Great Expectations

Expectations of BA delivery and communicating BA services.
This workshop focuses on the customer view of business analysis; the services supplied and customer expectations. Time then to take stock of external views and how the BA Manager might be able to make positive changes.

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BA MANAGER FORUM

Agenda

- Objectives for the session
- Managing expectations
- Managing expectations vs analysing stakeholders
- Framework
- Breakout sessions
- Kano Model
- Close

Session Objectives

- Analyse the stakeholders for a BA practice
- Understand why expectations matter
- Know how to discover expectations
- Use a framework to chart expectations
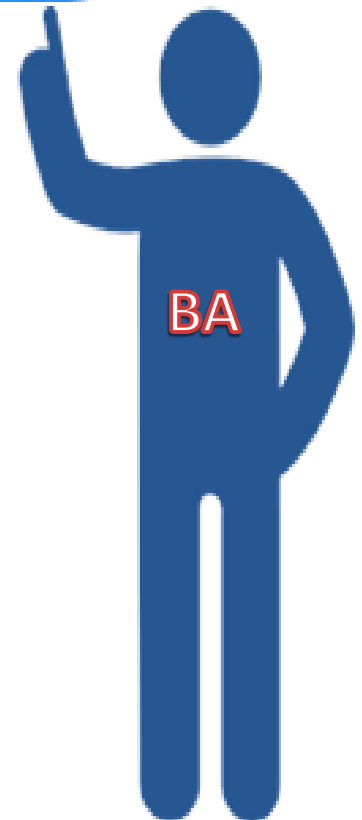
In groups, consider:

- Who are the stakeholders for a BA Practice? (create list)

- For TWO personas
  - Discuss the typical attributes of these stakeholders
  - What are the challenges of working with them?

Managing Expectations
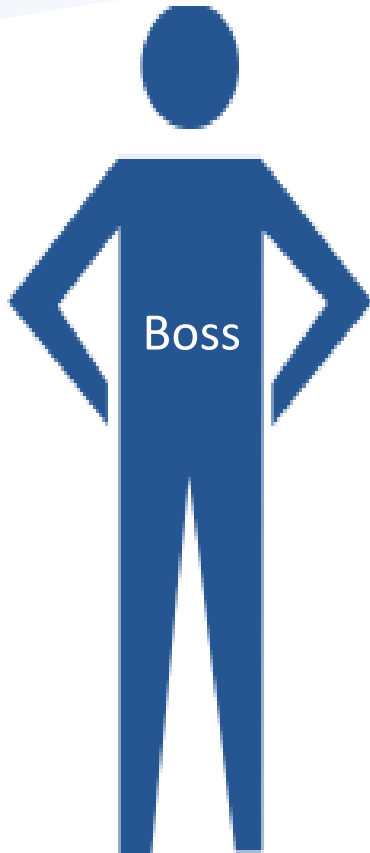
Is that good enough?

"Manage" Expectations
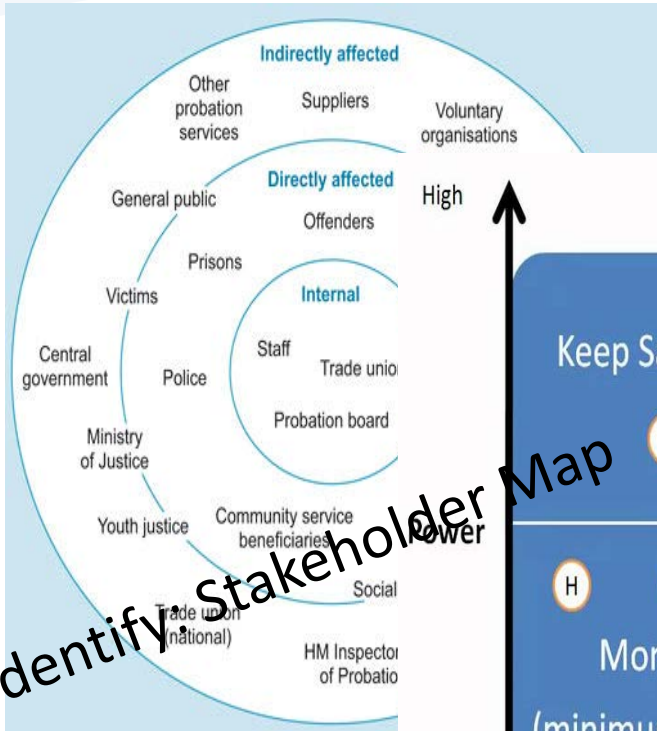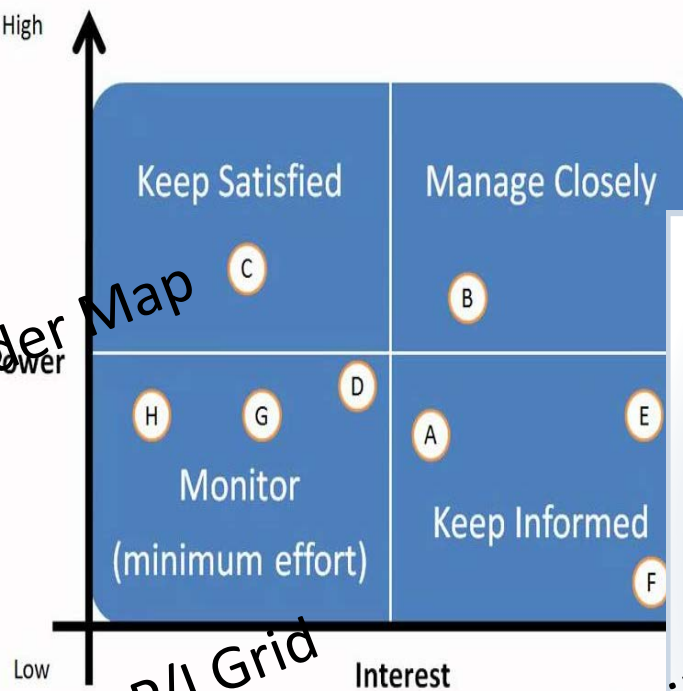
Understand

