

# THE LEAN ANALYST

Bringing a Lean view to your work

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# HELLO!



**Barry L Smith**

- Recovering Product Manager
- First Agile experience: 2007
- Scrum Master, SAFe 4.0
- AIM Consulting Lean-Agile specialist



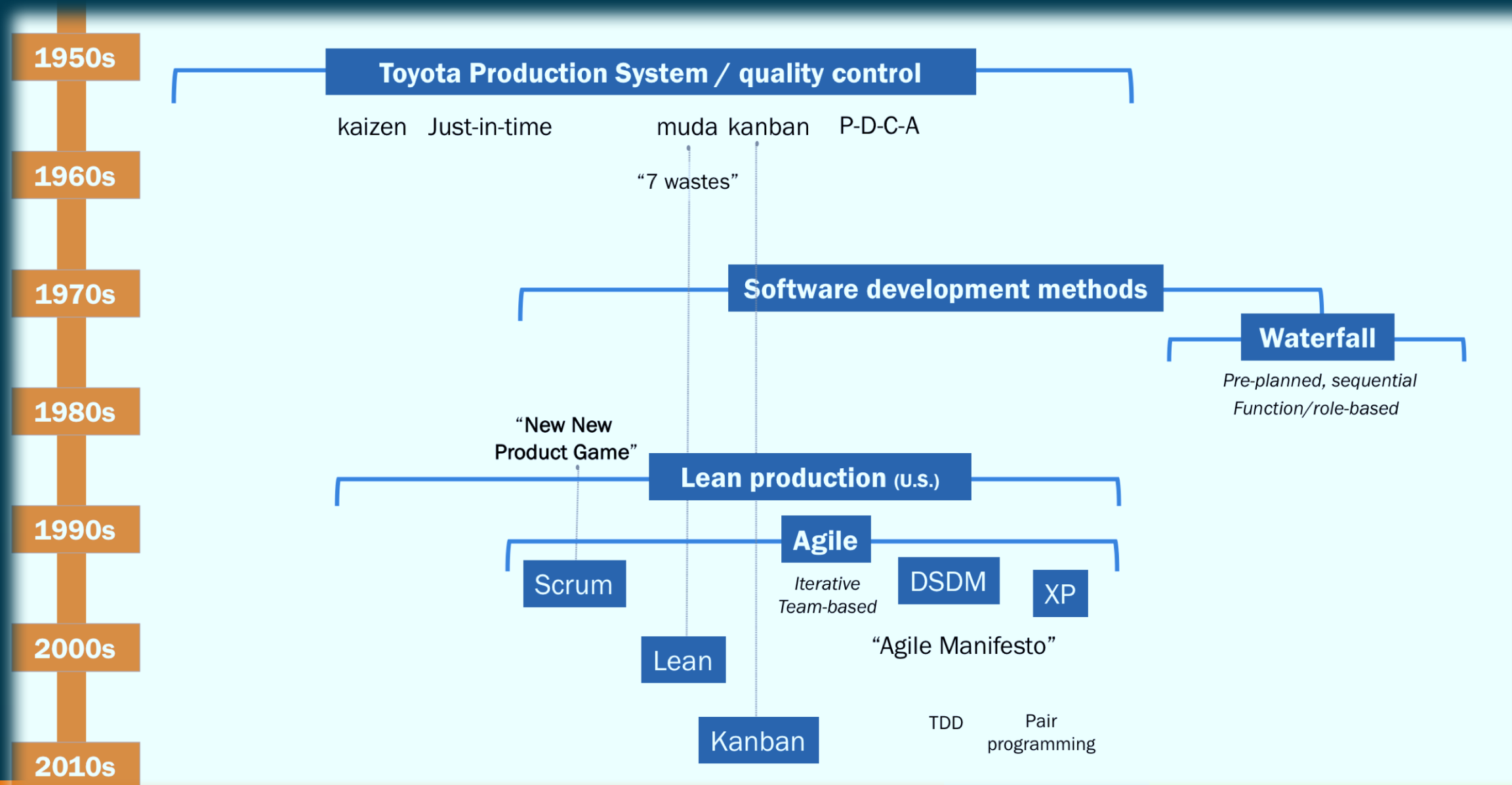
Has your organization adopted an Agile approach to technology development?



