Series: Business Analysis Success Factors

The Agile Business Analyst Mindset

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Business analyst: a profession and a mindset

[Print Replica] Kindle Edition

by Yulia Kosarenko ⌄ (Author) | Format: Kindle Edition

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Kindle $7.48	Paperback $16.50
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What does it mean to be a business analyst? What would you do every day? How will you bring value to your clients? And most importantly, what makes a business analyst exceptional?

This book will answer your questions about this challenging the business analyst mindset — a concept developed by the

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NEW RELEASE

Business Analyst Mindset Digital Toolkit: Your daily reference guide to business analysis excellence [Print Replica] Kindle Edition

by Yulia Kosarenko ⌄ (Author) | Format: Kindle Edition

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This digital toolkit is a visually rich resource for business analysts, project managers, and anyone implementing business change. Built around the principles of the business analyst mindset, it is formatted as poster-style pages to use as daily reminders or checklists for professionals and centers of excellence. Tips on analyzing business problems, managing change and stakeholders are supported by cartoons, diagrams, and models. The toolkit includes

‹ Read more

Agenda

What is BA mindset?

Understanding agility

Who is agile business analyst?

Applying principles of the BA mindset in agile context

Transition to agile

Agile business analysis techniques

What is mindset?

A particular way of thinking

A person's attitude or set of opinions about something

Strive, develop, see opportunities

Motivations – self, others, mankind

Making choices

Beliefs and ideas

Believing in own potential

How we think

Growth and learning

Business analyst MINDSET

1. Focus on business – calibrate solutions to business goals

2. Solve the right problem

3. Question everything

4. Lead and facilitate

5. Analysis before synthesis; information before requirements

6. Uncover gaps – do not cover them up

7. Simplify until nothing can be removed

8. Take responsibility for shared understanding of business requirements

9. Accept and embrace business change

10. Be part of the solution

11. Expect human behavior from human beings

12. Learn, adapt and thrive

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What is agility?

Agility: ability to move quickly and easily

Business agility: capability of a business or its components to rapidly respond to a change by adapting to maintain stability.

Agility in software development

Manifesto for Agile Software Development

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

The authors of the Agile Manifesto chose word "Agile" because that word represented the adaptiveness and response to change which was so important to their approach.

https://agilemanifesto.org/

Agility is not only about software delivery

Business agility comprises several critical organizational competencies:

1. Deliver Fast and Responsively (**Delivery Agility**)

2. Innovate and Disrupt (**Product Innovation**)

3. Adapt Organization and Culture (**Organizational Adaptability**)

4. Lead through Complexity (**Leadership Effectiveness)**

https://www.solutionsiq.com/unlock-business-agility/

Agility is accepting and embracing change

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Who is agile BA?

Scrum team member?

Product Owner substitute?

"Story writer"?

Who is agile BA?

Development team member?

Product Owner substitute?

'Story writer"?

Agile BA is...

A professional practicing business analysis in agile context: in organizations that have adopted agile practices

Agile analysis – principles & core values

Customer focus

Value maximization

Respect

The principles that guide agile business analysis are:

- See the Whole
- Think as a Customer
- Analyze to Determine What is Valuable
- Get Real Using Examples
- Understand What is Doable
- Stimulate Collaboration and Continuous Improvement
- Avoid Waste

Collaboration

Courage

Continuous learning

AGILE EXTENSION
AGILE EXTENSION
AGILE EXTENSION

v2

Agile Extension to the BABOK® Guide

IIBA | Agile Alliance
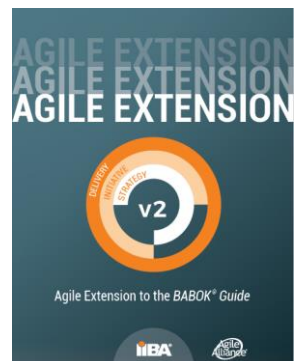
The core values are the same - agility is not just about Scrum

Business analyst MINDSET

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See the whole. Think like a customer.

