

Lean Business Analysis through Decision Making



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The Plan

1. It's all about Decision Making
2. The Decision Making Process
3. What to do when stuck



What is Analysis anyway?

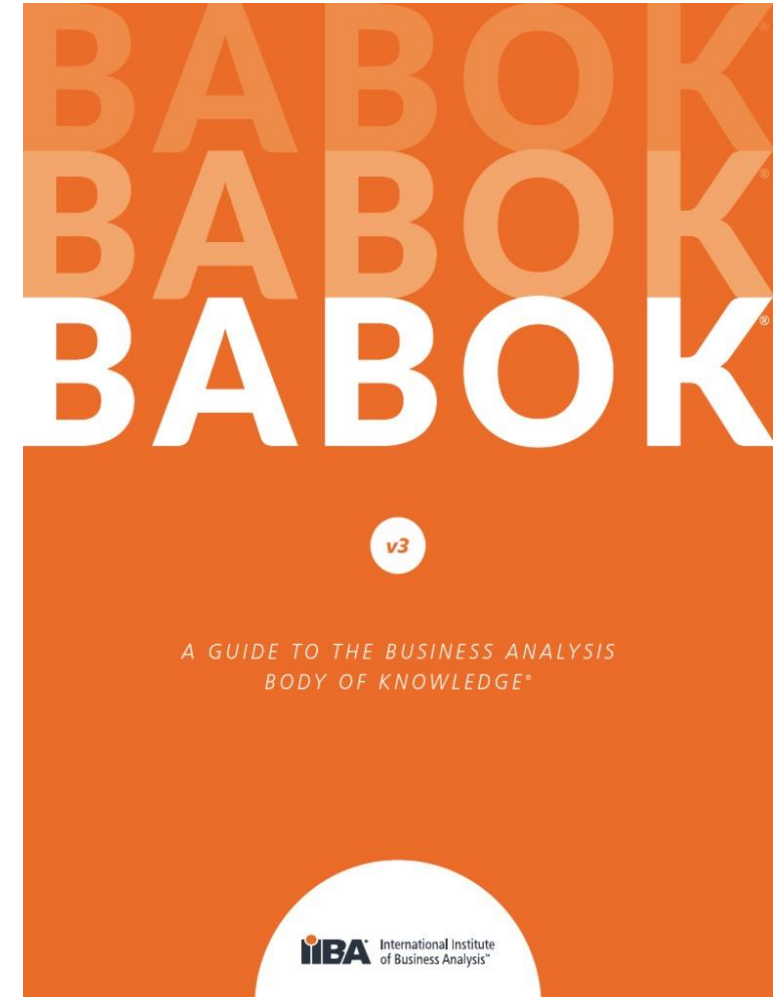
Analysis is:

