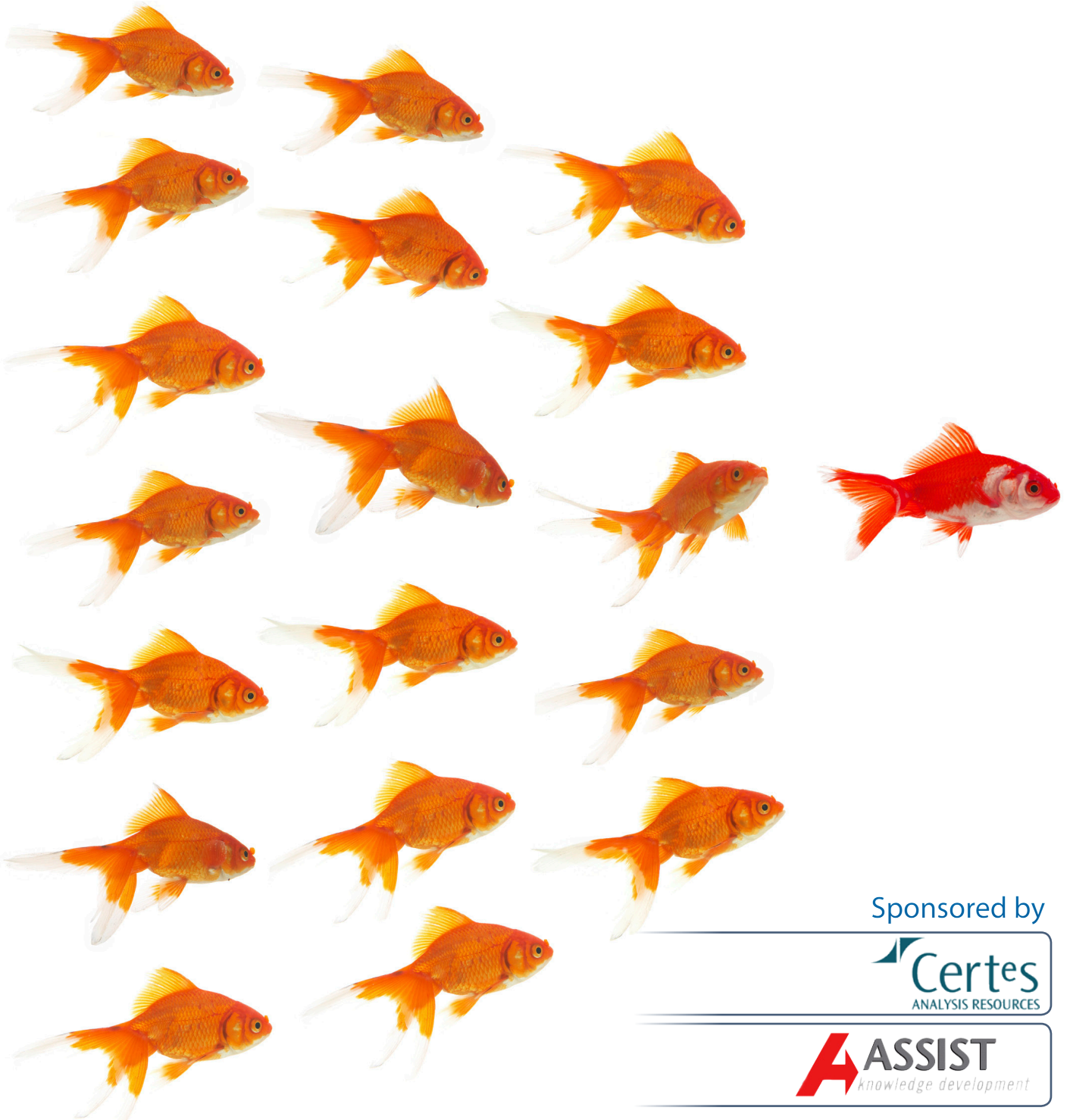


Analysts Anonymous

Informed comment for the BA and Business Change Community








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Issue **18**

A note from the editor

So the clocks have gone back here in the UK and we're back to dark evenings. I hope we can shed some light in gloomy corners with this latest edition of Analysts Anonymous

We have three articles from the recent Business Analysis conference in London which many of you may have attended. It was a great event with lots of stimulating discussion, and I hope to reflect some of that here and in our next edition in Spring.

