Impact Mapping
How to Make Value-Driven Prioritization a Reality
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#AgileCamp2017
Mathias Eifert

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- CSM, CSPO, CLP, ICP-ATF, ICP-ACC, CSQE
- Applied Lean & Agile principles for 15+ years
  - Process Improvement
  - BA / Software Developer / Solution Architect
  - ScrumMaster / Lean/Agile Coach
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Scrum
Scrum

Requirements

Delivery
Scrum
What Are We After?

Output → Features
Outcome → User Behavior
Impact → Organizational Goals

Jeff Gothelf, Author “Lean UX”
Squirrel-Driven Product Management
Changing the Equation

Traditional

- Plan Driven
- Requirements
- Cost
- Schedule

Constrained
Projected

Agile

- Vision/Value Driven
- Cost
- Schedule
- Features

Based on Jim Highsmith, Ken Collier, Gojko Adzic
What Is an Impact Map?

A visualization of scope and underlying assumptions, created collaboratively by senior technical and business people.
What Does It Look Like?

Why?

Who?

How?

What?

...
Online Game Example

What?
- Semi automated invites
  - Chips
  - Incentives
- Recognition for inviting lots of friends

How?
- Inviting friends
- Personalisation
- More compelling product
- Viral content
- Bookmarking
  - Recommending
- Content to post about
  - Posting

Who?
- Players
- Internal
  - Organise PR event
  - Engaging our network
- Advertisers
  - Bulk invitations
  - Publishing our banners

Why?

why?

SMART goal focus target

metrics constraints

5 why's OKRs

OMTM
How Do We Build a Map?

DIVERGENT: GROW MAP

CREATE OPTIONS

CONVERGENT: PRIORITISE MAP

MAKE CHOICES
Seed the Map

Why?

Who?

How?

What?
Prioritize
Let’s Build an Impact Map!

**GOAL:** Hire 100% more people in the next 6 months. Spend no more than $150,000.

**METRIC:**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Meter</th>
<th>Benchmark</th>
<th>Break-even/Minimum</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td># of hires</td>
<td>Recruiting system</td>
<td>20</td>
<td>30</td>
<td>40</td>
</tr>
</tbody>
</table>
specific
actors
support
who?
personas
obstruct
measurable

how?

behavior change
Building Your First Map

- Don’t start with senior stakeholders
- The goal drives your scope
- Distinguish actors from implementers
- Use hypothesis format to differentiate ‘what’s from ‘how’s
- Ask: “How do we measure this?”
How Do We Use the Map?

- Recognition for inviting lots of friends
- Incentives
  - Chips
- Semi-automated invites
- Personalisation
- Inviting friends
- More compelling product
- Viral content
- Rebranding games
- Website optimized for new users
- Levels
  - Achievements
  - Weekly competitions
  - Tournament ending
- Bookmarking
- Recommending
- Content to post about
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- Invites
  - Organise PR event
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1M players

Players

Internal

Advertisers
User Stories

As a player
I want automated invites
so that I can invite friends

1M players — who? — how? — what?
“We are poor at assessing the VALUE of ideas”

Ron Kohavi and Roger Longbotham
Assumptions

Why?

Who?

How?

What?

...
Testable Hypothesis

We believe that

- [doing this]  What?
- for [these people]  Who?
- will achieve [this outcome/impact].  How?

- We’ll know this is true when we see [this market feedback].  Why?

Jeff Gothelf, Author “Lean UX”
What Do We Measure?

- Why?
- Who?
- How?
- What?

- Lagging
- Measure
- Leading
Persevere or Pivot?

- Semi Automated Invites
- Chips
- Incentives

- Recognition for Inviting Lots of Friends
- My Tournaments
- My Table
- My Events

- Personalisation
- Inviting Friends

- Rebranding Games
- Website Optimized for New Users
- More Compelling Product

- Viral Content

- Players

- Bookmarking
- Recommending

- Levels
- Achievements
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- Content to Post About
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1M Players

Players

Internal

Advertisers
Different Contexts, Different Uses

<table>
<thead>
<tr>
<th>Ability to Make Investments</th>
<th>Good</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Consequences of Being Wrong</td>
<td><strong>Iterate</strong></td>
<td><strong>Align</strong></td>
</tr>
<tr>
<td>Serious Consequences of Being Wrong</td>
<td><strong>Experiment</strong></td>
<td><strong>Discover</strong></td>
</tr>
</tbody>
</table>

- **Iterate**: Good investment with small consequences, focusing on continuous improvement.
- **Align**: Poor investment with small consequences, focusing on alignment.
- **Experiment**: Good investment with serious consequences, focusing on exploration.
- **Discover**: Poor investment with serious consequences, focusing on discovery.
Key Points

- Start with the **goal**, features last
- Your backlog is a set of **value assumptions**
- Pick the **cheapest, fastest way**
- Not everything needs a **technical solution**
- Stop when you’re **done**

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References

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