

BA ROLE IN AGILE



Presented by



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- **Agile Basics**
- **Agile Frameworks**
- **Agile Team Structure**
- **BA Placement in Agile**
- **How to Define your Role**
- **Agile BA Responsibilities**
- **Agile Requirements vs Waterfall**



WHAT IS AGILE???

Not a methodology!!

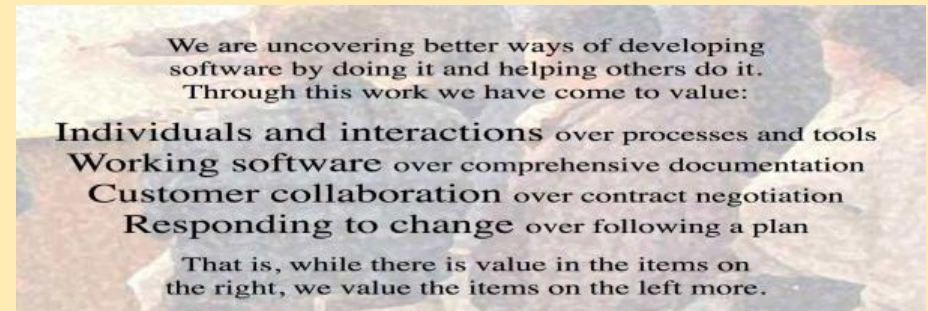
- Agile is described as a **mindset** that guides the way work is approached



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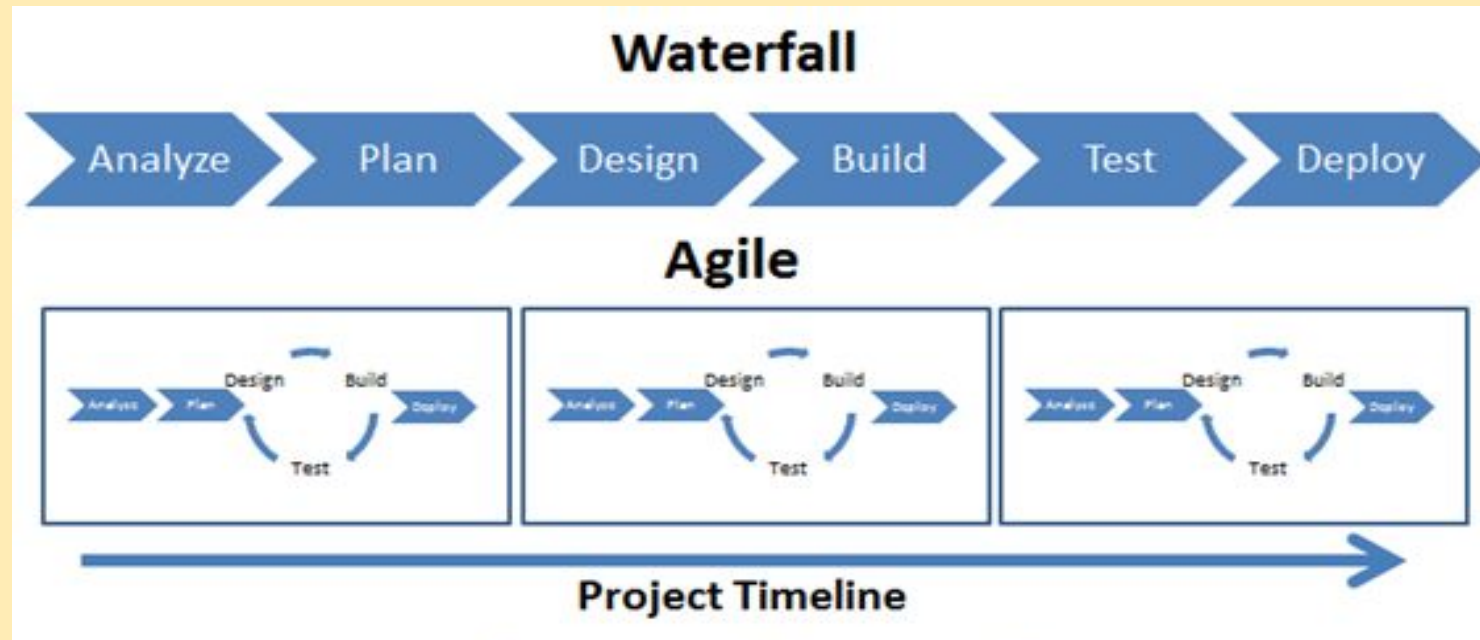
WHERE DID AGILE COME FROM??

