Business Analysis Conference Europe 2021

Group Booking, IIBA and BCS Member Discounts Available

A Live Virtual Conference

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

Benefits of Attending

The virtual Business Analysis Conference will provide you with an unprecedented extensive learning and networking experience, providing better value than ever. Frequent comments from delegates were their regret at not being able to attend all sessions from all conference tracks. With the virtual Business Analysis Conference, now you can!

➡ **Maximise Your Learning Experience.** Attend the 2 virtual conference days live (21-22 September) and you will get access to all 45 conference presentation recordings for 3 months after the conference. With our great line up of user case studies and leading BA experts, you will not want to miss one session.

➡ **Access to an Even Wider BA Community.** As the conference is virtual, it will be more accessible to the wider BA community world-wide. Delegates can network via our online conference platform. Virtual chat rooms will be available during the event. You may find yourself networking with delegates across the globe!

➡ **Reduced Fees and Enterprise Licence Fees.** The reduced fees for the virtual conference makes the conference more accessible to you, your colleagues and the BA community world-wide and if you are looking for a 2 day virtual conference access for 10+ delegates in your organisation, we can provide you with an enterprise licence fee.

➡ **Content Rich.** With access to 45 conference presentations, you will have approximately 40 hours worth of unprecedented learning experience from key BA experts and case studies from leading organisations world-wide.

➡ **Conference Workshops.** Choose from a comprehensive range of workshops (20 & 23 September) delivered via live streaming on specific topics to get you quickly up-to-speed or fine tune your performance. Choose from introductory to advanced levels.

Keynotes

Matthew Syed
Writer, Journalist and Broadcaster

Dame Steve Shirley
IT Entrepreneur and Philanthropist

Alex Barker
Co-Author of How to Be More Pirate & Facilitator

Delvin Fletcher
President and CEO International Institute of Business Analysis

Produced by

IRM UK

Case studies & contributors include:

- Bank of England
- NatWest Bank
- Shell Energy
- M&G
- The Home Office
- DWP Digital
- BT
- Vodafone
- Aviva
- Registers of Scotland
- Guardian General Insurance
- Close Brothers
- Babcock
- John Lewis Partnership
- British Library
- University of Leeds
- Yoox Net-A-Porter Group
- Capita
- Aldermore
- Serco
- UAL

The prestigious Business Analyst of the Year Award 2021 will be presented on 21 September

In Collaboration With:

IIBA UK

bcs The Chartered Institute for IT

ASSIST Knowledge Development

Monday 20 September 2021: Conference Workshops

Half Day Workshops 09:30 - 13:00	**Global Digital Transformation is the New Normal** *Vivienne Onwuocha, SlingStone Business Consulting Limited*	**Crafty Icebreakers and Energisers: How to Create Engagement Using Visual Games and Other Fun Stuff!** *Grant Wright & Paddy Dhanda, The Visual Jam Limited*	**The Power of ABC Workshops** *Alina Ghiarasim, Principal Business Analyst & Ciprian Amaritei, Endava*
Half Day Workshops 14:00 - 17:30	**7 Skills for Today and Tomorrow's Dynamically Changing Environments** *Jamie Champagne, Business Analyst Speaker and Trainer, Champagne Collaboration*	**Virtual Pace in a Virtual Space** *Linda Parker, Senior Business Analyst, The Christon Initiative & Gary Cockburn, Lead Business Analyst, Registers of Scotland*	**Seven Process Tools for Business Analysts** *Roger Burlton, Process Renewal Group*

08:30 - 09:30 Registration, 11:00 -11:30 Coffee/Tea break 13:00-14:00 Lunch 15:30-16:00 Coffee/Tea break

Tuesday 21 September 2021: Conference Day 1 & Exhibits

08:00 - 09:00	Registration
09:00 - 09:10	Conference Welcome: AssistKD
09:10 - 09:55	**Keynote: Cognitive Diversity,** *Matthew Syed, Writer, Journalist and Broadcaster*
09:55 - 10:10	Business Analyst of the Year Award 2021
10:10 - 10:40	Networking Break & Exhibits

	The BA Toolkit/Essentials	Business Transformation	Engagement and Collaboration	Business Analysis and Emerging Technologies	Reflection	Business Service Design
10:40 - 11:25	**BA Triangle** *Catherine Plumridge, Head of BA & CI Practice, Aldermore*		**The Social Analyst** *Georgiana Mannion, Evolving BA*	**RPA Spotting: The Art of Looking for Robotic Process Automation (RPA) Opportunities** *Lloyd Dugan, Senior Solution Architect, Serco-NA & Cam Wilkinson, Fission Digital*	**Virtual Context: How We Changed Our Ways of Working to Perform Effective Analysis** *Martina Babini & Eugenio Mosca, Principal Analysts, Yoox Net-A-Porter Group*	**Business Service Design at the Bank of England** *Kei Poon, Lead Business Analyst, Bank of England*
11:35 - 12:20	**4 Winning BA Strategies to Successfully Navigate Digital Transformation** *Usha Rangaswamy, Lead Business Analyst, Vodafone*	**Improving Data Capability in Large Complex Enterprises** *Timothy King, Enterprise Architect & Matt Morbey, Head of Analytics and Technology Applications, Babcock International*	**The Quiet Revolution: How BAs Changed the Organisation from the Bottom Up** *Michelle Shakesheff, Head of Business Analysis, Close Brothers*	**AI! What's the Fuss About?** *Imtiaz Kaderbhoy, Business Analyst, Sedgwick*	**Dude, What Just Happened? Reflections on the Pandemic** *David Beckham, ChuDo Consulting*	**BA Role in Counteracting Digital Exclusion** *Agnieszka Lozowicka, Programme Business Analyst, Objectivity*
12:30 - 13:15	**The Evolving Business Analyst: 4 Steps to Performing at your Best Without Burning Out** *Donovan Grant, Business Analyst, UAL*	**Benefits: Now You See Them, Now You Don't. Beware the Wizard of Woz** *Sam Merrick, Lead Business Analyst, Shell Energy*	**2 BA's, 1 PM and a Rubber Duck: How to Mix Well and Deliver** *Jo Solecki, Senior Business Analyst & Ella Turner, Business Analyst, Tes*	**AI and Ethics** *Liz Calder, IIBA UK*	**Adaptation and Experimentation in the Midst of the Pandemic** *Jason Thompson, Elevendots*	**Connecting the Dots: Service, Design and Lean Thinking** *Jonathan Hunsley, AssistKD*

13:15 - 14:30	Networking Lunch & Exhibits
14:30 - 15:15	**Keynote: Leadership,** *Dame Steve Shirley, IT Entrepreneur and Philanthropist*

	The BA Toolkit/Essentials	Business Transformation	Engagement and Collaboration	Business Analysis and Emerging Technologies	Reflection	Business Service Design
15:25 - 16:10	**Ready Player One (or More!)** *Jennifer Battan, The Uncommon League*	**Digitalisation: A Trini Perspective** *Jeneil Stephen, Senior Business Analyst, Guardian General Insurance*	**Empowerment: So Much More than Just Being Confident** *Jamie Toyne, Head of Business Analysis, DWP Digital & Tammy Kennedy, BT*	**The Role of the BA: Helping Corporates Work with Startups and Smaller Businesses** *Swapnil Sirsikar, Business Analyst, M&G Plc*	**Bad Things Happen! The Ending Can Be Great!** *Judy Alter, CEO/Owner, Judy Alter Speaker & Business Analysis Services, LLC*	**Personalisation: Everyone's Talking About it but What Does it Mean?** *Charles Whitworth,CX Design & Delivery Director, Capita*

16:10 - 16:40	Networking Break & Exhibits
16:40 - 17:25	**Keynote Panel: Is There a Future for Business Analysis?,** *Moderator: Philippa Thomas, Managing Director, Skills Shift Ltd* *Panellists: Dr Debra Paul, AssistKD, David Beckham, ChuDo Consulting, Christina Lovelock, BA Manager Lead, University of Leeds & Adrian Reed, Blackmetric Business Solutions*
17:25 - 18:25	Exhibits and Networking

Wednesday 22 September 2021: Conference Day 2 & Exhibits

09:00 - 09:10	Conference Welcome: IIBA UK
09:10 - 09:55	**Keynote: Be More Pirate: Rewriting the Rules of Business,** *Alex Barker, Co-Author of How to Be More Pirate & Facilitator*
09:55 - 10:25	Networking Break & Exhibits

