

Analysts Anonymous

Informed comment for the Business Analysis
and Business Change Community

In this issue:

The Introverted Analyst, The Expert BA Award, Business Architecture, Facilitative Leadership, BA of the Year 2013, Twitter for BAs, Business Analysis Conference Europe 2013, Laws for Mind Maps

Summer, 2013



Welcome...

From the editor

Welcome to the summer edition of Analysts Anonymous. After the long-awaited British success in the men's singles at Wimbledon, I think we have an *ace* issue for you.

We have articles looking at two different aspects of what makes a good BA, whether you are interested in leadership or making the most of being a natural introvert.

We also take a look at the growth and use of three very different tools: business architecture, Twitter and mind maps.

With updates on the next Business Analysis Conference, this year's BA of the Year Award and the first recipients of the Expert BA qualification, there's plenty to get your teeth into.

Happy reading.

Anthony Madigan

Editor

AA-editor@writethetalk.com



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The Introverted Analyst

Arran Hartgroves champions the quiet Business Analyst.

I'm not the most outgoing of personalities. As a Business Analyst, it often seems that the expectation is that I can command and facilitate a room of senior domain experts who I have never met before and guide them to a valuable conclusion using my implicit, natural facilitation skills.



Unfortunately this is not the case. Despite having delivered some very successful work presentations and public speaking engagements, the fact is that standing in front of a large crowd, and feeling the weight of expectation, is a situation I avoid unless absolutely necessary. As the interface between the business and technology, I have to be an excellent people person and have charisma oozing from every pore, don't I?

This expectation is exaggerated, of course, but there is another kind of analyst out there, an introverted analyst like me, who does not find large workshops a particularly appealing situation (both for participating in and running). In a large majority of cases I would argue that effectiveness as an analyst (low cost/high value) will be just as good by focusing on different methods of facilitating and interacting with stakeholders. And with new technologies, this type of analyst has a new set of tools in their arsenal. I think it's becoming ok to be an introvert.



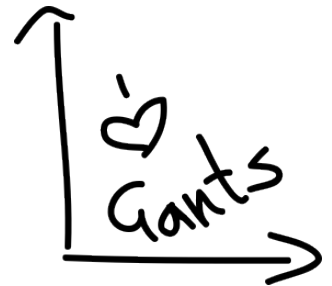
The introverted analyst is not necessarily shy but draws energy from being alone and loses energy in forced social situations. They understand the need to interact with stakeholders, but prefer to limit their exposure to small groups until they have enough understanding of the underlying issues and context, and can confidently put themselves in their users' shoes. Introverted analysts are afraid that showing they don't understand something completely will make them look stupid, but they need to recognise that the odd (tactically) stupid question will endear them to their stakeholders and might challenge assumptions. Like a child exploring a problem, those questions can be key.

The introverted analyst likes to gather new pieces of the jigsaw and then retreat to their sanctuary (commonly a desk) to work through the project's problems methodically. They can go through the fine details to ensure that

no stone is unturned. They carefully examine options, discarding those that are unrealistic, and when further information is required they go back to individuals or small groups (limiting exposure) to increase their depth of understanding. They prefer less formality, choosing not to create any unnecessary barriers between themselves and their users, and prefer a similarly informal setting in order to drive an open and relaxed relationship with users. Coffee helps



The work life of the introverted analyst might sound a little laborious but the arguments in favour of workshops are often about getting everyone together quickly to capture detail en masse. This is especially true when working with project managers who want nothing more than their Gantt charts to highlight significant progress. However, arguments for this style of analysis are often ill-founded, and time with individuals is needed to produce products that work for real people and deliver benefits.



Despite facilitation training and experience with running meetings, when the size of a group goes over 8 or so I find that the value I get as an analyst goes down exponentially as the size of the group increases. Workshops of 20 or so people are particularly bad in my experience due to the difficulty of getting busy people together or getting hold of the right resources (an adequate size room etc...). The more useful the stakeholder, the busier they are and the longer you will have to wait to reserve some of their time. Try and get a number of such individuals together and it's not uncommon to wait a few weeks for a two hour session. Any number of issues could then scupper that carefully planned session (illness, emergency/exceptional meetings, etc.). When participating in workshops, stakeholders themselves may be introverts themselves and not contribute (or have their views shot down) no matter how valuable they might be. It's a risk I'd prefer not to take.

Workshops have value if they are well run, and specialist facilitation skills are becoming independently valuable. Workshops need to be conducted at the right time and for the right reasons, e.g. running through subjects at a high level, but I find they are unnecessary for many of the introverted analyst's objectives. Workshops will often take them outside of their comfort zone and add unnecessary stress.

There are other ways of being effective: more value can be achieved in less elapsed time by talking through an individual's problems and needs, building relationships, replaying information back to them, and taking common themes on to be explored. It can to a degree simulate the innovation that

can be achieved in a well-run workshop. The personal attention also makes individuals feel part of the project by resolving their issues (regular interaction with a project is a key way to get a stakeholder on board), and along the way the context from which problems have been defined can become second nature to the analyst.

