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AN  
EVENT  
STORYING  
TALE

ORANGE STICKIES

LATER

SPECIAL KANDDDINSKY VERSION

@ziobrando



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AN  
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ORANGE STICKIES

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@ziobrando



# ABOUT ME

- VERY HARD TO EXPLAIN MY JOB TO MY MOTHER
- RUNNING [WWW.AVANSOPERTA.IT](http://www.avanscoperta.it)
- MODELLING (ALMOST) EVERYTHING WITH STICKY NOTES, MARKERS AND A PAPER ROLL.
- CALLING THIS STUFF **EVENT**  
**STORMING**





**SHOW ME YOUR  
AGGREGATES!!!**



# 2013

- FIRST BLOG POST ABOUT EVENTSTORMING
- ONE SINGLE PATH FROM BUSINESS TO AGGREGATE DISCOVERY
- THE BEGINNING OF A LONG JOURNEY

# 2017

- GROWING MOMENTUM
- MANY PRACTITIONERS -> MANY IDEAS
- MANY DIFFERENT FORMATS:
  - BIG PICTURE / PROCESS MODELLING / SOFTWARE DESIGN
  - RETROSPECTIVE / INDUCTION / MORE...

# BIG PICTURE EVENTSTORMING

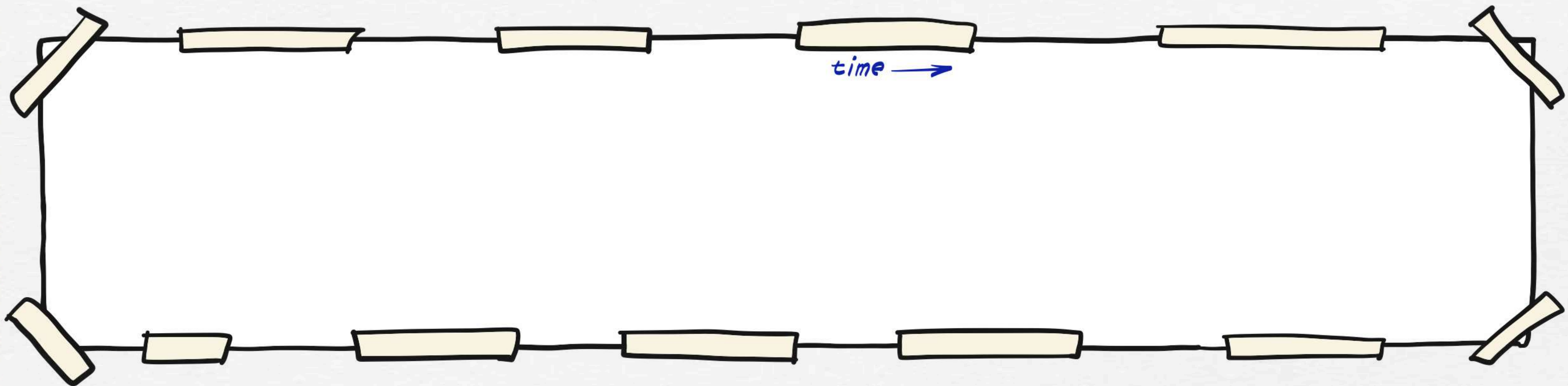
MAKING SENSE OF A HUGE MESS

# BIG PICTURE WORKSHOP

- INVITE THE RIGHT PEOPLE -> BUSINESS, IT, UX
- PROVIDE UNLIMITED MODELLING SPACE
  - SURFACE, MARKERS, STICKIES
- MODEL **A WHOLE BUSINESS LINE** WITH DOMAIN EVENTS



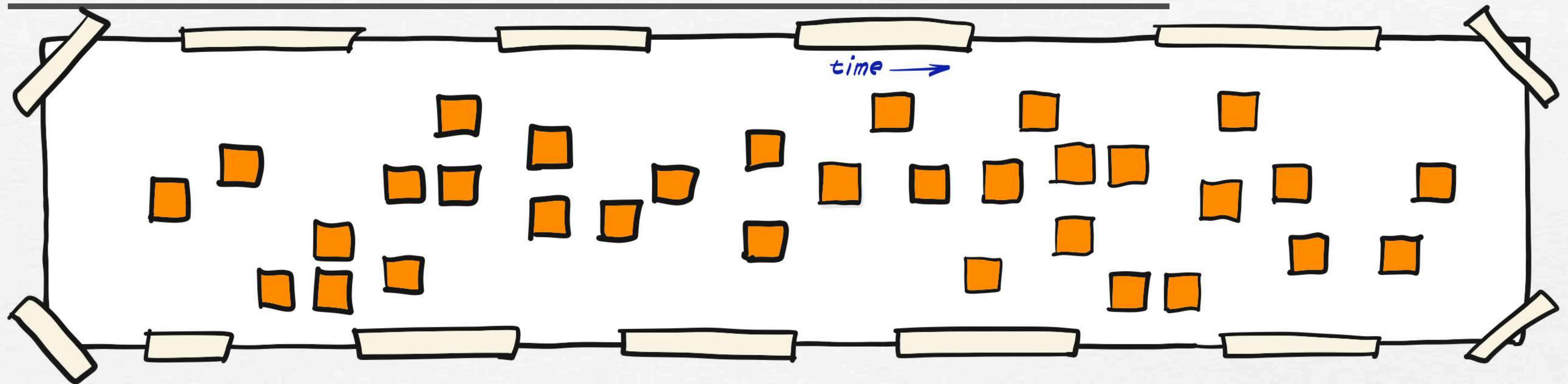
# ESTABLISH A TIMELINE



- SOME FACILITATOR TRICKS WILL KICKSTART THE DISCUSSION QUICKLY



# EXPLORE WITH DOMAIN EVENTS



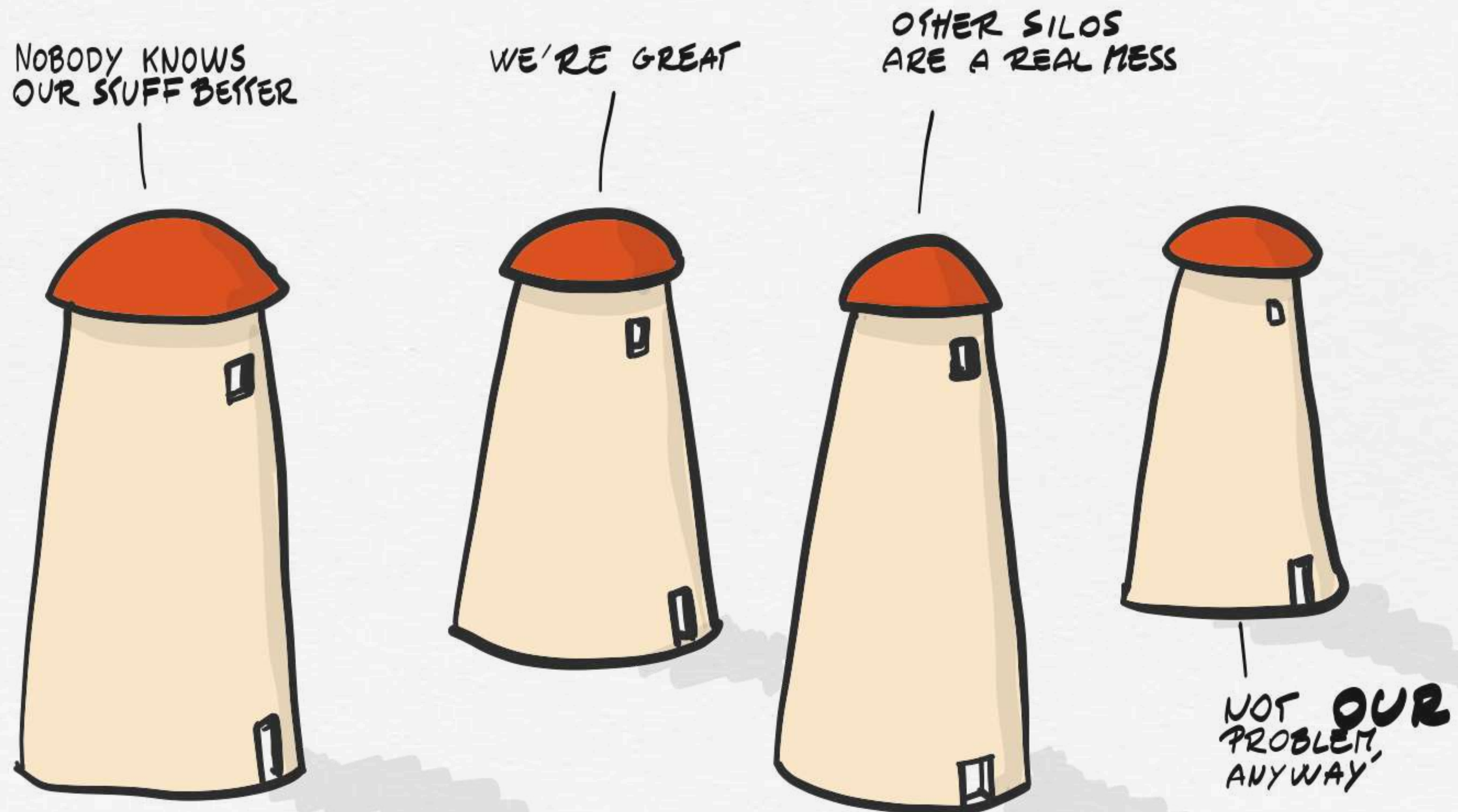
ITEM  
ADDED TO  
CART

THIS IS A DOMAIN EVENT

- **ORANGE** STICKY NOTE
- VERB AT **PAST TENSE**
- **RELEVANT** FOR DOMAIN EXPERTS

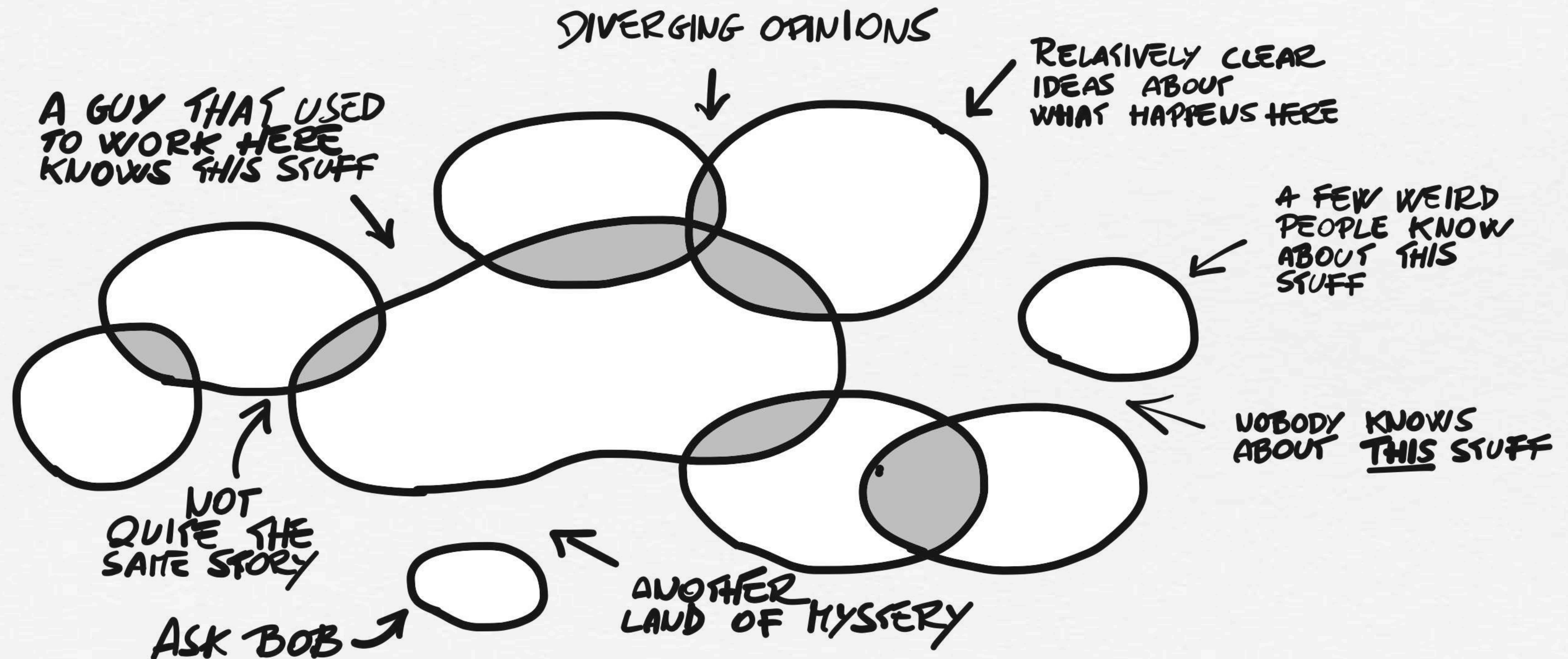


# THE SHAPE OF THE ORGANIZATION





# THE KNOWLEDGE DISTRIBUTION





# ENFORCING THE TIMELINE

- EXPERTS WILL USUALLY POST A LOCALLY ORDERED SEQUENCE OF EVENTS
- BUT ENFORCING A SHARED TIMELINE THEN TRIGGERS LONG AWAITED CONVERSATIONS

END OF  
MONTH  


BILLABLE  
AMOUNT  
CALCULATED

BILLABLE  
AMOUNT  
VERIFIED

INVOICE  
PREPARED

OMG  
IT TAKES  
AGES!!

THIS IS  
WHERE  
EVERYTHING  
IS STUCK!!

ERRORS  
ERRORS  
ERRORS!!

