

Agile Analysis NOT Fragile Analysis



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Agenda

- About ThoughtWorks
- Misconceptions about Agile and Business Analysis
- “Fragile” Analysis artifacts
- The Agile Analyst Role
- Effective Techniques for the Agile Analyst
- Q&A





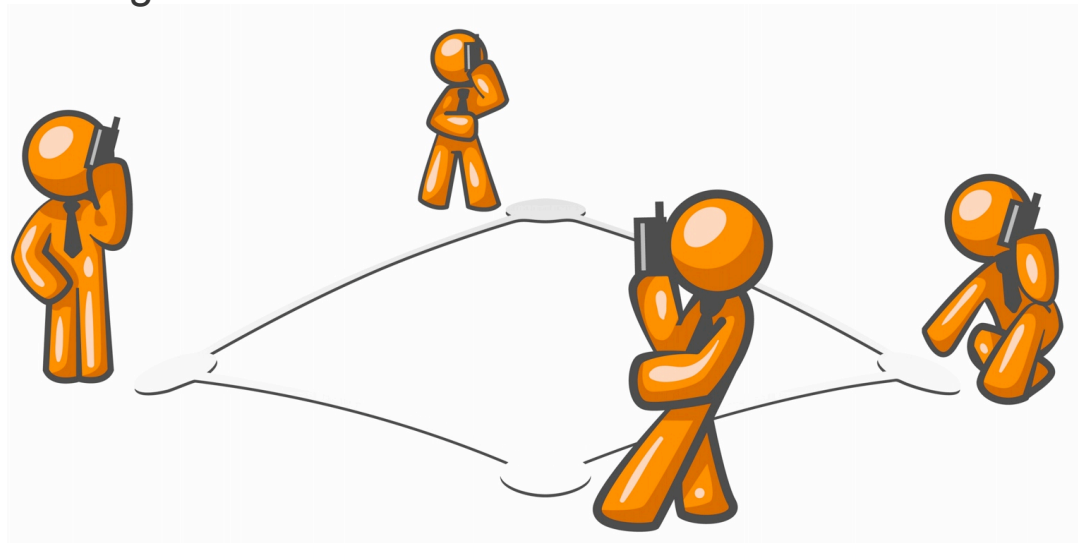
About ThoughtWorks

We literally write the books on Agile
and technology innovation

- Founded in 1993
- Global Delivery from US, UK, Canada, Australia, India and China
- 1000+ employees
- \$132M+ in revenue (2008)
- High End IT Consulting. Ideation to Production
- Application Development, Support & Evolution
- Build and Deploy: Enterprise Class, Business Critical Software
- **ThoughtWorks Studios**: Focused on creating Products for Agile practitioners
- World Leaders in use of Agile Software Development techniques
- Expertise: Java, .NET, SOA, Ruby, Open Source

Types of Analysts

- Systems Analysts
- Business Analysts
- Business Systems Analysts
- Business Process Analysts
- Interaction Designers
- User Centered Designers
- ...



Agile and Analysis: Common Misconceptions

“Agile focuses on speed and not getting it right”

“Agile does away with the need for business analysis because programmers can just talk directly to the customer.”

“Agilists do not believe in documentation and since documentation is done by analysts, there are no analysts on Agile projects.”

“User Stories need to be supported by detailed requirements narratives before they can be developed”