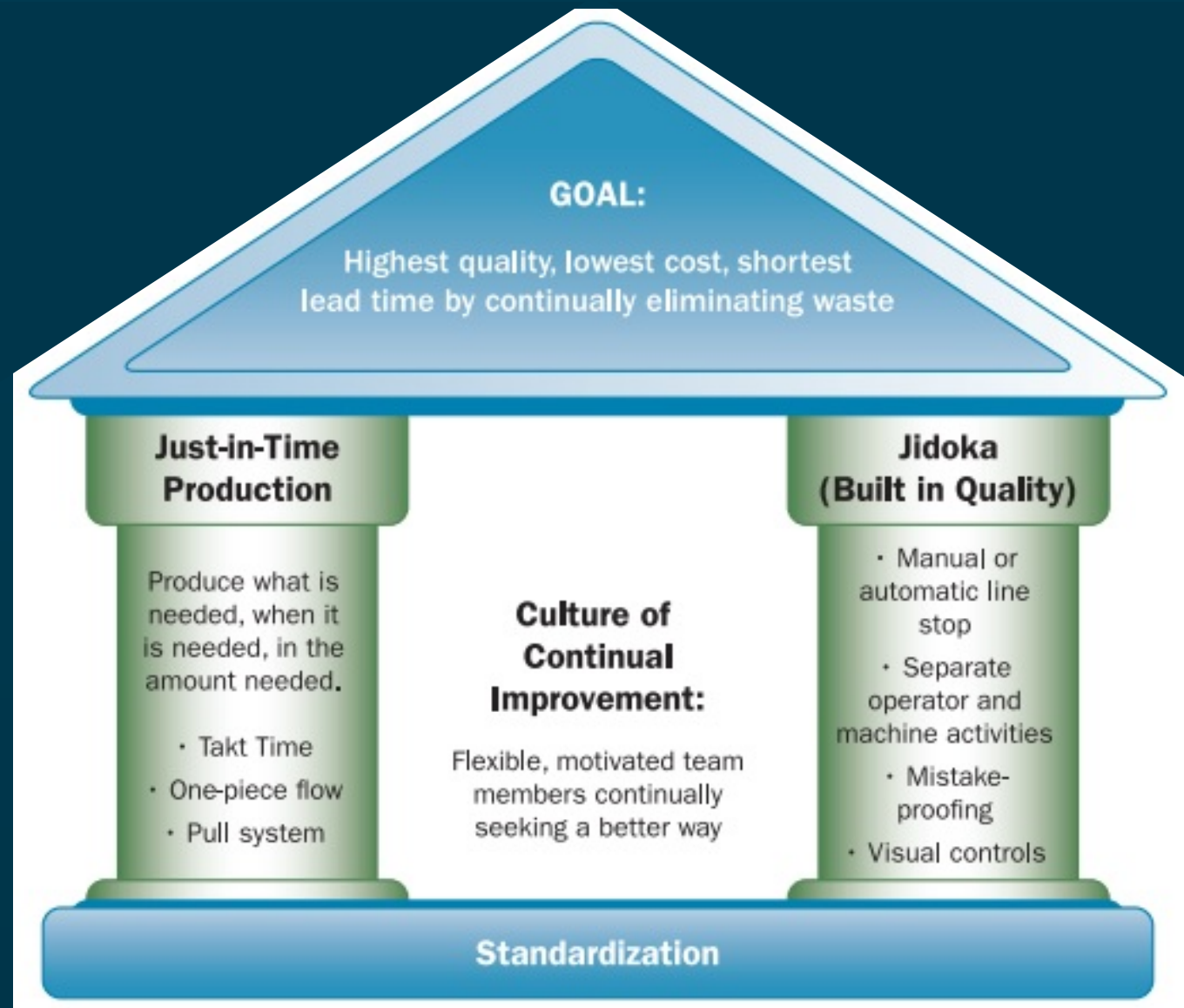
Can you name at least  
1 of the “7 wastes”?



