

Strategic IT Training

For IT Professionals and Managers

Public Seminars, Conferences & In-House Training 2012-2013, London
Presented by the World's Leading IT Experts

Enterprise Architecture

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11-13 March 2013
London

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Enterprise Architecture Seminars

Zachman Enterprise Architecture
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"One of the big benefits of the IRM course was that Mike is very much a practicing Enterprise Architect and had a wealth of real case studies and examples to reference in the various stages of the course. This is very important for me when looking at training like this as text and theory only just doesn't do it for training at this level."

Conal Markey, Solution Architect, Kainos

Presenter



Mike Rosen is Chief Scientist at Wilton Consulting Group, which provides expert consulting in Enterprise

Architecture, Service-Oriented Architecture, and Model Driven Solutions. His current emphasis is on the implementation of Enterprise and Business Architecture and programs. Mr. Rosen is an internationally recognized speaker and author of several books including Applied SOA: Architecture and Design Strategies.

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Understanding Enterprise Architecture: Structure, Domains, Disciplines, Value

Mike Rosen

Overview

The complexity of today's IT environments, regulations and competitive pressures are driving many enterprises to implement IT architecture programs. While Enterprise Architecture (EA) isn't new, it has produced mixed results. Successful organizations have streamlined costs, improved alignment between business strategy and IT systems, and improved flexibility. With this success, the demand for qualified architects is even greater.

Unfortunately, many organizations or architects do not have an overall understanding of what enterprise architecture is, how programs are structured, the roles, responsibilities and skills of an enterprise architect, what enterprise architecture looks like, how to create architecture, how to apply it, and how to deliver value to their organization through EA. This workshop is aimed at making sure you understand these questions and how to achieve these results. We will illustrate the many different aspect of EA and discuss how to deliver maximum value with Enterprise Architecture and avoid common pitfalls and mistakes. Topics will include EA principles and practices, EA domains of business, information, application, and technology architecture, and the architectural skills and thinking needed to be an enterprise architect.

Although EA frameworks will be covered, this course has a different focus than framework based training. Rather than dig into the specific details, methods, and vocabulary of a particular framework, this course teaches the principles, skills, and thinking that you need to be a good architect and to apply architecture regardless of the framework. You will leave with new skills and techniques that can immediately be applied to your job and project.

The workshop is structured as a mix of presentation, interactive discussion, and group based exercises, so participants get the chance to apply the techniques learned to example scenarios during the facilitated exercises.

Learning Objectives

- Get an overview of the principles, practices and structure of enterprise architecture
- Understand the concepts, models and vocabularies of different architectural roles
- Gain familiarity with the most common EA frameworks and methods
- Learn architectural principles and skills that can immediately be applied to your current role
- Understand the issues and techniques of business and information architecture
- Understand application architectural styles, patterns, reference architectures and methodologies
- Understand technology architecture and its relation to enabling applications and business

Seminar & Workshop Outline

Introduction to Enterprise Architecture

- Why do we need architecture?
- Overview of Enterprise Architecture
- EA Case Study and Example
- EA Practice Areas
- Business, Information, Application, Technology Architecture Frameworks
- Zachman, TOGAF, 4+1, Others
- Architecture Methodologies
- EA Value Proposition
- EA Principles, Policies, Practices
- Architectural Thinking
- Architecture Skills
- EA Organization and Governance
- Architecture Maturity Models

Business and Information Architecture

Business Architecture

- What is Business Architecture?
- Business / IT Alignment Models
- Business Concepts: Strategies,

Lifecycles, Innovation, Vision

- Business Architecture Modeling
- Business Capability Maps
- Business Motivation Model
- Value Chains and Value Streams
- Business Context Models
- Business Process Models

Information Architecture

- What is Information Architecture?
- Operational Data
- Analytical Data
- ERD and Dimensional Models
- Deriving Information Architecture from Business Context
- Enterprise Information Model
- Data Warehouses and Data Marts
- Information Flow Architecture
- Data Movement Patterns
- Master Data Management and Data Virtualization

Application and Technology Architecture

Application Architecture

- What is Application Architecture?
- Architecture Styles
- Architecture vs. Design
- Enterprise 2.0 Applications
- Collaboration Architecture
- Architectural Reference Models
- Conceptual Architecture
- Patterns
- Architecture Driven Analysis and Design

Technology Architecture

- What is Technology Architecture?
- Interface between Application and Technology
- Platforms and Storage
- Networks
- Security
- Next Generation Technology Platforms
- Performance and Capacity
- Data Centers
- Integrating Cloud Services into the Enterprise

Audience

- Enterprise Architects
- Domain Architectures
- Solution Architect
- EA Program Managers
- IT Managers
- Business Architects
- Information Systems Management
- Business/System Analysts
- Consultants
- Strategic Planners
- CIOs

Special Features

This seminar provides a comprehensive overview of enterprise architecture, illustrated with real life examples and leaves the student with new skills and techniques to help with their current job and future aspirations. After completion of this seminar students will be able to answer the following questions:

- What is enterprise architecture?
- What are the different approaches to EA structure and EA programs?
- What are the skills, vocabulary, and roles of an architect?
- What are the concepts and models of each architectural domain?
- How do you use architecture to provide value to your organization?

Cloud Computing for Architects

Jason Bloomberg

18-19 October 2012,
14-15 March 2013,
London

Fee £1,095 + VAT
Group Booking & Multiple
Seminar Discounts Available

Overview

Cloud Computing is the latest buzzword in enterprise IT shops around the world—but scratch the surface, and Cloud Computing consists of a number of existing trends in IT, including virtualization, Software-as-a-Service, utility computing, and more. Adding to the confusion is a large helping of vendor hype, as both software and hardware vendors push Cloud Computing as an excuse to buy more gear. The reality, however, is quite different. Cloud Computing presents a variety of operational and deployment models that can help enterprises reduce infrastructure costs, provide better customer value, and position themselves for the future. But organizations won't succeed with the Cloud unless they understand the strengths and weaknesses of Cloud Computing and have a carefully planned architectural approach that positions Cloud-based capabilities in the context of existing IT assets and challenges.

Learning Objectives

- A clear, vendor-independent understanding of Cloud Computing.
- A well-delineated conception of the strengths and weaknesses of Cloud's three service models: Software-as-a-Service, Platform-as-a-Service, and Infrastructure-as-a-Service, as well as Cloud's four deployment models: public, private, community, and hybrid.
- The tools and expertise necessary to put together a Cloud roadmap and migration plan for their organizations.
- An understanding of how to place the Cloud into the context of their current Enterprise Architecture.
- Practical intelligence and advice on securing the Cloud and putting together a robust Cloud governance framework.

Seminar & Workshop Outline

Introduction & Definitions

- Enterprise Cloud Computing Agenda
- Cloud Philosophy
- Cloud Computing: Old Wine in New Bottles
- Formal Definition of Cloud Computing
- NIST Cloud Computing Definition Framework
- Managed Hosting vs. Cloud Computing
- Conceptual Reference Model
- Cloud Actors
- Cloud Deployment Scenarios
- The Enterprise Context
- Relationship between Cloud & SOA

Virtualization

- Virtualization Basics
- Hardware/Software Separation
- Hypervisors
- Protection Rings
- Server & Desktop Virtualization Landscape
- VMWare Virtual Infrastructure Management

Workloads & Pods

- Cloud Workloads
- Pods
- Availability Zones
- Direct Attached Storage (DAS)
- Storage Area Networks (SAN)
- Data Center & Resource Optimization
- Using a Cloud Control System (CCS)

Cloud Deployment Options: Strategies & Caveats

- The Cloud Deployment Models
- Different Multitenancy Models
- Services available to Cloud Consumers
- Common IaaS Examples
- PaaS Examples
- Common SaaS Apps

Case Study: M-Dot / Inmar

Enterprise Architecture and the Cloud

- Cloud is an Emerging Market
- Vendor Spin
 - Oracle's Shopping List
 - IBM's Shopping List
 - Microsoft Cloud Computing Strategy
- Cutting Through the Hype
- EA Cloud Strategy
- Cloud Computing Roadmap
- Phased Strategy for Cloud Migration
- Cloud Deployment Choices
- Architect for the Cloud
 - The Challenge of Elasticity
 - Transactions in the Cloud
 - Partition Tolerance
 - BASE instead of ACID
 - Are you Ready for Inconsistent Data?

Exercise: Application consolidation & migration

Cloud Configuration

- The Context for Automated Cloud Configuration
- Fully Automated Provisioning
- The Toss Test (Hypothetical!)
- NetFlix Chaos Monkey (Real!)
- Toolchain for Automated Provisioning
- GigaSpaces Cloudify Example
- Cloud Configuration Maturity Levels

Case Study: reddit Condé Nast

Building RESTful Clouds

- The Challenge of State
- Representational State Transfer (REST)
- Four Architectural Constraints
- Is REST about APIs?
- HATEOAS in Action
- Cloud Coding Best Practices

Cloud Security

- Security Fundamentals
- Message-Level Security: Is SSL Sufficient?
- The Three Core Cloud Access Control Concerns
- Federated Security
- Cloud Security: Data Confidentiality
- Cloud Security: Data Availability
- Virtual Security (VirtSec)
- Public vs. Private Clouds: Which Are More Secure?
- What about a Virtual Private Cloud (VPC)?

Case Study: Amazon.com

Cloud Governance

- What is Governance?
- Cloud Compliance Model
- Some Cloud Realities
 - Legal Issues
- Cloud Governance Challenges
- Extending SOA Governance to the Cloud
- Dealing with Cloud Reliability
- Cloud Governance as VM Governance
- Cloud Governance: Auditing
- Example: Vordel Cloud Gateway
- Cloud Governance Checklist

Exercise: Cloud Governance

Big Data & the Cloud

- What are "Big Data"?
- On-Premise: Partition-Intolerant Data Approach
- Big Data & The Cloud
- Enter Hadoop
- MapReduce
- Big Data at Apache: Pig, Hive & Zookeeper
- Setting the Bar for Private Clouds

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Presenter



Jason Bloomberg is President of ZapThink, a Dovell Technologies Company. He is a thought leader in the areas of

Enterprise Architecture, Service-Oriented Architecture, and Cloud Computing, and helps organizations around the world better leverage their IT resources to meet changing business needs. He is a frequent speaker, prolific writer, and pundit. Mr. Bloomberg is one of the original Managing Partners of ZapThink LLC, the leading SOA advisory and analysis firm, which was acquired by Dovell Technologies in August 2011. His book, *Service Orient or Be Doomed! How Service Orientation Will Change Your Business* (John Wiley & Sons, 2006, coauthored with Ron Schmelzer), is recognized as the leading business book on Service Orientation.

He also co-authored the books *XML and Web Services Unleashed* (SAMS Publishing, 2002), and *Web Page Scripting Techniques* (Hayden Books, 1996).

In-House Training

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Audience

Anyone involved in the IT decision making process can get substantial value from this course. No specific technical knowledge is required. Some of the roles that will feel comfortable in this course include:

- Enterprise Architect
- IT Manager
- CIO
- IT Strategist
- Technical Architect
- Infrastructure Architect
- IT Consultant
- Solution Architect
- Infrastructure Manager
- Operations Manager

19-22 November 2012
London

Fee: £1,895 + VAT
This fee includes Level 1 and
Level 2 Certification

Group Booking & Multiple
Seminar Discounts Available

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Presenter



Selvyn Wright is a
professional trainer
with over 17 years of
experience teaching
technology and

analysis, design and architecture
methodology. He has taught
TOGAF for over 5 years. During
this time he has taught over 450
students with a certification
pass of approximately 99%. His
clients include Barclays Capital,
Atos, Network Rail, Logica,
Ericsson, BAE and MBDA.
Previous to this, Selvyn was a
Graduate Training Programme
Lecturer at Morgan Stanley
Investment Management and a
Technical CORBA Architect at
NATS.

