Notes from Building Business Capability Conference 2018

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The Building Business Capability (BBC) conference is a major annual event, which brings together BA practitioners from all around the world. There were a whole range of speakers, and during the conference I created a series of mindmaps summarising some of the presentations that I saw. I have collated these mindmaps into a single document. I hope that you find this useful!

Please keep in mind that these are 'rough notes' so you may well find mistakes and typos, and that they cover only a *portion* of what each speaker said. There really is *nothing like* actually being there. Do take a look at the Building Business Capability conference website, and consider attending next year (http://www.buildingbusinesscapability.com)

Please *do* pass this document on to anyone who you think would find it beneficial.

Hope to catch up soon,

Adrian

AGILE, EXECUTIVE BLIND SPOTS & THE EVOLUTION OF BUSINESS ANALYSIS

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#BBCCON 2018

BA evolution
- Understand executives and organizational blind spots and figure out where we can help
- Decision making
  - Analysis
  - Rigour
  - Timely insights
- Creating understanding is way more important than creating deliverables.
- Doesn't have to be formal
  - Doesn't have to be formal
  - Can be a whiteboard
  - Grab a pen
- Documents are best used to recap communication, not as the primary means of communication
  - Can't do it in a vacuum
- Understand what your stakeholders want and need, then give it to them
  - "How can we make your life easier?"
  - QA
  - Dev
  - Business
  - Exec
- Business Analysis success
  - Solving problems
  - Positive impact
  - Trusted advisor recognition
  - Personal recognition
  - AND much more!
  - Great career opportunities

Business Analysis and agile Opportunities
- Can create fear
  - Mental block
  - Can feel very different
- Many orgs struggle with implementing agile
- Acceptance criteria
  - At every level, not just story
  - Investment objectives
  - Feature
  - Epic
- Don't focus on the tasks, focus on the value
  - Skills not documents!
  - Facilitation
  - Problem solving
  - Shared understanding
  - Influence stakeholders
  - Visualization
- Can expose dependencies between different projects
- Process flows
  - Visualize
  - At programme level
  - BAs might not be the people to manage these dependencies, but they can show them
  - Waterfall or agile

Suggestions
- Invite an exec to a team meeting or go for coffee
- Show don't tell!
  - Show the value
  - Success stories
- Do everything we can to bridge awareness

Disconnect
- IIBA KPMG report
  - Leadership not aware of business analysis
  - BAs often in IT
- But exec see/need business analysis at C level!

Everyone has blind spots
- E.g. optical blind spots
- Also things we don't know
- Executives are the same
- How can we help them? — Where are they underserved?

Examples of blind spots
- Distinguishing symptoms from causes
- Business case discipline, making proposed work earn its way into the pipeline
- Skewed perspective of effort required to deliver, and impacts of shifting priorities
- Group collaboration, prioritization, decision-making
- .... we can help

Example
- "I killed a senior executive's pet project... and he thanked me for it!"
- Problem: dropping profits
- Proposed solution: remove 2% prompt pay discount
- Take a week to do research....
- Turns out prompt pay discounts being given erroneously
- 6 million had been given incorrectly in a year!
- The wrong problem was being addressed. So project killed
- AND BA reputation raised, they wanted more engagement at a strategic level.

ANGELA MANGIAPANE PRESIDENT, MARS GLOBAL SERVICES — EXECUTIVE INSIGHTS — #BBCCON 2018

About Mars
- Huge, broad, product & service line
- Not just M&Ms!
- Pet food, pet care, pet surgery
- World's largest pet care company!
- Health and wellbeing
  - Go where the consumer is going
  - Much more than chocolate treats
- Used to be a very secretive organisation
  - Introduced themselves as "FM Inc", the legal entity
  - Now much more open, "If we don't tell our story, someone else will"
- Products vs services
  - Over 50% of Mars is about delivering services
  - How does this impact the business? P&L? Structure? Impact?
- Five principles
  - Quality
  - Responsibility
  - Mutuality
    - e.g. long term relationships
    - Beneficial in both directions
  - Efficiency
  - Freedom
  - "..guides all we do, uniting Associates across geographies, culture and generations"
- Privately owned company — Only 3 shareholders
- Joining Mars
  - You don't join to do a "function"
  - You can move around a lot
  - You can "play in it", work in/on many functions