# A BRIEF HISTORY



# TOYOTA PRODUCTION SYSTEM



# **MUDA: THE SEVEN WASTES**

- 1. WAITING**
- 2. DEFECTS**
- 3. OVERPRODUCTION**
- 4. INVENTORY**
- 5. PROCESSING**
- 6. MOTION**
- 7. TRANSPORT**

# AGILE: PRINCIPLES & PRACTICES

## 12 Principles of Agile Software Development

1. Satisfy the customer through early and continuous delivery.
2. Welcome changing requirements, even late in development.
3. Deliver working software frequently
4. Business people and developers work together daily
5. Build projects around motivated individuals.
6. Convey information via face-to-face conversation.
7. Working software is the primary measure of progress.
8. Maintain a constant pace indefinitely.
9. Give continuous attention to technical excellence
10. Simplify: maximizing the amount of work not done
11. Teams self-organize.
12. Teams retrospect and tune behavior

# Waterfall

Any method that employs **sequential stages** to delivery, with **comprehensive planning** and design followed by build, test & release.

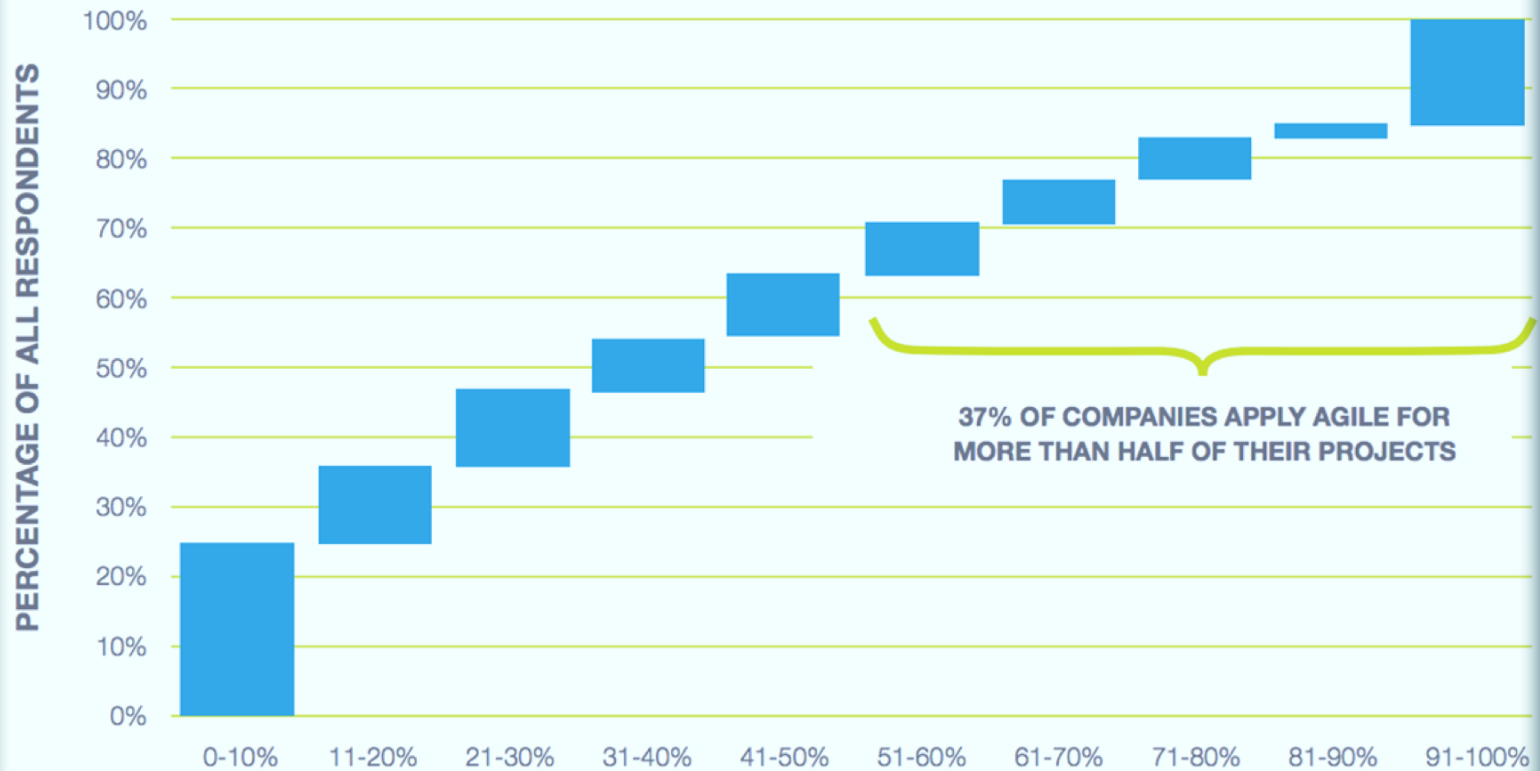


# Agile

An approach in which **cross-functional teams** use **frequent iterations** to deliver value in increments.