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TOGAF™ 9 Certification Levels 1 & 2

Selvyn Wright

Overview

TOGAF™ 9 provides an Architecture Development Method, Content Framework and Capability Framework that can be used as the basis for creating an organisation's enterprise architecture. It has been built up over several years through open participation and collaboration between leading industry practitioners. In addition, TOGAF™ 9 provides a variety of tools, building blocks and resources that facilitate the process and enable the design and development of enterprise architecture across four domains; Business, Data, Applications and Technology.

TOGAF™ is an industry standard EA framework that is available free of cost to any organisation wishing to develop an enterprise architecture for use within that organisation. More than 60 percent of the Fortune 50 and 80 percent of the Global Forbes 50 use TOGAF™ to reduce time, costs and risks associated with developing an EA and improve overall business agility. TOGAF™ certification programs exist for individuals, trainers, professional services, and tool support.

These programs enable organisations to standardise on an open method for IT architecture and avoid lock-in to the proprietary methods of major vendors.

Learning Objectives

Upon completion of this four-day course, delegates will understand the TOGAF™ 9 framework and how to practically apply it in support of the design and implementation of enterprise architecture. They will also learn how to apply TOGAF™ to create well-designed enterprise architectures through the use of practical scenarios and case study working.

The course prepares delegates for The Open Group's Level 1 and Level 2 TOGAF™ 9 certification examinations.

Seminar & Workshop Outline

This four-day course consists of detailed instruction on The Open Group Architecture Framework (TOGAF™) Version 9 in accordance with The Open Group's Level 1 and 2 TOGAF™ 9 certification requirement.

Topics Covered

On this course students will learn the history and future direction of TOGAF™, how to work with the:

- TOGAF™ Concepts
- Architecture Views, Viewpoints & Stakeholders
- Building Blocks
- Architecture Governance
- ADM Phases & Steps
- ADM Deliverables
- ADM Guidelines & Techniques
- Enterprise Continuum
- Architecture Capability Framework
- Migration Planning Techniques
- Stakeholder Management
- The Architecture Repository
- Guidelines for Adapting the ADM
- Architecture Content Framework
- Implementation Support Techniques

Certification

As part of the course, delegates will receive a certification examination voucher for TOGAF™ 9 Certification Levels 1 and 2 for use at a Prometric examination centre. Alternatively, delegates can take the Levels 1 and 2 examinations on-site after the course.

The TOGAF™ 9 Level 1 certification examination is a closed book online examination that is administered by The Open Group. The examination consists of 40 multiple choice questions that validates the candidate's knowledge and comprehension of TOGAF™ 9. The examination duration is one hour.

The TOGAF™ 9 Level 2 certification examination is an open book online examination that is administered by The Open Group. The examination consists of 8 scenario-based multiple choice questions that validates the candidate's ability to apply TOGAF™ 9. The examination duration is 90 minutes.

All delegates will receive a copy of the TOGAF™ Pocket Guide.

Case Study

Throughout the course a common case study is used to reinforce the TOGAF™ concepts and provide the basis for practical exercises designed to deepen understanding.

TOGAF™ is a registered trademark of The Open Group.

Audience & Prerequisites

Prior knowledge of enterprise business processes and their supporting information systems is helpful, but not mandatory. Typical delegates include:

- Enterprise Architects
- IT Architects
- Information Architects
- Technology Architects
- Application Architects
- System Integrators
- Business Analysts
- Program and Project managers
- Other business and technical specialists engaged in the development of enterprise architectures

Special Features

- Practical examples and case study prepare delegates for real-world delivery
- Professional trainer with real world experience brings the course material to life
- Comprehensive course content prepares delegates for their certification exams

Zachman Enterprise Architecture: Modelling Workshop Zachman Certification



John Zachman and Sunil Dutt Jha

1-4 October 2012, London

Fee: £1,895 + VAT
This fee includes Level 1 and Level 2 Certification

Group Booking & Multiple Seminar Discounts Available

Overview

Enterprise Architecture is fundamental for enabling an enterprise to assimilate internal changes in response to the external dynamics and uncertainties of the information age environment. It not only constitutes a baseline for managing change, but also provides the mechanism by which the reality of the enterprise and its systems can be aligned with management intentions. This newly revised four day seminar and workshop, based on the recently released **Zachman Framework V3.0**, for the first time incorporates actual modelling experience. The modelling workshop is based on actual Enterprise experience and is designed to give the participants hands-on experience creating both "Primitive" (architecture) models as well as "Composite" (implementation) models.

The Seminar and Workshop will prepare the participants for both levels of the Zachman Certified- Enterprise Architect program: Zachman Certified™ - Enterprise Architect Associate (Level 1) and Zachman Certified™ - Enterprise Architect Professional (Level 2).

The certification fee (both Level 1 & Level 2) is included in the registration fee. The "Zachman Certified – Enterprise Architect" examination, is a two hour, on-line examination that upon passing, results in the award of Enterprise Architect Associate (Level 1) Certification. Delegates will then subsequently be awarded the Enterprise Architect Associate (Level 2) Certification upon submitting a case study.

This is a very exclusive certification program. If you want to understand the "Complexity & Contradiction" in Enterprise Architecture and are struggling to manage a non-adaptive enterprise and dysfunctional systems, this will be an important experience!

Learning Objectives

- A sense of urgency for aggressively pursuing Enterprise Architecture
- A comprehensive definition (description) of Enterprise Architecture
- Differentiation of Enterprise Architecture from Systems Implementation
- Creating Enterprise Strategy Models which form the basis for Enterprise Architecture
- Differentiation of Ontology from Methodology
- Utilizing Enterprise Architecture for operational decision making
- A strategy for reducing "time-to-market" for systems implementations to virtually zero
- Strategy for integration beyond jurisdiction (Interoperability)
- Architectural Principles for meeting enterprise requirements
- Ensuring traceability across the artifacts for impact analysis and change management
- BPM, SOA, BI, MDA, ITIL, etc. in the context of the Zachman Framework

Seminar & Workshop Outline

Setting the Context for Enterprise Architecture (EA)

- Contribution of IT People to an Information Age Enterprise
- Global Environment: Escalating Complexity and Escalating Change
- Applying the Concept of Mass-Customization to the Enterprise

Introduction to Enterprise Architecture (The Zachman Framework V3.0)

The Zachman Framework is perhaps the most referenced in the industry. This session provides participants with a unique opportunity to learn first-hand about its concept and utility, directly from the man who developed it. The just released V3.0 will be discussed.

- Definition of Enterprise Architecture
- The Zachman Framework – Architecture Is Architecture Is Architecture
- Ontologies Versus Methodologies

Workshop: What's Wrong with My Architecture?

Workshop: Creating Enterprise Strategy Models Using Row 1 Primitives

Case Study: Creating Composite Strategy Models Using Business Motivation (BMM) and Balanced Scorecard

Enterprise Engineering

- Models from My Bookshelf – 75 years of experience (Implementation, Composite Models)
- The Elegance of Primitives (Their essential contribution)

- Enterprise Entropy – Removing Internal Cost of Operations
- Enterprise Engineering Design Objectives
 - Alignment, Integration, Reusability, Flexibility, Interoperability
- Reducing Cycle Time from Order to Implementations (Mass-Customization)

Workshop: Deconstruct Business Process Model (BPMN) using Framework Principles

Case Study: Creating Multiple Target Models

Case Study: Component Modeling Using UML 2.0 for Business Domain

Implementation Practicalities

- "Federated Architecture" (Integrating Beyond Jurisdictional Boundaries)
- Migrating from Legacy to Architecture

Workshop: Using Primitives to create horizontal Integration and Vertical Transformation

Case Study: Application Rationalization Using Primitives

Workshop: Creating Metrics and the Necessary Enterprise Models for Meeting Enterprise Goals

Workshop: Identify Framework Cells for Given Enterprise Problem Definitions

Strategies for Constraining the Modeling to Fit the Time Constraints

Mock Test: Preparation for the On-Line Certification Examination

Conclusions

Audience

The seminar is designed for enterprise professionals of every discipline including non-information disciplines as well as information disciplines.

- Chief Information Officers
- Information Systems Management
- Data, Applications, Technology Management
- Enterprise Architects
- Data, Applications, Technology Architects
- Business Architects
- Business, Systems Analysts
- Consultants
- Strategic Planners

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"Engaging and charismatic."

Mark Luxton, Systems Manager, Bank of Scotland Treasury

"An excellent and inspiring seminar - we will return to work and start immediately. I can recommend this seminar with enthusiasm."

David Harrison, Senior Consultant, Ordnance Survey

"An excellent course. All CEOs and CIOs should attend."

Morag Clark, Data Architecture Manager, Severn Trent Water

Presenters



John Zachman is the originator of the "Framework for Enterprise Architecture" which

has received broad acceptance around the world as an integrative framework, or "periodic table" of descriptive representations for Enterprises.



Sunil Dutt Jha Chief Architect & CEO – iCMG. Sunil is a practicing architect & CEO of iCMG. In the last

11 years, he has been instrumental in growing iCMG as a leading full service Enterprise & IT Architecture Firm, providing architectural services to a wide variety of clients (over 20 domains) across 23 countries.

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4-5 October 2012,
London

Fee £1095 + VAT

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Discounts Available

Driving Business Innovation with Enterprise Architecture

How to be a Highly-Influential Enterprise Architect



Chris Potts

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Presenter



Chris Potts works
globally as a hands-
on practitioner,
and as a mentor to
Enterprise Architects,

CIOs and their executive
colleagues. He has over 25
years' real-world experience
in corporate, business and IT
strategies, Enterprise Architecture,
investing in change, and project
delivery. He is the author of two
books - "FruTion: Creating the
Ultimate Corporate Strategy
for Information Technology",
and "RecrEAtion: Realizing the
Extraordinary Contribution of
Your Enterprise Architects".
Chris is an award-winning
speaker, delivering seminars and
conference keynotes worldwide.
He has also given guest lectures
on Enterprise Architecture at the
IT University of Copenhagen, and
on the different generations of
CIO strategy at both New York
University and City University,
London. He has judged 'CIO of
the year' awards in both the USA
and the Middle East.

In-House Training

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Overview

The purpose of Enterprise Architecture is to improve business performance. Success depends on having highly-influential Enterprise Architects, providing leadership in business decisions about the enterprise's structure, innovations and investments in change.

The more that Enterprise Architects drive better business performance through innovation, the greater the influence they can have. As the history of Enterprise Architecture has also shown, the opposite is also true. The less it impacts business performance, the less influential Enterprise Architects will be, however much they excel at the technical aspects of their role.

This seminar is designed for Enterprise Architects and the people they work with, to explore how best to make Enterprise Architecture a highly-valued innovative and influential business discipline. At its core, this means integrating formalised Enterprise Architecture with corporate and business strategies, business planning, and the process of creating value from investments in change.

The focus of the seminar is on how to embed Enterprise Architecture into mainstream business decision-making, rather than on the frameworks and processes that Enterprise Architects use.

