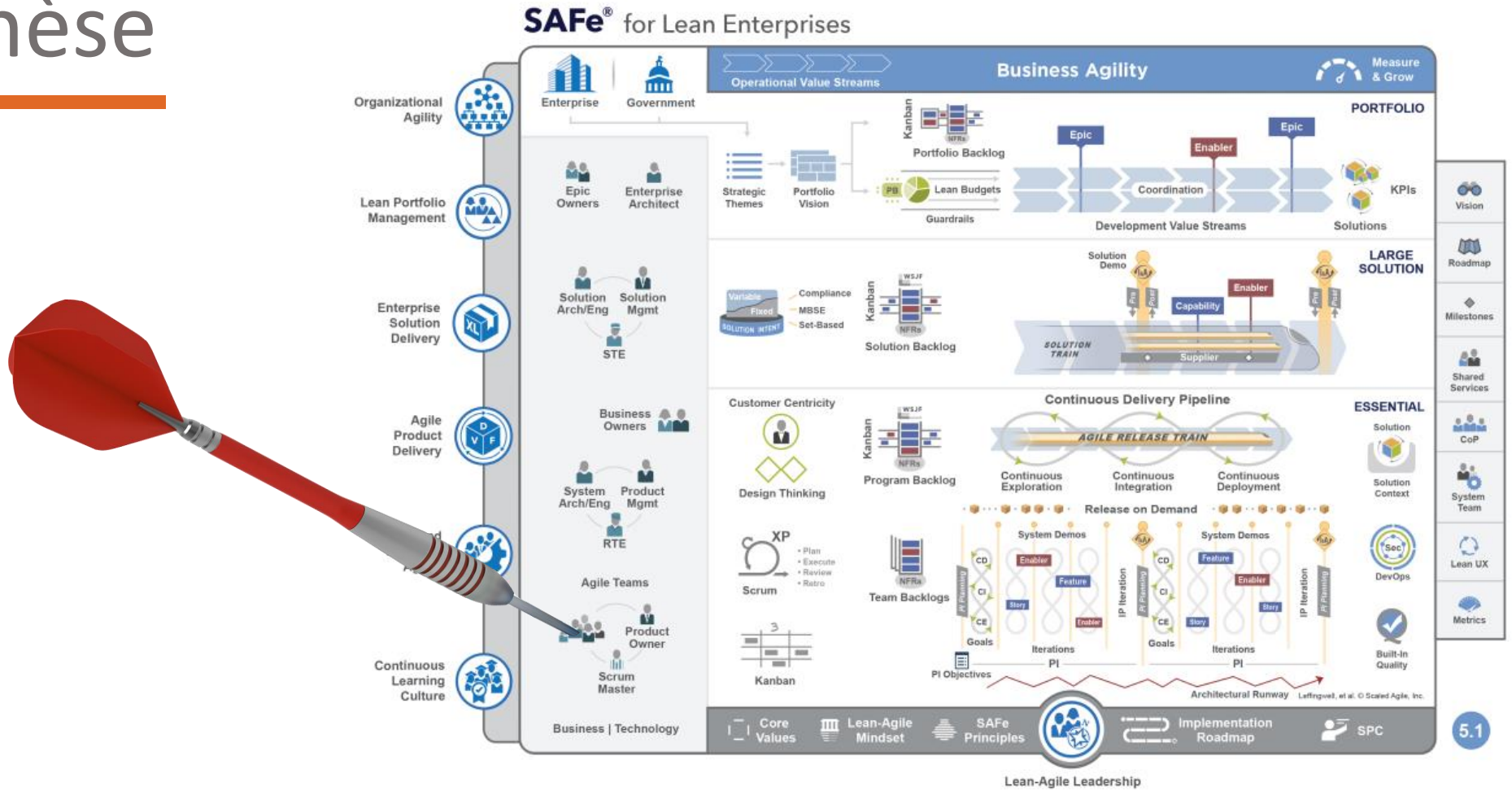
L'ANALYSE D'AFFAIRES DANS SAFe
OÙ, QUAND, AVEC QUI ET POURQUOI?



Jérémie Guay, ECBA, CAPM, RTE, POPM, SA

Ancien président de l'IIBA Région de Québec
RTE / Chargé de programme agile, BELL Canada
Conférencier

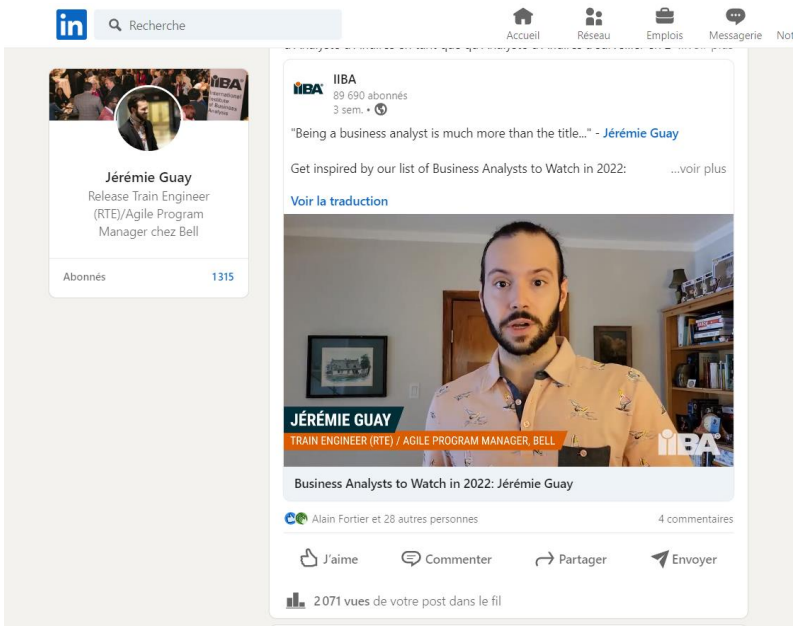
Hypothèse



SAFe® PROVIDED BY SCALED AGILE

Origine





Évolution du rôle d'analyse d'affaires

Colloque Analyz 2021 - 12 mai 2021

https://youtu.be/ZuC4VbABZnA

Business Analysts to Watch in 2022

Mars 2022

LinkedIn IIBA

Objectifs


Expliquer la philosophie (mindset) de SAFe
Présenter comment l'Analyse d'Affaires s'intègre à SAFe

Agenda

La définition d'un Analyste d'Affaires

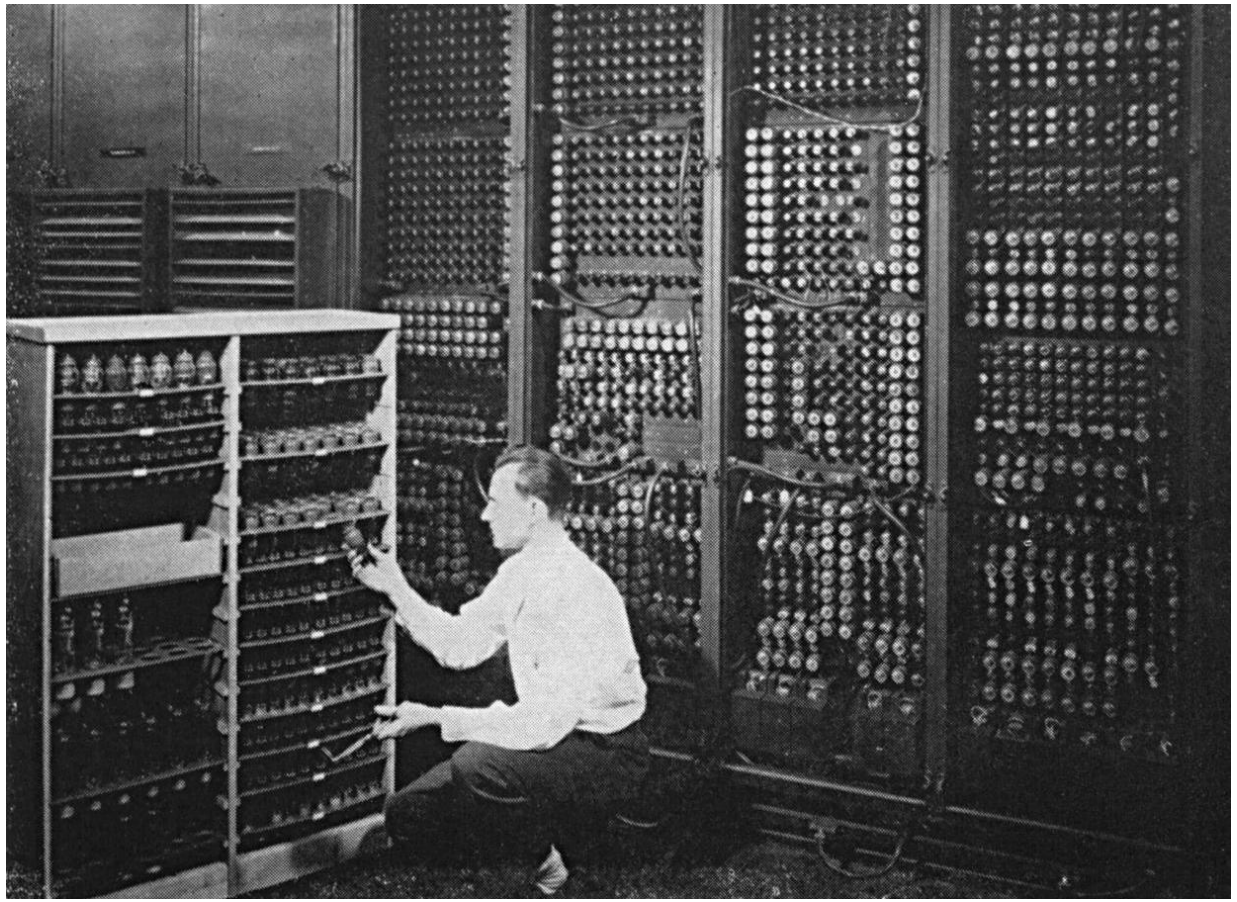
Les bases et le vocabulaire de SAFe

Où, quand, avec qui et pourquoi?



Origine





Description

Organisations



2003

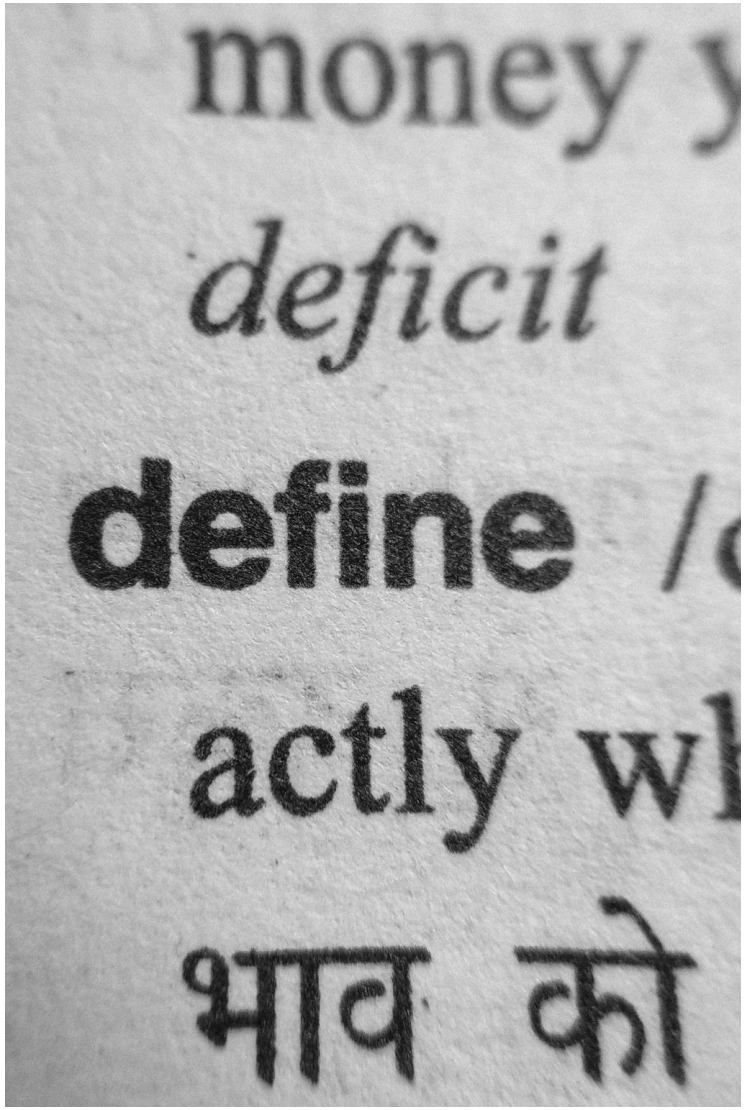


2015

Description

Définition

L’analyse d’affaires est la pratique consistant à favoriser le ***changement*** dans une ***entreprise*** en définissant les ***besoins*** et en recommandant des ***solutions*** qui offrent une ***valeur*** aux ***parties prenantes***.



Description



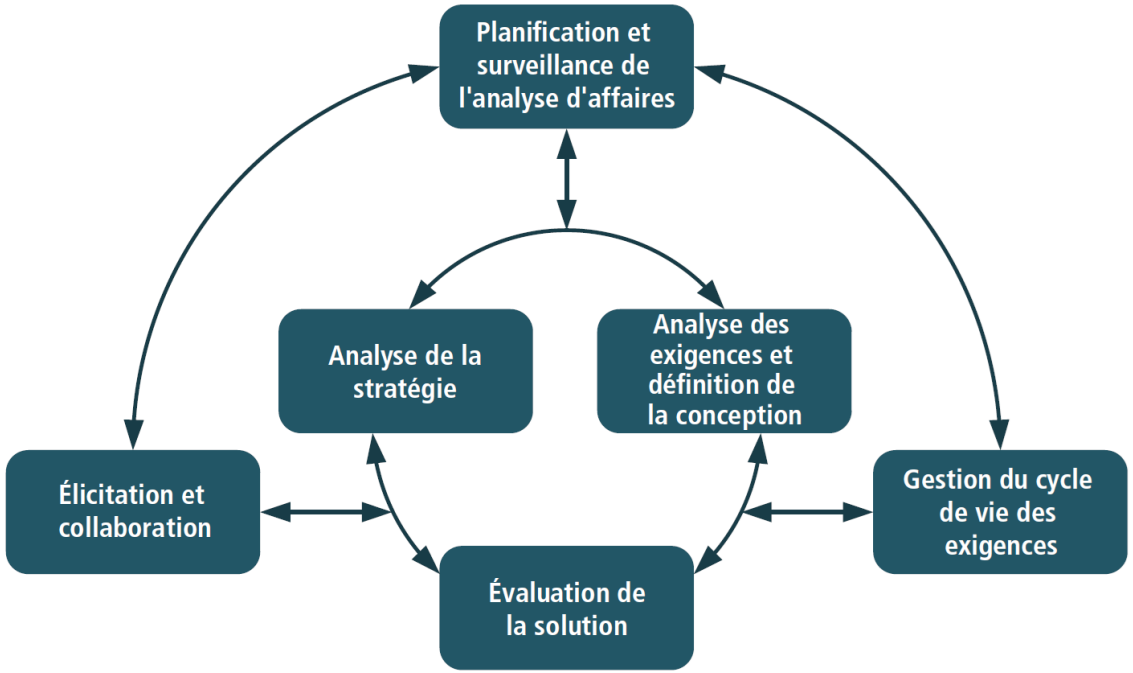
Définition

Un analyste d'affaires est une personne qui réalise des tâches d'analyse d'affaires décrites dans le Guide BABOK®, **quels que soient son titre ou son rôle dans l'organisation.**

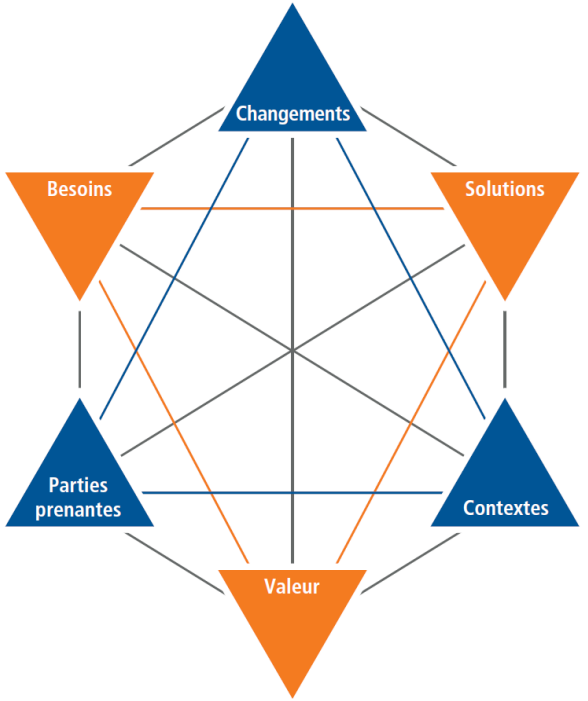
Description

BABOK v.3

Domaines de connaissances



Modèle des concepts de base de l'analyse d'affaires (BACCM)



