

BUSINESS ARCHITECTURE & AGILE METHODOLOGIES

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BUSINESS ARCHITECTURE & REQUIREMENTS ANALYSIS COLLABORATION TEAM



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OVERVIEW



- Introduction and Overview
- Business Architecture & Agile in a New Environment
- Workshop 1
- Business Architecture & Agile in a Mature Environment
- Comparison
- Workshop 2
- Conclusions (To-Date)
- Next Steps

INTRODUCTION AND OVERVIEW

Business Architecture & Agile Methodologies

WHERE DO REQUIREMENTS FIT



Part 3 – Business Architecture Practice Guide		
Governance	Business Models	Business Processes
Case Management	Lean Six Sigma	Business Performance Management
Business Requirements	Maturity Model	Competencies

Source: *A Guide to the Business Architecture Body of Knowledge™ 4.1*

AGILE MANIFESTO



We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- 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

Source: <http://agilemanifesto.org/>

WHAT IS AGILE?



Source: <http://coach-agile.com/>

WHAT IS AGILE NOT?



Agile is NOT an excuse to stop producing documentation.

Agile is NOT an opportunity to eliminate planning.

Agile is NOT open season on scope creep.

Agile is NOT about blindly following a set of “best” practices, whether or not they’re best for your project.

Source: Sliger, Michelle. "What Agile Is — And What It Isn't" ProjectsAtWork via Scrum Alliance, Sept. 2012
<https://www.scrumalliance.org/community/articles/2012/september/what-agile-is-%E2%80%94-and-what-it-isn%E2%80%99t>

Agile is NOT a reason to not do business architecture

AGILE/BUSINESS ARCHITECTURE ALIGNMENT



Recommended approach to requirements alignment

Trace the requirement logic from its basic components - example:

“As a Loan Officer I want to determine risk rating of an applicant seeking a loan so that I can properly underwrite the request, limiting the companies exposure to loss.”

The underlined components of this **initiative**'s user story highlight the **stakeholder**, **outcome** and **value**. The story also ties back to the Individual Risk Rating **capability**

Focus is placed on the strategy and origins of the requirement via business architecture, not simply back to a project artifact

NEW ENVIRONMENT

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IT'S ALL ITERATIVE



Wanting to establish Business Architecture in your Agile organization but don't have corporate sponsorship? It can happen using an **iterative** approach

- Know the business
- Know the business partners
- Know the pain points

“Even though your team might be Agile, it doesn't mean that your company, or even your department, is.” – ThoughtWorks conference on Agile practices

FIRST STEPS



Knowing the business, you can start with building

- Value streams
- Capability maps

Knowing the partners and pain points, you can start to strategize

- Determine where applying these artifacts have immediate impact

IMMEDIATE IMPACT IN AGILE



Knowing the business and having taken the time to articulate its value streams and capability maps, you can now have immediate and reusable impact in

- **Requirements/Grooming:** What areas must we understand for development or process changes
- **Prioritization:** What is important, what capabilities may not yet be in place
- **Scrum/Release planning:** Better understanding of dependencies and groups of stories that make up a capability

NEXT STEPS



Business Architecture, Agile and requirements can all be repetitive, reusable, and constantly building in maturity - after all, it's an iterative process. The next step is simple...

TAKE IT!

Show business value

Build on your success

WORKSHOP 1

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WORKSHOP 1: INTRODUCING BUSINESS ARCHITECTURE



Congratulations! You are the first person tasked with introducing business architecture. You are working with a financial services company with:

- An existing online loan product
- A savings product in development
- Roughly 250 people (75% IT, fully agile)
- A potential acquisition of a smaller company that provides financial network and credit bureau connectivity

Where do you focus your business architecture efforts?

MATURE ENVIRONMENT

Business Architecture & Agile

FIRST APPROACH – REQUIREMENTS-FOCUSED



Start with requirements, then pause/revisit to align to business capabilities.

Project drives definitional work, defines scope, and works on requirements towards execution.

- Will all requirements align to a business capability?
- Are all business capabilities fully covered by requirements?
- How were stakeholders identified?
- Does the work align to business strategies?

What will be the outcome of the potential gaps?

SECOND APPROACH – ARCHITECTURE-FOCUSED



Business architecture establishes foundational linkage with business strategies, roadmap planning, and initiative development.

Project team consumes business architecture and uses it as a guide to development of agile constructs.

- Value streams → value stages → epics → user stories
- How much do stakeholders / project team understand the business architecture?
- How complete is the business architecture – do you have value streams/value stages, business capabilities, information and organizations/stakeholders mapped?
- How much of the Business Architecture Value Stream (Figure 1.4, Appendix B.1) are you using or have you planned to use?

Which approach would you prefer?

REMEMBER THIS



Give a man a fish and you will feed him for a day.

Teach a man to fish and you feed him for a lifetime.

Teach a man to sell fish and he eats
steak.

Source: <http://calum.org/posts/teach-a-man-to-fish>

Trust me – you want to eat steak!

