

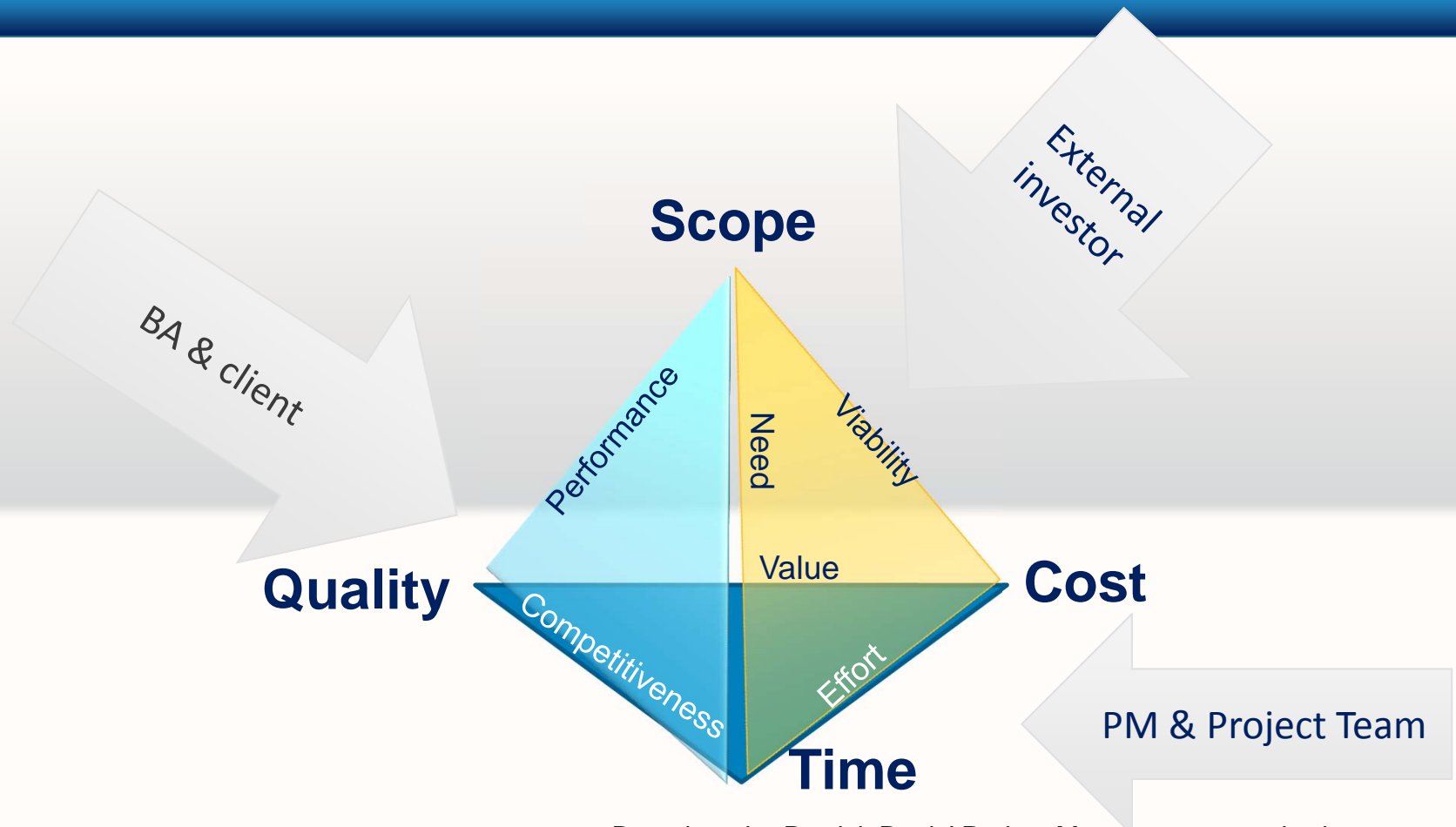


# Producers & Directors

*Uncensored*

Steeve Pratte  
Presented to the PMI-OVOC on  
Sept 28, 2011

Hi, I'm Steeve, and I'm a BA  
This is my perspective



Based on the Derrick Davis' Project Management tetrahedron

# What is quality?

“I think there is such a thing as Quality, but as soon as you try to define it, something goes haywire. You can't do it... Because definitions are a product of rigid, formal thinking, Quality cannot be defined.’ And yet, ‘even though Quality cannot be defined, you know what it is”

