

Analysts Anonymous

Informed comment for the BA and Business Change Community

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Issue **17**

A note from the editor

It's Spring at last, and what better way to greet the new season than with a newly-hatched edition of the Analysts Anonymous newsletter.

In this edition we are taking a good look at the relationship between project managers and business analysts in two separate articles. I hope it will provoke some debate.

There's also a professional communicator's view on getting the most out of requirements gathering, with an intriguing insight into the importance of ceiling height in rooms ...

Hope you enjoy the read, and do drop me a line and let me know what you think.

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Business Analysts and Project Managers: Working Together

Elizabeth Harrin discusses the crucial relationship between project managers and business analysts, from a project manager's viewpoint.

At a Business Analysis Conference a little while ago I spoke about how project managers (like me) work and how business analysts and project managers can work together more successfully. As you can imagine, telling a room full of BAs that project managers don't want to hear about all that detail and analysis-paralysis caused some sucking-on-the-teeth moments. There was a heated discussion at the end of my presentation.

In this article I'm going to cover the key things I discussed in that presentation, starting with an explanation of what project managers care about most: the triple constraint.

What PMs Want

Business analysts don't always understand where project managers are coming from. We have odd and sometimes ridiculous demands, and we walk around with Gantt charts a lot. It's not hard to understand what motivates project managers – we just don't bother to take the time to explain it. At all. To anyone. And then we get very upset when people don't understand the value that we bring to organisations (BAs: does this sound familiar?).

Project managers see themselves as navigators. We see the big picture and we want to get there as fast as possible and as cheaply as possible. We spend all day thinking about OTOBOS – or we should do, if we are any good at our jobs.

OTOBOS, also known as the triple constraint, stands for

On Time, On Budget, On Scope. As project management has evolved as a discipline so has the triple constraint, and it now includes other factors: The constraint list now looks more like this:

- Time
- Budget
- Scope/Requirements
- Quality
- Risk
- Customer satisfaction

Not everyone includes the latter two on the list but they're important enough to feature here. It's no wonder though that project management jargon is so poorly understood outside our colleagues. Even though the jargon has evolved, most sponsors and stakeholders haven't. They are still mostly concerned with:

“Will it deliver on the day we agreed?”

“Will it cost what we agreed?”

“Will it do what I want?”

And that's OTOBOS: on time, on budget, on scope. So if you are doing that, you are getting something right.

What PMs Value in their Relationships with BAs

Project managers see BAs as architects. They are detailed, they decide on and build solutions, they work in a methodical way. There are often multiple iterations to their work while they strive to get the right solutions for

the business and the customer. Project managers like solutions. We like things all neatly tied up and ready for us to implement. We're impatient in the analysis phase and we just want to get on and roll out the BA's great invention.

We also like communication. It's not a good idea to keep all your knowledge to yourself. It doesn't make you more powerful, it just makes you difficult to work with. And everyone wants to work with people who are easy to work with. So, communicate. Find out what the project manager wants and give it to them: weekly written updates, a phone call a couple of times a week or – heaven forbid – a daily log of activity. Personally, I think this is overkill but it does depend on the type and scale of the project, and whether or not you are a contractor.

Allied to communication are accurate estimates. We know it is hard when a lot of BA work relies on interviews with, and validation from, end users. It's fine to give estimates in a range: 4-6 days, 15 days +/- 30%, and so on. It's even better if you can provide estimates that say that work is due to finish at 3pm on Thursday afternoon, but in real life that's rarely possible. The reason this is so important to us is that we normally have people scheduled to do things with the outputs of the BA work. For example, when a functional spec is complete it will be passed to a techie to produce the technical spec. Good estimates help project managers to plan dates and resources.

On the subject of planning, project managers appreciate you hitting milestones. There are very few reasons why you wouldn't be able to hit a milestone, and there is nearly always something a PM can do to make it easier for that milestone to be reached. For example, we can provide more resources, do other tasks in parallel, or – worst case – move the milestone to a more realistic date and reorganise everything else around it.

