

ECBA[™] / CBAP[®] / CCBA[®] Study Group

April 23, 2024

CBAP[®]
CCBA[®]
ECBA[™]

2021 CHAPTER OF THE YEAR

Ottawa-Outaouais
Chapter



Agenda:

15 min

Introduction

Mission/Vision

Announcements

Your Hosts

45 min BABOK® Chapter 9: Underlying Competencies

10 min Exam Prep

15 min Supplementary/Exam Info



Your Hosts



Gael Mombio, CBAP

Deputy - Professional Certification
IIBA Ottawa-Outaouais Chapter



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Vice-President Member Services
IIBA Ottawa-Outaouais Chapter



Ziad Sakr, CBAP, AAC

VP of Professional Certification
IIBA Ottawa-Outaouais Chapter

Now let's get to know you!

ZOOM Poll



Welcome from the IIBA Ottawa-Outaouais Chapter Ottawa, Canada 🇨🇦

Our Mission:

To demonstrate and promote excellence in professional business analysis in our community and foster an environment for engagement, learning and sharing.

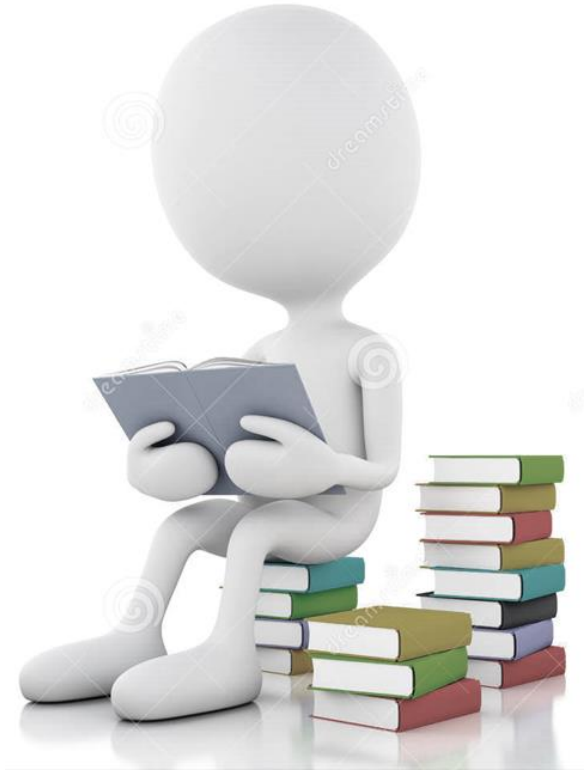
Our Vision:

To be a strong BA community connected by a common language and purpose while embracing emerging trends and contributing to the evolving role of the BA.




Purpose of the study group

- To support BA certification candidates
- To share knowledge and understanding of the concepts
- To provide information about the IIBA certification program
- To learn about the application and exam processes
- To clarify the content of A Guide to the Business Analysis Body of Knowledge® (the BABOK®)

