Business Analysis Conference
Europe 2020

Early Bird, Group, IIBA & BCS Discounts Available

Available Face to Face and via Live Streaming

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

Business Analysis – 2020 VISIONaries. For Practitioners, By Practitioners

The Business Analysis Conference Europe 2020 provides an unparalleled networking opportunity for business analysts from across Europe and beyond. Whether you are just starting your BA journey, you are an experienced BA or you would like to understand the role of BAs further, this conference is for you.

Benefits of Attending

▶ **Learn from your peers.** The conference provides an interactive forum where practitioners of business analysis can meet, discuss and debate how best to rise to the challenges faced by their organisations today and in the future. In 2019, conference attendees had the opportunity to network with and learn from over 500 fellow business analysis practitioners.

▶ **Six conference tracks with more than 60 sessions including company case studies**. Learn from other BAs past successes and challenges through a wide range of case studies. Broaden your knowledge and gain insights from internationally renowned experts. The six tracks for this year are: Toolkit, Roles, Careers, Interpersonal, Digital and Data.

▶ **Thirteen pre-conference workshops**. Choose from a comprehensive range of workshops on specific topics to get you quickly up-to-speed or fine tune your performance. Choose from introductory to advanced levels.

Keynotes

Nigel Owens
Professional Referee Welsh Rugby Union Group

Cally Beaton
Media Business Leader, Coach & Performer

Dave Snowden
Chief Scientific Officer Cognitive Edge

René Carayol
Global Keynote Speaker, Leadership Guru, Writer, Broadcaster and Author

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bcs The Chartered Institute for IT

ASSIST Knowledge Development

Case studies & contributors include:

- Shell
- National Grid
- Sky
- BT
- Bank of England
- M&G
- Nationwide Building Society
- Hargreaves Lansdown
- Capita
- Whitbread
- Department for Work and Pensions
- Home Office
- Dyson IT
- Thermo Fisher Scientific
- News UK
- Close Brothers
- Canada Life UK
- Aviva
- QinetiQ
- AO.com
- The British Library
- Royal Devon and Exeter NHS Foundation Trust
- Registers of Scotland
- Welsh Rugby Union Group
- Wokingham Borough Council
- The Norwegian Police ICT Services
- PwC
- Yoox Net-A-Porter Group
- Convex Insurance
- Aldermore
- Linklaters
- The Open University
- University of Reading
- Melbourne University

The prestigious Business Analyst of the Year Award 2020 will be presented at the conference on 22 September

Two full day workshops covering the **BCS Foundation Certificates in Business Analysis and in Stakeholder Engagement** - places limited

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Agenda

Monday 21 September 2020: Pre-Conference Workshops

Full Day Workshops 09:30 - 17:30	BCS Foundation Certificate in Business Analysis *Ian Glenister, PCMI Limited*		BCS Professional Certificate in Stakeholder Engagement *David Baskerville, AssistKD*		How to Make Your Career SOAR *Corrine Thomas, Choices Coaching Ltd & Catherine Plumridge, Lead Business Analyst, Aldermore*
Morning Workshops 09:30 - 13:00	**Leverage UX Techniques for Agile Business Analysis** *Alina Ghiarasim & Ciprian Amaritei, Endava*	**What is the Business Analyst Role in Today's Experience Economy?** *Sarah Williams, Business & Usability Analyst, Linklaters & Chris Rourke, User Vision*	**The Emotionally Agile Business Analyst** *Adrie Kuil, Senior Business Analyst & Namrata Shrivastava, Business Analyst, Shell*	**Threat and Risk Assessment Workshop: a Hands-on, Facilitated, Step-by-Step Learning Experience** *Holly VanHelden, Iron Key Consulting Inc*	**The Data-Driven BA - Unlocking the Potential of Everyday Data through Process Mining** *Ian Edwards, Leonardo & Marcello LaRosa, Dept Head of Computing & Information Systems, Melbourne University & Apromore*
Afternoon Workshops 14:00 - 17:30	**Unleashing the Power of Visual Thinking** *Grant Wright, Scarlett Solutions*	**An Introduction to Impact Mapping** *Darren Moorghen & Matt Heyhoe, Lead Business Analysts, AO.com*	**See, Hear, Feel… the Empathetic BA** *Gary Cockburn, Lightforce Consulting Ltd & Linda Parker, The Christon Blueprint*	**Packaged Software Gone Bad – Lessons From the World of Project Recovery** *Alec Sharp, Clariteq*	**Getting Started With Data Quality – A Primer** *Jon Evans, Equillian*

Tuesday 22 September 2020: Conference Day 1 & Exhibits

08:00 - 09:00	Registration and Morning Refreshments
09:00 - 09:10	Conference Welcome: Liz Calder, President, IIBA UK
09:10 - 09:55	**Keynote: Dealing with Adversity and Having the Courage to be Yourself,** *Nigel Owens, Professional Referee, Welsh Rugby Union Group*
09:55 - 10:10	Business Analyst of the Year Award 2020

	Toolkit	Roles	Careers	Interpersonal	Digital	Data
10:40 - 11:30	**Systems Thinking: Practical BA Techniques for Business Agility** *Adrian Reed, Blackmetric Business Solutions*	**T-Shaped BA in a Technical World** *Paul Waddle & Mike Godby, Senior Business Analysts, Hargreaves Lansdown*	**Volunteering: New Horizons and Good Causes** *Paul Scrivens, Business Analyst, University of Reading*	**So, Which Planet Are You From? – The International BA** *Doris Rosmann-Begg, Senior Business Analyst, Whitbread*	**Keeping the Lights on in the UK – Machine Learning and the Business Analyst** *Vivienne Smith, Senior Business Analyst, NationalGrid*	**Demystifying the Dark Arts of Data Science** *Kay Hardy, Senior Consultant, Capita Software*
11:40 - 12:30	**The Importance of Scope Management for A Business Analyst** *John Fraser, North Highland*	**Digital Business Analyst – Different Name or a Different Role?** *Katarzyna Nowak-Rybka, Objectivity*	**Should Product Ownership Be Your Next Career Move?** *Victoria Banner, Senior Product Owner, BPDTS Ltd*	**Workplace Culture and How the Business Analyst Can Change It** *Suzanne Robertson, The Atlantic Systems Guild Ltd*	**Cybersecurity is Every BAs Responsibility** *Bindu Channaveerappa, IIBA UK & Peter Thompson, AssistKD*	**The Ups and Downs of Data Driven Decision Making** *Cristina Grigore, Clinical Applications Support Specialist, Royal Devon and Exeter NHS Foundation Trust*
12:40 - 13:00	**How to Break Down Big Scary Projects Using a Value Based Framework** *Craig Watson, Cadence Consulting*	**How to Be a BA When your Business Doesn't Know What a BA Should Be** *John Tarrant, Senior Business Analyst, Thermo Fisher Scientific*	**The BA Forum – A Community of Practice** *Michael Woods, Principal Business Analyst, Sky*	**The Analyst Attitude** *Raul Diez Gomez, Business Analyst, M&G Plc*	**Mind the Gaps! Analysis for Resilient Apps** *William Gall, Lead Business Analyst / Business Designer, Nationwide Building Society*	**Data Quality For Business Analysts** *Samira Atashi, Senior Business Analyst, PwC*

13:00 - 14:30	Lunch, Exhibits and Lunchtime Sessions
13:30 - 13:55	Lunchtime Session: Business Analysis, 4th Edition: What's New, What's Out, What Persists!, *Dr Debra Paul, Managing Director, AssistKD and James Cadle, Director, AssistKD*
14:00 - 14:25	Lunchtime Session: Endometriosis: an Invisible Illness that Affects 10% of all Women, *Emma Cox, Chief Executive, Endometriosis UK*
14:30 - 15:15	**Keynote: Designing for Inherent Uncertainty through Sense-Making,** *Dave Snowden, Chief Scientific Officer, Cognitive Edge*

15:25 - 16:10	**Event Storming** *Rosanna Ang & Poppy Rowse, Thoughtworks*	**Business Analysts as an Arm of a PMO: the Perfect Marriage?** *Nicholas Spencer, PMO Lead, Wokingham Borough Council*	**It's Time to Consider the 'I' in Business Analyst** *Rosie Lyons & David McGorian-Bowness, Business Analysts, Home Office*	**Interpersonal Skills - How to Move From a Good BA to a Great BA** *Bradley Stott, Lead Business Analyst, Close Brothers*	**The Robots Are Taking Over!** *Barbara Anderson, Senior Business Analyst, BPDTS*	**Using Behavioural Analysis to Upgrade Data Insights** *Wim Debreuck, Debreuck Neirynck*
16:40 - 17:30	**Top Secret: How to Conduct Analysis in a Classified Environment** *Laura Firth, Business Systems Manager, QinetiQ*	**Role Standardisation: the Benefits and Limitations** *Michelle Shakesheff, Head of Business Analysis, Close Brothers*	**SBA: The 'S' is for Shapeshifter** *Gillian Rae, Senior Business Analyst, Sky*	**Analysis On The Spectrum - An Epic Journey of Transformation and Neurodiversity** *Mark Cross, Envista Consulting*	**The New Normal** *Patrick Gormley, Consulting Services Lead, Capita*	**Data in the Middle – Facilitating a Collaborative Data Culture** *Joe Bullock, Senior Business Analyst, News UK*

17:30 - 18:30	Drinks Reception hosted by IIBA UK, AssistKD & BCS, The Chartered Institute for IT

Wednesday 23 September 2020: Conference Day 2 & Exhibits

09:00 - 09:10	Conference Welcome: Lucy Ireland, Managing Director, BCS Learning & Development Ltd
09:10 - 09:55	**Keynote: Collaboration is the New Leadership,** *René Carayol, Global Keynote Speaker, Leadership Guru, Writer, Broadcaster and Author*