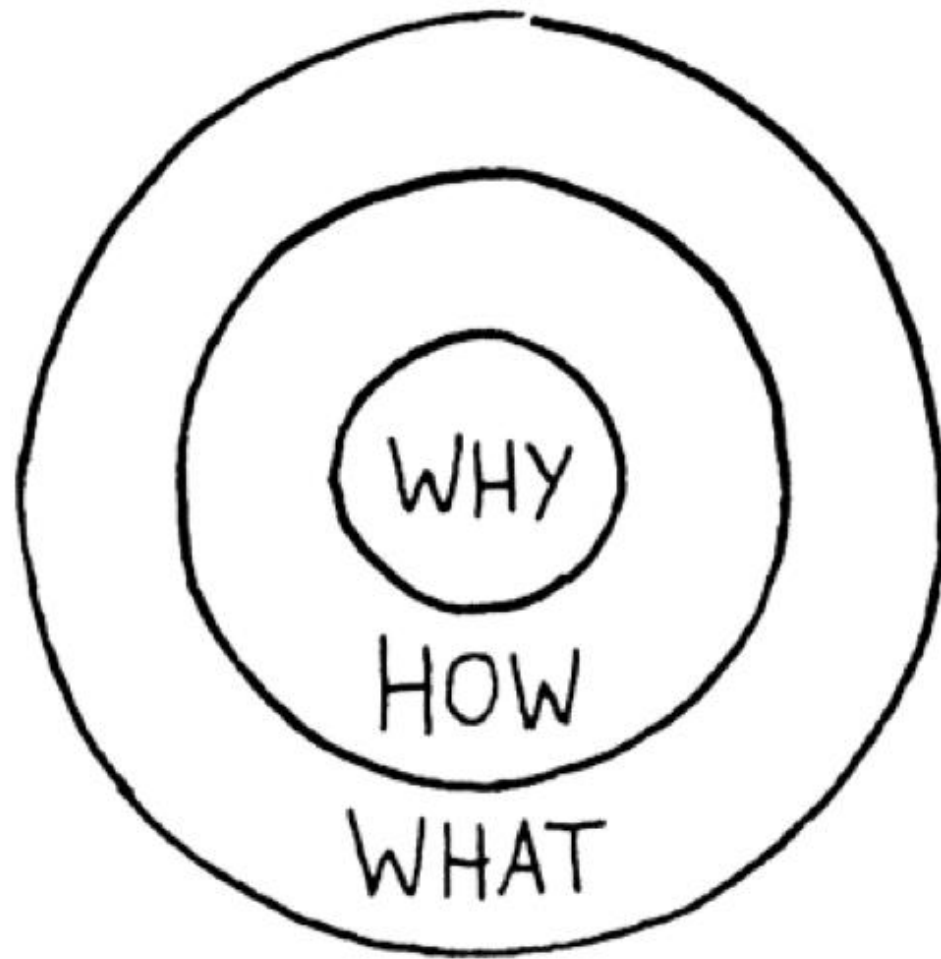
Elicitation

Analysis

Documentation and techniques

Validation





Decision Making is *WHY* we do those!

It's the process that moves these activities along.



Facilitating Decisions Adds Value

Decide on a Place to Eat!

You're traveling to a new city. You're trying to decide where you want to go to eat with a colleague.

Where will you go?



What did you discuss?

