



Powering Business Value

February 4, 2014

Dual Track Agile

A Guide for Product and Project Managers

John E. Parker, CEO
Enfocus Solutions Inc.
www.EnfocusSolutions.com

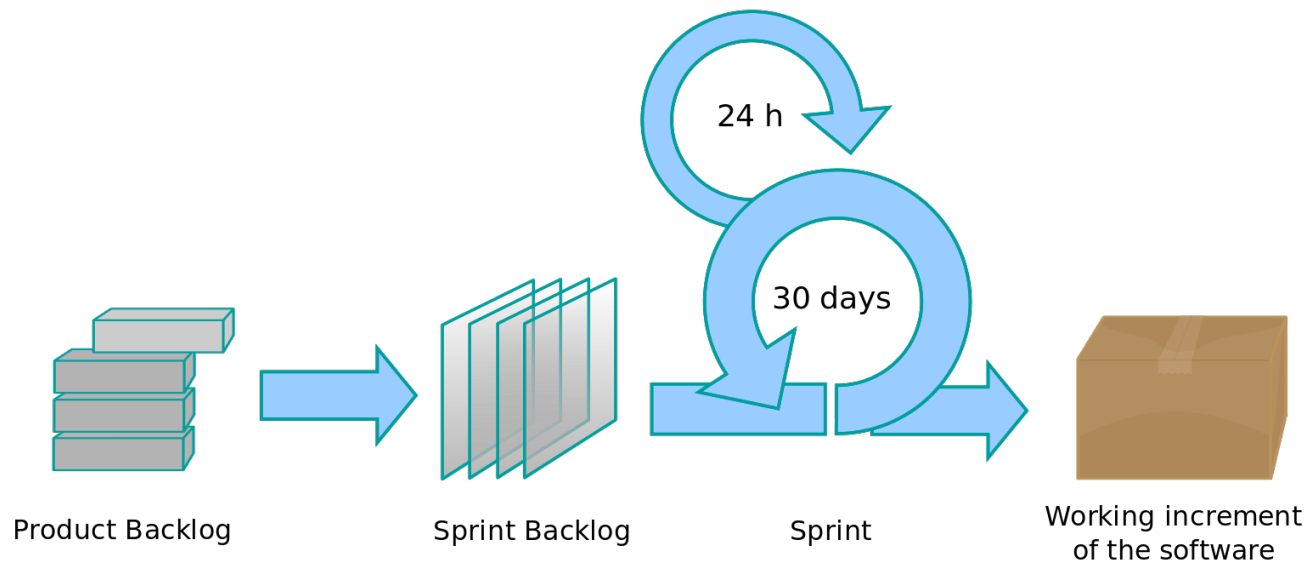
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John E. Parker (Introduction)



- Chief Executive Officer, Enfocus Solutions Inc.
- Previous Positions
 - EVP and Cofounder, Spectrum Consulting Group
 - EVP and CTO, MAXIMUS Inc.
 - Outsourced CIO for HSHS (Large Healthcare System)
 - KPMG Partner
- Expertise
 - IT Strategic Planning
 - Business Analysis
 - Product Management
 - Recovering Troubled and Challenged Projects
 - Enterprise Architecture
 - Development Methodologies (Agile, Waterfall, RUP, Design First, FDD, TDD)
 - Financial and Cost Benefit Analyses
 - Business Process Improvement, Reengineering, and Management
 - Business Architecture

Agile is an effective delivery process!



However, agile is not effective for discovering what to build.

Statement of the Problem

- It is commonly estimated that between 70-90% of new products fail.
- Most products fail not because of poor engineering or development but because the customer or market need were not understood.
- Agile has had minimal impact on the failure rate on new products.
- Working software is the primary measure of success for agile.
- However, without user adoption, working software provides no value.

- **Delivering Value**
 - User stories do not work well for defining business and customer needs.
 - Agile lacks methods for measuring product success.
- **Filling the Role of the Product Owner**
 - Agile Product Owners often do not represent user needs.
 - It is impossible to be 100% available to the team and perform external product management responsibilities.
- **Design**
 - It is difficult to envision the big picture when building incrementally.
 - Finding the right level of requirements and design documentation can be challenging.
 - User experience design is often ignored or overlooked in agile.
- **Managing the Backlog**
 - Grooming and managing the backlog is a time consuming activity.
 - There is no good method to validate items in the backlog.
 - Large items in the backlog have to be split to fit into sprints and may lose their original intent.



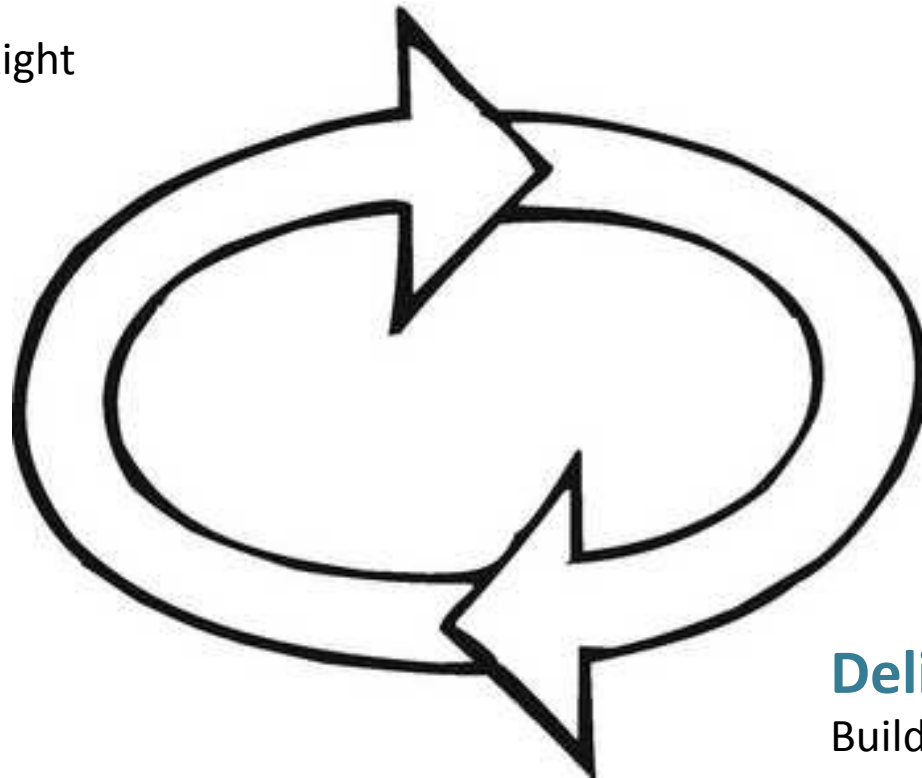
Reducing the High Cost of Agile Development

- Agile is delivering increased customer satisfaction and higher quality for most companies but has not resulted in cost savings.
- Agile has not resulted in cost savings, because requirements are often developed using code instead of using more cost effective methods such as prototypes.
- Many needs are not validated when placing stories in the backlog. Writing code to validate needs is very expensive.
- According to a recent Voke brief, The practice of analyzing and refining requirements in source code is an expensive practice and could lead to significant schedule delays and higher costs.
- According to Standish Group research, 67% of Features are rarely or never used. Better validation and prioritization methods can have a significant impact on project and ongoing maintenance costs.
- Many Agile Coaches are now recommending that Teams spend 10% of their time grooming the backlog. This is certainly better than not grooming the backlog but still very costly and reduces overall velocity.

Balance Discovery with Delivery

Discovery

Understanding the Right
Solution to Build



Delivery

Building the Solution Right

What is Dual Track Agile?

Dual Track Scrum: Emerging Concept

The diagram consists of two large, horizontal arrows pointing to the right. The top arrow is light blue and contains the text for the Discovery Track. The bottom arrow is a darker blue and contains the text for the Delivery Track. The arrows are stacked vertically, with the top arrow slightly offset to the left and right relative to the bottom arrow, creating a sense of parallel progression.

Discovery Track

Discover business and customer needs and generate validated product backlog items.

Delivery Track

Develop releasable software based on validated backlog items.



Why the Discovery Track?

To evaluate market opportunities, reduce new product risk, and put the right things on the product roadmap.