The Government's recent Spending Review announcements signal much change in all areas of the economy. BAs are likely to be at the centre of a lot of that upheaval and it was timely to discuss at the conference the part that BAs can play in understanding and managing the stress caused by change. We have a brief summary of that along with reviews of two panel discussions addressing common questions around BA qualifications and responsibilities.

We also have articles on the perennial issue of whether Business Analysis is a profession and the value of using BAs instead of external consultants.

Finally, we hear a little about the winner of this year's IIBA Business Analyst of the Year.

Enjoy the read, and don't forget to let me know what you think about the subjects we cover.

Anthony Madigan
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BA Conference Part 1: Business Analysis as a Learning Process

Susanne Kandrup of The Lime Guild (susanne@limeguild.com) gave one of the conference keynote speeches, looking at the psychology of change and its relevance to Business Analysis.

In simple terms this psychological perspective means understanding people, who breathe life into the business model, and the individual who can be seen as the fibre of the fabric that keeps an organisation together. Understanding how stress arises in organisations and particularly during change is important, and many were struck by Susanne's comment that BAs should see themselves as the hope of the organisation.

There is a model to follow when looking at stress and what causes it, a set of concepts that together cover the main considerations:

1) Coherence (Aaron Antonovsky)

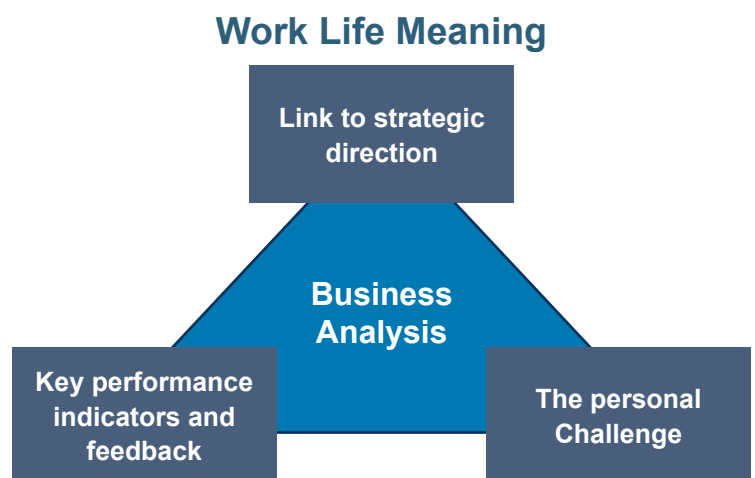
Comprehensibility – understanding what's happening and being able to predict reasonably what might happen in the future.

Manageability – believing that one has the skills, support and resources to take care of things

Meaningfulness – believing that there's enough interest and satisfaction in life to make things worthwhile and that there's enough reason to care.

2) Work Life meaning

This is more complex and in BA terms is best represented as a diagram (Fig. 1)



Getting the balance right in one's working life is about addressing each corner of the triangle. When taking a business through change, everyone's personal triangle needs to be considered and handled well. Indeed making sure that people have the both the coherence and meaning they need is vital to successful change.

There's no doubt that it takes effort to do this properly. Susanne cited an example from her time at Lego where senior management spent three weeks delivering so-called Strategy Pit Stops to the entire business so that it was clear what the business was aiming to do.

In summary the key points were:

- Make it possible for people to create understanding and capability
- Make it possible for people to build skills and establish personal control
- Design change with interaction points and build in work life meaning

Susanne Kandrup of The Lime Guild

Nobody Knows Your Business Like Your Own Business Analysts

Many organisations hire external consultants with no experience of their business to shape strategies and propositions. In doing this, they are unconsciously ignoring internal resource with exactly the same skills but additional knowledge and experience of the business – namely their Business Analysts. In this article Joseph da Silva presents real-life experience in moving BAs further up the lifecycle to work with key stakeholders in shaping strategy, defining propositions and challenging business models.

Organisations often hire external consultancies to perform activities such as feasibility studies, cost/benefit analyses and facilitation, or to benefit from their cross-industry expertise. They can be brought in for their strategic thinking capability, or to define an operating model.