1. Did you ask others for recommendations?
2. What factors did you consider?
3. Who would you tell?





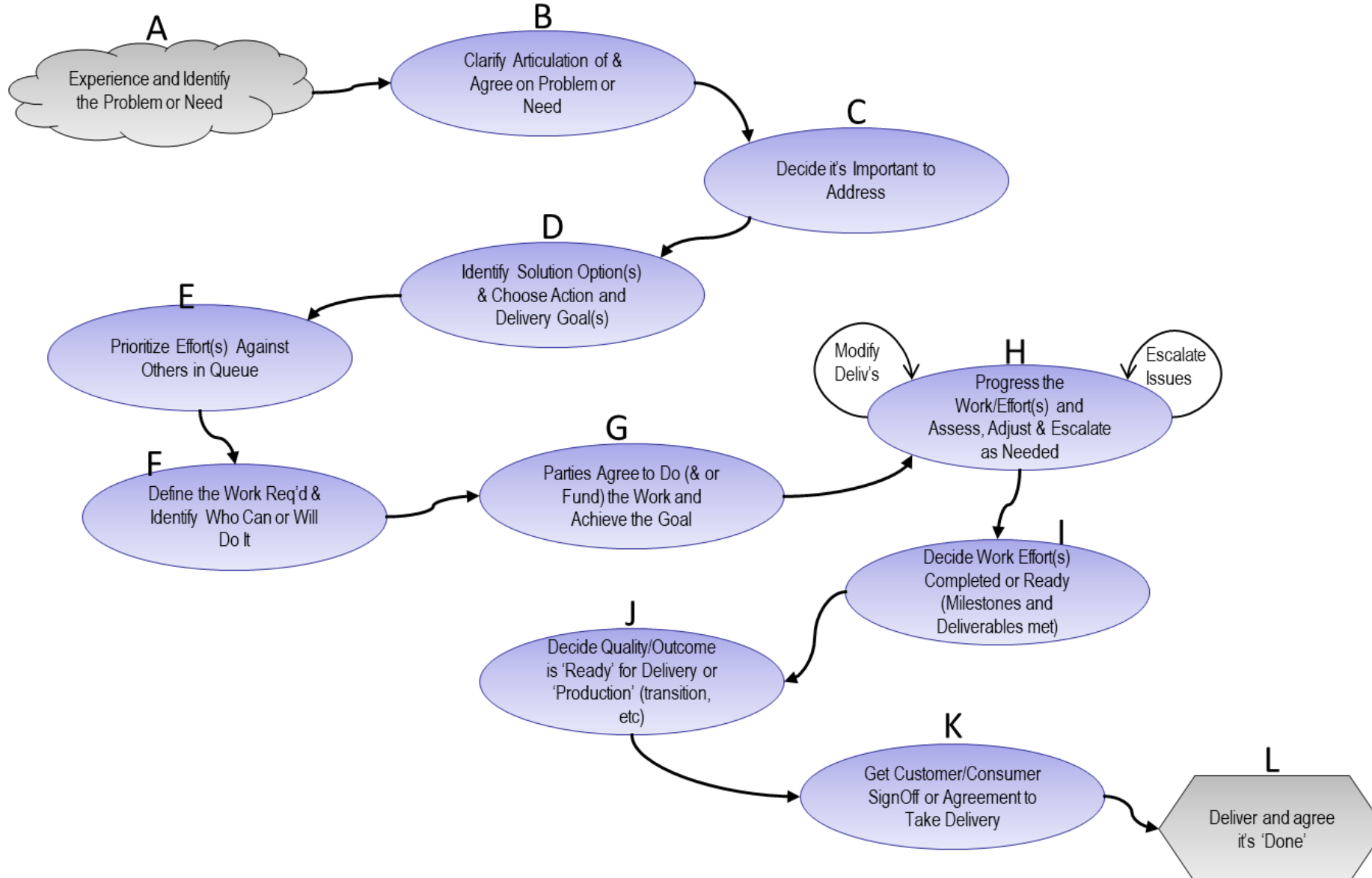
Projects are Complicated

A whole series of decisions takes place on a project, and each one comes with many options to consider.

