Techniques
Personas

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

Before designing a solution

Make sure you know who is it for!

Otherwise you can design something **no one** wants!

Personas

Sometimes, you may have **an infinite list** of stakeholders. An example is a website or a public service. You can never group and name all the potential website visitors, but they are your **main stakeholders**.

Persona

A **persona** is defined as a fictional character or archetype that exemplifies the way a typical user interacts with a solution.

Agile Extension to the BABOK ® Guide

Personas

Although they are fictional, they represent a class of typical users. Personas are typically based on qualitative research such as interviews and surveys and represent the common desires, pain points, and view of the world of a particular user type.

A persona is described as though it is real person.

They are used **to understand and empathize with an intended stakeholder** in order to align the solution with the stakeholder need.

Why do we use personas?

- ➔ They help team members share a consistent understanding of the user group
- ➔ This facilitates the shared understanding of specific requirements for different sets of users.
- ➔ Features of the solution can be prioritized based on how well they address the needs of one or more personas.
- ➔ Personas provide a “face” to the requirement, creating more empathy and understanding about the person using the product

Techniques
Stories

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

Paying the bill experience – elements

There are 2 sides of each component

- ➔ Front-of-house: what the **customer sees**.
- ➔ Back-of-house: what are the business **capabilities behind it**

There are always **gaps** between the current and desired states.

Otherwise we would be living in a paradise.

We use stories to highlight the gaps

User story

As a <role>
I need to <feature>
so that <goal or value>

As a current bank account holder, I need to access my account, so that I can withdraw cash

Job story

When <situation>
I need to <motivation>
so I can <expected outcomes>

When I want to withdraw money from my bank account, I want to know I have enough money in my account to withdraw some now so I can go out for a dinner

You could combine persona with context

As a <role> **who** <context>

I need <a feature>

So that <value>

As a current bank account holder
who wants to go out for a dinner
I need to access my account
So that I can withdraw cash

User Stories represent stakeholder needs using short, simple documentation and invite exploration of the requirements through conversations, tests, and supplemental requirements representations as needed.

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INVEST quality checklist

- ➔ **I**ndependent - it should have no inherent dependency on other stories
- ➔ **N**egotiable - the team can negotiate how to deliver it
- ➔ **V**aluable - it must deliver value to the customer
- ➔ **E**stimable - one must always be able to estimate the effort based on past experience
- ➔ **S**mall - sized appropriately for the team to complete in one iteration
- ➔ **T**estable - can be validated objectively by a stakeholder

It is important the user stories describe **the desired state** rather than the steps to achieve that state.

As a customer who has an outstanding bill
I want to receive an SMS reminder to pay the bill
So that I don’t miss the payment

As a customer who receives SMS bills
I want to see the due date and payment amount in the SMS
So that I know when and how much to pay

As a customer who receives SMS bills
I want to see a phone number
So that I can pay immediately via a phone call

