

BABOK

Agile Extension and Agile Analysis Certification

June 20, 2023 7:00 PM

@ Puzl CowOrKing – Creativity Room





About us: Stoyan

- Senior Business Analyst in the Center of Excellence @ SoftServe
- More than 8 years of experience in Business Analysis
- Experience in Product and Service oriented companies, diversity of domains and technologies
- Career coach and mentor of young Business Analysts
- VP of Education, IIBA Bulgaria Chapter



About us: Veselin

- Principal Business Analyst @ KPMG ITS
- My professional mission is to support evolution of creative ideas into successful IT projects and products by providing high-quality BA and PM services
- President of IIBA Bulgaria Chapter



Part 1: Agile BA

Differences in agile approaches

Predictive approach

Maximizing control and reduces predicted risks

- Solution is defined before implementation start
- Level of formality is high
- Activities are planned upfront and divided into tasks
- Cost of change is HIGH

Approach works best with extremes: the simplest or the most complex project

Iterative approach

Based on Hypothesis testing and focused on one step ahead

- Each hypothesis is tested before planning what to do next
- Stakeholders and SMEs are learning what they need at the same time with planning activities
- Plans are only viable for the immediate future
- Cost of change is LOW

Approach works best when teams have the luxury of NOT focusing on longer range , BAU work, maintainance

Adaptive approach

Maximizes the ability to adapt to change

- Solution is defined in iterations and feedback is collected to improve next iteration
- Level of formality is lower than predictive approach
- Tasks are performed iteratively
- Cost of change is LOWER than predictive approach

Approach works best within a commercial environment with fast time to market being crucial and adapt on feedback

Quiz questions

Agile is:

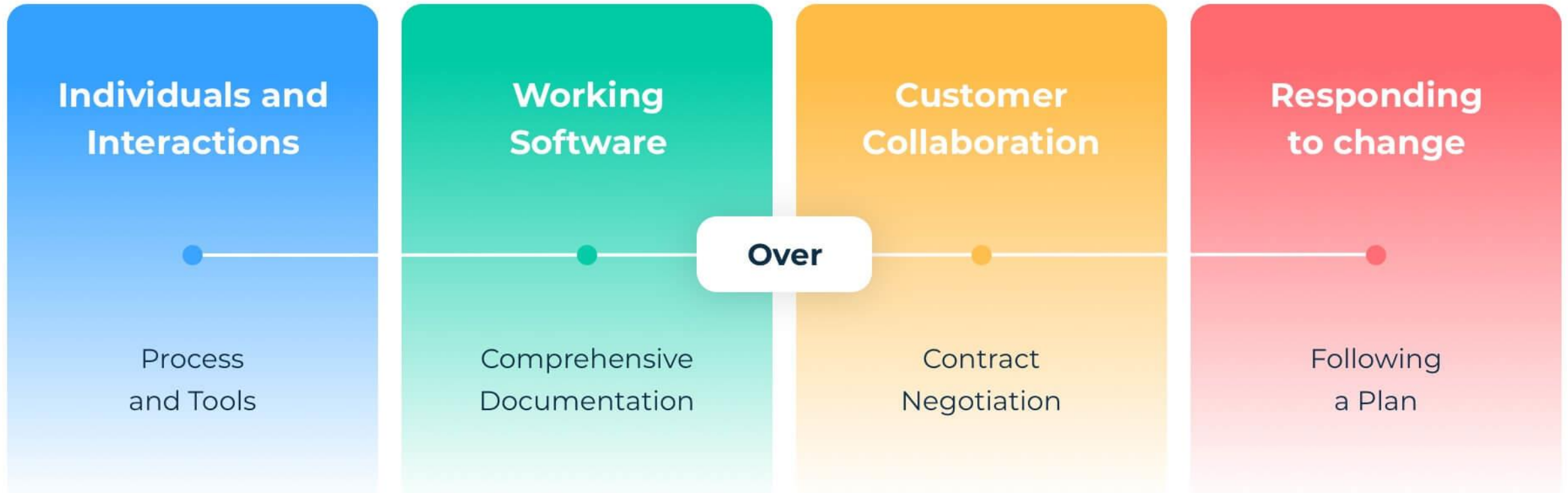
- A) A process, mainly used in software development
- B) A modern methodology for delivering projects
- C) A mindset
- D) All of the above

An agile team generally:

- A) Is less than 10 people
- B) Is self organizing
- C) Is cross-functional
- D) Has the skills needed to deliver the work
- E) All of the above

What are the 4 Agile values?

