

Agile And Business Analysis Practical Guidance For It Professionals

Business analysis is a crucial discipline for organisational success. It is a broad field and has matured into a profession with its own unique career roadmap. This practical guide explores the business analyst role including typical responsibilities and necessary skills. It signposts useful tools and commonly used methodologies and techniques. A visual career roadmap for business analysts is also included, along with case studies and interviews with practising business analysts.

Business-Driven IT-Wide Agile (Scrum) and Kanban (Lean) Implementation: An Action Guide for Business and IT Leaders explains how to increase IT delivery capabilities through the use of Agile and Kanban. Factoring in constant change, communication, a sense of urgency, clear and measurable goals, political realities, and infrastructure needs, it cove

WHAT IS THIS BOOK ABOUT? This Book Is About the “Card” (User Story: Card, Criteria, Conversation) User Stories are a great method for expressing stakeholder requirements, whether your projects follow an Agile, Iterative, or a Waterfall methodology. They are the basis for developers to deliver a suitable information technology (IT) app or application. Well-structured user stories express a single action to achieve a specific goal from the perspective of a single role. When writing user stories, stakeholders knowledgeable about the role should focus on the business result that the IT solution will enable while leaving technology decisions up to the developers. Good user stories are relevant to the project, unambiguous, and understandable to knowledge peers. The best user stories also contain crucial non-functional (quality) requirements, which are the best weapon in the war against unsatisfactory performance in IT solutions. This book presents two common user story structures to help you ensure that your user stories have all the required components and that they express the true business need as succinctly as possible. It offers five simple rules to ensure that your user stories are the best that they can be. That, in turn, will reduce the amount of time needed in user story elaboration and discussion with the development team. This book targets business professionals who are involved with an IT project, Product Owners in charge of managing a backlog, or Business Analysts working with an Agile team. Author’s Note The term “User Story” is a relative new addition to our language and its definition is evolving. In today’s parlance, a complete User Story has three primary components, namely the “Card”, the “Conversation”, and the “Criteria”. Different roles are responsible for creating each component. The “Card” expresses a business need. A representative of the business community is responsible for expressing the business need. Historically (and for practical reasons) the “Card” is the User Story from the perspective of the business community. Since we wrote this book specifically to address that audience, we use the term “User Story” in that context throughout. The “Conversation” is an ongoing discussion between a developer responsible for creating software that meets the business need and the domain expert(s) who defined it (e.g., the original author of the “Card”). The developer initiates the “Conversation” with the domain expert(s) to define the “Criteria” and any additional information the developer needs to create the application. There is much to be written about both the “Conversation” and the “Criteria”, but neither component is dealt with in any detail in this publication. A well-written User Story (“Card”) can drastically reduce the time needed for the “Conversation”. It reduces misinterpretations, misunderstandings, and false starts, thereby paving the way for faster delivery of working software. We chose to limit the content of this publication to the “User Story” as understood by the business community to keep the book focused and address the widest possible audience. WHO WILL BENEFIT FROM READING THIS BOOK? How organizations develop and deliver working software has changed significantly in recent years. Because the change was greatest in the developer community, many books and courses justifiably target that group. There is, however, an overlooked group of people essential to the development of software-as-an-asset that have been neglected. Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: – Product Owners – Business Analysts – Requirements Engineers – Test Developers – Business- and Customer-side Team Members – Agile Team Members – Subject Matter Experts (SME) – Project Leaders and Managers – Systems Analysts and Designers – AND “anyone wearing the business analysis hat”, meaning anyone responsible for defining a future IT solution TOM AND ANGELA’S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team’s (Tom)’s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the digital (IT) solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

Technological advancements have become an integral part of life, impacting the way we work, communicate, make decisions, learn, and play. As technology continually progresses, humans are being outpaced by its capabilities, and it is important for businesses, organizations, and individuals to understand how to optimize data and to implement new methods for more efficient knowledge discovery and information management and retrieval. Innovative Applications of Knowledge Discovery and Information Resources Management offers in-depth coverage on the pervasiveness of technological change with a collection of material on topics such as the impact of permeable work-life boundaries, burnout and turnover, big data usage, and computer-based learning. It proves a worthy source for academicians, practitioners, IT leaders, IT professionals, and advanced-level students interested in examining the ways in which technology is changing the world.

