Story Mapping

discover the whole story

Jeff Patton
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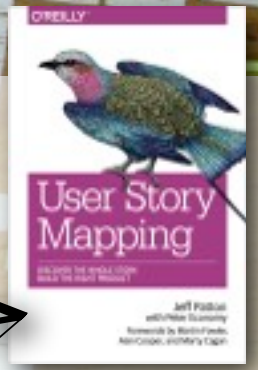
I wrote this book!



Stupid stuff I used to believe about Agile stories:

1. Stories are way to document requirements in Agile processes
2. Good stories are small
3. Good product backlogs are prioritized lists of stories
4. Each story we build is valuable to customers and users

Documents don't work the way you think they do

Imagine a simple phone conversation...

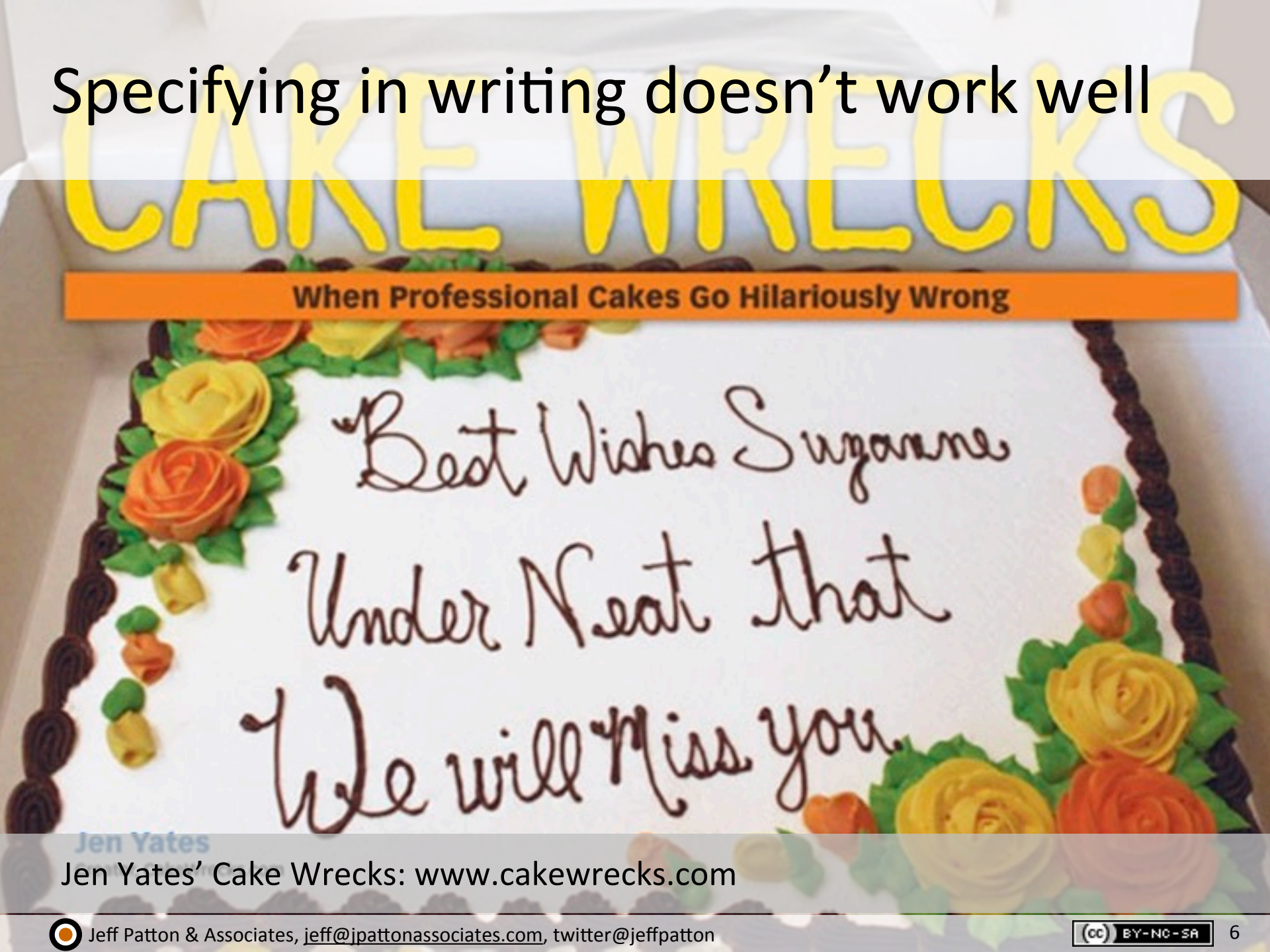
Jen Yates' Cake Wrecks: www.cakewrecks.com

Specifying in writing doesn't work well

http://www.cakewrecks.com/

Cake Wrecks, book by Jen Yates,

Specifying in writing doesn't work well



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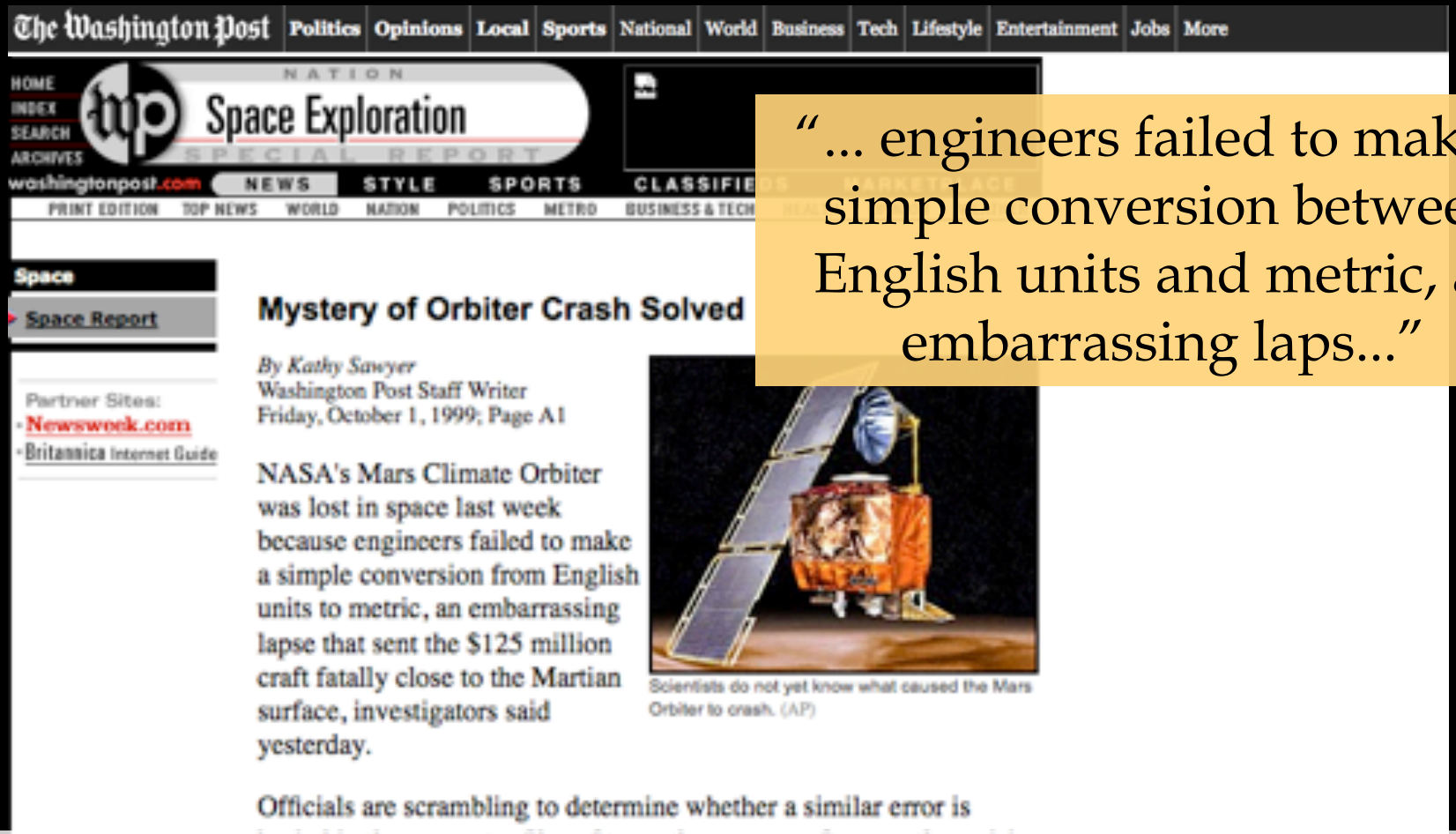

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Mystery of Orbiter Crash Solved

By Kathy Sawyer
Washington Post Staff Writer
Friday, October 1, 1999; Page A1

NASA's Mars Climate Orbiter was lost in space last week because engineers failed to make a simple conversion from English units to metric, an embarrassing lapse that sent the $125 million craft fatally close to the Martian surface, investigators said yesterday.

Officials are scrambling to determine whether a similar error is buried in the computer files of two other spacecraft currently cruising through space: the Mars Polar Lander, scheduled to hit the Martian

It now appears the error had affected the orbiter mission from its

Scientists do not yet know what caused the Mars Orbiter to crash. (AP)

"… engineers failed to make a simple conversion between English units and metric, an embarrassing laps…"

Sometimes mistakes are less funny

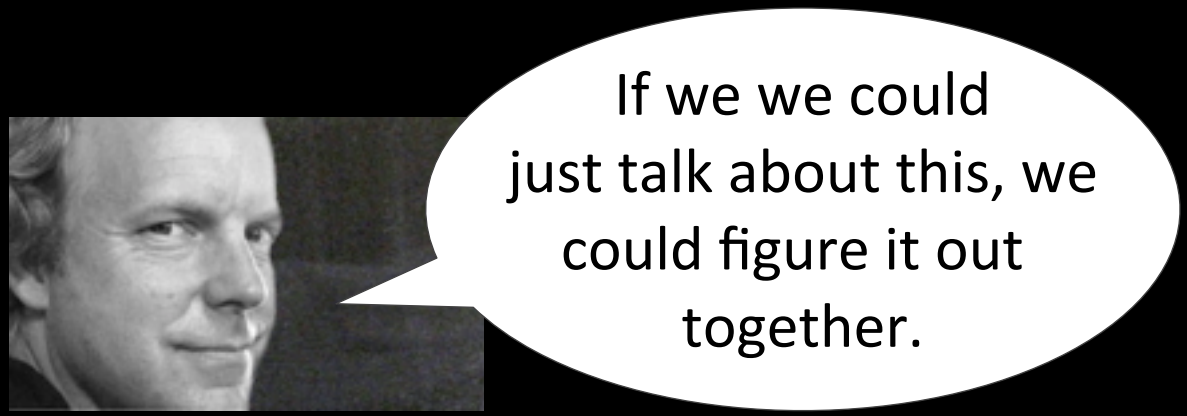
When we share and sign off a document we may believe we understand

Kent has a disruptively simple idea

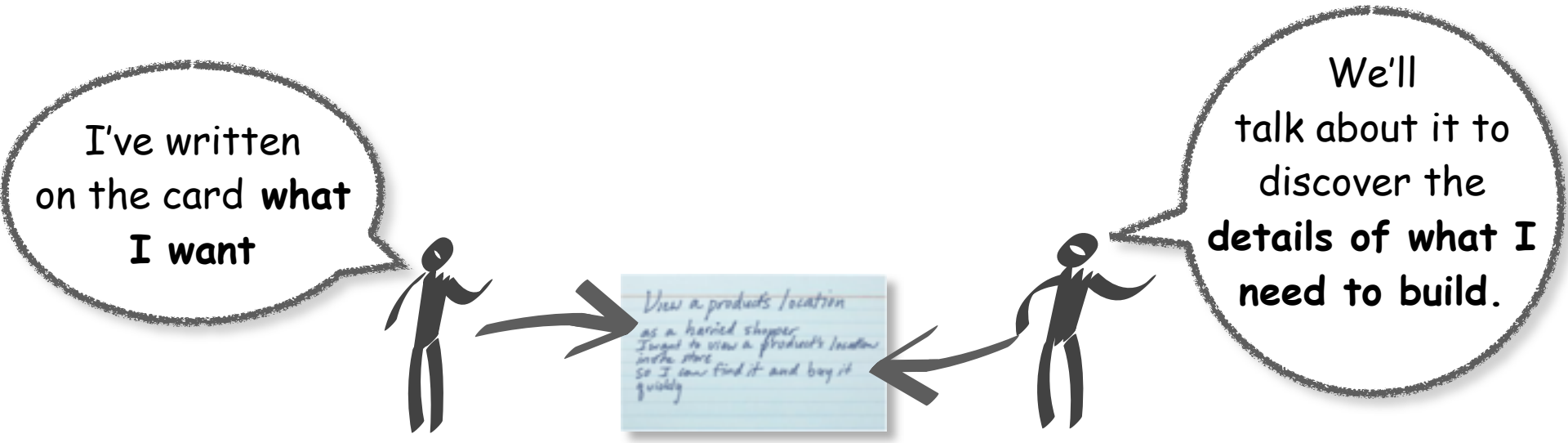
Stop it.

