

# Agile And Business Analysis Practical Guidance For It Professionals

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.

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.

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.

How can businesses transform to achieve competitive advantage in a digital-enabled world? How can managers and leaders create a culture that supports lasting change through these transformations? *Building the Agile Business through Digital Transformation* is an in-depth guide for all those needing to better understand, implement and lead digital transformation in the workplace. It sets aside traditional thinking and outdated strategies to explain what steps need to be taken for an organization to become truly agile, embed innovation and develop talent to succeed. This majorly revised second edition of *Building the Agile Business through Digital Transformation* contains new material on the culture and mindset challenges of shifting at scale from linear to agile working, and using data effectively in organizational decision-making. Full of practical advice, examples and real-life insights from

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organizations at the leading edge of digital transformation including AirBnb, Amazon and Google, this book is an essential guide to driving success by becoming an agile and digital native business.

"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.BRCommunity.com](http://www.BRCommunity.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), CiscoSystems, Inc. "Project managers

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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.

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.

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

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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 Learn Explores activities the product owner needs to do in order to write good and valuable user stories Identifies skills product owners can learn from product managers and business analysts Demonstrates how to make decisions based on business and customer demand rather than technical needs and feasibility Who This Book Is For This 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

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

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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 rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum's simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you'll understand how to use Scrum to solve complex problems and drive better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to:

- Rein in even the most complex, unwieldy projects
- Effectively manage unknown or changing product requirements
- Simplify the chain of command with self-managing development teams
- Receive clearer specifications—and feedback—from customers
- Greatly reduce project planning time and required tools
- Build—and release—products in 30-day cycles so clients get deliverables earlier
- Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects
- Support multiple teams working on a large-scale project from many geographic locations
- Maximize return on investment!

30 achievable ways in which Agile business analysts can increase the relevance, quality, and overall business value of your Agile projects.

Tired of out-of-touch Scrum training that doesn't work? Discover practical agile delivery techniques to make your software shine. Has your excitement over Scrum led to nothing but disappointment? Have months of agile training still left your company far short of optimal efficiency? Do you feel like your leaders and developers are speaking a completely different language? Ascendle CEO Dave Todaro has lived and breathed software development for over three decades. After running successful agile teams on a daily basis, he's ready to share his insights and techniques to help your company reap the benefits of his experience. *The Epic Guide to Agile: More Business Value on a Predictable Schedule with Scrum* is a comprehensive guide to software-based team dynamics that both leaders and developers can understand. Unlike most agile training that doesn't work in practice, Todaro's step-by-step playbook rises above theory to save you time and money. Perfect for any sized business or level of experience, you'll get to the crux of each Scrum issue to have your team running sprints more efficiently than ever. In *The Epic Guide to Agile*, you'll discover:

- Personal examples and anecdotes to tackle problems at their source
- Effective

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ways to introduce agile and Scrum into your organization with the right pilot team  
The exact system to achieve productive sprint planning sessions  
The typical issues that can doom your product and how to conquer them  
The best technical environment setups to support your software project groups and much, much, more!  
The Epic Guide to Agile is a powerhouse manual to help any ScrumMaster or Project Manager find productivity and success. If you like real-world examples, no-nonsense teaching, and clear communication, then you'll love Dave Todaro's extraordinary and practical guidebook. Buy The Epic Guide to Agile to take your team into the Scrum age today!

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.

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.

A comprehensive reference for developing and managing precise software requirements shares guidelines for fostering communications between business and technical teams to maximize accuracy at the request and developmental levels.

**BUSINESS STRATEGY.** "The 4 Disciplines of Execution "offers the what but also

how effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read! (Clayton Christensen, Professor, Harvard Business School, and author of "The Innovator's Dilemma). " Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it's likely no one even noticed. What happened? The whirlwind of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow. "The 4 Disciplines of Execution" can change all that forever.

One of the objectives of this book is to incorporate best practices and standards into 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 Unified Modeling Language (UML).

