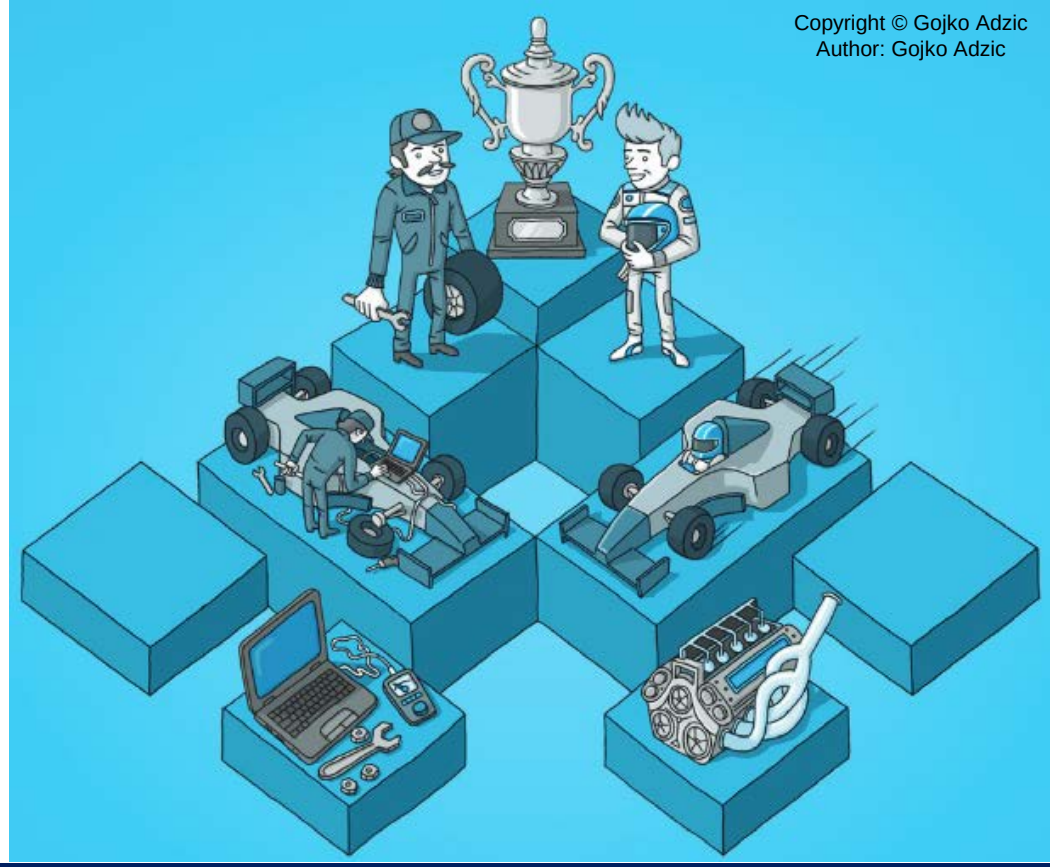
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Author: Gojko Adzic



Impact Mapping Workshop

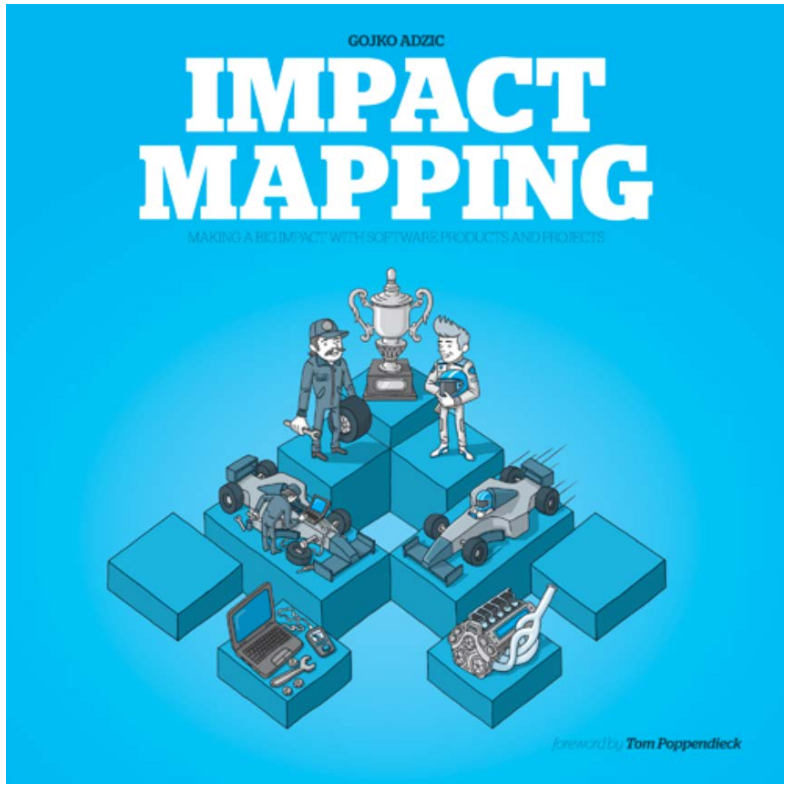
Facilitated by John Hughes and Rachel Whitt

