



Our Vision:

To be the world's leading association for business analysis professionals.

Our Mission:

To develop and maintain standards for the practice of business analysis and for the certification of its practitioners.

Letter from the President

Putting the “International” back in the IIBA

On July 10 and 11, the Senior Leadership Team (SLT) met in Toronto, Canada for the Second Quarterly Strategic Planning Meeting of 2008. When I spoke with the team in preparation for this meeting, our new Head of Marketing, Lynda Sydney, commented on the fact that our media list seemed to include only North American publications.

“If we are truly going to reach our global membership and provide benefits to companies around the world,” she said, “we need to put the International back in the IIBA.”

I heartily agreed! So I immediately jumped on this idea, using it in my opening remarks to the SLT members.

For the past four years, the IIBA has been moving forward as an organization. We have goals—the BA Body of Knowledge, Certification and Networking. We have a mission—Advance the Practice of Business Analysis. But there is another underlying fundamental guiding principle—the IIBA is an *international* association, not just a North American organization. And to advance this principle, the IIBA will leverage almost any opportunity to present itself to the global business community.

From the beginning of our existence, we took advantage of opportunities as they were presented to us. In May 2004, only two months after the first Annual General Meeting, the IIBA participated in its first conference—BA World in Toronto. In April of this year, my “day” job took me to India, but while I was there, I met with IIBA members and

participated in two Chapter Kick-offs. Last month, the Mexico Chapter sponsored a trip for me to Mexico City. So, along with Head of Communications, Marta McIlroy, I met with businesses there and introduced the IIBA. These occasions were opportunities we leveraged to help springboard the growth of the organization and increase our recognition globally.

When Not Perfect is Good Enough

Another guiding principle—and something we need to remember—is that it doesn't have to be perfect to be good enough.



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You may be wondering what I mean by that. Well, let's think about what we've accomplished over the past few years.

Later this year, version 2.0 of the *Business Analysis Body of Knowledge*® (BABOK®) will be published, the fourth release of this publication in less than five years. When the BABOK® was first published as version 1, in April 2005, it was only an outline of what the BABOK® would be. Version 1.4 and 1.6 continued to fill in the Version 1 skeleton but even then, we knew there was much more work to be done. But instead of waiting until it was perfect, we decided that "not perfect was good enough." Our members needed something to help them do their jobs now—tomorrow was not soon enough.

I still get comments from business analysts all over the world about how grateful they are to have this publication. There are study groups organized around it. Companies base their training on it. This knowledge is being used by thousands of BAs worldwide, and it continues to evolve to meet the changing needs of the global business environment. If we had waited until it was "done" the BABOK® may not have been published yet! In this case, good enough was definitely much better than perfect.

Another example is our Certification exam. When we first introduced the Certified Business Analysis Professional™ (CBAP™) exam, we would have preferred to offer it all over the world through computer-based testing (CBT). We weren't able to do this yet, so we decided to go ahead and offer a proctored exam option until a CBT version became available.

Today, there are over 400 individuals worldwide who have achieved the CBAP designation. Computer-based testing is now launching September 1st, but if we had waited until it was "perfect," there would not be over 400 CBAPs providing this important knowledge and expertise to their employers. Companies are thanking us and embracing what we have done. EDS is even tying their whole business analyst maturity model to CBAP certification. Once again, good enough was better than perfect.

Sneak Preview: The Year of the IIBA Brand

If 2008 was the Year of Growth and Chapters, then we can look forward to 2009 as being the Year of the IIBA Brand. We will continue to welcome opportunities to demonstrate to companies the value of the business analysis profession and the benefit of employing qualified BA practitioners and CBAPs.

Other initiatives will include:

Operationalizing a sustainable chapter structure. We now have the Chapter Council and Chapter Governance Body, and these groups will ensure the continued success of our chapters worldwide.

Establishing a structure for business development. We are in a position where we have the potential for huge growth, and we plan to expand our product offerings and to hire more people.

Expanding Professional Development. We recognize the need to add value for our members by developing additional standards, tools, templates, job descriptions and more.

Our first new offering in the area of Professional Development is the launch of our monthly Webinar Series, free to all IIBA members. The first Webinar will be held on Tuesday, August 26 at 12 noon E.D.T. I will be presenting on the Evolving Role of the Business Analyst. See [page 4](#) of this newsletter for more details about the Webinar and how you can register.

