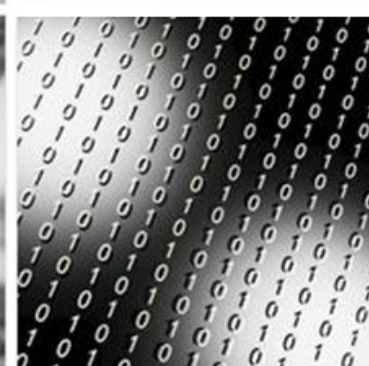


The synergy & magic between BA's, PM's & Executive Sponsorship



About me



- ***Finance***
- ***Defence***
- ***Commercial***
- ***SME***
- ***Energy***



*I love magic and
observation*



The agenda and what we see

1. The power of three roles

- *BA, Pm & ES*

2. Voice of the PM

3. Voice of the BA

4. Sponsors

5. What other have done



When I reflect (for 30 mins!)

Enterprise
Architecture &
Analysis

Communication
Strategies

Business
Benefits

Project Health

Process
Mapping

Data
Requirements
Gathering

Facilitation &
Managing
Stakeholders

Information
Management

Lessons
Learned

Knowledge
Management

Project
Prioritisation

Data
Warehousing

Kaizen

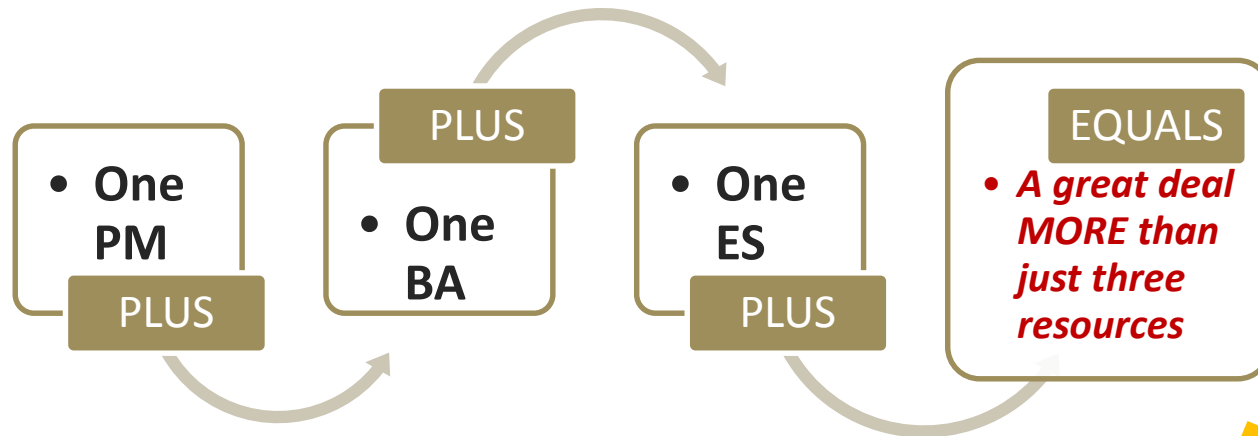
Critical Path
Management

Six Sigma

Change
Management

Every role influences a project outcome

- Each are **critical ingredients** for success
- Both in the **negative** and the **positive** impact



- It is because **when it works** it is a powerful coalition that brings different views and perspectives to a project.
- **When it doesn't** it leads to a squandering of resources, unmet expectation and poor performance
 - And (very) bad project outcomes

- The *PMBOK® Guide* and the *BABOK® Guide* describe the **professions** of project management and business analysis

This is a really **BIG**
insight

Why is that?



But sure, we know how these **two** work

- Widespread understanding of these roles are important (critical)
 - *Critical importance in projects to drive business results and innovation*
- **Emergence** in its own right the ‘profession’ of business analysis



A long emergence then?



*It means it is likely
that you will swap hats*

Within the realm of any project, a person with the job title of Project Manager may perform business analysis, just as a person with the job title of Business Analyst may perform project management tasks.



As obvious as my lack of shoes

But still they document we're flat people



Variable

Routine



Executive Sponsorship can be either (or neither)

