

# Requirements Gathering in Agile: BA vs. PO

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# Today's Main Topics

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- ❖ Re-Defining Business Analyst (BA)
- ❖ Defining Product Owner(PO)
- ❖ Comparative Analysis of BA & PO:
  - Similarities
  - Distinctions
  - Transitioning from role to role
  - Known obstacles & impediments

# Defining Conventional BA Role:

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- ❖ **IIBA** (International Institute of Business Analysis)
  - Organization that seeks to establish common standards of knowledge within the BA profession
  
- ❖ **BABOK** (Business Analysis Body of Knowledge)  
Underlying Fundamentals:
  - Communication Skills
  - Leadership Skills
  - Problem Solving Skills
  - Business Knowledge
  - Information Technology Knowledge

# Defining Conventional BA Role – Cont.

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## ❖ **Definition of BA profession**

- BA works as a liaison among stakeholders in order to elicit, analyze, communicate and validate requirements for changes to business processes, policies, and information systems. The business analyst understands business problems and opportunities in the context of the requirements and recommends solutions that enable the organization to achieve its goals.
- BA serves as a principal conduit through which requirements flow from the customer community to the development team

*Punch words here: "liaison", "conduit"*

# Defining Product Ownership

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## ❖ **Scrum Alliance**

- Product Owner is an expert communication channel between the Scrum Team (development & QA) and stakeholders
- ❖ Product Owners prefer direct communication over paper documentation
- ❖ Product Owners have authority to prioritize planned work

*Punch words here: "direct communication", "expert", "authority!!", "prioritization"*

# Defining Product Ownership - Cont

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- ❖ Simple Product Ownership
- ❖ Complex Product Ownership
  - ❖ Top-down Product Ownership
  - ❖ Bottom-up (Inverted) Product ownership
- ❖ PO "Panel"
- ❖ Aligning PO with business verticals and scrum teams. Depends on product complexity

# Interactions of Conventional **BA**

*With:*

- ❖ Project Sponsors
- ❖ Business Users & Stakeholders
- ❖ PMs
- ❖ Developers
- ❖ QA

