Impact mapping with innovation games

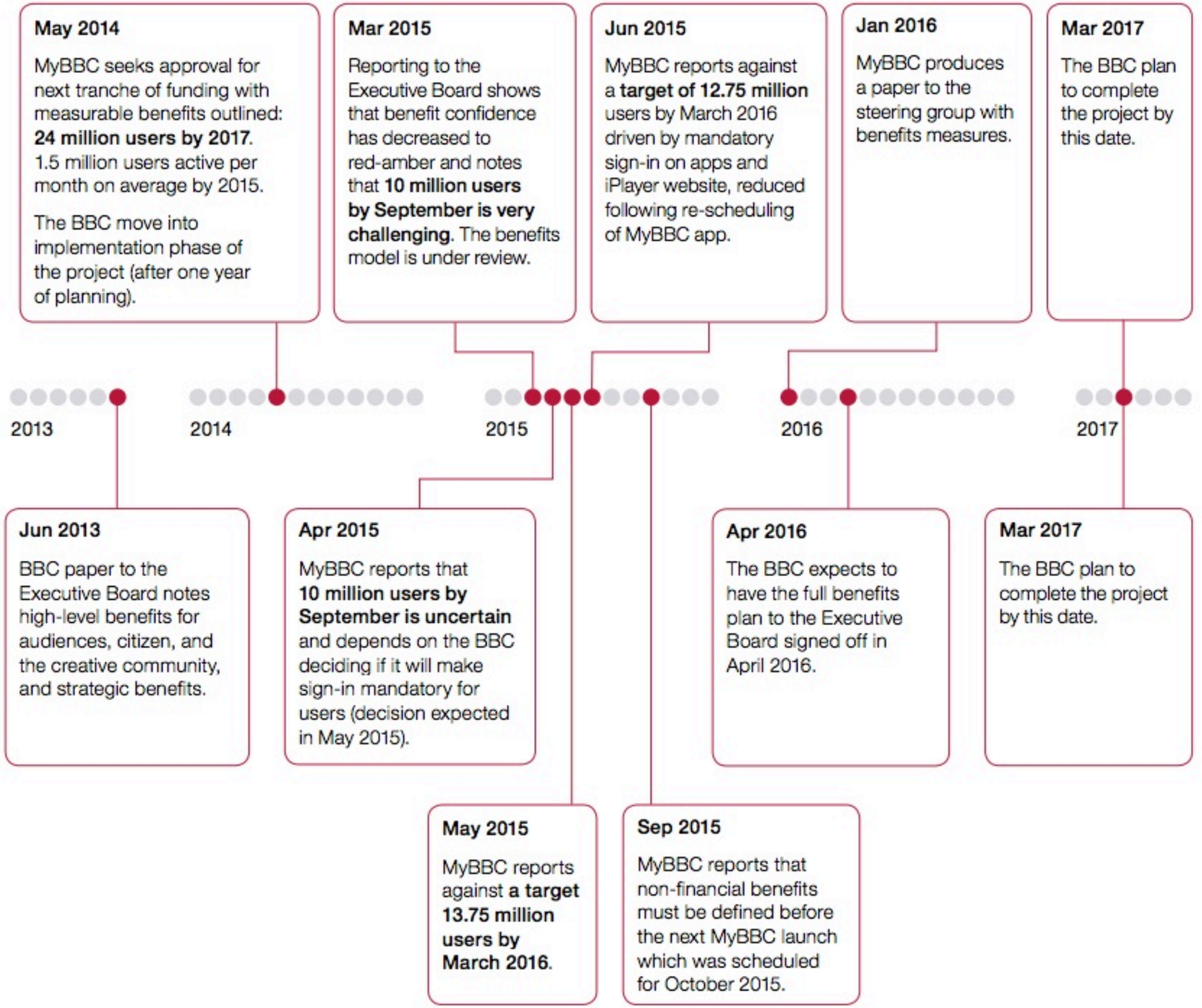
Gojko Adzic
https://gojko.net

A £75m "Agile" BBC IT project has evaded scrutiny because managers could make up the benefits as they went along

-- Andrew Orlowski, The Register[1]