Behaviours
- Are you creating value?
  - If not, go home
  - Everything you do has to be clear
- Internal
- External
  - Zero distance to customer
- Agile
  - Not methodology,...
  - Learn, unlearn, re-learn
- What do I need to do to pivot
- Expected from everyone, whether intern or 30 years' service

Changes
- Move from product to service company
- Move towards a data company
- Talk more about what the org does
- Recognition that what we did in the past may not make us successful in the future
  - Pace of change is "100x"
  - Different ways of working
  - Collaborating important, it may be "consensus driven" is slowing us down
- What makes change sustainable?
  - You have to know the "North Star"
    - Make a declaration
    - Where are you going?
    - Not the "how"
    - Then do it, you'll hit storms, but you can change along the way
  - Test & learn
    - Try it
    - If it doesn't work, that's OK, at least you know that now
    - Can't wait 5 years to see if it works
    - Launch many "boats", see which have the capability to get round the world
- The journey
  - Bringing in leadership aligned with the North Star
    - "You need to be on the bus"
    - Hard conversations
  - "We are in the business of creating value for Mars" (Mars Global services)
    - Process
    - Data
    - Technology
    - "We are in a unique position where value is created at the intersection of technology, data and process. Capitalise on scale but encourage differentiation where it matters"

Top skills
- Breaking the silos
  - It's not "back office" and "front office" it's one office.
- Learning
  - Learn
  - Unlearn
  - Re-learn
  - Gotta be uncomfortable sometimes, to learn
- Curiosity
- Create a safe environment
  - Test and learn
  - Not working, that's OK
  - Lots of change
  - Be OK with ambiguity, uncomfortableness and experimentation

Questions from audience

Q: How do you get engagement on BPM without seeming like "big brother"
- Don't start by talking about process
- Ask what problems we can help solve
- Speak normal English, not process-language
- Don't hide behind corporate speak

Q. What is Mars doing with robotics?
- Shared services initially had a "slow mover" advantage, hadn't outsourced...
- Let's not worry about labour arbitrage....
- Let's use automation, and use people for roles where they can add most
- AI
  - Recruitment CV scanning in some regions
  - Predicting shortages in warehouse for Halloween
- 40 automation projects in place
- Changes the conversation
  - Discipline: Don't automate a bad process
  - The robots might not take coffee breaks, but they still need maintaining

Q. Suggestions for balancing collaboration and quick decision making?
- Consensus can be the dark side of collaboration
  - e.g. 28 people who can say "no"
- Agree the decision maker up front
  - .... and they must be accountable
- But gone are the days of the heroic leader, nobody knows everything
- Jeff Bazos "two pizza teams"
  - Relevant people
  - If you're going to a meeting and not saying anything, don't go
- Diversity
  - Ideas
  - Roles
  - Levels
- Speak to people actually doing the work

Q. How do we get the attention and influence exec?
- Mars have used "hackathons"
  - Don't use corporate speak.
  - Just do it
  - Come up with good ideas
  - Exec aren't going to ignore these....
- The methodologies.... they are just guides
  - Think of different ways
  - Don't hide behind the tools
- Be bold
  - Use games, get the exec involved
  - Quick launches, show value
  - Create a movement, create the spark
- Just do it!

DIGITAL CUSTOMER JOURNEY MAPPING
HEATHER MYLAN-MAINS
COLLEEN MEESEY

#BBCCON 2018

Ten ways customer journeys fail
- Poor navigation
- Grammatical errors
- Poor colour choices, difficult to see
- Missing critical information
- Too much text
- Links do not work
- Variance in platforms
- Inadequate product descriptions
- Too many steps to complete a transaction
- Unable to complete a transaction

Applications in the Real World
- E.g. keep customers happy they'll stay
  - Buy more products
  - Deepen relations
- If you don't do it...
  - Lose customers
  - Reputational risk
  - Social media impacts
- Personalisation
  - Need to know who customers are
- Data
  - Tells us who our customers are today....
  - Forecast future
- Airline... ejecting passengers
  - CJM for "we need to get someone off the plane"
  - Don't just think about happy path