	The BA Toolkit/Essentials	Business Transformation	Engagement and Collaboration	Business Analysis and Emerging Technologies	Reflection	Business Service Design
10:25 - 11:10	**Emotional Intelligence: There's More to it than Empathy** *Kristy Dean, Digital Business Analyst Specialist, BT*	**How Resilience can Support you to Navigate Change at Personal, Team and Stakeholder Levels** *Corrine Thomas, Choices Coaching*	**The Stakeholder Engagement Canvas** *Kathy Berkidge, Mind at Work Consulting*	**Biometric Technology: Futureproofing your Work** *James Hartley, Business Analyst, The Home Office*	**Apprenticeships: Evolution, Insight and Misconceptions** *Nauka Shah, Anne Carrett & Megan Dobson, Business Analysts, Aviva*	**Business Analyst in a Product Owner Hat: A Case Study** *Rosanna Choy Ang, Principal Business Analyst, ThoughtWorks*
11:20 - 12:05	**But What About the Kitchen Sink? Strategies for Effective BA Communication** *Tara Dentry, Independent Business Analyst, Aletha Works Ltd*	**Business Agility: A Personal Journey** *Lynda Girvan, Head of Business Analysis, CMC Partnership Consultancy Ltd*	**Collaboration Tools That Saved the Day!** *Julie Turner, Product Engineer (BA), John Lewis Partnership*	**Worlds Most Ambitious Automation Project** *David Slocombe, Senior Business Analyst, Capita*	**On-Boarding Apprentice BAs in a Pandemic** *Suzy Robinson, Senior Business Analyst, British Library*	**Creating a BA Service Definition** *Chris Pyatt, Business Analysis Operational Lead, University of Leeds*

12:05 - 13:20	Networking Lunch & Exhibits
13:20- 14:05	**Keynote: Business Analysis in the New Decade: Trends and Research Findings,** *Delvin Fletcher, President and Chief Executive Officer, IIBA*
14:05 - 14:35	Networking Break & Exhibits

	The BA Toolkit/Essentials	Business Transformation	Engagement and Collaboration	Business Analysis and Emerging Technologies	Reflection	Business Service Design
14:35 - 15:20	**Why SQL and Relational Database Knowledge is a Must Have in Every BA's Toolbox** *Rachel Alexander, Senior Business Analyst, One10 Marketing*	**Intersection: A Collaborative Enterprise Design Approach** *Milan Guenther & Wolfgang Goebl, Intersection Group*	**How to Achieve a Michelin Star for Remote Engagement** *Martin Simmons, Senior Business Analyst, Redvespa & Paul Hickman, Senior Business Analyst, NatWest*	**Digital Neuroscience 101 and the Importance of Empathy in Digital Experience Design** *Rachel Drinkwater, Senior Business Analyst*	**The Tale of a New Working Mum In Covid Times** *Michelle Fitzgerald, Product Engineer, John Lewis Partnership*	**Beyond 80/20: Embrace the 'Exceptions'!** *Adrian Reed, Blackmetric Business Solutions*

15:30 - 16:30	Conference Closing Keynote Panel - Takeaways from the Conference (closed by the BCS, The Chartered Institute for IT)

Thursday 23 September 2021: Conference Workshops

Half Day Workshops 09:30 - 13:00	**Making Workshops Work: Creative Collaboration for our Time** *Penny Pullan, Making Projects Work Ltd*	**Welcoming Change Mindfully** *Kathy Berkidge, Agile BA Consultant and Coach, Mind at Work Consulting*
Half Day Workshops 14:00 - 17:30	**Cybersecurity in Emerging Technologies** *Terry Baresh, Principal Business Analyst, Baresh Consulting & Bindu Channaveerappa, IIBA UK London, Business Analysis Consultant, I-Perceptions Consulting Ltd*	**Model-Driven Business Analysis Techniques (That Work in the Real World)** *Alec Sharp, Clariteq Systems Consulting*

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Keynote: Cognitive Diversity

Matthew Syed, Writer, Journalist and Broadcaster

Success is no longer just about talent, or knowledge or skill. Today, it is also about freeing ourselves from the blinkers and blind spots that beset us all, and harnessing a critical new ingredient: cognitive diversity.

Cognitive diversity can strengthen any institution or team; it challenges hierarchies, encourages constructive dissent and forces us to think again about where the best ideas really come from. But it also offers dozens of individual applications too: the art of personal reinvention, the extraordinary benefits of personalised nutrition and how to break free of the echo chambers that surround us all.

Matthew Syed draws on cutting-edge research in psychology, economics and anthropology, and lessons from a dazzling range of case studies, including the catastrophic intelligence failings of the CIA before 9/11, a communication breakdown at the top of Mount Everest and a moving tale of deradicalisation in America's Deep South.

Matthew offers a radical new approach to success and a route map to how we can tackle our most complex challenges, such as obesity, terrorism and climate change.

Keynote: Leadership

Dame Steve Shirley, IT Entrepreneur and Philanthropist

Keynote: Be More Pirate: Rewriting the Rules of Business

Alex Barker, Co-Author of How to Be More Pirate & Facilitator

In the late 1600s a small group of ordinary people rose up against the establishment and changed society forever. The world called them pirates, but these pirates didn't just break the rules, they rewrote them. They didn't just reject society, they reinvented it. They weren't the villains Disney would have you believe, but revolutionaries who stood up the status quo and re-imagined their future, and there's much that can be learned from pirates about innovation, collaboration and operationalising your values.

Since Be More Pirate was published in

2018, the pirate principles have been applied all over the world by individuals and organisations – from local authorities to Lego, nurses to Nike. The growing movement is led by Alex Barker and in this session she will explain what she has learnt from their global community of rebels about rewriting the rules of business: how to be bolder in your thinking, manage uncertainty, collaborate more effectively and fight for what really matters.

Keynote: Business Analysis in the New Decade: Trends and Research Findings

Delvin Fletcher, President and CEO, International Institute of Business Analysis

We are in a transformational decade – and it's not just because of COVID-19 – although that certainly matters! It's about the how and the why and the what of growth in the business analysis profession. How do we need to think differently? Why do we need to adapt? What changes are and will be most important for our work? What is critical for us to understand and learn from? What are IIBA's plans to help each of us on our career journey? What can we learn from IIBA's latest research and engagement on the profession, including:

- The critical trends in strategy and technology that are influencing business analysis.
- Areas of opportunity and growth for business analysis professionals.
- What leaders want – the boardroom perspective on our work.

Keynote Panel: Is There a Future for Business Analysis?

Philippa Thomas, Managing Director, Skills Shift Ltd

Dr Debra Paul, Managing Director, AssistKD

David Beckham, Principal Consultant, ChuDo Consulting

Christina Lovelock, BA Manager Lead, University of Leeds

Adrian Reed, Principal Consultant, Blackmetric Business Solutions

Business analysis has been a recognised discipline for over 30 years and yet the contribution made by business analysts is still called into question. Recognition of the role remains patchy and business analysts often question whether they still have a role to play in many environments. Undoubtedly, the advent of Agile approaches such as Scrum has had an impact on this situation. This session examines the 'state of the nation' for the BA community and considers whether a future for business analysis is guaranteed and, if so, how this future might look.

"I was really looking forward to attending the conference, not only because of the BAoTY award but also because over the years I have heard such great feedback from colleagues.

I certainly wasn't disappointed…

The pre-conference comms were excellent – well-timed and informative, the variety of presentations and interactive Q&A was brilliant, and all of the key-note speakers really held your attention with both their solemn wisdom and humorous anecdotes. The meticulous attention to timings for the BAoTY presentations was worthy of a Royal function, and everything else went off so smoothly you would never have guessed that this was the first remote conference – well done to everyone involved in planning, organising and technical setup.

I am already thinking of how to share a weekly timeslot with my BA Colleagues, to watch all of recorded sessions over the next 9 months !!"

Pilar Scullion, Senior Business Analyst, Allianz Insurance plc.

Discounts

Group Booking Discounts:

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

IIBA and BCS member Discounts Available

Global Digital Transformation is the New Normal

Vivienne Onwuocha, Managing Partner, Slingstone Business Consulting Limited

The pandemic has undoubtedly changed how the world operates, how Businesses run and how customers want to engage with companies.

The pandemic accelerated digital technology adoption as companies transform how they operate and move their businesses online/virtual.

In the simplest term, digital transformation means using digital technologies to help an organisation improve existing processes and/or capture new opportunities by adapting its strategy and structure.

One of the common reasons for the failure of digital transformation projects is the lack of digital skills within the organisation.

Vivienne shares her experience of running large scale Global Digital Transformation projects and how she uses her business analyst skills to develop the digital strategy roadmap.

Attendees can expect to learn:

- The techniques used to conduct an assessment of the organisation.
- How to analyse existing technology and infrastructure.
- Analyse the organisation's capabilities.

Crafty Icebreakers and Energisers: How to Create Engagement Using Visual Games and Other Fun Stuff!

Grant Wright, Chief Doodler, The Visual Jam Limited & Paddy Dhanda, Chief Creative Thinker, The Visual Jam Limited

The ability to make human connections is vital to all forms of knowledge work, particularly those that rely upon innovation, creative thinking and collaboration to succeed. The lack of human contact during the global pandemic has brought this sharply into focus with many organisations struggling to create a remote working environment that is able to foster effective collaboration.

