

# The Agile Mindset

Thursday, June 21, 2018

## Learning Objectives

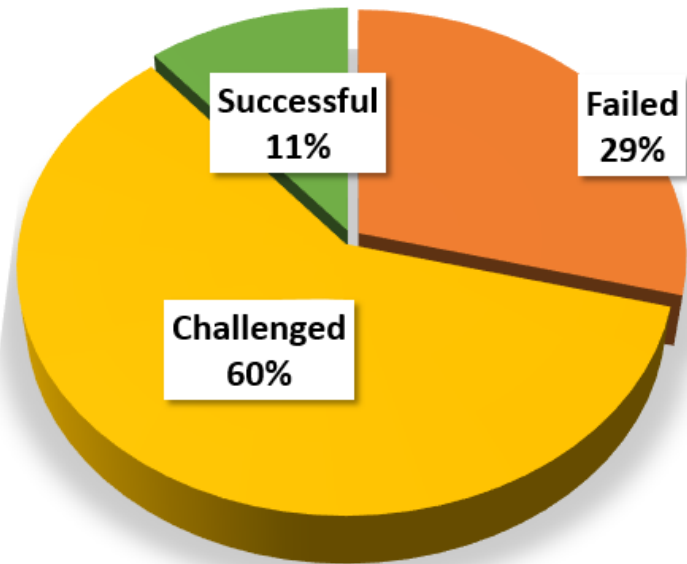
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During our time together we will:

1. Discuss why we keep talking about Agile.
2. Learn the background of Waterfall and Agile & how they differ
3. Read the Agile Manifesto and discover the foundation of an agile mindset
4. Understand the 12 principles that guide agile business analysis and their relationship to The Business Analysis Core Concept Model <sup>™</sup> (BACCM)
5. Explore the Three Horizons of Agile Business Analysis

## Comparative Statistics

Waterfall STATISTICS



AGILE STATISTICS



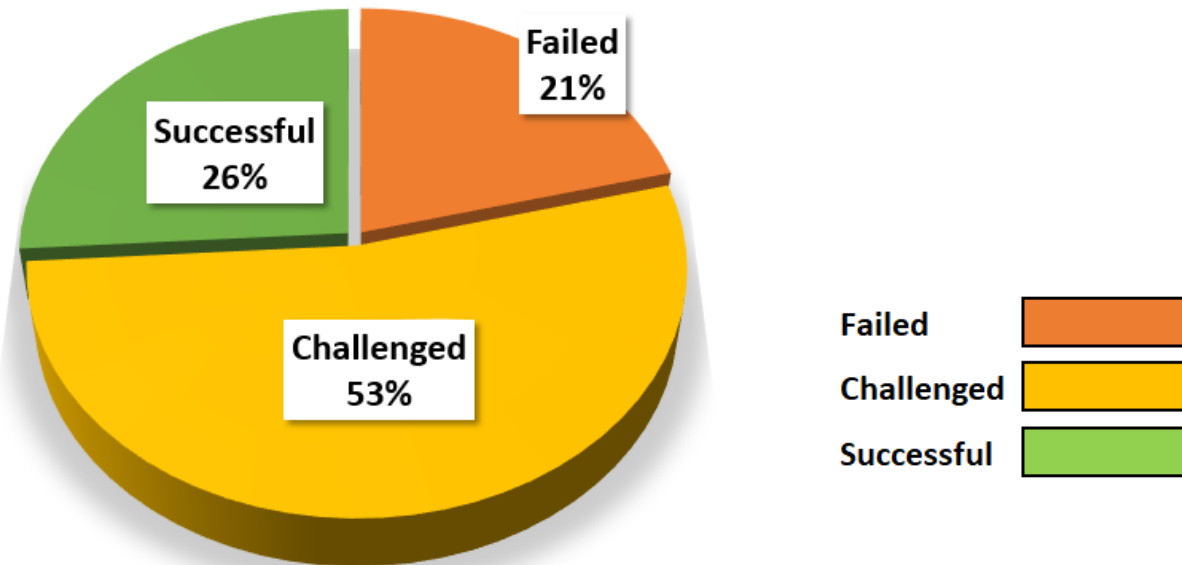
Statistical source: The Standish Group, The Chaos Report, 2011-2015

Agile is **NOT A SILVER BULLET.**

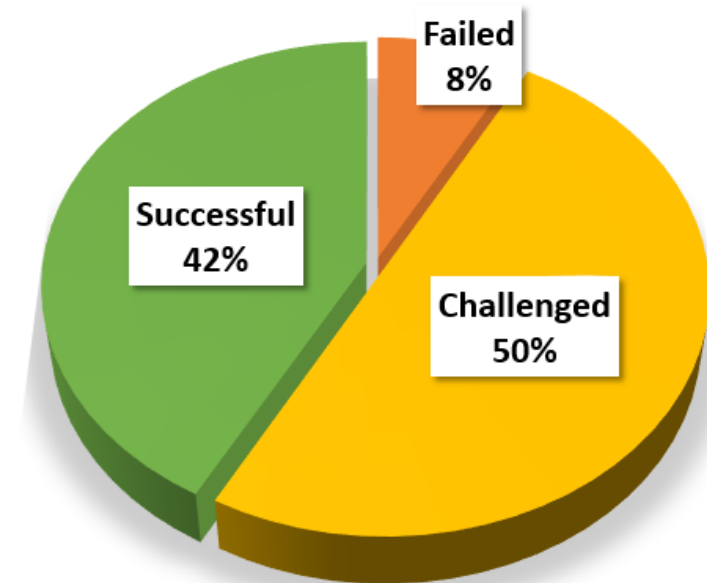
Studies of projects between 2011-2015 show the fail rate of traditional projects is more than 3X higher than agile methods.

