What you do today can improve all your tomorrows.

- Ralph Marston
Agenda

{ Presentations

Upcoming events }
Presentations

Business Analysis: Beyond Requirements

Bonnie LeBlanc
Director of Enterprise Solutions
The University Technology Office

Creating a Thriving Unit Culture

Tanaya Dempsey
Assistant director
The Office of the University Provost

The Spark Method for Rapid Process Improvement

Clayton Taylor
Director
Organizational Performance Office
Business analysis: Beyond requirements

Bonnie LeBlanc
Director of Enterprise Solutions
The University Technology Office

Lesa King
Business analyst
The University Technology Office
What is business analysis

Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders within a context.
Business analyst manifesto

Out of chaos, we create order.
Out of disagreement, we create alignment.
Out of ambiguity, we create clarity.
But most of all, we create positive change for the organizations we serve.

Source: Bridging the Gap
Business analysis value

Reduce costs
1. Rework
2. Churn
3. Cost-Effective Solutions

Increase benefits
1. Discover new needs
2. Prioritize by value
3. Effective Change Management
4. Scale IT

Increased ROI
What does this look like?

Reduce costs

- Enable reuse of requirements, documents, and code.
- Find more cost-effective solutions – process change and existing solution.
- Forestall solving the wrong problem – root cause analysis.
- Forestall implementing the wrong solution – design evaluation and tracing.
- Increase developer impact – focusing developers and reduce noise.
- Reduce re-work – reduced errors through clarity and understanding.
- Reduce requirements churn – focusing stakeholders and mediation.
Increase benefits

- Assure the solution is understood by the customer.
  Walk-throughs and models.

- Discover new needs.
  Customer Journey Map and elicitation facilitation.

- Foster healthy ongoing stakeholder relationships.
  Less friction and faster delivery.

- Prioritize most important work first.
  Dependencies, Minimum Viable Product, and impact.
Increase benefits

- Align outcomes with the organization’s goals and objectives – stay on track.
- Better transparency and accountability with planned metrics.
- Tangible and intangible ROI of change against assumptions.
- Collaborate with impacted units for holistic success – diplomacy.
- Decision support for executives and senior management – picking the right projects.
What does it take to deliver this?

**Hiring:** Post positions asking for certifications as desired. Hire for the BA personality – thinking, questioning, persistent, curiosity, leadership, and original.

**Supporting:** Establish practices that allow BAs enough time to do their work and try new methods and tools. Provide opportunities for mentorship and sharing knowledge, like a CoE.

**Training:** Encourage and provide leave and funding for continuing education and certification.
**Business Analysis CoE**

**Goal:** To provide professionals with best practices and guidance in business analysis for continual development of ASU’s internal application products. The aim is to accomplish this while assessing the University’s progress in continuous improvement, increasing value, and supporting the mission of the University Technology Office (UTO) and Arizona State University (ASU).

The CoE intends to build leaders in the field of business analysis in order to support the strategic goals of UTO and ASU.

**Responsibilities of the CoE:**
- Support
- Guidance
- Shared Learning

**Key Concepts:**
- Team
- Collaboration
- Best Practices
- Focus Area
- Results

[https://uto.asu.edu/initiatives/ba-center-of-excellence](https://uto.asu.edu/initiatives/ba-center-of-excellence)
Questions
Creating a thriving unit culture

Tanaya Dempsey, Assistant director
Katherine Antonucci, Director
Alex Brown, Program manager

Academic Transfer Credit Solutions
The Office of the University Provost
Who we are
Academic Transfer Credit Solutions
Service unit within the Office of the University Provost

The team
• 22 staff members.
• Three teams:
  • One assistant director.
  • Three specialist seniors.
  • Three program managers.

What we do
• Curriculum.
• Data entry.
• Majority of work done in front of a computer.
• Nonstudent facing.
• Work independently while being a part of a team.
1) You need the right people in the right seats to move the bus in the right direction – good to great.

