

DIGITAL BUSINESS ANALYSIS

**4** Best Practice

# Embrace Agility



## Executive Summary



This is the fourth in a series of whitepapers by International Institute of Business Analysis™ (IIBA®) defining the new competencies, attitudes, skillsets, and mindsets that business analysis professionals need to be successful in the digital age. The world is in a state of VUCA – volatile, uncertain, complex, and ambiguous – and the practices which may or may not have worked in the 20<sup>th</sup> century are not just irrelevant today, they are downright counterproductive because they provide a false sense of predictability, and certainty when the reality is anything but.

In the [introductory paper](#)<sup>3</sup> to this series, the authors pointed to Embrace Agility as the fourth of the critical shifts that organizations need to make and that business analysis practitioners need to adopt to be able to succeed in the digital world. They said that:

***Agility is a mindset that lays emphasis on staying true and aligned to the big picture or the strategic intent (consider the context and adapt to realities), having relentless focus on stakeholder collaboration, seeking stakeholder feedback continually, delivering an outcome that is valuable at regular intervals, recognizing mistakes early and quickly, and rapidly adapting to emerging information.***

A “mindset” is the collection of habits and attitudes that influence how we think, act, and respond to situations. Carol Dweck’s work on fixed and flexible mindsets is a foundational reference on the topic. She talks about the difference between a fixed mindset, which says that “I believe that my [work] is locked-down or fixed; my requirements are determined at the start; they shouldn’t change.” And the growth mindset, which says that “I believe that my [work] can be continuously developed, the true requirements are unknown and unknowable, they need to be discovered through a continual process of learning and adapting.”<sup>1</sup> An agile mindset embodies the learning perspective of Dweck’s growth mindset.

In this paper, we examine the deeper aspects of agility that can be applied at different horizons where business analysis professionals engage and discuss the following topics:

1

Agility as a mindset which needs to be part of the way of thinking of every person in the organization. Agility is not something that is applied at a single level or adopted by a single department or division; it is a fundamental shift in attitude by every person at every level in every role in the organization.\*

2

Embracing agility means adopting the agile mindset across the whole organization, changing the attitudes and behaviors of everyone in the business, extending to the entire value chain and bringing in new ways of structuring the organization and new ways of working that enable agility, sustainability, employee and customer engagement, and resulting in better outcomes for all stakeholders in the ecosystem.

3

To truly become a digital business, it is necessary to have a completely agile approach to digitalization. Just implementing a modern technology stack, or adopting one of the agile frameworks, doesn't make a digital business. The entire value stream needs to be considered, the end to end customer experience needs to be at the core and an unrelenting desire to create customer delight needs to drive the design and implementation of ecosystems, which improve peoples' lives.

*\* And the reason so many "agile adoptions" fail to deliver the benefits they promised is because they have been treated as if adopting a framework or set of practices can somehow make the people agile.*

## What is this Agility of which You Talk?



Agility is the ability of an organization to respond to change faster than the rate at which those changes happen and to leverage the changing environment for competitive advantage. In the digital economy, this ability is not a luxury, it is a crucial survival tactic – it is necessary for the continued existence of the organization. As was explained in the first article in this series, business success today depends on becoming a digital player – and agility is critical for effectively becoming a digital business.

The agile mindset is based on a common core of human values that include respect, courage, collaboration, continuous learning, customer focus, and value maximization. These values are expressed in the Manifesto for Agile Software Development<sup>2</sup>. While that manifesto was focused on the problem of the time, which was the dismal way software development was being approached in most organizations, the success of agile software development has meant that agile approaches are being applied in disciplines outside of software. These ideas are applicable to any domain where value comes from the application of human creativity.

This mindset, and the organization culture that stems from adopting these ideas results in a significant shift for most organizations. In many cases, the “traditional” ways of organizing and working are based on ideas and structures that foster a false sense of permanence. Most of the traditional approaches treat the timelines, schedules, and project-based tasks as sacrosanct and the myopic view of value it provides to the end customer and business is considered “success.” In this VUCA world, this approach is disastrous as evidenced by the way traditional business has been disrupted<sup>3</sup>, the endemic lack of engagement<sup>4</sup> amongst employees, and falling levels of customer loyalty<sup>5</sup> and satisfaction.

The second paper in this series described the importance of putting the customer at the core of the organization, becoming customer-centric and actively working to not just satisfy our customers, but to delight them. The shift from “shareholder return” to “customer delight”<sup>6</sup> as the primary driver of value in today’s economy has been well-documented and is key to our ideas of business agility.

A large part of the work undertaken in business analysis in the digital world is about enabling this shift, influencing strategy, empathizing with real customers, changing processes, engaging the broad stakeholder community, driving feedback based on evidence and leveraging technology to implement and support the changes needed. All of this needs to be done with the mindset that what we know now is probably wrong and will change soon, so being comfortable to let go of existing ideas is a core competency. As Peter Senge and Alvin Toffler have said:

***“The only sustainable competitive advantage is the ability to learn faster than the competition.”***  
(Senge)

***“The illiterate of the 21<sup>st</sup> century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”***  
(Toffler)

If you're looking for a simple recipe or a rulebook to follow to adopt an agile mindset, you've come to the wrong place. Agility is not something that one can make happen by merely following a process or adopting a framework, despite the number of processes descriptions and frameworks, which claim to do that very thing. Processes, tools, and frameworks can help, but it is the humanistic way of working, the customer value focus, and the ability, nay enthusiasm and excitement, to change direction based on empirical feedback that are the defining characteristics of being agile in today's business environment.

