



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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Character Crafting: How behaviours can be caught, taught, and sought



Glossary of Terms

Character

The combination of qualities and traits that collectively make us the unique individuals we are

Behaviours

The outward manifestation of our character; how we respond to different situations and stimulus

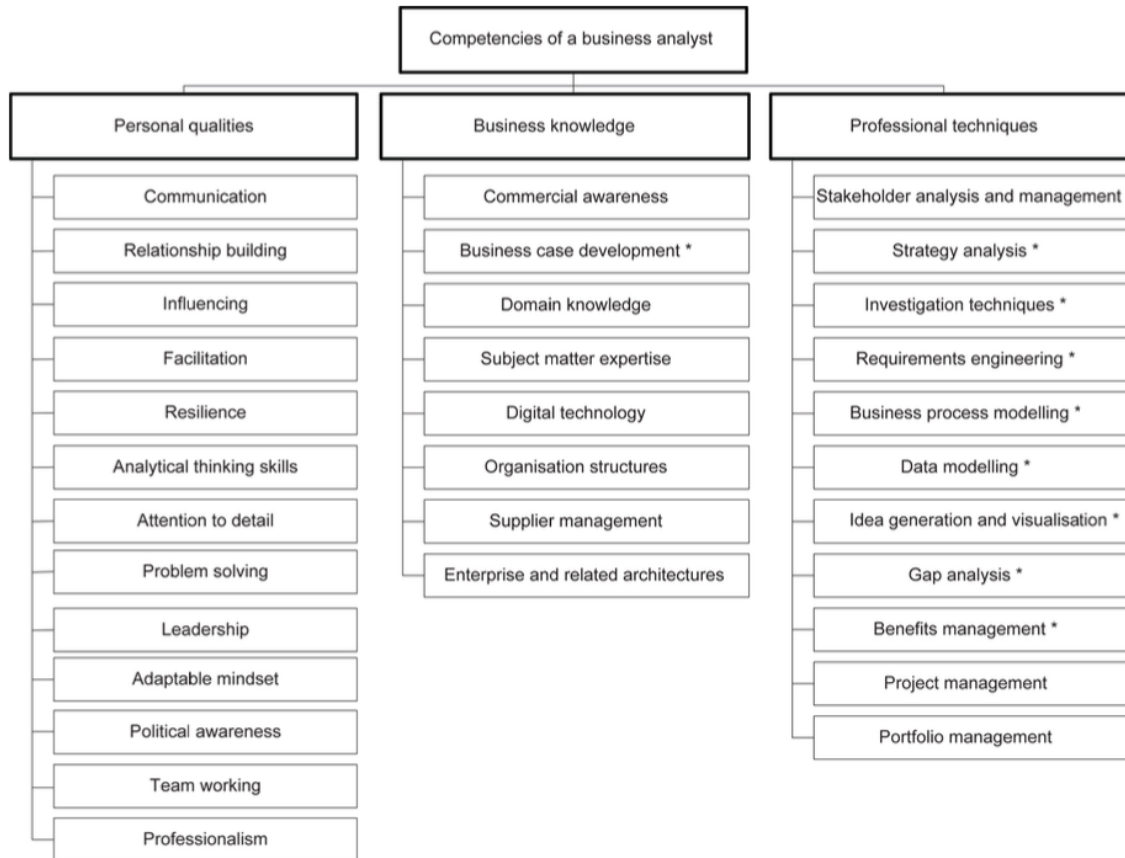
Persona

A role or character adopted by a person that is different from their real or private character

