

Delivery horizon Introduction



Delivery Horizon

The purpose of analysis at the Delivery Horizon is to inform decisions regarding the delivery of the solution.

**Agile Extension to the
BABOK® Guide**

Expectations from a BA

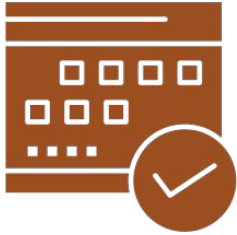
- Collaborate with team members to ensure a clear shared understanding of a need
 - Identify and prioritise a backlog of items to meet the need
 - Establish means of assessing outcomes
 - Ensure requirements are mapped clearly to identified goals
 - Slice and elaborate upon user stories to produce dev ready backlog
 - Daily backlog maintenance
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Delivery horizon Elements



Photo: <https://unsplash.com/@grakozy>

Elements of the delivery horizon



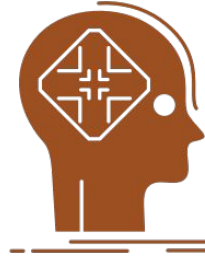
Ensuring user stories are dev ready



Maintain the backlog



Support delivery

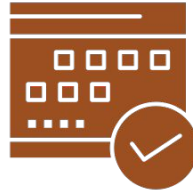


Ensure learning is happening



Maintain focus on vision, customer, and value

Ensure user stories are dev ready



Story Elaboration is used to define the detailed design and acceptance criteria for a story as needed to deliver a working solution.

A user story only needs to be ready for implementation when it will be placed into development in **the immediate future**.

Immediate means there is little chance a change will happen based on ongoing feedback and learning.

Refining user stories before they are needed may cause rework thus waste.

A story is well-written if:

- it contains a well-constructed narrative
- it presents a set of clear, concise, and precise acceptance criteria
- it is accepted as representing a desirable unit of implementation
- it represents an achievable unit of development
- it is prioritized clearly in the backlog

Maintain the backlog



There are two fundamental elements to maintaining a backlog:

- the priority is defined
- there are enough items in the backlog to support near-term delivery

Typically, BAs collaborate with product owners to ensure the backlog is ordered by priority.

In order to ensure there are enough items in the backlog to support near-term development efforts, BAs collaborate with stakeholders to understand expected features and decompose those features into user stories, which in turn are refined into well-written user stories.

Support successful delivery



You are expected to provide just enough information to the team so they are able to deliver valuable outcomes.

This means clearing any analysis related roadblocks and applying learning to avoid them in the future.

This can include

- handling dependencies related to stories
- coordinating with external teams and stakeholders
- answering clarifying questions for items currently under development

Ensure learning is happening



Learning can be derived from two perspectives:

- Product
- Process

Process learning:

BAs consider what delivery processes should be changed, kept, or stopped in the next delivery cycle.

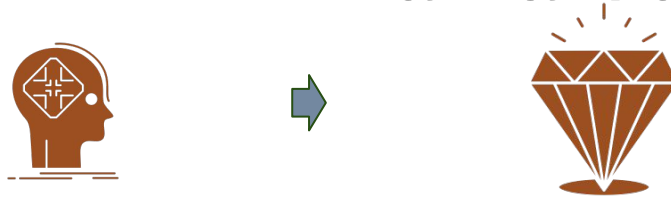
Retrospectives are often used to discuss the learning from the most recent cycle.

Product learning:

BAs consider if the value delivered in the most recent increment was what was expected.

Answers to this question may result in changes to the nature or prioritization of stories for the near-term delivery effort.

Maintain focus on vision, customer, and value



Retain a focus on delivering **the value that is being sought** and **achieving the product vision**.

This is achieved via:

- Constant communication
- Maintaining a shared understanding of the need

The time frame

At the Delivery Horizon, planning focuses on the **day-to-day delivery** of backlog items.

Agile delivery teams plan on a very short-term basis. What short-term means depends on the organization and the context in which it is operating.

Typically, it is a rolling wave timeframe of 2 to 6 weeks (one to three iterations).

Agile BA Study guide



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