By - Lynda Girvan (lynda.girvan@assistkd.com)

'Putting the BA into BAcklog'

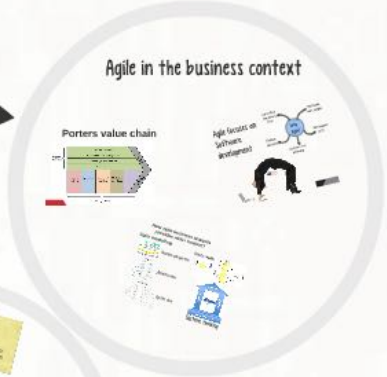
ASSIST knowledge development

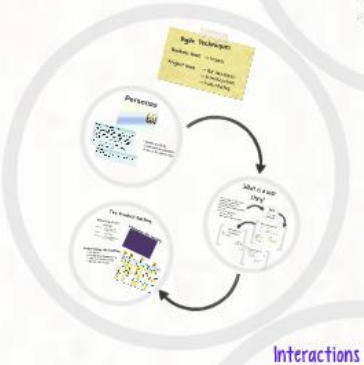
Product Backlog

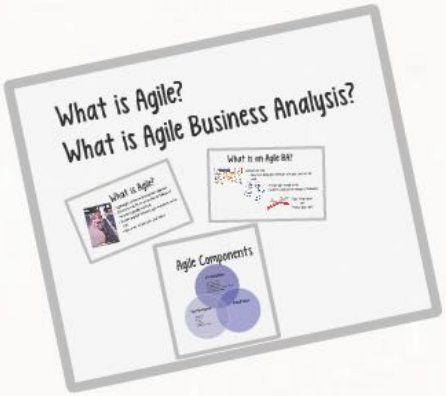
Agile in the business context

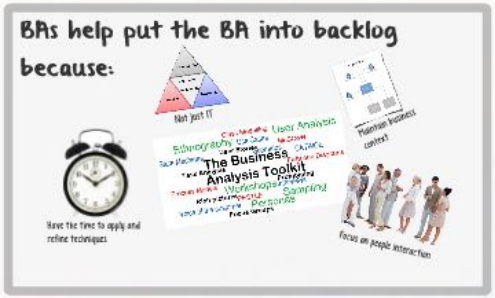
Applying agile techniques

Software processes don't kill projects, people do









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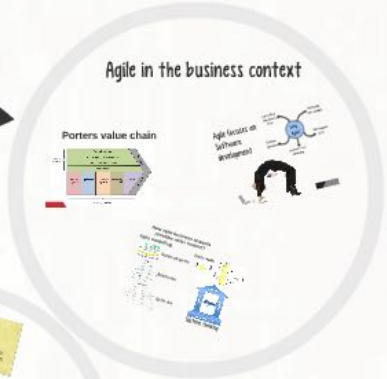

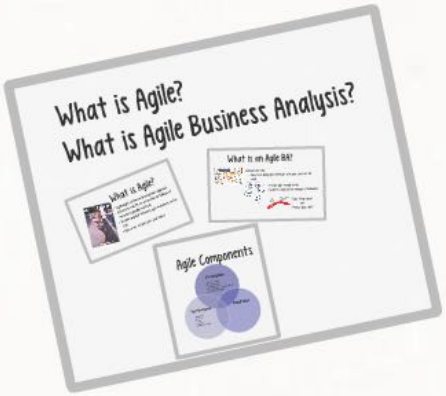

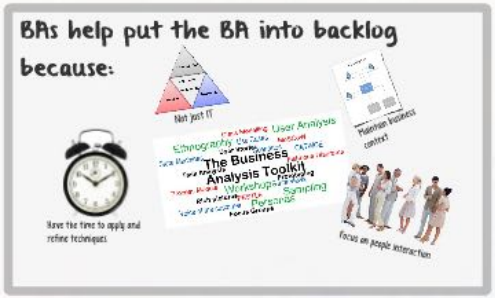

ASSIST
knowledge development
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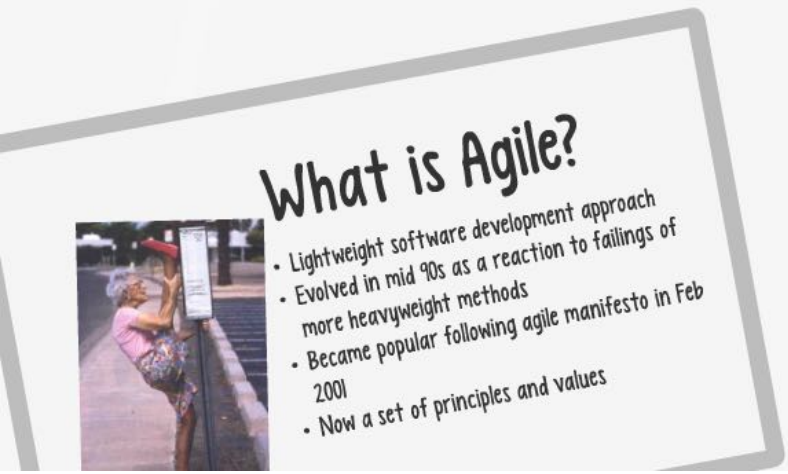
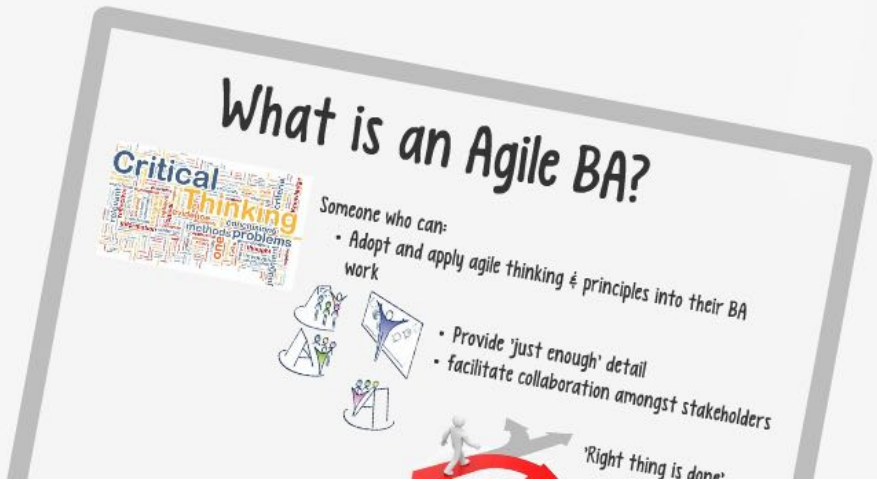
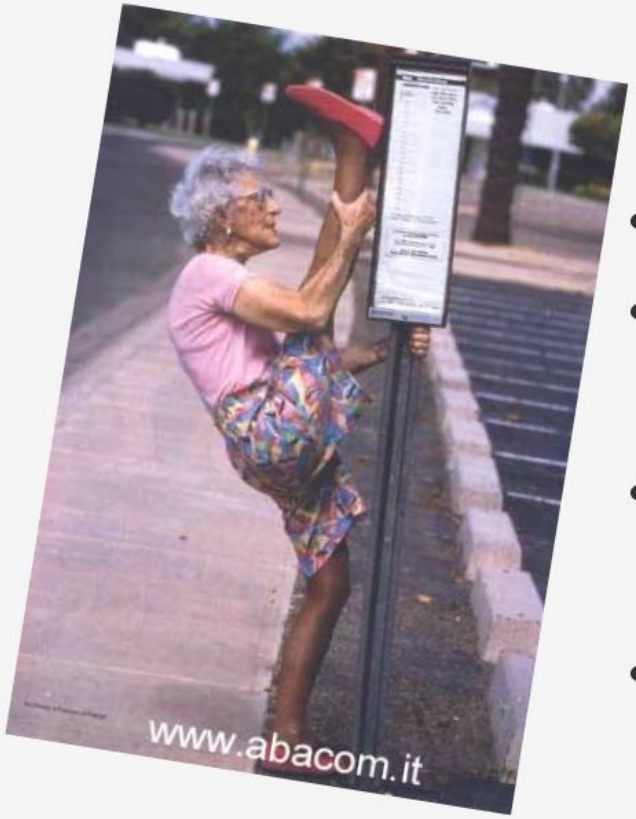
What is Agile?

