

Business Analyst's Agile Journey

BA - PO - Tech Team - Project

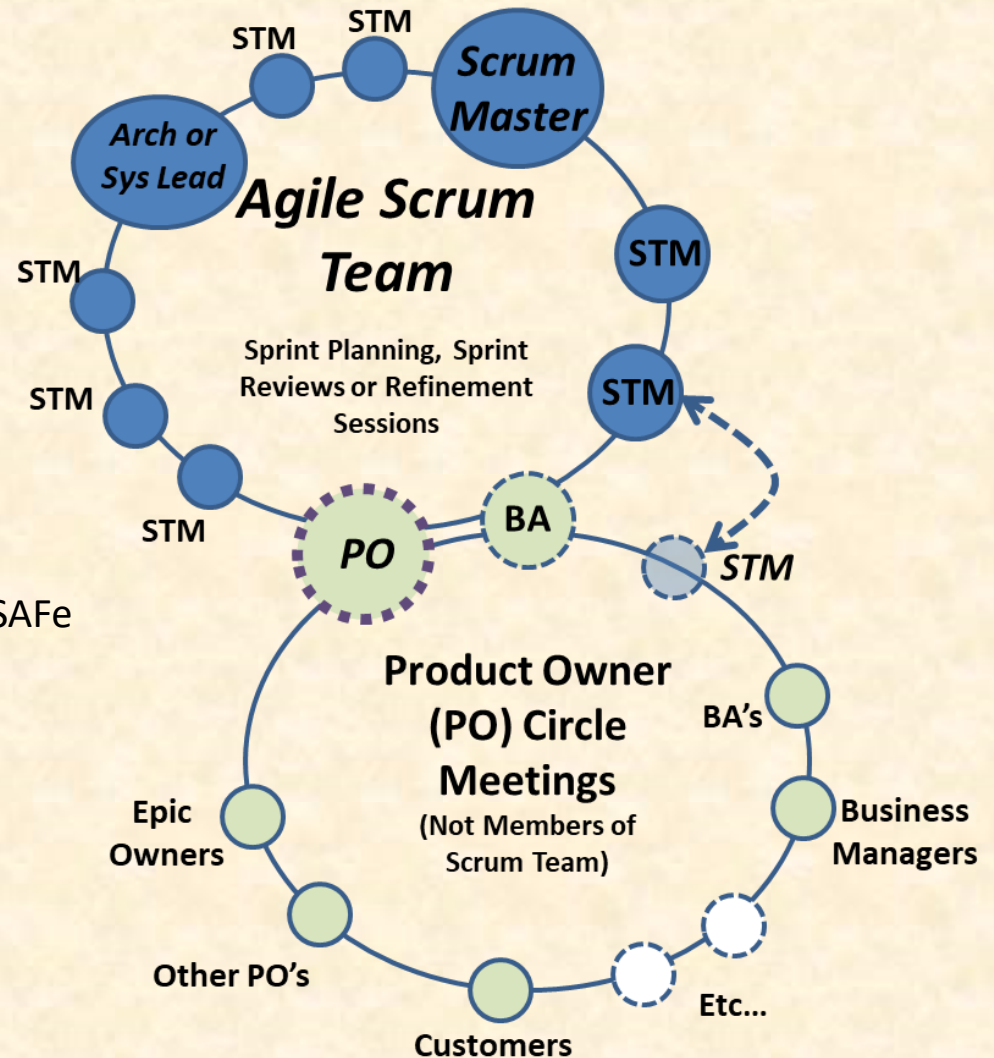
A Brief look into and discussion about the
BA tools, Education and Agile roles



www.GregMester.com

Agenda

- Agile BA
 - Agile Role Options
 - Skillsets
 - Where is the BA?
 - New Tech
 - Career / Jobs!
 - Educational - Certs
 - IIBA
 - Scrum Alliance / Scrum.org / SAE
 - ICAgile
 - Costs
 - BA Challenges
 - Agile References
 - Questions ?