## The Domains Of Business Agility



Evan Leybourn of the Business Agility Institute has written an excellent article<sup>7</sup> in which he describes the nine domains of business agility. He explores agility in three areas and nine domains. The customer is in the centre of the model because they provide us with our purpose – the *raison-d'être* for the existence of the organization and the motivation for everything we do. Depending on the organizational context “customer” could mean a paying client for a private organization, a citizen for a public-sector organization, or an abstraction (like “the environment” or “the community”) for a non-profit organization.

This shift to customer centricity is hard for some organizations, and it requires new ways of thinking about value and value chains. Having the customer at the centre doesn't mean that the customer is always right or that employees or shareholders aren't important; it means that almost everything that we do revolves around them.

This also doesn't mean that we don't aim to make a profit – as Frederic Laloux<sup>8</sup> says:

***“Profit is like the air we breathe. We need air to live, but we don't live to breathe.”***

However, the single-minded focus on making a profit (couched most often as “shareholder return”) has resulted in practices where transparency in doing business and customer value has taken a backseat. When we put the customer at the centre of our concerns and adopt an agile mindset to conducting business then employee engagement, sustainability, stakeholder satisfaction, and shareholder return are the positive side effects of the way we work.

A full discussion of the nine domains can be found on the Agile Director website<sup>9</sup>. The purpose of this model is to provide guidance on a journey towards agility without being prescriptive as to “how.” This means that your business strategy needs to align across all nine domains and that the practices, frameworks, and values of your organization must address the systemic nature of agility.

## Analysis With An Agile Mindset

A “mindset” is the established set of attitudes we bring to an aspect of our life. In this case, we are talking about having an agile mindset towards the way we undertake business analysis, and how business analysis contributes to delivering value in the modern world. The agile mindset is based on a common core of human values that include respect, courage, collaboration, continuous learning, customer focus, and value maximization.

The key elements which make up this mindset can be summarized as being willing and able to

- deliver value rapidly and consistently
- collaborate courageously
- iterate to learn
- simplify to avoid waste
- consider context and adapt to realities
- reflect on feedback and adapt both product and process
- produce the highest quality products

The genesis of the agile mindset in software development is the Agile Manifesto<sup>2</sup>, which was penned in 2001 and provides a set of values and principles to guide the practices of building digital products.

### The Agile Manifesto states:

“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.”

If we apply this mindset to business analysis, we can view these statements as guidelines for a philosophy of analysis. In the Agile Extension to the Business Analysis Body of Knowledge™ V2<sup>10</sup> (Agile Extension) the values of the Agile Manifesto are related to business analysis; these values apply directly to the digital realm.

These statements may be rooted in software development, but they can be related to agile business analysis in any context. Replacing “working software” with “working solution” expands our thinking and provides us guidance for an approach to analysis with an agile mindset.

1. **We are uncovering better ways of delivering solutions by doing it and helping others do it.**

This is the most important statement in the Agile Manifesto. It reinforces the practice-based and empirical nature of the agile mindset. You learn what works by trying things out, not theorizing about what might work.

2. **Individuals and interactions over processes and tools.**

Business analysis is a human-centric activity. Business analysis practitioners start by understanding stakeholders’ needs, which requires them to work closely with stakeholders at every step of the value chain. Solutions frequently change the way people work, and agile business analysis practitioners make people the centre of the work.

3. **Working solutions over comprehensive documentation.**

Agile business analysis practitioners focus on producing something, showing it to stakeholders, and eliciting immediate feedback to determine if they are on track to satisfy the need. Agile business analysis practitioners engage stakeholders in conversations to build and maintain shared understanding. Documentation does provide value, but only when it’s written to match its intended purpose. Agile business analysis practitioners produce the appropriate documentation as they implement a change and use it to facilitate and support discussions with stakeholders.

4. **Customer collaboration over contract negotiation.**

Agile business analysis primarily focuses on satisfying needs. Business analysis practitioners learn to understand needs by showing increments of solutions to stakeholders and analyzing the feedback received. This ongoing collaboration with stakeholders facilitates new information about the need and constantly refines the understanding until the need has been satisfied.

The ongoing collaboration with stakeholders also uncovers new needs based on customer demand, new competitors entering a market, government legislation, or any other factor that may impact the solution.

5. Responding to change over following a plan

Agile approaches do plan. In some contexts, the plan is called the product roadmap. In an agile context, success is measured based on how well solutions satisfy the customer’s needs and the value they derive from the solution. The ongoing learning and feedback that is central to the agile mindset allows for business analysis practitioners to continually refine their understanding of the need and make changes to the solution to ensure the solution satisfies the need.