10:25 - 11:15	**Why are Customers Always on a Journey?** *Elaine McCartney, Principal Business Analyst, Sky*	**From Business Analyst to Product Owner… and Back Again** *Sallie Godwin, Lead Business Analyst, The British Library*	**The Mythic BA** *David Beckham, ChuDo Consulting*	**Working with Remote Teams – Connecting Through the Virtual Interface** *Kristy Dean, Solution Design Specialist, BT*	**The Norwegian Police ICT Services - Mission:Insight** *Nina Berg, Functional Architect & Kjartan Michalsen, UX Designer, The Norwegian Police ICT Services, Norway*	**Case Study: How to Translate Business Problems into Correct AI Questions** *Andrej Guštin, CREA Plus & Igor Smirnov, NETICA*
11:25 - 12:15	**Bringing Systems to Life** *Steve Whitla, Visual Meaning*	**Changing Roles - A Focus on the Roles of Business Analyst and User Researcher** *Alison Jurowski, Lead Business Analyst & Jill Pate, Lead User Researcher, Department for Work and Pensions*	**Going Independent - Business Analysis as a Consultant** *Tara Dentry, Aletha Works Ltd & Susan Hayward, Susan Hayward Consulting Services*	**The Chameleon Business Analyst: How Adapting to Your Surroundings Can Increase Engagement and Success** *Annemarie De Cesare, Head of Business Improvement, The Open University*	**Machine Learning Enhanced Business Decisions** *Dr Jan Purchase, Lux Magi & Cllr Howard Rogers, Rapidgen Ltd*	**When a Tree Falls in a Forest … Hear it, Measure it, Prove it!** *Sally Rogan, UX Specialist, Registers of Scotland*

12:15 - 13:45	Lunch, Exhibits and Lunchtime Sessions
12:45 - 13:10	IIBA UK Lunchtime Session: You Are Not Alone, *Tina Schuster, Business Analyst, Vets4Pets*
13:15 - 13:40	BCS Lunchtime Session: Gardener's Question Time: Growing Great BA's
13:45 - 14:30	**Keynote: Stand Up Stand Out,** *Cally Beaton, Media Business Leader, Coach & Performer*

15:00 - 15:50	**Use Cases and User Stories: Best Of Friends** *Martin Langlands, Enterprise Architect, Convex Insurance*	**Partners in Change: A Vision of Harmony Between Change Disciplines** *Robert Gurton, Head of Business Analysis, Canada Life UK*	**Implementing a Competency Framework: A Practical Guide** *Lisa Hudson, & David Webb, 6point6*	**Business Analyst as a Leading Role. Practical Toolkit** *Martina Babini, Principal Analyst, Yoox Net-A-Porter Group*	**Business Analysis in an AI Augmented World** *Jay Nair, Senior Business Analyst, Bank of England*	**Where is My Stuff? How Retailers Harness Data to Get Products to Customers and Insights from Data** *Robby Roose, Business Analyst, Dyson IT*
16:00 - 16:50	**Business Analysis: From a Role to a Mindset** *Krasimir Baylov & Bozhidar Goranchev, Accedia*		**Business Model Your Career** *Jane Piper, Organisational Psychologist, Pipsy LLC*		**So You Want to Improve and Succeed as a BA…. How Good are Your Selling Skills?** *Wendy Byrne, Business Analyst, Aviva*	

17:00 - 17:10	Conference Close: Chris Martin, Director, AssistKD

Full Day Workshops:

BCS Foundation Certificate in Business Analysis
Ian Glenister, International Delivery and Consultancy, PCMI Limited

AssistKD and BCS present an intensive workshop covering the syllabus for the BCS Foundation Certificate in Business Analysis. Delegates will be able to sit the examination at the end of the workshop and get their results on the same day. Pre-workshop personal study is strongly recommended. Pre-registration is required for this workshop and examination.

The Foundation Certificate in Business Analysis covers the breadth of concepts, approaches and techniques relevant to Business Analysis. It provides a foundation for the range of modular certificates provided by BCS in the areas of Business Analysis, Consultancy and Business Change. In addition, it provides foundation–level Business Analysis knowledge for specialists in other disciplines.

Topics covered include:

- The role and competencies of a Business Analyst
- Strategy analysis
- Business system and business process modelling
- Stakeholder analysis
- Investigation and modelling techniques
- Requirements engineering
- Business case development
- Delivery of the business solution

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

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

BCS Professional Certificate in Stakeholder Engagement
David Baskerville, Associate, AssistKD

AssistKD and BCS present an intensive workshop covering the syllabus for the BCS Professional Certificate in Stakeholder Engagement. Delegates will be able to sit the examination at the end of the workshop and get their results on the same day. Pre-workshop personal study will be provided and is strongly recommended. Pre-registration is required for this workshop and examination.

The Professional Certificate in Stakeholder Engagement covers a broad range of approaches and techniques that help business analysts to work effectively with stakeholders and to develop a toolkit of relevant skills. It is also relevant to anyone working in other business change disciplines where stakeholder engagement is a key aspect of their work.

Topics covered include:

- Stakeholder analysis and management
- Communication and facilitation
- Building rapport
- Creative problem-solving
- Managing expectations
- Negotiating with stakeholders
- Managing conflict

BCS will provide and run the examinations. The examination lasts one hour and 30 minutes, and takes place at 17:00 on the workshop day.

Please note that only delegates who have signed up for all three days of this event are entitled to attend this workshop and take the examination. £215 +VAT will be added to each invoice to cover the certification fee. There is a limit of 12 places on this workshop.

How to Make Your Career SOAR
Corrine Thomas, Director, Choices Coaching Ltd & Catherine Plumridge, Lead Business Analyst, Aldermore

Business Analysts are experts at defining the business needs and goals for projects or organisations but how often do they consider their own career plan and direction?

This workshop is for people who want to discover more about themselves, take control of, and actively manage their careers. During this interactive workshop Business Analysts will learn how to:

- Develop increased self-awareness and understand their personal drivers.
- Put together a personalised vision for their career.
- Create a personal career brand to build presence and have impact in a chosen profession.
- Explore strategies for building resilience and handling setbacks.
- Produce a compelling action plan for reaching career goals.

Half Day Workshops:

Leverage UX Techniques for Agile Business Analysis
Alina Ghiarasim, Lead Business Analyst & Ciprian Amaritei, Lead UX Designer, Endava

A Business Analyst and a User Experience (UX) Designer working together can do wonders for the success of a product. They complement each other in many ways and they both aim to create the best solution that ensures business growth and user satisfaction.

In this hands-on workshop delegates will learn how to make smart decisions on product ideas in just a few hours and still have the confidence that:

- They are doing something WORTHWHILE.
- In the right ORDER.
- BEFORE they commit to n months or n teams.
- WITHOUT doing a lot of detailed up front work that might be thrown away.

Delegates will have the opportunity to integrate UX techniques into BA practices to create great products through balancing business goals and user needs, applying design principles and rapidly generating prototypes. They will gain practical experience on taking a product from the initial concept, through user research and ideation to refinement and prototyping.

Delegates will be given a real-world problem to work on, to:

- Define and correlate business strategy with UX strategy.
- Select the customer segment and empathise with the end user.
- Generate ideas for potential solutions using ideation techniques.
- Prioritise ideas and translate them into product features.
- Create user journey flows.
- Sketch and produce low level fidelity wireframes by applying design principles.
- Create an interactive clickable prototype.

What is the Business Analyst Role in Today's Experience Economy?
Sarah Williams, Business & Usability Analyst, Linklaters & Chris Rourke, CEO, User Vision

The presentation explores how today's experience economy affects the relationship between Business Analysis and User Experience (UX), and what new capabilities and skills BAs need to deliver value.

Organisations from Apple to Zappos have shown how customer-centred experience design is good business. To develop products

and services that users find intuitive, organisations must marry a deep understanding of human behaviour with their business ambitions and technical capabilities.

BAs can play an important role in creating positive end-to-end customer experiences, especially for customer-facing digital transformation projects. However, this means another responsibility is placed on the broad shoulders of BAs: being custodians of the user requirements discovered through research.

Many BAs work alongside UX professionals and some even perform user research themselves to discover user needs first-hand. Others contribute to the design of interfaces and end-to-end solutions. However, poor execution of user research or design can introduce risk to projects, and even experienced BAs performing these UX-related activities need to develop and apply new skills.

How well prepared are today's BAs for this user experience-centred role and do they welcome the extra responsibility beyond a traditional focus on business and technology requirements? The two speakers, a UX consultant and a seasoned business analyst, will draw on their experiences and discuss their own research with BAs on their evolving relationship with UX.

There will be interactive portions during the presentation and delegates will learn:

- Why the experience economy means BAs should be part of the team that is responsible for delivering a good user experience.
- The key benefits businesses can derive from having BAs with appropriate user experience and service design skills.
- The UX-related skills BAs should learn that complement their core business analysis skills.
- How can businesses increase awareness and understanding of UX within their BA teams?
- Based on recent research with BAs, the relationship between BAs and 'UXers'; does the relationship vary by sector, and what is the attitude of the BAs themselves?

The Emotionally Agile Business Analyst
Adrie Kuil, Senior Business Analyst & Namrata Shrivastava, Business Analyst, Shell

This workshop will cover the six Emotional Agility practices: Present Moment, Self-as-context, Acceptance, Diffusion, Value and Purpose, and Committed Action, and link these practices to BA competencies and skills. The workshop will also cover the various behavioural transformations one can expect when practising these emotional

agility practices in their BA related activities. During the workshop participants will practise emotional agility techniques, and will get key takeaways that they can use immediately in their business analysis work and their personal life. The attendees will also learn:

- What is important to them.
- How to commit to changing their behaviour.
- How not to get triggered by their thoughts.
- How to have a self-compassion mindset.
- How to see things in perspective.

Threat and Risk Assessment Workshop: a Hands-on, Facilitated, Step-by-Step Learning Experience
Holly VanHelden, IT Business Ananlyst Consultant, Iron Key Consulting Inc

In this hands-on, facilitated, step-by-step learning experience, participants will conduct a Cybersecurity Threat and Risk Assessment on an example application. It will begin with an explanation of the tool, then participants will learn where Threat and Risk Assessment fits in the software/solution development and delivery life cycle, and how it links up to other common business analysis deliverables. The role of business analyst, potential challenges along the way, and the importance of frequent and transparent collaboration will be woven throughout the session.

Delegates will:

- Understand what a solution-level cybersecurity risk assessment is.
- Understand how cybersecurity is built into solutions, not bolted on.
- Understand which inputs are required and which stakeholders to engage.
- Understand how risks can be mitigated, and residual risks managed.
- Be able to facilitate or contribute to a Threat and Risk Assessment.

The Data-Driven BA - Unlocking the Potential of Everyday Data through Process Mining
Ian Edwards, Senior Consultant, Leonardo & Marcello LaRosa, Department Head of Computing & Information Systems, Melbourne University & Apromore

Data is abundant in modern organisations, but data without meaning is useless. Supported by case studies, this presentation will illustrate the value of utilising Process Mining to extract previously undetected insights from transactional data commonly produced by IT systems.

