



# Business Analysis Conference Europe 2018

10th Annual Conference

24 -26 September 2018  
Central Hall Westminster  
London

Early Bird,  
Group, IIBA &  
BCS Discounts  
Available

IIBA® UK Chapter & BCS, the Chartered Institute for IT Collaborating across the community to represent and grow the Business Analysis Profession.

## Challenging the BA Status Quo. For Practitioners, By Practitioners

The Business Analysis Conference Europe 2018 provides an unparalleled networking opportunity for Business Analysts from across Europe and beyond. Whether you are just starting your BA journey, you are an experienced BA or you would like to understand the role of BAs further, this conference is for you.

## Benefits of Attending

- **Learn from your peers.** The conference provides an interactive forum where practitioners of Business Analysis can meet, discuss and debate how best to rise to the challenges faced by their organisations today and in the future. In 2017, conference attendees had the opportunity to network with and learn from over 520 fellow Business Analysis Practitioners.
- **Twelve Pre-Conference Workshops.** Choose from a comprehensive range of workshops on specific topics to get you quickly up-to-speed or fine tune your performance. Choose from introductory to advanced levels.
- **Six Conference Tracks with More Than 50 Sessions Focusing on Company Case Studies.** Learn from other BAs past successes and challenges through a wide range of case studies. Broaden your knowledge and gain insights from internationally renowned experts.

The tracks for this year are:

- BA Careers
- Techniques
- People
- Innovation
- Leadership and Governance
- The BA Conference Through the Years

## Keynotes



**Sir Clive Woodward**  
England's 2003 Rugby World Cup Winning Head Coach & Former Director of Sport Team GB



**Maxine de Brunner**  
Former Deputy Assistant Commissioner for the Metropolitan Police



**Craig Rollason**  
UK Head of Project Delivery Services National Grid



**Suzanne Williams**  
Hostage Negotiator

## Case Studies & Contributors Include:

- Allianz Insurance
- AO.com
- AssistKD
- Aviva
- BBC
- B&CE - The People's Pension
- Capita Transformation
- First Rate Exchange Services
- John Lewis
- Lloyds Banking Group
- National Grid
- Nationwide
- Nottingham Trent University
- Royal London Group
- Scottish Parliament
- Standard Life
- The British Council
- The Home Office
- University College London
- University of Leeds
- Welcom Digital
- XL Catlin

The prestigious **Business Analyst of the Year Award 2018** will be awarded at the conference on **25 September**

2 full day workshops covering the **BCS Foundation Certificates in Business Change and in Business Analysis** - places limited to 20 per workshop

## Founding Sponsor



## Gold Sponsors



## Produced by



## In Collaboration With





**Track 1: BA Career** - Business Analysis is an essential discipline for achieving successful change. More and more organisations are recognising the skills that their BAs possess, as well as the value that good quality analysis can bring throughout the business change lifecycle. Employers are increasingly offering a Business Analysis career path that has multiple entry points and routes for individual development. This track will showcase presentations that offer personal insights into career journeys or offer organisational case studies and stories.

**Track 2: Techniques** - Techniques provide the basis for Business Analysis work and this track focuses on developing your ability to select and apply the wide range of tools and techniques which are available to the professional Business Analyst.

**Track 3: People** - This track examines the human side of Business Analysis, ranging from subjects such as the inter personal skills and behaviours that make Business Analysts unique, the process of change itself, the dynamics of the teams and organisations the BA operates within. It will also look at ways of keeping mentally alert and healthy in the face of what can be a stressful workload and ever-evolving role.

**Track 4: Innovation** - Innovation is not just an overused buzzword, it is also a fundamental component of change, creating value from ideas. Business Analysts are in a prime position to instigate and drive innovation forward, using skills and behaviours that promote idea generation and creativity and the delivery of successful outcomes.

**Track 5: Leadership & Governance** - Business Analysis communities develop both within and across organisations to provide leadership and governance, determine and distribute standards, support learning and career progression, and ultimately, convince senior executives of the Business Analysis value proposition. Therefore, the cornerstones of a successful Business Analysis community may be categorised as: Placement, Proposition, Promotion and Product. This track offer sessions that discuss and provide insights into these areas.

**Track 6: The Conference Through the Years** - As part of the 10th year celebrations, this bonus track extends an invitation to the very best presenters to return and re-deliver the very best presentations, voted by you over the last 9 years.

## 24 September 2018 • Conference Workshops • Full Days and Half Days

### BCS Foundation Certificate in Business Analysis

*Andrew Privitera, Principal Consultant, AssistKD*

AssistKD and BCS present an intensive workshop covering the syllabus for the BCS Foundation Certificate in Business Analysis. Delegates will be able to sit the examination at the end of the workshop and get their results on the same day. The Foundation Certificate in Business Analysis covers the breadth of concepts, approaches and techniques relevant to Business Analysis. It provides a foundation for the range of modular certificates provided by BCS in the areas of Business Analysis, Consultancy and Business Change. In addition, it provides foundation-level Business Analysis knowledge for specialists in other disciplines.

### BCS Foundation Certificate in Business Change

*James Cadle, Director, AssistKD*

AssistKD and BCS present an intensive workshop covering the syllabus for the BCS Foundation Certificate in Business Change. Delegates will be able to sit the examination at the end of the workshop and get their results on the same day. The BCS Foundation Certificate in Business Change covers the landscape of concepts, life cycle and techniques relevant to Business Change. It provides a foundation for the range of modular certificates provided by BCS in the areas of Business Analysis, Consultancy and Business Change. In addition, it provides foundation-level Business Change knowledge for specialists in other disciplines.

Please note only delegates who have signed up for all 3 days of this event will be entitled to attend either of these full day workshops and be certified. A fee of £100 will be added to your invoice for the certification. Places are limited to 20 on each workshop.

### Pre-Project Problem Analysis: Techniques for Early BA Engagement

*Adrian Reed, Blackmetric Business Solutions*

Effective change starts with a thorough understanding of the problem or opportunity that is being addressed. This practical, hands-on workshop focusses on a range of complementary techniques that can be used early in the project lifecycle to define a high-level "project concept summary" - a succinct and extremely high level document that can help shape the project.

### Gamestorming

*Amy Morrell, Lead Business Analyst, The Home Office & Rohela Raouf, Business Analysis Hub*

This session explains why Business Analysts should know about gamestorming and the tools and techniques that are available in this space. As Business Analysts it is important that we get the most out of our users and we do it in a creative and fun way. By using gamestorming tools you will be able to challenge your users to view and explore problems in a different way, this can result in innovate solutions being developed for your company.

### Options Engineering

*Tony Heap, its-all-design.com and Equal Experts*

There are always options. But when making business and IT change we often forget to consider them properly, to the detriment of the overall outcome. The reason for this is the way the human mind processes ideas, and dates back to the cognitive revolution around 70,000 years ago. In this session you will learn how humans have ideas and make decisions; why considering options is so important, and yet so hard, and how to overcome these difficulties.

### Are You Thinking What You Think You Are Thinking

*Liz Calder, Blue Racoon*

Have you ever been on a project where even though you are objective about your stakeholders' needs, understand the project scope and determine the cost benefit, things still don't turn out as expected? Could you have been affected by cognitive biases? Join me in this workshop and we will explore and draw on the fields of psychology, neuroscience and behavioural economics and apply them to Business Analysis. We'll also investigate ways to overcome biases and help counter the natural tendencies of our brains.

### Initiation in Holistic Business Analysis

*Stefan Bossuwé, Stef BOSS Coaching & Consulting*

In this workshop, Stefan initiates you into the world of Holistic Business Analysis, including the different levels on which the Holistic BA can contribute, the different levels of requirements, the different types of scope, the different types of stakeholders and how all of these are connected.

### The Innovation Game

*Michael Van Damme, The Forge*

With The Innovation Game you can experience how to make the right, evidence-based decisions for innovation. During the game your team starts a new company. Your team is the

management team and you want your company to become more innovative. In 4 rounds your team will be confronted with several decisions you have to make to stimulate innovation. If you make the right decisions, you'll see your company grow.

### Initiating and Leading Collaborative Projects

*Alison Coward, Founder, Bracket*

In this workshop, you will learn specific skills, tools and practical techniques to help you facilitate collaboration with confidence, enabling you to complete your innovation projects successfully. We will also cover the use of the Business Model Canvas as a collaborative tool.

### Business Agility Manifesto

*John Zachman*

Ron Ross, Roger Burlton and John Zachman have published the "Business Agility Manifesto." It is a comprehensive survey of issues that must be considered by management as well as operations in any undertaking to make a business agile. John will illustrate how business agility is NOT optional. Any business that wants to stay in business is going to have to roll up their sleeves and start working on it. It is going to have to become a way of life, not simply a project.

### Make It Real - Alternative Future Worlds

*Nick de Voil, De Voil Consulting & Jake Markham, JJM Business Design*

Getting from a business need to a designed solution is a creative process that can require a "leap of faith". Part of the answer is to use an iterative development approach where stakeholders can see the solution gradually emerging. But how can we help stakeholders to think about, and experiment with, different "future worlds" before getting into software development mode? Using a case study, this session will give you intensive hands-on practice with three tools for meeting this challenge: journey maps, storyboards and paper prototyping.

### Digital Customer Journeys

*Andrej Guštin, CREA Plus & Igor Smirnov, NETICA*

This workshop takes us through a Customer journey from customer and company Needs to customer Value and Experience. We investigate important Decisions in the processes that serve to build customer value on the one hand, while measuring companies' required KPIs to create a 360-degree view of the customers who buy their products and services, on the other.

