

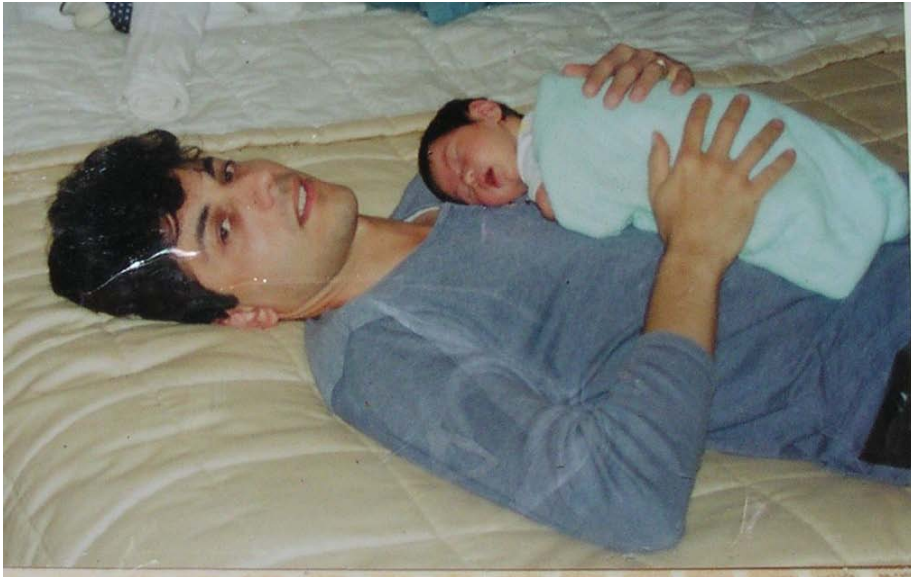
The Far Away BA: Business Analysis tips for pulling it all together without being there at all

Jourdan Arenson

arensonj@comcast.net

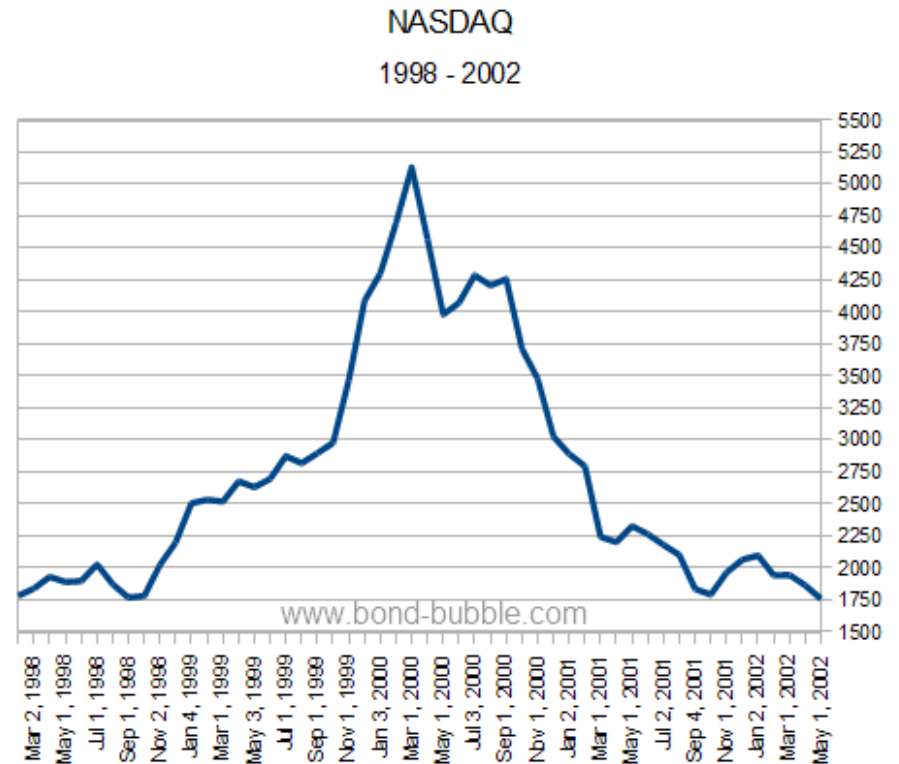
How I got into IT and got to work from home fulltime as a BA