So when this works I reflected

- *Finance*
- *Defence*
- *Commercial*
- *SME*
- *Energy*



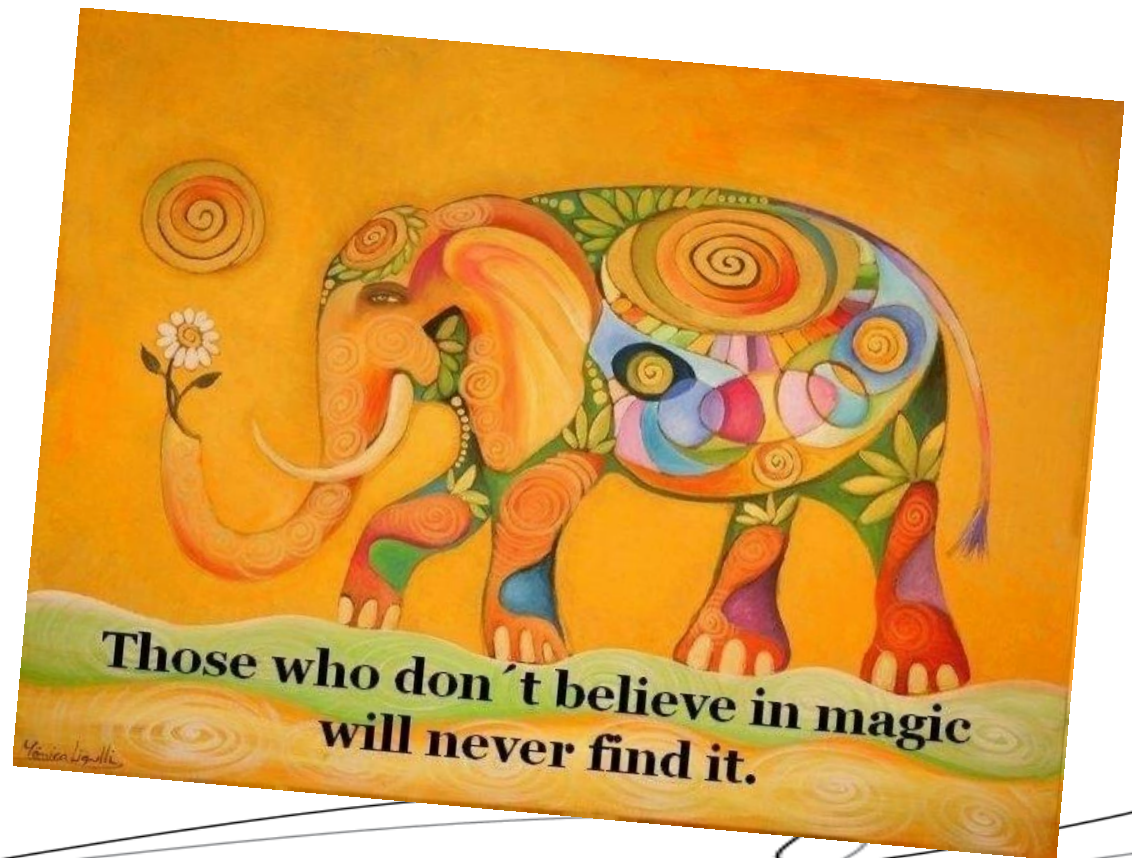
'My' failures no different to literature

- **Unclear** roles and responsibilities ,confusion over job titles & focus
- **Incongruent organisational expectations** for project management and business analysis roles can create confusion and conflict that contributes to less successful project outcomes