# Agenda

## Monday 24 September 2018: Conference Workshops

Full Day 09:30-17:30	Morning Workshop - 09:30 - 13:00					
BCS Foundation Certificate in Business Analysis <i>Andrew Privitera, Principal Consultant, AssistKD</i>	Pre-Project Problem Analysis <i>Adrian Reed, Blackmetric Business Solutions</i>	Gamestorming <i>Amy Morrell, Lead Business Analyst, The Home Office &amp; Rohela Raouf, Business Analysis Hub</i>	Options Engineering <i>Tony Heap, its-all-design.com and Equal Experts</i>	Are You Thinking What You Think You Are Thinking <i>Liz Calder, Blue Raccoon</i>	Initiation in Holistic Business Analysis <i>Stefan Bossuwé, Stef BOSS Coaching &amp; Consulting</i>	
Full Day 09:30-17:30	Afternoon Workshop - 14:00 - 17:30					
BCS Foundation Certificate in Business Change <i>James Cadle, Director, AssistKD</i>	The Innovation Game <i>Michael Van Damme, The Forge</i>	Initiating and Leading Collaborative Projects <i>Alison Coward, Bracket</i>	Business Agility Manifesto <i>John Zachman, Zachman International</i>	Make It Real - Alternative Future Worlds <i>Nick de Voil, De Voil Consulting &amp; Jake Markham, JJM Business Design</i>	Digital Customer Journeys <i>Andrej Guštin, CREA Plus &amp; Igor Smirnov, NETICA</i>	

## Tuesday 25 September 2018: Conference Day 1 & Exhibits

08:00 - 09:00	Registration
09:00 - 09:10	Welcome <i>Nick de Voil, Joint President, IIBA UK Chapter</i>
09:10 - 09:55	<b>Keynote: The DNA of the Champion, Sir Clive Woodward, England's 2003 Rugby World Cup Winning Head Coach &amp; Former Director of Sport Team GB</b>
09:55 - 10:10	Business Analyst of the Year Award 2018

	BA Careers	Techniques	People	Innovation	Leadership & Governance:	The BA Conference Through the Years
10:40 - 11:30	The Digital BA <i>Mark Smalley, DevOps Agile Skills Association</i>	Keeping the Focus <i>Geertje Appel, Le Blanc Advisors</i>	Don't Get Cross, Be Curious! <i>Corrine Thomas, Choices Consulting &amp; Coaching</i>	Innovation for Everyone - Powered by You! <i>Nick Collins, Head of IT Strategy &amp; Architecture &amp; Manpreet Sagu, Business Solutions Manager, First Rate Exchange Services</i>	Implementing Agile in a Waterfall Company <i>Guy Hudson, Business Analyst &amp; Simon Hancock, Senior Business Analyst, Nationwide</i>	Business Analysis – the Third Wave: Revisited <i>Dr Debra Paul, AssistKD</i>
11:40 - 12:30	Designing our Analysis Family <i>Victoria Banner, Business Analysis Practice Lead, Royal London Group</i>	The 14 Habits of Highly Effective Data Modellers <i>Keith Gordon, Gordon Blain Associates</i>	When BAs Go BAD! <i>Christina Lovelock, Business Analysis Manager, University of Leeds</i>	The Zen of Customers - How to Be an Analyst in the Land of No Requirements <i>David Strachan, Lead Business Analyst, Standard Life</i>	Playing the Same Formation <i>Michael Greenhalgh, Global Head of Business Analysis &amp; Michael Leyland, Senior Business Analyst, British Council</i>	The Power of Change – a Personal Journey <i>David Beckham, Senior Business Analyst, Aviva</i>
12:40 - 13:00	Oh No I'm Being Outsourced <i>Catherine Plumridge, Senior Business Analyst</i>	PFB Diagrams: How to Innovate Your Way Through a Bad Agile Project <i>Stoil Stoilov, Brightive</i>	Influencing with Assertiveness <i>Sophie Anne Jones, Business Analyst, University College London</i>	Innovation Through Simplification <i>Menaka Shanmugavadivelu, Senior Business Analyst, Aviva</i>	How to Form a BA Community <i>Darren Moorghen, Lead Business Analyst &amp; Marc Huntington, Business Analyst, AO.com</i>	Founders Discussion <i>Moderator: Ian Richards</i> <i>Panellists: Paul Turner, Martyn Wilson, Rachael Levermore, Dr Debra Paul and James Archer</i>

13:00 - 14:25 Lunch, Exhibits, Perspective Sessions, Open Space & Fish Bowl Sessions

14:25 - 15:05 **Keynote: Change is a Critical Incident – Treat it as Such, Maxine de Brunner, Former Deputy Assistant Commissioner for the Metropolitan Police**

15:35 - 16:25	2018: A Skills Odyssey <i>Matt Thompson, Business Analysis Manager, John Lewis</i>	Top Tasks Management Approach <i>Jill Scott-Dodd, Business Analyst, Scottish Parliament &amp; Edward Chandler, User Vision</i>	Why is Change So Hard? <i>Melanie Jackson, Senior Business Analyst, National Grid</i>	Creative BA: How to Foster Innovation Not Play the Innovator <i>Thomas Geis, UX2B</i>	The Mistakes Peter Made.....or the Value of BA Standards <i>Mark Owen, Independent Business Analyst</i>	And then the Magic Happens: What BAs can Learn from the World of Magic <i>Adrian Reed, Blackmetric Business Solutions</i>
16:35-17:25	Can I Train an Apprentice BA? <i>Karen Lees, Senior Business Analyst &amp; Tiffany Taylor, Apprentice Business Analyst, Aviva Digital</i>	Story Writing Best Practices <i>Rosanna Choy Ang, Thoughtworks</i>	The Four Beautiful B's <i>James Neethling, Saratoga Software</i>	Business Analysis and Neurodiversity <i>Glynn Wakefield, Business Analyst, Nationwide Building Society</i>	Building an Effective Community of Practice <i>Michelle Shakesheff, Business Analyst Manager</i>	Discovering the Essence of the Problem: The Route to the Best, Most Innovative, Solution <i>Suzanne Robertson, Atlantic Systems Guild</i>

17:25 - 18:30 IIBA UK Drinks Reception Sponsored by AssistKD

## Wednesday 26 September 2018: Conference Day 2 & Exhibits

09:00 - 09:10 Welcome *Dr Debra Paul, Managing Director, AssistKD*

09:10 - 09:55 **Keynote: The BA Bucket List: 5 Things to Do in Your BA Career, Craig Rollason, National Grid**

10:25 - 11:15	From Analyst to Strategist: A BA Journey <i>Ed O'Regan, Strategic Business Analyst &amp; Suzi Jobe, Strategic Business Analyst, Nottingham Trent University</i>	The Psychic Business Analyst <i>Nick Powell, Business Analyst, Lloyds Banking Group</i>	How to Free Yourself from the Pressures of BA Life <i>Lisa Hudson, Business Analyst, Welcom Digital Ltd</i>	Driving Innovation with 20 Questions <i>Vincent Mirabelli, Global Project Synergy Group</i>	Forgiveness vs Permission: Taking Ownership of Project Decisions <i>Andrew Love &amp; Margaux Dumon, Valtech</i>	Systems Thinking and Business Agility <i>James Archer</i>
11:25 - 12:15	The Business Analyst - From Zero to Hero <i>Brad Binding, Business Solutions Manager, B&amp;CE - The People's Pension &amp; Claudia Michalik, Programme Manager, Nomvula Financial Services</i>	The Good Requirements Checklist <i>Alison Wright, Alison Wright Consultancy Ltd</i>	The Importance of Diversity in Driving Innovation <i>Eleanor Drury, Principal Consultant &amp; Darryl Brissett-Dowe, Senior Consultant, Capita Transformation</i>	Emerging Technology and the BA of the Future <i>Laura Firth, Business Systems Analysis Manager &amp; Vicky Wilson, Business Systems Analyst, Allianz Insurance</i>	Using Emotional Intelligence to Build a Successful BA Community of Practice <i>Philippa Thomas, Skills Shift Ltd &amp; Richard Moxham, HRTeam UK Ltd</i>	Business Analysis - A Coat of Many Colours <i>Lynda Girvan, CMC Partnership</i>

12:15 - 13:45 Lunch, Exhibits & Perspective Sessions - 1. IIBA UK: The BA Community in Conversation *Chair, Tina Schuster* 2. BCS, The Chartered Institute for IT

13:45 - 14:30 **Keynote: Negotiation - A Process Not an Event, Suzanne Williams, Hostage Negotiator**

15:00 - 15:50	The Future of Business Analysis <i>Jared Gorai, Director, Regions &amp; Chapters, IIBA</i>	Bringing Allies on Board <i>Dr J Harrison, Thoughtworks</i>	The Art and Science of Lean Change <i>James Conway, Business Analyst &amp; James Insley, Business Improvement Manager, BBC</i>	The Key to Innovation is Epiration <i>Michael Van Damme, The Forge</i>	Customer Interview Level 80. Upgrade Yourself <i>Olena Kisylychka, Softserve</i>	Stakeholder Skills for Drug Busts - Reflections on Dealing with Difficult People in Dangerous Situations <i>Charlie Payne, Principal Business Analyst, National Grid</i>
16:00 - 16:50	BA Apprenticeships <i>Cecilia Dexter-Tissington, Business Analyst &amp; Danielle Harley, Business Systems Analyst, Allianz Insurance</i>	Hidden Pitfalls in Modelling <i>Danny Kalkhoven, Devoteam</i>	Hitting the Ground Running <i>Angela Rich, Spider Solutions</i>	The Business Analyst as an Innovation Enabler <i>Giulia Calveri, Digital Business Analyst, Aviva Digital</i>	Transform Your Requirements Practice <i>Mythilli Krishnaraj, Business Analyst Team Lead, XL Catlin</i>	The Iterative Business Analyst – Increasing Insight, Reducing Waste, Delivering Value <i>Melanie Rose, CoDo London</i>

17:00 - 17:10 Conference Close *Steve King, BCS, The Chartered Institute for IT*

## Full Day Workshops:

### BCS Foundation Certificate in Business Analysis

Andrew Privitera, Principal Consultant, AssistKD

AssistKD and BCS present an intensive workshop covering the syllabus for the BCS Foundation Certificate in Business Analysis. Delegates will be able to sit the examination at the end of the workshop and get their results on the same day.

Pre-workshop personal study is strongly recommended. Pre-registration is required for this workshop and examination.

The Foundation Certificate in Business Analysis covers the breadth of concepts, approaches and techniques relevant to Business Analysis. It provides a foundation for the range of modular certificates provided by BCS in the areas of Business Analysis, Consultancy and Business Change. In addition, it provides foundation-level Business Analysis knowledge for specialists in other disciplines. Topics covered include:

- The role and competencies of a Business Analyst
- Strategy analysis
- Business system and business process modelling
- Stakeholder analysis
- Investigation and modelling techniques
- Requirements engineering
- Business case development
- Implementation of business change

BCS will be providing and running the examinations. The exam takes 1 hour and will take place at 17:00 on the workshop day.

Please note only delegates who have signed up for all 3 days of this event will be entitled to attend this workshop and be certified. A fee of £100 will be added to your invoice for the certification. Places are limited to 20.

### BCS Foundation Certificate in Business Change

James Cadle, Director, AssistKD

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The BCS Foundation Certificate in Business Change covers the landscape of concepts, life cycle and techniques relevant to business change. It provides a foundation for the range of modular certificates provided by BCS in the areas of Business Analysis, Consultancy and Business Change. In addition, it provides foundation-level business change knowledge for specialists in other disciplines. Topics covered include:

- Overview of business change
- Business change techniques
- Business and IT alignment
- Business improvement definition

- Business change design
- Business change implementation
- Benefits realisation

BCS will be providing and running the examinations. The exam takes 1 hour and will take place at 17:00 on the workshop day.

Please note only delegates who have signed up for all 3 days of this event will be entitled to attend this workshop and be certified. A fee of £100 will be added to your invoice for the certification. Places are limited to 20.

## Half Day Workshops:

### Pre-Project Problem Analysis: Techniques for Early BA Engagement

Adrian Reed, Principal Consultant, Blackmetric Business Solutions

Effective change starts with a thorough understanding of the problem or opportunity that is being addressed. It can be tricky to get a quick, concise and precise view of a potential project, and it is all too easy to get lost in the detail too early. Sound familiar? This workshop is for you!

This practical, hands-on workshop focusses on a range of complementary techniques that can be used early in the project lifecycle to define a high-level "project concept summary" -- a succinct and extremely high level document that can help shape the project.

