Get Rid of the Waste

How to Lean Six Sigma Your Stakeholder Communication

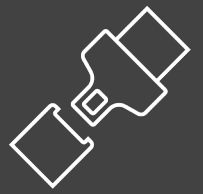
Pamela Paterson, MS, CBAP, PMP
Pamelapaterson.com
IIBA Sacramento
September 20, 2023

Objectives

- Understand Lean Six Sigma
- Know how to identify waste and defects
- Comprehend communications model
- Understand how to fix defects and waste for business analysis

About Pamela Paterson, MS, CBAP, PMP

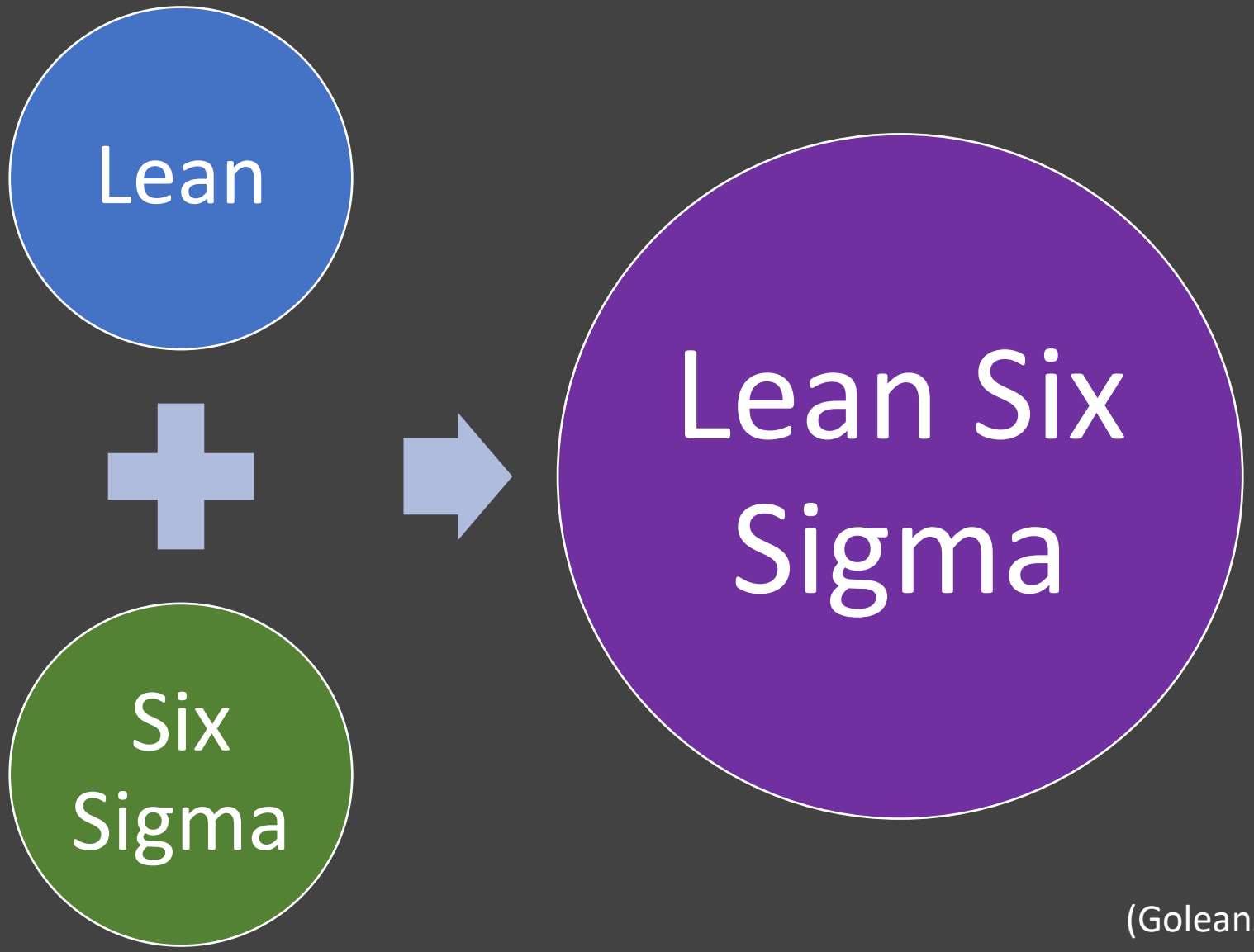
Systems engineering, information design, project management, chemistry, journalism



Lean Six Sigma Green Belt

Got rid of millions of words of waste

Writing stakeholder interviewing book for the International Institute of Business Analysis (IIBA.org)



(Goleansixsigma.com)

Lean Waste (DOWNTIME)

Defects	Overproduction	Waiting	Not utilizing talent
Transportation	Inventory excess	Motion waste	Excess processing

(Goleansixsigma.com, processexcellencenetwork.com)

Lean Waste (DOWNTIME): BA View

Defects: Artifacts/deliverables with mistakes	**Overproduction:** Creating documents nobody "needs or reads" or too detailed	**Waiting:** Slow stakeholder feedback/reviews	**Not utilizing talent:** Not using BAs fully
Transportation: Moving data/info multiple times, from one format/document to another	**Inventory excess:** Documents or templates that are not used but not deleted	**Motion waste:** Inefficient workflows and BA process, moving between too many tools	**Excess processing:** Too much detail for that time period (do 50 pages when need 1)