This assurance will breed confidence in an introverted analyst, and give them the required confidence for future interactions. In a relatively short time, a detailed understanding can develop across the group where all individuals' views have been explored.

In addition, there is a new set of tools available to the introverted analyst to complement their preferred working practices. Social media offers new opportunities for all Business Analysts, whereby they can facilitate large groups with less exposure, and help build larger project/product focused communities at relatively low cost. They can stimulate a community and absorb feedback while staying in their comfort zone. This culture and technology are not always in place, so the introverted analyst needs to push for the right setup to fully meet their potential.



Social networks are starting to become valuable in the workplace helping to build virtual communities around projects and themes, and they give the introverted analyst the opportunity to control large groups of people without the same apprehension that they might experience in person. The outcomes from individual meetings can be published to the entire group, along with a running commentary in the form of micro-blogging, with significant progress being published through blogs. When backed up with email follow-up on specific issues and meetings where necessary to reinforce personal relationships and manage risk, the introverted analysts can find themselves as community leaders and facilitators on an ongoing basis. Silos in the community no longer exist, and ambient awareness is spread across the community and engagement levels increase user happiness.



I hope some of these thoughts resonate with your own experiences, and while I'm sure that some of these ideas do not 100% align with your opinions, there's hopefully something useful in here that you can use. And remember, it's okay to be an introvert.

Arran Hartgroves is a consultant business analyst and director at thinkBA.

Expert BA Award Update

Congratulations to Sandra Leek and Terri Lydiard, senior BAs with Lloyds Banking Group, who are the first two applicants to successfully complete the Expert BA Award.

Previous articles in Analysts Anonymous have outlined the need for the Award and its make-up. Very welcome news then that the Award is now a reality. These first two Awards form part of the pilot programme which is the final stage of development of the Expert BA. The Award has been developed by BA practice leads from around 60 organisations who are all members of the BA Manager Forum. The Award is their response to regular requests to better recognise more senior BAs who are delivering significant benefits to their organisations. To the individual BA, the Award will help identify a direction for longer term career development and differentiate their higher level capability and achievements.

For more information on the Award, e-mail Lawrence.darvill@bamanagerforum.org.

Strengthening the Credibility of Business Analysts and Facilitative Leadership

Andy Wilkins and James Archer spoke at the BA Manager Forum on facilitative leadership and the credibility of business analysts. This is a summary of that talk.

Introduction – setting the stage

We believe that some people follow some business analysts more than others. Some people follow the business analyst's advice and direction and some don't. Why is this?

For over 20 years, we have been researching what it takes for people to follow other people – especially in times of VUCAcity (volatility, uncertainty, complexity, and ambiguity). All business analysts we have met agree that their context is full of VUCAcity.

Facilitative leadership and credibility

With our 30 years of work on facilitative leadership, we have learned that the foundation of an effective facilitative leader is credibility – after all, facilitative leadership is not based on formal authority over anyone: it is based on influencing people based on credibility.

To test and explore this at the BA Managers Forum, we asked participants to explore the question of what were the important qualities of an effective leader or facilitator. The headline findings were again that positional authority was not mentioned and it was difficult to separate an effective leader from an effective facilitator – there were many shared qualities and overlaps. 80% of the qualities of both are shared with one key difference: that ultimate decision-making on the content rested with the leader.

We believe that what we have learned about influencing people through credible facilitative leadership can also provide useful insights for strengthening the credibility of business analysts.

The foundation of credibility

Traditionally, following people has been considered through the lens of leadership but we are also very curious about what it takes to follow a professional – whether a leader or not. By professional we include roles such as a marketer, project manager, engineer, accountant, consultant, learning and development partner, coaches, and business analysts. We believe people look for special qualities in those *we willingly choose to follow*.

Jim Kouzes and Barry Posner are the authors of bestselling books *The Leadership Challenge and Credibility*, and in their work on leadership and followership over the last 30 years, they have found there are certain characteristics of people we willingly follow. The research suggests that these qualities are cross-cultural and enduring.

What is striking is that four qualities have consistently ranked as the top four, and these are also ranked top across different countries:

- honesty (89%)
- forward-looking (71%)
- competent (69%)
- inspiring (69%)

(The % in brackets represents the % of people choosing this option.)

At the BA Managers Forum the participants were invited to complete the Characteristics of Admired Leaders questionnaire, and the 22 respondents yielded the same top four although in a slightly different order and score:

- honest (86%)
- inspiring (77%)
- forward-looking (64%)
- competent (64%)

Research into the credible business analyst

These four characteristics are what are required from people who we choose to willingly follow. They are like an “essential character test” that an individual must pass. So this sets up an intriguing question: what are the characteristics of an admired business analyst and are they similar to or different from leaders?

We started to explore the credible business analyst research in 2012, and while the research is continuing, below you will find some of the intriguing initial findings.

