

BAMF 23rd Nov 2018: Creating an Engaged Team of Business Analysts

The notes below are the consolidated outputs that were identified during 2 workshops held at the BA Manager Forum on 23rd November 2018 (facilitated by Claire Robson).

Exercise 1 – What has made you feel engaged/disengaged?

Engaged	Disengaged
<p>Sense of Purpose</p> <ul style="list-style-type: none"> • Understand and are given sight of the big picture/strategy, and how we contribute to it • Visibility of strategic roadmaps and thinking • Common goal that everyone is working to • Interesting work / new challenges • Visibility of outcomes • Variety of work – projects and tasks • Making ‘the days count’ – sense of purpose • Visible prioritisation • Early engagement in project/change to a project • Clear objectives 	<p>Sense of Purpose</p> <ul style="list-style-type: none"> • No appreciation/knowledge of how your works contributes to the overall business strategy • Don’t understand the vision / lack of vision and roadmap • Not included in the shaping and scoping • Lack of direction • Changing priorities, direction not communicated effectively • Change of workload without planning or prior knowledge • Lack of clear objectives / development plan • Lack of sense of purpose • Top down projects with no buy in from the lower level • Budgets are cut and work is wasted
<p>Proud/Loyal/Feeling Valued</p> <ul style="list-style-type: none"> • Autonomy to do my job and make decisions, gravitas within the role • Mastery – I have the skills to do my job and am respected for it • In control – empowered in my work • Ability to pick where to work to support aspirations and interests • Seeing something go live and the benefits it brings, the value of your work • Sense of achievement • Purpose - Feeling valued, business stakeholders understand and respect the role and see the value in what a BA does • Feel that you are adding value • Allowed to provide upwards feedback • Job security • Organisation stability 	<p>Proud/Loyal/Feeling Valued</p> <ul style="list-style-type: none"> • Lack of understanding of the role, poor perception of the value the BA adds • Undertaking tasks not related to the BA role / project fodder / blurring of roles • Stakeholders not engaged, not giving you the time or dismissing you • BA not PA – seen as admin, meeting organisation and minutes • Filling in for a skills gap in other roles or lack of project resource • Managers not dealing with poor performance • Routine, monotony, no variation • Job insecurity • Roles being off shored • Uncertainty • Consultants brought in rather than giving permanent team members the opportunity to learn • Not trusted

<p>Recognition</p> <ul style="list-style-type: none"> • Structured career path • Opportunities to progress within the role • Professional competency • Fair reward, delivery and recognition • Thanks and acknowledgement that you are doing a good job • Tailored recognition • Clear roles and responsibilities, knowing what's expected of me 	<p>Recognition</p> <ul style="list-style-type: none"> • Lack of career path/opportunities • Unfair salary • No reward, recognition or thanks • Inconsistent praise • Not valued • Fixed perspective of how you should do things, restrains creativity within the role • Lack of structure in the team (roles and responsibilities)
<p>Someone Cares</p> <ul style="list-style-type: none"> • Given feedback, someone valuing you enough to provide constructive criticism • Business feedback provided • Provided with appropriate support • Positive stakeholders • Learning opportunities and relevant training (industry standard qualifications) • Lunch and learn opportunities (broaden business knowledge – company, vision, mission) • Robust personal development – linked to professional and personal goals • Mentoring • Challenging but supportive if required 	<p>Someone Cares</p> <ul style="list-style-type: none"> • Lack of voice • Not communicated to effectively • Micro managed • Not listened to • Dismissive • Critical • Blame culture • Don't feel valued • Being ignored • Lack of challenge • Talked down to • Unrealistic deadlines and time pressures
<p>Part of a Team</p> <ul style="list-style-type: none"> • Strong and decisive leadership • Inspirational leadership – sell the idea to me • Appropriate management • Doing the right thing • Communicated through appropriate method – not just email – talk to me • Being talked to directly • Being able to challenge and question • Good communication (2 ways, sharing, direction) • Having a voice and being listened to • Not command and control • Understanding my life outside work • Work/life balance • Safe environment to try new things – mistakes are forgiven and allowed in order to learn from them • Building and establishing relationships 	<p>Part of a Team</p> <ul style="list-style-type: none"> • Lack of effective leadership / weak leadership • Bad boss • Feeling isolated, lack of support • Team fragmented • Working in isolation • Not belonging – don't feel part of a team • Enforced fun • Poor morale in working environment • Lack of team engagement • Silo mentality – business doesn't work collaboratively • Office politics • Negative culture, getting sucked into a 'Can't do' attitude

