

IIBA International Institute of Business Analysis™

S'amuser avec le BABOK Version 3 - sur stéroïde!

Georges Bryson CBAP CSTE ITIL PSM
VP Développement Professionnel IIBA – Section Montréal

IIBA Montréal
Section

Les analystes d'affaires et l'IIBA® ... redéfinissent notre profession!

IIBA International Institute of Business Analysis

Oct. 2003

2005 Version 1 → 2005 Version 1.4 → 2006 V1.6 Ébauche → 2008 V1.6 Finale → 2009 Version 2 → 2015 Version 3

Business Analysis Body of Knowledge

© MontGuide Inc.

BABOK Version 2 259 pages

BABOK Version 3 514 pages

© MontGuide Inc.

Appendix D: Summary of Changes from BABOK® Guide v 2.0

Pages 483-492

easy

facile

4

© MontGuide Inc.

D'où viennent les **épinards**?



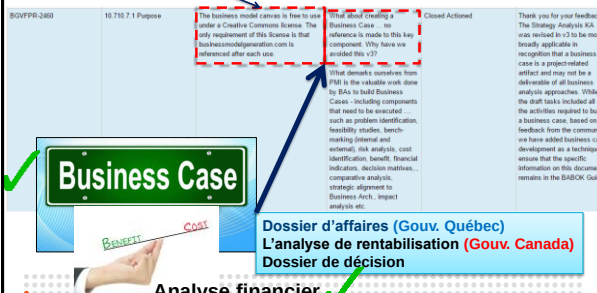
BABOK® GUIDE v3 PUBLIC REVIEW

The BABOK® Guide v3 Public Review was a great success!
We would like to say a big thank you to everyone who participated!

© MontGuide Inc.

[EXE=PLE] BMC

Itératif
Incrémental
3 Révisions



Business Case

Dossier d'affaires (Gouv. Québec)
L'analyse de rentabilisation (Gouv. Canada)
Dossier de décision

Analyse financier

© MontGuide Inc.

Quels sont les **mots** dont l'utilisation a le **plus augmenté** dans le **nouveau BABOK® Version 3** ?

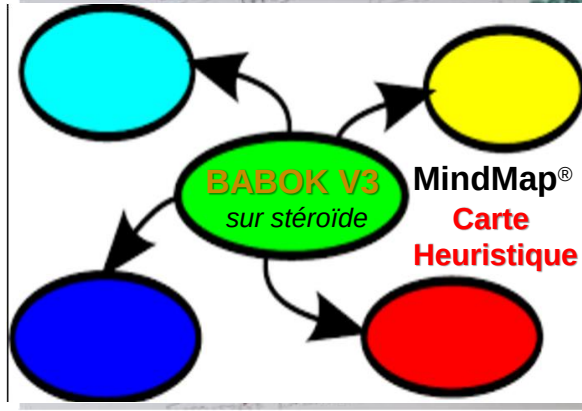
(versus **BABOK® Version 2**)

QUIZ

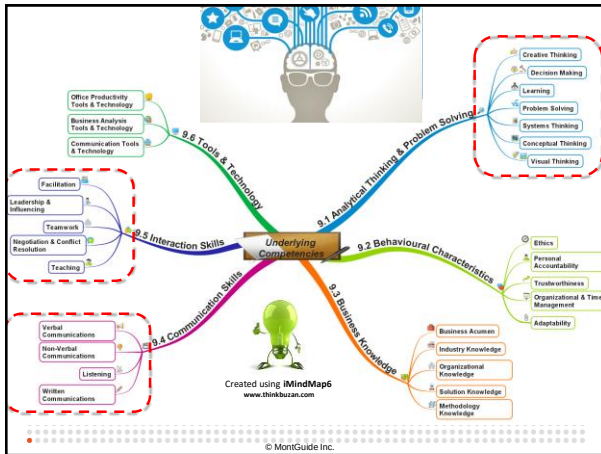
© MontGuide Inc.

BABOK V3 sur stéroïde

MindMap®
Carte Heuristique



© MontGuide Inc.



Dans la portée (In Scope)

➤ **Stimuler** votre **curiosité** envers le nouveau **BABOK (v3)** ...

COMMENT?

➤ Partager mes **coups de cœur**
Focus: Changements

Hors portée (Out of Scope)

Pas un cours ... Pas de détail



11

© MontGuide Inc.




Des millions ont vu tomber la pomme.
Newton a demandé **pourquoi!!**

Piquer

votre
curiosité!

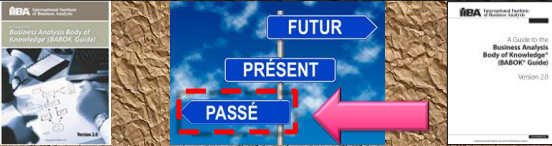


12

© MontGuide Inc.



