

Business Analyst and Product Owner

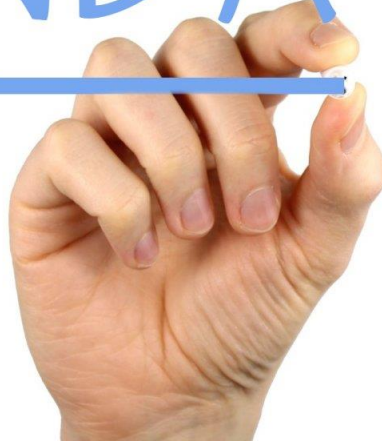
Where do they meet & conflict?

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AGENDA



- Introduction
- BA responsibilities in an agile environment
- PO Responsibilities
- Difference between BA and PO
- Business Analysis and Product Ownership in the context of a transformation
- Path to a Product Ownership role



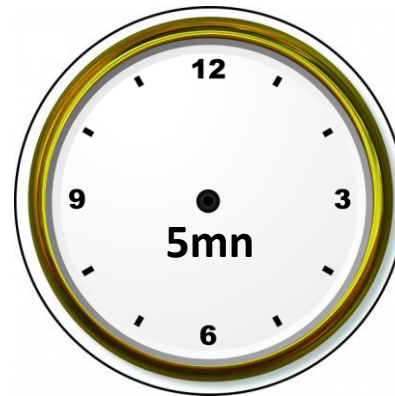
A Great Business Analyst.....



Give a nice overview of characteristics, skills and conditions necessary to fulfill this role in a great manner.

A Great Product Owner

Discuss.....



Acronyms

PO	Product owner
BA	Business Analyst
UX	User eXperience
RACI	Responsible, Accountable, Consulted, Informed
MVP	Minimal Viable Product
AO	Architecture Owner
SM	Scrum Master
Prod Mngr	Product Manager

My Understanding

- Scope of the presentation: Agile environment
- We have BAs who want to become Agile Product Owner, or grow current PO skills, but find it hard to understand the gap and focus their learning
- We have BAs who are satisfied with their roles and would like to know more what does it entail to work in an agile environment, collaborate with a PO and how to grow?
- We have Product Owners who would like to know where their areas of opportunity are, and how to grow?



Analysis is not relevant when working in an agile fashion.

BA Responsibilities



- Represents the stakeholders and acts as the **“voice” of the customer.**
- Help articulate the Product Vision, and team backlog.
- Assist with Backlog Prioritization
- Help with Acceptance criteria discovery
- Help with the Definition of Done (DoD)
- Maintain Backlog in tool
- Collaborate with Architects, UX, Testers and Developers
- Answers developers and team questions about the content
- Write User Stories, Model/document the requirements
- Participate in Solution validation

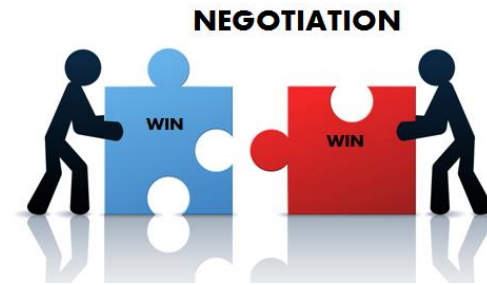
BA's responsibilities and skills



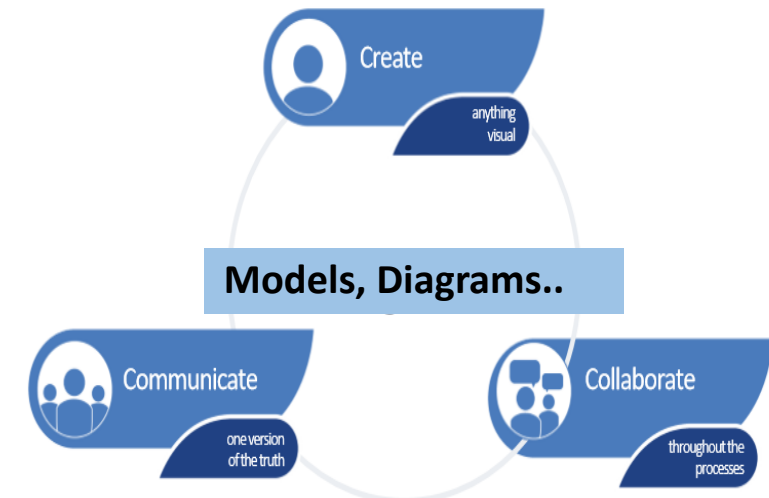
Examples of Competencies and Analysis techniques

