Business Analysis Conference
Europe 2019

Early Bird, Group, IIBA & BCS Discounts Available

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

Business Analysis in an Ever-Changing World. For Practitioners, By Practitioners

The Business Analysis Conference Europe 2019 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 2018, conference attendees had the opportunity to network with and learn from over 550 fellow business analysis practitioners.

▶ **Fourteen 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 60 sessions including 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 Core Skills
• Business Analysis and Intersecting Disciplines
• The BA as Trusted Advisor
• BA Personal Effectiveness and Behaviours
• Business Analysis in the Digital World
• And Now for Something Completely Different

Keynotes

Tanni Grey-Thompson
Paralympian, Crossbench Peer in the House of Lords & Broadcaster

Hilary Catchpole
VP, Client Services & Technology Standards Warner Bros

Sophie Bennett
Bestselling Author & Keynote Speaker

Butzi
Professional Magician & Keynote Speaker

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 IRM UK

In collaboration with

Case studies & contributors include:

• Aldermore
• AO.com
• ASOS
• AssistKD
• Aviva
• BAE Systems
• Bank of England
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• Civica Digital
• Coventry University
• Deloitte
• Financial Times
• Home Office
• John Lewis
  Partnership
• Lloyds Banking Group
• National Grid
• Nationwide Building Society
• OVO Energy
• Parkinson's UK
• Rightmove
• South Gloucestershire Council
• Taylor & Francis
• UK Government
• Virgin Media
• Whitbread
• Warner Bros

The prestigious Business Analyst of the Year Award 2019 will be presented at the conference on 24 September

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

Sponsors

Conference Sessions – 24-25 September 2019 ● 6 Comprehensive Tracks to Choose From

Track 1: BA Core Skills It's a great position to be in, working on a project confident in the knowledge that your mastery of the essential BA skills and techniques will enable you to tackle any business situation and help your stakeholders implement the right solution. This track focuses on topics that will be of interest to business analysts who work at the project level and who wish to explore the core skills and techniques that would be used once projects have been identified and scoped.

Track 2: Business Analysis & Intersecting Disciplines Business analysis is a crucial discipline that enables the delivery of effective change. However, delivery of change is a team sport, and it relies equally on the skills and competencies of our colleagues in related disciplines. This track focuses on topics, techniques and toolsets that complement, adjoin or overlap with business analysis.

Track 3: The BA as Trusted Advisor Increasingly, business analysts are moving out of the confines of requirements engineering and facing a more active role alongside senior management in the shaping and, particularly, execution of strategy. This requires them to take on more leadership responsibilities and position themselves as 'trusted advisors' to senior managers. This track will examine not just the techniques, but also the skills and behaviours that business analysts will need to succeed in this more challenging world.

Track 4: BA Personal Effectiveness and Behaviours   Plenty of commentary is available on the importance of BAs having a depth to their personal skills, exhibiting the correct behaviours, and the crucial attribute, emotional intelligence. This track seeks to provide tangible insights in those areas that are often difficult to quantify and evidence.

Track 5: Business Analysis in the Digital World   The digital enterprise uses technology as an enabler to gain competitive advantage. This could be through: Customers, Analytics, Services, Processes, Responses & Innovations. This track will offer presentations that relate to one or more of these six areas. These sessions offer insights into the application of a digital mindset and the potential impact upon the enterprise.

Track 6: And Now for Something Completely Different   Business analysis is not a profession for cookie-cutters. Inspired thought and duly considered approaches can achieve significantly better outcomes than a checkbox mentality. With that in mind, this track focuses on content that is novel, inspiring and practical.

23 September 2019 ● Conference Workshops ● Full Days and Half Days

BCS Foundation Certificate in Business Analysis
James Cadle, Director, 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. *

BCS Foundation Certificate in Business Change
Ian Glenister, International Delivery and Consultant, PCMI

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. Pre-workshop personal study is strongly recommended. Pre-registration is required for this workshop and examination. The BCS Foundation Certificate in Business Change covers the landscape of concepts, lifecycle 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. *

* There will be an extra exam fee of £120 for the BCS workshops.

From an Idea ... to a Priortised Backlog: A BA's Guide!
Emily Rawlinson, Business Analyst & Adam Garnett, Business Analyst, AO.com

In this interactive workshop attendees will work in small groups, using a selection of different techniques, taking an idea and transforming it into small, deliverable slices, held on a prioritised backlog. Attendees will be able to see how they can take an idea and collaborate with both stakeholders and development teams to come to an agreed programme of work.

A Practical Introduction to User Experience and User-Centred Design
Chris Rourke, CEO, User Vision

This intensive workshop will cover the user-centred design process, highlighting the activities that user experience professionals conduct to enhance the usability and user experience of the products, systems and services. BAs increasingly work alongside user researchers and UX professionals to integrate user requirements for complex projects. The workshop will also explore the areas where there is typically co-ordination between user researchers or designers with business analysts, and cover strategies for enhancing this working relationship.

Getting to the Essence – How to Get to the 'What' Beyond the 'Who' and 'How'
Alec Sharp, Senior Consultant, Clariteq Systems Consulting

In his landmark article, "No Silver Bullet – Essence and Accidents of Software Engineering", Fred Brooks made the point that business analysis will always be challenging. Why? Because it's relatively easy to describe the 'who and how' of the current state. What's often difficult is figuring out what is actually being accomplished. And

that makes building a useful future state almost impossible. Sometimes, our business clients are so immersed in their job and how they do it, they've literally lost sight of what is really being done. That's why the speaker has concluded, after more than 35 years of business analysis, a fundamental ability of great BAs is separating the "what" from the "who, how, and why."

The Mindful Business Analyst
Kathy Berkidge, Agile Consultant & Coach, Mind at Work Consulting

In today's volatile world, teams are under more pressure to deliver innovative solutions that not only meet customers' expectations but exceed them. BAs are the catalyst that bring teams together to ensure a shared and common understanding of goals to maximise both business and customer value. But all too often, BAs are time poor, multi-tasking, dealing with difficult stakeholders and acting in several roles, leading to poorer performance and stress. It takes more than just perseverance to manage these demands. BAs need mindfulness. Mindfulness is a key skill that helps increase focus, manage stress and build resilience. The mindful BA helps teams truly collaborate and share ideas to deliver better solutions. The benefits of mindfulness include clearer thinking, increased creativity and improved communications. Kathy will share her experiences of applying mindfulness to be a more effective, and happier, BA.

Tools and Techniques for Remaining Competitive in a Digital World
Amy Morrell, Lead Business Analyst, Home Office & Rohela Raouf, Business Analyst, Business Analysis Hub

Remaining competitive in a digital world should be a priority for organisations. Business analysts, being at the heart of change and transformation, need the tools and techniques to support and guide the organisations through this journey. In this workshop, participants will learn about a number of different tools within the Service Design toolkit to provide them with the knowledge and experience to guide their organisation through their digital journey.

Let's Play BA – The Business Analysis Board Game
Claudia Michalik, Programme Manager, The BA Collective

Business analysis is crucial in projects. But how can you improve its understanding and capabilities? The BA Game© introduces a board game to experience how your decisions can influence project success. The aim is to learn the use and benefits of BA techniques in a playful environment.

From Audience to Presenter - Making the Leap
Nick Powell & Sandra Leek, Lloyds Banking Group, David Beckham, Aviva, Charlie Payne, National Grid

Are you interested in public speaking but feel that standing up in front of a large group of people would be too stressful or think you didn't have a good idea? Speaking at events can bring benefits - both professional and personal – building confidence through facing your fears. Unlike other presentation skill courses this highly interactive workshop is able to draw on resources from a conference environment. Participants will be able to gain practical insight from experienced speakers ranging from development of an initial idea through to the presentation itself. The opportunity to conduct a short presentation in front of fellow delegates will provide a supportive environment to help develop confidence.

Business Solution Design - Bring Your Requirements to Life
James Robertson & Suzanne Robertson, Principals, the Atlantic Systems Guild

In this changing world, the same old business solutions are no longer good enough. Business solution design is about forming the requirements into solutions that work better, and motivate the people who use them. Business solution design is not about making attractive screens and clever interface devices. It is about ensuring the requirements are implemented so the solution is useful and irresistible to its audience. Because the business analyst has studied both the business problem and the people involved, the BA makes the ideal business solution designer.

Why is it Difficult to Bind Technology to the Business?
Linda Parker, Consulting BA, The Christon Blueprint & Gary Cockburn, Consultant Business Analyst, Lightforce Consulting Ltd

We've all heard terms like 'business readiness' and 'getting the business to take ownership'. But how do you really get the business you have worked so closely with, to adopt the technical solution you've worked so hard on. It's a problem that has been around for a long time and still persists regardless of whether you are working waterfall or agile. Even if you are lucky enough to have an innovation centre where the business adopts technical solutions in small safe environments, these must then be scaled up across the organisation, which can prove difficult. This workshop doesn't have all the answers; the aim is to explore the pitfalls and successes, to understand where the business analyst fits and learn from the experiences of others.

Techniques for Successfully Launching Projects
Simon Girvan, Agile Coach, UK Government

Getting projects started properly can be difficult. All too often, the project begins with little or no analysis of what it is trying to achieve, and teams start work without a clear idea of how they will work together. This interactive and informative workshop introduces 'Inception Deck' and 'Lift-off, with Agile Chartering' as two distinct but complementary approaches that BAs can use to provide a 'Just Enough, Just In Time' level of rigour that can sometimes be lacking; and provide a refreshing alternative to formal documentation to provide much needed project context and team alignment.

Transformative Business Analysis: Exploring Digital and Customer Experience
Cath Rutter, Virgin Media, Gill Kent, Cardiff University & Jonathan Hunsley, AssistKD

This workshop consists of two 90 minute sessions. The first focuses on 'Digital and Business Analysis' and the second on 'Customer Experience'. Both sessions are based on content requested and delivered at the UK BAMF (BA Manager Forum).

BA: Brand and Attract, to Entise the Right People to You
Georgiana Mannion, Transformation Consultant, Evolving BA

Branding is essential for the external presence of your business, so why not utilise it for the internal presence of the projects? Projects are usually 'done' to the staff, so use successful branding to draw people TO your project. How often has a project failed because of preconceived ideas about the product or past failures?   We can embed the MEANING of the project. We change how culture operates, the tech may change but engagement is key. We are the link into the business and the lines are blurring between change, BA, service & design.

