Role of the Business Analyst in an agile organization

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Content

Trends
Paradigm shifts
Role of Business Analysis
Impact on requirements documentation
Trend 1:
Companies can spend less and less budget on innovation

Time To Market
Complexity and Technical debt

Which stadium is your organization in??
Trend 2: Scrum is popular, but clashes with traditional governance
Trend 3: Moving from inside out to outside in thinking

Tilting the organization from functional oriented to business domain or product oriented
Effect:
Need for radical different governance and approach to the IT life cycle to drive businesses

Scaling frameworks for scaling agile
From Re-active

Individual work

To Pro-active

Teamwork
From Temporary project teams

To Fixed product teams

Structure

Bringing teams to The work

Bringing work to The teams
From Governance
Project cost accounting
Measuring cost and exhaustion per project

To Lean budgeting
Measuring velocity and business value per train
From Command and Control To Delegating control

Directive leadership Facilitating leadership
From Dispersed accountability

Ownership

Separating innovation and maintenance

To Product Ownership

Shared code ownership by product teams
From
Full utilization of teams

To
Allocating capacity to improvement every sprint

Continuous improvement

Short term focus on results

Long term focus on quality
From
Cutting quality corners by Project Managers

To
Allocating capacity to reduction of TD every sprint

Technical debt

Structurally increasing technical debt

Structurally making IT landscapes healthier and more flexible
From Eliminating financial risk

Non economical financial KPI’s

To Eliminating impediments to the IT life cycle

Economical IT life cycle KPI’s
From Thinking in Solutions (How)

Creating dead piles of paper and waste

To Thinking in Requirements (What)

Just in time design and working software
From
Individual tasks in cubicles

Facilities
Manual testing and deployment

To
Team effort in Scrum rooms

Automated testing and deployment
Product Management Team
Business people and developers must work together daily throughout the project.

The best architectures, requirements, and designs emerge from self-organizing teams.
- **Epic**
  - **JUST IN TIME**
  - **PULL (Split & refine)**

- **Feature**
  - **JUST IN TIME**
  - **PULL (Split & refine)**

- **User Story**
  - **JUST IN TIME**
  - **BUILD!**

- **‘One liner’**
  - **Detailed**
  - **Level of detail**

- **DoR Epic**
  - Update Enterprise requirements base (Domain Model?)
  - (Enterprise architecture?)

- **DoR Feature**
  - Update Domain requirements base (Business Use Case Model?)

- **DoR User Story**
  - Update Application Requirements base (System Use Case Model?)
Working software over comprehensive documentation is essential.

Simplicity--the art of maximizing the amount of work not done--is essential.
Brian Teunissen

Expert Agile Consultant

https://nl.linkedin.com/in/teunissen

Agile Master | SAFe Program Consultant

inspearit Aligning for Customer Value

cibit academy inspearit Brand for Training Services

Park Berg & Bosch | Professor Bronkhorstlaan 10/90
| 3723 MB Bilthoven | The Netherlands

T: +31 30 230 89 00 | M: + 31 6 215 30 209

Brian.Teunissen@inspearit.com

www.inspearit.nl | www.cibit.nl