The 4 Agile Values



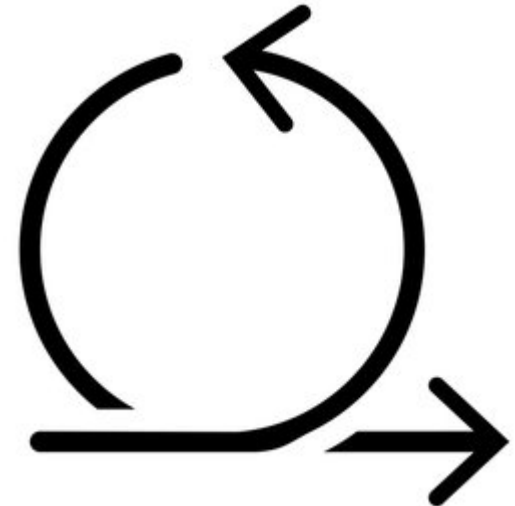
The Agile Mindset

- Deliver value rapidly and consistently
- Collaborate courageously
- Iterate to learn
- Simplify to avoid waste
- Consider context and adapt to realities
- Reflect on feedback and adapt both product and process
- Produce the highest quality products

“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.”



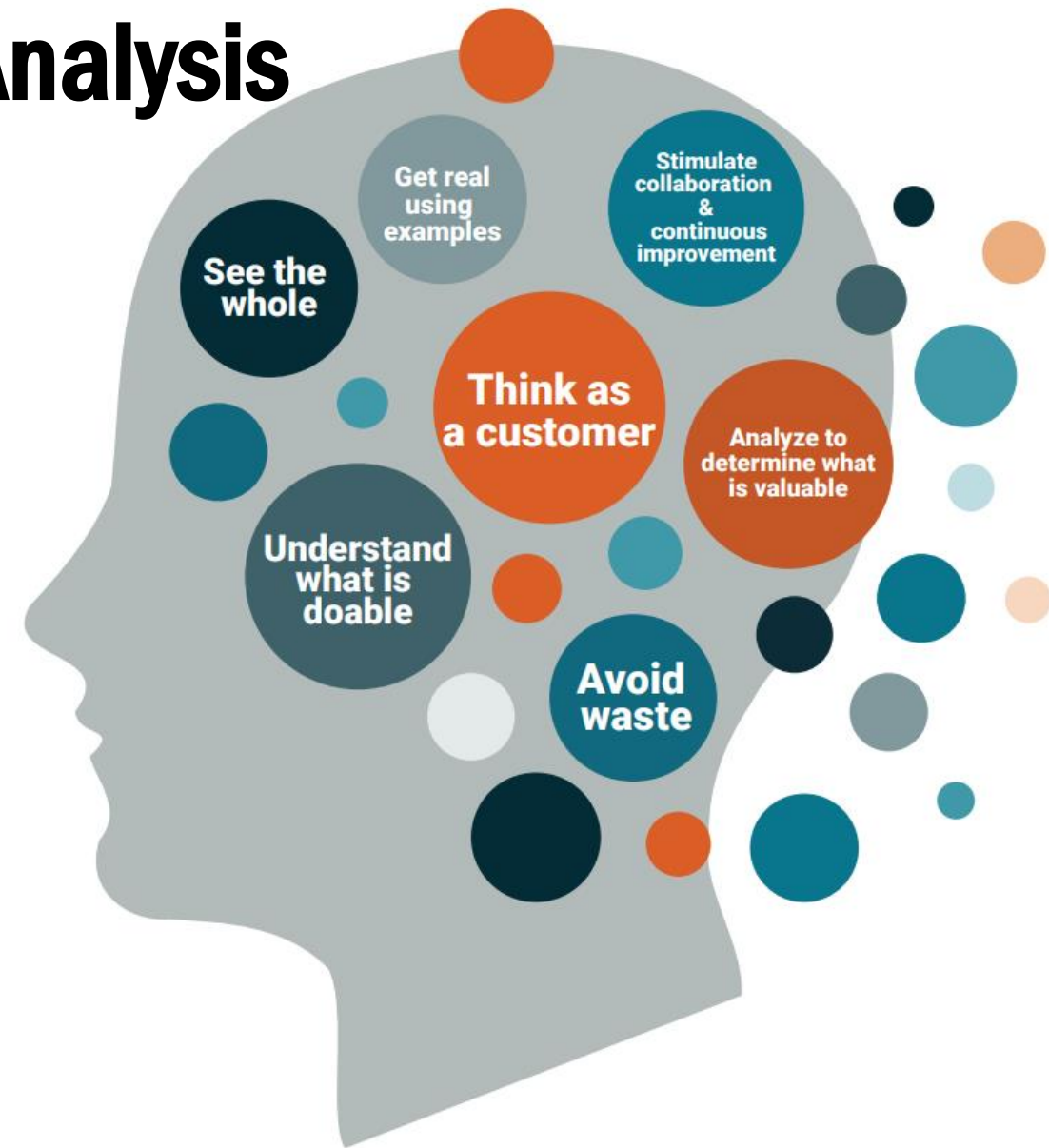
The Agile BA

- Uses the AAC guide experience in real situations
- Become a trusted consultant with key knowledge areas
- Learns and utilizes new techniques
- Focuses on maximizing business value
- Supports an environment of creativity, rapid learning, and experimentation
- **Gains client trust with expertise!**



