

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
- Cleveland Chapter of IIBA:
 - 2017 VP of Education & Certification
 - 2019 President
- Continually promote small batches of work, fast feedback loops, customer value
- @EmFromCleveland on Twitter



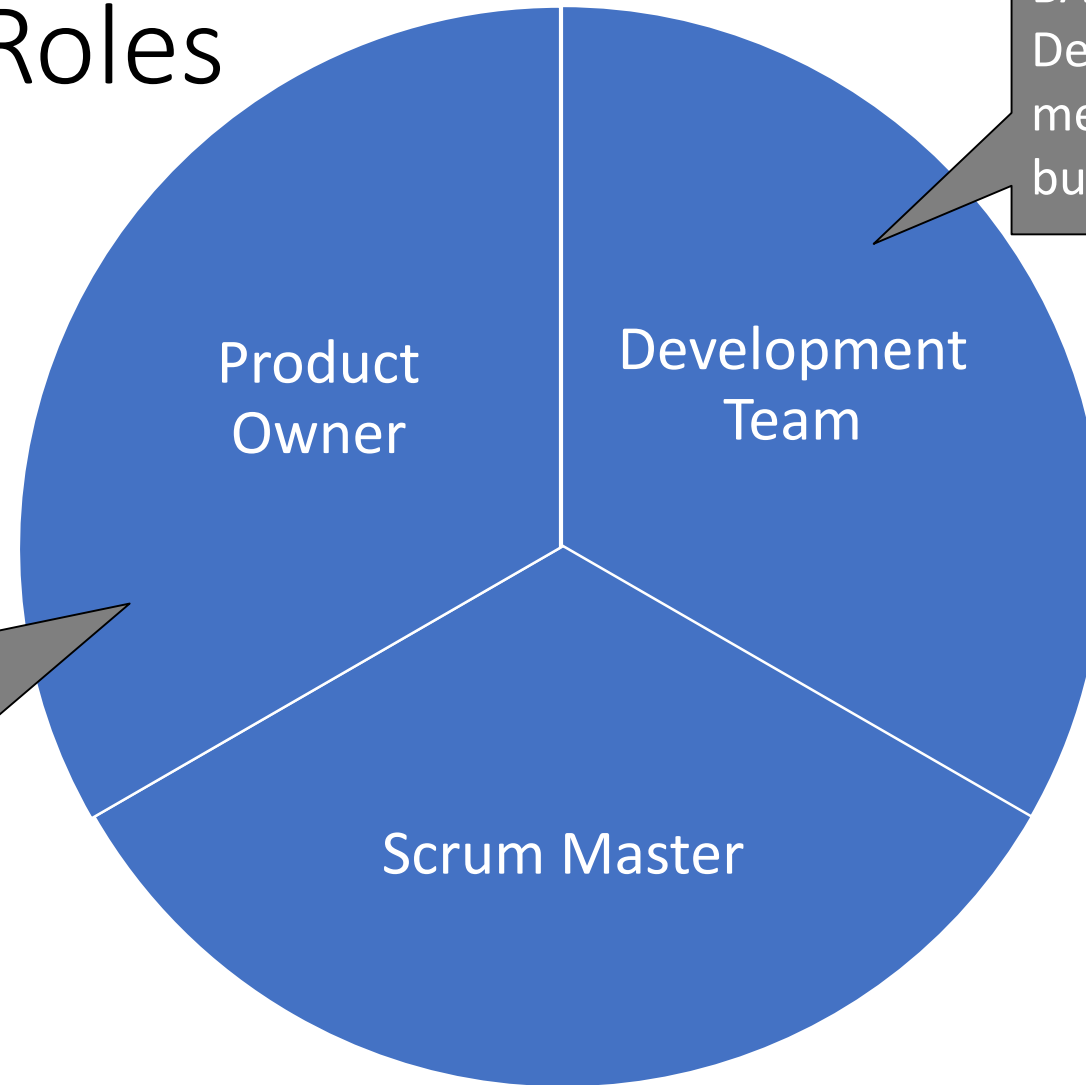
Agenda

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



Scrum Team Roles

“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



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

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

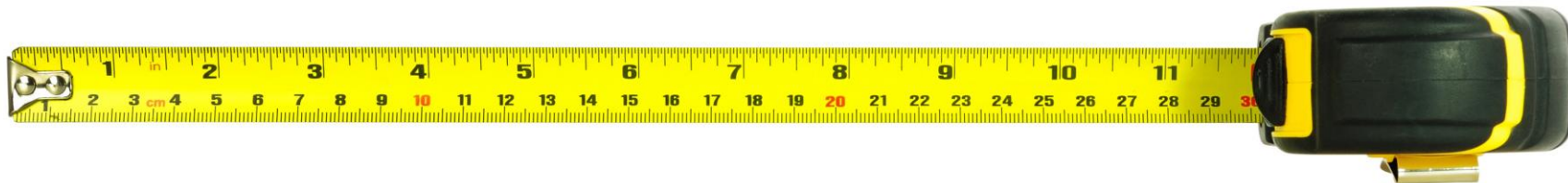
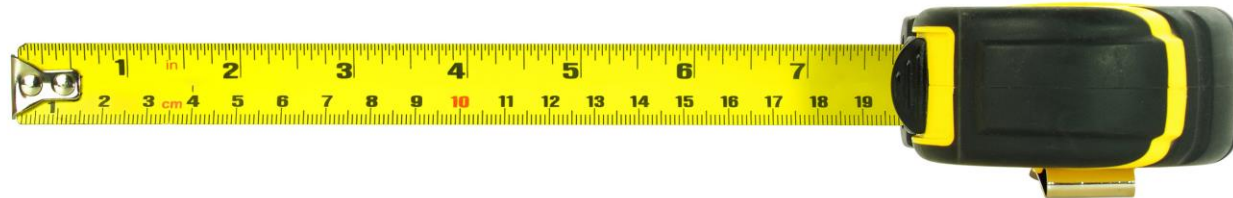
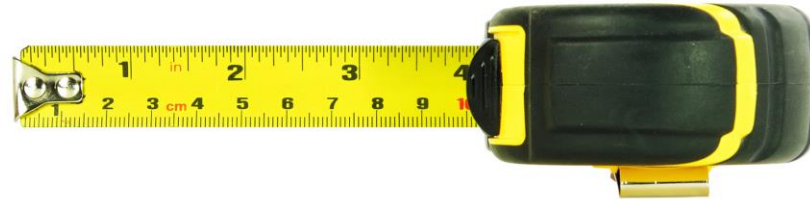




