



Bridging the Gap

Guide to Creating a High-Functioning Business Analysis Team with Just-In-Time Online Training and Individualized Instructor Support

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Bridging the Gap Course Guide

Bridging the Gap offers online, instructor-supported training to help business analysis and project management professionals help their organizations achieve better business outcomes.

High-functioning business analysts:

- ➔ Ensure organizational resources are invested in solving true business problems, and that projects deliver a **positive return on investment**.
- ➔ **Facilitate clearer communication**, to ensure that project participants from all across the organization, from business to technology, get on the same page about the solution.
- ➔ Facilitate more streamlined, **faster decision-making processes**, when it comes to the requirements for a project.

Bridging the Gap is endorsed by the International Institute of Business Analysis™ (IIBA®) and the Project Management Institute (PMI)®, which means that the successful completion of our programs will help your participants earn the professional credits they need towards the following certification options: CBAP®, CCBA®, ECBA™, PMP®, and PMI-PBA®.



How You'll See an Immediate Return on Your Investment

While participating in an online course from Bridging the Gap, participants learn new techniques, apply them on active projects to add immediate value to your organization. This means that you'll see an immediate return on your investment in improved analysis work.

For example, our participants have:

- ➔ Analyzed a business process to map out a code release process, and **avoid what would have been unnecessary automation work**, by streamlining the manual steps and hand-offs instead.
- ➔ Leveraged use cases and wireframes to clarify the requirements for a new customer relationship management software, ensuring business and technology stakeholders were on the same page.
- ➔ Applied the Bridging the Gap 8-step business analysis process to create a clear and actionable plan for a company-wide composting project to ensure a **timely implementation**.

Your participants **receive feedback and work reviews from our instructors**, all of whom have extensive, practical experience. This eases the burden of mentorship on your internal leaders. Our best-in-class instructor support includes:

- ➔ Questions answered via private email,
- ➔ Instructor hours for discussing more complex challenges,
- ➔ Reviews of finished workbooks to confirm their work meets industry standards.

Because the programs are online, there is **no additional travel expense** and we can even help connect employees from multiple physical locations. What's more, the learning material is available on-demand in video, audio, and full-text transcript formats, along with time-saving job aids. The flexibility means participants can expand their skills while still meeting project commitments.

Next Steps: Certification Opportunities for Business Analysts

Successful completion of each course will earn your participants professional credits that they can use to pursue one or more certification options with IIBA® and PMI®. Professional credits are required to apply for each certification, and so participants will be ready to take this next step.

The appropriate certification should be chosen based on a work experience assessment and consultation with the participant's manager. Once a certification path is defined, the participant will need to apply for the certification with the appropriate professional association, prepare and sit for the exam.

Options from IIBA® include:

- ➔ Entry Certificate in Business Analysis™ (ECBA™) – new graduates, no BA work experience requirement. (21 credits required)
- ➔ Certification of Capability in Business Analysis™ (CCBA®) – 3,750 hours of BA work experience in the last 7 years. (21 credits required)
- ➔ Certified Business Analysis Professional™ (CBAP®) – 7,500 hours of BA work experience in the last 10 years. (35 credits required)

Options from PMI® include:

- ➔ Project Management Professional (PMP)® – 7,500 hours leading and directing projects OR 4,500 leading and directing projects + 4-year degree. (35 credits required)
- ➔ PMI Professional in Business Analysis (PMI-PBA)® – 7,500 hours of BA experience, 2,000 hours working on project teams OR 4,500 hours of BA experience, 2,000 hours working on project teams, and a bachelor's degree or the global equivalent. (35 credits required)

****Note – BA work experience is defined as work hours aligned to the professional body of knowledge, not under a specific role or job title.*

Lisa Curll, MBA, Senior Business Performance Analyst, Dominion Energy Helps 3 Business Analyst Groups Achieve a Consistent Standard of Work

“In my organization, a business analyst’s role can vary depending on the group in which they work. For many of us, we entered our job titles without any formal training on how to approach business analysis. I discovered Bridging the Gap and convinced my company to pilot the training program with eight analysts across three business groups and from three different states.

