I’m an Alien ...

A Business Analyst in an Agile World

Dorothy Tudor - TCC

ABC 2014
Dot Tudor

- TCC Technical Director
- Accredited Agile Coach,
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- Scaled Agile (SAFe) Program Consultant
- DSDM Advanced Practitioner/Trainer/Examiner/Co-Author
- Agile Alliance, Agile Leadership Network
- Accredited Facilitator
- Agile Project Management Practitioner/Trainer/Examiner
- PRINCE2 Accredited Practitioner/Trainer
- ITIL Service Manager
- BCS Business Analysis Diploma Co-founder
- Fellow of the British Computer Society (FBCS)
Who are We?

- Since 1981 (Sandbach, Cheshire; Guildford, Surrey)
- Agile Coaches, Facilitators, Trainers
- BCS Business Analysis
- Agile, Lean, DSDM, Scrum, SAFe
- PRINCE2, ITIL Service Management
- www.tcc-net.com
As a Business Analyst, I have skills ...

but the Agile teams undervalue my skills. I am expected to produce requirements instantly.

I don't have the time to do my job in Agile.
From a developer

“I’m an Agile Developer. Why do we need Business Analysts at all?

I can just talk to the business and find out what they want.

I’m not even sure what these Business Analysts do!”
I hear what you say about the Business Analyst ...

– isn’t that just the Product Owner?
From a business analyst

"I am a Business Analyst and I am expected to be a proxy for the Business Product Owner.

I have neither the perspective nor the buy-in from the business to do this."
BA? I’m an Alien ...

I feel like an Alien in the Agile project.

Do I even have a role in Agile?

belonging to a foreign culture

a being from another world

an enemy?
Our Journey Today

• Look at evidence for and against the BA in an Agile world
• Look at what the Product Owner does
• Look at what the BA does

• Identify the issues they both face
• End with some hints and tips for success
• ... and an exercise
• ... and a little music 😊
The evidence for and against ...

It's all about the skills, stupid!

Generalising Specialists

T-shaped People

It's "The One" Product Owner

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Has Scrum killed the BA?
The evidence for and against ...
Congratulations. You’re now an Agile Product Owner, the champion for your product. No biggie!

You just have **ultimate accountability** for the health and well-being of your product. You “own” the **product vision**, deeply and emphatically understanding **customer needs**, keeping pulse of changing **stakeholder values**, and making continual **decisions** on what to build (or not), and when.

This is a tall order!

(Ellen Gottesdiener)
Congratulations. You’re now an Agile Business Analyst.

You help to formulate the product vision, potentially across several products, deeply and emphatically understanding customer needs;

You analyse the power and impact of stakeholder viewpoints, and aid communication between stakeholders;

You analyse the internal and external environment of the organisation and analyse and manage requirements;

You facilitate and negotiate between stakeholders and developers about value chains and what to build (or not), and when.

This is a also tall order!

(Dot Tudor)
The Organisation - A Viable System

The External Environment

Customers, Suppliers, Regulators, etc

The Viable Systems Model

“Now” Focus

identity

planning

feedback

direction

“Future” Focus

co-ordination

operations

AFTER Stafford Beer: the Viable Systems Model
So what skills / attributes?

BA alone?

Skills both have?

PO alone?

- EXTERNAL
- MISSION
- OBJECTIVE
- STRATEGY
- INTERNAL
- MANAGEMENT
- STAKEHOLDERS
- DEV TEAM
## BA Skills in the Requirements Lifecycle

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

**Analysis**
- Realistic?
- Ambiguous?
- Combined?
- Aligned Business?
- Lean Canvas
- Impact Maps
- User Stories
- Use Cases
- Story Mapping
- Specification by example
- Role Play

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

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**Management** Traceability, Stability, Change Management
Key elements of Product Owner Role

- **PO**
  - Manages the flow of work into the Dev team
  - Maintains the Product Backlog
  - Closest person to the "business side"
  - Charged to "get this product out"
  - Expected to "satisfy all stakeholders"
  - Makes scope versus schedule decisions

"The Product Owner may be supported by others but must be a single person." (Core Scrum)
Knowing what’s in scope

Extra Leg Room?
Between them, they must look after ...

- The “Here and Now”
- The Future
... For different types of Customer

Internal End User

External End User

The Public

Other Businesses

Managers

Strategists

Sponsors

Shareholders
... For different types of Change

- Regulatory
- Internal process change
- Product development
- Maintenance
- Innovation
- Continuous flow
- Projects and programmes
Does anyone want to do it alone?

“For building a home **by yourself** you need to hire an **architect**, they will do all the drawing and calculations; then you can hire contractors to do the **build**, or do it your self .. if you have the skills and knowledge.”

You’ll need:
- An Architect
- Quantity Surveyor
- Siteworkers
- Bricklayers
- Roofers
- Electricians
- Plumbers
- Carpenters
- ... Etc ...
Oh and by the way, did you see the Alien?
The Magical Number 7

“The span of absolute judgment and the span of immediate memory impose severe limitations on the amount of information that we are able to receive, process, and remember.”  

George Miller 1955
BA versus PO

Whose job is it?

- Vision
- Stakeholders
- Value
- Product Backlog
- User Stories
- Communication
9 Things Every Agile Product Owner Should Know!

1. Put the Ends before the Means
2. Build Empathy for Your Customer
3. Stand Up
4. “Cozy Up”
5. “Fess Up”
6. Decide How to Decide
7. Move in Measurable Inches
8. Develop Telescoping Vision
9. Use Roadmaps as a Guide, but Don’t Pave Them

After Ellen Gottesdiener 2014
9 Things Every Agile BA Should Know

1. Clarify the End, and check alignment with wider strategy
2. Build empathy: PO, Dev Team, other stakeholders
3. Stand Up
4. “Cozy Up” to PO and the Dev Team
5. “Fess Up” – facilitate Retrospective effectiveness
6. Guide prioritisation, within timeframe / objective
7. Assist incremental planning by asking:
   "What small, useful piece can we deliver early?"
8. Draw diagrams / create models!
9. Respect the customer, the PO, the team
Top Tips for BA and PO

- Root cause, not symptom; Requirement not solution; Value not quantity.

- Stakeholder analysis and education. Bring key resources together

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

- Know the Business Case – and share!
All in all ...

It’s more than a “headfull” for any one person!
... and everything’s connected

“IS there ANY TEA on this spaceship?”
The End?

Or is it just the beginning of a great collaboration?
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Any Questions?
The AgileBA Handbook

TOPICS:

• The Strategic and Project Business Analyst in the Organisation
• Agile Fundamentals and the Agile BA
• The Agile Project Business Case and Benefits
• Agile Stakeholders (project, business, external) and different expectations
• Requirements and User Stories
• Prioritisation
• Prototyping and iterative development
• Modelling
• Facilitated workshops and retrospectives
• Timeboxing, Planning and Estimating
• Requirements and the Requirements Lifecycle
• Transitioning to being an Agile BA
Results of the Workshop (Photos)
Skills Both have?
- External
- Mission
- Objective
- Strategy
- Internal Management
- Stakeholders
- Dev Team

- Knowledge
- Collaboration
- Communication
- Share Vision
- Analytical Skills
- Customer Advocate
- Prioritise
- Visualise
- Objective
- Management
- (Name)
That’s all, Folks

Thanks for Participating!