Agile and Analysis: Common Misconceptions

Analysis Is Not Only User Stories

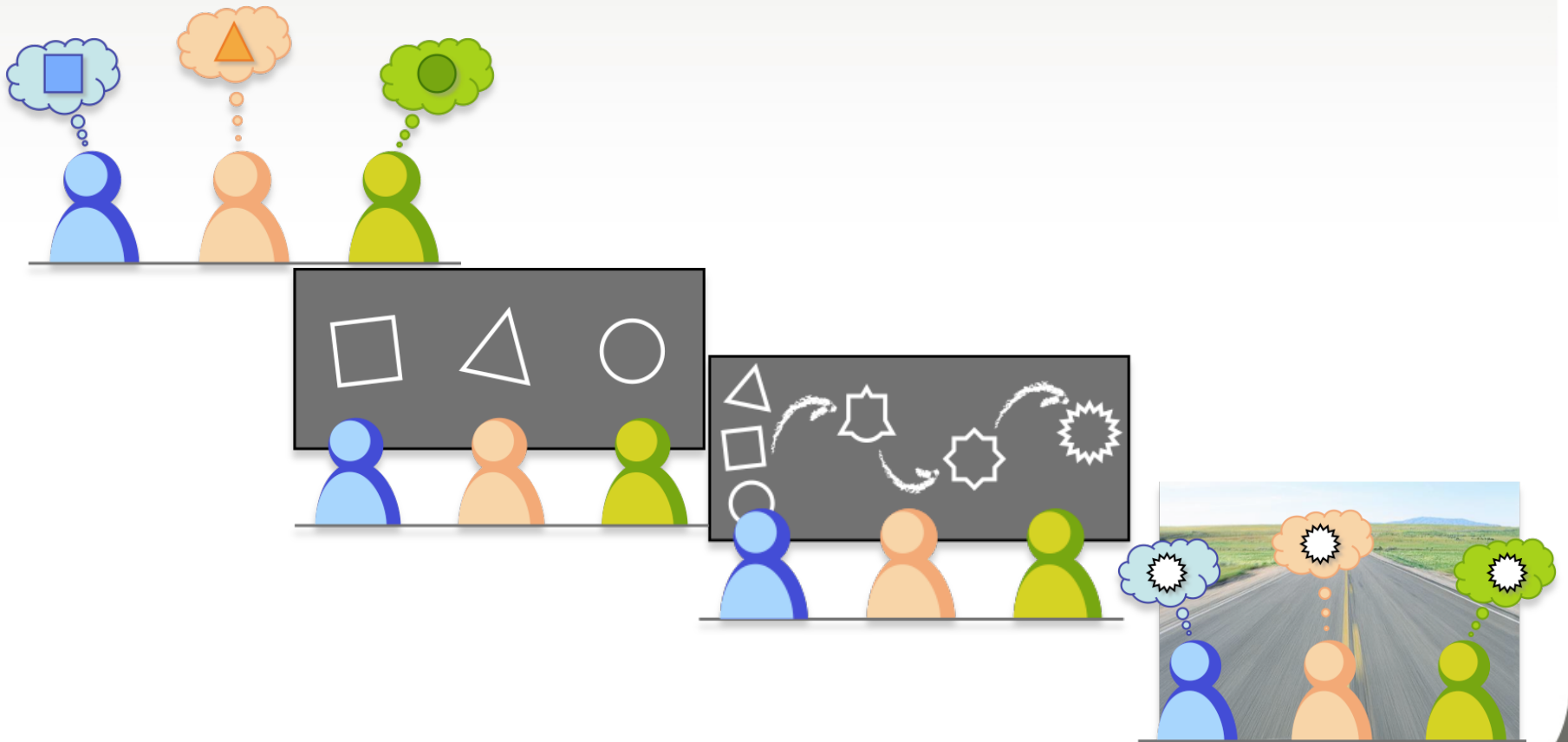
“Fragile” Analysis

- Also known as “Analysis Smells”*
- Lots of artifacts providing low level details, but nothing to articulate how it hangs together at a higher level
- Too focused on a specific implementation rather than a capability
- Missing details about user interaction
- Too much effort put into explaining obvious requirements rather than second order requirements that impact acceptance (e.g. performance, logging, security)

