

# 7 Things BA's need to know about agile

Kent J. McDonald

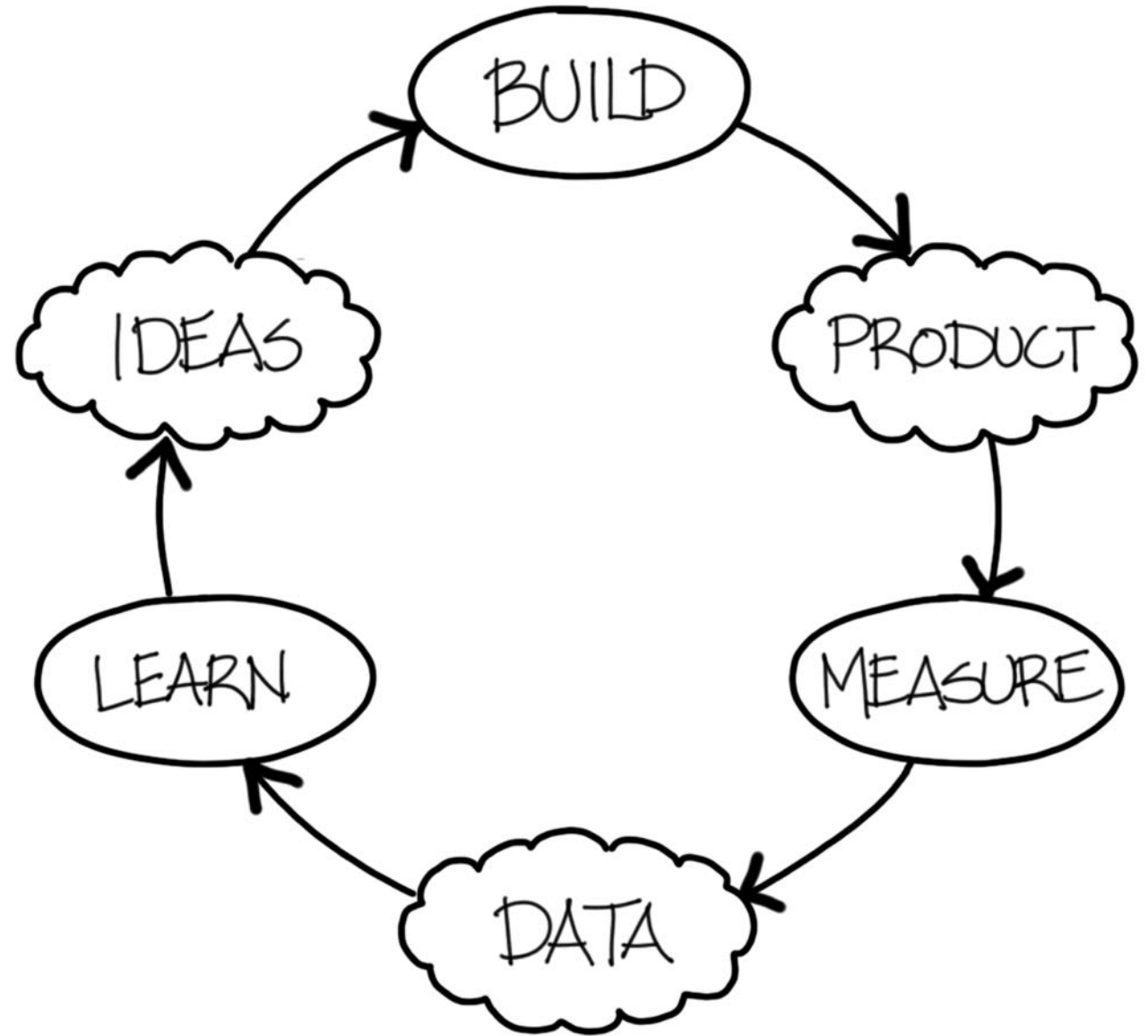
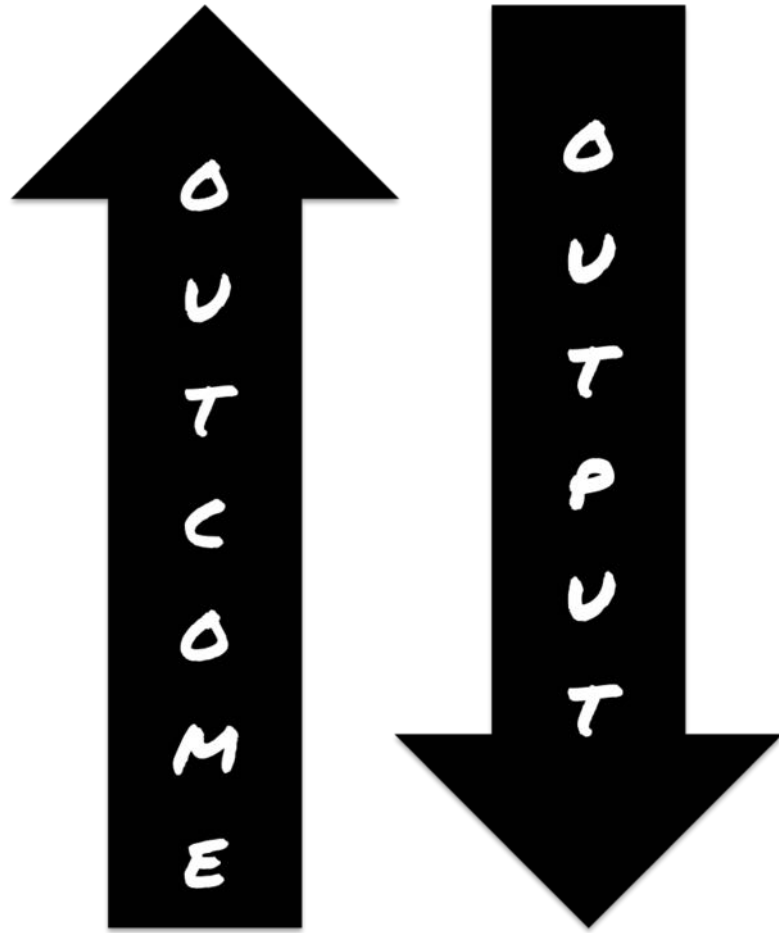
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<https://www.kbp.media/go/atx-badd/>

