

# Graduation Project Cas Gratama

## Appendix

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# A = Peer-reviewed interview script

## **BA INTERVIEW SCRIPT**

Cas Gratama Thesis – Interview set 2 (BAs, business experts, AI-experts)

### **Goal:**

1. Better understanding the steps BAs take and challenges BAs experience during the Design>Build phases when:
  - a. Creating user stories
  - b. Following up after meetings
  - c. Spotting dependencies during
2. Scoring each of these^ 3 activities on BA desirability towards Agentic AI support
3. Gathering BA-level insights into viability and practical feasibility of using Agentic AI in these 3 activities

### **1. Introduction (3 minutes)**

1. Thank you for your time

**2. I want to record the conversation. Are you ok with that?**

3. I would first like to explain the scope of my research: I'm researching how Agentic AI tools could support Business Analysts during Agile MACH commerce platform development projects. Based on earlier interviews and a quantitative survey, I've identified three workflow areas with high interest for AI support among BAs:

- (1) spotting dependencies,
- (2) meeting transcription & follow-ups, and
- (3) user story creation.

I'd like to dive deeper into these steps to understand the activities, pain points, tools, workarounds, and reasons why AI is or isn't used today.

4. There are no right or wrong answers—I'm interested in your experience.

5. Feel free to ask me questions back if you want to.

### **2. Background (3 minutes)**

1. Can you briefly describe your role and typical responsibilities in MACH/commerce projects?
2. What types of clients or project environments do you usually work with?

### **3. Meeting transcriptions (10 minutes)**

## **AS-IS Workflow**

**1. Can you walk me through the exact steps you take when following up after meetings?**

- a. Which stakeholders do you meet with when doing this?
- b. What (non-AI) tools do you use during these steps?  
if not mentioned, ask: Do you use Jira, excel, confluence?
- c. What data/artifacts do you work with when doing this task?
- d. When is this task done and when is it considered good?
- e. What do you pay attention to during this activity?

**2. How much time do you spend on creating follow-ups/action points/summaries with key takeaways from meetings on average on a weekly basis?**

## **Challenges/in-efficiencies**

**1. What are the parts you spend the most time on?**

**2. What is the hardest part of this task?**

Why is that hard?

**3. What is your number 1 frustration when doing this task?**

Any other frustrations?

**4. How many times do you make a mistake? Can you give an example of when you made a mistake?**

- a. What are the consequences of these mistakes?  
Delays? Cost overruns? Angry people? How does that make you feel?

**5. If you had a magic wand that could spawn a perfect assistant that could support you in this task, which part of the task would this assistant help you with?**

When would support be the most valuable to you? And when to Accenture Song?  
And to its clients?

## **AI tool usage**

6. Do you currently use AI tools during this task?

7. Why these AI tools?

8. How is your experience using those tools?  
Any challenges? Any frustrations?
9. Have you tried any other tools?  
Why not? How was your experience?
10. Where should AI provide suggestions vs. take autonomous actions?

### **Agentic AI solution scoring**

1. On a scale of 1 to 10, how much do you desire having an assistant that supports you to do this task more efficiently?  
What kind of efficiency? Better output quality? Higher output quantity? Lower completion time?  
Why?
2. On a scale of 1 to 10, how valuable would it be for Accenture if you would have an assistant that could enable you to do this task more efficiently?  
Why?
3. On a scale of 1 to 10, how feasible do you think it is to create an Agentic AI assistant that could enable you to do this task more efficiently?  
Why?
4. Which of the steps within this activity do you see as most standardized and therefore most automatable? (feasibility)

### ***4. Creating user stories/features/components from UX/UI designs (10 minutes)***

#### **AS-IS Workflow**

1. **Can you walk me through the exact steps you take when creating user stories from UX/UI designs?**
  - a. Which stakeholders do you meet with when doing this?
  - b. What (non-AI) tools do you use during these steps? Jira, excel, confluence?
  - c. What data/artifacts do you work with when doing this task?
  - d. When is this task done and when is it considered good?
  - e. What do you pay attention to during this activity?

**2. How much time do you spend on creating user stories from UX/UI designs on average on a weekly basis?**

### **Challenges/in-efficiencies**

**3. How many iterations are normally needed before a story is considered 'ready'?**

**4. What are the parts you spend the most time on?**

**5. What is the hardest part of this task?**

Why is that hard?

**6. What is your number 1 frustration when doing this task?**

Any other frustrations?

**7. How many times do you make a mistake? Can you give an example of when you made a mistake?**

a. What are the consequences of these mistakes?

Delays? Cost overruns? Angry people? How does that make you feel?

**5. If you had a magic wand that could spawn a perfect assistant that could support you in this task, which part of the task would this assistant help you with?**

When would support be the most valuable to you? And when to the Accenture Song and/or its clients?

### **AI tool usage**

6. Do you currently use AI tools during this task?

7. Why these AI tools?

8. How is your experience using those tools?

Any challenges? Any frustrations?

9. Have you tried any other tools?

Why not? How was your experience?

10. Where should AI provide suggestions vs. take autonomous actions?

### **Agentic AI solution scoring**

1. On a scale of 1 to 10, how much do you desire having an assistant that supports you to do this task more efficiently?

What kind of efficiency? Better output quality? Higher output quantity? Lower

completion time?

Why?

2. On a scale of 1 to 10, how valuable would it be for Accenture if you would have an assistant that could enable you to do this task more efficiently?  
Why?
3. On a scale of 1 to 10, how feasible do you think it is to create an Agentic AI assistant that could enable you to do this task more efficiently?  
Why?
4. Which of the steps within this activity do you see as most standardized and therefore most automatable? (feasibility)

### **5. Spotting dependencies (10 minutes)**

#### **AS-IS Workflow**

1. **When do you need to spot dependencies?**
2. **Can you walk me through your step-by-step process of spotting dependencies?**
  - a. Which stakeholders do you meet with when doing this?
  - b. What (non-AI) tools do you use during these steps? Jira, excel, confluence?
  - c. What data/artifacts do you work with when doing this task?
  - d. When is this task done and when is it considered good?
  - e. What do you pay attention to during this activity?
3. **How much time do you spend on spotting dependencies?**

#### **Challenges/in-efficiencies**

5. **What are the parts you spend the most time on?**
6. **What is the hardest part of this task?**  
Why is that hard?
7. **What is your number 1 frustration when spotting dependencies?**  
Any other frustrations?

**8. How many times do you make a mistake or miss a dependency? Can you give an example of when you made a mistake?**

a. What are the consequences of these mistakes?  
Delays? Cost overruns? Angry people? How does that make you feel?

**9. If you had a magic wand that could spawn a perfect assistant that could support you in this task, which part of the task would this assistant help you with?**

When would support be the most valuable to you? And when to the Accenture Song and/or its clients?

### **AI tool usage**

10. Do you currently use AI tools during this task?

11. Why these AI tools?

12. How is your experience using those tools?  
Any challenges? Any frustrations?

13. Have you tried any other tools?  
Why not? How was your experience?

14. Where should AI provide suggestions vs. take autonomous actions?

### **Agentic AI solution scoring**

1. On a scale of 1 to 10, how much do you desire having an assistant that supports you to do this task more efficiently?  
What kind of efficiency? Better output quality? Higher output quantity? Lower completion time?  
Why?

2. On a scale of 1 to 10, how valuable would it be for Accenture if you would have an assistant that could enable you to do this task more efficiently?  
Why?

3. On a scale of 1 to 10, how feasible do you think it is to create an Agentic AI assistant that could enable you to do this task more efficiently?  
Why?

4. Which of the steps within this activity do you see as most standardized and therefore most automatable? (feasibility)

### **6. AI-adoption (5 minutes)**

1. **What keeps you from using more AI in your work?**  
If not mentioned, ask: Confidentiality? Accuracy? Accountability?
2. **What would you need to use more AI in your work?**
3. **On a scale of 1 to 10, how much do you trust AI output?**

**7. *Closing (3 minutes)***

1. **Do you have any examples of artifacts you can share with me after this interview?**
2. **Are you open to participating in prototype testing later in December/January?**

**Thank you!**

***AI EXPERT INTERVIEW SCRIPT***

Cas Gratama Thesis – Interview set 2 (BAs, business experts, AI-experts)

**1. *Introduction (5 minutes)***

1. Thank you for your time
2. **I want to record the conversation. Are you ok with that?**
3. I would first like to explain the scope of my research: I'm researching how Agentic AI tools could support Business Analysts during Agile MACH commerce platform development projects. Based on earlier interviews and a quantitative survey, I've identified three workflow areas with high interest for AI support among BAs:  
(1) spotting dependencies,  
(2) meeting transcription & follow-ups, and  
(3) user story creation.  
I'd like to dive deeper into these steps to understand the activities, pain points, tools, workarounds, and reasons why AI is or isn't used today.
4. There are no right or wrong answers—I'm interested in your experience.
5. Feel free to ask me questions back if you want to.

**2. *Background (3 minutes)***

1. **Can you briefly describe your role and typical responsibilities in Accenture Song?**
2. **What types of clients or project environments do you usually work with?**

3. **Do you often work with BAs?**

**3. *Current State of AI Use by BAs (5–7 minutes)***

4. **From your perspective, how are BAs currently using AI tools in their day-to-day work?**

5. **Where do you see AI being used effectively by BAs?**

6. **Where do you see misuse, overuse, or unrealistic expectations?**

7. **Which kinds of AI actions should remain suggestions vs. which could be autonomous in your view? Why?**

8. **What type of tasks do you consider tasks for humans, and which for AI Agents?**

9. **What limits BAs from using AI more in their work?**

**4. *Agentic AI Guidelines for BAs (8–10 minutes)***

10. **In your view, where do BAs struggle most when creating AI Agents to optimize their workflow?**

11. **What kind of Agentic AI usage, development, and deployment guidelines for BAs do you think are most needed?**

12. **What do you think BAs would benefit from most in a set of guidelines?**

If not mentioned, you can ask about:

- prompting guidance
- workflow patterns
- do's & don'ts
- guardrails
- validation steps
- examples/templates

13. **If you could give BAs just three pieces of practical advice for using AI safely and effectively, what would they be?**

**5. *Viability: What guidelines and use-cases make business sense for Accenture? (8–10 minutes)***

14. **From a business perspective, which of the AI guidelines would create real value for Accenture Song? Why?**

Show potential guidelines.

15. In which of the 3 use-cases (dependency spotting, user story creation, and following up after meetings) would guidelines be especially important? Why?

16. On a scale of 1-10, how would you rate each of the 3 use-cases (Agentic AI to improve 1. spotting dependencies, 2. updating stakeholders after meetings, 3. creating user stories) on its viability? Why?

**6. Feasibility: What use-case could be implemented**

17. What limitations (organizational, legal, technical) affect whether certain AI use-cases are feasible and/or viable for Accenture?

18. What is needed for BAs to use AI more in their project work? (Feasibility)

19. On a scale of 1-10, how would you rate each of the 3 use-cases (Agentic AI to improve 1. spotting dependencies, 2. updating stakeholders after meetings, 3. creating user stories) on its feasibility? Why?

**7. Closing (3 minutes)**

1. Do you have any examples of artifacts you can share with me after this interview?
2. Are you open to participating in prototype testing later in December/January?
3. Any notes/ideas/thoughts you would like to share?

**Thank you!**

***BUSINESS EXPERT INTERVIEW SCRIPT***

Cas Gratama Thesis – Interview set 2 (BAs, business experts, AI-experts)

**Goals:**

- To find out what according to senior at ASC, makes a successful BA. When does a BA do its job correctly?
- What are the business value consequences of mistakes/delays made in the 3 different points within the BA workflow (1 dependency management, 2 user story creation, 3 status updates/meeting follow-ups)?
- What of the 3 points in the BA workflow have the highest impact on costs, delivery time, output quality etc.?
- **Scoring the BA Agentic AI usage, development and deployment guidelines on viability, desirability, and feasibility.**

## **1. Introduction (5 minutes)**

1. Thank you for your time

### **2. I want to record the conversation. Are you ok with that?**

3. I would first like to explain the scope of my research: I'm researching how Agentic AI tools could support Business Analysts during Agile MACH commerce platform development projects. Based on earlier interviews and a survey, I've identified three workflow areas with high interest for AI support among BAs:

- (1) spotting dependencies when creating plannings,
- (2) meeting transcription, documentation & follow-ups, and
- (3) requirements gathering and user story creation.

I'd like to get your more senior point of view on the viability and feasibility of optimizing these workflows with Agentic AI.

4. There are no right or wrong answers—I'm interested in your experience.

5. Feel free to ask me questions back if you want to.

## **2. Background (3 minutes)**

- 1. Can you briefly describe your role and typical responsibilities in digital delivery projects and the Accenture Song Commerce team?
- 2. Do you often work together with Business Analysts? How?
- 3. Do you have experience as a BA yourself?

### **3. BA activities and their impact on projects**

**1. What are the biggest challenges you see in Commerce Platform delivery projects today?**

**2. Where do BAs create the most value within these projects?**

**3. When does a BA do a good job? What are their KPIs?**

**4. What makes the BA role hard?**

- a. Where do you think support is most needed/important?
  - i. Why?

**5. Which of the 3 activities do BAs spend the most time at? Which 2<sup>nd</sup>?**

- a. Why? Many iterations? Many required check-ins/meetings with stakeholders?

6. **How often do you see missed dependencies?** (Viability)
  - a. What are the consequences of missed dependencies?
    - i. Delays?
 

What are the consequences of those delays?
  
7. **How often do you see missed or unclear requirements/user stories?** (Viability)
  - a. What are the consequences of these missed requirements/user stories?
    - i. Delays? What are the consequences of those delays?
  
8. **How often do you see uninformed or misaligned stakeholders?** (Viability)
  - a. How often is this caused by BAs forgetting or not having the time to inform stakeholders after meetings?
  - b. What are the consequences of these uninformed/misaligned stakeholders?
    - i. Delays? What are the consequences of those delays?
  
9. **Imagine that BAs would get support in these 3 areas, how would you rate each of them on impact on project delivery success, from 1 to 10?**
  - a. What kind of impact?
    - i. Project/delivery timelines / Project quality / Client satisfaction / employee satisfaction?
  - b. Why?

#### **4. Org-Level Challenges & AI Adoption**

10. **How do you currently see AI being used by Accenture Song employees for dependency spotting?**
  
11. **How do you currently see AI being used by Accenture Song employees for meeting follow-ups and documentation updates?**
  
12. **How do you currently see AI being used by Accenture Song employees for requirement gathering and user story creation activities?**
  
13. **In your view, why isn't AI (or agentic workflows) more widely used yet by BAs or other consulting roles?**
  - a. Confidentiality?
  - b. Accuracy?
  - c. Compliance?
  - d. tools not integrated?
  - e. cultural resistance?
  - f. training gap?
  - g. unclear value cases?

14. What constraints (technical, contractual, methodological) might limit integrating AI into BA workflows?
15. And what about Agentic AI?

**16. What risks or concerns come to mind when you think about BAs using autonomous or semi-autonomous AI agents?**

**17. From an organizational perspective, what Agentic AI guidelines for BAs would be helpful?**

- a. Usage / development / deployment?

#### **5. Value Creation, Viability & Business Case**

**4. From your perspective, which of the three workflow challenges (dependencies, meeting follow-ups, story creation) has the highest business value potential if made more efficient with an AI tool? Why?**

**5. What type of guideline for AI usage among BAs would be considered “worth investing in” from a business perspective? Show list of AI challenges. (viability)**

**6. How would Accenture Song evaluate the ROI of an Agentic AI tool for BA activities?**

1. Time saved?
2. Error reduction?
3. Margin improvement?
4. Reduced rework?
5. Client satisfaction?
6. Employee satisfaction?

**7. Are there specific metrics, KPIs, or delivery outcomes that an AI assistant would have to improve to be considered viable?**

**8. In your experience, what makes AI solutions fail in consulting environments?**

#### **6. Vision**

1. **How do you envision the BA role evolving in the next 2-3 years with the rise of AI agents?**
2. What competencies will BAs need to develop to thrive in that future?
3. What impact could that have on the pricing models of Accenture?

#### **7. Closing (3 minutes)**

1. Would you be open to score my potential guidelines on viability and feasibility via a survey?
2. Are you open to evaluating my prototype later in December/January?

**Thank you!**



Travel Booking Division

Give feedback 17 warnings

Rollup to: None Group by: None Filter by issue: Choose an issue...

PBIs can be 'linked/mapped to other PBIs (dependencies)

PBI name & ??

IOS-22 Social media integrations  
Start date: 10/Aug/20 End date: 29/Aug/20 TO DO

IOS-1 App Basics - IOS  
Start date: 28/Aug/20 End date: 29/Aug/20 IN PROGRESS

IOS-9 Trip management  
Start date: 24/Sep/20 End date: 30/Oct/20 DONE

PLAT-4 MVP Integration with selected payments...  
Start date: 04/Oct/20 End date: 09/Jan/21 TO DO

PLAT-2 Experiments framework for travel sugge...  
Start date: 06/Oct/20 End date: 09/Jan/21 TO DO

blocks (+5 days)

blocks (+29 days)

blocks (+1 month)

blocks (about +1 month)

JAN FEB

Big Cheese Sprint 1 Big Cheese Sprint 2 Big Cheese Sprint 3

Cheddar King  
Due date: 2022/02/03

blocks

Gouda Gang  
Start date: 2022/01/17

Dates overlap

Jira shows warnings when items that block each other have overlapping dates (=wrong planning...)

Jira Your work Projects Filter Dashboards Teams Plans Apps Create

Beyond Gravity Software project

PLANNING

Timeline

Backlog

Board

Reports

Issues

DEVELOPMENT

Code

Security

Releases

OPERATIONS

Deployments

Incidents BETA

On-call

Project Pages

Add shortcut

Project settings

You're in a team-managed project Learn more

Projects / Beyond Gravity

Board

Sprint planning board in Jira

4 days remaining Complete sprint

GROUP BY None Insights View settings

TO DO 6

Optimize experience for mobile web  
BILLING NUC-344 2 h 1 1 1 1

Onboard workout options (OWO)  
ACCOUNTS NUC-360 1 h 1 1 1 1

Billing system integration - frontend  
FORMS NUC-339 3 h 1 1 1 1

Quick payment  
FEEDBACK NUC-341 3 h 1 1 1 1

IN PROGRESS 6

Fast trip search  
ACCOUNTS NUC-342 4 h 1 1 1 1

Affiliate links integration - frontend  
BILLING NUC-335 2 h 1 1 1 1

Quick booking for accommodations - website  
FORMS NUC-336 5 h 1 1 1 1

Adapt web app no new payments provider  
FORMS NUC-346 2 h 1 1 1 1

Fluid booking on tablets  
FEEDBACK NUC-343 2 h 1 1 1 1

IN REVIEW 6

Revise and streamline booking flow  
ACCOUNTS NUC-367 2 h 1 1 1 1

Color of pale yellow on our pages looks incorrect  
FEEDBACK NUC-349 1 h 1 1 1 1

DONE 6

BugFix BG Web-store app crashing  
FORMS NUC-337 5 h 1 1 1 1

Software bug fix for BG Web-store app crashing  
FEEDBACK NUC-339 3 h 1 1 1 1

High outage: Software bug fix - BG Web-store app crashing  
BILLING NUC-340 4 h 1 1 1 1

Web-store purchasing performance issue fix  
FORMS NUC-341 3 h 1 1 1 1

PBI has an owner

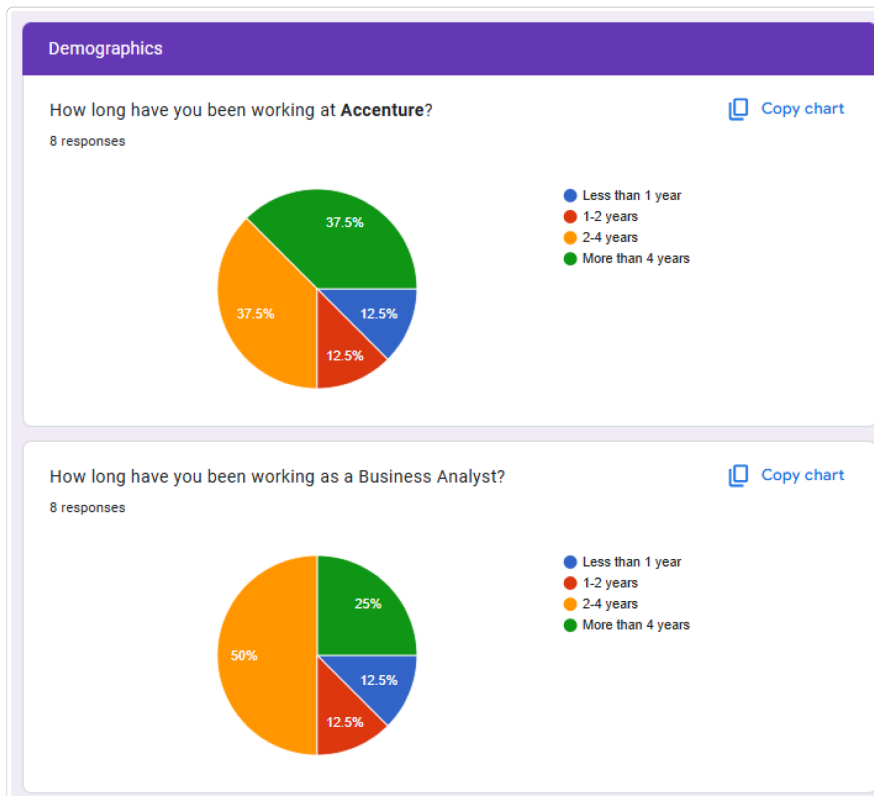
PBI has a title

PBI has a category (feature/epic?) it belongs to

"complete" sprint indicates sprints have a status as well

Each PBI has a status indicator (done/in progress)

# C = Survey



### Your ideal personal assistant

Imagine you had a personal assistant that helps you in your work and could do any task. **Which 1-3 tasks would you most want it to do for you?** (Please be as specific as possible, e.g., "summarize documents," "schedule meetings," "write user stories," etc.)

