

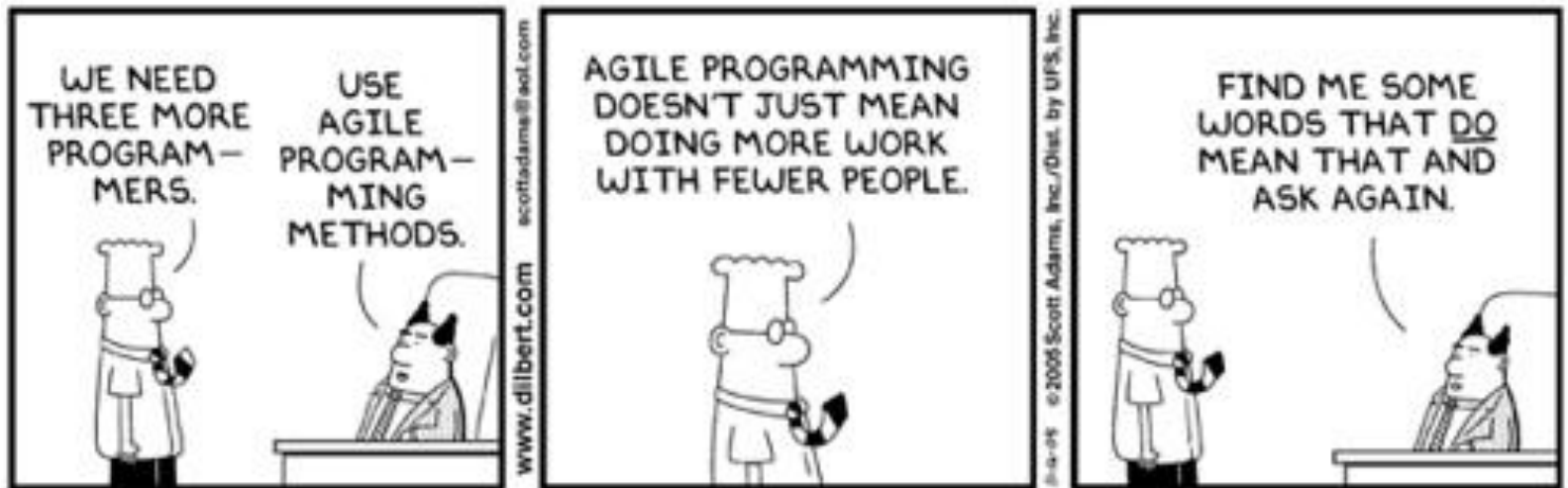
Agile and the role of the business analyst



**Debbie Paul
&
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The history of Agile



1985 – Spiral model

1991 – RAD

1994 – DSDM

1999 – XP

2000 – Agile Manifesto

2000 - DSDM for all IT projects

2002 – DSDM for all projects (Business and IT)

2007 – DSDM Atern – more business centred

2010 - ???

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** over **processes and tools**
- Working software** over **comprehensive documentation**
- Customer collaboration** over **contract negotiation**
- Responding to change** over **following a plan**

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



Question One



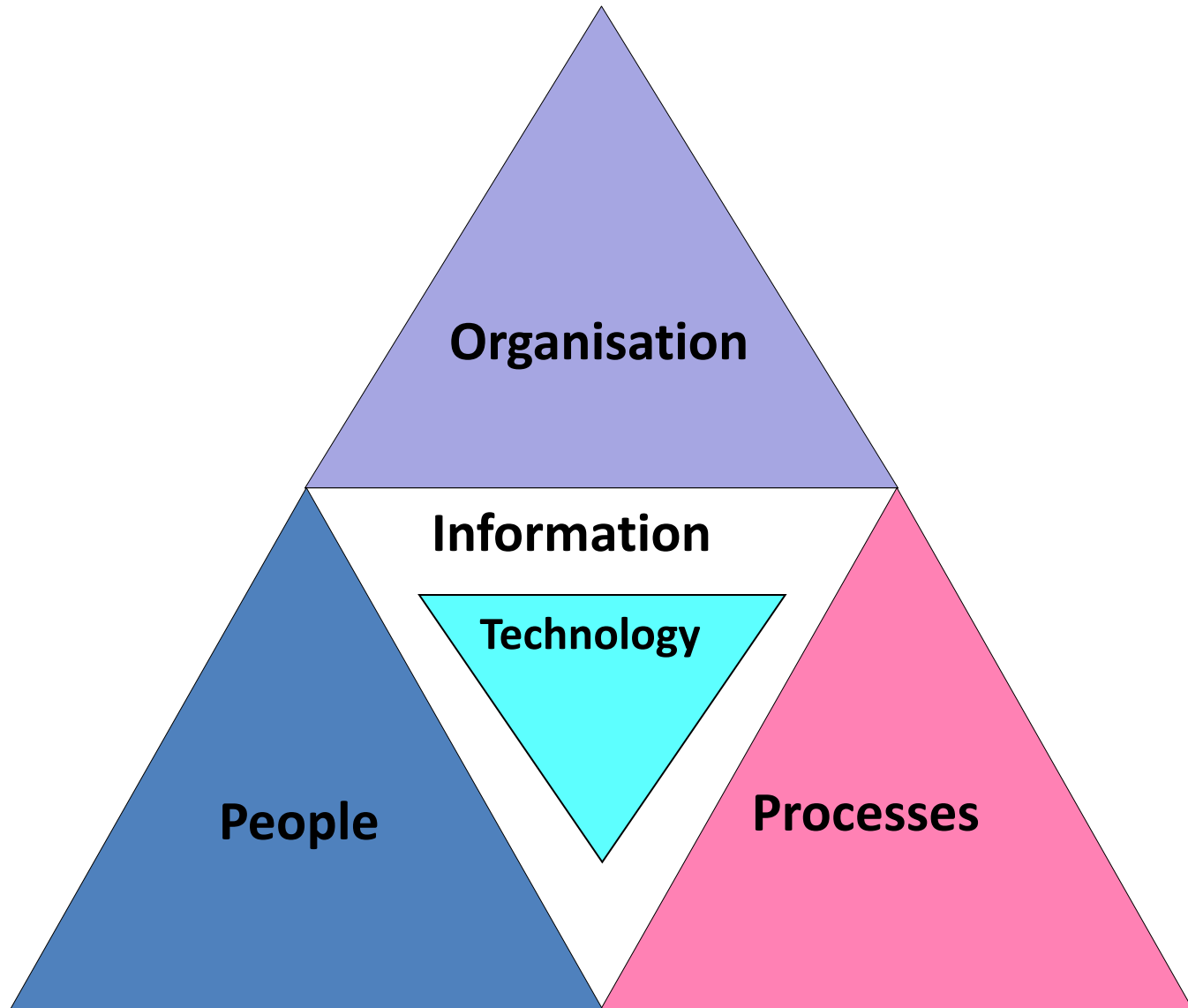
What does an Agile
approach offer the
Business Analyst?

