



Topic (includes skills, knowledge areas, and competencies)	Additional Description	Targeted Technical Project Management Coaching	Targeted Technical Business Analysis Coaching	Targeted PM or BA Soft Skill Coaching	Course Currently Available	Tools or Resources Currently Available
Adding Value	Seeing the bigger picture, understanding and applying business value, looking beyond the immediate work to improve the overall good			✔		✔
Ambiguity	Accepting and working within ambiguity, while still adding business value			✔		✔
BA Toolkits - Advanced	Advanced tools in BA Competencies, Elicitation & Documentation, Management & Traceability		✔		✔	✔
BA Toolkits - Basic	Fundamentals in Requirements Management, Analysis Skills, Elicitation techniques, Documentation Tools, Traceability guidelines, BA competencies		✔		✔	✔
Benefits Realization	Identifying, articulating, planning for, and measuring project benefits.	✔	✔			✔
Brainstorming	Generating ideas		✔			✔
Business Case	Making the business case for a project or solution	✔	✔			✔
Business Process Modeling	Also called Process Modeling		✔			✔
Business Rules	Defining, Writing, Managing business rules		✔			✔
Change Control	Managing changes by understanding their impact and using control processes	✔	✔			✔
Change Management	Successful navigation through change processes, including fundamentals of managing organizational change			✔	✔	
Communication I (Basic)	Verbal and written communication to varying audiences, communication planning			✔	✔	✔
Communication ii (Intermediate)	Listening, Interviewing, Documentation, Interpretation, Negotiation, Persuasion, Knowing your audience, Presentation skills			✔	✔	✔
Communication III (Advanced)	Taking your communication skills to the next level; becoming a great communicator; communicating in tough situations			✔	✔	✔
Conflict Resolution	Identification and resolution of conflict			✔		

Context Diagrams	Business and system context diagrams					
Cost Benefit Analysis	Identifying and evaluating solution costs and benefits.					
Data Dictionary	Managing data requirements through a data dictionary					
Decision Analysis	Identifying and evaluating options to reach good decisions.					
Facilitation	Facilitating meetings and discussions					
Flexibility	Increasing your "portability"					
Focus	Focusing on the valuable few					
Fun	Enjoying what you do, focusing on the work/life balance, workload/ stress management					
Functional decomposition	Managing requirements granularity through function.					
Functional requirements	Requirements pertaining to what functions the system should perform - what the system should do.					
Gap Analysis	Understanding disconnects between current state and desired state, and how to prioritize and address the gaps.					
Impact Analysis	Understanding and managing the impact an action or change will have on an organization or project.					
Influencing without authority	Achieving results and desired outcomes through persuasion and influence.					
Issue Management	Identification, assessment, prioritization, and resolution of issues.					
Knowledge Management	Leveraging and applying knowledge; coming up to speed quickly; growing and supplementing one's own knowledge; asking good questions; facilitating knowledge exchange; reducing the unknown					
Leadership & Motivation	Self-motivation, Servant-leadership, Coaching & feedback, Motivating others; Leading meetings & directing activities					
Leading Project Managers	Leveraging key strengths, knowing your team, the art of delegation, managing to the appropriate level of detail.					
Managing Large Projects	Communication, Issue and Risk Management strategies for managing large efforts.					

Nonfunctional requirements	Requirements pertaining to how well the system should perform given functions					
Organizational Skills	Being prepared, keeping on top of a busy work load, Knowing your assets & liabilities: Staying focused and engaged in assigned work, effectively managing time, organizing work and workspace, and consistently paying attention to the right information					
PM Toolkit for medium to large projects	Integration, Scope, Time, Cost, Quality, Human resource, Communication, Risk, Procurement tools for medium to large projects					
PM Toolkit for small projects	Integration, Scope, Time, Cost, Quality, Human resource, Communication, Risk, Procurement tools scaled down for small projects					
PM Toolkits	Integration, Scope, Time, Cost, Quality, Human resource, Communication, Risk, Procurement tools for a variety of project types					
Problem Solving	Identifying the source of a problem, generating solution alternatives, planning the right course of action					
Process Improvement	Process modeling, process review, process improvement strategies, tools, measurements					
Program Management	Integration, Scope, Time, Cost, Quality, Human resource, Communication, Risk, Procurement tools for program managers					
Project Communication Management	Planning and effectively managing project communications within the project team as well as outside the project team.					
Project Cost Management	Effective budgeting, consistent cost control					
Project Human Resource Management	Selecting, building, measuring, developing teams					
Project Management Methodologies – Iterative	RUP, Agile, Release Models					
Project Management Methodologies – Traditional, Waterfall	Software Development Lifecycle (SDLC), Software Development Management (SDM), Project Lifecycle					
Project Portfolio Management	Prioritizing, managing and communicating about multiple projects in a portfolio					