• * <http://c2.com/cgi/wiki?AnalysisSmells>



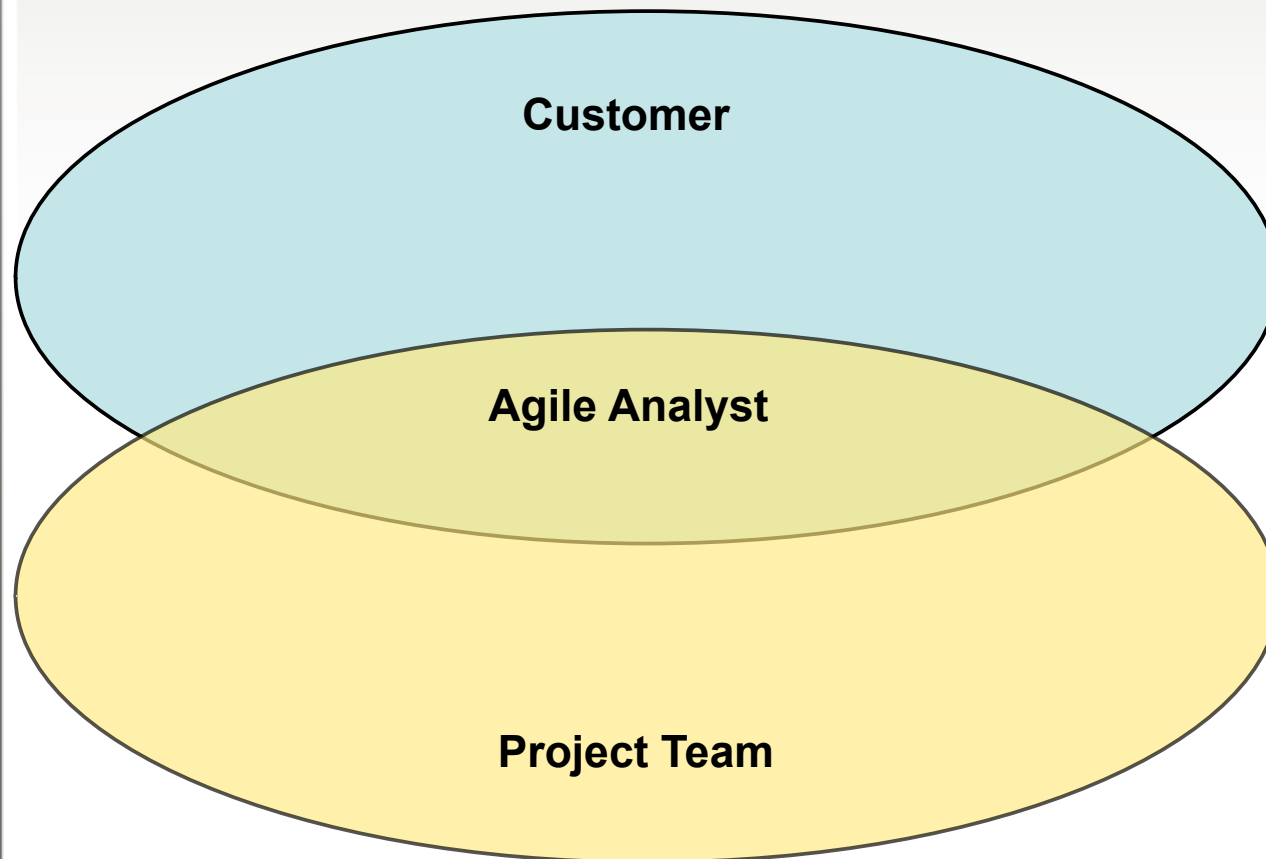
Our Goal: Shared Understanding



Agile Analysis Life Cycle








Analysis Activity Groups



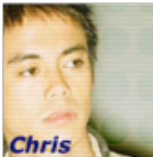





- Defining Objectives and Trade-Offs
- Understanding the Business Domain
- Identifying Requirements
- Clarifying Requirements
- Estimation and Release Planning
- Iteration level analysis

Defining Objectives and Trade-Offs

ON ←  → OFF	Scope - coverage of code base and activities
ON ←  → OFF	Stay within budget
ON ←  → OFF	Deliver the project on time
ON ←  → OFF	High quality: Stability, reliability, adaptiveness
ON ←  → OFF	Customer satisfaction