Answers the questions:

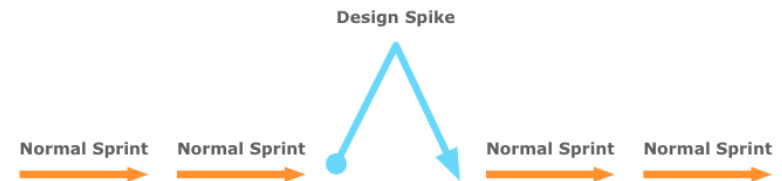
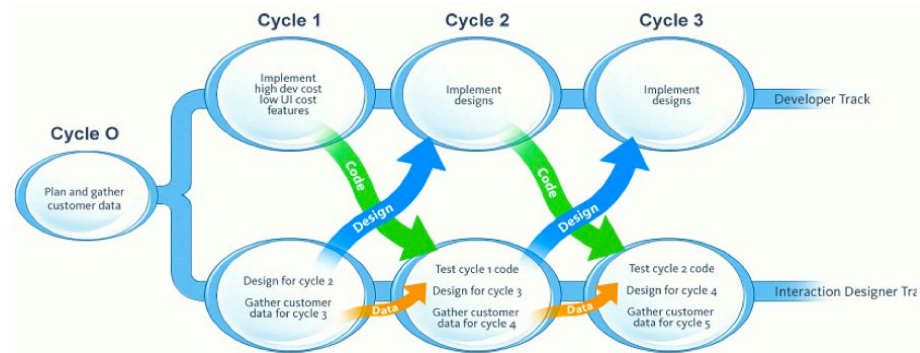
- Who is the customer?
- What is the customers' problem?
- How will solving this problem help our business?
- How will success be measured?



Benefits of Discovery:

- **Elimination of Features with Little or No Value**—focuses on validating needs and achieving a good user experience.
- **Less Rework**—reduces the number of iterations to reduce time and costs.
- **Cost Effective Validation**—validates ideas in the fastest, least expensive way.
- **Better User Experience**—validates prototypes instead of coding to validate ideas.

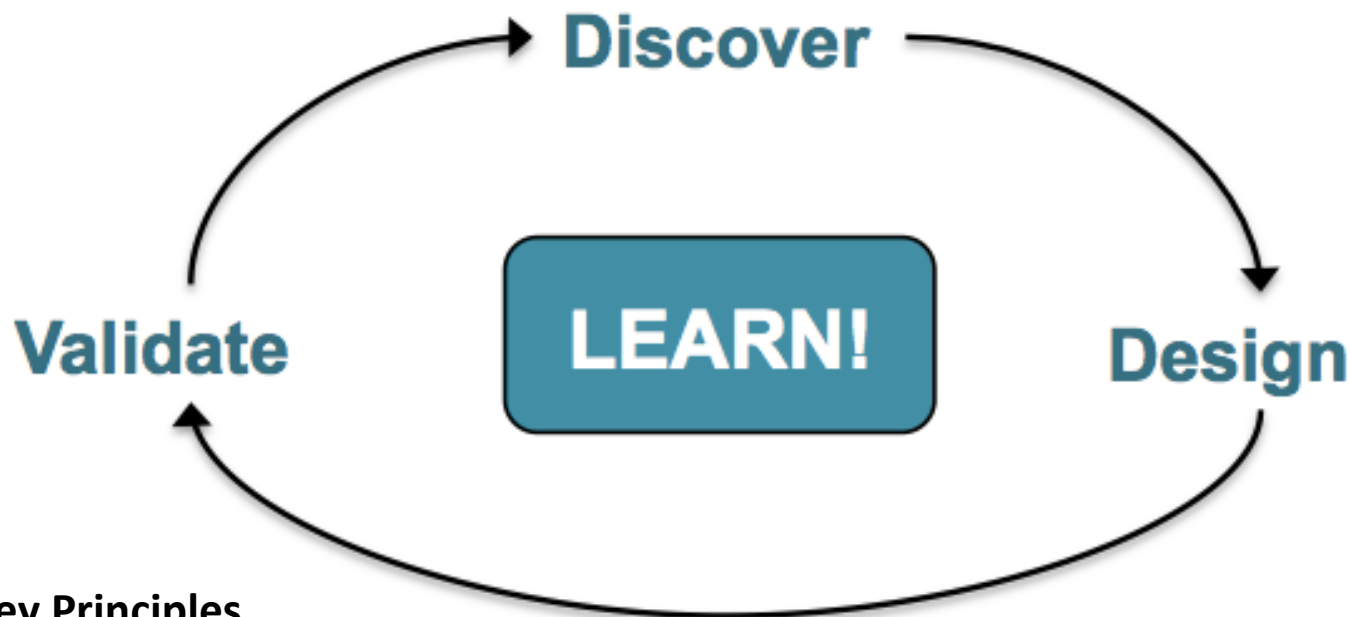
Dual Track Agile Moves Beyond Staggered Sprints and Design Spikes



- Discovery is much more than design. Many items that are discovered should never be designed or built.
- Developers and customers often struggle with communications. Developers are concerned that too much direct user involvement will slow velocity.
- Many discovery activities do not fit easily into a sprint. Building should be delayed until the need has been validated.
- The rapid pace of UX design in the agile world often leads to shortsighted design decisions. Focusing on addressing the immediate needs of particular user stories within the limits of a sprint can lead to neglect of larger design questions, which can come back to haunt UX designers later.
- Design spikes are very disruptive and break scrum team rhythm.

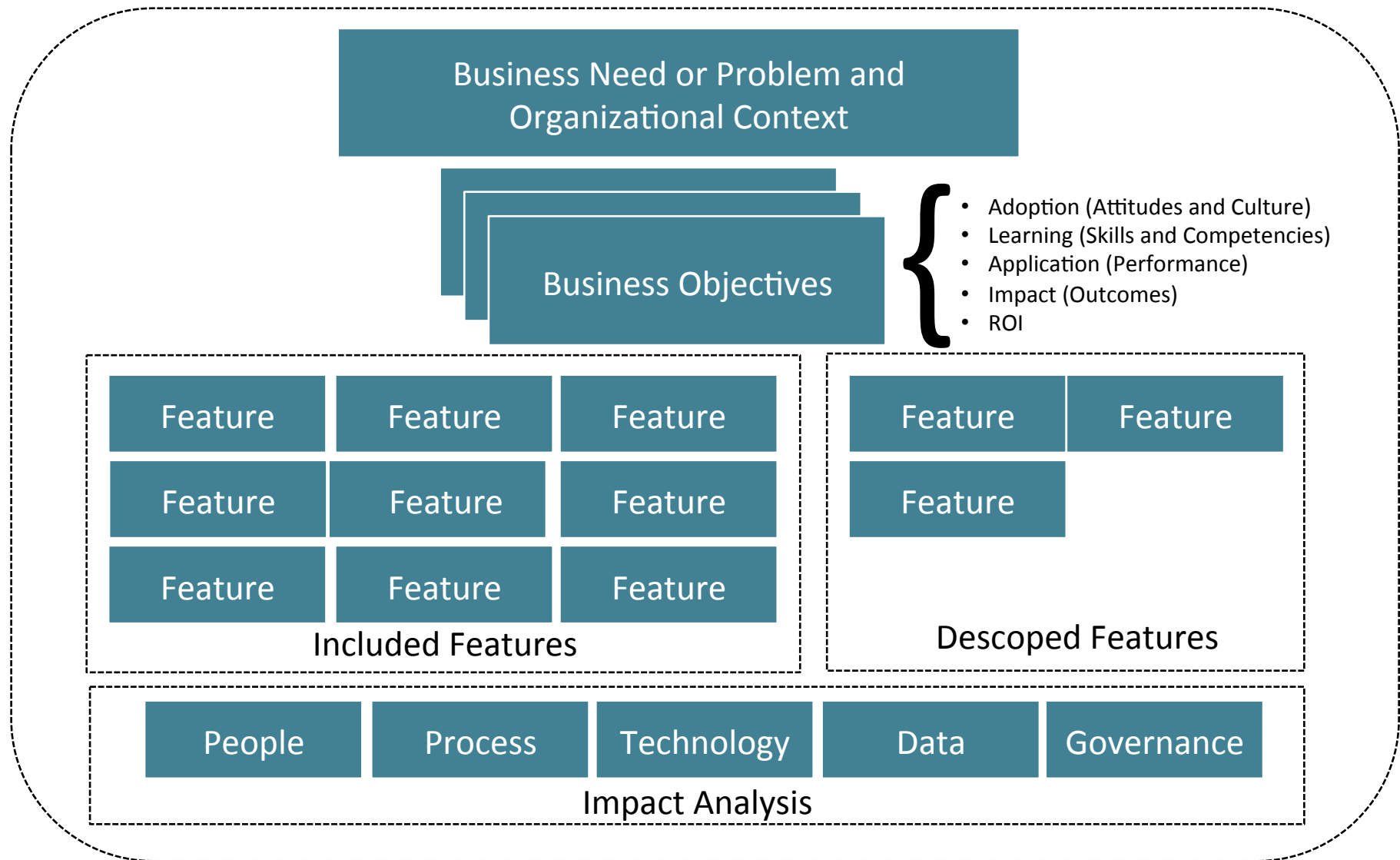
Discovery Cycle

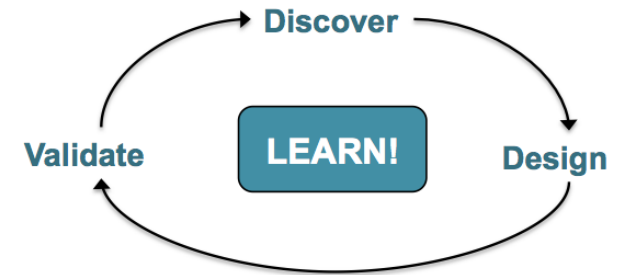
We discover, design, and validate to achieve validated learning.