Principles of Agile Business Analysis

- 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



We as BAs know we **must** adapt to change

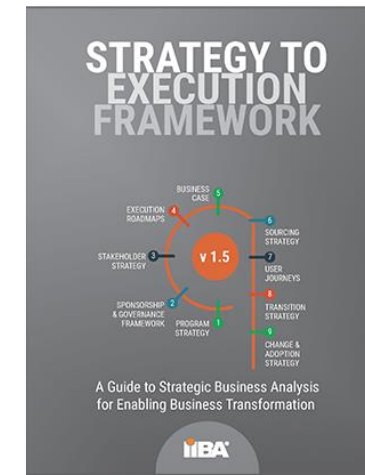
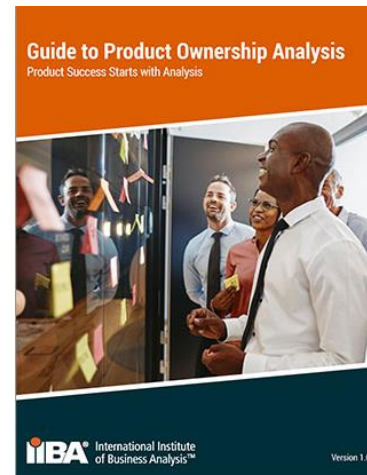
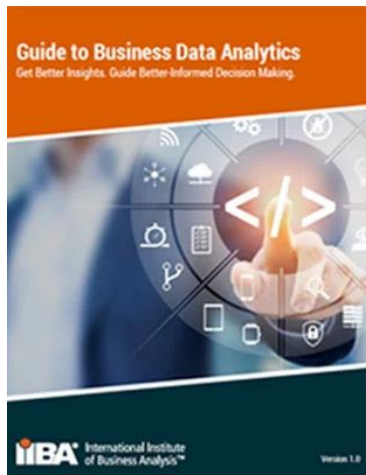
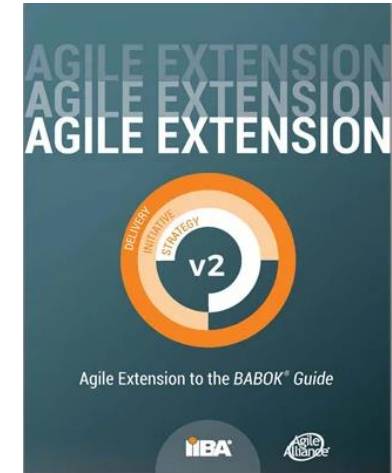