Objectives for this Impact Mapping Workshop

Key Learning Outcomes:

- How to create impact maps
- How thinking about impactful alignment to goals makes it easy to propose beneficial deliverables
- How impact maps make prioritization easy – drive roadmaps
- How to create or split stories using an impact map

What Is Impact Mapping





Gojko Adzic

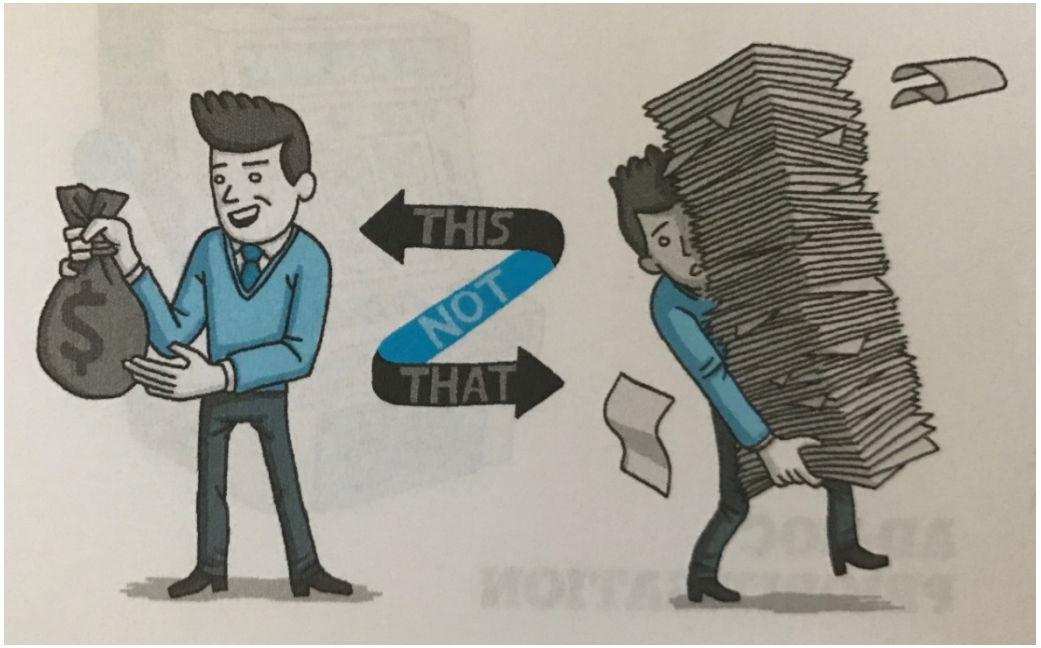
Impact Mapping is an amalgamation of several existing tools and practices to provide one “super-practice” for **strategic planning** that prevents organizations from losing sight of their mission, goals, and objectives

Other Resources:
www.impactmapping.org
https://github.com/impactmapping/open-impact-mapping-workshop
https://www.impactmapping.org/book.html

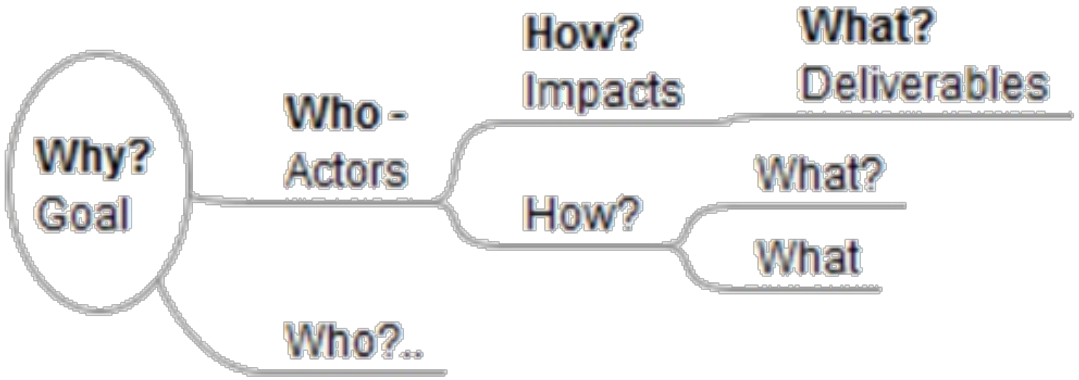
Why Impact Mapping

- Keeps focus on business goals
- Promotes collaboration
- Identifies underlying assumptions
- Facilitates ongoing Roadmap management
- Create better User Stories

