

BA DIGEST

- Digital Twins: A Powerful Tool
- Strategic Business Analysis
- The BA Renaissance
- Process Mining
- And much more ...

Your regular round-up of useful BA content

*BA Digest is published by Blackmetric Business Solutions
Subscribe for free at www.badigest.co.uk*



Welcome

Welcome to the Q4 edition of BA Digest. Over the past few months, I've had the chance to attend a number of BA-focused conferences and events, most recently the BA Conference Europe in London. It is clear that our profession continues to evolve and grow, with an ever-stronger appetite for sharing experiences and ideas.

One of the things that makes business analysis so rewarding is its breadth and diversity of thought. Take AI, for example. It is a topic that many are exploring, and there are plenty of differing opinions on how BAs can help shape its use. Yet there is one view that everyone seems to share: we cannot afford to stand still. Ongoing professional development and looking ahead to what might be coming next are more important than ever.

For me, this feels like a time of real opportunity. The truth is that nobody knows exactly what the future holds, but our skillset puts us in a strong position to help organisations imagine possibilities, anticipate challenges and navigate around them. We do this by ensuring that voices are heard, ethics are considered and those tricky but essential conversations take place (non-functional requirements, anyone?).

I hope you and your team find BA Digest a useful part of those conversations. Our aim is to bring

together a range of perspectives and topics to spark ideas and debate. If you run team meetings or a Community of Practice, why not pick an article or two to discuss? It is a simple and free way of encouraging conversation.

As always, thank you to the authors who have so generously contributed their time and insights to this edition. Thanks also to our advertisers: their support allows us to keep BA Digest free, so please do take a look at the services they offer.

And if you have an idea for an article, we'd love to hear from you. Visit [BADigest.link/write](https://badigest.link/write) for details. You only need to propose a title and short abstract to get started.

Enjoy this edition, and thanks again for reading.

Adrian

Adrian Reed

Editor-In-Chief, BA Digest

Principal Consultant, Blackmetric

PS: If you enjoy reading BA Digest, please share it with your colleagues and/or on social media. Every share really does help!

Contents

- 4 Business Change Matters for Business Analysts - *Saffron Leppard*
- 8 Value Stream Mapping: Improving the Whole, Not Just Individual Processes - *Emmanuel Badger*
- 12 Exploring the Fundamentals of Process Mining: Use Cases, Benefits, and Limitations - *Kateryna Stryhunivska*
- 15 Strategic Business Analysis: How to Deal with a Diverse Target Audience - *Stefan Bossuwé*
- 19 Let Them Sulk, Shout, and Shine: Applying the ‘Let Them’ Mindset to Stakeholder Relationships - *Christi Hughes*
- 22 The Silent Business Analyst - *John Paul Murphy*
- 25 Bringing Business Analysis and Testing Together: A Journey of Integration and Collaboration - *Brenda Duffy*
- 28 Using Group Construct Analysis to Understand Stakeholder Worldviews in Ambiguous Situations, Part 18: Unpacking Narratives - *Nick de Voil*
- 32 The Art of Influence Part 2: Understanding Your Powers - *Anna Rajander*
- 36 The BA Renaissance: From Scribe to Strategy Influencer - *Erivan de Sena Ramos*
- 39 What on Earth Has Neuroscience Got to Do with Coping with Change? - *Corrine Thomas*
- 42 Precision Without Empathy: When “correct” Isn’t “clear” - *Adrian Reed*
- 45 Lean Business Analysis - a Kaizen Improvement - *Sarah Gale*
- 49 The Accidental Business Analyst: You Don’t Need the Title to Be an Analyst - *Emerson Ramkaran*
- 52 Digital Twins: A Powerful Tool for Business Analysts - *Mufaro Nyachoto*
- 56 The Hidden Value in Expanding Your BA Role - *Gareth Liles*
- 59 BA Back Stories: Laura Brandenburg - *Interviewed by Christina Lovelock*
- 63 Viewpoints

Business Change Matters for Business Analysts

Saffron Leppard

Although I have worked for over 25 years in Business Analysis, I have only worked alongside Business Change Managers (BCMs) for the last three. My career has included employment with some major UK financial and government services organisations, and most recently for a large retailer with around 18,000 employees. When I discovered that BCMs were part of their IT delivery team, I was excited by the prospect of working for an employer that understood the importance of the human side of change. It signalled to me that this business understood that *organisations* don't change, *people* do—and that to deliver software is an achievement but that to deliver change is the real goal. As a BA with a strong empathy for colleagues on the ground, I knew I would have a lot to offer and a lot to learn.

In this article I will share some insights and learnings with you, which may help you to consider how best to collaborate with BCMs, or, which may

prompt you to revisit the inclusion of business change management in your BA services.

Defining Business Change

Before I move forward, I want to be clear what I mean by 'business change' or 'business change management'. There are several leading change management frameworks available such as [Prosci which includes the ADKAR® methodology](#) that readers may be familiar with, alongside offerings from the [Change Management Institute \(CMI\)](#), and others.

Prosci [define the ADKAR® model](#) as follows-

It "is based on the understanding that organizational change can only happen when individuals change", it "focuses on individual change—guiding individuals through a particular change and addressing any roadblocks or barrier points along the way"

You may be saying to yourself, “well, I cover this in my BA work”. If you manage a team you may be thinking “this is what my BAs do, we don’t just deliver technology solutions ‘over the fence’ and then walk away!” If that’s true, I am delighted to hear it, but I am sure that many readers will acknowledge that these concerns are not always formally considered part of their role, in fact it’s possibly not part of anyone’s role.

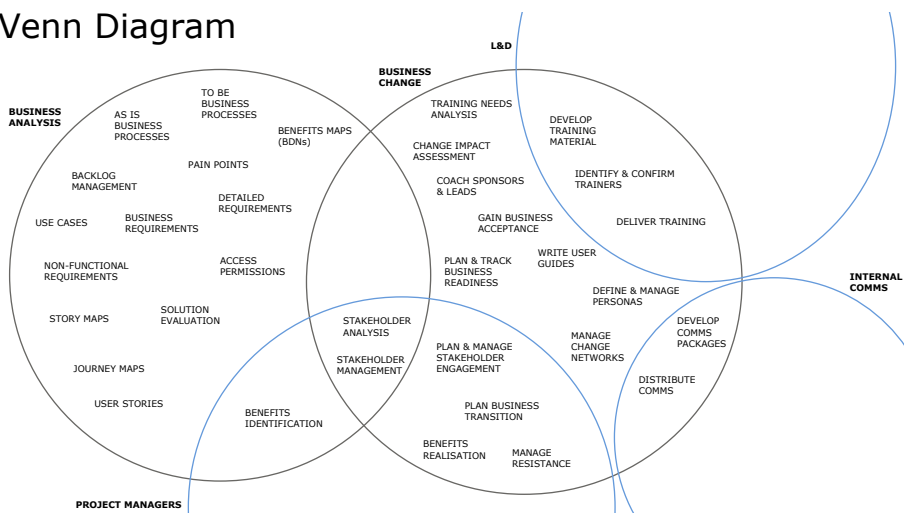
I pondered whether it should be part of the BA role and so, I turned to BCS which offers comprehensive and sensible guidance to any BA operating with a UK employer. The BCS book ‘[Business Analysis: 4th Edition](#)’, edited by Paul & Cadle, includes a BA service framework. This suggests that there are six core BA Services, including business acceptance testing and business change deployment. I consider both of these to include aspects of business change management. That is a strong argument to consider including business change within your BA services.

Working Alongside Business Change Managers (BCMs)

As I mentioned earlier, where I now work, we have BCMs, operating alongside our BAs. So how does this work, who does what? For about six months now I have been leading both teams and so I have begun to pay closer attention to this question.

One of the tools I have used is a Venn diagram (remember those from school)!? Below is an early exploration of potential overlap between the teams, and which also explores the boundaries between the business change team, project managers and other adjacent teams.

Venn Diagram



There is plenty more to do to help our BAs and BCMs better understand just how much they can have in common and where there are synergies to be gained. While they generally produce different artefacts and use different techniques, there is a lot of common ground. In my experience, both roles are highly motivated to deliver meaningful change that realises the sponsor's vision. Both roles want to improve how colleagues do their work and also, how they can support customers. They realise that the technical solutions inevitably involved are simply the means to enable these goals.

To improve understanding of the synergy, I have mapped out how both BAs and BCMs support the 'awareness' stage of the [ADKAR® model](#).

You can see that the work of the BA uncovers the business situation that has led to a decision to

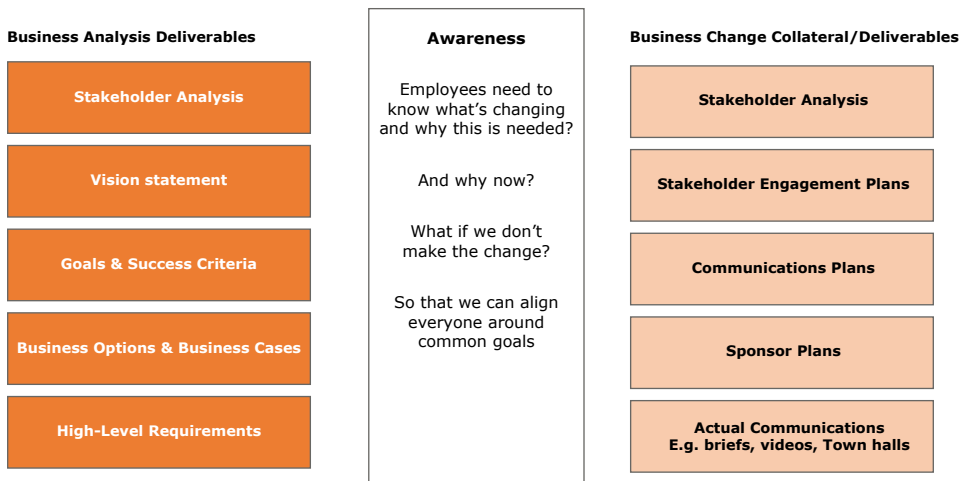
make a change, which is likely to require new/changed technology. The BA deliverables feed the BCM's deliverables—the BCM needs to replay the 'story' that the BA has identified to those colleagues that are going to have their systems and their work changed in due course. The BCM starts to work with those colleagues to help bring them awareness of what will soon be coming their way, and why.

I have continued this exercise across the rest of the ADKAR® journey and am using that material to improve understanding of just how closely the two roles need to operate.

Utilising Other Team Members

Although we have a small team of BCMs, they are not embedded in every IT project we deliver. Since taking leadership of the team, I have

BA & BCM Deliverables supporting Awareness



introduced a two-tier service to direct our BCMs where they are most needed. Where we assess that the impact of or need for change management activities is low, we now rely on the project BA along with the PM and sponsor to manage the change with limited BCM support. This decision is made when the project is mobilised, and includes factors such as:

- Colleague sentiment towards the change
- The extent of the change, how far and wide it will reach
- The degree to which colleague's everyday work or roles will be impacted

In these cases, the BCM briefs the project team on expectations at the time of kick-off, introduces them to our Sharepoint toolkit alongside two mandatory documents, and then schedules checkpoints with the project in accordance with our governance framework. The toolkit and documents encourage the BA, PM and sponsor to consider aspects that they may otherwise not consider such as:

- Potential resistance and reinforcement activities required

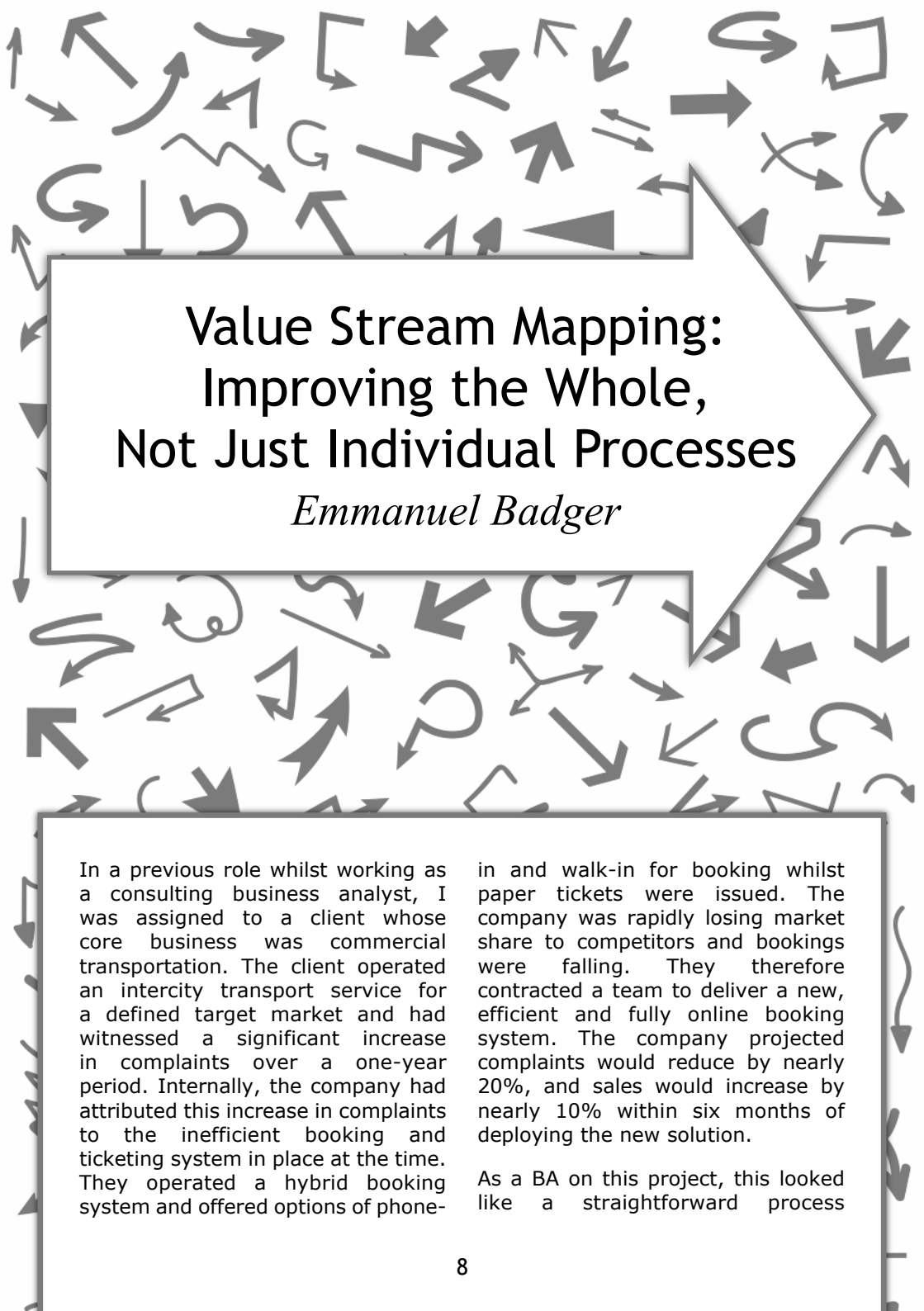
- How to position communication around the change using ADKAR® principles
- How to support colleagues operating the new solution/process through materials such as FAQs and user guides

The checkpoints take place just before each stage gate and offer expert assurance that the project is handling the change appropriately in line with the level of impact it will have on our colleagues.

I've found that BAs working alongside BCMs in the way described in this article works well, and helps ensure that change is embedded within the organisation. I would love to hear just how much responsibility you take for business change in your BA role, and your tips on effective collaboration with business change managers. Please get in touch and let me know!

Saffron Leppard is Lead Business Analyst and Change Manager for Pets at Home and is passionate about delivering meaningful long-term change. She was Director of Professional Development for IIBA UK for 3 years. Please connect with her on [LinkedIn](#).

Do you have an idea for an article?
We'd love to hear from you!
Click here to find out more
about writing for BA digest



Value Stream Mapping: Improving the Whole, Not Just Individual Processes

Emmanuel Badger

In a previous role whilst working as a consulting business analyst, I was assigned to a client whose core business was commercial transportation. The client operated an intercity transport service for a defined target market and had witnessed a significant increase in complaints over a one-year period. Internally, the company had attributed this increase in complaints to the inefficient booking and ticketing system in place at the time. They operated a hybrid booking system and offered options of phone-

in and walk-in for booking whilst paper tickets were issued. The company was rapidly losing market share to competitors and bookings were falling. They therefore contracted a team to deliver a new, efficient and fully online booking system. The company projected complaints would reduce by nearly 20%, and sales would increase by nearly 10% within six months of deploying the new solution.

As a BA on this project, this looked like a straightforward process

improvement project. I had anticipated that it would be necessary to understand and map the as-is process, map out the to-be process and conduct a gap analysis using appropriate models such as POPIT™ and McKinsey's 7S to determine the specific changes needed in order to achieve the target operating model.