Join Grant Wright and Pardeep (aka Paddy) Dhanda, for an immersive hands on session, where they will explore how visual thinking and gamification can be used to boost creativity and make work more engaging and enjoyable, even in a remote environment.

In this fun-packed session participants will learn how to:

- Break the ice and energise their stakeholders / workshop attendees.
- Use visual games to explore ideas and spark creativity.
- Leverage the numerous social and cognitive benefits of using games in a business context.

The Power of ABC Workshops

Alina Ghiarasim, Principal Business Analyst & Ciprian Amaritei, UX Lead, Endava

The Accelerated Business Case (ABC) workshop is designed to help make a smart decision on a product idea, capability, or a set of features, in a day or less.

The need to run an ABC workshop would typically be identified in the Look Ahead event, a central refinement where teams look at current and future delivery and try to update the Product Roadmap based on new initiatives and aggregated feedback. Some of the capabilities identified as potential candidates for the roadmap would have to go through an ABC workshop to accelerate a good-enough understanding of their business uncertainty and technical complexity, identify the main risks and dependencies and confidently qualify them through a GO/ NO GO decision.

The things delegates will learn and practice with:

- They will be given a real-world idea/ capability to work on to:
  - Understand how the capability fits into the overall vision of the product.
  - Refine and breakdown the capability into more granular features.
  - Size the features and evaluate the backlog health indicators for each feature.
  - Produce an initial roadmap with high-level phases (Next/Later/Last).
  - Calculate the cone of uncertainty and enable a GO/ NO GO decision for building the idea.
  - Start envisioning the qualified capability using dedicated UX techniques.

7 Skills for Today and Tomorrow's Dynamically Changing Environments

Jamie Champagne, Business Analyst Speaker and Trainer, Champagne Collaborations

Whether dealing with the unprecedented challenges of today or planning ahead for the "new normal", staying adaptive and keeping your skills sharp no matter what changes your organization, community, and environment face are your keys to success in our dynamically changing environments! This session will dive attendees into key leadership and change management skills they need for the dynamic and digital environments of today's work. Mastering these skills helps leaders of all levels (no titles here!) to pivot, respond, and deliver proactive solutions while facing today's new challenges that are occurring at a moment's notice. Attendees will leave being able to apply practices to continue to support the adaptability and success of their teams and organizations.

At the end of this session attendees will be able to apply:

- Define what business agility means and why it is important to success today.
- Drive positive collaboration with clear visioning regardless team location and makeup.
- Enhance your prioritization skills and those of your teammates.
- Measure and deliver successful projects even during times of change.
- Understand what is means to be "digitally comfortable".

Virtual Pace in a Virtual Space

Linda Parker, Senior Business Analyst, The Christon Initiative & Gary Cockburn, Lead Business Analyst, Registers of Scotland

Lean, Scrum, Kanban, Agile, Systems Thinking…where to start?

How do organisations use method to inform change or transformation?

And what's the best way to roll in change, without breaking business operations, during these turbulent times where all business is conducted virtually.

Perhaps it's less about method and big transformation and more about agility, flexibility and ways of working which promote incremental and iterative change.

Delivering what matters for customer and users.

Join Gary and Linda in this immersive workshop as they show when, where and how to produce a variety of artefacts, apply method and build towards success.

They'll share inside information via a series of cases studies describing what's worked well when working through the delivery life cycle…and what to do post-delivery to ensure there's a continued change support system in place for business (and customer) stability.

Above all, we'll show how you can continue to play a leading role in delivering new services in a virtual space.

Learning points:

- Good tools that help you share and collaborate virtually are essential.
- Maintaining good mental health, for you, your team and your BA community helps all of you to reach your goals – we'll show you some techniques that helped us.

- Be more agile… we aren't talking about the method here we are taking about flexibility and the need to roll with it. We'll show you how and when this worked for us – it could work for you too.
- Thinking about your customers, thinking about their needs even if they don't at first align with yours, can produce great rewards, particularly in these lockdown times.
- Thinking ahead… as we move toward another environmental change what will happen next for us.

Seven Process Tools for Business Analysts

Roger Burlton, President, Process Renewal Group

Business process analysis and design should be a core competency for all business analysts and business architects. It is a key component of the BABOK V3 required for BA certification. In this session Roger Burlton, a pioneer in process management and the author of the Business Process Manifesto, will introduce seven key techniques that will be a little different and will help BAs, Business Architects and Process Professionals to become better at what you do and make it easier for your internal and external clients to understand what's going on and participate easily. We guarantee that you will want to and will be able to use these over and over again. During this workshop, you will have the opportunity to apply these techniques using a simple case study.

- Stakeholder Exchanges, Expectations and Experiences.
- Concept / Information Maps.
- The Process IGOE Model.
- Decision Structures.
- Multiple Dimensions of Measurement.
- Culture and Behaviour Design.
- The Burlton Hexagon for Capability Assessment.

Half Day Workshops:
Thursday 23 September

Making Workshops Work: Creative Collaboration for our Time

Penny Pullan, Director, Making Projects Work Ltd

Collaborating with diverse stakeholders through workshops lies at the very heart of business analysis. To create lasting results means engaging people and drawing out their best, whether the workshop is virtual, hybrid or in-person, and whatever the challenges involved. This interactive session will explore how BAs can make their workshops work, focusing on proven, creative collaboration tips and

techniques that work in 2021.

Penny will take you from an initial idea, through step-by-step preparation, to an engaging and effective session. She will explore how you can feel confident, creative and competent throughout. Of course, Penny will be applying the tools and techniques she describes, so you can experience an engaging and enjoyable workshop in practice. Expect live drawing too!

Come to this tutorial to learn how to make your workshops even better! Everything will be backed up by practical techniques and tips, along with examples from the speaker's experience. You'll learn:

- Real horror stories from BA workshops, plus inspiring ones too;
- What makes people tick, both as participant and facilitator, and how to use insights from neuroscience and psychology to help you;
- How to plan your brilliant workshop: the three things to focus on;
- How to run an effective, enjoyable and engaging workshop, while overcoming complications, whether virtual, hybrid or in-person.
- How to get actions done afterwards.

Welcoming Change Mindfully

Kathy Berkidge, Agile BA Consultant and Coach, Mind at Work Consulting

Change is the new normal.

If nothing else, 2020 was a great reminder that change can happen on a micro or macro scale. We all know change happens – we just don't know when, where, how, who or what will change. But change can be stressful. It can make us anxious, disappointed and undermine our state of well-being. Even small, trivial change can be stressful and trigger our defences. Change and uncertainty can really test our resilience.

In this session, you will learn how to apply mindfulness to maintain a mindset that truly welcomes change. Mindfulness enables us to cut that knee-jerk reaction to change, to accept what's happening, respond consciously, remain open, adapt and move on. You will learn why mindfulness is an essential skill for building resilience and managing uncertainty.

By attending this session, you will learn:

- The benefits of mindfulness;
- How to apply mindfulness to be more open to change and uncertainty;
- How mindfulness helps you cope with stress;
- Some simple techniques to build resilience.

Cybersecurity in Emerging Technologies

Terry Baresh, Principal Business Analyst, Baresh Consulting & Bindu Channaveerappa, Director IIBA UK London, Business Analysis Consultant, I-Perceptions Consulting Ltd

Technology is emerging and expanding to provide better solutions and enhance end-user experience and with every benefit comes risks. We have clearly established evidence that as technology expands so does vulnerability resulting in security breaches and incidents. Why is this the case? What are the organisations missing or overlooking?

Cybersecurity is no longer an IT problem to solve. Today, it's a top priority for most business leaders, while customers expect companies to keep their information secure, and regulatory mandates increasingly add pressure to tighten controls. And with a massive shortage of cybersecurity talent, organisations need everyone to take responsibility for cybersecurity – to think and act securely. And to ensure that cybersecurity solutions are value-driven, performing accurate risk assessments are foundational.

In this workshop, the presenters who are also the co-authors of the IIBA Cybersecurity Business Analysis Certification and exam writers will share strategies and methodologies to address the mammoth Cyber-world issues through tutorials, group discussions, and risk assessment exercises on real-life security incidents. You will learn to implement key security components and take away approaches to implement today and onward in the ever-expanding new cyber-landscape.

What Attendees Will Learn:

- A foundation in cybersecurity concepts.
- Practical skills to perform cybersecurity risk assessments.
- Analyse a real-life cybersecurity breach and addressing the issues, concepts and mitigation procedures.
- Applying industry-standard cybersecurity frameworks.
- Enhancing your capabilities and contributions to digital solutions.

Model-Driven Business Analysis Techniques (That Work in the Real World)

Alec Sharp, Senior Consultant, Clariteq Systems Consulting

Simple, list-based requirements are a good starting point, but eventually requirements must be synthesised into a cohesive view of the desired to-be state. Only then will other, important requirements emerge. This information-filled half-day overview shows how to accomplish this with an integrated, model-driven framework comprising business-friendly data models, business process models,

a unique form of use cases, and service specifications.