Just about Enough  **Just In Time**

- RACI Matrix
- Business Requirements Techniques
 - Context Diagram
 - Data Modeling
 - Process Modeling-Workflow diagrams
- Solution Requirements Techniques
 - User Stories Writing
 - Acceptance Criteria discovery
 - Prototypes
- Root Cause Analysis (Fish Bone)
- Representation/Documentation
- Agile Planning, Sizing and Prioritization Skills
- More...



Facilitation



PO Responsibilities



- **Represents the stakeholders and acts as the “voice” of the customer.**
- **Owns the Product Vision, User Story mapping and Backlog.**
- **Empowered to make decisions**
- Answers developers and team questions about the content.
- Has a deep understanding of the business and technology
- Part of the Leadership team
- Makes decision about the **MVP**
- Skills: Agile Planning, Sizing and Prioritization

Team Dynamics:

- Communicates clearly stakeholders needs
- Encourages and motivates the team
- Pair with BA, UX experience owner, and deals with business interfacing
- Participates in Technical reviews and Solution validation
- Understands risks and impediments team may have

PO Responsibilities

I, PO, believe that “building this **feature**”, for those **people** will achieve this **outcome**. We will know we are successful When we see this “**sign**” from the market



Value Driver

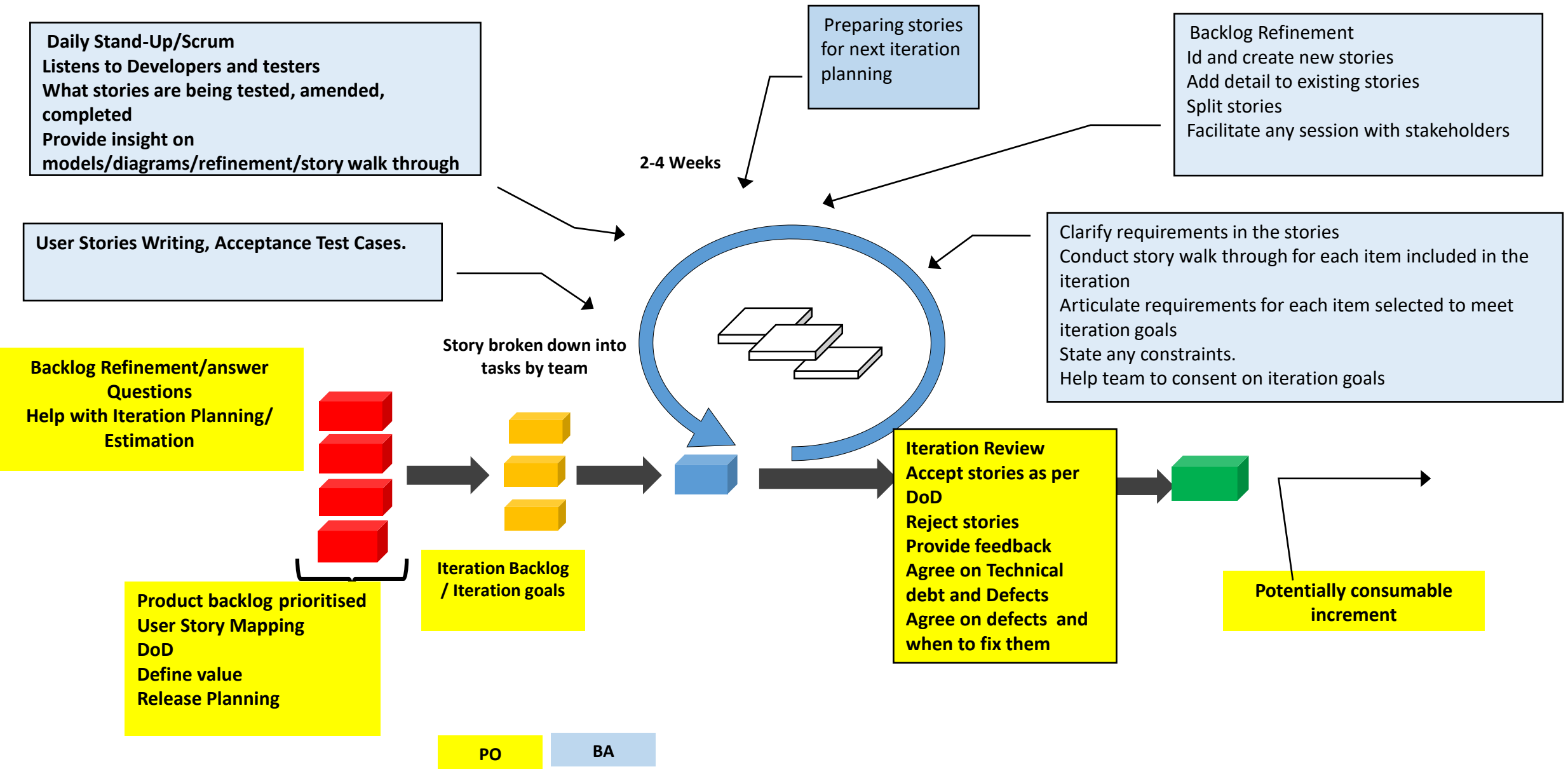
- Ensuring that the team **delivers value** to the business
- Prioritizes the work with the help of the team and add them to the product backlog
- Understand the Product big picture (past, present, future)
- Decide what will be built and in what order
- Define the features of the product
- Order backlog to best achieve goals and missions
- Adjusts features, outcomes and priorities as needed
- Accepts or rejects Iteration/Sprint results
- “Harness Change”