Stop exchanging documents.

Tell me your story.



The original idea of a story was simple: use it to facilitate a conversation



someone who wants something

someone who builds something

Stories get their name from how we use them, not how we write them.

But, we still managed to screw that up

This is a Scrum backlog grooming session

This isn't the kind of conversation Kent had in mind

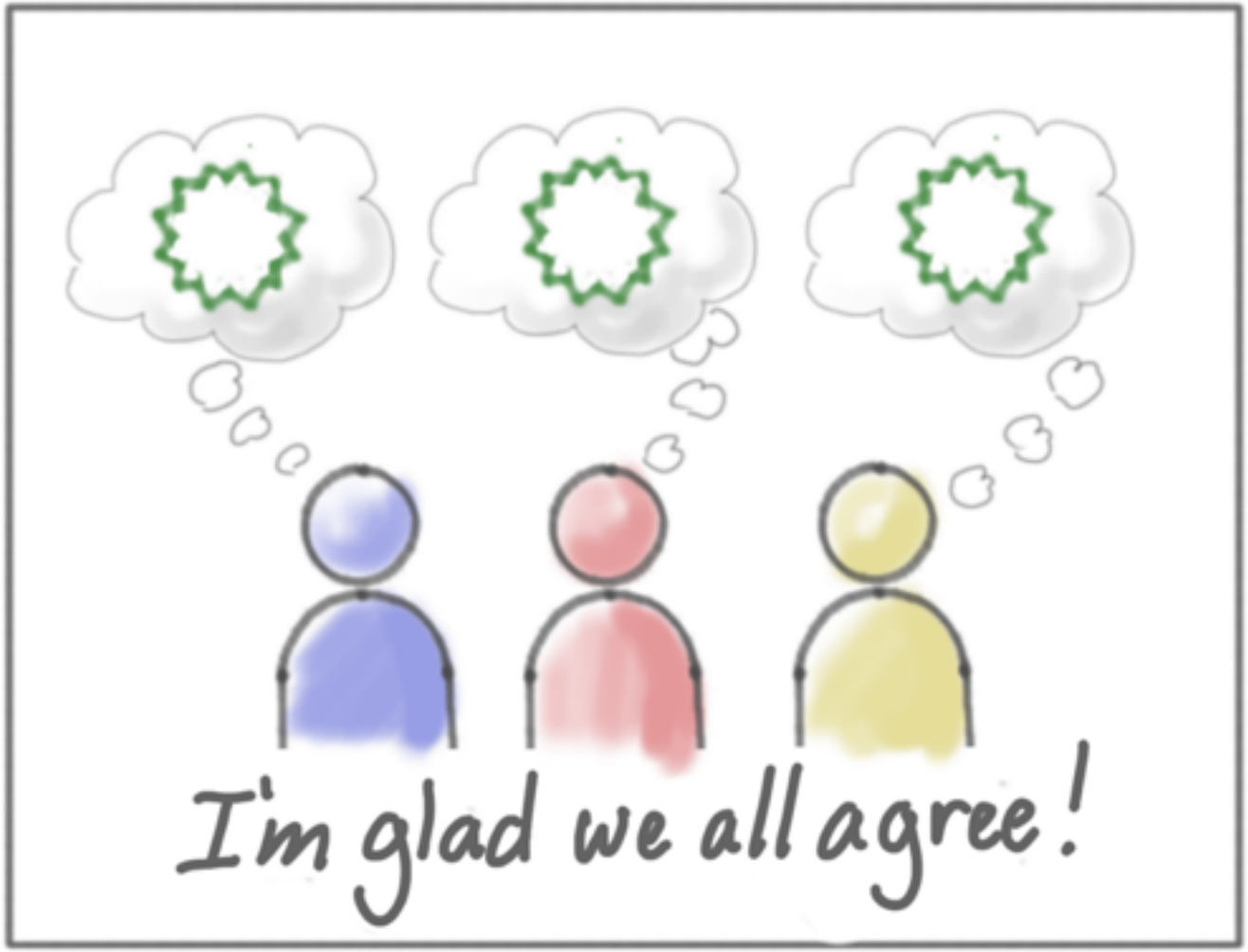
Something special is going on during an effective conversation

With a shallow discussion, we may all take away something different

When we **externalize our thinking** with words and pictures, we detect differences

When we combine and refine, we arrive at something better

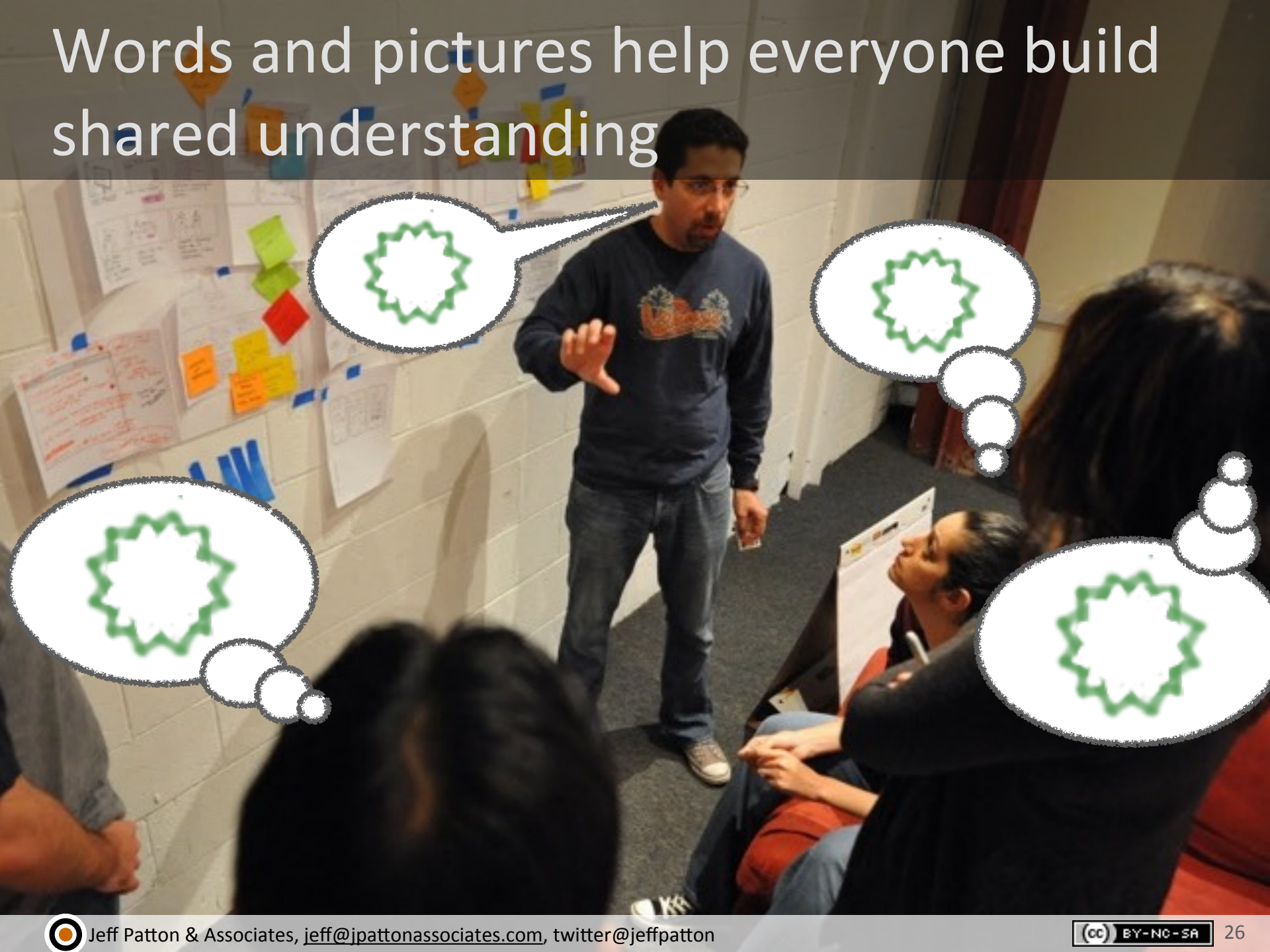
Afterwards, when we say the same thing, we actually mean it



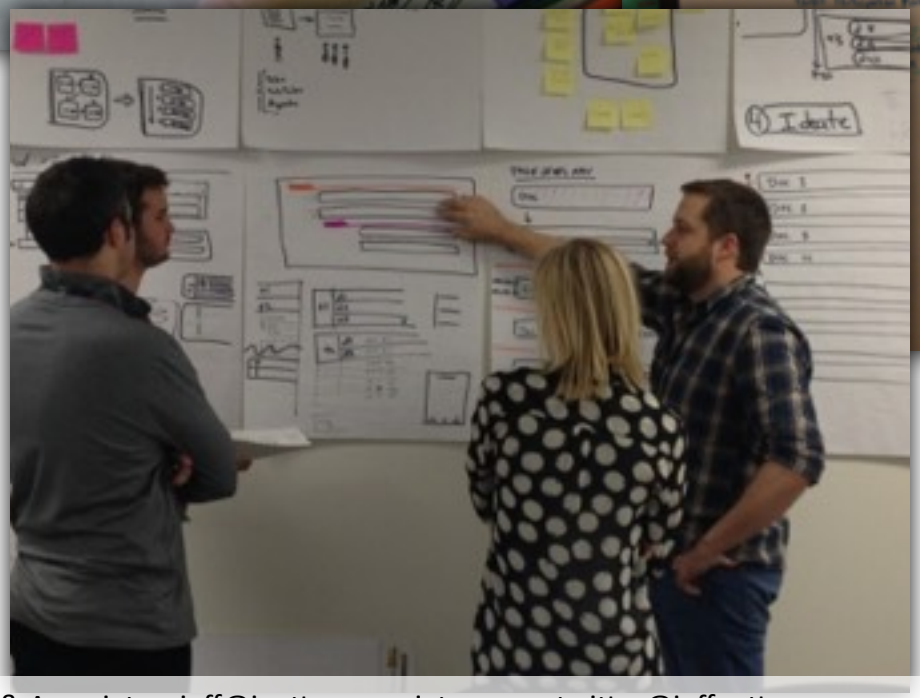
Shared understanding and **alignment** are the objectives of collaborative work

✳ Credit for this illustration goes to ThoughtWorks' Luke Barret. Jeff Patton drew these illustrations based on Luke's. Luke doesn't recall where he first saw this cartoon.

Words and pictures help everyone build shared understanding



To build shared understanding, use sketching and recording on walls and whiteboards