Focus on the Customer

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

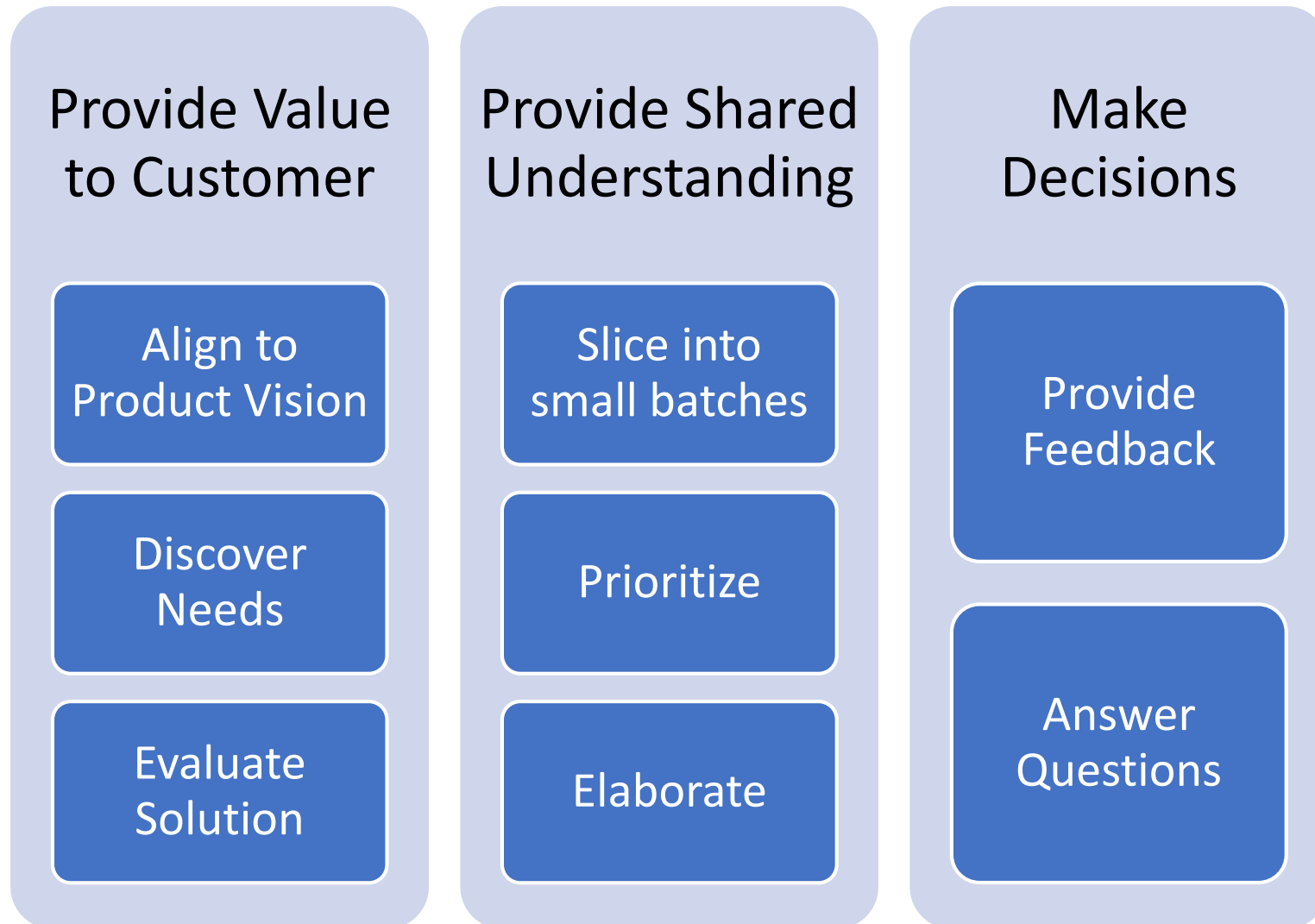
- Self-aware
- Adaptable
- Collaborative
- Able to earn trust