What is Agile Business Analysis?







What is Agile?

- Lightweight software development approach
- Evolved in mid 90s as a reaction to failings of more heavyweight methods
- Became popular following agile manifesto in Feb 2001
- Now a set of principles and values

What is an Agile BA?

Someone who can:

- Adopt and apply agile thinking & principles into their BA work

- Provide 'just enough' detail
- facilitate collaboration amongst stakeholders

'Right thing is done'
and
'Thing is done right'

Agile Components

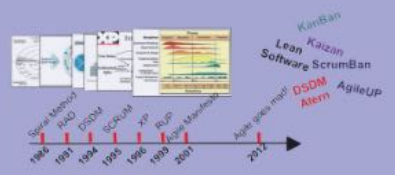
Principles

- Collaborative working
- self-organising teams
- Continuous improvement
- Iterative development & incremental delivery
- Plan for and build in change

Techniques

- Agile modelling
- User stories
- Backlog
- Estimation
- Managing the iteration

Methods



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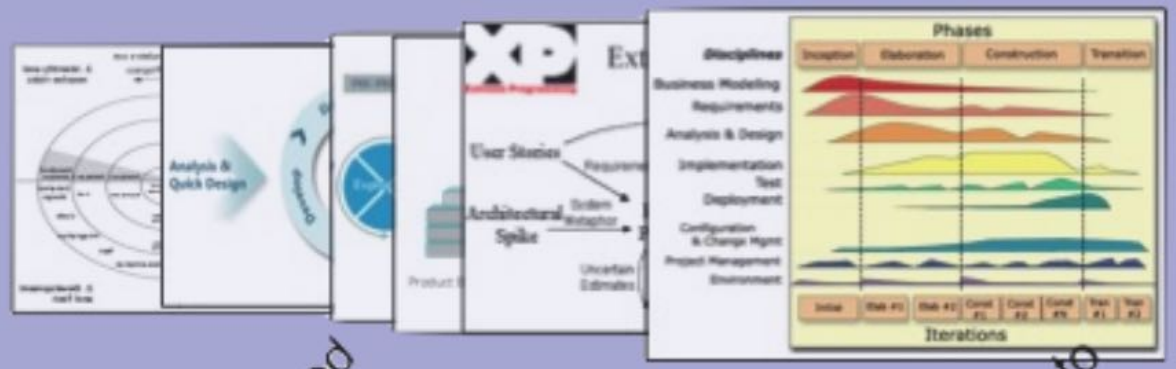

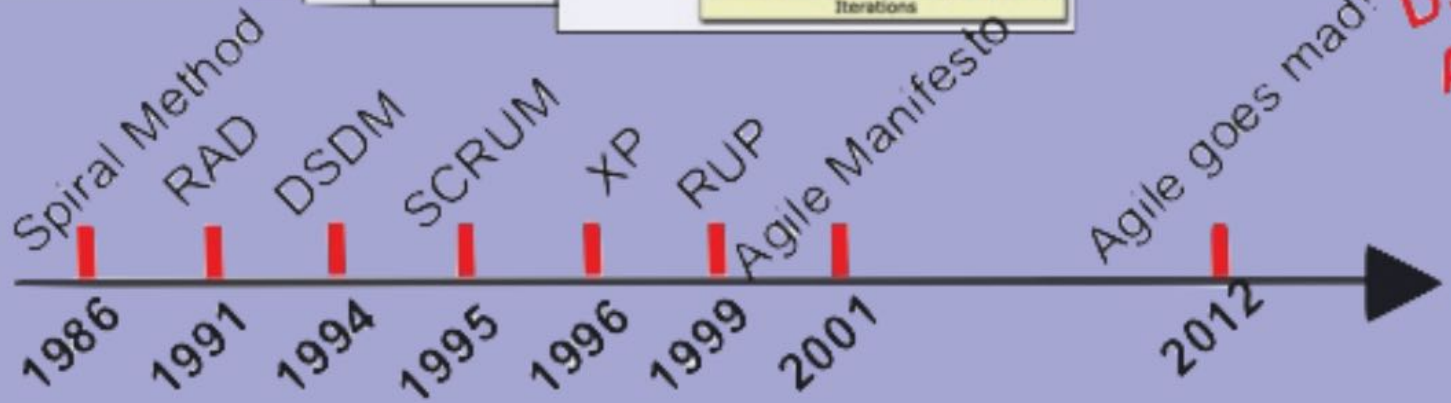

KanBan

Kaizan

Lean Software

ScrumBan

DSDM Atern

AgileUP

Techniques

- Agile modelling
- User stories
- Backlog
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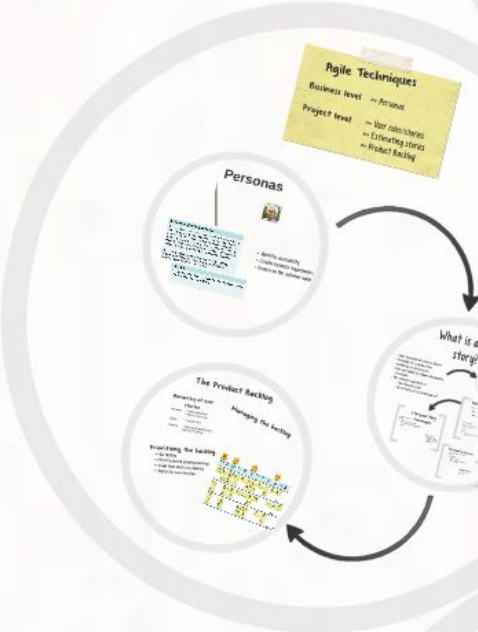
- Managing the iteration

Product Backlog

Agile in the business context

Applying agile techniques

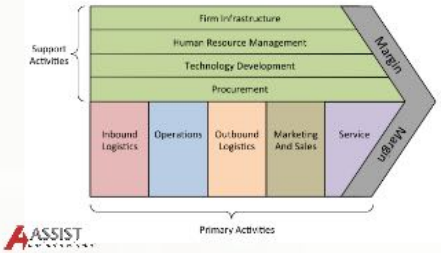


Software processes don't kill projects, people do

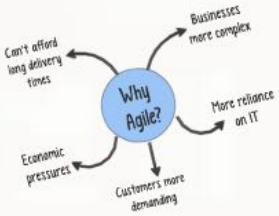
Backlog
Agile in the
business context

Agile in the business context

Porters value chain



Agile focuses on Software development



How agile business analysis provides wider context?