Definition of a digital customer
- Putting technology in the hands of our customers
- Rather than developing software for someone in an office to for something for the customer
- Digital customer experience
  - Crucial
  - ...as little or no personal contact

Customer Journey Mapping
- Thinking like a customer
- From the world of marketing
  - Awareness
  - Consideration
  - Purchase
  - Retention
  - Advocacy
- Components
  - Personas
    - Roles
    - Goals
  - Touchpoint
  - Key activities
  - Thinking
    - Response to the experience/activity
  - Feelings
    - Satisfaction level
    - Nervous?
    - Etc.
  - Expectations
  - Opportunities
    - That the service provider has

GET THE CIRCLES TURNING
ROGER TREGEAR
#BBCCON 2018

6. Making it happen
- Always start with the organisational strategy
  - Highlight the verbs
  - Understand the value propositions
  - ...these will be delivered by highest level core processes
- Identify value propositions
- Decompose core processes down 2 levels
- Identify 2 levels of shared management & support processes
- Assign KPIs for L0 & L1
- Evolve: socialize, debate, argue, improve
- And then... use it!
  - Timeframe, typically a few months

5. Avoiding failure
- Don't try to boil the ocean
- Don't promise a miracle
- Don't abandon process owners
- Don't disappoint
- Don't aim for perfection
- Don't stop
- Don't make it complicated

4. Turning Circles
- Tregear Circles: PO circle
  - Assess
    - Target. KPIs (critical few)
    - Measure
    - Ideate
      - Beyond KPIs
      - Discontinuous innovation
  - Review targets
    - Are we still measuring the right thing?
    - Performance anomaly?
  - Respond
    - May trigger PI cycle for intervention
- PI circle
  - As is
  - To be
  - To do
- PO circle always turning, always know gap
  - Active process management
  - Continual management
  - Can do with 1 process or 1,000
  - ...but start with a small number
  - Evidence based decisions on what we should be improving
- Identifying process owner
  - ....could theoretically be anyone... however...
  - Typically someone who has a major part of the execution
  - If they called a meeting to discuss changes with others, should be at peer level with those
  - They have influence but not authority
    - ... As it's cross functional
    - If they have authority then you'll get arguments
- Can be multiple instances of PI cycle
- Need continuous process management (PO) as well as continuous process improvement (PI)
- BPM maturity and the 7 enablers
  - Leads to development roadmap

3. Busting some myths
- Process is not about the customer!
  - No all do
  - Lower level may focus on internal customers
- Outside in, not inside out,
  - No.... both. Keep customers happy and stay in business
- We already do process improvement
  - But how do you know which to work on?
  - End up moving bottlenecks...
  - Evidence based way on which processes to work on
- Forget about processes, we're automating!
- We're too dynamic to define processes!
  - Can't model "have idea", but can model ecosystem around it
- We want innovation not improvement
  - Need to do some of both
  - A spectrum
- Too busy transforming, no time for process
- Process is not strategic
  - Yes it is, it executes strategy

Process based management
- BPM isn't about technology
- Session premise
  - Process-based management is inescapable
  - It need not be difficult

1. Speaking plainly
- Problems
  - Different definitions of process
  - .....of BPM
  - .... of governance
- Defining a process
  - Minimalist
    - Series of related activities
    - Triggered by an event
    - Transforms inputs into outputs
  - Also....
    - Includes all resources and assets required for process execution
    - Delivers value (products & services) to customers and other stakeholders
    - ....the only way any organisation can deliver value externally
- Cross-functional Value Delivery
  - Customer journeys span companies
    - e.g. a good flight needs taxis at the end, these aren't owned by airlines and airports, but it is part of the value
    - We care about "relocate passenger" process
  - We build entire departments to solve problems that don't exist
    - Lost luggage in air travel
- Org charts encourage up and down management
  - But value creation requires side to side collaboration and management
  - We manage the pieces but don't think about the whole thing
- Principle 1: primacy of process
  - Process is cross functional
  - Org structure inherently isn't cross functional
- Strategy, process and projects
  - Strategy is executed via process
  - Strategy defines process
  - Process should align to strategy, clear line of sight
  - Change initiates projects
  - Process improve processes