Deliver business goals, not just ship software



Elements of an Impact Map



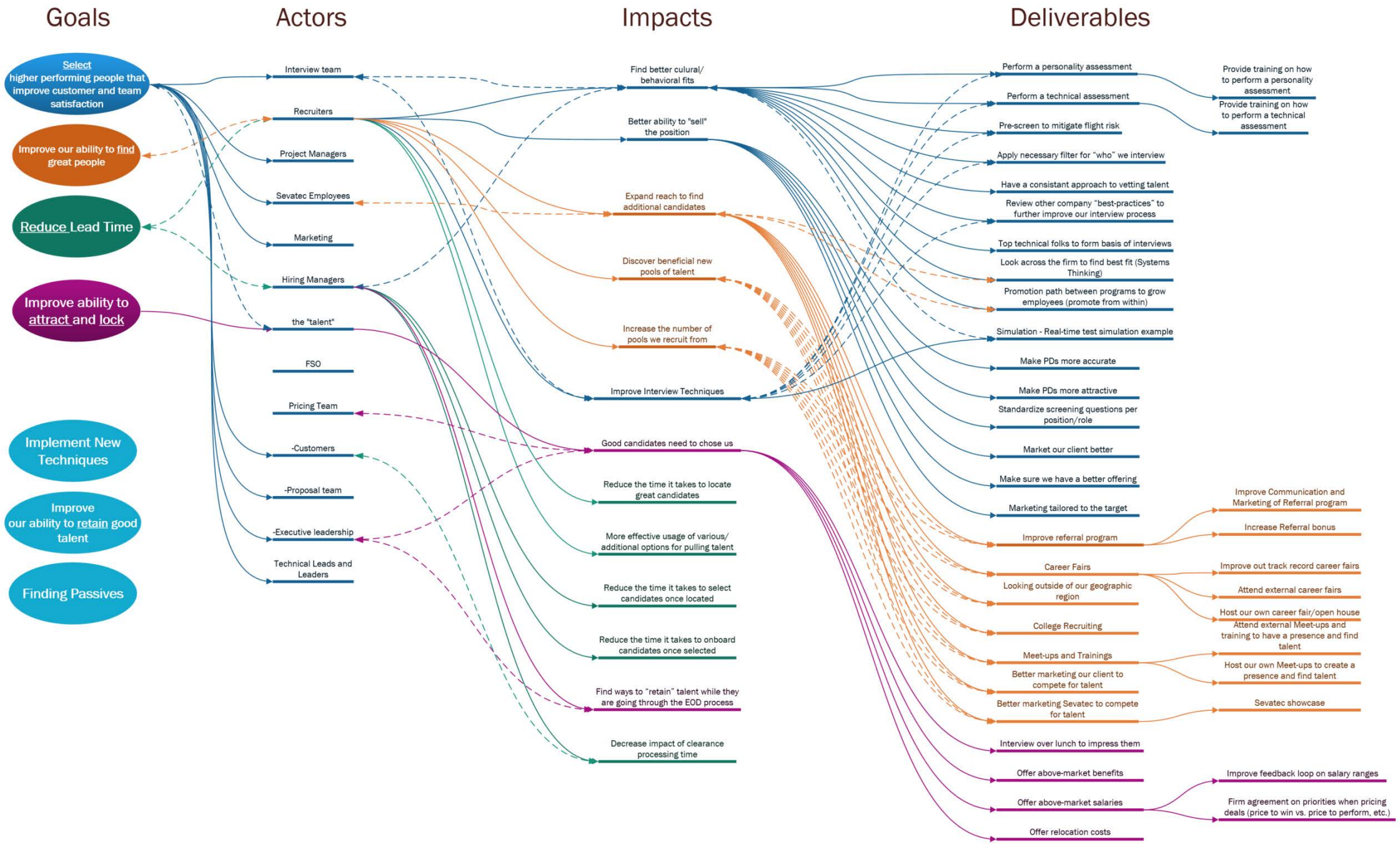
- Goal
  - Why are we doing this
- Actors
  - Who will be impacted by this?
  - Who can help to achieve the goal?
  - Who can obstruct?
  - Who is a part of *building, consuming, or influencing* the solution
- Impacts
  - How will this impact them?
  - How should their behaviour change?
  - How can they help?
  - How can they obstruct?
- Deliverables
  - What can we do/deliver to cause an impact

- **Measurements
  - Goal – what amount of change do we desire to achieve
  - Deliverables – what amount of change will this deliverable make towards our goal

