



Facilitation Skills for Business Analysts H8C24S (6304)

HPE course number	H8C24S
Course length	2 days
Delivery mode	ILT
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Business analysts must determine and plan the requirements elicitation, analysis, documentation, and validation activities that will be performed on projects; the documents and models that will be produced; and how changes to requirements will be controlled and managed. In order to be able to effectively create business analysis planning deliverables, and to manage the requirements process, it is critical that essential project management concepts, skills, and techniques are utilized. Successful projects require collaboration among all stakeholders, which must be planned and facilitated throughout the project. This course will help you develop facilitation skills to build teams, reach true consensus, and manage productive facilitated events.

Course objectives

Upon successful completion of this course, students will be able to:

- Recognize the value and benefits of effective facilitation
- Use a 5-step facilitation process
- Use tools and techniques to engage participants
- Use techniques for managing group decisions
- Identify various behaviors and use techniques to manage them

Detailed course outline

Module 1: Facilitation concepts

- The need for facilitation
- Business Analyst (BA) events
- BA events by phase
- What is facilitation?
- Role and responsibilities of a facilitator
- Facilitator areas of expertise
- The facilitation process
- Scalability of process
- Deadly sins of a facilitator
- Characteristics of effective facilitated events
- Causes of unproductive events
- Key messages

Module 2: The facilitation process

- Preparing for the event
- Opening the event
- Conducting the event
- Closing the event
- Following up on action items

Module 3: Creating participation

- Barriers to participation
- High-participation techniques:
 - Idea generation
 - Brainstorming
 - Brain writing
 - Mind mapping
 - Six thinking hats
 - Questioning dos and don'ts
 - Organizing information
 - Affinity diagram
 - Gap analysis
 - SWOT analysis
 - Fishbone diagram
 - Force field analysis
 - Process improvement
 - Flow chart
 - Cross-function process map
 - Process management chart

Module 4: Managing decisions

- Decision-making challenges
 - Involve the right individuals
 - Empowerment levels
 - Decision-making methods
 - Consensus
 - Decision-making techniques
 - “T” technique
 - Effort/impact grid
 - Nominal group technique
 - Criterion listing
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Course data sheet

Module 5: Managing behaviors

- Observe the members
- Non-verbal behaviors
- Verbal behaviors to manage
- The value of conflict
- Conflict resolution approaches
- Managing behaviors
- Active listening model
- Facilitation interventions
- Guidelines for conflict intervention
- Constructive feedback

Module 6: Developing an action plan

- Business analysts as facilitators
 - Effective facilitation requires multiple areas of expertise
 - Effective facilitation requires a process
 - Use tools and techniques to create participation
 - Use methods and techniques to manage decision-making
 - Use techniques to manage dysfunctional behaviors
 - Action plan
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