Different Shades of the BA



In Agile it is About the Skillsets and not the Role

BA Role / Skillsets / Career Paths

- This might scare some, but the BA Role is a Natural Hybrid in Agile

- Which is Good and Bad

- Customer Based
- Product Based
- Tech Based

- Customer / Business Based Path

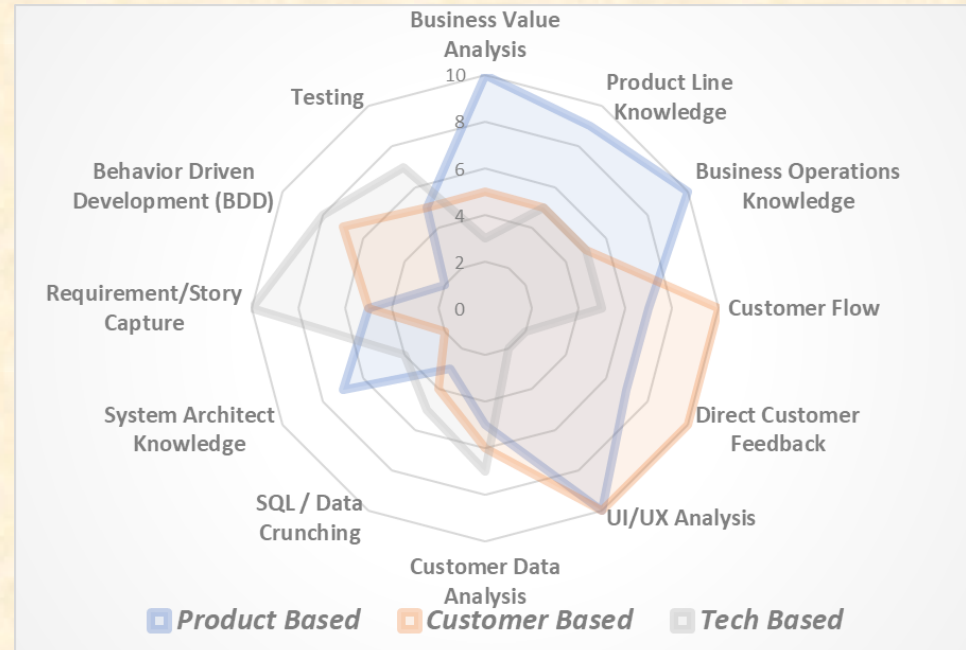
- Knows the Customer
- BA -> PO <-> Customer Facing Sales
- BA -> PO <-> Product Tech Sales

- Product / Company Ops Based

- Knows Product Line Operations
- BA -> PO <-> Product Tech Sales
- BA -> PO <-> Internal Company Ops

- Tech Based

- Knows the Team Really Well
- BA -> BA CoP Lead / Mentor
- BA cross trained in Requirement / Story Writing Dev, BDD, Testing, Test Data, Analysis, SQL, Data Crunching



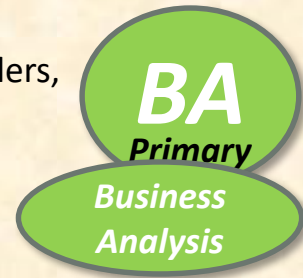
	Skillsets	Product Based	Customer Based	Tech Based
Product Owner	Business Value Analysis	10	5	3
	Product Line Knowledge	9	5	5
	Business Operations Knowledge	10	5	5
	Customer Flow	7	10	5
	Direct Customer Feedback	7	10	2
Team	UI/UX Analysis	10	10	2
	Customer Data Analysis	5	6	7
	SQL / Data Crunching	3	4	5
	System Architect Knowledge	7	2	4
	Requirement/Story Capture	5	5	10
	Behavior Driven Development (BDD)	2	7	8
	Testing	5	5	7

Where is the BA?

