From Skepticism to Advocacy:
Selling Business Analysis to Reluctant Stakeholders

Adrian Reed
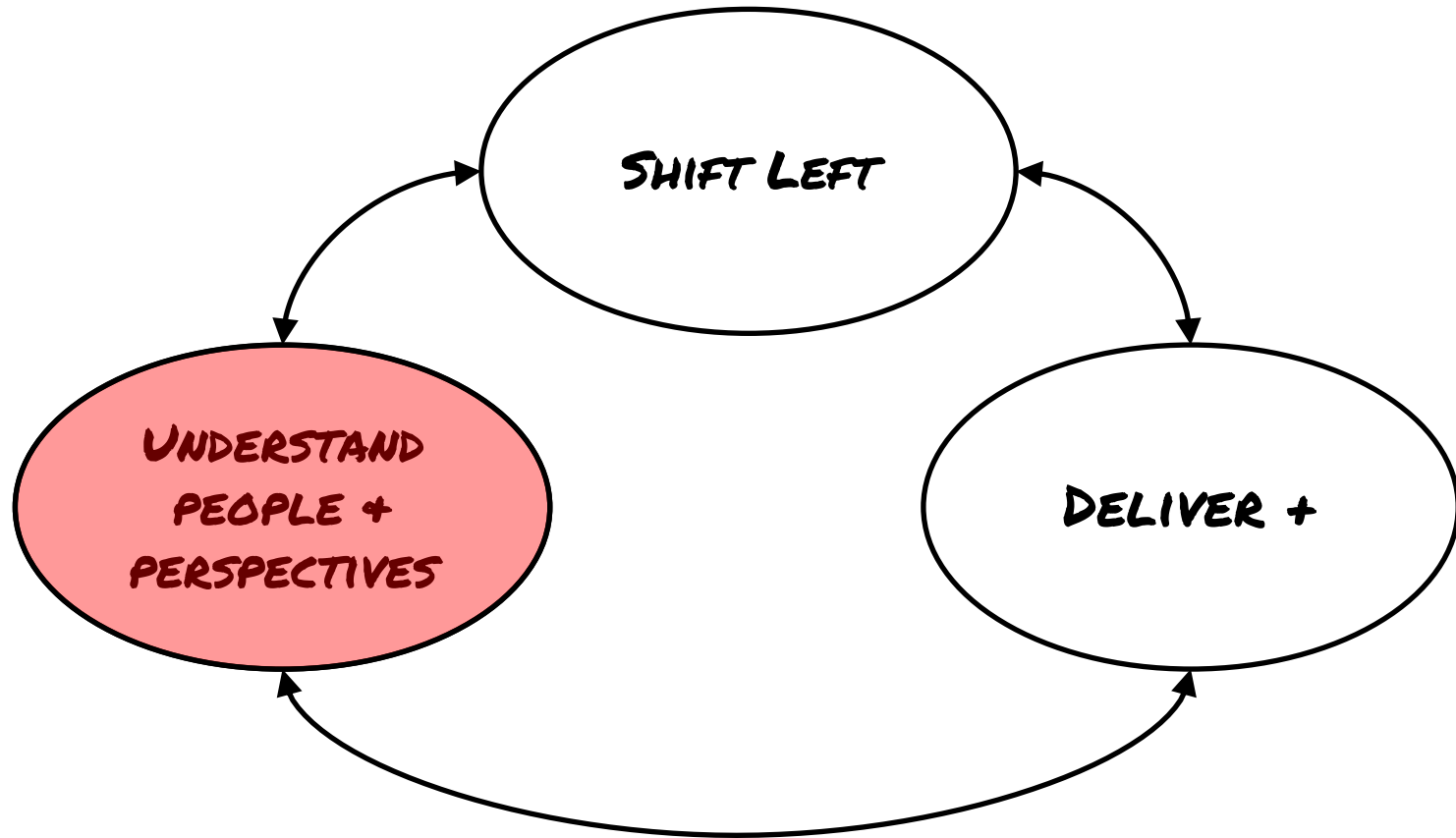
Ever had to 'sell'...?