With that in mind, we appreciate early warnings. If you know you are not going to hit a milestone, tell the project manager as soon as you can. With notice, we can move things around – or provide help to get tasks back on track. There's often very little we can do at the last minute, apart from standing there and watching while our carefully constructed plan falls apart, before pulling ourselves up by the bootstraps and designing a new one.

Business analysts often have a much broader and deeper view of the business than project managers, and spend a lot more time with business people. Early warnings also apply to risks and issues: if you notice something, please tell us. Getting a risk on the register early gives us more chance to make sure it doesn't materialise.

Even so, we'd prefer that there weren't any risks or issues and that everything was right first time. This is often a problem for business analysts (and everyone, actually) because so much of the role requires input from end users who are not themselves right first time. We value a 'right first time' attitude, even if it isn't practically possible, because rework and changes are costly and complicated. While we can nearly always accommodate changes, it is a lot easier to write in that key piece of software functionality at the beginning, rather than realise we left it out with three weeks to go.

So, to summarise, project managers value:

- Solutions
- Communication
- Accurate estimates
- Hitting milestones
- Early warnings
- Right first time.

Essentially, it boils down to things that help us keep the project on schedule and on budget – those critical elements of OTOBOS.

What's not so valuable in the relationship

This sounds worse than it is, but there are differences in the ways that PMs and BAs work that mean it's not always easy to work together.

For example, project managers don't like working with business analysts who insist on the precise application of methodologies like BABOK. To be fair, we don't like the slavish application of any methodologies, including project management ones such as PMBOK and PRINCE2. Don't feel the need to complete methodology process steps for the sake of it. If it isn't relevant, don't do it. Learn to pick and choose from your methodology and only use what makes sense in the context of your project.

We don't much like lots and lots of detail either. That isn't to say that BAs shouldn't do it: after all, someone has to. BAs care about quality and stakeholder satisfaction and this is evidenced by the detail required in functional analyses, swim lane diagrams and use cases. What I mean is that we don't really want to hear about it. Tell me what the requirements are and I will trust that you have run the workshops to get it right. I don't need to live through a blow-by-blow account of your customer interviews. This ties in to the communication point I mentioned earlier: it's all about tailoring your communication to the audience.

Finally, we don't like an 'I just need to...' attitude. I'm sure you have all worked with someone who wouldn't let go of a task until they were completely sure that everything was validated, ratified and signed off in blood. In a modern, agile business, that won't wash. Sometimes, good enough is good enough. Don't strive for perfection in tasks where it doesn't matter. Apply the Pareto principle: sometimes that final 20% won't make a significant enough difference. So drop it. In order to meet those OTOBOS objectives, you need to make sure that tasks are starting and completing promptly. Being held up by an 'I just need to...' approach means frustration and slipped milestones for everyone.

How to improve the working relationship between PMs and BAs

Changing working relationships is often more about culture than concrete tasks, but there are some things you can do to smooth any blips in the way that project managers and business analysts work together. Here are four tips:

1. Roles and responsibilities matrix

Have a roles and responsibilities matrix for the project. If you are a BA and there isn't one for your project, get your project manager to do it. There's an interesting debate on www.betterprojects.net about these R&R matrices. For me, they are a useful starting point for who does what, which can help ensure that everyone is clear about what is expected of them. They can also act as professional development guides, so a PM who wants BA experience, or a BA who wants PM experience, can see what the other role involves and who is doing it, and some development activity can be built around that. However, writing it down on paper will not mean people will abide by it. Worst case scenario, people hide behind the matrix, creating a mentality of 'that's not my job'. Still, it can provide the opportunity for a helpful debate about who does what, avoiding some of those "What does a BA do again?" questions.

2. Know the goals of the project

Common goals are such an important aspect of a project. The difficult thing is that often people will get different things out of the project and as such their personal goals might not be aligned to that of the project. Even so, you should strive – PM and BA together – to ensure that the whole project team is clear about the outcome and goals of the work to be undertaken. It makes teamwork a lot easier when people know what they are working towards and can clearly see how their contribution fits in.

