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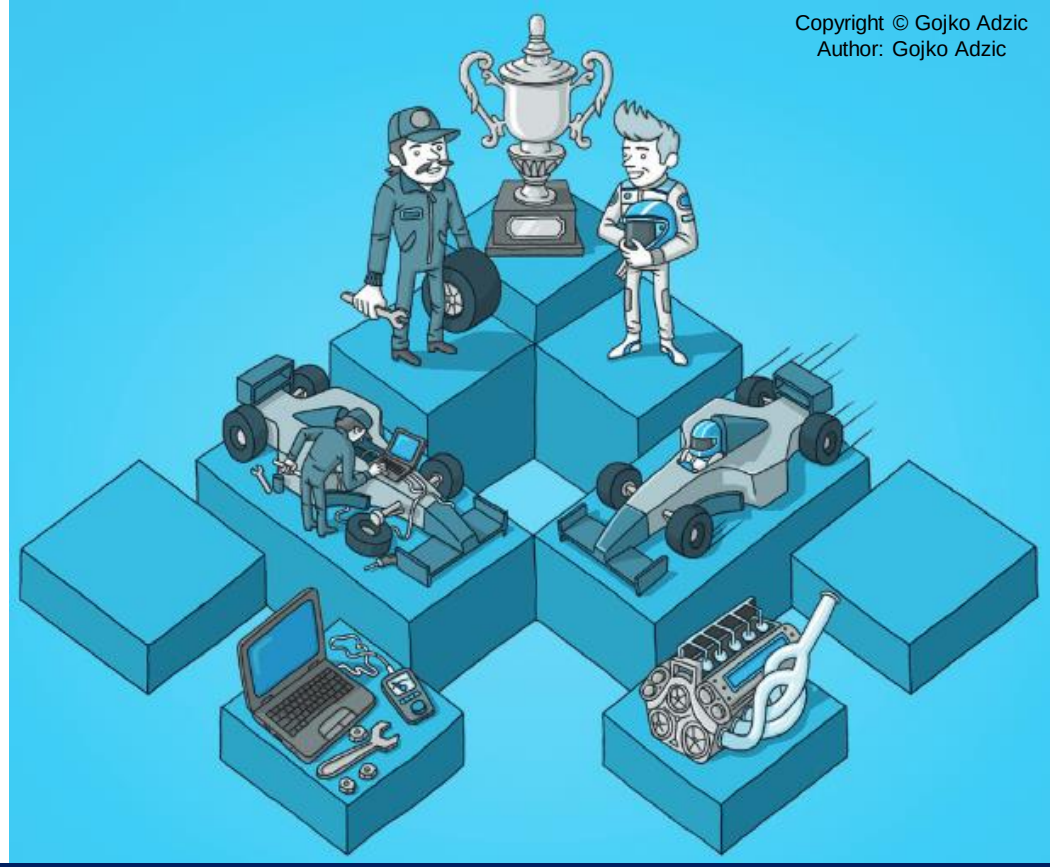