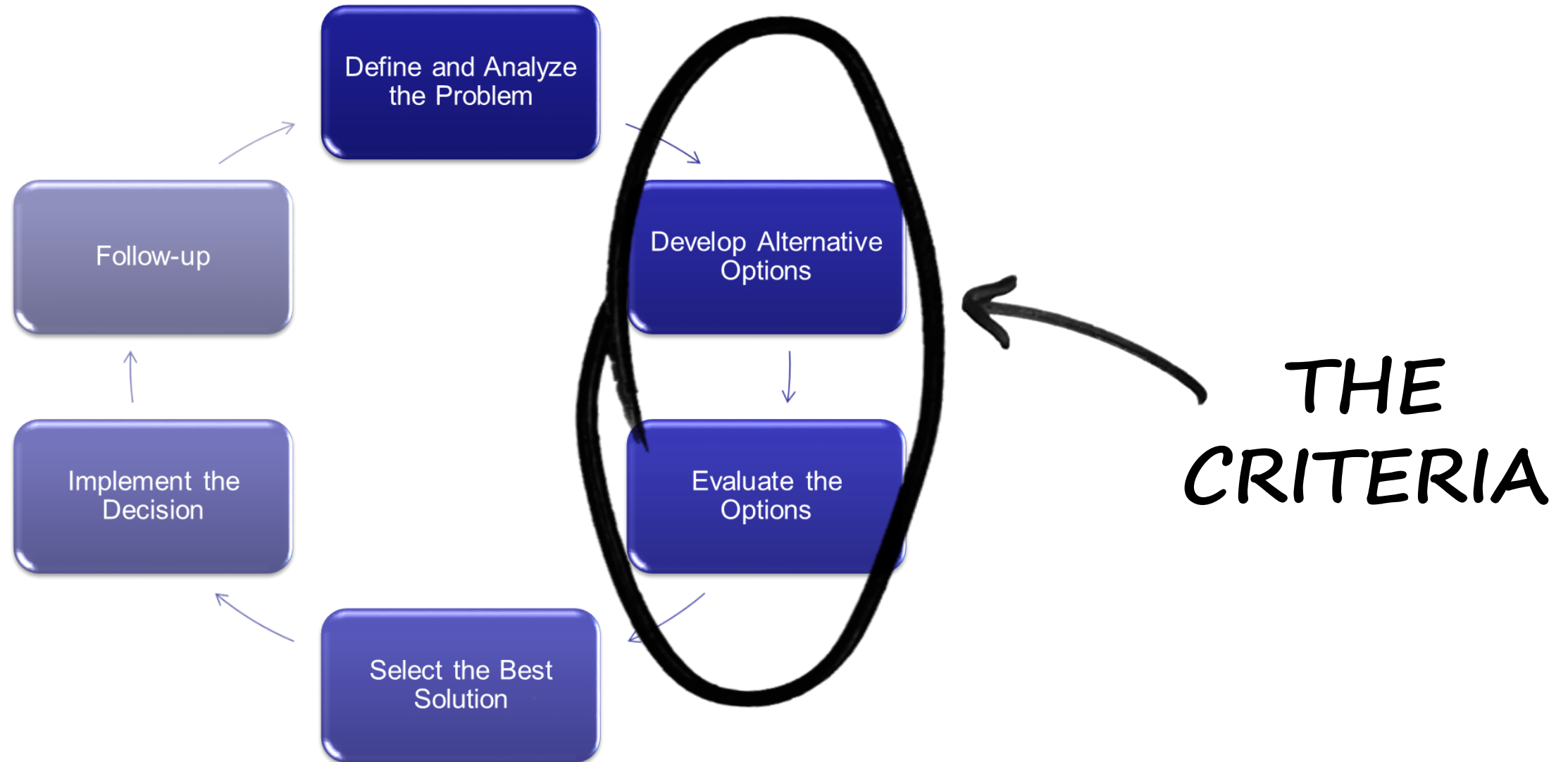


Your Project Decisions

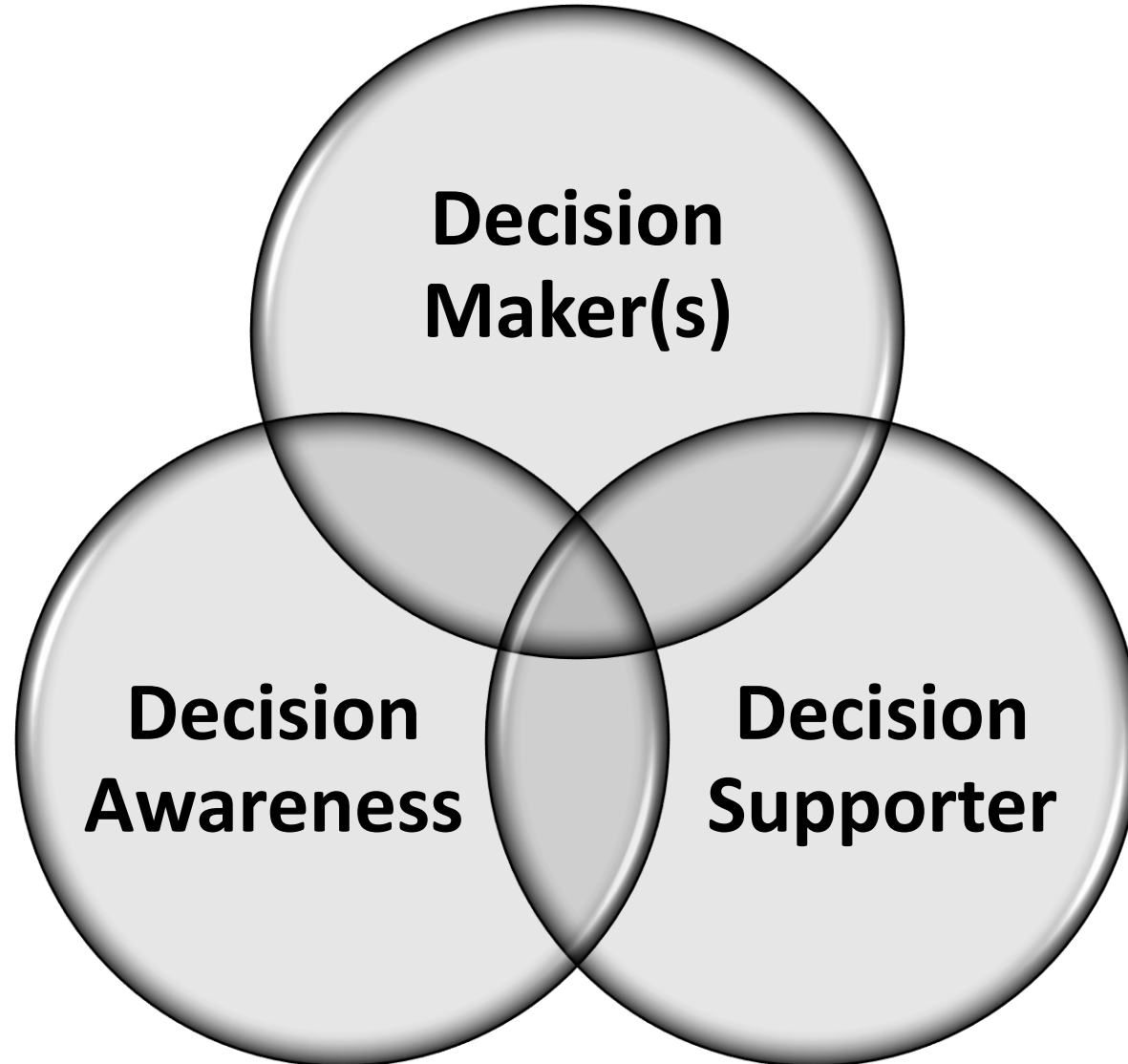
Path of Decisions to Deliver



Decision Making Process



Decision Roles

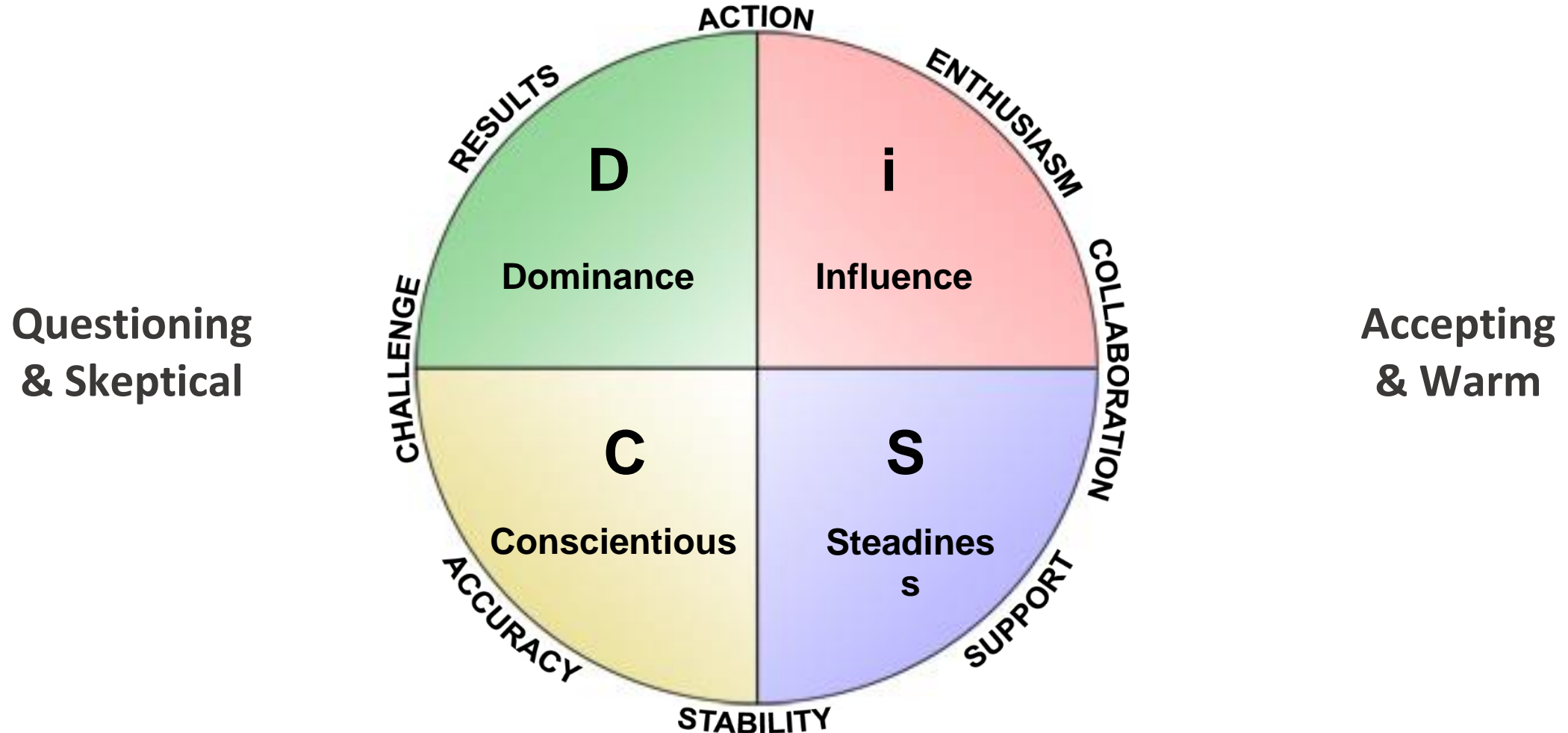


Components of Decision Making

- 1 *The Decisions to be Made*
- 2 *The People Involved*
