



Tips for Success for a BA in an Agile Environment

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2 Overview

- **Introduction to Agile**
- **What to know when moving to Agile**
- **The Agile analyst**
- **Documentation in Agile**

3 Introductions

Nicole Kalencki is an IT Management Consultant at CapTech, where she is an experienced agile project manager / business analyst with proficiency in strategizing and implementing enterprise and global business solutions. During her career, she has leveraged agile methodologies, leading transitions from Waterfall to Agile by recommending resource structures and an iterative approach to business objectives. She has partnered with business and IT teams of all levels to assess, initiate, and refine appropriate solutions and build agile plans for a variety of industries.

Rosemary Cooke is an IT Management Consultant at CapTech, where she is an experienced Agile Scrum Master and Business Analyst. During her 16+ year career, she has leveraged Agile mythologies to implement a variety of solutions from enhancing existing systems, delivering new business applications, establishing service layers, and her favorite, rolling out mobile apps. She has used her knowledge of agile, analysis and development in a variety of industries such as insurance, finances, and food distribution.

Kristin Arias is an IT Management Consultant at CapTech, where she is an experienced Business Analyst who has worked on both Agile and Waterfall teams. Kristin is a Certified Agile Scrum Master and during her career she has participated on agile teams as a Scrum Master, liaison to the Product Owner as well as a team member participating in development. As an analyst she has worked on projects across multiple domains such as transportation, government and internal operations. The projects have also crossed multiple technologies for example supporting the implementation of a new ERP application, .NET application development and business intelligence development.

The logo for CapTech, featuring the word "CapTech" in a bold, blue, sans-serif font. The "C" is significantly larger than the other letters. A registered trademark symbol (®) is located to the upper right of the "h".

Others Talk, We Listen.

4 What is Agile?

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:

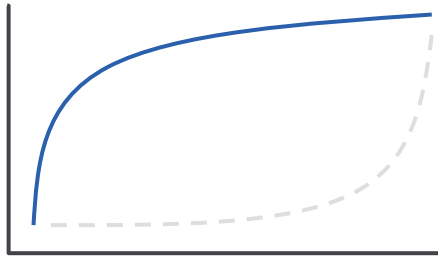
Individuals and interactions	over	processes and tools
Working software	over	comprehensive documentation
Customer collaboration	over	contract negotiation
Responding to change	over	following a plan