Techniques

User story maps

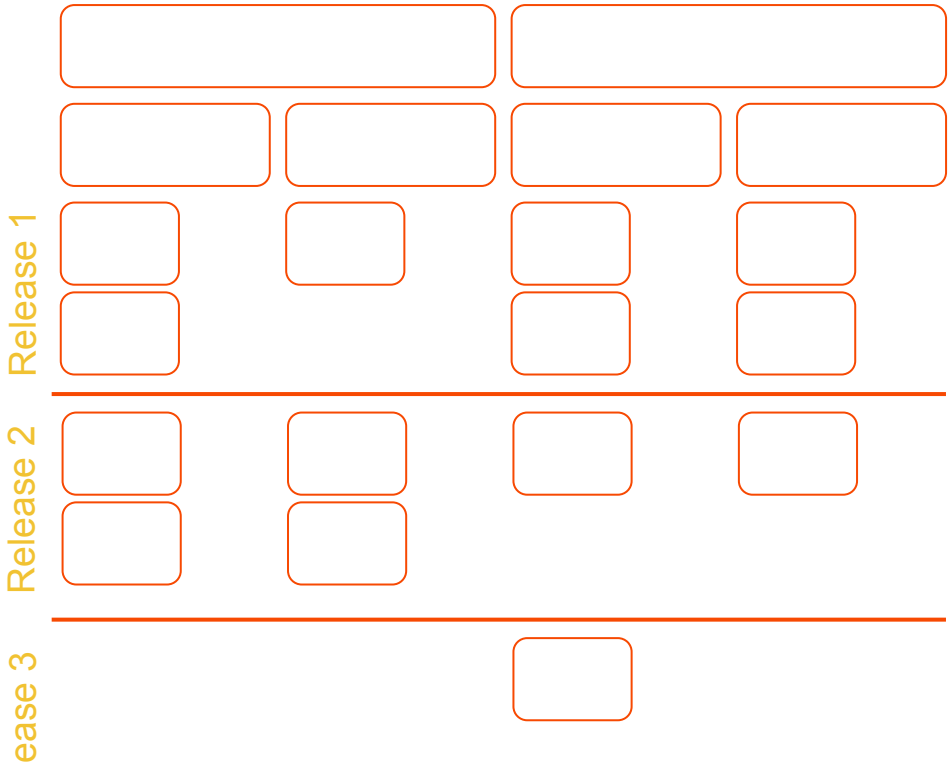
Photo credit: https://unsplash.com/@revolt