This session will cover:

- How to define a problem or opportunity statement
- Eliciting and documenting the likely scope of a problem
- Defining expected outcomes using an adapted version of the balanced scorecard
- Creating a precise, concise 1-page "Project Concept Summary" which can be used to drive further work

### Gamestorming

Amy Morrell, Lead Business Analyst, The Home Office & Rohela Raouf, Founder, Business Analysis Hub

Are you interested in learning more about gamestorming and how you can use it in your everyday work environment? Then this highly interactive workshop is for you.

This session will cover why Business Analysts should know about gamestorming and the tools and techniques that are available in this space. As Business Analysts it is important that we get the most out of our users and we do it in a creative and fun way. By using gamestorming tools you will be able to challenge your users to view and explore problems in a different way, this can result in innovate solutions being developed for your company.

In the session, Amy and Rohela will go through different tools that are available within gamestorming. The attendees will be given plenty of opportunities in the workshop to try these tools, first hand.

By the end of the session, the attendees will gain:

- Insight to how they can view a problem through the gamestorming lense
- Knowledge of the different tools and techniques that they can use when they return back to work
- Opportunity to try out gamestorming and discuss with other attendees ways to apply back at work

### Options Engineering

Tony Heap, Business Analyst Designer, its-all-design.com and Equal Experts

There are always options. But when making business and IT change we often forget to consider them properly, to the detriment of the overall outcome. The reason for this is the way the human mind processes ideas, and dates back to the cognitive revolution around 70,000 years ago.

In this session you will learn:

- How humans have ideas and make decisions
- Why considering options is so important, and yet so hard
- How to overcome these difficulties - a structured, yet lightweight, approach that I like so much I decided to give it a name

### Are You Thinking What You Think You Are Thinking

Liz Calder, Director, Blue Racoon

Have you ever been on a project where even though you are objective about your stakeholders' needs, understand the project scope and determine the cost benefit, things still don't turn out as expected. Could you have been affected by Cognitive Biases?

- Why aren't people coming up with new ideas in your workshops? It's the status-quo bias, compounded by bandwagon bias.
- Are your problem-solving sessions reaching the right solutions? If not, maybe it's the conjunction fallacy or loss aversion bias
- Why is estimating seen as a black art? Blame the planning fallacy and optimism bias.

Join me in this workshop and we will explore these problems and others, drawing on the fields of psychology, neuroscience and behavioural economics and applying them to Business Analysis. We'll also investigate ways to overcome biases and help counter the natural tendencies of our brains. You will take away from this session:

- What Cognitive Biases are
- How they affect both you, as a Business Analyst, and your stakeholders
- How to spot common Cognitive Biases in others and help them see them too.
- How to spot them in yourself
- Approaches for overcoming them, or using them to your advantage

### Initiation in Holistic Business Analysis

Stefan Bossu ve, Holistic Business Analyst, Stef BOSS Coaching & Consulting

'Holism' originates from the Greek word 'holos' (= 'all', 'whole', 'entire'), and is the concept that systems (physical, biological, chemical,

social, economic, etc.) should be viewed as wholes, not just as a collection of its parts.

Business Analysts are very often absorbed by their work on solutions, customer journeys, business process improvements, and so on ... whereas each of those initiatives are very likely to have an impact on the whole organisation. As such, the Holistic Business Analyst looks at an organisation as a whole and not only as a collection of employees, business domain(s), customers, processes, systems, change initiatives, etc.

In this workshop, Stefan will initiate you into the world of Holistic Business Analysis, including the different levels on which the Holistic BA can contribute, the different levels of requirements, the different types of scope, the different types of stakeholders, ... and how all of these are connected.

The workshop will:

- Invite you to see the BA profession beyond the tasks and techniques
- Invite you to see your organisation as a whole as well as a collection of its parts
- Introduce you to concepts & techniques essential to Holistic Business Analysis

### The Innovation Game

Michael Van Damme, Managing Partner, The Forge

With The Innovation Game you can experience how to make the right, evidence-based decisions for innovation. During the game your team starts a new company. Your team is the management team and you want your company to become more innovative. In 4 rounds your team will be confronted with several decisions you have to make to stimulate innovation. If you make the right decisions, you'll see your company grow. What do you think about a new coffee corner, a power nap room or a jacuzzi at the office? After each challenge you'll receive feedback on why your decision was good or bad for innovation. Everything in the game is backed up by scientific literature.

- Evidence-based insights on innovation in a fun way
- Factors that predict innovation culture and team innovation
- How to tackle an innovation process

### Initiating and Leading Collaborative Projects

Alison Coward, Founder, Bracket

Making significant change and launching innovation projects requires collaboration. However, initiating those connections and projects, as well as making sure things get done, is challenging. Getting new teams to find common ground and move from ideas to action can be difficult – there's a delicate balance between encouraging creativity and being productive.

You will learn specific skills, tools and practical techniques to help you facilitate collaboration with confidence, enabling you to complete your innovation projects successfully. We will also cover the use of the Business Model Canvas as a collaborative tool.

Participants will be able to:

- Confidently build and lead teams for innovation projects

- Design and facilitate collaborative workshops, keeping teams focused and motivated
- Run more productive meetings, saving time and producing better outcomes
- Use project management methods which support, rather than stifle, creativity
- Synthesise content to move from vague idea to focused action

### Business Agility Manifesto

John Zachman, Zachman International

Ronald G. Ross, Roger T. Burlton and John A. Zachman have published the "Business Agility Manifesto." It is a comprehensive survey of issues that must be considered by management as well as operations in any undertaking to make a business agile.

Warning: this is an infusion of honesty. If you are looking for a "silver bullet," this presentation is not for you because there are no "silver bullets." Actual work is going to have to take place and the nature of the work is engineering work, engineering design work.

Having said this, Business Agility is NOT optional. Any Business that wants to stay in business is going to have to roll up their sleeves and start working on it. It is going to have to become a way of life, not simply a project.

- Definition of Business Agility
- A sense of urgency to act
- The nature of the engineering work required.

### Make It Real - Alternative Future Worlds

Nick de Voil, Director, De Voil Consulting & Jake Markham, Consultant, JJM Business Design

Getting from a business need to a designed solution is a creative process that can require a "leap of faith". Part of the answer is to use an iterative development approach where stakeholders can see the solution gradually emerging. But how can we help stakeholders to think about, and experiment with, different "future worlds" before getting into software development mode? Requirements documents and UML/BPMN diagrams don't always engage people fully.

Using a case study, this session will give you intensive hands-on practice with three tools for meeting this challenge: journey maps, storyboards and paper prototyping. These concrete, practical and fun techniques are easy to use but have a dramatic effect on the project team's ability to develop shared understanding while staying open to new ideas.

Delegates will learn how to:

- Use journey maps to ensure the solution is focused on the customer's needs
- Sketch out the key elements of alternative "to be" worlds using storyboards
- Get immediate high-quality feedback on solution options by prototyping them with paper

### Digital Customer Journeys

Andrej Guštin, CEO, CREA Plus & Igor Smirnov, CEO, NETICA

Many companies in diverse industries are

struggling to design perfect cross-channel experiences for their customers – solutions that incorporate the advantages of digital technology to provide their customers with invaluable personalised, up-to-date and on-time service. Improving customer experience is a key priority for enterprises today – and numerous competitors have already adjusted their customers' journeys to capture big data information, IoT signals and other insights obtained from journey touch points. But to improve the customer experience, you must have the ability to measure it. By effectively analysing these types of insights, you can offer innovative online and off-line solutions to provide your own customers with an exciting offer of new products and services that are accessible 24/7. This workshop takes us through an example of one such journey from customer and company Needs to customer Value and Experience. We investigate important Decisions in the processes that serve to build customer value on the one hand, while measuring companies' required KPIs to create a 360-degree view of the customers who buy their products and services, on the other. As an example, we measure the performance of marketing activities (in the context of the entire cross-channel customer decision journey) to encourage "next-best-offer" conversion. Customer Experience KPIs focus on improvement in terms of quality, efficiency and customer equity.

Terrific! I suddenly feel like a valuable asset rather than an anomaly! The BA is best! And I will be recommending to my manager that the whole team participates next year.

Mary Seddon, Business Analyst, Taylor & Francis Group

Exceptional event - I am absolutely re-energised as a BA and BA Manager and thoroughly inspired with new ideas for progress..

Danielle Morrison, Business Analyst, Legal & General

## Discounts

### Group Booking Discounts:

2-3 Delegates	10%
4-5 Delegates	20%
6+ Delegates	25%

Early Bird Discount. Book by 20 June and save £100

IIBA and BCS member Discounts Available

## Keynotes

**Sir Clive Woodward**

England's 2003 Rugby World Cup Winning Head Coach & Former Director of Sport Team GB

**Keynote: The DNA of the Champion**

Sir Clive's talk will focus on the three characteristics that he believes all true champion leaders exhibit in both sport and business which he defines as The DNA of a Champion. Using examples from his career in business, rugby and the Olympics, Sir Clive will explain, what each of these characteristics are but also importantly how he coaches people to act in each area to create Champions. Successful people and businesses need to have a huge amount of talent, but that alone would never be enough to ensure success. It's the base you start from, but "Talent alone is not enough" – so how do you leverage this talent....

**Teachability:** The ability to change and be open to new experiences is crucial.... Individuals have to become students. Their willingness to learn and accumulate knowledge around their role and in particular how they can continually improve on what they already have. New people become students easily. It's maintaining that thirst for knowledge as you go higher up in organisations that can often become more difficult.

**Pressure:** People aren't born able to perform under pressure, but it can be taught or coached and it's a vital skill if you're going to become a champion in business or sport. Champions have to systematically work through every eventuality so that the team has already gone through the thought processes needed to overcome them. This reduces the chances of coming up against something unexpected in the real world, allowing the team to use the little time they may have to think through the problem.

**Mindset:** Winning cultures must have the commitment to win. It's about being empowered and accountable and the attitude they display. Sir Clive believes that you need an obsession for your work in order to become a champion, but that this obsession is more about having a passion for your subject and attention to detail than working crazy hours or sending emails at midnight.

**Maxine de Brunner**

Former Deputy Assistant Commissioner for the Metropolitan Police

**Keynote: Change is a Critical Incident – Treat it as Such**

Maxine will introduce her Keynote with an insight of her personal journey to the top including key challenges and what has made her stronger. She will share with the audience the difficulties and solutions of balancing politics, high profile cases, high-risk operations and business as usual while trying to transform.

- Defining a vision and purpose
- Understanding the landscape and case for change
- Transforming the back office and sharing services

- Delaying and reducing management
- Pulling the right levers to deliver change
- Clarity on the end state
- Best practice in relation to programme and project management

**Craig Rollason**

UK Head of Project Delivery Services  
National Grid

**Keynote: The BA Bucket List: 5 Things to Do in your BA Career**

Organisations are under increasing pressure to change and evolve to meet customer needs, stay ahead of competition and exploit new business models, technologies and tools. The BA role is beautifully positioned in organisations to help them meet the new challenges. But it's not easy - the role can be seen as a more junior role to other professionals (e.g. project management), and this means a leap is still needed to become more influential. BAs need to ensure they continue to develop their skills and position in organisations. The BA bucket list introduces 5 areas that BAs should focus on to develop as a professional to develop their career and meet the new challenges. Craig shares his perspectives as a former BA, building a BA practice and as a senior manager in National Grid.