Agile Techniques

Business level => Personas

Project level => User roles/stories
=> Estimating stories
=> Product Backlog

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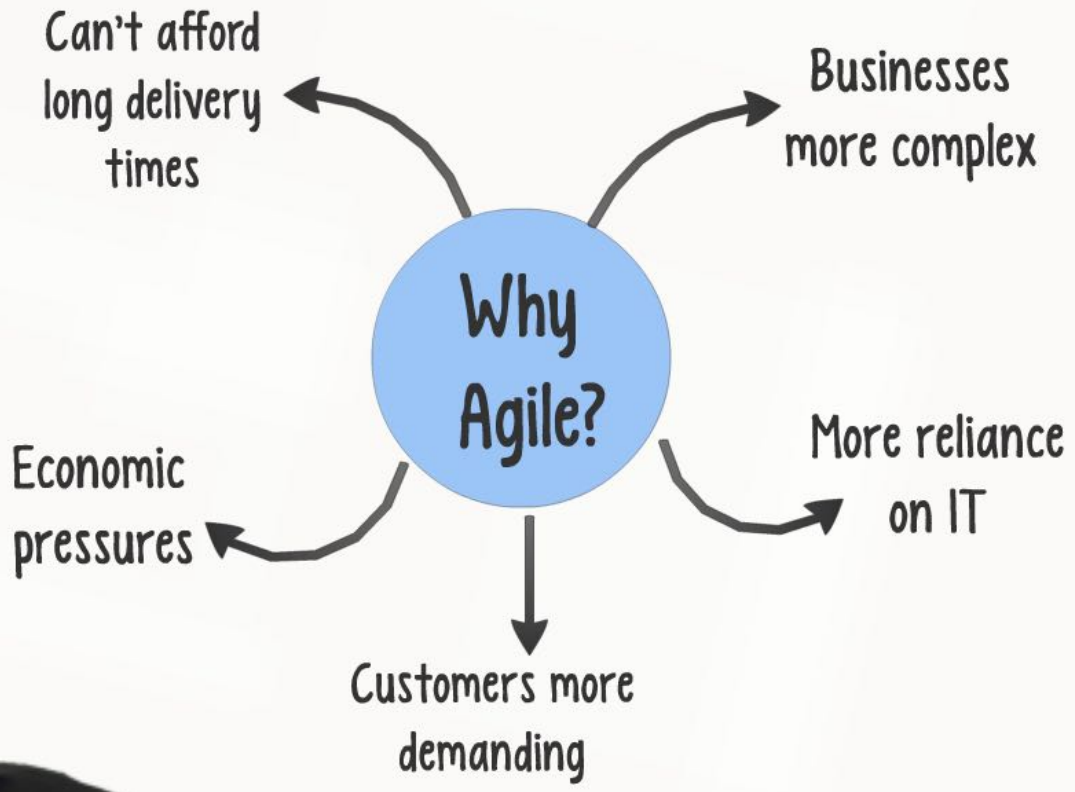

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Agile manifesto says:

Individuals and interaction over processes and tools

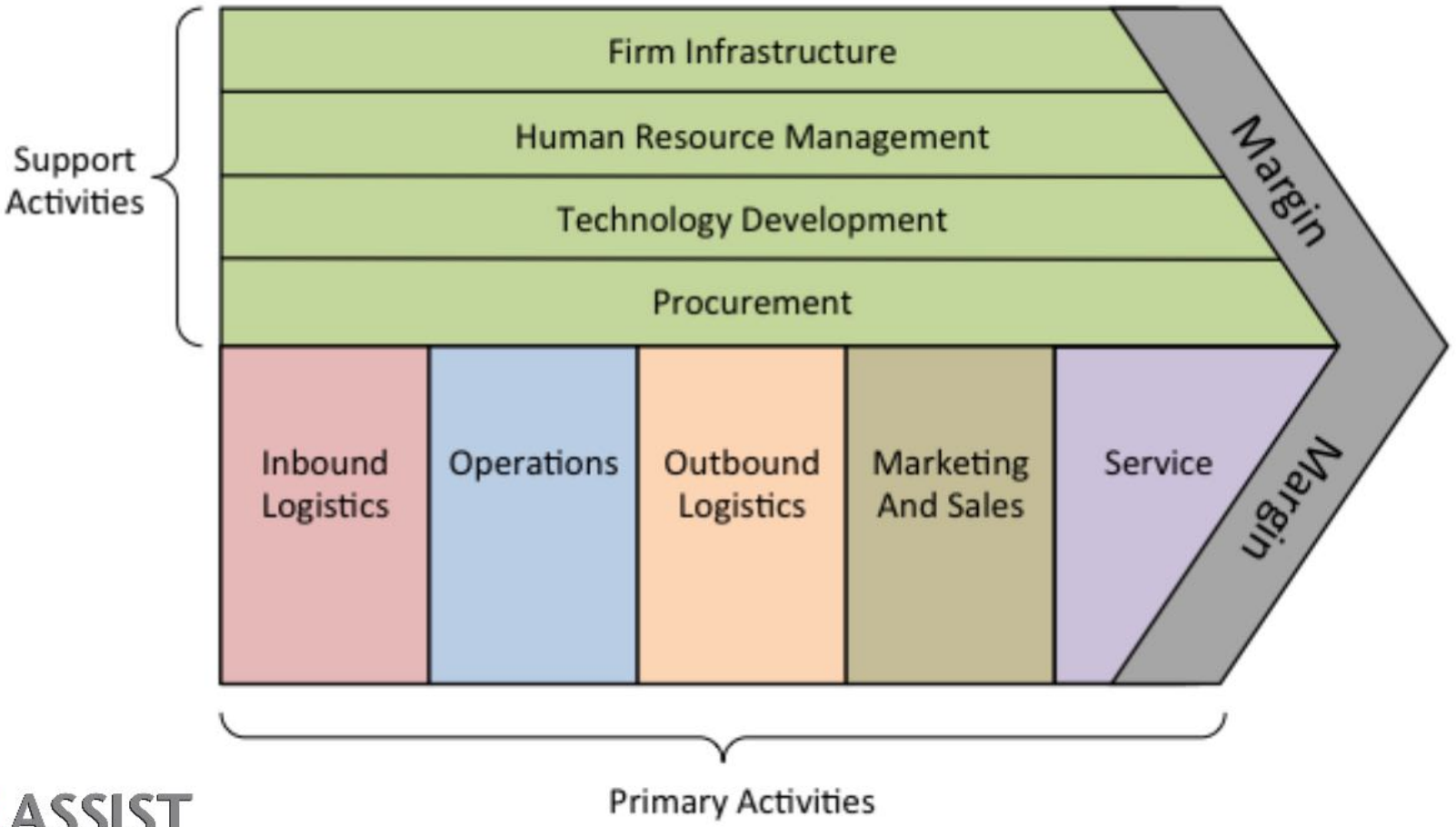
Value to customer

~~Working software~~ over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

Porters value chain



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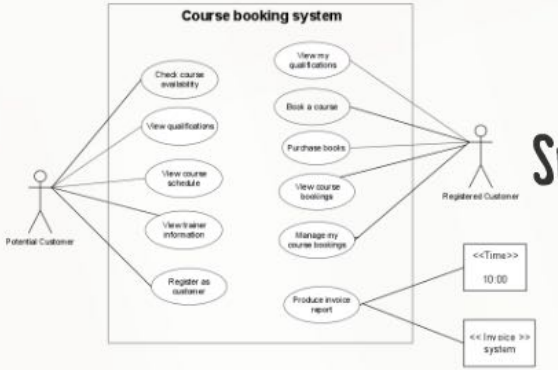
How agile business analysis provides wider context?

