

Disciplined Agile Business Analysis

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Barclays

About Scott W. Ambler


- Pioneered Agile Modeling and Agile Database techniques in the early 2000s
- Co-creator of the Disciplined Agile Delivery (DAD) framework
- Executive Transformation Coach
- Certified Trainer

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- Works with organizations around the world to help IT departments become awesome



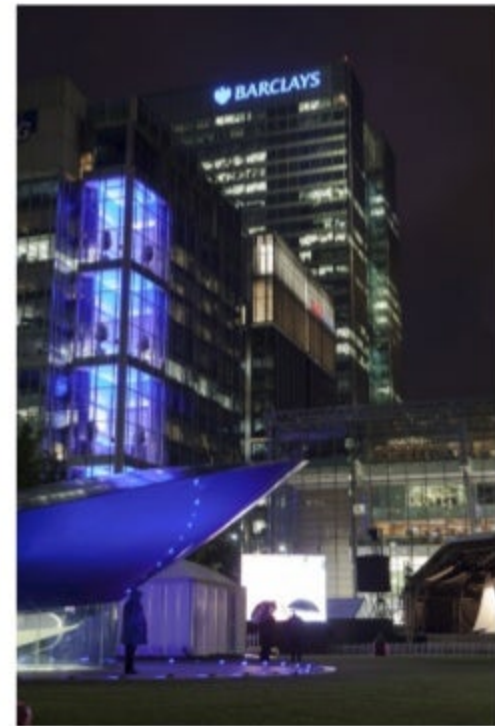
About Jon Smart

- Leading Agile transformation at Barclays
 - Background in investment banking technology
 - Practitioner, agile approach to software delivery since 1993, starting out as a developer on the trading floor
 - Experience of leading large scale regulatory change delivered with a Scaled Agile & DevOps approach
 - Certified Disciplined Agile Practitioner
-
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About Barclays



- Barclays moves, lends, invests and protects money for 48 million customers worldwide
- A major global financial services provider engaged in retail banking, credit cards, corporate and investment banking and wealth and investment management
- Operating in over 50 countries
- 132,000 employees
- 325 years of history, founded in 1690



THINK
OUTSIDE
THE BOX

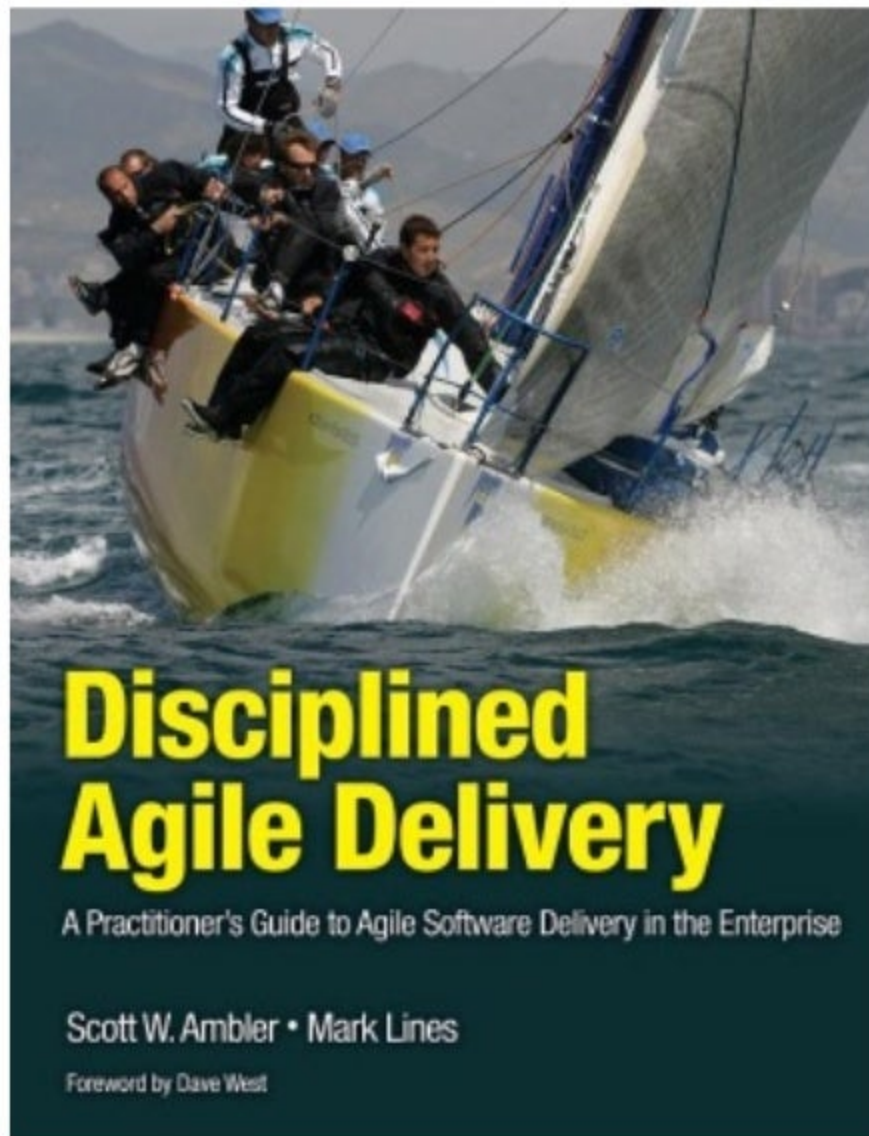


Let's explore several important questions....

How does disciplined agile software development work?

How does agile analysis work?

How do business analysts fit on agile teams?

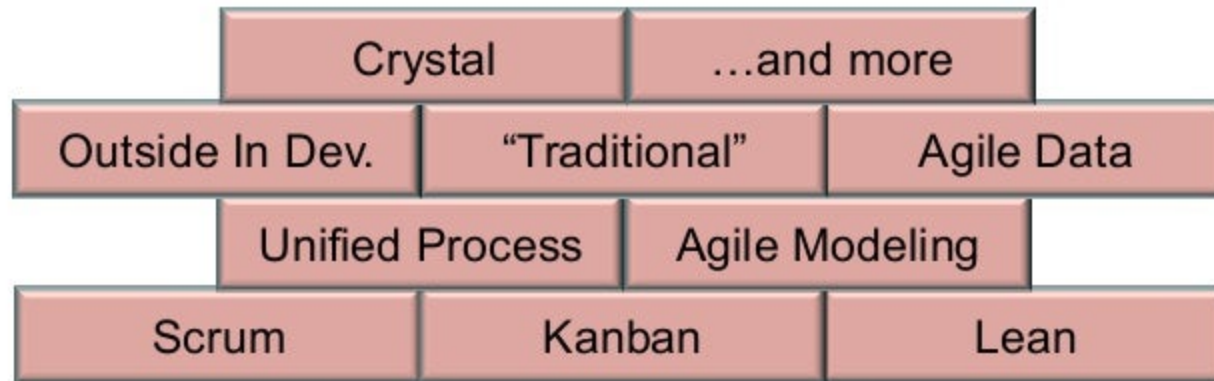


Disciplined Agile Delivery (DAD) is a process decision framework

The key characteristics of DAD:

- People-first
- Goal-driven
- Hybrid agile
- Learning-oriented
- Full delivery lifecycle
- Solution focused
- Risk-value lifecycle
- Enterprise aware

DAD is a Hybrid Framework



DAD leverages proven strategies from several sources, providing a decision framework to guide your adoption and tailoring of them in a context-driven manner.

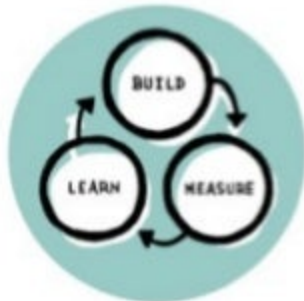
The Disciplined Agile framework supports four delivery lifecycles



