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**Project
Management
Institute®**
New York City

Business Analysis for Project Managers in the Agile World

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Educate 360 at a Glance



- **the most trusted name in project management training™**
- Long tradition of equipping over 10,000 individuals per year to earn their Project Management Professional (PMP)® certification
- Worked with 98 of the Fortune 100 companies
- Project Management Institute's (PMI) Authorized Training Partner program with Premier Status
- 65+ expert, PMI-certified instructors



- Established in 1992
- On-site and public classes in a broad range of certification and skill development programs:
 - Business Analysis
 - Agile & Scrum
 - Business Relationship Management
 - Business Process Management
 - Leadership & Influencing Skills



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Today's Goals

- Identify what business analysis work includes – and who does it
- Explore how BA and PM work intersects
- Understand why PMs working in agile environments need to up their BA game

47% of unsuccessful projects fail to meet original goals due to poor requirements management.

PMI's Pulse of the Profession® In-Depth Report: Requirements management 2016

Inaccurate requirements gathering consistently ranks in the top three causes of project failure yet *only half of organizations have the resources in place to perform this function properly.*

PMI Pulse of the Profession® research

...45% of BAs report that their biggest obstacle is people not understanding the BA role!

IIBA 2021 survey

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Poll

Which of the following best describes your primary role on most projects?

- ☐ Sponsor
- ☐ Project manager
- ☐ Business analyst
- ☐ PM/BA hybrid
- ☐ Subject matter expert or Team member
- ☐ Other
- ☐ Not sure

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Organizing baseball at the Retired Actors' Home



"Who's on First?"--Abbott and Costello (October 6, 1938) Added to the National Registry: 2002 www.loc.gov

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Breakout Groups

- How well do you understand what the BA, PM, and other team members do on traditional projects?
- How well do you understand what the BA, PM, and other team members do on agile projects?
- Does it matter?

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A Business Analyst is...

- “...any person who performs business analysis tasks described in the BABOK® Guide, no matter their job title or organizational role.”

BABOK® Guide 3.0, 2015, Page 2

- “any resource who is performing the work of business analysis.”

Project Management Institute, The PMI Guide to Business Analysis – First Edition, Project Management Institute Inc., 2017, Page 390.

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Business Analysis is ...

- A “set of activities performed to identify business needs and recommend relevant solutions; and to elicit, document and manage requirements.”


Project Management Institute, Business Analysis for Practitioners: A Practice Guide – First Edition, Project Management Institute Inc., 2015, Page 184.

- “The practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.”

Business Analysis Body of Knowledge (BABOK®) Guide 3.0, International Institute of Business Analysis, 2015, Page 2.

- A “set of activities performed to support delivery of solutions that align to business objectives and provide continuous value to the organization.”

Project Management Institute, The PMI Guide to Business Analysis – First Edition, Project Management Institute Inc., 2017, Page 389.

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Importance of Business Analysis



Ensures solution meets stakeholder needs



Obtains buy-in from stakeholders



Ensures different viewpoints and needs are captured



Helps streamline processes and eliminate waste



Ensures solution adds value to the organization and stakeholders



Positions the organization for success by enabling change

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Wait a minute...
Don't I Do These
Things?!









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Business Analysis Project Management is ...