ASSIST knowledge development

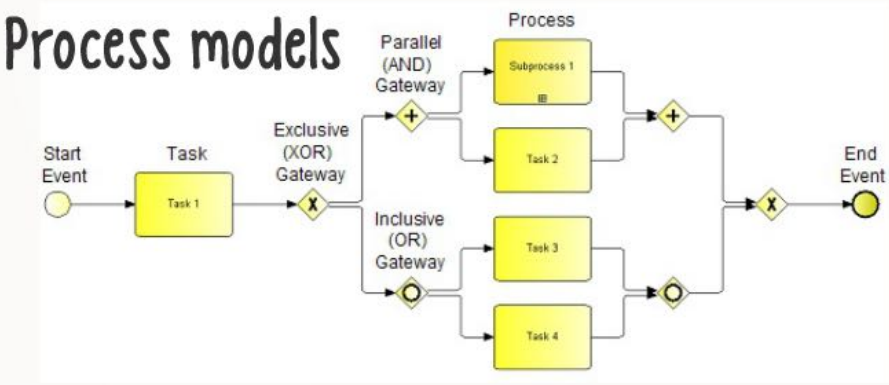
Agile modelling

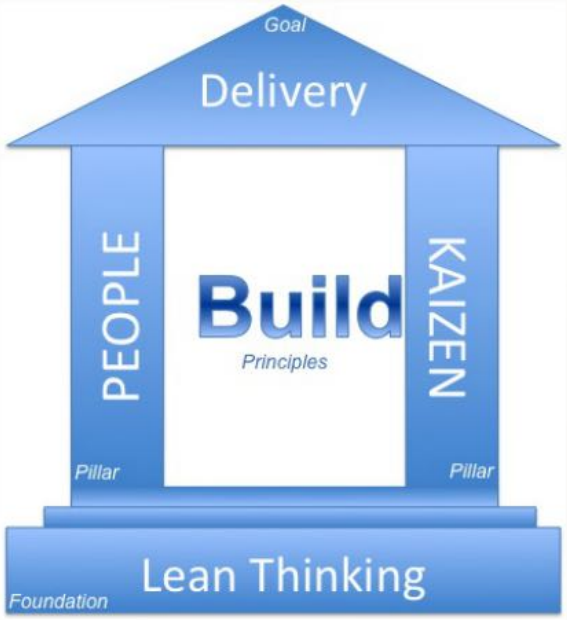
Business perspective

Business view

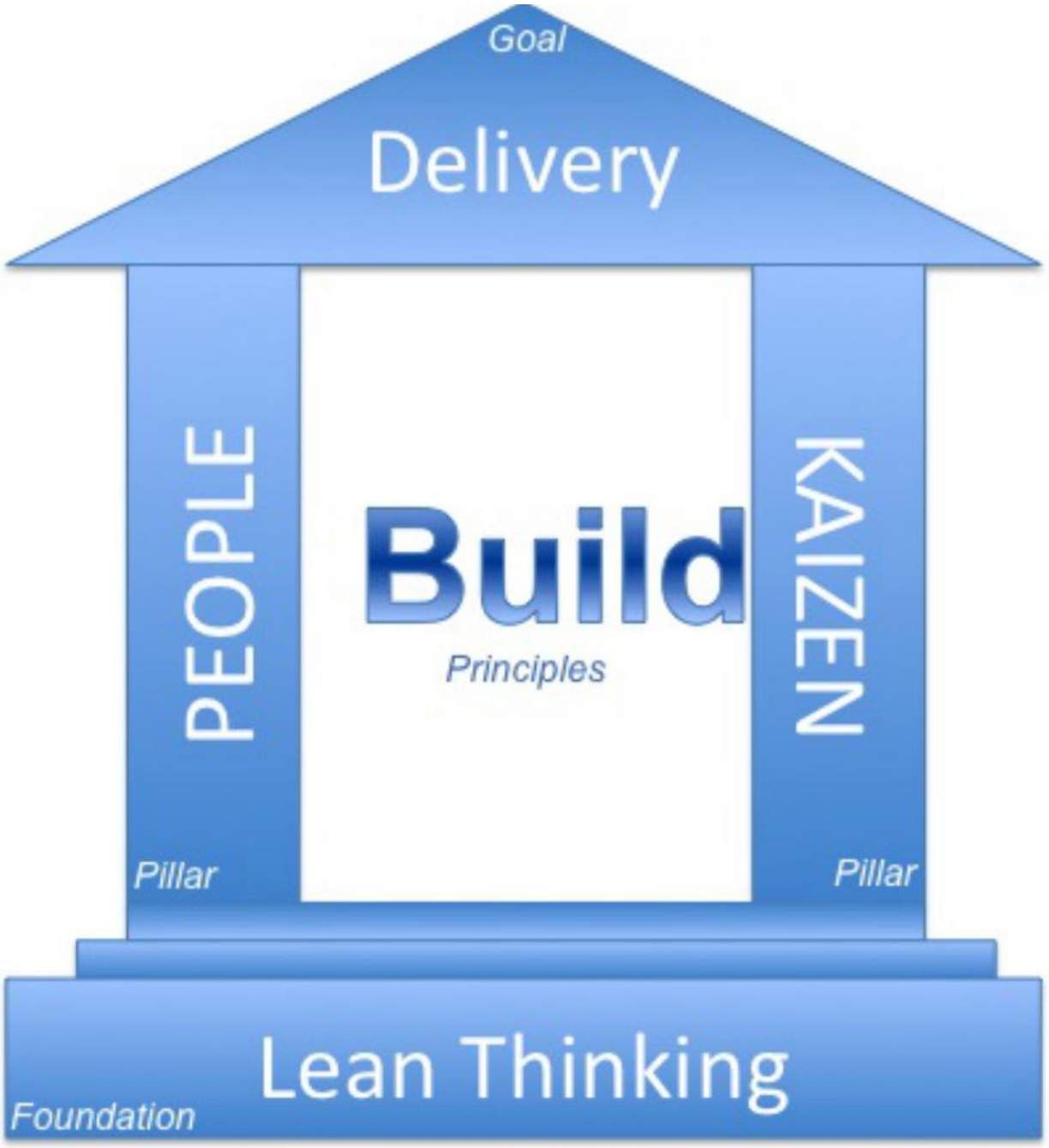


System view





Systems thinking



Systems thinking

Applying agile
techniques

Agile Techniques

Business level => Personas

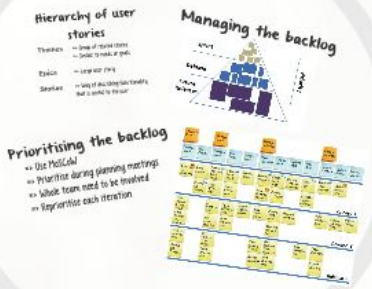
Project level => User roles/stories
=> Estimating stories
=> Product Backlog

Personas

- Identifies accessibility
- Creates business requirements
- Focuses on the customer value

What is a user story?

The Product Backlog



Interactions a
ov

Agile Techniques

Business level => Personas

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Personas

Persona – Charity shop worker

Beryl is retired and is a volunteer working in a charity shop 2 mornings a week. She sees the job as a way of getting out and meeting people. Her use of IT is minimal in that she uses a cash point machine but she doesn't have a computer at home. Beryl loves working in the shop but if new processes and IT get installed she may consider giving it up as she finds change stressful and can do without the bother at her age.

Scenario – Agility Leisure Centre

Agility Leisure Centre (ALC) is a locally run leisure facility that has squash courts, badminton courts, a swimming pool and health complex as well as a fully equipped gym. It also offers lessons for local schools, a variety of fitness classes, clubs and children's parties. Some of the fitness classes are run by third parties who hire the facilities.

ALC has commissioned work for an on-line booking system to replace their manual process of making bookings over the phone or in person.

The Task

In your groups identify 1-2 personas for the Agility Leisure centre on-line booking system.

- Identifies accessibility
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What is a user story?

need or feature
rsation

3C's

- Card

- Short description of a need or feature
- Placeholder for a conversation
- Written by, or for, end users
- Main instrument to influence development of software
- Not a formal requirement as:
    - Don't describe detail
    - do not form part of formal sign-off

3C's

- Card
- Confirmation
- Conversation

User story format

As a	(role or actor) (who)
I want	(what capability or feature do they need) (What)
so that	(why is it of business value or benefit) (Why)

Book squash court

As a ALC member I want to bulk book recurring

Confirmations

Only ALC members and ALC staff can use this

Book squash court

As a ALC member I want to bulk book recurring squash courts so that I don't waste my time making individual bookings

Priority - Should
Story points - 13

N.B ALC Manager says we must be able to provide a variety of recurrances (i.e. daily, weekly, monthly etc)

Confirmations

Only ALC members and ALC staff can use this function

Any double bookings must be shown during bulk booking so that additional dates/courts can be selected or deselected.

Story-writing techniques

- Identify 2-3 user roles
- For each:
  - Identify top level goal stories
  - decompose each user story into smaller stories

The Task

You will be provided with a user role for the ALC scenario. In your groups, identify as many user stories for that role as you can within the 5 minute time box.

- Write for one user
- Write in active language
- Keep the user interface out
- Write closed stories; must have a meaningful end

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Estimating Stories

- Determines how many stories can be delivered in each iteration

Methods of estimation

- Formal – from historical
- Expert – from experience and judgement
- Combination of above

= 37 story points on sprint backlog

= 24 story points completed

Team Velocity = 24 story points

Planning Poker

- Hold a workshop
- Pick a story and discuss
- Each agile team member picks/writes estimate
- Estimates revealed together
- High and low estimates discussed
- Team settle on agreed estimate

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How many sweets are in this jar?

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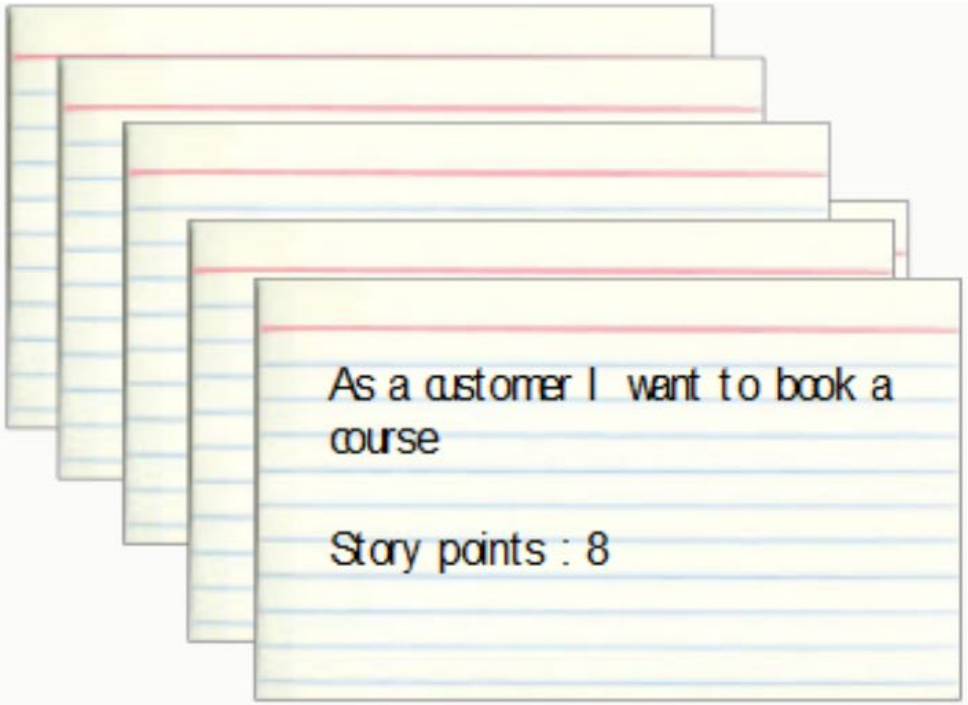

