



Let's Collaborate Not Tolerate

Paula A. Bell Consulting, LLC



Kindergarten Cop "Shut Up"— compliments of YouTube - Tony DiFranco (3:06)

Objectives

- HOW TO **BUILD** A RELATIONSHIP WITH YOUR PM OR BA
- HOW TO FOSTER A **COLLABORATIVE** ENVIRONMENT
- HOW TO **MAINTAIN** A POSITIVE PARTNERSHIP



Building the Relationship - The Foundation

- STEP 1: Be realistic
- STEP 2: Make good on your word
- STEP 3: Admit your mistakes
- STEP 4: Listen, listen, listen
- STEP 5: Recognize
- STEP 6: Open communication
- STEP 7: Stay Connected



Building Relationships



Learn Each
Other



Set Expectations



Stay Connected

BUILDING RELATIONSHIPS

TOOL

□ BA/PM Template

Business Analyst & Project Manager Agreement

Project Name:
Business Analyst:
Project Manager:

| BA Targets | Agreed Upon BA Duties | BA & PM Comments / Feedback |
|---|---|--|
| Requirements Process Management | Detail the deliverables that the BA will be expected to provide to the PM. Some questions to answer: <ul style="list-style-type: none"> • What approach will be taken to requirements management? • What methodology will be used? • What deliverables will be required by the BA? • What is the communication plan? | (Detail the discussion between the PM and BA: The BA will explain each deliverable and objective to the PM so that the PM is provided with complete clarification on the role of the BA. The BA and PM will discuss and determine together the appropriateness of each deliverable or objective to the PM's project. The discussion will answer the following questions, at a minimum: <ul style="list-style-type: none"> • Does the PM understand the role and responsibilities of the BA? • Does the PM still agree that a BA is needed for the project? • Does the PM expect the stated deliverable or objective to be needed for said project? • Does the PM agree to provide feedback on the stated deliverable or objective? • Does the BA agree to provide any necessary explanation and follow up discussion to ensure the PM is comfortable in his or her understanding of the BA role and the need for a BA on his or her project? • Do the BA and PM agree to meet regularly to update this document and discuss the BA's progress on the project? |
| Requirements Document Management | Detail the deliverables that the BA will be expected to provide to the PM. Some questions to answer: <ul style="list-style-type: none"> • What documents will be created? • How will those documents be maintained? • How will the requirements be gathered? | |



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Big Bang Theory - Effective Collaboration - compliments of YouTube - Marc Hooton (1:47)

Collaborative Environment

DEFINITION:

Collaboration is **working with each other** to do a task. It is a recursive process where two or more people or organizations **work together** to **realize shared goals**, (this is more than the intersection of common goals seen in co-operative ventures, but a deep, **collective**, determination to reach an identical objective).