(Mintzberg quoting Pirsig, in Mintzberg on Management)

# The orchestra conductor debate

“Any player who has worked with great conductors knows that what they bring to their performances is the difference between competence and inspiration.”

(C. Gillison – Exec. & Artistic Director, Carnegie Hall)

# What is the BA contribution to quality?

- ✓ 1 Identify the objectives of the project
- ✓ 2 Built consensus between stakeholders
- ✓ 3 Ensure alignment with corporate objectives
- ✓ 4 Meet, even observe users
- ✓ 5 Analyse and present solutions for approval
- ✓ 6 Explain the solution to the execution team
- ✓ 7 Explain the expectation to the verification team



# Why are BA's not always aligned with the project's objectives?

Requirement elicitation & analysis

Stakeholders analysis

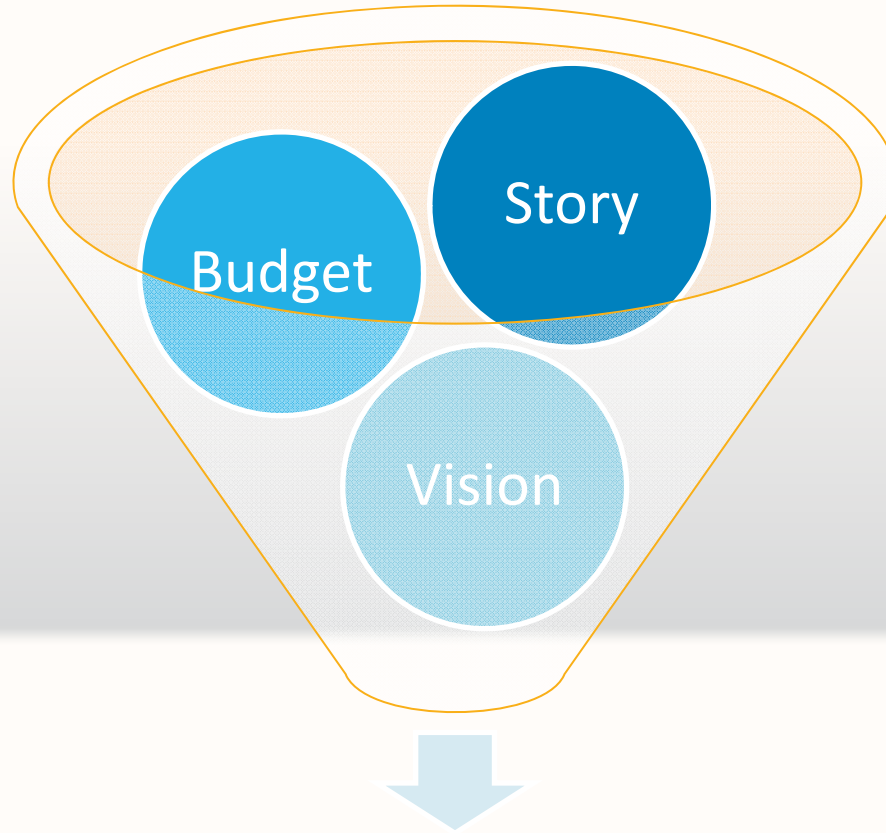
Solution assessment and validation

Bias towards higher quality and greater scope



# Why the producers and directors

Because making movies is big business



We're making a movie!

# Producers and Project Manager

How do they compare?