© MontGuide Inc.



L'ensemble des **tâches** et des **techniques** utilisées pour travailler comme **agent de liaison** entre les **parties prenantes** afin de **comprendre** la structure, les politiques et les opérations d'une organisation, et de **recommander** des **solutions** qui permettront à l'organisation d'atteindre ses **objectifs**.

La pratique de l'analyse d'affaires permettant le **CHANGEMENT** 

dans un **CONTEXTE** organisationnel

en définissant les **BESOINS** 

et recommandant des **SOLUTIONS**

offrant la **VALEUR** 

BACCM® Model aux **PARTIES PRENANTES** 

Business Analysis
Core Competency Model

© MontGuide Inc.

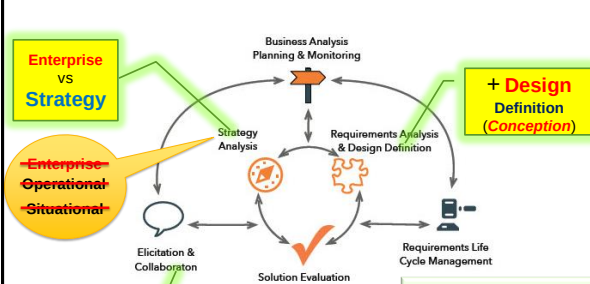
BABOK®
Les blocs de construction




Modèle de base

- Domaines de connaissance & tâches
- Compétences
- Techniques
- Perspectives

© MontGuide Inc.



Enterprise vs Strategy

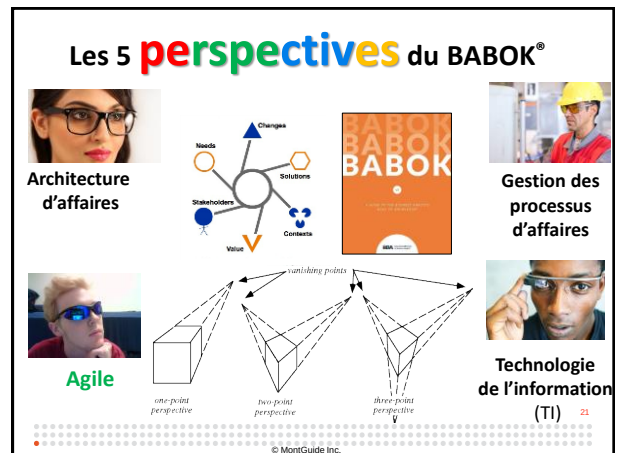
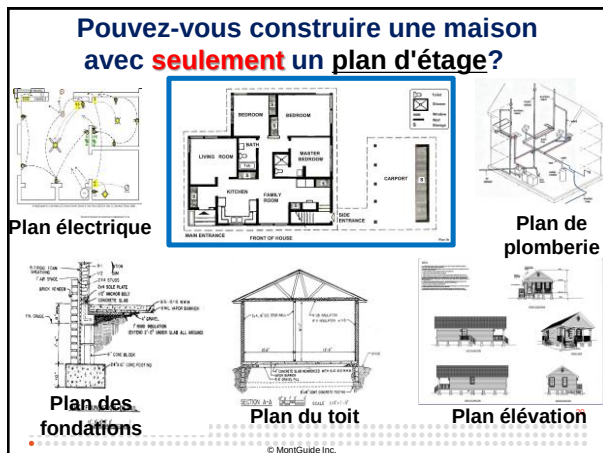
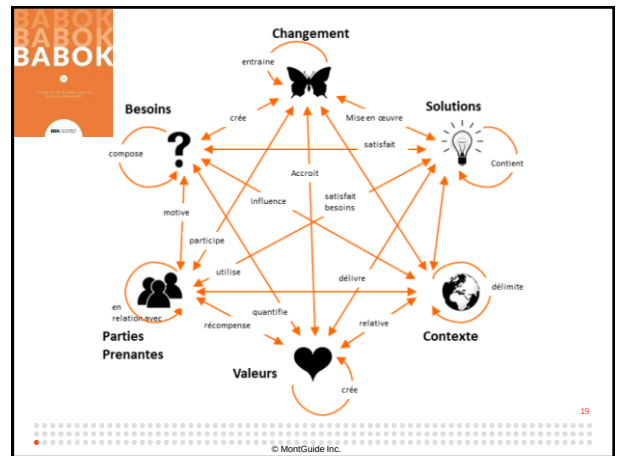
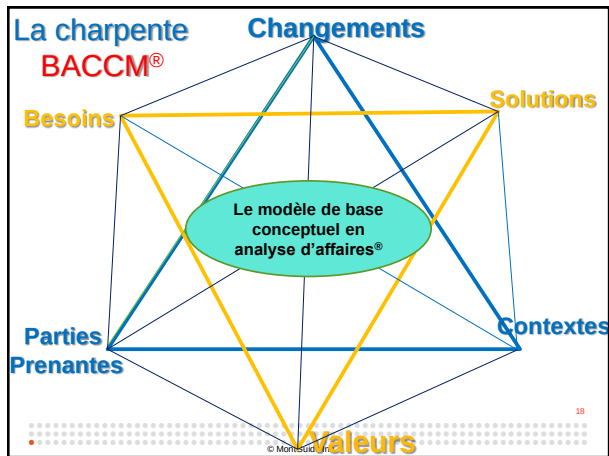
+ Design Definition (Conception)