(Goleansixsigma.com, processexcellencenetwork.com)

Six Sigma Key Terms

Customer	Data	Reduce variation	Process	Management
Continuous improvement	Collaboration	DMAIC	Training	Financial

(Goleansixsigma.com)

Six Sigma Key Terms: BA View

Customer: True BA focus	**Data:** Data-driven decisions	**Reduce variation:** BABOK helps us	**Process:** Consistency and predictability	**Management:** Proactive not reactive
Continuous improvement: Check BABOK	**Collaboration:** Check BABOK 129x	**DMAIC:** Good idea	**Training:** CBAP etc.	**Financial:** Always

(Goleansixsigma.com)

How?

Communication Model

Business Analyst

Create message

Channel
e.g. phone, email, text, Zoom

BA technique
e.g. mind maps, interviews, workshops

Tool
e.g. Excel, PowerPoint, Miro, DevOps, Jira

Interpret message

Stakeholder

Feedback

Environment (noise, culture, context)

Communication Model

Business
Analyst

Communication Model

Business Analyst

Create message

Channel **e.g. phone, email, text, Zoom**
BA technique **e.g. mind maps, interviews, workshops**
Tool **e.g. Excel, PowerPoint, Miro, DevOps, Jira**

Communication Model

Business Analyst

Create message

Channel **e.g. phone, email, text, Zoom**
BA technique **e.g. mind maps, interviews, workshops**
Tool **e.g. Excel, PowerPoint, Miro, DevOps, Jira**

Interpret message

Stakeholder

Communication Model

Business Analyst

Create message

Channel
e.g. phone, email, text, Zoom

BA technique
e.g. mind maps, interviews, workshops

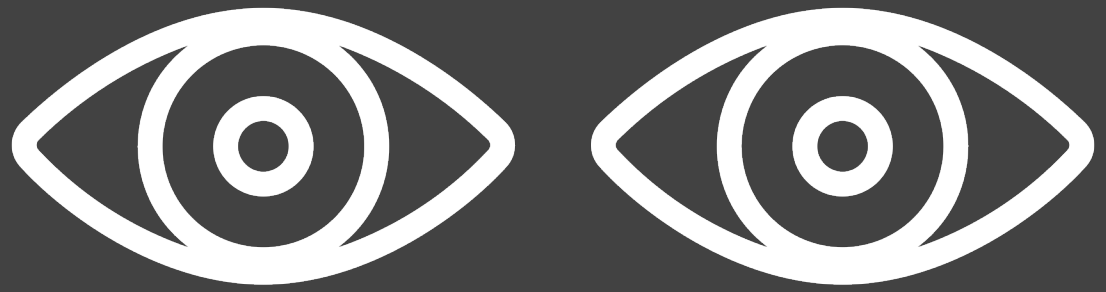
Tool
e.g. Excel, PowerPoint, Miro, DevOps, Jira

Interpret message

Stakeholder

Feedback

Environment (noise, culture, context)



Demo

The web-based ticket system and mobile app shall be comprised of several system components to support the key capabilities of issuing and managing the ticketing process. The components will include hardware, software, network, databases, and a client browser for the following:

- A user interface will be done for customers to create profile, manage their own ticket purchases, and view past and future trips, and access customer service functions such as chat; for agents to process ticket requests on behalf of customer, either in person or online.
- System administration tools and interfaces for administrators to manage ticket prices, routes, invoices, scheduling, reports, notifications and alerts, user account management, system performance monitoring, and security management.
- For business rules and processing there will be backend system and database; for example user requests, validating input data, and processing transactions and payments; data storage, retrieval, and management (databases); authentication and security
- System must provide adequate training and support for users, including online tutorials, user manuals, help desk support, and chat.

The web-based ticket system and mobile app shall be comprised of several system components to support the key capabilities of issuing and managing the ticketing process. The components will include hardware, software, network, databases, and a client browser for the following:

- **User interface** – for customers to create profile, manage their own ticket purchases, and view past and future trips, and access customer service functions such as chat; for agents to process ticket requests on behalf of customer, either in person or online
- **System administration** – tools and interfaces for administrators to manage ticket prices, routes, invoices, scheduling, reports, notifications and alerts, user account management, system performance monitoring, and security management.
- **Backend system and databases** – for business rules and processing; for example user requests, validating input data, and processing transactions and payments; data storage, retrieval, and management (databases); authentication and security
- **Training and support** – system must provide adequate training and support for users, including online tutorials, user manuals, help desk support, and chat.