1. I became a father.

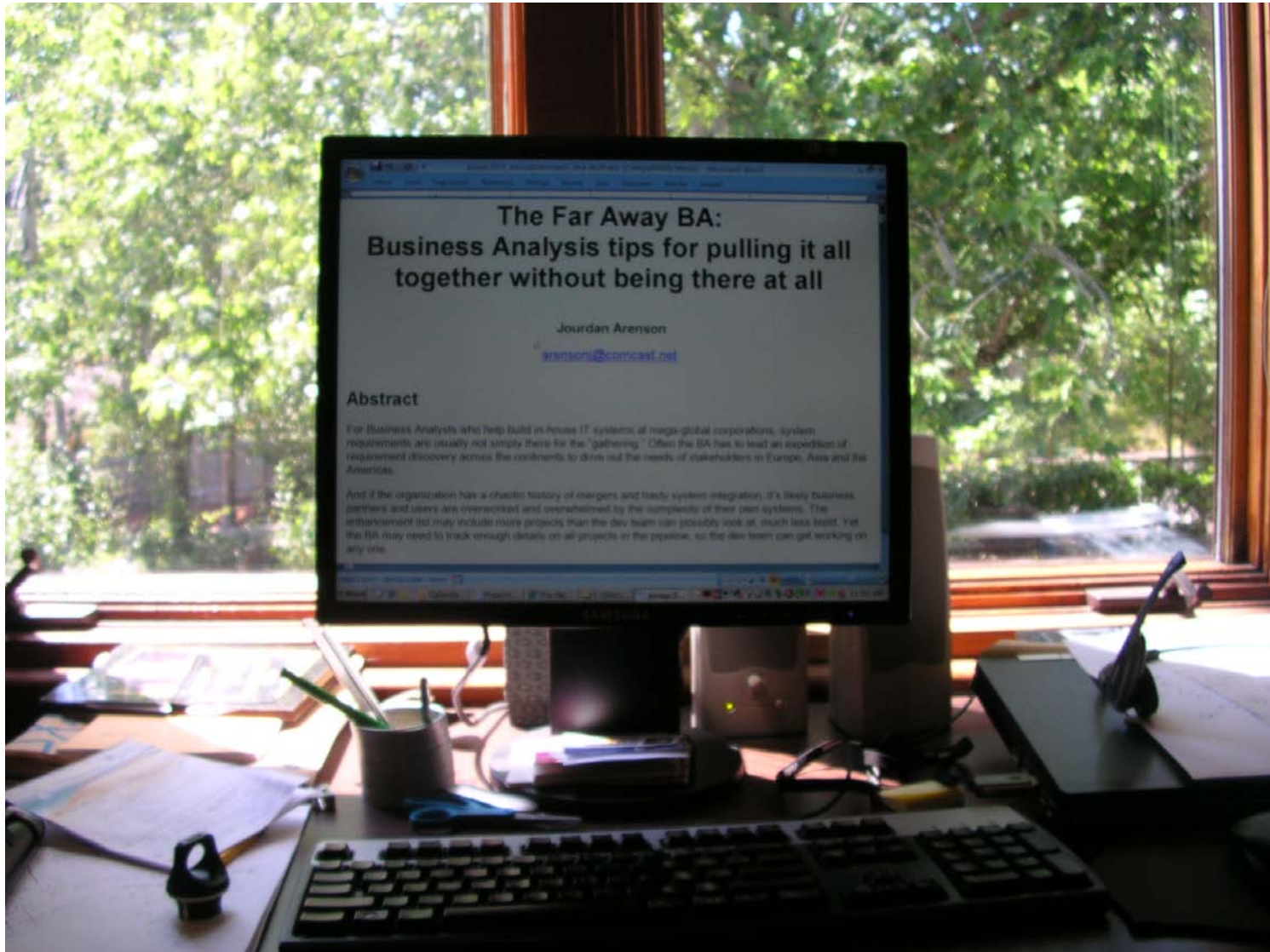


2. The Internet boomed.

+



My Work-from-home Station



My rules for working from home

1. Never work in pajamas.



2. Always respond quickly.



3. Ask: “What must I do for people *to put up with me* working from home?”

Why I Like the BA Role

- I don't have to come up with the goals for the system (the Business Team does).
- I don't have to build the system (the Dev Team does).
- I do help the two teams articulate and agree on what we are going to build.