Impact Mapping Workshop

Facilitated by John Hughes

John Hughes

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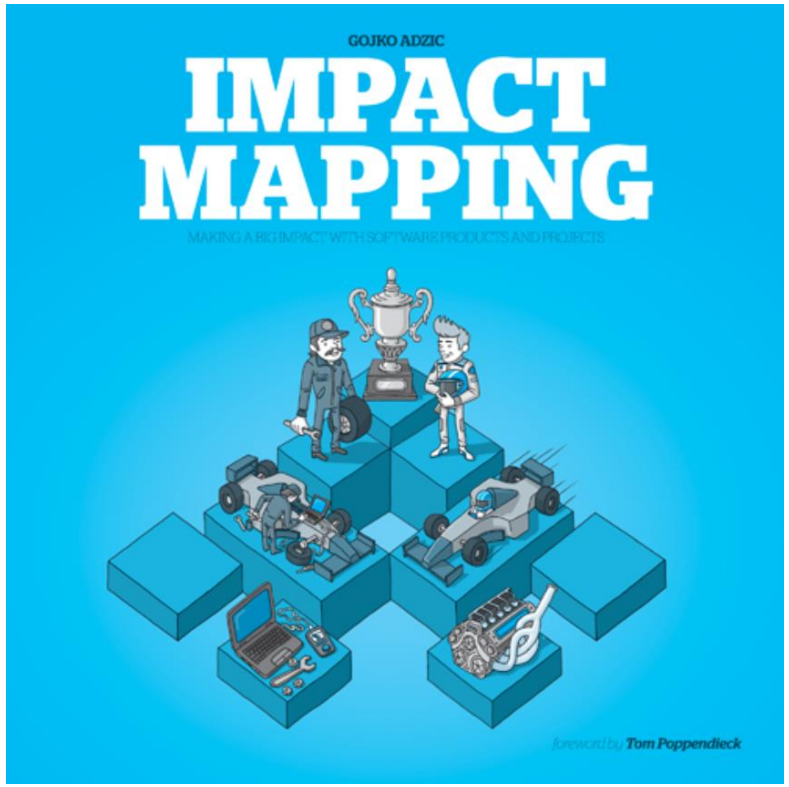
- **Delivery Coach**
  - Executive Coach
  - Enterprise Coach
  - Technical Coach
  - Teacher
  - Mentor
- **Conference Speaker**
  - Agile2014
  - Agile2015
  - AgileDC 2013
  - AgileDC 2014
  - AgileDC 2015
  - AgileDC 2016
- **Longtime Federal Consultant**
  - Started with INS in 1998
  - ICE
  - HQ
  - USCIS
- **Meetup Host**
  - DC Organizational Agility Practitioners
  - Sevatec's TBD Agile Meetup
- **Certified Agilist, Delivery Manager, and Developer**
  - ICAgile Agile Team Facilitator (ICP-ATF)
  - ICAgile Agile Coach (ICP-ACC)
  - ICAgile Foundations of DevOps (ICP-FDO)
  - SAFe Agilist (SA)
  - Certified ScrumMaster (CSM)
  - Agile Certified Practitioner (PMI-ACP)
  - Project Management Professional (PMP)

Objectives for this Impact Mapping Workshop

Key Learning Outcomes:

- Plans based on features are impossible to compare; anything can be justified when there are no clear objectives
- Plans based on impact maps are easy to compare, because they expose assumptions and provide focus
- How to create impact maps
- How thinking about impacts makes it easy to propose good deliverables
- How impact maps make prioritization easy – drive roadmaps
- How to create or split stories using an impact map

