**Perspectives for Business Analysis**

Perspectives are used within business analysis work to provide focus to tasks and techniques specific to the context of the initiative.

**The perspectives:**

• Agile

• Business Intelligence

• Information Technology

• Business Architecture

• Business Process Management.

Any given initiative includes one, many, or all these perspectives. For example, an initiative may have a technology component (Information Technology Perspective), the technology component may mean business process changes (Business Process Management Perspective), the initiative may decide to do part, or all the work with an agile approach (Agile Perspective). Another initiative may merge two organizations and need to look at the business capabilities and how the transformation impacts those capabilities (Business Architecture Perspective), and the business leaders need updated information for decision making and analysis (Business Intelligence Perspective). Large or complex initiatives will likely employ all perspectives.

Perspectives provide ways to approach business analysis work in a more focused manner suitable to the context.

**Perspective Structure:**

• Change Scope

• Business Analysis Scope

• Methodologies, Approaches, and Techniques

• Underlying Competencies

• Impact on Knowledge Areas.

1. **The Agile Perspective**

Agile initiatives involve constant change. Business analysts working on agile initiatives continually reassess, adapt, and adjust their efforts and tactics. Business analysts conduct analysis and deliver work products at the last responsible moment to continually allow flexibility for change; detailed analysis work is not done ahead of time, but just in time to be effectively utilized by the agile team.

Agile business analysis ensures that information is available to the agile team at the right level of detail at the right time.

Business analysts help agile teams answer these questions:

• What need are we trying to satisfy?

• Does that need worth satisfying?

• Should we deliver something to satisfy that need?

• What is the right thing to do to deliver that need?

Business analysts are active members of an agile team and often facilitate planning, analyzing, testing, and demonstrating activities. In an agile team, business analysis may be performed by a product manager/owner, business analyst, or by other defined team roles. Business analysts help the team identify modifications in assumptions and other project variations that emerge.

**1.1 Change Scope**

Business analysts working on agile initiatives engage with the business sponsor on a strategic level and assist with defining how the proposed product or feature aligns with the organization's objectives. They collaborate with various stakeholders and the change team to break the product vision down into a prioritized list of desired work items to be completed. The prioritized items (or prioritized backlog list) usually focus on the capabilities needed in the resultant product, with emphasis on the highest value items first.

Agile teams deliver small, incremental changes and commit to prioritized work items for only one iteration at a time. This allows the agile team to handle emerging changes for the upcoming iteration with minimal impact. An iteration is an agreed period of work time. Requirements are developed through continual exploration and analysis of the business needs. It is important to note that though most agile approaches are iterative, not all iterative approaches are agile. There are also several agile approaches that are not iterative, such as the kanban method.

**1.2 Approaches**

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| **Approaches** | **Brief Details** |
| Dynamic Systems Development Method (DSDM) | A project delivery framework which focuses on fixing cost, quality, and time at the beginning while contingency is managed by varying the features to be delivered. MoSCoW prioritization technique is used for scope management. Time boxes, or short focused periods of time with clearly defined outcomes, are used to manage the work. |
| Extreme Programming (XP) | Named for the concept of taking beneficial software engineering techniques to the extreme. This concept focuses on the technical development processes and features pair-programming, test-driven development, and other craftsmanship approaches to the technical practices. XP technical practices are often used in conjunction with one of the agile management frameworks. |
| Kanban | Does not require fixed iterations. Work moves through the development process as a continuous flow of activity. A key feature is to limit the amount of work underway at any one time (referred to as the work in progress limit or WIP). The team works only on a fixed number of items at any one time and work may begin on a new item only when it is required to maintain flow downstream and after the previous item has been completed. |
| Scaled Agile Framework® (SAFe™) | A framework for implementing agile practices at enterprise scale. It highlights the individual roles, teams, activities and artifacts necessary to scale agile from the team to program to the enterprise level. |
| Scrum | A lightweight process management framework based on empirical process control. Work is performed in a series of fixed length iterations, called Sprints, which last one month or less. At the end of each sprint the team must produce working software of a high enough quality that it could potentially be shipped or otherwise delivered to a customer. |

**1.3 Techniques**

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| **Techniques** | **Brief Details** |
| Behavior Driven Development (BDD) | An approach that enhances the communication between stakeholders and team members by expressing product needs as concrete examples. |
| Kano Analysis | A technique for understanding which product features will help drive customer satisfaction. |
| Lightweight Documentation | A principle that governs all documentation produced on an agile project. The purpose is to ensure that all documentation is intended to fulfill an impending need, has clear value for stakeholders, and does not create unnecessary overhead. For example, a system overview document may be written towards the end of a project based on stable content and acceptance tests written as part of the product testing. |
| MoSCoW Prioritization | A method to prioritize stories (or other elements) in incremental and iterative approaches. MoSCoW (must have, should have, could have, won’t have) provides a way to reach a common understanding on relative importance of delivering a story or other piece of value in the product. |
| Personas | Fictional characters or archetypes that exemplify the way that typical users interact with a product. |

1. **The Business Intelligence Perspective**

The Business Intelligence Perspective highlights the unique characteristics of business analysis when practiced in the context of transforming, integrating, and enhancing data. The focus of business intelligence is the transformation of data into value-added information: where to source it, how to integrate it, and how to enhance and deliver it as analytic insight to support business decision making. Business intelligence initiatives apply data-centric system architectures as well as technologies and tools to deliver reliable, consistent, high-quality information that enables stakeholders to better manage strategic, tactical, and operational performance.