

Detailed Syllabus:

Business Analysis Leadership

Three Modules Covered in One Week:

Days 1, 2

Module 1- How to Lead an Analysis Effort- two days

Days 3, 4

Module 2- Soft Skills for Business Analysts- two days

Day 5

Module 3- Evaluating Proposed Solutions- one day

Detailed Syllabus:

Days 1, 2

Module 1: How to Lead an Analysis Effort

Overview: Strong leadership is critical for analysts to successfully handle the unique challenges of planning and managing the business analysis phase of a project or effort. Due to limited resources and competing priorities, the Lead Analyst must always balance “getting it done” with “getting it right.” Keys to success in leading an analysis effort are determining the plan to be followed during the analysis phase of a project, monitoring and adjusting the plan over time and ensuring that analysis deliverables are developed.

Outcomes: Students who complete this course will return to work with:

1. An understanding of the leadership skills required to successfully deliver analysis.
2. The knowledge required to organize and lead Business Analysts and other stakeholders in successful efforts.
3. An iterative framework for developing the analysis plan.
4. An approach for monitoring and adjusting the plan over time as new information is learned.
5. Tips and techniques for ensuring the plan is accurate, defensible, and well accepted.
6. Techniques for directing the activities of a team of business analysts.
7. Managing analysis risks and appraising results.

Module 1 Outline:

<i>1. Introduction</i> <ul style="list-style-type: none">• Why Plan?• Desirable Characteristics of a Plan• Minimal Elements of a Complete Plan• How Much Planning is Enough?• Obstacles and Opportunities Unique to the Business Analysis Phase• Fundamental Uses of the Plan	<i>2. Modeling the Approach</i> <ul style="list-style-type: none">• Path to a Solution• Phases of Analysis• Identifying Stakeholders• Determining Key Activities, Deliverables, and Handoffs• Drawing the Model	<i>3. Completing the Plan</i> <ul style="list-style-type: none">• Sizing the Activities• Scheduling the Project• Exploring the Plan• Documenting Undertainties and Risks• Finalizing the Plan• Making it Defensible
<i>4. Resources and Time</i> <ul style="list-style-type: none">• Securing Resources• Creating a Participation Matrix• Contingency Allocations in Plans• Establishing Momentum• Organizational Attention Span• Determining When Analysis is Done	<i>5. Promotion and Uses</i> <ul style="list-style-type: none">• Building Understanding and Support• Presentation Versions and Gantt Charts• Baseline Plans• Working the Plan	<i>6. Case Study</i> <ul style="list-style-type: none">• Examples and Exercises• Definition• Modeling and Sizing• Scheduling• Exploring• Presentation

Detailed Syllabus:

Days 3, 4

Module 2: Soft Skills for Business Analysts

Overview: To succeed in today's complex business environment, Business Analysts must effectively learn the business of the client organization, including key drivers and special vocabulary. They must understand how to approach the customer and inspire confidence. Soft skills critical to success include interviewing, team leading, planning and conflict management. While your customers and colleagues will "see" the hard skills you bring to an effort, what they "feel" is the soft skills. It is through the combination of both hard skills and soft skills that you build good will, cohesion and support. Equipped with excellent soft skills, Business Analysts can have a significant impact on business initiatives and help guide projects towards success.

The needs and priorities of a business initiative can differ and shift over time. Therefore, the essence of soft skills is:

- Being able to sense what is appropriate for each situation without stepping over certain lines.
- Being able to adjust your personal and professional approach to the uniqueness of each situation.

Soft skills are made up of two categories:

- Interpersonal skills - how we deal with others.
- Personal skills - the attitudes we have even when working alone.

It is important to remember that your first priority is to complete the tasks you were brought in to do so that your customer realizes success. That said, equally as important is using your soft skills so that the customers are pleased with the success. Often soft skills enable customers to feel that they couldn't have done it without you.

Outcomes: Students completing this course leave with:

1. A new understanding of the importance of soft skills to long term success including interpersonal and interview skills.
2. Techniques which can be implemented on the job to improve interpersonal communications.
3. The ability to articulate and advocate for their agenda.
4. The knowledge required to establish appropriate strategies for success.
5. Techniques to gain recruits/allies/supporters in pursuit of business intentions.
6. Strategies to secure funding and support for their agenda.

Module 2 Outline:

1. *What is Success?*
2. *Securing and Maintaining Stakeholder Support*
3. *Knowing Your Customers*
4. *Understanding Communication Conflicts*
5. *Self-Assessment of Necessary Skills*
6. *Inspiring Confidence*
7. *Promoting Your Agenda Appropriately*
8. *Leading Without Authority*
9. *Handling Crisis Situations*
10. *Other Topics as Appropriate*

Detailed Syllabus

Day 5

Module 3: Evaluating Proposed Solutions

Overview: Lead Business Analysts play a key role in ensuring that a project’s expected benefits are realized and requirements are met. While the primary tasks of Business Analysts take place during the analysis phase of projects, their job is not complete when the requirements are signed off. They can translate business analysis models into formats used for ranking and prioritizing requirements, evaluating vendors and assessing final products. As the project moves through design, realization and implementation, the role of the Business Analyst remains crucial to the ongoing success of the project.

It is often the Business Analyst who must ensure:

- The business requirements are transformed into solutions and don’t become shelfware or mere “suggestions” for the teams designing, constructing and implementing the solutions.
- The solutions remain true to the needs of the organization and focused on true functionality.
- When trade-offs must be made between the desired business functionality and “vanilla” solutions, the resulting decisions are driven by business needs.

Outcomes: Students completing this course will return to work with the knowledge to:

1. Recognize the important roles and responsibilities of Business Analysts in evaluating solutions.
2. Transform business requirements to drive vendor evaluation and solution assessment, selection and realization.
3. Translate models into a format that can be used to evaluate and score proposed solution alternatives.
4. Manage trade-offs between perfect-fit and optimized solutions.
5. Ensure business analysis objectives are realized and requirements are met.

Module 3 Outline:

<i>1. The Role of the Business Analyst (and Others)</i> <ul style="list-style-type: none">• During Definition• During Analysis• During Design• During Realization• During Implementation• Post Implementation	<i>2. Overview of Solution Selection</i> <ul style="list-style-type: none">• Go/No-Go: Evaluating the Business Case• Developing an RFP• Stakeholders & Consensus• Functions vs. Features• Elimination vs. Selection• When to Address Costs• Working with Vendors	<i>3. The Selection Process</i> <ul style="list-style-type: none">• Major Selection Steps• Narrowing the Field• Evaluations• Selection Matrices• Site Visits and Demos
<i>4. When the Solution’s Functionality is Not a Perfect Business Fit</i> <ul style="list-style-type: none">• Overall Approach to Gap Analysis• Pros/Cons of the “Vanilla” Approach• Pros/Cons of Full Customization• Making the Business Decision• Importance of “As-Built” Models	<i>5. Effecting Culture Change</i> <ul style="list-style-type: none">• Identifying Anticipated Challenges• Analyzing Stakeholders• Creating Strategies for Overcoming Actual Losses• Developing & Delivering Messages	
