

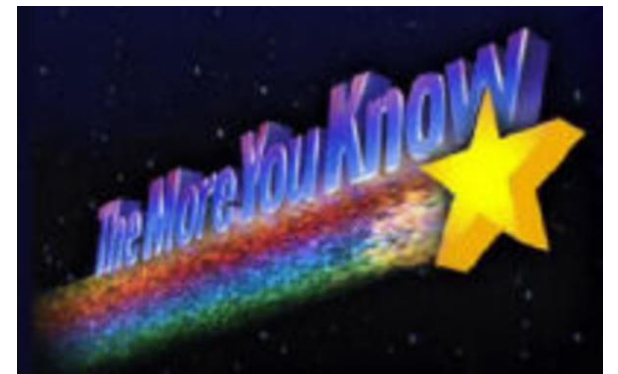


The BA as a Catalyst for Continuous Delivery (NOT CLICKBAIT)

BA-CON 2018

Christy Fenzl :: Bart Weaver

(Lean + Agile) + DevOps = Continuous Delivery



CATALYST : a substance that enables a chemical reaction to proceed at a usually faster rate or under different conditions than otherwise possible



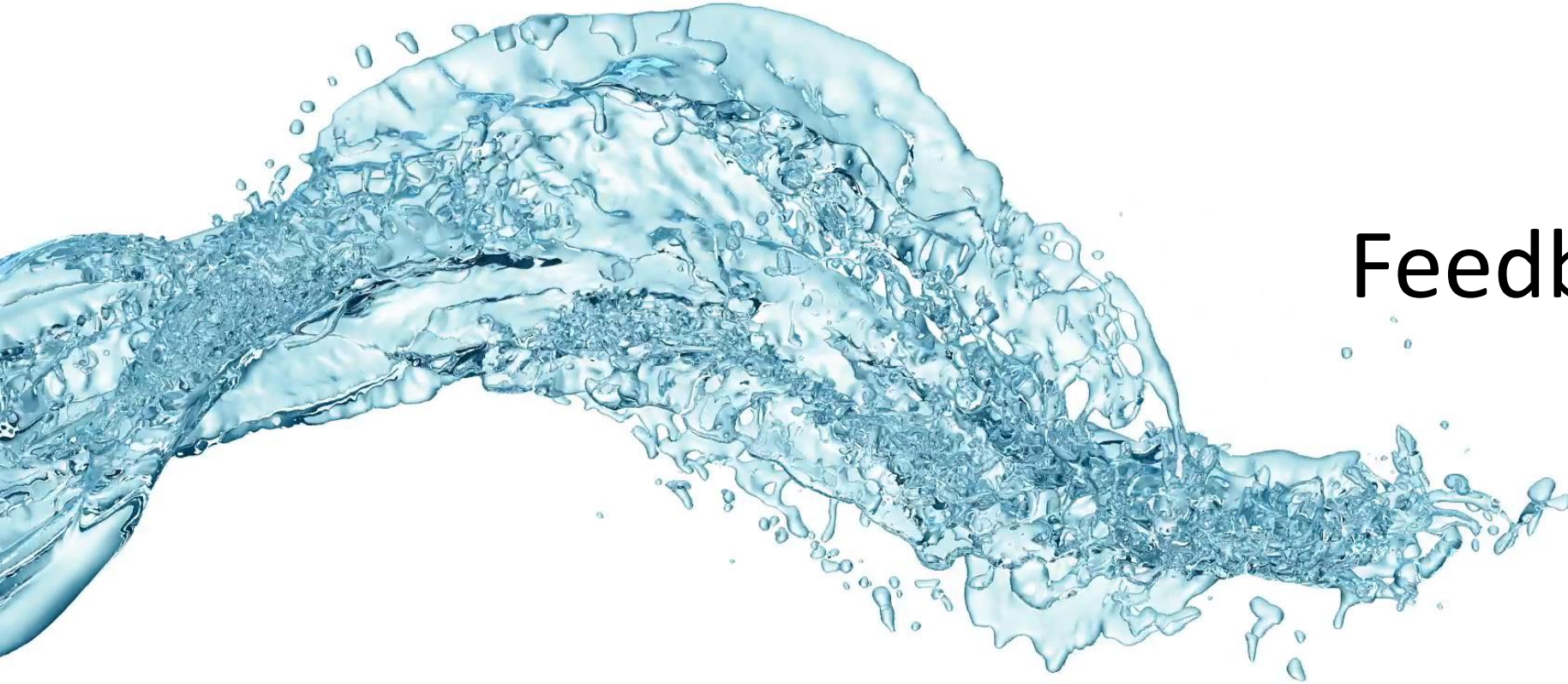


Bart Weaver, SPC
Senior Consultant, IT Analyst
Enterprise Digital Lean & Agile Coach
bart.weaver@nationwide.com



Christy Fenzl, MBA, CBAP
Senior Consultant, IT Analyst
fenzlc1@nationwide.com
@christyfenzl

Small Batches + Short Intervals



Feedback Loops

Continuous Learning



Small Batches + Short Intervals

Before	After
Project-Centric	Customer-Centric 
Mega Releases	Small, Frequent Releases (MMP/MVP) 
“Gold-plated” Story Cards	Vertical Story Slicing 
Siloed Execution	Integrated Cross-Functional Teams
Hierarchical Decision Making	Empowered Autonomous Team
Rigid Roles & Responsibilities	Poly-skilled Teams
Multi-Year Planning	Sending & Responding to the Market
Annual Project-Centric Funding	Adaptable Value-Based Funding