Agile
Delivery



Lean
Delivery

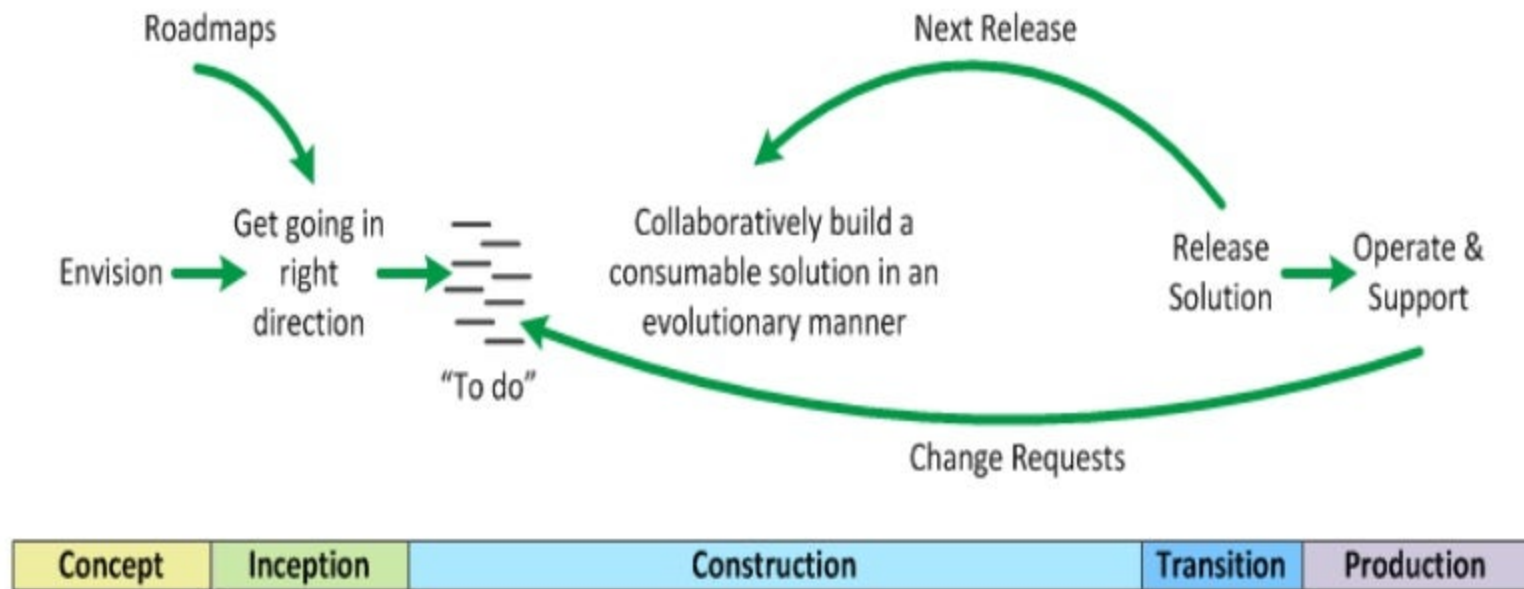


Exploratory



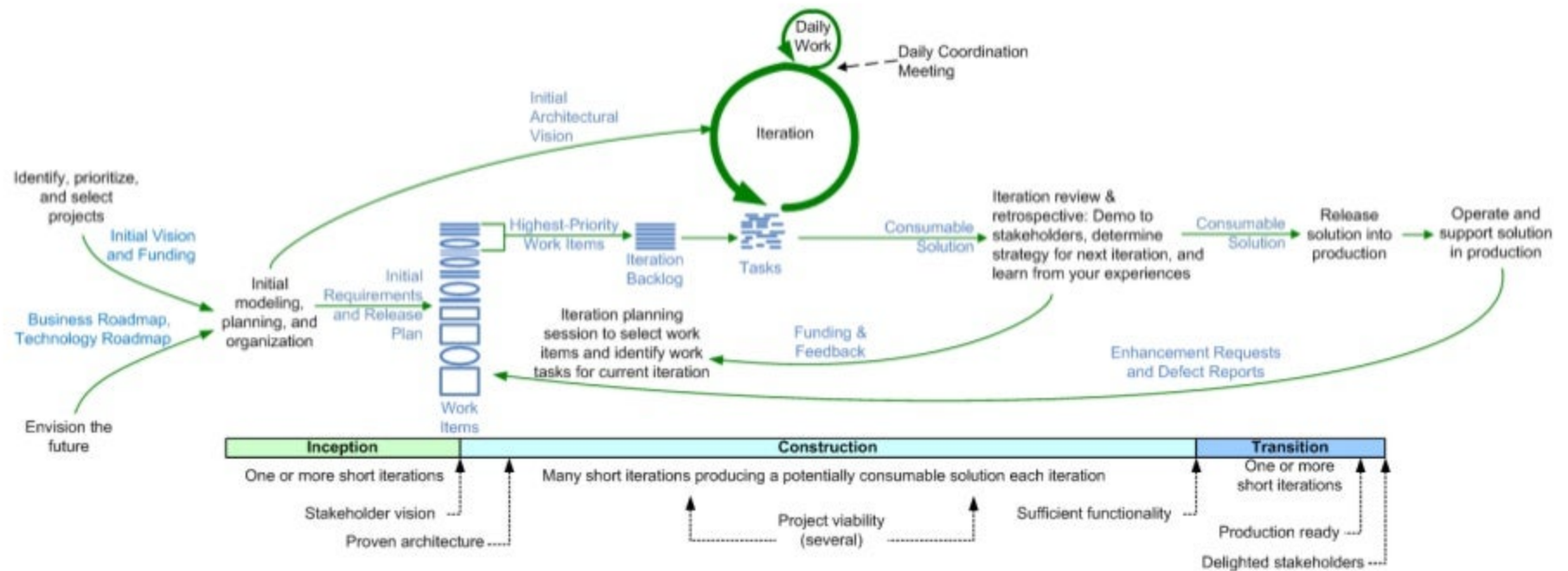
Continuous
Delivery

High Level Lifecycle



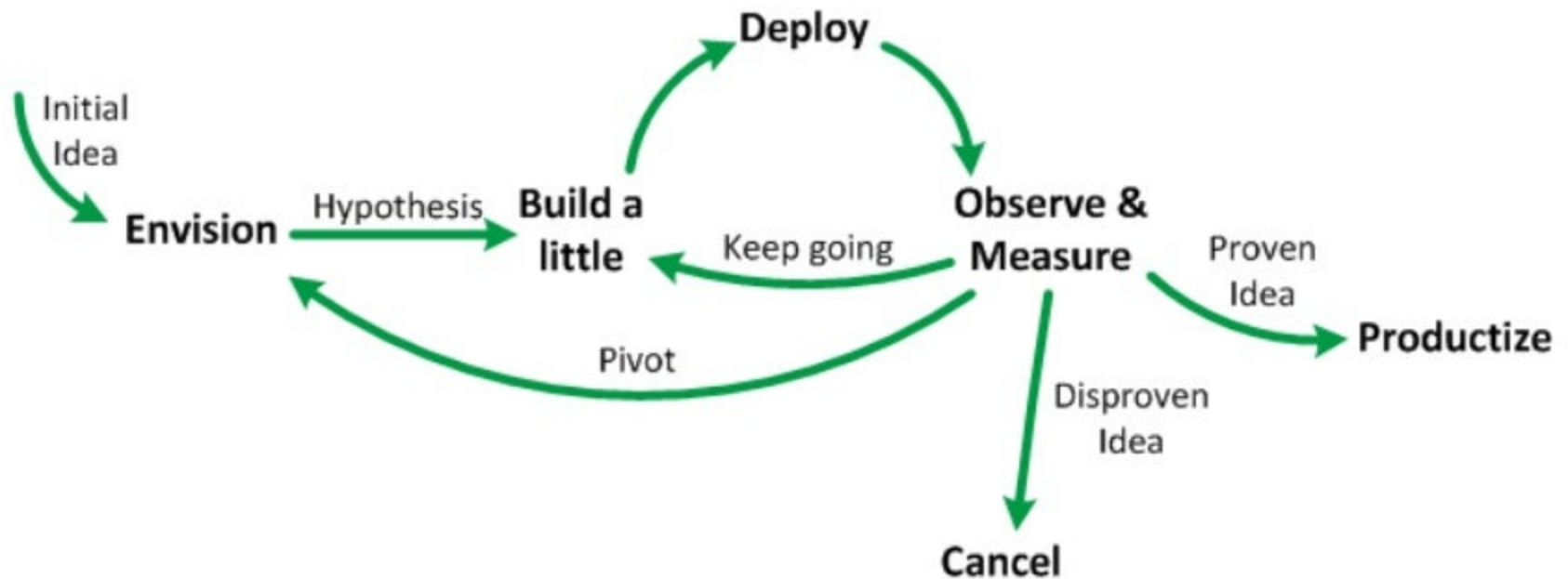
There's more to solution delivery than construction