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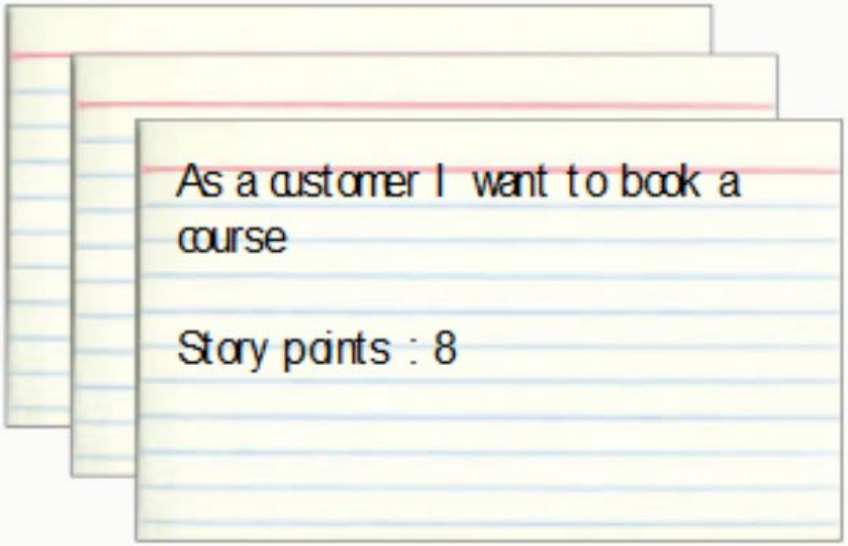