Credibility is to a great degree based on this axiom: ***if you don't believe in the messenger, you won't believe the message.***

So with a little imagination, we might suggest that if you don't believe the business analyst, you won't believe the information. So to be highly effective, a business analyst needs to be a credible business analyst. Or put another way:

- business analysis = good information
- low credibility business analysis = good information + low credibility business analyst
- believable business analysis = information + believable business analyst

So what makes a believable business analyst?

Characteristics of an admired business analyst

The initial research asked this question: what are the characteristics you most look for and admire in a great business analyst? *That is, someone who is seen as having high credibility as a business analyst in their organisation.* The total data set to date comprises over 800 responses.

What is very curious about the data so far is that two characteristics were chosen far less often than by people completing the admired leaders survey. **Those two characteristics are honesty and inspiring.**

The following equation represents the characteristics of a believable business analyst when contrasted with the qualities of believable leaders:

- believable business analyst = (competent + broad-minded + intelligent + forward-looking + imaginative) - (honest + inspiring)

There is a serious challenge presented by these results. How can a business analyst be considered believable if they are not seen as honest?

The honesty question

A critical quality for a business analyst must surely include being seen as truthful, trustworthy and having integrity. Business analysts make judgements on how work is carried out by people. They make recommendations that change the way people work. They help define solutions that can have a major impact on an organisation and the people who work for it.

It is like business analysts ask people to give them the keys to their houses and let them have a good look around. They don't just want a superficial tour of the house - they want to be able to look under the mattress and rummage through cupboards. If they are not seen as honest, they are unlikely to be given access and will therefore struggle to discover the real situation.

Sub-sets of the data – the 2012 Business Analysis Conference Europe

If, however, we look at some sub-sets of the data to date, a different picture emerges. Of the one hundred delegates to the European Business Analysis conference 2012 who completed the survey for Admired Business Analysts, about 60% selected the characteristics of honesty and the ability to inspire. This represented the only significant variation amongst the 20 characteristics from the other 700 respondents who have completed the Admired Business Analyst survey to date.

The results of the Admired Business Analysts survey from the BA Conference had eight characteristics selected by over 50% of the respondents. This means we can change the equation for what makes a believable business analyst:

- believable business analyst = (competent + broad-minded + cooperative + intelligent + forward-looking + imaginative) + (honest + inspiring)

Let's compare those characteristics with those of a believable leader:

- believable leader = honest + competent + inspiring + forward-looking

All four of the believable leaders' characteristics are present for the believable business analyst. Therefore we can rewrite the equation to:

- believable business analyst = (believable leader) + (broad-minded + intelligent + cooperative + imaginative)

This means credible business analysts need to pay attention to the same characteristics that people look for in leaders they would willingly follow, but they also need a much broader range of behavioural characteristics.

Interested in helping us with further research?

One might hypothesise that BA Conference attendees are more likely to be in positions of influence in the business analysis profession, which may have shaped the results. However, we are not yet convinced.

We are now extending this research in collaboration with Jim Kouzes and Barry Posner (The Leadership Challenge), who have given the work their support and endorsement. If your organisation would like to take part, please contact Andy or James for further details.

James Archer was Business Analyst of the Year in 2009 and is well known for having helped organise the Business Analysis Conference Europe since it began. He is also an Associate Partner of Perspectiv LLP, a consulting and training organisation. Andy is a Partner at Perspectiv LLP and Honorary Senior Visiting Fellow, Cass Business School.

*¹ Facilitative leadership is ‘**process-oriented inclusive leadership that enables people to act**’. The defining feature of facilitative leadership is that it offers process and structure rather than directions and answers. Facilitative leadership designs ways that enables people to find their own answers. Source: Facilitative Leadership*

The intention of facilitative leadership is to both help resolve short term challenges AND to enhance the skills of those they work with or lead to be able to act more independently in the future. Facilitative leadership aims to help others to help themselves, not by solving problems for them, but by providing them with the tools, process and language that makes them self-sufficient. By way of contrast, the content or expert approach may be seen as “doing for or to” those they work with or lead, while the facilitative leader is “doing with” those they lead.

Facilitative leadership is often about enabling people to act on aspects that they might rather not want to act on and so facilitative leadership depends greatly on personal credibility, being able to build trust quickly, fostering collaboration, and strengthening others.

BAOT: What Has Twitter Ever Done For Us BAs?

Ray Watson reports on a session at the 2012 Business Analysis Conference by Nigel Clarke, Lead Business Analyst.

As an individual with many years' experience in business analysis, change and project management, I have always embraced change and encouraged others to do the same. Perhaps it's a function of age (I am in my mid 50s but not yet a silver surfer), but I have not warmed to Twitter or social networks in general. I have a Facebook account to keep in contact with family and am on LinkedIn for business contacts, but have not been bowled over by either so far. I am not at all interested in what someone had for dinner or when they last went to the shops.

So it was with a large degree of scepticism, and some curiosity, that I went to this presentation. I was not disappointed.

First what is #BAOT?

**Business
Analyst
On
Twitter**

The '#' is used for search terms e.g. #BAOT, #Agile, #IIBA and #ba2012 (the conference hashtag).

