

# Impact Mapping

Delivering What  
Matters

# ThoughtWorks®

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# Goals

We want you to know . . .

The value in Impact Mapping

How to use it next week

When to use it

Experiential Goal

We want you confident enough to  
try this on your own



# How we'll meet our goals

## Story of Corpus Percussivos

### Impact Mapping:

- What it is

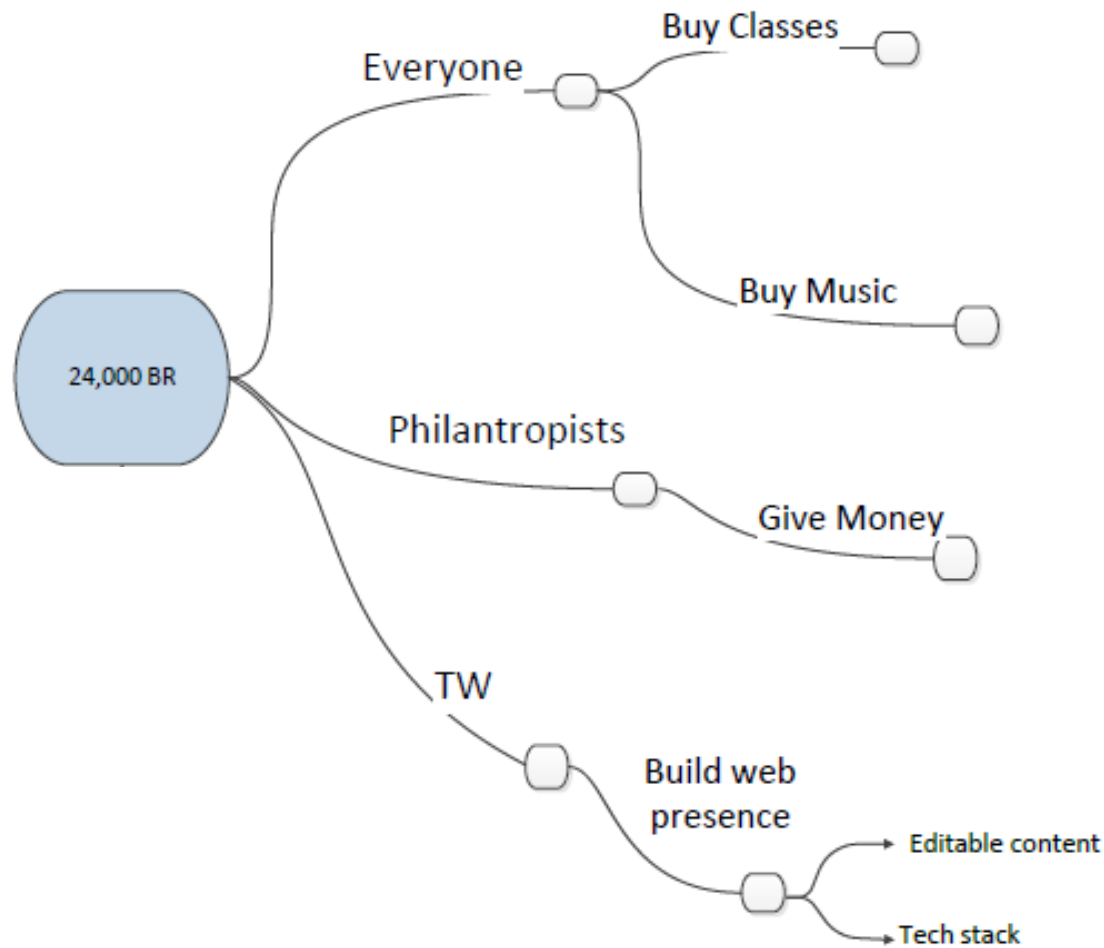
- Why it's important

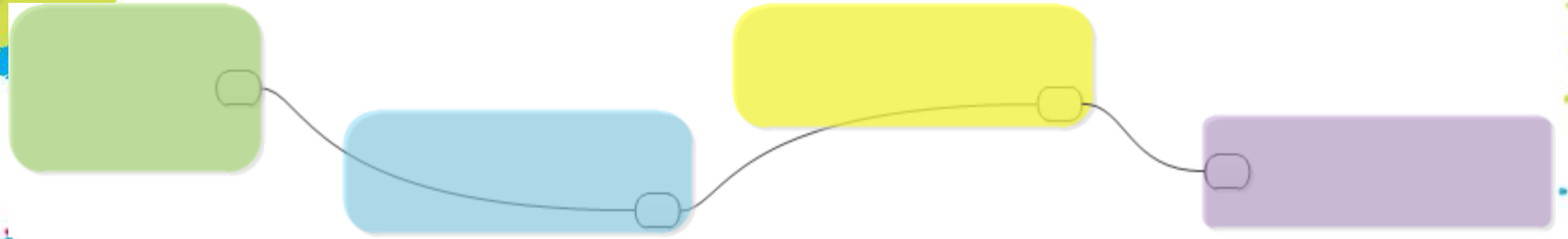
- How to do it

### Workshop: Practice

### Recap

# Corpos Percussivos





# Impact Mapping

Purpose

# Why Impact Mapping?

Define the purpose

