The Albany Capital District IIBA Chapter's

Moving to the Next Level

Our lives are full of plateaus. The one we came from, the one we're on, and the next one we want to reach. And like any worthwhile endeavor, we must prepare. Preparing for a professional change requires honing our skills.

We have built a Professional Development Day to help in the preparations. Business Analysis and its practitioners are at the very focal point when organizations grapple with change: Analyzing the current situation, preparing recommendations, assisting the organization to make the transition, and evaluating effectiveness of the solution. We need to work with the organizations' staff and leaders to make it happen.

Our Professional Development Day offers a track to improve project-level skills and another one that focuses on the skills needed to work at the enterprise/organizational level. We will hear from keynote speakers about, when facing failure or a setback, the importance of keeping calm, evaluating the situation, and finding the path forward.

We will also hear from professionals who will help improve our skills through hour and 15 minute long workshops throughout the day. The workshops will be led by practicing experts with real-world skills. The sessions will dig deep into specific areas – offering practical and useable skills, tools, and techniques.

We've done the research to provide you an educational program that will help you embrace and handle the changes in our industry and profession. When change comes, will you be ready to move onward? Or wishing you were ready?
**Conference at a glance:**

When: Friday June 16th, 8:00 am – 5:00pm

Where: Radisson Hotel, 205 Wolf Road, Albany New York

Registration Information: [https://abadd2017.eventbrite.com](https://abadd2017.eventbrite.com)

Additional Information: [http://albanyny.iiba.org](http://albanyny.iiba.org)

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 – 8:30</td>
<td>Breakfast and Registration</td>
</tr>
<tr>
<td>8:30 – 8:40</td>
<td>Welcome</td>
</tr>
</tbody>
</table>
| 8:40 – 9:15   | Morning Keynote: “Accepting Failure to Succeed”  
Ian Agranat, President and CEO of Wildlife Acoustics, Inc |
| 9:30 – 10:45  | Project Skills: Session 1  
“Business Analysis and Product Ownership: One Goal, Two Views”  
Sue Burk  
Enterprise Skills: Session 1  
“Introduction to Business Value Analysis”  
David Mantica |
| 11:00 – 12:15 | Project Skills: Session 2  
“Kickstart Software Development with User Interface (UI) Prototypes”  
Matthew Carmichael  
Enterprise Skills: Session 2  
“Decision Modeling Primer - Helping Others to Make Better Decisions”  
Norman Daoust |
| 12:15 – 1:00  | Lunch and Networking                                                                |
| 1:00 – 1:30   | Afternoon Keynote: “Moving Your Career Forward in 2017 and Beyond”  
Kitty Haas, Author in Strategic Business Analysis and Complex Project Management |
| 1:45 – 3:00   | Project Skills: Session 3  
“Four Core Models for Scoping Requirements”  
Roxanne Miller  
Enterprise Skills: Session 3  
“BRM - How Business Relationship Management Creates Growth”  
Doug Lapham |
| 3:15 – 4:30   | Project Skills: Session 4  
“Optimize Government Policies | Adapt Quickly | Empower Citizens”  
Jasmine Lee  
Enterprise Skills: Session 4  
“Engagement: Help Me to Help You”  
Marie Bankuti |
| 4:45 – 5:00   | Close out and Door prizes and Social                                                 |
### Morning Keynote:

**Ian Agranat**
President and CEO
Wildlife Acoustics, Inc
@wildlifeacoust

“Iaccepting Failure to Succeed”

Every journey is accomplished through a series of steps. And missteps. It is critical to realize that it may be the missteps that help us to reach the destination more quickly - if we apply what was learned to the following steps. So, don’t let past missteps delay you, or the fear of another misstep stop you. While looking at options and evaluating which ones are good is important, it is more important to take the next step. If you always “look before you leap”, you might miss the “adventure along the way” or the “road less traveled”.