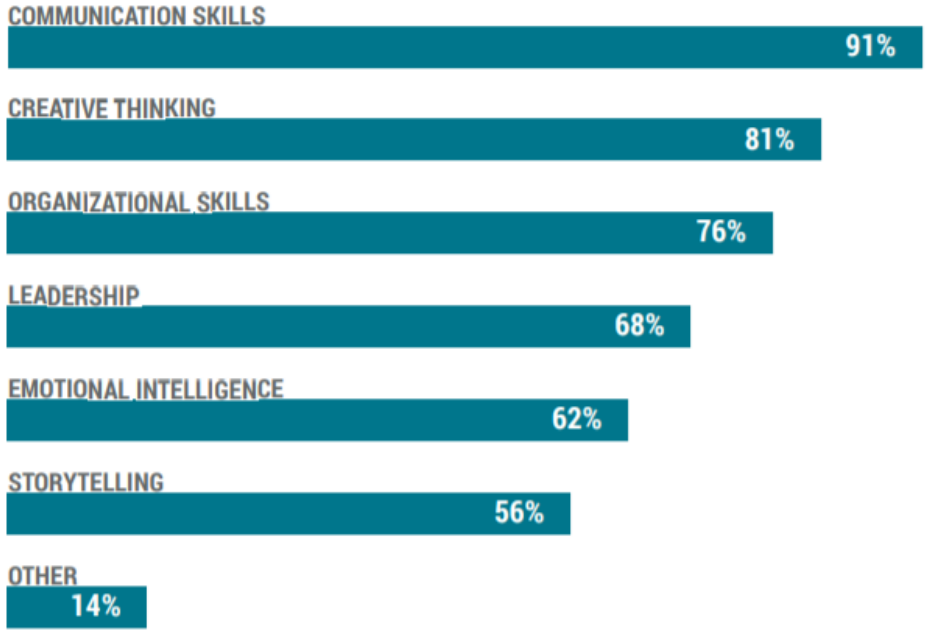
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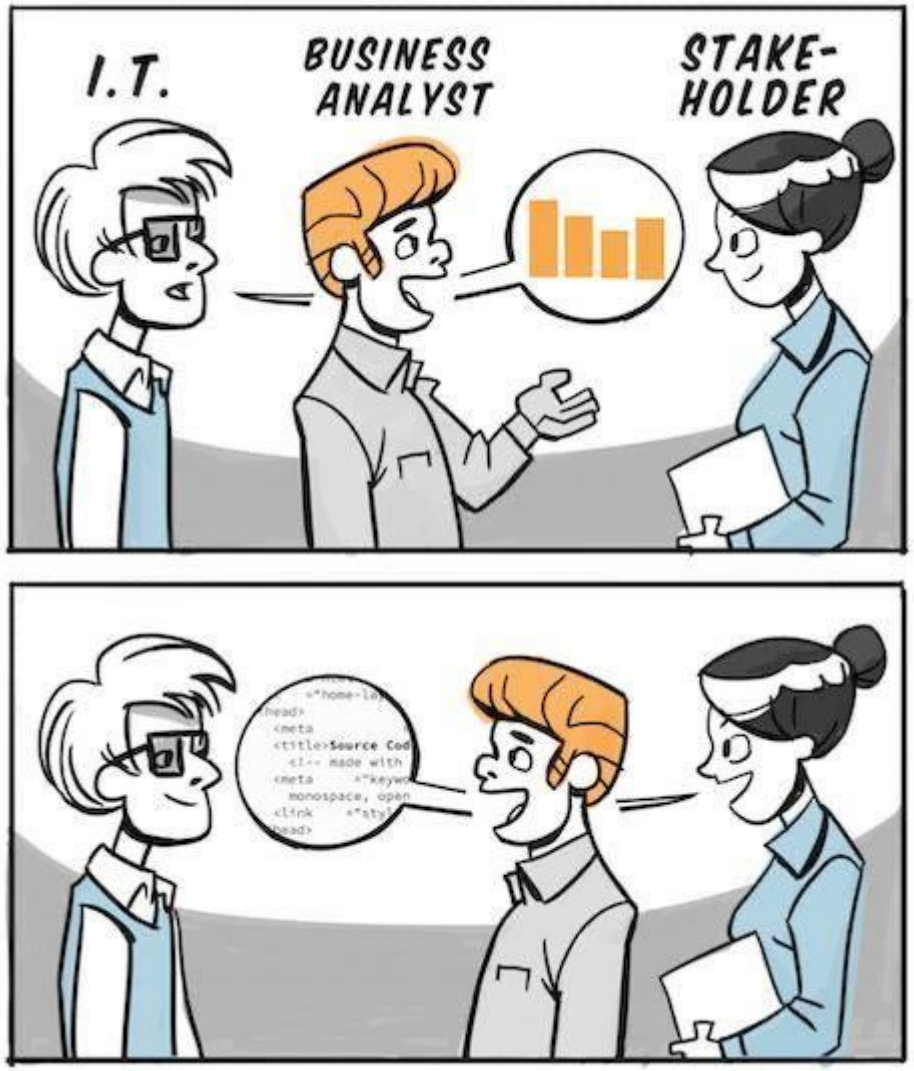
SOFT SKILLS

Soft skills are transferable skills important to the success in any role. Employers value soft skills because they enable BAs to cooperate, collaborate, and thrive within an organization.

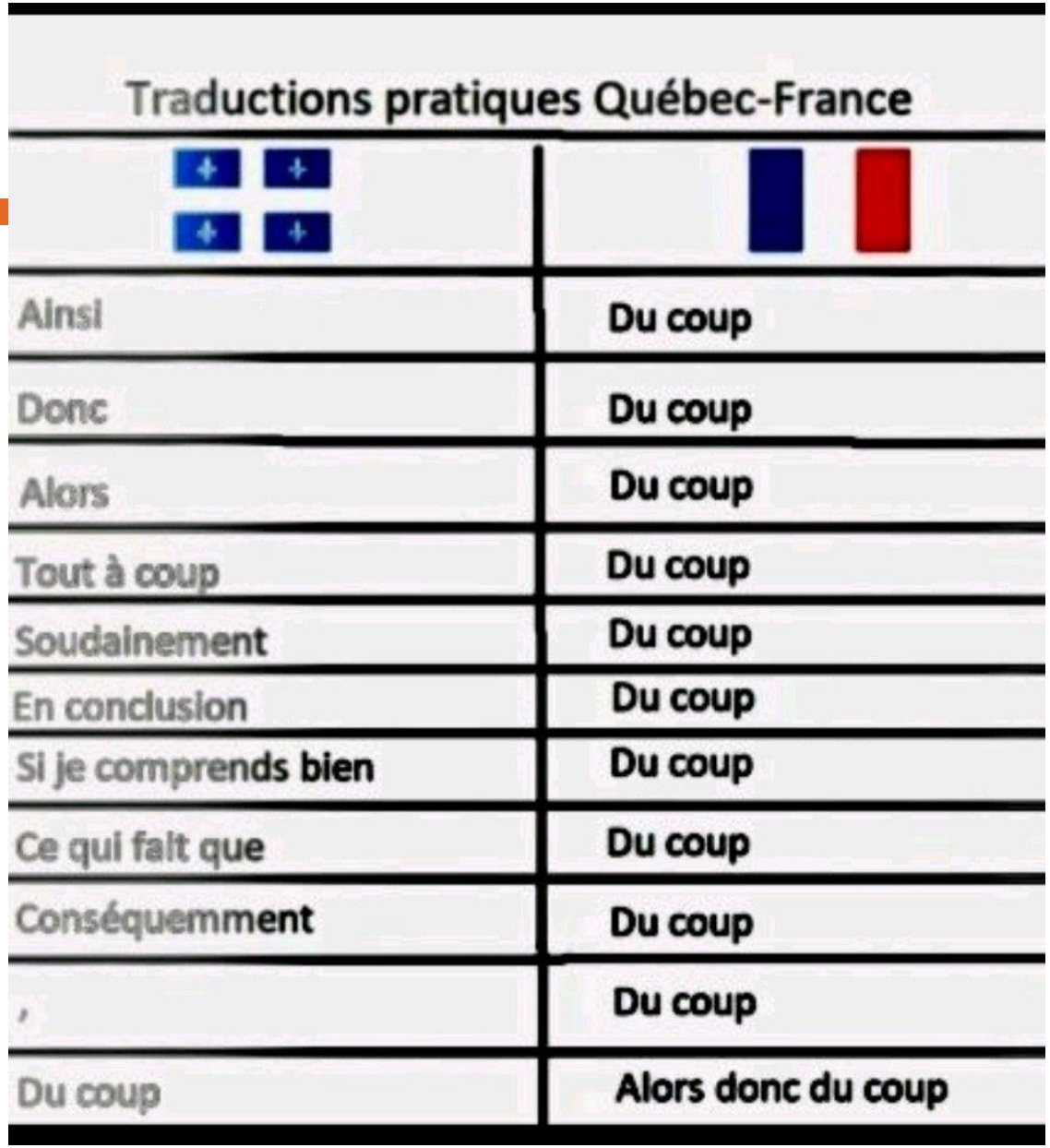
Respondents were able to make multiple selections



Description



Description



Agenda

Description d'un Analyste d'Affaires

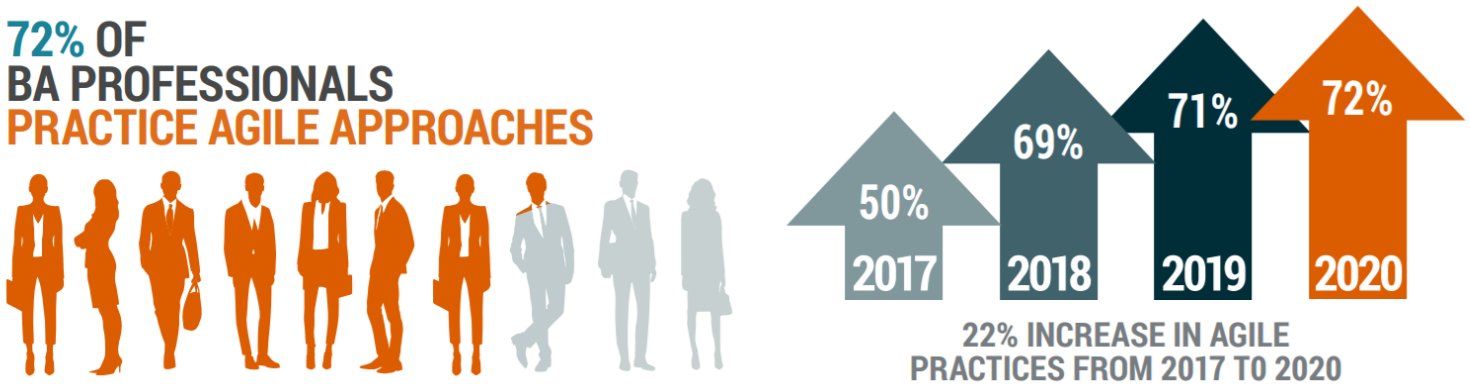
Les bases et le vocabulaire de SAFe

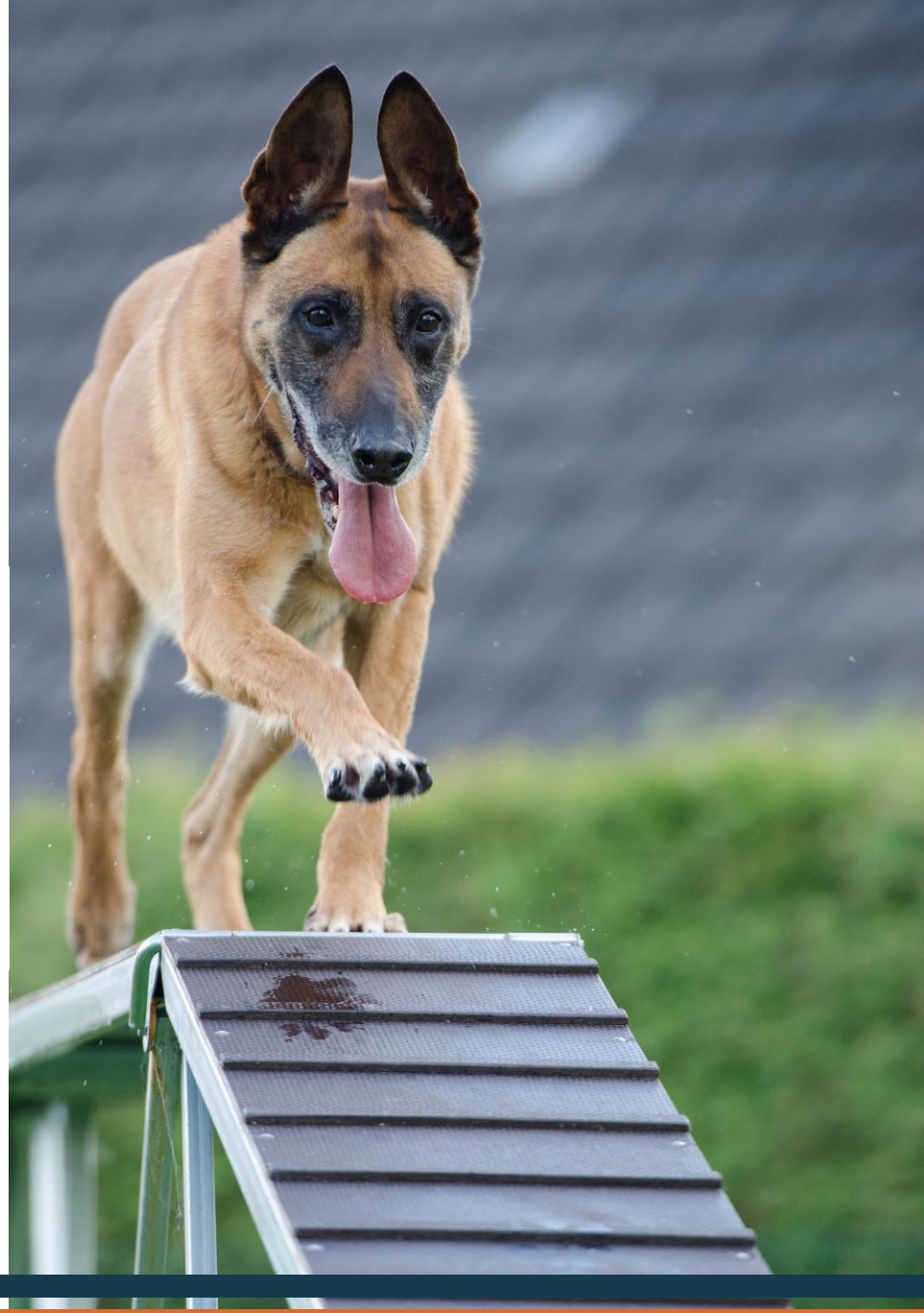
Où, quand, avec qui et pourquoi?



Agilité

Agilité





Agilité

Domain 1: An Agile Mindset

Developing your agile mindset is critical to your success when working in an agile context. Without this, the way you create desired outcomes is much less effective and will not generate the results that are required. However, developing your agile mindset is not something you can expect to develop as a result of reading about it. Your agile mindset is developed over time and through applying the agile principles of business analysis to the outcomes you produce, while leveraging the agile manifesto for this work. Nevertheless, a comprehensive understanding of an agile mindset can be developed by reading the Agile Extension..



AGILE ANALYSIS CERTIFICATION COMPETENCIES | MARCH 2020

AAC CERTIFIED IIBA®

Agilité



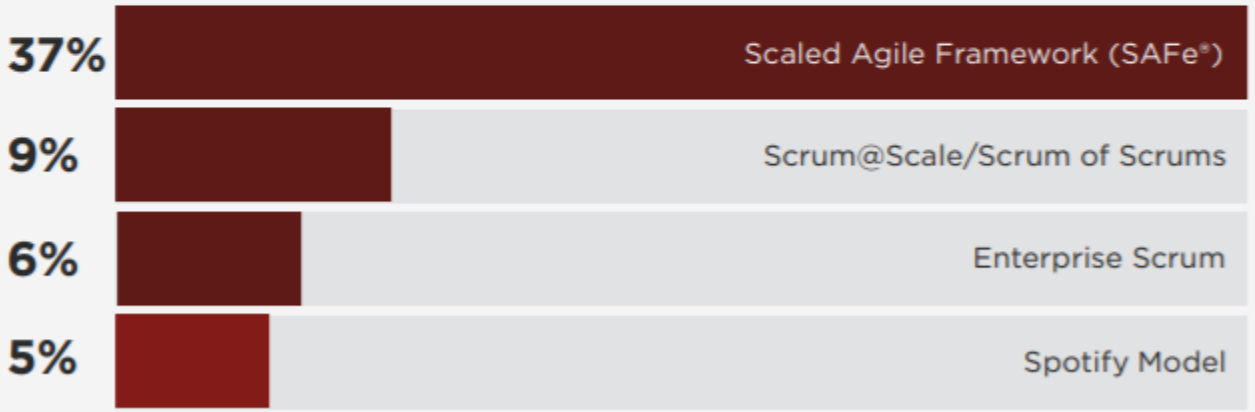
Agilité

digital.ai

Scaling Agile

While a wide range of scaling frameworks are in use, the Scaled Agile Framework (SAFe®) continues to be the most popular with **37%** of respondents identifying it as the framework they most closely follow. SAFe® significantly outdistances the next nearest scaling method, Scrum@ Scale/Scrum of Scrums **(9%)**.

Which framework does your organization follow to help scale Agile?