Visual radiator for in-project  
decision-making

# Who is Impact Mapping for?

The people defining the direction

The people consuming the direction



# When should we Impact Map?

## **Before the project start:**

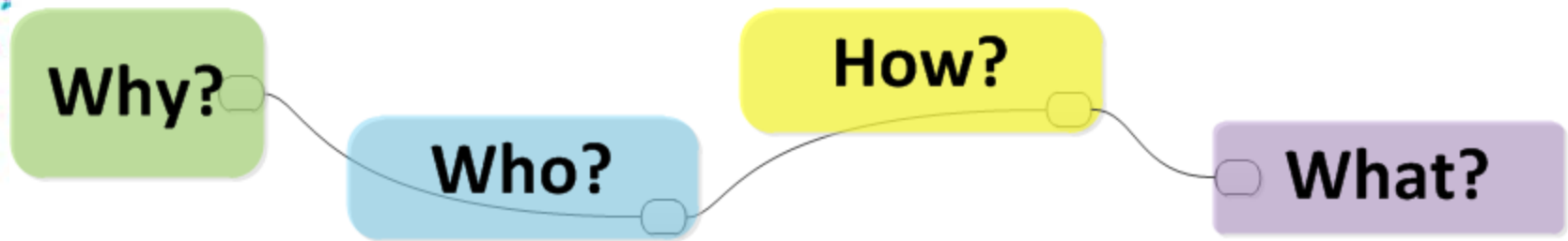
Define the goal, acknowledge assumptions

## **During the project:**

Evaluate decisions for scope changes and verify that the work is making the expected impact

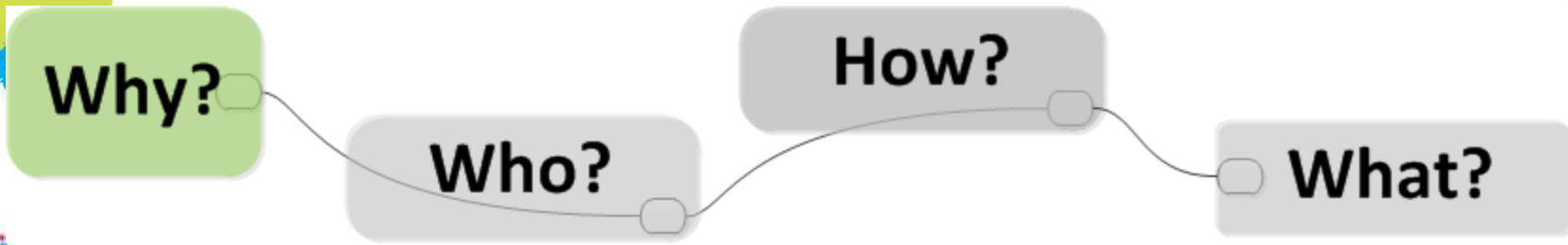
# Introducing Impact Mapping

**It's a path from a goal to deliverables**



These paths are **ASSUMPTIONS**

We are mapping our assumptions, and finding the work that can validate them.



