

Creating a High-Impact Work Plan for Business Analysts - 3 Days

Course 912 Overview

- You Will Learn How To**
- Develop a work plan that successfully addresses the needs of a business analyst (BA)
 - Define the goals and deliverables of the initiative and develop the work charter
 - Organize, structure and schedule work using breakdown structures, network diagrams and bar charts
 - Adopt common and effective techniques to estimate task work and duration that reflect initiative uncertainty
 - Identify, analyze and manage risks that affect scheduling
 - Keep the work on track and manage key controls while meeting stakeholder expectations
- Course Benefits** Whether starting from an initiative or entering a project after it has been established, business analysts must seamlessly integrate their work into the planning process. To do this successfully requires a well developed and executed work plan. In this course, you learn practical project management methods, tools and techniques to adapt a work plan to the needs of your initiative and its stakeholders.
- Who Should Attend** Business analysts, those who perform the functions of a business analyst or those who may be required to contribute to or lead a project.
- RealityPlus™** An evolving case study immerses you in an authentic project environment, providing practical experience in building a business analysis work plan. Activities include:
- Developing a stakeholder communication plan
 - Creating well-defined work tasks
 - Calculating the critical path
 - Estimating tasks within appropriate tolerances
 - Securing resource commitments from stakeholders
 - Assessing and communicating risks
 - Communicating and presenting your work plan
 - Creating a personal action plan for future use

Creating a High-Impact Work Plan for Business Analysts - 3 Days

Course 912 Outline

The Role of the Business Analyst

Defining your role

- Comparing the *BABOK*[®] and *PMBOK*[®] *Guide* frameworks
- Pinpointing where you are in the process life cycle
- Identifying that your work can be defined as a project
- Establishing your relationship with the project manager

Making a commitment to the project

- Gathering information to get started quickly
- Determining the requirements for effective personal management

The Planning Process

Key steps of planning

- Exploring the makeup of a solid BA plan
- Creating the stakeholder communication system
- Synchronizing your plan with an overall project plan

Jump-starting the process

- Formulating the right questions
- Eliciting work constraints
- Assessing impact on business

Influences on the planning process

- Juggling the triple constraint
- Development methodologies
- Stakeholder concerns

Communicating effectively

- Fostering relationships and trust
- Discovering your communication style
- Delivering your message for optimal results

Building the Work Plan

Initiating your work

- Conducting stakeholder analysis
- Determining objectives
- Defining the scope of work
- Creating a work charter for approval

Planning the tasks

- Generating a task list
- Developing the work and organizational breakdown structures
- Listing task attributes and characteristics
- Devising acceptance criteria

Constructing task dependencies

- Identifying the critical path and calculating slack with network diagrams
- Making resource and scheduling decisions using bar charts

Assigning resources

- Assessing resource requirements
- Utilizing a responsibility assignment matrix

Outcomes of the Planning Process

- Deriving the schedule using a Gantt chart
- Calculating the budget

Creating Accurate Estimates

Estimating effort, duration and costs

- What constitutes a good estimate?
- Identifying standard estimating techniques

Key considerations that affect your estimates

- Collaborating to encourage ownership of the estimate
- Incorporating a WBS
- Accounting for time/cost trade-offs

Managing Risks

Increasing the probability of success

- Leveraging a Risk Analysis Questionnaire
- Communicating the results

Analyzing potential problems

- Brainstorming adverse risks
- Adding preventive and contingent actions into your plan

Mitigating risks

- Identifying opportunities and threats
- Conducting qualitative and quantitative analysis
- Planning for contingent actions

Executing the Plan

Managing stakeholder expectations

- Controlling scope creep
- Reporting progress

Addressing resistance to change

- Recognizing reasons behind resistance to change
- Defusing resistance

Keeping your piece of the work on track

- Resolving problems with a risk register

- Identifying standard techniques for tracking time and money

Applying Lessons Learned for Future Work

- Evaluating project objectives
- Documenting methods for continued improvement