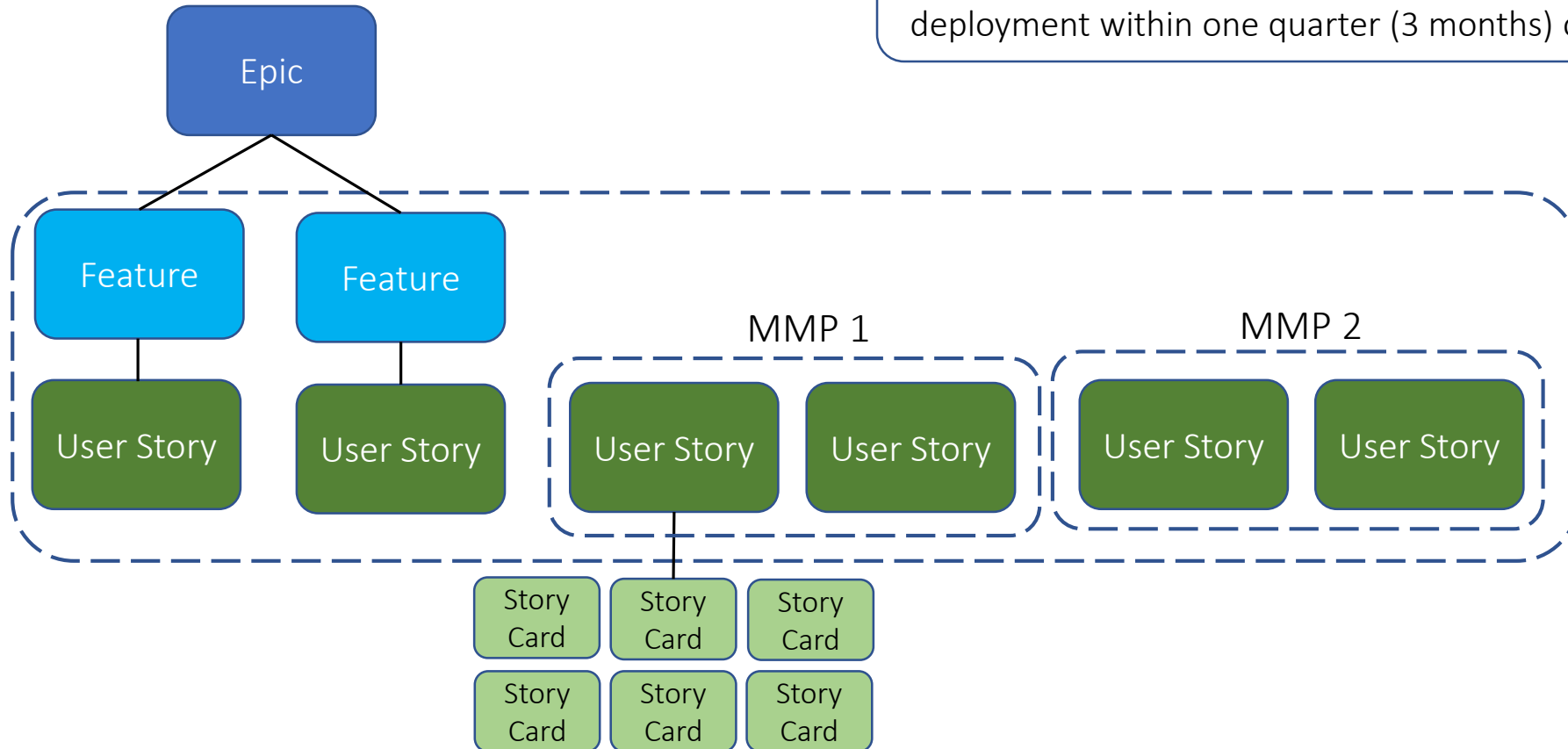


Small Batches + Short Intervals: *Customer Hierarchy*

Business Outcomes via Product Roadmap

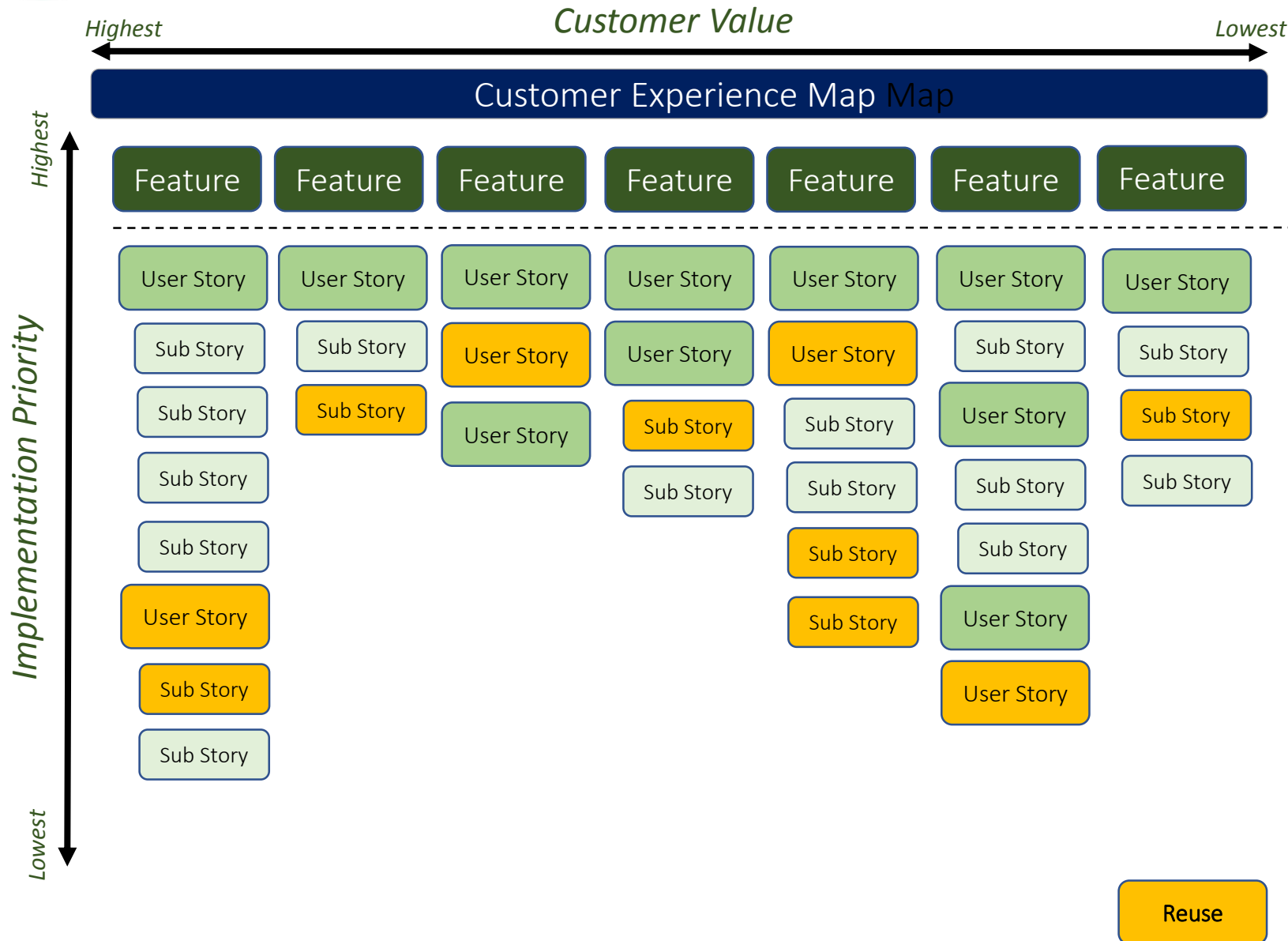
MMP

A Minimally Marketable Product, or MMP, is one or more User Stories that can be developed, tested, and ready for deployment within one quarter (3 months) or less.