By using data, rather than solely relying on perceptions gained from interviews and

workshops, process mining shifts the way we think about process efficiency from 'anecdote-based' to 'evidence-based' business process management.

Learn how business and technology leaders can gain new levels of transparency into their business processes and use predictive analytics to discover the inefficiencies that result in customer churn and cost inefficiencies for the business.

Delegates will learn:

- The possibilities and opportunities offered by process mining over traditional business analysis techniques.
- The simple pre-requisites for businesses to commence process mining.
- How other medium to large scale businesses have approached process mining, the questions they had at the beginning of their journey, and the paths taken after their process mining discoveries.

Unleashing the Power of Visual Thinking
Grant Wright, Principal Consultant, Scarlett Solutions

Academic research has shown that the brain is able to process, retain and recall visual information more quickly, accurately and consistently than when the same information is expressed solely in words (whether written or spoken).

In recent years the concepts of 'Visual Thinking' and 'Sketchnoting' have grown in popularity as a means of explaining complex concepts, making content easier to remember, generating ideas, creating engagement and so much more…

In this hands-on workshop participants will explore the world of visual thinking and learn practical techniques that will help them to become a better BA and have fun in the process!

Participant learning points:

- What visual thinking is and how it can help them in their work.
- The building blocks of visual thinking and how to create their own visual dictionary (no art training necessary!)
- The process of sketchnoting and useful tips and tricks to help them succeed.
- The tools of the trade and useful references to allow them to further explore this exciting field!

An Introduction to Impact Mapping
Darren Moorghen & Matt Heyhoe, Lead Business Analysts, AO.com

We've recently started applying a technique founded by Gojko Adzic called Impact

Mapping here at AO. It's really helped us kick-start some great conversations as we move into a product aligned world. As BAs the more tools we have in our armoury the better and impact mapping is one of those tools we should all have! Matt and I are keen to share our individual stories as well as running through:

- Why you'd use impact mapping.
- Applying the theory and creating our own impact maps.
- The value of strong goals.
- Key takeaways to get you started when you go back to the office.

At the end of the session all attendees will know how to kick-start an impact mapping session at their organisations.

See, Hear, Feel... the Empathetic BA

Gary Cockburn, Director, Lightforce Consulting Ltd & Linda Parker, Director, The Christon Blueprint

See what you saw... hear what you heard... feel what you felt...

Through a series of workshop activities and examples we will journey into empathy mapping.

We will provide you with the skills to use this powerful and yet often overlooked technique yourselves, and show you when to use it with your stakeholders and team.

You'll begin to understand the answer to the question... Am I an Empathetic BA? What makes me so? ...and how can I bring these powers to bear when working with and helping my stakeholders?

And finally, we'll explore the question: is empathy one of the key foundations of a highly emotionally intelligent BA? ... and can this be learnt or is it just part of our makeup as BAs and people?

If you think you are ready for this journey, then please come along to our workshop... it may well be emotional!

Packaged Software Gone Bad – Lessons From the World of Project Recovery

Alec Sharp, Senior Consultant, Clariteq

Packaged software implementations can go extremely well, delivering excellent, even transformational, results. Other times... not so much. The speaker has seen enterprises of all types spend vast amounts of money selecting and implementing purchased software – US$3B in the most extreme case! And after all that expense, it simply doesn't work, or works so poorly the organisation is worse off than before. When he's called in to assist with 'project recovery', Alec finds the factors leading to these failures are surprisingly consistent, and almost always surprising. They also generally apply to bespoke solution

development.

Come to this tutorial to learn the reasons behind many of these failures, and to share your experiences. It won't be all doom and gloom – we'll also look at factors contributing to extremely successful implementations. Everything will be backed up by practical techniques, tips, and guidelines, and examples from the speaker's experience, including:

- How one of the world's most admired companies spent $1B on an implementation and achieved worse performance.
- The case of the public institution that spent $80M configuring cloud-based HR and Payroll software, had nothing functional to show for it, and how the situation was resolved.
- How a manufacturer applied the techniques we'll discuss, over the vendor's objections, and became a global showcase account.

Getting Started With Data Quality – A Primer

Jon Evans, Information Strategist & Founder, Equillian

Today, more than ever, the quality of data, underpinned by a robust approach to Data Quality Management, is critical to the success of every organisation. Unfortunately, it is a topic that is still impenetrable to many through the use of unfamiliar jargon and too much emphasis on technology.

In this half-day workshop, Equillian's Jon Evans will seek to redress the balance, by taking the audience on a journey from first principles right through to advice on establishing a Data Quality Programme. Along the way, both beginners and those already familiar with the topic will benefit from a business-focused approach, based on industry best practice coupled with many years of experience helping organisations tackle their Data Quality challenges.

The session will be structured around 5 key topics:

- The Truth About Data Quality
- The People Side of Data Quality
- Monitoring Data Quality
- Improving Data Quality
- Using Data Quality to Drive Data Governance

It's a shame we can't attend all sessions! They have all been very thought-provoking and insightful. Every BA must experience this.

Chetan Patel, Business Analyst
Lloyds Banking Group

Who knew there were so many BA's! It's great to have an event which caters exactly to our needs/methodologies.

Genna Fowler, Business Analyst
News UK

One of the key highlights of my BA career to date!

Stuart Peek, Business Analyst
Specsavers

Inspirational. An absolute must see event for our community.

Annie Birchall, Business Analyst
Land Registry

As per last year, an excellent, interesting & thought-provoking event. Certainly I find it provides me with fresh impetus in taking forward my role.

Mark Atkins, Senior Business Analyst
Royal Bank of Scotland

Genuinely one of the best events I've ever attended.

Adrian Beckham, BA Manager, ASDA

I always come away from this event inspired and invigorated!

Cathy Snarey, Global Business
Analysis Champion, Ernst & Young

Excellent. How else could we get this level of information? Excellent use of time.

Mark Lewing, Senior Business Analyst,
Aviva

Overall, hugely impressed. Very much exceeded expectations

Alan McPherson, Business Analyst
Manager, Thomson Reuters

Keynotes

Nigel Owens, Professional Referee, Welsh Rugby Union Group

Keynote: Dealing with Adversity and Having the Courage to be Yourself

During this inspirational talk, Nigel will talk personally about his life's journey as he battled adversity, the inner strength he has needed on and off the pitch and the need to be true to himself. Through his remarkable career, Nigel has been recognised by both academics and leading bodies for his contribution to the Welsh language, mental health, diversity and inclusion, and was also awarded an MBE for his services to Sport in 2016. Nigel Owens MBE is recognised as one of the world's best rugby referees with a reputation that is second to none. He holds the record for the most international test matches refereed. The pinnacle of his career was being chosen to referee the 2015 Rugby World Cup Final between New Zealand and Australia at Twickenham. A TV presenter, author and referee, Nigel's witty, no-nonsense responses to rugby players that breach the rules are legendary and has earned him the utmost respect of senior players and pundits worldwide. Growing up on a council estate in Mynyddcerrig, West Wales, the road to sporting notoriety has not being an easy one. Nigel has overcome mental health issues, eating disorders and struggled with his sexuality before eventually becoming the first openly gay man to come out in professional rugby. Considered a role model for diversity and inclusion, Nigel was named 'Gay Sports Personality of the Year' by gay rights group Stonewall at its annual 2007 awards ceremony in London, and then the Gay Sports Personality of the Decade in 2016. In 2017 he presented the Panorama programme on Eating Disorders in Men and Boys and won huge plaudits for his Desert Island Discs programme on Radio 4 hosted by Kirsty Young. Nigel continues to referee international rugby matches around the world, and is used to showing a range of leadership skills whilst dealing with difficult stakeholders when under extreme pressure.

Dave Snowden, Chief Scientific Officer, Cognitive Edge

Keynote: Designing for Inherent Uncertainty through Sense-Making

We live in a world where complexity and unanticipated change is part-and-parcel of day-to-day life, and the balance between human decision-making and artificial intelligence is increasingly blurred at all levels. The succession of management fads, the latest of which is Agile, have all promised to provide a solution, throwing away what came before. All have succeeded to a degree but none have been sustained. One reason for this is that we don't distinguish between two basic types of system, one where the future can be known and the other where we can only influence the present and respond quickly to change in near real-time. This has profound implications for the role and nature of business analysis which we are only just starting to explore. This presentation will attempt to navigate a path for delegates through this uncertainty. It is based on Snowden's original work in counter-intelligence for DARPA before and after 911, where he focused on weak signal detection and anticipatory awareness, to his latest work on a complexity science approach to design and design thinking. Pragmatic techniques to map and influence culture, to understand (quantitatively) unarticulated user-need and to architect for uncertainty will be outlined. Delegates will learn:

- You can navigate complexity – you can't control it; but that doesn't matter if you know how.
- Engineering is a limited metaphor for managing the organisation, we need to think more of ecology.
- Humanity is best augmented by technology, not replaced.

René Carayol, Global Keynote Speaker, Leadership Guru, Writer, Broadcaster and Author

Keynote: Collaboration is the New Leadership

This skills shortage presents an ongoing opportunity for progressive organisations to take another look at recruitment and how they better reflect the societies in which they work. We now know that diverse teams lead to better performance, from your suppliers to the front line to the boardroom, so this is our chance to make a positive difference to our world. René tackles the unsaid, the difficult and the downright uncomfortable with optimism and a positive outlook based on his powerful and sometimes crushing experiences. There was a time when organisations chose the talent. Today, increasingly, the talent is choosing the organisation – and they are trending towards the progressive and inclusive organisations. René will close with his top 10 practical tips on how everyone in the room can move tangibly towards a more collaborative approach as soon as they get back to their place of work. Delegates will learn:

- How to provide information and expert insights into the core attributes of an inspiring and high impact leader and leadership team.
- How to assess and take early action to significantly improve the leadership capabilities of each individual senior teams.
- How we delegate more effectively in order to create a culture of empowerment and personal accountability.