Requirements by Collaboration

Business Analysis Agility

An Action Guide for Business and IT Leaders

Writing Effective User Stories

The Business Analysis Handbook

A Practice Guide

Analysis with an Agile Mindset

Satisfy Stakeholders by Solving the Right Problems, in the Right Ways In Beyond Requirements , Kent J. McDonald shows how applying analysis techniques with an agile mindset can radically transform analysis from merely “gathering and documenting requirements” to an important activity teams use to build shared understanding. First, McDonald discusses the unique agile mindset, reviews the key principles underlying it, and shows how these principles link to effective analysis. Next, he puts these principles to work in four wide-ranging and thought-provoking case studies. Finally, he drills down on a full set of techniques for effective agile analysis, using examples to show how, why, and when they work. McDonald’s strategies will teach you how to understand stakeholders’ needs, identify the best solution for satisfying those needs, and build a shared understanding of your solution that persists throughout the product lifecycle. He also demonstrates how to iterate your analysis, taking advantage of what you learn throughout development, testing, and deployment so that you can continuously adapt, refine, and improve. Whether you’re an analysis practitioner or you perform analysis tasks as a developer, manager, or tester, McDonald’s techniques will help your team consistently find and deliver better solutions. Coverage includes Core concepts for analysis: needs/ solutions, outcome/output, discovery/delivery Adapting Lean Startup ideas for IT projects: customer delivery, build-measure-learn, and metrics Structuring decisions, recognizing differences between options and commitments, and overcoming cognitive biases Focusing on value: feature injection, minimum viable products, and minimum marketable features Understanding how analysis flows alongside your project’s lifecycle Analyzing users: mapping stakeholders, gauging commitment, and creating personas Understanding context: performing strategy (enterprise) analysis Clarifying needs: applying decision filters, assessing project opportunities, stating problems Investigating solutions: impact and story mapping, collaborative modeling, and acceptance criteria definition Kent J. McDonald uncovers better ways of delivering value. His experience includes work in business analysis, strategic planning, project management, and product development in the financial services, health insurance, performance marketing, human services, nonprofit, and automotive industries. He has a BS in industrial engineering from Iowa State University and an MBA from Kent State University. He is coauthor of Stand Back and Deliver: Accelerating Business Agility (Addison-Wesley, 2009).

Business analysts must respond to the challenges of today’s highly competitive global economy by developing practical, creative and financially sound solutions and this excellent guide gives them the necessary tools. It is also ideal for students wanting to gain university and industry qualifications. This new edition includes expanded discussions regarding gap analysis and benefits management, the impact of Agile software development and an introduction to business architecture.

Complete Agile Roadmap for Analyzing Customer Needs and Planning Product Development This book will become a staple reference that both product owners and business analysis practitioners should have by their side. -- From the Foreword by Alain Arseneault, former IIBA Acting President & CEO The Agile Guide to Business Analysis and Planning presents clear, actionable guidance for every product owner, product and program manager, business analyst, requirements engineer, and project manager seeking to improve agile analysis and planning. Renowned author and consultant Howard Podeswa teaches best practices drawn from agile and agile-adjacent frameworks, including ATDD, BDD, DevOps, CI/CD, Kanban, Scrum, SAFe, XP, Lean Thinking, Lean Startup, Circumstance-Based Market Segmentation, and theories of disruptive innovation. He offers a comprehensive agile roadmap for analyzing customer needs and planning product development, including discussion of legacy business analysis tools that still offer immense value to agile teams. Using a running case study, Podeswa walks through the full agile product lifecycle, from visioning through release and continuous value delivery. You learn how to carry out agile analysis and planning responsibilities more effectively, using tools such as Kano analysis, minimum viable products (MVPs), minimum marketable features (MMFs), story maps, product roadmaps, customer journey mapping, value stream mapping, spikes, and the definition of ready (DoR). Podeswa presents each technique in context: what you need to know and when to apply each tool. Read this book to Master principles, frameworks, concepts, and practices of agile analysis and planning in order to maximize value delivery throughout the product’s lifecycle Explore planning and analysis for short-term, long-term, and scaled agile initiatives using MVPs and data-informed learning to test hypotheses and find high-value features Split features into MMFs and small stories that deliver significant value and enable quick wins Refine, estimate, and specify features, stories, and their acceptance criteria, following ATDD/BDD guidance Address the unique analysis and planning challenges of scaled agile organizations Implement 13 practices for optimizing enterprise agility Supported by 175+ tools, techniques, examples, diagrams, templates, checklists, and other job aids, this book is a complete toolkit for every practitioner. Whatever your role, you’ll find indispensable guidance on agile planning and analysis responsibilities so you can help your organization respond more nimbly to a fast-changing environment. Register your book for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Business Analysis for Practitioners: A Practice Guide provides practical resources to tackle the project-related issues associated with requirements and business analysis—and addresses a critical need in the industry for more guidance in this area. The practice guide begins by describing the work of business analysis. It identifies the tasks that are performed, in addition to the essential knowledge and skills needed to effectively perform business analysis on programs and projects.