Fréquence de la livraison de valeur

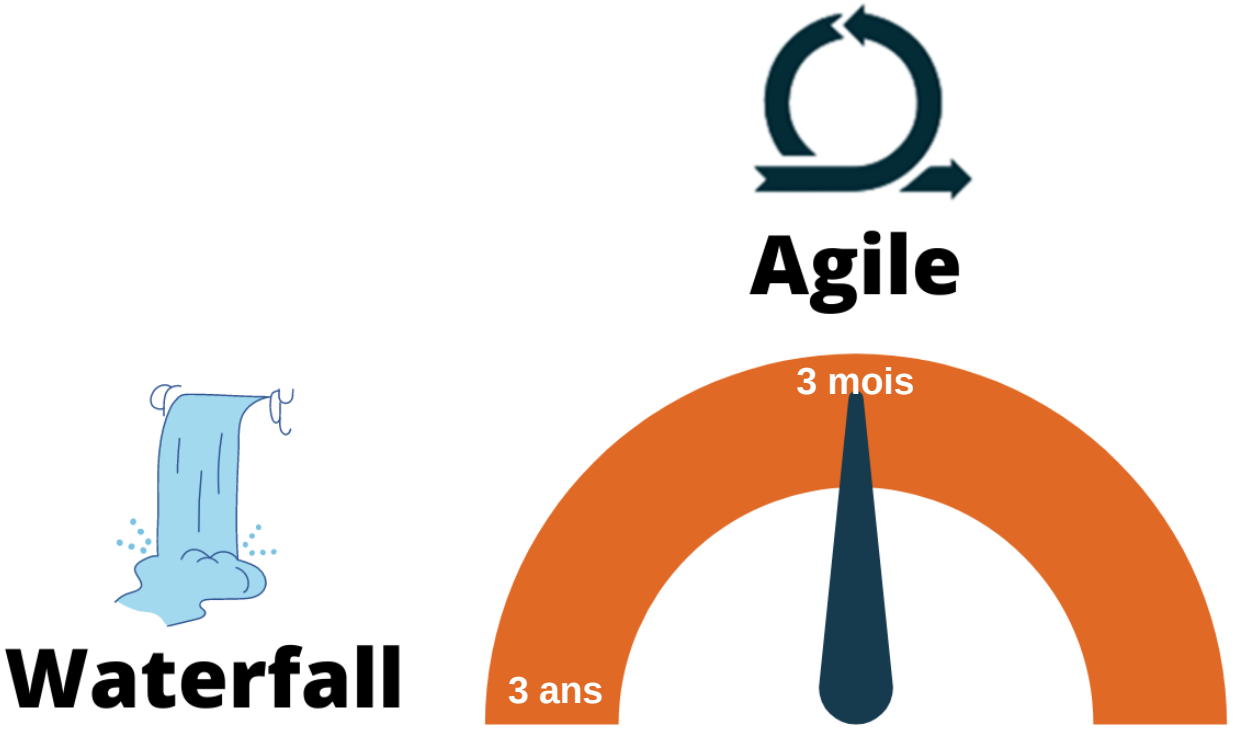


Waterfall



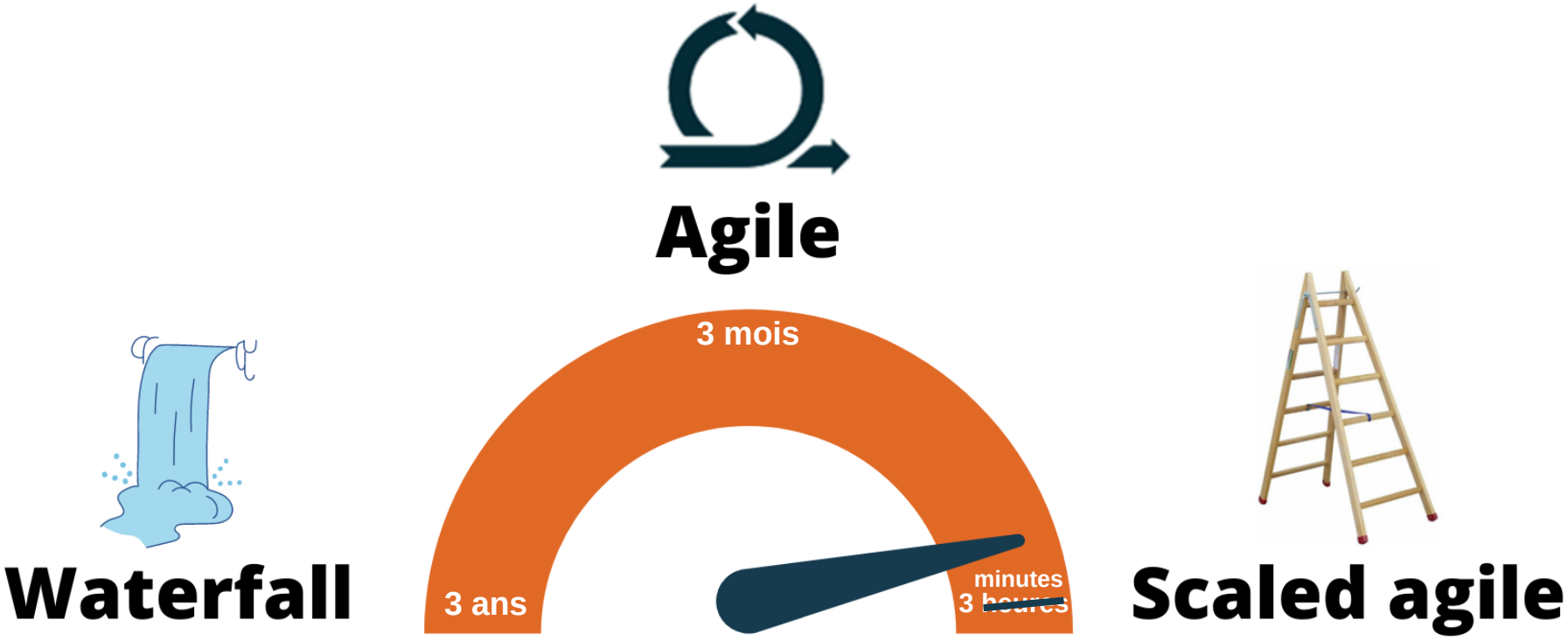
SAFe

Fréquence de la livraison de valeur



SAFe

Fréquence de la livraison de valeur



Projet vs produit



Vs.



Vs.



Projet

Projet ou Produit

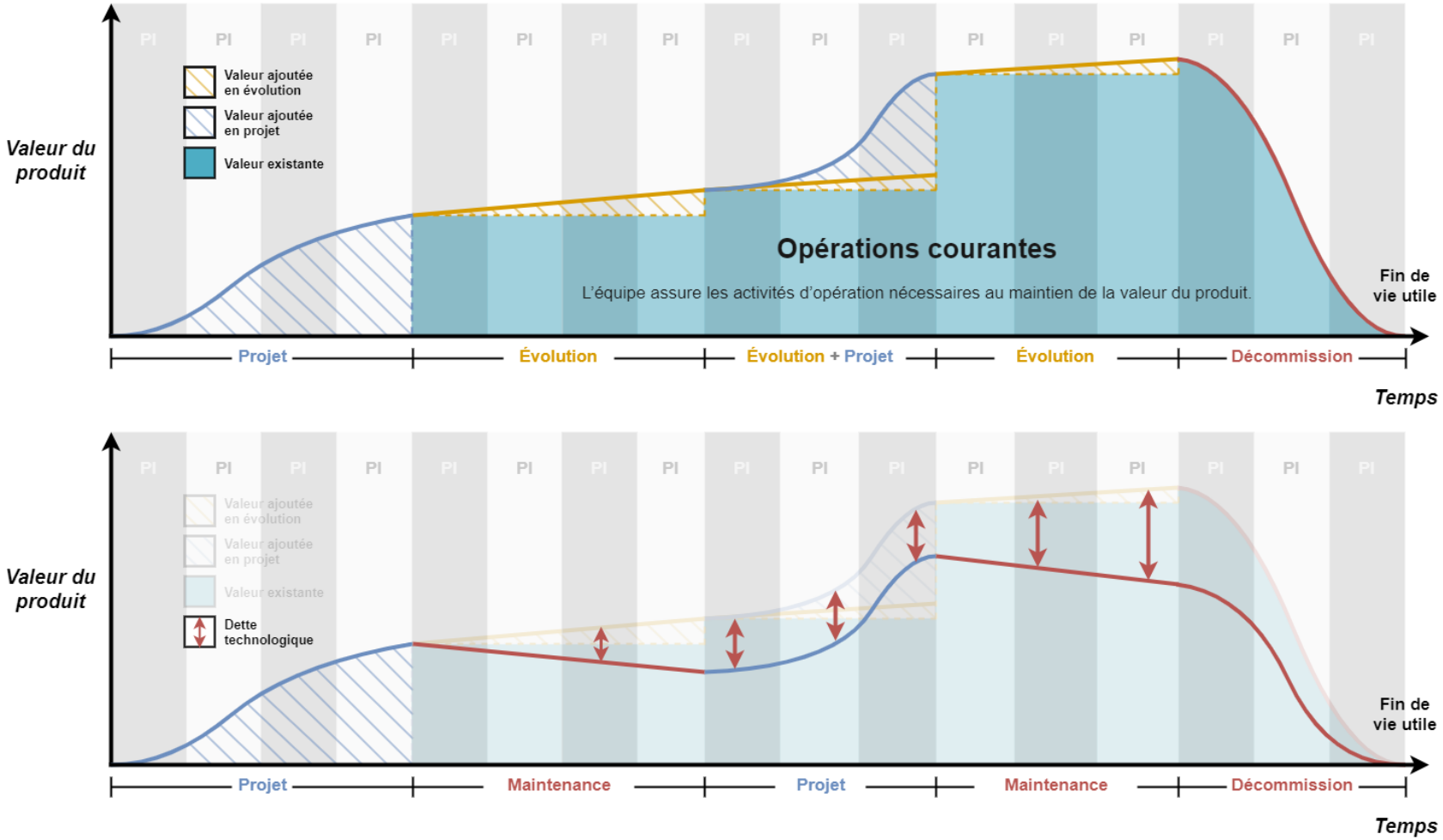
Produit

✓ Analyste d'affaires

✓ Analyste d'affaires

? Analyste d'affaires

Projet vs produit



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SAFe

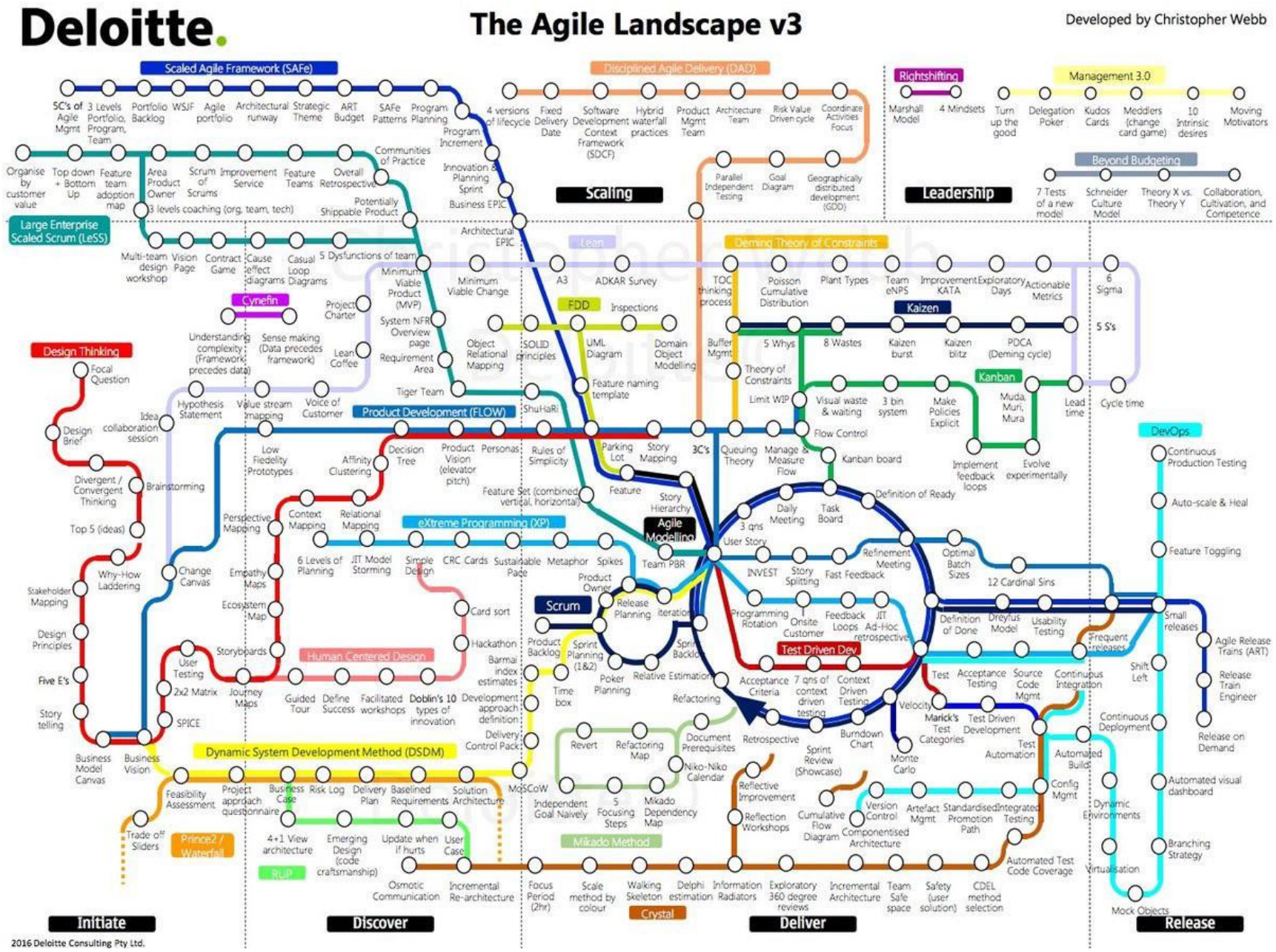


SAFe

Scaled **A**gile **F**ramework

Stupid **A**gile **F**ramework

SAFe


Deloitte.
The Agile Landscape v3
Developed by Christopher Webb
Scaled Agile Framework (SAFe)
Large Enterprise Scaled Scrum (LeSS)
Disciplined Agile Delivery (DAD)
Scaling
Rightshifting
Management 3.0
Beyond Budgeting
Leadership
Lean
Deming Theory of Constraints
Kaizen
Kanban
Cynefin
Design Thinking
Product Development (FLOW)
eXtreme Programming (XP)
Agile Modelling
Scrum
Test Driven Dev
Human Centered Design
Dynamic System Development Method (DSDM)
Prince2 / Waterfall
RUP
Mikado Method
Crystal
DevOps
Initiate
Discover
Deliver
Release
2016 Deloitte Consulting Pty Ltd.

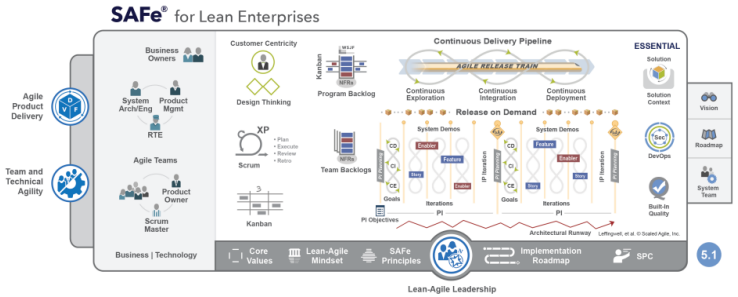
SAFe

Définition

SAFe intègre la puissance de **Lean, de l'agilité et du DevOps** dans un système d'exploitation complet qui aide les entreprises à prospérer à l'ère numérique en fournissant des produits et services **innovants** plus **rapidement**, de manière plus **prévisible** et avec une meilleure **qualité**.

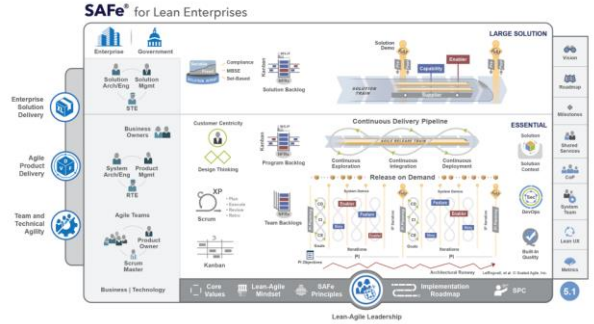
(Essential)

Mini



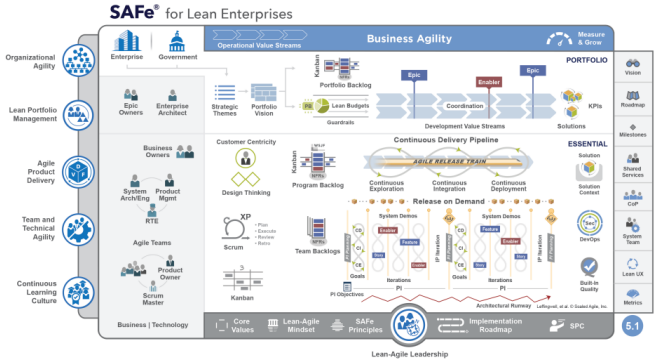
(Large Solution)

Petite



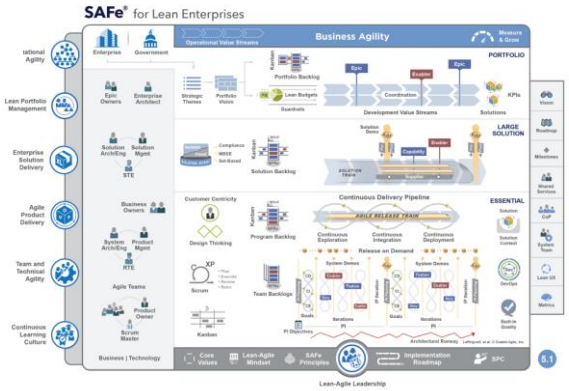
(Portfolio)

Moyenne

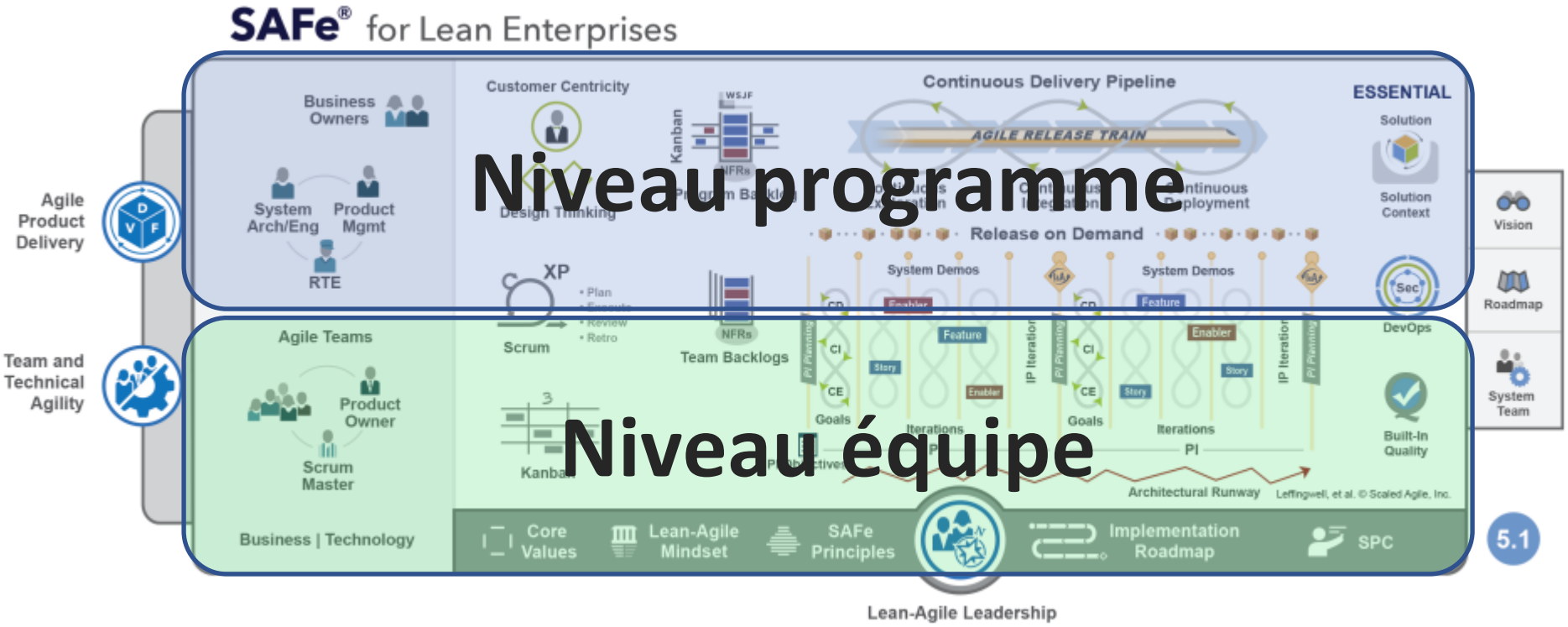


(Full)