Personally, I found the course provided a great overview of business analysis concepts, as well as templates we could use in our normal work. Furthermore, because we all completed the course together, we **developed both a shared language and a deeper professional relationship** as a cohort. Sharing our projects and our progress with each other during the course enabled us all to experience the application of concepts to different real-world examples in our daily work.

The online elements of the training were **practical and flexible**.

- ➔ Our participants liked the different formats (video, audio, and transcripts), which were adaptable to different learning styles.
- ➔ The instructor support and workbook reviews and feedback helped ensure that each of our participants were applying these new skills to their work with meaningful and measured competency.
- ➔ The live webinars and small-group sessions were also great ways to share our experience with each other.

I would recommend this program to any organization with business analysts, especially if there are multiple BAs that could learn and grow together. I am so proud of the BAs from my group who completed this training, and **I have confidence I can hand projects off to them knowing the standard of work they’ll complete.”**

Bridging the Gap Course Offerings

Bridging the Gap offers the following courses to help your business analysts learn the essential skills they need to bring more immediate success to your organization's projects.

BA Essentials Master Class



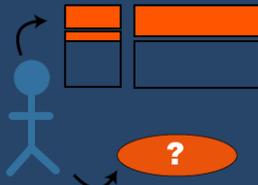
Master the 8 steps necessary to handle any project like a pro.
12 Professional Credits

Business Process Analysis



Identify underlying business problems and improve processes to be more efficient and effective.
12 Professional Credits

Use Cases & Wireframes

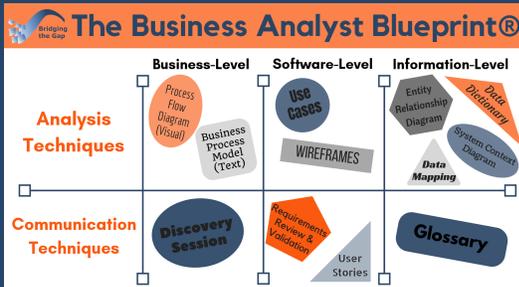


Get everyone on the same page about software requirements.
12 Professional Credits

Data Modeling for Business Analysts



Learn new domains quickly and easily clarify technical concepts.
12 Professional Credits



Your Complete Roadmap to Success – Interactive Session, consolidating all 4 above courses
36 Professional Credits



BA Essentials Master Class

12 Credits

Benefit: For business analysts starting a new project or wanting to be more successful, one of the most essential skills is leveraging a structured approach. In the BA Essentials Master Class, participants learn and apply **the 8-step business analysis process that brings more professionalism and success to any business or technology change project**. This is also a great course to support more consistency among your individual business analysts.

In this course, participants will learn:

1. **Get Oriented** – Start actively contributing as quickly as possible.
2. **Discover the Primary Business Objectives** – Ensure the right business problem is solved.
3. **Define Scope** – Gain agreement from stakeholders on the project scope.
4. **Formulate Your Business Analysis Plan** – Identify deliverables, stakeholders, and timelines for a comprehensive solution.
5. **Define the Detailed Requirements** – Establish an efficient and collaborative rhythm.
6. **Support the Technical Implementation** – Ensure the technical solution meets the actual business objectives.
7. **Help the Business Implement the Solution** – Support business stakeholders so that the solution ultimately delivers the intended result.
8. **Assess the Value Created by the Solution** – Assess the ROI of the solution.

BONUS: The Agile Business Analyst – Apply the BA process iteratively and effectively to collaborate with an agile software development team and increase efficiency.

Laura Sanders Learns to Ask Why:

“I was in the middle of a project and the course pointed out areas where I needed to concentrate, even backtrack a little, to keep everything cleanly moving forward. It reminded me that I need to ask “why” more often because the groups I work with try to push changes/projects through and I realized I wasn’t always understanding why we were pursuing them.”



Business Process Analysis

12 Credits

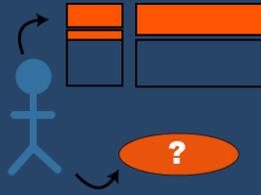
Benefit: When your business analysts have a clear understanding of the business process, they will be able to clarify the business problem to be solved and ensure the technical solution delivers actual value to the business.