However, these engagements often come at a very steep price – and what many organisations fail to spot is that they often have exactly the same capability within their organisation already, namely the Business Analysis team.

An organisation's Business Analyst team will have much the same capability as an external consultant. Indeed, some of your BAs may have worked for one or more of the big consultancies in the past – a quick assessment of my last 3 employers' BA teams included ex-employees from IBM, Accenture, Cap Gemini, HP and Logica.

As well as the cost downsides of using an external provider, there are other downsides. For example, although the consultancy may have experience with similar engagements in the past, will they actually provide the people who worked on those engagements? Or will you get a team of recent graduates armed with little more than access to an intellectual capital database? Will you get independence? Many consultancies are tied to particular vendors or technologies, or will deliberately recommend solutions that they have experience in deploying rather than what is best for your organisation. And will they just re-purpose work that your staff has already done, presenting it as their own?

As well as having the same skills as external consultants, BAs offer something in addition that those consultants will never be able to compete with: organisational context.

BAs occupy a unique position within the organisation, having cross-functional visibility of change and an understanding of how the organisation works. This is not just related to the processes and technology in use, but also the people – who the key decision makers are,

who the influencers are and how the internal networks of people operate. In short, BAs de-risk business change in a way that external consultants can never replicate.

Having this knowledge of the business means BAs can add extra value – for example by identifying opportunities to share resource across similar initiatives, whether people or funding. They also bring

knowledge of what's been tried before, what has and hasn't worked. Furthermore, they may bring relevant knowledge of other industries or even your competitors.

BAs can identify:

- proposed changes that conflict with already committed projects
- proposed solutions that do not fit with strategic roadmaps
- poorly constructed business cases
- obvious synergies that are not being exploited

that lead to the wasting of money and in some cases increased risk and duplication of effort.

BAs offer:

- operating model definition
- strategic analysis
- feasibility studies
- cost/benefit analysis
- roadmap definition, facilitation and mapping

**EXTERNAL
CONSULTANTS
OR
BUSINESS
ANALYSTS?**

Case study 1

A business unit wanted to deploy SharePoint and were planning to go ahead with a single deployment just for their use and therefore sized accordingly. The BA who was working on this project was aware of other business areas that would be interested in using this application but the first business unit didn't want to spend the extra money necessary to scale up the deployment to accommodate them. None of the other departments had the funding necessary to contribute to a full deployment – therefore it looked like we were going to end up with a siloed deployment of an enterprise application.

To prevent this from occurring, the BA actively surveyed other areas of the business to confirm and qualify their interest as well as capture their specific needs – not just how they wanted to use SharePoint but also identifying areas they may not have thought of where the application could offer benefit. Based on the results of this activity, the BA then proposed a cost model to the original department that involved them paying to scale up the platform but benefiting from subsequent adopters paying an annual fee for its use (through the organisation's existing internal charging model). Part of this fee would be used to cover "sales" activity from the BA team whereby they would actively promote the availability of the platform to other departments. This sales activity focused on knowledge management, drawing on the organisation's strategy on this subject so that the SharePoint application didn't just become another dumping ground.

Case study 2

The marketing team within an organisation was developing a new proposition and had engaged the BA team to help shape and scope the initiative at a pre-project stage.

One of the BAs on this team had previously worked on a very similar proposition at a competitor. The BA was able to use this experience to explain to the marketing team what had and hadn't worked for the competitor in

question, as well as how long the competing project had taken to develop.

The result of the BA bringing this directly relevant experience to bear was that the marketing team had the opportunity to redefine the proposition upfront, long before any money was spent defining or building the actual product.

Case study 3

One part of an organisation had implemented a strategic correspondence management platform, and created a team to manage it. Another part of the organisation was defining their strategy and independently decided that they wanted to improve the way that they managed their customer correspondence – and proposed setting up a team to manage it. Thus the organisation would have ended up with two different teams, effectively doing the same thing...

Fortunately, the BAs that had been assigned to facilitate the development of the correspondence strategy were aware of the existence of the first team and proposed that they be used as part of the overall correspondence operating model. As part of this activity, the BAs facilitated the definition of a service and cost model to ensure that the existing team could adequately support the second business unit; this work developed into a definition of the overall strategy relating to correspondence management across the organisation.