What Is Impact Mapping



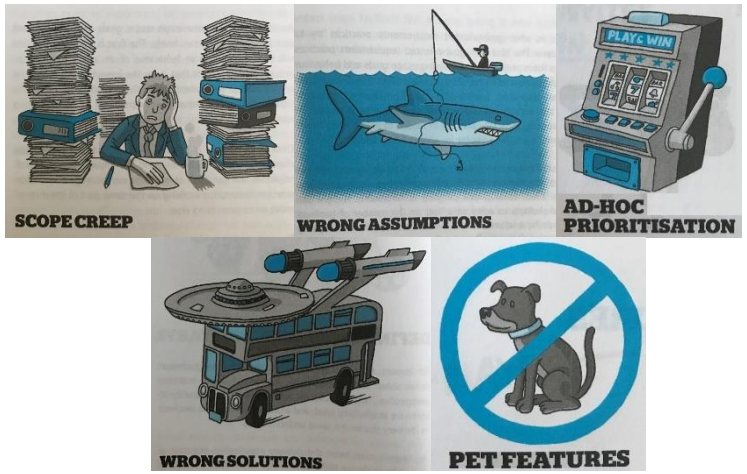
Gojko Adzic

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

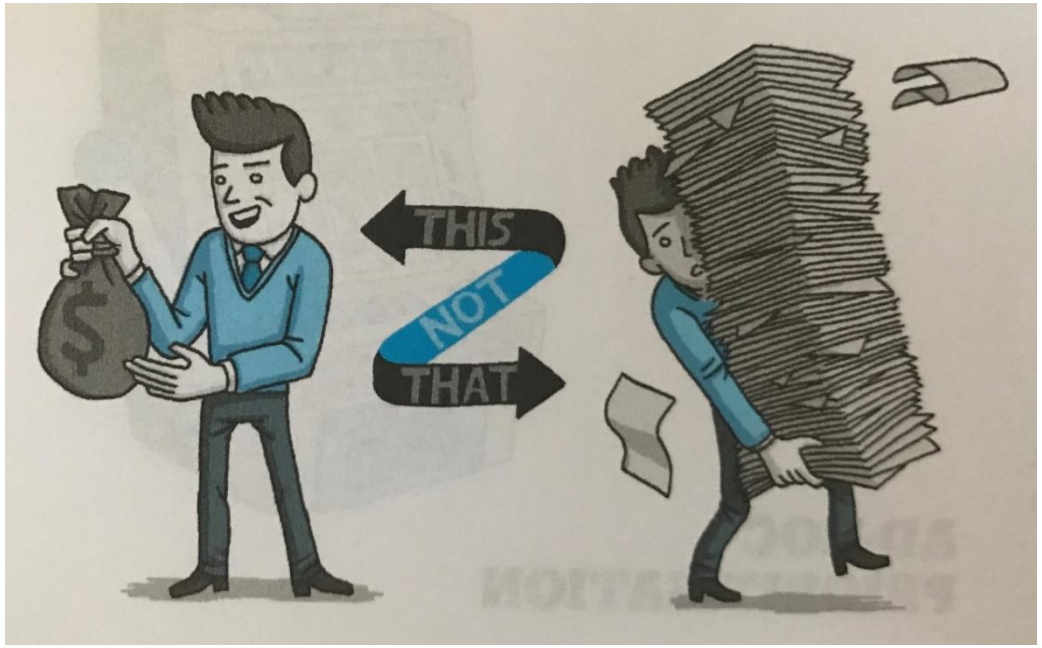
Other Resources:
www.impactmapping.org
https://github.com/impactmapping/open-impact-mapping-workshop
https://www.impactmapping.org/book.html

Why Impact Mapping

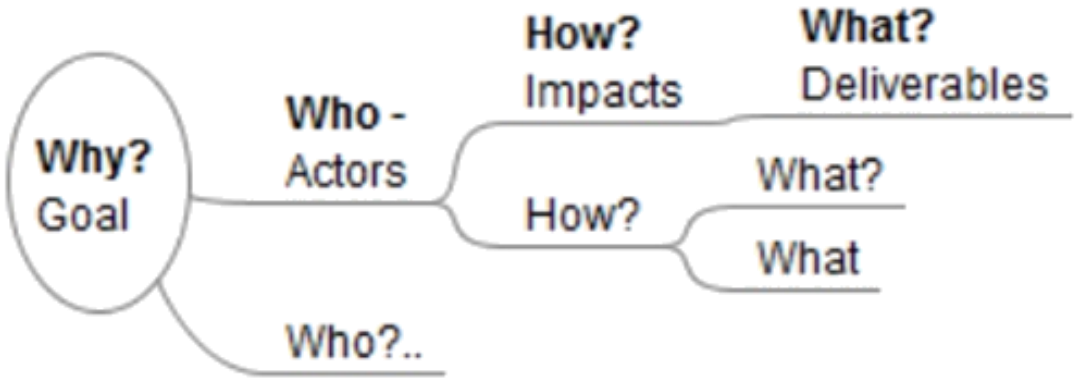
- Strategic planning mind-mapping technique to keep focus on business goals
- Promotes collaboration between business and IT through facilitated activities and a shared view
- Puts features in context of impacts they should achieve
- Identifies underlying assumptions that should be tested
- Facilitates ongoing Roadmap management as results are observed
- Create better User Stories
- Impact Maps Solve Common Problems, like…



