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### Business Analysis

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Architecture Best Practices</td>
<td>Roger Burlton</td>
<td>2</td>
</tr>
<tr>
<td>Working with Business Processes: Process Change in Agile Timeframes</td>
<td>Alec Sharp</td>
<td>3</td>
</tr>
<tr>
<td>Mastering the Requirements Process</td>
<td>James Robertson</td>
<td>4</td>
</tr>
<tr>
<td>Pre-Project Problem Analysis: Practical Techniques for Early Business Analysis Engagement</td>
<td>Adrian Reed</td>
<td>5</td>
</tr>
<tr>
<td>Improving Your Presentation Skills</td>
<td>David Beckham</td>
<td>6 New!</td>
</tr>
<tr>
<td>Developing Breakthrough Communication Skills</td>
<td>David Beckham</td>
<td>7 New!</td>
</tr>
</tbody>
</table>

### Architecture and Business Change

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecting the Digital Business Platform</td>
<td>Michael Rosen</td>
<td>8</td>
</tr>
<tr>
<td>BizOps – Integrating Architecture, Business Analysis, DevOps, Lean and Agile</td>
<td>Michael Rosen</td>
<td>9</td>
</tr>
<tr>
<td>Great Skills Make Great Architects</td>
<td>Michael Rosen</td>
<td>10</td>
</tr>
<tr>
<td>Zachman Enterprise Architecture Certification: Modelling Workshop</td>
<td>John Zachman &amp; Cort Coghill</td>
<td>11</td>
</tr>
</tbody>
</table>

### Enterprise Data & Business Intelligence

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and Build a Data Driven Digital Business</td>
<td>Dr. Barry Devlin</td>
<td>12</td>
</tr>
<tr>
<td>Unified Data Delivery from Data Lake to Enterprise Data Marketplace</td>
<td>Mike Ferguson</td>
<td>13</td>
</tr>
<tr>
<td>Information Management Fundamentals</td>
<td>Chris Bradley</td>
<td>14</td>
</tr>
<tr>
<td>Practical Steps for Developing a Business Aligned Data Strategy</td>
<td>Chris Bradley</td>
<td>15</td>
</tr>
<tr>
<td>Data Modelling Essentials</td>
<td>Chris Bradley</td>
<td>16</td>
</tr>
<tr>
<td>Data Governance: A Practical Guide</td>
<td>Nigel Turner</td>
<td>17</td>
</tr>
<tr>
<td>Ten Steps to Data Quality</td>
<td>Danette McGilvray</td>
<td>18</td>
</tr>
<tr>
<td>Successful Implementation of a Master Data Management Programme</td>
<td>Malcolm Chisholm</td>
<td>19</td>
</tr>
<tr>
<td>Essentials of Data Warehouses, Lakes and BI in Digital Business</td>
<td>Dr. Barry Devlin</td>
<td>20</td>
</tr>
<tr>
<td>Business-Oriented Data Modelling Masterclass</td>
<td>Alec Sharp</td>
<td>21</td>
</tr>
<tr>
<td>Governance and Compliance in the Age of Self-Service</td>
<td>Donald Farmer</td>
<td>22 New!</td>
</tr>
<tr>
<td>Innovation Strategy and Analytics</td>
<td>Donald Farmer</td>
<td>23 New!</td>
</tr>
<tr>
<td>Developing a Culture of Analytics</td>
<td>Donald Farmer</td>
<td>24 New!</td>
</tr>
<tr>
<td>IRM UK 2020 Conferences</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>Booking Form</td>
<td></td>
<td>26</td>
</tr>
</tbody>
</table>
Business Architecture Best Practices: Practical Methods to Enable Business Change

Roger Burton

Face to Face and via Live Streaming

Overview
Quick and effective business change means that Business Architects must know the interconnections among business elements so that as the business models are updated, they can identify what’s impacted and design with deliberate means. A solid business architecture that assures the avoidance of redundancy, maximizes the sharing of capabilities and makes best use of supporting resources, is essential. With a sound architectural foundation, business-wide transformation, digitalization and continuous optimization can be accomplished and change efforts can progress smoothly. This is a highly participative workshop and will delve into all aspects of Business Architecture, as defined by the Business Architecture Guild’s BIZBOK along with other established and new methods, leaving the participant with the skills required to make Business Architecture disciplined, repeatable and yet practical.

Learning Objectives

- Understand what a straightforward and useful Business Architecture looks like
- Learn how to implement the concepts and practices of the BIZBOK
- Define how the business is organized and how it operates in the context of broader business ecosystems (Operating Model)
- Align what investments in resources the business should make (Resources Model)
- Learn to build information, capability and process architecture models and interconnect them through a business performance lens
- Be able to use the architecture to accelerate change projects and deliver breakthrough digital technologies

Course Outline

Why Business Architecture?

- Enable Transformation, Disruption and need for Innovation
- Requirement for Business Agility

Business Architecture and Related Disciplines

- Zachman, TOGAF
- BIZBOK
- The Business Architecture Landscape

Architecture Scoping and Value Chain Identification

- Whole company or one Value Chain?
- Intercompany Value Chains?
- Workshop: What Value Chains do you have and what’s scope in face Business Architecture?

Business Strategy Understanding

- Business Ecosystem Analysis: Uncertainties, Scenarios, Opportunities and Threats
- Stakeholder Context Model: Item exchanges
- Stakeholder Value Proposition: Expectations and Experience Assessment, KPIs and Objectives
- Business Motivation Model: Ends before Means

Workshop: Who are your stakeholders and what is of value to them?

Framing the Strategy for Business Architecture Consumption

- Building your ‘North Star’: Goals and Objectives
- Establishing Strategic Capabilities and Requirements
- Choosing your Architecture scenario and plan of attack

Workshop: What are the Critical Capabilities and Requirements for the Business Architecture?

Business Object/Concept Modeling: The Basis for Information, Capability and Process Architecture Models

- Business Object Model
- Business Vocabulary
- Deriving the Information Model

Workshop: What is your Business Object/Concept Model?

Business Capabilities

- What is a Business Capability?
- BIZBOK view
- Capability Modeling
- Assuring unique non-redundant Capabilities
- The Burlton Capability Hexagon

Workshop: WHAT ARE YOUR BUSINESS CAPABILITIES?

Business Process Architecture: Value Streams and an End-to-End view

- Value Streams and Business Processes: BIZBOK view
- Stakeholder Journeys and Lifecycle
- The Skeleton Process Architecture
- Value Streams and Value Stream Stages
- Deriving a value-focused Process Architecture
- Using Business/Industry Frameworks
- Examples of real company Architectures

Workshop: WHAT ARE YOUR VALUE STREAMS AND END-TO-END PROCESSES?

Alignment to Decisions and Business Rules

- Policies, Decisions and Business Rules and their architectural alignment
- The Operational Decision Questions Hierarchy

Workshop: Articulating critical Decisions and Business Rules?

Business Performance Models

- Characteristics of Good Performance Indicators
- The new Balanced Scorecard
- Lagging and Leading Indicators
- Measurement Traceability to Strategic Objectives
- Measuring Operating Processes

Workshop: What is your Performance Scorecard?

Alignment of Business Architecture with IT Enablement

- Services, Microservices and APIs
- BPMs: process engines
- BRMS: rules engines
- Business Activity Monitoring and Analytics (measurement)
- ERP

Audience

This course will be of benefit to professionals and managers of all types involved with planning and designing organizational change and building business capability to adapt and innovate continuously.

- Business Architects
- Business Analysts
- Process Architects and Analysts
- Enterprise Architects
- Change Agents
- Strategic Planners
- Business Managers
- Anyone preparing for Business Architecture Certification

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

2-4 November 2020, London
Face to Face: £1,595 + VAT
Live Streaming Fee: £1,295 + VAT
Group Booking & Multiple Seminar Discounts Available

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Improving Your Presentation Skills – LIVE STREAMING 7-8 July 2020
Developing Breakthrough Communication Skills – LIVE STREAMING 14 July 2020
Pre-Project Problem Analysis LIVE STREAMING – 25-26 June 2020

Mastering the Requirements Process 2-4 November 2020
Working with Business Processes 10-12 November 2020

Multiple Booking Discount
Attend more than one of our public course and you will be entitled to the following discounts:
- 2nd course 10%
- 3rd course 15%
- 4th course 20%
- 5th+ course 25%

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

Only one discount can be applied at any one time

Presenters
Roger T Burlton is the co-founder of BPTrends Associates, founder of Process Renewal Group and the author of Business Process Management: Profiting from Process. He is considered an industry leader in the introduction of innovative approaches for organizational change. To date, he has conducted over seven hundred seminars and has presented to over fifty thousand professionals. His seminars have been translated for diverse audiences around the globe.

Roger T Burlton, Business Architect, Carnival UK Group

Brilliant content – took so much away that I will use, very engaging, clear and logical with useful examples. Beyond expectations, the best course I have been on.
Katy Butterworth, Business Architect, Department for Work and Pensions

Great real life experiences that brought the subject to life.
Sheldon Bedwell, Senior Manager Business Architect, Carnival UK Group

“The course content was incredibly rich and the speaker was engaging and extremely knowledgeable.”
Dave Magson, Business Architect, Department for Work and Pensions

Alignment with Human Competencies
- Competence
- Morality, Behavior and Culture
- Structural and Cultural Maturity

Prioritization of Change: Heat Maps
- Evaluating Process, Information and Capability Value and Performance Gaps
- Heat Map Grids
- Pain – Gain Analysis for assessment of Capabilities, information and Processes
- The Burlton Capability Framework for Resource Change Planning
- Defining Change Priorities

Leveraging the Architecture into a Business Change Portfolio
- Using the Business Architecture Models in Business Change
- Cross Mapping Capabilities and Processes: Impact Analysis
- Defining the Portfolio of Process and Capability Changes
- Scoping a Change Project
- Building the Roadmap

Workshop: Which Processes and Capabilities are in scope for projects.

Sustaining the Architecture through Governance
- Governance Maturity Checklist
- Architecture Sustainment – CoE Support

Summary
- Lessons Learned

IBA Endorsed Education Provider
This course, Business Architecture, is a course endorsed by the IIBA and registered under BPTrends Associates, an IIBA Endorsed Educational Provider. The course is aligned with the BABOK v2.0. Attendees will earn 24 PDs (Professional Development) hours or 24 CEUs (Continuing Education Units) for attending this course.

irnuk.co.uk
**Overview**

Delegates to this course will first learn exactly what a “business process” is, and techniques to effectively convey the concept to others. The key factors to consider when working with processes and how to avoid the most common pitfalls are also introduced. On this foundation, the course then shows how to discover and scope a business process, clarify its context, assess it and establish improvement objectives, apply various approaches for modelling it to an appropriate level of detail, re-assess it in light of findings from modelling, and employ a structured approach to designing a new process. A modular, “feature-based” approach to process design is described that delivers significant change in Agile timeframes, often in as little as a few days. Everything is backed up with real-world examples, repeatable guidelines, workshop exercises, and group discussions.

**Learning Objectives**

- Identify a “true” business process, and specify its boundaries and goals
- Describe the key factors that differentiate process and functional approaches
- Employ a variety of techniques to keep stakeholders involved, and promote
- “process orientation”
- Establish the scope, issues, and goals for a business process
- Model process workflow at progressive levels of detail using Swimlane Diagrams
- Stop process modeling at the appropriate point, and move on to other techniques
- “or phases”
- Conduct a structured assessment of a business process
- Transition to the design of a new process while avoiding common (and serious!) pitfalls

**Course Outline**

**Business Processes – What They are and How to Discover Them**

- Variations on what is meant by “process”
- Guidelines for well-formed processes and business processes
- Impacts of incorrectly identifying business processes
- Example – using this method in
- Identifying “true” business processes
- Summary – six rules for business processes

**Working with Business Processes – Frameworks, Difficulties and Methods**

- Two perspectives: functional (skills and resources) and business process (results and value)
- Reconciling the two – philosophies and methods for helping functions and processes get along
- Impact of business processes for application and process architects
- Introduction to process modeling techniques – decomposition, flow, and other techniques
- Progressive detail – working through the scope, concept, and specification levels
- Understanding the six enablers of a business process – a critical framework
- Methodology overview – a three-phase approach to completing a process-oriented project

**Discovering your Enterprise’s Business Processes**

- Depicting “process areas” with an “overall process map” or “process landscape”
- Using “off the shelf” frameworks
- Contrasting top-down and bottom-up methods for process discovery
- When to use one-on-one interviews, when to use group sessions
- Beginning your analysis by clarifying terminology – a structured approach
- Process patterns and inter-process relationships that will emerge

**Framing the Process – Determining Scope, Issues, and Goals**

- Separating the “what” from the “who and how”
- Defining “what” (the essence) and “who and how” (the current implementation)
- Case study – defining process scope
- Initial assessment of the “as-is” process and goal-setting for the “to-be” process
- Clarifying strategic direction – the “process differentiator”
- Issues and opportunities in applying the differentiator framework to a business process

**Case study – process assessment, goals, and differentiator**

**Workflow Models – the Essentials**

- The philosophy behind workflow models (“swimlane diagrams”) – why we really do it
- The three most common errors in workflow modeling, and three keys to success
- Real examples of effective and ineffective process flow models
- Getting started – three questions to drive your initial swimlane diagram
- The three questions in practice – a real example
- Knowing when to stop – controlling the detail of your models
- Real example – what happens when detail gets out of control
- Three levels of workflow model ("handoff", "service" and "task") with examples and guidelines
- A warning sign that you’ve crossed the line and aren’t modeling workflow anymore
- Making the transition to use cases, procedures, work instructions, and other job aids

**Workflow Models – the Finer Points**

- Guidelines for actors – who or what can or cannot be an actor on a swimlane diagram
- Special cases – depicting systems or machines, holding areas, and other processes as actors
- Guidelines for steps – naming, multi-actor, and sequential, parallel, and collaborative steps
- A translation guide – correcting unclear or misleading step names
- Guidelines for flow – what that arrow really means, common errors, parallel vs. exclusive flows
- Ensuring clarity with parallel vs.
- Collaborative steps
- Additional symbols, keeping it simple, transition to BPMN

**Techniques for Facilitating an As-is Workflow Modelling Session**

- A reminder – why we really model the as-is process (to enable a holistic, fact-based approach)
- The basics – participants, resources, and tools
- Facilitated session ground rules – specifics for "process" sessions
- How to actually finish a flow diagram – one process, case, scenario, and path at a time
- Recap – the three questions to drive your initial "handoff level" workflow model

**Case study – hands on practice with developing the initial workflow model**

- Five more questions to validate and extend the initial model
- Case study – hands on practice with refining the initial workflow model

**Transition to Process Design**

- Three common redesign problems, three techniques to avoid them
- (1) Enabler-based assessment of the as-is process – a proven framework and its role in redesign
- A decision point – five options for going forward
- (2) Challenging process assumptions – a practical technique for generating creative improvements
- (3) Uncovering unanticipated consequences – an enabler-based assessment of characteristics
- Finalising to-be process characteristics in a "process requirements document" Case study – assessing the as-is and characterising the to-be process
- The to-be workflow – from characteristics to workflow model
- A reminder – factors to make the new process sustainable

**Discounts**

- Multiple Booking Discounts
- Group Booking Discounts
- 4-5 Delegates 20%
- 2-3 Delegates 10%
- Only one discount can be applied at any one time

**Presenter**

Alec Sharp's expertise includes business analysis, data modelling, project recovery, facilitation, and, especially, business process change. In addition to his consulting practice, he conducts top-rated workshops and conference presentations on five continents a year. Alec is the author of “Workflow Modelling, second edition” which is widely used as a consulting guide and university text.