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The Product Backlog

archy of user stories

s => Group of related stories
=> Similar to needs or goals

Managing the b

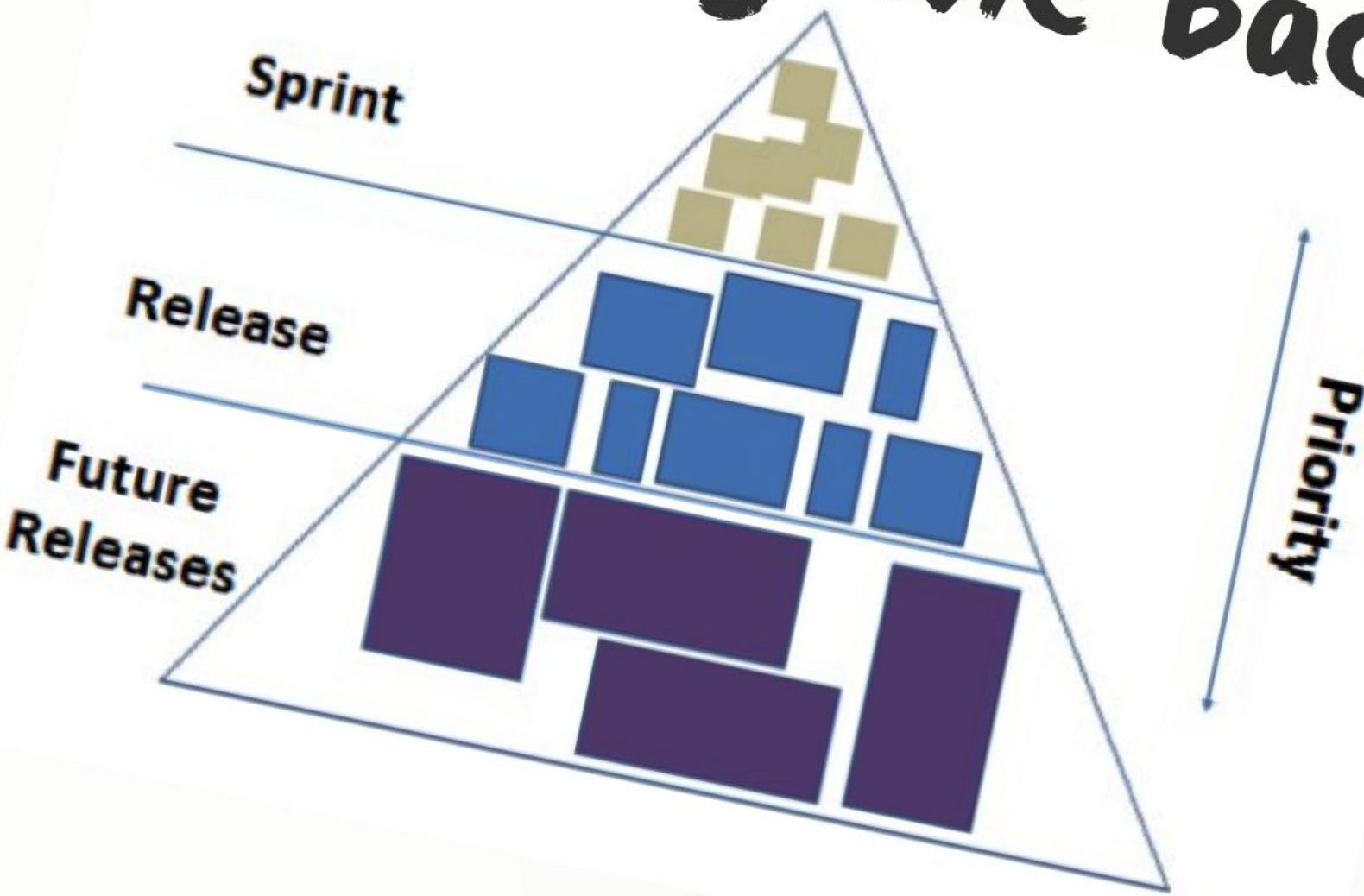
Hierarchy of user stories

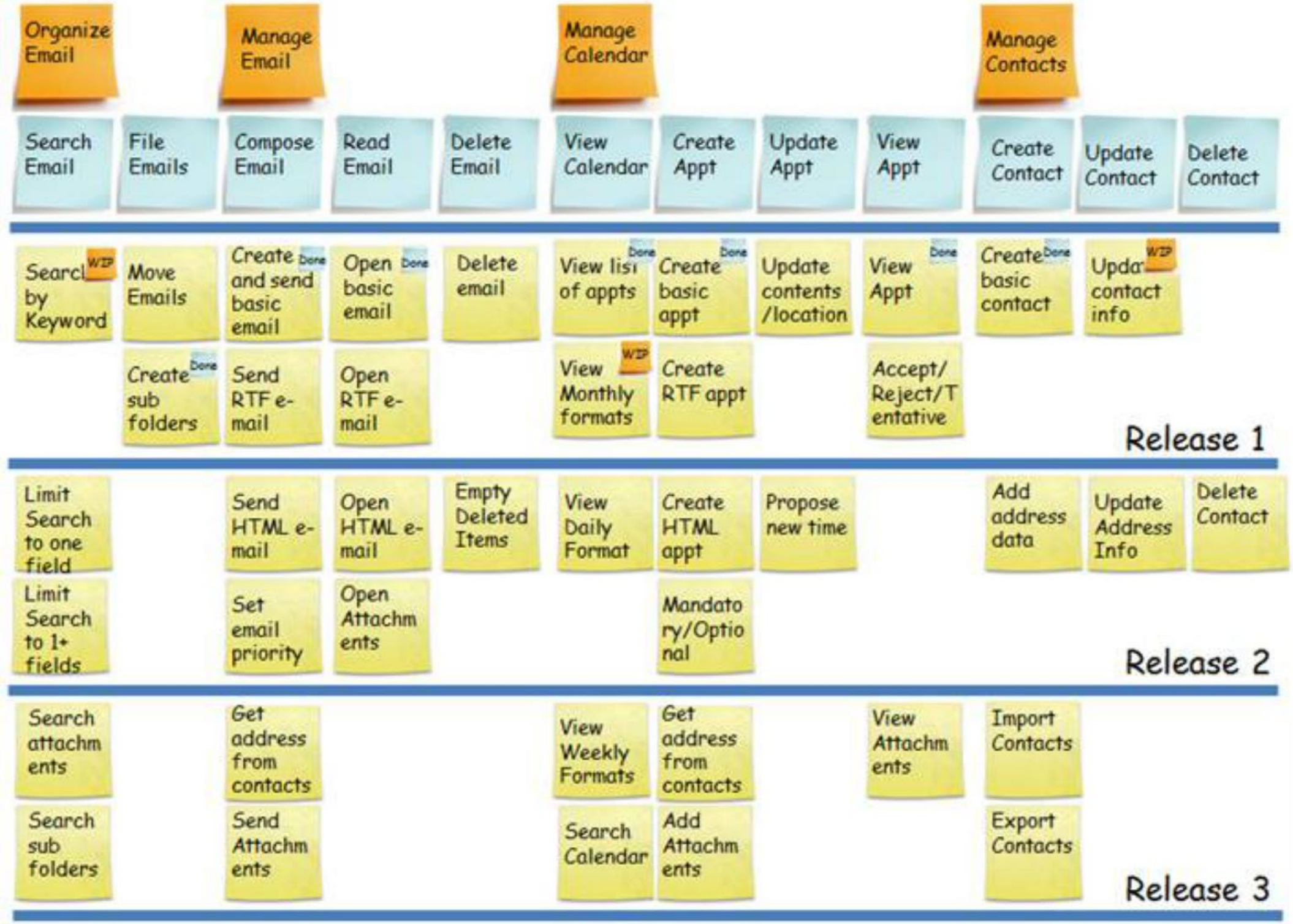
Themes => Group of related stories
=> Similar to needs or goals

Epics => Large user story

Stories => Way of describing functionality that is useful to the user

Managing the backlog




Organize Email
Manage Email
Manage Calendar
Manage Contacts
Search Email
File Emails
Compose Email
Read Email
Delete Email
View Calendar
Create Appt
Update Appt
View Appt
Create Contact
Update Contact
Delete Contact
Search by Keyword
WIP
Move Emails
Create and send basic email
Done
Open basic email
Done
Delete email
View list of appts
Done
Create basic appt
Done
Update contents /location
View Appt
Done
Create basic contact
Done
Update contact info
WIP
Create sub folders
Done
Send RTF e-mail
Open RTF e-mail
View Monthly formats
WIP
Create RTF appt
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Release 1
Limit Search to one field
Send HTML e-mail
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Create HTML appt
Propose new time
Add address data
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Limit Search to 1+ fields
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Release 2
Search attachm ents
Get address from contacts
View Weekly Formats
Get address from contacts
View Attachm ents
Import Contacts
Search sub folders
Send Attachm ents
Search Calendar
Add Attachm ents
Export Contacts
Release 3

