



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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The linchpin in decision making

How the modern BA supports strategic thinking



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OVERHEARD SOME TIME AGO....

“The competencies of the future have remarkable similarity to Chapter 9 of the Guide to Business Analysis Body of Knowledge”



All About Skills

Thinking:

Analytical

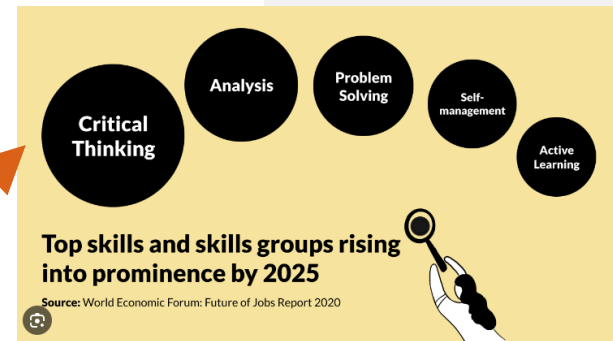
Critical

Creative

Visual

Problem-solving

Decision Making



The Underlying Competencies Of The Future

- Analytical Thinking and Problem Solving
- Behavioural Characteristics
- Business Knowledge
- Communication Skills
- Interaction Skills
- Tools and Technology



WHY, WHAT and HOW

WHY

- The underlying competencies are a hot topic
- A “good” BA is all of these competencies

WHAT

- Critical and Analytical Thinking
- Rational Decision-making
- Framing to influence

HOW

- Awareness
- Seeing the rational
- Sensing the tacit
- Drawing from many competencies

It starts with.....