PO Artifacts

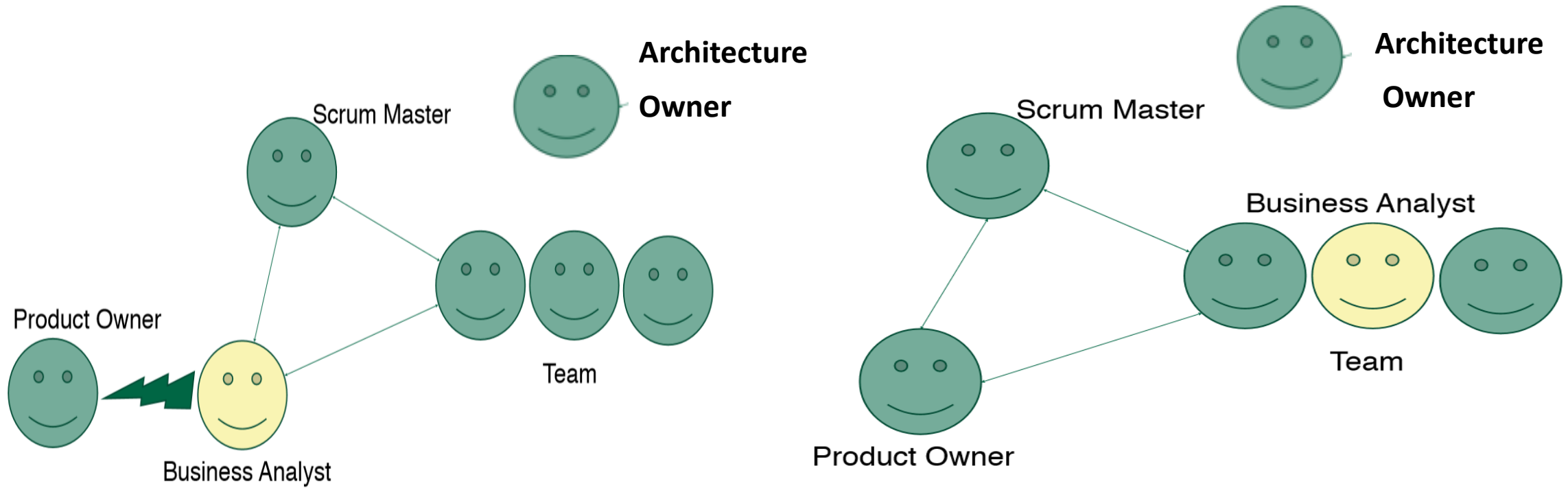
Product Vision	<p>Why are doing this and what's the purpose?</p>
Product Backlog	<p>An ordered list of everything that might be in the product and is the single source of requirements for any changes; Items will continue to be added to the Product Backlog as the product is being built.</p>
Sprint Backlog	<p>The Sprint Backlog is a sub-set of Product Backlog Items selected for the Sprint plus a plan for delivering the product increment.</p>
Potentially Shippable Consumable Product Increment	<p>A set of functionality that potentially can be shipped consumed by customers to provide them with value.</p>