The agile mindset changes the way we look at planning and estimation in formulating digital strategy, initiatives, and product development. The agile business analyst accepts that there is great uncertainty around both the problem and the solution. In this complex world, prescriptive planning doesn’t work. This doesn’t mean, however, that planning is unnecessary. We must be able to make reasonable predictions about the likely duration and cost of doing something while embracing the uncertainty that is inherent in the VUCA world.

It is an imperative that organizations today sense and respond to the volatile nature of the ecosystem they operate in. Customer needs, competitive pressures, legislative demands, and societal pressures are constantly changing, and the digital business needs to be able to sense and respond to these changes while maintaining an eye on the prize and having a clear set of goals that constitute success while adapting to the dynamic forces which put pressure on the organization. Planning at multiple horizons allows for both stability of vision and outcomes and being the learning organization, which meets customers’ needs even before they are clarified in their own minds.

## The Hoizons of Agile Analysis

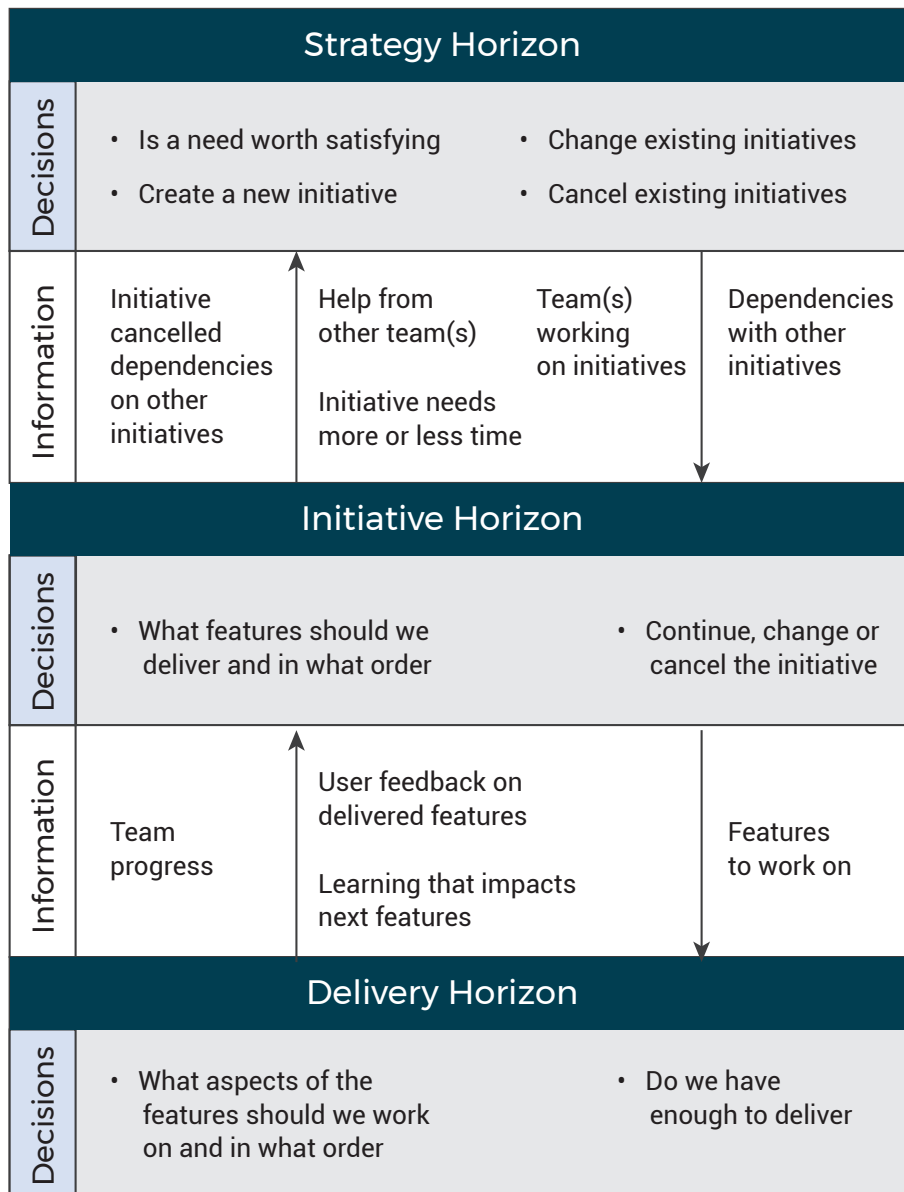
The Agile Extension to the BABOK (V2)<sup>10</sup> presents the idea of rolling wave planning as being necessary to respond to the rapidly changing and evolving nature of the business environment we find ourselves in today. The idea is that there needs to be a clear vision of success for the organization as a whole, which could change and when it changes that will impact all the work being undertaken in the organization. Aligned with this strategy horizon is the selection of which initiatives should be undertaken, constantly monitoring them to get feedback and adapting to the emergent learning, and at the lowest level the delivery horizon is about doing the smallest amount of work to deliver the highest value and fastest possible learning to provide the feedback, so decisions can be made at all three horizons to ensure we are constantly maximizing the value being delivered in the work of the organization.





One approach to coping with the complicated and complex problems of building a digital business is to plan at multiple horizons with different levels of granularity at each horizon. The Agile Extension defines three planning horizons: Strategic, Initiative, and Delivery. These are rough guidelines, and every

organization should adapt their planning approach to their own context. The following diagram, from the Agile Extension, illustrates the types of decisions and the relationships in work across the three horizons.