2. Delivering benefits
- Easy to lose sight of why we do what we do
  - Business benefit
  - Important improvements for business.... else we are waste
- Deliver and report success 3 ways
  - Hard data
    - Quantifiable
    - Return on process
  - Soft data
    - Subjective
    - E.g. testimonials
  - Health
    - Proof of maturity
    - Make the process improvement process the best
      - Should have a process owner
- Tracking success
  - Aim for the critical few not the important many
  - Ask for 3 key things.
  - Might have 2 or 5, but not many more

NYS FREEDOM OF INFORMATION LAW
AN OLD DOG WITH NEW TRICKS

CHARLENE HUGGARD #BBCCON 2018

What next?
- Reuse patterns
- Hiring portal
- executive correspondence management
- Legal case management
- Vendor portal for catalogue management
- ...use the same document management system behind the scenes. No need to re-scan or attach files again
- .... also can look at trends, what data is being requested, and pre-publish it. Save time and make open access

Change
- Senate bill S7431 signed. Any state agency with a website must provide a FOIL request online
- ...so possibly now needed in 120 agencies!

Solution approach
- Wasn't flexible enough for 50+state agents
- Had to change tact
- Started working on a COTS product
- ...Moved to build it in house
- Soft launched with web form on a single agency
- Integrated a workflow application
- Piloted with a single agency before rolling out
- Feature releases every 2-3 weeks
- Hot fixes for quick bug fixes
- Multi language
- Accessible
- Now first in nation multi-agency public web form for FOIL requests

Impact on BA.. and client benefits
- Improved team communications
- Faster iterations
- Reduced issues in operations related to operating system patches and upgrades (container)
- All environments are configured the same (test is like live!)

Team
- BA/QA
  - Release management
  - User management
  - Etc....
- Learning new skills
  - New tech
  - Rapid application design (RAD)
  - Containers
- Developers
- Operations
- Co-located teams
- Daily camp fire
- Microsoft teams

History
- Started with business architecture
  - Looking across agencies to identify business capabilities
  - Application rationalisation
  - Special counsel project: ethics, risk and compliance
- Build capability models
- FOIL relevant across agencies/departments
- Need to (should) respond to requests in 20 days

Challenges
- Budgets: each agency has different budget
- Governance process took 2 years (project approval)
- "Be transparent but not too transparent?"
- Requirements
  - Everyone insisted they were unique " unicorns".....
  - ...but the fundamental requirements are in statute

Business Analysis
- Lean BA inputs
  - Documents analysis , process outlined in statute
  - Previous leaned business processes
  - Interviews with representative agencies
  - Review of existing application
  - Design thinking
    - Internal user
    - External user
- Minimum Viable Documentation
  - Use cases (10,000 foot level)
  - Business rules
  - Supplemental requirement specification
  - Wire frames
  - Data dictionary

PREPARING BAS FOR TECH DEMAND: DEVELOPING THE IIBA BUSINESS ANALYSIS EXTENSION CERTIFICATE IN CYBER SECURITY HOLLY VANHELDEN

#BBCCON 2018

Study & exam

- Self-directed learning
  - Practice guide
  - Recommended reading
  - Question workbook
  - BABoK
- Exam
  - Level 1 testing
  - 90 mins
  - 60-70 questions
  - Immediate result
- Requirements
  - Min 2 years practicing as a BA or CCBA
  - No cyber security experience required
- Available in the new year

Intro

- IIBA collaborating with partners and thought leaders
  - IEEE
  - Intel
- Holly & volunteer team are working on this
- Not intended to be technical
  - Building security into services from ground up
  - From the beginning