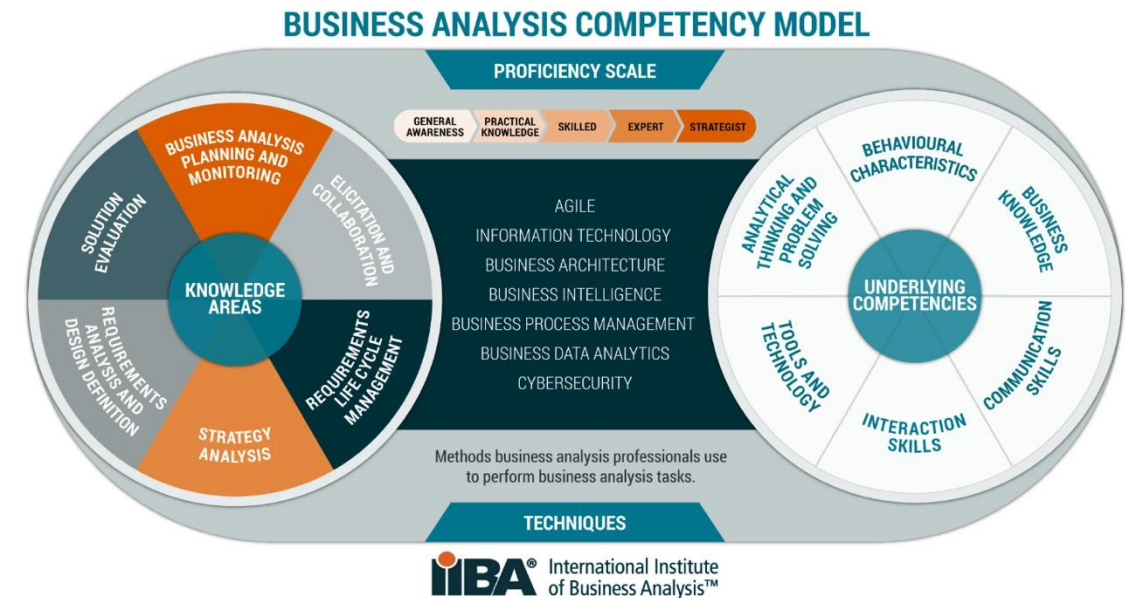
Competences, Conduct and Character Strength