Basic/Agile Lifecycle



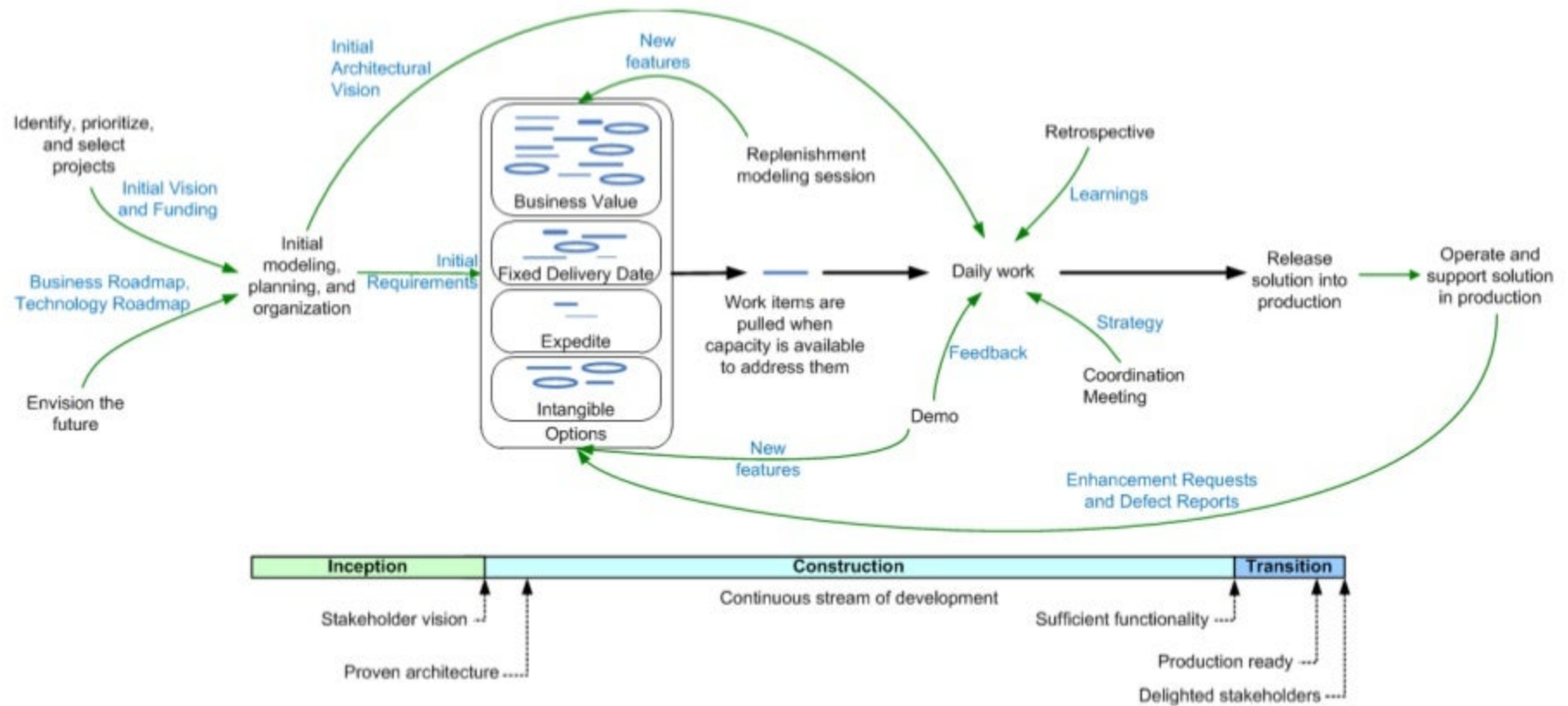
A full Scrum-based agile delivery lifecycle

Exploratory “Lean Startup” Lifecycle



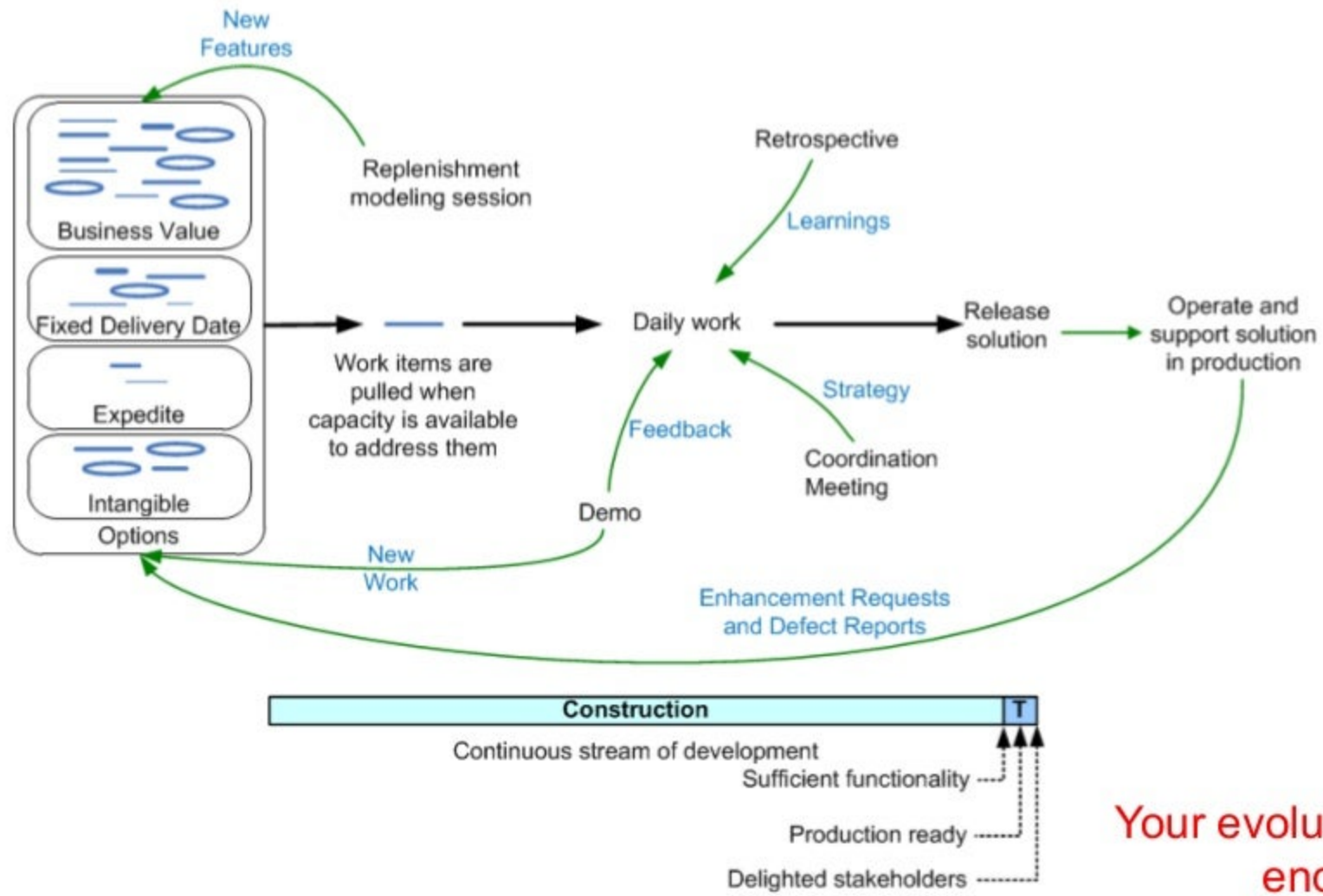
Sometimes it takes time to identify what your stakeholders actually need