Cyber crime landscape

- Many emails contains malware
- Ransomware
- Hacking
- IoT increasing
  - Individuals increasingly can be targeted
- Significant costs of being a victim
  - Information loss
  - Customers, reputation, goodwill
  - $4 million/company
- 3.5 million unfilled positions in Cyber Security by 2021 (source: Forbes tech council Aug 2018)
  - This represents all roles within the profession
  - BAs will play a part in this
  - Hence the plan to create certification
- Currently no body of knowledge on how a BA can bring their skills to a cyber security context

Approach

- Outline and domains
  - What subjects should BAs know?
- For each domain, what are the topics?
- Learning outcomes
- Certification levels
  - Will be entry level certification
  - Need experience working as a BA to sit
  - Cybersecurity isn't really an "extension" to the BABoK
    - BA isn't really doing anything "new" in terms of tasks or techniques....
    - ....but the subject matter is different!
    - Building this into the curriculum was a challenge!
- Learning format
  - Self-guided online learning
  - Currently around 50% of the visual material created
  - Then hope to add audio visual elements
- Sizing
  - Modules x 70 (each 8-10 mins long).
- Standardisation
  - ... of learning material
- Process
  - Writing exam questions etc...
- Delivery

Domains

- 1. Introduction and context setting
  - Importance of cyber security
  - Cost of cyber security
  - IT 101
  - IT roles
- 2. Cyber security strategy
  - Governance
  - Accountability
  - Compliance
  - Risk tolerance
  - Disaster recovery
  - Business Continuity
- 3. Cyber security and the business analyst
  - Role of the BA
  - Requirements
  - Business case
  - Information risk
    - Business impact analysis
  - Business impact analysis
  - Incident response and RCA
  - Outsourcing
- 4. Cyber threats, modes and effects
  - Understanding security controls
  - Threat modes
  - Incident causes
  - Incident effects
- 5. User-level security controls
  - Awareness training
  - Access control: authorisation and authentication
  - Physical security
  - Encryption
  - Privacy
- 6. Thing-level security controls
  - Directory management
  - System security
  - Network security
  - Information classification
  - Data security at rest
  - Confidentiality, integrity, availability
  - Data security in transit
  - Product security
  - Platforms
- 7. Risk analysis and management
  - Organisational risk assessment
  - Audit: internal and external
  - Risk management and control assurance framework
  - Threat risk analysis
  - Vulnerability assessment
  - Risk impact assessment
- 8. Metrics, reporting, compliance and audit
  - Metrics & reporting
  - Risk log & mitigation tracking
  - Risk ownership
  - Computer forensics
- Note: domains are not sequential!

STEPHEN SHAPIRO — INNOVATION IN THE FAST LANE — OPENING KEYNOTE — BBC 2018 #BBCCON @STEPHENSHAPIRO

What is innovation?

- **Don't become**
  - Sears
  - Radio Shack
  - Kodak
  - Blockbuster
  - Circuit City
- **Create value and stay relevant**
  - What made us great in the past, won't necessarily make us great in the future
  - Being fast moving
  - Name of the game is speed
- **Challenges**
  - In reality we are distracted a lot
    - Emails
    - People interrupt
  - Speed of brain exercise
    - Write down numbers he reads out, also commands given
  - Expertise is the enemy of innovation" [or can be, over familiarity can prevent fresh thinking]
    - What we've done in the past we think will make us successful in the future

What is needed to be successful?

- Top 10 skills: World Economic Forum
  - Complex problem solving remains key
  - "You always have the right answers; they just sometimes ask the wrong questions"
- Ask better questions
- Find better solutions

Find better solutions

- **Brainstorming**
  - "How could you use a brick"
  - "How could you use a brick [in a random context]"
    - e.g. "In a car"
    - e.g. "in a beach"
  - Second option tends to generate more creative ideas (it's not easier though!)
- **The brain loves constraints**
  - First option unconstrained....
  - Second introduces constraints
  - E.g. toothpaste manufacturers, ask laundry manufacturers how they make things whiter
- **Ask "who else"**
  - Who else, in a completely different context, have solved the same or a similar problem
  - Probably not in your industry or area of expertise
  - E.g. insurance company getting idea of "claims tracker" from Dominos pizza tracker progress bar
  - Partner with people who are different to you
- Using blue

