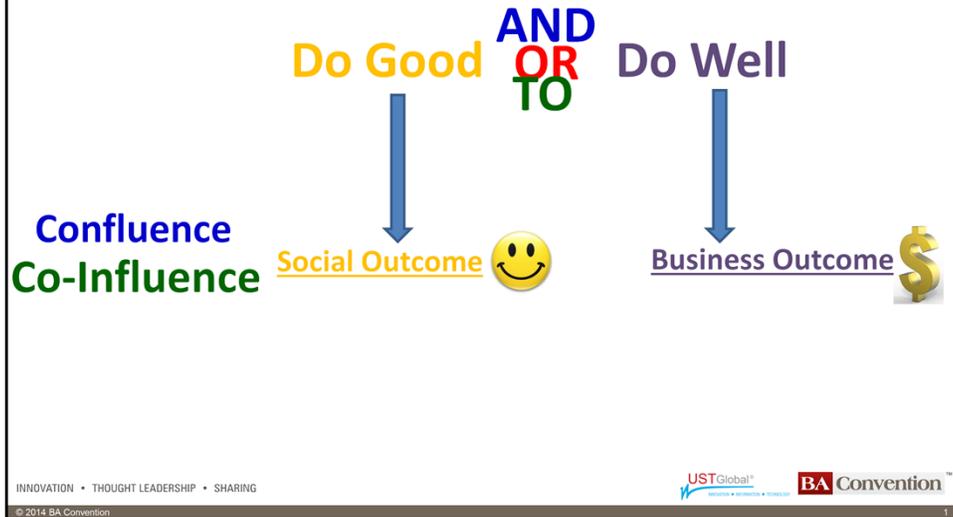


## Let us Learn some grammar 😊



**NOTE:** The slide notes are also included for circulation (since the slides are created for display purpose and hence not self explanatory )

- There is a very popular English grammar question which would have confused most of us. *What is the correct response to the question- How are you doing ? I am doing GOOD or I am doing WELL?* Your English teacher would have told you that 'I am doing good' is an incorrect usage. But let us take a slightly different question here.
  - How do you connect 'Do Good' & 'Do Well' with a single word to form a logically correct phrase (Hint: Possible connecting words could be "OR", "AND", "TO")
  - **OR:** "Do Good" OR "Do Well" → For profit and non profit organizations (i.e. an organization used to focus either on social outcome or on business outcome, but NOT both). This model is getting outdated nowadays
  - **AND:** "Do Good" AND "Do Well" → This is the Confluence of Business & Social Outcomes ( i.e. Same organization will have a for-profit arm generating business outcome & a non profit arm generating social outcome. But these two arms need not have any logical connection)
  - **TO :** "Do Good" To "Do Well" + "Do Well" To "Do Good" → This is the Co-Influence of Business and Social outcomes (Same organization doing more or less the same business which creates business outcome and social outcome together. i.e. Business outcome is positively influencing social outcome & in turn the social outcome positively influencing business outcome. This cycle continues.)
- The last two bullet points from above will be the key focus of this presentation

## Co(i)nfluence of Business & Social Outcomes- *A Unique, Accelerated BA Training Case study*

**Vinod Rajan,**

CBAP, CSPO, BSAC, PHIAS, PAHM  
Sr. Business Analyst  
UST Global



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Confluence + Co-Influence = Co(i)nfluence 😊

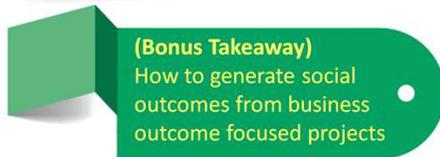
**Unique:** Most of the internal training initiatives will be the cost centers of a non-training organization. What if an internal training done in an IT Services company generated business outcome? What if the same program also generated social outcome along with business outcomes?

**Accelerated:** What if you were able to reduce the duration of the training program and increase the topics covered at the same time?