## Recent Improvements

WATERFALL STATISTICS



AGILE STATISTICS



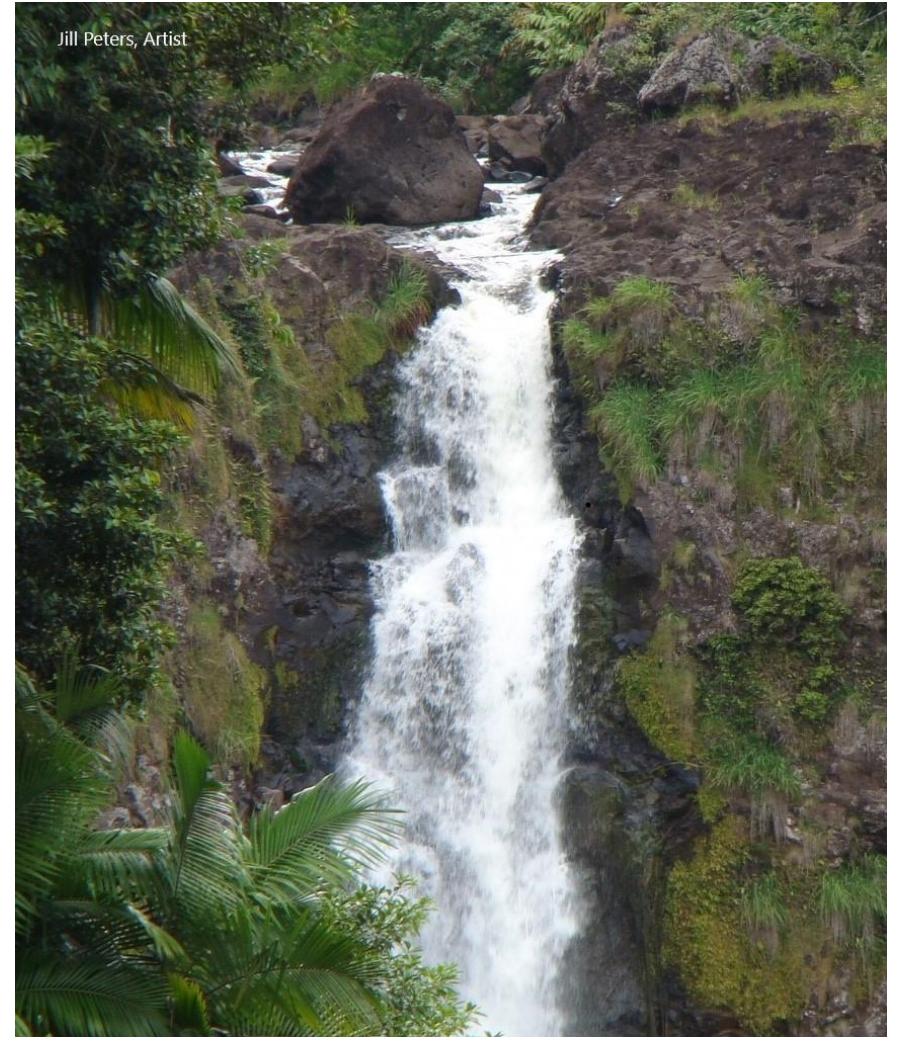
Statistical source: The Standish Group, The Chaos Report, 2018 per Vitality Chicago

## Waterfall

Waterfall methodology is a traditional sequential software development life cycle.

This is the predominant development method that has been used for decades.

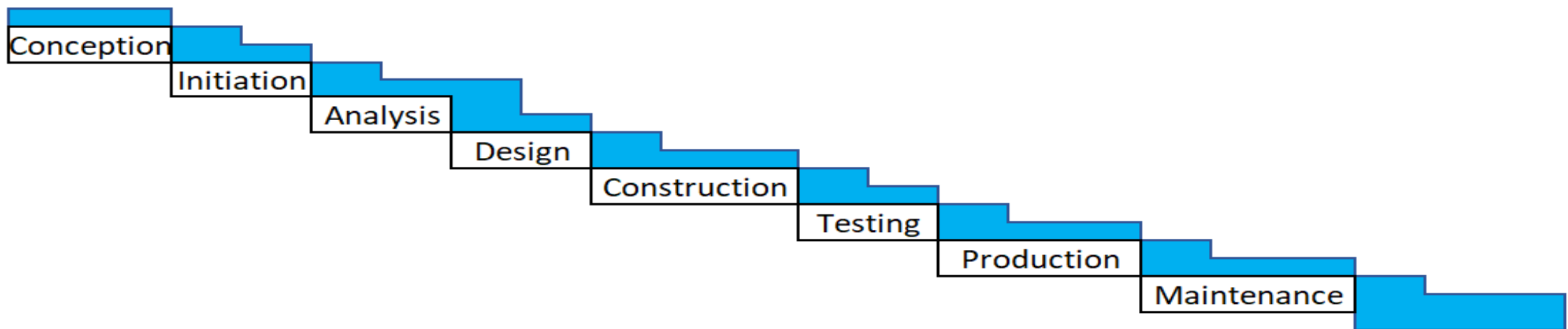
- The scope and plan is laid out at the beginning of the project.
- Each step must be completed before moving on to the next step.
- The project is tracked by scheduled milestones.
- “Water does not flow uphill.”