Small Batches + Short Intervals: *Customer Experience Mapping*



Meeting 1 (60 minutes)

Attendees: Senior Leadership, Strategy and Portfolio Teams

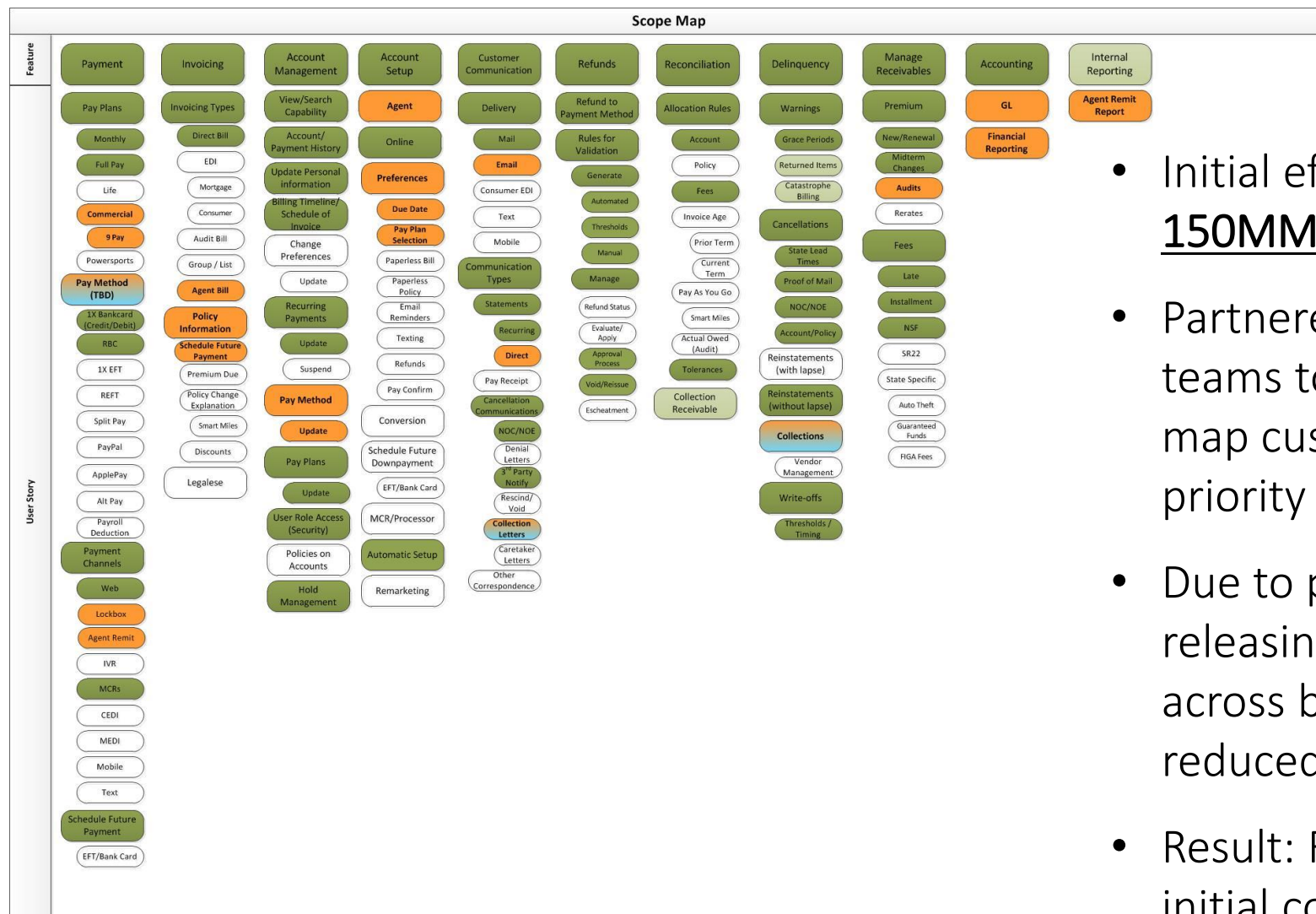
Inputs: *Voice of Customer, Market Segmentation Strategy, Preliminary User Scenarios*