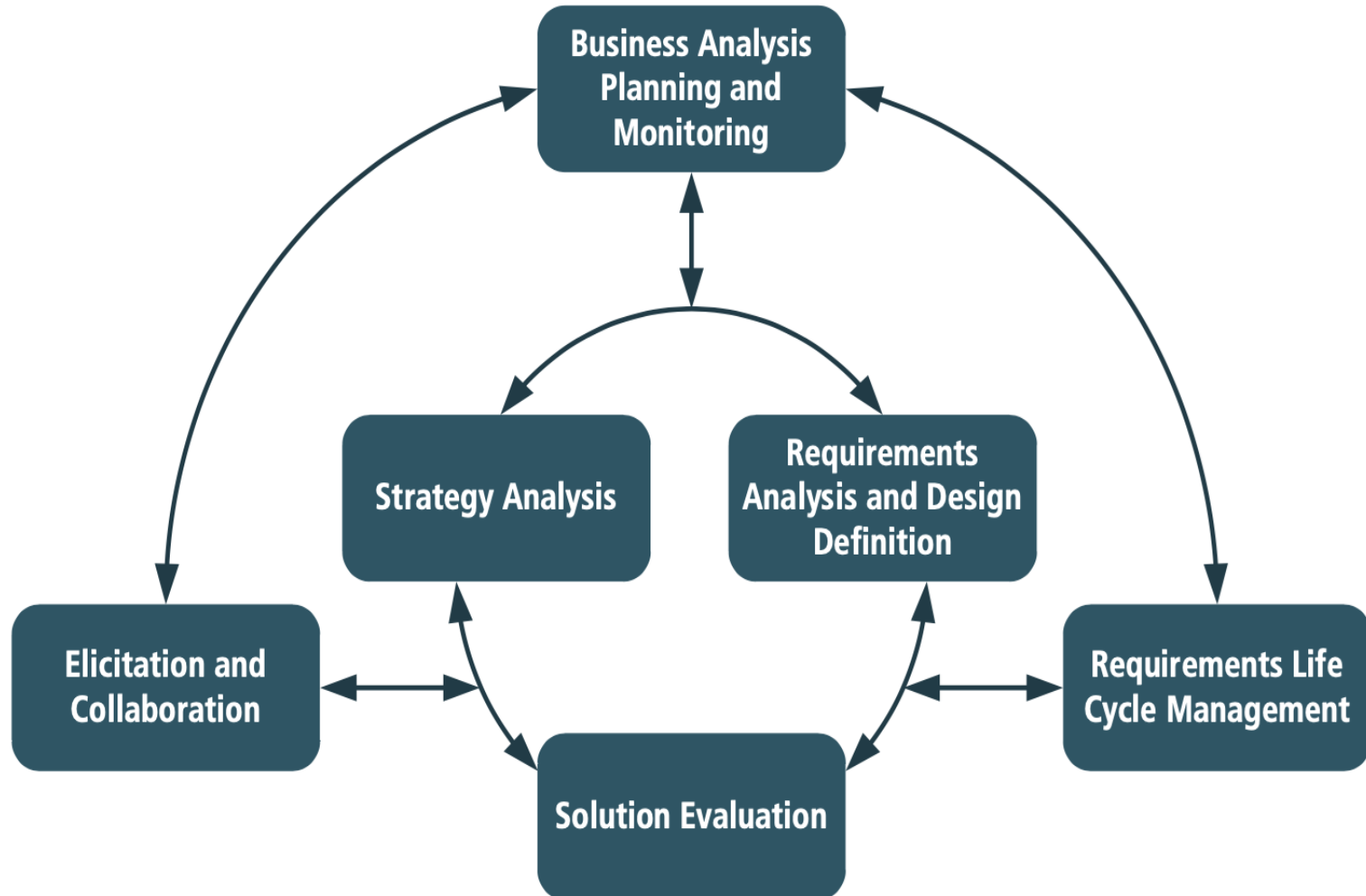




Session	Chapter	Topic
1	1 2	Chapter 1: Introduction Chapter 2: BA Key Concepts
2	3	Chapter 3: BA Planning & Monitoring
3	4	Chapter 4: Elicitation & Collaboration
4	5	Chapter 5: Requirements Life Cycle Management
5	6	Chapter 6: Strategy Analysis
6	7	Chapter 7: Requirements Analysis & Design Definition
7	8	Chapter 8: Solution Evaluation
 8	9	Chapter 9: Underlying Competencies
9	10	Chapter 10: Techniques
10	11	Chapter 11: Perspectives

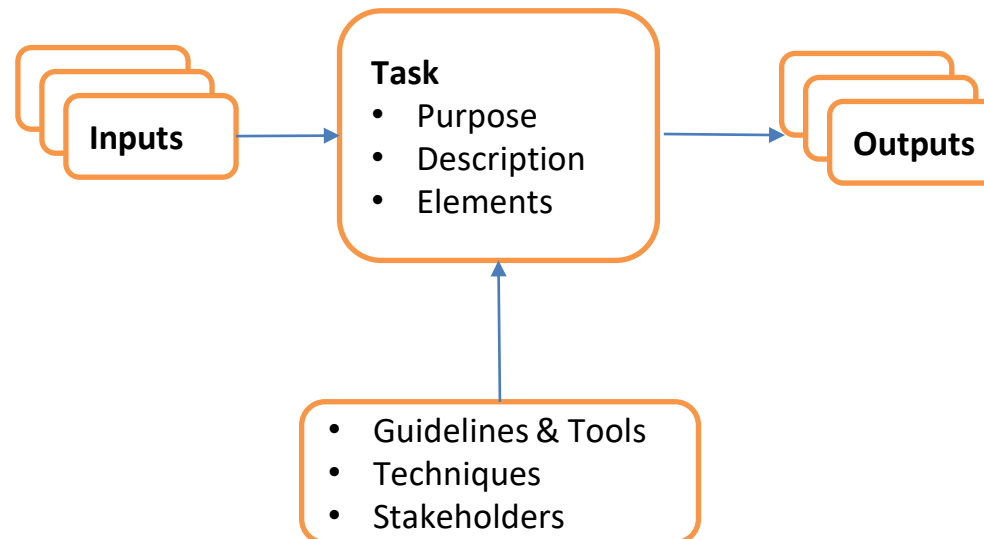
Relationships Amongst the 6 BABOK® Knowledge Areas (Chapter 1)

