



Institutionalisation - is it holding you or your team back?



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What do we mean?

To be **institutionalised**:

~~Original usage: gradually becoming less able to think and act independently because of having lived for a long time under the rules of an institution.~~

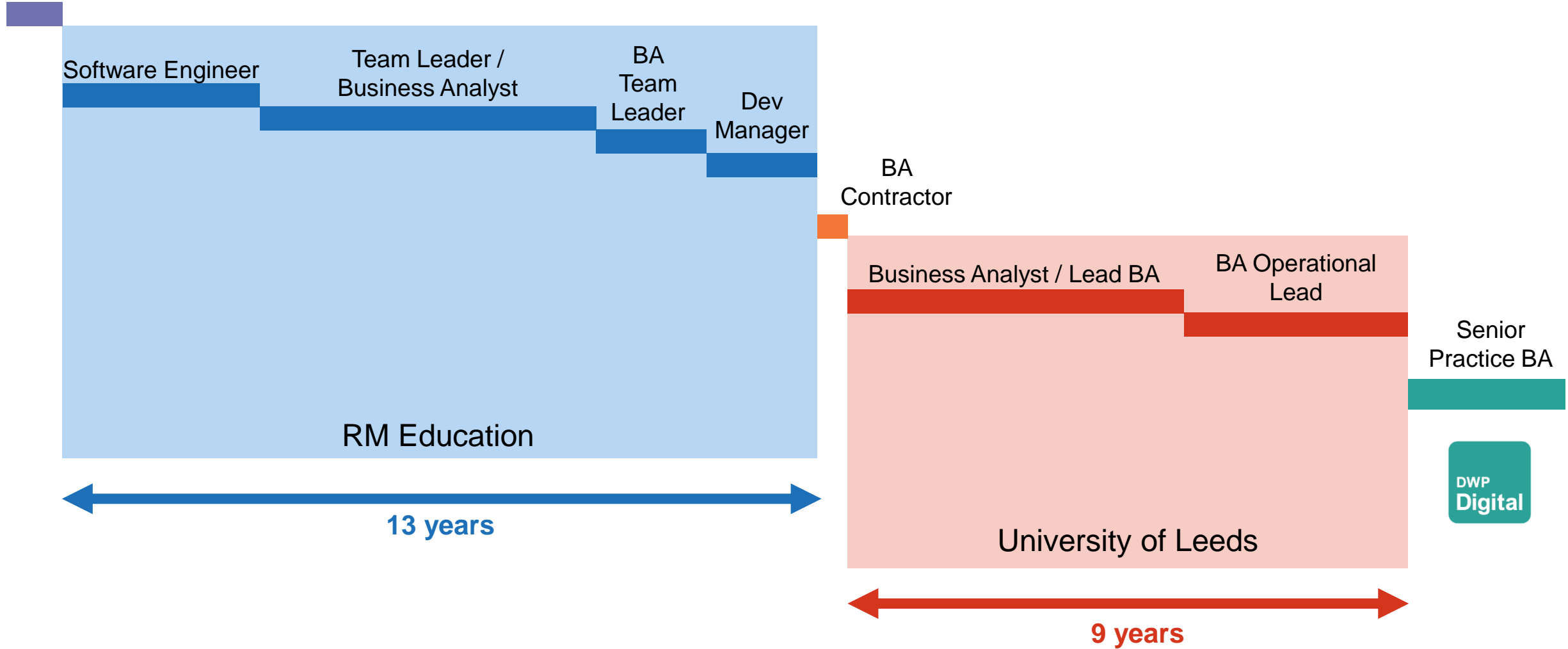
Workplace usage: having worked somewhere for a long time, and become so embedded, that you start to assume you wouldn't be able to transfer your skills elsewhere.

Menti poll

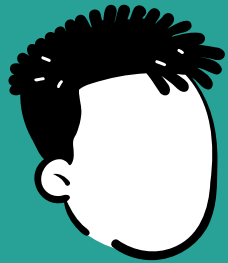
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My Institutionalisation Story

Random jobs



Experience of other BAs



I had a lot of self doubt. Was I performing well in the role because I'd been there a long time and knew loads, or because I'm a skilled BA?



I felt part of the furniture. People constantly approached me because of my background.



Because I'd fallen into the role as a BA, I didn't think I had the proper skills to do it elsewhere.



I became short sighted. I couldn't see the wood for the trees.

Why can people feel institutionalised?