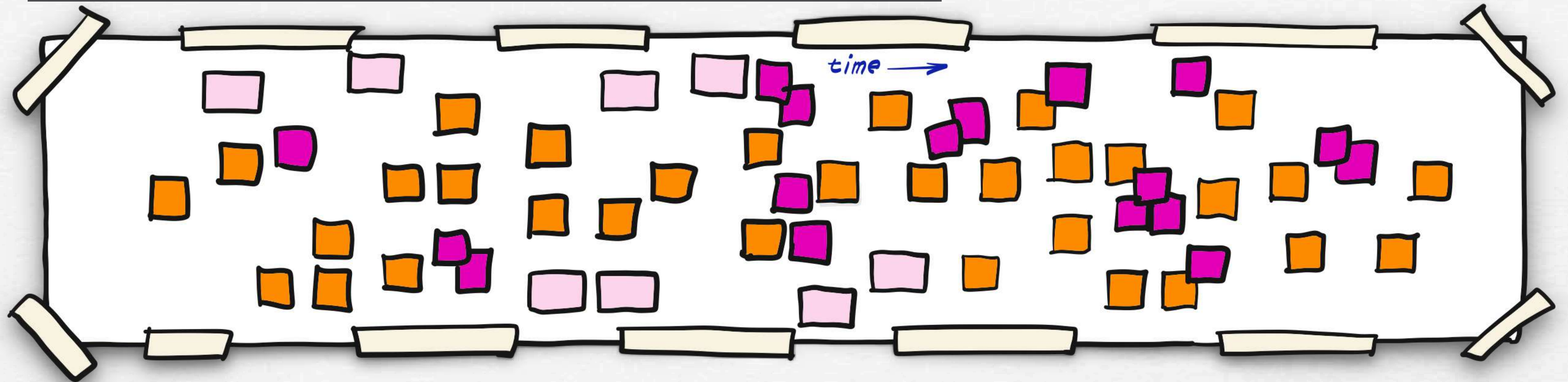


# FOLLOWING STEPS

- STRUCTURE WILL EMERGE
- PEOPLE AND SYSTEMS WILL BE DISPLAYED
- ...
- EVERY LAYER SPARKLES A NEW TYPE OF CONVERSATION



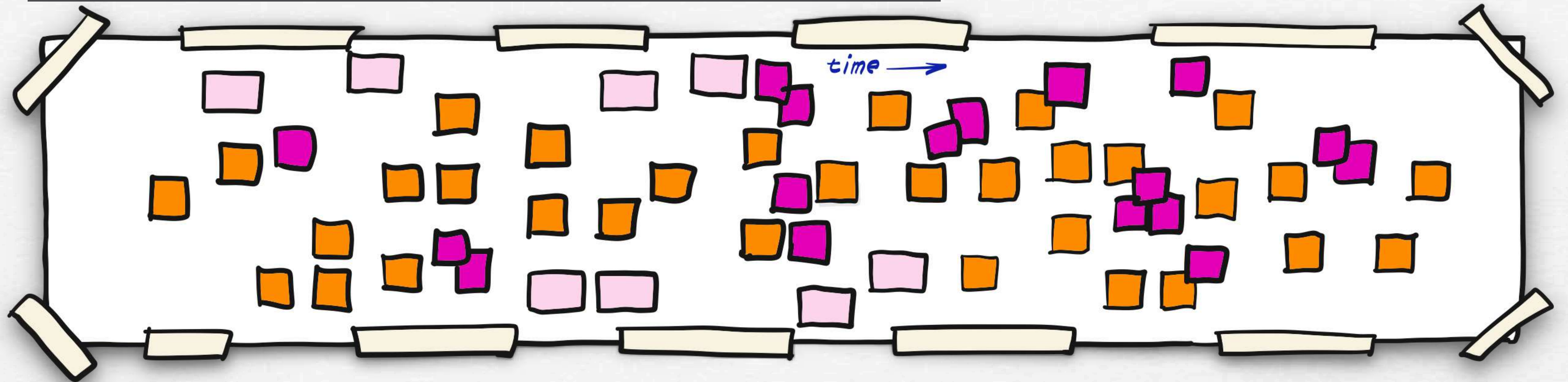
# OUTCOME (BIG PICTURE):



- THE WHOLE PROCESS IS VISIBLE
- MASSIVE LEARNING (CROSSING SILO BOUNDARIES)
- CONSENSUS AROUND THE CORE PROBLEM

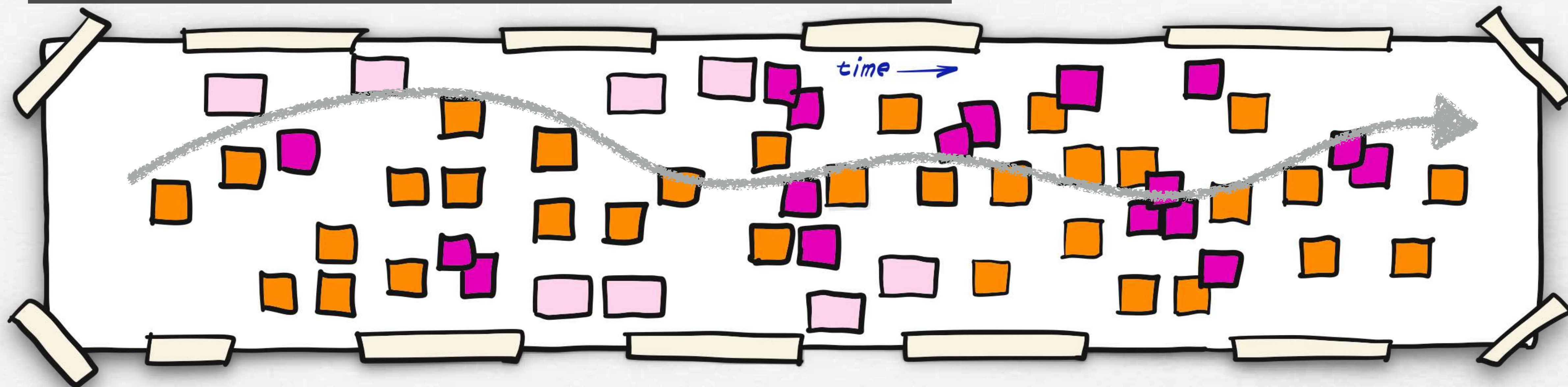


# OUTCOME (BIG PICTURE):



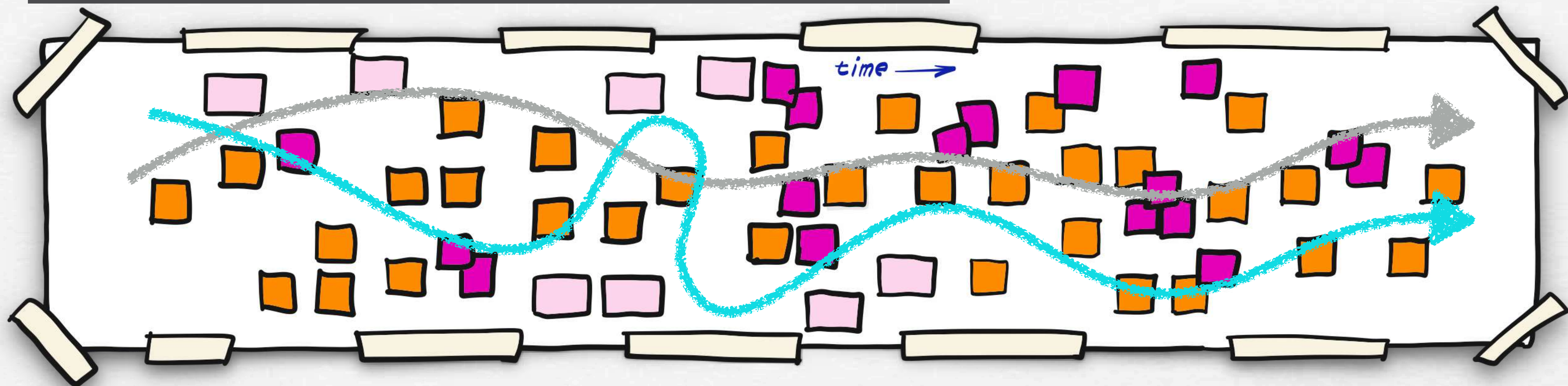


# OUTCOME (BIG PICTURE):



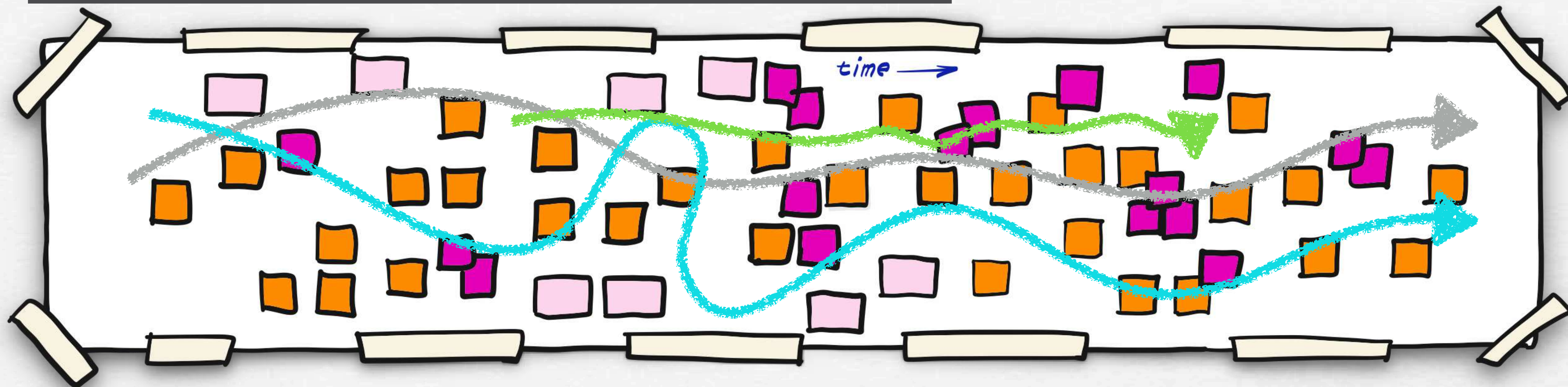


# OUTCOME (BIG PICTURE):



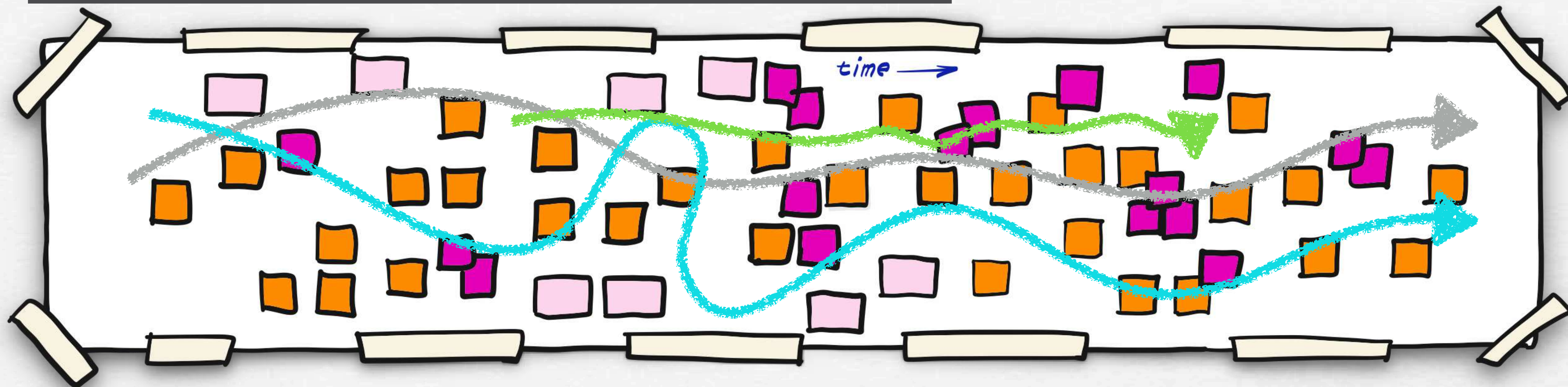


# OUTCOME (BIG PICTURE):





# OUTCOME (BIG PICTURE):



- MULTIPLE STORYTELLINGS
- INCREMENTAL NOTATION #NOLML #NOBPMN
- A LANGUAGE FOR DIFFERENT TRIBES #LEAN #LIX #AGILE #SW



# MORE SPECIFICALLY...

- NO SCOPE LIMITATION (PAPER ROLL)
- EXPLORATION OF BOUNDARIES (EXTERNAL SYSTEMS & PEOPLE)
- -> THE BOTTLENECK IS IN THE PICTURE.
- -> THE CORE DOMAIN IS IN THE PICTURE