What Happens in a Software Engineering Project:

- Lots of people **collaborate** to build a **complex** software system.

The BA Role in Software Engineering

- Make the required **complexity** as clear and simple as possible.
- Make the **collaboration** as efficient and pleasant as possible.

Consensus and collaboration is more important because with distributed teams it is easy for team members to:

- mistrust others
 - avoid problems
 - point fingers, and
 - be defensive
- BA's unique position to advocate and foster collaboration.

BA's Role as Advocate for Each Side

- Watch for poor Biz/Dev relationships stemming from a power differential.
 - When Biz has the upper hand, Dev can be forced to take on more than it can handle (aggressive stance).
 - And sometimes Dev can use unnecessarily complex processes to fight back (passive-aggressive stance).
- Don't take sides, but be advocate for Biz **and** advocate for Dev.

Advocate for the Business Team: Requirement Discussions

Wait for the hot air to condense, show what's left, and build on that.

- When conversation is going in circles because there is no clarity or consensus on one particular aspect of the system.
 - Condense hot air under the pressure pertinent details.
 - Use a BA modeling technique to crystallize and distill the aspect of the system everyone needs to agree on.
 - Use crude mockup to provide a concrete hypothesis to explore.
 - Document implementable details, not noise.

ROE Roles

- Front Office ROE Fill Queue**
- Back Office Roles**
 - Repair
 - Approve Cancellations and Repairs up to ___ USD
 - Back Office ROE Fill Queue

Advocate for the Development Team

- Like a tourist in a foreign land, learn enough about programming languages to get by:
 - object oriented and relational database concepts
 - useful when talking with business partners to set expectations
 - confident when talking with developers about code and requirements
- *Faire la mise en place*

Julia Child Explains

- *All well-trained chefs prepare their mise en place, the term for setting all the food and equipment needed out on the work space and prepping them before beginning to cook.*
- *It is absolutely necessary in the fast and hectic atmosphere of a restaurant kitchen.*
- *When everything is there, it makes cooking so much faster and easier.*

(Child 1995)

Mise En Place: Raw Ingredients

3. How should a query be built against the Accuity IBAN database?

Deconstruct the IBAN to acquire a search expression that consists of the two-letter ISO country code concatenated with the national clearing code or bank branch code of the given country. The bank branch code of each country will vary by length and position within the IBAN. To begin, read the electronic format of the IBAN from left to right:

5	E	2	3	3	0	0	1	2	2	3	4	5	6	7	9	0	1	2	3	4	5	0
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23

The table below defines, by country, the specific character positions to find the bank branch code. This table is sorted by ISO country code:

ISO Code	Country/Territory Name	Start	End	IBAN Length	Treatment for Territory
AD	Andorra	5	12	24	
AE	United Arab Emirates	5	7	23	
AL	Albania	5	12	28	
AT	Austria	5	9	20	
AX	Aland Islands	5	10	18	Map to FI
BA	Bosnia & Herzegovina	5	10	20	
BE	Belgium	5	7	16	
BG	Bulgaria	5	12	22	
BH	Bahrain	5	8	22	
BL	St. Barthelemy	5	14	27	Map to FR
CH	Switzerland	5	9	21	
CR	Costa Rica	5	7	21	
CY	Cyprus	5	12	28	
CZ	Czech Republic	5	8	24	
DE	Germany	5	12	22	
DK	Denmark	5	8	18	
DO	Dominican Republic	5	8	28	
EE	Estonia	5	6	20	
ES	Spain	5	12	24	
FI	Finland	5	10	18	
FO	Faroe Islands	5	8	18	
FR	France	5	14	27	
GB	Great Britain	5	14	22	
GE	Georgia	5	6	22	
GF	French Guiana	5	14	27	Map to FR
GG	Guernsey	5	14	22	Map to GB