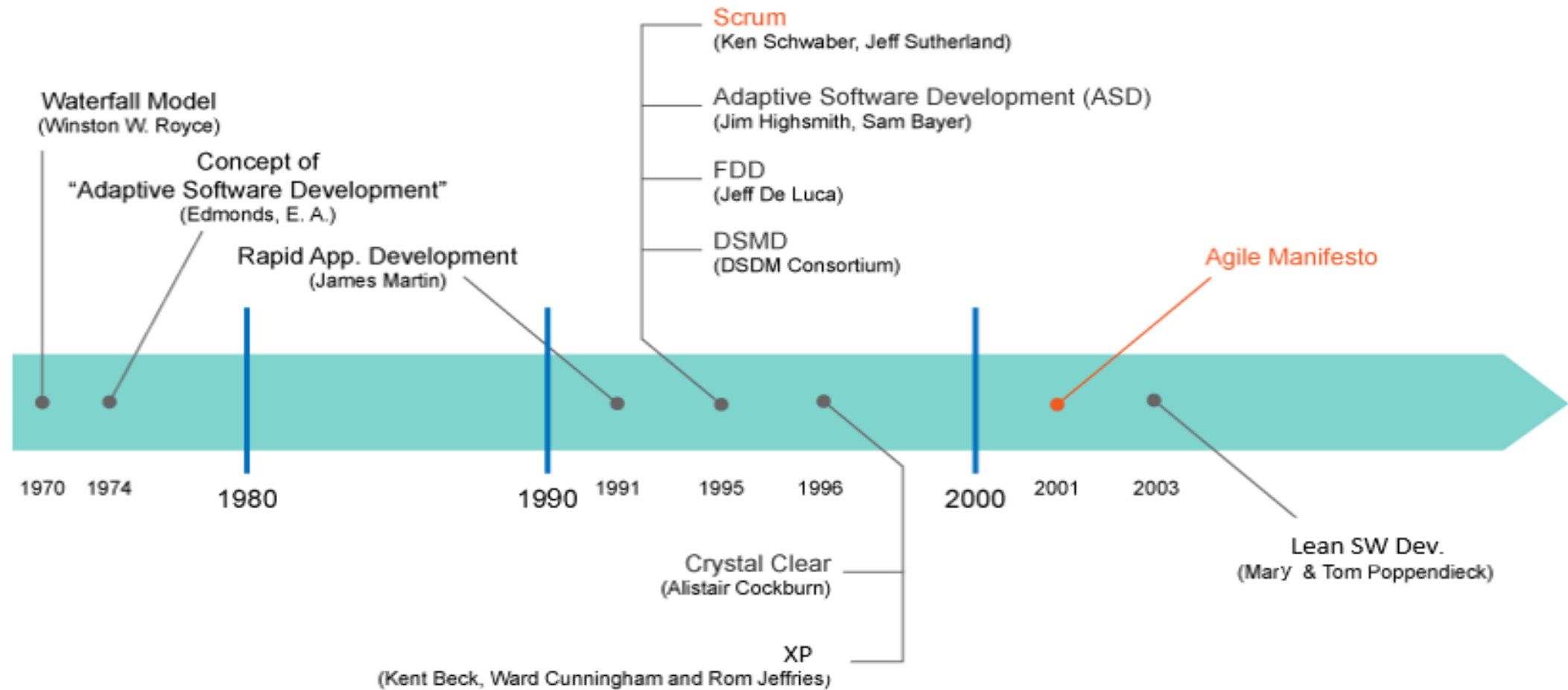
## Why Waterfall?

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- During the 1980's the software industry was dominated by industrial views and beliefs.
- This meant that software development was treated the same as traditional manufacturing.
  - Structure is clear and simple.
  - The final product is completely defined early before construction begins.
  - It is very methodical so it is well organized and heavily documented.
- Expectation was for the team to simply execute tasks that were predetermined.



## The History of Agile



Source: [www.visual-paradigm.com](http://www.visual-paradigm.com)

## The Agile Manifesto

*“We are discovering better ways of developing software by doing it and helping others do it.”*

***Through this work we have come to value:***



**REMINDER:** “Over” is not the same thing as “instead of”.

- ✓ We value **customer collaboration** over contract negotiation.
- ✓ We value **individuals** over processes and tools.
- ✓ We value **responding to change** over following a plan.
- ✓ We value **working software** over full documentation.



## Waterfall vs. Agile

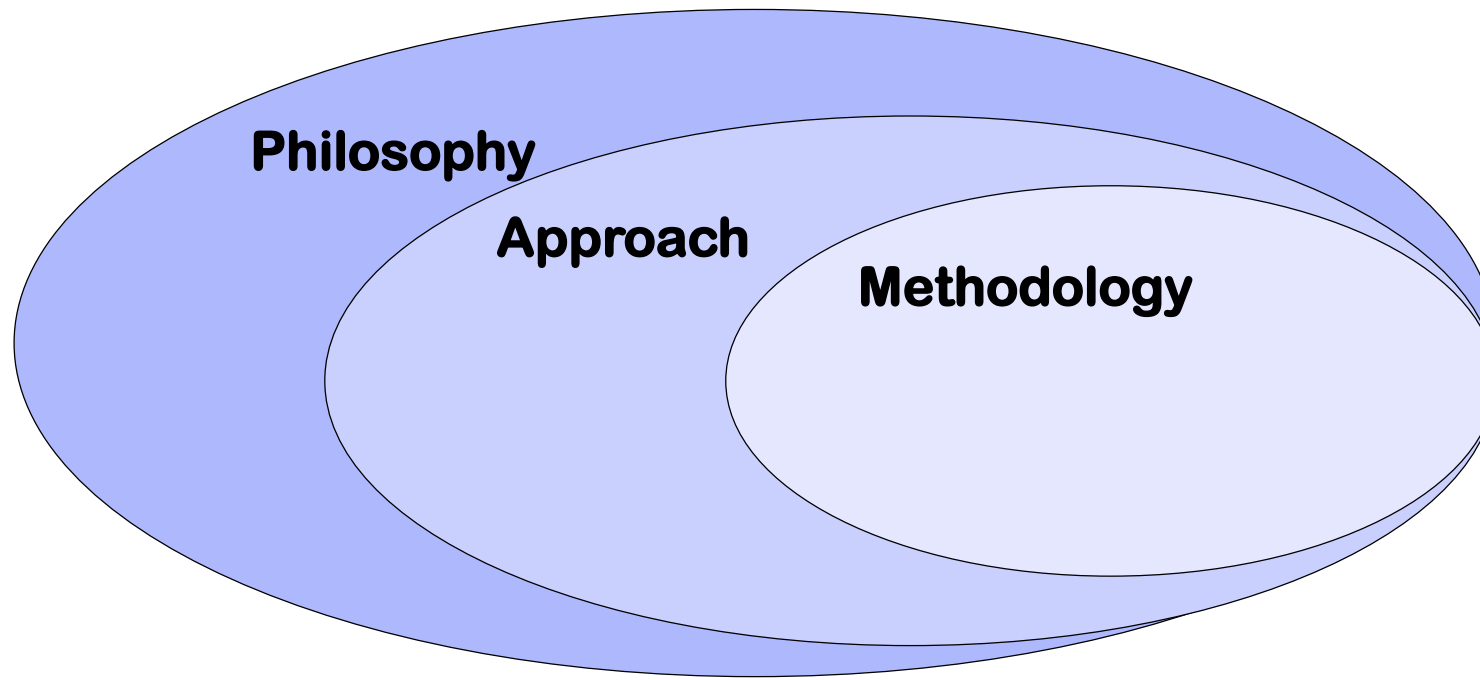
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### Methodology

