

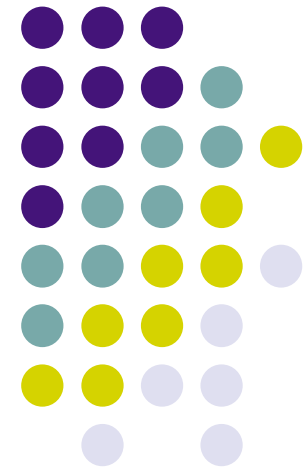
Agile Practices go better with Business Analysis

Or: Why *Business Analysts* and *Product Managers* are more important than ever for Agile Software Development

Allan Kelly

BCS / IIBA Cambridge

April 2008

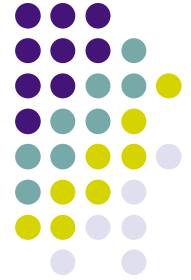




Allan Kelly

- Over 10 years as developer
- MBA in management
- Product Manager
- Project Manager
- Development Manager
- Author:
 - *Changing Software Development: Learning to be Agile*, Wiley 2008.





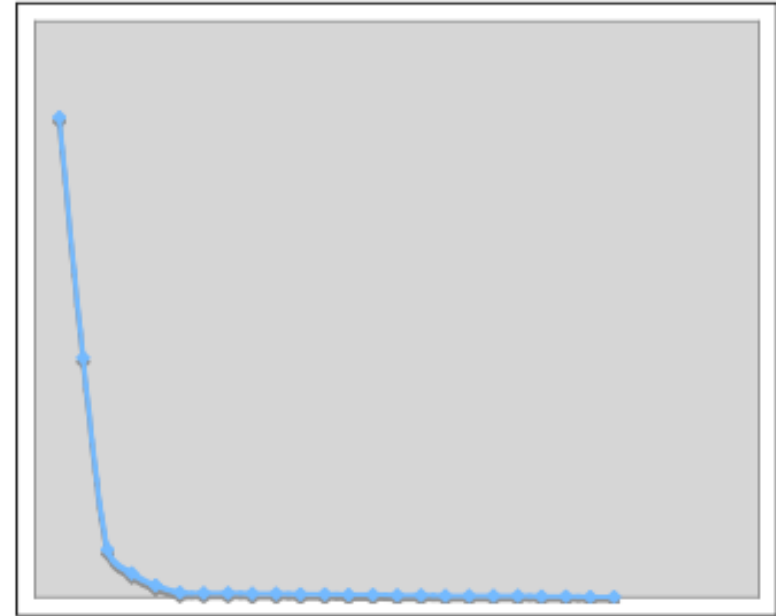
The Bottleneck has Moved

- Developers not the Bottleneck
 - Faster machines
 - Better languages, e.g. Python, Ruby
 - Better tools, e.g. Eclipse
 - Better practises e.g. Test Driven Development, Short cycles
- Less rework -> More productivity



Lean thinking: Less Code

- More code ->
 - More Developers
 - More Testers
 - More Bugs
 - More Maintenance
- Lean thinking
 - 20% code -> 80% solution
 - Which 80% is wasted?
- **Power Law rules our Lives**