- In Scrum there are three (3) Roles

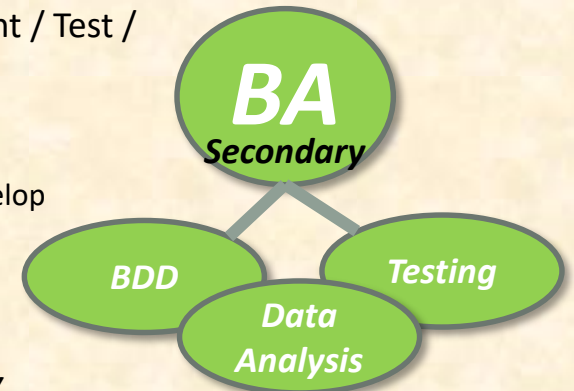
- Product Owner

- The Product Owner is expected to do the best possible job of satisfying all stakeholders, maintain the Product Backlog, and ensure that everyone knows the priorities.
- The Product Owner is one person, not a committee.
- Clearly expressing Product Backlog items;
- Ordering the items in the Product Backlog to best achieve goals and missions;
- Optimizing the value of the work the Development Team performs;
- Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next; and,
- Ensuring the Development Team understands items in the Product Backlog to the level needed.



- The Development Team

- Structured and empowered to organize and manage their own work. The resulting synergy optimizes overall efficiency and effectiveness.
- Includes Skillsets (*notice I did not say role*) of Code Development / Test / Business Analysis
 - Let's face it Developers don't like to write Stories / Requirements
 - Business Analysts jump in and help test product
 - In the new BDD world Business Analyst are using Cucumber to develop Acceptance tests alongside Developers and testers



- Scrum Master

- Group Dynamics
- Flow of work

<https://www.scrumguides.org/>

Where is the BA?

- Kanban

- No Clear Roles – Team Members are expected to contribute where needed based on WIP, but most stay in their lane

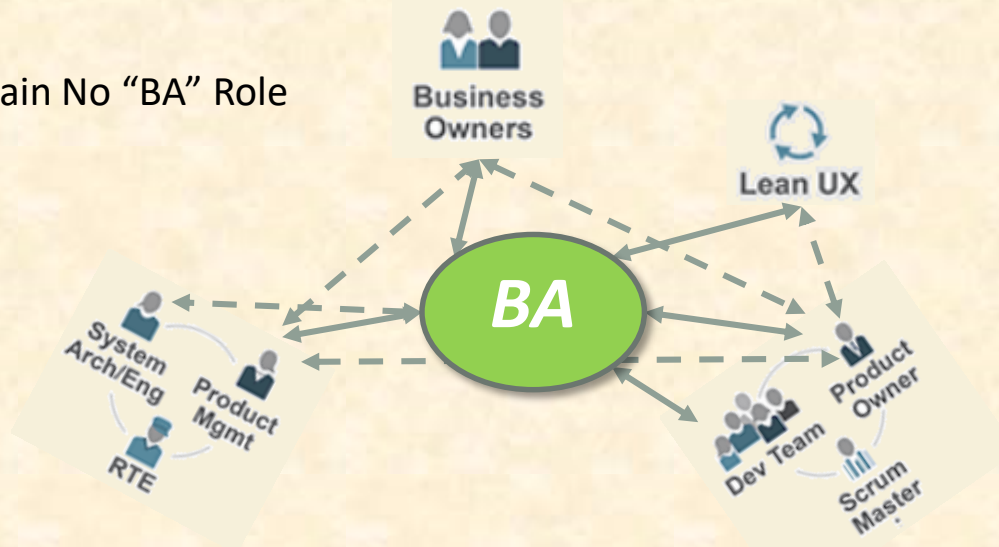
	Backlog	To Do	Analyze	Develop	Test	Accept
Primary	PO	PO	BA	Dev	Test	PO
Alternates	BA	BA	Dev/Tester	Tester/BA	BA/Dev	BA

- Team Member side gigs

- Service Delivery Manager = Flow Manager similar ~ Scrum Master
 - To make sure that work items flow and to facilitate change and continuous improvement activities
- Service Request Manager similar to Product Owner
 - Responsible for understanding the clients' needs and the expectations.