Meetings 2,3 (60 minutes)

Attendees: Delivery Teams, Dependencies
Inputs: *Reuse Analysis, Customer Experience Research Outputs, Collective voice of customer knowledge*



Small Batches + Short Intervals: *Customer Experience Mapping*



- Initial effort was estimated at \$125MM-150MM
- Partnered with Executives and Business/IT teams to define two user experiences and map customer value and implementation priority to a MMP level
- Due to portfolio **reuse** and focusing on releasing the **most valuable functionality** across both **user experiences**, estimates reduced to \$10-12MM
- Result: Release ~70% functionality at 10% of initial cost estimate



Small Batches + Short Intervals: *Vertical Story Slicing*

As a...
I Want....
So That...

Independent

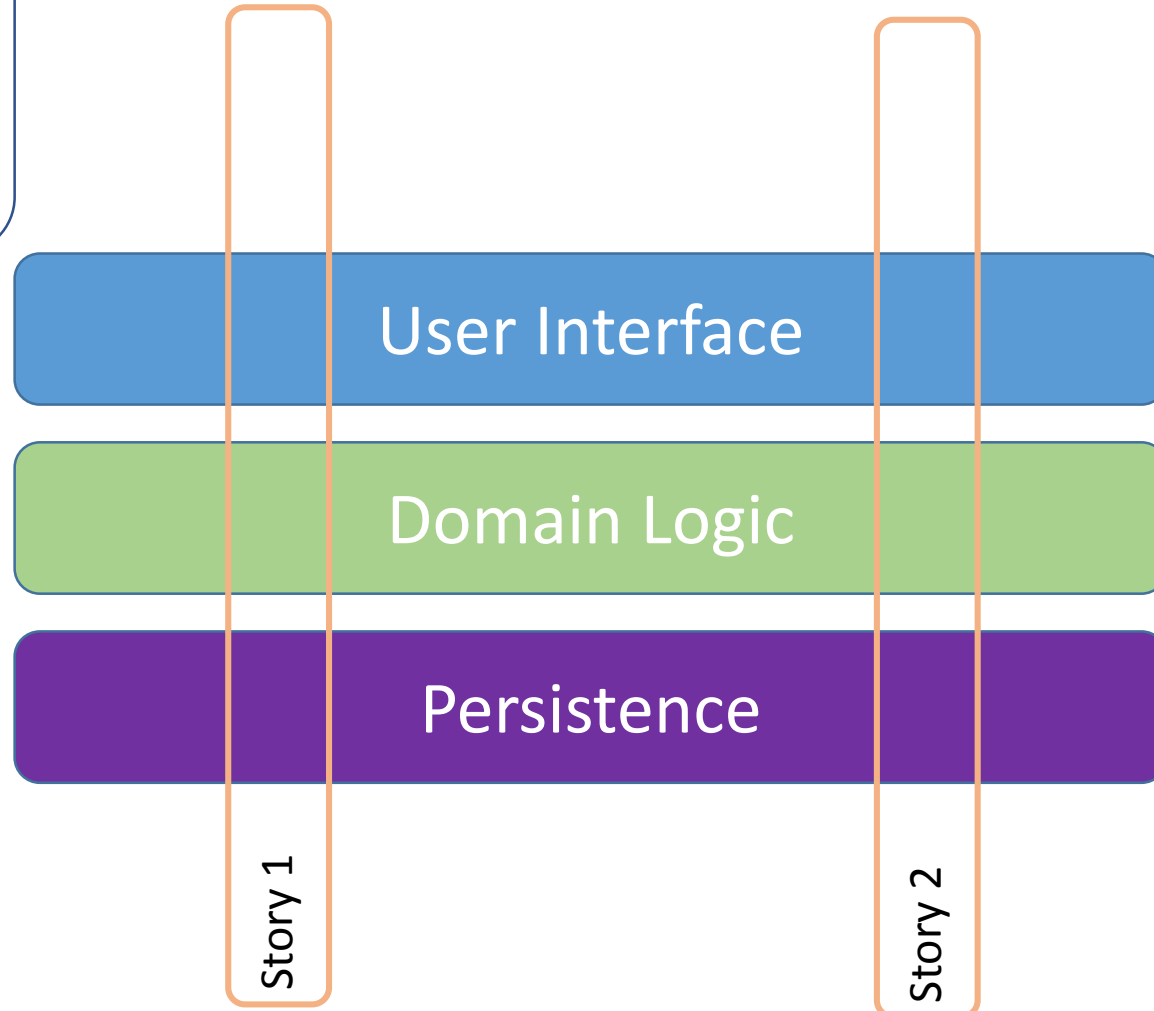
Negotiable

Valuable

Estimable

Small

Testable

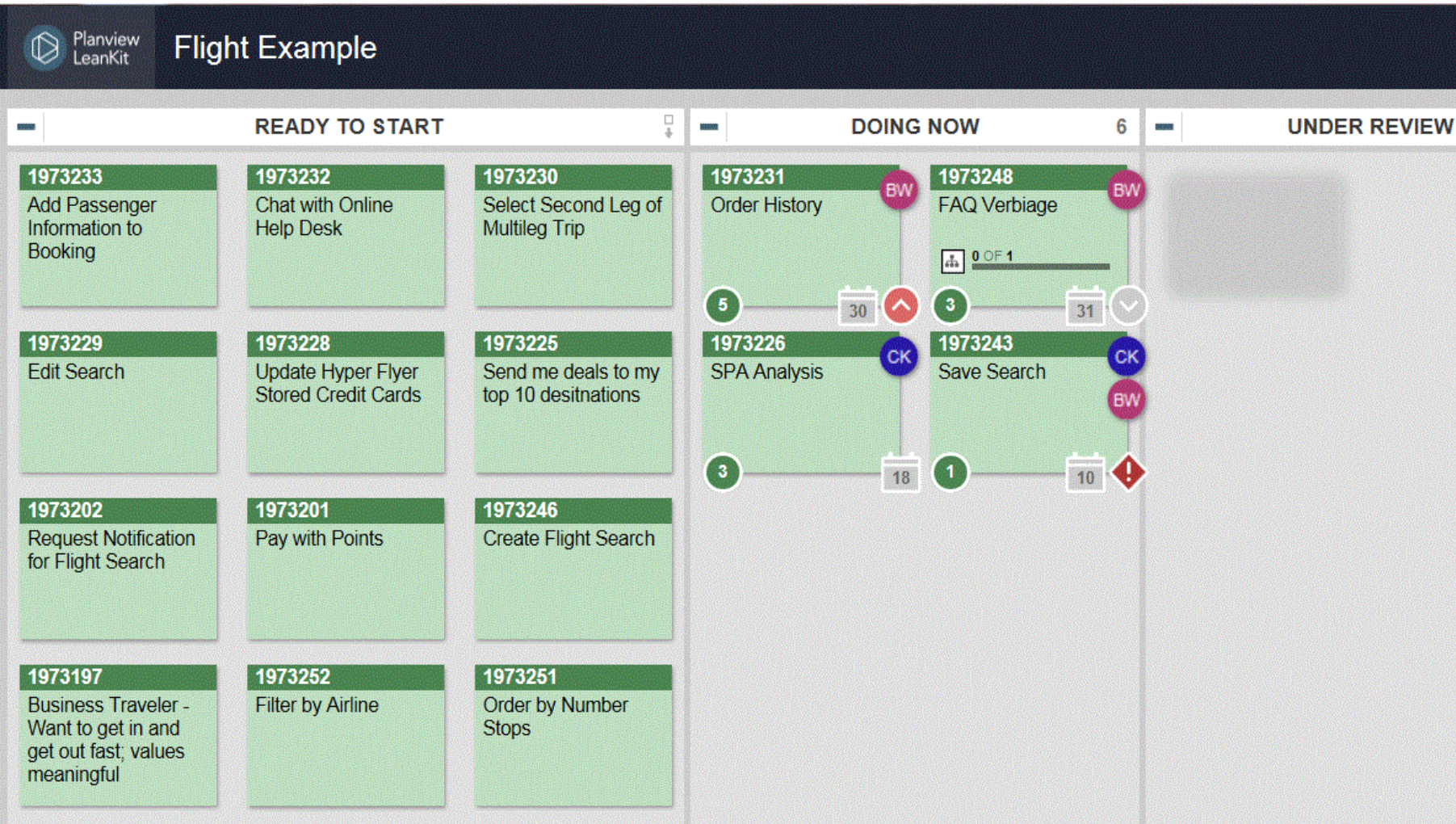


- Avoid Horizontal Stories at all costs!
- Define the smallest vertical story that delivers customer value
- Result: Small functionality batches to ensure continuous flow



Small Batches + Short Intervals: *Modern, Intuitive Tools*

Planview LeanKit



- Enforces traceability from Epic to Story Card
- Resource assignments
- Automatic metrics gathering and dynamic reporting