Ingrained in the
organisation
and culture



Time factors



Fear

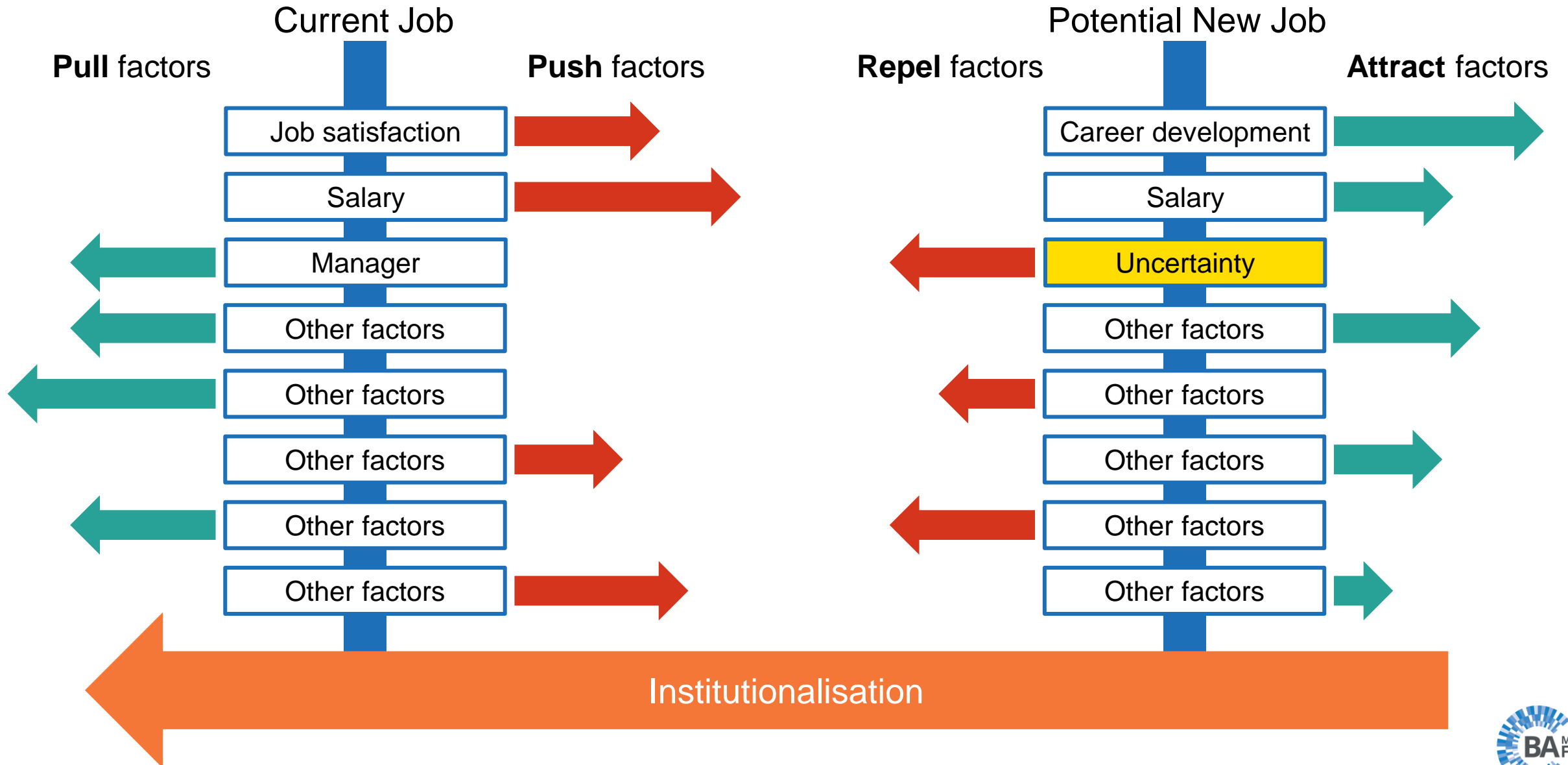


Impostor
syndrome

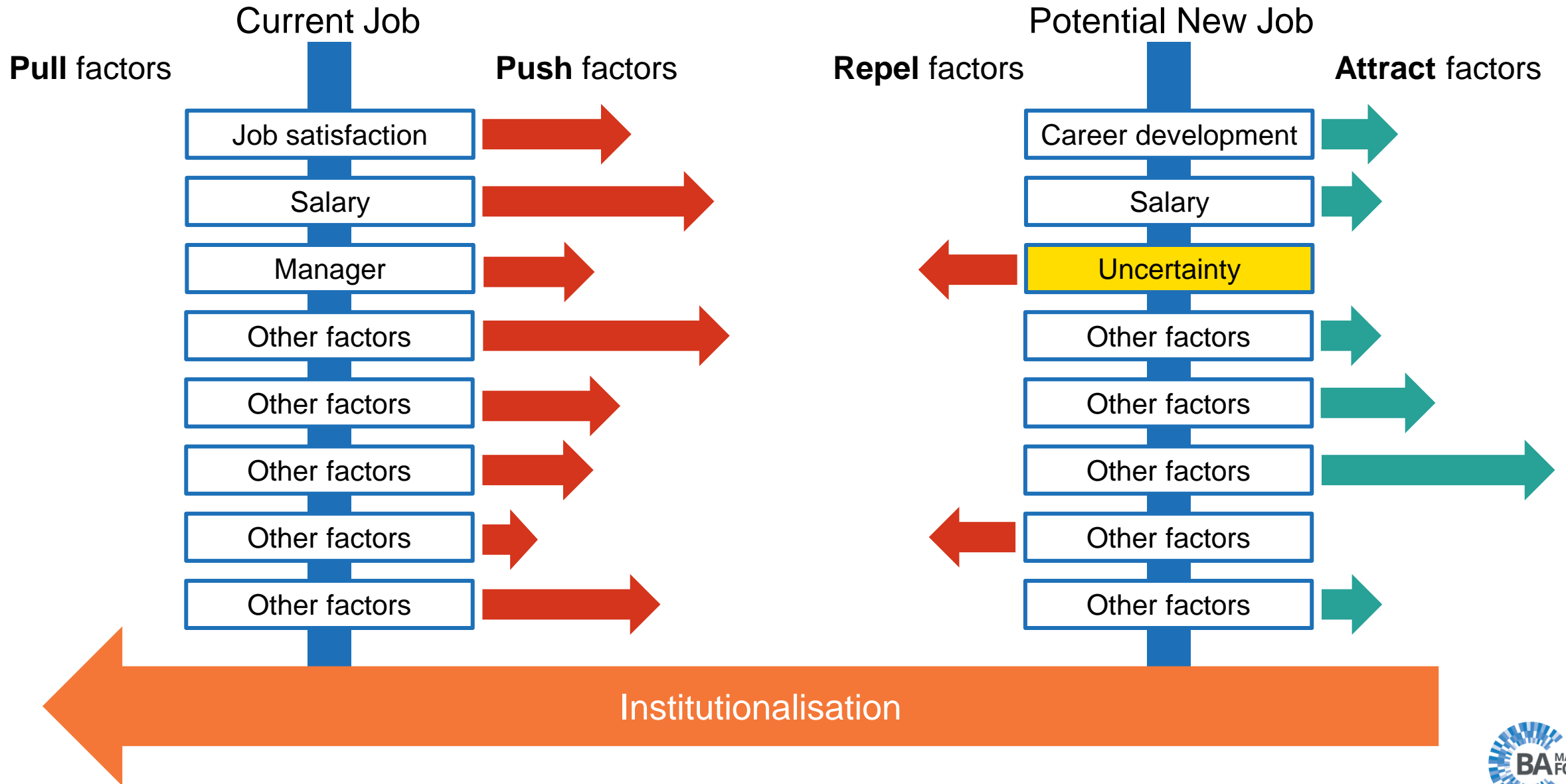


Psychological
factors

Changing Roles – Forcefield Analysis



Changing Roles – Forcefield Analysis



Group Activity 1

- In your groups, think about when you have changed roles or considered changing roles.
- What were the **pull** and **push** factors relating to your old job?
- What were the **attract** and **repel** factors relating to the new job?

Why is Business Analysis susceptible?