- 3 *Info Needed to Make Decision*
- 4 *Making Decision & Tracking*

Collaboration Tips

Fast Paced & Outspoken



Questioning
& Skeptical

Accepting
& Warm

Cautious & Reflective



Stakeholder Conflict

Stakeholder Conflict

- Expectations not in alignment
- Process approach
- Prioritization
- Inconsistencies in requirements
- Solution direction
- Root cause unclear
- Role definition or clarity



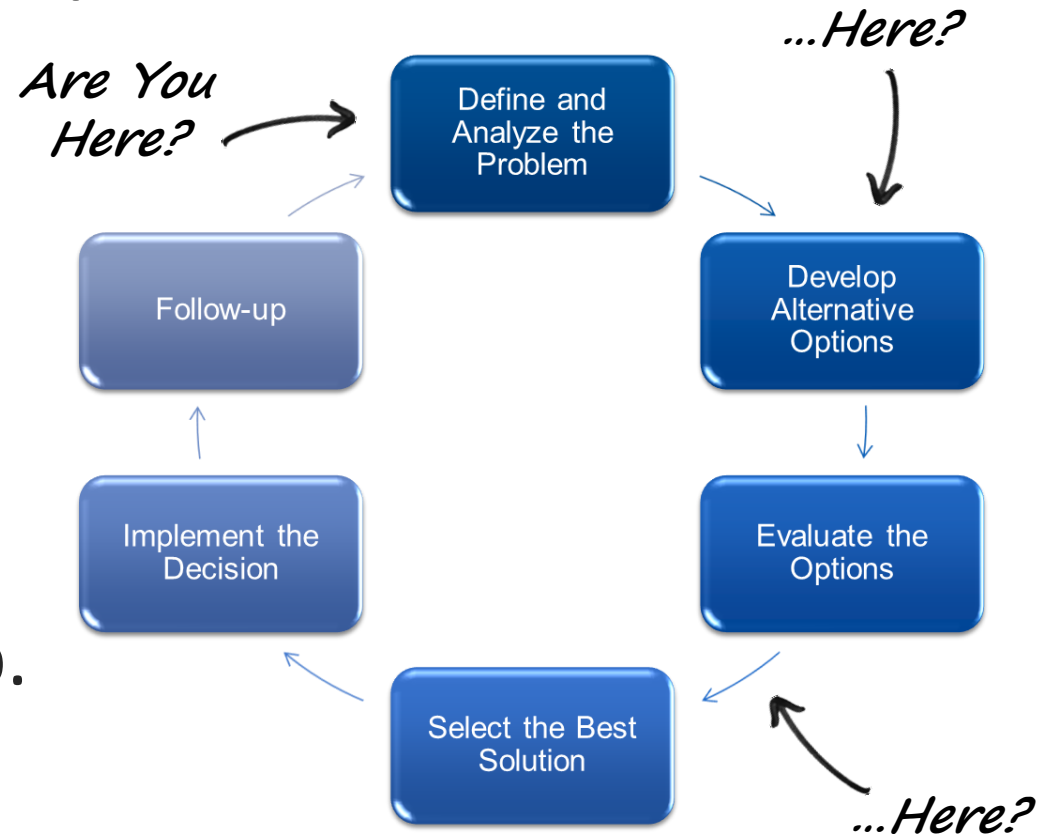
MAKE
THINGS
HAPPEN!

Keep the decision process moving forward. Resolve any conflicts.

Progress Stuck? Decision Problem!

Know where you are, and what information you need, to be able to take the next (decision) step.

