



SITUATION	RESILIENCE Growth Attitude to failure Attitude to feedback	INNOVATION Curiosity Collaboration Agility	LEARNING Attitude to complexity Humility Perception of Potential
BA role not understood and not having the right roles and specialities	Can see the “opportunity” <ul style="list-style-type: none"> <li>- Growth potential of the practice</li> <li>- Culture can make ability to fail difficult (middle management)</li> </ul> <u>Environment</u> Agile promotes feedback and learning Waterfall is different and more difficult to promote	Innovation can be stifled due to culture and target driven  Unrealistic expectations and timelines	
Businesses don’t understand R & R’s of the BA. Unsure of the value-add	<ul style="list-style-type: none"> <li>- Communicate successes</li> <li>- Explain benefits of business analysis</li> <li>- Adapt to feedback               <ol style="list-style-type: none"> <li>1. Marginal gains</li> <li>2. Opportunities for improvement of practice</li> </ol> </li> <li>- Being open and honest               <ol style="list-style-type: none"> <li>1. Participation in hubs and retros</li> </ol> </li> </ul>	Collab - Persevere to keep teams engaged and working well together Agility - Deputise for roles - Backfill for teams	<ul style="list-style-type: none"> <li>- Developing skills and mindsets</li> <li>- Being completely “open” to new ways of working</li> </ul>
Arriving “late” within a project	<ul style="list-style-type: none"> <li>• Everyone falls in line Attitude = aim is to change attitude to fail quickly</li> <li>• Feedback on what the BA could offer</li> <li>• Marginal gains mindset</li> </ul>	<ul style="list-style-type: none"> <li>• Peeking interest in what could be possible i.e. 1 hour workshop “showcase”</li> <li>• Retros</li> </ul>	
<ul style="list-style-type: none"> <li>• Recruitment - offers accepted then declined</li> <li>• Multiple attempts to fill some roles</li> <li>• Gazumped, so much competition</li> <li>• Quality of recruits &amp; BA Rep can suffer</li> <li>• Challenges of remote recruitment</li> <li>• Retention during remote only working</li> </ul>	<ul style="list-style-type: none"> <li>• Keep trying, but different approaches (resilience)</li> <li>• Acknowledge we’ve worked through a really unique time which is still shaking things up</li> <li>• Open to feedback from interviewees</li> <li>• Has changed to be a lot more you are selling the role &amp; org not just picking into your work</li> </ul>	<ul style="list-style-type: none"> <li>• Keep in touch during on boarding</li> <li>• Start to utilise being there</li> <li>• Where are the lags in our recruitment process from candidate perspective?</li> <li>• What is our brand as BA e.g. on Linked In because they will be looking</li> <li>• Review each other’s profiles</li> </ul>	<ul style="list-style-type: none"> <li>• Needs change to recruitment plus how to explain role to someone who’s never even heard of BA</li> </ul>