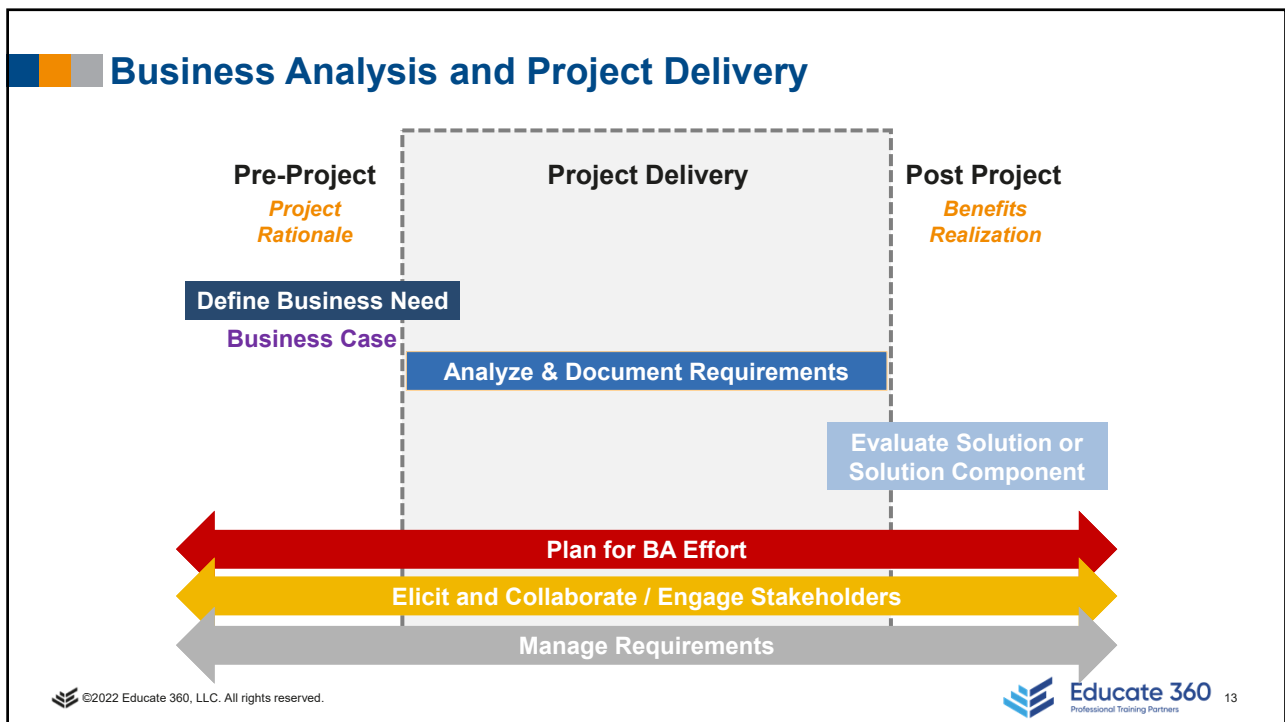
- A “set of activities performed to deliver the results of efforts to identify business needs and recommend relevant solutions; and to elicit, document and manage project requirements.”
- “The practice of enabling change in an enterprise by defining needs and collaborating on how to deliver solutions that deliver value to stakeholders.”
- A “set of activities performed to support delivery of solutions that align to business objectives and provide continuous value to the organization.” ✓

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Importance of Business Analysis Project Management

-  Ensures **project** meets stakeholder needs
-  Obtains buy-in from stakeholders ✓
-  Ensures different viewpoints and needs are captured ✓
-  Helps streamline **project** processes and eliminate waste
-  Ensures **project** adds value to the organization and stakeholders
-  Positions the organization for success by enabling change ✓

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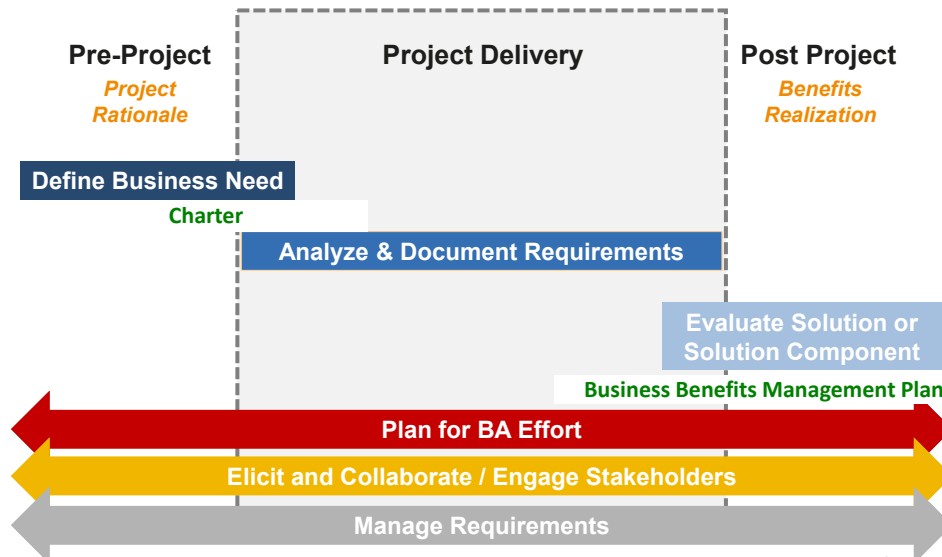
Wait a minute...
Don't I Do These
Things?!