+ Collaboration

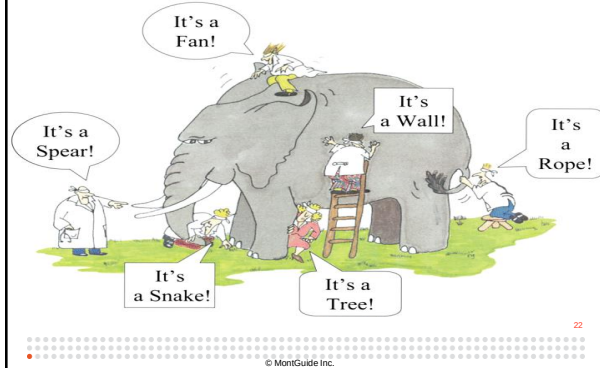
L'ajout de 9 compétences sous-jacentes

- Conceptual Thinking
- Visual Thinking
- Listening
- Personal Accountability
- Adaptability
- Methodology Knowledge
- Non-verbal Comm.
- Comm.Tools & Tech.
- Neg. & Conflict Resolution

© MontGuide Inc.



BABOK Version 3 5 Perspectives



Que voyez-vous?



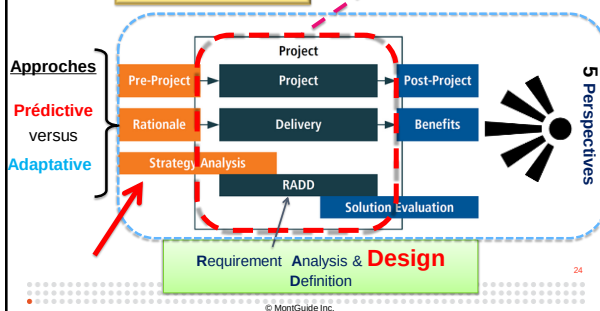
23

© MontGuide Inc.

BABOK® Version 3 – La portée

Où se trouve
la **VALEUR**?

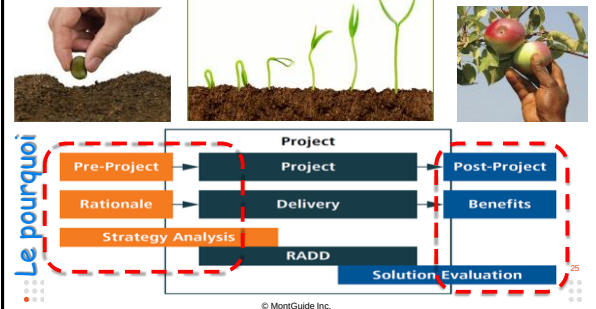
Environnement
Traditionnel
Analyse d'affaires



VALEUR

Semer

Récolter





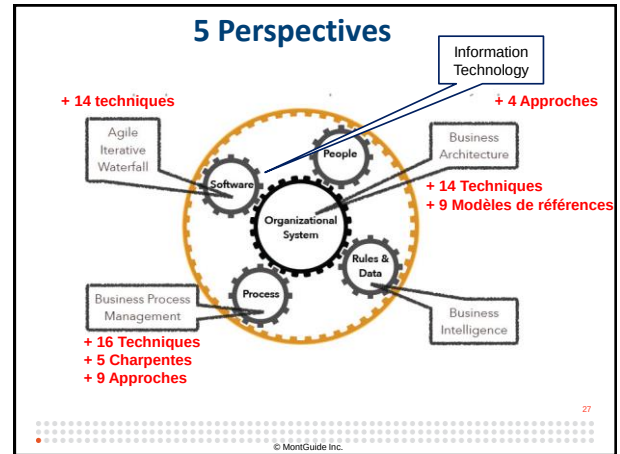
Version 2	Version 3
34 Techniques	50+ (44) Techniques
Mener par : Plan versus Changement	5 Perspectives: TI, BI, BPM, B.Arch., Agile
Peu d'images	Plus d'images
Noir & Blanc	Couleurs
264 Pages	510 Pages
Vision ciblée TI	> Vision globale