This is your personal invitation to join us on August 26. I look forward to speaking to you then.



Kathleen Barret
President

What in the World are IIBA Members Reading?

As an international association, the IIBA is interested in discovering what business analysis related magazines, trade journals, periodicals and more our members around the globe are reading.

Send us the names of your favorite publications, along with a website link (if available) and why you like it (in about 100 words).

Please send the details to IIBANewsletter@theiiba.org.

SUN TZU: The Art of War for Business Analysts

By Joe Newbert, Business Analysis Works

Sun Tzu was one of the greatest army generals who ever lived. In the fifth century BC he wrote what is considered to be one of the greatest treatises of military strategy, "The Art of War." Timeless and supple, The Art of War remains resoundingly relevant and can be applied to other battles, both personal and in business.

Perhaps, we can apply some of Sun Tzu's wisdom to help us navigate the battleground that is Business Change:

Laying Plans – ‘the attributes of the antagonistic sides should be analyzed’

Resist the pressure to "start coding now!" A careful strategic assessment is the foundation of successful business change. Put the plan in writing or you do not have a plan at all.

Waging War – ‘an army of one-hundred-thousand men can be raised only when money is in hand’

Propose a course of action, analyze the tangible and intangible costs and benefits, and secure the business case to attain sufficient resources.

Attack by Stratagem – ‘know the enemy and know yourself, and you can fight a hundred battles with no danger of defeat’

Elicit the good, the bad and the ugly. Identify gaps between the 'as-is' and 'to-be.' Don't confuse issues with symptoms and dig into root causes.

Tactical dispositions – ‘a triumphant army will not fight the enemy until the victory is assured’

Shortlist business system options that support the business strategy, determine their feasibility and accept based upon their business benefit.

Energy – ‘Management of a large force is the same in principle as the management of a few men: it's a matter of organization’

Are divisions set-up to participate with one another? Or are divisions, divisions? Create process integration that supports collaboration.

Weak points and strong – ‘probe him and learn where his strength is abundant and where deficient’

Explore the operations. Pick-up insufficient activities, fortify satisfactory activities, introduce lacking activities and trim superfluous activities.

Maneuvering – ‘he who knows the artifice of variation will be victorious’

There will be preconceived ideas and agendas. Realize perceptions, gain support, inspire, assert and persuade. No two encounters are the same; tailor your approach meaningfully.

Variation in Tactics – ‘a wise general in his deliberations must consider both favorable and unfavorable factors’

Consider the project mandate: time, cost and quality, and choose both Project and Software Development Life-cycles accordingly.

The Army on the March – ‘your sole concern should be to get over marshes quickly, without any delay’

Engage in simultaneous planning and implementation (consider Rational Unified Process - RUP, or Scrum). Avoid 'analysis paralysis' and keep it simple.

Terrain – ‘know the weather and know the ground, and your victory will be complete’

Spend time in the battlefield. Learn the organizational context: the market, the environment, the structures, operational processes, the people, the skills and culture.

The Nine Situations – ‘pursue ones’ own strategic designs to overawe the enemy’

Beware 'scope-creep' as additional needs and requirements will surface. Manage the project business benefit, and validate requests through formal change control approval.

The Attack by Fire – ‘those who use fire to assist their attacks can achieve tangible results’

Challenge the status quo. Provoke thought and encourage realization. Reality is the only foundation on which one can base improvement.

The Use of Spies – ‘there is no place where espionage is not possible’

Browse reports, survey stakeholders, observe users, workshop scenarios and interview users. Remember, people are the source of knowledge.

The crux of Sun Tzu's Art of War explains that it is only through strategy that conflicts can be overcome and real

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The Value of CBAP Certification

By Michael Gladstone, CBAP, Vice-President Certification

The Certified Business Analysis Professional™ (CBAP™) designation is the formal certification for the business analysis profession. The certifying body is the International Institute of Business Analysis (IIBA™), the independent non-profit organization representing the growing field of business analysis. This internationally recognized certification is awarded to individuals who meet the eligibility requirements and successfully pass the *CBAP™ Exam*.