While recognising the wide perspective of Twitter for keeping up to date with events or activities of celebrities etc., it can also be used to obtain updates on business activities and business communications with customers, such as updates to a problem or the launch of a new product. "Track us on Twitter" is becoming a recognisable way for businesses to keep customers updated.

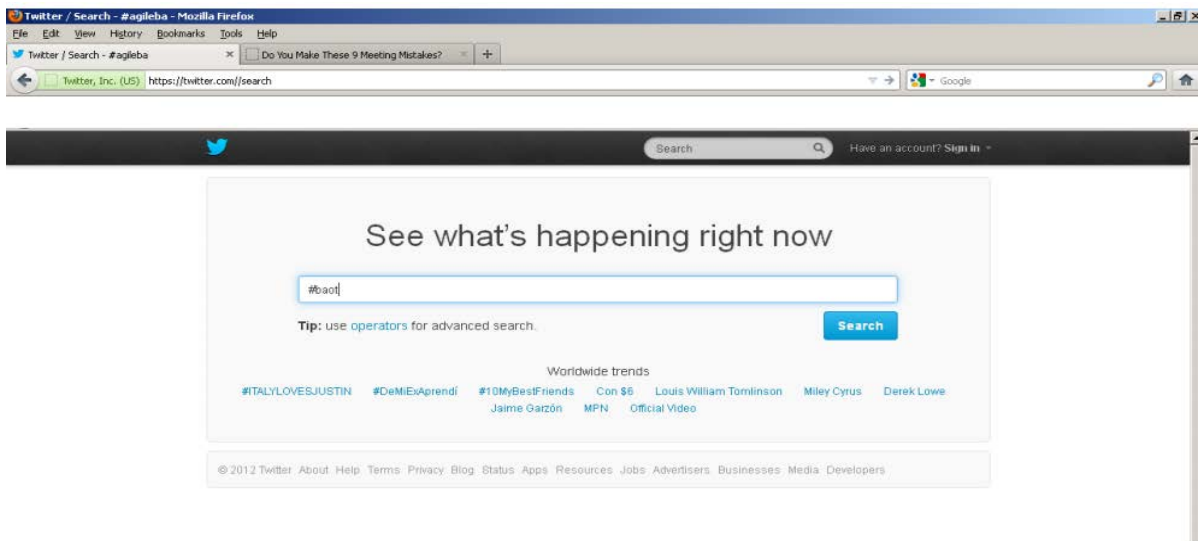
The downside is the speed at which misleading or inaccurate information and views can be communicated to a wide audience. If not corrected quickly, this can damage a brand, so much so that some organisations now employ people just to keep abreast of their social media image.

So what of Twitter for BAs in American Express?

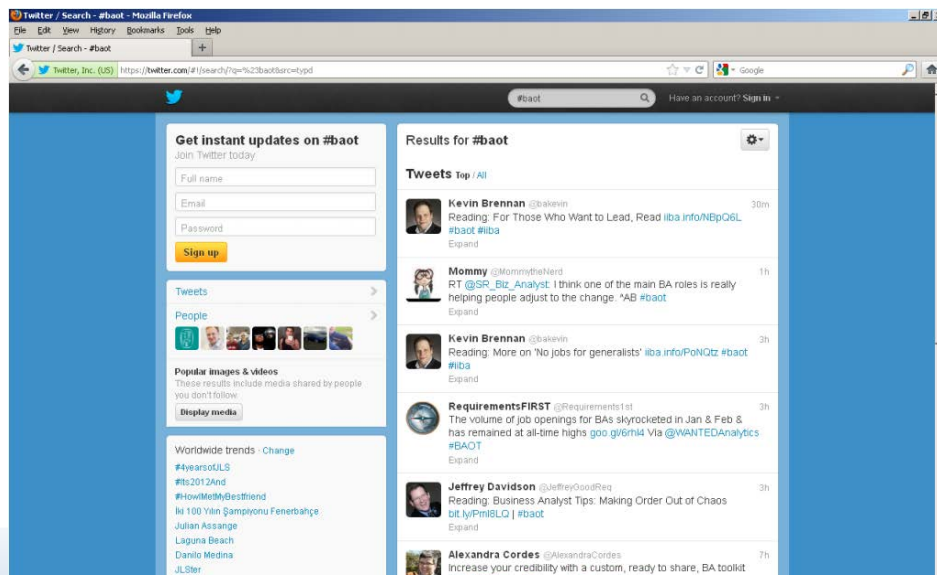
This was a small scale experiment limited to a relatively small group of people involved in BA and project management work. The experiment not only saved money by providing access to online articles and training material (instead of sending people on formal training courses), it also allowed a wider community to ask questions on specific issues or problems relating to projects and daily work. General search groupings for this experiment were: IIBA peers (preparation for the conference), Industry Figureheads and Vendors.