BA Competences



BCS: Business Analysis (4th edition) – Competencies of a Business Analyst



IIBA Business Analysis Competency Model

A flexible organisation, driven by data and led by users

Code of Conduct

INTEGRITY

TEAMWORK

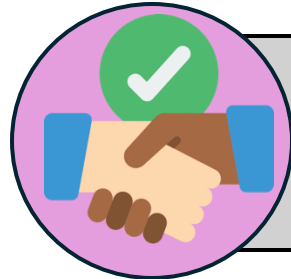
EMPATHY

PROFESSIO
NALISM

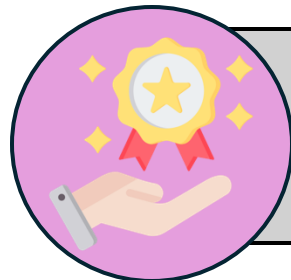
SELF-
IMPROVING



PROFESSIONAL COMPETENCE
Keeping skills and knowledge current



DUTY TO THE CLIENT & PUBLIC
Demonstrating integrity and inclusivity



DUTY TO THE PROFESSION
Behaving reputably and upholding professional standards

Character Strengths

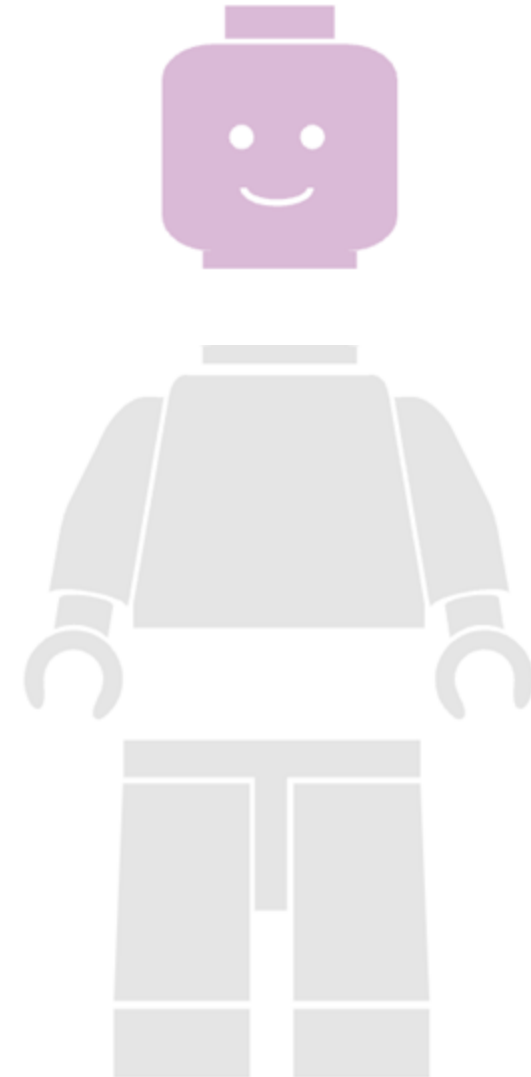
Wisdom	Creativity	Curiosity	Judgement	Love of Learning	Perspective
Courage	Bravery	Honesty	Perseverance	zest	
Humanity	Kindness	Love	Social Intelligence		
Justice	Fairness	Leadership	Teamwork		
Temperance	Forgiveness	Humility	Prudence	Self-Regulation	
Transcendence	Appreciation of Beauty and Excellence	Gratitude	Hope	Humour	Spirituality



In summary: Behaviours can be 'Caught'

As a BA community it is incumbent on each of us to provide the example and to role model behaviours to those new to the profession.

Understanding of the competences, code of conduct and relevant character strengths supports this and provides the foundation for us to influence others through our own growth and development.