Agile Manifesto:



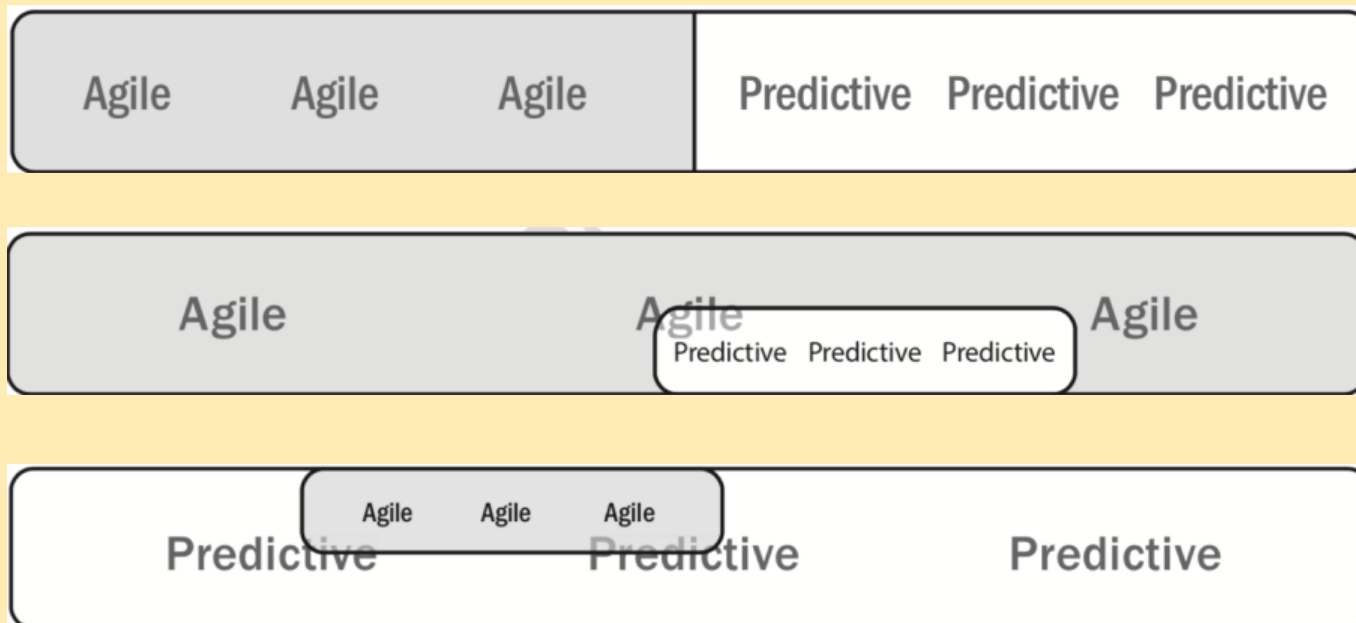
- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

WATERFALL VS AGILE



HYBRID APPROACH

Combination of waterfall and agile (hybrid)



AGILE FRAMEWORKS

- Scrum (most common)
- eXtreme Programming (XP)
- Kanban
- Crystal Methods
- Scrumban
- Feature Driven Development (FDD)
- Dynamic System Development Method (DSDM)
- Agile Unified Process (AgileUP)
- Scaling Frameworks
 - Scrum of Scrums (SoS)
- Scaled Agile Framework (SAFe)
- Large Scale Scrum (LeSS)
- Enterprise Scrum
- Disciplined Agile (DA)