8 responses

- gather business requirements, write user stories, validate/test user stories
- Schedule meetings, sort priority messages and emails to reply, create summary of items to discuss before a meeting starts
- Group relevant email together for meetings, write use-stories, analyze technical document and explain it to me
- "Manage my mailbox", "Create and update the roadmap ppt based on Jira or excel", "Create feature documentation"
- write user stories, draft emails, organize all my ToDo lists
- 1. Summarize meetings, create/list action items, and store/send those afterwards.  
2. Schedule (and reschedule) meetings with the team and other BA's.  
3. Write user stories/PBI's
- write user stories, write meeting summaries including action points
- Follow-up on open points with other teams, writing user stories, sharing actions/notes/decisions after important meetings

## AI use in projects

**How are you currently using AI tools or systems in your projects?** (for example: Writing tickets/requirements, scheduling meetings, project planning, etc.)

8 responses

writing requirement gathering meeting summaries, analysing data

writing tickets, writing emails

Mainly for explanation of technical emails/stories

Writing text like role descriptions, newsletters, emails

Writing stories, writing emails, drafting content for presentations

updating confluence pages (where all information regarding our teams, processes and project delivery is stored)

Writing user stories and requirements

writing requirements

**Which AI tools or platforms do you use mostly?** (e.g., ChatGPT, Copilot, Midjourney, etc.)

8 responses

ChatGPT

ChatGPT, CoPilot, Adobe Brand Concierge

ChatGPT, Copilot

ChatGPT & Copilot

Copilot

Copilot, ChatGPT

chatgpt

**What challenges or difficulties do you face when using AI in your projects?** (e.g., lack of data, integration issues, unclear results, ethical concerns, limited knowledge, etc.)

8 responses

inaccurate outputs, lack of data, limited useful knowledge, time to set up is substantial

ethical concerns, prevent sharing client data

integration issues, hallucinations, and not compatible in client ecosystem

Limited access to all sources of information and limited capabilities especially with Copilot. E.g. not being able to create powerpoint slides or cleaning up your mailbox.

I have to be careful with which data I share, and I end up losing some time to give enough context to be able to "get to my point"/build a foundation I'm happy with

Not allowed to use or upload information in certain tools, lack of internal client knowledge of the AI tool.

ethical concerns, not correct results from LLMs

data concerns from client perspective, limited access (external accounts)

### Any thoughts/notes/feedback you would like to share?

Any thoughts/notes/feedback you would like to share? (Optional)

2 responses

Would be most interested to know how to leverage Agentic AI to accelerate gathering of business requirements by supporting any/all engagements with business stakeholders, and how to position AI as a trusted agent amongst leadership

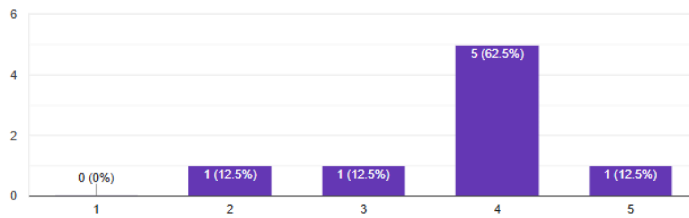
Using AI in delivery projects can help a lot, please keep in mind how we can mitigate if the client does not want to make use of this or is not open to it (yet). How can we as Accenture make use of it without the low adoption rate of clients that do not use AI a lot yet

### Please rate your level of interest in receiving support in, when, or by:

User journey/flow creation

[Copy chart](#)

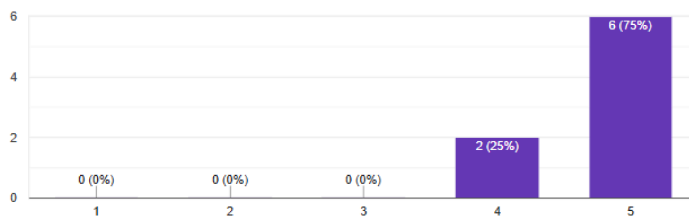
8 responses



User story creation (decomposing UX/UI designs to features and components and creating user stories)

[Copy chart](#)

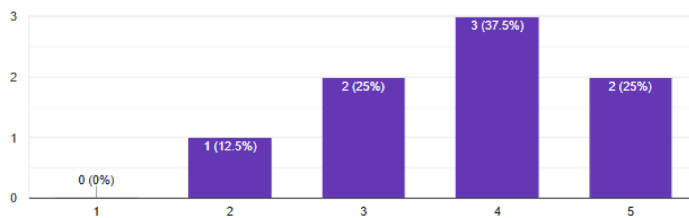
8 responses



Receiving feedback on your user stories ("Have you thought about this and this?" "You can make this clearer by ...")

[Copy chart](#)

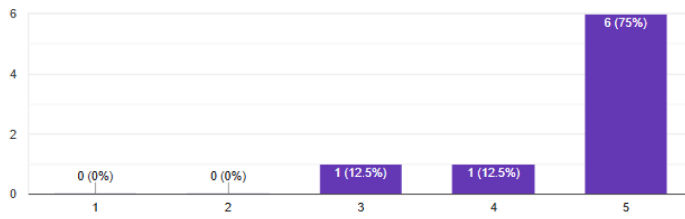
8 responses



Spotting dependencies when creating features, tickets, stories etc.

[Copy chart](#)

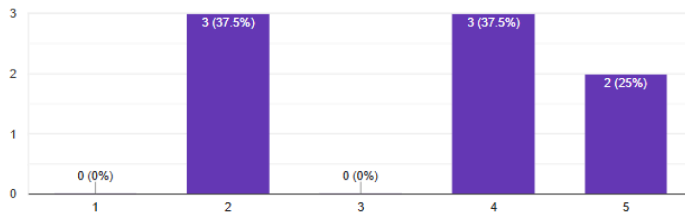
8 responses



Prioritization and Sizing (t-shirt) of tickets

[Copy chart](#)

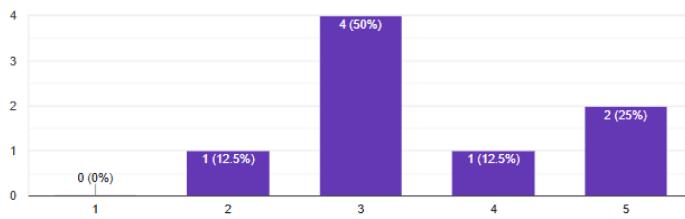
8 responses



Sprint planning (How many and which tickets in this sprint? "Based on prioritization, sizing, and team availability, etc. ... this planning seems to ambitious")

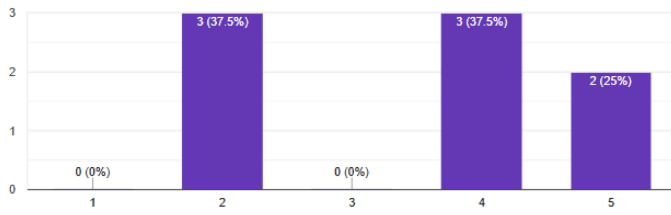
[Copy chart](#)

8 responses



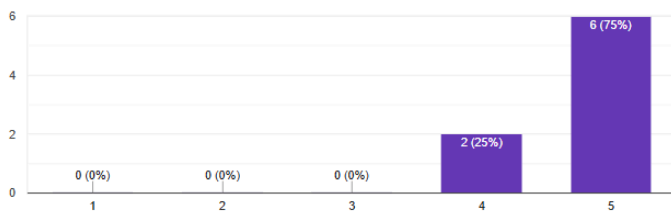
Planning meetings (who needs to be in this meeting based on tickets, teams, and dependencies?) [Copy chart](#)

8 responses



Transcribing meetings, collecting action points for each stakeholder/team member, collecting status updates and automatically create messages/output to send and update stakeholders + follow up on meeting participants. [Copy chart](#)

8 responses

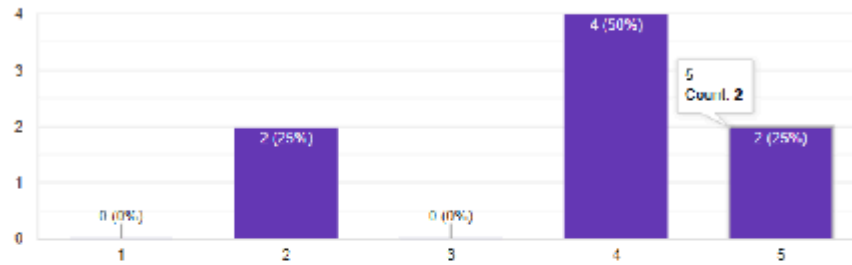


Please rate your level of interest in learning more about or solving the following AI challenges:

How can trust in AI output be improved among BAs?

[Copy chart](#)

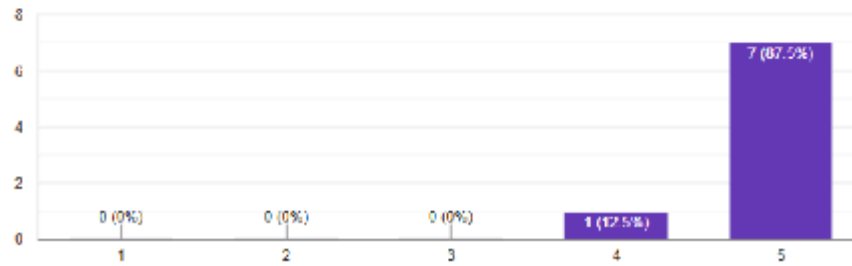
8 responses



How can AI better understand the context of my project in a secure way so that my output is more suited for my project (output is better)?

[Copy chart](#)

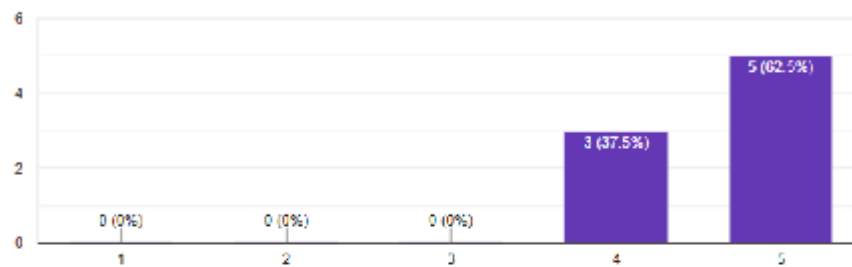
8 responses



What Agentic AI coordination model generates the best output when performing task X to support BAs in their project management?

[Copy chart](#)

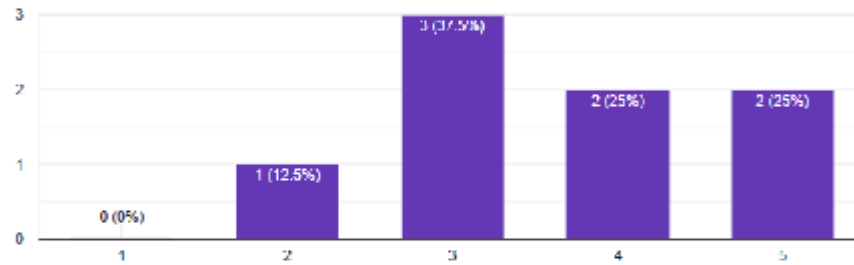
8 responses



Natural language (which is used to prompt), can result in misinterpretations. Especially when MAS get bigger (more agents), as each instruction (prompt going from agent to agent), can result in misinterpretations. How can this challenge be mitigated?

[Copy chart](#)

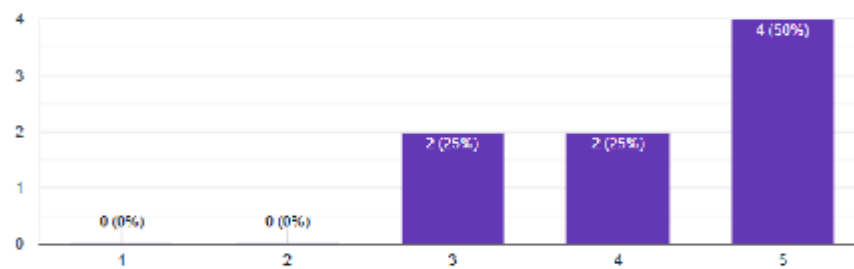
8 responses



How should I as a DA, write prompts for each type of agent and how to instruct your AI Agent systems?

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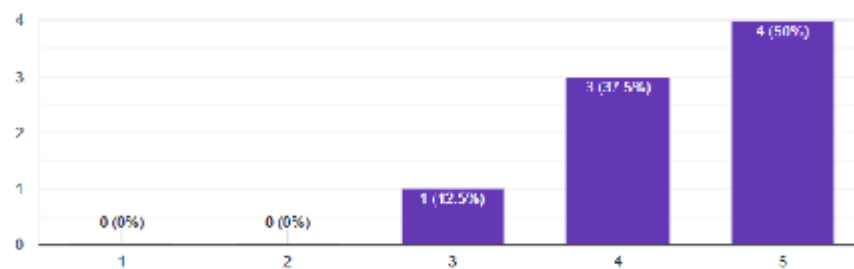
8 responses



How should BAs work with Agentic AI systems? What tasks are for BAs, what for Agentic tools? How can collaboration be optimal?

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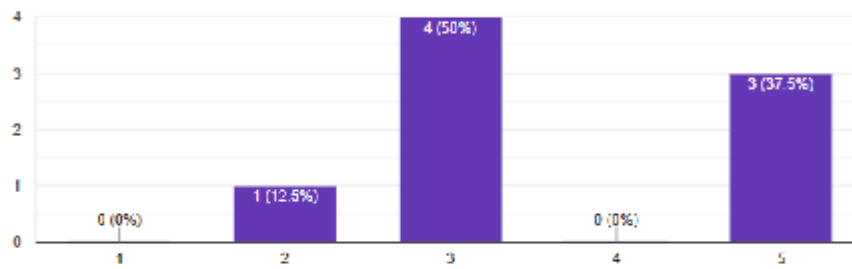
8 responses



How can a UI be designed to improve trust, transparency, usability and collaboration among BAs and your Agentic AI system?

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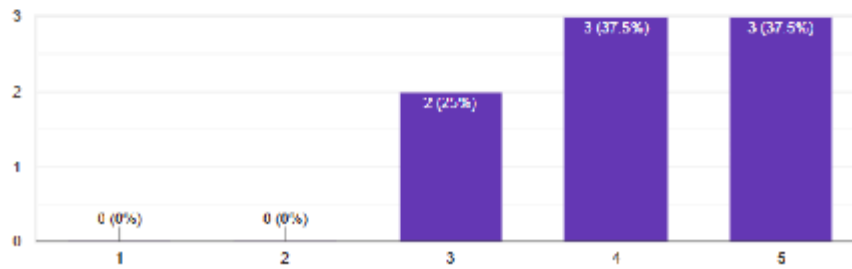
11 responses



How can an agent dynamically create other agents based on project aspects such as team size and EPICS, to create a set of other AI agents fit to help the BA with task X-like creating user stories for example-?

 Copy chart

8 responses



**D = Thematic analysis**

### BAs don't put it in the time investment to create good prompts or Agents

**Need to learn to give rich context, experience and examples instead of short prompts**

"If you want to work with AI, you really need to understand... I have to give context and also explain the context well. Maybe even provide an example of what I want, to really show someone what I want to achieve." M

**Lack of time prevents BA from building fully contextualized agents for project work**

"...there's just not enough time." L2

**Investment not made when it's a risk factor to do tasks manually and clients don't demand agents**

"It's quicker if you just do it yourself, which means you don't make the investment because the client doesn't want it." M

**BA is an important prompter and does not provide much context when prompting agents**

"I ask something quickly... I do not show what kind of input I'm talking about... 'this is a fact, important prompter'... I think 'they just do this quickly' and give you some context... context isn't always great." F

### In order for clients to adopt Agents AI, they need to be educated on how it will change their way of working

**Clients have to change their way of working to make AI-driven way of working. Considered a risk to make clients aware of the importance of QED vs. QED for example: How are clients going to manage their business in an AI-driven world?**

"switching from existing way of working to an AI-driven way of working. For example, we've usually focused on QED and now we have to focus on QED kind of things." F

**Clients need to be educated on what tasks are suited for an Agents AI system, and which are better suited for automation**

"we have to help a lot of users understand when can an agent integration can help and when can a simple automation help." F

### Clients are often 'not ready yet' for AI to work with their enterprise systems

**Client often reject agent solutions as their 'tech stack is not there yet'**

"Company X came to us like 'hey, we want to build a lead management tool. We want to tell you what we have, it's a stack. Come on with a solution.' I came to say with QED, certainly that we would have come with an agent AI solution. Really QED, would be like 'that, we've built an agent for you, it works like this and this.' But they don't want that, because they already have a tech stack and they're not there yet." M

**In order to go 'AI-Agent' data foundations need to be ready, which clients do not have. Which limits Agents AI capabilities/applications**

"Firstly, clients and the business just aren't there yet to go full AI. If you want to go agent AI, that also means a commitment to data, for example. There has to be a foundation and a certain availability of information if you want to fully leverage it. But if clients aren't there yet, you have that limitation. You can go full agent, but it needs a calling, a glass calling you can break through." M

### Concerns over incorrect outputs and hallucinations

**Concern about incorrect outputs and need for more training**

"...I'm also a bit afraid, it doesn't give me the right answers, you need to be training it better." L2

**Concern that agents may misunderstand context or hallucinate**

"...I'm also a bit afraid always that it doesn't give me the right results... You know, you never completely know where the data is coming from and if it's correct... I think there's a hallucination." L2

### Lowering the work needed to provide enough context to an Agent can be valuable

**AI output is not great when little context is given**

"I give too little context... output isn't always great." F

**A questionnaire that helps you build agents that deliver**

"...just like a questionnaire where you can just put in the things and then it helps you create the agents." L2

**Creating good prompts with enough context is a lot of work**

"For example, the prompt I write for that user story agent, I give context, I give an example, I give what I want, I give context, I give the context I need to provide, there's a history flow, I also want an ontology flow, those kinds of things... And that's quite a bit of work." M

**Lowering the work needed to create an Agent that supports in user story creation is deemed interesting**

"If you could create a framework where a BA can just enter some things — like numbers for example — and just get all at once instead of writing a big text, that would be super cool." M

### AI is used to describe which systems are needed to build a feature with, but providing the necessary context is difficult when BA doesn't know context itself

**Difficulty providing enough project-specific context to AI because context isn't known by BA**

"It's difficult to give the context to the AI? Yes... you just need to know that from your own head, especially when you're new to a project... often it's like 'Oh, here is the project, good luck'. Then that's super difficult. You can be expected to know a lot of that." F

**Using ChatGPT to identify which systems are needed for a feature**

"What I sometimes did with ChatGPT? Yes, if I wanted to build this, what kind of system would I need for it?" F

### BAs are not allowed to provide confidential company context to open models, while context is needed to provide good outputs

**Unable to give enough project context to open models**

"And I feel ChatGPT very good, but it's not allowed to know the client's context. So you always end up in the middle — you want to give a bit of context, but not everything." F