Dynamic between a PO & BA during a Sprint



Alternatives for a BA



BA is the ~~proxy~~ of the PO

When BA is as comfortable talking to senior executives about **business matters**, the **marketplace and competition**, as to the **development team** about **user stories**, the **BA is a great partner for the PO (not a proxy..Grr)**

BA is a team member, a team player

BUSINESS

Business Domain View

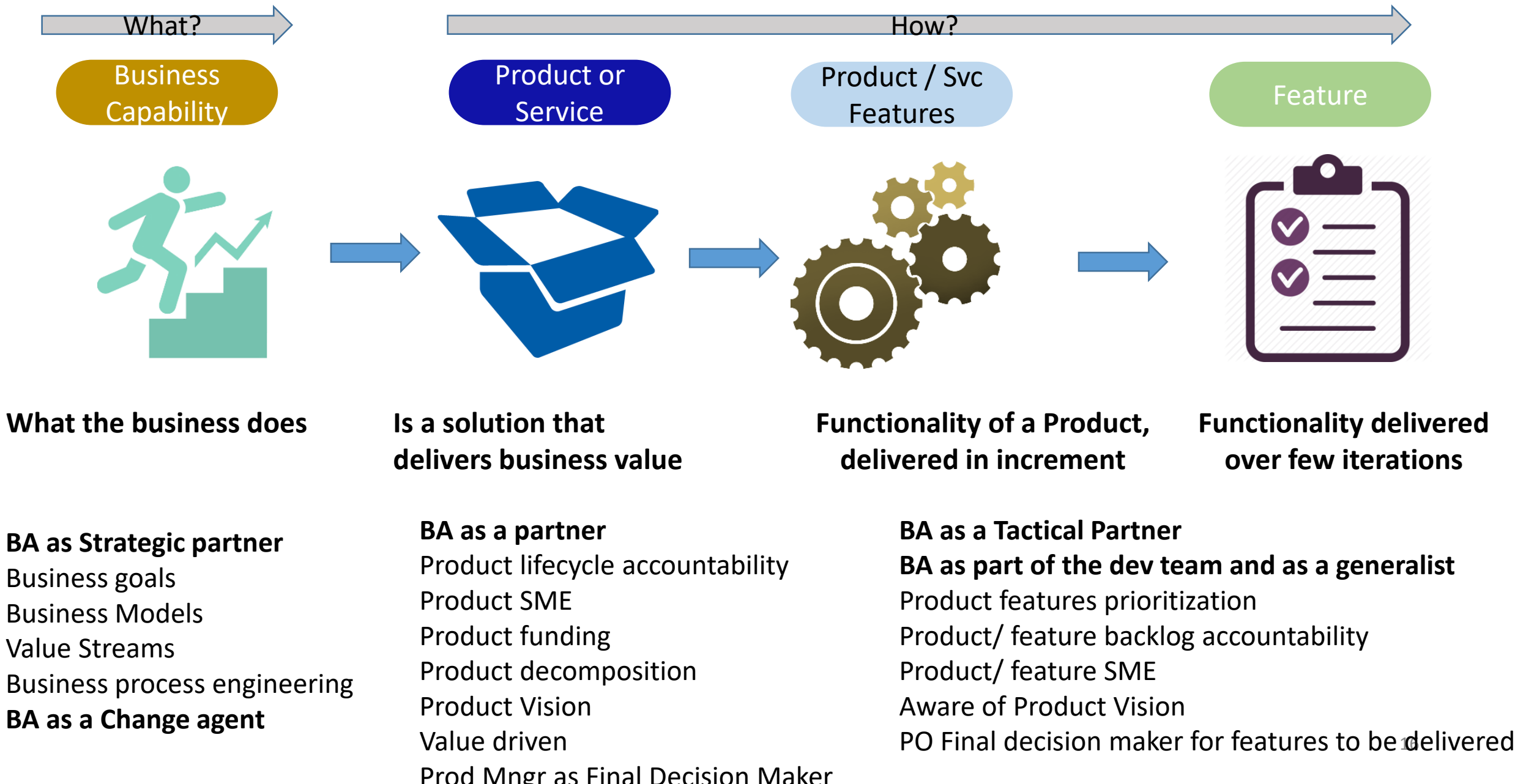
- Business Domain
- Business Areas
- Process Areas
- Business Processes