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Business Analysis and Project Delivery

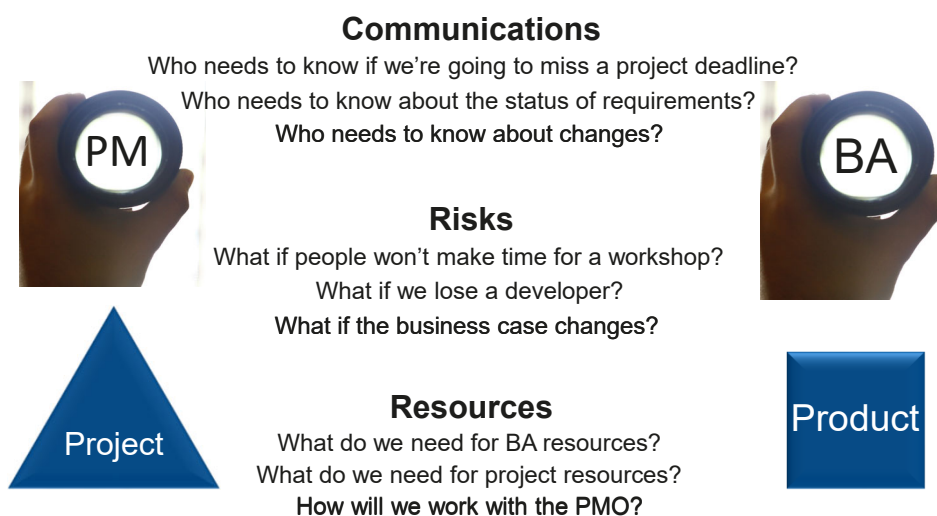


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The PM and BA



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The PM/BA

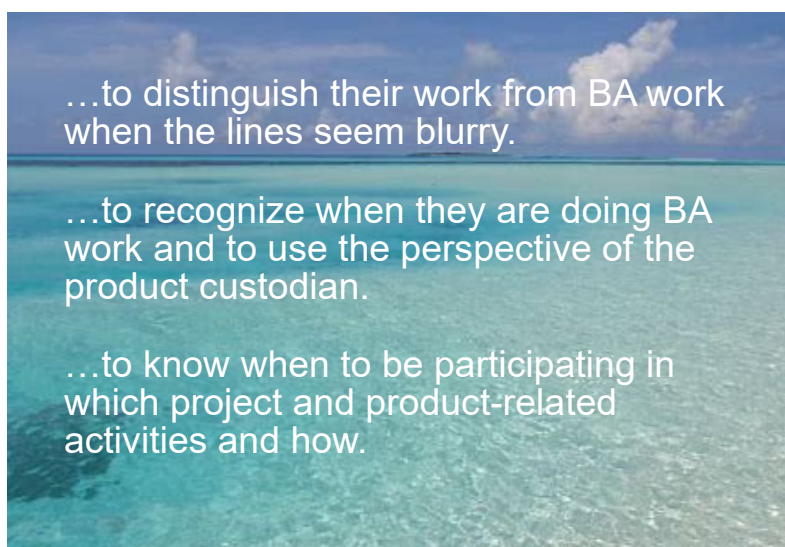


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A PM who understands BA has better clarity...



...to distinguish their work from BA work when the lines seem blurry.

...to recognize when they are doing BA work and to use the perspective of the product custodian.

...to know when to be participating in which project and product-related activities and how.

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Other Things that BA Addresses – Business Rules

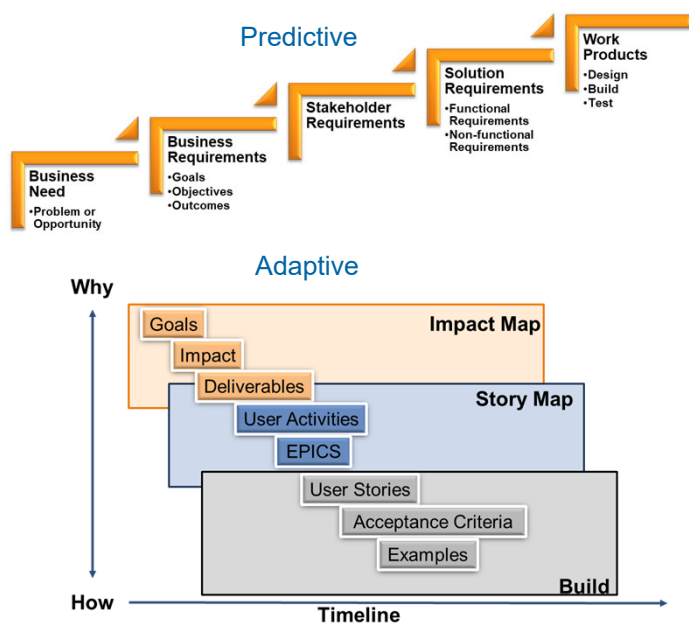
- Self imposed constraints on how we do things around here
- Enforced across all projects
- Example
 - Customers must have a valid account to withdrawal cash
 - Must have signed agreement before project can be scheduled

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Other Things that BA Addresses - Traceability



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Wait a minute...
Don't I Do These
Things?!