Deliver business goals, not just ship software



Elements of an Impact Map



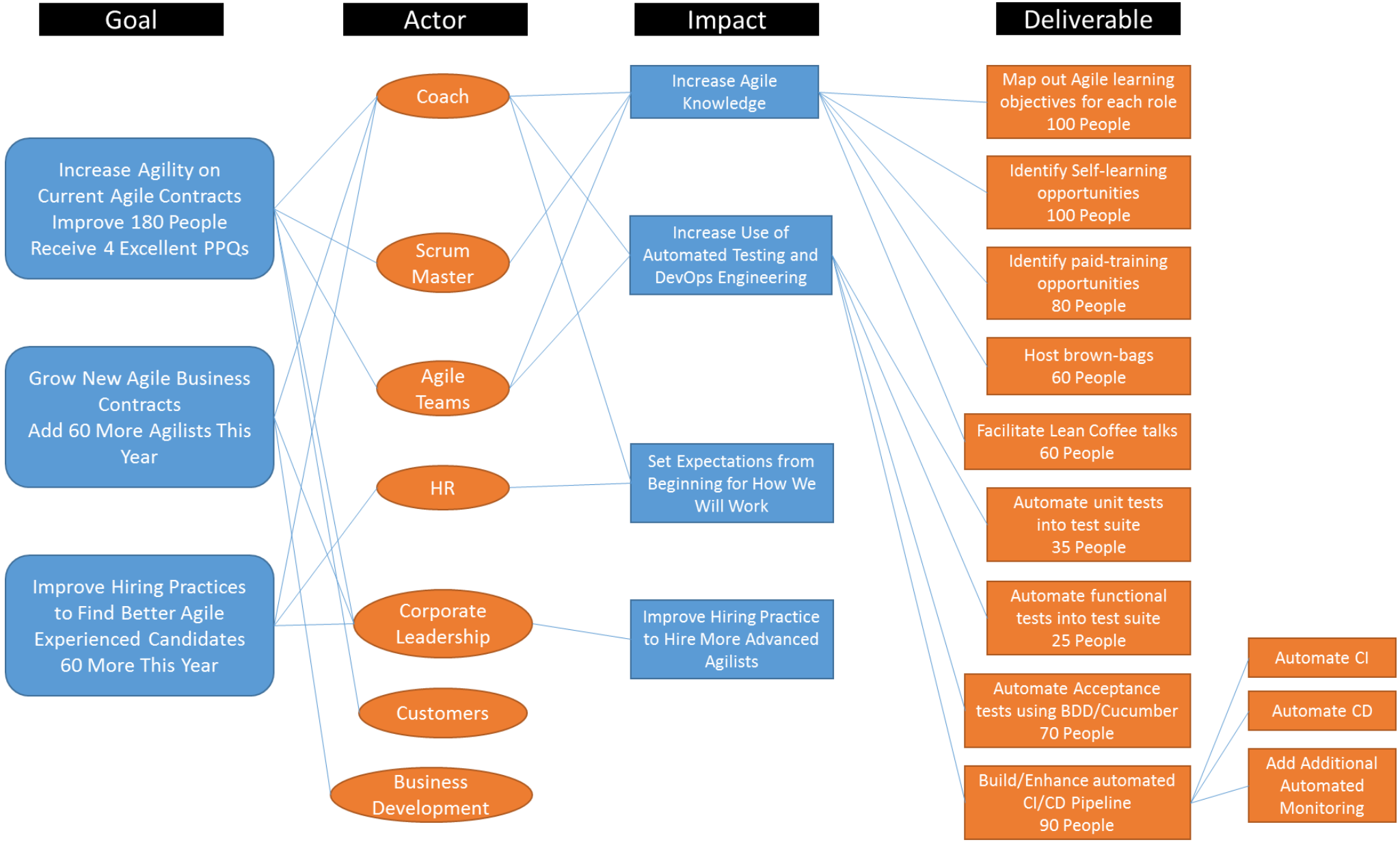
- Goal
  - Why are we doing this
- Actors
  - Who will be impacted by this?
  - Who can help to achieve the goal?
  - Who can obstruct?
  - Who is a part of *building, consuming, or influencing* the solution
- Impacts
  - How will this impact them?
  - How should their behaviour change?
  - How can they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