What is business analysis?

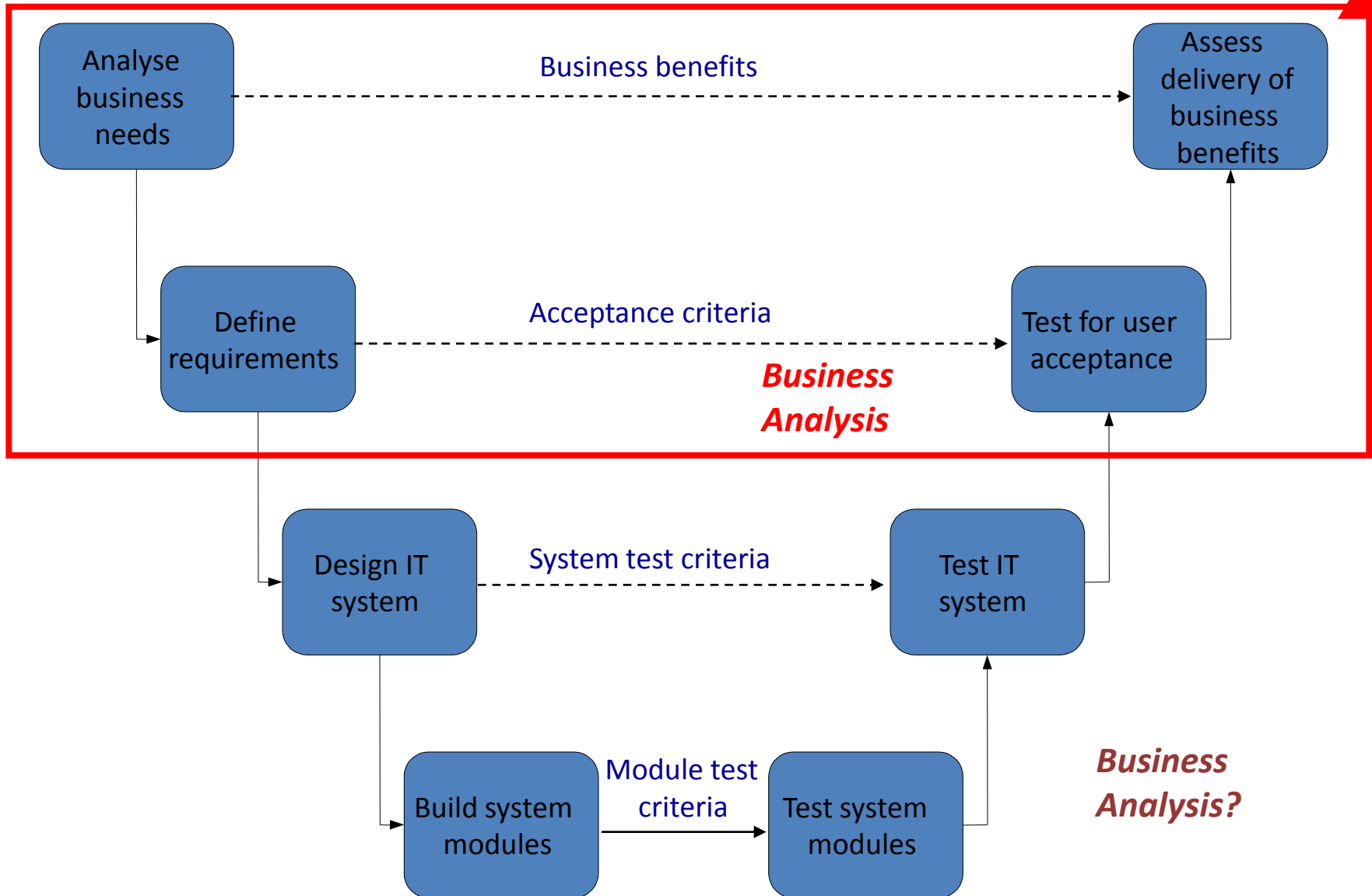


- The Philosophy
- The Scope
- The Activities
- The Techniques
- The Guiding Principles