Components	Detail
User interface	• **Customers** to create profile, manage their own ticket purchases, and view past and future trips, and access customer service functions such as chat • **Agents** to process ticket requests on behalf of customer, either in person or online
System administration	• **Administrators** to have tools and interfaces to manage ticket prices, routes, invoices, scheduling, reports, notifications and alerts, user account management, system performance monitoring, and security management
Backend system and databases	• System business rules and processing; for example user requests, validating input data, and processing transactions and payments; data storage, retrieval, and management (databases); authentication and security
Training and support	• **User** training and support, including online tutorials, user manuals, help desk support, and chat

Calculation

Communication Model

Business Analyst

Create message

Channel
e.g. phone, email, text, Zoom

BA technique
e.g. mind maps, interviews, workshops

Tool
e.g. Excel, PowerPoint, Miro, DevOps, Jira

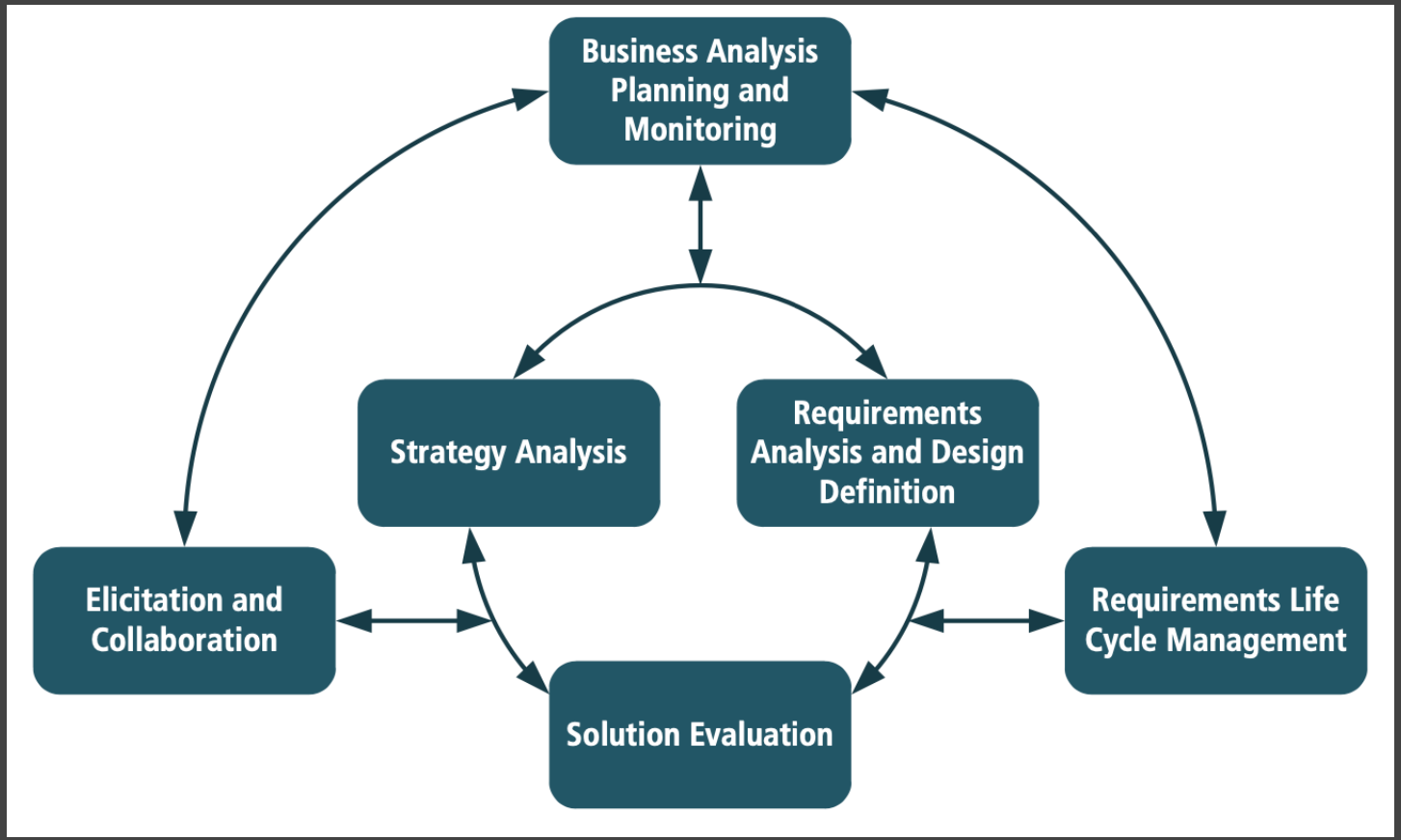
Interpret message

Stakeholder

Feedback

Environment (noise, culture, context)