- Learn how to survive and thrive in your organisation
- Understand the BA skills needed in today's workplace
- How to grow as a professional

**Suzanne Williams**

Hostage Negotiator

**Keynote: Negotiation - A Process Not an Event**

Hostage negotiations are high stake business deals which are usually conducted with unsavoury characters in a difficult context and against the backdrop of a life at risk. Remarkably there are many similarities between such extreme communication and the day to day negotiations conducted in the workplace on a daily basis. Based on real life incidents and 25 years experience, the presentation is intended to transfer the skills used by international hostage negotiation experts into the realities of the business environment. The emphasis of the Keynote speech is on the core elements of negotiation which are strategy and methodology. It is intended to strengthen personal skills and competency with the know-how and confidence essential to achieve successful results whilst maintaining enduring relationships with diverse stakeholders.

Participants in the audience will learn:

- The significant preparation work which should be considered prior to entering into any negotiation
- The various tactics of influence that can be deployed in order to persuade.
- How to avoid the common mistakes that prevent a satisfactory conclusion

It's a shame we can't attend all sessions! They have all been very thought-provoking and insightful. Every BA must experience this.

Chetan Patel, Business Analyst  
Lloyds Banking Group

One of the key highlights of my BA career to date!

Stuart Peek, Business Analyst  
Specsavers

Inspirational. An absolute must see event for our community.

Annie Birchall, Business Analyst  
Land Registry

As per last year, an excellent, interesting & thought-provoking event. Certainly I find it provides me with fresh impetus in taking forward my role.

Mark Atkins, Senior Business Analyst  
Royal Bank of Scotland

Overall, hugely impressed. Very much exceeded expectations

Alan McPherson, Business Analyst  
Manager, Thomson Reuters

I am not alone. That is good to know! I really welcome the opportunity to share experiences with other BAs

Iona McMillan, Business Analyst,  
Global Energy

Great to meet like-minded people who understand the BA discipline and can share thoughts, ideas and confirm thinking.

James Devereaux, Senior Business Analyst,  
Financial Conduct Authority

Definitely valuable to any BA at any point in their career from junior BAs to senior with 20+ years experience.

Allly Ward, Associate Director  
Ernst & Young

Yet again, it inspired and answered many questions that a BA requires.

Martin Hobbs, Principal Business Analyst,  
Babcock International

Tuesday 25 September  
Conference Day 1 & Exhibits

09:00 - 09:10

Welcome on Behalf of the  
Conference Advisory Panel:

09:10 - 09:55

**Keynote: The DNA of the Champion**

*Sir Clive Woodward, England's 2003 Rugby World Cup Winning Head Coach & Former Director of Sport Team GB*

Sir Clive's talk will focus on the three characteristics that he believes all true champion leaders exhibit in both sport and business which he defines as The DNA of a Champion. Using examples from his career in business, rugby and the Olympics, Sir Clive will explain, what each of these characteristics are but also importantly how he coaches people to act in each area to create Champions. Successful people and businesses need to have a huge amount of talent, but that alone would never be enough to ensure success. It's the base you start from, but "Talent alone is not enough" – so how do you leverage this talent...

**Teachability:** The ability to change and be open to new experiences is crucial... Individuals have to become students. Their willingness to learn and accumulate knowledge around their role and in particular how they can continually improve on what they already have. New people become students easily. It's maintaining that thirst for knowledge as you go higher up in organisations that can often become more difficult.

**Pressure:** People aren't born able to perform under pressure, but it can be taught or coached and it's a vital skill if you're going to become a champion in business or sport. Champions have to systematically work through every eventual-ity so that the team has already gone through the thought processes needed to overcome them. This reduces the chances of coming up against something unexpected in the real world, allowing the team to use the little time they may have to think through the problem

**Mindset:** Winning cultures must have the commitment to win. It's about being empowered and accountable and the attitude they display. Sir Clive believes that you need an obsession for your work in order to become a champion, but that this obsession is more about having a passion for your subject and attention to detail than working crazy hours or sending emails at midnight.

09:55 - 10:10

BA of the Year 2018 Award

10:10 - 10:40

Networking Break & Exhibits

10:40 - 11:30

**The Digital BA**

*Mark Smalley, Global Ambassador, DevOps Agile Skills Association*

Business and IT have traditionally been different organisational entities with the challenge of aligning them as best as possible. With the emergence of the digital enterprise, we now see the convergence of strategic IT and the business into a single organisational "digital" entity where it's hard to distinguish between "business" and "IT". What does the BA capability look like in the digital environment? Given these findings, the digital movement embraces BA capability that involves design-thinking, emotional intelligence, behaviour-consciousness (ethics), business-savviness, and collaboration; all of which set the stage for BA professionals being thought of as trusted advisors who help pin-point and develop digital business opportunities and foster productive business-IT relationships. In this interactive presentation, delegates will explore this converged setting and pinpoint effective behaviour between business people and IT behaviour people. Key takeaways include:

- Understanding of the digital enterprise
- Key digital capabilities for the BA
- Effective business-IT behaviour

**Keeping the Focus**

*Geertje Appel, Business Analyst & Trainer, Le Blanc Advisors*

Working agile in large programs brings issues, for the business stakeholders and the scrum teams. Business stakeholders lose grip on the progress of the program. At the same time the teams struggle to keep their focus on the right priorities. Geertje believes this is caused by the pitfall of working in short sprints, and therefore focusing on the short term, while the program requires a focus on the longer term as well. In several programs Geertje has learned that by defining clear goals, first for the program, but then decomposing the goals for the medium and short term you can help the stakeholders as well as the teams. In her presentation, Geertje combines the use of roadmaps, visualisations and goal decomposition as techniques to engage her business stakeholders and to help teams to prioritise their backlogs better.

**Don't Get Cross, Be Curious!**

*Corrine Thomas, Director, Choices Consulting & Coaching*

Being a Business Analyst is often a frustrating and stressful role. Change programmes can be hard; BAs must understand the real problem the organisation is seeking to solve, handle challenging and difficult stakeholders, and get everyone to understand the benefits of good Business Analysis. It's not surprising then that they regularly feel burned out and lacking in motivation. This session will explore how to turn work frustrations into positives, get better project outcomes and look after personal well-being. It will take attendees through strategies to re-frame challenging situations and use tools from both the BA tool kit and coaching to enable them to get the best from every situation faced and stay balanced within themselves.

Delegates will leave this presentation knowing more about:

- How to recognise personal patterns of behaviour when under pressure and stay in control of their emotional state.
- Strategies for managing their well-being when faced with conflict and challenge.
- Practical tips on how to be at their best, be adaptable and work well with different personalities.

**Innovation for Everyone - Powered by You!**

*Nick Collins, Head of IT Strategy & Architecture, First Rate Exchange Services & Manpreet Sagu, Business Solutions Manager, First Rate Exchange Services*

In many organisations, idea generation is the preserve of senior strategists, product managers and marketers. Sometimes it's even outsourced or supported by 'creative geniuses' from external creative agencies. But, brilliant, innovative ideas can come from all areas of your organisation. With remarkably little effort and expense you can create an environment to tap into the minds that are already in your organisation which you might have overlooked. Using some of the innovation techniques such as Jobs-To-Be-Done and Design Thinking you can bring diverse groups of people together to discover ways to improve, expand and differentiate your products and services. And while doing this you'll create culture in which people feel valued, supported, and part of the mission! Business Analysts are perfectly placed to help drive innovation. Come and learn:

- How to start an innovation drive in your organisation
- How easy-to-learn approaches like Design Thinking and Jobs-To-Be-Done can create the structure you need to facilitate Ideation workshops
- How others have done this and the results they achieved

**Implementing Agile in a Waterfall Company**

*Guy Hudson, Business Analyst, Nationwide & Simon Hancock, Senior Business Analyst, Nationwide*

Nationwide's Guy Hudson and Simon Hancock share their experiences as BAs engaging with Agile methodology, despite their practice predominantly operating in projects using Waterfall.

Through Agile methodology, their team have successfully built a functioning Remortgaging app in a fraction of the time it would have taken using a Waterfall approach. While this achievement owes much to the Agile practices used by their team, Guy and Simon highlight the importance of mindset in the implementation of this approach, as their successes have not been shared by other teams attempting to adopt Agile methodology. They also share their realisation that Agile and Waterfall BA roles are far from opposites, and can be reconciled with a collaborative approach.

From this presentation you will learn:

- The perceived differences between Agile and Waterfall BAs
- The issues / opportunities faced when implementing Agile in a Waterfall practice
- The importance of Mindset over Methodology

## Business Analysis, the Third Wave: Revisited

Dr Debra Paul, Managing Director, AssistKD

Business Analysis has developed over more than two decades and, during this time, there have been notable step changes that have extended the discipline's scope and focus. In her Keynote presentation in 2013, Dr Debra Paul reviewed progress within the Business Analysis discipline and suggested that three 'waves' of Business Analysis practice could be identified, one of which was in its early, if not aspirational, stage. In this presentation, Debbie considers Business Analysis practice through the lens of the third wave concept, discusses whether or not the potential offered by the third wave has been achieved, and highlights the challenges Business Analysts face in 2018. Delegates attending this session will learn about:

- The rationale for the emergence and development of Business Analysis
- The nature of the first, second and third waves of Business Analysis
- The potential offered by Business Analysis and the challenges facing Business Analysts

11:40 - 12:30

## Designing our Analysis Family

Victoria Banner, Business Analysis Practice Lead, Royal London Group

The Royal London Group, like many organisations, has grown through mergers and acquisitions. This growth has obvious benefits for customers and members but also many challenges. The integration of the systems, the data and the processes are obvious obstacles to spot, but the legacy of that growth is also felt in the alignment of roles and the organisational design. In late 2017, the Group began a journey of a radical redesign of all the roles across the group. Within the 650 strong Group Technology and Change team, this redesign was done using the Skills Framework for the Information Age (SFIA). This presentation will examine the drivers for the redesign, the process followed and the key lessons other organisations should consider. Attendees will take away:

- The benefits of clear relationships between roles and role families
- Identify some of the potential pitfalls during the design process
- A summary of the key lessons learnt from the project

## The 14 Habits of Highly Effective Data Modellers

Keith Gordon, Principal, Gordon Blain Associates

"14 Habits?" That is a lot! Normally people talk about the seven habits of highly effective [insert whatever profession you want to consider]. In this presentation Keith Gordon will draw on his experience over 30 years of modelling information and data to discuss good practice at both the strategic and tactical levels, introducing seven habits at each level. These habits should enable Business Analysts to develop models that ensure that the analyst:

- Understands the information requirements for the business under consideration
- Can successfully communicate those requirements back to the business

- Can also successfully communicate those requirements to the developers of the potential solution.

## When BAs Go BAD!

Christina Lovelock, Business Analysis Manager, University of Leeds, University of Leeds

With collaboration being key to project delivery and organisational success, how we behave as BAs is more important than ever.

It's time to hold up a mirror up to the BA profession and ask if we like what we see. There are some behaviours and attitudes that we as BAs commonly fall into, and we don't always consider how these are perceived by others. By considering our behaviours, becoming more self-aware and being genuinely open to giving and getting feedback we can ensure that our behaviours reflect well on the profession and keep the BA role in demand for future generations.