CAD00010000 BACAADADXXXAndorra Banc Agricol Reig SA
 CAD00030000 CRDAADADXXXcredit Andorra
 CAD00030001 CRDAADADXXXcredit Andorra
 CAD00030002 CRDAADADXXXcredit Andorra
 CAD00030003 CRDAADADXXXcredit Andorra
 CAD00030004 CRDAADADXXXcredit Andorra
 CAD00030005 CRDAADADXXXcredit Andorra
 CIT0638020023TERNIT3TXXXCDR di Terni e Narni S.p.A.
 CIT0638020091TERNIT3TXXXCDR di Terni e Narni S.p.A.
 CIT0638020092TERNIT3TXXXCDR di Terni e Narni S.p.A.
 CIT0638020095TERNIT3TXXXCDR di Terni e Narni S.p.A.
 CIT0638020790TERNIT3TXXXCDR di Terni e Narni S.p.A.
 CIT0638021800TERNIT3TXXXCDR di Terni e Narni S.p.A.
 CIT0638025700TERNIT31013CDR di Terni e Narni S.p.A.
 CPT00352126 CGDIPTPLXXXcaixa Geral de Depositos
 CPT00352128 CGDIPTPLXXXcaixa Geral de Depositos
 CPT00352129 CGDIPTPLXXXcaixa Geral de Depositos
 CPT00352130 CGDIPTPLXXXcaixa Geral de Depositos
 CPT00352132 CGDIPTPLXXXcaixa Geral de Depositos
 CPT00352133 CGDIPTPLXXXcaixa Geral de Depositos
 CPT00352134 CGDIPTPLXXXcaixa Geral de Depositos
 CPT00352135 CGDIPTPLXXXcaixa Geral de Depositos
 CNO2601 BLSPN021XXXBamble og Langesund Sparebank
 CNO2606 BLSPN021XXXBamble og Langesund Sparebank
 CNO2610 SPTLN021XXXSparebank i Telemark
 CNO2620 TINNN021XXXTinn Sparebank
 CNO2630 BSPAN021XXXBo Sparebank
 CNO2635 DRANNO21XXXDrangedal og Tordal Sparebank

Meritxell 79 Office
 Andorra La Vella Branch
 Escaldes
 SANT JULIA DE LORIA
 Encamp 1 Branch
 La Massana 1 Branch
 Incassi C. Terzi
 Incassi C. Terzi
 Incassi C. Terzi
 Incassi C. Terzi
 Incassi C. Terzi
 Dc So Back Off Rete Uff. Sesto S. Gioviale Marelli 165
 Back Office Di Rete Uff. Spoleto
 Agenzia di Orvieto Scalo
 GOIS
 VILA MEA
 FIAES
 Barroca Grande
 PEDRAS SALGADAS
 CARANGUEJEIRA
 stathelle
 stathelle
 skien
 Bo Sparebank
 Drangedal
 Av Meritxell, 79
 Av Fiter i Rossell, 22, Canonada viEsc
 Avinguda Princep Benlloch 25
 Avinguda Carlemany, 42
 Av Verge de Canolich 17 19
 Plaça del Consell
 Av Sant Antoni, 34
 Corso Savona 58
 Corso Savona 58
 Corso Savona 58
 Corso Savona 58
 Corso Savona 58
 Via Marconi 2
 Via Angelo Costanzi, 29
 Rua Comandante Baeta Neves, s/n
 Rua 5 de outubro
 R Principal, 90
 Avenida Brasil, 11
 Av Almirante Candido dos Reis
 Av Lopes de Oliveira, 23
 Ruado Comercio, 19
 Estrada Nacional 109
 Gangveien 4, Postboks 24
 gangveien 4, Postboks 24
 Torvgaten 13
 Sam Eydes gt 89, Postboks 73
 Bogata 69
 Strandat 8. Postboks 23

Mise En Place: Prepped Ingredients, Ready for Coding

Continuing with our Swedish example, based on the table, three characters ranging from positions five through seven would be taken out of the IBAN. Concatenating this with the ISO country code for Sweden, a query expression would be constructed of "SE300".

