

# Essential Leadership Skills for Business Analysts

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# Agenda

- Why Leadership Skills are Important to BAs
- Three Essential Leadership Skills
- How to apply Three Essential Leadership Skills
- Q & A

# Leadership

- The action of leading a group of people or an organization

<http://www.oxforddictionaries.com/definition/english/leadership>

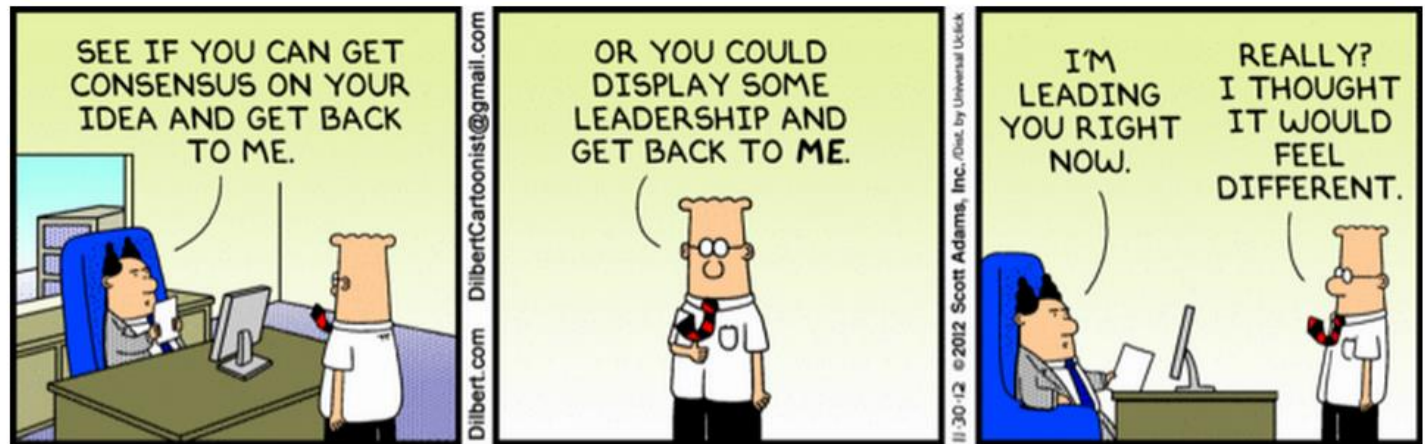
- A position as a leader of a group, organization, etc.
- The time when a person holds the position of leader
- The power or ability to lead other people

<http://www.merriam-webster.com/dictionary/leadership>

# Leadership through Dilbert

## dilbert on leadership

By [Skip Walter](#) | Published November 30, 2012 | Full size is 640 × 199 pixels



<http://skipwalter.net/2012/11/29/some-days-you-just-need-a-little-dilbert/dilbert-on-leadership/>

# Why Leadership Skills Matter

- Different meanings to people
- Leadership levels
- Business analyst = Change agent
- Leadership title vs. Role

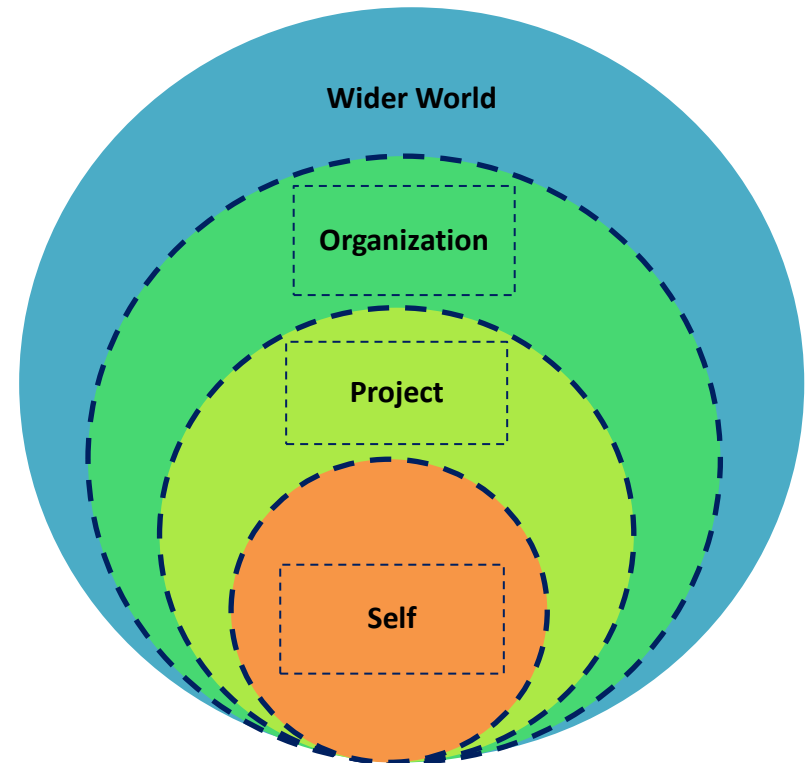
# Leadership Levels



Source: Pullan, P. & Archer, J. (Eds.). (2013). *Business Analysis and Leadership Influencing Change*. London: Kogan Page.