Nouveaux

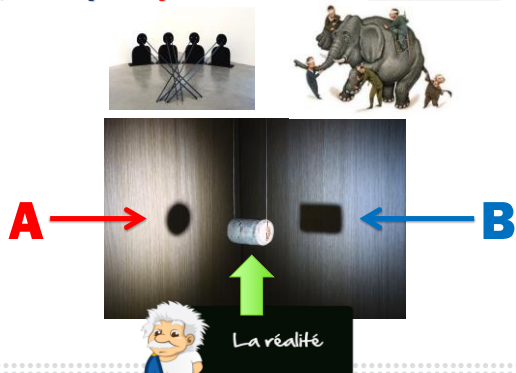
Techniques

- Backlog Management
- Balanced Scorecard
- Business Case
- Business Model Canvas
- Collaborative Games
- Concept Modelling
- Data Mining
- Decision Modelling
- Financial Analysis
- Mind Mapping
- Prioritization
- Process Analysis
- Roles & Permission Matrix
- Stakeholder list, Personas

© MontGuide Inc.



Quelle perspective est la meilleure ?

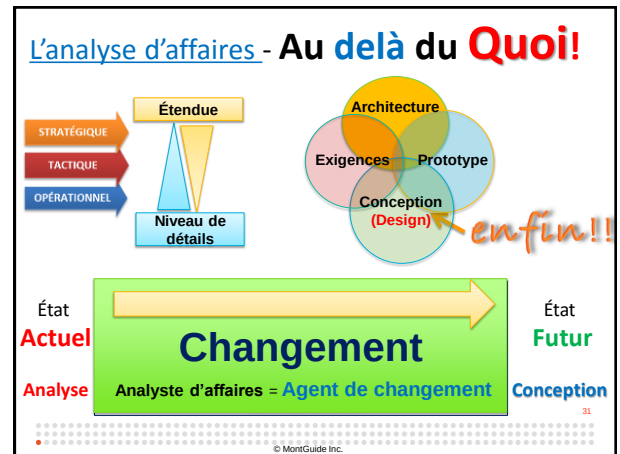
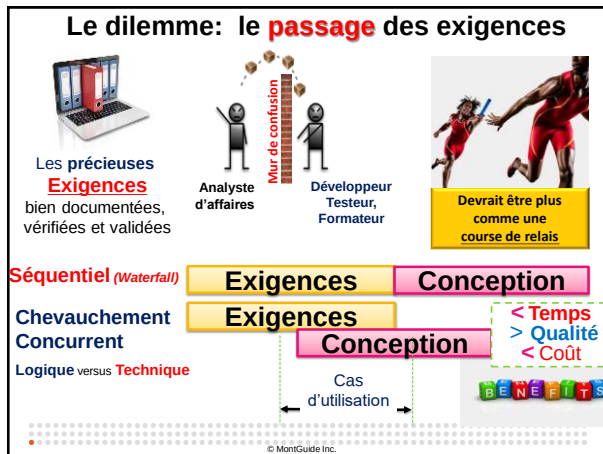


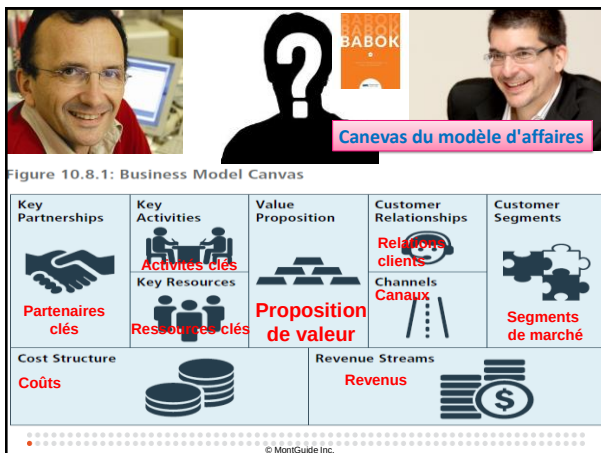
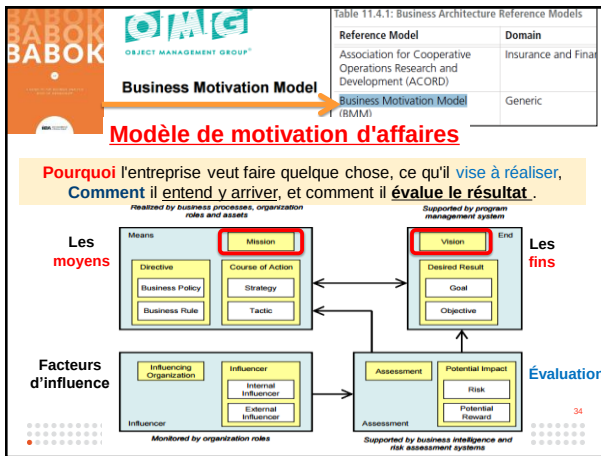
A → **B**

