



Role of a Business Analyst in Agile Projects

RefineM PROJECT
MANAGEMENT
CONSULTING

www.RefineM.com

NK Shrivastava, PMP, RMP, ACP
CEO/Consultant - RefineM

Agenda

1. What is Virtual Lunch & Learn
2. Your expectations from this webinar – why you are here?
3. Introduction – myself
4. Role of a BA in Agile projects?
5. Upcoming learning opportunities from RefineM
6. How to get 1 PDU for this webinar?
7. Q & A

RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour on the first Wednesday of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of hot Project Management topics.

Your Expectations

What are your expectations from this webinar?

Why you are here today?

NK Shrivastava, PMP, RMP, ACP

RefineM

Helping organizations turn their project management capability into a **competitive advantage**

- * CEO/Consultant since Dec 2011
- * Agile Coaching/Adoption
- * Project Management/ Process Improvement Consulting and training
- * Project Management Products (for PMs, Executives and Agile Practitioners)
- * Board Member – SWMO Chapter since 2009

My professional journey b/f RefineM



- * 20+ years of Successful Project Leadership
- * Led 100s of projects of all sizes, successfully
- * Recovered many projects, saved millions of \$
- * Implemented numerous process improvements
- * Coached/mentored 100s of PMs, and some executives

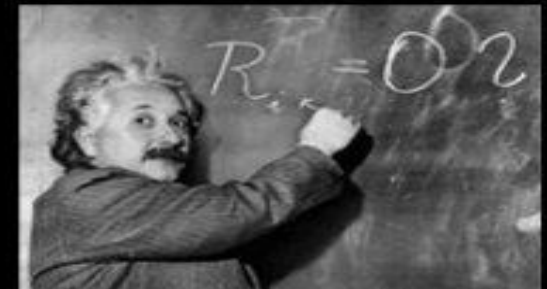
Business Analyst



What my clients think I do.



What my coworkers think I do.



What my parents think I do.



What my friends think I do.



What I think I do.



What I actually do.

Does this relate to you? Are you one of them?

What Does Business Analyst Do?

* Investigate

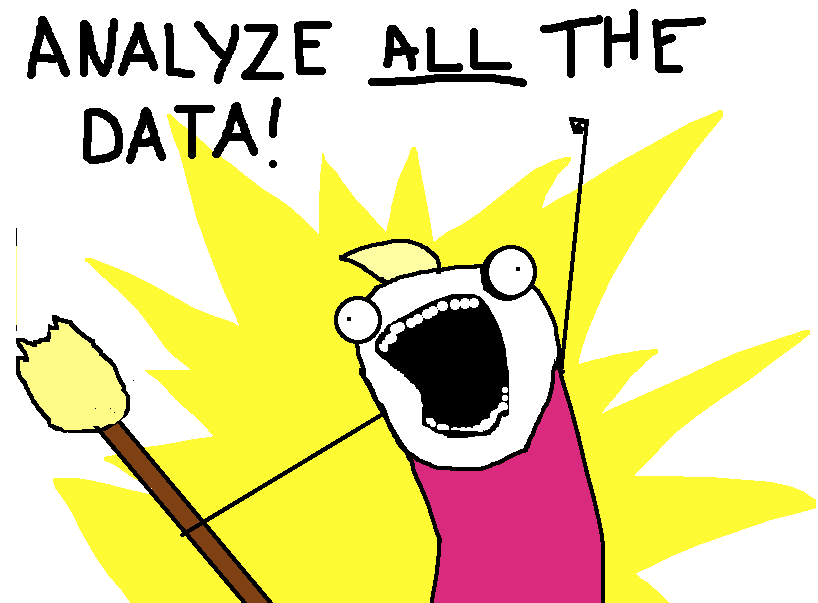
- ✓ Ask questions, a lots of them!
- ✓ Conduct interviews, JAD sessions and observe work in progress
- ✓ Understand project and possible solutions
- ✓ Do research



What Does Business Analyst Do?

* Analyze

- ✓ Spend great deal of time analyzing information
- ✓ Study the patterns and trends
- ✓ Review to ensure it is current, thorough, and accurate
- ✓ May have multiple solutions, so choose the best one
- ✓ Use different tools