Dare to Lead – Brene Brown

Strength Spotting and the Strengths Inventory

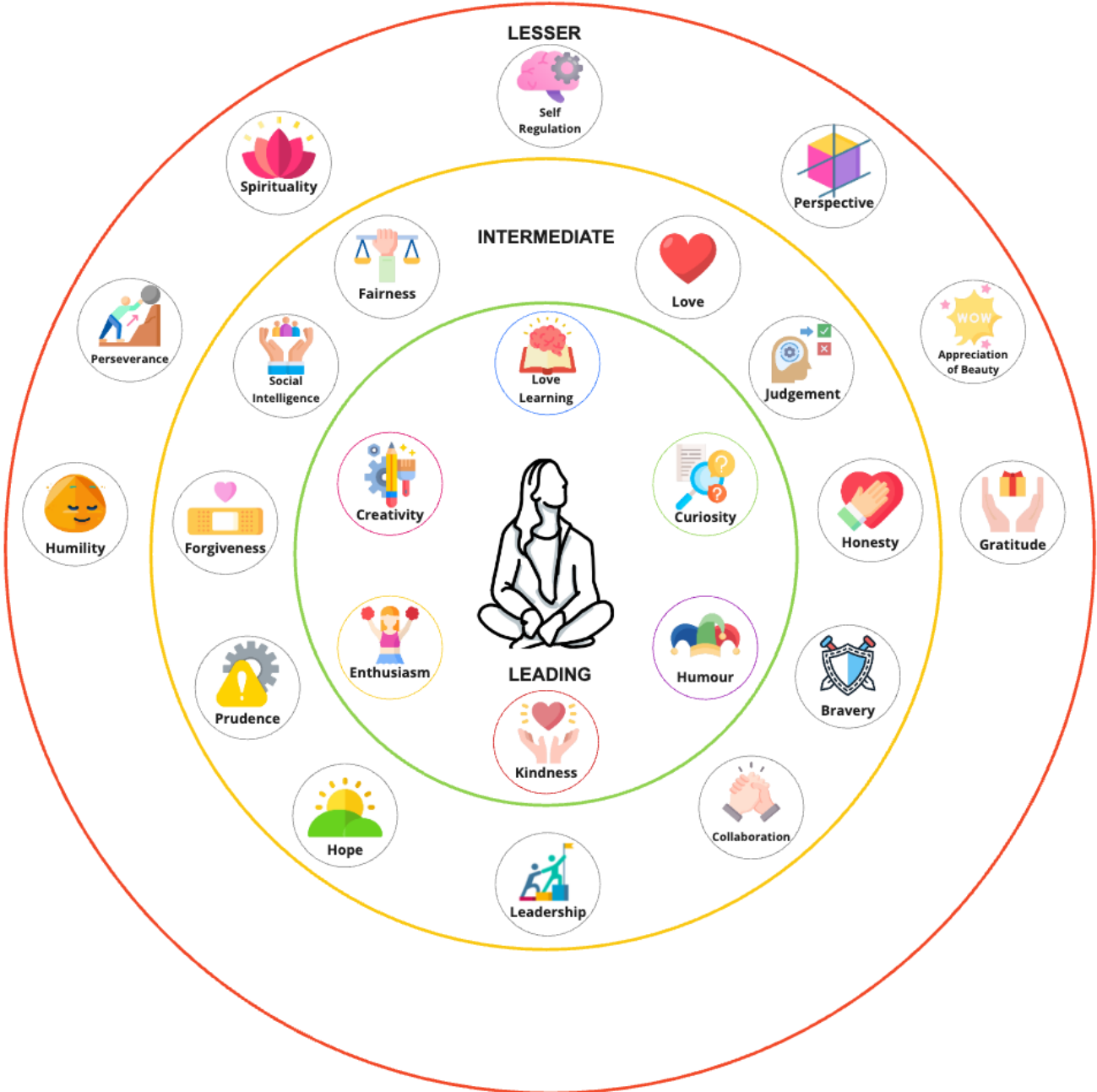


Strengths Inventory

Leading – a behaviour I demonstrated regularly and felt came more naturally

Intermediate – behaviours I felt I could demonstrate but where I had to put conscious effort into

Lesser – behaviours I found challenging and linked to anxiety



Strengths Spotting



What gives you energy?



What have you received recognition for?



What qualities do you admire in your role models?



Ask others what they see as your strengths



Keep a journal to help keep track of what you're doing well and what you find challenging



If you had a mentor what would you want support with?

Exercise: Create your own inventory



A copy of the inventory template is provided along with some pens and felts

Where would you place the highlighted strengths on your own inventory? What other strengths are relevant to the BA role?



Feel free to get creative if you want!

You have 10 minutes – remember you can continue or revisit this exercise after the session!



Character Strengths: A reminder!

Wisdom	Creativity	Curiosity	Judgement	Love of Learning	Perspective
Courage	Bravery	Honesty	Perseverance	zest	
Humanity	Kindness	Love	Social Intelligence		
Justice	Fairness	Leadership	Teamwork		
Temperance	Forgiveness	Humility	Prudence	Self-Regulation	
Transcendence	Appreciation of Beauty and Excellence	Gratitude	Hope	Humour	Spirituality



Character Passport



DEVELOPING MYSELF

PERSONAL

- Learn a new skill not related to my job ■
- Introduce a daily gratitude practice to help me focus on the positives ■
- Move more! Regular exercise for more than 10 mins at least 3 times a week ■
- Be curious - read books that help to challenge my perspectives and develop new ones ■

PROFESSIONAL

- Deliver a presentation/workshop to a group of fellow BAs ■
- Learn and apply a new skill around techniques or how to get the best out of tools, e.g. miro, each month ■
- Listen more, talk less! Practice the '8 second rule' to give others time to think and an opportunity to respond before I jump in. ■
- Seek feedback from my peers ■

CHAMPIONING & SUPPORTING OTHERS

PERSONAL

- Be Useful - find ways to help others and be open to sharing advice, knowledge and resources ■
- Sponsor a different charity event each month or look at ways to support good causes ■
- Give compliments and vocalise gratitude for those that have supported me ■
- Take part in more things that my children love - play football, ride bikes and be their cheerleader ■

PROFESSIONAL

- Look for opportunities to coach and mentor other BAs ■
- Deliver training and knowledge share sessions whether internally through work or in wider BA community forums ■
- Highlight the good work of others by signposting good work and resources across the community ■
- Practice positive framing when providing feedback to others ■