# Impact Mapping

Why are we doing  
this project?

# Why are we doing this project?

Our goal: The thing we want

What we believe will help us accomplish our business need (e.g. increased revenue, reduction in cost / etc.)

# Tips for finding a Project's Purpose

Through the exercise,  
recursively check the goal  
back to the basic premise

# Tips for finding a Project's Purpose

Specific

Measurable

Achievable

Realistic

Timely

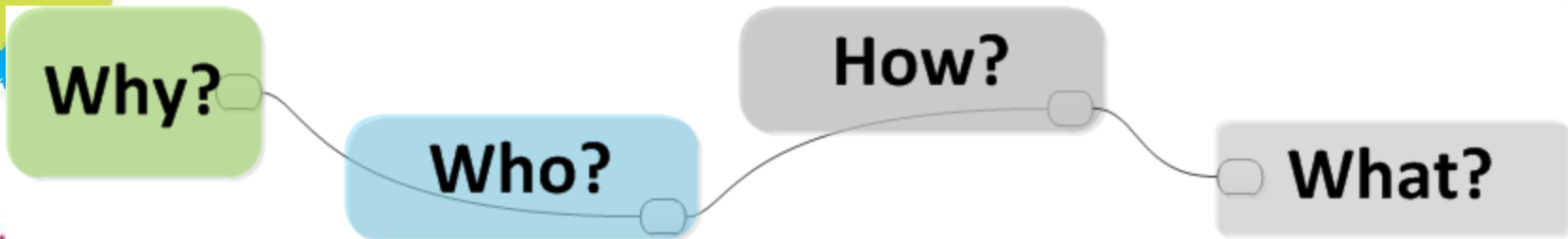
# Tips for finding a Project's Purpose

*"If we achieve the goal / metrics with a completely different scope, have we succeeded?"*

R\$24,000



R\$2,000/mo.



# Impact Mapping

Who can help us reach our goal?





# Who can help us reach our goal?

Whose behavior do we want to impact?

Who can produce the desired effect?

Who can obstruct it?

# Who can help us reach our goal?

Categorize them:

**Primary:** Whose goals are fulfilled by using our work

**Secondary:** Who supports our work

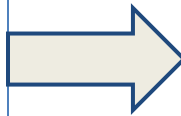
**Tertiary:** Off-stage; has an interest, but may not be directly impacted

# Tips for finding good "Who's"

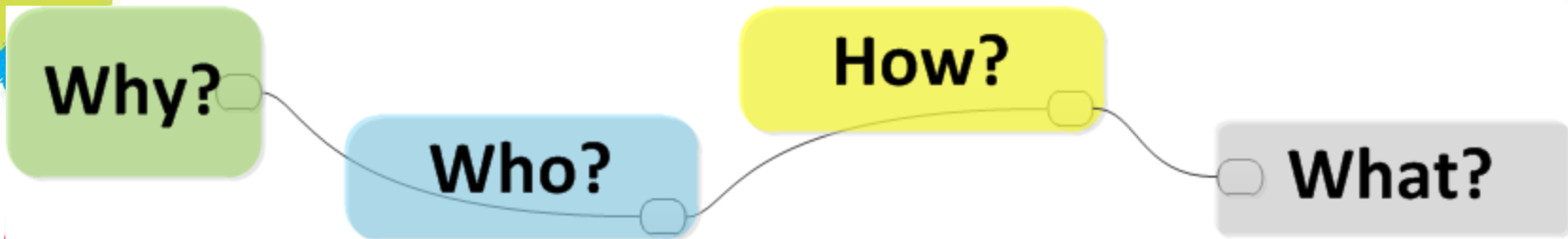
Be as specific as possible

“Music lovers who aren’t afraid of using the internet to buy music” instead of “Everyone”

- Everyone (Primary)
- Philanthropists (Secondary)
- TW (Secondary)



- Music lovers (Primary)
- Band (Secondary)
- Local Gov't (Tertiary)



# Impact Mapping

How to we want to change their behavior?



