Mastering Business Analysis

The pragmatic, integrated approach to business needs and solutions

**Two day workshop
by James Archer**

///Adept Events

- Discover real business needs
- Improve your business processes and systems
- Define the most beneficial scope for the analysis project
- How to define and analyse customer segments
- How to write a value proposition that clarifies the intention of the business change
- How to define a project so that it can yield real benefits, and have all stakeholders agree on the objectives
- Be a better business analyst

The workshop Mastering the Requirements Process, where we teach the art of requirements writing, is a natural companion to this course. The models and understanding produced by Mastering Business Analysis are the optimal input, and foundation for your requirements process.

VENUE
Amrath Hotel Lapershoek, Hilversum, The Netherlands

TIME
9:30 – 17:00 hours

REGISTRATION
www.adeptevents.nl

FREE COPY

The number of attendees for this workshop is limited to 24. You receive a free copy of the book *Business Analysis and Leadership: Influencing Change* by Penny Pullan, James Archer et al.

BUSINESS
ANALYSIS
& LEADERSHIP
INFLUENCING CHANGE
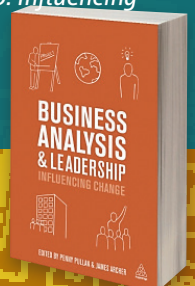
Mastering Business Analysis

Two day workshop by James Archer

Business analysis underpins any automated system development, and any meaningful business change. Business analysis means uncovering the real business problem, and then crafting the best possible solution for it. Business analysis means firstly bringing the stakeholders to a common — and correct — understanding of the value that any new solution will bring to the organisation. Business analysis means investigating the business problem, discovering the essence — the real problem — and then looking at the options for an appropriate solution. In short, the task of the business analyst is to uncover the real business, and communicate it in such a way that all stakeholders come to a consensus on the best way to improve that business.

Business analysis is a combination of work study, systemic thinking, innovating, communicating, persuading and several other analytical skills. This course gives you the process and the tools for effective and thorough business analysis.

Learning objectives for this course

By attending this two-day course you will learn:

- How to discover the realbusiness needs, not just guess at a solution
- How to improve the business
- How to define and analyse customer segments
- How to write a value proposition that clarifies the intention of the business change
- How to define a project so that it can yield real benefits, and have all stakeholders agree on the objectives
- How to be better at communicating and convincing people of your ideas and solutions
- How to be innovative and find the best way to improve your client's business
- How to be a better business analyst.

Why attend?

Our businesses thrive or flounder on the effectiveness of their business processes, both automated and manual. Businesses with good processes provide a better service and are more responsive to their customers. The converse is also true.

Business analysis is the craft of enlightened improvement to business systems and processes. Moreover, business analysis gives you ways of identifying the areas where improvement projects will yield the highest value. This two-day course in business analysis gives you the skills and tools to discover your client's real business, and to determine and demonstrate the best ways of improving it.

Who should attend?

Business analysis is almost everyone's job—every employee has some responsibility for effective business improvement. The most likely job titles you would find at this course are Business Analyst, Product Owner, Systems Analyst, Project Leader, Requirements Engineer, Product or Program Manager, or similar titles.

We also find Business Stakeholders, Users and Software Customers benefit from learning advanced business analysis techniques, and how they can contribute to the organisation's wellbeing.

Volere provenance

Volere was introduced in 1995. Since then, the Volere approach to requirements has been used by thousands of projects. These range from the conventional commercial domains such as banking, insurance, and so on, to more exotic areas such as air traffic control, aviation, automotive engineering, real-time control of appliances, telephony,

and many more. The techniques were originally developed by James Robertson and Suzanne Robertson. Since their introduction, they have evolved as a result of research and application. James and Suzanne Robertson have continually introduced improvements as their clients have continued to push the requirements envelope.

Today, Volere is a trademarked brand owned by the Atlantic Systems Guild. There is a network of consultants, instructors and agents around the world that are available and qualified to help you get better value for your investment in requirements.

James Archer is an associate of the Atlantic Systems Guild. His wide ranging experience, admirable instructing skills and his ability to connect theory to practical examples make him one of the select people qualified to teach the Volere technologies.

James's contribution to Volere is significant. James is a Master of Innovation having graduated with a distinction from the Innovation, Creativity and Leadership Masters from City University in London, which has led to significant participation in the Volere curriculum.

Moreover, James is one of the most approachable and knowledgeable people when it comes to discussing your requirements, business analysis and business change needs.