AGILE TEAM STRUCTURE

- Servant Leader

- Scrum Master
- Team Leader
- Agile Coach

- Product Owner

- Customer Representative
- Business Analyst (as PO)
- Business Analyst (as proxy)

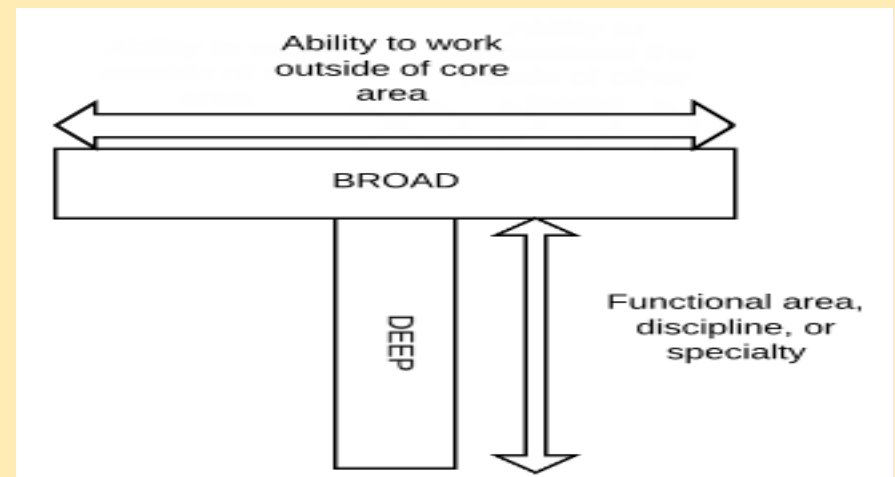
- Dev Team

- Development
- Testers
- Business Analyst



KEY SHIFTS IN AGILE BA

- Continuous analysis (and re-analysis)
- Flexible scope
- Less formal documentation
- Timing of Requirements
- Expanded and shared responsibilities (t-shaped environment)



In Agile the BA title may be *marginalized*
however, the BA skillset is *emphasized!!!*



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Where Does the BA Fit in Agile Projects???



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PLACEMENT OF AN AGILE BA

- Product Owner
- Product Owner(proxy)
- Agile Analyst (BA)
- Dev Team member



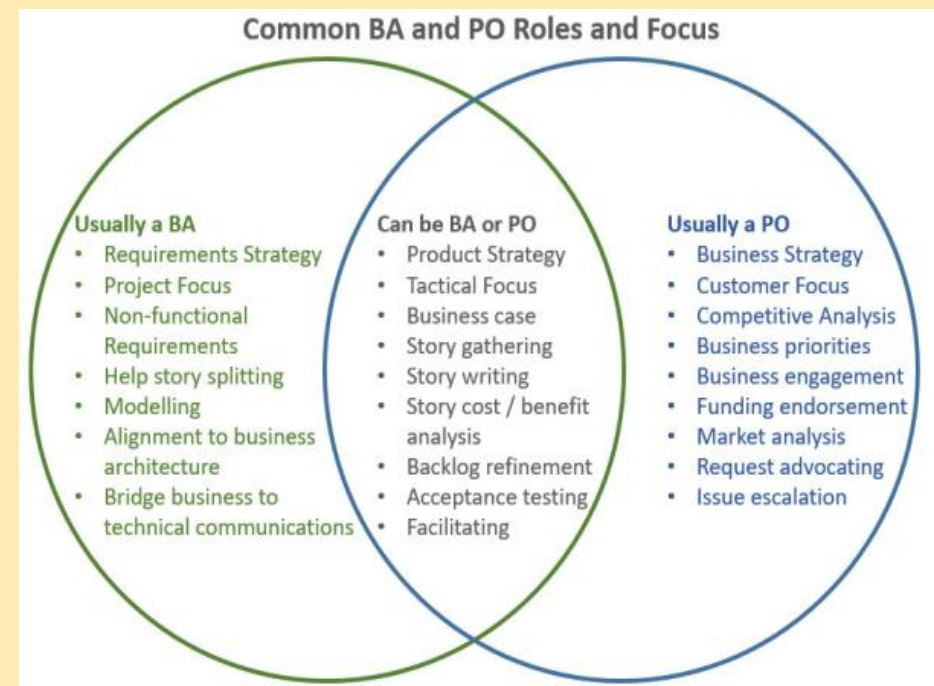
BA AS PRODUCT OWNER

Pros

- BA is a natural transition into the PO role
- BA will have the needed analysis skills
- Works well when BA is fully transitioned to PO

