BUSINESS ANALYSIS: EXTENSION TECHNIQUES

THE SOCIAL CONTEXT

In the context of the change project, it is important to resolve conflict satisfactorily at an early stage, because:

- small conflicts can snowball into large conflicts; and
- even small conflicts can have large consequences.

For the Business Analyst, working on the opening stages of the project, this is doubly significant. Conflicts and dificulties arising during this stage can propogate throughout the project if not resolved, with consequences for time, cost and delivery. The Business Analyst requires tools and approaches to manage these situations effectively at the earliest stage possible.

This workshop presents a series of techniques for influencing stakeholders, addressing conflict and managing other difficult situations that can arise during analysis. Whilst other workshops on facilitation, interviewing and communication skills provide tools that work effectively when things are 'going right', this workshop focuses on techniques for managing the "difficult situations" when things may be 'going wrong'.

The workshop is built from 2 one-day components which may be delivered together, or separately. This workshop is approximately 70% participatory exercises and roleplays, based on scenarios likely to be encountered by a BA. A series of situations are provided for participants to practice the techniques in small groups and new situations are provided as roles rotate within the small group. Exercises are debriefed in the large group, to provide the opportunity for learnings to be "pooled" and for linkages to be made between the various elements of the workshop. Participants receive a workbook with descriptions of the models and techniques, checklists and other aids for the techniques, and a reference list of further reading.

IIBA® **Endorsed Education Provider**
This course is endorsed by IIBA in respect of BABOK Version 2.0
Professional Development Hours & Continuing Development Units: 16

Coverage of the 2 days is outlined on the following pages:

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DAY 1

1. Communication Model
   1.1. Elements of the human communication system
   1.2. Elements of the human listening process
       1.2.1. Listen
       1.2.2. Clarify & question
           1.2.2.1. builds rapport, leading to trust, and hence influence
           1.2.2.2. hear and clarify the content, clarifing requirements and expectations
           1.2.2.3. hear the emotion, thus clarifing priorities and potential risks
       1.2.3. Record & report
   1.3. Understanding and clarifying the content
   1.4. Acknowledging the content and emotion
   1.5. Exercise: Active Listening
2. Barriers to communication
   2.1. Points where errors can occur
   2.2. Distortions, generalisations and omissions
   2.3. Impact on the analysis. The loss of detail:
       • prevents definition of the problem
       • prevents definition of KPIs
       • prevents benefits analysis
       • allows scope creep
   2.4. Exercise: Re-presenting the content – recovering detail from the distortions, generalisations and omissions.
3. Influencing Tools: Frames of Reference
   3.1. Reframing
   3.2. Focusing on the business problem, not the solution
   3.3. Focus on positive goals, not negative (retreat) goals
   3.4. Exercise: Reframing
4. Mediation
   4.1. What is mediation
   4.2. Mediation process
   4.3. When to use mediation techniques
   4.4. When is it appropriate for the BA to mediate during analysis?
   4.5. What is the BA's role as a mediator?
   4.6. When is it NOT appropriate for the BA to mediate?
   4.7. Exercise: mediating between stakeholders
5. Managing conflict
   5.1. Analysing the situation and the participants
   5.2. Reframing the situation to identify conflicting priorities
   5.3. Case Study: Analysing and planning resolution of a conflict

DAY 2

6. Models of Influence
    6.1. Sources of Power: Condign, Compensatory and Conditioned power
    6.2. Influencing styles
    6.3. Influencing members of the virtual team
    6.4. Exercise: Identifying sources of influence
7. Influencing Tools: Hierarchy of Ideas
    7.1. Leading up to agreement
    7.2. Leading down to concrete decisions
    7.3. Exercise: Leading a conversation through multiple levels
8. Negotiation
    8.1. What is negotiation
    8.2. Negotiation process
    8.3. When to use negotiation techniques during the analysis
    8.4. When is it appropriate for the BA to negotiate?
    8.5. What is the BA's role as a negotiator?
    8.6. When is it NOT appropriate for the BA to negotiate?
    8.7. Exercise: Negotiation
9. Managing decisions
    9.1. The decision-making process
    9.2. Identifying key stakeholders
    9.3. Understanding what they need
    9.4. Exercise: Negotiating with a decision-maker
10. Managing the cycle of negativity
    10.1. Managing own responses
    10.2. Be clear: ask for what is required
    10.3. Use available sources of influence
    10.4. Be prepared to hear "no" - an opportunity to create win/win options
    10.5. What are the fallback options?
    10.6. …and when to call them in
    10.7. Exercise: Group Discussion