



Pre-Project Problem Analysis

Practical Techniques for
Early Business Analysis Engagement

Two day workshop
by Adrian Reed

AdeptEvents

- The significance of pre-project problem analysis
- Problem analysis techniques to understand problem situations
- Define a problem using a 'problem statement'
- Understanding the value of the Business Use Case diagram in articulating scope
- Using the 1 page 'Project Concept Summary' template

VENUE
Utrecht / Hilversum Area,
The Netherlands

TIME
9:30 – 17:00 hours

REGISTRATION
www.adeptevents.nl



Pre-Project Problem Analysis

Practical Techniques for Early Business Analysis Engagement

Increasingly, organisations are operating in fast-moving and often volatile business environments. Project teams need to respond quickly to tricky and often ill-defined problem situations, enabling the organisation to adapt and meet the ongoing demands of its customers and environment. In these contexts the *pre-project* stage is crucial: For our change initiatives to be successful, we need to truly understand the *problem* we are trying to solve. By understanding the problem we can ensure that any future project activity is built upon a firm foundation, and is heading towards a set of goals that are concise, precise and have been agreed upon.

This practical, hands-on workshop, focusses on the problem-solving skills that practitioners need in order to collaboratively explore and describe problems, and to co-create potential options for improvement. These skills are extremely valuable pre-project and early in the project lifecycle, and this course will be of interest to business analysts and other practitioners who help analyse, assess and solve tricky organisational problems.

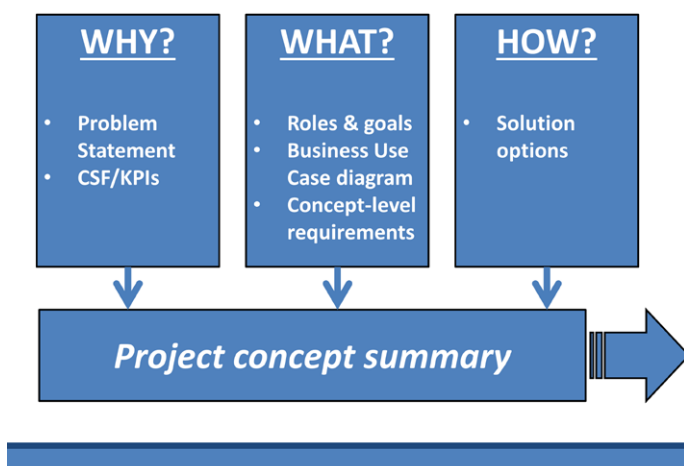
Learning Outcomes

Candidates that successfully undertake this course will:

- Understand what pre-project problem analysis is, and its significance in the analysis and project lifecycle
- Understand the importance of stakeholder identification, categorisation and management
- Be able to use a range of problem analysis techniques to understand problem situations
- Be able to define a problem using a 'problem statement' and understand how successful outcomes can be articulated with Critical Success Factors and Key Performance Indicators
- Understand what a Business Use Case diagram is and understand its value in articulating scope during pre-project problem analysis
- Use a 1 page 'Project Concept Summary' template to bring together a potential project idea onto a page.

Who is it for?

This course is well suited to anyone needing to understand how to undertake problem analysis early in the project lifecycle. It will be of particular interest to BA teams that are looking to 'left shift' and seek early engagement. Typical delegates include: Business Analysts, Consultants, Requirements Engineers, Business Systems Analysts, Product Owners, Requirements Managers.



Course description

The course starts at 09.30 am and ends at 5 pm. Registration commences at 08.30 am.

1. Introduction

What is 'Problem Analysis?': A brief introduction to the course, and a discussion of why it is important that we analyse the *problem* before assuming or implementing a *solution*.

2. Stakeholders in Problem Analysis

- Identifying Stakeholders: Tips for identifying likely stakeholders, along with suggestions of potential 'generic' stakeholder types that regularly warrant consideration
- Stakeholder Analysis: Categorisation of stakeholders
- Communication/Engagement Planning: Planning how to liaise with stakeholders in the early stages of problem investigation
- Power & Politics: Discussion of how power & politics can affect problem solving, and how it affects us as practitioners

3. Understanding the Problem Situation

- Elicitation Techniques: Overview of a range of techniques for eliciting information about a problem situation (Interviews, Workshops, Observation, Document Analysis)
- Categorising Problematic Situations: The difference between a 'difficulty' and a 'mess'
- Problem Analysis Techniques: Practical overview of:
 - 5 Whys
 - Fishbone Diagram
 - Multiple Cause Diagram
 - Causal Loops
- External Environment Analysis: Practical overview of the STEEPLE technique for analysing the broader business or organisational context
- Perspectives: The importance of understanding that different stakeholders may perceive the problem situation differently
- Defining the Problem: Overview of a typical 'Problem Statement', along with a discussion of pros/cons and when it is most useful
- Defining Success: Critical Success Factors (CSFs), Key Performance Indicators (KPIs), Balanced Business Scorecard