1. Project/product

2. Approach

3. Whole idea of business analysis!

What is a

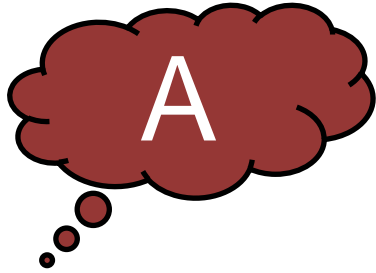# **Library**

for?

What is a library for?

- A place to borrow books?
- An institution that encourages research?
- A place to catalog knowledge?
- A public service to provide internet access and reduce the 'digital divide'?
- A meeting space for community groups?
- A quiet place to relax?
- A place to bring a laptop and work?
- … Something else?

Perspectives: PQR

Do P by Q in order to contribute to achieving R

"A system to_____by _____
in order to contribute to achieving _____"

"The library service exists to encourage knowledge sharing and research among local residents. It does this by providing books and digital resources, free at the point of use, in order to contribute to a more educated and informed population"

"The library service exists to provide learning resources and access to digital services to all. It does this by providing free-to-use computers, alongside advice, training and guidance. It does this to encourage learning, and decrease the 'digital divide' that inhibits some residents from accessing online services.
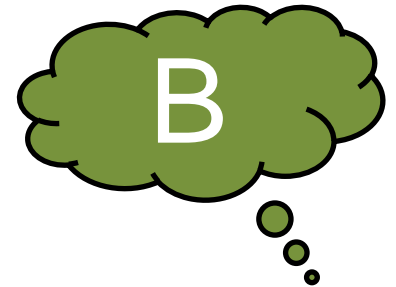
Name

"Strapline....."

Bio/Demographics	Goals/Needs	Motivations	Frustrations

Personality	Preferences / Likes		Tech

Name

"Strapline....."

"Erica" the Exec
"Lukas" the user

Bio/Demographics	Goals/Needs	Motivations	Frustrations
	ROI Strategic fit Minimal disruption	Market pressure Get my job done!	It's taking too long! Too many screens!

| Personality	Preferences / Likes		Tech

FILL YOUR OWN SNOW GLOBE

Was £1.00
Now £0.50

£1

1,000 songs in your pocket

How would you... Features...