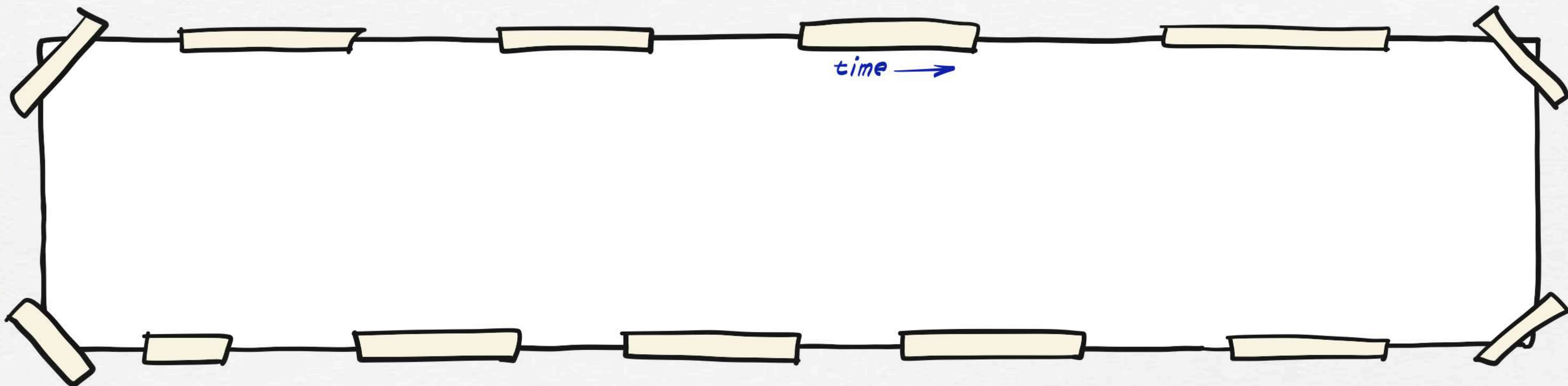




*CLARITY*

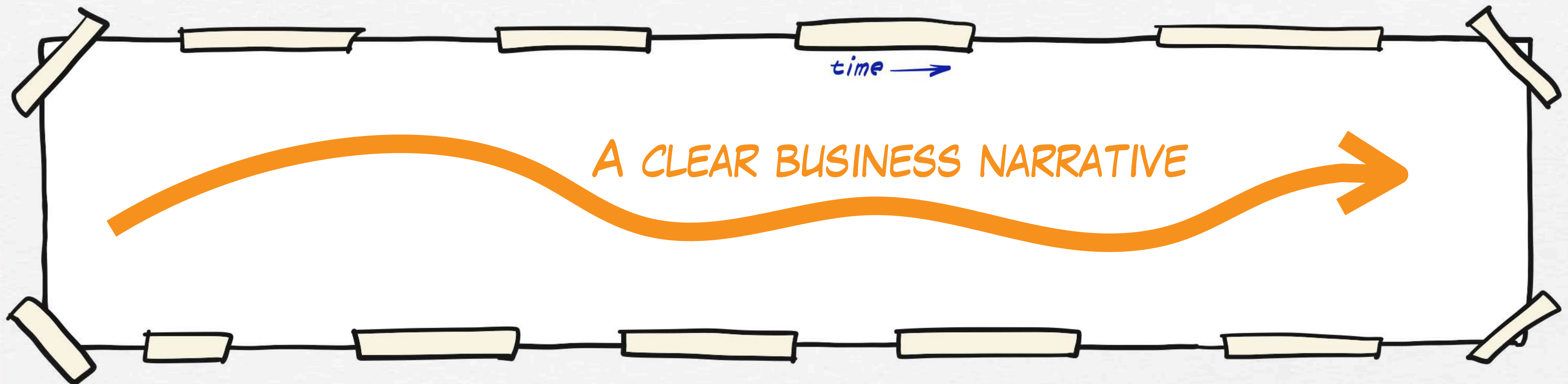


# THE OUTCOME:



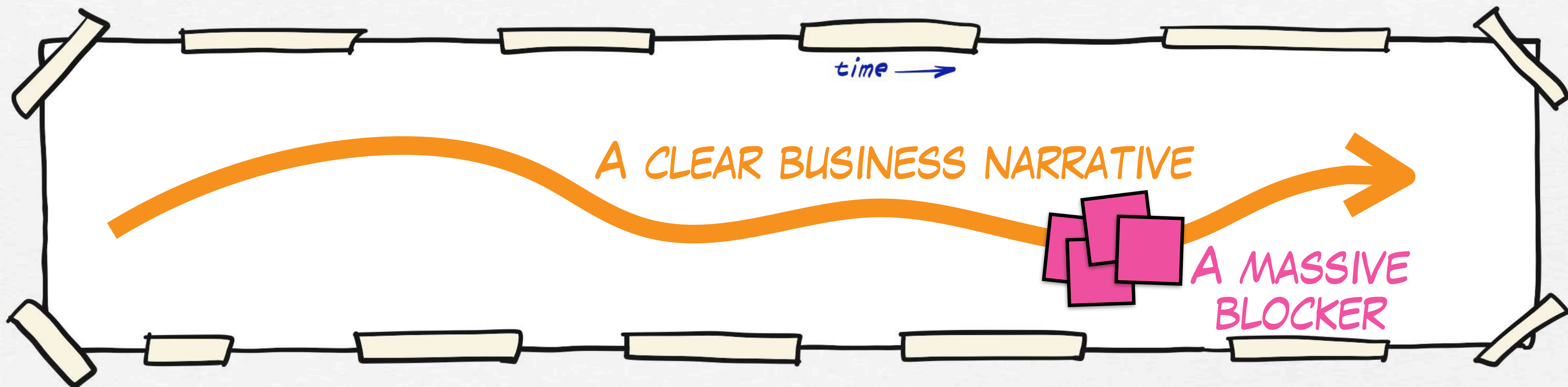


# THE OUTCOME:



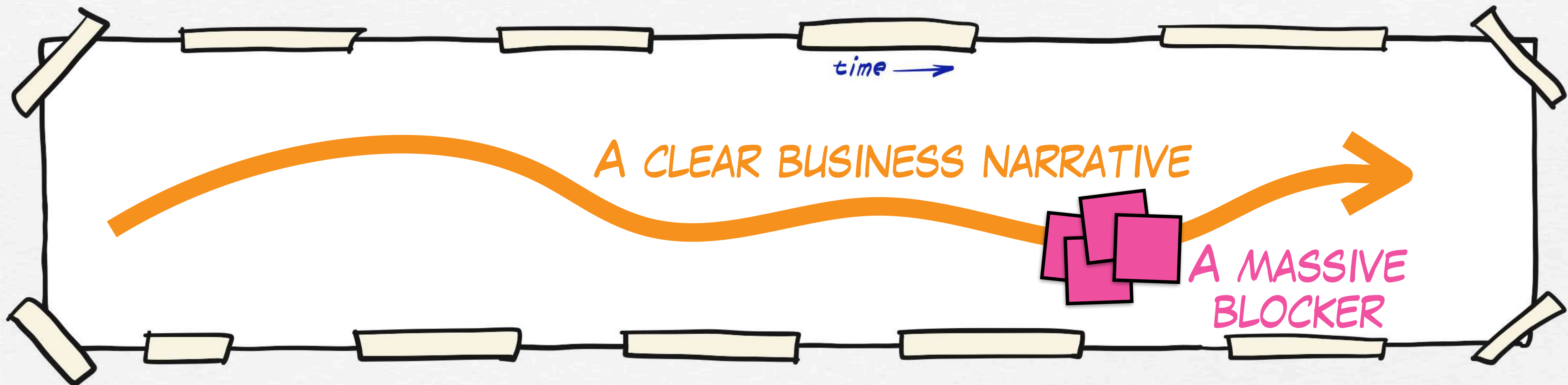


# THE OUTCOME:





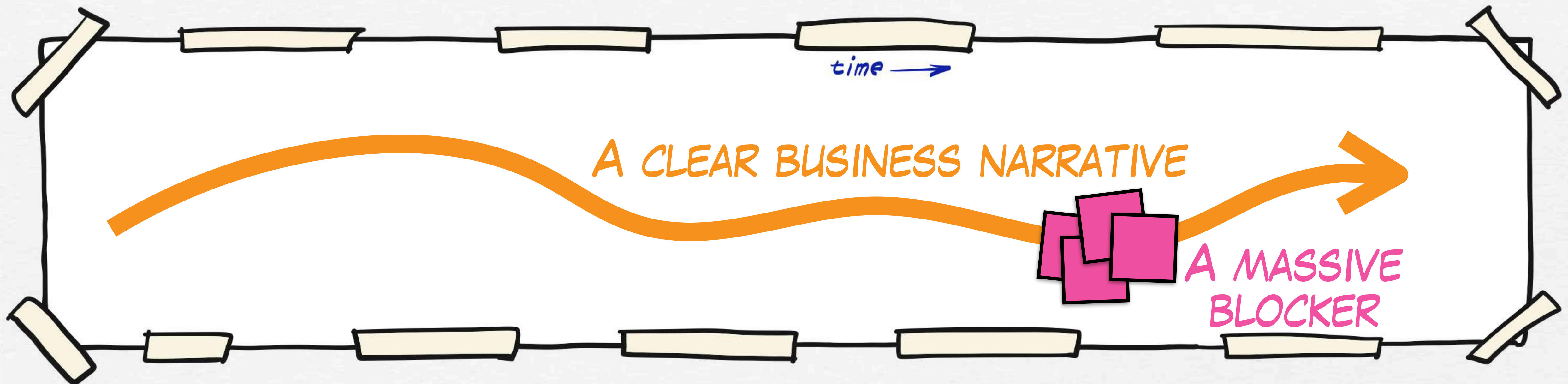
# THE OUTCOME:



- THERE ARE RECURRING PATTERNS IN BLOCKERS

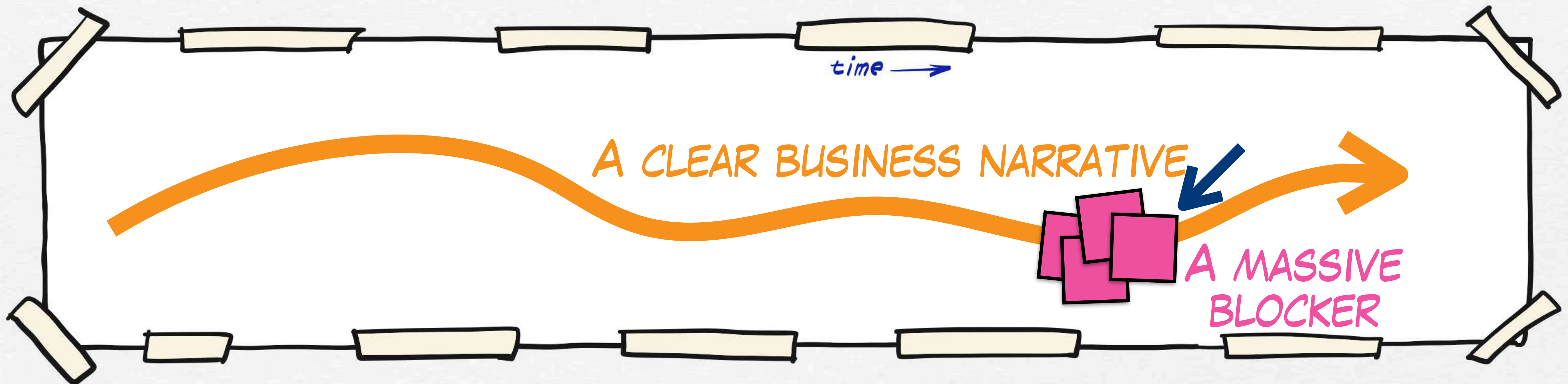


# ARROW VOTING



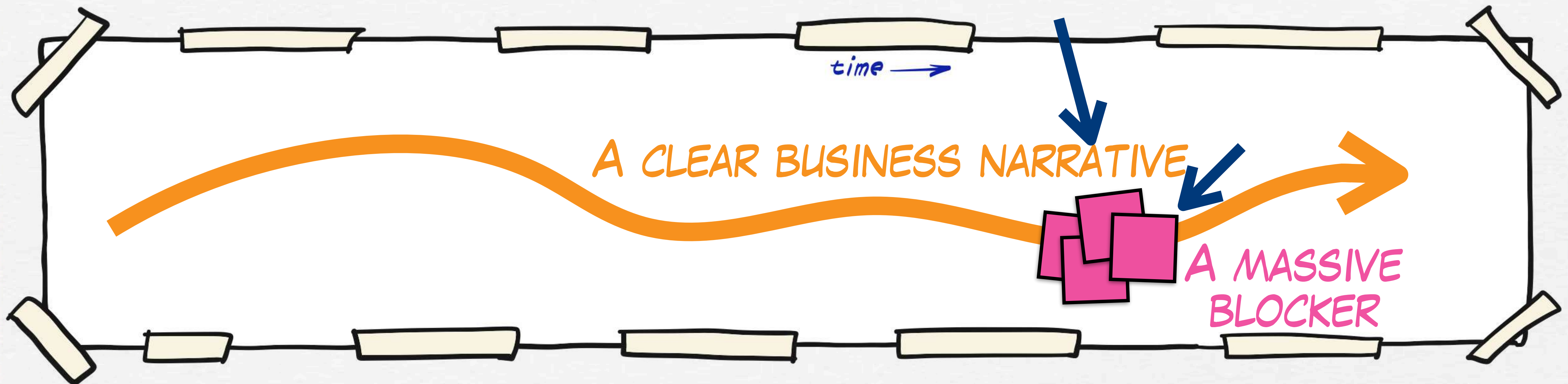


# ARROW VOTING



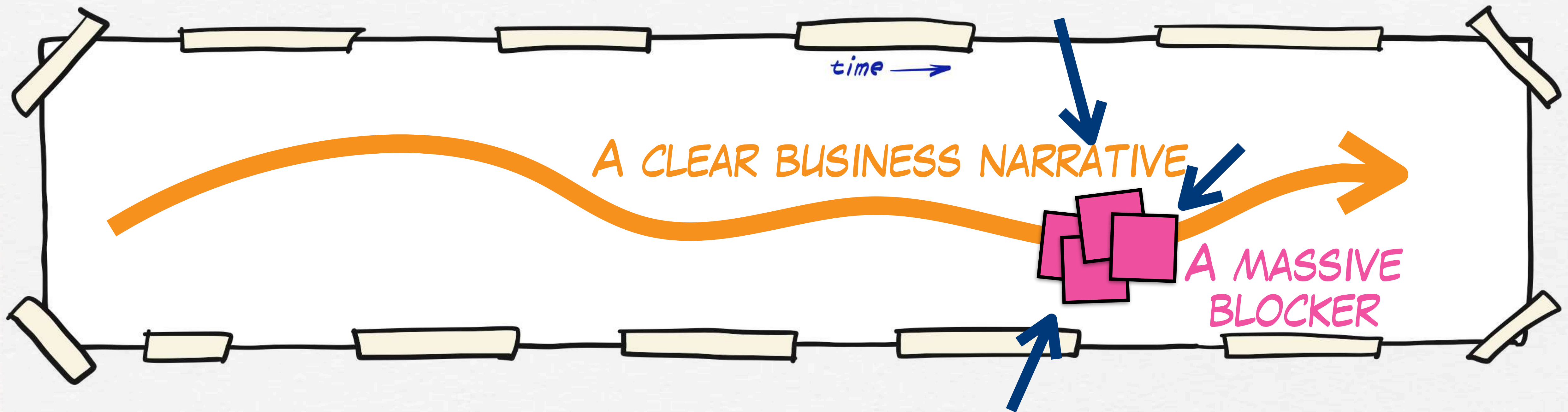


# ARROW VOTING

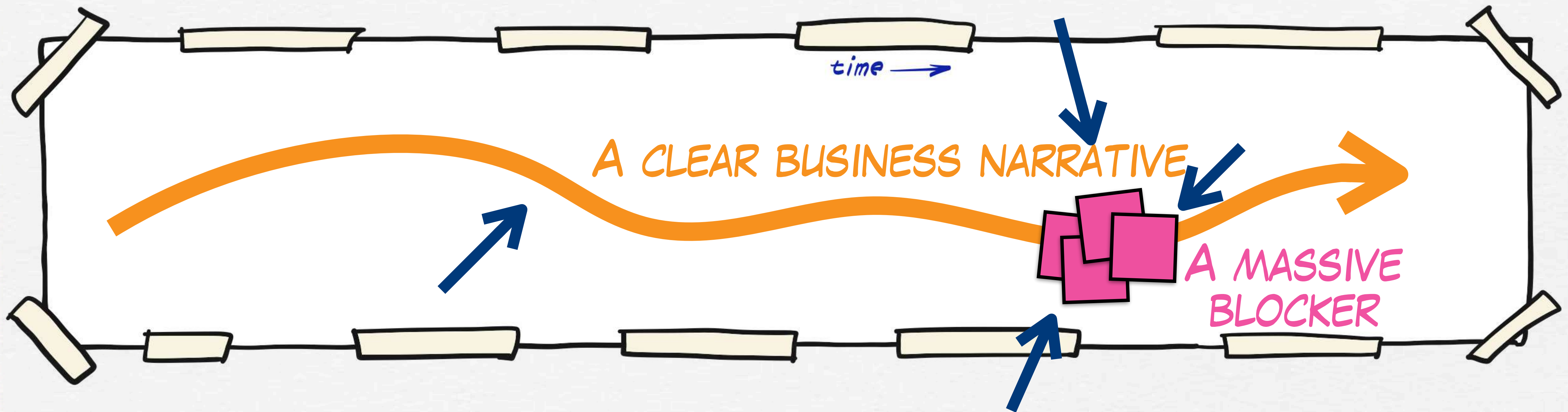




# ARROW VOTING

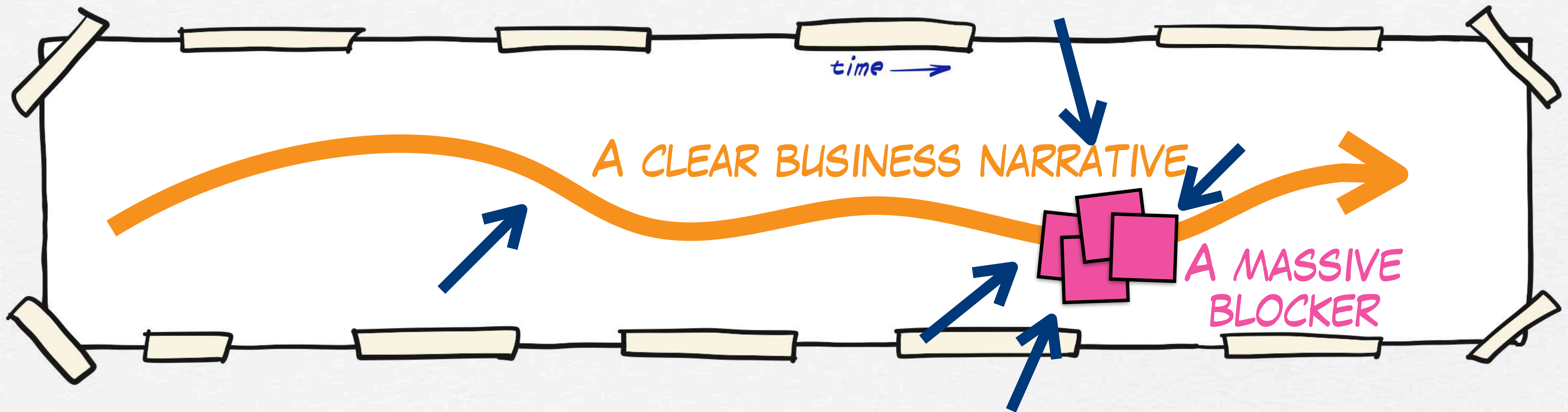


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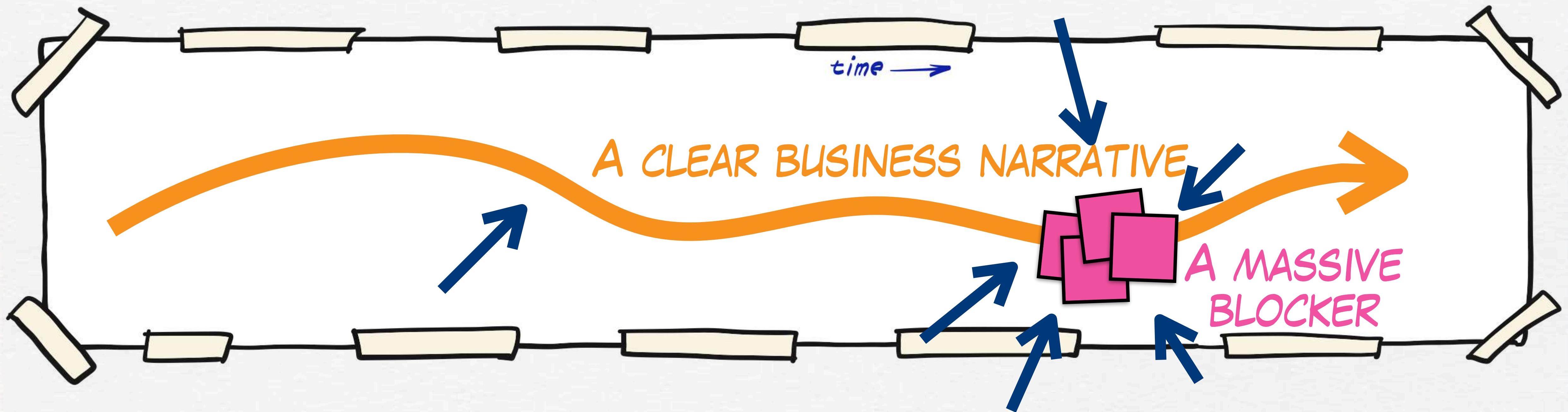