OWNER

Act as a “Voice” of the ~~Customer~~ Consumer

Products do not exist in the vacuum



Agile Organization: A Balanced LEADERSHIP



Supporting cast for the Dev team

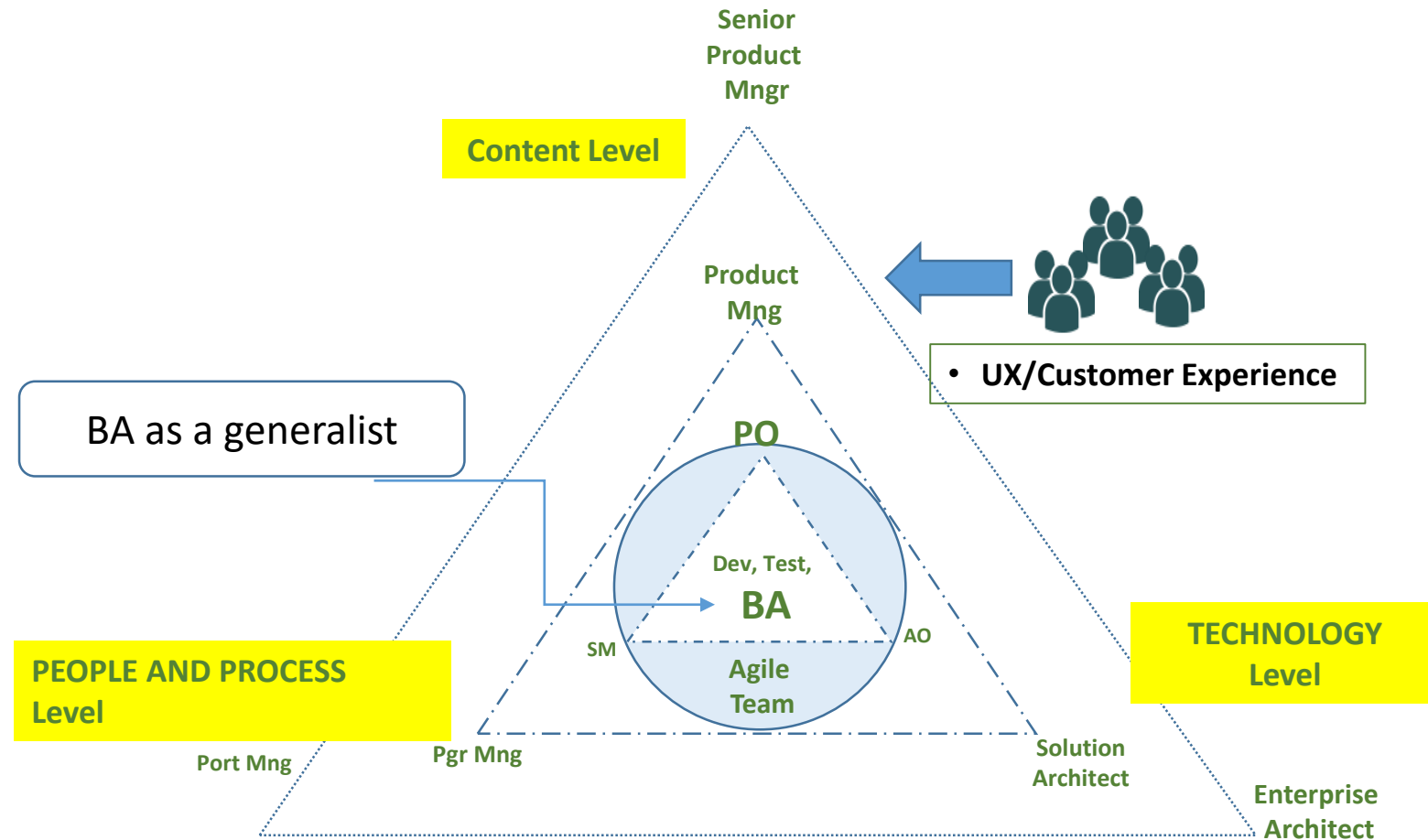
- Shared Resources
- Tech Specialists
- Tool specialists
- Data Team
- **BAs as Domain Specialists**
- Others