The Enterprise Analysis framework

The BA team provides different services, which are provided by different resources dependent on capability, knowledge, experience and preference – they are both sides of the same coin however, and are built on a foundation of common skills and behaviours. Some BAs may regularly move from one end of the scale to the other, depending on skills, demand and aspirations.

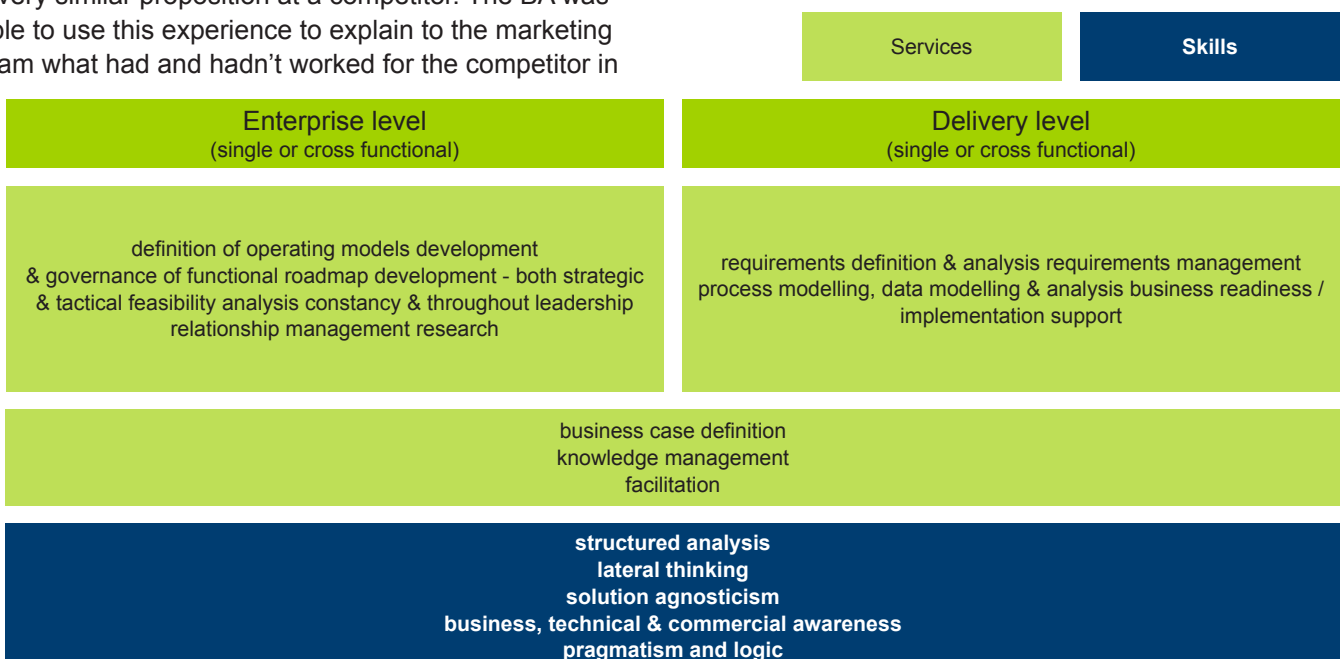


Fig. 2 The Framework

The key thing to note about this framework is that the resources involved are all BAs – no matter what end of the scale they work at. The model is based on leveraging skills that already exist within the organisation.

However, not everyone is suited to working, or wants to work, at the enterprise end of the scale. There are particular characteristics of the successful enterprise analyst such as:

- The ability to think both strategically and tactically. Not just either/or but simultaneously. For example, being able to consider tactical options that take the organisation on a tangent away from the strategic roadmap but which allow joining up again in the future. Also being able to challenge a decision on a project that's been taken for strategic, technology reasons but that isn't the best option for the business at that point in time.
- Dealing with ambiguity. Not just the everyday ambiguity of requirements elicitation but being able to cope with ambiguous strategic objectives and conflicting executive behaviours.
- Knowing when to challenge – and when not to.
- Being able to rationalise ambiguity within one's own mind – the classic Orwellian "doublethink".
- Business and technical expertise. One on its own isn't enough. The BA doesn't have to be infallibly excellent in either of these areas but crucially, they need to be credible; technology people will expect the BA to understand their world and explain the business side to them – and vice versa.
- Looking at things holistically. Again, this is about credibility - BAs performing in the enterprise space need to be able to look at the entire organisation, the industry it operates in and in some cases other industries as well. This is where active research and knowledge management pays dividends, and is one area that the big consultancies do very well. However there is no reason why this can't be replicated internally if given the right focus – you'll be surprised how quickly a usable knowledge base can be assembled by a dedicated team.

