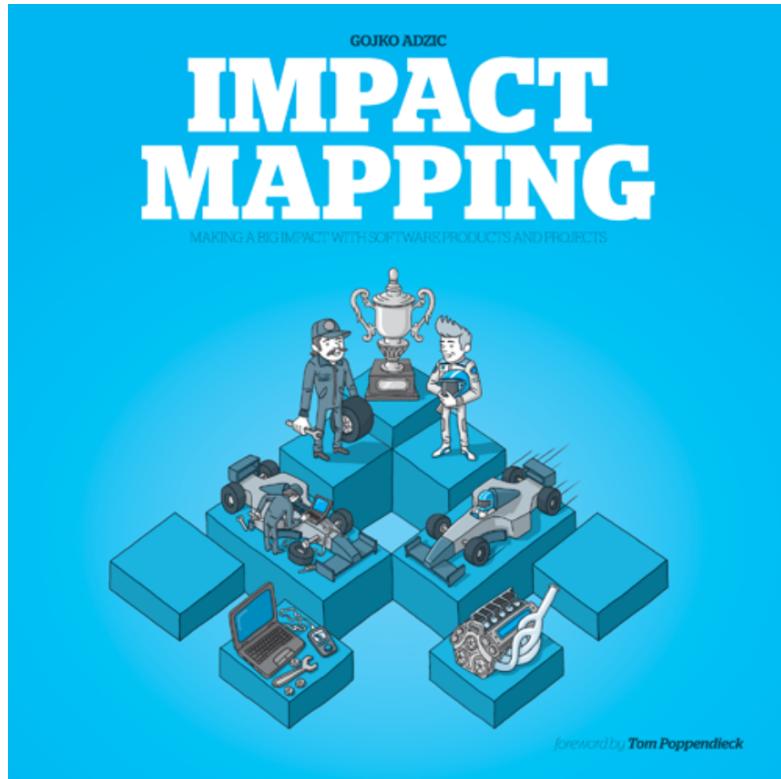


Impact Mapping Workshop

Facilitated by Rachel Whitt and John Hughes

What Is Impact Mapping



Other Resources:

www.impactmapping.org

<https://github.com/impactmapping/open-impact-mapping-workshop>

<https://www.impactmapping.org/book.html>

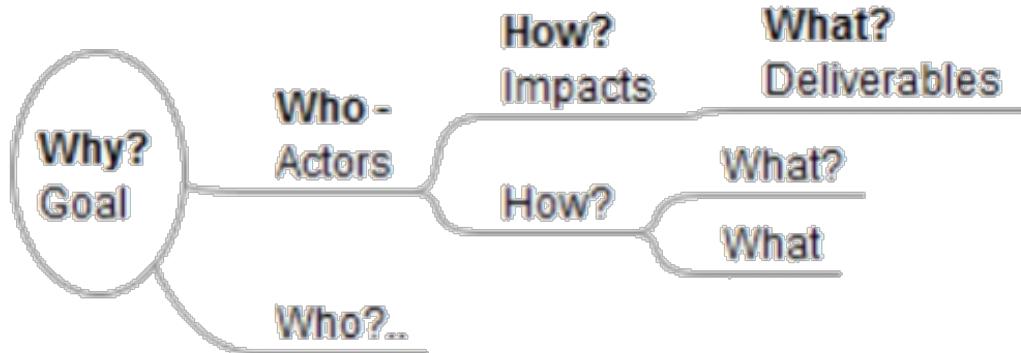


Gojko Adzic

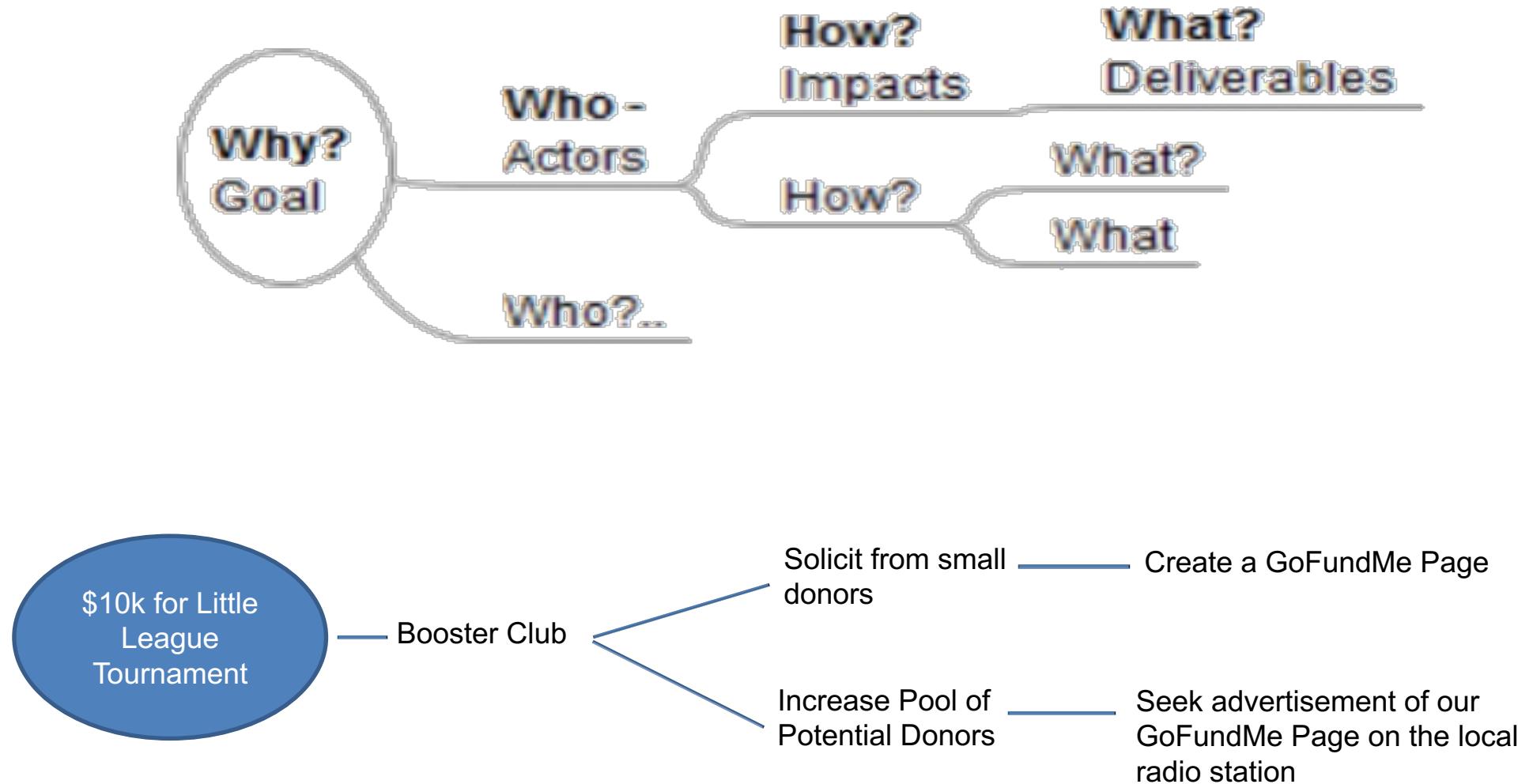
Impact mapping is a facilitated planning activity which helps key decision-makers determine what is most valuable and how to take action