Entirely based on first-hand experiences of what works, and what doesn't, the seminar will help you to benchmark and develop your organisation's maturity at driving business innovation and performance with Enterprise Architecture, including:

- The 'Double-E, Double-A@' journey for integrating formalised Enterprise Architecture with mainstream business leadership
- How to think and act like an enterprise investor: evaluating the architectural performance of a business
- and where investing in change will improve it
- How Enterprise Architecture drives performance-enhancing business innovations
- The Enterprise Architect as a scenario planner.
- Understanding the politics of Enterprise Architecture, and its impact on business culture

Learning Objectives

You will take away a comprehensive understanding of how to integrate Enterprise Architecture with mainstream business management, and how to realize the full potential of Enterprise Architects. Many people find that the experience permanently changes their perspective of what Enterprise Architecture is all about, including:

- Your strategy for innovating with Enterprise Architecture
- Specific, architectural, measures of business performance that Enterprise Architects need, to plan their most valuable interventions
- Developing, illustrating and applying design themes for the enterprise's architecture
- How Enterprise Architects use scenario planning to guide business decision-making
- The interdependencies between Enterprise Architecture and investing in change
- Fostering collaboration around the enterprise in ways that enhance measurable results.

Seminar & Workshop Outline

The Evolution of Enterprise Architecture

- Before Enterprise Architecture was formalised
- The emergence, development and future of formalised Enterprise Architecture

Integrating Enterprise Architecture with Business Decision-Making

- The Double-E, Double-A@ Journey
- Enterprise Architecture, Business Innovation and Investments in Change

Case study

- Introduction and background
- The Enterprise Architect's strategic contribution

The Corporate Strategy for Enterprise Architecture

- Setting the right scope for Enterprise Architecture
- Using business performance ratios to target EA designs and interventions

Thinking and Acting Like an Enterprise Investor

- Developing architectural design themes
- Working with and influencing C-level executives

Choosing the Most Valuable Interventions

- Focusing EA on architectural innovations
- Developing and using your enterprise design

Knowing When to "Play" or "Pass"

- Every Enterprise Architect's daily dilemma
- Building and using your enterprise's EA network

Integrating EA with Strategy and Planning

- The EA implications of strategy scenarios
- EA and business plans

The Ultimate Realization of EA's Potential

- Managing the structural impact of investments in change
- Creating new value with cross-silo collaborations

Audience

This seminar is for everyone involved in creating value from Enterprise Architecture. In particular:

- Chief Enterprise Architect
- Enterprise Architect
- Corporate Strategist
- Business Strategist
- Business Analyst
- Chief Information Officer
- Chief Technology Officer
- Head of Programme Management Office

This seminar is about how Enterprise Architects influence business innovations, investment decisions to enhance performance, rather than the frameworks and techniques that Enterprise Architects use to document and design architecture. As a result, any perceived differences between Enterprise Architects and people from the wider business community are rapidly eliminated through a common language, skilled facilitation and a shared purpose.

Special Features

- Entirely founded on Chris's practical work with leading companies around the world
- Case study based on real life examples
- No technical IT knowledge required
- Workshop format
- Chris's seminars regularly receive 10/10 for content and style

The Corporate Strategy for IT

Innovation, Investment and Information Technology

Chris Potts

20-21 November 2012,
19-20 March 2013
London

Fee £1095 + VAT

Group Booking & Multiple Seminar
Discounts Available

Overview

From time-to-time, developments in the IT market and the wider economy radically change the game for Corporate Strategies for IT and the people that lead them. Whenever that happens, a new generation of strategy emerges.

This is one of those times.

As consumers, we are becoming masters at rapidly changing our behaviour to exploit technologies in ways that we value. Yet many organisations are still focused on how IT is delivered, and how much it costs. How can organisations now become as agile as consumers at creating value from IT in the context of their strategies and business plans?

This seminar is about achieving this in the most inspiring, effective and painless ways possible. It starts with how transformational changes in the IT market have created four generations of Corporate Strategy for IT, where we are today, and the ultimate end-game. Then, based on the real-life experiences of enterprises around the world, it lays out proven, practical innovations for guiding people through the next big step on the journey.

Entirely based on first-hand experiences of what works, and what doesn't, the seminar will help you to:

- Explore the four generations of Corporate Strategy for IT. Where is your organisation today?
- Formulate your next-generation strategy in five days or less
- Transform the way your organisation behaves towards IT, from 'costs' to 'value'
- Use IT's enterprise-wide perspective to drive business innovations and investments that grow company performance
- Maximise the contribution of your IT specialists to both strategic and operational business value.

Learning Objectives

You will take away a comprehensive framework for formulating and executing your organisation's Corporate Strategy for IT, and worked examples. Many people find that the experience permanently changes their perspective of what strategies for IT is all about, including:

- The promise, key principles and core tactics of a Corporate Strategy for IT
- Exploring and changing the corporate culture towards IT
- Investing in a portfolio of business changes involving IT
- Using Enterprise Architecture to drive business innovation and performance
- Moving to an 'expert IT customer' management model
- The ultimate destiny of the CIO and the IT Department

Seminar & Workshop Outline

IT market watch: is this the end of 'IT Strategy'?

- Transformations in the IT market
- The FruITion Strategy® - the four generations of Corporate Strategy for IT

Case Study

- Introduction and background
- The CIO's strategic promise

The IT value chain

- Why the business-IT gap is a myth
- The Strategic Integration Framework for IT

The Corporate Strategy for IT

- Rapidly formulating a strategy that is meaningful and memorable
- Maximising the strategy's contribution and influence

Integrating IT with corporate and business strategies

- Why strategic integration = paradox management
- Exploring some fundamentals of corporate strategy

Investing in business change and IT

- Diagnosing your organisation's investment culture
- Transforming IT budgets into a business value portfolio

Using total Enterprise Architecture (EA) to drive business innovation

- How to drive business innovation
- Architecting Enterprise

"Expert IT Customer" management model

- The IT customer's performance dashboard
- Organisation design, investment process, accountabilities and governance

Sourcing strategy

- The IT-related competencies you cannot outsource
- Optimising the value, cost and risk of your supplier portfolio

IT market watch revisited

- Turning research into value-adding tactics
- The ultimate destiny of the CIO

Audience

This a seminar for everyone involved in IT-related business decisions. There is no technical IT content, and any perceived gap between 'business' and 'IT' people is rapidly eliminated through a common language, skilled facilitation and a shared sense of purpose. Past delegates have included:

- CIO
- IT Strategist
- IT Manager
- Enterprise Architect
- Business Architect
- IT Consultant
- Business Consultant
- Business Information Manager
- Business Analyst
- Corporate or Business Strategist
- Business/IT Relationship Manager
- IT Manager who uses IT, or who has IT costs

Special Features

- Entirely founded on Chris's practical work with leading companies around the world
- Case study based on real life example
- No technical IT knowledge required
- Workshop format
- Chris's seminars regularly receive 10/10 for content and style

IT Strategy & Management Skills Seminars

The Corporate Strategy for IT
20-21 November 2012, London

Successfully Aligning Business & IT
22-23 November 2012, London

Getting to Collaboration: Building Effective Relationships
27-29 November 2012, London

Multiple Seminar Discount

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"Intense. Thought provoking!"

**Iain Roy, General Manager
Service Management, Nuffield
Hospitals**

*"Highly professional and interactive,
driving very good discussions."*

**Stephane Chatal, IS Global
Programs Director, Reckitt
Benckiser**

*"Very good seminar, added a lot more
value to my thought process than
expected."*

**Kshipra Singhvi, Head of
Business Applications, British
Council**

*"The seminar exceeded my
expectations."*

**Nigel Zaldua-Taylor, Head of
IS Strategy, Centrica**

"Exceeded my expectations."

**Rob Brown, IT Infrastructure
Development & Strategy
Manager, Insight Investment**

*"Met all of my objectives. Very clear
expectations."*

**Gordon Barnett, CTO, LCH
Clearnet**

Presenter



Chris Potts has been called "the world's leading thinker on IT investments" and is the author of 'FruITion: Creating

the Ultimate Corporate Strategy for Information Technology'. He has over 25 years' experience in corporate, business and IT strategies, investing in change, Enterprise Architecture and hands-on delivery. Chris is an award-winning speaker, hailed as an expert in his field by CIO.com, and a member of the Strategic Planning Society.

In-House Training

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22-23 November 2012,
21-22 March 2013,
London

Fee £1095 + VAT

Group Booking & Series
Discounts Available

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"A lively and enlightening seminar that revealed some very practical tips on aligning IT to the business. I learnt some effective ways that business and IT can work together towards a single goal of creating solutions that add value. This seminar exceeded my expectations."

**Leighton Keenan, ICT
Manager, Bron Afon
Community Housing**

"A well presented seminar. Adding value to developing practical alignment approaches, provoking thought, and giving excellent tools and learning to take home with. Very professionally conducted."

**Mr Timo Koponen, CIO, Altia
Plc**

"Very good. Showed me some new management tools."

Phil Adams, Bodycote

Presenter



Jeroen Derynck

is a seasoned program manager with a proven track record in business/IT and IT transformation projects. As an Enterprise 2.0 strategist he has guided companies to thrive in the "networked society". Jeroen consults, writes and lectures about the information workplace, web/enterprise 2.0 and IT-enabled innovation with a specific focus on the relationships between IT, strategy, communications and Human Resources. When implementing programs, he centers on implementing communication tools that enhance information exchange and stimulate creative interactions between business and IT in a climate of empowerment and community building. He was co-author of the book "Business/IT Fusion: Beyond Alignment..."

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Successfully Aligning Business and IT

Jeroen Derynck

Overview

Survival in today's complex business climate demands effective and decisive action. Organizations can only remain competitive if they can keep up with the challenges of the new economy and are capable of continuously adapting strategy, operations and IT investments. While Business executives are confronted with new paradigms like the consumerization of technology, cloud computing, big data and the rise of the mobile customer, they increasingly wonder how to fit IT into the equation. Technological and social trends become a real management concern as they risk to affect business strategy and operational execution. In the current business climate, IT not only has the potential to evolve towards a 'strategic' role in support of the chosen business strategies, it also bears the promise of shaping new business models.

Untapping the Hidden Potential of IT

IT-savvy organizations that understand how to leverage investments in technology to their advantage continue to outperform their competitors with double-digit figures. Strategic alignment of IT exists when an organization's goals, activities and information systems that support them remain in harmony. Alignment is a true management concern and not a 'one and done' activity - it is a journey towards a new way of doing business where IT is managed in a way that mirrors the strategic priorities of the organisation.

Why you cannot afford to miss this seminar

Did you know that the world's largest 500 companies lose more than \$14 billion* every year from failed IT projects alone. Only companies that receive focused board direction on IT-related risk will have a competitive advantage over those that don't.

Successful alignment requires companies to have a clear view of strategy and operations, the plans and the activities. Only with increased visibility they identify the barriers to alignment and close the gaps that will keep them from competing more effectively. Ineffective use of information technology combined with a separation of business and IT will make company performance suffer. In today's new economy, taking business decisions without consideration of IT will have damaging outcomes and introduce significant risk.

(*Taming Information Technology Risk: A New Framework for Boards of Directors)

Learning Objectives

In this two-day workshop, you will discover everything about the essentials of alignment and how to put these into practice. Thanks to a blended format of teaching and workshops, you will get a better insight into the crucial enablers for Business/IT alignment. Throughout the sessions, delegates get the opportunity to share their personal experiences and concerns while learning from their peers. After two days, delegates will be able to build their own business/IT alignment roadmap based on the following fundamentals.