**Audience**

**Business Analysts** who are responsible for requirements specification or are involved in business process re-design or improvement.

**Business and Process Architects** responsible for establishing frameworks and direction for enterprise processes

**Business Managers and Content Experts** who will participate in process re-design or process-oriented application development efforts.

**Prerequisites:** There are no prerequisites in this course. However, Business Analysts who expect to do extensive process analysis will find that some understanding of information systems concepts may be helpful in establishing context.

**In-House Training:** This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Mastering the Requirements Process: Getting Requirements Right

James Robertson

10-12 November 2020, London
Face to Face Fee £1,595 + VAT
Live Streaming Fee £1,295 + VAT
Group Booking & Multiple Seminar Discounts Available

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14 July 2020

Pre-Project Problem Analysis – LIVE STREAMING – 25-26 June 2020
Face to Face – 15–16 October 2020
Business Architecture Best Practices
2-4 November 2020

Mastering the Requirements Process 10-12 November 2020

Overview
Requirements is the most crucial part of development. Requirements today is about uncovering the real needs of the problem space, understanding the needs of the people who use your solution, recognising the environment for the solution, then, in a timely manner, delivering requirements that are concise, clear and testable. This workshop, presented by a real business analyst, gives you a thorough and well-established process for uncovering the real requirements, testing them for correctness, and ensuring that all the requirements have been discovered. The process is used with variations by both agile and traditional projects. It starts with the business, for it is only within the business that you discover the real needs. When you know the real needs, it becomes possible to determine what will best serve those needs, and to write the requirements or stories to build the right solution.

Learning Objectives
• Determine the real needs of your stakeholders
• Understand the role of the business analyst in agile projects
• Write agile stories that are more effective and accurate
• Write requirements that are complete, traceable, and testable
• Learn diverse elicitation techniques to uncover the real requirements
• Use the Volere Knowledge Model to ensure you have all the needed information, and nothing that is not needed
• Understand the need for, and how to write, functional and non-functional requirements.
• Precisely define the scope of the problem
• Discover all the stakeholders and keep them involved
• Uncover the essence of the business
• Use prototypes, sketches and storyboards to discover hidden needs
• Use state of the art requirements techniques
• Get the requirements quickly, and incrementally
• Write the right requirements and stories

Course Outline
The Requirements Process
• An overview of the process for gathering and verifying requirements
• A discussion on how this process can fit into your organization
• A demonstration of how requirements fit into agile processes

Project Blast-Off
• Scope, Stakeholder, and Goals; the holy trinity of requirements gathering
• How to define a precise scope for the business area to be studied
• How to “Step Back” for a better look at the business
• How to use stakeholder maps to find all the stakeholders
• How to ensure the project’s goal is measurable and testable

Trawling for Requirements
• How to use business events and business use cases to find the right business
• How to use apprenticeship, workshops and other elicitation techniques
• Using the Brown Cow model to see the work more clearly
• How to be more innovative with requirements

Functional Requirements
• Use case scenarios, and how they are used to find the right product to build
• Determining the system boundary
• How to find the requirements, and write them clearly
• How to write requirements, not solutions
• How to handle requirements for agile projects

Non-functional Requirements
• The importance of non-functional requirements
• How requirements work with agile techniques
• Using the Volere Knowledge Model to ensure you have all the needed information, and nothing that is not needed

Requirements for Agile Projects
• How requirements work with agile techniques
• Role of the business analyst in agile
• Writing better user stories
• Prototypes and Deviations
• Writing Requirements
• Communicating requirements
• Correct formulation of requirements
• How to write fit criteria to make your requirements precise and accurate

The Quality Gateway
• How to test requirements and ensure that they are fit for purpose
• How to prevent scope creep
• How to avoid gold-plated requirements that add little value to the system
• How to ensure the requirement is a complete statement of need

Managing Your Requirements
• Strategies for requirements projects
• Using the Requirements Knowledge Model to manage your requirements

Prioritising requirements
• Dealing with conflicting requirements
• Automated requirements tools

Your Requirements Process
• Making your own process more effective
• Incorporating your organisation’s requirements practices into what you have learnt

Audience
If you want to be involved in delivering the right systems—the ones that get used, then this course is for you. Typical delegates include:
• Business Analyst
• Agile Team Members
• Systems Analyst
• Requirements Manager
• Requirements Engineer
• Project Leader / Manager
• Product or Program manager
• Project Owner
• Consultant

Special Features
• Your instructor is not an “announcer”. He or she is a practicing business analyst who also happens to be an excellent instructor.
• The course is written to show real-world situations and provide real-world solutions. You will be able to relate your own work situation to the course.
• You can discuss your own requirements issues with your instructor.
• You learn that requirements come from understanding the business and its internal processes, and how the business interacts with its external customers.
• The course provides a realistic framework for requirements discovery, not a strict methodology. The framework provides the freedom and encouragement to adapt to your own organizational needs.
• The techniques are applicable regardless of your development method – agile, traditional or something else.
• The Brown Cow model should give you different and beneficial ways to look at the problem.
• The Volere requirements knowledge model which ensures you collect the right information, and the right amount of it.
• You receive the Volere Requirements Specification Template (downloaded over 20,000 times) with advice on how to make this your own template.

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Steve Cox, Requirements & Testing Manager, Department of Work & Pensions

Lively, knowledgeable, articulate - absolutely excellent.

Helena Bone, Senior Business Analyst, HBOS General Insurance

One of the best.

Sharon Sane, Business Analyst, Aegon UK

Good mix of lectures and workshops. Never felt bored - time flew. Very easy to listen to and obviously ‘knew his stuff’.

irmuk.co.uk

04
Pre-Project Problem Analysis: Practical Techniques for Early Business Analysis Engagement

Adrian Reed
Face to Face and via Live Streaming

Overview
Increasingly, organisations are operating in fast-moving and often volatile business environments. Project teams need to respond quickly to tricky and often ill-defined problem situations, enabling the organisation to adapt and meet the ongoing demands of its customers and environment. In these contexts the pre-project stage is crucial: For our change initiatives to be successful, we need to truly understand the problem we are trying to solve. By understanding the problem we can ensure that any future project activity is built upon a firm foundation, and is heading towards a set of goals that are concise, precise and have been agreed upon.

This practical, hands-on workshop, focusses on the problem-solving skills that practitioners need in order to collaboratively explore and describe problems, and to co-create potential options for improvement. These skills are extremely valuable pre-project and early in the project lifecycle, and this course will be of interest to business analysts and other practitioners who help analyse, assess and solve tricky organisational problems.

Learning Objectives
- Understand what pre-project problem analysis is, and its significance in the analysis and project lifecycle
- Understand the importance of stakeholder identification, categorisation and management
- Be able to use a range of problem analysis techniques to understand problem situations
- Be able to define a problem using a ‘problem statement’ and understand how successful outcomes can be articulated with Critical Success Factors and Key Performance Indicators
- Understand what a Business Use Case diagram is and understand its value in articulating scope during pre-project problem analysis
- Use a 1 page ‘Project Concept Summary’ template to bring together a potential project idea onto a page

Course Outline
Introduction
- What is ‘Problem Analysis’?: A brief introduction to the course, and a discussion of why it is important that we analyse the problem before assuming or implementing a solution

Stakeholders in Problem Analysis
- Identifying Stakeholders: Tips for identifying likely stakeholders, along with suggestions of potential ‘generic’ stakeholder types that regularly warrant consideration
- Stakeholder Analysis: Categorisation of stakeholders
- Communication/Engagement Planning: Planning how to liaise with stakeholders in the early stages of problem investigation
- Power & Politics: Discussion of how power & politics can affect problem solving, and how it affects us as practitioners

Understanding the Problem Situation
- Elicitation Techniques: Overview of a range of techniques for eliciting information about a problem situation (Interviews, Workshops, Observation, Document Analysis)
- Categorising Problematic Situations: The difference between a ‘difficulty’ and a ‘mess’
- Problem Analysis Techniques: Practical overview of: 5 Whys, Fishbone Diagram, Multiple Cause Diagram, Causal Loops
- External Environment Analysis: Practical overview of STEEPLE technique for analysing the broader business or organisational context
- Perspectives: The importance of understanding that different stakeholders may perceive the problem situation differently
- Defining the Problem: Overview of a typical ‘Problem Statement’, along with a discussion of pros/cons and when it is most useful
- Defining Success: Critical Success Factors (CSFs), Key Performance Indicators (KPIs), Balanced Business Scorecard

Defining Business Requirement Scope
- Roles & Goals: Defining the ‘roles’ that are involved in the problem space and their (business) goals
- Business Use Case Diagram: Introduction to Business Use Case diagrams as a way of scoping out the high level business requirements on a problem situation/potential project concept
- Requirement Types: Brief discussion of other requirement types that may emerge early in the project lifecycle

Identifying Areas for Change
- Gap Analysis: Comparing the output from the techniques in previous sections to identify areas where change is desirable
- Existing Solution Evaluation: Discussion on approaches for benchmarking/measuring existing solutions to determine where improvement may be needed

Generating Improvement Ideas
- Creative Thinking Techniques: Techniques for generating a range of potential ideas for improvement:
  - Brainstorming
  - Brainstorming Enhancers
- Types of Improvement Approach: Discussion of the breadth of improvement approaches that are generally available, which is often wider than initially anticipated.
  - Discussion on feasibility: What might stop or inhibit an approach being acceptable

Bringing It All Together
- Project Concept Summary: Overview of a one page ‘project concept summary’ outlining the problem, likely requirement scope, and potential solutions
- Validation: How to ensure the ‘project concept summary’ is validated by key stakeholders
- Next steps: What next after the ‘project concept summary’

Audience
This course is well suited for anyone needing to understand how to undertake problem analysis early in the project lifecycle. It will be of particular interest to BA teams that are looking to ‘left shift’ and seek early engagement. Typical delegates include:

- Business Analysts
- Business Systems Analyst
- Consultants
- Requirements Manager
- Requirements Engineers
- Product Owner

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Overview
Clear and powerful communication is an important part of any business professional’s toolkit, no matter what aspect of IT and Change you may operate in. In addition, confidence in presentation can open doors to wider opportunities throughout your career and make a lasting positive impression on colleagues, customers and potential employers. Even in a world where much occurs in a ‘virtual’ manner the ability to craft a compelling story and to then clearly communicate it to others is a massive contributor to success. In this interactive workshop you will get the opportunity to learn tips and techniques for making your presentations more effective plus the chance to improve your story-telling abilities to create occasions that will linger in the memory of your audience.

This course will allow for plenty of discussion and interaction between the participants so please be prepared to share your questions, comments or experiences. There will also be opportunities to network during two breakout sessions. David also likes to share lots of anecdotes so if you are curious about Abraham Lincoln’s hat, what happened the day David turned up 35 minutes late for his own presentation or the strange phenomena of the imaginary parrot then this session is for you!

Learning Objectives
- To understand the basic principles of effective presentation
- To identify techniques to manage the stress of presenting in front of an audience
- To introduce the Plan, Prepare, Present and Post-mortem structure of presentations
- To look at some additional enhancements to your presentation such as visuals, animations, audio and props
- To digest some hints and tips for presenting at larger events such as conferences etc
- To study several historical examples of great presentations in order to add their success factors to yours
- To learn the basics of real story-telling in order to keep your audience engaged
- Finally, to practice and receive feedback on your presentation technique in a safe environment

Course Outline
Pre-work: Delegates will need to have considered and identified a topic that they can turn into a ten minute presentation. They also should bring an example of a presentation that they really enjoyed.

Day 1 Morning
The practical benefits of good presentation skills:
- My story
- Improved reputation and network
- Potential revenue stream
- Personal satisfaction and increased self-confidence

What makes a good presentation? (Discussion of delegate favourites followed by video example of a ‘Hollywood style’ presentation).

Getting ideas:
- Creative tips

The basics of presentation:
- Plan
- Developing your idea
- The horror of editing
- Nailing that killer opening line
- Closing with a STAR moment
- Prepare
- Rehearsal
- Managing the fear
- Present
- Working the room
- Body-language
- Post-mortem

Day 1 Afternoon
Advanced presentation skills:
- Presenting at conferences
  - Size is relative
  - Get to know the kit
  - Get to know the people
  - Scene-setting: The use of music
  - The basics of good visuals
  - Powerful slides
  - Using embedded media
  - Impression setting

Day 2 Morning
During the course of Day two delegates will undertake some work either on their own or in small groups.

