



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

As I wrote in September's newsletter, the IIBA™ board met this month to discuss our top key strategic and operational priorities for 2008. Now, in this year of Sustainability, why are we working to develop a roadmap for the coming years? The world of business analysis is growing at an incredible rate and we need to show you, our stakeholders, the value the IIBA brings to you as individuals, as businesses and sponsors, and to the profession as a whole. For this we need to be transparent in how we are defining this value, with credibility and integrity. The year to come will be our year of Growth and the Executive Board has now defined eight key initiatives that we feel will fulfill the growing needs of the organization through 2008 and beyond.

On October 3 and 4, the Executive met to discuss our Business Plan which articulates and formalizes the IIBA strategy for 2008 and beyond. With contributions from each of the executive team members, we identified 160 high priority items. It took the executive the full two days to distill all this information into eight key initiatives to focus on for the coming year.

1. Define the IIBA Value Proposition for all constituents of the organization. In many ways, this one establishes the framework for the other seven.
2. Publish version 2.0 of the *Business Analysis Body of Knowledge™ (BABOK™)* (publish-ready for release and sale)

3. Offer Computer Base Testing of V2.0 of *BABOK* to the BA Community Internationally (English Only)
4. Establish Chapters Governance Model including legal, financial and control relationships
5. Develop an Infrastructure Governance model.
6. Establish all activities/plans for the 2009 IIBA sponsored conference
7. Implement an information Aggregation Service to our BA community
8. Implement a Volunteer Management program (international level involvement)

We are meeting again in November, taking advantage of our attendance at the World Congress for Business Analysts event in California, to further refine these objectives, with the emphasis on defining the true value to our stakeholders and the creation of a fully realized plan for execution.

I look forward to bringing you more about these priorities in the coming months, and as ever, I remain committed to making these relevant to you. ✨

A handwritten signature in blue ink, appearing to read 'Kat W.', with a stylized flourish at the end.

Sponsorship Update

We have recently released our new sponsorship program, please review the Sponsorship page on the IIBA™ Web site for more details about the program.

The IIBA welcomes the following new sponsors:

Industry Sponsor: University of California, Irvine Extension

University of California, Irvine Extension, an IIBA Charter Endorsed Education Provider, provides continuing education and training for working professionals who want to stay at the forefront of industry trends and best practices. We offer a wide range of certificate programs in high-demand career fields such as business analysis, project management, contract management, Six Sigma Lean, and many others. Courses are offered 100% online, on-campus, and at corporate sites. For more information, visit www.extension.uci.edu or call (949) 824-3413.

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Insurity provides market leading enterprise software and services to property-casualty insurers. We automate and improve the performance of the critical processes in the insurance value chain, reducing expenses, improving service and positioning insurers for growth. Please visit us at www.insurity.com.

Associate Sponsor: Forte Solutions Group, LLC

Forte Solutions Group is a boutique consulting company, focused on providing strategically directed consulting in the areas of Business Analysis Services, Project Management Services and in delivering services in our third and supporting practice—Executive Management Services (workshop facilitation). For more information, visit www.fortesolutionsgroup.com.

For more information about IIBA sponsorship, please contact sponsorship@theiiba.org.

IIBA Newsletter Giveaway

Get free stuff!

We have prizes to give away. Every newsletter will ask a question about content from the previous one, so this month's question is from the September issue. If your name is drawn from among those with the correct response to the question below, you will win a prize. Please send your response to IIBANewsletter@theiiba.org by Friday November 9th. Good luck!

This issue's question:

How many releases or Phases of iMIS are there in our new high level technology plan?

You gotta play to win!

Europe's Unique Conference Experience

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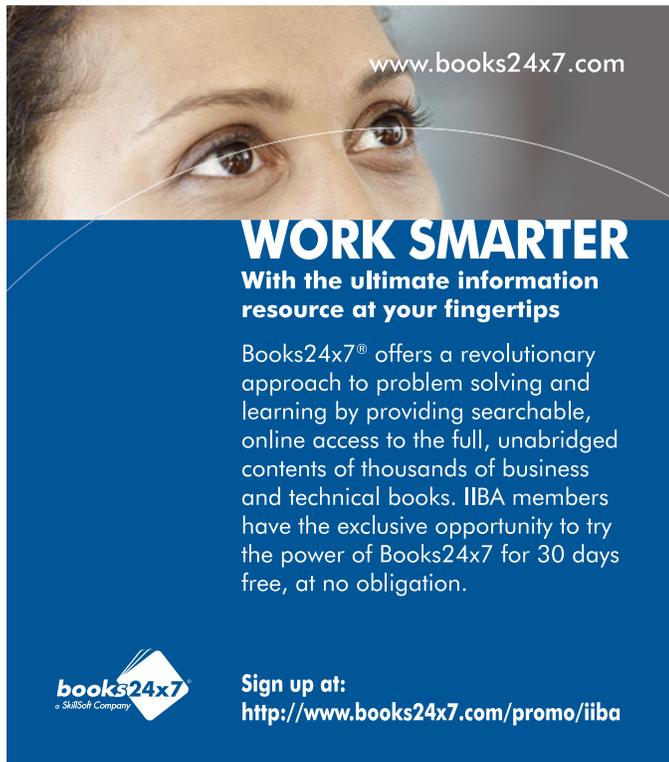
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Member Contributions