Key Principles

- Understand the problem before building the solution.
- Discover requirements – don't gather or develop requirements.
- Validate all assumptions.
- Engage users and stakeholders.
- Use Lean Startups such as MVP to prevent waste.
- Design just enough to get started - Discovery, Design, and Validation continue into Development and Delivery





Business Discovery

- Business Model
- Business Case
- Business Objectives
- Expected Performance
- Capability Gaps
- Business Changes
- Pricing Models



Customer/ Stakeholder Discovery

- Customer Needs
- Customer Personas
- Market Needs
- Business Process Design
- Demand



User Adoption Discovery

- User Needs
- User Personas
- User Expectations
- User Activities
- Scenarios
- Learning
- Prototypes
- Storyboards
- Usability



Product/Solution Discovery

- Features
 - Feasible
 - Usable
 - Valuable
- User Stories



Benefits of UCD

User Centered Design is a Key Part of Discovery

Increased Adoption Rates

Improved User Productivity

Higher Quality

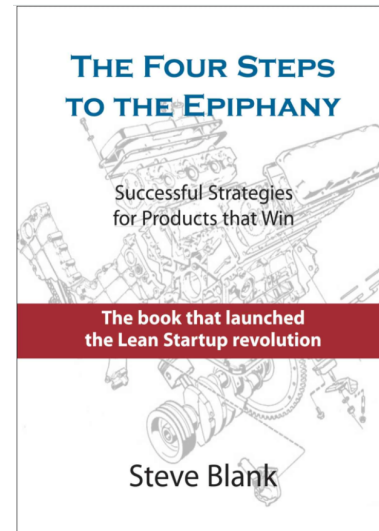
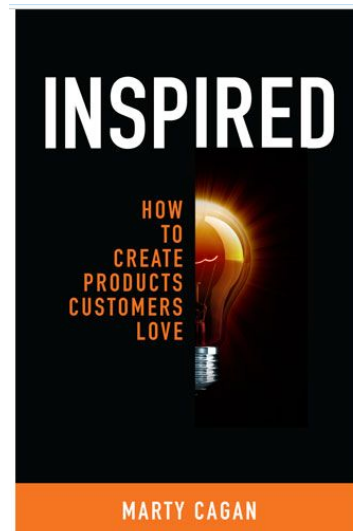
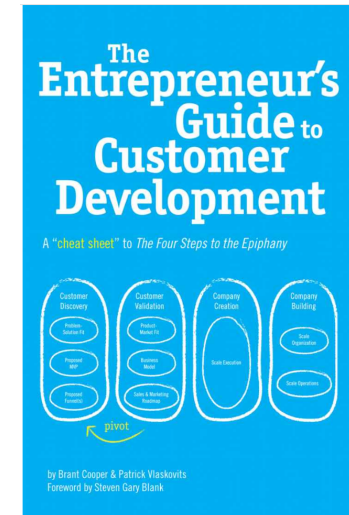
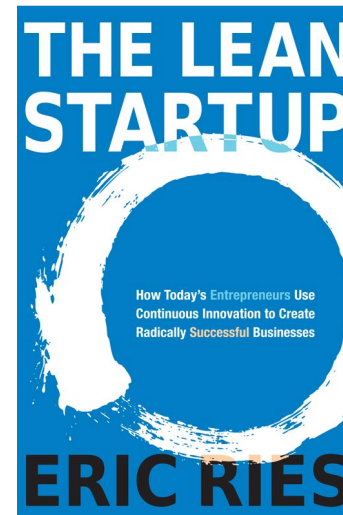
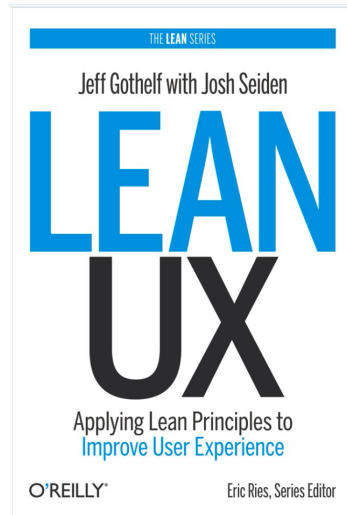
Reduced Maintenance Cost

Higher ROI

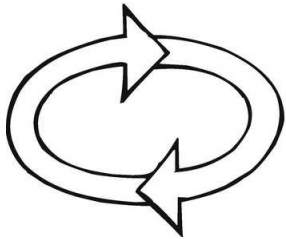
Dual Track Agile Influences



Jeff Patton
Inventor of Dual Track Scrum
Founder of Comakers



Benefits of Dual Track Agile?



- Helps reduce drawn out Sprint planning sessions resulting from under-defined user stories.
- Increases velocity of delivery team through providing better define user stories.
- Avoids waste by validating ideas in the least costly way.
- Reduces costs by avoiding the build of features that provide little or no value.
- Increases collaboration with Business SMEs and UX Designers when defining stories, easing transition to production and delivery.
- Helps improve user adoption through placing heavy focus on Lean UX and prototyping.
- Provides for better utilization of resources: discovery and delivery skills are very different.
- Significantly reduce risks through discovering impacts, gaps, and risks.



Discovery for Products



Product Development Starts with Hypothesis, not a List of Requirements (*User Stories*)

Hypothesis are developed for:

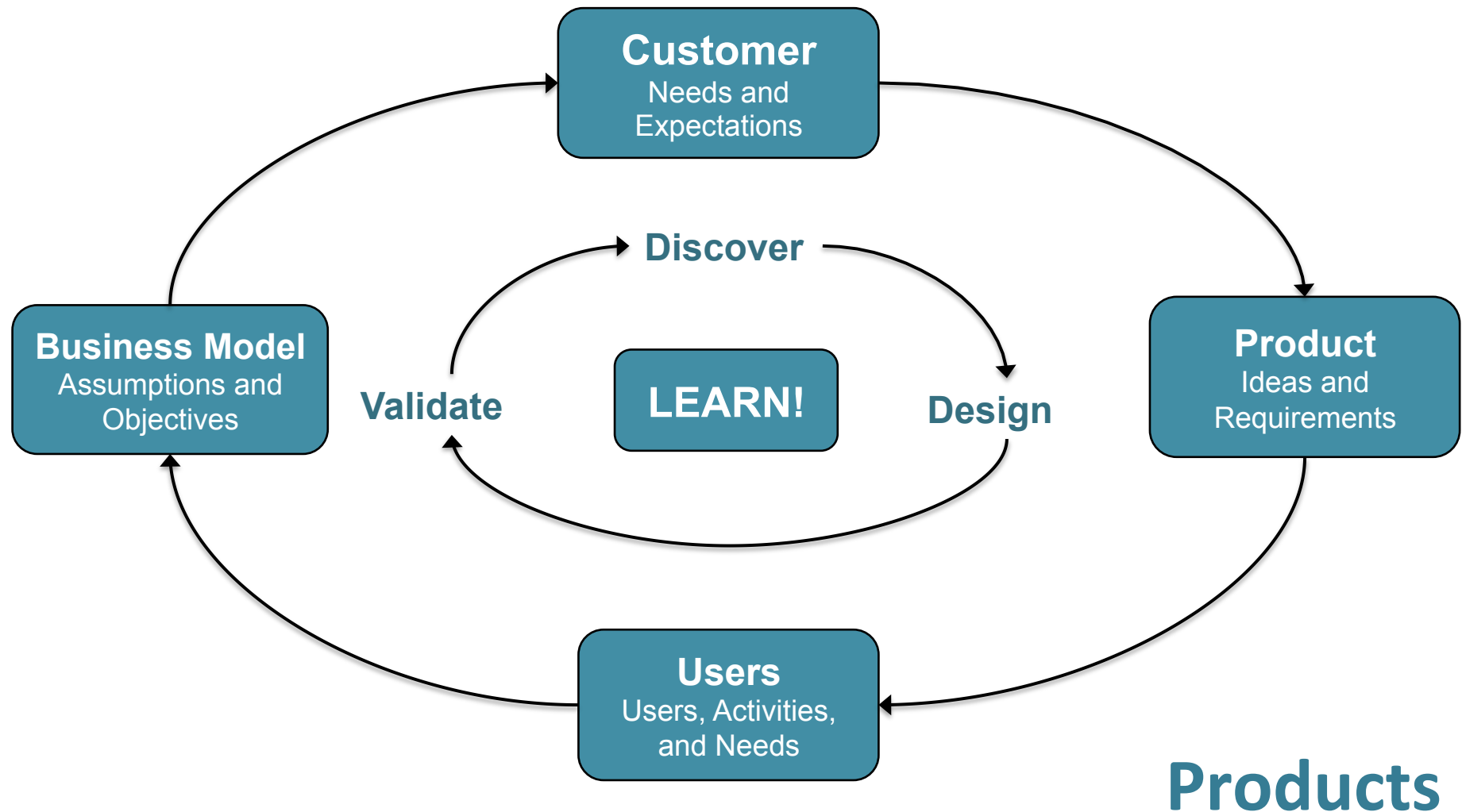
- Problem *(Is the problem real?)*
- Customer *(Who has the problem?)*
- Solution *(Will the solution solve the problem?)*
- Market *(What is the size of the market)*
- Business model *(Will the Business Model work?)*
- Pricing *(How should we price the product?)*
- Demand creation *(How can we generate demand?)*
- Competition *(Will we gain a competitive advantage?)*

Example Hypothesis

50% of newly signed users will create an avatar. Average time spent on maintaining user profile information will go from less than 30 seconds to more than a minute.