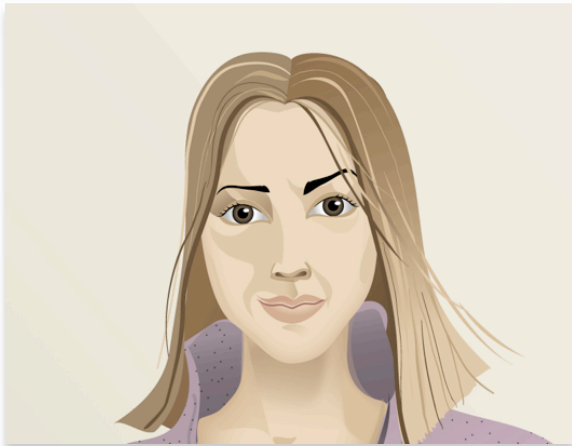
Understanding the Business Domain: Roles and Goals

Who am I?	What do I want to do?	How will you support my goals?	How important am I?
 <p>Karen 30 secretary fashion conscious lives in Surbiton forgetful</p>	<p>"I'm going on holiday to California tomorrow. I want to buy travel insurance"</p>	<p>Quickly help me buy travel insurance</p>	
 <p>Chris 24 Student part time DJ lives with girlfriend drives performance car web savy</p>	<p>"Car insurance is so expensive, and getting someone to quote me is hard. I want to know quickly if I'm going to get a good quote"</p>	<p>Enter minimal details provide quick quote save quote comprehensive quote if interested</p>	
 <p>Sara 22 recruitment consultant seeks advice internet 'lingerer'</p>	<p>"I crashed my car on the way to work. We've swapped addresses, now to claim on the insurance..."</p>	<p>Let me download claim forms Let me monitor my claim on-line</p>	

- **Roles and Goals** offer a tool for identifying users of the system and their objectives

Understanding the Business Domain: Personas

Mary, Java Developer



Praveen, Business Analyst



Estella, CTO



Personas provide context and a user focus

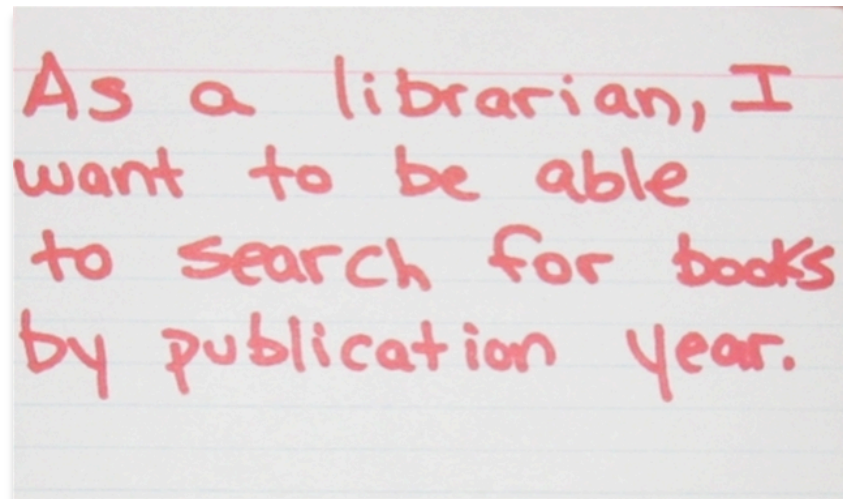
Identifying Requirements: User Stories

User Stories are:

- The currency of Agile Development
- A placeholder for further conversation

Good stories follow the **INVEST** Principle:

- Independent
- Negotiable
- Valuable
- Estimable
- Small
- Testable



As a librarian, I
want to be able
to search for books
by publication year.