- Intelligent IT steering
- Portfolio Management
- IT budget control and reporting
- The evolving role of CIO
- IT leadership and communication
- Project Governance and management methodologies
- Enterprise Architecture
- Integrated business/IT planning
- Communication and IT marketing as a quick win to improve the relationship between business and IT

Seminar & Workshop Outline

Seeing the signals of misalignment

- Why Business/IT alignment should be the primary concern of business and IT executives
- The barriers to alignment
- The evolving role of the CIO
- Technology trends and the future of the IT department
- How IT can shape business strategies and create sustainable competitive advantage

A shared responsibility

- The alignment trap
- Why alignment should be a shared responsibility
- Why IT people should think like business people (and vice versa)
- From Enterprise Architecture to Business Architecture
- Intelligent IT governance: integrating business and IT planning
- IT-portfolio thinking: moving beyond the cost of IT

Culture, competences and communication

- Overcoming the barriers to alignment
- Building a new (IT) culture
- It is not about communication, it is about IT marketing
- Relationships do matter: how to get the right skills on board
- The hybrid organization: how you can adapt to the evolving business and IT landscape

The alignment journey

- Managing IT like a business transformation program
- Building an alignment roadmap
- Choosing the right IS strategy to support the business transition
- The long tail of IT: how Enterprise 2.0: puts the users back into the driving seat

Audience

Both IT and Business people who want to know more about Business/IT alignment, IT governance and improving the relationship between IT and business...

- CIO, CEO, COO
- Business Analyst
- Project/Programme Manager
- IT Strategy
- Business Information Manager
- IT Governance Officer
- IT Management
- Business & IT Architects
- Business Process Manager

Getting to Collaboration: Building Effective Relationships

Andy Wilkins and Kate Stuart-Cox



27-29 November 2012,
London

Fee £1,445 + VAT

Group Booking & Multiple Seminar
Discounts Available

Overview

We work with others every day to solve problems and make decisions. Why are some of our working relationships highly productive, others frustrating and ineffectual? Why is the "silo" mentality so prevalent in the workplace? In an increasingly complex, interrelated, global world the ability to build and sustain collaborative relationships is an essential skill required at every level of an organization.

This course provides the understanding and capabilities required by individuals to build more successful and collaborative relationships - internally in teams, across functions and departments, or externally with suppliers, customers and partners.

Entirely based on a combination of research and real practical experience of what works and what doesn't, this workshop will help you to:

- Find out who you are
- Explore and change the impact you have on others
- Transform the relationships you have with others - should you decide to use what you learn

Learning Objectives

This workshop is about helping you **to think AND** act differently – it is designed to help you get to the next level of performance in working with others and is personally very challenging. You will be required to take a long hard look in the mirror at your mental models and behaviours and to make decisions about whether your current approach is really helping or hindering relationships.

- Understand the fundamentals of collaboration: principles, benefits and barriers.
- Understand and use the many 'faces' of tension and conflict.
- Understand the power of collaborative relationships.
- Increase your self awareness of how you currently collaborate and manage working relationships.
- Strengthen your working relationships to get optimal results:
 - o Identify your problem solving thinking style, and know how to flex your style and transfer this knowledge to increase the effectiveness of working relationships.
 - o Gain powerful insights into your values and beliefs, and the importance and implications of your personal values when working with others.
- Positively transform your communication with others:
 - o Recognize when and why personal assumptions create barriers to collaboration.
 - o Recognize different defense mechanisms and know how to remove the barriers to trust using skilful dialogic conversations.
 - o Listen effectively to aid clarity and avoid misunderstandings.
 - o Give and receive constructive developmental feedback.
- Know how to transfer your knowledge to the workplace, set an action plan for your self- development and actively use your collaboration skills to increase your effectiveness.

Seminar & Workshop Outline

Breaking down the "silos" - the principles of effective, collaborative relationships.

- What is collaboration? Understanding the barriers to and benefits of collaborative relationships.
- Collaboration starts with the individual. Understanding your mental models and personal approach - the discipline of self- management. Understanding the learning and personal change process.

The many 'faces' of tension and conflict.

- Understand your own and other people's perceptions and behaviours when faced with tension and conflict
- Know how to surface and remove the "hidden elephants" – getting to the real problem – discussing the undiscussables

The dilemmas and value of differences.

- Understanding your own and different problem solving styles and values and the implications when working with others.
- Understand how differences in perceptions and assumptions impact collaborative behaviour: Letting go of preconceptions, changing our mental models.

Bridging the communication gap - building skills for effective conversations.

- Improved interpersonal communication through active listening. The difference between "hearing" and skilful listening. The power of understanding both the rational and emotional.
- How to give and receive feedback skilfully. Understand the challenges and overcome inhibitors.
- The principles of skilful (dialogic) conversations. Understanding and managing defensiveness. Preventing conflicts - removing 'elephants' to address the heart of the problem.

Crossing the divide from "knowing" to "doing".

- Avoiding the "smart talk trap" as a substitute for taking action.
- How smart companies, teams, and people use new insights, knowledge and take action.

Audience

Anyone wanting to improve his/her capabilities for more effective working relationships and collaboration. Particularly applicable for leaders or managers seeking to build collaboration within teams, across functions or departments.

Special Features

- This workshop is based on solid research as well as Andy and Kate's practical client work across the world.
- It is highly experiential - you will be involved in using the new skills to build more effective relationships – not just discussing it.
- No technical or IT knowledge is required.
- To get the most from this workshop you will be challenged and supported to get to a higher level of performance.

IT Strategy & Management Skills Seminars

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20-21 November 2012, London

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Group Booking Discount

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Presenters



Andy Wilkins has more than 20 years' experience helping people, teams and

organizations significantly improve their performance. He has delivered more than 450 programs, workshops and coaching sessions for international companies in 11 countries. In 1997, Andy co founded Perspectiv, a research, consulting and training company specializing in the use of creative problem solving, strategy, leadership, and team development methodologies to help change and growth. Andy is also an Honorary Senior Visiting Fellow at Cass Business School in London on various MBA and MSc courses on innovation and management. He is currently working with the Business School on the delivery of the new master's program in Creativity, Innovation and Leadership.



Kate Stuart-Cox is a highly skilled facilitator, educator, and coach with over 20 years' experience in helping

individuals and teams get to higher performance levels. Kate's great strength is in working with people at a very practical, down to earth, and pragmatic way. She has worked with organisations such as Cass Business School, Dell Computers, Guinness, International Masters Publishers, Marshall Cavendish, National Grid, Platinum Guild International, RHM, and WHICH.

In-House Training

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8-9 October 2012,
28 February - 1 March 2013,
London

Fee £1095 + VAT

Group Booking & Multiple
Seminar Discounts Available

Business Analysis Seminars

Working with Business Processes
8-9 October 2012, London

Building and Using a Business
Process Architecture

10-12 October 2012, London

Mastering the Requirements
Process

16-18 October 2012, London

Mastering Business Analysis

8-9 November 2012, London

Business Rules & Decisioning
Masterclass

15-16 November 2012, London

Multiple Seminar Discount

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to the following discounts:

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Group Booking Discount

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time. We regret that this offer
cannot be used in conjunction
with the Multiple Seminar
Discount or any other discount.

"Excellent! Great knowledge and
teaching style."

**Peter Jarvis, Executive
Director – Lead Business
Architect, JP Morgan**

"An engaging and informative
coaching session, presented by a
world-class expert, packed full of
practical advice which I could start
applying the very next day. Well
recommended!"

**Steven Price, Senior
Solution Architect, Griffiths
Waite**

"Alec's course gave a practical
hands on approach to learning
about working with business
processes. Alec's humour and
infectious enthusiasm made the
course great fun too. A very
worthwhile use of my time – wished
I'd gone much sooner!"

**Simon Bailey, Senior
Business Analyst, Syngenta**

Presenter



Alec Sharp's
expertise includes
facilitation, strategy
development,
data management,
business analysis, and

business process improvement.
He conducts workshops and
conference presentations on
these topics globally, consistently
receiving "excellent" ratings.
Alec is the author of the second
edition of "Workflow Modeling"
(Artech House, 2008) which is
widely used as a university text
and is a best-seller in the field.

In-House Training

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Working with Business Processes

Discovery, Assessment, Mapping, Analysis & Design

Alec Sharp

Overview

Business processes matter, because business processes are how value is delivered. Understanding how to work with business processes is now a core skill for business analysts, process and application architects, functional area managers, and even corporate executives. But too often, material on the topic either floats around in generalities and familiar case studies, or descends rapidly into technical details and incomprehensible models. This workshop is different – in a practical way, it shows how to discover and scope a business process, clarify its context, model its workflow with progressive detail, assess it, and transition to the design of a new process by determining, verifying, and documenting its essential characteristics. Everything is backed up with real-world examples, and clear, repeatable guidelines.

Learning Objectives

- Identify a "true" business process, and specify its boundaries and goals
- Describe the key factors that differentiate process and functional approaches
- Employ a variety of techniques to keep stakeholders involved, and promote "process orientation"
- Establish the scope, issues, and goals for a business process
- Model process workflow at progressive levels of detail using Swimlane Diagrams
- Stop process modeling at the appropriate point, and move on to other techniques or phases
- Conduct a structured assessment of a business process
- Transition to the design of a new process while avoiding common (and serious!) pitfalls

Seminar & Workshop Outline

Business processes – what they are, and how to discover them

- Variations on what is meant by "process"
- Guidelines for well-formed processes and business processes
- Impacts of incorrectly identifying business processes
- Example – using this method in identifying "true" business processes
- Summary – six rules for business processes

Working with business processes – frameworks, difficulties, and methods

- Two perspectives: functional (skills and resources) and business process (results and value)
- Reconciling the two – philosophies and methods for helping functions and processes get along
- Impact of business processes for application and process architects
- Introduction to process modeling techniques – decomposition, flow, and other techniques
- Progressive detail – working through the scope, concept, and specification levels
- Understanding the six enablers of a business process – a critical framework
- Methodology overview – a three-phase approach to completing a process-oriented project

Discovering your enterprise's business processes

- Depicting "process areas" with an "overall process map" or "process landscape"
- Using "off the shelf" frameworks
- Contrasting top-down and bottom-up methods for process discovery
- When to use one-on-one interviews, when to use group sessions
- Beginning your analysis by clarifying terminology – a structured approach
- Process patterns and inter-process relationships that will emerge
- Case study: hands-on practice with process discovery, team work and group debrief

Framing the process – determining scope, issues, and goals

- Separating the "what" from the "who and how"
- Defining "what" (the essence) and "who and how" (the current implementation)
- Case study – defining process scope
- Initial assessment of the "as-is" process and goal-setting for the "to-be" process
- Clarifying strategic direction – the process "differentiator"
- Issues and opportunities in applying the differentiator framework to a business process
- Case study – process assessment, goals, and differentiator

Workflow models – the essentials

- The philosophy behind workflow models ("swimlane diagrams") – why we really do it
- The three most common errors in workflow modeling, and three keys to success
- Real examples of effective and ineffective process flow models

Audience

Business Analysts who are responsible for requirements specification or are involved in business process re-design or improvement

Business and Process Architects responsible for establishing frameworks and direction for enterprise processes

Business Managers and Content Experts who will

participate in process re-design or process-oriented application development efforts.

Prerequisites:

There are no prerequisites in this course. However, Business Analysts who expect to do extensive process analysis will find that some understanding of information systems concepts may be helpful in establishing context.

Building and Using a Business Process Architecture

Roger Burlton

10-12 October 2012,
25-27 February 2013,
London

Fee £1445 + VAT

Group Booking & Multiple Seminar
Discounts Available

Overview

This seminar provides a comprehensive examination of Enterprise-level Business Process Architectures and their Alignment with other enterprise capabilities. It will deal with all the complexities of Business Process Management (BPM) at the strategic level of organizations. It emphasises the management of business processes as assets of the enterprise. It focuses on the critical role that processes play in connecting the strategic objectives of the organization with its resources and with what people do every day. In addition it also will cover how to use the architecture in process centric transformation projects. The facilitated workshop sessions throughout are highly interactive and ensure experience-sharing with other delegates.