⇒ Think like a customer to solve the right problem

⇒ Think like a customer to understand business value

⇒ Capture a meaningful "SO THAT" for each user story

⇒ Ask questions until you understand the "Why?" and the business value

⇒ Think big, deliver iteratively

See the whole. Think like a customer.
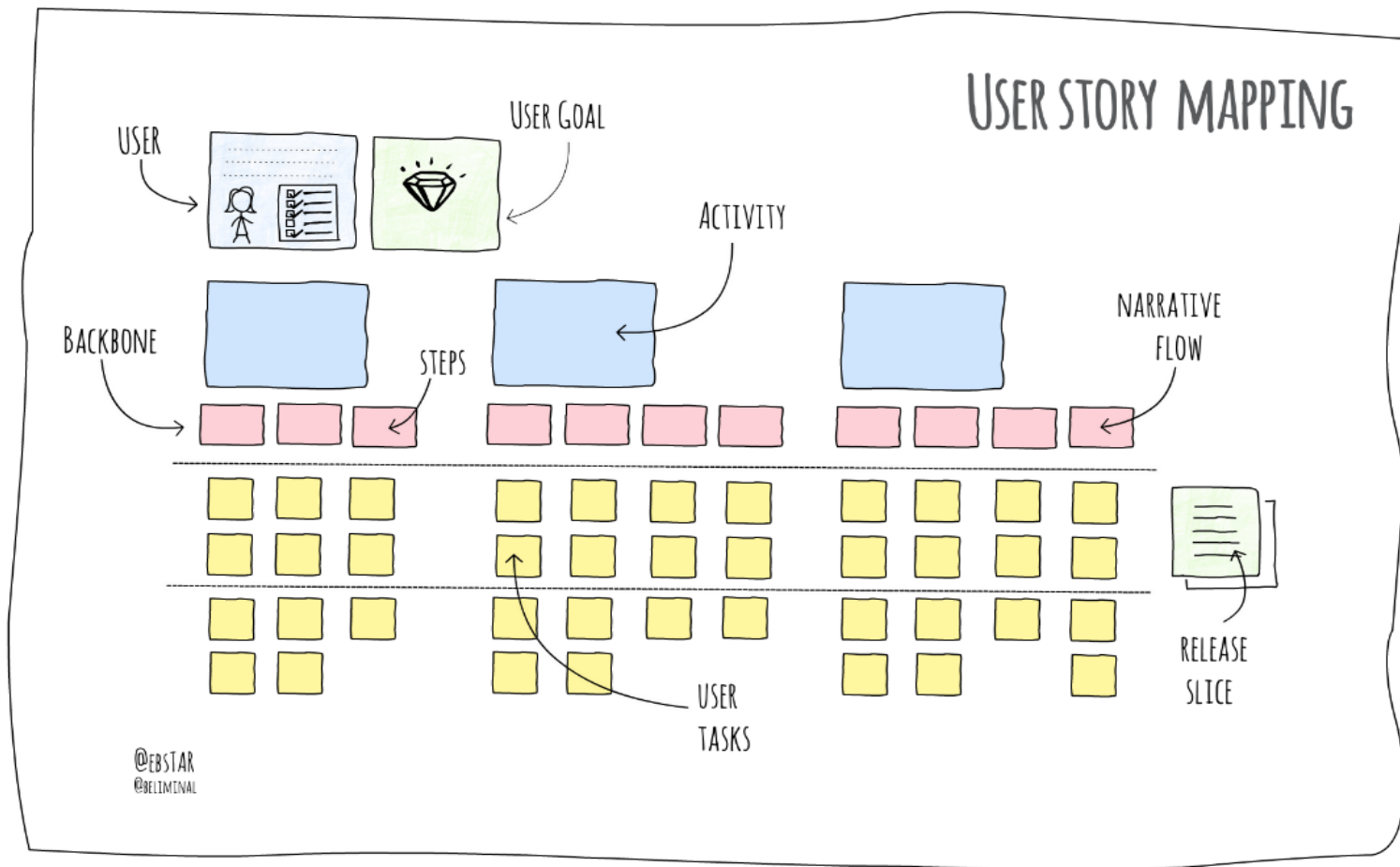
⇒ Start with big picture

⇒ Keep the big picture front and central

Analyze to determine what's valuable.