Presenter can be contacted at [vinod.rajana@ust-global.com](mailto:vinod.rajana@ust-global.com)

## Takeaways

1. How to perform Business Analysis in a project with **Social Outcome**
2. A set of (tweaked ) **BA BOK tools & techniques for projects with Social outcomes**
3. How to '**Accelerate**' BA Training and bridge wider skill gaps at the same time



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This topic is unique from various angles

1. This is a BA Training Case Study
2. This topic focuses on the 'Social' side of business analysis (Just to Clarify: 'Social' as in CSR, and NOT as in Social Media☺)
3. Gives a few tips and tricks on increasing the speed of a BA training program and increasing the topic coverage as well- both at the same time
4. Gives a few indirect pointers on – how to tweak a business focused initiative to generate both business and social outcomes

# Agenda



- 1** **Introduction**
  - What Is Social Outcome
  - What is its relevance in a BA Convention?
- 2** **A Social Extension to BA BOK V3.0**
  - CCM- Stakeholder ( BABOK 2.1)
  - Task- Trace Requirement (BABOK 5.1)
  - UC- Behavioral Characteristics (BABOK 9.2)
  - Technique – Root Cause Analysis (BABOK 10.40)
- 3** **Case Study ( StepITUpAmerica)**
  - Program Overview
  - Acceleration Vs Bridging Wiiiilder Skill Gap!
  - Business Outcome - Influenced by Social Outcome
  - Social Outcome - Influenced by Business Outcome

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Part #1 sets the context of this presentation

Part #2 covers the Social Side of Business Analysis and BABOK V3.0

Part #3 covers the case study details and the BA training aspect

# PART #1 Introduction

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Introduction

## Social Outcome – What & Why

- What is Social? – Out of Scope ☺
- What is Outcome ? – What is Output?

### Why

- **Innovations on other areas**
  - ISO Standard
  - Non Profit Stock Exchange
  - Blended ROI
- **CSR Law in India**
  - 8000 Companies, 2 Billion USD
  - First country to make CSR a mandate



# BA Vs BSA

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- No need to define and differentiate different aspects of 'Social'- since this is NOT a CSR Convention or an HR Summit
- But we need to know the difference between three types of results –Output, Outcome and Impact
- Almost every other facet of the world and the industry is making major advancements in the area of Social Business (through research and innovation) . These is an ISO Standard( ISO 26000) for social responsibility and there are organizations trying to create a stock exchange for non profit organizations(and the value of the organization will be decided not based on the share holder value, but based on the social value). Many organizations have started using Blended ROI (Blended ROI = Financial ROI + Social ROI )
- The CSR law in India creates an additional revenue of 2 Billion USD exclusively for CSR initiatives in India- which means there is a higher probability that you (as a BA) may end up working as a BA for a Socially relevant project (could be CSR, non profit, Social Enterprise, etc.)
- In short – most of the BAs will soon become BSAs (Business 'Social' Analysts) – since the person who own the business outcome of project will obviously have to own the social outcome as well!

## PART #2 A Social Extension to BA BOK V3.0

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Part #2- a Social Extension to BABOK V3.0

## A Social Extension to BA BOK V3.0

Reading **BABOK V3.0** from through a 'socially magnifying' glass

- **BACCM**- Stakeholders
- **Task** - Trace Requirements
- **UC** – Behavioral Characteristics
- **Technique** – Root Cause Analysis



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The idea is to explore the possibility of creating a 'Social Extension' to BABOK V3.0 (similar to the agile extension published by IIBA for BABOK 2.0). In other words- this is an attempt to read/interpret the BABOK from a social angle

For that one sample topic has been selected from the four key sections of BABOK ( BA Core Concept Model, Task, Underlying Competency and Technique)

The topics are Stakeholders( from BACCM), Trace Requirements (from Tasks), Behavioral Characteristics (from Underlying Competencies), Root Cause Analysis (Technique)

## IIBA BA CCM: Stakeholder in Social Perspective

**Vilcabamba Vs Government of Ecuador**

**Article 32**  
of Indian Constitution

**Article 32 → Stakeholder Analysis? ?**

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- There was a case in the supreme court of Ecuador filed by a party named 'Vilcabamba' & it was a case against the Govt. of Ecuador. It was to stop a road widening project which was initiated by the Govt. of Ecuador because proper environmental impact study was not done and hence it was negatively affecting the biological ecosystem near the road expansion area. The verdict was in favor of Vilcabamba & the court ordered the Govt. to stop the project and resume only after a detailed environmental impact analysis.
- Now you may be wondering what is the connection between this story and the term 'Stakeholder'. To get the connect, you first need to know who exactly this 'Vilcabamba' is. 'Vilcabamba' is not a person or an organization, but a **River!**
- Arguably for the first time in the human history- a legal case verdict came in favor of a natural resource- and as per the supreme court- the nature also has rights, similar to human rights! Again you may still be wondering how this story is connected to 'stakeholder'. **Ans:** For the road widening project (which had a social relevance) by Govt. of Ecuador, the river Vilcabamba is a stakeholder!
- Now from Ecuador, let us come to India. What is the connection between Stakeholder Analysis and Article 32 of Indian Constitution? The PIL (Public Interest Litigation) comes under section 32 of Indian Constitution. Through the PIL- any citizen or organization can approach the court & raise any issues with social relevance. Which means-if your project has any social relevance- your stakeholder could also include the entire population 😊 **Next time when you do stakeholder analysis – will you consider a river or a mountain as a stakeholder?**