Option 1: The 'easy' option

This was for the beginner to get started: simple search, browse, and click through. Simply typing `twitter.com//search` into a browser gives the following screen:



Type `#baot` into the search line to get:



And you're off. It works. Access to relevant articles is obtained by clicking in the second column.

With the mechanics proven, the next stage was to demonstrate the benefit to the BA of developing their skills and knowledge by sharing insight across and with other BAs.

A fishing metaphor was used to illustrate the use of the '#' tag: it was likened to a person going fishing in a large river of knowledge. With tags such as #PMOT (for project management), #TechArch (for Technical Architecture), #Agile, #Cloud or #BPM etc. to find bloggers, new articles, books, speakers, practitioners, comments and many more, the river is plentiful.

Option 2: Take it a step further

Creating your own account and building a network is very simple; just give it a go and experiment. I did and it worked fine.

Making it work for the individual BA and their business requires "finding 2 minutes" each day to build a network. A willingness to share information is also needed, via articles and broadcasts, as is encouragement to others to do the same, with particular reference to their own areas of interest. And keep it work-related.

In addition to saving money on training, Twitter has clear advantages because of the range of mobile devices it can be used on. It also provides:

- a platform to share insight and resources
- an efficient tag and search model
- the ability to build a network based on material shared and recommendations made
- a real-time, fast-flowing river of knowledge and resources relevant to the BA community.

So far so good, with everyone involved in this experiment very happy with the results and BAs and other team members seeing the benefits. An interesting area for further development is how this can be used by businesses to generate sales: a topic for future debate perhaps.

The presentation generated considerable interest and discussion including the need for appropriate internal controls (similar to those considered before staff were allowed access to the internet, some years ago) but very relevant for compliance with the Data Protection Act. Internal compliance and IT security departments should take note.

Business Analysis Conference Europe 2013

23-25 September 2013, London, in association with the IIBA UK Chapter and the BCS.

Business Analysis is growing at a phenomenal pace. Organisations are increasingly recognising the importance of business analysis in achieving successful change and many are investing heavily in developing this capability. The skills and techniques of business analysts are invaluable in shaping and forming business change overall as well as making the most of opportunities presented by new technologies. Business Analysis capability is key to identifying what's needed and developing solutions that equip organisations for the future.

Join IRM UK, in association with the IIBA UK Chapter and the BCS, at the 5th Annual Business Analysis Conference Europe 2013.

Conference highlights include:

- an unparalleled networking opportunity for Business Analysts from across Europe and beyond. It will provide an interactive forum where Business Analysts can meet, discuss and debate the competencies needed to rise to the challenges faced by their organisations today and in the future
- 11 intensive workshops and 40 conference sessions to choose from, featuring some of the best speakers in their fields.
- four conference tracks on BA Fundamentals, BA in Business, BA Problem Analysis and Innovation and BA Leadership.

Keynotes include:

Professor Joe Peppard, Cranfield University. He will discuss Business Innovation with Information Technology. Hear how to cultivate an environment that is conducive to IT innovation and lessons from successful organisations.

Andrew Strauss, Former England Cricket Captain. Andrew will focus on examples of situations where he was tested as a leader in the cauldron of international sport and some of the lessons learnt as a result of those experiences.

Max McKeown, Bestselling author of strategy book, *Adoptability & the Truth About Innovation*. Features a fast-paced, down to earth, deep thinking and fearless exploration of how we can create a better future through innovation.

Debbie Paul, Managing Director, AssistKD. Debbie will be speaking on 'Business Analysis - the Third Wave' where she will consider the latest era of business analysis and the challenges this will present to practising Business Analysts now and in the future.

Case studies and contributors include Virgin Media, Barclaycard, British Gas, Lloyds Banking Group, Specsavers, Skandia, Cranfield University, UK Government, ASDA, BAE Systems, Capgemini, National Assembly for Wales, AVEVA Solutions Ltd, Barclays Bank, Deloitte, The LateRooms Group, Willmott Dixon Holdings, Intel Corporation and AVIVA

To claim your Analyst Anonymous readers' discount of 10%, quote AA10 when booking.

Group Booking Discounts: 2-3 Delegates - 10%; 4-5 Delegates - 20%; 6+ Delegates - 25%

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Register or view full conference programme or contact IRM UK on customerservice@irmuk.co.uk. Tel +44 (0)20 8866 8366

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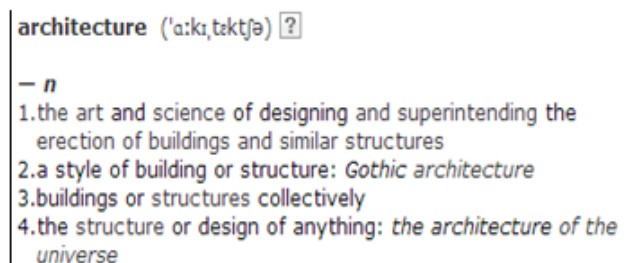
Business Architecture – A Really BIG Thing

Would you build a new house, add an extension or make major changes to a property without the advice of an architect or reference to some form of standard plans or designs? Paul Turner, Business Development Director at Assist KD thinks not and asks why organisations don't think in the same way.