**Knowledge
balance**



**People
factors**

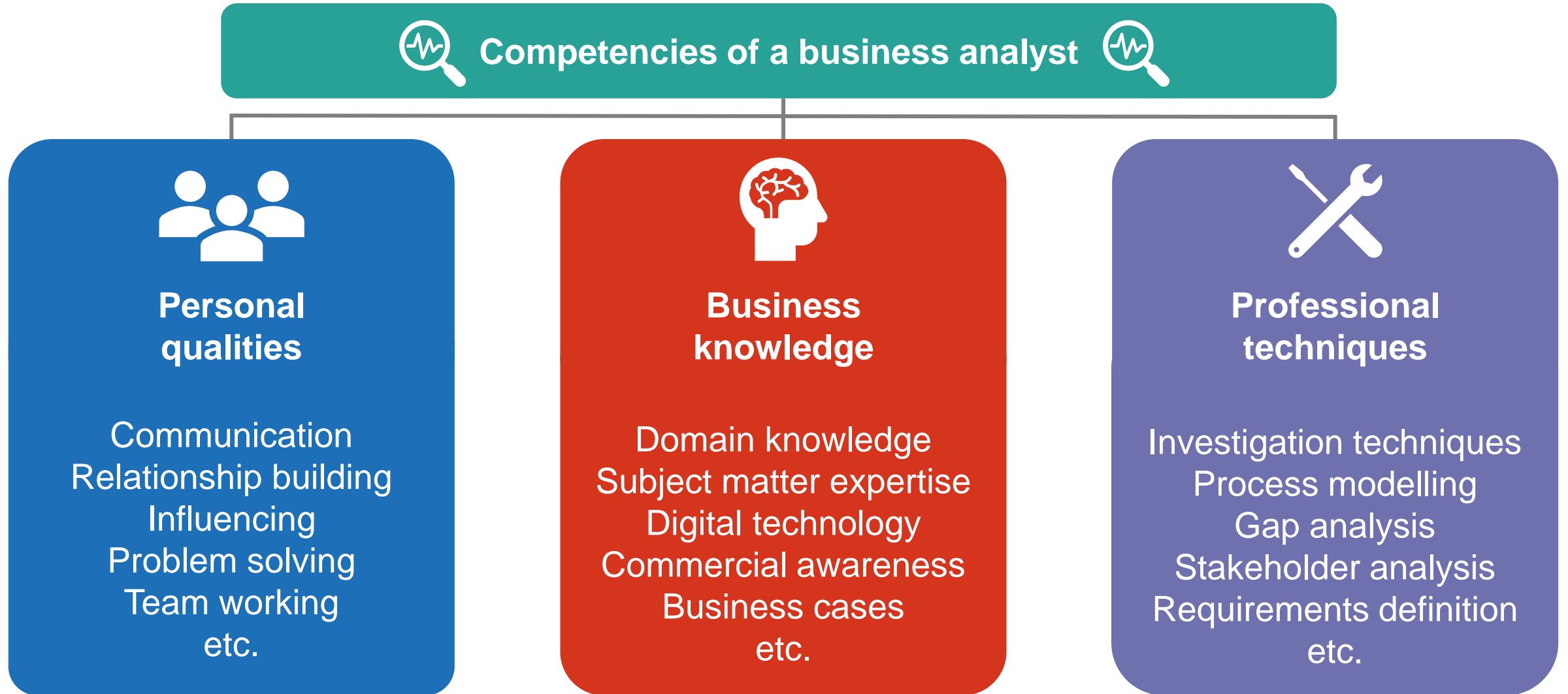


**Role
definition**

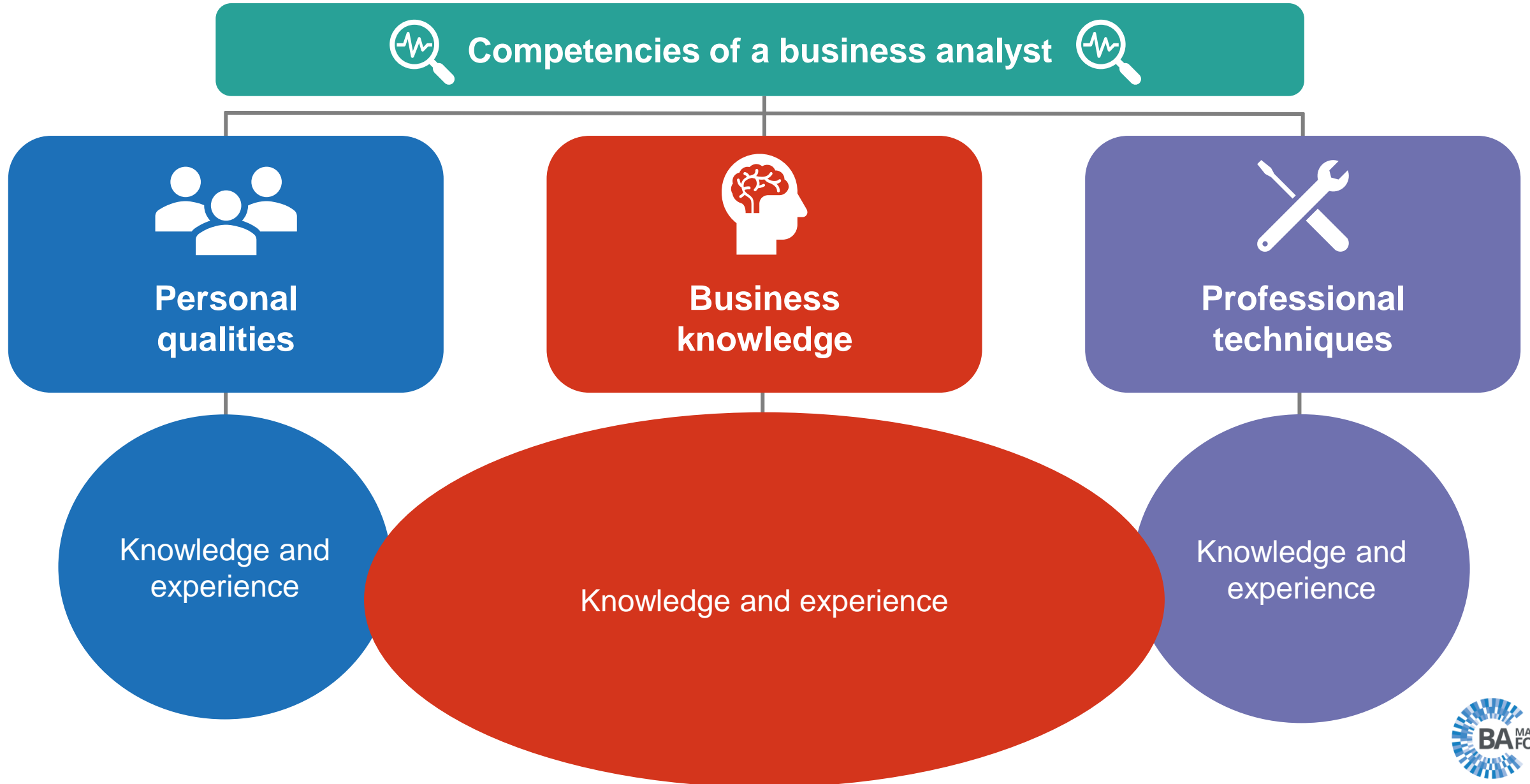


**Agile
transition**

Knowledge Balance



Knowledge Balance



People Factors

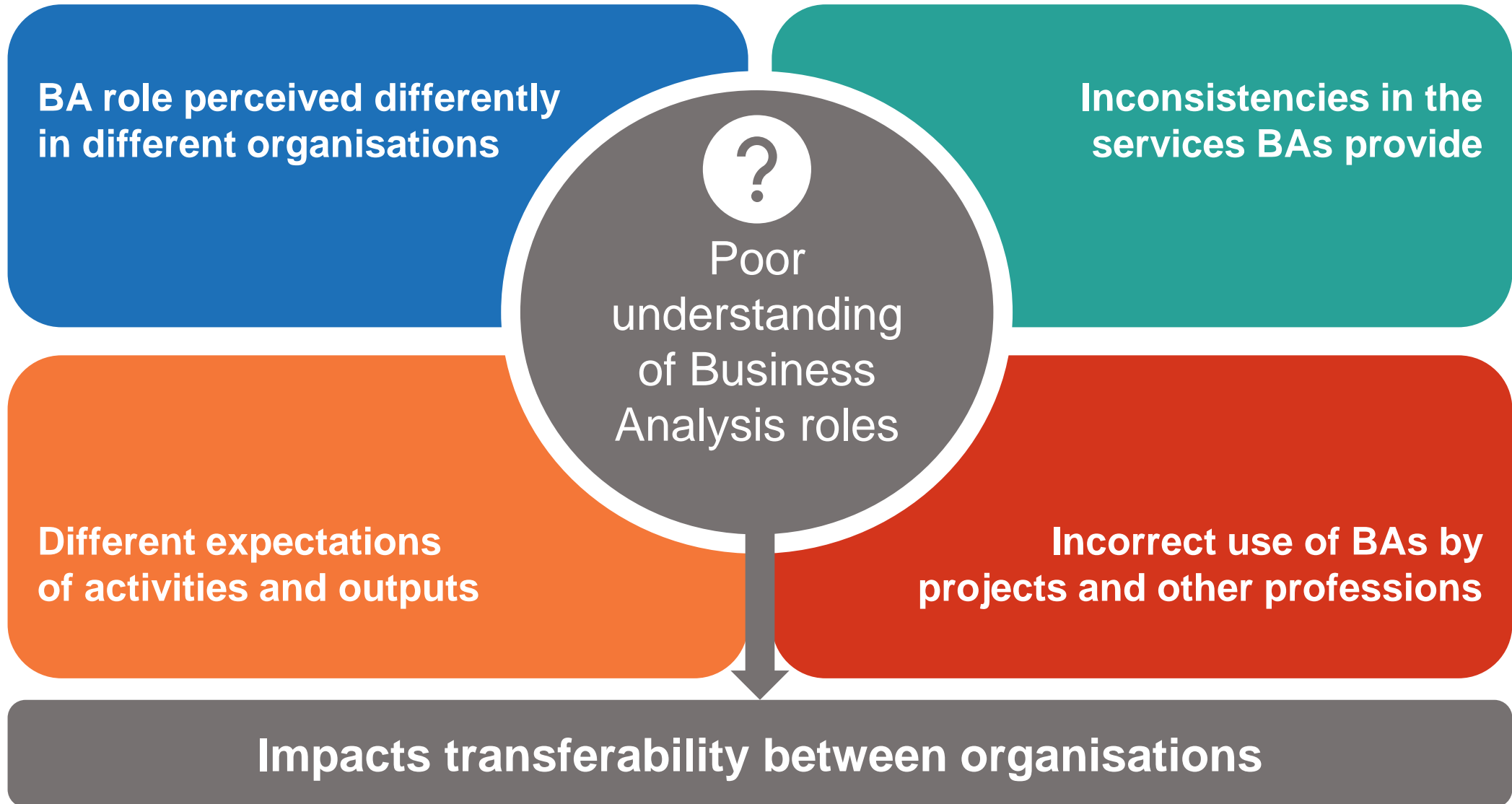
BAs are used to thinking ahead, looking for problems, gaps and risks

BAs connect with people in our roles

BA profession tends to attract analytically minded people

'Accidental' BAs

BA Role Factors