Monday 23 September 2019: Pre-Conference Workshops

Full Day Workshops - 09:30 - 17:30

BCS Foundation Certificate in Business Analysis, *James Cadle, AssistKD*	BCS Foundation Certificate in Business Change, *Ian Glenister, PCMI Ltd*

Morning Workshops - 09:30 - 13:00

From an Idea… to a Priortised Backlog: A BA's Guide! *Emily Rawlinson, Business Analyst & Adam Garnett, Business Analyst, AO.com*	A Practical Introduction to User Experience and User-Centred Design *Chris Rourke, User Vision*	Getting to the Essence – How to Get to the 'Who' and 'How' *Alec Sharp, Clariteq Systems Consulting*	The Mindful Business Analyst *Kathy Berkidge, Mind at Work Consulting*	Tools and Techniques for Remaining Competitive in a Digital World *Amy Morrell, Lead Business Analyst, The Home Office & Rohela Raouf, Business Analysis Hub*	Let's Play BA – The Business Analysis Board Game *Claudia Michalik, The BA Collective Ltd*

Afternoon Workshops - 14:00 - 17:30

From Audience to Presenter - Making the Leap *Nick Powell & Sandra Leek, Lloyds Banking Group, David Beckham, Aviva & Charlie Payne, Capita*	Business Solution Design - Bring Your Requirements to Life *James Robertson & Suzanne Robertson, the Atlantic Systems Guild*	Why is it Difficult to Bind Technology to the Business? *Linda Parker, The Christon Blueprint & Gary Cockburn, Lightforce Consulting Ltd*	Techniques for Successfully Launching Projects *Simon Girvan, Agile Coach, UK Government*	Transformative Business Analysis: Exploring Digital and Customer Experience *Cath Rutter, Virgin Media, Gill Kent, Cardiff University & Jonathan Hunsley, AssistKD*	BA: Brand and Attract , to Entice the Right People to You *Georgiana Mannion Evolving BA*

Tuesday 24 September 2019: Conference Day 1 & Exhibits

08:00 - 09:00	Registration and Morning Refreshments
09:00 - 09:10	Welcome by the BCS, The Chartered Institute for IT, *Lucy Ireland, BCS Learning & Development Ltd*
09:10 - 09:55	**Keynote: Aim High,** *Tanni Grey-Thompson, Paralympian, Crossbench Peer in the House of Lords & Broadcaster*
09:55 - 10:10	Business Analyst of the Year Award 2019

	BA Core Skills	Business Analysis and Intersecting Disciplines	The BA as Trusted Advisor	BA Personal Effectiveness and Behaviours	Business Analysis in the Digital World	And Now for Something Completely Different
10:40 - 11:30	Backlogs - the Good the Bad and the Ugly *Lynda Girvan, CMC Partnership Consultancy*	The Symbiosis Between Business Analysis and Software Architecture *Krasimir Baylov & Hristo Aleksandrov, Accedia*	Working with the Enemy: Pinpointing Relationship Difficulties and Approaches to Address Them *Julie Sutton, Business Analyst, Taylor & Francis*	Business Analysis: The Middle Way *David Beckham, Senior Business Analyst, Aviva*	The Future of Money - Connecting Banking into the Digital World *William Gall, Lead BA/Business Designer, Nationwide Building Society*	The Art of Gamification *Jennifer Battan, The Uncommon League*
11:40 - 12:30	The Practicalities, Challenges and Rewards of Running a BA Apprenticeship Scheme *Philippa Adcock & Matthew Cruise, Business Analysts, Warner Bros & Lawrence Darvill, AssistKD*	No BA is an Island *Terri Lydiard, Teal Business Solutions & Linda Parker, The Christon Blueprint*	From Zero to a Team of Heroes: Bringing Uniformity to a Uniform Business! *Lee Fewkes, MWUK Ltd*	Vanity of Vanities: Swimming Against the Tide of Management Jargon *Steve Whitla, Visual Meaning*	Data and AI With a Human Touch *Anna Sloan, Senior Business Analyst (AI), ASOS*	We Can, But Should We? Modern Ethics and the BA *Liz Calder, Blue Raccoon*
12:40 - 13:00	Give Me a Slice of the Action! *Matthew Goodbody, Business Analyst, Rightmove*	Data Analysis: Evolution from Business Analysis *Rosanna Choy Ang, Thoughtworks*	Achieving Domain Knowledge Through my Search for the Ultimate Prawn Cocktail *Stephen Ellingham, Independent Consultant*	Business Analysis - a Caring Profession *Sue Cornish, Senior Business Analyst, bpha*	Jack of all Trades, Master of SCRUM *Georgina Bale & Nik Hatch, Civica Digital*	Beyond the 'BA' Cookie Cutter: Leveraging Diverse Authenticity *Doris Rosmann-Begg, Senior Business Analyst, Whitbread*
13:00 - 14:30	Lunch, Exhibits and Lunchtime Sessions by the conference sponsors and by members of the BA Conference Advisory Board					
14:30 - 15:20	Analysing and Documenting Business Rules *Graham Witt, Modis*	If BAs are From Earth, What Planet are Other Disciplines From and Why Should BAs Go Visit? *Catherine Plumridge, Senior Business Analyst, Aldermore*	BA Head in the Cloud *Glenn Milton, & Louisa Crowe, Senior Business Analysts, Aviva*	Anxiety and Business Analysis or How I Learned to Stop Worrying and Love the Pressure *Eleanor Stowe, Business Analyst, OVO Energy*	Driving innovation with Business Analysis *Nati Nazar, SoftServe*	The BA World's a Stage - Techniques We Can Learn from the World of Theatre *Krystle Cook, Senior Business Analyst, Financial Times*
15:30 - 16:20	Victim Statements, Suspect Interviews & Presenting at Crown Court… *Charlie Payne, Business Analyst Manager, National Grid*	Capability Models are Not Just for the Architects! *Sarah Cockrill, Head of Business Analysis, Coventry University*	How BA Can Close the Strategy - Execution Gap *Filip Hendrickx, altershape*	Wellbeing: What is it and Why Should I Care? *Corrine Thomas, Choices Coaching*	BA Skills in a Multi-level Digital Environment *Danny Kalkhoven, Le Blanc Advies*	Getting the (Rich) Picture *Kay Hardy, Capita Government Services*
16:50 - 17:35	**Keynote: The Magic of Crazitivity** *Butzi, Keynote Speaker & Professional Magician - Helps Companies to be Innovative by Raising the Level of Creativity*					
17:35 - 18:35	Drinks Receptions sponsored by IIBA UK and AssistKD					

Wednesday 25 September 2019: Conference Day 2 & Exhibits

09:00 - 09:10	Welcome: AssistKD, *Lawrence Darvill, Director, AssistKD*					
09:10 - 09:55	**Keynote: The Future of Work: Where Does the Business Analyst Fit?** *Hilary Catchpole, VP, Client Servicing & Business Technology, Warner Bros*					
10:25 - 11:15	Our Journey in Using Visual Facilitation Techniques *Ann Mistiaen & Nikolaas De Graeve, Novado*	Turning Ideas Into Reality in a Structured and Creative Way *Monique Ho, Innovation Exchange Lead, BAE Systems Applied Intelligence*	Playing Football With Hippos *Marc Huntington & Louise Chew, Business Analysts, AO.com*	Stuttering Through Analysis: The Personal Story of a Life-Long Stutterer *Martyn Carter, Senior Business Analyst, Aviva*	Digital Transformation and Agile Adoption in Local Government: The Perfect Storm? *Helen Magee, Corporate Business Change Adviser, South Gloucestershire Council*	Going Wrong With Normal - How Divergence is the Future *Alastair Somerville, Acuity Design*
11:25 - 12:15	BA Problem Solving Surgery *Craig Rollason, Head of Global PMO, National Grid*	Business Analysis and Enterprise Architecture at the Bank of England *James McQuaid & Neera Amin, Senior Business Analysts, Bank of England*	The Undercover BA Series 01 Episode 01 *Ryan Folster, Britehouse*	The World Inside Us: How Behaviours and Character Make Us Killer BAs *Bryony Rochester, Director of Business Analysis, The Financial Times*	Making the Complex Complicated: Reuniting Cause and Effect *Matt Thompson, Product Engineer, John Lewis & Partners*	Campfire BA - Storytelling as a Strategic Enabler *Jéan Raath, Zapper*
12:15 - 13:45	Lunch, Exhibits and Lunchtime Sessions by IIBA UK, BCS, The Chartered Institute for IT, Parkinson's UK and by members of the BA Conference Advisory Board					
13:45 - 14:30	**Keynote: The Four Pillars of Thought Leadership: How to Stand Out and Elevate Your Career,** *Sophie Bennett, Bestselling Author & Keynote Speaker*					
15:00 - 15:50	Using Value Chains to Focus Stakeholder Imagination *Sam Munford, Business Analyst & Product Engineer, John Lewis Partnership*	A Systems View of Modular Kaizen and the OODA Loop *Grace Duffy, Management and Performance Systems*	The Language of Leadership and the Art of Persuasion *Sunita Mistry, Head of Business Analysis, Home Office*	Finding Focus in a Crazy Busy World *Jane Piper, Pipsy LLC*	Agile Business Cases and Beyond *Damien Braeckman, My Place To Be*	Whose Perspective Is It Anyway? Practical Analysis Techniques for Understanding Tricky Stakeholders *Adrian Reed, Blackmetric*
16:00 - 16:50	Making Workshops More Engaging and Interesting Using Design Thinking Techniques *Helen Winter, HWinter Consultancy*	Business Analysts - Human Intelligence Experts of the IT World? *Dominic Powell, Heimdall Group*	In a VUCA World: Why Would an Executive Believe a BA? *Janice B Gordon, Problem Solving Company*	Leading the BA Service *Christina Lovelock, BA Manager, University of Leeds & Dr Debra Paul, AssistKD*	Delivering Value at Pace *Chris Doughty & Elliott Andrews, Deloitte*	Add a Pinch of Visuals for Creative Collaboration! *Penny Pullan, Making Projects Work*
17:00 - 17:10	Conference Close IIBA UK, *Nick de Voil, IIBA UK - Joint President*					

Full Day Workshops:

BCS Foundation Certificate in Business Analysis
James Cadle, Director, 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
- Delivery of the business solution

BCS will provide and run the examinations. The examination lasts one hour and takes place at 17:00 on the workshop day.

Please note that only delegates who have signed up for all three days of this event are entitled to attend this workshop and take the examination. £120 will be added to each invoice to cover the certification fee. There is a limit of 20 places on this workshop.

BCS Foundation Certificate in Business Change
Ian Glenister, International Delivery and Consultant, PCMI Limited

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

The BCS Foundation Certificate in Business Change covers the landscape of concepts, lifecycle 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 provide and run the examinations. The examination lasts one hour and takes place at 17:00 on the workshop day.

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Half Day Workshops:

From an Idea… to a Priortised Backlog: A BA's Guide!
Emily Rawlinson, Business Analyst, AO.com & Adam Garnett, Business Analyst, AO.com

In this interactive workshop attendees will work in small groups, using a selection of different techniques, taking an idea and transforming it into small, deliverable slices.

Attendees will be able to take an idea and collaborate with both stakeholders and development teams to come to an agreed programme of work.

Learning points:

- How to take an idea and slice this into deliverables by using a technique called User Story Mapping
- An overview of two different estimation techniques and how to apply them
- To understand the value of deliverables by using the Cost of Delay Matrix
- How to prioritise a backlog based on estimates and value, using a technique called Weighted Shortest Job First (WSJF)
- How to effectively collaborate with stakeholders and development teams to agree a prioritised backlog.

A Practical Introduction to User Experience and User-Centred Design
Chris Rourke, CEO, User Vision

This interactive and hands-on workshop will cover the user-centred design process, highlighting the activities that user experience professionals conduct to enhance the usability and user experience of the products, systems and services. BAs increasingly work alongside user researchers and UX professionals to integrate user requirements for complex projects. The course will also explore the areas where there is typically co-ordination between user researchers or designers with business analysts, and cover strategies for enhancing this working relationship.