# AGILE ADOPTION



37% OF COMPANIES APPLY AGILE FOR MORE THAN HALF OF THEIR PROJECTS

“WHAT PERCENTAGE OF YOUR ORGANIZATION’S PROJECTS ARE CURRENTLY MANAGED USING AGILE?”

2016, Hewlett-Packard and ProjectsAtWork



# CHANGES FOR THE ANALYST

“GOODBYE TO THE BUSINESS REQUIREMENTS DOCUMENT”<sup>1</sup>

“MORE FOCUS ON BUSINESS VALUE,<sup>1</sup>  
LESS ON PROJECT ACTIVITIES”

“MORE ACTIVE ROLES FOR BUSINESS ANALYSTS IN SOFTWARE<sup>2</sup>  
DEVELOPMENT PROJECTS”

1. [ModernAnalyst.com](http://ModernAnalyst.com), *Top 10 Trends in Business Analysis for 2016*

2. [IIL.com](http://IIL.com), *Business Analysis Trends for 2016*

# AGILE BABOK (?)

## Agile Extension to the BABOK® Guide

Version 1.0

<b>Chapter 3: Mapping Agile Techniques to the BABOK® Guide</b>	<b>25</b>
<b>Business Analysis Planning and Monitoring</b> .....	<b>25</b>
Plan Business Analysis Approach (2.1) .....	25
Agile Techniques .....	26
Conduct Stakeholder Analysis (2.2) .....	27
Agile Techniques .....	27
Plan Business Analysis Activities (2.3) .....	27
Agile Techniques .....	27
Plan Business Analysis Communication (2.4) .....	28
Agile Techniques .....	28
Plan Requirements Management Process (2.5) .....	28
Agile Techniques .....	28
Manage Business Analysis Performance (2.6) .....	29
Agile Techniques .....	29
<b>Elicitation</b> .....	<b>29</b>
Prepare for Elicitation (3.1) .....	30
Agile Techniques .....	30
Conduct Elicitation Activity (3.2) .....	31
Agile Techniques .....	31
Document Elicitation Results (3.3) .....	31
Agile Techniques .....	32
Confirm Elicitation Results (3.4) .....	32
Agile Techniques .....	32
<b>Requirements Management and Communication</b> .....	<b>32</b>
Manage Solution Scope and Requirements (4.1) .....	33
Agile Techniques .....	33
Manage Requirements Traceability (4.2) .....	33
Agile Techniques .....	33
Maintain Requirements for Reuse (4.3) .....	34
Agile Techniques .....	34
Prepare Requirements Package (4.4) .....	34
Agile Techniques .....	34
Communicate Requirements (4.5) .....	35



**THOUGHTS?**

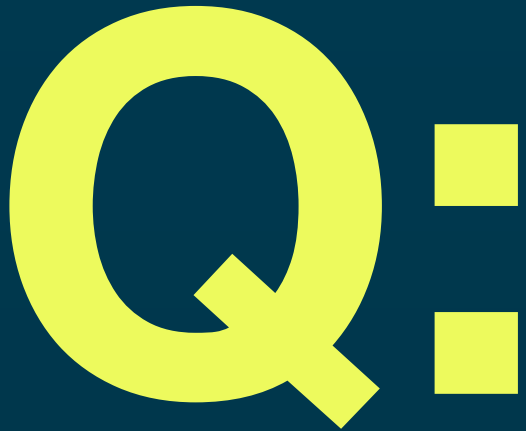


# FINDING A LEAN-AGILE PATH









What techniques / tools  
do you use most often?