# ARROW VOTING

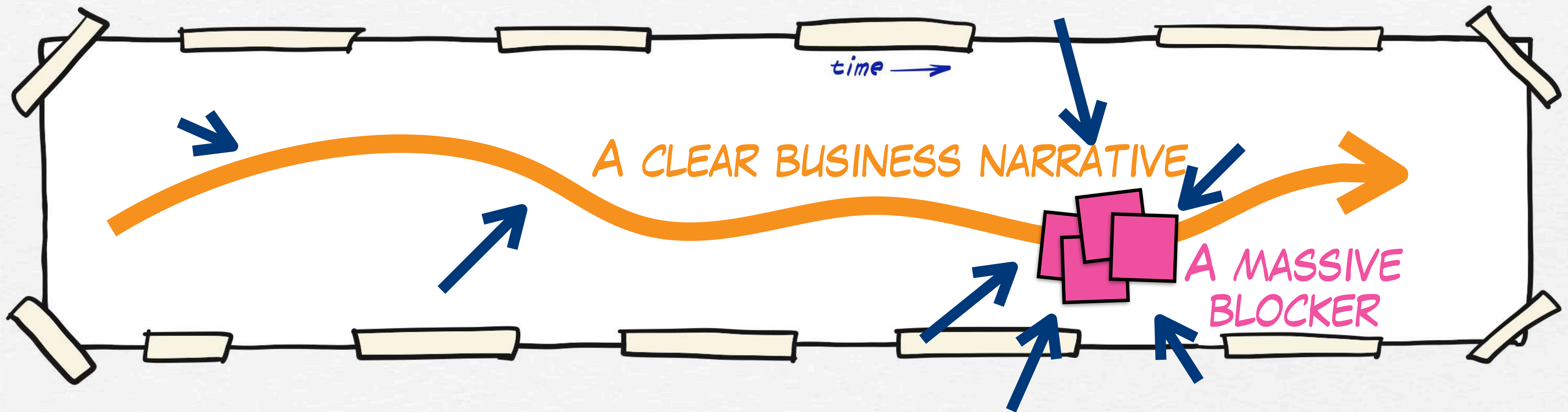


# ARROW VOTING

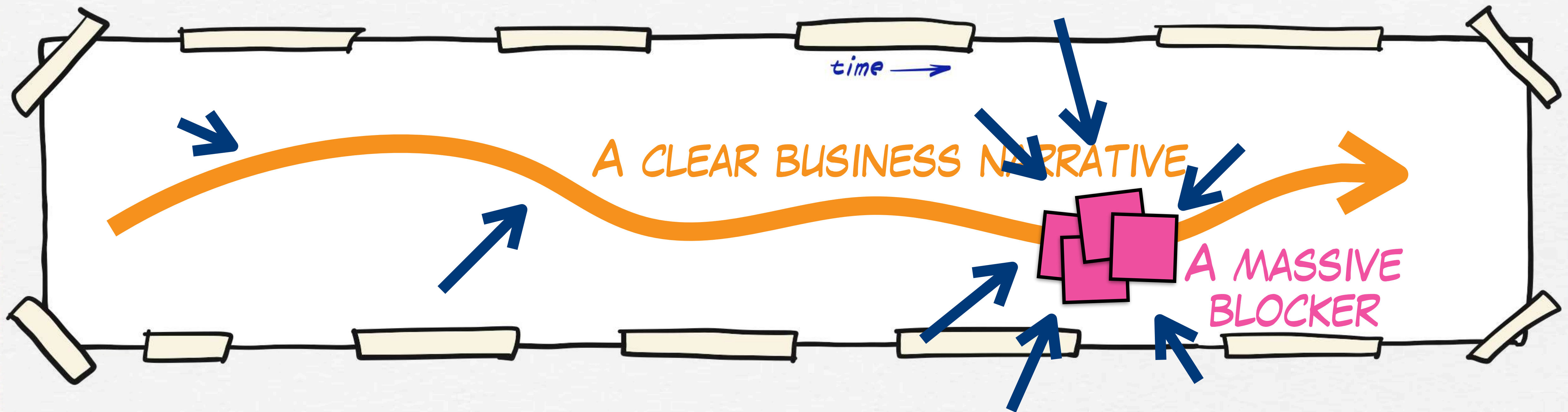




# ARROW VOTING

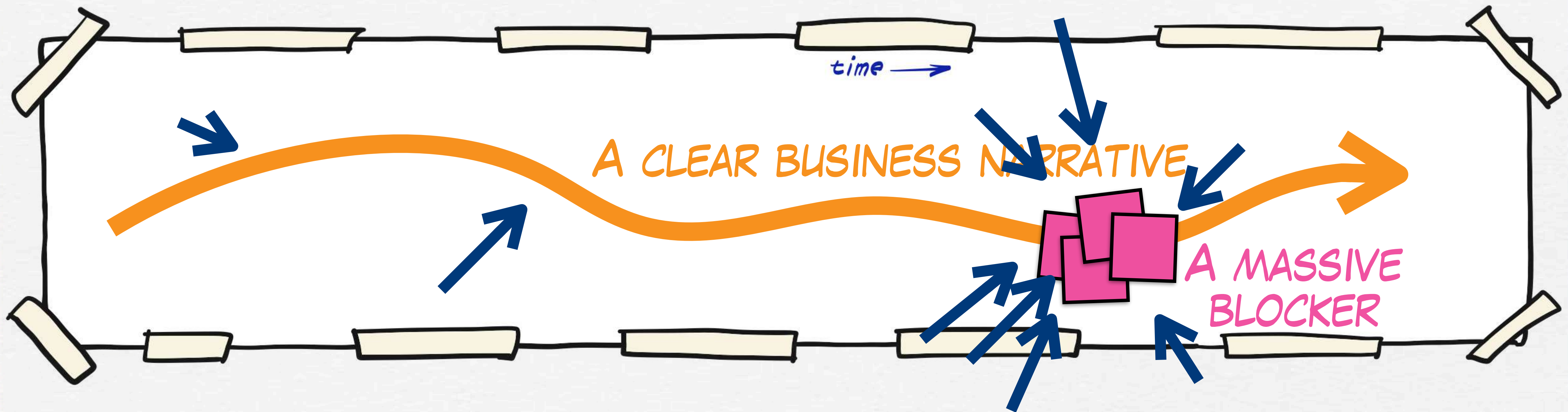


# ARROW VOTING

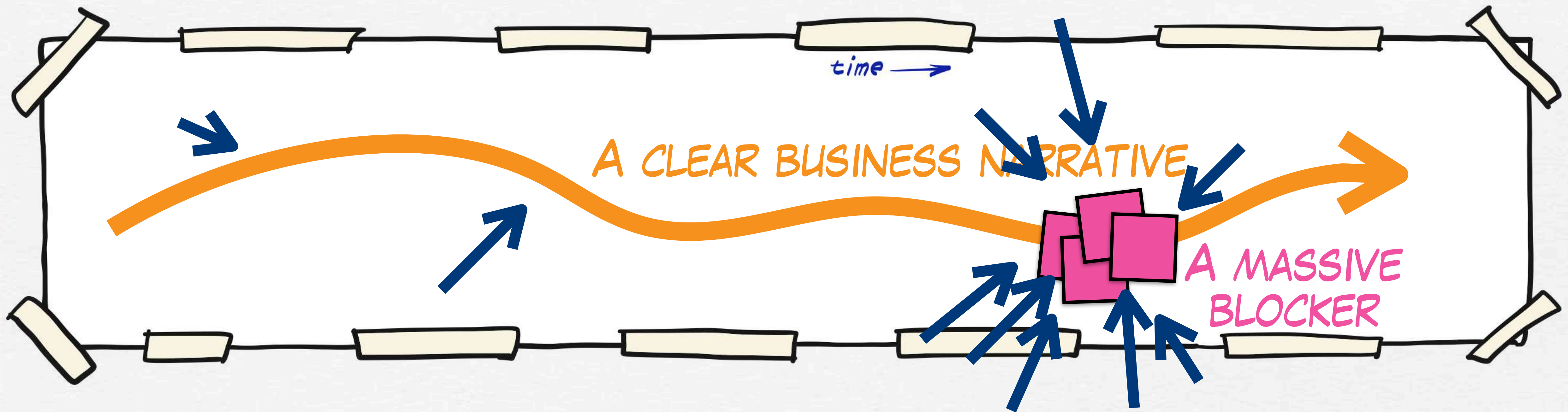




# ARROW VOTING

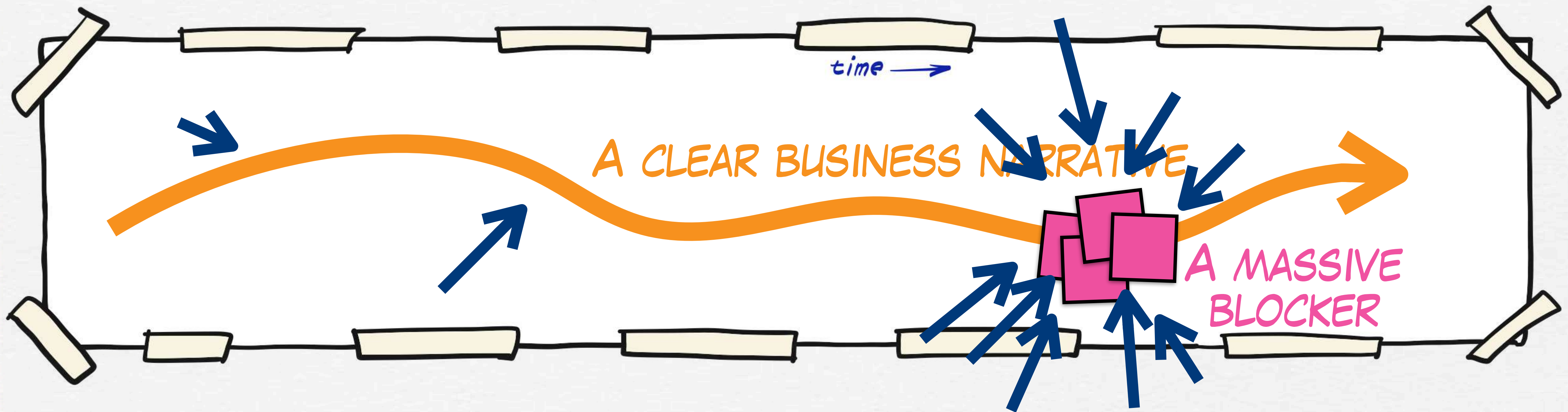


# ARROW VOTING

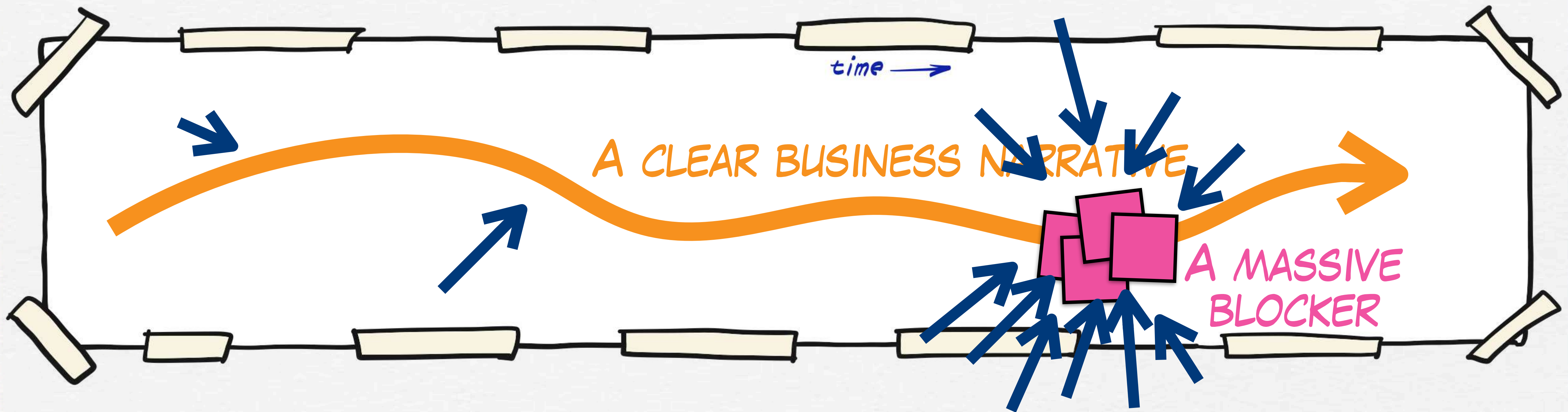




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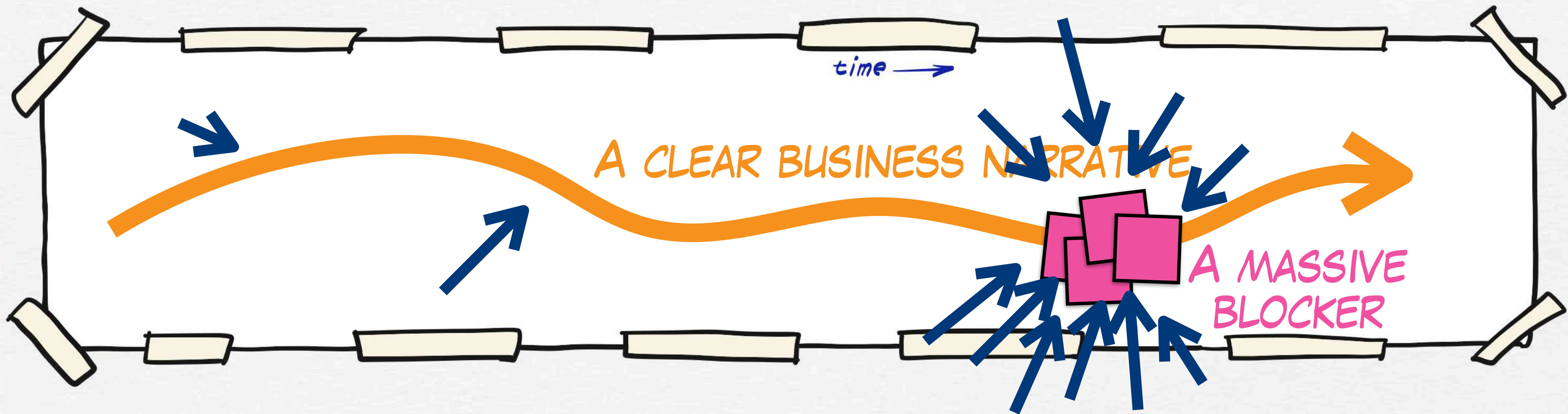


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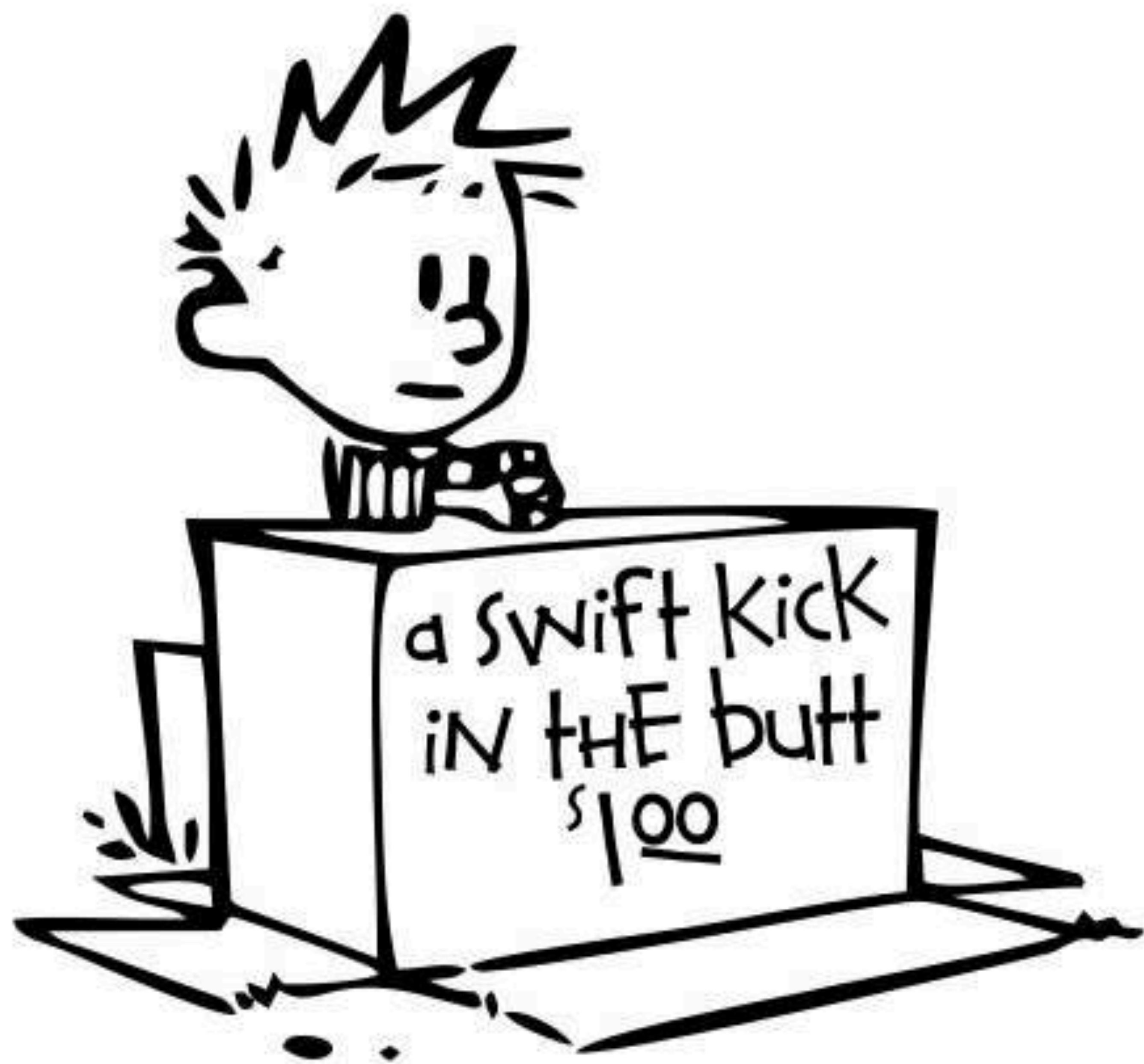




# ARROW VOTING



□ YOU ALREADY ACHIEVED CONSENSUS...





# WORKING AROUND THE BOTTLENECK

- HIGHEST PRIORITY -> #NO BACKLOG
- HARD TO SOLVE -> #NOESTIMATES
- REQUIRES EXPERIMENTS -> #DDDESIGN  
#LEANSTARTUP

# BIG PICTURE IN A STARTUP

- INVITATIONS ARE A PIECE OF CAKE
- GREAT ATTITUDE
- NO PAST TO COMPARE WITH :-)



# BIG PICTURE IN A MATURE COMPANY







# BIG PICTURE IN A MATURE COMPANY

- HARD INVITATION PROCESS -> ALREADY TELLING US SOMETHING
- UNDERLYING CONFLICTS
- CORPORATE DYSFUNCTIONS
- LEGACY IMPLEMENTATION
- DUNGEON MASTERS

*SPECIAL TRICKS?*



# PATTERN: INCREMENTAL NOTATION

- AFTER EVERY ROUND THE TEAM AGREES ON THE NEXT PERSPECTIVE TO INVESTIGATE
- STRUCTURE, BOUNDARIES, RESPONSIBILITIES, SYSTEMS, GOALS, PITFALLS, ETC...
- EVERY ROUND REFINES THE PREVIOUS ONE PROVIDING FRESHER INSIGHTS

# PATTERN: FUZZY BY DESIGN

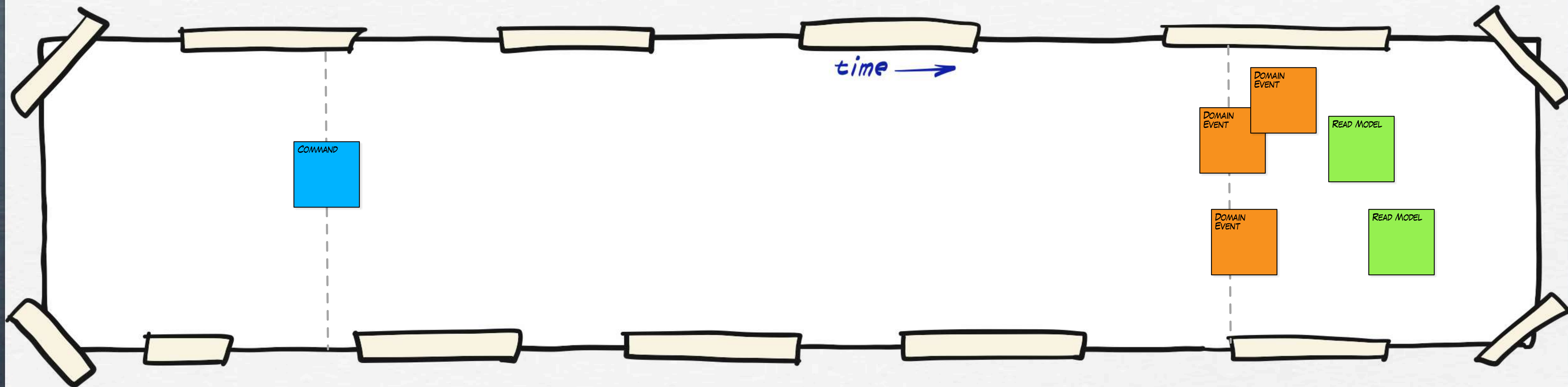
- IMPRECISE DEFINITIONS...
  - ALLOW EVERYONE TO BE INCLUDED IN THE CONVERSATION.
  - ALLOW EVERYTHING TO BE INCLUDED IN THE MODEL
  - TRIGGER INTERESTING CONVERSATION ON THE SPOT.



# PROCESS MODELLING

MAKING SURE WE'RE DOING THE RIGHT THING

# SCOPE: EPIC OR SET OF FEATURES



PRECONDITIONS

THE FLOW TO DISCOVER

OUTCOMES



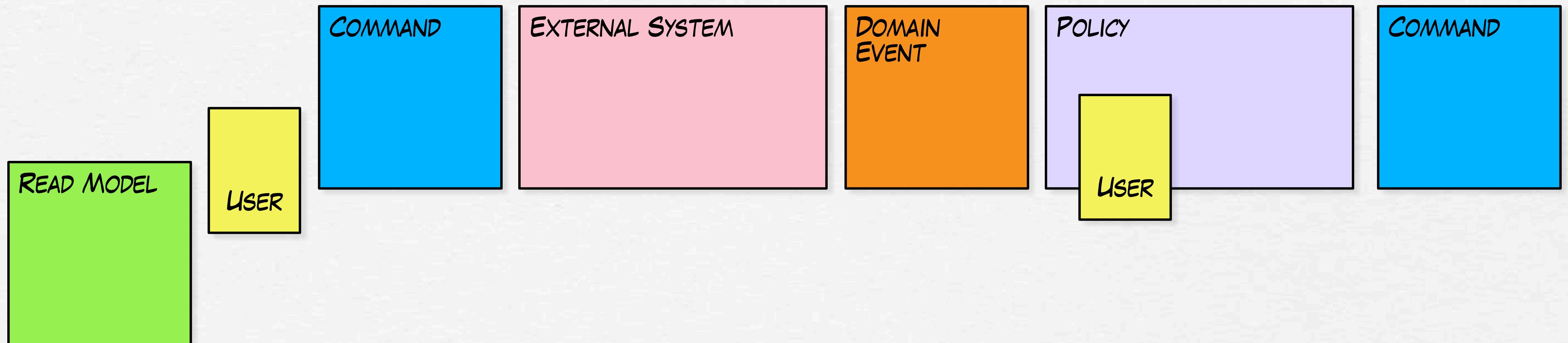
# WHAT ABOUT USER STORIES?