1. Determine what you need to validate the decisions of the last hurdle, or begin to attack the next hurdle.
2. Create an agenda or work plan that will create the information needed to complete the next step.



Identify How to Move Forward

You are acting as a referee in a discussion between Linda, the designer, and Jim the developer. Jim is presenting his development approach to you and Linda. Linda is trying to convince Jim there is a more efficient way. Jim feels he should make the decision.

Where they look stuck: Evaluate the Alternatives

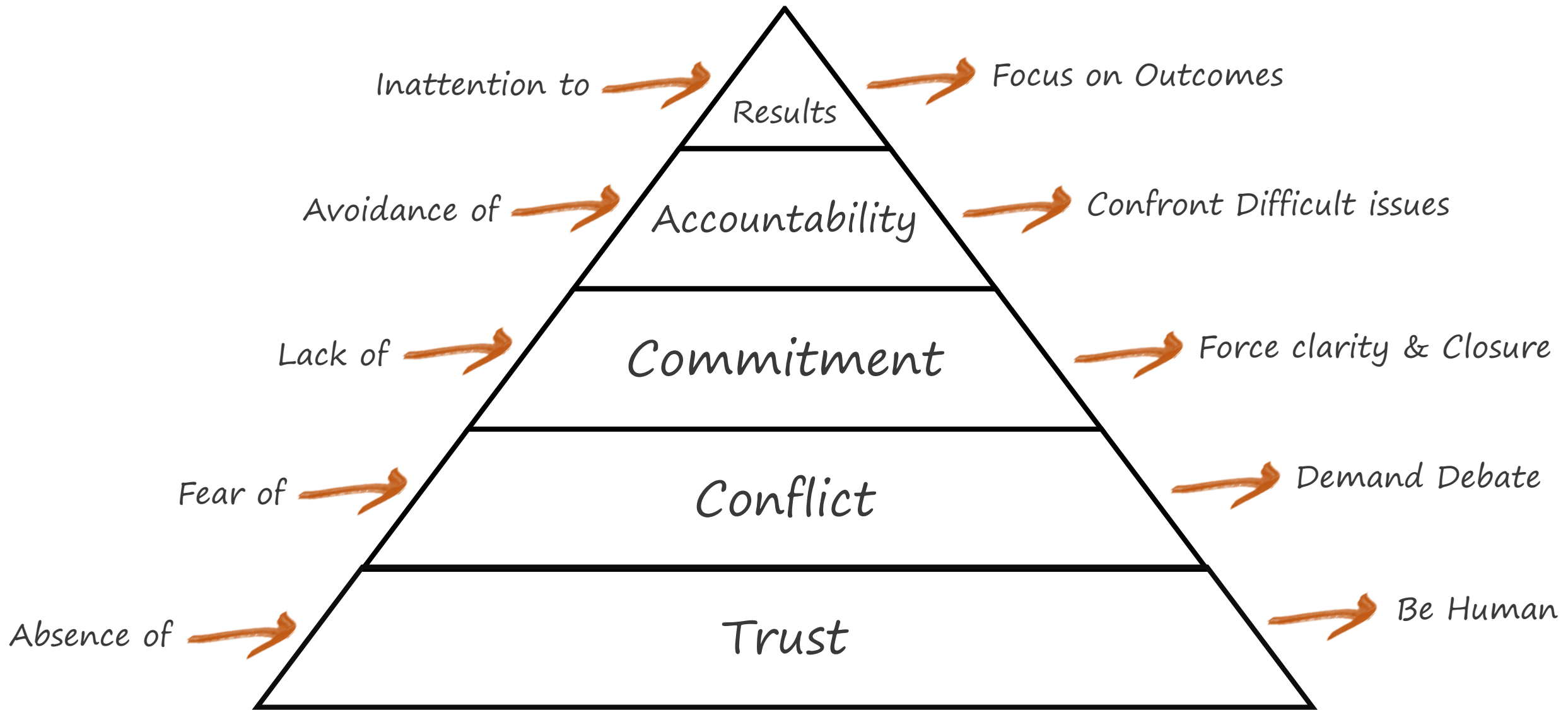
Where they are stuck: Define and Analyze the Problem

How to Move forward: Try to bargain about which is best

Resolve Conflict: Go back, and make sure they have the same understanding of the problem



Consensus Building, or Buy In?