- Dependency management
- Document management
- Audit and comment history
- Big Room Planning templates



Feedback Loops





Feedback Loops: *Some Data Sources to Consider*

- Usability (UX) Labs
- Production A/B Testing
- Customer Service Call Data
- Operations Event and Alerts Logs
- Market Segmentation Strategy
- Customer Focus Group Feedback
- Hypothesis-Testing Data



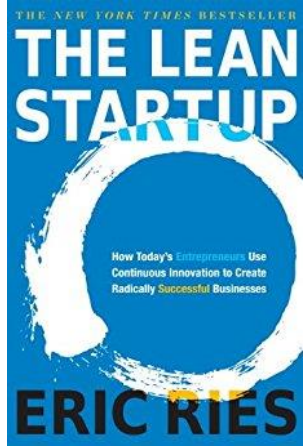
Feedback Loops: *Hypothesis-Driven Development*

Hypothesis:

We believe that... providing the capability to snap a photo bill and then pay it

Will result in... an increase in the average number of bills paid, per customer per month, through our application

We will know we have succeeded when... we see a 10% increase in the number of bills paid per month per customer





Feedback Loops: *Hypothesis-Driven Development*

Riskiest Assumptions:

- ☒ 1. Customers sufficiently trust the security of their device
- ☒ 2. Customers will be willing to input their bill info if it cannot be captured via Optical Character Recognition (OCR)
- ☐ 3. Customers still receive at least 3 paper bills per month that can be captured via OCR for bill-pay purposes
- ☐ 4. If customers do not receive at least 3 paper bills per month, they will be willing to print at least 3 e-bills