The workshop will cover the fundamentals of usability, user experience and the User-centred Design (UCD) process:

- Applying usability & UX principles from the earliest project stages through to final evaluation
- Researching and documenting the context of use through user observation, interviews, personas, scenarios, and customer journey maps.
- Specifying user needs and requirements and their key role in the UCD process
- Designing solutions: interface design, usability guidelines and core design principles with examples from several different industries
- Wireframes and iterative prototyping
- Information architecture: goals and methods to improve the findability of content
- Digital accessibility: resources and methods for inclusive design
- Usability testing and evaluation: an overview on usability testing and other evaluations.
- Lean UX techniques and integrating UX with agile development
- UX strategy – what is it and how successful companies implement it.

Getting to the Essence – How to Get to the 'What' Beyond the 'Who' and 'How'
Alec Sharp, Senior Consultant, Clariteq Systems Consulting

In his landmark article, 'No Silver Bullet – Essence and Accidents of Software Engineering,' Fred Brooks made the point that business analysis will always be challenging. Why? Because it's relatively easy to describe the 'who and how' of the current state – this person does something using that tool, then that person does something using another tool, and so on.

What's difficult – often very difficult – is figuring out what is actually being accomplished. And that makes building a useful future state almost impossible. Sometimes, our business clients are so immersed in their job and how they do it they've literally lost sight of what is really being done. That's why the speaker has concluded, after more than 35 years of business analysis, a fundamental ability of great BAs is separating the 'what' from the 'who, how, and why.'

Backed up by numerous real-life examples, this tutorial will provide practical techniques and frameworks for getting to the essence in a variety of business analysis challenges.

Key learning points include demonstrating how getting to the essence helps by:

- Keeping people from diving into unhelpful detail while analysing the 'as-is' state
- Making your use cases / user stories more useful, and not drifting into the 'Useless Case' zone
- Freeing people from barnacle-like attachment to the current state during organisational or process change initiatives

The Mindful Business Analyst

Kathy Berkidge, Agile Consultant and Coach, Mind at Work Consulting

In today's volatile world, teams are under more pressure to deliver innovative solutions that not only meet customers' expectations but exceed them. BAs are the catalyst that bring teams together to ensure a shared and common understanding of goals to maximise both business and customer value. But all too often, BAs are time poor, multi-tasking, dealing with difficult stakeholders and acting in several roles, leading to poorer performance and stress. It takes more than just perseverance to manage these demands. BAs need mindfulness.

Mindfulness is a key skill that helps increase focus, manage stress and build resilience. The mindful BA helps teams truly collaborate and share ideas to deliver better solutions. The benefits of mindfulness include clearer thinking, increased creativity and improved communications. Kathy will share her experiences applying mindfulness to be a more effective, and happier, BA.

In this practical and interactive session, participants will learn:
- How mindfulness helps improve concentration and cope with stress
- Why mindfulness is important for effective communications and collaboration
- Mindfulness techniques and how to apply mindfulness in day-to-day BA work

Tools and Techniques for Remaining Competitive in a Digital World

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

Remaining competitive in a digital world should be a priority for organisations. Business analysts, being at the heart of change and transformation, need the tools and techniques to support and guide the organisations through this journey. In this workshop, participants will learn about a number of different tools within the Service Design toolkit to provide them with the knowledge and experience to guide their organisation through their digital journey. Participants will be given the opportunity to get their hands dirty by participating in a number of practical examples, putting the theoretical content into a real-life context;

From this workshop, the delegates will take away:

- Customer-focused tools to help their digital transformation
- Tools and techniques to map processes, services, people, technology and architecture to help their organisation remain competitive
- Different lens that could be applied to identify innovation within their organisation

Let's Play BA – The Business Analysis Board Game

Claudia Michalik, Programme Manager, The BA Collective Ltd

Business analysis is crucial in projects. But how can you improve its understanding and capabilities?

The BA Game© introduces a board game to experience how your decisions can influence project success. The aim is to learn the use and benefits of BA techniques in a playful environment.

During the game your team works on full lifecycle projects. You want your project to succeed and be delivered on-time-on-budget. In four rounds your team will be confronted with several decisions to be made. Different decisions will have different outcomes. Are you using appropriate tools? Are you engaging the right stakeholders? What about impact? After each round you'll receive feedback on your decisions.

This session is a user-acceptance-test for a game developed by BAs. It is backed-up by existing techniques and based on real-life project evidence. Participants get to reflect on what they learned and how to apply this in their daily work.

Participants will learn:

- Experience-based insights of Business Analysis in a fun way
- How different decisions can influence project success
- How to strengthen internal relationships and grow as a team

From Audience to Presenter - Making the Leap

Nick Powell, Business Analyst, Lloyds Banking Group, Sandra Leek, Senior Lead Business Analyst, Lloyds Banking Group, David Beckham, Senior Business Analyst, Aviva & Charlie Payne, Business Analyst Manager, National Grid

Are you interested in public speaking but feel that standing up in front of a large group of people would be too stressful or felt you didn't have a good idea?

Speaking at events can bring benefits both:

- Professionally – making new contacts, as well as have the opportunity to influence others or encourage change; and
- Personal – building confidence through facing your fears.

Unlike other presentation skill courses this highly interactive workshop is able to draw on resources from a conference environment. Rather this being a purely theoretical approach, participants will be able to gain practical insight from experienced speakers ranging from development of an initial idea through to the presentation itself.

The opportunity to conduct a short presentation in front of fellow delegates will provide a supportive environment to help develop confidence.

Key takeaways:

- Participants will learn the basics of developing an idea into a presentation
- How to compose a persuasive proposal in response to a 'Call for Speakers'
- Gain insight from previous conference speakers, both first time and experienced, of their approaches to aspects of presentations
- Opportunity to show presentations developed in the workshop to conference delegates to build confidence

Business Solution Design - Bring Your Requirements to Life

James Robertson & Suzanne Robertson, Principals, the Atlantic Systems Guild

In this changing world, the same old business solutions are no longer good enough. Business solution design is about forming the requirements into solutions that work better, and motivate the people who use them.

Business solution design is not about making attractive screens and clever interface devices. It is about ensuring the requirements are

implemented so that the solution is useful and irresistible to its audience.

For example, Monzo and other online-only banks are being enthusiastically adopted. Banking requirements are the same, as for established banks, but the superior solution design of these start-ups is proving a winning proposition. Even with smaller-scale inhouse projects, good business solution design always ensures a more willing take-up and happier users.

Because the business analyst has studied both the business problem and the people involved, the BA makes the ideal business solution designer.

In multiple workshops, you explore:

- What is Business Solution Design?
- Quickly generating multiple candidate solutions
- Innovative business solutions
- Designing for the people
- Using safe-to-fail probes to evaluate solutions
- Communicating your solution

Why is it Difficult to Bind Technology to the Business?
Linda Parker, Consulting BA, The Christon Blueprint & Gary Cockburn, Consultant Business Analyst, Lightforce Consulting Ltd

We've all heard terms like 'business readiness' and 'getting the business to take ownership'.

But how do you really get the business you have worked so closely with, to adopt the technical solution you've worked so hard on.

It's a problem that has been around for a long time and still persists regardless of whether you are working waterfall or agile.

Even if you are lucky enough to have an innovation centre where the business adopts technical solutions in small safe environments, how can these be successfully scaled across entire organisations, so they stick?

This workshop doesn't have all the answers. The aim is to explore the pitfalls and successes, to understand where the business analyst fits and learn from the experiences of others.

It's a common problem we've all faced at some point, so let's come together and see what we can achieve.

Learning points:

- Why it is difficult to bind technology to the business?
- What are the best approaches?
- What is the role of the business analyst?
- How does the BA help to bind technology with the business?
- To build up case studies from the experience of others

Techniques for Successfully Launching Projects
Simon Girvan, Agile Coach, UK Government

Getting projects started properly can be difficult. All too often, the project begins with little or no analysis of what it is trying to achieve, and teams start work without a clear idea of how they will work together.

This interactive and informative workshop introduces 'Inception Deck' and 'Lift-off', with Agile Chartering as two distinct but complementary approaches that BAs can use to provide a 'Just Enough, Just In Time' level of rigour that can sometimes be lacking; and provide a refreshing alternative to formal documentation to provide much needed project context and team alignment.

Inception Deck uses various techniques to analyse the project before it starts and helps the team and stakeholders become aligned on what is needed and what to expect; Liftoff, with Agile Chartering is a proven approach to getting the team aligned and prepared at the start of the project, maximising their chances of success.

Participants attending this workshop will:

- Learn about Inception Deck and how it helps BAs to elicit information and insights
- Learn and have the chance to practise a range of techniques and models from Inception Deck
- Learn about the Liftoff approach to project startup, what Agile Chartering is and why it is a powerful way to start a project
- Understand how to facilitate a project Liftoff and practise some of the techniques.

Transformative Business Analysis: Exploring Digital and Customer Experience
Cath Rutter, Principal Business Analyst, Virgin Media, Gill Kent, Senior Business Analyst, Cardiff University & Jonathan Hunsley, Principal Consultant, AssistKD

This workshop consists two 90 minute sessions. The first focuses on 'Digital and Business Analysis' and the second on 'Customer Experience'. Both sessions are based on content requested and delivered at the UK BAMF (Business Analysis Manager Forum).

The session will provide attendees with:

- An introduction to both 'Digital' and 'Customer Experience'
- An understanding of the importance of 'Digital' and 'Customer Experience'
- Case study presentations from senior business analysts working within these areas

- Opportunities to discuss the implications of these emerging areas for business analysis
- Insights into business analysis techniques used within these areas

BA: Brand and Attract, to Entise the Right People to You
Georgiana Mannion, Transformation Consultant, Evolving BA

Branding is everywhere. It is essential for the external presence of your business, why not utilise it for the internal presence of the projects? Projects are too often done to, rather than with staff, so learn how to successfully brand yourself, team and project to draw stakeholders TO your project. Make it empowering and desired. How often has a project been a struggle because of preconceived ideas of the product, past failures, too many acronyms, and lessons un-learned? Staff are customers too.

BAs can embed the MEANING of the change and how the culture impacts it. The tech and process may evolve but engagement is key with the right branding.

BAs are the link into the business. The lines are blurring between BA, Change, Comms, Service & Design, let's be ahead of the curve.

You will:

- See examples of successful internal branding
- Understand how to scope what it is you need to brand – the individual, the team, the project or a skill set
- Leave empowered to design how you're viewed in your organisation and to sell ideas to whoever makes the decisions
- Receive a pack to takeaway
- Have a little fun

> Genuinely one of the best events I've ever attended.
> *Adrian Beckham, BA Manager, ASDA*

> I always come away from this event inspired and invigorated!
> *Cathy Snarey, Global Business Analysis Champion, Ernst & Young*

> Excellent. How else could we get this level of information? Excellent use of time.
> *Mark Lewing, Senior Business Analyst, Aviva*

Keynotes

Tanni Grey-Thompson
Paralympian, Crossbench Peer in the House of Lords & Broadcaster

Keynote: Aim High

In a career spanning five Paralympic Games Tanni is one of Britain's most successful athletes. She will discuss the challenges she faced as a young girl and her determination to break through the barriers and low expectations that society had for her. She also discusses the reality of life as an elite athlete and the relentlessness of hard work in order to achieve your goals. She will discuss what personal success really means, whether winning medals, breaking world records or getting your children to school on time! She will also reflect on her transition through various stages of her career; from sport, to politics as an independent crossbench peer, and as a campaigner for improved access to physical activity, trying to mobilise the most physically inactive generation of young people we have ever seen.