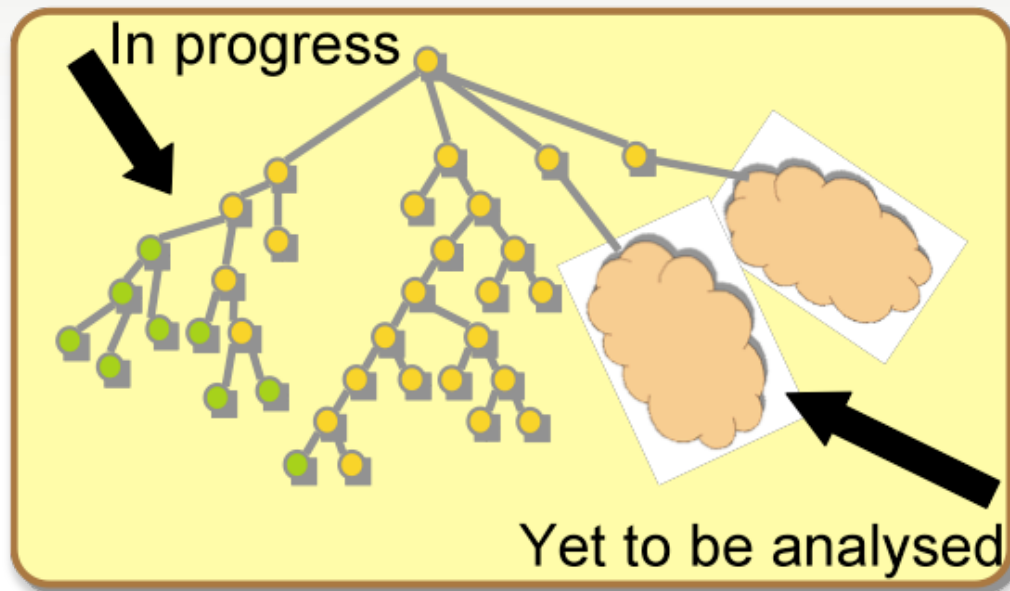
Identifying Requirements: Scenarios



Consider a **persona** + a **task** + an **environment**

Use **Scenarios** to drive out requirements and to validate that solutions can solve the tasks identified in all possible environments.

Identifying Requirements: Story Trees



Story Trees provide a bridge for executives to understand how requirements are being identified and decomposed as analysis takes place.

Clarifying Requirements: Prototyping

The screenshot displays the ThoughtWorks Studios interface for configuring a planning tree. The main area shows a tree structure with three release nodes (Release 1 #31, Release 2 #32, Release 3 #33) and a sub-tree under Release 2 containing iterations 6 through 9. A dashed box highlights the 'Planning tree (configure)' header with an '+ Add Child' button. The right sidebar contains a 'Tree filter' panel with a search bar, a 'Filter by...' dropdown, and a list of 11 filtered results (Iteration 0 #44 to Iteration 10 #43).

Configure current tree Manage trees

View tree configuration Link to this page

Planning tree (configure)
+ Add Child

Release 1 #31 Release 2 #32 Release 3 #33

+6 -4

Iteration 6 #39
Iteration 7 #40
Iteration 8 #41
Iteration 9 #42

Tree filter Add cards to tree

Filter Search

Filter by...

Type is Iteration
Add a filter

Showing 11 results.