Document

Take Action

Monitor

Managing Expectations vs Stakeholder Analysis

Identify: Stakeholder Map

Analyse: P/I Grid

Responsibilities: RACI

Framework: Stakeholder Expectation Chart

Stakeholder Type	Expectation	Experience	KPIs	Objective	CSFs	Importance
	What do they want? (*)	Are we meeting the expectation?	How can we measure/ monitor	What can we do to EITHER meet the expectation or change it!	To achieving the objective	Prioritise the stakeholders / actions

For stakeholder to answer

For us to answer

(*) There are two aspects to this…

Two aspects of Expectation

1. **WHAT** we do (Requirements/ functionality/ actions…)

2. **HOW** we do it (behaviours, attitude, frequency and type of interactions…)

Expectations about the "WHAT" are usually easier to discover than the "HOW" – but this is often what causes the issue!

Stakeholder Expectation Chart: Example

Stakeholder Type	Expectation (*)	Experience	KPIs	Objective	CSFs	Importance
Customer	Milk delivered before I go to work *I don't want to hear it!*	Sometimes does not turn up at all (which is actually preferable to arriving late)	% deliveries Number of complaints	Milk delivered before 6 am	Traffic, weather, round details, updates to driver, bank hols	H

(*) There are two aspects to this…

Stakeholder Expectation Chart: Example 2 BAMF

Stakeholder Type	Expectation (*)	Experience	KPIs	Objective	CSFs	Importance
BA Managers	Interesting agenda. Learn things. Meet other BA Managers		Feedback forms/ metrics	Provide interesting agenda	Speakers volunteer BAs use their networks Time required to arrange	
Speakers	IT set up works				Test before hand. Single laptop	
Chair (LD)	BAMs attend!	Good attendance	Attendance figures/ Feedback		Comms. Admin Agenda Venue	
Orgs	Value for Money			Cover costs. Orgs continue to support		

Exceeding Expectations

Extension to the chart…

- What does "Exceeding" their expectations look like?

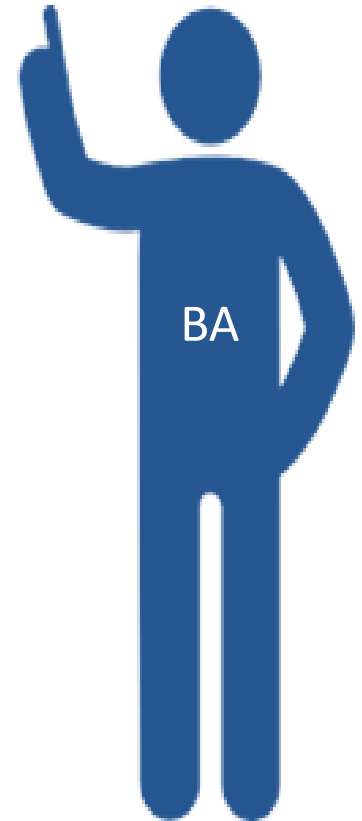- Often hard to articulate

- Delight and impress our stakeholders!