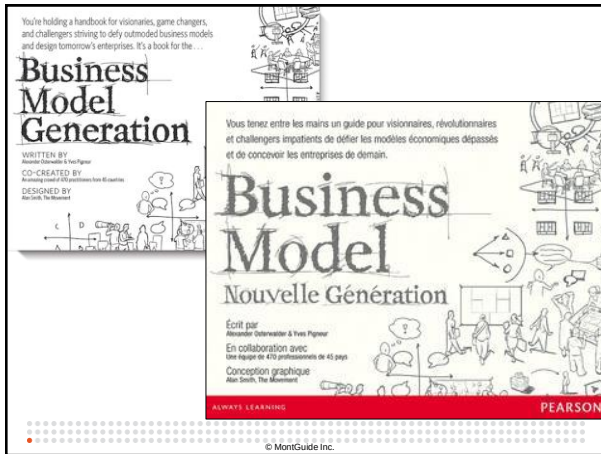
La réalité

© MontGuide Inc.

Terme	BABOK® V2	BACCM-BABOK® Guide V3
Conception	Design	Une représentation d'une solution utilisable.
	Non défini	Une représentation utilisable d'une manière spécifique de satisfaire un besoin dans un contexte .







Technique 10.3

Balance Scorecard (BSC)

Tableau de bord prospectif (TBP)

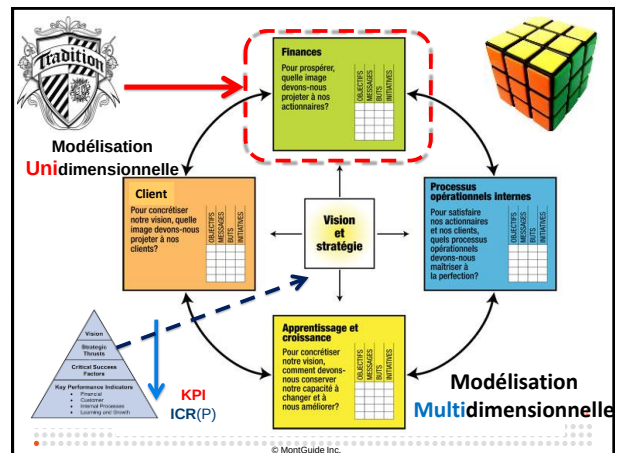
... est utilisé pour gérer la performance dans tout modèle d'affaires, structure organisationnelle, ou processus d'affaires.

1996

BALANCED SCORECARD
Robert S. Kaplan
David P. Norton

HARVARD BUSINESS SCHOOL

© MontGuide Inc.



Analyse des parties prenantes?

DILBERT
by SCOTT ADAMS

WHAT'S THE BIGGEST RISK WITH YOUR PLAN?

IT'S PEOPLE. THEY'RE TERRIBLE ONCE YOU GET TO KNOW THEM.

THEN DON'T GET TO KNOW THEM.

I TRIED THAT WITH YOU AND IT DIDN'T WORK.

Quel est le plus grand **risque** dans votre **plan**?

Les **parties prenantes**. Ils sont **TERRIBLES** une fois qu'on les connaît.

Alors, ne prenez **pas** le temps pour les connaître

J'ai essayé cela avec toi et ça n'a **pas** fonctionné !

© MontGuide Inc.

BABOK

10.10 Collaborative Games **Jeux collaboratifs**

10.10.1 Purpose

Collaborative games encourage participants in an elicitation activity to collaborate in building a joint understanding of a problem or a solution.

... encourage les **participants** à une activité d'élicitation à **collaborer** dans la construction d'une **compréhension commune** d'un **problème** ou d'une **solution**.

Cueillir

Présent

Participer

Collaborer

Éliciter

Niveaux d'engagement

COLLABORATION

43

© MontGuide Inc.

Comment Collaborer?

Psychologie sociale

Identification & **analyse des Parties prenantes**, **plan de collaboration**, exécution, mesure, amélioration

Gamification

Engagification

FUNology

participation, points, engagement, gamification, social, psychology, business, model, generation, fun, social, audience, building, relationships, gamification, fun

LEGO SERIOUSPLAY®

Game Theory and Gamification

© MontGuide Inc.