Discovery: Building the Right Product

Collaboration between the Discovery Team and the Delivery Team is essential.



Business Model Discovery

Continuously validate assumptions related to the business model.

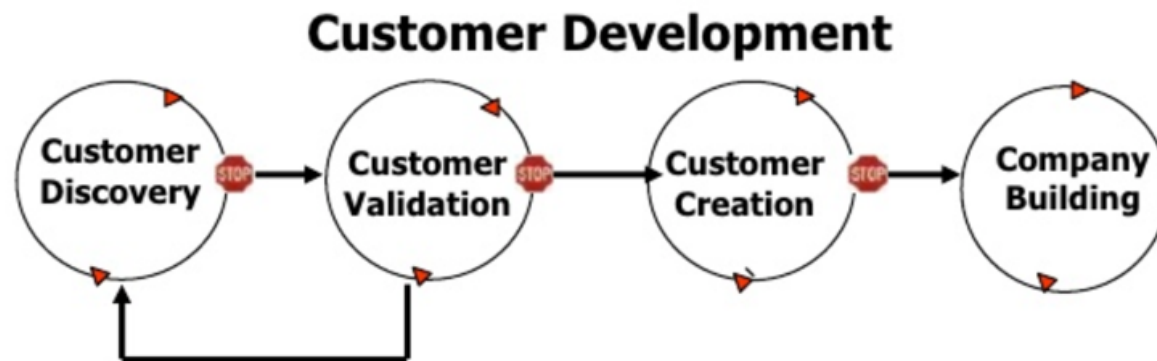
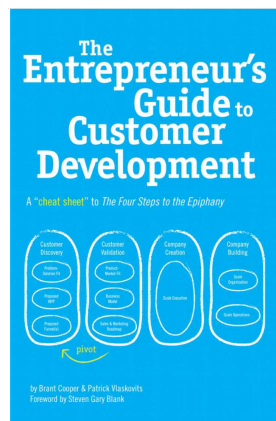
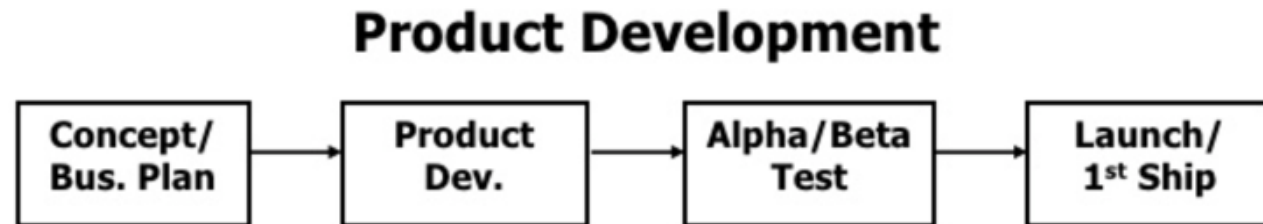
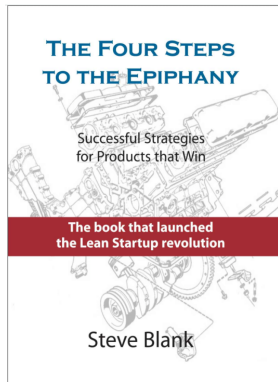
Alexander Osterwalder created the simple graphic called a Business Model Canvas to test assumptions related to the business. A Business Model Canvas should be attached to the project in RequirementPro™ and address the following 9 topics:

The Business Model Canvas		Designed for:	Designed by:	Date:	Version:
Key Partners Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform? Assumptions and uncertainties: Distribution and ownership Allocation of risk and uncertainty Acquisition of profitable resources and activities	Key Activities What key activities do our value propositions require? What contribution channels customer relationships revenue streams Assumptions: Production Production delivery Production/Network	Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? Assumptions: Revenue Channels Performance Customization Managing the Job Done Risk/Offset Price Cost Reduction Risk Reduction Availability Convenience/Usability	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? Assumptions: Personalization Customer Personalization Customization Automated Services Convenience Co-creation	Customer Segments For whom are we creating value? Who are our most important customers? Assumptions: Mass Market Niche Market Segmented Diversified Multi-sided Platform	
	Key Resources What key resources do our value propositions require? What contribution channels customer relationships revenue streams? Assumptions: Channels Performance Customization Managing the Job Done Risk/Offset Price Cost Reduction Risk Reduction Availability Convenience/Usability		Channels Through which channels do our customer segments want to be reached? How are we reaching them now? How are our channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? Assumptions: 1. Awareness How do we get our customers' attention (visibility and interest)? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we deliver our products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?		
Cost Structure What are the most important costs inherent in our business model? Which key resources are most expensive? Which key activities are most expensive? Assumptions: Cost Structure: Internal and external, low price value propositions, maximum automation, extensive outsourcing Value Drivers: Based on value creation, premium value propositions Assumptions: Fixed Costs: Salaries, rent, utilities Variable costs Economies of scale Economies of scope		Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How much does each customer segment pay? How much does each revenue stream contribute to overall revenues? Assumptions: Price Quantity Timing Location Channels Payment Methods Assumptions: Price Quantity Timing Location Channels Payment Methods			

1. Key Partners
2. Key Activities
3. Key Resources
4. Value Propositions
5. Customer Relationships
6. Channels
7. Customer Segments
8. Cost Structure
9. Revenue Streams

Source: Alexander Osterwalder; <http://www.businessmodelgeneration.com/>

Product Development and Customer Development are both Essential



Source: Steve Blank

Agile works well for Product Development,
but not so well for Customer Development.

Stakeholder Needs. Stakeholder needs can describe a customer problem.

Home Project Context Business Impacts Features Needs Requirements Delivery Lifecycle

Stakeholder Needs Dashboard Scenarios Stakeholder Needs

Stakeholder Ne... Stakeholder Ne... Stakeholder Need: Select Project

Stakeholder Need: Select Project

Active

Need Detail
Related Requirements
Record History

Like 1 Dislike 1

You disliked this.

Undo

Demo Must Be

Phase 1

Summary

Feature: Projects Stakeholder Persona: Business Analyst

Reference Number: NEED-000375 Name: Select Project

Source: BA Record Owner: Kelly Burroughs Status: Active

Pattern: General Priority: Medium

Description:
Need to be able to select any of the projects I am currently working on - but only if I want to see any of the older projects

Questions to Answer:

1. Who are the customers?
2. What are the customer's top problems?
3. Are others trying to solve this problem? If so, why?
4. Will the product solve their problems?
5. How much will customers pay?

Personas. Document characteristics and expectations of customers.

Stakeholder Persona Summary Edit

Stakeholder Persona: Product Marketing Manager Stakeholder Type: Customer

Record Owner: Kelly Burroughs Status: Active

Internal/External Status: Internal Seasonal Status: Year-Round Position Type: Professional

Full/Part-Time Status: Full-Time Operational Status: Strategic Employment Status: Employee

Description:
Meet Stephanie.
Stephanie is 28 years old and recently married. She would like to start a family right away, but her husband is gone for long periods of time on business and the time isn't right. To keep busy while her new husband is away, Stephanie upkeepes a rigorous training schedule for triathlons to keep her physically and mentally exhausted.

Stephanie has been in the technology industry for going on 6 years now, and has a degree from Baylor. She would like to go back to school for her MBA because many of her colleagues have theirs, but between working 50 hours a week and training for triathlons, she doesn't really have the time.

She was a Product Manager until about a year ago her organization created an independent product marketing team. She willingly made the transition to the new department, but she is still struggling with her new job position and how she is supposed to work collaboratively with management, marketing, and sales. Stephanie's job duties are as follows:

- Assist in creating a positioning and messaging plan to reach target markets and buyers.
- Assist in developing targeted campaigns to drive solution awareness, adoption and purchase.
- Collaborate with product teams and customers to create blog posts, social media, presentations, case studies and white-papers.
- Assist in the development and capture of key marketing metrics.

Stephanie is one of 6 Product Marketing Managers at her organization, and she is directly responsible for the marketing of 4 products. However, Stephanie's typical day is spent...





- **Feasible** – Can the product be built within the constraints of time, budget, and technology?
- **Usable** – Will the product simplify users' work and be fast to learn and easy to use?
- **Valuable** – Will customers buy the product because it helps them solve a need or problem?

