Enabling Digital Transformation

Agile Business Analysis
Business Architecture
Business Process Management
Overview

• BrainStorm Group, Inc. – 20th Anniversary
• Network of Communities include:
  • BPMInstitute.org - Business Process Management
  • BAInstitute.org - Business Architecture
  • SOAInstitute.org - SOA & Cloud
• Over 100,000 Members Worldwide
• Corporate Membership Program – 700+ Companies
• Authority in Education, Training and Certification
Faculty and Subject Matter Experts

Gregg V. Rock,
Editor & Founder,
BPMInstitute.org - BAInstitute.org - SOAInstitute.org

Joanne Carswell
Linda Finley
Andrew Spanyi
Agenda

Definition of Each Discipline
• Value Proposition
• Skills You’ll Gain
• Pain Points and Challenges
• Making the Business Case

Wrap Up
• Learning Paths
• Self-Assessments, Career Center and Additional Resources
• Delivery Methods and Earning Your Certificate

BPMInstitute.org™  BAIInstitute.org™  SOAInstitute.org™
Agile Business Analysis: Skills Development
By Practitioners, For Practitioners

Joanne Carswell, CSPO & CBAP
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- Over 15 years experience in IT SDLC including Agile and Waterfall methodologies
- IT Manager & Product Owner for Data Services EDW
- Computer Science Degree
- Master’s in Software Engineering
- Six Sigma Green Belt
- Certified Business Analyst Professional (CBAP)
- Certified Scrum Product Owner for Agile (CSPO)
- Taught CBAP prep classes to over 40 BAs for the Atlanta IIBA in 2016

Member Since:
September 2016

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Why Agile Business Analysis?

• Agile is not a new methodology
  • Agile is a methodology on how to develop software; it leaves out many complex issues like governance, analysis, reporting, etc.
  • Traditional business analysis will not work
  • Traditional project management will not work in agile
  • Business analysis work does not go away just because a company has shifted to agile
  • Too often project managers are “transitioned” to agile with one class of training and then expected to lead the transformation

• Many companies are implementing agile but not receiving the expected benefits
The Movement to Agile: Contrasting Agile with Waterfall

<table>
<thead>
<tr>
<th></th>
<th>Agile</th>
<th>Waterfall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Know exactly what you’re going to build?</td>
<td>You know the business purpose you intend to meet.</td>
<td>Yes, it’s in the specifications.</td>
</tr>
<tr>
<td>Know how you’re going to build it?</td>
<td>Not necessarily.</td>
<td>Yes, it’s all planned out.</td>
</tr>
<tr>
<td>Planning span</td>
<td>Different cycles of planning, tailored to the task at hand.</td>
<td>Full Lifecycle.</td>
</tr>
<tr>
<td>View of meetings</td>
<td>Communication is valued. Meetings not necessarily.</td>
<td>A staple of the method.</td>
</tr>
<tr>
<td>View of team</td>
<td>High engagement</td>
<td>Individuals own their piece.</td>
</tr>
<tr>
<td></td>
<td>High ownership</td>
<td></td>
</tr>
<tr>
<td>Release when</td>
<td>“When we’ve done these features” or “When this date hits.”</td>
<td>“All this, by this date.”</td>
</tr>
<tr>
<td>Summary statement</td>
<td>“Iterate and increment.”</td>
<td>“All Before Any.”</td>
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In order to practice business analysis in agile, a perspective shift must occur in the analyst and project manager.
Common Pain Points

Are you ever…

• Unsure why your implementation of agile isn’t returning the rewards promised?
• Worried why your teams are not acting cohesively?
• Wondering how to build quality into your user stories?
• Worried that your product owner is over allocated and having trouble keeping up?
• Concerned because the productivity has decreased as measured by actual code being developed and deployed?

Do you wish…

• That there was a set of tools and processes that could help empower your teams and report to leadership the results?
• That you could infuse more quality and collaboration into the user stories for your scrum teams?
• That you could determine how much is the right amount of documentation for agile work?
The Answer is Agile Business Analysis?

• Per the IIIBA, **Business Analysis** is the practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders.

• **Agile Business Analysis** is the practice of applying the BA discipline to the agile methodology. It includes legacy techniques as well as new agile techniques in order to break down work for agile teams. It also must include the shift in thinking for agile.
Agile Business Analysis: Value Proposition

• Our agile with Business Process Management approach solves issues that traditional agile implementations don’t address
• Provides tools necessary for analysis work in agile
• Creates the framework for business analysis to support the 3 main roles in agile (Product Owner, Scrum master, team member)
• Improves quality in epics, features, and user stories
### Who Should Be Interested in Agile Business Analysis?