- SAFe

- Again No “BA” Role

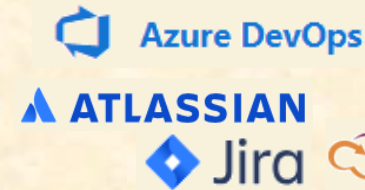


Need an Agreement with PO

New Tech For the BA

- Story / Requirements Capture (**Team/PO**)

- Jira / Azure DevOps / Rally / Version One
- Work Flow Management



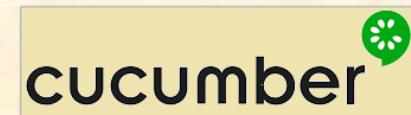
- Testing Software (**Team**)

- **Cucumber** (<https://cucumber.io/>)

- Cucumber is a tool that supports Behavior Driven Development (BDD).
- A way to write tests that anybody can understand, regardless of their technical knowledge.

- **Gherkin** is the format for cucumber specifications.

- Syntax -
 - » Feature: Title of the Scenario
 - » Given [Preconditions or Initial Context]
 - » When [Event or Trigger]
 - » Then [Expected output]



- Trends – Seeing it pop up for Business Analysis, QA, Developers, Scrum Masters, Agile Positions

- **Selenium Automated Testing** (<https://www.seleniumhq.org/selenium-ide/>)

- UX Software (**PO**)

- Wireframe SW (Free) :

- Pencil Project, Mockplus, Wireframe CC, Balsamiq Mockups (30day trial)

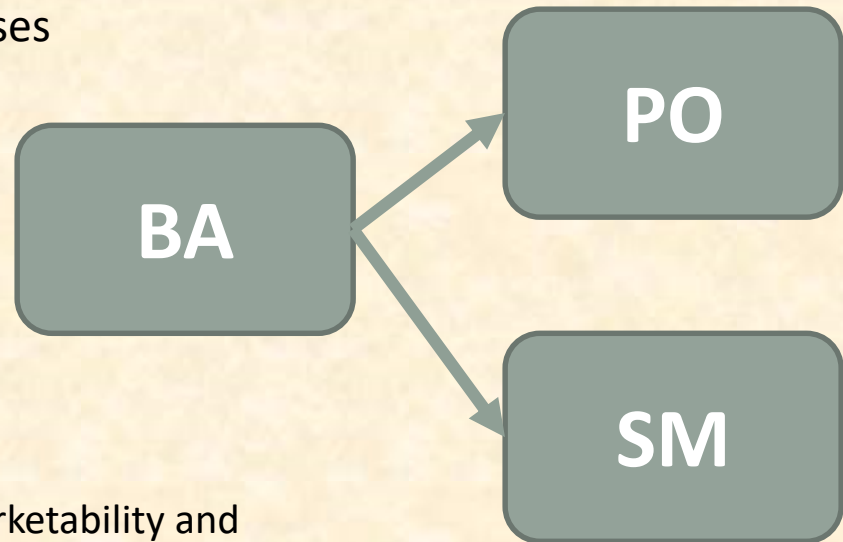


LinkedIn Research

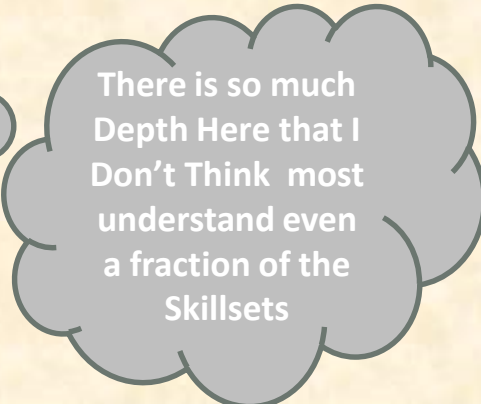
- Sampling and Highlights of Business Analyst positions listed in LinkedIn for the Philadelphia area
- Responsibilities:
 - Manage requirements and documentation
 - Creating User Stories
 - Work and Communicate with Customers and Stakeholders
 - Writing user stories, facilitating grooming and sprint planning sessions, and working with the product owner to prioritize the backlog.
 - Partner with development and QA teams to evaluate and enact new corrections and improvements.
 - Collaborate with designers to establish appropriate wire-frames, interactions, and user flows
 - Developing a thorough understanding of the competitive marketplace and competitor features, and collaborating with UX designers to create screen mock-ups and workflows.
 - Develop and manage the execution QA test plans
- Skills:
 - Data / Business / Requirements Analysis – These are really different but related
 - Problem Solving
 - Communications / Interpersonal / Teamwork
 - Public Speaking / Leadership
 - Collaboration and consensus building skills
 - SQL/Databases
 - Jira / Azure / Rally / Version One
 - Cucumber/Gherkin/BDD – **New Trend?**
- Certifications:
 - To be honest I did not really see any listed