[1] http://www.theregister.co.uk/2016/05/10/nao_bbc_projects_agile/

Timeline of benefits reported to the Executive Board on MyBBC



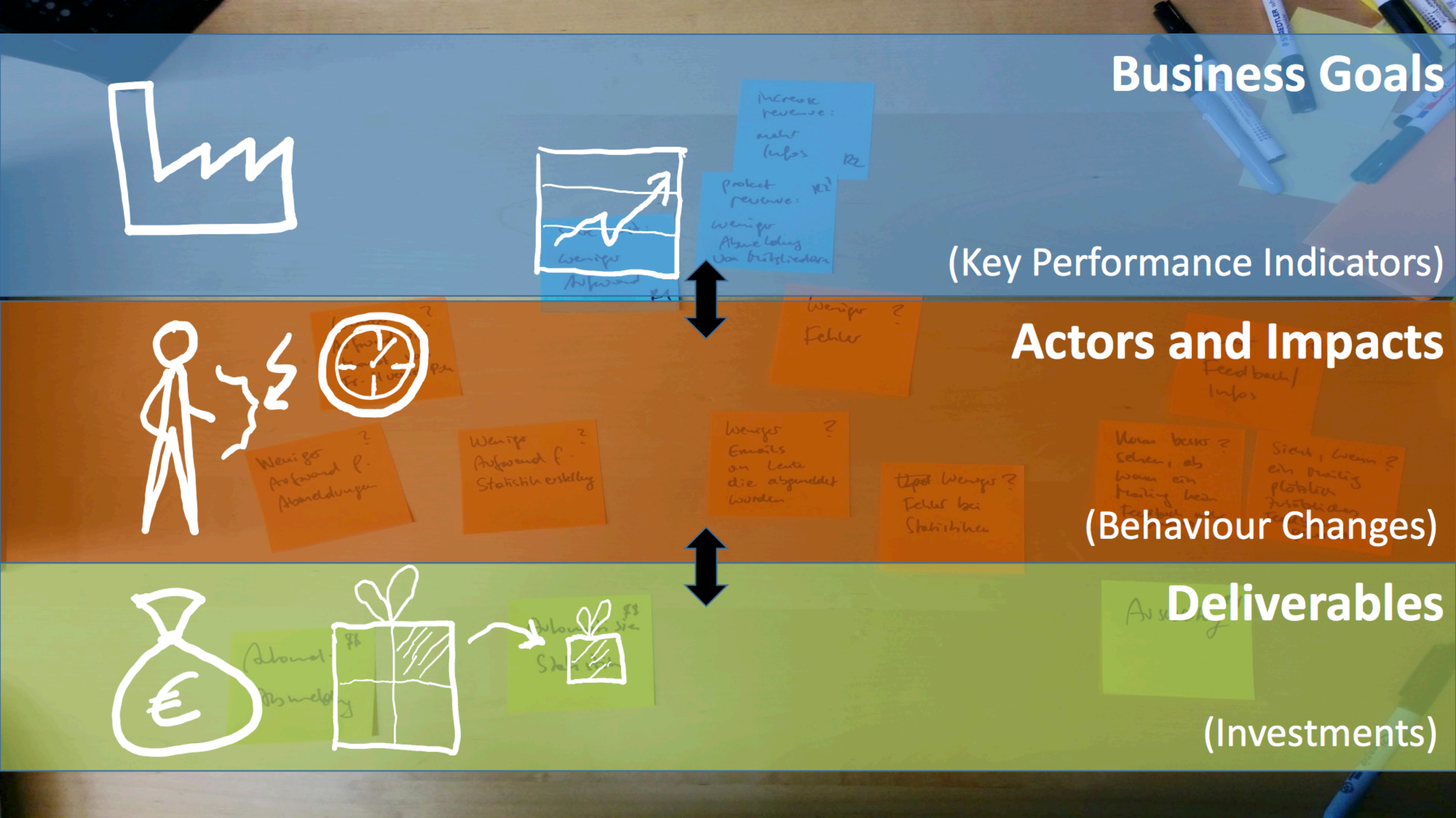
Squirrel-driven

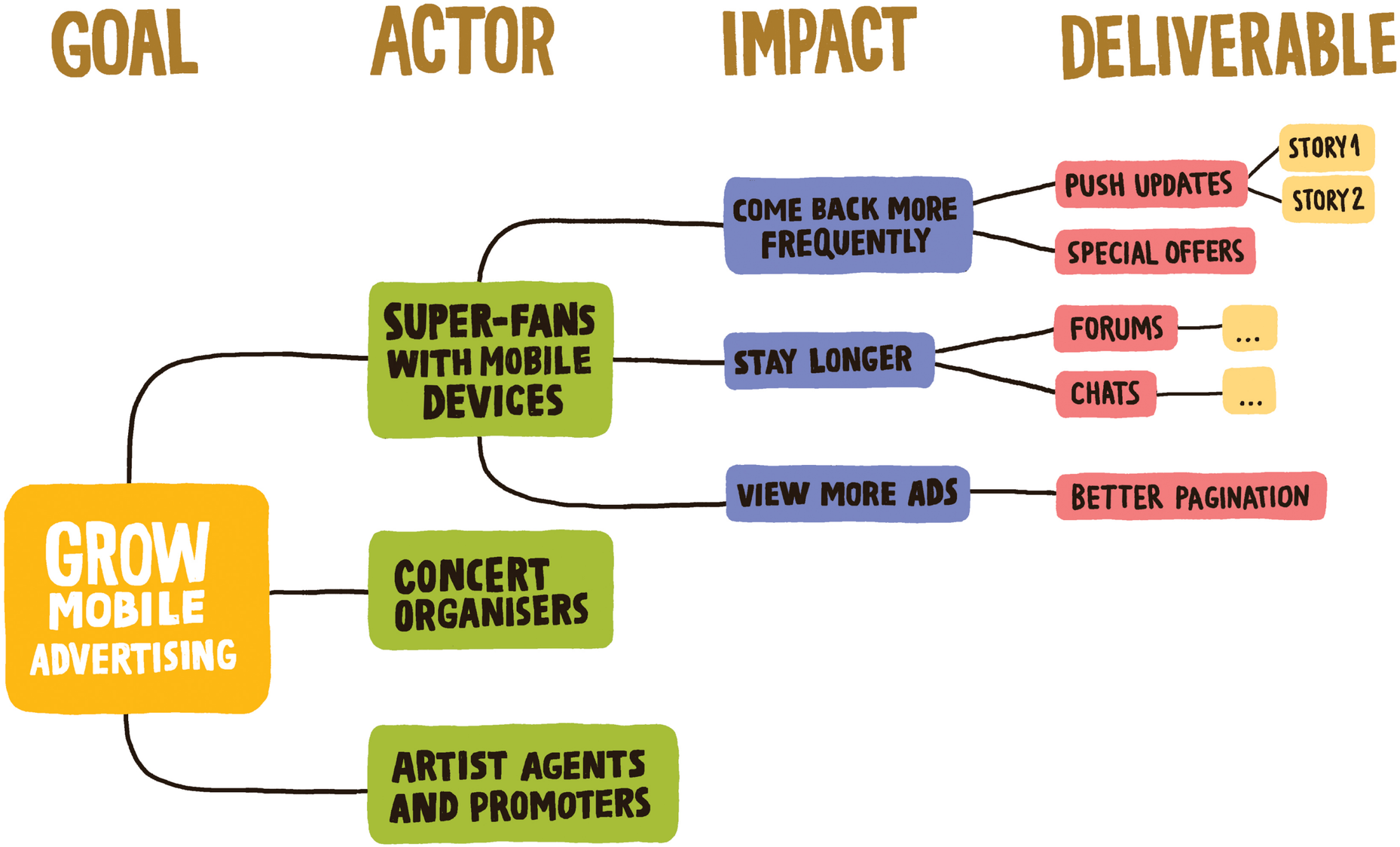