- One -  
agile is not a  
methodology

# It's a Mindset



# How to adopt an agile mindset

DO WE  
UNDERSTAND  
THE  
OUTCOME  
WE'RE TRYING  
TO DELIVER?

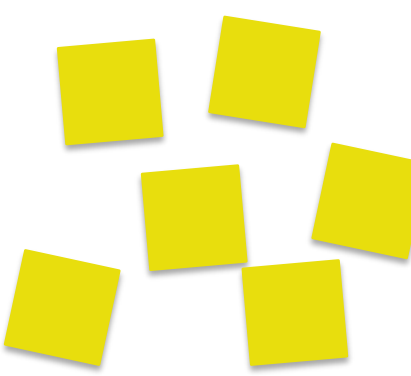
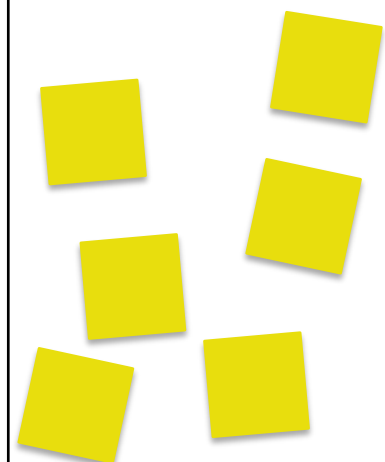
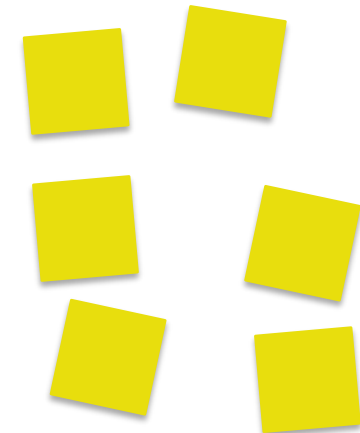
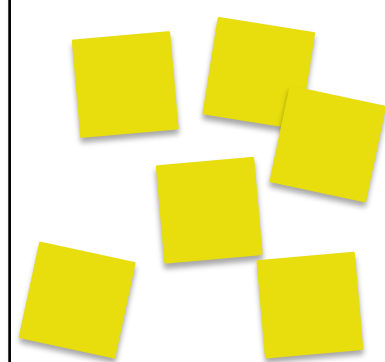
HOW CAN WE  
UNDERSTAND  
THAT  
OUTCOME  
BETTER?

WILL THIS  
HELP US  
DELIVER THAT  
OUTCOME?

ARE THERE  
THINGS WE  
AREN'T SURE  
ABOUT?

WHAT CAN  
WE DO TO  
LEARN ABOUT  
THOSE THINGS  
WE AREN'T  
SURE ABOUT?

# Problem Statement

<p><b>THE PROBLEM OF</b></p> 	<p><b>AFFECTS</b></p> 	<p><b>THE IMPACT OF WHICH IS</b></p> 	<p><b>A SUCCESSFUL SOLUTION WOULD</b></p> 
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- Two -

There's more to agile  
than just Scrum

**Framework:**  
*the structure for something that has enough present to force the final shape but enough missing so that different people can choose different variations.*

**INFLUENCES**

**Methodology:**  
*Set of conventions the team agrees to follow*

Definitions from Alistair Cockburn

<http://alistair.cockburn.us/Are+agile+and+scrum+frameworks+or+methodologies+or+what>

# How to decide which framework(s) to use

TIMEBOX TO  
FOCUS ON A  
SMALL GROUP  
OF ITEMS IN A  
SHORT TIME  
PERIOD

TIMEBOX TO  
BREAK A BIG  
INITIATIVE UP  
INTO SMALL  
CHUNKS FOR  
FEEDBACK

ALWAYS USE  
GOOD  
ENGINEERING  
PRACTICES  
(XP)

FLOW WHEN  
WORK ARRIVES  
FREQUENTLY AND  
UNPREDICTABLY

FLOW WHEN  
EACH ITEM IS  
INDEPENDENT  
AND YOU DON'T  
WANT TO WAIT  
TO DEPLOY



Ponder this...

**WHICH  
FRAMEWORK(S)  
DOES YOUR  
TEAM USE?**

**DO THOSE  
FRAMEWORKS  
SEEM RIGHT  
FOR YOUR  
CONTEXT?**

- Three -  
Analysis  
is still relevant

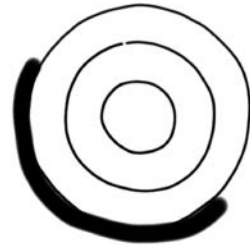
# Analysis with an agile mindset

1) WHAT IS THE NEED?