Training & Certifications – Scrum Alliance or Scrum.org

- As mentioned before there is no “BA” in scrum, but there are Product Owner Certifications.
- These certifications and training classes are great knowledge builders on how to think Agile and how to maintain the Backlog which is a key to the new Agile World and for BA's.
- There are primarily two big Scrum Houses
 - www.ScrumAlliance.org
 - www.Scrum.org
 - They both have learning tracks
- Scaled Agile
 - <https://www.scaledagile.com/>
 - If your company is pursuing SAFe® then this makes sense
 - If not and you want to expand your marketability and learn what SAFe is there are a few introductory courses.
 - SAFe® Product Owner/Product Manager (POPM)
 - There are other scaling agile programs like LESS, DAD, Scrum@Scale but they don't cover the BA Skillsets




Pick a Certification House and Save Yourself \$

A grey thought bubble with a black outline and three small circles leading to the main bubble. It contains the text: 'There is so much Depth Here that I Don't Think most understand even a fraction of the Skillsets'.

There is so much
Depth Here that I
Don't Think most
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Skillsets

- **New IIBA Agile Analysis Certification (IIBA®-AAC)**
 - IIBA®-ACC certification strengthens your skills and expertise, focusing on applying an agile perspective within a business analysis framework.
 - As an Agile Analyst, you will learn how agile intersects and interacts with business analysis. This certification is for:
 - BA professionals who work in agile environments
 - Augmenting your business analysis skill set and expertise
 - Staying up-to-date on best practices and industry trends
 - In the digital economy, success is defined by sensing and responding rapidly to market demands.
 - The 2017 IIBA® Annual Business Analysis Salary Survey reports agile ranks first in the top three areas BA professionals perform their work and, these BAs can earn up to 30% more.



- Scrum Alliance has a pretty good networking program with chapter across the country
- Scrum Alliance has few basic scrum tracks
 - Product Owner (CSPO) 
 - Highly Recommended for BA's
 - Since a BA's key partner is the PO it makes good sense to learn more about what they should be doing.
 - This is also a career path for BA's
 - Scrum Master (CSM)
 - Good for knowing the Scrum operations
 - Learn more Team Dynamic Skillsets
 - Scrum Developer (CSD)
 - Goes into programming skills
 - Test Driven Development (TDD)
 - Behavior Driven Development (BDD)

Certifications by Scrum Team Role

SCRUM MASTER TRACK



Certified ScrumMaster®

Intro course for those wishing to fill the role of Scrum Master or Scrum team member.

Prerequisite: none

[Find a course →](#)

PRODUCT OWNER TRACK



Certified Scrum Product Owner®

Intro course for those who are closest to the "business side" of the project.

Prerequisite: none

[Find a course →](#)

DEVELOPER TRACK



Certified Scrum Developer®

Intro course for software developers (programmers) who are building software in a Scrum environment.

Prerequisite: none

[Find a course →](#)

PRODUCT OWNER TRACK



Certified Scrum Product Owner®

Intro course for those who are closest to the "business side" of the project.

Prerequisite: none

[Find a course →](#)



Advanced Certified Scrum Product Owner

Advanced course for Product Owners who already have one year of experience on a Scrum team.

Prerequisite: active CSPO

[Find a course →](#)



Certified Scrum Professional® - Product Owner

Pinnacle course for experts wishing to master the Product Owner track.

