



Being a BA on a BADgile Project

“Agile” - What is it all about?

- ◆ Software Development Life Cycle?
- ◆ Project Management?
- ◆ Process Improvement?
- ◆ Management Practices?

Learning Objectives

01

WHY AGILE?

02

IDENTIFY
BADGILE SIGNS

03

STEPS TO GET
BACK ON TRACK

Its All about Communication!

01

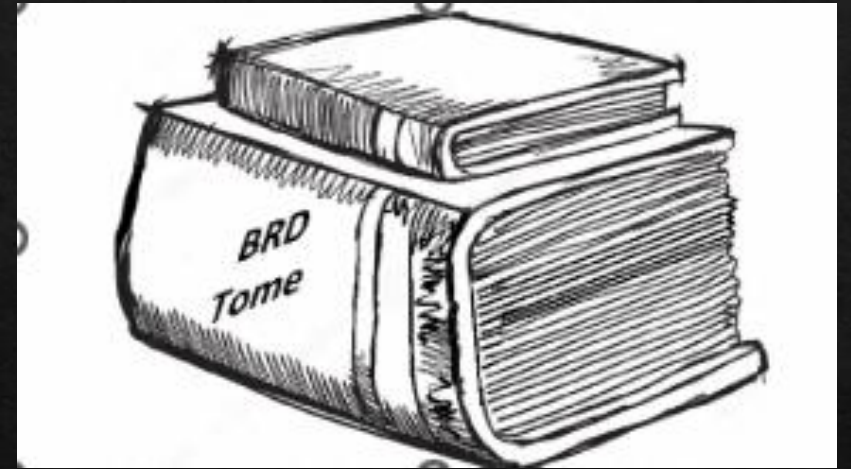
WHY AGILE?



What's Wrong with Waterfall

- ◆ The BRD

- ◆ One BIG Delivery



- ◆ Users change their minds

Does any of this result in the right outcomes?

Agile Manifesto Values

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan



Agile Manifesto

Was it “lightweight development” they wanted at the resort in Snowbird, UT?

Or did they **really** want better communication?



It's All About COMMUNICATION!

- ◆ Personas
- ◆ User Stories

END
USER

- ◆ Product \ Team
Backlog
- ◆ Definition of Done
- ◆ Minimum Viable
Product

PRODUCT

- ◆ Planning
- ◆ Daily Stand Ups
- ◆ Retrospectives

TEAM

- ◆ Reviews
- ◆ Product Owner

STAKE-
HOLDER



Focus of Agile Training?

Tools &
Artifacts

Techniques

Ceremonies &
Events



Signs Your Project May Be BADgile

02

IDENTIFY THE
SIGNS AND

03

GET BACK ON
TRACK

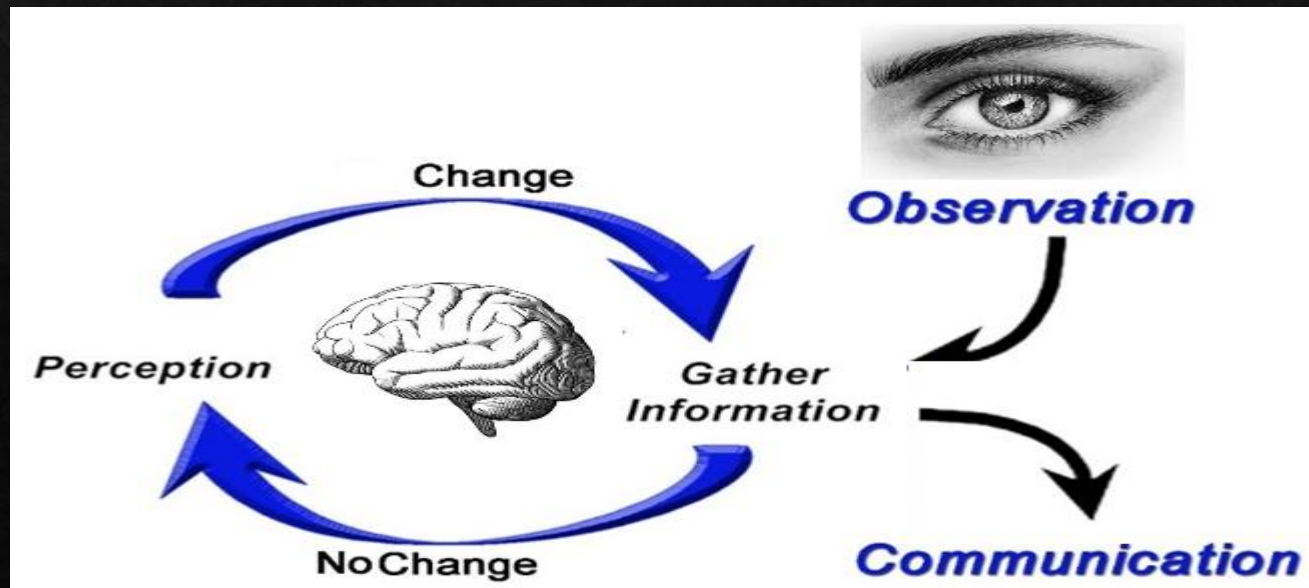


What is Situational Awareness?