Writing the Book on Chapter Activities!

By Shirley Sartin, CBAP™, PMP®
Co-Chair, IIBA™ Chapter Council

Have you had an opportunity to attend an IIBA chapter meeting? Ever wonder about all the effort that it takes to organize meetings? The organizers must determine the meeting's topics, figure out the content – such as presentations and panel discussions – and often arrange for refreshments. They then have to locate the appropriate speakers, notify potential attendees and might also try to solicit sponsors to assist with the event. For those attendees who are able to attend a chapter meeting, consider yourself fortunate. For those organizers who continually arrange these chapter meetings, my hat's off to you!

As the past president of the Northeast Florida chapter (IIBA-NEFL) I can empathize with the effort required. I was involved in organizing chapter meetings, a long-running study group, as well as the business analysis track at a local conference.

Chapter Boards

Chapter meetings, study groups and conferences are primarily used by members and guests to network, learn about analysis and other topics, while contributing to the growth of our profession at a local level. However, to accomplish these goals you need a well organized chapter board. When founding and later serving as president of my chapter, I realized many tasks were involved in creating and maintaining a chapter. This was quite a learning experience for me, as I'm sure it is for all the other IIBA chapter board members.

IIBA Chapter Council

Last year, Jonathan "Kupe" Kupersmith, President of the Atlanta IIBA chapter called me to talk about the formation of the IIBA's Chapter Council. He explained that he had accepted the volunteer position of Chapter Council Director and that the council was in the process of developing a chapter policy guide to assist all IIBA chapters. I didn't understand the full importance of this at the time since I felt my chapter had been through our struggles and now we were chartered and growing. However, after his call I

found that there continued to be issues for the IIBA-NEFL and I wanted to meet with other chapter presidents and discuss my chapter's needs and learn from their experience. Unfortunately, my participation with the IIBA-NEFL was voluntary and I had to focus my free time on my career.

However, at the beginning of the year Carol Lapp, IIBA Vice President of Chapters contacted me to ask if I would be interested in joining the Council. I considered the need for assisting other chapters and as my time as chapter president was coming to an end, I agreed to participate.

During the past few months with the Council, I've come to understand the purpose and goals. The Council was established by the IIBA to assist chapter board members in making their chapter a success. Their primary objective is to provide the chapters with support in growing their chapters in a way that is consistent with the IIBA's vision, guidelines, and policy framework. In addition, the Council acts as an intermediary between chapters worldwide and the IIBA Board of Directors. Suggestions, issues and feedback are noted, reviewed and carefully considered as part of the ongoing effort to enhance this important support structure. The Council is headed-up by co-chairs, Robert Goldman and myself. During these first few months, Robert and I have been primarily working to solicit additional Directors, allocate chapters to Directors and continue efforts with the chapter policy guide.

Director Assistance

The role of Director is to provide chapters with a direct liaison to the Council. Directors are volunteers nominated from a list of qualified IIBA chapter presidents, both past and present and are assigned to several chapters, typically within their own geographic region. The assigned Director is there to advise, assist and inform on IIBA related matters. These may include issue resolution and escalation, notification of upcoming IIBA decisions that could potentially impact a chapter, and providing answers to questions, often based on best practices gleaned from other chapters.

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www.theiiba.org

Writing the Book on Chapter Activities!—continued from page 4

New Chapter Start-up

Quite often the IIBA is contacted with a request to create a chapter. Information is provided and once the requestor is able to have a kick-off chapter meeting, the Council is notified and a Director assigned to the potential chapter. The Director is invaluable in providing up-front assistance and information about activities involved in forming the chapter. Once the chapter has become chartered, this relationship continues on an 'as needed' basis.