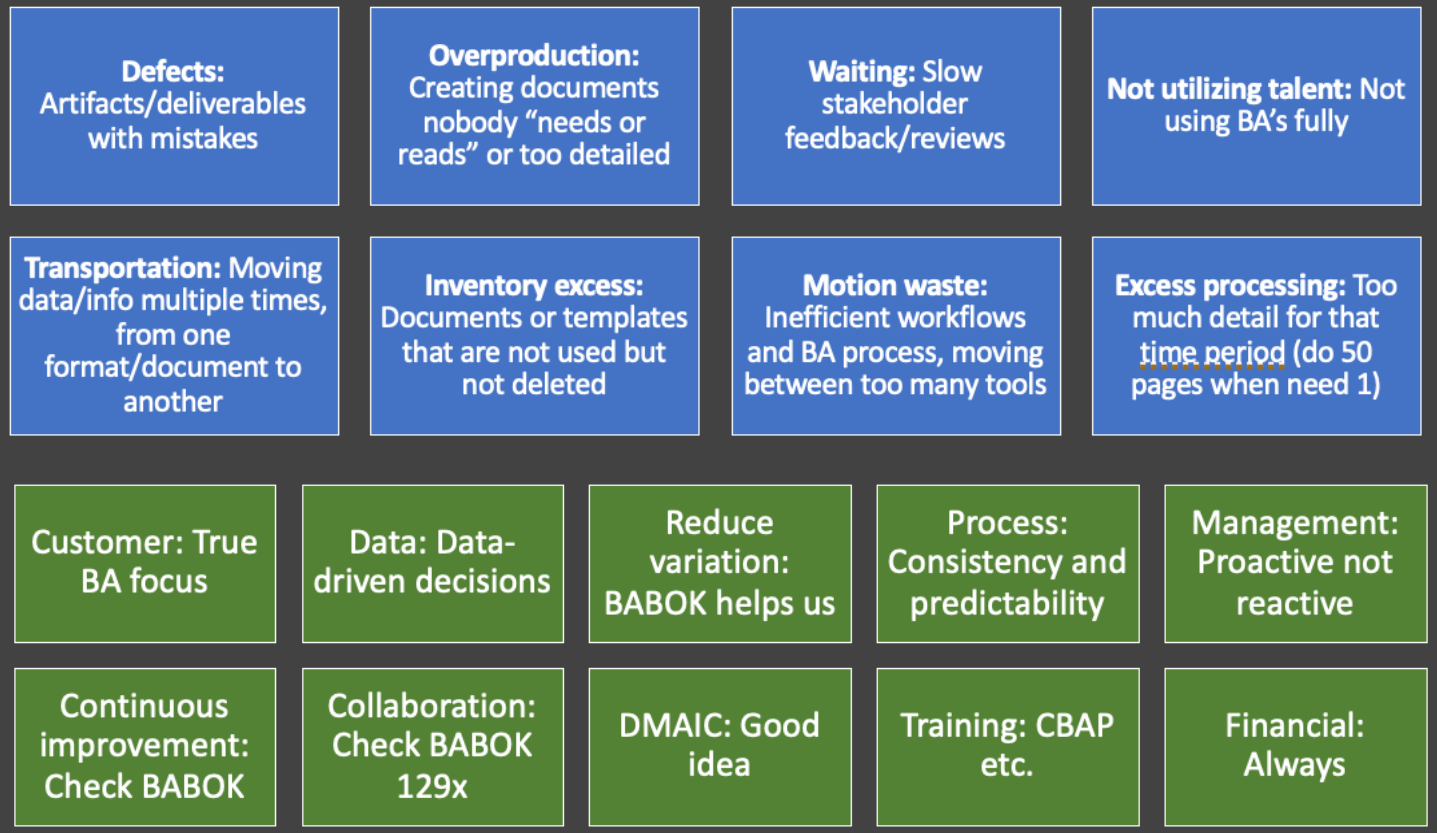
IIBA BABOK Knowledge Areas



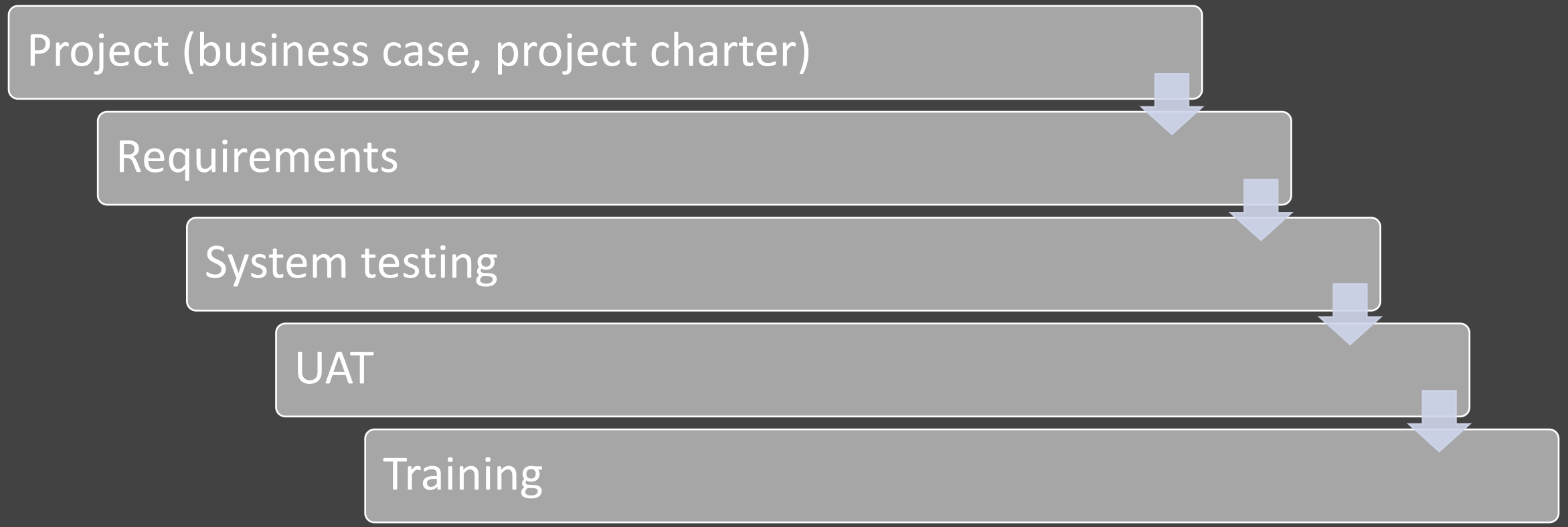
(IIBA BABOK, 2015)

Elicitation and Collaboration

- Prepare for elicitation
- Conduct elicitation
- Confirm elicitation results
- Communication BA information
- Manage stakeholder collaboration
- What is your process?
- Is there waste and defects?