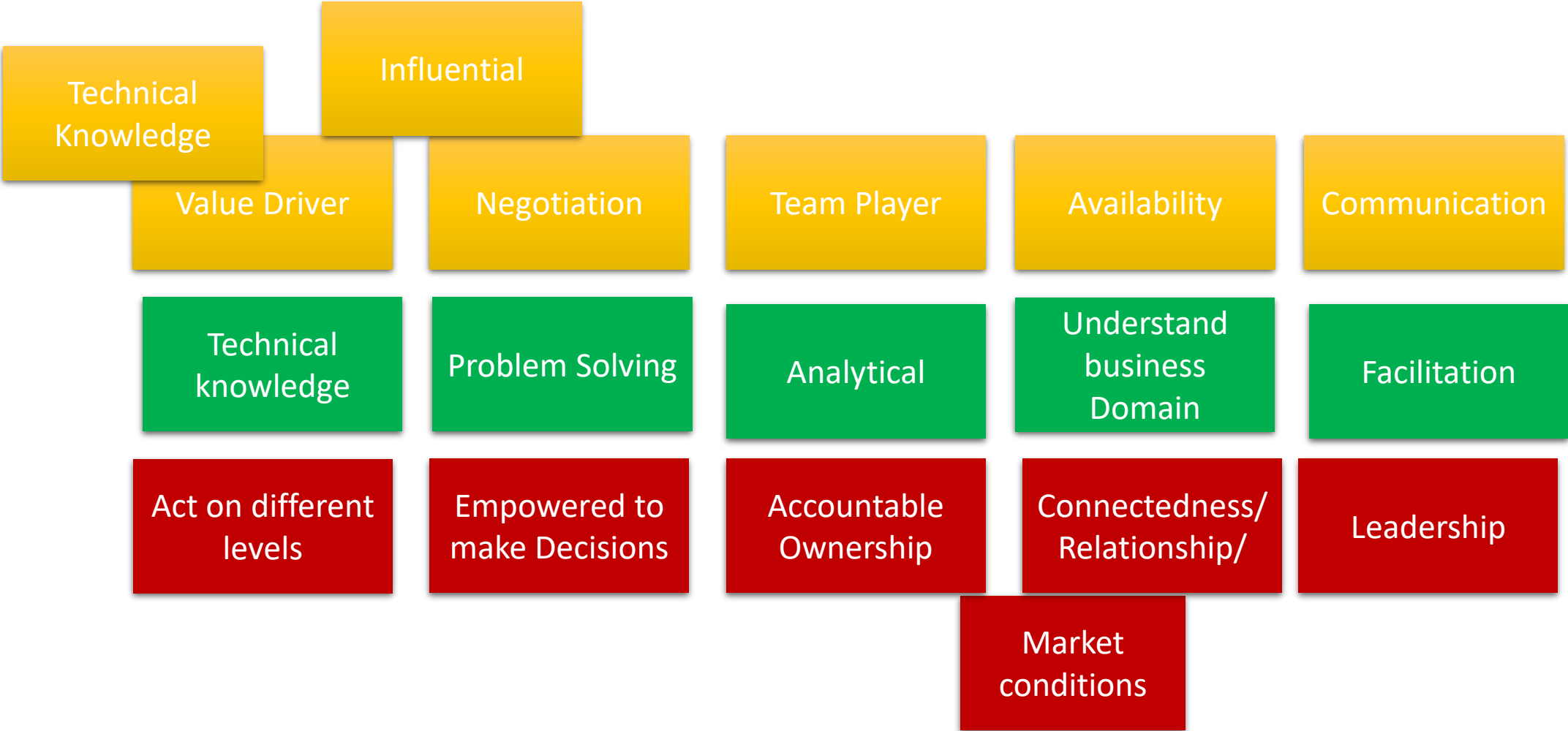
Strategic and Planning Committee(s)

