

FIRST QUARTER NEWSLETTER

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SPECIAL POINTS OF IN- TEREST:

- I-BADD 2010
- Update on 2010
New Programs

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Message from the President

Greetings!

What a first quarter in 2010 we have had as a chapter! January started out with a fantastic celebration sharing our 2009 accomplishments and our 2010 plans. In February we learned some process tips and tricks and in March we polished our public speaking skills. The excitement doesn't stop there; we will be launching our 1st annual Central Iowa IIBA mentor program at the end of March. We have 11 people participating. This program will run 12 months and create opportunities for both the mentor and the mentee participants.

Second quarter is full of great programming as well. In April we will hear from Kathleen Barrett, CEO and President of the International IIBA. She will present "Building a Career Path in Your Organization". In May we will host the 3rd annual I-BADD, a day dedicated to business analysis development. This is a unique opportunity to increase our Business Analysis skills and network. In June, Watermark Learning will present "BA Toolkit: Top Models for Complete Requirements Analysis" I am looking forward to every program in second quarter. Register early for each event to ensure a spot!

We have welcomed many chapter members since we launched our chapter membership

process. We continue to see new companies participating in our monthly events. It is exciting to find new business analysts in our community that have never heard about the IIBA. Thank you for all your support and involvement. We have an amazing group of business analysts here in Central Iowa!

Heather Mylan-Mains

President, Central Iowa Chapter IIBA

Upcoming Events

- **April Meeting**—Tuesday, April 27 Kathleen Barrett, President of the IIBA—Location Principal Auditorium
- **BADD 2010** - Friday, May 7, 2009 (Courtyard Ankeny-Des Moines, Iowa) - 7:30 am—5:00 pm

I-BADD 2010

The 3rd Annual - Business Analyst Development Day (I-BADD)

Friday, May 7, 2010, 7:30 AM - 5:00 pm at the Courtyard Ankeny - Ankeny, Iowa

To register for IBADD: <https://www.regonline.com/BADD2010>

The Central Iowa Chapter of the International Institute of Business Analysis is pleased to announce Business Analyst Development Day 2010 – “BADD 2010”. This day-long professional development event will offer attendees an opportunity to learn about the latest business analysis practices and techniques, to discover how to have a more effective business analysis career, and gain professional development credits. The event consists of 2 keynote speakers, 6 workshops and a panel discussion.



Keynote speakers:

If I Can't Have What I Want, How Do I Get What I Need?

Roxanne Miller, Requirements Quest

Business executives (the folks in the "corner offices") "want" predictable, successful project results. Middle management or managers of business analysts "want" more productivity from a reduced staff (get more done with fewer people). What they "need" are a few good business analysts. Perhaps what business analysts "want" is greater earning potential, or more money in their paychecks. Oh, more money can happen, but not before business analysts get what they "need". "The money will come if you build it." Huh? Build what? Build your business analysis skills and impress the "corner office". In this session you can discover how to set a business analysis benchmark (self-assessment) and start measuring your way up the ladder! Recognized expert Roxanne Miller will provide you with real examples and easy-to-use templates to help you track and measure business analysis improvement.

Learning Objectives:

Dashboard - Gauge your current business analysis capabilities.

Springboard - Identify resources for raising the bar of your own skill sets.



Scoreboard - Discover how to apply metrics and "model" your success!

The Business Analyst as Facilitator

Gary Rush, MGR Consulting

Coming from an IT background, I learned that the role of a Business Analyst was to understand both process and content. Business Analysts defined the requirements process, had to fully understand the business, gather requirements from the business client, and often made scope decisions - therefore, a Business Analyst could not be a Facilitator, the role violated neutrality. But, with the growth of Business Analysis, thanks to the International Institute of Business Analysis (IIBA), I have changed my view: Why can't a Business Analyst be Facilitative? Business Analysts are more successful if they are able to guide their group through a facilitative process to accomplish their task. Gary talks about:

What is Facilitation?

What are the roles?

Rethinking the roles.