While the IIBA does not offer training, it does endorse training companies and university programs if they can demonstrate their materials are aligned with the *Business Analysis Body of Knowledge® (BABOK®)*, giving them Endorsed Education Provider (EEP™) status. While some EEPs offer certifications at various levels, only the IIBA can award the CBAP professional designation.

If you are planning to apply for professional certification, here are several points to consider.

- The *CBAP™ Exam* is based on the *BABOK®*, the publication that outlines the generally accepted practices of the business analysis profession worldwide. Independent training companies are aligned with the *BABOK®*, but they may or may not base their certifications on this publication.
- With numerous professional certifications such as Chartered Accountants (CA) or Project Management Professionals (PMP®), the certifying body is independent of any training the candidates receive (i.e., the CICA for accountants and PMI for project managers). The IIBA is also independent. In fact, the company that administers the *CBAP™ Exam* will not host an exam using the facilities of a training provider that offers a CBAP Preparation Course.
- The CBAP certification is recognized worldwide, and individuals who achieve this designation have met the requirements and demonstrate the knowledge and skills based on of the international generally accepted business analysis practices. Certifications offered by training providers may target only local/national needs.

- The Professional Development requirements for CBAP certification can be met by taking courses with any of the EEPs that can be found on the [IIBA website](#).
- With the CBAP Certification, there is a requirement to recertify every three years to ensure the individual remains up-to-date with any changes in the profession and generally accepted practices.
- More and more top companies are recognizing the CBAP certification and the value and expertise these professionals bring to their organizations. These include EDS, Insurity, Royal Bank of Canada, The Chubb Group of Insurance Companies, Sun Trust Banks, The Hartford Financial Services Group, and Douglas County Government's Information Technology Department.

For information about applying for the CBAP certification, visit the Certification section of the [IIBA website](#).

Editor's Note: In the June issue, we ran an article entitled "What is Professional Certification?" As a clarification to this article, there are some training providers who offer certifications. Such programs are distinguished from "certificate" programs in that candidates must meet a number of requirements beyond passing exams. We apologize for this oversight. ❖

CBAP Update

To date we have 425 CBAPs. For an up-to-date listing of Designated CBAPs, visit the [CBAP Listing](#). On behalf of the IIBA, congratulations to all those who have attained their designation recently!

Computer-Based Testing Update

All is still a go for the IIBA to launch computer-based testing (CBT) of the *CBAP™ Exam* at dedicated test centers around the world. What exactly does this mean? Effective September 1, 2008, approved applicants will be able to register online to take the *CBAP™ Exam* at a dedicated test center in their area or close to it. The *CBAP™ Handbook* will be updated by mid-August to reflect the CBT application and exam processes. In the meantime, for more information on the process for applying and registering for the CBT *CBAP™ Exam*, as well as a listing of exact CBT locations, visit [Exam Information](#).

2008 CBAP Exam Schedule and Exam Hosting Policy Update

Paper-based CBAP exam sittings will be posted on the website as they are scheduled. All of our scheduled exams are supported by local IIBA Chapters. Visit the IIBA website to link to the local Chapters' websites to see more details on how they can help you prepare for the exam.

Ongoing, we believe the demand for the CBAP exam will mostly be met by applicants wanting to register themselves for CBT at their convenience. However, our existing [Exam Hosting Policy](#) is still in effect for IIBA Chapters, EEPs and companies who prefer to schedule a sitting of the CBAP exam in their area.

Recertification Update

The [Recertification Handbook](#) is now available on the IIBA website. The CDU Reporting Form for CBAPs to track their CDUs will be posted shortly. When it is posted, a separate email will be sent to all CBAPs to advise of the availability of the form.

Update on the Online Application

(cont. from page 3) Member Input

victory achieved. The core principles conveyed throughout the text are:

- The flow of data for continuous preparation
- The focus of power to conserve energy
- The ability to immediately act expediently
- The psychology of influencing friend and foe
- The obligation to think beyond the ordinary

Business change can often be a challenging and emotionally charged environment. Maybe Sun Tzu can help us think more strategically when planning our battles, and tactically as we march and maneuver onwards. ✦

Joe Newbert has had a diverse career including BA, PM, Consultant and Operational Management in Europe and Africa. Comment encouraged: joe@baworks.co.za.