Project Procurement Management	successful vendor selection, procurement, and management	✔				
Project Quality Management	Quality planning, Quality Assurance, Quality control	✔				
Project Risk Management	Identification, assessment, prioritization, and management of real and potential obstacles, risk response planning	✔			✔	✔
Project Scope Management	Scope definition, Avoiding scope creep, Managing scope changes	✔				
Project Time Management	Identifying tasks and dependencies, managing estimates in effort and duration, leveraging automated scheduling tools, utilizing effective schedule change control	✔				
Quality Assurance	BA and PM involvement in planning and executing quality assurance deliverables.	✔	✔			✔
Relationship Building	working well with others, navigating relationships with difficult personalities, building enduring positive relationships quickly			✔	✔	
Relationship management	Assessing, Building, Managing Relationships, Influencing without authority, Growing a sphere of influence			✔		
Requirements Allocation	Allocating time and resources to requirements; allocation and functional decomposition		✔			
Requirements Categorization	Categorizing requirements in a meaningful way for the project at hand		✔			
Requirements Documentation	Selecting the right tool to document the requirements at hand		✔		✔	✔
Requirements Elicitation	Eliciting requirements from interviews, documents, facilitated discussions		✔			✔
Requirements Interviews	Conducting one-on-one interviews to elicit requirements		✔			✔
Requirements Management	Creating a requirements management plan, requirements management & control		✔		✔	✔
Requirements Prioritization	Prioritizing requirements according to their business value and alignment to business goals		✔			
Requirements Review/Approval	Ensuring the right individuals review and approve requirements		✔			
Requirements Traceability	Tying requirements back to the business needs, and maintaining links between traced requirements		✔		✔	✔

Requirements Walkthrough	Conducting a formal walkthrough to ensure requirements sign-off and hand-off		✓			
Requirements Workshops	Planning and executing a requirements workshop to facilitate requirements extraction		✓			
Risk	Anticipating and planning for risks; defining response strategies, and monitoring risks to the requirements, project, or organization	✓	✓		✓	✓
Role & Responsibility Definition	Ensuring clear understanding of who is accountable for what	✓	✓			✓
Schedule Management	Managing and communicating about a project schedule from month-to-month; quarter-to-quarter; year-to-year.	✓				
Scheduling, Estimating, and Time Management	create and manage a schedule, identify tasks and dependencies, manage estimates in effort and duration, leverage automated scheduling tools, utilize effective schedule change control	✓	✓			✓
Scope Definition & Scope Management	accurately define scope, effectively manage scope change, prevent scope creep, ensure delivery of promised scope	✓	✓			
Stakeholder Analysis	Understanding stakeholders, their needs and roles	✓	✓			✓
Status Reporting	Scalable tools for reporting the status of a project or deliverable	✓	✓			✓
SWOT Analysis	Assessing Strengths, Weaknesses, Opportunities, and Threats		✓			✓
Team Dynamics	Team building, Teamwork vs. individual efforts; Team development and quality control, Working within a team			✓		
Testing (planning & execution)	Building and executing on a test plan to validate the effectiveness of a solution	✓	✓			✓
Tool box	Building, maintaining, and knowing your toolbox			✓	✓	
Training	Assessing organizational readiness, planning and delivering training		✓			✓
Uncertainty Management	Ability to work in uncertain situations or with only a small piece of the picture			✓	✓	
Use Cases	When and how to create Use Cases		✓			✓
WBS Creation	Tools and Tips in creating a Work Breakdown Structure (WBS)	✓				✓