

# WORKSHEET: DISCOVER AND COMMUNICATE YOUR VALUE

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## HOW DO I HELP REDUCE COSTS?

Consider your recent projects. What activities have you undertaken that have helped reduce the costs of implementing projects? Consider each element of reducing costs:

- Reduction in rework;
- Reduction in requirements churn;
- Discovering more cost-effective solutions.

In the table below, list specific activities you completed that helped reduce the costs to implement your project.

Activity	How did this reduce costs?

## HOW DO I HELP INCREASE BENEFITS?

Consider how you helped increase benefits on your recent projects. These contributions tend to be a bit more difficult to find because benefits can be difficult to measure. Don't concern yourself too much at this point about measurability; qualitative benefits are perfectly fine.

Consider the following elements of increased benefits:

- New business needs or requirements discovered
- Prioritization to focus on the highest value requirements
- Stopping or modifying a project that will not achieve ROI
- Discovery of improved solutions
- Leverage new solutions

- More effective implementation of new solutions
- Scaling an IT team

In the table below, list specific activities you completed that helped increase the benefits derived from your project.

Activity	How did this increase benefits?

## IDENTIFYING WHAT YOUR ORGANIZATION VALUES

Oftentimes business analysts find that they are contributing at a high level, but are not recognized for these contributions. This happens for a variety of reasons. Sometimes, there is a conflict of values, in that what is valued by your manager or the organization is different than how you feel you should be evaluated.

Consider this blog post, [“Fix yourself before you fix the process”](#) where I write about jumping off an Ivory Tower, a concept I learned about from Danny Faught. An Ivory Tower is a set of expectations we create for ourselves and others to eliminate the possibility of failure. Ivory Towers are related to value perceptions because they reveal that the expectations we create for ourselves may be disconnected from those of our manager.

As you look through your contributions, consider how your manager or team would value these contributions. Do they share your perspective or is their perspective different?

If there are differences between your perception of value and your team or manager's perception of value, it doesn't necessarily mean your perception is wrong. If you feel strongly about your perception, consider how you might shift the perception of others.

Start with a list of questions you could ask to better understand their perspective.

After you have asked these questions, take some time to compare their perspective to yours. Where are the strongest commonalities? Where are the biggest differences?

## **GAINING RECOGNITION FOR THE VALUE YOU DELIVER**

With the above insights gained, it's time to consider a communication plan for gaining recognition for the value you deliver. Gaining recognition is not something that will develop overnight. So often people don't know what they need and they don't fully value what they already have. Communication plans often contain several components from multiple angles. While communication about your performance (in a review or appraisal, which we'll discuss in Part 3) will be very direct, there are opportunities to indirectly communicate your value in normal day-to-day conversations.

Consider a few ways you might communicate the value you provide in terms your manager, stakeholders, or team members will appreciate.

## How Can I Add More Value?

Communication is not enough. Great business analysts increase the value they deliver week-to-week, month-to-month, and year-to-year. Identify at least 3 ways you might be able to increase the value you contribute to your organization. Can you improve a process? Can you research a new analysis technique and try it out on your next project? Can you restructure how you elicit requirements so you can discover the same requirements with less time from each stakeholder? Can you invest in a relationship with a stakeholder so you two work better together?

Your answers will be unique to you and your situation. Don't get bogged down in discovering the perfect idea. Better to try out an idea and see what happens.

Activity	What new value to I expect to create?