Prerequisite: active A-CSPO

[Find a course →](#)

<https://www.scrumalliance.org/>



- Scrum.org has a variety of certifications and career paths as well.
- Their certification tracks include:
 - Professional Scrum Master (PSM)
 - Professional Scrum Product Owner (PSPO)
 - Professional Scrum Developer (PSD)
 - Professional Scrum with Kanban (PSK)



PROFESSIONAL SCRUM PRODUCT OWNER I

People that have passed PSPO I and achieved certification demonstrate an intermediate understanding of the Scrum framework, and how to apply it to maximize the value delivered with a product. They exhibit a dedication to continued professional development, and a high level of commitment to their field of practice. Achieving PSPO I is the minimum demonstration of knowledge any Professional Scrum Product Owner should be able to make.



PROFESSIONAL SCRUM PRODUCT OWNER II

People that have passed PSPO II and achieved certification demonstrate an advanced level of understanding of how the Scrum framework can support the creation of value, and how to achieve it in the real world. They exhibit an understanding of professionalism and a high level of commitment to improving the value delivered with software development using Scrum. Achieving PSPO II is a significant accomplishment.

<https://www.scrum.org/>

Extra Training - ICAgile



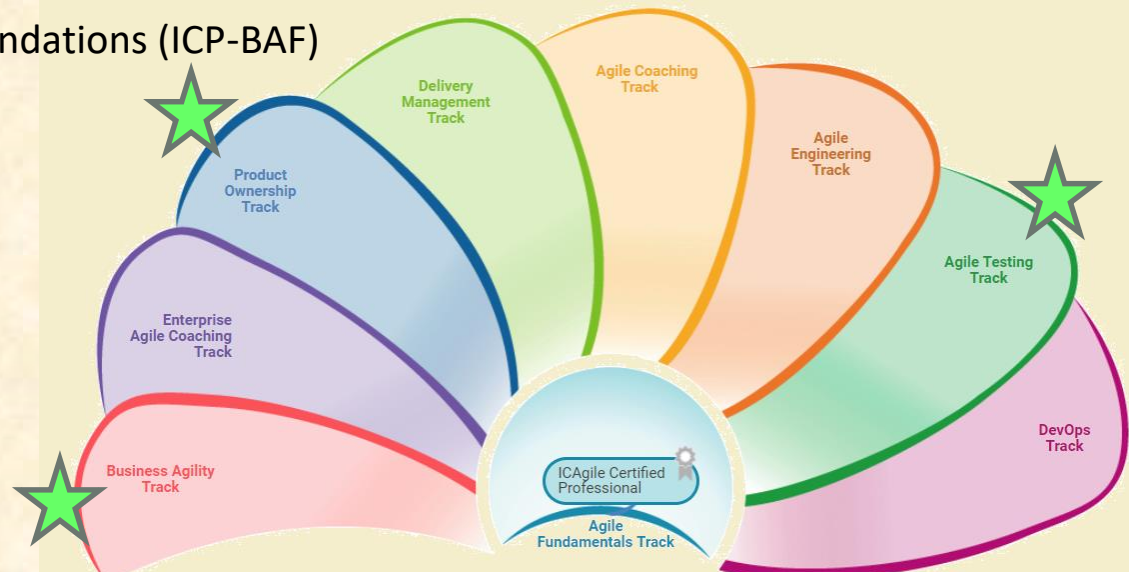
- ICAgile offers some great training and certificates that Business Analysts can take advantage of. I think of it as I have my CSPO or CSM, so now what?

- Product Ownership Track Certifications
 - Business Value Analysis (ICP-BVA)
 - Enterprise Product Ownership (ICP-EPO)
- Agile Testing Track Certifications
 - Agile Testing (ICP-TST)
 - Agile Test Automation
- Business Agility Track Certifications
 - Business Agility Foundations (ICP-BAF)
 - Agile Marketing
 - Agile Talent
 - Agile Leadership

***You Can But Don't
Take more than
1 or 2 a Year***

***Apply What you Learn
Then maybe Cross-Train
The Next Year***

<https://icagile.com/>



I have my CSPO/ or CSM, so now what?