Considerations

- BA may not have adequate SME need for determining needs
- BA may not be comfortable making project decision
- BA/PO hybrid can be ineffective



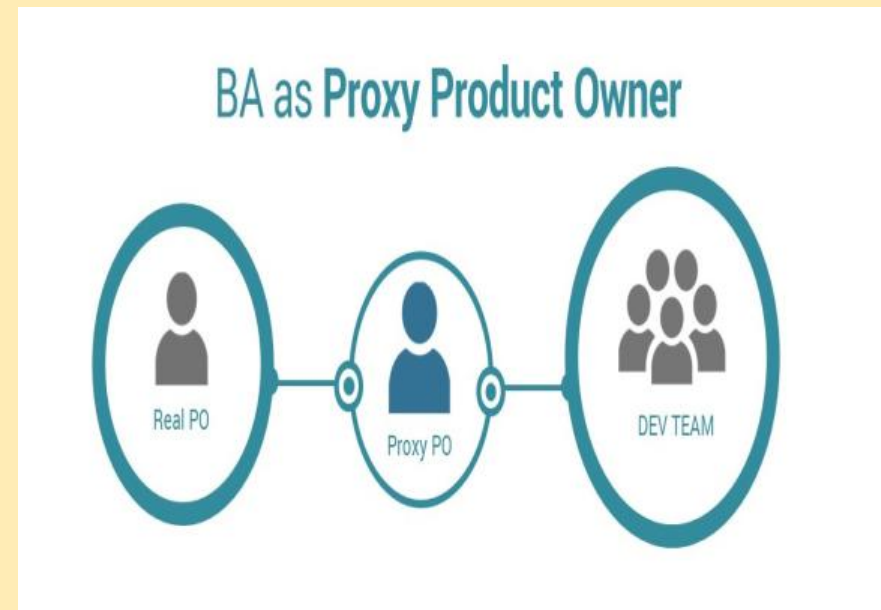
BA AS PRODUCT OWNER PROXY

Pros

- Additional coverage for PO responsibilities
- BA can support PO in weak areas
- BA fill in when PO is unavailable

Considerations

- BA may not be comfortable making project decision without PO
- Adds an additional layer of complexity around authority
- PO could be held responsible for decision/actions made by the BA
- Could lead to conflict around prioritization when PO is absent