As part of my initial scoping and after extensive stakeholder engagements utilising root cause analysis and a fishbone diagram, I discovered that the problem the company was facing would not be wholly solved by improving the ticket system alone. Whilst the complaints were often raised via a ticket office, examining the nature of the complaints showed a mixture of root causes with wider implications for the customer journey.

Looking Holistically

It was evident that the entire processes from booking, ticketing, assigning seats, through route mapping, to driver availability, arrival and departure platform times and destination choices needed to be evaluated holistically. If an online booking system was to achieve the desired improvements for the company, then there was the need for improved efficiency throughout the customer journey.

I discussed my initial findings and recommendations to review the entire customer journey within the consultancy. Once I got backing internally, this was presented to and accepted by the company.

The new focus of the project was to conduct an enterprise-level view of the end-to-end processes,

understand the customer journey, identify and remediate the bottlenecks in each of the processes with the aim of increasing value to the customer and the company.

The Value Stream Mapping (VSM) was the natural technique of choice.

Process Mapping Vs VSM

Whilst both process mapping and value stream mapping are both visual representations of a flow, there are differences in scope, usage and benefits.

Process maps outline the individual tasks within a process. They often focus on standardising workflows through process and task decomposition.

A value stream is defined in the BCS book "**Business Analysis: 4th Edition**" by Cadle & Paul (eds) as "A representation of the activities carried out by an organisation that collectively offer a product or service to internal or external stakeholders."

Value stream mapping is therefore a visual representation of all the components within the value stream needed to deliver a product or a service; in this case, from the first time a customer 'hears' about the company, through making a booking, to boarding and offboarding. Primarily, VSM is concerned with identifying and eliminating activities that do not add value to the customer.

As Heroshe Mihindukulasuriya outlined, there are several **differences and similarities** between process

maps and value stream mapping. I have summarised and reinterpreted some of Mihindukulasuriya's key points below:

Purpose:

Whereas individual process maps typically aim to improve operational efficiency within a single process, value stream mapping can be used to enhance the end-to-end customer experience.

Scope:

Process maps have a narrower scope and are often used to analyse individual tasks or a small segment of a process. The scope of VSM is broader, examining the entire journeys as well as the material and information flow through the journey.

Objective:

Process maps are typically used to identify bottlenecks and task-specific improvements within a single process. Value stream mapping, on the other hand, is used to optimise resources, reduce waste and to maximise value to the customer and company from end-to-end (not within a single process).

Suitability:

Process maps are better suited for process-level and task-level improvements, value stream mapping is suitable for journeys/enterprise-wide enhancements.

Detailing:

Process maps (and decomposed task descriptions) give very detailed information of each individual step

within a process. Value stream maps offer less detail, but focus on the overall journey.

Outcomes:

Process maps lead to improved clarity and efficiency within a specific workflow, whereas value stream mapping offers a comprehensive end-to-end optimisation leading to increased customer satisfaction.

Delivering Value by Using the VSM

I used value stream mapping to give a bird's eye view of the customer journey. Mapping out the entire journey allowed me to easily identify the bottlenecks and highlighted waste within the journeys that led to the delays, and ultimately, the spike in complaints.

Working closely with both strategic and tactical stakeholders within the company, I then mapped out the target model VSM. This model had all identified bottlenecks removed, making the journey much more efficient, leaner and customer centric. I consequently used process maps to detail the improvements expected within each process.

Utilising this technique resulted in very significant changes within the journeys: all ticket sales were moved online, travel routes were optimised to align with the busiest travel corridors, the target market was redefined, travel times were rationalised, fleet personnel management was automated, staff were trained and finally, the servicing of the fleet was outsourced.

Within a few months, the company not only solved the problem of booking with a fully online booking system, but the overall complaints also reduced by more than we projected, with and customer satisfaction and booking numbers increasing significantly too.

Lessons

A business analyst's true value to a project can be to improve efficiency, reduce cost and enhance decision making. By undertaking this exercise, I came away with the following lessons:

1. A BA must be flexible in approach when on projects.
2. Where a technique will expand

the scope of a project but deliver more value to the customer and internal stakeholders, explore that option.

3. Process maps can be used to complement a VSM to give more details within each individual process.
4. Finally, value stream mapping, by itself or in conjunction with process mapping, empowers teams to enhance the value delivered to the end user—a chief stakeholder of every organisation

Emmanuel Badger is a Business Analyst working for a FTSE250 Financial Services Company. Reach Emmanuel via www.linkedin.com/in/emmanuel-badger

INVEST IN BUSINESS ANALYSIS

EMPOWER YOUR TEAM TO DELIVER BETTER OUTCOMES

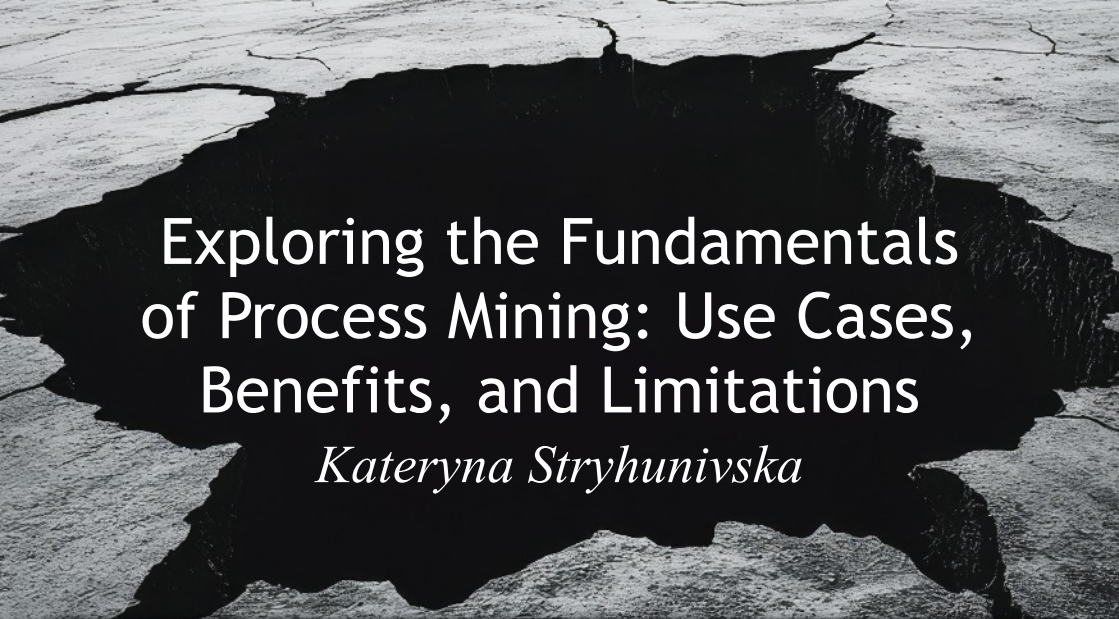


Learn more at iiba.org/partner-program

#AnalysisEverywhere



PARTNER
PROGRAM



Exploring the Fundamentals of Process Mining: Use Cases, Benefits, and Limitations

Kateryna Stryhunivska

At the beginning of this year, I heard about process mining and was immediately intrigued. As a BA focused on process design and improvement, I thought this might be a big deal. Let's explore this topic together.

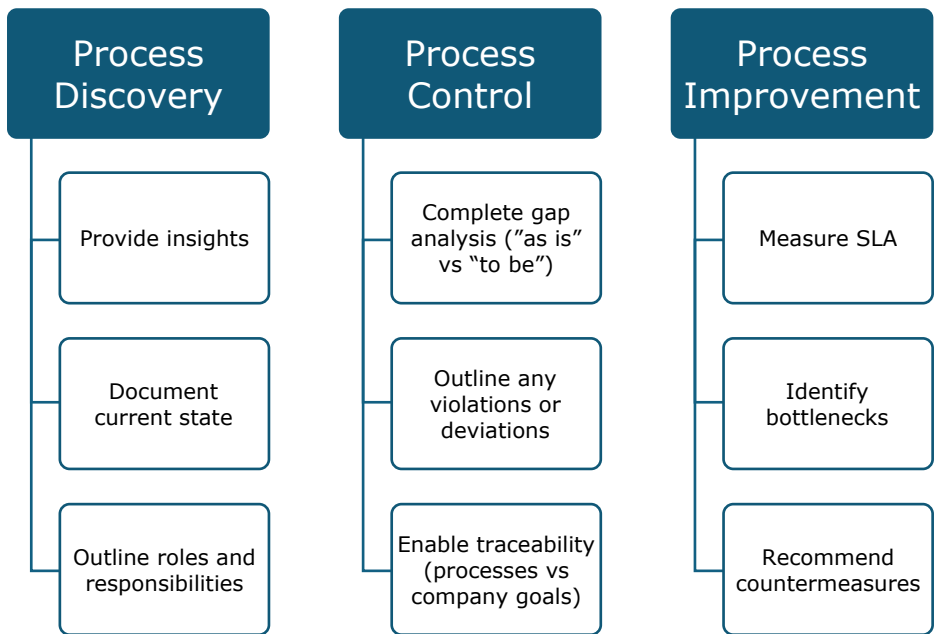
Process mining is a relatively new technology that originated from a merger of two disciplines: data science and process science. [Wil van der Aalst](#) is widely credited with coining the term in the late 1990s, and since then, process mining has transitioned from classrooms to boardrooms, triggered by the release of the [Process Mining Manifesto](#) in 2011. Today, it is used across various industries to deliver operational excellence and ensure compliance. According to the [State of Process Mining and Robotic Process Automation report released by ABBYY in 2020](#), 65% of companies surveyed are currently using or are in early stages of adopting process mining, demonstrating its growing

importance.

Process mining relies on event logs—structured records automatically generated by information systems that track individual activities. The event log represents a collection of events (i.e. actions recorded in the log) that are related to a particular case (i.e. a process instance). As organisations increasingly digitise their operations, more of these logs are generated, making process mining more feasible and valuable. This growing availability of data is one reason why process mining has gained momentum in recent years.

Process Mining and Business Analysis

There are three main use cases commonly defined for process mining. These can be broken down into practical applications that business analysts are already familiar with:



BAs can benefit from combining process mining with the time-proven techniques used for process modelling (e.g. observation, interview, organisational modelling, etc.) to either validate the existing processes or design new ones. A key difference between process modelling and process mining, though, is output: where process mining models are live, in comparison with static ones generated by applying the classic process modelling techniques. Essentially, process mining allows BAs to breathe life into the process models.

Of course, process mining has limitations as well as benefits. The quality of the process mining results heavily depends on the quality of the event logs (i.e. garbage in, garbage out). Therefore the first obvious

limitation is insufficient, incomplete, inconsistent and scattered data. It's important to assess the data quality for your case before adopting process mining capabilities

Another key limitation is the inability to capture activities that occur outside of information systems. This gap can lead to misinterpretation of the process mining results and their potential usefulness.

To help leverage the benefits of process mining while addressing its limitations, I've utilised the Business Analysis Core Concept Model (BACCM) from IIBA®'s Business Analysis Body of Knowledge (BABOK®) guide to create a specific model for use in the process mining context, inspired by the [process mining guiding principles](#):

Core Concept (from BABOK®)	During Process Mining, business analysts...
Change: the act of transformation in response to a need.	Apply business analysis techniques to identify the most valuable process mining use case, ensuring alignment with stakeholder expectations (considering their attitudes toward process mining) and the broader organisational change initiatives.
Need: a problem or opportunity to be addressed.	Elicit, confirm, and communicate underlying business needs and define the questions the process mining model must answer to address that need.
Solution: a specific way of satisfying one or more needs in a context.	Assess the quality of the event logs to be used for the process mining to produce trustworthy results.
Stakeholder: a group or individual with a relationship to the change, the need, or the solution.	Conduct stakeholder analysis to ensure the process mining model reflects purposeful abstractions of reality that align with stakeholder needs. Manage the collaboration with the stakeholders who participate in the business analysis work. All stakeholders may participate in different roles and at different times during a change.
Value: the worth, importance, or usefulness of something to a stakeholder within a context.	Evaluate whether the process mining insights deliver measurable business value and support iterative refinement of the model to maximise stakeholder benefits realisation.
Context: the circumstances that influence, are influenced by, and provide understanding of the change.	Ensure a complete understanding of the context under analysis to appropriately scope the analysis and eliminate the irrelevant attributes from the event logs.

In conclusion, I'd like to emphasise that process mining is an emerging technology that can support companies in achieving operational excellence, ensuring compliance and generating tangible value. However, like any tool, it will only perform as well as the person guiding its use. This is where BAs can truly shine by bringing structure, purpose and clarity.

Kateryna Stryhunivska is an experienced Senior Business Analyst at Invinity Energy Systems. Her mission is to design and optimise business processes to enable growth by leveraging innovative business analysis tools and techniques. Connect with her on LinkedIn at www.linkedin.com/in/kateryna-stryhunivskaBA

Strategic Business Analysis: How to Deal with a Diverse Target Audience

Stefan Bossuwé



This is my second BA Digest article on strategic business analysis, one year after the [publication of the first one in Q4 2024](#). I believe strongly that we, with our business analysis mindset, have exactly what it takes to support organisations at a strategic level.

In my opinion, the earlier one can carry out business analysis, either

during or prior to a project, the better. In fact, there is no earlier moment to conduct business analysis than when an organisation's strategy is being designed.

For an organisation, a clear, unambiguous and realistic strategy is essential. I have been very fortunate to have played a part in shaping an organisation's strategy a few times

and have always found the experience very rewarding. That's why I devote so much of my time and energy to inspiring and motivating my fellow business analysis practitioners to tap into their potential at a strategic level.

In this article, I will demonstrate how we can help organisations in their strategy when addressing a diverse target audience (i.e. 'customers' in a commercial context and 'beneficiaries' in a mission-oriented context).

Get to Know Your Target Audience and Its Diversity

For any organisation, it is vital to gain a good understanding of its target audience. This can be very challenging if the leaders of that organisation share a similar background (which happens very often) and at the same time want to reach people from very different backgrounds, as in such situations, a socio-cultural-economic bias may stand in their way of doing so.

Bias can be tricky and nasty because it can cloud your judgment, leading to misunderstandings and, ultimately, wrong decisions. Sadly, this happens more often than one might think.

To illustrate this, let's have a closer look at the persistent claim that "a good product always sells itself". This claim can be easily debunked by the example of a company that sells the juiciest and tastiest organic beef steaks in the world, trying to sell their so-called awesome product in a country such as India where a large majority of the population don't eat beef for religious reasons. No matter

how juicy and tasty the people of that organisation believe their product is and no matter how hard they try to market it, a large proportion of the population will not be able to understand its appeal, and they might even be offended by those attempts to sell them beef steaks.

A more descriptive example is that of a man in a museum trying to express his profound admiration for the intricate play of light and colour of a Monet painting to a colour-blind person, assuming the other person has no visual limitations.

So, how can you **tackle socio-cultural-economic biases** when designing your organisation's strategy?

- Involve people from the targeted socio-cultural-economic backgrounds you're unfamiliar with, or having an in-depth knowledge of those backgrounds.
- Listen, listen, listen and ... listen to them.
- Respect them for their knowledge and, with reference to the Monet example above, their ability to distinguish colours that you simply cannot see.
- But, never try to convince them of your vision. Even if you were able to do so, they will never be able to change the views of everyone from that background. At best, you might win a tiny battle, but you could very well lose the war.
- It's not easy to rely on/trust people who have knowledge you may never be able to understand,

certainly not for something as important as the strategy of your organisation. But there's no alternative.

Know that a given socio-cultural-economic background is a specific context, meaning it cannot be changed, only taken into consideration. Remember, context always rules.

Diversify Your Value Proposition

Once you understand the diversity of your target audience, you should also understand that one value proposition might not be appropriate for everyone, there's no one-size-fits-all. Your unique selling point might not be so wonderful as you might think for everybody you're targeting (remember the beef steaks vs the Indian market).

So, if you're able to diversify your value proposition to accommodate people from different backgrounds or with different interests, then just do it. As an example: Many hamburger chains originally only sold beef burgers, but they have since expanded their product offer to include chicken, fish and vegan burgers, catering for those who do not eat beef (or even meat).

Choose Your Target Audience or Your Targeting Effort Wisely

However, sometimes you may not be able to, or may not want to, diversify your value proposition. In that case, you may decide not to target a particular segment of your original

audience. Any effort to sell something to people who can't see the value because of their socio-cultural-economic background, is a waste of time and energy.

Optimise Your Reach

Given you have only one single value proposition, try to optimise your reach.

As an example: Several years back, somebody started the initiative of an international business analysis day on November 1st. The idea itself is, of course, something to applaud. However, a little bit of business analysis could have revealed that around 25% of countries worldwide and some regions in several other countries have a public holiday on November 1st, and that people might not be keen on celebrating Global BA Day on their public holiday. Much as other public holidays should be avoided (you wouldn't schedule a major event on new year's day, would you?), prior research would have prevented this issue occurring, and would have allowed a more suitable date to have been selected. This would have extended reach, enabling more people to celebrate such a great day.