Refresher:
- Introduction – Creating your practice presentation
- Writing a synopsis
- what’s your theme?
- what’s your opening and closing?
- what are you leaving them with?
- Group exercise – write a post-it note (max 150 words) describing presentation and put it on Jamboard
- Creating and structuring your presentation
- what techniques are you going to use?
- what visuals? Media? Etc

Day 2 Afternoon
Rehearsal (small scale to group)
- Editing
- Playback to whole (To room)
- Reflection and feedback
- Conclusion

Course Close

Audience
Business Professionals who want to be able to give outstanding presentations.
Overview
Clear communication is a skill that many assume they have but can prove elusive in times of crisis. Leadership is dependent on unambiguous communication and can be enhanced with practice and the application of a few simple principles, a splash of empathy and a fair measure of common sense. This course examines several real-life examples of ‘less than good’ communication inflicted on the Author during his career and gives the delegates a chance to practice communicating in a safe and friendly environment. Two of the key lessons of this course are that communication is a two way process and should if at all possible be enjoyable. So, there will be plenty of opportunity for interaction and discussion in a friendly environment. In fact, when David recounts some of his own experiences of being ‘communicated at’ you may well find yourself nodding in a cathartic/sympathetic way as he talks about some of the communication gaffes he has been on the wrong end of! At the end of the course you will have a new perception of the terms ‘cascade failure’, ‘sheep-dip’ and ‘super-awesome’ and a very clear understanding of why whoever invented the term ‘burning platform’ should be put on one......!

Learning Objectives
The session has an overall objective of making your personal communications more effective. It will also allow you to:
- Understand the barriers to effective communication and how to overcome them
- Understand the different types of communication required for different circumstances
- Understanding the qualities of effective communication
- Understand the optimum structure of effective communication
- Construct a communication plan that engages rather than outrages
- Announcement of potential redundancies
- Announcement of actual redundancies

Exercise 1: Delegates use either a prepared event/example or one from their own experience to do the following within the group:
- Discuss their own experience and feelings regarding the scenario
- Identify the primary audience and analyse what they may be expecting to hear
- Construct their own message based on session material above
- Playback to entire group
- Discuss and feedback
- Exercise 2: Construct a communication plan from example chosen by the group

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Presenter
David Beckham has spent his career working in Financial Services, initially at Norwich Union then subsequently with Aviva. His career began in policy administration then moved into IT and he has been a Business Analyst in different guises since 1995. A founding member of the Business Analysis Practice he later had two terms as the Practice Lead. He worked on numerous large change programmes and was heavily involved in building the capability of Business Analysis within the organisation over the last decade. He has regularly presented at the European BA Conference and has had several articles published on Business Analysis topics. Despite being diagnosed with Parkinson’s Disease in 2010 at the age of 43 David continues to be a passionate advocate of the profession and the benefits it gives to organisations everywhere. Since 2015 David has regularly spoken on the positive power of change both on a professional and personal basis. David left Aviva in 2019 after 33 years to start his own consultancy.
Overview

Is your organization planning, initiating or undergoing a digital transformation initiative? Then you know how important architecture and technology is to building a sustainable foundation. Yet so much has changed in the past 2 or 3 years that it’s hard to know what that should look like anymore. The environment is now part of a larger business ecosystem. Scale, speed, and scope are greatly expanded. AI and cognitive technologies are everywhere. Business architecture is different. Information and data architecture are different. Application architecture is different. Technology architecture is different. Security architecture is different. And, how they all fit together is different too. This workshop answers two key questions:

1. What does architecture for a digital transformation platform look like?
2. How can you keep up to speed on all the changes that implies?

This workshop briefly explores the requirements for the new digital economy, and then describes the new “Digital Business Platform” necessary to meet those requirements and sustain success. Continuing from there, it lays out the overall architecture needed to create that platform and goes into detail about the new business, information, application, technology, performance, and security architectures that comprise it. A detailed case study is woven throughout the workshop to illustrate the platform, architectural tradeoffs, and a wide variety of work products across all domains. Interactive exercises will give attendees an opportunity to use the new techniques in real time.

Learning Objectives

- How the Digital Economy requires a new platform and architecture
- The overall architecture for the “Digital Business Platform”
- How to use business architecture to evaluate and plan digital transformation opportunities and options and shape the platform requirements
- The new information and data architecture to support an intelligent core and the ‘sense, compute, act’ paradigm and typical usage patterns that drive tradeoffs.
- Performance architecture for providing real time reporting on key enterprise business outcomes
- Application architecture in the era of microservices, containers, APIs, DaaS, FaaS, PaaS.
- Cloud and hybrid technology architectures for a sustainable, scalable, reliable flexible business platform.
- Security architecture to ensure Digital Trust, including Intelligence AI, and SECaaS.

Course Outline

What is Digital Transformation?
- Digital Transformation defined
- Dimensions of transformation
  - Business Model, Operating Model, Information, Technology
- The new Digital Business Platform
  - Intelligent core, Integration, Development, Engagement
  - Architecting the new Digital Business Platform
  - The new architecture framework
  - 5 S’s of architecture transformation
- Sense, Compute, Act: The new paradigm
- Value Proposition
  - Canvas
  - Identifying Customer, Pain and Gain
  - Products and Services
  - Workshop
- Business Models
  - Digital Business Models
  - Business Model Canvas
  - Evaluating Opportunities
- Operating Models
  - Digital Operating Models
  - Operating Model Canvas
  - Workshop
- Business Architecture
  - BA overview
  - Articulating strategies
  - Value Stream workshop
  - Capability framework
  - Capability workshop
- Retail Case Study

Planning strategy to execution
- Value based planning
- Performance Architecture
  - Outcomes, Critical Success Factors, KPIs
  - Business Motivation Model
  - Performance framework
- Information Architecture
  - Decision Centric Computing
  - Cognitive approaches
  - AI, ML, DL
  - Intelligent Automation Workshop
  - Data lakes
  - Data patterns
- Application Architecture
  - Microservices, services, and APIs
  - CaaS, FaaS
  - PaaS
  - DevOps
  - Rationalization and Technical Debt
- Technology Architecture
  - Hybrid solutions
  - Cloud transition strategies
  - Integration
  - Edge
- Security Architecture
  - State of cybersecurity
  - Four disciplines of security management
  - Security economics
  - Digital trust
  - GDPR
  - Blockchain

Conclusion

Audience

Attendees should have an understanding of Enterprise Architecture and a familiarity with a variety of architectural model and deliverables. Typical delegates include:

- Enterprise Architects
- Business Architects
- Information Architects
- IT Architects
- Application Architects
- Business Analysts
- Strategic Planners
- Business Leaders
- IT Executives
- Anyone else concerned with designing and sustaining an agile digital transformation

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Overview
Is your organization planning to, or already underway with Agile development and / or DevOps? Does it seem like an excuse not to do architecture, analysis or design? At a project level, you're building things faster, but at an enterprise level, you don't know if you're building the right things, or instead, just going faster at creating redundancy and inconsistency. While speed is important, it is the right things at the right speed -- the "speed of business change" -- that is critical to success in the new digital economy. And, while DevOps is a critical component of any business or digital transformation initiative, it is not incompatible with, in fact it is better with, architecture and design.

BizOps extends the continuous feedback, faster cycle time, and tighter integration atmosphere, mindset, and process of Lean, Agile, and DevOps, “development-to-operations” upstream to include “business-to-development-to-operations” creating alignment with strategy while ensuring flexibility and agility. This includes a business driven “intentional architecture” and common vision that enable innovation, rapid change and emergent business design.

This workshop will mix presentations and simulation planning exercises to answer three key questions:
1. How does BizOps improve delivery and speed of business change?
2. How can you successfully integrate business and enterprise architecture into your DevOps and Agile environments?
3. How do architecture, analysis, design, and development activities change to take advantage of the best of both worlds?

Learning Objectives
- What is BizOps
- How to scale DevOps
- What are the core principles of Agile and Lean that must be scaled
- How architecture and Agile practices complement each other
- How to create an "intentional architecture" using DevOps
- How to extend DevOps to BizOps using business architecture and analysis
- How to fit architecture and analysis into a CD/CI and test-driven environment
- The new role of architects and business analysts

Course Outline
What are BizOps and DevOps?
Agile and Lean Principles
- Shorter cycles, continuous feedback, smaller batches, lower transaction cost, faster cycle time, test driven, tighter integration...

Scaled Agile Approaches
- SAFe
- Scaled Agile

Architecture, Analysis and Design in the world of DevOps
- Opportunities
- Benefits
- Challenges

Business Architect and Analysis helps Agile Scale
- Extending SAFe roles
- Business architecture and the portfolio Kanban
- Value Streams influence backlogs and priorities
- Business Capabilities influence Features
- Intentional architecture and Enablers
- Portfolio concerns

Workshop Part I: Architecture and Analysis at the Portfolio Level
Creating an ‘Intentional Architecture’
- Architectural enablers
- Shared vision
- Individual responsibility
- Clarity and competence

Workshop Part II: Architecture and Analysis at the Program Level
Fitting Architecture into Scrum
- Creating ‘enabling’ stories
- Managing the backlog
- Defining ‘done’
- Daily standup
- Test-driven architecture

Workshop Part III: Architecture and Analysis at the Team Level
Architecture and Testing
- Test-driven development
- Automated testing
- Continuous Integration

Getting Architects and Analysts to "Think Agile"
New Roles and Responsibilities
- Architects
- Analysts
- Agile / DevOps leaders
- Developers

Conclusion
Audience
Audience Skill Addressed: All levels. Attendees will gain an understanding of how all the different techniques fit together. Attendees with exposure to Agile and DevOps will be able to quickly apply the learnings to their organizations.
Great Skills Make Great Architects

Overview
Has your organisation embraced business, enterprise or IT architecture? While many organisations have formed architecture teams and given people the job title of ‘architect’, they don’t always have insight or training into specific architectural skills, or the industry best practices associated with being an architect.

Luckily, there is help. This course focuses on the principles and skills needed to be an effective architect. Whether you’re an enterprise architect, business architect, solution architect, IT architect, or software architect, this course will provide practical principles, skills and techniques for improving your performance and influence.

Mike Rosen has combined his 25 years of experience as an Architect, 20 years as an instructor and his passion for learning and architecture to help develop participants into great architects. The course explores the architectural skills involved in supporting strategy and project development from ideation and conception through planning, design and implementation, and the engagement models and interactions with different stakeholders throughout the lifecycle.

The course is structured as a mix of presentation, interactive discussion and group-based exercises, with an emphasis on applying the new concepts and skills to example scenarios during the facilitated workshops.

Learning Objectives
- Understand the underlying principles of architecture and how to apply them across different scenarios
- Improve basic architectural skills of modeling, abstraction, conceptualization
- Visual and communicate architectural concepts to non-technical stakeholders
- Enhance advanced architectural skills of critical thinking and system thinking
- Apply industry best practices for standards and patterns
- Learn the secrets of architectural influence

Course Outline

Architecture Principles and Skills
- Architecture principles
- Making principles actionable
- Architecture skills overview
- The architecture of Architecture
- Modelling skills
- Consistency
- Relevance and readability
- Thinking like an architect
- Breadth versus depth
- Interdisciplinary
- System Thinking
- Intelligent, effective inquiry
- Challenging assumptions
- Critical Thinking
- Integrating the big picture view
- Abstraction
- Generalization, partitioning
- Removal of properties, distancing of ideas
- Architectural analysis
- Special Features
This course provides a comprehensive overview of the skills required to be an effective architect. It is illustrated with real life examples, full of workshops, and leaves the student with new skills and techniques to help with their current job and future aspirations. After completion of this course students will be able to answer the following questions:
- What are the relevant skills for an architect?
- Which skills are most useful at each point in an architectural or project lifecycle?
- Which skills should I focus on improving for my career?
- What, where, when?
- Focused work products
- Interaction models
- Focused work products
- Architectural review
- Designing and performing
- Getting buy-in and delivering value
- Conclusion

Visualization and Communications
- Visualization
- Contextual, conceptual and formal visualizations
- Contextualization and conceptualization
- Formalization
- Types of models
- Models and metamodels
- Patterns
- Using patterns
- Creating patterns
- Standards
- What, where, when?
- Practice what you preach
- Communications
- Stakeholder management
- Interaction models
- Focused work products
- Architectural review
- Designing and performing
- Getting buy-in and delivering value
- Conclusion

Special Features
- Architecture Managers
- Security Architects
- Software Architects
- Information Architects
- Architecture Managers
- Anyone who aspires to become an Architect.

Audience
Existing Architects who want to improve their skills, including:
- Business Architects
- Enterprise Architects
- IT Architects
- Solution Architects
- Application Architects

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Presenter
Mike Rosen is Chief Scientist at Wilton Consulting Group, providing advice to CIOs, IT Leaders, and Architects on creating the new Digital Business Platform, using architecture as a tool for digital transformation and improved decision making. He is also a Founding Member and VP of the Business Architecture Guild. Mr. Rosen has more than 35 years of technical leadership experience architecting, designing, and developing solutions, applications, and products. He was previously CTO at startup AZORA Technologies and chief architect, product architect, technical leader, and developer for commercial middleware products from IONA, BEA and Digital. Mr. Rosen is a well-known international speaker and author of 3 books and hundreds of articles.
Overview

Enterprise Architecture is fundamental for enabling an enterprise to assimilate internal and external changes in response to the dynamics and uncertainties of the information age environment. Enterprise architecture not only constitutes a baseline for managing change but also provides the mechanism by which the reality of the enterprise and its systems can be aligned with management intentions. This updated workshop is based on the Zachman Framework V3.0, and incorporates actual modelling practice. The workshop consists of 6-8 hours of guided self-learning through a series of videos and assignments and culminates in a three-day instructor-led workshop. The workshop is based on actual Enterprise experience and is designed to give the participants hands-on experience creating both “Primitive” (architecture) models as well as “Composite” (implementation) models. The workshop prepares delegates for both levels of the Zachman Certified-Enterprise Architect program: Zachman Certified™ – Enterprise Architect Associate (Level 1) and Zachman Certified™ – Enterprise Architect Professional (Level 2). The certification fee for both Level 1 & Level 2 are included in the registration fee. The “Zachman Certified – Enterprise Architect” examination is a two hour, online examination that upon passing, results in the award of Enterprise Architect Associate (Level 1) Certification. Delegates will then subsequently be awarded the Enterprise Architect Associate (Level 2) Certification upon submitting a case study. If you want to understand the “Complexity & Contraction” in Enterprise Architecture and are struggling to manage a non-adaptive enterprise and dysfunctional systems, this will be an essential experience! Learn how an ontology allows you to make use of multiple frameworks (e.g. architecture, sales, software development, innovation, etc.) in an enterprise.