In this session we will discuss:

- Common BAD BA Behaviours
- Improving our self-awareness
- Feedback models and approaches.

Come along and share which BAD BA behaviours you have witnessed or perpetrated!

## The Zen of Customers - How to Be an Analyst in the Land of No Requirements

David Strachan, Lead Business Analyst, Standard Life

What happens when you don't know why there is a problem? How do we ensure we deliver what the customer actually wants? How do we know it's the right thing? More importantly how do you ensure you keep building the right thing? When the problem is uncertain and the solution even more so where do you start? Building on some of the concepts behind Lean Startup, this talk will look at how you can create a culture of sustainable, customer focussed innovation and development. The takeaways from this session will be:

- An intro to Lean Startup
- Customer jobs and expectations
- Creating a sustainable innovation culture
- The dark art of data
- Creating breadth and depth in the BA Role

## Playing the Same Formation

Michael Greenhalgh, Global Head of Business Analysis, British Council & Michael Leyland, Senior Business Analyst, British Council

The 5Ps resonate with Michael's experience since joining the British Council as Head of Business Analysis (September 2016). He moved from a comfortable role as a senior BA with HSBC, where he had worked since 2001, to pursue a challenge and work for a company with a rewarding purpose.

As keen football fans Michael and Mike like to use the analogy of a team playing the same formation. It doesn't have to be perfect, but everyone needs to know what their role is and how they contribute to the team. They joined a BA practice that had lost its way, working to standards left over from another time or brought along from previous assignments. Not

focussed or communicating and certainly not winning any fans. This is the story of how they (and you can) pull together to instil some consistent practice and raise the standards, value add, engagement and spirit.

Learn how Business Analysts across all functions can benefit from Michael and Mike's well established Community of Practice, by:

- Understanding how a BA can add value to an initiative or project within a public sector organisation
- Sharing tips, tricks, and templates with each other to broaden your BA toolkit
- Having objective reviews carried out on your BA deliverables, and knowledge sharing to ensure you have cover on high-priority work.

## The Power of Change - a Personal Journey

David Beckham, Senior Business Analyst, Aviva

Change is a force that acts on all aspects of life and business and those of us who work in Change Professions are continually assisting people through transformation, whether it be what the customer does, how they do it or even whether they do it in the future. Whilst in most cases the need for change is a positive one it can be an unsettling and even frightening experience. David was diagnosed with Parkinson's Disease in 2010 and in this seminar he will explain the personal impact this had on him and how it has deepened his understanding of the way change works. In his own uniquely humorous way David will explore the nature of change, the effects it has on people and the lessons he has learnt from his journey. He will share his own thoughts and philosophy on what motivates him, the inspirational figures who have guided him and how he has applied this to his work and personal life. He will discuss:

- Parkinson's disease and the personal impact it has had on him
- What is change and why do we fear it?
- Two change models; the Change Curve and The Hero's Journey
- How to discover your own motivation to make change
- How to discover what really motivates you

12:40 - 13:00

## Oh No I'm Being Outsourced

Catherine Plumridge, Senior Business Analyst

The concept of outsourcing is not new, but when it happens in the organisation you work for and your role is being outsourced what would you do? Your being forced to join a different organisation and being told the BA role is going to be obsolete. The outlook is outsourcing, a role change with the prospect of redundancy.

Does being a Business Analyst provide you with a level of resilience, would your analysis skills help if you found yourself in this situation?

This conference session, based on a real example, shows how Catherine lent on her analysis skills to work through this change. In addition, it will provide attendees with an opportunity to explore how they might approach this situation themselves.



Delegates will learn:

- How to deal with an enforced job change
- The importance of:
  - maintaining a profile
  - building a network
  - evaluating career aspirations
  - exploring opportunities

### PFB Diagrams: How to Innovate Your Way Through a Bad Agile Project

*Stoil Stoilov, Senior Business Consultant, Brightive*

Even though agile has established itself as the customer-preferred approach for developing software, organisations still make traditional mistakes even when using agile – they neglect the customer and their requirements, they try to deliver quickly at the expense of quality, and they use outdated and inefficient tools and delivery models. In this presentation, you will learn how good Business Analysis can deliver great value for the customer in the face of bad project management.

You will walk away having learned:

- How to use the newly-invented PFB (Process, Frontend, Backend) Swimlane Diagrams to rally customers, designers and developers around a unified vision for the product;
- How to spot customer pain points in the agile process and how to fix them using innovative BA techniques;
- How to use good Business Analysis to reengineer a distributed project's workflow and raise it to another level of trust and efficiency.

### Influencing with Assertiveness

*Sophie Anne Jones, Business Analyst, University College London*

Imagine you are in a meeting you are chairing, people are talking over you and not answering key questions you need answered, time goes by and the meeting has finished. You haven't got any of the questions you wanted. As a Business Analyst we need to get our information from key stakeholders. However, sometimes this means we have to be direct and assertive without being aggressive to get the information that we need. The ultimate BA knows how to build up trust whilst keeping authority when communicating, chairing meetings and delivering workshops. This talk will focus on three areas to teach you how to build up your assertiveness to enable you to influence participants in your meetings so that no one talks over you again, you get your key questions answered and you are in control of the meeting.

- How to use assertive body language
- How to use assertive verbal language
- How to apply assertive techniques in meetings

### Innovation Through Simplification

*Menaka Shanmugavadeivelu, Senior Business Analyst, Aviva*

Is Innovation all about adding new ideas, creating new processes and changing the current processes? In today's digital age, Innovation in business change is about untangling the complicated stuff and making things simple. Innovation

can be Innovation, only if you simplify things. In this presentation, Menaka will be discussing driving business innovation through technology innovation using real-life examples of "Simplified Innovation(s)" that Aviva have adopted/implemented as an organisation and the key enablers to making this work.

Key Enablers:

- Make it simple and easy for your customers and employees
- Let your employees wear the thinking Hat!:
- 3C's to simplification: Communicate, Collaborate and Change

### How to Form a BA Community

*Darren Moorghen, Lead Business Analyst, AO.com & Marc Huntington, Business Analyst, AO.com*

AO.com has been on a journey for the past few years as a business and as a Business Analysis function. As a BA function they've grown from a team of 2 to 14 across retail and logistics. This has been a massive change and they have been able to support the different business areas more effectively at a greater breadth. Their BAs are domain aligned and have influenced a large amount of change in the business. This presentation will take you on their journey; how they've formed a community and their takeaways since they did their first BA retro back in Feb 2017. In this session, Darren and Marc will explain:

- Their journey as a BA function
- What they've learnt (good and bad)
- How you can improve your own BA community
- What's next for them

### Founders Discussion

*Moderator: Ian Richards*

*Panellists: Paul Turner, Martyn Wilson, Rachael Levermore, Dr Debra Paul and James Archer*

This year, we celebrate the 10th anniversary of the IRM Business Analysis Conference Europe, but how did it all begin?

This is your chance to meet the 5 founder members of this conference that started from humble beginnings into the extremely successful event that it is today. During this panel discussion we'll be unearthing the founders' early hopes, aspirations and fears, the challenges they had to overcome, initiatives that worked well and those that maybe didn't work quite as well, their most memorable Keynotes and presenters and the moments that have lasted long in their memories.

This conference has adapted over the last decade to reflect the changes in Business Analysis, and who better to tell the story than those who had the foresight and vision to see the need to bring likeminded BAs together to share their knowledge, experiences and aspirations through the wider BA community. So be sure to bring your questions to what should be a lively and entertaining discussion that will bring insight into the past, present and future of this highly popular event in the BA calendar.

13:00 - 14:20

### Lunch, Exhibits & Perspective Sessions

14:25 - 15:05

### Keynote: Change is a Critical Incident – Treat it as Such

*Maxine de Brunner, Former Deputy Assistant Commissioner for the Metropolitan Police*

Maxine will introduce her Keynote with an insight of her personal journey to the top including key challenges and what has made her stronger. She will share with the audience the difficulties and solutions of balancing politics, high profile cases, high-risk operations and business as usual while trying to transform.

- Defining a vision and purpose
- Understanding the landscape and case for change
- Transforming the back office and sharing services
- Delayering and reducing management
- Pulling the right levers to deliver change
- Clarity on the end state
- Best practice in relation to programme and project management

Maxine will deliver key factors to achieve transformational change, one of these being that 'change is a critical incident' and transformational change should be treated as such. She will focus on intelligence and the analysis threat and risk. Critical levers to achieve transformational change will include passion, determination, decision-making, dogged determination and strong leadership.

At the conclusion of the Keynote, delegates will leave with:

- The determination that anything is possible
- Courage to operate outside their comfort zone
- An understanding of how to approach the transformation journey
- Inspiration and optimism to make transformation a reality

15:05 - 15:35

### Networking Break & Exhibits

15:35 - 16:25

### 2018: A Skills Odyssey

*Matt Thompson, Business Analysis Manager, John Lewis*

Continuous learning may be more commonly associated with programmers and software developers, but never more than now has it been so important for Business Analysts.

With the technological and competitive landscape enabling ever-more innovative business models and increasingly unique customer

journeys, defining a common skillset would be almost futile. Because of this, continuous learning is one of two core tech skills at John Lewis.

This talk will share real examples of how expectations on a BA have exploded of late, and how the freedom to explore, choose and develop one's own skills is at the heart of improved tech delivery at John Lewis.

You will hear:

- How continually specialising tech roles is not effective in many organisations
- How this explosion of demand opens up new career paths and opportunities for Business Analysts
- The skill trends right now at John Lewis, what they once were, and what they will be

### Top Tasks Management Approach

*Jill Scott-Dodd, Business Analyst, Scottish Parliament & Edward Chandler, Client Experience, User Vision*

Many organisations focus their websites on internal structures rather than their users' needs. This leads to a negative experience as users can't find or do what they want to, with the organisation unaware of the problem. A user-centred design approach can change this.

The "Top Task Management" approach prioritises tasks that users want to perform and ensures digital projects are created around users' actual needs. The outcomes are then applied to:

- Measure website effectiveness,
- Create a new Information Architecture
- Develop designs around the users' core tasks.

User Vision will explain the Top Task approach and how to apply its outputs during the user-centred design process. The Scottish Parliament will explain how they applied this approach alongside other user research methods and how the outcomes led to a clear information structure for the beta parliament site which has been iteratively tested and revised based on user feedback prior to launch.