2) You get the right people in the right seats by utilizing strengths based staffing – Strengthsfinder and Strengths Based Leadership.

3) Trust is needed to work through change – The Speed of Trust.
"It’s hard to define culture. What amazes me most is not the difference in culture in different teams, but the difference in thinking about the notion of culture itself."

Sanjeev Agrawal

https://medium.com/@saagrawa/want-a-great-team-build-a-great-culture-6ff5c843e61
Environment

Goal: Build the culture you desire.

Challenge: An intangible concept that needs to become tangible.

Questions: How do you define culture? What is it about your workplace that makes you excited to get up in the morning? What does your office culture feel like?

Great Culture Happens
Sanjeev Agrawal
1. When you empower people.
2. When you demonstrate that ideas, not the highest paid person in the room (HIPPOs), win.
3. When you demonstrate that there are no rules just for others.
4. When you demonstrate that no one may help you, but no one can stop you.
5. When you demonstrate that nothing is more important than user happiness.
6. When you demonstrate that mission is more important than profits.
7. When you demonstrate that family comes first.
Culture: Build the culture you desire

Action items:

1. As a leader, set a goal of what you want your office culture to be like, and work towards it.
2. Find inspiration that resonates with your unit.
3. Own the fact that you want to change the culture.
4. Try, try, try again.
Objectives and goals

**Environment** – hopefully we can have an enjoyable time doing that.

**Team** – we need to have a group of people who can get us there and to accomplish the goals.

**Engagement** – we need to have work output to meet the goals set forth by the Provost and the University.
“When trust is low...

...in a company or in a relationship, it places a hidden ‘tax’ on every transaction: every communication, every interaction, every strategy, every decision is taxed, bringing speed down and sending costs up...By contrast, individuals and organizations that have earned and operate with high trust experience the opposite of a tax -- a "dividend" that is like a performance multiplier, enabling them to succeed in their communications, interactions, and decisions, and to move with incredible speed.”

Stephen M. R. Covey
Team: Developing trust

Goal: Develop trust among team members.

Challenge: Trust is unique to the individual, some actions show trust to some and not to others.

Questions: What actions are needed for you to feel trusted? How do you demonstrate your trust of others?

“I like that the managers try to understand the concerns of the employees and try to put themselves in the employees shoes.”
Team: Developing trust

Action steps:
1. Familiarize yourself with The Speed of Trust: The One Thing That Changes Everything - Stephen M. R. Covey.
2. As a leader intentionally incorporate behaviors into daily practice.
3. Lead a discussion or activity to understand what trust means to team members.
Goal: Understand the strengths of the individuals on your team.

Challenge: Working with staff whose strengths do not match the needs of the position.

Questions: What are your top strengths? What are the strengths of the team you work with? In functional areas that are struggling, do the strengths of the staff meet the needs of the tasks or role?

“Transparent: I feel a sense of trust because I am able to express my thoughts more freely.”
Team: Utilizing strengths

Action steps:
1. Involve strengths actively in conversations and one-on-one meetings.
2. Staff retreat and training.
3. Intentional task assignments.
Team: Strength based staffing

Goal: Understand the strengths needed for each position.

Challenge: Hiring the right person for the position and the department. It’s ok to close a position without hire.

Questions: Think about an open position you have, at the end of the day what are two to three strengths that are needed for the role? What are the deal breakers for new team members?
Team: Strength based staffing

Action steps:

1. Outline the strengths needed per different types of position – start with open positions.
2. Update interview questions to understand the candidate’s strengths.
3. Have employees do Strengthfinder if they have not already – $20 per person.
Engagement: Training

Goal: A trained team that is agile and able to adjust to changes.

Challenge: Training can take a large portion of a supervisor’s time.

Questions: What areas of the training process and material drain resources from the trainer and those covering the work? How can your department amplify the onboarding process to make starting the role comfortable, informative, and a demonstration of your team culture?
Engagement: Training

Action steps:
1. Document tasks and training.
2. Develop standardized onboarding.
3. Develop self-paced training.