Figure 1.4.1: Relationships Between Knowledge Areas



Structure of BABOK® Knowledge Area Components (Chapter 1)

Example of components of a Knowledge Area





Well said, [IIBA Kenya Chapter](#)

[hashtag#IIBACHapters](#)
[hashtag#IIBAKenyaChapter](#)



Business Analysis isn't about knowing all the answers, but about asking the right questions to find them.

Unkown

BABOK® Chapter 9:

Underlying Competencies

The Underlying Competencies chapter provides a description of the behaviours, characteristics, knowledge, and personal qualities that support the practice of business analysis.

The underlying competencies described here to ensure readers are aware of the range of fundamental skills required and provide a basis for them to further investigate the skills and knowledge that will enable them to be accomplished and adaptable business analysts.

The competencies are grouped into six categories:

9.1 Analytical Thinking and Problem-Solving

9.2 Behavioral Characteristics

9.3 Business Knowledge

9.4 Communication Skills

9.5 Interaction Skills

9.6 Tools and Technology Technique Spotlight



Chapter 9 – Underlying Competencies

Analytical
Thinking and
Problem Solving

Behavioural
Characteristics

Business
Knowledge

Communication
Skills

Interaction Skills

Tools and
Technology



9.1 Analytical Thinking and Problem Solving (p. 188)

Core competencies include:

1. Creative Thinking
2. Decision Making
3. Learning
4. Problem-Solving
5. Systems Thinking
6. Conceptual Thinking
7. Visual Thinking



9.1 Analytical Thinking and Problem Solving (p. 188)

Core competencies include:

Creative Thinking



9.1 Analytical Thinking and Problem Solving (p. 188)

Core competencies include:

Decision Making

Thought provoking question: what decisions? And who is accountable?



9.1 Analytical Thinking and Problem Solving (p. 188)

Core competencies include:

Learning?

name & describe 3 learning techniques (p. 190)

Which one is your favorite? Why?



9.1 Analytical Thinking and Problem Solving (p. 188)

Core competencies include:

Problem-Solving

Which techniques can help in RCA?



9.1 Analytical Thinking and Problem Solving (p. 188)

Core competencies include:

Systems Thinking  *describe (p. 191)*

What system?



9.1 Analytical Thinking and Problem Solving (p. 188)

Core competencies include:

Conceptual Thinking

Sales

Inventory

Pricing

Interest

Billing

credit



9.1 Analytical Thinking and Problem Solving (p. 188)

Core competencies include:

Visual Thinking



9.2 Behavioural Characteristics (p. 194)

Core competencies include:

Ethics? *example? (p. 194)*

Personal Accountability

Trustworthiness

Organization and Time Management

Adaptability? *very important – why? (p.197)*



9.3 Business Knowledge (p. 199)

Competencies include:

Business Acumen

Industry Knowledge

Organization Knowledge

Solution Knowledge

Methodology Knowledge



9.3 Business Knowledge (p. 199)

Competencies include:

Business Acumen

what is this?

VS:

Industry Knowledge

what is this?