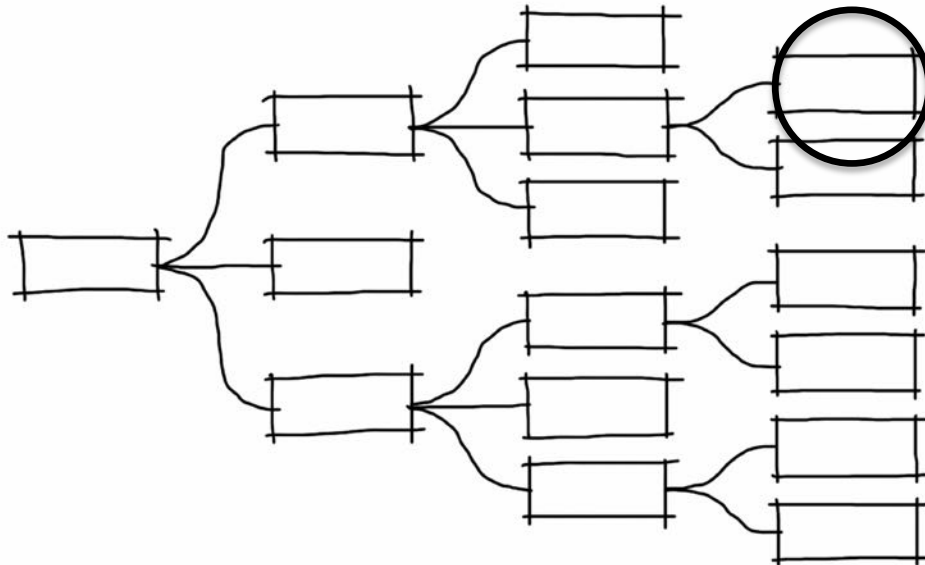
PROBLEM STATEMENT

PROBLEM OF	
AFFECTS	
IMPACTS	
CONDITIONS	

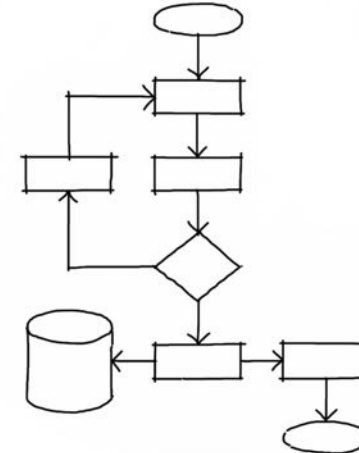
SMART GOAL



2) WHAT ARE SOME POSSIBLE SOLUTIONS?



3) WHAT SHOULD WE DO NEXT?



CREATE PROFILE

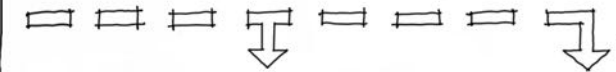
CUSTOMER NUMBER			
CUSTOMER NAME			
COMPANY			
EMAIL			
BILLING ADDRESS			
<input type="button" value="CANCEL"/>			<input type="button" value="SUBMIT"/>

4) WHAT ARE THE DETAILS OF THIS PART?

IN ORDER TO \_\_\_\_  
AS A \_\_\_\_  
I WANT \_\_\_\_

IN ORDER TO \_\_\_\_  
AS A \_\_\_\_  
I WANT \_\_\_\_

IN ORDER TO \_\_\_\_  
AS A \_\_\_\_  
I WANT \_\_\_\_



ACCEPTANCE CRITERIA

_____
_____
_____

EXAMPLES:

GIVEN	_____
THEN	_____
WHEN	_____

# How to add value with analysis

**SMALL BITS  
OF ANALYSIS  
THROUGHOUT  
THE EFFORT**

**PASS ON  
WHAT YOU  
HAVE  
LEARNED TO  
THE TEAM**

**MAKE SURE  
TIMELY,  
INFORMED  
DECISIONS  
GET MADE**

Talk amongst yourselves

**FOR THE  
CONFERENCE  
SESSION FEEDBACK  
PROJECT**

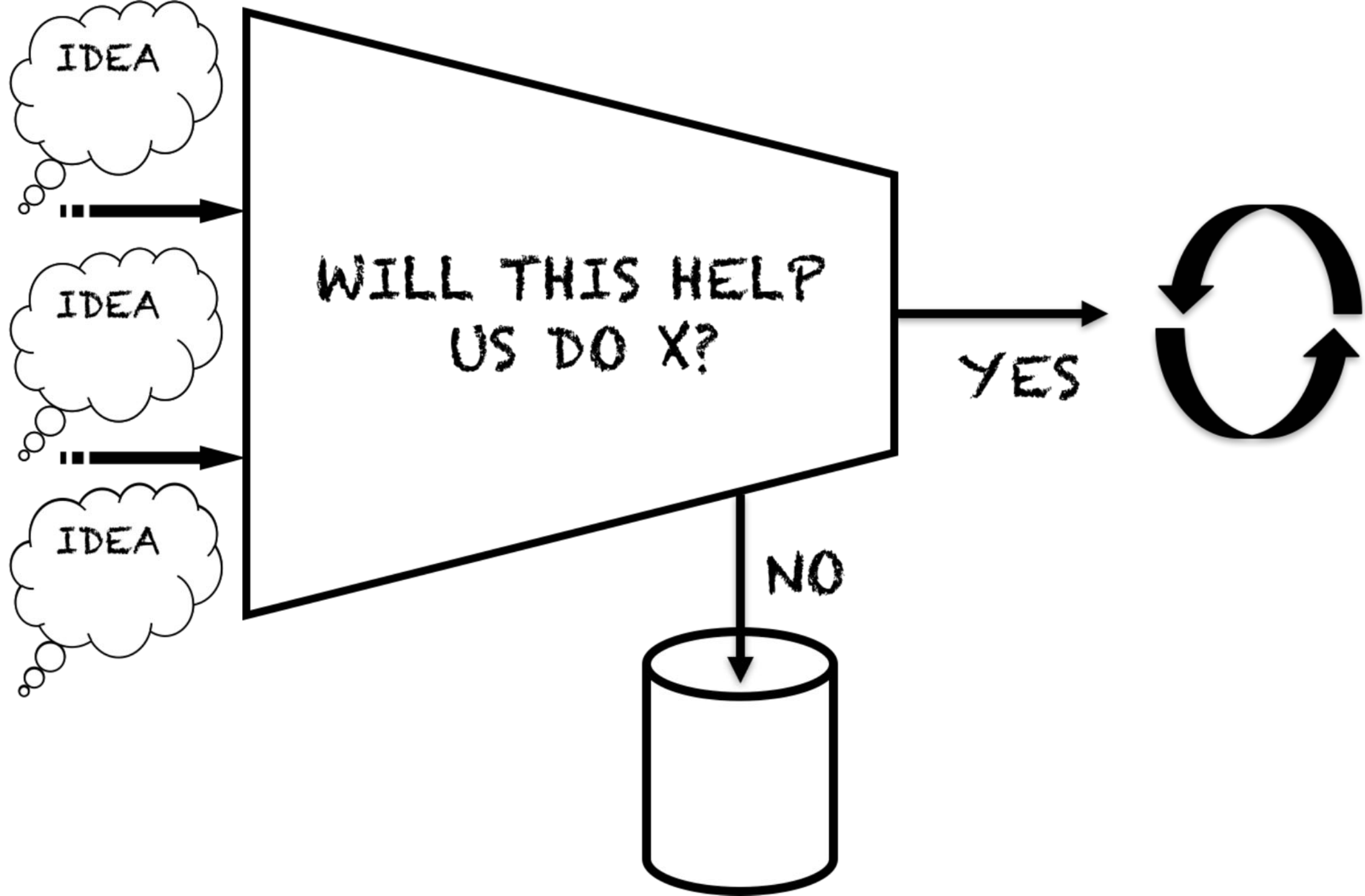
- **WHAT ANALYSIS  
TECHNIQUES  
WOULD YOU USE?**
- **WHAT WOULD YOU  
USE THEM FOR?**

- Four -

agile alone

will not get you

better faster cheaper



# How to deliver the right thing

WHAT DO OUR  
CUSTOMERS  
NEED?

WHAT WILL  
SATISFY  
THOSE  
NEEDS?

WILL  
CUSTOMERS  
BUY/USE IT?

**CUSTOMER FACING -  
PRODUCT MANAGEMENT**

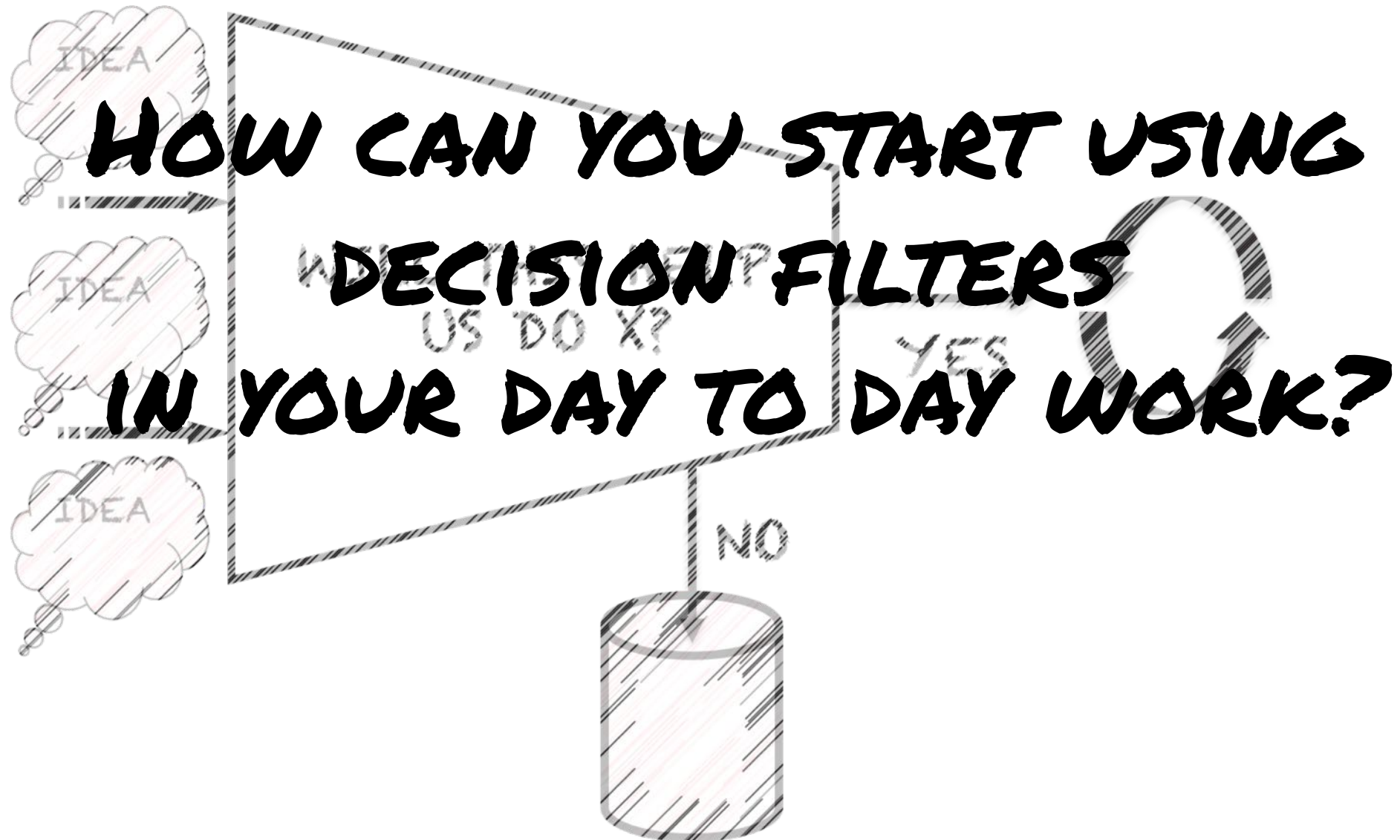
**INTERNAL FACING -  
PORTFOLIO MANAGEMENT**