3. Balance 'schedule/budget' with 'quality/stakeholder satisfaction'

Project managers care about schedule and budget. It's unfair to say that we don't care about quality and stakeholder satisfaction, but we can lose sight of those elements. As a BA, challenge your project manager to keep quality and stakeholder satisfaction always in the foreground. There is no point delivering a project on time and under budget if the end product is rubbish. Sometimes project managers are so driven by dates and money that we forget that the result has to be a useful, workable solution for our customer, meeting all their functional needs. Remind us!

4. Value the contributions that everyone makes

Valuing the contributions that everyone makes sounds all fluffy, but in reality it's about the professionalism and respect that comes with knowing you are pulling towards the same goal. It's also about not doing someone else's job. Tell people to back off and let you get on with it if they tread on your toes. And most importantly, share your exasperations. At that Business Analysis conference I mentioned, we asked how many of the audience had issues in their working relationships with their project managers. A generous proportion of them put up their hands – and kept them up when we asked if the problem was the other person's fault. Interestingly, very few people had done anything about it. Nothing changes unless you talk about it and work to fix it! Whingeing at the cat when you get home won't make your working relationships with your colleagues any better.

So the relationship between a PM and a BA is an important one, and at times a difficult one, but with effort on both sides it can be a vital and rewarding one.

Elizabeth Harrin is a project manager and author of *Project Management in the Real World*.



Three Ways to Make Requirements-Gathering More Effective

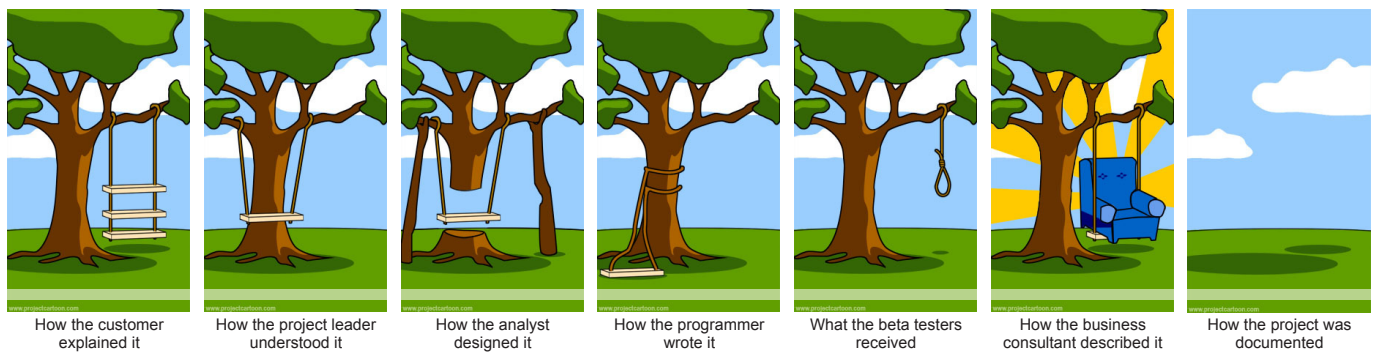
Judy Rees gives an expert communicator's view of the art of requirements gathering.

Are your requirements-gathering interviews and workshops a pleasure, or a form of torture? When you make the process enjoyable for participants it becomes more effective - as well as making you more popular!

It has long been recognised that one of the leading causes of project failure is having poorly-defined requirements. Remember the old "project cartoon" with the different versions of a tree swing? (see below) The problem is still very much with us.

up to you, as the analyst, to discover what they really want and how it will benefit the business. Do it well, and the users/customers will be delighted to be learning something they didn't know they knew.

Here are three ideas which have worked well in many contexts. One analyst even claims they saved a €34.8m project from disaster, when they helped him discover that the two national banks driving the project had differing understandings of a key requirement



Source: How projects really work - www.projectcartoon.com

[Continued Online.....](#)

Systems keep on being delivered which just don't do quite what the business needs them to do: the "real" requirement has been missed somewhere along the line.

It's all about effective communication.

