# Agile & Business Analysis

## Lynda Girvan and Debra Paul
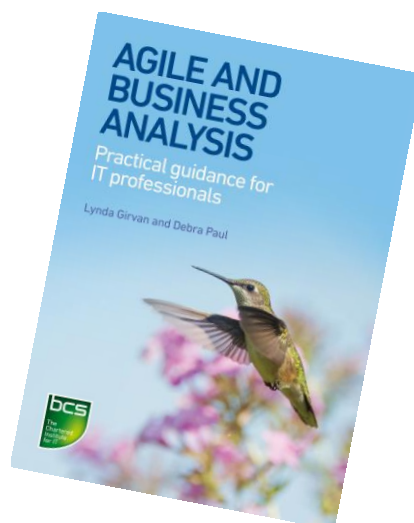
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## Introduction

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AGILE AND
BUSINESS
ANALYSIS
Practical guidance for
IT professionals

Lynda Girvan and Debra Paul

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# The 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
- Working software
- Customer collaboration
- Responding to change

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

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# Agile Concerns

| Focus on 'working software': | • *what about a holistic view?* |
| Rush to 'be agile': | • *Wow, shiny toys!* |
| Criticism of others: | • *Not really agile…..* |
| Vague assertions: | • *Agile delivers value* 😊 |

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# The big question

# *What problem are we trying to solve?*

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# Two key areas

**How can BA help agile projects?**

**How can Agile help BAs?**
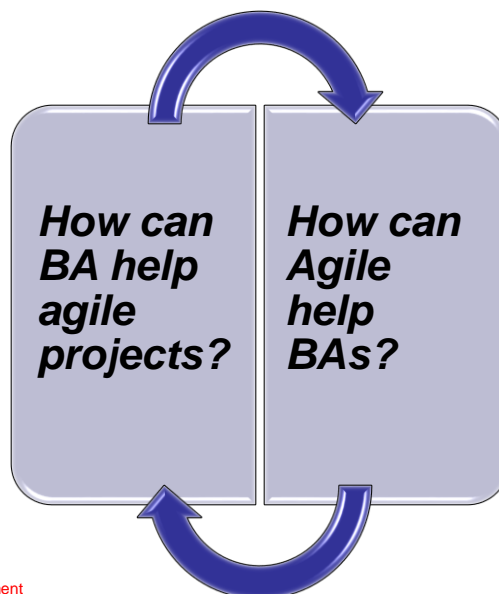
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# Reading references

7 Habits of Highly Effective People Dr Stephen Covey
Agile Estimating and Planning Mike Cohn
Agile Retrospectives: Making Good Teams Great Esther Derby, Diana Lawson
Agile Software Development with SCRUM Ken Schwaber & Mike Beedle
Business Analysis 3rd Edition Debra Paul Donald Yeates & James Cadle
Business Analysis Techniques: 99 Essential Tools for Success James Cadle, Debbie Paul & Paul Turner
Developing Information Systems James Cadle (ed.)
DSDM: Business Focused Development 2nd Edition Jennifer Stapleton
Extreme Programming Explained Embrace Change Kent Beck & Cynthia Andres
Getting Started with Kanban Paul Klipp
Lean Software Development: An Agile Toolkit Mary Poppendieck & Tom Poppendieck
Mastering the Requirements Process Suzanne & James Robertson
Out of the Crisis W Edwards Deming
Process Dynamics Modeling and Control Babatunde Ogunnaike & W. Harmon Ray
Service Thinking Hunter Hastings & Jeff Saperstein
Software Engineering Economics Barry Boehm
Software Estimation Demystifying the Black Art Steve McConnell
Systems Thinking, Systems Practice Peter Checkland
The Art of Agile Development James Shore & Shane Warden
The Goal: A Process of Ongoing Improvement Eli Goldratt
The Lean Startup: How Constant Innovation Creates Radically Successful Businesses Eric Ries