Continuous Learning: *Blameless Retros and Post-Mortems*

First Story

Human error is the cause of failure

Ask the human what he did wrong

Focus solely on the moments where calamity occurred

Telling people to “pay closer attention” or “be more careful” will make the problem go away

Second Story

Human error is the effect of systemic vulnerabilities

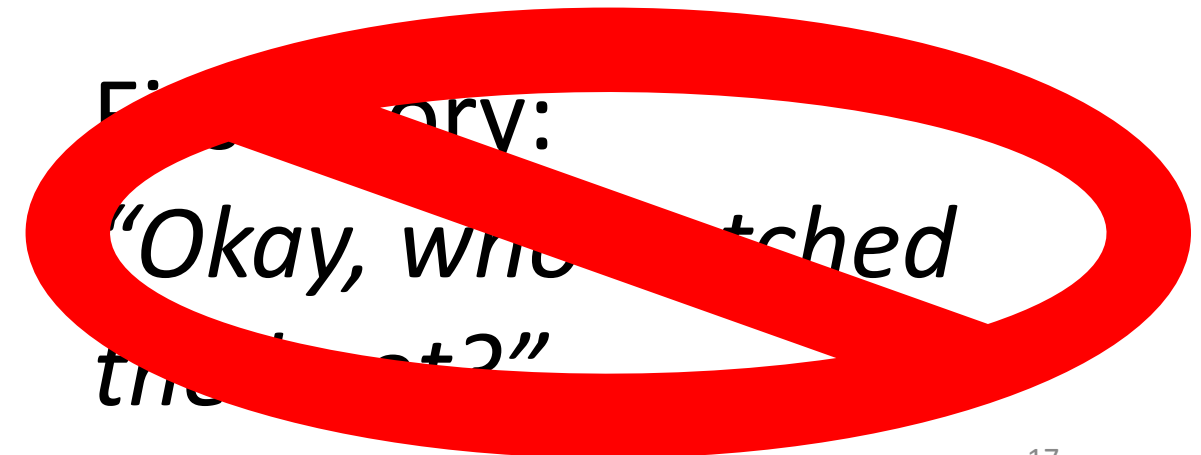
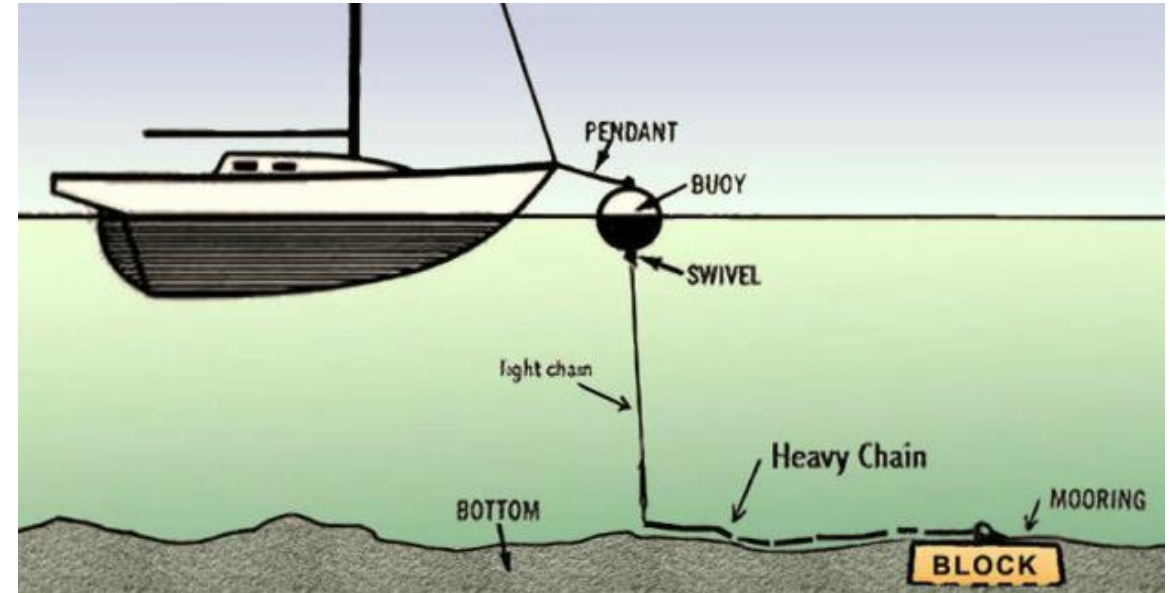
Gather details from multiple perspectives

Re-enact the entire scenario, evaluating conditions and asking ‘why’ at each step

Only by constantly seeking out its vulnerabilities can organizations enhance safety