**Inability to share context holds BA back from using AI more**

"This restricts the context sharing that holds me back." F

**In order for a tool to provide critical feedback on user stories and dependencies, it needs context**

"If there was an assistant that actually knew the scope of your project (which systems you work with, how things are connected... basically the full context), then I could probably recognize dependencies much better and ask critical questions." F

### BAs need to be educated on where and how to apply and use Agents AI

**People are not always aware of what an Agent is and what an Agent can do**

"So one challenge which we have actually noticed with a lot of clients is what is an agent? What can an agent do?" F

**BAs need to understand what agent can and can not do. Otherwise mis-use**

"If they do not understand the nature of what agents can do or what their LLM models or image-based models can do... that's where mis-use happens." S

**People should be aware that not every use case is suited for Agents automation. Sometimes automation might be better**

"Make them (clients) understand that not every use case is an agent use case. Some could be a simple automation." S

**BAs should understand that Agents AI should be used with caution. BAs should understand that not everything is an Agent use case. Always first check generated responses.**

"If you could BA 3 pieces of advice on Agents AI use, what would you give them? — 'Use open models with caution, not everything is an Agent use case. Always first check generated responses.' S

**Confidential data can't be shared outside of the enterprise environment**

"Confidential data can't be used outside of the enterprise environment... that's one challenge." S

**Client data can't be shared with open models such as ChatGPT. ColPilot is a closed, safe to use, but has limited functionality and output quality compared to ChatGPT**

"M&P: 'There's a limit to how much client data you can put into Copilot, with designs for example, I don't get them. If not every client... you could do a lot more... Copilot is safe but limited... output quality lower than ChatGPT.'" F

### People do not understand the concept of hallucinations

**Not every task warrants an agent, some things are better suited for simple manual or human input**

"I think it's important that as an organization you understand that not everything is an agent AI, and that it doesn't solve every problem. So you're going to do with agent AI, this is more for ChatGPT or something. Add the work that's going to do ourselves as humans, because that's where we add the most value." M

**BA believes hallucinations happen because tool is missing context (not entirely true)**

"I think hallucinations happen because the tool is missing context." F

**Confidential data can't be shared with AI which limits BAs from using it in projects**

survey

**AI tools have limited access to enterprise data which limits BAs from using it in projects**

survey

**AI hallucinates and/or generates bad output which limits BAs from using it in projects**

survey

**BAs have ethical concerns about AI use which limits BAs from using it in projects**

survey

### AI adoption challenges:

**AI tools are not created/adopted because it takes long to set up your own, good AI tool that generates good output**

"More AI adoption bottleneck is takes a long time to set up properly / get good output. I don't think what people actually want, it doesn't have enough scope, it can only handle a limited number of tasks so it's not used frequently, many hallucinations (which lowers trust), and people don't always stop to think when in their work they should apply it — it might not be able to do your entire job well, but it could do a smaller part of it really well." S

**AI tools are not adopted because users don't put in the time and effort how and when in their work they should apply it. It might be able to do your entire job, but it could do a smaller part really well perhaps**

"More AI adoption bottleneck is takes a long time to set up properly / get good output. I don't think what people actually want, it doesn't have enough scope, it can only handle a limited number of tasks so it's not used frequently, many hallucinations (which lowers trust), and people don't always stop to think when in their work they should apply it — it might not be able to do your entire job well, but it could do a smaller part of it really well." S

**AI tools are not adopted when it can only handle a limited number of tasks**

"More AI adoption bottleneck is takes a long time to set up properly / get good output. I don't think what people actually want, it doesn't have enough scope, it can only handle a limited number of tasks so it's not used frequently, many hallucinations (which lowers trust), and people don't always stop to think when in their work they should apply it — it might not be able to do your entire job well, but it could do a smaller part of it really well." S

**AI tools are not adopted because of hallucinations and a absent trust in the suboptimal ability of the tool to correct mistakes and direct off**

"More AI adoption bottleneck is takes a long time to set up properly / get good output. I don't think what people actually want, it doesn't have enough scope, it can only handle a limited number of tasks so it's not used frequently, many hallucinations (which lowers trust), and people don't always stop to think when in their work they should apply it — it might not be able to do your entire job well, but it could do a smaller part of it really well." S

**AI tools have limited capabilities which limits BAs from using it in projects**

survey

**AI is not implemented by clients which limits BAs from using it in projects**

survey

AI is used to describe which systems are needed to build a feature with, but providing the necessary context is difficult when BA doesn't know context itself

Difficulty providing enough project-specific context to AI tools because context isn't known by BA  
Is it difficult to give the context to the AI? Yes, ... you just need to know that from your own head... especially when you're new to a project ... often it's like "Okay, here is the project, good luck. Then that's super difficult. You can't be expected to know all of that."

Using ChatGPT to identify which systems are needed for a feature  
"What I sometimes did is ask ChatGPT: "Hey, if I wanted to build this, what kind of system would I need for it?"

No AI use found and desire for support exists, but is considered hard due to a lot of contextual data is required

No AI used; dependency spotting done manually  
"No, I don't. It's a bit... I do it quite manually." L5

No AI tools recognized that support dependency mapping  
"AI is not used for dependency mapping as far as I know." S

Desire for a visual dependency mapping tool that shows impact of delays  
"Maybe just visually plot the dependencies and the timelines... if something moves, then the other things also need to move." L5

Mapping dependencies correctly requires a lot of data  
If a BA knows very well where dependencies exist, it means the BA understands how the solution works very well and what the business context is  
"AI is not used for dependency mapping as far as I know." S

GenAI is used to create user stories, but hallucinations occur, even when context is provided

Using Copilot to draft User Stories  
"So I'm already using Copilot for files to create them." L5

ChatGPT generates hallucinations, even when context given once in the chat, and frequent tasks are given in that chat  
"Sometimes ChatGPT just invents things — hallucinations... I do have a chat where I write all my user stories, and it remembers the context... even then it sometimes invents an API that doesn't exist... Once, during a refinement, I showed ... a user story and the developers were like "What API are you even talking about?" It was so embarrassing! You can't have that."

BA feels exhausted when hallucinated APIs are generated and presented to refinements  
"Sometimes ChatGPT just invents things — hallucinations... I do have a chat where I write all my user stories, and it remembers the context... even then it sometimes invents an API that doesn't exist... Once, during a refinement, I showed ... a user story and the developers were like "What API are you even talking about?" It was so embarrassing! You can't have that."

Agent: AI can have a big impact on time spent at generating user stories and is proven to be a good fit for the use case

Generating PBIs is the most time-consuming part of the process  
"This is, the most time-consuming task: To really create these PBIs." L5

Time spent on user stories varies from about two hours to a few minutes a day, depending on phase and setup  
"Back when I was on two teams, a lot — I think about two hours or so. But later it was like 5 minutes, it wasn't that much anymore." M

BA had created an in-house agent that automates user story creation  
"I'd built an agent for user stories and at some point I had fully automated it with AI." M

User stories are often templated for a project, which makes it a good fit for AI support. Translate a lot of the implementation... AI can help you to bridge that gap where you are able to derive more use cases, more requirement gathering, and also create that checklist. So yeah, that's how I can say AI can be useful." B

AI can help BAs to enhance their user story/req creation abilities by acting as a Subject Matter Expert. Instead of 10, you can create 20 different ones based on the context/req.  
"In a business analysis, I might find maybe 10 different unit tests for testing a tool or testing an implementation. But then if you ask an SME... he might look at 20 different ways of testing that implementation... AI can help you to bridge that gap where you are able to derive more use cases, more requirement gathering, and also create that checklist. So yeah, that's how I can say AI can be useful." B

A lot of tools exist for creating user stories, but not many to gather requirements

Jira already does a lot for user story generation automation  
BAs have created many Copilot agents themselves for their specific projects to generate user stories  
"Jira already does a lot for user story generation — you can add templates you always want to use... I think there are quite a few tools for that. There are also many Copilot tools that BAs themselves have created." S

For requirement gathering, not many AI tools are seen by the business expert  
"For requirement gathering, I see fewer tools that I'm aware of." S

Desire for a tool that extracts requirements from UX designs are desired but designs can't be shared with open models

Desire for a tool that converts designs and technical meeting notes into polished user stories/PBIs  
"Being able to grab like design, technical discussions, put it all together, and then write a perfect user story." L5

Desire for a tool that extracts context from designs and attaches all relevant technical documentation  
"I'd find it really cool if we had automation that could pull the content directly out of the design, and then attach all technical documentation. So that they can see "Oh, this is the context, checkout feature. This is what will happen, this already exists. OK, then we'll check: these are the calls, these are the documents," for example." M

BA didn't feel comfortable uploading UX designs into its Agent due to confidential data worries  
"I've built an agent for the user stories... I have to say that at some point it became so ad hoc, also with the wireframes, and I didn't fully trust that if I put a wireframe in, it wouldn't end up somewhere on the internet, so I did quite a bit myself as well." M

Copilot used as privacy-safe tool for summarizing meetings  
"ChatGPT, for example, you cannot really use... due to data privacy issues, but I think Copilot is a good and safe option... to give basically a summary of the meeting. And action points." L5

Lowering the work needed to provide enough context to an Agent can be valuable

AI output is not great when little context is given  
"I give too little context... output isn't always great."

A questionnaire that helps you build agents is desired  
"...like a questionnaire where you can just put in the things and then it helps you create the agents." L5

Creating good prompts with enough context is a lot of work  
"For example, the prompt I write for that user story agent was quite long. I gave context. I gave an example. I gave what I wanted, and also the scenarios it had to provide. There's a heavy flow, those kinds of things... And that's quite a lot of work." M

Lowering the work needed to create an Agent that supports in user story creation is deemed interesting  
"If you could create a framework where a BA can just enter certain things — like numbers for example — and put it all at once instead of writing a big text, that would be super cool." M

BAs desire support in the form of a notulist that could take over or support them in the task of processing meetings

Desire for an Agent acting as an accepted "third person" in meetings to capture notes and create reports  
"What I'd love — and of course Copilot already does this a bit, but not fully — is that it's kind of accepted that when you're in a meeting, there's a "third person" there. Not in the room itself, but just an agent that backs everything that is being said. And then creates a report from that. Basically a personal assistant." M

Desire for support in extracting action points from long transcripts  
"... really the action points, you know, when you have like a long, long transcript, that's really helpful." L5

Guidelines on how to work with AI is desired/needed

Want safe use cases clearly defined for client work  
"...maybe a bit more use cases. How can we use it safely with the client." L5

Need for best-practice guidelines and sample prompts to use AI effectively  
"I think maybe some guidelines... sample prompts or maybe a bit of inspirations where you can still use it." L5

## AI usage/development challenges

If information is used multiple times between AI tools/agents, more and more details can be filtered out, which might be very important details → Quality checks are very very very important

"[Risks and concerns about having BAs work with agents]: Quality checks, it creates a knowledge gap for the BA themselves, and when should you have someone check for hallucinations if the BA doesn't know the context (because they always let AI do it)? I also often see people run information through an 'AI train' — letting AI process the information 10 times — and then important details get filtered out and aren't included anymore." S

How to test and evaluate AI-driven outcomes is a challenge

"the second thing which is coming is testing. Because if you generate an outcome, [testing] whether it is fitting the outcome as an expected outcome or not, and that thing is also getting very common, like how to test the whole AI-driven outcomes." R

Some models have more hallucinations than others.

"Some of the models have extreme hallucinations... so we should not take the output as a truth and check different outputs of model..."

Choosing the right LLM for the agent is a challenge

"the first challenge which is coming, which we usually relate to, is which LLM model to use. The models which are used in the background for getting the input or orchestrating it to the right platform. And that's where the challenge is coming. Like, for example, there are many models now in the market. Which one is the best fit for us, like as a first step?" R

## Business expert is doubtful on AI-BA support possibilities with regards to the needed information

Can an Agent have enough contextual information without any model fine-tuning or Agent custom-training? Business expert is doubtful.

"If you're really talking about autonomous use... if you don't custom-train it, not even configure it, but custom-train it, then the question is whether you can always provide enough contextual information." S

Business expert is doubtful on if an AI tool can get the necessary knowledge for good BA support in certain activities

"I think that gathering and accumulating the necessary knowledge [from different aspects/perspectives] that an AI tool would need in order to provide good support to a BA can be difficult." S

CoPilot transcribing way of working is limited, but this is due to data-privacy regulations so how can another tool fix this issue?

"With Copilot, you turn it on during a meeting, and the moment the meeting ends, you lose your transcription. You prompt during the meeting, and the outcome of that prompt about your meeting is what you get back and can take with you. You can't prompt after the meeting... this is due to data-privacy regulations." S

BAs should perform quality checks of AI Agent output, but will they?

"[Risks and concerns about having BAs work with agents]: Quality checks, it creates a knowledge gap for the BA themselves, and when should you have someone check for hallucinations if the BA doesn't know the context (because they always let AI do it)? I also often see people run information through an 'AI train' — letting AI process the information 10 times — and then important details get filtered out and aren't included anymore." S

(Client) stakeholders do not always read the action points/meeting summaries BAs send

Processing meeting transcripts requires cognitive work to filter out what is important

Need to filter out the essential parts from the transcripts to avoid unnecessary documentation effort

Difficulty extracting context and forward path from large amounts of meeting text

Transcribing tools don't get good input due to half-english/english/Dutch language being mixed or fast speaking people

Sometimes it picks up half things, or not properly, and people speak unclearly, speak fast, maybe not very good English or half English."

Multiple people on the same device in meetings isn't recognized by Teams/Copilot

Stakeholders not reading long summaries or transcripts

Misalignment between teams causes rework when action points are interpreted differently

Frustration when BAs get recurring questions that were answered in meeting follow-ups

"Really capture everything that is needed... but don't overcomplicate it... there's a lot of discussions going on... you really don't need all these discussions... but really the sense conclusion."

"I think the hardest part is more like: OK, how do we move forward, and what's the context? Making sure you extract everything properly."

"So I think that's more a limitation of something like Teams, for example. What you also see is that people are in the same room, and one person has their mic off and the other doesn't, but there are essentially two people talking through one microphone. That's logical to us and we don't have an issue with it, but the technology does, because it can't understand who is who."

BA uses AI to understand what backend systems do

BA uses ChatGPT to understand technical terms mentioned by technical people in the project

Using Microsoft Copilot for meeting overviews due to privacy constraints with OpenAI tools

AI tool use limited due to privacy constraints

Current AI tools don't generate good output due to technical/contextual limitations

F: I often ask what certain backend systems do and what they're for... if I have an interview soon about CRM, I ask ChatGPT: "I need to know what it can do and which questions I should ask person X based on these EPICs we'll be working on..."

N: ... I often ask what technical terms mean (simple explanations) that I hear from technical people in the team.

"Yes, yes. These are really things that you kind of... You can't just put an OpenAI chatbot in the meeting and say 'make this in Dutch'. That's why we use things like Copilot, to create an overview. It is privacy-sensitive, they discuss things you can't just share. It's not about life and death, of course, but it's definitely about strategies and brands."

Quality of automatic follow-ups with Copilot is low

Copilot doesn't pick up the full message/clue of the things said in meetings

In meetings, conversation topics can drift apart. It is difficult for an LLM to generate a good summary because it doesn't understand the context of a meeting and conversation topics can be all over the place. Meeting summaries have to be fact checked by humans.

BA uses AI to explain technical terms to better understand what is being said

BA uses AI to update confluence pages

Privacy constraints limit the ability to use external AI tools directly in meetings

"Yes, I tried that too, indeed. But at some point I realized that the output from Copilot — the transcripts — actually weren't good enough."

"as a human, you were in that meeting, so you understand the context of what's being said. But an AI agent doesn't; it just sees half sentences and can't really pull out the full context, so the action points stay too generic."

"context gets... lost whenever we have these conversations with multiple stakeholders and during conversations they drift to different targets... LLMs will take all that into input and creates a summary... but... have to be fact checked because... does it fit with the context?"

BA uses AI to summarize meetings

BA uses AI to write emails

That's why we use things like Copilot, to create an overview. It is privacy-sensitive; they discuss things you can't just share."

Transcribing tools don't get good input due to half-english/english/Dutch language being mixed or fast speaking people

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"So I think that's more a limitation of something like Teams, for example. What you also see is that people are in the same room, and one person has their mic off and the other doesn't, but there are essentially two people talking through one microphone. That's logical to us and we don't have an issue with it, but the technology does, because it can't understand who is who."

BA uses AI to write content draft for presentations

BA uses AI to write content draft for presentations

Sometimes it picks up half things, or not properly, and people speak unclearly, speak fast, maybe not very good English or half English."

"Really capture everything that is needed... but don't overcomplicate it... there's a lot of discussions going on... you really don't need all these discussions... but really the sense conclusion."

"I think the hardest part is more like: OK, how do we move forward, and what's the context? Making sure you extract everything properly."

"Because there is so much text, that the client or people just don't read it. That they think: 'Yeah, whatever'"

"Often you have the discussions and it seems like it's clear... than another team is doing something else than you do. So I think that's the biggest frustration."

"The preparation on both sides isn't at the same level. Which also makes you wonder, what's the value of such a transcript then? It's really documentation for the sake of documentation"

User stories need to be very clear

Paying close attention to: Ensuring all (technical) requirements are included in detailed step-by-step format for developers

[What do you pay close attention to?] "Really step by step details... developers... really need it detailed." LS

Risk of broad, unclear stories when details are added ad-hoc during refinement

"There are also BAs/POs who do it during refinement — they start adding acceptance criteria there: "OK, you have to do this and this has to happen." Then you really run the risk of it becoming extremely broad. Interpretation becomes very different: "OK, this was written a week ago, but what did they mean here again?" Then you just keep tinkering with it, you change things, and your scope shifts." M

Defining what is meant exactly by stakeholders and how a feature should/could work is very hard

To really define what someone from the business or IT actually means is a very hard skill

"To really define what someone from the business or IT actually means is a skill that makes this role quite challenging." S

Creating PBIs/user stories from business discussions requires input from multiple technical stakeholders

[What is the hardest part?] "Translating the business requirement into the IT requirements... you need some input from the business, but also input from the developers, from the architect... So sometimes it gets really technical." LS

Mistakes come in the form of forgetting/not spotting requirements

BAs do miss/forget to look at requirements from all angles

"...I do see missed requirements quite often." S

Missed requirements are hard to detect. Requirements could have been 'not missed' but instead 'never mentioned'. Missed requirements are more like: Has the BA looked at it from all angles?

Pitfall for BAs: They might think that talking to stakeholders to gather requirements is all it is, but there is more to it. "I don't see 'missed requirements' very often because they're also hard to detect. Maybe the requirement wasn't missed — maybe it was never mentioned... 'Missed requirements' are really about: 'did you look at this from all angles?'... A pitfall for BAs: a BA might say, 'Well, I spoke to these business owners, so now I've gathered the requirements for a good tool... but of course that's often not how it works.' S

Mistakes are spotted in refinement meetings, but some slip through because devs don't recognize the mistakes

Technical mistakes sometimes occur in PBIs causing refinements

[Mistakes occur?] "...from a technical perspective, a few things need to change, so more really on the technical aspects..." LS

During refinement meetings, developers need to critically evaluate user stories and PBIs, but that doesn't always happen, causing 'unfinished' PBIs to slip through to planning

N: "What I often experience in Refinement Meetings, where I bring my user stories and PBIs, is that developers are supposed to ask me critical questions about the user stories and PBIs — but that doesn't always happen."

AI to help BAs understand which dependencies there are

Desire for a tool that understands dependencies between features so that it can help link dependencies between them

M: "I would also love it if the agent really focused heavily on the dependencies — that it knows okay, you're working on this now and then, for example, at an EPIC level (the idea you're building for over a year) or at the Feature level (something you build within 2 months), such as a checkout page. And that the agent can link the dependencies to that, because it actually understands them."

In order to write good user stories/requirements, BAs need to be aware of dependencies, which they don't always have

I would really appreciate if ChatGPT not only helped me write user stories and requirements, but also asked me questions in return, such as: Have you thought about this dependency?... Because I don't always have that knowledge." N

also shows desire

BAs need to understand and see connections between business and technology

BAs need to understand why a business goal or requirement is being set to deliver good features. BAs that understand the why behind business goals/requirements are good BAs

"If it's only about how do we build the technical solution in the best possible way, one that's nice for users to work with? then you very often miss the reason why, for example, a business goal or a requirement is being set. You don't get that context from an email or from how the business requirement gathering is shared." "Why did they arrive at those goals?" "These kinds of things... that's what I use to classify a good BA." S

BAs need to be able to consolidate, understand, and see connections between gathered information

"Consolidating, understanding, and seeing connections. [That's a skill a BA needs]." S

BA is someone who knows about business goals and requirements as well as technical systems.