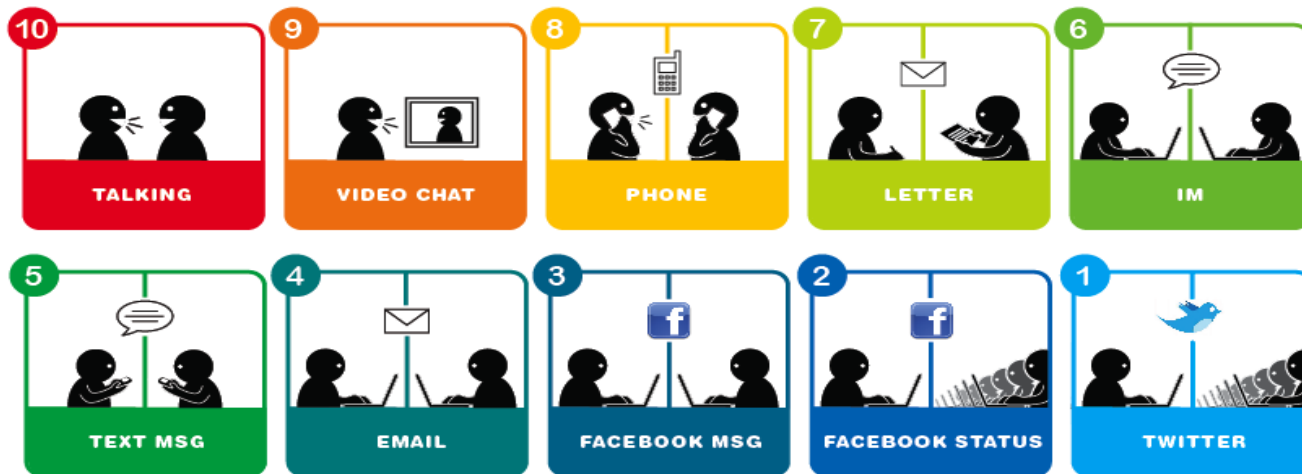


What Does Business Analyst Do?

* Communicate

- ✓ Need to have good verbal and writing skills
- ✓ Listen to verbal and non-verbal messages
- ✓ Establish open dialogues
- ✓ Confirm you have understood what you have heard
- ✓ Communicate what you have learnt to those who will build the solution

10 LEVELS OF INTIMACY IN TODAY'S COMMUNICATION



What Does Business Analyst Do?

* Document

- ✓ Document what was analyzed
- ✓ Take time and choose the best way to document
- ✓ Use text or visual forms (charts, graph, illustration etc.)
- ✓ Use different tools (Visio, Word etc.)
- ✓ Follow storage and retrieval process



What Does Business Analyst Do?

* Evaluate

- ✓ Spend time to identify problems – may use root-cause analysis
- ✓ Find solutions and recommend the best one
- ✓ Evaluate the selected option throughout design and construction



Summary

What does a Business Analyst do?

- * Investigate
- * Analyze
- * Communicate
- * Document
- * Evaluate
- * Anything else?

Another perspective 😊

What is Agile?

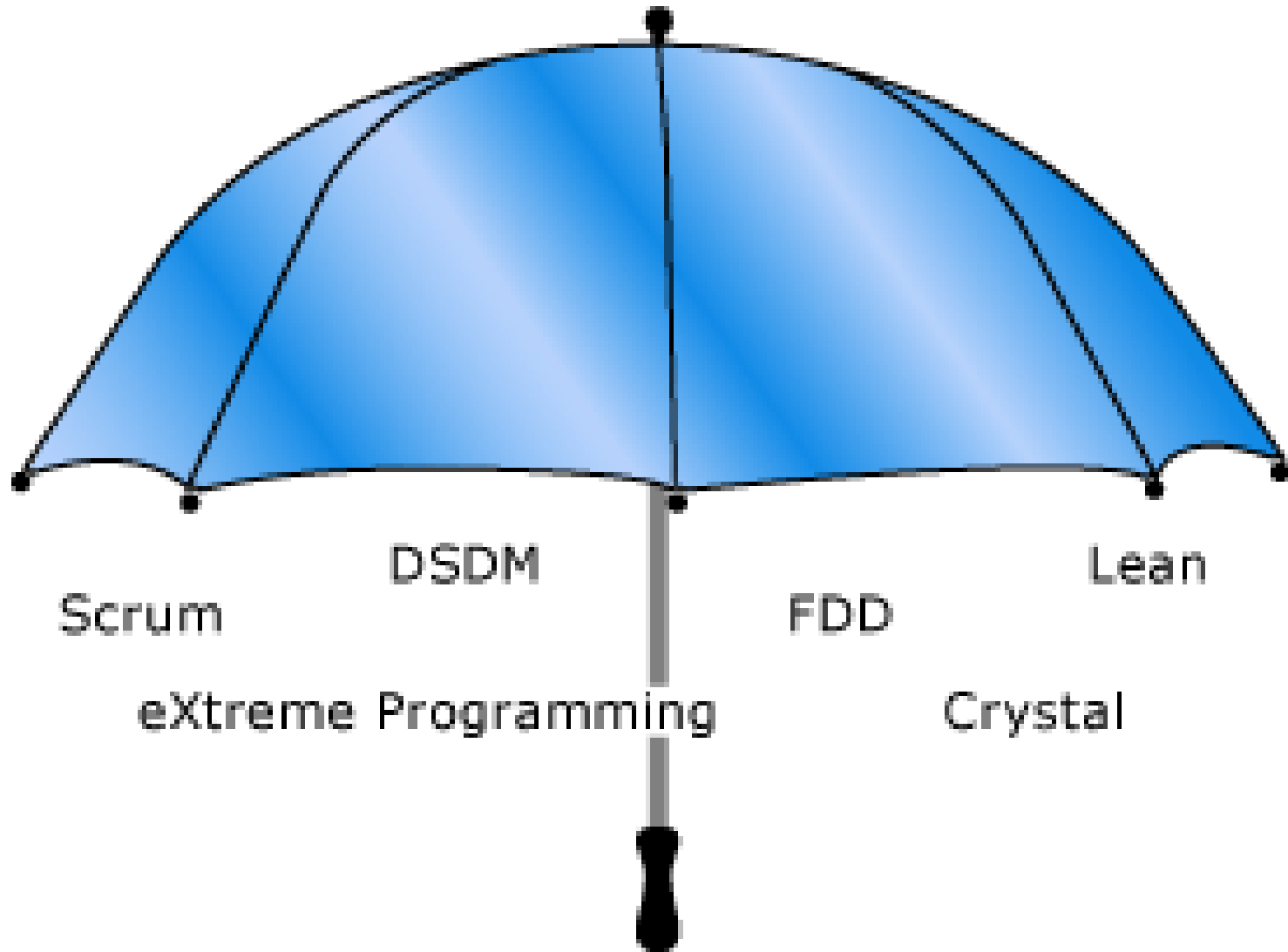
Agile is an umbrella term that includes various approaches, methods, and technique that:



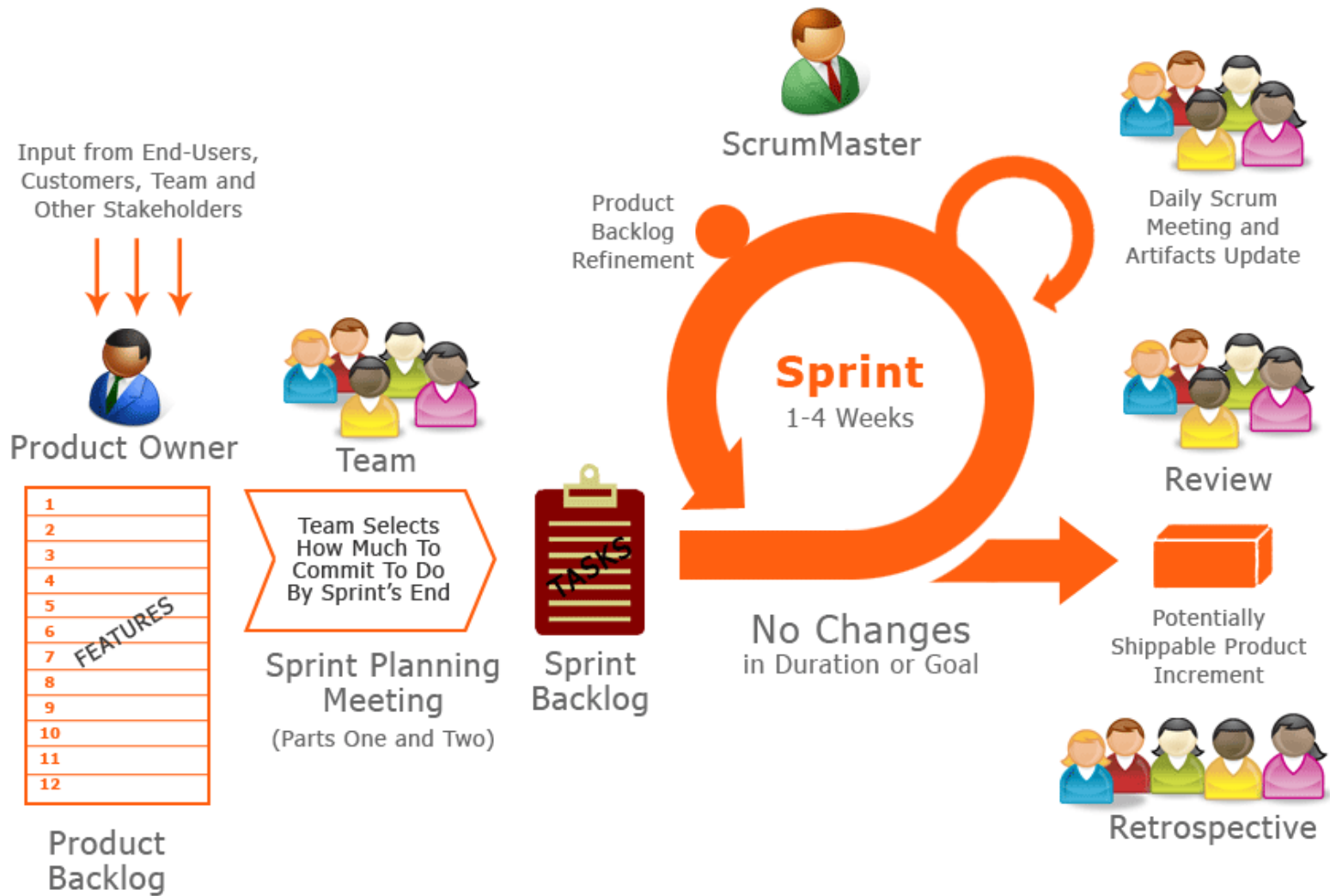
- *Use short iterations*
- *Continuous customer feedback*

So that the project team can evolve the customer needs (a.k.a the product).