Opportunity

Need

Problem

Problem Solving and Rational Decision Making

1. Problem Identification

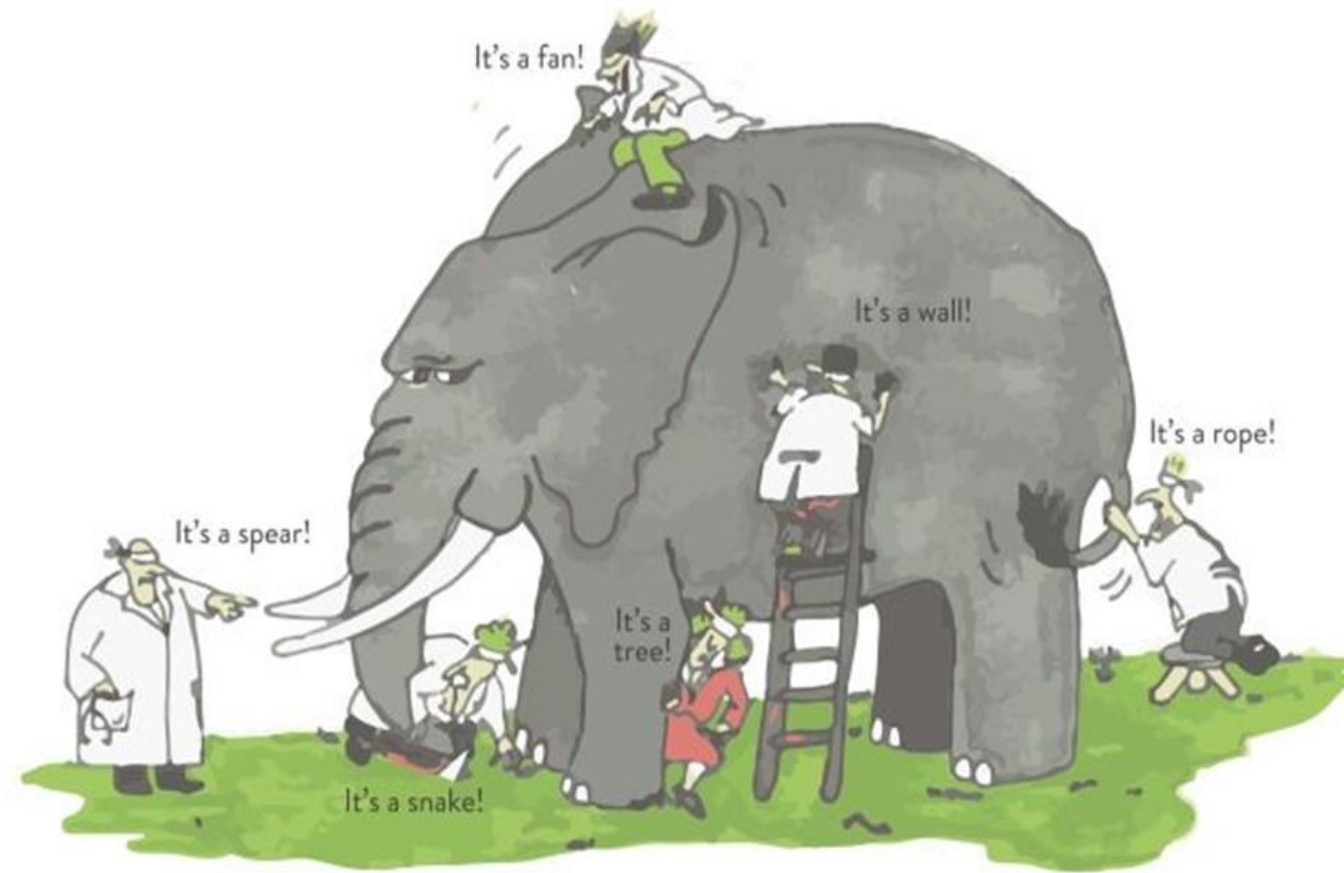
2. Criteria Definition

3. Alternative Generation and Evaluation

4. Implementation

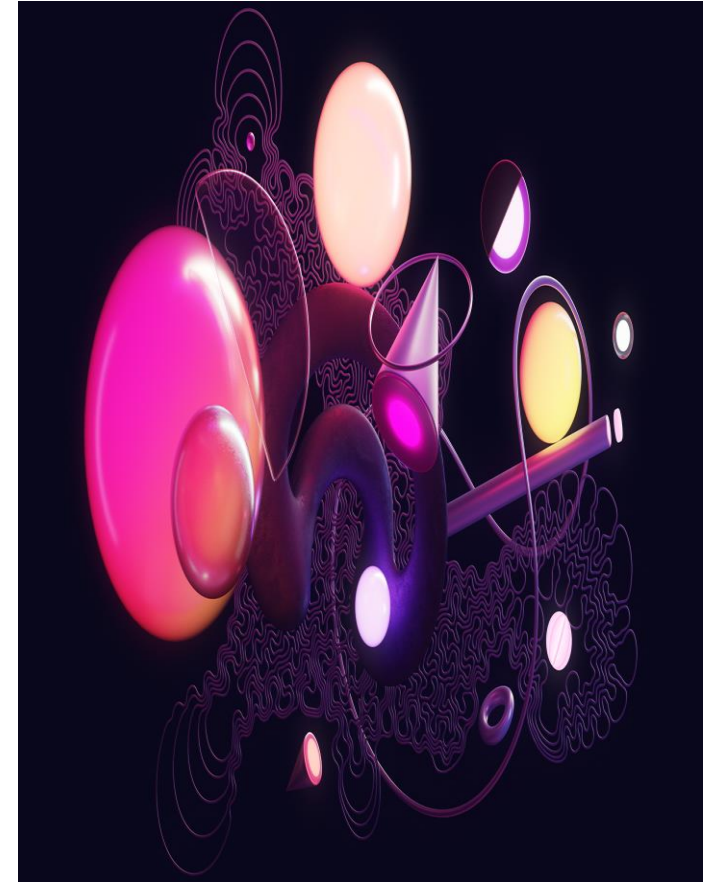
1. Problem Identification

- ✓ Does the problem exist?
- ✓ Is it the same problem for everyone?
- ✓ Who assumes what?



2. Criteria Definition

- ❑ Multi-dimensional
- ❑ Not all criteria are the same
- ❑ Some criteria **MUST** be parked
- ❑ Final Call for Assumptions



3. *Generate Alternatives and Evaluate*

- Actively seek alternatives
- There are always Pros and Cons
- Rank alternatives
- Consider the consequences



4. Implementation

- Impact Assessment
- Benefits Realisation
- Feedback mechanisms
- SMART is always better



Problem Solving and Rational Decision Making

1. Problem Identification

2. Criteria Definition

3. Alternative Generation and Evaluation

4. Implementation

Decision Analysis Activities- 10.16

□ Define Problem Statement:

Clearly describe the decision problem to be addressed.

□ Define Alternatives:

Identify possible propositions or courses of action.

□ Evaluate Alternatives:

Determine a logical approach to analyse the alternatives.