Diversify Your Communication

Try to diversify your communication to avoid any unintended hurt or offence. This also involves avoiding 'scattergun' communication that floods people with things they're not interested in or cannot afford. For example, an online store may lose customers on low incomes if it sends

them frequent mailings of luxury items that are beyond their budget, thereby reminding them of their financial situation.

If such a diversification of your communication is too difficult or impossible, give people an opt-out option.

For example: A well-known brand dedicated to sustainable body and home care had sent out a Happy Mother's Day mailing. However, it included a thoughtful disclaimer, giving people the option to opt out of future mailings about motherhood if they found the subject hurtful (for example, if they were unable to have children).

Conclusion

If your organisation intends to reach a diverse audience, business analysis can be a very valuable contribution to optimise that reach. Inclusivity requires effort, but we business analysis practitioners can play a key role in making that possible from a strategic perspective.

Stefan is co-founder and was the very first president (for 10 years) of the IIBA® Brussels Chapter. Passionate about business analysis, he shares his knowledge and experience as a speaker at various international conferences and seminars. He's also known as #TheHolisticBA and can be contacted via [LinkedIn](#).

CALLING ALL CHANGE AGENTS AND CORPORATE MAVERICKS

The Agilist is a nonprofit print-only publication supporting individuals and organisations to respond to a rapidly changing world.

For a few dollars, euros or pounds a month, receive a monthly digest of thought-leadership covering:

Strategic Alignment and Execution, Innovation, Organisational Change, Org Design, Leadership, Coaching, Management, Personal Change, Collaboration, Decision-Making, Product Development, Psychology, Customer Centricity, Academic Research in the field of Business, Market Competitiveness, Team Ways of Working.

Subscribe today at theagilist.org

Let Them Sulk, Shout, and Shine: Applying the 'Let Them' Mindset to Stakeholder Relationships

Christi Hughes



I recently read Mel Robbins' book [*The Let Them Theory*](#), and I have to say—it hit me harder than I expected. My copy is now a colourful mess of highlighter streaks, sticky tabs, and scribbled notes in the margins. Robbins' message is simple yet powerful: stop trying to control other people. Let them have their opinions. Let them make their own choices. Let them be dramatic, difficult, or even dismissive. Why? Because trying to control what you can't only leads to stress. But focusing on what you can control? That's where your power lies.

"Focusing on what you can't control makes you stressed. Focusing on what you can control makes you powerful."
— Mel Robbins

As I sat in my recliner, blanket on my lap and smooth jazz playing softly in the background, I found myself reflecting on a recent stakeholder interaction. I had been trying—without realising it—to control the outcome of a conversation. I wanted the stakeholder to agree with me, to see things my way, to get on board.

But the more I pushed, the more resistance I felt. Thankfully, I caught myself before things escalated. I paused, shifted my approach, and focused instead on communication, collaboration, and consensus. That moment sparked a deeper realisation: stakeholder relationships are emotional. They're not just about requirements and deliverables—they're about people. And people are complex. As business analysts, we navigate a wide spectrum of emotions in our work. I often refer to this as the trifecta of stakeholder emotions: sulking, shouting, and shining.

The Emotional Landscape of Stakeholder Relationships

Stakeholder relationships are multifaceted. They can be:

- **Complex:** with competing priorities and unclear expectations.
- **Trustworthy:** when built on mutual respect and transparency.
- **Emotional:** because change is hard, and people react in different ways.
- **Influential:** as stakeholders can make or break a project.
- **Draining:** when communication breaks down or conflict arises.
- **Collaborative:** when alignment is achieved and progress flows.

Among all these traits, emotional stands out the most. Emotions drive behaviour, and behaviour drives decisions. That's why Robbins' Let

Them theory is so relevant to our work. It reminds us that we can't control how stakeholders feel—but we can control how we respond.

Let Them: A Mindset Shift for Business Analysts

The "Let Them mindset" is about releasing the need to control others and instead focusing on your own actions, reactions, and boundaries. For business analysts, this means recognising that we can't force stakeholders to be engaged, agreeable, or even reasonable at times. But we can choose to stay calm, communicate clearly, and remain focused on the project's goals. When I started applying this mindset in my work, I noticed a shift. I was less reactive. I listened more. I gave stakeholders space to process their emotions. And in doing so, I built stronger, more trusting relationships. Let's examine some hypothetical examples.

1. The Sulking Stakeholder

We've all been there. A stakeholder is unhappy with a decision, a delay, or a change in scope. They may not say much, but their body language and tone speak volumes. They're sulking.

In the past, I might have tried to fix their mood—over-explaining, over-promising, or over-apologising. But Robbins' advice is clear: **Let them.** Let them sulk. Let them feel disappointed. It's not our job to manage their emotions—it's our job to manage the project. That said, we can still be supportive. We can acknowledge their concerns without

trying to solve them immediately and reinforce the project's goals and how their input contributes to success. We can also communicate openly, often, and objectively. By giving stakeholders space to process their emotions while maintaining steady communication, we help them move through the sulking phase more quickly and constructively.

2. The Shouting Stakeholder

Sometimes, the emotion isn't quiet at all. It's loud. It's intense. It's the shouting stakeholder—whether they're literally raising their voice or expressing frustration in other ways. These moments can be uncomfortable, even intimidating. But they're also opportunities. Robbins encourages us to step back and let people express themselves. That doesn't mean tolerating disrespect—but it does mean not taking it personally. As BAs, we can stay calm and grounded, even when emotions run high and actively listen to understand the root of the frustration. We can facilitate resolution by focusing on facts, not feelings. Conflict is part of the job. But when we approach it with empathy and professionalism, we can turn shouting into shared understanding.

3. The Shining Stakeholder

And then—finally—there's the shining stakeholder. This is the moment when everything clicks. The stakeholder sees the value in the work. They're engaged, enthusiastic, and aligned. It's a beautiful thing.

But here's the truth: sometimes you get to the shining by going through the sulking and shouting. Trust is built in the trenches. Alignment is earned through patience, persistence, and presence. When a stakeholder shines, it's a reflection of the relationship you've nurtured. It's the reward for staying steady, staying kind, and staying focused.

Let Them Be Human—and Be the Analyst They Need

Mel Robbins' Let Them theory is about personal empowerment. It's about letting go of what you can't control so you can focus on what you can. For business analysts, that means letting stakeholders be human—emotional, unpredictable, and imperfect—while we remain clear, calm and committed. So, the next time you're in a tough stakeholder interaction, ask yourself: Are they sulking? Are they shouting? Are they shining?

And then—let them. Let them move through their emotions. Let them be where they are. And you? You stay grounded. You stay focused. You communicate openly, often, and objectively. Because that's where your power lies.

Christi Hughes DTM is a BA in the insurance industry with a passion for solving problems and streamlining processes. Based near Cincinnati, she thrives in small-town community life. Outside of work, Christi enjoys interior decorating and professional organising — bringing order and beauty to every space. LinkedIn profile:

www.Linkedin.com/in/Christi-Hughes

The Silent Business Analyst

John Paul Murphy



Business analysts love to talk. We talk to stakeholders, our fellow business analysts, project team members, suppliers....we talk to everyone. It's what we do. It's how we foster relationships and build the knowledge required to be effective in our role.

How would we cope if suddenly robbed of that ability? This is something I found out when, due to a jaw condition, I could no longer speak. This has affected me for the last eighteen months, and although it was a serious period of adjustment, I'm pleased to say I have never been

more effective! It's amazing how humans adapt. We see it every day in the recipients of the change we help deliver. During a period when I've been dealing with a seismic change of circumstance, I've learned many valuable lessons.

Perhaps the most important point (leaders take note) is to appreciate the diversity of ways things can be done. Tell people what you need, why you need it and when you need it by. Mandating delivery methods stifles creativity and forces people into situations where they don't perform at their best. In my case stakeholders insisting on calls put me at a serious disadvantage. For someone else it could be asking them to present to a group when they suffer from crippling anxiety. As long as you're clear on what the end product should look like, how it's done should be up to the person delivering it.

My calendar has been (mostly) meeting free during this time. I've had more time to focus on "the doing", and my delivery capacity has soared. Sometimes my input is needed in real time on a call. In the beginning, awkward silences were the order of the day. You could hear a proverbial pin drop whilst I furiously typed my responses. This wasn't good for my wellbeing. It put me under immense pressure to break the quietude.

I went back to the drawing board. I spent more time preparing for meetings, anticipating questions, and pre-typing answers. Imagine the reaction when an essay miraculously appeared in the chat within seconds! This proved counterintuitive. The awkwardness of waiting on me typing

was replaced by another vacuum of silence whilst the audience read my abbreviated version of 'War & Peace'.

So I went back to the drawing board (again!) and analysed my writing style. I believe we all have a wordsmith inside us. Humans habitually write (and say) more than is required. As a logophile (a lover of words) I'm all for that if you're writing a novel, or an article where you're trying to immerse an audience in your writing, because that's the point. With work, it's about getting a decisive message across. Short and sharp is the way to go. This saves you time, saves the reader time, serves its purpose, and avoids tense silences. Everybody wins!

Moving Beyond a "Meeting Culture"

It also raised another question. Why do we default to meetings? If I could get so much work done without attending them, perhaps others could benefit from less traditional ways of working. Meetings have their place—but to use requirements prioritisation terminology—make the attendees 'must haves'. People's time is valuable. If you start to think in those terms then the casual invite becomes a considered decision. A meeting that consumes ten hours of collective time becomes five. If you apply this saving against the volume of meetings a company has, for most the productivity gains would be game-changing. We need to start embracing the technology we deliver. Let the 'must haves' attend the meeting, record it, and play it back on double speed, in the background, while you continue working. Even

better: stick the transcript into an AI tool and ask it to summarise the key points. An hour of your time becomes fifteen minutes, and you're no poorer for it.

There's a massive opportunity to be more thoughtful and empathetic with our approach. Send the agenda in advance and let people decide if they are the right audience. Split the agenda into specific time windows, let them attend the bit that's important. Whatever you do, make sure the structure and required outcomes are clear. I watched a recording of a meeting recently where five people wasted an hour before realising the person they needed was missing. A simple email would have stopped this.

Meetings will never become extinct, and they shouldn't. Humans crave contact with other humans, even if it's virtual. It's important that they get it. Sometimes things can be resolved more efficiently with a quick chat. It can be a great opportunity for team building. It's the default mentality I'm challenging. It's when we go into autopilot, and arrange them without thinking whether it's the best way to move things forward.

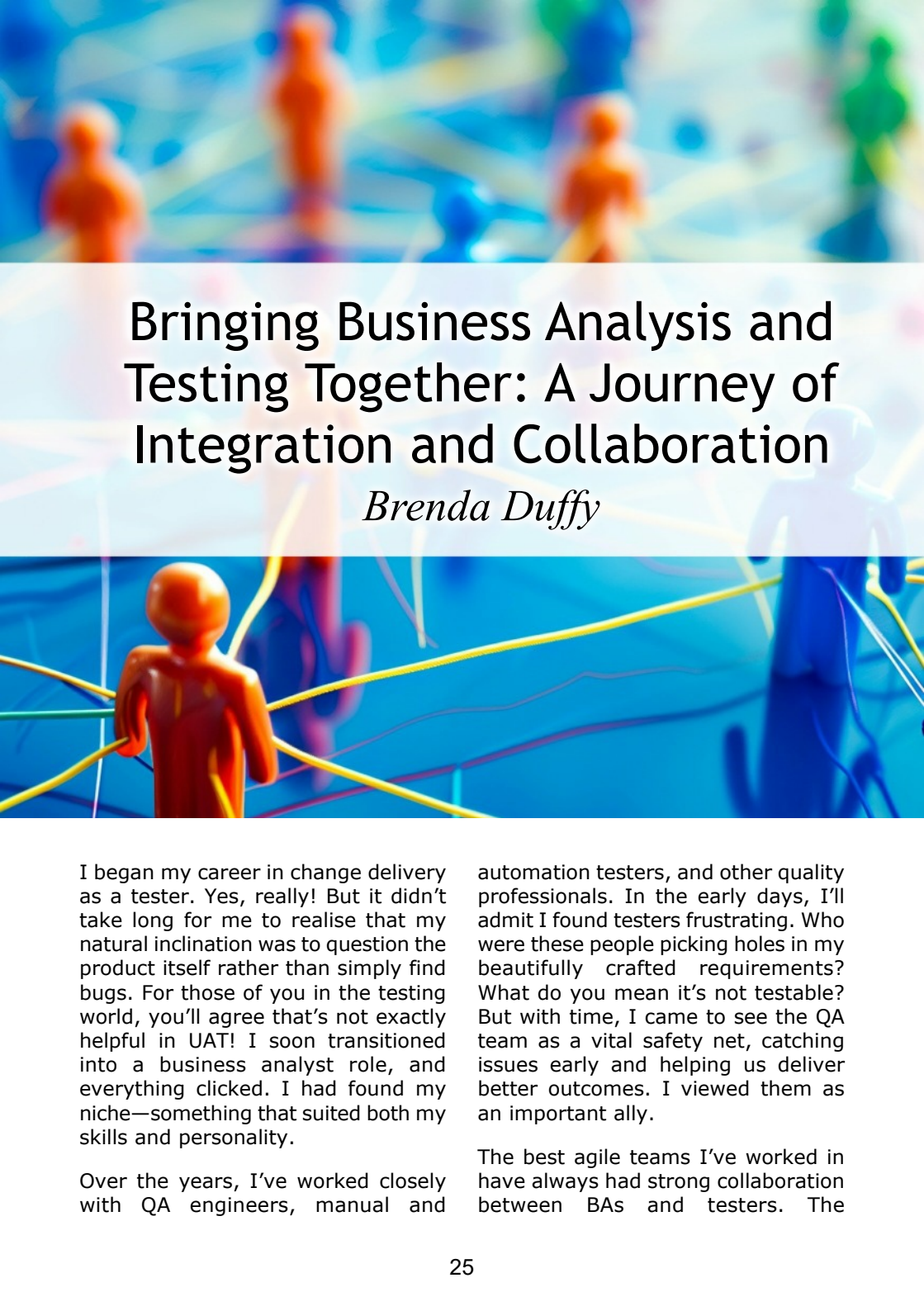
In a global organisation, meetings can mean someone is having an early morning, and others a late night. One could be having a lie in, the other spending the time with loved ones. I trialled issuing a project storyboard and supplementing it with a detailed Q&A document. My stakeholder did have a couple of questions they sent via email, but I got up at a reasonable hour, and they spent a lovely evening with their family.

So what are the key takeaways?

- Be respectful of people's ability to decide the delivery method that best suits them.
- Be sensitive to the wide spectrum of hidden disabilities.
- Be succinct with your communications. Write them, scan them, modify them, and eventually it will flow naturally.
- Be thoughtful about how you deliver. Ask yourself "do we need a meeting? How can I minimise the burden on people's time whilst achieving the outcome needed?"
- Don't assume someone with a disability is any less capable. Often they have skills other team members don't have. They need to be adaptable, and bring a uniquely creative dimension to problem solving. They are the ones that can really think outside the box.

I hope my situation isn't permanent. I'm in recovery from surgery that should return my power of speech. It might not, but I'm ok with that. I've proven categorically that it's possible to be a 'silent business analyst'. Perhaps we all need to talk a bit less, and listen a bit more.

I'm John Paul Murphy, a Senior Business Analyst, prize winning poet, and accessibility advocate. Feel free to connect with me @ www.linkedin.com/in/theweegiewordsmith, or peruse my writing at johnpaulmurphy.co.uk

The background of the page is an abstract composition. It features several stylized human figures in various colors (orange, blue, green) that are interconnected by a network of thin, glowing lines in yellow, blue, and purple. The overall effect is one of a dynamic, interconnected system, possibly representing a network or a collaborative environment. The top half of the page has a white overlay where the title and author's name are placed.

Bringing Business Analysis and Testing Together: A Journey of Integration and Collaboration

Brenda Duffy

I began my career in change delivery as a tester. Yes, really! But it didn't take long for me to realise that my natural inclination was to question the product itself rather than simply find bugs. For those of you in the testing world, you'll agree that's not exactly helpful in UAT! I soon transitioned into a business analyst role, and everything clicked. I had found my niche—something that suited both my skills and personality.

Over the years, I've worked closely with QA engineers, manual and

automation testers, and other quality professionals. In the early days, I'll admit I found testers frustrating. Who were these people picking holes in my beautifully crafted requirements? What do you mean it's not testable? But with time, I came to see the QA team as a vital safety net, catching issues early and helping us deliver better outcomes. I viewed them as an important ally.

The best agile teams I've worked in have always had strong collaboration between BAS and testers. The

“three amigos” model (BA, developer, and tester working together) has consistently proven its value.

