

TECHNOLOGY TRANSFER PRESENTS

ADRIAN REED

PRE-PROJECT PROBLEM ANALYSIS

ONLINE LIVE STREAMING

DECEMBER 19-20, 2022



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ABOUT THIS SEMINAR

Increasingly, organisations are operating in fast-moving and often volatile business environments. Project teams need to respond quickly to tricky and often ill-defined problem situations, enabling the organisation to adapt and meet the ongoing demands of its customers and environment.

In these contexts the pre-project stage is crucial: For our change initiatives to be successful, we need to truly understand the problem we are trying to solve. By understanding the problem we can ensure that any future project activity is built upon a firm foundation, and is heading towards a set of goals that are concise, precise and have been agreed upon.

This practical, hands-on course, focusses on the problem-solving skills that practitioners need in order to collaboratively explore and describe problems, and to co-create potential options for improvement. These skills are extremely valuable pre-project and early in the project lifecycle, and this course will be of interest to business analysts and other practitioners who help analyse, assess and solve tricky organisational problems.



WHAT YOU WILL LEARN

- Understand what pre-project problem analysis is, and its significance in the analysis and project lifecycle
- Understand the importance of stakeholder identification, categorisation and management
- Be able to use a range of problem analysis techniques to understand problem situations
- Be able to define a problem using a 'problem statement' and understand how successful outcomes can be articulated with Critical Success Factors and Key Performance Indicators
- Understand what a Business Use Case diagram is and understand its value in articulating scope during pre-project problem analysis
- Use a 1 page 'Project Concept Summary' template to bring together a potential project idea onto a page

WHO SHOULD ATTEND

This course is well suited to anyone needing to understand how to undertake problem analysis early in the project lifecycle. It will be of particular interest to BA teams that are looking to 'left shift' and seek early engagement. Typical delegates include:

- Business Analysts
- Consultants
- Requirements Engineers
- Business Systems Analysts
- Product Owners
- Requirements Managers

It will also be of interest to Project Managers seeking an understanding of the types of analysis that can be undertaken pre-project.

OUTLINE

1. Introduction

- **What is 'Problem Analysis?':** A brief introduction to the course, and a discussion of why it is important that we analyse the problem before assuming or implementing a solution

2. Stakeholders in Problem Analysis

- **Identifying Stakeholders:** Tips for identifying likely stakeholders, along with suggestions of potential 'generic' stakeholder types that regularly warrant consideration
- **Stakeholder Analysis:** Categorisation of stakeholders
- **Communication/Engagement Planning:** Planning how to liaise with stakeholders in the early stages of problem investigation
- **Power & Politics:** Discussion of how power & politics can affect problem solving, and how it affects us as practitioners

3. Understanding the Problem Situation

- **Elicitation Techniques:** Overview of a range of techniques for eliciting information about a problem situation (Interviews, Workshops, Observation, Document Analysis)
- **Categorising Problematic Situations:** The difference between a 'difficulty' and a 'mess'
- **Problem Analysis Techniques:** Practical overview of:
 - 5 Whys
 - Fishbone Diagram
 - Multiple Cause Diagram
 - Causal Loops
- **External Environment Analysis:** Practical overview of the STEEPLE technique for analysing the broader business or organisational context
- **Perspectives:** The importance of understanding that different stakeholders may perceive the problem situation differently

- **Defining the Problem:** Overview of a typical 'Problem Statement', along with a discussion of pros/cons and when it is most useful
- **Defining Success:** Critical Success Factors (CSFs), Key Performance Indicators (KPIs), Balanced Business Scorecard

4. Defining Business Requirement Scope

- **Roles & Goals:** Defining the 'roles' that are involved in the problem space and their (business) goals
- **Business Use Case Diagram:** Introduction to Business Use Case diagrams as a way of scoping out the high level business requirements on a problem situation/potential project concept
- **Requirement Types:** Brief discussion of other requirement types that may emerge early in the project lifecycle

5. Identifying Areas for Change

- **Gap Analysis:** Comparing the output from the techniques in previous sections to identify areas where change is desirable
- **Existing Solution Evaluation:** Discussion on approaches for benchmarking/measuring existing solutions to determine where improvement may be needed

6. Generating Improvement Ideas

- **Creative Thinking Techniques:** Techniques for generating a range of potential ideas for improvement:
 - Brainstorming
 - Brainstorming Enhancers
- **Types of Improvement Approach:** Discussion of the breadth of improvement approaches that are generally available, which is often wider than initially anticipated. Discussion on feasibility: What might stop or inhibit an approach being acceptable

7. Bringing It all Together

- **Defining Success:** Critical Success Factors (CSFs), Key Performance Indicators (KPIs), Balanced Business Scorecard likely requirement scope, and potential solutions
- **Validation:** How to ensure the 'Project Concept Summary' is validated by key stakeholders
- **Next steps:** What next after the 'Project Concept Summary'

SPEAKER

Adrian Reed is a true advocate of the analysis profession. In his day job, he acts as Principal Consultant and Director at Blackmetric Business Solutions where he provides business analysis consultancy and training solutions to a range of clients in varying industries.

He is a Past President of the UK chapter of the IIBA® and he speaks internationally on topics relating to business analysis and business change. Adrian wrote the 2016 book 'Be a Great Problem Solver... Now' and the 2018 book 'Business Analyst'.

INFORMATION

<p>PARTICIPATION FEE</p> <p>€ 1100</p> <p>The fee includes all seminar documentation.</p> <p>SEMINAR TIMETABLE</p> <p>9.30 am - 1.00 pm 2.00 pm - 5.00 pm</p>	<p>HOW TO REGISTER</p> <p>You must send the registration form with the receipt of the payment to: info@technologytransfer.it</p> <p>TECHNOLOGY TRANSFER S.r.l. Piazza Cavour, 3 - 00193 Rome (Italy)</p> <p>PAYMENT</p> <p>Wire transfer to: Technology Transfer S.r.l. Banca: Credit Agricole Agenzia 1 di Roma IBAN Code: IT 03 W 06230 03202 000057031348 BIC/SWIFT: CRPPIT2P546</p>	<p>GENERAL CONDITIONS</p> <p>DISCOUNT</p> <p>The participants who will register 30 days before the seminar are entitled to a 5% discount.</p> <p>If a company registers 5 participants to the same seminar, it will pay only for 4.</p> <p>Those who benefit of this discount are not entitled to other discounts for the same seminar.</p> <p>CANCELLATION POLICY</p> <p>A full refund is given for any cancellation received more than 15 days before the seminar starts. Cancellations less than 15 days prior the event are liable for 50% of the fee. Cancellations less than one week prior to the event date will be liable for the full fee.</p> <p>CANCELLATION LIABILITY</p> <p>In the case of cancellation of an event for any reason, Technology Transfer's liability is limited to the return of the registration fee only.</p>
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December 19-20, 2022

Registration fee:
€ 1100

If registered participants are unable to attend, or in case of cancellation of the seminar, the general conditions mentioned before are applicable.

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