Business process analysis is often the first set of models we do when beginning to scope a new project or analyze a feature request or evaluate what the data is telling us about how to improve our organization.

In this course, participants will learn the essential details of process analysis:

1. **How to Create a Process Flow Diagram** – Map out the high-level process and use clarifying techniques like swim lanes and decision points.
2. **How to Engage Stakeholders and Discover the As-Is Business Process** – Engage stakeholders from multiple departments even if they are reluctant to provide information.
3. **How to Analyze the Business Process Details to Ensure Clarity** – Learn how to create detailed, textual documentation that creates clarity, including details like business rules, exceptions, entry points, and end points.
4. **How to Validate the Business Process** – Learn how to discover gaps in understanding and create consensus from multiple stakeholder groups.
5. **How to Improve a Business Process** – Create actual, organizational change, even when you have technology constraints by exploring improvements and hidden opportunities with a positive ROI.

Wendy S. Gains a Better Understanding of an Organization Process and Builds Confidence: “I was nervous about asking at first as I thought my company might see this endeavor as not being worth the time needed. When I did bring it to them, I asked what processes could use better understanding and documentation. They presented me with a few options and we decided what to tackle first. The course did build more confidence in my elicitation and documentation abilities. I got to see first-hand how iterative this process was. The template is wonderful as well!”



Use Cases and Wireframes

12 Credits

Benefit: When your analysts analyze your functional (software) requirements in use cases and visually model them in wireframes, you create the perfect combination to get your business stakeholders and technical implementers on the same page about the requirements.

In this course, you'll learn:

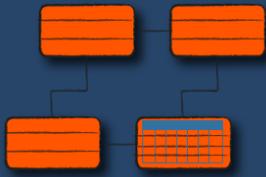
1. **How to Write a Use Case** – Describe exactly what the software needs to do.
2. **How to Create a Wireframe** – Create a simple wireframe, making it easier for stakeholders to visualize the requirements.
3. **Use Cases and User Stories in Agile** – Communicate functional requirements using a product backlog and user stories, which are common techniques in an agile software development environment.
4. **How to Review and Validate Use Cases and Wireframes** – Review and validate your use case with business and technical stakeholders to get everyone on the same page.
5. **BONUS Lesson** – Simulated Use Case Review Session – Listen in as a BA facilitates a use case review session, asks questions, and validates requirements.

Andrea Communicates Clear Requirements to Her Developers:

"I've noticed a tremendous impact on my work product. The assignments allowed me to make adjustments which our developers have described as 'valuable' and 'just what I needed!'; which, you may know, is hard to come by from a developer."

John Jones Learns How to Write a Clear Use Case with Confidence:

"This course was excellent for me, who has had no experience with Use Cases or Wireframes until now. I learned how to write the Use Case so the wording and steps are understandable. I found Laura's review and feedback of my work to be invaluable. I landed a job at an organization where use cases are a standard deliverable."



Data Modeling for Business Analysts - 12 Credits

Benefit: Today's business analysts need a deeper tool set to facilitate clear communication, learn new business domains quickly, and clarify technical concepts with ease. What's more, on a data migration or system integration project, data requirements are absolutely essential to project success.

In this course, you'll learn to use 5 business-focused data modeling techniques:

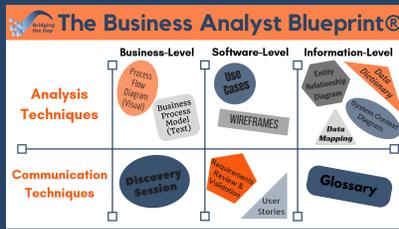
1. **Glossary** – How to clarify terminology to quickly learn new domains and expertly break down jargon.
2. **Entity Relationship Diagram (ERD)** – How to bring gaps between business concepts and technical database design using a simple visual format that really engages stakeholders.
3. **Data Dictionary** – How to organize and drill down into the detailed data requirements. You'll also take away the essential concepts you'd glean from an introductory SQL class.
4. **System Context Diagram** – How to visualize the information flows between systems and clarify boundaries that speeds up the scoping and elicitation process.
5. **Data Mapping** – How to manage data flows in data migration and system integration projects, so the business users have the information they need to run their business effectively.