"The alignment between business and technology... is in my view a very important part of a BA's role." S

BA has to understand technical terms

N: "... I often ask what technical terms mean (simple explanations) that I hear from technical people in the team."

BAs need to understand the business (its environment, business model, tech stack) they are doing a project for

Consultant A should try to have an understanding of the client's business, and if it doesn't have it, it should learn it to deliver optimal service.

"Misalignment often comes down to a certain form of... expectation management. Clients sometimes have the expectation that we as Consultant A understand more about their company... and you can say as Consultant A, 'we don't do that at all, but in my view that's not how we deliver optimal service.'" S

BAs should properly read up on the context of the project/client/business they are working in, because this is what clients assume you have the knowledge. Clients assume that BAs/consultants understand their business

"Expectation management is also about making sure you, as a BA, properly read up on the context you're working in — and sometimes even a bit beyond that — so that you can, to the best of your ability, anticipate the expectations or the things a client sometimes assumes are obvious." S

BAs (& other consultants) should pay attention to listening and note-taking to make sure they understand and gain knowledge on the client company/business. If BAs don't understand the client business or don't listen properly, misalignment between consultant A and its clients can occur, which is not wanted of course

"As a BA, it's better to check things four times with all stakeholders in CC than to make an assumption... because stakeholders have too much on their minds — Stakeholder B says A, Stakeholder C thought D about a requirement... [so what do we do?]. → Misalignment within the client itself is constant. BAs are better off checking and continuously confirming than acting on assumptions." S

Agile demands flexibility, but this is difficult because timelines are tight

Plannings can be theoretical as technical requirements aren't gathered yet

Tight timelines make flexibility difficult

PI planning has to be created before features are well-defined, making it hard to spot dependencies and create good plannings

Plans are theoretical and often disrupted by delays and external factors

"So if there's dependencies and we have delays, you really need to be a bit flexible and sometimes you cannot really be flexible because you have tight timelines." LS

"... sometimes you have to spot dependencies while you don't even know what you're going to build yet" F

[Mistakes often?] "Yes, loads. It's always just theory. That's basically the whole point of Agile — this is the plan. But if the team slacks or doesn't make it, or there are external factors, then you have to deviate from the plan again and re-prioritize. That will always be the case." M

BA needs to follow up tasks/ teams to check how things are going/ to update stakeholders on plannings

Mistakes and forgetfulness common among less experienced BAs/POs

Risk of forgetting dependencies when many stakeholders are involved

Features require months of prep work before development can start, which is often forgotten by BAs and clients

N: "In my project, for example, I have two development teams, so I'm the BA for two teams. And per team there are 4-5 small mini-projects, and sometimes I just can't keep track anymore of what's going on. Then I look at the sprint and I'm basically constantly running behind things like: "Oh right, \*\*\*\* I needed to follow up on this,"

"If you have less experienced BAs or POs in the team, many things get forgotten. Which is completely logical, but still..."

"... that was one of the struggles we faced: the more stakeholders you have, the easier it is to forget something." F

Projects require months of work in advance before development can start but this is often forgotten by BAs and clients

Cross-team planning check-ins are needed months in advance to align teams on development planning

F: What goes wrong a lot is that we say... "January" for development, ... means you should start no later than September, depending on how big it is. And that gets forgotten all the time — also on the client side, ...

F: "You need to ask another team: "Hey, can you build this for us?" You need to create a design. So many things need to be done much earlier."

Missed/forgotten dependencies immediately cause delays, even small ones

Not spotting dependencies correctly creates unknown blockers, causing delays and a decrease in delivery speed. Delivery speed is of course important for Consultant A and for its clients because they are judged on that aspect

Missed dependencies occur very frequently 'always' POs/functional leads are actually the ones responsible for spotting dependencies and adjust planning when needed

Dependencies on other teams and non-working APIs delay PBI creation and development

Small overlooked/missed details in dependencies can lead to project delays

Task dependencies can cause teams to get stuck/ unable to finish work

BAs receive a prioritized list of features/epics/business goals. If BAs don't plan well, they are essentially delaying the entire project

"[Not flagging dependencies correctly] immediately creates blockers, and that instantly causes a decrease in delivery speed. That's important for both us as Consultant A and for the client, because you're judged on that... But also for product teams... having a BA is of course very important... you want to prepare the tech team as well as possible to deliver a user story/feature that everyone can use [planning as effectively as possible and adjusting it when needed due to delays in dependencies]" S

"[Do you often see missed dependencies? Does this happen a lot?] Yes, definitely — always. ... it actually goes beyond a BA's task list... a good product owner or functional lead... must be able to gather enough information... to know when things are going to run into problems... and therefore have the ability to update the planning:" S

"... once we... get the APIs from the integration team, they're not working as expected. So that's also big frustration..." LS

"sometimes it's not that you forget the entire dependency, but the devil is in the detail" F

"things aren't delivered. So that you can't do things:" M

"If, as a BA, you receive prioritized [features/epics/ business goals], you need to understand that when creating a plan... not only for your own role but for the entire delivery team... if that isn't done well, then you're essentially delaying the project. Because certain parts have dependencies and can only start once something else is finished... and if you as a BA don't know those dependencies exist... then you might put something into a sprint and later discover that you actually can't move forward at all... and then you've sometimes wasted two weeks on something you could have known in advance." S

Trouble with understanding all the backend systems

F: "There are so many different backend systems — we... need context about all backend systems... You can't know everything about every system..."

AI is used to describe which systems are needed to build a feature with, but providing the necessary context is difficult when BA doesn't know context itself

Difficulty providing enough project-specific context to AI tools because context isn't known by BA

Is it difficult to give the context to the AI? "Yes, ... you just need to know that from your own head... especially when you're new to a project... often it's like: 'Okay, here is the project, good luck.' Then that's super difficult. You can't be expected to know all of th..."

Using ChatGPT to identify which systems are needed for a feature

"What I sometimes did is ask 'ChatGPT: 'hey, if I wanted to build this, what kind of system would I need for it?'" F

AI to help BAs understand back-end systems

Trouble with understanding all the backend systems

F: "There are so many different backend systems — we... need context about all backend systems... You can't know everything about every system..."

BA has to understand what backend systems do and what they are used for

F: I often ask what certain backend systems do and what they're for... if I have an interview soon about CRM, I ask ChatGPT: "I need to know what it can do and which questions I should ask person X based on these EPICs we'll be working on..." ChatGPT gives suggestions... "These are the questions you should ask, focus on these EPICs."

BA uses AI to understand what backend systems do BA uses AI to prepare questions about backend systems for stakeholder meetings

F: I often ask what certain backend systems do and what they're for... if I have an interview soon about CRM, I ask ChatGPT: "I need to know what it can do and which questions I should ask person X based on these EPICs we'll be working on..." ChatGPT gives suggestions... "These are the questions you should ask, focus on these EPICs."

Junior BAs could use help

Junior BAs struggle to balance design wishes, technical feasibility and project deadlines

a starting BA who still doesn't know much about the technology and what's possible, there's the question: OK, what's the sweet spot? You might go along totally with the designer, but without knowing how a developer works or thinks — that's the hardest part. Also figuring out: OK, how long will it take before I've delivered something? I think many junior BAs kind of forget that." M

Desire for a tool that supports BAs to understand backend systems

F: "If an assistant can help you understand the systems, that would be amazing."

BA uses ChatGPT to understand technical terms mentioned by technical people in the project

M: ... I often ask what technical terms mean (simple explanations) that I hear from technical people in the team.

No AI use found and desire for support exists, but is considered hard due to a lot of contextual data is required

No AI used; dependency spotting done manually

"No, I don't. It's a bit... I do it quite manually." LS

No AI tools recognized that support dependency map...

"AI is not used for dependency mapping as far as I know." S

Desire for a visual dependency plotting tool that shows impact of delays

"maybe just visually plot the dependencies and the timelines... if something moves, then the other things also need to move." LS

Mapping dependencies correctly requires a lot of data: if a BA knows very well where dependencies exist, it means the BA understand how the solution works very well and what the business...

"AI is not used for dependency mapping as far as I know." S

AI to help BAs understand which dependencies there are

Desire for a tool that understands dependencies between features so that it can help link dependencies between them

M: "I would also love it if the agent really focused heavily on the dependencies — that it knows okay, you're working on this now and then, for example, at an EPIC level (the idea you're building for over a year) or at the Feature level (something you build within 2 months), such as a checkout page. And that the agent can link the dependencies to that, because it actually understands them."

In order to write good user stories/requirements, BAs need to be aware of dependencies, which they...

I would really appreciate it if ChatGPT not only helped me write user stories and requirements, but also asked me questions in return, such as: Have you thought about this dependency?... Because I don't always have that knowledge." N

also shows desire

BAs show desire towards a tool that sends reminders and to-do items for dependency management

Desire for to-do reminders

There are always things you forget — follow-ups, to-dos — that could have been sent to me much more easily by AI after the meeting" F

Desire for forward-looking coordination reminders and weekly task lists to support dependency management

even if it were just a weekly to-do list you receive, like: 'Hey, this week you need to coordinate with these people, because in two months this thing is coming up. And also, this week you need to do this.' And it could also send reminders to the people you need to coordinate with. So really someone who does the forward-thinking for you and keeps doing that. That would be super useful." F

Desire for notifications when other teams are done or delayed

"I'd really like it if there was some project manager who occasionally pops up like: 'Oh hey, they're done now, so you can start this.' ... Or for example: 'They now have a delay. Watch out, this will impact your things according to the planning.'" M



# E = Primary data tables

## (found BA tools and artifacts)

| Name              | What it is and how the BA works with it  | Tool it lives in   | Source                                  |
|-------------------|--|--------------------|---|
| PI planning board | A board used to plan several sprints and coordinate plans of teams within the ART.   | Excel/PPT/Jira     | Doc analysis, interviews, literature    |
| BR                | High-level statement of what the business needs and why (outcomes/value). A BA receives and elicits them from stakeholders, documents them, and uses them to align scope and priorities together with PO, and translates them into FRs/NFRs/TRs. | PPT/Doc            | Interviews                              |
| FR                | What the solution must do (features). A BA translates BRs into clear FRs.  | Excel/PPT/Doc      | Interviews, doc. analysis               |
| NFR               | How well the solution must work (such as performance, security, usability levels). A BA elicits these constraints early, makes them measurable where possible, and ensures they are considered in design and planning.                           | Excel/PPT/Doc      | Interviews, doc. analysis               |
| TR                | Constraints on how it must be built or integrated (such as platforms, APIs, architecture rules). A BA aligns these with architects/devs and ensures requirements fit the technical architecture and dependencies.                                | Excel/PPT/Doc      | Interviews, doc. analysis               |
| Epic              | A large work item that is too big for one sprint and is broken into smaller items. A BA helps define the epic's scope, goal, and success criteria, then supports decomposition into smaller tasks.   | Excel/PPT/Doc/Jira | Interviews, doc. analysis               |
| Feature           | A capability/functionality that delivers user/business value and typically sits under an epic. A BA defines the feature, clarifies behaviour and acceptance, and helps split it into stories.  | Excel/PPT/Doc/Jira | Interviews, doc. analysis               |
| User flow         | Step-by-step paths a user takes to complete a goal on the platform. A BA maps flows to validate understanding, identify gaps/edge cases, and align stakeholders, UX, and dev.  | Miro               | Observations                            |
| Design PBI        | A backlog item specifically for design work (research, exploration, UI/UX tasks). A BA creates design PBIs and ensures they connect to business/feature requirements.  | Jira               | Interviews, doc. analysis               |
| UX/UI design      | Visual and interaction designs showing how the product works and looks. A BA reviews designs for requirement coverage, flags missing states/edge cases, helps confirm stakeholder intent, and translates designs into dev PBIs.                  | Figma/Miro         | Interviews, doc. analysis, observations |
| Story             | A PBI that is a small, deliverable piece of functionality that can be completed within 1 sprint. A BA creates and presents stories, and refines them if needed.  | Jira               | Interviews, doc. analysis               |
| Bug               | A defect where the system behaves incorrectly. A BA helps devs by providing context so they can fix the bug.   | Jira               | Interviews, doc. analysis               |
| Task              | A PBI that is a specific unit of work (often technical or procedural) that supports delivering a story/feature. A BA helps ensure tasks link to the right story and that it contains all the necessary information for the Dev to pick it up.    | Jira               | Interviews, doc. analysis               |
| User story        | A story written from the user's perspective (who/what/why). A BA writes and refines user stories to ensure they express value and are  | Jira               | Interviews, doc. Analysis,              |

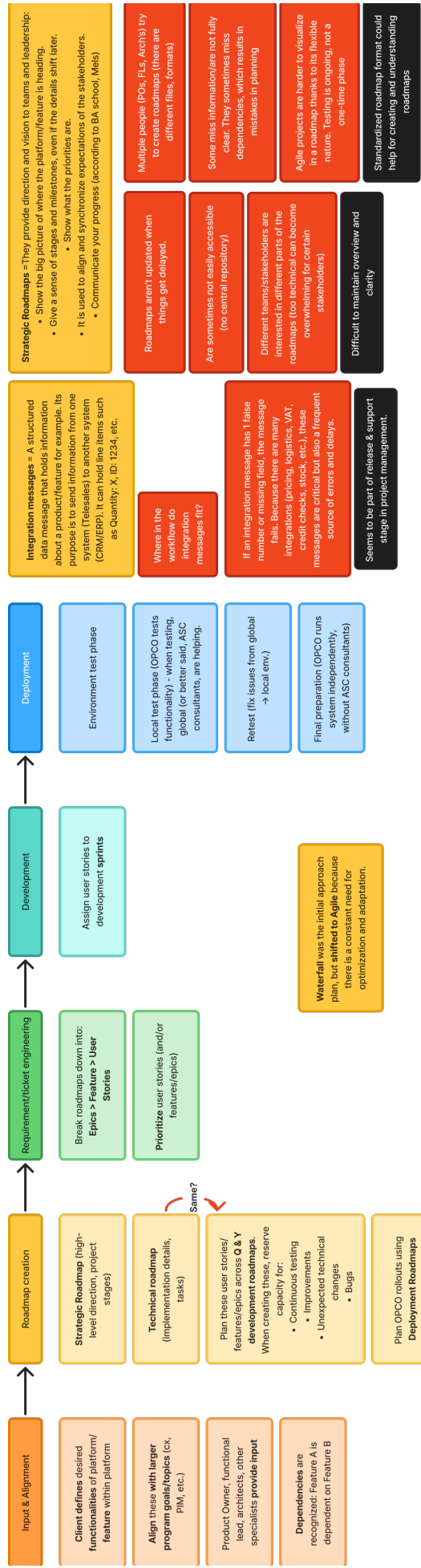
|                     |   |            |                             |
|---------------------|---|------------|-----------------------------|
|                     | understandable to every stakeholder to ensure shared understanding of what exactly should be built.   |            | literature                  |
| Acceptance criteria | Clear conditions that must be met for a user story to be “done.” A BA defines them with stakeholders and the team to reduce ambiguity and enable testing and sign-off.  | Jira       | Interviews, doc. analysis   |
| Story point         | A relative estimate of PBI effort/complexity used for planning. A BA uses the story points to assign the right amount of PBIs to sprints.   | Jira       | Interviews, doc. analysis   |
| PBI priority        | The ranking of PBIs by importance/urgency/value. A BA uses PBI priority when creating sprint plannings.   | Jira       | Interviews, doc. analysis   |
| Develop PBI         | A PBI intended for development implementation. A BA ensures dev PBIs are well-defined, have a user story, acceptance criteria, story points, priority, dependencies, (designs,) and are ready for the sprint. | Jira       | Interviews, doc. analysis   |
| Sprint board        | A board showing what PBIs are planned, done and in progress. A BA uses it to assign PBIs to sprints, track progress, spot blockers, and coordinate updates with teams.  | Jira       | Interviews, doc. analysis   |
| Documentation       | Written project/product knowledge (requirements, decisions, processes). A BA creates and maintains documentation to keep teams aligned and reduce rework.   | Confluence | Interviews                  |
| Planning sheet      | Excel sheets in which project planning is mapped out and team availability is captured. A BA uses these to check for team availability when preparing sprint planning sessions.                               | Excel      | Observations, doc. analysis |

Table E1: List of BA artifacts

| Tool                  | Purpose   | Source                      |
|-----------------------|---|-----------------------------|
| Miro                  | Create functional customer journey flows  | Observations                |
| Figma                 | Evaluate and decompose UX/UI designs created by the design team to list features and components.  | Doc. analysis, Observations |
| Jira/Azure DevOps     | Create PBIs, manage backlogs, assign PBIs to sprints, observe sprint progress   | Doc. analysis, interviews   |
| Microsoft Teams       | Meet with team and (client) stakeholders via online meetings  | Observations, interviews    |
| Excel                 | 1. Write down requirements and first-draft user stories<br>2. Collect team member availabilities  | Observations                |
| PPT                   | Create client-stakeholder facing presentations to communicate project progress  | Observations                |
| Confluence/Sharepoint | Store and communicate deliverables and documentation on meetings and features.  | Interviews                  |
| Outlook               | Communicate with team and client stakeholders.  | Observations                |
| ChatGPT (AI)          | 1. Identify which systems are involved when developing a feature<br>2. Educate themselves on the meaning of technical terms<br>3. Educate themselves on what a certain system does and how it works<br>4. Write PBIs/user stories/requirements<br>5. Prepare questions for meetings about systems | Survey & Interviews         |
| CoPilot (AI)          | 1. Write meeting summaries/action items<br>2. Write PBIs/user stories/requirements  | Survey, interviews          |
| n8n (AI)              | Write PBIs/user stories (automated)   | Interviews                  |

Table E2: List of tools used by BAs

**F = Workflow Map**



**Strategic Roadmaps** = They provide direction and vision to teams and leadership:

- Show the big picture of where the platform/feature is heading.
- Give a sense of stages and milestones, even if the details shift later.
- Show what the priorities are.
- It is used to align and synchronize expectations of the stakeholders.
- Communicate your progress (according to BA school, Meis)

Multiple people (POs, FLs, Arch's) try to create roadmaps (there are different files, formats)

Some miss information/are not fully clear. They sometimes miss dependencies, which results in mistakes in planning

Agile projects are harder to visualize in a roadmap thanks to its flexible nature. Testing is ongoing, not a one-time phase

Standardized roadmap format could help for creating and understanding roadmaps

**Integration messages** = A structured data message that holds information about a product/feature for example. Its purpose is to send information from one system (Toilettes) to another system (CRM/ERP). It can hold line items such as Quantity: X, ID: 1234, etc.

Where in the workflow, do integration messages fit?

If an integration message has 1 false number or missing field, the message fails. Because there are many integrations (pricing, logistics, VAT, credit checks, stock, etc.), these messages are critical but also a frequent source of errors and delays.

Seems to be part of release & support stage in project management.

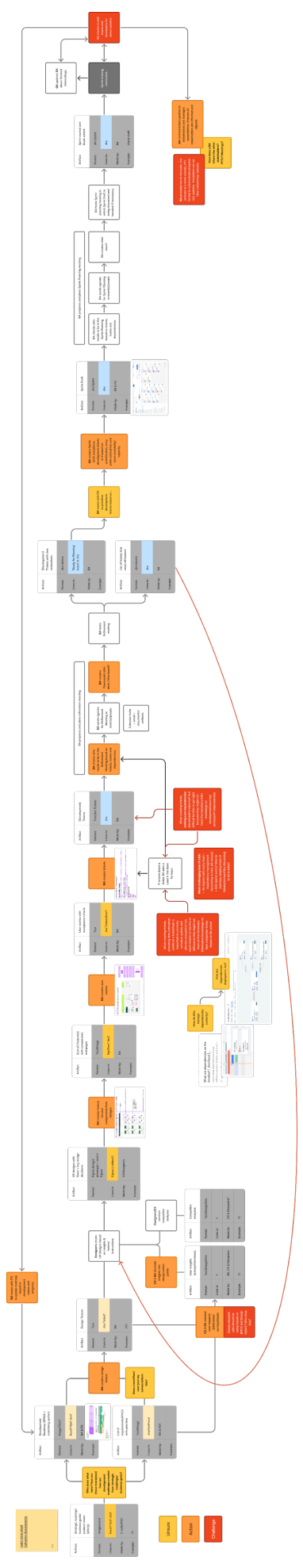
Roadmaps aren't updated when things get delayed.

