Of Course We Need Analysis in Agile

Presented by Emily Midgley

About me

- 2005: First work as a Business Analyst
- 2012: Expanded Horizons
  - First "Agile" project
  - CBAP certified
- 2014: Moved to Enterprise Delivery Practices COE
  - BA Practice Lead
  - Agile Coach
- 2017: Cleveland Chapter of IIBA: VP of Education & Certification
- Continually promote customer value, fast feedback loops, small batches of work
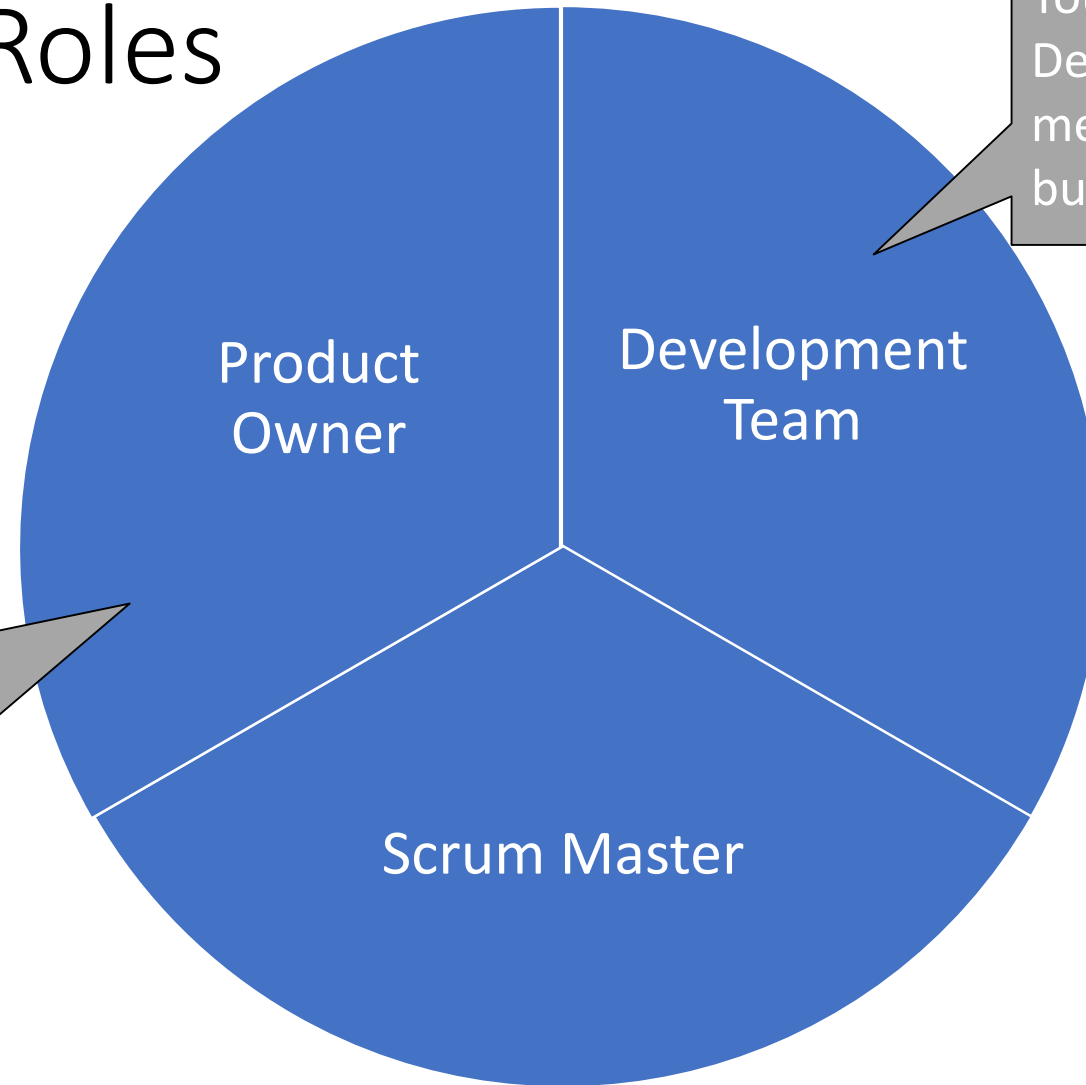
Agenda

- Teams of skilled individuals, not job titles
- What is analysis in agile, anyway?
  - Mindset
  - Techniques
  - Supporting product ownership
- Ways to increase your influence in an Agile environment

Scrum Team Roles

You may be here, as a Development Team member who is skilled in business analysis.

"The Product Owner is responsible for managing the Product Backlog.... The Product Owner may do the above work, or have the Development Team do it. However, the Product Owner remains accountable."
    - Scrum Guide

Product Owner

Development Team

Scrum Master

Leave Job Titles Behind

- Job titles; a single person responsible
  - Business Analyst ❌
  - Product Owner
- Roles; skill sets that several people may have
  - Business analysis
  - Product ownership ✔
- Reducing silos, promoting teamwork & collaboration

IIBA: Business Analysis vs. Agile Business Analysis

Business Analysis

The practice of enabling change in the context of an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

International Institute of Business Analysis. (2015). *A Guide to the Business Analysis Body of Knowledge ®* (3rd ed.) Toronto, ON, CAN: International Institute of Business Analysis

Agile Business Analysis

The practice of business analysis in an agile context with an agile mindset.