□ Choose Alternative to Implement:

Choose which alternative will be implemented.

□ Implement Choice:

Implement the chosen alternative.

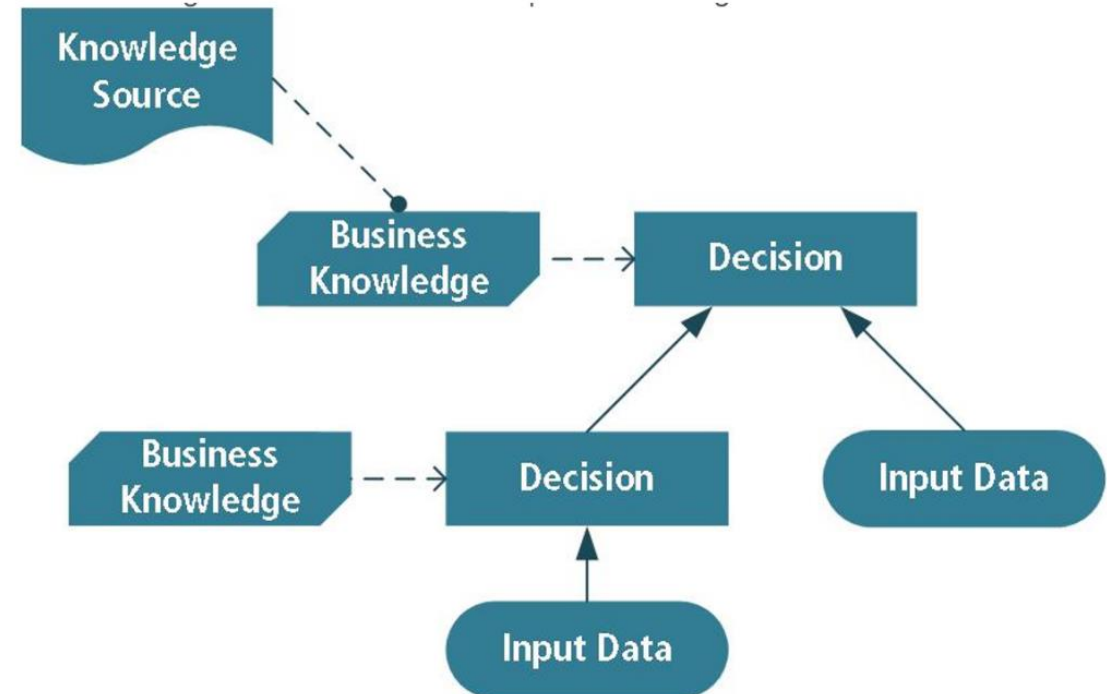
Decision Modelling 10.17

Figure 10.17.1: Decision Table

Eligibility Rules		
Loan Amount	Age	Eligibility
<=1000	>18	Eligible
	<=18	Ineligible
1000–2000	>21	Eligible
	<=21	Ineligible
>2000	>=25	Eligible
	<25	Ineligible