Waterfall to Agile Transition

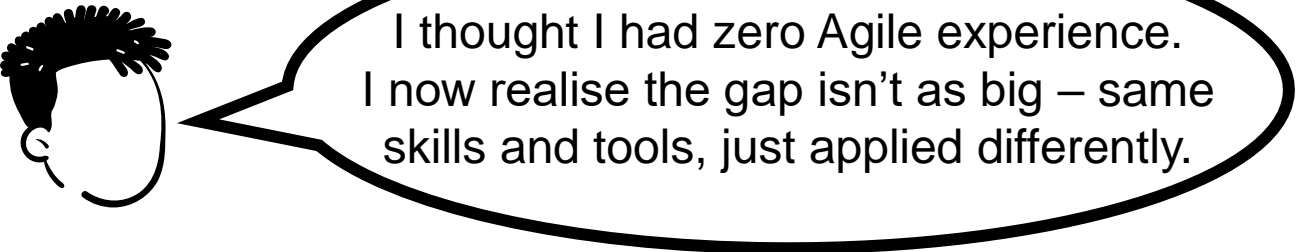
It can be difficult for waterfall BAs to envisage how to apply their skills within Agile BA roles

The myth of “There’s no BA in Agile”

From the outside it looks different

Inconsistent Agile BA practice

Can appear to be a ‘closed shop’



I thought I had zero Agile experience. I now realise the gap isn't as big – same skills and tools, just applied differently.



There's no BA in Agile...

Why does this matter?