Actually, not so much.



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PMs Who Understand Business Analysis...

...can better plan for the work that *needs to be done* on their projects.

...are better collaborators and advocates for this critical work.



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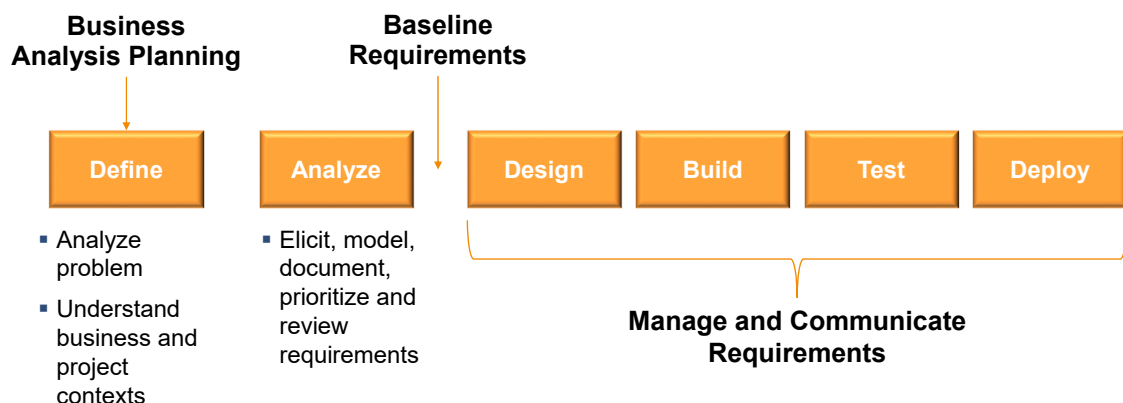
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Breakout Groups

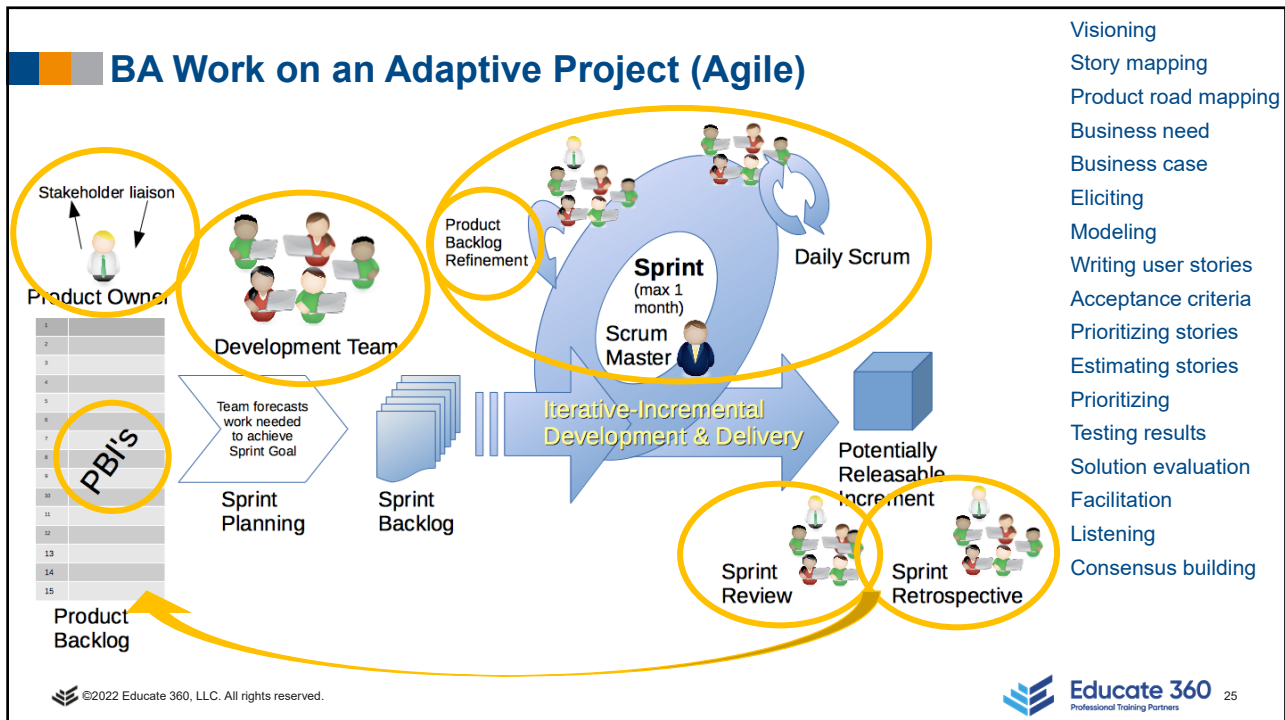
- How is BA work different in an agile environment compared to a traditional environment?
- How would it be helpful for a PM to have some BA skills when working in an agile environment?