Innovative Applications of Knowledge Discovery and Information Resources Management

Beyond Requirements

Influencing Change

Agile Product Planning and Analysis

Agile Extension to the BABOK Guide, Version 2

How to Turn User Stories Into a Great Digital Product

Agile and Business AnalysisPractical Guidance for IT ProfessionalsBCS, The Chartered Institute for IT

One of the objectives of this book is to incorporate best practices and standards in to the BA role. While a number of standards and guidelines, such as Business Process Modeling Notation (BPMN), have been incorporated, particular emphasis has been placed on the Business Analysis Body of Knowledge (BABOK), the Information Technology Infrastructure Library (ITIL) and the Business Analyst’s Handbook. You may be wondering if business analysis is the right career choice, debating if you have what it takes to be successful as a business analyst, or looking for tips to maximize your business analysis opportunities. With the average salary for a business analyst in the United States reaching above \$90,000 per year, more talented, experienced professionals are pursuing business analysis as a clear cut. No degree will guarantee you will start in a business analyst role. What’s more, few junior-level business analyst jobs exist. Yet every year professionals with experience in other occupations move directly into mid-level and even senior-level business analyst roles. My promise to you is that this book will help you find your best path forward into a business analyst role. do next to expand your business analysis opportunities.

This textbook was written from the perspective of someone who began his software security career in 2005, long before the industry began focusing on it. This is an excellent perspective for students who want to learn about securing application development. After having made all the rookie mistakes, the author realized that software security is a human factors problem. Integrating software security into an environment that expects people to deal with it but failing to prepare them technically and psychologically with the knowledge and skills needed is a certain recipe for bad results. Practical Security for Agile and DevOps is a collection of best practices and effective implementation recommendations that are proven to work. The text leaves the book to you, the reader, to do as much as possible to concentrate on practical applied software security that is useful to professionals. It is as much a book for students’ own benefit as it is for the benefit of their academic careers and organizations. Professionals who are skilled in secure and resilient software development and related tasks are in tremendous demand. This demand will increase exponentially as more and more organizations realize the value of secure software. The text’s best practices into their daily duties, their value increases to their companies, management, community, and industry. The textbook was written for the following readers: Students in higher education programs in business or engineering disciplines AppSec architects and program managers in information security organizations Enterprise architecture teams who are responsible for security in their organizations including: Scrum Masters Engineers/developers Analysts Architects Testers DevOps teams Product owners and their management Project managers Application security auditors Agile coaches and trainers Instructors and trainers in academia and private organizations

A Composite Approach for Projects and Organizations

A Value-driven Approach to Business Intelligence and Data Warehousing

The Business Analyst’s Handbook

A Practical Guide to Using Agile, Scrum and Kanban

Business Analyst’s Mentor Book

Practical Security for Agile and DevOps

Agile Analytics

The Agile Extension to the BABOK(R) Guide (Agile Extension) version 2 describes the benefits, activities, tasks, skills, and practices required for effective agile business analysis with a constant focus on delivering business value. The Agile Extension version 2: describes the agile mindset and positions agile business analysis beyond software development introduces a 3-tier rolling planning model to help organizations, teams, and practitioners deliver greater business value and to help them understand the Business Analyst’s Handbook. The Agile Extension to the Business Analyst’s Handbook (BABOK) details the seven principles of agile business analysis The Agile Extension to the BABOK(R) Guide is an ongoing initiative of Agile Alliance and the International Institute of Business Analysis(TM) (IIBA(R)) since 2009. The Agile Extension provides guidance for Agile practitioners or anyone interested in leveraging effective Agile business analysis to create better business outcomes that add real business and customer value

Resource added for the Business Analyst program 1010212.

This volume presents a detailed explanations of business analysis concepts, terms, tasks, and techniques, and includes examples to help readers understand how to apply them to real-world situations. It also delineates the key activities that are core to the BA role and the diverse range of activities analysts perform based on their career competency level, ranging from problem solving and identification of business opportunities, to complex systems thinking and solution development, to strategic planning and change management. It is a must-have reference for BA generalists, specialists, and hybrids at every career level and industry segment or perspective.

What is Agile Project Management and will it bring my project in on time and budget? If you need a solid understanding of how Agile Project Management works so your projects can fully benefit from using this innovative and powerful approach, this book is essential reading. Brilliant Agile Project Management does more than just talk you through the techniques and processes - focussing on real-life use of Agile in business environments, it provides practical advice and techniques on how to implement and work with Agile, so you always know exactly what to do and say to make your project a success. · Assess whether your organisation or project is right for using APM · Understand how to implement APM into any project · Overcome common problems with APM Get up to speed with Agile Project Management and get ahead – fast!

Discover to Deliver

How to Write Effective Requirements for IT – Simply Put!