Process and Payment

The implementation of the online application process and payment are on track for the end of Q3. Once this project is implemented, interested applicants will be able to complete and submit their application package online as well as pay for their application and exam fees online. Information on the progress and completion of this project will be made available ongoing in the monthly newsletter as well as on the IIBA website under Certification.

For more information on the Certification program, visit the IIBA website. For Certification questions not addressed on the website, email certification@theiiba.org.

Newsletter Giveaway

Play to Win!

In the previous Newsletter we asked: Who were the four members of the SLT who reported on: Certification; Membership, Volunteers and *BABOK*®; Professional Development; and Chapters.

The correct response was.

Certification—Michael Gladstone

Membership, Volunteers and *BABOK*®—Kevin Brennan

Professional Development—Cherifa Liamani

Chapters—Kathleen Barret

Our winner is Michael Eppinger from Broadridge Securities Processing Solutions in New York, NY, United States.

Congratulations Michael! You won an IIBA T-shirt

Now here's your chance:

In the July Newsletter we published the new IIBA Board of Directors' Organizational Chart. How many VP's are there?

Please email your responses to IIBANewsletter@theiiba.org by Friday August 22, 2008.

IIBA Value

By Shirley Sartin, CBAP, PMP, IIBA Vice-President Chapters

“What value does the IIBA bring to its members?” Recently I communicated with two members from different parts of the world and found their stories were exactly what everyone needs to hear. Last month we heard from Tammy Bishop in Alabama, USA; this month, Joan Pournara from Johannesburg, South Africa shares a story.

IIBA Value Realized: A Success Story in Progress

Joan Pournara (JoanP@Nedbank.co.za), Director of Education for the South Africa Chapter has found practical uses for the *BABOK*® to help influence her company to move from process to true business analysis. Joan explains opportunities the *BABOK*® has provided for her company’s success as well as for other analysts in the South Africa Chapter.

In South Africa, we are faced with a number of challenges in business, one of which is the serious shortage of skills including business analysis skills. We too have suffered from a lack of standards and principles for business analysis and in some cases, we have seen a skewing of business analysis in organizations where the organizational structure incorporated a “Process” function without considering the bigger picture of business analysis. Needless to say, failed projects are the norm (a failure when they are not delivered on time, or are over budget, or the solution does not meet a business need—a lack of solution quality).

Certainly the company I work for has experienced poor business analysis and the amount of money lost and wasted due to poor requirements is indicative of this. I have practiced business analysis for some 25 years and joined this company three years ago. I scratched my head in dismay at the way in which business analysis was done—or in most cases, not done. Imagine my delight when I became aware of the IIBA and the *BABOK*®. I bought into the *BABOK*® immediately because this document captured the way in which I have always practiced business analysis. It was a wonderful confirmation to me that I have practiced correctly, but more than this, I now had a tangible document to use to influence the company to move from the path of “process” (i.e., documenting processes) to business analysis in its true form.

We began by addressing and assessing skills. We sent about 250 people with the word “analyst” in their job title to a short course with a registered EEP. We have focused on

setting up a framework for business architecture to visualize business components and the interrelationship complexities. From this we are able to define business problems, determine future views, future roadmaps (prepared by Application Architects), all of which may culminate in project initiatives. The best spin-off of this is that whilst we focused on individual business silos, similarities across the enterprise are being identified, creating an awareness across business areas that the current organization structure has been an impediment to internal business efficiency, but more importantly, to the overall services delivered to external customers. Hence the additional need for analysts to rise above organization structure when performing analysis and consider the bigger picture.

I have used the *BABOK*® to assist me in putting together an ongoing training curriculum for business analysis skills improvement as well as to put in place a career path for analysts with the ultimate cherry being the CBAP. I have used the *BABOK*® as guidance to document job descriptions and needless to say, I have counseled many, many people in SA, currently doing some form of analysis job—helping them to understand this profession they have found themselves in and giving context to the work they do within the bigger picture of business analysis.

We are working with Executives to create a centre of competency based on standards, principles and deliverables as documented in the *BABOK*®. I am now beginning to work with Project Managers to define the relationship between themselves and Business Analysts in the context of a project.

