equipped – training & development, guiding engagement, skills matrix, etc.*
- *Provide and seek feedback (pass on feedback when provided)*
- *Allow them to fail / learn (try things out) – provide a suitable support mechanism*
- *Encourage Internal Network of BAs*
- *Promote good ideas to the senior team (sharing the value)*
- *Coaching, Buddying & Mentoring – also builds confidence*
- *Maintain Relationships to promote BAs (internally and externally)*
- *Use Advocacy in the businesses*

- Provide a view of the BA Service offering – to include the role, responsibilities and typical outputs, tools and methods available.
- Resource flexibility to allow BAs to have the opportunity
- Good understanding of BA skills and Career aspirations to understand what they want

**Exercise 3b - Are there any hints or 'tricks of the trade' that you have used to enable BAs to engage earlier in the process?**

- *The Practice Manager should lead by example and build the senior relationships*
- *Networking – for both you and the wider BA team*
- *Provide the bigger picture or strategic view to the team for knowledge & awareness*
- *Create and go after opportunities – be proactive*
- *Perform 'Stealth Analysis' ahead of any activity – so are prepared*
- *Ask questions in the right way, but do challenge (strategic fit, etc)*
- *Knowing who can help support the practice in the senior management*
- *Use peer approval to promote the BA team*
- *Promote successes to ensure relevance to the stakeholders*
- *Market the Team's specific skills*
- *Use Food / Coffee to help the engagement*
- *Engage with Business Architecture and Architecture teams*
- *Allow BAs to work closely with relevant teams to gain exposure*
- *Mentoring & Coaching*
- *Less transactional - more conversational engagement with stakeholders e.g. coffee, corridor, end of project*
- *Providing the BA Team with exposure to Senior Leadership to provide an opportunity to interact e.g. Presenting their Strategy to the team*
- *Always provide the value-add / promote success.*
- *Start small and build on it – using the right resources at the right time*