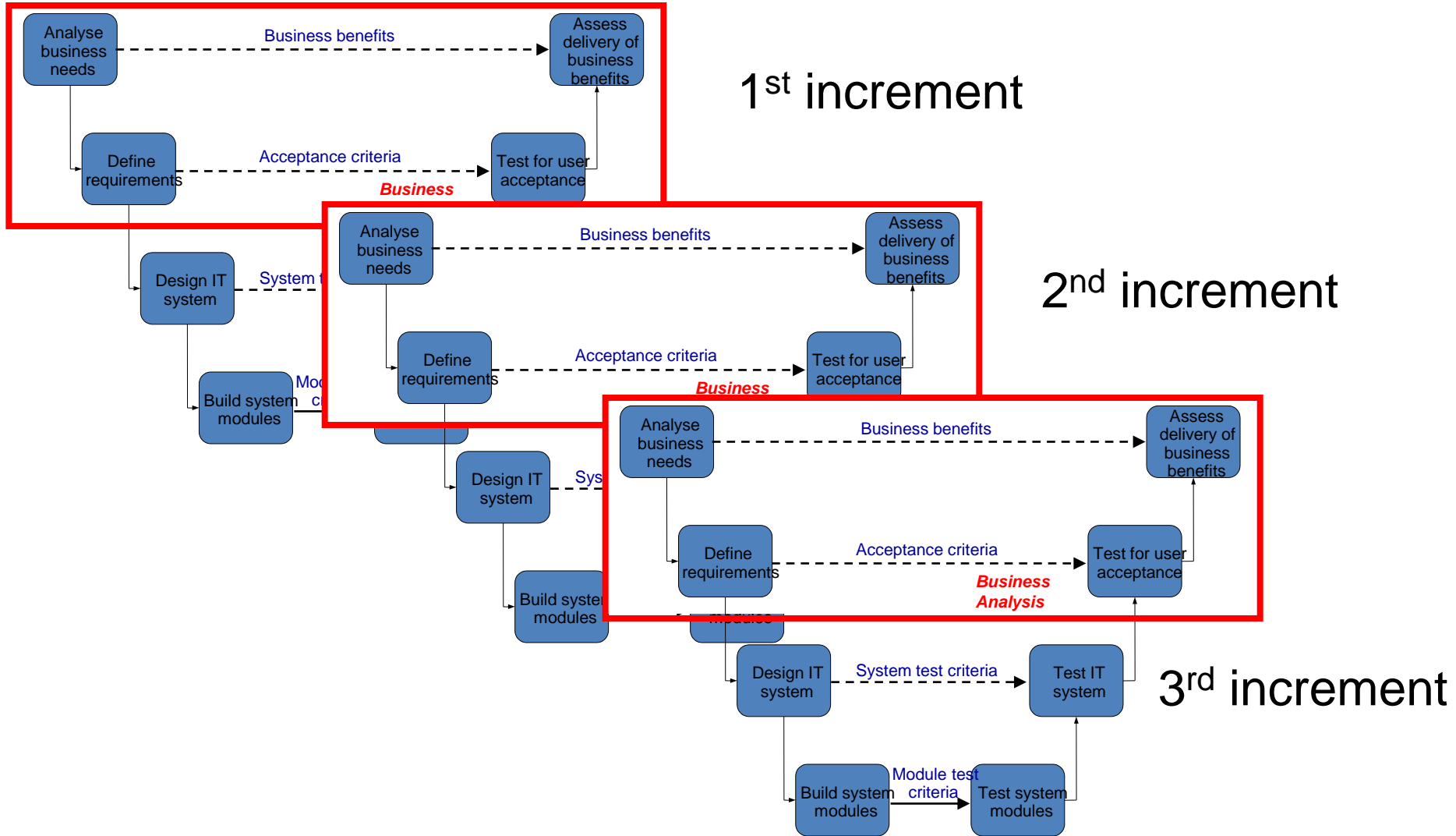
The Philosophy



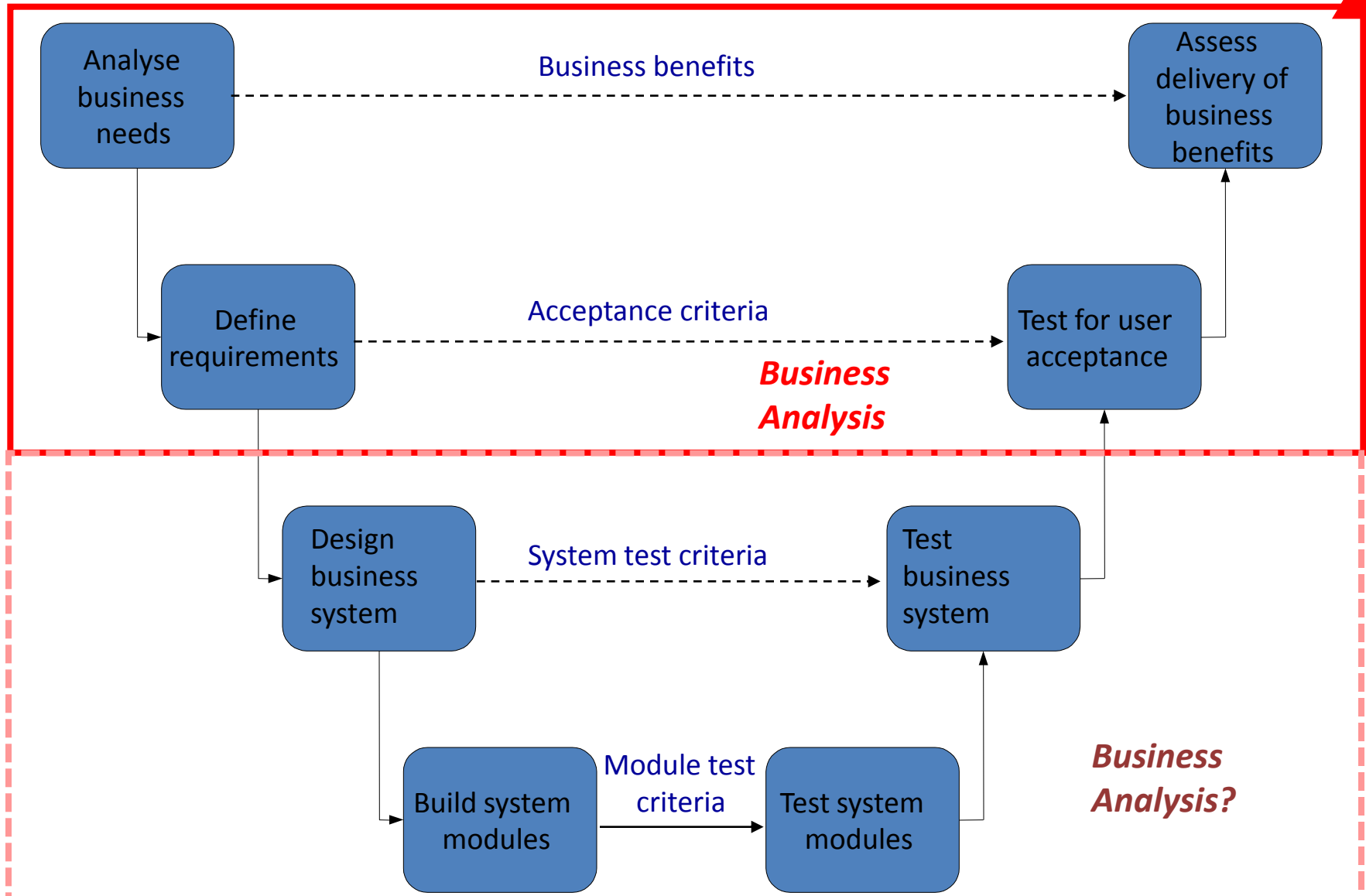
The Scope



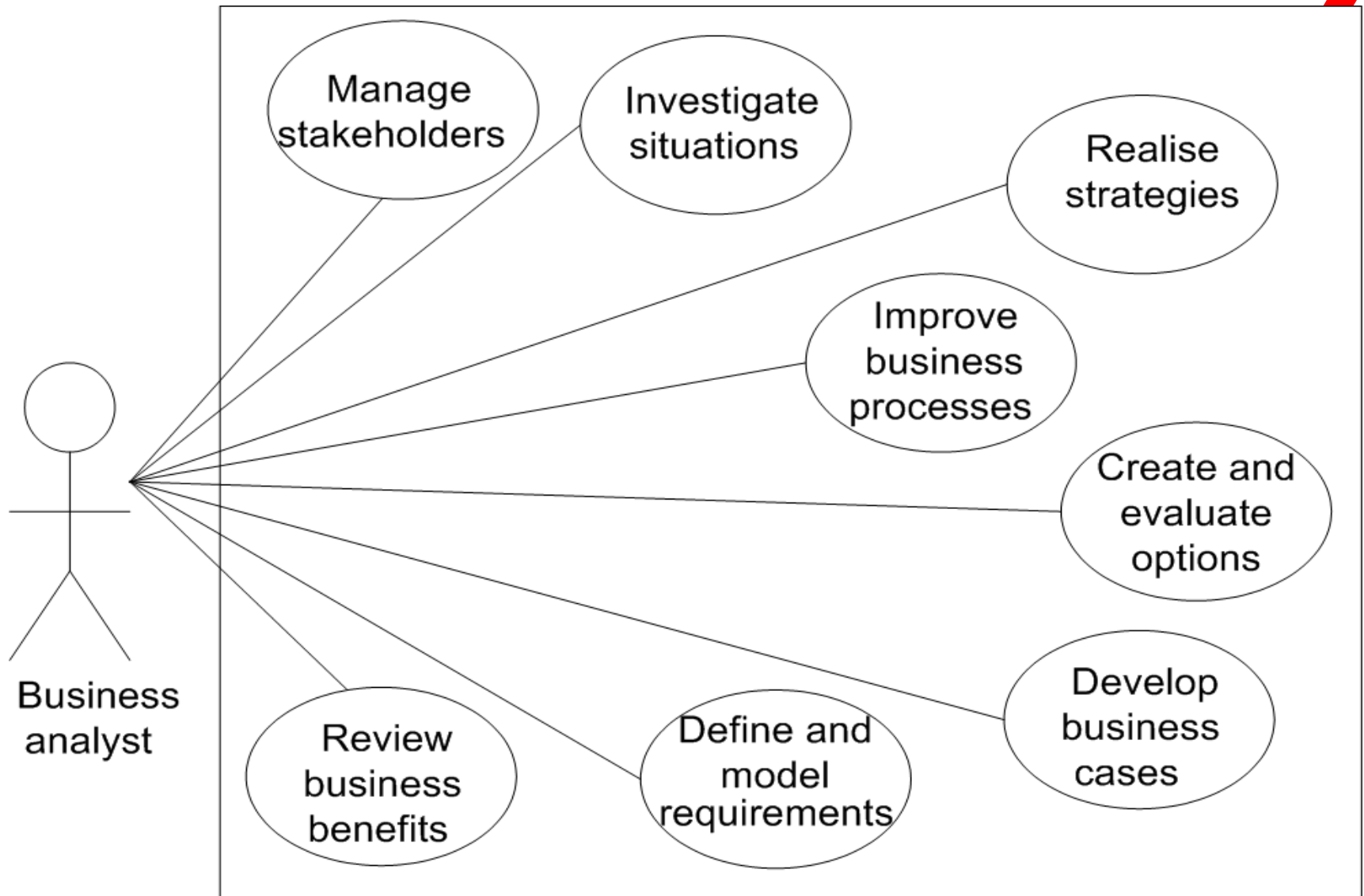
The Scope



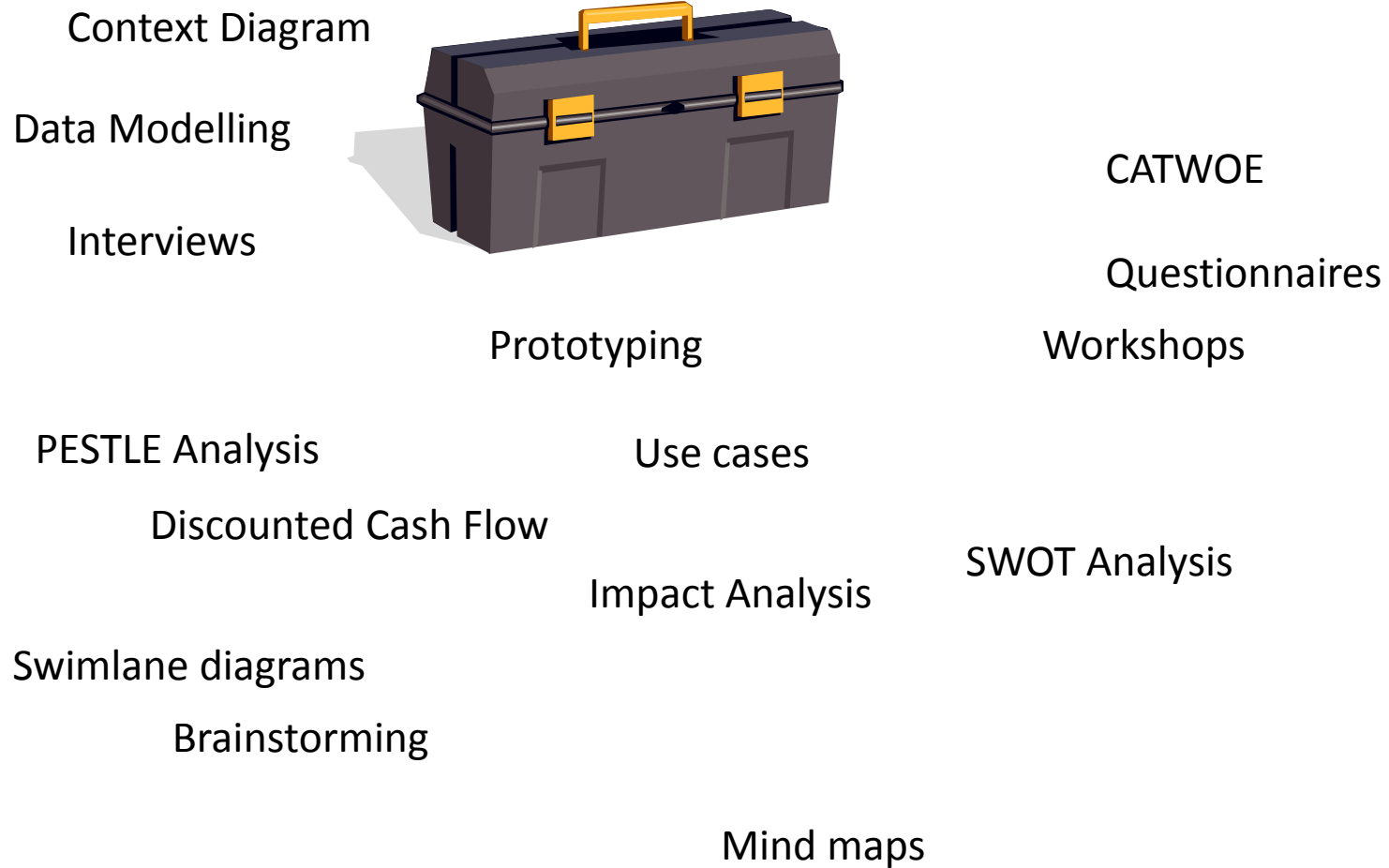
The Scope



The Activities



Techniques



Guiding principles for business analysis



- Root causes not symptoms
- Business improvement not IT system change
- Creative options not prescribed solutions
- Feasible requirements not all suggestions
- Entire lifecycle not just requirements definition
- Negotiation not conflict avoidance
- Business agility not business perfection

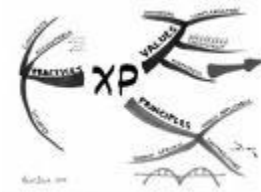
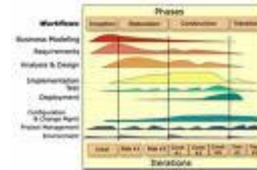
What is Agile?