User story maps

As a <persona> **who** <context>

I want <a feature>

So that <value>



Techniques

Storyboarding

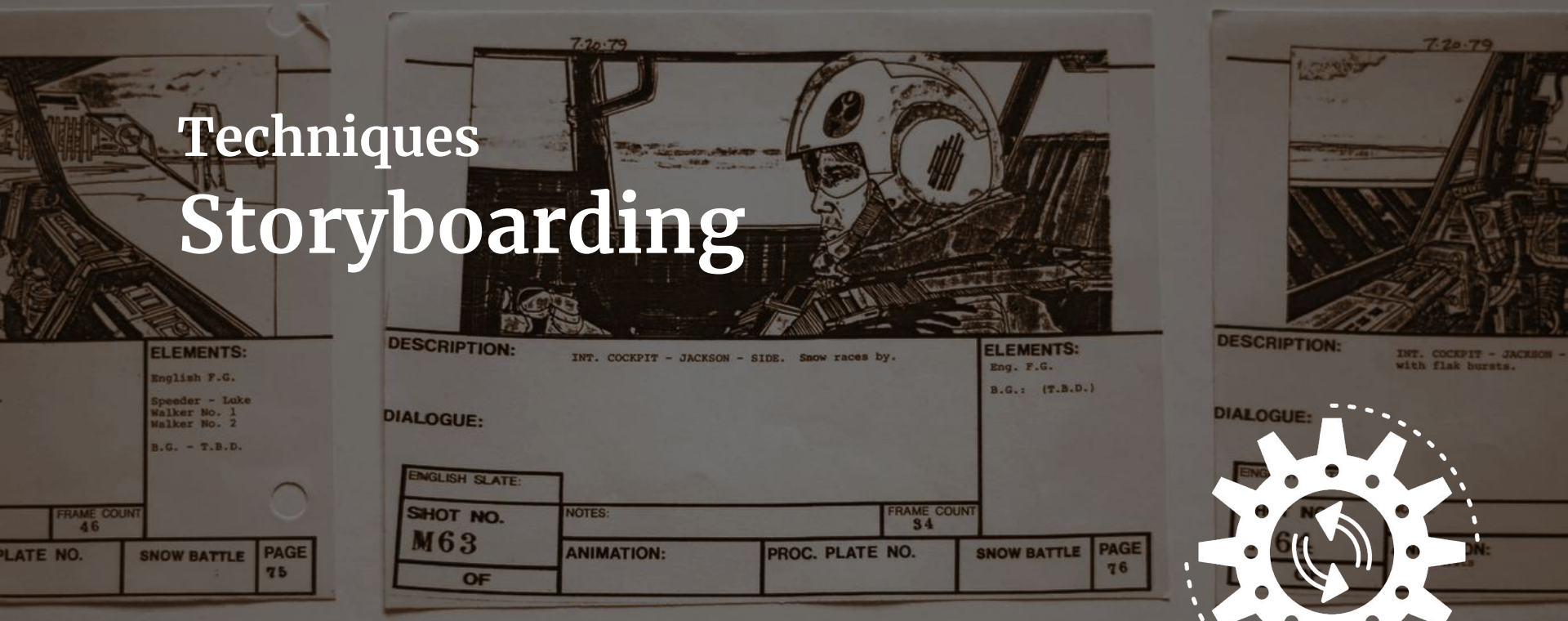


Photo credit: https://unsplash.com/@mattpopovich

Storyboarding

Storyboarding is a technique for understanding how people will actually use the solution.

Storyboarding is used when formal prototypes may be unnecessary or too expensive.

When used to describe the interaction with a software system, the storyboard shows how screens will look and how they will flow from one to another.

When used to describe the business organisation, the storyboard shows the interaction with a business process such as back office

Considerations

Storyboarding serves

- ➔ To elicit, elaborate, organize, and validate the requirements
- ➔ To communicate what needs to be built
- ➔ To assist in UI design
- ➔ To show different variations of the proposed solution
- ➔ To align stakeholders with the vision of the proposed solution
- ➔ As an input to tests

Strengths

- ➔ Can significantly reduce abstractness
- ➔ Can be produced quickly and at a very low cost compared to other techniques
- ➔ The intuitive nature of the storyboard encourages stakeholder participation

Limitations

- ➔ Different look and feel than the final product
- ➔ Easy to get into “solution mode” and focus on “how” rather than “why”
- ➔ Easy to miss some significant rules or constraints due to concentration on the visual flow