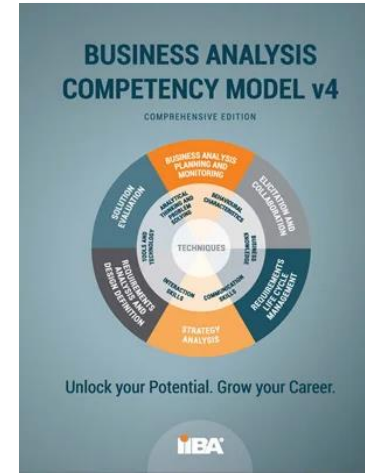
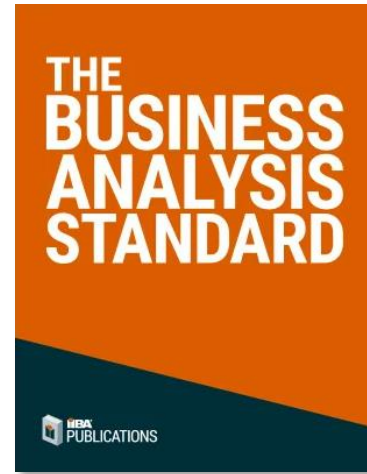
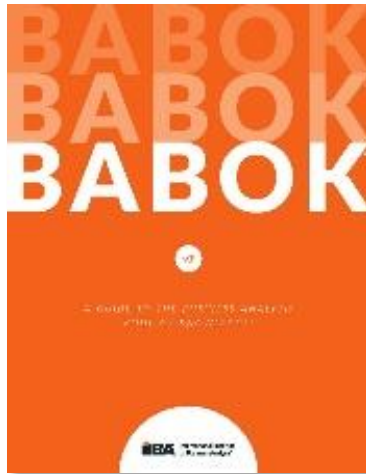
- Reflect on feedback and adapt both product and progress
- We need to deliver value rapidly and consistently
- Producing the highest quality products



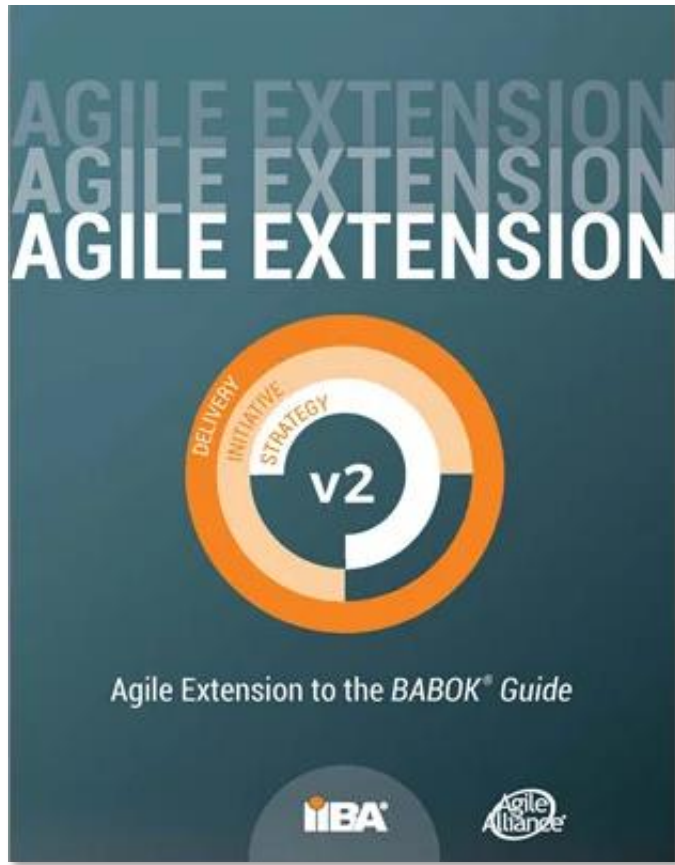
Part 2:

BABOK Agile Extension

IIBA Core Knowledge Resources

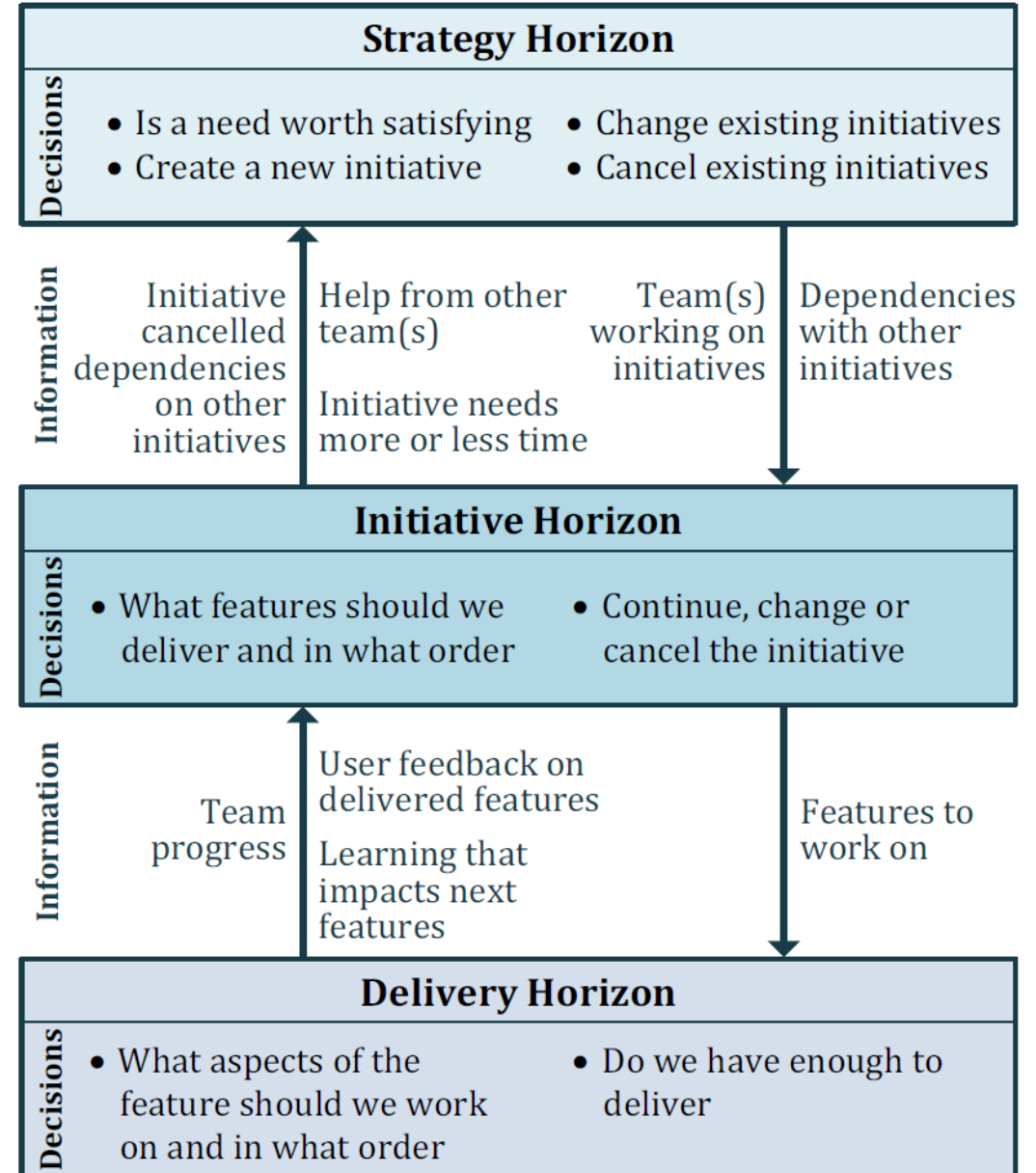
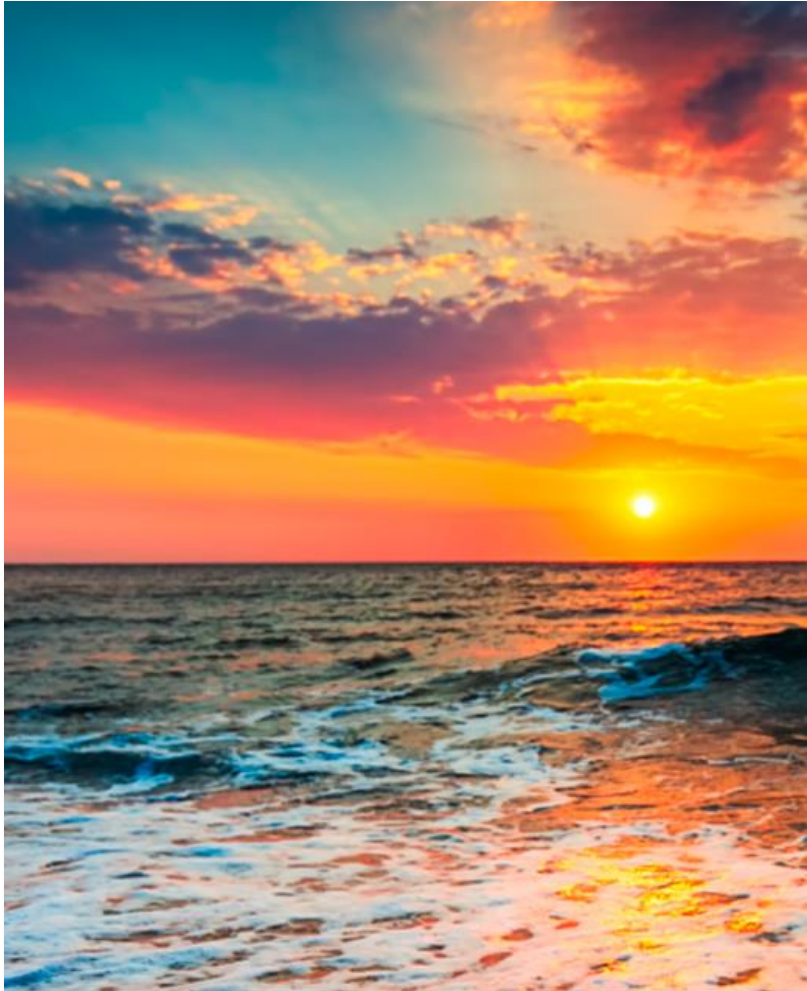