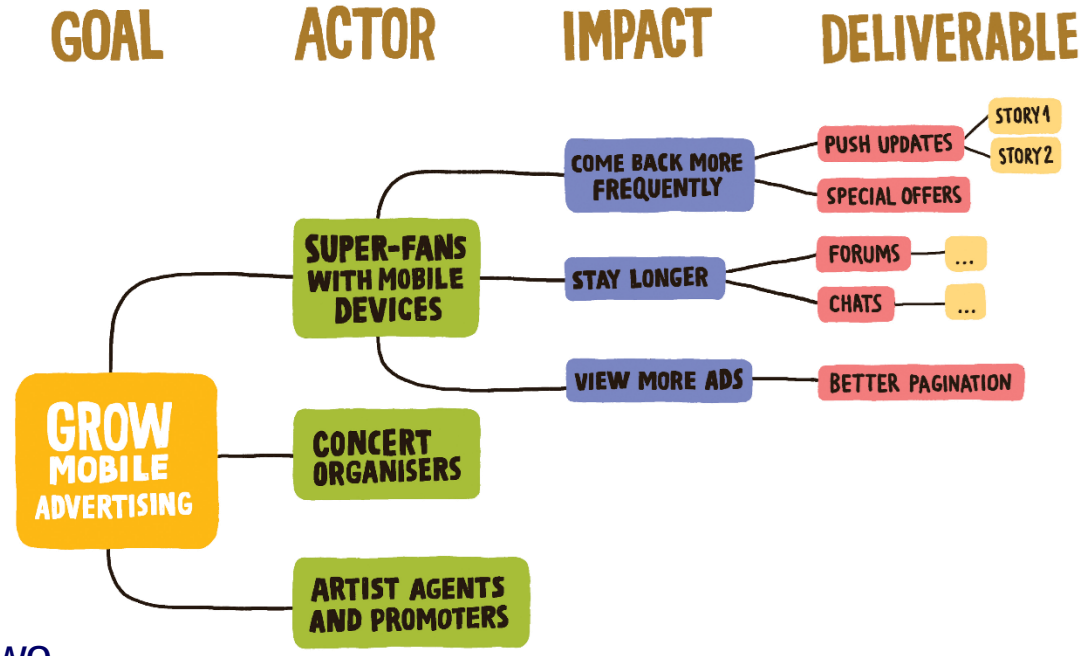
- The Impact Map itself
- The discussion that was held to determine map
- The ability to prioritize your roadmap and backlog according to measurable assumptions
- The ability to create user stories directly from your Impact Map
  - As an “Actor,” I want to “Deliverable,” So that I may “Impact”
- A set of experiments and measures

An Example


Goal
Actor
Impact
Deliverable
Increase Agility on Current Agile Contracts Improve 180 People Receive 4 Excellent PPQs
Grow New Agile Business Contracts Add 60 More Agilists This Year
Improve Hiring Practices to Find Better Agile Experienced Candidates 60 More This Year
Coach
Scrum Master
Agile Teams
HR
Corporate Leadership
Customers
Business Development
Increase Agile Knowledge
Increase Use of Automated Testing and DevOps Engineering
Set Expectations from Beginning for How We Will Work
Improve Hiring Practice to Hire More Advanced Agilists
Map out Agile learning objectives for each role 100 People
Identify Self-learning opportunities 100 People
Identify paid-training opportunities 80 People
Host brown-bags 60 People
Facilitate Lean Coffee talks 60 People
Automate unit tests into test suite 35 People
Automate functional tests into test suite 25 People
Automate Acceptance tests using BDD/Cucumber 70 People
Build/Enhance automated CI/CD Pipeline 90 People
Automate CI
Automate CD
Add Additional Automated Monitoring

The Workshop Outline:

- [5 Mins] Goal Preparation:
  - Discover Goals
  - Define Measurements
  - Plan a Milestone
- [22 Mins] Mapping:
  - Draw Skeleton
  - Find Alternatives
  - Identify Priorities
- [3 Mins] Create an example User Story or two



The Workshoppy Part

Now let's build one together

Preparation Step 1: Discover Goals

- Usually start with a mission statement expressed by the expected business objectives
- 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

Example: Go to Hollywood!

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%

Example: I need to travel 5437 miles

- 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
  - Large assumptions have a lot of uncertainty with a high risk of being wrong

Preparation Step 3: Plan Your First Milestone

Take 3 Minutes To List 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

Example: Fly 5437 miles to Hollywood!

	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
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Hold an Impact Mapping Session

- Bring together no more than five to eight people who are interested in or affected by achieving this goal
- 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 1: Draw the Map Skeleton

Take 10 Minutes To Draw Your Skeleton

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?”
- **<u>How much will this deliverable contribute to the goal?</u>**

Example: Fly a plane this particular route

Mapping Step 2: Find Alternatives

Take 10 Minutes To Add 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.