Learning Objectives

- Identify the sense of urgency for aggressively pursuing Enterprise Architecture
- Identify a comprehensive definition (description) of Enterprise Architecture
- Differentiate between Enterprise Architecture from Systems Implementation
- Differentiate an Ontology from Methodology
- Utilizing Enterprise Architecture for operational decision making
- Identify the elements for creating a strategy for reducing “time-to-market” for systems implementations to virtually zero
- Create a strategy for integration beyond jurisdiction (Interoperability)
- Identify architectural principles for meeting enterprise requirements
- Develop traceability across the artifacts for impact analysis and change management
- Employ primitive problem patterns to address complex issues facing any enterprise.

Course Outline

Setting the Context for Enterprise Architecture (EA)

- The contribution of IT People to an Information Age Enterprise
- Global Environment: Escalating Complexity and Escalating Change
- Applying the Concept of Mass-Customization to the Enterprise

Introduction to Enterprise Architecture (The Zachman Framework V3.0)

The Zachman Framework is perhaps the most referenced in the industry. This session provides participants with a unique opportunity to learn first-hand about its concept and utility, directly from the man who developed it. Discussions include version 3.0 of the framework and its evolution.

- Definition of Enterprise Architecture
- The Zachman Framework – Architecture is Architecture
- Ontologies Versus Methodologies

Workshop: Row 1 Models: Defining enterprise scope and developing the enterprise lexicon

Workshop: Row 2: Defining business concepts and business value

Workshop: Row 3: Developing enterprise logic to support technology and implementation decisions.

Enterprise Engineering

- Models from My Bookshelf – 75 years of experience (Implementation, Composite Models)
- The Elegance of Primitives (Their essential contribution)
- Enterprise Entropy – Removing Internal Cost of Operations
- Enterprise Engineering Design Objectives
- Alignment, Integration, Reusability, Flexibility, Interoperability
- Reducing Cycle Time from Order to Implementations (Mass-Customization)
- Implementation Practicalities
- “Federated Architecture” (Integrating Beyond Jurisdictional Boundaries)
- Migrating from Legacy to Architecture

Workshop: Using Primitives to create horizontal Integration and Vertical Transformation

Case Study: Application Rationalization Using Primitives

Workshop: Identify Framework Cells for Given Enterprise Problem Definitions

Workshop: Using Primitives to solve for enterprise entropy

Audience

- CIOs
- Enterprise Architects
- Chief Architects
- Business Architects
- IT Architects
- Process Architects
- Application Architects
- Solution Architects
- Software Architects
- Technology Architects
- Data Architects
- Business Analysts
- System Analysts
- IT Strategists
- Business Strategists
- Program Managers
- Information Systems Management
- Business Process Managers
- Data, Applications, Technology Management
- Consultants

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Overview

Old masterpieces, such as BI and DW, are the foundation for a digital business but only table stakes for survival. Data lakes, predictive analytics, social media, and the Internet of Things are but stepping-stones to the digital future; as they stand, they won’t guarantee a thriving transformation. We need a new IT architecture that reintegrates all decision making and action taking across all the people, processes, and information of the coming digital era. An architecture that incorporates all the technological advances in databases, NoSQL stores, data integration and delivery, as well as the old challenges of operational BI, spreadsheets, metadata, virtualisation, collaboration, and more. That provides a comprehensive structure for information and process integration—with speed and consistency—across the entire enterprise.

Built on modern tools and techniques, from object stores to cognitive computing, from algorithms to neuroscience, from on-premises to hybrid cloud, building on thirty years of data warehousing experience and expanding from his comprehensive and well-regarded “Business Unintelligence” architecture to include a host of emerging topics, from smart things to neural networks, Dr. Barry Devlin charts a creative but realistic path from data warehouses and lakes. BI and analytics, to show how to design and build a digital business from the existing systems running your enterprise today. With the clear and enormous impact of digital transformation, now is the time to start building the skills, organisation and infrastructure in architecture, technology and planning to build out your BI environment with AI and other emerging techniques to create a successful digital business.

Learning Objectives

- The meaning and implications of digital business
- Drivers, structure and components of digital business architecture including:
  - The Business unintelligence conceptual and logical architectures
  - Data and information—the foundation for everything
  - Formal and informal business processes—getting from information to action
  - Data collection, preparation, integration, and use in a digital business
  - Business context and meaning in information use
  - People—action-oriented decision making and engaging innovation
  - Technological foundations of information processing, traditional and emerging
  - Database and data management technologies
  - Data virtualisation and preparation tools for integration across warehouses and lakes
- BI tools, analytics and algorithms in support of decision making
- A dive into artificial intelligence and cognitive computing:
  - A brief history and explanation of AI evolution, key concepts, and terminology
  - Understanding how IoT and social media enable AI as the new driver of business value
  - Approaches to applying AI to decisions and actions: augmentation vs. automation
  - Technology needed to build business applications and manage and personal data for AI
- Planning and implementation—practical steps for building a digital business
- Ethical, economic, and social considerations for your business and society

Course Outline

Digital Business—History and Emergence
- A brief history of decision-making support—from BI to AI
- Origins and meaning of digital business
- Rationales pro and con digital business

The Why and How of a New Architecture
- The emergence and impact of big data, the Internet of Things, and artificial intelligence
- New, future-proof hypotheses for a new architecture
- A new approach beyond layering—Information, Process, and People
- The pillars of a new architecture that supports multiple storage technologies

The Information Resource—the Foundation for Everything
- New classes of information and data—human-sourced and machine-generated—and how they interact with the traditional process-mediated data stores of the business
- Big data and data lakes—hype and reality, sources and types, business and IT implications
- Key considerations—timeliness/consistency/context/structure, and reliance/useage
- New conceptual and logical architectures for all information and data
- Metadata as information—sources and stores, tools and techniques, data modelling
- Relational database evolution—structures, software and hardware
- NoSQL and NewSQL data stores, object stores, and more
- What’s happening to Hadoop?

Artificial Intelligence—History and Foundations
- A brief history and directions of AI
- Overview of artificial neural networks and other techniques
- Directions for development and use

The Processes—Getting from Data/Information to Decisions and Actions
- Data preparation, ETL, data warehouse automation, wrangling, and data virtualisation
- The new role of users in “application development”
- Understanding adaptive, closed-loop business processes
- Service Oriented Architecture and Microservices
- A model for decision making and action taking—the adaptive decision loop
- How pervasive mobile connectivity, processing and storage

Presenters

Dr. Barry Devlin is among the foremost authorities on business insight and one of the founders of data warehousing, having published the first architectural paper in 1988. With over 30 years of IT experience, including 20 years with IBM as a Distinguished Engineer, he is a widely respected analyst, consultant, lecturer, and author of the seminal book, “Data Warehouse—from Architecture to Implementation” and numerous White Papers. His 2013 book, “Business Unintelligence—Insight and Innovation beyond Analytics and Big Data” is available in hardcover and e-book formats. As founder and principal of Ight Consulting, Barry provides strategic consulting and thought-leadership to buyers and vendors of BI solutions. He is continuously developing new architectural models for all aspects of decision-making and action taking support. Now based in Bristol, Barry’s knowledge and expertise are in demand both locally and internationally.

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From BI to AI and Beyond

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Dr. Barry Devlin

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2/3 Delegates 10%
4 - 5 Delegates 20%
6+ Delegates 25%
Only one discount can be applied at any one time

Audience

- Enterprise, Systems, Solutions and Data Warehouse Architects
- Systems, Strategy and BI/Analytics Managers
- Data Warehouse/Lake and Systems Designers and Developers

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Overview
This course looks at the challenges faced by companies trying to deal with an exploding number of data sources, collecting data in multiple data stores (cloud and on-premises), multiple analytical systems and at the requirements to be able to define, govern, manage, unify, monitor, audit and trust quality data products. It also explores a new approach to organising your data in a logical data lake and how IT data architects, business users and IT developers can work together to build ready-made trusted data products that can be published in a data marketplace available to others to consume and use to drive value. This new DataOps approach to unifying data includes data ingestion, automated data discovery, data profiling, tagging and publishing data in an information catalog. It also involves refining raw data to produce trusted ‘data products’ available as a service that can be published in a data marketplace (catalog) available for consumption across your company.

Learning Objectives
- How to define a strategy for producing trusted data as-a-service in a distributed environment of multiple data stores and data sources
- How to organise data in a centralised or distributed data environment to overcome complexity and chaos
- How to design, build, manage and operate a logical or centralised data lake within their organisation
- The critical importance of an information catalog in understanding what data is available as a service
- How data standardisation and business glossaries can help make sure data is understood
- An operating model for effective distributed information governance
- What technologies and implementation methodologies they need to get their data under control and produce ready-made trusted data products
- Collaborative curation of trusted, ready-made data products and publishing them in a data marketplace for people to shop for data
- How to apply methodologies to get master and reference data, big data, warehouse data and unstructured data under control irrespective of whether it be on-premises or in the cloud.
- Fueling rapid ‘last mile’ analytical development to reduce time to value

Course Outline
Establishing a Data Strategy for Rapid Unification of Trusted Data Assets
- The ever-increasing distributed data landscape
- The closed approach to managing and governing data
- Full integration, self-service data pre-processing both – data governance or data chaos?
- Key requirements for data management
- Dealing with new data sources – cloud data, sensor data, social media/data, smart physical things
- Understanding scope of your data lake
- Building a business case for distributed data management
- Defining an enterprise data strategy
- A new collaborative approach to governing, managing and curating data
- Introducing the data lake and data refinery
- Data lake configurations – what are the options?
- Enabling a multi-purpose data lake and Information Supply Chain to produce data products for the enterprise
- DataOps – a component-based approach to curating trusted data products
- The evolving environment of an information catalog and its role as a data marketplace
- Key technology components in a data lake and information supply chain – including Data Fabric software
- Understanding Sparc or Hadoop as a data staging area and why it is not enough
- Implementation run-time opportunities – the need to curate data in multiple environments
- Integrating a data lake into your enterprise analytical architecture

Information Production Methodologies
- Information production and information consumption
- A best practice step-by-step methodology structured data governance
- Why the methodology has to change for semi-structured and unstructured data
- Methodologies for structured Vs Multi-structured data

Data Standardisation, the Business Glossary and the Information Catalog
- Semantic data standardisation using a shared business vocabulary within an information catalog
- The role of a common vocabulary in MDM, RDMS, SOA, DW and data virtualisation
- A common vocabulary relevant in a data lake, data marketplace and a Logical Data Warehouse
- Approaches to creating a common vocabulary
- Business glossary products storing common business terms
- AlterExy Connect Glossary, ASC, Collibra, Informatica, IBM Information Governance Catalog, Microsoft Azure Data Catalog, Business Glossary, SAP Information Steward Metapopedia, SAS Business Data Network and more
- Planning for a business glossary
- Organising data definitions in a business glossary
- Key roles and responsibilities – getting the operating model right to create and manage a business glossary
- Formalising governance of business data names, e.g. the dispute resolution process
- Business involvement in SBV creation
- Beyond structured data – from business glossaries to information classification
- What is an Information Catalog?
- Why are information catalogs becoming critical to data management?
- Information catalog technologies
- Information catalog capabilities
- Organising and Operating the Data Lake
- Organising data in a centralised or logical data lake
- Creating zones to manage data
- New requirements for managing data in logical data lakes and logical data lakes
- Creating collaborative data lake projects
- Hadoop or cloud storage as a staging area for enterprise data cleaning and normalization
- Core processes in data lake operations
- The data ingestion process
- Tools and techniques for data ingestion
- Implementing automated disparate data and data relationship discovery using Information catalog software
- Using domains and machine learning to automate and extend data discovery and tagging
- AI in catalog – Alation, IBM Watson Knowledge Catalog, Informatica CLAIRE, Silwood, Waterline Data Smart Data Catalog
- Automated profiling, PID detection, tagging and cataloguing of data
- Automated data mapping and lineage discovery
- The importance of semantic classes and policy definition processes
- Manual and automated data governance classification to enable governance
- Using tag-based policies to govern data

The Data Refinery Process
- What is a data refinery?
- Key requirements for refining data
- The need for multiple execution engines to run in multiple environments
- Options for refining data – ETL versus self-service data preparation
- Key approaches to scalable ETL data pre-processing using Apache Beamp and Trifacta
- Self-service data preparation tools for Spark and Hadoop, e.g. AlterExy Designer
- Information catalog in the Data Lake, IBM Big Data Warehouse, Tableau Prep, Tamr, Talend, Trifacta
- Automated data profiling using analytics in data preparation tools
- Executing data refinery jobs in a logical data lake
- Using slicing and dicing with Apache Beam to run anywhere
- Approaches to integrating IT ETL and self-service data preparation tools
- ODSP Erigon for metadata mangling
- Joined up analytical processing from ETL to analytical pipelines
- Publishing data and data integration jobs to the information catalog
- Mapping produced data products into your business vocabulary
- Data provisioning – publishing trusted, ready-made data products into an Enterprise Data Marketplace
- The Enterprise Data Marketplace – enabling in-consumers to shop for data
- Provisioning trusted data using data virtualisation, a logical data warehouse and on-demand information services
- Consistent data management across cloud and on-premise systems