The most experienced and sought-after business analysts have highly-developed consulting skills, as well as technical domain knowledge. Employers increasingly recognise, and hire for, this kind of skill. And yet many analysts have not been taught interviewing and facilitation to even a basic level - these skills are supposed to be picked up along the way.

So, how can you improve your own approach?

It begins with your own attitude. Even if requirements capture may be seen as a relatively junior task in your organisation, the truth is that it's absolutely crucial that it's done well. It's your job to capture the stakeholders' interest and enthusiasm, and to keep them engaged in the process. If they experience the process as a grilling, in which they are made to feel inadequate by questions they can't answer wrapped in layers of jargon, they aren't going to enjoy it.

Don't expect people to be able to describe, off the top of their head, exactly what they want or how it drives business value. People just aren't made that way. It's

1. Make sure you set a positive tone from the start. Plan a clear agenda with adequate comfort breaks - not everyone is used to concentrating hard for long periods

If you have any control over the environment, use it wisely. Research has shown that most people do their most effective "big picture" thinking in high-ceilinged spaces or outdoors, while they focus more effectively on details when they are in a small, low-ceilinged space. Hot drinks will help people feel "warm" towards you.

As the organiser, explain clearly what your expectations of the meeting are - don't expect people to have read the paperwork! You might consider asking each person present to say what they want from the meeting too. The answers are often very revealing - but more to the point, the process helps people to feel that their desires are at least being acknowledged and considered.

2. Be genuinely curious about what the stakeholders have to say, and how they say it. This project may initially seem just like the last one you worked on - but the people are different, and so the project will be different. Listen to the words they use to describe things.

Language is a wonderfully flexible tool: it's as if everyone thinks they're like Humpty Dumpty, and can use words to mean whatever they choose them to mean! For example, if you ask two people to think of a tree, then check the details of the tree they thought of, you'll discover that no two people's trees are ever exactly the same. It's not that one is right and one is wrong - it's just that they are different. The more novel or complex the topic, the greater the scope for differences of meaning - even when you think terms have been carefully defined in a written project glossary.

If someone says something which surprises you, investigate with a question or two. It's possible you misheard - but it's also possible that you've just detected an important detail that might otherwise have been missed.

3. Use your participants' language, jargon and metaphors throughout. You are probably well aware of the effect of unfamiliar technical jargon - it leaves people baffled, their eyes glazed over. The effect of paraphrasing is less well-known.

People's own words are important to them: they capture unique shades of meaning. If you paraphrase, the original speaker may feel you have misunderstood

Two great questions to ask are:

- What kind of X (is that X)?
- Is there anything else about X?
 - » Where the "X" represents one or more of the words they have used.

These questions are great for getting clarity about anything that's been said. They don't reveal your own opinion of what's been said, so that the person doesn't feel judged or criticised. And if necessary, they can conceal the fact you have no idea what the person is talking about!

Human communication is a vast subject, and I could go on with dozens more ideas. But I'm confident that using just these three tips will make a difference to the results you achieve, immediately.

Author, trainer and consultant Judy Rees is a former news journalist who became an expert in human communications and in particular, the questioning and listening technique Clean Language. She is the co-author (with Wendy Sullivan) of the category bestseller Clean Language: Revealing Metaphors and Opening Minds. She and her company X-Ray Listening (xraylistening.com) are based in Brentford, West London.



Business Analysis and Project Management – Roles and Inter-relationship

In the world of Business Change Management where does business analysis end and project management begin? What are the role and relationship issues, the problems and advantages of role separation? And how do we train the Business Analyst to fulfil role expectations? David Lyneham-Brown investigates.

Where are we?

The growing belief in many organisations that externally managed change initiatives bring too few significant or lasting benefits is being matched by an increasing awareness of the value of developing strong internal business analysis and project management skills. But are all organisations well equipped to deliver their own needs?

It is a confusing picture. Some organisations have project managers and no business analysts, some have analysts but lack effective implementation expertise. Other organisations have business analysts and project managers who interact and co-operate effectively – some do not!