## IIBA BABOK Task-Tracing (Social) Requirements

- Currently the backward traceability ends with Business Need
- Not a checkpoint, but a reminder!
- Out of Scope Vs Out of Purpose

The diagram illustrates the traceability of requirements. On the left, a vertical stack of boxes represents the requirements hierarchy: Social Needs (circled in red), Business Needs, Business Requirements, Stakeholder Requirements, and Solution Requirements. On the right, a vertical stack of boxes represents the development phases: Design, Code, and Test. Dotted arrows show traceability from Design to Business Requirements, Code to Stakeholder Requirements, and Test to Solution Requirements. A dashed arrow points from Social Needs to Business Requirements. To the right is a screenshot of a 'Bill Preference' form with options for receiving bills by email or paper.

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- As a BA who traces the requirements to needs, it is a BA's responsibility to do the same even if it is not a business need, but instead a social need. This can be simply achieved by establishing an optional traceability (shown in dotted line) with the social need. This traceability can be optional since –every project may not have a social need. This can be a parallel traceability since same set of business requirements can have a business need & social need to trace back.
- This will also act as a reminder to the stakeholders, when you don't have a social need to trace it back to (and you will have no choice but to keep untraced). Such repeating untraced business requirements (which may have a business need, but NO social need to trace to) will eventually force the stakeholders to think about the social relevance of the projects they do. (Do you notice how- a small requirement traceability can influence the way the entire organization strategize and prioritize their business? 😊) In other words – a requirement with business need to trace, but with NO social need to trace – will still NOT be OUT OF SCOPE, but OUT OF PURPOSE!!
- **Eg:** In the screenshot given- you can see a feature which enables the user to subscribe to e-bills. The business need for this requirement will be to reduce the operational expenses related to billing (printing & delivery). The social need for this requirement (as clearly mentioned in this screenshot ) is to protect the environment. **If you were the BA who owned the requirements for this feature - do you think you would have traced the business requirement back to the reduction in carbon footprint or the number of trees saved?**

## Technique – Root Cause Analysis (BABOK 10.40)

- “Cause” *not* always causes problems!!!

### Full Definition of CAUSE

- 1 a: a reason for an action or condition : MOTIVE  
b: something that brings about an effect or a result  
c: a person or thing that is the occasion of an action or state, especially : an agent that brings something about  
d: sufficient reason <discharged for cause>
- 2 a: a ground of legal action  
b: CASE
- 3 : a matter or question to be decided
- 4 a: a principle or movement militantly defended or supported  
b: a charitable undertaking <for a good cause>  
— cause-less ◊ | \-less | adjective



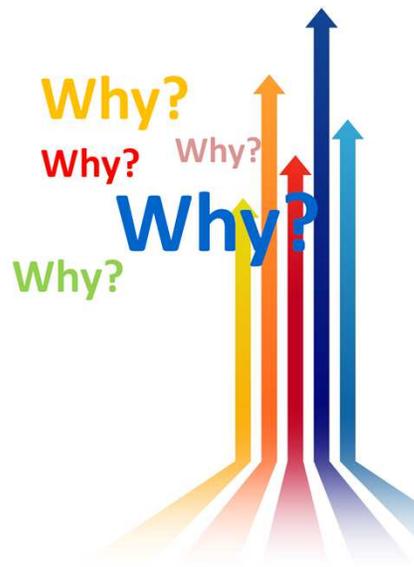
### ‘Real’ Cause Analysis (RCA)

#### 5 Whys

“Why do you think this problem occurs?”