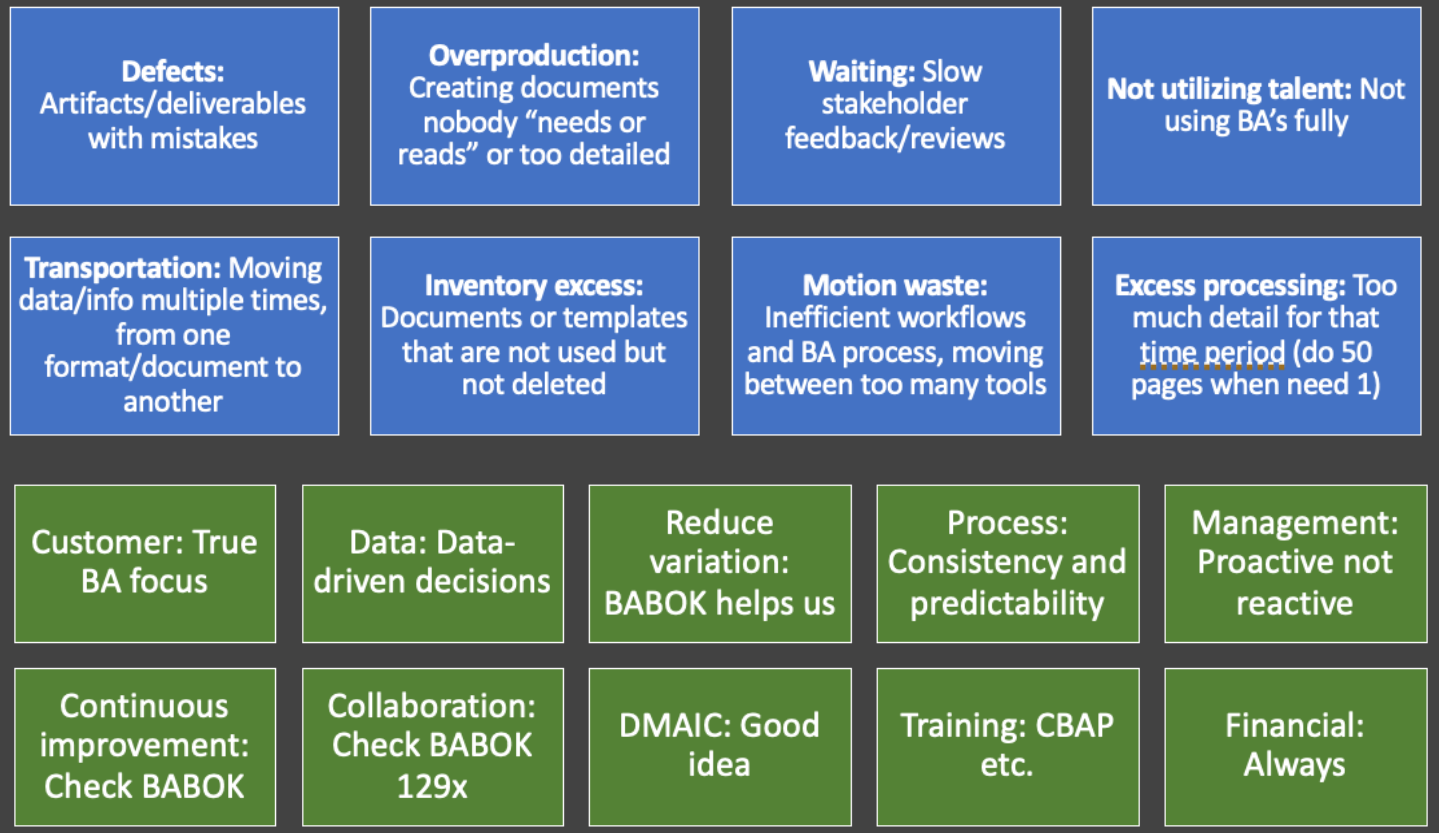


Business Analysis Planning and Monitoring



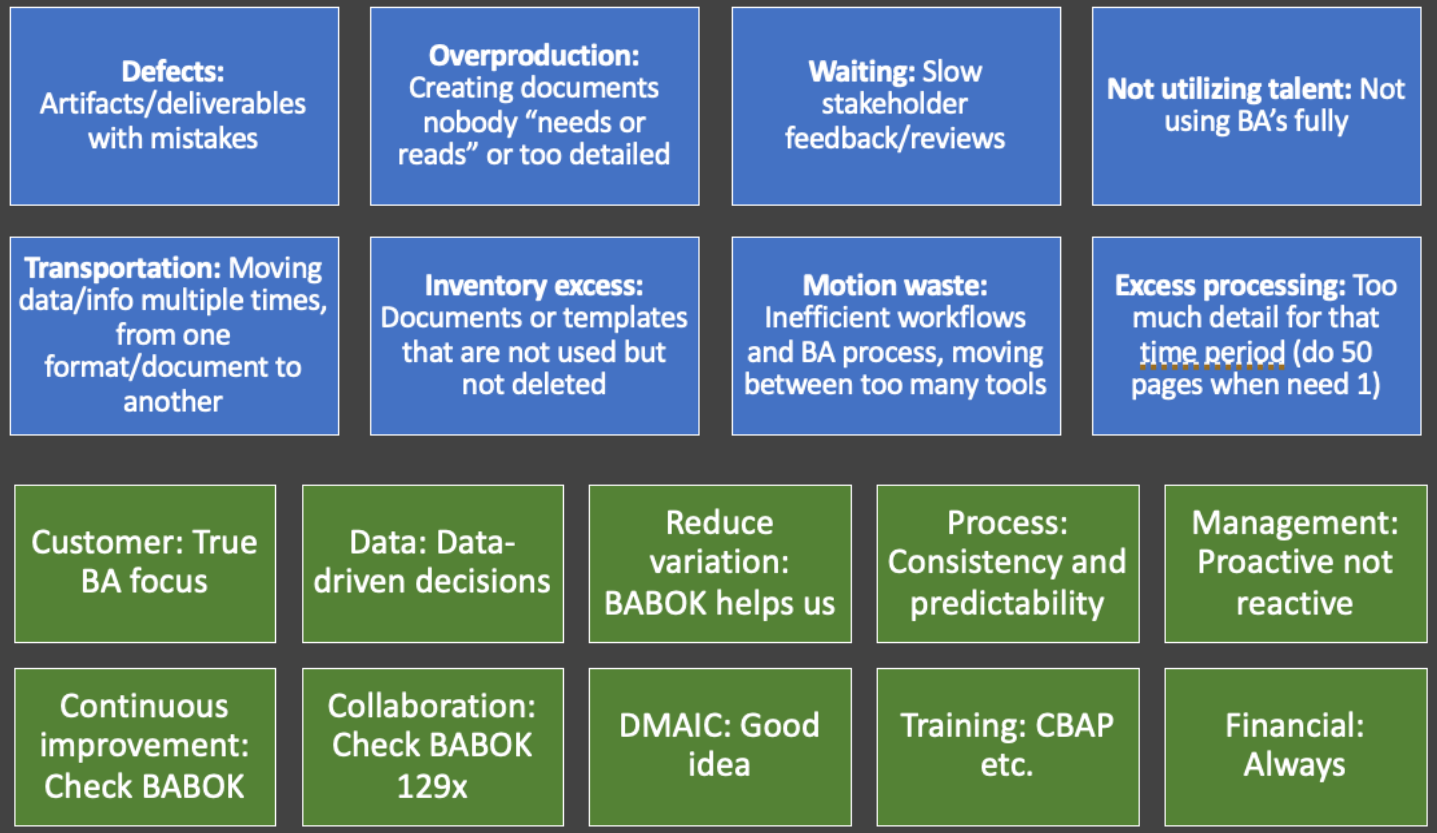
Requirements Life Cycle Management

- Trace requirements
- Maintain requirements
- Prioritize requirements
- Assess requirements changes
- Approve requirements