KEY TO SUCCESS: USABILITY



Have to teach people how to use the business architecture

To do this, you have to make the business architecture useable

- Provide definitions, examples
- Establish linkage within/between architecture/requirements systems
- Focus on key roles – developers, product owners, business analysts, project managers, technical architects, etc.
- Remember they may not see the benefit up-front

“Understand the mission”

COMPARISON

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NEW VS MATURE ENVIRONMENTS



New Environment	Mature Environment
No/limited formal support	Stronger organizational/executive support
No/limited understanding of business architecture	Thorough understanding and engagement with business architecture
Carving out time for business architecture	Dedicating time for business architecture
Low scoring against maturity model	Improved scoring
Plan for small steps	Thorough business architecture roadmap planning
Fewer opportunities to optimize/impact project work	Projects are driven by strategic planning, defined architecture
Patience, patience, patience...	
Promote your wins!	

Source: *A Guide to the Business Architecture Body of Knowledge™ 4.1*



TRADITIONAL VS. AGILE



Is it true that business architecture...

Traditional Methodologies

Provides a framework and insight to transforming current state to future state

Offers traceability from strategy through value delivery to business capabilities that requirements are intended to enhance / establish

Techniques such as heat mapping and value mapping allow for sequencing of initiatives and/or requirements

Enables analysts to define a clearer set of acceptance criteria.

Establishes shared context across business teams and business units

Agile Methodologies

Truth is... these are applicable regardless of your methodology.

WORKSHOP 2

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WORKSHOP 2: HAVE YOU ARRIVED?



You are now a year in to your engagement with the same financial services company. You have completed the acquisition, rolled out a new product, and built support with key executives. Related to agile:

- Three project teams have completed roughly 75 sprints
- Releases are bi-monthly
- You are now tasked with strategic planning for the 2015 initiatives the agile teams will deliver...
- And with helping integrate the acquired company

What are your 2015 goals? How and what do you use to validate the success of your work?

CONCLUSIONS (TO-DATE)

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SUMMARY



Business Architecture not only has a place at the table related to agile methodologies...

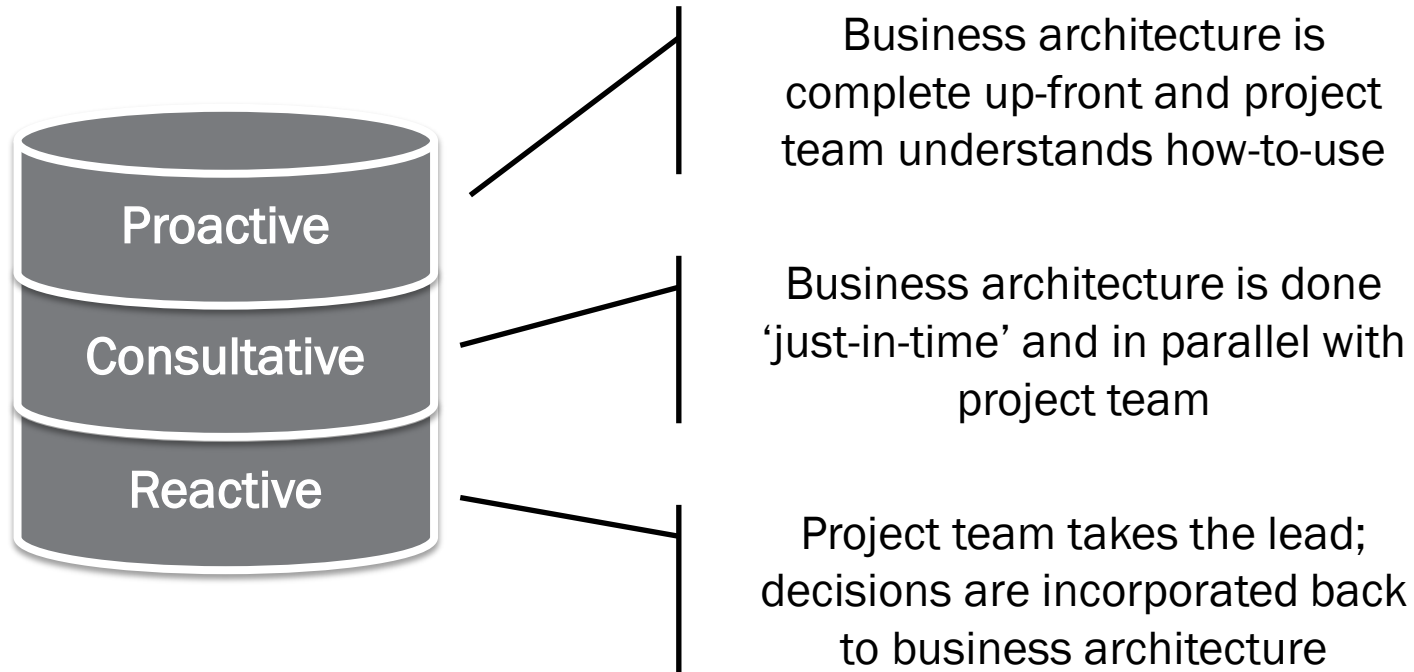


Business Architecture sets the table

Discipline, organization, and resource maturity are determinants in which a business architect engages with an agile team.

“Business architecture means having a holistic view to ensure you are not missing something.”

THREE LAYER CAKE



As Business Architecture matures,
the business moves forward to a more proactive state.

NEXT STEPS

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PLANNED NEXT STEPS



October 2014– Section moves in to BIZBOK 4.1[®], Part 3 Practice Guide

Oct/Nov 2014 – Target release of white paper/article

January 2015– BIZBOK[®] Guide 4.5 Updates

Also in 2015

- Annual review of principles and guidelines
- Further develop examples / potential case study
- **What opportunities do you see?**