Elements of an Impact Map

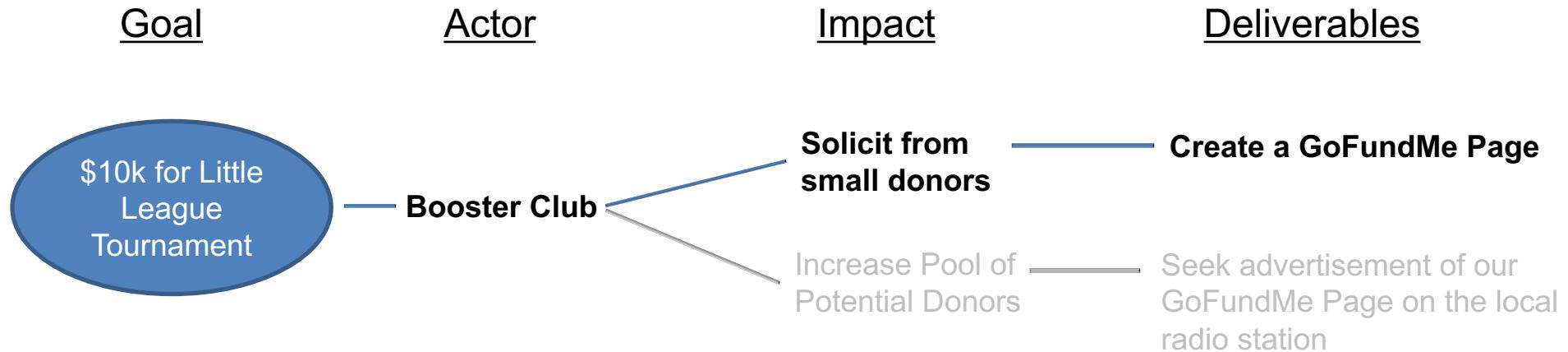
- Goal
 - Why are we doing this
 - Measurement – What amount of change do we desire to achieve
- Actors
 - Who will be impacted by this?
 - Who can help to achieve the goal?
 - Who can obstruct?
 - Who is a part of *building, consuming, or influencing* the solution
- Impacts
 - How will this impact them?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



Example Skeleton Map to Raise Funds for Little League Tournament



Example User Story From Skeleton Map



User Story:

**As a Booster Club member
I will create a GoFundMe page
So that I can solicit from small donors**

...in order to raise \$10k for the Little League Tournament

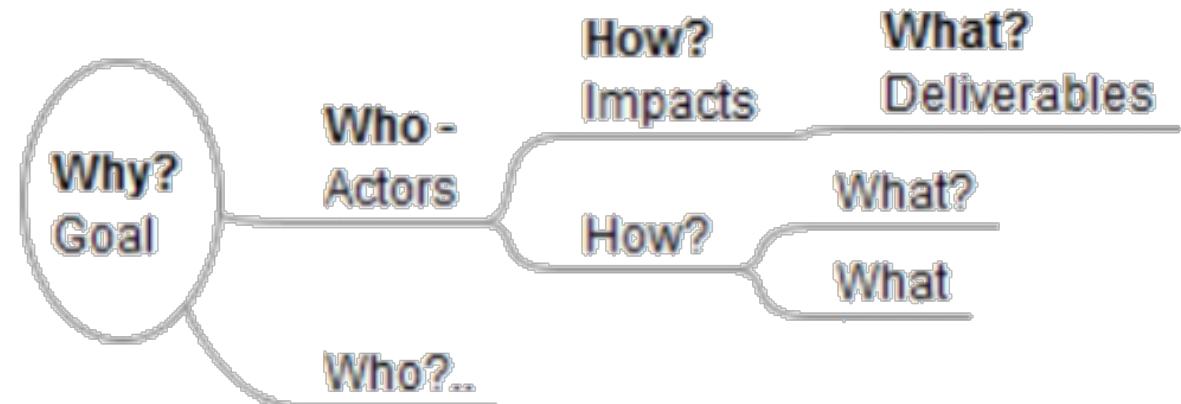
Create Another Thread

Goal – Raise \$10k for our kid's Cross-Country Little League Tournament

What are the details of our goal?

