



# IIBA Ottawa-Outaouais Chapter

ECBA™/CBAP®/CCBA® Study Group  
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## Agenda

- Introductions
- Chapter 8 – Solution Evaluation
- Chapter 9 – Underlying Competencies
- Pop Quiz

## Introductions

- Name
- Current projects
- Exam preparation



## > Chapter 8 – Solution Evaluation

Refer to BACCM™

## > **Chapter 8 – Solution Evaluation**

8.1 Measure Solution Performance

8.2 Analyze Performance Measures

8.3 Assess Solution Limitations

8.4 Assess Enterprise Limitations

8.5 Recommend Actions to Increase Solution Value

## 8.1 Measure Solution Performance

- To define performance measures and use the data collected to evaluate the effectiveness of a solution
- *Discuss quantitative measures and qualitative measures*

## 8.2 Analyze Performance Measures

- To provide insights into the performance of a solution
- If the measures are not sufficient to help stakeholders determine solution value, business analysts either collect more measurements or treat the lack of measures as a solution risk

## 8.3 Assess Solution Limitations

- To determine the factors internal to the solution that restrict the full realization of value
- *Discuss techniques: Root Cause Analysis, Risk Analysis and Management*



## 8.4 Assess Enterprise Limitations

- To determine how factors external to the solution are restricting value realization
- Stakeholder Impact Analysis: consider Functions, Locations, Concerns

## 8.5 Recommend Actions to Increase Solution Value

- To understand the factors that create differences between potential value and actual value, and to recommend a course of action to align them

## > Chapter 9 - Underlying Competencies

- New Competency Model (v4) aligns with BABOK v3
- Go to [iiba.org](http://www.iiba.org) → Careers → Business Analysis Competency Model  
(<http://www.iiba.org/Careers/Business-Analysis-Competency-Model.aspx>)

## > **Chapter 9 - Underlying Competencies**

9.1 Analytical Thinking and Problem Solving

9.2 Behavioural Characteristics

9.3 Business Knowledge

9.4 Communication Skills

9.5 Interaction Skills

9.6 Tools and Technology

## 9.1 Analytical Thinking and Problem Solving

Core competencies include:

- Creative Thinking
- Decision Making
- Learning
- Problem Solving
- Systems Thinking
- Conceptual Thinking
- Visual Thinking

## 9.2 Behavioural Characteristics

Core competencies include:

- Ethics
- Personal Accountability
- Trustworthiness
- Organization and Time Management
- Adaptability

## 9.3 Business Knowledge

Competencies include:

- Business Acumen
- Industry Knowledge
- Organization Knowledge
- Solution Knowledge
- Methodology Knowledge

## **9.4 Communication Skills**

Core competencies include:

- Verbal Communication
- Non-Verbal Communication
- Written Communication
- Listening



## 9.5 Interaction Skills

Core competencies include:

- Facilitation
- Leadership and Influencing
- Teamwork
- Negotiation and Conflict Resolution
- Teaching

## 9.6 Tools and Technology

Core competencies include:

- Office Productivity Tools and Technology
- Business Analysis Tools and Technology
- Communication Tools and Technology

- Pop Quiz
- 10 questions, open-book
- Make note of your answers if you want to grade yourself

- Study group materials are available for download at the Ottawa-Outaouais Chapter website (under Certification → ECBA<sup>™</sup> / CBAP<sup>®</sup> / CCBA<sup>®</sup> Study Groups)
  - <https://ottawa-outaouais.iiba.org/ecbar-cbar-cbapr-study-groups>

## Upcoming Events:

- **IIBA Ottawa-Outaouais Chapter Holiday Social**
  - Dec 19<sup>th</sup> 5:00 – 7:00 p.m.
  - Ottawa Police Association, 141 Catherine St, Ottawa
- **Next Study Group Session: January 24<sup>th</sup>**
  - **Chapter 10** – Techniques
  - **Chapter 11** – Perspectives
  - GAME
- More info is available at:
  - [www.ottawa-outaouais.iiba.org](http://www.ottawa-outaouais.iiba.org)



## Homework

Prepare 3 questions from above *BABOK® Guide* chapters and submit in advance to:

*certification@ottawa-outaouais.iiba.org*



## Get on the Chapter Mailing List

From the IIBA Ottawa-Outaouais homepage, go to [ottawa-outaouais.iiba.org](https://ottawa-outaouais.iiba.org) → News → Newsletter Subscription

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



Questions? Contact

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