International Institute of Business Analysis. (2017). *Agile Extension to the BABOK ® Guide* (2nd ed.) Toronto, ON, CAN: International Institute of Business Analysis

Responding to Change

"A late change in requirements is a competitive advantage."
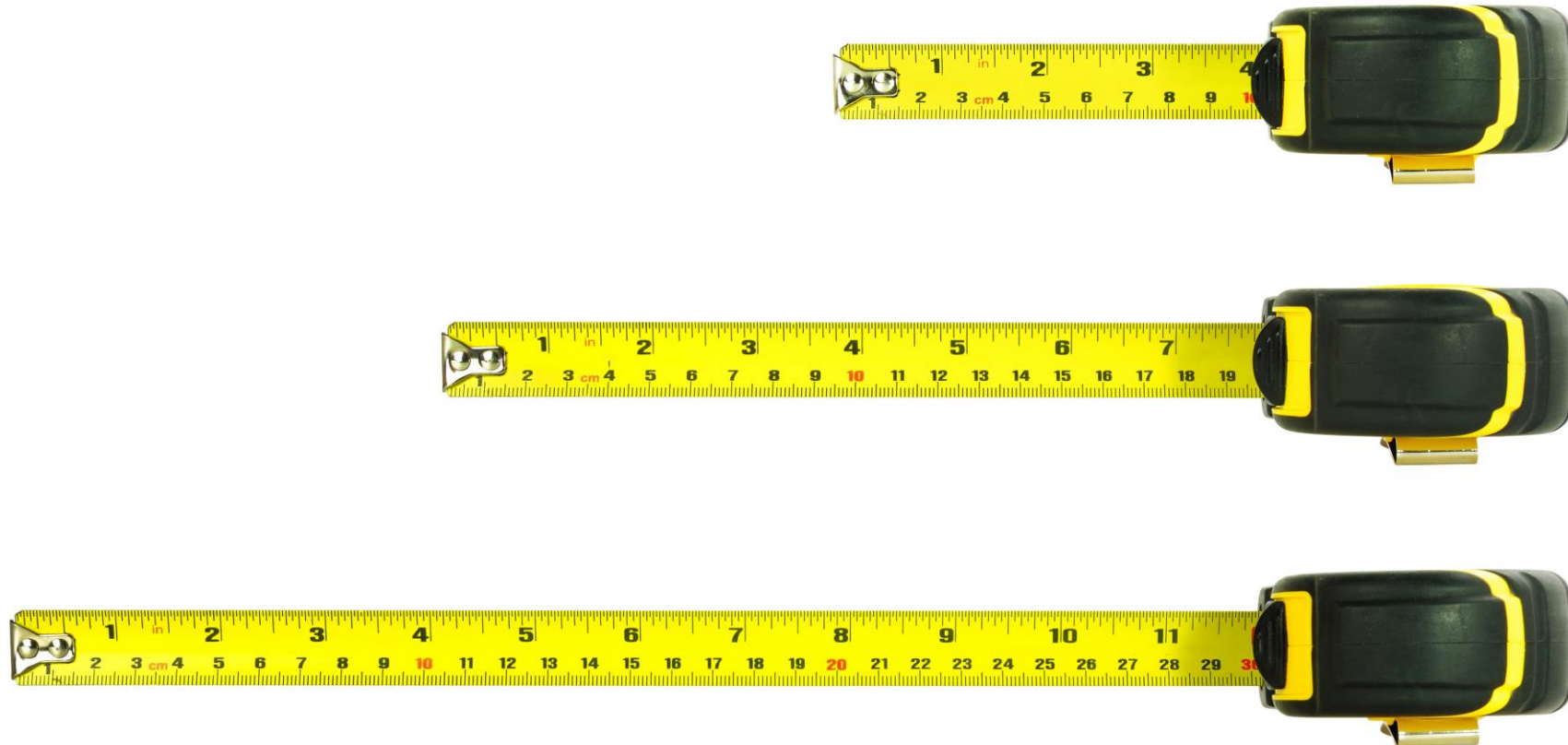
- Mary Poppendieck

