Impact Mapping

How to Have Your Goals Drive Your Features

Mathias Eifert

www.excella.com | @excellaco
Mathias Eifert

- Agile Coach at Excella Consulting
- 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
- Mathias.Eifert@excella.com
- @excellaco
impactmapping.org

Gojko Adzic
Changing the Equation

Traditional

Constrained

Projected

Requirements

Cost

Schedule

Plan Driven

Agile

Vision/Value Driven

Cost

Features

Schedule

Based on Jim Highsmith, Ken Collier, Gojko Adzic
How much is it going to cost to build these features?

How much do you want to invest in reaching this goal?

Cost → Investment
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
- Recognition for inviting lots of friends
- Incentives
- Chips
- My tournaments
- My table
- My events
- Personalisation
- Inviting friends
- More compelling product
- Viral content
- Bookmarking
- Recommending
- Content to post about
- Posting
- Invites
- Organise PR event
- Engaging our network
- Bulk invitations
- Publishing our banners

How?
- Rebranding games
- Website optimized for new users
- Levels
- Achievements
- Weekly competitions
- Tournament ending

Who?
- Players

Why?
- Internal
- Advertisers
OMTM focus target mission

why?

5 why’s WIP SMART goal
metrics
The Bigger Picture
Feature Buckets

Customer Requests

Customer Delight

Metrics Movers

Adam Nash
who?

specific
persona

actors

support
How Do We Build a Map?

**DIVERGENT:**
- Grow Map
- Create Options

**CONVERGENT:**
- Prioritise Map
- Make Choices
Seed the Map

Why?

Who?

How?

What?
Find Alternatives
How Do We Use the Map?

Players

- Recognition for inviting lots of friends
- Incentives
  - Chips
- Semi automated invites
- Personalisation
- Inviting friends
- Viral content
- More compelling product
- Website optimized for new users
- Rebranding games
- My tournaments
  - My table
  - My events
- Levels
  - Achievements
  - Weekly competitions
  - Tournament ending
- Bookmarking
- Recommending
- Content to post about
- Posting
- Invites
- Organise PR event
- Engaging our network
- Bulk invitations
- Publishing our banners

1M Players

Internal

Advertisers
User Stories

As a Player
I want Automated Invites
So that I can Invite Friends

“We are poor at assessing the VALUE of ideas”

Ron Kohavi and Roger Longbotham
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?

...
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
- Bookmarking
- Recommending
- Content to post about
  - Posting
- Levels
  - Achievements
    - Weekly Competitions
    - Tournament ending
- Invites
  - Organise PR event
    - Engaging our network
  - Bulk invitations
    - Publishing our banners

Players

1M Players

Internal

Advertisers
Persevere or Pivot?

- Semi automated invites
  - Chips
  - Incentives

- Recognition for inviting lots of friends
  - My tournaments
    - My table
    - My events

- Personalisation
- Inviting friends

- Players
  - Levels
    - Achievements
    - Weekly competitions
    - Tournament ending
  - Viral content
    - Bookmarking
    - Recommending
    - Content to post about
    - Posting-

- Invites
  - Organise PR event
    - Engaging our network
  - Bulk invitations
    - Publishing our banners

- Internal
- Advertisers
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>

www.excella.com | @excellaco
Building Your First Map

- Don’t start with senior stakeholders
- Distinguish actors from implementers
- Use hypothesis format to differentiate ‘what’s from ‘how’s
- Ask: “How do we measure this?”
Different Contexts, Different Uses

<table>
<thead>
<tr>
<th>Good Ability to Make Investments</th>
<th>Poor Ability to Make Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Consequences of Being Wrong</td>
<td>Serious Consequences of Being Wrong</td>
</tr>
<tr>
<td>Iterate</td>
<td>Experiment</td>
</tr>
<tr>
<td>![Iterate Diagram]</td>
<td>![Experiment Diagram]</td>
</tr>
</tbody>
</table>

[Image of diagram showing the relationship between different contexts and their associated uses]
Key Points

- Start with the **goal**, features last
- IT as **investment** instead of cost
- Your backlog is a set of **value assumptions**
- Pick the **cheapest, fastest way**
- Stop when you’re **done**

Mathias.Eifert@excella.com
References

- https://www.impactmapping.org/
- https://www.infoq.com/articles/most-impact-mapping
- https://www.stevefenton.co.uk/2014/07/impact-mapping-at-the-organisation-level/
- https://www.oreilly.com/ideas/four-reasons-to-use-the-one-metric-that-matters