Example: Look at other vehicle options, consider other routes

Mapping Step 3: Identify Key Priorities

Take 1 Minute To Choose Your Key Priority

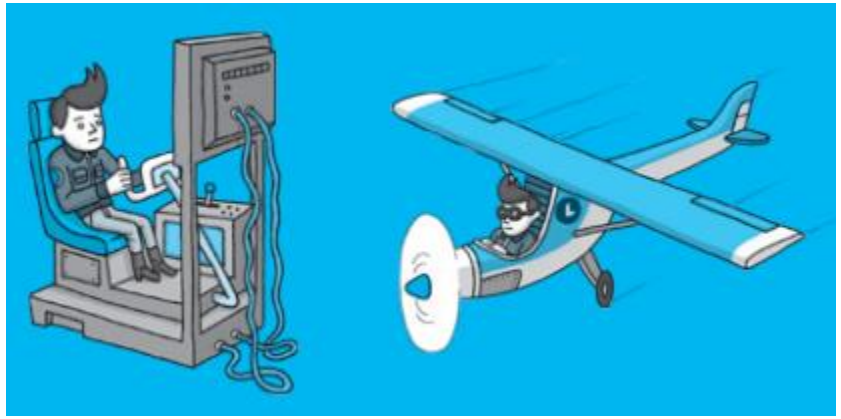
- Hold a discussion about the map
- Look at possible obstructions: what are the crucial things that can get in our way
- Is there a high-value low-hanging fruit impact somewhere?
- What are the key assumptions to test?
- Dot voting is very helpful in quickly identifying your top priorities
  - Could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

Example: Must learn to fly first

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?

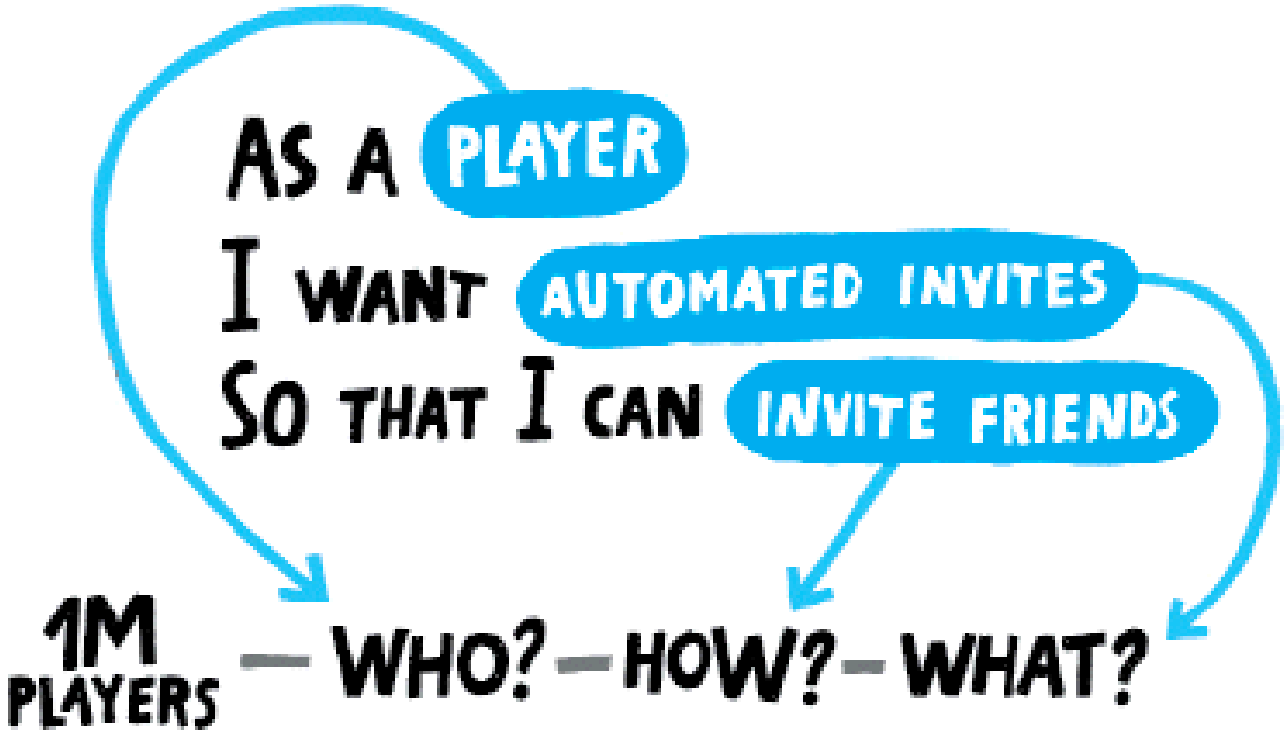
Example: Learn to fly on a simulator or buy a plane first?