Outputs of an Impact Mapping Session

- The Impact Map itself
- The discussion
- The ability to prioritize your roadmap and backlog according to measurable assumptions
- The ability to create user stories directly from your Impact Map
  - As an “Actor,” I want to “Deliverable,” So that I may “Impact” [In order to achieve Goal]
- A set of experiments and measures that you can monitor through dashboards and other visual radiators

An Example

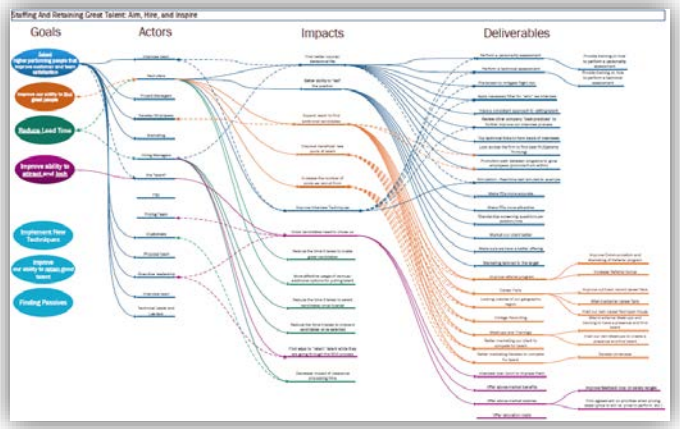

Goals
Actors
Impacts
Deliverables
Select higher performing people that improve customer and team satisfaction
Improve our ability to find great people
Reduce Lead Time
Improve ability to attract and lock
Implement New Techniques
Improve our ability to retain good talent
Finding Passives
Interview team
Recruiters
Project Managers
Sevatec Employees
Marketing
Hiring Managers
the "talent"
FSO
Pricing Team
-Customers
-Proposal team
-Executive leadership
Technical Leads and Leaders
Find better culural/ behavioral fits
Better ability to "sell" the position
Expand reach to find additional candidates
Discover beneficial new pools of talent
Increase the number of pools we recruit from
Improve Interview Techniques
Good candidates need to chose us
Reduce the time it takes to locate great candidates
More effective usage of various/ additional options for pulling talent
Reduce the time it takes to select candidates once located
Reduce the time it takes to onboard candidates once selected
Find ways to "retain" talent while they are going through the EOD process
Decrease impact of clearance processing time
Perform a personality assessment
Perform a technical assessment
Pre-screen to mitigate flight risk
Apply necessary filter for "who" we interview
Have a consistant approach to vetting talent
Review other company "best-practices" to further improve our interview process
Top technical folks to form basis of interviews
Look across the firm to find best fit (Systems Thinking)
Promotion path between programs to grow employees (promote from within)
Simulation - Real-time test simulation example
Make PDs more accurate
Make PDs more attractive
Standardize screening questions per position/role
Market our client better
Make sure we have a better offering
Marketing tailored to the target
Improve referral program
Career Fairs
Looking outside of our geographic region
College Recruiting
Meet-ups and Trainings
Better marketing our client to compete for talent
Better marketing Sevatec to compete for talent
Interview over lunch to impress them
Offer above-market benefits
Offer above-market salaries
Offer relocation costs
Provide training on how to perform a personality assessment
Provide training on how to perform a technical assessment
Improve Communication and Marketing of Referral program
Increase Referral bonus
Improve out track record career fairs
Attend external career fairs
Host our own career fair/open house
Attend external Meet-ups and training to have a presence and find talent
Host our own Meet-ups to create a presence and find talent
Sevatec showcase
Improve feedback loop on salary ranges
Firm agreement on priorities when pricing deals (price to win vs. price to perform, etc.)