How do we want to change their behavior?

How could our actors' behavior change to help us achieve our goal?

Which behavior is most likely to get us to our goal?

# Tips for good "How's"

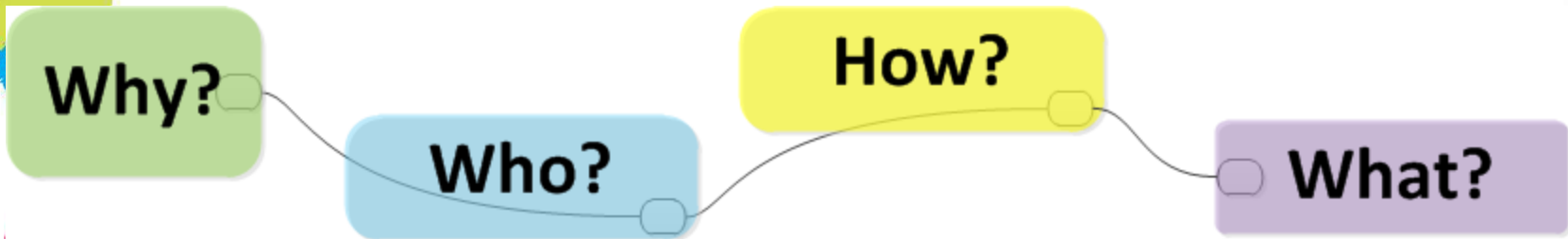
Focus on what the actors do that help reach our goal, not everything they 'can' do

Consider behavior that could impede as well

- Build web presence



- Build credibility
- Grant permits and space



# Impact Mapping

What can we do to support the change?

# What can we do to support the behavior change?

These are our “deliverables”

This puts the deliverables in the context of who it's for, and why it's important.



# Tips for good "What's"

Iteratively **follow the chain** of reasoning: up the chain and down.

Variation is good – Diversify

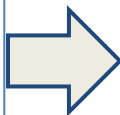
- Editable content
- Tech stack

# Tips for good "What's"

Survivability – Try things on a scale that, if it fails, the project will survive

Select things you can learn **from and measure**

- Editable content
- Tech stack

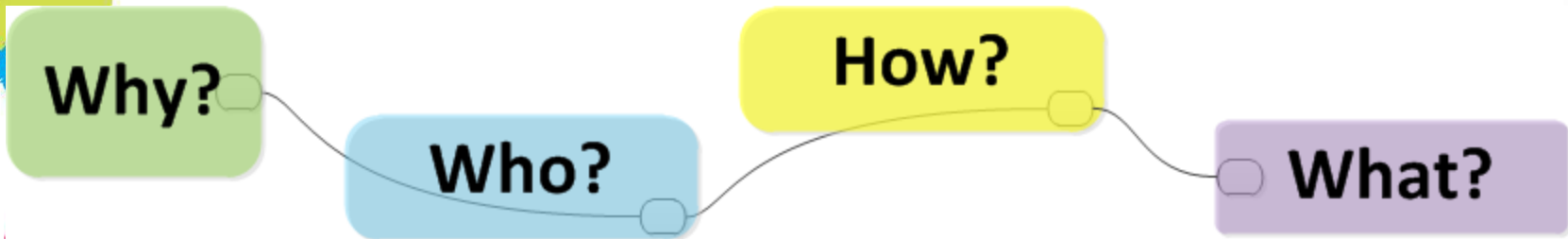


- Pay for a song
- Subscribe to a course

# Measurement

## Table of values

Scale	What is measured
Meter	How it will be measured
Benchmark	Situation as it stands now
Constraint	Minimum acceptable value
Target	Desired result



# Impact Mapping

## Conducting the Exercise

# Tips for the Exercise: "Do"

Consider actors or impacts that could prevent delivery!