Agile Extension to the BABOK Guide



- Describes benefits, activities, tasks, skills, and practices required for effective business analysis with an agile mindset which has a constant focus on delivering business value
- Describes how techniques and concepts commonly used in agile approaches can be applied to business analysis practices
- Provides practitioners, teams, and organizations a base of knowledge to enable effective agile business analysis in order to generate successful business outcomes

Planning Horizons



Strategy Horizon

Purpose	To inform decisions regarding the organization's business goals
Timeframe	3 months – several years
Elements	<ul style="list-style-type: none">• Observe Change Across a Broad Horizon:<ul style="list-style-type: none">• Changes to customer expectations• Changes to the outside environment• Changes within the organization• Learning from the front line• Threats and opportunities• Level of Detail• Reducing Complexity to Support Decision Making

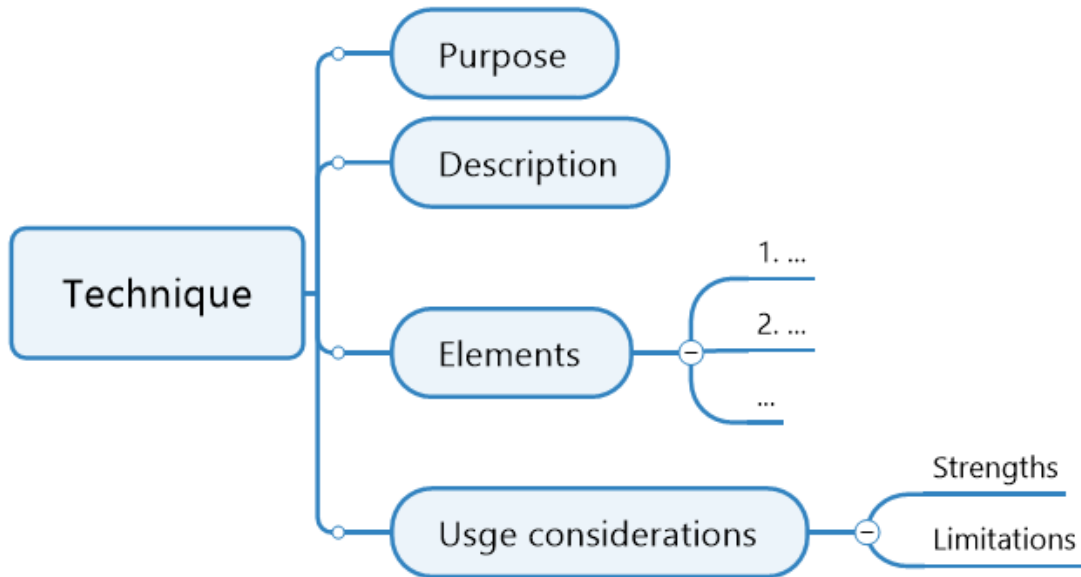
Initiative Horizon

Purpose	To inform decisions regarding solution options, features, priorities, and lifespan
Timeframe	1 – 3 months
Elements	<ul style="list-style-type: none">• Size of Items• Identifying Solution Options• Recommending Solution Options• Identifying Solution Components• Prioritizing Solution Components• Determining if the Need is Satisfied• Ongoing Assessment of the Viability of the Solution

Delivery Horizon

Purpose	To inform decisions regarding the delivery of the solution
Timeframe	1 – 8 weeks
Elements	<ul style="list-style-type: none">• Ensuring that User Stories are Ready for Implementation• Maintaining the Backlog• Supporting Successful Delivery• Ensuring Learning Happens in the Agile Context• Maintaining Focus on the Product Vision, Customer, and Value

Techniques



Context	Works well with internal teams	Works well with stakeholders external to the team
Communications	7.1. Backlog Refinement 7.8. Planning Workshops 7.9. Portfolio Kanban 7.14. Retrospectives 7.24. Visioning	7.15. Reviews 7.24. Visioning
Process Analysis	7.23. Value Stream Mapping	7.3. Impact Mapping
Product Management Refinement	7.6. Minimal Viable Product 7.10. Product Roadmap 7.11. Purpose Alignment Model 7.12. Real Options	7.5. Kano Analysis 7.6. Minimal Viable Product
Requirements Management	7.2. Behaviour Driven Development 7.4. Job Stories 7.13. Relative Estimation 7.16. Spikes 7.18. Story Decomposition 7.19. Story Elaboration 7.20. Story Mapping 7.21. User Stories	
Understanding your Customer	7.7. Personas 7.17. Storyboarding 7.22. Value Modelling	

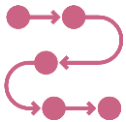
Key techniques on strategy horizon



Value proposition and Value stream mapping



Roadmap and MVP



Customer journey mapping



Portfolio Kanban



Hypothesis driven approach



Mapping the principles of strategy horizon

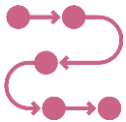
Key techniques on initiative horizon



Personas



Prioritization frameworks



Stories and Story maps



Agile estimation



Storyboarding



Mapping the principles of initiative horizon

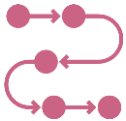
Key techniques on delivery horizon



Story elaboration and decomposition



Spikes



Behaviour driven development



Agile ceremonies



Gherkin notation



Mapping the principles of delivery horizon

Part 3:

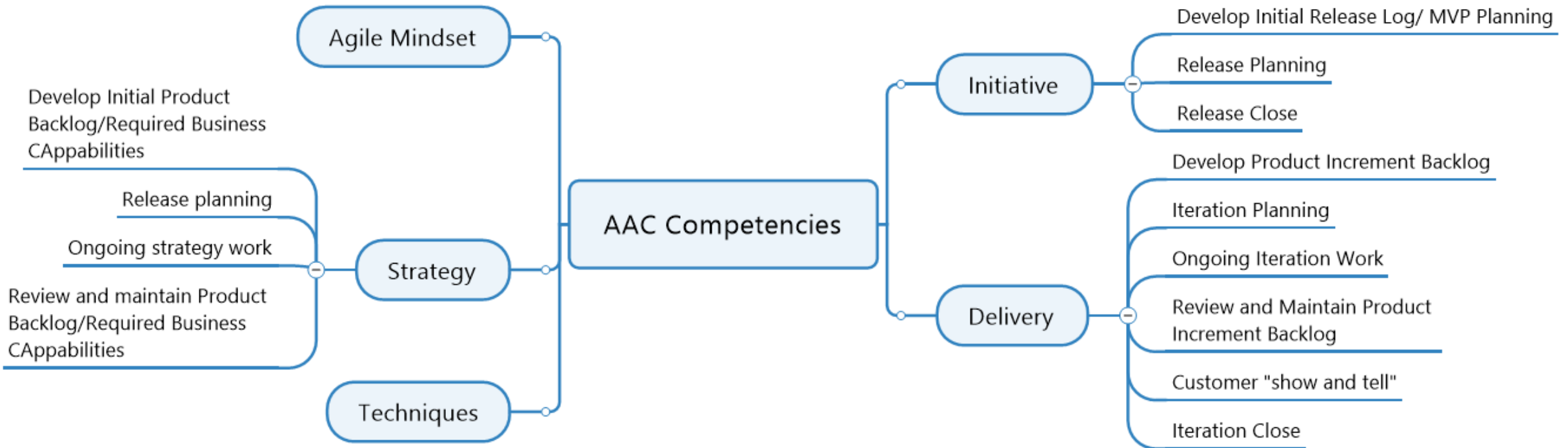
Agile Analysis Certification

Benefits

- Most of the IT companies have adopted Agile mindset
- IIBA is a renowned certification provider worldwide
- More and more companies require certification for a mid-senior role
- Exam is easier to take and cheaper compared to CCBA, CBAP and ECBA
- No prerequisites needed for exam taking



AAC Competencies



AAC Exam



- Online proctored exam
- **85** multiple-choice, scenario-based questions
- **2** hours
- Passing threshold: 70%

Recertification:

- 20 CDUs
- 1 year cycle

Knowledge Area/Domain	Exam Coverage
Agile Mindset	30%
Strategy Horizon	10%
Initiative Horizon	25%
Delivery Horizon	35%



**TELLING
THE
REAL
STORY**

**My experience
taking AAC**

Tips for exam preparation



Have a learning plan



Take your time in preparation



Make study exams



Consider the specifics for online proctored exam



Useful resources for exam preparation:

- **BABOK® Guide**
- **Agile Extension to the BABOK® Guide**
- **Manifesto for Agile Software Development (Agile Manifesto)**
- **Udemy course “Agile BA” by Igor Arkhipov (IIBA Endorsed)**
- **Watermark Learning Online Study Exam**



Q&A



Open Discussion



Horizons:

- Strategy
- Initiative
- Delivery

Principles:

- See the Whole
- Think as a Customer
- Analyze to Determine What is Valuable
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