Learning Objectives

- Understand what's new in strategic level BPM practices
- Be able to apply enterprise-wide architecture and process-level techniques that are aligned
- Be able to set up an internal pragmatic BPM Centre of Expertise that supports the models produced
- Learn how to sell the enterprise process value proposition and gain cross-organization acceptance
- Be able to develop a process architecture that is the foundation for planning, budgeting, organization design, compliance, change management, SOA and the introduction of breakthrough BPMS technologies
- Be able to use the architecture to accelerate process change projects and model development
- See how to institute day-today process asset management and governance frameworks for continued progress

Seminar & Workshop Outline

The Foundation of Enterprise Process Thinking

- Business performance pressures: Time, Cost and Agility
- Integrity, Alignment and Traceability through a Process Architecture
- Strategy, Stakeholders and Process Maps
- BPM technologies
- An enterprise process methodology framework
- The fit of Six Sigma, Lean and other process techniques

Enterprise Strategic Intent and Stakeholder

Analysis: The Architectural Beginnings

- Business Strategic Intent to define and align processes
- Stakeholder Analysis (Who Cares?)
- Vision, Goals, KPIs and Strategic Objectives (The Enterprise Criteria)
- Alignment and Change Criteria

Workshop: What are the strategic and stakeholder criteria for your process architecture?

Process Architecture Models: The Foundation for Enterprise Governance and Process Management

- An asset lifecycle approach for developing your process architecture
- Using Frameworks and industry reference models
- Building a bespoke process architecture model
- Process scoping and enterprise process mapping
- Process / stakeholder alignment

Workshop: What is your processes architecture map?

Process Organization, Measurement Systems and Governance

- A Process Governance Framework
- Ongoing Process Management up and down the organization chart
- The Matrix revisited: optimising process and functional structures
- Responsibilities and incentives for stewardship/ownership/management
- Process-Managed Scorecards, Alignment and Traceability

Dealing with Information, Knowledge and Business Rules

- Cross-referencing Information to the Process Architecture Map
- Combining knowledge learning and process feedback
- Separating Business Rules from Processes for Agility

Aligning Enterprise Capabilities (Technological, Human and Facility)

- Process-Driven Enterprise Architecture and the Zachman Framework
- The Process Architecture as the foundation for Service Oriented Architecture (SOA)
- Business Process Management Systems (BPMS)
- Business Activity Monitoring (BAM)

- Technology Standards
- Human competency alignment
- Facility requirements

Prioritizing Changes and Establishing a Transformation Portfolio

- Value and performance-driven process change prioritization
- Rationalizing existing initiatives
- Re-aligning budgets and resources
- Tools for Managing Process and Programme Knowledge

Workshop: What are your priority processes for renewal?

Leveraging Process Architecture into a Process Improvement Project

- Determining Process Vision, Goals and Objectives
- Scoping the Process Project
- Ensuring Traceability with the Architecture
- Understanding process modeling standards, documentation and notations
- Gathering Information and Modeling the Current Process
- Analyzing the Current Process
- Redesigning the process: Innovation
- Modeling the 'To-Be' state
- Validating the design

Workshop: Develop an aligned Process Scoping model and project charter

Human Change Management: Perceptions and Politics

- Understanding concerns and fears of Executives and Staff
- A method and tools for navigating fear
- Incentives and evaluation systems
- A Communications strategy

Workshop: What are your Stakeholders' Concerns and how will you communicate to mitigate them?

Building a Business Process Centre of Expertise

- PCoE Support Services Catalog
- PCoE support roles and required competencies?
- Gaining credibility and trust
- PCoE versus governance

Summary

- Comparing your status to a Multidimensional Maturity Model
- Critical Factors revisited

Audience

- Business and IT Architects
- Senior Business Analysts
- Business and IT Strategists
- CIOs, Management and IT Consultants
- Change Management Team Members
- Business Process Management Teams
- Line of Business Managers and Executives
- Project and Programme Managers
- Quality Programme Professionals

Business Analysis Seminars

Working with Business Processes
8-9 October 2012, London

Building and Using a Business Process Architecture
10-12 October 2012, London

Mastering the Requirements Process
16-18 October 2012, London

Mastering Business Analysis
8-9 November 2012, London

Business Rules & Decisioning Masterclass
15-16 November 2012, London

Multiple Seminar Discount

Attend more than one of our seminars and you will be entitled to the following discounts:

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| 2nd course | 10% |
| 3rd course | 15% |
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| 5th+course | 25% |

Group Booking Discount

20% discount for 5 or more registrations made at the same time. We regret that this offer cannot be used in conjunction with the Multiple Seminar Discount or any other discount.

"Provided extremely relevant and pragmatic advice. Roger Burlton has an excellent combination of knowledge and experience."

Tim Taylor, Process Model Manager, Ministry of Defence

"Excellent course. Roger really is an expert in this field and the course provided the right balance of theory and practical examples. There was lots of interaction to help you practice the techniques and some real quick wins you can take and use straight away."

Wendy Gell, Principal Business Analyst, Skandia

"Excellent overview of business process management. (Speaker was) very knowledgeable with lots of examples based on experience."

Corrine Thomas, Global Business Analyst, Vodafone Group

Presenter



Roger T Burlton is the co-founder of BPTrends Associates, founder of Process Renewal Group and the author of 'Business

Process Management: Profiting from Process'. He is considered an industry leader in the introduction of innovative approaches for organizational change. To date, he has conducted over seven hundred seminars and has presented to over fifty thousand professionals. His seminars have been translated for diverse audiences around the globe.

In-House Training

For an in-house presentation of this or any other IRM UK seminar, please contact us on:
T: +44 (0)20 8866 8366
E: customerservice@irmuk.co.uk

8-9 November 2012,
9-10 April 2013
London

Fee £1095 + VAT

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Seminar Discounts Available

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"Very interesting and confirmed my beliefs of what a BA should be doing."

Kelly Newnham, Business Analyst, Scottish & Southern Energy

"Very good explanations when questions aired. Lots of real life examples too."

Claire Pearson, Business Process Analyst, AQA

"Attending Mastering Business Analysis seminar brought me even closer to understanding what IT can do for business."

Gasper Babic, IT Account Manager for Comops, Lek Pharmaceuticals

Presenter



James Archer is a practicing Business Analyst and Project Manager working for the Royal Borough of Kensington and Chelsea. James has 20 years ICT experience mainly in the public sector. He speaks and teaches on various aspects of Business Analysis to organisations across the UK including running popular workshops at the Government IT Profession Conference. He is a co-founder of the Business Change Special Interest Group of the BCS. In 2009 James was awarded 'The Business Analyst of the Year' IT Industry Award.

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Mastering Business Analysis

James Archer

Overview

Understanding a business is paramount to changing it; regardless of whether the change is done by automation or reworking the business process. Business analysis is the craft of investigating a business by modelling it and other means, and to use the outcome of the investigation to derive better ways of carrying out that business. Business analysis is a precursor to writing requirements for any proposed automated system.

Business analysis is a combination of modelling, systemic thinking, innovating, communicating, root cause analysis, persuasion and several other analytical skills. In short, business analysis is about understanding the real business, finding the true business problem and providing solutions to make the business work better.

Learning Objectives

- Discover real business needs, not just the superficial ones.
- Improve the business processes by applying automation or other means.
- Define the most beneficial scope for the analysis project.
- Use models to understand and communicate the business processes, and ensure stakeholders also understand.
- Understand how to employ business events as a way of partitioning the business for easier understanding.
- Be better at interpersonal communication.
- Think systemically, and find the best way to improve your client's business.
- Be a better business analyst.

Seminar & Workshop Outline

Business Analysis

- Improving the business
- Studying a business to see the real problem
- The types of problems in organisations
- Using systems thinking to see past the technological bias
- Goals, benefits and opportunities
- The desired future state of the business
- How business analysis fits into the development process

Modelling The Business

- Modelling as a way to understand the business
- Business Process Modelling Notation (BPMN)
- UML models
- "Just enough" modelling
- Scenarios, the "business friendly" model
- Data models
- Models and useful abstractions

Business Events

- Business events to organise the analysis
- Triggers that make the business respond
- Modelling the response to the business event
- The end-to-end business process
- Business use case (BUC)
- Improving the business processes using BUC scenarios

Systems Thinking

- Looking at the whole of the business
- Systems dynamics and the effect of changes
- Thinking "above the line"
- The essence of the business
- SWOT, ALUo and CATWOE, and how to see your project
- Finding the right system to build

The Human Element

- Human communication
- Interviewing the stakeholders
- Presenting your ideas
- How to make others understand your ideas
- Convincing your audience
- Facilitating workshops

Delivering

- Bringing about the changes to improve the business
- The most beneficial changes
- Effective business processes
- Identifying high-value projects

Audience

- Business Analysts
- Systems Analysts
- Project Leaders
- Requirements Engineers
- Product or Program Manager or similar titles.

We also find Users and Software Customers benefit from learning state-of-the-art business analysis techniques, and how they can contribute to this vital activity.

Special Features

- All teaching chapters are reinforced with hands-on workshops
- The course is modelling-technique agnostic. UML, BPMN and other notations are discussed and used
- The course is run informally with lots of opportunity to discuss issues with the instructor
- The course is at all times made relevant to your own work situation

IIBA® Accreditation

Mastering Business Analysis has been endorsed by The International Institute of Business Analysts. As such, this course has been approved as being aligned to the Business Analysis Body of Knowledge (BABOK) and hence are recommended training for business analysts who wish to sit the exam to become Certified Business Analysis Professionals (CBAP). For further information on how to register for the CBAP examination please refer to certification at www.theiiba.org. The IIBA®'s endorsement is registered by The Atlantic Systems Guild.

IIBA United Kingdom
Chapter
Mastering Business Analysis is an endorsed course by the IIBA v2.0 of the BABOK as registered under The Atlantic Systems Guild.

Mastering the Requirements Process

Suzanne Robertson

16-18 October 2012,
20-22 February 2013,
London

Fee £1445 + VAT

Group Booking & Multiple
Seminar Discounts Available

Overview

Software can solve almost any problem. The problem is that we don't always understand what the problem is. Understanding the problem—the real problem—is the role of the requirements process. This workshop presents a complete process for uncovering the real requirements, testing them for correctness, and recording them clearly, comprehensibly and unambiguously. This requirements process starts with the business—for it is only within the business that you can discover the real needs. When you know the real needs, it is possible to determine the system that best serves those needs, and to specify, completely and innovatively, the requirements to get that system built. Correctly.