"Which means that..."
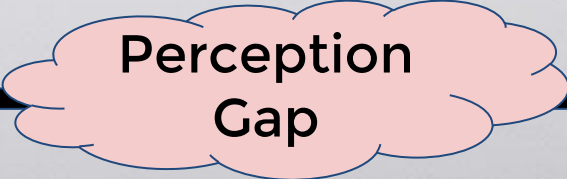
| Feature	Benefit
Pre-project problem analysis	De-risk the whole project by doing the right thing. Save money. Reduce timescales.
Feasibility analysis	Helping you to "pick the winners" and make informed decisions about which projects to progress
Etc...	
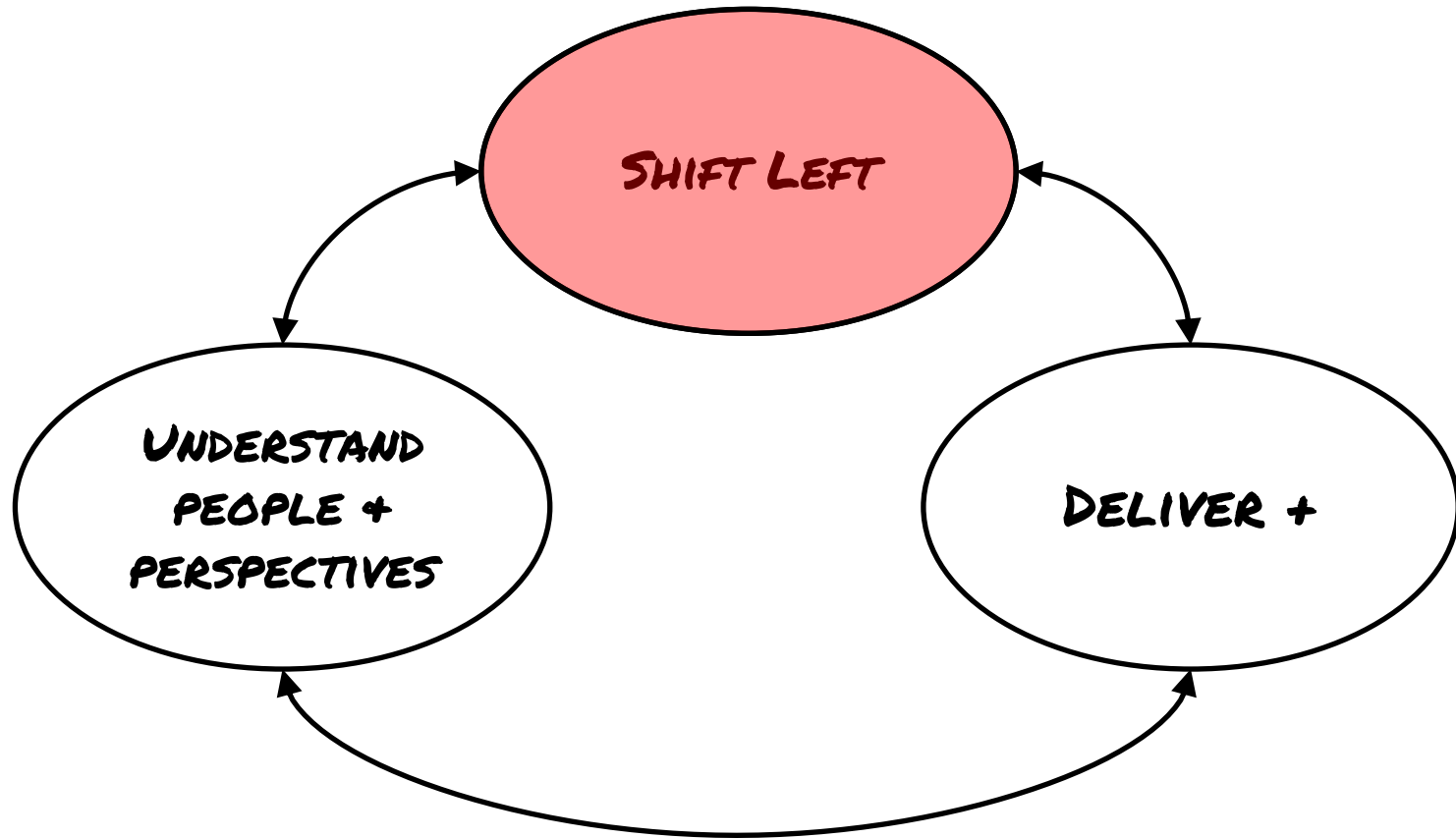
Being Influential
Just Another "Resource" or Trusted Advisor?

	Level 1	Level 2	Level 3	Level 4
Level of Trust	Neutral or distrustful *Transactional*			Complete trust *Relational*
Approach and involvement	Minimal or non-existent			Engaged early, comfortable, history of trust
Concern	Getting foot in the door and 'being liked'			Being an "outside insider" and trusted advisor
Pitch/BA Offering	Standard, non-tailored, "body-shopping"			Contextual. Focus on benefits and outcomes
Point of Contact	Resource Manager, Project Manager etc.			"Networked" Throughout the company

Perception Gap

Adapted from Lytle, 2012 (see references)
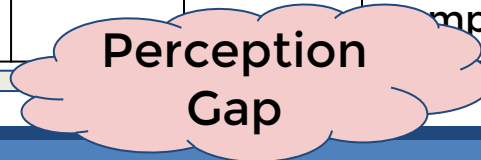
Examples of levels...

Level 1

We've bought a new system. Write me some user stories. You have 2 days.