<table>
<thead>
<tr>
<th>Role</th>
<th>Why Agile Business Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives &amp; Leaders</td>
<td>To discover how to get more from agile implementation</td>
</tr>
<tr>
<td>Product Owners</td>
<td>To aid in writing epics, features, and user stories; to put quality into user stories; To better understand MVP (minimally viable product)</td>
</tr>
<tr>
<td>Business Analysts</td>
<td>To aid in transition to agile; to better contribute to agile teams</td>
</tr>
<tr>
<td>Scrum Masters &amp; Kanban Leads &amp; Project Managers</td>
<td>To fill the gaps on agile implementation; to handle day to day issues that arise in the scrum teams</td>
</tr>
<tr>
<td>Developers on Scrum Teams</td>
<td>To aid in refinements and delivery of quality work within the most efficient timeline</td>
</tr>
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Agile Business Analysis Skills

You will learn how to add value in agile by applying solid BA techniques both legacy and new.

– Agile Terminology
– Roles in Agile Methodology
– The Business Analyst in Agile
– Writing User Stories
– Decomposing Epics
– Analysis Wall Management
– Agile Business Analysis Techniques
Benefits for Business Analysts & Project Managers

• Deep understanding of the thought process in agile including transitioning to agile
• How to adapt Business Analysis for the agile methodology
• Knowledge and skills necessary to solution in the agile environment
• Competitive advantage in agile field
• Empower scrum teams and increase delivery capacity
• Create more well-rounded scrum teams by adding skills that are lacking
The Business Case for Agile Business Analysis

- Solves challenges in existing agile implementation
- Provides foundational skills needed in scrum teams or with product owner
- Creates epics, features, and user stories with quality built in
- Enhances the scrum team system by adding skills that are lacking
- Supports the Product Owner role
Business Architecture: Skills Development
By Practitioners, For Practitioners

Member Since:
January 11, 2010

Linda R Finley
BAInstitute.org Faculty Member and Principle Architect and Owner

Leadership Advantage, LLC

http://www.bainstitute.org/users/lfinley

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Linda is delighted to be able to bring this course to aspiring and established Business Architects! Linda is a popular and active proponent of business architecture in her local professional community and globally; launching the successful Twin Cities Business Architecture Forum in 2010 and continuing to serve as the Board Chair and leader of this thriving community of professionals. Linda is a member of the Advisory Board and former Board director for the Business Architecture Guild, an international Business Architecture professional association, and a primary author of the BIZBOK®, A Guide to the Business Architecture Body of Knowledge®. She served on the Competency Modeling and Certification work groups and as the Collaboration Chair for the Business Architecture Guild. In addition to teaching for the BAInstitute, Linda is an instructor with the Institute for Professional Development at Metropolitan State University, teaching an 8 week certificate course focused on business architecture. A graduate of the University of MN and the University of St Catherine, she has recently co-authored the book Tapping Into Your Inner Vision: Transforming Your Life and Shifting Your Mind, and owns her own firm, Leadership Advantage, focused on strategy formation, leader development and business architecture.
What is Business Architecture

Business Architecture provides context and understanding for the enterprise. It prepares your organization to enable and enhance your purpose. It brings the discipline to align current and future business goals with people, process, and technology, and conveys current and future business opportunities to the organization.

Dynamic Blueprint of the Enterprise

- Identify
- Understand
- Visualize
- Optimize
The Value Proposition

often the first opportunity area for business architects

future state: vision, mission, purpose, business modeling and planning

key performance indicators, etc.

this is where we “work.” For example

Business modeling
Business capability mapping
Operations alignment
Maturity assessment
Strategy alignment

application lifecycle governance and management, capability based planning, etc.

The business architecture value continuum
Common Pain Points

Are you ever...

• Unsure if everybody on your team has an understanding of where you’re headed as an organization and what your priorities are?
• Not clear why you’re even doing a project, let alone focusing so much resource on it?
• Investing too much time into work before you know what the customer wants?
• Worried that you focus too much time on product features without understanding the bigger picture?

Do you wish...

• Business vision and objectives could be effectively mapped to the existing capabilities and competencies of the organization
• Business planning was aligned more effectively with IT strategy
• Synchronized business/IT alignment actually enabled business-driven roadmaps to drive investment and transformation efforts
Business Architecture Skills

Concepts, methods and frameworks, with focus on practical application and business results.