$\Rightarrow$ Agile or not, we still need to ANALYZE to understand business problems and needs. We don't just "write user stories"

User stories   **Product Owner**

~~Requirements~~ do not come from ~~business:~~ they come from business analysis

Business analysis tools & techniques - webinar

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Get real using examples
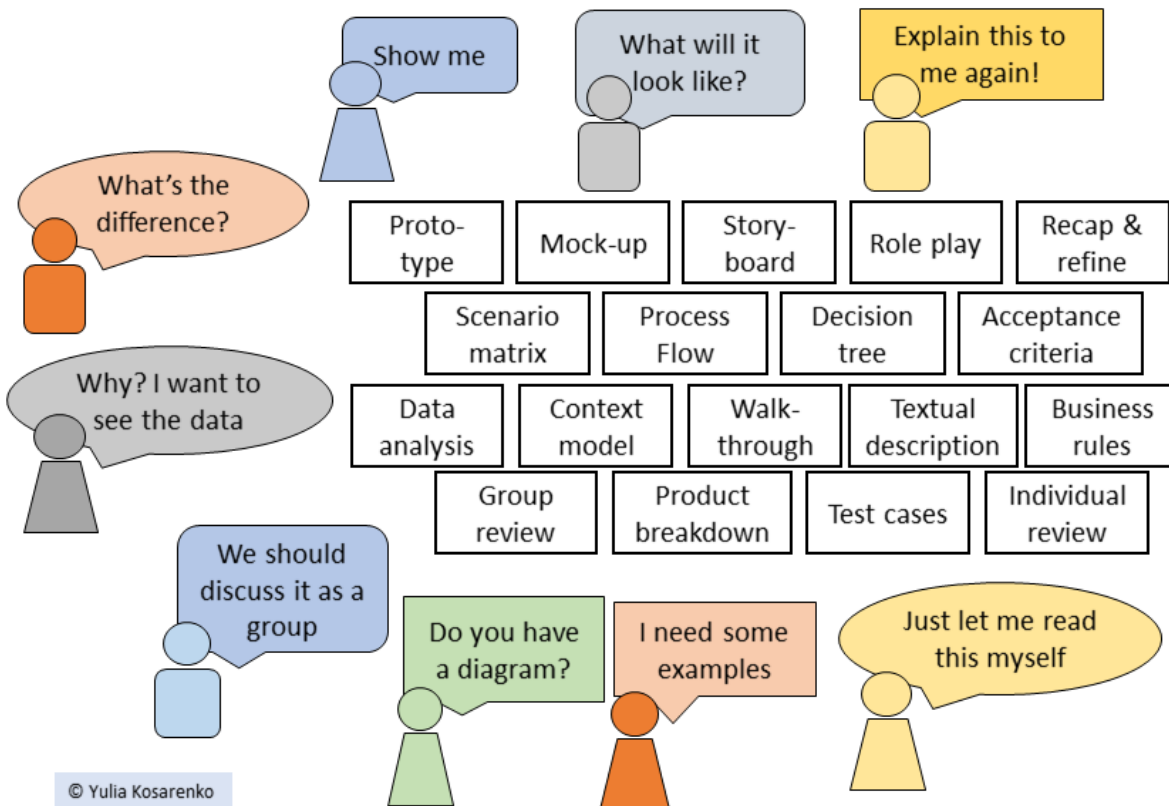
⇒ and don't forget other analysis and requirements sharing techniques

The main outcome of business analysis is shared understanding of business requirements