...which allow them to

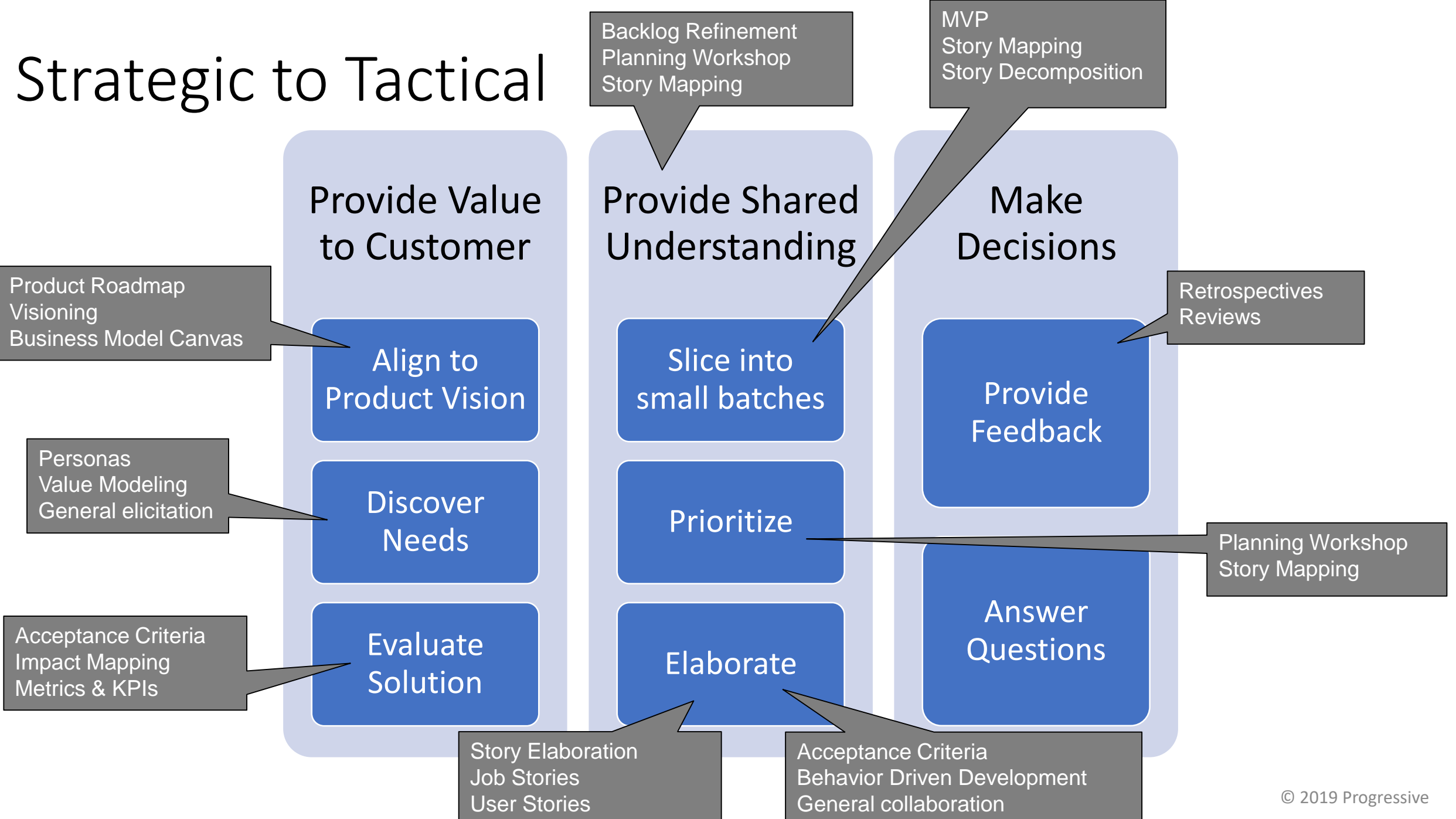
- Link strategy to customer needs
- Define scope in small batches
- Focus on providing customer value
- Provide shared understanding
- Learn & grow from feedback

