

What is agile analysis?

The Agile Extension to the BABOK(r) Guide



Agile analysis

Agile business analysis is the practice of business analysis in an agile context with an agile mindset.

**Agile Extension to the
BABOK® Guide**

The Agile Extension to the BABOK® Guide



It describes business analysis areas of knowledge, their associated activities and tasks, and the skills necessary to be effective in their execution within the agile frameworks.

<https://www.iiba.org/business-analysis-certifications/agile-analysis/>

Agile Analysis Certification



A competency-based certification that addresses the topics of delivering projects in an agile environment.

<https://www.iiba.org/business-analysis-certifications/agile-analysis/>

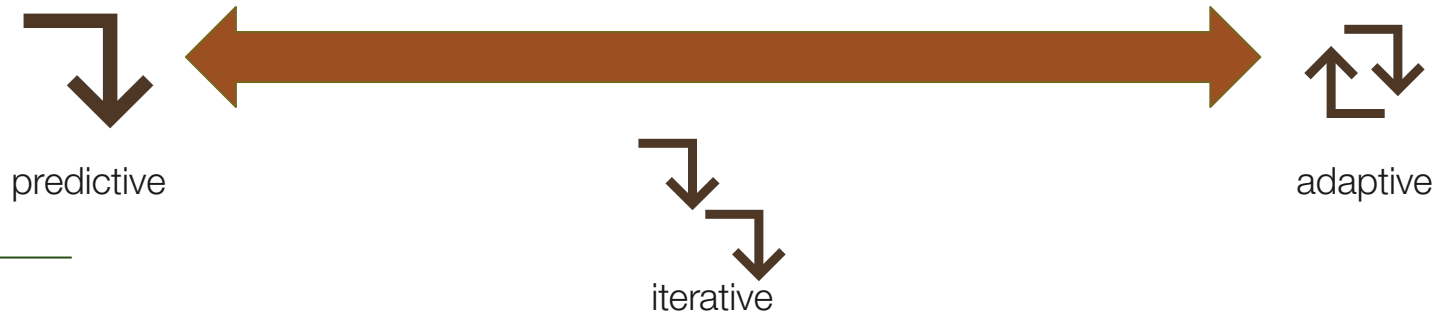
What is agile analysis? Predictive approach



Photo credit: https://unsplash.com/@erik_brolin

Agility continuum

The degree to which your organisation prefers to adapt to, or predict changes (essentially, how it manages risks).





Predictive approach

A predictive approach focuses on minimizing upfront uncertainty and ensuring the solution is well defined before the start of implementation.

It **maximizes control** and **reduces** (predicted) **risks**.

Despite common misconception, “predictive approach” is not a direct synonym to the much criticised “waterfall” which is associated with bad project management practices.
Let’s not make this mistake.



Predictive approach

Aspects of the predictive approach:

- Solution is largely defined before the start of implementation
- Level of formality is comparatively high
- Activities are planned upfront and divided into tasks
- Tasks are grouped into defined phases
- Cost of change is high



Predictive approach

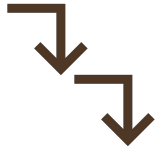
When the predictive approach is a preference:

- requirements can effectively be defined ahead of implementation
- or the risk of an incorrect implementation is unacceptably high
- or when engaging stakeholders presents significant challenges

Essentially, this approach can work best with the extremes: the most trivial and the most complex projects.

What is agile analysis? Iterative approach

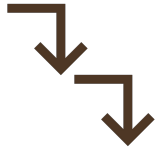




Iterative approach

Iterative planning is an approach that is frequently used when long-term planning is rendered ineffective by rapid change and great uncertainty: the next step in the plan is based on the latest learning.

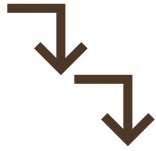
It is based on **hypothesis testing** and focuses on **one step ahead**.



Iterative approach

Aspects of the iterative approach:

- Each hypothesis should be tested before planning what to do next
- The hypothesis might be right, wrong, or partially right
- Stakeholders and subject matter experts are learning what they need at the same time as planning is occurring
- Plans are only viable for the immediate future
- Cost of change is low



Iterative approach

When the iterative approach is a preference:

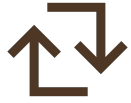
- Small teams and few dependencies
- Lots of changes happening in chaotic fashion
- No long term deadlines

Essentially, this approach can work best when the team can have the luxury of not focusing on a longer range, e.g. when working on BAU and maintenance tasks

What is agile analysis?

Adaptive approach





Adaptive approach

The adaptive approach focuses on rapid delivery of business value in shorter iterations. It welcomes a higher degree of uncertainty regarding the overall delivery of the solution.

It **maximises the ability to adapt to change** and supports the exploratory approach to finding the best solution.



Adaptive approach

Aspects of the adaptive approach:

- Solution is defined in iterations with the ability to collect feedback between them and improve
 - Level of formality is lower, the information is mostly collected via collaboration and preserved on a “just in time” and “as needed” basis
 - Deliverables are defined first, activities are planned as needed to deliver the expected outputs
 - Tasks are performed iteratively
 - Cost of change is lower than in predictive approach
-



Adaptive approach

When the adaptive approach is a preference:

- When the solution cannot be defined upfront or the context changes faster than the team can deliver in a predictive manner
- When early feedback is important to shape the solution
- When fast time to market is crucial
- When the cost of mistake is not high

Essentially, this approach can work best with a commercial environment, allowing the product to get to customers faster and be adapted based on real time feedback.