Raise funds for Cross-Country Little League Tournament

Scale (what we will measure)	Net gain in \$
Benchmark (what we have now)	\$1,000.00
Constraint (Minimum acceptable value)	\$8,000.00
Target (our desired amount)	\$10,000.00



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Goals

- 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

Actors

- Interview team
- Recruiters
- Project Managers
- Sevatec Employees
- Marketing
- Hiring Managers
- the "talent"
- FSO
- Pricing Team
- Customers
- Proposal team
- Executive leadership
- Technical Leads and Leaders

Impacts

- Find better cultural/ 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

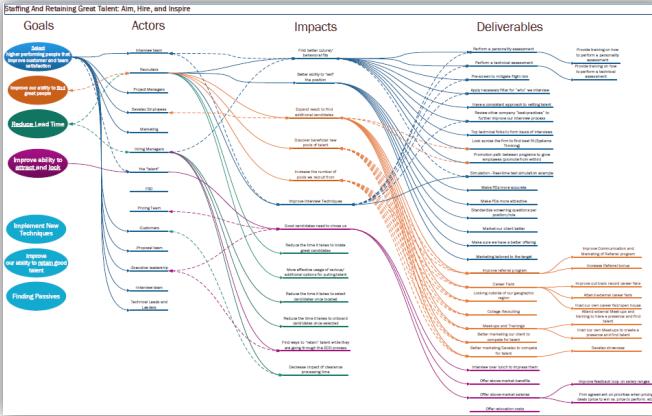
Deliverables

- Perform a personality assessment
- Perform a technical assessment
- Pre-screen to mitigate flight risk
- Apply necessary filter for "who" we interview
- Have a consistent 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 feedback loop on salary ranges
- Firm agreement on priorities when pricing deals (price to win vs. price to perform, etc.)

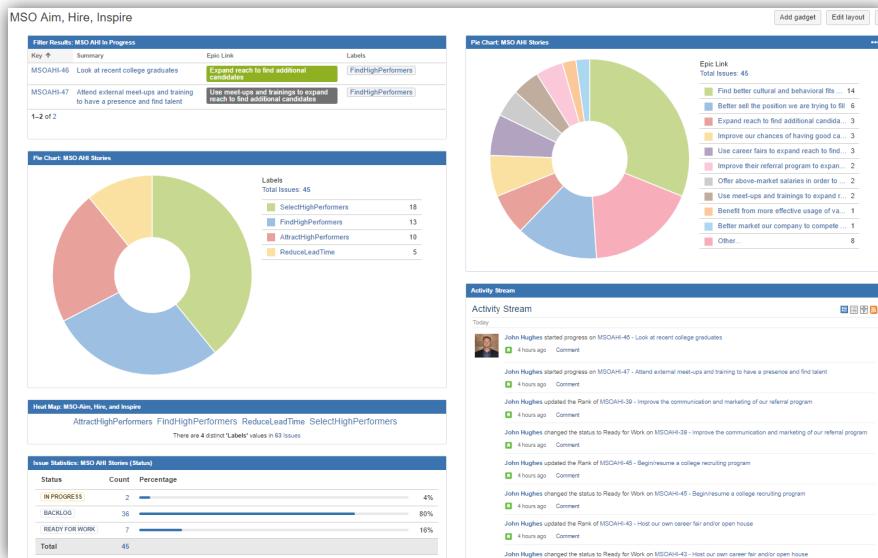
The Big Picture of How the Process and Tools Can Fit Together

Goals and Objectives

Impact map to align actions to goals



Dashboard to
keep big
picture goals
and progress
in sight



Backlog of user stories to persist
and provide order

As a/an Recruiter and/or Hiring Manager

I want to attend external meet-ups and training to have a presence and find talent

So that Sevatec may use meet-ups and trainings to expand reach to find additional candidates

In order to improve our ability to find great people

MSOAH board

Backlog

Q QUICK FILTERS: Only My Issues Recently Updated

Backlog 36 ISSUES

MSOAH-1 Receive training on how to perform a personality assessment during candidate interviews Find better culture

MSOAH-20 Perform a personality assessment during candidate interviews Find better culture

MSOAH-21 Receive training on how to perform a technical assessment during candidate interviews Find better culture

MSOAH-22 Perform a technical assessment during candidate interviews Find better culture

MSOAH-23 Ensure candidates are pre-screened prior to their interview, or at least selection, to mitigate flight risk Find better culture

MSOAH-24 Pre-screen candidates for flight risk prior to their interview Find better culture