Holds people back from reaching their potential



Keeps good BAs off the job market

None of this is good for the BA profession



Blocks succession paths and career progression for others

Prevents knowledge spread



Entrenches misunderstanding of the BA role



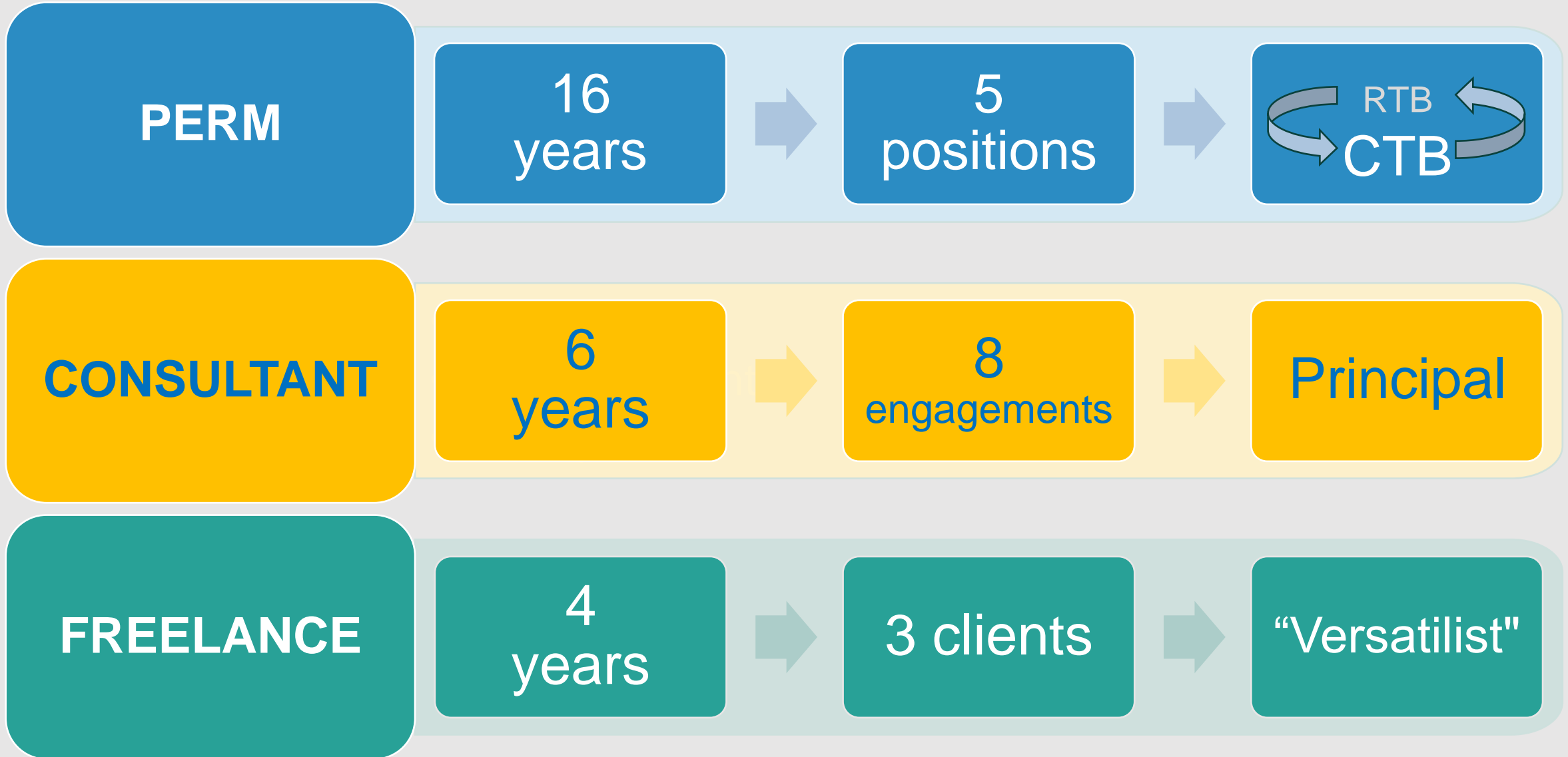
Impacts resource deployment

**What can be done
about this?**

Group Activity 2

- In your groups, think about what can be done to help overcome the problem of feeling institutionalised?
- What actions can you take personally?
- How can you help team members who have fallen into this situation?
- Are there any BA tools and techniques you could use to help?

My Journey to De-Institutionalisation



My Journey to De-Institutionalisation

PERM

Developing skills and expertise (specialisation)