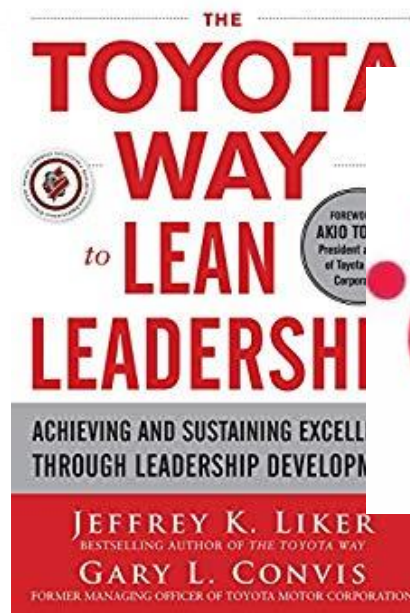
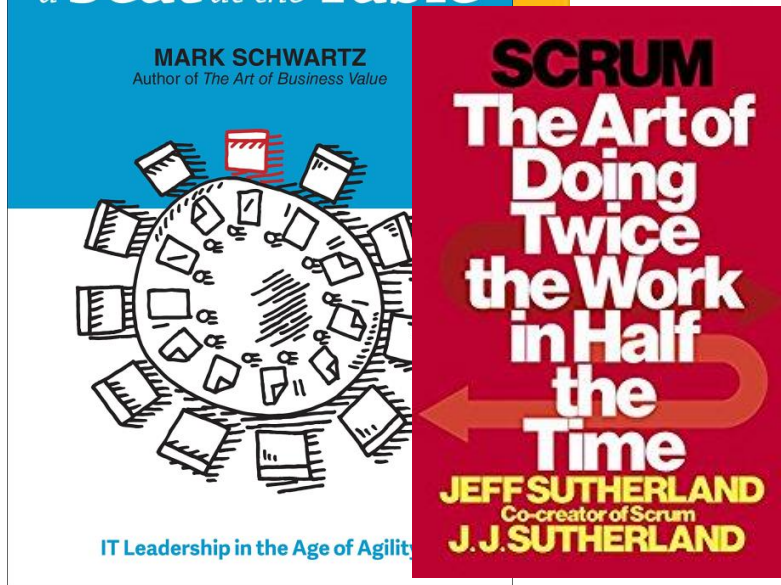
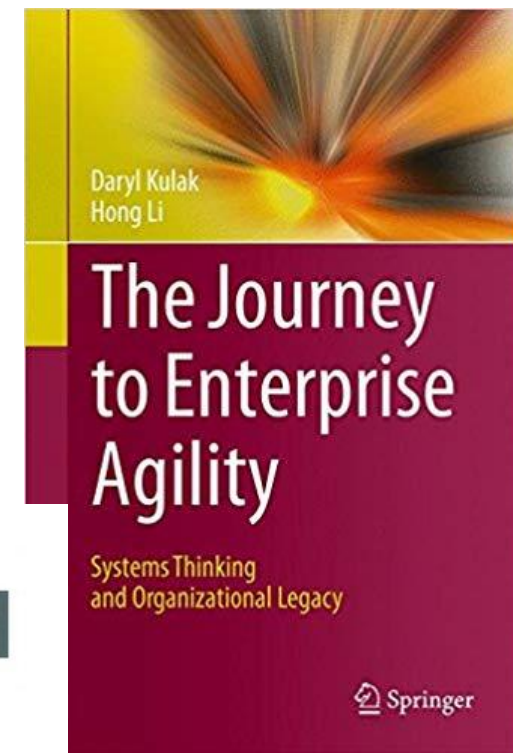
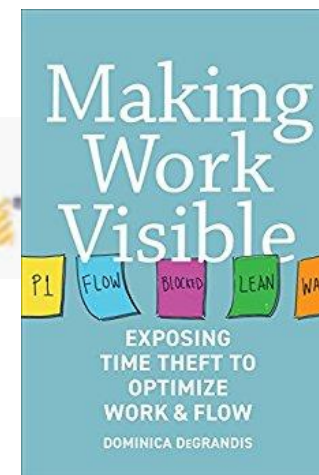
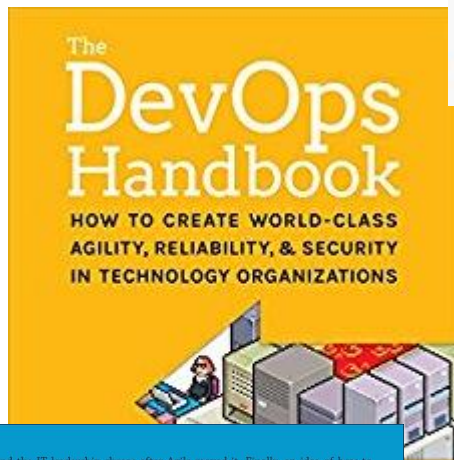