“I like that the employees are acknowledged not only with what they desire to contribute at work but as well as their own pursuit of personal interests.”
Engagement: Generating a feedback loop

Goal: Engage employees in collaborative brainstorming to generate input, ideas, and generate innovative solutions.

Challenges: Team members could have lack of engagement and may not feel like experts.

Questions: What do you think successful collaboration looks like within your unit? Explain ways collaboration has been successful in the past.
Engagement: Generating a feedback loop

Action steps:
1. Brainstorm ways to solicit feedback or generate ideas.
2. Implement 1-2 ideas, assess outcomes and repeat.

“Participation and desire to be here”
“In every job that must be done there is an element fun.”

Mary Poppins
Environment: Adding fun into the workplace

**Free things:**
- All about me week.
- ASU Trainings and seminars.
- Coloring contests.
- Comfy cozy day or ASU theme day.
- Desk bingo.
- Game week.
- Guest speakers.
- Mindfulness activities.
- Movie days.
- Olympics, World Cup, and sporting event competitions.
- Puzzles.
- Salsa contest or baking contest.
- Show and tell.

**Provided by leadership:**
- Appreciative messages and goodies (i.e. extra gum + “going the EXTRA mile…”)
- Breakfast – cereal, bagels, yogurt, fruit, etc.
- Grilled cheese.
- Hot cereal – crockpot full of oatmeal + toppings.
- Hot cocoa and cider.
- Pancakes.
- Trail mix bar.
- Walking tacos.

**More extensive things:**
- End of year celebration.
- Meditation room.
- Team retreats.
- University trainings.

“Comfort and family”

“A team-building culture that provides numerous opportunities to get away from our desks and screens to interact with co-workers in a relaxed manner over activities that are voluntary and inclusive.”

Minimal participation things:
- Happy hours.
- Minute to win it games.
- A mountain after work hikes.
- Pumpkin decorating.
Environment: Things we do

- Celebrate your wins.
- Commitment to community service and conducting events for United Way.
- Emphasis on taking breaks and lunches and leaving work on time.
- Flexible schedules.
- Regular 1:1 with supervisor.
- Team input on meditation room.
- Time allowed and encouraged for professional development
  - 16 hours per SPP 601.
- Work-life balance.
Questions

Resources
Good to Great: Why Some Companies Make the Leap and Others Don't - Jim Collins
High Velocity Culture Change: A Handbook for Managers - Price Pritchett and Ron Pound
Leadership in the New American University https://cfo.asu.edu/linau
Strengths-Based Leadership: Great Leaders, Teams, and Why People Follow - Barry Conchie and Tom Rath
The Speed of Trust: The One Thing That Changes Everything - Stephen M. R. Covey
The 5 Languages of Appreciation in the Workplace - Gary Chapman and Paul White

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Alex Brown, Program manager, Alex.Brown1@asu.edu
The Spark Method for rapid process improvement

Clayton Taylor
Director
Organizational Performance Office

Arizona State University
The Spark Method

- Bring together staff, decision-makers, subject matter experts, faculty, and students.
- Develop ideas, make decisions, create an action plan.
- Examine service issues or re-imagine a program or process.
- Focused two hour session.
- Single group or multiple groups concurrently.

The goal of all Spark sessions is to generate a solution and subsequent action plans that produce results.
When to use the Spark Method

• Compelling need for improved results.
  • Increasing the ability to meet demand for service.
  • Minimizing inefficient activities.
  • Reducing costs.
  • Reducing process timelines.
• Need to improve customer experience or results quality.
• Need to develop or re-imagine a program or process.
• No time for a formal improvement project.
• Organizational inertia prevents action.
The Spark Method

• Build consensus.
• Drives to results.
• Examine issues objectively.
• Fast development of solutions and a plan.
• Overcomes inertia.
The Spark Method

Planning
1. Identify the issue to improve or challenge to overcome.
2. Collect information and data for the Spark session.
3. Plan the Spark session meeting.