Observation and Communication

- ◆ Use these to discover the problems, needs and solutions
- ◆ Use these for situational awareness of the project

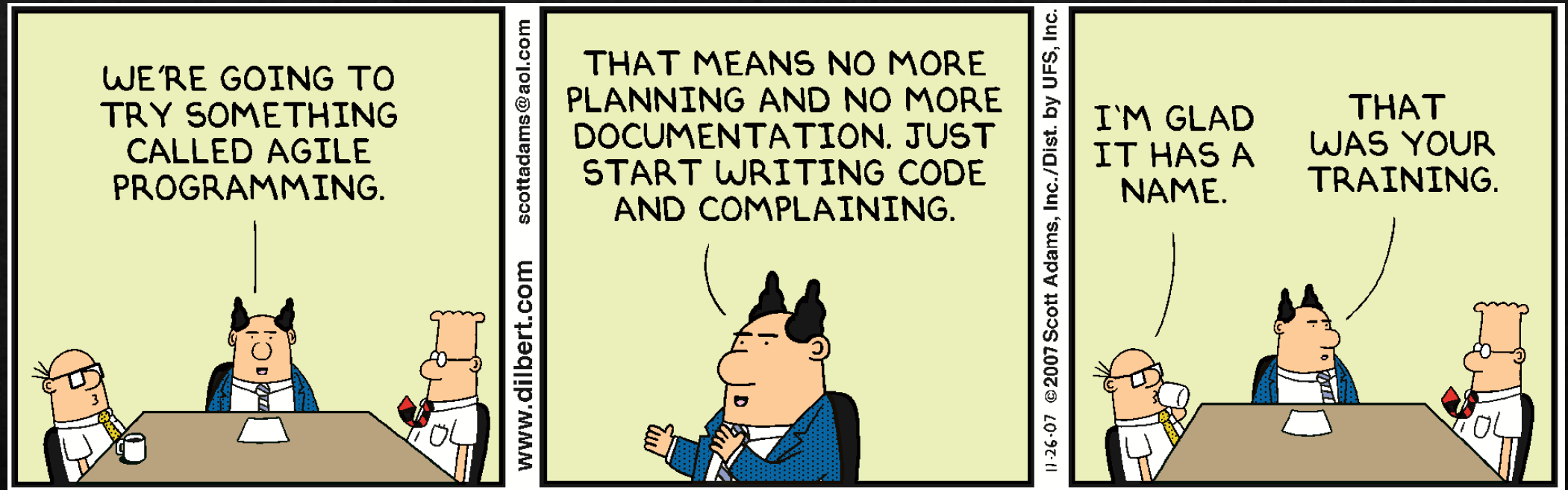


BADgile Signs

Agile knowledge is lacking

- ◆ Training only for a few
- ◆ Not everyone knows their role
- ◆ Stakeholders need to participate

BADgile Signs



This is not the training you are looking for!

BADgile Signs

- ◆ “There is no planning;
We’re being Agile!”
- ◆ “No documentation required”

BADgile Signs

Resourcing Expectations

- ◆ Assignments to multiple concurrent projects
- ◆ Mix of Agile AND Waterfall efforts

BADgile Signs

Product Owners are crucial to Agile success

- ◆ No idea what the role entails
- ◆ Not enough time dedicated to the project
- ◆ No \ Low trust in the team
- ◆ No Product Owner identified!