Focus on the Customer

Continuous Learning & Improvement
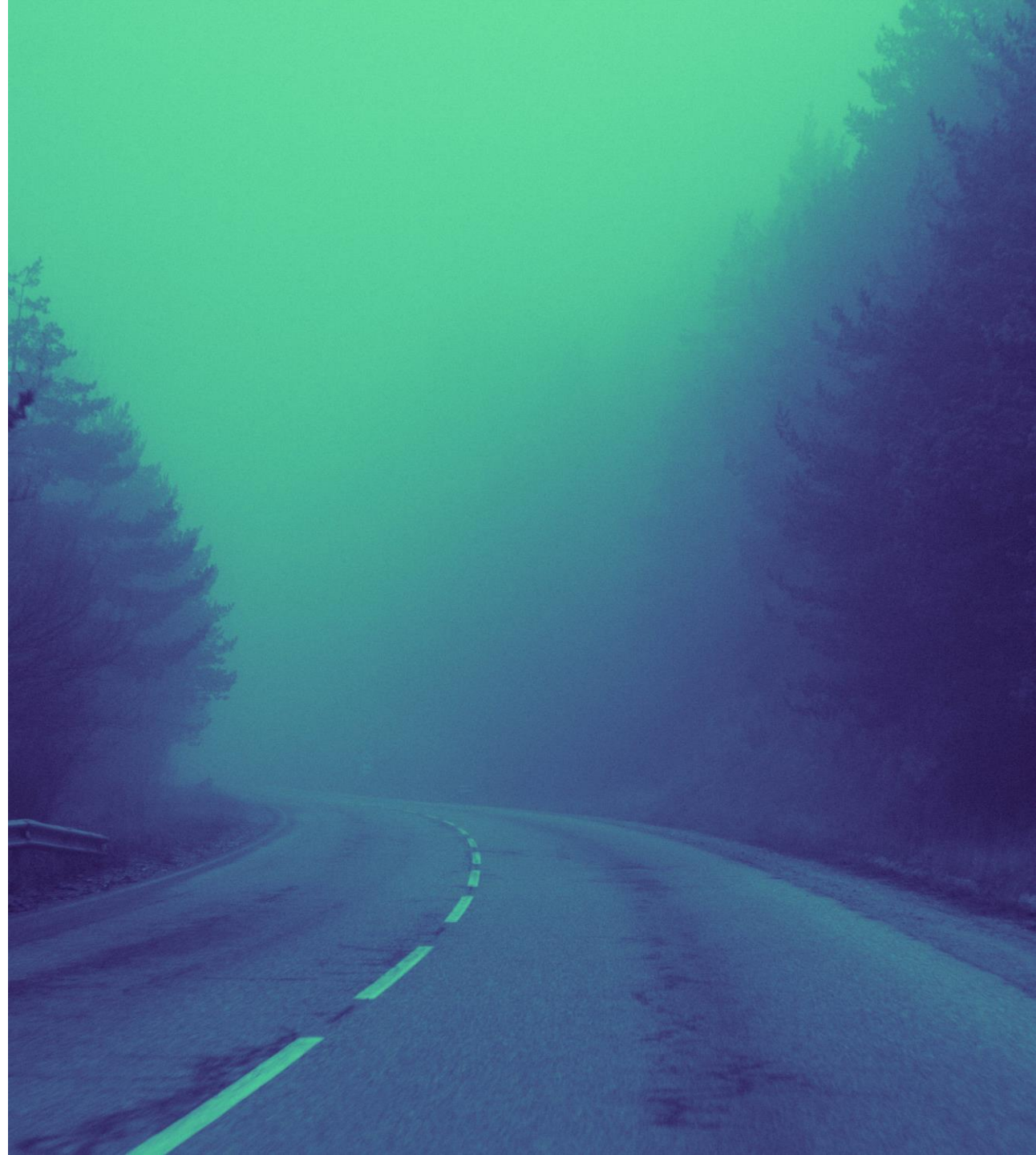based on shared objectives

Working Collaboratively
in teams of skilled individuals

Grounded in Reality

- Have to start from where you are
- Use real feedback
- Requires trust, courage, honesty

Attributes of Agilists

- Self-aware
- Adaptable
- Collaborative
- Able to earn trust

…which allow them to

- Link strategy to customer needs
- Define scope in small batches
- Focus on providing customer value
- Provide shared understanding
- Learn & grow from feedback

What is Product Ownership?