HOW DOES  
THIS ALIGN  
WITH OUR  
STRATEGY?

HOW MUCH  
OF THIS  
SOLUTION DO  
WE NEED TO  
DELIVER?



Ponder this...



- Five -

Writing and  
slicing user stories is  
not the whole story

User Story Writing Rules

1. Thou shalt **ALWAYS** use **I** as a,  
want, So That

Thou shalt **NEVER** bold the  
labels **As a**, **I Want**, **So That**.

3. Thou shalt **ALWAYS** have a  
period after each line in the  
format

Thou shalt **NEVER** repeat the  
same thing in **I Want** and **So That**.

# How to make proper use of user stories

STORIES ARE  
REMINDERS

USE  
ACCEPTANCE  
CRITERIA,  
MODELS, AND  
EXAMPLES

SPLIT  
STORIES TO  
IDENTIFY  
WHAT NOT TO  
BUILD

STORIES ARE  
A PLANNING  
TOOL

EPICS ARE  
FOR  
CUSTOMERS  
STORIES ARE  
FOR THE  
TEAM

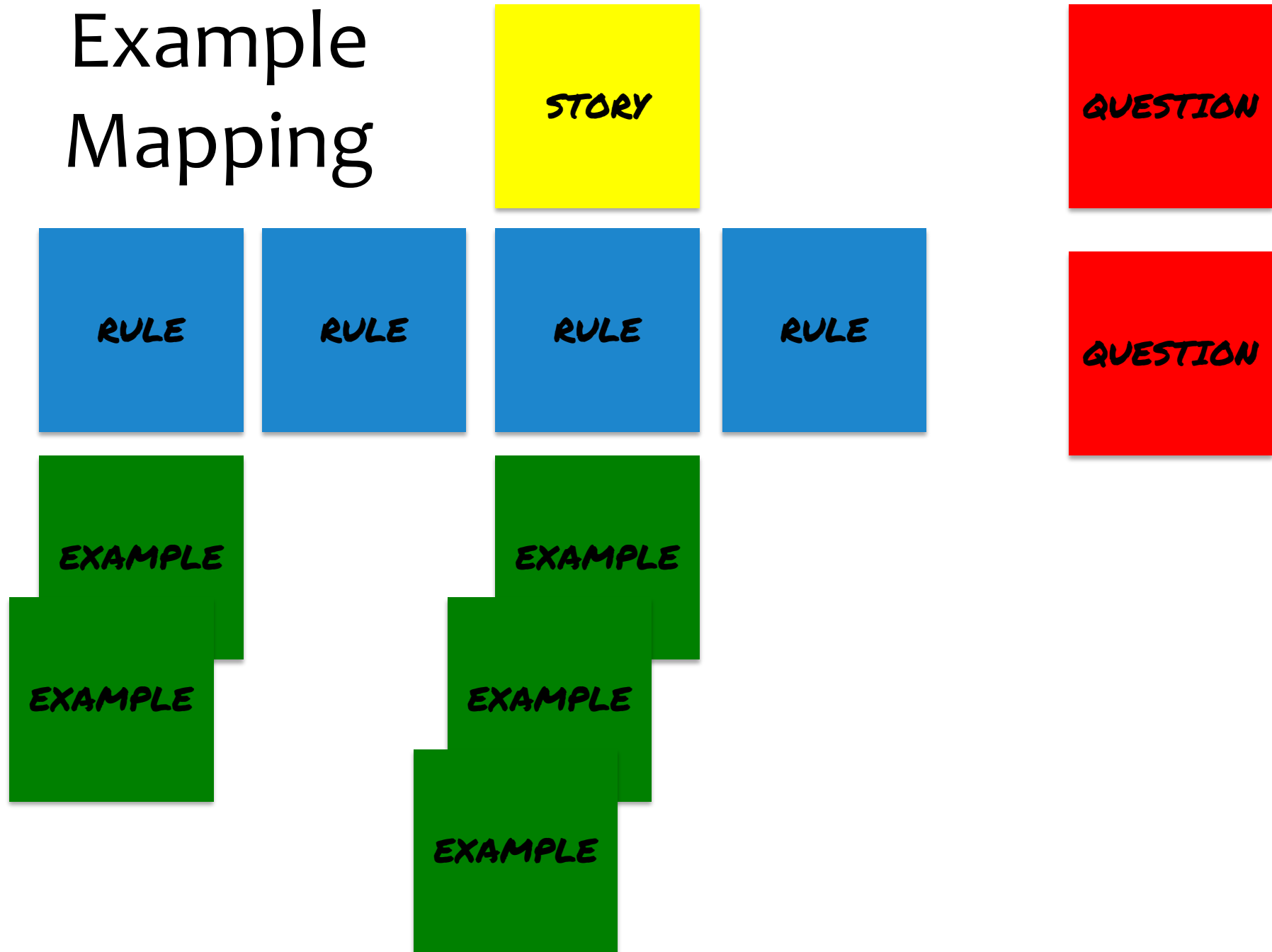
# Example Mapping



## Outputs:

- Examples
- Refined rules/acceptance criteria
- New/split stories
- Shared understanding