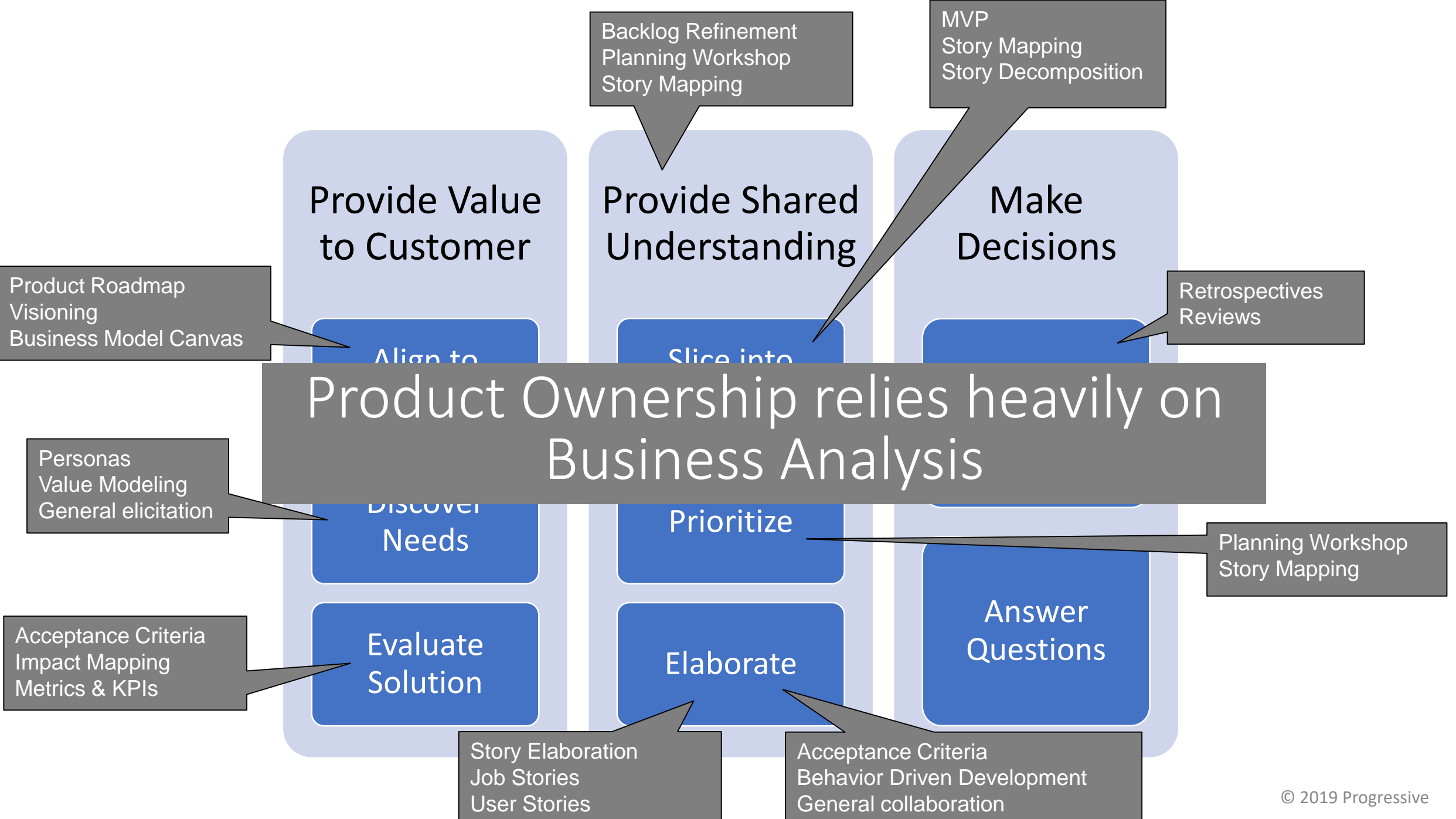


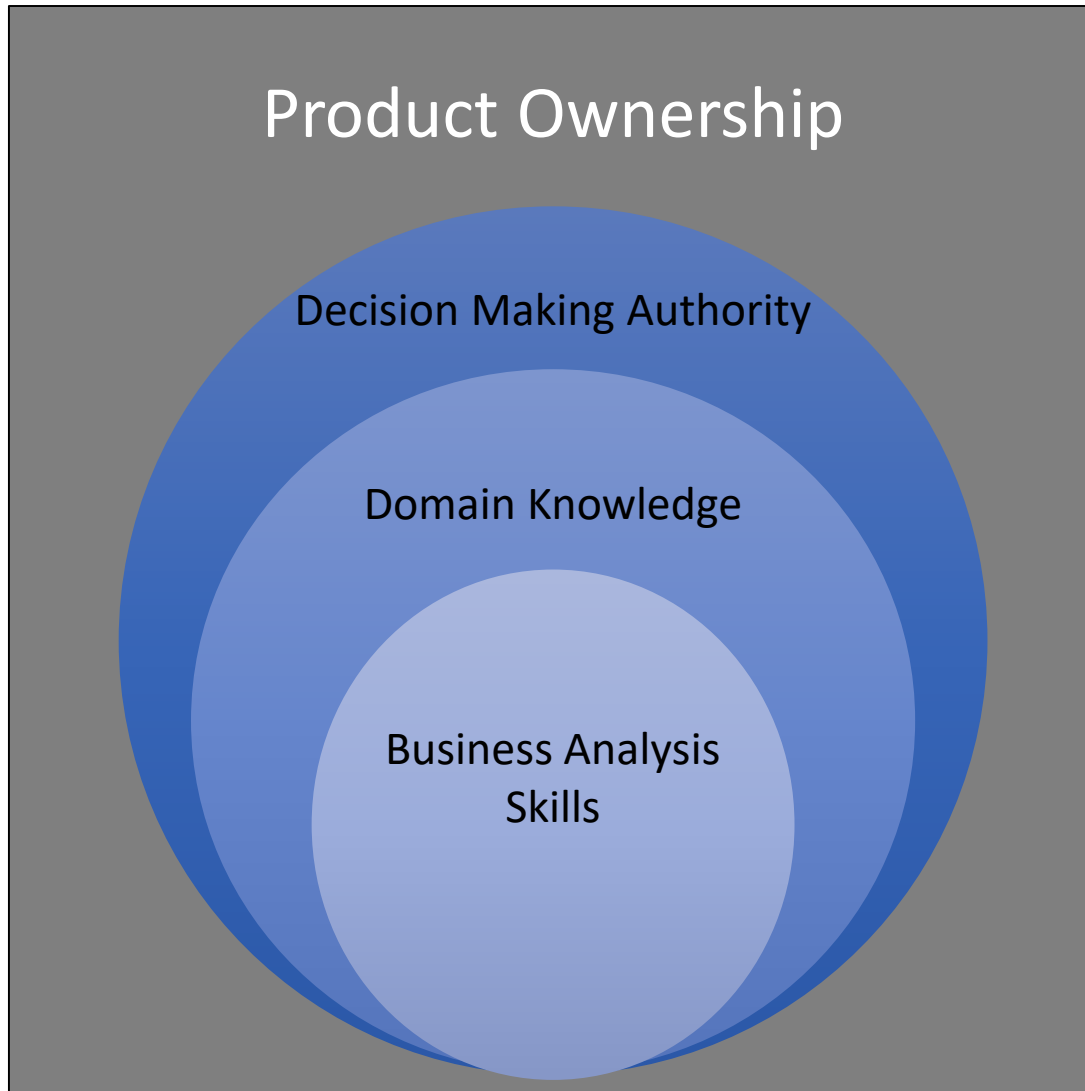
What is Product Ownership?