Conduct the Spark
1. Prepare the facilitator.
2. Engage the Spark participants.
   a. Discussion.
   b. Brainstorm solutions.
   c. Prioritize and select a solution.
   d. Make an implementation decision.

Implementation
1. Implement the solution.
2. Assess the outcomes.
Participants

Participants impact outcomes.

- Balance expertise:
  - Customer experts.
  - Decision makers.
  - Process experts.
  - Subject matter experts.
  - Technology experts.
Preparing for the session

• Location.
• Tools:
  • Blank paper sized 8.5” x 11” or 11” x 17”.
  • Color coding label stickers.
  • Computer, projector and screen.
  • Dry erase board, markers and eraser.
  • Flip charts, easels and markers.
  • Large sheets of craft of butcher paper.
  • Painter’s tape.
  • Post-It Notes™ and pens.
Preparing for the session

Selecting topics.

<table>
<thead>
<tr>
<th>Challenges or Issues List</th>
<th>Estimated impact of making improvements to the process 1-10 Scale</th>
<th>Estimated cost and time to improve the process 1-10 Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>It takes too long to onboard new employees</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>The quality of service provided to students varies across interactions</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>The cost of providing service to students is higher than expected</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>The record filing system is disorganized</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Students say web-based resources are not sufficient</td>
<td>6</td>
<td>2</td>
</tr>
</tbody>
</table>

Spark Playbook, 2019, Organizational Performance Office
Prepare the facilitators

1. Spark session location, time, room layout, and agenda.
2. Desired results from each Spark session.
3. Specific challenges or issues to be addressed in the action plans.
4. Who will be in the room and their roles.
5. Review tools and templates.
6. Techniques for engaging and guiding participants.
7. Answer questions.
Conducting the Spark session

Example Agenda:

1. Introductions.
2. Describe the topic and desired results.
3. Identify pain points.
5. Make decisions.
Implementing the solutions

1. Document the action plan.
2. Communication.
3. Train people to do the job.
4. Monitor the process.
5. Close the process and celebrate.
Results

• College new curriculum process.
• Outstanding Faculty Mentor Awards process.
• Onboarding of new hires process.
• Scheduling graduate courses in China.
• School of Accountancy Honors Society.

• People are using the method in meetings.
• The method is spreading to other organizations.
Spark Method resources

• ASU Innovation Toolkit.
• Facilitator training.
• Organizational Performance Office.
• Spark Playbook.
Questions
Upcoming Events
CSW/SC Professional Development Conference

- Oct. 23, 2019  Downtown Phoenix, Polytechnic, and West campuses
- Oct. 24, 2019  Tempe campus

Want to present? CSW Office accepting conference proposals to present. Be part of the largest university provided professional development conference in the nation.

- Proposals due May 8th.
- Contact Karen Engler-Weber, Program director
  - karen.engler@asu.edu
Center for Services Leadership
Who we are:

- Research and education center within the W. P. Carey School of Business at Arizona State University.

- Outreach arm of Arizona State University to the business and global academic community.

- Founded in 1985 to advance the science of service.
Key activities and partnerships

• Corporate membership.

• Executive and professional development.

• Problem-focused research.

• Student education.
CSL members

Edward Jones

AVNET

Dell

Televerde

COX

FedEx

UBER

Boeing

Mayo

Graybar

Penske

Agile Pursuits

Entercoms

Thermo Fisher Scientific

First Solar

Charles Schwab

Renaissance Learning

American Express

NIB

Blue Cross Blue Shield of Arizona

W.P. Carey School of Business

Arizona State University

Center for Services Leadership
Upcoming opportunity - Strategic Service Institute

- Twice annually.
- Mccord Hall, ASU Tempe Campus.
- Two module format: the Service Management foundation and Advanced Service Leadership modules.
- Attendees can take either one module or both depending on their needs.
- Attendees work with a coach throughout the event to apply content to current business challenges.

http://wpcarey.asu.edu/institute
Service Management
Sep. 16-18, 2019
• Designing the Service Experience.
• Service Blueprinting.
• Service Recovery.
• People and Technology.
• Voice of the Customer.