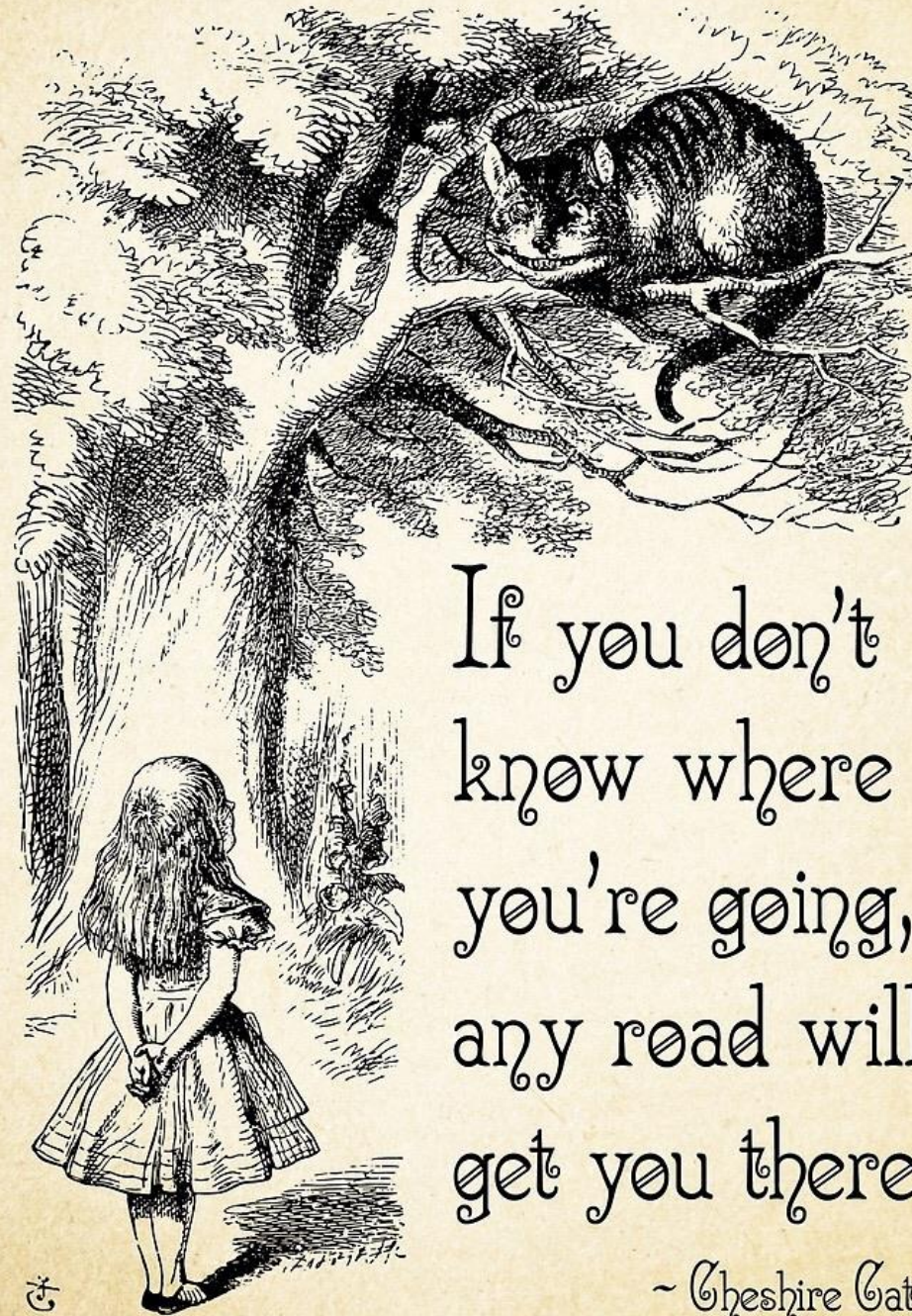


BADgile Signs

◆ No Vision of the product

◆ No Product Road Map

◆ No story prioritization



If you don't
know where
you're going,
any road will
get you there.

~ Cheshire Cat

BADgile Signs

- ◆ No story estimating
 - ◆ No development-ready stories
 - ◆ Stories too big are developed

BADgile Signs

- ◆ No Reviews / Demos
- ◆ Project still planned and run like small Waterfall
 - Demanding all requirements up-front
 - Scope is fixed
 - Schedule is fixed
 - Miss the point of “fail fast”

BADgile Signs

◆ No Retrospectives

- Engagement is low
- Doesn't change anything/not enough time?
- Same voices always heard
- Problems are too big to fix
- Frustration high/Productivity low
- Change up the style or facilitator
- Have action items and follow-up
- Use visual timer, breakout groups
- Fix pieces of the whole
- Team needs small wins

Remember The End Goals

- ◆ Delivering valuable and usable software for users;
- and
- ◆ Solving business problems



Don't Plan to Fail

Effective Communication is crucial in all phases of project planning and execution.

"The lack of effective communication to stakeholders creates the risk that decisions may be made on the wrong information..." -IIBA *Agile Extension v2*

Take Agile Steps to Stop Being BADgile!

01

WHY AGILE?

IT WAS ALL ABOUT
COMMUNICATION!

02

IDENTIFYING SIGNS
OF BADGILE
PROJECTS

03

GETTING BACK ON
TRACK

Let's grab some coffee and have a conversation about good or BADgile experiences!

- ◆ Practicing analysis for over 20 years in Finance, Insurance, Energy
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The content in this presentation is the sole responsibility and opinions of Steven A Jones