# Tips for the Exercise: "Do"

## Establish good metrics

Good, measurable metrics are essential for determining progress

# Tips for the Exercise: "Do"

Find the simplest way to verify that the assumption is valid

Explore non-technical ways to reach the goal

# Tips for the Exercise: "Do"

Try to keep the map focused on ONE goal

If you find more than one goal, consider splitting the map into milestones



# Tips for the Exercise: "Don't"

Avoid jumping over levels of the map

Not a good framework for divergent thinking or validating assumptions

# Tips for the Exercise: "Don't"

Avoid spending too much time on impacts that do not support the goal

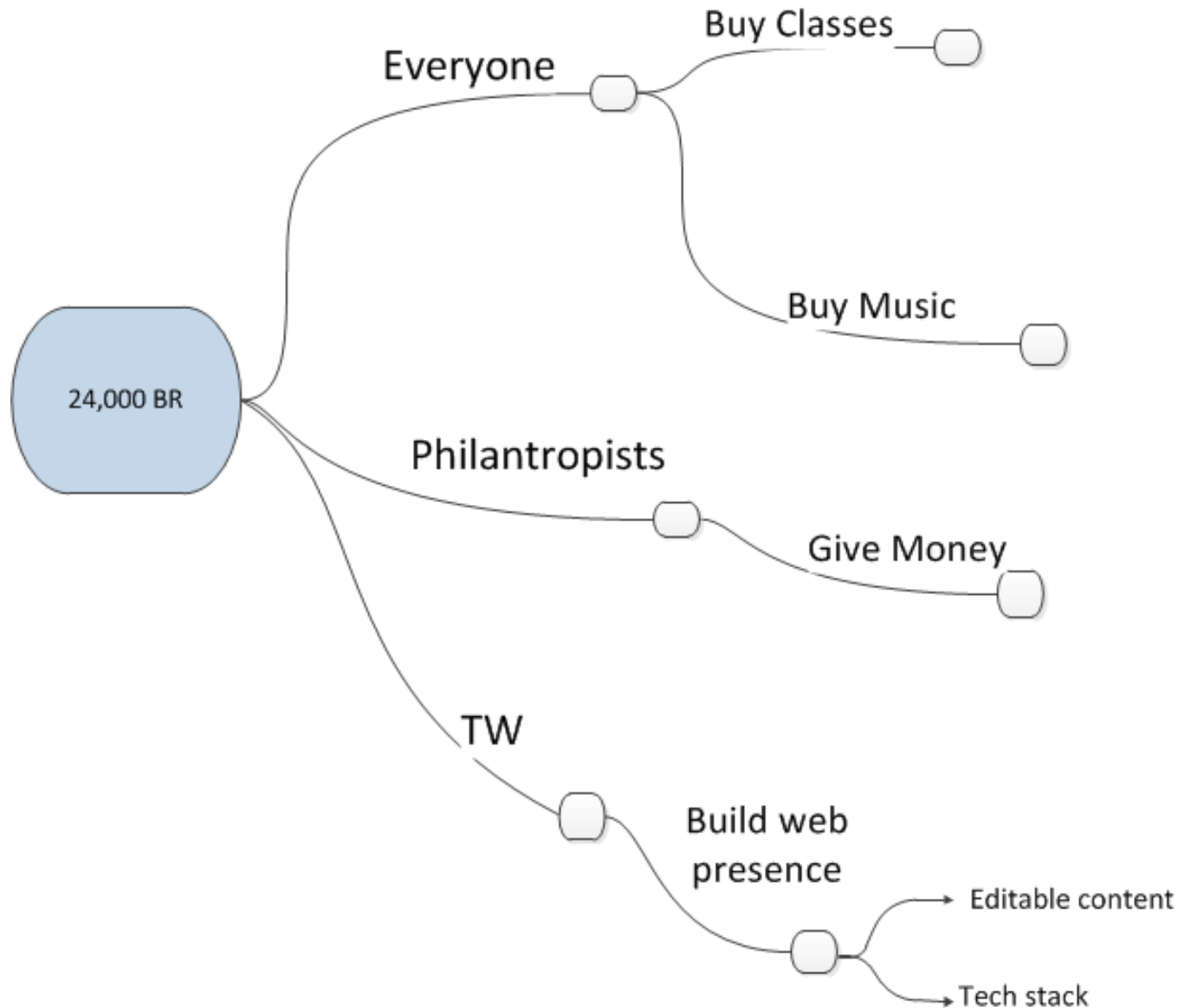
Don't try meeting every need of an actor – just the ones that contribute to the goal

