

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
JONATHAN BABCOK @JONBAB1
#BBCCON 2018

BA evolution

Understand executives and organizational blind spots and figure out where we can help

- Analysis
- Rigour
- Timely insights

Decision making

Creating understanding is way more important than creating deliverables.

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

- QA
- Dev
- Business
- Exec

"How can we make your life easier?"

Business Analysis success

- Solving problems
- Positive impact
- Trusted advisor recognition
- Personal recognition
- AND much more!
- Great career opportunities

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.

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

Process flows

- Can expose dependencies between different projects
- 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 the value
- Success stories
- Do everything we can to bridge awareness

Show don't tell!

Disconnect

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

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

About Mars

- Huge, broad, product & service line
- Not just M&M's!
- 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
- Zero distance to customer
 - Internal
 - External
- 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"

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

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

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

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

Process based management

- BPM isn't about technology
- Session premise
 - Process-based management is inescapable
 - It need not be difficult
- 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 is executed via process
- Strategy, process and projects
 - Strategy defines process
 - Process should align to strategy, clear line of sight
 - Change initiates projects
 - Process improve processes

1. Speaking plainly

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
 - 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

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
- Timeframe, typically a few months
- And then... use it!

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)
 - Leads to development roadmap
 - BPM maturity and the 7 enablers

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
 - But how do you know which to work on?
 - End up moving bottlenecks...
- We already do process improvement
 - Evidence based way on which processes to work on
- Forget about processes, we're automating!
- We're too dynamic to define processes!
- 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

**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
- Now first in nation multi-agency public web form for FOIL requests
- Feature releases every 2-3 weeks
- Hot fixes for quick bug fixes
- Multi language
- Accessible

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

- Release management
- User management
- Etc....
- BA/QA
- 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