What are the Core Competencies?

Which Facilitative Skills are needed?

I-BADD 2010

AGENDA

Time	Activity	Presenter	Alignment with BABOK
7:30 - 8:15 AM	Registration		
8:15 - 8:30 AM	Welcoming Remarks	Heather Mylan-Mains/Sinikka Waugh	
8:30 - 9:40 AM	AM Keynote	Roxanne Miller - "If I Can't Have What I Want, How Do I Get What I Need?"	BABOK Knowledge Areas, Techniques and Competencies
9:40 - 10:00 AM	Break, Visit Vendor Booths, Network		
10:00 - 11:15 AM	Intro Track	Gary Rush - "Data Modeling Made Easy"	Data Modeling Technique 9.7
10:00 - 11:15 AM	Advanced Track	Stephanie Segal—"Advanced Process Modeling"	Process Modeling Technique 9.2.1.
10:00 - 11:15 AM	Strategic Track	Missy Paxson, "The Essential BA - Keeping Your Seat at the Table"	Behavioral Characteristics and Interaction Skills, Underlying Competencies 8.2, 8.5
11:15 AM - 12:15 PM	Buffet Lunch, Visit Vendor Booths, Network		
12:15 - 1:15 PM	Panel Discussion	"Working Successfully With an Increasingly Diverse Workforce"	Teamwork, Underlying Competency 8.5.3
1:15 - 1:30 PM	Quick Break, Network, Visit Vendor Booths		
1:30 - 2:45 PM	Intro Track	Roxanne Miller - "Handling Problem People? No Problem"	Interaction Skills, Underlying Competency 8.5
1:30 - 2:45 PM	Advanced Track	Kimberly Thurow, "Mastering the Art & Science of Business Rules"	Business Rules Analysis Technique 9.4
1:30 - 2:45 PM	Strategic Track	Kent McDonald - "Ensuring Business Value, It's a Conversation, not a Number"	Requirements Analysis Knowledge Area 6
2:45 - 3:05 PM	PM Break, Network, Visit Vendor Booths		
3:05 - 4:15 PM	PM Keynote	Gary Rush, "The Business Analyst as Facilitator"	Facilitation, Underlying Competency 8.5.1.
4:15 - 4:30 PM	Closing Remarks	Heather Mylan-Mains, Sinikka Waugh	

I-BADD 2010— Summary of Sessions

AM SESSIONS



Intro Track - "Data Modeling Made Easy" - Gary Rush

This interactive session is geared to enabling business analysts to understand the importance and use of Data Modeling in gathering business requirements. It is a brief summary of the book, *Data Modeling Made Easy*. What is Data Modeling – Why do we do it? When do you build a Data Model? How does a Data Model relate to other types of models? How do you build a Data Model?



Advanced Track - "Process Modeling" - Stephanie Segal

For those who have facilitated process mapping or modeling, you already know that this activity comes with challenges that might be different every time. In this presentation, you will learn ways to anticipate, prevent, and/or address challenges related to goals, scope, detail level, team members, bias, and trust.

Strategic Track - "The Essential BA - how to keep your seat at the table" - Missy Paxon

Have you ever thought, "I understand the differences between business rules, functional requirements, and non-functional requirements, but how do I apply my knowledge for the good of the team? How does a BA meet with a group of SMEs, build relationships, and still end up with written requirements? How does a BA gain the trust of a project team, and beyond?" The BA role is much more than requirements documentation. This course will go beyond the basics of gathering and writing requirements, to teach the skills needed to become an essential and indispensable team member.