This workshop introduces business-friendly modelling techniques that have been proven on both custom development and packaged software projects. They are repeatable by analysts, relevant to business subject matter experts, and useful to developers. They are also surprisingly popular with Agile teams because they support "just enough" modeling to get started with confidence, and then let iterative development take over. It distills the material from Alec's three, two-day workshops on Working With Business Processes, Business-Oriented Data Modelling, and Use Cases & Services.

After a quick review of bad advice in the world of business analysis, the consequences of applying it, and why it just doesn't work, we'll study four integrated modelling techniques, each addressing one fundamental aspect of the problem space:

- Concept Models – developing a common understanding of what things the process and application need to know about with a business-friendly conceptual data model; and then transitioning to a more rigorous and detailed logical data model;
- Process Scope Models and Process Workflow Models – what the real business processes are, how the as-is process works, and how the to-be process should work;
- Use Cases – how the application should behave externally in support of the people and processes using it;
- Business Services – what the application should do internally regardless of who is using it, or how;

Specific attention will be given to showing how to:

- Progress through well-defined Scope, Concept, and Detail (Specification) perspectives and levels of detail;
- Apply these techniques in an Agile setting, including dos and don'ts.

"I'm walking away impressed with the 2 days and thinking about next year's already! I say roll on BA Conf 2021! ;-)"

Bhavisha Patel, Senior Business Analyst, Virgin Media

"Really good event and in these exceptional circumstances has really set the bar on how a virtual conference can be."

Adam Mcintyre, Product Owner, Rentokil Initial

"Very impressed with how slick it all was. My first experience of a virtual conference, and I thought the conference platform worked well for re-creating virtually the conference experience. Also very pleased to have access to recordings of the sessions, allowing me to watch the sessions that I wasn't able to attend on the day."

Chris Pyatt, Business Analysis Operational Lead, University of Leeds

"Great number of session available covering a wide range of topics. Like that the sessions were available on demand as it allowed me to attend more than I would be able to in person and allows me to go back and re-watch any sessions I particularly enjoyed."

Sam Houghton, Business Analyst, Baillie Gifford

"I enjoy this conference each year and I'm glad it was able to carry on online this year. I really appreciate the ability to watch other sessions that I'm interested in after the event and I will be making full use of this for sure!"

Victoria Banner, Senior Product Manager, BPDTS Ltd

"Brilliant event. The organizers couldn't have done anything more to make it better."

Barbara Anderson, Senior Business Analyst, BPDTS

"The content was just as good as ever, and I think you did an amazing job of adapting to the virtual world."

Tara Dentry, Senior Business Analyst, Aletha Works Ltd

"The Zoom chat at lunch time was a great idea as were the BA extra live events. Where I would normally wander round the stands finding people to chat to, I used the zoom facility. Also the BA extra live events were a good way to get insight into some of the sessions."

Catherine Plumridge, Lead Business Analyst, Aldermore

"An excellent worthwhile event in these difficult times, made excellent use of technology to bring folk together - well done"

Tony Ormston, Business Analyst, Department of Work and Pensions

09:00 - 09:10

Conference Welcome: AssistKD

09:10 - 09:55

Keynote: Cognitive Diversity

Matthew Syed, Writer, Journalist and Broadcaster

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09:55 - 10:10

BA of the Year Award 2021

10:10 - 10:40

Networking Break & Exhibits

10:40 - 11:25

BA Triangle

Catherine Plumridge, Head of BA & CI Practice, Aldermore

Unlike the Bermuda triangle you're unlikely to disappear in the BA triangle, however without consideration for the BA triangle you're likely to get lost. The BA triangle focuses on 3 elements that make up the foundation of business analysis in change, it covers requirements, process and data. Business Analysts sometimes focus on the requirements at the expense of time spent on the process analysis. Quite frequently business analysts miss focusing on the data due to the perception that it's too technical or they are unclear how to approach data analysis.

Merging the three elements together, approaching them holistically always leads to clearer analysis outcomes.

This session will cover:

- The three elements, requirements, process and data and how they form the foundation of analysis.
- Common reasons why one or more of the elements are missed off, recognising the elephants in the room and how to use tools in the BA toolkit to tease them out.
- How to become an advocate of the BA triangle and to push back effectively when being challenged to drop one of the elements.

The Social Analyst

George Mannion, Director, Evolving BA

The one stop shop of Social Media know-how by a prolific user and Business Analyst Consultant.

Have you been unsure of how social media could connect you with fellow BAs, elevate your career, your company, or your brand? Want to know the benefits and differences of Facebook, Instagram, Twitter, TikTok, Clubhouse, LinkedIn and more?

Have you listened to a podcast and wanted to create one of your own but you don't know where to start? Learn the equipment to buy, how to publish it, how to get followers.

Join Georgiana Mannion, the former IIBA Australia Board of Directors Vice-President, podcast host, social media user & social media consultant for other companies. This is a quest through the internet to make social media work for you.

Learn how to:

- Brand across platforms.
- Use different tools effectively.
- Tailor your message to your audience.
- Connect with other BAs, influencers, and BA celebrities.

RPA Spotting: The Art of Looking for Robotic Process Automation (RPA) Opportunities

Lloyd Dugan, Senior Solution Architect, Serco-NA & Cam Wilkinson, Director, Fission Digital

RPA has been emerging with great fanfare, but is often pushed out without full comprehension of its intended impact or to what problems it should be applied. In our experience with planning for and deploying RPA solutions, lessons have been learned that can be of use to Business Analysts directed to make RPA happen.

Presented insights are based on work at Serco-Global subsidiaries in the North America and Asian-Pacific regions. Serco is a business process outsourcer (BPO) supplying outsourced business services to commercial and government clients around the world, including fleet management, call center management, contact tracing, etc., using emerging technologies to deliver services at low cost and high value.

This presentation covers:

- Differences between attended and unattended RPA, and RPA bots versus users.
- Differences between RPA design vs other designs, including design patterns.
- Characteristic markers for where RPA can help, and what kind of RPA to use.

Virtual Context: How We Changed Our Ways of Working to Perform Effective Analysis

Martina Babini & Eugenio Mosca, Principal Analysts, Yoox Net-A-Porter Group

Last year's experience has significantly changed the configuration of our working environment.

We have now to perform our analysis with a screen in between us and our stakeholders. This forced the reshaping of some of the main steps that build up an analysis process.

Achieving effective communication requires finding new tools and new approaches. Requires switching the perspective and getting used to speaking without having immediate feedback, requires moving your attention from understanding the slight movement of your stakeholders face to paying attention to their voice.

Creating an end-to-end process means using visual representation tools to substitute whiteboards and to ensure that your message reaches everyone with the same content and meaning.

As part of this talk you will:

- Learn what we have done in this year to overcome these issues.
- Get to know some of the tools we used.
- Understand what we have learned through this process.

Business Service Design at the Bank of England

Kei Poon, Lead Business Analyst, Bank of England

As a continually evolving organisation, the Business Analysis Team regularly reviews the services we offer to our customers. As the role of technology expands, our customers desire additional value-add services to help them on their change journey.

An internal business services design review was conducted to better understand the existing services offered by the team. The review and design process identified the gaps and included the development of current and target operating models and resulted in new BA services being defined.

Please join us to find out more about how the Bank is adopting Business Service Design. Kei will cover the following key points:

- What do we mean by business service design.

- Understanding and alignment of BA skills to services.
- Approach to defining current and target operating models.
- Alignment to the Bank's emerging business architecture.
- Creation of new BA service offerings and catalogue.

11:35 - 12:20

4 Winning BA Strategies to Successfully Navigate Digital Transformation

Usha Rangaswamy, Lead Business Analyst, Vodafone

The sheer scale and complexity of large-scale digital transformation programs create unique challenges, even for experienced business analysts.

BAs often work with huge cross-functional stakeholder networks to define features that deliver incremental business value. Knowing where to start and how – is crucial to success: and not always obvious. The tough current virtual climate only adds to the complexity.

Every transformation journey is a unique challenge; but with the right winning strategies in place from the outset, every large-scale programme can be a rousing success.

In this insight-rich talk, audiences will learn about:

- The primary, difference-making challenges business analysts face when working on large-scale digital transformation programs.
- Four practical strategies to address these challenges.

Improving Data Capability in Large Complex Enterprises

Timothy King, Enterprise Architect & Matt Morbey, Head of Analytics and Technology Applications, Babcock International

While digital transformation shows success in examples such as Amazon, Uber and AirBnB, these successes suggest also that new companies exploit such transformation at the expense of existing companies.

Despite being a large engineering services company with a long history, Babcock International is also embracing digital transformation to deliver changes to the efficiency, effectiveness and scope of services. This transformation builds a dependency on digital data across the company.