*By means of:*

- ❖ Kick off meetings
- ❖ Status Meetings
- ❖ 1-on-1 meetings
- ❖ JAD sessions

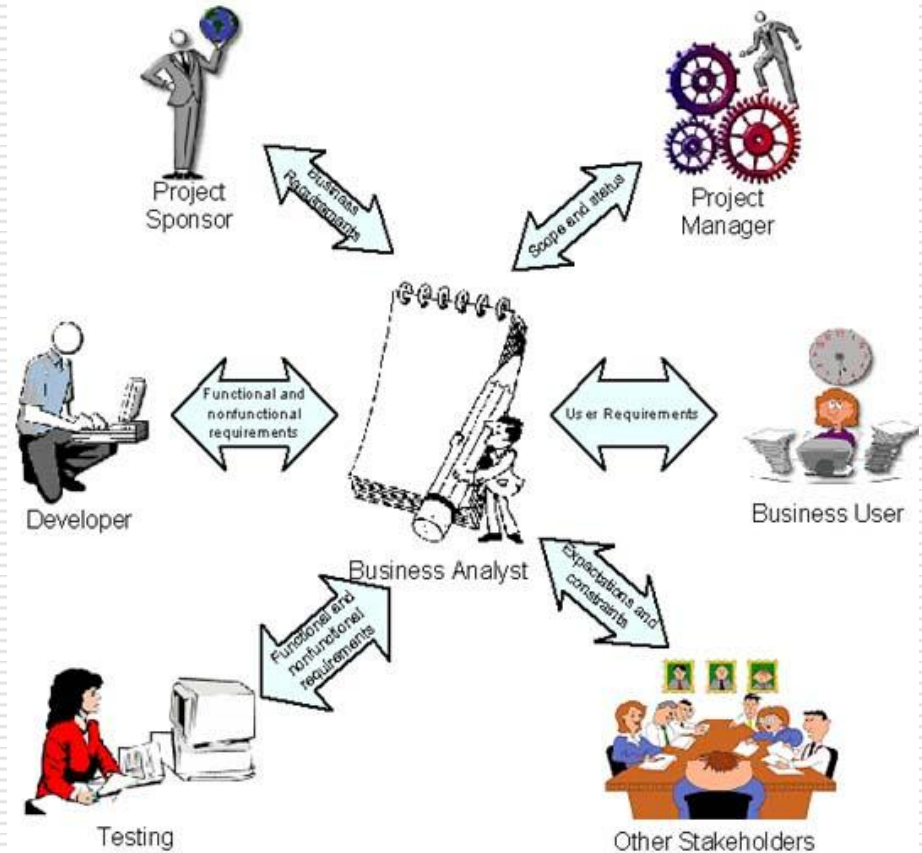


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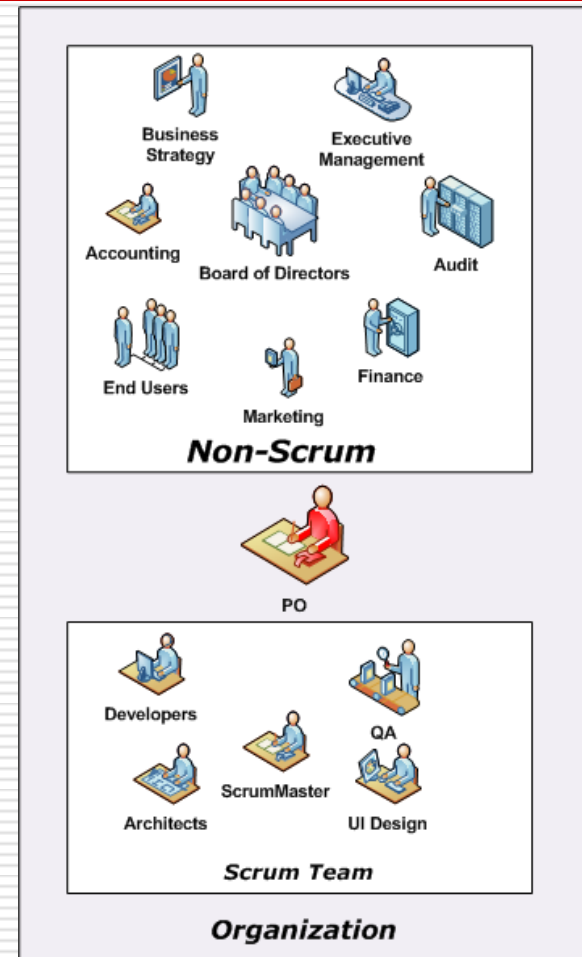
# Interactions of **PO**

*With:*

- ❖ Project Sponsors
- ❖ Business Users & Stakeholders
- ❖ PO-Proxys/PO-panel
- ❖ Scrum Team

*By means of:*

- ❖ PO-Team/Panel discussions (w/ other POs)
- ❖ Planning meetings
- ❖ Daily Stand Ups
- ❖ Sprint Reviews





# Life Cycle of conventional **BA's** Artifacts

- ❖ Comprehensive
- ❖ All-Inclusive
- ❖ "All on None"
- ❖ Freeze/ Sign Off
- ❖ "Over the wall"
- ❖ Change Requests