Bringing Teams Closer Together

Fast forward to today, and I’m now Head of Business Analysis and Testing Services at Tokio Marine Kiln, a specialist insurance underwriting business operating in the Lloyd’s insurance market. When I took on this role, I inherited two teams that had historically operated quite separately. Business analysts were often engaged early in the project lifecycle, working in a waterfall-like fashion, even on agile projects. On the other hand, testers typically joined much later, frequently just in time for end-to-end or UAT phases and with little time to familiarise themselves with the scope and requirements.

This disjointed approach created several challenges:

- Testers had limited time to understand the product.
- Defect triage was inefficient, with testers lacking the broader context to push back confidently.
- BAs were often pulled into late-stage decisions without the full picture, leading to defensiveness and friction.

It was clear we needed a new way of working.

To address these challenges, I knew we had to rethink the roles of both BAs and testers across the project lifecycle. Our goal was to improve

product quality at every stage, not just at the end.

We introduced several key changes:

- **Earlier Involvement of Testers:** Testers were brought in during the requirements phase, allowing them to provide early feedback and gain a holistic view of the product.
- **Extended BA Engagement:** BAs remained involved through to UAT and beyond, supporting defect triage and ensuring continuity.
- **Early BA involvement in test design:** BAs were involved in early reviews of test scripts to provide feedback and clarity on priority areas.
- **Shared Ownership of Quality:** Both teams worked together to define clear, testable acceptance criteria and align on project goals.

Naturally, this approach raised concerns, particularly around cost. But we were able to explain and demonstrate the value through improved communication, fewer late-stage defects and change requests, and more robust solutions.

Collaboration Is Crucial

Integrating the teams wasn’t just about process, it was about people first and foremost. We focused on building trust and mutual respect. BAs took the time to induct testers early, sharing context and clarifying scope. Testers, in turn, provided valuable feedback on requirements and challenged assumptions in a constructive way.

We also redefined the BA's role in defect triage. Rather than acting as gatekeepers, BAs became collaborators, working alongside testers to assess impact and prioritise effectively.

So, what was the result? I am pleased to say, we now have a more cohesive, empowered team with a shared sense of purpose. Our focus has shifted from individual task level to overall quality level—with a focus on customer satisfaction at all stages. When things get difficult at the end stages of the project, I have found the teams pulling together and working as one team to support each other. The testers have more confidence in their own understanding of the requirements and the BAs are able to triage quickly due to their understanding of the test process.

The Results

So, what's the outcome? I'll leave that to the business and test analysts who I've invited to provide feedback on our new ways of working.

"In the project that I'm currently involved in, I've been able to share my queries, concerns, and suggestions directly with the BA who then engages with the business on our behalf. This has helped avoid miscommunication and reduced chances of back-and-forth between multiple parties. It's also prevented potential frustration for the business stakeholders, as they receive a more organised set of communications. Overall, this close collaboration has made the process more effective and

aligned" (*Milan Venkatesh, Test Lead*)

"BAs and testers collaborate to ensure acceptance criteria are clear, testable, and well-documented. BAs bring business insight, while testers contribute technical and edge-case thinking, leading to more robust solutions" (*Clement Arockiasamy, Test Co-ordinator*)

"BAs and QAs are working hand in hand at individual defect level and BAs are able to find the related / regressed areas which can impact based on the original defect" (*Kumaran Sivanandam, Programme BA*)

"I've gained more of an understanding of what it takes to be a tester and gained useful knowledge around the space. I've seen first-hand the level of detail and nuance that test teams deal with on a day-to-day basis" (*George Folley, BA*)

"Testers can quickly clarify acceptance criteria or functional specifications that may be ambiguous, leading to a more precise understanding of the expected behaviour" (*Eugene O'Kane, BA*)

In summary, the approach has brought the teams closer together and has contributed to better outcomes. It has been a positive experience all round.

Brenda Duffy is an experienced leader in Business Analysis and Testing, and a certified Business Change Manager, driving strategic transformation in insurance and banking. You can find her on LinkedIn

www.linkedin.com/in/brendaduffy

Unpacking Narratives

Nick de Voil



Do you remember how, as a child, you would sometimes come away from watching a particularly good film with the sense that you *were* the main character? That's the power of narrative in action. Let's talk about how it works.

Narrative in Group Construct Analysis

In earlier articles, we've seen how both individuals and groups have worldviews which are made up of a constantly-evolving set of ideas—constructs—that relate to each other in distinctive ways.

Storytelling plays an important role in the process by which construct systems evolve. This is true for individuals: we establish our values and identity by telling, retelling and listening to stories. It's even more true for groups: to be a fully

participating member of a group, an individual must involve themselves in telling, listening to and reproducing stories which establish the group's values and identity. This is an inherently political process—it inevitably involves positioning the group within a wider context relative to other groups.

Whether we realise it or not, stories are both the raw material and the output of business analysts' work. We elicit stories from stakeholders and, like Homer or Shakespeare, we recast and retell those stories to achieve a shared understanding with a wider group.

The Problem with Story and Narrative

The words "story" and "narrative" are generally used interchangeably, but—confusingly—in two different senses:

1. **Artistic fiction:** an oral or written account of a sequence of events. Either of the two words can refer to either the act of narration, the written account, or the structure and flow of the events narrated.
2. **Rhetorical narrative:** a more or less coherent message, ideology or “spin” forming the frame through which an individual or group wants us to perceive current real-world events.

Why is it that we use the same words to describe both of these things? Considering this analytically helps us to understand what’s going on when someone tells a story. Some stories are very complicated, but let’s look at the minimum set of components.

Basic Components of Stories

A story is about **characters**. Often the focus is one central character, the **protagonist**. A key concern is the **relationships** between the characters. The interplay of those relationships is largely driven by the characters’ various **goals**. The characters are shown in a particular **setting**, which may include specific location, time and other circumstances.

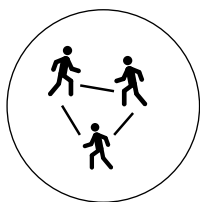


Figure 1: Characters and setting

In artistic fiction, the characters and their inter-relationships are often developed with great care and subtlety. There may be many characters and their goals may overlap and interact in complex ways. The setting may be meticulously described. Rhetorical narratives, by contrast, get their power from ignoring details of the setting and focusing starkly on a central protagonist in conflict with one or two antagonists: the story is one of competition and struggle. The protagonist represents us. In some sense, just as with ancient myths, they *are* us.

Politicians are reproducing a rhetorical narrative when they use an archetype such as “illegal immigrants”, “the American worker” or some such **thought-terminating cliché**. We too are constructing a rhetorical narrative if, for example, we talk about “the business analyst” in an abstract and decontextualised way. Stakeholders do this as well. See if you can catch them doing it.

The Sequence of Events

The most characteristic element of stories is that they usually describe a stream of **events**, true or fictional. Whether these are presented in a chronological sequence, or devices like flashbacks are used, the story’s consumer is invited to consider the stream of events, judge how plausible it is, and learn from it. As always, there’s an assumption that sequence implies causation (see [articles 2 and 3](#)): things happen as a result of the things that happened previously. Because stories are so absorbing, the storyteller has the power to change

our beliefs about the way the world works, unnoticed, simply by placing events in a certain order.

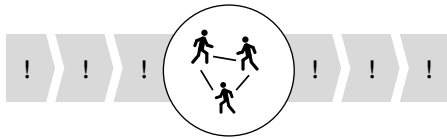


Figure 2: the stream of events

Similarly, they have the power to change our beliefs about what is plausible, normal and/or important by their choices regarding:

- Where does the narrative start? What is considered “prehistory” and therefore not discussed?
- Where does the narrative end? What is considered the unknowable or irrelevant future?
- By focusing on these specific characters, which other people or *types of people* are we consigning to irrelevance?

Production and Consumption

A story has a **creator**, who created the story within a specific context and using a particular process. This is not necessarily the same person as the **narrator**, who narrates the story within a specific context using a particular process. For artistic fiction, the actor on stage or the parent who reads their child a story is the narrator, whereas the playwright or novelist is the creator. The child or theatregoer is the ultimate **consumer** of the story. Ultimately, the **meaning** of the story is whatever

the consumer makes of it by comparing and integrating it with their existing constructs.

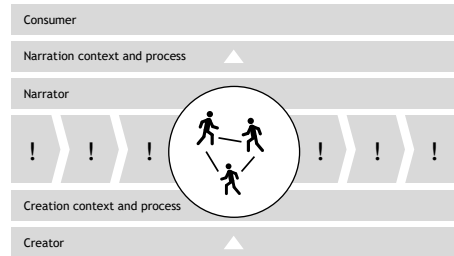


Figure 3: creation, narration and consumption

When a BA elicits a story from a narrator (stakeholder) in an organisation, they should ask themselves: who was the creator of this story? Who is the intended ultimate consumer?

Completing the Picture

Stories are told using the medium of **language**. Language itself is a type of group construct system, constantly evolving and interpreted by everyone — including the creator, narrator and consumer — in their own way. BAs need to be sensitive to the way language serves the narrator’s purposes, as we discussed in [article 4](#).

The **themes** of a story are often an important aspect of the creator’s intention, but ultimately it is the consumer who will interpret them in their own way.

Every telling of a story takes place against the backdrop of **ideology**—the agendas of creator, narrator, consumers and others within the

wider environment. Ideology feeds into the process of storytelling, but crucially it is also an output. Ideologies can't survive without the stories that support them being continually retold. The telling of a story is ultimately a re-production and reinforcement of a certain set of ideas. The question is—whose ideas are they, and why was the story created and narrated?

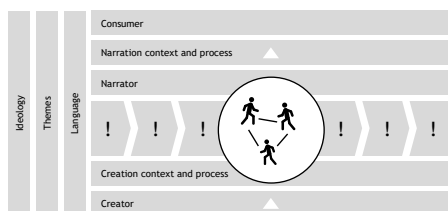


Figure 4: cross-cutting factors

We can use the framework presented in this diagram to help us systematically analyse what's going on when someone tells a story. I'd love to hear from you with your stories about whether this has worked for you.

Nick helps organisations create people-oriented systems, products and services. He's trained thousands of professionals in business analysis, user experience, facilitation, systems design, project management and agile development. Nick is author of "User Experience Foundations" and is working on a book about GCA.

Contact Nick via LinkedIn
www.linkedin.com/in/nickdevoil or
 BlueSky @nickdevoil.bsky.social

THE CHESHIRE CAT AND THE ENTREPRENEURIAL BA:

RETHINKING "TARGET STATE"

NOV 27 - 18:30 (UK/GMT)

Blackmetric.

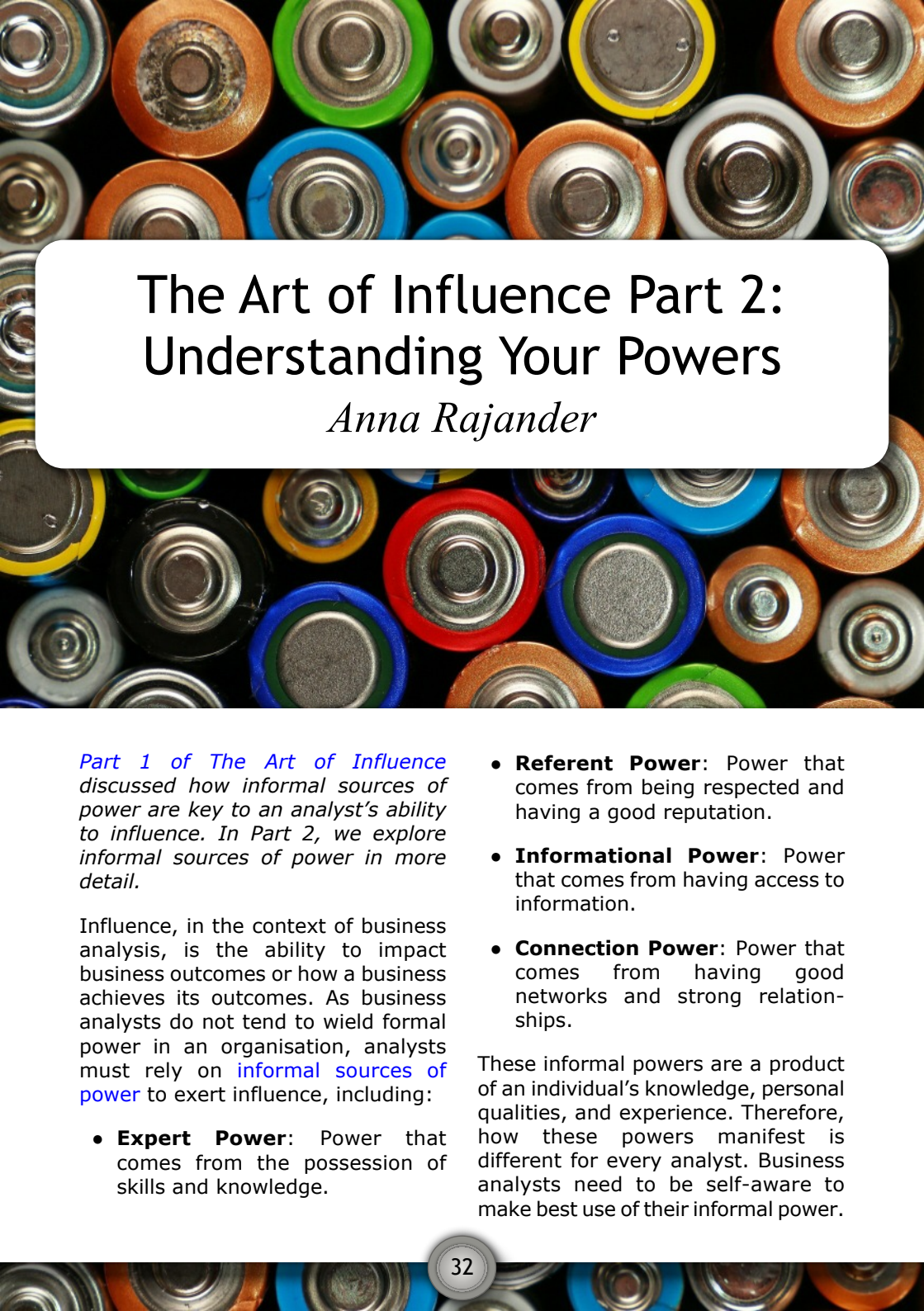
with Nick de Voil

#BACOMMUNITY WEBINAR SERIES



CLICK FOR MORE INFO





The Art of Influence Part 2: Understanding Your Powers

Anna Rajander

Part 1 of The Art of Influence discussed how informal sources of power are key to an analyst's ability to influence. In Part 2, we explore informal sources of power in more detail.

Influence, in the context of business analysis, is the ability to impact business outcomes or how a business achieves its outcomes. As business analysts do not tend to wield formal power in an organisation, analysts must rely on **informal sources of power** to exert influence, including:

- **Expert Power:** Power that comes from the possession of skills and knowledge.
- **Referent Power:** Power that comes from being respected and having a good reputation.
- **Informational Power:** Power that comes from having access to information.
- **Connection Power:** Power that comes from having good networks and strong relationships.

These informal powers are a product of an individual's knowledge, personal qualities, and experience. Therefore, how these powers manifest is different for every analyst. Business analysts need to be self-aware to make best use of their informal power.



1. Expert Power

Expert power is derived from an individual's professional skills and knowledge. For business analysts, expert power generally comes from:

- **Business Analysis Skills:** Skills and experience in business analysis, including experience in conducting specific business analysis tasks, using business analysis techniques, and ability to identify patterns and lessons that allow tasks and techniques to be applied in different business contexts.
- **Subject Matter Expertise:** Experience in a specific business area and/or with a specific technology or system.
- **Domain Knowledge:** Applicable knowledge about an industry, methodology, and/or business analysis perspective.

Expert power arises when stakeholders *perceive* an analyst to be knowledgeable and skilled. This perception translates into influence when stakeholders trust and follow the advice of an analyst they see as an expert. Therefore, it isn't enough to *have* skills or know something. Analysts also need to be confident enough in their abilities to use and share them. Where an individual possesses the necessary skills and knowledge but lacks confidence, it can diminish their ability to use their expertise to influence.

Analysts can enhance their expert power by gaining knowledge, honing skills, and staying up to date on the latest developments in business

analysis, technology and industry. In cases where an analyst feels they are lacking in a particular area of expertise, they should consider what actions they can take to address the shortfall. For example:

- Undertaking additional research or training,
- Identifying appropriate SMEs that can supplement their knowledge or experience, and/or
- Identify someone who can act as a mentor or coach.

2. Referent Power

Referent power comes from a person's ability to inspire and influence others through personal qualities such as respect, admiration, and likeability. Referent power stems from positive relationships and interactions. While some individuals may be naturally charismatic, all analysts can work towards being respected and trusted professionals.