Strategic to Tactical





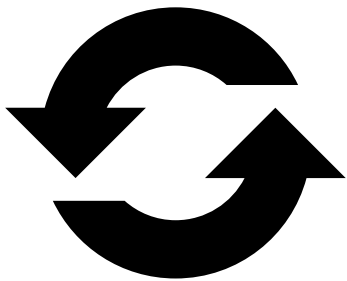
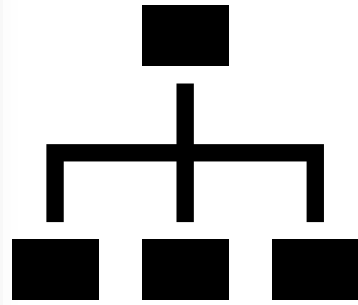


Product Ownership includes Decision Making Authority

Development Team members with
Business Analysis skills
can support Product Ownership

When is this support needed?

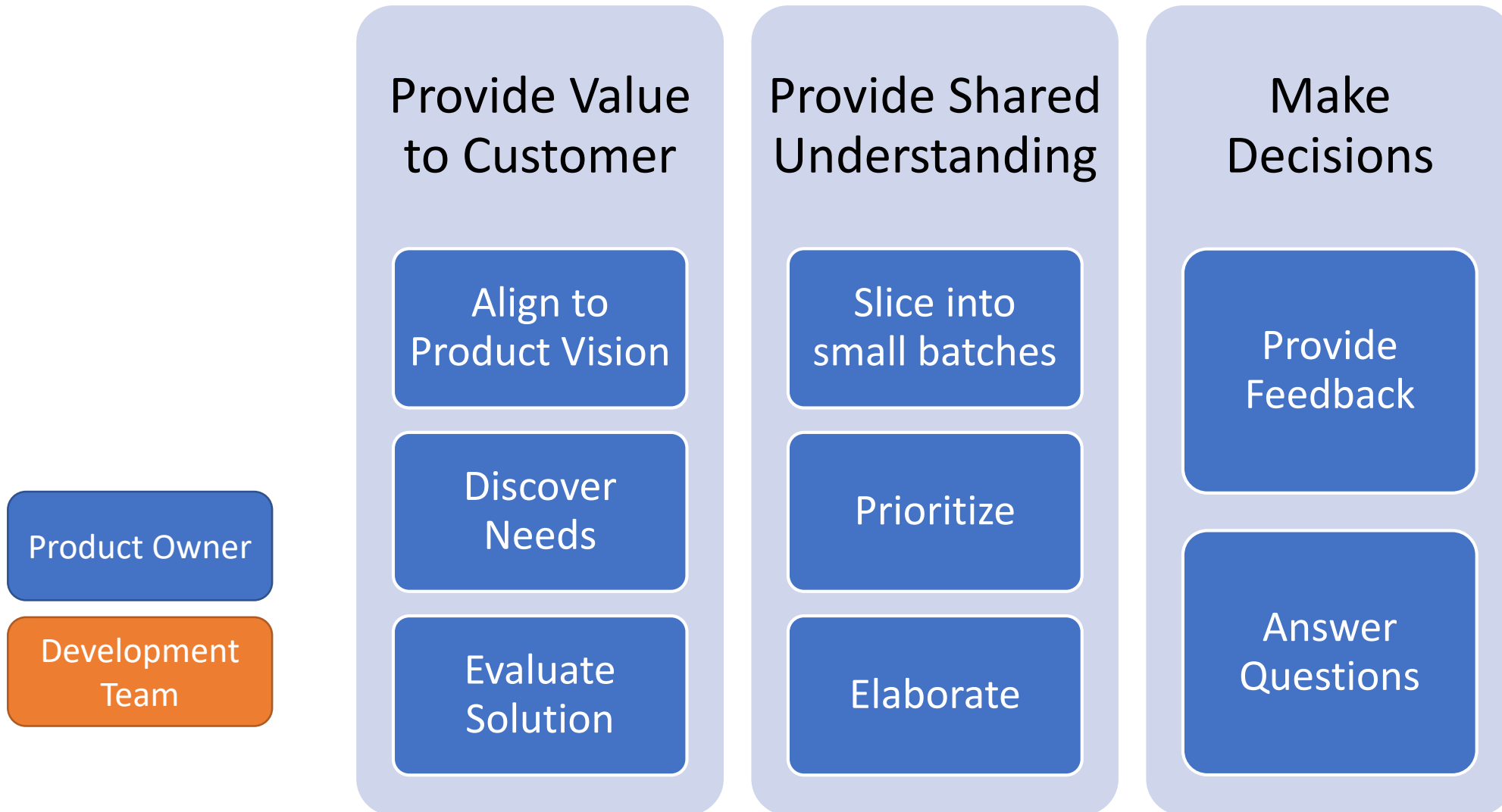
Factors that Influence Product Ownership Support Needs