Key learning points:

- Setting and achieving your goals
- Overcoming adversity
- Transition and building new alliances and skills

Butzi
Professional Magician & Keynote Speaker - Helps Companies to be Innovative By Raising the Level of Creativity

Keynote: The Magic of Crazitivity

Steve Jobs said: "Innovation distinguishes between a leader and a follower". In today's competitive business landscape, your company has to not only be innovative, but also be constantly solving problems. This can seem impossible in a world where most people don't think of themselves as creative.

But who creates the impossible? Yep, magicians. They have to invent subtle techniques, strategies and presentations to create seemingly impossible phenomena, and amuse and dazzle their audiences at the same time. This keynote will empower delegates to reconnect with their natural creativity and to show them how to create new ideas every day.

Butzi will enable you to think like disruptive innovators, if you are ready for it. It is the magician's mindset at the service of your out-of-the-box success.

Sophie Bennett
Bestselling Author & Keynote Speaker

Keynote: The Four Pillars of Thought Leadership: How to Stand Out and Elevate Your Career

BAs have massive opportunities to influence the business environment and bridge the technology and human divide. The challenge is being recognised for the value you can bring and the unique range of skills you have. Learn how you can build a personal brand that ensures you are viewed for more than just your technical skills. There is a blueprint that highly paid experts use to progress their careers, land the best projects and clients and become the 'go-to' person in their field. These specific steps and personal skills elevate some people to recognised expert status. In this talk you will find out how to build a platform for your ideas, cultivate a unique identity so you get remembered for all the right reasons, and share ideas about how to use thought leadership to evolve or pivot your career. Key learning points:

- An understanding of personal branding
- A clear process for turning your ideas into intellectual capital
- The 4 Cs system for becoming a recognised expert

Hilary Catchpole
VP, Client Servicing & Business Technology, Warner Bros

Keynote: The Future of Work: Where Does the Business Analyst Fit?

The primary focus of this presentation will be on the future – for the enterprise and for individual business analysts. Hilary will provide a context for her perspective on business analysis by describing her business analyst career in overview. She will reflect on how she has progressed through the first, second and third waves of business analysis, from project-based roles through to influencing enterprise-level strategy. Hilary will examine the technological trends that are shaping the future of work and business, and will discuss the key skills that organisations require if they are to be successful within this dynamic context. She will also consider the extent to which the core skills needed to conduct business analysis effectively are in alignment with those required by organisations, and how utilising business analysis skills across the different levels of business analyst engagement has the potential to be transformative within an increasingly digital world.

> 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

Discounts

Group Booking Discounts:

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

IIBA and BCS member Discounts Available

Early Bird Discount. Book by 28 June and save £100

09:00 - 09:10

Welcome by the BCS on Behalf of the Conference Advisory Panel

Lucy Ireland, Managing Director, BCS Learning & Development Ltd

09:10 - 09:55

Keynote: Aim High
Tanni Grey-Thompson, Paralympian, Crossbench Peer in the House of Lords & Broadcaster

In a career spanning five Paralympic Games Tanni is one of Britain's most successful athletes. She will discuss the challenges she faced as a young girl and her determination to break through the barriers and low expectations that society had for her. She also discusses the reality of life as an elite athlete and the relentlessness of hard work in order to achieve your goals. She will discuss what personal success really means, whether winning medals, breaking world records or getting your children to school on time! She will also reflect on her transition through various stages of her career; from sport, to politics as an independent crossbench peer, and as a campaigner for improved access to physical activity, trying to mobilise the most physically inactive generation of young people we have ever seen.

Key learning points:

- Setting and achieving your goals
- Overcoming adversity
- Transition and building new alliances and skills

09:55 - 10:10

BA of the Year Award 2019

10:10 - 10:40

Networking Break & Exhibits

10:40 - 11:30

Backlogs - the Good the Bad and the Ugly
Lynda Girvan, HoP for BA and Agile Coach, CMC Partnership Consultancy

Backlogs have become the 'go to' technique for managing and driving the work of agile teams.

Yet, despite being critical to success, there is surprisingly little advice on how to create a good backlog – or how to avoid a bad one. Unfortunately, it is deceptively easy to create a bad backlog, and bad backlogs can do a huge amount of harm to the success of projects.

In this talk Lynda discusses:

- Why the backlog is such a critical artifact
- How to recognise a good (or bad) product backlog
- How to create effective backlog items
- How using goals and outcomes can lead to better backlogs
- How a backlog should evolve over time
- Rewriting, refining and re-prioritising a backlog

The Symbiosis Between Business Analysis and Software Architecture
Krasimir Baylov, Project Manager & Hristo Aleksandrov, Business Analyst, Accedia

The complexity of today's projects requires team members to collaborate intensively in order to get things done. In this presentation we'll talk about a special symbiosis that is gaining popularity in recent years – the one between business analysts and software architects.

While business analysts focus on the business problem and its solution, they often lack detailed technical skills to adequately evaluate the feasibility of the projects. Here come the software architects that have the knowledge to support them in coming up with a better solution. On the other hand, architects need the business analyst to better understand the business problem and be able to design a more reliable and dependable system.

We will discuss:

- How business analysts and software architects can cooperate to achieve remarkable results
- Practices and tools for the symbiosis
- Practical examples and case studies

Working with the Enemy: Pinpointing Relationship Difficulties and Approaches to Address Them
Julie Sutton, Business Analyst, Taylor & Francis

You don't have to be best friends with the people you work with; however, having a positive relationship with management, stakeholders, and teams not only contributes to project success, but also your motivation and morale. Getting off on the right foot with a colleague who you need something from is desirable but not always easy and, if that relationship is already fractured, it is even more difficult to achieve. Understanding the external factors influencing these behaviours, and taking mitigation steps, are key.

In this presentation Julie reflects on the many difficult relationships she has encountered during different phases of the project lifecycle, and uses these case studies to highlight the negative impact that conflict has on delivery. She examines the different techniques used to manage these relationships, and explains how brushing up on your 'fluffy' skills is always worth the effort.

Takeaways:

- Remembering why building relationships is such an important part of being a BA
- How to anticipate difficult relationships
- Impact of negative relationships on projects, delivery, and morale
- Techniques for making and salvaging relationships
- The benefits of building a positive relationship

Business Analysis: The Middle Way
David Beckham, Senior Business Analyst, Aviva

Drawing on both his 25+ year career in business analysis and his long-held interest in Samurai Japan, David synthesises these apparently disparate elements into a practical framework for business analysts everywhere. He will recount several historical examples from Samurai Japan that directly relate to the modern business analyst before explaining how these examples eventually formed a workable framework for him after several years of rumination. He will discuss the principles that inform this mindset and the advantages of maintaining 'a beginner's mind' whilst undertaking analysis on change programmes.

During the session he will discuss how keeping to the Middle Way allows you to:

- Manage conflict situations in a professional way
- Assist teams through crisis situations by leading calmly from the middle
- Boost your confidence by focusing on outcomes rather than outputs
- Discover the surprising similarities between the Bushi of medieval Japan and the business analyst of today...!

The Future of Money - Connecting Banking into the Digital World
William Gall, Lead Business Analyst / Business Designer, Nationwide Building Society

The devices we carry and allow into our homes increasingly connect us to each other and into an innovative, digital ecosystem. To meet the needs of this ecosystem, realise opportunities and survive our organisations we need to connect deeper with one another and integrate services. Social media, giant technology companies and regulatory initiatives such as 'Open Banking' are driving this connectivity. This is stimulating innovation across traditional business sectors and lowering barriers for competition. Never before has implementing the right digital strategy, grounded on strong business analysis, been more important.

This talk discusses:

- Analytical modelling of trends and opportunities in digital markets
- How connectivity is enabling innovation and personalisation of customer experiences

- The role business analysis plays in delivering new digital capabilities
- How to maintain security and trust in a digital world

Learning points:

- A framework for modelling the uptake of new digital services
- Opportunities for business analysis to add value in high paced delivery teams
- A case study sharing the approach taken to successfully deliver new digital integration capabilities – ensuring functional, non-functional and operational impacts are all considered

The Art of Gamification
Jennifer Battan, Out of the Box BA / Chief Creativity Encourager, The Uncommon League

In 1999 Bill Gates wrote a book titled "Business @ the Speed of Thought". Nearly 20 years later, yes, technology is the digital nervous system of business, but what's next? How can we motivate our teams, partners and customers to achieve their goals and ours? Let's apply our natural need for achievement, socialisation and mastery into a how we work. Less talk, more play. More play, more collaboration. More collaboration, stronger teams. Stronger teams, stronger results. Start playing games that make a difference.

In this presentation you will learn:

- How to engage everyone from business partners to customers in collaborative games
- How to focus and adapt game techniques to your audience
- How to quickly convert game output into real work products

11:40 - 12:30

The Practicalities, Challenges and Rewards of Running a BA Apprenticeship Scheme
Philippa Adcock, Business Analyst, Warner Bros, Matthew Cruise, Business Analyst, Warner Bros & Lawrence Darvill, Director, AssistKD

This talk provides practical insights and lessons learned on a five-year journey to see the first qualified BA apprentice in the UK.

The talk will include:

- Background to scheme
- What the scheme is and what it isn't
- Checklists for apprentices, providers and employers
- Apprentice & Employer challenges and rewards
- Showcase of apprentice work
- Q & A

The talk will include a case study and will draw on the wider experience of a number of public and private sector organisations.

Key take-aways:

- The necessary information to decide if apprenticeships are something for you to invest in
- The critical success factors on running successful schemes
- More general but very practical insights on 'growing your own'
- Just what can be achieved through investment in personal development and the BA stars of the future

No BA is an Island
Terri Lydiard, Consulting BA, Teal Business Solutions & Linda Parker, Consulting BA, The Christon Blueprint

Although BAs commonly offer a specific service within a project, we work as part of a team. This isn't new, we've always worked better as part of a team.

But times have changed, and the demand for different skills within development are so immense now that all team members must be capable of working across other disciplines to ensure successful project delivery.

What does this mean for BAs and how they work now and into the future?

Compare the modern development team with a football team. Each individual still has their own role such as a striker or defender but, sometimes, at crucial points in the game, even the goalkeeper will be called up to have a go at goal.

Learning points:

- How do we keep a sense of our own primary purpose as BAs within a team environment?
- What other activities naturally align with a BAs?
- What other activities should we get involved in that have traditionally been considered out of bounds for BAs?
- How do we support other team members who step more into the BA world to help us?
- How do we manage all of the above and maintain our rightful place in the team?

From Zero to a Team of Heroes: Bringing Uniformity to a Uniform Business!
Lee Fewkes, Business Analyst, MWUK

While we in the BA community know the benefit that we can bring to an Organisation, we also know that the journey of continuous improvement can at times be challenging.

This presentation will give you an insight into how a market leading business, which clothes the workers of some of the most recognised brands in the world, went from having no business analysts to a regular team of 10 in just three years!

It will relate the high points and the low points of the journey and will give some key tips to help you and your organisation to:

- Find the right kind of talent to build a high performing BA team
- Nurture and use that talent effectively

- Build the credibility and level of trust for the business analyst role
- Cope with some of the challenges along the way.

Whether you are a BA looking to expand your influence or a change leader looking to develop a successful change team looking to develop a culture of change in your organisation this presentation will give you a valuable insight into how you can start off on the journey and continue to make it a success.