Does it matter? If there is a lack of role clarity and erratic quality of expertise then it does. Analysts who do not fully understand the business needs of the organisation despite developing new processes for them are as dangerous as the project managers who create more problems than they resolve by implementing poorly designed changes.

There is no template for the structure of this relationship that suits all organisations – nor should there be. But in acknowledging the uniqueness of individual partnerships

it is apparent that success in the wider field of change management depends on business analysis and project management working together with increasing effectiveness.

Otherwise, business analysis without effective project management will remain just a high quality source of good ideas – project management, without its solutions being grounded in incisive business analysis, runs the risk of implementing poor quality proposals for change.

A range of issues beg for answers. Where does business analysis end and project management begin, how do we reconcile the role and relationship issues or the problems and advantages of role separation? What are the continuity issues, political constraints, expertise requirements and organisational attitudes to the functions?

The role of the business analyst

Business analysts are rarely understood for the value they bring to the processes of business change. And yet the core of business analysis, the project based approach to business problem solving, is a key skill in our era of rapid change and innovation.

The business analyst is a vital element in, and lubricant of, the engine of change delivery. Having fully understood the needs of the change sponsor, the analyst is often the key to reconciling the needs and fears of all other stakeholders in the process. Real dangers exist if the business analysis role is ignored and a project is too focused on its narrow needs and boundaries, ignoring the rest of the business and those stakeholders.

A key role of the business analyst is the identification and reconciliation of the practical and people problems that can bedevil and delay the best planned of projects. The move towards balancing the hard and soft skills in delivering business change initiatives is becoming increasingly important as organisations strive towards world-class standards in change project delivery.

In conflict or in partnership?

It is easy for the casual observer to see the two roles potentially in conflict, with business analysts trampling onto the ground of the project managers and the latter ignoring or sublimating the role of the analyst. The reality should be anything but – both roles share the ultimate objective of adding value to business operations. This is achieved by designing and implementing the appropriate blend of cost reduction, cost avoidance, income protection and income generation initiatives.

It is worth seeing the relationship between business

analysis and project management against the background of the typical high-level project lifecycle:



The project initiation process is of vital importance to the business analyst but one which they rarely influence. Sometimes the project terms of reference that emanate from this stage prove deficient and further clarification has to be sought before effective data gathering and analysis can begin. Throughout the analysis and development stage both roles are concerned with developing and sustaining relationships with project stakeholders, and although the project manager will oversee the implementation process the analyst must fully account for implementation issues in the way solutions are designed and proposed.

Business analysis – precursor of high quality project management

If project management is about implementation then business analysis is about ensuring the quality of that which is to be implemented. It is very difficult to design effective solutions without a detailed awareness of the context in which implementation will take place.

Through the depth of enquiry and analysis inherent to the approach the business analyst can ask profound questions about a situation and play a major role in building relationships with project stakeholders.

When reviewing current or planned processes the analyst should always question the value of the actual or planned output. In the final analysis it is pointless seeking to improve the productivity of that which is valueless. The first stage in serious productivity improvement is the identification and elimination of worthless activities.

A classic example of this is management and staff information. Ever more information is often talked of as a vital aid to management. But, is the manager helped, or in practice, further confused? More information has been equated with improved decision making and action? But are those decisions and actions improved, or do they become more difficult to make?

Many staff view the prospect of change in a negative manner and yet through the business analyst-led process it is possible to achieve motivation alongside productivity improvement. Effective two-way communication throughout the project process, participation in the change process and attention to a wide range of issues at

the design and development stages are the motivational weapons available to the business analyst to help overcome resistance to change.

Improved working conditions, disciplined operating structures alongside flexibility of working routines, perception of quality of product or service being provided and measured participation in decision-making all encourage involvement. Staff roles designed with value-adding business purpose, using effective methods and procedures, having been effectively trained and provided with accurate, functional, value-adding information are powerful counters to the perceived negatives of change.

Where does business analysis end and project management begin?