Lean Lifecycle



A full lean delivery lifecycle

Lean Continuous Delivery Lifecycle

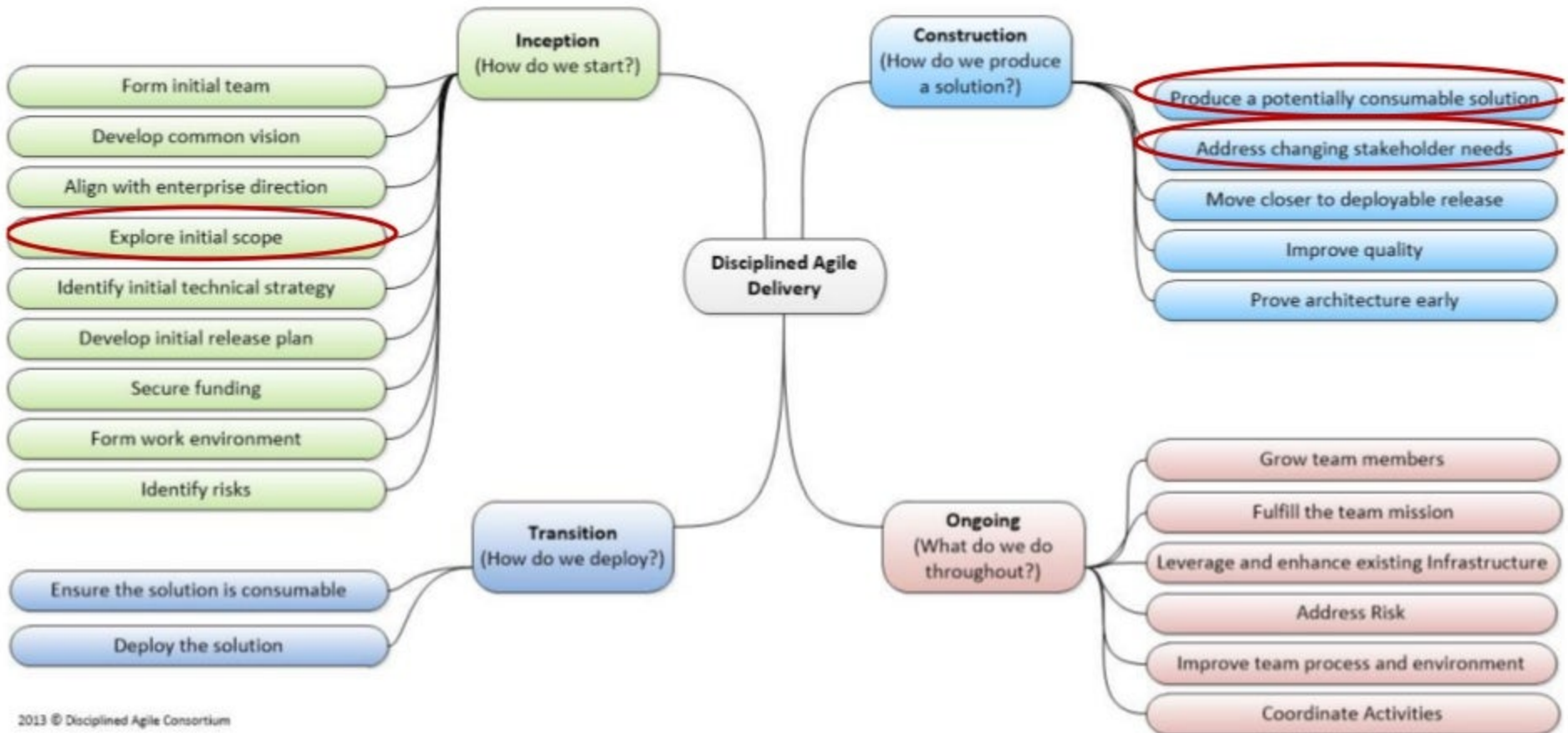




DAD makes your
options explicit
and provides
guidance to help
you choose wisely

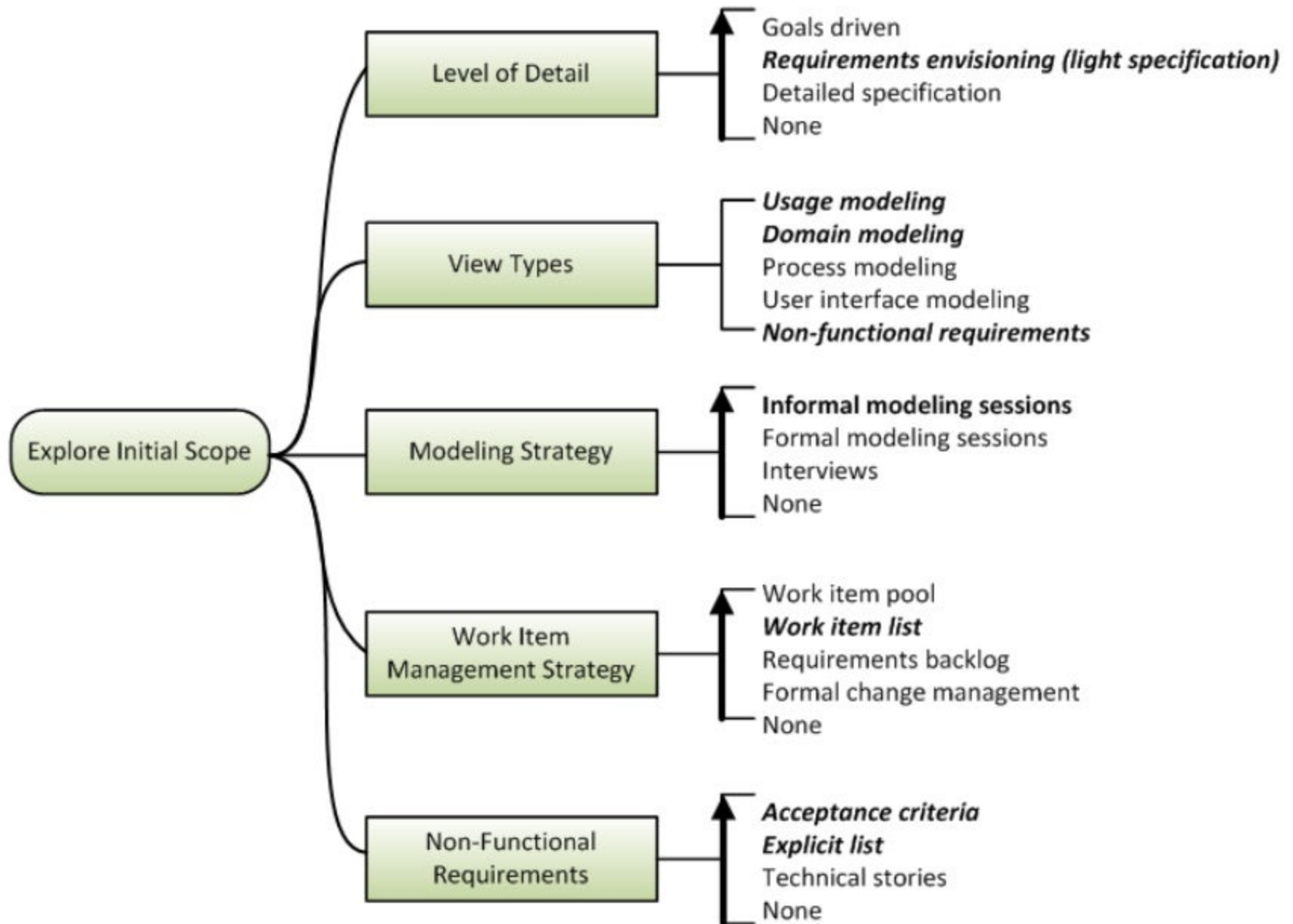
DAD is Goal-Driven, Not Prescriptive

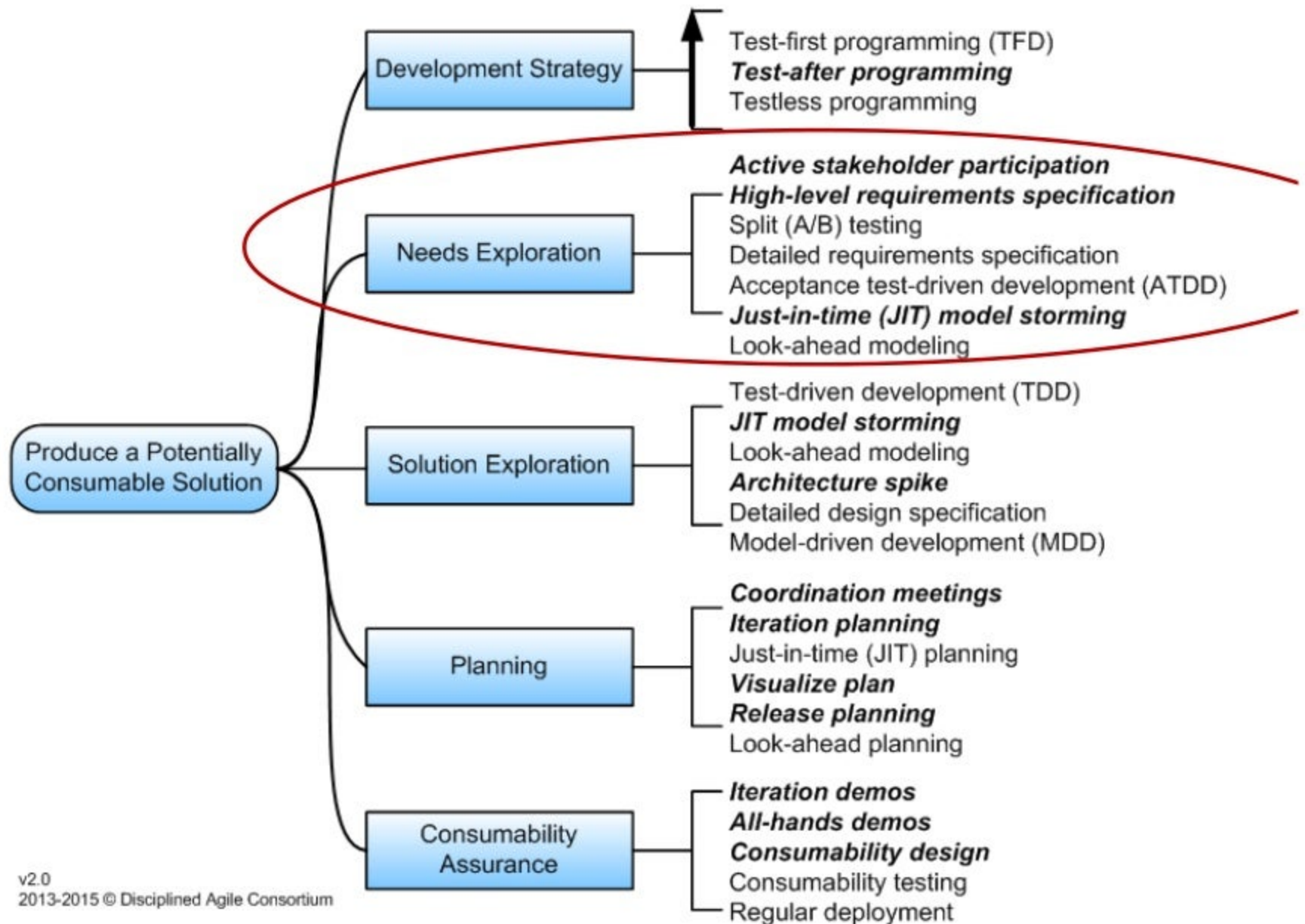
The Process Goals of Disciplined Agile Delivery (DAD)