- Empathy

# Example Mapping



# Example Mapping – An Example

**ADD A  
REVIEW**

**WHAT IF  
SESSION  
CHANGES  
TRACKS?**

**CAN ONLY  
REVIEW  
SESSIONS IN  
OWN TRACK**

**CAN ONLY  
REVIEW A  
SESSION  
ONCE**

**CAN'T  
REVIEW  
YOUR OWN  
SESSION**

**WHAT IF  
REVIEWER IS  
ADDED TO  
SESSION AS  
CO-  
PRESENTER?**

**THE ONE  
WHERE  
SESSION IS IN  
REED'S TRACK**

**THE ONE  
WHERE  
SESSION IS  
NOT IN REED'S  
TRACK**

**THE ONE  
WHERE REED  
IS PRESENTER**

**THE ONE  
WHERE REED  
IS CO-  
PRESENTER**

Your turn.

**IN ORDER TO PREVENT  
PASSWORDS FROM BEING  
GUESSED,  
USERS MUST BE FORCED TO  
CREATE STRONG  
PASSWORDS**

**RULE  
(ACCEPTANCE  
CRITERIA)**

**QUESTION  
(WHAT IF...)**

**EXAMPLE  
(THE ONE  
WHERE...)**

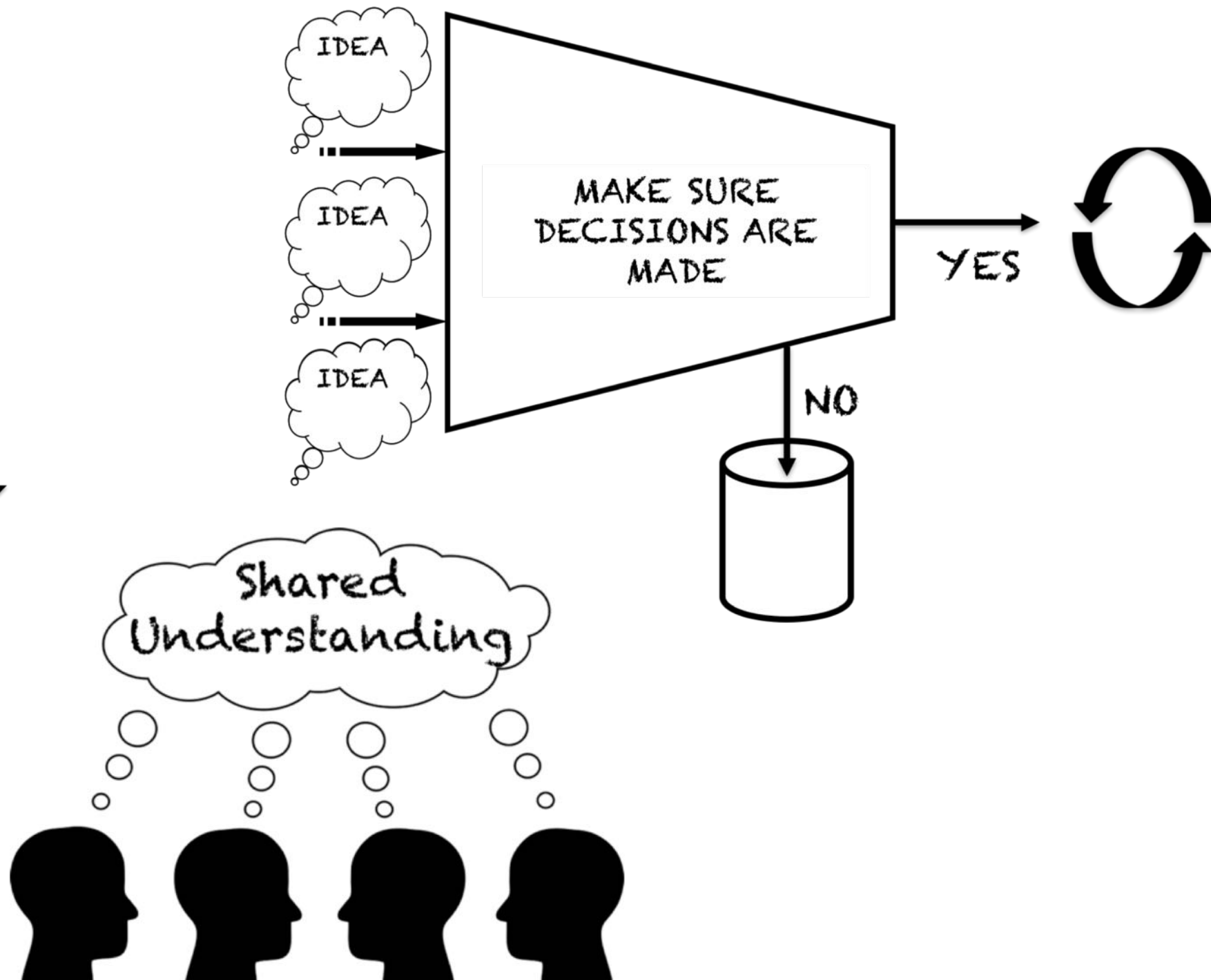


- Six -

BA's can be  
product owners

OUTCOME

OUTPUT



# Kupe and Kent Can Help You



Learn more about Decision Making and our new book:

<https://www.kbp.media/go/decide-atx/>

# How product owners use analysis techniques

ELICITATION  
TECHNIQUES TO  
UNCOVER NEEDS

PROCESS FLOWS  
TO BUILD  
SHARED  
UNDERSTANDING

FACILITATE  
DISCUSSIONS TO  
MAKE SURE  
DECISIONS GET  
MADE

PROBLEM  
STATEMENT TO  
DESCRIBE  
DESIRED  
OUTCOME

MOCKUPS TO  
BUILD SHARED  
UNDERSTANDING

SPLIT STORIES  
TO UNDERSTAND  
THEM BETTER

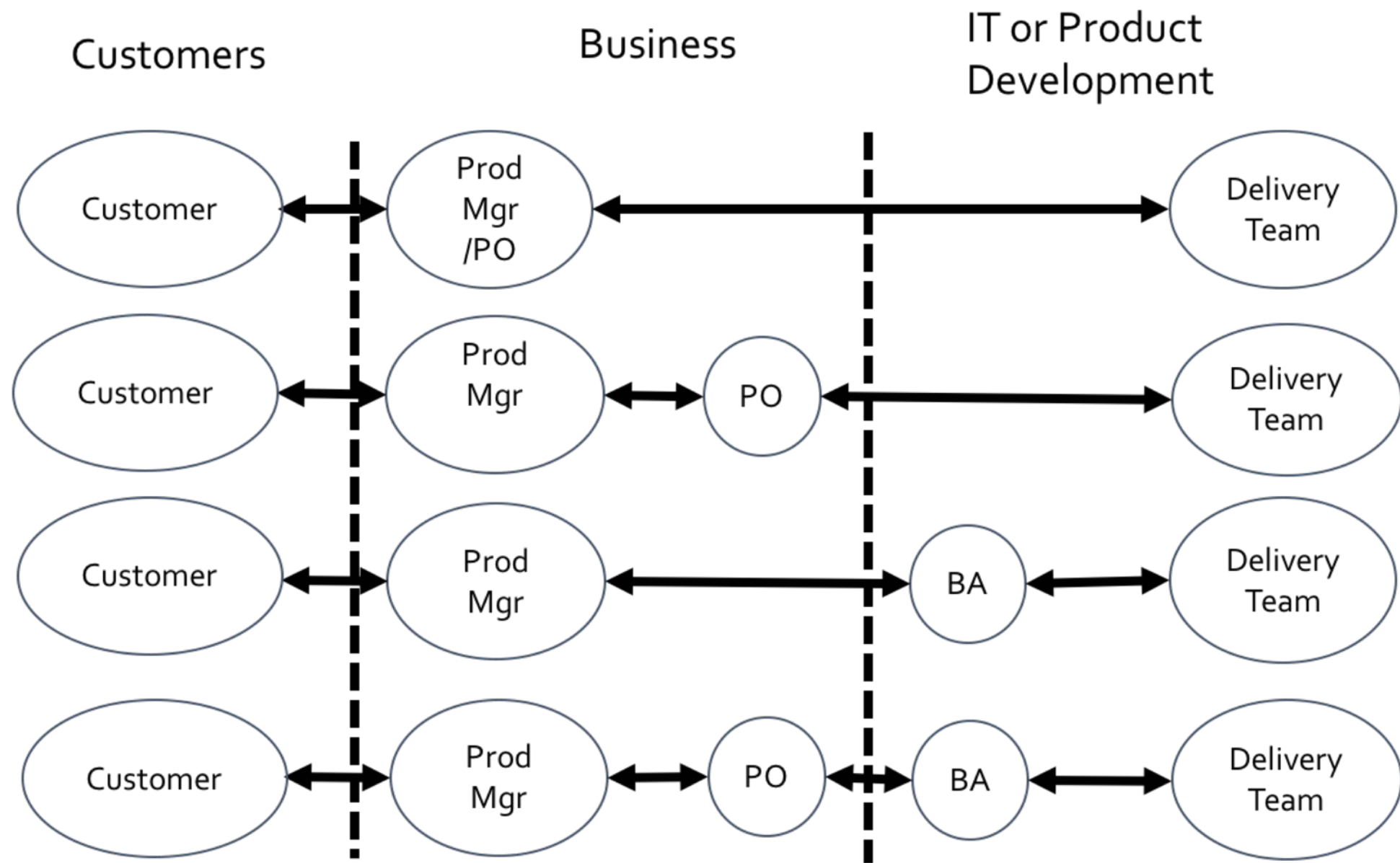
Pair Up...