I believe that business analysis and project management are complimentary roles, that they both contribute to the change management process but are distinctive disciplines. Having taken the route myself I can see the insight and awareness of business analysis as an important grounding for project managers. Some business analysts become project managers, and experience identifies the following aspects of analysis work as helping to prepare that individual for a project management role:

- Knowledge of end to end business cycles
- Ability to work at various levels of detail
- Requirement to manage relationships without line authority
- Problem solving and facilitation skills
- Political awareness and a “thick skin”
- Involvement in some of the elements of project management, such as elements of the business case.

Expediency dictates that senior business analysts may get to run smaller projects. This is often an extension of them managing their own workload (and perhaps that of a small team).

Some see business analysis as the engine room of project management with the latter being more aligned with steering and oiling the wheels to ensure momentum is maintained and in the right direction, with anything up to 70% of their time being spent communicating in one shape or form. Also leadership is a key core competence.

Across business sectors, views of the roles differ and the practical reality is that there is not a clear and automatically recognised distinction between them. Some of the skills and competencies required for the two disciplines have common roots but the competence expectation of the roles would be different in terms of levels, emphasis and application. Also, within different organisations and business sectors these roles may have differing levels of seniority dependent upon organisation structure, job size and complexity.

Take a look at this table of distinguishing role characteristics. I’d like to hear what you think and whether they fit with your perception and experience:

Competency	Role Execution Examples:	
	Business Analysis	Project Management
Leadership	<ul style="list-style-type: none"> • Works constructively with team • Coaches others 	<ul style="list-style-type: none"> • Motivation of team • Gives direction and is role model leader • Takes responsibility
Problem Solving	<ul style="list-style-type: none"> • Gathers and presents business and process options • Establishes facts • Determines root causes 	<ul style="list-style-type: none"> • Clearing roadblocks • Confronting issues • Plans effort and facilitates problem solving techniques
Decision Making	<ul style="list-style-type: none"> • Analyses impact of decisions • Analyses trends and make improvement recommendations 	<ul style="list-style-type: none"> • Manages approval & sign off • Resource management • Priorities and Schedule conflicts
Critical Thinking	<ul style="list-style-type: none"> • Converts data into information 	<ul style="list-style-type: none"> • Change control • Scope management • Schedule planning
Strategic Perspectives	<ul style="list-style-type: none"> • See big picture at product level • Understands context within industry 	<ul style="list-style-type: none"> • Sees the big picture and knows what project success looks like • Wide knowledge of industry but not detailed
Influencing	<ul style="list-style-type: none"> • Managing expectations • Builds rapport with team and custom 	<ul style="list-style-type: none"> • Managing expectations • Variance management • Influences major events and adapts style to gain 'buy in'
Communication & Interpersonal	<ul style="list-style-type: none"> • Key report writing skills • Relating to team & customers 	<ul style="list-style-type: none"> • Stakeholder communication • Verbal presentations • High level status reporting
Time Management	<ul style="list-style-type: none"> • Work package prioritisation • Deliver on time 	<ul style="list-style-type: none"> • Schedule management • Setting priorities

Personal experience identifies one truism - good business analysts do not necessarily make good project managers, and vice versa. Whether it is temperament, experience and/or political awareness that shape suitability, business analysts need to beware being forced down a career path that isn't right for them. There is nothing immutable in the "logical next career move" being into project management.

In summary, project management is concerned with the overall planning and communication activities that deliver complete packages of change, whereas the business analysis function is more concerned with the investigation and analysis for, and the identification of, detailed solutions that deliver business improvement.

Business analyst training and development

One hopes that as we refine the recruitment and selection processes for business analysts, while improving their training and development programmes, their ability to work with project managers and (if they wish) make the transition to the PM role will, for some, become more logical and easier.

In her article in this newsletter Elizabeth Harrin observes that project managers don't like working with business analysts who insist on the ritualistic application of rigid methodologies. Spot on – methodology has to be shaped to context, by both business analysts and project managers. It was observed earlier it is valuable if project managers have insight into the analysts approach; likewise business analysts should understand the fundamental drivers of project management, but at a business change framework level, not as a detailed methodology. That is why the BPTGroup developed the 8 Omega Framework (v. 2.0) that provides, for business analysts and project managers, a common perspective of the change process.