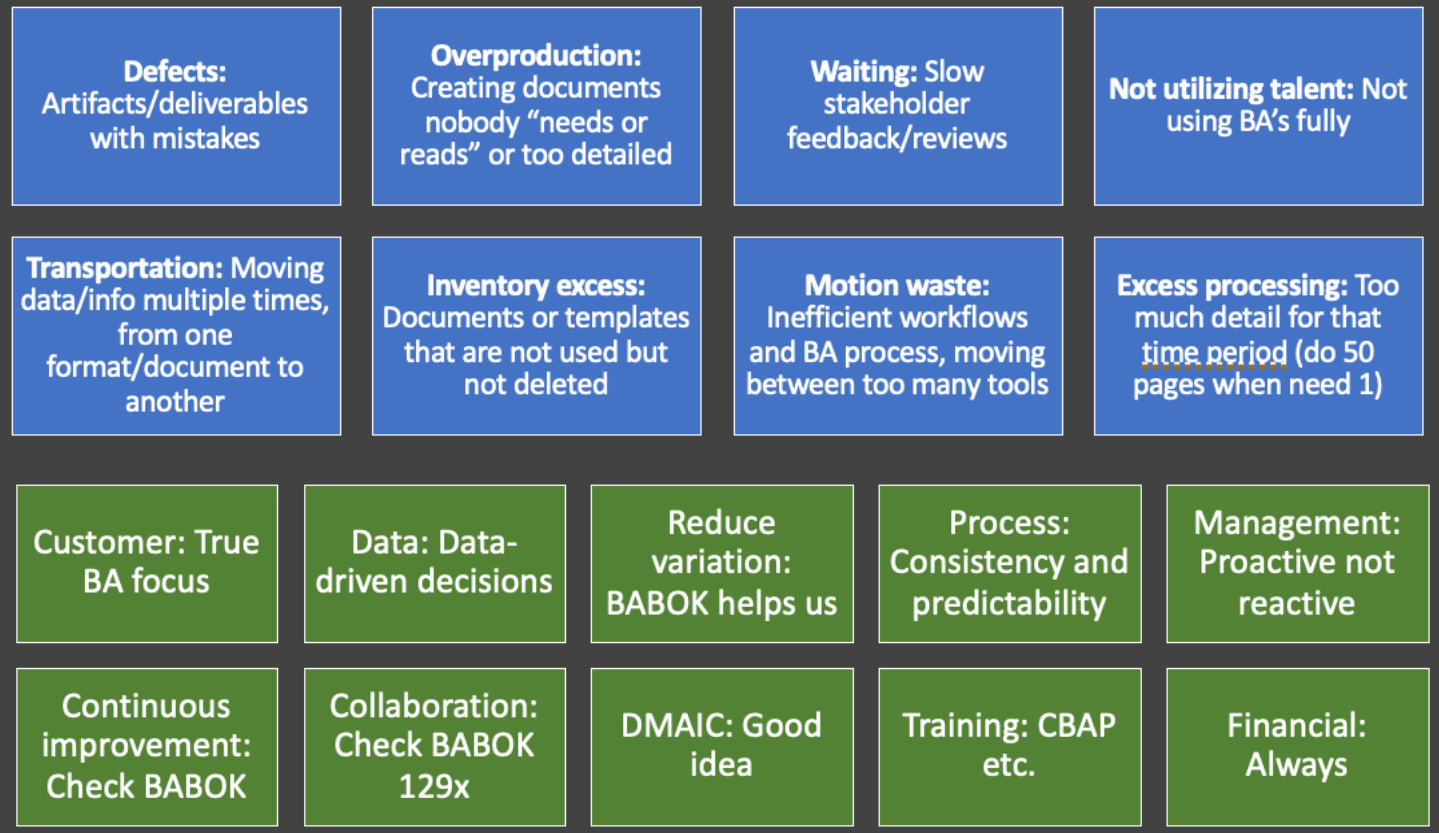
Strategy Analysis

- Analyze current state
- Define future state
- Assess risks
- Define change strategy



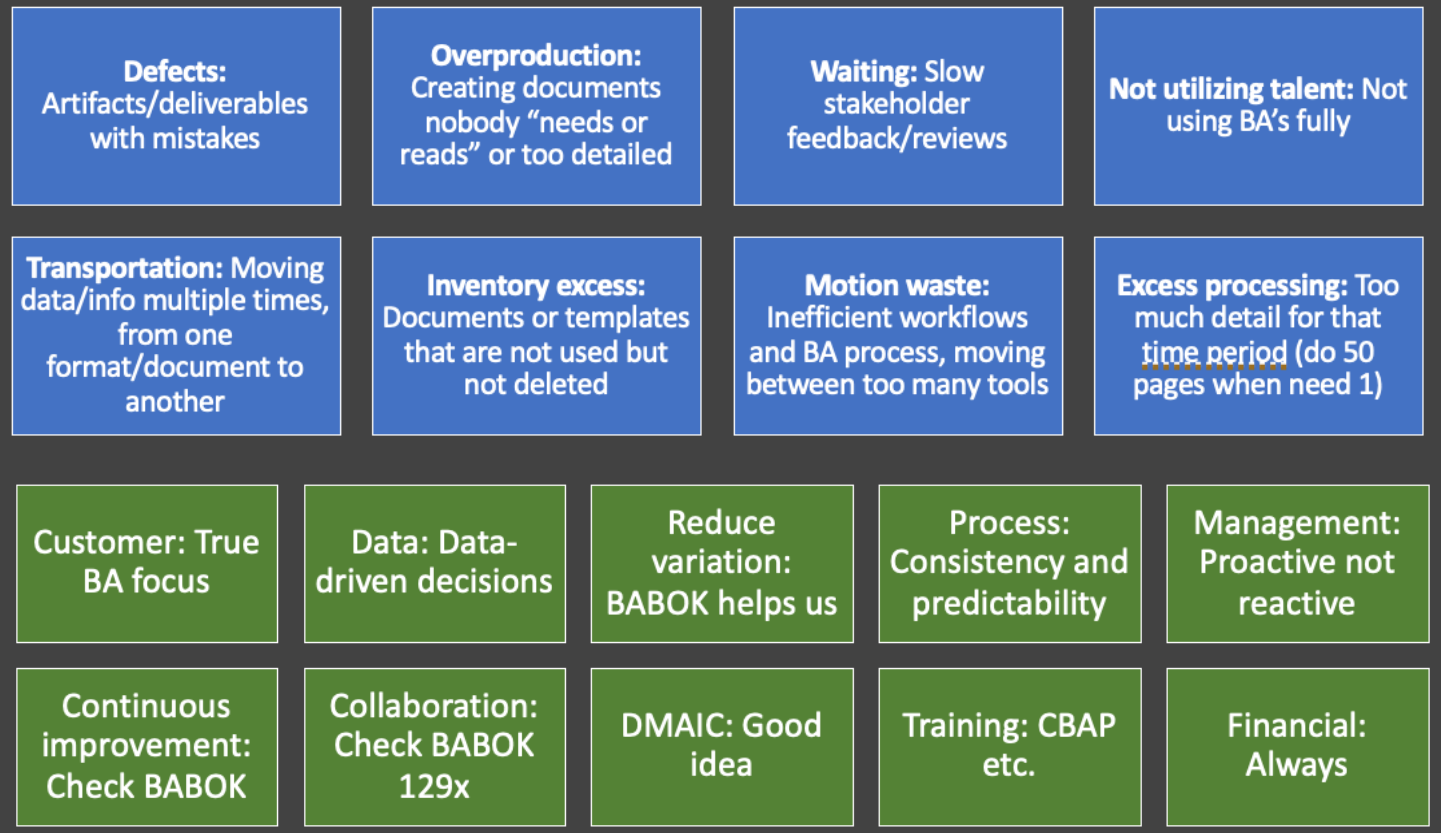
Requirements Analysis and Design Definition