**Define**  
your  
goal



**Map**  
the  
landscape



**Identify**  
your  
opportunities



**Take**  
the  
first step

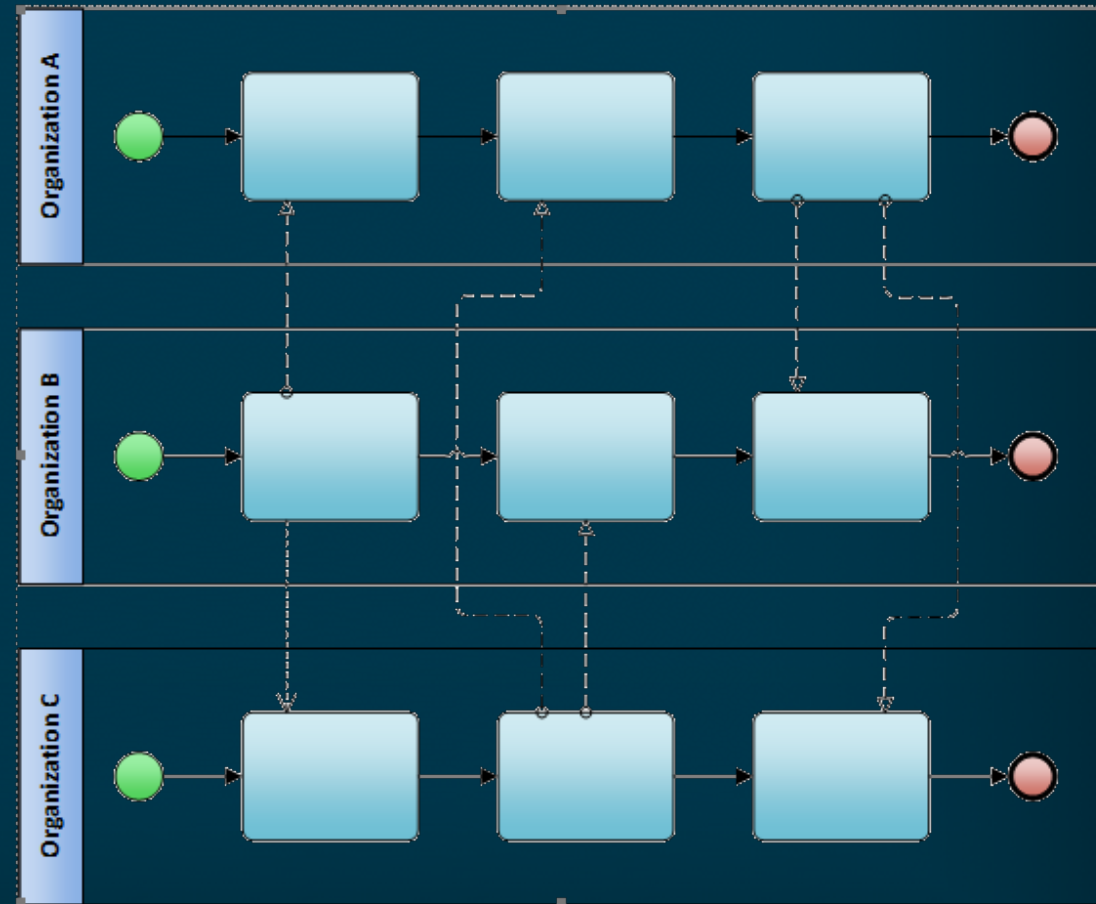




# MAP: DELIVERY PROCESS

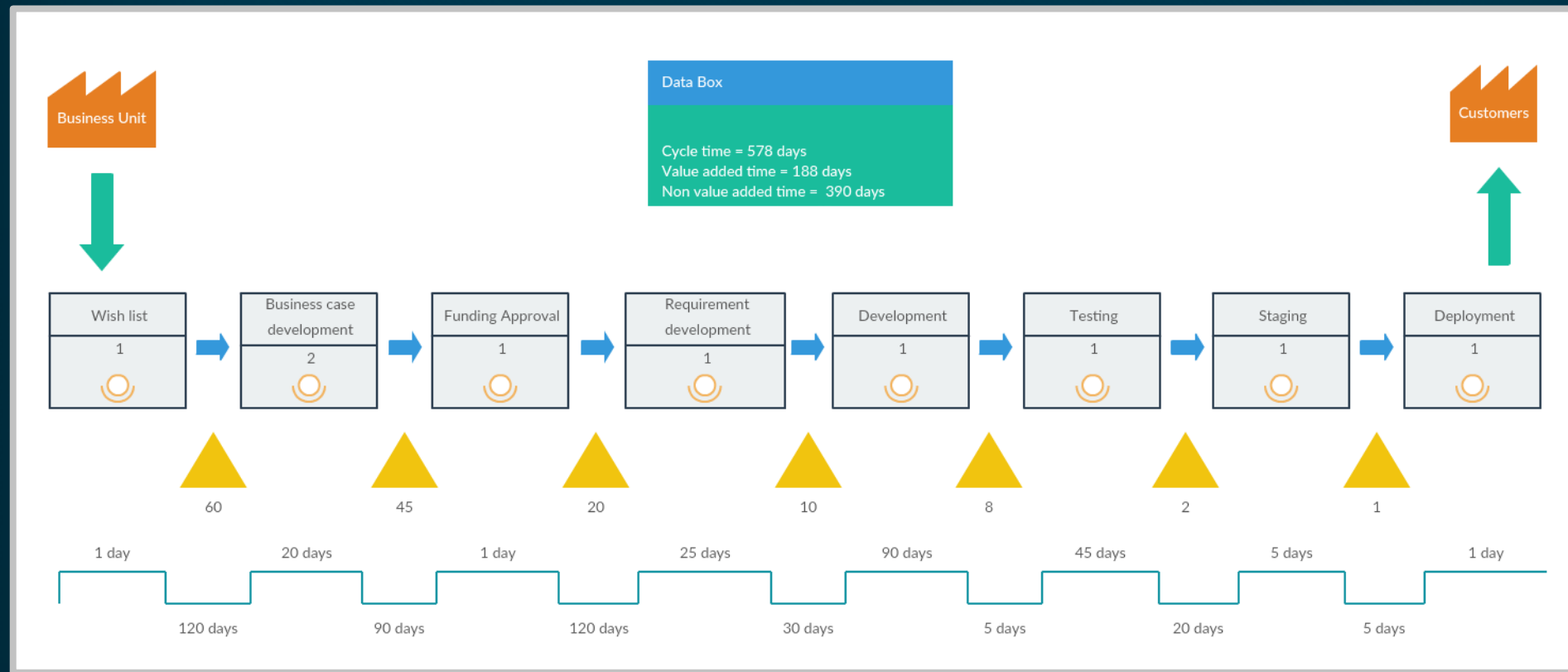
## APPROACH: BPMN

Leverage an industry standard (BPMN 2.0) for clarity



# MAP: DELIVERY PROCESS

## APPROACH: VALUE STREAM MAP



# OPPORTUNITIES: FIND VALUE

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## APPROACH: LEAN ANALYSIS

- 
1. WAITING
  2. DEFECTS
  3. OVERPRODUCTION
  4. INVENTORY
  5. PROCESSING
  6. MOTION
  7. TRANSPORT

- Jobs-to-be-done often seek to **minimize** cost, time, inputs
- A **Lean** focus on waste identifies where to **improve** outcomes



# FIRST STEP?







**QUESTIONS**  
**COMMENTS**  
**IDEAS**

# RESOURCES

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- **Agile Practices Timeline**, <https://www.agilealliance.org/agile101/practices-timeline/>
- **Toyota Production System: Beyond Large-Scale Production**, *Taiichi Ohno*
- **Lean Software Development: An Agile Toolkit**, *Mary & Tom Poppendieck*
- **What Customers Want**, *Anthony Ulwick*
- **Give Customers a Fair Hearing**, *Anthony Ulwick, MIT Sloan Management Review*
- **Lean-Agile Business Analysis**, *Kevin Brennan (SlideShare)*

# Thank you!



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# LEAN APPLIED TO SOFTWARE (Poppendieck, 2004)

1. ELIMINATE WASTE
2. AMPLIFY LEARNING
3. DECIDE AS LATE AS POSSIBLE
4. DELIVER AS FAST AS POSSIBLE
5. EMPOWER THE TEAM
6. BUILD INTEGRITY IN
7. SEE THE WHOLE