To date, there are approximately 75 chartered chapters. I say approximately because so many kick-offs and charters are occurring every month it can be hard to pin down an exact count at any time. In October, there were over 35 requests for starting chapters in several countries in the world. We are in the process of notifying chapters of the Director allocation and encouraging chapters to become actively involved in discussions with their Directors.

Here is a list of the current Directors:

Canadian Chapters—Don Conly, Ian Johnston, Brad Dyke

United States—Barbara Koenig, Mehadi Sayed, Kathleen Cunningham, Eric Vollmer, Robert Goldman*, Chip Schwartz, Jonathan Kupersmith, Carol Lapp*, Anne Marie Larsen, Ken Ward, Shirley Sartin*

*Chapter Council Officers

Europe, Africa, Asia, Oceania and the Middle East Chapters

—Paul Ramsay and John Katsiris

Note: Simon Barnes is assisting with UK via Paul Ramsay, and Jonathon Jacob is assisting with India chapters also via Paul Ramsay.

Get Involved

I'm sure those of you who have been involved in the process of forming a chapter will look at the numbers of chapters (pending, kicked-off, and chartered) and appreciate the great amount of effort that is going on worldwide. If you are not involved in your local chapter (or pending chapter), why not? Contact your local board and volunteer today!

If you don't have a local chapter, why not request the information to start one? Write to: chapter_startups@theiiba.org?

If you are interesting in becoming a sponsor contact, check out the details at:

<http://www.theiiba.org/content.asp?contenttype=Chapters>.

Whatever efforts you make, you will find it worthwhile. I promise!

Social Networking

In order to make it easier for IIBA™ members to get in touch with and communicate with each other, we've set up some official IIBA™ groups on a couple of the major networking sites.

You can join by going to 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!

Evolution of a Profession

By Julian Sammy

What do anesthesiologists, ancient Roman engineers and Business Analysts have in common?

We're related. Really, we are.

Each profession is made up of highly trained, experienced, intelligent people, and none of them understands why the techniques they use work or why they fail. This is an attribute of many new disciplines: they were all developed through experimentation and experience.

Practical discovery is slow.

With no coherent theory to give direction, improvement occurs by trial and error; in project-life-cycle terms, your design phase and test phase are the same phase. The path to the solution is murky and fraught with failure—whether building an empire, saving lives, or providing a clear definition of need.

Practical knowledge is powerful.

People experiment; they learn how to make things happen, and this experience becomes knowledge. The Romans knew how to build bridges that worked—they have lasted millennia. Anesthesiologists have helped hundreds of millions of people. Apple transformed the entertainment industry by understanding their customer's needs.

Practical understanding is dangerous.

The Romans never understood why marching Centurions could cause a bridge to collapse; their empirical understanding had no way to predict such disasters. They were intelligent people, and did what they could to mitigate the risk: soldiers were trained to "march" off-pace when crossing viaducts. Today, instead of giving pedestrians special 'Bridge Operations Training', our civil engineers use theories of resonant frequencies to mitigate the risks of destructive harmonics.

Anesthesiologists have been turning off consciousness since 1846—and every year they kill more than 3000 people in North America. Anesthesiology has developed into a sophisticated art form because no one understands how anesthetic drugs actually work—or how to make them

better. They take extraordinary measures to address the risks, and have reduced their failure rate to one death in thirteen thousand.

Most BAs don't deal in life and death every day, but project requirements are not trivial. Getting the requirements wrong results in solutions to needs that don't exist (like New Coke®), or having no solution for real needs (Schwinn® bicycles missed the mountain bike market, and went bankrupt). Getting requirements right looks like the iPod®: market dominance, thousands of jobs, billions of dollars.

Business Analysis is in its infancy. In the IT world, we have started to recognize that understanding of need is fundamental to corporate survival, but no one really knows why any particular approach or technique works. We're so new that we haven't finished figuring out what people actually do yet: the *Business Analysis Body of Knowledge™* (BABOK™) is brilliant—and a work in progress.

Needed: A Theory of Need

If applied knowledge is slow and risky, what is the alternative? In the sciences, theories are proposed to explain why phenomena occur, and to make predictions about what could occur. Theories are turned into models of reality and tested. Good theories—like $E=mc^2$ —have transformed the world.

Today, no theory explains why Business Analysis works or why it fails. What if we could develop one? It would be complex - anything with people in it is - but it would also be powerful. We might be able to invent new approaches to elicitation, or describe the best approach to documentation for an industry. Perhaps we could produce a model that predicts missed stakeholders before the project starts – including their groups and their roles.