The Big Picture of How the Process and Tools Can Fit Together

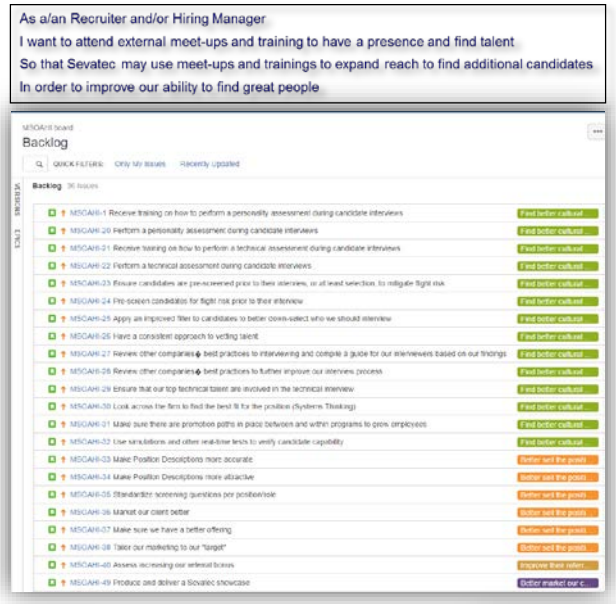
Goals and Objectives



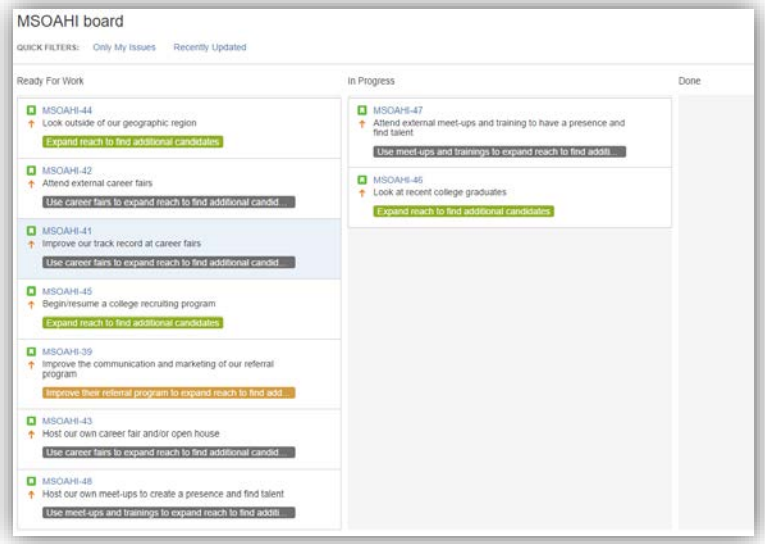
Impact map to align actions to goals



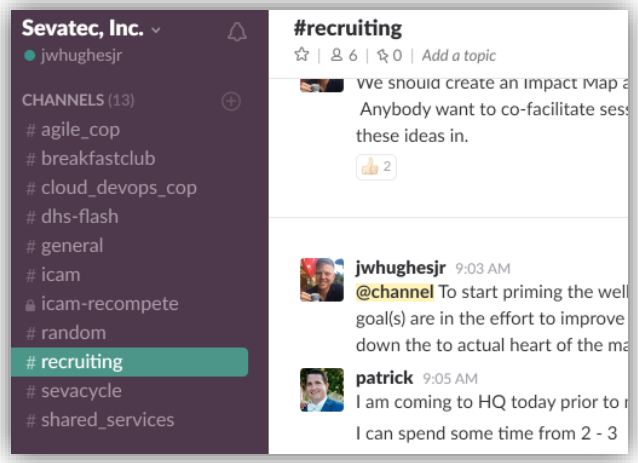
Backlog of actions to persist and provide order



Kanban Board to manage near term effort

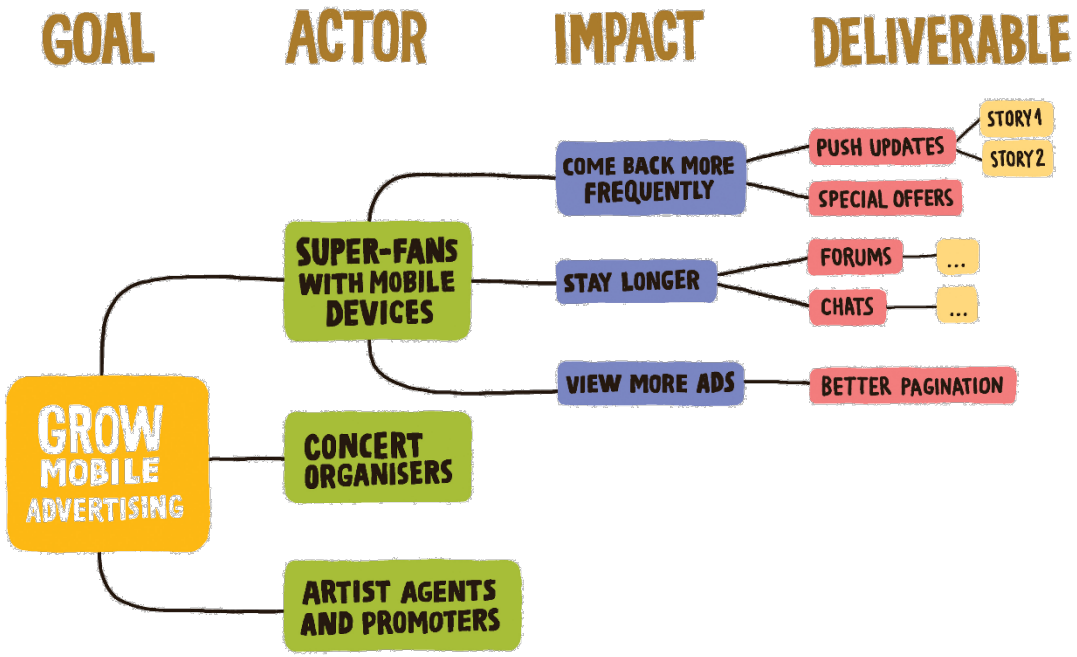


Dedicated Slack channel to facilitate persistent communication



Dashboard to keep big picture goals and progress in sight





The Workshoppy Part

Let’s build an Impact Map

Preparing Your Goals

- 12 Minutes Total
  - 4 minutes to go through slides
  - 8 minutes to plan goals