A PLACEHOLDER FOR FUTURE CONVERSATION...

THIS IS A GOOD  
CONVERSATION!



# COLOUR-PUZZLE THINKING



# COMMANDS / DECISIONS

COMMAND

- **COMMAND** IS NOT YET A SOFTWARE ARTEFACT
- IT'S A DECISION TAKEN BY A USER (OR A PIECE OF SOFTWARE)
- OUTSIDE-IN VS INSIDE-OUT THINKING



# INVESTIGATE POLICIES

POLICY

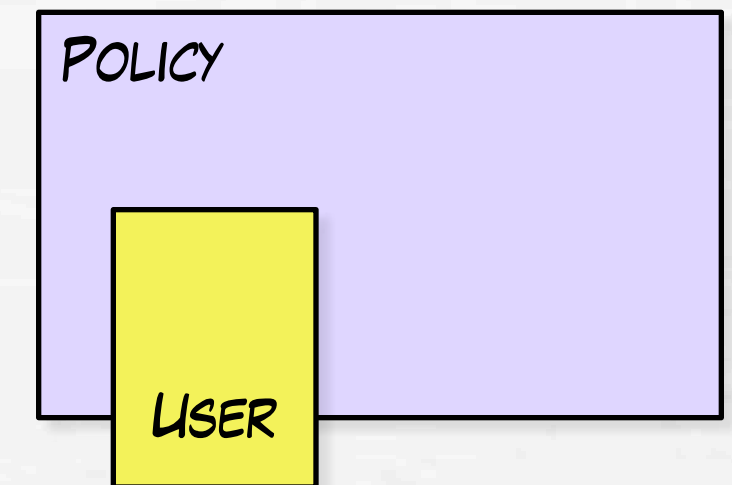
- HOW IS OUR SYSTEM SUPPOSED TO REACT TO GIVEN EVENTS?
- WHENEVER **EVENT** THEN **COMMAND**
- "WE NEED A **LILAC** BETWEEN THE **ORANGE** AND THE **BLUE**"

*THIS IS WHERE EVERYBODY LIES*



AMBIGUITY DOES NOT COMPILE

# POLICIES SPECTRUM



- IMPLICIT POLICIES: WITHOUT AN EXPLICIT AGREEMENT
- EXPLICIT POLICIES: ASSUMING EVERYONE IS FOLLOWING THEM
- AUTOMATION:
  - LISTENERS, SAGAS, PROCESS MANAGERS





CHALLENGING VALUE

# CHALLENGING VALUE

- EVERY STEP CAN CREATE OR DESTROY VALUE FOR GIVEN USERS
  - DISCOVERING MULTIPLE CURRENCIES
  - DISCOVERING NEW OPPORTUNITIES
  - DISCOVERING INCONSISTENCIES



# EVENT STORMING

ENABLES CROSS-PERSPECTIVE  
CONVERSATION

SOFTWARE DESIGN, USER EXPERIENCE, BUSINESS MODELLING, LEAN ETC.

I NEVER SAID IT'S  
EASY



# A DIFFERENT JOB

- BIG PICTURE IS FOR DISCOVERY -> DISAGREEMENTS ARE OK
- HERE WE ARE REACHING AN AGREEMENT -> CONSENSUS IS HARD

SOFTWARE DESIGN





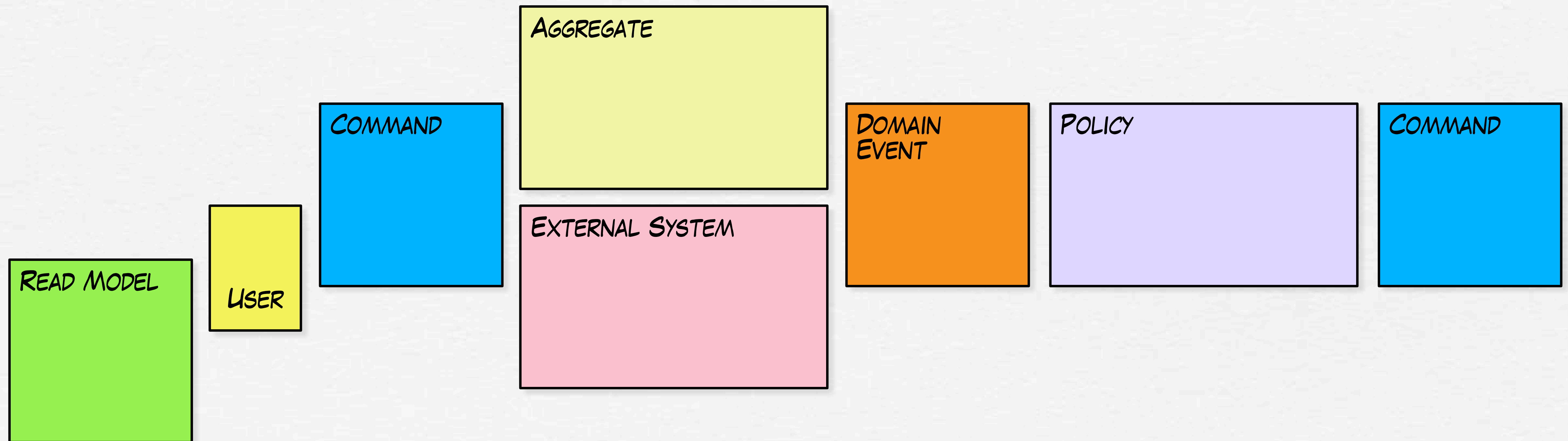


ANOTHER LITTLE  
PROBLEM...



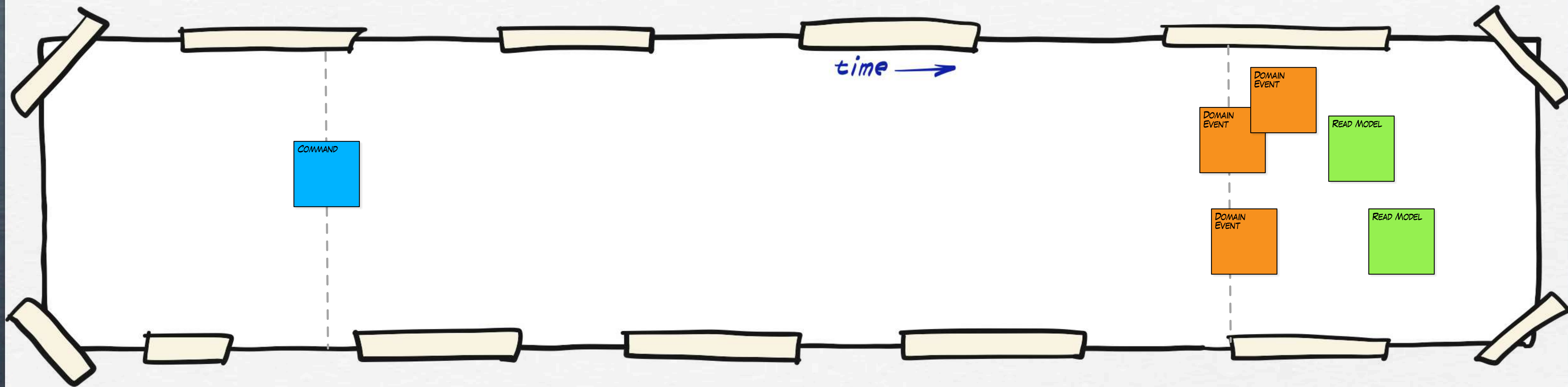
THE MOMENT SOMEONE  
PRONOUNCES THE WORD  
"AGGREGATE" SUDDENLY  
EVERYBODY FROM THE  
BUSINESS HAVE SOMETHING  
URGENT TO DO

# COLOUR-PUZZLE THINKING





# SCOPE: EPIC OR SET OF FEATURES



PRECONDITIONS

THE FLOW TO DISCOVER

OUTCOMES

# INVESTIGATING AGGREGATES

AGGREGATE

- STATE MACHINE LOGIC
- FOCUS ON BEHAVIOUR, NOT DATA
- POSTPONE NAMING
- DON'T FALL IN LOVE WITH YOUR INTUITION



# UBIQUITOUS LANGUAGE(S)

# UBIQUITOUS LANGUAGE(S)

- SLOWLY INTRODUCE CONSISTENCY



# UBIQUITOUS LANGUAGE(S)

- SLOWLY INTRODUCE CONSISTENCY
- ...I SAID SLOWLY

# UBIQUITOUS LANGUAGE(S)

- SLOWLY INTRODUCE CONSISTENCY
- ...I SAID SLOWLY
- **SYMMETRIES ARE TELLING YOU SOMETHING**



# UBIQUITOUS LANGUAGE(S)

- SLOWLY INTRODUCE CONSISTENCY
- ...I SAID SLOWLY
- SYMMETRIES ARE TELLING YOU SOMETHING
- ...BUT ALSO THE LACK OF THEM.

# UBIQUITOUS LANGUAGE(S)

- SLOWLY INTRODUCE CONSISTENCY
- ...I SAID SLOWLY
- SYMMETRIES ARE TELLING YOU SOMETHING
- ...BUT ALSO THE LACK OF THEM.
- **BRUTE FORCE DOES NOT WORK!**



# UBIQUITOUS LANGUAGE(S)

- SLOWLY INTRODUCE CONSISTENCY
- ...I SAID SLOWLY
- SYMMETRIES ARE TELLING YOU SOMETHING
- ...BUT ALSO THE LACK OF THEM.
- **BRUTE FORCE DOES NOT WORK!**



# REWRITING EVENTS

DOMAIN  
EVENT



# REWRITING EVENTS

DOMAIN  
EVENT

- PEDANTIC SEMANTIC PRECISION

# REWRITING EVENTS

DOMAIN  
EVENT

- PEDANTIC SEMANTIC PRECISION
- ... WE STARTED FROM CHAOS, REMEMBER?



# REWRITING EVENTS

DOMAIN  
EVENT

- PEDANTIC SEMANTIC PRECISION
- ... WE STARTED FROM CHAOS, REMEMBER?
- MULTI-LAYERED -> EMERGING BOUNDED CONTEXTS

# REWRITING EVENTS

DOMAIN  
EVENT

- PEDANTIC SEMANTIC PRECISION
- ... WE STARTED FROM CHAOS, REMEMBER?
- MULTI-LAYERED -> EMERGING BOUNDED CONTEXTS
- **KEY INFORMATION BECOMES VISIBLE**



# REWRITING EVENTS

DOMAIN  
EVENT

- PEDANTIC SEMANTIC PRECISION
- ... WE STARTED FROM CHAOS, REMEMBER?
- MULTI-LAYERED -> EMERGING BOUNDED CONTEXTS
- **KEY INFORMATION BECOMES VISIBLE**



**HARD** PROBLEMS DON'T HAVE  
AN **OBVIOUS** SOLUTION



# DISCOVERING READ MODELS

READ MODEL

- THEY'RE NOT "JUST DATA"
- THEY'RE DECISION MAKING TOOLS
- DON'T LET "REUSE" GET IN THE WAY

# DISCOVERING READ MODELS

READ MODEL



# DISCOVERING READ MODELS

## 1. UNDERSTAND THE DECISION

READ MODEL

# DISCOVERING READ MODELS

## 1. UNDERSTAND THE DECISION

- NOT SO EASY #DIRTYLITTLESECRETS

READ MODEL



# DISCOVERING READ MODELS

## 1. UNDERSTAND THE DECISION

- NOT SO EASY #DIRTYLITTLESECRETS
- RATIONAL & EMOTIONAL

READ MODEL

# DISCOVERING READ MODELS

READ MODEL

## 1. UNDERSTAND THE DECISION

- NOT SO EASY #DIRTYLITTLESECRETS
- RATIONAL & EMOTIONAL

## 2. DEFINE THE NECESSARY DATA



# DISCOVERING READ MODELS

READ MODEL

## 1. UNDERSTAND THE DECISION

- NOT SO EASY #DIRTYLITTLESECRETS
- RATIONAL & EMOTIONAL

## 2. DEFINE THE NECESSARY DATA

- DATA SET

# DISCOVERING READ MODELS

READ MODEL

## 1. UNDERSTAND THE DECISION

- NOT SO EASY #DIRTYLITTLESECRETS
- RATIONAL & EMOTIONAL

## 2. DEFINE THE NECESSARY DATA

- DATA SET
- PAGE LAYOUT



# DISCOVERING READ MODELS

READ MODEL

## 1. UNDERSTAND THE DECISION

- NOT SO EASY #DIRTYLITTLESECRETS
- RATIONAL & EMOTIONAL

## 2. DEFINE THE NECESSARY DATA

- DATA SET
- PAGE LAYOUT

## 3. MAKE IT HAPPEN

# DISCOVERING READ MODELS

READ MODEL

## 1. UNDERSTAND THE DECISION

- NOT SO EASY #DIRTYLITTLESECRETS
- RATIONAL & EMOTIONAL

## 2. DEFINE THE NECESSARY DATA

- DATA SET
- PAGE LAYOUT

## 3. MAKE IT HAPPEN

- PROJECTIONS, COMPOSITE UI, MASHUPS, GOOD OLD QUERIES, VIEWS AND STORED PROCEDURES. #WHATEVERITTAKES



# NEED PRODUCT OWNER BADLY

- EXPLORATION IS NEEDED IN ORDER TO CHALLENGE THE MODEL
- PRODUCT OWNER IS NEEDED IN ORDER TO BRING REALITY IN
- KNOWING WITHOUT IMPLEMENTING IS FINE ...AS LONG AS IT'S CHEAP.

# DESIGN STYLE

- OUR FUZZY DEFINITIONS WILL GET PROGRESSIVELY REWRITTEN
- THERE IS NO OVER-DESIGN: WE'RE ON THE CORE!
- EXPECT A LOT OF HEALTHY THRASHING
- BRUCE LEE STATE.