The Five Dysfunctions of Teams

Four Villains of Decision Making

1. Narrow Framing
 1. Move away from “this or that”
 2. Move towards “this and that”
2. Confirmation Bias – Look for opposing view
3. Short Term Emotion – Get some distance
4. Overconfidence about a positive future



Overconfidence Quote

“It ain’t what you don’t know that
will get you in trouble,

It’s what you know for sure that
ain’t so.”

-From the movie, *The Big Short*

Share Decision

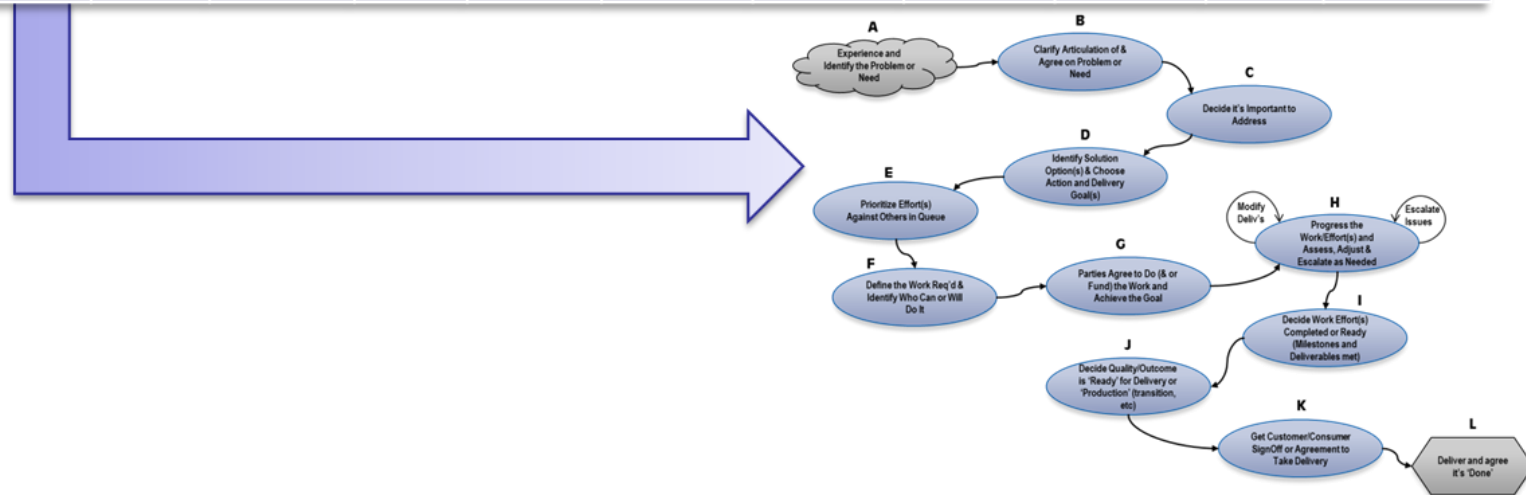
Identify who needs to know the information and communicate

1. Share decision content and decision outcome
2. Use a Decision Log



Decision Responsibility Matrix

<Specific Goal> Delivery Process	A	B	C	D	E	F	G	H	I	J	K	L
Decision Maker	Who?	Who?	Who?									
Decision Supporter		Who?	Who?	Who?								
Decision Awareness			Who?	Who?	Who?							



Not your
Mother's RACI

A Team's Decision Making Path

Enhance- ment/Fix Process	A	B	C	D	E	F	G	H	I	J	K	L
Decision Maker	Client	Client	Client	Dev'lpr	BRM	Dev'lpr	Dev Mgr, BRM, Dev'lpr	PM (Dev'lpr w/'hat')	Dev'lpr, Team members (their own work)	PM, QA	Client	Ops Grp, PM, Client
Decision Supporter		Analyst	BRM	Client	Client, Dev'lpr	DBA, Inter- face owners, Dev Mgr	Team members	Dev'lpr, Dev Mgr, other team members, coord'rs	QA, Team members (others' work)	Dev'lpr, Team members, Dev Mrg	QA, PM Dev'lpr	Dev'lpr, Team, Client
Decision Awareness						Client			PM	Team members	Team, Dev Mgr	Others...

What did you learn?



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