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

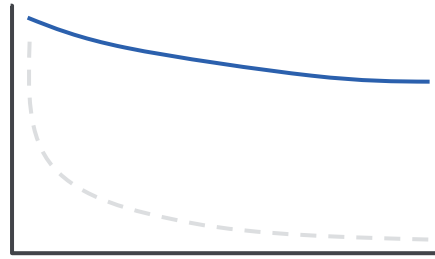
www.agilemanifesto.org

5 Why move to Agile?

Return on Investment



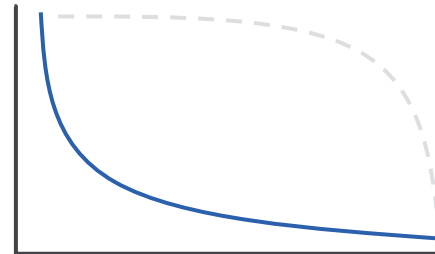
Adaptability



Visibility



Risk



Waterfall Methodology - - - -

Agile Methodology ———

Benefits

87% ability to manage changing priorities

85% increased team productivity

84% improved project visibility

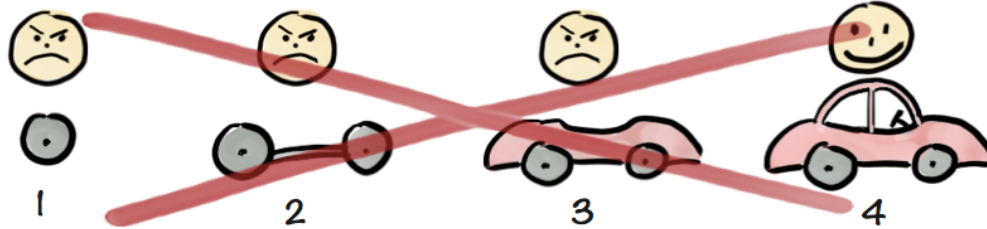
81% improved team morale/motivation

81% better delivery predictability

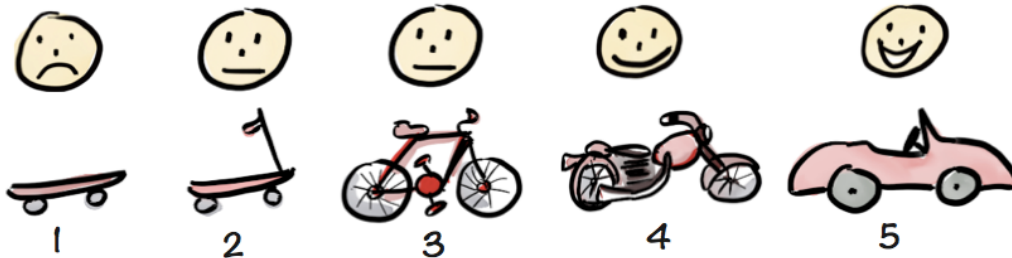
80% faster time to market

6 What iterating looks like

Not like this....



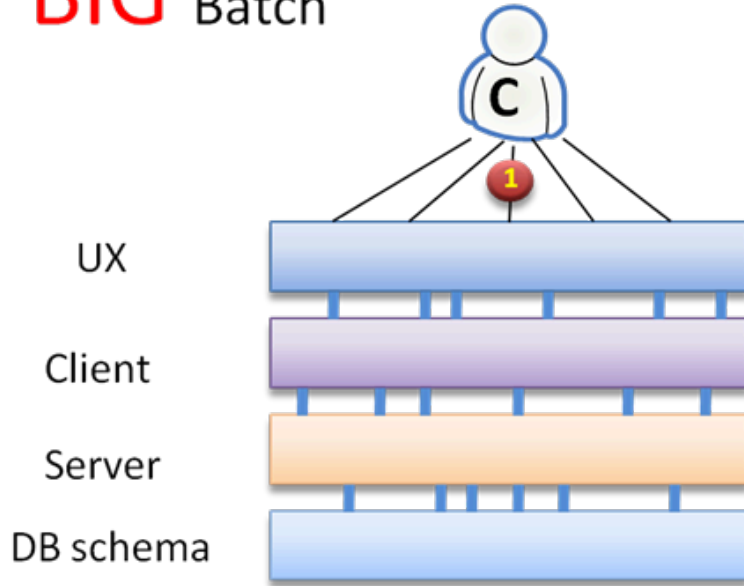
Like this!



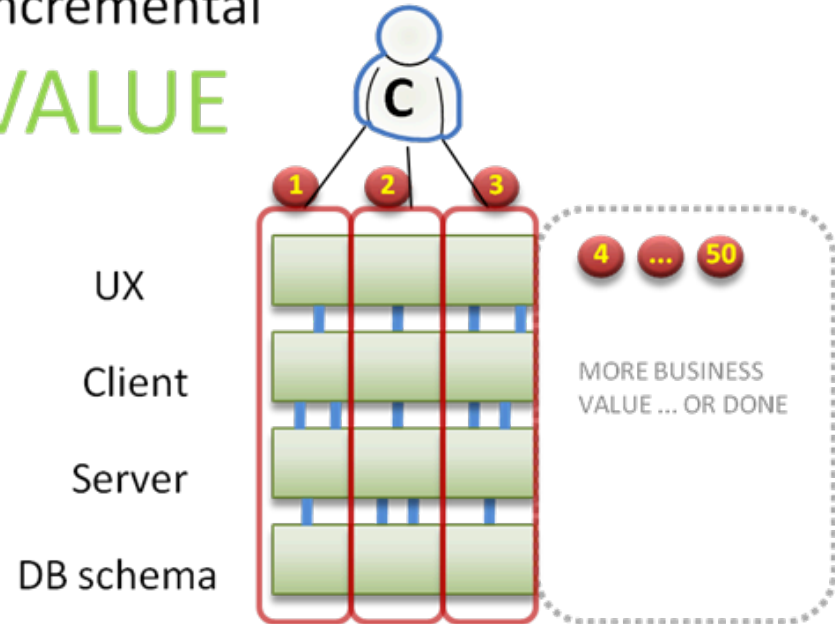
- Use the product sooner
- Feedback starts right away
- No need to over engineer, just in time
- Change your mind along the way
- Have new ideas
- Build the foundation as you go
- End up with a better product!