## The Strategy Horizon

The Strategy Horizon refers to the decisions that impact the entire organization. Business analysis practitioners operating at this horizon support decisions about strategy and the allocation of available resources in support of that strategy.

Decisions made at the Strategy Horizon identify the products, services, and initiatives to which the organization allocates resources. Business analysis practitioners working at the Strategy Horizon identify short-term goals, initiatives, and risks that align to organizational strategy, and articulate the problems that must be understood to make strategic decisions. This is especially true when formulating digital strategies where the VUCA is more pronounced and requires an iterative way of looking at strategic decisions due to changing customer needs, new technical capabilities, and elevating customer experience through digital means.

The time element of the Strategy Horizon may be as short as three months to as long as multiple years ahead. This timeframe continually shifts and moves forward, creating what can be considered a rolling timeframe.

## The Initiative Horizon

The Initiative Horizon refers to decisions that impact a particular goal, initiative, or team. Business analysis practitioners operating at this horizon support initiative-based decisions about how to create value with the resources available, as well as better understanding the needs of the stakeholders and the options available.

At the Initiative Horizon, business analysis practitioners support decisions that are acted on in a shorter period than at the Strategy Horizon and over a longer period than at the Delivery Horizon. Feedback and learning at the Initiative Horizon supports the analysis being done at both the Strategy Horizon and the Delivery Horizon.

Agile business analysis at the Initiative Horizon may support decision makers in a single team or multiple teams. Each team may work independently, or they may be highly interdependent, leading to a need to understand complex dependencies between teams.

## The Delivery Horizon

The Delivery Horizon refers to decisions made regarding the delivery of the solution. Business analysis practitioners operating at this horizon work with the delivery team to understand how to break down work best, how to deliver and test the value the team is creating, and how to learn quickly from the work the team is doing.

The team working at the Delivery Horizon works on prioritized work from the backlog and turns it into a valuable product or service that meets the identified outcome or goal of the solution.

Agile business analysis involves continuous collaboration, feedback, and learning for all stakeholders across all horizons. This ongoing collaboration provides more current and accurate information to decision makers to help them make better decisions and achieve better outcomes.

# Techniques of Agile Analysis



There is a wide range of tools and techniques, which can be utilized when conducting analysis with an agile mindset. Many of these techniques are explained in the Agile Extension and are summarized here. Different techniques are applicable at different horizons, and where a single tool is applicable at different horizons it is applied in the context of the timing and level of detail applicable to that horizon.

There are many more techniques than just these, but for practicality, we have chosen to reference just those included in the Agile Extension.

## Techniques Used Primarily at the Strategy Horizon

- **Minimal Viable Product:** used to prioritize the allocation of resources and to increase the speed of organizational learning.
- **Planning Workshop:** used to plan the allocation of resources across multiple initiatives and to provide a shared understanding of the purpose of a new initiative.

- **Portfolio Kanban:** used to provide real-time visibility of the progress of initiatives across the portfolio. May also be used in conjunction with Balanced Scorecards, Value Stream Maps, and other approaches to optimize the allocation of resources across initiatives.
- **Product Roadmap:** used to communicate the expected future direction of the product and to improve collaboration among teams in different initiatives. Also used to support decision making and prioritization.
- **Purpose Alignment Model:** used to prioritize potential initiatives, understand the optimum resourcing mix on initiatives, and to understand the overall focus of initiatives across the organization.
- **Real Options:** used to understand the appropriate time for making decisions.
- **Relative Estimating:** used to quickly understand the relative value and resource requirements of potential initiatives across the portfolio.

- **Value Stream Mapping:** used to understand the creation of value across the whole customer experience to prioritize, plan and integrate the creation of value and reduction of waste between initiatives across the portfolio.
- **Visioning:** used to understand decision options and clarify the organization's vision. Also used to identify the purpose and focus of a new initiative.
- **Relative Estimation:** used to help make decisions about which features to deliver and in what order.
- **Story Mapping:** used to elicit and model information about a solution, including notable features or characteristics of that solution.
- **Value Stream Mapping:** used to identify the portions of a problem or solution and identify what their ability is to alter the value of the affected item or process.

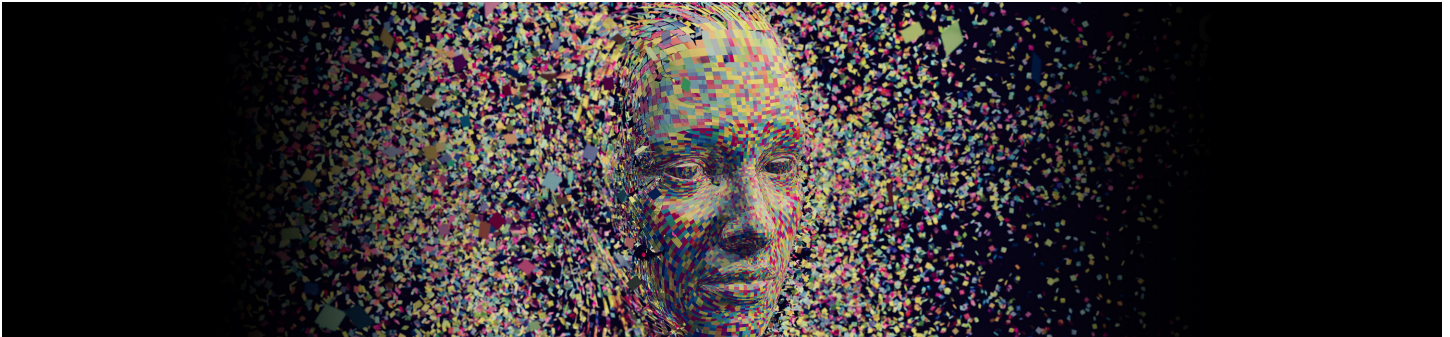
## Techniques Used Primarily at the Initiative Horizon