- Methods
- Practices
- Rules

### Philosophy

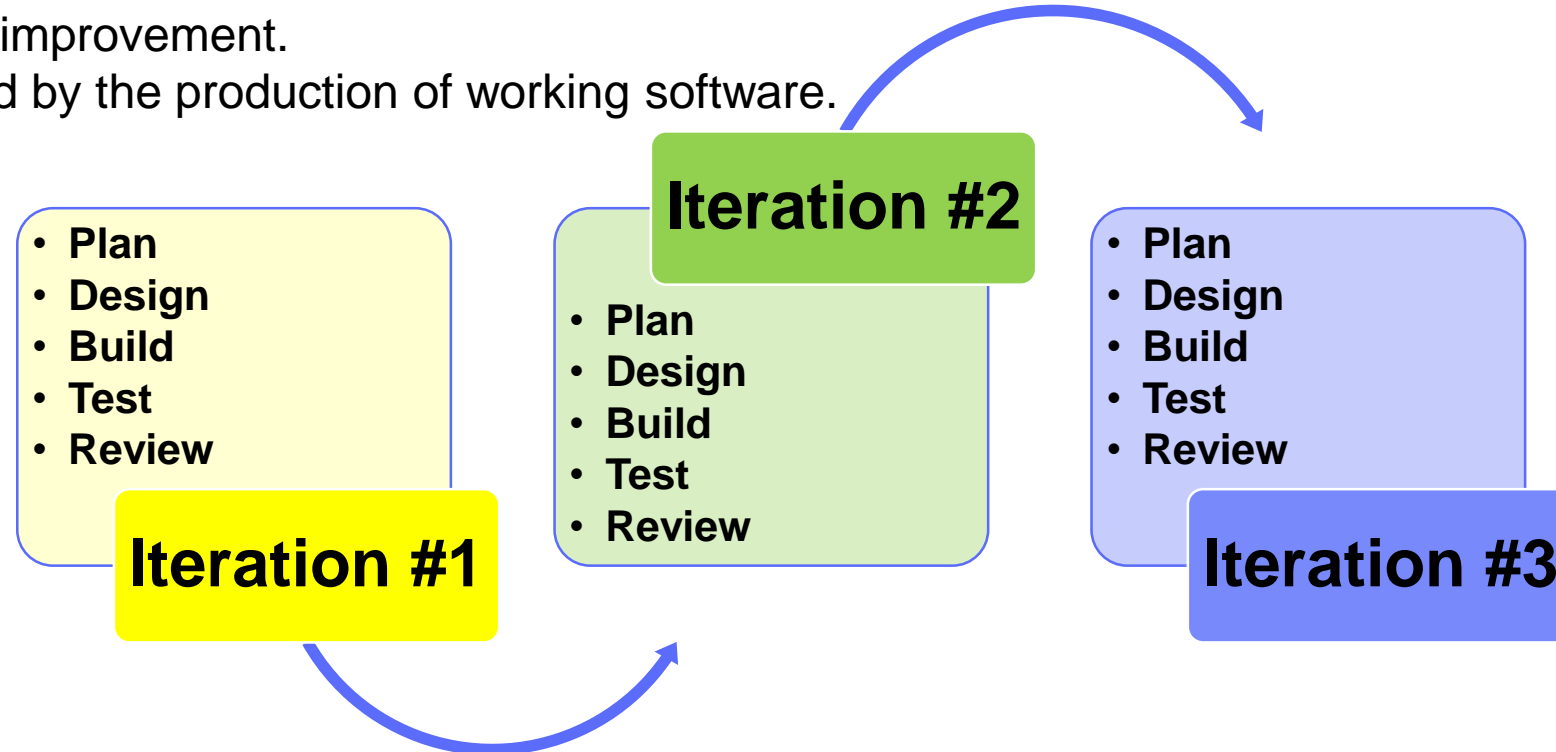
- A comprehensive system of beliefs.
- View
- General principle