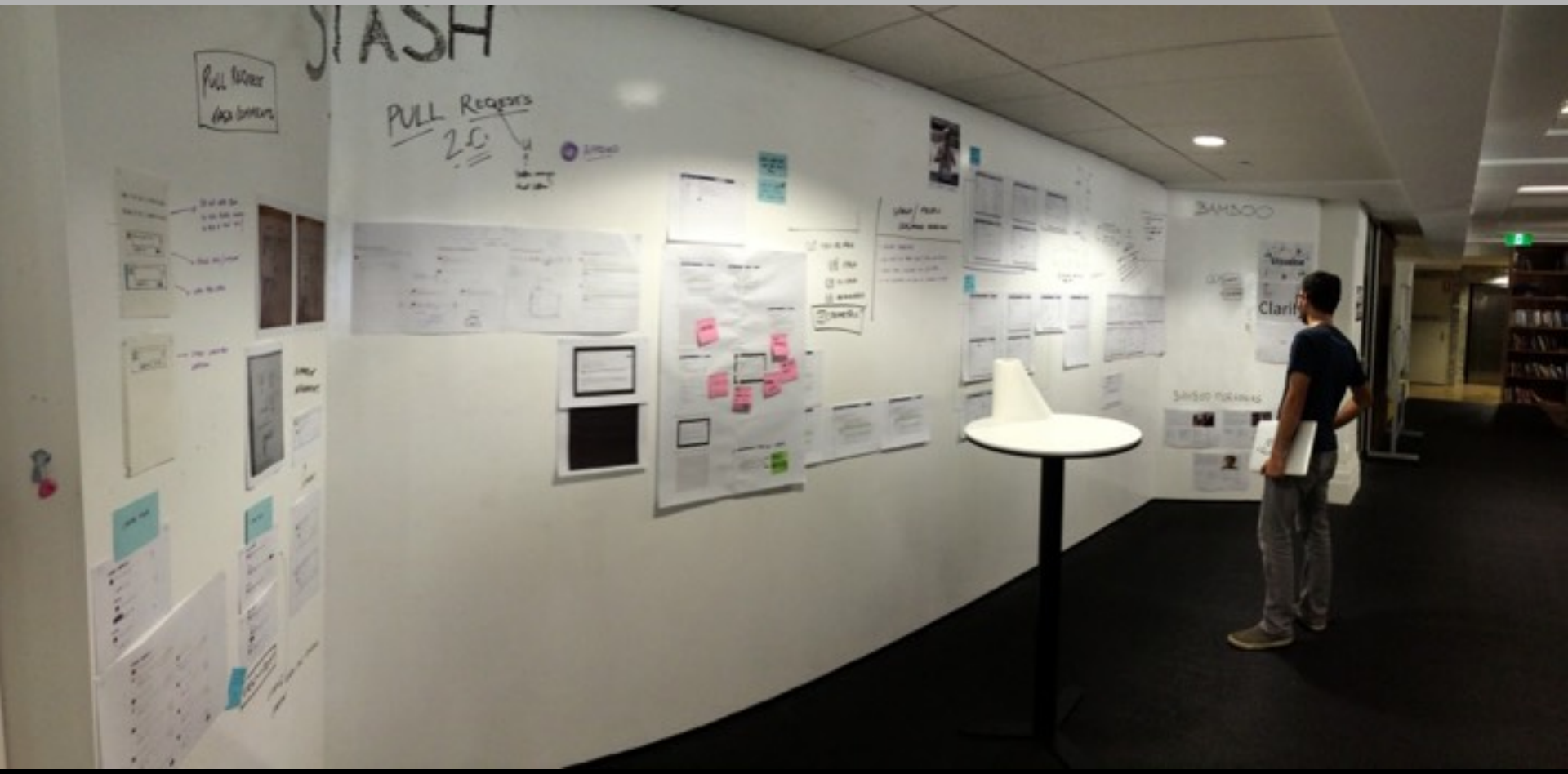


Use words and pictures

sketch,
tell stories,
write down
facts & decisions

Shared Understanding and collaboration at Atlassian

Shared Understanding and collaboration at Atlassian



Shared Understanding and collaboration at Atlassian

What you record during conversations works like a vacation photo

Looking at it helps you remember details that aren't in the photo

What you record during conversations works like a vacation photo

Looking at it helps you remember details that aren't in the photo

Effective story conversations

build shared understanding

The best **documents** use words and pictures to **help recall our conversations**, they don't replace conversations

You'll have to think things through

This is a cake for a baby shower

Jen Yates' Cake Wrecks: www.cakewrecks.com

Y

I don't think they thought this through…

This is a cake for a baby shower

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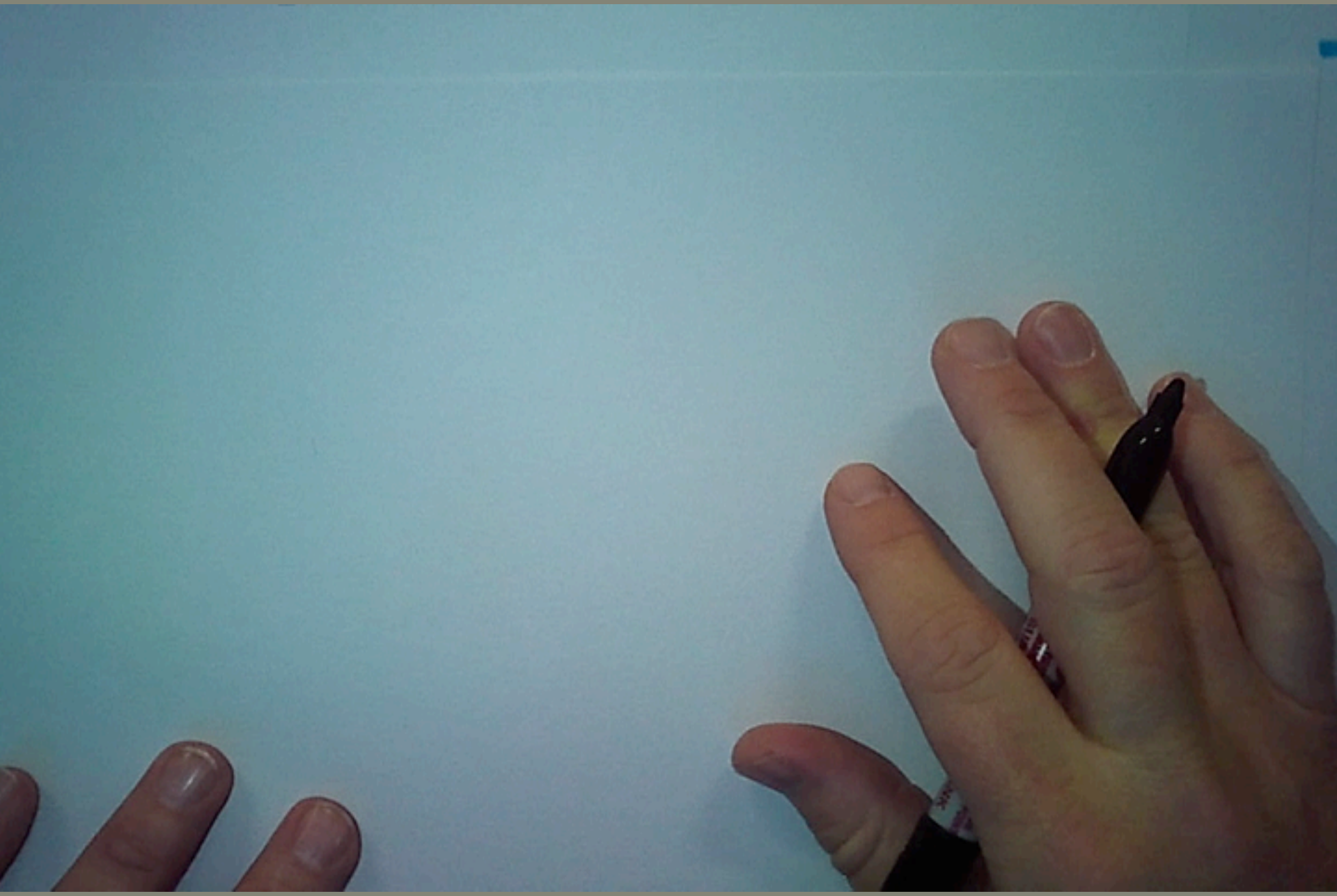
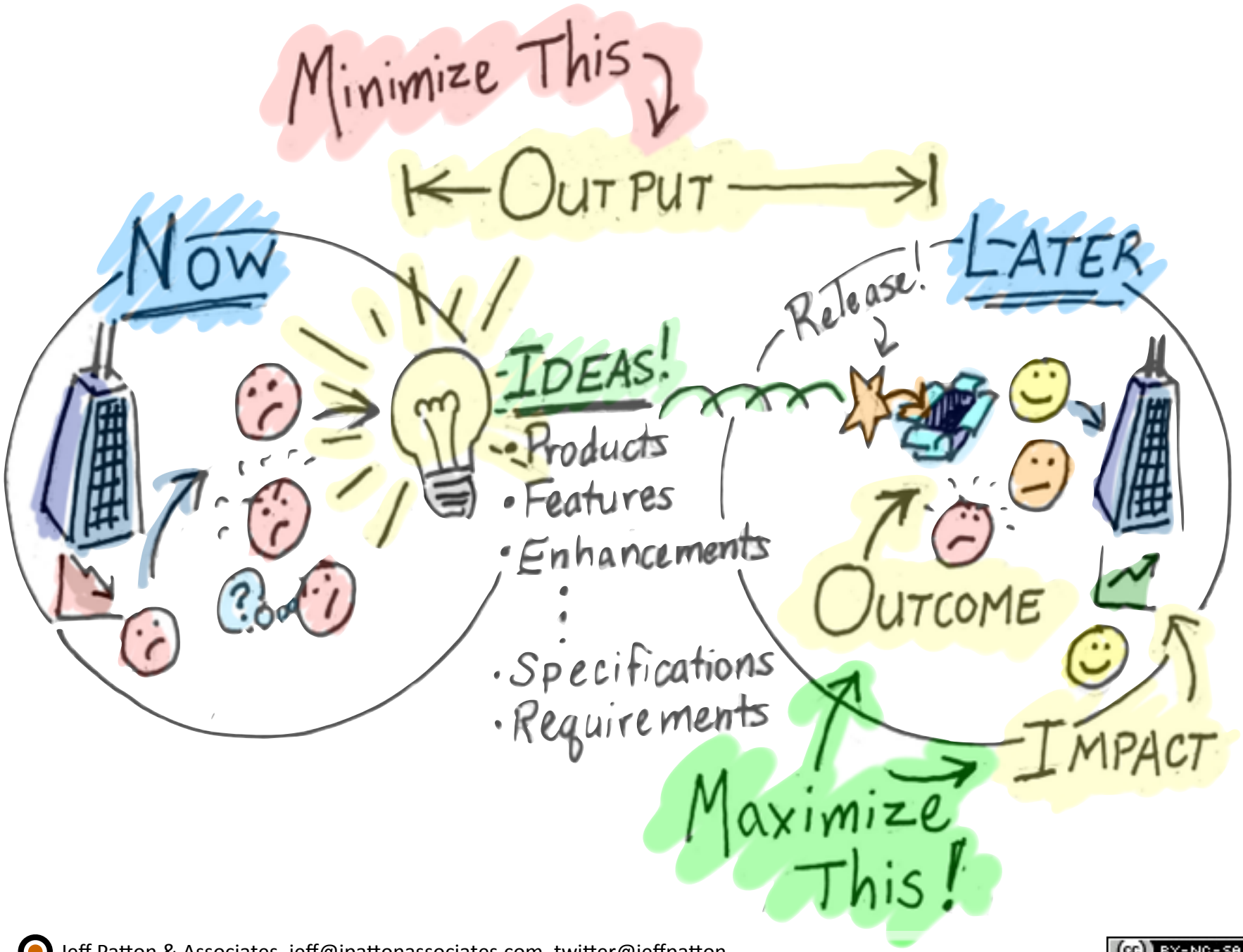



Minimize This
OUTPUT
NOW
IDEAS!
Products
Features
Enhancements
Specifications
Requirements
Release!
LATER
OUTCOME
IMPACT
Maximize This!

Talk about the outcome, not just the output

output

we build this

outcome

we want this

Stories are an antidote to “requirements”

Software development has been steered wrong by the word ‘requirement,’ defined in the dictionary as “something mandatory or obligatory.”

The word carries a connotation of absolutism and permanence, inhibitors to embracing change. And the word ‘requirement’ is just plain wrong.

Stories

Plan using units of
the traffic with the same
users to dial frequently used numbers.
to estimate the development effort necessary to implement it.

Software development has been steered wrong by the word "requirement", defined in the dictionary as "something mandatory or obligatory." The word carries a connotation of absolutism and permanence, inhibitors to embracing change. And the word "requirement" is just plain wrong. Out of one thousand pages of "requirements", if you deploy a system with the right 20% or 10% or even 5%, you will likely realize all of the business benefit envisioned for the whole system. So