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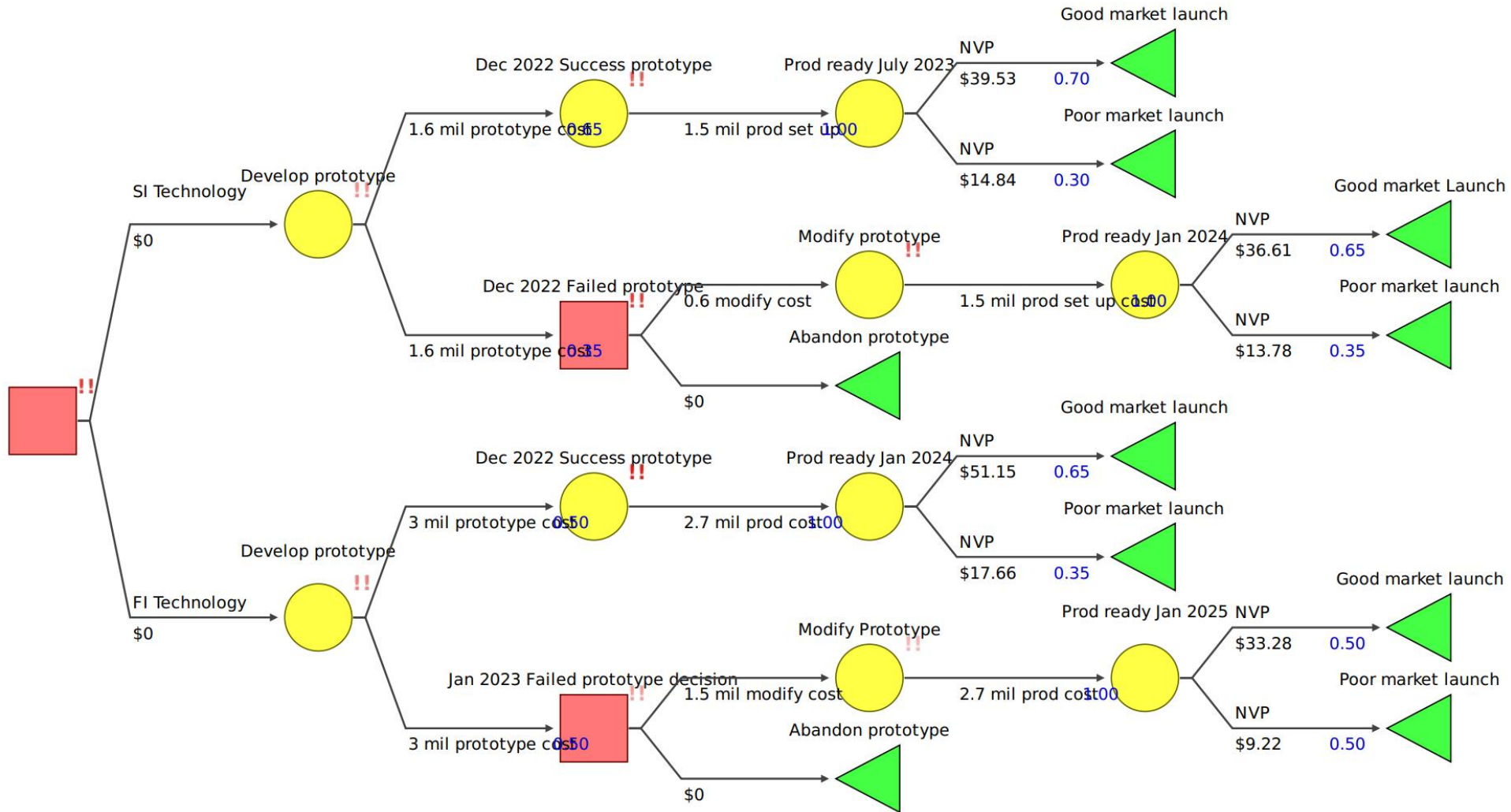
Figure 10.17.3: Decision Requirements Diagram