This may sound silly but I love the *BABOK*®! It has given me tangible proof of best practices which I am using to improve business analysis inside one organization and one country.

Business Analysis Emerging as a Key Discipline in Asia

By Mark Bashrum, President, IIBA Singapore Chapter

The Singapore Chapter of the IIBA has just been launched and none too soon according to a recent survey conducted by ESI International on the state of project management in Asia. With almost eighty percent of the respondents indicating “improperly defined user requirements” as the number one cause of project failures, it appears that the need for qualified business analysts in the region is on the rise. The results are not difficult to understand when one considers

the complexity of Asia's project environment where it is common place for projects to be delivered across a diverse range of geographies, cultures, technology platforms, and organizational maturity levels.

The survey indicates that 72% of all respondents work on global projects which are delivered across multiple countries within the region. In addition to the obvious differences in language, culture, and time zones, Asia struggles with varying degrees of maturity in management techniques, business processes, and technology platforms. APAC countries such as Singapore, Hong Kong, Taiwan, and Australia have long adopted western management techniques and tend to be relatively mature in their approach to project management and business analysis. Companies operating within other Southeast Asia countries and China, however, are a mixed bag and standards cannot be assumed.

China's corporate landscape, for instance, is very diverse with multi-national firms, local private companies, and State Owned Enterprises (SOEs) all functioning with varying degrees of maturity when it comes to the adoption of PM and BA standards. Foreign multi-national companies operating in China tend to be the most mature, followed by local private companies and SOEs. Adoption is occurring rapidly, however, as multi-national firms provide a rich training ground for a new generation of Chinese managers, and local private companies are eagerly adopting global standards in order to compete in the international marketplace.

It is not just Asia's diversity that is driving the need for improved business analysis within the region—it is also the downstream nature of Asia's project environment. Many Asian projects are initiated elsewhere, namely in the U.S. and Europe, and quite often project sponsors fail to understand the local complexities of the region. Consequently, local requirements tend not to be as well defined on the front end of the project or well validated during project execution and delivery.

Establishing BA standards is critical to successful project execution in Asia. As President of the Singapore Chapter, I understand that need and hence, have put forth the main objective of this committee to communicate and champion the existing global standards and best practices found in the BABOK® to organizations in Asia. With existing members of the Singapore IIBA representing different industries from Finance to IT to Government, we are off to a good start in bringing together the BA community in Singapore in an effort to help establish and communicate effective BA practices in the region.

North West Arkansas Kick-off

North West Arkansas BAs, along with others interested in the profession, had their kick-off meeting to begin the formation of a North West Arkansas chapter of the IIBA on July 21st. There were about 50 people in attendance, 23 signed the petition, and 6 were already IIBA members. Pandere Consulting pledged to become a Chapter sponsor. Gene Krashenin, acting Chapter President, started the meeting, and Kathleen Barret, IIBA President, presented an introduction of the IIBA and 2008–2009 objectives. The information presented about the IIBA provided an opportunity to ask questions and discuss the process of forming a new chapter. The organizers are now planning a future launch meeting, as well as a continuing search for new members, event sponsors, and committee volunteers. These are exciting times for the IIBA and our new North West Arkansas chapter!

Sofia, Bulgaria holds inaugural IIBA Meeting

On June 26th, the Bulgarian BA community kicked off their chapter launch in Sofia. There were 80 attendees—a great turnout—including IT professionals, academic representatives and sponsor Oracle Bulgaria. The feedback was excellent! More than 40 BA practitioners and IT experts plan to get involved in the Bulgarian Chapter launch. Everybody is convinced of the necessity of organizing a professional community that will work for BA knowledge development, sharing and communication and the establishment of business analysis as a significant and prestigious profession in Bulgaria. Next steps are signing the petition and the official chapter start-up.



The organizing team—Bulgaria

From left to right: Kostadin Koupenov, Milena Komitska, Peter Lefterov, Milena Mileva, Mihail Mihaylov



The Audience—Bulgaria

Professional Development

Announcing the New IIBA Webinar Series

The IIBA is always looking for ways to add value to your IIBA membership. In our recent Member Survey, IIBA members like you listed Webinars as one of the top five membership benefits they want. Now we are pleased to announce the launch of the IIBA Webinar Series.

