

Brainy Glue

Making Change Stick

A business novel on business analysis, innovation, and change



Ian Richards and Filip Hendrickx

"Ian and Filip have brought business analysis to life!

Through use of engaging characters and an enjoyable business change scenario, they paint a full picture of the types of challenge facing individuals and organisations.

Appropriate tools and techniques are demonstrated in a way which is relevant to experienced change practitioners and accessible to those new to the subject."

– Christina Lovelock, Business Analysis Leader & Author, University of Leeds, United Kingdom



"This book is a real page-turner, and the story fully and cheerfully engages the reader. It made me realise again why I love so much being a business analyst, boosting me in my work!"

– Ann Mistiaen, Business Analyst, Novado, Belgium

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AUTHORS' NOTE

Firstly, thank you very much for choosing to read our book when there is a wealth of other excellent books on innovation and change to choose from.

During its inception, we were both fully committed to writing a book that was different. We both have many books on our shelves and often find that having invested in buying the books, we have seldom read them in their entirety. We acknowledge the fact that some books are reference manuals by design and often picked up and read for specific topics of interest and then put back on the shelf. However, we wanted to write a book that our readers would be compelled to read from cover to cover.

Stories are the emotional glue that connects the audience to the message, and we wanted to combine a compelling storyline of friendship, drama, intrigue, humour and romance, written in everyday conversational language, in a book packed full of business analysis and modern-day hard and soft 'street skills'. We hope this book will change the mindsets of staff at all levels within organisations across all markets and industries. To help us achieve this we created the lovely Abbie Townsend, our lead character who brings this transformational tale to life through her journey of business and personal twists and turns, as she leaves a legacy for her client, Infinity Supermarket.

Having both experienced long, painful and expensive change programmes, our storyline was always going to be based on smaller, more iterative changes, co-created with staff from within the organisation, as opposed to change being inflicted on them from above, which often leads to change fatigue.

We intended to make this book easy to read and we have therefore integrated key takeaways, avatars and diagrams that will keep you engaged in the story and provide an easy canvas to learn.

We resisted the opportunity to create example techniques for every situation and chose not to go into great detail with some as we wanted to get the balance right

between story and skills, giving a flavour of the alternative ways that you could use the tools without being over-prescriptive.

We passionately believe that iterative and empowered change from within, with the right guidance and expertise, should be the rule and not the exception. We think that this applies to every level within an organisation, however, we also appreciate that every organisation is different.

We very much hope that you enjoy following Abbie on her journey and that it shifts your mindset slightly so that you are ready to take a fresh perspective with some of these traditional tools and techniques, and challenge existing approaches to change.

Register your book at [BrainyGlue.com](https://www.BrainyGlue.com) to be informed of any updates and/or corrections as they become available.

PROLOGUE

She'd learned a lot, Abbie Townsend recalled, as she drove from Infinity's flagship supermarket to find out more about her next assignment in her consultancy's HQ. Content to be travelling in the slow lane of the motorway for once, she smiled, remembering the people that she'd met, lifelong friends that she would meet up with regularly, but perhaps, in reality, work and life pressures might prevent that. Thank goodness for social media she thought, as she left for the open road and considered it ironic that this chapter in her life had both started and ended with thoughts of social media.

She was proud that she had stuck to her professional beliefs and had kept her integrity. Well, maybe not her professional integrity she conceded, as she recalled not always being able to control her temptations. But she was only human she reasoned, clinging onto any strand of self-respect, and she had to admit that recalling the memories of him gave her a sense of longing inside.

Having seen the negative effects of large-scale, top-down change programmes on people, the change fatigue and resistance they triggered, she was so happy that this assignment had gone a different way. She had been able to take a more modern approach on this journey and it had worked out well. The combination of using traditional business analysis techniques, and approaching them from a fresh perspective had allowed her to co-create the change with the team and operational staff. She had taken an incremental approach to what she believed would have been a huge endeavour if she'd used traditional methods. This had resulted in high staff engagement, great ideas, a successful product and positive customer feedback.

Change fatigue was forcing many organisations into a standstill, she thought. Chunky analysis documents often strangled the opportunity to take a fresh look at things and to really engage people for change.



Abbie was dedicated to applying different approaches and strongly believed in change from within. Gifting the workforce with autonomy and encouraging them to be part of the change, keeping the change small, manageable and incremental but with an audacious goal ... trying out opportunities and nurturing them from an idea, to a concept, to reality and making them stick.

Not everything had gone to plan, but as difficult as it was to achieve, Abbie felt pleased that she had also helped change the culture a little and had used her business analysis skills to deliver something that they were proud of. She was content that she had rolled up her sleeves, delivered the right guidance, with the right nudges, in the right places, and then through the duration of the change, transformed herself from a doer to a facilitator by gradually taking a back seat and nurturing and empowering the workforce.

Abbie firmly believed that as an agent of change, if you did a good job and made yourself superfluous, then you would be asked back to work on more. That was a tough concept for anyone to get their head around, she thought, but it made perfect sense to her.

So now she was on her way to start the next chapter of her professional life, knowing that for the first time in eight months she was dispensable. She was no longer needed by anyone at Infinity Supermarket, but maybe that wasn't entirely true...

8 months previously...

CHAPTER 1

As he sat at the breakfast bar waiting for his coffee to cool to drinking temperature, Chandra Patel pondered over his perpetual love-hate relationship with social media. He'd always felt that he was behind the curve and was often the last one to discover new apps, always the one that needed to be shown how to use them instead of being able to use his intuition. Maybe it was his age he thought or were people born with this natural ability? Or was this a gift only given to geeks and Generation Z?



He felt that he had somewhat lost his daughters to social media. Gone were the days where he would take them to his beloved cricket match at the Oval, where they would watch every delivery and dismissal followed by a meaningful conversation about what went wrong and what went right. He missed the days where they would cuddle up to him and watch Sunday afternoon films such as 'Chitty Chitty Bang Bang' and be engrossed in it from beginning to end. The wicked social media 'child catcher' with his net had well and truly stolen them away from him, and now he rarely saw them without their heads stuck in their latest expensive smartphone, catching up on the latest TikTok with their friends, who were likewise in their bedrooms, often on the same street.

"That handset belongs in an antique shop!" his daughter blurted out as she packed her lunch into her school bag. "That my darling is because your mother and I have all your cast-offs so that you and your sister can have the latest phones on the market!" Chandra was quick to snap back, but should the truth be told, he was comfortable being a few years off the pace when it came to technology.

"Anyway, you've only got 56 Facebook friends Dad, you're such a loser! Look, I have got three times as many likes on this 'Insta' picture as you have Facebook friends, and I only posted it 30 minutes ago!"

He plays along with it, stealing as much non-cyber time as possible with them, joking that they should consider having some self-discipline and rationing themselves to 500 selfies per day. He sighs, resigned to the fact that he either needs to embrace this cultural change or fight it and face the consequences because he knows deep down that there is only one winner. After all, his friends say that their children are just the same.

He concedes that he likes to keep in touch with relatives all around the world on social media, but he was happy enough with photos sent via email. However, he must admit that he hadn't sent photos to his parents in India for a long while.

It was a hate more than a love relationship he finally decided, as he grimaced, having dared to taste the red-hot coffee that was going to give him third-degree burns if he hurried it. What he had enjoyed though was the launch of his company's social media site, 'Infinity Supermarket'. He'd liked watching the numbers reach 300,000 followers and took great pride in showing his daughters at every milestone, trying his best to talk their language.

Chandra had been with Infinity Supermarket for 18 years, and although his progression to UK Fresh Fruit and Vegetables Director had been steady, he had worked his way up from a night-time shelf stacker and felt that was pretty decent advancement for someone who had left school with a couple of basic academic qualifications and an England youth cricket schoolboy international cap or two.

His appointment as UK Fresh Fruit and Vegetables Director was relatively recent, having led both the bakery rollout and the alcohol and beverage division in the past, doing a good enough job without really setting the world alight.

Chandra was proud of having been part of Infinity Supermarket's growth from 3 stores in the North West to 156 stores Nationwide. Their Unique Selling Point (USP) of 'never running out of stock on any item' was clearly resonating with the British public, who were obviously sick and tired of going to supermarkets only to find that they did not have what they had made the journey for. Infinity

Supermarket was doing something right, it was showing rapid growth, his family were well provided for, and he was extremely proud to be a part of the success story.

Chandra saw this as his job for life and he was well and truly weaved into its fabric. It was just as well as he was too risk-averse by nature to venture into a new organisation and compete with those that have qualifications coming out of their ears, now that almost everyone has a degree. He feared that he would be exposed, somehow found out. He had risen through the ranks, knew what he knew, and enjoyed that comfort and safety of being part of the Infinity Supermarket family.

Everyone has a (hi)story.

When initiating change, how well do you empathise with their (hi)story and respect their worldview?

CHAPTER 2

It was his eldest daughter that brought the article to his attention. "Infinite Amount of Waste: Infinity Supermarket Wastes Tons of Fresh Fruit and Vegetables Every Day." It wasn't clear who had written it, probably someone with nothing better to do he thought. There were a few damning photos in the article of Infinity Stores that he didn't recognise, showing his fruit and veg on scrap heaps with a write up condemning the fact that there is so much waste whilst there are people starving in the UK and beyond. It had already got 70k likes which he was reliably informed meant that it had pretty much 'gone viral', which Chandra was hoping wasn't as bad as it sounded. This was definitely one of those social media 'hate relationship' days.

Action was needed and action was needed fast. He needed to sort it out before Parinder Gill, Head of Fresh Food and his direct line manager, contacted him to ask him what he was doing about it. The last thing he wanted to do was to give the impression that he wasn't in control of his business area. At least he now knew about it, which was an advantage.

Surely there were processes to be followed? Were the staff just not following them? Was Infinity just throwing food out that had passed its sell-by date or was no longer at peak quality? Were they buying too much stock? They obviously needed to buy a significant surplus to meet the USP promise of never running out, but were they getting this drastically wrong?

Chandra admitted to himself that he probably didn't have the level of understanding in this area expected of someone in his position and probably on reflection he should be running a tighter ship. In fact, he could not remember the last time he saw a report on the amount of waste that was generated. Infinity Supermarket's expansion was so rapid that he wasn't even sure if one existed and couldn't remember if he'd ever asked for such a report.



Should Chandra run a tighter ship, or should he enable and empower their staff to use their initiative?

He felt his anxiety rising. He knew that he had no time for this, especially not this month! He was going to the West Indies with a friend for a fortnight to follow cricket whilst his wife took his girls to Disneyland, Paris. They had been saving for this trip for two years, and he had set aside the remainder of this month to contribute to the strategic business plan, which had to take priority. Knowing that panicking wouldn't do any good, Chandra took a metaphoric step back and framed the problem so that he could put an action plan together. The problem was apparent for all to see – Infinity Supermarket was throwing away too much fresh fruit and vegetables. Actually, that was not the problem Chandra realised, that was just a symptom that needed urgent treatment.

If this was true, there were the following considerations:

First: Infinity Supermarket was losing money through incorrect supply and demand.

Second: Although the fruit and vegetables were biodegradable, the supermarket had a moral duty to make good use of the produce that was simply not in pristine enough condition to sell on the shelves.

Chandra had so many questions...

Is this a UK wide issue? How much waste are we throwing out? How fresh are the products that we are throwing out? How fresh is the

produce coming in? Are there procedures for handling fresh produce that can no longer be sold on the shelves? Are these procedures communicated to staff and are they consistently followed across the 156 stores?

Chandra was sure that he didn't have all the questions. He knew he didn't have all the answers and knew for certain that he didn't have the time to come up with a solution to resolve this before he headed off to the West Indies!

"I have two kinds of problems: the urgent and the important. The urgent are not important, and the important are never urgent."

– President Eisenhower

What is urgent and what is important in Infinity's situation?

CHAPTER 3

David Green had a good working relationship with his senior client Chandra. Having started as a parent-child relationship due to historic difficulties with the contract, David was pleased to have found a common interest in cricket that he could exploit to build rapport. However, he often felt that he probably overused this and needed another conversational anchor to balance their small talk.

David had joined 'Starbrite Consultancy' just over two years ago from another leading consultancy firm in which he had held the position of Managing Consultant. He had put up with the constant periodic personal portfolio building, competing with colleagues on the promotion ladder, walking the treadmill of asking for feedback from people with no time to give it to evidence his performance at every review step, and for what? To be told categorically that he had reached his ceiling by his so-called 'career champion'.

David had taken offence at this as he had always done what was expected and could not shake off the injustice of it. Certainly not coming from a consultant that he had actually trained and who had subsequently been promoted over him!

In his last assignment with his previous employers, David had taken the analysis reins of a large programme, landing an enterprise system for a large organisation. For the full benefits to be realised, all aspects of the enterprise system needed to be adopted cohesively by each business unit. However, difficulties with the response times, usability, and the fact that the organisation was not properly conditioned in terms of leadership, capability, capacity and appetite for change, resulted in the extremely expensive enterprise system being resisted and almost rejected.



The system had been shoehorned in eventually, but the battle took its toll on the workforce and many had left as a result, the remaining employees still living with the scars. They'd all feared the results of the benefits realisation process and when it showed that they had not realised the benefits that they had anticipated, David knew that he was no longer seen as the safe pair of hands that he had always considered himself to be. So, he dusted himself down and left for pastures new.