Familiale

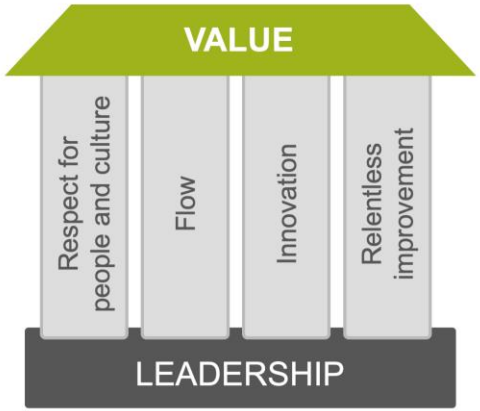


SAFe


SAFe® for Lean Enterprises
Niveau programme
Niveau équipe
Agile Product Delivery
Team and Technical Agility
Business Owners
System Arch/Eng
Product Mgmt
RTE
Customer Centricity
Design Thinking
Kanban
WSJF
NFRs
Continuous Delivery Pipeline
AGILE RELEASE TRAIN
Release on Demand
System Demos
Feature
Enabler
Story
CI
CD
CE
PI Planning
IP Iteration
Goals
Iterations
PI
Architectural Runway
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ESSENTIAL
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Solution Context
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Built-In Quality
Vision
Roadmap
System Team
Agile Teams
Product Owner
Scrum Master
XP
Plan
Review
Retro
Scrum
Team Backlogs
Business | Technology
Core Values
Lean-Agile Mindset
SAFe Principles
Implementation Roadmap
SPC
Lean-Agile Leadership
5.1

SAFe

House of Lean



Value in the shortest sustainable lead time

Agile Manifesto

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

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DevOps



SAFe

SAFe core values

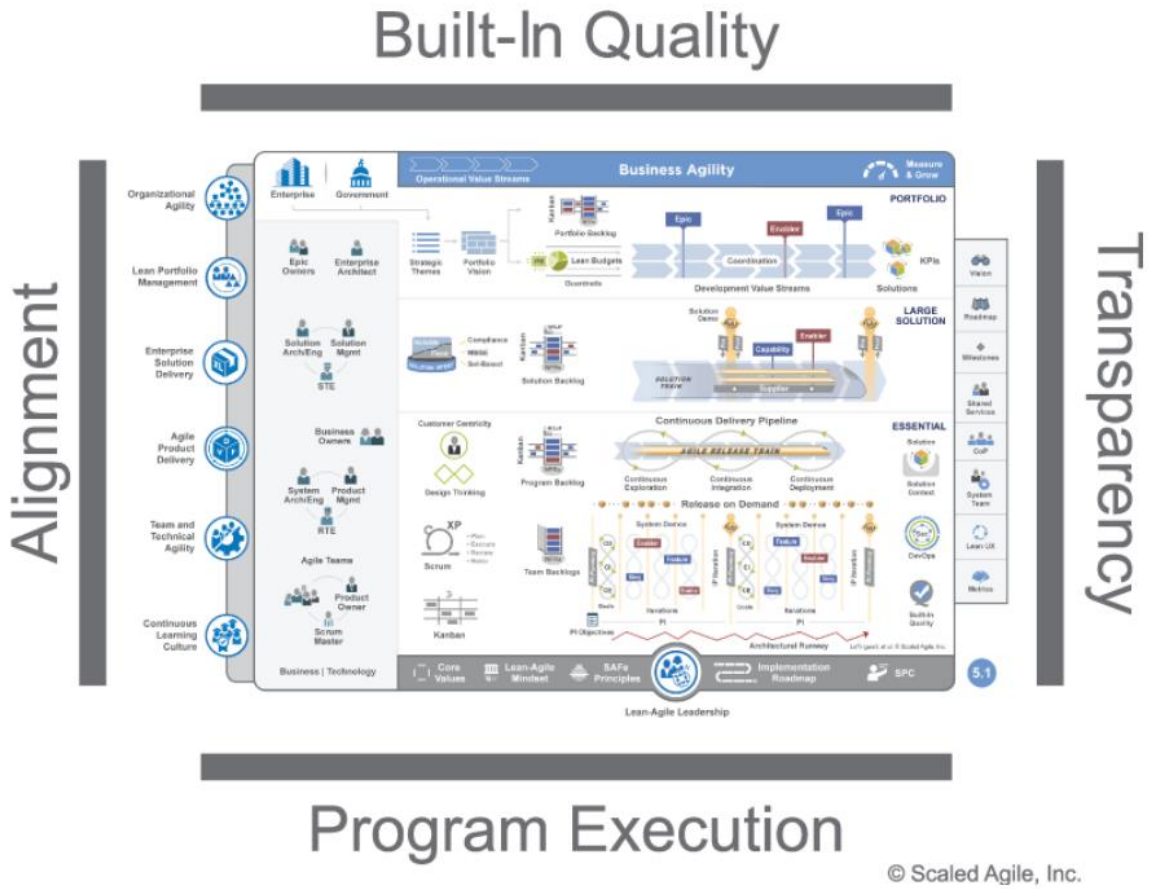


Figure 1. SAFe's four core values

SAFe

SAFe Lean-Agile Principles

SAFe is based on ten immutable, underlying Lean-Agile principles. These tenets and economic concepts inspire and inform the roles and practices of SAFe.

#1 Take an economic view

#2 Apply systems thinking

#3 Assume variability; preserve options

#4 Build incrementally with fast, integrated learning cycles

#5 Base milestones on objective evaluation of working systems

#6 Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7 Apply cadence, synchronize with cross-domain planning

#8 Unlock the intrinsic motivation of knowledge workers

#9 Decentralize decision-making

#10 Organize around value

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SAFe


Glossaire SAFe®4.5
Scaled Agile Framework - Termes et définitions
Français
PORTFOLIO
LARGE SOLUTION
PROGRAM
TEAM
SAFe
PROPOSÉ PAR
SCALED AGILE
www.scaledagileframework.com | www.scaledagile.com
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PO

Product Owner

(Responsable produit)

Le Product Owner (PO) est un membre de l'Agile Team responsable de la définition des Stories et de la priorisation du Team Backlog.

SAFe



SM
Scrum Master

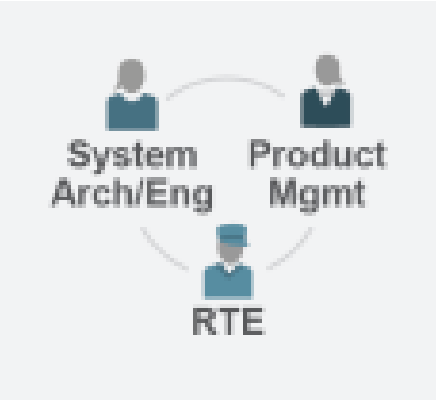
Un Scrum Master est un responsable-serviteur et coach d'un Agile Team. Il participe à la résolution des problèmes et à la création d'un environnement favorisant la dynamique de groupe performant, le flux permanent de livraison et l'amélioration sans relâche.

SAFe



PM
Product Manager
(Propriétaire de produit)

Le Product Management possède l'autorité sur le contenu au niveau du Program Backlog. Il responsable de l'identification des besoins du clie de la priorisation des Features et du développeme de la Vision et de la Roadmap du programme.



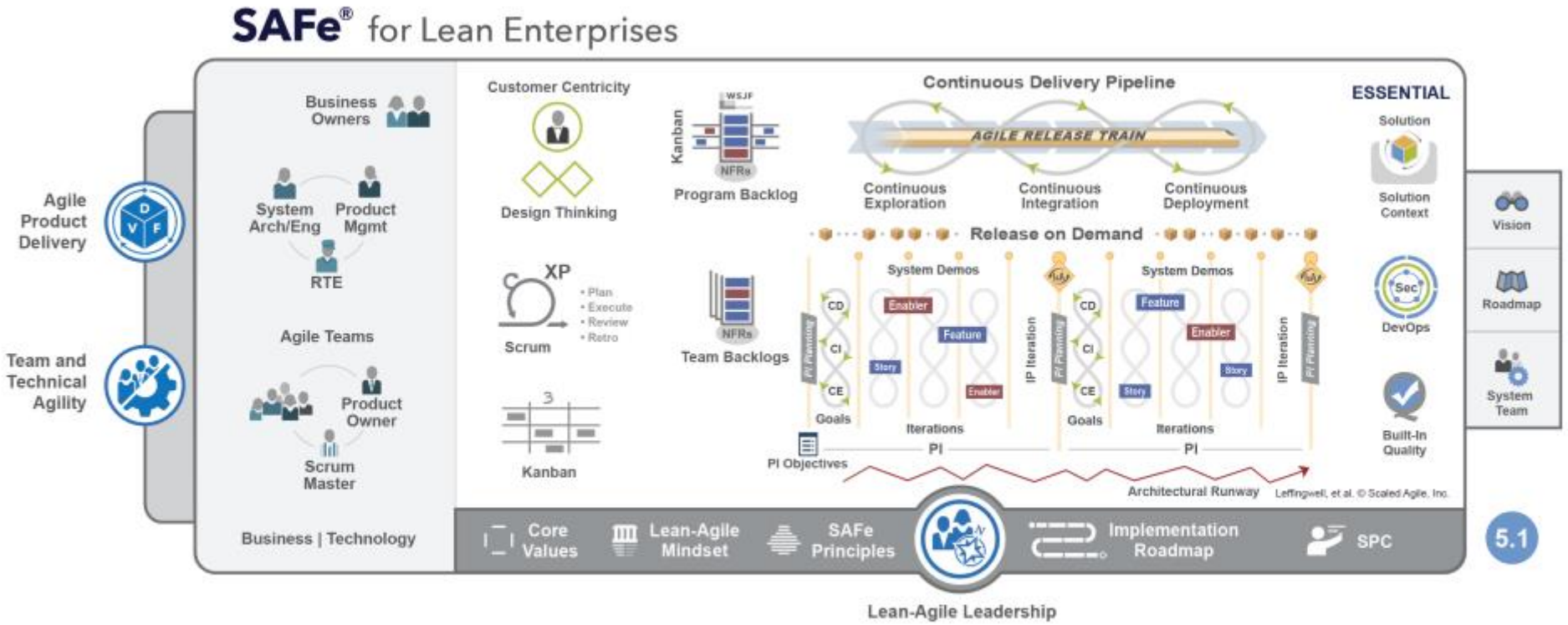


RTE

Release Train Engineer
(Responsable de Train d'Evolution)

Le Release Train Engineer (RTE) est un responsable-serviteur et coach pour l'Agile Release Train (ART). Les responsabilités principales du RTE consistent à faciliter les processus et les événements de l'ART et à assister les équipes pour fournir de la valeur. Les RTE communiquent avec les parties prenantes, font remonter les obstacles, aident à gérer les risques et poussent à une amélioration sans relâche.

SAFe

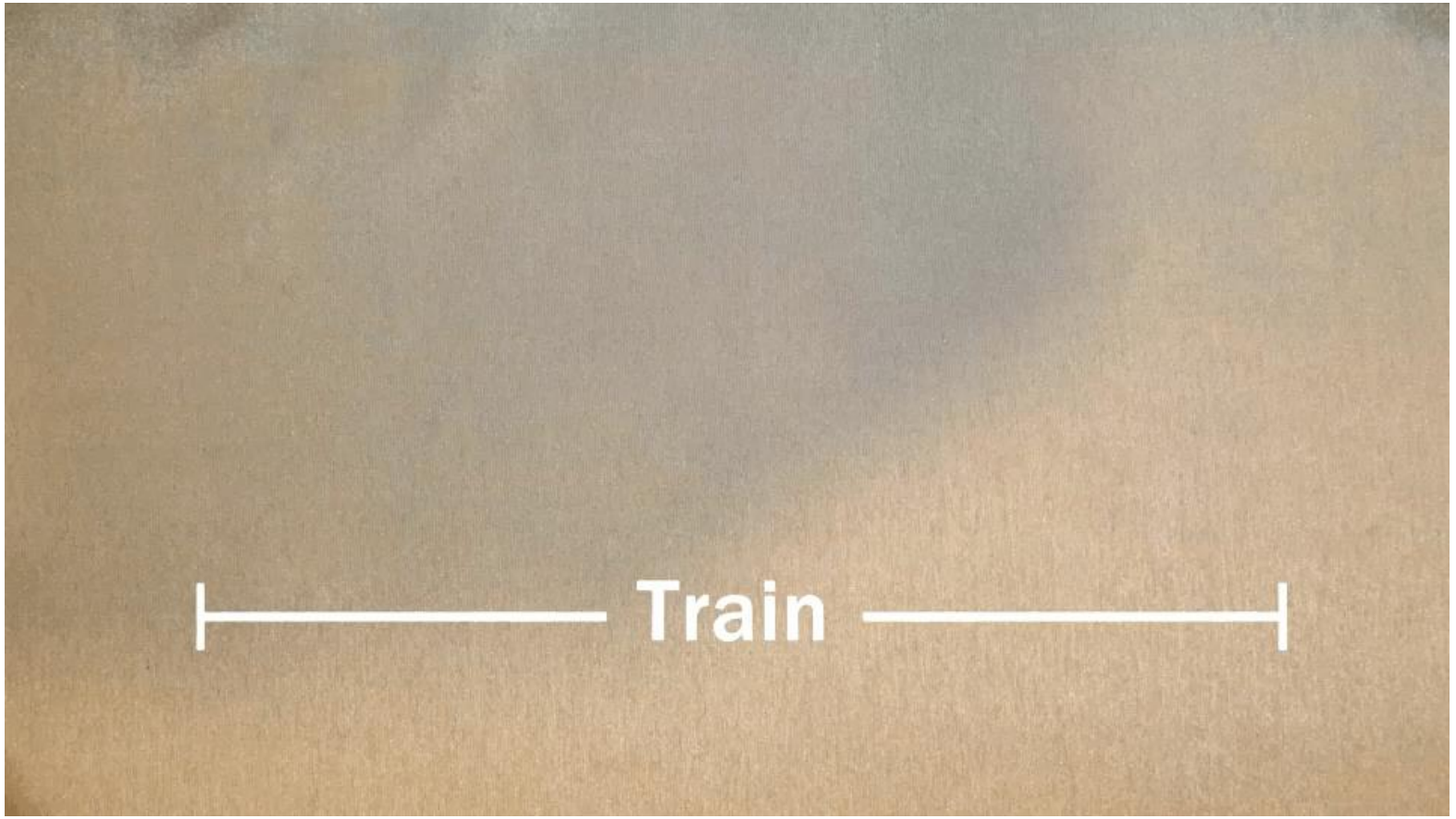

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Agile Product Delivery
Team and Technical Agility
Business Owners
System Arch/Eng
Product Mgmt
RTE
Agile Teams
Product Owner
Scrum Master
Business | Technology
Customer Centricity
Design Thinking
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Retro
Scrum
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Program Backlog
NFRs
Team Backlogs
Continuous Delivery Pipeline
AGILE RELEASE TRAIN
Continuous Exploration
Continuous Integration
Continuous Deployment
Release on Demand
System Demos
CD
CI
CE
Enabler
Feature
Story
Goals
Iterations
PI
IP Iteration
PI Planning
PI Objectives
Architectural Runway
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ESSENTIAL
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Solution Context
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Vision
Roadmap
System Team
Core Values
Lean-Agile Mindset
SAFe Principles
Lean-Agile Leadership
Implementation Roadmap
SPC
5.1

Agile Release Train (ART)

(Train de Release Agile**)**

L’Agile Release Train (ART) est un groupe d’équipes Agile qui livre de la valeur avec une cadence commune.