Delegates will learn:

- Why managing top tasks is especially important as the volume of content online increases
- The role of the Top Tasks approach alongside other user needs research methods
- How the Scottish Parliament, a large organisation with a wide range of tasks and user types, applied the Top Task approach as part of their user-centred approach to designing a new website

### Why is Change so Hard?

*Melanie Jackson, Senior Business Analyst, National Grid*

Why do our benefits cases for delivering change not bear the intended fruit. Understanding reasons for why we don't successfully adopt change can be unfathomable. Using the day job and practicing elements of psychology to deliver change there's a few tricks. Melanie takes a 'Penn and Teller' approach, i.e. showing the audience how the magic is done:

- How to get the C-suite to sign up to necessary change (and did you know that fear is more than twice as powerful as a motivator than positive reward)
- How to utilise your relationships with stakeholders (i.e. all decisions are emotional we only ever use logic to justify an emotional driven outcome, AKA make it sexy stupid)
- Why won't organisations consider rational change (i.e. conformity rules, it's always been about liking something and fitting in / groupthink)
- Habits drive requirements, facilitation techniques uncovering the real ones AKA the bad workmen will blame their tools / IT which may not be the real solution)

### Creative BA: How to Foster Innovation Not Play the Innovator

*Thomas Geis, Senior User Experience Engineer, UX2B*

Positive user experience has proven to be the core success factor for modern interactive systems. However, looking at the average IT project in large organisations, the outcomes are rather "infancy" from the perspective of the users of the system. Unveiling true user needs upfront the project and turning them into relevant user requirements leading to positive user experience becomes more and more a popular approach. The "disciplined agile delivery" (DAD) now promotes this approach as part of the "get going in the right direction" phase. This approach is rather analytical than creative but leads to creative solutions. It is the role of the Business Analyst to facilitate this early discovery phase in large projects. Delegates will learn how to:

- Identify and state user needs leading to innovation in a systematic style in a very early phase of a project
- How to engage stakeholders in true user requirements analysis rather than flat feature requests
- How to link analytical approaches to agile development
- How to gain visibility by fostering innovation rather than trying to be one of those "creative people"

### The Mistakes Peter Made.....or the Value of BA Standards

*Mark Owen, Independent Business Analyst*

In this session, Mark will:

First - tell a story. A story about a young developer who thinks that he "has what it takes" to be a Business Analyst. He is put on his first project. It fails because of his shortcomings as a BA.

Second - identify the problems that caused the project to fail.

Third - look at possible solutions. These range from having standard methodologies (processes, templates, techniques, etc.), standard knowledge (including a look at certification), standard tools to considering communities of practice and centres of excellence. Mark will describe the business value that all these things have.

Fourth - this last part is interactive where Mark will ask the audience for their input and ideas.

### And then the Magic Happens: What BAs Can Learn from the World of Magic

*Adrian Reed, Principal Consultant, Blackmetric Business Solutions*

On projects, it often feels like our stakeholders expect us to be magicians. They expect us to carry out high quality work with far less time and resources than we really need. We have a broad and varied toolkit, but sometimes it feels like we need some real magic to make our projects work.

But what if we really could use magic? Or at least the techniques from a magician's toolbox?

In this interactive session Adrian Reed explains how a chance meeting with a Magician challenged the way he thought about Business Analysis. You'll hear:

- A range of techniques from magic, conjuring and mentalism that have parallel applications in the world of Business Analysis
- The importance of audience management, and what this means for BAs
- How to avoid "magic for magicians" (or "analysis for analysts")
- You'll take away practical tips and techniques, whilst seeing some magic tricks too.

16:35-17:25

### Can I Train an Apprentice BA?

*Karen Lees, Senior Business Analyst, Aviva Digital & Tiffany Taylor, Apprentice Business Analyst, Aviva Digital*

2017 saw the long awaited introduction of the Business Analysis apprenticeship scheme offering people from diverse backgrounds the opportunity to become apprentice BAs. Whilst a fantastic opportunity for a 'would be BA' this probably raises questions for the 'would be' employers: What is involved? Do I have the time to invest in training someone? What are the challenges and benefits?

Aviva Digital have taken up the challenge with 5 apprentices beginning their learning in October 2017. In this session Karen and Tiffany share the experiences of an internal mentor and an apprentice BA; talking about the challenges they've overcome and discussing the pro's and cons of the scheme. The presentation will cover:

- Background to the government backed scheme - (how it all works)
- The employer pre-work involved
- The input required from an internal mentor
- The challenges faced and commitment level required of the apprentice
- The benefits to the employer
- The benefits to the apprentice and the wider BA profession

Key take-aways include:

- Session attendees will gain a practical insight to one of the first BA Apprentice schemes to run in the UK. Aviva will be sharing their 'Top Tips' to make the scheme work for you.

- Attendees will gain a close understanding of what is involved in training apprentice BA's and will be in a position to decide whether this is something their organisation may be interested in undertaking

### Story Writing Best Practises

Rosanna Choy Ang, Lead Business Analyst, Thoughtworks

With over 10 years working as a Business Analyst, Rosanna will share some tips and tricks of moving from traditional business requirement documents to writing user stories. This interactive session will explain the benefits of the lightweight approach of user stories and explain the structure and value that a user story brings. Rosanna will talk about tips and tricks on how to effectively write compelling user stories. She will also talk about right levels and sizes of stories, vertical slicing, and story backbone. In the end, she will cap it off with an interactive quiz!

- User stories vs requirements
- User story format
- Story depth
- User stories best practices
- Vertical slicing - different ways to slice and dice the requirements
- The walking skeleton
- Quiz!

### The Four Beautiful B's

James Neethling, Competency Lead: Business Consulting, Saratoga Software

It is so easy to get trapped in the busyness of life. It often feels like we are running harder and faster just to keep up with the changing nature of work. With life becoming less structured and more stressful we often feel like we're fighting a losing battle to keep all the balls in the air.

But all is not lost! This humorous and inspirational talk will take you through just 4 simple rules to gain clarity, simplify your life and at the same time make a profound, positive impact on your career.

For us veterans of the battle, this talk offers a reminder of how it feels to be more effective and efficient. For our newest recruits, this talk offers a series of practical tips to manage and prosper in our increasingly complex world.

- The 4 B's are conceptually very easy to understand, but they require constant commitment to really make a difference.
- It is seductive to get pulled into the busyness of life, almost like an addiction. Learn how to recognise and fight the addiction.
- Our ability to perform Business Analysis with a high level of professionalism is partly based in our ability to convince others that we are able to manage the chaotic world of change.
- Learn simple 'self hacks' that you can develop that will start you on the journey to be more effective.

### Business Analysis and Neurodiversity

Glynn Wakefield, Business Analyst, Nationwide Building Society

This presentation will look at neurodiversity,

how it is relevant to Business Analysis and why it is important to your organisation. Glynn will explain how an inclusive approach can deliver better outcomes for the individuals involved, the organisations they are working within and their customers.

Inclusive design is about understanding customer diversity and applying this to the design of mainstream products. This way, we can better satisfy people's needs and deliver commercial success. Glynn will describe current UK consumer trends and why inclusivity is so important.

The presentation will provide an overview of the common challenges that Business Analysts and customers face, and give an insight into how market leaders have used alternative thinking to their advantage.

- An understanding of neurodiversity and how people work differently
- How to leverage this understanding to get the most value out of people involved in the analysis process
- Inclusive BA techniques and the value of inclusive design to the organisation and its customers
- Examples of alternative thinking that has added value to organisations

### Building an Effective Community of Practice

Michelle Shakesheff, Business Analyst Manager

Is your community of practice really a community, or is it just a meeting?

Community of practice meetings fulfil an important role in today's work-place, but can fail to impact individual performance or deliver measurable results to the organisation.

Drawing on experience of running Business Analysis practices in a range of different organisations, this presentation will share tried and tested techniques that ensure community of practice meetings have a lasting impact on the performance of Business Analysts. From tips to improve collaboration between Business Analysts, to identifying which areas to focus on, and how to build collaboration between virtual teams, this presentation will help you build a true community and deliver community of practice meetings that make a difference.

Attendees will learn how to:

- Leverage the combined skills of the BA team to improve Business Analysis performance
- Have a lasting impact after the community of practice meeting
- Ensure BA communities of practice address the needs of the business as well as the needs of the BAs

### Discovering the Essence of the Problem: The Route to the Best, Most Innovative, Solution

Suzanne Robertson, Principal & Founder, Atlantic Systems Guild

Instead of telling you the real problem that they want you to solve, people are much more likely to tell you a solution. A Business Analyst needs to be able to make the necessary abstractions to discover what the real problem is. Then, and only then, the analyst can compare alternative

solutions and come up with innovative ways of satisfying the real need.

This is an interactive session where the audience experiments with techniques for looking at problems from both essential and solution-oriented points of view.

- How to find the real problem
- Separating essence and implementation
- Techniques for improving abstraction skills
- Multiple viewpoints of the same problem
- Searching for the most innovative solution

17:25 - 18:30

### IIBA UK Drinks Reception Sponsored by AssistKD

Wednesday 26 September:  
Conference Day 2 & Exhibits

09:00 - 09:10

Welcome

09:10 - 09:55

### Keynote: The BA Bucket List: 5 Things to Do in your BA Career

UK Head of Project Delivery Services, National Grid.

Organisations are under increasing pressure to change and evolve to meet customer needs, stay ahead of competition and exploit new business models, technologies and tools. The BA role is beautifully positioned in organisations to help them meet the new challenges. But it's not easy - the role can be seen as a more junior role to other professionals (e.g. project management), and this means a leap is still needed to become more influential. BAs need to ensure they continue to develop their skills and position in organisations.

The BA bucket list introduces 5 areas that BAs should focus on to develop as a professional to develop their career and meet the new challenges. Craig shares his perspectives as a former BA, building a BA practice and as a senior manager in National Grid.

- Learn how to survive and thrive in your organisation
- Understand the BA skills needed in today's workplace
- How to grow as a professional

09:55 - 10:25

## Networking Break & Exhibits

10:25 - 11:15

### From Analyst to Strategist: A BA Journey

Ed O'Regan, *Strategic Business Analyst, Nottingham Trent University* & Suzi Jobe, *Strategic Business Analyst, Nottingham Trent University*

Business Analysis is a well established and trusted service within the IT department at Nottingham Trent University. The potential for the service to add wider value has been recently recognised, with the BAs now at the heart of the University's strategy implementation. In this presentation, NTU will share how Strategic BAs in their organisation are embarking on this exciting voyage of discovery, joining a newly established strategic change team and bringing a unique set of skills and experiences to shape the University of the future. Working with the University's senior leaders and other partners, NTU have defined what Business Analysis looks like as a strategic enabler. NTU will share how the Strategic BA capability is evolving and maturing, how they have established credibility at the most senior levels in the organisation and reflect on the personal journey from analyst to strategist.

In this presentation, you will understand:

- The evolution and enablers of the Strategic BA career journey at NTU
- The nature of work and how Strategic BAs have added value on specific strategic initiatives
- Opportunities and challenges in growing the Strategic BA capability
- Personal reflections on moving outside of IT into a more strategic role
- How to access your organisations readiness for strategic analysis

### The Psychic Business Analyst

Nick Powell, *Business Analyst, Lloyds Banking Group*

They are found throughout history, throughout the world and seem to defy explanation. They are readings performed by psychic entertainers.

But what do these entertainers and BAs have in common? Very little you may think, but you'd be wrong!

Surprisingly these two seemingly diverse professions share a number of similarities and techniques that they utilise to reach their audiences and stakeholders, and achieve a successful outcome.

Developing good working relationships and adapting techniques such as data analysis or user personas is key to both. The difference being that a Business Analyst must take all the information gathered one step further to remove ambiguity and achieve a common

understanding to achieve their successful outcome.

The intention of the presentation is to demonstrate the alignment between the two seemingly extreme professions and understand how these diverse techniques can be used day-to-day by the BA.