MSOAH-25 Apply an improved filter to candidates being hired down-select who we should interview Find better culture

MSOAH-26 Have a consistent approach to vetting talent Find better culture

MSOAH-27 Review other companies' best practices to interviewing and compile a guide for our interviewers based on our findings Find better culture

MSOAH-28 Review other companies' best practices to further improve our interview process Find better culture

MSOAH-29 Ensure that our top technical talent are involved in the technical interview Find better culture

MSOAH-30 Look across the firm to find the best fit for the position (Systems Thinking) Find better culture

MSOAH-31 Make sure there are promotion paths in place between and within programs to grow employees Find better culture

MSOAH-32 Use simulations and other real-time tests to verify candidate capability Find better culture

MSOAH-33 Make Position Descriptions more accurate Better sell the post!

MSOAH-34 Make Position Descriptions more attractive Better sell the post!

MSOAH-35 Standardize screening questions per position role Better sell the post!

MSOAH-36 Market our client better Better sell the post!

MSOAH-37 Make sure we have a better offering Better sell the post!

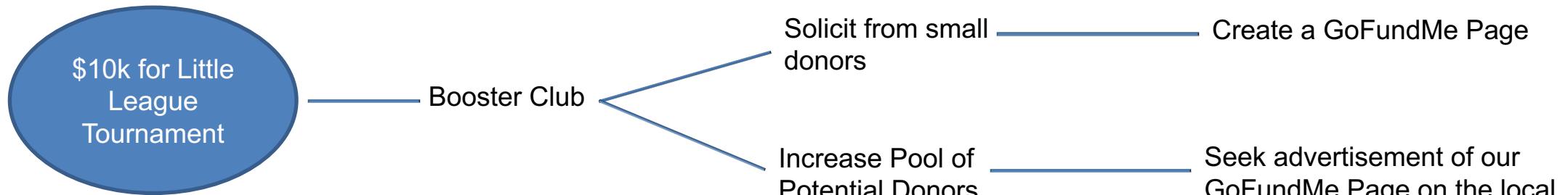
Kanban Board to manage near term effort

MSOAH1 board		
QUICK FILTERS: Only My Issues Recently Updated		
Ready For Work	In Progress	Done
<div><p>MSOAH1-44 ↑ Look outside of our geographic region Expand reach to find additional candidates</p><p>MSOAH1-42 ↑ Attend external career fairs Use career fairs to expand reach to find additional candid...</p><p>MSOAH1-41 ↑ Improve our track record at career fairs Use career fairs to expand reach to find additional candid...</p><p>MSOAH1-45 ↑ Begin/resume a college recruiting program Expand reach to find additional candidates</p><p>MSOAH1-39 ↑ Improve the communication and marketing of our referral program Improve their referral program to expand reach to find add...</p><p>MSOAH1-43 ↑ Host our own career fair and/or open house Use career fairs to expand reach to find additional candid...</p><p>MSOAH1-48 ↑ Host our own meet-ups to create a presence and find talent Use meet-ups and trainings to expand reach to find addit...</p></div>	<div><p>MSOAH1-47 ↑ Attend external meet-ups and training to have a presence and find talent Use meet-ups and trainings to expand reach to find addit...</p><p>MSOAH1-46 ↑ Look at recent college graduates Expand reach to find additional candidates</p></div>	

Hold an Impact Mapping Session

- Bring together five to eight people who are affected by or influential in achieving your prepared goal(s)
- Include:
 - Domain experts
 - Developers/designers
 - Product Owner or relevant managers
- Materials:
 - Goals!
 - Whiteboard + markers
 - Post-it notes

Impact Mapping Workshop



WHY

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

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?