IIBA member discount

Courses are delivered by Atlantic Systems Guild, an IIBA Endorsed Education Provider (EEP), and IIBA trademarks are used under license and in accordance with IIBA's Corporate Identity Standards and Trademark Policy. This course is endorsed by the International Institute of Business Analysis (IIBA™). It provides material and skill relevant to the Business Analysis Body of Knowledge (BABOK™) version 2.0. With this course you can obtain grants for PD (Personal Development) and CDU's (Continuing Developing Units) that are required for your CBAP/CCBA certification.

Members of the IIBA Dutch Chapter are eligible for 10 percent discount.

IIBA® Endorsed Education Provider

IREB

The Atlantic Systems Guild is a recognised training provider of the International Requirements Engineering Board (IREB) for both the foundation level and the advanced level syllabi.

IREB International Requirements Engineering Board

Course description Mastering Business Analysis

Business Analysis — what we are doing

We start with the topic of business analysis itself, and how the business analyst is the driving force to change the business from its current way of working to the desired future state. The desired future state is an improvement to the business — it comes about when the business problem has been solved, or the opportunity exploited, and the needed systems and processes are in place.

In this section we explore business analysis and how it fits into your development cycle. We also look at a framework for effective business analysis, and discuss the role of the business analyst in today's organisations.

Inception — establishing the value

Inception lays the foundation of the project by determining what the desired future state is to be, and what value that will bring to the organisation. Inception identifies and analyses the customer segments and, where necessary, produces a separate value proposition for different segments.

The right result can only come if the project is solving the right problem. By defining the value proposition, how that value is to be delivered, the customer/user segments to whom it is to be delivered to, and several other factors, the Inception activity ensures that the project is worthwhile and will provide continuing value.

We also look at some conventional project models such as SWOT, ALUo, PESTLE and the BMG canvas.

Reconnaissance — finding the essence, and what's possible

We start by looking at the current state of the work, its scope, its culture, its values, its people and the ethos of the work. By looking at these factors, the business analyst is able to ask, and answer, the crucial question, "Are we solving the right business problem?"

By getting to the essence of the problem, the business analyst can see whether there are unstated assumptions, or hidden problems that can impact the outcome of the project.

For any business problem, there are usually several possible solutions. Rather than rush headlong into the first one proposed, the savvy business analyst uses safe-to-fail probes to quickly determine the best option. This option is scoped and becomes the subject of investigation.

Investigation — understanding the current and the new

This is where we come to a thorough understanding of the business problem we are charged to solve. We look at using systems models — UML, BPMN, data models and others — to communicate with the stakeholders and uncover the real problem.

Additionally, any future solution will be used by humans, so we look at the culture of the potential users and identify characteristics that have an impact on the design of the solution.

Course description Mastering Business Analysis

Design the Future Work — finding the optimal solution

Now that we understand the problem — the real problem — we have to form a solution. The designing business analyst uses the elements of the problem, the desired impact of the solution, the values of the target customer segments, and the value proposition itself to form the solution.

Any valuable solution will be innovative. This section teaches innovative thinking, especially in the areas of providing better information, and making the solution more convenient for its users.

This is an active design activity with the business analyst guiding the appropriate stakeholders to the optimal solution.

Getting Approval — the right solution is not enough, you have to convince others

The business analyst must be a communicator, so here we show you how to persuasively communicate with the stakeholders to ensure that everybody has a clear understanding, and approves of, your proposed solution. We give you some solid guidance on putting together a persuasive presentation, and then how to present it for the maximum impact.

We show you how to build acceptance with stakeholders, and how to make them your allies with the proposed business changes.

Ongoing Business Analysis — beyond the project

The role of the business analyst is evolving from the narrow role of requirements writer to a wider range of responsibilities. Today's business analyst must consider the enterprise as a whole, and whether his/her project is aligning with the rest of the projects in the enterprise,

and whether the project is contributing to enterprise-wide goals.

We look at systems thinking. This holistic approach looks at the business as a whole, and allows the analyst to find a solution that fits neatly, and does not disrupt other parts of the enterprise.

The business analyst is the person best placed to maintain the cognitive thread of requirements as they affect various parts of the organisation. Knowledge gained by one project team must be distributed so that others can benefit, and knowledge from previous projects gathered to avoid duplication of functionality and systems.

JAMES ARCHER

JAMES ARCHER is a business analyst, consultant, teacher, writer and innovator. James is co-editor and contributing author of Business Analysis and Leadership (Kogan Page, 2014). He identifies the key to great business analysis as an inclusive leadership style, thinking innovatively, working collaboratively, acting strategically and helping people discover their real requirements.