Cally Beaton, Media Business Leader, Coach & Performer

Keynote: Stand Up Stand Out

After 30 high profile years at board level in the media, Cally Beaton threw caution to the wind and started a brand new career as a stand-up comedian. A walking, talking advocate for reinvention, and doing "one thing every day that scares you", she will take you through the story of her professional life to date, and help you find the courage, tools and motivation to be able to get the most out of your own. Themes will include:

- Change – befriending it and making reinvention a positive.
- The power of vulnerability.
- Emotional intelligence – EQ over IQ, how as much as what.
- Perception versus reality and our versions of 'self'.
- Turning up the dial on yourself (rather than trying to be someone else).
- Squaring up to failure – "Ever tried. Ever failed. No matter. Try again. Fail again. Fail better" (Samuel Beckett).

Learning points:

- The truth about imposter syndrome.
- Fear – what is the amygdala and what can you do when it's hijacked?
- Finding allies/sponsors in business life.

Discounts

Group Booking Discounts:

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

IIBA and BCS member Discounts Available

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

09:00 - 09:10

Conference Welcome: Liz Calder, President, IIBA UK

09:10 - 09:55

Keynote: Dealing with Adversity and Having the Courage to be Yourself
Nigel Owens, Professional Referee, Welsh Rugby Union Group

During this inspirational talk, Nigel will talk personally about his life's journey as he battled adversity, the inner strength he has needed on and off the pitch and the need to be true to himself.

Through his remarkable career, Nigel has been recognised by both academics and leading bodies for his contribution to the Welsh language, mental health, diversity and inclusion, and was also awarded an MBE for his services to Sport in 2016.

Nigel Owens MBE is recognised as one of the world's best rugby referees with a reputation that is second to none. He holds the record for the most international test matches refereed. The pinnacle of his career was being chosen to referee the 2015 Rugby World Cup Final between New Zealand and Australia at Twickenham. A TV presenter, author and referee, Nigel's witty, no-nonsense responses to rugby players that breach the rules are legendary and has earned him the utmost respect of senior players and pundits worldwide.

Growing up on a council estate in Mynyddcerrig, West Wales, the road to sporting notoriety has not being an easy one. Nigel has overcome mental health issues, eating disorders and struggled with his sexuality before eventually becoming the first openly gay man to come out in professional rugby.

Considered a role model for diversity and inclusion, Nigel was named 'Gay Sports Personality of the Year' by gay rights group Stonewall at its annual 2007 awards ceremony in London, and then the Gay Sports Personality of the Decade in 2016. In 2017 he presented the Panorama programme on Eating Disorders in Men and Boys and won huge plaudits for his Desert Island Discs programme on Radio 4 hosted by Kirsty Young.

Nigel continues to referee international rugby matches around the world, and is used to showing a range of leadership skills whilst dealing with difficult stakeholders when under extreme pressure.

09:55 - 10:10

BA of the Year Award 2020

10:10 - 10:40

Networking Break & Exhibits

10:40 - 11:30

Systems Thinking: Practical BA Techniques for Business Agility
Adrian Reed, Principal Consultant/Business Analyst, Blackmetric Business Solutions

The business environment is moving at a rapid pace. More than ever we need the ability to quickly sense and respond to change, and there is increasing focus on enabling agility within organisations. Achieving agility can be tricky when working in large, seemingly bureaucratic, organisations with a whole legacy of technology, political and process issues that seemingly need resolving. With tricky stakeholders and conflicting perspectives, change initiatives stall and our organisations risk falling behind market and customer expectations.

Business analysis is a crucial enabler that plays an important part in overcoming these issues and helping organisations strive towards achieving agility. As practitioners we can draw techniques and approaches from the world of systems thinking to help us.

In this practical session you will hear:

- What systems thinking is, and how it can contribute towards business agility.
- A practical set of systems thinking techniques that have direct applicability for BAs.
- How systems thinking naturally fits with an agile BA mindset.

T-shaped BA in a Technical World
Paul Waddle, Senior Business Analyst & Mike Godby, Senior Business Analyst, Hargreaves Lansdown

Given the rise of large scale transformations; more complex technologies and the increasing number of specialist roles, a common BA challenge is finding your place in amongst this. Paul and Mike share their experiences in dealing with this when working with the increasing use of APIs to:

- Step away from the technical – learn how to reframe technology-led change into business focused results
- Deal with the changing nature of BA work - adapt to a more user-centric analysis from traditional system, process and data thinking
- Cope with the changing Team Dynamics – working with Agile/Digital roles to create mutually beneficial working relationships
- Understand why BAs need to be T-shaped to address the challenges of the digital world

Volunteering: New Horizons and Good Causes
Paul Scrivens, Business Analyst, University of Reading

Do you have a passion or interest in something outside your regular BA responsibilities? Have you reached a plateau in your career? Looking for a new challenge or new skills? Want to help a good cause? If you answered yes to any of those questions, then it could be time to look into volunteering.

BAs and BA skills can offer a lot to charities and non-profits, many of which are struggling to fill skills gaps that could be perfect for a BA. Conversely, the third sector has a lot to offer to a BA, with opportunities to learn skills and try roles that might otherwise seem out of reach in larger commercial or public sector organisations. From management and strategic planning, to running effective meetings and conflict management, there is something new to learn even as you're giving back.

- Learn about the breadth and variety of opportunities on offer in the third sector.
- Discover the reasons why volunteering can complement or even enhance your BA career.
- See how the BA skillset can bring value to charities and non-profits.

So, Which Planet Are You From? – The International BA
Doris Rosmann-Begg, Senior Business Analyst, Whitbread

What could possibly go wrong when the project is planned in the UK, the end-users are part of a new acquisition in Germany, the technical support is spread across the UK and various places in Europe, the testers are from India...? Did I mention our sourcing approach in China is changing and needs mapping? Oh, and for good measure there is a healthy time pressure to get the new hotels up and running. Of course, the language is different, but that's about it isn't it? So off you go BAs, get the requirements, produce a GAP analysis and make sure it's done quickly, correctly and efficiently.

This talk shares real-life international business experiences across a range of business areas, countries and markets.

Reflections, insights, and lessons learnt have led to a survival guide and best practise approach for BAs, who can take the learning with them and apply it for when they find themselves working across multiple countries.

Key messages:

- Awareness of potential pitfalls beyond simple clichés.
- Key cross-cultural knowhow for BAs resulting in successful BA deliverables.
- How to market yourself as an international BA.

Keeping the Lights on in the UK – Machine Learning and the Business Analyst

Vivienne Smith, Senior Business Analyst, NationalGrid

In the UK we take our electricity supply for granted; we flick a switch and there's light, we press a button and there's power. With everyone becoming more environmentally aware, the drive for cleaner power has seen the amount of renewal energy increase and that has brought its own challenges.

To address these challenges National Grid has turned to Machine Learning to help us forecast the amount of energy required to balance the network. This provided a great opportunity for the BA, Data Scientist and machine to converge... delivering not just a new way to forecast but a new platform and processes to support and enhance second-by-second decision-making that ensures the UK keeps the lights on across the National Grid.

In this presentation Viv will share:

- The challenges she has encountered surrounding the introduction of new technology and business convergence.
- Working with the business to embrace the changes and deliver value.
- As we enter the final stages of the project, the scaling of the solution and what she wishes she had known earlier.

Demystifying the Dark Arts of Data Science

Kay Hardy, Senior Consultant, Capita Software

We live in a data-driven world. Data science pervades and changes the way organisations operate. However, data initiatives often fail, with over 90% of companies identifying people and process issues as the obstacle. Effective utilisation of data therefore requires both Business Analysts and Data Scientists to work together – Data Scientists to use techniques such as machine learning, and Business Analysts to identify root problems, optimise processes and communicate with stakeholders. Unfortunately, data science uses a great deal of specialised language, and this can cause misunderstanding.

This talk will demystify data science language and increase delegates confidence and knowledge of the core data science concepts. Delegates will leave the session with:

- Knowledge of how algorithms generally operate to demystify what occurs "beneath the surface
- Understanding where Business Analysts can play a pivotal role in a data science initiative
- Appreciation of how to spot bad Data Science and prevent unintended consequences

11:40 - 12:30

The Importance of Scope Management for A Business Analyst

John Fraser, Lead Business Analyst/BA Capability Lead, North Highland

One of the key ways to set and manage scope is to use a context model. It can be used at the strategic, program or project levels. It is intended to be continually reviewed and revised as new information is known or, when possible, scope changes occur. The session will share a technique that will help you "visualize" the intended business change by helping stakeholders understand:

- How does the solution provide traceability and/or contribute to the goals of your organization?
- What are the expected, provable measures that indicate solution success?
- When is the solution considered done?
- Who will key stakeholders in the process?
- What are the impacted systems?
- Who will use the solution?
- What are key assumptions, constraints and out-of-scope items?

Digital Business Analyst – Different Name or a Different Role?

Katarzyna Nowak-Rybka, Head of Business Analysis, Objectivity

The Digital Transformation era is what we can see around us. New technologies, new challenges, more demanding models of IT and Business cooperation require a more adaptive approach – an approach in which a Business Analyst role is changing, evolving and is embraced by several new skills. Will a Digital BA become a new role? Or is it just a modern name for a variety of BAs' hybrid roles (hats)? Will it still be true that a BA is a bridge between Business and IT?

During the presentation you will hear about:

- The importance of the BA role within the Digital Transformation shift.
- Challenges (based on real case examples) that a BA can face.
- A range of skills useful for the future.

Should Product Ownership be Your Next Career Move?

Victoria Banner, Senior Product Owner, BPDTS Ltd

The popularity and demand for the Product Owner role is growing. The PO role is a key element of any Agile Scrum team and is required in many Agile frameworks. If you are working as an Agile BA, you may currently work alongside a Product Owner on a regular basis and support them in the day to day delivery of value, but is the Product Owner role right for you and should you look at this role for a future career move?

During this presentation we will:

- Explore the key attributes and qualities required for the Product Owner role.
- Compare the PO skills to those of the Business Analyst exploring the similarities and differences to the BA role.
- Look at the key techniques used in the role on a day-to-day basis.

Workplace Culture and How the Business Analyst Can Change It

Suzanne Robertson, Principal, The Atlantic Systems Guild Ltd

Workplace culture determines the behaviour of people, and the way they interact with each other. Having a positive, open and cooperative culture makes business analysis significantly easier and, let's face it, more pleasant.

So, what are the drivers that determine workplace culture? How can you use those drivers to understand your own culture? How do you achieve a positive cultural change?

This talk explains the six drivers of workplace culture, and how you recognise and employ them to improve your business analysis environment.

The business analyst is well placed to be aware of the business and technological issues, and to analyse the existing culture, discover what improvements would give most advantage, and then act as the champion for making cultural improvements.