There are several ways business analysts can enhance their referent power, including:

- **Plan Stakeholder Engagement:** Ensure you take ample time to consider who, how and when you engage with stakeholders, including adequately preparing for stakeholder interactions.
- **Deliver on Promises:** Follow through on commitments and manage expectations in cases where delivery is challenging.
- **Communicate Effectively:** Share information and ideas



clearly using language and examples that stakeholders understand and can relate to.

- **Show Empathy:** Taking time to understand stakeholders, their concerns and values.
- **Lead by Example:** Always act ethically and with professionalism.

3. Informational Power

Informational power is usually defined as the ability to influence or control others through restricting access to valuable information. It is generally considered to arise from possessing or controlling knowledge that others need or desire.

While this definition may describe how some exercise informational power, it is at odds with the professional and ethical behaviours associated with referent power. Instead, business analysts can wield informational power not from controlling or restricting access to information, but rather through information sharing. In finding, synthesising and communicating information to promote a shared understanding, analysts can use information to influence individuals and teams to work towards a common goal.

Business analysts can hone their informational power by considering:

- **Information Management:** Organising and managing business analysis information so that it is readily accessible to those who need it.

- **Technique Selection:** Carefully considering which techniques to use when collecting, synthesising and/or presenting information.

- **Perspectives:** Providing information to stakeholders in a way they can easily understand, leveraging familiar formats and communication channels where available.

- **Accuracy and Timeliness:** Ensuring information is of a high quality, complete, and available at the point of need.

4. Connection Power

Connection power refers to influence gained through networks and relationships. Connections can unlock alliances, resources, insights and opportunities that can support an analyst and increase their ability to exert influence.

Connection power can be considered at different level:

- **Micro-Level:** Connections formed to support the delivery of a specific task, contract, project and/or initiative. These connections are important for the short to medium term to support the delivery of specific outcomes but may be less relevant once an outcome is achieved.
- **Macro-Level:** A longer-term network of connections formed within an organisation or industry to support knowledge sharing, wider collaboration, and to create medium to long term career opportunities.

- **Global-Level:** A wider community of professionals usually to support learning, development, standardisation and definition of best practice, including professional bodies such as [IIBA®](#) and [BCS](#).

Conclusion

Informal power is key to an analyst's ability to influence. As informal power is a product of an individual's knowledge, skills, personal qualities, and experience, analysts need to understand their strengths and weaknesses to best apply their informal powers to exert influence. Analysts with strong informal powers can draw on their experience and

resources to persuade others, build consensus, and achieve desired outcomes.

In *The Art of Influence Part 3: Using Your Powers*, we will revisit the framework introduced in [Part 1 of The Art of Influence](#) and discuss how an analyst can apply informal powers throughout the analysis lifecycle to maximise their ability to deliver analysis that influences.

Anna Rajander is a Certified Business Analyst Professional with over 20 years' experience. She resides in Perth, Western Australia where she occasionally puts her thoughts and opinions about business analysis to paper. Connect with Anna on [LinkedIn](#).

JOIN US!



Use Code
BADIGEST for
a discount



Angela Wick

WHICH BA-CUBE MEMBERSHIP IS RIGHT FOR YOU?

Free

Access to articles and community discussions to connect with other Business Analysts. Quick access to Angela's LinkedIn Live Event Links

Premium

Unlock exclusive, deeper courses, downloads, content, chats, and mentoring live events.

Corporate/Team Plans available

FREE 7-DAY TRIAL

BA Manager

Connect with fellow BA Managers, access exclusive resources, and participate in expert-led discussions and events designed to help you lead successful BA teams and practices.

FREE 30-DAY TRIAL



Explore now!
ba-cube.mn.co



The BA Renaissance: From Scribe to Strategy Influencer

*Erivan de Sena
Ramos*



The BA profession stands at a crossroads between accelerating technological disruption and growing demands for human-centred innovation. This pivotal moment isn't merely a shift in skills or tooling; it's a renaissance—a reawakening of the BA's role as a strategic, ethical, and interdisciplinary influencer of change.

Throughout this year, I've [written about this evolution extensively on my blog](#). This journey has culminated in a practical response: a mindset-shifting framework and a simple, actionable tool to operationalise it.

Why a Renaissance?

The term “renaissance” is more than symbolic. Between the 14th and 17th centuries, the European renaissance marked a radical rethinking of human potential. Artists became scientists, engineers turned philosophers, and polymaths emerged who questioned

traditional assumptions, driving new ideas across various disciplines. This era reframed not just individual capabilities but also redefined societal roles. For more information about this, see '[The Renaissance](#)' by [Peter Burke](#).

Today's business analysts face mounting pressure to evolve. Once perceived as a role undertaking a finite range of tasks like eliciting requirements and documenting solutions, that traditional lens is no longer sufficient. In an era shaped by AI, agility, sustainability, and continuous change, BAs must lead with insight, adaptability, and strategic foresight.

Recent studies, such as [The Role of Business Analysis in Strategic Planning: Discuss How Business Analysis Contributes to the Strategic Planning Process in Businesses](#) by [Mohammed Ibraheem](#) confirm

that the BA role is changing from tactical problem-solving to strategic enablement, actively shaping business strategies, decision science, and fostering data-informed cultures. Our contribution now extends far beyond project delivery—it's about shaping direction and value.

This shift is propelled by multiple converging forces: strategic agility, ecosystem thinking, cross-functional collaboration, and the evolution from what Hölsä et al described as “Industry 4.0’s automation-centric model” to what Ghobakhloo et al observed as Industry 5.0’s human-centric and sustainability-driven agenda. As a result, BAs are stepping into the role of strategic sensemakers—guiding purpose-driven solutions that balance technological innovation with ethical and societal impact.

A Framework for Mindset Change

Recognising the limitations of isolated upskilling, I designed the BA RENAISSANCE Framework—a structured mindset guiding Business Analysts through this new era. Grounded in global standards like the BABOK®, SFIA, and IEEE Ethically Aligned Design (EAD), and informed by contemporary research advocating a shift in BA perspective such as *The Enterprise 4.0 Business Analyst: Digital Business Transformation Requires a New Mindset* by Evans & Fernando. The framework outlines eleven principles, encapsulated by the acronym RENAISSANCE:

- **R – Relevance through Relationships:** Prioritise people’s needs and stakeholder

engagement.

- **E – Enterprise Thinking:** Connect your work to the larger organisational context.
- **N – Needs-first Mindset:** Ensure you’re solving the right problems.
- **A – Analysis as a Craft:** Employ rigorous analysis, clarity, and validation.
- **I – Innovation & Improvement:** Continuously seek ways to deliver greater value.
- **S – Strategic Influence:** Influence strategic decisions and align with vision. (This principle acts as the glue that holds all the others together.)
- **S – Systems and Structures:** Understand interactions between business and technical systems.
- **A – Architecture of Value:** Design sustainable, viable, and user-centric outcomes with ethical considerations.
- **N – New-to-Old Thinking:** Lead innovation from future needs rather than past constraints.
- **C – Collaboration at the Core:** Facilitate inclusive, cross-functional co-creation.
- **E – Evolution through Expertise:** Grow your skills, act responsibly, and uplift the profession ethically.

Making It Actionable: The Canvas

To operationalise this framework, I introduced the BA RENAISSANCE

Canvas—a concise, one-page tool enabling BAs to assess their mindset, spark dialogue, and practically apply these principles.

Inspired by the 2025 Festival of Business Analysis (FOBA) theme: "Rethink. Reconnect. Revolutionise," the canvas initially featured these three quadrants. A fourth quadrant—Elevate—was added to support ongoing professional growth and ethical practice. Each quadrant corresponds to specific principles:

- **Rethink:** Prompts BAs to challenge legacy assumptions, involving principles like embracing a Needs-first Mindset, Enterprise Thinking, Strategic Influence, and New-to-Old Thinking.
- **Reconnect:** Encourages empathy, human-centred design, and long-term purpose, aligning with Relevance through Relationships, Collaboration at the Core, and Evolution through Expertise.
- **Revolutionise:** Fosters innovation, experimentation, and systems thinking, embracing Innovation & Improvement, Analysis as a Craft, Systems and Structures, and Architecture of Value.
- **Elevate:** Supports continuous professional development and accountability, integrating Strategic Influence and Evolution through Expertise.

The BA RENAISSANCE Canvas is your practical bridge from insight to impact—turning abstract ideas into concrete actions, whether you're leading a retrospective, mentoring a

peer, or shaping your own growth. [Access it for free here](#) and start making change happen.

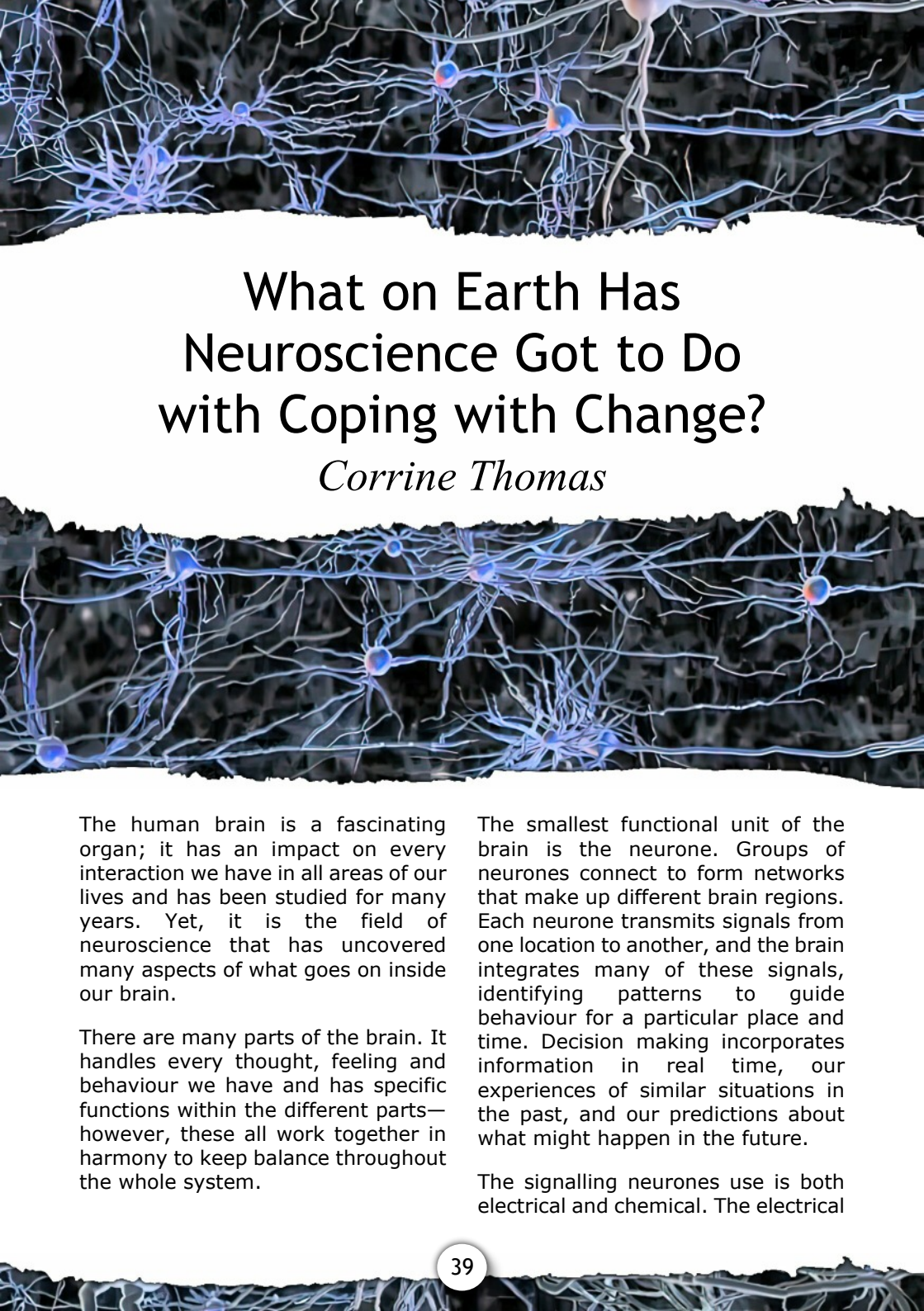
Looking Ahead: From Tactical to Transformational

Embracing the BA renaissance doesn't imply abandoning traditional BA responsibilities. Requirements still need documentation, and workshops must still be facilitated. Yet, it does mean engaging differently—linking tactical tasks with strategic outcomes and embedding ethics, empathy, and adaptability in our everyday actions.

As the book '[Evolution and Advances in Computing Technologies for Industry 6.0](#)' shows us, Industry 6.0 is already emerging, defined by hyper-personalisation, AI-augmented decision-making, and sophisticated human-machine ecosystems. Organisations positioned to thrive will embed ethical, sustainable practices at every level. business analysts prepared to guide this evolution will lead the way.

The BA renaissance isn't just a trend—it's a necessary shift already reshaping our profession. The time to step up, lead, and redefine your role is now. Be part of the transformation.

Erivan de Sena Ramos is a Principal Business Analyst, Requirements Engineer, and author with nearly 20 years of experience across Brazil and Australia. Certified in CBAP®, PMP®, CSM®, ITIL®, and COBIT®, he shares insights on [LinkedIn](#) and [Medium](#). He authored [Dealing with Stakeholders](#) and designed the [BA RENAISSANCE Framework & Canvas](#).



What on Earth Has Neuroscience Got to Do with Coping with Change?

Corrine Thomas

The human brain is a fascinating organ; it has an impact on every interaction we have in all areas of our lives and has been studied for many years. Yet, it is the field of neuroscience that has uncovered many aspects of what goes on inside our brain.

There are many parts of the brain. It handles every thought, feeling and behaviour we have and has specific functions within the different parts—however, these all work together in harmony to keep balance throughout the whole system.

The smallest functional unit of the brain is the neurone. Groups of neurones connect to form networks that make up different brain regions. Each neurone transmits signals from one location to another, and the brain integrates many of these signals, identifying patterns to guide behaviour for a particular place and time. Decision making incorporates information in real time, our experiences of similar situations in the past, and our predictions about what might happen in the future.

The signalling neurones use is both electrical and chemical. The electrical



communication is quick and efficient and is how information passes from one end of a neurone to the other. At the end, chemicals are released and then passed to the next neurone via the synapse which is the gap between neurones. This provides a way to filter out information that is unimportant, but also to increase activity for information that could be threatening.

To be able to learn new ideas quickly and efficiently, something needs to change in the brain. It has been discovered that the synapses are constantly replaced. This process provides a huge capacity for change and gives the brain *plasticity*. If the information that the connection between two neurones represents is repeatedly used, then it is marked as important by the brain and when the synapses are replaced, this connection will be kept. However, if there is redundant information, then it is likely that the synapses will be lost, and new ones created to link different networks.

This is excellent news for business analysts because the brain supports us in our desire for knowledge and continual learning. Through having a growth mindset approach to work, BAs are continually learning and laying down new neural pathways within their brains. Often we'll support stakeholders in taking on new ways of working which can feel uncomfortable at first, but with practice and embedding in of the new pathways within the brain, it will become easier.