Provide Value to Customer

- Align to Product Vision
- Discover Needs
- Evaluate Solution

Provide Shared Understanding

- Slice into small batches
- Prioritize
- Elaborate

Make Decisions

- Provide Feedback
- Answer Questions

Strategic to Tactical

Provide Value to Customer

- Align to Product Vision
- Discover Needs
- Evaluate Solution
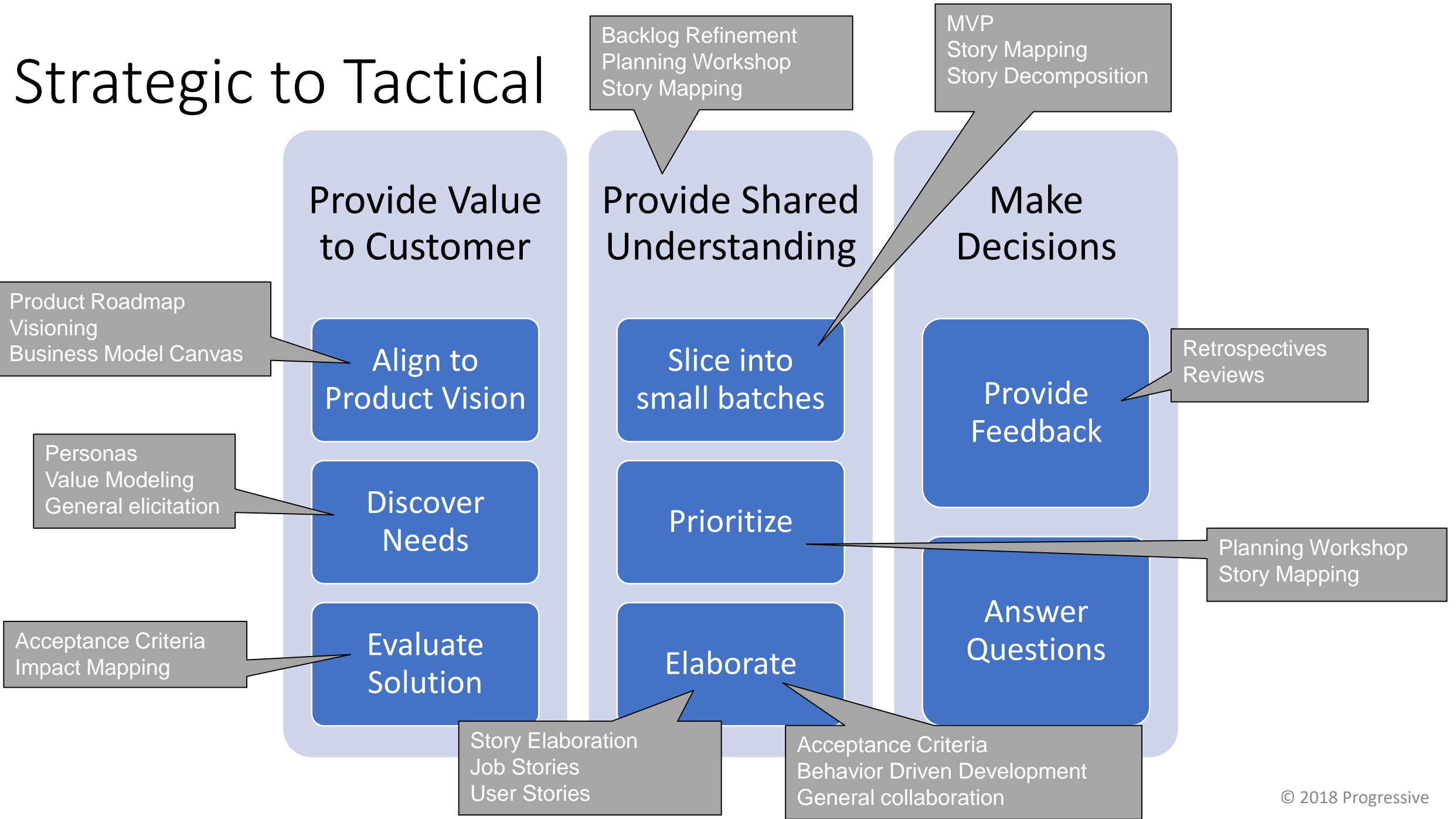
Provide Shared Understanding

- Slice into small batches
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Make Decisions

- Provide Feedback
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Backlog Refinement
Planning Workshop
Story Mapping

MVP
Story Mapping
Story Decomposition

Product Roadmap
Visioning
Business Model Canvas

Personas
Value Modeling
General elicitation

Acceptance Criteria
Impact Mapping

Retrospectives
Reviews

Planning Workshop
Story Mapping

Story Elaboration
Job Stories
User Stories

Acceptance Criteria
Behavior Driven Development
General collaboration

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Provide Value to Customer

Provide Shared Understanding

Make Decisions

Backlog Refinement
Planning Workshop
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MVP
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Story Decomposition

Product Roadmap
Visioning
Business Model Canvas

Align to

Slice into

Retrospectives

Product Ownership relies heavily on Business Analysis

Personas
Value Modeling

Discover Needs

Prioritize

Acceptance Criteria
Impact Mapping

Evaluate Solution

Elaborate

Answer Questions

Planning Workshop
Story Mapping

Story Elaboration
Job Stories
User Stories

Acceptance Criteria
Behavior Driven Development

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What does Product Ownership look like on real teams?

Example 1: Low-Complexity Environment

Product Owner

Development Team

Provide Value to Customer

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- Discover Needs
- Evaluate Solution

Provide Shared Understanding

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- Prioritize
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Make Decisions