Take away points:

- How is it that two diverse professions can share commonalities and insights
- What the BA can learn from the approaches and techniques of a psychic entertainer
- Whilst a BA may sometimes feel that they need to be "psychic" when dealing with stakeholders this may not be as advantageous as it first seems.

### How to Free Yourself from the Pressures of BA Life

Lisa Hudson, *Business Analyst, Welcom Digital Ltd*

Do you love your work but suffer from the pressures of BA life? Are you straining under the weight of too much information, mounds of data, difficult stakeholder relationships or a lack of time to think, plan, analyse and create quality outputs? Perhaps you take on too much and don't deliver to deadlines. Maybe you feel that your lack of technical knowledge puts you at a disadvantage to your peers, or maybe you're frustrated that you don't have enough time to fully understand your industry or subject matter? If this sounds all too familiar, this presentation offers a number of simple, easy to apply suggestions that can help you to overcome these challenges and enhance your BA career! Learn how to:

- Prioritise and manage your time well, don't procrastinate!
- Work with people more effectively.
- Improve your technical knowledge.
- Look after your first.
- Establish yourself as a solid BA professional.

### Driving Innovation with 20 Questions

Vincent Mirabelli, *Principal, Global Project Synergy Group*

When you get right down to it, the process of innovation is not a difficult task. And yet, for so many of us, innovation scares us, almost to the point of avoidance. Simply put, it is much easier, and in our minds, safer, to stick with "that's the way we've always done it". And yet, we know that usually, in business, fortune favours the bold; those companies and people who have the courage and vision to push the proverbial envelope, are usually rewarded for that behaviour. So, what does that mean for you? How can you ensure you're bringing value to your projects, generating new, high quality ideas, and moving away from "Business as Usual"? In "Driving Innovation with 20 Questions", participants will learn a simple, but under-used technique, that ensures that you and your team are driving towards new solutions, while improving project team, and operational, performance.

Learning Objectives:

- Understand the value of innovation in business, and project and change management.

- Increase the quality of decisions made within your business projects.
- Learn a simple technique to drive optimal project results...getting things done cheaper, faster or just better.

### Forgiveness vs Permission: Taking Ownership of Project Decisions

Andrew Love, *Senior Business Analyst, Valtech & Margaux Dumon, Business Analyst, Valtech*

What do you do when the whole team is looking to you to make a decision, and you haven't a clear way forward? BAs bridge the worlds of product & technology. Most fundamentally, we are relied on to understand the business goals that drive a project. That often means that we facilitate, explore and influence decisions, but are not usually expected to make them. In principle, that makes sense, but in practice there are times when your team will look to you to drive delivery forward by making a call on how to proceed. Do you stick or twist?

Our presentation will help you to:

- Analyse the different scenarios where you may be faced with decision-making
- Explore different approaches to assess the risk of sticking or twisting
- Understand the behaviours required to make those decisions and 'ask for forgiveness' successfully

### Systems Thinking and Business Agility

James Archer

Most Business Analysts concentrate on processes and technology without spending enough time understanding people and organisations. When we do investigate people and organisations we often reveal different perspectives or interpretations of reality.

Systems Thinking provides us with a rich often counter intuitive set of approaches, tools and models that can help us understand the potential impact of business solutions.

This talk will draw on the theories of a wide range of systems thinkers including Russell Ackoff's management f-laws e.g. "Improving communication between the parts of an organisation may destroy it!" Changing the culture of organisations can seem like turning the Titanic. Using examples, learnings and reflections from the last 8 years James revisits this session and will argue that the key to Business Agility change lies in understanding how potential solutions will fit into the organisation.

Three key learning points are:

- Creating virtuous circles instead of vicious circles.
- Thinking about the impact of any solution before you start creating it e.g. how people will learn to use it.
- Understanding the cultural context you are working in.

11:25 - 12:15

## The Business Analyst - From Zero to Hero

Brad Binding, Business Solutions Manager, B&CE - The People's Pension & Claudia Michalik, Programme Manager, Nomvula Financial Services

Without doubt, Business Analysts play a crucial part in every project. However, pursuing a successful career as Business Analyst is not always straightforward. Often trainees, graduates and junior Business Analysts suffer from a lack of structure, guidance and mentoring. In a fast-paced project environment, they feel exposed with their day-to-day deliverables and fear they cannot provide the expected level of expertise and support.

In 2017, B&CE was undergoing a period of unprecedented growth in becoming the market leader of auto-enrolment pensions, thus putting further pressure on existing and new processes and controls.

This session provides an honest account of our 12-month journey from having an under-utilised Business Analysis function to developing a confident, trusted and high performing team that the business now actively seeks out as authority of transformation. It sheds light on the good, the bad and the ugly with plenty of 'hands-on' pointers for managers and analysts alike.

Attendees will learn:

- Simple techniques to redefine the role of Business Analysts
- How to use an assessment matrix to determine the 'right' mix of structure and autonomy for career development
- Lessons learnt from B&CE's journey to new career paths for their Business Analysts

## The Good Requirements Checklist

Alison Wright, Principal Business Analyst, Alison Wright Consultancy Ltd

All Business Analysts have come across various mnemonics and checklists to enable them to write quality requirements or stories. For example - INVEST is used as criteria for a well written story. This presentation looks at the techniques to help BAs fulfil such criteria and uses examples from projects that failed to use analysis techniques to meet the criteria of a good requirement.

However, as we move into the world of machine learning and artificial intelligence, are these checklists still relevant? In fact, how do we even write quality requirements for something when we don't understand the to-be; for example, when we are building experiments or testing a hypothesis.

## The Importance of Diversity in Driving Innovation

Eleanor Drury, Senior Consultant, Capita Transformation & Darryl Brissett-Dowe, Senior Consultant, Capita Transformation

Do you want to:

- Promote innovative thinking in your organisation?
- Better understand your client's needs?
- Improve your organisation's performance?

As Business Analysts we all know the importance of having soft skills in our toolkit; these might include stakeholder management skills, influencing skills, and creative problem-solving skills, but how much do we actively seek-out and look to leverage the skills that diversity can bring to our teams?

It has been proven that gender and ethnic diversity are clearly correlated with profitability, but women and minorities remain underrepresented (McKinsey). We will therefore look to explore the benefits that true diversity can bring to Business Analysis teams, and highlight the barriers that are still to be overcome. We will delve into how, as a BA community, we can be the drivers of much-needed change, and provide the strategic direction required by our companies to enable us to rise to the challenges faced.

You will take away from this session:

- The benefits that diversity can bring to Business Analysis teams,
- An understanding of the hurdles that are still to be overcome in achieving diversity,
- Methods for driving the improvement in diversity within your business.

## Emerging Technology and the BA of the Future

Laura Firth, Business Systems Analysis Manager, Allianz Insurance & Vicky Wilson, Business Systems Analyst, Allianz Insurance

We live in a period of unprecedented and accelerating change; technologies are more advanced and accessible than they ever were, and the data that is produced is increasing in volume and variety, resulting in additional complexity in its application. With these advancements in the technological and digital revolution, the BA of today needs to consider how they can support these developments in order to become the BA of the future. Using case studies from Allianz' future technologies teams, we will consider what new and traditional BA methods and techniques complement our assessment and development of new technologies for Allianz, and what new skills a BA might need to gain to support the future technology state.

We will investigate:

- Geospatial initiatives; driving value from data enrichment and spatial tools
- Smart and emerging technologies
- Investigating how potential solutions can be assessed for multiple business areas
- Provision of analysis at a global and local level

## Using Emotional Intelligence to Build a Successful BA Community of Practice

Philippa Thomas, Managing Director, Skills Shift Ltd & Richard Moxham, Managing Director, HRTeam UK Ltd

Business Analysts are sometimes an under-used resource in an organisation, which in our view is an incredible waste of talent! One reason for this is that Business Analysis can be perceived

as a niche support function within Information Systems; existing simply to engineer requirements and give good documentation. We believe that a vibrant Community of Practice (CoP) can be key to establishing Business Analysis as a centre of mission-critical competence, which sits at the heart, rather than the periphery, of the organisation. But building a successful CoP requires more than energy, commitment and resources, it needs to have INFLUENCE - and Emotional Intelligence is the powerful tool that can help deliver that.

In this practical session you will learn:

- What do we mean by 'Emotional Intelligence'?
- Why EI is so important for BAs looking to develop their influencing and leadership skills
- How to use EI to build a successful and respected Community of Practice, which delivers value to your organisation

## Business Analysis - A Coat of Many Colours

Lynda Girvan, Head of Business Analysis and Principal Consultant, CMC Partnership

Back in 2012 Lynda discussed whether Business Analysis, Business Process Improvement and Business Change are they the same roles but from different perspectives and whether they are unique roles requiring distinctly different skills and methods?

In 2018 Lynda again discusses the same three roles and their various methods, such as Agile, Lean and Prosci. Lynda will justify why she still believes Business Analysis contains the fundamental skill set that underpins the success of projects, demonstrating multi-faceted skills which makes Business Analysis a coat of many colours. Lynda explains how being a T-shaped Business Analyst is critical in 2018 ensuring successful outcomes including business improvements and cultural change.

By attending this session delegates will:

- Understand different methods and lifecycles underpinning Business Analysis, process improvement and business change
- Understand how BA skills have relevance in business improvement and change jobs.
- Appreciate the benefits of blended skills enabling BAs to be deployed across a broad spectrum of engagements.

12:15 - 13:45

## Lunch & Exhibits

12:45-13:40

## Perspective Sessions

### IIBA UK: The BA Community in Conversation

Chair: *Tina Schuster, Joint President, IIBA UK*

IIBA UK is all about conversations. This is your chance to engage in a discussion with some of the members and volunteers who make up the organisation, to make suggestions, ask questions and hear from a panel of board members about the current and future plans for moving the BA profession forward in the UK and representing your interests.

13:45 - 14:30

### Keynote: Negotiation - A Process Not an Event

*Suzanne Williams, Hostage Negotiator*

Hostage negotiations are high stake business deals which are usually conducted with unsavoury characters in a difficult context and against the backdrop of a life at risk. Remarkably there are many similarities between such extreme communication and the day to day negotiations conducted in the workplace on a daily basis.

Based on real life incidents and 25 years experience, the presentation is intended to transfer the skills used by international hostage negotiation experts into the realities of the business environment.

The emphasis of the Keynote speech is on the core elements of negotiation which are strategy and methodology. It is intended to strengthen personal skills and competency with the know-how and confidence essential to achieve successful results whilst maintaining enduring relationships with diverse stakeholders.

Participants in the audience will learn:

- The significant preparation work which should be considered prior to entering into any negotiation
- The various tactics of influence that can be deployed in order to persuade.
- How to avoid the common mistakes that prevent a satisfactory conclusion

14:30 - 15:00

## Networking Break & Exhibits

15:00 - 15:50

### The Future of Business Analysis

*Jared Gorai, Director, Regions & Chapters, IIBA*

Times are changing at a faster and faster pace and Business Analysis professionals need to understand the changes and how they affect the world around them. The McKinsey Global Institute identified 12 disruptive technologies that will transform life, business and the global economy in the very near future.