Unifying Big Data, Master Data and Data Warehouse Data to Drive Business Value
- A walk through of end-to-end data lake operation to create a Single Customer View
- Types of big data & small data needed for a single customer view and the challenge of bringing it together
- Connecting to Big Data sources, e.g. web logs, clickstream, sensor data, unstructured and semi-structured content
- Ingendi and analysing Big Data
- The challenge of capturing external customer data from social networks
- Dealing with unstructured data quality in a Big Data environment
- Using AI with analytics to identify new relationships
- The need to combine big data, master data and data warehouse data in your data warehouse
- Matching big data with customer master data
- Governing data in a Data Science environment

Information Audit & Security – Governing Data Across a Distributed Data Landscape
- What is Data Audit and Security and what is involved in managing it?
- Status check – Where are we in data audit, access security and protection today?
- What are the requirements for enterprise data audit, access security and protection?
- What needs to be considered when dealing with the data audit and security challenges?
- Automatic data discovery and the information catalog – a huge help in identifying sensitive data
- What about privileged users?
- Using a data management platform and information governance to audit data across multiple data stores
- Securing and protecting data using tagging-based policies in an information catalog
- What technologies are available to protect data and govern it? - Apache Knox, Cloudera Sentry, Datasec, IBM Information Security/End-to-End, Micro Focus, Privitar
- Can these technologies help in GDPR?
- How do they integrate with Data Governance programs?
- How do you start in securing, auditing and protecting your data

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Presenter
Mike Ferguson is an analyst and consultant, Mike Ferguson specialises in business intelligence/analytics, data management, big data and enterprise architecture. With over 35 years of IT experience, Mike has consulted for dozens of companies on business intelligence strategy, technology selection, enterprise architecture, and data management. He has spoken at events all over the world and written numerous articles.
Overview
This course provides a solid foundation of the different information disciplines across the complete Information Management spectrum. By attending the course, delegates will get a firm grounding of the core Information Management concepts and various application with real examples of how they are applied. Additionally, this course highlights the key curriculum items for students wishing to take the Industry professional certification the DAMA Certified Data Management Professional (CDMP). At the end of day 3 of the course, students will independently have the opportunity to take the CDMP examination. Full details of the CDMP examinations, levels and costs are available at https://cdmp.info/

Learning Objectives
Level set understanding & terminology:
- Learn about the need for and the application of Information Management disciplines for different categories of challenges
- Explore an Information Management framework and understand how it aligns with other architecture frameworks
- Explore concepts such as lifecycle management, normalisation, dimensional modelling and data virtualisation and appreciate why they are important
- Understand the difference between Master Data Management and Data Governance and how to effectively apply them

Pragmatic Learning:
- Learn the different MDM architectures, their suitability for different needs and how best to implement Master Data Management approaches
- Understand the different facets (dimensions) of Data Quality and explore a workable Data Quality framework;
- Discover the major considerations for successful Data Governance and how it can be introduced in bite-sized pieces
- Develop a set of useful techniques that can be applied to a range of information management challenges
- Learn the best practices for managing Enterprise Information Needs
- Through practical examples, learn how to apply techniques in information architecture planning

Course Outline

Introduction to Data Management, DMDBOK & overview of the CDMP certification:
- What is Data Management, the drivers and issues if it goes wrong
- What is the DMDBOK, its intended purpose and audience of the DMDBOK
- What are the disciplines of Data Management in the DMDBOK
- Overview of the DAMA CDMP professional certification, what are the levels and how can you progress from one level to the next.

Data Governance
- What is Data Governance, Why Data Governance is at the heart of successful Information Management.
- A typical Data Governance reference model.
- Data Governance roles & responsibilities.
- Organisation structures & type of Operating models to support Data Governance.
- Overview of Data Governance
- The role of the Data Governance Office (DGO) & its relationship with the PMO.
- How to get started with Data Governance.

Data Quality Management
- What is Data Quality, and why "Validity" is often confused with "Quality"
- The different Dimensions of Data Quality.
- The policies, procedures, metrics, technology and resources for ensuring Data Quality is measured and ultimately continually improved.
- A Data Quality reference model & how to apply it.
- Root cause analysis & 5-whys
- Capabilities & functionality of tools to support Data Quality management.
- Data Quality measures – guidelines for their creation & monitoring.

Master & Reference Data Management
- The differences between Reference & Master Data.
- Identification and management of Master Data across the enterprise.
- 4 generic Master Data Management architectures & their suitability in different cases.
- The different genres of Master Data Management solutions & pitfalls to avoid
- Different approaches for Master Data Management implementation
- The essential relationship between Master Data Management, Data Quality, and Data Governance
- The under looked but critical aspect of Reference Data Management

Data Warehousing & BI Management
- What is a Data Warehouse & why are they used.
- Provision of Business Intelligence (BI) to the enterprise and the way data consumed by BI solutions and the resulting reports are managed. Particularly important if the data is replicated into a Data Warehouse.
- The major DW architectures (Inmon & Kimball)
- Introduction to Dimensional Data Modelling
- Overview of slowly changing dimensions and why they are required

Data Modelling
- What are Data Models & why do we need them.
- What are the different types of Data models, their use and how they interrelate
- The development, and exploitation of data models, ranging from Enterprise, through Conceptual to Logical, Physical and Dimensional,
- Data modelling & Big Data – why data modelling is NOT just about Relational Database design
- The use of data models in Data Governance, and Data Quality Management.

Data Management
- What is (and isn’t) Metadata
- The provision of metadata repositories and the means of providing business user access and glossaries from these.
- Different types of Metadata & their uses
- Where is metadata found – the different Kosovo’s
- What metadata do we need to manage

Metadata & Business Glossaries. What’s the connection?
Data Integration & Interoperability
Data integration & Data interoperability – What’s the difference?
What are the business (and technology) issues that Data Integration is seeking to address?
The different styles of Data Integration & Interoperability, their applicability and implications.
The approaches, plans, considerations and guidelines for provision of Data Integration and access
Consideration of Data Integration & interoperability approaches including, P2P, ETI, ELT, CDC, Hub & Spoke, Service Oriented Architecture (SOA), Data Virtualization, and an assessment of their suitability in different cases.

Data Architecture & Data Lifecycle Management
- Types of Enterprise Architectures
- Proactive planning for the management of Data across its entire lifecycle from inception through acquisition, provisioning, exploitation eventually to destruction
- Considerations for Data across the value chain
- Differences between Data Life cycle & a Systems Development Lifecycle (SDLC).

Data Risk Management, Security, Privacy & Regulatory compliance
- Identification of threats and the adoption of defences to prevent unauthorized access, use or loss of data and particularly abuse of personal data.
- Exploration of threat categories, defence mechanisms, approaches, and implications of security & privacy breaches.

Data Operations Management
- Core roles & considerations for data operations
- Obstacles to performance improvements
- Good Data Operations practices
- Records & Content Management
- Why document & records management matters
- The record’s lifecycle management

Audience
- Business Intelligence & Data Warehouse Development & Architects
- Data Architects / Analysts
- Data Governance Managers
- Data Quality Managers
- Information Quality Practitioners
- Enterprise / Solution / Application / Information Architects
- Business Analysts
- Data Modellers
- Developers
- Project / Programme Managers
- IT Consultants

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Presenter
Chris Bradley has spent 37 years in the forefront of the Information Management field, working for International organisations in Information Management Strategy. Data Governance, Data Quality, Information Assurance, Master Data Management, Metadata Management, Data Warehouse and Business Intelligence. Chris is the Director of the E&P standards committee “DMBoard”, an author of several books including “Data Modelling for The Business” and “DMDBOK 2.0”, a member of the Meta Data Professionals Organisation (MPO) a Fellow of BCS and DAMA CDMP recipient of the DAMA Lifetime Achievement Award for Data Management Excellence, and author of significant parts of professional certifications. Chris is an acknowledged thought leader in Data Modelling and Data Governance, author of several papers and books including “Data Modelling for the Business”.

"Great breath and depth! Great breath of knowledge and experience. Will recommend to my colleagues. The course has exceeded my expectations.”
Nada Batool, Data Governance Consultant, Royal London Group

Face to Face and via Live Streaming
Information Management Fundamentals
(with optional CDMP Professional Certification)
Overview
With data being at the forefront of all business, the need for organisations to produce a wide-ranging Data Strategy is greater than ever, with both the increase in data regulations and the focus on data driven business outcomes. Yet, creating an enterprise wide data strategy and the governance to support it can be a formidable task. Often, it is difficult to know where to begin, and how best to prioritise efforts due to the large number of stakeholders and many competing initiatives. Data is at the heart of all organizations, almost like blood flowing through its arteries and veins. However, all too often Information is not professionally managed with the rigour and discipline that it demands. Nonetheless the implications of poorly managed information can be catastrophic, from legal and other regulatory sanctions ultimately to business collapse. Professor Joe Peppard (European School of Management, Cranfield) summed it up when he said: “The very existence of an organisation can be threatened by poor data”. This 2-day course will provide concrete practical approaches to get you started on your Data Strategy, the typical contents of a Data Strategy, and the ways in which your supporting Data Governance framework can be organised.

Learning Objectives
Level set understanding & terminology:
- Understand the key components that comprise a Data Strategy.
- Learn how to create a case for obtaining business buy-in for a data strategy.
- Understand the different types of Data Strategy and how to set the scope for it.
- Learn how to create metrics for tracking the progress of your data strategy.
- Learn about the need for and the application of Data Asset management and Governance for different categories of challenges
- Understand why a Business focussed Data Governance framework must be aligned with your emerging data strategy.
- Appreciate the critical role that Data Governance plays in the core Information Management and Technology strategy.
- Master Data Management and Data Quality management, and why this should be recognised in you Data Strategy.
- Pragmatic Learning:
  - Discover the different types of data strategies and which is most appropriate and practical for you.
  - Learn the different motivations for Data Asset management and Governance and how best to implement DG approaches.
  - Develop a set of usable techniques that can be applied to a range of information management challenges.
  - Learn the best practices for managing Enterprise Information needs.
  - Learn how to create an actionable roadmap to implement your data strategy.
- Understand how to identify the additional activities that are necessary to support the data strategy.

Course Outline
Components of a Data Strategy
- Where do I Start & What is the Scope of the Data Strategy?
- Building Blocks of a Data Strategy & Architecture
Evaluating Goals & Gaining Buy-In
- Motivation and Drivers
- Internal Factors
- External factors

Data Management Maturity
- Data Management Maturity Assessment of the Disciplines of Data Management.
- Maturity for Organisational Enablers of Information Management
- People
- Executive Sponsorship Policy
- Technology
- Compliance
- Measurement
- Data Management Processes / Practice

Data Governance: Managing people, Organisation & Process
- Steering and Governance
  - The organisation structure for data governance
  - charters or terms of reference for steering groups and the recommended constitution of each group.
  - Charters.
  - Roles & Responsibilities & People Capabilities
- The essential Data Governance roles & activities.
- Capabilities for core Data Management roles may be covered in a strategy.
- Data Management Process
  - A Data strategy should tie in the Change Management Process, and Solutions Development Process with data touch points during the Systems Delivery Life Cycle (SDLC).

Prioritising Business Critical Data and Capabilities
- Capabilities & Critical Data
  - Defining & managing the business-critical data and the people capabilities required for their management.
- Architecture
  - Building the appropriate technical architecture for the known and anticipated data needs, incorporating the need for flexibility and scalability.
  - Recommending the overall Technical Data Architecture for acting on the priority needs of the data strategy.
- Principles & Minimum Standards for Data
  - The principles for data management with rationale, implications minimum standards and metrics.

Planning an Actionable Roadmap
- Success Metrics
  - From the Principles and Minimum standards, quantifiable success metrics can be developed. Examples will be used to illustrate this.
- Priorities & Quick Wins
  - Business initiatives and priorities that are used in the formulation of the roadmap and transition steps. In particular, the transition steps will be aligned with business initiatives.
- Roadmap, Dependencies and Transition Steps
  - Roadmap of the recommended activities to move the data initiative forward.
  - The overall roadmap must make it clear that there will be dependencies with some activities, for example to undertake XYZ Master Data Management, a minimum viable Data Governance process and responsibilities must be established for area XYZ.
  - The overall “Roadmap” is made up of Transition steps which can be bundled into Transition projects. The key consideration here is that the most successful transitions are where they are aligned with business initiatives and are not simply “data projects”.
- Culture, Communication, Sustainability & Education
  - Development of a communication plan to raise Data Management awareness amongst the organisation and educate the workforce.
  - Communication plan needs to have at least: Audience, Message, Method, Frequency.
- Education
  - Development of an education plan to raise Data Management competencies across the organisation & ensure the sustainability of the strategy.
- Funding Model
  - Recommendations on funding approach for Data initiatives.