Business Analysis Techniques

Project Management Absolute Beginner’s Guide

The Seven Principles to Discover Innovative Opportunities

The Agile Business Analyst

Seven Steps to Mastering Business Analysis

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider’s look at how they’ve succeeded with agile in one of the company’s most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP’s challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes: • Tightly linking agile methods and enterprise architecture with business objectives • Focusing agile practices on your worst development pain points to get the most bang for your buck • Abandoning classic agile methods that don’t work at the largest scale • Employing agile methods to establish a new architecture • Using metrics as a “conversation starter” around agile process improvements • Leveraging continuous integration and

quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline • Taming the planning beast with “light-touch” agile planning and lightweight long-range forecasting • Implementing effective project management and ensuring accountability in large agile projects • Managing tradeoffs associated with key decisions about organizational structure • Overcoming U.S./India cultural differences that can complicate offshore development • Selecting tools to support quantum leaps in productivity in your organization • Using change management disciplines to support greater enterprise agility

Your go-to guide on business analysis Business analysis refers to the set of tasks and activities that help companies determine their objectives for meeting certain opportunities or addressing challenges and then help them define solutions to meet those objectives. Those engaged in business analysis are charged with identifying the activities that enable the company to define the business problem or opportunity, define what the solutions look like, and define how it should behave in the end. As a BA, you lay out the plans for the process ahead. Business Analysis For Dummies is the go-to reference on how to make the complex topic of business analysis easy to understand. Whether you are new or have experience with business analysis, this book gives you the tools, techniques, tips and tricks to set your project's expectations and on the path to success. Offers guidance on how to make an impact in your organization by performing business analysis Shows you the tools and techniques to be an effective business analysis professional Provides a number of examples on how to perform business analysis regardless of your role If you're interested in learning about the tools and techniques used by successful business analysis professionals, Business Analysis For Dummies has you covered.

This is a must-read for anyone trained in traditional process improvement or business architecture. In surprisingly clear language this book lays out the essentials of service thinking, and how the service paradigm transforms the way in which organizations innovate on behalf of their customers. It shifts the focus from product to experience, from one-sided production to co-creation of value, from the simply measurable to the emotional. I intend to buy a copy for every member of my team—Dart Lindsley, Cisco Sr. Manager of Transformation Planning and Analysis This book will introduce you to Service Science, Management and Engineering (SSME)—a term introduced by IBM to describe service science, which is the application of science, management, and engineering disciplines to tasks that one organization beneficially performs for and with another. The authors detail the disciplines, principles, insights and tools of SSME that are now ready to transition to the mainstream business world with transformative effect. They coin the new term “Service Thinking” to communicate this mainstream business transformation. It includes expository case histories of the service thinking-based transformation of familiar businesses, illustrating the seven principles of service thinking, with compelling examples and clear direction for application.

Introduction to agile and the agile process -- Agile challenges -- Roles and responsibilities -- Agile requirements and user stories -- Agile documentation -- The BA's role in planning and estimating -- The BA and the agile events and work products -- Testing and solution evaluation -- A day in the life of the agile BA -- Moving forward

Agile Business Analysis

The Essentials

Agile Project Management

Delivering Business Analysis

Business Analysis

The PMI Guide to Business Analysis

Enabling Continuous Improvement of Requirements, Project Scope, and Agile Project Results

Agile business analysis is not about frameworks and prescriptions. Agile business analysis is about applying business analysis techniques in an agile manner so that your team solves the right problems with the right solutions. How To Be An Agile Business Analyst shows you how.

Business analysis (BA) is an important business operation, and with some coordinated effort, it can become an efficient and valuable business service. This book takes you through the creation and management of a BA service, from setting strategy to recruiting business analysts, to continuous improvement, through to useful supporting tools and technology. Top tips, case studies and worked examples are included throughout. This book perfectly complements the bestselling BCS books 'Business Analysis' and 'Business Analysis Techniques.'