**WHICH  
HABIT(S) CAN  
YOU BUILD  
UPON?**

**WHICH  
HABIT(S)  
SHOULD YOU  
REFOCUS ON?**

- Seven -

BA's don't have to be  
product owners



Source: Todd Little

# How to figure out what role best fits you

**CUSTOMER  
FACING OR  
INTERNAL  
FACING?**

**CAN YOU  
MAKE  
DECISIONS?**

**WORK  
BETTER WITH  
CUSTOMERS  
OR TEAM?**

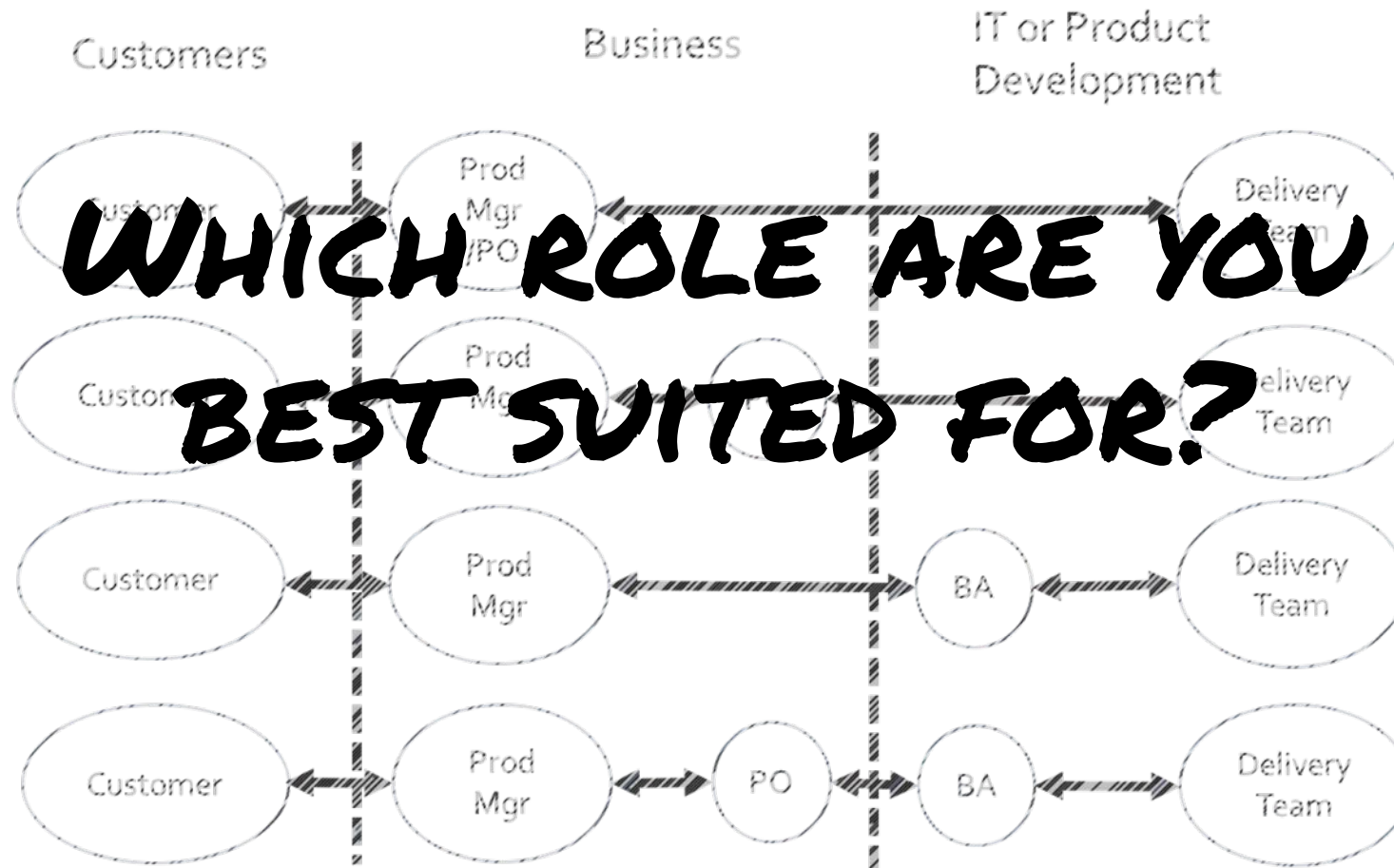
**ARE YOU  
COMFORTABLE  
WITH  
UNCERTAINTY?**

**WILLING TO  
LEARN  
TECHNIQUES  
OUTSIDE OF  
ANALYSIS?**

**WHAT'S THE  
ORG  
STRUCTURE?**



# Ponder this...



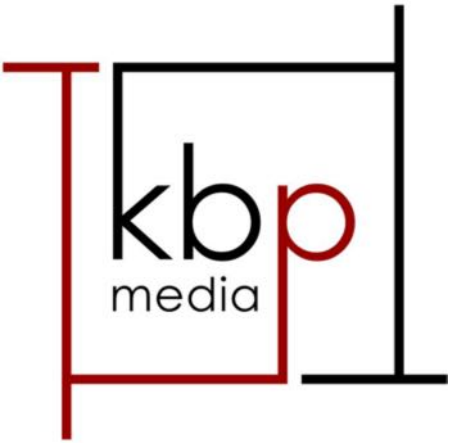
Source: Todd Little

# If you remember nothing else

**WHEN YOU  
FOCUS ON  
LEARNING AND  
VALUE YOU HAVE  
AN AGILE  
MINDSET**

**APPLY THE  
ANALYSIS SKILLS  
YOU ALREADY  
KNOW**

**THE RIGHT  
ROLE IS THE  
ONE THAT FITS  
YOUR INTEREST  
AND EXPERIENCE**



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