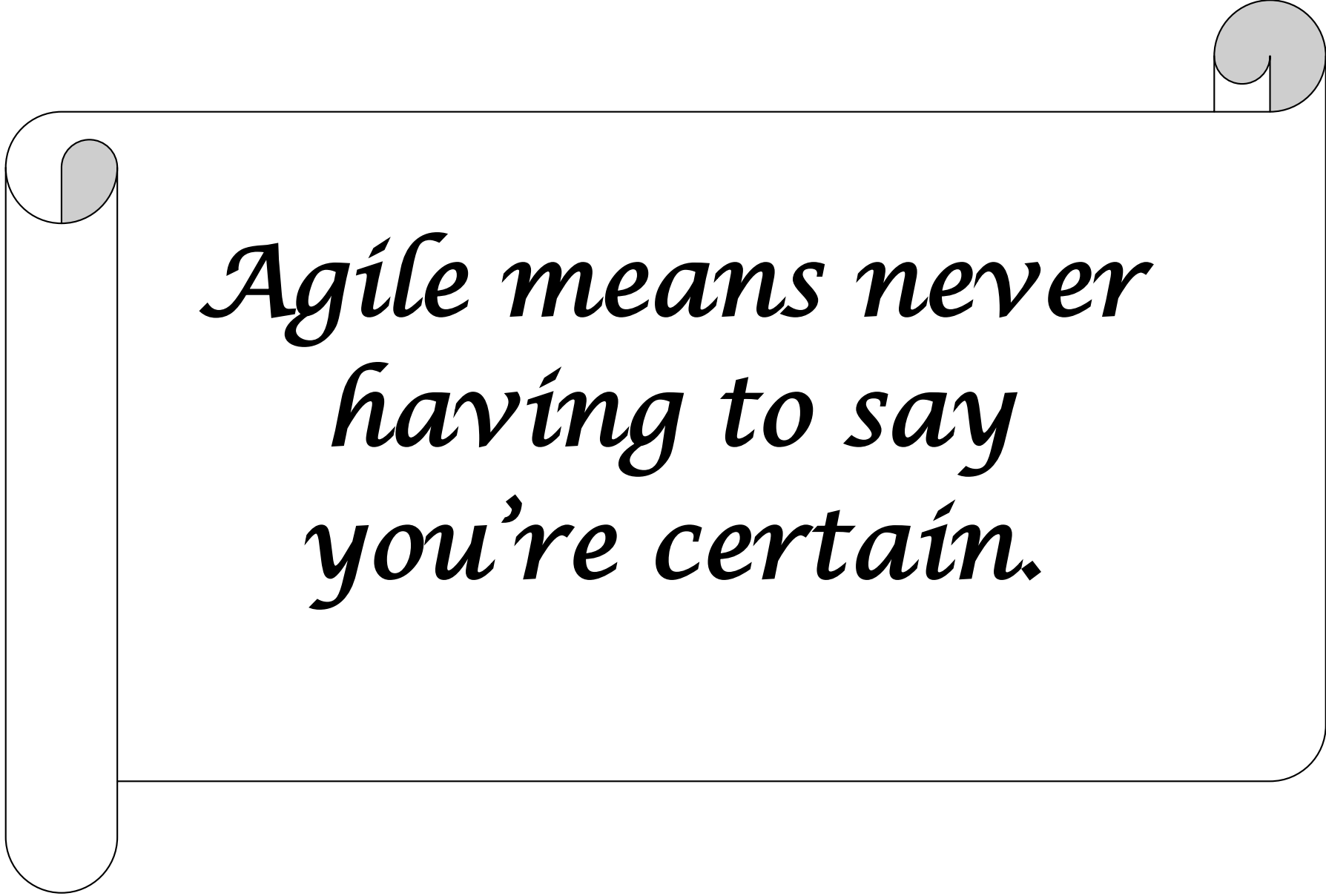
Then, a search of the Accuity IBAN database would arrive at:

Branch Code	300
BIC Code	NBBKSESS
Institution Title	Nordbanken AB (publ)
Branch Title	
Street Number	Hamngatan 10
Postal Code	SE-105 71 Stockholm SE
Country	Sweden
IBAN Override	

It is **not** recommended to perform queries against the IBAN File using:

- SWIFT/BIC:** The SWIFT/BIC is not unique in this file. The bank branch code per each country is unique. Accuity has connected each bank branch code to the associated SWIFT/BIC where the IBAN payments are processed.
- Please note the address is shown in two fields. The second of these fields contains a postal code.**