Currently, most organizations are dependent on IS/ICT in order to support their business strategies. IS/ICT can promote the implementation of strategies and enhancers of optimization of the various aspects of the business. In market enterprises and social organizations, digital economy and ICTs are important tools that can empower social entrepreneurship initiatives to develop, fund, and implement new and innovative solutions to social, cultural, and environmental problems. The Handbook of Research on Multidisciplinary Approaches to Entrepreneurship, Innovation, and ICTs is an essential reference source that discusses the digitalization techniques of the modern workforce as well as important tools empowering social entrepreneurship initiatives. Featuring research on topics such as agile business analysis, multicultural workforce, and human resource management, this book is ideally designed for business managers, entrepreneurs, IT consultants, researchers, industry professionals, human resource consultants, academicians, and students.

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 incorporates the Business Analysis Core Concept Model(TM) (BACCM(TM)) 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

In the increasingly competitive corporate sector, businesses must examine their current practices to ensure business success. By examining their social, financial, and environmental risks, obligations, and opportunities, businesses can re-design their operations more effectively to ensure prosperity. Sustainable Business: Concepts, Methodologies, Tools, and Applications is a vital reference source that explores the best practices that promote business sustainability, including examining how economic, social, and environmental aspects are related to each other in the company's management and performance. Highlighting a range of topics such as

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lean manufacturing, sustainable business model innovation, and ethical consumerism, this multi-volume book is ideally designed for entrepreneurs, business executives, business professionals, managers, and academics seeking current research on sustainable business practices.

Part I: Process design -- Introduction to design -- Process flowsheet development -- Utilities and energy efficient design -- Process simulation -- Instrumentation and process control -- Materials of construction -- Capital cost estimating -- Estimating revenues and production costs -- Economic evaluation of projects -- Safety and loss prevention -- General site considerations -- Optimization in design -- Part II: Plant design -- Equipment selection, specification and design -- Design of pressure vessels -- Design of reactors and mixers -- Separation of fluids -- Separation columns (distillation, absorption and extraction) -- Specification and design of solids-handling equipment -- Heat transfer equipment -- Transport and storage of fluids.

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 looks 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.

WHAT IS THIS BOOK ABOUT? Communicate Business Needs in an Agile (e.g. Scrum) or Lean (e.g. Kanban) Environment Problem solvers are in demand in every organization, large and small, from a Mom and Pop shop to the federal government. Increase your confidence and your value to organizations by improving your ability to analyze, extract, express, and discuss business needs in formats supported by Agile, Lean, and DevOps. The single largest challenge facing organizations around the world is how to leverage their Information Technology to gain competitive advantage. This is not about how to program the devices; it is figuring out what the devices should do. The skills needed to identify and define the best IT solutions are invaluable for every role in the organization. These skills can propel you from the mail room to the boardroom by making your organization more effective and more profitable. Whether you: - are tasked with defining business needs for a product or existing software, - need to prove that a digital solution works, - want to expand your User Story and requirements discovery toolkit, or - are interested in becoming a Business Analyst, this book presents invaluable ideas that you can steal. The future looks bright for those who embrace Lean concepts and are prepared to engage with the business community to ensure the success of Agile initiatives. WHAT YOU WILL LEARN Learn Step by Step When and How to Define Lean / Agile Requirements Agile, Lean, DevOps, and Continuous Delivery do not change the need for good business analysis. In this book, you will learn how the new software development philosophies influence the discovery, expression, and analysis of business needs. We will cover User Stories, Features, and Quality Requirements (a.k.a. Non-functional Requirements – NFR). User Story Splitting and Feature Drill-down transform business needs into technology solutions. Acceptance Tests (Scenarios, Scenario Outlines, and Examples) have become a critical part of many Lean development approaches. To support this new testing paradigm, you



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will also learn how to identify and optimize Scenarios, Scenario Outlines, and Examples in GIVEN-WHEN-THEN format (Gherkin) that are the bases for Acceptance Test Driven Development (ATDD) and Behavior Driven Development (BDD). This book presents concrete approaches that take you from day one of a change initiative to the ongoing acceptance testing in a continuous delivery environment. The authors introduce novel and innovative ideas that augment tried-and-true techniques for: - discovering and capturing what your stakeholders need, - writing and refining the needs as the work progresses, and - developing scenarios to verify that the software does what it should. Approaches that proved their value in conventional settings have been redefined to ferret out and eliminate waste (a pillar of the Lean philosophy). Those approaches are fine-tuned and perfected to support the Lean and Agile movement that defines current software development. In addition, the book is chock-full of examples and exercises that allow you to confirm your understanding of the presented ideas. 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 IT solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

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.

