Keep the Customer Satisfied
Agile Business Analysis - Dorothy Tudor - TCC
Agile Business Conference London 2013
Who are We?

- Since 1981 (Sandbach, Cheshire; Guildford, Surrey)
- Agile Coaches, Facilitators, Trainers
- BCS Business Analysis Accredited
- Agile, DSDM, Scrum
- PRINCE2, ITIL Service Management
- www.tcc-net.com
Dot Tudor

- TCC Technical Director
- Accredited Agile Coach, Scrum Master
- Agile Alliance, Agile Leadership Network
- Accredited Facilitator
- Agile Project Management Practitioner/Trainer/Examiner
- DSDM Advanced Practitioner/Trainer/Examiner/Co-Author
- PRINCE2 Accredited Practitioner/Trainer
- ITIL Service Manager
- BCS / ISEB Business Analyst
- Fellow of the British Computer Society (FBCS)
It’s the same old story, everywhere I go ...
I get slandered, libelled ....

I hear words I never heard in the Bible ...
I get slandered, libelled ....

- I’m one step ahead of the shoeshine ....

- Two steps away from the county line ....
... just trying to keep my customer satisfied
Keep the Customer Satisfied!

- How is **Agile Business Analysis** different from traditional Business Analysis?
  - Is it just the same old stuff, but faster?
  - Is it just too wild and undisciplined?
  - Do we stop documenting requirements now?
  - Is it just User Stories and Demos?
  - Do we need Business Analysts at all now?

- Do Agile Business Analysts need to learn new skills?
• What is the value of Business Analysis (BA)?
Value of BA
Seriously though ... 

... What value does the Agile Business Analyst add?

- End to end
- Top to bottom
- Process improvement (Lean)
- Facilitation / negotiation / communication / soft skills
End to End processes and Value Chain

Management

BA

End to End

Finance
Sales
Marketing
Despatch
End to End processes and Value Chain

Management

BA

Finance

Sales

Marketing

Despatch
End to End

Designers and Developers

Testers and Implementers
End to End, Top to Bottom, all one team

Business and IT
An Organisational View of Processes

Resources

An Organisation

Management

Product Needed

Product/Service Market

R&D Process

Sales & Marketing Process

Manufacturing & Order Fulfilment Process

Product Marketed

Product Sold

Product Ordered

Product Needed

Product Marketed

Product Sold

Product Ordered

Product Ordered

Product Ordered

Product Ordered

Product Ordered
The Value Chain
Lean – underpinning principles

- **Value:** specify the value desired by the customer
- **Value Stream:** identify the value stream for each product/service and challenge wasted steps
- **Flow:** make the product/service flow continuously, eliminate barriers
- **Pull:** introduce pull between all steps in time to meet demand from the customer
- **Perfection:** manage towards perfection: number of steps, time and information required to serve customer continually falls
What is Value?

- Value is what the customer wants ...

- And **ONLY** what the customer wants

- Only the customer can define what represents value to them
The Kano Model

PERCEPTION (Customer Satisfaction)

WOW

WANT

Delighters / Exciters

MUST

Satisfiers

Dissatisfiers

0%

100% (Customer Expectation)

After: Professor Noriaki Kano 1980
Architecting a better solution
In Detail, then ...

• ... What does the Agile Business Analyst add?

• End to end

• Top to bottom

• Process improvement (Lean)

• Facilitation / negotiation / communication / soft skills
Traditional v. Agile Delivery

Traditional Business Analysis

Feasibility → Requirements Analysis → Design → Build → Test → Deploy

Agile Business Analysis

Feasibility → Foundations and High Level Analysis → Detailed requirements emerging ...

Sprint / Timebox → Sprint / Timebox → Sprint / Timebox → Sprint / Timebox

Detailed analyse, design, build, test, deploy
The Requirements Lifecycle

- Elicitation
- Validation
- Management and documentation of requirements
- Analysis
The Requirement Lifecycle

Elicitation
- Facilitated Workshops
- Model-building
- Interviews
- Observation
- Scenarios
- Prototypes

Analysis
- Realistic?
- Ambiguous?
- Combined Requirements?
- Aligned with Business?
- User Stories
- Use Cases
- Story Mapping
- Role Plays

Validation
- Prototypes
- Demonstrations
- Hands-on Usability Sessions
- Reviews
- Models and diagrams
- Acceptance Criteria and testing

Management  Traceability, Stability, Change Management
An Agile Project Lifecycle

[Diagram showing the Agile Project Lifecycle with stages such as Increment 1, Increment 2, Increment 3, Timebox 1, Timebox 2, Timebox 3, Deploy, Fixed End Date, and Project On Track.]
Working in Sprints – a software example

• Teams organises their work so that it flows:

A Sprint (Timebox, Iteration)

A fixed time (10 – 30 days typically) by the end of which working product will have been produced and a business need met.
Helping the Stakeholders to communicate
Competencies of the Agile BA

- Facilitator
- Peace-maker
- Competencies of the Agile BA
  - Negotiator
  - Champion of the Requirements
  - Skilled
  - Curious and Agile!
Modelling and Diagramming
Modelling and Diagramming

[Diagram of a web page layout with different sections like Main Advert Space, Product Information, and Main Content.]
Prototyping and Demonstrating

Screen-based, animated

Role-play

Paper-based

Experimental

Show, Tell and Do!

Video
How the Agile BA adds value (ROI)

The Agile BA can impact Return on Investment (ROI) for a project / change

ROI = Value delivered by solution – total cost of solution

A BA can:

• increase the value achieved
• reduce the cost to implement
• reduce cost of ownership
5 Top Tips for Agile Business Analysts

1. Clarify project objectives at the outset, and check alignment with organisation’s strategy

2. Lead prioritisation, always within a timeframe and in light of the objective

3. Assist incremental planning by asking, “What small, useful piece can we deliver early?”

4. Respect the customer (the BA is not the customer, even by proxy!)

5. Draw diagrams! Have a high level blueprint for the project, to enable dependencies to be seen
5 more Top Tips for Agile Business Analysts

1. Root cause, not symptom; Requirement not solution

2. Stakeholder analysis and education. Bring key resources together

3. Document “just enough” and “just in time”. Keep out of the detail until the last responsible moment

4. Know the Business Case

5. Use visual, auditory and kinaesthetic communication

Show, Tell and Do
Agile Project Framework and AgileBA
DSDM 5 Key Practices

• MoSCoW Prioritisation

• Modelling

• Facilitated Workshops

• Iterative Development

• Timeboxing
Any Questions?
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