Ask better questions

- **"Asking for ideas is a bad idea"**
  - Starbucks crowdsourcing / soliciting ideas from customers
  - 400,000 suggestions.... 800 implemented
  - Great that some implemented... but how do the others feel?
    - They took time to make a suggestion...
    - Ignored?
- **Ok, so we could vote on ideas, right?**
  - Could work....
  - California (Myidea4ca.com)
    - Legalise drugs and tax them
    - Legalise prostitution and tax it
    - Let all the prisoners out
  - "Mob sourcing"
    - Only those those whom are extremely interested vote
    - Not the average citizen
- **The Goldilocks Principles**
  - I.e. ask broad, abstract questions get broad abstract (and irrelevant) answers
  - Too soft (abstract)
  - Too hard (detailed)
    - Too narrowly defined
    - Solution focussed
  - "Just Right"
- **The questions we ask have a profound impact on the types of solutions we develop**
  - Passengers number 1 complaint waiting at baggage carousel
  - Reduced from 15 to 8 minutes, still unhappy
  - ...but the passengers took 3 to 4 minutes to get to baggage carousel
  - ...reconfigured airport so more walk time... bags waiting... People happy!
  - Question "reduce wait time" better than "speed up bags"
  - Similar: Disney. Improve quality of wait time
- **"Don't think outside the box, find a better box"**
  - The problem isn't with expansiveness of thinking...
  - ...but with where we are looking
  - e.g. NASA "How to we get clothes clean" vs "How to we keep clothes clean"
    - Changes this to a material sciences question
    - Provokes different thinking and universe of solutions

THINK LIKE A LAWYER
KIM SCHILLING

#BBCCON 2018

Stereotypes of lawyers
- Expensive
- Argue
- Know it all mentality
- Work long hours
- ....but not all/always true!
- ...and also, need to understand facts of case to move it forward....
- ...strategic thinkers.
- It's also something that is
  - Practiced
  - Intellectually stimulating
- Proposition: A BA is like a lawyer, so think like one!

Lawyer tips on influence
Lawyer mindset
- Know who you are
  - Your value
  - Your specialities
- Client intake
- Analysis/approach
- Discovery
- Analysis
- Prepare case
- Check for precedent
- Argue case--weigh both sides
- Document, document, document
- De-brief
- You are constantly influencing

Understand why stakeholders need to be managed but also led
- Understand the needs
- Show the options, and implications of those options
- Be prepared to show the underlying arguments
- Help "navigate" them towards the let effective option
Lawyer mindset
- Time is money
- Difficult clients and colleagues
  - For BAs: analysis of requirements
- Transaction vs litigator
- Profile the jury
  - "The case is won or lost based on the jury"
  - For BAs: How can we strategically get the best team possible. Important to consider
- 'Voir dire' (jury selection)
- Reputation is important
- Strategic and savvy
- You are setting precedent
  - Has the enhancement been done before?
  - Ate you breaking new ground?
  - The judge does not always know (or their clerk!)
    - For BAs, the business does not always know!

A BA is like a lawyer, so think like one!
Influence
- Lawyers influence a jury without leading them
- Show the arguments
- BAs influence stakeholders

Writing like lawyer: IRAC
- Issue
- Rule — I.e. the rule of law being examined
- Analysis
- Conclusion

Analysing evidence

Lawyers have clients, so do BA
- Stakeholders.... but maybe wider
- Not just the judge, also the clerk, etc.
  - Other lawyers
  - Managing partners
- Influencers
- When you walk into a court of law. everyone there is a stakeholder.
- ... you never know who your next client is
- Same with BAs. Next project!

Reputation is crucial
- Can't afford go have reputation damaged in any way
  - Other colleagues need to trust and rely on you
  - Other BAs
  - Business stakeholders
- How do others perceive us
  - Valuable?
  - Knowledgeable?
  - Strategic?
  - Do we think about and manage our reputation? We should!

Lawyer mindset
- Analysis
- Interviews
- Research
- Documentation
- Evidence
- Be a sleuth

It's fine to say "I don't know"
- Don't pretend
- Honesty protects credibility