



# Generative AI and business empowerment

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Chapter



Thank you !

- Sergio Ceddia, VP Operations – Project Manager of this event
- All Speakers
- All volunteers that will help us to understand the power of AI
- All participants

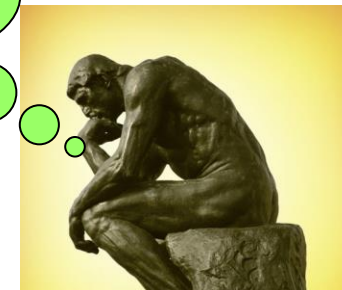
# PM-BA: the begin in 2012



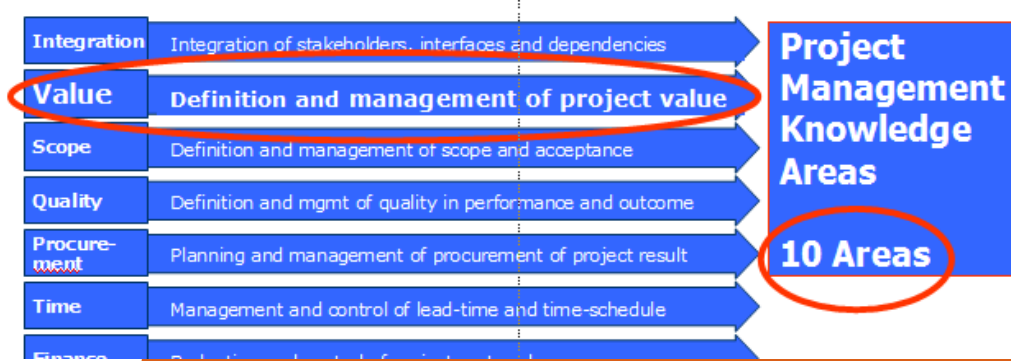
**Business Need,  
Business Plan,  
Business Case**



**Project Charter,  
Project Plan,  
Would I...?**



# Strengthen the link between project and business



**PMI** Project Management Institute

## Contributing Value: Meaningful Results

- Realization of strategy
- Innovative and creative governance
- Schedule compression
- Product innovation
- Clear relationship between risk and project constraints

## 2010, the Italian Air Force...

- has established a P.M. school**
- Has its own P.M. system (Touch and Go)**
- manages many major projects through certified P.M.'s**
- is transforming through projects**

Stato Maggiore Aeronautica

Objective	The project manager has to act as entrepreneur with full profit and loss responsibility!		
	Allow for knowledge and experience	Ensure empowerment and responsibility	Give Reward and recognition
	Letter of empowerment	Target agreements	Income, project incentives, key functions, other forms of recognition
Measures	Certification and adequate assignment		
	PM training and qualification (according to function by in-house Academy)		
	<b>Baseline: PM career model</b>		

# PM-BA: the dynamic duo relationship

- The importance of Strategy Analysis to reinforce project Initiation
- The classification of requirements to give a structure: from business, to stakeholder, to solution and transition requirements
- Traceability (forward/backward) to support project quality and control scope creep
- Requirements prioritization to maximize project value
- Transition planning and organizational readiness to maximize the value of releases
- Define requirements measures to support project quality and value
- Elicitation to understand the stakeholders (many techniques)
- Collaboration to keep the stakeholders engaged
- Maintain requirements to support future project evolution
- Evaluate Change Requests based on value (and cost)
- Solution Evaluation to maximize delivered value and catch new business opportunities
- Improved Risk Management processes
- And many others...