To manage the inherent risks of this dependency on data, Babcock has developed an approach to identify priorities for improving data capability across the organisation. This approach:

- Promotes a progressive journey towards full data capability;
- Exploits relevant standards (e.g. ISO 8000 for data quality);

- Is applicable to all types of data (e.g. technical, financial and personnel) and system (e.g. CAD, ERP and HR).

By adopting this approach, Babcock has delivered benefits including:

- A coherent data action plan that addresses people, process and technology aspects of the organisation;
- A reliable foundation for successfully exploiting technology such as digital twins, Analytics and artificial intelligence.

Delegates will learn:

- How to prioritise data capability improvements against current status and strategic direction of the organisation.
- How to build better, objective understanding of the value of data across the organisation.
- How to achieve an aligned view of data across managerial, operational and technical functions.
- How to engage all employees to make a contribution to improved data capability.

The Quiet Revolution: How BAs Changed the Organisation from the Bottom Up

Michelle Shakesheff, Head of Business Analysis, Close Brothers

Working in a divisional structure, multiple teams of BAs came together to build a Community of Practice that no-one apart from the BAs noticed….. until they did.

This presentation shares the story of how the BA Community of Practice launched without fuss or fanfare and became the envy of other teams, leading to the creation of other Practices and ultimately a change in the operating model of the Bank's Business Change division.

This presentation will share how the foundations for a strong Community of Practice were built, how the Practice grew and developed, and the results that got it noticed.

This is a celebration of how change can be sparked by collaboration and a shared passion and how BAs can lead the way in effecting organisational change from the bottom up.

Attendees will be able to:

- Understand how to measure the success of a Community of Practice.
- See how BAs act as influencers in the organisation.
- Effect an organisational change from the bottom up.

AI! What's the Fuss About?

Imtiaz Kaderbhoy, Business Analyst, Sedgwick

Coverage will include:

- Introduction into AI and Machine Learning.
- Techniques BA's can adopt to stay informed on latest trends and developments.

- AI in product design, focusing on how AI impacts collaboration, service design and product design and what this means for BA's.
- Why do BA's need to include AI in product thinking and how can we best apply AI in product thinking?
- The impact on emerging technologies such as AI on business and the people impacted by these technologies.

What attendees will learn?

- How to stay informed of AI and emerging technologies.
- How AI can positively impact the design process.
- How BA's can enhance their skills sets through developing specialist knowledge and skills.
- How AI and emerging technologies impacts every stage of the SDLC and how we can prepare ourselves for success.

Dude, What Just Happened? Reflections on the Pandemic

David Beckham, Principal Consultant, ChuDo Consulting

In this session David Beckham will reflect on the massive changes that occurred over the last eighteen months and the echoes these changes will leave in the world of business. He will consider what contribution the business analysis profession made (Or should have made) to facilitating these changes. Did we rise to the challenge? Or were we overlooked in the chaos? Did we even see it as our business? Was it all too large and well…… global?

Hindsight is of course, a comfy chair which Dave will blatantly slouch in as he picks out some areas where BAs would surely have made a difference. Or at least what we can learn to ensure things might be better next time.

BA Role in Counteracting Digital Exclusion

Agnieszka Lozowicka, Programme Business Analyst, Objectivity

The global Covid-19 pandemic made a great shift in all people's lives. As an answer to that situation, a lot of essential services and products were moved online. That change brought a lot of benefits but it also created many barriers.

As Business Analysts, we need to make sure that we are creating experiences that are accessible and welcoming to everyone. We need to remember that we are creating solutions not only for ourselves but for many individuals in all kinds of situations.

In this session delegates will learn:

- What are the benefits of inclusive products?
- What is the role of Business Analysts in making the products accessible for all?

- How to talk to stakeholders about creating inclusive products.

12:30 - 13:15

The Evolving Business Analyst: 4 Steps to Performing at your Best Without Burning Out

Donovan Grant, Business Analyst, UAL

The demands on a Business Analyst are forever challenging. It not unusual for project scope to creep, delivery timelines to get reduced and for business stakeholders to be resistant to change. A Business Analyst will strive long and hard to succeed, using all their knowledge, skill and tenacity. At some point unexpectedly, it is not unusual to hit a plateau, loss of enthusiasm or even burnout. The evolving Business Analyst is not a robot so it is important you have grounding principles and strategies to enable you to sustain your well-being while continuing to perform at best.

What you will learn:

- How to optimise your winning fundamentals
- How to plan your day holistically
- How to make waves to energise during your day
- How to use AM and PM planning for success.

Benefits: Now You See Them, Now You Don't. Beware the Wizard of Woz

Sam Merrick, Lead Business Analyst, Shell Energy

All organisations need to adapt to survive and to thrive. Yet, all too often organisations are finding themselves in an internal battle over which changes to fund. Working out the most beneficial adaptations to make is critical to the organisation surviving and thriving in often dynamic business environments.

In large organisations, the corporate strategy creates an overall purpose and direction for business units. However, when this is devolved, the demands of the competing business strategies need to be balanced in transformation decision making. Sometimes this can lead to "disappearing benefits", where benefits claimed are never realised, in order to gain favour during internal prioritisation.

This session will follow our hero, Anna Lizst of Emerald City Ltd, as she battles the Wizard of Woz, a master of disappearing benefits – to help the organisation to achieve its transformation yellow brick road-map.

Through this story, you will hear:

- Why the business analysis skillset is crucial to identifying disappearing benefits;
- How to create consistency in early business case development;
- How to use organisational performance metrics to adapt the business case process to become more accurate;

- How to create consistency when faced with high risk and uncertainty of associated benefits;
- How to use time as a financial friend to gain benefits agility.

2 BA's, 1 PM and a Rubber Duck: How to Mix Well and Deliver

Jo Solecki, Senior Business Analyst & Ella Turner, Business Analyst, Tes

Imagine being told you're embarking on a Project that has been attempted 3 times before and failed. The team is a mixture of Project resource, Engineers, Developers, Product Managers, Business Users and Infrastructure Teams all of whom are located globally. Not only that, you only have a year to remove a legacy system and implement a whole new infrastructure for advert booking, payments and invoicing. Your main customer base are Schools that will need to adapt to these changes whilst also trying to operate in the midst of a global pandemic!

This talk will highlight the highs, lows, tips, and techniques we learned along the way of collaborating and driving forward the Project and of course the infamous rubber duck who became our trusted ally along the way.

- How to work with teams using different approaches to delivery (Agile, Waterfall, Beyond Agile!) and still deliver.
- How to adapt each tool/technique to each situation and audience.
- How the rubber duck became our most trusted technique and came with us on the journey!

AI and Ethics

Liz Calder, President, IIBA UK

Are you interested in modern technologies such as AI and Robotics, but also worried about the impact they can have on both individuals and wider society? Do you want to understand more about the sorts of principles these projects should consider? The world of emerging tech is exciting and full of opportunity but also, as we are seeing, full of potential ethical minefields. The field of Modern Ethics is growing alongside it but, too often, we are learning from our mistakes rather than getting it correct from the beginning. In this session, we will explore together some of the ethical consequences of our choices of technology, the challenges of reaching an ethical consensus (did you know that ethical choices differ across cultures?) and ways of bringing those ethical discussions into your projects.

In the session we will cover:

- Ethical issues affecting modern companies.
- How we learn about people's ethical stance.
- Ethical good practice and what you should consider in your teams.

Adaptation and Experimentation in the Midst of the Pandemic

Jason Thompson, Principal Consultant, Elevendots

Starting a new career as a BA Trainer and a Masters Degree in Innovation, Creativity and Leadership, would be a challenge at the best of times. Throw in a pandemic and a shift to virtual learning and teaching, turned a steep learning curve into a vertical climbing wall. During this presentation, I would like to share my reflections on:

- Adapting and Experimenting with Training and Learning in a Virtual Environment.
- How my experience as a masters student, helped me to explore the use of physical media in a virtual classroom.
- Reflections on the pros and cons of virtual learning using feedback gained from tutors and learners.

Connecting the Dots: Service, Design and Lean Thinking

Jonathan Hunsley, Director, AssistKD

Increasing customer expectations and the advancement in digital technologies combined with changing marketplace dynamics have all helped to bring business service design to the forefront of the strategic change agenda. Service, design and lean thinking can all align to improve business service outcomes but what are the connections and how do we leverage these? What do each of these thinking approaches offer?

thinking approaches offer?

Key points:

- What do we mean by service thinking?
- How might we understand design thinking and what are the techniques?
- How does lean thinking help?
- What is the connection of all these thinking approaches to the business analysis world?

13:00 - 14:30

Networking Lunch and Exhibits

14:30 - 15:15

Keynote: Leadership

Dame Steve Shirley, IT Entrepreneur and Philanthropist

15:25 - 16:10

Ready Player One (or More!)