## Producers

- 1 First person involved
- 2 Funding and ressources
- 3 Studio liaison
- 4 Press and marketing



## Project Managers

- 1 First allocated to project
- 2 Project plan
- 3 Sponsor reporting
- 4 Change management

# Directors and Business Analysts

How do they compare?

## Director

- 1 Screenplay & Storyboard
- 2 Actor direction
- 3 Camera direction
- 4 Editing



## Business Analyst

- 1 Solution analysis
- 2 Technical clarification
- 3 Design clarification
- 4 Validation

# Who do you want to be?

Your own sub headline

## Stephen Spielberg

1 \$80M last year

3 Oscars  
10 Emmys  
4 DGA Awards  
4 Golden Globes

### Movies:

- E.T.
- Schindler's List
- Munich
- etc

## Michael Bay

2 \$125M in 2009

1 razzie

### Movies:

- Armageddon
- The Island
- Transformers

## Martin Bergman

3 Not enough

Nominated once  
for an Oscars

### Movies:

- A Dog Day  
Afternoon
- Scarface
- The Shadow
- Pluto Nash

Your own footer

Counts are per project involved in

# The plan

The Big Hairy Audacious Goal (Collins & Porras)

Ask more of  
your BA

Communicate  
with your BA

Plan his time  
accordingly



## Delight your clients!

“Delighted clients support you, buy from you, stick with you through thick and thin, are waiting eagerly for your next offering” (S. Denning)

# Ask more of your BA

If you have the right person for the job, that's all he's asking for.

## Ask for a better solution

- 1 Good requirements are about more than documenting must haves and nice to haves. A comprehensive, daring vision should be presented.

## Expect them to give direction to your development team

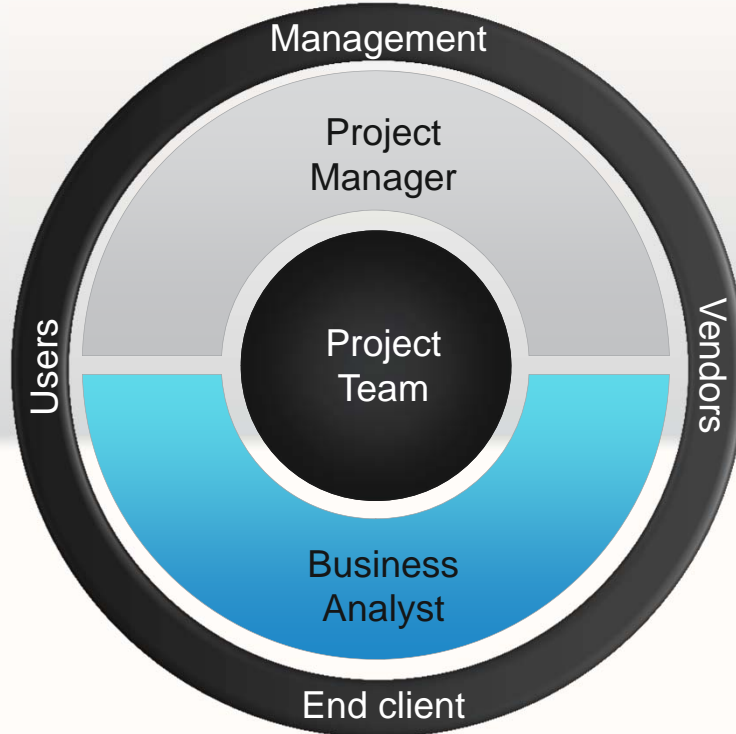
- 2 It's not about telling your developers how to do their job. It's about telling them when they're not realizing the vision.