Vanity of Vanities: Swimming Against the Tide of Management Jargon
Steve Whitla, Director, Visual Meaning

Few things in business are as universally derided as management jargon. So why do we keep using it? Steve moves beyond contempt to curiosity, asking what jargon is, where it comes from, and the positive benefits people get from it, as well as the negative consequences. By developing a more nuanced view, we can start to see ways of designing and using jargon instead of being its victims.

In this entertaining talk you will learn how to:

- Intercept new jargon as it is being born
- Challenge management-speak without making people defensive
- Separate the social from the semantic in people's use of words
- Design language that travels across boundaries
- Own your own use of language

Data and AI With a Human Touch
Anna Sloan, Senior Business Analyst (AI), ASOS

The pace of technological advancement in recent years is unprecedented. Great customer experience, UX/UI and mobile applications no longer have the competitive advantage they used to have. Top companies now leverage big data and machine learning for personalisation, automation and predictive analytics to stay ahead. As data/AI teams grow in numbers and importance, the demand for BAs with the skills to support them is on the rise.

Anna Sloan explores the following key concepts, supported by examples from her own experience:

- Areas of data management where BAs have played a pivotal role for several years, as well as those where our profession is only beginning to gain importance
- Skills that are necessary for effective business analysis in traditional data management functions such as data warehousing and business intelligence
- Business Analysis of the Future – the opportunities and challenges of establishing a business analyst role in data science / AI.

We Can, But Should We? Modern Ethics and the BA
Liz Calder, Director, Blue Raccoon

Do you believe you behave ethically at work? Have you even thought about it?

The world we live in has moved from a physical realm to one where we now live partly digitally. It is growing organically, with every bright idea leading to a thousand new opportunities. But who decides what is the right thing to do in this new world? Well, we do! The business analysts and the teams that create it.

So far the results have been patchy. There are some great forces for good and some dangerous abuses of the new technologies.

This session will discuss:

- What does it mean to be ethical in the digital world?
- What are the challenges facing IT professionals?
- What can we do as BAs to ensure customers trust the technologies of the future?

This highly interactive session will explore modern ethics and allow you to learn something of the inner thinking of your fellow delegates!

12:40 - 13:00

Give Me a Slice of The Action!
Matthew Goodbody, Business Analyst, Rightmove

As business analysts, we most likely have – or at some point will – come across the theory of vertical vs horizontal slicing of project teams. There are arguably pros and cons to each, but which is right for you as a business analyst? What is right for your team, your product and your working environment? Is one way better at delivering value and putting customer needs first?

The general consensus is that vertical slicing is the most Agile way of working, but what about when you are working in an organisation where your stakeholders are teams that are not Agile, or have little understanding of Agility?

Delegates will gain:

- An understanding of vertical and horizontal slicing
- Examples of each approach
- How to assess the potential impacts of each approach
- An understanding of when you might want to change your or your teams approach
- How to promote that change

Data Analysis: Evolution from Business Analysis
Rosanna Choy Ang, Lead Business Analyst, ThoughtWorks

Business analysis gathers information from different sources to get the full context of the business problem to be solved; one of these sources is data. As data becomes more and more the prolific and a prominent source of truth for most business decisions, every BA needs to know how to properly leverage it to understand the requirements and propose the right solution to address the needs.

Topics will cover:

- Definition and differences of a business analyst and data analyst
- Strengths of a BA that can be useful in a data analysis scenario
- How to transition/expand from current BA role

Achieving Domain Knowledge through my Search for the Ultimate Prawn Cocktail
Stephen Ellingham, Business Analyst, Independent Consultant

The syllabus of the BCS International BA Diploma identifies three key skills for business analysts: soft skills, hard skills and domain knowledge.

In this presentation the speaker will share experiences in gaining domain knowledge. A search for the ultimate prawn cocktail illustrates an approach of systems thinking – understanding a large and complex system through a small part. It is an entry point to tacit knowledge and the world of the subject matter expert. Empathy with a functional area within an organisation can be enhanced by critically examining experiences while exploring processes from the customer and user viewpoint.

Takeaways:

- Anyone can obtain domain experience to understand the context of a business
- We are customers within the value chain of products or services
- Experience of the delivery environment allows us to challenge and improve requirements by adopting the persona of a customer

Business Analysis - a Caring Profession
Sue Cornish, Senior Business Analyst, bpha

Being a great business analyst is more than just gathering requirements, producing clear concise documentation and models; it's about really caring. Caring about the people you interact with on a daily basis, caring enough to be genuinely interested in their work and how what you deliver will affect them. Really caring makes the task of seeing the bigger picture much easier. We also start to see the emergence of real trust from our stakeholders; they know we care so they start to believe in us. Caring does however come with its potential pitfalls; sometimes we can care so much about the success of a project that we forget to look after ourselves or take the time to reflect. This talk aims to explore the themes of caring as well as tips for preserving our stamina and resilience.

Jack of all Trades, Master of SCRUM
Georgina Bale, Senior Business Analyst & Nik Hatch, Senior Business Analyst, Civica Digital

The role of the BA in the digital world has many challenges, not least of which is justifying their role within the SCRUM team. It's a fair question. I mean, why would you need someone who wears so many hats and carries a tool belt so large it's not even available from Screw Fix Direct? Selling our services to our own sales teams should not be a repetitive task.

This talk explores the challenges of providing Sales with the knowledge they need to understand the BA role and to be able to effectively promote our capabilities within the ever-changing digital world.

Using recent experience we will take a walk through the journey undertaken with Sales that resulted in us explaining the new-look multi-disciplinary role the BA undertakes and how this can be sold to customers.

The delegates will take the following from the session:

- The multi-disciplinary requirements of the modern BA
- The process we went through to define and focus our capability
- How to sell to Sales

Beyond the 'BA' Cookie Cutter: Leveraging Diverse Authenticity
Doris Rosmann-Begg, Senior Business Analyst, Whitbread

Let's challenge the common place perception of what a BA is or should be and create the realisation that we are more than the sum of those parts. It's not just about the frameworks, methodologies, business knowledge and traditional interpersonal skills.

So, what is this "magic" ingredient and where does it come from? And more importantly, how can we leverage that ingredient to make a difference and become better BAs? Let's call it diverse authenticity for now. It is about embracing everything that makes us who we are, forging connections and expanding our horizons.

This presentation will focus on real-life examples of diverse authenticity and their impacts. It will demonstrate how diverse authenticity can benefit BAs as individuals, BA communities and the organisations we work for.

Key Messages:

- Take in the learning from surprising places
- Realise the value of non- typical BA skills and recruit without blinkers
- See what this looks like in Whitbread – a Top Employer UK 2018
- Notice and value diverse authenticity

13:00 - 14:30

Lunch & Exhibits

13:30 - 13:55

BA Career Clinic

Lawrence Darvill, Director, AssistKD

The breadth of business analysis work continues to extend into new areas resulting in the emergence of a variety of specialisms and hybrid roles. What does this mean for business analysts? Do they accept the projects they are allocated or do they try to influence where their skills and knowledge might take them? Taking ownership of your own career and evaluating the options are the topics for discussion in this career clinic. Lawrence Darvill will offer an overview of BA the career landscape and will then be supported by AssistKD colleagues who will be on hand to discuss the variety of career options available and how BAs might grasp these opportunities. These 7 senior BA practitioners will be on hand to provide one to one advice.

Takeaways:

- The variety of career options for BAs
- The nature of career ownership
- The development options for BAs

What is Business Process Management, and Why Should I Care?

Jessica Germann, Enterprise Architecture Consultant, Orbus Software

Business Process Management is a well-established discipline, and one that is very relevant for those conducting business analysis. There are many advantages to ensuring that business processes are well-documented and well-managed. In this 20 minute session we'll outline the benefits of BPM, explain what BPM is, and we'll also give you a practical overview, showing you how BPM can work in the real world.

14:00 - 14:25

Could You Be the Next IIBA UK Business Analyst of the Year?

Ian Richards, Head of Business Analysis, Capita People Solutions

Have you ever watched the IIBA UK Business Analysts of the year and thought that winning that title, or even making the impressive list of finalists would look rather shiny on your CV? Are you keen to share your knowledge with the wider BA community, and celebrate the successes that your work has helped to achieve?

This is your chance to join likeminded professionals to find out more. You will learn about the application process, what is required by the judges, and what catches their eye. Speak to the 2019 winner and previous winners and finalists and learn from both their experience of going through that process and also what it has meant to them and their careers. Who knows, maybe now is the time to inject that little bit of 'BA Sparkle' that will put you in contention at next years' Business Analysis Conference Europe.

Putting the 'P' in RPA: Overcoming the Challenges of scaling your Digital Workforce

Ian Pollard, SVP EMEA, Signavio

In the hype around robotics and automation, there is a tendency to forget the 'P' in RPA: process. While RPA tools provide exciting new possibilities for improving process performance, to effectively realise these possibilities, RPA tools should be used in the context of existing process improvement initiatives. In other words, when thinking about RPA, as with any other aspect of optimising your business, put process at its heart and make sure that heart is functioning optimally.

As the 2019 Blue Prism TAP partner of the year, Signavio put the P in RPA. Hear from Ian Pollard, SVP EMEA, supported by a Blue Prism speaker, on how customers are currently overcoming their RPA challenges and scaling their new Digital Workforce.

14:30 - 15:20

Analysing and Documenting Business Rules

Graham Witt, Senior Data Architect, Modis

This presentation describes an end-to-end process for analysis and documentation of business rules, as used by the presenter in Australia's National Electronic Conveyancing System project.

Participants will be equipped to:

- document the rules governing an organisation and its systems in a consistent fashion
- enable business stakeholders to verify those rules
- enable accurate and sustainable implementation of those rules.

Topics include:

- What is a (business) rule?
- Types of rules
- Data rules
- Process rules
- Party rules
- Definitional rules
- Vocabulary development
- Natural language rule statements

If BAs are From Earth, What Planet are Other Disciplines From and Why Should BAs Go Visit?

Catherine Plumridge, Senior Business Analyst, Aldermore

We work with people from different disciplines and it can be hard to understand why they have such a different view of what we are trying to achieve. Sometimes, in order to have deep understanding and build our empathy with colleagues from different disciplines with whom we work with on a day to day basis, we need to gain experience of what they do.

When Catherine started out as a business analyst she found that the BA role sometimes extended beyond the requirements. This meant that she was frequently being asked to do things that would now be considered another discipline's responsibility and beyond the boundary of a BA. As approaches cycle round and project roles are changed, what was tradition is now being challenged. This brings opportunities for BAs to branch out and learn from other disciplines and to grow the BA tool kit and learn new techniques.

In this presentation Catherine will explain:

- How she was able to obtain her experience and how she uses this knowledge to work with colleagues in technical project delivery world
- How much experience is enough experience to enable understanding?
- What the benefits are of having a breadth of experience
- Theory behind experimental and situated learning styles

BA Head in the Cloud

Glenn Milton, Senior Business Analyst & Louisa Crowe, Senior Business Analyst, Aviva

What does Cloud migration mean for an Organisation and how can this technical strategy be supported by business analysis? It's the same as any other delivery project, right? Wrong, it's a change which not only impacts applications but the organisational environment in which they operate, innovate and are maintained on a global scale.

If the business attempts to manage the post-Cloud Operating Model world with the same knowledge and tools they used before, they will have missed the point of the change in strategy and inevitably fail.