Now in his 50s, David had not lost his drive for delivery excellence. However, he was more risk averse than most, and his ex-colleague once described him as a 'stickler' when it came to following procedures and doing things the correct way. But David had lost his drive to climb the ladder, or moreover, his previous employers had ground his ambition down into fine dust and he had found a new, less bureaucratic home with Starbrite Consulting.

Enforcing predefined solutions often lacks staff engagement resulting in resistance at the operational level. Do you consider alternative engagement approaches at the start of your projects?

David's aspiration was no longer to progress within his new company. He earned enough money; he'd seen his children through university and they now had young families of their own. However, he still had this overwhelming passion for analysis in a world that he still felt didn't have enough business analysts. After a few gin and tonics, David's favourite rant was his astonishment that business analysis was not officially taught

through the entire education system as a topic in its own right – that there were no secondary school business analysis qualifications and very few business analysis degrees!

He would talk about how in the dark ages, there were programmers and business users who couldn't talk using a common language. One spoke a language called 'Techy Geek', and the other spoke a language called 'Business'. This unhappy situation resulted in the invention of an analyst programmer who was, in David's mind, effectively a programmer with a personality, or a business person who had

the ability and desire to record programmes on their old VHS or BETAMAX video recorder.

This is where David joined the battle as the next generation human solution to this problem – a systems analyst. Someone who would take an interest in the business and capture their needs. Someone who could 'translate' their requirements into systems specifications that the programmers and people that understood 'tin and wire' could build into a technical solution, which, in fact didn't always provide the desired result.

David would go on to say that he soon realised that the bad perception of early systems analysts was a result of an army of diligent and dedicated people doing exactly what the business stakeholders asked them to do. Depending on how many G and T's David had drunk, he would explain how he was part of, or very often how he had 'led' the revolution into business analysis, which he said was once the fastest growing profession in the world. This revolution was fuelled by the need for business analysts to understand the client's challenges and needs, to ask the right questions to get the right answers, to challenge requirements, to break large problems into more digestible chunks and present these complex situations back to the client in a more understandable way so that together, they could come up with the most appropriate solution.

He would argue that as a result of this revolution, business analysis had grown at such a rate that it was too big to generalise business analysis as a whole anymore, so it then got sliced and diced into core business analysis (at the centre of everything of course), and then narrower specialities, such as business architecture, change management, data and analytics, customer experience, user experience design, product management and more than likely a few more, depending on where you worked.

David revelled in debating the past, present and future of business analysis with anyone who wanted to listen, and it was his storytelling ability that had endeared David to more junior members of staff who saw him as a father figure, a coach, as well as the lead Starbrite business analyst on the Infinity Supermarket account.

Of course, gone are the good old days when a solid set of signed off requirements were passed to a solutions architect who would design and build a solution. With

technology now driving innovation, David felt a seismic change in the modern-day business analyst as they strived to keep up with the digital age and leverage this rapidly growing phenomenon. But that was another deep and thoughtful discussion for another day, he thought as his phone rang.

David hears Chandra's familiar voice, "Hi David. It's Chandra,"

Having had a strange feeling that Chandra would call him today David responds with his semi-scripted response, "Hi Chandra, great to hear from you. What do you think of Surrey's collapse at the wicket yesterday?"

Chandra sighs, "Yeah not good! I was there! We need a new captain, the field positions were all wrong, they were knocking us around all over the place."

David, feeling adventurous, tries to inject a bit of humour. "Hmmm, yes, you may be right. Anyway, they are 79 for 4 at the moment."

Chandra responds confused, "Who are? Surrey won't start batting until around midday."

Hoping that this attempt at humour doesn't backfire, David retorts, "Ha! Bread rolls in Infinity Supermarket!" and is rewarded by polite laughter. Chandra, having heard this joke many times is slightly bemused at how he got caught out, but he is not too surprised as he had a lot on his mind. Impatiently, he quickly turns the conversation towards business.

"Listen David, I need your help! I need one of your business analysts to help fix a problem that has been brought to my attention through social media. You may have seen it."

CHAPTER 4

David scratches his head. He has seen knee-jerk opportunities such as this disappear as quickly as they appear, but he doesn't have anyone on the account that he can free up right now. Reaching out to head office he gets told about a 'bright young thing', Abbie Townsend, who has just been placed on the bench having shone in her last assignment with a South Coast county council, streamlining their refuse collection service. 'Perfect' he thought.

Abbie's first thought on receiving the phone call was, 'Great, a brand-new market sector and a different problem to solve!' Abbie had wanted to make a career for herself within a stable and reputable consultancy with a diverse client base and workload, and these were the main reasons why she had joined Starbrite Consulting. In an age where employees continually move from company to company in search of progression, better salaries or just for a change of scenery, Abbie preferred to demonstrate her loyalty and commitment to one company and trust in them to make sure that she was suitably rewarded. Her only fear was of becoming stale, however, with so many client accounts, Abbie felt that the diversity of the work that Starbrite could offer would give her exposure to new and exciting challenges, which would ultimately result in her becoming a more rounded and adaptable business analyst.

Before joining Starbrite, Abbie had served as an officer in the Royal Air Force and had developed great stakeholder management skills. She had been destined for a successful career in the military before being medically discharged after four years due to injuring her knee on a field exercise.

Ex-forces personnel were attractive to employers due to their ingrained discipline and commitment to finishing the task at hand and Abbie was just that. At 28 years of age, she was current enough to excel through the corporate jungle, whilst having the grounding of a self-disciplined, self-motivated leader who respected the chain of command. She'd already created a good impression as 'one to watch' at Starbrite.



David outlined the job to Abbie with clear instructions — do some research around Infinity Supermarket, find that social media article and prepare for a three-way interview with the client. David seems like he'll be fine to work with, Abbie mused, although he does sound a bit traditional and formal.

"Oh, one last thing Abbie," David commented, "I hear that you have your ideas and your own way of doing things using resources from operations to help you do your work where you can."

"I wouldn't quite put it like that," Abbie responded, "but I like to think that I have a few fresh ideas on change. For instance, when I was helping refugees from a war-torn region of Eastern Europe establish new ways of working during my time with the forces, I found that when we imposed change on them, they weren't interested

and tended to reject it, so as an alternative I tried to facilitate the necessary changes to their lives by helping them design their own solutions and implement their own decisions."

"Ah, that's interesting, tell me more," David said, sensing that he was going to hear more whether he wanted to or not.

"Sure, I also think that it is important to ensure that the change experience for the client is a

good one. I strongly believe that you can deliver the best product or service, but if the experience of going through change isn't a good one, then all the client will remember is their personal struggle. This approach seems to be working for me in the business world, as well as it did in the Armed Forces, so I'd like to continue in that vein if that is ok with you?" Abbie made her point, feeling that it was her duty as a BA to empower herself to challenge all stakeholders' thinking, including those of her sponsor.

"A change imposed is a change opposed."

— **Dr. Spencer Johnson**

"That's great Abbie, but just a word of caution if I may, this is slightly different to the military," David said sceptically. "Every time I have dealt with Chandra, he has wanted and expected a traditional approach and for us to do the work that we are paid for, not solve world peace!" He instantly felt bad as this wasn't the truth, it was David who preferred the traditional approach. In fact, he had no idea what approach Chandra was open to.

David, reflecting on the failure of his last big transformational project, and not wanting to quash her energy and enthusiasm gave Abbie some leeway. "Ok, I'll keep an open mind. Let's use your approach, but let me make it clear, Chandra is going to be pressing you for answers and solutions as a result of the comments on social media. I will give you all the support you need and will work with you, but you will be responsible for delivery. My head is ultimately on the block here, so please bear that in mind. I'll send you the video interview invitation shortly."

CHAPTER 5



"Yes, I have managed to conduct some initial research." Abbie swallowed down her initial nervousness as she responded to Chandra's question on progress, although he did in all fairness concede that there had been little time since his phone call to David requesting help.

"The recent social media storm requires Infinity to quickly convince the public that it takes the environment in which it operates seriously." Abbie takes the initiative, keen to impress. "So there's an urgent communication challenge to acknowledge this situation, but you'll also need to show that you are actively addressing the issue," to which Chandra agreed.

"I am reading a book called 'Be a Great Problem Solver Now!'¹ which says that knee-jerk reactions often trigger us into delivering only a partial or short term solution, or a solution for a symptom rather than the real problem," Abbie added. "The author encourages readers to ask themselves and their teams the following questions:

- ◆ Are we being presented with a solution, rather than a problem?
- ◆ Have the right people been involved to define this problem?
- ◆ Do we know the root cause, or do we need to delve further?
- ◆ Does this problem really have to be solved right now, or do we have time to consider options?"

Chandra nodded thoughtfully.

"So, am I right in thinking Chandra, that your goal is to prevent so much fresh fruit and vegetables being wasted, and by doing so improve customer perception of your corporate social responsibility? If so, I believe that the root cause of the problem will probably lie in the waste handling process and its actual application throughout your organisation. However, with some more detailed investigation, I may come

across other problem areas such as procurement, and alternative solutions that may help you achieve your goals."

"Yes, the urgent thing is that we are seen to be doing something about the damning storyline on social media," Chandra explains. "Once we know a bit more about what is happening in the stores we can look at how to address it, and then I will be better informed on how to respond on social media. The important thing is that we take measures to fix the actual problem. We don't want to say that we are fixing the problem if we are not! And that is your job, Abbie."

"Got it!" Abbie replied confidently.

"And If I may make another point whilst I have the floor..." she gained in confidence.

"One thing I am struggling with is that you have this USP, linked very cleverly to your 'Infinity' company name, stating that you won't run out of any stock items, however, that isn't very lean is it? Surely it means that you must have waste and potentially lots of it, which must be quite expensive both financially and ecologically."

Chandra ran through the usual company mantra explaining that whilst Infinity Supermarket doesn't have the buying power to compete with the large budget supermarkets, nor the quality to compete with the high-end supermarkets, they have found a niche in the market where their customers don't experience the disappointment of a wasted store visit, nor the disappointment of alternative or even missing products with their delivery service. "So, you are right, we are not very lean and we have had to increase our costs in certain areas as a result, however, our customers value our unique product promise which is evident in our growth to 156 stores. It is just what we do with the waste that is now under scrutiny and especially the waste in my fresh fruit and vegetable department, so I don't expect any challenge to our strategy coming out of this Abbie. Staying true to our USP is a message that is always strongly communicated by our board of directors."

"If we achieve our goal with a completely different scope, have we succeeded?"

– Gojko Adzic

Feeling he had made himself perfectly clear, Chandra softens his approach. "I hear that you are Starbrite's waste disposal expert and that we are very lucky that you are available right now. Can you share with me what your initial approach to this issue would be?"

Abbie, feeling her chance to impress has arrived, launches into her thoughts with a mixture of self-deprecation and hard sell.

"So yes, unfortunately, I appear to have the glamorous honour of being Starbrite's expert of household waste, but I put a lot of trust in my solid business analysis skills and mastery of the extensive business analysis toolkit. There's at least one technique for every situation and I spend a lot of time understanding which technique to apply to which situation and how to apply it."

"So firstly, I would like to do some detailed research to discover what is supposed to be happening with the waste. I'd like to know if there are any policies, processes or procedures around this and if there are, what shape they are in and why people may not be following them. This will probably mean a lot of digging around in head office to see what documentation they have."

Sensing silent agreement, Abbie continued, "To coin a military phrase, I would also like to get out into the field, observe what the employees are actually doing in the stores, and understand what challenges they face to see if it's a procedural issue, a training issue or a communication issue. My approach is very hands-on, and I strongly believe that the employees need to be part of both the problem identification and the solution going forward. I always feel that if you bring the employees along with you on the journey, or even better, empower them to drive the change, they buy into it more and the change will be 'stickier' and experience less resistance."

"Are you happy for me to progress on this basis?" she asked. "It worked very well on my last assignment, where I worked with the refuse collectors, operations centre

Have you historically imposed change on people or have you engaged people to initiate change themselves?

and customer liaison groups to come up with the right initial solution, and then worked with them to fine-tune things later on as required."

"I agree that it is worth looking to see what processes we have and find out what the hell they are doing out in the stores," Chandra replied, continuing with an air of caution. "So yes, you have my blessing to do whatever it takes to get a result, but I am going to need to see results quickly. As we have already discussed, this is pretty urgent. I will arrange for you to have access to the key stakeholders at head office and if you don't mind travelling, I will email you the contact details for regional managers so that you can get in touch with as many stores as you need to. All I ask is that you let me know what the issue is as soon as possible and justify every change that you propose."

Abbie agreed smiling inwardly. Travel was not an issue for Abbie, she was used to it and enjoyed the nomadic consultancy lifestyle. She was single and that suited her at this time in her life. Since her long-time goldfish, 'Thirsty' was placed in a travel sweet tin and buried in the bottom of the garden with his favourite shell, Abbie had no emotional ties to home.

Happy with the autonomy granted her, Abbie promised to keep the communication lines open with regular updates and started her new investigative adventure.

As a BA, you should also feel empowered to challenge your sponsors' point of view.

CHAPTER 6

The phone rings at Chandra's office within five minutes of the meeting ending. "Hi Parinder, I was just going to call you," Chandra says. "I guess that you are calling about the feature in social media about our waste? ... Yes it's 'gone viral', but I'm all over it. I have already dispatched one of Starbright's finest to investigate as I am maxed out at the moment with our business plan. Leave it with me and I will get back to you as soon as I hear anything."