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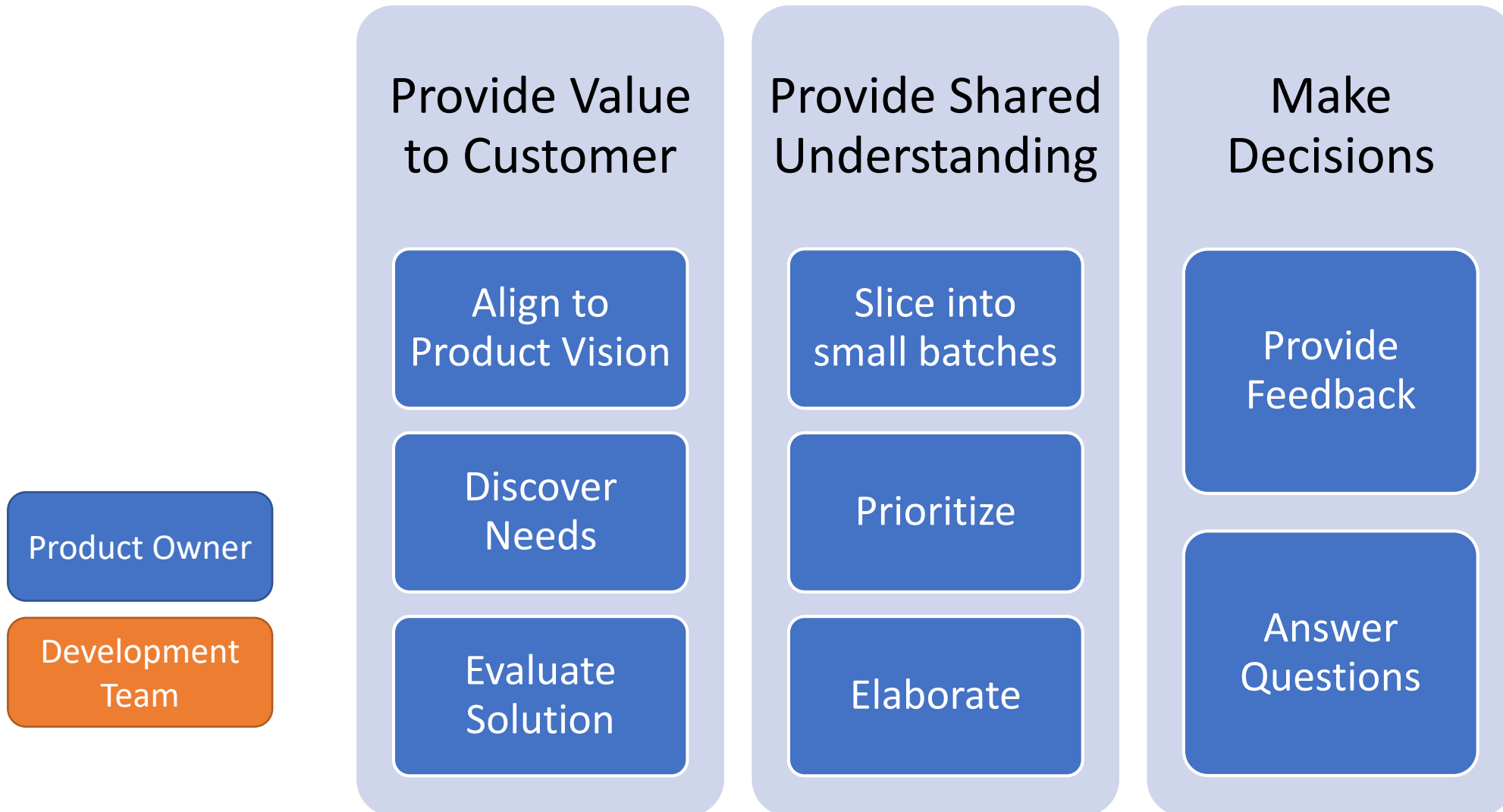
Example 2: Typical* Applications work

Product Owner (blue)

Development Team (orange)

Provide Value to Customer
- Align to Product Vision
- Discover Needs
- Evaluate Solution

Provide Shared Understanding
- Slice into small batches
- Prioritize
- Elaborate

Make Decisions
- Provide Feedback
- Answer Questions
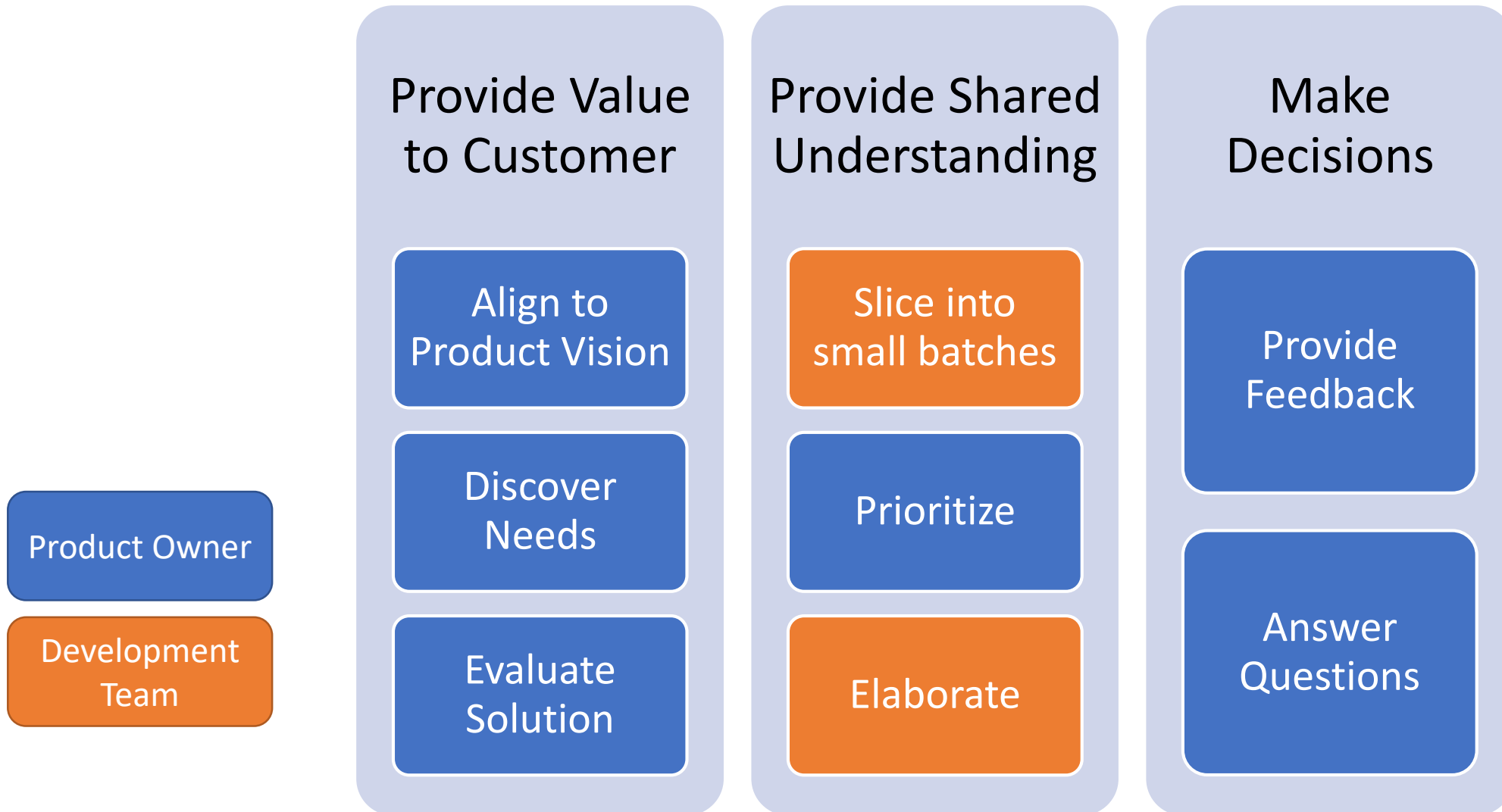
Example 3: High-Complexity Application