I-BADD 2010— Summary of Sessions

PM SESSIONS



Intro Track - "Handling Problem People? No Problem!" - Roxanne Miller

When two or more persons are gathered, the probability for conflicts to arise is nearly 100 percent. However, you do not have to be a miracle worker to help people work together. Applying the skills of a good Facilitator can help the business analyst overcome situations that are potentially disastrous to requirements-gathering workshops. An effective team works according to the "Golden Rule" -- treat others as you'd want them to treat you. Recognized expert, Roxanne Miller focuses specifically on group dynamics and "problem people" characteristics, and provides suggestions for handling sticky situations. Roxanne reveals a repeatable, progressive "Be-Nice-to-Not-So-Nice" approach to intervene and stop individual or group behavior characteristics. Don't come in late, leave early, chat in side conversations, be too quiet, or be a loudmouth! Roxanne delivers an audience-interactive presentation and you just might be the 'butt' of her jokes (examples).

Advanced Track - "Mastering the Art & Science of Business Rules" - Kimberly Thurow

The art of business rules is all about how they fit into the enterprise/business architecture and fulfill the promise of business agility. The science of business rules is all about the analysis, technique and efficiency. A business rules methodology will be discussed within the contexts of the Zachman Enterprise Architecture Framework²TM and the larger business and software development lifecycles. Practical examples of business rules analysis and technique will be shown within the context of rule engine execution



Strategic Track - "Business Value: It's a Conversation, Not a Number" Kent J. McDonald

We often talk a great deal about how projects need to deliver "business value", but what does that really mean? Is business value so subjective that we we'll know it when we see it, or is there one single number that measures business value clearly and concisely?

In this session, Kent will answer those questions, perhaps raise a few more, and show some techniques utilizing your business analysis skills to identify business value and help your teams make better decisions. Discussion topics include:

- Creating a working definition of business value
- Performing a meaningful cost/benefit analysis through understanding the problem you are trying to solve
- Defining done via identifying deliverables
- Defining success via establishing measurable goals
- Utilizing this information to make prioritization and design decisions

As you'll see there's more to business value than a single number (such as ROI or NPV) but by having those conversations, your project teams will be much more effective and you can put the analysis back into business analysis.



2010 Updates on New Programs

Chapter Dues

To be in alignment with the IIBA, we are now collecting member chapter dues. When your IIBA Membership expires your membership dues of \$25 will also be due to be a members in good standing with the Central Iowa Chapter.

If you have additional questions please email us at contact@centraliowaiiba.org.

Mentoring Program

The formal mentoring program is now in place. We are in the process of accepting mentee and mentor applications and matching mentors to mentees.

If you are interested in being a mentor or a mentee and are a member of the Central Iowa IIBA please send an email to "contact@centraliowaiiba.org". If you would like to be a mentor you will be contacted with potential mentee's that would be a fit with you. If you are a mentee you will be contacted once we have paired you with a mentor. Please be patient with us as we secure mentor/mentee relationships as this can take time. We will work very hard to keep you abreast of the status of your request.

BABOK Study Group

We are still in the process of creating the BABOK Study group where we can go through the BABOK as a group to learn the principals. This group can be used as a prep to the CBAP. Please continue to be patient with us as we work on getting this up and running in 2010.



"The formal mentoring program is now in place."



Benefits of IIBA Membership

- The ability to nominate and vote on board members
- The ability to get discounted rates on events
- The ability to have access to the BABOK



Benefits of Being a Central Iowa IIBA Member

- The ability to network and meet new people
- The opportunity to be part of the mentoring program (coming soon...)
- The opportunity to attend presentations at a discounted price
- The opportunity to gain exposure to tools and techniques
- The opportunity to develop relationships with local businesses
- The opportunity to be part of the CBAP Study Group (coming soon...)

What more do you need to know?

Just join!!!!

Call for Volunteers

The Central Iowa IIBA is always looking for willing and excited volunteers to help make this organization a success. If you are interested in joining any of the below committees please email contact@centraliowaiiba.org and advise which Committee you would like to be a part of. We will get you connected to the Director:

- **Director of Communications** – Paula Harris
- **Director of Programs** - Greg Goodman
- **Director of Treasury** - Colleen Pilat
- **Director of Member Services** - Eden Picht
- **Director of Website Technology** - Barbara Allen
- **Director at Large** - Jason Palmer

The Central Iowa IIBA Board would like to take this time to thank Ann Stough and Kay Arvidson for your hard work and contributions to the board. Ann and Kaye both served on the board in the capacity of Director of Member Services.