product management

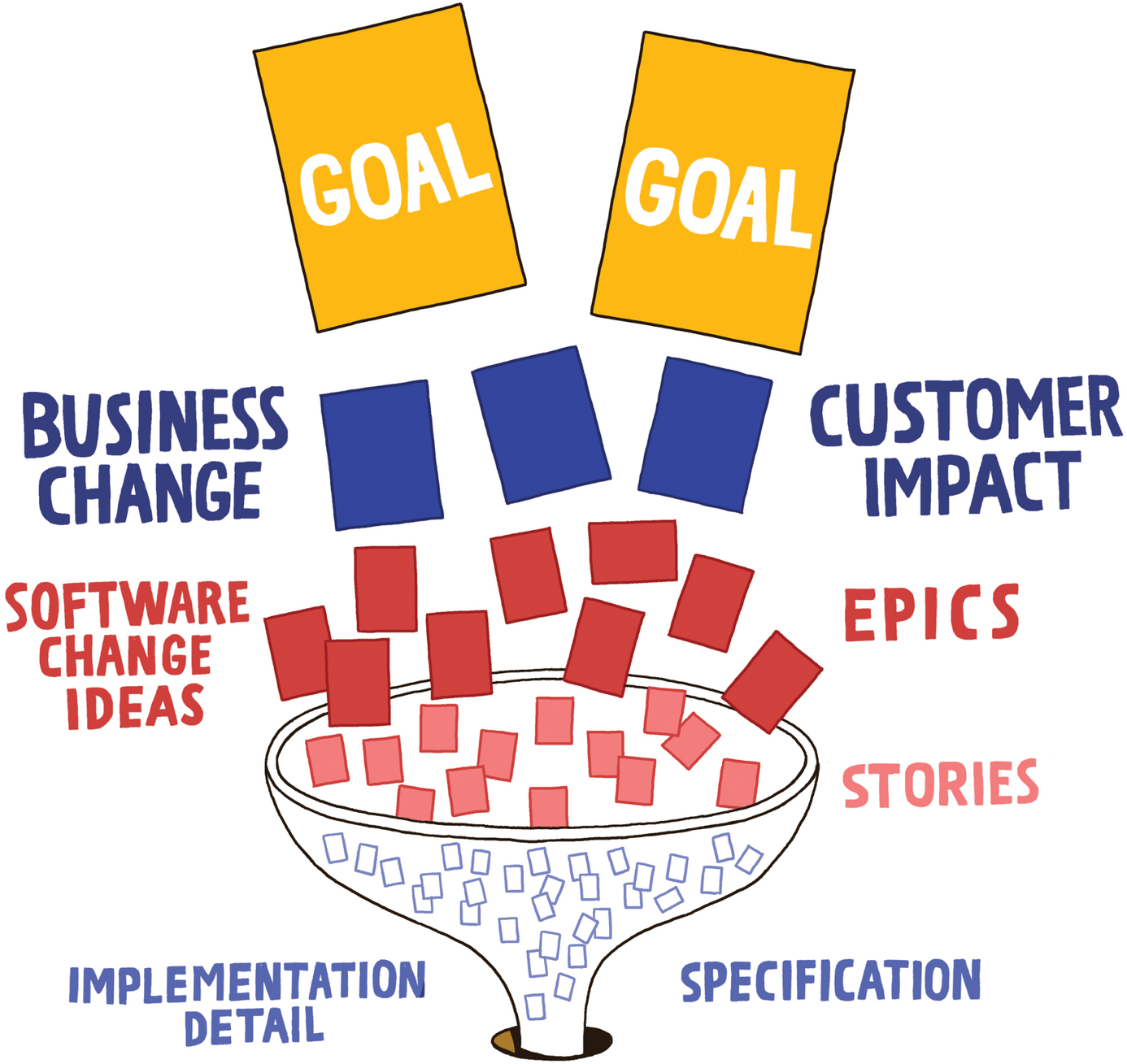
Underpants gnomes

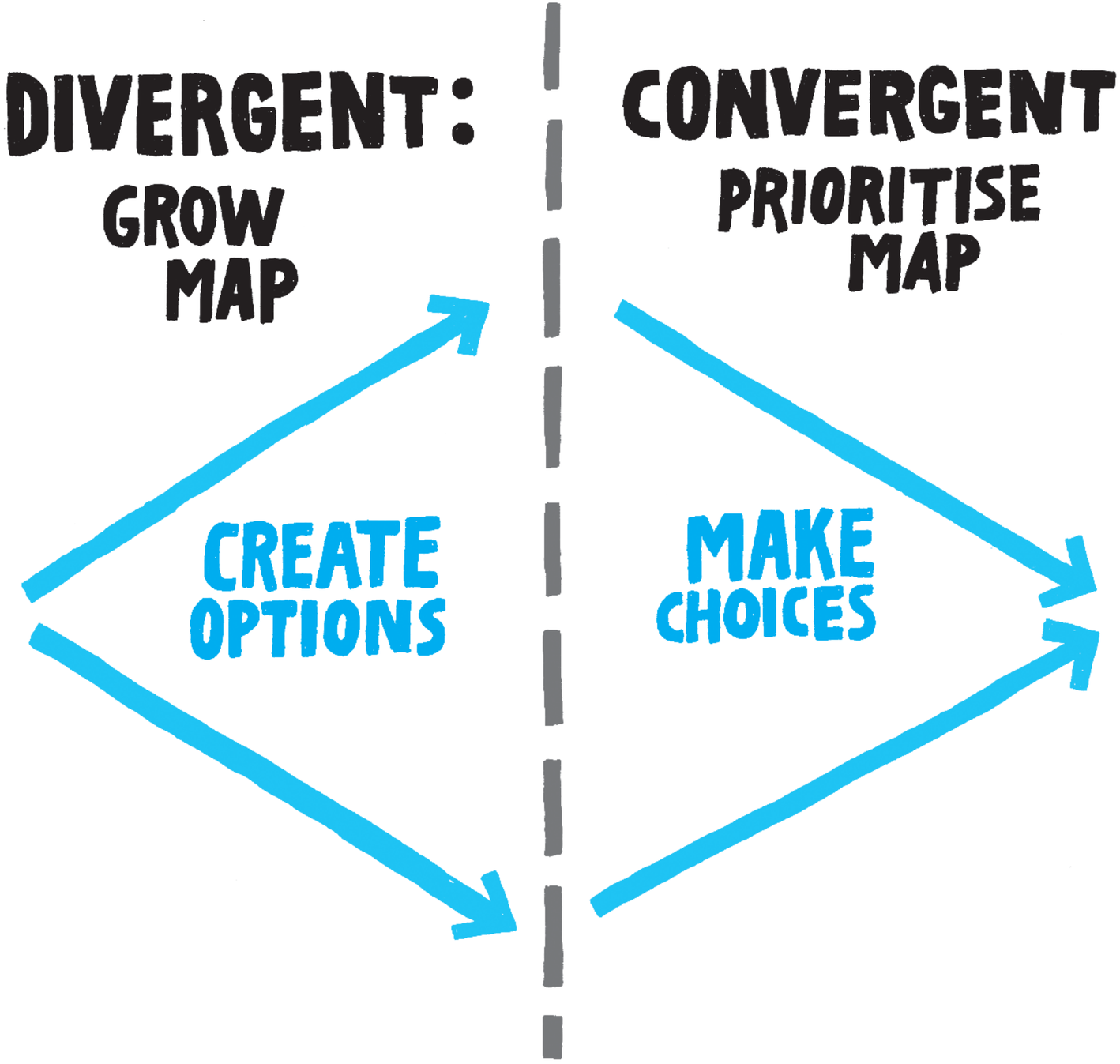
progress reporting

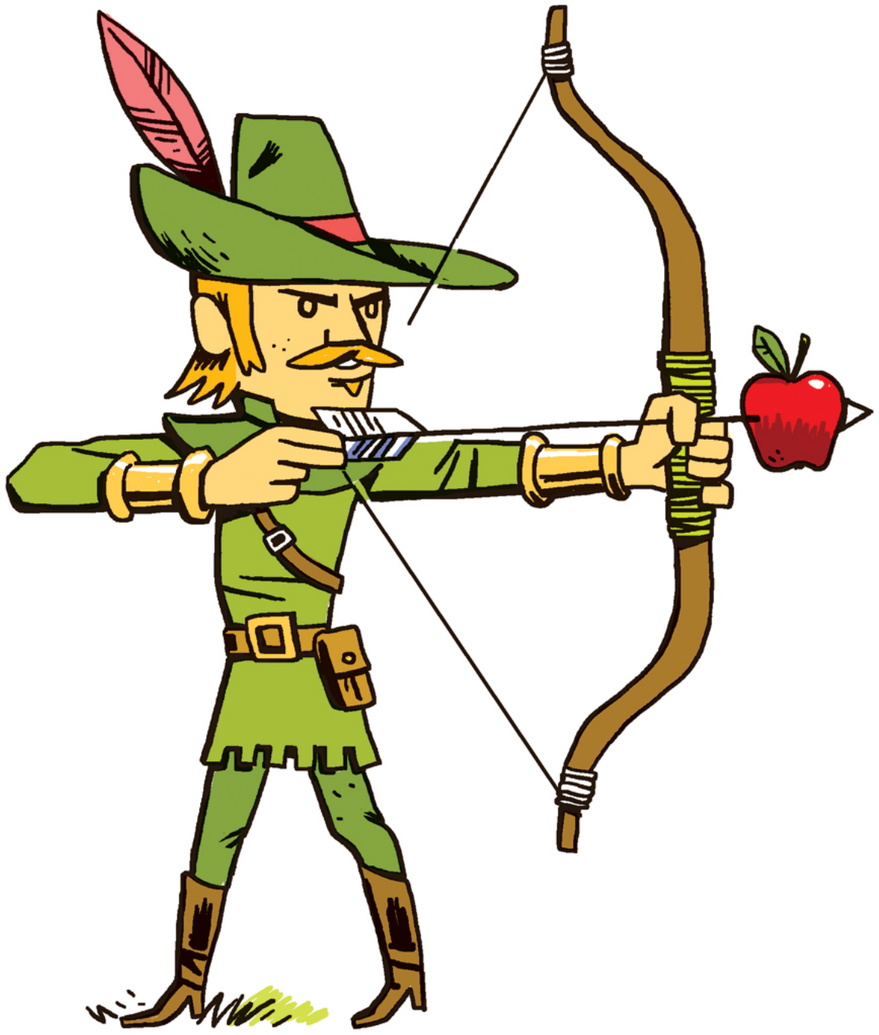
PHASE 1
PHASE 2
PHASE 3