Techniques

Prioritisation frameworks. Purpose alignment & Kano analysis

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

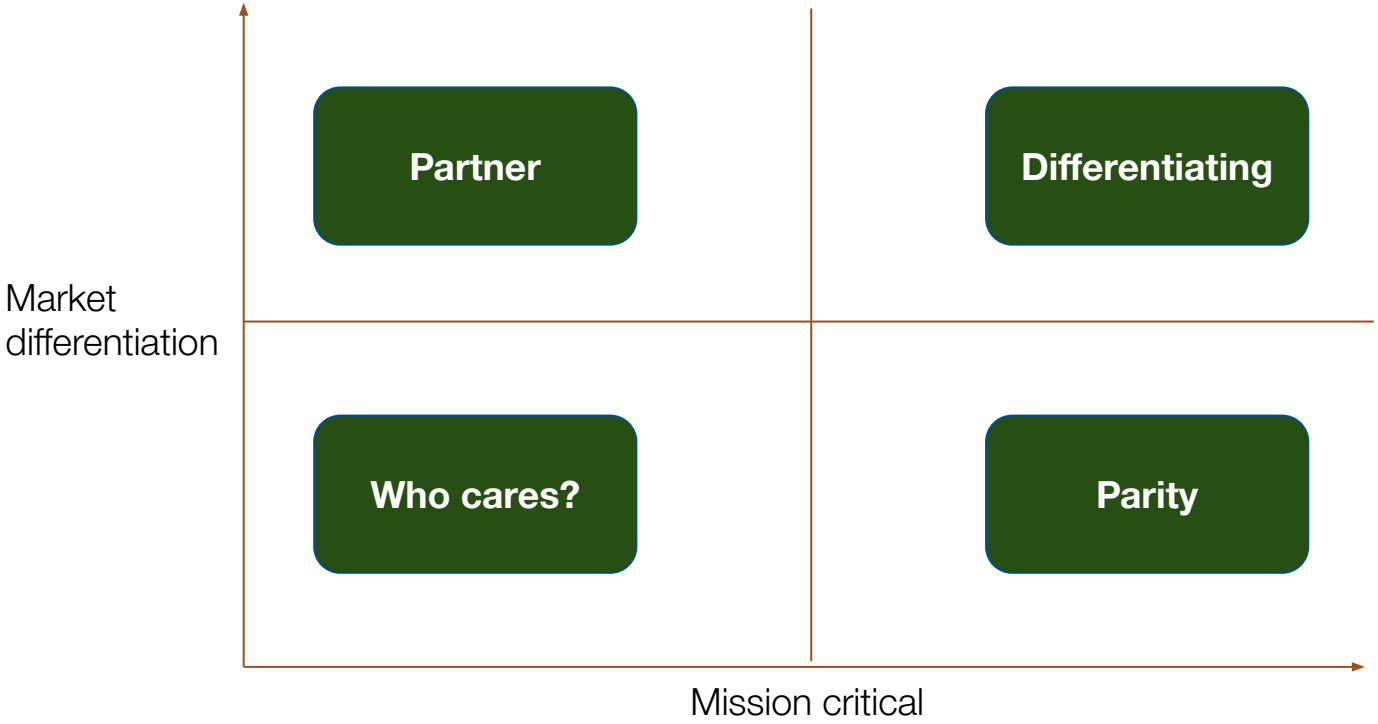
Prioritisation frameworks

A prioritisation framework is a tool to help decide which items are more important than others.

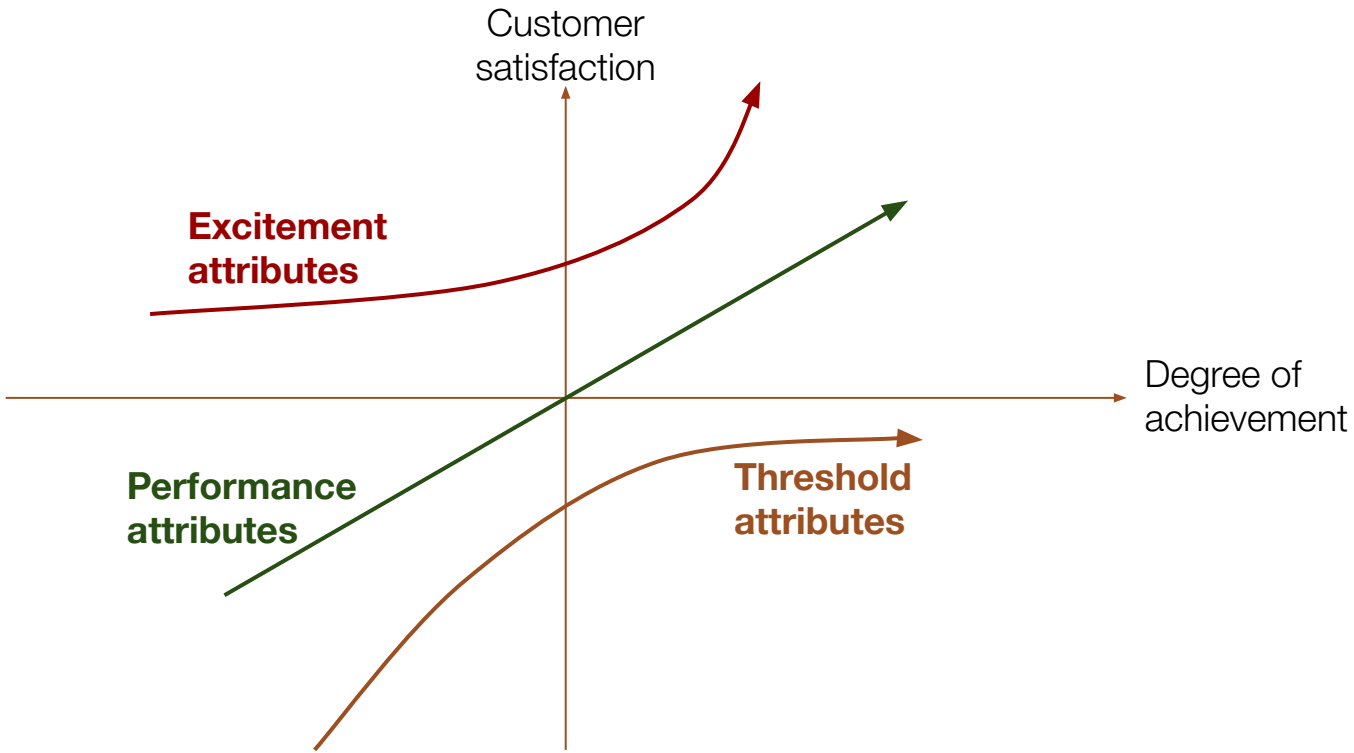
The Agile extension to the BABOK ® Guide features two techniques that may help with prioritisation:

- ➔ Purpose alignment model
- ➔ Kano analysis

Purpose alignment model



Kano analysis



Techniques

Agile estimation

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

Agile estimation

Typically, story estimation in agile is **relative**. It means, you don't estimate stories in hours to complete, but rather give them an indication of comparative complexity.

Collecting statistics on how quickly the team delivers certain complexity, you can calculate team's **velocity**.

This velocity is used to project the delivery timelines.

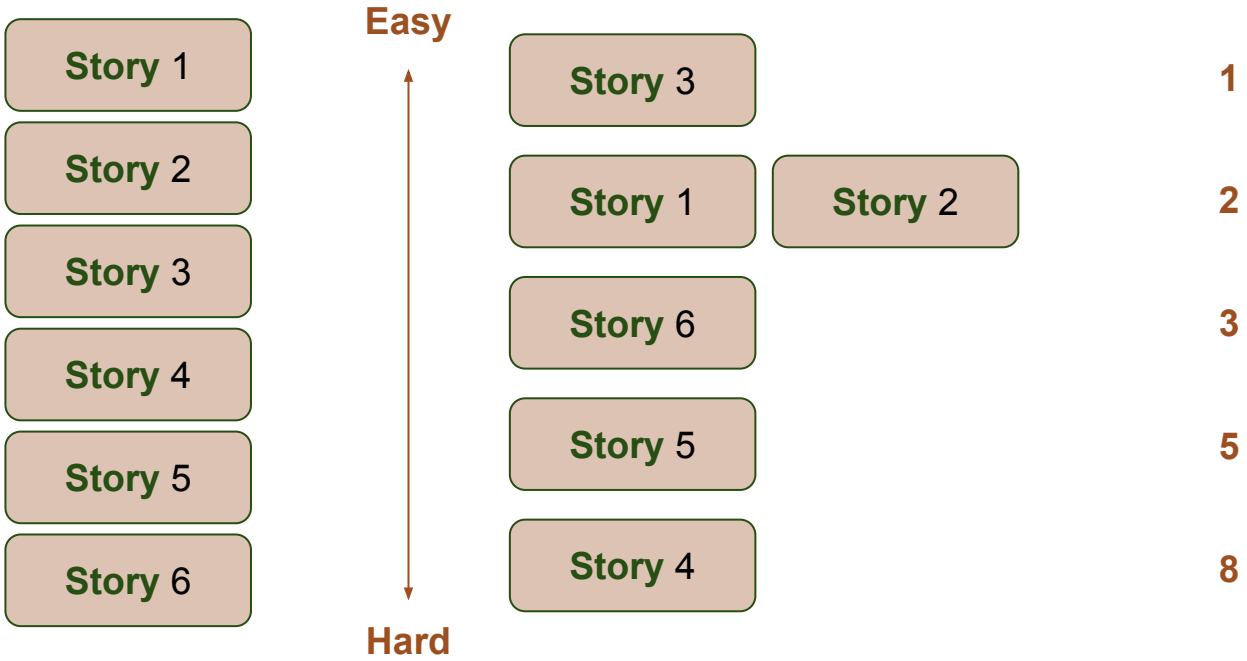
Planning poker

A playful approach to estimation, used by many Agile teams.