Launching Fledgling Business Analysts

Written by Cecilie Hoffman



A fledgling is a bird that is out of the nest but still dependent on its parents for food and care. Recently I was contacted by a technical support/system administrator in my company who wanted to know more about this profession called "business analysis". This young man, let's call him Brandon, had been singled out both by his peers and his manager to be the person to talk to internal customers. Brandon had shown a talent for engaging with the customers to find out if what they asked for was what they really needed. (ding!)

Brandon hasn't written formal requirements and he hasn't done work on a project that has lasted for more than two weeks. He has experienced customers changing their minds half way through the delivery of the service. He has realized that he is the only one in his peer group who can "speak geek" and in the next breath "speak manager" and not break a sweat. (Ding ding!)

I gave him a whirlwind tour of business analysis by introducing him to the IIBA website and giving him a "tips of the waves" tour of the Knowledge Areas in the BABOK. Unfortunately the corporate training for business analysis skills section that used to be in place is on hold for a while.

Other than suggesting he join the IIBA, download the BABOK and find a local chapter to join, I couldn't really offer him much more personal support for learning about the BA profession because of the geographic separation between us. Brandon asked if I knew any BAs in his location whom he could job shadow. "Job shadowing" is a way for a person, typically a student or intern, to learn about a day in the life of a professional by following the professional around for a day. To my delight, one of the senior BAs that I contacted, let's call him Steve, responded with "yes, I'll set up some time with Brandon". Steve deserves a halo and wings.

Steve's generosity made me think about what I would do if Brandon were to shadow me. What exactly could a senior BA invite a fledgling BA to watch or listen to?

Traditionally job shadowing is done all in one day. Given that Brandon is working a full time job, I had suggested that he consider having Brandon shadow him in a few two-hour sessions over a couple of weeks, or some similar arrangement. Here's a list of seven suggestions for job shadowing activities where the senior BA spends several increments of time with the fledgling.

Bring the fledgling with you when:

1. You are collecting information from stakeholders for the business case. Give the fledgling the business case template or the work-in-progress business case so they have something to ground the information that will be swirling around.
2. You are eliciting requirements from, or reviewing a use case with the stakeholders. If more than one session is planned, it would be great to have the fledgling observe a sequence of elicitation sessions.
3. You participate in a requirements document peer review. If you want to make a huge impression, pick a peer review that has one of your BRDs on the agenda. Give the fledgling the business case and the BRD to review a couple of days in advance - whatever they can soak up is fine.
4. You discuss the requirements with the architects, infrastructure people, or user interface advisors, for the purpose of articulating a design.
5. You and the project team discuss the scope changes requested by the customer.
6. You and the PM discuss the plans for a User Acceptance Test.
7. You conduct the daily review of the UAT progress with the stakeholders.

"Bring the fledgling with you when..."



Launching Fledgling Business Analysts



It's okay if any of the above interactions don't go as smoothly as you might have liked. It is important to model patience, resilience and perseverance. It is important to model "leaving your ego at the door".

If you're thinking to yourself, "Well, I'm not so sure I'd be a good person to shadow, I spend a lot of time just typing at my computer", read the suggestions again. What do they have in common? You got it, "interacting with other people". I can't think of anything more boring than watching someone else type.

Many years ago I participated in the Expanding Your Horizons (EYH) conferences. EYH is a program designed to encourage girls in grade school through high school to take classes in math and science. A young lady came up to me after my talk; she seemed vaguely familiar. She had attended my EYH presentation two years previously as a junior in high school. My heart soared when she said she had changed her original college plans and was attending Carnegie Mellon University in the Artificial Intelligence/ Computer Science program. She was having a blast in school and had just stopped by to say hello during Spring break.