Ian Agranat was an engineer for Prime Computer where he applied his energetic, creative spirit in leading-edge technical designs. When the minicomputer industry crashed, he started his first company, Agranat Systems. For nine years, he enjoyed an amazing ride building a team of superheroes, developing best-in-class technology, and ultimately selling the business to Virata in 2000.

As the Vice President of a public company on NASDAQ, Ian quickly realized he preferred to be the entrepreneur driving a small nimble business. He left Virata in 2002 and started Wildlife Acoustics in 2003. At Wildlife Acoustics, Ian says his job is a perfect cross section of two passions – high technology and nature. “Once again, I have surrounded myself with an amazing team of talented individuals, I enjoy applying my technical expertise to discover solutions to new and challenging problems, and feel great knowing that we are delivering the best products and service to the world’s caretakers of our threatened natural resources.”

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### Afternoon Keynote:

**Kitty Haas**
Author, Consultant


The 21st Century Business Analyst will be the most sought after role in the coming years, so don’t blink or you will miss it. The 21st Century BA role will be strategic, value-based, collaborative, and innovator. However, the specific expertise of the BA will differ greatly.

This presentation explores the various areas of focus for BAs: strategist, architect, business process designer, business rules/decision analyst, business intelligence analyst, value manager, agilest, transformational change expert, customer experience designer, and relationship manager to name a few. We will also explore the various domains the BA finds herself in, including: Technology-Driven Change – IT and Innovation, Business/Technology Optimization – It’s all about Value; and Industry-Specific Change Expert, such as Financial Services, Insurance, Education, Health Care, and Government/Non Profits. And finally, we will explore the leadership qualities for BAs of the future: Value Creation, Agility, Team Leadership, Transformational Change, Complexity Management, Creativity and Innovation.

Kitty Haas is the leading expert in Strategic Business Analysis and Complex Project Management. She has written nine books, dozens of influential articles, and given lectures at corporations throughout the world. She is a professor of Strategic PM and BA Practices at Villanova University and a keynote speaker at conferences around the world. Kitty was a Director on the IIBA Board, and is on the BA advisory boards for Capella University and the University of California, Irvine. Her ground breaking work in Project Complexity has earned her recognition as a recipient of the PMI’s David I. Cleland Literature Award.
### Project Skills Track:

The sessions within this track focus on skills needed for a successful project. These include capturing, analyzing, and presenting requirements.

#### Project Skills: Session 1

**“Business Analysis and Product Ownership: One Goal, Two Views”**

Business analysts often struggle to find where they “fit” in organizations which are adopting agile practices. Opinions abound among recognized experts, ranging from “be the business analyst on an agile team” all the way through “business analysts should consider moving up to take on a product owner role”. In this workshop, we will consider the differences between goals and roles and views, as well as the similarities and differences between business analysis and product ownership practices. Through group discussions and exercises/self-assessments, participants will gain insights which will help inform their own career decisions.

**Target Competencies:**
- Behavioral Characteristics: Adaptability
- Business Knowledge: Methodology Knowledge

**Attendees will learn:**
- The Business Analyst’s role within an Agile environment,
- The Product Owner’s role, and the distinction,
- How the Business Analyst can better support the Product Owner.

**Sue Burk** has over twenty-five years of experience helping organizations adopt and adapt requirements, analysis, architecture, estimating, outcome measurement, testing, and project management practices. She is also a Certified Scrum Master, supporting agile and lean transformations. She has been a reviewer of Experience Reports Proposals for the annual Agile Alliance conference since 2013, as well as a “shepherd” for selected proposals.

Her presentations have been featured for more than twenty years at user groups, including the Data Management Association (DAMA), the International Institute of Business Analysis (IIIBA), and the Project Management Institute (PMI). She helped to inject an agile perspective as a contributing author for PMI’s publication “Business Analysis for Practitioners: A Practice Guide” and will be a contributing author for their next publication about business analysis, again, with an agile perspective.