- Discover Goals
- Define Good Measures
- Pick your top goal to continue working with

Preparation Step 1: Discover Goals

- Start with a mission statement
- List of < 3-5 goals
- If you end up starting with features (ugh!) then ask questions about each like “why is this important” or “how will it be useful” – or use Lean 5 Whys to determine the actual goals



Preparation Step 2: Define Good Measurements

- (Scale) What we will measure
- (Meter) How we will measure it
- (Benchmark) What it is now
- (Constraint) Minimum acceptable value
- (Target) The desired value

	MORE PLAYERS IN 6 MONTHS	OPERATIONAL COSTS	PLAYER RETENTION
SCALE	# MONTHLY ACTIVE PLAYERS	HOSTING COSTS + OPS SALARIES	% PLAYERS COMING BACK ONE WEEK AFTER SIGN-UP
METER	GAME DATABASE	FINANCIAL ACCOUNTS	GAME DATABASE
BENCHMARK	350 000	$ 50, 000	32, 00%
CONSTRAINT	800 000	$ 100, 000	32, 00%
TARGET	1000 000	$ 30, 000	70, 00%

A few notes on Measurements

- Name them whatever works for you
- The discussion itself is very beneficial
- Measure what is valuable, not what is easy to track
  - Measure outcomes
- Large assumptions have a lot of uncertainty with a high risk of being wrong

Preparation Step 3: Plan Your First Milestone



Take 8 Minutes To Plan Your Goal(s)

- Assess your list of goals and measurements
- Order them by importance to organization mission using techniques such as dot voting
- Choose the top goal as your first milestone to map

	MORE PLAYERS IN 6 MONTHS	OPERATIONAL COSTS	PLAYER RETENTION
SCALE	# MONTHLY ACTIVE PLAYERS	HOSTING COSTS + OPS SALARIES	% PLAYERS COMING BACK ONE WEEK AFTER SIGN-UP
METER	GAME DATABASE	FINANCIAL ACCOUNTS	GAME DATABASE
BENCHMARK	350 000	$ 50, 000	32, 00%
CONSTRAINT	800 000	$ 100, 000	32, 00%
TARGET	1000 000	$ 30, 000	70, 00%

Now You Are Ready To Hold an Impact Mapping Session

- Bring together no more than five to eight people who are interested in or affected by achieving your prepared goal(s)
- Optimally, these should include a mixture of:
  - Domain experts from among the internal stakeholders
  - Developers/designers from the team that will work on the goal's implementation
  - Product Owner or Relevant managers, for example product managers or development team manager

- Have a big white board cleared off with plenty of Stickies and Sharpies
  - You can also use an electronic tool, but this may be cumbersome and slow for such a collaborative group activity

Mapping Step 1a: Determine the Actors: the “Who”



Take 8 Minutes To List Your Actors(s)

- Add your highest priority goal to start the map
  - This is the “Why are we doing this”

WHY

- Begin to answer the following types of questions
  - “Whose behavior do we want to impact?”
  - “Who can produce the desired effect”
  - “Who can obstruct it?”
  - “Who are the consumers or users of our product?”
  - Avoid generic actors like “People” or “Users”

WHO

HOW

- “How should our actors’ behavior change to achieve this goal?”
- “How can they help us to achieve the goal?”
- “How can they obstruct us or prevent us from succeeding?”

WHAT

- “What can we do, as an organization or a delivery team, to support the required impacts?”
- “What are the things that can be done?”
- **How much will this deliverable contribute to the goal?**



Mapping Step 1b: Determine the Impacts: the “How”



Take 10 Minutes To List Your Impacts

WHY

- Add your highest priority goal to start the map
  - This is the “Why are we doing this”

WHO

- Begin to answer the following types of questions
  - “Whose behavior do we want to impact?”
  - “Who can produce the desired effect”
  - “Who can obstruct it?”
  - “Who are the consumers or users of our product?”
  - Avoid generic actors like “People” or “Users”

HOW

- “How should our actors’ behavior change to achieve this goal?”
- “How can they help us to achieve the goal?”
- “How can they obstruct us or prevent us from succeeding?”