Jennifer Battan, Co-Founder & Chief Creativity Officer, The Uncommon League

You've done the sticky note wall. You've done brainstorming. But have you taken the leap

is beyond finding Halliday's Easter eggs and reigning supreme within the oasis. This is a real method you can use whether your goal is generating ideas, creating your product strategy, solving problems or making decisions. Games are a practical way to harness the creative and collaborative strengths of a group. Less talk, more play. More play, more collaboration. More collaboration, stronger teams. Stronger teams, stronger results. Start playing games that make a difference. This is a hands-on follow up to The Art of Gamification. Come on, let's play some games!

You will learn:

- How to harness the power of sequencing gamified techniques.
- How to select which games to play to reach your goals – in a virtual or in-person environment.
- How to convert game output into real work products – whether you're in a traditional or agile environment.

Digitalisation: A Trini Perspective
Jeneil Stephen, Senior Business Analyst, Guardian General Insurance

Although most Trinbagonians who consider themselves technically savvy because they have the most pricey cell phones and can circulate memes created in response to any nationwide or worldwide event and on WhatsApp faster than Usain Bolt, getting customers to transition to doing business online was proving quite a challenge prior to Covid19 as culturally many Trinidadians prefer to do business in person.

This presentation highlights what are key components to reduce the likelihood of unsuccessful digitalisation implementation told from the perspective of a Business Analyst working in a developing country. A perspective that is important because many large corporations have businesses in developing countries and as their client – a Business Analyst observing both their successes and failures, it's a perspective that can be quite useful, as these observations informed how I approached digitalisation projects.

Participants will Learn:

- What really is digitalisation – it seems to be the new buzz word but what is it really.
- Why digitisation – after Covid 19 we should not be asking this question but let's.
- Why there can be resistance from both the client and staff perspective-particularly in developing countries.
- What components to consider when implementing digitalisation.
- Change Management 101.

Empowerment: So Much More than Just Being Confident
Jamie Toyne, Head of Business Analysis, DWP Digital & Tammy Kennedy, Senior Digital Delivery Manager, BT

It's hard for a week to go by without hearing the word empowerment. However more often than not, this is confused with confidence. As business analysts, we are catalysts for change and are at the heart of delivering new experiences for customers. Understanding the importance of empowered teams can help bolster your skills and the effectiveness of your analysis to deliver high quality outcomes.

Jamie and Tammy share their experiences on how they have built empowered communities of practices leading hundreds of business analysts between them.

Key takeaways from this session are;

- Understanding the difference between confidence and empowerment.
- How understanding empowerment as a BA can drive your future development.
- Techniques and communication styles to help you embrace empowerment.

The Role of the BA: Helping Corporates Work with Startups and Smaller Businesses
Swapnil Sirsikar, Business Analyst, M&G Plc

With the fast pace of innovation, Corporates are on a lookout for finding new ways to solve the business problems to stay ahead of the competition. Start-ups are at forefront of using new emerging technologies and are looking for support to scale up quickly. Corporates and Startup can complement each other and build synergies through collaboration. If done the right way, it can be a Win-Win arrangement for both. Business Analysts have always been at the centre of understanding the business requirements and finding the most suitable solution. Business Analysts can act as a bridge between Corporates and Start-ups and play a key role to make the partnership a grand success.

Key learnings from the session:

- What are the Benefits and Risks of Corporates collaborating with Startups?
- Why BAs in Corporates should keep an eye on emerging technologies and Startups working on it.
- How BAs can enable the Corporate Startup partnership and create value for both.

Bad Things Happen! The Ending Can Be Great!
Judy Alter, CEO/Owner, Judy Alter Speaker & Business Analysis Services, LLC

Have you survived or thrived in 2020? Have you or a loved one had a life – threatening condition? How many of you have been demoted or fired? Ever failed at something in your career or your personal life? How many of you have experienced a tragedy? Real life stories will demonstrate how to find something good out of anything challenging. If you answered yes to any or all

questions, this presentation is for you.

This session will help participants:

- To use humour to turn any situation into a positive.
- Use failure to improve as a person.
- Achieve happiness and stop trying to achieve work/life balance.

Personalisation: Everyone's Talking About it but What Does it Mean?
Charles Whitworth, CX Design & Delivery Director, Capita

Several years ago, we used to speak about the Voice of the Customer, then organisations began using phases like putting customers at the heart of everything, and more recently (and accelerated by the pandemic) we've starting talking about personalisation. But what does personalisation mean and what benefit could it offer to organisations and their customers.

Charlie will explore how the concept of personalisation varies across different industries and with different customer types. He'll look at why different organisations should take a different approach to personalisation, even for organisations in the same industry. He will illustrate the discussion with real examples that describe the techniques used to identify and design personalised services and bring the concepts to life with real life solutions.

Everyone recognises that there are benefits from personalisation but are there any diss-benefits? Charlie will explore the potential diss-benefits and talk about how organisations can guard against them.

Implementing more personalised services will likely involve a level of investment and Charlie will explore whether the investment can be justified and how to calculate the return on that investment.

Delegates will learn:

- What we mean when we speak about personalisation of services, with practical examples;
- About practical tools and techniques for identifying and designing personalised services; and
- How to begin calculating the costs and benefits of offering personalised services.

16:10 - 16:40

Networking Break & Exhibits

16:40 - 17:25

Keynote Panel: Is There a Future for Business Analysis?

Moderator: Philippa Thomas, Managing Director, Skills Shift Ltd

Panellists: Dr Debra Paul, Managing Director, AssistKD, David Beckham, Principal Consultant, ChuDo Consulting, Christina Lovelock, BA Manager Lead, University of Leeds & Adrian Reed, Principal Consultant, Blackmetric Business Solutions

Business analysis has been a recognised discipline for over 30 years and yet the contribution made by business analysts is still called into question. Recognition of the role remains patchy and business analysts often question whether they still have a role to play in many environments. Undoubtedly, the advent of Agile approaches such as Scrum has had an impact on this situation. This session examines the 'state of the nation' for the BA community and considers whether a future for business analysis is guaranteed and, if so, how this future might look.

17:25 - 18:25

Exhibits & Networking Reception

Wednesday 22 September: Conference Day 2 & Exhibits

09:00 - 09:10

Conference Welcome: IIBA UK

09:10 - 09:55

Keynote: Be More Pirate: Rewriting the Rules of Business

Alex Barker, Co-Author of How to Be More Pirate & Facilitator

In the late 1600s a small group of ordinary people rose up against the establishment and changed society forever. The world called them pirates, but these pirates didn't just break the rules, they rewrote them. They didn't just reject society, they reinvented it. They weren't the villains Disney would have you believe, but revolutionaries who stood up the status quo and re-imagined their future, and there's much that can be learned from pirates about innovation, collaboration and operationalising your values.

Since Be More Pirate was published in 2018, the pirate principles have been applied all over the world by individuals and organisations – from local authorities to Lego, nurses to Nike. The growing movement is led by Alex Barker and in this session she will explain what she has learnt from their global community of rebels about rewriting the rules of business: how to be bolder in your thinking, manage uncertainty, collaborate more effectively and fight for what really matters.

09:55 - 10:25

Networking Break & Exhibits

10:25 - 11:10

Emotional Intelligence: There's More to it than Empathy

Kristy Dean, Digital Business Analyst Specialist, BT

To achieve the required outcomes, Business Analysts need to be able to collaborate effectively with various individuals and teams by using a wide variety of tools at our disposal. Emotional intelligence could be considered as one of those tools that elevates a good BA into a great BA.

In this talk Kristy shares her journey of discovery and how learning to utilise the application of emotional intelligence has enabled true collaboration in her day to day working with remote teams over the past 15 years.

Key takeaways from this session are:

- Understanding what emotional intelligence is and why it's a key BA skill.
- Ideas for recognising and managing your emotional responses.
- Practical steps to enhance collaborating with your stakeholders.

How Resilience can Support you to Navigate Change at Personal, Team and Stakeholder Levels

Corrine Thomas, Director, Choices Coaching

The working environment is becoming increasingly complex and fast paced, plus increasing use of technology and automation of work is bringing more uncertainty and unpredictability into organisations. It has been said that organisations are now moving from VUCA to BANI, they are brittle or fragile, make us anxious, are non-linear and it feels incomprehensible as we try to understand what is happening. All of this means to successfully navigate transformation individuals need to be resilient and support their teams and stakeholders to be resilient too.

This presentation will introduce resilience and discuss ways it can be useful in change programmes. It will extend the concept of resilience from a personal level to a whole system approach where resilience is used to build connections between different groups involved in change.

You will learn:

- Tips on building skills in resilience at levels of self and team.
- How to use resilience to engage with stakeholders.
- Building your confidence in adapting to different business transformation challenges.

The Stakeholder Engagement Canvas

Kathy Berkidge, Agile BA Consultant and Coach, Mind at Work Consulting

BAs plan our stakeholder engagement approach carefully to maintain effective working relationships with our stakeholders. While there are many tools and techniques to perform stakeholder analysis, we need to analyse the mindset of our stakeholders – a deeper level of analysis – to understand how they will react in various situations, and how we may best respond to them.