The Role of Motivation and Emotions

We experience many emotions

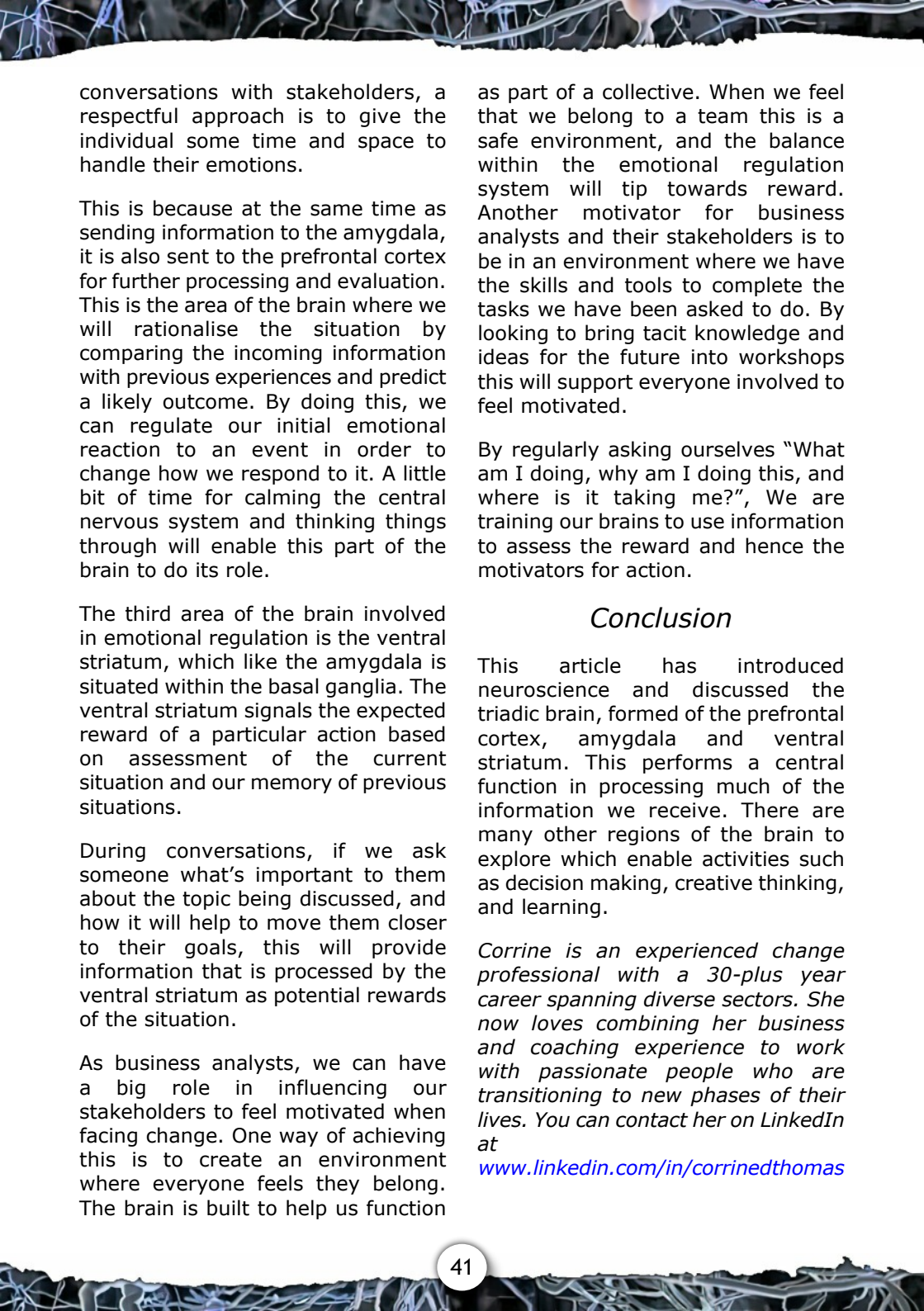
throughout the day, motivation is just one of these. To process emotions there is a continual interplay happening between the reward and threat systems within the brain.

Emotions provide us with information about what is going on inside us in relation to our perception of the external environment. For motivation we continually assess information coming from within us and from the external environment (intrinsic and extrinsic factors).

Our emotional system is capable of processing large amounts of information from our senses extremely quickly within an area known as the thalamus. The thalamus is considered to be the relay system for the brain—it moves information from the sensory neurones to the cerebral cortex.

The emotional response we have to any situation is determined by a triad of areas within the brain which work together, the first of these is known as the amygdala. The thalamus sends the incoming information to the amygdala, then, the response taken is based on the level of perceived threat in the environment. If the information received by the amygdala signals threat, then we prepare to defend ourselves.

Sometimes in difficult and stressful situations individuals appear to act out of character, for example, they may get angry, upset, or say something on the spur of the moment which they later regret. This is because the amygdala has assessed the environment as threatening and is sending signals to the body to defend itself. If we see this during our



conversations with stakeholders, a respectful approach is to give the individual some time and space to handle their emotions.

This is because at the same time as sending information to the amygdala, it is also sent to the prefrontal cortex for further processing and evaluation. This is the area of the brain where we will rationalise the situation by comparing the incoming information with previous experiences and predict a likely outcome. By doing this, we can regulate our initial emotional reaction to an event in order to change how we respond to it. A little bit of time for calming the central nervous system and thinking things through will enable this part of the brain to do its role.

The third area of the brain involved in emotional regulation is the ventral striatum, which like the amygdala is situated within the basal ganglia. The ventral striatum signals the expected reward of a particular action based on assessment of the current situation and our memory of previous situations.

During conversations, if we ask someone what's important to them about the topic being discussed, and how it will help to move them closer to their goals, this will provide information that is processed by the ventral striatum as potential rewards of the situation.

As business analysts, we can have a big role in influencing our stakeholders to feel motivated when facing change. One way of achieving this is to create an environment where everyone feels they belong. The brain is built to help us function

as part of a collective. When we feel that we belong to a team this is a safe environment, and the balance within the emotional regulation system will tip towards reward. Another motivator for business analysts and their stakeholders is to be in an environment where we have the skills and tools to complete the tasks we have been asked to do. By looking to bring tacit knowledge and ideas for the future into workshops this will support everyone involved to feel motivated.

By regularly asking ourselves "What am I doing, why am I doing this, and where is it taking me?", We are training our brains to use information to assess the reward and hence the motivators for action.

Conclusion

This article has introduced neuroscience and discussed the triadic brain, formed of the prefrontal cortex, amygdala and ventral striatum. This performs a central function in processing much of the information we receive. There are many other regions of the brain to explore which enable activities such as decision making, creative thinking, and learning.

Corrine is an experienced change professional with a 30-plus year career spanning diverse sectors. She now loves combining her business and coaching experience to work with passionate people who are transitioning to new phases of their lives. You can contact her on LinkedIn at www.linkedin.com/in/corrinedthomas

Precision Without Empathy: When “correct” Isn’t “clear”

Adrian Reed



I have a theory that most processes, services and ‘customer journeys’ have been defined with virtually *zero* input from *actual* users and customers. This becomes immediately obvious when you actually *are* a customer of just about any large corporation. Things jump out that make precisely zero sense, and often these are things that would have been flagged up if there’d been any form of actual customer or user testing. Typically, these are things which would have been fixed long ago if they had any mechanism to even *hear* and *respond* to customer feedback.

One of the challenges that exists is that people *within* businesses are

not usually typical customers. An underwriter in an insurance company is *nothing like* a typical customer. They have all sorts of knowledge and insight that a typical customer doesn’t. A compliance manager at a bank is *nothing like* a typical customer who is trying to read the 10,000 words of text that went through 27 rounds of sign off, getting longer and longer each time (and yes, yes, I know some people’s perspective is that ‘regulation means we have to have it that way’.)

Also, as uncomfortable as it is: *you* or *I* are likely nothing like most of the customers or service users of whatever product or service your organisation offers. We might be like

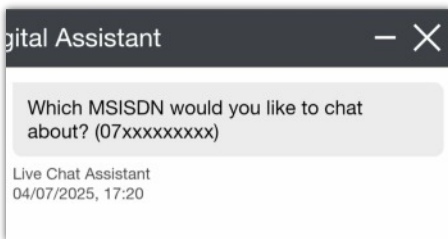
some of them, but we probably know more industry lingo and 'insider information' than the majority of them. And it's hard to shake that knowledge off.

The Danger of Precision

As anyone who has worked with me knows, I'm a stickler for precision. Communication can be crisp, clear and concise when it's precise. Yet, to be effective, precision requires a shared repertoire of knowledge.

Take this *real* screenshot from a *real* chat system offered by a UK-based telecoms company. Reflect on the fact that this probably went through several rounds of sign off. It presumably went through several rounds of system and 'user' testing. Someone deliberately put this into production.

So, presumably, multiple people thought "Which MSISDN would you like to chat about?" was a sensible thing to ask.



Now, for the uninitiated, the Internet informs me that MSISDN stands for Mobile Station International Subscriber Directory Number. And presumably, this telecoms company *genuinely* thinks that's what its customers (or "subscribers") refer to their phone number as.

Imagine the scene. A crowded train station, there are delays. Two people strike up a conversation, there's a real connection. The trains start to run again, they have to part ways. Yet there's a weird sense of mourning. There was such a connection. Before departing, one plucks up the courage, runs back and says to the other:

"Hey, I've really loved this conversation. Would you like to go out for coffee sometime? Here's my Mobile Station International Subscriber Directory Number. Why not send me a Short Messaging Service (SMS) message and we'll set a time"

Yeah, pretty sure it doesn't happen that way. Pretty sure 'phone number' is what most people would say. (Well, they'd probably *actually* share their social media account of choice. But I digress.)

Precision without Knowledge Is Chaos

Here's the thing: MSISDN probably *is* the correct term for what us lay-people refer to as 'phone number'. Yet, insiders *might* say that 'phone number' is somewhat imprecise. For a start, the number doesn't actually belong to the phone, it belongs to the subscriber. Plus there are other 'numbers' that actually *do* belong to the phone: the International Mobile Equipment Identity (IMEI) for example, plus there's probably a serial number etc.

So, perhaps (and I stress I'm guessing here), internally using the term 'phone number' is *not useful* as it's ambiguous. And because there's

a shared repertoire of knowledge, it's fine to use terms like MSISDN within the organisation.

But when that 'precision' bleeds out into customer-facing systems, services and journeys, it causes chaos. Or, at the very least, it causes confusion and failure demand. (I wonder how many people misinterpret that question, or just choose another communication channel instead).

It's Not (Usually) About "Educating the Customer"

Another pattern I see is when organisations expect their customers to understand their internal lingo. "We need to educate our customers".

I'm sorry—what? Just say that out loud once more for me: you want to *educate your customers*.

Now maybe I'm leaning into my Elton John-esque diva persona a little too hard, but as a customer I want to feel *empathised* with, not *educated*. "Oh, we're not the *blood clinic*, we're the *phlebotomy clinic sir*. Clearly I need to *educate* you. Phlebotomy, with a P. Shall I write it down for you so you don't get it wrong next time". Clearly no empathetic clinician or administrator would ever say that.

OK, OK, there are times when providing customers with appropriate information to help them make a decision is right and proper. And there will be times when certain terms have to be used for very good regulatory or governance reasons. But where possible, meeting them where they are will be better.

Conclusion: Build for Variety, Embrace Customer Insight

So, how do we avoid stuff like this happening? Unsurprisingly, it's about injecting the voice of the customer (along with other key stakeholders) throughout discovery, definition and design. It's about building *feedback* mechanisms into processes, journeys and services. The irony is that often customers tell companies a lot where they are getting it wrong, but the people undertaking customer services roles are given little autonomy to change or challenge things.

Building opportunities to absorb feedback, consider it and action it is key. After all, if an organisation can't adapt, it'll likely go the way of the dinosaurs.

Adrian Reed helps organisations make sense of nonsense, one box and arrow at a time. He edits BA Digest and is Principal Consultant at Blackmetric. Curiosity fuels his thinking. Industrial amounts of caffeinated cola fuel the rest. Connect before the caffeine wears off: [linkedin.com/in/adrianreed](https://www.linkedin.com/in/adrianreed)

Acknowledgements:

This article has been inspired by reading many works of others, including Nick de Voil's work on Group Construct Analysis (GCA), Sarah McGuiness's article on personas. See the [BA Digest archives](#) for those articles. This also draws tangentially on random conversations over the years with [Ron Ross](#), whose work you should definitely check out, and many more besides.



Lean Business Analysis - a Kaizen Improvement

Sarah Gale

Have you ever wondered what the difference is between Lean and Six Sigma? Lean aims to eliminate waste and streamline processes to improve efficiency and value, while Six Sigma aims to reduce variation and defects to improve quality and consistency. Lean Six Sigma combines the two approaches to create a toolkit for reducing waste whilst also improving quality.

This article will take you through a practical example of implementing a Lean Kaizen improvement, sharing lessons learned and good practice delivery tips.

Definition of Kaizen

Kaizen is a Japanese term that means 'continuous improvement' and can be translated as Kai = 'change' and zen = 'for better.' It refers to the practice

of making small, incremental improvements over time in various areas of life, work, or processes. The idea is that consistent, small changes can lead to significant improvements in efficiency, quality, and productivity.

A Kaizen improvement event is a small project ranging from a few hours to several days and is part of the Lean Methodology. The goal is to identify and implement solutions to a specific problem within an existing process.

Applying the Kaizen Framework: A Case Study

Practical example: We noticed that a few of our external speakers were being paid outside of the 30-day [Fair Payment Code \(FPC\)](#). These speakers would be hired to speak at our internal agile conferences. Consisting of small companies, usually sole traders not on our main supplier list, it was not possible for them to be paid via our usual accounts payable process. By following the cycle below, we were able to reduce the time these suppliers were paid to an average of eighteen days from the date of the invoice to payment being cleared.

We introduced the following process changes:

- Confirmed what was required from suppliers up front for each payment method.
- Reordered a step in the process so that account verification was undertaken at the time the supplier provides the information rather than later in the process.
- Invoices sent to a shared mailbox.

- Tracked payments to notify suppliers when payment had been made.
- Increased the number of approvers to authorise payments, which reduced a bottleneck and mitigated the issue of a 'single point of failure'.

While undertaking this process improvement initiative, we followed the Process Management International (PMI) Kaizen Cycle. This contains three key phases for planning and executing a successful Kaizen improvement event.

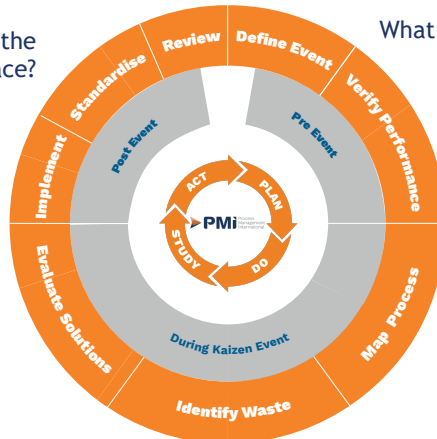
Pre-Event: This is the upfront planning phase. It involves detailing your problem and business case. The important thing here is getting baseline data to validate your problem statement. Ensuring you have the right people, an agreed set of ground rules, and scope.

Kaizen Event: This is a brainstorming workshop to collaboratively map the current process, highlight any waste/quality concerns as a team, and develop solutions to test and evaluate.

Post Event: This is the implementation phase where you implement any successful solutions that you can demonstrate have had an impact through data, update or create any new work instructions, and agree on a review period to revisit the process. You will also have a lessons learned session and showcase what you have delivered to the wider team/organisation.

Overleaf is a visual representation of the Kaizen Cycle.

How will we lock the
Improvements in place?



What will we work on?

What will we improve?

© *Process Management International Ltd.* Diagram reproduced with kind permission of the copyright holder.

Lessons Learned and Good Practice Delivery Tips

Lean Skills Learned

Planning up front is essential to success: Spend the time up front understanding how the process is currently performing, establishing a benchmark to measure progress. The insights gained from data reveal the impact of potential solutions and determine whether they have genuinely improved the process. Without this, it is hard to know what impact you have made.

Process mapping: Mapping the process, identifying wastes, and evaluating solutions in one workshop enabled all workstreams directly involved in the process to collaboratively work together to visualise the end-to-end process and what is needed at each step. Virtual whiteboard tools with post-it notes

are perfect for this to enable all team members to get involved.

Using the 5 R Technique to evaluate solutions: This involves looking at steps within the process to see if you can remove, reduce, replace, re-order, or redeploy steps. We were able to reorder a step in the process which was happening at the end to the front of the process, reducing the overall lead time in the process.

Voting: Get the team to vote on the solutions using MoSCoW (Must Have, Should Have, Could Have, and Won't Have). This can help you see which ones to target first.

Setting a date for a pilot to implement solutions to test and review: This was key to ensure the project kept moving forward. Having a baseline set of data enabled us to review which solutions had an impact.

Using the PDSA Cycle: The Plan-Do-Study-Act cycle was particularly useful during the study phase to evaluate the output of the pilot. Analysing the data and deciding whether to Adopt, Adapt, or Abandon the solution.

Good Practice Delivery Tips

Find other Lean Practitioners:

Other practitioners will be able to help you through the journey and support you during your Kaizen event. Having somebody who can answer questions and take minutes is especially important to enable the facilitator to focus on leading the session.

Communicating effectively as a team throughout:

By walking through a set of ground rules at the start, it helped provide an environment of trust and a shared understanding of the goal.

Validate Actions: Walk through of implemented actions prior to go-live pilot.

Review of lessons learned: Be sure lessons learned are reviewed, written up and any associated process

changes are made. This concludes the work and provides lessons for future projects.

Conclusion

The practices embedded within the Lean Six Sigma methodology help with problem solving and help practitioners to make incremental process improvements. However, the value of 'incremental' process improvements should not be overlooked—the law of marginal gains in an organisation is similar to compound interest on a bank account. Over time these gains mount up and can make a significant difference.

A practitioner with a strong business analysis skillset will be well-placed to facilitate a Lean Six Sigma event. So next time you're faced with a problem or process improvement initiative, why not consider Lean Six Sigma?

Sarah is an experienced business analysis leader with a passion for process and continuous improvement. You can [connect with Sarah on LinkedIn](#).

Would you like to advertise in BA Digest?

Do you offer services to the BA community?

Would you like to reach thousands of engaged business analysts?

Why not consider advertising in BA Digest.

