

Facilitator: Kalila Lin

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### Facilitation Debrief

I hope you are well. Here's a wrap-up of Tuesday's facilitation. We talked about **organisational culture and stakeholders: strategies, approaches, and their effects on stakeholder management**.

We kicked off by agreeing that organisational culture plays a significant role in projects, it influences projects in various ways. For instance, management processes and the formality of communication channels vary. We looked at two main types of organisational culture: hierarchical and collaborative.

Starting with **hierarchical culture**, where change typically originates from the top and decisions are made by senior management, handling stakeholders in this setup can be tricky, and trust must be built. For example, Ben mentioned a stakeholder who initially micromanaged but gradually let go of control as trust developed, leading to a more collaborative and productive relationship.

Drawing from our group's stories and experiences, we came up with some **key approaches**:

- Understand the structure of the organisation.
- Ask stakeholders about their preferred communication methods, frequency, and what information they need -> making it a standard procedure.
- Familiarise yourself with the organisation's context.
- Build relationships, especially with those in positions of authority.
- Offer recommendations, keep stakeholders informed, but avoid trying to convince them.
- Adapt your communication to match theirs (speak their languages) and try to understand their perspective.
- Seek opportunities to build trust.
- Consider personality differences -> Personality modelling.

Additionally, Alan mentioned that **ethnicity** should also be considered when analysing corporate culture. Different ethnic groups may have distinct values and beliefs that can influence workplace policies.

Moving on to **collaborative culture**, Evan pointed out that many of the strategies we discussed for hierarchical cultures also apply here but some differences must be considered:

- Hierarchical cultures tend to be more documentation heavy.
- Collaborative cultures tend to focus more on people than documentation.
- Depending on the setup, you start by asking different questions. For example, in hierarchical cultures, you may ask for documentation, while in collaborative cultures, it's less likely that they can provide you with documents.

Finally, we discussed the step in the business analyst's work where the element of corporate culture should be considered. The answer is that we should consider it from the beginning, specifically from the **business analysis planning and monitoring phase onwards**.

Thank you all for the support and wisdom shared. Special thanks to Ben for giving me the opportunity to facilitate and learn 🌟