Certification Costs

Certification	Classroom Costs* (Approx.)	Test Fee	Class Room Days	Renewal Frequency	Renewal Costs	Renewal Education	Notes
CSPO	\$995	included	2 Days	2 years	\$100	20 SEUs	
A-CSPO	\$1,495	included	2 Days	2 years	\$175	30 SEUs	
CSP-PO	Additional class of choice	none		2 years	\$250	40 SEUs	2yrs exp in 5 years needed to qualify
PSPO I	Not Required	\$200		No Expire			Tests are difficult
PSPO II	\$1,399	\$500	2 Days	No Expire			Tests are difficult
SAFe POPM	\$975		2 Days	1 year	\$100	None	
ICP-BVA	\$1,295+/-		2 Days	No expire			Costs & Time Vary Shop around
ICP-EPO	\$1,295+/-		3 Days	No expire			
ICP-TST	\$900+/-		2-3 Days	No expire			
ICP-BAF	\$1,295+/-		2 Days	No expire			
Lev 2 CCBA				3 years		60 CDUs	
Lev 3 CBAP				3 years		60 CDUs	

*Most classes offer some kind of early bird discounts

BA Challenges

- Here is my BA Challenges – I have Three

- Let Your Customer Drive Your next Product Release
 - Like giving a teenage the keys to the car
 - Let them find stuff that you would never think of
 - Rather it break now than in the hands of the customer



Rare

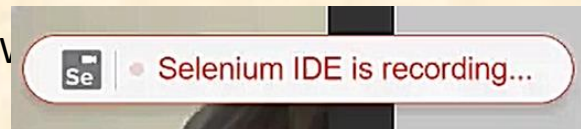


Common

- Think of how you can in 5 Days (Read *Sprint*)
 - Build Software
 - Test it
 - Get Real Customer Feedback
 - Repeat Above



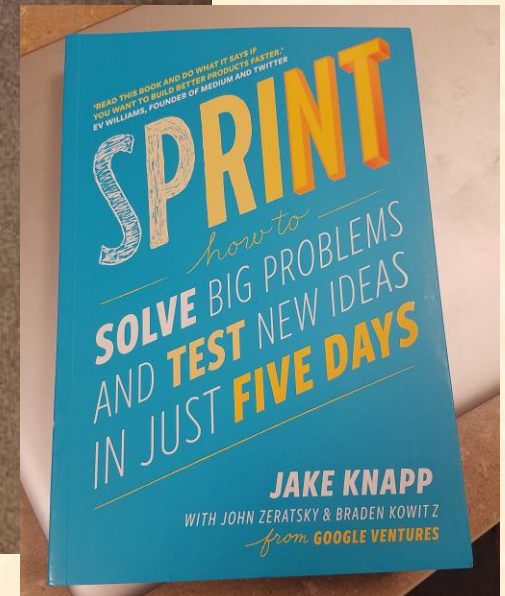
- Try Some New Tech
 - Selenium IDE on your favorite V
 - Try Cucumber
 - Try some Wireframe software



Marty the Robot
#GiantFoodStores

*There is nothing better than by the
Customer Using it!*

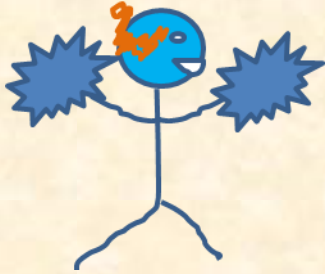
Closing: Reference Materials



Questions

- In Case There are any Questions
- Feel Free to Ask!





Thank You and Happy Scrumming



- **Contact Information:**
 - Would you like an Agile Mentor?
 - Agile Training
 - Find out what other Agile Groups are in the Philadelphia area

www.GregMester.com

Email: ***greg.mester@gregmester.com***

Twitter: ***[@gemphilly](https://twitter.com/gemphilly)***

LinkedIn: ***<https://www.linkedin.com/in/gregmester/>***



- Twitter List to follow Agilist around the country
 - ***<http://www.gregmester.com/twitter-agilist/>***
 - ***<https://twitter.com/gemphilly/lists/agilists>***