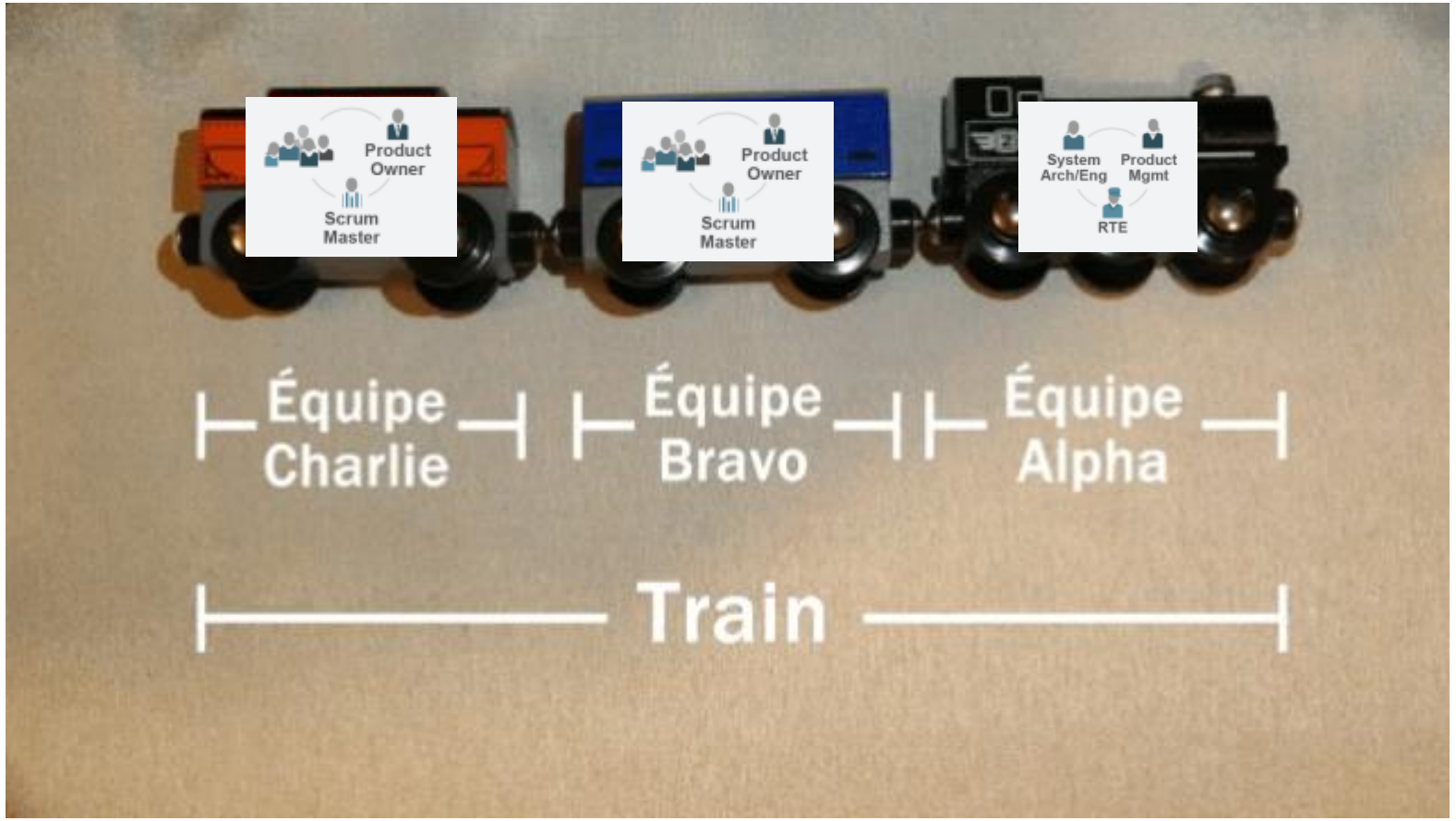
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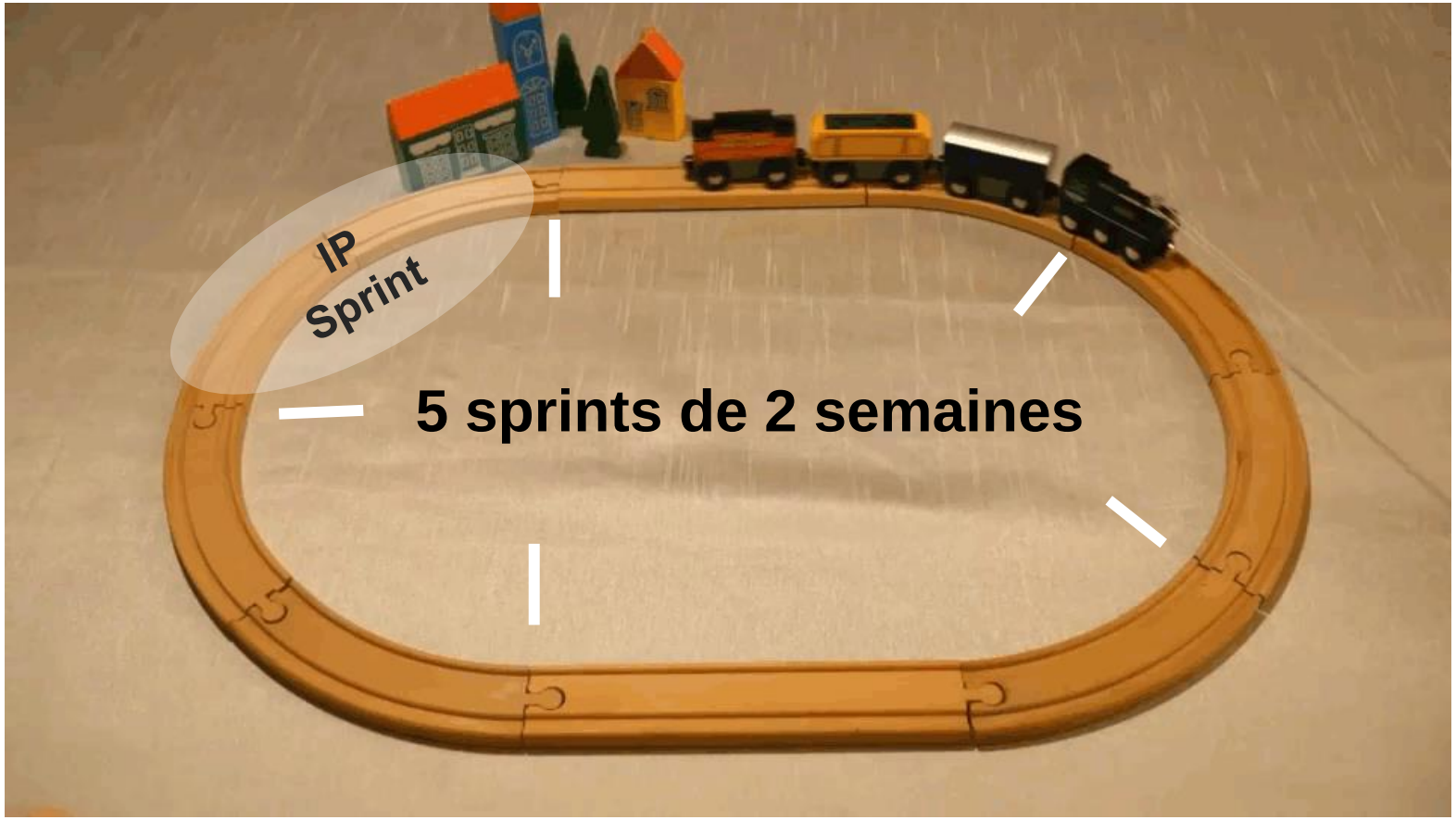
Program Increment (PI)
(Incrément de programme**)**

Un Program Increment (PI) est un cycle récurrent pendant lequel un Agile Release Train (ART) délivre un incrément de valeur.

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Sprints = Itération





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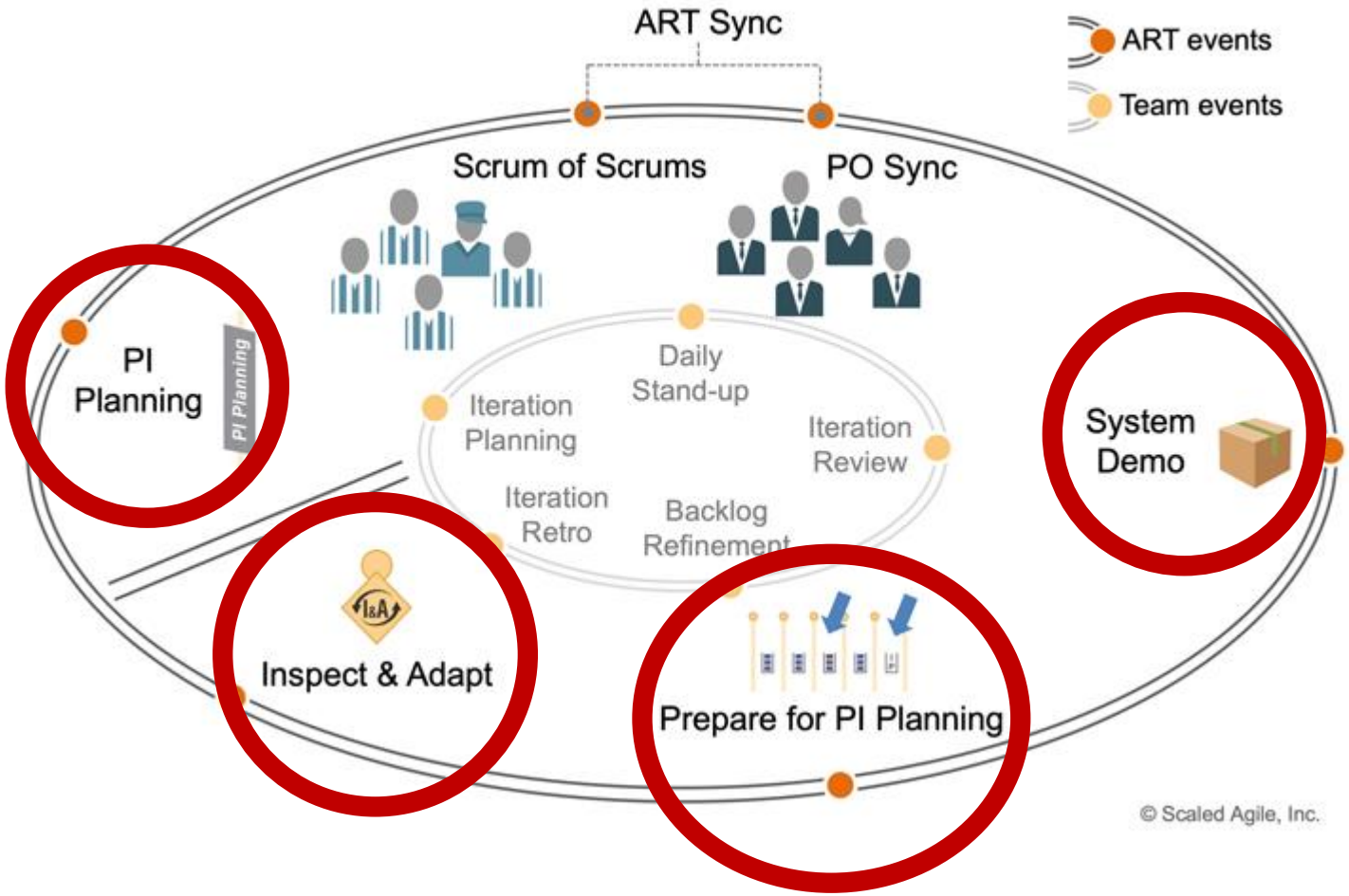
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Innovation and Planning **(IP)**

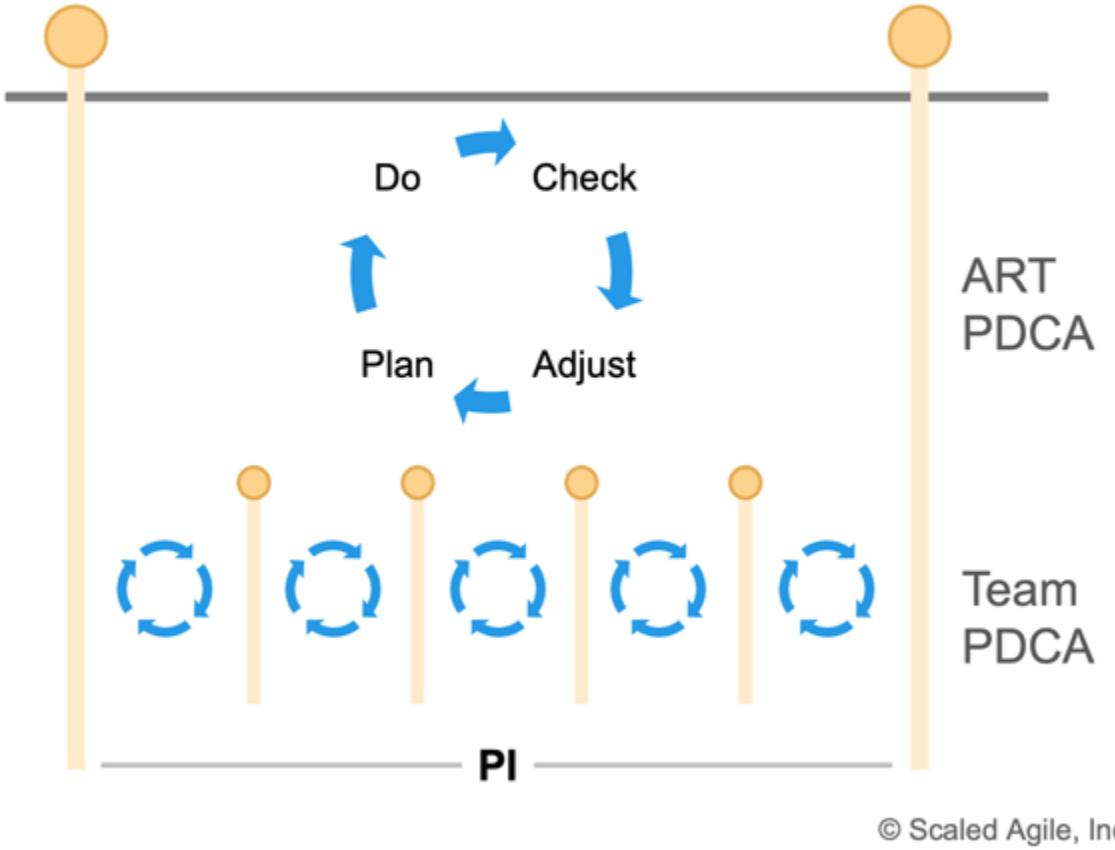
(Innovation et planification**)**

Zone tampon à la fin du PI contenant les cérémonies de **Démo de Système**, d'**Inspect and Adapt (I&A)** et le **PI Planning**.

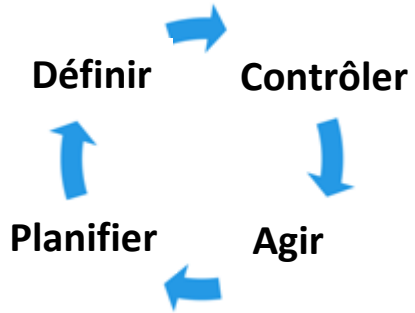
SAFe


ART Sync
ART events
Team events
Scrum of Scrums
PO Sync
PI Planning
PI Planning
Daily Stand-up
Iteration Planning
Iteration Review
Iteration Retro
Backlog Refinement
System Demo
I&A
Inspect & Adapt
Prepare for PI Planning
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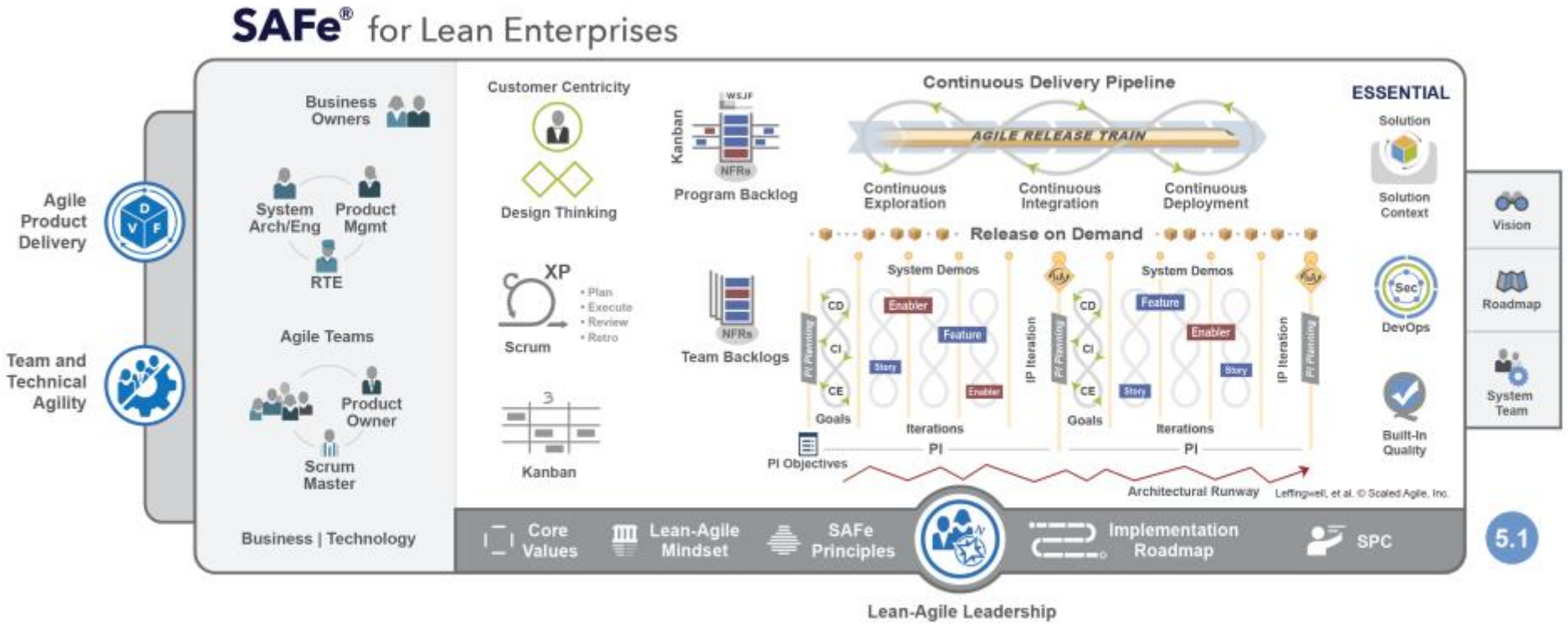
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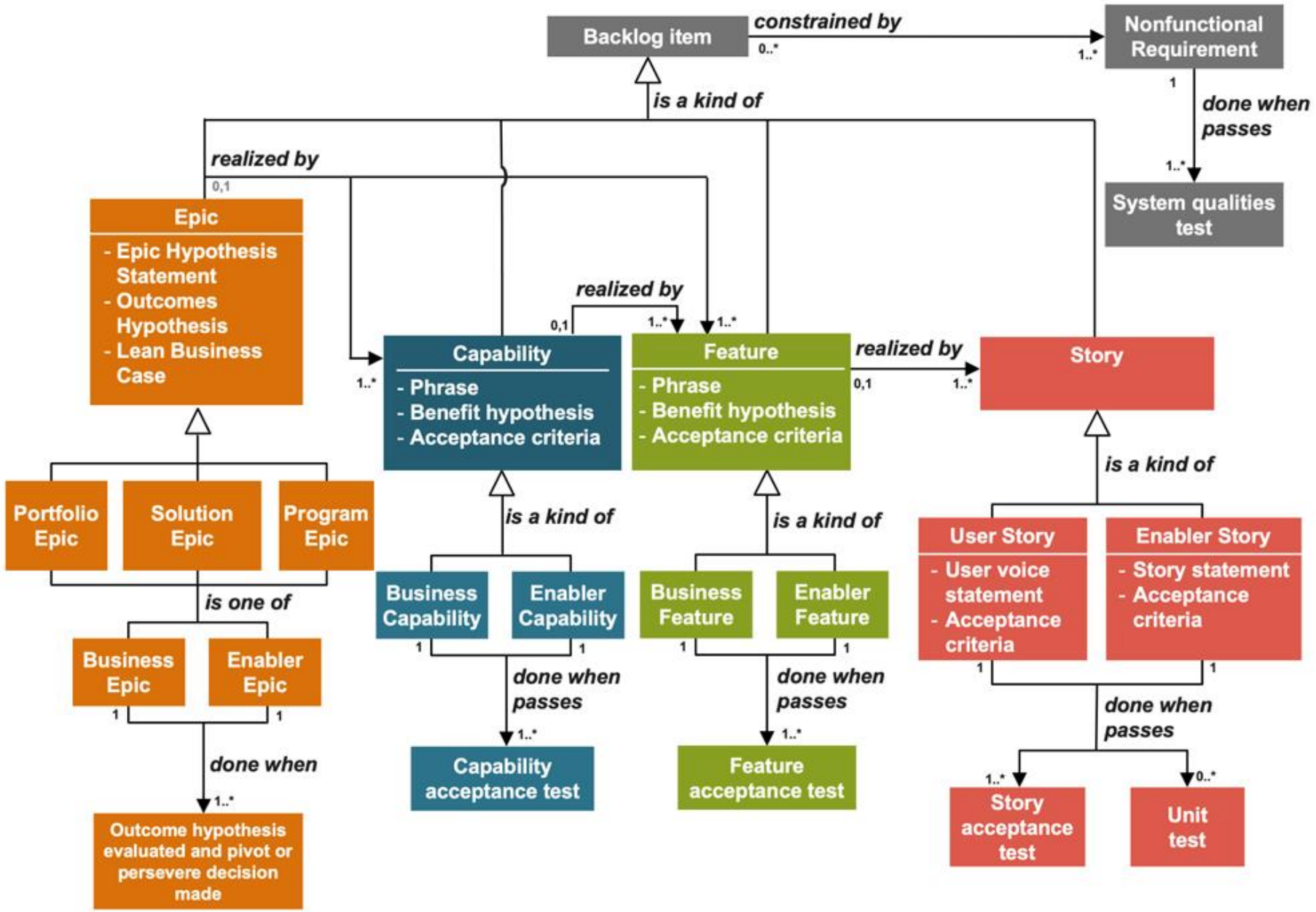