I need 2x BAs for 20 days, that's 40 days effort in total

Levels 2-3

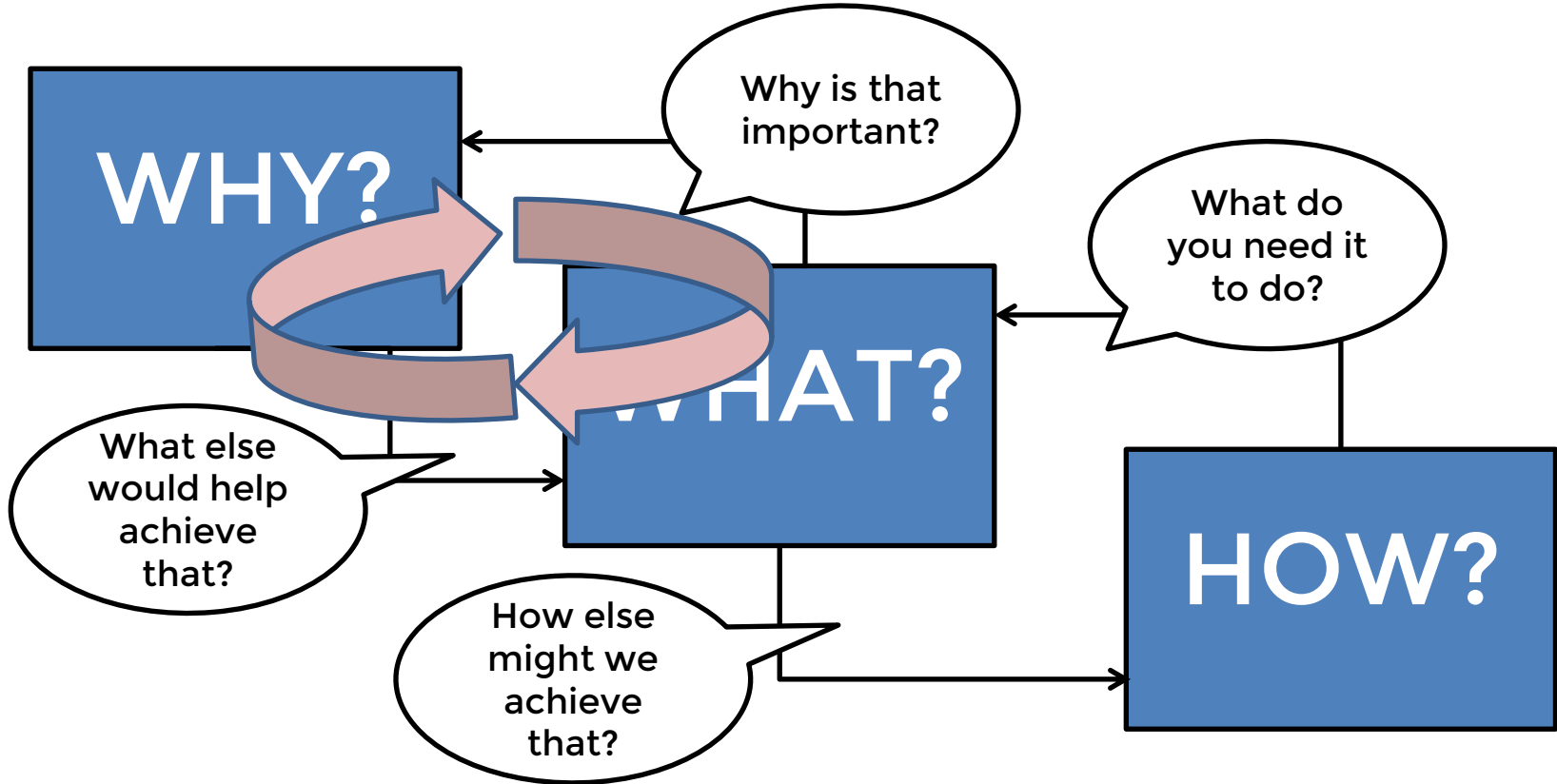We're *thinking* of buying a CRM system. Can you help?

We're making some process changes. Is Sam available? She's the only BA we like.