"I spend much time helping organizations capture requirements and even more time helping them recover from not capturing requirements. Many of them have gone through some motions regarding requirements as if they were sleepwalking. It's time to wake up and do it right—and this book is going to be their alarm clock." -Jerry Weinberg, author of numerous books on productivity enhancement "In today's complex, fast-paced software development environment, collaboration—the intense peer-to-peer conversations that result in products, decisions, and knowledge sharing—is absolutely essential to success. But all too often, attempts to collaborate degenerate into agonizing meetings or ineffectual bull sessions. Ellen's wonderful book will help you bridge the gap—turning the agony of meetings into the ecstasy of effective collaboration." -Jim Highsmith, a pioneer in adaptive software development methods "Requirements by Collaboration presents a wealth of practical tools and techniques for facilitating requirements development workshops. It is suitable—no, essential reading—for requirements workshop facilitators. It will help both technical people and customer representatives participate in these critical contributions to software success." -Karl Wiegers, Principal Consultant, Process Impact, author of Software Requirements "The need for this particular book, at this particular time, is crystal clear. We have entered a new age where software development must be viewed as a form of business problem solving. That means direct user participation in developing "requirements," or more accurately, in jointly working the business problem. That, in turn, means facilitated sessions. In this book, Ellen Gottesdiener provides a wealth of practical ideas for ensuring that you have exactly the right stuff for this all-important area of professional art." -Ronald G. Ross, Principal, Business Rule Solutions, LLC, Executive Editor, www.BRCCommunity.com "Gottesdiener's years of software development experience coupled with her straight-forward writing style make her book a perfect choice for either a senior developer or a midlevel project manager. In addition to her technical experience, her knowledge of group dynamics balance the book by educating the reader on how to manage conflict and personality differences within a requirements team—something that is missing from most requirements textbooks...It is a required "handbook" that will be referred to again and again." -Kay Christian, ebusiness Consultant, Conifer, Colorado "Requirements by Collaboration is a "must read" for any system stakeholder. End users and system analysts will learn the significant value they can add to the systems development process.

Management will learn the tremendous return they may receive from making a modest time/people investment in facilitated sessions. Facilitators will discover ways to glean an amazing amount of high-quality information in a relatively brief time." -Russ Schwartz, Computer System Quality Consultant, Global Biotechnology Firm "In addition to showing how requirements are identified, evaluated, and confirmed, Ellen provides important guidance based on her own real-world experience for creating and managing the workshop environment in which requirements are generated. This book is an engaging and invaluable resource for project teams and sponsors, both business and IT, who are committed to achieving results in the most productive manner possible." -Hal Thilmony, Senior Manager, Business Process Improvement (Finance), Cisco Systems, Inc. "Project managers should read this book for assistance with planning the requirements process. Experienced facilitators will enrich their knowledge. New facilitators can use this book to get them up to speed and become more effective in less time." -Rob Stroober, Competence Development Manager and Project Manager, Deloitte & Touche Consultdata, The Netherlands "While many books discuss the details of software requirement artifacts (for example, use cases), Ellen's new book zeros in on effective workshop techniques and tools used to gather the content of these artifacts. As a pioneer in requirements workshops, she shares her real-life experiences in a comprehensive and easy-to-read book with many helpful examples and diagrams." -Bill Bird, Aera Energy LLC "Requirements by Collaboration is absolutely full of guidance on the most effective ways to use workshops in requirements capture. This book will help workshop owners and facilitators to determine and gain agreement on a sound set of requirements, which will form a solid foundation for the development work that is to follow." -Jennifer Stapleton, Software Process Consultant and author of DSDM: The Method in Practice "This book provides an array of techniques within a clear, structured process, along with excellent examples of how and when to use them. It's an excellent, practical, and really useful handbook written by a very experienced author!" -Jean-Anne Kirk, Director DSDM Consortium and IAF Professional Development "Ellen has written a detailed, comprehensive, and practical handbook for facilitating groups in gathering requirements. The processes she outlines give the facilitator tools to bring together very different perspectives from stakeholders elegantly and with practical, useable results." -Jo Nelson, Principal, ICA Associates, Inc., Chair, IAF (2001-2002) Requirements by Collaboration: Workshops for Defining Needs focuses on the human side of software development—how well we work with our customers and teammates. Experience shows that the quality and degree of participation, communication, respect, and trust among all the stakeholders in a project can strongly influence its success or failure. Ellen Gottesdiener points out that such qualities are especially important when defining user requirements and she shows in this book exactly what to do about that fact. Gottesdiener shows specifically how to plan and conduct requirements workshops. These carefully organized and facilitated meetings bring business managers, technical staff, customers, and users into a setting where, together, they can discover, evolve, validate, verify, and agree upon their product needs. Not only are their requirements more effectively defined through this collaboration, but the foundation is laid for good teamwork throughout the entire project. Other books focus on how to build the product right. Requirements by Collaboration focuses instead on what must come first—the right product to build.

The definitive guide on the roles and responsibilities of the business analyst Business Analysis offers a complete description of the process of business analysis in solving business problems. Filled with tips, tricks, techniques, and guerilla tactics to help execute the process in the face of sometimes overwhelming political or social obstacles, this guide is also filled with real world stories from the author's more than thirty years of experience working as a business analyst. Provides techniques and tips to execute the at-times tricky job of business analyst Written by an industry expert with over thirty years of experience Straightforward and insightful, Business Analysis is a valuable contribution to your ability to be successful in this role in today's business environment.