Collect Underpants
?
Profit

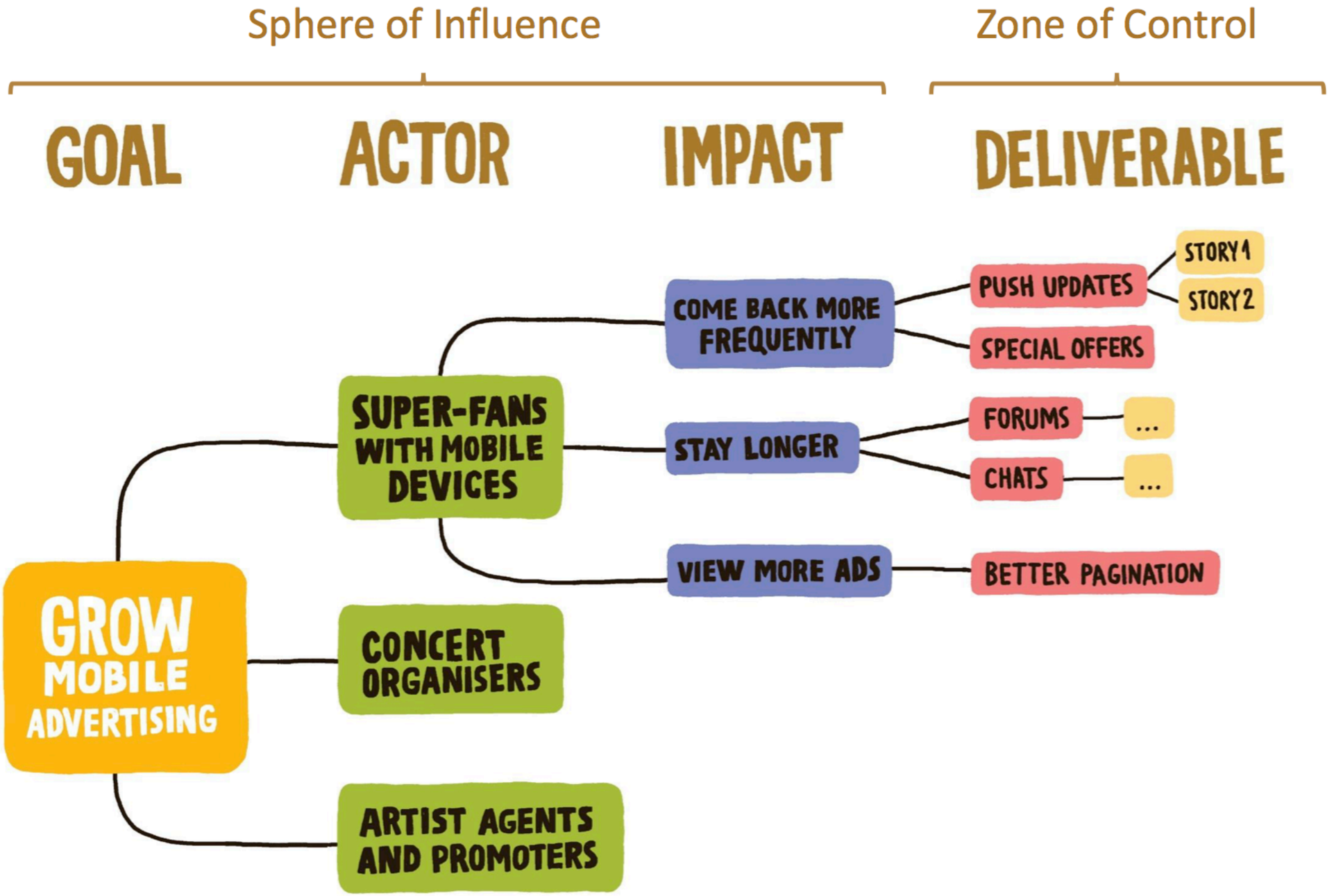

Business Goals
(Key Performance Indicators)
Actors and Impacts
(Behaviour Changes)
Deliverables
(Investments)


GOAL
ACTOR
IMPACT
DELIVERABLE
GROW MOBILE ADVERTISING
SUPER-FANS WITH MOBILE DEVICES
CONCERT ORGANISERS
ARTIST AGENTS AND PROMOTERS
COME BACK MORE FREQUENTLY
STAY LONGER
VIEW MORE ADS
PUSH UPDATES
SPECIAL OFFERS
FORUMS
CHATS
BETTER PAGINATION
STORY 1
STORY 2
...
...