# Tips for the Exercise: "Don't"

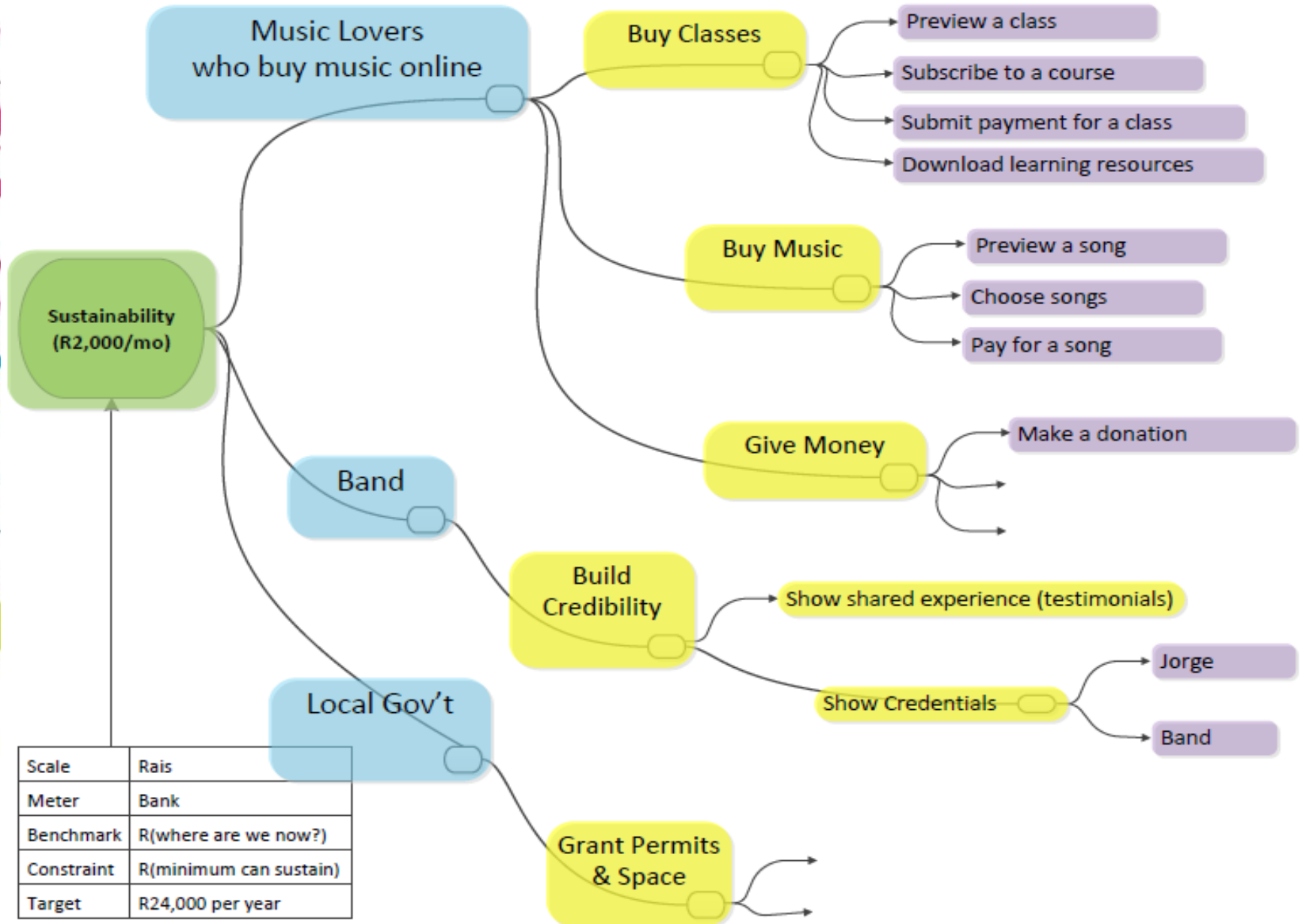
Avoid too much detail

Time is better spent on the actors and impacts than the details of the “what”

# Corpos Percussivos: *BEFORE*



# Corpos Percussivos: AFTER





# Impact Mapping

Your Turn!