- **Kano Analysis:** used to determine the features most relevant to satisfying the identified need and determine the best approach for delivering those features.
- **Personas:** used to create a shared understanding of who the customer is.
- **Planning Workshop:** used to create a shared understanding of the approach to constructing the solution.
- **Purpose Alignment Model:** used to determine the features most relevant to satisfying the identified need and determine the best approach for delivering those features.
- **Real Options:** used to understand the appropriate time for making decisions.

## Techniques Used Primarily at the Delivery Horizon

- **Retrospectives:** used as a means of explicitly discussing opportunities for continuous improvement.
- **Story Decomposition:** used to decompose stories into implementable pieces, which represent incremental work on one solution component.
- **Story Mapping:** used to progressively elicit and model information about a solution, at the delivery horizon detailed acceptance criteria get added to the story map.

# What's Needed for Digital Transformation



Every organization needs to become a digital business today – engaging customers, empowering employees and thinking in terms of value streams rather than functional silos. This requires new ways of thinking starting from the very top and cascading throughout the enterprise. New attitudes, capabilities, and tools are key to success in the 21<sup>st</sup> century.

This means looking beyond a mere digital veneer with new technologies and putting in place a convergence of customer experience and technology in the context of real needs which are optimized not just for operational efficiency but for valuable customer outcomes. It means empowering the people in the organization to make good decisions without needing to go through layers of authority and permissions, putting in processes and technology, which can rapidly respond to the changing customer needs and adapt to the forces impacting on the organization from many directions.

## 1. Know your real customers

Start by asking who is your customer and where are they in your value stream, how quickly can you respond to their changing needs, how quickly can you hear about their changing needs, how do you move the point of engagement from a transaction to a relationship?

## 2. Agility applied at all levels of the organization

Digital transformation starts with the people – it's not about technology, it is about the attitudes and behaviors of everyone in the organization. People need to be open to new ideas, to experimentation and learning, empowered and safe to do new things without having to work through layers of bureaucracy to get permission. Look for opportunities to improve a process, find a new way to engage and delight a customer and implement it, measure the results and adapt it based on feedback.

### 3. Build on process agility

Processes need to be flexible – able to be changed easily and quickly in response to feedback; people in the process need to understand not just what they are doing but why it matters – clear line of sight between each element of a process and the business goals. If misalignment occurs, it should be quick and easy to correct it. Constraints are important as they constitute the boundaries which provide clarity of direction and focus. These constraints need to be clearly stated with sensible reasons for their existence, and it needs to be OK to question and challenge constraints that may no longer be needed.

Products and value streams are the way we meet our customers. It's not about the widget you build; it's the ongoing relationship that the widget represents. Customer experience is now the primary source of competitive advantage, and every aspect of that experience needs to be crafted to engage and delight our customers.

### 4. Embrace and understand technology capabilities

Becoming digital means, we need to embrace the technologies which enable the digitization of our products and services. Big data, artificial intelligence, internet of things, machine learning, wearable devices, augmented and virtual reality are all technologies that the organization needs to embrace, and that business analysis practitioners need to understand so they can identify opportunities to create that tight customer engagement made possible by the new technologies.

### 5. Perform Agile Analysis

For business analysis professionals, this means they need to be astute and aware, not passively eliciting requirements, but actively exploring options, finding new opportunities, and constantly running experiments, learning and adapting the solutions in place to respond to the evolving needs of the wide community of stakeholders. To do this means adopting a completely different approach to the way we undertake analysis - analysis with an agile mindset.

But what does this mean in practice – what does a digital organization look like and what are some concrete examples of digitization?

In the medical field, this could mean patients wearing a smartwatch, which monitors their movements, pulse rate and blood pressure in real-time, sending the data to a cloud service and alerting caregivers when (for instance) the patient falls over. This has the potential to identify problems earlier, saving lives, and reducing the cost of care<sup>11</sup>. In aged care, it means more independence and enables people to remain in their own homes later in life, reducing one of the largest stress and cost factors of an aging population.



For insurance companies, it means having a window into customer lifestyles and the ability to encourage healthier lifestyles, improving outcomes for customers while reducing the cost of claims.

For a motor vehicle insurance company, it can put you in the car with the driver. You would know where and how they drive and updating their premiums based on the actual risk profile, while encouraging and rewarding safe driving<sup>12</sup>.