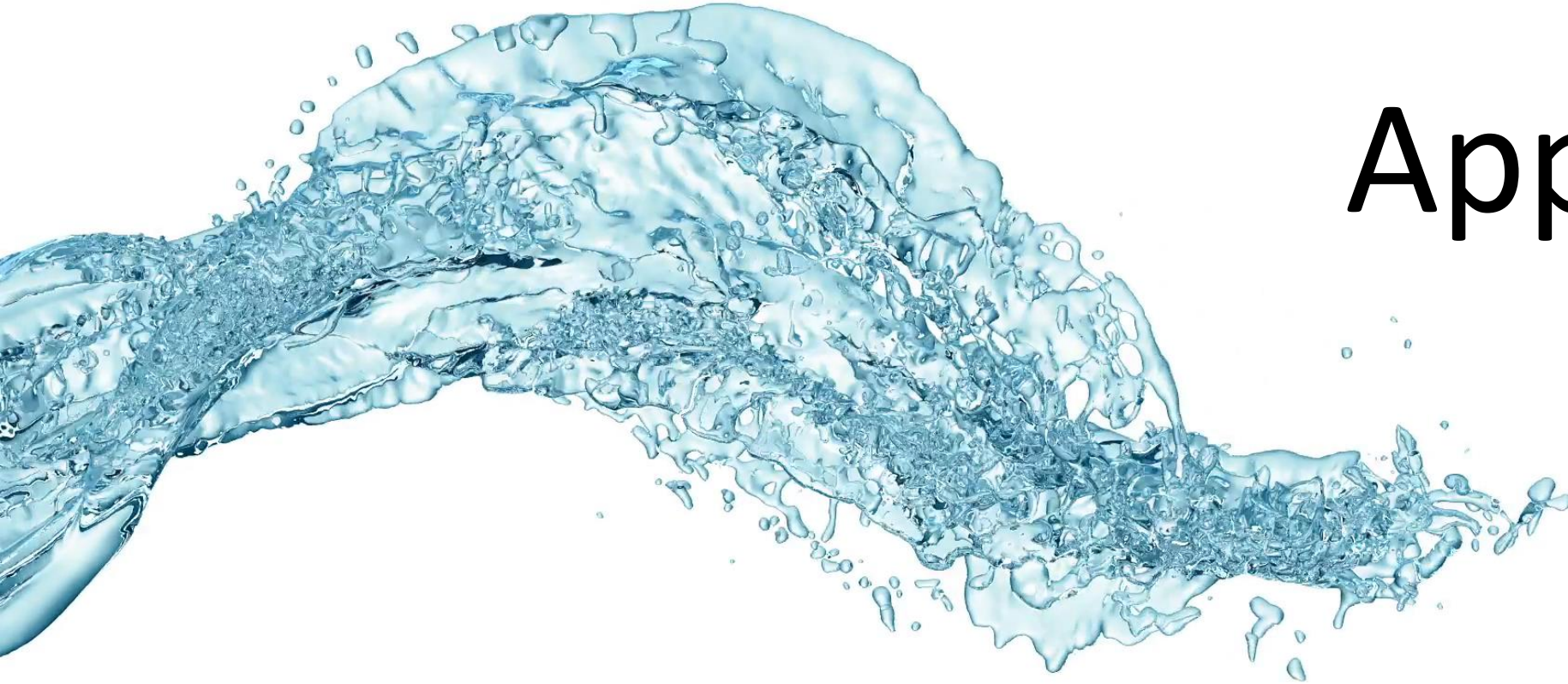
Continuous Learning: *Blameless Post-Mortems*





Continuous Learning





Appendix

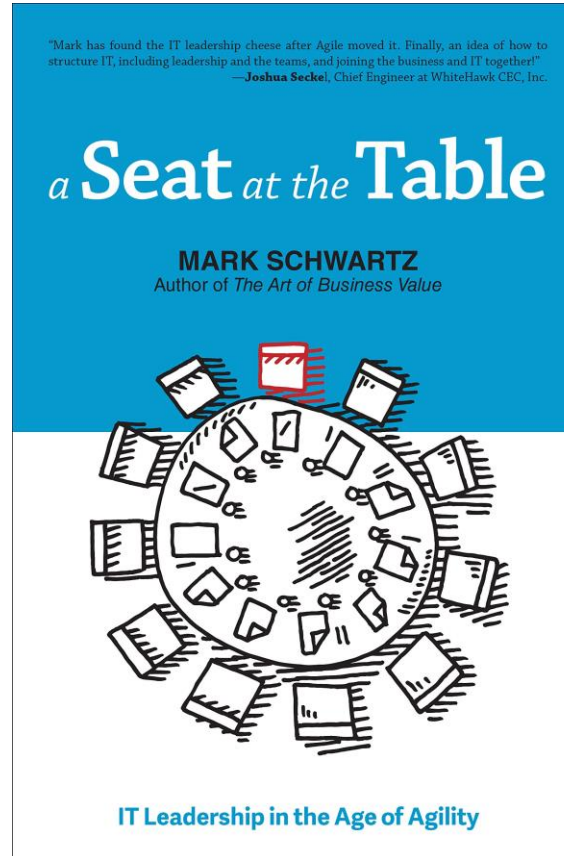
Our current favorite book recommendation!

"In the Agile world, plans are a tool for thinking and communicating, for framing problems and encouraging discussion, for establishing visions and values."

"Agile approaches use fast feedback cycles to make course corrections. Developers and users work together—face to face if possible—so that the users can answer questions and comment on what is being produced and the developers can incorporate their feedback. To make this fast feedback possible, developers build entire features at a time; they take a valuable unit of functionality, develop it in collaboration with users, test it, declare it complete, and move on to the next unit of functionality."

"Feedback is accelerated in another critical way: code is deployed to production frequently and incrementally. Users can use it right away. Based on their feedback and on quantitative, objective assessments of how the features are performing in meeting business objectives, the developers can improve the features. Any mistakes in the requirements will be discovered quickly and fixed."

"Tools such as burndown charts give us the most accurate way to gauge the status of an initiative; task boards bring teams together with a common picture of the work in progress; cumulative flow diagrams help us pinpoint process flaws; and value stream maps help us diagnose the underlying sources of waste."



"In the Agile approach, we deliver quickly and frequently to users. In the plan-driven approach, delivery often comes at the end of the project. Early delivery lets the business get value earlier (and there is a time value of money) and checks to see whether the product actually works in an operational setting."

"In the Agile approach, we reduce risk by testing and delivering in short increments. At any given time, we risk only the small increment being worked on. In the plan-driven approach, on the other hand, risk increases until delivery—the more we do without finishing and delivering, the more is at risk from defects, operational problems, or our inability to finish."

"The Agile toolset is powerful, and technical excellence is highly valued. Agile techniques include zero-downtime deployments; A/B testing; and clustered, containerized microservices for high availability."

Lean & Agile Practices

- Customer/Product Centric
- Business & IT partnership
- Responsive and Flexible
- Continuous Delivery Flow
 - Smaller Batches of Work
 - Limit Work in Progress
- Cross Functional, Polyskilled, Self Managed, Co-located teams
- Big Room Planning