Tags. Assign tags for organizational and sorting purposes.

Feature Priority. Assign Features as High, Medium, or Low.

Rank Order. Assign an initial priority using High, Medium, and Low, and then rank within the priority level.

Prototypes. Create prototypes for quick and easy validation then attach in RequirementPro™.

Open	Owned	Created	Watched	Delivered	Descoped			
<div></div>					Tags	Q Search	Reset	Actions
Feature	Ref. No.	Priority	Status	Sponsor	Owner	Created	Updated	
FEAT-00140 PATIENT REGISTRATION - Reporting				0 conditions	7 needs			
Scoped Priority: Medium Sponsor:				1 scenario	8 requirements			
Reports Nursing Process Efficiency Moderately Important Registration				1 use case	1 test scenario			
Record Owner: John Parker		Created By: John Parker 10 months ago		Last Updated: 18 days ago				
FEAT-00146 PATIENT WORKFLOW - Workflow reporting				0 conditions	1 need			
Scoped Priority: Medium Sponsor:				0 scenarios	5 requirements			
Reports				0 use cases	0 test scenarios			
Record Owner: John Parker		Created By: John Parker 10 months ago		Last Updated: 17 days ago				
FEAT-00231 PATIENT REGISTRATION-Patient Registration Reports				0 conditions	1 need			
Scoped Priority: Medium Sponsor:				1 scenario	6 requirements			
Patient Satisfaction Moderately Important Registration Reports				1 use case	0 test scenarios			
Record Owner: Kelly Burroughs		Created By: Kelly Burroughs 10 months ago		Last Updated: 18 days ago				



Feature Prioritization	
Priority:	Medium
Medium List	
1	Record Stakeholder Needs
4	New Case Setup and Maintenance
5	Elicitation Events
8	Mobile Platforms Support
7	Field Observation Capture
9	RequirementPro Integration
10	Product Roll-Out

Discover What is Required for User Adoption

User Personas.


Document characteristics and expectations of different user types.

Scenarios.

Understand what users activities are.

Prototypes.

Design and validate the user experience.

Stakeholder Persona Summary Edit		
Stakeholder Persona: Business Analyst		Stakeholder Type: Employee
Record Owner: John Parker		Status: Active
Internal/External Status: Internal	Seasonal Status: Year-Round	Position Type: Professional
Full/Part-Time Status: Full-Time	Operational Status: Operational	Employment Status: Employee
Description: Meet Marcel.  <p>Marcel is a senior business analyst, who has been with his company for the last five years. Marcel does not currently have his CBAP certification, however once he has enough experience hours under his belt he would like to get it – he knows the BABOK very well, and while his organization is not that with their business analysis approach, he is hoping with time they start to change that. Although Marcel prefers business analysis and is often assigned as a business analyst on the projects he works on, sometimes Marcel is also asked to be the project manager as well – mostly this is on smaller projects. Marcel does not mind being the project manager but finds it is especially difficult to be both to the business analyst and project manager on a project, and do both to the best of his abilities. Marcel is very detail-oriented, very analytical (a natural "problem solver"), likes to work within structure, and after five years, has a very good understanding of how his organization operates.</p>		

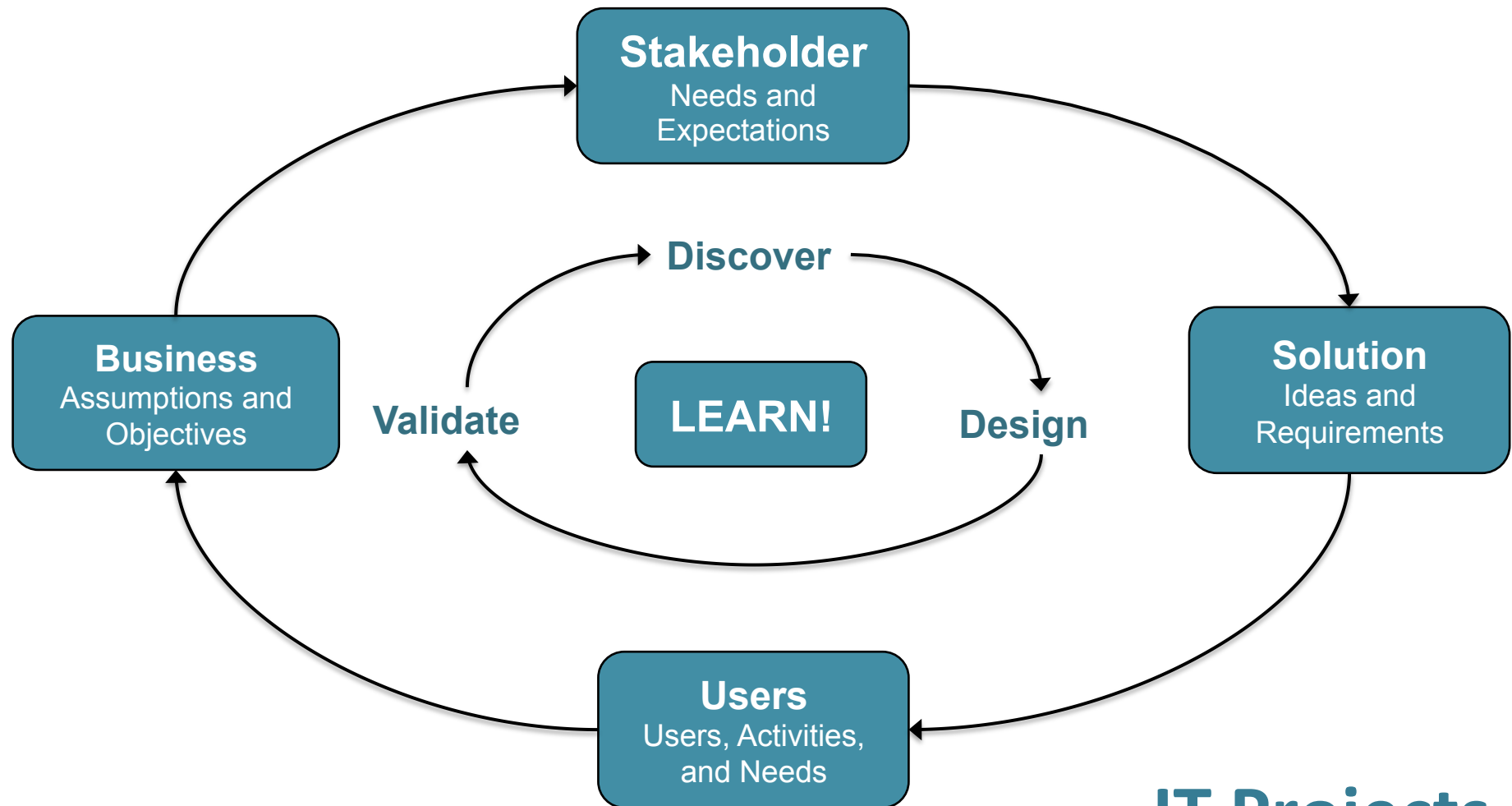
Summary Redraft Edit	
Feature: Products	
Reference Number: SCEN-00024	Name: Select a Product
Record Owner: Kelly Burroughs	Status: Active
Priority: Medium	Type: Activity
User As-Is: N/A	User To-Be: Business Analyst
Triggers/Inputs As-Is: N/A	Triggers/Inputs To-Be: Business analyst needs to elicit needs from stakeholders for a product
Narrative As-Is: N/A	Narrative To-Be: A business analyst needs to identify needs and record elicitation information against a specific product, allowing them to select a product will enable them to be able to do so.
Outcomes/Outputs As-Is: N/A	Outcomes/Outputs To-Be: Business analyst has selected a product to record information against



Discovery for IT Projects

Discovery: Building the Right Product

Collaboration between the Discovery Team and the Delivery Team is essential.