Marketing

So you've identified the right people and assembled a knowledge base ... but where does the work come from?

If you're lucky, some of it will present itself without much work but just like the big consultancies the BA team has to let people know what they can do, and a marketing plan should be a key aspect of the function. If you don't tell your customers what you can do, then they will go elsewhere – perhaps to providers they've worked with before, or those they play golf with ...

The marketing plan should comprise several different elements:

- Services map. Simply put, this is what you do and how you offer it to the market. It needs to be concise and easy to understand; a one-pager is ideal. This helps to frame the overall proposition and gives you a framework that can be used to market individual services.
- Example deliverables for each of your services, to be provided either on request or to support a pitch
- Procurement checklist. Optional, but if you have a contracts or procurement team (this may be part of Finance) who are responsible for approving 3rd party engagement contracts, you should let them know about the internal capabilities that you have. One way of doing this is to provide a checklist of services and keywords that they should check contract requests against so that they can challenge back to the business sponsor when presented with a request to engage a 3rd party. They can be a key ally in making the organisation consider looking for skills internally before engaging a consultancy. Note that this doesn't have to be limited to Business Analysis or Change skills – it could be an opportunity to encourage the procurement team to assess what other skills are present internally that the organisation is paying external providers for, such as those in Accountancy or HR.
- Objectives. This is a critical part of any marketing plan and when setting objectives you should consider the following:
 - » do the BAs understand the proposition?
 - » do your customers understand the proposition?
 - » do you know who your key customers are and should you treat some differently from others?
 - » how are you going to measure the success of the enterprise analysis framework?

Conclusion

The one-liner message from this article is this: organisations shouldn't spend money externally when they already have skilled internal resource that can do the same thing for less; however, the organisation may need to be told that these capabilities exist.

Joseph da Silva has been a Business Analyst for over 10 years; currently working for British Gas, he is also co-founder of www.pragmalysis.com, a website dedicated to pragmatic business analysis techniques and the home of a free requirements toolkit. A version of this article appears there.

BA Conference Part 2: Career Path and Qualifications Panel Discussion

The panel for this session consisted of Kathleen Barret (KB) – IIBA, Paul Turner (PT) – AssistKD and ISEB Examiner, Miles Barker (MB) – Credit Suisse, and Lawrence Darvill (LD) – Certes.

Q. Is the BA role shifting towards operational change and the whole change lifecycle?

A. For years BAs have wanted influence earlier in the change cycle, and now they're getting it. The blinkers are off now in terms of business analysis being seen as just an IT role (LD). To be involved in initiative prioritisation rather than just requirements prioritisation there is still a credibility gap to be addressed (PT), although at Credit Suisse there is a role for just that sort of influential activity – the Business Engineer (MB). Shifting one's focus from the inward (trees) to the outward (forest) remains one of the biggest challenges (KB).

Q. What examples are there of the directions that BA careers can take?

LD related the example of a speaker at one of his BA seminars who progressed from BA to CIO, highlighting that there really ought not to be a limit to a BA's aspirations. This view was supported by KB who observed that one can draw a line from the BA to the CEO because both roles are all about understanding the business.

Q. What advice would the panel offer to BAs looking to progress through their organisation?

A. Be credible to business, be comfortable with ambiguity (MB), and take any opportunities you can – it's often the BAs who are holding themselves back (LD & PT). An MBA can offer some of that credibility (MB) but some organisations value the experience of having worked up through the business.

Q. So what about PM as a progression?

A. There are many common skills so it's an option for some (KB). The differences though can be expressed simply (PT): when his children are in the back of the car, his son is always asking "why, why, why?" He's a BA. His daughter however is a PM – "are we there yet?"

Q. What qualifications do I need to become a BA? How consistent are they and does it really matter? Are BA qualifications helping to create more external focus?