You will learn:

- The six drivers of workplace culture.
- How to recognise your own cultural landscape.
- How a business analyst can be a champion for cultural change.

Cybersecurity is Every BAs Responsibility

Bindu Channaveerappa, Director – London Communities, IIBA UK & Peter Thompson, Principal Consultant, AssistKD

'Cybersecurity' is a term that everyone recognises, but few genuinely understand, and many consider it to be someone else's problem. Indeed, the need for cybersecurity has only come about through technology adoption, but the responsibility for identifying potential risks and implementing counter-measures rests with everyone.

The more technology adoption expands, the more vulnerable the ecosystem becomes and, with an increasing focus on artificial intelligence and the 'internet of things', the number of vulnerabilities and cyber-attacks is set to spiral: Global Market Insights reports that security breaches are up 67% over the past five years, and the Cybersecurity industry will be worth over $300bn by 2024.

This workshop looks at cybersecurity in the context of business analysis using tutorials, group discussions and exercises based on actual security incidents.

Learning objectives:

- Basics of Cybersecurity to secure information or data asset.
- Cybersecurity risk assessments.

- Enhanced capabilities to contribute to the digital world.

The Ups and Downs of Data Driven Decision Making

Cristina Grigore, Clinical Applications Support Team, Royal Devon and Exeter NHS Foundation Trust

43 trillion gigabytes were estimated to be created by 2020. In contrast, one in three business leaders do not trust the information they use to make decisions.

This presentation focuses on exploring meaning of data-driven decision-making for business analysis and how business analysts can support decision-making process using data.

Nonetheless, with an ever-increasing volume of data, business analysts can face multiple challenges.

Case studies presented reflect experience on local government and NHS trust.

Key learning points:

- To determine how business analysts can use data for supporting the decision-making process.
- To explore how business analysts can support data-driven decision-making in cases of data inaccuracy.
- To investigate some of the challenges for data-driven decisions.

12:40 - 13:00

How to Break Down Big Scary Projects Using a Value Based Framework

Craig Watson, Consultant Business Analyst, Cadence Consulting

As BAs we often get brought into a project too late. The strategic analysis has been done (you hope), the business case was a fait accompli and there's pressure to start delivering something. That 'something' can be big, vague and rather scary.

This can lead to a scattergun approach in breaking a project down. Seemingly initial progress gives way to integration issues, problems with external dependencies, lack of trust, whole areas of missed requirements and delays.

Having a framework for requirements analysis and solution delivery that is based on end-to-end value chains can help avoid all these familiar pitfalls.

Craig will share his experience from a real project where he was faced with a seemingly large and scary scope and how thinking about value chains and business activities to break this down led to an effective framework for backlog creation, analysis and delivery.

Key learning points:

- How to adapt elements of value chain analysis, business activity modelling and user story mapping to quickly break down large and scary projects.
- Using this framework to get from a blank page to a roadmap and delivery backlog.
- Experiences of problems communicating the framework and dangers of leaving it behind.

How to Be a BA When your Business Doesn't Know What a BA Should Be

John Tarrant, Senior Business Analyst, Thermo Fisher Scientific

If you asked your Business Stakeholders what they think the role of a BA is, would it match with what you think?

There is often a gap in understanding of what a Business Analyst is there to do. How often are small projects or 'quick fixes' taken directly to the development team? How often are requirements missed because the Business Analyst is not leveraged by the business stakeholders? Do your stakeholders understand the value of what you do?

In this presentation we will look at:

- The pitfalls of misunderstanding the BA role.
- How to recognise the problems.
- What to do when the BA is cut out of the process.
- How to set the standard and maintain it.

The BA Forum – A Community of Practice

Michael Woods, Principal Business Analyst, Sky

Sky's BA forum started with a few analysts having lunch and has quickly become a group that has greatly improved best practice and productivity in the team. Attendees will see how regular, informal, closed meetings of business analysts can give new analysts an opportunity to share problems with their colleagues, help experienced analysts stay fresh, be a 'safe space' to ask stupid questions and learn about the business, give analysts time off the shop floor to hone their skills, and provide a forum to quiz guests (stakeholders, project managers, subject matter experts) about the business.

Learning points:

- Career and team-building benefits of the BA Forum.
- What to include – and avoid – in the sessions.
- The benefits of an analyst-only PIR.
- Getting the right guests.
- Expanding beyond the team.

The Analyst Attitude

Raul Diez Gomez, Business Analyst, M&G Plc

CCBA, Agile BA… There are many certifications and courses that teach us all the techniques, tools and ways to get the things done. However, what about the mental attitude and the mindset behind that? Business Analysts, like most of the rest of the people within the organisations, need to deal with different challenges and people who have different expectations and goals. Being in the middle of this can lead us to stressful situations or to get lost under lots of demands from multiple individuals. To be a successful Business Analyst, you need to have everything under certain control and, at the same time, on the contrary, accept that not everything is under your control. Be prepared!

What you will learn:

- The right attitude for dealing with people.
- The right attitude to face problems.
- Recommendations from lessons learnt after facing some specific problems.

Mind the Gaps! Analysis for Resilient Apps

William Gall, Business Designer, Nationwide

Customer expectations are continually rising in the digital world. As well as feature rich, engaging experiences the expectation is that services are robust, secure and available around the clock.

As change budgets are limited it is always challenging deciding where to invest – in new features, migrations to cloud or in making the existing services more resilient. If investment is only in new features, then future growth may be constrained; If investment is behind the scenes how do we enhance and protect the live service during this time? How do we get the balance right?

This talk discusses how business analysis can support the identification and delivery of measures to increase the resilience of your services and the teams that deliver change.

You will learn:

- The importance of considering resilience throughout change delivery, including when moving services to cloud
- Example approaches and user stories to assist building resilience into your applications
- Measures to protect personal and team resilience in a high paced digital world
- How to construct a business case to engage stakeholders in the debate about resilience

Data Quality For Business Analysts

Samira Atashi, Senior Business Analyst, PwC

Companies and organisations these days tend to be data-driven and act upon data-based decisions. However, the data surrounding them most often does not serve that purpose. Data analysts, data scientists, users of systems, and other data consumers always benefit from collating and working with healthy, reliable and recent data. They do not want to see redundant and incomplete data, nor do they want to spend their day entering customer data, field-by-field, in an application their company launched recently. These and many more similar situations suggest and lead business analysts to focus on

how they can adopt a data quality approach towards collecting and analysing business and system requirements. Join to hear about:

- Defining data quality and data quality issues for business users.
- System changes.
- The role of master data in delimiting data quality gaps.
- Data quality not just being about technology but also involving cultural change.

13:00 - 14:30

Lunch & Exhibits

13:30 - 13:55

Business Analysis, 4th Edition: What's New, What's Out, What Persists!
Dr Debra Paul, Managing Director, AssistKD and James Cadle, Director, AssistKD

The 1st edition of Business Analysis (BCS, 2006) was the first book published on business analysis. Since then, many other books have been written but none has encompassed the breadth of the discipline in quite the same way. This year marks the launch of the 4th edition, a testament to the enduring success of this book and of the development and maturity of the business analyst role and the increasing responsibilities and skills required to undertake business analysis work. During this session, Debra Paul and James Cadle will explain the initial rationale for Business Analysis, discuss why a 4th edition was so necessary at this time and answer questions on the new content. They may also collect ideas for the 5th edition!

14:00 - 14:25

Endometriosis: an Invisible Illness that Affects 10% of all Women
Emma Cox, Chief Executive, Endometriosis UK

Endometriosis is a common disease affecting 10% of women from puberty to menopause, although the impacts can be lifelong. That's 176 million globally, 1.5 million in the UK; 10% of the women you know. Yet 74% of men do not know what it is – and nor do 74% of young women under 24, despite it being so common. We don't know what causes it (and so can't cure it) and the only way to diagnose it definitively is by surgery. Endometriosis UK is here to turn this around. We'll cover what endometriosis is, why it's important to be able to talk about periods and menstrual issues without embarrassment or taboo, and look at the information provision, support and campaigns Endometriosis UK runs to achieve change. We'll consider what research would be needed to find that cure,

as well as how you might support those with endometriosis in the workplace.

Learning points:

- What is endometriosis and its symptoms
- The support Endometriosis UK provides and the campaigns they are running
- Supporting those with endometriosis in the workplace

14:30 - 15:15

Keynote: Designing for Inherent Uncertainty through Sense-Making
Dave Snowden, Chief Scientific Officer, Cognitive Edge

We live in a world where complexity and unanticipated change is part-and-parcel of day-to-day life, and the balance between human decision-making and artificial intelligence is increasingly blurred at all levels. The succession of management fads, the latest of which is Agile, have all promised to provide a solution, throwing away what came before. All have succeeded to a degree but none have been sustained. One reason for this is that we don't distinguish between two basic types of system, one where the future can be known and the other where we can only influence the present and respond quickly to change in near real-time. This has profound implications for the role and nature of business analysis which we are only just starting to explore.

This presentation will attempt to navigate a path for delegates through this uncertainty. It is based on Snowden's original work in counter-intelligence for DARPA before and after 911, where he focused on weak signal detection and anticipatory awareness, to his latest work on a complexity science approach to design and design thinking. Pragmatic techniques to map and influence culture, to understand (quantitatively) unarticulated user-need and to architect for uncertainty will be outlined.

Delegates will learn:

- You can navigate complexity – you can't control it; but that doesn't matter if you know how.
- Engineering is a limited metaphor for managing the organisation, we need to think more of ecology.
- Humanity is best augmented by technology, not replaced.

15:25 - 16:10

Event Storming
Rosanna Ang, Lead Business Analyst & Poppy Rowse, Business Analyst, Thoughtworks

Event storming can be used to understand any process from complex business processes, to how your team gets from an idea to production. With Event Storming you see everything that happens in a process:

who does it, what their pain points are, and the systems and technology that make it happen. From this you can decide what to simplify or eliminate altogether, whether that's a process or system.

In this session Rosanna and Poppy will share some guidelines on:

- How to get the most out of an Event Storming workshop.
- What analysis happens after the workshop.
- How to use the event storming as a basis for creating a Service Design.

This session will be a mixture of presentation and activities and will include some real examples of when this has worked well.