As a User, I Can Express a Business Need in User Story Format To Get the IT Solution I Need

Best Practices for Success

A Beginner's Guide to Agile Business Analysis

The Practical Guide to Agile Planning and Analysis

The Handbook to Apply Business Analysis Techniques, Select Requirements Training, and Explore Job Roles Leading to a Lucrative Technology Career

Business-Driven IT-Wide Agile (Scrum) and Kanban (Lean) Implementation

Business Analysis Methodology Book

Adopting an Agile approach can revolutionize the way business analysts work. It enables clearer vision and success measure definitions, better stakeholder engagement and a greater understanding of customer needs, amongst other benefits. This book provides a comprehensive introduction to Agile methodologies and explains these in the context of business analysis. It is ideal for business analysts wanting to learn Agile practices, working in an Agile environment, or undertaking Agile certifications.

WHAT IS THIS BOOK ABOUT? Effective Requirements Reduce Project Failures Writing requirements is one of the core competencies for anyone in an organization responsible for defining future Information Technology (IT) applications. However, nearly every independently executed root-cause analysis of IT project problems and failures in the past half-century have identified “misunderstood or incomplete requirements” as the primary cause. This has made writing requirements the bane of many projects. The real problem is the subtle differences between “understanding” someone else’s requirement and “sharing a common understanding” with the author. “How to Write Effective Requirements for IT – Simply Put!” gives you a set of 4 simple rules that will make your requirement statements more easily understood by all target audiences. The focus is to increase the “common understanding” between the author of a requirement and the solution providers (e.g., in-house or outsourced IT designers, developers, analysts, and vendors). The rules we present in this book will reduce the failure rate of projects suffering from poor requirements. Regardless of your job title or role, if you are tasked with communicating your future needs to others, this book is for you. How to Get the Most out of this Book? To maximize the learning effect, you will have optional, online exercises to assess your understanding of each presented technique. Chapter titles prefaced with the phrase “Exercise” contain a link to a web-based exercise that we have prepared to give you an opportunity to try the presented technique yourself. These exercises are optional and they do not “test” your knowledge in the conventional sense. Their purpose is to demonstrate the use of the technique more real-life than our explanations can supply. You need Internet access to perform the exercises. We hope you enjoy them and that they make it easier for you to apply the techniques in real life. Specifically, this eBook will give you techniques to: - Express business and stakeholder requirements in simple, complete sentences - Write requirements that focus on the business need - Test the relevance of each requirement to ensure that it is in scope for your project - Translate business needs and wants into requirements as the primary tool for defining a future solution and setting the stage for testing - Create and maintain a question file to reduce the impact of incorrect assumptions - Minimize the risk of scope creep caused by missed requirements - Ensure that your requirements can be easily understood by all target audiences - Confirm that each audience shares a mutual understanding of the requirements - Isolate and address ambiguous words and phrases in requirements. - Use our Peer Perception technique to find words and phrases that can lead to misunderstandings. - Reduce the ambiguity of a statement by adding context and using standard terms and phrases TOM AND ANGELA’S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team’s (Tom’s) job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the digital (IT) solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

The development of business analysis as a professional discipline has extended the role of the business analyst who now needs the widest possible array of tools and the skills and knowledge to be able to use each when and where it is required. This new edition provides 99 possible techniques and practical guidance on how and when to apply them.

The Standard for Business Analysis – First Edition is a new PMI foundational standard, developed as a basis for business analysis for portfolio, program, and project management. This standard illustrates how project management processes and business analysis processes are complementary activities, where the primary focus of project management processes is the project and the primary focus of business analysis processes is the product. This is a process-based standard, aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and to be used as a standard framework contributing to the business analysis body of knowledge.

Introducing a BA Service

Moving from Waterfall to Agile

99 Essential Tools for Success

A Practical Approach to Large-Scale Agile Development

The Art of Agile Practice

With Best Practice Business Analysis Techniques and Software Requirements Management Tips

Business Analyst

This is the eBook of the printed book and may not include any media, website access codes, or print supplements that may be packaged with the bound book. Succeed as a project manager, even if you've never run a project before! This book is the fastest way to master every project management task, from upfront budgeting and scheduling through execution, managing teams through closing projects, and learning from experience.

Updated with more insights from the front lines, including agile approaches, dealing with security and privacy priorities, and leading remote/virtual teams, along with the latest on Microsoft Project and PMI standards and certifications and a special bonus chapter on preparing for the PMP certification. This book will show you exactly how to get the job done, one incredibly clear and easy step at a time. Project management has never, ever been this simple! Who knew how simple project management could be? This is today's best beginner's guide to modern project management... simple, practical instructions for succeeding with every task you'll need to perform! Here's a small sample of what you'll learn: • Master the key skills and qualities every project manager needs • Lead projects, don't just “manage” them • Avoid 15 most common mistakes new project managers make • Learn from troubled, successful, and “recovered” projects • Set the stage for success by effectively defining your project • Build a usable project plan and an accurate work breakdown structure (WBS) • Create budgets and schedules that help you manage risk • Use powerful control and reporting techniques, including earned value management • Smoothly manage project changes, issues, risks, deliverables, and quality • Manage project communications and stakeholder expectations • Organize and lead high-performance project teams • Manage cross-functional, cross-cultural, and virtual projects • Work successfully with vendors and Project Management Offices • Make the most of Microsoft Project and new web-based alternatives • Get started with agile and “critical chain” project management • Gain key insights that will accelerate your learning curve • Know how to respond to real-life situations, not just what they teach you in school