For a bank, it could mean proactively recommending investment options to customers based on their savings behavior, building truly intelligent chatbots which answer customer queries while reducing call waiting times, or making cashless payments more secure and convenient. This could mean effective process automation with built-in intelligence can reduce cost while increasing customer satisfaction.

For a supermarket, it could mean using artificial intelligence to more accurately predict demand for fresh foodstuffs based on weather conditions and sporting events or removing the queues at checkout by scanning products as customers shop.

On the whole, the agile mindset is not about how quickly you can learn these technologies, i.e., wearables, data analytics, AI, etc. With agility across horizons to manage business and customer value, products, processes, and the analysis, you can bring to the table for a digital solution.

# Advice From The Trenches

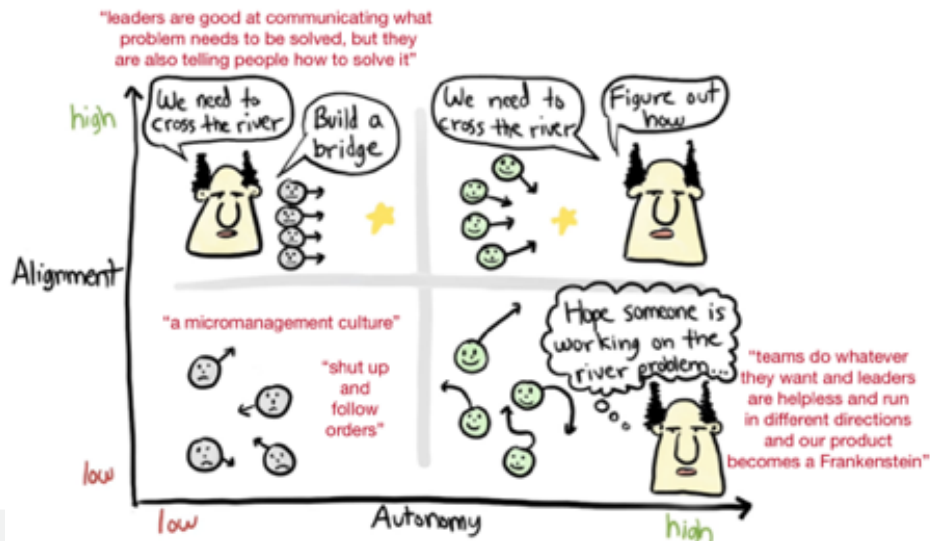


## Getting Started - Advice For New Players

Adopting an agile mindset is a progressive change for any organization. It can't, and won't, happen overnight. Both top-down and bottom-up support is needed. Top-down changes include letting go of the mistaken idea that somehow more senior people are smarter than others in the organization and are the only ones who can make decisions. It means empowering people and teams, shifting the decision-making authority to the point in the value

chain closest to the customer. It involves creating an environment of trust, respect, and empowerment where everyone in the organization is expected to have the interests of customers at the core of everything they do and be aligned on the organization's goals.

Hendrik Kniberg presented a series of videos in which he talks about the Spotify Engineering Culture<sup>13</sup>. One of the key messages is the importance of aligned autonomy<sup>14</sup>. He included this image which explains the concept: (Red text comes from the video narrative)





The primary responsibility of leadership in the new digital organization is to provide a compelling vision which everyone can align on, and then ensure the people doing the work have enough resources to be able to achieve the vision.

For the teams and individuals, this means stepping up and taking ownership, accepting responsibility, and delivering on the promise. The people in our organizations are smart, well paid, and professional, and they need to be treated and behave as such. We need to move beyond “it’s not my job” to “how can we make this happen,” and we need to collaborate to deliver value rather than competing to gain recognition or a bonus.

Organization structures need to become flatter, more networked than hierarchical, and focused on customer delight over shareholder return (which will follow). Responsiveness needs to become part of the DNA of the organization, and change needs to be seen as an opportunity to delight rather than something to be resisted.

There are many books and articles which discuss what’s needed to achieve this type of organizational change. Examples include Joy, Inc<sup>15</sup> by Richard Sheridan, the story of Menlo Innovations<sup>16</sup>; Steve Denning’s work on The Age of Agile<sup>17</sup>; Ahmed Sidky & Greg Smith’s Becoming Agile<sup>18</sup> and many others.

Do not try and copy any of these examples directly. There is no ideal pattern or a simple recipe for organizational agility. Start by tapping into the wisdom of the organization, provide some background knowledge and share the compelling goal of what a transformation will mean for the organization and invite the people in the organization to co-create that future. The ideas of Openspace Agility<sup>19</sup> provide some advice on how to start the conversation and invite people along on a shared journey of discovery towards customer delight.

## Sustaining And Maturing – Advice For Experienced Players

Once you’re on the digital transformation journey, you’re never finished. A learning organisation<sup>20</sup> is one that constantly adapts and evolves – it ensures there is a hunger to find better ways of delighting customers, improving work, engaging employees, and sustaining value. The ability to “learn, unlearn, and relearn” is a critical capability which needs to be exercised constantly at every level in the organization.

This means being able to let go of the current “truth” and adopting new ideas that are perhaps contradictory to what has been successful in your transformation until now. As the VUCA forces batter your organization and your people, the advice in this whitepaper may not continue to be valid in your next change cycle.