Vs

“Why Are We Doing this”



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- A Problem will always have a cause, but a cause can cause many positive things too (not just problems). If so why are we using RCA only for identifying the causes of a problem? Can't that be used in a positive context? Now if you think from an execution perspective, RCA has been performing mostly with the help of '5 Whys' or fishbone diagram. In 5 Whys – the question which we always used to ask is 'Why do you think this problem occurs?'
- Now Let us see if this can be used in a positive context. Can we ask something like 'Why are we doing this?' at the very beginning of an initiative/project/program? If we are not able to identify a Social Need at the end (after asking this question 5 times) that means that initiative/program/project doesn't have any social relevance. In other words- the initiative is not for a 'Good Cause'

## IIBA BABOK Underlying Competencies

### Underlying Competency 9.2- Behavioral Characteristics

What is so special about this picture?



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- We already know that this is Kailash Satyarthi (Nobel Peace Prize winner) and Pranab Mukherjee (President of India). But what exactly is happening in this picture? **ANS:** Kailash has already donated his noble prize money for social activities and (in this pic) he is donating the Nobel Prize Gold Medal to the president of India. What is his motive behind this action? He donated his medal to President of India- since this is the only Nobel Medal within India's boundaries (all other Indians who won Nobel prize are currently NOT in India and so are their medals). The only prize medal used to be owned by India- was the one won by Rabindranath Tagore (for literature) which was stolen recently.
- What this means is, socially relevant organizations and individuals do things from their heart and not from their brain. You may not always get convincing business justifications for everything (unless you have a heart and brain like Kailash). In other words, you need '**Social Acumen**' and not just 'Business Acumen' to work on such Socially relevant initiatives.
- BABOK V3.0 recommends 6 underlying competencies, out of which one major competency is 'Behavioral Characteristics' . As per BABOK, this underlying competency has 5 major aspects (Ethics, Personal Accountability, Trustworthiness, Operations & Time Management, Adaptability). For any project, this would be sufficient- but for a socially relevant project, a BA needs another competency – '(Com)passion' – which you can read as **Passion + Compassion**. Which would translate as -a good BA needs genuine passion towards the social outcome and a compassion/empathy towards the stakeholders (beneficiaries) of those outcomes.

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## PART #3 Case Study ( Step IT Up America)



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Case Study = Step IT Up America.

For More details go to

- <http://www.joinstepitupamerica.com/en/>
- <http://www.ust-global.com/en/main/step-it-up-america-ust-global-national-program.html>

## SIUA- Overview

**A Familiar Problem- Why SIUA?**

- **70% of new jobs** in America – are IT related and **600,000 traditional IT openings**
- Minority population **-27%**, Minority employed in IT is **3% (0.5% excluding helpdesk)**

**A Unique Solution – What is SIUA?**

<ul style="list-style-type: none"> <li>• Initial plan to train &amp; employ <b>1,000 minority women in 10 cities</b></li> </ul>	<span style="color: white; font-size: 24px;">➤</span>	Minority Women will be...
<ul style="list-style-type: none"> <li>• Trained with proven <b>Accelerated Training Methodology</b> of UST Global</li> <li>• <b>Employed by UST Global (Fully Funded &amp; Managed by UST Global)</b></li> </ul>	<span style="color: white; font-size: 24px;">➤</span>	Trained and Employed by UST Global, ...
<ul style="list-style-type: none"> <li>• <b>Deployed as IT Consultants in Large Corporations</b></li> <li>• <i>Innovative in Urban Sourcing<sup>SM</sup> model</i></li> </ul>	<span style="color: white; font-size: 24px;">➤</span>	Will work for UST's Clients and will
<ul style="list-style-type: none"> <li>• To create <b>5,000 IT jobs</b> for minority women by 2020 =transforming lives and developing technology talent</li> </ul>	<span style="color: white; font-size: 24px;">➤</span>	Create Business & Social outcome

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- When there are so many wasted (unfilled) job openings on one side and a minority who has miniscule representation on such IT jobs- it obviously makes sense to view this from an upskilling + employability angle. But UST Global did a slightly creative but BOLD move. They were given employment, not just employability -so that providing employment to these students became our responsibility (In other words we were so confident about the quality and outcome of the training program that we ourselves were willing to take that risk – with confidence). Time has proved that WE ARE RIGHT !
- Unique Value Proposition for different stakeholders in this initiative makes this a win-win situation and NOT a ZERO Sum game!
- **The trainees** – they realize what “Transforming Lives” really means through a once in a life time opportunity of a job oriented training program + a job offer at hand(with a much higher pay scale than their regular jobs) right after the program (all these free of cost, with no-strings attached conditions, and most importantly the students even get stipends during the training period)
- **The employers** (Corporates who agree to employee these candidates in projects executed by UST for them) – will get equally competent resources at a lesser cost, great branding opportunities among the world leaders, but most importantly the feel of pride that they were co-creators of the social outcome through this initiative (in other words they are also ‘Transforming Lives’ by partnering with UST in this initiative)