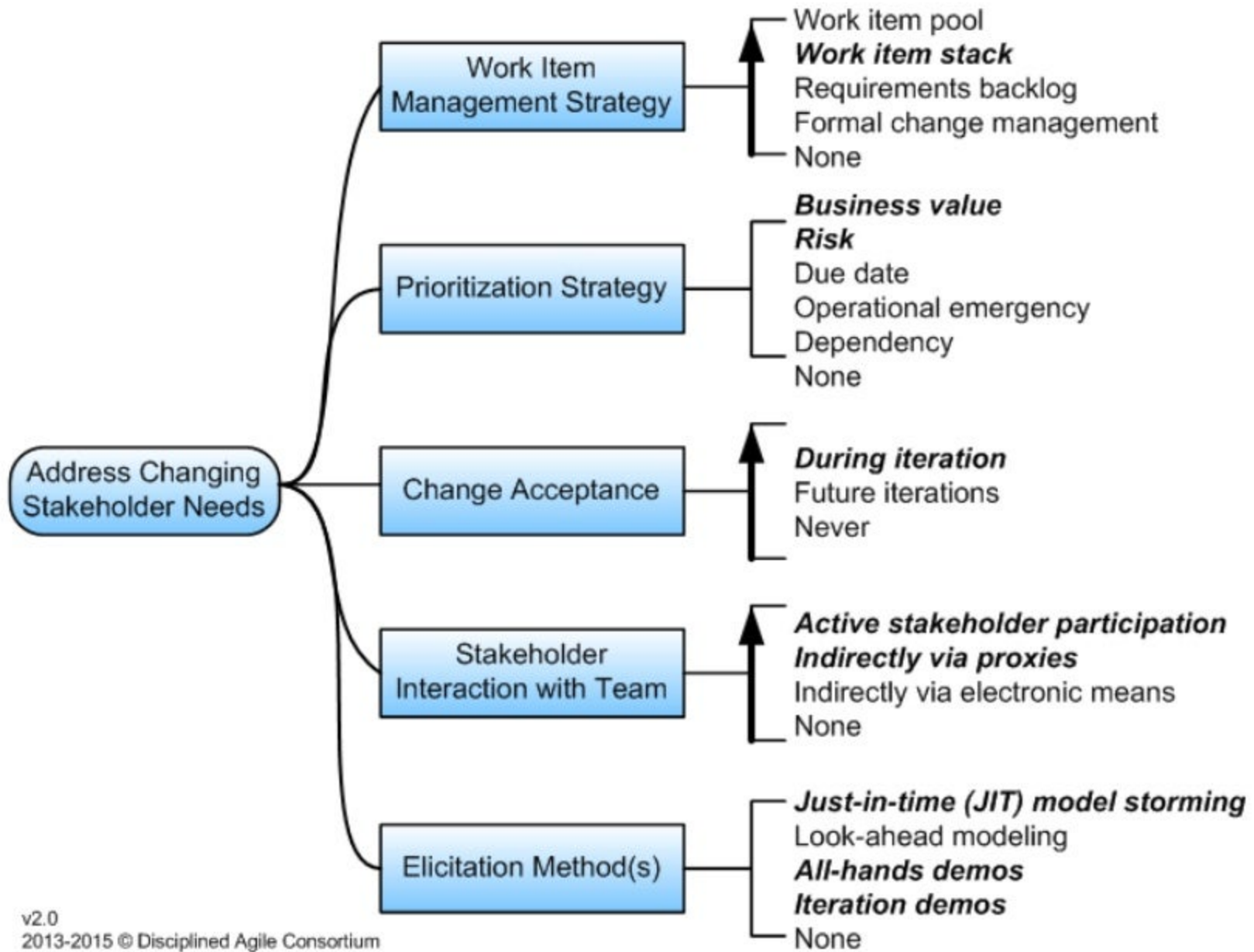


DAD supports
many strategies
to explore
requirements

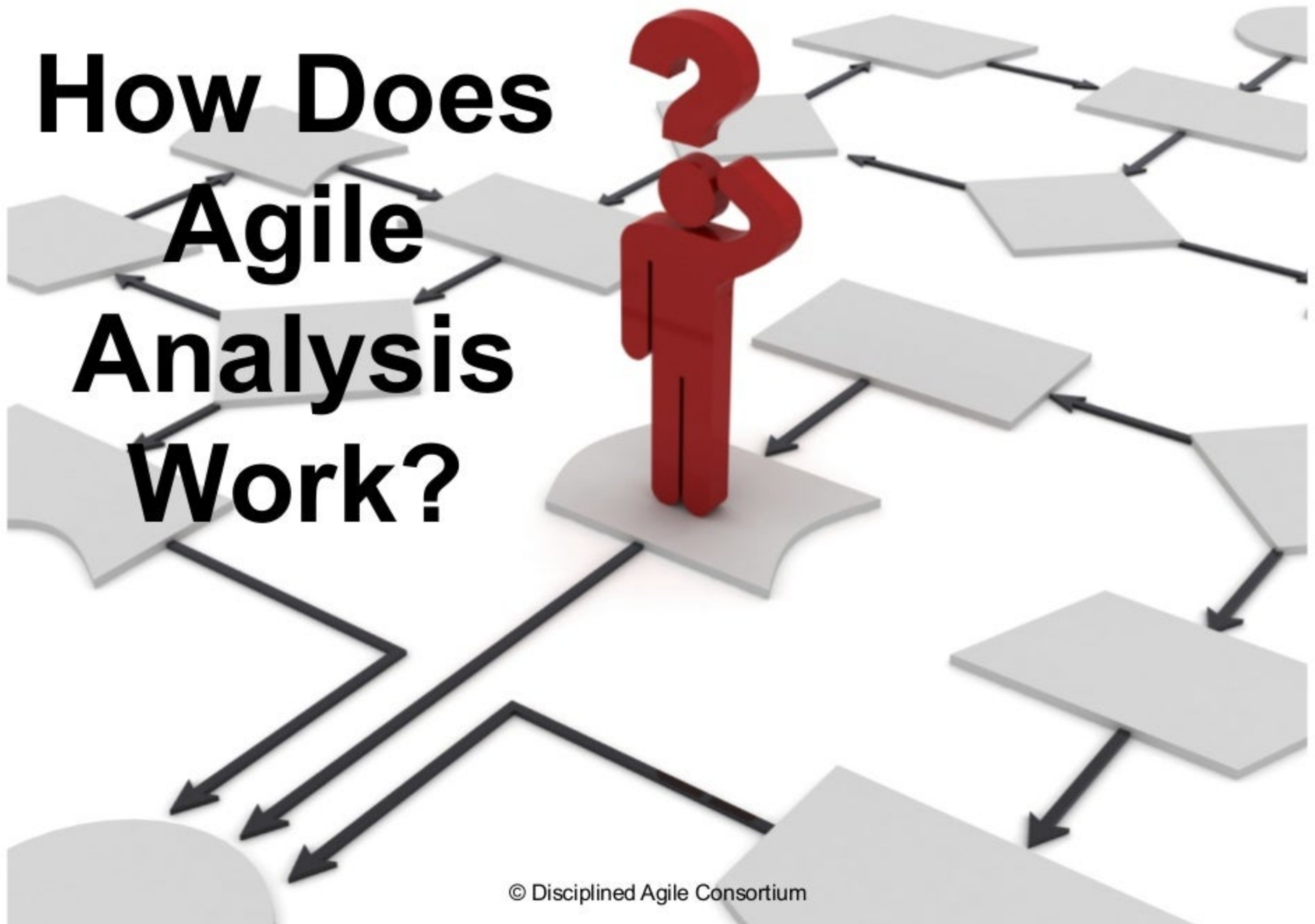




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How Does Agile Analysis Work?