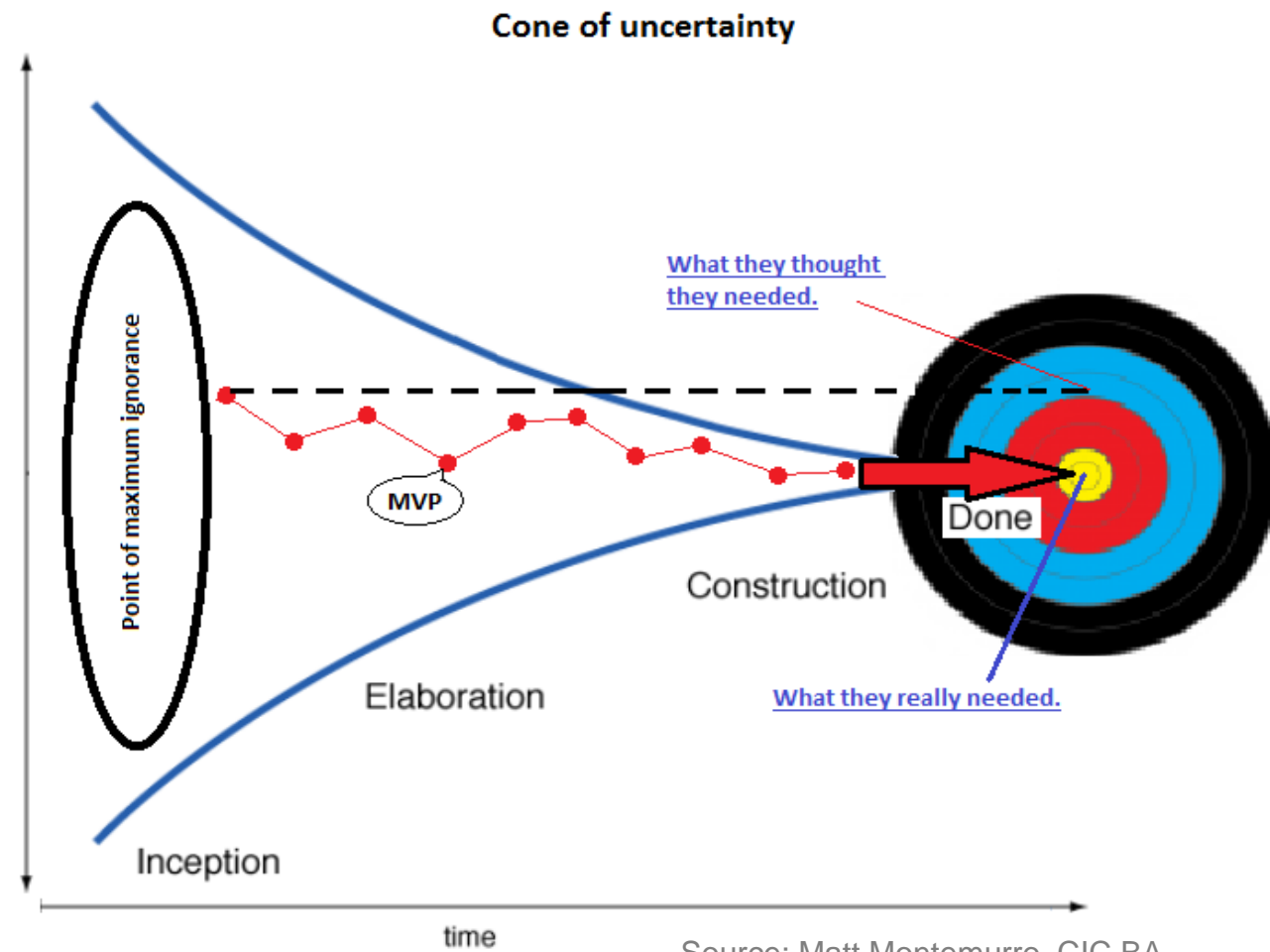
## Agile

Agile software development is a philosophy based on an incremental, iterative approach.

- Open to changing requirements over time.
- Encourages constant feedback from the end users.
- Seeks continuous improvement.
- Progress is tracked by the production of working software.



## Cone of Uncertainty





# AGILE

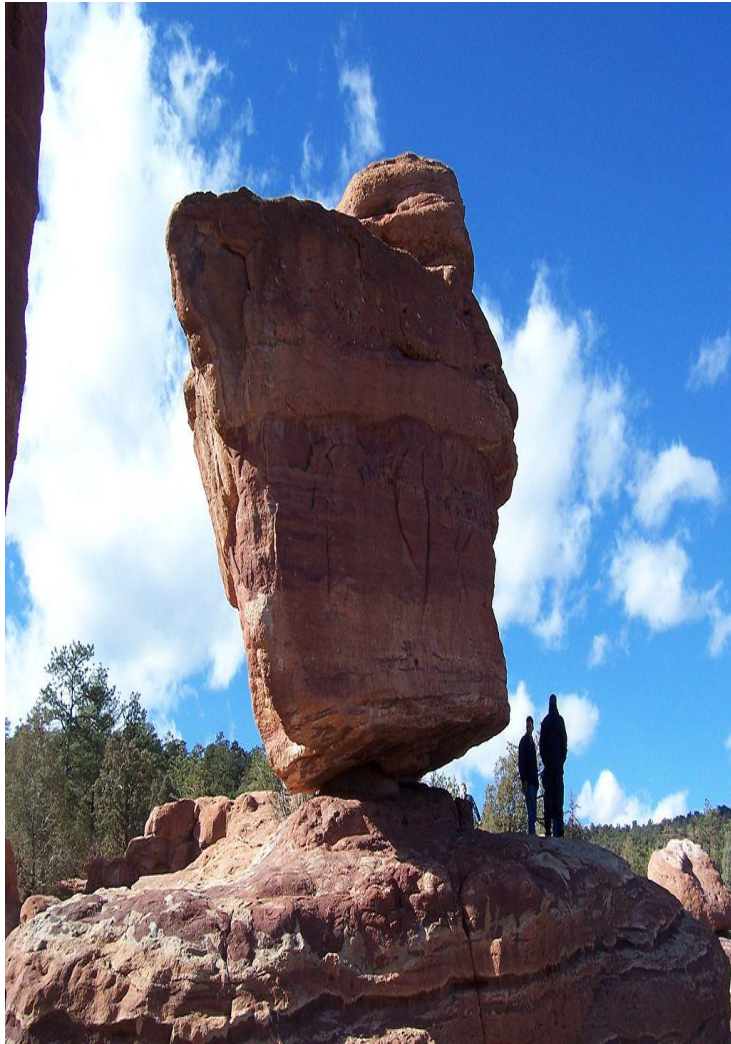
## Light Weight

Scrum  
Lean software development  
Kanban (process + method)  
Extreme Programming (**XP**)  
Continuous Integration (**CI**)  
Continuous Delivery (**CD**)  
Feature Driven development (**FDD**)  
Test Driven Development (**TDD**)  
Crystal Clear

## Multi-Team Approaches

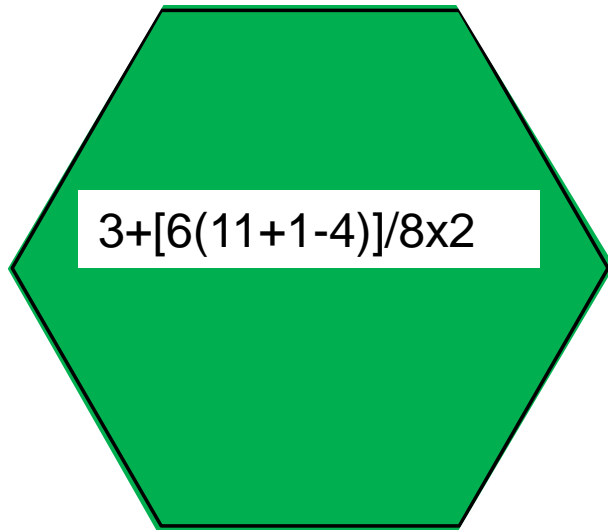
Scrum-of-Scrums  
Scrum at Scale (**Scrum@Scale**)  
Large-scale Scrum (**LeSS**)  
Scaled Agile Framework (**SAFe**)  
Disciplined Agile Delivery (**DAD**)  
Dynamic Systems Development Method (**DSDM**)  
Agile Project Management (**AgilePM**)  
Agile Unified Process (**AUP**)  
Open Unified Process (**OpenUP**)