Going back to Brandon's situation - he is lucky! Brandon's manager recognized a diamond in the rough and suggested that he look into business analysis as a career path. Brandon had the wherewithal to follow through and find a senior BA to talk to. (ding ding ding!) And, true to the nature of "being the bridge", Steve, the heaven-sent senior BA, decided to check out the raw talent and stepped up to the task letting Brandon job-shadow him. Maybe in six months I'll get an email from Steve, "Hey, remember that guy Brandon? He has been re-assigned to my team as the junior business analyst."

"It is important to model "leaving your ego at the door"

Cecilie Hoffman is a Senior Principal IT Business Analyst in the Business Analysis Center of Excellence, Symantec Services Group, Symantec Corporation. Cecilie's professional passion is to educate technical and business teams about the role of the business analyst, and to empower the business analysts themselves with tools, methods, strategies and confidence. Cecilie is a founding member of the Silicon Valley chapter of the IIBA. She writes a blog on her personal passion, motorcycle riding, at balsamfir.com. She can be reached at Cecilie_Hoffman@Symantec.com.



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Can You Hear Me Now? Make Sure Your Communication Isn't Breaking Up

Written by Stacey Hanke

<http://www.batimes.com/articles/can-you-hear-me-now-make-sure-your-communication-isnt-breaking-up.html>



Communicating meaningfully with your people is the real name of the game. It's not just getting attention, but getting through is what really matters. To achieve success when you communicate requires that you be aware of what others see and hear and how they respond to you, whether it be face-to-face, over the phone, during a sales call or presentation, conference call, meeting or via technology.

It's not just what you say but how you say it that matters. If you aren't making a conscious effort to manage your tone of voice, the way you stand, and the words you use, you risk delivering your message ineffectively and leaving your listener with the wrong impression. The resulting misunderstanding will not help your cause.

You can learn how to communicate effectively no matter where you are. Even your technology-driven communication will improve if you first focus on improving the most important method first -- face-to-face communication.

We're not talking tailoring a perfect email or internalizing the shorthand texting alphabet. Eliminate the static that plagues your face-to-face communication and everything else you do will improve dramatically as well.

Here are some of techniques that should help you become a more effective communicator:

Increase Your Awareness. We don't know what we don't know. We have this mystery of not knowing what others see and hear when we communicate: over the phone or face-to-face. If you don't know how you and your message are perceived, you will never make improvements for greater results. Pay attention to your listener. Watch and listen for their reactions and responses. Learn how what you say affects people.

Pause More Often! A mistake most of us make is saying more than our listeners want and need to hear. Slow down your speech! Deliberately introduce more PAUSES. What perception do you create when you hear a speaker speaking quickly? PAUSE Or when they clutter their sentences with non-words such as; um, uh, you know, like, but and so on. PAUSE If you want to show you can think on your feet and allow your listeners to understand your message, replace your non-words with a PAUSE. Less is more.

Connect or Contact. Who are you talking to? Look and listen for the clues they get what you are saying. With eye connection you gain trust and connect with your listeners. If you talk you must listen more and really hear what the other person is saying. Without the meaningful connection, your listener will lose interest, question your message and have doubts about you.

Confident Entrance. Do you walk into a room like you belong there? Within seven seconds others determine if you're confident or uncertain. Your posture will communicate how you're feeling without your saying a word. It's the easiest way to immediately convey confidence, yet the quickest way to lose confidence if not done effectively. Stand straight! Recognize your listeners individually by connecting with their eyes. Look people in the eye. Recognize them individually with your face and smile.

Use Technology Power Wisely. Face-to-face communication should not be a lost art. Ask yourself what communication medium to use to best influence action? Choose the most personal form of communication that allows for the most meaningful communication for the situation. Don't rely on technology, especially with complex or deeply personal communications of importance.

"Confident Entrance."



Can You Hear Me Now? Make Sure Your Communication Isn't Breaking Up



“Speak Less and Listen More!”



Gesture to Create a Positive Visual Impression. When your gestures and speech convey the same information, they're easier to understand. Confident speakers use their gestures to add emphasis to their words. Avoid fidgeting with your rings, fingers, pen, etc. by expanding your arms from your sides, make the gesture consistent with your message and then bring your arms back to your sides.