# Three Essential Leadership Skills

- Vision
- Empathy
- Accountability



Source: Pullan, P. & Archer, J. (Eds.). (2013).

# Vision

- The ability to see : sight or eyesight
- Something that you imagine : a picture that you see in your mind
- Something that you see or dream especially as part of a religious or supernatural experience

<http://www.merriam-webster.com/dictionary/vision>



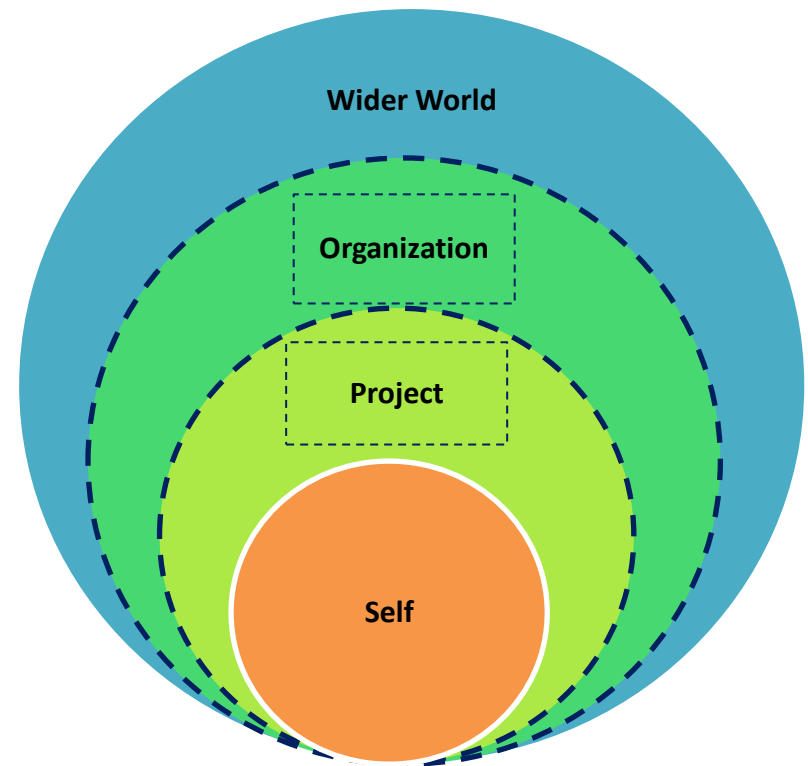
# Vision

- The ability to think about or plan the future with imagination or wisdom
- A mental image of what the future will or could be like

[http://www.oxforddictionaries.com/us/definition/american\\_english/vision](http://www.oxforddictionaries.com/us/definition/american_english/vision)

# Vision

- Organization & project level
- A voice of vision on project, internalize
- Foundation to BA's work



# Empathy

- The feeling that you understand and share another person's experiences and emotions : the ability to share someone else's feelings

<http://www.merriam-webster.com/dictionary/empathy>

- The ability to understand and share the feelings of another.

[http://www.oxforddictionaries.com/us/definition/american\\_english/empathy?q=Empathy](http://www.oxforddictionaries.com/us/definition/american_english/empathy?q=Empathy)