## How do we move this?



$$X = 3 + [6(11 + 1 - 4)] / 8 \times 2$$

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## Mathematical Order of Precedence (PEMDAS)

$$3+[6(11+1-4)]/8x2$$

$$3+[6(11+1-4)]/8x2$$

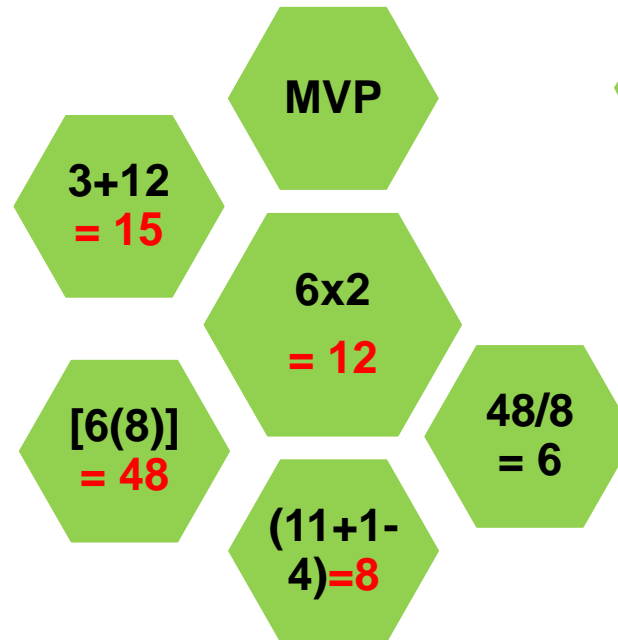
$$3+[6(8)]/8x2$$

$$3+48/8x2$$

$$3+6x2$$

$$3+12$$

=====  
=====

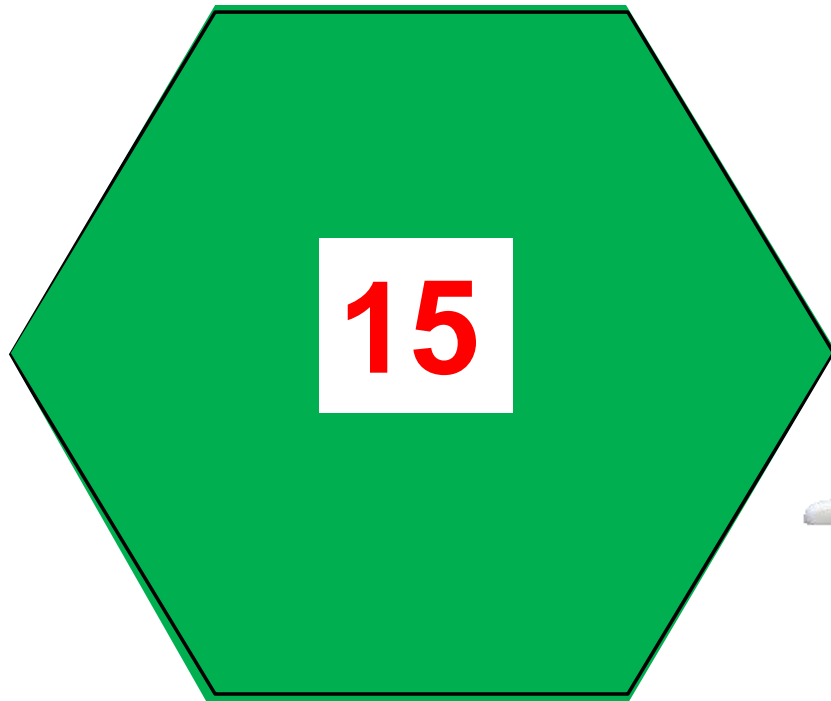


**Show Your Work**



$$15 = 3 + [6(11 + 1 - 4)] / 8 \times 2$$

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## Mathematical Order of Precedence (PEMDAS)

**Show Your Work**

$$3+[6(11+1-4)]/8 \times 2$$



## 1 Satisfy the **customer**



## 2 Welcome **change**



## 3 Deliver **frequently**

Sprint 1	Sprint 2	Sprint 3	Sprint 4	Sprint 5
story	story	story	story	story
story	story	story	story	story
story	story	story	story	story

## 4 Work **together**



## 5 Trust and **support**



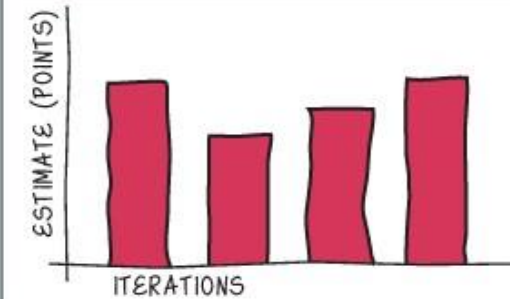
## 6 Face-to-face **conversation**



## 7 Working **software**



## 8 Sustainable **development**



## 9 Continuous **attention**



## 10 Maintain **simplicity**



## 11 Self-organizing **teams**



## 12 Reflect and **adjust**



Members of the Northeastern women's basketball team help push their bus out of a jam during a snow storm in Philadelphia on March 7, 2018. Courtesy of Northeastern University. Stephen Hewitt, Boston Herald Wednesday, March 07, 2018