David C. Creates a Common Foundation with Vendors:

"Data Modeling has been a complete eye-opener to me and how I can make our team and business more efficient. We run a lot of small projects, so the data dictionary and matrix knowledge will speed up each build as we will have a common foundation between us and the vendors."

Susan Gets Over Her Fear of ERDs!

"The class has been terrific. Really filled some gaps I had. Techniques like ERDs are not scary anymore!!! The lessons include practical information you really use."



The Business Analyst Blueprint® - 36 Credits

Benefit: This program helps participants increase their positive impact on projects by applying all of the business analysis techniques covered in our individual courses more effectively and aligned with industry standards.

The Business Analyst Blueprint® is a premium, interactive program that Bridging the Gap runs public, live online sessions of 1-2 times each year. Private online sessions are also available.

After participating in this program, a successful course participant will:

- ➔ Be able to create a process flow diagram, describe a business process textually, discover process information from business stakeholders, and improve the process to create change in their organization.
- ➔ Be able to document functional requirements in use cases and user stories as well as create a corresponding user interface model to get everyone on the same page about software requirements, and avoid many common misunderstandings and gaps in communication.
- ➔ Be able to create key data models to learn new domains more quickly and easily clarify technical concepts. The techniques include a glossary, entity relationship diagram, system context diagram, data dictionary, and data map.

The Business Analyst Blueprint® combines all 4 of our on-demand training courses, into a premium, interactive learning experience where increased career momentum and project success are experienced extremely quickly.



How to Get Started Growing Your High-Performance Business Analyst Team

On-Demand Course Offerings

Each individual 12-credit course is available at \$1297/participant. Corporate discounts are available for business analyst teams. These courses are flexible, can start on a date of your team's choosing, and include 90 days of instructor support for each individual participant.

Public Sessions of The Business Analyst Blueprint®

We run public, online sessions of The Business Analyst Blueprint® twice per year. The investment is \$2,997 participant, and includes access to all 4 of our courses, plus additional live webinar sessions, instructor support, and access to our global community of business analyst course participants for peer connections and support. Corporate discounts are available for business analyst teams.

Custom, Private Offerings, Designed Specifically for Your Teams

For an additional investment, Bridging the Gap can customize our course offerings for your specific roles and skill sets, providing your participants with training that meets them exactly where they are in their careers, and helps them add more value on their projects quickly.

Custom and private options include:

- ➔ **Private online webinar sessions** to encourage team building, peer reviews, and ultimately lead to business analysts that collaborate more and create more consistent results.
- ➔ **Customized course outlines** and schedules that meet the specific needs of the business analyst roles and responsibilities in your organization.
- ➔ **1-1 coaching** from our senior business analysts instructors, to support your top performers in accelerating their impact or help your newest hires get up to speed more quickly.
- ➔ **In-Person or Online Motivational Speaking**, from industry expert, Founder and CEO, Laura Brandenburg, to inspire your project professionals to bring their best selves forward and maximize the value of their skill development.

Request a Custom Quote

Email us at info@bridging-the-gap.com to request a custom proposal for your organization's specific training needs.

Schedule a Complimentary Training Consultation

Or, schedule a time with Founder and CEO Laura Brandenburg, to discuss your organization's unique training needs and what options will best help your analysts achieve better business outcomes.

[Click Here to Schedule a Consultation](https://app.acuityscheduling.com/schedule.php?owner=12016847&appointmentType=7229221)

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Contact Information

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About Our Instructors

All of our instructors are senior business analysts with deep experience practicing in the profession. They are on-hand to help your participants apply the course materials to their immediate work, and they provide the 1-1 support and evaluations that our online business analysis courses have come to be known for.

Bridging the Gap is a woman-owned business, and our instructor team is geographically and racially diverse, representing 5 states within the United States and 3 countries.



Laura Brandenburg, CBAP – Founder and CEO

Laura Brandenburg is an internationally-recognized leader known for helping mid-career professionals start business analysis careers. She is the Founder and CEO of Bridging the Gap and the best-selling author of *How to Start a Business Analyst Career*.