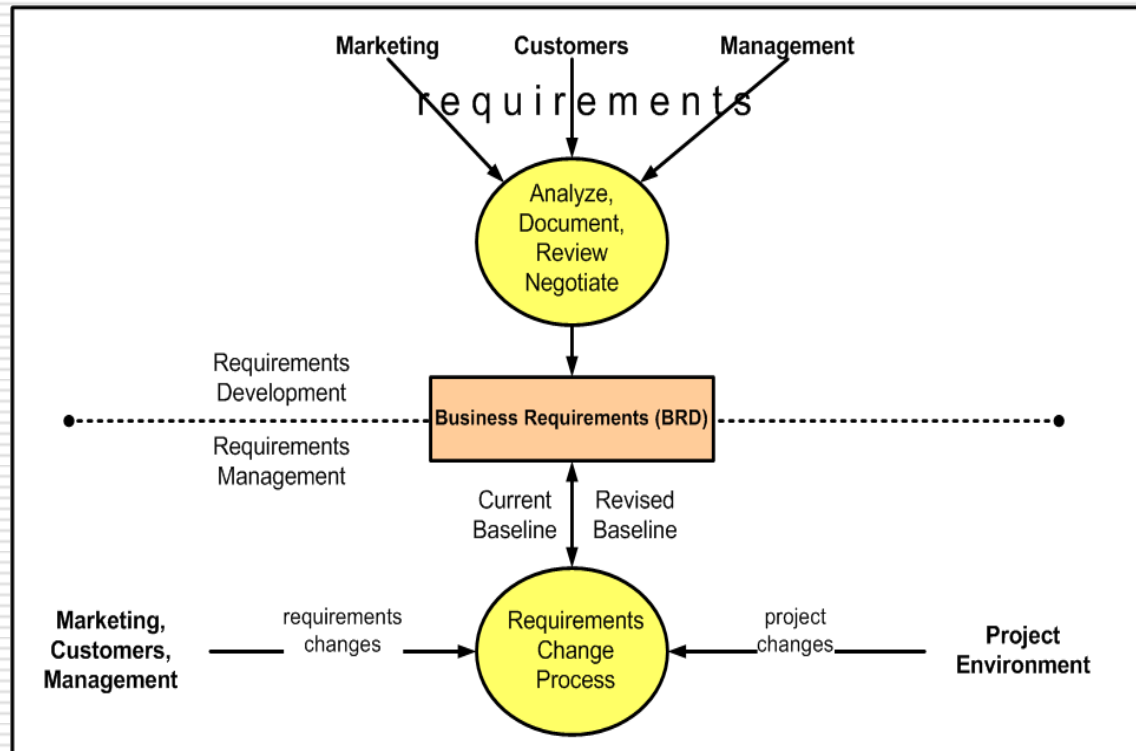


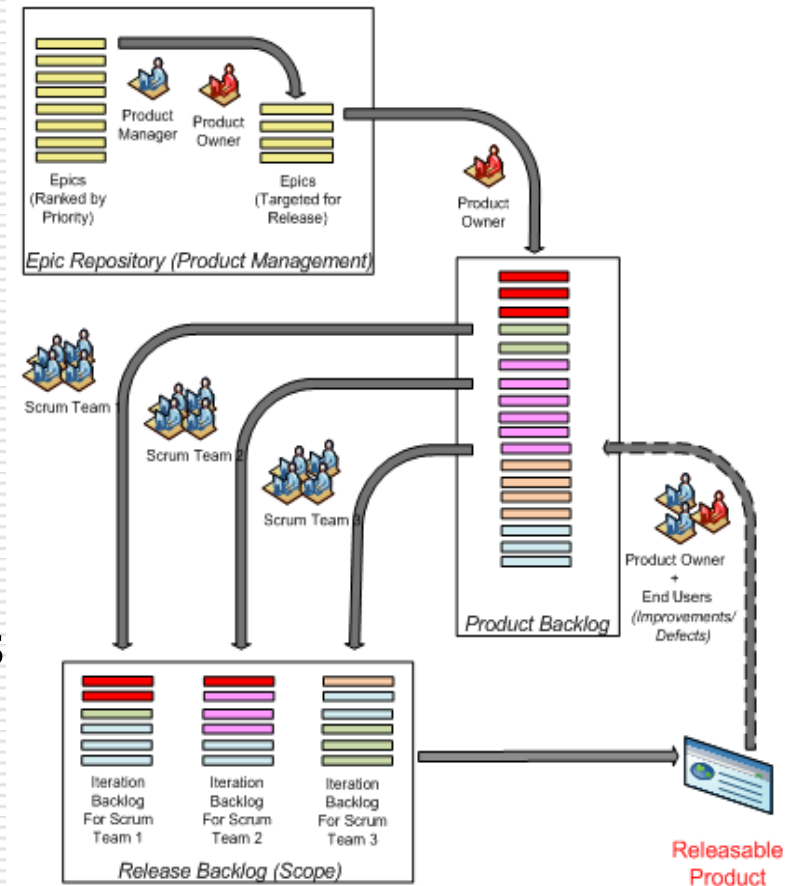
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*Punch words here: "all or none", "freeze", "request changes"*