Different Agile Methods



Agile Scrum



1. Sprint Planning

- * Sprint planning meeting is hosted by Scrum Master/team
- * Inputs: Product Backlog, existing product, business & technology condition
- * Select Highest priority items from Product Backlog; declare sprint goals
- * Teams turns selected items into Sprint Backlog
- * Output: Sprint Goal, Sprint Backlog



2. Daily Scrum

- * Daily scrum meeting or standup meeting is hosted by Scrum Master of a team member.
- * Attended by all (generally stakeholders just listen)
- * Held at the same time every day (usually mornings)
- * Every team member answers following three questions:
 - ✓ What I accomplished yesterday?
 - ✓ What I plan to do today?
 - ✓ What's is in my way?
- * Team updates Sprint Backlog
- * Scrum Master updates Blocks List



3. Sprint Review

- * Sprint review meeting is hosted by the Scrum Master/team
- * Informal but informational
- * Confirmation of what has been “done”



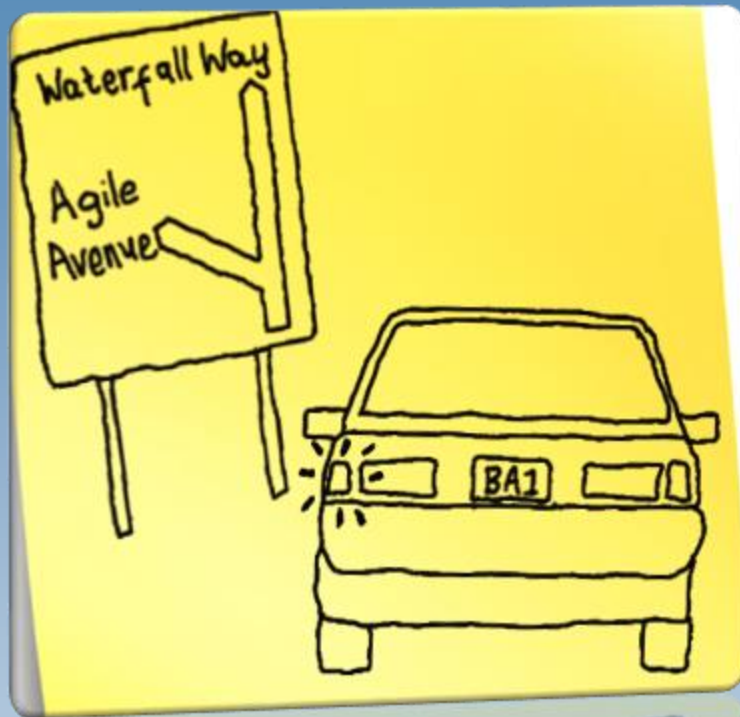
4. Sprint Retrospective

- * Reflect to improve the process
- * Inspect how the last sprint went (what went well and what could be better?)
- * Identify and order the major items that went well and potential improvements
- * Create a plan for implementing improvements



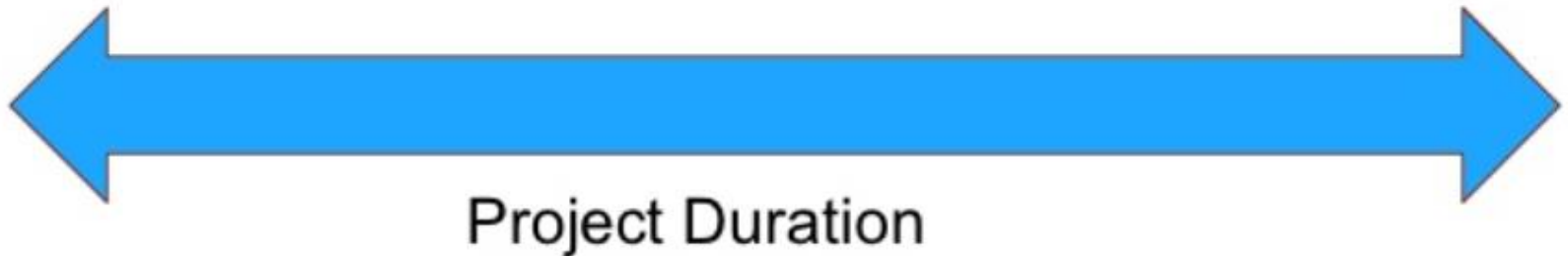
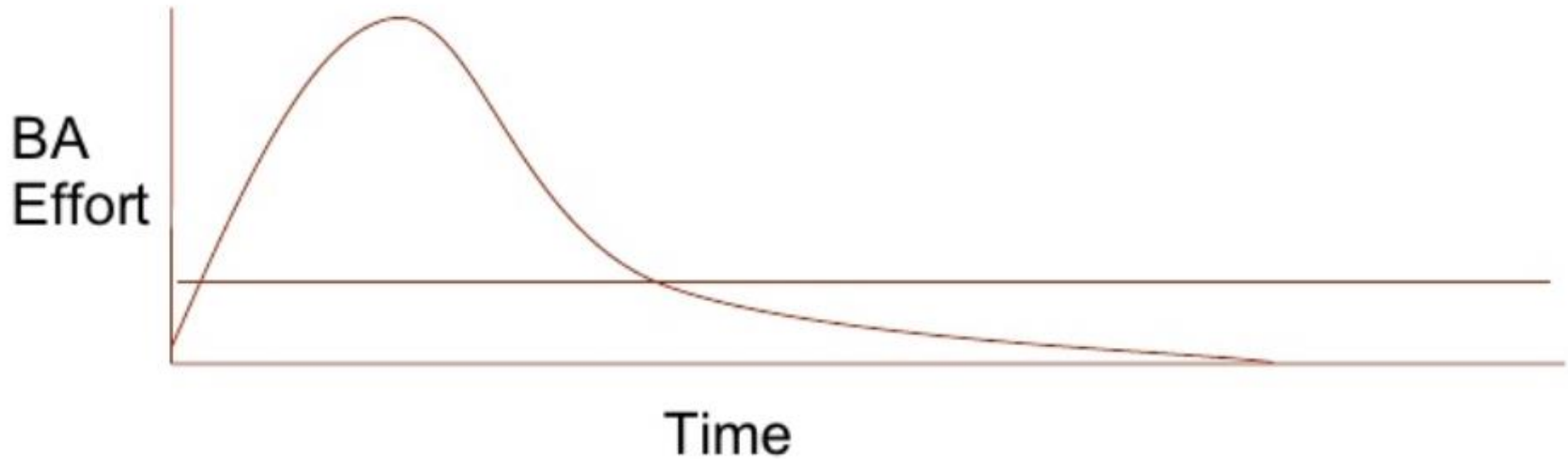
In Scrum, the Team is...