Business Analysts as an Arm of a PMO: the Perfect Marriage?
Nicholas Spencer, PMO Lead, Wokingham Borough Council

Find out how Wokingham Borough Council has used a PMO staffed not just by Project Managers but also Business Analysts to underpin creation of a new Business Change department.

The new department aims to make service transformation across Council departments a normal part of 'business as usual' and move away from the culture of separate 'Transformation Programmes'.

The journey of incorporating Business Analysts into the workings of the PMO has been mixed but overall has increased the tool kit of the PMO and its impact across the organisation.

Delegates will learn:

- Key areas where BAs can increase the reach and capacity of a PMO and its processes.
- Challenges for BAs to overcome when they are inside a PMO.
- How BAs and Project Managers can overcome communication barriers to work together better.

It's Time to Consider the 'I' in Business Analyst
Rosie Lyons & David McGorian-Bowness, Business Analysts, Home Office

With constant pressures to deliver all diverse capabilities the Business Analyst role consists of, it is easy to overlook the vitality of learning and development opportunities.

During this presentation, David and Rosie will share with you their experience of progressing as Business Analysts new to the profession. This will include tips and tricks for personal career development, as well as capitalising on the importance of self-reflection and continuous improvement.

Attendees will be empowered to:

- Reflect upon their own career journey, identifying techniques to progress even further.

- Consider the vitality of committing time to enhancing their knowledge and experience.
- Identify and embark on abstract learning and development opportunities.

Interpersonal Skills - How to Move From a Good BA to a Great BA

Bradley Stott, Lead Business Analyst, Close Brothers

In this session we will discuss how interpersonal skills can aid the business analyst in their activities and help to create the role of a 'Trusted partner' with both business and technical colleagues. Topics which will be covered include:

- Body Language Basics – what our stakeholders are telling us without speaking (and what we are saying as well).
- Collaboration – or how face-to-face discussions can solve problems before they occur.
- The Zombies' guide to managing difficult conversations (a light-hearted look at how to give difficult messages).
- Adapting to our stakeholders – how the language we use can create barriers rather than understanding.

From this session delegates will learn:

- How body language as well as the words we say really form the message.
- How face to face discussion and working together can solve problems before they occur and how leaning into our colleagues' specialities can smooth the way.
- Insights in how to have those less pleasant conversations with stakeholders.
- Tips for varying your style to get your point across.

The Robots Are Taking Over!

Barbara Anderson, Senior Business Analyst, BPDTS

Robotics Process Automation (RPA) has become a very popular solution to business problems. Traditionally, RPA would look to automate onerous repetitive tasks where human expertise and intervention is not required and can deliver significant operational improvements and savings.

Within my department we combine RPA with visual analytics of robotic performance to drive even greater benefits and increased transparency of performance.

We will look at:

- What is the BA role when the business approaches and just asks for a robot.
- What it means for the BA role delivering in this area.
- How to tackle the analysis.
- What deliverables are useful.
- Whether RPA can move from a short-term solution to the strategic option.

- How we stop stakeholders just asking for a robot (by identifying the problem not the solution) and what are the additional challenges of trying to introduce automation.
- Understanding the Art of the Possible with automation.

Making it Agile, the struggle is real!

Using Behavioural Analysis to Upgrade Data Insights

Wim Debreuck, Managing Partner, Debreuck Neirynck

Mateco is a two-billion revenue world-wide company that uses System Dynamics to watch and predict the bottlenecks in their rental fleet. The use of modern software architectures (streaming data with Kafka) within their operational processes makes it possible to link SD-models to gain insight in the behaviour of their operations. The presentation will explain the approach, conditions and current state of the project, and the difference from the classic Business Intelligence approach (standard practice) and the tremendous impact on profitability by using System Dynamics..

16:10 - 16:40

Networking Break & Exhibits

16:40 - 17:30

Top Secret: How to Conduct Analysis in a Classified Environment

Laura Firth, Business Systems Manager, QinetiQ

How do you provide effective business analysis when you do not know the end purpose and goal of the project? How does a BA operate effectively if they need to work within the confines of classification?

Working in an environment with teams that operate at different classification levels represents considerable challenges for a BA; communication channels, project purpose, success criteria and access to information and stakeholders may all be restricted or unavailable. In order to ensure they are effective, the BA needs to use multiple skills to draw out requirements, represent stakeholder needs and to ensure strategic alignment. This talk will examine the tools and techniques that a BA can use to overcome these barriers, and how to apply this learning in unclassified environments in order to further enhance their BA skill.

This talk will examine:

- Techniques to use when the subject matter is classified.
- How to progress corporate projects that need to accommodate classified requirements.

- Potential cultural challenges that secrecy engenders, and how to overcome them.

Role Standardisation: the Benefits and Limitations

Michelle Shakesheff, Head of Business Analysis, Close Brothers

Standardised job roles bring many benefits for the BA Practice; they level the playing field and help with career planning. But at what point do they constrain your organisation and prevent your BAs from fulfilling their potential?

This case study charts the journey of standardising roles across multiple divisions of an organisation. It shares the benefits of engaging industry-wide best practice through the adoption of the SFIAPlus skills framework, and how aligning roles and reporting lines provided a solid foundation for an organisation-wide BA Community of Practice. This presentation explores how role consistency benefitted the organisation and the individual, the impact this had on career planning and how the BA Practice has led to shared career opportunities across the organisation.

It also covers the limitations of standardisation and discusses how role specialisation for data analysts was identified and evaluated, and how the specialism was ultimately recognised within the organisation.

Attendees will learn:

- The benefits of working with an industry-side skills framework, such as SFIAPlus.
- How role standardisation can contribute to building a strong Community of Practice.
- An approach to evaluate the pros and cons of role specialisation.

SBA: The 'S' is for Shapeshifter

Gillian Rae, Senior Business Analyst, Sky

'Senior' suggests wise, tenured, experienced. Not words Gillian Rae would have used to describe herself when she first became an SBA 10 years ago. Instead, she was a shapeshifter and unwittingly remained so before realising this is a secret tool for all analysts. In this workshop, Gillian shares how she changed shape to obtain her SBA role: from joining Yell as the 'post girl' to leaving as an SBA and then moving to Sky to lead other analysts. She will share stories and experiences… and mistakes to learn from! If you are wondering whether you should or could become a senior or lead business analyst, then come to the session where you will learn:

- About the Senior Business Analyst role.
- How to progress from BA to SBA.
- What 'shapes' are required to become an SBA and how to develop these within your current role.

Analysis On The Spectrum - An Epic Journey of Transformation and Neurodiversity

Mark Cross, Principal Business Analyst, Envista Consulting

In the last few years, neurodiversity has finally started to become a discussion around the genuine opportunities that people with often badly misunderstood conditions can bring to the workforce, instead of the hypothetical challenges that they are thought to present.

This session follows a very personal journey in the first 20 years of a global business analyst's career, prior to his own diagnosis of autistic spectrum disorder. Through an exploration of his own path of self-discovery, he will show you not only how you may turn your own neurological traits into a strength, but also how to recognise them in those who you manage and work with to achieve more positive and productive professional relationships.

In this session you will learn about:

- How to work out how you process information and learn new things.
- How to manage stressful situations and remain resourceful.
- What you can do to help someone you know realise their potential.
- What ASD means for someone in the business analysis profession.

The New Normal

Patrick Gormley, Consulting Services Lead, Capita

The average lifespan of an S&P 500 company has nose-dived from over 60 years to 18 years and falling. At this rate of churn 75% of the S&P 500 will be replaced by 2027. So it's no surprise that the boards and c-suites we work with today rank the threat of disruption by new entrants at the top of their list of concerns keeping them awake at night.

Incumbent legacy businesses are struggling to find the capacity and capability to keep up. The gap between expectations and reality is growing wider over time. The pace of innovation is staggering, yet there's a real demand for companies to operate with still more agility to address the needs of the business. Unfortunately, most companies are constrained by their current legacy environment, systems, architectures and processes. The things that were once an advantage – scale, brand recognition, proprietary tech – are now more often than not barriers to success. No one is exempt. This is not business as usual.

Whilst some companies have made serious inroads into matching the digital experiences we have with Uber or Google; the majority are struggling to keep up with the demands and expectations of their customers. The challenge, as we all know, is to move off the internet and into the market to deliver transformed and joined-up experiences.

In this talk, Patrick will share his views on why delivering real digital change is more important than ever, and ask how we could deliver it in a more effective and innovative way?

Data in the Middle – Facilitating a Collaborative Data Culture

Joe Bullock, Senior Business Analyst, News UK

Organisations are looking to become increasingly data driven and achieve advantage from informed insights. However, it can be hard for those looking to benefit from data to forge coherent connections with it: data is often fragmented and may not align to their perceptions.

This talk discusses how, as Business Analysts at News UK, we are building a collaborative culture around data projects, to facilitate shared understanding of our data sets, and help our business partners to realise the full benefit from them.

Using examples from our Unified Customer Profile project, we will see how to:

- Build a collaborative ethos among diverse stakeholders to instil shared direction, ownership and trust.
- Use information visualisation to keep stakeholders together throughout the project.
- Use collaboration tools to avoid superfluous, inconsistent requirements and documentation.
- Adopt principles from other disciplines to improve the clarity and usability of data sets.

17:30 - 18:30

Drinks Reception hosted IIBA UK, AssistKD & BCS, The Chartered Institute for IT

Wednesday 23 September: Conference Day 2 & Exhibits

09:00 - 09:10

Conference Welcome: Lucy Ireland, Managing Director, BCS Learning & Development Ltd

09:10 - 09:55

Keynote: Collaboration is the New Leadership

René Carayol, Global Keynote Speaker, Leadership Guru, Writer, Broadcaster and Author

This skills shortage presents an ongoing opportunity for progressive organisations to take another look at recruitment and how they better reflect the societies in which they work. We now know that diverse teams lead to better performance, from your suppliers to the front line to the boardroom, so this is our chance to make a positive difference to our world.

René tackles the unsaid, the difficult and the downright uncomfortable with optimism and a positive outlook based on his powerful and sometimes crushing experiences.

There was a time when organisations chose the talent. Today, increasingly, the talent is choosing the organisation – and they are trending towards the progressive and inclusive organisations.

René will close with his top 10 practical tips on how everyone in the room can move tangibly towards a more collaborative approach as soon as they get back to their place of work.

Delegates will learn:

- BHow to provide information and expert insights into the core attributes of an inspiring and high impact leader and leadership team.
- How to assess and take early action to significantly improve the leadership capabilities of each individual senior teams.
- How we delegate more effectively in order to create a culture of empowerment and personal accountability.