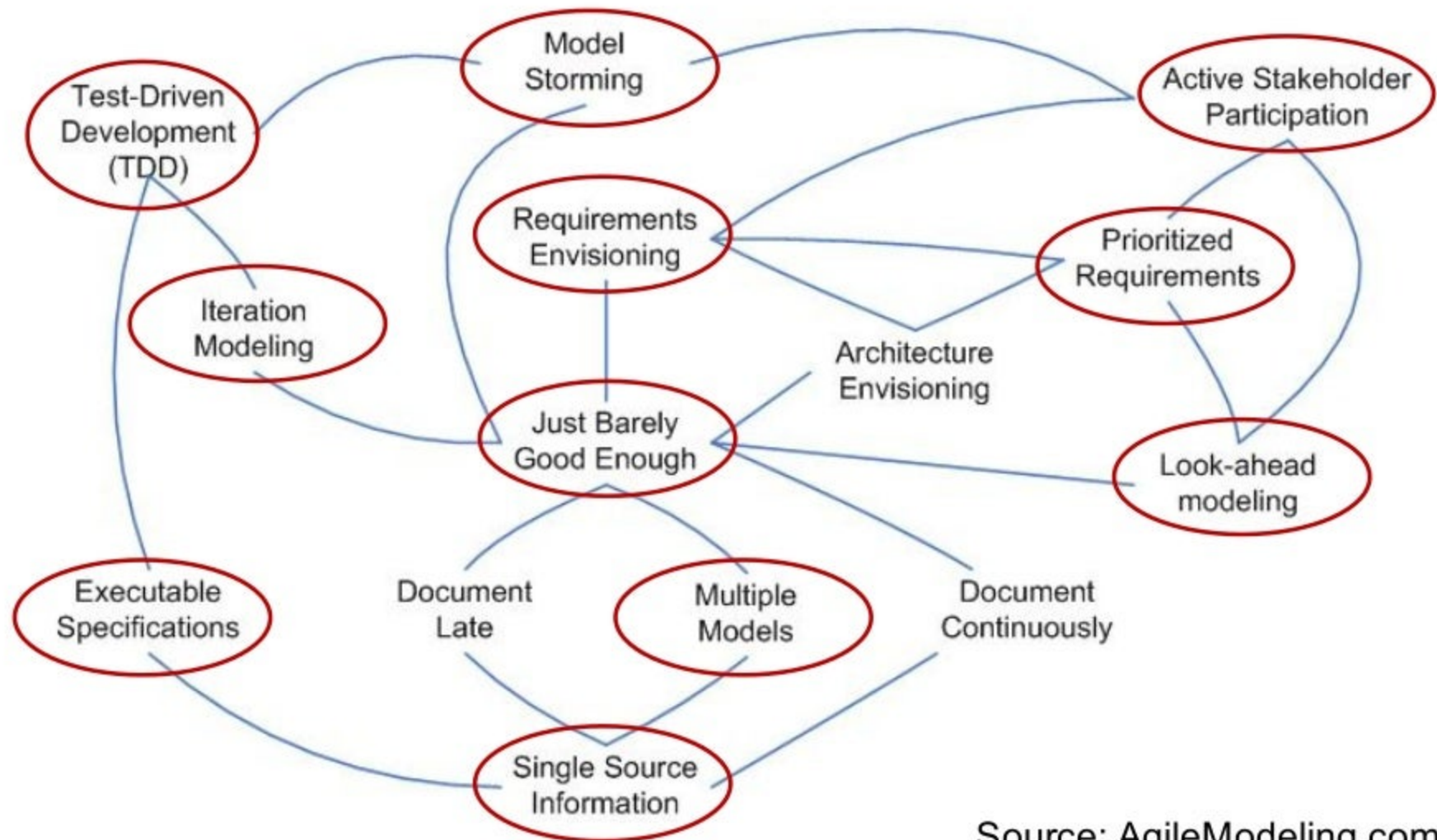


Observations About Agile Analysis

- Analysis is so important we do it throughout the entire lifecycle, BUT we might not have full-time analysis work every day
- The artifacts are generally lighter
 - User stories over use cases
 - Sketches over detailed models
- Analysis artifacts are often transitory
 - Conversations over documents
 - Sketches over detailed models
- On advanced teams, requirements “specifications” are executable
 - Acceptance tests over specification documents

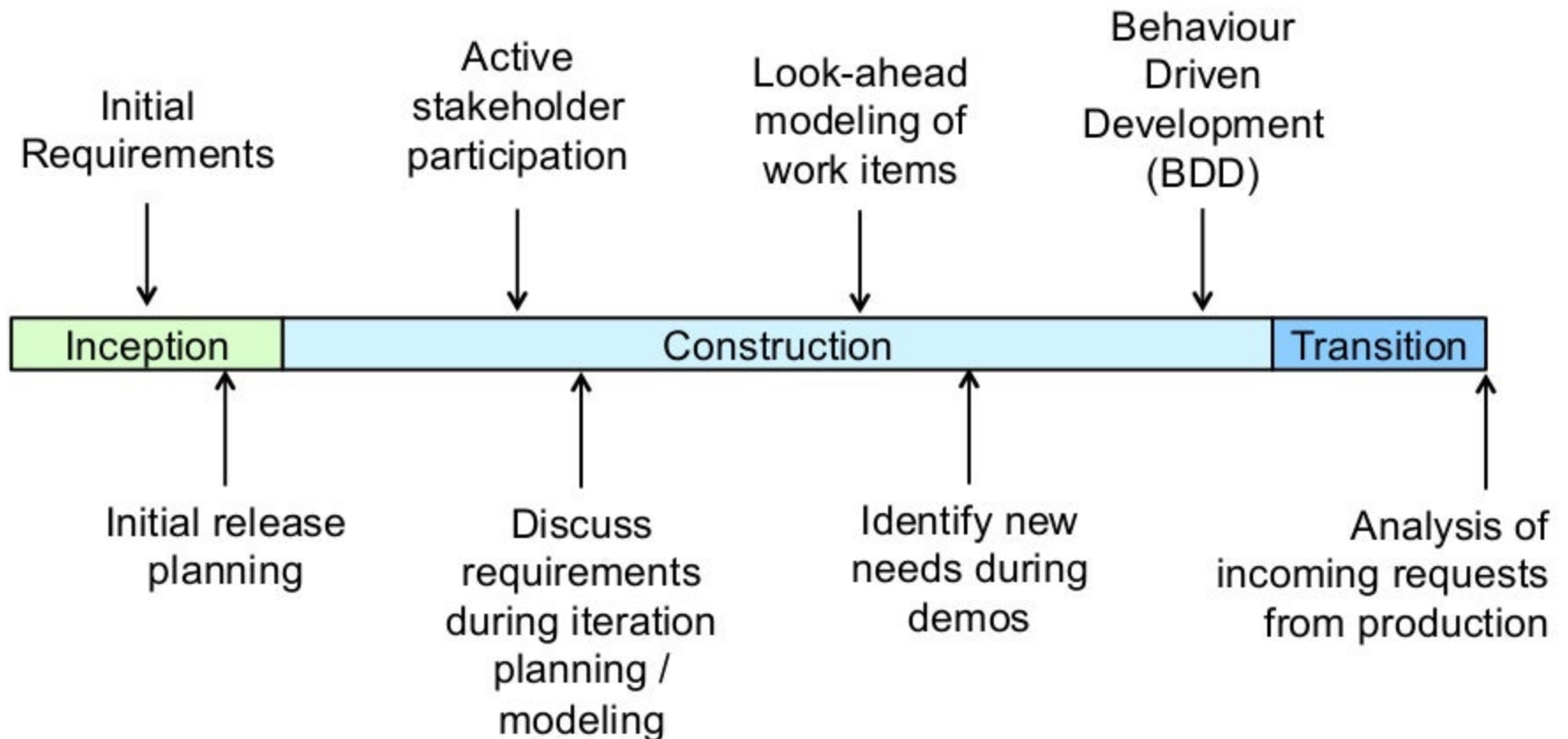


Analysis-Oriented Practices from AgileModeling.com



Source: AgileModeling.com

Analysis Throughout the Lifecycle



Functional Requirements: Potential Model Types

Usage

Epic/User Story
Persona
Usage Scenario
Use Case
UML Use Case Diagram

Domain

Domain/Conceptual Model
Logical Data Model (LDM)
UML Class Diagram
UML Component Diagram

User Interface (UI)

UI Flow Diagram
UI Prototype (Low Fidelity)
UI Prototype (High Fidelity)
UI Specification

Process

Value Stream Map
Business Process Model
Data Flow Diagram (DFD)
Flow Chart
UML Activity Diagram
UML State Chart