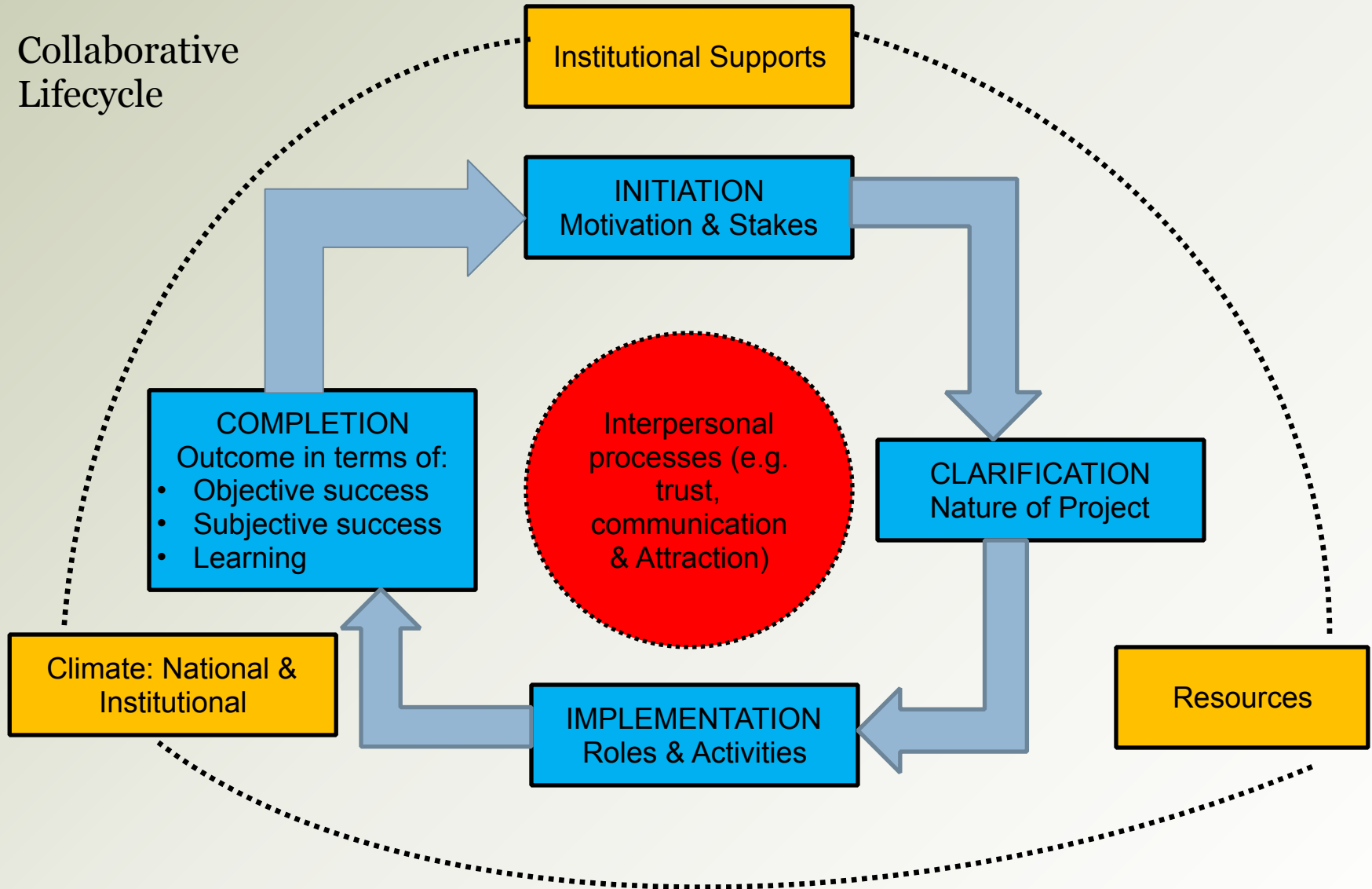
Collaborative Environment

BABOK V3.0 DEFINITION:

Collaboration is the act of two or more people working together towards a common goal.

Collaborative Environment

Collaborative Lifecycle



Research - Harvard Business Review

Lynda Gratton & Tamara J. Erickson - Collaborative Teams

- Major initiatives, acquisitions or IT system overhauls rely on large, diverse teams of highly educated specialist to get the job done. These teams are created quickly to meet an urgent need.
- **Research that consisted of:**
 - 15 multinational companies
 - Focused on team behavior
 - Used a range of statistical analysis
 - Considered more than 100 factors, such as the design of the task, and how the company culture might contribute to collaboration
- **Findings:**
 - Team Characteristics
 - Complex Teams
 - Size of Teams
 - Virtual Teams
 - Diverse Teams
 - Out of the 100 plus facts they were able to isolate eight practices that correlated with success that appeared to help teams overcome substantially the difficulties that were posed by size, long-distance communication, diversity and specialization

Research - Harvard Business Review

- **Eight Factors that Lead to Success:**

1. Investing in signature relationships practices (*Royal Bank of Scotland*)
2. Modeling collaborative behavior (*Standard Chartered Bank*)
3. Creating a “gift culture” (*Nokia*)
4. Ensuring the requisite skills (*PriceWaterhouseCoopers*)
5. Supporting a strong sense of community (*ABN Amro*)
6. Assigning team leaders that are both task- and relationships-oriented (*Marriott*)
7. Building on heritage relationships (*Nokia*)
8. Understanding role clarity and task ambiguity (*British Broadcasting Corporation (BBC)*)

Research - Harvard Business Review

- **Key Learnings:**

- Strengthening your organization's capacity for collaboration requires a combination of **long-term investments—in building relationships and trust, in developing a culture in which senior leaders are role models of cooperation—and smart near-term decisions about the ways teams are formed, roles are defined, and challenges and tasks are articulated.**
- Practices and structures that may have worked well with simple teams of people who were all in one location and knew one another are likely to lead to failure when teams grow more complex.

Collaborative Environment

How Do You Collaborate?

1. Invest time upfront building relationships
2. Communicate goals
3. Define roles and responsibilities
4. Teach negotiation and influencing skills
5. Ensure the team leaders have coaching and mentoring skills
6. Leverage collaborative skills
7. Model collaborative behavior



Collaborative Environment

Exercise 2



Collaborative Environment

Exercise 2

Instructions:

1. Split into groups
2. Designate someone to be the speaker for your team
3. You have 5 minutes to complete the exercise

Question:

If you could ask just one question to discover a person's suitability to be a Business Analysis Leader, what would your question be?

Collaborative Environment

Exercise 2

Group Discussion



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Maintaining the Relationship

- Be consistent with how you built the relationship
- Handle conflict





Seabiscuit - "Why Are You So Mad?" Movie Scene - compliments of YouTube (3:18)

Maintaining the Relationship

Handling Conflict

- Identify the root cause of the problem
- Determine your role in the problem
- Put yourself in the other person's shoes
- Put your energy into things you “can do” rather than complain about what you “can't do”
- Maintain perspective and sense of purpose
- Come to an agreement
- Learn from the conflict to not repeat it



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Death Crawl Scene from Facing the Giants - compliments of YouTube - Tony DiFranco (5:37)

Coming soon.....

2017

- A new way to approach business analysis and leadership
- A framework that will peak your interest
- Leveraging Martial Arts to become a phenomenal BA and Leader



CONTACT INFORMATION

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