



Working with Business Analysis Stakeholders

<u>Stakeholder</u>	<u>Approach</u>	<u>Considerations</u>
Business Executive	Provide information to assist in decision making	Executives have a strategic focus and often are looking longer term than just “quick fixes.”
Product Owner	Provide analysis for decision making, both internally to product and externally to enterprise	The product owner needs to not only be focused internally on own product, but also look externally at other efforts of the organization, competition, and industry.
Project Sponsor	Understand why they want the project in the first place and their definition of success criteria	Some sponsors are heavily involved in their projects and some are very hands off. Know how much information to provide.
Project Manager (PM)	Provide clarity on business analysis tasks, timeframe, and resources. Always present issues or items requiring decisions with the analysis that the PM can easily take to the project sponsors and team for quick and informed responses.	Many PMs have been used to doing the analysis work themselves in the past. Watch out for overlapping of work or efforts. Best is to layout roles and responsibilities clearly at beginning of project-based work to reduce redundancies.
Other Business Analysis Professionals	With more than one analyst on a team, ensure roles and responsibilities are clear.	If more than one analyst is assigned, each with different specialties but all expected to perform the same types of activities, then templates and setting standards can help to best organize and utilize the analysis work.
Subject Matter Experts (SMEs)	Work with SMEs to understand environments, technology, and context	Keep in mind you may have to work with many personality types, working styles, and motivations in

	of change efforts; they are often the source of requirements, including verification and validation.	addition to different levels of expertise. These people know their line of business and may not know how to do change or project-based work. Make sure to provide clear communications, tailoring to the audience to whom you are presenting. Avoid becoming the SME yourself. While you may learn quickly the business area and what may be best, decisions and input should come from the SME. This allows the BA to have the holistic perspective of looking across all business areas.
Users	Understand current usage and future expectations of solution including roles, context, and future changes.	The way a person utilizes a solution today may not be the only way nor the way to get the most value out of the solution. They also have narrow views from the perspective of how they interact with the solution so ideas for changes and improvements need to be aligned to business goals before being accepted as requirements.
Quality Assurance (QA) Analyst	Bring requirements to QA experts to review and validate. Invite QA experts to requirements review sessions and solution scope discussions so that they have awareness and encourage them to review any of your business analysis deliverables if they are open to it.	Having more than one analyst on a team means ensuring that there is clarity on roles, responsibilities, and expectations of each other. Getting clarity at the beginning of the change effort will help you work with the QA analyst successfully. Some organizations require QA departments to sign off on requirements so determine the process for any approvals at the beginning of your change work.
Usability Professionals	Bring requirements to usability professionals to review and validate requirements' usability criteria. Invite these professionals to requirements elicitation and review sessions and any solution design discussions. Also,	Having more than one on a team means ensuring that there is clarity on roles, responsibilities, and expectations of each other. Getting clarity at the beginning of the change effort will help you work with usability professionals successfully. You may also need to articulate with the team the difference in your role as the

	engage them in the testing, planning, and execution activities.	BA and why both roles are required for a successful solution.
Scrum Master	Provide analysis of what work needs to be done to quickly achieve value, including any potential issues and the alternative analysis to help the Scrum Master stay focused on creating a productive environment.	Ensure open communication with the Scrum Master and project team. Deliver analysis so that the Scrum Master can quickly get the decision makers to decide and move forward.
Solution Architects	Share business objectives and requirements for solution ideas and feasibility reviews of solution selections; solution requirements to ensure solution can be developed and produced; test plans for review and validation.	Keep the business objectives and goals clear so that design options align and support the business. Lack of clarity on these will waste solution architects time.
IT Developers	Provide clear expectations of how the business hopes to achieve their business objectives. Providing use cases, scenarios, and acceptance criteria help to articulate expectations while allowing developers to define technical requirements.	Keep them focused on solving the business need and only on the solution scope defined. Avoid trying to tell them what the technical requirements are if they are the SMEs – let them provide the technical requirements by being clear on the expectations of the users and owners.
Data Administrator / Architect / Analyst	Learn as much about the data they manage or work with to help identify current capabilities and gaps for any solution work. Have them review your requirements including watching for business rules.	Ensure you understand the data requirements for your change work as data analysts are sometimes not well understood by business stakeholders. Engage them into team discussions on finding solutions. You may need to help articulate to the business stakeholders how the data analyst is required to support overall business objectives.

Database Designer / Administrator	Provide clear requirements, use cases, and expectations on data storage requirements.	Engage the database team for input and insight on how to leverage current capabilities as well as build new ones. Not every change effort needs new databases. Encourage reuse and efficiency.
Testers	Provide clear expectations, clarity in test plans, and instructions; ensure testing environment enables fast and efficient testing according to plan.	Understand testers may not understand the project process or even know why the change is happening. Keep them focused on the test cases produced and emphasize the focus of ensuring things are working right. Be mindful that testers may find or articulate undefined end user expectations that may bring new requirements and change control processes into play.
Trainers	Provide clear information on the changes that are happening and the impact to current processes and procedures so that they can update processes and materials.	Try to involve trainers early on in the requirements process so that they are well informed of how the changes will impact the end users as well as their training. Asking the team last minute to do training on changes they are unaware of is not productive and will not support your change acceptance work.
Vendors and External Consultants	Ensure you provide clear, verified, and validated deliverables in easy-to-access formats and methods.	Be clear about when you are going to communicate directly with external individuals and when you are not. Communication could be influenced by organizational decisions relating to the external vendor. Often on project-based work, you will want to provide information to the project manager to disseminate, as appropriate. Also, ensure your communication channels account for external users who may or may not have access to your internal network.