Additional Activities to Support the Strategy
- Identify Candidates for Roles
- Determine Data Owners & Stewards
- Assess Current Roles and Skills, Perform Gap Analysis
- Identify Training Required to Address Knowledge Gaps
- Brief and Mentor Data Owners
- Define Data Subject Areas & Develop Conceptual Data Models
- Determine & Prioritise Business Areas for Data Governance Rollout

Audience
- Data Strategists
- Data Governance Managers
- Data Quality Managers
- Data Analysts
- Data Architects
- MDM Managers
- Information Architects
- Business Intelligence & Data Warehouse Developers & Architects
- Enterprise Architects
- Solution Architects
- Application Architects
- Business Analysts
- Project / Programme Managers
- Consultants
- Information Quality Practitioners

Presenter
Christopher Bradley has spent 39 years in the Information Management field, working for international organisations in Information Management Strategy, Data Governance, Information Assurance, Master Data Management, Metadata Management, Data Warehouse and Business Intelligence. Chris is an Information Strategist and a recognised thought leader. He advises clients including Altronix Bank, American Express, ANZ, British Gas, Bank of England, BP, Celgene, Cigna Insurance, EDF, Emirates NBD, Enterprise Oil, ExxonMobil, GSK, HSBC, NAB, National Grid, Riyad Bank, SABB, SAMA, Saudi NIC, Saudi Aramco, Shell, Statoil, and TOTAL. He is VP of Professional Development for DAMA-International, the inaugural Fellow of DAMA CDMP, past president of DAMA-Global, former Board member of DAMA-UK, is an author of the DAMI2 and author and examiner for professional certifications. In 2016 Chris received the lifetime achievement award from DAMA International for exceptional services to furthering Data Management education & to the International Data Management community. Chris guides Global organizations on Information Strategy, Data Governance, Information Management best practice and how organisations can genuinely manage Information as a critical corporate asset. Frequently he speaks to elevate the Information Management and Data Governance message to Executive management, introduce data governance and new business processes for Information Management and to deliver training and mentoring. Chris is Director of the E&I standards committee “DMBoard", sits on several International Data Standards committee, teaches at several Master’s Degree University Classes Internationally. He authored “Data Modelling for the Business”, is a primary author of DMBUK 2.0, a member of the Meta Data Professionals Organisation (MPO) and a holder at “Fellow” level of CDMP and examiner for several professional certifications.
Overview
This 2-day course addresses the core data management topic of data modelling. Often misunderstood and relegated to just the technical aspect of "database design", data modelling is one of the most important disciplines of data management. The course introduces delegates to data modelling, its purpose, the different types of models, how to construct and read a data model, and the wider use of data models beyond the traditional area of database design. It contains a wide-ranging clarification of data modelling concepts and terminology, together with techniques for producing usable data models.

Learning Objectives
This course explains the essential data modelling building blocks. It will help students to understand the differences between relational and dimensional models, and between the different levels of Conceptual, Logical and Physical models. On completion they will be able to:

- Describe the purpose of, Conceptual, Logical, and Physical data models
- Create a Conceptual and a Logical Data model
- Read and interpret a data model
- Understand different approaches for fact finding and how to apply normalisation techniques
- Understand how to validate a data model.

At the end of the course, delegates would have gained the following:

- Level Set Understanding & Terminology:
  - Learn about the need for and application of Data Models

Course Outline

Data Modelling Basics
- What is Data Modelling and why does it matter
- What is the relationship between a data model and other types of models in the Enterprise Architecture
- What is a Conceptual Data model, why it’s important and the pivotal role it plays in all architecture disciplines
- The major differences between Enterprise, Conceptual, Logical, Physical and Dimensional data models
- Data vs MetaData; what’s the difference and why does it matter

Data Model Components
- Data Modelling Basics: Entities, Attributes, Relationships
- How to identify Entities and Subtypes
- What are the differences between exclusive and non-exclusive subtypes?
- How do different data modelling notations represent subtypes?
- Basic standards that you can use right away
- Relationships: Cardinality & Optionality, Identifying, Non-identifying, recursive, and many-to-many
- How does cardinality and referential integrity lead to better data quality?
- Rules for handling Super types, subtypes, many to many and recursive relationships
- Keys; Primary, Natural, Surrogate, Alternate, Inverted, Foreign
- What are the alleged and actual benefits of surrogate keys?
- Attribute properties & attribute domains

Creating Data Models
- How to get started with data models
- What core information is needed to create a data model, how this can be easily communicated to business people, and what visual constructs to use to get their attention
- Templates and guidelines for a step-by-step approach to implementing a high-level data model in your organization
- How to capture requirements for data models

Approaches for creating a data model (Top Down, Bottom Up, Middle out) and when to use them.

Using Data Models
- How to use high-level data models to communicate with business people to get the core information you require to build robust applications.
- The critical role played by Data Models in all disciplines of Information Management.
- Why Data Models are required for software package implementation.
- Data models are not just for DBMS design, the other areas where models are critical.
- Maturity assessment to consider the way in which models are utilized in the enterprise and their integration in the System Development Life Cycle (SDLC).

Dimensional Data Modelling Basics
- Facts and Dimensions, the basics of Dimensional models
- The key differences between Dimensional & Relational models
- The use of Dimensional data models in Business Intelligence & Data Warehousing
- Inmon vs Kimball Data Warehouse approaches
- How to cater for change in Dimensional models; the different types of slowly changing dimensions
- Aggregation and Summarisation – what you really need to know
- Columnar Database & Data warehouse – a forgotten treasure?

Improving your Data Models
- Data Modelling Notations and tooling
- Normalisation: 1st, 2nd and 3rd normal form and a brief overview of other normal forms
- Ten steps for checking the quality of your data models
- Layout, presenting, and communicating a data model to non-modellers

Course Templates and Guidelines
- Using Data Models: When and Where to Use Data Models
- How to get started with data models
- What core information is needed to create a data model, how this can be easily communicated to business people, and what visual constructs to use to get their attention
- Templates and guidelines for a step-by-step approach to implementing a high-level data model in your organization
- How to capture requirements for data models

Audience
Practitioners who will need to read, consume or create data models to gain a better understanding of data during Information Management initiatives including:

- Business Intelligence & Data Warehouse Developers & Architects
- Data Modellers
- Data Architects
- Enterprise Architects
- Solution Architects
- Application Architects
- Information Architects

- Business Analysts
- Developers
- Database Administrators
- Project / Programme Managers
- IT Consultants
- Data Governance Managers
- Data Quality Managers
- Information Quality Practitioners

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Overview
Data Governance is rapidly becoming a 'must have' for any organisation wanting to manage its data, improve its quality, and control its security, access and uses. An average organisation's data is doubling every 15 months. Propelled by Big Data, Cloud Computing and other innovations, this rapid increase in volumes is compounded by the increasing speed and complexity with which data is created and stored. Organisations are also under increasing customer, regulatory and legal pressures to get data right. Data Governance is seen as a keystone in any solution to address these challenges. Many organisations have already recognised the potential value of Data Governance and have started governance initiatives. Though some have succeeded, many are faltering or have failed. Attending this 2-day seminar & workshop will ensure that you set off on the right path to successful and sustainable Data Governance. Key Topics include:
- What is Data Governance?
- Why is it increasingly a 'must have' for organisations
- Building the internal case for Data Governance
- How and where do you start to introduce

Note that course will help you whether you are new to Data Governance or already working as part of an existing Data Governance team or programme.

Learning Objectives
- Understand what Data Governance is, and what it isn't
- Assess the readiness of your organisation for Data Governance
- Be able to align a Data Governance proposal and initiative with your key organisational and/or departmental drivers
- Make the internal business case for investment in Data Governance
- Be able to identify and apply the six necessary components of a Data Governance framework
- Create a realistic plan of action for Data Governance
- Apply these practices to a fictional, but highly realistic organisation via a hands-on case study
- Learn from best practices in other organisations who are already implementing Data Governance

Course Outline
Scene Setting & Introductions
- Scope & objectives of the course
- Course agenda & participant expectations

Data Governance Context & Drivers
- The impact of good and bad data
- The Chamber of Data Horrors
- The overall impact of poor data
- Data and the digital business
- Drivers for change
- Why poor quality data persists

Data Governance - An Industry Assessment
- The need for Data Governance
- The DAMA DMBOK wheel: the centrality of Data Governance
- Data Governance: challenges and focus
- Key principles of Data Governance
- The Data Governance paradox
- Why Data Governance can fail
- Key components of success: breaking down the barriers
- Assessing Data Governance maturity & readiness
- Introduction to the case study
- Case study exercise 1: Context and maturity assessment

The Components of Successful Data Governance
- Tackling Data Governance barriers
- The Data Governance Framework overview
- Vision & Strategy
- Organisation & People
- Processes & Workflows
- Data Management & Measures
- Culture & Communications
- Tools & Technology

Building the Data Governance Strategy & Framework
- Vision & Strategy
- Creating a clear Data Governance vision
- Understanding business drivers
- Identifying key data challenges
- Producing a Motivation Model
- Building a business case & strategy for Data Governance
- Case study exercise 2: Creating a Motivation Model
- Organisation & People
- Organising for Data Governance
- Data Ownership & Stewardship
- Data Governance: getting organised
- The five basic models of Data Governance
- The pros & cons of each model
- Deciding on the right model for any specific organisation
- Processes & Workflows
- Designing Data Governance processes & workflows
- Data Governance processes & workflows explained
- Data Management & Measures
- How to identify key data
- The importance of measurement in Data Governance
- Defining ‘fit for purpose’ data
- Establishing baselines and improvement targets
- Culture & Communications
- The importance of selling Data Governance
- Change management & Data Governance
- Key lessons for effective culture change
- Communications strategies and plans
- Tools & Technology
- Data Governance tools
- The role of IT

Applying the Data Governance Framework
- Using the Data Governance Framework: maturity assessment & creating the vision
- Case study exercise 3: Maturity assessment
- Setting Data Governance goals and objectives
- The benefits of the Data Governance Framework
- Potential Data Governance Framework deliverables & activities

Creating the Data Governance Roadmap & Data Improvement Plans
- Mapping it all together – the Data Governance Roadmap
- Hints & tips for developing Roadmaps
- Data Improvement Plans
- Issue logging
- Setting Data Improvement Plan priorities
- Case study exercise 4: Issue Logging, Data Improvement Plans, Roadmap

Data Governance in Practice
- A summary of real life Data Governance success stories
- Telecommunications
- Social Services
- Utilities
- Professional Certification Organisation
- Manufacturing

Summary & Conclusions
- Recap of course objectives
- Review of participant objectives
- Call to action

Audience
Individuals and teams who are playing, or would like to play, an active role in the implementation of a Data Governance initiative. It will also be of interest to anyone working in a relevant business or IT role who wants to know more about Data Governance concepts and practices. Typical roles who will benefit from this tutorial/ workshop include:
- Heads of Data Governance & their teams
- Chief Data Officers & their teams
- Data Stewards
- Data Owners
- Information Strategists & Architects
- Business Analysts
- Data Quality Specialists
- Master Data Management Practitioners

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Unified Data Delivery - From Data Lake to Enterprise Data Marketplace
LIVE STREAMING - 22-24 June 2020
Face to Face - 22-23 October 2020
Essentials of Data Warehouses, Lakes and BI in Digital Business
16-17 November 2020
Successful Implementation of a Master Data Management Programme
16-17 November 2020
Ten Steps to Data Quality
18-20 November 2020
Practical Steps for Developing a Business Aligned Data Strategy
18-19 November 2020
Business-Oriented Data Modelling Masterclass
19-21 November 2020
Data Governance: A Practical Guide
19-20 November 2020

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Presenter
Nigel Turner is Principal Information Management Consultant for EMEA at Global Data Strategy Ltd. and Vice-Chair of the Data Management Association of the UK. Nigel has worked in Information Management for over 25 years, both as an in-house implementer of Information Management solutions at British Telecommunications plc and subsequently as an external consultant to more than 150 clients, including the Emergency Services, British Gas, HSBC, Intel UK and others.
Ten Steps to Data Quality

Danette McGilvray

Face to Face and via Live Streaming

Overview

Simply put, information quality is providing the correct set of accurate information, at the correct time and place, to the correct people. However, ensuring quality information is far from simple. Whether you are just starting a project or are already in production, it is not unusual to find that data quality/issue prevent organizations from realizing the full benefit of their investments in business processes and systems. The Ten Steps to Data Quality course teaches a practical approach to creating, improving, and managing the quality of information to providing products and services, satisfying customers, and achieving goals for any type of organization. If you are working on real data quality-related issues that need real results, this is the course for you. What is learned applies to all kinds of data and every type of organization – for-profit businesses of all sizes, education, government, healthcare, and nonprofit – because all depend on trusted information to succeed. Both concepts and practical application are included. Concepts provide a foundation for understanding data quality. Concepts are put into action through the Ten Steps process. Both are needed to apply the methodology appropriately to the many data quality-related situations that attendees will face within their organizations. In addition to discussion and exercises (individual and as a group), attendees will practice what is learned by applying the steps and techniques to a course project of their choice. Come with your particular need in mind, be ready to participate, practice applying what is learned to your situation and leave with realistic methods for managing data quality.