Understand what is doable

Plan

Tech. changes | Non-tech. changes

Analyze

Deploy

Test

Build
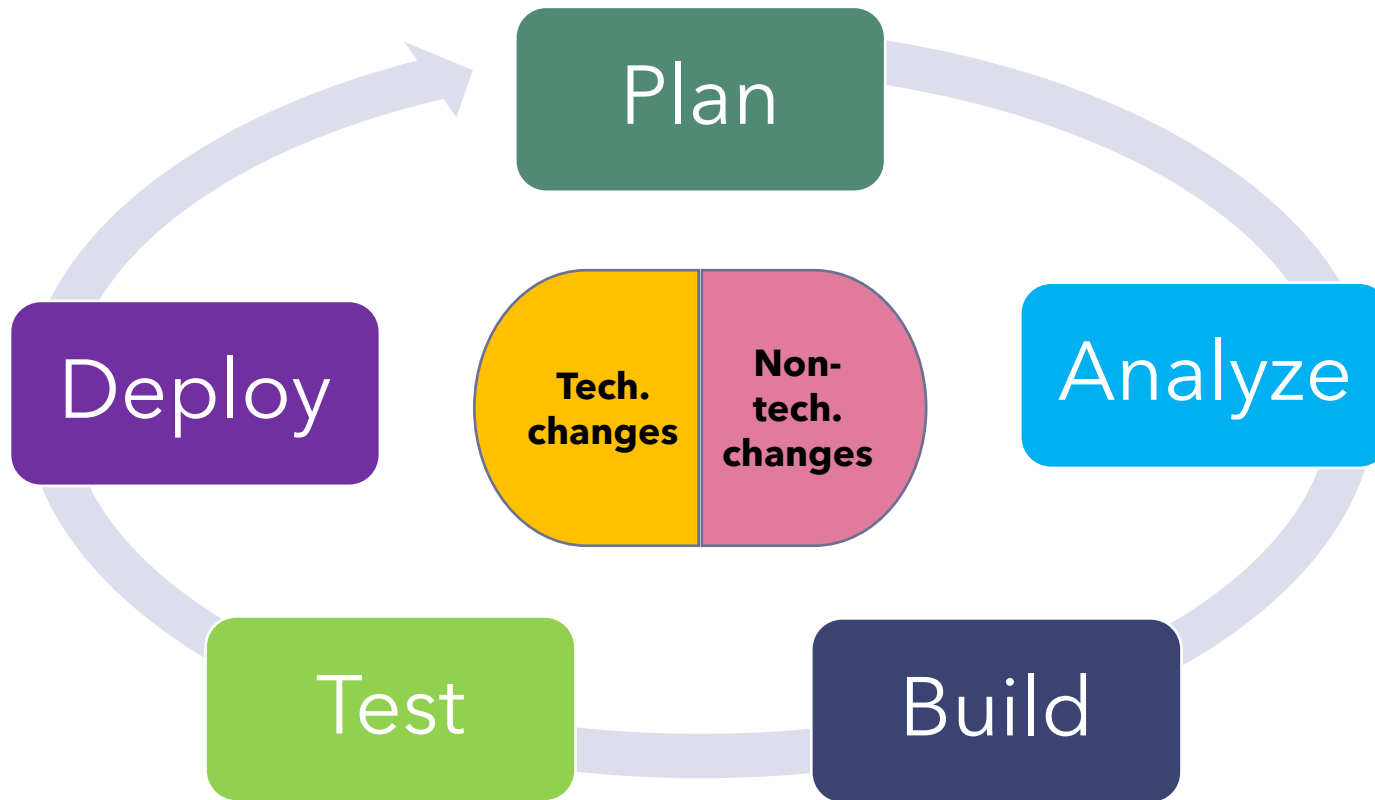
⇒ Be part of solution cycle

⇒ Improve with the team

⇒ Remember non-technology changes

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Stimulate collaboration and continuous improvement
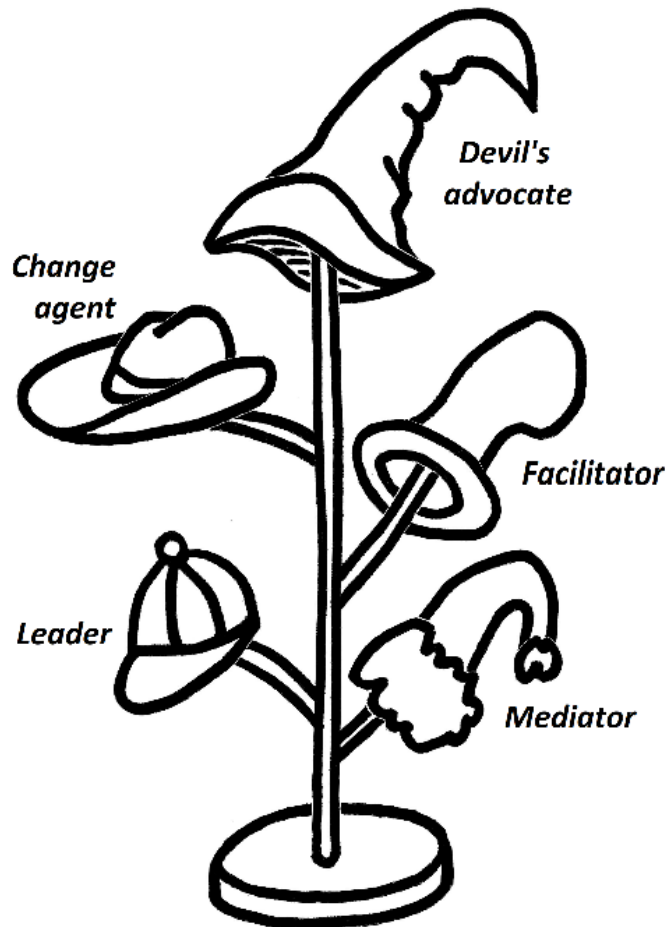
⇒ Manage relationships