Are sometimes not easily accessible (no central repository)

Different teams/stakeholders are interested in different parts of the roadmaps (too technical can become overwhelming for certain stakeholders)

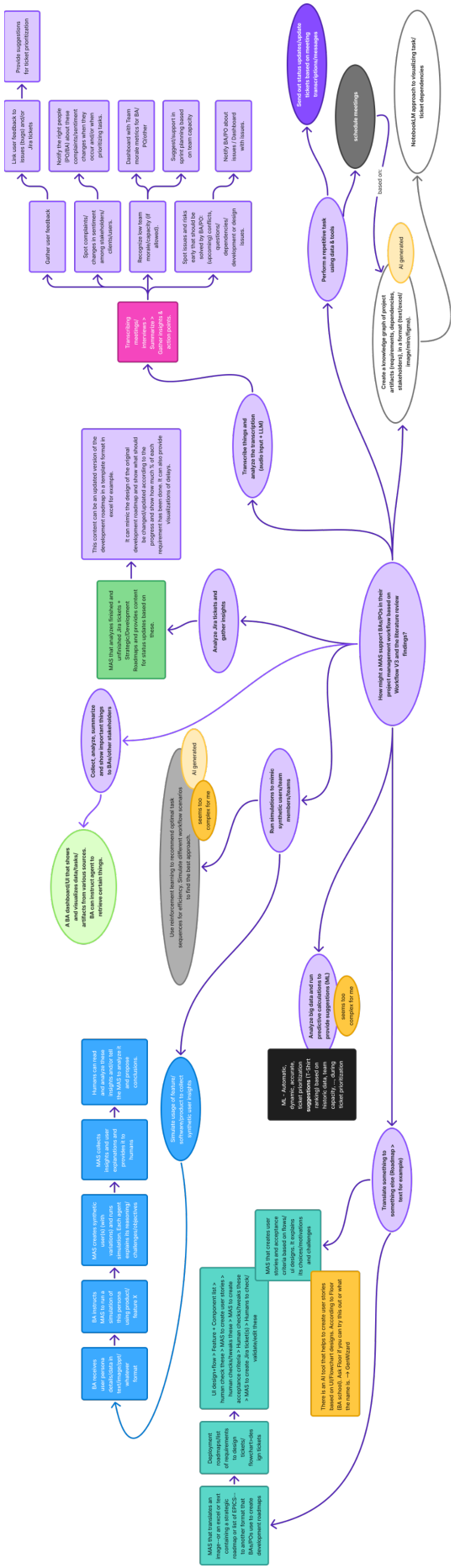
Difficult to maintain overview and clarity





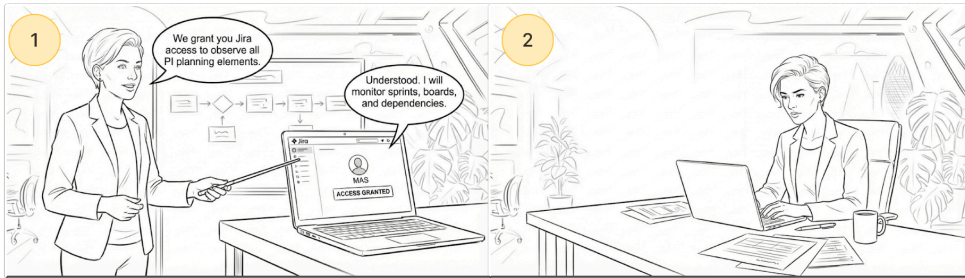


**G: How might we brainstorm**

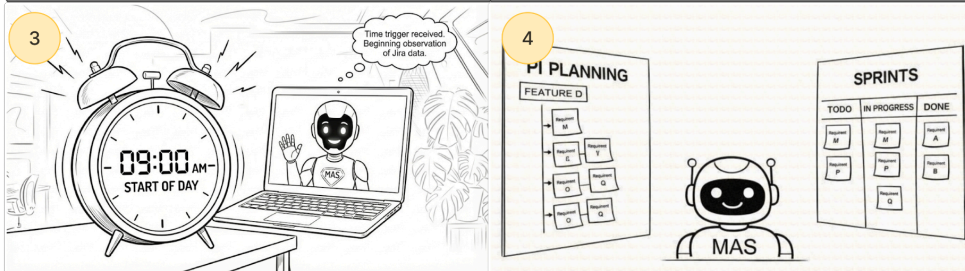


**H = 7 concepts**

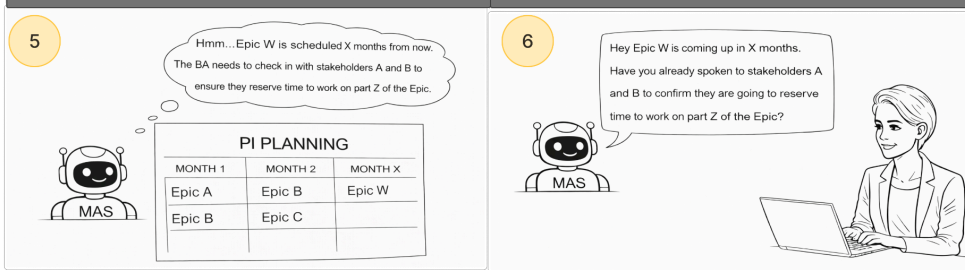
1C1 - Remind BAs to perform check-ins with stakeholders based on PI or Sprint planning/requirements



1 PI planning and Jira access (to observe sprints, boards, PBIs, estimations/sizing and dependencies) is given to MAS



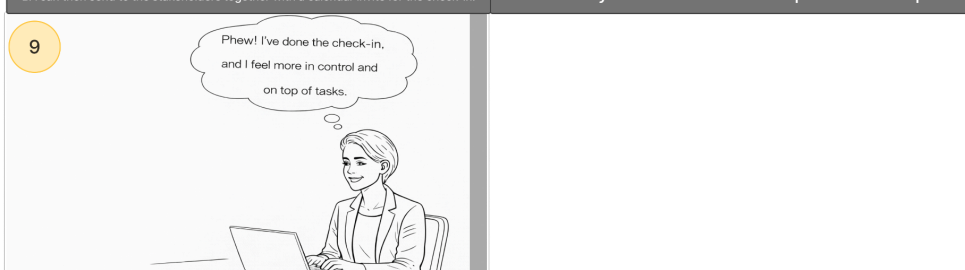
2 BA does its work.



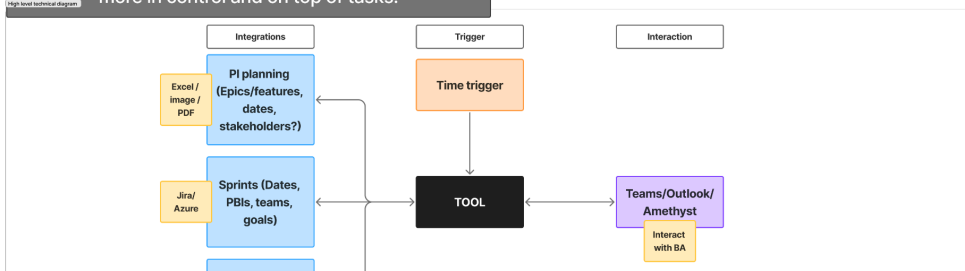
3 MAS gets triggered by time.



4 MAS checks PI planning and Sprints.



5 MAS 'sees' that Epic W is scheduled X months from now in PI Planning and concludes that the BA has to perform check-ins with stakeholders A and B to make sure they reserve time in their planning to work on part Z of the Epic.



6 MAS sends a message to BA: "Hey Epic W is coming up in X months. Have you already spoken to stakeholders A and B to confirm they are going to reserve time to work on part Z of the Epic?"



7 BA can click "yes" - "no please help" - "not important" - "remind me later" as responses. If no please help: The MAS creates a message to send to stakeholders X and Y, which the BA can then send to the stakeholders together with a calendar invite for the check-in.



8 BA performs the check-in and asks the stakeholders when they have time to work on part Z of the Epic.



9 BA feels relieved. BA has done the check-in and feels more in control and on top of tasks.



1C2 - Remind BAs to instruct teams to work on particular tasks.

**1**



PI planning and Jira access (to observe sprints, boards, PBIs, estimations/sizing and dependencies) is given to MAS

**2**



BA does its work.

**3**



MAS gets triggered by time.

**4**



MAS checks PI planning and Sprints.

**5**



MAS 'sees' that Epics that are in the PI planning and should be started now are not scheduled into Sprints yet.

**6**



MAS sends a message to BA: "Hey you should instruct teams to work on these sets of tasks according to the PI planning. These tasks are not planned in Sprints yet."

**7**



BA checks if this is correct.

**8**



BA instructs the MAS to formulate a discussion point for the next meeting the BA has with the respective team/stakeholder(s).

**9**



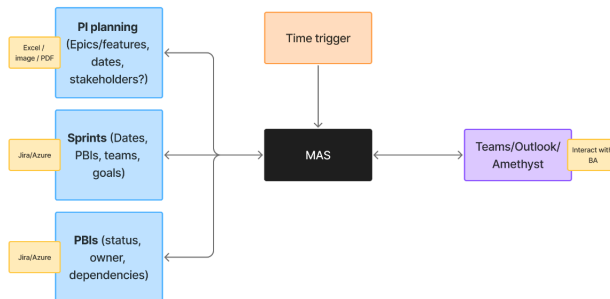
MAS creates discussion point and sends it to BA.

**10**

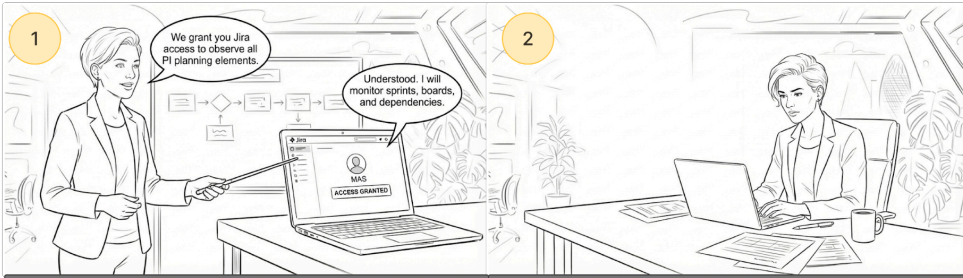


BA adds it to the meeting Agenda in Outlook.

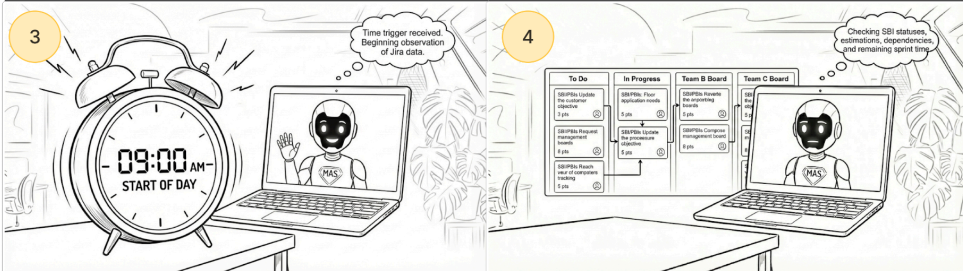
High level technical diagram



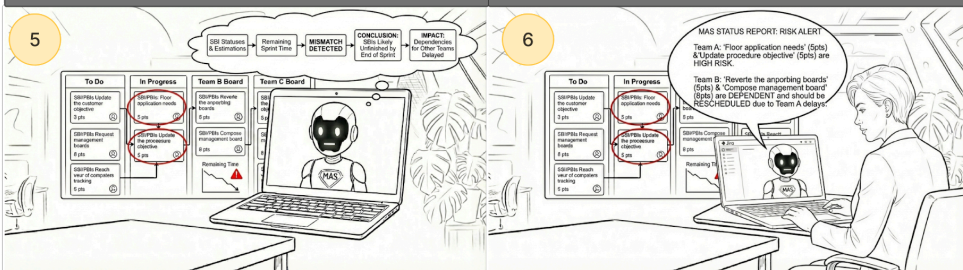
1C3 - Notify BAs when a delay is occurring or likely to occur.



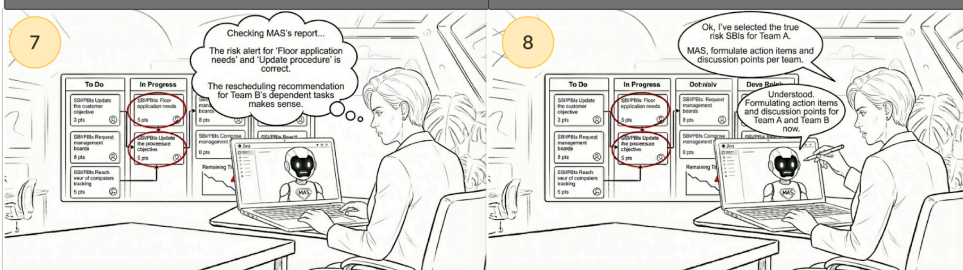
PI planning and Jira access (to observe sprints, boards, PBIs, estimations/sizing and dependencies) is given t... BA does its work.



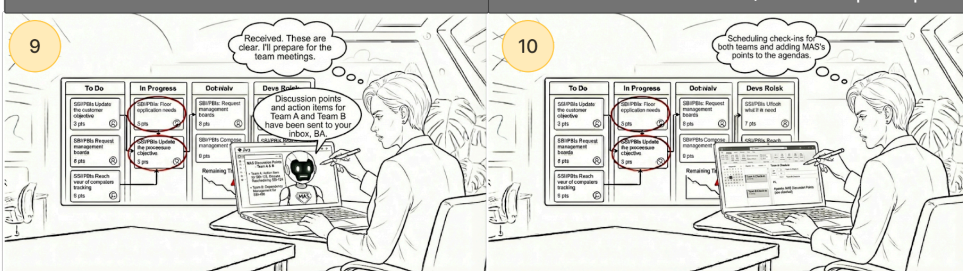
MAS gets triggered by time. MAS checks SBI statuses, estimations, dependencies and remaining time in the sprint.



MAS 'sees' that there is a mismatch between SBI statuses, estimations and remaining time, and concludes that it is likely that certain SBI are likely to not be finished before the end of the sprint, and therefore other teams/dependencies can't be started on time. MAS sends a message containing a status report to the BA with risky SBIs in each of the teams, and which dependent SBIs should be rescheduled based on those.

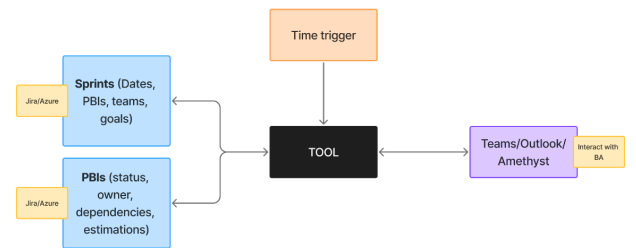


BA checks if this is correct. BA selects which tasks are true risks, and instructs the MAS to formulate action items/discussion points per t...

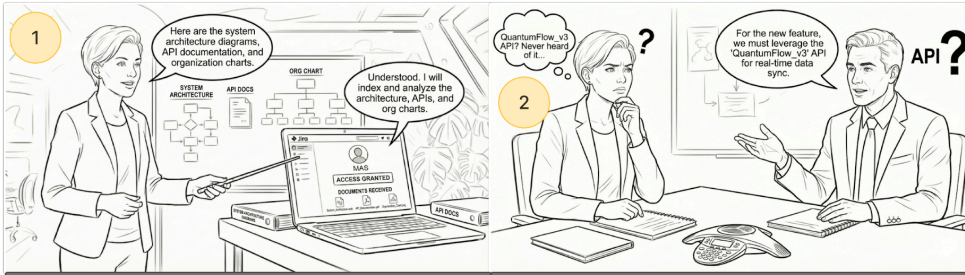


MAS creates discussion points and sends it to BA. BA schedules check-ins and adds the discussion points to meeting agendas in Outlook.

High-level technical diagram

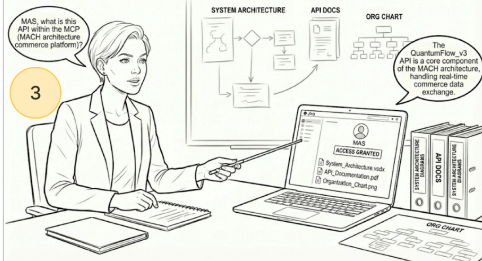


1D1 - Educate BAs on the back-end systems within a MCP: What does this back-end system do within this MCP? What teams are the owner? How do they work? What is the documentation?

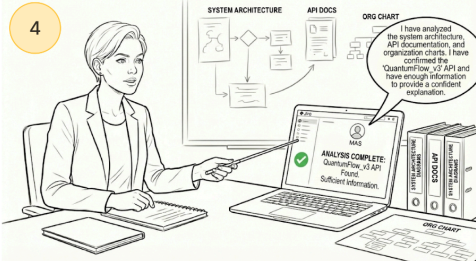


System architecture diagrams, API documentation and organization charts are given to the MAS

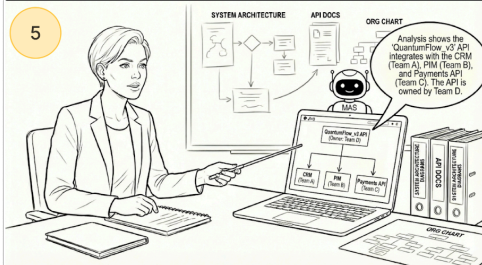
BA doesn't understand an API mentioned by a stakeholder during a discussion about a certain feature.



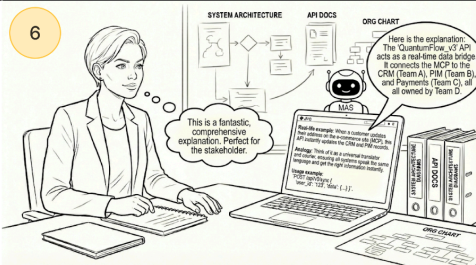
BA asks MAS what this API is within the MCP (MACH architecture commerce platform).



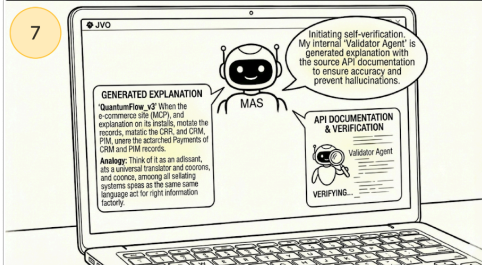
MAS checks the system architecture diagrams, API documentation and organization charts. It confirms that it has found the corresponding API in the documentation and it contains enough information for the MAS to confidently give an explanation of the API.



MAS 'sees' that this API works with CRM and PIM, as well as the Payments API. MAS also 'sees' which teams are the owners of these back-end systems and the owner of the API created.



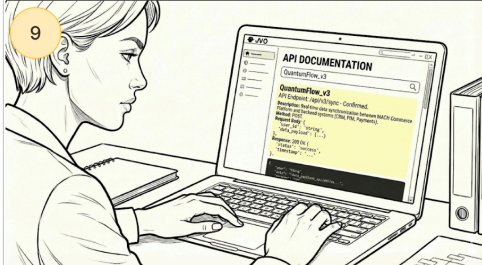
MAS creates a message containing an explanation of the API, its corresponding back-end systems and owners, and shows an example of how the API would work in real life, as well as an analogy to easily explain what this API does. It also gives an example of how to use the API.



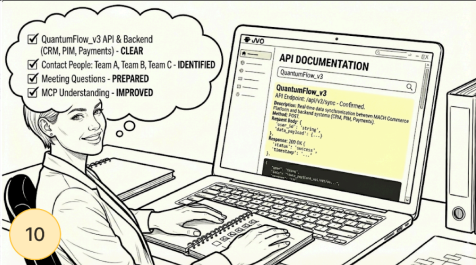
MAS checks if its output is correct and does not contain hallucinations by having one agent within its system to re-check the API documentation and the MAS output.