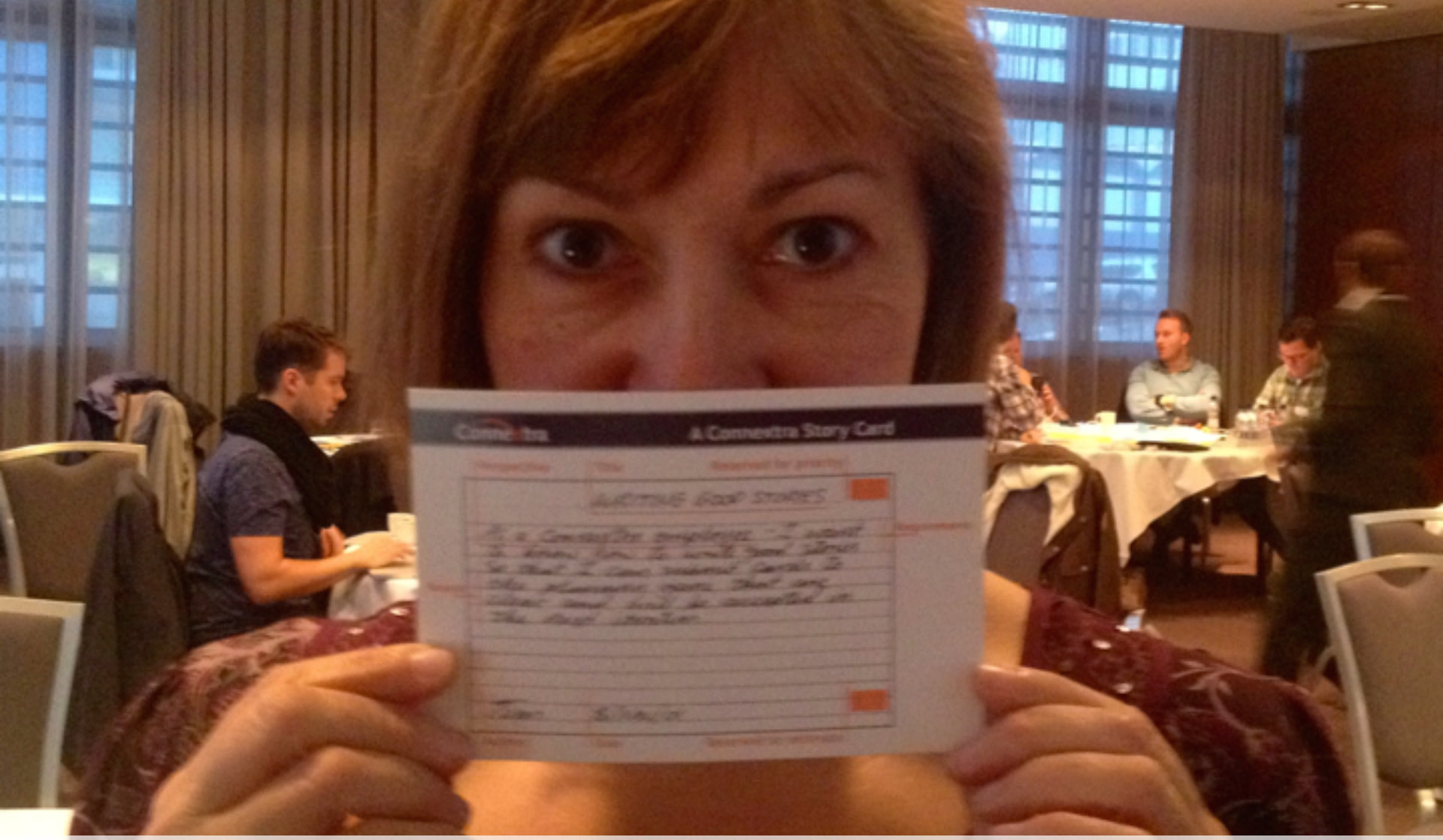
Kent suggested we talk about what happens when things come out

Talk about who does what, and why

What I was thinking
of was the way users sometimes
tell stories about the cool new things the
software they use does:

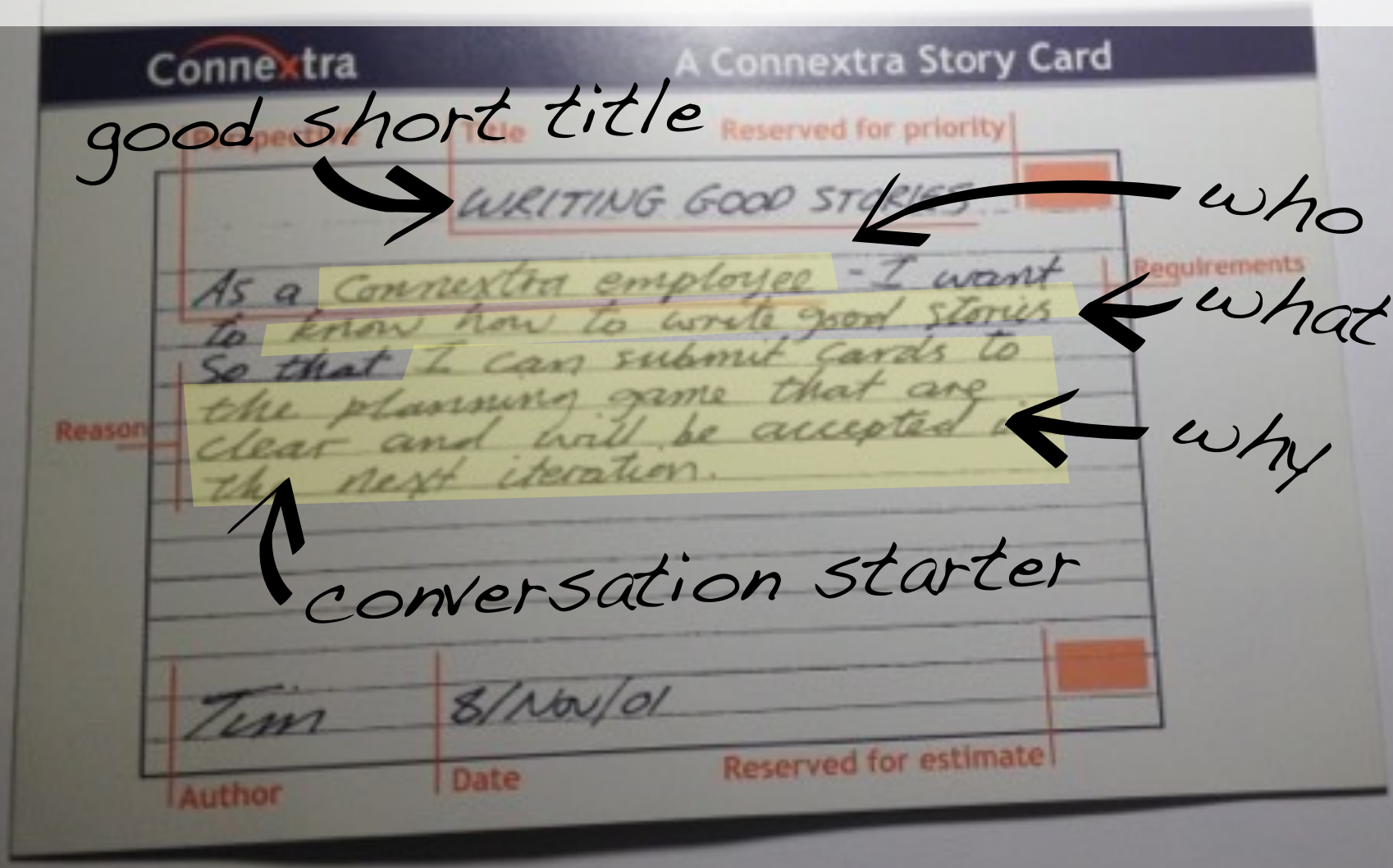
"I type in the zip code and it automatically fills in the city and state without me having to touch a button!"

I think that was the example that triggered the idea.
If you can tell stories about what the software does
and **generate energy and interest and a vision in your listener's mind**, then why not tell
stories before the software does it?



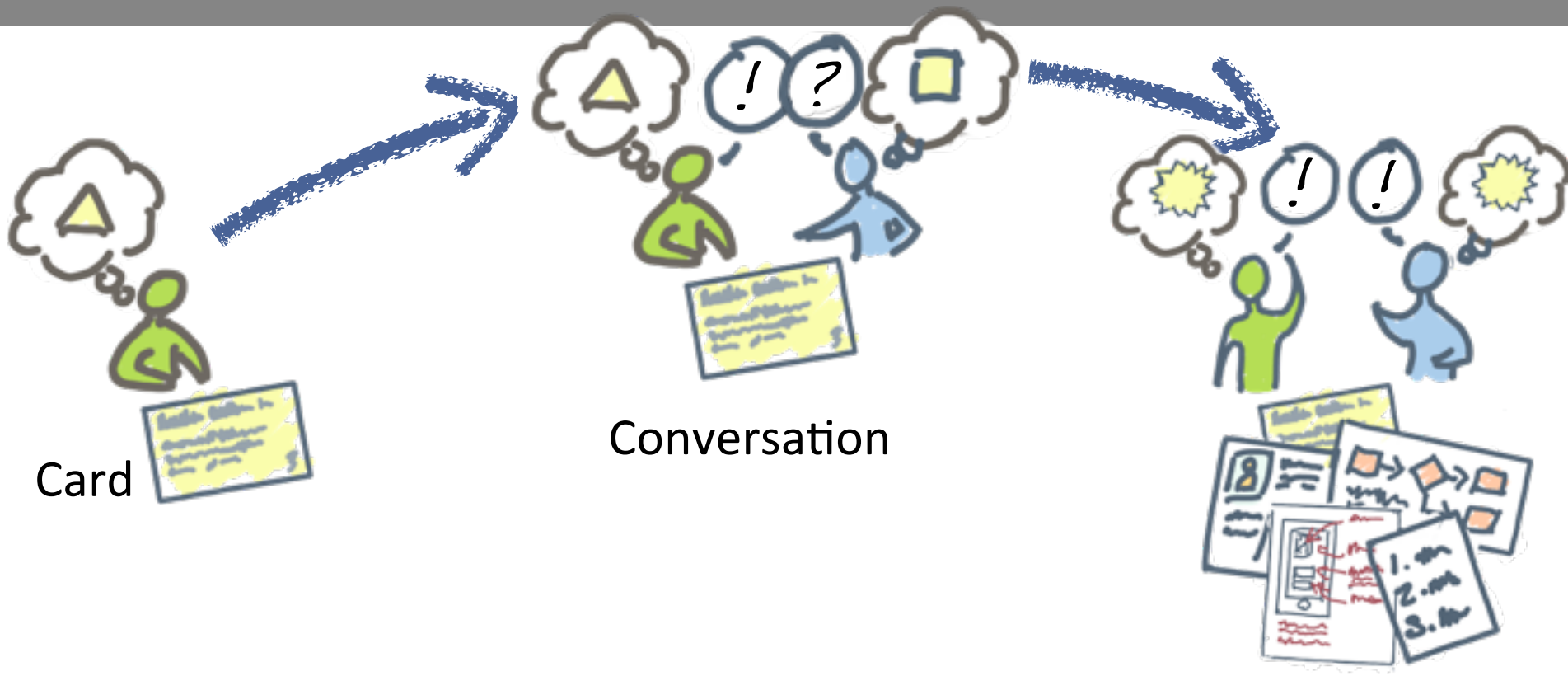
Say “Hi” to Rachel

Rachel and her team at Connextra created a clever conversation starter



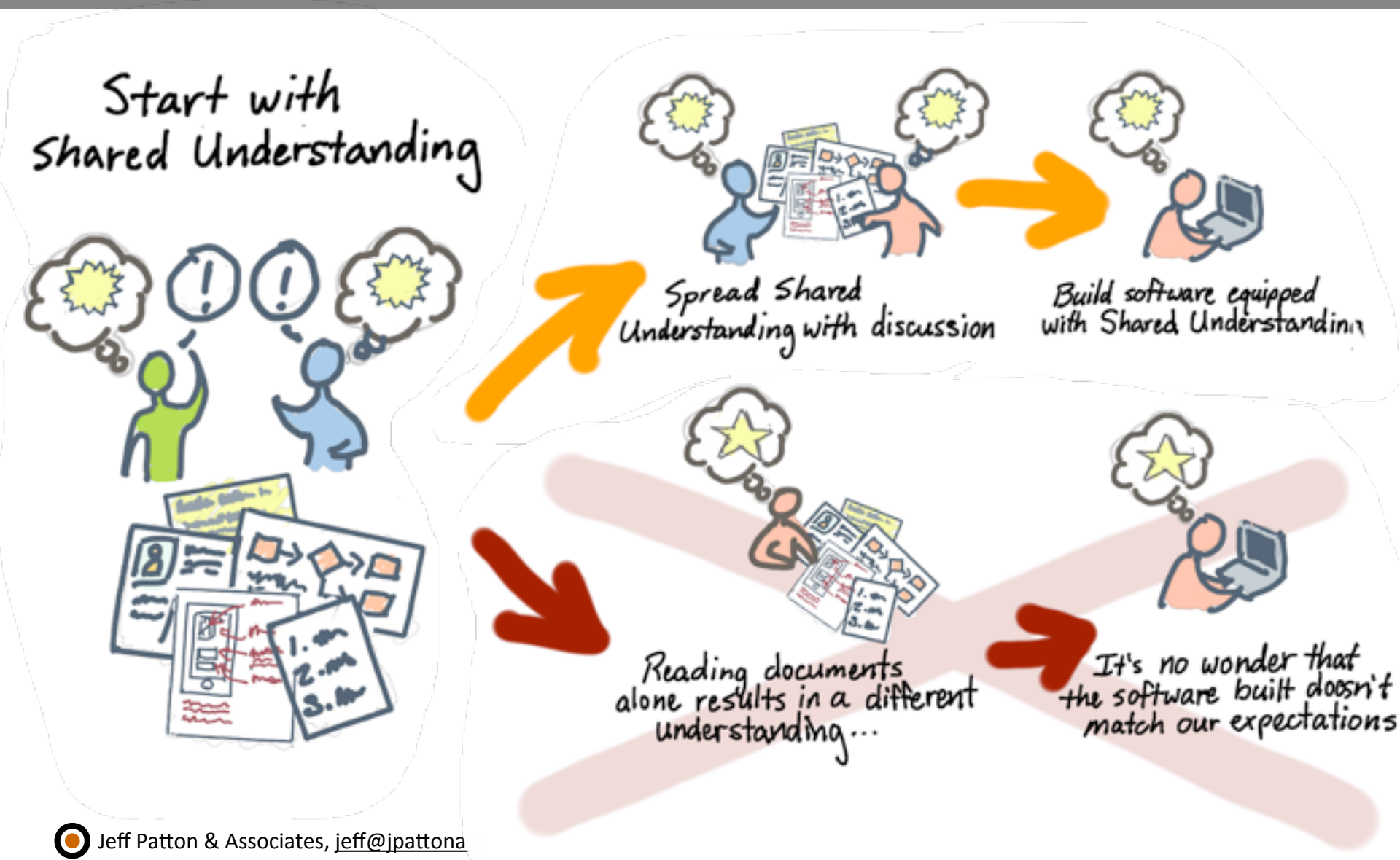
Focus discussion and collaboration around who will use the product and how they'll work "later," after delivery

Stories have a simple lifecycle



** Ron Jeffries coined the 3 C's in Extreme Programming Installed*

If you replace a conversation with a document, you've stopped using stories



Stories aren't a different way to write requirements, they're a different way to work

It’s easy to get nowhere fast

A Story Map helps organize discussion about user's experience with our product

Gary Levitt, owner & designer of Mad Mimi

Gary ultimately built a successful product

Got a tip? Let us know.