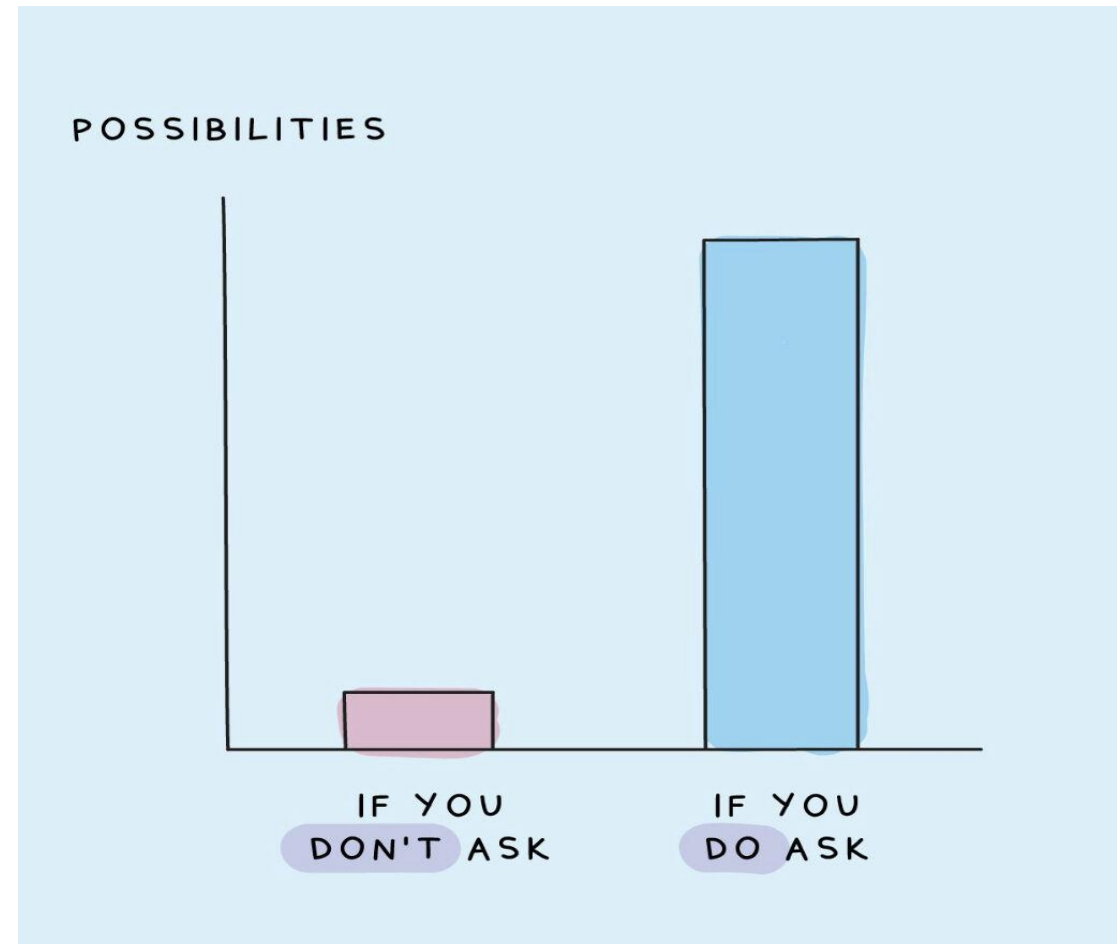
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Decision Modelling Techniques 10.17- Decision Tree

Invest in new product



Why ask questions?



Socratic Questions

1. Questions for clarification:

- ✓ Why do you say that?
- ✓ How does this relate to our discussion?
- ✓ What do you mean by?
- ✓ What do we already know about...?

2. Questions that probe assumptions:

- ✓ What could we assume instead?
- ✓ How can you verify or disapprove that assumption?
- ✓ Could you explain why you reached that conclusion? (Explain how...)
- ✓ What would happen if...?
- ✓ Do you agree or disagree with this statement...?

3. Questions that probe reasons and evidence:

- ✓ What would be an example?
- ✓ What is....analogous to?
- ✓ What do you think are the causes of this happening? Why?
- ✓ What evidence is there to support your answer?

Socratic Questions (continued)

5. Questions that probe implications and consequences:

- ✓ What generalisations can you make?
- ✓ What are the consequences of that assumption?
- ✓ What are you implying?
- ✓ How does...affect...?
- ✓ How does...tie in with what we have learned before?
- ✓ Why is... important?

4. Questions about Viewpoints and Perspectives:

- ✓ What would be an alternative?
- ✓ What is another way to look at it?
- ✓ Would you explain why it is necessary or beneficial and who benefits?
- ✓ Why is the best?
- ✓ What are the strengths and weaknesses of...?
- ✓ How are...and ...similar?
- ✓ What is a counter-argument for...?
- ✓ Compare... and... about...

6. Questions about the question:

- ✓ What was the point of this question?
- ✓ Why do you think I asked this question?
- ✓ What does...mean?
- ✓ How does...apply to everyday life?

The Key Takeaways – Why, What and How

WHY

- Decision-making creates value
- We can influence the decision-makers
- So that they see clearly

WHAT

- Rational Decision-Making in 4 Steps
- Core guidance in BABoK v.3 Ch 10
- The classic BA techniques and tools of Socrates

HOW

- We are the neck of the decision maker's head!

| Thank you!

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With great power comes great responsibility – stay true to your role and beware of the bias and heuristics!

Get in touch!

- For Questions, please get in touch
- <https://www.linkedin.com/in/briana-ertanin/>

Acknowledgements

- Decision Analysis 10.16 and Decision Modelling 10.17 are covered in Chapter 10 Techniques in the BABOK v.3 <https://www.iiba.org/my-iiba/search-the-babok-guide/babok-guide/techniques/>
- Rational Decision Making is sourced from Williams, Steve. “Making Better Business Decisions: Understanding and Improving Critical Thinking and Problem-Solving Skills .” *SAGE Books*, July 2019.



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