Learning Objectives

• Turn data quality challenges into actionable projects with clear objectives
• Connect data quality issues to business priorities
• Understand concepts that are fundamental to data quality management, for example, the Framework for Information Quality, information life cycle, data quality dimensions, business impact techniques, root cause analysis
• Choose the appropriate steps/activities from the Ten Steps™ process to address business needs
• See how other data management topics such as data governance, data modeling, metadata, business rules, master data, reference data, and data standards fit into the process for ensuring high quality data

Course Outline

The Data and Information Quality Challenge
• Information and data quality defined
• Why we care about data quality

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• Why we care about data quality

Information and data quality defined
• Why we care about data quality

Why we care about data quality

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The Framework for Information Quality (FIQ) – Components that impact information quality:
• Business Needs - Goals, Strategies, Issues, Opportunities
• Information Life Cycle (POSMAD – Plan, Obtain, Store and Share, Maintain, Apply, Dispose)
• Key Components that affect information quality (Data, Processes, People/Organization, Technology)
• Interaction between the Information Life Cycle and the Key Components
• Location (Where) and Time (When and How Long)
• Broad-Impact Components (RRISC – Requirements and Constraints, Responsibility, Improvement and Prevention, Information Processes, Structure and Meaning, Communication, Change)

The Ten Steps™ methodology – key concepts plus the Ten Steps™ process

Step 1 Identify Root Causes
• Define and agree on the issue, the opportunity, or the goal to guide all work done throughout the project
• Refer to the business need throughout the other steps in order to keep the goal(s) at the forefront of all activities

Step 2 Analyze Information Environment
• Gather, compile, and analyze information about the current situation and the information environment
• Document and verify the information life cycle, which provides a basis for future steps, ensures that relevant data are being assessed, and helps discover root causes
• Design the data capture and assessment plan

Step 3 Assess Data Quality
• Evaluate data quality for the data quality dimensions applicable to the issue
• Results of assessments provide a basis for future steps, such as identifying root causes and determining needed improvements and data corrections
• Overview of all the dimensions of data quality and how to choose which dimensions will best support business needs

Step 4 Assess Business Impact
• Determine the impact of poor-quality data on the business using a variety of qualitative and quantitative techniques
• This step provides input to establish the business case for improvement, to gain support for information quality, and to determine appropriate investments in your information resource

Step 5 Identify Root Causes
• Identify and prioritize the true causes of the data quality problems
• Develop specific recommendations for addressing the problems

Step 6 Develop Improvement Plans
• Finalize specific recommendations for action
• Develop improvement plans based on the recommendations
• Establish ownership for implementation

Step 7 Prevent Future Data Errors
• Implement solutions that address the root causes of the data quality problems

Step 8 Correct Current Data Errors
• Implement steps to make appropriate data corrections

Step 9 Implement Controls
• Monitor and verify the improvements that were implemented
• Maintain improved results by standardizing, documenting, and monitoring appropriate improvements

Step 10 Communicate Actions and Results
• Document and communicate the outcome of quality tests, improvements made, and results of these improvements
• Communication is so important that it is part of every step

Presenter

Danette McGilvray is an experienced trainer, consultant and author of Executing Data Quality Projects: Ten Steps to Quality Data and Trusted Information™. An internationally respected expert, her Ten Steps™ approach to information quality has been embraced as a proven method for creating, improving, and managing the quality of all types of data for any kind of organization. Her book is used as a textbook in university graduate programs.

Audience

Individual contributors and team members responsible for or interested in the quality of data in their business processes, systems or databases. This includes roles such as:
• Data Analysts
• Data Quality Analysts
• Business Analysts
• Data Designers/Modellers
• Data Stewards
• Application Developers

Any data professional impacting the quality of data upon which their business depends

Managers and project managers of individual contributors and team members. They need to understand what is involved in addressing data quality because they hire resources, assign people’s time, provide support, and remove roadblocks to data quality work.

Users of data whose work has been affected by poor data quality and want to find solutions for those problems.

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Successful Implementation of a Master Data Management Programme

Malcolm Chisholm

Face to Face and via Live Streaming

Overview
This workshop is intended to provide delegates with a comprehensive understanding of what is needed to run a successful Master Data Management (MDM) Programme. The workshop focuses on business and technical aspects of MDM and emphasises how the business and IT can work together to attain the full benefits of MDM. The workshop begins by level setting on the concepts of Master Data, how MDM has evolved as a discipline, and what business benefits MDM offers. Following this, details are presented of the components of an MDM Programme and how to set them up successfully. In particular, the need for governance within an MDM Programme, particularly for decision-making, is explained.

The technical aspects of MDM are dealt with in a top-down manner, beginning with how MDM fits into an enterprise-level architecture, and drilling down to the architecture within an MDM hub, and finally to the data design and standardisation level. The technical aspects go beyond technological considerations and also include semantics and reference data, which are both critically important for the success of an MDM Programme.

Specialised needs of MDM are also considered. Data integration within an MDM hub is a primary consideration, as is how it is linked to the ways in which Master Data can be produced by knowledge workers in the enterprise. Data quality is also an extremely critical success factor for MDM, and techniques for it are presented. The whole concept of how Data Privacy, in its widest sense, is applied to MDM is also examined. This includes not only Personal Information, but also data purchased from Data Vendors with contractual restrictions. The way in which MDM drives analytics is also explained, along with considerations that need to be implemented in any MDM Programme.

Learning Objectives
- The end-to-end structure of an MDM Programme
- How to align business and IT to ensure success in an MDM Programme
- How to drive adoption of MDM to gain business value
- What the governance needs of an MDM Programme are and how to address them
- What the major technical options are for MDM Hubs and their pros and cons
- How MDM architectures can be fitted into overall enterprise architectures
- Why data integration is so important in MDM and why it is done
- How to analyze MDM tools and what is needed to successfully implement these tools
- How to deal with Personal Information, confidential information, and data sourced from data vendors in MDM
- How to ensure Master Data is of adequate quality
- How to approach knowledge management for MDM

Course Outline

Introduction to MDM
- What Master Data is, and what Master Data Management (MDM) is
- The benefits MDM provides for the enterprise
- How MDM evolved and where it is today
- The common types of Master Data Entitles and how MDM is specialized for them

The Components of an MDM Programme
- The benefits of a coordinated MDM Programme vs. standalone projects
- The typical sequence of an MDM project
- Who does what in an MDM Programme and MDM project
- People and organizational structures in MDM Programmes

Getting Ready for MDM – Governance, Decision Making and Accountabilities
- Why decision making needs to be formalized in an MDM Programme
- Example of accountabilities needed in an MDM Programme
- The importance of Master Data Entity domain knowledge vs technical knowledge
- Governance requirements and organization for an MDM Programme

Aligning Business with the MDM Programme
- Fitting MDM into the business value chain
- Fitting Business Processes and MDM
- How to gain adoption for MDM
- Measuring business value of MDM

MDM Technical Architecture
- Understanding MDM Hub Patterns
- How to fit MDM into an enterprise-wide Data Architecture
- Understanding production vs. distribution of Master Data
- Understanding the layered architecture of an MDM Hub

Data Models and Designs for MDM
- How to manage the semantics needed for MDM Programmes
- Understanding Adaptive vs. Fixed Data Models
- Need for Logical Data Models in an MDM Programme
- Role of Reference Data in MDM Programmes

Data Integration in MDM
- Description of data integration
- Trust and Survivability in MDM
- Capturing and governing Trust and Survivability business rules
- Understanding merge and unmerge processes in MDM

Selection of MDM Tools
- Multi-domain vs. single domain MDM tools
- Mega-vendors vs. Best of Breed in MDM
- Approach to an MDM tool selection exercise
- Thoughts on MDM tool implementation and post-implementation support

Data Privacy and MDM
- Brief overview of the scope of Data Privacy and relevance to MDM
- How to Protect Personal Information in an MDM Programme
- How to Protect Purchased Data in an MDM Programme
- How to implement processes for Permitted Use of Master Data

Data Acquisition and MDM
- Brief overview of the scope of Data Acquisition and relevance to MDM
- Workflow for Data Acquisition into an MDM Hub
- Data Acquisition outside of the MDM Hub
- Data Vendor Management for Master Data

Data Quality and MDM
- The role of Data Quality in an MDM Programme
- Implementation of Continuous Production Data Quality Management for MDM
- Implementation of Data Issue Management for MDM
- How to Govern Data Quality Business Rules for MDM

Analytics and MDM
- The role of an MDM Hub as a Conformed Dimension server
- Knowledge Management of MDM for Analytics
- Extending the MDM Hub to include Analytics outputs
- Governance implications of using Master Data in development and production phases of Analytics

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Essentials of Data Warehouses, Lakes and BI in Digital Business

Dr. Barry Devlin

16-17 November 2020, London
Face to Face Fee: £1,295 + VAT
Live Streaming Fee: £995 + VAT
Group Booking & Multiple Seminar Discounts Available

Overview
Business Intelligence (BI) has made data the foundation of decision making since the 1990s. Today, digital business is fundamentally reinventing decision making, by putting information from every person and data from every sensor at decision makers’ fingertips. It challenges them to use it to address every aspect of business, to create anew every existing process, and to reinvent, not just decision making, but the entire enterprise.

Call it BI or analytics, serve it from a warehouse or a lake, it doesn’t matter. The implications span the entire business and IT environments across the full breadth of the organisation.

Modern architectures, technologies, and methods in data management and analytics incorporate all today’s technological advances in databases, NoSQL stores, and data preparation, as well as SOA, metadata, distributed access, collaboration, etc. And they directly address current issues, such as operational BI and analytics, strategic decision making, analytics, information discovery, and enterprise-wide decision management.

Expanding from his comprehensive and respected “Business unintelligence” architecture to emerging topics such as the Internet of Things, algorithms, and artificial intelligence, Dr. Barry Devlin charts the essentials of data warehouses and data lakes, BI and analytics to build a digital business from the existing data warehouse and BI systems running enterprises today.

Learning Objectives
- The meaning and implications of digital business
- Drivers, structure, and components of decision-making support architectures
- Data and Information—for data warehouses, marts and lakes
- Possibilities and challenges of new database and data management technologies
- Formal and Informal processes—getting from information to action
- Data virtualization and preparation tools for integration across warehouses and lakes
- Positioning and using algorithms and analytics in support of decision making
- People—action-oriented decision making
- The importance of business context and user roles in decision processes
- Planning and implementation—practical steps for building modern warehouses, lakes and BI

Course Outline
Digital Business—History and Emergence
- A brief history of decision-making support
- Origins and meaning of digital business

An Architecture Combining Data Warehouses and Data Lakes
- The emergence and impact of big data, the Internet of Things and artificial intelligence
- A new layering approach—Information, Process, and People
- The pillars of a new architecture that supports multiple storage technologies

The Information Resource—the Foundation for Everything
- Information/data classes—human-sourced, machine-generated and process-mediated
- Big data—hype and reality, sources and types, implications for business and IT
- Key considerations—timeliness/consistency, structure/context, and reliance/usage
- Metadata as information—sources and stores, tools and techniques
- Decision-making and action-taking in a closed-loop, real-time environment
- Augmenting and/or Automating decision making and action taking
- The emergence and importance of artificial intelligence

Planning and Implementation
- Evolution—not revolution
- The Staged Implementation Roadmap
- Organisational considerations; changes in IT culture and responsibilities
- Selected possible first migration steps

Audience
- Enterprise, systems, solutions and data warehouse architects
- Systems, strategy and BI/analytics managers
- Data warehouse/lake and systems designers and developers
- Data and database administrators
- Tech-savvy business analysts

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Presenter
Dr. Barry Devlin is among the foremost authorities on business insight and one of the founders of data warehousing, having published the first architectural paper in 1998. With over 30 years of IT experience, including 20 years with IBM as a Distinguished Engineer, he is a widely respected analyst, consultant, lecturer and author of the seminal book, "Data Warehouse—from Architecture to Implementation" and numerous White Papers. His 2013 book, "Business unintelligence—Insight and Innovation beyond Analytics and Big Data" is available in both hardcopy and e-book formats. Barry provides strategic consulting and thought-leadership to buyers and vendors of BI solutions. He is continuously developing new architectural models for all aspects of decision-making and action-taking support.

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Overview
This new 3-day interactive workshop combines the core content from two popular data modelling courses by Alec Sharp – Business-Oriented Data Modelling and Advanced Data Modelling. The workshops are designed for both new and experienced modellers, will explore unique techniques for rapidly developing high-quality models while maintaining the involvement of business professionals. It then provides hands-on practice with skills in more challenging topics such as generalisation, recursion, subtyping, modelling time and history, presenting models to non-technical groups, the connection between E-R modelling and dimensional modelling, and many more.

Learning Objectives
• Apply techniques that engage business professionals in developing a concept model / conceptual data model;
• Hands-on case study – how data modelling to depict entities, facts, and rules at three levels of modelling – contextual, conceptual, and logical models;
• Utilise the three “learning modes” in developing and presenting a model – Visual, Auditory, and Kinesthetic;
• Apply event analysis and other techniques to discover and meet additional requirements;
• Use subtyping, recursion, multi-way associations, and other structures to model difficult rules;
• Model change, correction, and time-dependent business rules with “temporal data models”;
• Rapidly develop a first-cut dimensional model from a well-structured ER model;
• Prepare and deliver a data model review presentation to a non-technical audience.

Course Outline
Essentials of Data Modelling
• What really is a data model or concept model?
• Essential components – entities, relationships, attributes, and rules
• Hands-on case study – how data modelling resolves business issues, and supported other business analysis techniques
• Guidelines for comprehension – how to lay out Entity-Relationship Diagrams (E/RDs)
• The narrative parts of a data model – definitions and assertions
• Graded exercise – getting started on a data model, then refining it
• Common misconceptions about data models and data modelling
• The real purpose of a data model
• Contextual, Conceptual, and Logical Data Models – purpose, audience, definition, and examples
• Overview of a three-phase methodology for developing a data model

Establishing the Initial Conceptual Data Model
• Top down vs. bottom up approaches to beginning a data model – when is each appropriate?
• A bottom-up approach focusing on collecting and analysing terminology
• A structure for sorting terms and discovering entities
• Exercise – developing an initial conceptual data model
• Entities – what they are and are not
• Guidelines for naming and defining entities
• Three questions to help you quickly identify clear, useful entity definitions
• Exercise – identifying flawed entities
• Six criteria that entities must satisfy, and four common errors in identifying entities
• Identifying relationships
• Fundamental vs. irrelevant or transitive relationships
• Good and bad relationship names
• Multiplicity or cardinality – 1:1, 1:M, and M:M relationships, and useful facts about each
• Common errors and special cases – recursive, multiple, and supertype-subtype relationships
• Attributes – guidelines and types
• Attributes in conceptual models vs. logical models

Developing the Initial Logical Data Model by Adding Rigor, Structure and Detail
• Transition to the logical model – shifting the focus from entities to attributes
• Multi-valued, redundant, and constrained attributes, with simple patterns for dealing with each
• An understandable guide to normalisation – first, second, and third normal forms
• Host order (fourth and fifth) and Boyce-Codd normal forms
• Exercise – developing the initial logical data model
• Four types of entities – kernel, characteristic, associative, and reference
• Guidelines and patterns for dealing with each type of entity
• How to draw your E-R Diagram for maximum readability and correctness
• Optional and mandatory relationships
• Considering time and history when looking at relationships
• Typical attribute documentation
• A common source of confusion and disagreement – primary keys
• What primary keys are, what they’re really for, and three essential criteria
• Testing and measuring data modelling – definition, dependency, detail, and demonstration
• E-R Diagramming – symbol sets and their problems, rules for readability and comprehension

Correctly Handling Attributes
• Granularity – dealing with non-atomic and semantically overloaded attributes
• Dealing with reference data and the “types vs. instances” problem
• Three attributes that always need a qualifier
• Vector modelling – entity or attribute?