# Life Cycle of **PO** Artifacts

- ❖ Product Vision level
- ❖ Scope/Feature List level (Epics)
- ❖ User Stories-concise & independent
- ❖ Constantly Evolving Backlog (Themes → Epics → Stories)
- ❖ Fixed Sprints/Iterations (time boxed)
- ❖ Product changes are embraced, not resisted
- ❖ Continuous feedback from users
- ❖ Frequent re-prioritization (backlog grooming)

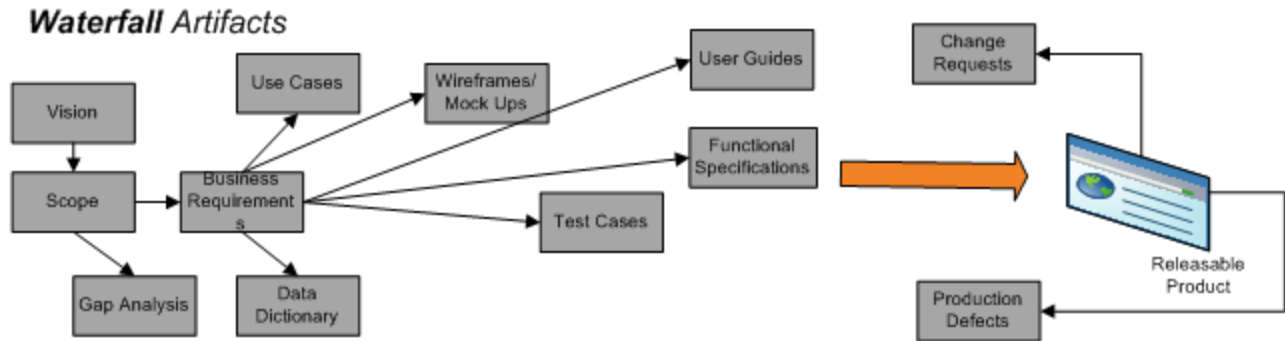
*Punch words here: "evolving", "embraced", "constant feedback"*



