

Agile Business Analysis: Getting / Writing Lean Requirements

Learn Business Analysis Techniques for Discovering Lean Requirements, User Stories, Features, and GWT Tests

Instructor-led, 2 days

Overview

Meeting the Agile, Lean, and Continuous Delivery Challenge

Getting the right requirements from the right people at the right level of detail at each stage of your IT development process is a critical success factor to any lean software development approach. Lean Requirements are only produced on an as-needed basis. An ideal lean business analysis process has each requirement defined to the level of detail appropriate for the immediately following activity and no more. That includes:

- clearly defined business requirements when project go/no-go decisions are needed
- individual stakeholder requirements sufficiently flushed out when developers need them to plan
- solution level requirements (e.g., clearly defined function statements, examples and/or scenarios for test-driven development) that are clean and ready for consumption when developers start cutting code

Lean Requirements reduce the cost and improve the outcome of your IT projects whether your organization adopts Agile (e.g. Scrum), Lean (e.g. Kanban), DevOps, Continuous Delivery, or traditional software development (e.g. Waterfall) philosophies.

A Lean Approach for Getting from Visions to Requirements to Test Scenarios

This exercise-rich, interactive workshop provides a proven set of core lean business analysis techniques, methods and tricks. The presented content will help agile teams, customer-side (aka business-side) teams, business analysts, product owners, test developers, and subject matter experts discover, capture, clarify, and confirm the kind of IT requirements that solution providers need to deliver the right information technology solutions for the business.

NOTE: This instructor-led course can be delivered live at your site or online in a series of virtual sessions.



**Target
Audience**

Anyone involved in or impacted by the requirements gathering process for information technology solutions, including (but not limited to):

Business Analysts

Subject Matter Experts

Agile Product Owners

Project Leaders and Managers

Product Managers

Systems Analysts

Software Testers

Solution Architects

Agile Team Members

Software Developers

AND anyone wearing the business analysis hat!

**Expected
Learning
Outcomes**

Upon completion of This Training, Successful Attendees Will:

- Define how Lean, Agile, and Continuous Delivery Software Development Environments impact business analysis and requirements discovery, documentation, and deployment
- Adapt 10 different Requirements Gathering (Elicitation) Techniques to optimally support collaborative teams (e.g. The 3 Amigos, Kickoff Meetings, Replenishment Meetings, User Story Workshops, etc.)
- Leverage Business Problem Analysis to Identify Stakeholders and Discover Business Needs
- Express Business Needs and Wants in SMART Features, Requirements, and User Stories at the appropriate level of detail for effective communication
- Capture 17 Types of Non-Functional Requirements (NFR) With Scenarios for Testing to ensure that the delivered application meets the business community's expectations
- Maintain a constant workflow for developers by grooming, managing, and prioritizing Backlogs, Kanban Boards, and other requirement repositories
- Drill-Down into Requirements, Features, User Stories, and Functions to reveal implied business needs and Identify Scenarios for Acceptance Testing
- Develop business-facing acceptance tests that support automated testing, Acceptance-Test Driven Development (ATDD), and Behavior-Driven Development (BDD)
- Use Gherkin to express scenarios in Given-When-Then structures using Examples, Outlines, and Engineered Test Data

Business Analysis in a Lean and Agile World

The modern IT Landscape: Lean, Agile, Continuous Delivery, DevOps

Exercise: Applying Lean Principles to Requirements Discovery

Requirements Constructs in a Lean Environment

Completing Projects vs Developing Products: A Shift in Perspective

Exercise: Roles and Responsibilities in Your Environment

Introduction to Backlogs and other Product Requirements Repositories

Defining the Future of Your Business (Requirement Elicitation Techniques)

When to Do What (Lifecycles)

Creating and Using a Product Vision (Next big thing)

Defining a Minimum Viable Product

Discovering Product Stakeholders

Lean Communication Techniques

Seed a Backlog Using Kick-off meetings, Discovery Workshops, and Sprint 0's

Lean Problem Analysis Reveals Business Needs

Communicating Current and Future Business Needs Effectively

Writing SMART Features, Requirements, User Stories, and Epics

Eliminating Ambiguity in Business Needs

Defining Success (Acceptance) Criteria

Defining Non-Functional Requirements (NFR's)

Developing, Presenting, and Analyzing Visual Models (Process, Data, Object, Workflow, etc)

Refining (Grooming) and Managing Your Business Needs Repository (Backlogs, Kanban boards, Tasks, etc.)

What is Backlog Refinement (Grooming)?

Collaboration Achieves a Common Goal (three amigos conversation)

Prioritizing Business Needs (Backlog Items)

Estimating Effort for Implementing Business Needs

Using User Story Maps, Feature Maps, and Example Mapping

Replenishment and Retrospective Sessions to Manage Your Backlog

Right-Sizing User Stories and Requirements

Using Cynefin to Recognize and Leverage Complexity

Splitting Stories and Epics

Slicing Features

Decision Tables Reduce Complexity

Lean Use Cases

Business-Facing Acceptance Testing

Acceptance Test Driven Development (ATDD) and Behavior Driven Development (BDD)

Defining Acceptance Tests for the Evolving Software

Writing Scenarios, Scenario Outlines and Examples in Given-When-Then (Gherkin)

From User Stories to Scenarios

Using Decision Tables to Discover Scenarios

Finding Functional Scenarios by Decomposition

Getting from Use Cases to Scenarios

Scenarios to Validate Non-Functional Requirements (NFRs)

Example-Mapping and Test Data Engineering

From Showtime to Go Time!

Understanding the Learning Curve

Personal Improvement Plan