WHAT

- “What can we do, as an organization or a delivery team, to support the required impacts?”
- “What are the things that can be done?”
- **How much will this deliverable contribute to the goal?**

Mapping Step 1c: Determine Deliverables: the “What”



Take 10 Minutes To List Your Deliverables

- Add your highest priority goal to start the map

WHY

  - This is the “Why are we doing this”

- Begin to answer the following types of questions

WHO

  - “Whose behavior do we want to impact?”
  - “Who can produce the desired effect”
  - “Who can obstruct it?”
  - “Who are the consumers or users of our product?”
  - Avoid generic actors like “People” or “Users”

HOW

  - “How should our actors’ behavior change to achieve this goal?”
  - “How can they help us to achieve the goal?”
  - “How can they obstruct us or prevent us from succeeding?”

WHAT

  - “What can we do, as an organization or a delivery team, to support the required impacts?”
  - “What are the things that can be done?”
  - **How much will this deliverable contribute to the goal?**



Mapping Step 2: Find Alternatives



Take 10 Minutes To List Alternatives

- Timebox a conversation to define alternatives
- The goal of this step is to find a better or cheaper solution, a shorter journey to the key objectives
- Don’t criticize any ideas, just add them to the map

- “What else could those guys do for us?”
- “Who else can help?” “How?”
- “Who can obstruct us?”

- Ensure each alternative also has an assumption of impact listed with it.
  - The amount you believe this action will contribute towards our goal.



Mapping Step 3: Identify Key Priorities



Take 3 Minutes To Choose Your top 1-3 Key Priorities

- Hold a discussion about the map
- Look at possible obstructions: what are the crucial things that can get in our way
- Is there a high-value low-hanging fruit impact somewhere?
- What are the key assumptions to test?
- Dot voting is very helpful in quickly identifying your top priorities
  - Could even use a color scheme such as red dots for “critical” items and green for “low-hanging fruit”

Mapping Step 4: Earn or Learn (Think Lean Startup!)

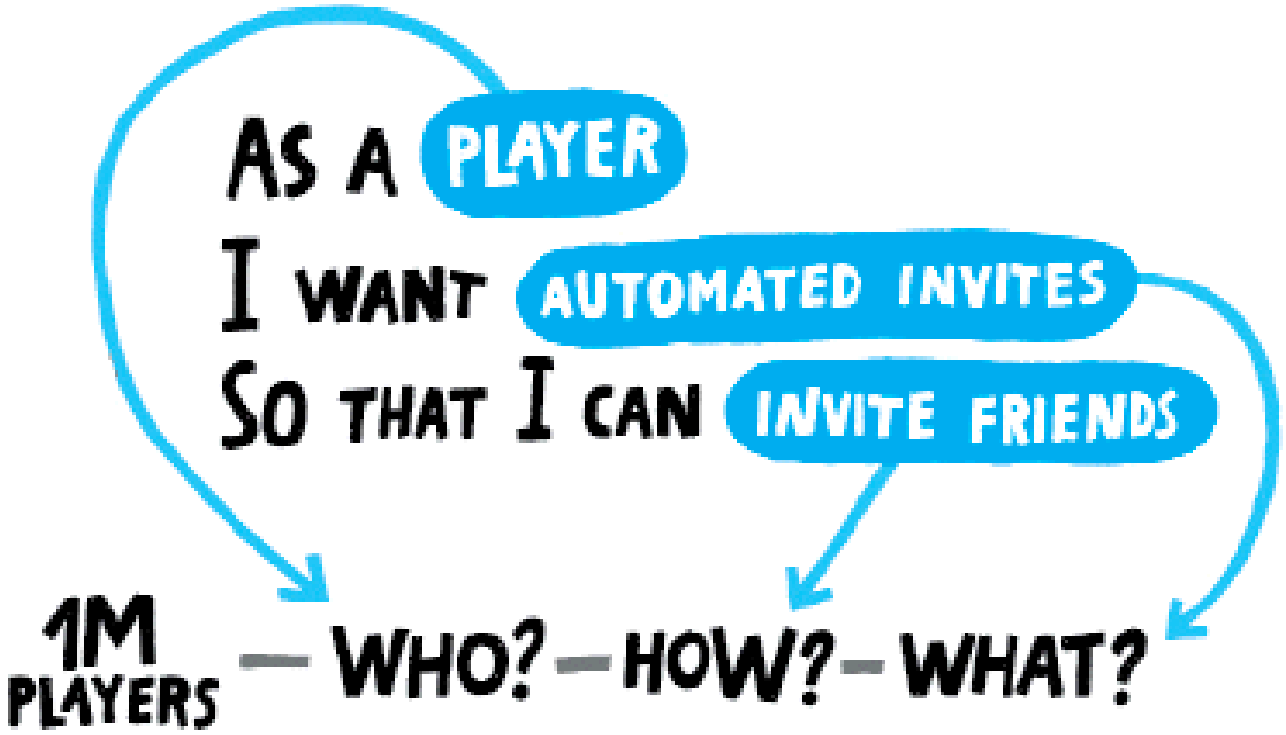
- Define small experiments to test key assumptions, or create a User Story map to identify iterative delivery slices
- What is the simplest way to perform the highest impact activity?
- Unsure about the assumption, what is the simplest way to test it?
- Could we test it without software?
- Could we start earning with a partly manual process?