How to work together from anywhere: Dropbox for Business it's that simple TRY IT FREE

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GoDaddy Acquires MailChimp Competitor Mad Mimi To Beef Up Its Email Marketing Service

Posted Aug 20, 2014 by Sarah Perez (@sarahintampa)

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GoDaddy has closed on the acquisition of MailChimp competitor Mad Mimi, the companies are announcing this morning. The move is meant to further expand the web hosting provider's product suite aimed at small businesses, while filling

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A story map is a simple way to tell a story and break it down into parts

Build story maps in small collaborative groups

Use the map for continuous discussion

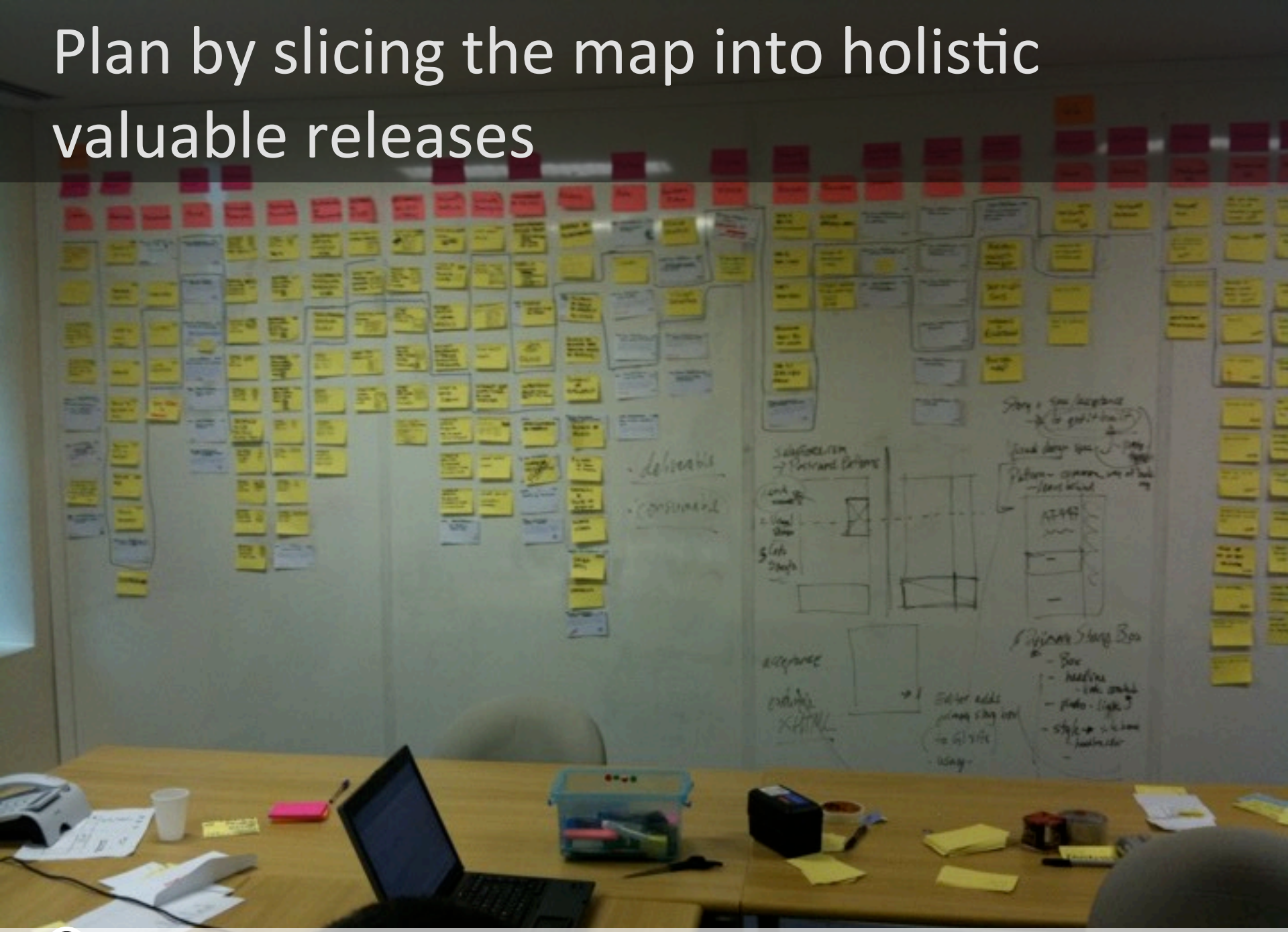
Discussions drive out more details, validate, and build shared understanding

Use story maps to understand your whole product or feature's experience

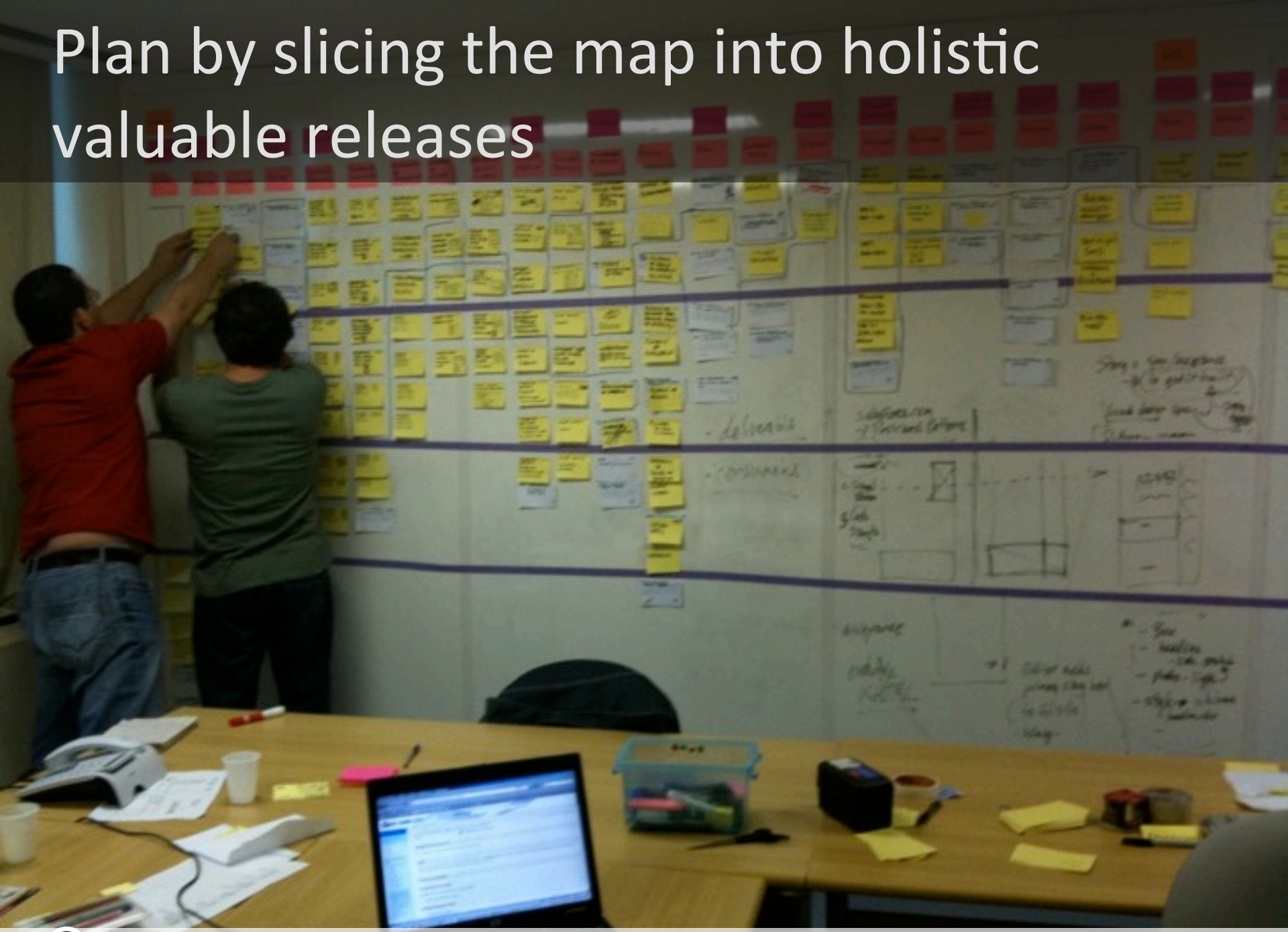
Use mapping to break down big stories without losing the big picture