IT Projects

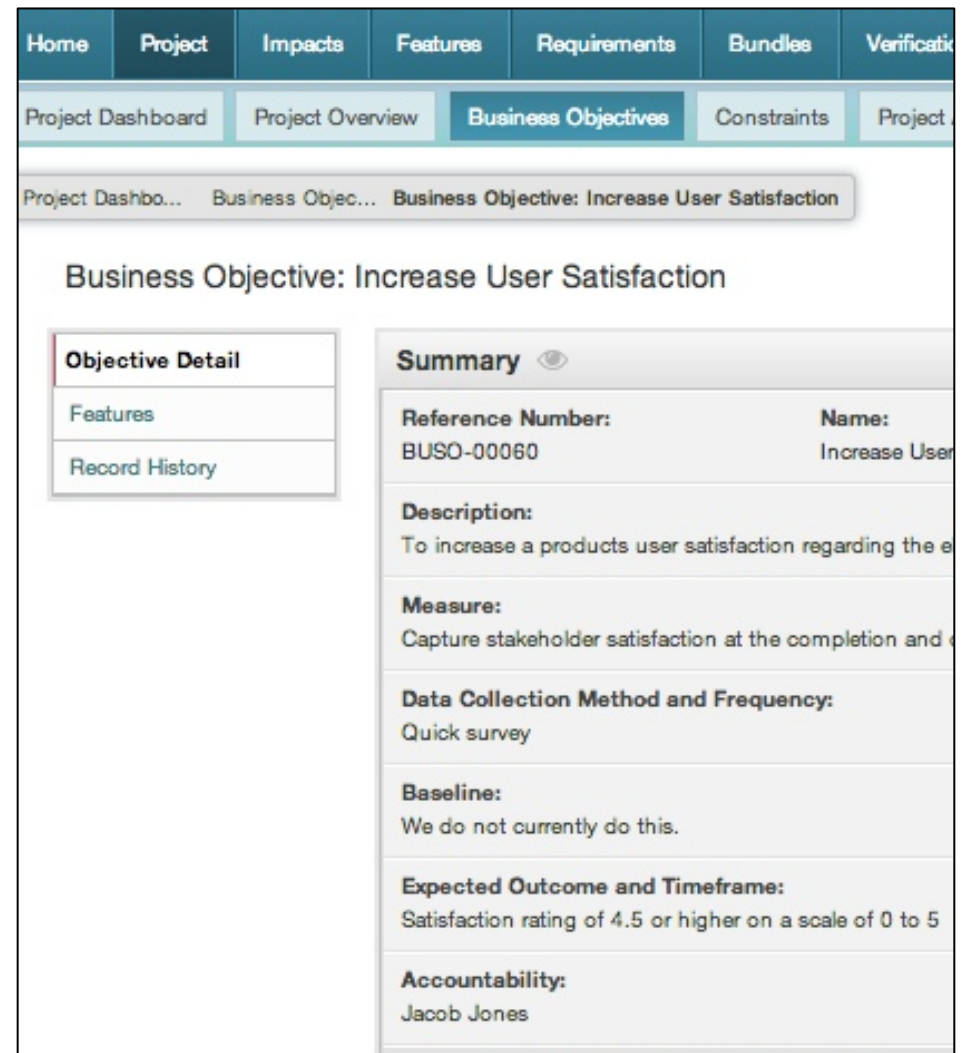
Discover Business Outcomes

Identify expected outcomes and discover any problems that may prevent them from being achieved.

Define Business Objectives.

Define a clear set of business objectives using the ROI Institute's framework and objective types.

- **Reaction Objectives.** What is needed to simplify user activities?
- **Learning Objectives.** What do users need to become proficient with the solution?
- **Application Objectives.** How can we get users to adopt the solution?
- **Impact Objectives.** What are the expected business outcomes?
- **ROI Objectives.** What is the expected ROI?



The screenshot shows a web application interface for managing business objectives. The top navigation bar includes tabs for Home, Project, Impacts, Features, Requirements, Bundles, and Verification. Below this, a secondary navigation bar shows Project Dashboard, Project Overview, Business Objectives (selected), Constraints, and Project. A breadcrumb trail indicates the current path: Project Dashbo... > Business Objec... > Business Objective: Increase User Satisfaction.

The main content area is titled "Business Objective: Increase User Satisfaction". It features a sidebar on the left with links for Objective Detail (selected), Features, and Record History. The main panel displays a "Summary" view with the following details:

- Reference Number:** BUSO-00060
- Name:** Increase User
- Description:** To increase a products user satisfaction regarding the e
- Measure:** Capture stakeholder satisfaction at the completion and e
- Data Collection Method and Frequency:** Quick survey
- Baseline:** We do not currently do this.
- Expected Outcome and Timeframe:** Satisfaction rating of 4.5 or higher on a scale of 0 to 5
- Accountability:** Jacob Jones

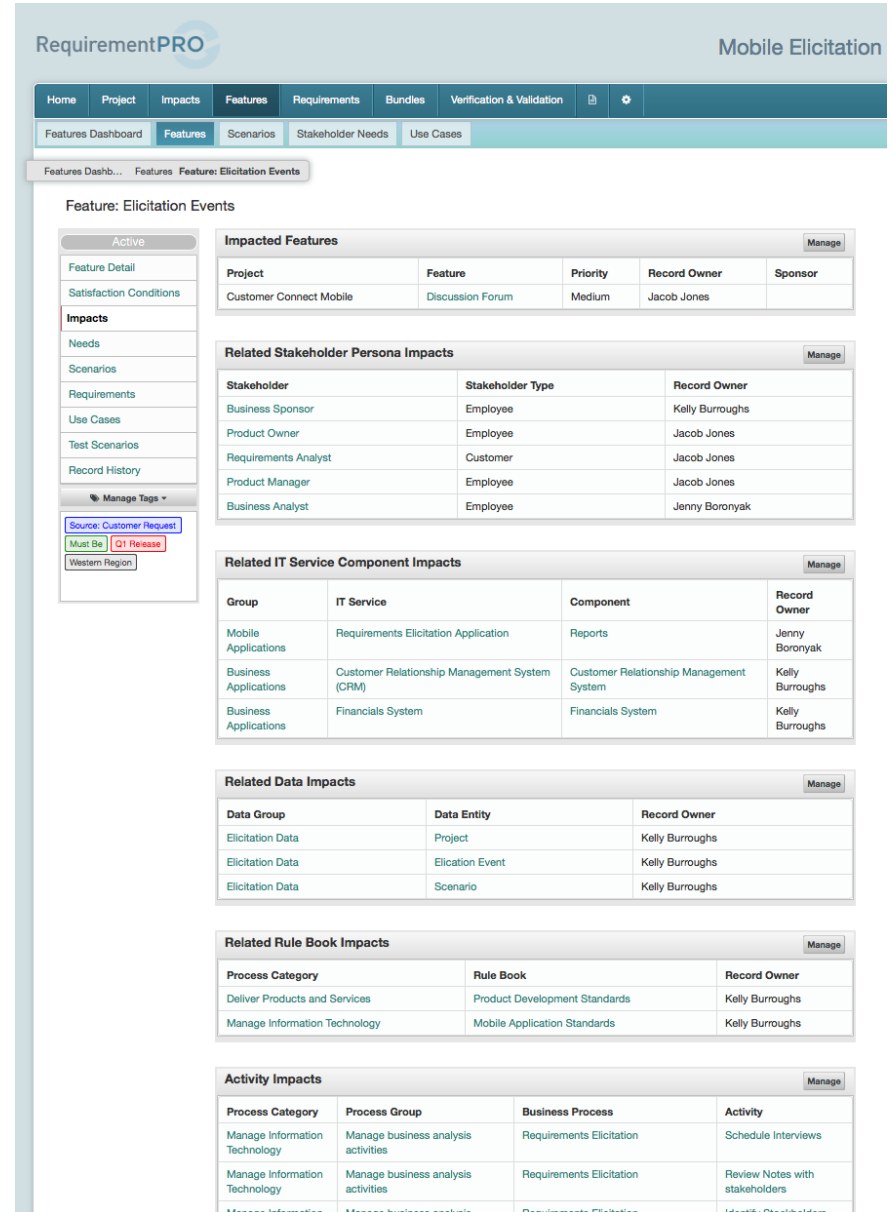
Discover Business Change

What needs to change to solve the problem?

Define Impacts.

Address what the needed changes will impact.

- **People.** Which people or organizations will be impacted by the project?
- **Processes.** What business processes will be impacted?
- **Governance.** What rules constrain the project?
- **Data.** What data and knowledge is needed?
- **Technology.** What IT services and technologies will be impacted?
- **Projects.** What other projects will be impacted by the project?



The screenshot displays the RequirementPRO Mobile Elicitation interface. The top navigation bar includes links for Home, Project, Impacts, Features, Requirements, Bundles, Verification & Validation, and a search icon. Below this is a secondary navigation bar with links for Features Dashboard, Features, Scenarios, Stakeholder Needs, and Use Cases. The main content area is titled 'Feature: Elicitation Events' and contains several tables:

- Impacted Features:** A table with columns for Project, Feature, Priority, Record Owner, and Sponsor. It shows one entry: Customer Connect Mobile, Discussion Forum, Medium, Jacob Jones.
- Related Stakeholder Persona Impacts:** A table with columns for Stakeholder, Stakeholder Type, and Record Owner. It lists several stakeholders including Business Sponsor, Product Owner, Requirements Analyst, Product Manager, and Business Analyst, all with Record Owners like Kelly Burroughs or Jacob Jones.
- Related IT Service Component Impacts:** A table with columns for Group, IT Service, Component, and Record Owner. It lists components like Reports, Customer Relationship Management System, and Financials System, with Record Owners like Jenny Boronyak or Kelly Burroughs.
- Related Data Impacts:** A table with columns for Data Group, Data Entity, and Record Owner. It lists data entities like Project, Elicitation Event, and Scenario, all with Record Owners like Kelly Burroughs.
- Related Rule Book Impacts:** A table with columns for Process Category, Rule Book, and Record Owner. It lists rule books like Product Development Standards and Mobile Application Standards, with Record Owners like Kelly Burroughs.
- Activity Impacts:** A table with columns for Process Category, Process Group, Business Process, and Activity. It lists activities like Schedule Interviews and Review Notes with stakeholders, with Record Owners like Kelly Burroughs.