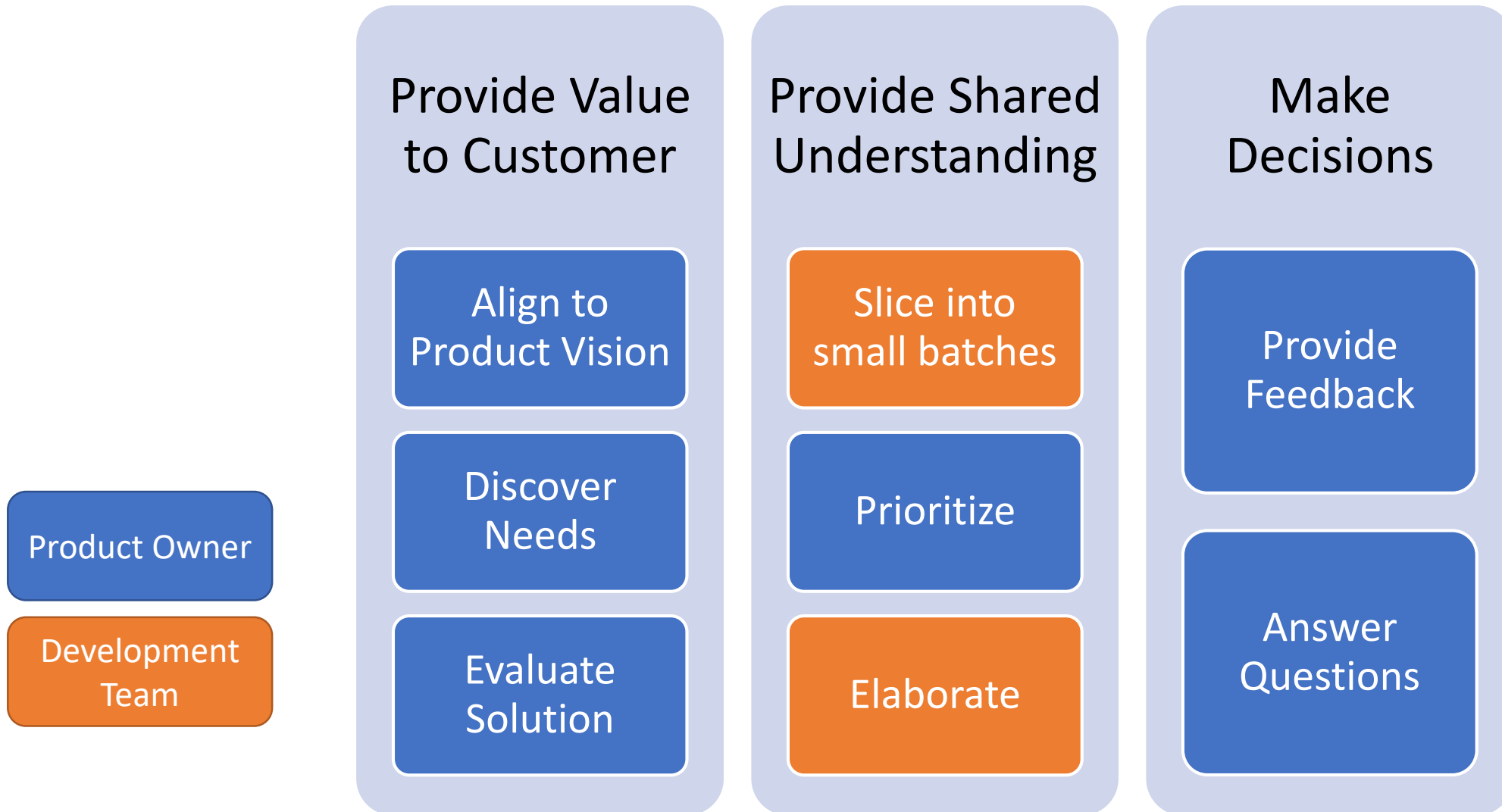
What does Product Ownership look like on real teams?