## They are your first line of defence against defects

- 3 Systematic testing is important, and so is user validation. But the BA should be actively involved in unit testing with your developer and play an active role in validation

# Communication

The Janus Relationship (Steve Blais, bridging-the-gap.com)



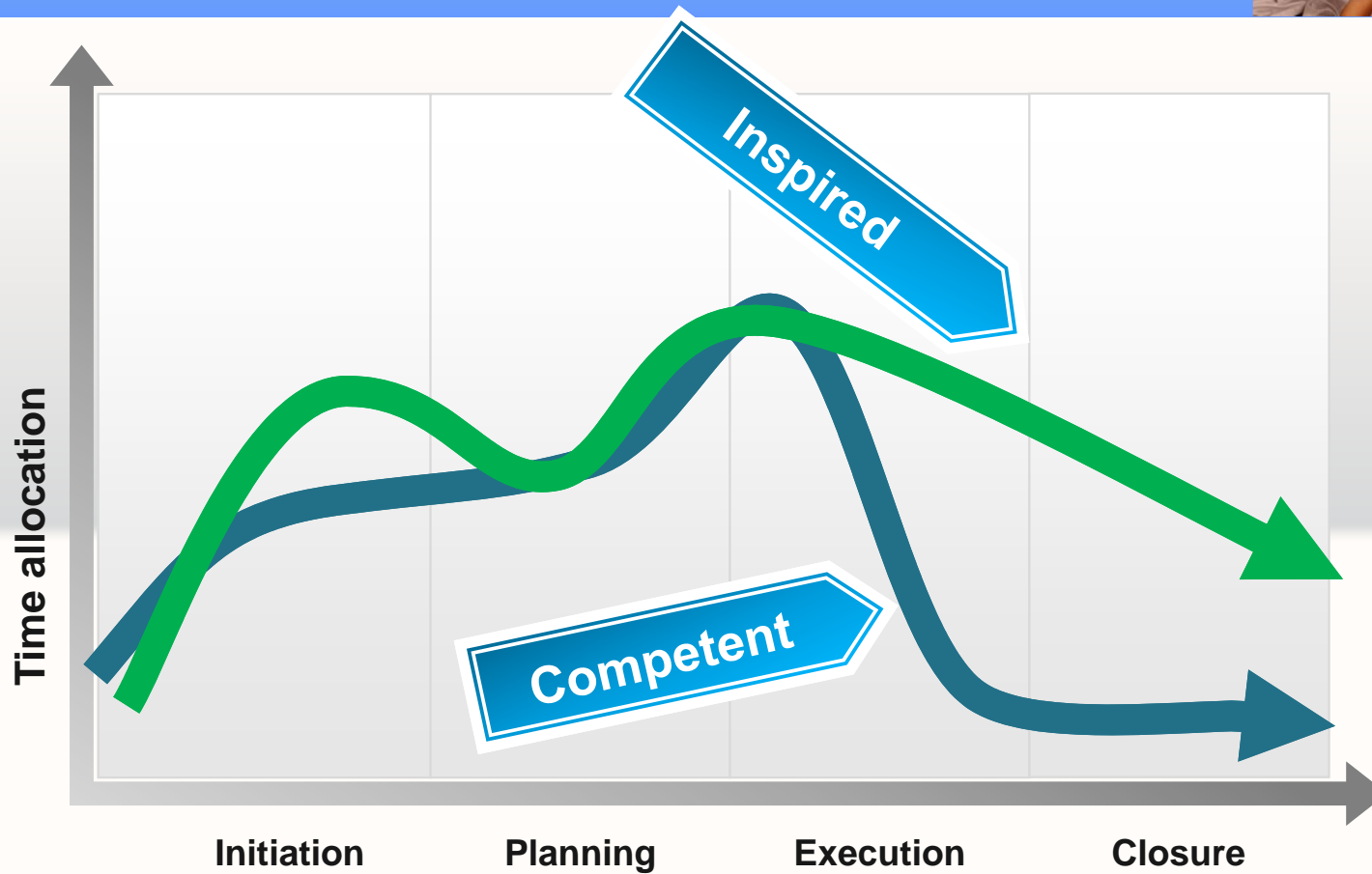
## PM and BA as a team

PM and BA must:

- Be of one mind
- Be constantly aligned
- Control access to the project team
- Manage the expectations of external stakeholders

# Plan his time

Pass 'Go', and keep going



**THANK YOU!**