Without the underlying foundation of a detailed design, it would be impossible to assess the impact of a major build or estimate the disruption to other elements of the construction. Why then do we allow such things to happen in the complex arena that is modern business and government? In this article we will explore the contribution that the emerging discipline of business architecture can make in improving this situation.

What is architecture?

The various dictionary definitions of the term architecture suggest a broad range of meanings and uses of the word:



Here we will focus on the definition that architecture is the structure or design of anything, specifically, in this case, a business or organisation.

What is business architecture?

Business architecture has five primary objectives:

- To promote organisational health.
- To help fulfil unrealised opportunities.
- To aid organisational performance in a competitive market place.
- To allow for organisational flexibility.
- To help in the understanding the impact of change.

Viewed generically, business architecture is one of the four identified, primary sub-domains of enterprise architecture and could be defined as follows:

The structure and behaviour of a business system (not necessarily related to computers). Covering business functions or capabilities, business processes and the roles of the actors involved in these. Business processes are mapped to the business goals and business services they support, and the applications and data they need.

The Open Group Architecture Framework (TOGAF) describes business architecture simply as:

“A description of the structure and interaction between the business strategy, organization, functions, business processes, and information needs.”

Alternatively, the Business Architecture Guild defines business architecture as:

"A blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands."

This more focused definition is the one I will use as the basis for further discussion here.

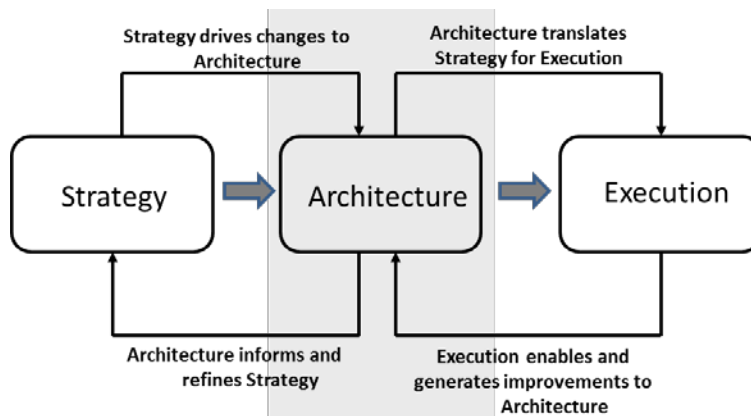
Obviously there is a lot of commonality between these various definitions. In overview, a business architecture can help an organisation to:

- Develop a perspective on its strategic/competitive differentiators, and fully understand what it is and what it is doing
- Understand the key value streams used to deliver its value proposition
- Provide a way to quickly and effectively implement its strategy through defined approaches, processes and enterprise-wide frameworks
- Make better informed and more comprehensive business decisions
- Solve complex enterprise business problems
- Define detailed business needs, to be used as input for business and IT solutions
- Ensure the success of an enterprise architecture (if applicable), by serving as the driving force for the IT architecture.

It is also important to understand the impact that business architecture has on:

- Strategy and business motivations
- Governance
- Business capabilities and value
- Business services
- Delivery of business change

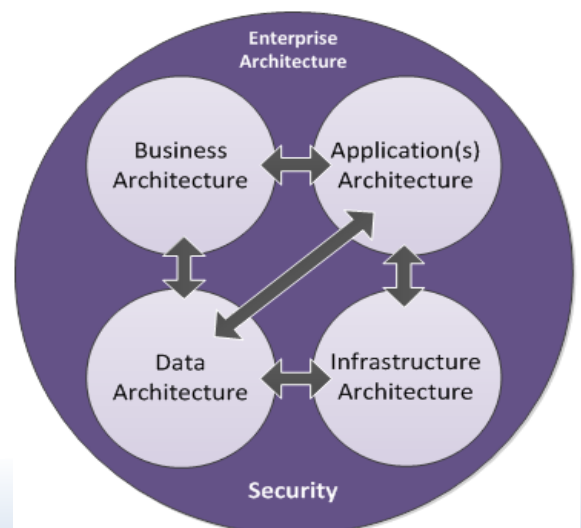
The diagram below shows how a well-structured business architecture can act as a bridge between an organisation's defined strategy and a successful execution of that strategy in terms of delivery of value.



(Courtesy of Business Architecture Guild)

Is business architecture that different from other architectures?

As a sub-domain of enterprise architecture, business architecture can be regarded as an architecture in its own right. However, the usefulness of a business architecture will be limited unless there are effective links (dependency, traceability, common purpose) with the other main domain architectures, in particular application(s) and data architectures, which can then be linked to the underlying infrastructure architecture. The larger the organisation the more likely it is that coherence between these architectures is important and beneficial. Many organisations have grown very large before they have identified the full value of a business architecture, thereby increasing the difficulty of producing a viable blueprint.



Business architecture is concerned with three questions in particular:

- What does the business look like now (as-is)?
- What is the vision of what the business should look like in the future (to-be)?
- What needs to change to get us there (gap)?