## SIUA- Acceleration Vs Bridging Wiiiidddeeeer Skill Gap!

### Tactics

- Inspire(d) People
- Start Great & End Great
- Teach back & Teach along
- Breath Well & Eat Well

Session	High Level Topic	Sub Topic
AM1	Computer Fundamentals	Review
AM2	Introduction to Computers	The three essential units: Input, Processing, Output
		CPU
	Quiz session	
AM3	Computers Memory	Primary Memory - RAM Secondary Memory - Hard disk / CD / Pen Drives
	Quiz session	
AM4	Hardware	Key Hardware Components
	Quiz session	
AM5	Software	What is Software? - Logical Entity, which you can't touch and see.

Can you order a pizza  
using MoSCoW  
method? 😊

10	How to introduce and offer a good hand shake	• Role Plays	• PPT	• Understanding the different types of handshakes.
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- Most of the trainees were coming from challenging backgrounds and hence the whole training approach had to be different in this program. Most of them had no prior IT/Corporate experience and hence we had to start with IT Basics & Social etiquettes. (That's why you would see such topics in the screenshots -which are the original screenshots of the BA Curriculum for StepITUpAmerica). **When was the last time you saw a BA Training program, which covers topics like Offering a Good Hand shake, What is CD Drive, What is Input device, What is CPU, etc.?** We transformed the attendees (who didn't have any undergraduate degree or no considerable IT Background) to deployable BAs in less than 3 months!
- Because of the tough life experiences these students had gone in their past – they had challenges in motivation and with their attention span. So the training team used wide array of tools ranging from Breathing exercises, daily energizer games, Leader of the day program (one leader from the student was picked from the students everyday and he/she used to be the head and the key decision maker for everything on that day). The leader of the day program was also an opportunity for the trainers to evaluate the leadership potential in each student- and on the other side, it acted as a motivating factor for the students. UST identified leaders and achievers from all walks of life who belong to the same demographic minority and who had gone through similar or even worse problems in their lives (since many students never had a role model for them or someone to inspire them)

## Business Outcome –Influenced by Social Outcome

When was the Last time you heard about  
a *single* initiative which brought ...

6 International Awards

10+ New Geographies

15+ New Logos

In less than **3 quarters**

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If you go back to the first slide- there was a Dollar sign next to the word “Business outcome” because the business outcome usually gets measured through numbers. So here are the numbers associated with the StepItUpAmerica program by UST Global!

## Social Outcome -Influenced by Business Outcome

“

*“I have been struggling to find a career. This is my second chance. Technology is my future”*

—  
Ebony Tiggs,  
Step It Up America,  
Chicago



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You might have also noticed that I have NOT added a dollar sign along with the Social Outcome (in Slide #1) but added a smiling emoticon- because social outcome has something to do with our hearts than our brains (not always though). So here I don't have any numbers to prove the social outcome but a small video (Youtube Link - <https://www.youtube.com/watch?v=oLEtvOG2JIE> ). This is an impromptu feedback shared by one of the alumnus (Ebony Tiggs) of StepItUpAmerica program and she explains how her life has been transformed by this program.

Also keep the below statistics in mind when you view this from an unemployment perspective – and you will get an idea who such programs can bring social outcomes

- One in every 5 suicides are due to unemployment.
- A drop of two percentage points in unemployment would mean a 39% decline in Crime.

THANK YOU!!!

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So to recap and conclude- Next time when you get into a project as a BA

- Will you ask 5 Whys and figure out if the project has social needs as well?
- If the program has a social outcome- will you ensure that your business requirements are traced back to those social needs as well?
- If the program has a social outcome- will you consider the trees, mountains, rivers (and may be even the whole population of that country 😊) as your stakeholders?
- Most importantly – next time when you get into a project with Social outcome as a Business Analyst- will you do your job with Passion & Compassion?

If so- **next time when you get this question 'How are you doing?' you can give a grammatically (in)correct and factually honest answer that → 'I AM DOING GOOD' (i.e. I AM 'TRANSFORMING LIVES')**