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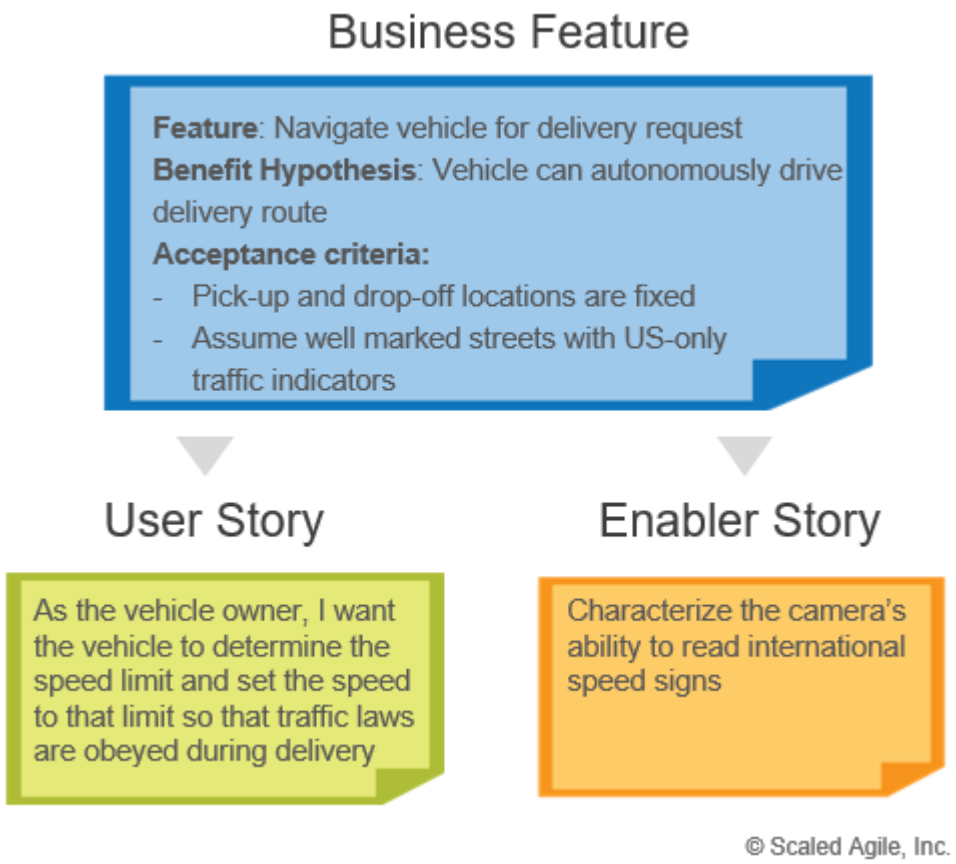
SAFe

Epics > Capability > Features > Stories

(Épopées > Capabilités* > Fonctions* > Récits)

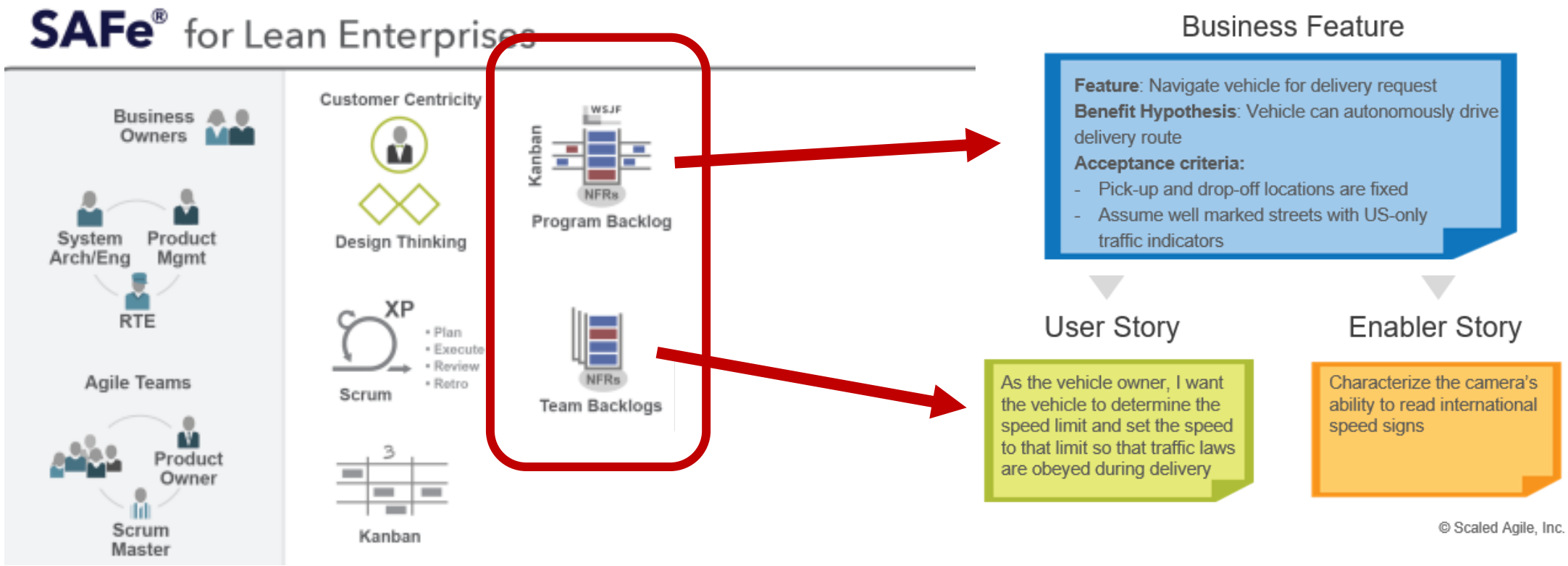
SAFe

Features > Stories



*Les Enablers sont les activités nécessaires pour permettre à la solution de réaliser une fonction.

SAFe


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Product Mgmt
RTE
Agile Teams
Product Owner
Scrum Master
Customer Centricity
Design Thinking
XP
• Plan
• Execute
• Review
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Scrum
3
Kanban
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Kanban
NFRs
Program Backlog
NFRs
Team Backlogs
Business Feature
Feature: Navigate vehicle for delivery request
Benefit Hypothesis: Vehicle can autonomously drive delivery route
Acceptance criteria:
- Pick-up and drop-off locations are fixed
- Assume well marked streets with US-only traffic indicators
User Story
As the vehicle owner, I want the vehicle to determine the speed limit and set the speed to that limit so that traffic laws are obeyed during delivery
Enabler Story
Characterize the camera's ability to read international speed signs
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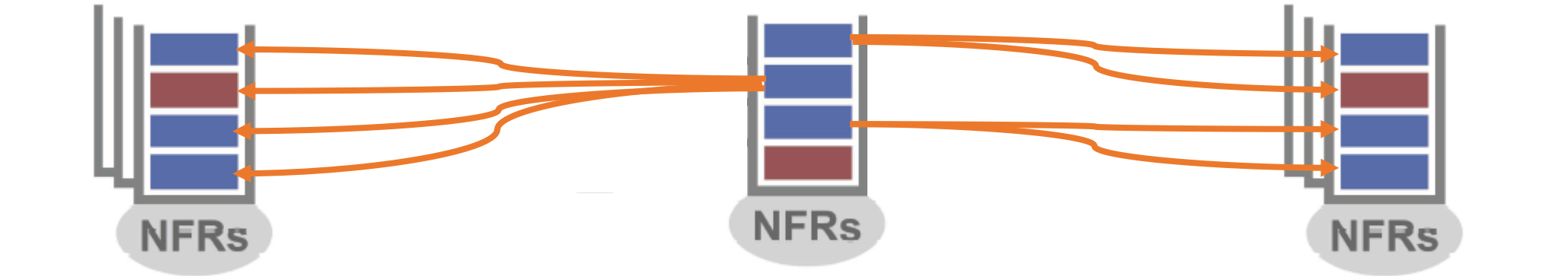
SAFe

Business Feature

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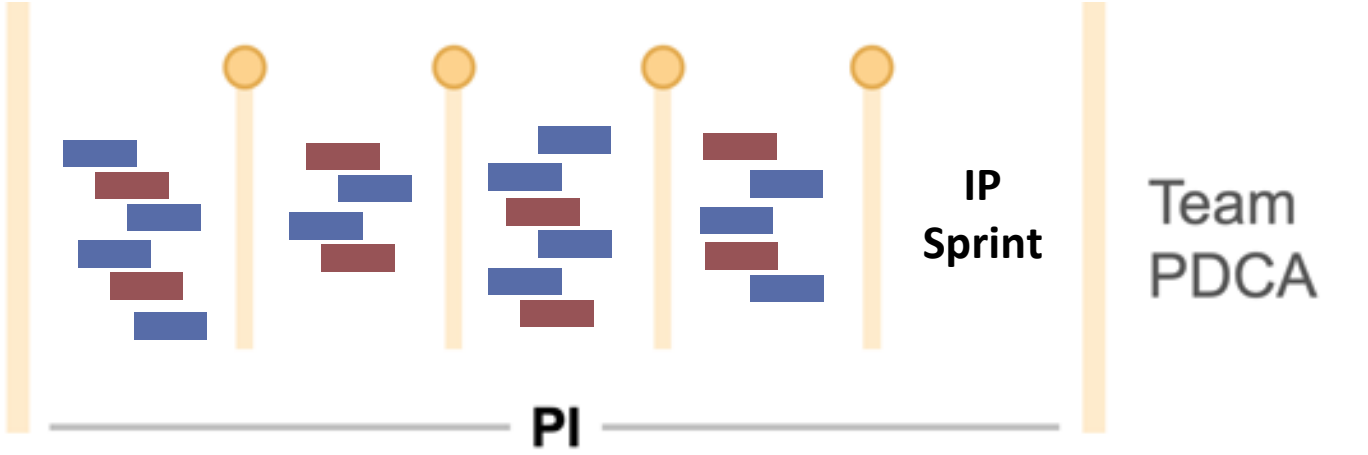
Équipe 1 **Programme** **Équipe 2**

SAFe



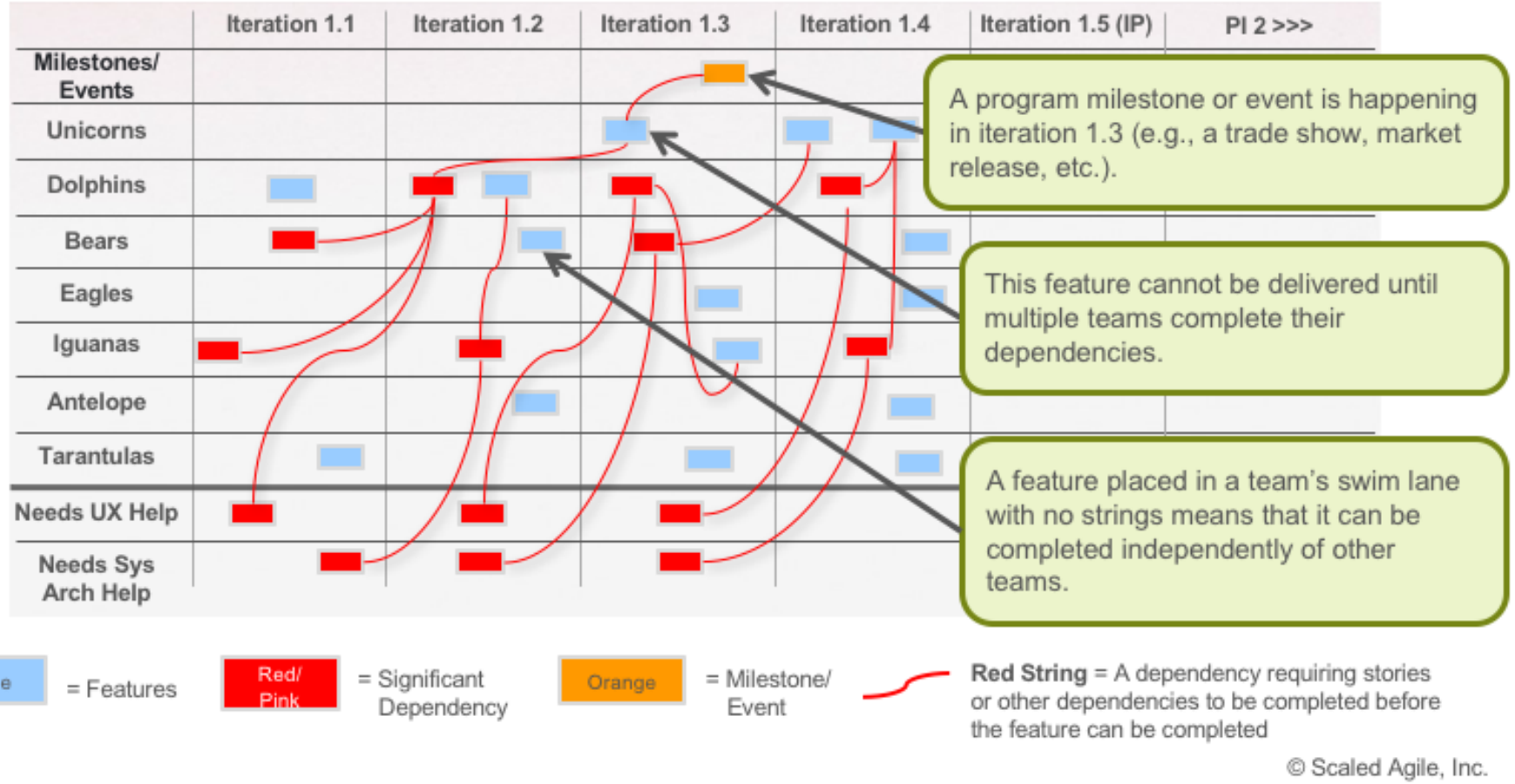
Team Backlogs

Équipe 1



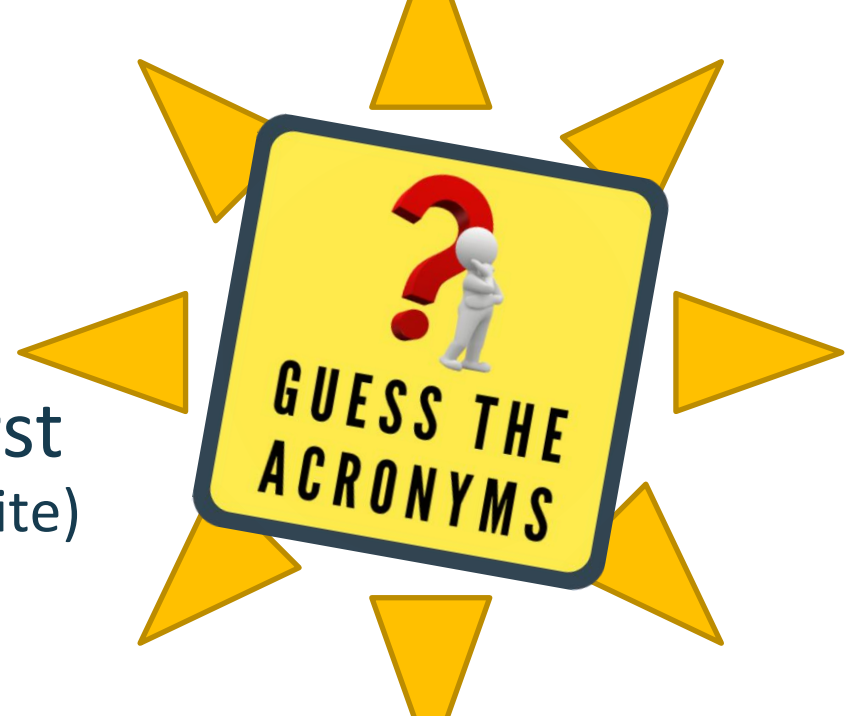
SAFe

Program Board



WSJF

Weighted Shortest Job First
(Indicateur Plus de valeur au plus vite)



$$\text{WSJF} = \frac{\text{Cost of Delay}}{\text{Job Duration (Job size)}}$$

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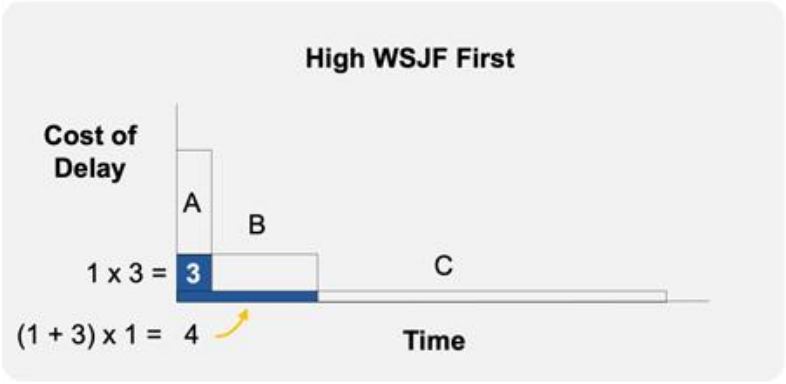
$$\text{Cost of Delay} = \text{User-Business Value} + \text{Time Criticality} + \text{Risk Reduction and/or Opportunity Enablement}$$

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CoD = Coût d'attente

SAFe

WSJF



$$\text{WSJF} = \frac{\text{Cost of Delay}}{\text{Job Duration (Job size)}}$$

If effort and CoDs are different, do the Weighted Shortest Job First!