In this interactive session, Jared will review some of the disruptors that will likely affect Business Analysts during their careers as well as discuss the future trends and core concepts in Business Analysis and the outlook on the future for the Business Analysis professional.

### Bringing Allies On Board

*Dr J Harrison, Thoughtworks*

Allies can be tricky things to bring along on the journey. When you are the Knight of Swords, who rides sword drawn into the howling gale. How do we make such an energetic solitary figure into the general of an army of allies? Through tales of battles as the Knight of Swords, some queer theory and practical examples, this tells how to bring the business, stakeholders, and customers into the fray as allies, and keep them connected with the battles.

This is a fun (slightly geeky) high energy talk about how to bring allies along side - using experiences from both working as a Business Analyst and in the world of diversity and inclusion

What people will take away from the session:

- How to bring allies on board
- How to change your style to make that easier
- How to lead from the front with an army behind you

### The Art and Science of Lean Change

*James Conway, Business Analyst, BBC & James Insley, Business Improvement Manager, BBC*

Business Analysts are often tasked with facilitating change within an organisation. Change is not just about IT systems and process, it is fundamentally about connected people and culture. This provocative presentation will detail how Business Analysts and Lean inspired Business Consultants help facilitate change at the BBC. Attendees will learn how:

- BBC applies Lean principles across IT, TV and support teams
- Data is used to inform decision making by taking opinions out of the conversation
- Individuals and culture are emphasised over processes and tools to effect sustainable change
- Value is maximised through the path of least resistance
- How the role of Business Analysis is changing and expanding outside the auspices of IT departments

### The Key to Innovation is Epibration

*Michael Van Damme, Managing Partner, The Forge*

Innovation is a real buzzword. Everybody talks about it. But what should you actually do to be innovative? What works and what doesn't? Well, for the past 30 years scientists all over the world have been researching exactly these questions. However, this valuable knowledge is

not being translated or used in the real world. It has been lying in the basements of our universities. With this presentation we want to change that. During this interactive session you will learn some surprising, hands-on insights based on more than 30 years of scientific research on innovation around the world.

What will you learn:

- Why we like to talk about innovation, but don't do it
- Which factors predict innovation in organisations and teams
- Tips on how to stimulate an innovative culture
- Tips on how to tackle an innovation process

### Customer Interview Level 80. Upgrade Yourself

*Olena Kisylchka, Business Analyst at Business Analysis CoE, Softserve*

According to Harvard Management Update, 80% of companies believe they deliver superior customer experience, but only 8% of their customers agree with it. What is superior customer experience for you? Is it related to services, products, and attitude? What about a customer interview? Is it enough to make an interview pleasant and engaging for a customer? Are you sure that such an interview will capture customer pain points and deep insights? A speaker who conducted 1000+ interviews will guide you through the effective customer interview process, highlight typical mistakes and boost your confidence as an interviewer.

Learning points of the workshop:

- Discover how to be market-driven and why it is important
- Learn about techniques, best practices, tips and tricks how to build better customer experience and capture customer pain points during the interview and try to use them in practice
- Understand how to apply customer insights to your roadmap and scope

### Stakeholder Skills for Drug Busts - Reflections on Dealing with Difficult People in Dangerous Situations

*Charlie Payne, Principal Business Analyst, National Grid*

Have you ever had to spring a 'surprise' on a stakeholder and you are not entirely sure how their response is going to be? How do you catch someone off guard and still maintain the best chances for a successful outcome? This session provides insights from a former police officer who spent 2 years on a high performing proactive drugs unit. Charlie will take you through the stakeholder lessons learned from the perspective of executing a drugs warrant and cover essential skills on de-escalation in highly charged environments that make the board room battles look like child's play.

This presentation will provide you with fresh perspectives on helping you to think through stakeholder engagements and challenge you to apply the following principles:

- All about the game plan
- Woosah works
- Use of force and tactical communications

16:00 - 16:50

### BA Apprenticeships

*Cecilia Dexter-Tissington, Business Analyst, Allianz Insurance & Danielle Harley, Business Systems Analyst, Allianz*

Apprenticeships are an increasingly attractive option for employers looking for ways to bring fresh talent into their organisation. There are clear benefits to both the apprentice and the business; for the business analysis function, it means they can build a highly motivated workforce who has been trained specifically to meet their organisations' needs. Allianz have led the way with being the first UK based organisation to take on multiple BA apprentices and the programme has provided a growth opportunity for their entire Business Systems Analysis practice. This session will outline and discuss the benefits and learning insights they have gained from participating in this scheme. Cecilia and Danielle will discuss how taking on apprentices has:

- Offered experience and education for those at the entry point of their BA career
- Presented growth and development opportunities to experienced analysts
- Provided a stepping stone to new leadership and line management opportunities

### Hidden Pitfalls in Modelling

*Danny Kalkhoven, Business Analyst/Trainer, Devoteam*

This session will discuss "the not-so-obvious characteristics that can make or break your modelling". It is about the things you don't learn in modelling class.

You learn how to model, you watch all the (technical) issues, and create correct diagrams. And yet, they don't seem to work, you don't get the feedback you need.

In the talk Danny will share his experiences where he has learnt the hard way that things like company culture, targeting the right audience, and making the model "look good" play an important part in achieving your modelling goals. A lot of these things you will not learn in modelling training, as these are mostly aimed at creating technically correct models.

### Hitting the Ground Running

*Angela Rich, Business Analyst, Spider Solutions*

Projects come, projects go, the only constant is change. With project lifespans getting shorter and organisations demanding an increasing pace of change in all areas of the business, it's not just contractors that need to adapt quickly.

Beyond the project initiation documentation, stakeholder lists & RACI matrices ... because we all know they're complete and accurate from day one. How do you start to make a positive impact when you don't know the organisation, business processes or people?

Spoiler alert - it's not magic ... it comes down to knowing yourself, having a range of communication styles and finding the right people.

This session will give tips on:

- How to build confidence and credibility quickly
- What to look for and where to look

- Why culture matters
- How to handle mistakes

### The Business Analyst as an Innovation Enabler

*Laura Firth, Business Systems Analysis Manager, Allianz Insurance & Vicky Wilson, Business Systems Analyst, Allianz Insurance*

We talk about innovation all the time but there is often some ambiguity around the term. Within the digital community, what does innovation really signify? Is it innovation always good? How can a BA help to drive innovation within a company?

The session explores how companies are innovating and what are the common mistakes and blockers that prevent them from succeeding.

The success of these companies will depend on how well they interrogate their data, identify and frame the issue, challenge their status quo and define a feasible path to release an innovative solution.

The Business Analyst has a critical role to play within the innovation process: from brainstorming, to inception, to the final release. Asking questions and challenging ideas will help divergent thinking to converge.

The aim of the session is to explore the following questions:

- What is innovation?
- Why is innovation important?
- Is innovation always good?
- What does it take for a company to be innovative?
- What is the role of a business analyst in the innovation process?

The answers to the above stated questions will help us define the Innovation Framework

### Transform Your Requirements Practice

*Mythili Krishnaraj, Business Analyst Team Lead, XL Catlin*

Many organisations are trying to establish a Business Analysis centre of excellence but it is rarely clear where to start and what models/techniques they could use to take the journey. Recently working on implementing requirements maturity model to benchmark an organisation's effectiveness in requirements definition and management, Mythili will share how XL Catlin started their journey and what models were used to identify & implement the solution.

### The Iterative Business Analyst – Increasing Insight, Reducing Waste, Delivering Value

*Melanie Rose, Director, CoDo London*

In a uncertain economy, iterative delivery is a must if organisations want to reduce the risk of expensive projects failing to grasp and address customer needs.

The iterative Business Analyst has a better understanding than most that assumptions, research and rationale can be misguided or flawed. They add real value though clarifying

goals and breaking down requirements in order to release early, get feedback and refine a plan, asking 'What's the simplest thing we can do to meet the (perceived) customer need?' and 'how can we establish we are on the right track?' This presentation discusses a number of tried and tested methods and tools that the Business Analyst can use to reduce the amount of wasted analysis and development in order to deliver value quickly, covering :

- Iterative techniques for a variety of projects
- Generating meaningful feedback from end users/customers
- Refining analysis and planning based on feedback

# Business Analysis Conference Europe 2018



## HOW TO BOOK

### Registration Fees:

Full payment or a purchase order is due prior to the conference. Payment may be made in Sterling (£) or Euros (€).

If paying in Euros the prevailing exchange rate of the country of the delegate or delegate's company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment.

All delegates must add VAT (20%) to their total conference fees. VAT may be reclaimed by delegates from the tax authorities after the event.

We regret that tickets cannot be shared between delegates. The registration fee includes the conference lectures, documentation on USB Stick (no printed version of this is made available at the event), refreshment breaks and lunch on each day of the conference. The cost of hotel accommodation is not included in the conference fee.

	EARLY BIRD FEE(register by 20 JUNE)	FEE AFTER 20 JUNE
Entire Event Fee (24-26 September 2018)	£1,495 plus VAT (£299) = £1,794	£1,595 + VAT (£319) = £1,914
Any Two Days Fee	£1,145 plus VAT (£229) = £1,374	£1,245 + VAT (£249) = £1,494
Any One Day Fee	£695 plus VAT (£139) = £834	£795 + VAT (£159) = £954

### Group Booking Discounts:

2-3 delegates 10% • 4-5 delegates 20% • 6+ delegates 25%

### Discounts:

Group Discounts are available for group bookings of 2 or more delegates made at the same time. IIBA® Discounts are available as follows: IIBA® members will receive a 10% discount, IIBA® UK Chapter members will receive an extra 5% discount making their total discount 15%. BCS The Chartered Institute for IT 15% discount to all BCS Members

*"It exceeded my expectations. I have met many people from a wide variety of industries"*  
 Lisa Ellis, Lead Analyst, UBS

*"Unique and excellent opportunity to step back and reflect on the maturing role of the analyst"*  
 Stephen Burton, Business Analyst, RWE Supply & Trading GmbH

*"Excellent event, driving the profession forwards and providing valuable opportunity for the international community to come together"*  
 Sally Wilford, Business Analyst, Health and Social Information Care

### Register/Questions:

e-mail: customerservice@irmuk.co.uk  
 Website: www.irmuk.co.uk  
 Phone: +44 (0)20 8866 8366

### Booking reference:

Please quote this booking code when registering: **IRM**

### If you cannot attend:

You can purchase the conference proceedings on USB stick for £300

### Cancellation Policy:

Cancellations must be received in writing at least two weeks before the commencement of the conference and will be subject to a 10% administration fee. It is regretted that cancellations received within two weeks of the conference date will be liable for the full conference fee. Substitutions can be made at any time.

### Cancellation Liability:

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

### Conference Location:

Central Hall Westminster  
 Storey's Gate, Westminster  
 London SW1H 9NH  
 Tel: + 44 (0)20 7222 8010  
<https://www.c-h-w.com/>

### Hotel Accommodation Details:

IRM UK in association with JP Events have arranged special discounted hotel rates at hotels nearby. Contact JP Events as follows: Info@jpetem.com, Tel: +44 (0)84 5680 1138, www.jp-events-bookings.co.uk/



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