Business Architecture curriculum includes:

- Business Architecture Definition and Value
- Customer Profiles and Value Proposition Mapping
- Business Architecture Concepts
  - Business Modeling
  - Strategy to Execution
  - Capabilities and Maturity Assessment
- Business Architecture Practice – Governance and Performance
- Business Architecture Alignment with IT, Product, etc.
Business Architects

- Create new insight and perspective
- Clarify and illuminate strategic intent
- Align business strategy and action
- Clarify high-level business operations
- Identify synergistic opportunities and dependencies
Business architecture prepares the organization to enable and enhance its purpose. It brings the discipline to align current and future business goals with people, process, and technology; illuminating current competency and future business opportunity.
Business Process Management: Skills Development
By Practitioners, For Practitioners

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Editorial Director, BPMInstitute.org and Managing Director, Spanyi International Inc.

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Assisting improve process performance since 1991

A BPMInstitute member since 2006
What is Business Process Management?

What is BPM?

• Business Process Management is the definition, improvement and management of a firm’s end-to-end business processes in order to achieve three outcomes:
  ▪ clarity on strategic direction,
  ▪ alignment of the firm’s resources, and
  ▪ increased discipline in daily operations
BPM Value Proposition

• Creates a focused strategy via Business Process Architecture – APQC, VCOR, SCOR
• Transforms a Vertical view to a Horizontal view
  – From an organization chart to a Systems View
  – Adds the customer, product and flow of work
  – Makes visible the functional interfaces in driving value creation
• Creates the framework for fact based decision making through process measurement
• Improves operational performance
Challenges BPM Can Address

• Introduce new products faster, better
• Deliver products/services on time, error free
• Compress cycle time and improve recruiting quality
• Procure goods and services at lower cost and on time
• Improve accuracy and timeliness of financial reporting
• Develop software on schedule and on budget
Business Process Management Skills

Business Process Management curriculum includes formal training in these critical BPM Practices Areas:

- Process Discovery
- Process Modeling
- Process Improvement (Analysis & Design)
- Process Measurement
- Business Process Technologies
- Process-Oriented Enterprise
Business Process Practitioners:

The set of skills needed to succeed with BPM include:

- Systems thinking
- Process modeling
- Facilitation skills
- Performance measurement
- Process analysis
- Process design
- Customer experience management
- Change management
- Governance and establishing centers of excellence
The Business Case for Business Process Management

Key benefits:

• Value creation
• Better alignment
• Breaks down silos
• Improved operational performance
• Closely tied to Balanced Scorecard
Expanded Certificate Program

- Agile Business Analysis
- Business Process Management
- Business Architecture
- OPEX: LSS+BPM
- Digital Decisioning and Analytics
- Service-Oriented Architecture
Business Architecture Skills Self-Assessment

Preparation for Certification Exam

• Test Your Current BA Knowledge Across 6 Practice Areas
  • Strategy Alignment and Execution
  • Business Modeling and Value Proposition
  • Business Capabilities Modeling
  • Business Architecture Concepts, Practice and Tools
  • Business Performance Management
  • IT and Business Architecture Alignment

• Results Include
  • Coverage Area Descriptions
  • Mapping to Courses
  • Recommendations
  • Helpful Resources

www.bainstitute.org/baassessment/index.html
BPMP<sup>SM</sup> Certificate of Training Program

- 8-Course Program
  - Recommended Core courses
  - Recommended Elective courses
  - Customize Your Learning Path
- Flexible Delivery Methods
  - Face To Face
  - In-House
  - Live Online
  - On-Demand
- BPM Practice Areas
  - Provides coverage of all critical knowledge areas
  - Preparation for BPM Certification Exam

BPMIstitute.org  BAIstitute.org  SOAIstitute.org
Flexible Delivery Methods

On Demand
Complete your BPM Certificate 100% online. Choose from our most popular On Demand courses available 24/7/365 from your PC, phone or tablet.

Live Online Package
Instructor-Led Online Courses. Live online courses allow you to interact with instructors and fellow students. You may also choose to take On Demand courses.

Face-to-Face Events
Our most flexible package. Register for any delivery method you wish. Attend any of our face-to-face events as well as register for eLearning courses as it fits your schedule.

Group Training
Customized Training for Your Team. Group Training available both In-House and Online. Known for our customization capabilities, each course customized for your needs.

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Certificate Packages

**On Demand Package**

**Cost: $3,995.00**

Complete your BPM Certificate 100% online. Choose from our most popular On Demand courses available 24/7/365 from your PC, phone or tablet.

**eLearning Package**

**Cost: $4,995.00**

Attend Live Online courses - they allow you to interact with instructors and fellow students. You may also choose to take On Demand courses.

**Blended Learning Package**

**Cost: $5,995.00**

The Blended Learning Certificate Package gives you the best of both worlds - four face-to-face courses and four eLearning courses.

**Face-to-Face Package**

**Cost: $6,995.00**

Our most flexible package allows you to register for any delivery method you wish. Attend any of our face-to-face events as well as register for eLearning courses as it fits your schedule.
Schedule a Consultation

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