Interesting Structures – Generalisation, Recursion and the Two Together
• Generalisation (subtyping) – when to use it, and when not to
• Generalisation with and without specification
• Guidelines for using recursive relationships
• Generalisation and recursion working hand-in-hand as a cure for literalism
• Recognizing lists, trees, and networks, and modelling them with recursive relationships
• Modelling difficult rules by combining generalisation (subtyping) and recursion
• Staying clear on generalisation vs. roles, states, and aggregation

Modelling Time, History and Time-Dependent Business Rules
• Historical vs. audit data, and when to show them on a data model
• Thanks, Sarbanes-Oxley! Why we need “as-of reporting” and how to model data correction rules
• “Do you need history?” – how to tell when your client is misleading you
• Modelling time – special considerations for recording past, present, and future values
• Four variations on capturing history in a data model
• Seven questions you should always ask when a date range appears

Modelling Rules on Relationships and Associations
• Using multi-way associations to handle complex rules
• “Use your words” – how assertions, scenarios, and other techniques will improve your modelling
• Associative entities – circular relationships, shared parentage, and other issue, rules and patterns
• Alternatives for modelling constraints and associations
• Advanced normal forms – how to quickly recognize potential 4NF and 5NF issues
• A simpler view – why the five normal forms could be reduced to three

Preparing and Delivering a Data Model Review Presentation
• Context – your audience, and why the model matters to them
• It’s a story, not a data model! Building a storyboard
• Five key techniques for presenting data models or other technical subjects
• The mechanics of the data model review presentation
• A demonstration

Bridging the “E-R vs. Dimensional” Divide – the World’s Shortest Course on Dimensional Modelling
• The perils of dimensional modelling without understanding the underlying E-R model
• Spotting facts and dimensions – the relationship between dimensional models and E-R models
• Saving time – building a first-cut dimensional model from an ER model

Audience
• Specialist data modellers, data architects, data analysts, and DBAs who wish to hone their skills.
• Business analysts, business architects, relationship architects, and application architects
• Application / solution developers (especially on Agile teams)
• Business professionals, Subject Matter Experts, and Project / Programme Managers involved in the analytical design, and development of the system (or selection and configuration) of a system.

18-20 November 2020, London
Face to Face and via Live Streaming

Enterprise Data Courses, London
Governance and Compliance in the Age of the Self-Service Data Governance Solutions
LIVE STREAMING - 6 July 2020

In-House Training:
In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Overview

In the business intelligence world, the new platforms applications are described as “self-service.” Business users are excited to have tools which make analysis and collaboration easier than ever before. IT departments hope that life will be easier without the large number of requests from users for new dashboards, visualizations and apps.

But in practice, life for the IT department can be even busier with self-service BI. Users are no longer demanding reports — they are demanding access to data, with ease of use, high performance and security.

In the past, only IT departments could deploy the expensive storage and computing power needed for effective analytics. Only IT understood the technical issues and — very importantly — only IT could secure the data and the resulting analysis to ensure the right people had access to the right insights.

However, relations between business users and IT have changed dramatically. Beginning with mobile devices and extending to apps, infrastructure, and even data, users now have easy access to better technology and faster upgrades than IT can provide. Business analysts have embraced self-service business intelligence “with or without IT’s permission,” as analysts have noted. What can IT do now, in the age of self-service, to manage this rapidly changing environment? What can business users do to work more effectively with IT?

In this course we will lay out a flexible but effective model of governance and compliance specifically tailored to the needs of organizations enabling self-service analytics.

Learning Objectives

- The factors that drive self-service adoption of new technologies, tools, and data
- Why a traditional data warehouse may not be right for managing self-service demands
- Whether a data lake or other big data architecture is suitable for managing self-service
- The importance of data warehouses in the cloud
- How IT can provision data and analytics services for business users
- Data catalogs and analytics catalogs
- What the responsibilities of business users are when working in a self-service mode, and how those responsibilities can be governed
- Why the “data supply chain” is a better model for self-service management than traditional life cycle models
- How users should choose tools for self-service business intelligence, and what are the most important features of the user experience that will benefit both ease-of-use and governance
- The importance of ethical standards in data analysis

Course Outline

- Defining our terms: Governance, Compliance, Security and Privacy
- The global growth of data regulation
- An overview of the GDPR
- Security and the GDPR
- Privacy and the GDPR
- Analytics and Privacy
- Anonymization and Pseudonymization
- The new power of business users
- Self-service paradigms
- Mobile devices
- Desktop data
- Self-service analytics
- Technologies for data management and governance
- The Data Warehouse
- The Data Lake
- The Cloud Data Warehouse
- Data Virtualisation
- Master Data Management
- Data Catalogs and Analytics Catalogs
- An introduction to the data supply chain
- Managed data sources
- Self-service data sources and data blending
- Self-service analysis
- Visualization, Data storytelling and collaboration
- Developing a governance strategy for self-service – Data civics for the data citizen – Data ethics -Understanding bias – Ethical reviews
- Summary and conclusions

Audience

- Data governance professionals, including data stewards and data catalog managers, also compliance officers
- Data management professionals, including CDOs, data warehouse architects and data quality managers
- Data analytics professionals, including CAOs, data scientists, and data analysts
- Architects, data engineers, BI and analytics developers, data modelers

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Innovation Strategy and Analytics

Overview

Ask a CEO about their priorities in today’s economy and “Innovation” will be near the top of their list. But ask them how they are measuring and analysing innovation – or even how they define the term – and you’ll struggle to get an answer.

In this course we start from the premise that innovation is not just inspiration – it is a practical area of work and study which can be motivated, measured and managed effectively.

Unique aspects of this course include an emphasis on practical innovation processes, for generating new ideas, encouraging participation and measuring progress for teams and organisations. We’ll explore how teams can innovate together and as individuals in distributed, offline organisations.

By the end of this course you’ll be equipped with tools which enable you to innovate in any area of your work – and beyond! But you will also have an effective understanding of the metrics which enable you to track various forms of innovation, both individual and team-based, or open innovation embracing customers and partners.

Learning Objectives

- A working definition of innovation
- An understanding of different types of innovation, suitable for different industries and scenarios
- The role of data and analytics in digital innovation
- The potential for data and analytics -driven business models
- How innovation can go wrong
- How to tell the story of innovation, especially useful for pitching, marketing or internal communications
- Differentiating your product or service
- How to run ideation effectively
- Enabling individuals and teams to collaborate to their best effect
- Online and offline collaboration for innovation
- Leveraging incentives for innovation
- The role of analytics in managing innovation
- Innovation metrics

Course Outline

- Defining Innovation
  - Basic concepts of innovation
  - Innovation and novelty
  - The work of innovation
  - Emergent innovation
  - Challenging existing assumptions
  - Innovation in data and analytics
  - The value of new insights
  - Data and analytics as a new line of business
- Innovation Successes and Failures.
  - Case studies of good and bad innovation, from a variety of industries.
  - How to tell the story of innovation
- Innovation narratives
  - Differentiating your innovation from the rest of the pack
  - Increasing user commitment
  - Ideation Practices
  - Why brainstorming doesn’t work
  - Alternative approaches to ideation
  - Diversity and innovation
  - Teams and individuals
  - Synchronous and asynchronous processes
  - Sharing ideas
  - Analysis and Innovation
  - The elements of innovation
- Innovation strategy
  - Innovation metrics
  - Enabling innovation with data and analytics
  - Tracking innovation

Audience

- Innovation officers, Chief Product Officers, product managers and designers, service designers, executives with innovation responsibility
- Data analytics professionals, including CAOs, data scientists, and data analysts
- BI and analytics developers, data visualizers, data storytellers

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
Developing a Culture of Analytics

Overview

It's generally true that we have more data available in our organisations than ever before. But too often we find ourselves rich in data, but poor in business insights. We know data is a major asset in our businesses, but it is analytics that unlocks the value. However, effective analytics requires a data-driven culture.

Business users are gradually learning more and more about data analysis: it is no longer the domain of experts. We're learning to navigate complex visualisations, to understand the language of probability and prediction, and to browse ever greater volumes of data. But the question remains, how can we help these newly data literate users in their work.

In this course we describe how to build an agile game plan for data analytics into your culture. We move beyond a maturity model assessment, to show how to identify pragmatic, focussed, achievable, and prioritized projects.

We also emphasize the critical strategy of saying NO. Not every team needs to be doing machine learning or AI. Analytics is not a race to be most advanced or most mature. We show you how to identify what is needed, what is achievable, and what your stretch goals could be. But it is just as important to avoid chasing trendy technologies that may have little business impact.

The result should be a well-scoped, agile and achievable strategic game plan, innovative, but taking account of risks and opportunities. With this course, you will learn how to create such a plan.

Learning Objectives

- A clear understanding of the data skills that business users need
- Data literacy as an individual skill and an organizational capability.
- The downside of the term “data literacy”
- Alternative approaches
- How to develop analytics as a practice within your organization
- The roles of IT and business teams in analytics initiatives
- Best practices in hiring for analytics and data science
- The 4 steps of data discovery and their importance in choosing tools, designing interfaces and building analytic skills
- Methods of collaboration and managing the role of analysts in your organization
- Encouraging a community of practice for analytics
- The importance of ambiguity in analytics
- Understanding visualization, prediction and advanced analytics
- How to benchmark your existing analytic capabilities
- Developing a strategic gameplay for analytics
- The significance of technical debt and technical burden

Course Outline

- The basics of analytics culture
  - Data as an asset
  - How analytics can unlock value
  - A taxonomy of analytic practices
  - Defining data literacy
  - Personal and organizational literacy
  - Potential downsides
- Data and knowledge work
  - The new style of data analyst
  - Formal and informal skills
  - The four-stage model of analytics
  - The importance of collaboration
  - Teams and collaboration
  - Assessing team attributes
- Recruiting an analytics team
  - Training and knowledge sharing
  - Skills for managers
  - Diversity and analytics
  - Outsourcing – benefits and drawbacks
- Building a community of practice
  - Gameplans not roadmaps
  - Building a strategic gameplay
  - Gameplans not roadmaps
  - Challenging traditional maturity models
  - Analyzing your current situation
  - The strategy of saying NO
  - Defining the goals and steps of the gameplan

Audience

- CIOs, CTOs, business intelligence and data science leaders
- Data analytics professionals, including CAOs, data scientists, and data analysts
- BI and analytics developers, data visualisers, data storytellers

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.
“Really enjoyed it – I leave having learned loads and full of ideas on how to apply at Lloyds. Thank you.”
Marta Korus, Lead Business Analyst, Lloyds Banking Group

“I have absolutely loved the conference. Great people, great presentations, great venue.”
Thamer Miles, Lead Analyst, Data & BI, Whitbread

“I learnt so much from the event; networked and met some fantastic people.”
Louise Tharthong, Head of Transformational Change, O2

“Great networking opportunities with people at the top of their game!”
Emmanuelle Sangster, Business Change Manager, AWE Plc.

“There’s a reason why people keep coming back year after year – great conference (as always).”
Terje Bremnes, Enterprise Architect, Helse Vest, Norway

“Possibly the best conference I’ve ever attended for the insights and ideas it has provided.”
Philip Ainsworth, Business Architect, Student Loans Company

“It is a ‘must attend’ MDM & DG event for any practitioners and the program gets better every year.”
Mary Drabble, Principal Data Governance Analyst, Aberdeen Standard Investments

“High quality event with top speakers and topics. A perfect mix between MDM and Data Governance status and trends.”
Galand Vincent, Senior Business Analyst, ING Belgium

“Great conference, the best event in Data Management! Excellent speakers and very interesting content.”
Ana Teresa Szmoes, Caixa Geral de Depósitos

“This event never fails to enable me to connect with people who I can learn from and who can re-energise me in Data Management.”
Andy Moore, Process Specialist, Information, Rolls-Royce
IRM UK is a leading provider of strategic Business and IT Training for Business and IT Management. We provide courses and conferences on Enterprise Architecture and Strategy, Business Analysis and Enterprise Data Management. We have a wide range of speakers, many of whom are leading figures in their fields. Our events are condensed and rigorous combining technical explanations with management advice and discussions of future directions.

Registration Information:
Full payment or a purchase order is due prior to the event. Payment may be made in Sterling (£) or Euros (€). If paying in Euros the prevailing exchange rate of the country of the delegate or delegates’ 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 event fees. VAT may be reclaimed by delegates from the tax authorities after the event.

The registration fee includes the lectures, documentation, refreshment breaks and lunch on each day of the event. The cost of hotel accommodation is not included in the event fee.

Cancellation Policy:
Cancellations must be received in writing at least two weeks before the commencement of the course and will be subject to a 10% administration fee. It is regretted that cancellations received within two weeks of the course date will be liable for the full fee. Substitutions can be made at any time.

Cancellation Liability:
In the unlikely event of cancellation of the course for any reason, IRM UK’s liability is limited to the return of the registration fee only. IRM UK will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of IRM UK, to change the content, timings, speakers, date and venue of the course.

Course Timetable:
08.30 – 09.00 Registration (first day only)
09.00 – 12.15 Course
12.15 – 13.15 Lunch
13.15 – 17.00 Course

Course Venue
etc.venues Marble Arch
Garfield House,
86 Edgware Rd,
London W2 2EA

Course venues may change occasionally. Please therefore check the course website for updates.

Hotel Accommodation Details:
IRM UK in association with P&G Management have arranged special discounted hotel rates at hotels nearby. Contact P&G Management:
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4th course 20%
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Only one discount can be applied at any one time.

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Live Streaming Fees:*

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* with the exception of Ten Steps to Data Quality and Zachman Enterprise Architecture Certification

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