# PM-BA relationship, the evolution

From IIBA Italy  
Chapter 'PM-BA'  
event in 2023

- Managing the Complexity and Instability of the Context
  - BAs help companies in positioning themselves and organize themselves to manage the complexity and dynamism of the context, acting as a 'bridge' to transfer information to projects
  - It is vital for PMs to understand and manage the context to define the most appropriate project governance mechanisms
  - It is important for BAs to have consolidated and certified Business Analysis skills, in particular Strategy Analysis and Context Analysis

# PM-BA relationship, the evolution

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- Maintain the focus on 'Meeting Stakeholder Expectations' with distinct roles and responsibilities
  - BAs focus on understanding the context and needs of stakeholders and defining solutions
  - PMs instead create the conditions for the realization of value

# PM-BA relationship, the evolution

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- Cybersecurity implications
  - In recent times there has been an exponential increase in the complexity and dynamism of the context due to the increase in the number of interconnections between devices and the amount of data generated
  - This has led to a growth in risks related to cybersecurity and highlighted that the human factor was the determining cause of cyber attacks in at least 80% of cases
  - Security cannot and should not prevent an organization from achieving its business objectives. In this context, collaboration between PMs and BAs is essential for the definition and implementation of multilateral security systems - To date, prevention actions seem to be the only truly effective weapon



# PM-BA relationship, the evolution

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- The complexity and dynamism of the context in which companies operate are destined to increase in the coming years
- For this reason, the collaboration between PMs and BAs in projects and organizations will be increasingly important and indispensable
- The relationship between PM and BA will naturally evolve from understanding the needs and definition of stakeholder solutions towards more specialized topics (cybersecurity, data analysis, algorithms, AI, context analysis, etc.)

- To learn more on the collaboration between PMs and Bas, I tested PMI and IIBA AI tools:
  - PMI Infinity 1.0: Enhanced, Refined, and Continuously Evolving for the Future!
  - IIBA, AI Assistant

# Project Manager and Business Analyst, how can they work together?

- Project managers and business analysts can work together in several ways to ensure successful project delivery. Here are some ways in which they can collaborate:
  - **Assessing project impacts:** The project manager and business analyst can work together to assess project impacts. The project manager assesses project impacts, and the business analyst assesses impacts to the product. To properly assess both the project and product impacts of a proposed change, the project manager and business analyst should work together, because each provides a perspective and level of knowledge that, when contributed jointly, will properly assess the size, cost, schedule, and risk impacts associated with the proposed change
  - **Stakeholder analysis:** When there are a large number of stakeholders identified, stakeholder analysis may involve grouping the list by common characteristics which helps to streamline analysis. Project managers use stakeholder analysis to assess how the stakeholder groups will influence and impact the project work. Business analysts use the results to understand how the stakeholders will impact the business analysis process. Both roles assess stakeholders to understand how to communicate, collaborate, manage, and set expectations
  - **Collaborating on stakeholder analysis:** How project managers and business analysts collaborate and work together on stakeholder analysis varies by organization, but it is more efficient if they work collaboratively with their project and product teams to avoid duplication of effort. Collaboration will also provide a more insightful examination of stakeholders as the experiences and expertise of all participants are leveraged to identify project and product impacts
  - **Clarifying areas of overlap:** For organizations and projects that separate business analysis responsibilities from project management responsibilities, it is important to identify the areas of perceived overlap and clarify the areas of confusion that exist between project managers and business analysts. While several of the business analysis processes identified in this standard appear to have the same process names as those in A Guide to the Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide), they are not the same. Project managers are responsible for the successful delivery of the project, while business analysts are responsible for successful delivery of the product. Therefore, the processes presented and discussed in this standard are product focused. Sometimes, project management and business analysis activities overlap, which is why project managers and business analysts work closely together
- In summary, project managers and business analysts can work together to ensure successful project delivery by assessing project impacts, conducting stakeholder analysis, collaborating on stakeholder analysis, and clarifying areas of overlap. By leveraging their complementary skills and expertise, they can ensure that both the project and product are delivered successfully