BAs as strategic Partner

- Establishes funding
- **Define Value for large initiatives**
- **Prioritizes strategies**
- Reviews outcome



Strengths for both Roles and common attributes



Common

PO

BA

Path to Product Ownership



By Clark & Vizdos

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Assess first! So you can guide the PO progress.

Table shows criteria to know how good you are for set of skills.

Ownership and Accountability	Level1	Level2	Level3	Level4	Level5
Product Vision	None	Vision inherited and not shared	Vision being documented but not communicated	Vision documented and fairly aligned with the organization	Clear traceability between the product Vision and the business strategy
Product backlog	Not built	Built but almost nothing of value. There are tasks/activities	User stories built in tool and value more or less defined	Made up of good user stories, with acceptance criteria and parented to upper features	Stories are clearly defined, maintained at end of each sprint. Value delivery progress is apparent and metrics tracked
Release Roadmap	No	Team has taken short cut. PO do not care about the Release Roadmap,	PO as a facilitator for the Roadmap but does not reflect progress	Roadmap made visible to leadership	PO taking ownership revisited at end of each sprint and maintained Metrics tracked
Prioritization	No	Ranking and not real prioritization	Prioritization by value	Prioritization by value and risk	Prioritize and reprioritize continuously at end of each time box

Product Owner: Scaling*

The ability of the Product Owner role to grow in diverse environments

A Product Owner can be part of a single Scrum Team or Multiple Scrum Teams

By Single Product

This type of Product Owner is the Chief Product Owner of the product
Is a “product manager” understand the present and future of the product

Participate in the big room planning with the Senior PO and all POs
Support

- Business case for initiatives
- Features statements and benefits
- Roadmap

By Feature Set

On a large product, multiple Product Owners may be required. Each Product Owner would own a feature set within the product.



Summary: What is **common** vs where do they diverge:

BA vs PO

1. **Communicator and Negotiator:** Communicate effectively with stakeholders, Sprint Team Members, and the Scrum Master
2. **Availability:** Make themselves available to the Team
3. **Value Driver:** Ensuring that the team delivers value to the business
4. **Decide what will be built** and in what **order to best achieve goals and missions**
5. **Define the features of the product** or desired outcomes
6. **Understand the Business Sector:** Comprehend the business value of what is being requested by stakeholders, and how it affects the product
7. **Empowered to make decisions:** Be able to give **firm direction** and **make decisions** quickly to avoid becoming a bottleneck,
8. **Flexible:** Be prepared to make changes to ensure the quality and efficiency of deliveries
9. **Team Player:** Work collectively with the Sprint Team to achieve a common goal
10. **Accountable**

More about the two roles

- IIBA, and Agile Extensions to the BA Body of Knowledge
- “Product Ownership”, by Bob Galen
- Discover to Deliver by Ellen Gottesdiener and Mary Gorman
- Disciplined Agile Delivery by Scott Ambler and Marc Lines
- Agile Lexicon symbols by Kenny Rubin