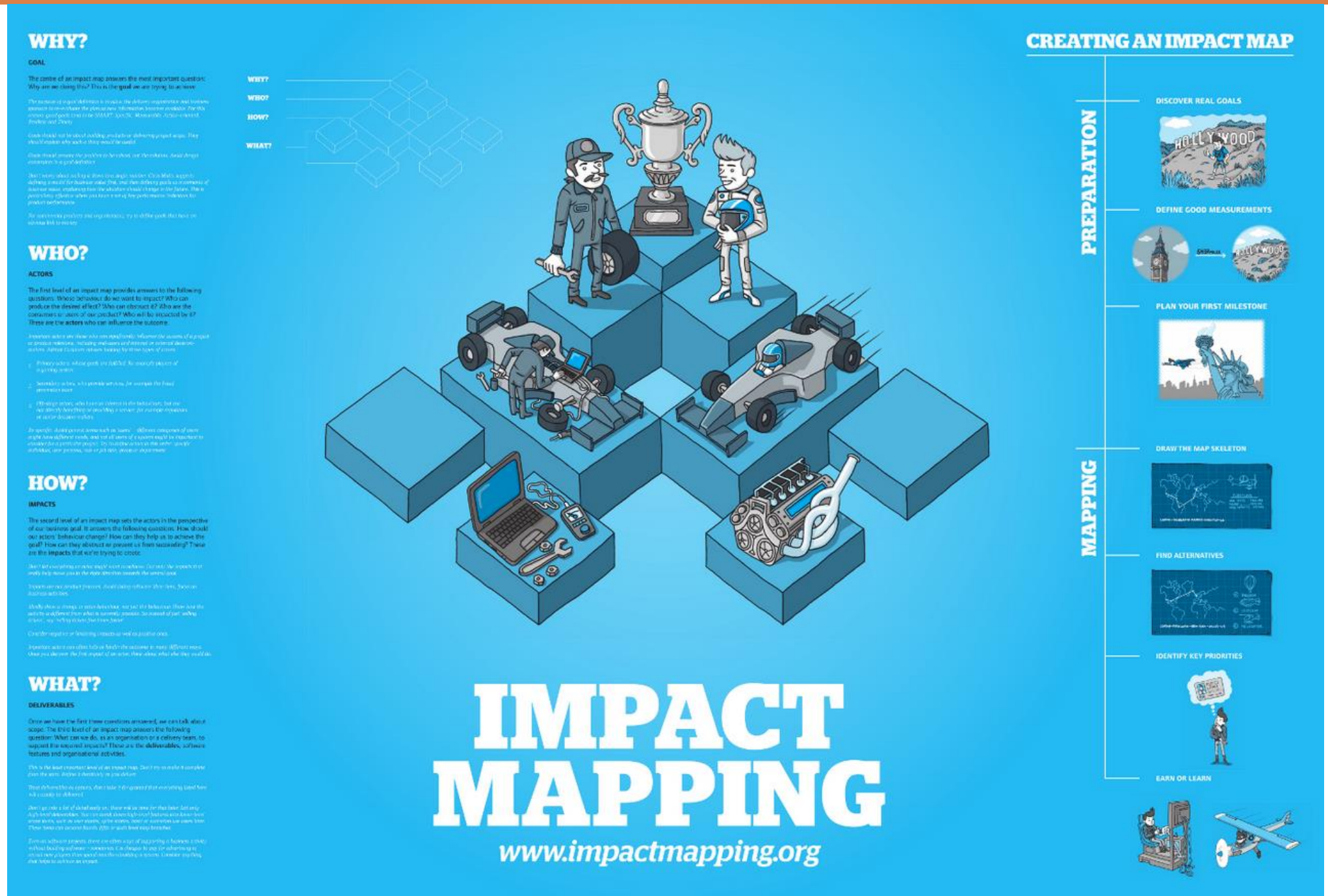


Create User Stories

Take 2 Minutes To Craft a User Story or Two

- You can now create User Stories based on the Impact Map





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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