Product Owner

Development Team

Planning Team

Provide Value to Customer

- Align to Product Vision
- Discover Needs
- Evaluate Solution

Provide Shared Understanding

- Slice into small batches
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Make Decisions

- Provide Feedback
- Answer Questions
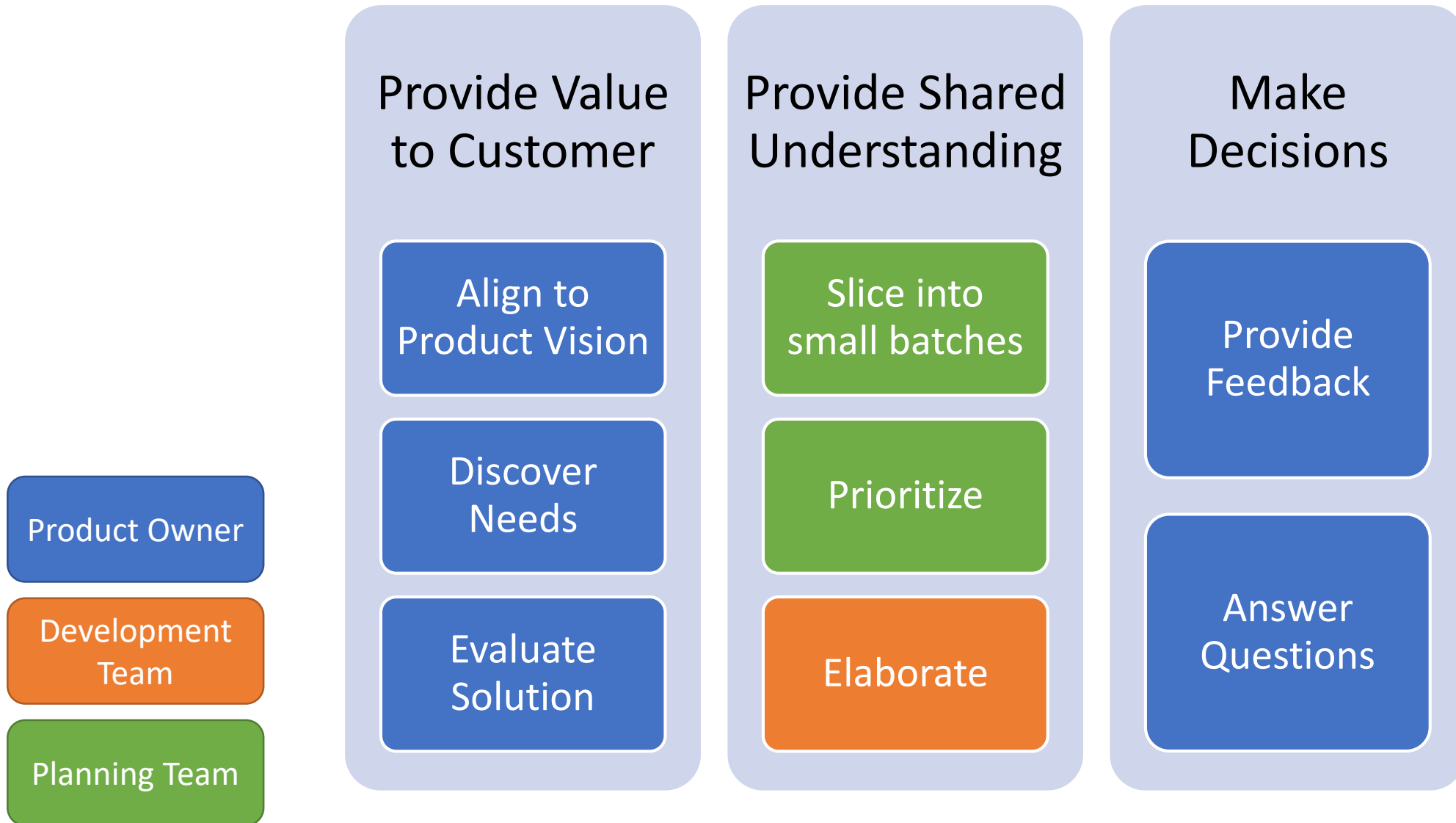
Example 4: High-Complexity Analysis