Discover Stakeholder Needs

Stakeholder Personas

Stakeholder Persona Summary
Edit

Stakeholder Persona: Product Marketing Manager		Stakeholder Type: Customer
Record Owner: Kelly Burroughs		Status: Active
Internal/External Status: Internal	Seasonal Status: Year-Round	Position Type: Professional
Full/Part-Time Status: Full-Time	Operational Status: Strategic	Employment Status: Employee

Description:

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Stakeholder Needs

Stakeholder Need: Select Project
Redraft Edit

Active

Need Detail
Related Requirements
Record History
1 1
Manage Tags
Demo Must Be
Phase 1

Summary

Feature: Projects	Stakeholder Persona: Business Analyst	
Reference Number: NEED-000375	Name: Select Project	
Source: BA	Record Owner: Kelly Burroughs	Status: Active
Pattern: General	Priority: Medium	

Description:

Need to be able to select any of the projects I am currently working on - but only if they are 'Active' . Do not want to see any of the older projects

Created By: Kelly Burroughs about 1 month ago Last Updated By: Kelly Burroughs about 1 month ago

Attachments
New

Need
Morgan Kennedy uploaded this less than a minute ago
Edit View

Comments

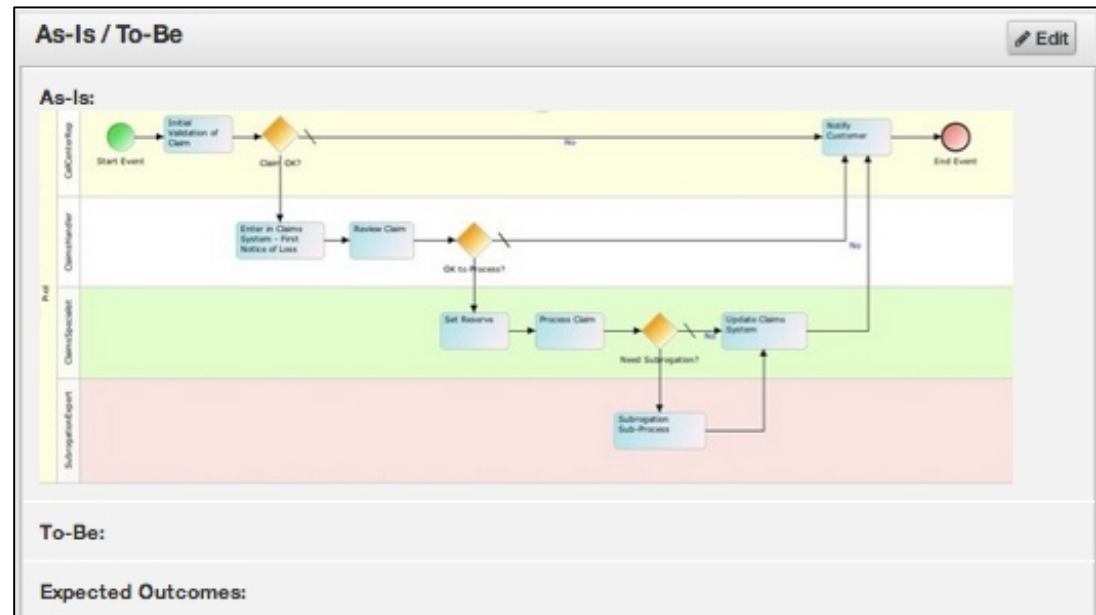
Morgan Stakeholder
By older do you mean no longer active?
8 days ago

Morgan Kennedy
After thinking this through, I would have to disagree.
about 21 hours ago

Comments/Reviews

Business Processes.

Define As-Is and To-Be business process models to create a shared context and open up meaningful dialog.



Business Rules.

Discover business rules that constrain or enable stakeholders.

Business Rule Detail

Edit

Redraft

Retire

Rule Book:

Mobile Application Standards

Name:

Embedded Graphics

Status:

Active

Business Rule Type:

Constraints

Reference Number:

RB-00010.00003

Source:

Submitted By:

John Parker

Approval Date:

September 10, 2013

Effective Date:

September 10, 2013

Retired Date:

Description:

All embedded graphics should use SVG.

Created By: John Parker 5 months ago

Last Updated By: John Parker 5 months ago

Discover What is Required for User Adoption

User Personas.


Document characteristics and expectations of different user types.

Scenarios.

Understand what users activities are.

Prototypes.

Design and validate the user experience.

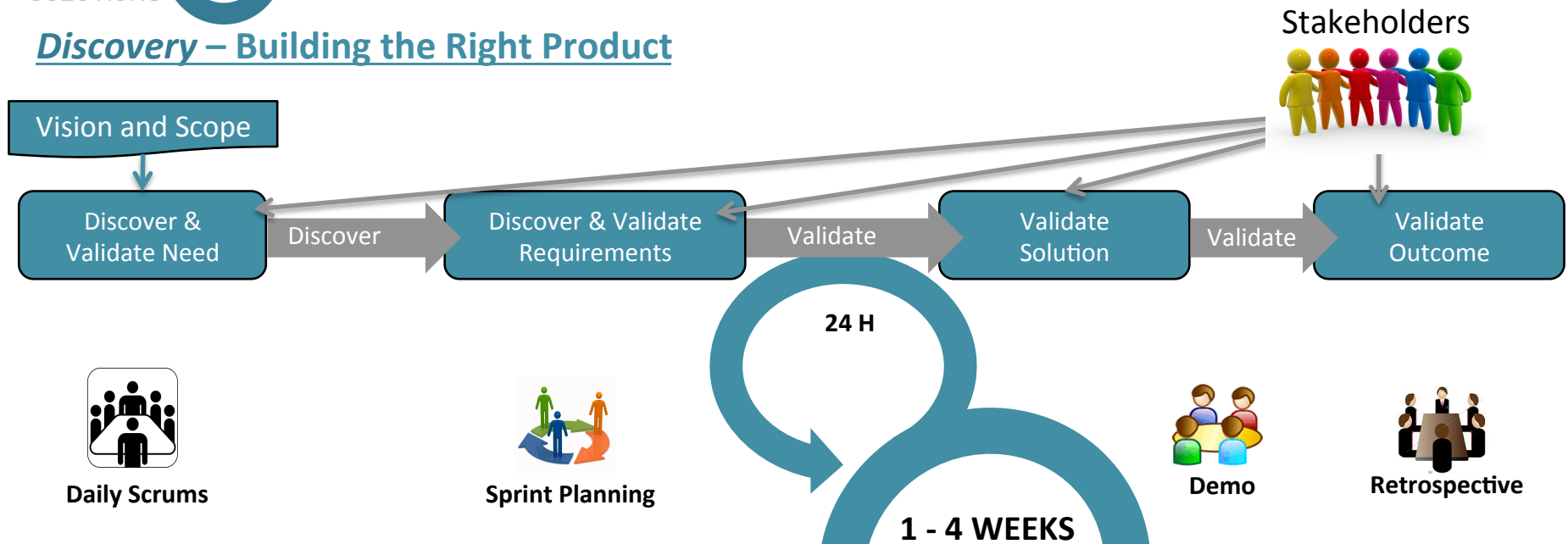
Stakeholder Persona Summary Edit		
Stakeholder Persona: Business Analyst		Stakeholder Type: Employee
Record Owner: John Parker		Status: Active
Internal/External Status: Internal	Seasonal Status: Year-Round	Position Type: Professional
Full/Part-Time Status: Full-Time	Operational Status: Operational	Employment Status: Employee
Description: Meet Marcel.  <p>Marcel is a senior business analyst, who has been with his company for the last five years. Marcel does not currently have his CBAP certification, however once he has enough experience hours under his belt he would like to get it – he knows the BABOK very well, and while his organization is not that with their business analysis approach, he is hoping with time they start to change that. Although Marcel prefers business analysis and is often assigned as a business analyst on the projects he works on, sometimes Marcel is also asked to be the project manager as well – mostly this is on smaller projects. Marcel does not mind being the project manager but finds it is especially difficult to be both to the business analyst and project manager on a project, and do both to the best of his abilities. Marcel is very detail-oriented, very analytical (a natural "problem solver"), likes to work within structure, and after five years, has a very good understanding of how his organization operates.</p>		

Summary Redraft Edit	
Feature: Products	
Reference Number: SCEN-00024	Name: Select a Product
Record Owner: Kelly Burroughs	Status: Active
Priority: Medium	Type: Activity
User As-Is: N/A	User To-Be: Business Analyst
Triggers/Inputs As-Is: N/A	Triggers/Inputs To-Be: Business analyst needs to elicit needs from stakeholders for a product
Narrative As-Is: N/A	Narrative To-Be: A business analyst needs to identify needs and record elicitation information against a specific product, allowing them to select a product will enable them to be able to do so.
Outcomes/Outputs As-Is: N/A	Outcomes/Outputs To-Be: Business analyst has selected a product to record information against