## The Agile Manifesto



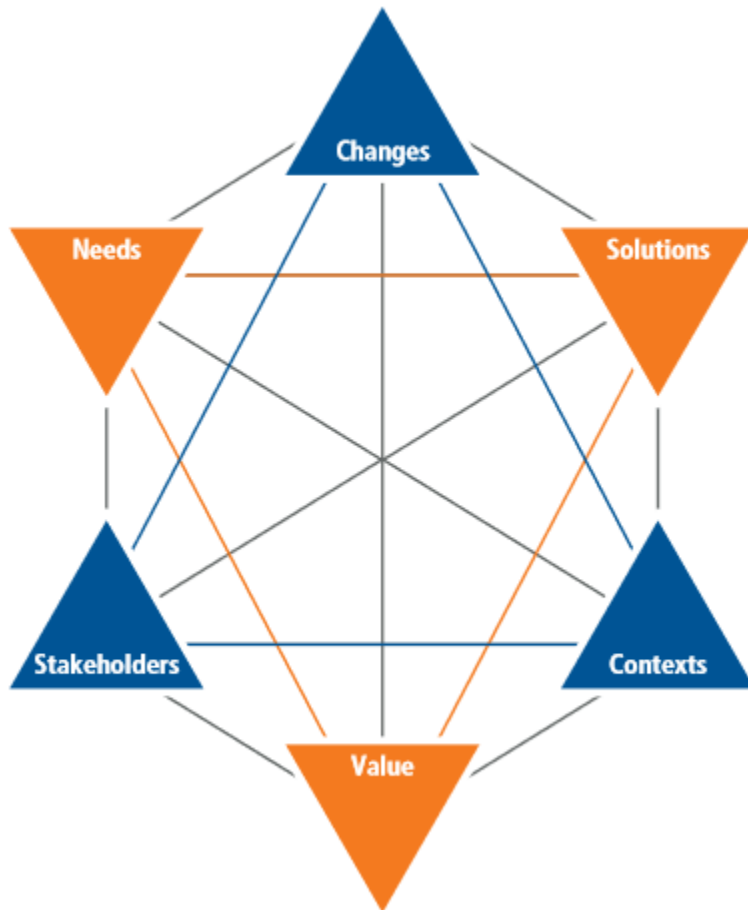
AGILE EXTENSION  
AGILE EXTENSION  
AGILE EXTENSION



Agile Extension to the *BABOK*<sup>®</sup> Guide

## “The 7 Fundamentals of the Agile Mindset”

Figure 2.5.1: The BACCM



Source: IIBA BABOK 3.0

International Institute of Business Analysis™ (IIBA®)



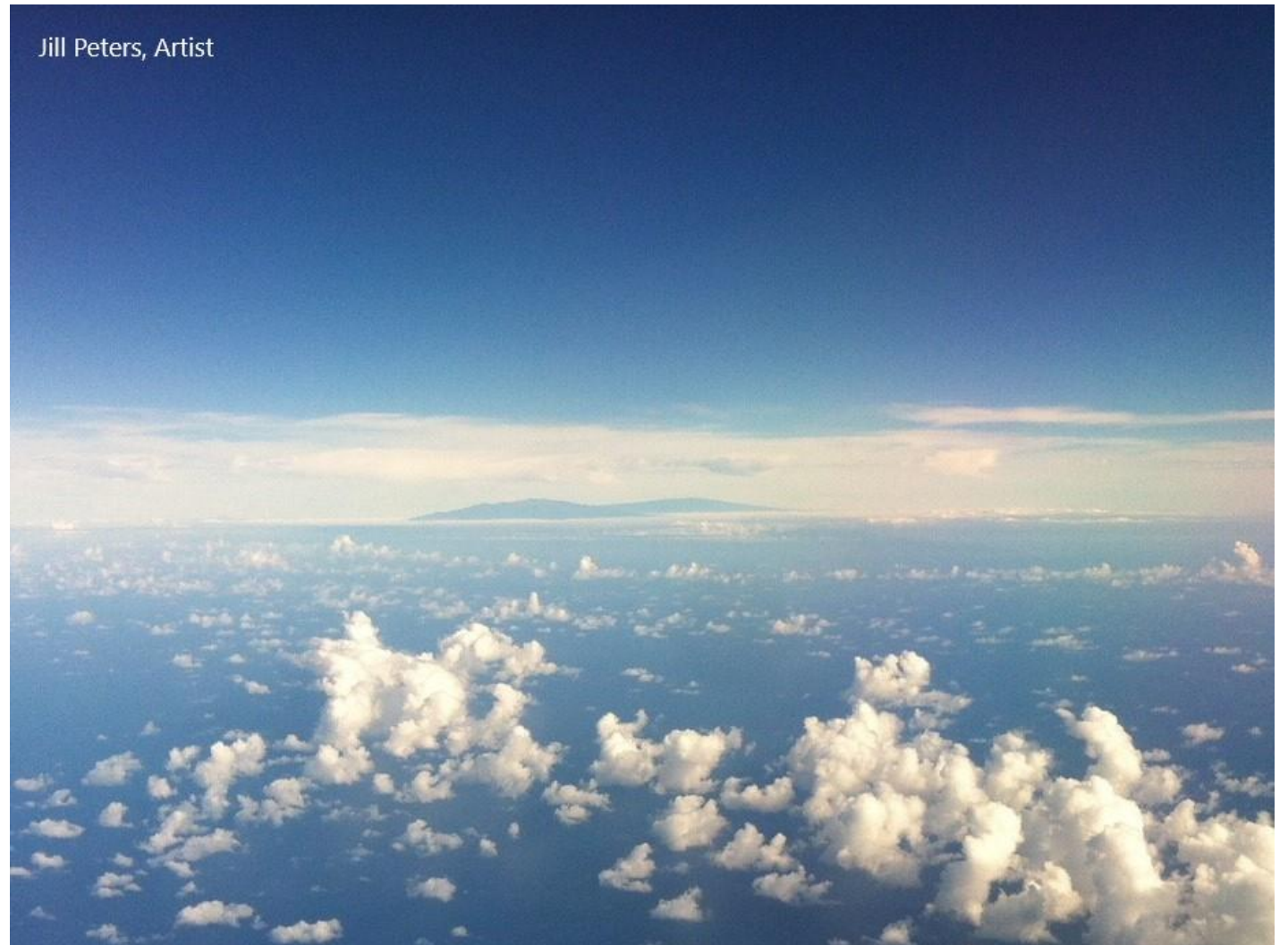
Source: IIBA The Agile Extension v2.0

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## Agile Extension Horizons

# STRATEGY

Work at the  
organizational level.



## STRATEGY HORIZON

Help make informed decisions regarding the organization's business goals.

- Scope of analysis is broad.
- Level of detail stops before getting into details of specific initiatives
- Long term outlook: future thinking and speculative.



## TECHNIQUES

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### Some Extension Techniques:

- Planning Workshop
- Product Roadmap
- Relative Estimating (S,M,L)
- Value Stream Mapping
- Visioning

### BABOK Techniques:

Backlog Management

Benchmarking

Business Cases

KPIs

Organizational Modelling

Risk Analysis

SWOT Analysis

Vendor Assessment



## Agile Extension Horizons

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# INITIATIVE

Work needed to deliver  
a specific product.

Jill Peters, Artist



## INITIATIVE HORIZON

Help make informed decisions surrounding the definition and delivery of a solution that satisfies a need identified at the Strategy Horizon.

- Scope of analysis surrounds the identification and definition of a solution that satisfies a need identified at the Strategic Horizon
- Level of detail is the list of components and their priority
- Mid-term outlook: generally a 1 – 3 months



## TECHNIQUES

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### Some Extension Techniques:

- Planning Workshop
- Story Decomposition
- Relative Estimating
- Value Stream Mapping
- Personas
- Retrospectives

### BABOK Techniques:

- Backlog Management
- Brainstorming
- Data Dictionary
- Data Modeling
- Functional Decomposition
- Glossary
- Vendor Assessment
- Interviews
- Prioritization
- Process Modeling
- Prototyping
- Stakeholder / Personas
- Risk Analysis

## Agile Extension Horizons

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**DELIVERY**  
Work happens.