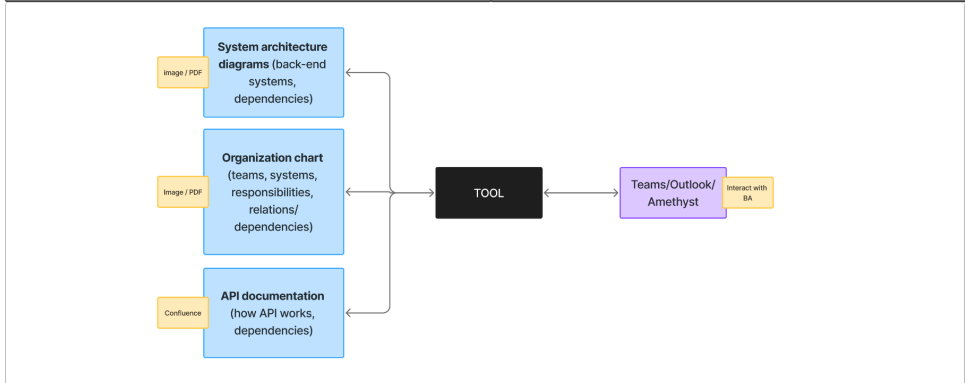
MAS sends the message to the BA.



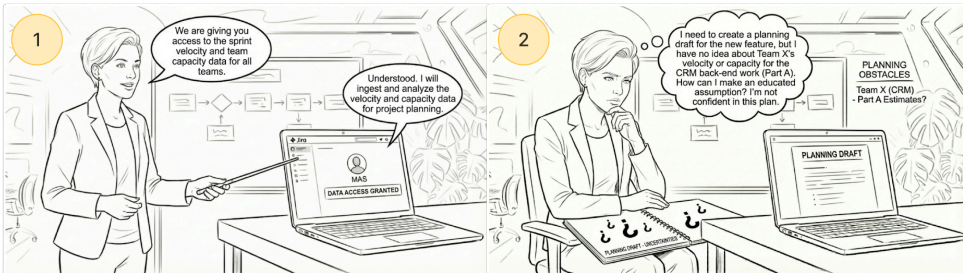
BA confirms that the API exists by quickly checking its documentation.



BA now has a better understanding of the API and the back-end systems. And therefore knows who to talk to, prepare better questions for during meetings, and has a better sense of how the MCP works. The BA is happy.

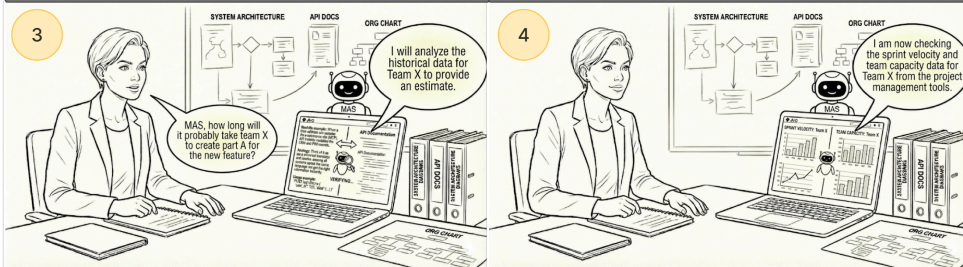


1D2 - Notify/educate BAs on the sprint velocity and team capacity of each of the teams within the project



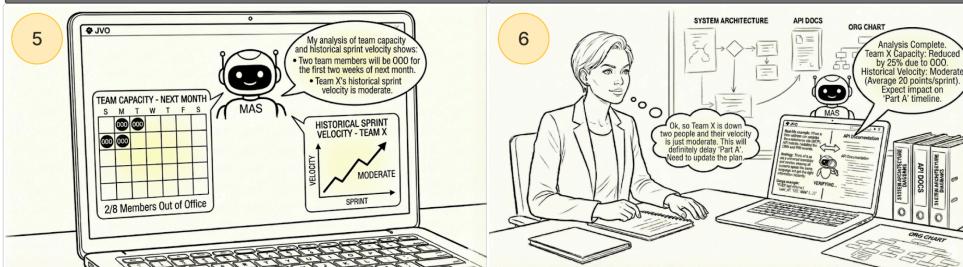
Next to 1D1, the sprint velocity and team capacity data of each of the teams within the project is given to the MAS.

BA has to create a planning draft but doesn't have any knowledge on how long it will take team X who is responsible for the CRM back-end system to create part A for the new feature.



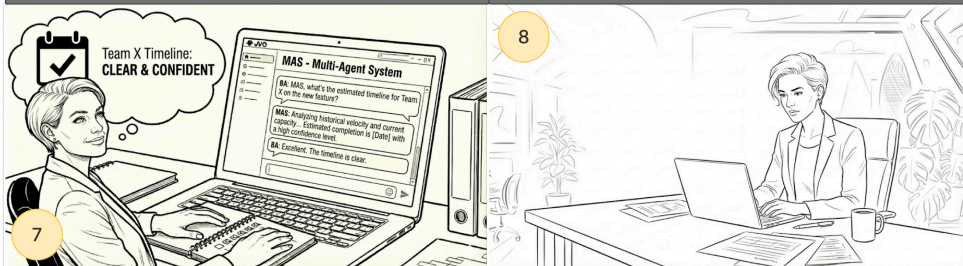
BA asks MAS how long it will probably take team X to create part A for the new feature.

MAS checks the sprint velocity and team capacity data of team X.



MAS 'sees' that 2 of the 8 team members are out of office two weeks starting the first Monday of the next month (team capacity) and 'sees' that the historical sprint velocity of team X is moderate.

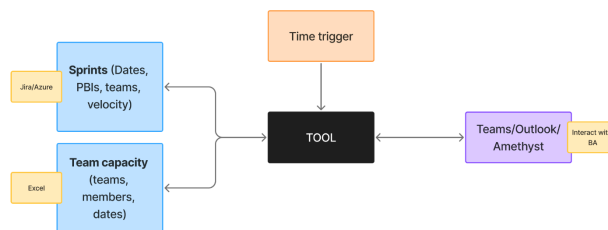
MAS sends a message containing an explanation of its findings on team X's capacity and sprint velocity to the...



BA is now more confident in its understanding of how long it will take team X to create this feature.

BA can now create a Sprint planning draft with more confidence.

High level technical diagram



correctly covered in this user story?

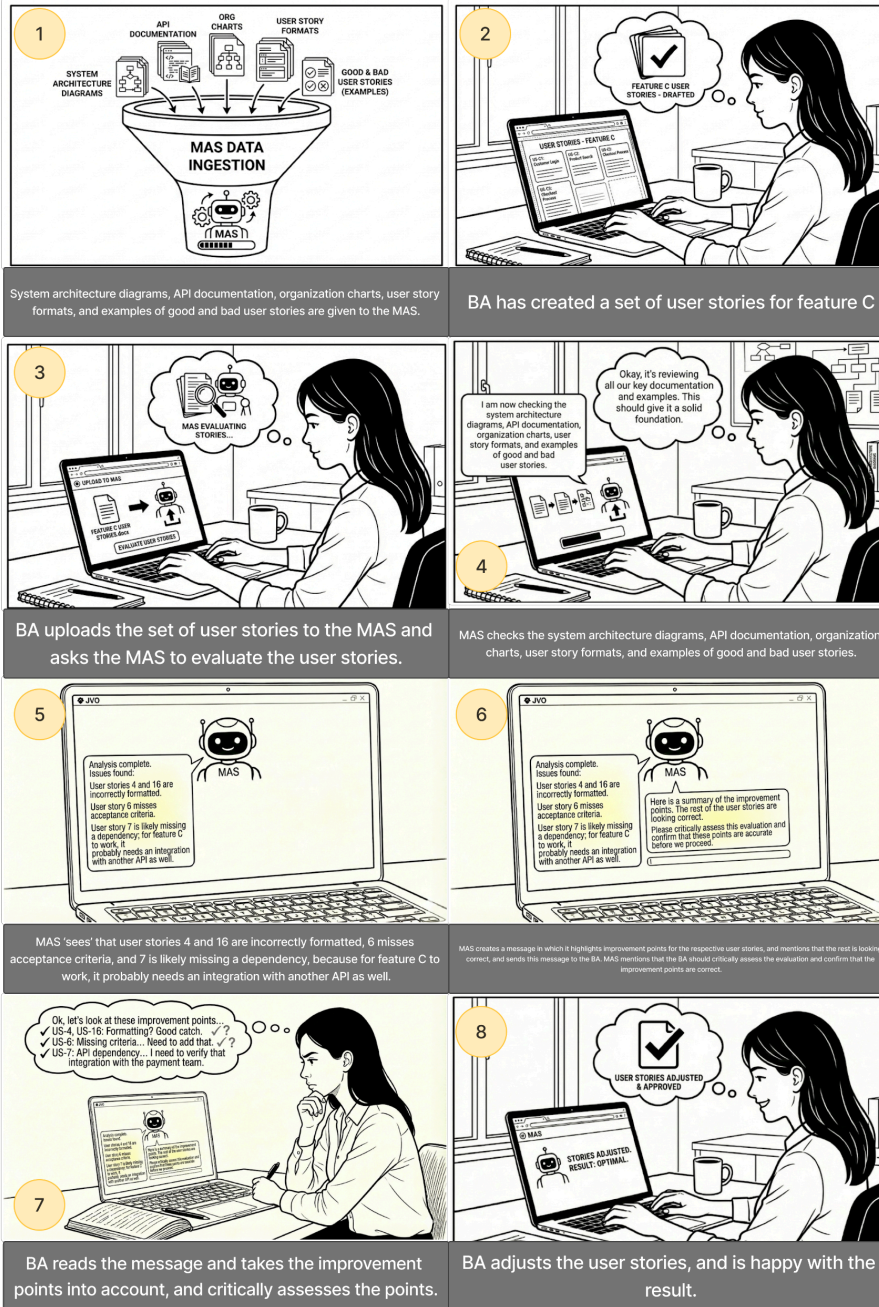
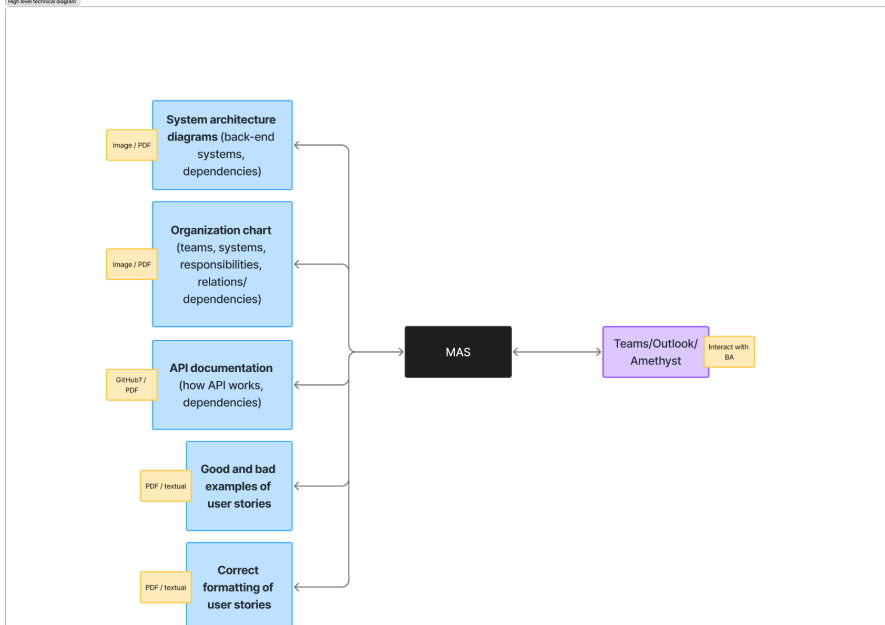
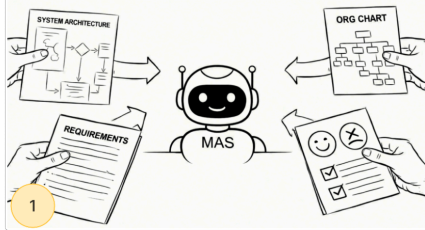


Image: User technical diagram



1F2 - Evaluate feature requirement lists:

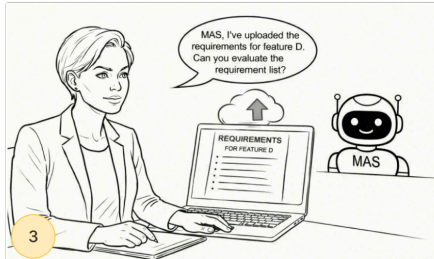
"So we are building this feature and we created this requirement list. Please evaluate this. Do we miss any dependencies (=requirements)?"



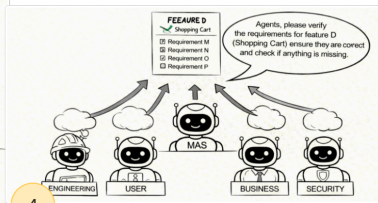
System architecture diagrams, API documentation, organization charts, requirement formats, and examples of good and bad requirements are given to the MAS.



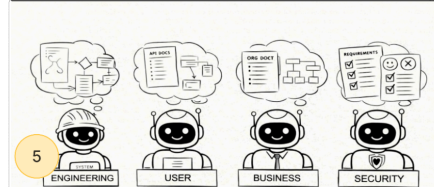
BA has created a set of requirements for feature D



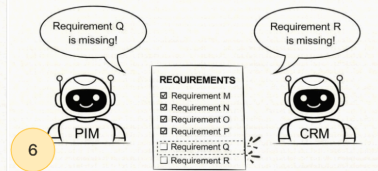
BA uploads the set of requirements to the MAS and asks the MAS to evaluate the requirement list.



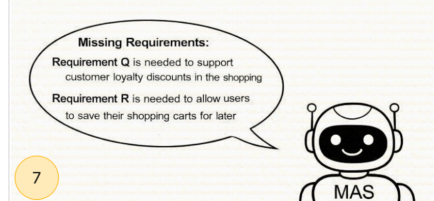
MAS incorporates different agents that mimic the different stakeholders/teams within the project. As feature D is a shopping cart, the already provided requirements are M, N, O and P, and the feature description is given, the MAS instructs its agents to check if the requirements are correct and are missing something.



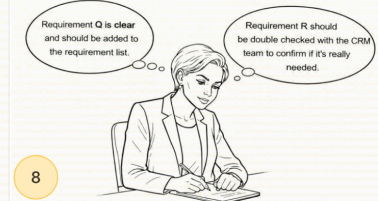
The stakeholder agents check the system architecture diagrams, API documentation, organization charts, requirement formats, and examples of good and bad requirements.



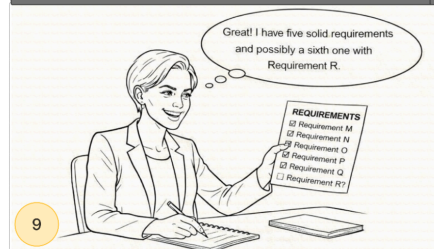
The PIM and CRM agents within MAS conclude that some requirements are missing: Q and R.



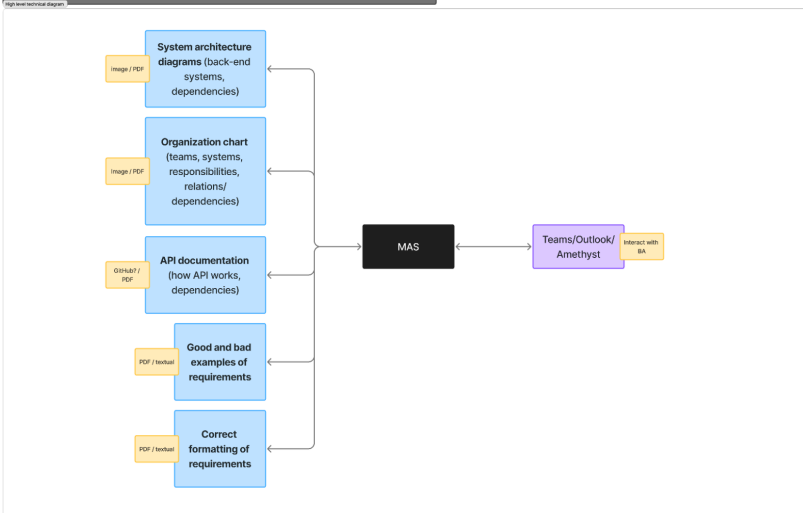
MAS creates a message with an explanation of requirements Q and R.



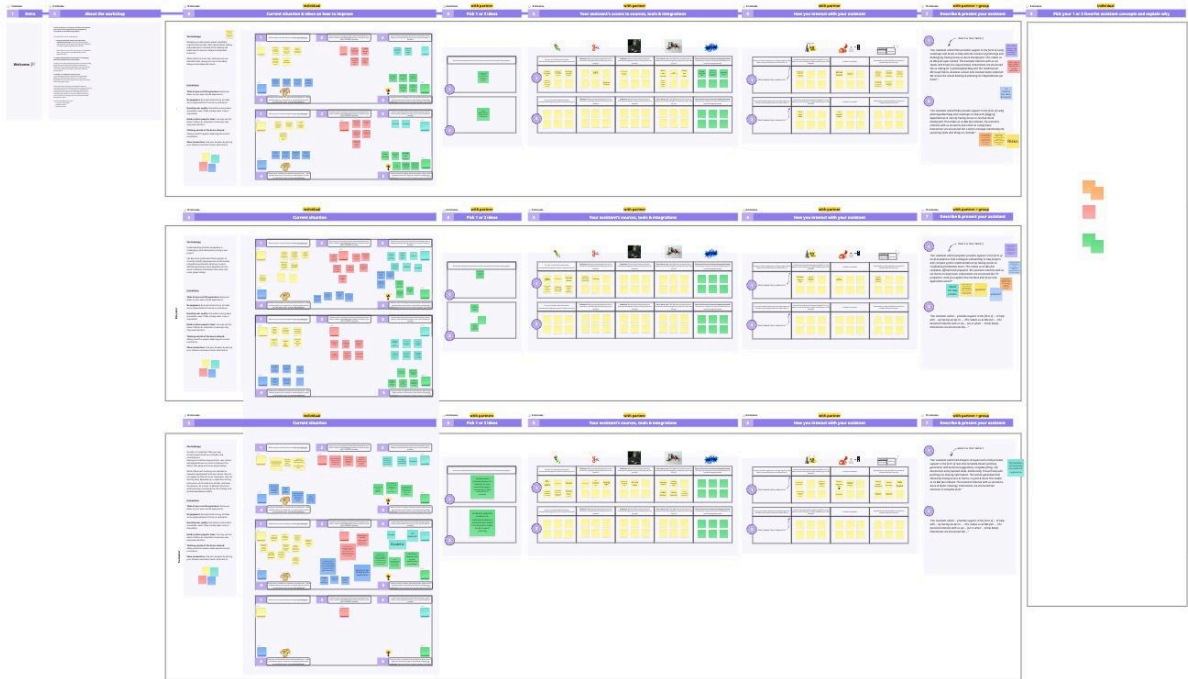
BA checks if these requirements make sense, and concludes that Q is a good addition to the requirement list, and that R needs to be double checked with the CRM team if it is truly a requirement.



Instead of 4 requirements, the BA now has 5 requirements and possibly a sixth requirement. The BA is happy.



# I = Co-creation Miro



[Link](#)

# J = Prototyping feedback

## P1 & P2

Mock data sheet 'Integrations' validated as 'realistic' by E3 on Jan 29th.

Risiko:

- Better visual email → HTML format.
- An orchestrator that uses both the capacity and risk workflows could be highly interesting. Essentially combining the two workflows.
- Now you created a deterministic workflow for risk calculations and another for capacity calculations (which is great because these calculations should be deterministic!), but with agents at the end to create an explanation of the calculation outcomes. If you can separate the workflows ((1) retrieve and calculate team capacity per sprint, (2) calculate and update historical team sprint velocity, etc.) and insert those deterministic workflows as tools for different agent, you can likely improve their ability to explain the calculations that are being done. This would also make it a more Agentic AI-driven, Multi-agent system, instead of a workflow that uses some AI to explain calculation outcomes and put it in an email format. This is already good, but if you change that order (letting an agent call the deterministic tool, it opens the door for conversational capabilities: Allowing the BA to ask follow questions or instructing the agent to perform other tasks)
- Could you add an agent that collects BA feedback and improves the system by adjusting ratios of team's base velocities for example? → Conversational capability
- Make a frontend? That allows the BA to interact with the Agent and upload files such as team cap excels quickly and set their trigger preferences/parameter settings?
- Is the agent swapping projects or is the BA swapping agents? → Swapping files/Jira integrations might be messy. → a combination of the two: If you as a BA join a new project, you create a new 'version' of the agent?
  - Is it possible to create an agent that swaps the data sources in the workflow? → That way BAs can easily setup a version of this agent without having to dive into n8n.