Game storming

Goup de Cœur

CoREA Method - Collaborative Requirements Elicitation and Analysis

Wikis

- ShyWiki
- WikiWinWin
- SoftWiki
- SmartWiki

teampedia TOOLS FOR TEAMS

Stakesource 2.0

iRequirement

AnnotatePro

iThink

de Bono 6 Thinking Hats

45

bdc  Outils de **collaboration** en ligne gratuits et **peu coûteux** pour votre entreprise

<https://www.bdc.ca/fr/articles-outils/technologie/applications-gratuites-peu-couteuses/pages/outils-collaboration-web-gratuits-peu-chers.aspx>



BDC: Business Development Bank of Canada

BABOK

Sommaire + Références aux Techniques

11.1.3 Approaches and Techniques

Approaches

Agile is an umbrella term for a variety of approaches. All agile approaches practice business analysis but only a few explicitly define the business analysis role. The primary characteristic of any agile approach is its alignment to the values and principles of the Agile Manifesto. An agile team may implement or evolve to use a combination of approaches which enables them to deliver value more effectively given their project type and work environment.

Table 11.1.3.1 Agile Approaches

Approach	Brief description
Crystal Clear	Part of a family of Crystal methodologies which are defined based on hardness and colour. The hardness refers to the business criticality or potential for causing harm, which amounts to more rigid and prescriptive planning being required as the criticality increases. Colour refers to the heaviness of the project across a number of dimensions including number of people required and the elements in the project.
Disciplined Agile Delivery (DAD)	A decision process framework which incorporates ideas from a variety of other agile approaches. It is intended to support a project from initiation through delivery. DAD is not prescriptive and allows for teams to customize their own life cycles and approaches.

Chapitre 11 Agile

Perspective

© MontGuide Inc.

BABOK

Chapitre 11 Agile

Perspective

Table 11.1.1: Agile Approaches (Continued)

Approach	Brief description
Dynamic Systems Development Method (DSDM)	A project delivery framework which focuses on fixing cost, quality, and time at the beginning while contingency is managed by varying the features to be delivered. MoSCoW prioritization technique is used for scope management. Time boxes, or short focused periods of time with clearly defined outcomes, are used to manage the work.
Evolutionary Project Management (EPM)	A project management method for developing and delivering systems incrementally. It has a strong focus on quantifying value for multiple stakeholders and planning increments based on delivery of that value (which can be measured). It uses impact estimation tables as a formal technique for assessing solutions for their ability to deliver value to multiple stakeholders for a given cost.
Extreme Programming (XP)	Known for the concept of taking incremental software engineering techniques to the extreme. This concept focuses on the technical development process and features pair programming, test-driven development, and other craftsmanship approaches to the technical practices. XP technical practices are often used in conjunction with one of the agile management frameworks.
Feature Driven Development (FDD)	Focuses on a client valued functionality perspective to develop working software. For example, following a high-level scoping exercise, a feature list is identified and all planning, design, and development are performed based on feature sets.
Kanban	Does not require fixed iterations. Work moves through the development process as a continuous flow of activity. A key feature is to limit the amount of work underway at any one time (limited to the work in progress limit or WIP). The team works only on a fixed number of items at any one time and work may begin on a new item only when it is required to maintain flow downstream and after the previous item has been completed.
Scaled Agile Framework® (SAFe®)	A framework for implementing agile practices at enterprise scale. It highlights the individual roles, teams, activities and artifacts necessary to scale agile from the team to program to the enterprise level.
Scrum	A lightweight process management framework based on empirical process control. Work is performed in a series of fixed length iterations, called Sprints, which last one month or less. At the end of each sprint the team must produce working software of a high enough quality that it could potentially be shipped or otherwise delivered to a customer.

© MontGuide Inc.

Business Intelligence (BI)
Informatique décisionnelle

Figure 11.2.1: Business Intelligence Solution - Conceptual Framework

Perspective

© MontGuide Inc.



Réseau de dispositifs intelligents

Le **premier** équipement **non-intelligent** connecté à Internet?

Indice

Pittsburg - CMU
1982

"Les choses vont mieux avec ..."

54

© MontGuide Inc.

The IRIS Business Architect Newsletter
June 2016

Business Architecture Guild

Architectures Center of Excellence
BAlnstitute.org™
A Peer to Peer Exchange for Business Architecture Professionals

Introduction to Business Architecture

57

© MontGuide Inc.