A Theory of Need will help us transform our profession in a directed, intelligent way. It will help us move from applied art to the critical step in driving business value.

In an upcoming issue, I will outline some attributes of a Theory of Need, and the disciplines that will help to define it.

Writing the CBAP – A Personal Perspective

By Margaret Stephens, CBAP™

Senior Business Systems Analyst/Consultant, Royal Bank Canada

I considered certification several years ago through the IBM BA certification program but I left IBM prior to going through the process. However, after joining the IIBA™ in 2005, I had been quietly tracking the IIBA certification progress. I missed out on the initial exam in Florida in November 2006, but I was eager to be among the first to write it.

The first step was preparing the application; luckily I was able to use some of the initial documentation started at IBM detailing my roles over the past 5 years. The next step was to document my daily activities. I needed to define and divide my role into activities and more importantly, define my day-to-day tasks into formal requirements terms: I “gather” requirements not “elicit” them. With the help of a dictionary I completed the application, my two managers filled out their questionnaire saying nice things about me, I sent it off and waited. I was approved and the exam was scheduled for March in Toronto. Not possible I thought - I work for a living and that little thing called work just seemed to get in the way.

Plan B was an exam in Montreal in May (who knew it would come so quickly). Next I picked Atlanta – but here’s a tip: even if you have been accepted to write the exam, you have to book your exam date *prior* to the “CBAP Application Deadline”. So that date didn’t work. I then realized that if I did not write this exam by June the next date for North America was October. I needed to complete this exam soon; if I waited that long I am not sure when I would have actually done it, so I ended up going to Houston in June. I needed to study much more than I anticipated: I thought that being an ‘old’ BA it would be simpler but it was not. Studying the BABOK™ material is very different. Those 329 pages really

bring to the forefront what we do on a daily basis, what we are responsible for, how wide this role is and the fact that it is not easy. I studied alone; I had a lot of coaches among my family and friends, but no study buddies.

I got to Houston – and Oh! My fellow candidates had joined study groups, some had subscribed to help programs and received a database of questions, and some of them had even done practice exams. Panic – and the exam starts in 15 minutes and I could do nothing about it at that point.

The IIBA states the exam will be three and a half hours – and they mean it. I needed to draw on all of my years of experience plus those 329 pages to complete the exam. Some candidates left in the first hour. I told myself they had given up, because I was only on question #50! I used the whole time and in the end there were only 6 of us left from a group of 18.

I held my breath waiting for the results. That e-mail was so sweet when it arrived. I was elated: not only did it say congratulations on passing the exam but they acknowledged the fact that I was one of the first CBAPs in the world and that was priceless. Yes: I was documented, reviewed, approved (certifiable), committed and now I am CERTIFIED.

Tips:

- Spend upwards of 6 weeks studying those 329 pages and understand it well.
- Know your job well: the practical application of the BABOK information is a great asset.
- Find a friend or study partners – I think it’s easier that way

See Your Name in Print

Have a best practice tip you’d like to share? Want to write about the emerging role of the business analyst? We’d love to hear from you. The IIBA™ is currently accepting member articles. E-mail ideas or articles to IIBANewsletter@theiiba.org.

Have you checked out the resource section of the IIBA’s Web site lately?

On www.theiiba.org, you’ll find some great information to help you in your daily work.

Visit the Web site, click on the “About the IIBA” section, then on “Resources.”

International Spotlight

New Chapters Starting Up

The IIBA keeps growing

In September, there were a number of kick-off meetings: here are details about four from around the world.

Italy

Giovedì 20 Settembre 2007... It sounds better in Italian! The kickoff meeting for the Italian chapter was in Milano on the 20th of September was a great success. The 15 participants share an enthusiasm for the practice of Business Analysis and there are 5 companies (Onama, EDS, IIR, Technomind, PMProgetti) that are ready to support their initiatives. They are confident that they will be ready for a second event by the end of this year.



Poland

On September 21, 2007 there was a kick-off meeting in Warsaw to establish the Polish chapter of the IIBA™. The meeting was organized by the Management Training & Development Center (MT&DC) and hosted by Glenn Brûlé, IIBA Director At Large. 20 of the participants have now formed a group to create the Polish Chapter of the IIBA.



Turkey

On September 22, 2007, BA volunteers from various industries (telecommunications, insurance, banking, healthcare, consulting) attended the first Turkish IIBA event at the Graduates Association of Middle East Technical University, in Istanbul. The kick-off event was sponsored by Keytorc Technology and the 17 volunteers who attended are now working to prepare the petition and by-laws for the Turkish Chapter.