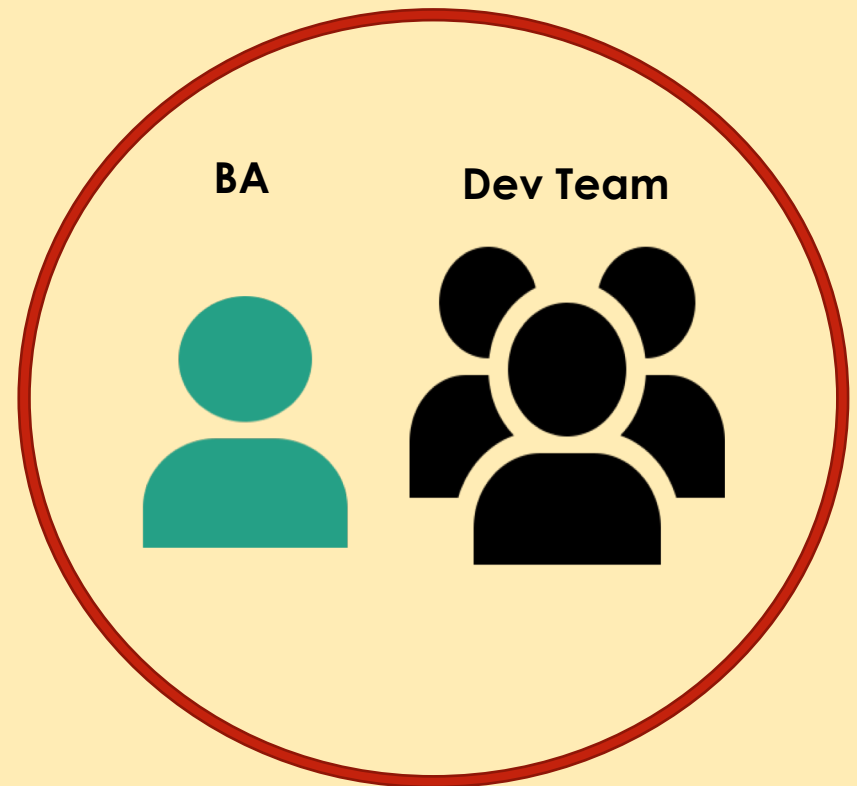
BA AS AN AGILE ANALYST

Pros

- Facilitates the transition to agile
- BA learns agile concepts in smaller chunks
- Less disruptive than a full agile transition

Considerations

- Framework integration can be challenging
- Dev team may be tempted to leave BA out of agile ceremonies
- May hinder BA and PMO transition to agile
- Documentation must be carefully coordinated



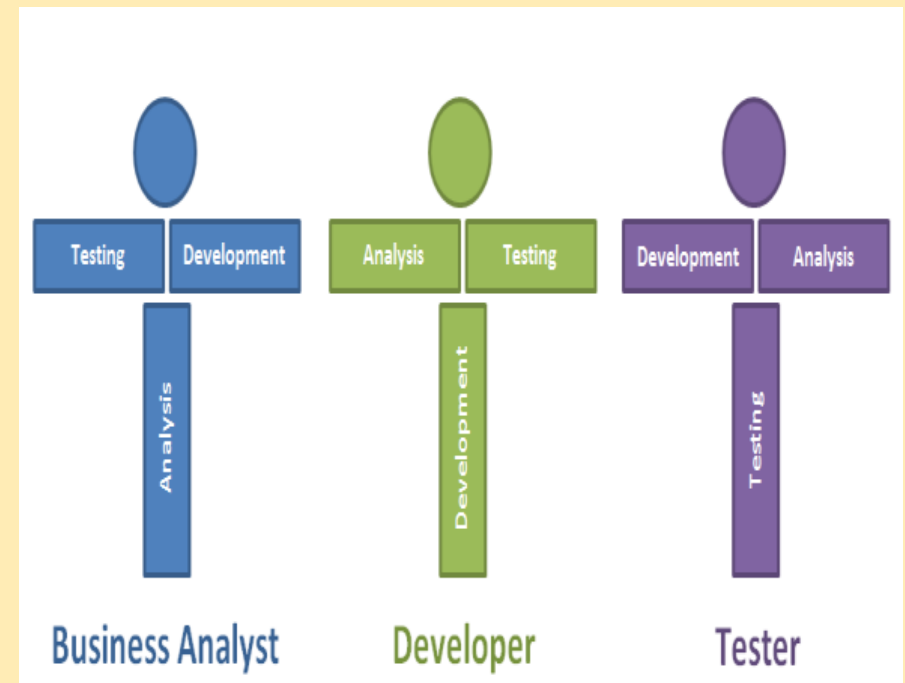
BA AS A DEV TEAM MEMBER

Pros

- BA role and skillset expands
- Increased team task coverage
- Teams are more efficient
- Team is more empowered

Considerations

- Only works with cross-function/t-shaped teams
- Team members must be willing to train one another
- Requires time for knowledge transfer
- Roles need to be understood in advance



How to Define and Understand your Role in Agile???



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HOW TO DEFINE YOUR ROLE???

- Team Charter
- Retrospectives



HOW TO DEFINE YOUR ROLE???

