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BABOK Study Group: Water in the Rocks

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08/16/2022

Agenda

Meet the Presenter
Background
The Letter of PM/BA
The Spirit of PM/BA
Water in the Rocks/
Thoughts from a PM/BA
Questions/Open convo



Meet the presenter

KIMBERLY DEWITT



Kimberly is the CEO/Chief Strategist of DeWitt Consultancy Partners, a boutique international business focused on providing business consulting/coaching, information technology, and government contracting services.

Kimberly is an Information Technology professional with over twenty-five years' experience. She has a B.S. in International Business from Park University and received her Executive M.B.A. in Executive Leadership from Baker University. She is also a certified Project Management Professional (PMP) and a Certified Scrum Master (CSM). Her passions include an eternal fascination and study of quantum physics, street tacos, seeking chaos to conquer, and building a company that she can pass on to the next generation of disruptors and thought leaders.



Background



Being a keen observer of detail – in people, process, and environments created a unique skillset in Kimberly that she has used throughout her career and into her own business endeavors to help those who seek her to bring clarity and data-driven direction forward through the chaos and helps people, teams, and organizations to dream big and back it up with meaningful action to create results.



The Letter of PM/BA

- **Organization:** Often conflated and treated homogeneously/interchangeably (if the organization does not recognize the importance of either role, if it doesn't have enough money and resources for both roles, if the project is known to be "small," or when the team has worked together and is a high-performance team)
- **PMBOK/BABOK**
 - PM: Focuses on process, project sponsors
 - BA: Focuses on tasks, stakeholders (business needs/req)



*Takeaway: There is a lot of overlap.
Learn both skillsets for marketability,
flexibility, and SANITY*