Be OK with unlearning and have “strong opinions, weakly held”; while something is valid and useful, use it and be ready to let it go when it is no longer useful and before it becomes downright dangerous. The idea of being useful within a context and switching when it is no longer useful needs to be grounded with evidence and agility is needed when practitioners unlearn and relearn.

## Go Forward and Be Agile



To be able to cope and thrive in the modern VUCA world, business analysis professionals need to embrace agility in all its forms. Find ways to respond to change faster than the rate at which that change is happening and turn responsiveness into a competitive advantage for themselves, their teams and their organizations.

This paper has presented some ideas and pointed you to places to find more information and ideas. This topic is wide and deep, and like any complex set of ideas, there is no “one true way.” You need to carefully assess everything presented here against your own context and organization’s needs.

The 12<sup>th</sup> principle of the Agile Manifesto<sup>2</sup> puts it succinctly and clearly:

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly. Experiment and learn, inspect and adapt, reflect and respond – BE agile.

## Authors



Shane Hastie, CBAP  
ICE-PO, ICE-AC, MIM

Director of Agile Learning  
Programs, ICAgile™

Shane is the Director of Agile Learning Programs at ICAgile. He has oversight in the strategic direction and expansion of ICAgile's learning programs, including maintaining and extending ICAgile's learning objectives, providing thought leadership, collaborating with industry experts, and supporting the larger ICAgile community, which includes more than 150 Member Organizations and nearly 100,000 ICAgile certification holders.

Over the last 30+ years, Shane has been a practitioner and leader of developers, testers, trainers, project managers, and business analysts, helping teams deliver results that align with overall business objectives. Before joining ICAgile, he spent 15 years as a professional trainer, coach and consultant specializing in Agile practices, business analysis, project management, requirements, testing and methodologies for SoftEd in Australia, New Zealand, and around the world.

He has worked with large and small organizations, from individual teams to large transformations all around the world. He draws on over 30 years of practical experience across all levels of information technology and software intensive product development.

Shane was a director of the Agile Alliance from 2011 to 2016 and is the founding Chair of Agile Alliance New Zealand.

He leads the Culture and Methods editorial team for InfoQ.com where he hosts the weekly InfoQ Culture Podcast.

"I firmly believe that a humanistic way of working and the agile mindset are desperately needed in organizations all around the globe today. Taking agile values and principles beyond software is important and making sure they are properly embedded is absolutely crucial for success. We're in an industry that touches every aspect of people's lives and massively influences society as a whole and I want to be part of making sure that industry is both ethical and sustainable."



Ananta Mahapatra, CPRE

Program Manager, India Programs  
and Global Thought Leader, IIBA

Ananta is a business analysis practitioner with over a decade of experience in business strategy, IP development, and digital and IT solution development in financial services, insurance, health and life sciences domains. Ananta is a Certified Professional in Requirements Engineering from the International Requirements Engineering Board (IREB) and holds a certification in Business Analytics from the Wharton School.

In his previous engagement, Ananta was a business analysis practice lead for NTT DATA Inc. where he has contributed extensively to practice governance, thought leadership, sales support, business analysis IP, and service design. In this capacity, Ananta has coached and mentored consultants in all aspects of business analysis.

Committed to the growth of business analysis discipline, Ananta contributes to multiple business analysis forums and conducts boot camps for business analysis professionals and academic institutions.

### About ICAgile:

Founded in 2010, ICAgile is a leading global Agile accreditation and certification body that helps organizations design learning experiences that cultivate an agile mindset and enable sustainable organizational agility. ICAgile provides world-class learning tracks to guide organizations in the development of their curriculum. ICAgile's approach is not tied to any specific Agile methodology, thus giving people the flexibility to blend flavors in a way that make sense for their reality. Learn more at ICAgile.com.

# Acknowledgement

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We additionally thank and acknowledge the contributions from Ken Fulmer, President and CEO, IIBA, Ashish Mehta, CBAP®, Managing Director - India, APAC & Global Thought Leader, IIBA, and Evan Leybourn, Founder and CEO of the Business Agility Institute.