Level 4

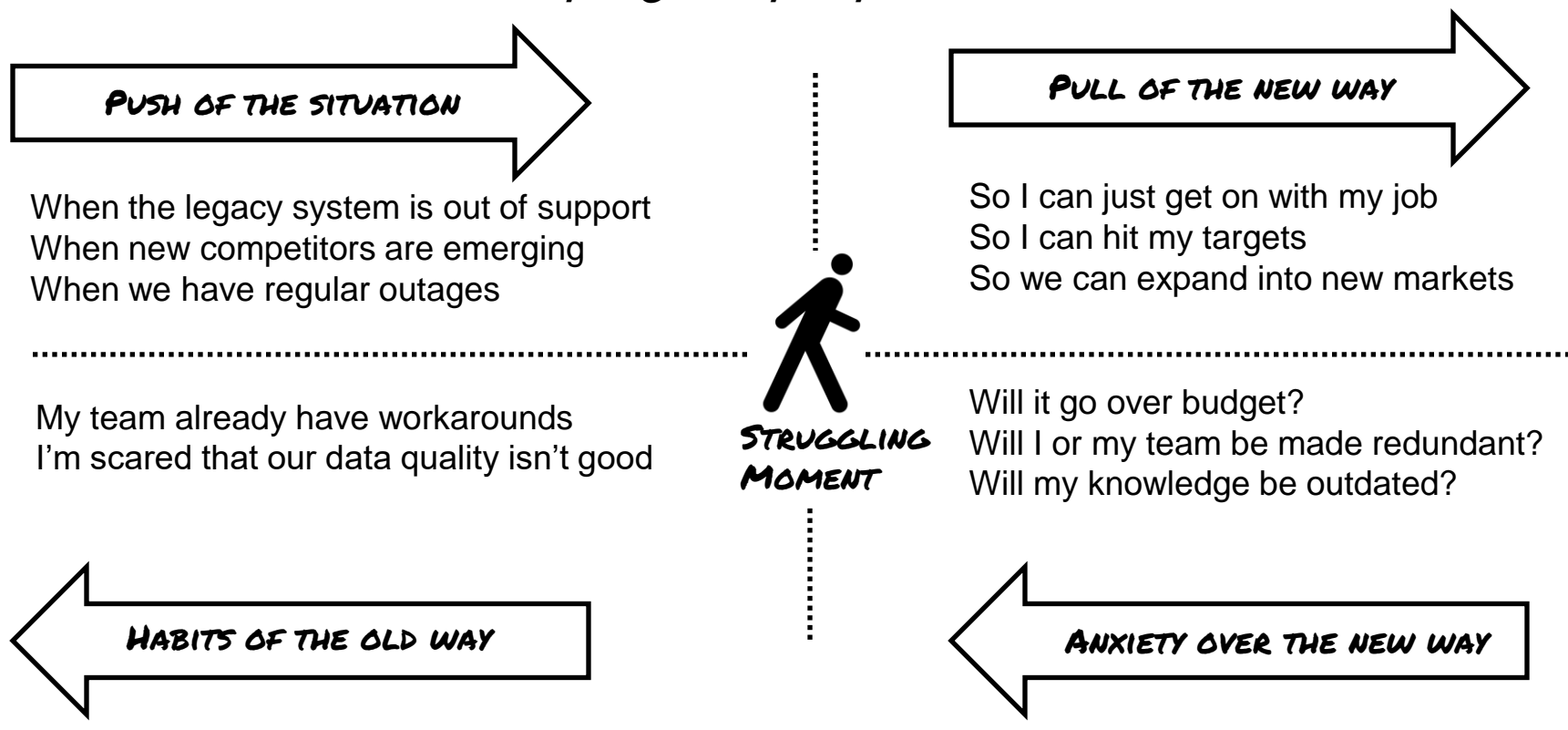We have a problem with customer retention. Can you help?