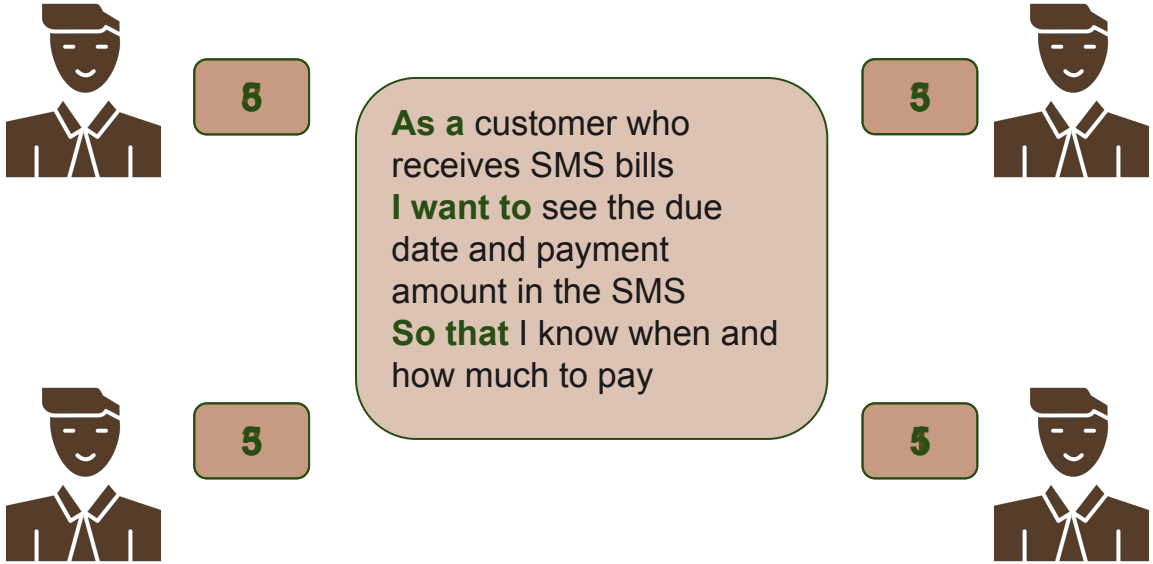
Photo: https://unsplash.com/@mparzuchowski