Questions & Answers



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LinkedIn: www.linkedin.com/in/johnwhughesjr

Impact Mapping Outline

- Prep Step 1: Discover Real Goals
- Prep Step 2: Define Good Measurements
- Prep Step 3: Plan your first Milestone
- Map Step 1: Draw the Map Skeleton
 - Actors (Who)
 - Impacts (How)
 - Deliverables (What)
- Map Step 2: Find Alternatives
- Map Step 3: Identify Key Priorities
- Map Step 4: Earn or Learn



Why Impact Mapping

- Align to business goals
- Promote collaboration
- Identify underlying assumptions
- Couch activities as experiments
- Facilitate ongoing Roadmap management
- Create better User Stories

Deliver business goals, don't just ship software



Prepare Your Goals

- Discover Goals
 - Do not focus on features
 - Think “Why is this important?” and “How does this help?”
- Define Good Measures
 - (Scale) What we will measure
 - (Meter) How we will measure it
 - (Benchmark) What it is now
 - (Constraint) Minimum acceptable value
 - (Target) The desired value
- Pick your First Milestone
 - Assess your list of goals and measurements
 - Order them by importance to organization mission
 - 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%

Example Goals

Good Goals:

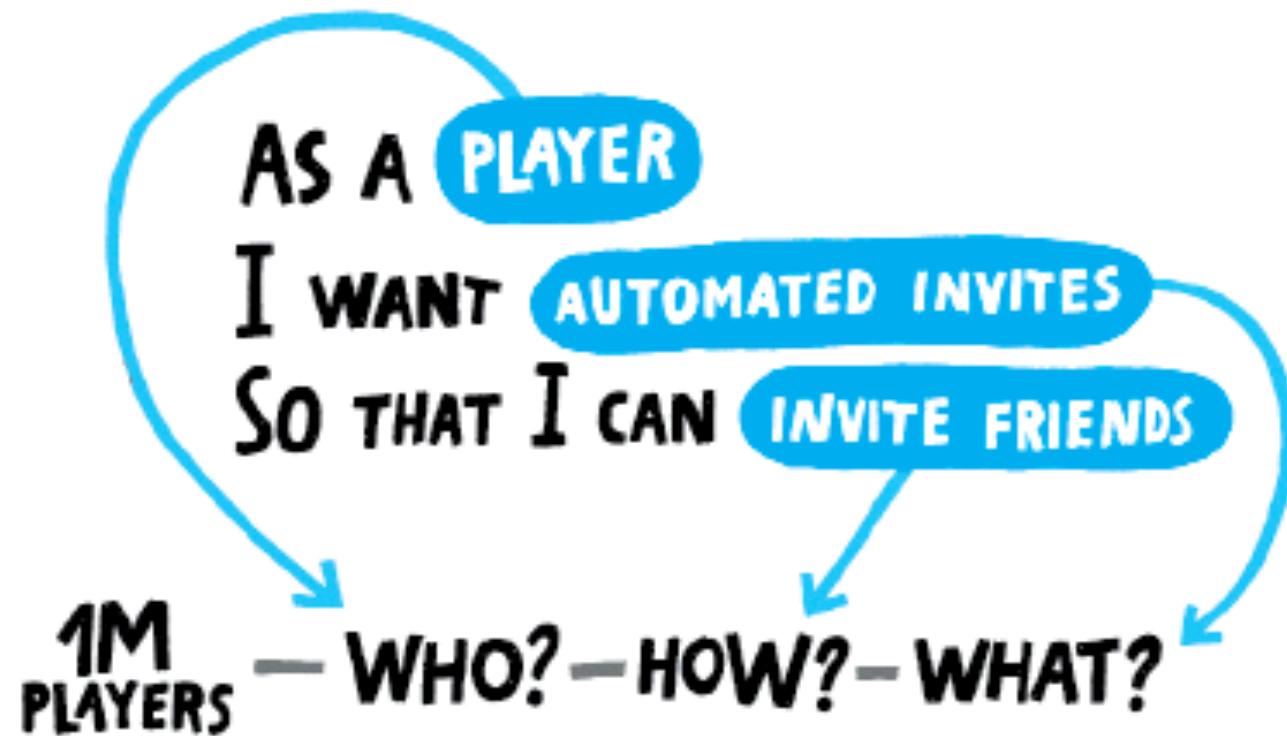
- Increase the number of monthly players to 1 million within six months
- Reduce operational costs to \$30,000 a month
- Increase player retention to 70% (players coming back within one week of signup)

Bad Goal:

- Add Achievements to all our games
 - Why? So that people post about our games to social media.
 - Why? So that people read the posts.
 - Why? So that they also sign up to play.
 - Why? So that we can have 1 million players.
 - Why? To make more money...