# Time to try it out!

Are you on a project now?

Start with your project's goal,  
and map your user stories

**Or, what if . . .**

You are an online gaming  
company and your goal is to  
increase revenue by adding  
100k new players.



# FREE STUFF

1. Get the book!
2. Take the poster!
3. Use our cheat sheet!



## IMPACT MAPPING

### SETTING THE VISION

Before project start: Define the goal, acknowledge assumptions, and define success

During the project: Evaluate decisions for scope changes and verify the work is making the expected impact

Know when you're done with one experiment, and when it's time for another!

Define the purpose, radiate as a reminder for in-flight decisions, show the intended impact of the project work

#### WHY?

Make the goal Specific Measurable Achievable Realistic Timely

Why are we doing this project?

Recursively follow the map back to the goal to be sure you're staying on track

"If we achieve the goal / metrics with a completely different scope, have we succeeded?" If "no," RESTART

#### WHO?

Who can produce our desired affect? Who can hinder it?

Group: Primary: People who will use it Secondary: People who will support us Tertiary: Off-stage with an interest

Be as specific as possible Consider using Personas!

#### HOW?

Focus on how the actors can help you – not everything they COULD do

Stuck? Try starting with an existing behavior, and change it slightly

Prioritize! Which behavior is most likely to help you reach your goal

Consider behavior that could impede you!

#### WHAT?

Iteratively follow the chain to put the "what" in context

Diversify tactics

Select "what's" you can learn from and measure

Keep the scope survivable: if the "what" doesn't work, the project shouldn't die

### Conducting the Exercise

Establish good metrics early

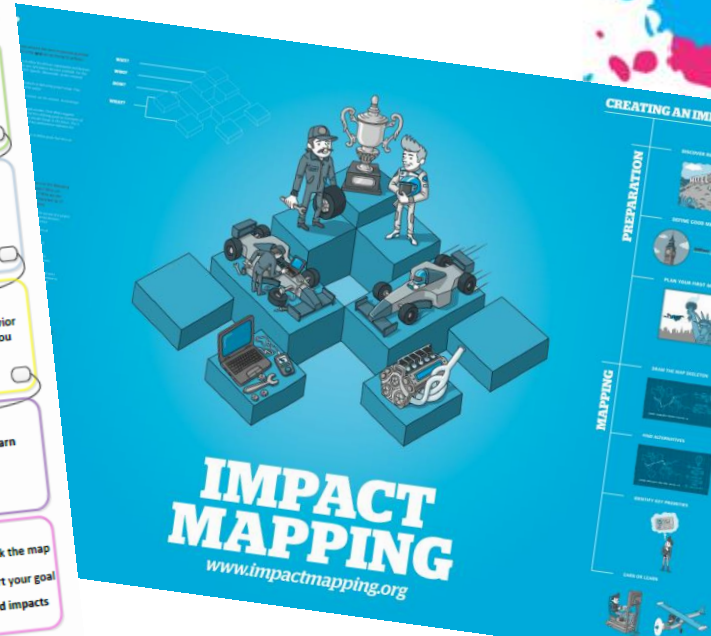
Keep your map to one goal. Chasing too many? Split into milestones.

Focus on impacts that support your goal

AVOID Too much detail

AVOID Jumping levels as you walk the map

Time is better spent on the goal, actors and impacts than on the "what's"





# Homework

1. Practice
2. Share what you learned
3. Get involved
  - ❑ [impactmapping.org](http://impactmapping.org)
  - ❑ [gojko.net/impact](http://gojko.net/impact)



# Impact Mapping

Thank you!





# Impact Mapping

## Delivering What Matters

Presented at: Agile2013 in Nashville, TN

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