09:55 - 10:25

Networking Break & Exhibits

10:25 - 11:15

Why are Customers Always on a Journey?

Elaine McCartney, Principal Business Analyst, Sky

A fellow analyst once said: "Why are customers always on a journey?" which I thought was all the funnier, as we worked for an airline at the time.

The importance of understanding your customer's needs and target experience cannot be over-emphasised. For many years, Elaine has used several different techniques to understand, design and – most importantly – communicate a customer's journey through a business process.

A clear articulation of scope in this way can unite the project team, delivery partners and stakeholders on the same page. It can also generate requirements; support decision-making and even provide for the foundation for test scenarios.

In this session delegates will learn:

- How customer journeys support the project lifecycle.
- Components of an effective customer journey.

- Various examples and styles which Elaine has used over the years (no specific software required).
- What has worked successfully.
- Traps to avoid.

From Business Analyst to Product Owner… and Back Again
Sallie Godwin, Lead Business Analyst, The British Library

Product managers, product owners, product analysts and business analysts: All are different roles, often operating in the same organisation, sometimes in the same team! So what's the difference? Are they just new names for the same thing?

This talk will look beyond the individual job titles to see what's at the heart of them. It will explore how these roles can work together, where their focus overlaps and where it diverges. By looking at real life examples, it will present these skills not as separate disciplines but as a spectrum – and help us understand where we fit within it, regardless of our email signatures!

Key takeaways:

- How is each role similar, and why are they different?
- How do they often work together?
- Which of these models are the most successful? Which are harder to make work?
- How do you decide which role is the best fit for you?

The Mythic BA
David Beckham, Principal Consultant, ChuDo Consulting

The Business Analyst: Scribe or Storyteller? Wizard or Waiter? Shepherd or Sheep? This session will define what a BA does; not in technical terms but in the language of myths and legends. By examining the BA role in this context, a new insight can be gained on the positive impact the BA has on both their work environment and their colleagues through their behaviours as opposed to just their skills.

This session will:

- Examine the role of the BA in a mythical context – uncovering the behaviours of a successful BA in leading colleagues and organisations through the challenge of change.
- Map out the landscape that the BA journeys through on every assignment and identify ways of navigating it effectively.
- Using the insights gained from the above, explore how the BA can emerge from 'behind the whiteboard' and evolve into a leader of change in addition to a requirements expert.

If stories and legends are your thing, you won't want to 'myth' this session!

Working with Remote Teams – Connecting Through the Virtual Interface
Kristy Dean, Solution Design Specialist, BT

In today's technology-driven world it is becoming more commonplace to work with teams we don't see face-to-face every day, month, or sometimes ever. Add to this the fast pace companies are seeking, and trying to find a suitable work / life balance; the potential for relationships within remote teams to become overly transactional is very high.

In this talk Kristy shares her experiences of working with remote teams over the past 14 years. She will discuss the importance of making true connections with stakeholders and colleagues, irrespective of where you or they are located.

Key takeaways from this session are:

- How emotional intelligence, specifically empathy, can enhance working relationships.
- Ideas on how you could build rapport.
- The importance and the impact of the technology you use.

The Norwegian Police ICT Services - Mission:Insight
Nina Berg, Functional Architect & Kjartan Michalsen, UX Designer, The Norwegian Police ICT Services

The Norwegian Police Service is organised under the Ministry of Justice and Public Security and is managed by the Norwegian Police Directorate (POD). The Police ICT-services (PIT) is the internal supplier of ICT-services to the police service and manages IT services for the whole police service. The entity is organised below the Norwegian Police Directorate.

PIT operates, develops and maintains more than a hundred systems used by the police, and provide services to more than 20 000 users within police, customs, correctional services and the higher prosecuting authorities.

The goal of PIT is to ensure secure, stable and reliable operations of the IT solutions so that the police service has access to the solutions necessary to prevent and fight crime. It is also a goal to enhance the communication with and provide good service to the public.

As employees of the Norwegian Police ICT services (PIT) we combine the macro perspective and business strategies with the micro perspective and user experience to create solutions for real life police challenges.

Come to our session to learn more about:

- From strategy to user – exemplified by a new app for 6000 police officers.
- Tools used to gain real value, when a safe society is the end goal.
- How user insights help to move big organisations forward.

Case Study: How to Translate Business Problems into Correct AI Questions
Andrej Guštin, CEO, CREA Plus & Igor Smirnov, CEO, NETICA

In recent years, the term Artificial Intelligence has often been the focus of attention outside of technology-oriented organisations. Although most companies claim to use artificial intelligence technologies on a daily basis, in reality the implementation of these methods into the business process is mostly still in its infancy phase.

The cause lies 'lost in translation' between business problems/needs and AI related question and solution. We will present real cases (pharmacy, banking, tourism), and how we defined a business problem and 'translated' it to data scientists in AI terms to select the right AI technique to solve the problem cleanly and efficiently. Furthermore, some proven methods for evaluating the performance of AI models and validating the Use Case and ROI of the solution 'on-the-job' will be presented for each case. All presented cases embedded analytics solutions in the business and overcame implementation difficulties.

11:25 - 12:15

Bringing Systems to Life
Steve Whitla, Director, Visual Meaning Ltd

Model-making is a core part of the business analyst's toolkit. However, the models produced (entity relationship diagrams, concept maps, network models, causal loop diagrams, etc.) are often only intelligible to the people who make them. In this session, Steve will explain how to convert spaghetti-like systems diagrams into images that have shared meaning, drawing on fundamental principles from cognitive science and visual thinking.

Delegates attending this sessions will learn:

- Fundamental principles of systems modelling in general
- What we can learn from the science of visual perception for visual modelling
- A simple process for making any model more meaningful to more people

Changing Roles - A Focus on the Roles of Business Analyst and User Researcher
Alison Jurowski, Lead Business Analyst & Jill Pate, Lead User Researcher,Department for Work and Pensions

In their session Ali and Jill will look at how changes in the way organisations work can impact the breadth and boundaries of existing roles and look at some of the roles that now co-exist within a team.

They will then focus on the roles of Business Analyst and User Researcher; how they can co-exist harmoniously and how working well together can bring additional benefits to a team.

They will look at how the roles have evolved over time and why they have become two distinct roles within the same team in many organisations.

Using their experience working in government they will demonstrate how their roles complement one another by exploring the similarities between the roles as well as the differences.

Delegate takeaways:

- An understanding of how Business Analyst and User Researcher roles are both similar and different.

- How to take Ali and Jill's experience and think about how it can be applied to other roles that delegates may be working alongside such as UX Designers or Service Designers.
- Inspiration that the BA role still adds enormous value to a team.
- See this as an opportunity to work closely with other roles and develop new skills.

Going Independent - Business Analysis as a Consultant

Tara Dentry, Independent Business Analyst, Aletha Works Ltd & Susan Hayward, Independent Business Consultant, Susan Hayward Consulting Services

Career paths are not just for employees! Once a business analyst has some experience under their belt, they can launch themselves into the world of consulting and take control of their work life. Independent consultants bring an external perspective, which can be an enormous value-add for a government project or a private endeavour.

What does it take to travel down this path? This talk will cover several broad perspectives: how to get started; strategies for career development; and the specialist skills required to succeed.

Getting started involves coming to grips with some practical questions. How to find work? How do the finances compare?

Career Development involves developing strategies to find opportunities to extend your experience and resume.

Specialist skills are required to address the unique conditions of consulting: being an outside expert, joining projects midstream/in crisis, importance of client relationships, and assessing and responding effectively to unique client situations.

Attendees can expect to learn:

- Risks and rewards of consulting.
- Working with client expectations.
- Strategies for independent success.

The Chameleon Business Analyst: How Adapting to Your Surroundings Can Increase Engagement and Success

Annemarie De Cesare, Head of Business Improvement, The Open University

People are important for the success (or failure) of a change project, but why can it be so difficult to engage them? As individuals, they bring their own needs, motivations and expectations to a project which must be managed to increase the support and engagement you receive. This can be achieved by taking time to reflect on the culture and beliefs of the organisation and team, to communicate in a way that resonates with them.

As Business Analysts we seek evidence and understanding whilst appreciating the multiple lenses that can be applied to a problem or opportunity. We know that having an open, collaborative environment is much more effective for a full and frank sharing of feedback and ideas. Altering and adapting our behaviour to our surroundings is not about being disingenuous; it's about

having empathy and gaining trust that the viewpoints expressed are understood and considered.

In this session we will explore:

- How to assess the 'softer' elements and perspectives of your stakeholders.
- How you can adapt to this understanding in your approach and communication.
- The need for in-flight change and how to prepare for it.
- Learning from what's worked well and what hasn't.

Machine Learning Enhanced Business Decisions

Dr Jan Purchase, Director, Lux Magi & Cllr Howard Rogers, Director, Rapidgen Ltd

The decision model and notation (DMN) has become the de-facto, vendor independent standard for business analysts wishing to represent business rules and decisions. Either those made independently or as part of a BPMN process. Our presentation describes, with practical examples, how DMN can be used to integrate machine learning into business decisions and improve the interpretability and post-hoc explainability of 'black-box' machine learning models. We will also describe patterns of decision models which can be used to implement ensemble machine learning for improved safety, reliability and accountability.

Attendees will learn:

- How decision modelling improves the probability of successful ML deployment.
- Effective patterns for integrating machine learning and AI into automated business decisions.
- How to use decision modelling to provide explanations for inscrutable machine learning algorithms.
- How to supplement machine learning models with heuristics for safety and accountability.

When a Tree Falls in a Forest … Hear it, Measure it, Prove it!

Sally Rogan, UX Specialist, Registers of Scotland

If a tree falls in a forest and no one is around to hear it, does it make a sound? This philosophical question opens up our ideas on observation and perception.

In our work as BAs, often all we have is perception or anecdotal evidence… when what we really need to prove an argument is cold hard facts. We need to witness the tree falling, because data provides the key.

Using a legislative implementation as a case study we'll show how data can be used to clear a path to success.

We'll demonstrate how data, when captured and used, can unravel assumptions and conceptions made at the outset of any project or policy implementation.

We'll go on to show how the power of data can be used to shape or reshape a project going forward – successfully revealing the wood and the trees.