This means we must be willing to look within ourselves to understand how our behaviour, words and actions may be perceived to adapt as necessary while avoiding causing conflict. This is where mindfulness is needed.

The 'Stakeholder Engagement Canvas' helps us perform a deeper level of stakeholder analysis. This new tool examines various aspects of the stakeholders' mindset in context to the project as well as how we can be more mindful during our engagement with them. Kathy will present how to use this canvas to enable more effective stakeholder engagement.

By attending this session, you will learn:

- Why mindfulness matters when engaging stakeholders.
- How to use the stakeholder engagement canvas to plan, monitor and review stakeholder engagement.
- How mindfulness helps build rapport and trust with stakeholders.
- Some simple mindfulness techniques to enhance communications.

Biometric Technology: Futureproofing your Work

James Hartley, Business Analyst, The Home Office

Biometric technology is rapidly evolving, so how do you ensure that what you deliver today will be suitable for the world of tomorrow.

All major biometric modes have seen development, but none more so than Face and Facial Recognition. With this comes a complex group of new threats and debates. Biometric Technology has developed rapidly and, as is the case for many other rapidly developing technologies, public perception and acceptance has not maintained pace. To manage and adapt to changes it is useful to fall back on some of fundamentals of BA work, this can mean using a STEEPLE Analysis to understand the challenges and conflicts, focusing on the Technical versus Ethical analysis. Lastly, it is just as important to consider what the new era of biometrics can do for you as it is to consider how it could be used against you and how you need to plan your design accordingly.

What the delegates will learn:

- What the emerging trends are for Biometric technology and the challenges that come with this.
- How keeping your business domain knowledge is as important as keeping your professional skills up to date when working on an emerging technology.
- How you can use STEEPLE Analysis and consider Threat Cases to try and tackle the challenges around implementing biometric solutions.

Apprenticeships: Evolution, Insight and Misconceptions

Nauka Shah, Anne Carrett, Megan Dobson, Business Analysts, Aviva

Every individual has a story to share; the stories conveyed in this presentation illustrate the magnitude of which an apprenticeship can alter the trajectory of one's career path, whilst cultivating the personal development of the individual. Common misconceptions and myths will be tackled to encourage alignment between the societal perspective of apprenticeships and the inherent value that they offer individuals. A pre-cursor to this will provide a contextual scene setting and a brief historic overview of the evolution of apprenticeships that led to the shaping of the BA Apprenticeship as it stands today. In addition to this, there will be a breakdown of the BA apprenticeship and a segment pertaining to the benefits of apprenticeships seen from both the employer's and apprentice's perspectives.

Delegates will learn:

- The timeline of apprenticeship evolution.
- What the BA apprenticeship involves.
- Tackling common apprenticeship misconceptions.
- What an individual can gain from undertaking an apprenticeship.

Business Analyst in a Product Owner Hat: A Case Study

Rosanna Choy Ang, Principal Business Analyst, ThoughtWorks

Some teams utilise a product owner role to perform the role of the business analyst. Likewise, some business analysts perform prioritisation and decision making like that of a product owner. Where do we draw the line… moreover, is there really a line to be drawn? In this session Rosanna Ang (15 years business analyst and product owner) will define and contrast the 2 roles, and walk through several real world examples of what role business analyst plays in a product-centric world?

11:20 - 12:05

But What About The Kitchen Sink? Strategies for Effective BA Communication

Tara Dentry, Independent Business Analyst, Aletha Works Ltd

When approaching a new project, it can be tempting to try and fit every last detail into your requirements, your project artefacts, and your methodology… after all, you don't want to miss anything! But how does that serve your project team and your client? Including "everything but the kitchen sink" can create confusion, delay, and get in the way of project success.

The key question is: how can a business analyst succeed at writing clear and comprehensive materials?

This talk will demonstrate the impact of getting too wordy and exhaustive in your approach, and review common strategies for high quality writing and project organization. Whether you are an experienced BA who appreciates fine-tuning the basics, or are new to this profession and looking for guidance, this will be time well spent.

Attendees will learn:

- Why this matters.
- How to sell the benefits of this style of communication.
- Strategies for achieving brevity and clarity.
- How to assess the right level of detail for each artefact.

Business Agility: A Personal Journey

Lynda Girvan, Head of Business Analysis, CMC Partnership Consultancy Ltd

Being a truly agile organisation is something most aspire to, especially in a Volatile, Uncertain, Ambiguous and Complex (VUCA) world. Today, many organisations are looking to reinvent themselves or their products and services in order to align with market trends and keep up with technological developments. This coupled with demand from consumers for the new and exciting means that organisations must respond and adapt faster than ever before just to stay in business. To achieve this, many are looking to undertake their own business agility transformation journeys. But what does 'being' an agile organisation mean and how hard is it to do? As well as supporting clients in business agility, Lyn Girvan will share how she has shone a light on her own organisation, CMC Partnership Consultancy Ltd, and taken them on their own personal discovery journey into business agility.

In this talk Lynda will provide:

- An understanding of business agility and the benefits to be achieved through an agile transformation.
- Identify key challenges facing organisations who want to achieve business agility.
- Share with you the personal journey CMC have taken on their own path to achieving organizational agility including:
  - Challenges they have overcome.
  - Success, and failures they have experienced.
  - Cultural benefits they have achieved.
  - How they are continuing to change and learn.

Collaboration Tools That Saved the Day!

Julie Turner, Product Engineer (BA), John Lewis Partnership

Can virtual collaboration ever be as effective or fun as face to face? At John Lewis we had to find a way to ensure it was! It was 2020, we had spent a heady year in discovery; agreeing ways of working between a group of companies and enjoying off sites and socials. We aligned goals and plans, identified an MVP for a new Home Insurance Product and delivered a thin slice.

Then… we went into lockdown.

We continued to work as one team and launched to the public in February 2021. This session will look at how we collaborated before and after lockdown, how we used Jira, Confluence, planning poker, ceremonies, Jamboards, role-play and modelling. Find out which tools saved the day and how BAs were critical throughout.

Learning points:

- Virtual Collaboration is entirely possible and tools and techniques can be adapted to work online.
- Having fun with colleagues during a pandemic requires imagination but is vital.
- BA skills are critical and we need to over-communicate, rather than under-communicate.

Worlds Most Ambitious Automation Project

David Slocombe, Senior Business Analyst, Capita

With 61,000 people delivering services to millions of customers, Capita believes its own businesses need to embrace automation to maintain their competitiveness, retain customers and secure new ones. Based on our Chief Executive's expectation that every Capita business will have at least one automation project implemented, we had embarked on what we believe to be the world's most ambitious automation project.

On-Boarding Apprentice BAs in a Pandemic

Suzy Robinson, Senior Business Analyst, British Library

New to the organisation, new to the profession, new to the sector, new to the world of work – and won't set foot in your office for the first year of their contract! How can a teenager just out of college, or a young parent juggling home-schooling on the side, overcome all these hurdles to become a useful member of your BA team? This talk shares real-life experience from the frontlines of on-boarding apprentices in the midst of a pandemic.

This practical talk will demonstrate why now is the perfect time to get an apprentice; give you a toolkit for recruiting, on-boarding, coaching, and collaborating remotely with your new starter; and explain how you can gain enthusiastic and great value additional resource to meet, and exceed, your goals.

Delegates will learn:

- Why now is a great time to get an Apprentice.
- What to look for in candidates.
- Some of the risks, challenges and benefits.
- Tips and success stories.

Creating a BA Service Definition

Chris Pyatt, Business Analysis Operational Lead, University of Leeds

We often find that our business stakeholders and other project colleagues don't really understand what business analysts do or why we do it. It's not the fault of our customers and colleagues – it's our responsibility to communicate and explain, and to pitch our

analysis services appropriately, so they can understand the purpose and value offered.

This session will look at the work undertaken by the University of Leeds BA Team to address this by creating a service definition for our BA team, and how this has been used to better shape our project engagements and improve understanding of what we do - (and don't do!).

The session will cover:

- The value in creating a service definition for business analysis;
- The process we went through to define our BA services;
- How we targeted our service definition to our audience;
- The outcomes of having our BA services better defined.

12:05 - 13:20

Networking Lunch & Exhibits

13:20 - 14:05

Keynote: Business Analysis in the New Decade: Trends and Research Findings

Delvin Fletcher, President and CEO, International Institute of Business Analysis

We are in a transformational decade – and it's not just because of Covid-19 – although that certainly matters! It's about the how and the why and the what of growth in the business analysis profession. How do we need to think differently? Why do we need to adapt? What changes are and will be most important for our work? What is critical for us to understand and learn from? What are IIBA's plans to help each of us on our career journey? What can we learn from IIBA's latest research and engagement on the profession, including:

- The critical trends in strategy and technology that are influencing business analysis.
- Areas of opportunity and growth for business analysis professionals.
- What leaders want – the boardroom perspective on our work.