⇒ Facilitate collaboration

⇒ Be a communication centre

⇒ Help the team improve

⇒ Reflect on feedback and adapt

⇒ Never stop learning

Avoid waste

$\Rightarrow$ Invest effort into high quality backlog items (requirements)

I N V E S T

Independent: one story should not depend on another that is being developed in the same iteration

Negotiable: Anything that can be left out or delayed, should be.

Valuable: the value can be demo-ed to the user – measurable business value

Estimable: small enough that it can be estimated easily

Small: can be finished in 2-3 days (6-10 user stories in a sprint)

Testable: small enough that it can be tested easily

Does it have to be this complex?

#ba_mindset

Automating suboptimal processes…
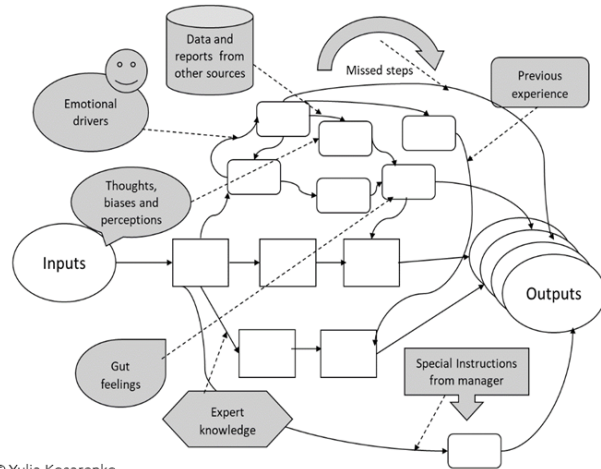
…magnifies inefficiency

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⇒ Does this serve a business goal?

⇒ Are all these handoffs necessary?

⇒ Can this subflow be optimized?

⇒ What is the minimum number of approvals?

⇒ Can the decisions be simpler with better data?

⇒ Can we avoid this bottleneck?

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Simplify the product, the process, and the backlog

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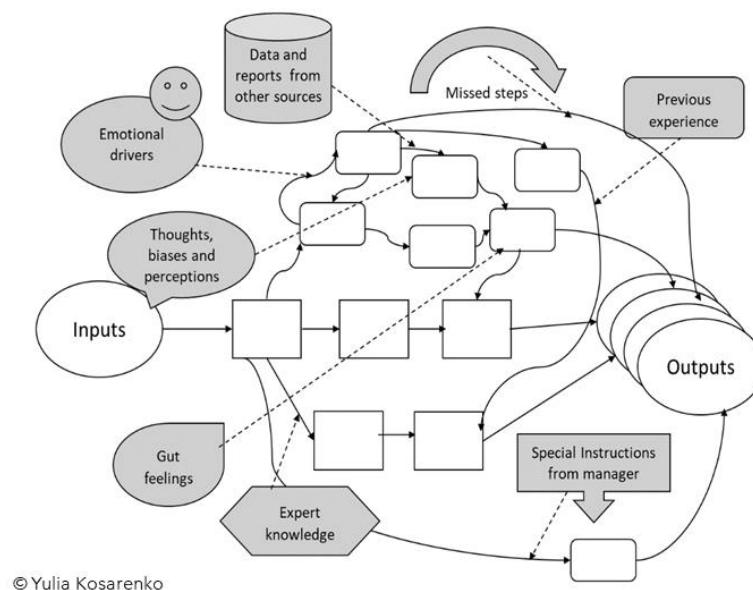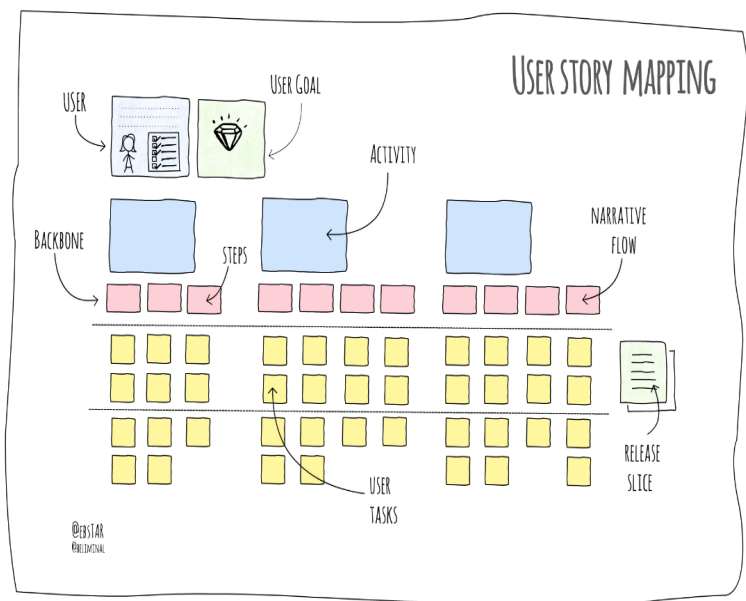
Transition to agile