Lunch & Exhibits

IIBA UK Lunchtime Session: You Are Not Alone

Tina Schuster, Business Analyst, Vets4Pets

- Do you ever wonder if BAs with the same experience earn more than you?
- Do you struggle to figure out what your next role should be?
- What career path is out there for BAs?
- What do other BAs consider their biggest challenge?

In this interactive session we will answer these and many other questions you might have regarding our profession, using data gathered through the UK Business Analysis Survey. We will share – hot of the press – the results of the 2019 survey, look at trends over the years, average salaries and development opportunities offered by employers.

Lunchtime Sessions

Keynote: Stand Up Stand Out

Cally Beaton, Media Business Leader, Coach & Performer

After 30 high profile years at board level in the media, Cally Beaton threw caution to the wind and started a brand new career as a stand-up comedian. A walking, talking advocate for reinvention, and doing "one thing every day that scares you", she will take you through the story of her professional life to date, and help you find the courage, tools and motivation to be able to get the most out of your own.

Themes will include:

- Change – befriending it and making reinvention a positive.
- The power of vulnerability.
- Emotional intelligence – EQ over IQ, how as much as what.
- Perception versus reality and our versions of 'self'.
- Turning up the dial on yourself (rather than trying to be someone else).
- Squaring up to failure – "Ever tried. Ever failed. No matter. Try again. Fail again. Fail better" (Samuel Beckett).

Learning points:

- The truth about imposter syndrome.
- Fear – what is the amygdala and what can you do when it's hijacked?
- Finding allies/sponsors in business life.

13:15 - 13:40

BCS Lunchtime Session: Gardener's Question Time: Growing Great BA's

Business Analysts – unique and extremely critical to every business, but what's the best way to grow and nurture this talent? In this session, BCS will talk through the varying opportunities from growing new talent from seed, to helping existing BAs flourish, and helping pick those up who may be wilting under the pressure, through increased skills and confidence. We will take a fresh look at all the opportunities to help new BAs in particular through an apprenticeship, and BAs who already have experience and are looking to reach new heights and maybe shoot new roots, through the BCS professional development pathway and networks. As well as explaining the different learning and development routes open to BAs, there will also be time for questions and answers to help your garden not only grow, but positively bloom.

By attending this session you will gain hints and tips on the successful cultivation of a home grown business analyst from seed selection (selecting apprentices), repotting, planting out and appropriate fertilising to support continuous growth.

14:30 - 15:00

Networking Break & Exhibits

15:00 - 15:50

Use Cases and User Stories: Best Of Friends
Martin Langlands, Enterprise Architect, Convex Insurance

How many BAs have had the experience of being told by a Project Manager, Development Team Leader or Scrum Master: "Sorry, we don't have time for specifications – we're Agile! Just bash out some User Stories. Here's a pile of index cards."

Use Case based specification, and User Story based planning and delivery, are two of the most widely used and powerful techniques for effective software development. Yet they are often seen as incompatible, even 'enemies'. However, they can complement each other to produce a great result. This session will show how.

This session provides actionable guidelines, illustrated with real-world examples, on how to use the use case technique to provide the detailed specification of the overall behaviour, together with user stories to manage the iterative delivery of the solution. Using this approach, attendees will learn how to:

- Avoid the 'Sprint 23 of 9' problem.
- Create high-value, long-lasting documentation for ongoing system support and enhancement.
- Provide tight and effective integration between the BAs, developers and testers on the project team.

Partners in Change: A Vision of Harmony Between Change Disciplines
Rob Gurton, Head of Business Analysis, Canada Life UK

Isn't it great when we all get along? Sadly there are times when BAs face friction from our peer disciplines. Learn about the drivers behind these tensions and some suggestions for how to overcome them and finally be moved by a stunning vision of harmony arising from the most unlikely of sources: IT Audit!

First, we will consider who we are as facilitators of change and navigators of the enterprise model. Then we will survey change disciplines considering our interactions as BAs. Finally we will reflect on how these insights, coupled with the 'T-Shaped BA' idea, find expression in a BA Career Framework with reference to the BA Engagement Model deployed at Canada Life UK.

Delegates will learn:

- "I speak your language": how to influence our colleagues.
- "I'm OK you're OK": how appreciation of others emboldens ourselves.
- "Win/Win on the turf war": who does what when the boundaries are blurred.

Implementing a Competency Framework: A Practical Guide
Lisa Hudson, Head of Business Analysis & David Webb, CEO, 6point6

Managing performance excellence on a broad scale can be difficult in any organisation, but even more so when you work for one of the fastest growing technology consultancies in the UK. When expanding at an accelerated pace, there is always a danger that career advancement, performance management and ultimately role satisfaction can be overlooked. This is where an effective Competency Framework becomes essential, providing the tools for both the company and the employee to develop careers.

If your organisation could benefit from the introduction of a career planning framework, this presentation offers a practical guide on how to manage employee performance against the needs of every role in the business.

Learn how we:

- Agreed, defined and implemented a new Competency Framework
- Communicated clear career progression pathways and set out company role expectations
- Measured and aligned employee performance
- Incorporated our company ethos, culture and values
- Positively engaged our people for success!

Business Analyst as a Leading Role. Practical Toolkit
Martina Babini, Principal Analyst, Yoox Net-A-Porter Group

Because Business Analysts do not always work in a team, we need a set of skills that enable us to start working as quickly and effectively as possible in a leading role in the project. I work in a company, but I am not directly part of a team since my work crosses roles. This makes my daily job similar to that of a consultant.

Examples of steps you have to follow to get your leadership role as a Business Analyst are:

- Gathering knowledge of a new domain with the right level of abstraction.
- Getting the trust of the people you work with.
- Creating a collaborative work environment.

With this presentation, I will share the toolkit of practices that I use to overcome the entry barriers when stepping into a new project.

Business Analysis in an AI Augmented World
Jay Nair, Senior Business Analyst, Bank of England

The Bank of England (BoE) has taken a keen interest in exploring how innovation and developments in financial technologies could support its mission to promote the good of the people of the UK by maintaining monetary and financial stability. Developments in fintech, such as artificial intelligence (AI) have the potential to fundamentally change the way businesses can provide – and consumers can use – financial services.

The business analysis team at the Bank play an important role in shaping and developing AI/ML projects within the Bank by working closely with business areas, data scientists and external stakeholders.

Please join us to find out more about how the Bank of England is adopting AI.

Jay will cover the following key points:

- The role of the BA when working on AI/ML projects and differences when compared to other projects.
- Division of work between data scientists, BAs and data architects.
- Additional skills BAs may require in AI related projects.
- Common challenges that BAs face in AI related projects.

Where is My Stuff? How Retailers Harness Data to Get Products to Customers and Insights from Data
Robby Roose, Business Analyst, Dyson IT

More and more commerce is now conducted in the digital realm, but what happens after you buy and how do digital retailers harness data to gain new insights and grow their business?

Key learning points:

- Understand the subtleties and complexities of a 'simple' online ecommerce transaction.
- Discover how retailers manage the data flows that underpin customer interactions.
- What does the future hold for digital retailers?

16:00 - 16:50

Business Analysis: From a Role to a Mindset

Krasimir Baylov, Project Manager & Bozhidar Goranchev, Senior Business Analyst, Accedia

Throughout the last decades, software development has evolved radically, with the Business Analyst role inevitably following suit. Consequently, this session will explore that dynamic within different organisational & technological contexts and trace the phenomenon of Business Analysis shifting from a role to a mindset.

Indeed, while Waterfall development usually sees Business Analysts solely as Requirement Engineers, Hybrid and Agile methodologies empower them as facilitators, Product Owners or even Project Managers. Ironically, this spectrum's far end exhibits start-up cultures which do not recognise Business Analysis as a separate position, but rather adopt it as a mindset shared by all.

However, this hardly points to the role's extinction, as neither of these principles is a silver bullet, nor are they universally applicable. Therefore, this session will cover:

- The applicability of each approach to different contexts.
- The pros and cons of adopting either principle.
- The features of the Business Analyst mindset.

Business Model Your Career

Jane Piper, Organisational Psychologist, Pipsy LLC

As Business Analysts many are familiar with Business Model Generation Canvas to assess and analyse new business opportunities. What about using this model to look at your career?

In this workshop we use the Business Model You canvas (based on the Business Model Generator canvas) to look at your skills, experience, knowledge and resources. This is an interactive workshop where you work with the canvas to explore your career options.

At the end of the workshop you will:

- Understand how you add value to your organisation.
- Understand how you could apply this value in new ways to another organisation or self-employment.
- Develop a plan for future career steps.

It is especially useful for people who are thinking about, or who have recently set up as an independent consultant.

So You Want to Improve and Succeed as a BA…. How Good are Your Selling Skills?

Wendy Byrne, Business Analyst, Aviva

Success is almost impossible, in any field, without solid sales skills – and the role of a BA is no exception. Every successful Business Analyst needs to do 'sales' well. So why is it that the mere mention of 'selling' puts us into panic and fear?

By examining and unpacking the perception of unethical practices amongst salespeople, this session will show why, as BAs, it's important to gain selling skills and work to improve them (given that we spend most of our time 'selling').

This session will:

- Examine what essential selling skills are (explaining the logic and benefits of a decision), and what they are not (manipulating, pressuring, cajoling).
- Map out the benefits of the sales process and provide examples of how selling skills match perfectly to the BA role.
- Use insights in relation to persistence, self-discipline and building relationships, for example, which allow the BA to gain confidence and self-assurance, serving them well for the rest of their business and personal lives.

17:00 - 17:10

Conference Close: Chris Martin, Director, AssistKD

Business Analysis Conference Europe 2020

HOW TO BOOK

Registration Fees:

Full payment or a purchase order is due prior to the conference. Payment may be made in Sterling (£) or Euros (€).

If paying in Euros the prevailing exchange rate of the country of the delegate or delegate's company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment.

All delegates must add VAT (20%) to their total conference fees. VAT may be reclaimed by delegates from the tax authorities after the event.

We regret that tickets cannot be shared between delegates. The registration fee includes the conference lectures, access to slides on-line (no printed version of this is made available at the event), refreshment breaks and lunch on each day of the conference. The cost of hotel accommodation is not included in the conference fee.

Face to face fees:	EARLY BIRD FEE(register by 28 JUNE)	FEE AFTER 28 JUNE
Entire Event Fee (23-25 September 2020)	£1,495 + VAT (£299) = £1,794	£1,595 + VAT (£319) = £1,914
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