# Comparing Artifacts: **BA** vs. **PO**

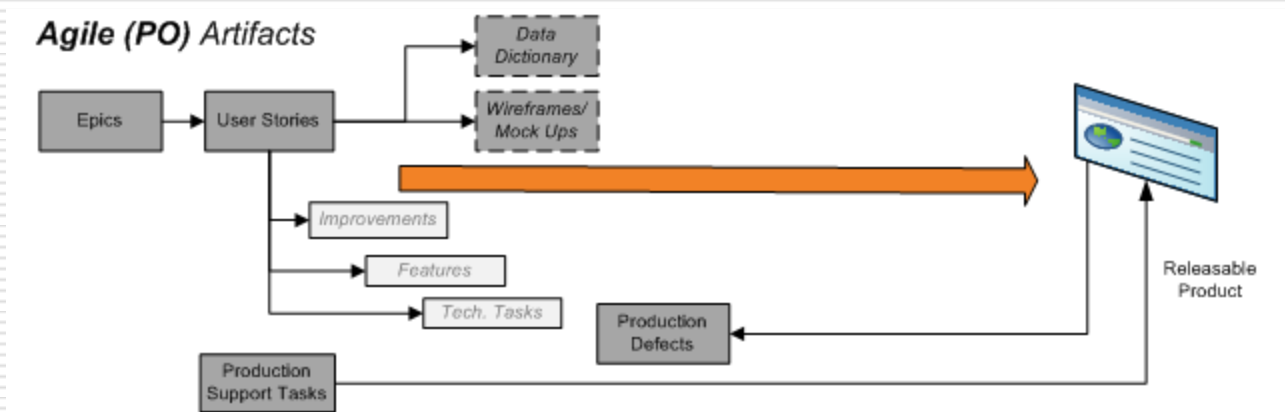
## ❖ **By BA:**

**Heavy!!!**  
Punch Word 😊



## ❖ **By PO:**

**Light!!!**  
Punch Word 😊



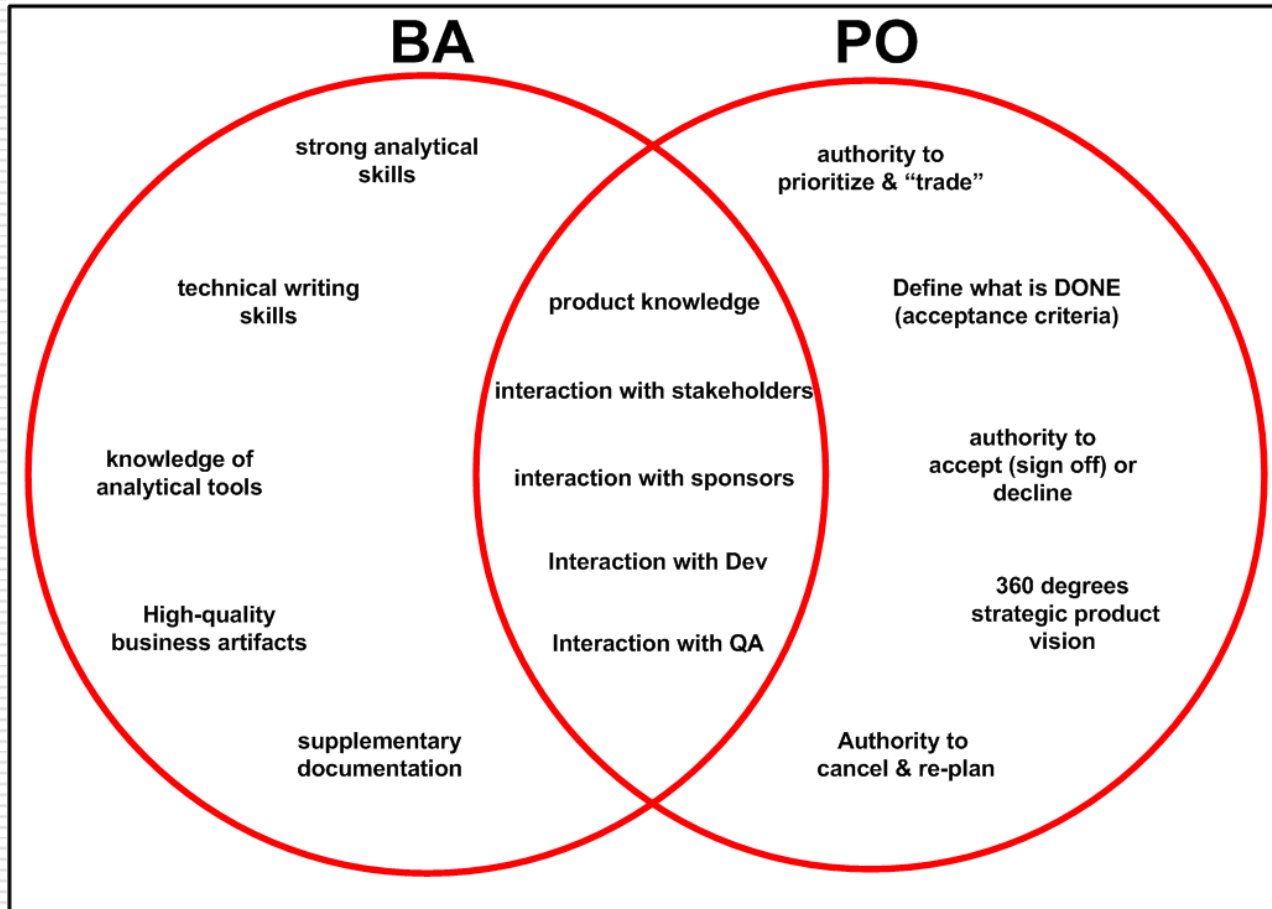
# Common Expectations from **BA** & **PO**?