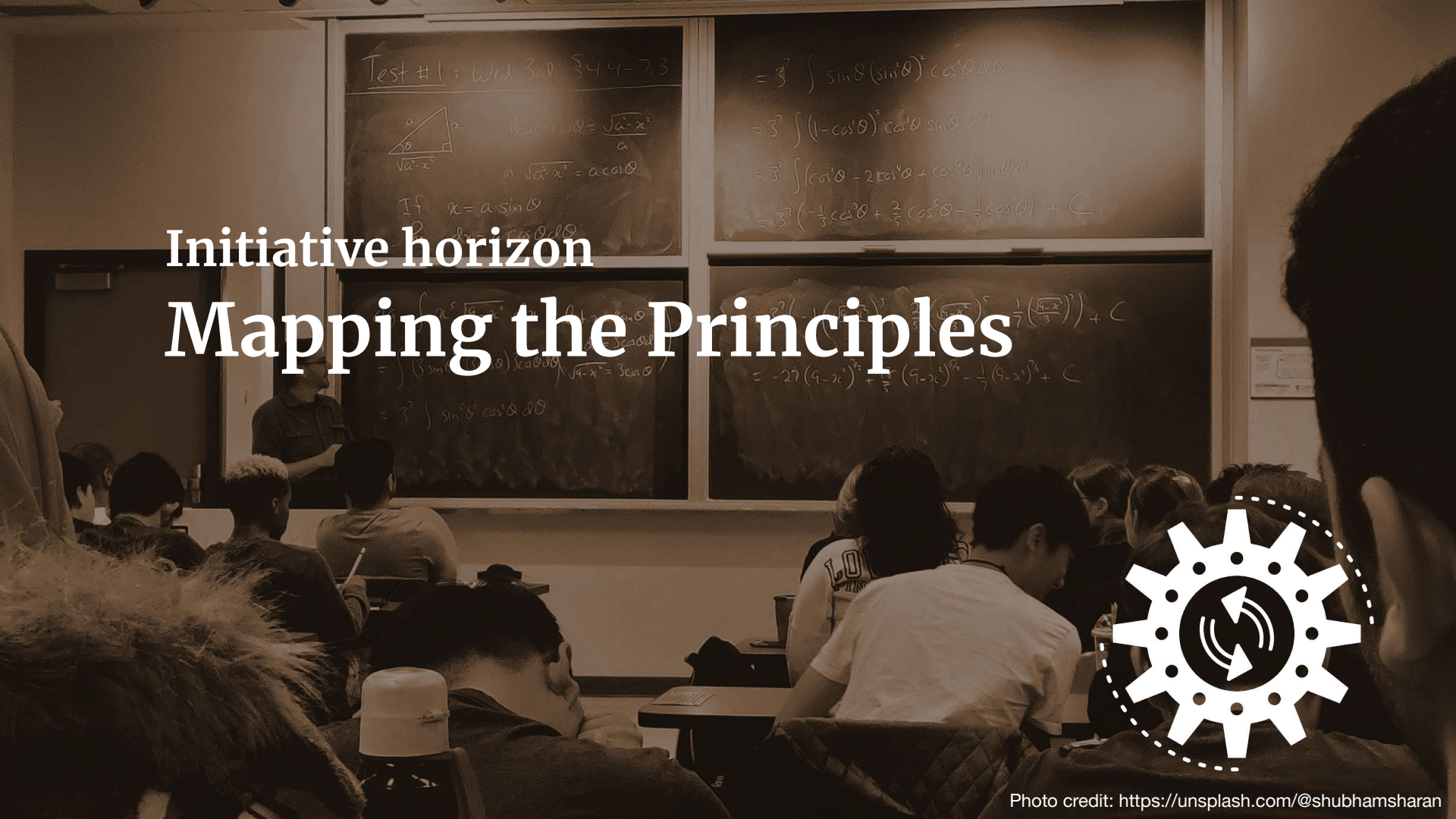
1. Each team member holds a set of playing cards, bearing numerical values appropriate for points estimation of a user story.
2. Each member of the development team silently picks an estimate and readies the corresponding card, face down.
3. When everyone has taken their pick, the cards are turned face up and the estimates are read aloud.
4. The two (or more) team members who gave the high and low estimate justify their reasoning. Then another round is played till the team reaches consensus.

Baselining


Story 1
Story 2
Story 3
Story 4
Story 5
Story 6
Easy
Hard
Story 3
1
Story 1
Story 2
2
Story 6
3
Story 5
5
Story 4
8

Planning poker



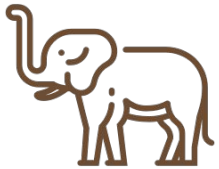


Initiative horizon

Mapping the Principles

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

Principles on initiative horizon



See the whole

Tailor decisions made around solution components to the strategy.

The sequence of delivery should be based on needs. The need is reassessed after every component is delivered.

Think as a Customer

Consider the needs from the customer point of view when prioritising the backlog.
Support creating a viable solution with minimum outputs and consider feedback received from early delivery.

Principles on initiative horizon

Analyze to Determine What is Valuable

Use shared understanding of need to determine solution options.

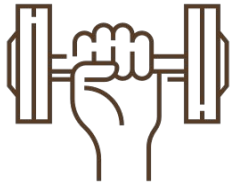
Call out solution components that do not deliver value.

Get Real Using Examples

Start with examples that represent the most common scenarios customers face.

Use examples in backlog items as acceptance criteria.

Principles on initiative horizon



Understand what is doable

Do not attempt to deliver new components when you can achieve things with existing ones.

Use feedback from the team to shape the backlog.

Reduce effort spent on not feasible solutions.

Stimulate Collaboration and Continuous Improvement

Make decisions based on information provided by cross-functional team.

Make sure decision makers are available.

Principles on initiative horizon

Avoid Waste

Apply the results of “What is doable” to avoid rework.

Make informed decisions.

Ensure shared understanding of the scope.

Agile BA Study guide

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