*TAKEAWAYS*







# EVENT STORMING

IS MY PIZZA:  
YOU CAN ADD YOUR  
TOPPINGS



# EVENT STORMING

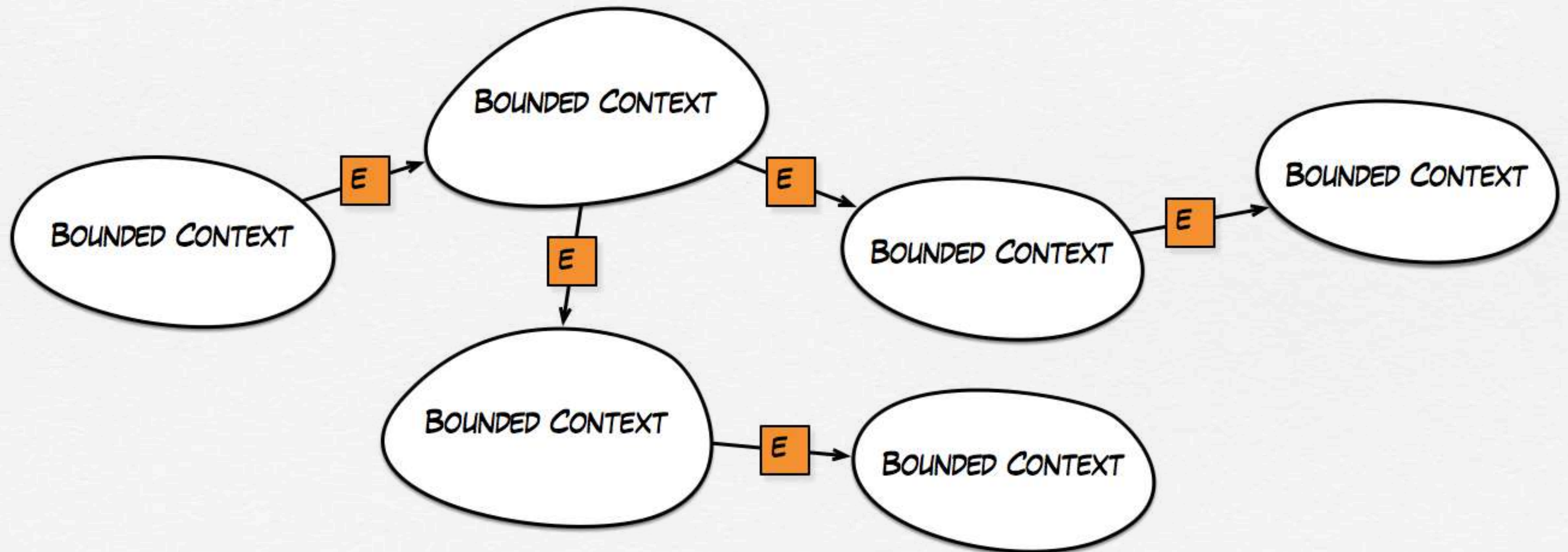
IS MY PIZZA:  
YOU CAN ADD YOUR  
TOPPINGS

WITH THE NOTABLE EXCEPTION OF DATABASE TABLES AND PINEAPPLE

# DOMAIN EVENTS AS LINGUA FRANCA

- **DOMAIN EVENTS** ARE A BETTER CHOICE FOR...
  - ...DESCRIBING THE BUSINESS
  - ...IMPLEMENTING THE SUPPORTING SOFTWARE

# EVENTS ARE WAY BETTER TO PREVENT IT





# EVENTS AS PUBLISHED LANGUAGE

TRANSLATION HAPPENS  
AT THE BORDER,  
INCLUDING BUSINESS  
MEANING

PUBLISHING

LOCAL EVENTS ARE  
CONSISTENT WITH  
INTERNAL LANGUAGE

TRAINING  
PAGE  
PUBLISHED

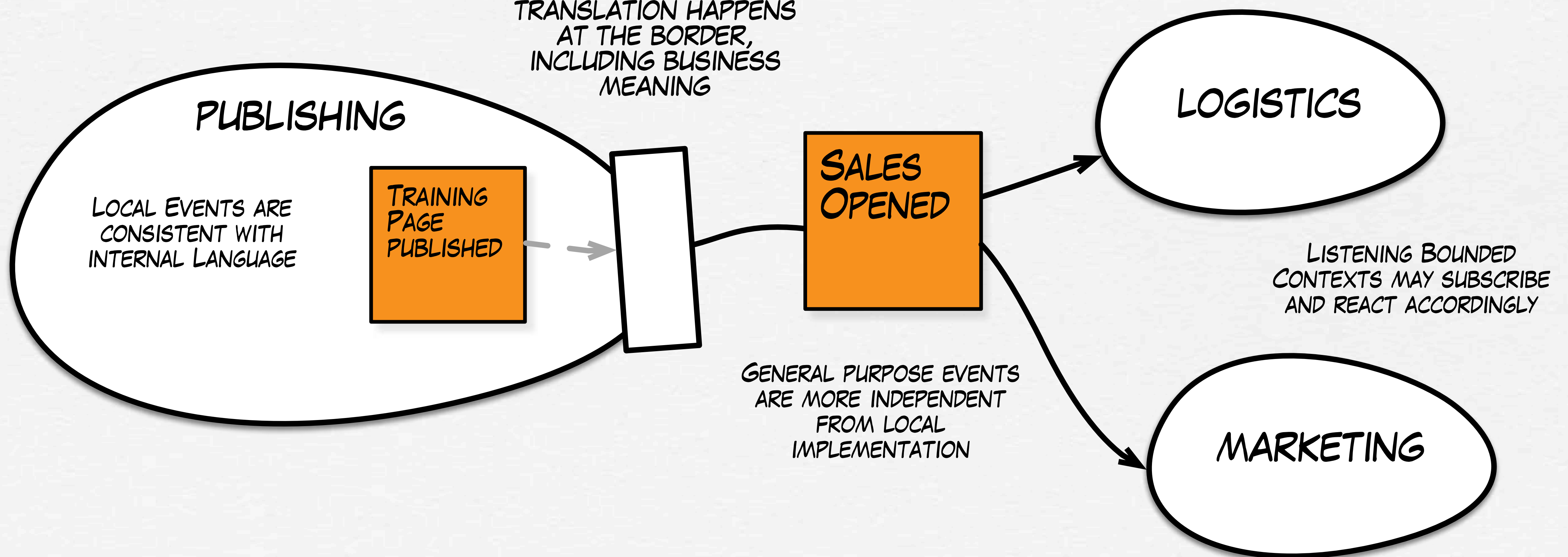
SALES  
OPENED

LOGISTICS

LISTENING BOUNDED  
CONTEXTS MAY SUBSCRIBE  
AND REACT ACCORDINGLY

GENERAL PURPOSE EVENTS  
ARE MORE INDEPENDENT  
FROM LOCAL  
IMPLEMENTATION

MARKETING



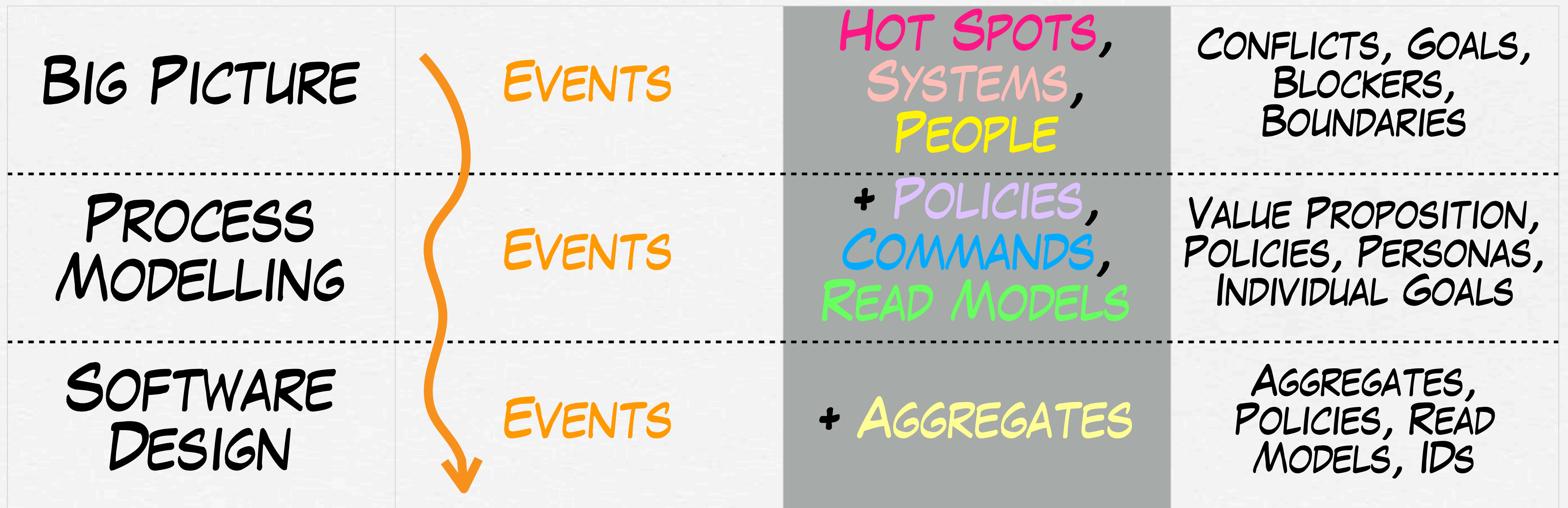
THEY ALLOW ZOOMING!

# FROM VISION TO DETAIL (AND BACK)

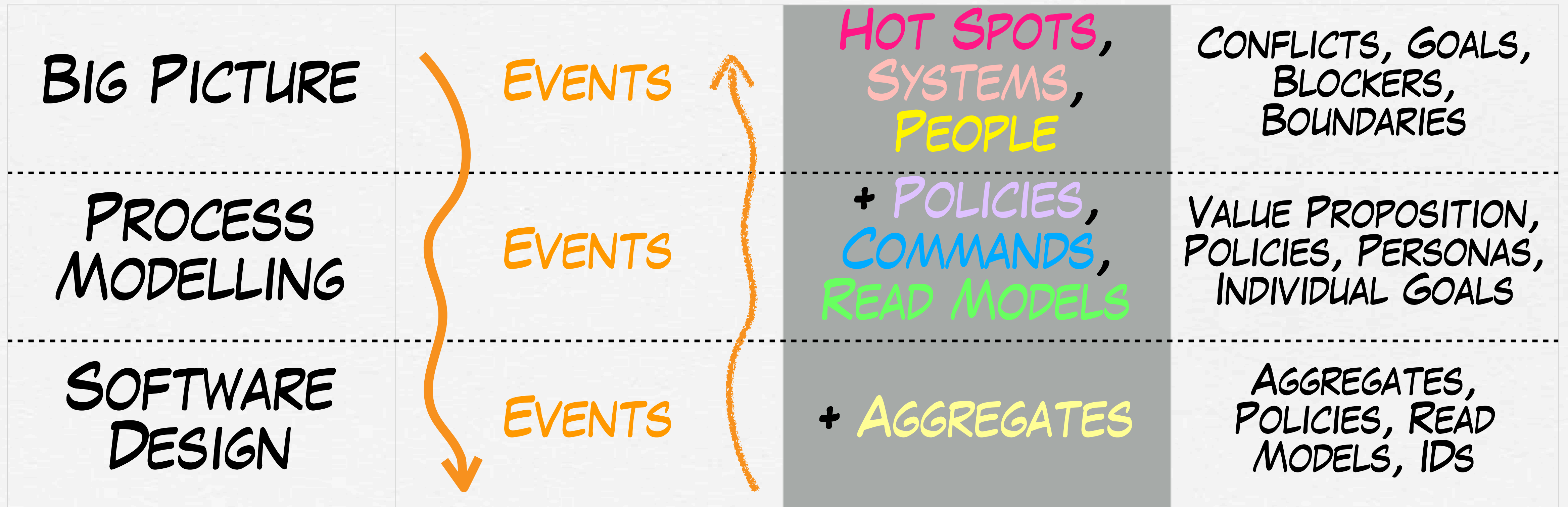
BIG PICTURE	EVENTS	HOT SPOTS, SYSTEMS, PEOPLE	CONFLICTS, GOALS, BLOCKERS, BOUNDARIES
PROCESS MODELLING	EVENTS	+ POLICIES, COMMANDS, READ MODELS	VALUE PROPOSITION, POLICIES, PERSONAS, INDIVIDUAL GOALS
SOFTWARE DESIGN	EVENTS	+ AGGREGATES	AGGREGATES, POLICIES, READ MODELS, IDS



# FROM VISION TO DETAIL (AND BACK)



# FROM VISION TO DETAIL (AND BACK)



# A TOOL FOR A PURPOSE-DRIVEN ORGANIZATION



# A TOOL FOR A PURPOSE-DRIVEN ORGANIZATION

WHO ARE WE MAKING HAPPY?







QUESTIONS?

EVERY QUESTION IS  
WELCOME, EXCEPT  
"WHEN WILL YOU FINISH  
THE BOOK?"