Title: The Evolving Role of the Business Analyst

Presenter: Kathleen Barret, IIBA President

Date: Tuesday, August 26, 2008

Time: 12 noon–1 p.m. E.D.T.

Webinar Description: Two years ago, no one knew what a Business Analyst was. Today, companies around the world can't find enough of them—what happened?

This session will describe:

- What a Business Analyst is and does
- What factors have driven the growth of the Business Analysis profession
- How does the type of organization impact the need for BAs
- What should you consider if you are a Business Analyst—or want to be one—both today and tomorrow?

This one hour Webinar is the first in our monthly series, and is free to all IIBA members, as well as to your colleagues who may want to join the IIBA. The Webinar will also be archived on our website for viewing at your convenience.

Click here to register now: <https://www1.gotomeeting.com/register/998067678>

Stay tuned for upcoming Webinar topics, coming soon!

Social Networking

To make it easier for IIBA members to contact and communicate with each other, we've set up some official IIBA groups on two major networking sites.

You can join by visiting the addresses below:

Facebook: <http://www.facebook.com/group.php?gid=2357784892>

LinkedIn: <http://www.linkedin.com/e/gis/3849/741FCE17E900>

We hope to see you there!

Advertise in the IIBA Newsletter

Policies

The IIBA will only accept advertisements from organizations directly related to the IIBA's mission of providing information valuable to our readers. The IIBA reserves the right to reject advertisers who offer products or services that directly compete with those offered by the IIBA. All ad copy and design must be approved by the IIBA's marketing committee. Content for ads should keep in mind the international nature of the IIBA. However, ads specific to a certain geographical area may be approved on a case-by-case basis. Such advertisers should also consider individual chapter newsletters.

Current Rates (all prices are in U.S. dollars)

Newsletter Advertising

1/8 page ad on any other page	\$250
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1/2 page (none on front page)	\$600
Full back page ad	\$750

Discounts

IIBA Founding Partner	25% discount
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IIBA Industry Partner	15% discount
IIBA Associate Sponsor	10% discount
Three to six ads prepaid at once	Additional 10% discount
Seven to twelve ads prepaid at once	Additional 15% discount

Interested parties should email IIBANewsletter@theiiba.org.

Be sure to include the size of the ad you are interested in placing, a short company description and the newsletter issue in which you would like to advertise.

Volunteer Profiles— Meet the Senior Leadership Team

By Dave Bieg, COO

When asked, IIBA President Kathleen Barret says “Dave is my right hand man: he’s steadfast, a proven performer, and he is dedicated to the success of the organization.” Here Dave tells us how he got involved in the IIBA and why.



In 2006 I had a discussion with IIBA President, Kathleen Barret and told her I’d like to help out, as long as there was a role that was relevant and could use my business experience. Kathleen offered me the COO job after an intense hour on the phone, which I was happy to accept in July 2006. Shortly after, the Executive Vice-President (EVP) stepped down and the board voted me into that position in October, where I remained until the June elections. Now I’m back to being the COO exclusively.

As the EVP, I was managing membership during a time when we doubled the size of the association which also precipitated the acquisition and implementation of our association software application which IIBA rolled out in March. As COO, I was charged with getting our financial house in order: putting financial controls and budgets in place, and hiring our association management company, who manages IIBA’s day to day finances. I was also an influencer in our move toward computer-based certification exams which we roll out next month. My ongoing duties mean working with the Board and Senior Leadership Team (SLT) to manage the budget, finances and ensure our operations run as smoothly as possible. It’s pretty amazing what we have accomplished with a small cadre of contractors and volunteers; many of whom have day jobs just like me. Fortunately they are an exceptional group of people who are passionate about the IIBA and put in a lot of time and energy to make our association great!

Why do I volunteer for the IIBA? My company, where I do my ‘day job’, has always held the discipline of requirements management near and dear to our hearts. Even way before the IIBA, since 1990 in fact, we’d been offering robust and well-documented education and consulting services on business analysis. When the IIBA began, the business decided this was good for our customers and for the BA profession. I wanted to personally give back, to be part of IIBA... my philosophy is that if you care about your career then you should want to work to make the opportunities that career offers you better, and part of that path is to volunteer some of your time to contribute to that success. I look back over the past two years and I have worked, learned and developed relationships with some like minded people who I never would have met otherwise. I thank them for the positive influence they’ve had on my life. Of course, it doesn’t have to be at the board level—that takes a considerable chunk of time—but it’s great to be engaged at the chapter level too. Many of my employees followed in my footsteps and have been engaged as members at their IIBA local chapters across the U.S.