	A	B	C	D	E	F	G	
1	Mutation code	ISO	Bank branch code	SWIFT/BIC	Institution title	Branch title	Street and house number	Postal
2	C	AD	10000	BACAADADXXX	Andorra Banc Agricol Reig SA	Meritxell 79 Office	Av Meritxell, 79	Andorra
3	C	AD	30000	CRDAADADXXX	Credit Andorra		Av Fiter i Rossell, 22, Canonada vi	Escalde
4	C	AD	30001	CRDAADADXXX	Credit Andorra	Andorra La Vella Branch	Avinguda Princep Benloch 25	Andorra
5	C	AD	30002	CRDAADADXXX	Credit Andorra	Escaldes	Avinguda Carlemany, 42	Escalde
6	C	AD	30003	CRDAADADXXX	Credit Andorra	SANT JULIA DE LORIA	Av Verge de Canolich 17 19	Sant Ju
7	C	AD	30004	CRDAADADXXX	Credit Andorra	Encamp 1 Branch	Plaça del Consell	Encamp
8	C	AD	30005	CRDAADADXXX	Credit Andorra	La Massana 1 Branch	Av Sant Antoni, 34	La Mas
9	C	IT	638020023	TERNIT3TXXX	CdR di Terni e Narni S.p.A.	Incassi C.Terzi	Corso Savona 58	10024 M
10	C	IT	638020091	TERNIT3TXXX	CdR di Terni e Narni S.p.A.	Incassi C.Terzi	Corso Savona 58	10024 M
11	C	IT	638020092	TERNIT3TXXX	CdR di Terni e Narni S.p.A.	Incassi C.Terzi	Corso Savona 58	10024 M
12	C	IT	638020095	TERNIT3TXXX	CdR di Terni e Narni S.p.A.	Incassi C.Terzi	Corso Savona 58	10024 M
13	C	IT	638020790	TERNIT3TXXX	CdR di Terni e Narni S.p.A.	Dc So Back Off Rete Uff.Sest	Viale Marelli 165	20099 S
14	C	IT	638021800	TERNIT3TXXX	CdR di Terni e Narni S.p.A.	Back Office Di Rete Uff.Spolet	Via Marconi 2	06049 S
15	C	IT	638025700	TERNIT31013	CdR di Terni e Narni S.p.A.	Agenzia di Orvieto Scalo	Via Angelo Costanzi, 29	05019 C
16	C	PT	352126	CGDIPTPLXXX	Caixa Geral de Depositos	GOIS	Rua Comandante Baeta Neves, s/n	3330 G
17	C	PT	352128	CGDIPTPLXXX	Caixa Geral de Depositos	VILA MEA	Rua 5 de outubro	4560 Vi
18	C	PT	352129	CGDIPTPLXXX	Caixa Geral de Depositos	FIAES	R Principal, 90	4535 Fi
19	C	PT	352130	CGDIPTPLXXX	Caixa Geral de Depositos	Barroca Grande	Avenida Brasil, 11	6230 63
20	C	PT	352132	CGDIPTPLXXX	Caixa Geral de Depositos		Av Almirante Candido dos Reis	2040 Ri
21	C	PT	352133	CGDIPTPLXXX	Caixa Geral de Depositos	PEDRAS SALGADAS	Av Lopes de Oliveira, 23	5450 Pe
22	C	PT	352134	CGDIPTPLXXX	Caixa Geral de Depositos	CARANGUEJEIRA	Ruado Comercio, 19	2410 Ca
23	C	PT	352135	CGDIPTPLXXX	Caixa Geral de Depositos		Estrada Nacional 109	3060 Tc
24	C	NO	2601	BLSPNO21XXX	Bamble og Langesund Sparebank	Stathelle	Gangveien 4, Postboks 24	N 3960
25	C	NO	2606	BLSPNO21XXX	Bamble og Langesund Sparebank	Stathelle	Gangveien 4, Postboks 24	N 3960
26	C	NO	2610	SPTLNO21XXX	SpareBank 1 Telemark	Skien	Torggaten 13	NO 371
27	C	NO	2620	TINNNO21XXX	Tinn Sparebank		Sam Eydes gt 89, Postboks 73	NO 366
28	C	NO	2630	BSPANO21XXX	Bo Sparebank	Bo Sparebank	Bogata 69	NO 380
29	C	NO	2635	DRANNO21XXX	Drangedal og Tordal Sparebank	Drangedal	Strandgt 8, Postboks 23	NO 375
30		SE	300	NBBKSESS	Nordbanken AB (publ)		Hamngatan 10	SE-105
31				-----KEY TO FILE-----				