Feature	Duration	Cost of Delay	Weight= CoD/Duration
A	1	10	10
B	3	3	1
C	10	1	0.1

Delay Cost

From *The Principles of Product Development Flow*, by Donald G. Reinertsen, Celeritas Publishing, © 2009 Donald G. Reinertsen

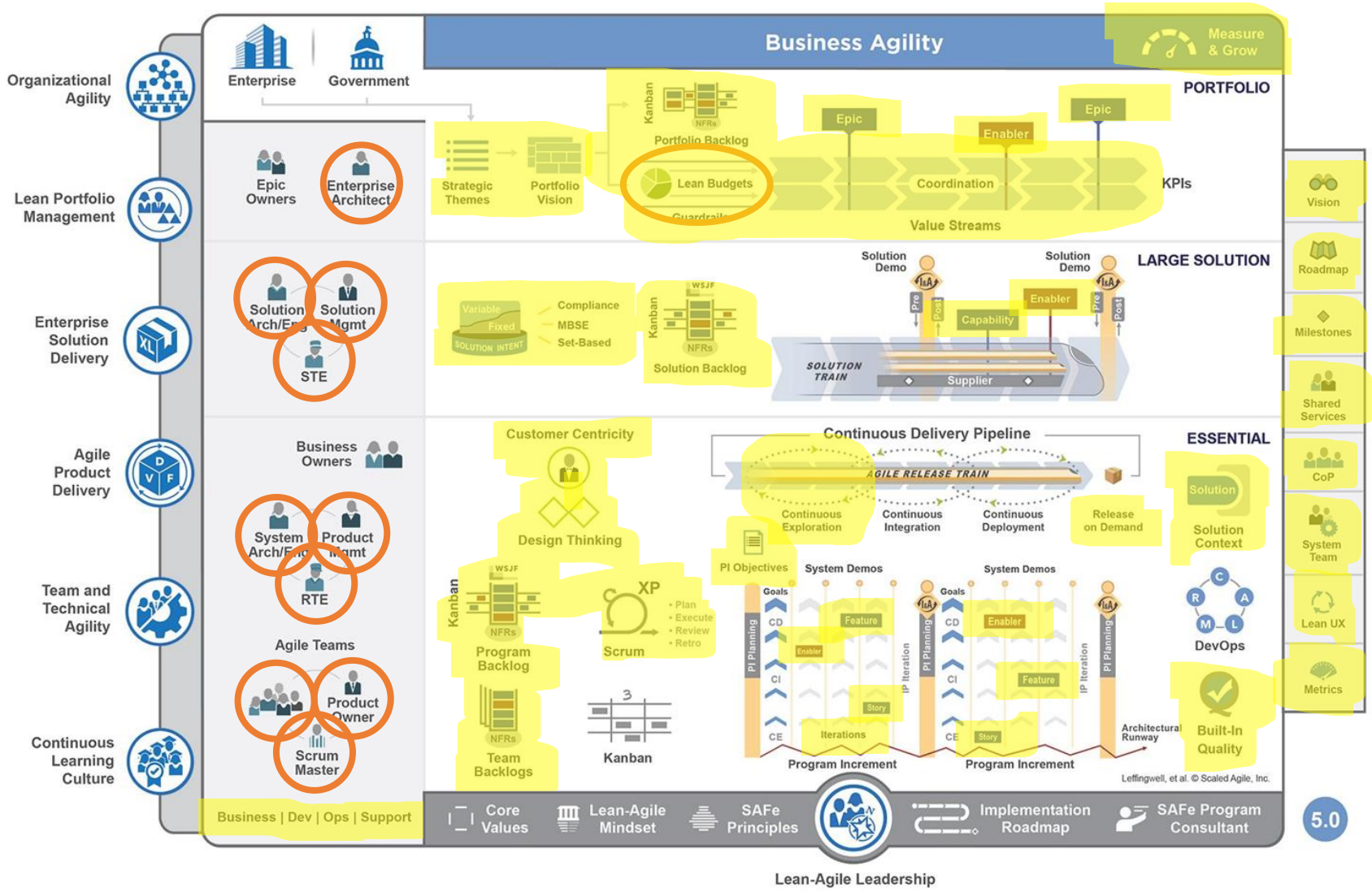
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Agenda

- Description d'un Analyste d'Affaires
- Les bases et le vocabulaire de SAFe
- Où, quand, avec qui et pourquoi?

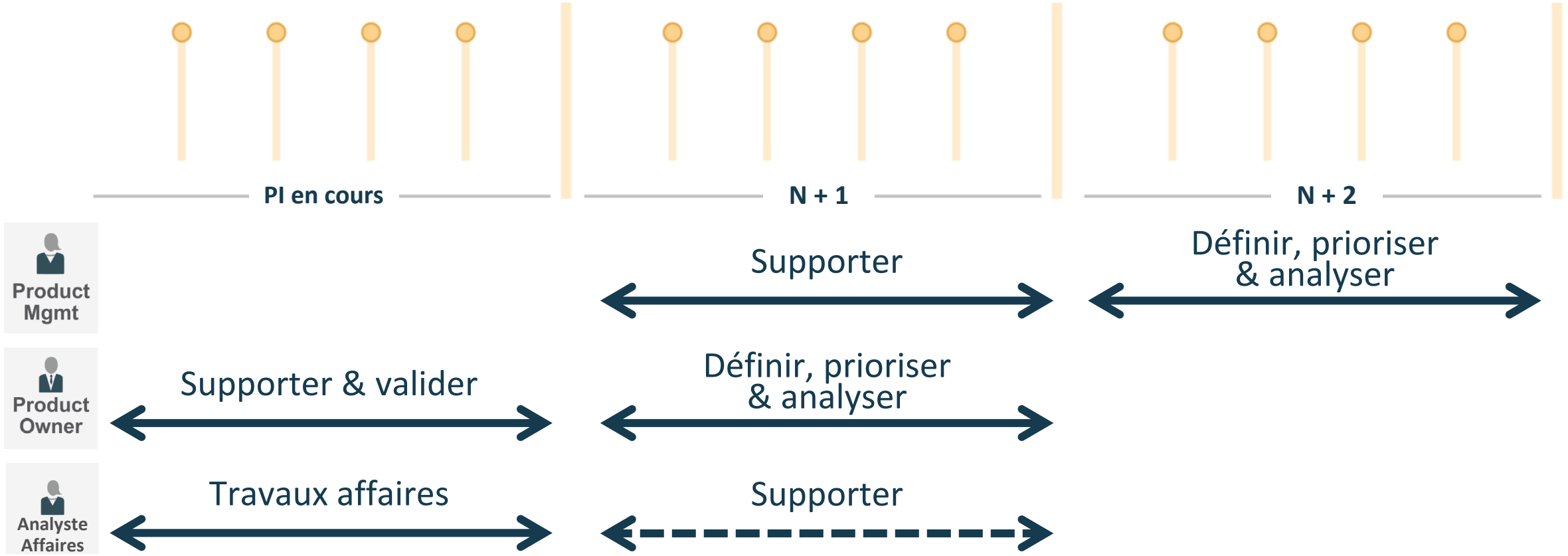


Avec qui?


Organizational Agility
Lean Portfolio Management
Enterprise Solution Delivery
Agile Product Delivery
Team and Technical Agility
Continuous Learning Culture
Enterprise
Government
Business Agility
Measure & Grow
PORTFOLIO
Epic Owners
Enterprise Architect
Strategic Themes
Portfolio Vision
Kanban
Portfolio Backlog
Lean Budgets
Guardrails
Epic
Enabler
Coordination
KPIs
Value Streams
Solution Arch/Eng
Solution Mgmt
STE
LARGE SOLUTION
Variable
Fixed
SOLUTION INTENT
Compliance
MBSE
Set-Based
WSJF
Kanban
NFRs
Solution Backlog
Solution Demo
Pre
Post
Capability
Enabler
SOLUTION TRAIN
Supplier
Business Owners
System Arch/Eng
Product Mgmt
RTE
Agile Teams
Product Owner
Scrum Master
Customer Centricity
Design Thinking
Continuous Delivery Pipeline
AGILE RELEASE TRAIN
Continuous Exploration
Continuous Integration
Continuous Deployment
Release on Demand
ESSENTIAL
Solution
Solution Context
PI Objectives
System Demos
Goals
CD
CI
CE
Feature
Enabler
Story
PI Planning
IP Iteration
Iterations
Program Increment
Architectural Runway
XP
Plan
Execute
Review
Retro
Scrum
Program Backlog
Team Backlogs
Kanban
DevOps
Built-In Quality
Leffingwell, et al. © Scaled Agile, Inc.
Vision
Roadmap
Milestones
Shared Services
CoP
System Team
Lean UX
Metrics
Business | Dev | Ops | Support
Core Values
Lean-Agile Mindset
SAFe Principles
Implementation Roadmap
SAFe Program Consultant
Lean-Agile Leadership
5.0

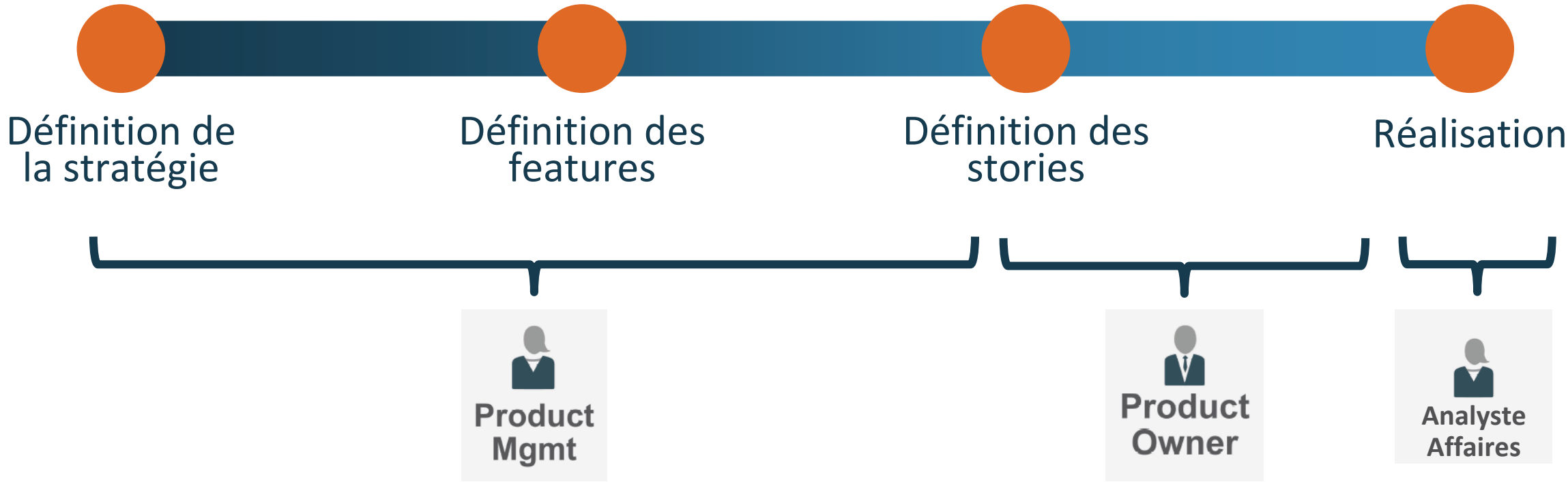
Quand?

PM, PO & Analyste



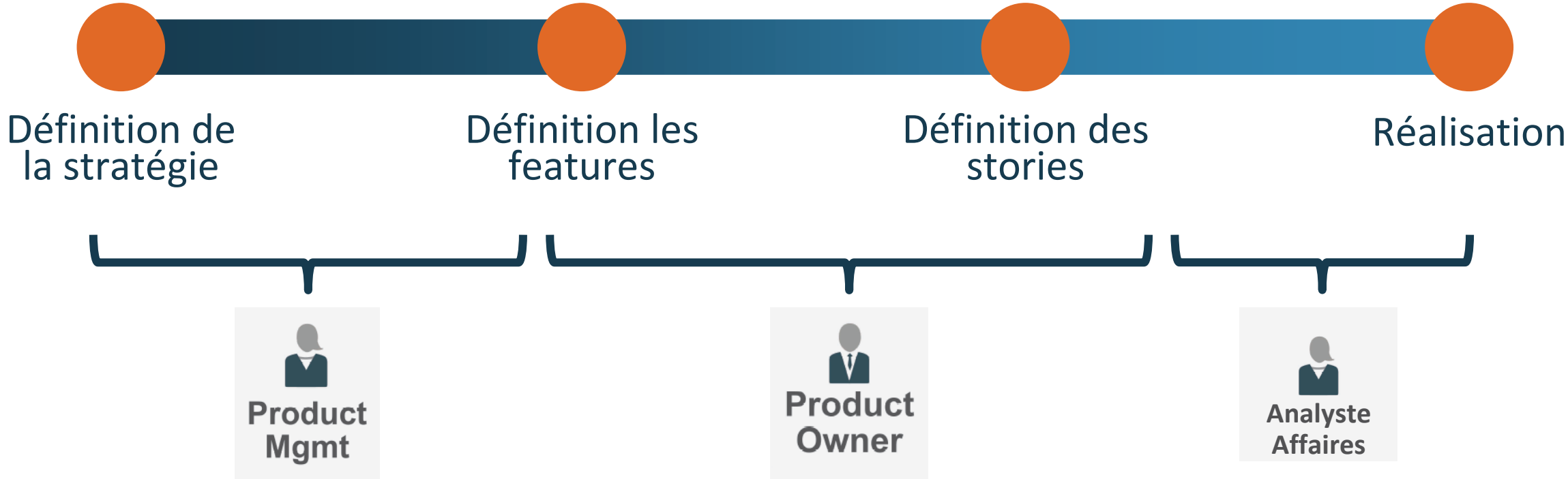
Quand?

Le spectre de l'analyse dans SAFe



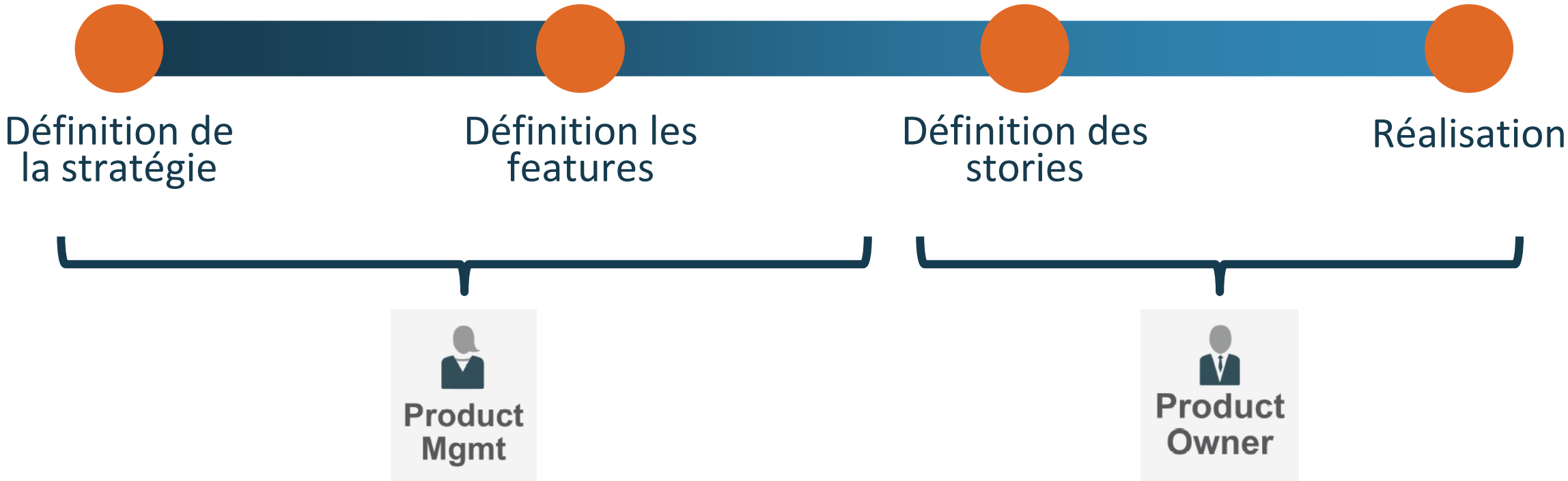
Quand?