9.3 Business Knowledge (p. 199)

Competencies include:

Organization Knowledge *why important? (p. 201)*



9.3 Business Knowledge (p. 199)

Competencies include:

Solution Knowledge

Methodology Knowledge



9.4 Communication Skills (p. 203)

Core competencies include:

Verbal Communication

Non-Verbal Communication

Written Communication

Listening



9.4 Communication Skills (p. 203)

Core competencies include:

Verbal Communication

Non-Verbal Communication when useful? (p. 205)

Written Communication

Listening example of active listening? (p. 206)



9.5 Interaction Skills (p. 207)

Core competencies include:

Facilitation

Leadership and Influencing

Teamwork

Negotiation and Conflict Resolution

Teaching



9.5 Interaction Skills (p. 207)

Core competencies include:

Facilitation

Leadership and Influencing when most useful? (p.208)

Teamwork

Negotiation and Conflict Resolution

Teaching how does BABOK describe this? (p. 210)



9.6 Tools and Technology (p. 211)

Core competencies include:

Office Productivity Tools and Technology

Business Analysis Tools and Technology

Communication Tools and Technology



9.6 Tools and Technology (p. 211)

Core competencies include:

Office Productivity Tools and Technology

Business Analysis Tools and Technology  **Examples? (p. 213)**



9.6 Tools and Technology (p. 211)

Core competencies include:

Communication Tools and Technology examples? Why important? (p.215)



9.6 Tools and Technology (p. 211)

The new era of:

- *Post Covid-19 solutions (Zoom, Teams)*
- *AI*

How do you think that new tools and AI have impacted the BA industry?



What You Need to Know

Be able to list and describe the high-level skills, knowledge, and behaviours found in Chapter 9 (“Underlying Competencies”).

Memorize these 6 key competencies and understand them:

- Analytical thinking and problem-solving skills
- Behavioral characteristics
- Business knowledge
- Tools and technology
- Interaction skills
- Communication skills



What You Need to Know




Be able to break down each of the high-level areas of underlying competencies into their pieces and parts. Make sure you are familiar with each of them.

Analytical thinking and problem-solving skills	creative thinking, decision making, learning, problem solving, systems thinking
Behavioral characteristics	ethics, personal accountability, trustworthiness, organization and time management, adaptability
Business knowledge	business acumen, industry knowledge, organization knowledge, solution knowledge, methodology knowledge
Tools and technology	office productivity, business analysis, and communication tools technology
Interaction skills	facilitation, leadership and influencing, teamwork, negotiation and conflict resolution, teaching
Communication skills	verbal communication, nonverbal communication, written communication, listening



What You Need to Know

Be able to discuss the **three types of learning styles**.

- Visual  learning is best by seeing something done
- Auditory  learning best by hearing
- Kinesthetic or tactile  learning best by doing themselves

Be able to identify office productivity, business analysis applications, and communication tools and technology.

- **Office productivity tools** are used to store, capture, dissect, manipulate, organize, and distribute information.
- **Business analysis applications** consist of more sophisticated requirements development tools that are used to develop, validate, and implement formal models, as well as build/manage requirements documentation.
- **Communication tools and technology** help connect team members near and far with shared applications or easily accessible communication options.



What You Need to Know

Understand and be able to apply the following key terms:

Alternatives identification

Underlying competencies

Business best practices

Business practices

Business principles

Decision making

Organization knowledge

Methodology knowledge

Power

Politics

Solution knowledge

Problem definition

Systems thinking

Sunk cost fallacy



Zoom Poll!





BABOK® Chapter 9:

Underlying
Competencies

Supplementary Info



Get on the Chapter Mailing List

From the IIBA Ottawa-Outaouais homepage, go to ottawa-outaouais.iiba.org  News 
Newsletter Subscription

<https://ottawa-outaouais.iiba.org/newsletter-subscription>



Our Mentoring Program is on!

The Mentoring Program aims to help IIBA Ottawa-Outaouais chapter members achieve their professional development goals through the mentor-mentee relationship. Starting this month, eligible Chapter members are welcome to apply as mentors or as mentees.

- Open to all IIBA Ottawa-Outaouais chapter members in good standing
- Numerous benefits to mentors and mentees
- Application & contract process
- Monthly reporting by participants
- Details and application forms available on our chapter website

See our chapter website for details

2021 CHAPTER OF THE YEAR

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PARTNERSHIP

Projerra

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Visit

<https://www.projerra.ca/>

Or

<https://projerra-academy.ca>

Study group materials are available for download at the Ottawa-Outaouais Chapter website

- <https://ottawa-outaouais.iiba.org/ecbar-ccbar-cbapr-study-groups>





Questions?