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## Summary:

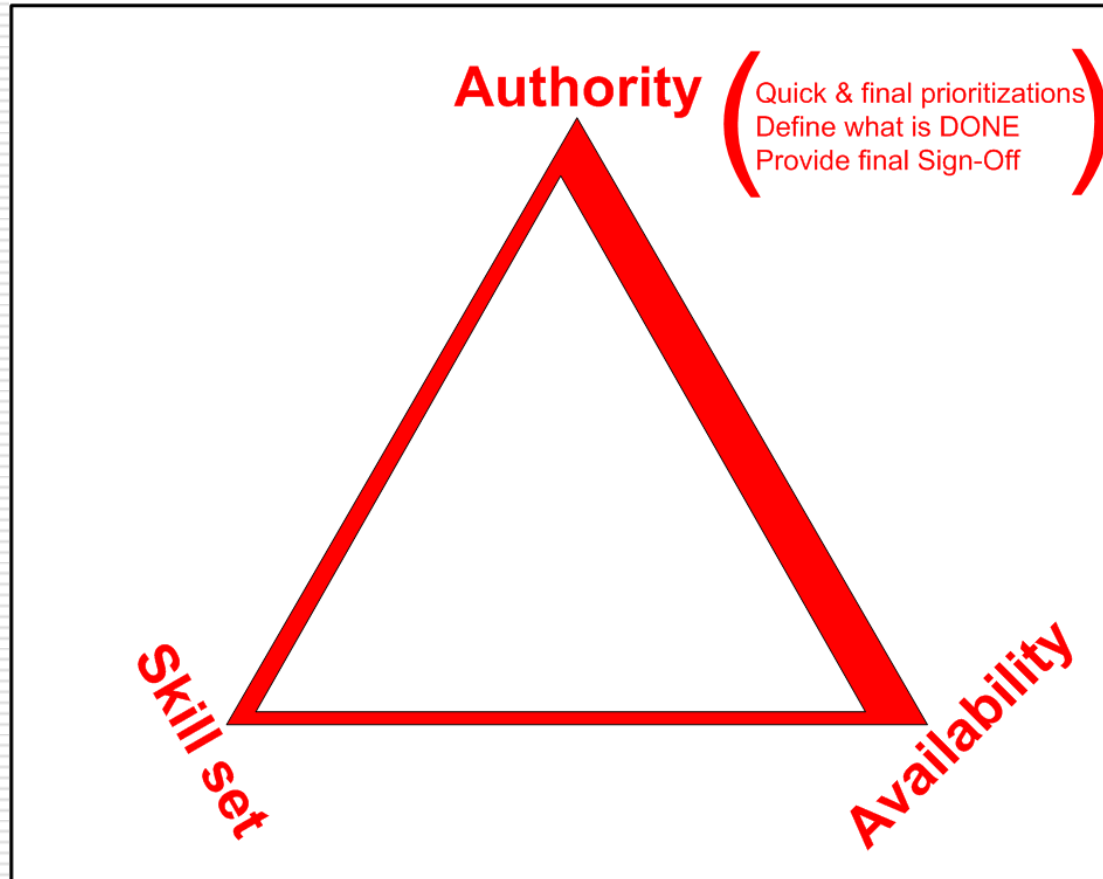
- ❖ Possess subject matter expertise of a product in scope
- ❖ Define business processes and requirements of a future product and be able to communicate them to others
- ❖ Validate (with PM) benefits of *doing vs. not doing* a project:
  - ❖ ROI (\$ spent vs. BV produced)
  - ❖ EVM (agile metrics → conventional metrics → \$\$ → EV)
- ❖ Define acceptance criteria and provide assistance to QA in developing of testing scenarios around them
- ❖ Review final product to ensure that it satisfies conditions of 'done' (or 'done-done')
- ❖ Assist with developing of training materials and user guides

