

# Financial Services Business Architecture Course

The Altus Business Architecture Training course is one of three courses on this discipline that is explicitly focused on the challenges of Financial Services. It has been put together following many years of consulting experience within the industry and teaches real techniques backed up by practical examples and case studies. As well as training our clients, we deliver the same course to our own consultants to support the growth of our business.

## Who should attend?

The course is intended for Business Architects, or Business Analysts who are looking to move into this area, as well as those working in programme/project management and other change disciplines who are seeking a broader appreciation of business architecture.

## Course Outline

### Business Architecture Fundamentals

*Introduces the Who, What, Where, When, Why and How of Business Architecture.*

#### Knowledge:

- Discover what it means by “business architecture”
- Understand the landscape in which architecture fits
- Understand the benefits of business architecture to the organisation
- Be aware of the common misconceptions within the business
- Explain the role of the architect
- Understand the qualities needed to be a good architect

#### Skills Learnt:

- Effectively ‘sell’ the benefit of business architecture to the business
- Deliver business architecture effectively, presenting all outputs in an easily understood manner
- Use the right tools and techniques for the right circumstances

## Strategy and Operating Model

*Covering the upwards facing aspects of Business Architecture including: the Business Model and its impact on the Operating Model, techniques for strategic analysis, strategy impact assessment, and managing tactical dispensations.*

#### Knowledge:

- Understand the purpose and content of an operating model
- Be clear about the role of the business architect in bridging the gap between strategy and operations
- Have a broad understanding of a range of techniques for strategic analysis

#### Skills Learnt:

- Analyse the operational impacts of strategy, and validate, refine and challenge strategy
- Interpret the results of strategic analysis
- Translate strategy into an operating model
- Design a target operating model and plan the transition states to reach target state
- Communicate impacts, opportunities and benefits to key decision makers (the strategy team or executive)

## Business Capability and Business Process



*The Theory behind the Capability and Process Frameworks and how they are used by the Business Architects to drive change within the business.*

### Knowledge:

- Understand what a capability and process are
- Understand the difference between capability and process
- How do we define a hierarchy of these capabilities?
- How do we use this capability hierarchy?
- Understand the role of process in business improvement
- Understand how processes are classified into a framework and why

### Skills Learnt:

- Use the capability hierarchy to understand the business, support decision making and to solve problems
- Maintain a capability hierarchy
- Identify a genuine end to end process
- Classify processes into a framework
- Apply lenses to the process framework to provide insight
- Be able to perform process analysis, modelling and improvement (pre-requisite)



"We selected Altus as they provide a market leading combination of structured methods and real-world experience. The courses have been a great success, our architects found the FS specific, worked examples invaluable."

*Jon Hopper, Director of Business Architecture,  
Lloyds Banking Group*

Find out more:

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## Organisational Change

*Covering organisational design and the thinking behind it, structure and ownership, and reward considerations in design. Also examining multi-sourcing models.*

### Knowledge:

- Understand the role of the architect in organisation design
- Understand the organisation's goals, capabilities and processes
- Be aware of different organisation theories
- Know the options for sourcing business capabilities
- Know how process links to organisation design

### Skills Learnt:

- Understand and analyse the current organisation design
- Contribute to programmes involving organisational change

## Design Principles and Governance

*Covering the approach and principles behind good design, architecture principles and governance.*

### Knowledge:

- Get an understanding of good design and the methods and principles that guide it
- Understand an Architect's role in design
- Be aware of the role of design in delivery
- Understand the role of Governance in design cycle
- Know what materials and models are available

### Skills Learnt:

- Describe a design and justify design decisions
- Apply the methodology and tools in a reusable manner
- Compile and present designs compliant with governance standards
- Review a set of designs / governance materials and challenge them
- Cope with uncertainty and make sound assumptions