Select: All | None Refresh

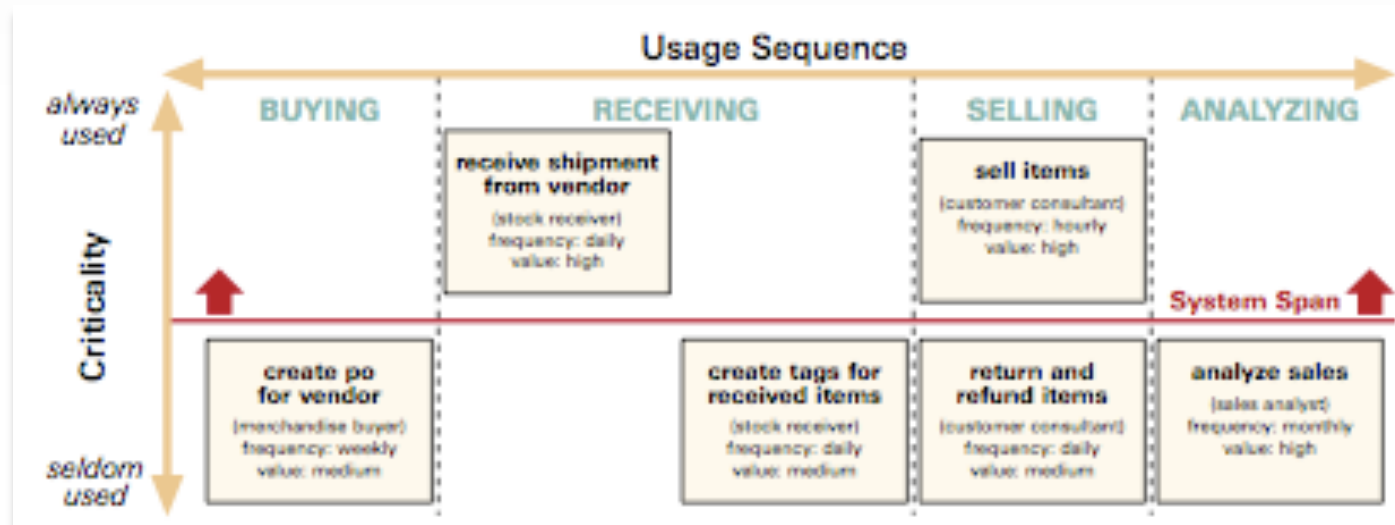
<input type="checkbox"/>	Iteration 0	#44
<input type="checkbox"/>	Iteration 10	#43
<input type="checkbox"/>	Iteration 9	#42
<input type="checkbox"/>	Iteration 8	#41
<input type="checkbox"/>	Iteration 7	#40
<input type="checkbox"/>	Iteration 6	#39
<input type="checkbox"/>	Iteration 5	#38
<input type="checkbox"/>	Iteration 4	#37
<input type="checkbox"/>	Iteration 3	#36
<input type="checkbox"/>	Iteration 2	#35
<input type="checkbox"/>	Iteration 1	#34

Analyst Concerns in Estimation and Release Planning

- Having a **consistent** and **cohesive** set of features
- External time constraints: **such as contracts, regulation and compliance**
- **Business need to** stay ahead of the competition
- **Additional** release dependencies **& costs, i.e., user training, advertising, sales calls.**
- **High level milestones and events: i.e. launch date**

Functional Dependencies

“Story Mapping*” can serve as a useful tool for determining the minimally useful set of features necessary to fulfill an end to end business process.



* “How You Slice It” by Jeff Patton (<http://agileproductdesign.com>)

Iteration Level Analysis

- Having the conversation
- Getting to the detailed level needed for development

Ability to clone card from one project into another #3843

(v76 - Latest version, last modified 5 days ago)

3.0 potential, 3.0 program management, 3.x potential, Bridgewater Request, Forum suggestion, Luke 3.0 ([edit tags](#))






As a project manager I want to clone a card in one project to another project so that I can move cards from a project where they were originally created to a project where the work will happen

Current behavior
You can't move cards between projects.

Acceptance Criteria

1. Let's clone a card

1. Project admin, full, read only and light user can clone a card from old project to another project AS LONG AS s/he is a full team member (or admin) in new project. (anon user cannot clone a card)
 - If this condition is not met, provide a warning. e.g. Anonymous users cannot clone a card.
2. User can clone a card on each card view. Provide a new link 'clone into' and a new dropdown for project lists.

•  [Edit](#)  [Print](#)  [Delete](#)  [Return to analysis](#)  [Clone](#)

Select project to clone this card

What about Distributed Agile projects?

First law of distributed projects is: “Don’t Distribute”

More process is necessary when you distribute

Analysts typically bear the brunt of the distribution challenge

Combination of process and tools

Process: Showcases, Retrospectives, Remote Stand-ups

Tools: Mingle, IM, Video Conference

The Agile Analyst Role

Always

- Customer Advocate
- Agile Coach
- Facilitator
- Tester
- Story “Librarian”

Sometimes

- User Experience Designer
- Customer Proxy
 - Important with distributed projects



“the analysts are there as *aides* to the customers, not as translators between customers and programmers*”

* Ron Jeffries “Business Analysis in Extreme Programming” <http://www.xprogramming.com/xpmag/BizAnalysis.htm> September 1, 2000

Additional Resources



Thank You!



Passionate about Agile Analysis?

Contact me to discuss more at
amonago@thoughtworks.com