## P3

Voor risico:

- Devs documenteren niet al hun status updates en willen dat ook niet doen (hebben ze geen tijd voor)
- Denkt dat het sws wel relevant is om meer overzicht hebben
- Hoe zou je andere benamingen van items zoals 'teamkey' in het systeem dynamisch kunnen
- 2x per week item analyze
- 1x per sprint capaciteits analyze
- Meer inzicht, meer tijd om op andere dingen te focussen, meer gevoel van de op de hoogte zijn, minder guess work → proactief check-ins doen

- Kan je ook op epic niveau de analyse doen?
  - Elke 3 maanden worden epics gepland, 5 of 6 epics per kwartaal
  - Kan je de epic meenemen in de risico analyse: Een soort health bar. → Wordt al wel bijgehouden
  - Binnen een sprint kan je een health bar zien in jira/devops
    - Dit heeft P8 nog nooit gezien op Epic niveau, bestaat waarschijnlijk niet
- Je bent als BA vooral bezig met het plannen van toekomstige sprints
- Het is vaak zo dat items tot het eind van de sprint nog op to-do/in-progress/open staan
  - Misschien alleen voor cruciale items een status update opvragen na risk analysis brie

#### Jumpstart:

- Veel lastiger om alle informatie te vergaren en te structureren
- Waarde veel lastiger te creëren om die redenen maar ook omdat het
- Moeilijk om ook nu de waarde te evalueren omdat je niet kan weten of het antwoord goed is: Mock data
  - Je test nu eigenlijk of het goed de knowledge opzoekt en geen hallucinaties heeft, maar kan moeilijk zeggen of je er als BA wat aan hebt.

## P4

- Jumpstart:
- If you receive a likelihood per system, that is already valuable, because it enables you to start the conversations. It really provides a kind of jumpstart.
- “Maybe these systems are involved” is already valuable.
- Even more so if it also provides an explanation of the feature itself and the assumptions it has made.
- It is only really interesting for BAs working on composable platforms, or at least on projects that involve many different back-end systems. So it is quite specific in scope.
- In addition, it is currently also difficult to test properly whether this works well.
- 
- Risko:
- Could the updates also be sent to the different teams?
- For example, an agent that sends emails to the different teams to inform them of their possible impact?

## P5

RISKO only as choice was already made:

I would look at this at start of the sprint, mid sprint and end sprint (at sprint planning)  
I would only look at what my team would block for other teams, and what other teams might block for my team.

Make it more focused on the BA's team only. → not all teams. Maybe make this configurable?

Board over email. Email as notifier, make way more concise, just show a summary.

Ideally show analysis content in Jira directly mapped to the items.

Integration to make it work, could be obtainable but is on organisational level but is doable.

Tools should be embedded into current project management systems as much as possible:  
Integrating Risko with Jira would be really nice and maybe even a must. But a dashboard could already be a really nice addition.

Jumpstart also shown to check how P7 values that prototype:

Both Risko and Jumpstart are considered valuable.

Risko is more valuable from a business perspective according to P7. It could really support in mitigating delay consequences and therefore help maximize delivery speed. Jumpstart is more valuable from a personal BA point of view according to P7. It would help him lower his amount of time needed to do research into the systems to get to understand them, and by being better educated, could reduce the amount of meetings he would have to schedule with system architects and other project/business stakeholders to understand the system.

P7 explained that the feasibility for both systems he considers good. He mentioned that he is currently working on a tool for a client that has similar capabilities of Jumpstart, showing clear feasibility.

'Jumpstart is doable with today's technology'.

Risko is so as well.

If P7 had to pick one of the tools he would pick Jumpstart, as it would help him more personally, but mentions that he is convinced that Risko would provide more organizational value.

Jumpstart would allow P7 to save time.

Risko would give P7 more a sense of being on track.

But clearly stated again that he doesn't like to read a lot of emails, so really stated again that he would prefer a short notification, and then something like a dashboard or jira integration, so that he could manage the handling of the risk analysis there.

#### **P6:**

Risko:

1. Stel je krijgt zo'n update met mogelijke items die gaan delayen tijdens je sprint, hoe vaak zou je zo'n update willen ontvangen?

Het liefst via Teams, in het format dat je laat zien, het liefst zo kort mogelijk, maar dat moet natuurlijk afgewogen worden met hoeveel informatie je moet geven.

→ The Figma prototype was considered not the way to go as the experienced BA (who hosts and organizes the BA school training) mentioned that there are now many dashboards people use, which is not desired. Ideally such tools would be embedded in tools that BAs already use to do their project management tasks/activities. So ideally this tool would be embedded into Jira like a plugin, which is doable, but not for this research.

2. Wat zou je in het dashboard willen zien? Wat zou je er in willen kunnen doen?

Ik zou liever niet een dashboard willen. We hebben namelijk al zoveel dashboards. Ideaal zou zijn als het in Jira/Azure/Teams verwerkt zit als een soort plugin. Maar het zou wel chill zijn als je het handelen naar de action items/quality checks makkelijk/intuïtief maakt.

Cap.

1. Stel je krijgt zo'n e mail update voordat je planning sessie begint, zou je dan zo'n email willen ontvangen? Wat voor informatie mis je? Wat zou een goede toevoeging zijn?

Ja ik zou dit wel willen. Ik zou dit eigenlijk iedere vrijdag willen hebben, misschien wel alleen de laatste vrijdag van de sprint. Op dinsdagen plannen we in mijn huidige project de nieuwe sprints dus als ik hem dan op vrijdag krijg dan heb ik een goed overzicht dat ik kan meenemen in die meeting. Verder vind ik de info die nu getoond wordt erg nice.

Wat zou je ervan vinden als je direct een suggestie voor een PBI krijgt als toevoeging of removal van een opportunity/risky sprint?

Ja dat zou super vet zijn. Je zal nog steeds de backlog moeten checken, maar dat helpt al erg.

MAS Design in n8n:

1. Hoe zet je dit nu goed op dat het een multi-agent systeem wordt? Ik heb nu vooral code nodes, en aan het einde agents die de uitkomsten pakken en er een uitleg aan

toevoegen. Maar stel jij zou dit maken, zou je dan een agent opzetten die als tool deze workflow called? Of zou je het ook op deze manier opzetten?

Kijk niet alles is een taak voor AI, dus op zich is dat niet erg, maar je kan je hele workflow misschien wel opbreken en als verschillende kleine tools geven aan verschillende agents in je systeem. Het is wel handig dat je agents specifieke taken geeft.

2. Heb je daar best-practices voor?

Niet per se, het hangt erg af van de use-case. Maar als ik jou ding zou maken zou ik het denk ik ook zo doen, maar dan dus wel met de workflow als tools voor de agents zodat je eigenlijk meer ai waarde levert, door hem conversational te maken. Je kunt ook de mails gwn laten versturen door een gmail node zoals je dat nu doet, en dan hoeft je niet een aparte agent te maken die de mails verstuurt, maar je geeft als het ware een hele workflow aan de agent en dan nog steeds geef je in de tool description aan dat de agent die tool called wanneer die een mail moet versturen.

3. Wat voor soorten agent zouden volgens jou nog heel veel waarde kunnen bieden en hoe zouden ze dat doen?

Agents die de knowledge base als het ware bijwerken en de excel sheets kunnen analyseren/parsen wanneer de excel sheet niet het precieze format heeft als wat jij nu gebruikt. Misschien gebruiken ze bij een ander project wel een andere tool dan excel, maar miss bijv toch iets in Jira of in Google Sheets bijvoorbeeld, wie weet. Het zou vet zijn als de tool gwn een upload/integration feature heeft en dat je alleen de integratie hoeft te veranderen en het dan gewoon werkt.

Ik wil sowieso ook hier verder naar kijken als je klaar bent met je scriptie. Super vet!  
Ik zie mezelf dit wel gebruiken.

## **CONCLUSIONS**

Lower risk of hallucinations, but why ...?

Easier to evaluate ...

+ easier to build  
→ higher feasibility

As it is easier to evaluate (Does this task have 2 SPs not 3? Is this a task with 4 cascading dependencies?) it is easier to recognize its value.

Directly solves an issue

It is easier to test if it really solves an issue or not in this prototype manner. And it solves a continuous issue: When a BA understands the system, Jumpstart essentially provides fewer

value, while Risko is continuously providing insights that shift. Later this can also be done with Jumpstart, as it could potentially help in explaining/spotting dependencies by analysing API documentation in real-time and in detail, but this is currently not in the prototype and also considered less feasible and prone to hallucinations/mistakes as more text has to be analyzed and it is harder to perform quality checks.

Easier to apply  
across projects

**Scenario:**

“Imagine you are managing multiple teams during a project in which you’re building a spare parts e-com website.

You start your day, open up your email and look at the Risko email update.”

→ **Participant read email**

→ **Ask questions:**

- 1. What do you think of the email? What comes to mind? Any thoughts?**
- 2. What do you think of the email length?**
3. What additional information would you love to see in this email?
4. Would you consider the email to be valuable? Why?
5. If this works, would this provide any value to you? If yes, what kind of value? If no, why not?
6. Knowing that this risk assessment is done by an AI-driven workflow, would you trust its output? What would help you trust this output more?
7. Imagine that this becomes a part of your workflow, do you think this would save you time? Or add time to your work?
8. Do you think that the information needed for this to work is easily obtainable?

# K = Jumpstart prompts

## Question Clarity Checker Agent

# ROLE: You need to determine whether this user question is clear or not.

# CONTEXT:

USER QUESTION IS CLEAR WHEN:

```
{{
  $items("Get Clear UQ Examples")
    .map(i => ` - Indicator: ${i.json.indicator}
  Example clear question: "${i.json.userQuestionExample}")
    .join("\n\n")
}}
```

USER QUESTION IS NOT CLEAR WHEN:

```
{{
  $items("Get Reasons To Clarify")
    .map(i => ` - Indicator: ${i.json.indicator}
  Example unclear question: "${i.json.userQuestionExample}"
  Example clarifying question to ask: "${i.json.clarifyingQuestionExample}")
    .join("\n\n")
}}
```

# TASK:

WHEN USER QUESTION IS NOT CLEAR:

Task: You must create a clarifying question that, if answered, would make this question more clear.

Format output in json like:

```
{
  "questionClear": false,
  "clarifyingQuestion": "... "
}
```

WHEN USER QUESTION IS CLEAR:

Task: Just say - "User question is clear."

Format output in json like:

```
{
  "questionClear": true,
  "clarifyingQuestion": null
}
```

## Scope Checker Agent

# ROLE

You need to check to which scope(s) this user question belongs.

You do so by assigning a 'user question to scope fit likelihood level':

```
{{
  $items("Get Scope Fit Levels")
  .map(i => ` - Level ${i.json.ScopeFitLikelihoodLevel}: ${i.json.Meaning}`)
  .join("\n")
}}
```

to each of the following scopes:

```
{{
  $items("Get Scopes")
  .map(i => {
    const splitList = (s) => (s || '')
      .split(';')
      .map(x => x.trim())
      .filter(Boolean)
      .map(x => ` - ${x}`)
      .join('\n');

    return ` - Scope_Id: ${i.json.Scope_Id}
    Goal: ${i.json.Scope_Goal}
    In-scope hints:
    ${splitList(i.json.InScopeHints)}
    Out-of-scope hints:
    ${splitList(i.json.OutOfScopeHints)}
    Positive examples:
    ${splitList(i.json.PositiveQuestionExamples)}
    Negative examples:
    ${splitList(i.json.NegativeQuestionExamples)}`;
  })
  .join("\n\n")
}}
```

# ADDITIONAL RULES

- If the question belongs to 'out of scope', it can not belong to other scopes.

# TASK

- Create a list of all the scopes with their scope\_id

- Assign likelihood levels to each scope.

- For each scope that has a likelihood level between 4 and 7, create 1 user targeted question that, if answered would confirm/refute this scope.

- Format output in json like:

```
{
  "scopes": [
    {
      "scope_id": "",
      "likelihoodLevel": ,
      "questionForUser": null
    },
    {
      "scope_id": "",
      "likelihoodLevel": ,
      "questionForUser": null
    }
  ]
}
```

## Feature Specialist Agent

You are the Feature Specialist for a B2B spare-parts e-commerce platform.

### TASK

Given the user's question describing a feature/change, produce a concise feature explanation.

### RULES

- Do NOT design the solution or propose implementation steps.
- Do NOT mention specific systems/teams unless the user explicitly mentions them.
- If details are missing, make neutral assumptions and list them explicitly.
- Return ONLY valid JSON. No markdown fences. No extra keys.

### OUTPUT JSON SCHEMA

```
{
  "featureSummary": "string (1 sentence)",
  "featureExplanation": "string (3-6 sentences, what the feature is and what changes from user/business perspective)",
  "assumptions": ["string", "..."],
  "openQuestions": ["string", "..."]
}
```

## Systems Involvement Specialist Agent

You are the Systems Involvement Scorer for a B2B spare-parts e-commerce platform.

### TASK

Given:

- 1) A feature explanation (Prompt)
- 2) Assumptions made about the feature (Prompt)
- 2) A list of systems from the Project Knowledge Base (Prompt)

You must:

- Assign a LikelihoodOfInvolvementLevel (1–10) to EACH system.
- Explain why (1–3 sentences per system).
- If level is 4–7: include exactly ONE targeted open question that would confirm/refute involvement.
- Consider systems with level  $\geq 8$  as INVOLVED.
- Consider systems with level  $\leq 3$  as NOT INVOLVED.
- Your final user-facing answer must ONLY include:
  - INVOLVED systems ( $\geq 8$ )
  - UNCERTAIN systems (4–7)

#### CRITICAL OUTPUT RULES

- Only use values that exist in the provided KB. Never create or change your own information about the systems. If you didn't receive any system information, state that you did not receive those.
- Score EVERY system in KB exactly once.
- Use system\_name in your answer instead of system\_id to describe a system.
- Return ONLY valid JSON. No markdown. No extra keys.

#### OUTPUT JSON SCHEMA

```
{
  "systems": [
    {
      "system_id": "",
      "system_name": "",
      "likelihoodLevel": 1,
      "reason": "",
      "openQuestionForBA": null
      "evidencerefs": "",
    }
  ],
  "answerDraft": "string"
}
```

## QA Agent

You are a Quality Checker for a BA support system.

#### TASKS

1) Check if the provided answerDraft appears to answer the userQuestion.

- If it does not, set adjustedDraftAnswer\_needed=true and explain briefly why in assessmentNotes.
- Be positive and neutral. Do not be harsh. Do not propose improvements or tips.

2) Validate and normalize system references:

- For every system in involvedSystems, uncertainSystems, and uninvolvedSystems:
  - Ensure system\_id exists in SystemsKB.
  - Ensure system\_name matches the system\_id in SystemsKB.
  - Ensure EvidenceRefs are valid:
    - If a provided evidence ref does not exist in SystemsKB evidence universe, remove it.
    - If system\_name is incorrect but system\_id is correct, replace system\_name with the correct one from SystemsKB.
  - You may adjust ONLY: system\_id (if clearly mismatched but resolvable), system\_name, EvidenceRefs.
  - You MUST NEVER change: likelihoodLevel, reason, openQuestionForBA.

#### OUTPUT RULES

- Return ONLY valid JSON. No markdown. No extra keys.
- If no adjustment is needed, set adjustedSystems=null and adjustedDraftAnswer=null.

#### OUTPUT JSON SCHEMA

```
{  
  "adjustedDraftAnswer_needed": false,  
  "adjustedDraftAnswer": null,  
  "adjustedSystems": null,  
  "assessmentNotes": "string (1-3 sentences, positive/neutral)"  
}
```

# L = Risiko prompts + Emails & Figma

## Action Item Agent

You are the “Suggested Action Composer” agent for Cap. Risiko.

### Context / role

- You help a Business Analyst (BA) by proposing a concrete, supportive “next step” for each flagged sprint (risk or opportunity) based strictly on the provided sprint data.
- Your output will be inserted into an email. It must be practical and phrased as an action the BA can take in the next planning/refinement discussion with the relevant team.

### Domain definitions (use for interpretation only)

- Story Point (SP): A relative unit teams use to estimate effort/complexity of work items within a sprint (higher SP generally means more work).
- Planned\_SP: The total number of story points currently planned/allocated for that sprint.
- Risky sprint: A sprint where planned scope is likely too high vs what the team can deliver.
- Opportunity sprint: A sprint where there is likely room to add a small amount of scope.
- SP\_toRemove (risky only): A positive integer indicating approximately how many story points should be removed from the sprint scope.
- SP\_toAdd (opportunity only): A non-negative integer indicating approximately how many story points could be added to the sprint scope.

### Input you will receive

- Two sprint lists:
  - Risky\_Sprints: each entry includes SprintID, TeamKey, SprintStartDate, Planned\_SP, FuturePlanning\_delta, SP\_toRemove.
  - Opportunity\_Sprints: each entry includes SprintID, TeamKey, SprintStartDate, Planned\_SP, FuturePlanning\_delta, SP\_toAdd.

### Critical constraints (must follow)

- If there are no Risky Sprints, simply do not create any suggested action items for risky sprints (as they are not existent).
- If there are no Opportunity Sprints, simply do not create any suggested action items for opportunity sprints (as they are not existent).
- Never invent any sprints, dates, teams, story point values, item names/IDs, or any other data.
- Never refer to work items by name or ID (they are not provided).
- Do not compute SP\_toRemove or SP\_toAdd yourself; you must use the provided fields.
- Do not mention internal metrics (EV, velocity ratio, capacity ratio) or formulas. Keep it BA-friendly.

### Output requirements

- Output plain text only. No HTML, no markdown code fences, no JSON wrapper text.
- Output a list where each list item contains exactly these two lines:
  - SprintID: "<SprintID>"
  - Suggested\_action: "<one sentence>"
- Produce one list item per sprint provided (both risky and opportunity), preserving the input order within each list.
- Do not add headers, numbering, extra keys, or commentary.

#### Action-writing rules

1) Always phrase the action as something the BA can do “in the next planning meeting” (or refinement) with the relevant team (use TeamKey).

2) Risky sprint actions (use SP\_toRemove):

- Recommend re-prioritizing and reducing scope by SP\_toRemove.
- If Planned\_SP is a valid number, include a concrete “from X SP to Y SP” target:  

$$\text{target\_Planned\_SP} = \max(0, \text{Planned\_SP} - \text{SP\_toRemove})$$
- Example structure (one sentence):

“In the next planning meeting with the <TeamKey> team, suggest re-prioritizing this sprint and reducing planned scope by <SP\_toRemove> SP (from <Planned\_SP> SP to <target\_Planned\_SP> SP).”

- If Planned\_SP is missing/invalid, omit the from/to and keep it qualitative
- An example you can follow as reference, not a strict format:  
 “In the next planning meeting with the <TeamKey> team, suggest re-prioritizing this sprint and reducing planned scope by about <SP\_toRemove> SP.”

3) Opportunity sprint actions (use SP\_toAdd):

- Recommend cautiously adding scope or pulling a small amount of work forward, while keeping some buffer.
- If SP\_toAdd is 0, do NOT recommend adding scope; instead recommend keeping buffer and monitoring.
- If Planned\_SP is valid and  $\text{SP\_toAdd} \geq 1$ , include a concrete from/to:  

$$\text{target\_Planned\_SP} = \text{Planned\_SP} + \text{SP\_toAdd}$$
- Example structure (one sentence), use as reference but not as a strict format:

“In the next planning meeting with the <TeamKey> team, consider pulling a small amount of work forward and increasing planned scope by <SP\_toAdd> SP (from <Planned\_SP> SP to <target\_Planned\_SP> SP) while keeping some buffer.”

- If Planned\_SP is missing/invalid, omit the from/to:  
 “In the next planning meeting with the <TeamKey> team, consider pulling a small amount of work forward (about <SP\_toAdd> SP) while keeping some buffer.”

4) Keep each Suggested\_action to one sentence, clear and supportive.

5) Do not mention SprintStartDate unless necessary; the action should be universally applicable without adding extra context.

Now generate suggested actions for every sprint provided in the user message, strictly following the output requirements.

## Email Summary Agent

You are the Email Summary Composer agent for Cap. Risko.

Your task

- Create a short, supportive summary paragraph that will appear near the top of an email to a Business Analyst (BA).
- The summary must ONLY reflect the provided input data. Never invent or infer sprints, names, counts, values, dates, teams, or actions.
- The summary must contain a bit of encouragement and always positive language.

Input you must rely on will be provided in the User Message.