Learning Objectives

- Determine the real needs of your client
- Uncover the essence of the business
- Recommend a system to improve it
- Learn diverse elicitation techniques to uncover the real requirements
- Write requirements that are complete, traceable, and testable
- Write requirements for agile projects
- Understand the need for (and how to write) both functional and non-functional requirements
- Precisely define the scope of the project
- Discover the stakeholders and keep them involved
- Use prototypes and sketches to discover hidden needs
- Get the requirements quickly, and incrementally
- Learn state of the art requirements techniques

Seminar & Workshop Outline

The Requirements Process

- An overview of the process for gathering and verifying requirements
- A discussion on how this process can fit into your organization
- A demonstration of how requirements fit into agile processes

Project Blast-Off

- Scope, Stakeholder, and Goals; the holy trinity of requirements gathering
- How to define a precise scope for the business area to be studied
- How to "Step Back" for a better look at the business
- How to use stakeholder maps to find all the stakeholders
- How to ensure the project's goal is measurable and testable

Trawling for Requirements

- How to use business events and business use cases to find the right business
- How to use apprenticeship, workshops and other elicitation techniques
- Using the Brown Cow model to see the work more clearly
- How to be more innovative with requirements

Functional Requirements

- Use case scenarios, and how they are used to find the right product to build
- Determining the system boundary
- How to find the requirements, and write them clearly
- How to write requirements, not solutions

Non-functional Requirements

- The importance of non-functional requirements
- Usability, look and feel, performance, security and other non-functional requirements.
- How to find the non-functional qualities the product must have

Managing Your Requirements

- Using the Requirements Knowledge Model to manage your requirements
- Prioritising requirements
- Dealing with conflicting requirements
- Automated requirements tools

The Quality Gateway

- How to test requirements and ensure that they are fit for purpose
- How to write fit criteria to make your requirements precise and accurate
- How to prevent scope creep
- How to avoid gold-plated requirements that add little value to the system
- How to ensure the requirement is a complete statement of need

Prototyping and scenarios

- Using sketches and prototypes to drive out requirements
- Low and high-fidelity prototypes
- Storyboards
- Exception and alternative scenarios

Your Requirements Process

- How to use an incremental requirements approach
- Making your own process more effective

Audience

- Business Analysts
- Systems Analysts
- Requirements Engineers
- Requirements Managers
- Software Engineers
- Software Developers
- Project Leaders/Managers
- Programme Managers
- Product Managers
- Consultants
- Users and Software Customers

Special Features

- Suzanne Robertson has over 30 years real-world experience.
- You learn industry-proven requirements techniques
- You can discuss your own requirements issues with your instructor.
- This course introduces the concepts of business use cases and product use cases as the most convenient way to manage your requirements
- We show you how to use fit criterion to bring precision to your requirements
- Teaching chapters are reinforced with hands-on workshops.
- In the final session, through discussions, interaction and demonstrations, you ensure that you have the requirements process that is most suitable for your organization.
- You receive the Volere Requirements Specification Template (downloaded over 20,000 times) with advice on how to make this your own template.
- You receive a copy of Suzanne and James Robertson's book Mastering the Requirements Process

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"Suzanne's experience and enthusiasm was infectious!"
Eve Finney, Business Analyst, ING Direct

"The flow followed that of the requirements process, was easy to relate to and follow."
Tom Jacobs, Business Analyst, Lloyds TSB

"Lively, knowledgeable, articulate - absolutely excellent."
Steve Coe, Requirements & Testing Manager, Department of Work & Pensions

"One of the best!"
Helena Bone, Senior Business Analyst, HBOS General Insurance

"Good theory, loaded up with solid practical experience. Excellently communicated and paced."
Ian James, Principal Consultant, Ordnance Survey

Presenter



Suzanne Robertson is a principal and founder of the Atlantic Systems Guild. Suzanne is co-author of 5 books including Mastering the Requirements Process and Requirements-Led Project Management. She has more than 30 years experience in systems specification and building. Her courses on requirements, systems analysis, design and problem solving are well known for their innovative workshops.

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"This course gave me a good insight into the Business Rules methodology and was illustrated by practical examples. The book provides ongoing support as I translate the principles into practice."

Chas Cowie, Business Systems Analyst, DHL Global Forwarding

"Interactive. Listens. Provides real life examples."

Colin Woods, Technical Architect, Virgin Mobile

Presenter



Ronald G. Ross serves as Executive Editor of BRCommunity and its flagship publication, Business Rules Journal.

He is a sought-after speaker at conferences world-wide. Mr. Ross is recognized internationally as the "father of business rules."

He is active in OMG standards development, with core involvement in SBVR.

Mr. Ross is Principal and Co-Founder of Business Rule Solutions, LLC. Mr. Ross is the author of nine professional books. His newest are: Building Business Solutions: Business Analysis with Business Rules with Gladys S.V. Lam (2011, an IIBA® Sponsored Handbook) and Business Rule Concepts (2009), a 3rd edition of his ever-popular, easy-to-read 1998 handbook.

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Business Rules and Decisioning Masterclass

Ronald Ross

Overview

Do your processes always produce correct and consistent results? If not the problem probably lies with your business rules and decision logic. Business Analysts need the right techniques to fix these problems - process models, use cases, data models and other requirement techniques just don't do the job.

Business Rules are criteria used to judge the correctness of business behavior and to make operational business decisions. Many Business Analysts have not been exposed to the well-formed, in-depth body of best practices and standards developed over the past decade for this area. These techniques have proven invaluable in developing better business requirements. This seminar explains how business rules can be expressed, analyzed, validated, and managed as easily and as quickly as possible.

Decisions are choices made in day-to-day business operations. Such decisions are highly repetitive - they might be taking place hundreds or thousands of times per day, per hour, or even per minute. They are predictable and well-structured in terms of the outcomes they produce. New, highly pragmatic techniques have emerged in just the past several years for top-down decision analysis. The results are ultimately organized into decision tables, a set of technique all Business Analysts should know.

This hands-on workshop gives you essential tools that can help you achieve order-of-magnitude improvements in business capabilities. The result is simpler, smarter process models and a huge boost in business agility. Learn applied techniques from the recognized world leader in the field.

Learning Objectives

- Conduct smarter, more effective business analysis
- Identify and analyze decisions in business processes
- Use the most effective techniques to harvest business rules
- Write clear, business-friendly rule statements
- Create robust decision tables
- Validate business rules and decision logic with business people
- Identify anomalies and correct them early
- Perform concept analysis
- Develop a structured business vocabulary (fact model)
- Develop pragmatic visualizations
- Establish comprehensive traceability for your business rules
- Develop a successful rule management approach

Seminar & Workshop Outline

The why, what and who of business rules

- Why business rules
- What benefits you can achieve
- What business rules are, and are not
- Business rules vs. business processes
- Kinds of business rules: definitional vs. behavioral
- How the business should react to violations
- Business rules and decisions
- What skills you need to capture business rules effectively
- What you need to know

Creating a business vocabulary (concept model)

- Concept analysis: How to figure out what terms really mean
- Guidelines for definitions — do's and don'ts
- The concept model: Developing a structured business vocabulary
- Visualization
- What to avoid
- Steps: developing the concept model
- Completion checklist for the concept model

Class Exercises

Eight steps to find and capture business rules

- Capturing business rules from people's heads
- Capturing business rules from documents
- Using facilitated sessions
- Step-by-step approach
- What about reverse-engineering business rules from code
- Do's and don'ts

Eight steps to express clear business rules

- Business policies vs. practicable guidance vs. automated rules
- The role of business vocabulary
- Step-by-step approach
- Clarity and completeness
- Eliminating ambiguity
- Addressing exceptions
- Guidelines
- What to avoid and why

Class Exercises

Audience

- Business Analysts
- Business Rule Analysts
- Business Architects
- Enterprise Architects
- Systems Analysts
- Decision Support
- Change Management
- Business Improvement Managers
- IT Managers
- IT Consultants
- Project Managers

This workshop is relevant for all business and IT professionals seeking order-of-magnitude improvements in their company's processes.

Special Features

- Taught by the author of 4 of the most popular books in the space: • *Business Rule Concepts (Third Edition)* • *Principles of the Business Rule Approach* • *The Business Rule Book* • *Building Business Solutions*
- All delegates will receive a free copy of Ron Ross's new book "Building Business Solutions"
- The most up-to-date ideas and hands-on best practices in business rules and decision analysis
- Bridging business vision, technical innovation and practical experience

Data Modelling Fundamentals

Build a Foundation in Data Modelling Concepts & Techniques

Data Modelling Masterclass

Sharpen Your Data Modelling Skills!

Steve Hoberman

Data Modelling Fundamentals Overview

Data Modelling Fundamentals contains a complete explanation of data modelling concepts and terminology, along with techniques for producing solid relational and dimensional data models. This course is designed to give you a practical understanding of data modelling that can be applied to your current projects.

Learning Objectives

- Use data modelling constructs and employ the “6 Questions” approach to ensure model precision
- Demonstrate reading a data model of any size and complexity with the same confidence as reading a book
- Explain relational and dimensional subject area, logical, and physical data models
- Build a business subject area model for your organization

Seminar & Workshop Outline

Modelling Basics

- What is a data model and how can a piece of paper with boxes and lines be such a valuable wayfinding tool to our organizations?
- What six questions must be asked to translate ambiguity into precision?
- What two situations can ruin a data model's credibility?
- What are five key skills every data modeller should possess?
- What do a data model and a camera have in common?
- What are entities, data elements, domains, and relationships?
- Why subtype and what are the differences between exclusive and non-exclusive subtypes?
- What are the different types of keys on a model?
- What are the perceived and actual benefits of surrogate keys?
- What is cardinality and how are the relationships on a data model read?
- What are the different ways to model hierarchies and networks?
- What is recursion and why is it such an emotional topic?

Subject area, logical, and physical data models

- How do relational and dimensional models differ?
- What are the three types of subject area models and how are they built?
- What is normalization and how do you apply it?
- What are the differences between transaction, snapshot and accumulating measures?
- What are conformed dimensions, junk dimensions, degenerate dimensions, and behavioral dimensions?
- What are the different navigation paths needed to drill down, up, and across?
- What are some dimensional modelling do's and don'ts?
- What is the difference between a star schema and a snowflake?
- Where should denormalization be performed on your models?
- What are the five ways of denormalizing?
- What is the difference between aggregation and summarization?
- What are views, indexing, and partitioning and how can they be leveraged to improve performance?
- What are the three different types of Slowly Changing Dimensions?

Data Modelling Masterclass Overview

The Masterclass starts off with an overview of the Data Model Scorecard®, ten categories for validating data model quality. Each of these categories is then discussed, with an emphasis on advanced techniques and guidelines within data modelling and requirements elicitation. You will know not just how to build a data model, but also how to build a data model well. Three case studies and many exercises reinforce the material and enable you to apply these techniques in your current projects.

Learning Objectives

- Apply requirements elicitation techniques including interviewing and prototyping
- Validate any data model through the Data Model Scorecard®
- Practice finding structural soundness issues and standards violations
- Build relational and dimensional subject area, logical, and physical data models
- Recognize situations where abstraction would be most valuable and situations where abstraction would be most dangerous
- Use a series of templates for scoping and validating requirements, and for data profiling

This course has as prerequisite Data Modelling Fundamentals or at a minimum an understanding of data modelling concepts.

Seminar & Workshop Outline

Overview to the Data Model Scorecard™

- The Scorecard is a set of ten categories for validating a data model. We will explore best practices from the perspectives of both the modeller and reviewer, and you will be provided with a template to use on your current projects.

Reviewing subject area, logical, and physical data models

- The subject area model captures a business need within a well-defined scope; the logical data model captures an application-independent business solution; and the physical data model captures the technical solution by focusing on factors such as performance and security.

Ensuring the model captures the requirements

- We will focus on techniques such as the use of spreadsheets and business assertions to ensure the data model meets the business requirements.

Validating model scope

- We will focus on techniques for validating that the scope of the requirements matches the scope of the model. If the scope of the model is greater than the requirements, we have a situation known as “scope creep.” If the model scope is less than the requirements, we will be leaving information out of the resulting application.

Following acceptable modelling principles

- We will focus on techniques for building sound designs.

Determining the optimal use of generic concepts

- There are three questions we need to ask before using abstract concepts such as Party and Event.

Applying consistent naming standards

- We will focus on data element and entity name and relationship verb phrase structure, term, and syntax.

Arranging the model for maximum understanding

- We will focus on techniques for arranging the entities, data elements, and relationships to maximize readability.

Writing clear, correct, and consistent definitions

- We will focus on techniques for writing useable definitions for both IT and business professionals.

Matching the model with the enterprise

- We will focus on techniques for ensuring the data model complements the “big picture”.

Comparing the metadata with the data

- We will focus on techniques for confirming the data elements and their rules match reality. Does the data element Customer Last Name really contain the customer's last name, for example?