- Specify and model requirements
- Verify requirements
- Validate requirements
- Define requirements architecture
- Define design options
- Analyze potential value and recommend solution



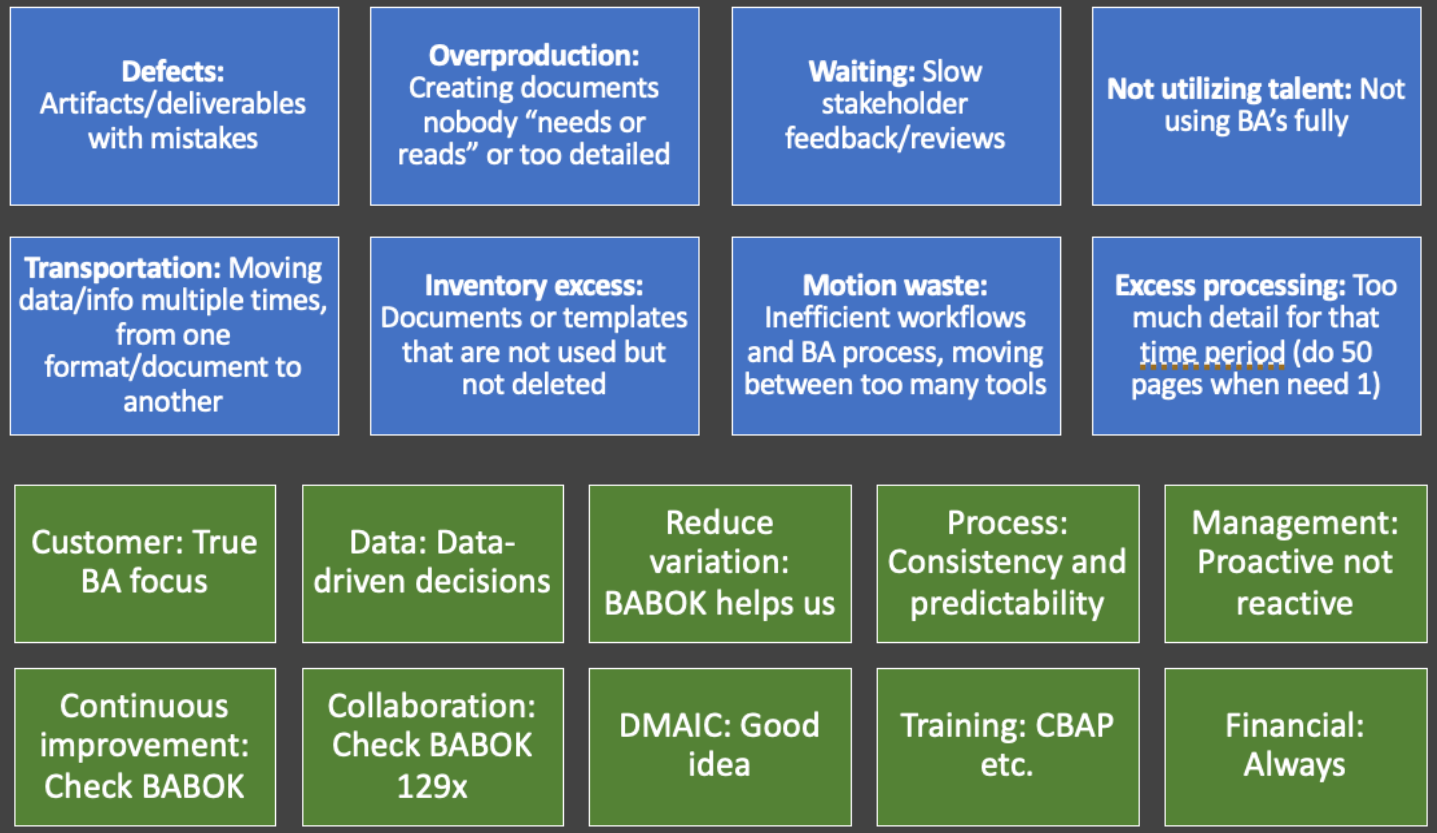
Requirements Analysis and Design Definition

- No. (unique identifier)
- Category
- Title
- Role (who performs requirement)
- Priority
- Source (who gave it to you)
- Acceptance criteria
- Status
- Status date
- UAT test created?
- Reviewer comment/question



Solution Evaluation

- Measure solution performance
- Analyze performance measures
- Assess solution limitations
- Assess enterprise limitations
- Recommend actions to increase solution value



Conclusion

- Lean Six Sigma can improve your business analysis activities
- Identify all the ways your communication could have waste and defects
- Embark on continuous improvement

Questions?
www.pamelapaterson.com