If I hear MVP one more time, I'm going to shoot myself

Plan by slicing the map into holistic valuable releases



Plan by slicing the map into holistic valuable releases



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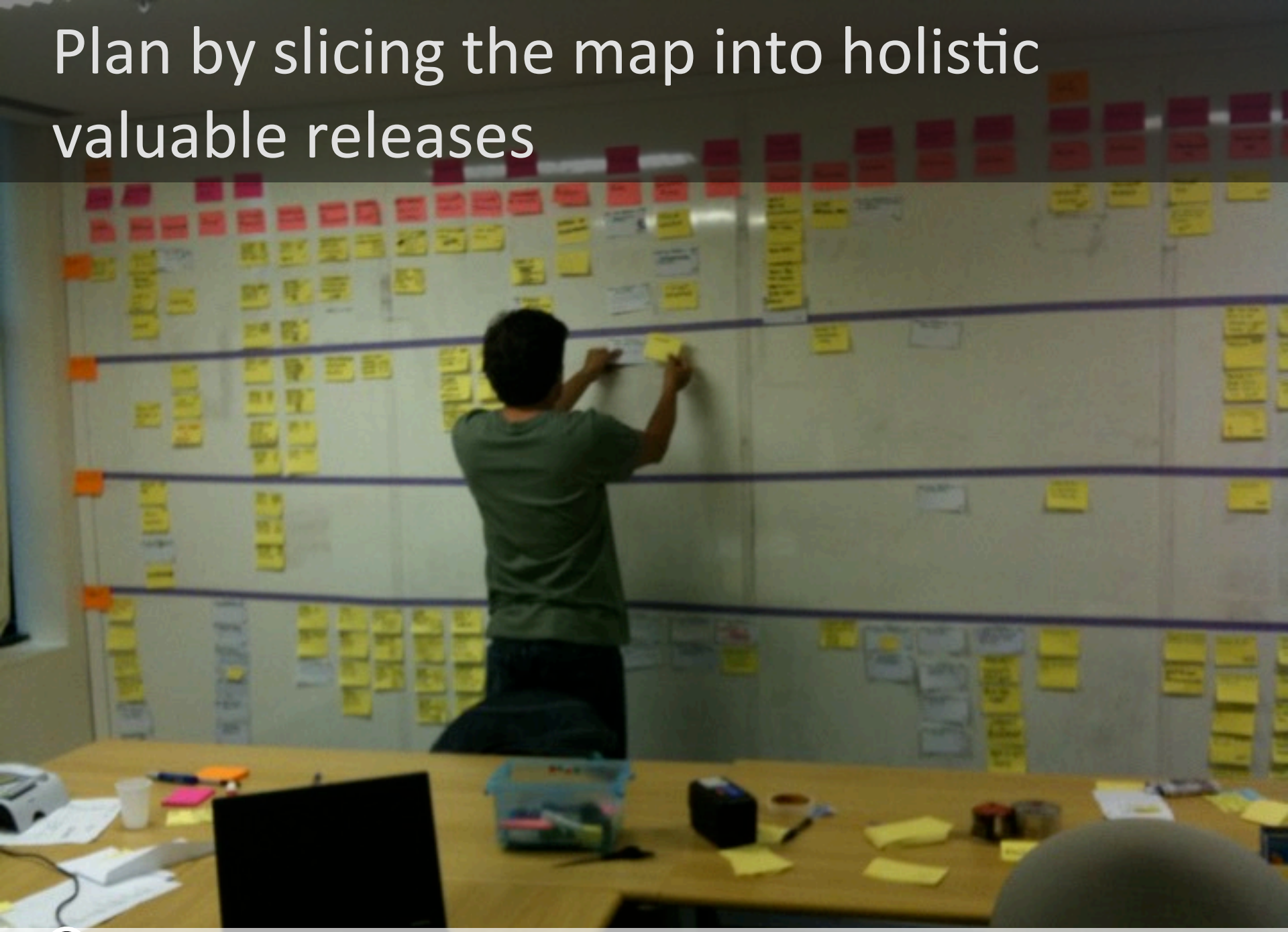
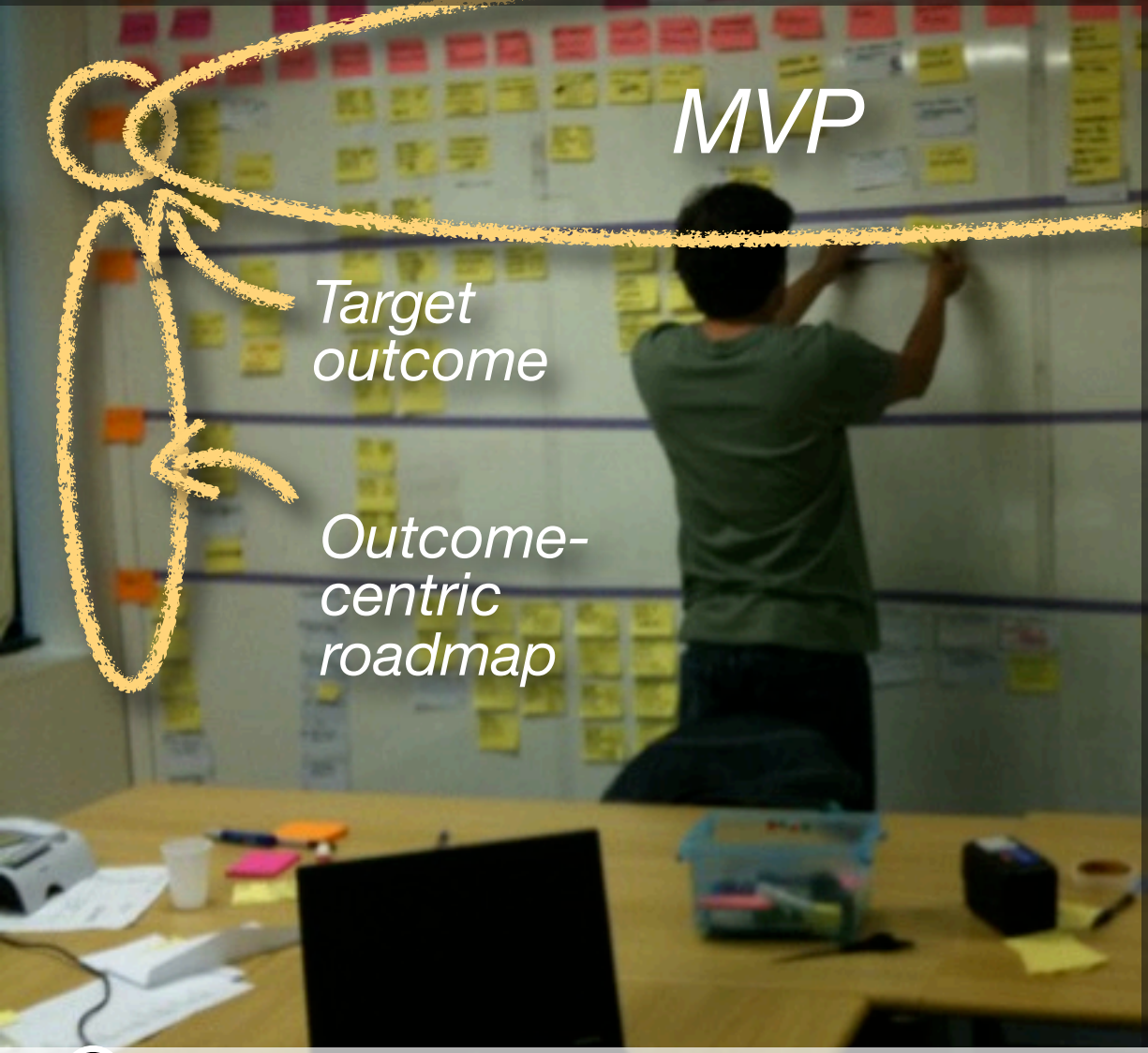


Your job is to build LESS software



MVP: Minimal Viable Product

- The smallest product you could build that reaches your target outcomes

It's NOT - the crappiest thing that could possibly work

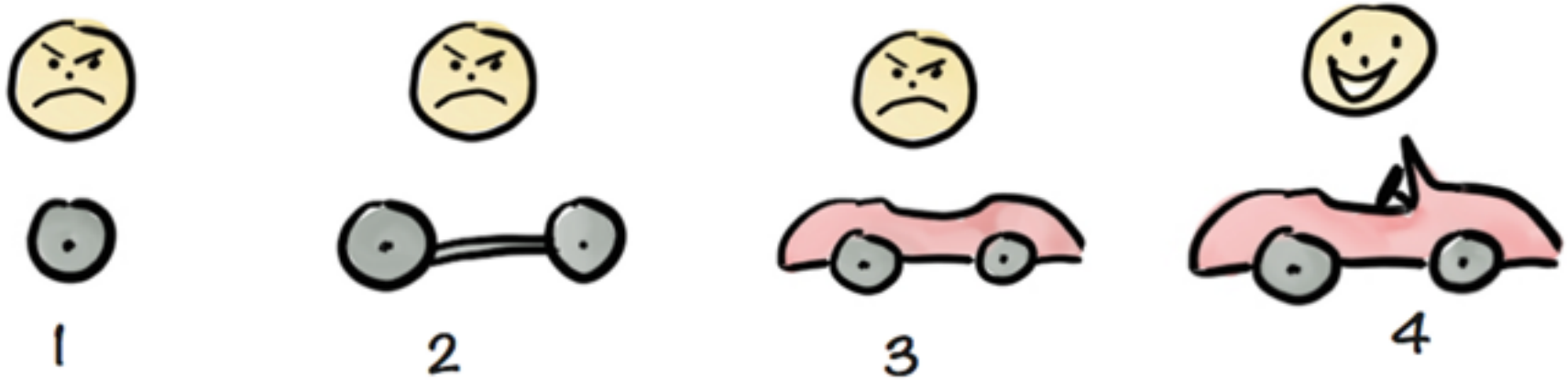
If it dies in the market, it's wasn't viable

But, how do you know if you're hypothesis is correct?

You don’t

Delivering your hypothetical solution a piece at a time delays learning

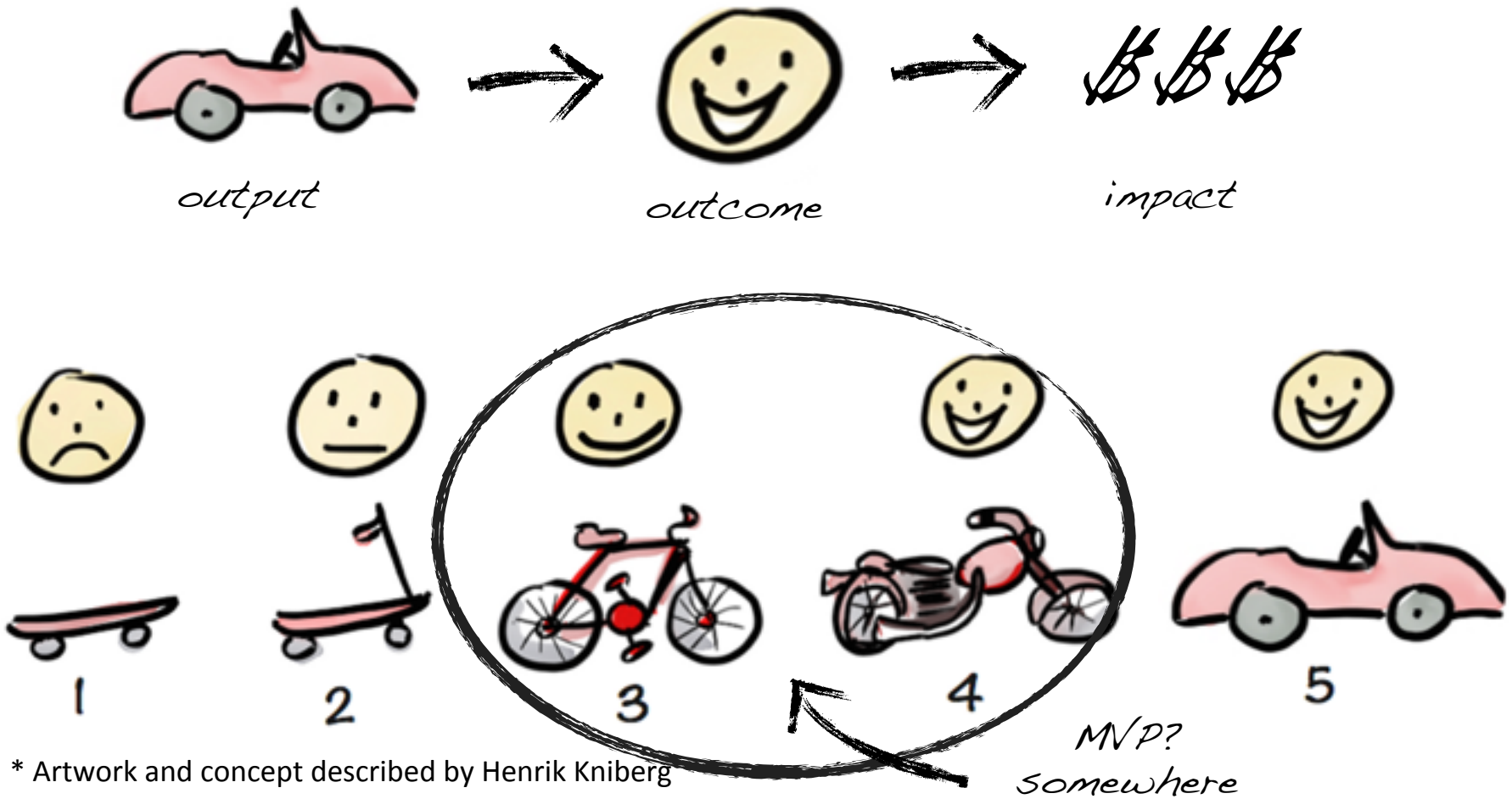
Hypothesis:



* Artwork and concept described by Henrik Kniberg

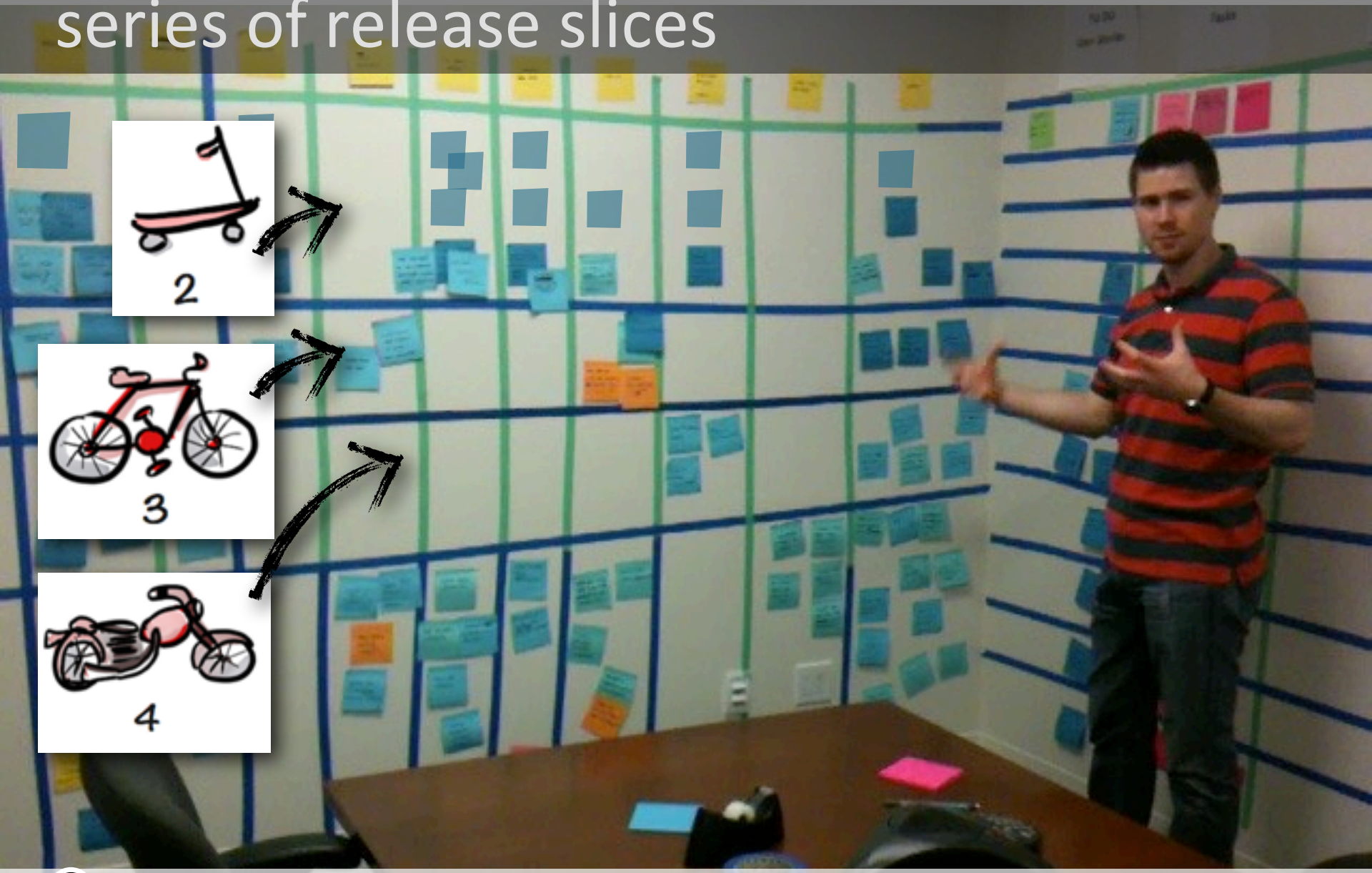
Deliver minimum viable product **tests** to a smaller audience to find what's really viable

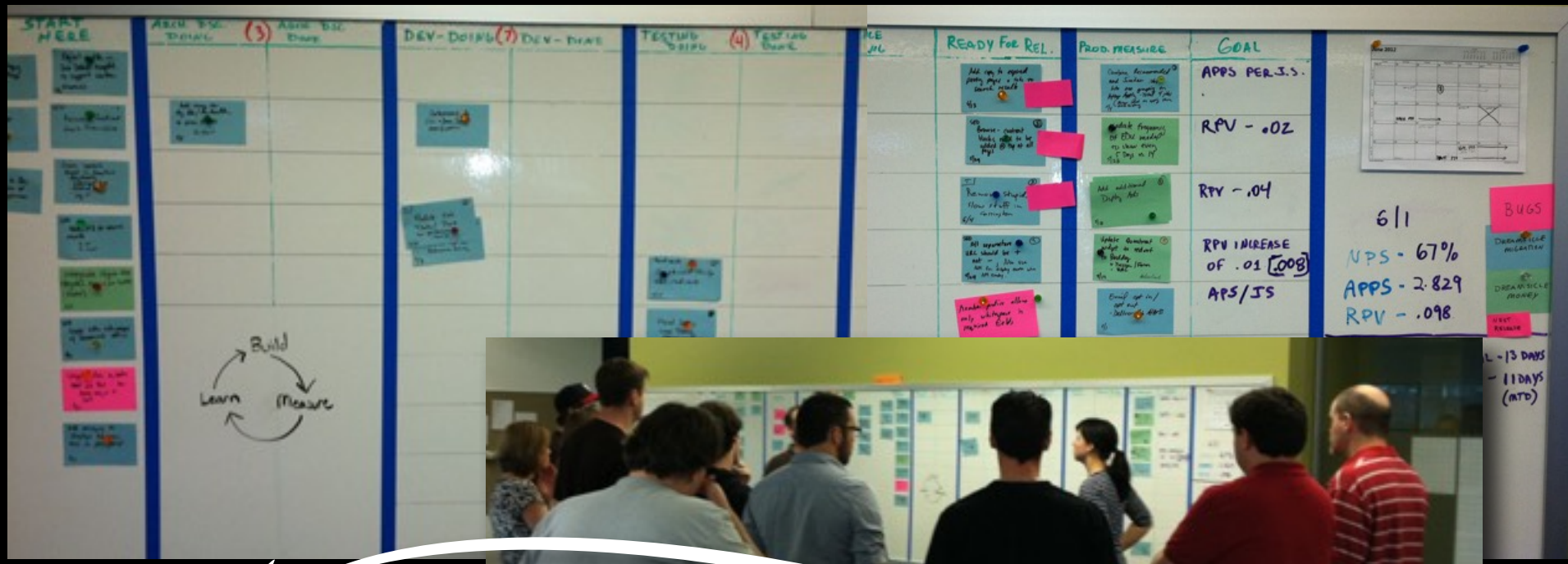
Hypothesis:



* Artwork and concept described by Henrik Kniberg

Eric has organized his backlog into a series of release slices





Explicit release step

Explicit measure step & metrics

Nothing leaves their board until there's been a discussion on what they've learned

Snag-a-Job's task board photo courtesy of David Bittenbender

You won't finish on time

“accurate estimate” is an oxymoron

To release benefit on a schedule we'll need to budget, and leverage incremental and iterative thinking

(What's the difference?)

“incrementing” builds a bit at a time

Incrementing calls for a fully formed idea.

And, doing it on time requires dead accurate estimation.

1 2 3 4 5

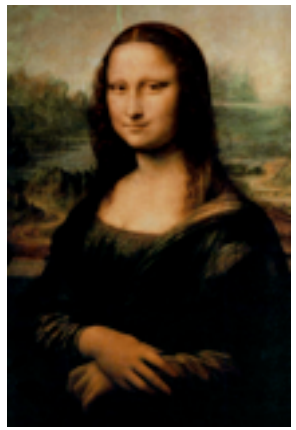
“iterating” and “incrementing” builds a rough version, validates it, then slowly builds up quality

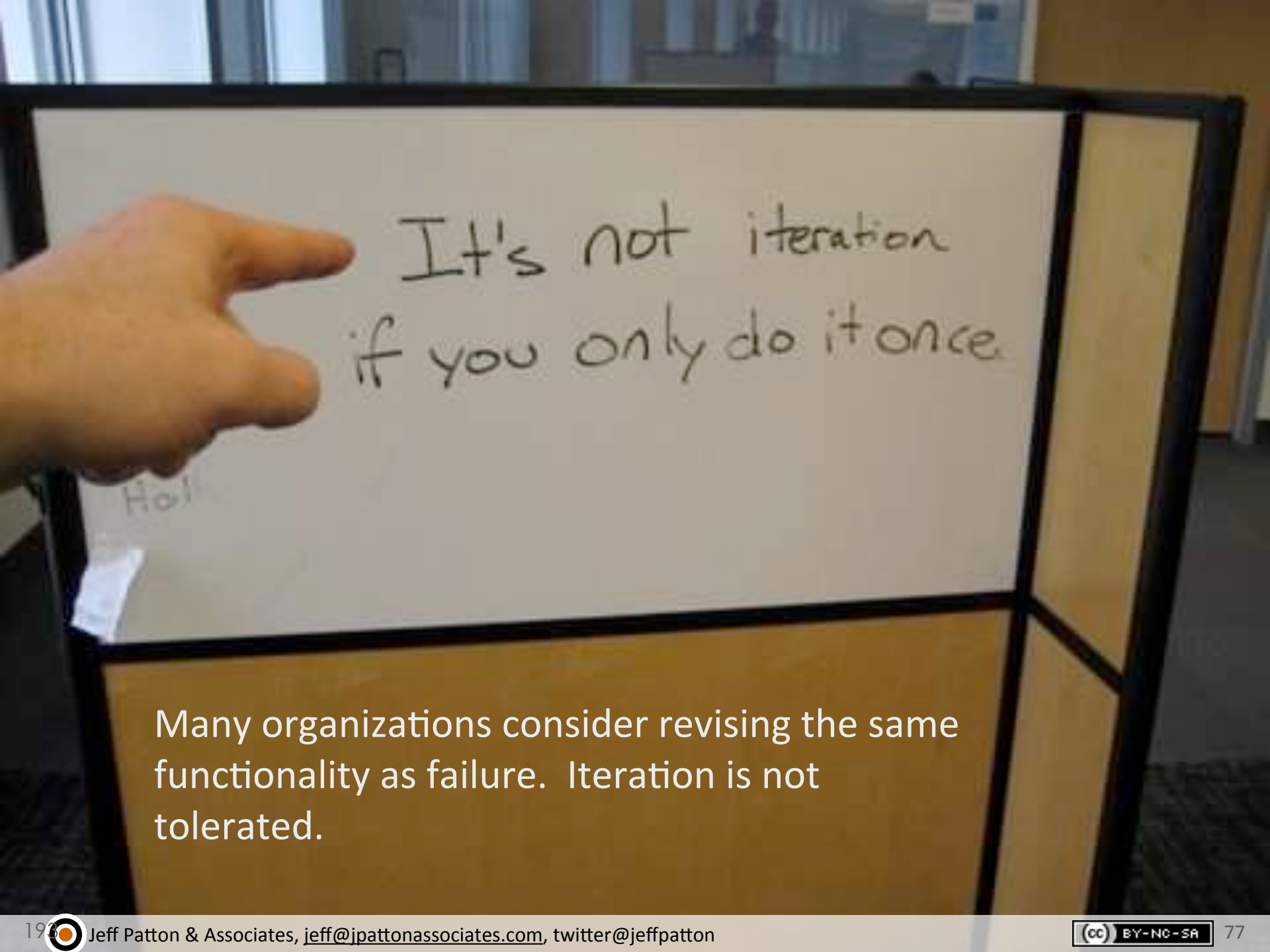
A more iterative allows you to move from vague idea to realization making course corrections as you go.

1 2 3 4 5









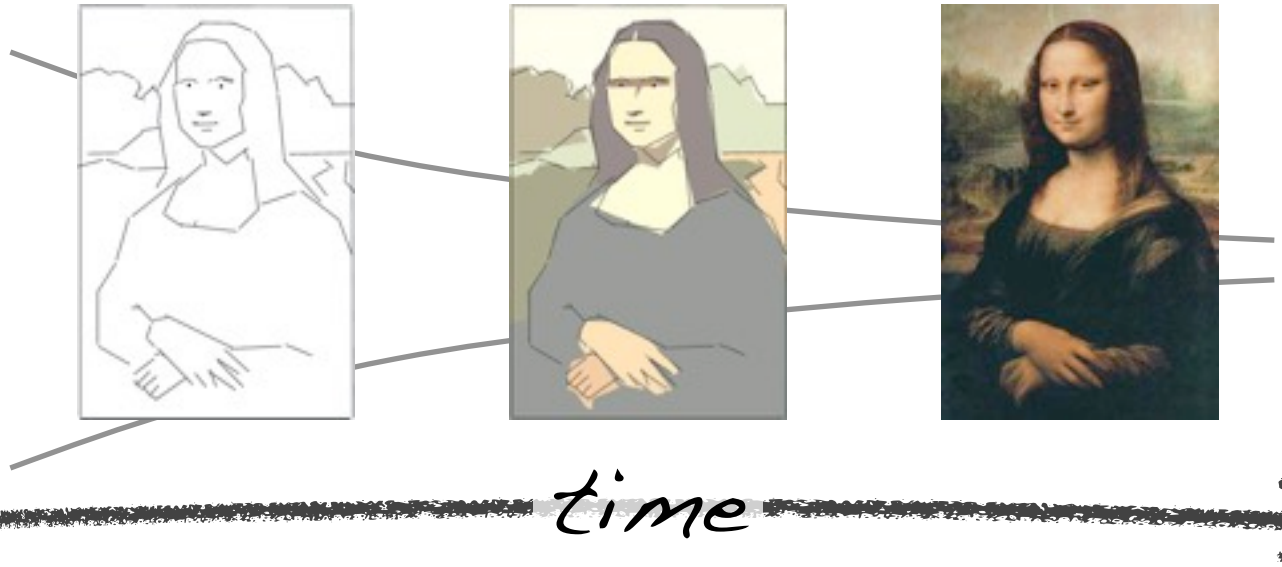
Many organizations consider revising the same functionality as failure. Iteration is not tolerated.