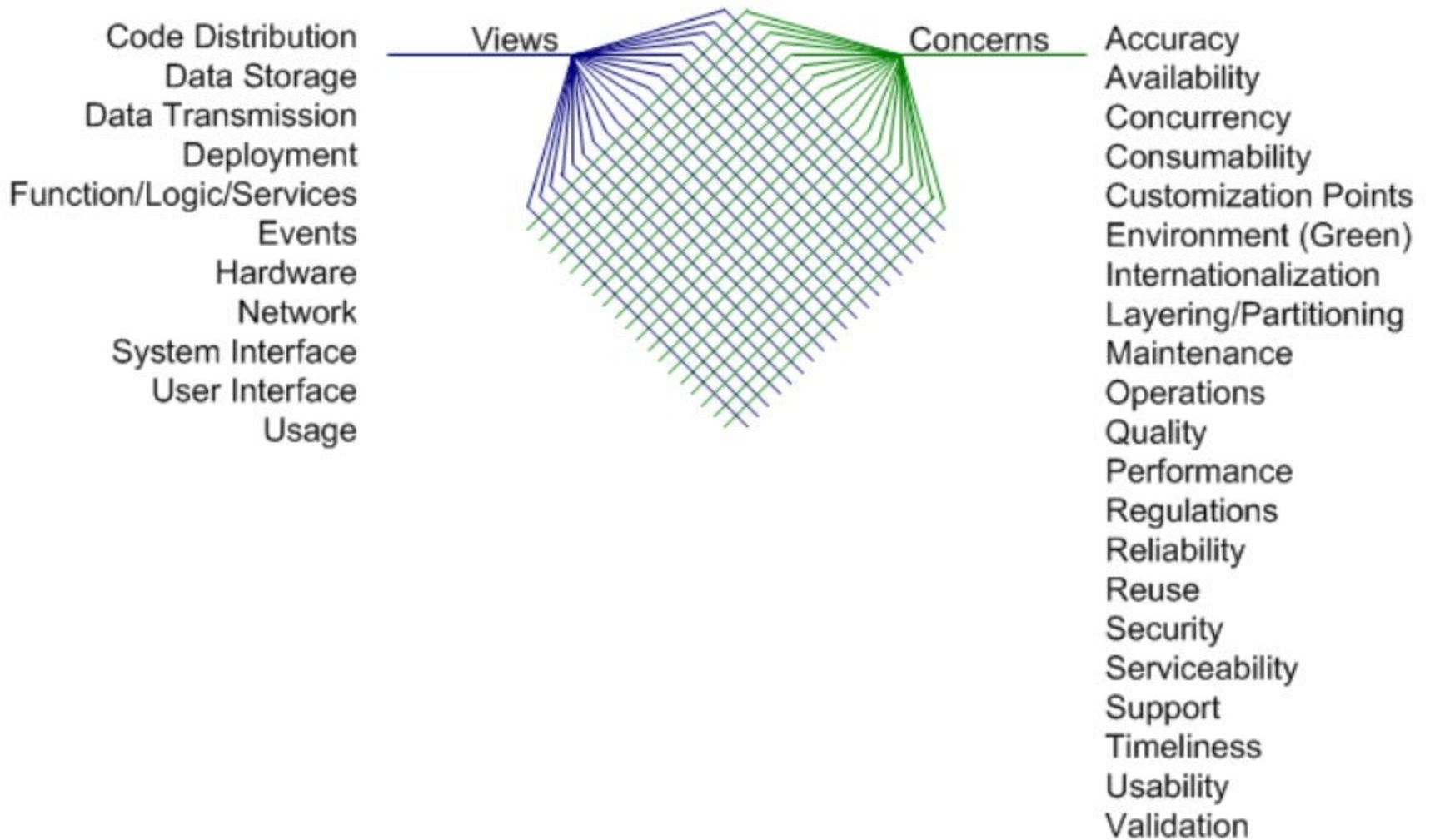
General

Impact (Mind) Map
Context Diagram

Business Rule

Feature/Shall Statements

Non-Functional Requirements: Potential Views and Concerns



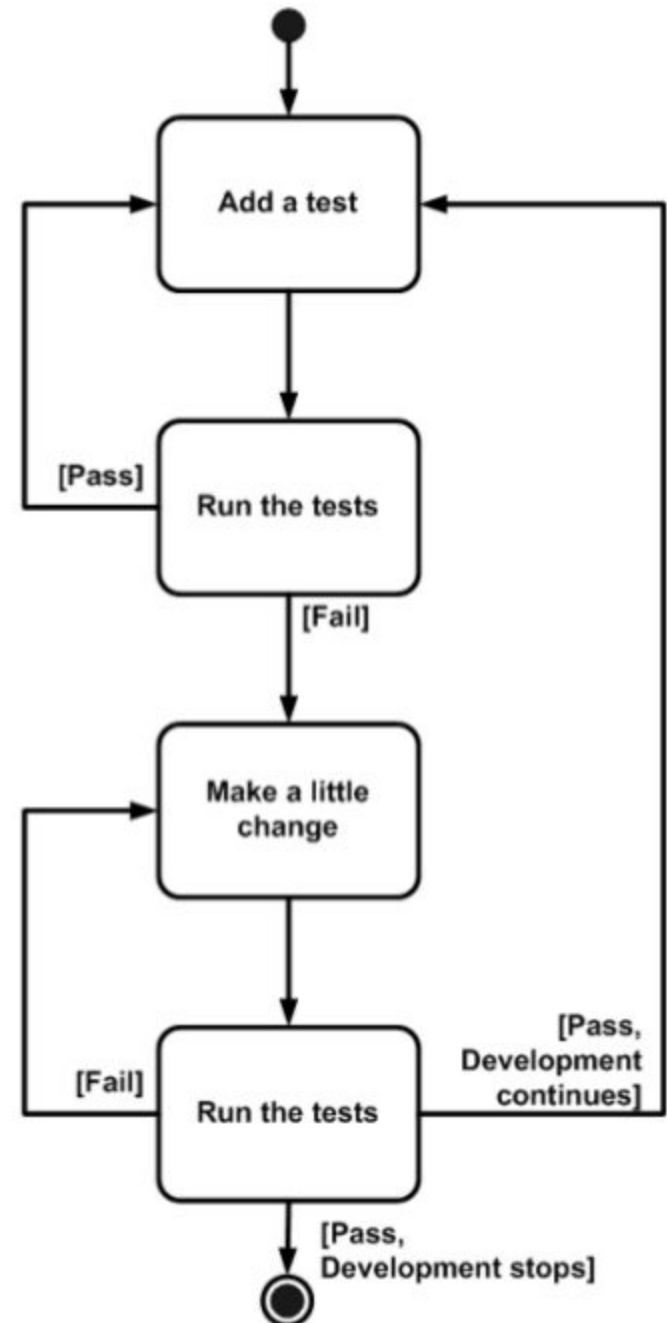
Test-Driven Development (TDD)

Test-First Development (TFD) is a technique where you write a single test and then you write just enough production code to fulfill that test.

Can be performed at the requirements level with *acceptance tests* and the design level with *developer/unit tests*.

Refactoring is a technique where you make a simple change to your code/schema to improve its quality without changing its semantics.

TDD = TFD + refactoring



How Do Business Analysts Fit On Agile Teams?



Characteristics of Disciplined Agile Team Members

- We strive to be “generalizing specialists”
 - We want to gain a wide range of skills so that we’re more productive
- We are willing to share our skills
 - We learn from each other
- We are flexible
 - We realize that there is always more than one way of doing things
- We are collaborative
 - We work together as a team, not as a group of individuals
- We are enterprise aware
 - We want to do what’s best for the organization, not just for ourselves

DAD explicitly includes several roles that an existing business analyst may choose to grow into



Disciplined Agile Delivery (DAD) Roles

Primary Roles



Team Lead



Product Owner



Architecture Owner



Team Member



Stakeholder

Secondary Roles (for Scaling)