Chandra took a deep breath and penned a holding social media response stating that Infinity Supermarket acknowledged that there was an issue and that they were looking into it as a matter of urgency, starting with a thorough investigation that would take approximately two weeks.

CHAPTER 7

It was a fleeting moment, but Abbie met Chandra for the first time at Head Office, outside meeting room 201. She wouldn't have known that he was in the building if it hadn't been for her hot desk neighbour Claire, who had noticed on the room booking system that Jack Butler, the new manager of the flagship supermarket in West London, had a meeting with Chandra that day.

According to Claire, there was a certain buzz when Jack, the 'All American College Boy', was in town. Although he drew attention from several single females in head office, to their bemusement he always appeared to be totally oblivious to it.

Fortunately, Abbie's hot desk was located within eyesight of room 201 so that she could keep a look out for Chandra and introduce herself to him in person.

It was no more than small talk with Chandra while they waited for the room to be vacated. She'd only had a few hours of work time since they'd spoken, so she had nothing to update him on yet. He had not introduced her to Jack who was busy responding to what she thought must have been an urgent text, during their brief conversation. Still, it was good to meet Chandra face to face and Abbie had done just that.

Abbie emerged from the **Documentation Analysis** exercise pleased with the progress that she had made, although unfortunately, it appeared that anyone who had ever written anything of any instructional use within Infinity had left the company a long time ago. She did find several high-level generic process models with some simple notes that seemed so old that she was convinced they would fetch a good price at Sotheby's Auction House. Yet she felt fortunate that at least she had found something to use as a starting point, knowing that so many business analysts in her position uncovered nothing at all.



Not every organisation has process models, but every organisation has processes.

Is everyone in your organisation aware of how they contribute to the end-to-end processes?

On closer inspection, Abbie found that the process models were poorly written. She found that the process flows disappeared down black holes, that the detail was inconsistent, with a high level of detail for some activities and an extremely low level of detail for others, making it difficult to see the forest for the trees. It was certainly not modelled by someone experienced in Business Process Modelling and Notation (BPMN) which was the standard that she was used to. And whilst process steps were mentioning several business concepts, there was no explanation, definition and certainly no glossary.

Process models were important and Abbie never ceased to be amazed at how many companies didn't have process models of any kind. "Do managers understand how their teams deliver their products and services?" she wondered. "How can

they measure the performance to ensure consistent results for their customers without process models? How can organisations create a holistic awareness so that actors appreciate the bigger picture, where their outputs influence other actors' tasks and results?"

Abbie had first-hand experience on how well-written process models could help create a shared understanding of how businesses operate and provide a platform for analysis to

truly streamline services and train new staff. She had also worked with organisations that had no process models or where their processes were not consciously designed and were therefore often not fit for purpose.

Still, these old process models were a starting point. In terms of handling fruit and vegetables, the restock procedure showed that the staff needed to identify all food before it went out of date and put it 'on offer' before its sell-by date (no specifics). Then once it was out of date, dispose of it in an 'appropriate' way, which Abbie thought was so ambiguous it wasn't worth the paper it was written on!

By spending time comparing company purchase data and analysing restock information from the point of sale systems, she was able to get a reasonable view of

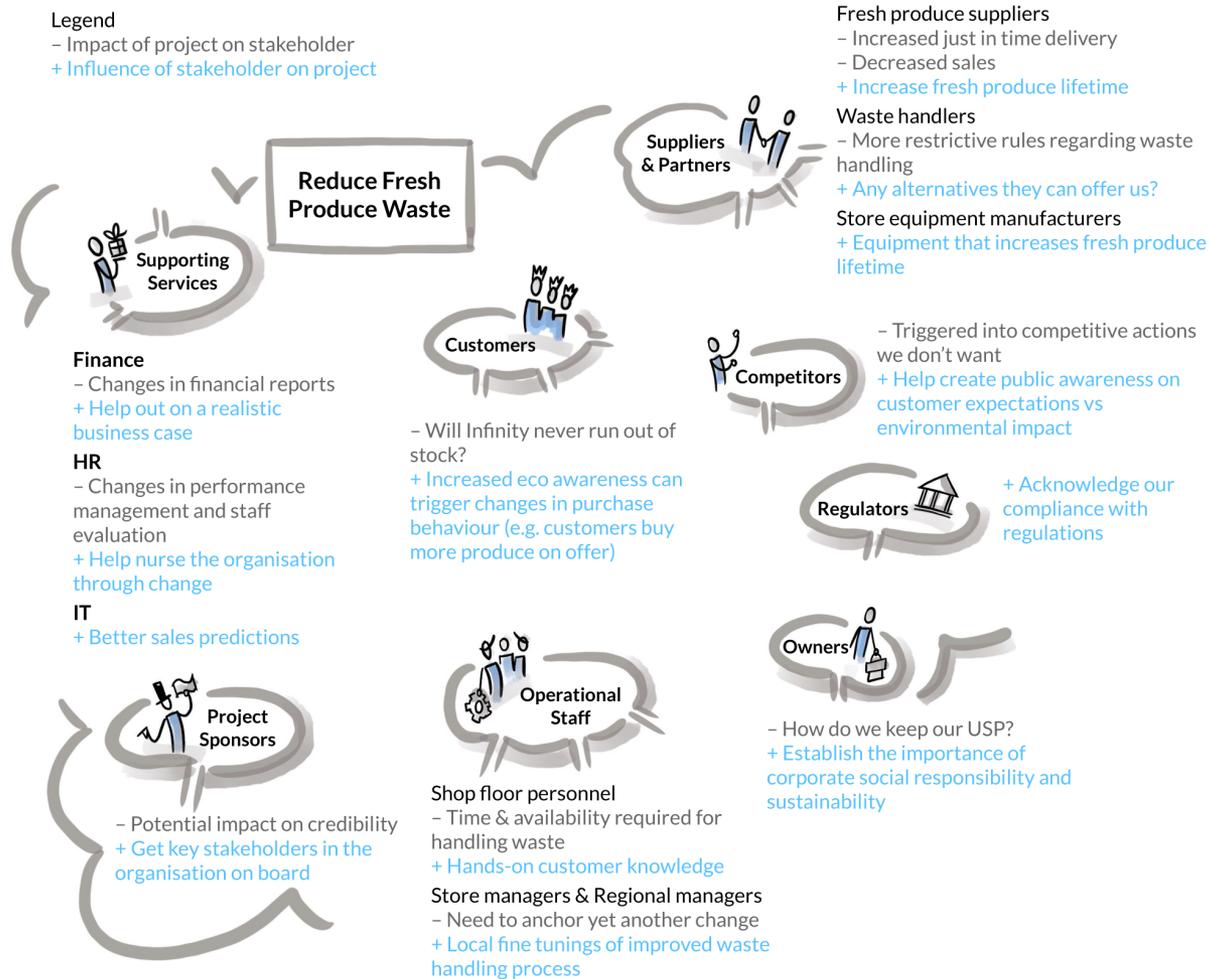
A glossary is essential to create a common language across the business. Are the nouns in your process models clearly defined?

the amount of waste, even down to store level in most cases. She found that different stores seemed to measure stock and waste in different ways which didn't help, however, the investigation did help Abbie identify which stores she wanted to visit.

Using the contacts that Chandra had given her, Abbie spent quite some time considering her key stakeholders and scheduling store visits to investigate how different stores and managers dealt with waste. To make everyone feel involved and to ensure that she wouldn't miss anyone important, she had made sure to ask all key stakeholders whether there was anyone else they thought she should contact.

As a result, Abbie now had quite a list of stores to visit and people to talk to. She had not only listed the different stakeholders on her **Stakeholder Map**, but had also started to identify how this project could impact them, and what positive influence each of them could have on achieving their goals. She would ensure that she would proactively update this map as her knowledge grew.

Change management starts on day one. Perhaps even on day 0.



Stakeholder Map

BRAINY GLUE

MAKING CHANGE STICK WITH STAKEHOLDER ANALYSIS

Considering change from each stakeholder's perspective, and finding ways in which each of them may assist in realising change will help build rapport and increase engagement.



TRADITIONAL

We typically focus on how to manage stakeholders and how to communicate with them based on their attitude, behaviour, influence, interest, responsibilities and accountabilities.

ADDITIONAL

Consider having a conversation with your stakeholders to better understand their perspective.

Empathise: How will your change impact them?

Collaborate: How can you help each stakeholder manage the change? How can each stakeholder help you implement the change?

CHAPTER 8

Needing a break and a stretch, Abbie reached for her mug and headed to the kitchen. Lost in thought about her next steps she heard a deep American voice, "I hear that you are our new saviour to fight off the evils of social media?" said Jack Butler holding out his hand. "I'm Jack Butler."



"I didn't know that meeting was about me," Abbie said coolly, taking his outstretched hand "Abbie Townsend."

"Ha! it wasn't, but I had to find out who it was that Chandra was talking to whilst I helped sort out an urgent incident with the store's air conditioning. I'm sorry if I seemed rude, but it unfortunately demanded all my attention," Jack replied in his American accent that Abbie struggled to place. "The meeting was to close down the bakery rollout programme that I had played a supporting role in," Jack continued.

Abbie knew that Jack was playing down his part in the bakery rollout. She had learned from Claire that Jack had quickly become a trusted advisor for most of Chandra's initiatives. "This is my first day in head office," Abbie said stirring her coffee, "I am just here doing some research before I head out to a few stores to conduct further investigation. I hear you are the new custodian of the flagship store in the West End?"

"Yes, that's right, but I didn't know that you were researching me," Jack said, failing to hold back his smile that made Abbie wish she'd never said it. Noticing her embarrassment, Jack continued, "So what would you like to know about Infinity Supermarket?"

Abbie, seizing the opportunity, said; "Well I already know that Infinity is pretty thin on documenting processes and data, but as you are a manager, what would you say is the leadership culture here where change is concerned?"

"Supermarket management is a bit more relaxed on this side of the pond thank goodness," said Jack, "but that may be due to our stores not being micromanaged from above. We can organise flexibly and make decisions locally as there isn't a focus on strict process standardisation across stores, which may be a result of rapid growth to be fair. To answer your question, we still need to justify any significant changes we want to propose with the leadership team. Chandra for instance usually requests a sound business case for any changes, and pulling that together took me a considerable amount of time before we could get started on the bakery programme, but other managers are more relaxed."

Abbie, not feeling that it was her place to comment, took a much-needed sip of her coffee.

"We have a healthy risk appetite, but again only if it's justified and a good strategic fit, which is normally communicated from the top," Jack continued. "But wasn't it Drucker who said that 'Culture eats strategy for breakfast'? I guess as managers we have to ensure that the culture is right in the stores for the strategy to be executed. I don't have absolute autonomy over my store, but I always say that it is better to seek forgiveness than permission, don't you agree?" Abbie outwardly agreed although this didn't sit comfortably with her military training with its focus on obeying the chain of command.

"The spontaneous me would immediately jump up and say, 'Yes, just do it!'" Abbie said, putting her coffee to one side, "but in my experience, it doesn't work that way in most organisations. Let's draw parallels with the military for example. In a battle, you have clear instructions on what to do and how to do it. The chain of command is clear and straightforward and you are expected to follow that. However, tactics can go out of the window upon first contact with the enemy. Battlefield situations can and do change unexpectedly, and soldiers are trained, expected, and trusted to make quick decisions without going through the whole hierarchy."

Your behaviour contributes to your organisational culture which also affects how it deals with change.

"Yes, that's a really good comparison, Abbie. It's all about creating the right culture and the right balance. I believe that involving the whole management chain for every decision slows down innovation in our working environment, so we need to understand the governance structure, what decisions we can make locally and which ones we need to run past senior management. It's a complex subject, but I believe that we should provide a trusting environment and convince the staff that it's okay to make so-called 'mistakes' as long as they learn from them," Jack replied, appreciating the intelligent interchange.

"I suppose it depends on several factors: the environment in which you operate, the relationship you have with your leadership team, the amount of trust that you have built, and the level of risk that's involved," Abbie said, having given it a little more thought. "You shouldn't discard the wealth of experience in the management structure either though. I often find that managers, like yourself no doubt, have been there and done that which helps bring a holistic view and a deep understanding of strategy that can sometimes cut out a few mistakes. And of course, those in managerial positions are often able to leverage resources to enable the change when they are involved."

"Absolutely!" Jack agreed, taking a second look at his watch. "Listen Abbie, I'd love to talk for longer but I have to catch the next train back to West London so I must run, but please come and visit my store. I have only recently taken command of the ship, but there are a lot of good things for you to see, and you can shut your eyes and ears to the 'not so good things'. Come and visit, meet some of my staff and stay as long as you like."

Handing her his business card, Jack said formally, "It was my pleasure meeting you Miss Townsend and I very much look forward to seeing you again soon."

As Jack quickly grabbed his coat and laptop bag and rushed out of the door, Abbie made her way back to her hot desk and couldn't help but shake her head and chuckle at Claire, peering over the top of her reading glasses, eyebrows raised with a growing smile.

CHAPTER 9

Any hope Abbie had harboured of immediately getting a clear picture of the situation across Infinity was soon dashed. She had set aside three hours for each of the four stores she had decided to visit, but in all fairness, she could have gathered the information available in less than half that time.