GOAL
GOAL
BUSINESS CHANGE
CUSTOMER IMPACT
SOFTWARE CHANGE IDEAS
EPICS
STORIES
IMPLEMENTATION DETAIL
SPECIFICATION


DIVERGENT:
GROW
MAP
CONVERGENT:
PRIORITISE
MAP
CREATE
OPTIONS
MAKE
CHOICES



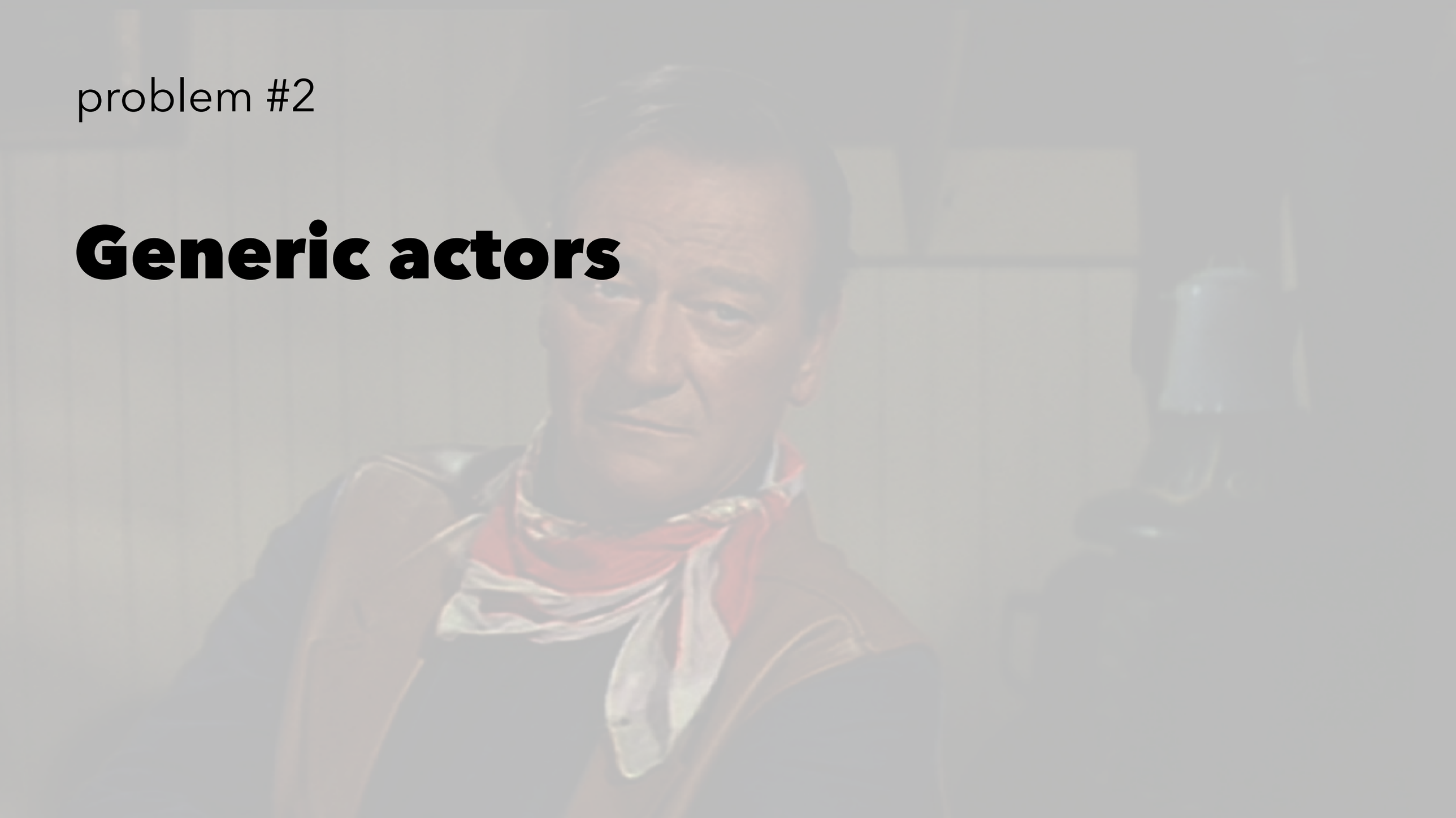

Sphere of Influence
Zone of Control
GOAL
ACTOR
IMPACT
DELIVERABLE
GROW MOBILE ADVERTISING
SUPER-FANS WITH MOBILE DEVICES
CONCERT ORGANISERS
ARTIST AGENTS AND PROMOTERS
COME BACK MORE FREQUENTLY
STAY LONGER
VIEW MORE ADS
PUSH UPDATES
SPECIAL OFFERS
FORUMS
CHATS
BETTER PAGINATION
STORY 1
STORY 2
...
...