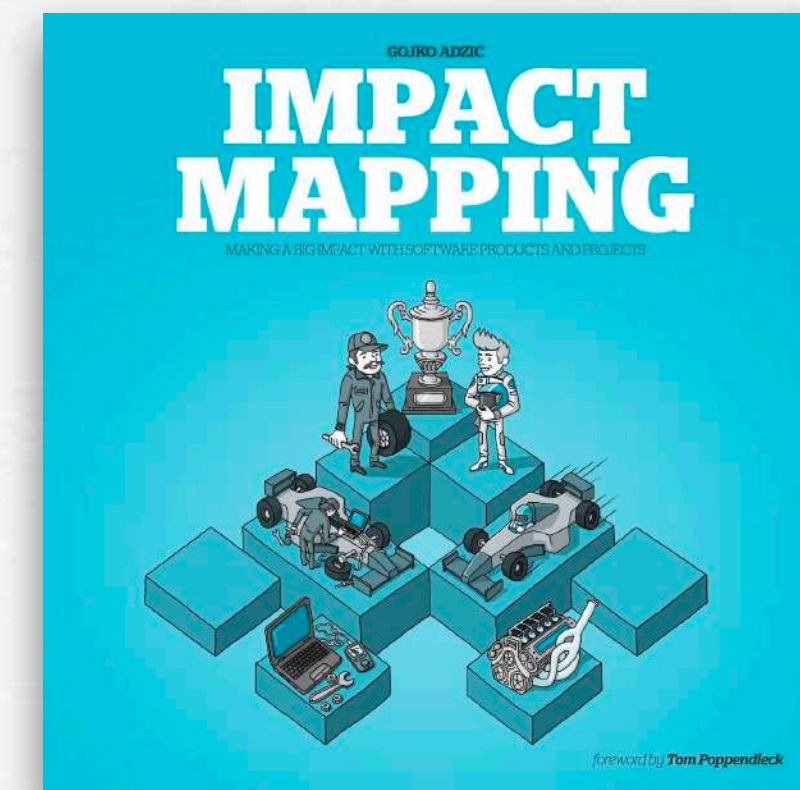
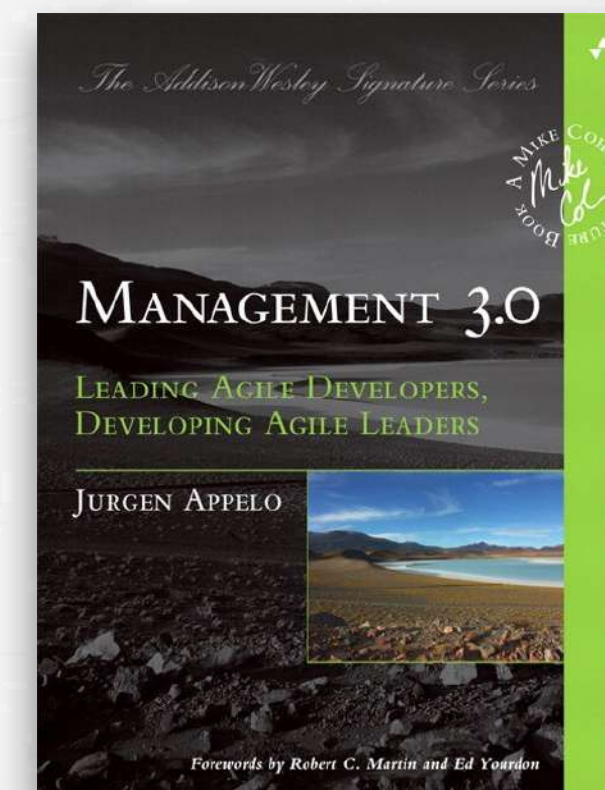
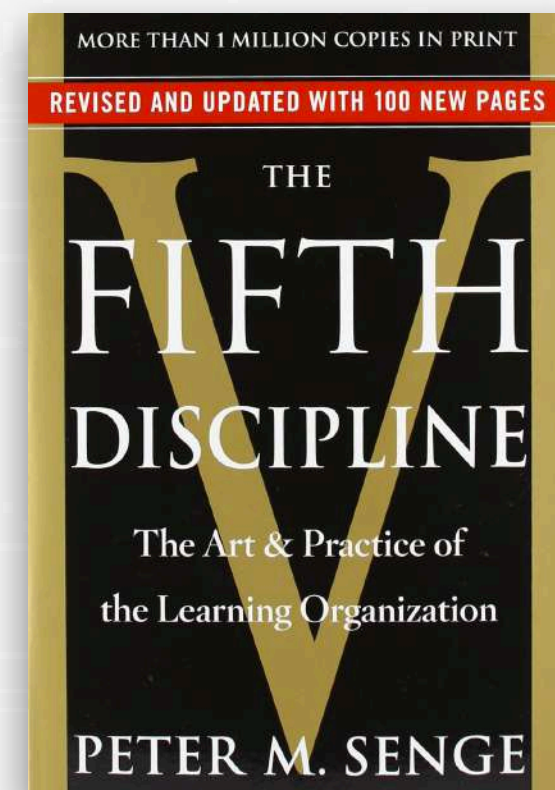
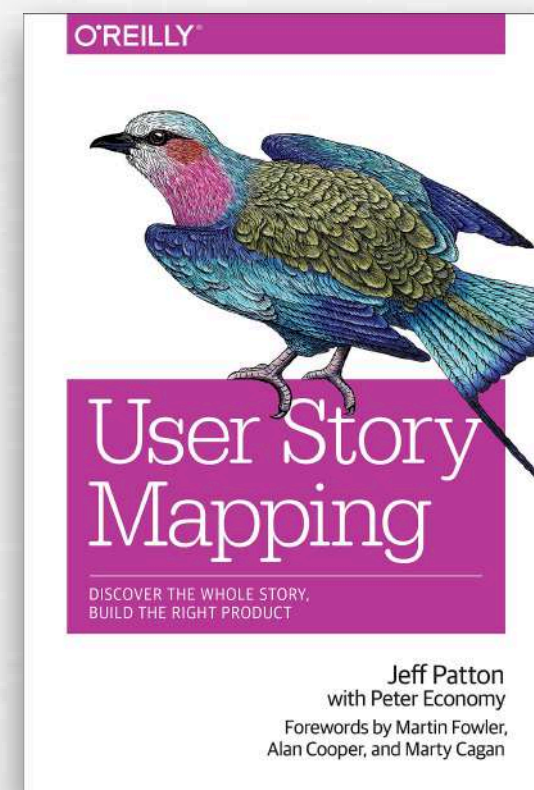
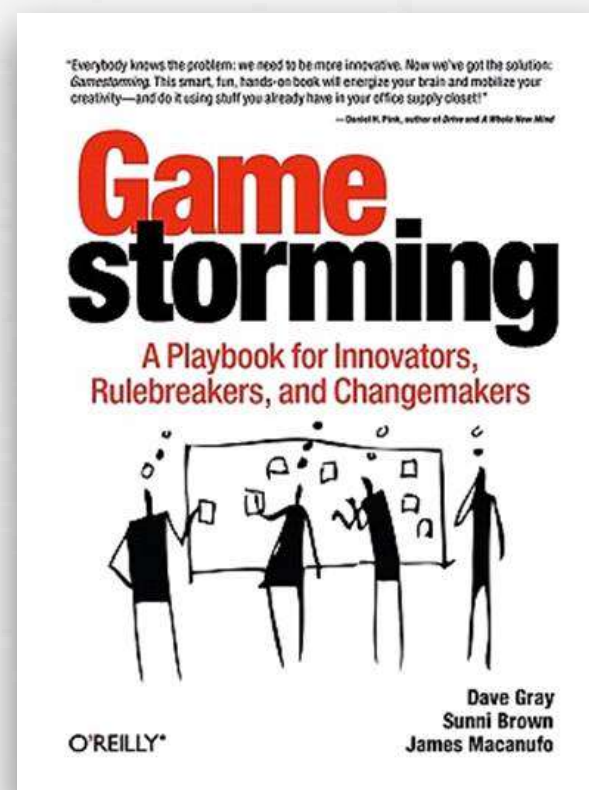
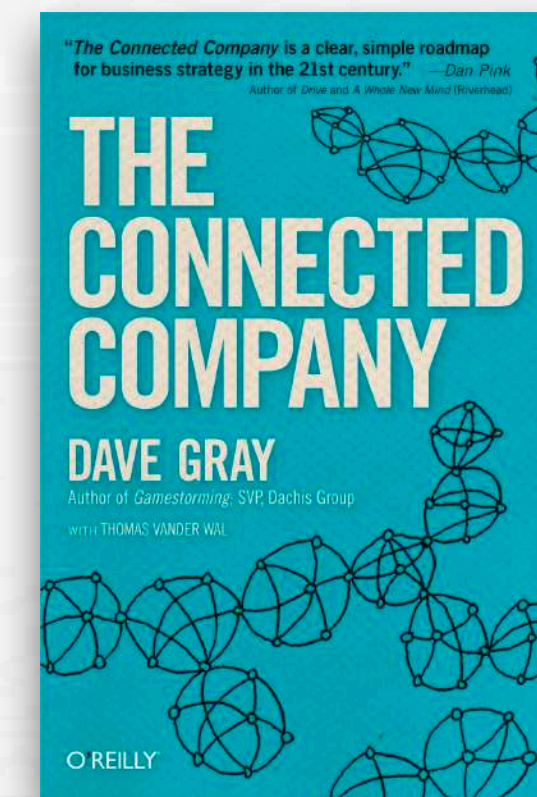
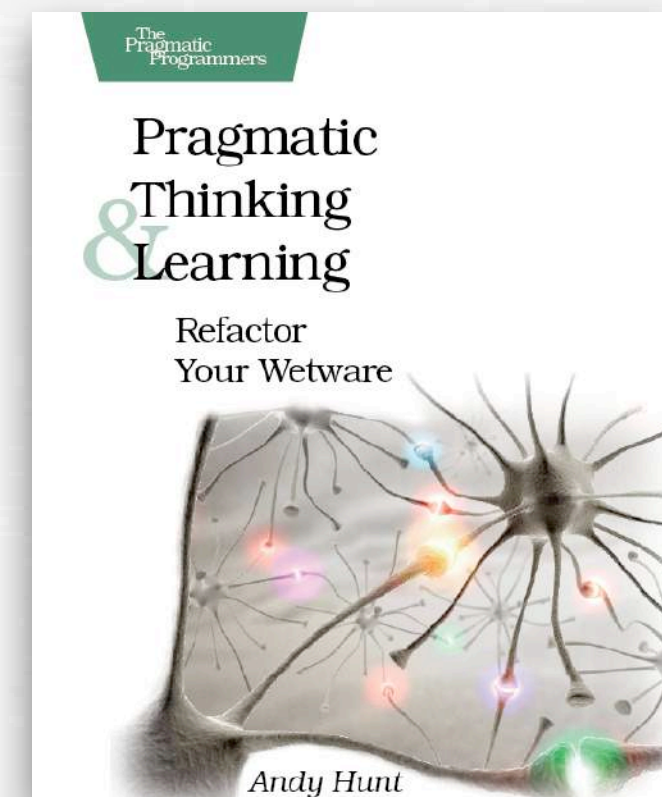
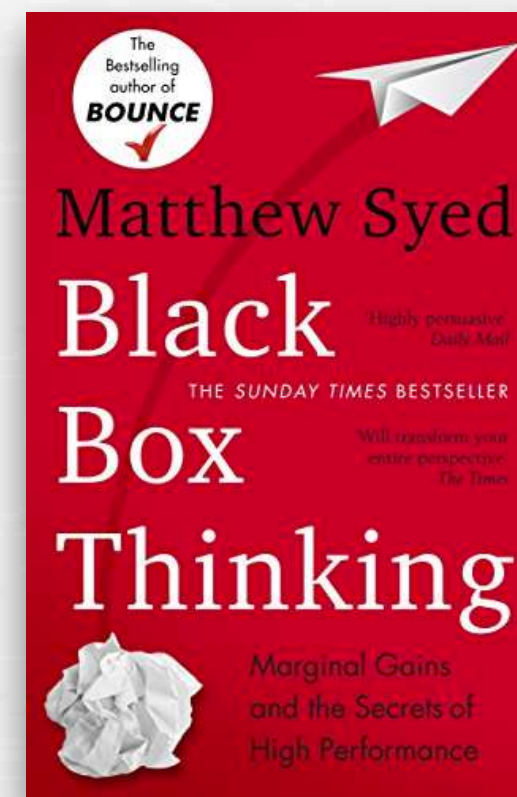
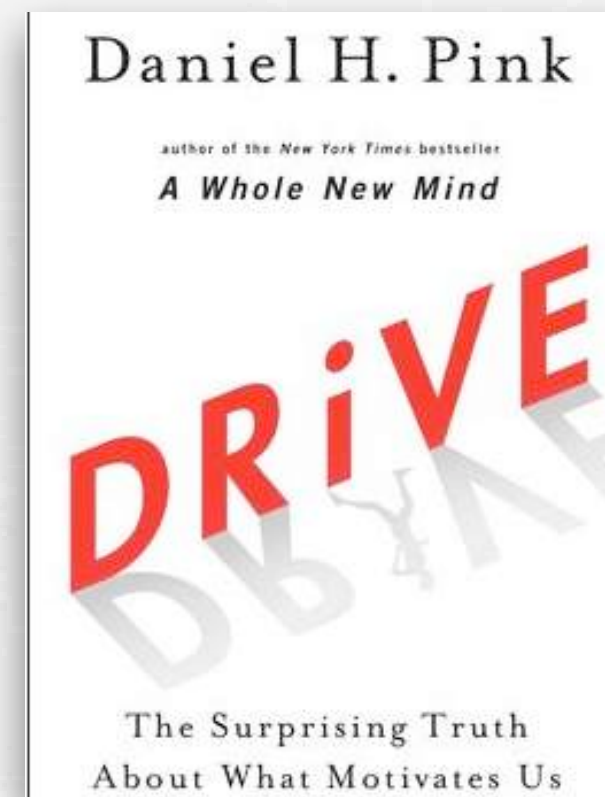
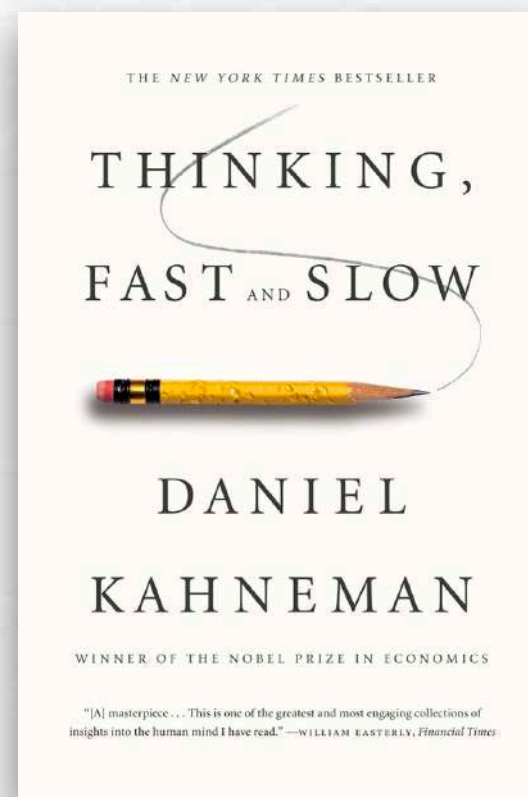


QUESTIONS?

THANK YOU!



# REFERENCES





# REFERENCES

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