Her first observation was the lack of autonomy on the ground floor. She had interviewed several members of staff and asked open questions, such as, "Can you please explain to me the process for dealing with the fruit and vegetables that are approaching or past their sell-by date?" However, they seemed reluctant to engage with her and responded with short answers such as, "whatever the boss says," or that it depended on the mood of the team leader, whether it was a collection day or not or how much waste there actually was.

One thing was clear, the business had grown at such a rapid rate that any procedures originally implemented across the business were either out of date or for some of the newer stores, non-existent. The staff had been battered by constant changes from the top, ever-changing directives and mixed messages that were poorly communicated. It was no surprise to Abbie that they were reluctant to speak to her, and treated her with what seemed like contempt, suspicion and almost dread.

But Abbie was different, couldn't they see that? She wanted to work with them to make their lives easier, not impose change on them. Catching her reflection in the toilet mirror in her business suit with her laptop protruding from her oversized handbag it suddenly dawned on her how she must appear to the staff - 'Another one from head office coming to check up on us!' "Hmmm," she sighed, "that would have to change for the next store."

In one of the stores, she was able to find someone who could produce copies of the process models that she had found in head office, however, she was told that they were never really looked



"Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself."

— Rumi

at. They were either too complex or just not practical for use by the staff on the shop floor. The staff didn't understand them and had never been shown how to read them. "As long as we have them and can produce them when requested, we are covered for audit and can demonstrate that we invest in our people," one manager had said.

On her way out of the last supermarket, she noticed the staff award scheme on the wall. There was a picture of the 'Employee of the Month' in a star in the centre of the frame, but no words indicating what she had done to receive the prestigious award. Abbie wondered what behaviour the recognition scheme brought out in the workforce. Are these the reward recipients people who can see the need for change and react positively to it? Surely the point of the Employee of the Month award scheme was to motivate others with stories of going the extra mile and

demonstrating the right positive behaviours? Not so easy to portray with just a photo, she thought. She certainly hadn't witnessed any positive behaviours or staff going the extra mile to help her today, but then again she couldn't recall speaking to this particular Employee of the Month.

Driving back after her last visit, at one of the larger stores in the Midlands, Abbie decided to visit David to update him with what she had found so far. She wanted to tell him about the near hostile reaction she encountered from staff in the stores as if she

was there to catch them out or do them harm.

As she drove through the streets, she passed other supermarket chains and wondered if they had the same issues as Infinity. She wondered whether staff in these other supermarket chains had a good knowledge of their competitors that they then used to generate ideas for improvements in their own stores? Or was visiting another supermarket in their own time to observe how the others do things too much of a painful busman's holiday? Staff at Infinity Supermarket received a generous 15% staff discount. Where was the incentive to look for and apply some inspiration from external sources?

When writing process models, always consider who the end-users are and tailor your approach to their needs and ability.

CHAPTER 10

"Hmm, I mainly got the cold shoulder," Abbie vented to David, describing the difficulties she'd experienced at almost every store, "but I did manage to find out some important information."

"Firstly, all stores I visited throw out fruit and vegetables at an alarming rate. Some proactively catch it before it passes its sell-by date, subsequently reduce the price and put it on the offer shelves, but other stores don't. Some offer it to local farmers, and one even offers it to the homeless shelters, but most just throw it out as it takes less effort. Only one of the stores I visited was able to show me a copy of the approved process diagrams, but they didn't use them as they didn't know how to apply them in their daily practice. They were just stored for audit purposes.

David wasn't surprised, he had expected as much.

"I was really disappointed though David," Abbie continued, "I had assumed that they would have wanted to be the best that they could be, striving for excellence and that they would have wanted to help me to help them. Instead, I felt like an unwelcome intruder. I think that they felt threatened by me as if they thought I was going to make workforce cuts and ask the remaining staff to do more work! Maybe this has happened to them in the past."

David, recognising this behaviour from some of his previous projects said, "This is all part of stakeholder management Abbie, and you never stop honing your stakeholder management skills. I was once the business analyst on a prisoner escort business that transported prisoners from prison to courts and back again in secure white vans. The escorts themselves were low-paid, working in suppressive environments with difficult clients, had poor processes and inadequate technology. They had seen analysts like me come and go with one failed change initiative after the other and were unsurprisingly sick of it. It was difficult as they held the knowledge that I needed,



**"When the territory and the map disagree,
believe the territory."**

– Swiss Army Manual

and although they assured me that it was nothing personal, they just refused to engage with me."

"Oh, that sounds familiar," Abbie said, "if you don't mind my asking, how did you get around it?"

"With a generous mixture of patience, honesty and empathy Abbie. I sat in the staff breakout area with the escorts and told them that if I was in their shoes, I would feel exactly the same and would also be tired of talking to 'people like me'. That possibly the previous business analysts had over-promised and under-delivered in the past, but that I would do all I could to make sure that wasn't the case this time."

"Did they believe you and talk to you?" Abbie asked.

"Yes, eventually, but it took some time. Like getting a wounded puppy from the dog pound, they had been hurt before, so I had to build up trust and prove to them that I genuinely wanted to make their business lives better. I had heard of this technique called a **Day In the Life Of**, otherwise known as DILO, where you illustrate, often in cartoon format, the activities of a typical day for the stakeholder in question. It wasn't great quality to start with, but I showed it to the escorts

and they gradually helped me prove or disprove assumptions that I had made in my first draft. They were reluctant at first, starting with venting to the point where I felt like a therapist, but as we worked on it together they started to describe their pain points in some detail and put forward their suggestions on improvements that could be made, and I got the information I needed through this method." David brought up the baseline DILO he had kept for the prison escort project to show Abbie.

"Ah! That sounds like a great idea David, I can see that working on the fruit and vegetable aisles! I will definitely try it, anything to get them talking I guess," Abbie replied enthusiastically.

Co-creation with employees and customers creates a joint emotional investment in the solution, and increases employees' awareness of the customer's hopes, fears and dreams.

Now in his element, David continued, "They also feel listened to which is important. That is if you actively listen to them and try to understand what they are telling you, rather than thinking about your next question whilst waiting for your turn to speak. Once you have them engaged you can move on to user journeys where you plot the journey together and possibly create an empathy map detailing what people would say, what they think, what they do and how they feel during that journey, so that together you highlight where improvements could be made." David opens the user journey he created with the escorts to show Abbie.

"That looks familiar," Abbie thought as she had created something similar with the staff at the council. "But who were the customers with this process?"

"That's a great question Abbie, and one we debated for a while." David said, enjoying the exchange. "Ultimately, the prisoners were the customers, and although we needed to make their transportation decent and respectful, it was the prisoner escort's journey that we really wanted to improve on this occasion. The secret is that you really need to make it a good journey for both customers and users where possible."

"So this is not classic DILO or classic user journey in the strictest sense," David continued, "but I adapted it to the situation I was in, to help build rapport with the staff that held the knowledge that I needed. We gradually built on this to get the current situation mapped between us, and to discover the art of the possible without over-promising." David said proudly as he recalled what he considered to be his finest hours.

"But in addition to that, and probably even more important," he was now in full swing, "I needed to unlock the 'what's in it for them' element to grab their imagination. They needed to know that if they spent time transferring their knowledge to me, then I could help them improve their working conditions as a result. It is like building a contract with a get-out clause."

"A get-out clause?" Abbie asked curiously.

**A good customer journey cannot be achieved
without a good employee journey.**



- Arrive at depot
- Inspect vehicle
- Maintain vehicle
- Planning meeting
- Leave depot
- Fill in paperwork

- Arrive at prison
- Pass security checks
- Load prisoners
- Leave prison
- Fill in paperwork

- Arrive at court
- Unload prisoners
- Place prisoner in cells
- Conduct prisoner welfare
- Fill in paperwork



Frustration

- Early start
- Schedule with potential mistakes
- Unfair schedule
- Too much paperwork

- Queue to enter prison
- Breakfast delays at prison
- No communications
- Too much paperwork

- Rush hour traffic
- No communications
- Too much paperwork



Improvement

- Receive schedule on mobile app at 5AM
- Vehicle scanned out and stored in the cloud

- Schedule sent to prison in advance
- Prisoners scanned on to vehicle and stored in the cloud
- Vehicle whereabouts communicated over GPS

- Vehicle whereabouts communicated over GPS
- Prisoners' welfare scanned and stored in the cloud

Day In the Life Of



- Accompany prisoner to dock
- Sit with prisoner in dock
- Accompany prisoner from dock
- Fill in paperwork

- Load remand prisoner
- Leave court for prison
- Pass security checks
- Unload prisoners
- Fill in paperwork

- Return vehicle to depot
- Check vehicle
- Return home

-
- Early start leading to tired escorts
 - Not knowing what time you will get home
 - Too much paperwork

- Queue to enter prisons
- Prisons refusing late prisoners
- Too much paperwork

- Arriving back late
- Too much paperwork

-
- Tiredness compensated by improved resourcing.
 - Prisoners scanned and stored in the cloud
 - Return schedule communicated via mobile app

- Schedule sent to prison in advance
- Prisoners scanned on to vehicle instead of filing paperwork
- Vehicle whereabouts communicated over GPS

- Arrival time known
- Vehicle scanned back in and stored in the cloud

"Yes, a get-out clause for your stakeholders as a last resort. The agreement only buys you a portion of their time, it doesn't give you the whole lot. Customers and users can be an impatient bunch, so you need to feed them with quick wins, or low hanging fruit in your case, or they will disengage again," David quipped, "so bear that in mind." Abbie nodded in agreement making a mental note to go and harvest some low hanging fruit.

Feeling enlightened, Abbie said, "I'm visiting Jack's store tomorrow. He seems to be more engaging, but if I get the same reception from staff over there, I'll take up your DILo approach."

"Great, just be careful that you don't take on too much. Your remit is to fix this waste issue, not change the whole culture of the organisation, which is a much bigger mountain to climb," David warned.

"Yes, understood," Abbie assured David through pangs of hunger. "How about we break now and I'll show you what I found when I delved a little deeper after lunch?"

CHAPTER 11

"I have conducted some statistical analysis on the order and sales data from the management information team," Abbie continued her discussion after lunch, reaching into her laptop bag for a summary report.

"In an attempt to guarantee sufficient base stock, Infinity Supermarket agrees on fairly high minimum quantities of products compared to other retailers. However, there is a sales feedback loop that informs the buyers of stock levels at a regional level. In alignment with Infinity's mantra to 'never run out of stock', they have set up sourcing agreements with local suppliers to enable very quick stock replenishment when they are close to running out of a product. This helps them meet their USP, but is obviously more expensive."

"Ah, I wondered how Infinity ensured it never ran out of stock," David commented browsing through the summary.

"The main issue that I have identified from my analysis is that Infinity Supermarket carries a vast range of fruit and vegetables which is difficult and expensive to sustain. This, unfortunately, results in 18% more waste than the average across large retailers." Abbie proudly produces a detailed statistical analysis to evidence her findings in the report.

"For example, I was surprised to find that Infinity carries two varieties of artichoke, four varieties of lettuce, three varieties of radish and three varieties of peach, not to mention some of the more exotic fruits such as star fruit and dragon fruit. The statistics show that only one variety of each of these products is selling well and that some lines are not doing very well at all."

"Based on this, I am going to recommend that Infinity reviews the size of its product range in an attempt to reduce the waste, yet still meet its USP, on which we have been categorically told it will not compromise."

"That's interesting. I am guessing that the customers that are interested in specialist varieties would perhaps go to the higher end supermarkets," David surmises.



"Yes, you would have thought so," Abbie said, "unless it was a strategic goal for Infinity supermarket to compete with these high-end supermarkets, which I don't think it is."

"This is good work Abbie," David said, Impressed with Abbie's statistical analysis as he leafed through the pages of data and summary tables.

Abbie also produced the **Ishikawa** or **Fishbone diagram** from her laptop which she had used to model the possible root causes of the problem. "I have created this model which shows what other potential problems there could be. Having analysed each of these possible causes further, I believe that one of the main problems in dealing with waste is that the processes are unclear."

"It is evident that any processes Infinity has, have been poorly communicated and any business knowledge of these processes has been diluted through staff attrition – they are not even referred to when training new staff! This is probably down to poor leadership, but also an inability to communicate the processes in a way that the staff will understand or engage with. In addition to this, Infinity does not have any policies or corporate values related to food waste. It looks like waste has never really been an area of focus, maybe due to Infinity's rapid growth, and this is the reason why the waste processes are not mature or consistently implemented across all stores. As a result, individual stores are doing whatever they want with the waste!"

"So, reading between the lines of the Fishbone diagram," David interprets the diagram, "it is indeed clear that the company focuses on the availability of fresh-looking produce. Staff are not measured nor rewarded to see waste as a problem and as a result, do not go beyond quick and easy solutions to deal with it."

David looks through the statistical research documentation and models that Abbie provided.

"There's a lot of useful background information here. I normally use the **5 Whys** technique to visualise the root cause of any problem. Do you mind if you and I just try it out to confirm your thoughts and conclusions around Infinity's waste problem?"

They both knew that this questioning technique should be carried out with subject matter experts, however, they couldn't wait and David lost no time in drawing the 5 Whys on a whiteboard and completing the exercise to help you get to the root cause of the problem by asking 'why' five times.