CUSTOMER DELIGHT
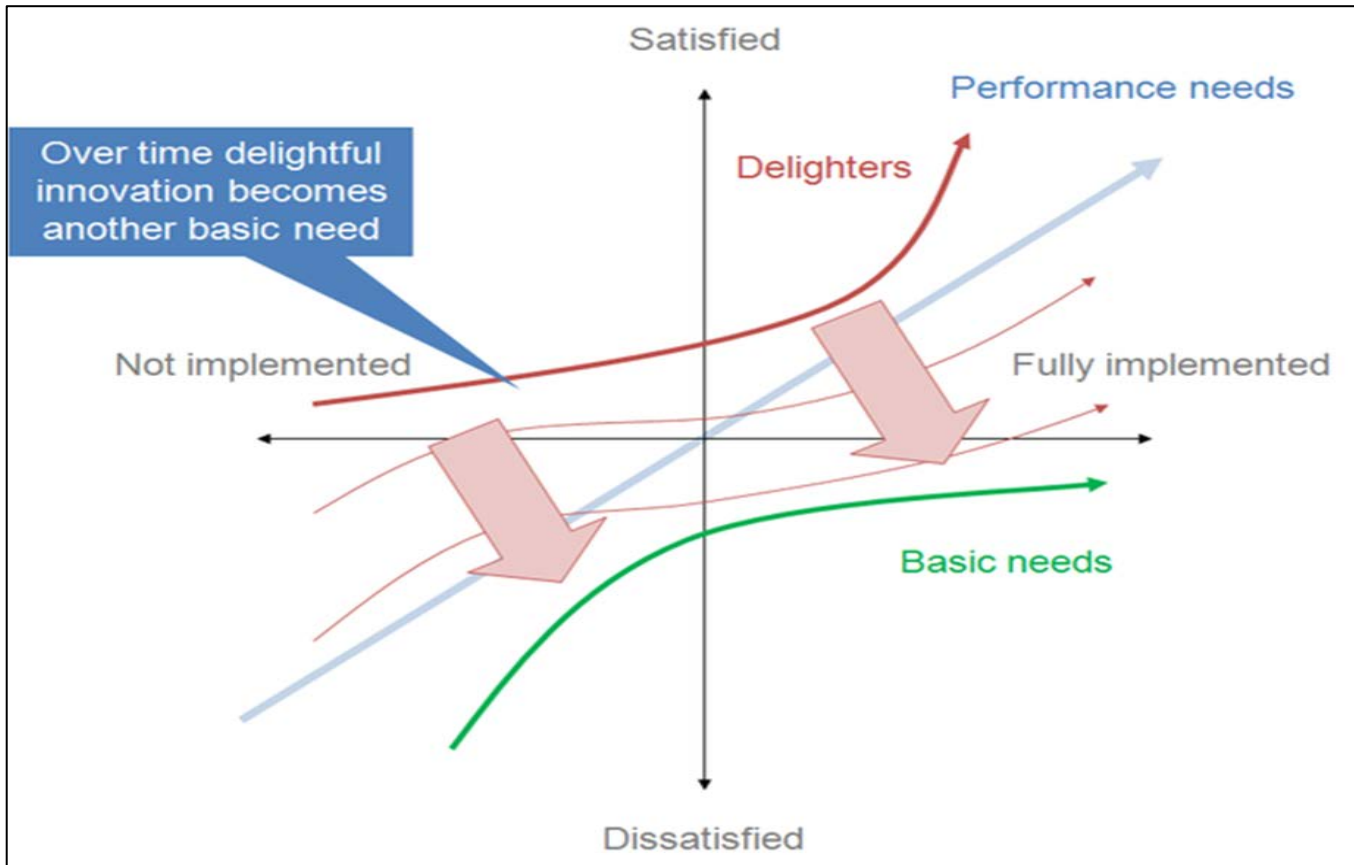
Managing Expectations
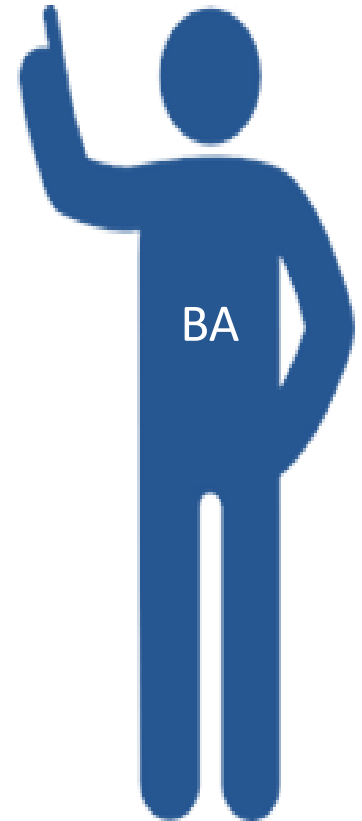
Breakout session 2

- Consider the various stakeholders of a BA Practice

- Put yourself in their shoes – try to capture their expectations vs their experience

- Complete the grid

- What actions can BA Managers take to change or meet expectations?