Product Owner
Development Team

Provide Value to Customer

- Align to Product Vision
- Discover Needs
- Evaluate Solution

Provide Shared Understanding

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- Elaborate

Make Decisions

- Provide Feedback
- Answer Questions

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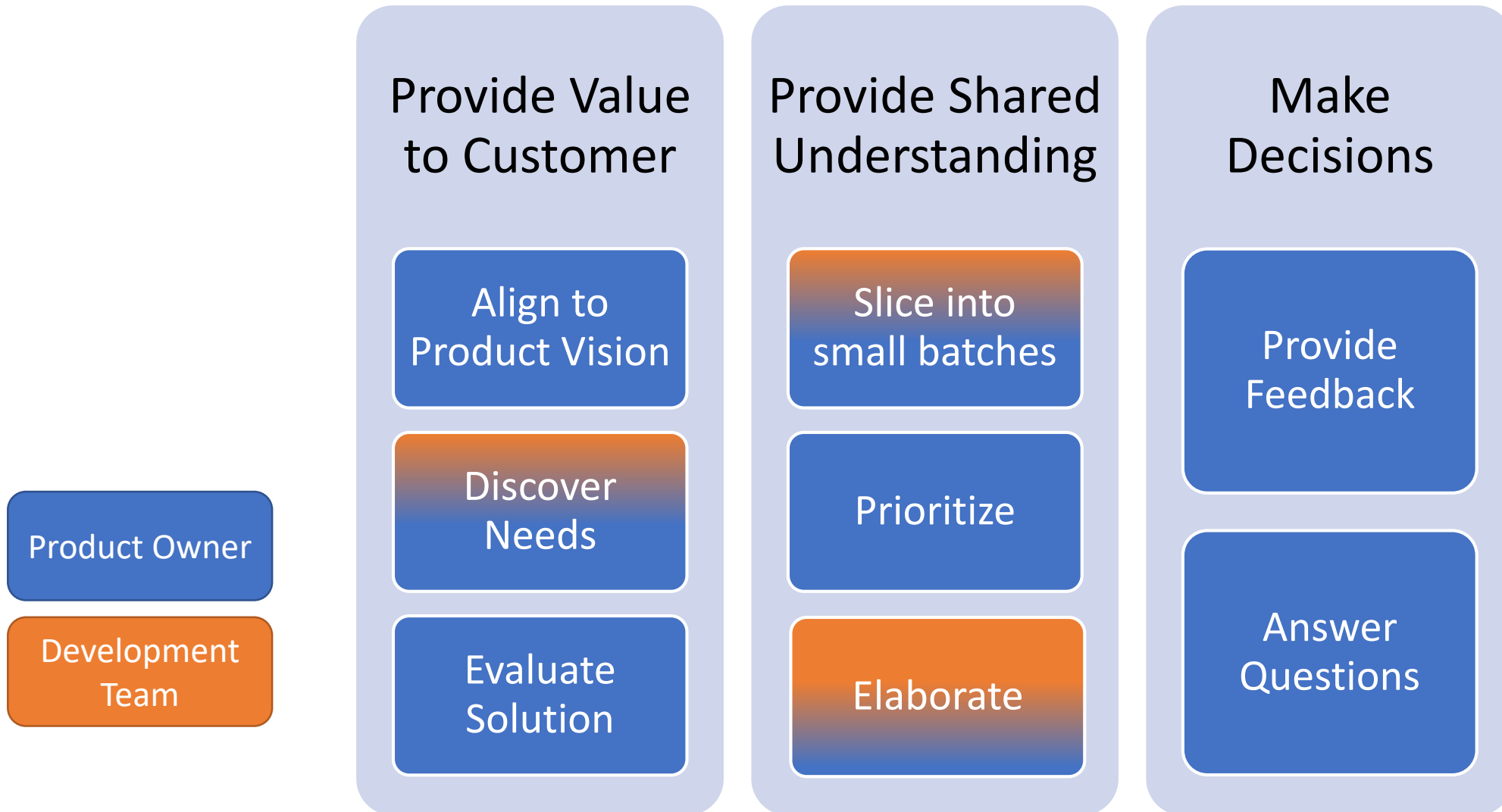
Example 5: High-Trust Environment

Provide Value to Customer	Provide Shared Understanding	Make Decisions
Align to Product Vision	Slice into small batches	Provide Feedback
Discover Needs	Prioritize	Answer Questions
Evaluate Solution	Elaborate	