*Agile means never
having to say
you're certain.*

Waterfall Conversation: The Mutually Confident Phase

After writing massive Requirements Document and filling in lengthy Project Plan

Business Team: This business requirements document represents what we want you to build.

Development Team: This project schedule promises when we will deliver it.

Waterfall Conversation: The Finger-Pointing Phase

After requirements and scheduling predictions prove flawed

Business Team: OMG. It's taking longer than you said!

Development Team: Yeah, well, your requirements were not complete. You didn't tell me about everything I needed to build!

Key Difference with Agile

- There is no expectation that anybody will make excellent predictions.
- We embrace the **biological fact** that the human mind truly sucks when making predictions about complex projects.

***Thinking, Fast and Slow* by Daniel Kahneman**

“The Planning Fallacy”

- *The confidence that individuals have in their beliefs depends mostly on the quality of the story they can tell about what they see, even if they see little.*
- *We often fail to account for the possibility that evidence that should be critical to our judgment is missing—what we see is all there is.*
- *Our associative system tends to suppresses doubt and ambiguity.*

(Kahneman 2011)

The Agile Conversation

After brainstorming requirements on whiteboard

Business Team: This is the kind of thing I need you to build. Features A, B and C are the most important. D, E and F are still important but they can come later.

Development Team: That's cool. We'll spend the next iteration building A. After that we can see whether you want to change your mind.

That's cool.

Advocate for Myself: Challenges

- I rarely see people face-to-face.
- Nobody reports to me, so I have no management authority.
- How to guide and influence my colleagues toward:
 - pleasant collaboration
 - around staggering complexity
 - for multiple projects
 - all running at the same time

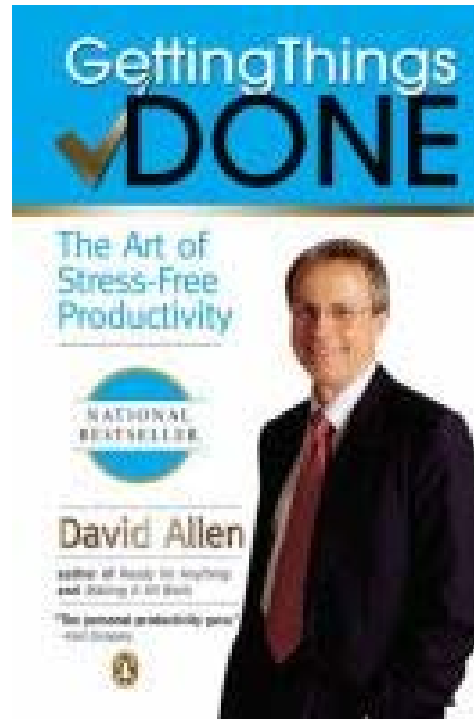
Advocate for Myself: Reputation

I want my colleagues to see me as the guy who

- Is fluent in the details.
- Raises, tracks and brings issues to resolution.
- Updates documents, in pretty much real time.
- Is methodical and comprehensive, but *relaxed* about it all.
- Is the calm face of the Dev team that says:

“We can do this. But we are going to do it right. We are not going to be hasty and frantic. We are going to be methodical and comprehensive.”

Advocate for Myself: Make Conscious Effort to Get Organized



When people with whom you interact notice that—without fail—you receive, process and organize in an airtight manner, the exchanges and agreements they have with you, they begin to trust you in a unique way. (Allen 2001, 225)

Workflow Processing and Organizing



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An Even Greater Benefit (One That Allen Doesn't Mention In His Book)

- While details are off my *conscious* mind, they are sorting themselves in my *unconscious* mind.
- Based on good news from recent scientific understanding on how the mind works *better* than we might think.