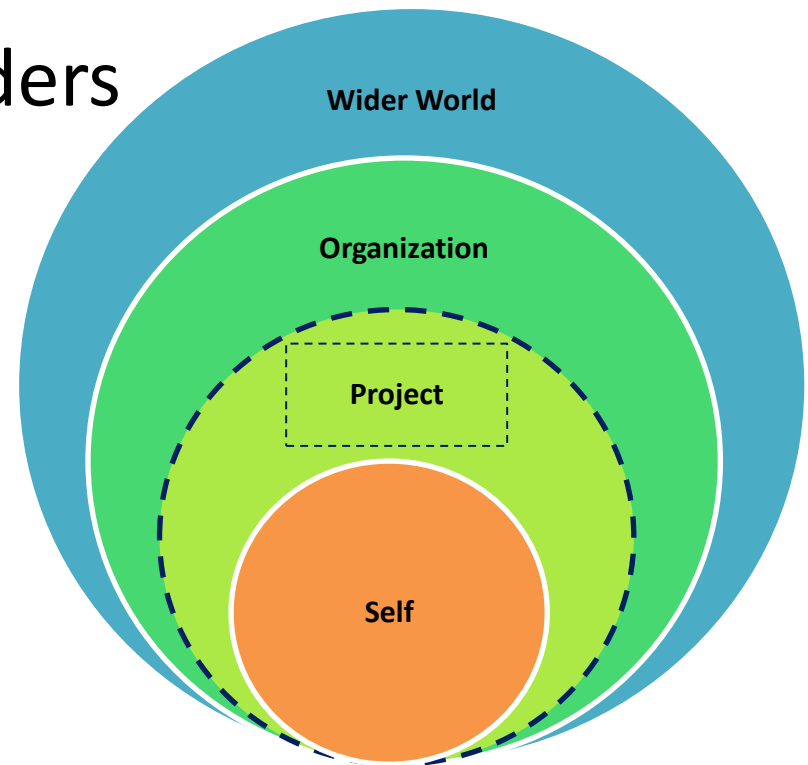
# Empathy

- Cognitive: mind to mind
- Emotional: body to body
- Empathetic: heart to heart

<http://www.danielgoleman.info/three-kinds-of-empathy-cognitive-emotional-compassionate/>

# Empathy

- Projects = Change
- Projects = Uncertainty (fear)
- Interact with stakeholders



Source: Pullan, P. & Archer, J. (Eds.). (2013).

# Accountability

- The quality or state of being accountable, *especially*: an obligation or willingness to accept responsibility or to account for one's actions

<http://www.merriam-webster.com/dictionary/accountability>

- The fact of being responsible for your decisions or actions and expected to explain them when you are asked.

<http://www.oxforddictionaries.com/us/definition/learner/accountability>

# Accountability

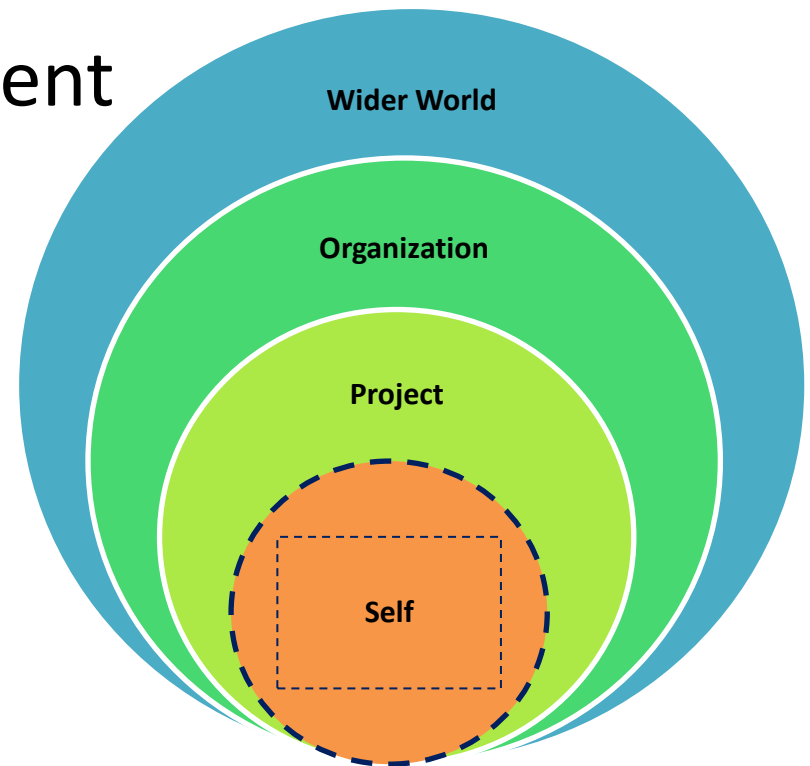
- Work will be done
- Stakeholder expectations
- Credibility
- Sense of order



Source: Pullan, P. & Archer, J. (Eds.). (2013).

# Accountability

- Follow through
- Issues & risks
- Business needs alignment



Source: Pullan, P. & Archer, J. (Eds.). (2013).



# How to Apply

- Vision
  - Review project documentation
  - Challenge assumptions
  - Facilitation
  - Solution recommendation

# How to Apply

- Empathy
  - Build rapport
  - Pay full attention
  - Active listening
  - Perception that you understood
  - Able to make difficult conversations productive
  - Reach solution collaboratively

# How to Apply

- Accountability
  - Organized
  - Action plan, re-plan
  - Focus: good enough for now
  - Realistic deadline
  - Hold others accountable

# Summary

- Why Leadership Skills are Important to BAs
- Three Essential Leadership Skills
- How to apply Three Essential Leadership Skills

# Q & A

- Questions
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# BUSINESS ANALYSIS & LEADERSHIP

INFLUENCING CHANGE



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# 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

Laura Brandenburg of <http://bridging-the-gap.com/>