# Where is Overlap Between Two Roles?



# Where is Delta?

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# So, it seems that.....

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- ❖ The skill set similar
- ❖ Deliverables (artifacts) are similar
- ❖ Interaction with audience similar
- ❖ Gaps (Delta) is well defined

## So, what are next steps....?


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- ❖ Flatten business relationships model
- ❖ Minimize reporting levels and complex approvals
- ❖ Maximize transparency and sense of ownership of work
- ❖ Proceed to “re-work” the existing pool of resources
  - ❖ “Deputizing” Senior BAs into PO (or PO-proxy) role
  - ❖ Utilizing junior BAs to become PO delegates with scrum teams (especially important for distributed scrum)



## Some additional steps...

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- ❖ Other candidates to become POs:
  - ❖ Project Managers? - **not**
  - ❖ Product/Executive Managers? – **least likely**
  - ❖ Experienced SMEs/End Users” – **more realistic**
- ❖ Get rid of  between BA & PO:
  - ❖ Ensure **Skill Set + Availability + Authority**
- ❖ Administer Product Ownership training
- ❖ Encourage Product Ownership Certification (CPO)

# Who/How Gets Affected By Restructuring?

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## ❖ **Small/Start Ups?** – **Least likely...**

- ❖ Already flattened hierarchical structure
- ❖ Already simple sign-off/approval process