Longer-term roles & responsibilities

Career-path / training determined by others

Appraisals / Bonuses

CONSULTANT

Stay

Leave

Job Security

Glass-ceiling

Sense of conformity

Stagnation

Curiosity

T-shape

Network

Experience

Qualification

Resilience

FREELANCE

My Journey to De-Institutionalisation

PERM

Diverse & Divergent roles / experience

Mid/short-term engagements + extensions

Transactional Projects / Client

Sales Targets

CONSULTANT

Stay

Leave

Reputation

Networking

Skills

Expertise

Competitiveness

M-shape

Sponsorship

Reputation

Agency

FREELANCE

My Journey to De-Institutionalisation

PERM

Flexibility to meet client needs

Mid-term projects & engagements

Contractual / Partnership client relationships

Self-Determination

CONSULTANT

Stay

Leave

Income

Opportunity

Professional Purpose

Personal impact

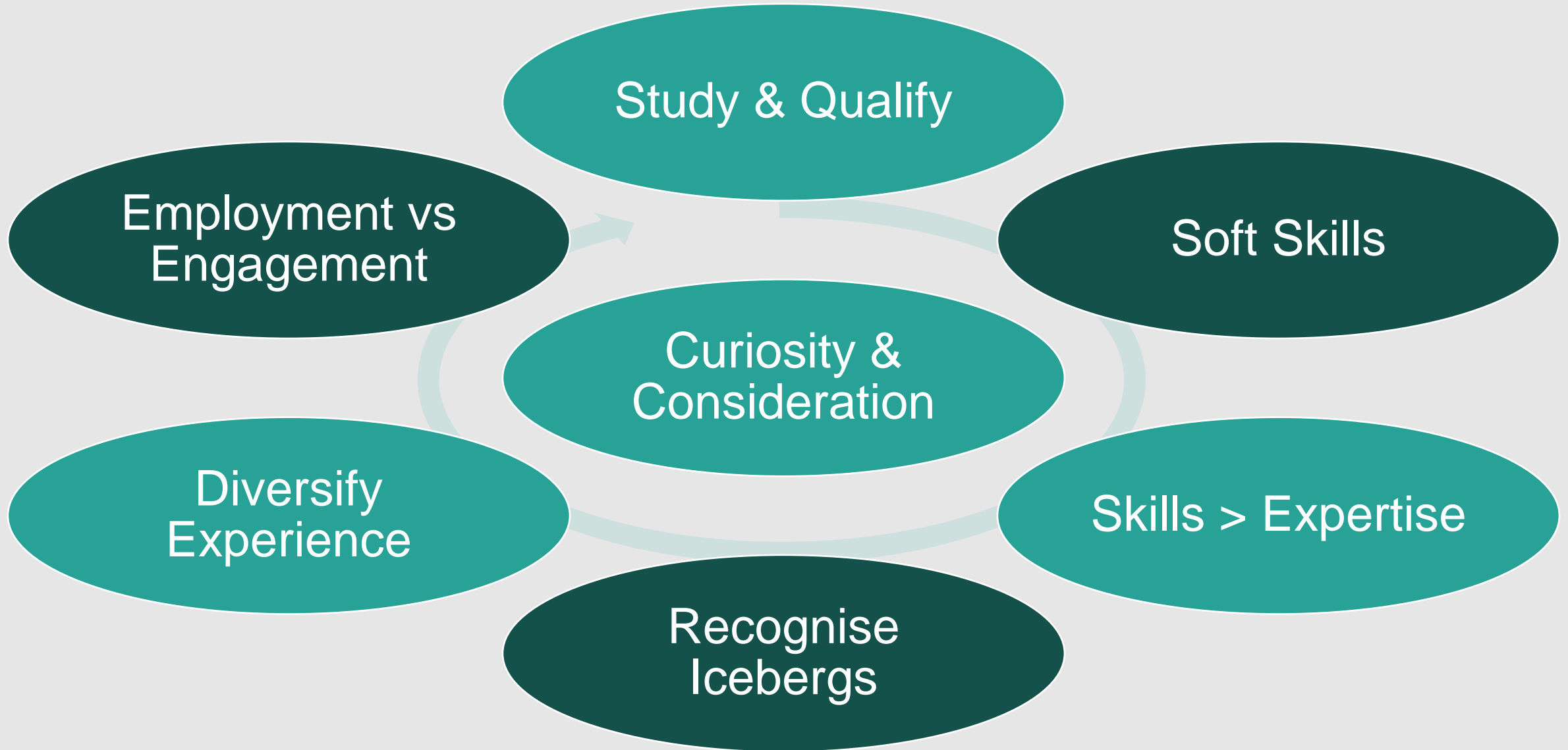
V-shape

Respect

Responsibility

FREELANCE

The De-Institutionalised BA: Top Tips & Cautions



What can I do to overcome this?



Be aware



**Audit your skills
& strengths**



Seek feedback



Invest in your career



**Engage with the
BA profession**



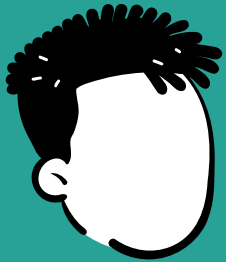
**Use BA techniques
on yourself**

**What can recruiting
managers to help?**

Group Activity 3

- In your groups, look at the attract and repel factors you came up with for activity 1.
- Consider what you as recruiting managers can do to make your roles appeal more to institutionalised BAs.
- What can you do reduce **uncertainty**, lessen the **repel** factors and improve the **attract** factors?

What can recruiting managers do?