The answers to these questions will allow organisations to make more robust estimates as to the impact of any proposed changes and new initiatives. All organisations have a business architecture, but it is not always the case that they are aware of what it is or that they have produced a useable model of it.

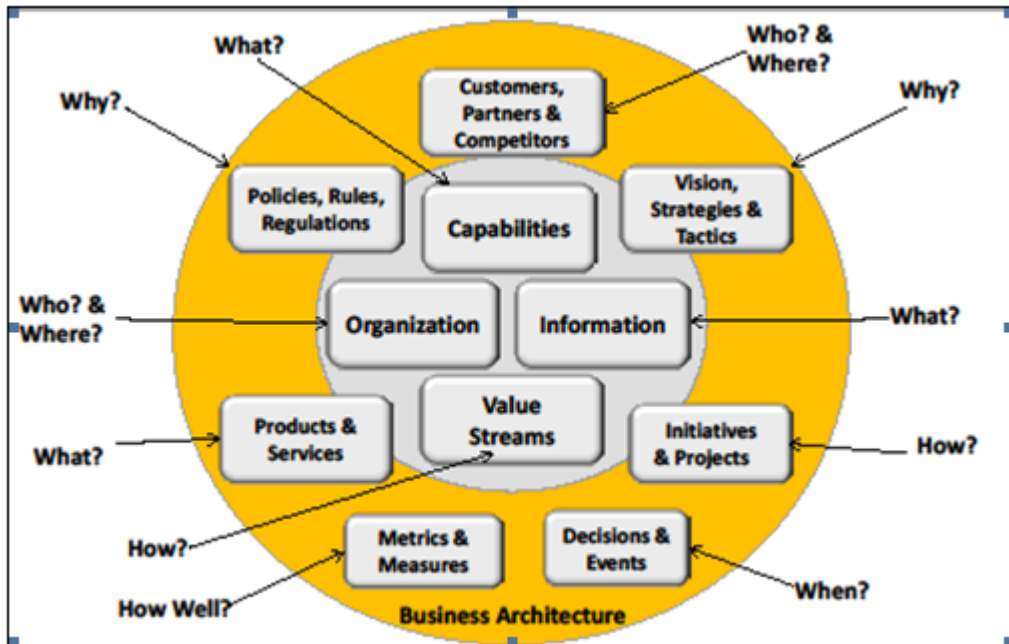
What does business architecture entail?

Businesses have to cope with change due to a number of influences, both internal and external. They need to be able to assess the impact of these changes and define a way of ensuring they are implemented effectively with the minimum disruption to business as usual. The existence of well-defined business architecture is fundamental in ensuring that this is possible.

It is useful to evaluate how well any proposed change initiatives are aligned with the business architecture as early as possible in the business change life cycle. This enables a more accurate assessment of the impact of the proposed changes at an early stage so that decisions can be made in an informed way and there will be greater understanding of the value that will be delivered.

If we decompose the Business Architecture Guild definition of business architecture, it has several important elements that create the foundation for business architecture and related best practices. The most fundamental aspect of business architecture is that it represents a business not the technology that supports the business. A business does not begin or end at the bounds of the enterprise. Business architecture must, therefore, be able to represent portions of a business that have been outsourced as well as stakeholder interests, crossing organisational and departmental boundaries.

In addition, various aspects of a real world business must be represented in some abstract format. In business architecture, we call these abstractions. The figure below depicts the high-level domains within a business represented within the business architecture.

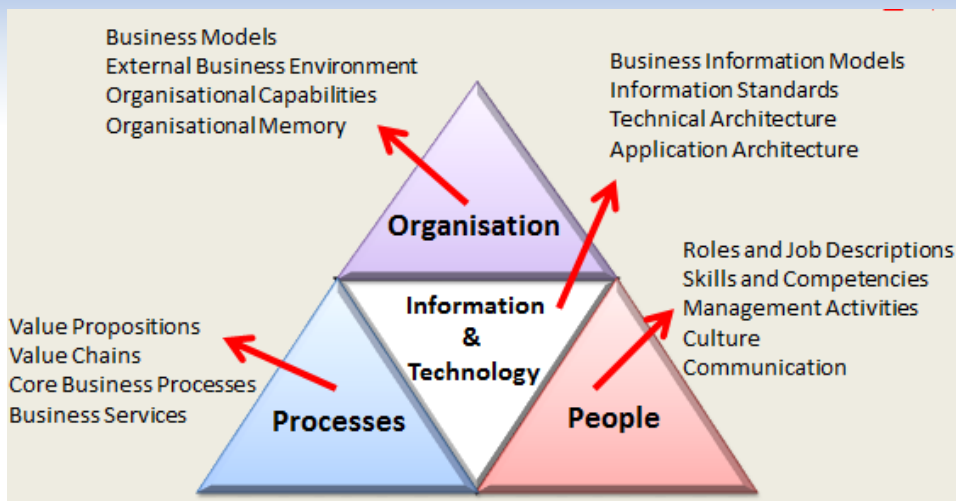


Aspects of the business represented by business architecture
(Courtesy of Business Architecture Guild)

The domains represented are related to each other in various ways. A business is broken down into business units each of which has certain capabilities. Capabilities are enabled through a series of value streams, which require information. Organisation, capability, value and information comprise the foundation of the business architecture. This core is represented by the inner circle in the diagram. These four categories are considered foundational because they are relatively stable compared to other aspects of the business. One hundred years ago these capabilities would not have benefited from automation yet they still existed. Organisations would have also used similar information to support their business.