What is agile analysis?

Agile delivery and analysis



Agile delivery

Agile delivery is associated with adaptive approaches and is categorized by:

- **Adaptive planning** involves the continuous change to long-term plans. Constant planning and analysis is used to prioritize and refine the work to be done to deliver the highest value.
- **Iterative delivery** prioritizes and refines the work in short cycles designed to provide focus and increase the feedback and learning gained from stakeholders.

Agile approaches deliver value incrementally, slicing the product into small pieces, prioritizing them by business value, and delivering new items of value frequently

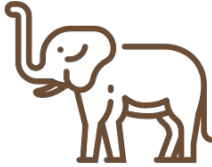
Why agile analysis?

- Provide the **link between the organization's strategy and the initiatives** resourced to meet the goals of the strategy
 - Discover, interpret, and **communicate information** in order to increase understanding and clarity on where value can be created
 - Clarify **for whom value is created**, who can contribute to the creation of value, and who else might be impacted, and
 - Help stakeholders **make decisions**
-

What is agile analysis? Principles of agile analysis



Principles of agile analysis



See the whole

Analyse the problem in context and consider external dependencies.

Think as a Customer

Understand the customer experience and build something that satisfies real needs.



Principles of agile analysis



Analyze to Determine What is Valuable

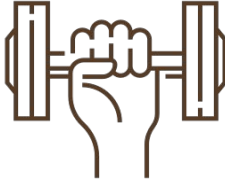
Continuously assess and prioritize work to be done in order to maximize the value being delivered at any point in time

Get Real Using Examples

Base requirements on evidence; develop examples and models to derive acceptance criteria, help design the solution, and provide a foundation for testing the solution



Principles of agile analysis



Understand what is doable

Understand how to deliver a solution within given constraints.

Stimulate Collaboration and Continuous Improvement

Create an environment where all stakeholders contribute value on an ongoing basis. Continually improve the solution as well as the processes used to deliver the solution. Encourage feedback and retrospectives.

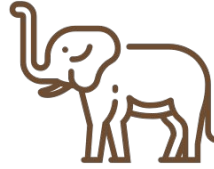
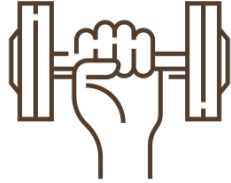


Principles of agile analysis



Avoid Waste

Seeks to understand the need and to deliver a solution that satisfies that need. Any activity that does not contribute directly to this goal is waste.



What is agile analysis? BA Core Concept Model



Alignment to the business analysis core concept model



Change

The act of transformation in response to a need.



Need

A problem or opportunity to be addressed.



Solution

A specific way of satisfying one or more needs.



Context

The circumstances that influence, are influenced by, and provide understanding of the change.



Value

The worth, importance, or usefulness of something to a stakeholder.



Stakeholder

A group or individual with a relationship to the change, the need, or the solution.



Change is central to **all principles of agile business analysis**, as the whole idea of being agile evolves around embracing change.



The needs are reflected in the principle of **Get Real Using Examples**.



Value is understood and communicated via **Getting Real Using Examples**; it is further ensured while **Avoiding Waste**.



Stakeholders' viewpoints are considered when the principle of **Think as a Customer** is applied.



Solutions in agile analysis are defined and refined through **Stimulating Collaboration and Continuous Improvement**.



The context is considered and analysed while following the principle of **Seeing the Whole**.

What is agile analysis? The concept of waste



What is waste?

Muda is a Japanese word meaning “*uselessness or wastefulness*”. It is a key concept in lean process thinking and can be described as a deviation from optimal allocation and use of resources.

The original seven wastes were developed by **Taiichi Ohno**, the Chief Engineer at Toyota, as part of the Toyota Production System. The 8th waste was later introduced in the 1990s when the Toyota Production System was adopted in the Western world.

To remember the wastes, we use an acronym: **Waste is DOWNTIME**

* Ohno, Taiichi (1988), Toyota Production System: Beyond Large-Scale Production

What is waste?

- **Defects:** Products or services that are out of specs and require correction.
- **Overproduction:** Producing too much of a product before it is ready to be sold.
- **Waiting:** Waiting for the previous step in the process to complete.
- **Non-Utilized Talent:** Employees that are not effectively engaged in the process
- **Transportation:** Extra logistics that is not required to finish the process.
- **Inventory:** Inventory or information that is sitting idle (not being processed).
- **Motion:** Hassle due to workspace layout, ergonomics or misplaced items.
- **Extra Processing:** Performing any activity that is not necessary to produce a functioning product or service

How to avoid waste in analysis?

- Don't produce documentation before it is needed, and when documentation is needed do just enough
- Ensure commitments are met and there are no incomplete work items that impact downstream activities
- Avoid rework by making commitments at the last responsible moment
- Make analysis models as simple as possible to meet their intended purpose
- Try to elicit, analyze, specify, and validate requirements with the same models
- Ensure clear and effective communication
- Pay continuous attention to technical excellence and accuracy. Quality defects (such as unclear requirements) result in rework and are waste.

Food for thought:

can you identify any waste in
your organisation?

47% of people consider meetings as the biggest source of waste at work!

43% office politics

37% fixing mistakes of others

36% annoying coworkers

14% dealing with bosses

* <https://www.salary.com/articles/why-how-your-employees-are-wasting-time-at-work/>

Agile BA Study guide



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