This presentation will look at the critical role of the business analyst as organisational communicator, architecture and operations bridge builder, voice of operations, trainer of the non-technical and driver of strategic change.

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

- The BA as key communicator
- Understanding the technical environment enough to be credible
- Techniques to support the organisation as it transforms
- Creating a Cloud Operating Model

Anxiety and Business Analysis or How I Learned to Stop Worrying and Love the Pressure

Eleanor Stowe, Business Analyst, OVO Energy

As we all know, the business analyst role is exceptionally diverse: on a near-daily basis

the role can require a large proportion of your skills and experience. These can include the bread-and-butter academic skills such as requirements engineering and process modelling, and the capabilities required by all professionals in change delivery roles, which enable us to communicate effectively across the business and beyond!

Given the variety of skills needed, at some point you are highly likely to be pushed past the boundaries of your comfort zone. This can be exciting and challenging, but it can also open up a world of anxiety, which left unchecked, can potentially limit your efforts to analyse objectively and produce your best work. In this talk you will learn:

- How to recognise anxiety and identify which BA activities may trigger it for you
- How anxiety may negatively affect your work
- How to cope with anxiety; dealing with the situation in front of you and not the 'what if?'
- How different ways of working can have an impact on anxiety
- How to change your work environment to work for you

Driving innovation with Business Analysis
Nati Nazar, Director at Business Analysis CoE, SoftServe

The common idea of a business analyst's role in a typical IT project is something like 'BAs create user stories' or 'BA will get us a list of questions'. Well, this is business analysis as usual, and it undoubtedly brings significant value to our customers. But what if we expand business analysis horizons and use its full power?

Let's explore how business analysis evolves to meet new trends and customer expectations.

With today's human-oriented-design-thinking-advanced-technologies approach we BAs need to be more innovative with how we work with clients, what added value we bring, and what outstanding results we create.

Let's explore together:

- The nature of innovation: is it art, craft, or both?
- Are there any tools to innovate?
- How industry leaders generate ideas to humanise their products
- How does a BA fit in there?

The BA World's a Stage - Techniques We Can Learn from the World of Theatre
Krystle Cook, Senior Business Analyst, Financial Times

Much like great business analysts, great actors seem confident and engaging. They weave you into their stories and adapt their approach according to the signals they get from those around them. They make messages memorable and often inspire us to take action.

What if you could tap into some of their techniques to persuade and inspire your stakeholders? What if a simple drama principle could help you avoid conflict and move towards a common goal? How would it feel to thrive in situations where you don't know what's coming or have little time to prepare?

In true theatre style, this will be an interactive session where you'll get to play with some new techniques individually or in pairs.

Come and discover:

- How improvisation can help turn messy beginnings into focused outcomes
- How your breath can affect your ability to persuade
- The power of storytelling (and making your message stick)
- Which two little words in an actor's toolkit every BA should know

15:30 - 16:20

Victim Statements, Suspect Interviews & Presenting at Crown Court...
Charlie Payne, BA Manager, National Grid

... learning how to elicit, analyse and present like a police officer.

The business analyst job is often investigatory at heart. Then, once the investigation is complete, the ability to present in an effective manner is essential for good analysis to be put into action.

These skills are very similar to that of a police officer investigating a crime and then presenting the evidence to secure a conviction and see that justice is done.

Charlie Payne is currently managing the BA team at National Grid, though in a previous career as a police officer many of the core skills mentioned above were his daily bread and butter.

In this session, Charlie will share with you some of the techniques and principles he employed in the police that helped him to conduct good investigations.

Included will be the following topics:

- Eliciting perspectives via witness statements and suspect interviews
- Observation principles and evidence gathering through surveillance methods
- Business case development and presentation through files for court and giving evidence in the box
- Managing expectations when win-win isn't an option.

Capability Models are Not Just for the Architects!
Sarah Cockrill, Head of Business Analysis, Coventry University

Have you heard about capability models? Do you see capability modelling as the business architects domain? Not sure how you can add them to the business analyst toolkit? This presentation will give you an introduction to capability models and the concept behind them. You will then be taken on a journey of how business analysts at Coventry University have started utilising a capability model to drive transformation, inform strategic decision making and as a reference point for common language between IT and the business.

You will leave with an understanding of capability models and how you can easily add them to your business analysis toolkit.

Key takeaways:

- Learn the basic concepts behind capability models
- See the UCISA HE Capability model
- Hear about our journey using the capability model
- Get a taste of what we learnt along the way
- Learn other ways in which the model is being used
- Understand how you can add capability models to your own toolkit

How BA Can Close the Strategy - Execution Gap
Filip Hendrickx, Business Architect meets Innovator, altershape

Up to two thirds of organisations struggle with turning their strategies into results, missing out on a potential performance increase of 60 to 100%. Yet without successful execution, strategy is pointless. Indeed, strategy = execution.

Where should strategy become reality? That's right: in change projects - with business analysis perfectly positioned to connect the dots from theory to practice, from idea to solution.

Enter the strategic BA, who helps their team to find an answer to the following questions:

- How do you formulate good goals, that guide execution but don't restrict creativity?
- What is the importance of deep listening, and how do you do it?
- Why do we need to think about alternatives, and how do you facilitate their discovery?
- Should we still be doing projects? Is there a better alternative?
- What are the strategic BA's new roles in a world where strategy = execution?

Wellbeing: What is it and Why Should I Care?
Corrine Thomas, Director, Choices Coaching Ltd

Working in the increasingly complex environment of business change and faced with an always-on culture, it is more important than ever to look after personal wellbeing to guard against burnout and poor health.

Business analysts need to be interested, curious and creative to navigate their way through business challenges to deliver great

outcomes. To do this, they must be tough both physically and mentally so they can work at their best. But does this come at the cost of poor outcomes for themselves?

This presentation will introduce the topics of subjective and psychological wellbeing and share ideas for finding balance in life between work and health.

Delegates will leave with:

- A clear understanding of the holistic nature of wellbeing
- Why it is important for business analysts to invest in wellbeing
- Tips to look after their own wellbeing
- Ideas for embedding wellbeing into the culture of teams.

BA Skills in a Multi-level Digital Environment

Danny Kalkhoven, Consultant/Trainer, Le Blanc Advies

When all 400 municipalities (cities) in a country need to get connected into a single 'system' exchanging digital (XML-)messages, there's a challenge. And when that needs to be done in a limited timeframe, the challenge is even bigger.

What can a business analyst do in a multi-party, multi-system, multi-level environment? Well, the answer proved to be: communicate, communicate, and then communicate. And communicate is not about sending, but also very much listening!

It was a bumpy road to relative succes, and we did not manage to avoid all pitfalls, but we learned along the way. We then learnt how to deal with the various levels of IT skills in the municipalities, and we provided some 'good, bad and ugly' solutions to cater for everybody. Because one thing was clear: we needed to get it done, and no one could be left behind!

Takeways from this presentation include:

- How to communicate with many involved parties
- Are you talking to the right people?
- Find out which levels of IT skills the various organisations have

Getting the (Rich) Picture

Kay Hardy, Consultant, Capita Government Services

Do you want to learn how to use Rich Pictures to analyse a range of situations?

Since the first cave paintings, humans have used drawing to navigate our conscious and subconscious thought. The technique of Rich Pictures seeks to capitalise on drawing's ability to form ideas, but Rich Pictures can be daunting to those with little drawing experience. The truth is that anyone can draw but, like any other skill, drawing needs to be developed. Let this session be your beginner's guide to drawing Rich Pictures!

This talk will build the audience's confidence by:

- Giving drawing tips and tricks
- Demonstrating how to start a Rich Picture
- Providing quick-wins in drawing
- Providing a list of icons for business scenarios for you to take home and practice

Leave this session with the confidence and ability to draw Rich Pictures that make a difference to your communication and analysis.

16:20 - 16:50

Networking Break & Exhibits

16:50 - 17:35

Keynote: The Magic of Crazitivity

Butzi, Professional Magician & Keynote Speaker - Helps Companies To Be Innovative By Raising the Level of Creativity

Steve Jobs said: "Innovation distinguishes between a leader and a follower". In today's competitive business landscape, your company has to not only be innovative, but also be constantly solving problems. This can seem impossible in a world where most people don't think of themselves as creative.

But who creates the impossible? Yep, magicians. They have to invent subtle techniques, strategies and presentations to create seemingly impossible phenomena, and amuse and dazzle their audiences at the same time. This Keynote will empower delegates to reconnect with their natural creativity and show them how to create new ideas every day.

Butzi will enable you to think like disruptive innovators, if you are ready for it. It is the magician's mindset at the service of your out-of-the-box success.

17:35 - 18:35

Drinks Receptions sponsored by IIBA UK and AssistKD

Wednesday 25 September: Conference Day 2 & Exhibits

09:00 - 09:10

Welcome: Assist KD

Lawrence Darvill, Director, AssistKD

09:10 - 09:55

Keynote: The Future of Work: Where Does the Business Analyst Fit?

Hilary Catchpole, VP, Client Servicing & Business Technology, Warner Bros

The primary focus of this presentation will be on the future – for the enterprise and for individual business analysts. Hilary will provide a context for her perspective on business analysis by describing her business analyst career in overview. She will reflect on how she has progressed through the first, second and third waves of business analysis, from project-based roles through to influencing enterprise-level strategy. Hilary will examine the technological trends that are shaping the future of work and business, and will discuss the key skills that organisations require if they are to be successful within this dynamic context. She will also consider the extent to which the core skills needed to conduct business analysis effectively are in alignment with those required by organisations, and how utilising business analysis skills across the different levels of business analyst engagement has the potential to be transformative within an increasingly digital world.

09:55 - 10:25

Networking Break & Exhibits

10:25 - 11:15

Our Journey in Using Visual Facilitation Techniques

Ann Mistiaen, Business Analyst & Nikolaas De Graeve, Business Analyst, Novado

In recent years, we have evolved from having static, abstract meetings to having more dynamic workshops through the use of visual techniques. This has resulted in us being able to present complex matters more easily, to more readily understand users' situations and needs, to create common understandings and to facilitate discussions in a more dynamic and interactive manner.

During our presentation we will tell you about our journey using concrete examples, explain our techniques and also discuss the advantages and disadvantages. You will:

- Hear how we facilitate and create understanding for all stakeholders using visualisation techniques
- Be shown our journey in visual techniques (including pros and cons)
- Be shown real live examples and we will demonstrate our approach

Turning Ideas Into Reality in a Structured and Creative Way

Monique Ho, Innovation Exchange Lead, BAE Systems Applied Intelligence

Many organisations understand that they need to change to meet the evolving needs of customers and to continue leading in an

ever more competitive and volatile market. Concepts such as 'Intrapreneurship' and Lean Startup therefore become increasingly popular in the corporate environment.

Whilst the power of the workforce is phenomenal, how can we empower them to reach the peak of their potential on this journey?

Whilst part of innovation is about trial and error, how can we ensure there is a return on investment to justify our input?

Whilst we seek to remove the barriers to innovation, how do we ensure that innovation is relevant to the type of business we are in?

This presentation uses the first-hand experience of running BAE Systems Applied Intelligence's innovation programme as the case study to share the learning of using business analysis techniques and other disciplines, and the journey so far.