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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.

Agile and Business Analysis Practical Guidance for IT Professionals BCS, The Chartered Institute for IT

For years, organizations have struggled to make sense out of their data. IT projects designed to provide employees with dashboards, KPIs, and business-intelligence tools often take a year or more to reach the finish line...if they get there at all. This has always been a problem. Today, though, it's downright unacceptable. The world changes faster than ever. Speed has never been more important. By adhering to antiquated methods, firms lose the ability to see nascent trends—and act upon them until it's too late. But what if the process of turning raw data into meaningful insights didn't have to be so painful, time-consuming, and frustrating? What if there were a better way to do analytics? Fortunately, you're in luck... Analytics: The Agile Way is the eighth book from award-winning author and Arizona State University professor Phil Simon. Analytics: The Agile Way demonstrates how progressive organizations such as Google, Nextdoor, and others approach analytics in a fundamentally different way. They are applying the same Agile techniques that software developers have employed for years. They have replaced large batches in favor of smaller ones...and their results will astonish you. Through a series of case studies and examples, Analytics: The Agile Way demonstrates the benefits of this new analytics mind-set: superior access to information, quicker insights, and the ability to spot trends far ahead of your competitors.

Business analysis is becoming less about managing tools and processes and more about delivering through people. This is the only book on neuro-linguistic programming written specifically for business analysts. It will equip them to communicate across cultures, resolve conflicts, motivate teams and become better leaders.

To support the broadening spectrum of project delivery approaches, PMI is offering A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition as a bundle with its latest, the Agile Practice Guide. The PMBOK® Guide – Sixth Edition now contains detailed information about agile; while the Agile Practice Guide, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The PMBOK® Guide –

## File Type PDF Agile And Business Analysis Practical Guidance For It Professionals

Sixth Edition – PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today's market. Agile Practice Guide has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

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

Organizations continue to experience project issues associated with poor performance on requirements-related activities. This guide will give you the tools you need to excel in requirements development and management — components of the larger field of business analysis and a critical competence for project, program and portfolio management. Requirements Management: A Practice Guide is a bridge between A Guide to the Project Management Body of Knowledge (PMBOK® Guide), which speaks to requirements development and management from a high-level perspective, and Business Analysis for Practitioners: A Practice Guide, which describes requirements development and management at a detailed and practical level. This practice guide is the middle ground, offering project managers, program managers, teams members and stakeholders the opportunity to learn more about the requirements process

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

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*Agile Practice Guide – First Edition* has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition*, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

*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.

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  
Business rules are everywhere. Every enterprise process, task, activity, or function is governed by rules. However, some of these rules are implicit and thus poorly enforced, others are written but not enforced, and still others are perhaps poorly written and obscurely enforced. The business rule approach looks for ways to elicit, communicate,

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and manage business rules in a way that all stakeholders can understand, and to enforce them within the IT infrastructure in a way that supports their traceability and facilitates their maintenance. Boyer and Mili will help you to adopt the business rules approach effectively. While most business rule development methodologies put a heavy emphasis on up-front business modeling and analysis, agile business rule development (ABRD) as introduced in this book is incremental, iterative, and test-driven. Rather than spending weeks discovering and analyzing rules for a complete business function, ABRD puts the emphasis on producing executable, tested rule sets early in the project without jeopardizing the quality, longevity, and maintainability of the end result. The authors' presentation covers all four aspects required for a successful application of the business rules approach: (1) foundations, to understand what business rules are (and are not) and what they can do for you; (2) methodology, to understand how to apply the business rules approach; (3) architecture, to understand how rule automation impacts your application; (4) implementation, to actually deliver the technical solution within the context of a particular business rule management system (BRMS).

Throughout the book, the authors use an insurance case study that deals with claim processing. Boyer and Mili cater to different audiences: Project managers will find a pragmatic, proven methodology for delivering and maintaining business rule applications. Business analysts and rule authors will benefit from guidelines and best practices for rule discovery and analysis. Application architects and software developers will appreciate an exploration of the design space for business rule applications, proven architectural and design patterns, and coding guidelines for using JRules.

Resource added for the Business Analyst program 101021?.

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 careers than ever before. But the path is not 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 career. More than that, you will know exactly what to do next to expand your business analysis opportunities.

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

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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).

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