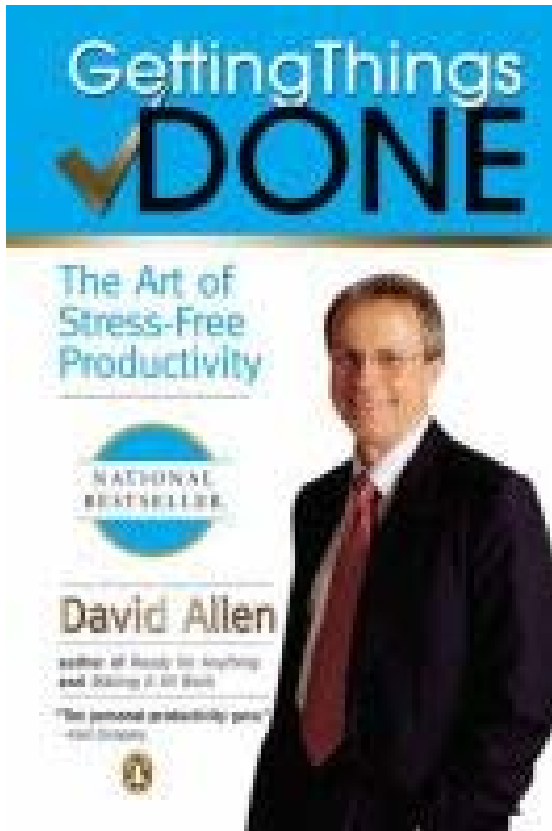
Incognito: The Secret Lives of the Brain
by David Eagleman
Laboratory for Perception and Action
Baylor College of Medicine

- *[When you suddenly see a solution to a problem,] your brain performed an enormous amount of work before your moment of genius struck.*
- *When an idea is served up from behind the scenes, your neural circuitry has been working on it for hours or days or years, consolidating information and trying out new combinations.*

(Eagleman 2011)

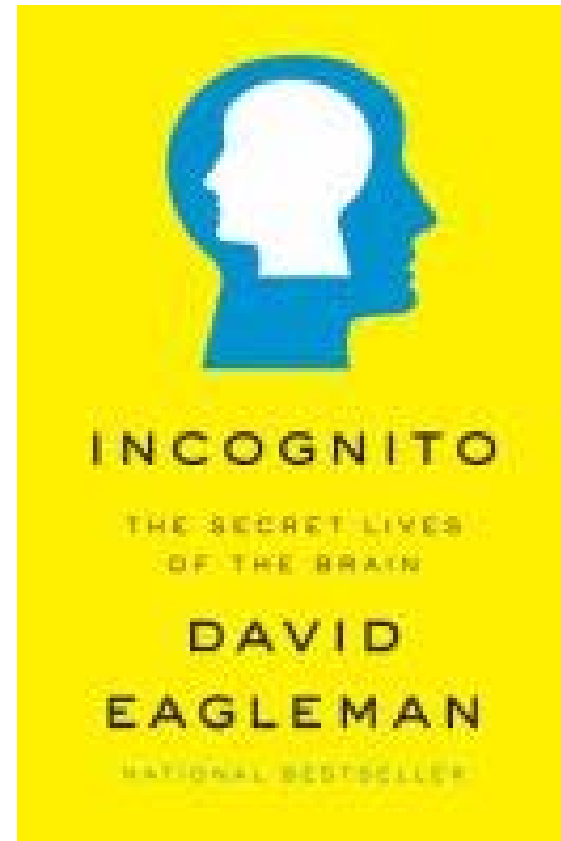
Advocate for Myself: Make Effort to Get Unconscious Organized

Organized



+

Unconscious



Organized Unconscious

Log all the details so:

- My conscious mind doesn't worry so much, and
- I prime my unconscious so it can carry on with these details while I go on to the next thing.

For major deliverables

- Do this in real time, as I discover the details.
- Find right spots in tracking system or documentation set.
- Express details in clearest, precise language as “notes to unconscious.”
- Spend time re-reading the old details, and muse about a new organizing principle or solution.
- Forget about it and move on to the next thing.
- Keep a note pad by the bed.

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