7 The difference from Waterfall

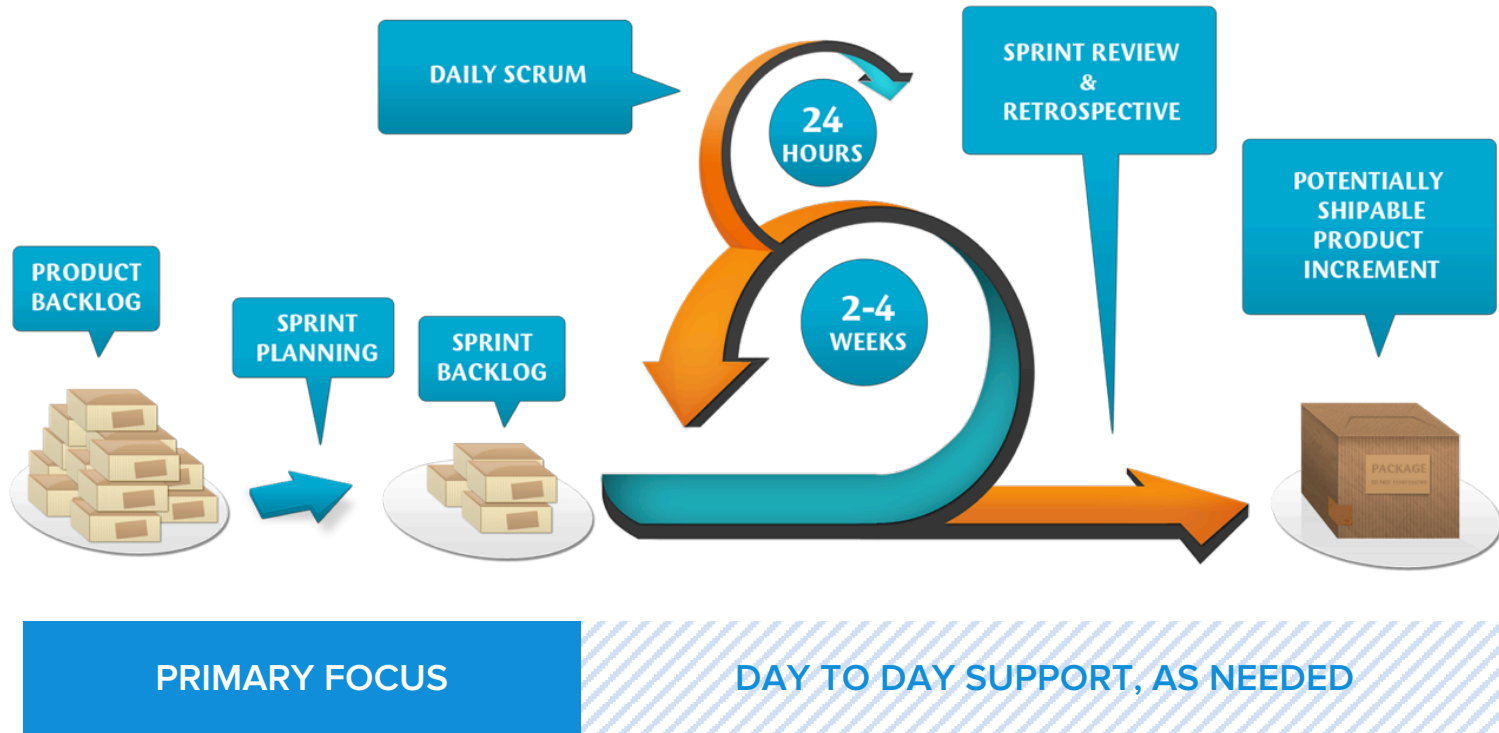
BIG Batch



small
Incremental
VALUE



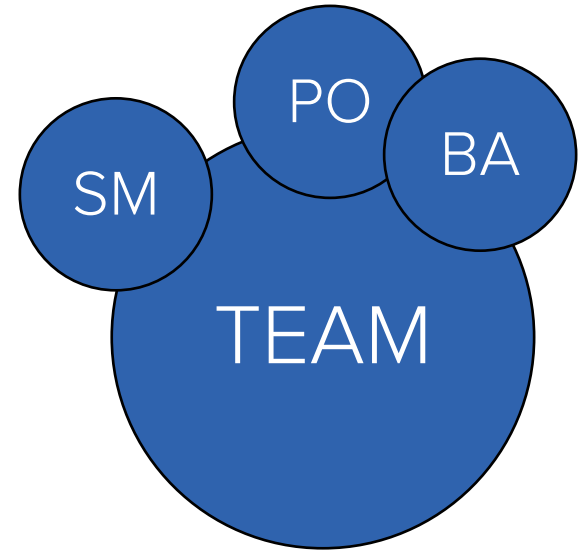
8 Where does the analyst provide value?



9 Scrum Team Roles

Product Owner and Business Analyst:

- Creates and prioritizes product backlog
- **Understands the business vision and end customer needs**
- Usually the product sponsor or a lead analyst with the proxy authority of the program/product sponsor
- Works with **stakeholders to collect input** into the product backlog
- Reports the progress of the team to the organization and works with the team to develop a roadmap



10 The Analyst sees the whole picture



11 Agile Planning



	What	Future View
Vision	Elevator Pitch	6-12 months
Roadmap	Slot Features and Epics across time	1-3 month detailed view 12 month projection
Release	Identifies when to deliver working software	1 release detailed view 2-3 release projection
Sprint	Review and task stories for upcoming sprint	1-2 sprints detailed view 2-4 sprint projection
Daily	Team Stand Up to discuss current stories	15 minutes daily

12 The Analyst helps deal with changes in priorities



13 The Analyst helps the Product Owner and Stakeholders prioritize

MoSCoW

- M – Must have this
- S – Should have this if possible
- C – Could have this if it does not affect anything else
- W – Won't have this time but would like in the future

Business Value

- Product Owner and Stakeholders identify the value it could potentially generate to the company
- Items are force ranked by value, size, and risk

Technology Risk

- Requirements are prioritized based on the risk associated with its implementation
- Highest risk items are implemented first

14 Avoid waste



15 Ways to avoid waste during BA activities

- **Avoid producing documentation before it is needed**
- **Ensure commitments are met so pieces are not missing**
- **Make commitments as late as possible**
- **Elicit, analyze, specify and validate requirements with the same models**
- **Models should be as simple as possible**
- **Work in close proximity to the customers and development team**
- **Keep continuous attention to technical excellence**

16 Lightweight documentation

- **Documentation should not create overhead**
- **Everything documented must add value**
- **Traceability documentation should be minimized**
- **Regulatory documentation, although unavoidable, should be minimized**
- **Documentation should be kept up to date in a searchable and easy to access knowledge repository (e.g. a wiki)**
- **“Working software over extensive documentation”**

| Any Questions?