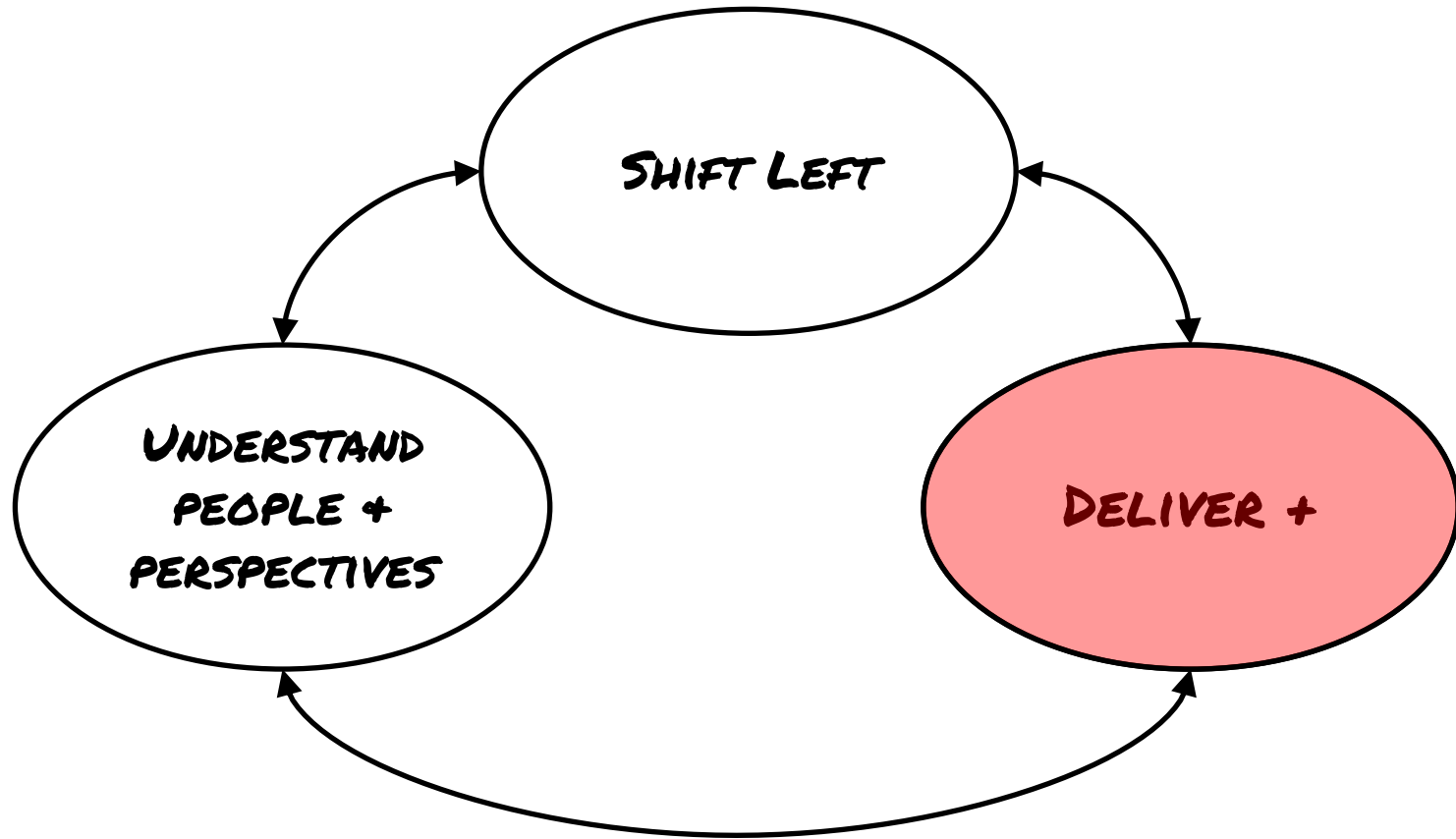Our biggest risk is our legacy IT system. Can you help?

Climbing The "Why Stack"

Struggling Moments

Sell the progress people want to make

PUSH OF THE SITUATION →

When the legacy system is out of support
When new competitors are emerging
When we have regular outages

PULL OF THE NEW WAY →

So I can just get on with my job
So I can hit my targets
So we can expand into new markets

STRUGGLING MOMENT

My team already have workarounds
I'm scared that our data quality isn't good

Will it go over budget?
Will I or my team be made redundant?
Will my knowledge be outdated?

← **HABITS OF THE OLD WAY**

← **ANXIETY OVER THE NEW WAY**

Shifting Left: Asking For The Sale

Business Analysis Approach

How we can help you

- Give them something to say "yes" to

- Own the process (so it doesn't 'own' you)

SOCCER STAR

MORTON F

FIFTEEN

Design the Stakeholder *Experience*
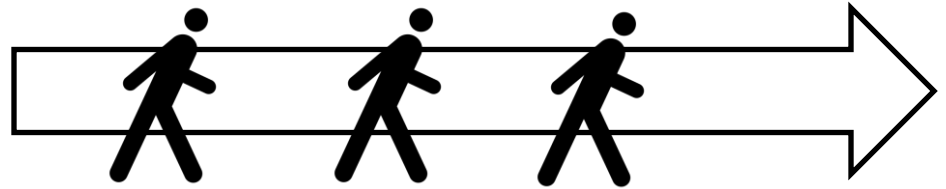
What are the

"Moments of Truth"?

Shout About Success!