James is one of the founders and organisers of the Business Analysis European Conference. In 2009 he was awarded Business Analyst of the Year and he has a Masters with Distinction in Innovation, Creativity and Leadership (Minnov) from City University, London.

James is an associate of the Atlantic Systems Guild and has contributed to the development of and taught the Volere approach to requirements and business analysis for the last 8 years. The Volere techniques were originally developed by James Robertson and Suzanne Robertson and are now owned by the Atlantic Systems Guild with a network of qualified instructors around the world teaching these techniques.

Specialising in health and social care he brings a track record of designing and delivering innovative solutions to complex problems. His key role is to help senior stakeholders understand the wider strategic and business change implications of potential solutions, while James also has a rare ability to enable people at all levels of an organisation to work and think together in pursuit of lasting change.

James is a Director of Public World who are UK partners of Buurtzorg a not for profit organization in The Netherlands that is transforming the way care at home is delivered by nurse lead self managed teams. Buurtzorg has grown from a team of 4 nurses in 2007 to over 800 teams of 9,500 nurses with a back office of only 45 staff and has won employer of the year in The Netherlands for 4 out of the last 5 years. James is working with Guys and St Thomas Hospital in London and other NHS organisations to adapt and adopt the Buurtzorg model to the UK context.

Recent clients have included Royal Mail, Waters Corporation, Ikea, the Royal Borough of Kensington and Chelsea, Westminster Council, the Norwegian Court Administrative Service, Credit Suisse, Estonia Energy and Honeywell.

DATE AND TIME

The workshop will take place twice a year, in Spring and Fall, with the exact date and time available on our website. The programme starts at 9:30 am and ends at 5:00 pm on both days. Registration commences at 8.30 am and we recommend that you arrive early.

VENUE

The workshop is scheduled to be held in Hilversum but this may be subject to change. The exact venue will be on our website and in the confirmation e-mail that you receive. Always check our website prior to your departure to ensure you have the exact location and directions.

Amrath Hotel Lapershoek
Utrechtseweg 16
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Phone +31 (0)35 6231341

HOW TO REGISTER

Please register online at www.adeptevents.nl . For registering by print, please scan the completed registration form and send this to customerservice@adeptevents.nl. We will confirm your registration and invoice your company by e-mail therefore please do not omit your e-mail address when registering.

REGISTRATION FEE

Taking part in this two-day workshop will only cost 1305 Euro when registering 30 days beforehand and 1450 Euro per person afterwards (excl. 21% Dutch VAT). This also covers documentation, lunch, tea/coffee and a free copy of the book *Business Analysis and Leadership: Influencing Change* by Penny Pullan, James Archer et al.
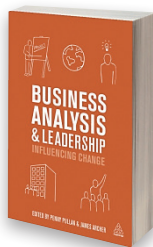
Members of the Dutch IIBA chapter are eligible for 10 percent discount on the registration fee.

IIBA Endorsed Education Provider

In completing your registration form you declare that you agree with our **Terms and Conditions**.

TEAM DISCOUNTS

Discounts are available for group bookings of two or more delegates representing the same organization made at the same time. Ten percent off when registering 2 – 3 delegates and fifteen percent off for all delegates when registering four or more delegates (all delegates must be listed on the same invoice). This cannot be used in conjunction with other membership discounts. All prices are VAT excluded.

PAYMENT

Full payment is due prior to the workshop. An invoice will be sent to you containing our full bank details including BIC and IBAN. Your payment should always include the invoice number as well as the name of your ompany and the delegate name. For Credit Card payment please contact our office by e-mail mentioning your phone number so that we can obtain your credit card information.

CANCELLATION POLICY

Cancellations must be received in writing at least three weeks before the commencement of the workshop and will be subject to a € 75,- administration fee. It is regretted that cancellations received within three weeks of the workshop date will be liable for the full workshop fee. Substitutions can be made at any time and at no extra charge.

CANCELLATION LIABILITY

In the unlikely event of cancellation of the workshop for any reason, Adept Events' liability is limited to the return of the registration fee only. Adept Events will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of Adept Events, to change the content, timings, speakers, date and venue of the workshop.

MORE INFORMATION

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Would you like to run this course in-company for a group of persons? We can provide a quote for running an in-house course, if you offer the following details. Estimated number of delegates, location (town, country), number of days required (if different from the public course) and the preferred date/period (month).

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