A. (PT) There's a big difference between what's needed to become a BA and to be a BA. The latter is about

continuous and relevant training and qualifications. When you're starting out, tapping in to general best practice is the place to start. However BAs need to look beyond the content of individual qualifications and look for the competencies they need to do what they want to do; business analysis covers such a broad spectrum of responsibilities it's the best way to identify the most appropriate training. Professional skills are particularly important. And qualifications do matter (LD). One's mindset is important – are you prepared to test your knowledge against a structured approach, against the latest developments? And remember that a significant proportion of advertised roles ask for ISEB qualifications. As to whether there is more external focus, the answer is yes and no (PT). There's been some stabilisation across different qualifications including the IIBA and BCS, but there's more to do.

Q. What is the ideal background for a BA?

A. It's more about thinking style than it is about experience and previous roles (MB), and the soft skills such as relationship management are at least half what it takes to be a BA (KB).

Q. What is the role of on-job training and mentoring and what is the best way to make it work?

A. It depends on the organisation, but it's useful to start with a specific activity and then increase the scope to cover the whole job in a couple of stages (KB). It's also a good idea to give senior BAs line responsibility for their BA colleagues, encouraging development and mentoring (PT).

Q. How is reward and recognition changing in the UK?

A. BA rewards are improving as understanding of the role's value increases. The gap between BAs and PMs is closing too and there's no need to switch roles to increase rewards (LD). The clearer the definition of the BA role becomes (through SOFIA for instance) the easier it will be to measure productivity and value (PT).

Q. Some say that BAs are losing touch with technology infrastructure. How do we address this?

A. There is more and more specialisation within the BA role so IT-leaning roles are appearing alongside business-leaning ones (KB). In fact business analysis is becoming too broad a spectrum to be covered by a single role (PT).

Q. Should BAs be in the IT or business areas of an organisation?

A. (KB) In view of the specialisation discussed previously, both can be right. More often than not they do sit within IT, simply because of the cross-organisational perspective that it offers.

Is Business Analysis a Profession Yet?

George Sadler casts an experienced eye over this perennial question.

At the recent Business Analysis Conference in London a conversation caused me to consider the above question. Having pondered the question for a while now, my answer would have to be no. Let me explain how I came to that conclusion.

As a professional of a certain age with grey hair, my career has gone full circle. I was born a Business Analyst, as evidenced by my dismantling things to see how they worked before I started school. Two decades later I was able to respond to the question “What do you do?” with the answer “I’m an Accountant”. My professional credibility was established solely by the use of the word “Accountant”. If ever there was a question, it was to enquire about which type of accounting I specialised in.

After another two decades, a happy accident resulted in my changing career. I wore the uniform, turned up at the client’s premises and presented a business card that bore the words “George Sadler, Consulting – Central

Government”. Again my professional credibility was established. Strangely, no one ever asked “What type of consulting do you do?” During my consulting career I acted as an Interim Manager, I managed projects and I undertook business or financial analysis.

Having worked in project-based organisations since the days of Prompt and seen it morph into PRINCE and then PRINCE 2, I concluded that maybe I should complete the PRINCE 2 training and get the certificate. I feel that my credibility as a Project Manager depends more on the words “PRINCE 2 Registered Practitioner” being on my CV than my experience. Recently, I have toyed with the idea of undertaking the Managing Successful Programmes training; do I want to establish credibility as a Programme Manager? Not having a burning desire to manage programmes, probably not.

My career as a Management Consultant was highly rewarding, it was fun and not for a moment do I regret the happy accident. The interim roles nearly always involved establishing a new post whilst a permanent incumbent was recruited. The project work tended to be engaging,



challenging and not fully fulfilling. I became jaded in the analysis assignments, wondering when the cavalry would arrive. They never did – I was the cavalry.

I have come full circle and acknowledged my true calling. As my manager observes – cut me in half and it will say, “Business Analyst” through and through. My career was enriched by a wealth of talented and creative people who took the time to try to teach me. For my part I took the time to try and learn. In my current role as a Business Analysis (and Specialist Testing) Practice Manager, the opportunity has arisen to pass that wisdom onto the next generation. We are trying to build a professional community and therein lies the conundrum.