<ul style="list-style-type: none"> • Trusting relationship with your line manager • Inclusive environment (not hierarchical) • Peer support • Feeling part of a community / team • Inclusion • Enthusiastic peers and a team spirit • Company values understood and respected • Understand team strategy 	
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Exercise 2 – What have you done to create engagement within your teams, what has or hasn't worked well?

Worked Well	Not so well
<p>Create a BA community / Team</p> <ul style="list-style-type: none"> • Involve the team in creating a vision/ team charter / pictures magazine • Community meetings – both internal and external (national and local) • Developing the company BA practice and skill set • Granting authority /ownership of tools and templates • Encourage autonomy within a framework • Team solving a practice problem, SWOT analysis • Run day in the life of a BA session • Improvisation workshop • Co-location of teams • Lunch and learns – share/contribute and listen – both perm and contractors, invite guest speakers (both internal and external looking, backlog of interesting topics to cover that the team suggest) • Cross domain forums • Regular project updates between the team • BA initiatives • Safe environment • BAs volunteer for areas of work • Myers Briggs / Insights profiling etc – recognise different personality types and how best to engage with them • Strength finder – build on the strengths • Team building exercises / events 	<ul style="list-style-type: none"> • Lack of desire from some to engage with the community • Personalities can impact team spirit and the tone • Engaging the 'bad apples' or recognising if they 'fit' • Morning huddles – worked at first but them became forced and artificial • Must be personal recognition one size doesn't fit all • Don't enforce fun/volunteering (consider diverse workforce needs and people's personal situation) it's ok if people choose not to join in • Team becomes too big, too spread out over different locations and hot desking – need to consider how best to build a sense of team • People not doing the extra things as they feel they don't get rewarded

<ul style="list-style-type: none"> • Organising mentoring / buddies/shadowing and support new team members settling in • Coaching • Shared collaboration site confluence • Celebrating successes / company recognition schemes • Appropriate media/method for communication – confluence, huddles, lunch and learns, team meetings, webex • BA coffee / coffee 4s – random selection of 4 people – no work talk • BA breakfasts • Biscuit factory meetings – catch ups over biscuits • Informal lunch invites on a Friday • BA secret santa • Social events • BA quiz • Team charity events, volunteering days 	
<p>Contribution to the Profession – Career and role development</p> <ul style="list-style-type: none"> • Conferences, IIBA • Host BA event (IIBA sessions) • SFIA • Culture of learning • Competency framework • Training • Career and learning pathways • Team involvement in role profile review • Personal and professional development • Development outside core project work 	
<p>Management</p> <ul style="list-style-type: none"> • Regular 121s • Regular PDP reviews – recommend what can be done to support development, support the team to take ownership • Team writing own goals and defining success • Visible assertiveness – ‘have the team’s back’ • Lead by example • Remove blame culture • 360 feedback • Flexibility – recognise need for work/life balance 	