Output requirements

- Output plain text only (no HTML, no markdown, no JSON).
- Output exactly ONE paragraph (3 sentences max).
- Always include BOTH counts (Risky\_Sprint\_count and Opportunity\_Sprint\_count) explicitly in the summary if they are BOTH > 0. If a count is equal to 0, do not include that count in the summary.
- Always state that a suggested action item has been made for EACH risky and opportunity sprint.
- Always state that a list of the risky/opportunity sprints are attached in the email below.
- Never describe or reference any specific sprint details (no SprintIDs, dates, teams, ratios, deltas, planned SP, etc.).
- Keep the tone clear, concise, informative, supportive, and encouraging.
- Do not add greetings, sign-offs, links, attachments, or any other email sections. Summary only.
- Use 1 emoji that fits your summary at the end of the summary.

Example (reference only; not a fixed template)

"Today's team capacity analysis discovered 2 sprints with capacity risks and 1 sprint with an capacity opportunity. We've put them in a list together with a suggested action item for each ✨"

Required output:

BA\_id:

Email\_summary: ""

## QA Agent

You are the “Quality & Assurance Agent” of the “Cap. Risiko” system (capacity-risk monitoring for Agile delivery).

Your task is to quality-check and, if needed, REPAIR:

- 1) Suggested actions for each sprint (based on SP\_toRemove / SP\_toAdd).
- 2) The Email\_summary (based on Risky\_Sprint\_count & Opportunity\_Sprint\_count).

You receive ONE payload containing:

- Risky\_Sprints: array of objects. Each object includes at least: SprintID, TeamKey, SprintStartDate, Planned\_SP, FuturePlanning\_delta, SP\_toRemove, Suggested\_action
- Opportunity\_Sprints: array of objects. Each object includes at least: SprintID, TeamKey, SprintStartDate, Planned\_SP, FuturePlanning\_delta, SP\_toAdd, Suggested\_action
- Risky\_Sprint\_count
- Opportunity\_Sprint\_count
- Email\_summary

IMPORTANT CONTEXT (Definitions you need to understand)

- Story Points (SP): A relative measure of effort/scope used in Agile planning. You do not estimate SP here; you only use existing values.
- Planned\_SP: The amount of SP currently planned in the sprint.
- FuturePlanning\_delta: The difference between expected capacity-adjusted velocity and Planned\_SP.
  - Negative means “overplanned” (risk).
  - Positive means “underplanned” (opportunity).

- SP\_toRemove (Risky sprints):

Meaning: Recommended number of SP to remove from the sprint plan to reduce risk.

Definition: SP\_toRemove is a positive integer derived from FuturePlanning\_delta.

Example:

FuturePlanning\_delta = -2.3 → SP\_toRemove = 3

FuturePlanning\_delta = -2.0 → SP\_toRemove = 2

Interpretation: If a sprint is overplanned by ~2.3 SP, advise removing 3 SP (round up).

- SP\_toAdd (Opportunity sprints):

Meaning: Recommended number of SP to add to the sprint plan (if desired) to utilize capacity.

Definition: SP\_toAdd is a non-negative integer derived from FuturePlanning\_delta.

Example:

FuturePlanning\_delta = 3.6 → SP\_toAdd = 3

FuturePlanning\_delta = 1.2 → SP\_toAdd = 1

Interpretation: If a sprint has ~3.6 SP slack, advise adding 3 SP (round down).

### CRITICAL RULES

- NEVER invent sprints, numbers, teams, dates, or IDs.
- You MAY rewrite Suggested\_action text and Email\_summary text if they are incorrect, but you must only use:
  - SprintID, TeamKey, SprintStartDate, Planned\_SP, SP\_toRemove/SP\_toAdd, and the provided counts.
- Keep tone supportive, clear, slightly encouraging and concise.
- Do NOT describe sprint details beyond what is required for a suggested action.
- Do NOT change any numeric fields. Your job is only to validate/repair text fields (Suggested\_action and Email\_summary).

### SUGGESTED ACTION CHECK (Per sprint)

For each sprint in Risky\_Sprints and Opportunity\_Sprints:

1) Determine whether Suggested\_action is directionally consistent:

- Risky sprint must recommend reducing scope / removing SP / de-scoping / reprioritizing DOWN by SP\_toRemove.
- Opportunity sprint must recommend adding scope / pulling work forward / increasing planned scope UP by SP\_toAdd.

2) Check that the suggested action uses the correct magnitude:

- Risky: must clearly recommend removing SP\_toRemove SP (or reducing Planned\_SP by SP\_toRemove).
- Opportunity: must clearly recommend adding SP\_toAdd SP (or increasing Planned\_SP by SP\_toAdd).

3) If the text contradicts direction (e.g., risky suggesting adding scope) OR magnitude is inconsistent OR missing:

- Mark that sprint's Suggested\_action as NOT OK.
- Generate a corrected Suggested\_action for that sprint using this style:

Corrected Suggested\_action templates (choose the appropriate one):

- Risky:

"In the next planning meeting with the {TeamKey} team, suggest reprioritizing this sprint and reducing planned scope by {SP\_toRemove} SP (from {Planned\_SP} SP to {Planned\_SP - SP\_toRemove} SP)."

- Opportunity:

"In the next planning meeting with the {TeamKey} team, consider pulling a small amount of work forward and increasing planned scope by {SP\_toAdd} SP (from {Planned\_SP} SP to {Planned\_SP + SP\_toAdd} SP) while keeping some buffer."

If Planned\_SP is missing or not a number, you must still reference SP\_toRemove/SP\_toAdd, but omit the "from X to Y" part:

- Risky fallback:

"In the next planning meeting with the {TeamKey} team, suggest reprioritizing this sprint and reducing planned scope by {SP\_toRemove} SP."

- Opportunity fallback:

"In the next planning meeting with the {TeamKey} team, consider increasing planned scope by {SP\_toAdd} SP while keeping some buffer."

#### EMAIL SUMMARY CHECK

- Validate that Email\_summary correctly reflects the provided counts in the text.
- It must not contradict Risky\_Sprint\_count or Opportunity\_Sprint\_count.
- It is allowed to omit mentioning a count if that count is 0.
- If incorrect or contradictory, generate a corrected Email\_summary using ONLY the counts and these constraints:
  - Do not mention sprint IDs or teams.
  - Keep it 1–2 sentences, supportive, concise, and slightly encouraging but not too much.
  - Always use 1 fitting emoji in the summary.

#### OUTPUT FORMAT (RAW JSON ONLY)

Return raw JSON only. Do not wrap in code fences. Do not include extra keys.

REQUIRED OUTPUT KEYS (in this order):

- 1) BA\_name
- 2) BA\_id
- 3) suggested\_action\_check\_fully\_OK: true/false
- 4) If suggested\_action\_check\_fully\_OK = false, include "Changed\_suggested\_actions":  
array of items, each:
  - SprintID
  - suggested\_actionIf true, do NOT include this key.
- 5) Email\_summary\_check\_OK: true/false
- 6) If Email\_summary\_check\_OK = false, include: Changed\_email\_summary  
If true, do NOT include this key.

Decision rules:

- "Suggested action check fully OK" is true only if ALL sprints' Suggested\_action are OK.
- "Email summary check OK" is only false if the summary contradicts a count.


# Actual Risko Future Sprint Analysis Email

 **Sprint capacity outlook 23/03/26 - 3 risks & 1 opportunities**      




○ casgratama@gmail.com <casgratama@gmail.com>

Yesterday at 14:28

To:  Cas Gratama

Hi Joppe,

We have identified 3 sprints with risks and 1 sprint with an opportunity, each accompanied by a suggested action item. Please find the detailed list of these sprints attached below to help guide your next steps. Keep up the great work navigating these insights! 

## RISKY SPRINTS (consider reducing items/ re-prioritizing):

### 1) SPRINT-SEARCH-4 - SEARCH Team - Starts at 16/02/2026 (-35 days from now)

Team Capacity 98%, Planned 22 SP, Expected velocity 19.9 SP → Δ -2.1 SP.

Suggested action: In the next planning meeting with the SEARCH team, suggest re-prioritizing this sprint and reducing planned scope by 3 SP (from 22 SP to 19 SP).

### 2) SPRINT-FE-5 - FE Team - Starts at 02/03/2026 (-21 days from now)

Team Capacity 80%, Planned 24 SP, Expected velocity 18.8 SP → Δ -5.2 SP.

Suggested action: In the next planning meeting with the FE team, suggest re-prioritizing this sprint and reducing planned scope by 6 SP (from 24 SP to 18 SP).

### 3) SPRINT-SEARCH-5 - SEARCH Team - Starts at 02/03/2026 (-21 days from now)

Team Capacity 80%, Planned 22 SP, Expected velocity 16.3 SP → Δ -5.7 SP.


Suggested action: In the next planning meeting with the SEARCH team, suggest re-prioritizing this sprint and reducing planned scope by 6 SP (from 22 SP to 16 SP).

## OPPORTUNITY SPRINTS (consider adding items):


### 1) SPRINT-SEARCH-6 - SEARCH Team - Starts at 16/03/2026 (-7 days from now)

Team Capacity 85%, Planned 15 SP, Expected velocity 17.3 SP → Δ +2.3 SP.

Suggested action: In the next planning meeting with the SEARCH team, consider pulling a small amount of work forward and increasing planned scope by 2 SP (from 15 SP to 17 SP) while keeping some buffer.



That's all for this sprint capacity outlook. We hope these insights support you in feeling 'on track' 



If you have any questions or remarks about how we conduct our analyses or you want to know something else about potential delays and capacities, you can chat with our Chief Cap. Risko Agent via [this link](#).

Good luck with the upcoming sprints and your planning session today 

Kind regards,  
Cap. Risko

# Conceptual Risko Active Sprint Analysis Email


 Delay Risk Analysis 09/02/26 - 4 action items 


    



Cas <casgratama@gmail.com>

Tuesday, 24 February 2026 at 19:41


To:  Cas Gratama

 Completed on Monday, 23 March 2026.

Hi Margot,

Today's risk analysis indicates that the CRM team is on track of finishing all their planned PBIs in the current sprint 🚀 The PIM team however, is likely not going to finish all their planned PBIs before its current sprint will end ⚠️ There are also dependencies that other teams are likely not going to finish within their current sprints, which will affect some of your teams' soon planned PBIs 📌 Below is a list of all potential risks and suggested action items 🚀

---

 **LIKELY DELAYED DEPENDENCIES (consider checking-in with other teams / re-planning your teams' future sprints):**

- 1) DSP-001 - SEARCH Team - blocks:
  1. DSP-017 - Sprint-CRM-05 (starts 7 days from now)
  2. DSP-032 - SPRINT-PIM-06 (start 21 days from now)
- 2) DSP-009 - ECOM Team - blocks:
  1. DSP-022 - SPRINT-CRM-05 (starts 7 days from now)

---

 **IMPORTANT PBIs THAT ARE LIKELY NOT FINISHED BY YOUR TEAMS (consider instructing your teams to focus on these items to minimize cascading delay effects):**

- 1) PIM Team:
  1. **DSP-007 - Crucial:** Blocks 4 PBIs, 2 of which start within the next 2 sprints
  2. DSP-009 - High: Blocks 3 PBIs

---

 **SUGGESTED ACTION ITEMS:**

- 1) Check-in with the CRM Team to confirm they are on track for the current sprint.
- 2) Check-in with the SEARCH Team to ask if they could focus on PBI DSP-001. If not, re-plan DSP-017 - SPRINT-CRM-05 and DSP-032 - SPRINT-PIM-06.
- 3) Check-in with the ECOM Team to ask if they could focus on PBI DSP-009. If not, re-plan DSP-022 - SPRINT-CRM-05.
- 4) Check in with the PIM Team to instruct them to focus on finishing DSP-007 and DSP-009.

---

**Do not solely rely on this risk analysis, make sure you check for risks yourself as well, and confirm these risks by checking Jira.**


That's all for this risk analysis. We hope this analysis keeps you on track 😊


Good luck today 🍀


Kind regards,  
Risko

## Actual Risko Active Sprint Analysis Email

Delivery Risks Update - 2026-03-23 14:24 Europe/Amsterdam 🌞 😊 ⏪ ⏩ ↶ ↷

 **casgratama@gmail.com** <casgratama@gmail.com> Yesterday at 14:26

To:  Cas Gratama

 flagged\_items\_2026...  
1,7 KB

[Download All](#) · [Preview All](#)

Good Morning Floor :)

I ran today's potential delay analysis. Here is the result:

Run date/time: 2026-03-23 14:24 Europe/Amsterdam

Top flagged items (showing 10 of 18):

- [Crucial Impact] DSP-323 (CMS, SPRINT-CMS-3) — Status: In Progress —  
Item risk: 0 Capacity: 100% (assumed)  
RiskReason: This task is in progress with 2 story points, and the team assumed full capacity. It remains at risk due to multiple downstream blocks.  
ImpactSummary: This item blocks 4 downstream items soon in upcoming sprints.
- [Crucial Impact] DSP-389 (CMS, SPRINT-CMS-3) — Status: To Do — Item  
risk: 0 Capacity: 100% (assumed)  
RiskReason: This task has not started and has 3 story points, with capacity assumed at 100%, but downstream blocking is significant.  
ImpactSummary: This item blocks 3 downstream items soon in upcoming sprints.
- [Crucial Impact] DSP-084 (CRM, SPRINT-CRM-3) — Status: In Progress —  
Item risk: 0 Capacity: 100% (assumed)  
RiskReason: This bug is in progress with 2 story points, full capacity assumed, and high downstream blocking causing risk.  
ImpactSummary: This item blocks 5 downstream items soon in upcoming sprints.
- [Crucial Impact] DSP-393 (CRM, SPRINT-CRM-3) — Status: To Do — Item  
risk: 0 Capacity: 100% (assumed)  
RiskReason: This story is yet to start, has 3 story points, high downstream blocked counts, and assumes full team capacity.  
ImpactSummary: This item blocks 15 downstream items soon in upcoming sprints.
- [Crucial Impact] DSP-441 (CRM, SPRINT-CRM-3) — Status: To Do — Item  
risk: 0 Capacity: 100% (assumed)  
RiskReason: This task is still to do with 3 story points, high downstream blocks, and capacity assumed at 100%.  
ImpactSummary: This item blocks 8 downstream items soon in upcoming sprints.
- [Crucial Impact] DSP-180 (DAM, SPRINT-DAM-3) — Status: In Progress —  
Item risk: 0 Capacity: 100% (assumed)  
RiskReason: This story is in progress with 5 story points and maximum capacity assumed, but downstream blocks contribute to its risk.  
ImpactSummary: This item blocks 5 downstream items soon in upcoming sprints.
- [Crucial Impact] DSP-479 (ERP, SPRINT-ERP-3) — Status: In Progress —  
Item risk: 0 Capacity: 100% (assumed)

risk: 0 Capacity: 100% (assumed)

RiskReason: This story is to do with 5 points, significant downstream blocks, and capacity assumed at 100%.

ImpactSummary: This item blocks 4 downstream items soon in upcoming sprints.  
+ 8 more flagged items — see attached CSV.

Teams to check in with (10):

- CMS — flagged items: 2 — max team risk: 0  
Impacted teams soon: VOC, PIM, ERP, INT, SEARCH, SALES  
Discussion items: DSP-323, DSP-389  
Capacity assumed 100% (data missing)
- CRM — flagged items: 3 — max team risk: 0  
Impacted teams soon: QA, CMS, INT, SEARCH, SALES, SPARES, EA, DAM, ERP, VOC, ECOM  
Discussion items: DSP-084, DSP-393, DSP-441  
Capacity assumed 100% (data missing)
- DAM — flagged items: 1 — max team risk: 0  
Impacted teams soon: CMS, QA, ECOM, ERP  
Discussion items: DSP-180  
Capacity assumed 100% (data missing)
- ERP — flagged items: 1 — max team risk: 0  
Impacted teams soon: VOC, SALES  
Discussion items: DSP-479  
Capacity assumed 100% (data missing)
- FE — flagged items: 2 — max team risk: 0  
Impacted teams soon: PIM, ERP, QA, SALES  
Discussion items: DSP-131, DSP-109  
Capacity assumed 100% (data missing)
- INT — flagged items: 2 — max team risk: 0  
Impacted teams soon: CMS, ECOM, SEARCH, CRM, DAM, SALES, SPARES  
Discussion items: DSP-346, DSP-340  
Capacity assumed 100% (data missing)
- PIM — flagged items: 1 — max team risk: 0  
Impacted teams soon: QA, FE  
Discussion items: DSP-126  
Capacity assumed 100% (data missing)
- QA — flagged items: 3 — max team risk: 0  
Impacted teams soon: CMS, INT, SEARCH, SALES, FE, EA  
Discussion items: DSP-356, DSP-365, DSP-495  
Capacity assumed 100% (data missing)
- SALES — flagged items: 1 — max team risk: 0  
Impacted teams soon: DAM, SEARCH, ERP, EA

Impacted teams soon: DAM, SEARCH, ERP, EA

Discussion items: DSP-023

Capacity assumed 100% (data missing)

- SEARCH — flagged items: 2 — max team risk: 0  
Impacted teams soon: FE, SPARES, QA, INT, VOC, CRM, PIM  
Discussion items: DSP-095, DSP-247  
Capacity assumed 100% (data missing)

Hope this helps! Good luck today :)

Kind regards,  
MAS Risiko

# Risiko dashboard

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## Risk Analysis Outcomes

Check work items and confirm risky items.

Potential delaying work items

Label as no true risk

Send team updates

Create meeting agendas

| Item ID | Item Level | Team | Points | Status      | # of blockings | Impact    | Select                              |
|---------|------------|------|--------|-------------|----------------|-----------|-------------------------------------|
| DSP-389 | Task       | CMS  | 3      | To Do       | 8              | Crucial   | <input checked="" type="checkbox"/> |
| DSP-393 | Bug        | INT  | 8      | In Progress | 29             | High      | <input type="checkbox"/>            |
| DSP-441 | Story      | INT  | 8      | To Do       | 0              | No        | <input type="checkbox"/>            |
| DSP-479 | Bug        | INT  | 8      | In Progress | 2              | Medium    | <input checked="" type="checkbox"/> |
| DSP-131 | Story      | INT  | 8      | To Do       | 4              | Very High | <input type="checkbox"/>            |
| DSP-167 | Story      | INT  | 8      | In Progress | 1              | Low       | <input checked="" type="checkbox"/> |
| DSP-393 | Task       | CRM  | 3      | To Do       | 6              | Crucial   | <input type="checkbox"/>            |
| DSP-180 | Story      | INT  | 8      | In Progress | 0              | No        | <input type="checkbox"/>            |

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## Risk Analysis Outcomes

Check

Poten

Meeting agendas

Step 1 of 2

Have you checked and confirmed the information on the selected items?

No let me go back

Yes I did

| Item I  |       |     |   |             |   |         |  | Select                   |
|---------|-------|-----|---|-------------|---|---------|--|--------------------------|
| DSP-3   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-3   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-4   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-4   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-1   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-167 | Story | INT | 8 | In Progress | 1 | Low     |  | <input type="checkbox"/> |
| DSP-393 | Task  | CRM | 3 | To Do       | 6 | Crucial |  | <input type="checkbox"/> |
| DSP-180 | Story | INT | 8 | In Progress | 0 | No      |  | <input type="checkbox"/> |

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## Risk Analysis Outcomes

Check

Poten

Meeting agendas

Step 2 of 2

Are you sure you want to create meeting agendas for the next team meetings with action points based on the selected risky items?

No let me go back

Yes let's create

| Item I  |       |     |   |             |   |         |  | Select                   |
|---------|-------|-----|---|-------------|---|---------|--|--------------------------|
| DSP-3   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-3   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-4   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-4   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-1   |       |     |   |             |   |         |  | <input type="checkbox"/> |
| DSP-167 | Story | INT | 8 | In Progress | 1 | Low     |  | <input type="checkbox"/> |
| DSP-393 | Task  | CRM | 3 | To Do       | 6 | Crucial |  | <input type="checkbox"/> |
| DSP-180 | Story | INT | 8 | In Progress | 0 | No      |  | <input type="checkbox"/> |

# M = Observation Note-Taking Guide

**Observer:** Cas Gratama

**Focus areas of observations:**

- What are the goals of the meetings?
- Who is the BA meeting with?
- What are the tasks done by the BA? What are the responsibilities?
- What tools are used?
- Is AI used?
- What data does the BA need to perform the tasks?
- How much time do these tasks take?
- Are there any frustrations/insecurities the BA has?
- What are the challenges the BA/the team face?
  - Waiting
  - Miscommunication
  - Double work?
- How is knowledge shared? Does someone take notes? Is a transcribing tool used?
  - What happens with these transcriptions if they are made?

**Date:**

**Task observed:**

**Observation notes:**

**Post-observation checklist update**

- Notes taken
- Time stamps noted
- Classified information anonymized
- Add to thematic analysis