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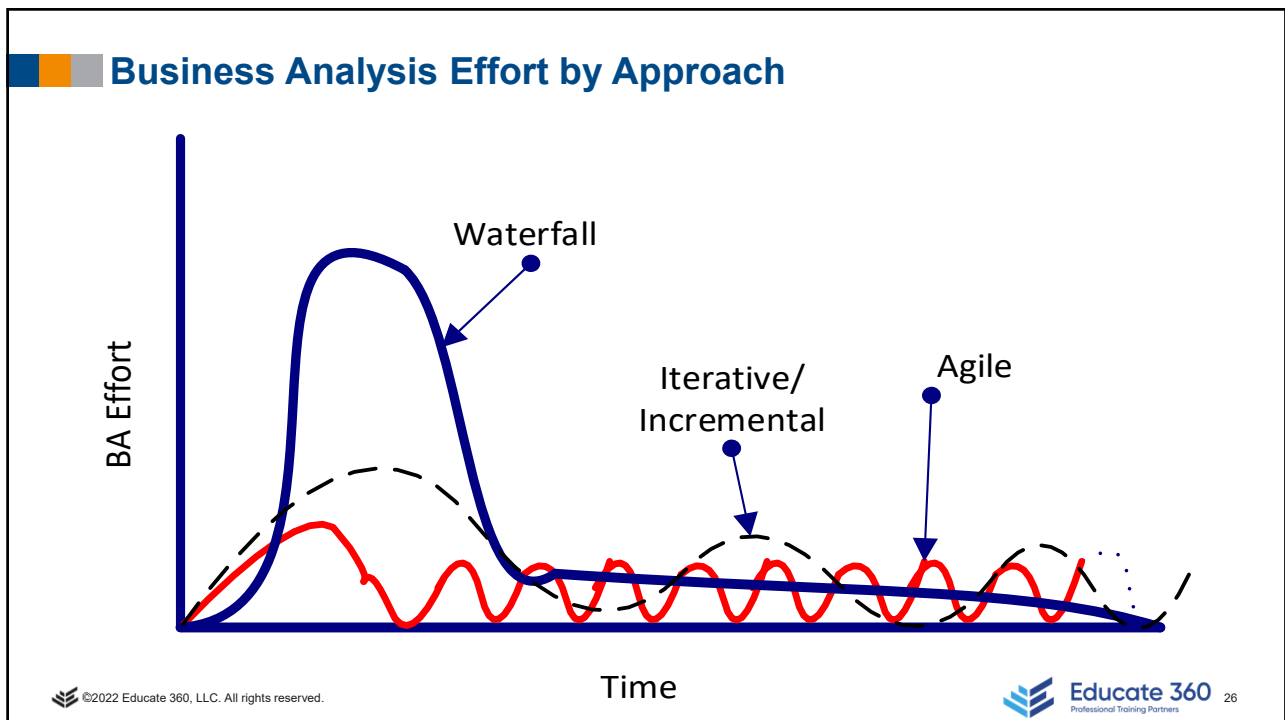
BA Work on a Predictive Project



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PMs Who “Get” BA...

- ...understand the larger context for the initiatives they manage.
- ...know what is required to deliver quality projects *and* products.
- ...are better positioned to collaborate and add value in agile environments!

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...45% of BAs report that their biggest obstacle is people not understanding the BA role!
 We can **do better** than this!
 It's **in our interest** to do better than this!
 When we **better understand** business analysis...

...we get better at both the PM and BA work we do!

...we are better product *and* project custodians!

...we are better positioned to jump in and add value in our agile environments where BA is everywhere!

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Thank you!
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