- * **Committed**
- * **Empowered**
- * **Self-organized**
 - ✓ They can make the best decision to move forward
 - ✓ They are close to the work and challenges to complete the work
 - ✓ They make right decisions at the right time and doing it
 - ✓ They have discussions, not change requests



The successful business analyst assumes that the solution may not be perfect and seeks out ways to improve the solution once it is in operation - Steve Blais

Agile Life Cycle



Without a BA



How the customer explained it



How the Project Leader understood it



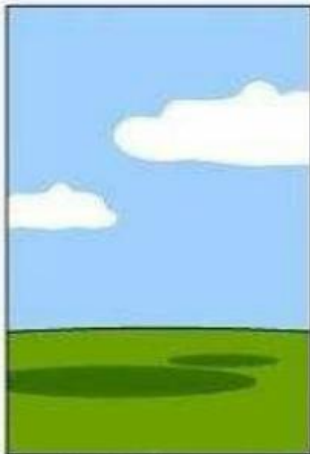
How the System Analyst designed it



How the Programmer wrote it



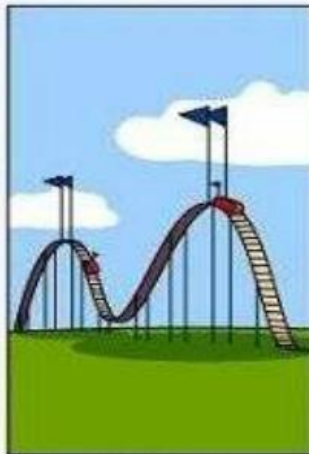
How the Business Consultant described it



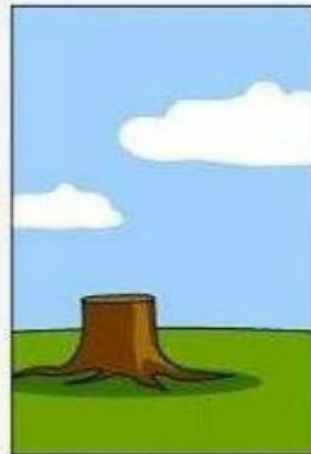
How the project was documented



What operations installed



How the customer was billed

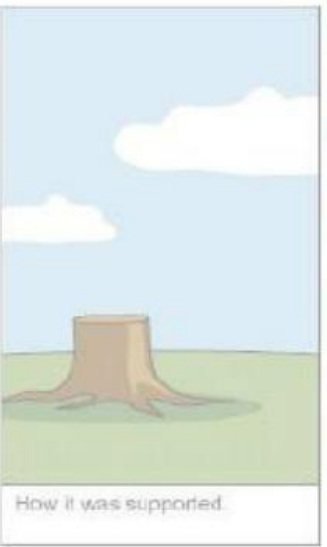
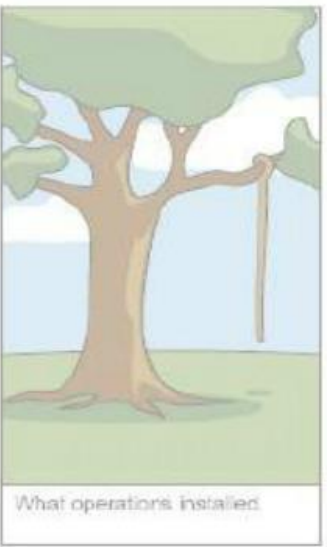
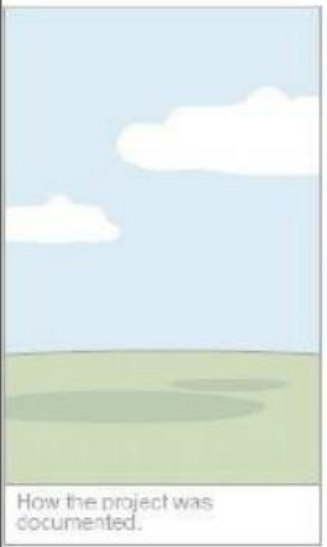
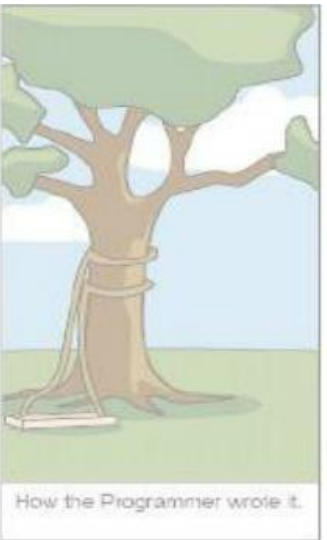
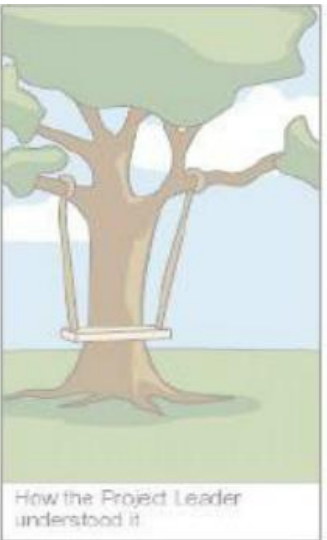
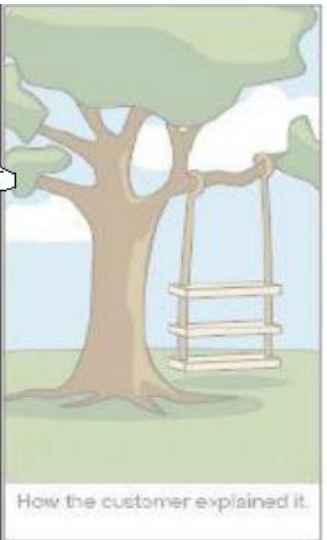