Jeff Patton & Associates, jeff@jpattonassociates.com, twitter@jeffpatton

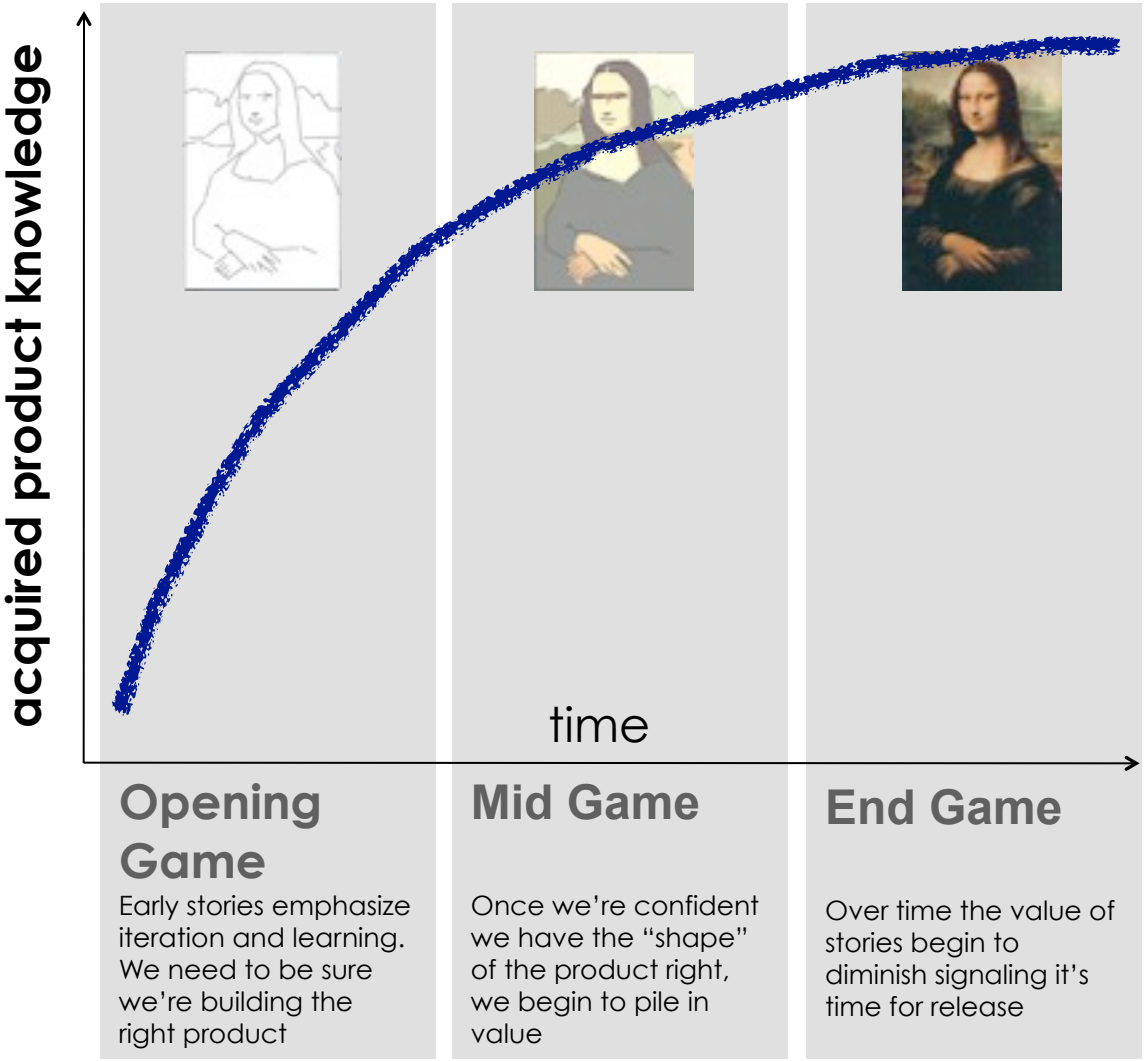
Work like an artist to envision and build the product holistically

"Art is never finished, only abandoned."

-Leonardo DaVinci



Organize work to maximize learning

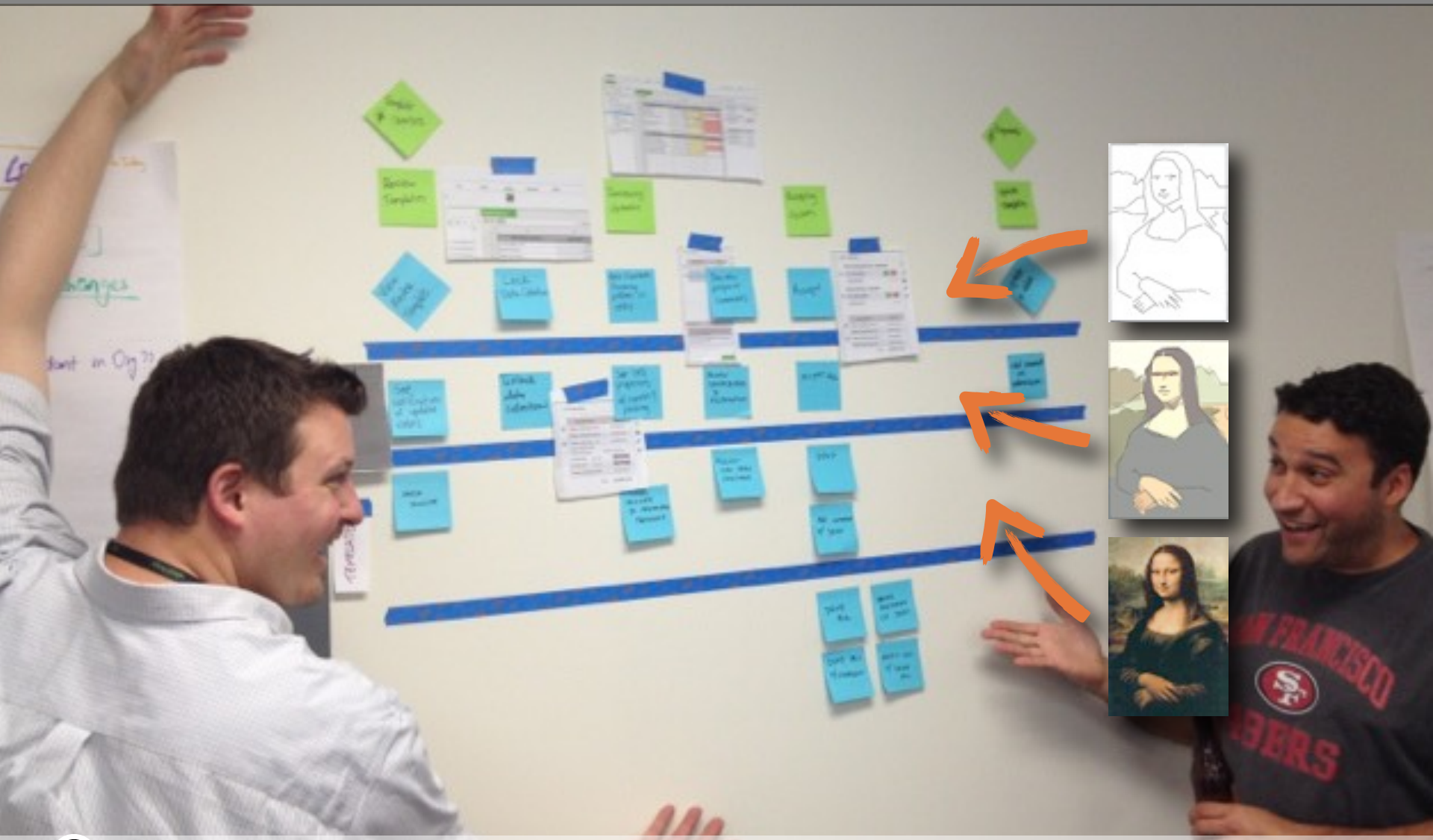


The inverse of risk is knowledge

Learning earlier about delivery risks helps us finish on time

Alistair Cockburn refers to cutting the small "polishing" stories as "trimming the tail."

Use a story map to slice out a delivery strategy



Consider these four story splitting heuristics that build up quality

Bare Necessity

For the feature to be minimally demonstrable – but not releasable, what is the minimal functionality

Example: A form with only necessary fields and no validation

Capability & Flexibility

What would add the ability to perform the user task in different ways? Adding in sub tasks that are optionally performed?

Example: a form with optional fields, date lookup tools, input translation on dates

Safety

What would make this feature safer to use? For both the user, and for the business paying for the software?

Example: input validation, enforcement of business rules such as credit card validation

Usability, Performance, Sex Appeal

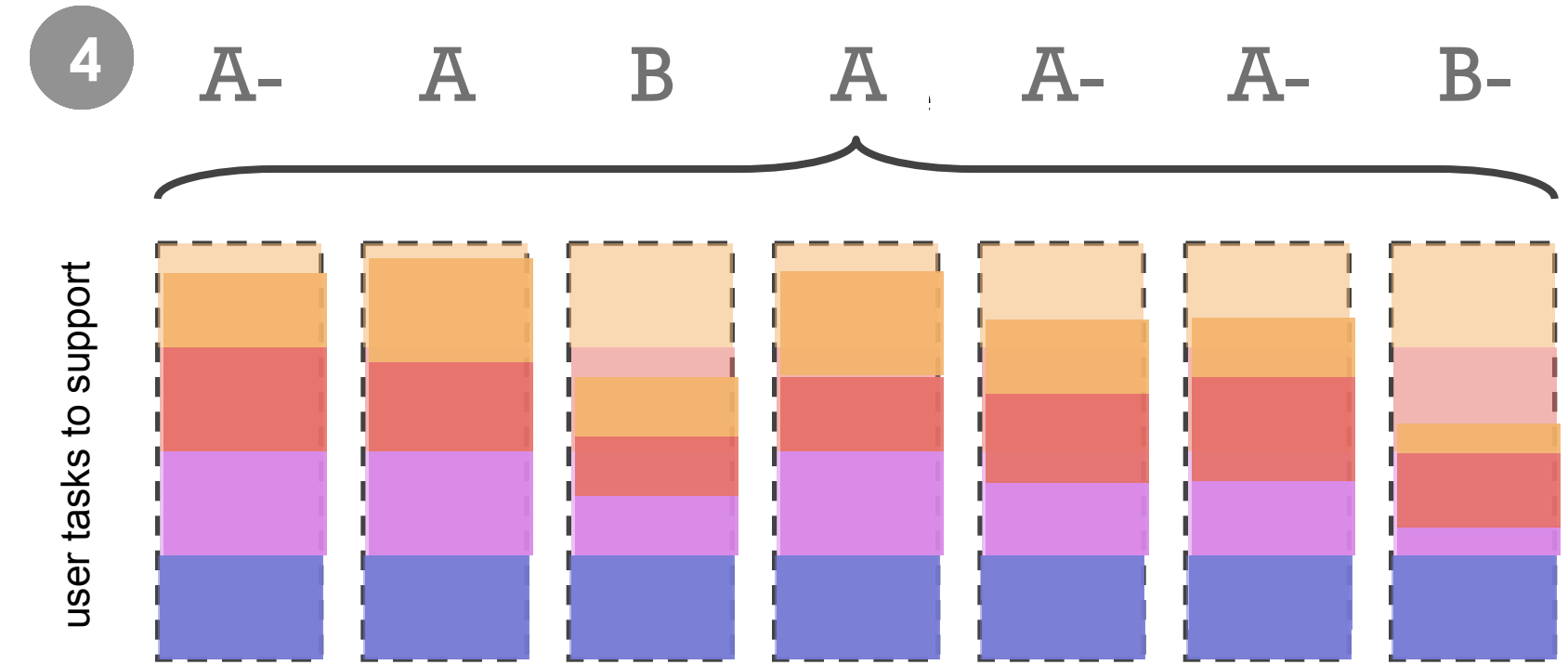
What would make this feature easier to use? More desirable to use? Faster to use?

Example: auto-completion, sexy visual design, speed keys

* Adapted from Gerard Meszaros' "Storyotypes"

Building up quality iteratively and incrementally ships the best product possible

1. We know each story can be split into at least four parts
2. Early iterations strive to build bare necessities, later iterations build up quality
3. Evaluating readiness based on subjective quality to understand doneness



Product goal: (**in 4 sprints**) ship the best product possible

Product Owners must understand the delivery strategy that leads to a finished product

Sculpture at various stages of completion, Musée d'Orsay, Paris

Build up software iteratively and incrementally to release the highest quality possible on time

1. Tell stories, don't just write them

2. Use simple visualizations to anchor the stories you tell

3.Tell the whole story to find the parts that matter most

4. Think things through: minimize output, maximize outcome and impact

5. Build to minimum viable product tests to find what's minimum and viable in the market

Effective stories connect everyone to the purpose of your product

Story Mapping

discover the whole story

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I wrote this book!