Methodology

Techniques

Mindset

Transition to agile

Core business analysis skills and accountabilities do not change

- Needs assessment & discovery
- Focus on business value
- Analysis & functional decomposition
- Facilitation & communication

What may feel and look different

- Structure and timing of work
- Process and terminology
- Format of BA deliverables
- Granularity of requirements/user stories

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Still expect human behaviour from human beings

⇒ Listen: pay attention to what people say or not say

⇒ Suggest options, consider other points of view, and negotiate

⇒ Be patient, slow down and make others comfortable

⇒ Have frank conversations and ask difficult questions with empathy

⇒ Stand your ground and not be afraid to disagree

⇒ Keep calm in dealing with conflicts, disruptions and arguments

⇒ Sometimes, just lighten up and humour to relieve tension

Agile techniques

Story mapping

Personas

Planning workshops

Backlog refinement

User and job stories

Relative estimation

Decomposition

Minimum Viable Product

Retrospectives

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Learn the skills and techniques....
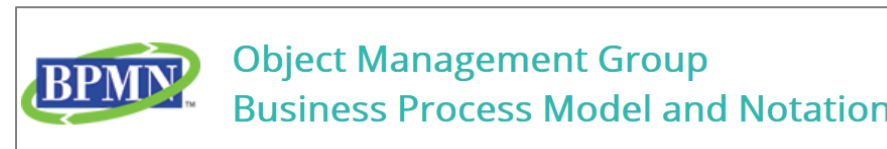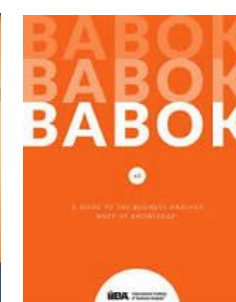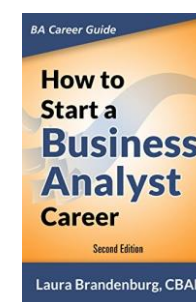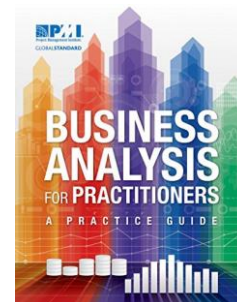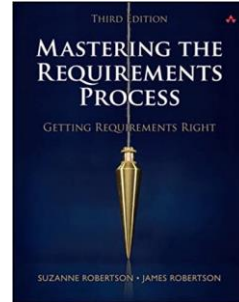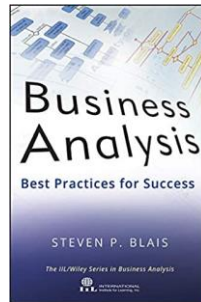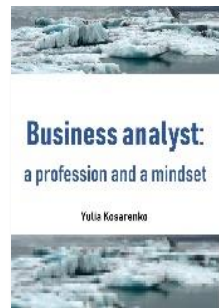
It's up to you how you develop your mindset

- Focusing on what's important
- Listening
- Practicing empathy
- Looking beyond obvious
- Learning from mistakes
- Taking pride in your work
- Standing up for what you believe in
- Speaking up when nobody else will

About

Yulia has spent most of her career alternating between IT and business engagements, with more than 15 years as a senior business analyst and business systems analyst, before changing focus to business architecture. She has worked in many industries, from transportation and logistics, to insurance, education, energy, pensions and payments. Yulia has managed teams of business analysts and architects, as well as cross-functional project teams. She now runs her own consulting company, Why Change Consulting.