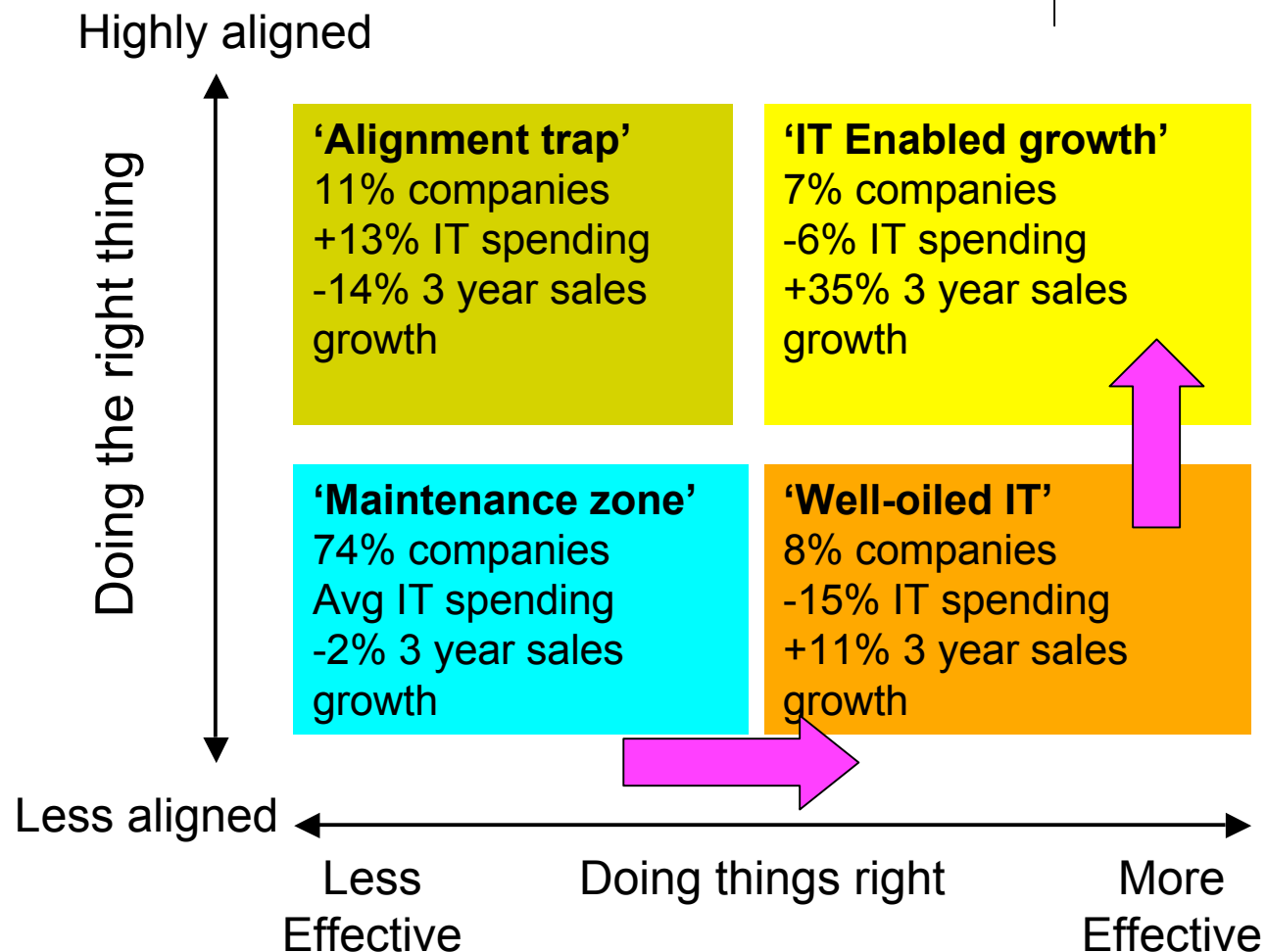
The Alignment Trap

Do it right

Then...