Exercise 3 Create an Empathy map for an Engaged and Dis-engaged team member

Engaged Team Member

Says	Thinks
<ul style="list-style-type: none"> • How can I learn more? • What else can I do? • Advocate of themselves / what they can offer • Positive mood in all they say and do • I can • I will • Yes – a lot • Yes, I can do that • Of course I'll do it • How can I help • I have options • I have solutions • I feel valued • Come and work with us - positive things posted on Glassdoor / LinkedIn • Thank you • I need help • I love my job / this project • I think we can improve this • Promotes the team and what we do • Willing to share • Provides constructive feedback • Let's work together, how can we solve that 	<ul style="list-style-type: none"> • I'm going to be successful • Thinks ahead • About the bigger picture (outside their remit) • About the possibilities • Creative, innovative thinking • I'm open to new ideas • About progression, future aspirations, their career development within the organisation • I want to be a part of this • How can I help, contribute to the success? • How can we improve things / how can I improve? • Isn't this great • What will today bring • Their boss is great!
Does	Feels
<ul style="list-style-type: none"> • Contributes • Encourages and brings out the best in others • Helps others • Collaborates • Leverages resources and knowledge • Proactive • Looks to bring different things to the table • Positive (spoken and body language) • Do what they say they are going to do • Do love a challenge (and caffeine) • Works hard and to the best of their ability • Contributes to the practice 	<ul style="list-style-type: none"> • Empowered / confident in their abilities • Positive • Valued, useful • Happy, contented • Calm, relaxed • Stimulated • Optimistic • Committed • Loyal • Encouraging • Passionate • Tenacious • Resilient • Supported • Challenged

Does	Feels
<ul style="list-style-type: none"> • Recognises other people • Gives feedback • Volunteers • Challenges constructively • Delivers • Gets involved in initiatives • On time, low sickness • Brings others into the group, inclusive • Is productive 	<ul style="list-style-type: none"> • Enthused • Energised • Happy to come to work • Motivated • Senses others moods • Self satisfaction, pleased with themselves and what they have achieved at the end of the day • Fabulous • Curious • Energised • In control

Dis-engaged Team Member

Says	Thinks
<ul style="list-style-type: none"> • This is a great job (sarcastically) • Nothing • I've got a problem, the problem is (without any solution) • Negative comments • Dismissive to managers • Rants • Gossips – bad mouths everything • You never – You... • Yes, but • I told you so • I'm just a BA • Whatever • I'm fine • I'm too busy • We've always done it this way • I can't / won't • It's them • I can't be arsed • Do I have to? • Why? • No • That won't work • That's not my job • I'm OK, it's not my problem 	<ul style="list-style-type: none"> • I don't have a friend, or anyone I can talk to honestly at work • When can I go home, what's the earliest I can leave? • This job is rubbish • The public (stakeholders) are mean • My boss doesn't like me • About leaving • It's them, not me • It's not my problem • I can't say anything • Things won't change • This is my role / isn't my role (narrow) • I'm right, nobody listens • Negatively • It's just a job • Nobody cares • Short term • Blame culture • It's unfair • I want to work somewhere else • Who do they think they are? • Here we go again • They are superior • The strategy is flawed • Leadership is weak • I'm not good enough • The organisation doesn't work as I think it should

Does	Feels
<ul style="list-style-type: none"> • Goes home at 5pm on the dot • Short tempered with customers • 'Computer says no' • Scans for other jobs • Moans • Poor quality work • The bare minimum • Anything but their work • Nothing • Less than everyone else • Withdraws from interactions • Cries • Active harm / terrorist • Counts bad things on their fingers • Is off sick, a lot • Avoids non-core role activities • Doesn't volunteer • Doesn't join in or contribute • Doesn't engage with things outside work • Doesn't go the extra mile • Negative body language • Disrupts / detracts • Brings problems without solutions • Blames others • Focuses on the negative • Tries to destroy things • Watches the clock • No eye contact 	<ul style="list-style-type: none"> • Ill – a lot • Undervalued • Attacked • Victimised • Low self-esteem • Isolated, left out • Sad • Annoyed • Upset • Frustrated • Angry / aggressive • Worthless • Victimised • Paranoid • Dis-empowered • De-motivated • Unhappy / low • Anxious • Stressed / under pressure • Bored • Sidelined • Disadvantaged • Continuance commitment (long serving and think they are owed) • Fear of the end of a project / fear of change