Contact us for further information and rates.

www.blackmetric.com/contact-us-2

The Accidental Business Analyst: You Don't Need the Title to Be an Analyst

Emerson Ramkaran



Starting when I was 18 years old, I worked in a customer service role at a Caribbean life insurance company for ten years. My days were filled with answering calls, resolving queries, updating policies, and navigating legacy systems to support clients as best I could.

What I didn't realise then was that I was already functioning as a business analyst in spirit, just without the title.

Empathy for the End User

One of the first lessons I learned on the job was how to truly listen.

Some customers were confused. Others were frustrated. Many were overwhelmed. Over time, I developed the ability to read between the lines, ask the right follow-up questions, and respond not just with technical answers, but with empathy and understanding.

It was never just about closing a ticket. It was about understanding what the customer was *really* trying to achieve. Maybe their loved one had just passed away, and they were struggling to understand how to submit a claim. Maybe a policyholder was panicking because their policy had lapsed, and they didn't know why.

This exposure to real customer pain points taught me a lesson I carry with me to this day: behind every technical issue is a human story. That realisation was the first step toward developing what I now recognise as a BA mindset, one rooted in empathy-led problem solving.

Root Cause Thinking and the Frustration That Sparked Change

As the years passed, I started noticing patterns.

There had to be a better way to do things. Every day, I encountered inefficiencies, manual tasks that could easily be automated, approval steps that introduced delays, and recurring issues that slowed down service for customers and internal teams alike.

I wasn't content with simply reacting to problems. I wanted to solve them at the source. But more than that, I wanted to *prevent* them altogether.

It was frustrating not being able to serve people the way I wanted to because the systems or processes in place held me back. I knew I had more to contribute. I could see the potential for things to be clearer and more efficient. I just didn't have the role or the authority to make those changes.

But that frustration eventually became a spark. I became determined to find a way to move into a position where I could improve processes, not just work within their limits. I didn't want to be a bystander anymore. I wanted to help shape systems that actually worked.

Looking back, that drive to improve things not for recognition, but because I genuinely cared was the clearest early sign that I had the mindset of a BA. I just didn't know what to call it yet.

Process Thinking in Action

One of the clearest examples of this thinking came during the early 2000s, when I supported the insurance agent application process.

At the time, the entire process was paper-based. Agents would fill out

forms by hand, submit them physically, and then those forms would be manually reviewed and passed around between departments. It was slow, it was error-prone, and it was frustrating for everyone involved.

As someone who regularly dealt with this process, I started noticing the common breakdowns: missing signatures, incomplete fields, illegible handwriting, or outdated versions of forms. These small errors led to long delays that affected agents trying to settle a policy, clients waiting on policies to be issued, and our own support staff buried in back-and-forth communications. Even managers struggled to get visibility into where applications were stalled.

I didn't know how to formally map out a process back then. But what I did have was insight. I could clearly explain who was involved, where the friction was, and why it mattered. I could articulate the pain points from the perspective of every stakeholder, the agent in the field, the client waiting anxiously, the back-office team processing paperwork, and the leadership trying to manage performance.

That ability to connect the dots and see the full picture allowed me to suggest meaningful improvements. I began to ask: *"What if this process was automated? What if the system had built-in validation checks to catch errors before submission?"*

Even though I couldn't diagram it yet, I was doing what BAs do: understanding the system, identifying its pain points, and envisioning a better way.

From Recognition to Role

Eventually, people started to notice.

I was invited into meetings to “represent the frontline perspective.” I began documenting insights from customer interactions that influenced internal decisions. One manager even joked, “*You should be a business analyst.*”

That comment stuck with me.

I began researching what BAs actually did. The more I read, the more I saw myself in the role eliciting feedback, translating needs, defining requirements, and connecting people across departments.

So I took the leap. I applied for an internal opening as a systems business analyst in the Systems Quality Control department. I didn’t have the official title. I didn’t have the certifications. But I had something just as valuable: a decade of hands-on experience and a mindset shaped by years of solving real-world problems.

The manager took a risk and I got the job.

Becoming a Senior BA

That transition was both exciting and intimidating. For the first time in over 10 years, I was out of my comfort zone.

I had to learn how the legacy systems worked, understand formal BA tools and methodologies, and adopt frameworks that were new to me. But my frontline experience proved invaluable. I never lost sight of the customer, and this was something

that set me apart. I wasn’t just project focussed, I was customer focussed.

To strengthen my foundation, I focussed on professional development after five years in the role. I studied rigorously and eventually achieved my CBAP® designation from the International Institute of Business Analysis (IIBA®). That milestone gave me the credibility to step into a senior BA role.

Today, I mentor new analysts—many of whom, like me, didn’t come from traditional backgrounds. I help them see that their experiences are valid, their perspectives are valuable, and that titles don’t define capability.

Looking Back

What started as a job answering phones has turned into a fulfilling and impactful career.

All along, I was quietly developing the core skills of a BA: empathy, curiosity, systems thinking, and a bias toward action.

You don’t need the title to start being an analyst. You just need to care enough to ask *why*, be brave enough to suggest *how*, and keep learning.

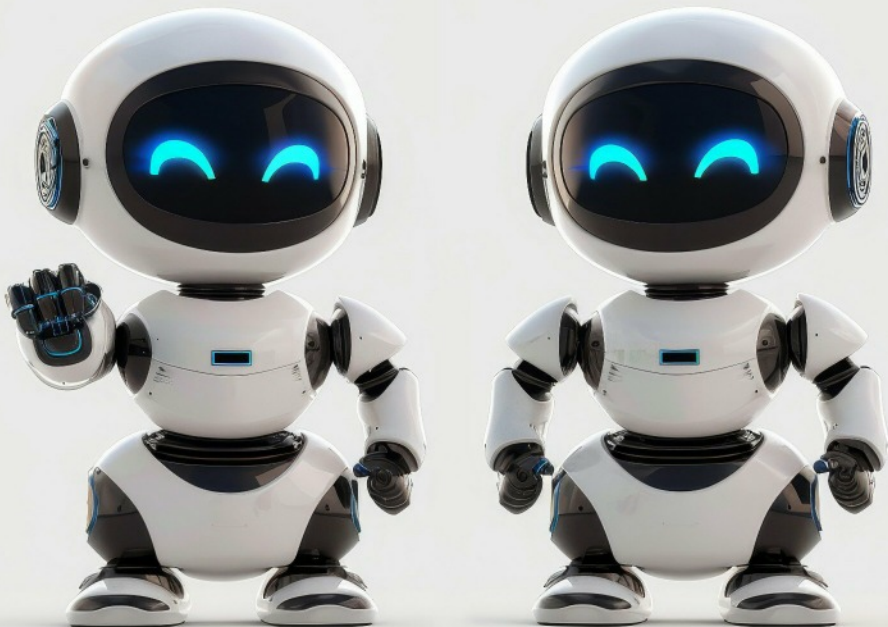
The title will follow.

Emerson Ramkaran is a problem solver and a firm believer that there is always a better way to do things! He now leads a team of developers and business analysts that create enterprise applications. Connect with Emerson on:

www.linkedin.com/in/emerson-ramkaran

Digital Twins: A Powerful Tool for Business Analysts

Mufaro Nyachoto



The pace of change is increasing faster than organisations and most of us can respond. The efficient implementation of technology allows us to continue delivering innovative solutions, align with stakeholder needs, and deliver value. There is increasingly the need to experiment, pivot and move quickly. Digital twins can help with this.

What Is a Digital Twin?

A digital twin is a virtual copy of a

physical object, system or process—such as a machine, facility, supply chain, or biological system—that uses real-time data from sensors to mirror, monitor, and simulate the physical entity's performance. This can be useful for modelling various scenarios, as digital twins are connected to real data. Think of a campaign when you want to simulate different possible options but you do not want to play with the data in the production database. You create a copy, model different outcomes, and



use it to make predictions and drive decision-making.

There are many ways that digital twins add value including identifying areas in which processes can be optimised or customer experience can be improved, leading to reduced costs or increased revenue. A practical example of a digital twin is a refrigerator. In the last 20 years most refrigerators became boxes controlled by computers. We recently had to replace our refrigerator. The few times our old fridge was serviced a technician would come, hook up a computer to diagnose it, and replace the controller. Recently, we noticed that its temperature was fluctuating, and food was not lasting. We monitored the fridge and added dry ice while purchasing a new refrigerator and waiting for delivery.

Many refrigerators are now considered to be smart appliances. The refrigerator sitting in the kitchen has a digital twin that is accessible via an app. The connected app along with the sensors provides continuous feedback on the refrigerator's state. Without the customer having to open the fridge and assess what is happening, the digital twin analyses the data it receives to predict potential problems before they occur. As a result, the homeowner is spared the cost of food waste, emergency repairs, and annoyance. An additional potential benefit is customer loyalty. Everyone has a goal they want to achieve, it might be to save time or money. A positive customer experience delivering these goals likely leads to customer retention. It's important to note that not all smart or internet connected devices have digital twins. True digital

twins simulate behaviour, predict outcomes, and can be used for optimisation.

The Importance of the BA Skillset

Business analyst professionals are involved across industries and across agile and product methodologies. Through data usage and digital twins, BAs can improve product features and reduce testing time in the product space. In the retail space, BAs can model physical locations and improve the customer experience both onsite and on websites. In healthcare, BAs can work to bring drugs and medications to market faster. There are many other examples too.

The skillset of the business analyst is perfectly positioned to transform and improve organisations. Digital twins provide BAs with a modifiable copy of key systems or processes, so that experiments and simulations can be run to determine ways of implementing improvements and realising additional value. The primary function of a business analyst is analysis and clarifying the true need, experimenting with digital twins and showing the potential outcomes (positive and negative) of a course of action can help clarify that need.

Here are some ways that business analysis professionals deliver value can be transformed by digital twin technology:

1. Requirements elicitation, analysis and validation:

Eliciting clear, complete requirements from stakeholders can be difficult

when dealing with abstract concepts or complex systems. With a digital twin, stakeholders can interact with the twin, providing tangible feedback on proposed changes. This makes abstract requirements concrete and easier to comprehend.

2. Process modelling and optimisation:

Business process modelling often relies on static flowcharts and swim lane diagrams. Digital twins mirror real-time operational data allowing BAs to gain real-time insights into process bottlenecks, resource utilisation, cycle times, and throughput. By monitoring the live process, the BAs have access to performance metrics, exposing possible inefficiencies and enabling proactive optimisation efforts. Options for improvement can be discussed and simulated.

3. Stakeholder engagement and communication:

Bridging the communication gap between diverse stakeholders and building consensus on complex solutions can delay decisions. Digital twins serve as powerful communication tools by providing an interactive (often visual) model that stakeholders can easily grasp, moving them towards alignment. Facilitating workshops with a digital twin can encourage active participation from stakeholders, leading to agreement and better solutions.

4. Risk management and impact analysis:

Risk and impact analysis often

requires manually assessing the potential risks of proposed changes across interconnected systems or processes. BAs can simulate potential failure points, unexpected loads, or disruptive events on the twin to understand their cascading impact on the entire system or business operation.

5. Strategic planning and innovation:

Often identifying new opportunities requires competitive market analysis or proof-of-concept exercises. Digital twins provide a safe, virtual environment for BAs to experiment with business models, product features, etc, without disrupting operations or incurring significant real-world costs. Also, BAs can rapidly model and simulate the potential benefits of ideas, allowing organisations to quickly assess viability before committing resources.

Making It Happen: Implementing Digital Twin Technologies

To implement digital twin technology, business analysts should:

- Identify specific business use cases, problems or processes.
- Collaborate with IT teams to ensure proper data collection and integration.
- Leverage data analytics and modelling techniques to simulate scenarios.
- Continuously refine the digital twin based on real-world data and feedback.



With any technology or change, there are challenges. The challenges are quite common to the tech space. Some of these are: data security and privacy concerns, legacy systems, resistance to change, and technical debt concerns. Organisations must have strong leadership willing to take risks and to invest in the infrastructure and technology needed.

Business analyst professionals also must continue to transform and become even more strategic. The six core business analysis skills found in the International Institute of Business Analysis (IIBA®)'s Business Analysis Body of Knowledge (BABOK®) Guide should be supplemented by change management and design thinking.

Conclusion

Digital twin technology offers business analysts a powerful lens for understanding and improving systems and processes. By combining their skills with this emerging technology, BAs demonstrate their leadership by driving strategic innovation and value delivery.

Mufaro Nyachoto, CBAP, PBA, is a Business Analyst and Consultant/Coach. Mufaro helps people and organisations navigate change and complexity with empathy and clarity, with a "people-first always" approach. Connect on LinkedIn:

www.linkedin.com/in/mufaronyachoto

Is your BA practice achieving its full potential?



Blackmetric's BA Maturity Assessment helps you take a step back and see the bigger picture. Through an independent assessment, you'll gain clarity on:

- Where your BA team excels
- Where improvements can be made
- Practical steps to raise capability and consistency

The output? A clear roadmap for strengthening your BA practice and demonstrating its value across your organisation.

Find out more



Blackmetric.
BUSINESS SOLUTIONS



The Hidden Value in Expanding Your BA Role

Gareth Liles



It's common for business analysts to be asked to support or undertake tasks that aren't core to their roles. Whether this is inputting data, data analysis or updating organisational structure diagrams, I suspect it is a common occurrence (and isn't just me!) This leads to a dilemma: should we push back against these tasks, or embrace them? I'll explore this topic further in this article.

Before examining the details, it's important to note that I'm *not* talking about tasks you haven't done before but are part of the wider

business analysis discipline. Perhaps prototyping is new to you and you're expected to draw up wireframes for new systems—this is completely valid. I'm talking about necessary tasks that aren't owned by a specific role, but where BA skills can help fill the gaps. Perhaps the tasks won't get done at all if someone doesn't step in.

In this article I will argue that these tasks (when undertaken deliberately and with forethought) can be brilliant for you as a BA, especially earlier in your career or even when first joining

a company. They help you hone your skills, develop a better understanding of the business processes or tools, or simply allow you to widen your network of connections within the business, which is invaluable later down the line.

My Personal Examples

Here are a few examples of tasks I have undertaken in my role as a BA. Some may consider these tasks to be mere 'project admin', but definitely provided me with room to grow and improve.

Logistics Processes

Working for a software developer, I was on a project to develop an e-commerce platform for a client. They were a new business and were setting up multiple different areas of their business to allow for sale and distribution of their product.

As the BA I worked with the CEO to understand what they needed and defined and documented the requirements. Then I worked with our developers to build and test it. This was a core set of BA activities.

However, in between requirements workshops the CEO asked if we could help with some processes for the logistics side of their business. They wanted us to help define and draw up their distribution process.

Now we could have easily said no. It wasn't linked to the scope of the project. But we didn't. I used my (fairly new at the time) process mapping skills, and previous knowledge from a different role, to

help them define and document the distribution process.

Not only did this give me a chance to practice my skills in process mapping, but I built that connection with the client and ultimately gained us more room to breathe later down the line when inevitable blockers appeared during the project.

Organisational Charts

My second example relates to work undertaken during a compliance project. We were working with a large number of stakeholders and figured it would be easier to understand everyone's roles, responsibilities and locations with a diagram. The problem was that there wasn't an organisational diagram. It wasn't even that there was a diagram that was out of date, it didn't exist at all.

So I took on this extra work, but there were some benefits.

The first was that I was able to utilise a new online drawing tool which I had never used. I could spend some time understanding how it worked, make mistakes, and learn the shortcuts. Things I might not have had a chance to do if the task was a priority, where I would have been rushed if it was linked to the outcomes of a project.

The second, and probably most useful, was again I was able to connect with more stakeholders. I needed their help to define the links between people within the relevant departments and the hierarchies. This meant I was building relationships with people, and without the time constraints or pressures of delivery

these relationships could be more natural. I'm fairly certain this led to better buy-in and effort on their part later down the line when I needed them for project specific work.

Data Analysis and Mapping

This last one is a bit of a cheat as it is linked to the outcome of the project, but I think it is definitely one of those tasks that BAs get asked to do but should really be picked up by data analysts or similar.

While eliciting requirements and planning a solution for a data migration, we were trying to find out who was the best person to analyse the data and define the mapping from the current database to the new one. Unfortunately, there was no one willing to put their hand up and take responsibility.

As the BA then, I took responsibility for the task. There were two reasons for this. Firstly, because of my BA drive to get the project over the line, and secondly because it made sense due to my methodical thinking and analytical mindset.

As you can imagine, I learnt a lot from doing this. I gained a greater understanding of the existing system and the data held within it, as well as of the new system and its data. I learned about the unique identifiers of the data and the data security rules, all of which I have since used in other projects both at that company and others.

Is This Task Worth Doing?