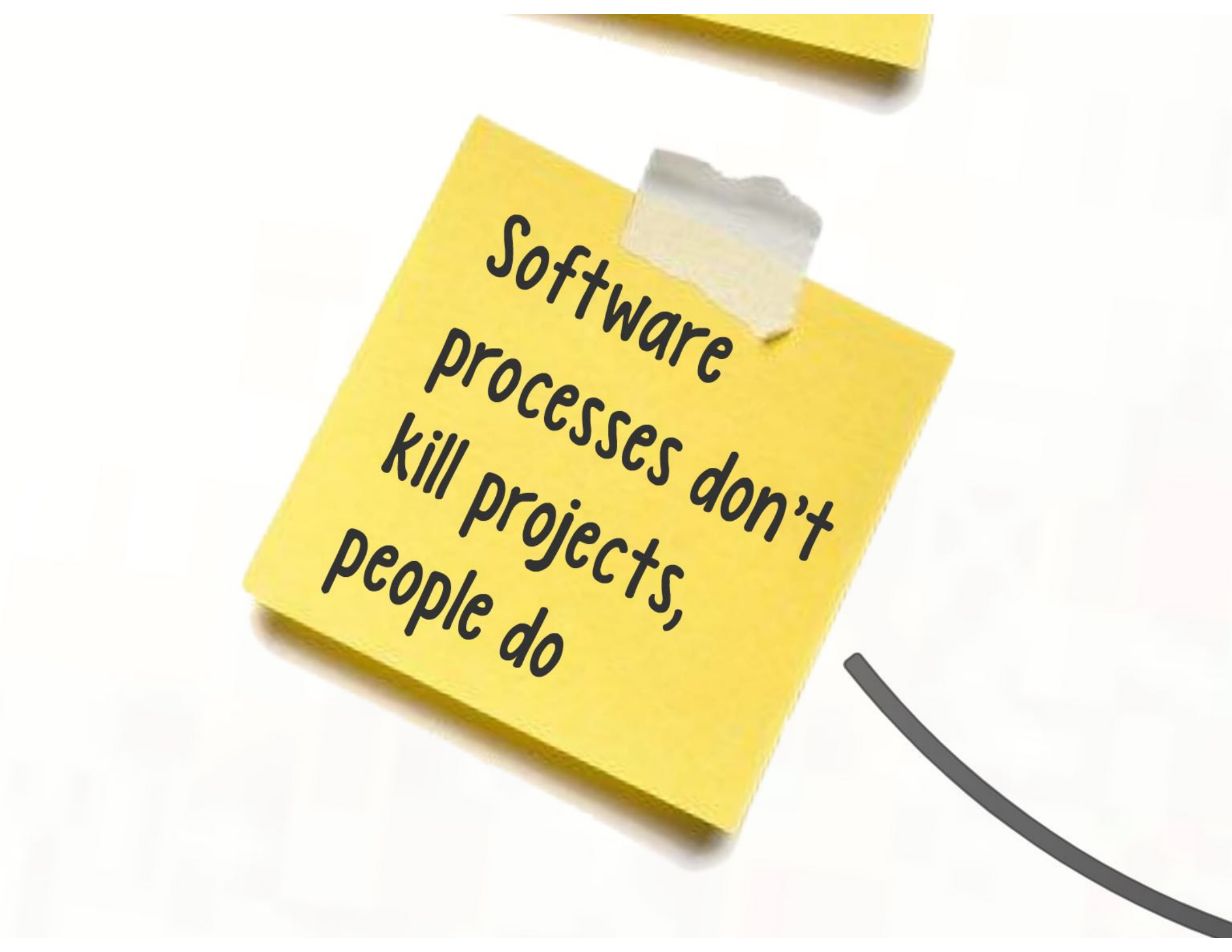
Prioritising the backlog

=> Use MoSCoW

=> Prioritise during planning meetings

=> Whole team need to be involved

=> Reprioritise each iteration


Software
processes don't
kill projects,
people do

Interactions and individuals

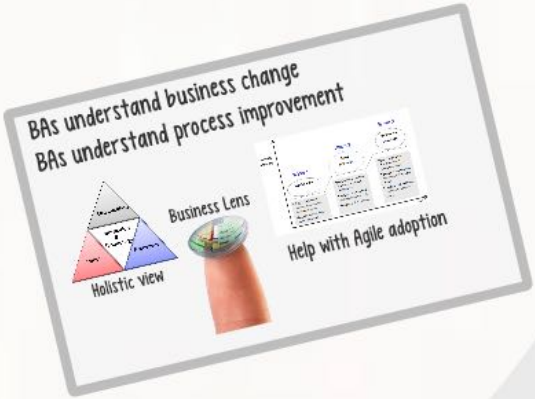
over

processes and tools

"we're being agile because we're following SCRUM"

"we're agile because we do daily stand ups"

"We don't need documentation, we're being Agile"



BAs

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ref

NEWS
Why Agile development failed for universal credit
· Cabinet Office and DWP decided on Agile as waterfall failing
· Contracts already let (fixed price, fixed features)
· Procurement strategy wrong
· Didn't understand the change needed to move to Agile
DWP
Department for Work and Pensions
Technical Glitches hit Terminal 5 opening
· 34 flights cancelled
· Passenger check in suspended
Problems caused by:
· Lack of staff familiarisation
· Lack of staff training
· Baggage handling system not tested sufficiently
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NEWS

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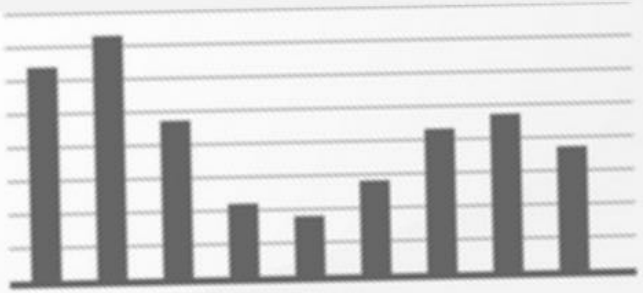

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universal credit

- Cabinet Office and DW
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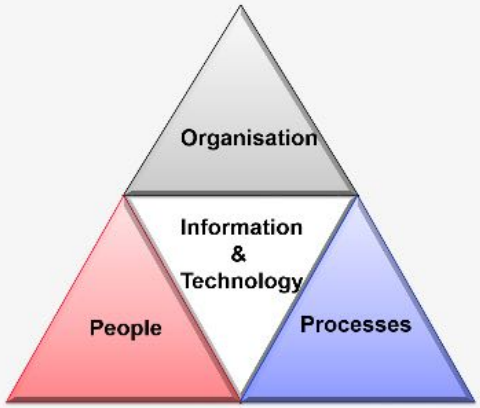
  Agile

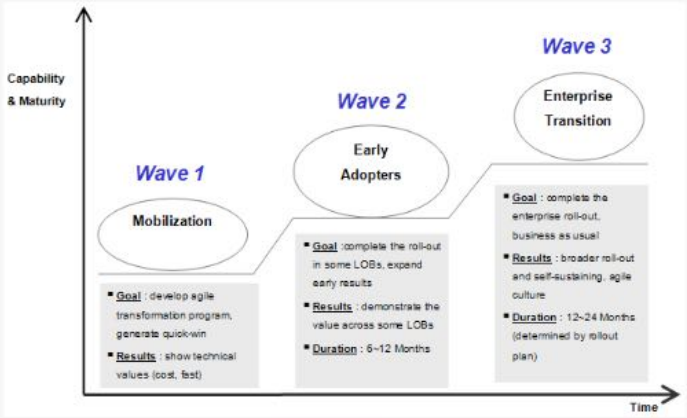
BAs understand business change

BAs understand process improvement



Holistic view

Business Lens



Help with Agile adoption

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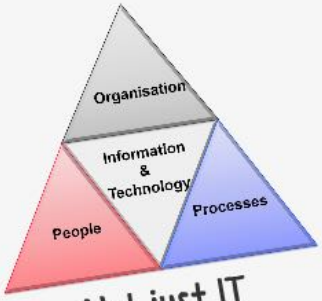
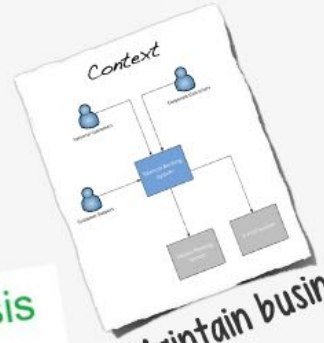
knowledge development

BAs help put the BA into backlog because:



Not just IT



Maintain business context

Have the time to apply and refine techniques

Focus on people interaction

ASSIST knowledge development

By - Lynda Girvan (lynda.girvan@assistkd.com)

'Putting the BA into BAcklog'

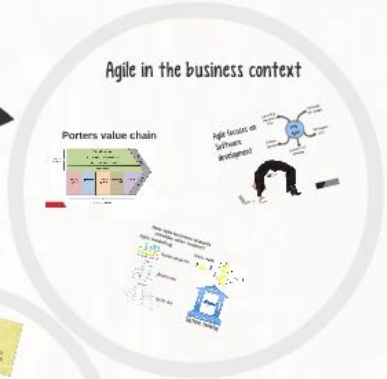
ASSIST knowledge development

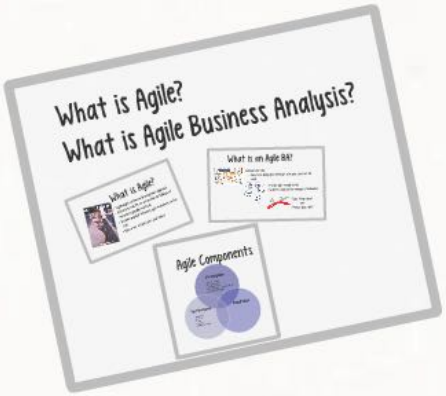
Product Backlog

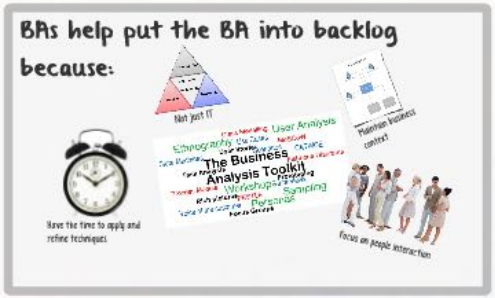
Agile in the business context

Applying agile techniques

Software processes don't kill projects, people do







ASSIST
knowledge development
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