Having listened to David's traditional approach, Abbie couldn't help suggesting an alternative way of looking at it. "So, focussing on a better waste handling process and enforcing its strict application seems to be the most logical solution," Abbie said, "however, as we both know, the first solution that comes to mind may not always be the best solution."

"Once we've established what we think is the best solution, I find that it's a valuable exercise to work from the proposed solution back towards the goal we want to achieve, by asking ourselves why we are proposing to implement this solution and why the effects are favourable. I find that this extension of the 5 Whys technique challenges my thinking to ensure I am solving the right issue in the right way. It also helps engage people by highlighting the purpose behind the change we want to introduce."

Illustrating her alternative approach to David, Abbie continued.

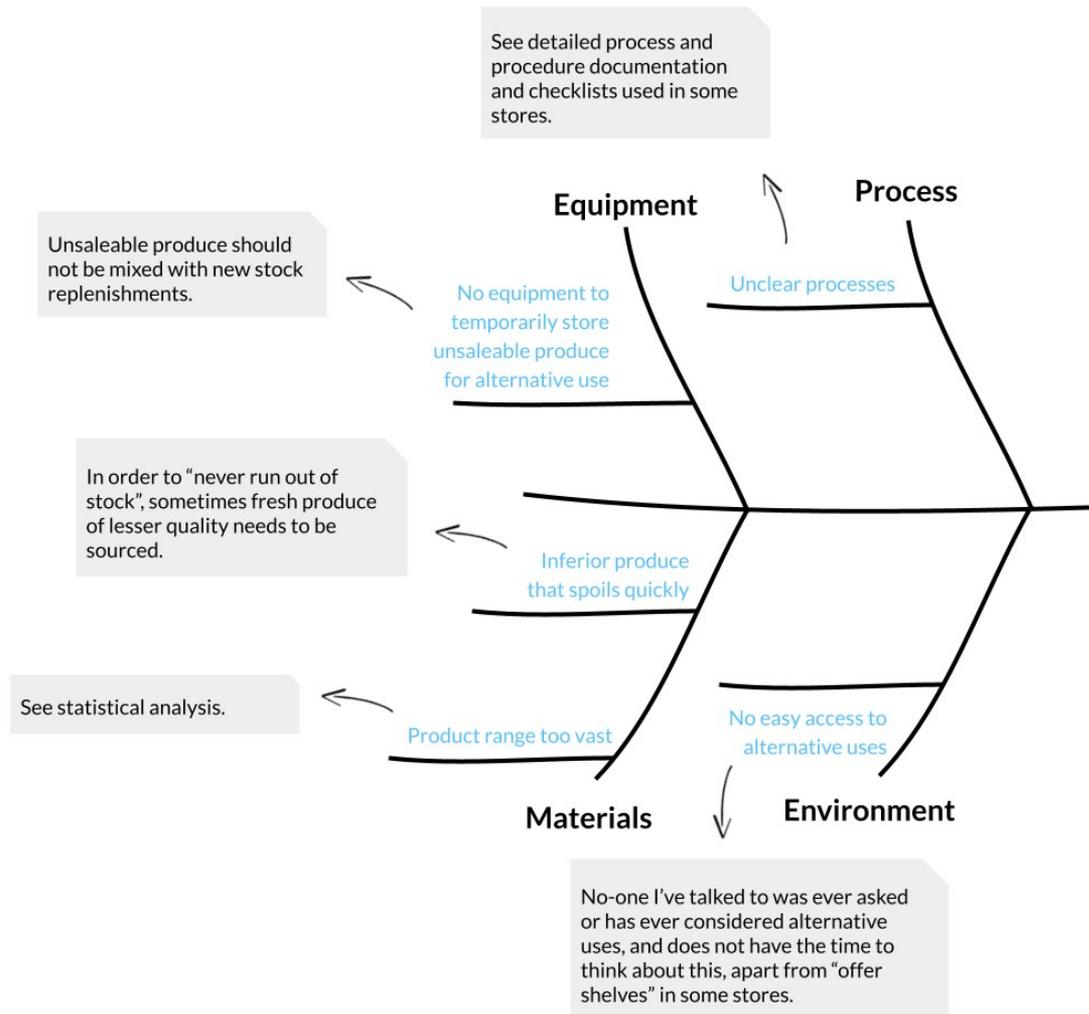
"Using this approach visibly links the solution to the organisation's goals and values and helps people engage with the change as they understand why it is necessary. It also opens up our minds to think of creative alternatives instead of narrowing the solution down too early."

Sensing David was impressed with her fresh perspective, Abbie thought that she would capitalise and go for the slam dunk! "I have conducted some research outside of Infinity supermarket," Abbie reached for her stats sheet. "Did you know that the UK has one of the highest food waste rates in Europe? 10.2 million tonnes per year according to Defra*."

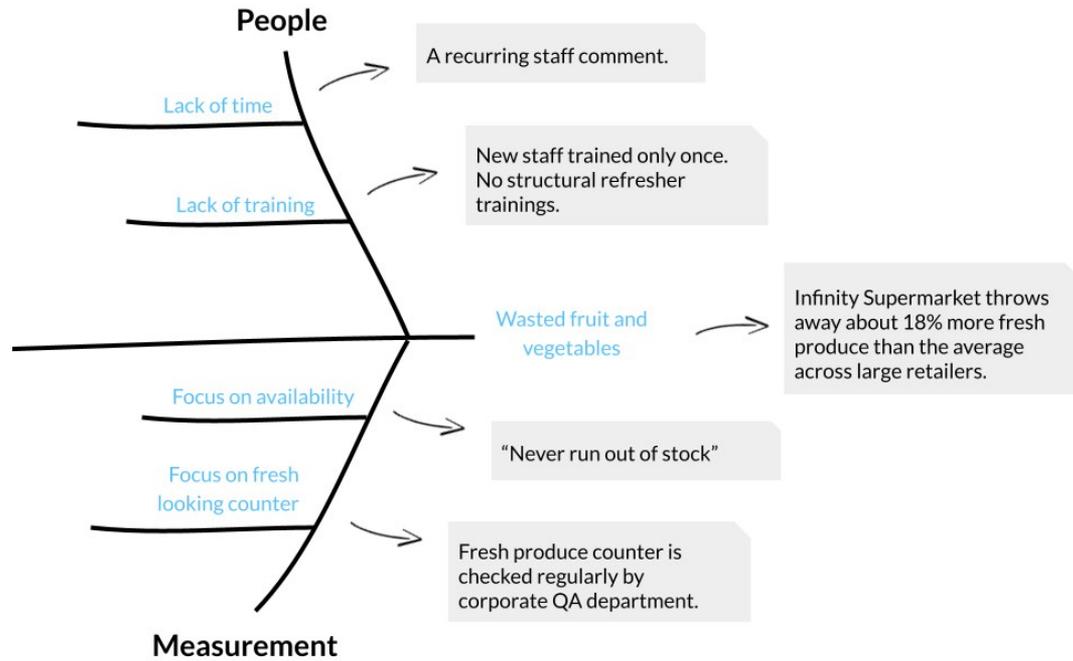
"Start with why [to] inspire everyone to take action."

– Simon Sinek

* UK Department for Environment, Food & Rural Affairs



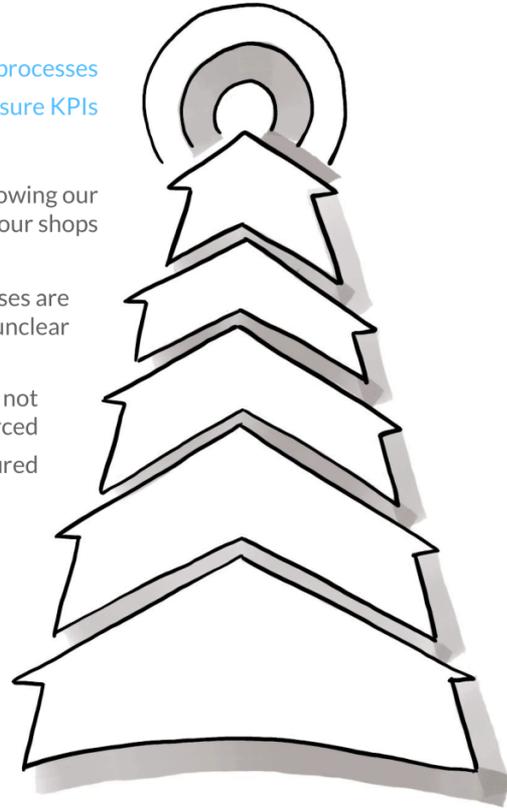
Fishbone Diagram





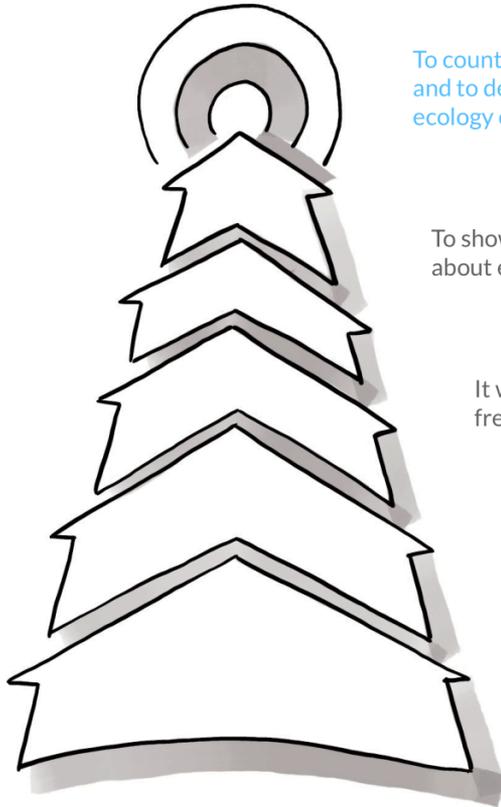
Process management initiatives to ensure people follow rules

Why is this happening?
What is the root cause?



5 Whys

Engage people to work towards the goals you are trying to achieve



To counter the risk of losing customers and to demonstrate that profit and ecology can go hand in hand

To show customers we care about ecology

It will help decrease fresh produce waste

Handle waste in a consistent way

Infinity Supermarket will improve its waste processes and enforce their strict application



What do we want to achieve?

"Wow, that is a lot," David responded, trying to visualise that vast amount. "So, what is the Government doing about it?"

Pleased she had extended her research, Abbie replied, "Well, the Government has acknowledged this issue and has invested £15M to combat food waste in the UK, with a pledge to halve waste in the next ten years. Just to give you an idea of the magnitude, if food waste was a country, it would come in third behind the United States and China in terms of its impact on global warming, according to the Government's first Food Waste and Surplus Champion."

"Ah, it sounds like this is a growing concern so it's a good thing that Infinity Supermarket is picking this up now," David mused. "I read this book called 'Nudge', by Richard H Thaler recently and there was a feature where they needed a simple cost-effective way of dealing with global warming, and do you know what they did?"

Abbie shrugged, "Raised taxes probably, that's what they normally do, isn't it?"

"Yes, but that would have needed a significant investment and taken lots of time to set up and administer whilst these companies still released high levels of carbon dioxide into the air. What they actually did was far simpler and quicker. They forced companies to publish their carbon emissions, and created a league table of the worst offenders. This had an immediate effect as none of the companies wanted to be near the top of that official list!"

"Ah, that's a bit like what has happened to Infinity Supermarket with this social media article?"

"Exactly!" David exclaimed, "and it has worked. They are now doing something about it to turn public perception around."

"Right, well it's good to be on this programme, I am enjoying getting stuck into it," Abbie said sincerely, now that she understood a lot more and had shared her findings. "I will be verifying all of this with Jack and his team tomorrow where I'll be able to see if there is an awareness of the need for change at the big flagship store."

Letting Abbie get on her way, David agreed to update Chandra regularly on progress.

BRAINY GLUE

MAKING CHANGE STICK WITH 5 WHYS

Knowing and understanding the reason for change triggers engagement from the people involved in the change.

TRADITIONAL

The 5 Whys technique helps you find the root cause of a problem by continually asking 'why' until you get past the symptoms of the problem and right to its origin.

ALTERNATIVE

Working back from the resulting proposed solution by asking 'why' helps you find the goals or purpose for the change that the solution should help achieve.



CHAPTER 12

Jane Dawson had been an employee of Infinity Supermarket since she was seventeen. She had made a conscious decision to start her family at a young age and although she acknowledged that she didn't always have the confidence, she had always felt that she could make something of her life in a professional sense.

Now, at 29 years of age, and having worked in nearly every department within the store, from unpacking wet fish to producing the monthly financial reports and salaries in the office, Jane had done it all and Jack considered her to be his right-hand woman.

This had caused unwarranted resentment amongst certain cliques within the workforce as they no longer saw her as one of them, rather someone who had climbed the career ladder way above her station by improper means. She was mature enough to appreciate that it was her job with Infinity Supermarket that funded the lifestyle that she enjoyed, and always worked hard to maximise her value to her employers.

It was Jane who was given the responsibility of greeting Abbie that morning.

"You must be Abbie," Jane reached out her hand to a smart young lady wearing smart casual trousers, pumps and a summer top. "Jack had to take his dog for an emergency appointment at

the vets this morning, so you have me for a few hours I'm afraid. I think I have all the information we need for our discussion, but I can always get more information from others if we need it."

Abbie followed Jane to the office pondering on the interesting use of 'we' instead of 'you'. Refreshing, she thought.