Independent Tester



Specialist



Domain Expert



Technical Expert



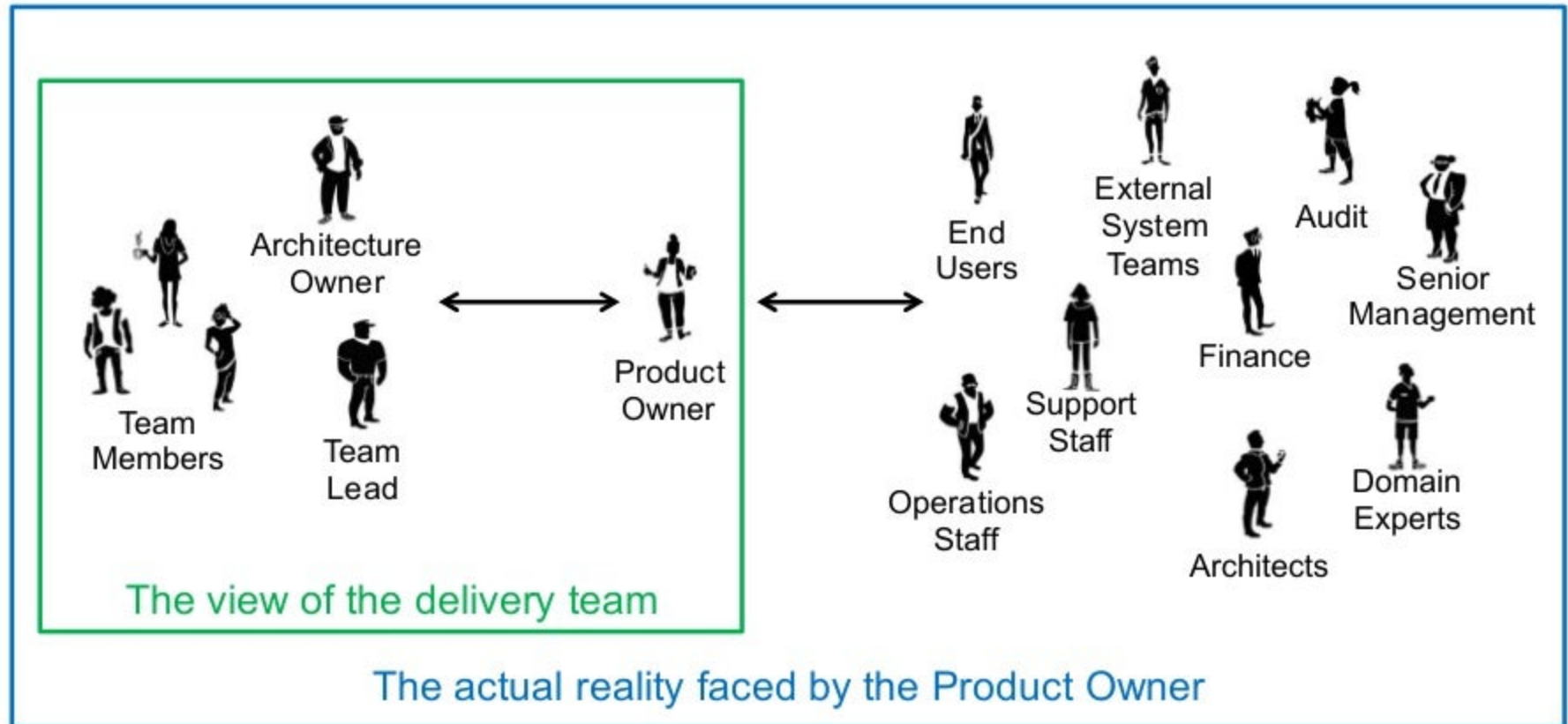
Integrator

Product Owner

- The Stakeholder “proxy”
- Go-to person for information on the solution requirements
- Prioritizes all work for the team
- Participant in modeling and acceptance testing
- Has access to expert stakeholders
- Facilitates requirements envisioning and modeling
- Educates team in business domain
- May demonstrate solution to key stakeholders
- Monitors and communicates status to stakeholders
- Negotiates priorities, scope, funding, and schedule



Product Owner is a Very Hard Role to Fill



At scale you may need someone
in a specialized
business analyst
role, but these
situations
are rare

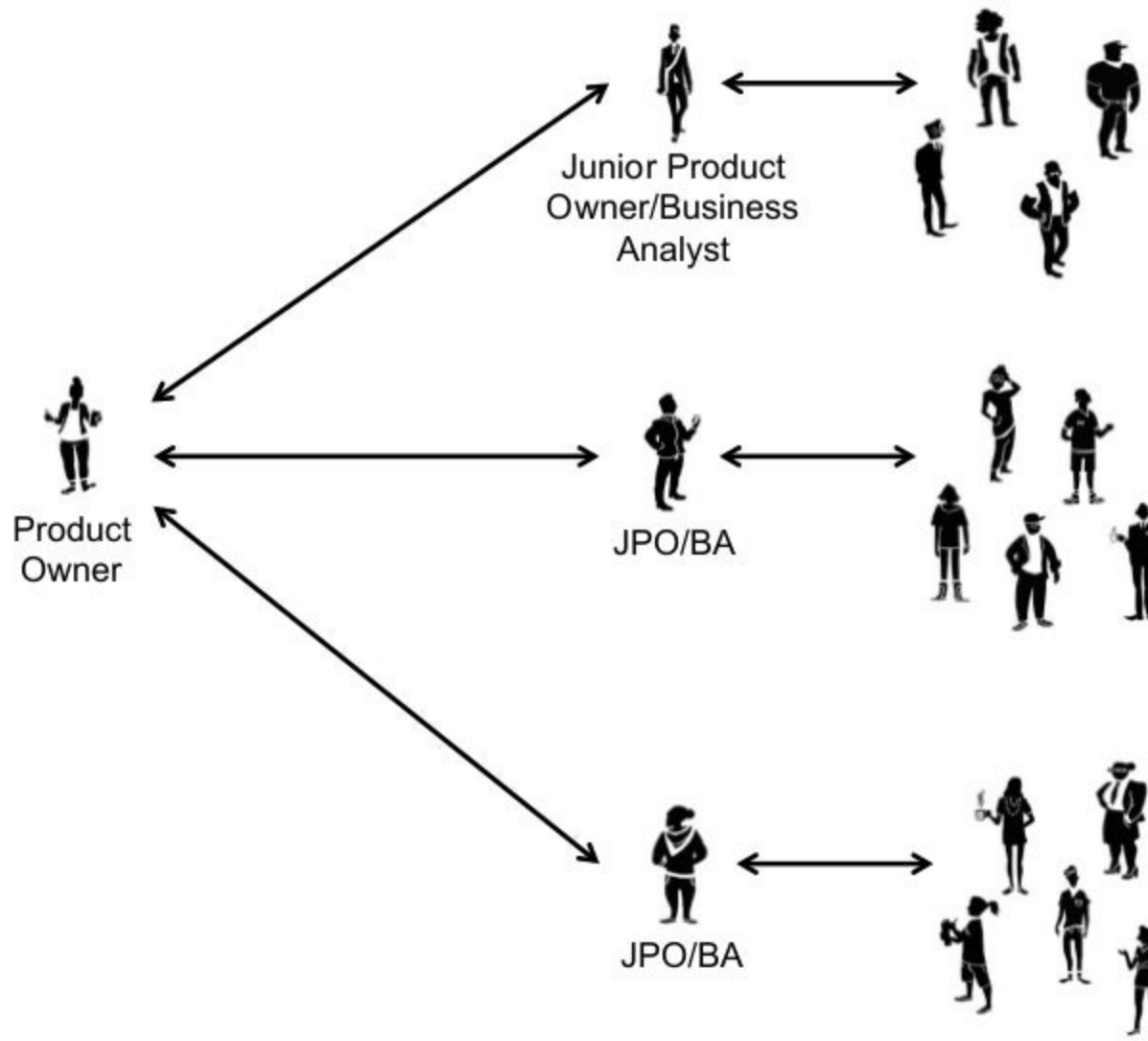


Business Analysts at Scale

- The role of business analyst (as a Specialist) may reappear at scale:
 - Product owners dealing with complex domains may need support
 - When stakeholders are geographically distributed, you may need BAs at each location
 - Some regulatory regimes require additional requirements specification work



Eliciting Requirements from Distributed Stakeholders



My parting advice....

Recognize that Agile and Lean
require a paradigm shift

Be open minded and flexible


Be prepared to share your skills

Collaboration and evolution, not
documentation and “freezing”, is
now the focus



Thank You!

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 @scottwambler

AgileModeling.com

AgileData.org


Ambyssoft.com

DisciplinedAgileConsortium.org

DisciplinedAgileDelivery.com

ScottAmbler.com

 Disciplined Agile Delivery

 Disciplined Agile Delivery

Shuhari and Disciplined Agile Certification

守
Shu

At the *shu* stage you are beginning to learn the techniques and philosophies of disciplined agile development. Your goal is to build a strong foundation from which to build upon.

 DISCIPLINED AGILIST

 CERTIFIED DISCIPLINED AGILIST

破
Ha

At the *ha* stage you reflect upon and question why disciplined agile strategies work, seeking to understand the range of strategies available to you and when they are best applied.

 CERTIFIED DISCIPLINED AGILE PRACTITIONER

離
Ri

At the *ri* stage you seek to extend and improve upon disciplined agile techniques, sharing your learnings with others.

 CERTIFIED DISCIPLINED AGILE COACH

Would You Like This Presented to Your Organization?

Contact us at ScottAmbler.com

SCOTT AMBLER **+ Associates**

Scott Ambler + Associates is the thought leader behind the Disciplined Agile Delivery (DAD) framework and its application. We are a boutique IT management consulting firm that advises organizations to be more effective applying disciplined agile and lean processes within the context of your business.

Our website is ScottAmbler.com

We can help