There are a few things that are worth

considering when being asked to undertake something beyond the core BA role:

- Is it an easy (one-off) 2 minute task? If it is then get it done; take the praise and improve the relationship with the person who asked you to do it.
- What can I get out of this? If a task is going to help improve your skills and knowledge, or gain you stronger connections, then why not do it? If you have the time and skills, then go for it. Use it as a growth opportunity.
- Is there someone better who can perform the task? If there is someone with more expertise or experience, and they are available, then maybe they need to be involved in this task. Maybe the person requesting just isn't aware of the expertise that already exists elsewhere.

There are a lot of tasks we get asked to do as BAs, and a lot of them we can (and do) divert to the relevant expert or team. But there are some that can help improve us both as BAs and as a wider member of the company. So, bear that in mind next time someone asks you to do something and you wonder if it is part of your job description.

Gareth is a business analyst with experience in various industries. Connect on LinkedIn here:

www.linkedin.com/in/gareth-liles-754583a4

Or for more articles check him out on Medium medium.com/@gl1573

Laura Brandenburg

Laura Brandenburg



Interviewed by Christina Lovelock

Laura is the founder and CEO of [Bridging the Gap](#) for Business Analysts. She is also the author of [The Value-Driven Business Analyst](#) and *How to Start a Business Analyst Career* and is passionate about supporting business analysts (and aspiring BAs) experience more success in their careers. She is based in North Carolina in the USA, and works with business analysts all over the world.

***What would you be doing
if we weren't having
this conversation?***

This week I'm hosting a bonus for

people who bought my new book early called The Value Multiplier Implementation Lab. So, I would be doing more prep for that!

I'm really excited both about that workshop for participants, but also that I ended up creating a full assessment against the book. It's a practical way to actually look at either your individual BA process, or your practice if you're more in a leadership role, and get a sense of what aspects you might want to focus on next. So, I'm excited to pilot that and then figure out how to bring that to a broader community as we go forward.



How has writing the book shaped your own view of business analysis?

Part of writing the book was looking at what I had been teaching for over a decade and how to bring it to a broader audience. But there was a lot of reshaping needed. Anytime you take what you're doing and put it into a new format, there's pieces that seem clear and then some that are not!

I think the piece that was the most challenging and had the most depth to it was around scope. I realised that in some of the teaching, I'd been a bit light on the actual analysis that goes into scoping a project and figuring out what's in and out of scope. A lot more depth came through as I wrote the book. I had to consider how I could help guide somebody who's not done it before to think through that process strategically and understand how to move through it in a very structured and also creative way. There's a certain art and magic to scoping! But there's also some structure you can leverage to help bring forth the magic.

So, really honing the teaching around scope was a big "Aha!" moment for me.

What led you to business analysis?

It was not on my mind whatsoever! I was in testing at the time and a woman who became my mentor stopped me in the hallway and said we have this opening on the systems analyst team. She said "I think you should apply". I was like, "Are you kidding? Testing is so busy. I can't possibly leave my team!". She looked me straight in the eyes and said,

"Laura, this is a great career opportunity and it's a lot more money. I really think you should think about it."

She was just so focused I thought: you're right, this is something I should at least pursue. So, I got my resume together and started to think about that role, interviewed for it, and ended up moving into that role internally within the company.

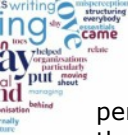
What is the philosophy or mindset that you bring to business analysis?

This is something that's definitely come through in the book, which is that *value focus*. Really focusing on what are the essentials we need to do to *move the project forward*. So, it's always about how do we build momentum, build clarity, create alignment? Is this analysis tool or question or way of structuring a meeting going to help us move forward? Keeping the forward momentum and using that as a filter for what's right or best practice in a specific situation, versus needing to do all the things to implement best practice. We want to know all those things, but in the moment we need to look at what's going to help move this project forward.

Is there a misconception about business analysis that you often encounter?

The one I see, as I help a lot of mid-career professionals transitioning into business analysis, is the idea that "I'm not a business analyst yet." Even though they might have been doing the role under a different title for years, if they don't have training or haven't seen it from an outside





perspective, they don't trust that they're *truly* a business analyst. The misperception is that you have to do business analysis a certain way in order to be an "official" BA, and that's simply not the case.

Do you feel that there's a skill or trait that has particularly helped you in your BA career?

In addition to the momentum focus, it's how I can help the team to own the solution, both the business and the technology teams. That was not a trait I went into business analysis with!

On my first project, I felt I had to own all that. I thought I had to figure out what the stakeholder wanted and come up with the whole solution and approach. I came up with a whole solution and very senior developers looked at me and said, "Who are you to come up with this solution?" It was a moment when I realised: I could be absolutely right, and the solution they ended up using was very close to mine, but it didn't matter if they weren't bought into it. Allowing it to be *their* idea and taking the team on the journey was just as important, if not more important, than having the best idea or solving all the problems myself.

Is there something you wish you'd known earlier in your career?

I wish I'd known that business analysis was a real role! I was in two systems analyst roles and this was right around the time that **IIBA®** was just getting started. We really thought we were in a made-up role because our organisation was dysfunctional in some way and needed people like us

to get everybody to talk to each other. I didn't realise it was an official role until I started managing a team and began looking for other resources, going deeper with IIBA® and training and books, all the things I had no clue about earlier in my career.

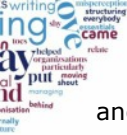
Are there any business analysis techniques you like to use that others might find surprising or think are underrated?

I still find that wireframes feel cumbersome or unnecessary to many people, but it's such a quick and useful technique. If you're spending more than 10 to 15 minutes on a first wireframe, it's probably too much effort. I also love business domain models or **entity relationship diagrams** to map how the business thinks about information. Many business analysts shy away from them because they seem too technical, or think "my database developer should be doing this"—but the ground-up data approach often isn't the same as the business-driven information approach. Understanding how to put one together from the business perspective is critical for how we organise data within organisations.

How do you make sure that you keep learning?

I learn a lot from the people I help. Their questions always keep me on my toes and help me see how the core principles I teach relate to the world today. I do a ton of learning on topics on the periphery of business analysis, I'm always reading business books and ones with world or political perspectives. I look at all those works through the lens of business analysis. That helps keep my perspective fresh





and relevant to the people I'm supporting.

This is your chance to give a shout out to something that's inspired you and you think might inspire others.

Two of the books I'm excited about right now: [Angela Wick](#) and [Tim Coventry](#) recently published *Futureproof*, which is essential for envisioning how the BA role can help organisations bring AI into the world. It's future-thinking and should turn on your creative lens and help you think about what you can do today to build that future.

Also, [Fabricio Laguna](#) just published a great book, *Please Hold*. I haven't had a chance to read it yet, but I love

that our profession is gaining more story-based narratives to support the "why" behind outcome-based analysis. Those are two great resources for business analysts to look into.

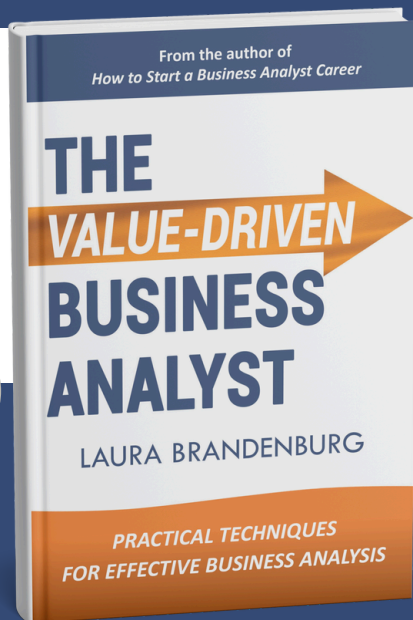
Check out the [Bridging The Gap](#) and connect with [Laura](#) via [LinkedIn](#).

About the interviewer:

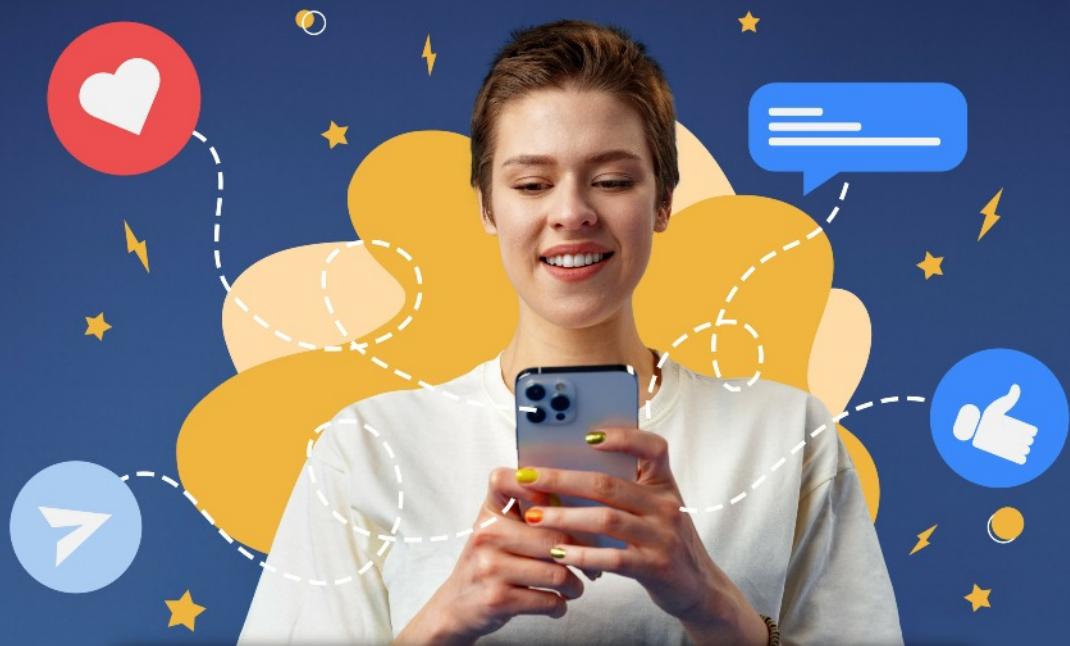
Christina Lovelock is a BA leader, author, and coach. She is active in the Business Analysis professional community and champions entry-level roles. She is the author of two BCS books, [Delivering Business Analysis](#) and a new release [Careers in Tech, Data and Digital](#). Connect with [Christina on LinkedIn](#).

Discover a proven, real-world approach to creating meaningful impact through business analysis work. Grounded in a flexible 8-step process, this book equips you with the techniques to contribute with confidence—in any industry or type of initiative.

Click for more info



Find out more: <http://www.bridging-the-gap.com/value>



VIEWPOINTS

On social media, we posed the question

***What's your go-to technique
for tricky stakeholders?***

When somebody has a crazy idea, don't say : "Are you out of your mind?", but say: "How would you do that?"

If you have two groups of stakeholders who have different

priorities, bring them together in one meeting. They'll be amazed at the other side's approach, but they won't take it out on you.

Christiane Vandepitte

My go-to technique is "Five Verbs" (draft, review, revise, approve, distribute). Five Verbs forces any tricky stakeholder to either contribute to something durable or stay away from it. I force them to identify a verb that reflects their contribution, and if they don't, I designate them as verbless and no longer a stakeholder. If a tricky stakeholder wants a seat at the table, I respect their pronouns, and I really want to know their verb for every piece of teamwork.

The Five Verbs framework greatly eases isolating delays and changing assignments, such as removing the tricky stakeholder. In the worst-case scenario, the simplicity of the Five Verbs helps everyone to know the source of a delay. A tricky stakeholder isn't accountable to me, so I simply make them accountable to the whole project team. I don't allow a tricky stakeholder to be solely my problem.

Robert Snyder

'Tricky' could mean many things but let's go with conflict. There are often good reasons for conflict and it is a BAs role to investigate these perspectives, there are many tools available to BAs to investigate these, CATWOE etc.

That being said, Goal Decomposition is a very useful method since it focuses on atomic value and can allow progress even when the full picture isn't available or can't be agreed on. Useful when there

are multiple loud and sometimes opposing voices.

Another method I have used successfully is to reframe concerns and opinions as risks. Well written, a risk can take some of the personal and emotional attachment out of a concern or conflict and focusing together on mitigations is a good productive way to reach a compromise.

Simon Harbisher

As a cybersecurity specialist working in business analysis, my go-to technique for tricky stakeholders is rooted in risk-based thinking. I start by clarifying the task and defining what the stakeholder can realistically expect-versus what lies outside the project's scope. Then I apply FMEA (Failure Modes and Effects Analysis), not just for technical risks but for stakeholder interactions. I analyze potential "failure modes" such as misaligned expectations, unclear requirements, or

resistance to change. Each is scored by severity, likelihood, and detectability, allowing me to prioritize the most effective countermeasures. This structured approach transforms ambiguity into clarity and helps build trust-even with the most challenging stakeholders. FMEA gives me a strategic lens to anticipate friction and proactively address it, making it an indispensable tool in my toolkit.

Gabriele Happe

Connect before collaborate! It is much easier to work with tricky stakeholders if you have common ground.

Instead of barging in with business topics, you can try to find things you have in common. This could be by discussing topics related to work or even lighter conversations about

personal interests like sports, hobbies, or travel.

By discussing neutral topics, you establish trust and create a foundation that makes addressing tougher issues more productive.

Gottfried Szing

Keep an eye on our [social media pages](#) for the next 'burning question' we would like your views on.

***Thanks to all the authors who kindly
allowed us to use their content.***

Saffron Leppard
Emmanuel Badger
Kateryna Stryhuniivska
Stefan Bossuwé
Christi Hughes
John Paul Murphy
Brenda Duffy
Nick de Voil
Anna Rajander
Erivan de Sena Ramos
Corrine Thomas
Adrian Reed
Sarah Gale
Emerson Ramkaran
Mufaro Nyachoto
Gareth Liles
Laura Brandenburg & Christina Lovelock

Layout & Design

Matt Smart

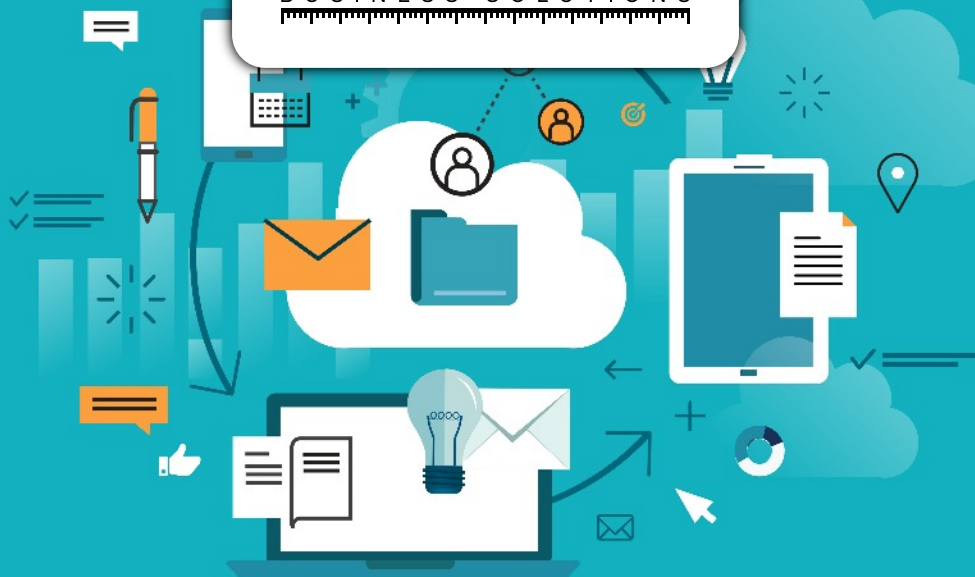
Licensed Artwork & Photography

Image Credit: © Julien Eichinger— [stock.adobe.com #171655696](https://stock.adobe.com/#171655696)
[Yayimages.com](https://yayimages.com)
wordclouds.co.uk

Please note: The views expressed by the authors, contributors and advertisers are their own, and may not always reflect the views of Blackmetric Business Solutions Ltd/BA Digest. Products and services mentioned in advertisements are the responsibility of the advertiser, and queries around these should be directed to the relevant advertiser. This publication contains hyperlinks to external websites, Blackmetric/BA Digest do not own and are not responsible for the content on other sites. Trademarks, whether acknowledged in-line or not, are the property of their respective owners.

Blackmetric.

BUSINESS SOLUTIONS



Immersive, practical, live training courses

At Blackmetric, we specialise in running practical, hands-on courses that focus on real-world business analysis skills. Our courses can be delivered in-person in the UK, or online in any time zone.

Our courses include:

- Introduction to Business Analysis
- Mastering the Requirements Process
- Business Analysis Planning & Monitoring
- Effective Workshop Facilitation
- Pre-Project Problem Analysis
- Systems Thinking for BAs
- Non-Functional Requirements Workshop
- Business Analysis: Leading from the Middle
- Pragmatic Benefits Management
- Pragmatic BPMN

... and many more. So next time you need training for you or your team, be sure to get in touch.

Actionable techniques. Authentically presented.

Find out more