Abbie had made a conscious decision to dress more casually to suit the store environment, in an attempt to seem a little more approachable and to help her



build rapport. This switch from formal to smart casual seemed to be working, so maybe she wouldn't have to sit in the staff canteen developing a DILO as David suggested to get stakeholders to talk to her after all.

On the way to the office, Abbie noticed that Jane was the employee of the month for the store. "Congratulations on receiving Employee of the Month," she said, "What did you do to get that award?"

"Oh, that's nothing," Jane replied dismissively "That was a few months ago just before Jack arrived. I think that it was just my turn, although having said that, as I have worked in every department within the store, I did take on a few managerial tasks to keep us afloat during the last few months of the previous store managers tenure. The Employee of the Month scheme is on our list of things to reinvigorate, we just haven't got around to it yet."

Abbie made a mental note to bring this up at a later date, believing that reward and recognition is key to creating role models for junior staff to aspire to, and for all staff come to think of it. Although to have a real impact, there should be words accompanying the photo, explaining why the individual has won the award – similar to citations for the brave recipients of the Victoria Cross, to get the most out of this motivational tool.

"Jack says that you are a business analyst and that you have come to sort out the social media circus surrounding the amount of waste we throw out," Jane stated, showing Abbie to an empty desk they had prepared for her. "What exactly is a business analyst and what are you hoping to do here to sort out this mess?"

"Well my grandmother thinks that I work with computers, but in all honesty, I'm not that great with computers," Jane looks at Abbie bemused. "What I am good at, and what business analysis is really about, is analysing the facts and solving business problems." Seeing Jane's interest, Abbie continues to expand a little."

Being rewarded is not so much about winning a competition. It's about getting organisation-wide recognition and encouraging others to follow the right values and standards.

- ◆ "I break business problems or opportunities into smaller, more digestible chunks by asking the right questions to get the right answers.
- ◆ I help businesses get to the root cause of their problems.
- ◆ I help establish a picture of the current situation, creating clarity from chaos and present the information back to stakeholders in a format that is easier for them to understand.
- ◆ I work with stakeholders to help them articulate their requirements for a future state and to develop options to get them from the current state to the future state, taking into consideration costs, benefits, risks and impact.
- ◆ Finally, I support organisations through the pain of transformation."

"Wow, it sounds like business analysts are the 'brainy glue' for business change!" Jane pondered aloud.

"Ah, I'd never thought of it like that before, but I guess you could say that." Abbie couldn't help but smile at Jane's raw interpretation.

"Because you must be really intelligent to walk into any type of business and have the ability and confidence to improve it. Isn't that quite difficult?" Jane asks.

"Well, it helps if you are logical, methodical, creative and have the ability to both work at a detailed level yet take a holistic view and maintain perspective," Abbie replied. "As business analysts, we have a rich toolset that we can call on, and it's a matter of knowing which technique to apply to which situation. Experience of working in different business situations helps of course, and you need really good communication and stakeholder management skills. Business analysts need the confidence to facilitate collaborative sessions to determine the right requirements or solution collectively because we can't just make it up ourselves, so I like to get people involved at all stages. Of course, there is usually far better buy-in from people when they have been involved in identifying the issue and/or coming up with a solution."

"I am always looking to learn new business skills so I'm hoping I can pick up a few working with you," Jane said enthusiastically.

"Great! I don't know how long I will be here or how much time you have out of your day job to work with me, but I am more than happy for you to join me as a business analyst to solve this waste disposal business issue." Abbie smiled, always keen to transfer her skills and knowledge.

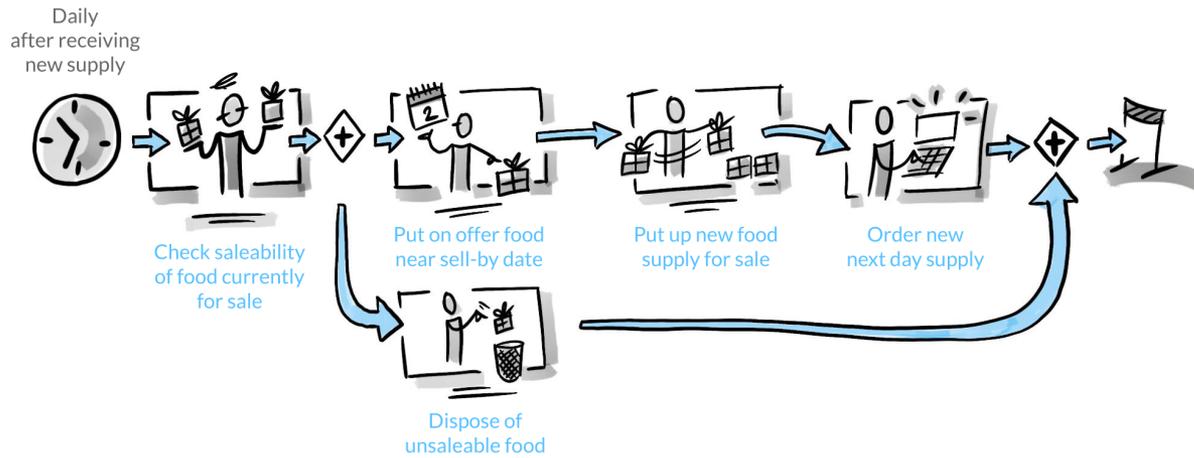
"Wow! Thanks, that would be wonderful. I was looking for a new challenge to work on alongside my day job." Jane said, unable to contain her delight.

Abbie sighed with relief, pleased to have a kindred spirit with a passion for business improvement. "That's great news! I had visions of having to sit in the staff cafe for hours on end before anyone would talk to me about the business, so your help will be amazing, especially as you are so clearly trusted and experienced. There's no time like the present, let's get started."

Abbie took Jane through her progress so far, describing the problem and goal, the investigation and the root cause analysis. She spent some time drawing a high-level process, taking into account feedback from the other stores on the complexity of the existing documentation.

"When writing **Business Process Models**, it's important to understand the experience of those reading the process and how they will use it. They are actors in the process, but also users of the process model, therefore they should be treated as 'customers' as well as 'actors,'" Abbie said, picking up a pencil and explaining as she drew. "There are many symbols available in the standard Business Process Modelling and Notation, otherwise known as BPMN. BPMN can be used to generate system code, but as we are not doing anything as complicated as that, I suggest that we only use a small selection of symbols. The thing is, the actors need to understand the symbols within the model without extensive training. I prefer to use basic activities (rectangles) and events (circles), directional flow lines (connecting arrows) and decision gates (diamonds) where the process flow heads off in different directions depending on the logic and business rules. I think that is all we need for now. We can add swim lanes, one for each actor, to make it visibly clear who performs what

Business analysis is not only for business analysts.



Process Modelling

activity and where there are hand-offs between teams when we go into more detail."

"So just to be clear, should we specify details such as how to check the saleability of food, or how to calculate the discounted prices in the process models?" Jane asks.

"Well, that depends. Determining saleability or discounted price probably only requires a few simple guidelines and we can add that in as text. It would be easier to read those details as a set of steps rather than on the process model. 'Dispose of unsaleable food' on the other hand may have several lower-level activities depending on the actual approach, so we may need one or more sub-processes for this eventuality."

It was at this point that the office door opened. "Good morning ladies," Jack said as he walked in. "Hi Jack, how's your dog?" they responded in unison, before looking at each other and laughing.

Following the K9 update, which was thankfully a happy yet expensive one, Jane said, "Jack, I'm going to be a business analyst and Abbie is going to teach me!"

"That's great news, Jane!" Jack responded, "it would be really good to have a resident analytical mind in the store. Abbie, I have taken the liberty of providing you with a desk here, please use it as much as you like. Although Jane is indispensable to me and has other responsibilities, she seems to manage these with ease, so please use Jane to help you with as much time as she can spare, and let me know if I need to get you anything to aid our budding BA's training." At which point he left to catch up on his duties on the shop floor.

Continuing their conversation on processes, Jane challenged, "I like the process that you have just drawn, but do you think there is a better way that we can deal with the waste?"

Feeling happy that she had someone inquisitive to bounce ideas around with, Abbie said excitedly, "Well that's the question that's swirling around my head too. A guy called Edward de Bono came up with a technique called **Creative Pause**. It sounds ground-breaking, doesn't it? But it is simply taking some time out of the situation to think, 'Is this the best way of doing it?' and that's pretty much what you have just done!"

"When I bumped into Jack at head office, he said that there is a certain untold freedom within the company to come up with better ways of doing things, so I think that we could push the boundaries a little. As our process model is not too detailed or prescriptive, it leaves room for people to come up with alternative ideas that may better suit their local environment, rather than a single common approach for everyone. For example, instead of disposing of the fruit, some stores may prefer to offer free fruit to children at the checkout."

"Hmm, but isn't the problem we have today that stores are doing whatever they want with their waste?" Jane replied nervously.

"Very true. We would need to set some boundaries, and clearly specify the result we want the stores to achieve. For example, simply throwing away consumables that have just passed their pristine condition will no longer be allowed, and any local variation will need to prove that it contributes to a perception of corporate social responsibility. Furthermore, we expect everyone to keep Infinity's promise of never running out of stock. And of course, we can define a few rules for handling waste that every store should use as a basis."

Jane tried to get her head around Abbie's ideas. "Hmmm, makes sense, but can we give our employees that much freedom? From my experience, this organisation would want to give its employees a stronger steer so that there is no possibility of failure."

"Have you ever heard Jack say that he feels it's better to ask for forgiveness than to ask for permission?" Abbie asked. Jane nodded. "Well, having worked with a few different organisations, I have noticed that there is more freedom than people think or dare to take. In progressive companies, failing is accepted and almost encouraged, not frowned upon or punished. Failure is one of the ways that

The barriers within an organisation are often based on perception rather than fact. All beliefs, behaviours and even policies should be challenged by a BA for the benefit of the organisation.

we learn isn't it? So for me, it's about creating a culture where employees learn to 'fail fast' or 'fail small!'"

"Fail fast or fail small?" Jane asked questioningly, "I'm not sure that I quite understand that concept."

"It means that if you keep the changes small, and fail with any of those small steps, then it is a small adjustment to put yourself back on the right track. Fail fast means that the earlier you fail, the less chance you have of failing towards the end of the process, so that you never deviate too much from the right path, and therefore limit potential damage."

"Oh, I see. Keeping your experiments small will also help more risk-averse people in the organisation feel safe about them. I don't think anyone likes to 'fail' though. Perhaps 'learn fast' is a more engaging term?" Jane pondered.

Encouraged by Jane's thoughts, Abbie feigned a spurt of energy. "So, let's arrange a creativity and innovation session together to see what ideas we can come up with. You can be my co-facilitator Jane if that's ok with you."

"Ok, tell me what to do and I will do it," Jane said eagerly.

"Well, firstly we need a large meeting room and a diverse group of people, both external and internal to the organisation. Is there a customer perspective team that we can assemble at short notice?" Abbie enquired.

"Yes, we have one. I'll see if some of them can come in tomorrow," Jane replied, writing down the list of roles required and starting to put names against them. "This all sounds great Abbie, but what am I gathering these customers to do?" Jane asked.

In full flow now, Abbie described what she had in mind...

It's difficult to make change happen if 'failing' is not tolerated. Do you and your organisation provide a psychologically safe environment to try out new things?

TOOLS & TECHNIQUES

- Documentation Analysis
- Stakeholder Analysis
- Day In the Life Of
- Root Cause Analysis / Ishikawa or Fishbone Diagram
- 5 Whys
- Process Modelling
- Brainstorming / Reversal / Brainwriting / SCAMPER
- Mind Mapping
- ...

CHAPTER 13

Jane looked around the room with pride. She'd managed to pull together a fresh food shelf stacker from the shop floor, a warehouse operative, two checkout assistants, an employee from customer care, their regional media officer and two members of the public who had put their name down as people who would be happy to be part of their customer group. Jack would also pop in and out of the session in between running the store.

Abbie chuckled to herself as she remembered the grey walls of her office in the RAF. Those offices surely dated back to the Second World War and were the opposite of the new modern open plan offices she works in today. She remembered her superior's favourite tongue in cheek saying where he would point and say, "Get back into that goddamn cubicle and think outside the box!" She was determined that this session would be collaborative without a cubicle in sight.

Abbie opened the meeting, "Good morning everyone, thank you very much for giving up your time to come to our creativity and innovation session today. My name is Abbie Townsend and I will be running this session today along with Jane Dawson whom you may already know from the store. Let me start by briefly explaining what we are going to do today. We have a problem which I will introduce in a moment, and I want you all to help us come up with lots of ideas and solutions to solve it. We will then select the best ideas to take forward."

"We have invited you all here today so that we get a range of ideas from many different perspectives, which is important to help us come up with the right solutions. We could have interviewed you all individually instead, but by getting you all together in this session we hope to create an environment where ideas can be shared and developed collaboratively. So don't be shy, I can assure you that there is no such thing as a bad idea in this environment, and if there is, it is more likely to



Understanding customer needs and viewpoints is important to create awareness for the need for change within your organisation.

come from me, so just relax and enjoy this session."

"Let me give you an example of one of my favourite outcomes from one of these sessions, which was with an American bank." Abbie continued, "Hands up, who here has a large glass jar that they put their spare change into, that builds up to a significant amount of money over time?" The majority of hands were raised.

