

IIBA Endorsed The Effective Analyst

Why Attend

- Solving problems in the business world is essential to keeping things moving along smoothly. While problems differ in complexity, almost all of them can be approached in a structured manner that increases the chances of finding a successful solution. Analysts who are able to master this structured approach and apply it practically, from research to execution, are an asset to any organization.

Course Methodology

- This course relies on the use of an interactive case study, developed specifically for this course, to demonstrate the different components of effective problem solving. In addition to the customized case, this course utilizes individual debriefs, group discussions, role playing, and presentations.

Course Objectives

By the end of the course, participants will be able to:

- Define a problem and ensure that the 'right' question is being answered
- Justify breaking down a problem into smaller issues that can be tackled independently
- Create a work plan that prioritizes resources and focuses on the key issues
- Identify the right sources for data through research and expert interviews
- Interpret data and build a structured argument for findings
- Develop a structured story to present to management
- Explain findings to team members and senior leadership

Target Audience

- New and advanced analysts and project managers who are involved in researching, analyzing and investigating issues related to their organization.

Target Competencies

- Problem management
- Problem solving
- Analysis of data
- Creativity
- Conceptual thinking
- Balanced decision making
- Results orientation

Overview of the role of the analyst

- The changing role of the analyst
- Adding value to your organization
- Active data gathering
- Overview of problem solving approaches
- Generating creative solutions
- Intelligence versus creativity
- Decision making and choosing alternatives

Structuring problems

- The importance of structuring
- Defining the right issue
- Using the issue statement
- Dividing issues into manageable sections
- The use of logic trees in problem solving
- Developing issue trees

Prioritizing and planning

- The importance of prioritizing work
- Eliminating non essential issues
- Using the 80:20 rule
- Prioritization methodologies
- Using the prioritization matrix
- Developing practical project plans
- Building an effective work plan
- The concept of synergy
- Characteristics of high performing teams

Conducting analyses

- Getting the right data
- Types of research
- Primary research development
- Secondary research development
- Conducting informational interviews
- Active listening
- Guided dialogue
- Asking 'so what?'
- Summary versus synthesis

Communicating and presenting

- Turning data into findings
- Building effective arguments
- The pros and cons of different argument types
- Top down communication
- Communicating findings by telling a 'story'
- Story telling elements
- Designing powerful presentations
- Presenting to senior management
- Continuous improvement