14:05 - 14:35

Networking Break & Exhibits

14:35 - 15:20

Why SQL and Relational Database Knowledge is a Must Have in Every BA's Toolbox

Rachel Alexander, Sr Business Analyst, One10 Marketing

More and more job postings are listing knowledge of SQL and relational databases as a required skill. It's no longer just for super technical BAs but is mission-critical to daily analysis work. Companies are realising business analysts with this skill set have an improved understanding of data flow in information systems, have an easier time creating reports, and understanding the business needs.

In this informative session you will understand:

- Why SQL and relational databases are important to the role BA;
- How a BA can leverage their SQL knowledge in crafting requirements;
- What are the types of SQL questions a BA could be asked in an interview?

Intersection: A Collaborative Enterprise Design Approach

Milan Guenther, President, Intersection Group & Wolfgang Goebl, President, Intersection Group

Enterprises are behind many of the systems that run our planet: government, finance, big tech, you name it. If we want to create better enterprises, we must answer questions seen from three perspectives:

Identity; what the enterprise stands for and the reason for its existence:

What is your enterprise all about? What is its story? What is its purpose?

Experience; how it feels from the outside ecosystem:

What will you actually provide to people? How is this going to change people's lives?

Architecture; how everything works together:

What are the parts that make it work? How are those parts related?

In the past, these questions have been treated separately by specialist disciplines, leading to incoherent, siloed, underperforming enterprises. This session presents the Intersection Toolkit that tries to align those disciplines to co-create better enterprises.

Can we expand the scope of classical business analysis to a broader and more impactful way?

- Expand your impact as a BA.
- Facilitate a collaborative Enterprise Design Process together with many disciplines.
- Connect your Business Analysis practice as described by BABOK to an Enterprise Design Scope.
- Let's create the Intersection Toolkit together.

How to Achieve a Michelin Star for Remote Engagement

Martin Simmons, Senior Business Analyst, Redvespa & Paul Hickman, Senior Business Analyst, NatWest

How many remote sessions have you attended in the last month where the experience was bland, forgettable and didn't inspire action?

We hope not many.

How many remote sessions did you leave feeling like you'd enjoyed a Michelin star experience?

For us a Michelin Star experience feels personal, memorable, leads to action (you'll tell your friends, maybe even write a review) and doesn't put you out of pocket! Our experience is built on a platform that balances ingredients, time, skill and environment. After all, what 'lacks seasoning' or is 'too formal' for one is just perfect for another and remote engagement requires this same balancing act.

Join us in our remote engagement cooking show to find out our base ingredients, the ones that add flavour and how to build a sense of occasion that offers a Michelin star remote engagement experience as part of your day to day work.

Digital Neuroscience 101 and the Importance of Empathy in Digital Experience Design

Rachel Drinkwater, Senior Business Analyst

"Technology is Making our Kids Stupid", "We Now Have the Attention Spans of Goldfish", "Mental Health Epidemic Caused by Social Media", "Digital Platforms Cause Loneliness", "Children as Young as Seven are Sexting". These are familiar, if rather sensationalist headlines.

The media and researchers alike often adopt a negative rhetoric associated with digital device use. In this session, we will explore whether the messages we see in the media are founded and we'll look at some of the neuroscience around how digital device use can affect the brain and subsequently what this means to us as Business Analysts when we're designing digital experiences.

This will lead us nicely to a discussion around the importance of empathy in our systems, experience and cultural design and also how we can take responsibility for the impacts of the digital products and experiences we design and develop.

Takeaways:

- Increased awareness of the impacts the digital experiences that we roll out to end users can have on individuals and society and our responsibilities in this area.
- Some practical points to consider when developing future digital products and experiences.
- A new approach to Design Thinking and customer journey mapping and how we can use this to be empathetic in our systems development.

The Tale of a New Working Mum In Covid Times

Michelle Fitzgerald, Product Engineer, John Lewis Partnership

March 2020 – I'm on maternity leave, my son is 3 months old, I've just been to my first baby class, Covid hits.

October 2020 – I return to work in a new role and team after a major organisational change, I don't have a spare room to use as an office, I'm feeling out of my depth, my son is teething and very clingy.

The pandemic has thrown many challenges

at the office workforce but especially to parents juggling working from home, child care and home schooling.

Using a growth mindset, I will discuss how I learnt to adapt to my new role and working environment by:

- Applying Agile principles;
- Referencing the three pillars of Empiricism;
- Using my emotional intelligence;
- Leaning on Communities of Practice.

Beyond 80/20: Embrace the 'Exceptions'!

Adrian Reed, Principal Consultant, Blackmetric Business Solutions

In the late 1890s, Pareto showed that 80% of the wealth in Italy was controlled by 20% of the population. 130 years later the 'pareto principle' is still used to determine what is 'mainstream' and what is an 'exception'. But should it be?

All too often, applying the principle simplistically leads to services and processes being designed that marginalise vulnerable stakeholder groups. However, it doesn't have to be this way and there are a range of tools that can be used by BAs to help ensure this trap is avoided.

In this presentation you will hear:

- The importance of understanding 'variety', and how this relates to service design.
- Practical approaches for understanding stakeholders and their perspectives.
- How journey maps and personas work well, but alone they aren't enough.
- How 'persona overlays' can be helpful in ensuring design is inclusive.

This presentation focuses on practical tools, and blends ideas from service design, systems thinking and business analysis.

15:30 - 16:30

Conference Closing Keynote Panel - Takeaways from the Conference (closed by the BCS, The Chartered Institute for IT)

"Overall a brilliant virtual event! This was my first BA conference and I hope it won't be my last. Well done to all involved in making the best of a bad situation!"

Kristy Dean, Solution Design Specialist, BT

"Every year, the BA Conference Europe brings the BA community together to advance learning and celebrate the business analysis profession. This year's virtual conference proved to be a brilliant success, using the latest digital technologies so that delegates could access numerous thought-provoking presentations and engage with business analysts from across the globe. As a forum for exchanging ideas, sharing challenges and hearing inspirational stories, this conference surely has no equal."

Debra Paul, Managing Director, AssistKD

"Astonishingly successful conference. I was amazed by how it was almost as good as an in-person event. Thank you!"

Nick de Voil, Director, De Voil Consulting

"A great conference and the "virtual" nature was well managed. Whilst missing the personal face to face contact a lot more resources and options seemed to be available and used."

Kevin Gosling, Business Analyst

"I think you have done a great job organizing this conference virtually."

Martina Babini, Principal Analyst, Yoox Net-A-Porter Group

"Very pleasantly surprised at how much I enjoyed it and how much energy it generated. You could feel the engagement levels even thought it was virtual! Great first stab at virtual. Well done team IRM!"

Ian Richards, Director, Business Analysis, Capita

Business Analysis Conference Europe 2021

HOW TO BOOK

Registration Fees:

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

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

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

The registration fee for 21-22 September includes virtual access to all the conference sessions, the virtual chat rooms and exhibit hall and 3 months access to the 2 day Conference recordings and slides on-line. You will be provided login details to the virtual conference platform before the conference takes place. If you are attending any of the workshops which will be delivered via live streaming you will be sent login details for these in due course and they will take place on a platform like Zoom or Teams.

Conference Fees	Early Bird Fee (register by 25 June)	Fee After 25 June
2 Day Conference + 3 months access to the Conference recordings	£795 + VAT (£159) = £954	£895 + VAT (£179) = £1,074
Half Day Workshop	£149 + VAT (£29.80) = £178.80	£199 + VAT (£39.80) = £238.80

Enterprise Licence Fee:

If you are looking for access for 10+ delegates, we can provide you with an enterprise licence fee for your organisation to the 2 day conference and the recordings of all the conference sessions for 3 months after the conference. Please contact customerservice@irmuk.co.uk if you would like to discuss this further.

Group Booking Discounts:

2-3 delegates 10% • 4-5 delegates 20% • 6+ delegates 25%

Discounts:

Group discounts are available for group bookings of two or more delegates made at the same time. IIBA® discounts are available as follows: IIBA® members will receive a 10% discount, IIBA® UK Chapter members will receive an extra 5% discount making their total discount 15%. BCS The Chartered Institute for IT - 15% discount to all BCS Members.

Cancellation Policy:

Cancellations must be received in writing at least two weeks before the commencement of the conference and are subject to a 10% administration fee. We regret that cancellations received within two weeks of the conference date are liable for the full conference fee. Substitutions can be made at any time.

Cancellation Liability:

In the unlikely event of cancellation of the conference for any reason, IRM UK's liability is limited to the return of the registration fee only. It may be necessary, for reasons beyond the control of IRM UK, to change the content, timings, speakers and date of the conference.

Register/Questions:

e-mail: customerservice@irmuk.co.uk
Website: www.irmuk.co.uk
Phone: +44 (0)20 8866 8366

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