"Isn't it a good feeling when you eventually count the money in that jar and realise you can buy something that you really want, but couldn't normally afford?" Abbie observed several openly agreeing.

"Well, as a result of observing this human behaviour a well-known American bank commercialised a credit card where you could round up the cost of any purchase to the nearest dollar, and the remainder was put in a separate section of your bank account, just the same as putting your change in the glass jar at home. This was a resounding success right across America, and the actual idea was born during a session similar to this one you are in today. I am not saying that we will find something as human-centric or commercially astute as that, but let's keep an open mind and hopefully, we can come up with a great solution to our problem."

Moving on to the reason for the session, Abbie explained the importance of a good problem statement. A well-thought-out problem statement would ensure they'd understand and solve the real problem and not waste any time, energy and resources on solving the wrong one. Additionally, and more subtly, a badly phrased problem statement may hint towards certain solutions, narrowing people's thinking early on.

Abbie gave the example of how Houston airport was once dogged with complaints about the baggage waiting times. In their effort to reduce the waiting time, they

increased the number of baggage handlers and the average waiting time fell to 8 minutes. A big improvement, but people kept complaining.

"So it was still a case of 'Houston, we have a problem!'" one of the group said in a mock American astronaut voice and laughed aloud

A good problem statement frames the right problem without limiting potential solutions.

at his own joke.

"Yes, so they rephrased the problem as 'the baggage waiting experience made customers feel that they were waiting an unacceptable amount of time'. The solution they came up with was to move the arrival gates ten minutes walk further away from the baggage carousel. As a result, the clients no longer noticed the wait, as they were walking with a purpose, and the complaints stopped." Abbie finished her story.

"Ah, that's similar to what they do in the Disney parks by making the queues an exciting experience," Jane said as the penny dropped.

"Yes, exactly," Abbie confirmed, "the point I am making is that the solution that we initially have in our minds isn't always the best solution, especially if the problem is framed badly and narrows people's thinking down to the most obvious solution."

Abbie then handed over to Jane who explained that they had framed the problem as: 'Infinity Supermarket wastes an unacceptable amount of fruit and vegetables' and then went on to bring them up to speed with the progress that they had made so far.

"Thanks, Jane," Abbie said, taking over. "So, let's start with the creative part, but before we begin, I know that not all of you know each other, and I certainly don't know you, so let's do a little ice breaker." Abbie knew that ice breakers, little pre-meeting exercises, were great for breaking down barriers, but also for helping people get out of their current ways of thinking into a more creative space.

Abbie had a range of ice-breakers she could have used but decided to go simple on this occasion just asking the group to introduce themselves, share their favourite pastime and to say what they would do if they won the lottery and how it would change their lives. This brought some laughter when one of the warehouse operatives said, "Well I wouldn't work here for a start!" changing the mood in the room from one of apprehension to a more relaxed atmosphere where individuals would feel more at ease suggesting ideas.

CHAPTER 14



Abbie, sensing the renewed energy in the room, started the creativity session. "So, now that we all know each other, there are several techniques we could use to generate ideas. Let's try the most commonly used one, **Brainstorming**, but let's try it with a twist."

"Firstly, some ground rules. You will see in front of you a pad of post-it notes and a pen. These are for you to write your ideas on – one idea per post-it note. There are no bad ideas at this stage, and we need as many post-it notes on this wall as possible. Please take your pens and post-it notes up to the wall with you and put the notes on the wall as you finish writing them. Reading someone else's idea might trigger another thought for you and if it does, write this down and pop it on the wall too."

REVERSAL

"As Jane said, the objective of this workshop is to find a way to limit the amount of fresh fruit and vegetable waste from our superstores nationwide. So, the question we are asking is, 'What is the best way to deal with fruit and vegetables that are approaching or have passed their sell-by dates, so that we limit the amount of waste?' However, as I said before, we are going to try brainstorming with a difference in the first instance. This is called **Reversal**."

"It may sound daft and a waste of time, but it is a technique where you reverse the question. Having conducted some initial research, I know that we are not consistent in how we dispose of waste. So I would like you to come up with ideas for the following question: 'What is the best way to deal with fruit and vegetables that are approaching or have passed their sell-by dates so that we increase the amount of waste?' So I want you to start by writing on your post-it notes as if the aim is not to limit waste, but create more waste."

There were confused looks all around, but this turned out to be great fun. Amongst the ideas were 'let it rot on the shelves,' the inevitable, 'throw it all in the bin,' and

there was Jack's tongue in cheek idea of 'dump it on the doorstep of our biggest competitor, Riviera,' which the more he thought about it, the more he considered it a good idea rather than a bad one.

Once their ideas had dried up, Abbie explained that the exercise was important because as humans, it was easier to think of negative things rather than positive things. Also, going through this exercise often cleanses the mind in readiness to think more positively, similar to venting. It creates an environment where people are willing to share their thoughts without feeling embarrassed. Abbie also explained that the positive answer being sought is often the opposite of one of the negative ideas identified during the reversal technique, or a solution associated with it.

"Let's take the 'let it rot' idea for example," Abbie said, keen to impress the value of this exercise. "A solution coming from that could be to create compost with it and sell that!" to which some delegates in the meeting sensed a lightbulb moment and nodded in agreement.

The team, now bonded with a common goal, agreed that the process was well worth it and that they felt mentally liberated to move to the next stage.

BRAINWRITING

After a short break, it was time to come up with positive ideas that would solve the actual problem. The group members were back on their feet posting their ideas for the best way to dispose of the fruit and vegetables approaching or past their sell-by date, whilst limiting waste. Amongst the ideas were, 'Give it to the local allotments for their compost heaps,' 'give it to the staff to eat that evening,' 'give it to the local rabbit or tortoise sanctuary,' 'sell it to the farmers to feed their pigs.'

To maximise the number of ideas, they used a technique called **Brainwriting** where everyone initially writes down their ideas, then passes their list on to their neighbour to come up with modifications or completely new suggestions. After a few minutes, the updated list is passed on again to the next person. In addition to generating multiple shared ideas, this approach also has the advantage of getting everyone equally involved, not only those with the loudest voices.

As they finished this exercise in good time, Abbie wanted to try one more technique.

SCAMPER

"I would like to try one more exercise called **SCAMPER**," Abbie said, conscious of Jane's quizzical looks as this was off-piste from what they had discussed.

"SCAMPER is an acronym for Substitute, Combine, Adapt, Magnify/Minify, Put to another use, Eliminate and Reverse. It is normally reserved for moments where we are stuck for inspiration, which I know isn't the case today as we have lots of ideas, but I would like to try it anyway. I will give you some examples along the way."

"So the idea is ..." Abbie continued, "that the product or service being discussed, products in our case, are assessed against each word to see what we could Substitute, Combine, Adapt etc to see if this gives us any other solution ideas... Get it?" They all confirmed that they understood.

"Right, S for 'Substitute'. An example of this was when Mars noticed that their sales of Mars chocolate bars dipped during the summer. They substituted the nougat for ice cream, and they maintained their sales figures across the two products. So, is there anything that we could substitute to get a better product for the waste?" No one spoke, "Nothing? that's ok, we are not going to get an idea for every letter."

"How about C for 'Combine'? An example of this could be the smelly crayons. Combining smell with crayons is a real winner for kids. Some smell so good they even try to eat them!" Abbie joked.

Charlotte Wilson from the customer perspective team said, "My family spends a fortune on smoothies. How about we combine the fruit with the vegetables and create smoothies?"

"That's a great idea Charlotte," Jane said excitedly, "we also spend a lot of money on healthy drinks at my house."

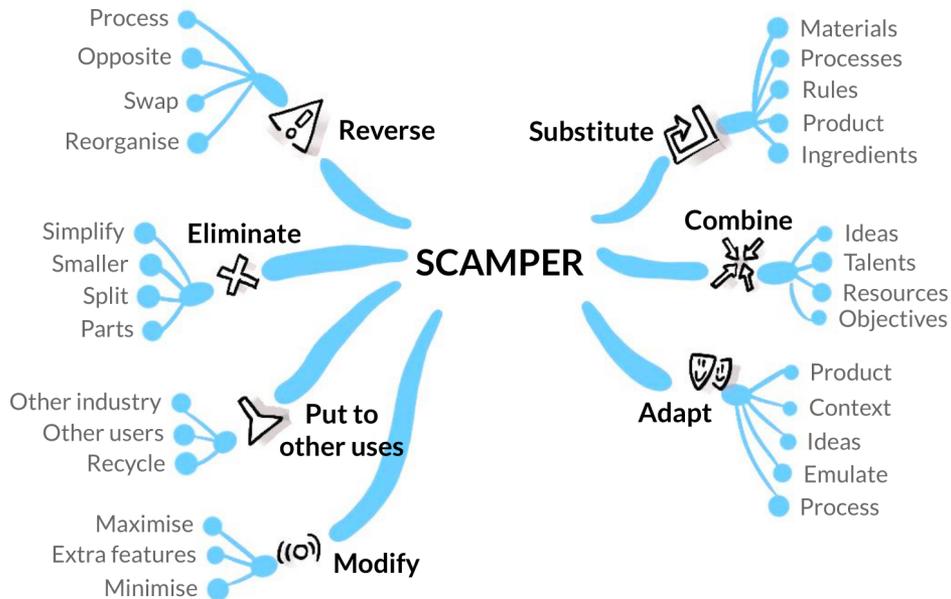
John Edmunds, one of the forklift drivers from the warehouse said, "Hang on a minute, I am not sure that I would want old gone off fruit and veg in a smoothie."

"John, trust me, these products have not 'gone off', they have just passed their peak quality date," Rachel the shelf stacker interjected. "For example, an apple that is deemed to no longer have enough 'bite' is still perfectly ok for a smoothie. I was astonished when I read an article that said that every year approximately 4.5m tonnes of food is wasted in households across the UK, estimated to be worth around £14bn, which equates to £700 a year for an average family.² This is because families throw produce out that is past its sell-by date. Sell-by dates are simply an indication to the store to rotate the stock as we manage such large volumes and in my opinion, the sell-by dates are often too short. This food is still very edible and I wouldn't have a problem eating most of our fruit and veg that we throw out because it's reached its sell-by date. I'll show you some when we go downstairs."

To prevent a discussion on the quality of the fruit and vegetables derailing the exercise, Abbie went through the remaining words in Scamper, giving real-life examples such as IMAX cinema for 'magnify', iPod Nano for 'minify' and a tyre swing for 'put to another use', to which Jack jokingly volunteered Viagra as a better example, putting a tablet for high blood pressure to a different use, much to everyone's amusement.

'Eliminate', was illustrated by the example of eliminating wheat from food products to create gluten-free food. Abbie went on to explain, "A great example of the 'Reverse' technique is restaurants. Who remembers when all food was ordered upfront and paid for at the end? Well, this process was reversed by some popular fast food establishments by getting the customer to pay for the food at the point of order, allowing customers to simply leave the restaurant without needing to find a waiter to pay."

Each letter was interrogated, and a SCAMPER **Mind Map** was drawn, but they all agreed that Charlotte's smoothie idea was top of the list by far.



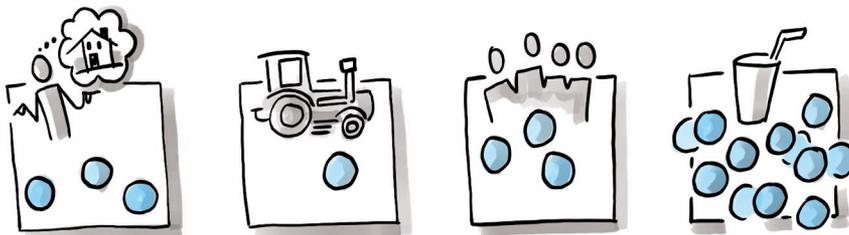
Brainstorming with SCAMPER

CHAPTER 15

A break was announced, and Jack ran downstairs quickly to get some freshly cooked almond croissants from the bakery that he'd pre-booked. While the team were happily munching away, Abbie and Jane grouped the post-it notes with everyone's ideas into categories for scoring, with Jack still jovially promoting the virtues of dumping it on Riviera's doorstep.

"Right, let's start the second part of this session by selecting which of the ideas we think are the best and most feasible," Abbie said, trying to reignite the energy the group had had before devouring almond pastries. She felt she already knew the most popular ideas from the floor, but decided to try a **Dot Voting** technique with the group before they started comparing them. "We are going to get a little more sophisticated than this, but let's do a quick vote to get a gut feel for which are the best ideas."

Jane took the team through the individually grouped ideas and gave them all ten blue sticky dots to place next to their preferred ideas. They were told they could use their ten dots as they pleased, either placing all ten against one idea or spreading them across several ideas.



The idea with the most dots next to it was unsurprisingly the smoothie idea, followed by the idea of offering the out of date fruit and vegetables to enterprises local to the individual superstores (i.e. homeless centres, soup kitchens, animal sanctuaries, farms and allotments etc).

"So, that was the intuitive exercise," Abbie said taking control back, "these voting techniques are often conducted online and anonymously with larger groups, giving it the advantage of blind voting where individuals cannot be influenced by others. Let's try and be a bit more scientific with the **Solution Comparison** now. To do this we need some selection criteria, that is criteria that you think are important to score these ideas against."