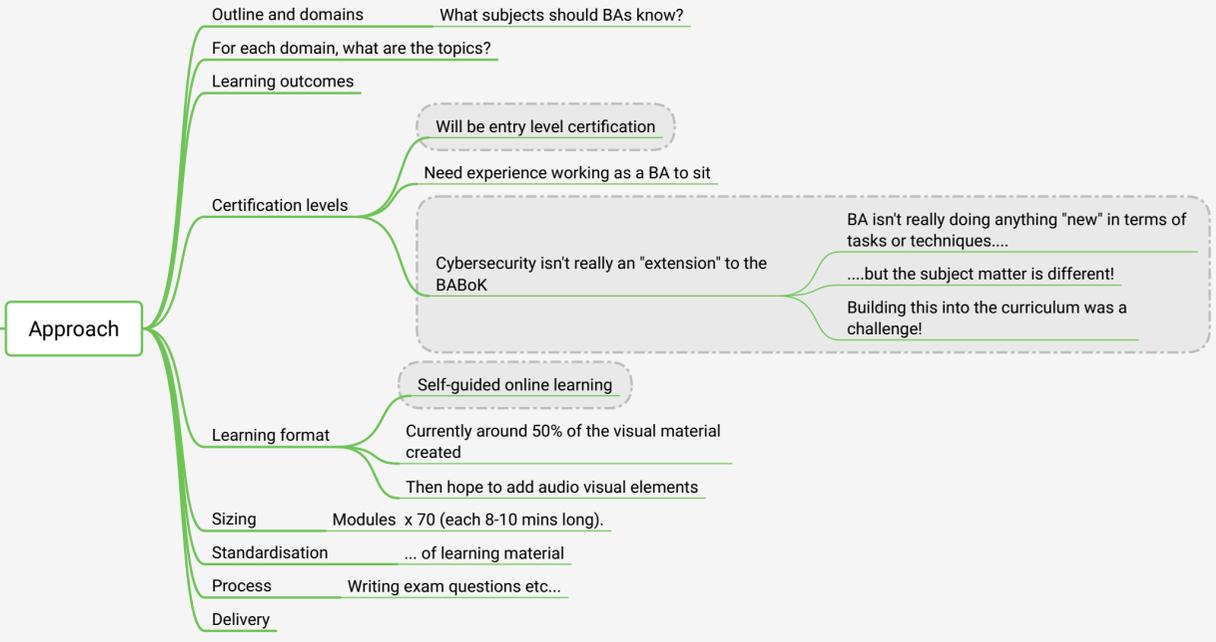
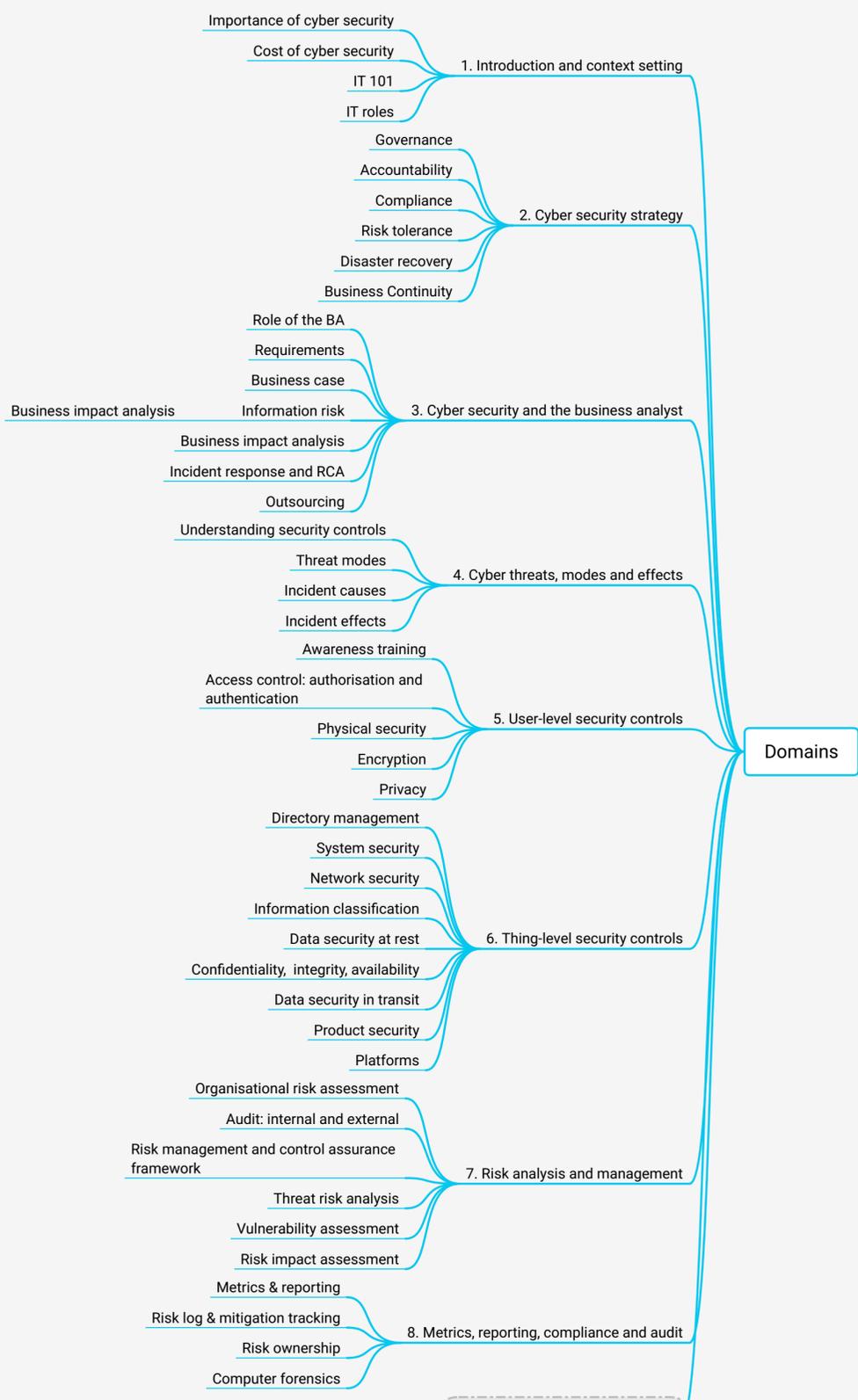
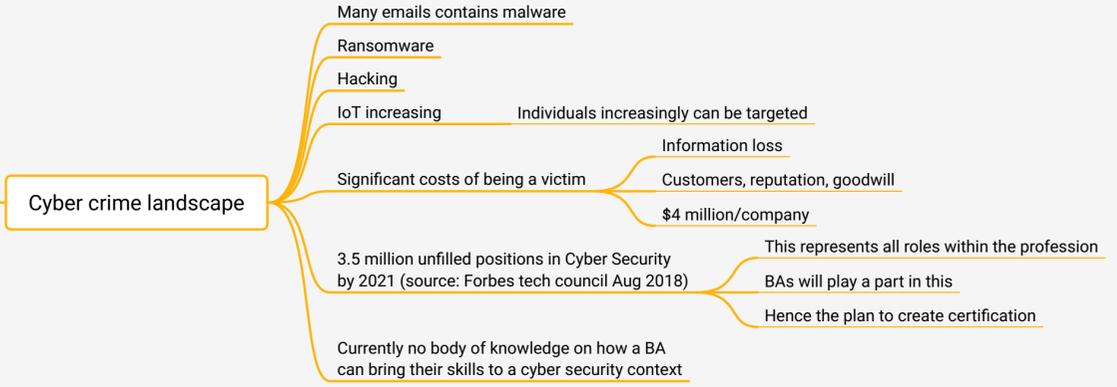
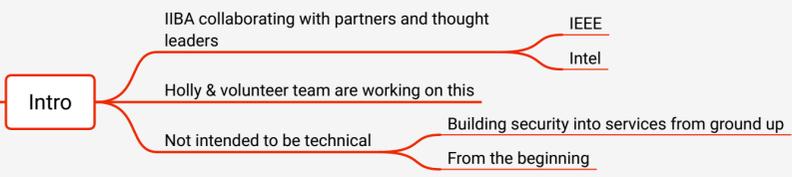
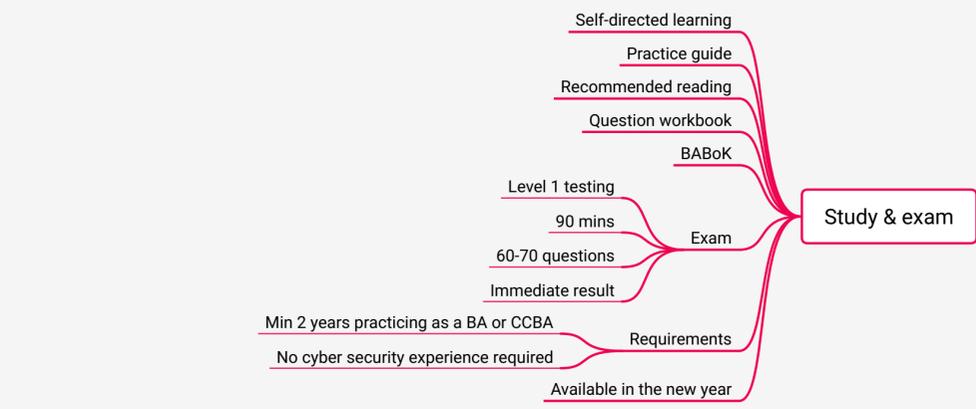
Challenges

- 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



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

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
- I.e. ask broad, abstract questions get broad abstract (and irrelevant) answers
- The Goldilocks Principles
 - 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
 - The problem isn't with expansiveness of thinking...
- "Don't think outside the box, find a better box"
 - ...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

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

**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

- Client intake
- Know who you are
 - Your value
 - Your specialities
- 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
- Time is money
- Difficult clients and colleagues
- Transaction vs litigator
- For BAs: analysis of requirements
- "The case is won or lost based on the jury" Profile 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
- Has the enhancement been done before?
- Ate you breaking new ground?
- You are setting precedent
- For BAs, the business does not always know!
- The judge does not always know (or their clerk!)

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