In addition, her work as a consultant and coach in the for-profit world, Sue is delighted to help small non-profits in her role as a pro-bono consultant with Executive Service Corp of New England (www.escne.org), supporting its Outcome Measurement practice.

#### Project Skills: Session 2

**“Kickstart Software Development with User Interface (UI) Prototypes”**

Prototyping is an excellent way to gather requirements, improve communications, and focus project scope. Learn how to rapidly transition a concept into visual designs, and ultimately into a functional usable prototype. This session will introduce BAs to the processes used and technologies available to incorporate prototyping into the Software Development Life Cycle. Exciting tools, such as InVision and AngularJS, will be introduced. BAs will learn the advantages and disadvantages of prototyping, how to ensure a successful process, and when not to prototype.

**Target Competencies:**
- Analytical Thinking and Problem Solving: Conceptual Thinking
- Analytical Thinking and Problem Solving: Visual Thinking
| Matthew Carmichael | • Elicitation and Collaboration (All levels)  
|                    | • Requirements Analysis and Design Definition (All levels)  
|                    | • Techniques: Prototyping (All levels)  
| Attendees will learn: | • What prototyping is, and what it is not,  
|                    | • How to utilize prototyping to elicit and confirm requirements,  
|                    | • Pitfalls and challenges that prototyping can bring.  
| Matthew Carmichael is a Certified Scrum Master (CSM) and the founder of SaQus IT Solutions, an Agile software development company. He has authored over 300 custom applications, specializing in custom applications for organizations that have unique processes which cannot be fulfilled by off-the-shelf software. He has provided Agile training to project teams and managers and specializes in presenting Agile software development to those without technology backgrounds. |

| Project Skills: Session 3 | “Four Core Models for Scoping Requirements”  
|---------------------------|----------------------------------------------------------  
| Roxanne Miller | A picture is worth a thousand words. That is, a visual speaks to us in ways that written text cannot. In the early years of schooling, children participate in lesson called “show and tell” as an effective way to express themselves (and keep the attention of their classmates). The majority of adults learn most effectively when visuals (pictures, diagrams, tables, prototypes, and models) are used. This session provides an overview of commonly used requirements-scoping models, as well as why and how each model is helpful on a project. When used collectively, these four core models help a team feel confident that requirements haven’t been missed. Industry expert Roxanne Miller shares the four core models that she uses on every project! Come and discover the power of four.  
| | Target Competencies:  
| | • Analytical Thinking and Problem Solving: Conceptual Thinking  
| | • Analytical Thinking and Problem Solving: Visual Thinking  
| | • Elicitation and Collaboration  
| | • Requirements Analysis and Design Definition  
| | • Requirements Life Cycle Management  
| Attendees will learn: | • Explore a visual approach to scoping the requirements for your project,  
| | • Understand why and how each model benefits your target audience,  
| | • Identify aspects of traceability among the models that contribute to communication effectiveness.  
| Attendees will also receive a Job Aid from Roxanne Miller.  
| Industry expert Roxanne Miller has been consulting on requirements management practices for over 20 years. She is an international contributor, speaker, author, coach, and mentor in the Business Analyst community. Her book, The Quest for Software Requirements, is an in-depth reference guide with over 2,000 elicitation questions and a tested framework for mastering nonfunctional requirements and stakeholder profiling. Roxanne is an MIS graduate from the University of Wisconsin-Eau Claire. |

| Roxanne Miller |  
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| @ReqSuperFreak |  

| Roxanne Miller |  
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| @ ReqSuperFreak |  

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“Optimize Government Policies | Adapt Quickly | Empower Citizens”

Organizations, particularly government agencies, have complex sets of legislation, regulations and policy they need to implement correctly and consistently. They need to be able to respond efficiently to changing rules, while also helping their constituents understand how the rules apply to their situation. In addition, modern customer service requires that programs and information be made available through a variety of channels, such as on the web, in contact centers and on mobile devices. How can technology help organizations achieve these goals?