Jill Peters, Artist



## DELIVERY HORIZON

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**Elaborate on user stories for the team to implement as working increments of the solution.**

- **Scope of analysis surrounds the successful delivery of backlog items.**
- **Detail Level for daily team support and focus.**
- **Short term outlook: Focuses on day-to-day delivery of backlog items.**



## TECHNIQUES

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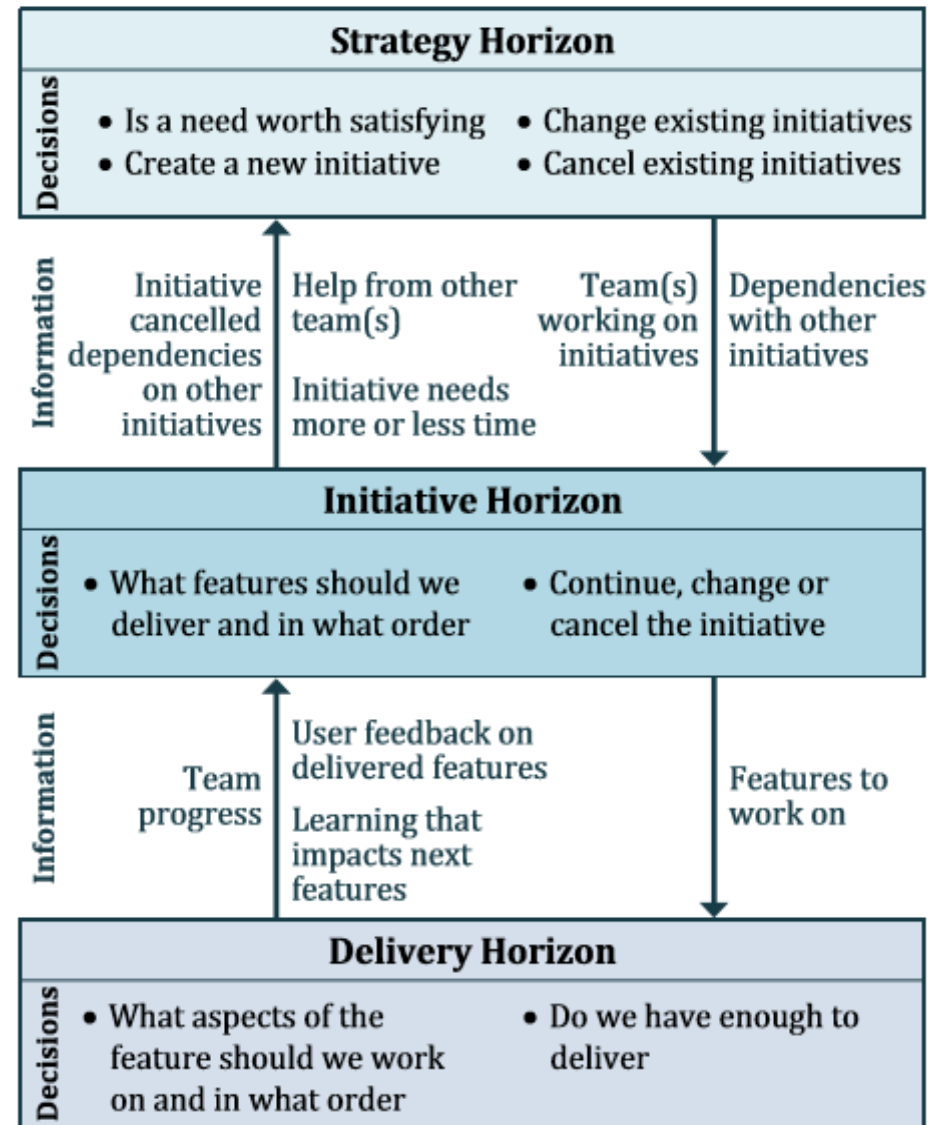
### Some Extension Techniques:

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### BABOK Techniques:

- Backlog Management
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- Data Modeling
- Functional Decomposition
- Glossary
- Interface Analysis
- Interviews
- Prioritization
- Process Modeling
- Prototyping
- Stakeholder / Personas
- Risk Analysis

Figure 3.2.1: Three Planning Horizon



Source: IIBA The Agile Extension v2.0  
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## New IIBA Certification: IIBA Agile Analysis Certification (IIBA – AAC)

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### **IIBA – AAC Introduction Summer 2018**

#### Target Audience:

- Business Analysts
- Agile Team Members
- Anyone wishing to understand business analysis in the agile environment

#### Why Now?

- According to the 2017 IIBA Annual Business Analysis Survey, Agile was one of the top 3 areas that BA professionals perform their work.
- More organizations are adopting agile approaches.
- Business analysis is often the key skill missing from most agile environments.
- Many organizations don't know how business analysis fits into agile.



## New IIBA Certification: IIBA Agile Analysis Certification (IIBA – AAC)

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- No eligibility experience required. However, 2-5 years of Agile related experience is recommended.
- Steps:
  1. Complete registrations form
  2. Pay exam fee
  3. Schedule the exam
  4. Take exam
  5. Pass exam
  6. Recertify every 3 years

## IIBA – AAC EXAM

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- Based on the IIBA Agile Extension Guide 2.0  
You can save 15% on a PDF version now until August 31
- 85 multiple choice questions
- Scenario Based
- 2 hour duration
- Delivered via remote online proctoring

TOPIC AREA	Coverage
Agile Mindset	30%
Strategy Horizon	10%
Initiative Horizon	25%
Delivery Horizon	35%
Technique Related Questions	35%

## IIBA – AAC Fees

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Fee USD	IIBA Member	Non Member
Exam	\$250	\$375
Retake	\$200	\$325
Recertification	\$85	\$120

- 20% discount if exam is taken before June 30, 2018
- Visit [IIBA.org](http://IIBA.org) to download the IIBA Agile Analysis Certification Guide

## Acknowledgement

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**Questions** are  
guaranteed in life;

**Answers** are not.

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