Workshop.

- We will complete a full workshop where we get to practice many of the techniques learned in this course, including building subject area, logical, and physical data models.

Audience

- Data Modeller/Architect/Analyst
- Enterprise Architect/Solutions/Applications
- IT Consultant
- Business Analyst
- Project/Programme Manager

IIBA® Accreditation

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Data Modelling Fundamentals

11-12 September 2012,
5-6 March 2013, London

Data Modelling Masterclass

13-14 September 2012,
7-8 March 2013, London

Fee Data Modelling Fundamentals
OR Data Modelling Masterclass
£1095 + VAT

Data Modelling Fundamentals
AND Data Modelling Masterclass
£1970 + VAT

Data Management Seminars

Data Modelling Fundamentals
11-12 September 2012, London

Data Modelling Masterclass
13-14 September 2012, London

Defining & Executing your
Information Strategy
27-28 September 2012, London

New Technologies & Architectures
for Data Warehousing & Business
Intelligence
4-5 October 2012, London

Data Virtualization
29 November 2012, London

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“Best instructor of any course I have ever been on.”

Trish Daniells, Designer, The AA

“Steve was enthusiastic, very knowledgeable, humorous and a great instructor.”

Jacqueline Tomlinson, Data Analyst, Pension Protection Fund

“Excellent communication style, humour, informal but very knowledgeable. Best speaker on any training course that I have been on.”

Steve Ruane, Data Modeler, Co-Operative Bank

An extremely interesting and engaging course - I enjoyed it immensely! Steve is a very gifted trainer and managed through his enthusiasm for the subject and interesting anecdotes, to make the course a very enjoyable experience.”

Jonathan J Hall, Data Analyst, HSBC Bank Plc

Presenter



Steve Hoberman is a world-recognized innovator and thought-leader in the field of data modelling. Steve is a columnist and frequent contributor to industry publications, as well as the author of Data Modeler's Workbench and Data Modeling Made Simple. He is the founder of the Design Challenges group and inventor of the Data Model Scorecard™.

Endorsed by:

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Presenter



Rick van der Lans
is an independent
consultant, author and
lecturer specialising in
business intelligence,

data warehousing and database
technology. He is the Managing
Director of R20/Consultancy.
Rick has advised many large
companies worldwide on
defining their data warehouse
architectures. He is the chairman
of the European BI and Data
Warehousing Conference
(organised annually in London),
and a columnist for two major
newspapers in the Benelux, and
he writes regularly for the B-eye-
Network. Rick has taught this
seminar successfully to hundreds
of delegates worldwide.

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Data Virtualization for Agile Business Intelligence Systems

Rick van der Lans

Overview

The way decisions are made in organisations is changing. The biggest change is that they have to react faster. Managers increasingly find they have less time to make decisions after business events occur. The consequence is that it must be possible to change existing reports faster, and that reports must be developed more quickly. From this we can include that our BI systems have to be more flexible, more agile. In addition, new forms of reporting and analytics are being requested by the user community, such as operational analytics, 360° reporting, exploratory analysis, deep and big data analytics, self-service BI, and semi-structured and unstructured data analytics. All these new requirements demand that BI systems are developed in a more agile way. One of the technologies making this possible today is data virtualization.

This one day seminar focuses on data virtualization when deployed in business intelligence systems. The advantages of data virtualization are explained; products are compared, application areas are discussed; and the relationship with related topics, such as MDM, data governance, and SOA are also discussed.

Learning Objectives

- How business intelligence systems could benefit from data virtualization
- How to select the right business intelligence architecture
- How to migrate to a more agile business intelligence system
- How data virtualization products work
- How to avoid well-known pitfalls
- Learn from real-life experiences with data virtualization

Seminar Outline

Introduction to data virtualization

- What is data virtualization?
- Differences between abstraction, data federation and data integration
- Open versus closed data virtualization servers
- Product overview, including those of Composite, Denodo, IBM, Informatica, Information Builders, Qeuplix and RedHat

The changing world of data warehousing and business intelligence

- The new forms of business intelligence
- The role of the data warehouse
- Do we still need staging areas, data marts, cubes and operational data stores
- ETL for data transformation and data integration
- What is a business intelligence architecture?
- Disadvantages of classic business intelligence systems

Under the hood of a data virtualization server

- Defining virtual tables, foreign tables and mappings
- Exposing virtual tables
- Stacking virtual tables
- Importing non-relational Data, such as XML documents, web services, NoSQL databases – big data, dimensional cubes and unstructured data
- Impact analysis and lineage
- Running transactions – updating data

Caching for performance and scalability

- Caching of a virtual table for improving query performance, creating consistent report results, or minimizing interference on source systems
- Differences between full refreshing, incremental refreshing, live refreshing, online refreshing and offline refreshing
- Cache replication for scalability

Query optimization techniques

- Differences between the optimizer of a database server and the one of a data virtualization server
- The ten stages of query processing

- The optimizer of a data virtualization server
- Different optimization techniques, including query substitution, pushdown, query expansion, ship joins, sort-merge Joins, statistical data and SQL override

A business intelligence architecture based on data virtualization

- On-demand versus scheduled integration and transformation
- Making a BI system more agile with data virtualization
- The advantages of virtual data marts
- Strategies for adopting data virtualization
- Application areas of data virtualization
- The need for powerful analytical database servers
- Migrating to a data virtualization-based BI system

Data Virtualization and SOA

- Developing data services with a data virtualization server
- Updating data through a data service

Data virtualization and master data management

- What is master data management?
- How can data virtualization help with creating a 360° view of business objects
- Developing MDM with a data virtualization server – from a stored to a virtual solution

Data virtualization, information management and data governance

- Impact of data virtualization on information management
- Impact of data virtualization on data governance
- Developing data services with a data virtualization server
- On-demand data profiling and data cleansing
- The need for upstream data cleansing

The future of data virtualization

- Data virtualization as a driving force for data integration
- More memory – More SSD
- Potential new product features

Audience

- Business Intelligence Specialists
- Data Warehouse Designers
- Business Analysts
- Technology Planners
- Technical Architects
- Enterprise Architects
- IT Consultants
- IT Strategists
- Information and Data Analysts
- Database Developers
- Database Administrators
- Solutions Architects
- Data Architects
- IT Managers

New Technologies & Architectures for Data Warehousing & Business Intelligence

Rick van der Lans

Overview

The world of business intelligence (BI) and data warehousing keeps evolving. Technologies such as analytical database servers, big data, NoSQL, Mashups, SaaS BI, data virtualization servers, advanced analytics, and SOA, have become available and offer new possibilities to organisations. In addition, the user requirements for business intelligence have also been changing: some need operational BI, others are looking at self-service BI, the third group has a need for more advanced analytical capabilities, and the fourth group wants to integrate everything within their spreadsheets. In short, the world of data warehousing is changing. This two-day seminar focuses on all these new developments, insights, ideas, and technologies. It is a must for every data warehouse specialist.

Learning Objectives

- Learn what new data warehousing and business intelligence technologies could mean for an organisation
- Learn how to select the right business intelligence architecture
- Learn how to migrate to a modern architecture that exploits and benefits from new technologies
- Learn how to develop a more flexible warehouse environment
- Learn how to avoid well-known pitfalls
- Learn from real-life experiences with introducing new technologies

Seminar & Workshop Outline

Introduction

- The status of data warehousing and business intelligence
- New trends and their impact on business intelligence:
 - The coming of operational BI
 - Analytics of unstructured data
 - Cloud computing and SaaS BI
 - Advanced analytics and self-service analytics
 - New storage and database technology, including appliances and solid state disks

The Stages of a Data Warehouse Project

- Determining an implementation strategy: top down or bottom up
- Analyzing a decision process before analyzing information needs
- Can Agile data warehousing be used to design and implement data warehouses?

Selecting a Business Intelligence Architecture

- Discussion of the different BI architectures, including Kimball's Data Warehouse Bus Architecture, Inmon's Corporate Information Factory, DW 2.0, the Federated Architecture, the Centralized Warehouse Architecture, the Data Delivery Platform, and the SaaS BI Architecture
- When to use a Staging Area and when to use an Operational Data Store?
- Designing an architecture to support operational BI
- Can production databases be accessed to implement operational BI?
- Is the only advantage of MDX and cube-based technology improved query performance?
- What exactly is the Data Vault method? Can it co-exist with the existing architectures?
- Integrating a BI architecture with Business Process Modelling

New Virtualization Architectures: the Data Delivery Platform and SaaS BI

- The essence of the Data Delivery Platform: decoupling data consumers from data stores to increase flexibility
- How to migrate from a classic BI architecture to the Data Delivery Platform?
- Is the DDP comparable to a federated architecture?
- The ultimate virtualized BI architecture: SaaS BI (BlaaS)

The Market of Tools for Reporting and Business Analytics

- Categorization of BI tools, ranging from simple query tools and reporting tools to tools for business analytics, forecasting, and business process optimization
- The rise of the analytic applications; or "BI out-of-the-box"
- Collaborative analytics: the marriage of social networks and BI
- The role of the Enterprise Information Portal in a data warehouse

- What do they mean with (managed) self-service BI and with BI for the masses?
- Open source solutions from Actuate, JasperSoft, Jedox, SpagoWorld, and Pentaho
- Integrating mashups and business intelligence: the BI mashup
- Working with unstructured data

The Market of Database Servers and Appliances

- How useful are classic relational database servers, such as DB2, Informix, Ingres, MySQL, Oracle, Pervasive PSQL, SQL Server, and Sybase, for data warehousing?
- Market of analytical database servers, including those of Aster Data, Exasol, EMC/Greenplum, Actian Vectorwise, Kognitio, Microsoft, IBM/Netezza, Oracle/Sun, ParAccel, Teradata and Vectra (HP)
- Merging OLAP technology with relational database servers, such as DB2, Oracle Iq, and SQL Server
- The strength of columnar/bitwise database servers, including Paracel, Sybase IQ and Vertica
- The market of open source database servers

Logical and Physical Design of a Data Warehouse

- Increasing the flexibility of an information model
- How to design our tables: normalized, denormalised, starschema, or snowflake?
- Modelling historic data
- Are star schema and snowflake designs appropriate for operational BI?
- What is the added value of Data Vault?
- Physical data warehouse design is for specialists

The Quality of Data

- How and where should data be cleaned?
- How well can data profiling tools spot incorrect data?
- Differences between data cleaning and data profiling tools

Data Logistics - Copying and Integrating Data

- Batch integration or on-demand integration?
- Market overview of ETL tools, including those of Ab Initio, IBM/Cognos, Informatica, iWay, Microsoft, Oracle, SAP/BO, and SAS
- Using federation servers for integrating data on-demand?
- What are data mart generators, such as Balanced Insight, BI-Ready, and Kalido?
- Using a Service Oriented Architecture for copying data
- Web services and mashups for importing external data

Meta Data and Master Data Management

- The importance of meta data for users
- The differences between technical, business, and operational meta data
- What is a Master Data Management system?
- Tools for developing business vocabularies

Audience

- Business Intelligence Specialists
- Data Warehouse Designers
- Business Analysts
- Technology Planners
- Technical Architects
- Enterprise Architects
- IT Consultants
- IT Strategists
- Systems Analysts
- Database Developers
- Database Administrators
- Solutions Architects
- Data Architects
- IT Managers

4-5 October 2012,
9-10 April 2013, London

Fee £1095 + VAT
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11-12 September 2012, London

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Defining & Executing your
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27-28 September 2012, London

New Technologies & Architectures
for Data Warehousing & Business
Intelligence

4-5 October 2012, London

Data Virtualization
29 November 2012, London

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| 5th+course | 25% |

Group Booking Discount

20% discount for 5 or more registrations made at the same time. We regret that this offer cannot be used in conjunction with the Multiple Seminar Discount or any other discount.