Target Competencies:
- Elicitation and Collaboration
- Techniques: Business Rules Analysis

Attendees will learn:
- How complex rules can be captured and presented more simply.

**Jasmine Lee** has been working in the realm of business rules for 15 years around the world, including in the United States, the United Kingdom and Australia. Jasmine’s particular area of focus has been Public Sector and helping governments transform complex legislation, regulations and policy into IT systems. In more recent years, this has also included helping agencies understand how they can make their rules more approachable to constituents through improved online customer experience.
Enterprise Skills Track:

The sessions within the Enterprise Skills track focus on skills needed to help organizations get the most out of their decisions, by helping them to express, analyze, and evaluate options available.

**Enterprise Skills: Session 1**

"Introduction to Business Value Analysis"

Projects strive to build and deliver solutions in a way that addresses business need, reduces waste, and minimizes risk. But someone must still understand what is needed. Many teams are learning that it is hard to prioritize, resulting in deliverables that miss the needs or opportunities.

Business Value Analysis looks at the way teams to prioritize features. Usually this responsibility was left to the project sponsors (executives in the company), but the speed of change and the complexities of business systems are changing how these decisions are made.

This seminar provides SDLC professionals with a first step in understanding the very esoteric concept of Value. It can mean many different, but this session will provide tangible ways to assess value and which critical thinking skills are used to support the decision process. On top of that, this session will discuss how to look at business direction, and connect it the work planning you do.

Understanding this critical topic is the key to long term success – especially at the program and portfolio level.

Target Competencies:

- Strategy Analysis
- Techniques: Acceptance and Evaluation Criteria
- Techniques: Business Capability Analysis
- Techniques: Business Cases
- Techniques: Business Model Canvas

Attendees will learn:

- What Business Value is and how it can be expressed,
- How Business Value can be analyzed,
- How the business can apply the analysis to improve outcomes.

**David Mantica** is VP of Sales and Marketing at Fastlane. His career as a business leader in the training industry spans twenty-two years. He has an impressive portfolio of goal-driven successes, identifying market opportunities in the training sector, and responding with training product development initiatives. Courses developed by his firms have addressed skills gaps in a range of industries, including: the software development life cycle, many IT topics, telecommunications, finance, healthcare IT and marketing.

David’s primary expertise lies in his unique ability to understand the business drivers that underscore the need for technology skills, and to find a market niche for educational products which help professionals achieve competitive advantage with these skills. He also specializes in building training solutions in topics focusing on the alignment of business needs and technology resources.
### Enterprise Skills: Session 2

**Decision Modeling Primer - Helping Others to Make Better Decisions**

Decision modeling is a topic that is worthy of its own technique. However, it is frequently just embedded in other models, with less than successful results.

Are your process models large, complex, or unwieldy? Separating decision models from process models will improve both. Are your business rules difficult to understand? Decision models are a technique that can overcome part of that challenge.

This session presents a comprehensive decision modeling technique that is easily understood by both subject matter experts and your software development staff.

**Target Competencies:**
- Elicitation and Collaboration
- Techniques: Business Rules Analysis
- Techniques: Decision Making
- Techniques: Decision Modeling

Attendees will learn:
- Words that signify the need for a decision model,
- Various BABOK techniques that include aspects of decision modeling,
- How to model decisions in a simple and consistent fashion.

**Norman Daoust** founded his consulting company, Daoust Associates, www.DaoustAssociates.com, in 2001. He has trained more than five hundred business analysts for the Corporate Education Group, an IIBA endorsed educational provider. His consulting specializes in data modeling, data architecture, and healthcare electronic data exchange using the HL7 standard. His clients have included the Centers for Disease Control and Prevention (CDC), the Veteran’s Health Administration (VA), the Canadian Institute for Health Information, several healthcare provider networks, the Kingdom of Saudi Arabia Ministry of Commerce and Industry, and a Fortune 500 software company.

