Debra Paul
Managing Director
AssistKD

Agile and Business Analysis

www.assistkd.com
There are several ways the US Air Force could have wasted $1.1bn. It could have poured tomato ketchup into 250m gallons of jet fuel or bought a sizeable stake in Bear Stearns.

Instead it upgraded its IT systems.

Financial Times
18th September 2013
The Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions
- Working software
- Customer collaboration
- Responding to change

That is, while there is value in the items on the right, we value the items on the left more.
Agile Concerns

Focus on ‘working software’: • what about a holistic view?

Rush to ‘be agile’: • Wow, shiny toys!

Criticism of others: • Not really agile…..

Vague assertions: • Agile delivers value 😊
Discussion exercise

What do we understand by the term ‘deliver value’?

- Business analyst perspective
- Customer perspective

© Assist Knowledge Development
Focusing on the outcome

Begin with the end in mind

Stephen Covey, The 7 habits of highly effective people
The big question

What problem are we trying to solve?
Reading references

7 Habits of Highly Effective People Dr Stephen Covey
Agile Estimating and Planning Mike Cohn
Agile Retrospectives: Making Good Teams Great Esther Derby, Diana Lawson
Agile Software Development with SCRUM Ken Schwaber & Mike Beedle
Business Analysis 3rd Edition Debra Paul Donald Yeates & James Cadle
Developing Information Systems James Cadle (ed.)
DSDM: Business Focused Development 2nd Edition Jennifer Stapleton
Extreme Programming Explained Embrace Change Kent Beck & Cynthia Andres
Getting Started with Kanban Paul Klipp
Lean Software Development: An Agile Toolkit Mary Poppendieck & Tom Poppendieck
Mastering the Requirements Process Suzanne & James Robertson
Out of the Crisis W Edwards Deming
Process Dynamics Modeling and Control Babatunde Ogunnaike & W. Harmon Ray
Service Thinking Hunter Hastings & Jeff Saperstein
Software Engineering Economics Barry Boehm
Software Estimation Demystifying the Black Art Steve McConnell
Systems Thinking, Systems Practice Peter Checkland
The Art of Agile Development James Shore & Shane Warden
The Goal: A Process of Ongoing Improvement Eli Goldratt
The Lean Startup: How Constant Innovation Creates Radically Successful Businesses Eric Ries
Two key areas

- How can Agile help BAs?
- How can BAs help Agile projects?
The T-shaped business analyst

Breadth

- User Experience
- System Architecture
- Business Analysis
  - Analytical Techniques
  - Agile Requirements
  - Requirements Elicitation
  - Process Modelling
  - Data Modelling

Depth

- Technical Writing
- Testing
Discussion exercise

What skills do you need to develop in order to be a T-shaped business analyst?
Three levels of business analysis

Enterprise BA

Programme BA

Project BA
Agile BA book – key topics

- The Agile philosophy
- System/user modelling
- Business analysis thinking
- Iterative and incremental
- Business modelling
- Goal decomposition
- Prioritisation
Value co-creation

Collaborating to develop something that offers value

Collaborating to ensure that value is realised
Discussion exercise

How can Agile help us to co-create value?

Business analyst perspective

Customer perspective

© Assist Knowledge Development
BA thinking for Agile

Understand the business context

Apply the hierarchy of requirements

Analyse the business implications

Challenge opinions

Define the business rules

Facilitate collaboration
Agile thinking for BAs

- Prioritise, prioritise, prioritise
- Decompose goals not activities
- Slice requirements; allow detail to emerge
- Deliver in ‘chunks’
- Collaborate to co-create value