problem #1

Zone of control overload

problem #2

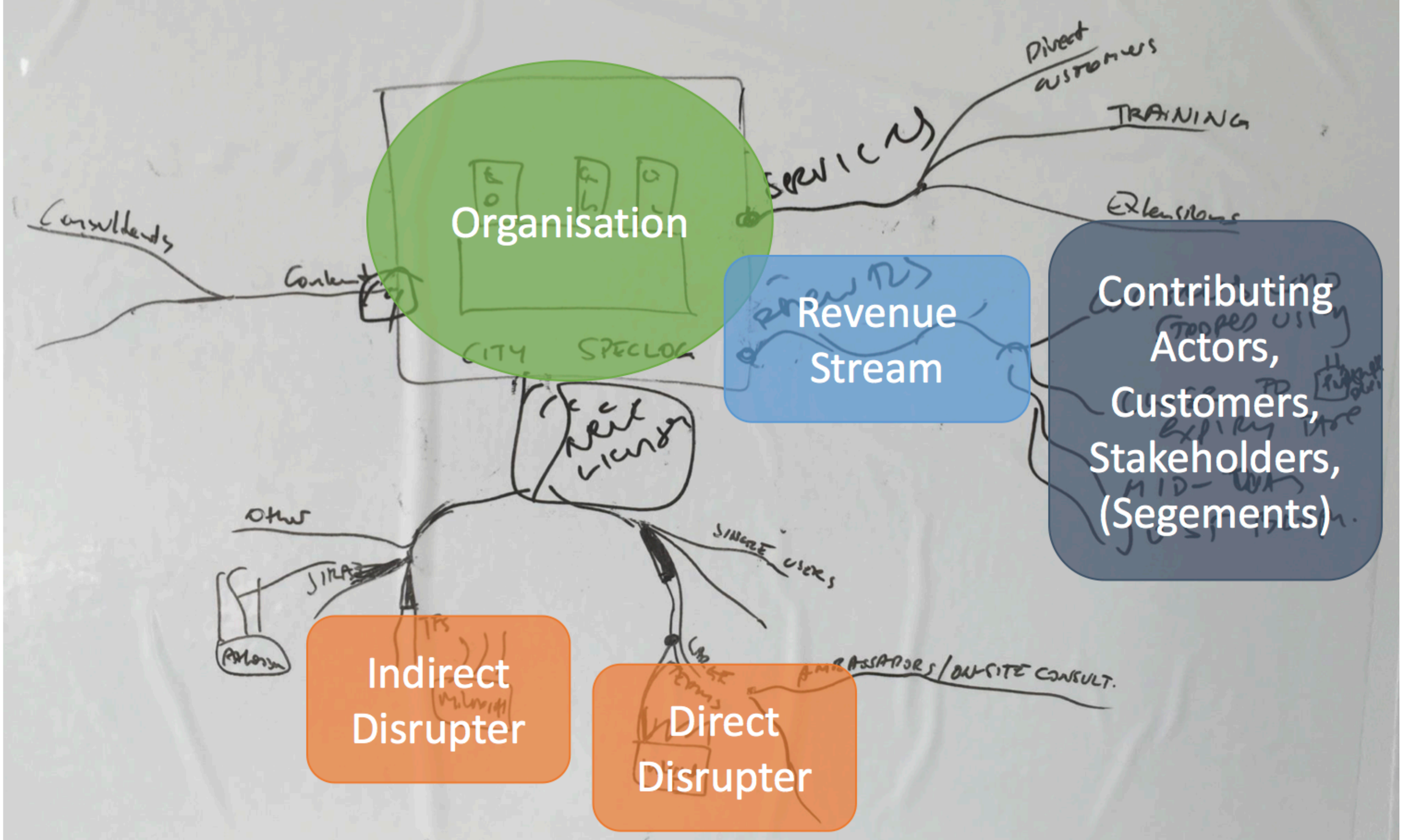
Generic actors

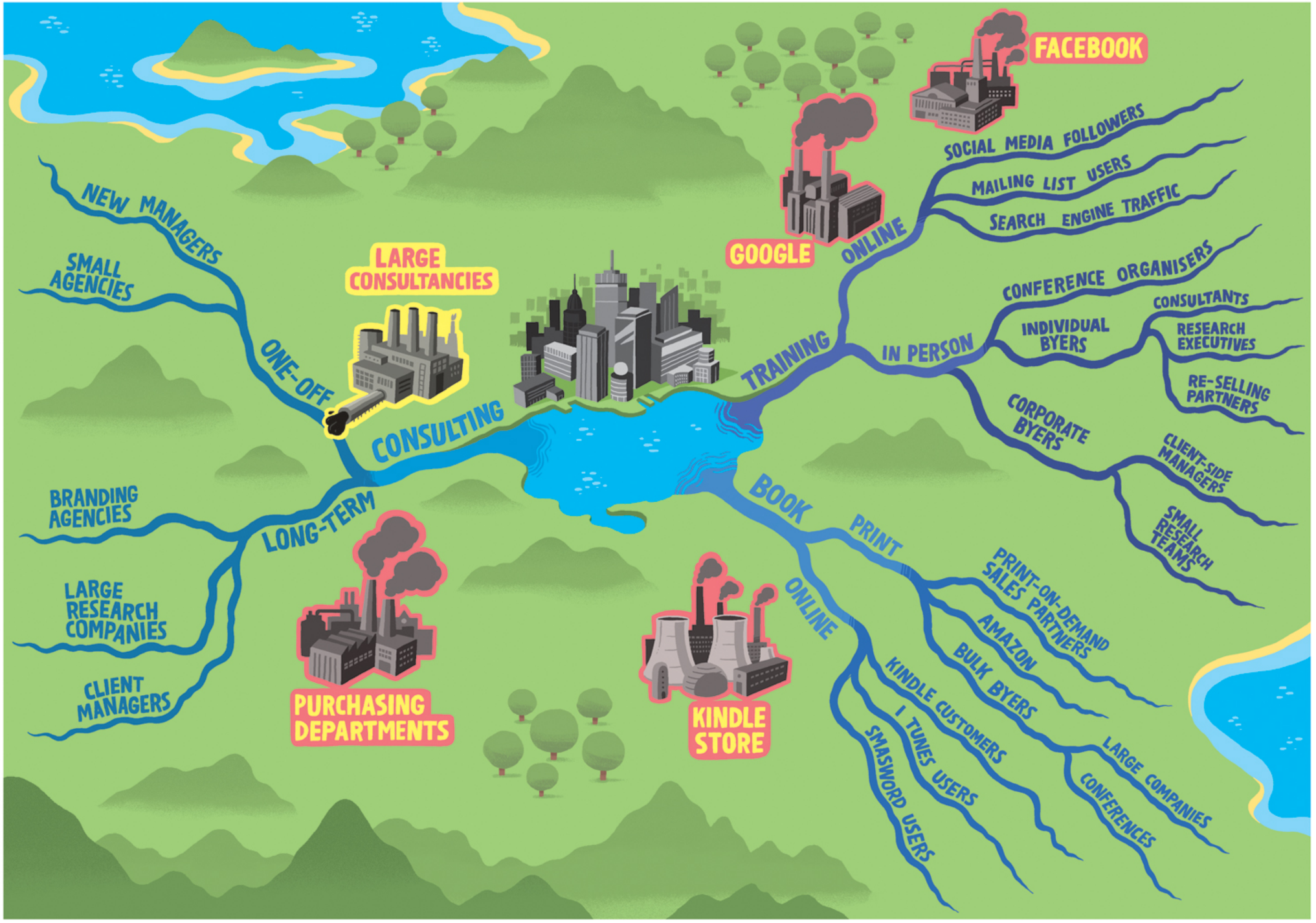


problem #3

Sticky behaviours

Revenue stream map


Organisation
Revenue Stream
Contributing Actors, Customers, Stakeholders, (Segements)
Indirect Disrupter
Direct Disrupter

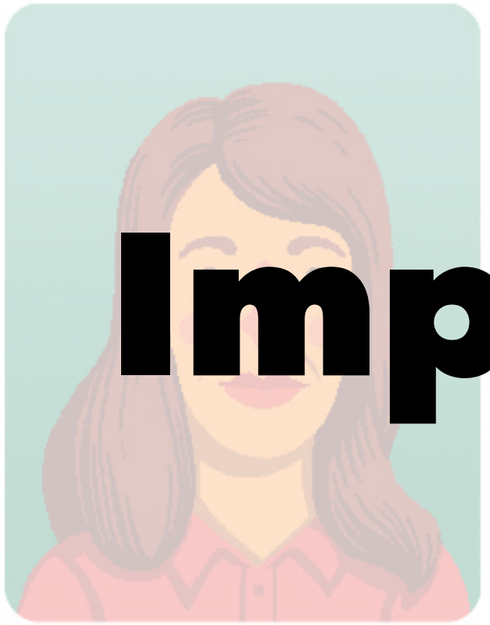

FACEBOOK
GOOGLE
SOCIAL MEDIA FOLLOWERS
MAILING LIST USERS
SEARCH ENGINE TRAFFIC
ONLINE
NEW MANAGERS
SMALL AGENCIES
LARGE CONSULTANCIES
ONE-OFF
CONSULTING
TRAINING
IN PERSON
CONFERENCE ORGANISERS
INDIVIDUAL BYERS
CONSULTANTS
RESEARCH EXECUTIVES
RE-SELLING PARTNERS
CORPORATE BYERS
CLIENT-SIDE MANAGERS
SMALL RESEARCH TEAMS
BRANDING AGENCIES
LONG-TERM
LARGE RESEARCH COMPANIES
CLIENT MANAGERS
PURCHASING DEPARTMENTS
BOOK
PRINT
PRINT-ON-DEMAND SALES PARTNERS
AMAZON
BULK BYERS
KINDLE STORE
ONLINE
KINDLE CUSTOMERS
I TUNES USERS
SMASWORD USERS
LARGE COMPANIES
CONFERENCES

can help can obstruct

HOW

can help can obstruct

HOW



WHO

can help can obstruct

HOW

WHO

can help can obstruct

HOW

WHO

WHO

Impact Trump Cards

WHO

☐ can help ☐ can obstruct

HOW

Settlement Team

WHO

[X] can help [ ] can obstruct

process transactions faster

HOW

Open Impact Mapping

https://github.com/impactmapping