Yulia's passion for business analysis culminates in her books "Business analyst: a profession and a mindset" and "Business Analysis Mindset Digital Toolkit".   She likes to blog about business analysis, architecture and change management on her blog https://why-change.com and has recently recorded a podcast with the BA Academy's Voices of the Community about the value of the business analyst mindset. In her spare time she coaches business analysts and works on a new college course on business analytics.

Yulia holds a degree in Computer Science and Math from the Taras Shevchenko University of Kyiv, as well as ScrumMaster, SixSigma and Pega Business Architect designations and an Advanced Certificate in Business Analysis from McMaster University.

Find more

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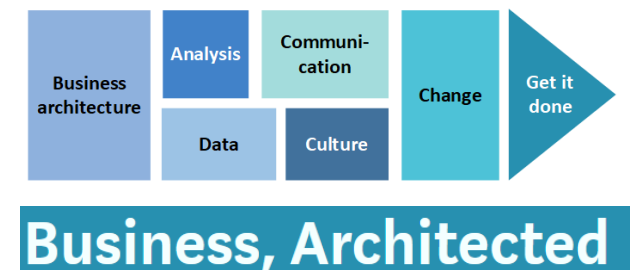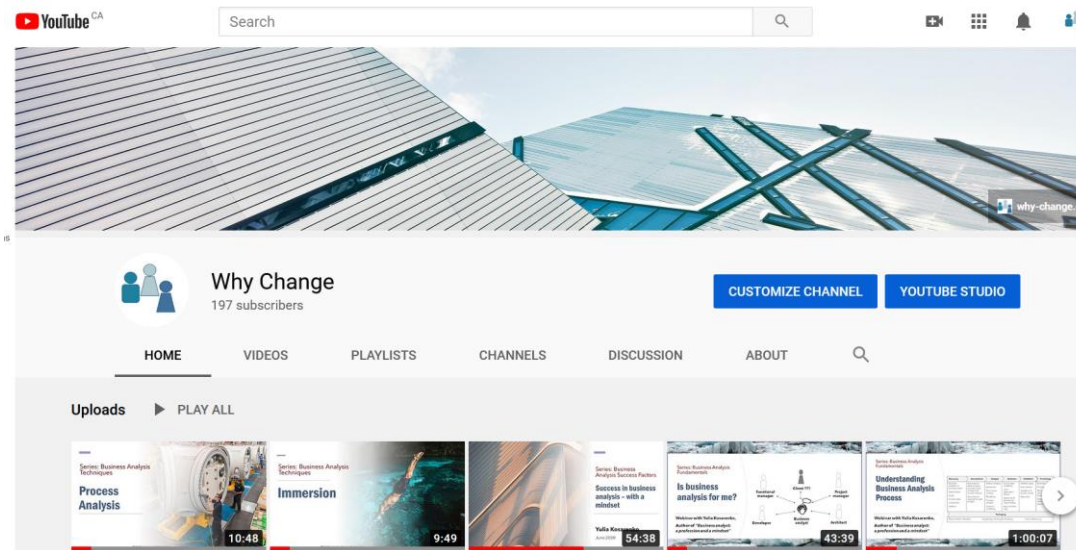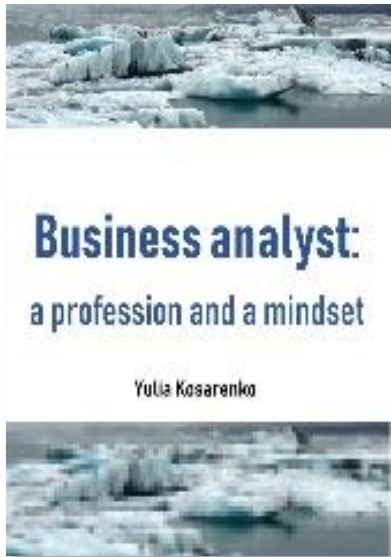
Thank you for this hour from your life.

I hope it was well spent.

Until next time!