The extended view of the business architecture, shown in the outer rim of the circle, depicts aspects of the business that change more frequently but serve to extend the business architecture in a variety of ways.

At AssistKD, we have built on the ideas in this standard representation of business architecture, by using our own POPIT model (used primarily by Business Analysts) as the basis of a more detailed exploration of some aspects of the discipline of business architecture.



To fully understand and model the architecture of a business and to ensure that this is done at the right level of abstraction, a variety of core techniques have emerged as the forerunners within this emerging discipline. These include:

- Modelling strategic themes and drivers
- Business motivation analysis
- Business capability modelling
- Value stream mapping
- Skills and competency mapping
- Information mapping

Business architects, supported by Business Analysts, should focus on the ‘what’ of a business and the mapping of this to the ‘how’. It has also been said by some that it is difficult to define the difference between business architects and Business Analysts. But that is unfair both to business architects, who work across the enterprise, and to Business Analysts, who work at a programme or project level, the outcomes of which need to align with a robust business architecture.

Both disciplines are important in their own right, and it should be emphasised that the roles of business architect and Business Analyst should work closely together and in conjunction with solution, data, application and technology architects if successful implementation of the concepts of business architecture is to be achieved.

For additional blogs on this and other related subjects, and details of our Introduction to Business Architecture course visit our website at www.assistkd.com

Laws for Mind Maps

Ray Watson presents another snippet from the 2012 conference, this time on the power of mind maps.

Presented by: Tony Buzan
At the: Business Analysis Conference,
London
Date: September 2012



Conference organisers were delighted when Tony Buzan, the inventor of Mind Maps, agreed to give a Key Note address to the conference. Tony is the internationally renowned expert on the thinking process, creativity and innovation. He has been named as one of the world's top 5 speakers by Forbes magazine, a list which includes Margaret Thatcher, Henry Kissinger and Mikhail Gorbachev. Mind Maps has been described as the 'Swiss army knife of the brain' and is used by an estimated 250 million people worldwide. Tony has written over 100 bestselling books, translated into 150 languages and read by millions.

Mind Maps are the ultimate thinking tool to unlock your brainpower; representing information and ideas in a non-linear manner brings clarity, improves recall and aids prioritisation. If you have lost sight of your organisational goals, or your bigger business picture has become blurred, drawing Mind Maps will provide an overview of the situation that brings clarity and potential to the forefront.

By using Mind Maps in their training courses, major blue chip companies have already found that they can make huge savings – in some cases cutting as much as 80% of their overall expenditure. In addition to increasing the speed and efficiency of learning, Mind Maps overcomes the usual memory-loss curve, whereby 80% of the detail you have learnt is forgotten within 24 hours. Reviewing Mind Maps at regular intervals ensures that everything learned is both retained and utilised by your brain.

Tony Buzan was recently awarded a Lifetime Achievement Award from the prestigious American Creativity Association (ACA). His book "Use Your Head" has been selected as one of the 1000 greatest books of the past Millennium by Walterstones book shops and The Express Newspaper.

The conference presentation was targeted at people new to Mind Mapping with a focus on the five laws for mind mapping. The following bullet points can be used as 'crib notes' and perhaps a useful start point as you venture into this amazing science.

The 5 laws of Mind Maps:

1. Always use an image at the centre of the map:
 - the image is worth 1,000 words
 - an image creates focus
 - an image helps you see more detail and therefore thinking.
2. Use images throughout the map
3. Use colour throughout the map because:
 - it is operative and cooperative
 - it helps categorise, organise and cluster items
 - helps priorities headings
 - provides an association or natural links and thus creating an awareness.
 - stimulates the brain cells
 - is more enjoyable to view
 - reduces stress
 - always use colour in all notes to break-up the monotony of text.
4. Branches must be curved lines – not straight lines.
5. Only use one word on branches – only one key word or image per line.
 - for example 'Problem analysis' should be split to 'Problem' on one branch and subsequent branches from that can then have 'Analysis', 'Investigate', 'test', 'identification', etc.



More information about Tony and Mind Maps, including books, DVDs, training and software (including 3D for those with the technology) can be found on www.thinkbuzan.com and www.mindmaps.nu sites.

Finally, the rumour mills tells us we may have a real treat at the 2014 Conference (yes 2014 it's not a typing error) – will this be the 'ultimate mater class' in Mind Maps by the creator and master of the science? Put a note in your diary just in case.



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