- Consider the extension – how can we exceed expectations?

Thoughts…

The Kano model

Kano levels of need

- ## Basic or essential features
    - Expected and assumed by customer
    - No credit for providing them
    - Customers disappointed if not provided

- ## Performance features
    - Specified by customer
    - Reflected in value as seen by customer

- ## Excitement (delighter) features
    - Not expected by customer
    - Provides 'wow' factor

But… expectations change over time
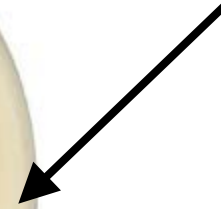
- **Excitement feature**
- **Performance feature**
- **Essential feature**

Essential features

Holds hot liquids

Handle to pick it up

Made of bone china
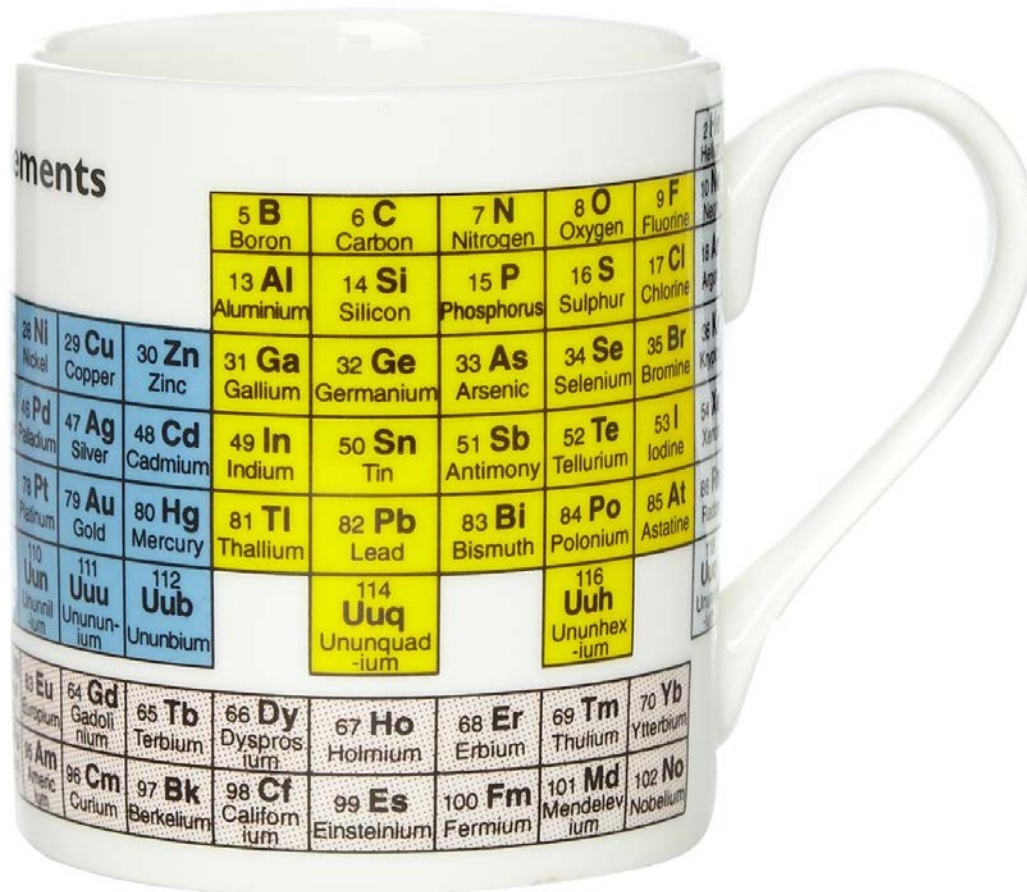
Balanced ergonomic handle

Quirky, informative decoration

So, for business analysis…

- What would excitement look like?

- What would delight our clients/customers?

- Questions?

- Comments?

Thank you!