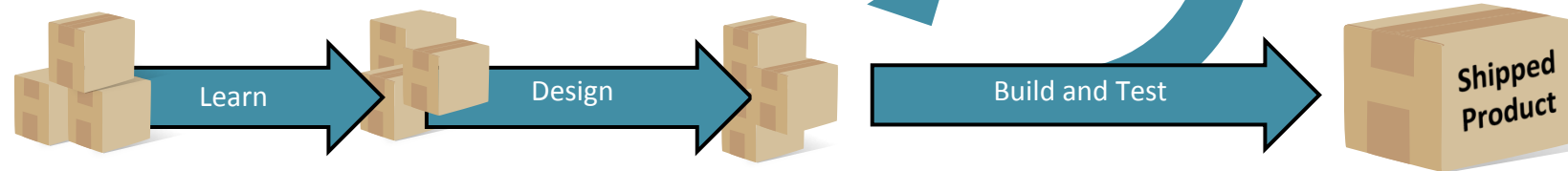


Dual Track Agile

Discovery – Building the Right Product



Delivery – Building the Product Right



Feature Backlog

- Hypothesis
- Assumptions
- MVPs
- Conditions of Satisfaction
- UX Artifacts

Product Backlog

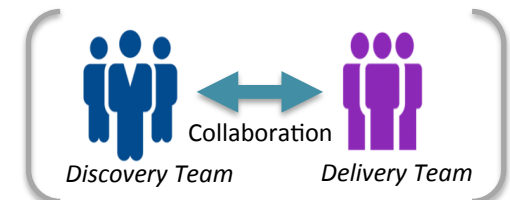
- User Stories
- Acceptance Criteria
- Conversations

Sprint Backlog

- Development Tasks
- QA Tasks
- Defects

Release

- Transition Requirements





Dual Track Principles

1. Two Cross-Functional Teams
 - **Discovery Team**—Discovers and validates needs, and define items for the backlog
 - **Development Team**—Develops releasable software from backlog items
2. Progress is measured in **outcomes**, not outputs
3. Start with shared **Vision** and understanding
4. Discovery focuses in three key areas:
 - **Business outcomes** (Business model or objectives)
 - **Customer and market needs**
 - **User adoption**
5. Continuous user and customer involvement
6. Begin with hypothesis and assumptions, not requirements
7. Everything is validated: ideas, requirements, solution, and outcomes
8. Validate using the least costly method

Dual Track Principles (continued)

9. Use MVPs (Minimum Viable Products) to validate concepts; use prototypes instead of code where possible
10. Discovery teams start with Features (or Epics) and decompose into stories
11. Small batch size; design only what is necessary to move forward
12. Eliminate Features that provide little or not value
13. Only validated user stories are placed in product backlog; all user stories are directly tied to a Feature and comply with INVEST
14. Conduct joint retrospectives
15. Continually optimize and remove waste
16. Design is a continuous process that crosses discovery and delivery
17. Avoid bid upfront design—design just enough
18. Design is not end for delivery; the end is delivery of valuable, usable and feasible software
19. Design and build are both iterative and incremental
20. Manage data and not documents: get out of the deliverable business



Agile Discovery Team

Two Ways of Thinking – Which View is Right?

	Discovery	Delivery
Output	Validated Learning	Working Software
Primary Work Method	Concepts and Experimentation	Engineering
Work Steps	Discover-Design-Validate	Build-Test-Release
Validation & Verification	Validation	Verification
Focus	Building the Right Product	Building the Product Right
Measure of Success	Outcomes	Velocity
Lean Approach	Views unused software as waste	View unnecessary documentation as waste
Measure of Success	Valuable, Usable, and Feasible Software	Working Software

They are Both Right!!!

Why Two Teams?



Discovery Team



Delivery Team

- Discovery and delivery tasks are very different. There are many Features that are discovered that should never be built.
- Validating ideas using code is expensive, time consuming, and wasteful.
- Because of inevitable delays dealing with external customers and stakeholders, many discovery tasks extend beyond a single sprint.
- Discovery teams work with Features which are typically consist of multiple user stories.
- Combining discovery and delivery resources on one team makes team size unmanageable and does not scale.

Skills Needed by Team



Discovery Team

- Business Analysis
- Product Management
- Marketing and Branding
- User Centered Design
- Market/Customer Analysis
- Financial Analysis
- Customer Development
- Knowledge of Lean Start-up



Delivery Team

- UI Developer
- Backend Developer
- Application DBA
- QA and Test
- Systems Analysis

What About the Product Owner?



Discovery Team



Product Owner



Delivery Team

Options

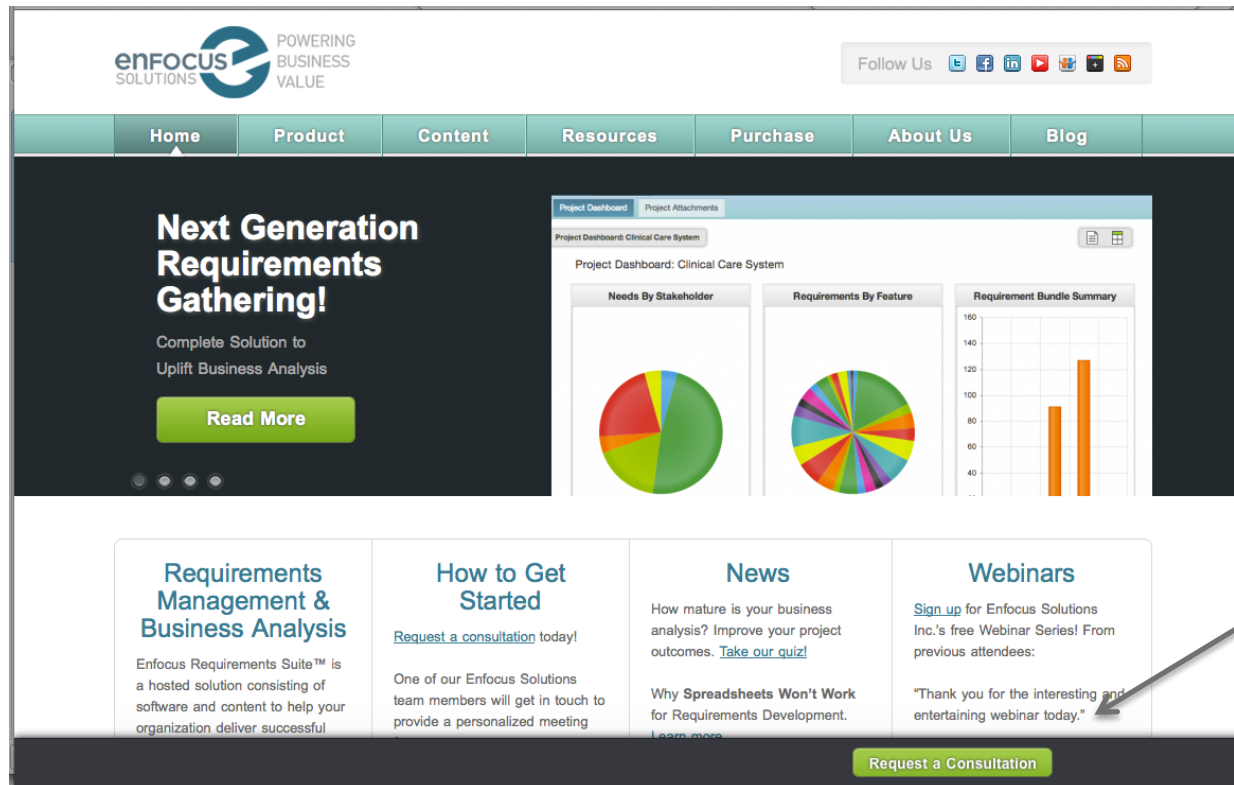
1. Product Owner is the Discovery Team
2. Product Owner is a member of the Discovery Team, but is collocated with the Delivery Team
3. Product Owner directs both teams
4. Product Owner directs Delivery Team and Product Manager directs Discovery Team, and the two owners work together

Business Case for Dual Track Agile



- Better Discovery will ensure business and stakeholder needs are understood and will result in better business outcomes.
- Better validation practices will eliminate working on Features that provide little or no value.
- Savings will result from more cost effective validation: using code to validate ideas is very expensive.
- Savings will result from capturing defects much earlier in the process.
- Savings will result from less rework and less development iterations.
- Achieve higher user adoption through more focus on user centered design.
- Better utilization of resources: Designers and analysts skills are more aligned to discovery than delivery.
- Increases velocity of delivery team through having better defined user stories and spending less time grooming the backlog.
- Provides efficient method to validate assumptions about the market, customers, and the business model before building the product.

Q & A



If you want to know more, please request a consultation.

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