Le spectre de l'analyse dans SAFe



Quand?

Le spectre de l'analyse dans SAFe



Pourquoi?

SAFe Lean-Agile Principles

SAFe is based on ten immutable, underlying Lean-Agile principles. These tenets and economic concepts inspire and inform the roles and practices of SAFe.

#1 Take an economic view

#2 Apply systems thinking

#3 Assume variability; preserve options

#4 Build incrementally with fast, integrated learning cycles

#5 Base milestones on objective evaluation of working systems

#6 Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7 Apply cadence, synchronize with cross-domain planning

#8 Unlock the intrinsic motivation of knowledge workers

#9 Decentralize decision-making

#10 Organize around value

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Pratique

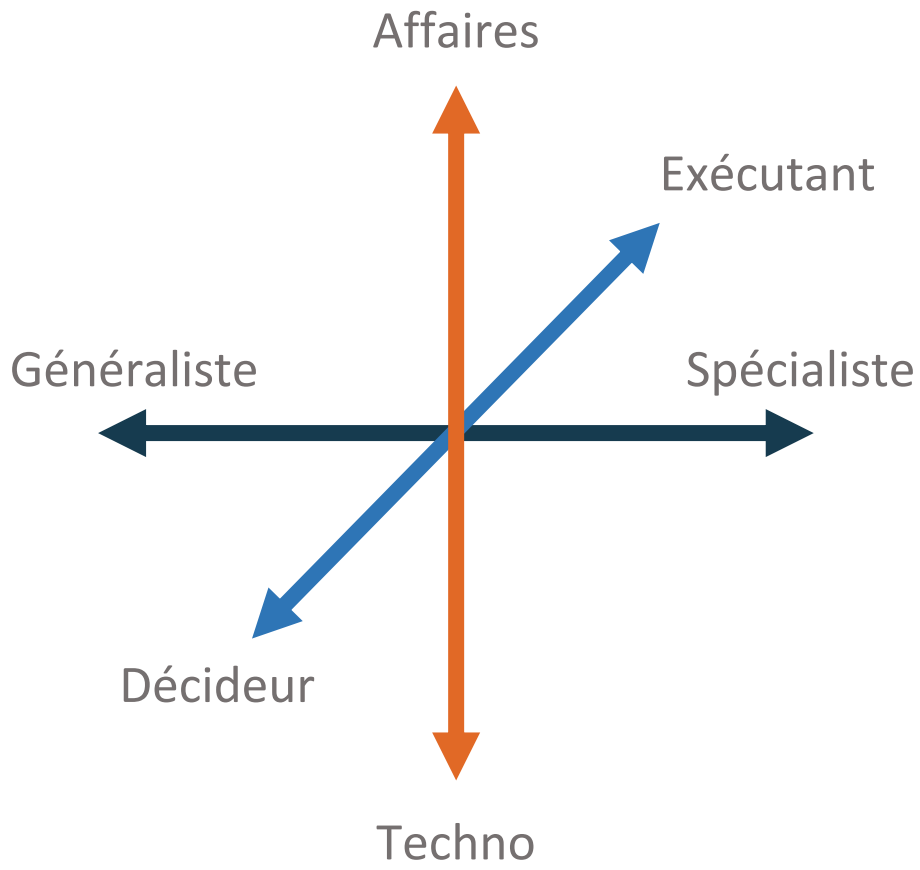
Mettons tous ça en pratique!

Pratique

Fibonacci

Valeurs : 1, 2, 3, 5, 8, 13, 20

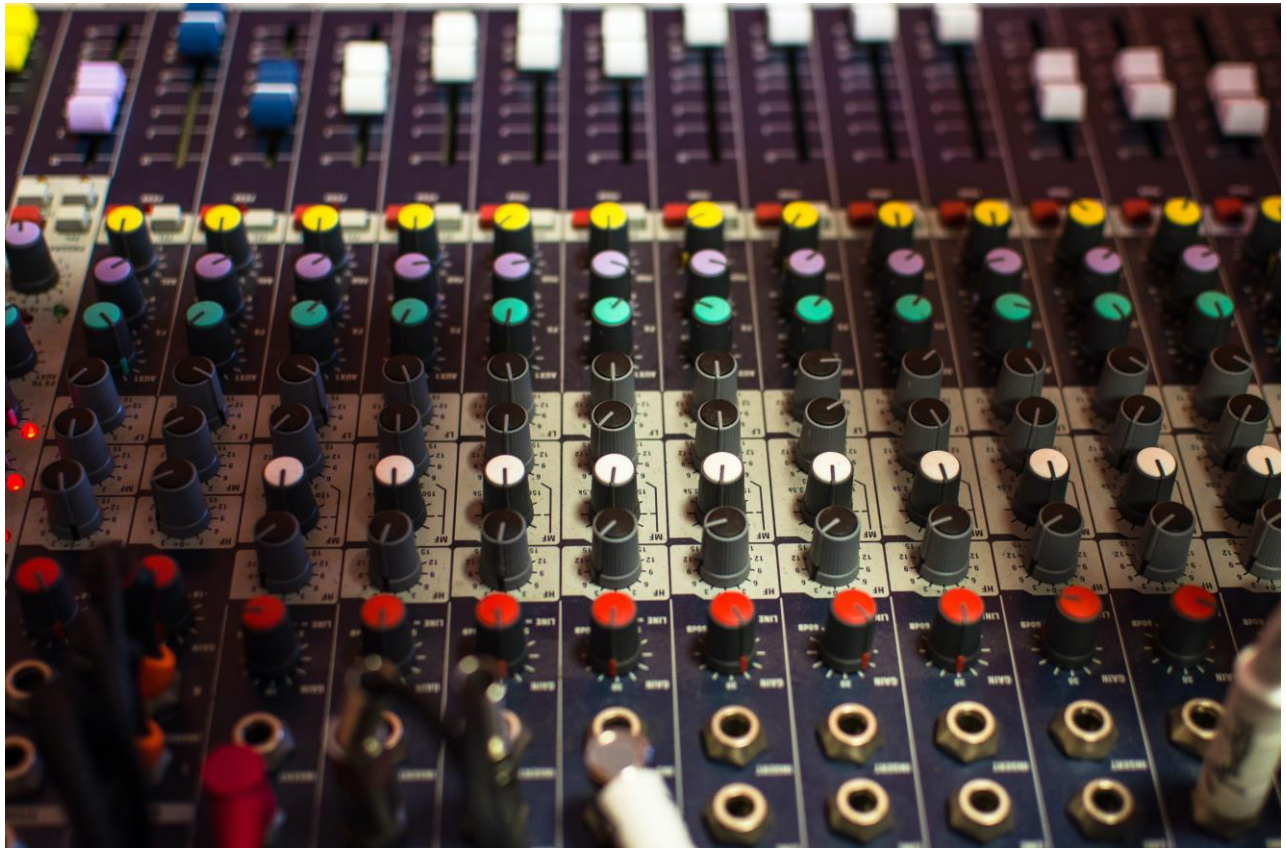
Options


Affaires
Exécutant
Généraliste
Spécialiste
Décideur
Techno


N°32
160
80
160
120
100
60

Options

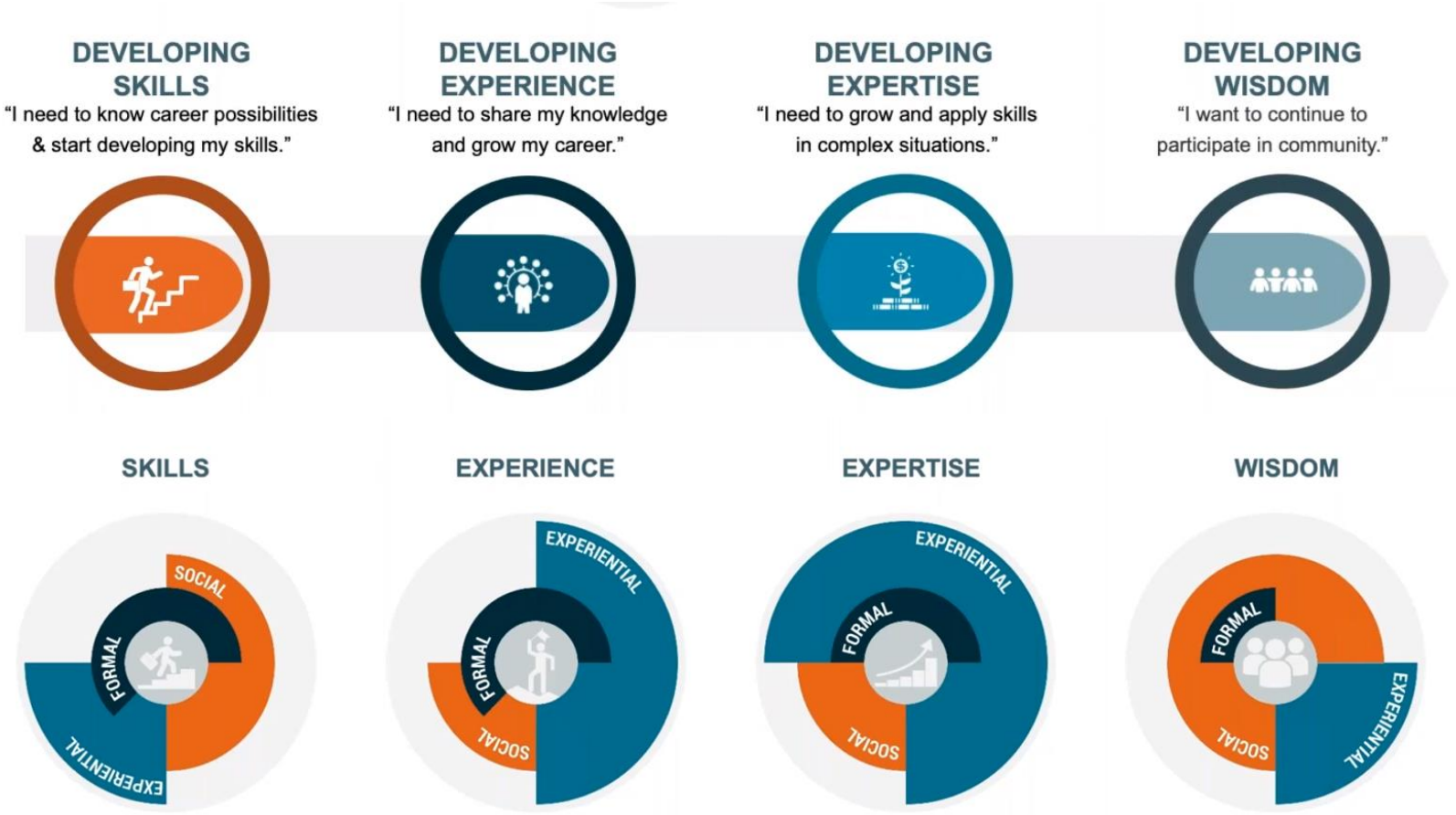
Ta carrière



Options

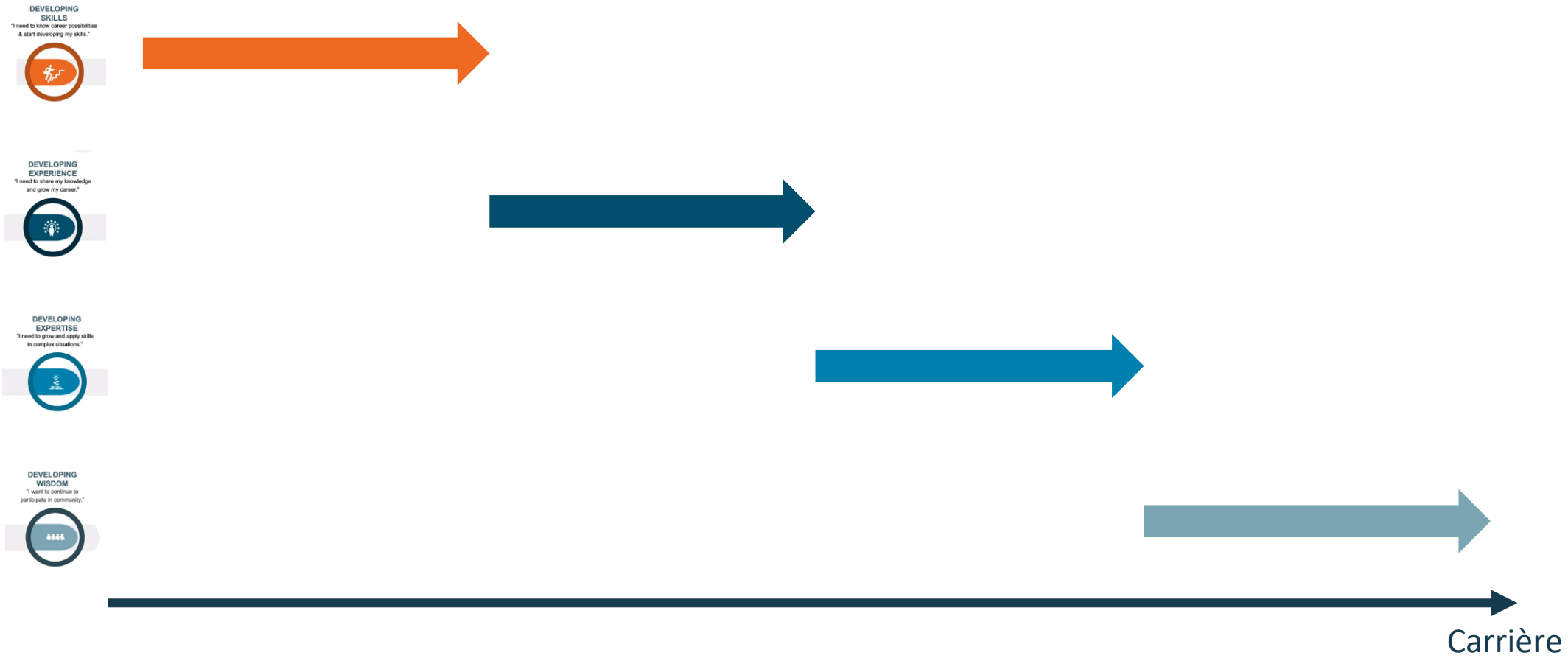
Façons d’apprendre





Options

Façons d’apprendre



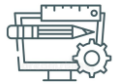
Options

Façons d'apprendre

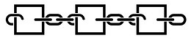




Leadership



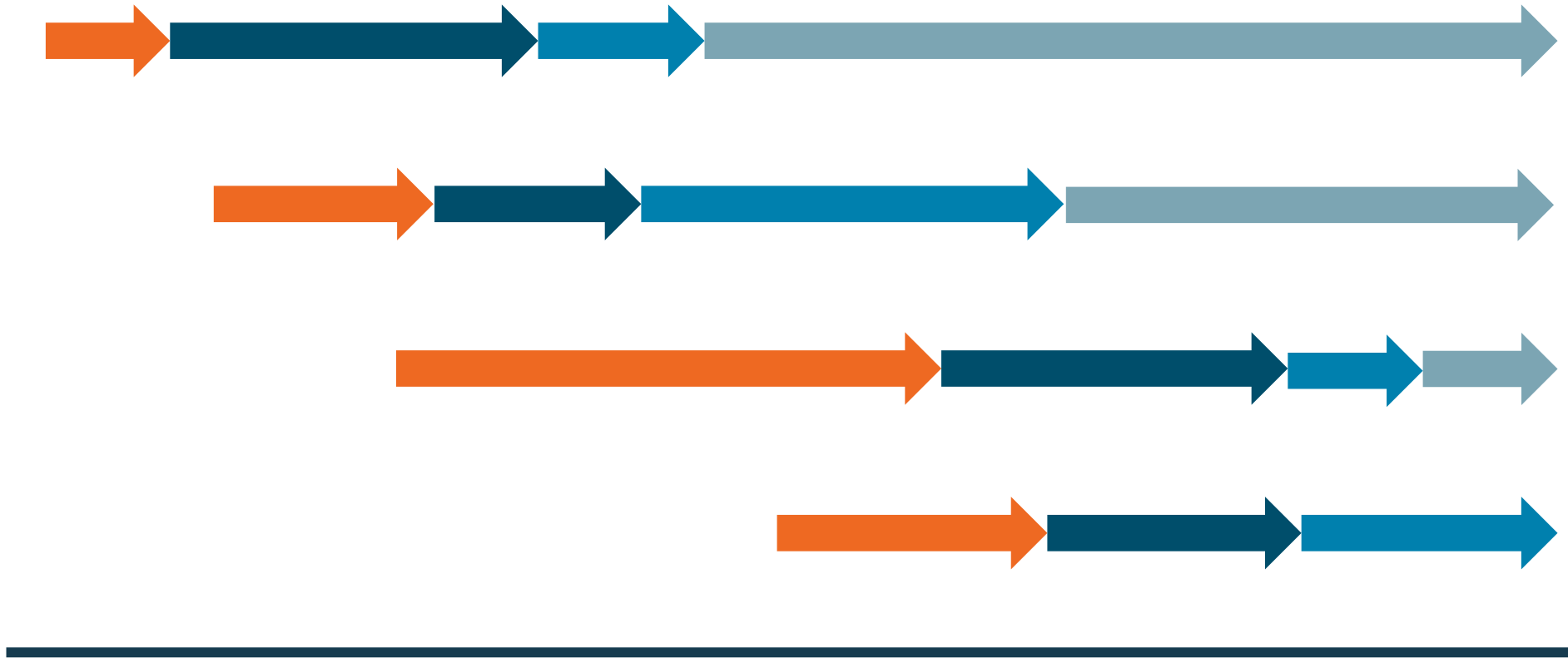
Gestion de produit



Chaine de blocs



Enseignement





Jérémie Guay, ECBA, CAPM, RTE, POPM, SA

Ancien président de l'IIBA Région de Québec

RTE / Chargé de programme agile, BELL Canada

« Il faut savoir tourner les menaces en opportunités! »

Références

Sources recherche et contenu

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Sources des images Pexels

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