Target end result: the business change professional

The roles of business analyst and project manager are key elements in the range of business change expertise deployed by organisations. This range of necessary expertise is expanding as organisations begin to focus on end-to-end process, but business analysis and project management will remain at the core of those developments.

However, in the world of business change all us practitioners have to collectively practice what we preach. Too often both business analysts and project managers, among other change professionals, operate in their own silos. Role relationships will continue to evolve; they must. As organisations seek to develop end-to-end business processes the role and expertise of the

business change professional will likewise become more linear. The evolving role will be characterised by those who:

- are able to think and act strategically across a wide range of business situations
- will naturally and effectively consult fully with client management and their staff
- control change management projects and processes in an effective, caring and cost effective manner
- are equipped with and will use a range of appropriate holistic and incremental change skills
- place emphasis on successful implementation of change as a measure of their personal success.

David Lyneham Brown is CEO of the Business Process Transformation Group. You can email David on david.lyneham-brown@bptg.org or go to the Business Process Transformation Group website at www.bptg.org. (This is an updated and revised version of an article that first appeared in Project Management Today.)



Business Analyst of the Year 2010

The Business Analyst of Year Award 2010 is sponsored by AssistKD and will be awarded to the business analyst who has demonstrated the most significant contribution to improving organisational performance during the previous year. This contribution will have made a positive impact on areas such as business processes and IT solutions, resulting in improved organisational efficiency and effectiveness, and excellent service to customers.

Martin Pearson, Marketing Director of AssistKD, sponsors of the award for the fourth year running, explains the decision to continue their involvement: "We sponsor the Business Analyst of the Year Award for three primary reasons: first, we believe that business analysis is an important discipline, offering significant advantages to organisations; second we believe that the business analysis community deserves recognition for the work it carries out; and third, as a specialist company we have worked with a wide variety of organisations and know that there are numerous knowledgeable, experienced and talented business analysts whose achievements should be celebrated".

The Award will be presented during the IIBA Business Analysis Conference in September 2010. The BA conference is organised by the UK Chapter of the IIBA and provides three days of tutorial sessions and presentations by thought leaders in business analysis and experienced BA practitioners.

AssistKD, sponsors of the Business Analyst of the Year Award, specialises in the delivery of business analysis training and consultancy. AssistKD is an IIBA Endorsed Education Provider and an accredited training and examination provider for ISEB Business Analysis qualifications.

Further information about the Award will be available soon on these websites:

AssistKD: www.assistkd.com

IIBA conference: www.irmuk.co.uk/ba2010/

If you or a colleague would like to register your interest in the Business Analyst of the Year Award 2010 and receive further information please contact chris.martin@assistkd.com or call **01844 211665**

Upcoming BA Events

All Events can be tracked through the IIBA Chapter at uk.theiiba.org

Thursday April 29th – What Business Analysts do!

London 6.30pm

Using a number of techniques including quick fire Pecha Kucha presentations and a Goldfish Bowl debate this session will show the richness and breadth of what Business Analysts do.

Monday May 10th – Launch of Midlands IIBA Branch

Nottingham 6.00pm

The BA role in Agile – Allan Kelly and The Role and career path of the Business Analyst – Penny Pullan. This event is hosted by Capital One/

Tuesday May 25th – Business needs and prioritisation

London 6.30pm

Debra Paul, co-author of Business Analysis Techniques: 72 Essential Tools for Success, discusses prioritising business needs and how prioritisation approaches are often misused and misunderstood.

Thursday July 1st - What do we mean by agile requirements?

London 6.30pm

Suzanne Robertson author of Mastering the Requirements Process presents an interactive session on what we mean by agile requirements and what influences requirements agility. This event is hosted by Credit Suisse.

Thursday July 27th – Business Analysis at Mars.

Slough 6.30pm

In this event, hosted by Mars, there will be presentations by a Mars Business Analyst and by James Cadle, co-author of the Business Analysis Techniques book, who will review key business analysis techniques.

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