	<p>Cultural mindset</p> <ul style="list-style-type: none"> <li>• Right first time</li> </ul>		
<ul style="list-style-type: none"> <li>• Culture of solution thinking (influence the organisation)</li> </ul>	<ul style="list-style-type: none"> <li>• BA asked to give feedback post solution = well received</li> <li>• Feedback to organisation on cost reduction by doing analysis upfront</li> <li>• Build trust</li> </ul>	<ul style="list-style-type: none"> <li>• Ask questions to be curious to understand requirements before solution signed off</li> <li>• Try and adapt on solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Review of previous problem/failed projects to understand why not succeeded and learn</li> <li>• During sales, ask the right questions to draw a solution to the problem. Who/what etc.</li> </ul>
	<ul style="list-style-type: none"> <li>• Do they recognise their growth requirement?</li> <li>• Self awareness</li> <li>• Imposter syndrome</li> <li>• Trust in a vulnerable state being included</li> </ul>	<ul style="list-style-type: none"> <li>• People want to stay where they are – what’s the next position, not necessarily up</li> <li>• Command and control</li> </ul>	<ul style="list-style-type: none"> <li>• Pride</li> <li>• Feedback from above and below</li> <li>• Blame culture</li> <li>• Support from project/business</li> <li>• Psychological safety</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of BA role understanding</li> </ul>	<ul style="list-style-type: none"> <li>• Constraints based on understanding limits growth</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery always take priority</li> </ul>	<ul style="list-style-type: none"> <li>• Not a chance to learn or apply learnings</li> </ul>
<ul style="list-style-type: none"> <li>• Not having opportunity to develop new skills/techniques because they are focussed on project delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Create forms/specific “problem” solving sessions to discuss new ideas/techniques</li> <li>• It’s okay to make mistakes and Managers to support BAs to learn and develop</li> <li>• Regardless of experience, BAs should be allowed to fail and learn</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage collaboration with other change specialists</li> <li>• Have “root cause problem solving” sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Teach each other</li> <li>• Having a buddy system</li> </ul>
<ul style="list-style-type: none"> <li>• Long term BA’s</li> </ul>	<ul style="list-style-type: none"> <li>• We’ve always done it this way</li> <li>• Lack of motivation/training</li> <li>• Have all the answers</li> <li>• Attitude to failure “who dies!”</li> <li>• Learning from others, sharing knowledge</li> </ul>	<p>Delivery &amp; Executive teams</p> <ul style="list-style-type: none"> <li>• What’s in it for me?</li> <li>• Start with the people who use the system</li> <li>• You tell me what you need</li> <li>• Team engagement, not being able to be innovators, use of data to pursue benefits</li> </ul>	<ul style="list-style-type: none"> <li>• It’s okay for things to go wrong. Use of data. The relationship with your customer/stakeholder</li> <li>• Putting things into context</li> </ul>
<ul style="list-style-type: none"> <li>• BA team in IT space</li> </ul>	<ul style="list-style-type: none"> <li>• Instilling a growth mindset that continues to evolve and mature</li> <li>• Continual micro feedback to BA’s rather than waiting for a “formal” 121 session</li> </ul>	<ul style="list-style-type: none"> <li>• Time and cost of doing above</li> <li>• Different levels of agility across the organisation</li> <li>• Need executive “buy in” for a growth mindset</li> <li>• Having a growth mindset that flows through the entire organisation (like a stick of rock)</li> </ul>	<ul style="list-style-type: none"> <li>• Finding time and energy to learn</li> <li>• Recognising that your L &amp; D framework is flexible for all BA’s no matter their level experience</li> <li>• Encouraging BA’s to not be afraid of technical upskilling</li> </ul>
<p>Organisational structure changes</p> <ul style="list-style-type: none"> <li>• TOM</li> <li>• Redundancy</li> <li>• Silo’s</li> <li>• Central vs separate</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing as an opportunity to do something new/differently</li> <li>• Test &amp; seek feedback once decisions are made to fix mistakes</li> </ul>	<ul style="list-style-type: none"> <li>• Working together to understand how we can collaborate in the new structure</li> <li>• Learn about a new part of the business or new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Feeling comfortable to feel unsettled</li> <li>• Suspend my preconceived thinking</li> </ul>



		<ul style="list-style-type: none"> <li>Practice our own work and be ready for change in the same way we do with our stakeholders</li> <li>Happy to test and learn – different versions of the org structure</li> </ul>	
Remote working (Before Covid – no remote working policy)	<ul style="list-style-type: none"> <li>Because of Covid/lockdown – need to find a way to continue business operations</li> </ul>	<ul style="list-style-type: none"> <li>Needed to upgrade the IT</li> <li>Fast track</li> </ul>	<ul style="list-style-type: none"> <li>Transition = Other department staff</li> <li>Switch from office based to home based remote</li> <li>Staff's adaptation</li> </ul>
The fixed mindset of business community very resistant to change	<ul style="list-style-type: none"> <li>Users are worried the new technology would replace them - worried about job losses</li> <li>Resistant to learn how to use the new systems (they are comfortable with what they have been using for the last 20 years)</li> </ul>	<ul style="list-style-type: none"> <li>Message to the users that the new systems are not designed to take away their jobs. The new systems are to make their job easier more effectively</li> <li>The learning curve shouldn't be steep to the users to use the new systems</li> </ul>	<ul style="list-style-type: none"> <li>Communication and education and influence</li> <li>Really difficult to change user perception</li> </ul>
<ul style="list-style-type: none"> <li>Expectation around planning and turnaround time</li> <li>Lack of understanding around what BA's do</li> </ul>	<ul style="list-style-type: none"> <li>Analysed situation and identified an education requirement, continued to self-reflect to find how we can help others to understand. Being receptive to feedback and maturity of BA team being open to feedback</li> </ul>	<ul style="list-style-type: none"> <li>Generating authority by sharing information, collaborating all team, to wider BA community</li> </ul>	