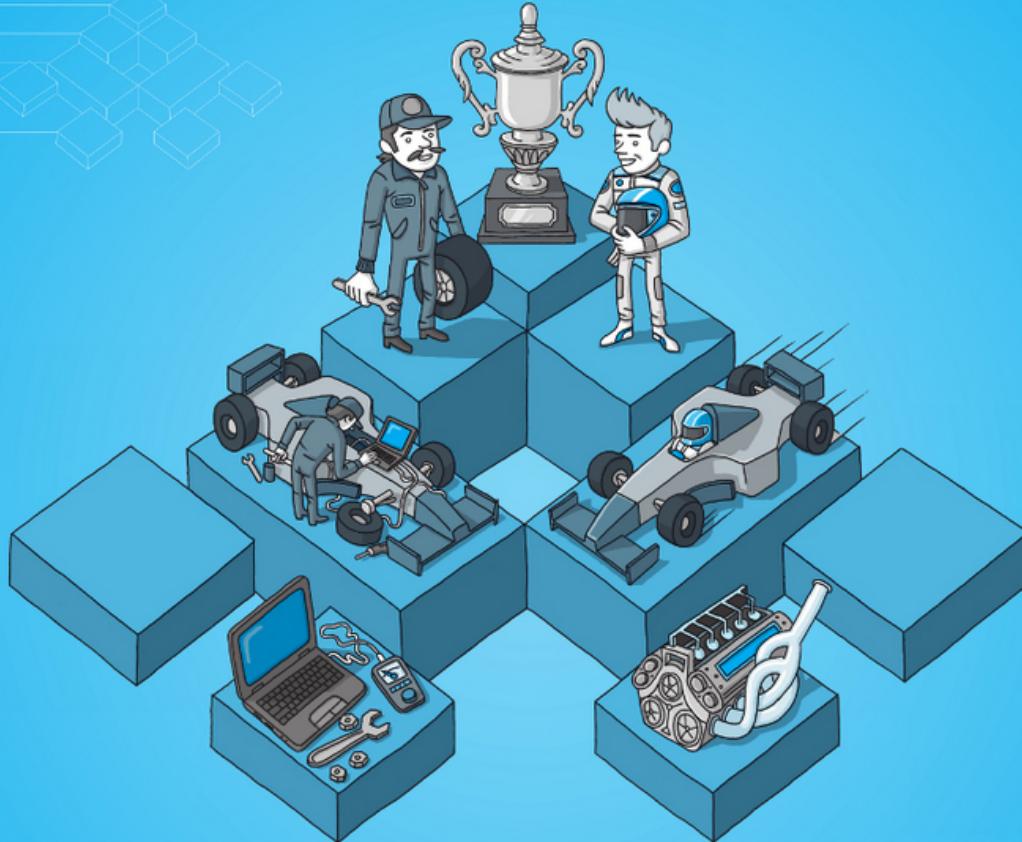
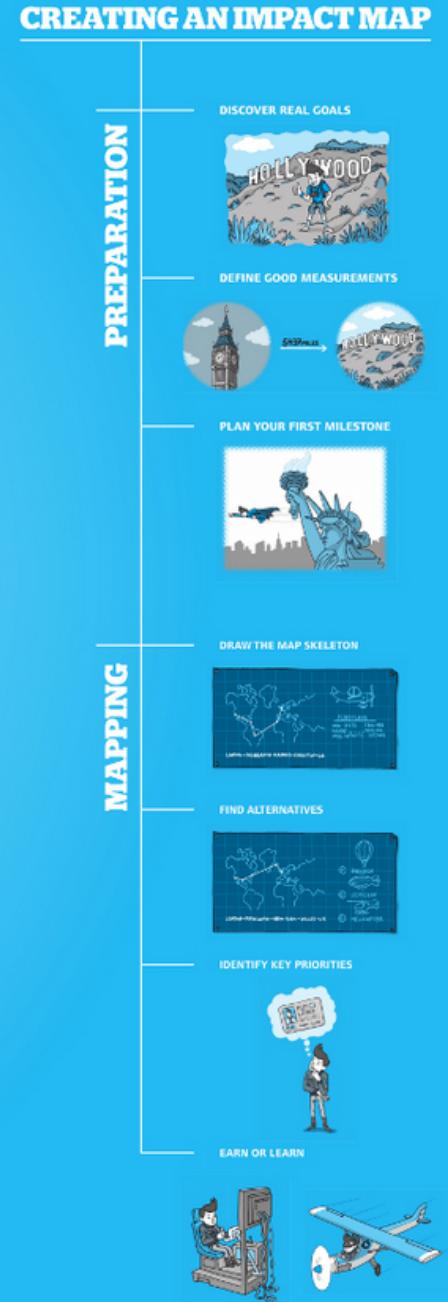
Create User Stories