Now when people ask what I do for a living, I get all sorts of questions. “Why are you practicing, haven’t you got it right yet?” “So what does a Business Analyst do?” Quite often the last question is posed by a Programme or Project Manager.

People working at portfolio level within organisations openly admit that they haven’t a clue what a Business Analyst does in their organisation. This implies that they don’t know what a Business Analyst could do. I use the following to address the question about what a Business

Analyst could do; “Everything and anything required to effectively and efficiently articulate and solve a business problem.”

Looking at my fellow programme or project based “professionals”, I can see that we as business analysts lack the kudos conferred by the Office of Government Commerce on the others. With one exception (alright, I’ll admit that they’ve missed the software testing professionals as well), Programme, Project, or whatever Registered Practitioner, confers professional credibility on the holder. I feel like a male Cinderella: “WHAT ABOUT ME?”

So having explained how I came to my answer to the original question, what do we do about it?

Chatting recently with Paul Turner of Assist KD, I found that the Office Of Government Commerce did take an interest in Business Analysis about seven or eight years ago. They wanted a piece on Requirements Management, which the practitioners of the day declined to provide because they felt the Business Analyst’s role was much broader. You will gather from my definition of the Business Analyst’s role expressed above, that I wholeheartedly agree with them.

At a recent IIBA evening conference, David Avis in talking about establishing communities stated that he expects the Business Analyst's role to change considerably over the next 12 to 18 months. Again, I agree with the sentiment.

Examine the recent evidence which points to the development of a Business Analysis Profession:

- The British Computer Society published Business Analysis Techniques: 72 Essential Tools for Success and the second edition of Business Analysis this year;
- As at 13th October there were 1,047 designated IIBA Chartered Business Analysis Professionals of which 13 are based in the United Kingdom;
- The launch of the IIBA Certification of Competency in Business Analysis at the end of this year provides a stepping stone to Chartered Business Analysis Professional status in the way that the Association of Accounting Technicians provides a fast track to a full accounting qualification;
- The Business Analysis Conference Europe 2010 attracted over 250 delegates, not just from Europe, but from America, the Middle East, the Far East and Africa;
- The IIBA UK Chapter promotes a series of successful evening conferences, the most recent of which at Barclays Global HQ, attracted in excess of 350 registration applications.

Facing inwards, I think we have been making exceptional progress towards becoming a profession, but what about external recognition?

I'm passionate about Business Analysis; after all, projects and programmes are only as successful as we let them be. We need to make sure that our programme and project colleagues recognise we are professionals, value our contribution and enlist our support. I try to be an advocate of our internal Business Analysis community and an ambassador for the wider Business Analysis community. I make the effort to contribute to the growth in recognition of our profession.

What about you? Are you going to sit on the sidelines watching, or are you going to join us on the journey to full professional recognition?

George Sadler is Business Analysis and Implementation Lead Practice Manager for RWE npower and based in Leeds. He can be contacted at george.sadler@npower.com or via LinkedIn.

BA Conference Part 3 – Business Analysis Responsibilities Panel Discussion

The panel comprised Debbie Paul (Chair) – AssistKD, Sue Vowler (SV) – Project Angels Ltd, Wes Curtis (WC) – BBC, Mel Green (MG) – UCAS, Mark O'Connor (MO) – National Grid

Q. What are the BA responsibilities through the change cycle?

A. It starts with working with stakeholders on the business and its broader needs, moving then into change definition and through to supporting implementation and measurement (MO). It's also true that the degree of involvement in the various stages depends on where one is in the cycle – BA involvement in delivery is often limited for instance (WC). The eternal question of the definition of the BA role is relevant too, particularly the balance between IT and business change (MG). Engagement is important all the way through though as we need to avoid the scenario of BAs throwing change requirements over the wall to PMs (SV). Overall it was clear that the way BA responsibilities are spread across the change cycle depends heavily on organisation and culture.

Q. What's the role of BAs in the creation of the business case?

A. Well it's not just about creation; the BA has a role throughout the business case process on behalf of the sponsor. Developing options is one area in which the BA can play a particularly important role (SV). This was a view echoed by MG, who sees the BA role in business case development as a facilitating one. BAs do indeed have much to offer in options development, using their judgement and experience to good effect (WC), but there's often a lack of funding to enable enough options to be investigated properly (MO). There was a consensus in the room that BAs were probably involved too late, too often.