Learning objectives:

- Understand the value added by business analysts in an innovation programme, e.g. translating programme objectives to motivating messages to the workforce
- Incorporate some practical digital marketing and customer psychology learning into your change management plan
- Develop robust objectives and key results (OKRs) to measure the effectiveness of your programme
- Learn how to adopt different Agile methodologies in the delivery and project & programme management of IT and non-IT projects

Playing Football With Hippos
Marc Huntington, Business Analyst & Louise Chew, Business Analyst, AO.com

Hippos ('highest paid person's opinion') can be tricky to handle. As Agile practitioners we strive to exist in a goal driven, requirement focused world that is far detached from stakeholder solutions, so Hippos can pose a significant threat. Hippo cultures can exist for a number of reasons and it's not always the fault of the highest paid person. Could other factors be at play? How do your skills influence others? Are your business leaders just knowledgeable and passionate but still happy to be challenged? Do they understand the benefits of goals over solutions? The key is identifying why the culture exists and using a variety of techniques to encourage a goal focused project. You will also hear real life examples through the session from Marc and Louise's own experiences at AO.com. By the end of the session Marc and Louise hope to:

- Get you thinking about the kind of environment and culture you work in
- Accept that a hippo culture can be created for a multitude of reasons and think about what is influencing your workplace.
- Share knowledge of impact mapping
- Share some thoughts on self-development that will help you have the confidence to manage and influence a hippo culture.

Stuttering Through Analysis: The Personal Story of a Life-Long Stutterer
Martyn Carter, Senior Business Analyst, Aviva

I have overcome, for the most part, a severe stutter. As a teenager I could not complete a sentence in public. I have since delivered workshops to multiple companies, in one case, to an audience of over one hundred people. In this presentation I will talk about my experiences: how I overcame the stutter and then overcame the confidence problems, and the coping methods I was taught in order to become an effective communicator. I also talk about how I implemented some strategies such as personal branding, self acceptance and living with the reality that I will always be a stutterer.

Attendees will take away from this:

- A personal story that's relatable to anyone who has confidence problems especially around speech
- The role of personal values in being confident
- Some tools and tips for bolstering confidence
- How branding can help overcome personal barriers

Digital Transformation and Agile Adoption in Local Government: The Perfect Storm?
Helen Magee, Corporate Business Change Adviser, South Gloucestershire Council

This session is an overview of how South Gloucestershire Council is attempting to change the culture of its residents, staff, elected members and senior management teams whilst delivering a new digital platform using an Agile methodology for the first time.

This project is the most ambitious that the council has tackled in over fifteen years and has taken over two years to get to a point of delivering a product. It is due to continue for at least another twelve months as a project before becoming business as usual.

- Sharing lessons learned, some highs and lows
- Which areas have seen the most progress and which have been most resistant to change
- What approaches have been taken to try and overcome some of the issues faced and what obstacles are still to be overcome.

Going Wrong with Normal - How Divergence is the Future
Alastair Somerville, Sensory Design Consultant, Acuity Design

Normal is such a basic idea that it is hardly ever analysed as a problem. Yet, as governments and businesses have discovered, Normal has both consequences and costs. Embedding Divergence into business processes is the path to both profit and resilience.

This talk looks at the problematic history of Normal and the hopeful future of Diversity. Using strategic examples from UK government and international businesses, the talk will show why Normal cannot help but create problems and how Divergence fixes problems and creates opportunities. As well as showing the problems, this talk will offer solutions through both policy and process examples. Come along and think about a Post-Normal future.

- Normal is a problem
- Divergence creates resilience
- We have the frameworks for a Post-Normal future

11:25 - 12:15

BA Problem Solving Surgery
Craig Rollason, Head of Global PMO, National Grid

People in the BA role are often natural collaborators and problem solvers. The BA conference brings amazing diversity and a belief that our collective knowledge is a massive power for good.

Using the 'open space' group facilitation technique, this session will allow BAs to bring their own organisation challenges to the table and allow participation in solving them.

Business Analysis and Enterprise Architecture at the Bank of England
James McQuaid, Senior Business Analyst & Neera Amin, Senior Business Analyst, Bank of England

With a mission as broad and as vital as maintaining monetary and financial stability, it is essential that our business analysts, who provide the front door to technical change, have a clear and common understanding of the organisation at the enterprise level in order to align strategic objectives with tactical demands.

As business analysts, we need to be more aware of how Enterprise Architecture – and specifically Business Architecture – changes the way we work. We've worked hard to design an architecture that gives us a common understanding of the organisation, aligning strategic objectives to tactical demands. This will allow us to be on the front foot of business change, enabling informed engagement with stakeholders. Bringing Architecture and Business Analysis together has delivered positive results that we'd like to share with you.

Join our session to find out more about how the Bank of England has embarked on its journey into Enterprise Architecture and how it is starting to change the way our team works. We'll be covering the following key points:

- The drivers and motivators for our EA journey
- How EA impacts the way BAs work
- The challenges we faced and how you can avoid them
- What we are planning to do next at the Bank of England

The Undercover BA Series 01 Episode 01

Ryan Folster, Business Analysis Competency Lead, Britehouse

This presentation will draw parallels between the TV show 'Undercover Boss' and business analysis to provide new insights into customer centricity and customer-focused design. Attend this presentation to find out what a television show has to do with business analysis and how this can make you a better at what you do.

Key takeaways:

- Understand how techniques such as customer journey mapping and observation can supplement more common requirement elicitation methods
- Learn how to focus on the holistic customer journey and not only components of that journey to truly understand customer needs
- Learn how to apply empathy towards customers to directly impact decisioning and solution prioritisation

The World Inside Us: How Behaviours and Character Make Us Killer BAs

Bryony Rochester, Head of Business Analysis, The Financial Times

The FT BA team took some time last year to consider their team vision. Internal survey data showed the team had a great reputation, but they were still looking to improve. When trying out a new technique to produce an enduring vision statement, they discovered that the underlying behaviours in how they operate were a more reliable measure of their potential than skillsets.

This session will cover the technique used, how the behaviours they identified have proved to be an accurate measure of success across projects and the aspects that now guide the team discussions and feed development, recruitment and discipline management. Key learnings:

- Why and how your behaviours are key to improvement as a business analyst
- Identifying your own areas of behavioural talents
- How you might use behaviours and character to grow and develop as a team

Making the Complex Complicated: Reuniting Cause and Effect

Matt Thompson, Product Engineer, John Lewis & Partners

So much of software development and customer solution delivery is exploratory, requiring experimentation to solve new problems in areas we know nothing about. Our requirements are not known. They are not waiting to be gathered. They must be discovered.

In many cases it may only be possible to determine the cause of a successful effect after the event.

So how do BAs approach such uncertain situations?

This session will introduce the Cynefin framework, a model that helps us make sense of different problems, based on their predictability.

It will describe how we analysts can use it to understand which of our problem areas are complex and how we should respond, embracing this uncertainty.

It will also introduce requirement discovery techniques for problems that no-one yet understands, and how these have been used to discover customer needs in a new loyalty proposition at John Lewis & Partners.

Campfire BA - Storytelling as a Strategic Enabler

Jéan Raath, Business Analyst, Zapper

For centuries humans have crossed oceans, fought dragons and given up kingdoms to be part of folklore. Yet when we build products, services or teams we often do so with little consideration for the narrative and then struggle to understand why no one wants in.

What would happen if we came at our initiatives with a different perspective? What if we didn't only consider the 'what' but critically evaluated and bought into the 'why'?

In this session, we dig into some of the ideas and principles that guide a good narrative in the quest of finding alternative ways for analysis practitioners to influence strategy and drive meaningful change.

Key takeaways:

- Consider what strategic business analysis really means and if you can play a part in it
- Learn why storytelling is such a valuable tool in the information age
- Understand the connection between narrative and the products/services we build
- Learn how to apply story principles to test and inform strategy and to help guide meaningful change

12:15 - 13:45

Lunch & Exhibits

12:45 - 13:10

BCS, The Chartered Institute for IT: Shifting the Mindset of the BA Professional

Adam Thilthorpe, Director for Professionalism – BCS, The Chartered Institute for IT

Business Analysts are charged with the transformation of organisations, systems and processes in a world of ubiquitous IT. With this power to reach people and change lives comes massive responsibility, what do we know about the credibility and capability of BAs – and how do great BAs demonstrate their credentials and skills? Adam Thilthorpe will be discussing the difference between best and next practice as well as exploring the notion of ethics as competitive advantage.

Takeaways:

- how great BAs demonstrate their credentials and skills
- difference between best and next practice
- ethics as competitive advantage

Solving Social Issues Through Digital Transformation - a Case Study from Parkinson's UK

Julie Dodd, Director of Digital Transformation, Parkinson's UK

As digital technologies continue to disrupt organisations of all shapes and sizes, new approaches to business change are needed. Charities and other non-profits are often seen as behind the curve and more conservative than commercial counterparts – but the growing demand for charity services is creating a new wave of socially-focused innovation in the sector. Julie Dodd will talk about the changes happening at Parkinson's UK which are helping them reach and change the lives of thousands more people in desperate need. She'll share how the charity is using lean innovation models to redesign service delivery, and how big data approaches are delivering clinical research breakthroughs. She'll also share examples of inspiring 'Tech for good' from other purpose-focused organisations.

Key learning points:

- how a digital-first approach to business change can help organisations scale and deliver greater impact
- practical tips and steps that any organisation can take to pivot and become more resilient in a rapidly changing market
- Inspiring examples of 'tech for good'

13:15 - 13:40

An Audience with the IIBA UK Board

Tina Schuster, Joint President, IIBA UK

IIBA UK is run by and for the community. Over the year, we run local and national knowledge sharing and networking events – such as the BA Conference Europe. We run a mentoring programme and organise study groups and webinars. But is there more we can do? What else do you want to see us do to deliver value back to you? Building on great feedback gathered at last year's conference, we would like to keep the dialogue going. In this interactive session, you will have the opportunity to quiz the IIBA UK board, tell us what you want us to do more of, stop doing or do differently. Let's make this community truly YOUR community!

Takeaways:

- Guide the future development of IIBA UK
- Gain insight into current and future developments
- Start your journey towards becoming more involved

Midday Mindfulness

Kathy Berkidge, Agile Consultant and Coach, Mind at Work Consulting

Conferences can be very busy with many thought provoking sessions and interesting people to meet. It can be exhausting. Join Kathy Berkidge for a short mindfulness session to recharge after your busy morning. Kathy will introduce mindfulness and lead you through a brief mindfulness meditation exercise. You will return to your day refreshed, relaxed and focused, ready for the afternoon's sessions.

13:45 - 14:30

Keynote: The Four Pillars of Thought Leadership: How to Stand Out and Elevate Your Career

Sophie Bennett, Bestselling Author & Keynote Speaker

BAs have massive opportunities to influence the business environment and bridge the technology and human divide. The challenge is being recognised for the value you can bring and the unique range of skills you have.

Learn how you can build a personal brand that ensures you are viewed for more than just your technical skills. There is a blueprint that highly paid experts use to progress their careers, land the best projects and clients and become the 'go-to' person in their field. These specific steps and personal skills elevate some people to Recognised Expert status.

In this talk you will find out how to build a platform for your ideas, cultivate a unique identity so you get remembered for all the right reasons, and share ideas about how to use thought leadership to evolve or pivot your career. Key learning points:

- An understanding of personal branding
- A clear process for turning your ideas into intellectual capital
- The 4 Cs system for becoming a recognised expert

14:30 - 15:00

Networking Break & Exhibits

15:00 - 15:50

Using Value Chains to Focus Stakeholder Imagination

Sam Munford, Business Analyst & Product Engineer, John Lewis Partnership

How often are the requests we receive from stakeholders a 'top priority', a 'must have', or 'business critical'? All. The. Time.