Do the right thing

Effective companies spend less



Bottleneck is Requirements



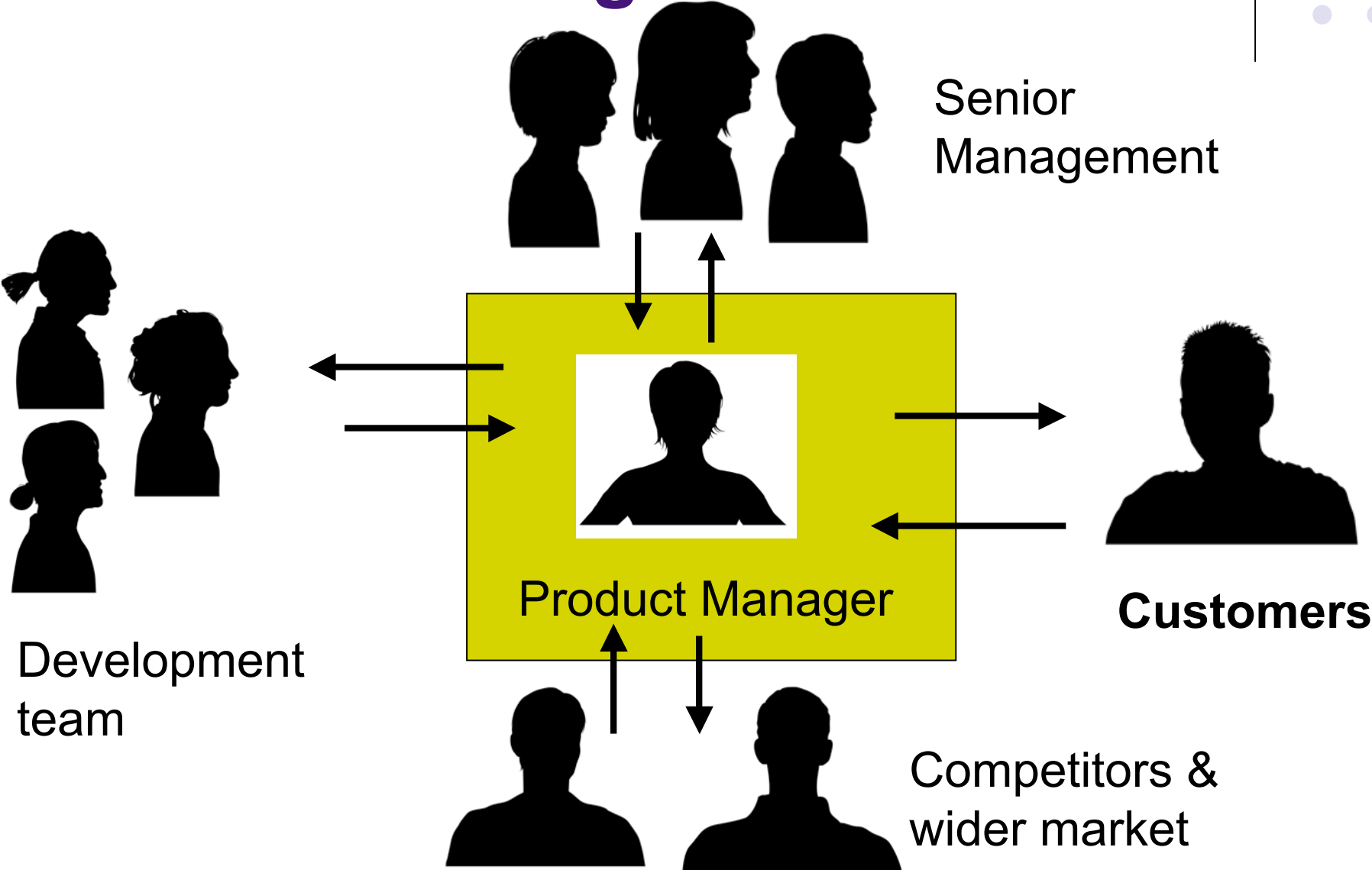
- Knowing what to do is more important than ever
- Requirements are not a document
 - Dialogue
 - Involvement
 - A person, a role
- Development phases overlap
 - Requirements evolve in parallel with development



Agile fails requirements

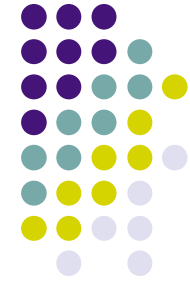
- XP ‘Onsite Customer’
 - Does the customer know what they want?
 - Is customer qualified move beyond ‘I want’ ?
 - Overload - Original XP customer had breakdown
- SCRUM ‘Product Owner’
 - Defines responsibilities not method
 - 30 days before you can change your mind

Business Analysts Product Managers



BAs & Prod Managers

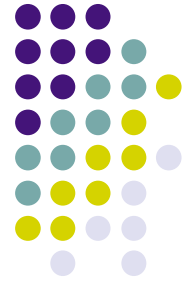
More important than ever



- Overlapping phases / parallel activity
 - Development starts before requirements known
 - Requirements gathered before strategy finished
 - Design emerges from development
 - Feedback, feedback, feedback
- Product Managers : Developers
 - 1 : 7 - well understood domains, stable products
 - 1 : 3 - new domain, highly innovative product

BAs & Prod Managers

More important than ever



- Scout out ahead of development
 - Finding to 20% solution
 - Talking to everyone, guiding development
- Requirements are a DIALOGUE not a DOCUMENT
- *Just in time* decisions
 - Postpone until needed
 - But no longer (would create delay)

Thank you

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