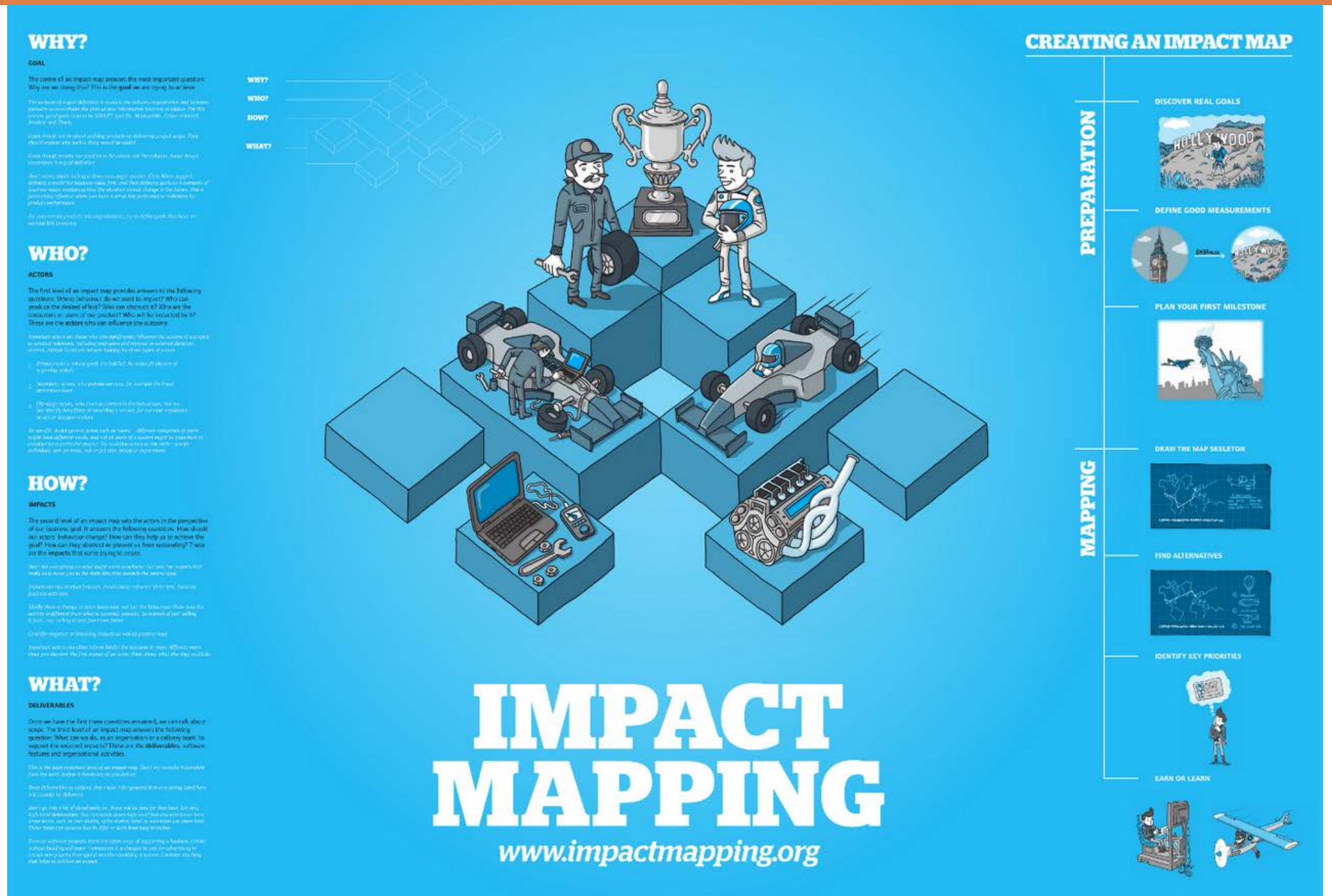
Create User Stories

- You can now create User Stories based on the Impact Map
- Vote to rank the stories



Take 8 Minutes To Create a handful of User Stories





Pretty poster you can find at www.impactmapping.org

https://github.com/impactmapping/open-impact-mapping-workshop/blob/master/educational-workshops/concerts-online/handouts/poster-35x23inch.pdf

Questions & Answers



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