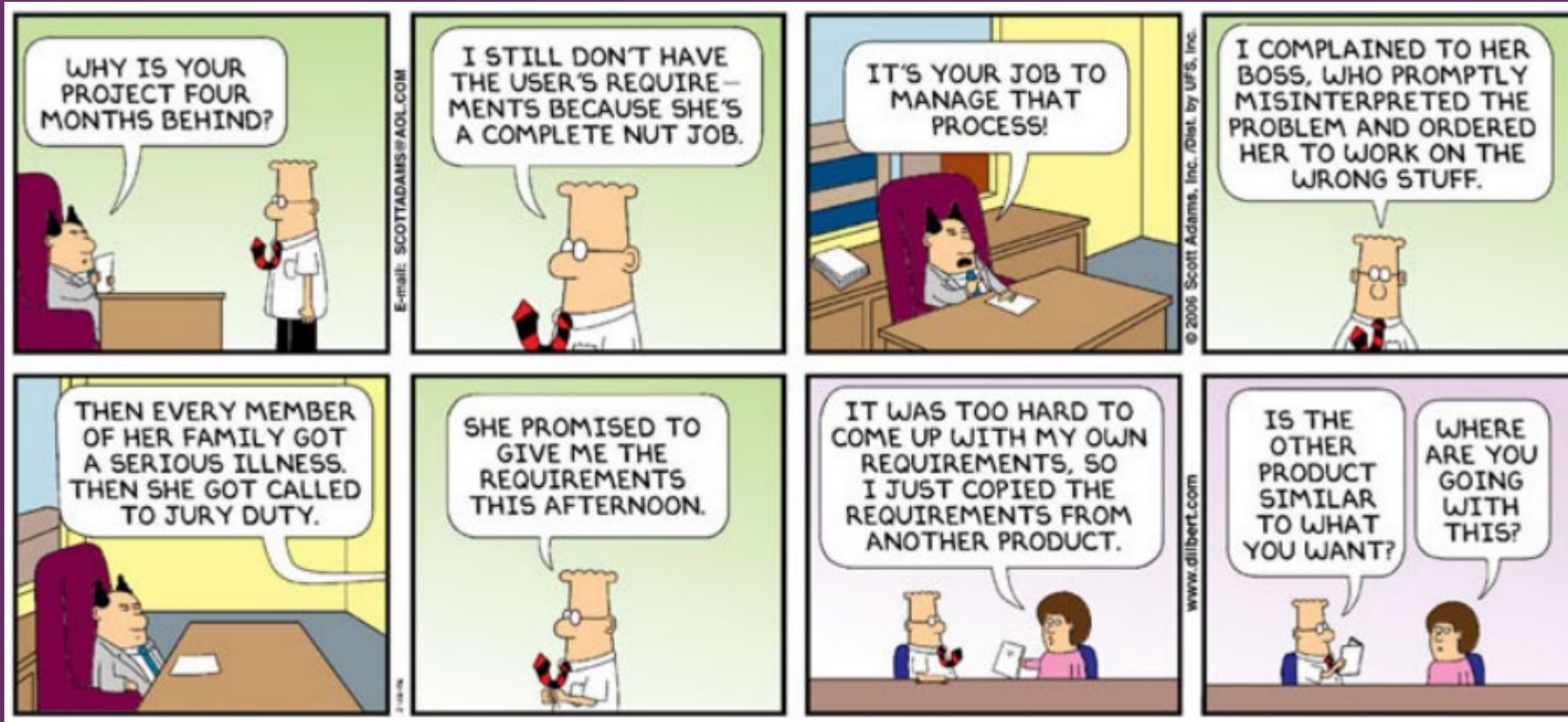


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Perspectives Exercise



The Spirit of PM/BA



Takeaway: Be a bridge

Water in the Rocks/Thoughts from a PM/BA

- PM often the “face” of an initiative while BA is “resource”; **FALSE**
- PM = BA but BA ≠ PM; **FALSE**
- Organizations prioritize PM resources over BA resources; **TRUE**
- Every organization, regardless of PMO status, has fuzzy boundaries; **TRUE**
- Projects/initiatives are ROCKS that are blocking organizational progress.
 - PM: Acts as the shore – defined general path/direction, regardless of visibility conditions (strategic/operational planning, PMO priorities, etc.) able to see varying degrees in front to anticipate waterfalls, branches, undercurrents (using capacity/velocity, resource planning, etc.)
 - BA: Acts as the WATER – can only go where shore allows it to (scope, priority), helps determine best way to navigate (technical requirements) within the path to either break down rocks to smaller, less dangerous (risk) pebbles or go around them altogether (scope refinement, business requirements)

Water in the Rocks/Thoughts from a PM/BA, cont.

- Thoughts on the PM/BA relationship
 - Different levels of granularity, but still aligned toward same goal: successful project completed within reasonable range of committed delivery dates
 - PM: focused on process and keeping everyone (stakeholders/sponsors) speaking the same strategic language
 - BA: focused on being internal phase gates for both stakeholders and PM
 - Empathy is KEY
 - PM cares about priority/timeline/executive endorsement; TO DO: Think about the details
 - BA cares about ensuring that stakeholders have their needs met; TO DO: Think about the big picture
 - Collectively, PM/BA only line of defense between executive wants/needs and operational capacity/velocity
 - E.g.: Constantly changing priority can wreck team velocity, unreasonable timelines lead to increased risk/shortcuts that lead to less than perfect deliverables, not advocating for operational resource concerns/issues
 - Be flexible with each other water/shore versus granite/limestone
 - Determine complements/strengths/boundaries early
 - Depending on org characteristics and level of “fuzziness”, working relationships are best defined by PM and BA, NOT stakeholders/sponsors
 - Be the example not the horror story: If PM/BA not aligned, authority doesn’t get properly established/respected;

“If you really look closely, most overnight successes took a long time.”

-- Steve Jobs



Key Takeaways



| | |
|--------------|--|
| No. 1 | Train up both muscles to think strategically (PM) and operationally (BA) |
| No. 2 | Be flexible and ready to shift when needed |
| No. 3 | Don't forget that if you are feeling "out of place" or "unclear on my role", so is your colleague. Figure it out together. |



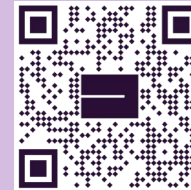
2022



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Thank you

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