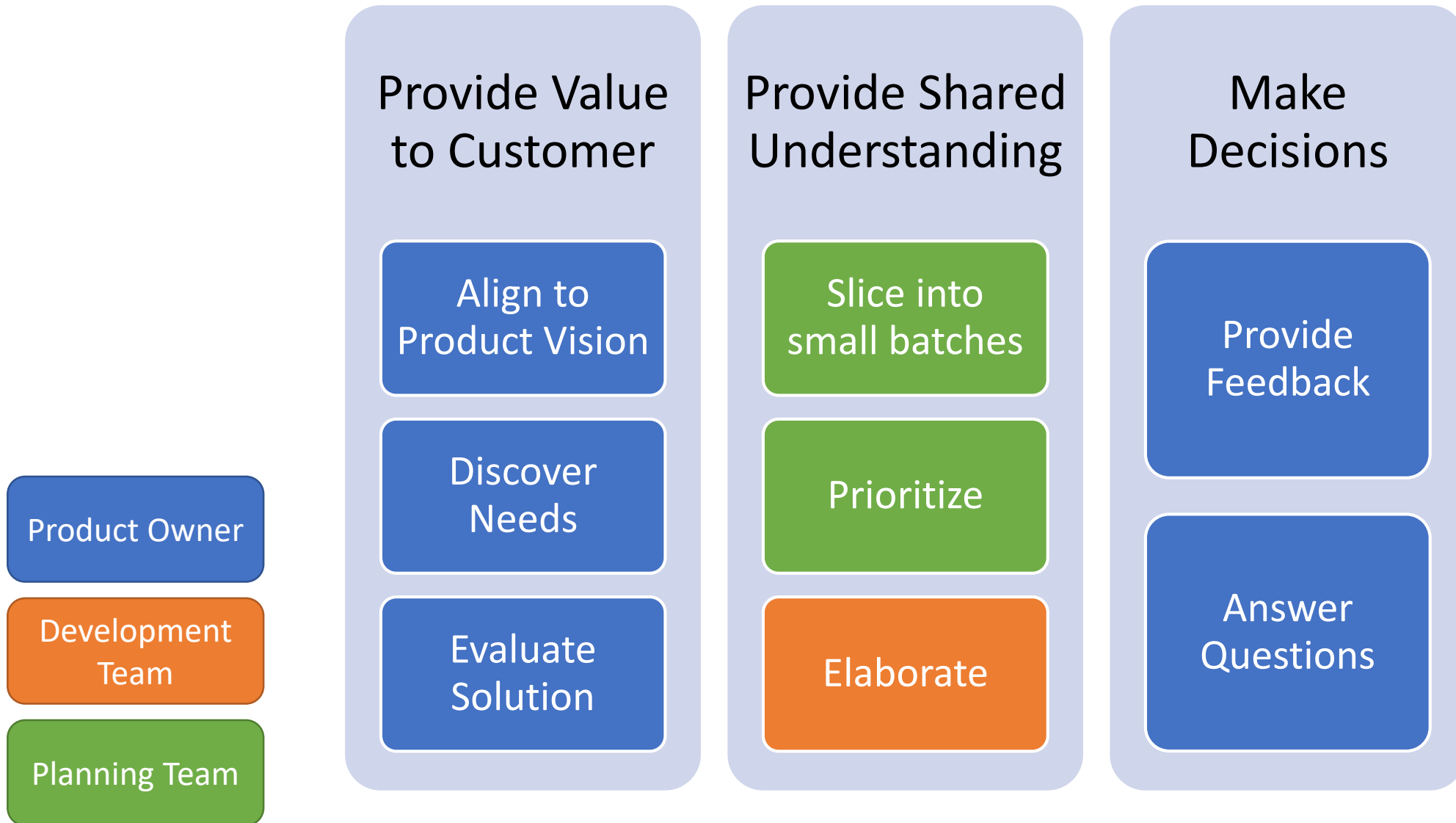
Example 1: Low-Complexity Environment



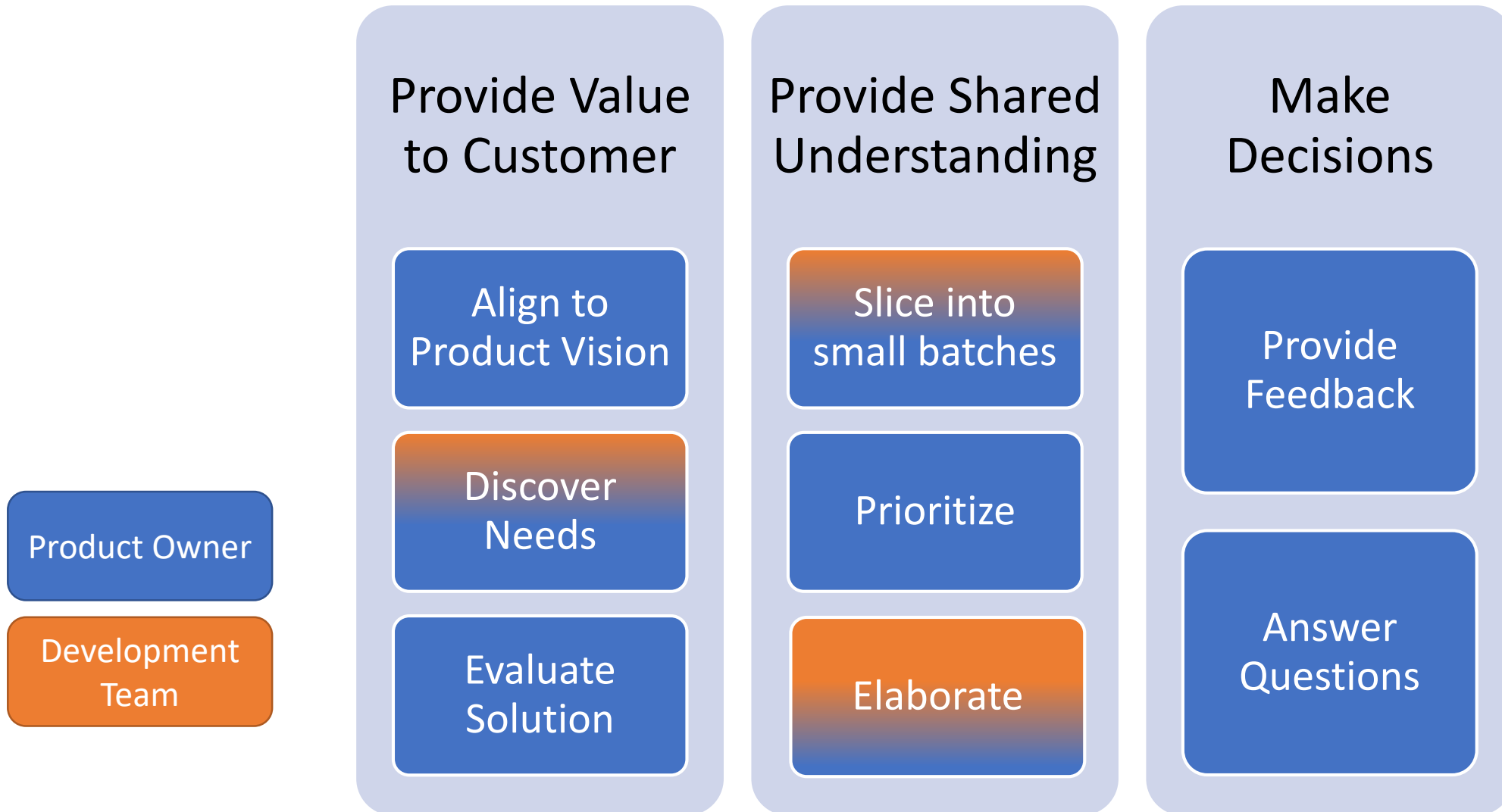
Example 2: Typical* Applications work



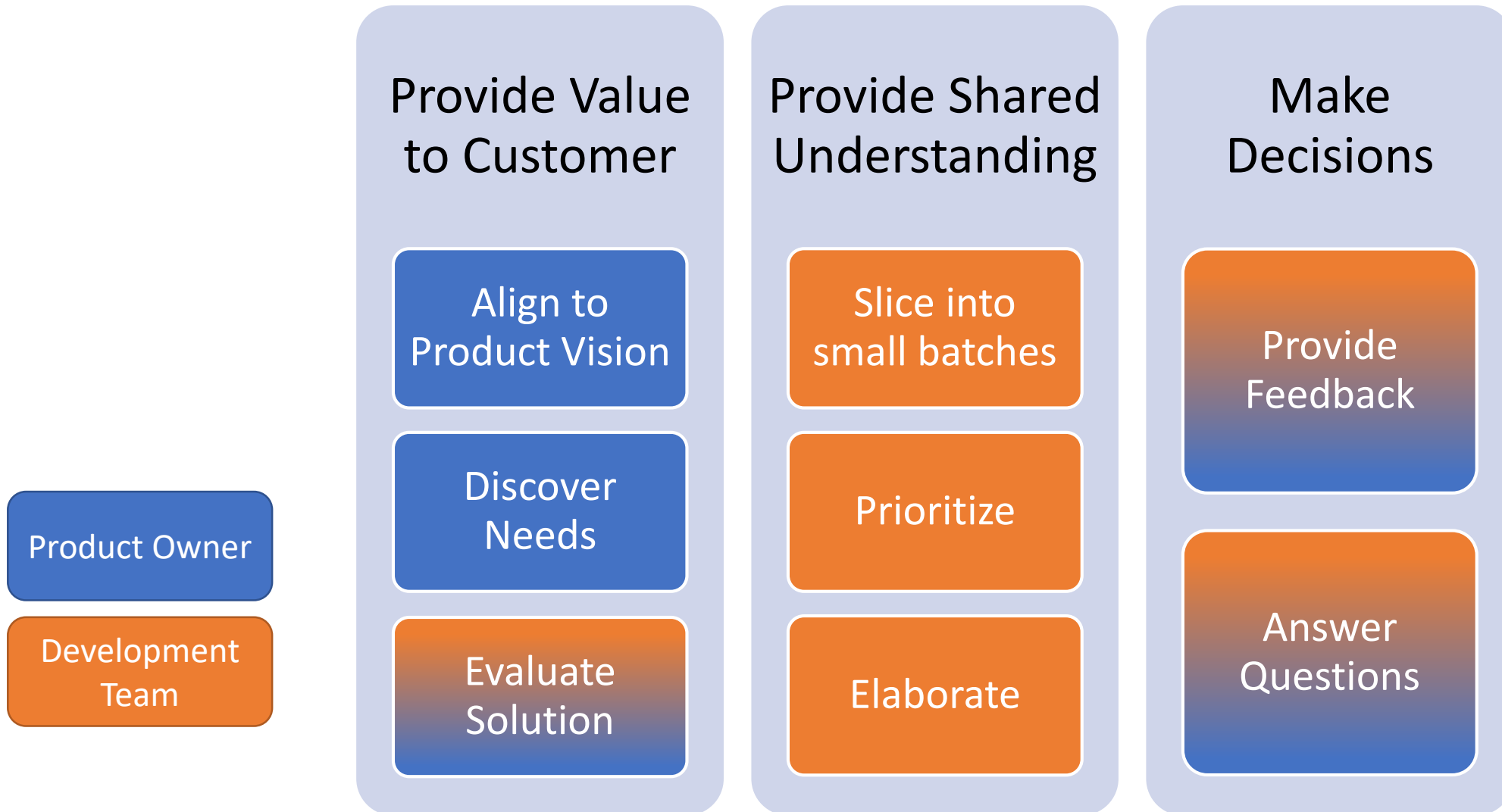
Example 3: High-Complexity Application



Example 4: High-Complexity Analysis



Example 5: High-Trust Environment



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 teammates over job titles
 - Pros & cons to various models



Risk

Learn

Grow