Quite often it wasn't the team
it **was the framework** & the power plays

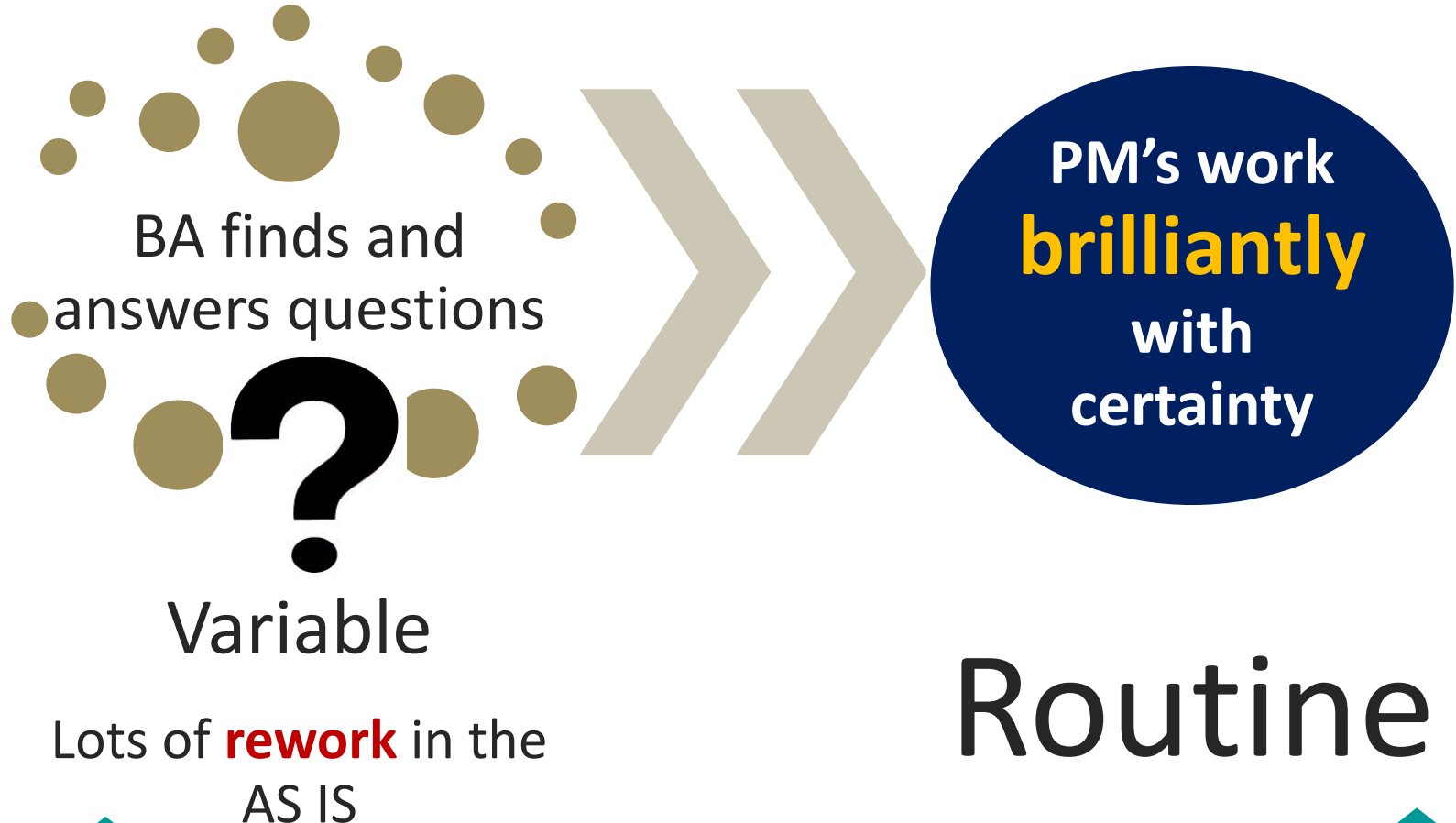
Let's talk about that head shaking

Many of places are just run badly



Love to get away with this

Impact hurts the BA more than a PM



For project managers, there may be a **perception** that business analysts are collecting requirements without effective coordination.

There is a fear that the business analyst may create **unrealistic expectations** among project stakeholders regarding project commitments.



For business analysts, there may be a perception that **project managers do not understand the breadth** and complexity of defining, analyzing, and managing requirements and are unwilling to fully investigate and address stakeholder needs.

**And many simply do not know
the BA profession techniques**

Our job is to explore possibilities

BA's are many things

- *Creative – but not in an arty way*
- *Focussed on an outcome – business value*
- *Analytical*
- *Disciplined (in the main)*

*A great advocate for the
business and the sponsor*

Total Pains too



The roles of the PM and BA both carry leadership responsibility to effectively ensure project success

- *Clear, documented, and mutually agreed upon roles and responsibilities*
- *An understanding they are professions*
- *Respect, Honesty & Advocacy*
- *Constant and open communication*
- *Active business sponsor engagement*

The third member in the magic
You can do all that and still come undone

PMI's 2010 *Government Program Management Study*
found that 81 percent of program managers at U.S.
government agencies said that

**strong support from at least one
executive-level**

sponsor had a high impact on project success.



68 percent of companies
do not always have an effective sponsor.

“They must see themselves as compatible members of a project team,” says Dr. Cooke-Davies. “Each needs the other.

It cannot be the executive sponsors seeing themselves as the project manager’s boss.

That way lies ruin.”

*A great advocate for
the
business and the
sponsor*

Come back to the roles

A sponsor who gets involved in the details of the daily execution of the project **has crossed that line** and the BA to fulfil their professional role.

More than one person running a project causes confusion for everyone and jeopardizes the project.



But we understand..

There is a strong reason for keeping up with this model

An *executive sponsor* is a C-level administrator who has a **vested interest** in seeing a project to completion.

The *executive sponsor* is a manager with **demonstrable interest** in the outcome of the project who is ultimately responsible for securing spending authority

The Role of the *Sponsor*. Too often, the term “project sponsor” conjures up the image of a **disconnected executive** whose main responsibility is to secure the project funds and then come in for the victory lap when it is all over.

They all had a place

- *Finance*
- *Defence*
- *Commercial*
- *SME*
- *Energy*



- **Magic of the three is a powerful coalition**
- **Each are a PROFESSION with different patterns**
- **But be warned**
 - **One can undermine the other two and the project altogether if not handled well**

PEOPLE

Great people make a difference and we will constantly seek opportunities to allow our students, staff and clients to reach their full potential.

EDUCATION

Developing skills and expertise in ourselves, our students and clients will contribute to developing stronger professionals and better organisations throughout Australia.

ADVISORY

Supporting our clients to become stronger and sustainable through exceptional service, consultation and delivering tangible outcomes.

COMMITMENT

We value the special culture of Mantra, and each team member will commit to upholding this through demonstrating respect, teamwork, reliability, honesty and professionalism at all times.

ENJOY WHAT YOU DO

Choose every day to make a positive difference to yourself and those around you.



Sign your workplace up for
SWEAR-TOBER
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And give a #*@! about young people who are homeless

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