Table 11.4.2: Business Architecture Techniques (Continued)

THE Open GROUP
TOGAF® 9 Certified

Technique	Description
The Open Group Architecture Framework (TOGAF®)	Provides a method for developing enterprise architecture. Phase B of the TOGAF Architecture Development Method (ADM) is focused on the development of business architecture. Organizations following TOGAF may choose to tailor Phase B to adopt the business architecture blueprints, techniques, and references described in the BABOK® Guide.
Value Mapping	Value mapping provides a holistic representation of the stream of activities required to deliver value. It is used to identify areas of potential improvement in an end-to-end process. Although there are several different types of value mapping, a value stream is often used in business architecture.
Zachman Framework	Provides an ontology of enterprise primitive concepts based on a matrix of six interrogatives (what, how, where, who, when, why) and six levels of abstraction (executive, business management, architect, engineer, technician, enterprise). Business architects may find that exploring the executive or business management perspectives across the different interrogatives provides clarity and insight.

59

© MontGuide Inc.

Architecture d'affaires

Table 11.4.1: Business Architecture Reference Models

Reference Model	Domain
Association for Cooperative Operations Research and Development (ACORD)	Insurance and Financial Industries
Business Motivation Model (BMM)	Generic
Control Objectives for IT (COBIT)	IT governance and management
eTOM and FRAMEWORK	Communications sector
Federal Enterprise Architecture Service Reference Model (FEA SRM)	Government (developed for the U.S. Federal Government)
Information Technology Infrastructure Library (ITIL®)	IT service management
Process Classification Framework (PCF)	Multiple sectors including aerospace, defence, automotive, education, electric utilities, petroleum, pharmaceutical, and telecommunications
Supply Chain Operations Reference (SCOR)	Supply chain management
Value Reference Model (VRM)	Value change and network management

59

© MontGuide Inc.

BABOK

2 Methodologies

The following table lists methodologies that are commonly used in the discipline of business process management.

Table 11.5.1: BPM Methodologies

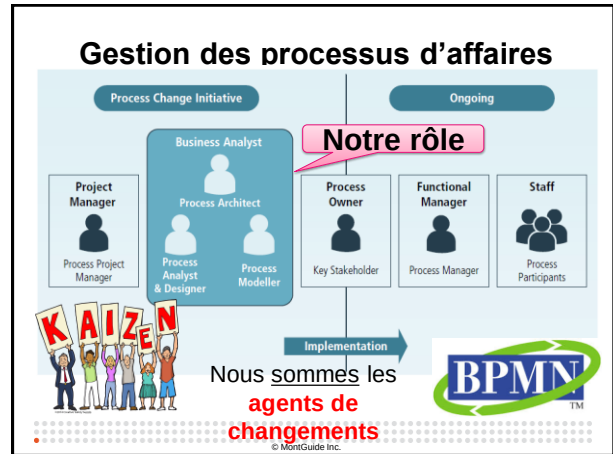
Methodology	Brief description
Adaptive Case Management (ACM)	A method used when processes are static in nature, and have a lot of interaction. An ACM process may be different each time it is performed.
Business Process Re-engineering (BPR)	The fundamental rethinking and redesigning of business processes to generate improvements in critical performance measures, such as cost, quality, service, and speed.
Continuous Improvement (CI)	The ongoing monitoring and adjustment of existing processes to bring them closer to goals or performance targets. This represents a permanent commitment of the organization to change and must be an important part of its culture.
Lean	A continuous improvement methodology that focuses on the elimination of waste in a process, defined as work for which the customer of the process will not pay.
Six Sigma	A continuous improvement methodology that focuses on the elimination of variations in the outcome of a process. It is statistically oriented and performance data centric.
Theory Of Constraints (TOC)	A methodology that holds the performance of an organization can be optimized by managing three variables: the throughput of a process, operational expense to produce that throughput, and the inventory of products. The performance of a process is dominated by one key constraint at any given time, and the process can only be optimized by improving the performance of that constraint.

LEAN SIX-SIGMA

Perspective

Chapitre 11.5

Gestion des processus d'affaires



BABOK

Perspectives

Table 11.5.1: BPM Methodologies (Continued)

Methodology	Brief description
Total Quality Management (TQM)	A management philosophy that holds to the underlying principle that the processes of the organization should provide the customer and stakeholders, both internal and external, with the highest quality products and services, and that these products or services meet or exceed the customer's and stakeholders' expectations.

J3 Techniques

The following table lists techniques, not included in the Techniques chapter of the BABOK® Guide and are commonly used within the discipline of BPM.

Table 11.5.2: BPM Techniques

Technique	Brief Description
Cost Analysis	A list of the cost per activity totalled to show the detailed cost of the process and is used frequently by businesses to gain an understanding and appreciation of the cost associated with a product or service. Cost analysis is also known as activity based costing.
Critical to Quality (CTQ)	A set of diagrams, in the form of trees, that assist in aligning process improvement efforts to customer requirements. CTQ is a technique used in Six Sigma, but is not exclusive to Six Sigma.
Cycle-time Analysis	An analysis of the time each activity takes within the process. Cycle-time analysis is also known as a duration analysis.
Define Measure Analyze Design Verify (DMADV)	A data-driven structured roadmap used to develop new or improve existing processes. DMADV is a technique used in Six Sigma, but is not exclusive to Six Sigma.
Define Measure Analyze Improve Control (DMAIC)	A data-driven structured roadmap used to improve processes. DMAIC is a technique used in Six Sigma, but is not exclusive to Six Sigma.