SMALL WAYS TO CHANGE THE WORLD

PERSONAL

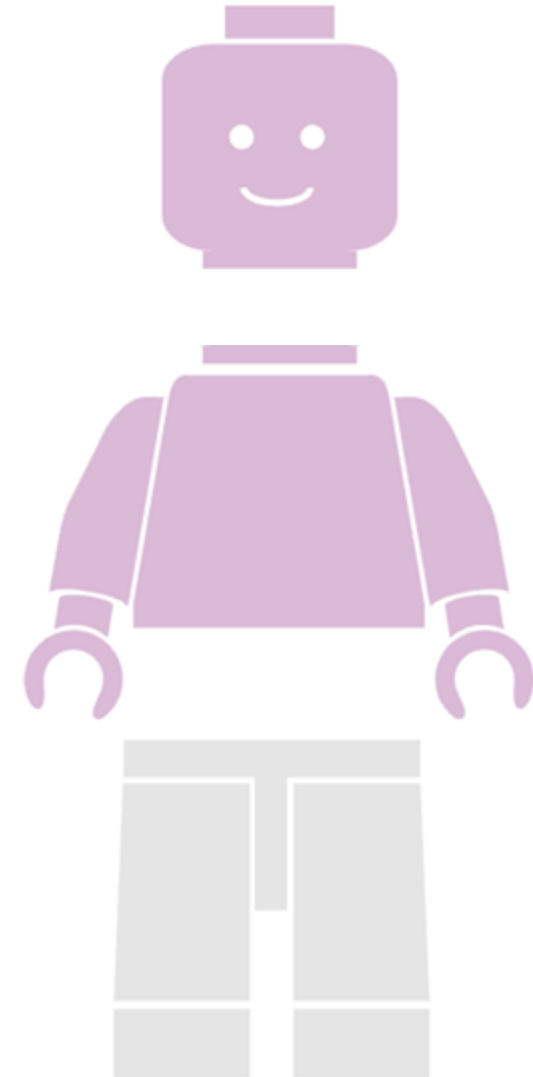
- Take care of my environment through recycling, reducing plastic usage and being a more conscious consumer ■
- Aim to collect 30 bags of litter across the year ■
- Donate blood at least twice this year ■
- Talk to strangers! Be friendly. ■

PROFESSIONAL

- Use my corporate volunteer days ■
- Get involved with or learn about different groups to act as a better ally and advocate ■
- Encourage open and honest conversations around wellbeing with my team ■
- Bring people together - create opportunities for my team to connect and learn and feel part of a trusted community ■

In summary: Behaviours can be 'Taught'

Character crafting begins with opening a discussion around strengths and values and provides the necessary tools and language to identify areas of our character to focus on and create guided practice around.



*Leader-smithing – Eve Poole
Atomic Habits – James Clear*

Character Crafting



Crafting Character through practice

“We are what we frequently do”

The character passport enabled me to create guided practice in 2 key ways:

- Habit Forming, Stacking and Tracking
- Templating



Tips:



- Don't just focus on weak areas – create a balance of practice across strengths too
- Think about how you will track your progress
- Take small steps – practicing bravery doesn't mean jumping straight into a big presentation – start by sharing your ideas with one person

The power of personas

“I have someone else takes over when it’s time for me to work and when I’m on stage.”



“I pretended to be somebody I wanted to be until finally I became that person. Or he became me.”