Advanced Services Leadership
Sep. 18-20, 2019
• Business Model Innovation.
• Creating a Customer Centric Culture.
• Digital Transformation of Services.
• Disruption and Growth.
• Profitability and Pricing.
• Leading Under Uncertainty.

http://wpcarey.asu.edu/institute
ASU services director seats

- Four free seats available for ASU employees at a director level.
- Must attend full event, prepare, and participate fully. Not just sitting in.
- For details contact Aaron Garriss at aaron.garriss@asu.edu

http://wpcarey.asu.edu/institute
CSL social media, blog, and learning center

CSL Website:  http://wpcarey.asu.edu/csl

CSL on Twitter:  @WPCCSL twitter.com/wpccsl

LinkedIn CSL Page:  tinyurl.com/CSLLinkedin

CSL Blog:  https://research.wpcarey.asu.edu/services-leadership/blog/

CSL Learning Center
ACMP® is a global community of like-minded professionals dedicated to leading the way change works.

Joining a local chapter provides:

• In-person professional development.
• Best-in-class change management tools and resources.
• Access to regional conferences, webinars and newsletters.
• Self-Affiliate with ACMP Arizona: acmpglobal.org/page/chapters
Upcoming ASU BA COE meeting:
• Tue., May 21.
• 9 to 11 a.m.
• MU Cochise Room #228.
• Discussing the results of the 1-2-4-All facilitation and a short learning opportunity.

Learning and networking opportunity:
• Phoenix Business Analysis Development Day (BADD).
• Desert Willow Conference Center.
• Link to register and details coming soon. https://uto.asu.edu/initiatives/ba-center-of-excellence/events.
ASU Career EDGE

Soft Launch
Apr. 18, 2019
Minors on Campus

Full Launch
Jul. 1, 2019
ASU Career EDGE: Support your career

Engage  Develop  Grow  Empower

• Develop your own career.

• Enable the workforce to meet the challenges of today as well as what tomorrow.

• Provide training that can move teams towards results.

• Work in more meaningful ways.
LinkedIn Learning is specifically designed for both small and large scale deployments across an institution.

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Relevant course recommendations to each of your learners, based on unique data from LinkedIn.com

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LinkedIn will provide

**BUSINESS**
- Leadership & Management
- Professional Development
- Communication
- Online Marketing
- Microsoft Office and Other Productivity Software
- Project Management
- And More

**TECH**
- Data Science
- Software Development
- Design Thinking
- IT Infrastructure
- Web Design and Development
- Artificial Intelligence
- User Experience
- Blended Learning
- And More

**CREATIVE**
- 3D and Animation
- CAD
- Creative Software
- Design
- Video
- Photography
- And More
Hi LinkedIn! What would you like to learn today?

We're constantly updating our courseware... see our newest binge-worthy offerings!

Continue Learning:
- Online Class: Leadership: Practical Skills (In Progress / Past Due)
- Online Class: Blockchain Basics (Approved)
- Online Class: Creating a Basic Dashboard (In Ex.)
- Online Class: Serum: The Basics (Registered)
Organizational Excellence Yellow Belt Certification

One day certification event
May 24, Jul. 12, and Aug. 30
Time: 9:00a.m. to 5:00p.m.
Lunch is provided
Open to all ASU faculty and staff
$99 per person discounted rate
Lean Six Sigma

Lean Six Sigma for Service Green Belt Certification

Sep. 3 to Nov. 14
Tuesday and Thursday
Time: 8:00a.m. to 12:00p.m.
Open to all ASU faculty and staff
$320 per person discounted rate
Next OECoP event

Oct. 23, 2019
Wednesday
9 to 11 a.m.
Ventana Ballroom | Memorial Union
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Organizational Excellence
Community of Practice

new perspectives
new ideas