Speak to be Heard! Your voice is your greatest asset. Do you sound like you mean what you're saying? The sound of your voice shapes the attitude of your listeners even more than the words you speak. If you want to be perceived as confident, use the 1 - 10 scale. When speaking to a group of 15 or more, you must be at a 7 - 8 on the volume scale. From here, you adjust your volume based on the group and room size. Don't whisper or talk too low for whatever occasion. Adjust your volume for maximum effect.

Use Fear as Your Motivator. Allow your fear of presenting to propel you forward. Channel your fear into your work. Doubt is good as it raises your awareness so you pay more attention and focus your mind on what is right before you. Fear is the greatest motivator you have. Realize that whatever you focus on becomes more real to you. You therefore can channel and use your capabilities better and do your best to help the people you can help the most.

Speak Less and Listen More! Pay more attention to your audience. Listening reveals what's important to your listeners. Talk directly to them and look them in the eyes when you do. You are the message. Stop talking to your visual aids; PowerPoint, notes, handouts, etc. Instead, allow your listeners to communicate directly to you so that you confirm that they understand your message.

Make Discipline Your New Habit. You need to want it badly enough to begin today making face-to-face communication your priority. Practice doesn't only make things perfect - practice makes things permanent. Even if all you can do is practice in real time, on the job, on the firing line, ask for constructive feedback on a specific behavior before and after your conversations and presentations.

Even tiny little changes and improvements in how you communicate can be crucial and extremely beneficial. That's because, in most cases, the incremental changes people make can result in instantaneous and dramatic improvements in behavior, communication, performance, customer service, relationships, branding, and profits. They can see it right away and the outcomes of the changes they make are tangibly documented based on what happens.

If it works, do it again. If it doesn't stop and do something better. That's the essence of continuous improvement.

Stacey Hanke is owner of 1st Impression Consulting, Inc. She is a sought after speaker, on the topic of Communication Skills. She is the co-author of Yes You Can! Everything You Need From A-Z To Influence Others To Take Action and Featured author of the book, Conversations On Success, on which she partnered with Chicken Soup for the Soul's Jack Canfield and Fish Philosophy author John Christensen. Stacey has delivered over 500 presentations for business leaders in the financial industry to the healthcare industry to government and everyone in between. Her vast client list includes companies like Coca-Cola, Kohl's, United States Army, Navy and Air Force, AT&T, (just added a few clients here) Leo Burnett and the FDA. Her articles regularly appear in national media publications like Smart Money, Chief Learning Officer, Business Week, Investor's Business Daily and many more. She is also the 2009 Recipient of the University of Wisconsin Eau Claire Alumni Award, member of the National Speakers Association. Stacey was one of six speakers selected to present at the 2008 NSA Convention in the category "Top Six Under Forty" and has served as member of the small business panel for USA Today.

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SPECIAL THANKS FOR THIS EDITION:

- **Heather Mylan-Mains**
- **Paula Harris**

Resources for Business Analysts:

- **IIBA:** <http://www.theiiba.org>
- **Central Iowa IIBA:** <http://www.centraliowaiiba.org>
- **Modern Analyst:** <http://www.modernanalyst.com>
- **Business Analyst Times:** <http://www.batimes.com>
- **LinkedIn:** <http://www.linkedin.com>
- **Twitter:** <http://www.twitter.com>

Central IA IIBA Executive Committee Members

President – Heather Mylan-Mains
Director of Communications – Paula Harris
Director of Programs - Greg Goodman
Director of Treasury - Colleen Pilat
Director of Member Services - Eden Picht
Director of Website Technology - Barbara Allen
Director at Large - Jason palmer

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Facebook: IIBA Central Iowa Chapter

LinkedIn: Central Iowa IIBA

The Central Iowa IIBA is always in the need of volunteers. If you would like to volunteer for any of the committees above please contact the Director over that committee by emailing contact@centraliowaiiba.org.