In this talk, Sam explores the use of Value Chains to help our stakeholders holistically understand the full puzzle, rather than focusing on their own individual piece.

Using Value Chains as a tool enables us to validate a high level view of our business, and simultaneously identify improvement opportunities, whilst analysing upstream and downstream impacts, value to the business and, perhaps most important, the impact on the customer. Sam will draw on his experience of business process management and robotic process automation to discuss:

- How Value Chains can help us to facilitate workshops
- How Value Chains can help drive ownership amongst stakeholders
- How Value Chains can help identify opportunities to deliver customer value

A Systems View of Modular Kaizen and the OODA Loop

Grace Duffy, President, Management and Performance Systems

Lean and Six Sigma are misunderstood as corrective action tools. They are more effective at the systems level. The systems approach is a measurable, intentional process to support organisational growth. Business analysis comes before action to maximise return on investment.

During the Korean War, a fighter pilot, John Boyd, developed a conflict approach based on keeping our orientations closer to reality than our opponents. The same thinking is effective in Lean Six Sigma. Human behaviour follows a decision-making cycle of observation, orientation, decision, action – the OODA loop.

The OODA loop is a systems foundation for both continuous improvement and breakthrough redesign; then Modular Kaizen uses Lean and Six Sigma to reduce disruption and increase flow across the integrated organisational system.

This session presents the flow of Modular Kaizen, then provides an overview of the progression from process to systems integration and finally to the OODA guided self-organising system. Key takeaways:

- Address the systems view of Lean and Six Sigma improvement models
- Introduce the Observe, Orient, Decide, Act (OODA) model
- Tie the OODA model to the Modular Kaizen Lean Six Sigma improvement approach
- Discuss evolutionary and revolutionary improvement approaches

The Language of Leadership and the Art of Persuasion

Sunita Mistry, Head of Business Analysis, Home Office

Great leadership requires great communication. For business analysts, influencing and persuasion skills are key to supporting critical decision making – to ensure that we do the right thing and deliver the best outcomes.

This presentation, inspired by Simon Lancaster's book "Winning Minds", starts with a swift look at Aristotle's three modes of persuasion: 'ethos', 'pathos' and 'logos', and how these map on to the three areas of the brain – the instinctive, emotional and logical minds. A technique to win over each 'mind' is explored: first, an exploration of metaphors and how they can win over the instinctive mind, creating a feeling of safety and reward and ultimately building trust. The art of storytelling is examined and how this builds engagement through the emotional mind. Finally, the rule of three is considered with techniques to sequence memorable presentations logically. Delegates will learn:

- The persuasive power of metaphors
- How storytelling provides a compelling case for the user need
- The three point principle for effective presentations.

Finding Focus in a Crazy Busy World

Jane Piper, Organisational Psychologist, Pipsy LLC

Business analysts work in high pressure environments, making sense of huge volumes of information, and that volume just keeps increasing. The work day can be a frantic rush - juggling meetings, emails and busy work. It can be hard to find time to get deep thinking time.

In this crazy-busy world our most precious resource is our attention. Without managing your attention then you become unproductive, stressed and eventually burnt out. In this talk, Jane shares simple but powerful strategies to find your focus and get more done. At the end of this talk you can:

- Identify and manage digital and psychological distractions
- Understand why your brain loves being busy but how you can train your attention
- Find tactics to deal with information overload, stress and avoid burnout

Agile Business Cases and Beyond

Damien Braeckman, Continuous Improvement Coach, My Place To Be

Imagine your business stakeholder has an idea. In a classic approach, you help create a business case, with lots of information that is based on - honestly - assumptions. Because even with the best of intentions and a detailed up-front analysis, we cannot exactly predict the future.

In an agile approach, we accept there's a lot we don't know up front. So how do we (help) estimate the project? What's the Agile alternative for following up on scope, time and cost? How can we stay in control without sacrificing flexibility and responsiveness to changes? And what is the BA's role in all this?

Together with Damien, we will discover that agile is not in contradiction with scope management, budgeting and control. Rather, it can lead to more transparency and visibility, and help us get to better business decisions more easily.

Whose Perspective is it Anyway? Practical Analysis Techniques for Understanding Tricky Stakeholders

Adrian Reed, Principal Consultant / Business Analyst, Blackmetric

Business analysis is undoubtedly a 'people profession'. It is difficult to imagine any large-scale change that could be progressed without the co-operation and co-ordination of a wide variety of stakeholders.

Yet it is rare to see unanimous stakeholder agreement - and in 'messy' situations we might find that stakeholders don't even agree on the nature of the project or problem that we are trying to solve. As trusted advisors on complex and transformational projects we play a key role in balancing complementary and sometimes competing perspectives. There are a number of tools in our BA toolkit that we can utilise. In this practical session you will hear:

- A range of practical techniques for stakeholder categorisation and engagement that build upon traditional stakeholder modelling
- Techniques for appreciating, discussing and balancing different stakeholder perspectives
- The importance of representing marginalised and 'unheard' groups when designing services

16:00 - 16:50

Making Workshops More Engaging and Interesting Using Design Thinking Techniques
Helen Winter, Business Change Consultant, HWinter Consultancy

Running workshops and getting what you want out of them can be difficult. Design thinking techniques can be used to ensure engagement and that all attendees have a voice. They put customer viewpoints and experience at the heart of the analysis when looking to resolve problems and to design innovative ideas. The focus is on getting information from workshop attendees in a way that generates discussion and produces output which relates to the customers greatest needs. This will provide understanding of customer pain points and form a basis for generating ideas for resolutions. We will look at how we can test hypotheses quickly without spending time on ideas that aren't going to work, and to help get buy-in. We will also look at how design thinking techniques can be replayed to resolve common business analysis problems such as prioritisation and ensure the most important customer needs and problems are understood. Delegates will learn how to:

- Increase interactivity and collaboration in workshops
- Ensure correct prioritisation of requirements and prevent all being must have
- Get a better understanding of your customer and their pain points
- Gain an understanding of the real problems and avoid your stakeholders solutionising
- Use techniques to generate innovative solutions and how to test them quickly

Business Analysts - Human Intelligence Experts of the IT World?
Dominic Powell, Managing Director, Heimdall Group

In a fast-paced, ever changing, digital age, companies need BAs to extend their skillset beyond analysis to ensure their businesses thrive. BAs need to become Human Intelligence experts. This presentation will examine how a proven theoretical approach used by Human Intelligence experts in the military and security services can be applied to enhance information elicitation to ensure project success. It will utilise real life examples to explore:

- Human Intelligence and the 'so what'
- The Intelligence cycle
- The key skills of an Intelligence expert:
  - rapport, empathy and listening
  - emotional management
  - levers and motivation
  - key questioning skills
- Dissemination and feedback to analyse:
  - the information itself
  - its significance
  - its relevance

Adding Human Intelligence to your BA skill-set will enhance your ability to elicit, utilise, and differentiate the information critical for implementing effective business change.

In a VUCA World: Why Would an Executive Believe a BA?
Janice B Gordon, Scale Your Sales Strategist, Problem Solving Company

There are not many industries that are not affected by the social economic challenges that are driving a need for new behaviours. In a VUCA world, the challenge for BAs is to adapt to the increasing requirement for simplicity. Janice will discuss the impact of these challenges on the role of BAs and will look at neuromarketing methods to build trust, to influence and to conveying advice.

Key takeaways:

- Why BAs need to become business consultants
- Building trust is the differentiator
- Worksheet on neuromarketing methods to build trust and influence

Leading the BA Service
Christina Lovelock, BA Manager, University of Leeds & Dr Debra Paul, Managing Director, AssistKD

The community of practice concept has become both popular and prevalent in the world of business analysis. However, a 'community' is not the same as a 'team' focused on delivering customer-focused and responsive service. While a CoP offers many benefits, these are not sufficient to deliver a BA Service that engages with customers, offers a relevant portfolio of services, aligns with standards, and employs professional business analysts who hold the required skills to co-create value for the organisation. In this session Debra and Christina will introduce the key aspects of the BA Service, and service leadership. A panel of highly experienced BA leaders will be on hand to answer your questions about creating, leading and improving the BA Service within your organisation.

Key areas of discussion:

- What is meant by a BA Service?
- What does a service portfolio provide?
- What does leading a BA Service involve?
- What are the challenges facing BA leaders and how can delivering business analysis as a service help to address them?

Bring along your questions and draw on the experiences of the panel, we look forward to welcoming you.

Delivering Value at Pace
Chris Doughty, Manager & Elliott Andrews, Consultant, Deloitte MCS Ltd

In today's digital environment, organisations of all shapes and sizes must constantly evolve their offering to deliver a compelling experience for customers and end-users, or risk becoming uncompetitive. Effective business analysis has a critical role to play in shaping the organisations of the future. During this presentation, Chris and Elliott will discuss ways of working, and practical techniques and approaches that business analysts can use to deliver outcomes that enable value to be released early. These too should be targeted to what the organisation is striving to achieve. In particular, attendees will:

- Learn techniques that can be used on their projects to challenge requirements and break them down for rapid development and deployment
- Gain an understanding of the importance of clearly defining the outcomes that a project should be delivering and maintaining a laser-like focus on their delivery
- How these outcomes can be measured and, if needed, course corrected
- Hear real life examples of where these techniques have been used in practice and the benefit that has been realised as a result

Add a Pinch of Visuals for Creative Collaboration!
Penny Pullan, Director, Making Projects Work

Do you work in complex situations where it can be almost impossible to understand what's happening and all the different perspectives? Have you spent ages trying to get people to sign off something that you've carefully documented? Do you ever find that people just don't engage with your work? Well this presentation could change all that! Dr Penny Pullan will inspire us to become even more effective as business analysts. How? Not by adding yet more techniques to your toolkit, but by tapping into the way our brains work. The answer is visual, but not clip art or brilliant artistic efforts. By using simple, hand-drawn graphics, it's possible to add an extra layer of engagement and, dare I say it, fun! What you'll learn:

- The power of simple visuals to aid collaboration, communication and engagement
- How to draw some useful, simple visuals
- Leave inspired with proven ideas for BA creativity

17:00 - 17:10

Conference Close: IIBA UK
Nick de Voil, IIBA UK - Joint President

Business Analysis Conference Europe 2019

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, access to slides on-line (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 28 JUNE)	FEE AFTER 28 JUNE
Entire Event Fee (23-25 September 2019)	£1,495 + VAT (£299) = £1,794	£1,595 + VAT (£319) = £1,914
Any Two Days Fee	£1,195 + VAT (£239) = £1,434	£1,295 + VAT (£259) = £1,554
Any One Day Fee	£695 + 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 two 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

Cancellation Policy:

Cancellations must be received in writing at least two weeks before the commencement of the conference and are subject to a 10% administration fee. We regret that cancellations received within two weeks of the conference date are 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:

etc.venues 133 Houndsditch

Liverpool Street

London EC3A 7AH

Tel: 020 7138 3280

www.etcvenues.co.uk/venues/133-houndsditch

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.jpevents-bookings.co.uk/

"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

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You can purchase the conference slides online for £300

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