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# What is an Agile Analyst?
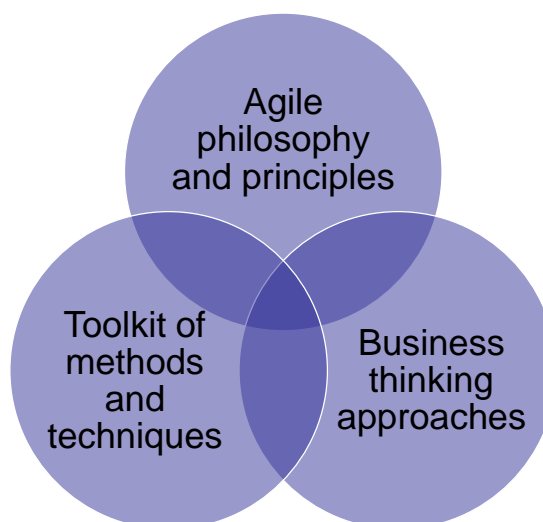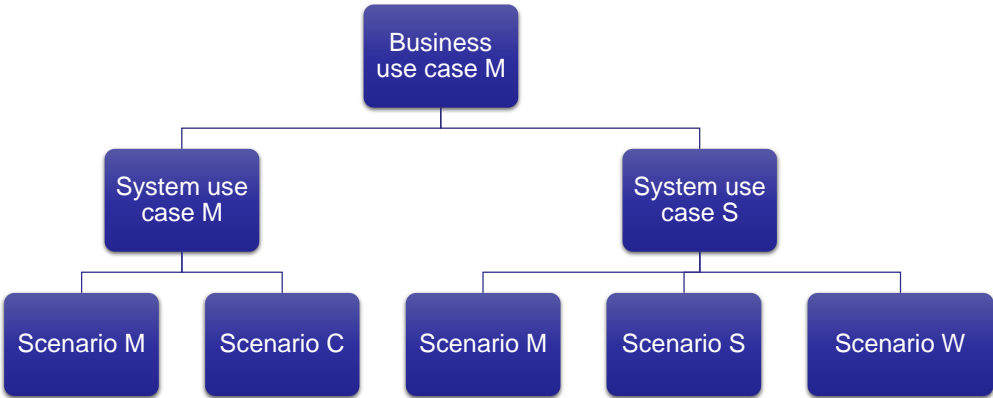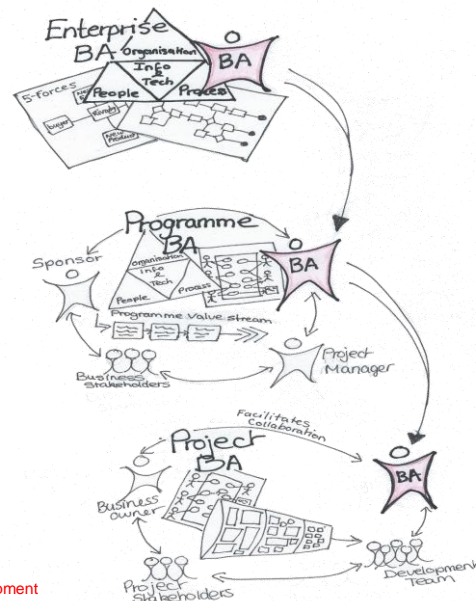


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# Business thinking

## Systems thinking

## Service thinking

## Lean thinking

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# Decomposing priorities

Business use case M

System use case M

System use case S

Scenario M

Scenario C

Scenario M

Scenario S

Scenario W

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# Three levels of business analysis

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# The enterprise context
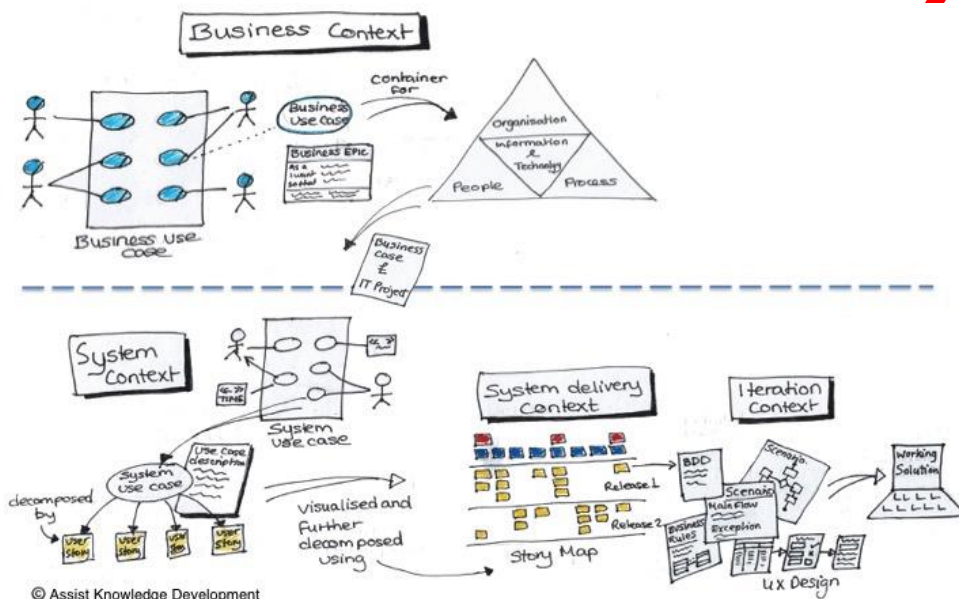
# Goal decomposition