Personally, this work gives me the opportunity to give back to something I care deeply about. I was a BA in the 90’s but now with IIBA the profession is gaining the credibility and visibility it deserves. It’s a great time to be a BA so get engaged with IIBA and volunteer!

Over the next 12 months, what I wish for IIBA is to gain awareness of the association and grow the profession at the corporate level, specifically in North America where the majority of the members are today. At the same time, we need to take note of the overwhelming support from the international community to raise the level of awareness internationally and grow membership. We have a number of countries already on board including South Africa, Australia and New Zealand but there’s a lot of work to be done too and we have been gaining interest in Japan, China, Poland and Mexico to name a few. As I said earlier it’s an exciting time to be a BA and to be a member of IIBA!

Dave can be reached at dave.bieg@theiiba.org. ❖

Endorsed Education Providers (EEP™) Update

New tool—Endorsed Education Providers (EEP) Listing

Please visit our new downloadable and searchable excel spreadsheet of our EEPs. This spreadsheet will allow you to search for EEPs in your region, or by your educational preference. You can then find out more information about them by going to the alphabetical listing on [our website](#)—or visit them directly by clicking here.

New EEPs

The IIBA is pleased to present several new Endorsed Education Providers (EEP) listed below.

Monash Professional

www.monashprofessional.com.au

Melbourne, Australia

Provider Summary:

Monash Professional is fully owned by Monash University one of Australia's prestigious Group of Eight leading universities.

Monash Professional provides quality training and development programs to corporations and individuals. By combining new and relevant content with practical hands-on application we aim to:

- Support business and business professionals
- Be mindful of the 'bottom line'
- Be mindful of the demand and pressures on peoples' time
- Embed in our course objectives an aim to be responsive in meeting our clients' needs.

Endorsed Courses:

[Business Process Modelling](#)

[Data Modelling](#)

[Business Process Metrics](#)

What? How? Business Process Education Centre

www.whathow.co.za

Randburg, South Africa

Provider Summary:

Established in 1997, What? How? Business Process Education Center was the first organization in South Africa to teach analysis and design techniques separately.

Endorsed Course:

[Diploma in Business Analysis](#)

Doreen Evans Associates, Inc.

www.doreenevans.com

Boston, MA, USA

Provider Summary:

Doreen Evans Associates (DEA) helps their clients improve their ability to elicit, analyze, document, confirm, test, trace and manage business/system requirements throughout the life of the project. Our Business Analysis practice provides solutions to enable our clients to establish Centers of Requirements Excellence or provide the resources to ensure success on those critical business projects where they do not have BA experts available to staff their projects. We are committed to Business Analysis excellence and to the development of an Enterprise Business Architecture. We are aligned with the IIBA (International Institute of Business Analysis) and the Institute for Enterprise Architecture Development to ensure our adherence and participation in defining best practices.

Endorsed Courses:

Honing Business Analyst Skills

A Proven Requirements Life Cycle Process

Business Process Analysis and Improvement

Use Cases for Requirements Analysis

Object Oriented Analysis

Data Modeling Concepts

Requirements Life Cycle Process for Data Warehouses

PMvalue SA

www.pmvalue.com.ar

Buenos Aires, Argentina

Provider Summary:

PMvalue is a consulting company focused on Project Management, Business Analysis and People Management. We offer training courses in our classrooms and in-company. PMvalue contributes to the competitiveness of organizations and increasing the qualification of individuals by motivating the use of the best practices.

