

Hello everyone 😊

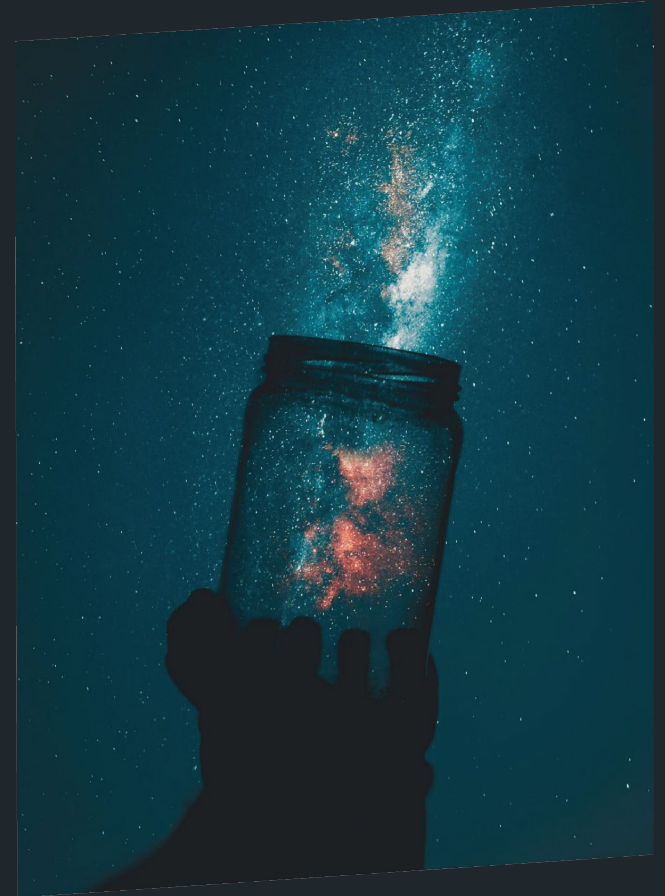


1 point if you can guess the movie ;)

- You'll be muted by default until Q&A session
- For a better experience make sure no software is downloading
- Feel free to ask any questions in the chat, even if they seem obvious. You're doing a favor to other attendees.

How to investigate stakeholders' needs

Actionable advice from field experience



Who are we?



Bandjou

- Ephec – International trade
- Institut Cooremans - Mgt of International Business
- Operations Expert & Client service (8Y)
- Continuous improvement Coordinator (2Y)
- BA – PM (4Y - consultant)

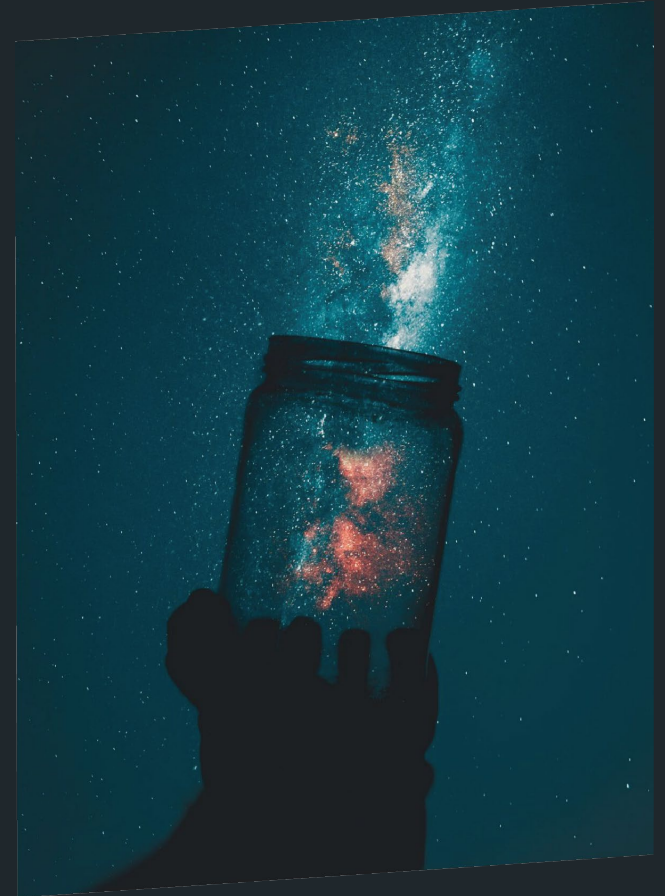


Julian

- ULB – Journalism & Communication
- VUB – European Media
- Vlerick – Master in General Management
- PMO (1Y)
- Business analyst (4y)
- Process analyst (1Y - consultant)

Agenda

1. Expectations
2. What's a business analyst?
3. Discovery
4. Stakeholders
5. Refining
6. Wrong information



What to **expect**?

- How to **identify**, **reach** and **manage** your stakeholders.
- Be more efficient by recognizing what is in your **scope** and **communicating** it clearly to your stakeholders.
- Stakeholders will see you as a close **co-worker**, and not (only) the person asking difficult questions.
- Get tips to gain your **stakeholders' trust**.
- Understand the **pitfalls** of not having a correct information.

What not to **expect**?

- No specific methodologies
- The steps to analyze the information
- What to do with the information
- How to do the follow-up

What's a business analyst?

- Translator between business and IT
- Tackles root-causes
- Structures and standardizes communication
- Works on a problem, not a solution
- Makes people work together
- Why are there more BA now?
 - More IT Projects
 - Companies become more mature



What about processes?

- Clarify activities
- Increase companies' maturity level
- Creates accountability
- Process-focused companies (vs function-focused)
- Process analyst vs process manager vs process architect vs process owner



DISCOVERY

01



First things to do when you arrive at the client?