Team Charter

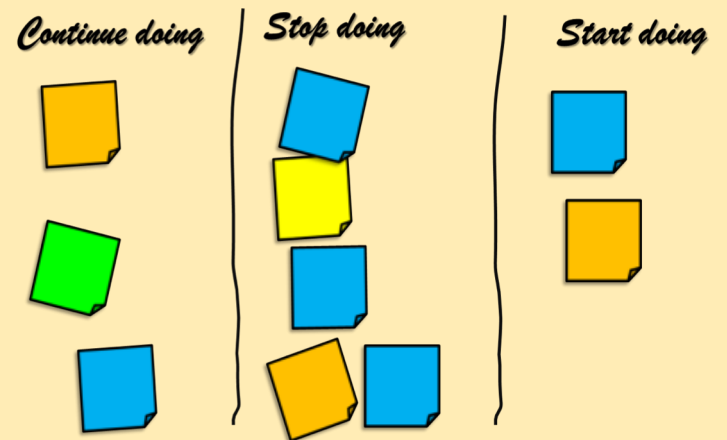
- Project framework
- BA placement
- BA responsibilities
- BA deliverables
- What's out of scope for the BA



HOW TO DEFINE YOUR ROLE???

Retrospectives

- BA placement (role) effectiveness
- BA deliverable effectiveness
- BA responsibility adjustments
- Adjustments to requirements timing
- Adjustments to knowledge transfer process



What are Common Agile BA Responsibilities???



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COMMON AGILE BA ACTIVITIES

- Refine Product Vision
- Facilitate current and future state analysis
- Facilitate pre-iteration planning
- Create and refine user stories
- Split and decompose user stories
- Refine acceptance criteria
- Facilitate backlog refinement
- Facilitate backlog prioritization
- Perform exploratory and functional spikes
- Testing (cross-functional)
- Light coding (cross-functional)
- Support PO activities
- Facilitate feedback loops
- Assist in developing the product roadmap
- Elicit user stories from stakeholders beyond the PO
- Facilitate story mapping activities
- Ensure story traceability when necessary
- Capture new requirements or stories during reviews
- Facilitate User Acceptance Testing (UAT)
- Resolve *analysis* related roadblocks
- Train testers and developers on BA concepts (cross-functional)
- Facilitate end-user training



AGILE VS WATERFALL REQUIREMENTS

- **Informal** vs Formal
- **Refine** vs Specify
- **Discuss** vs Describe
- **Just-in-time** vs Phase
- **Prioritize** vs Plan
- **Collaborative** vs Independent