Written with special attention to the challenges facing the IT business analyst, The Agile Business Analyst is a fresh, comprehensive introduction to the concepts and practices of Agile software development. It is also an invaluable reference for anyone in the organization who interacts with, influences, or is affected by the Agile development team. Business analysts will learn the key Agile principles plus valuable tools and techniques for the transition to Agile, including: Card writing Story decomposition How to manage cards in an Agile workflow How to successfully respond to challenges about the value of the BA practice (with an “elevator pitch” for quick reference) Scrum masters, iteration managers, product owners, and developers who have been suddenly thrust into a work environment with a BA will find answers to the many questions they're facing: What does a BA actually do? What's their role on the team? What should I expect from a BA? How and when should I involve a BA, and what are the limits of their responsibility? How can they help my team increase velocity and/or quality? People managers and supervisors will discover: How the BA fits into the Agile team and SDLC Crucial skills and abilities a BA will need to be successful in Agile How to get the team and the new BA off on the right foot How to explain the BA's value proposition to others How adding a BA can solve problems in an established team Executives and directors will find answers to critical questions: In an Agile world, are BAs a benefit or just a cost to my organization? How do I get value from a BA in the transition to Agile? Can I get more from my development team by using the BA as a “force multiplier”? What expectations should I be setting for my discipline managers? With a foreword by Barbara Carkenord, The Agile Business Analyst is a must-read for any analyst working in an Agile environment. “Fresh insights, practical recommendations, and detailed examples, all presented with an entertaining and enjoyable style. Leyton shares his experience, mentoring his reader to be a more effective analyst. He has hit a home run with this book!” --Barbara Carkenord, Director, Business Analysis/RMC Learning Solutions “Leyton does a great job explaining the value of analysis in an Agile environment. If you are a business-analysis practitioner and need help figuring out how you add value to your team, you'll find this book valuable.” --Kupe Kupersmith, President, B2T Training

The business analyst role can cover a wide range of responsibilities, including the elicitation and documenting of business requirements, upfront strategic work, design and implementation phases. Typical difficulties faced by analysts include stakeholders who disagree or don't know their requirements, handling estimates and project deadlines that conflict, and what to do if all the requirements are top priority. The Business Analysis Handbook offers practical solutions to these and other common problems which arise when uncovering requirements or conducting business analysis. Getting requirements right is difficult; this book offers guidance on delivering the right project results, avoiding extra cost and work, and increasing the benefits to the organization. The Business Analysis Handbook provides an understanding of the analyst role and the soft skills required, and outlines industry standard tools and techniques with guidelines on their use to suit the most appropriate situations. Covering numerous techniques such as Business Process Model and Notation (BPMN), use cases and user stories, this essential guide also includes standard templates to save time and ensure nothing important is missed.

Understand and Solve Your Customers' Real Problems with Agile Business Analysis To deliver real value, you must understand what your customers truly value, and solve the problems they really need solved. Business analysis can help you do this—and it's as crucial in agile environments now as it always has been. In Business Analysis Agility, leading experts James Robertson and Suzanne Robertson show how to perform business analysis in an agile way: trying new things, adapting to changes and discoveries, staying flexible, and being quick. Drawing on their unsurpassed experience of hundreds of projects and organizations, the Robertsons help you prioritize relentlessly, focus investments on delivering value, and learn in ways that improve your results. Uncover the real customer problems hidden behind assumptions and conventional solutions Hypothesize potential solutions and quickly test them with safe-to-fail probes Understand how people, hardware, software, organizations, and other components come together in an optimal customer experience Write stories that help you find solutions that deliver more value to customers and the business Think about problems and projects in more agile, nimble, and open-minded ways The Robertsons' approach to analytical thinking will be valuable to anyone who wants to build better software in agile environments: analysts, developers, team leads, project managers, software architects, and other team members and stakeholders at all levels of experience.