Q. How can you tell a good BA?

A. MG offered a recruiter's perspective and described a stringent process including interviews and presentations, an approach that MO also supported. A key attribute in MG's view is the ability to know which battles to try and win and the resilience to achieve that. SV observed that PMs value BAs who are good listeners, know how much detail is required, have great interpersonal skills, and understand deadlines. Several more attributes were then added to an already lengthy list: adaptability, comfort with ambiguity, political awareness, credibility and endless curiosity (WC).

Q. Is being innovative part of being a good BA?

A. All agreed that it has to be. Most working environments are fast-moving so innovation coupled with good industry and user awareness is essential (WC). The cutbacks being seen in many industries are driving the need for innovation and BAs therefore have a key role (SV), ideally with innovation as part of their personality (MG). And let's not forget that seeing opportunities for reuse is a very important aspect of innovation (MO).

UK IIBA Business Analyst of the Year 2010

We profile Marie Atallah, the winner of this year's IIBA Business Analyst of the Year announced at the BA Conference in September.

'Listen, Think, Model , THEN Analyse!' This is the mantra of Marie Atallah, a Senior Business Analyst at Allianz Insurance plc, and winner of the UK IIBA 2010 Business Analyst of the Year award.

Passionate about promoting high standards in business analysis, Marie has observed that over the past ten years, Business Analysis in industry has wandered away from the formal modelling of data and processes and the use of 'physical' versus 'logical' models. She actively works to reverse this trend in every project she undertakes.

Another key message she regularly imparts is that there are four key models in any business process transformation: *the current physical, the current logical, the proposed logical and the proposed physical*. She is adamant that a good Business Analyst should always know which one of the four they are modelling and analysing. She feels it is the failure to understand this basic concept that lies at the heart of the confusion on many projects.

She sees the role of the Business Analyst as that of a bi-lingual interpreter, bringing the business communities and the IT communities to a common understanding. The Business Analyst needs to be able not only to understand and model the business requirements, but also to translate them into an unambiguous language that the IT department can understand and work with. In addition, the Business Analyst needs to be able to communicate progress in an appropriate manner to all the stakeholders.

Appointed lead Business Analyst for the Solvency II regulatory programme in 2009, Marie spotted an opportunity to both showcase a structured business analysis approach and also demonstrate the key role of the corporate data architecture. Solvency II is a European regulatory Directive which mandates that all insurance companies across Europe hold adequate capital reserves balanced against their assessed risks. This meant a thorough refresh of all risk management and modelling processes, data, systems and policies as well as all

affected business processes, and internal and external reporting.

The programme is unusual in that, although all insurance companies are in a race towards the European deadline of 2012, they also have to pass a detailed regulatory interim approval of their programme approach and progress against plan. Marie's formal Business Analysis approach to the programme, which included the vision, gap analysis, data maps and critical path showing the data architecture at the hub, has played a key role in helping to ensure the programme approach has been built on solid foundations, thereby successfully entering the FSA's approval process.

An active proponent of the 'Helicopter' mindset, Marie stresses the importance of keeping the high level view in mind at all times – especially when discussing low level detail. With requirements coming from constantly evolving European legislation and actuarial models, complexity clearly had to be managed. Marie therefore led the modelling of the current and proposed scenarios at a high level so that all stakeholders understood the landscape on which to overlay the detail.

To do this, she used colour and shape in novel and engaging ways. She also introduced theatrical hats to reinforce messages about the different roles that stakeholders had to play, and created a fun simulation game using music and construction hats for all stakeholders to walk through the critical path. She has ensured that the high level Business Analysis is mirrored in each of the programme's many workstreams by her active involvement as a coach and facilitator.

She stresses however, that in the majority of cases the programme environment is not conducive to empowering Business Analysts to deploy their full range of creative skills. Within this programme however, Marie felt that her Programme Manager, George Hancock, actively encouraged her to explore innovative techniques to enable a successful outcome. She would like to see more Programme Managers empower their Business Analysts in this way. As Marie said when accepting the award, "If anyone ever asks me to think outside the box, I tell them there is no box."

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