Chapitre 11.5

Gestion des processus d'affaires

Pas inclus - BABOK V2

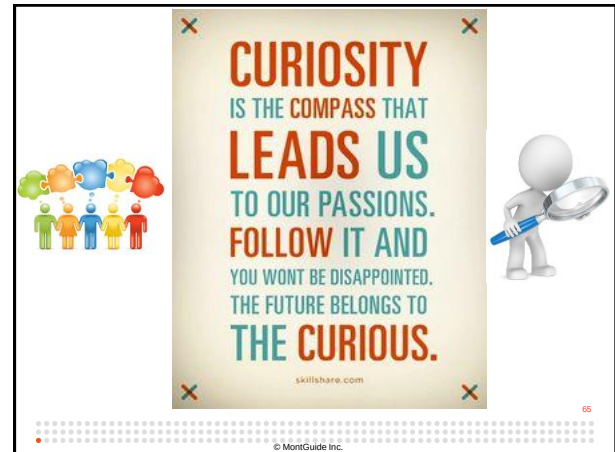
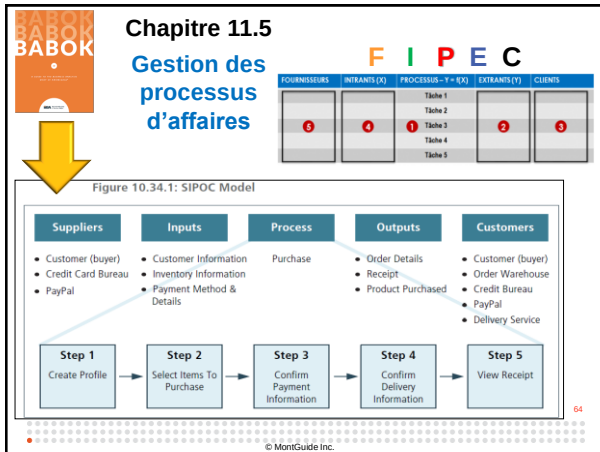
The Business Process Management Perspective

Table 11.5.2: BPM Techniques (Continued)

Technique	Brief Description
House of Quality/Voice of Customer	A matrix relating customer desires and product characteristics to the capabilities of an organization. It is a technique that could be used in developing the to-be processes.
Inputs, Guide, Outputs, Enablers (IGOE)	A diagram that describes the context of a process, by listing the inputs and outputs of the process, the guides that are used to inform the execution of the process, and the supporting tools and information required for the process.
Kaizen Event/Process Simulation	A focused, rapid effort to improve value delivery in one specific activity or sub-process.
Process Simulation	A model of the process and a set of randomized variables to allow for multiple variations of a process to be assessed and develop an estimate of their performance under various conditions.
Suppliers Inputs Process Outputs Customers (SIPOC)	A table that summarizes inputs and outputs from multiple processes. Also known as COPDS, which is simply SIPOC spelled backwards.
Theory of Constraints (TOC)/Thinking Processes	A set of logical and creative techniques used to diagnose conflicts, identify the root causes of problems, and define future states of a system that successfully resolve those root causes. TOC thinking processes is a technique that assists in locating problems in the as-is process and connecting them when developing the to-be processes.
Value Added Analysis/Value Stream Analysis	Looks at the benefit to the customer added at each step of a process to identify opportunities for improvement.
Who What When Where Why (5W)	Used to assess the value added by each functional area of a business to the customer, as part of an end-to-end process.

Chapitre 11.5

Gestion des processus d'affaires



Question sur la portée ...

➤ **Est-ce que** votre **curiosité** envers le nouveau **BABOK® (v3)** a augmenté d'un cran? (**piquer**)

➤ Comprenez-vous pourquoi j'ai des **coups de cœur** avec **BABOK® V3**?

Hors portée (Out of Scope)

Pas un cours ... Pas de détail

© MontGuide Inc.





© MontGuide Inc.

Mes coordonnées



Georges Bryson CBAP CSTE ITIL PSM



georges.bryson@montreal.iiba.org



georges.bryson@montguide.com



georges.bryson@mcgill.ca



<https://ca.linkedin.com/in/georges-g-h-bryson-cste-cbap-til-psm-bsac-8396929>

© MontGuide Inc.