Summary

Shift Left

Trusted advisor,
Level 1-4,
Struggling moments
Climbing the "Why Stack",
Asking for the sale

Understand people & perspectives

PQR,
Personas,
Features & benefits.

Deliver +

Deliver
Story telling
Shouting about success
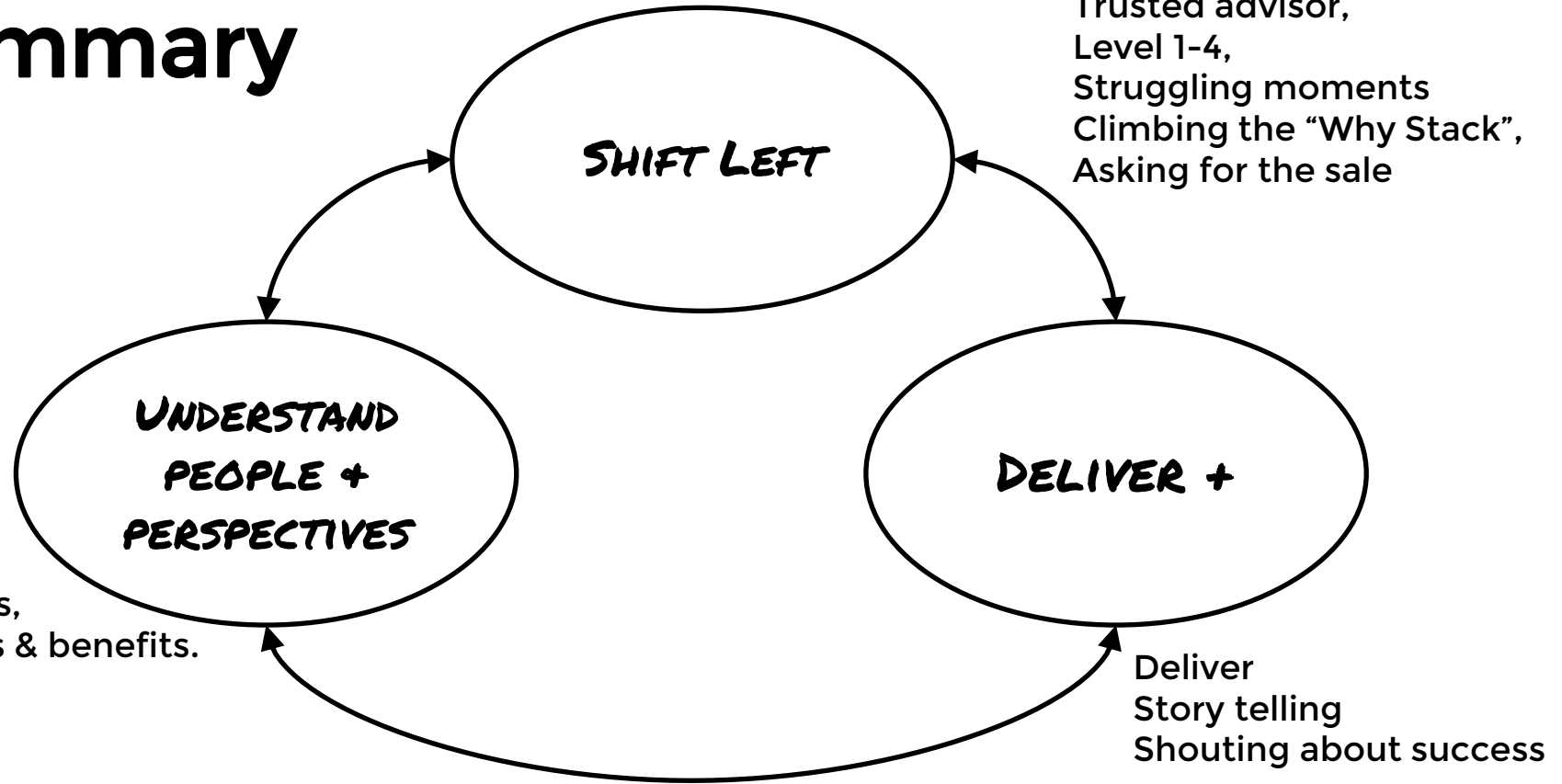
Thanks!

.....stay in touch

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Pořadatel

Děkujeme našim partnerům

References

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