Endorsed Courses:

[Scope, Requirements and Tasks Administration](#)

[Business Analysis Fundamentals](#)

Ouellette & Associates Consulting, Inc

www.ouellette-online.com

Bedford, NH, United States

Provider Summary:

Ouellette & Associates Consulting, Inc. (O&A) is a PMI Registered Education Provider (R.E.P.) and is recognized internationally as the leader in helping IT organizations make the transition from reactive, technology-centric, order takers to proactive, client-centric, providers of choice. Our clients utilize our series of professional development workshops and consulting services to enhance the effectiveness of their BA's, and to build and sustain a more consultative, customer focused workforce and culture. Our highly interactive, practical approach builds the confidence, competence, commitment and consistency needed to be successful in today's IT environment.

Endorsed Courses:

[Business Requirements Management](#)

[Leading Change Across IT & The Enterprise](#)

[Consulting Skills for the IT Professional](#)

[IT Meeting Management](#)

[Internal Negotiating Skills for the IT Professional](#)

[Presentation Skills for the IT Professional](#)

[Strengthening the IT/Client Relationship](#)

Dimension Data Learning Solutions

www.ddls.com.au

Sydney, Australia

Provider Summary:

Delivering comprehensive IT education, covering a myriad of areas, DDLS is the training provider for companies wanting to understand new technologies and apply best practices. This can be seen through its acclaimed and respected IT Infrastructure Library (ITIL) training and VoIP training. Being Microsoft's largest training partner in Australia, DDLS also has in-depth Microsoft Office and MCSE training courses. Having serviced 80 of Australia's top 100 ASX listed corporations, we are confident in our ability to meet the training needs of individuals and organizations nationally. Whether on our own premises in Sydney, Melbourne, Brisbane, Perth, Adelaide or Canberra or at your site(s), our commitment to delivering quality training leads the market. DDLS is continually focused on providing effective learning solutions through public courses, certification training packages (e.g., for MCSE & CCNA) and customized training.

Endorsed Courses:

[Fast Start in Business Analysis](#)

[Survival Skills for Analysts](#)

[Mastering the Requirements Process](#)

Intellitex Solutions

www.intellitexsolutions.com.au

Sydney, Australia

Provider Summary:

Training & Research in the areas of Business Analysis, Data Analysis & Business Intelligence

Endorsed Courses:

[Business Analysis and Data Analysis](#)

Viewpoint Training and Consulting

www.viewpoint.co.za

Johannesburg, South Africa

Provider Summary:

Viewpoint offers practical instructor-led and e-learning courses and consulting services that provide our clients with the knowledge, skills and assistance to effectively build business process capability.

Endorsed Courses:

[Business Analysis](#)

[Workshop Facilitation Skills using JAD](#)

IBM

www.ibm.com

Lexington, MA, United States

Provider Summary:

IBM manufactures and sells computer hardware and software, and offers infrastructure services, hosting services, and consulting services in areas ranging from mainframe computers to nanotechnology.

Endorsed Course:

[Essentials of IBM Rational RequisitePro](#)

[Mastering Requirements Management with Use Cases](#)

[Writing Good Use Cases](#)

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Newly Endorsed Courses

The IIBA is pleased to present these newly endorsed courses from our existing EEPs listed below.

ESI International (Charter EEP)

www.esi-intl.com

Arlington, VA, United States

Provider Summary:

ESI International delivers continuous learning programs that help technical and specialized professionals manage their projects, contracts, requirements and vendor relationships. Our high-quality training and professional services include more than 100 cross-functional courses as well as assessments, coaching and mentoring services. Our extensive global infrastructure, proven operational excellence and results-oriented philosophy allow our corporate and government clients to develop their employees' skills, consistently implement strategic plans and increase the effectiveness of their internal systems and processes. With the support of our academic partner, The George Washington University, ESI has served more than 950,000 professionals and 1,000 clients worldwide since 1981.

Endorsed Course:

[Logical Data Modeling](#)

Fuji Xerox Learning Institute Inc.

www.fxli.co.jp/index.html

Tokyo, Japan

Provider Summary:

We promote complementary activities in addition to our core business in performance improvement consulting and training services. For example, we have published a series of "HRD White Papers" that suggest the direction the HRD industry should take in the future, based on our specialized studies. We also offer support for communities' that hold seminars. Additionally, we provide seminars for families of Fuji Xerox staff from many Asian countries to help them better understand Japanese culture.

Endorsed Courses:

[How to Gather and Document User Requirements](#)

[Logical Data and Process Modeling](#)

[Workflow Modeling](#)

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