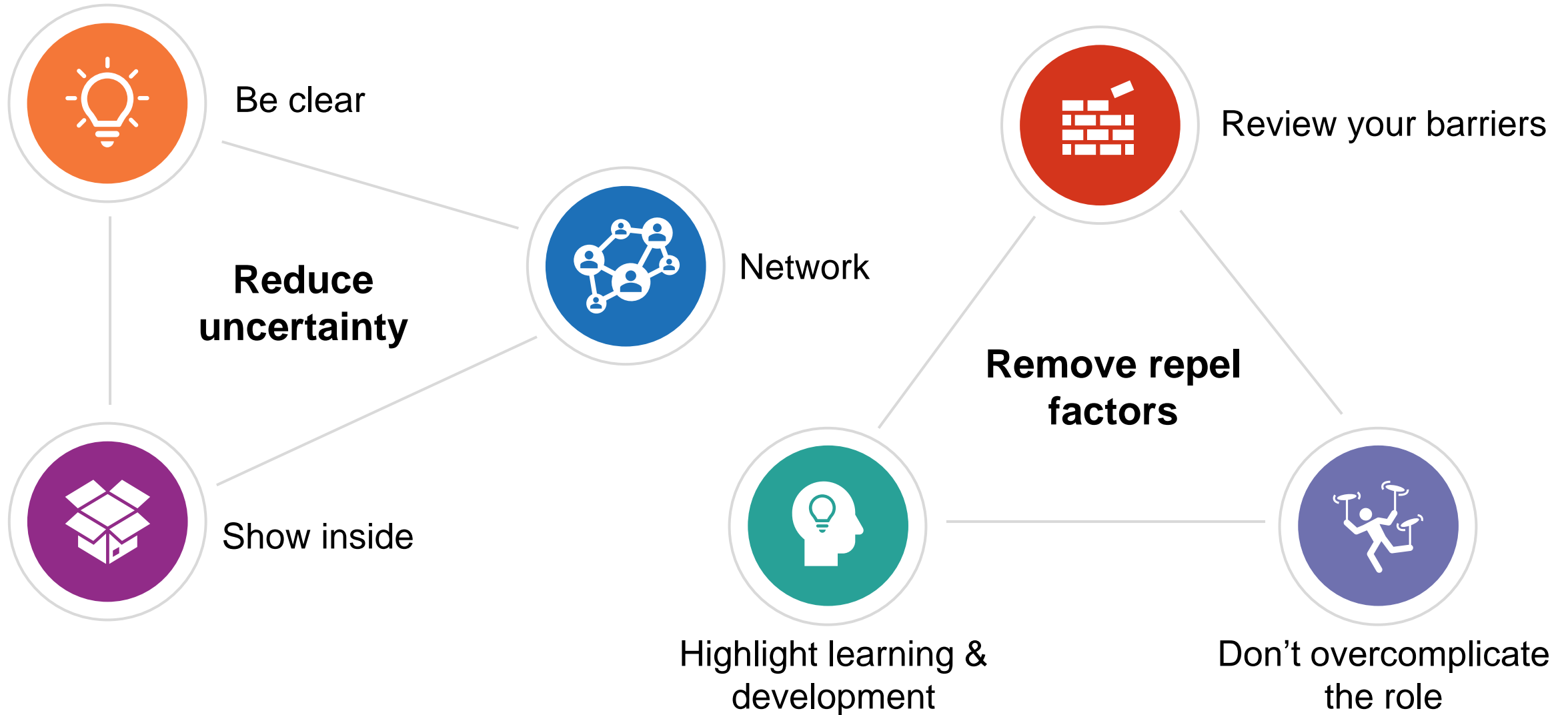


I had no understanding of what the new role was going to be like apart from the 1 hour interview. I needed to feel comfortable to make the move.

I had the company on my radar for quite a while, as I'd seen them at loads of events. I felt they aligned with my values. I liked their ethos. I thought I'd really like to work for them.

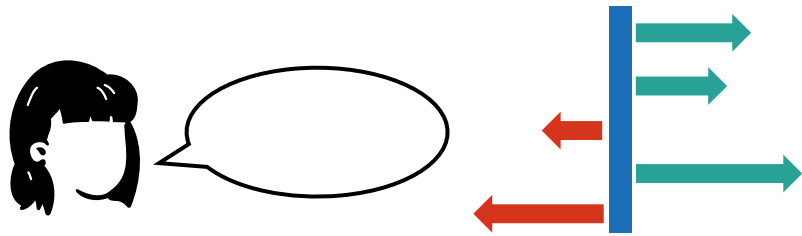


What can recruiting managers do?

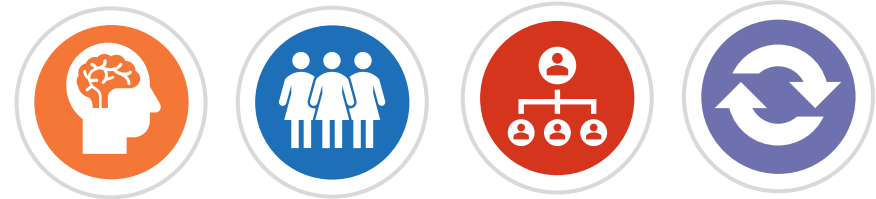


We've talked about...

How institutionalisation can affect us and why



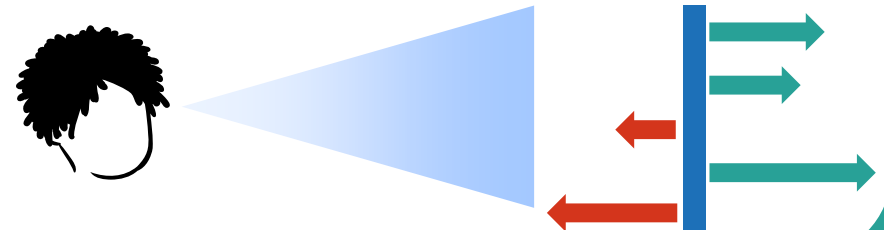
How and why Business Analysis may be susceptible to this



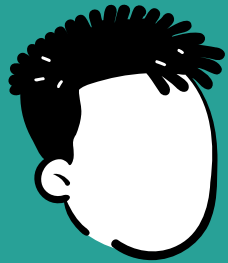
Actions you can take to overcome institutionalisation



Actions recruiting teams can take to reduce uncertainty and barriers



After taking the leap



I'm shocked at how quickly I've settled in. I'm really surprised at how easy it's been to integrate and start adding value.



I realise now that my ability outstrips my confidence!



I now actually believe that I'm good at my job. It didn't matter when people told me before - until I left and did it somewhere else.

I wish I'd taken the step earlier.

I've seen things come full circle a few times which gives me a different perspective than my new colleagues.



Thank you

Any questions?