Product Owner

Development Team

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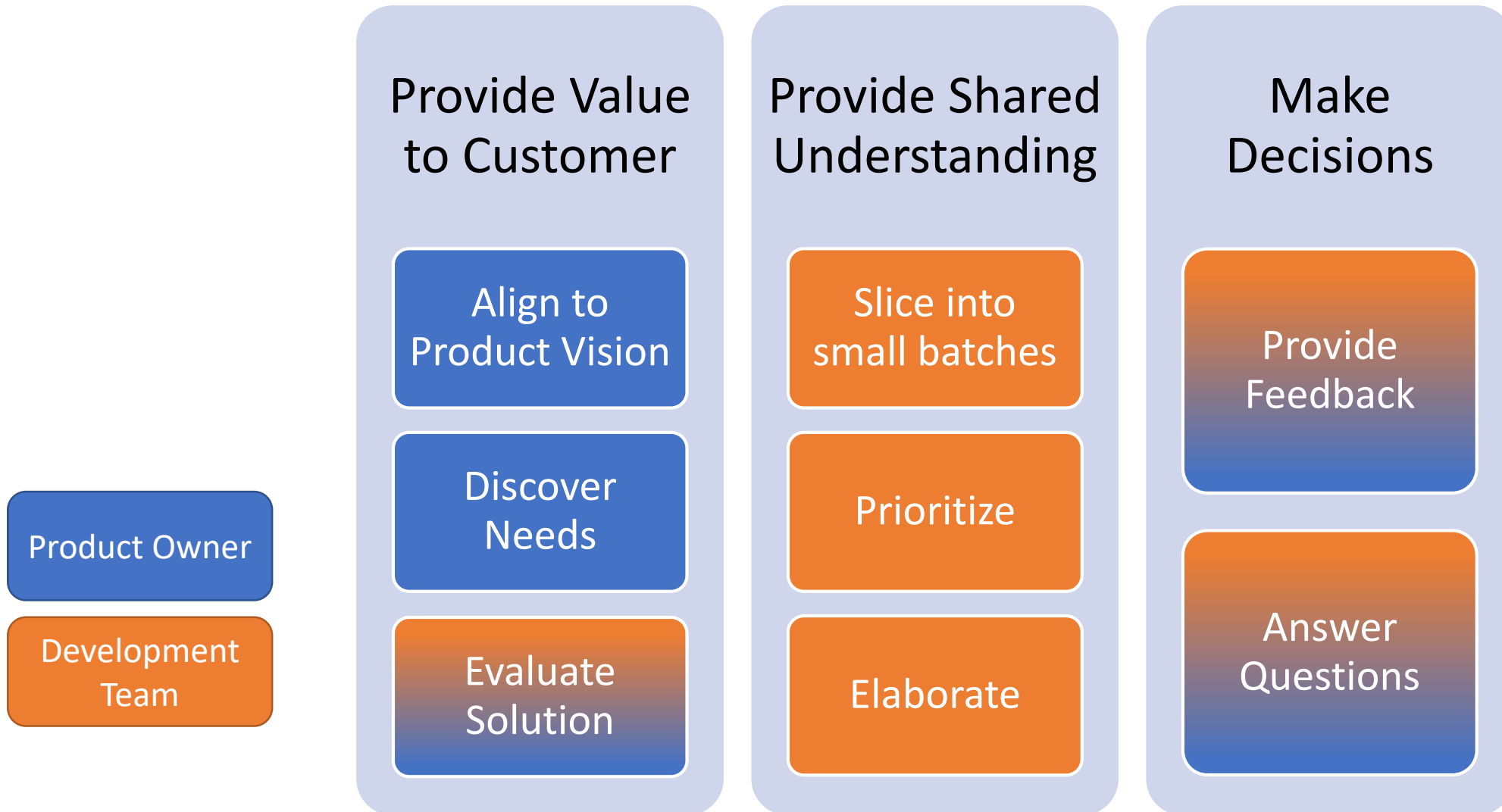
Factors that Influence Product Ownership Support Needs
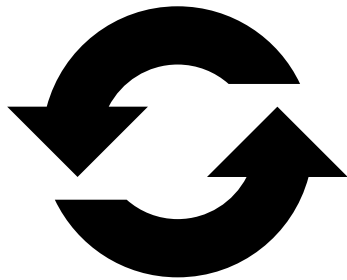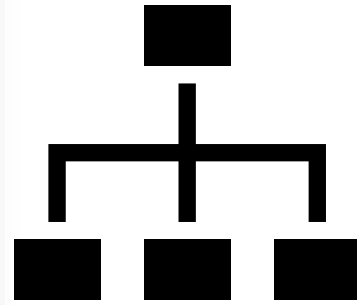
Boost Your Impact

- Earn trust
  - Do the work, and do it well
  - Servant leadership, not control
  - Know the domain
- Ensure analysis is done well
  - Team does most valuable work
  - Team has shared understanding
- Learn & apply
  - Agile principles
  - Agile mindset
  - Agile analysis techniques

Of Course

- We need analysis in agile
  - Link strategy to customer needs
  - Focus on customer value
  - Define scope in small batches
  - Create shared understanding
  - Measure, respond to feedback
- Product Ownership is Analysis
- **Who** does the analysis can vary
  - No single "right" way
  - Skilled team members over job titles
  - Pros & cons to various models

Risk
Learn
Grow