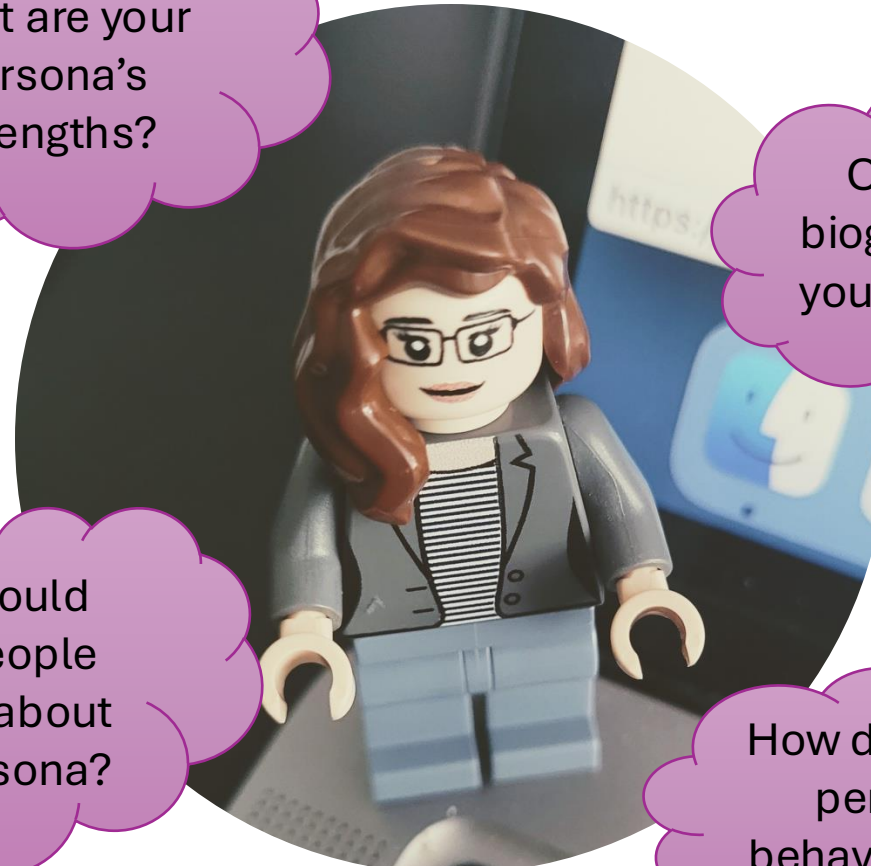
The power of personas

What are your persona's strengths?

Create a biography for your persona

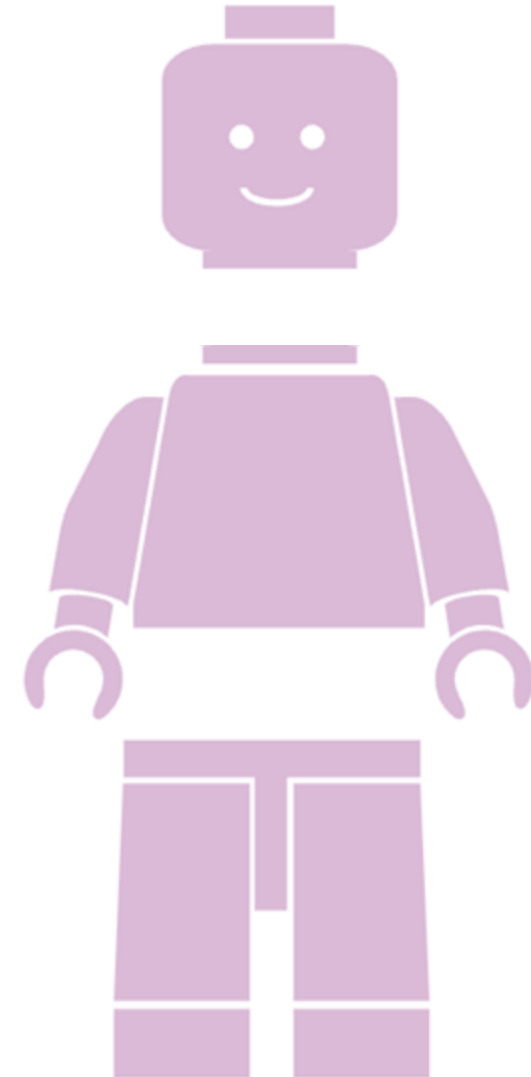
What would other people say/feel about your persona?

How does your persona behave/move?



In summary: Behaviours can be ‘Sought’

With a greater understanding of character strengths and some tips on how to craft and develop your desired character traits, you will hopefully leave with a desire to freely seek your own opportunities to practice against your identified areas of development.



The Alter Ego Effect – Todd Herman



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