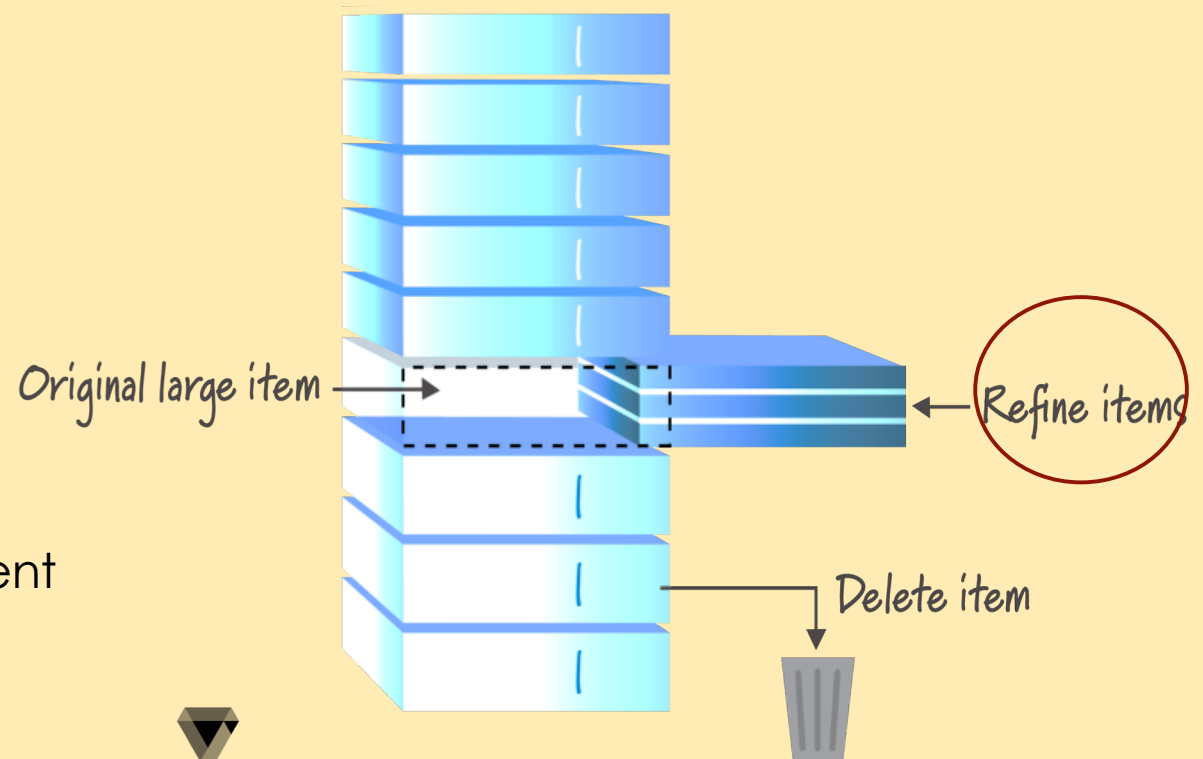
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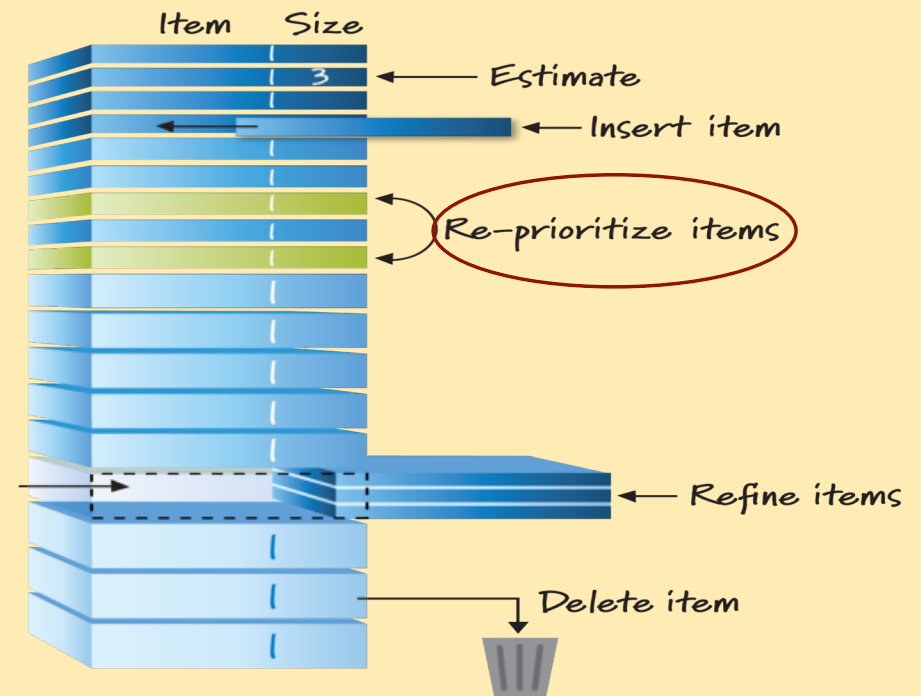
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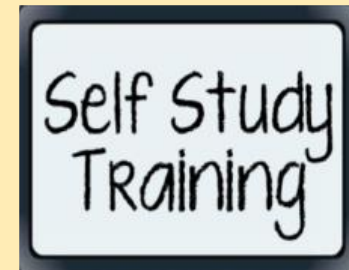


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4 WAYS TO PREPARE FOR YOUR EXAM



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Q & A TIME!!!



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