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## References

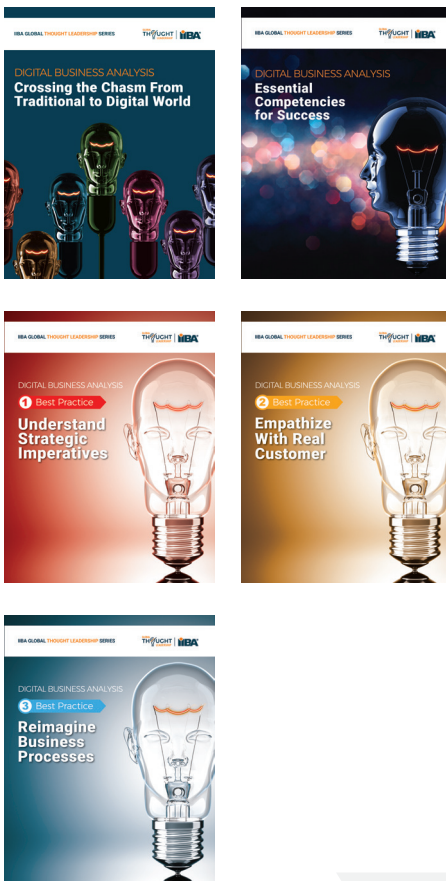
- <sup>1</sup> Mindset: A book written by world-renowned Stanford University psychologist Carol Dweck
- <sup>2</sup> Manifesto for Agile Software Development: <http://agilemanifesto.org/>
- <sup>3</sup> IIBA®: [Digital Business Analysis: Crossing the Chasm from Traditional to Digital World](#)
- <sup>4</sup> <http://www.aon.com/unitedkingdom/attachments/trp/2017-Trends-in-Global-Employee-Engagement.pdf>
- <sup>5</sup> <https://www.mycustomer.com/experience/loyalty/five-reasons-customer-loyalty-is-decreasing-and-what-you-can-do-about-it>
- <sup>6</sup> <https://www.forbes.com/sites/stevedenning/2011/04/01/is-delighting-the-customer-profitable/#4f1770ade874>
- <sup>7</sup> <https://theagiledirector.com/article/2017/05/25/domains-of-business-agility-v2/>
- <sup>8</sup> Reinventing Organizations: A book written by Frederic Laloux
- <sup>9</sup> <https://theagiledirector.com/article/2017/05/25/domains-of-business-agility-v2/> [https://wiki.businessagilityinstitute.w/ Domains\\_of\\_Business\\_Agility](https://wiki.businessagilityinstitute.w/ Domains_of_Business_Agility)
- <sup>10</sup> IIBA®: Agile Extension V2 and IIBA®: A Guide to the Business Analysis Body of Knowledge® V3
- <sup>11</sup> <http://medicalfuturist.com/top-healthcare-wearables/>
- <sup>12</sup> <https://www.progressive.com/auto/discounts/snapshot/>
- <sup>13</sup> <https://labs.spotify.com/2014/03/27/spotify-engineering-culture-part-1/>
- <sup>14</sup> <https://hbr.org/2017/02/how-spotify-balances-employee-autonomy-and-accountability>
- <sup>15</sup> [https://www.amazon.com/Joy-Inc-Built-Workplace-People-ebook/dp/B00DMCW1FK/ref=sr\\_1\\_1](https://www.amazon.com/Joy-Inc-Built-Workplace-People-ebook/dp/B00DMCW1FK/ref=sr_1_1)
- <sup>16</sup> <https://www.menloinnovations.com/>
- <sup>17</sup> [https://www.amazon.com/Age-Agile-Companies-Transforming-GetsDone/dp/0814439098/ref=pd\\_sim\\_14\\_1](https://www.amazon.com/Age-Agile-Companies-Transforming-GetsDone/dp/0814439098/ref=pd_sim_14_1)
- <sup>18</sup> [https://www.amazon.com/Becoming-Agile-imperfect-world/dp/1933988258/ref=sr\\_1\\_1](https://www.amazon.com/Becoming-Agile-imperfect-world/dp/1933988258/ref=sr_1_1)
- <sup>19</sup> [https://www.amazon.com/OPENSPACE-AGILITY-HANDBOOK-Daniel-Mezick-ebook/dp/B0172EXR74/ref=sr\\_1\\_3](https://www.amazon.com/OPENSPACE-AGILITY-HANDBOOK-Daniel-Mezick-ebook/dp/B0172EXR74/ref=sr_1_3)
- <sup>20</sup> [https://www.amazon.com/Fifth-Discipline-Practice-Learning-Organization/dp/0385517254/ref=sr\\_1\\_1?ie=UTF8&qid=1536406459&sr=8-1&keywords=peter+senge](https://www.amazon.com/Fifth-Discipline-Practice-Learning-Organization/dp/0385517254/ref=sr_1_1?ie=UTF8&qid=1536406459&sr=8-1&keywords=peter+senge)

# Recommended Reading

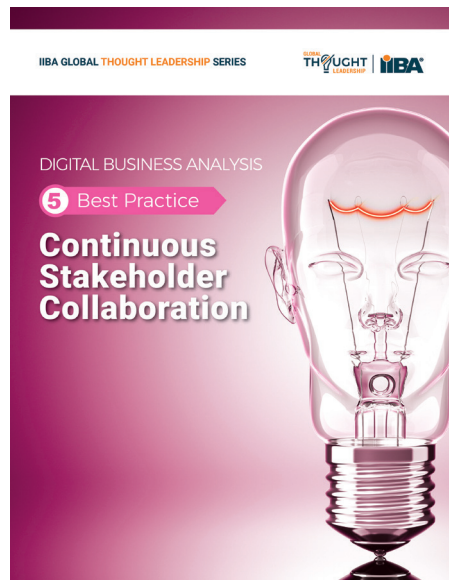
This paper is the fourth in the series of IIBA's Global Thought Leadership publications on digital business analysis.

In the coming months, IIBA will publish a series of whitepapers to extend the conversation on Digital Business Analysis.

## Published



## In the Next Edition



## Coming Soon



Links to read these publications can be found on: <http://www.iiba.org/globalthoughtleadership.aspx>