4. Defining Business Requirement Scope

- Roles & Goals: Defining the 'roles' that are involved in the problem space and their (business) goals
- Business Use Case Diagram: Introduction to Business Use Case diagrams as a way of scoping out the high level business requirements on a problem situation/potential project concept
- Requirement Types: Brief discussion of other requirement types that may emerge early in the project lifecycle

5. Identifying Areas for Change

- Gap Analysis: Comparing the output from the techniques in previous sections to identify areas where change is desirable
- Existing Solution Evaluation: Discussion on approaches for benchmarking/measuring existing solutions to determine where improvement may be needed



Course description

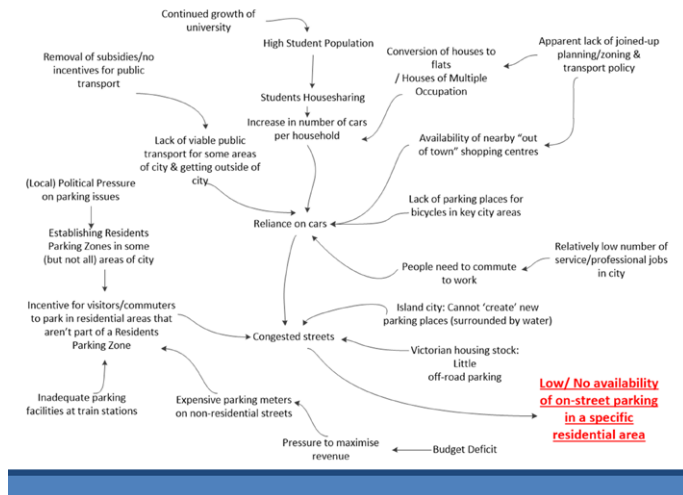
6. Generating Improvement Ideas

- Creative Thinking Techniques: Techniques for generating a range of potential ideas for improvement:
 - Brainstorming
 - Brainstorming Enhancers
- Types of Improvement Approach: Discussion of the breadth of improvement approaches that are generally available, which is often wider than initially anticipated. Discussion on feasibility: What might *stop* or *inhibit* an approach being acceptable

7. Bringing It all Together

- Project Concept Summary: Overview of a one page 'Project Concept Summary' outlining the problem, likely requirement scope, and potential solutions
- Validation: How to ensure the 'Project Concept Summary' is validated by key stakeholders
- Next steps: What next after the 'Project Concept Summary'

[Example]



ADRIAN REED

ADRIAN REED is an enthusiastic business analyst and advocate of the BA profession. His career started in an insurance broker's office, where he was involved in process improvement and optimising information systems long before he knew about any formal BA techniques. His next job was for a multinational insurer, and this is when he first came across the "formal" BA role and found that it was the perfect fit for him. His career has spanned various BA and leadership roles within the financial services industry, working on a range of tricky projects in very different contexts in different companies.

Today he is Principal Consultant for Blackmetric, a niche business analysis consulting and training firm, and works with clients in a wide range of domains. He is a past president of the International Institute of Business Analysis (IIBA) UK chapter, an international speaker and regular blogger. Adrian wrote the 2018 book, "Business analyst" (published by BCS) which discusses the breadth of the BA career, and the 2016 book "Be a great problem solver... now" (published by Pearson). He also contributed to the 2013 book "Business Analysis and Leadership" (published by Kogan Page).

Adrian holds the BCS International Diploma in Business Analysis, the IIBA Certified Business Analysis Professional (CBAP), IIBA Agile Analysis Certification (IIBA-AAC) and the BA Manager Forum Expert BA Award.

Information

DATE AND TIME

The workshop will take place once or twice a year 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

Adept Events works with several venues in and near Amersfoort and Utrecht. We strive to provide you with the location details as soon as possible. The exact venue will be on our website and in the confirmation e-mail that you will receive one week prior to the event. Always check our website prior to your departure to ensure you have the exact location and directions.

HOW TO REGISTER

Please register online at www.adeptevents.nl. For registering by print, please scan the completed registration form and send this or your Purchase Order 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.

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 for the second and third delegate 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 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 company and the delegate name.

Payment by credit card is available for attendees from countries outside the IBAN region. This is not an automated process via our website but requires a manual transaction by phone or Skype. For Credit Card payment please contact our office by e-mail or through our contact form mentioning your phone number to obtain your credit card information. Never mention your credit card details in our registration form, contact form or in e-mail messages.

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



+31(0)172 742680



<http://www.adeptevents.nl/ppa-en>



seminars@adeptevents.nl



@AdeptEventsNL / <https://twitter.com/AdeptEventsNL>



<http://www.linkedin.com/company/adept-events>



<https://www.facebook.com/AdeptEventsNL>



Visit our Business Intelligence and Data Warehousing website www.biplatform.nl and download the App



Visit our website on Software Engineering, www.release.nl and download the App

IN-HOUSE TRAINING

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). Please find more info on the [In-house page on our website](#).