Business Analysis For Dummies

Practical Guidance for IT Professionals

How to Start a Business Analyst Career

How To Be An Agile Business Analyst

Solve the Real Problem. Deliver Real Value

The Art of Agile Product Ownership

Careers in Business Analysis

The Art of Agile Practice: A Composite Approach for Projects and Organizations presents a consistent, integrated, and strategic approach to achieving "Agility" in your business. Transcending beyond Agile as a software development method, it covers the gamut of methods in an organization—including business processes, governance standards, project ma

Business Analyst's Mentor Book includes tips and best practices in a broad range of topics like: Business analysis techniques and tools Agile and waterfall methodologies Scope management Change request management Conflict management Use cases UML Requirements gathering and documentation User interface design Usability testing Software testing Automation tools Real-life examples are provided to help readers apply these best practices in their own IT organizations. The book also answers the most frequent questions of business analysts regarding software requirements management.

21st century organizations, across all sectors and of all types, have to cope with an international marketplace where change is frequent and customer expectations continue to rise. The work of business analysis professionals is crucial if organizations are to succeed and grow. If change programmes are to be successful, stakeholder engagement and situation analysis are vital, and to achieve this, senior business people need to display competence in a range of areas, not least of which include the ability to challenge, lead and influence. Business Analysis and Leadership is for anyone involved in business analysis working in any organization worldwide, from financial services to charities, government to manufacturing. It takes the reader beyond standard textbooks full of techniques and tools, advising on how to lead and gain credibility throughout the organization. It will help you with the tricky role of working with people from the shop floor to board directors and give readers the confidence to challenge the easy way forward and point out what will really work in practice. This inspirational book consists of contributions from leading thinkers and practitioners in business analysis from around the world. Their case studies and practical advice will help the reader to develop leadership skills and become an outstanding catalyst for change.

Using Agile methods, you can bring far greater innovation, value, and quality to any data warehousing (DW), business intelligence (BI), or analytics project. However, conventional Agile methods must be carefully adapted to address the unique characteristics of DW/BI projects. In Agile Analytics, Agile pioneer Ken Collier shows how to do just that. Collier introduces platform-agnostic Agile solutions for integrating infrastructures consisting of diverse operational, legacy, and specialty systems that mix commercial and custom code. Using working examples, he shows how to manage analytics development teams with widely diverse skill sets and how to support enormous and fast-growing data volumes. Collier's techniques offer optimal value whether your projects involve "back-end" data management, "front-end" business analysis, or both. Part I focuses on Agile project management techniques and delivery team coordination, introducing core practices that shape the way your Agile DW/BI project community can collaborate toward success Part II presents technical methods for enabling continuous delivery of business value at production-quality levels, including evolving superior designs; test-driven DW development; version control; and project automation Collier brings together proven solutions you can apply right now--whether you're an IT decision-maker, data warehouse professional, database administrator, business intelligence specialist, or database developer. With his help, you can mitigate project risk, improve business alignment, achieve better results--and have fun along the way.

How HP Transformed LaserJet FutureSmart Firmware

Use Four Simple Rules to Improve the Quality of Your IT Requirements

Agile and Business Analysis

Structuring the Conversation with Stakeholders Over the Agile Lifecycle

Business Analysis and Leadership

Techniques and Questions to Deliver Better Business Outcomes

Practical Guide to Agile Business Analysis

Every product owner faces a complex and unique set of challenges within their team. This provides each individual the opportunity to fill the role with different ambitions, skills, and insights. Your product ownership journey can take a variety of paths, and The Art of Agile Product Ownership is here to be your guide. Author Allan Kelly, who delivers Agile training courses to major companies, pulls from his experience to help you discover what it takes to be a successful product owner. You will learn how you need to define your role within a team and how you can best incorporate ownership with strategy. With the Agile method, time is the key factor, and after using the lessons from this book you will confidently be able to synthesize features, functionality, and scope against delivery. You will find out how other team members such as the UX designer and business analyst can support and enhance your role as product owner, and how every type of company structure can adapt for optimal agility. The Art of Agile Product Ownership is a beacon for current product owners, programmers who are ready to take the next step towards ownership, and analysts transitioning into the product space. This book helps you determine for yourself the best way to fill the product owner role so that you utilize your unique combination of skills. Product ownership is central to a successful Agile team, and after reading this book, you will be more than ready for the challenge. What You Will LearnExplores activities the product owner needs to do in order to write good and valuable user storiesIdentifies skills product owners can learn from product managers and business analystsDemonstrates how to make decisions based on business and customer demand rather than technical needs and feasibility Who This Book Is ForThis is a book for anyone becoming a product owner: developers and programmers, who, after some years at the code-face, are ready to step up to the next stage to own the product that they have been coding. Business Analysts and Product Managers who see themselves transitioning into the a product owner role will find value in this book in understanding their new role and how the work is the same and how it is different

A Guide for Product Managers, Business Analysts, and Entrepreneurs

Workshops for Defining Needs

Service Thinking

Brilliant Agile Project Management

Business Analysis for Practitioners