How it was supported



What the customer really needed

With a BA



© KING
Modern Analyst



*“Since hiring the new business analyst,
management has been telling us to
expect change.”*

BA's Role in Agile

* Maintaining and updating the Product Backlog

- ✓ Stories that do not provide sufficient details and need update
- ✓ Stories need to be broken down into smaller stories
- ✓ May develop one-liner descriptions of the feature
- ✓ Getting ready for the next sprint or even next two sprints
- ✓ Working closely with the PO and update if required
- ✓ Prioritize or help PM prioritize items in the backlog

The screenshot displays the JIRA Agile interface for a project named 'Angry Nerds'. The top navigation bar includes 'Dashboards', 'Projects', 'Issues', 'Agile', and 'Bonfire'. The main content area is divided into several sections:

- Sprint 1:** Shows a progress bar and '13 days left'. Below it, a list of 'Upcoming Sprint 1' items with their estimates: NERD-1 (3), NERD-20 (3), NERD-11 (13), and NERD-6 (13). Summary: Issues: 4, Estimate: 16.
- Upcoming Sprint 2:** A list of items with estimates: NERD-17 (5), NERD-7 (40), NERD-18 (40), NERD-23 (40), NERD-10 (40), NERD-25 (40), and NERD-3 (45). Summary: Issues: 7, Estimate: 45.
- Backlog:** A list of items with estimates: NERD-16 (1), NERD-15 (1), NERD-24 (1), NERD-8 (1), and NERD-9 (1). Summary: Issues: 5, Estimate: 5.

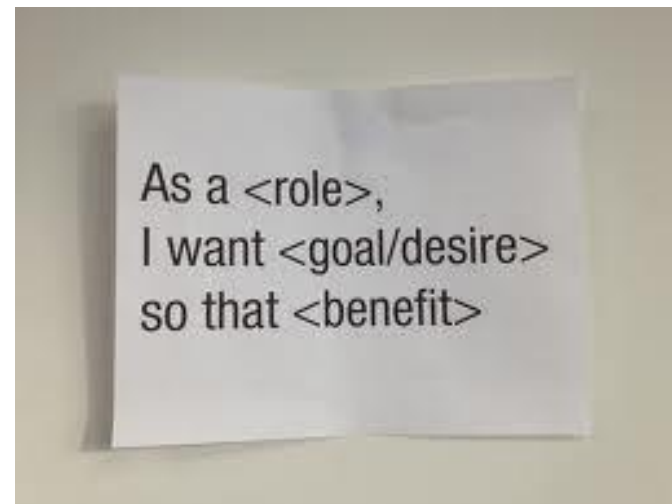
On the right, a detailed view of the user story 'NERD-1: As a Front-Ender I would like to stop supporting IE6 so I can enjoy my life' is shown. It includes a progress bar for 'In Progress' (0/2 Completed), a table of sessions, and a 'Create Session' button.

Session	Status	Actions
Blitz Test	Started	🔍 ⚙️
Pre-Release Blitz Test	Created	🔍 ⚙️

BA' s Role in Agile

* **Story writing with/for the Product Owner (PO)**

- ✓ Work closely with the PO
- ✓ Write clear User Stories that explain what the PO wants
- ✓ Elicit the requirements
- ✓ Document Acceptance Criteria and Condition of Satisfaction (COS)
- ✓ Ensure stories have sufficient details
- ✓ Can be at a high level and can be detailed
- ✓ Help developers to understand what they are supposed to be building



BA' s Role in Agile

* **Develop Wireframes**

- ✓ Rough sketch/presentation of functional flow
- ✓ Not actual visual design
- ✓ Low-fidelity UI prototype
- ✓ Can be created in the following formats –
 - Microsoft Visio
 - Adobe Photoshop
 - MS PowerPoint
 - MS Excel
 - Paper sketch