Laura designed and created the BA Essentials Master Class, Business Process Analysis, Use Cases and Wireframes, Data Modeling for Business Analysts, and The Business Analyst Blueprint® – all courses that have helped hundreds of participants achieve better business outcomes for their organizations.

Laura brings more than a decade of experience in the business analysis profession, filling such diverse roles as a full-time business analyst, consultant, and hiring manager. She brings all of these perspectives into her writing, presenting, coaching, and training to help you find transferable business analysis skills, expand your business analysis experience, and start your business analysis career with confidence.



Paula Bell, CBAP – Program Manager

Paula Bell is a Business Analyst mentor, coach and author with 18 years in project roles to include business analyst, requirements manager, business process quality manager, technical writer, project manager, developer, test lead and implementation lead. Paula has experience in a variety of industries to include media, courts, carpet manufacturing, banking and mortgage. Paula has led multiple highly-visible multi-million dollar technology and business projects to transform

businesses where she was the Consultant, Requirements Manager or Lead Business Analyst. Paula holds a BS in Management Information Systems, is an IIBA® Certified Business Analysis Professional™ (CBAP®), and BA Certified through B2T. She started a mentoring program and chaired the communications committee for her local IIBA® chapter, has written articles for B2T, Business Analyst Times, and Modern Analyst, and has conducted podcasts with the BACoach and Dave Saboe.



Doug Goldberg, CBAP – Senior Instructor

Doug Goldberg is an industry leading business analyst and an IIBA® Certified Business Analysis Professional™ (CBAP®). Doug's passion for business analysis and core skill development are what has propelled his growth and afforded great opportunities in BA Management and Leadership, Center of Excellence Development, Mentoring Program development, BA consulting excellence, BA value determination and evangelism, blogging, course instructing, speaking and MENTORING business analysts.



Alexandra Cordes – Instructor

Alexandra Cordes is an experienced business analyst and career coach specializing in contractors and consultants living in Adelaide, Australia. She is a highly focused and results-driven business analyst who likes to work on high value initiatives that solve real problems and bring about lasting and beneficial change for people and organizations.

Alexandra also provides coaching and mentoring to her colleagues to support them in their careers and promote organizational capability in business analysis practice. Following good practice and delivering quality outcomes is what inspires her, and she is passionate about helping others achieve the best they can in their business analysis career.



Archana Maganty, CCBA – Instructor

Archana Maganty started working as junior Programmer in IBM Lotus Notes in the year 1999 and continued in the same technology until 2012. During this tenure, she scaled up the ladder to be Technology Lead along with using Business Analysis skills at every given opportunity. She joined a world-renowned consultancy in 2012 as Business Solutions Manager/Business Analyst in London,

thus bridging the gap between Business Analysts and Technology, and followed on to do similar roles in various projects. Archana gained CCBA® certification in 2017. Now her dream of working with Laura at Bridging the Gap, after being a course participant, has become a reality.



Nadine Millner, CBAP – Instructor

Nadine Millner is an instructor that is strongly motivated to inspire new and experienced business analysts to love their career choice the way she does. As a Certified Business Analysis Professional™ (CBAP®) with deep business analysis experience, she has spent 5 years facilitating the development of business analysts through training. With experience spanning the globe, collaborating on and leading projects crossing the USA, UK, and South Africa, Nadine has spent significant portions of her career analyzing and documenting business requirements and facilitating the development of effective business solutions.



Disha Trivedi, CBAP – Instructor

After obtaining her degree in Computer Science and Economics at NC State, Disha Trivedi quickly proceeded to work with organizations that provided her insight into the Utility, Education, Education, and Mortgage sectors. She started as a Programmer, using every available opportunity to perform Business Analyst duties, and soon she got her first break. She later received her CBAP® in 2011. Now, after more than 10 years of working in IT, she continues to enjoy helping organizations leverage the power of Business Analysis is passionate about sharing this knowledge with budding Business Analysts. She served as the Secretary for South Florida IIBA® chapter from 2011 to 2014 and continues to be an active IIBA® member.