As an
Entrepreneur
I want to open a
café so I can make
money

# Goal V Functional decomposition

**Functional decomposition**

**Goal decomposition**

Identify premises for cafe

Obtain equipment to make drinks

Obtain table and chairs

Obtain ingredients to serve drinks & snacks

Serve hot drinks

Serve snacks

Serve cold drinks
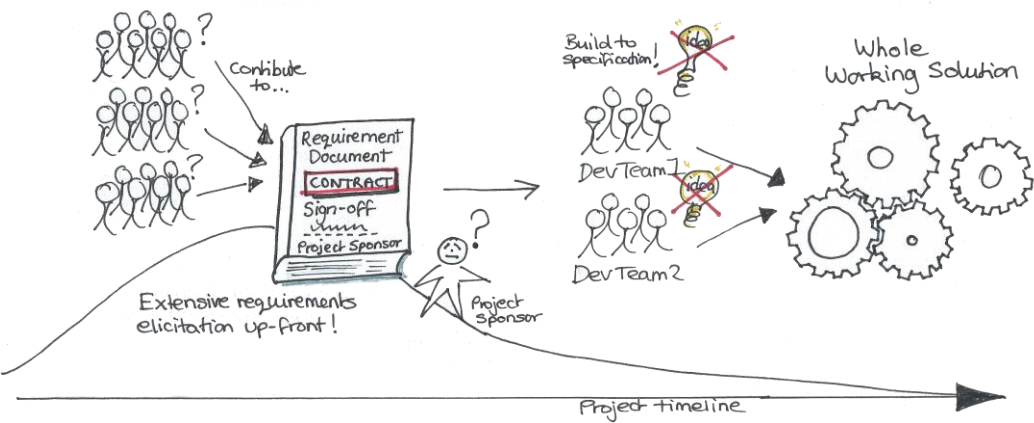
## Goal decomposition

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## To be Agile the BA needs to….

◆ Apply business thinking
◆ Understand their customer
◆ Do just enough, just in time
◆ Facilitate collaboration
◆ Extend toolkit as necessary


In the requirements space BA's need to…………..

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# Shorten the loop from this….
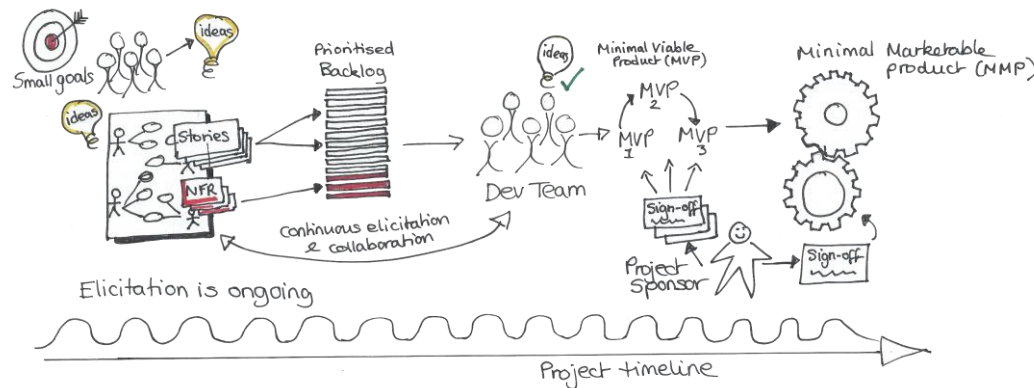
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# …….to this

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Agile Awareness Workshop

# Agile BA book – key topics

The Agile
philosophy

System/user
modelling

Business
analysis
thinking

Iterative and
incremental

Modelling the
Business

Goal
decomposition

Prioritisation
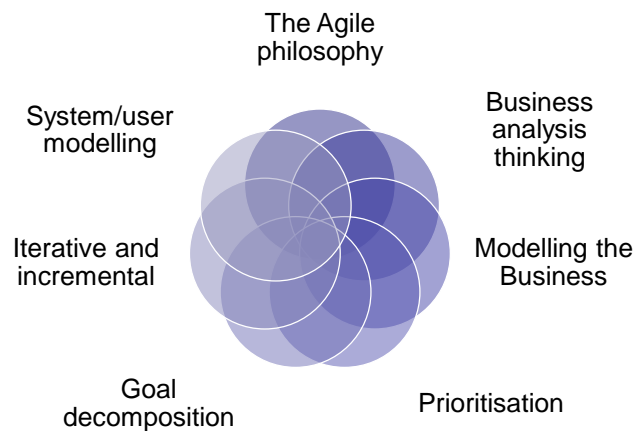
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# Discussion panel
Q&A

- Lynda Girvan
- Debbie Paul
- Peter Thompson

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