## ❖ **Mid-Size Companies?** – **MAYBE**

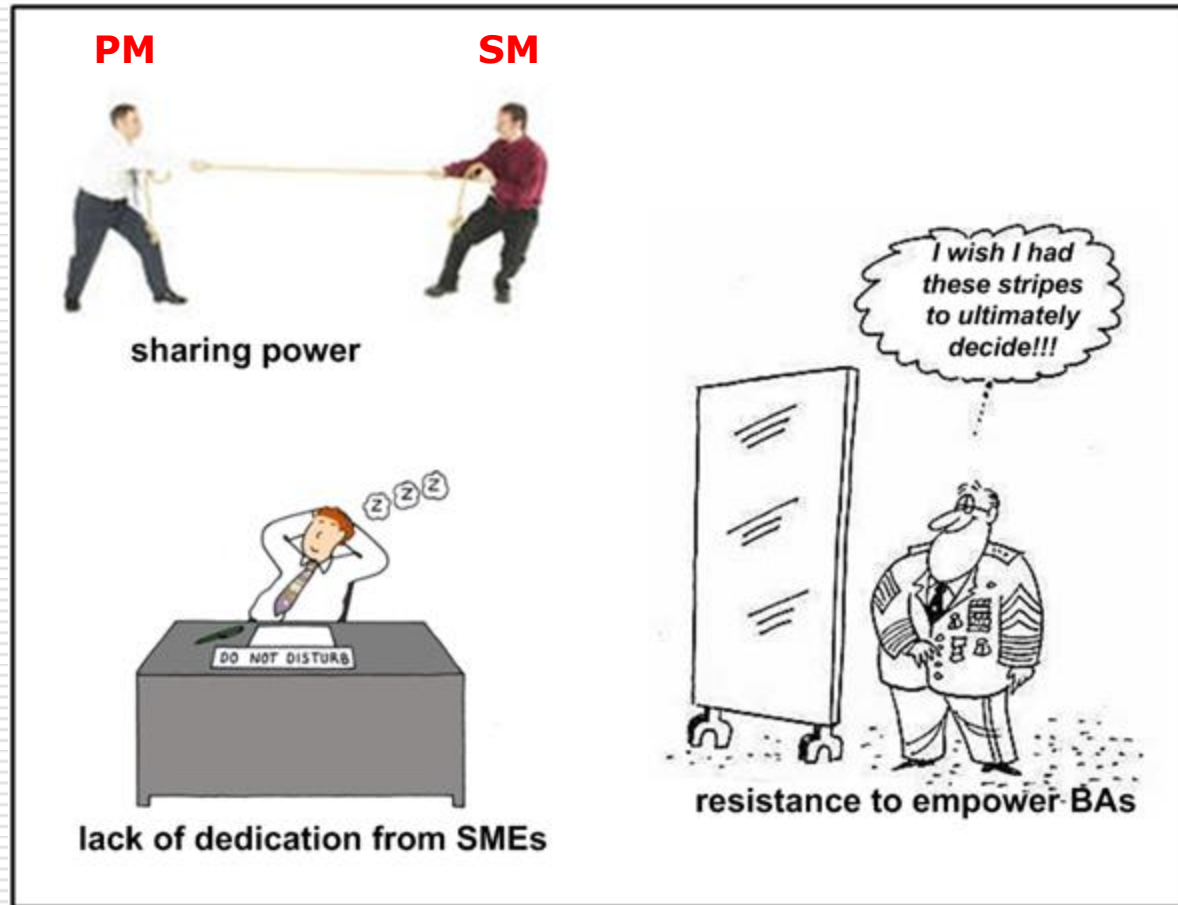


## ❖ **Large Corporations?** – **YES!!!**

- ❖ No true Product Ownership defined
- ❖ Layers of stakeholders, sponsors, SMEs
- ❖ Complex sign-off/approval processes
- ❖ Huge pool of conventional BAs to select from



# Expected Impediments



# BAs on Scrum Teams - highlights

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- ❖ **Rich in Personal Communication:**
  - Face-to-face discussion – **YES!**
  - Video & Phone conferencing – **YES!**
  - Pre-planning and planning meetings – **YES!**
- ❖ **Scarce in Heavy-Weight Documentation:** not much has to be “finalized” before signed off
- ❖ **Collaborative:** in tight conjunction with developers and testers, SMEs
- ❖ **Incremental:** Not “all or none”. They help Chief-PO to build a backlog gradually, only a few sprints ahead
- ❖ We call them..... **AGILE BAs!!**

# Finally & Ironically.....BA/PO Job on Dice

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## ❖ Hybrid Roles are being created

### ❖ Job Requirements:

- Business user interviewing and facilitation of capturing **user stories**
- Business procedure analysis and documentation
- Requirements and **Acceptance Criteria** documentation
- **Sprint scope definition** and management
- Advanced use of **Visio modeling**
- **Data mapping**, data cleanup management, migrations support and data file conversions
- Management report definition and creation
- SQL commands and scripts
- **Product management** experience a plus
- Internet Marketing or Search Engine Optimization experience a plus
- **Project management** experience a plus
- Ability to interview business subject matter experts and internet marketing clients to capture requirements and product feedback.
- Ability to quickly analyze, learn, and document new business processes and concepts
- Works well with executives to take big picture **vision** and with operations staff on detail oriented **test cases**.
- Able to **represent Business Product Owner** in design and testing meetings.
- Maintaining all requests, requirements, sprint plans, test cases, and bugs in TargetProcess Agile/Scrum tracking software.

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**Q & A**

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