Suggestions from the floor consisted of cost, reputation, environment, customer experience and revenue. As they discussed the different criteria, Abbie made sure the final list was in line with the original assignment objectives of limiting the amount of fresh produce waste and improving the customer perception of Infinity's moral standing. "Revenue for example, while interesting, is not a primary objective for us at this moment, so to maintain integrity, we should leave it out."

"In addition to benefits and costs, we also need to consider project risks and the impact of the change. After all, if an idea requires a bigger change for our customers or our organisation, it will be more difficult to achieve and ensure its success. I usually add a criterion related to team engagement when comparing solutions as a more engaged and committed team is more likely to achieve better results." Abbie drew up the final comparison matrix and asked everyone to individually score the ideas.

When reviewing the scores for the different ideas, they noticed most of them were fairly close, the top three being:

Consider the magnitude of change on customers and the workforce when comparing solution options.

		smoothies	offer shelf	offer to not-for-profits	offer to staff	green waste bin
benefits = goal realisation						
higher = better	reduce waste	2	2	2.5	2.5	2
higher = better	improve perception of corporate social responsibility	2	1.5	3.5	1.5	1.5
higher = better	accomplish "always available" USP	2	3	3	3.5	4
cost						
higher = cheaper	solution cost	1	3.5	3	4	4
higher = cheaper	roll-out cost	0.5	3	3	3.5	3.5
higher = cheaper	maintenance cost	1	3	3	3.5	3.5
risks						
higher = less risk	impact on company reputation	3	3.5	3.5	3.5	3
higher = less risk	legal impact	2	4	3.5	3.5	4
higher = shorter project	project duration	2	3.5	3	4	4
change / impact						
higher = less change	limited customer change required	2.5	3	4	4	4
higher = less change	limited internal change required	1.5	2.5	2.5	2	2
higher = better engagement	team engagement / fun factor	4	1.5	2	3.5	1
total		23.5	34	36.5	39	36.5
rank		5	4	2	1	2

Solution Comparison

- ◆ Allowing local not-for-profit enterprises to collect the out of date produce. This would be arranged by individual store managers at a local level.
- ◆ Allowing the staff to take the produce home, with a small donation to charity.
- ◆ Disposing of remaining produce in the green waste bin.

One idea scored slightly lower:

- ◆ Tightening up on the process of putting fruit and veg that are past their peak quality on the offer shelf.

Interestingly, the smoothie idea fared pretty poorly, which was a bit of an unpleasant surprise for the group as they all loved the idea and somehow believed it would be a success. The group had realised that the smoothie idea would not use the whole range of fruit and veg that was in scope, and therefore clear processes would still be required for those that could not be used in smoothies.

Since there was no outright winner they decided that a combination of ideas would be the best approach, and agreed that standard processes and the local arrangements would need to be approved and recorded centrally at head office.

Given the high level of belief in the smoothie idea as the leading initiative to engage staff into recycling fruit and vegetables, the group insisted that it should be taken forward, despite it faring poorly in the solution comparison. However, Abbie finished the session with an air of caution.

"Thank you all very much for giving up your time this morning to help us come up with some great solutions. I know the smoothie initiative is the most popular in this room, but I feel I should warn you that it might not be the most popular at head office, as it is the most difficult to take forward. Thanks to you, we also have some other great ideas to put forward."

Abbie felt pleased with the outcome of the day's session. Firstly, she now had a few excellent ideas to work on. Secondly, she had canvassed the opinion of the users so that the proposed solutions had some substance, and thirdly, she had empowered the staff and customers who now felt that they had a stake in the solution.

As they sat there exhausted, taking stock, Jane turned to Abbie and said, "That was amazing. I never thought that we would come up with so many ideas and generate so much positive energy in the room,"

"Yes, amazing isn't it!" Abbie replied. "Creativity and Innovation is an important process in business change because one thing's for sure: without the drive to come up with breakthrough ideas, and the confidence that a creative and innovative solution exists, it is unlikely that one will be found."



BRAINY GLUE

MAKING CHANGE STICK WITH SOLUTION COMPARISON AND RECOMMENDATION

Solution recommendation involves comparing potential solutions and choosing the best way forward. There's both a rational and an emotional component to it. It's about understanding what success looks like and feeling engaged and empowered to make it happen.

TRADITIONAL

During solution recommendation, we typically compare projected costs, benefits and the risks involved in delivering the different solution options to time, scope and budget.

ALTERNATIVE

Different solution options will have a different impact on internal stakeholders, customers and the organisational structure, so consider the appetite for change from everyone impacted by the change.

People and teams make things happen. They will go the extra mile when they believe the selected solution is the right one, therefore, consider taking this into account in your solution recommendation.

CHAPTER 16

"Well, what's the verdict?" Jack asked Abbie and Jane as they cleared up the post-it notes, conscious that he had missed the outcome of the session as he was busy making sure that everything was operating as it should after the staff shift changeover.

"We are going to have a smoothie counter," Jane summarised enthusiastically, "and whatever is left over we are going to put to good use in various ways," Jane continued, knowing that she was racing ahead.

"Whoah, wait a minute missus," Abbie said, "We have a long way to go yet before the smoothie idea, or any of the other suggestions gets off the ground. Our comparison clearly showed the smoothie idea was not the best initiative to solve the problem, based on the criteria we set. I am sure that we'll have to jump through many bureaucratic hoops in this company before this idea sees the light of day. We'll struggle to convince anyone with our gut feeling alone, isn't that right Jack?"

"Yes, maybe. Well if the bakery rollout is anything to go by it will need a sound business case to get through the governance milestones as it will need some investment to set it up. On the other hand, from what I saw, everyone in the room was fully engaged with this idea, so I wouldn't dismiss it out of hand. Also, I don't think that gut feeling is purely emotional, it can be a valid reason for trying something out as it draws on our previous experiences, and on rules and patterns that we can't quite articulate.^{3, 4} A highly improbable idea can sometimes be validated cheaply through short feedback loops. Often, a small controlled experiment can bring useful insights before even suggesting such changes to management. After all, as Richard Lovelace said, 'Stone walls do not a prison make,' and often what we perceive as blockers aren't blockers at all. I have an idea, follow me..."

"Help me carry these." Jack handed Jane and Abbie a selection of fruit juices, syrups and fresh fruit from the store and walked off into the staff kitchen area. Passing a pen and paper to Jane, and careful to follow strict hygiene rules, Jack



weighed portions of fruit, and measured juice and syrups and Jane started taking notes.

"We can't just try it now surely?" Abbie protested. "Why not?" Jack retorted. "There's no time like the present, and besides, I am ahead of schedule today and the ship is running like clockwork, so let's try it out! I would rather my staff felt that they had the autonomy to try something that might make a difference, rather than not try anything for fear of failure or reprimand, and surely I need to lead from the front on that? ... within reason of course." he clarified with a smile before Jane had an opportunity to correct him.

"Agh, that's just awful!" Jane proclaimed having tasted the kiwi and spinach concoction that they had jointly created.

"Hmm, it doesn't taste the best does it?" Abbie said, "but as John Cleese said, 'when you are being creative, nothing is wrong,' ... and anyway, all ideas are born ugly and they just need a bit of work ... didn't Thomas Edison fail 1000 times before he commercialised the lightbulb?"

"As it happens, Edison wasn't born far from where I lived in Ohio, and he actually said that he had not failed 1000 times, he had successfully discovered 1000 ways to NOT

make a light bulb," Jack retorted.

"Well I hope it doesn't take us 1000 attempts to create something more palatable that we could take to market," Jane said, screwing up her face, concerned that the momentum would be taken out of their smoothie idea before it even got off the ground.



"It's easier to act your way to a new way of thinking than to think your way to a new way of acting."

— Jerry Sternin

"Let's go with the berry smoothie and the much-improved kiwi and spinach smoothie for now," Jack said after nearly an hour of experimenting. "Yes, that Kiwi and spinach smoothie did need some drastic improvement!" Jane said, recalling the awful taste that she felt etched on her memory.

The three of them excitedly made their way to the staff canteen literally armed with the fruits of their labour, to conduct some market research. Jack set up a table in the corner and they poured the smoothies into the small pots normally used on the shop floor for product promotions. Jack encouraged the staff to try the smoothies in exchange for honest feedback.

"Smoothies are supposed to be smooth and these are anything but! There are bits, pips, and seeds in it, and it is so sharp I can feel it taking the enamel off my teeth! Why are you doing this when we have so many other quality branded smoothies on our shelves?" It was constructive feedback spiked with a barbed delivery, and just typical of Geoff Steele, one of the long-serving sub-managers who never seemed to be happy with anything.

"Well, you're the first one of many tasters to complain, Geoff!" Jane jumped on the defensive, and then immediately regretted rising to the bait.

"The first of many victims!" Geoff said, as he walked away making a big show of putting two pieces of chewing gum into his mouth to take the taste away.

"Don't take it to heart Jane," Jack comforted his most valued employee, seeing her face redden. "You know Geoff better than I do. He only seems happy when he's complaining! We'll have to get used to it though if we are going to take this idea forward. He's just the first of many speed bumps on what may be our long road to success."

"It may feel like a speed bump, but his feedback is one of many harsh perspectives that we need to take on board if we take this further, Jack," Abbie said.

The best way to fully appreciate how potential users feel about a change is to share their joy, feel their pain and experience their reactions first-hand.

Abbie had been secretly impressed with the way that Jack had tactfully diffused the situation for Jane's sake, but she wasn't going to let him off the hook just yet. "This is why we are here, isn't it? To canvas opinion? So, we need the discomfort of rebels in the room to keep a balanced view, don't you agree?"

"Yes, of course, you are right Abbie. I didn't mean that we shouldn't listen to him, we need constructive feedback and he made a few good points that we need to listen to," Jack agreed, not to be misunderstood. "We already knew that we needed to make more of an effort to get the pips out of our smoothies, and we will have to sell the ecological reasons for this venture, but it also sounds like we need to add some fluoride into the Kiwi and Spinach smoothie ingredients so that Geoff and our customers maintain their bright white smiles, I'll get some toothpaste from the toiletries aisle," he joked, as he turned and walked away feeling inwardly pleased with himself.

Abbie felt a warm glow as she watched him walk away to rule over his empire. She was a sucker for men who made her laugh and always had been. Jack had the witty, confident demeanour that demanded more of her attention than she wanted to admit.

TOOLS & TECHNIQUES

- ...
- 5 Whys
- Process Modelling
- Brainstorming / Reversal / Brainwriting / SCAMPER
- Mind Mapping
- Dot Voting
- Solution Comparison and Recommendation
- Power/Interest Grid
- Questionnaire
- ...

A smooth start

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We hope that you enjoy this book and would love to hear your thoughts on what we have all collectively created.

Tan Filip

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Ian adopts an inclusive style of leadership and enjoys encouraging and coaching business analysts to be the very best that they can be.

As a member of the BCS BA Leadership panel, he believes that the key to great business analysis is great stakeholder management and the mastery of the BA toolkit. His passion and knowledge of business analysis has resulted in him being invited to sit on judging panels for competitions such as the UK IT Industry Awards and the prestigious IIBA(UK) Business Analyst of the Year award, of which he is a past recipient.

A fellow of the BCS and an international speaker, Ian enjoys being a member of the IRM Business Analysis Conference Europe Advisory Panel and loves spending time with authors and industry thought leaders, sharing ideas to influence and shape the future of business analysis in the UK.

Ian believes that it is important to achieve a work life balance and is currently into his fourth decade's service in the British Army Reserves, where he is a Warrant Officer in the Royal Welsh.



FILIP HENDRICKX

Filip is convinced established organisations can, and should, become corporate startups. To help them achieve this, he follows a structured yet pragmatic approach, by bridging business analysis, product management, design thinking, lean startup and innovation techniques.

His background of over ten years in business consulting and a prior ten years in software engineering and research enable Filip to connect strategy and portfolio management with project execution and product development.

As co-founder of the BA & Beyond Conference and IIBA Brussels Chapter president, Filip helps support the BA profession and grow the BA community in and around Belgium.



"A realistic case study that supports the existing business analysis publications has been much needed – until now! Brainy Glue takes us through a comprehensive case study that explains exactly why business analysis is required, what is involved in a business analysis study, and how it is relevant to businesses everywhere.

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– Dr Debra Paul, Managing Director, AssistKD, United Kingdom



"Being a business analyst and a big fan of fiction, you can imagine my delight at learning about Brainy Glue!

Abbie is a realistic professional who sometimes doubts herself, sometimes is frustrated with her manager, but always soldiers on to push for change. The use of a grocery store chain allows for easy to understand examples of ways business analysis helps large and small organisations advance their goals.

I enjoyed the incorporation of business analysis techniques into the story and learned a couple of new ones! New and experienced BAs will enjoy the storytelling and be reminded of the value of their skill set."

– Barbara Carkenord, CBAP, IIBA-AAC, PMI-PBA, PMP, Consultant at Carkenord Consulting, Board Chair of IIBA, United States



"Filip and Ian were inspired to create characters we all can relate to and empathise with. Their story is a bit like our own. Abbie's BA journey from understanding the problem and collaborating with stakeholders to creating the most valuable solution is brought to life through colourful storytelling in this easy to read novel full of good tips.

The great ideas that stick in my mind forever reminded me of other business storytelling best sellers, such as *The One Minute Manager*, *Who Moved My Cheese?* and *The Servant*."

– Fabrício Laguna, CBAP, AAC, PMP, MBA, Business Consultant, Teacher and Professional Speaker, Brazil



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