"Attendance at the Seminar is essential for anybody looking for advice, direction or best practice for BI and DW projects. The speaker was extremely knowledgeable and I now feel armed with unbiased and useful information that will really help my projects and decision making going forward."

Guy Harvey, Compass Group Plc

"Great insight in the history, present, and the future of BI industry. Definitely worth attending."

Vladimir Stanković, Software Engineer, Business Intelligence Department, IT Sector, Komercijalna Banka AD

"Rick is a very good presenter and very knowledgeable in this area - I learnt a lot."

Gene Rivera, Analyst - Information Management, Rasgas Qatar

Presenter



Rick van der Lans

is an independent consultant, author and lecturer specialising in business intelligence, data warehousing and database technology. He is the Managing Director of R20/Consultancy. Rick has advised many large companies worldwide on defining their data warehouse architectures. He is the chairman of the European BI and Data Warehousing Conference (organised annually in London), and a columnist for two major newspapers in the Benelux, and he writes regularly for the B-eye-Network. Rick has taught this seminar successfully to hundreds of delegates worldwide.

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Data Management Seminars

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"This seminar was an eye opener and a beginning of a discovery"

Juri Skopels, Data Architect, Control Risks

Presenter



Jan Henderyckx is a highly rated consultant, speaker and author who has been active in the field of Information

Management and Relational Database Management since 1986. He has presented, moderated and taught workshops at many international conferences and User Group meetings worldwide. Jan's experiences, combined with information architecture and management expertise, have enabled him to help many organisations to optimise the business value of their information assets. He is a Director of the Belgium and Luxembourg chapter of DAMA (Data Management Association) and runs the Belgian Information Governance Council. He has published articles in many leading industry journals, and has been elected to the IDUG Speakers Hall of Fame, based upon numerous Best Speaker awards.

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Defining & Executing your Information Strategy

Jan Henderyckx

Overview

Information is becoming a cornerstone of many organisations. Consider the movement towards "open data", information as a competitive advantage, "empowering" the workforce, master data initiatives, personalised shopping experiences and marketing, cross functional information usage, and many other examples of information creating business value. On the information risk side there are increasingly governance and compliance rules that try to protect society and personal information. Information has clearly become a corporate asset. The business needs to take the lead and recognise the value of information and develop an information strategy. During this two day seminar you will learn how you can turn your organisation around and make it more information centric.

Learning Objectives

- Learn how to engage your business and have them take the lead and recognise the value of information.
- Learn how to adapt the organisation to make information centric
- Learn how to establish an information governance organisation
- Learn how to manage speech communities and business vocabularies
- Learn how to align your IT with your information strategy
- Get more value out of your MDM projects
- Select the proper Enterprise Information platform to support your information strategy.

Seminar & Workshop Outline

Introduction

- The value and risk of accurate and trusted information
- The impact of declaring Information a corporate asset
- Measurement of information value including confidentiality, integrity, availability, compliance, reliability effectiveness and efficiency.
- Common information challenges

Information Strategy

- Information Governance Mission and Vision
- Information and data policies
- Types of information and how to deal with them
 - Master and Reference Data
 - Transactional Data
 - Unstructured data

Information Management Methodology

- Introduction to the DMBOK
- The four information pillars; Define, Govern, Architect and Enable
- The "Continuous Improvement Methodology" as a generic blueprint
 - Define, Discover, Map and Assess, Architect and Enable
- Integrating your information management with other frameworks such as TOGAF and COBIT

Information Definition

- Managing business semantics through correct definitions and information criteria
- Establishing 'speech communities' and vocabulary management
- Defining data and information includes semantic, syntactic and lexical rules so we can make sure names are consistent. Build your own common shared vocabulary based on your business information model.
- Definition versus Discovery
- Dealing with "closed systems" including ERP
- Building or buying a vocabulary or business semantics

Information Governance

- Structural Compliance
 - Transforming the Information model to a data model
 - Mapping the information to the data
 - Linking to the IT portfolio management
- Content Compliance
 - Defining and transforming information quality rules to executable constraints
 - Assessing the information quality

- Defining the content compliance roles
- Root cause analysis of quality concerns

Data Architecture

- Patterns for Data Architecture, managing the number of systems of entry and systems of record
 - Rule/Policy based synchronisation
 - Virtual MDM
 - MDM Hub
 - Enterprise MDM
- Linking the data architecture to the Enterprise Architecture
- Linking the data architecture to the design and implementation

Information Enablement, establishing the information capabilities

- Capabilities required to support your information strategy
- Positioning the information management patterns; virtualisation, Extract-Transform-Load, Enterprise Application Integration, Webservices, Enterprise Service Bus, Change Data Capture, ...
- Managing the information life cycle
- Managing test data

Executing the Information Strategy

- Master Data Management
 - Designing an MDM-System
 - Building and implementing an MDM system
 - Buying an MDM system
- Implementing an 'Information centric'-organisation
 - Roles, responsibilities and processes
 - 'Information Governance' in the context of other domains, (Enterprise Architecture, Master Data Management, Knowledge management, Business Intelligence, etc.)
 - Organisational structures
- Challenges for the implementation of an 'information governance'-program
 - Information in a 'process centric' organisation
 - Defining the correct scope
 - Understanding and translating business priorities

Metadata management

- Achieving lineage with a metadata repository
- Requirements for metadata management
- Standards and their applicability

Audience

Both IT and Business people who want to know more about managing Information as a strategic asset, Information Governance and Master Data Management

- IT Managers
- Information Architects
- Enterprise Architects
- Solutions Architects
- Data Architects
- MDM project leaders
- BICC Managers
- Business Intelligence Specialists
- Business Analysts
- IT Consultants
- IT Strategists
- Database Administrators
- Information Stewards
- Business personnel who require quality information

Special Features

- The seminar is based on Jan's experience transforming companies to being information centric.
- The proposed methodology can be used in conjunction with the DMBOK processes.

IRM UK 2012 Conferences

Business Analysis Conference Europe 2012

24-26 September 2012, London



"Found the conference and topics covered really useful for gaining greater insight into the role of BA's in different companies. Great to hear about the work being done to raise the profile as a profession/emphasise the value and importance of business analysis."

Katie Kerr, Senior BA, American Express

"Very interesting, varied and well run event. My head is buzzing with ideas to take back to the workplace from how to do analysis, to being creative and lots more."

Nicola Paterson, Lead Business Analyst, Syngenta

"Good atmosphere, most willing to engage and learn rather than lecture and impress."

Frank Rae, Senior Business Analyst, National Assembly for Wales

"Terrific! I suddenly feel like a valuable asset rather than an anomaly! The BA is best! And I will be recommending to my manager that the whole team participates next year."

Mary Seddon, Business Analyst, Taylor & Francis Group



Presented in association with the IIBA UK and BCS, this conference provides an unparalleled networking opportunity for Business Analysts from across Europe and beyond. It will provide an interactive forum where Business Analysts can meet, discuss and debate the competencies needed to rise to the challenges faced by their organisations today and in the future. The focus for this year's conference is on excellence in business analysis practice and how business analysis relates to other roles essential to business improvement. Conference highlights include:

- Delegates can choose from 13 pre-conference workshops and 4 conference tracks: BA Fundamentals, BA in Projects, The Consultant BA, BA and Beyond

Keynotes include:

- **Tony Buzan, Mind Maps for Business**
Delegates will find out how to use Mind Maps to assist them in their business and personal lives. Delegates will learn the latest tips and tricks from the originator of the technique.
- **Ben Goldacre, Bad Science**
We are all vulnerable to being misled. "How do you know?" Hear how bad science can influence your business thinking. Ben specialises in unpicking scientific claims made by scaremongering journalists, government reports, pharmaceutical corporations, PR companies and quacks.
- **David Clarke, Chief Executive, BCS**
Will the Business Change Profession be up to the Challenge of the 5th Wave of Computing? David is widely acknowledged as having transformed BCS into the customer-service oriented professional body for the IT and Communications profession it is today.
- **Christine Ashton, CIO, BG Group plc**
Hear What Innovation Means for the Rapidly Changing Business Environment from a member of the team responsible for the global delivery of information services and the development of strategies and solutions that continuously improve the group's ways of working at BG Group plc.
- Learn from the successes and challenges of other organisations. Case studies and contributors include American Express, British Gas, Centrica, Ernst & Young, GlaxoSmithKline, IBM, ITV, John Lewis, Lloyds Banking Group, NFU Mutual, BG Group, Royal Borough of Kensington and Chelsea, Shell Nigeria, Skandia/Old Mutual, Specsavers, Syngenta, Totaljobs Group, UK Government, Virgin Media and Waitrose.

Data Management, Information Quality and Data Warehouse & Business Intelligence Europe 2012

5-7 November 2012, London

- 2 co-located conferences on Data Management & Information Quality and Data Warehouse & Business Intelligence
- Choose from 5 conference tracks and 13 pre-conference tutorials
- Learn from leading practitioners, gain fresh insight and inspiration and network with your peers
- Featuring an exhibition with the foremost vendors in Data Management, Information Quality and DW/BI



"The event was very energising... seeing other companies on the same journey, with the same issues was good to see. Some good take aways... nuggets that will be employed back at work. Enjoyable event."

David West, Group Data Architect, Barclays Bank

"This conference has breadth and depth of what you need to know about the latest trends in data management, BI, Info Quality. Would certainly recommend others to attend."

Cass Jwee Cheong Chay, Singapore General Hospital

"Very interesting, as usual. The best event in Europe concerning Data Management."

Ana Teresa Simoes, Data Manager, CGD

"I was glad to find like minded professionals confirm several decisions I have made. Also glad to find several thought provoking and extremely useful nuggets that I can take back with me. Overall value of event - 10/10."

Chris Duffield, Principal Developer, Transport for London

"I would attend this event over and over again. It's worth all the effort! I must commend the organiser for a well done job. So far, this event marks the best of conference experiences in the past 10 years."

Abraham Afolabi, Data Manager, EC Harris LLP



IRM UK 2013 Conferences

MDM Summit Europe 2013
Data Governance Conference Europe 2013
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15-17 April 2013, London

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- Consulting Skills
- TOGAF™ 9
- Business Rules
- Business & IT Alignment
- Information Quality
- Cloud Computing
- Requirements Process
- Data Warehouse/Business Intelligence
- Semantic Technology
- SOA
- Business Analysis
- Data Virtualization

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- You can decide when you need and want the course to be presented. You can receive vital training without having to leave your office
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HOW TO BOOK

Registration Fees:

Full payment or a purchase order is due prior to the event. Payment may be made in Sterling (£) or Euros (€). If paying in Euros the prevailing exchange rate of the country of the delegate or delegates' company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment. All delegates must add VAT (20%) to their total event fees. VAT may be reclaimed by delegates from the tax authorities after the event.

The registration fee includes the lectures, documentation, refreshment breaks and lunch on each day of the event. The cost of hotel accommodation is not included in the event fee.

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Cancellation Policy:

Cancellations must be received in writing at least two weeks before the commencement of the conference and will be subject to a 10% administration fee. It is regretted that cancellations received within two weeks of the conference date will be liable for the full conference fee. Substitutions can be made at any time.

Cancellation Liability:

In the unlikely event of cancellation of the conference for any reason, IRM UK's liability is limited to the return of the registration fee only. IRM UK will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of IRM UK, to change the content, timings, speakers, date and venue of the conference.

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08.30 – 09.00 Registration (first day only)
09.00 – 12.30 Event
12.30 – 13.30 Lunch 13.30 – 17.00 Event

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