# Project Manager and Business Analyst, how can they work together?

- Project Managers and Business Analysts can work together in a collaborative manner to ensure the successful delivery of a project. Here are a few key ways they can work together:
  - **Define Project Scope:** The Project Manager and Business Analyst can collaborate to clearly define the project scope, including its objectives, deliverables, and boundaries
  - **Requirements Management:** The Business Analyst plays a crucial role in gathering, analyzing, and documenting requirements, while the Project Manager ensures that these requirements are aligned with the project goals and objectives
  - **Communication:** Both the Project Manager and Business Analyst are responsible for effective communication within the project team and stakeholders. They can collaborate to develop communication plans, facilitate meetings, and ensure that information is shared appropriately
  - **Risk Management:** The Business Analyst can identify potential risks and issues through analysis, while the Project Manager can work with the team to mitigate and manage these risks
  - **Change Management:** The Business Analyst can assess the impact of proposed changes and work with stakeholders to manage change requests, while the Project Manager can ensure that these changes are properly integrated into the project plan
  - **Monitoring and Control:** The Project Manager is responsible for monitoring project progress and ensuring that it stays on track, while the Business Analyst can provide valuable insights and analysis to support decision-making and course correction
  - By collaborating and leveraging each other's expertise, Project Managers and Business Analysts can enhance project outcomes and contribute to the overall success of the project

# Project Manager and Business Analyst, how can they collaborate in managing risks?

- Project managers and business analysts can collaborate in managing risks in several ways. Here are some ways in which they can work together:
  - **Risk identification:** Business analysts can help identify potential risks related to the product, while project managers can help identify risks related to the project as a whole. By working together, they can develop a comprehensive list of project risks
  - **Risk analysis:** Business analysts can help analyze the impact and likelihood of product-related risks, while project managers can help analyze the impact and likelihood of project-related risks. By working together, they can develop a comprehensive risk management plan that addresses both project and product risks
  - **Risk response planning:** Business analysts can help develop risk response plans for product-related risks, while project managers can help develop risk response plans for project-related risks. By working together, they can ensure that the risk response plans are comprehensive and aligned with the project objectives
  - **Risk monitoring and control:** Business analysts can help monitor and control product-related risks, while project managers can help monitor and control project-related risks. By working together, they can ensure that the risk management plan is effective and that any changes to the plan are properly communicated and implemented
  - Collaboration between project managers and business analysts in managing risks is essential for successful project delivery. By leveraging their complementary skills and expertise, they can develop a comprehensive risk management plan that addresses both project and product risks, and ensure that the plan is effectively monitored and controlled throughout the project lifecycle

# Project Manager and Business Analyst, how can they collaborate in managing risks?

- Project Managers and Business Analysts can collaborate in managing risks to ensure the successful delivery of a project. Here are some ways they can work together in this area:
  - **Identifying Risks:** The Business Analyst can leverage their expertise in analyzing business processes and requirements to identify potential risks that may impact the project. They can assess the impact of these risks on the project objectives and communicate them to the Project Manager
  - **Risk Assessment:** The Project Manager and Business Analyst can collaborate to assess the likelihood and impact of identified risks. This involves evaluating the probability of occurrence and the potential consequences of each risk on the project's scope, timeline, budget, and quality
  - **Risk Mitigation Strategies:** Based on the identified risks and their assessment, the Project Manager and Business Analyst can work together to develop risk mitigation strategies. This may involve defining contingency plans, implementing preventive measures, and allocating appropriate resources to address the identified risks
  - **Monitoring and Control:** The Project Manager and Business Analyst can collaborate to monitor the identified risks throughout the project lifecycle. They can track the effectiveness of the implemented risk mitigation strategies, assess any new risks that may arise, and adjust the risk management approach as needed
  - **Communication:** Effective communication between the Project Manager and Business Analyst is crucial in managing risks. They need to ensure that relevant stakeholders are informed about the identified risks, their potential impact, and the mitigation strategies in place. This helps in maintaining awareness and support for risk management efforts
  - By collaborating in managing risks, Project Managers and Business Analysts can proactively identify and address potential obstacles that may impact project success

## About International Institute of Business Analysis

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