Norman speaks frequently at national and regional conferences including Project Summit - Business Analyst World, and has presented at more than a dozen IIBA chapter meetings around the country. His book, UML Requirements Modeling for Business Analysts, is written for business analysts. Norman is an engaging speaker who enjoys making complex topics easy.

### Enterprise Skills: Session 3

**BRM - How Business Relationship Management Creates Growth**

This session will explain the basics of the BRM role. From exploring client needs to generating demand to harvesting opportunities, the BRM role is required to build and expand projects. Join to learn how to help clients and partners connect the dots and develop a justification for future work.

**Target Competencies:**
- Strategy Analysis

Attendees will learn:
- What is Business Relationships and the importance of managing them,
- How Business Relationships can be utilized to better understand need,
- How this can translate to better results.

**Doug Lapham**

@douglapham
Douglas Lapham is a National Sales Director at First Data. He is an experienced leader of performance management, process improvement and organizational change initiatives. All of which require influence skills.

He brings over twenty years of commercial and public sector consulting experience and a passion for improving organizations and their processes. Douglas has advised leadership teams and individual contributors on three continents and in over 30 organizations in areas of quality, operational improvement and large-scale technology systems deployment. His background includes strategic planning, ERP implementations, and developing strong executive teams.

Douglas is both a technologist and a student of behavioral sciences. He understands how the large IT projects succeed when the end users understand the purpose, feel well prepared, and are coached through significant periods of change. He is an experienced facilitator and business analyst skilled at capturing requirements and developing roadmaps. Doug understands how users react to new technology and business processes and he knows how to quickly win support and develop new skills at all levels of the organization.

**Enterprise Skills: Session 4**

**Marie Bankuti**

@Marie_Bankuti

“Engagement: Help Me to Help You”

Proactively Educate Your Business Stakeholders for Greater Project Success

Are your projects plagued by problems such as unresponsive business stakeholders, unclear expectations, pointing fingers, missed deadlines? Do project critical business decisions seem to take forever? These common issues can cause high stress and frustration, repeated mistakes, wasted time and rework. Do your stakeholders then wonder why “IT didn’t get it right”? Business stakeholders sometimes see IT work as the “black box”, the unknown. Coupled with their own work demands, there can be a tendency to hang back and think “IT will make happen”.

Well, there are ways to increase the level of business engagement and ownership on your projects. Learn how to proactively design more successful outcomes, while building credibility and enhancing relationships with your business community. Gain tips on how to educate them about working with IT teams in partnership to create a more positive overall project experience.

Target Competencies:

- Elicitation and Collaboration
- Behavioral Characteristics: Organization and Time Management
- Behavioral Characteristics: Personal Accountability
- Behavioral Characteristics: Trustworthiness
- Communication Skills: Verbal Communication
- Communication Skills: Non-Verbal Communication
- Communication Skills: Listening

Attendees will learn:

- Improve project success through proactively educating business stakeholders on how to work effectively with IT.
- Enhance your relationship and credibility with stakeholders for immediate and longer term project success.
- Learn to minimize stress, miscommunications, missed deadlines, and rework, while clearly setting expectations and accountability.

Marie Bankuti, PMP, PCC, CPCC is a professionally certified Leadership & Team Development Coach, Trainer, PMP and founder of Tether Free Vision Inc. Her career is built on commitment to excellence, integrity, and continuous
learning; and her passion is assisting leaders and teams in bringing their very best to their work, while creating engaged and productive working relationships.

Marie works with leaders to identify their unique strengths, define their own success, and step into action, while creating their own leadership style with heart and intentional impact. She also works with teams to increase productivity and positivity, by developing awareness on the relationship system, and empowering them to quickly and effectively address conflict and harness capacity.

With 28+ years in Information Technology as Developer, Business Analyst, Project Manager & Manager, and 9 years Coaching, Marie has worked in State Government, Financial, Banking, Manufacturing, Consulting and Non-Profit industries. Some of her previous speaking engagements have been with Project Summit/Business Analyst World Conferences, Harvard University, and PMI and IIBA chapters.