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



IMPACT MAPPING

www.impactmapping.org

WHY?

GOAL

The centre of an impact map answers the most important question: Why are we doing this? This is the goal we are trying to achieve.

The purpose of impact mapping is to make the delivery transparent and focus on what needs to be done. Impact mapping is a visual way to make sure that the right things are being worked on.

Goals should not be about making products or delivering project scope. They should be about what you want to do instead.

Goals should present the problem as the短板, not the solution. Avoid designs centered on a problem.

Don't worry about who is doing it or how long it takes. Or is this aspect different in nature? For example, the product development team may have a different timeline than the marketing team. The marketing team may have a different set of key performance indicators for product performance.

For companies projects and organizations try to define goals that have an outcome like to increase:

WHO?

ACTORS

The first level of an impact map provides answers to the following questions: Which behaviour do we want to impact? Who can produce the desired effect? Who can obstruct? Who are the consumers or users of our product? Who will be impacted by it? These are the actors who can influence the outcome.

Important actors are those who can significantly influence the success of a project or provide resources, including end-users and external or internal stakeholders. Unimportant actors are those looking for the same type of access.

Primary actors: whose goals are fulfilled. For example players of a racing game.

Secondary actors: who provide services. For example the track preparation team.

Other actors: those who have an interest in the behaviour, but are not involved in creating or providing a service, for example investors or media journalists.

An impact map gives an approach to better manage resources of time, effort and other needs, and to share if a system might be required to consider for a particular project. By involving actors in the center quickly in feedback, one person, role or job role, provides information.

HOW?

IMPACTS

The second level of an impact map sets the actors in the perspective of our business goal. It answers the following questions: How should our actors behaviour change? How can they help us to achieve the goal? How can they obstruct or prevent us from succeeding? These are the impacts that we're trying to create.

Our last step is to identify what each actor does and the impacts it really helps us to reach the overall goal.

Impact can be product features. Avoid adding software when there is no actual need.

Identify where changes in user behaviour, not just the relevance, show how the actor is able to perform their job in a more positive. So instead of just adding a feature, try to identify what your users want.

Consider negative or lessening impacts as well as positive ones.

Important actors can often help or hinder the outcome in very different ways. Once you discover the first aspects of an actor, think about what else they could do.

WHAT?

DELIVERABLES

Once we have the first three questions answered, we can talk about scope. The third level of an impact map answers the following question: What can we do, as an organization or a delivery team, to support the desired impacts? These are the deliverables, software features and organizational activities.

This is the last important level of an impact map. Don't try to make it complete from the start, define it incrementally as you define.

These deliverables are specific. And I take it for granted that everything listed here will actually be delivered.

Don't get into a lot of detail early on, there will be time for that later. Just only add the details that are needed to make sure that the team has enough information to work on. An over-engineered system is a waste of time and resources for those who are not involved.

From an audience perspective, there are often ways of representing a business strategy without being too formal – something like a budget for advertising to recruit new players that are not yet interacting in a system. Consider anything that helps to achieve an impact.