- Helpful & humble attitude
- Clear agreement on the scope before you start working
- Get to know the organization proactively
- Structure & centralize the information that you receive
- Listen listen listen !

What should be your mindset at that point?



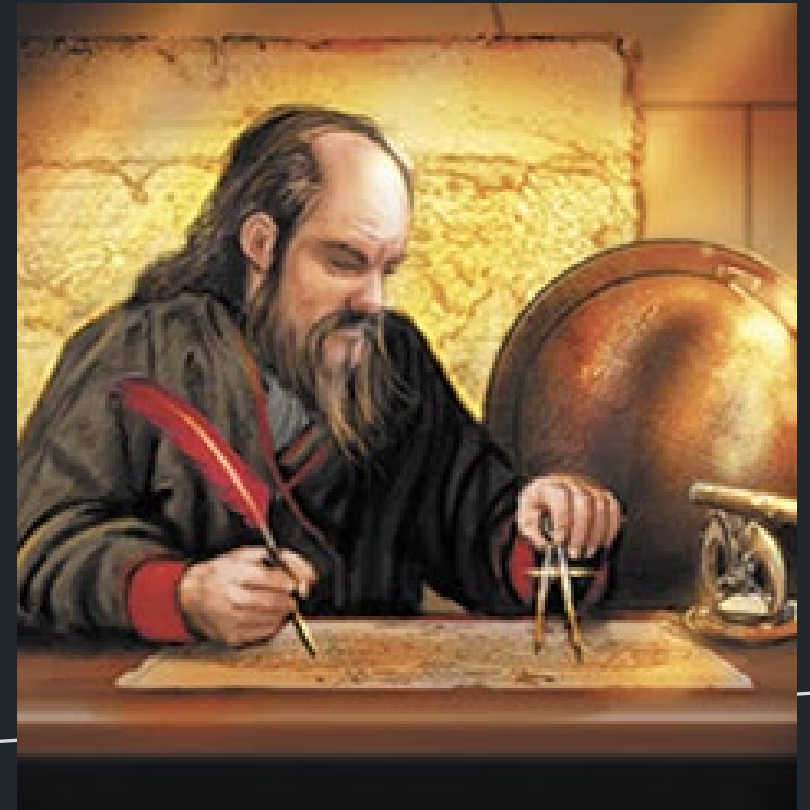
- Be ready to be spend a lot of time figuring out things **by yourself**
- Everything you do should have an **added value**
- There are no problems, only solutions
- Don't be afraid to contact (high-level) people who never heard of you
- Keep on going & keep the end goal in mind

Stakeholders



How do you find and reach stakeholders?

- **Ask** around: who does what? Who is the owner of what? Who is the expert of which field?
- **Map** the stakeholders: department, team, position...
- **Use ice breaking** sentences or topics, especially now that meetings are mainly digital
- Understand how your work **impacts** them
- Understand their overall needs regarding your scope



How do you communicate with stakeholders?

- Prepare every single meeting/discussion
- Express the context of your mission
- Importance of talking to people in their own language

What to ask to your stakeholders?



- What are your pain points?
- Why was this problem/topic at the top of problem list?
- How do they intervene in the topic?
- How are their teams impacted by this topic?
- Do they know which teams/departments come before and after them in the E2E process?
- Do they know how the data they work with are built?
- Do they know who is the expert for this topic at organization-level?

How do you proceed after meeting stakeholders?

- Importance of email recaps
- Communication plan
- Plan workshops ASAP

How do you capitalize on the first stakeholders' meeting?



- Present your first findings to your manager
- Break silos by identifying similar issues between teams
- Take the lead and bring up issues people never thought to escalate

Refining

What to do after the initial meetings

03

How do you refine the goal, scope and problem statements of the projects?

- Clarify the problem for Management and employees
- Clarify why is it problematic
- Is it a system-related issue or a people-related issue?
- It is necessary at that point to make sure that those elements are agreed upon by everyone

How to capture needs?



- No matter the format (process, requirements, etc.) it's always important to **keep stakeholders talking**
- **Nomenclature** is important, you need to keep the same terms between documents and make sure that everyone understand them in the same way
- Whatever actions is required, a person must be **responsible** for it (or team)
- Clear **triggers** and **outcomes** must be defined

How to ensure validation?

- Validation should be **explicit** to avoid misunderstandings and rework
- **Written** validation as evidence in case of conflict
- Last chance to make sure that
 - **Accountability** is clearly defined
 - **Doubts** are removed

WRONG INFORMATION



What could happen if you have the wrong information?



- If you share it, **you** will be the source of the mistake
- Management could use that information to go to higher management
- **Systems** could be based on erroneous data
- **Processes** could have bottlenecks, dead ends, etc.
- Loss of **trust** and **reputation**
- Could be damaging as an external consultant
- It is always better to say you don't know and ask, than provide dubious intel!

A man with a mustache, wearing a blue tracksuit with red and white stripes, is giving a thumbs up and holding a soccer ball. The background is a solid blue color.

THANK YOU!

Like in Marvel films, stay for the bonuses!



6 key takeaways

A.k.a the summary, but this sounded fancier. Feel free to screenshot!



Nurture good

RELATIONS



Reach out

PROACTIVELY



Be transparent and

COMMUNICATE

CLARIFY

everything you hear



OVER PREPARE

before every meetings



VALIDATE

explicitly everything



In case you have questions



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We translate our client's vision into **Efficient Operating Models**.

65

Steepers

3

Energies

4

Competence Centers



Brand Leader
Tristan DUMONT



Strategic Foresight

Co-design adaptable strategies



Governance

Evolve Business Operating Models



Delivery

of solutions or consultancy expertise

- **Strategic Foresight**
- **Agile Operating model**
- **Program Governance**
- **Change Management**

We bring results, not reports