certification@ottawa-outaouais.iiba.org



7 Steps to Passing the CBAP® or CCBA® Exam

#1 — Obtain and Skim the BABOK® v3

#2 — Apply for the Exam

#3 — Read the entire BABOK®

#4 — Absorb the BABOK®

#5 — Take Practice Exam Questions

#6 — Do Final Preparation

#7 — Do a “Brain Dump” then Pass the Exam

**<https://www.modernanalyst.com/Resources/Articles/tabid/115/ID/3430/Seven-Steps-to-Passing-the-CBAP-or-CCBA-Exam-A-Foolproof-Plan.aspx> (Accessed October 2020)*



7 Steps to Passing the CBAP® or CCBA® Exam

#1: Obtain and Skim the BABOK® v3

- Familiarize yourself with BABOK terms
- Understanding of KAs and Tasks important for the exam application
- Softcopy free for IIBA members
- Hardcopy can be purchased online via retailers
- Endorsed Education Providers (EEPs endorsed by IIBA) may provide a hardcopy during certain courses, e.g. CBAP Boot Camp



7 Steps to Passing the CBAP® or CCBA® Exam

#2: Apply for the Exam

- Familiarize yourself with exam prerequisites:
 - # hrs of professional business analysis experience
 - # hrs demonstrated experience aligned to KAs
 - # hrs BA professional development
 - Minimum high school education
 - 2 work references
- Pay application fee
- Agree to IIBA Code of Conduct
- Submit application & await approval (~21 days)
- **NEW:** Understand virtual exam requirements and connections needed (Test your connections (<https://www.iiba.org/certification/exam-information/#next-steps>))



7 Steps to Passing the CBAP® or CCBA® Exam

#3: Read the entire BABOK®

- Read the entire book (not necessarily in one sitting) before doing any other preparation
- Take notes as you go
- Business analysis is iterative and non-linear, therefore pick your favourite KA first then concentrate on others
- 6 KAs / 32 tasks / 50 techniques / 5 perspectives



7 Steps to Passing the CBAP® or CCBA® Exam

#4: Absorb the BABOK®

Study according to your learning style – choose a method **or several methods** that suit you:

- For some, reading and rereading the BABOK
- For others, use a study guide (tips and tricks)
- For others, attending study groups
- For others, answering exam questions
- For others, attending classes
- For others, individual study
- Consider flash cards for BABOK terminology new to you (premade, online or homemade will do)



7 Steps to Passing the CBAP® or CCBA® Exam

#5: Take Practice Exam Questions

- In this phase, begin practicing exams
- Take numerous quizzes and exams
- Track your progress
- Revisit KAs that you are not scoring well on
- Consider online exam simulators
- Do a few timed simulations to check your speed



7 Steps to Passing the CBAP® or CCBA® Exam

#6: Do the Final Preparation

- Focus on areas you have had trouble with
- Further study and practice questions on these areas
- Get a good sleep the night before the exam:
“REST WELL = TEST WELL”



7 Steps to Passing the CBAP® or CCBA® Exam

#7: Do a “Brain Dump” then Pass the Exam

On the day of the exam:

- Eat a nutritious breakfast or lunch
- Drink enough water... but not too much
- Allow plenty of time to prepare for the virtual exam
- Test your connections (<https://www.iiba.org/certification/exam-information/#next-steps>)
- “brain dump” just before the start of the exam (inside the exam room) – helps to clear your brain, reduce test anxiety and can serve as a reference during your exam
- Don’t be intimidated by the first questions



Upcoming Events

BABOK® Chapter 10:

Chapter 10: Techniques

Tuesday, May 28, 2024

6:00 PM - 7:30 PM ET

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<https://ottawa-outaouais.iiba.org/ecbatm-ccbar-cbapr-study-groups>

<https://www.eventbrite.ca/e/ecba-ccba-cbap-virtual-study-group-2023-2024-registration-715770578067?aff=IIBAOOwebsite>





Need information on certification?

Need information on certification?

Core BA Certification Handbook (September 2023):

<https://www.iiba.org/business-analysis-certifications/certification-handbooks>

Certification FAQs: <https://www.iiba.org/business-analysis-certifications/certification-faq>

5 Things to Know Before Writing CBAP exam: <https://www.iiba.org/iiba-analyst-catalyst-blogs/5-things-you-need-to-know-before-writing-the-cbap-certification-exam/>



See next month

THANK YOU!