BA' s Role in Agile

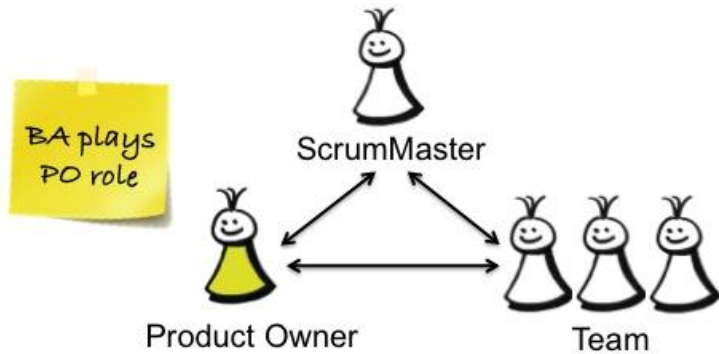
* **More work for BA' s**

- ✓ More/better analysis can reduce work load in time
- ✓ More responsible for value delivered
- ✓ More conversations with developers
- ✓ Writing/Creating acceptance tests
- ✓ Slack for just in time requirements

* **Move from Requirements push to need pull**

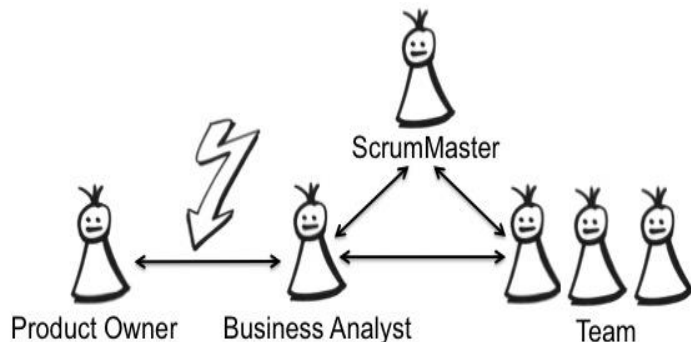
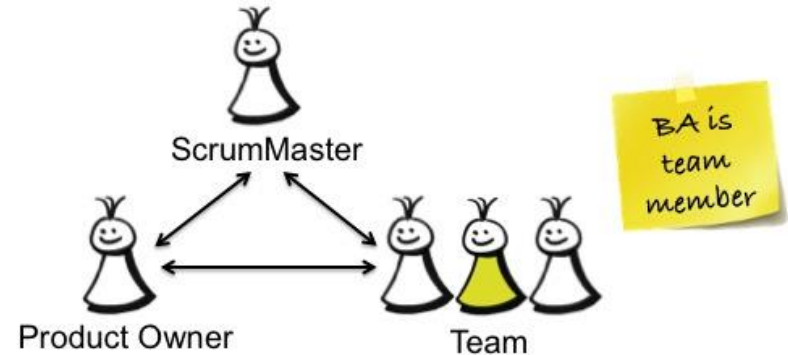
- ✓ Therefore: Normally,
 - Stable product – 1 BA → 7 developers
 - Rapid change – 1 BA → 3 developers

Where does BA fit in the Process?



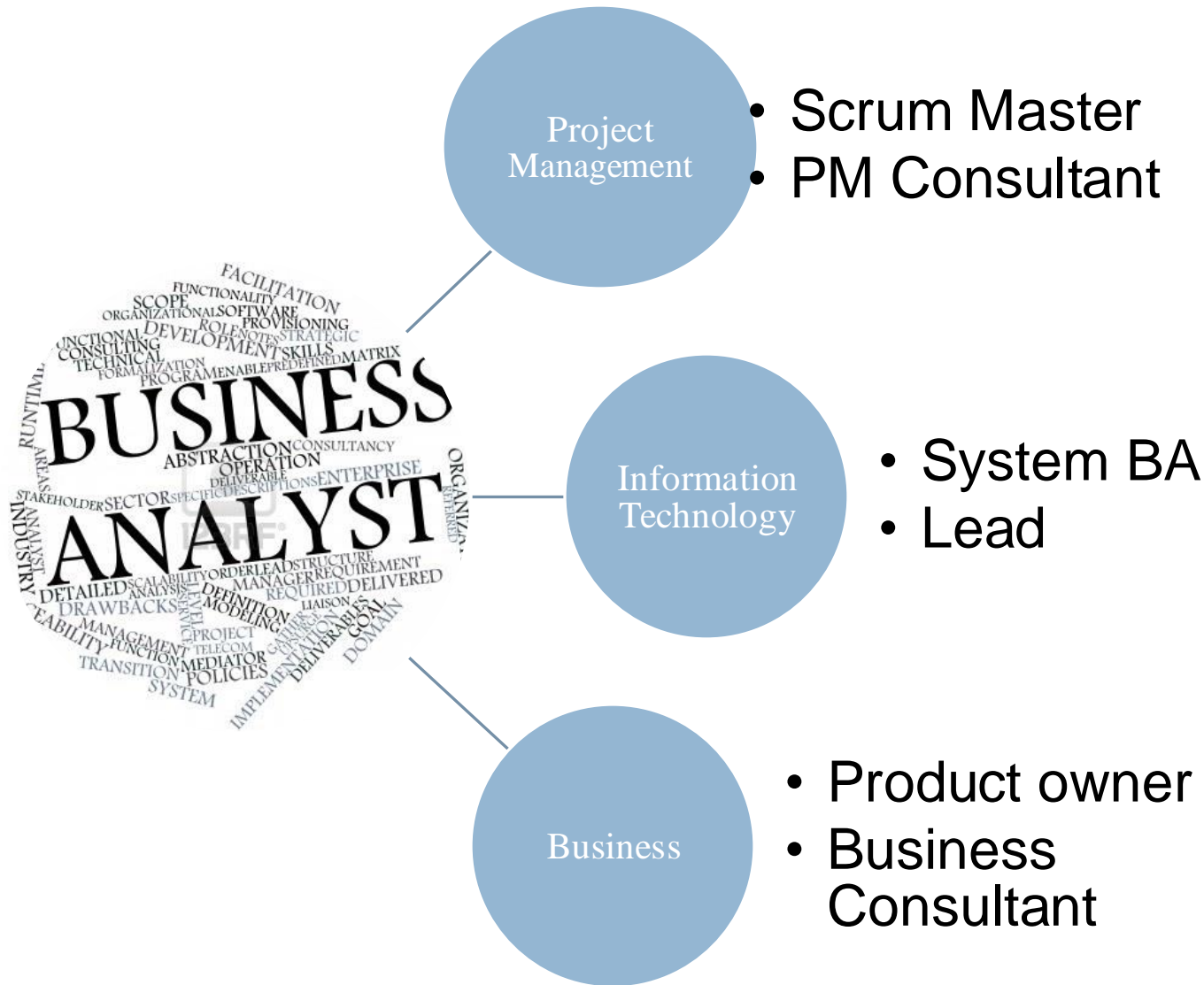
BA plays the role of Product Owner for the team and the Scrum Master.