Canada

The first IIBA Fundy Region Chapter meeting was held the evening of September 25th. It was a big accomplishment, from the impressive buffet through to the successful elections: all the positions on the board have been filled!



Current IIBA Chapters

Canada:

Brampton, ON
 Calgary, AB
 Edmonton, AB
 Fredericton, NB
 Bay of Fundy Region
 Halifax, NS
 Montreal, QC
 Ottawa-Ottawaais, ON
 South Saskatchewan
 Saint John, NB
 Toronto, ON
 Vancouver, BC
 Victoria, BC
 Waterloo/Wellington, ON
 Winnipeg, MB

United States:

Atlanta, GA
 Austin, TX
 Baltimore, MD
 Boise, ID
 Boston, MA
 Central Florida
 Central Indiana
 Central Virginia
 Charlotte, NC
 Chicago, IL
 Cincinnati, OH
 Cleveland, OH
 Columbus, GA
 Columbus, OH
 Dallas, TX
 Dayton, OH
 Denver, CO

Des Moines, IA
 East Bay Valley, CA
 Fort Lauderdale, FL
 Harrisburg, PA
 Hartford, CT
 Houston, TX
 Jacksonville, FL
 Las Vegas, NV
 Los Angeles, CA
 Louisville, KY
 Madison, WI
 Milwaukee, WI
 Minneapolis, MN
 Nashville, TN
 Nebraska
 New Jersey
 New York, NY
 Orange County, CA
 Philadelphia, PA
 Phoenix, AZ
 Pittsburgh, PA
 Raleigh, NC
 Research Triangle Park, NC
 Rhode Island
 Sacramento, CA
 Salt Lake City, UT
 Seattle, WA
 Silicon Valley, CA
 South East Michigan
 Southeast Wisconsin
 South Florida
 Washington, DC
 (DC Metropolitan)

International:

Australia

Brisbane
 Sydney

India

Bangalore
 Chennai
 Dakar
 Mumbai
 Pune

Italy

Milano

New Zealand

Auckland
 Wellington

Nigeria

Poland

Warsaw

Singapore

South Africa

Cape Town
 Johannesburg

Turkey

Istanbul

United Kingdom

London

New chapters will be posted on the [IIBA™ Web site](http://www.theiiba.org) as they form.

Coming Soon!

Barcelona, Spain
 Beijing, China
 Davenport, Iowa, U.S.
 El Segundo, CA, U.S.
 Fort Worth, TX, U.S.
 Gujrat, India
 Kansas City, MO, U.S.
 Kuala Lumpur, Malaysia
 St. Louis, MO, U.S.
 Lafayette, LA, U.S.
 Mexico City, Mexico

Upcoming Events

ProjectWorld & the World Congress for Business Analysts

- **November 13–16, 2007**—Disneyland, Anaheim, CA
www.iirusa.com/projectworld
- **November 26–28, 2007**—Barcelona, Spain
www.projectworlddeurope.com

Project Summit & BusinessAnalystWorld: Boston

- **October 29–November 1, 2007**—Boston Marriott Burlington Hotel, Burlington, MA
www.projects summit.com/boston

Project Summit & BusinessAnalystWorld: Chicago

- **November 12–15, 2007**—Chicago O'Hare Crowne Plaza Hotel, Rosemont, IL
www.projects summit.com/chicago

Have an event that might be of interest to other IIBA™ members? E-mail IIBANewsletter@theiiba.org to make sure it's included in our newsletter!

Address Update Reminder

Please remember to update the IIBA™ Web site each time you have a change to your personal information.

Writing about the IIBA™, but aren't sure about trademark rules? Want to encourage someone to become a member with you? You'll find everything you need in the IIBA's newest version of the [standards manual](#) and our new [brochure](#).

Questions about the IIBA™?
E-mail us at info@theiiba.org.

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The IIBA™ is pleased to announce that we are now accepting advertisements to be featured in our monthly, online newsletter.

Policies

The IIBA will only accept advertisements from organizations directly related to the IIBA's mission or 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

These rates are effective for all advertising space purchased through December 2007.

Newsletter Advertising

1/8 page ad on front page	\$350*
1/8 page ad on any other page	\$250
1/4 page ad on front page	\$500
1/4 page ad on any other page	\$400
1/2 page (none on front page)	\$600
Full back page ad	\$750

*All prices are shown in USD.

Discounts

IIBA Founding Partner	25% discount
IIBA Corporate Partner	20% discount
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 e-mail 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.