- Agile Project Management vs Agile Solution Development



- DSDM, SCRUM, XP, RUP



- DSDM Atern:

- DSDM Atern Pocket book
- PRINCE2 and DSDM Atern publication



Key features of an Agile approach



- Flexibility of requirements within a base lined scope
- Iterative development – evolutionary prototyping
- Incremental delivery – prioritisation (MSCW)
- Business representation in the development team
- Time-boxing and cash-boxing
- Continuous testing
- Suitability Filter to help select appropriate projects
- Guidance on Project and Configuration Management



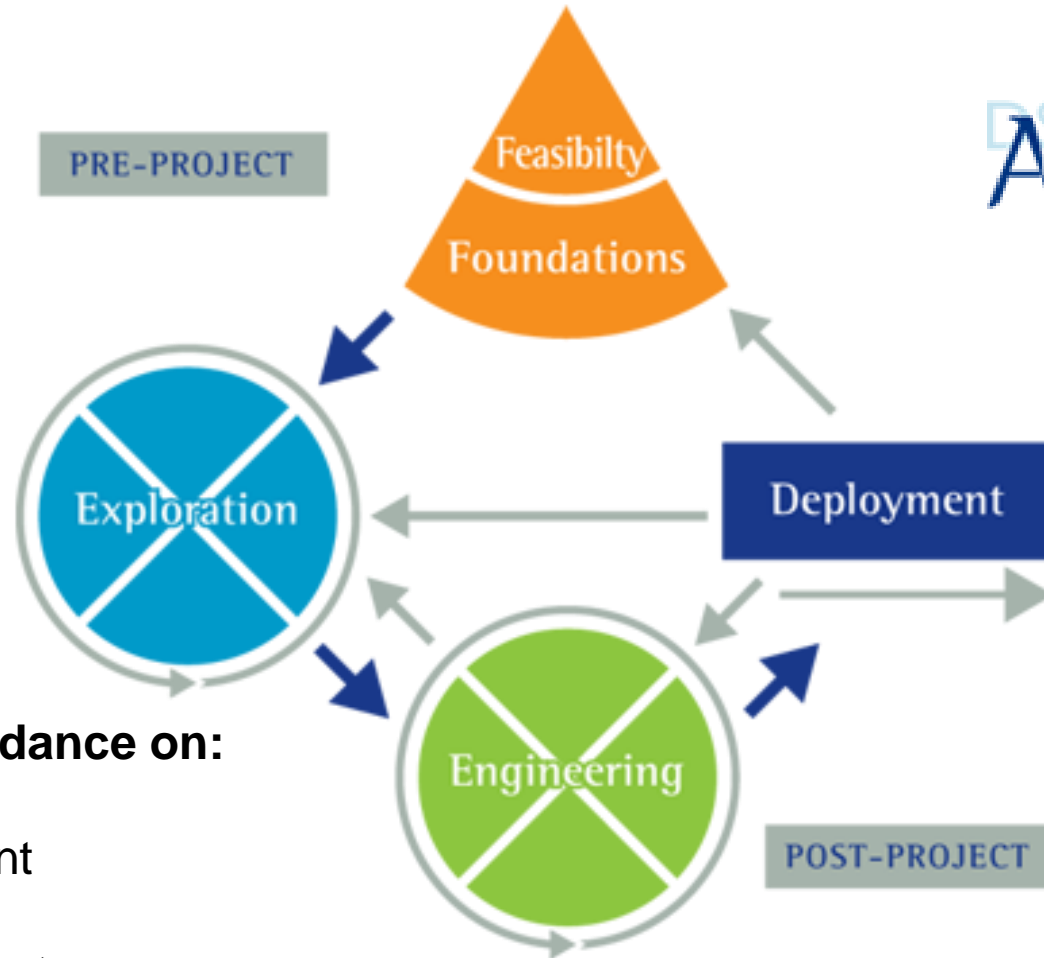
Agile Principles

The eight underlying principles are:

- **Focus on the business need**
- **Deliver on time**
- **Collaborate**
- **Never compromise quality**
- **Develop iteratively**
- **Build incrementally from firm foundations**
- **Communicate continuously and clearly**
- **Demonstrate control**



A sample Agile lifecycle



Underpinned by guidance on:

- Project Suitability
- Project Management
- Testing
- Iterative development
- Configuration Management
- Timebox Planning
- Prioritisation

Typical Agile roles (from DSDM Atern)



The project level roles are:

- Business Sponsor
- Business Visionary
- Project Manager
- Technical Coordinator



The solution development Team Roles are:

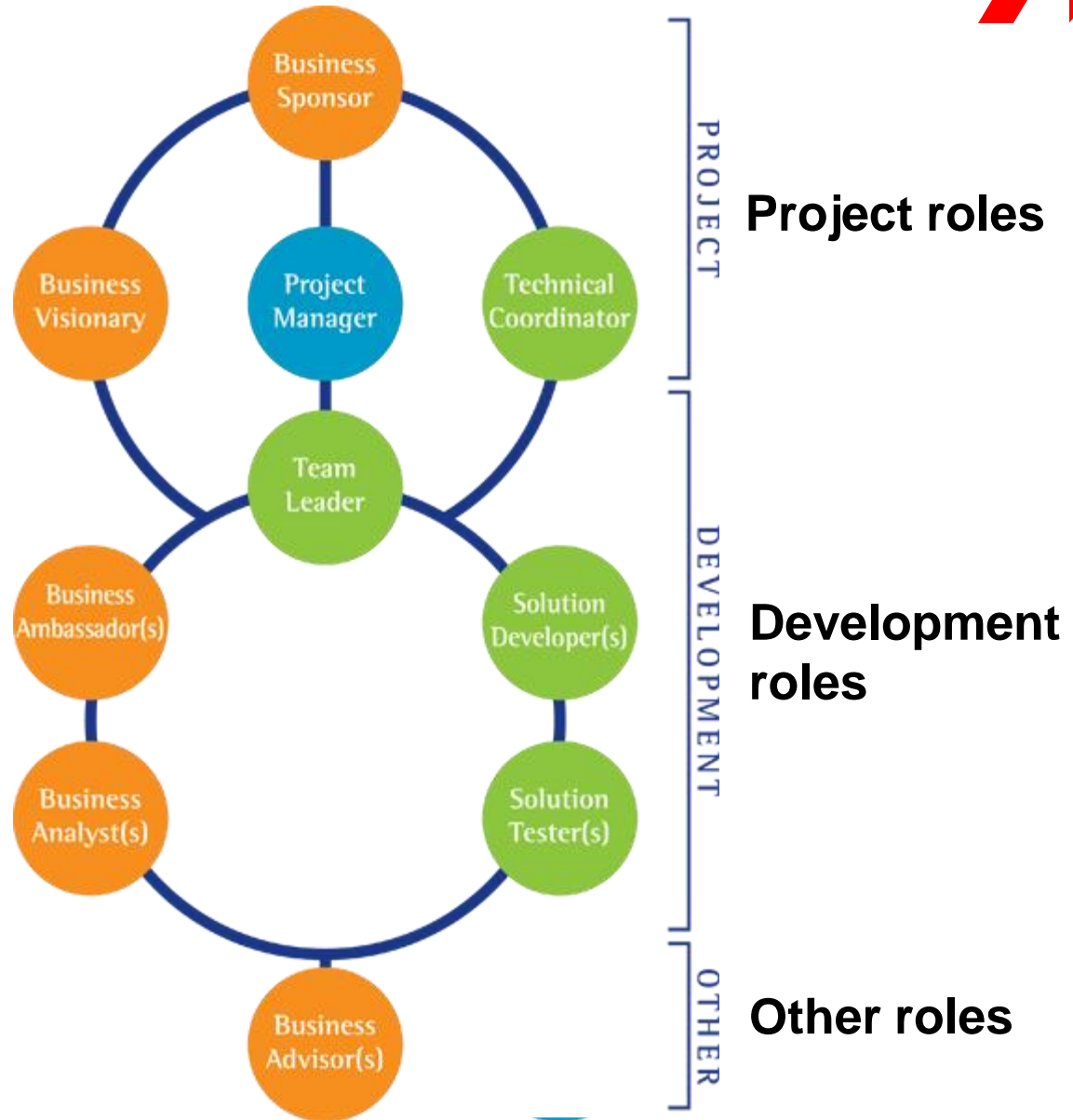
- Team Leader
- Business Ambassador
- **Business Analyst**
- Solution Developer
- Solution Tester

Other roles include:

- Business Advisors



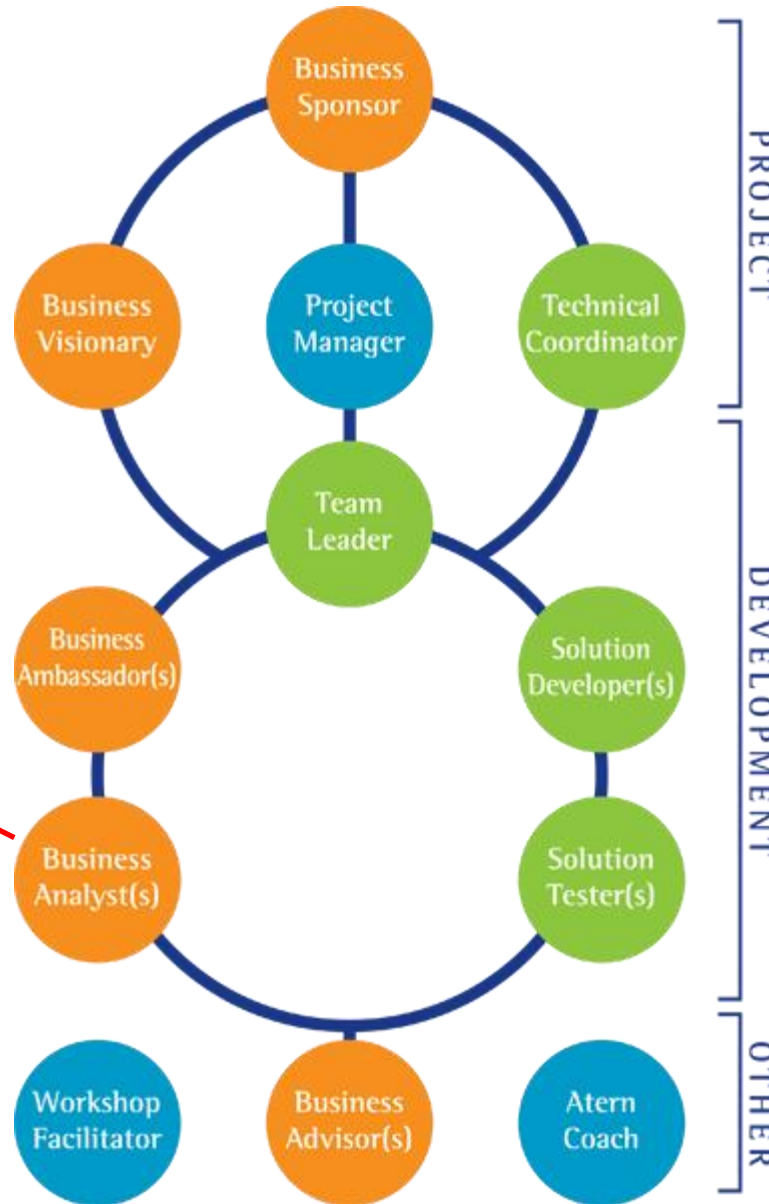
DSDM Atern Roles & Responsibilities



DSDM Atern Roles & Responsibilities



**BA role introduced
in DSDM Atern**

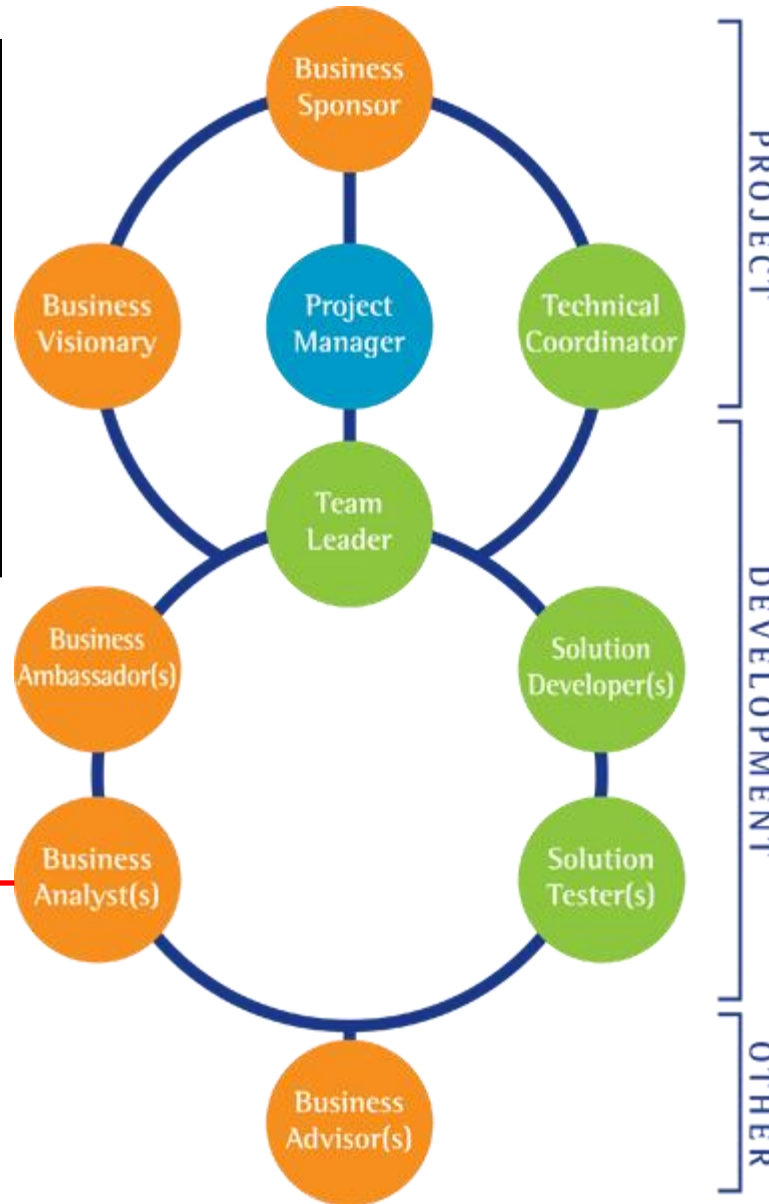


DSDM Atern Roles & Responsibilities



- Champion of the Prioritised Requirements List
- Bridge between business and technical aspects
- Thinks through implications of ideas
- Identifies dependencies, overlaps and conflicts
- Considers effects on corporate objectives and direction

BA role introduced in DSDM Atern



Question Two



What is the role of the
Business Analyst in an
Agile development
environment?

Exercise Three



Some key Agile techniques:

- Storyboarding and scenarios
- MoSCoW prioritisation
- Timeboxing
- Prototyping and iterative development
- Hothousing



Identify some business analysis activities (unrelated to software development) where these techniques may prove useful.

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