Work as any team member for Scrum Master and the PO whenever needed



Avoid the Proxy PO trap for the Scrum Master & team.

Career Path for a Business Analyst



Project Failure Factors

1. **Lack of User Inputs – 12.8%**
2. **Incomplete Requirements & Specifications – 12.3%**
3. **Changing Requirements & Specifications – 11.8%**
4. Lack of Executive Support – 7.5%
5. Technology Incompetence – 7%
6. Lack of Resources – 6.4%
7. Unrealistic Expectations – 5.9%
8. Unclear Objectives – 5.3%
9. Unrealistic Time Frames – 4.3%
10. Others – 26.7%

Standish Group Report, CHAOS

Top 3/36.9% of failure factors, are because of poor Business Analysis or not having a BA!!

Project Success Factors

1. **User Involvement – 15.9%**
2. **Executive Management Support – 13.9%**
3. **Clear Statement of Requirements - 13%**
4. Proper Planning – 9.6%
5. Realistic Expectations - 8.2%
6. Smaller Project Milestones – 7.7%
7. Competent Staff – 7.2%
8. Ownership – 5.3%
9. Clear vision and objectives – 2.9%
10. Other – 16.3%

Standish Group Report, CHAOS

**Top 3/32.8% of Success Factors are because of
good Business Analysis/ BA**

Traditional Business Analyst

Agile Business Analyst

Requirements are documented in Use Cases, Business Requirements, Functional requirements, UI Specifications, Business Rules.

Requirements are documented in Epics, User Stories and optionally Business (or Essential) Use cases.

Focuses on completeness of requirement and spends time in ensuring the requirement is unambiguous and has all the details.

Focuses on understanding the problem and being the domain expert so that s/he can answer questions from the development team swiftly and decisively.

Focuses on getting a 'sign off' on the requirements.

Focuses on ensuring the requirements meet the current business needs, even if it requires updating them.

Often there is a wall between the BA/Business and the Development team.

Agile BA/Product Owner is part of the team.

Tends to dictate solutions

Has to remain in the problem domain, leaving the development team 'space' to explore different solutions.

Long turnaround

Quick turnaround.

Focus on what the requirements document said. In other words, output (Artifact) is a well written thorough requirements document.

Focus on the functionality of the developed software. In other words, output (Artifact) is the software that meets the business needs.

Focus on being very specific in the requirements (construed as inflexible)

Leave room for negotiation (and be flexible) as long as the problem is solved.

Questions?



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 @justrightpm

More Learning Opportunities From RefineM

* **MS Project 2010 Advance Level – On Nov 14 & 15, 2013**

- ✓ 1-day class delivered in 2 sessions of 4 hours each
- ✓ Scheduled for Nov 14 & 15, from 8:30am-12:30pm CT
- ✓ Delivered over the web (you can attend from wherever you are)
- ✓ Earn 8 PDUs (if you need them)

* **All About User Stories – On Feb 12, 2014**

- ✓ 1-day class delivered in person
- ✓ Scheduled for Feb 12, 2014 from 8:30am-4:30pm CT
- ✓ Venue – eFactory, 405 N Jefferson Ave, Springfield, MO, USA
- ✓ Earn 7 PDUs (if you need them)

More info at <http://refinem.com/news-and-events/>

How to Claim 1 PDU for this Webinar?

- * PDU Category – B, Continuing Education
- * Program Title – Webinar on “Role of a BA in Agile projects”
- * Date Started – Today’s date
- * Date Completed – Today’s date
- * Hours Completed – 1.00
- * Provider
 - ✓ Name – RefineM
 - ✓ Phone # 417-414-9886
 - ✓ Email – nks@refinem.com
- * PDUs Claimed – 1.00

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