

RETOURN

Recovery Tourism after Natural Disasters

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LTT _ Learning Teaching Training

HANDBOOK

LTT _ Learning Teaching Training

As part of the European project RETURNS / REcovering TOURISM after Natural disasters, the 8 trainers involved in the project attended a 5-day joint staff training event.

The aim of this event was to transfer and acquire an experiential teaching methodology that could be reproduced in the territorial contexts of the partner countries.

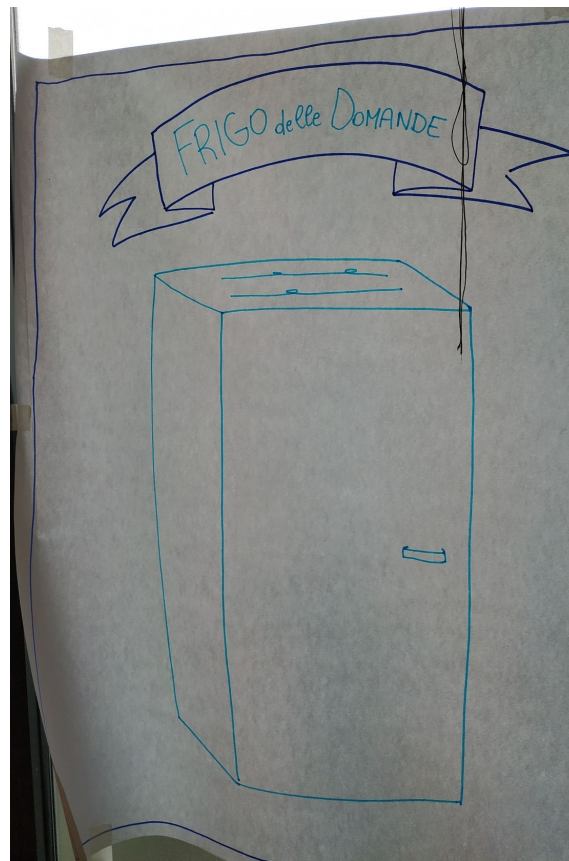
The training in which the partners participated, here summarised and revised, aims to generate the possibility of providing experiential workshops designed to learn emergent strategy making techniques in uncertain and disruptive contexts.

SETTING & LAYOUT SPACE AND WORKING FRAMEWORK



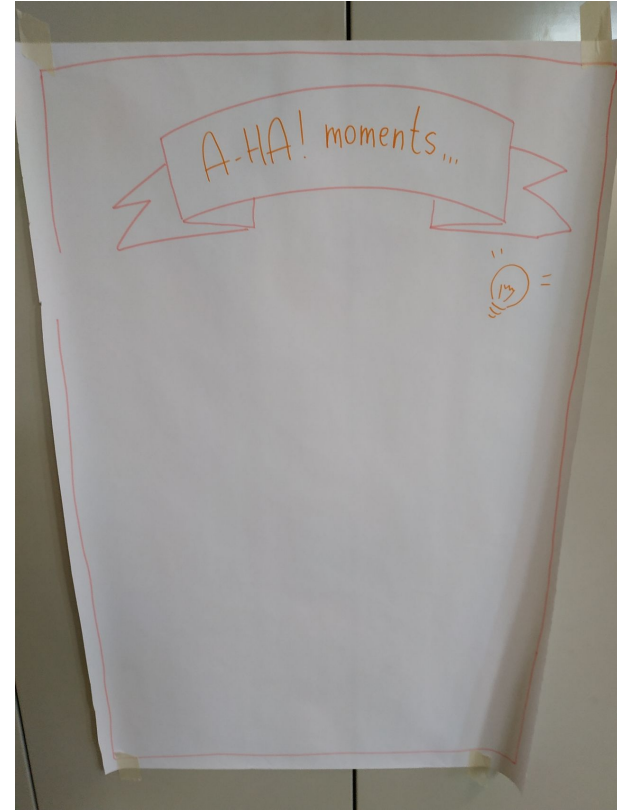
Fridge's Asks

Container of questions on the topics being discussed in the classroom asked at a time when the speaker cannot answer the question.



AH-AH Moments

A way of stopping and recollecting funny moments or moments that aroused wonder in some of the participants during the course of the lesson.



Roadmap

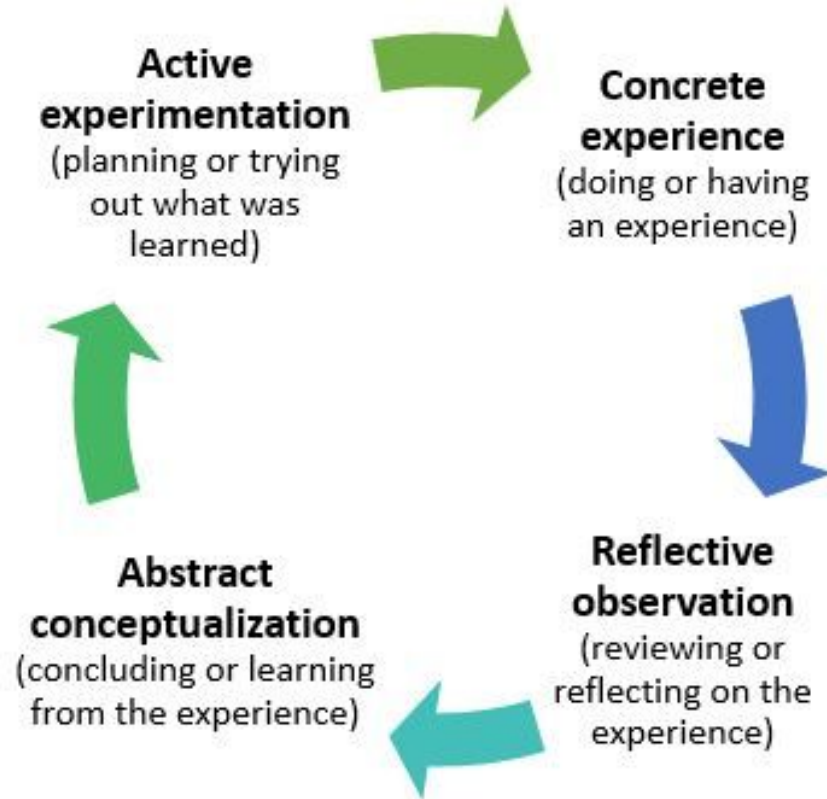


Participants Agreements

Agreements on the benefits of the workshop to be made in the preliminary stages, so that everyone can make the most of it.

1. Nothing that will happen can be useful if you don't want it
2. Nothing will be taught to you
3. Working together in a trusting environment
4. Facilitators will observe without judging
5. The update will be the experience
6. Reflection will be relaunched with questions
7. Let it go and have fun

KOLB'S CYCLE



Liberating Structures

Liberating Structures are easy-to-learn microstructures that enhance relational coordination and trust. They quickly foster lively participation in groups of any size, making it possible to truly include and unleash everyone. Liberating Structures are a disruptive innovation that can replace more controlling or constraining approaches.

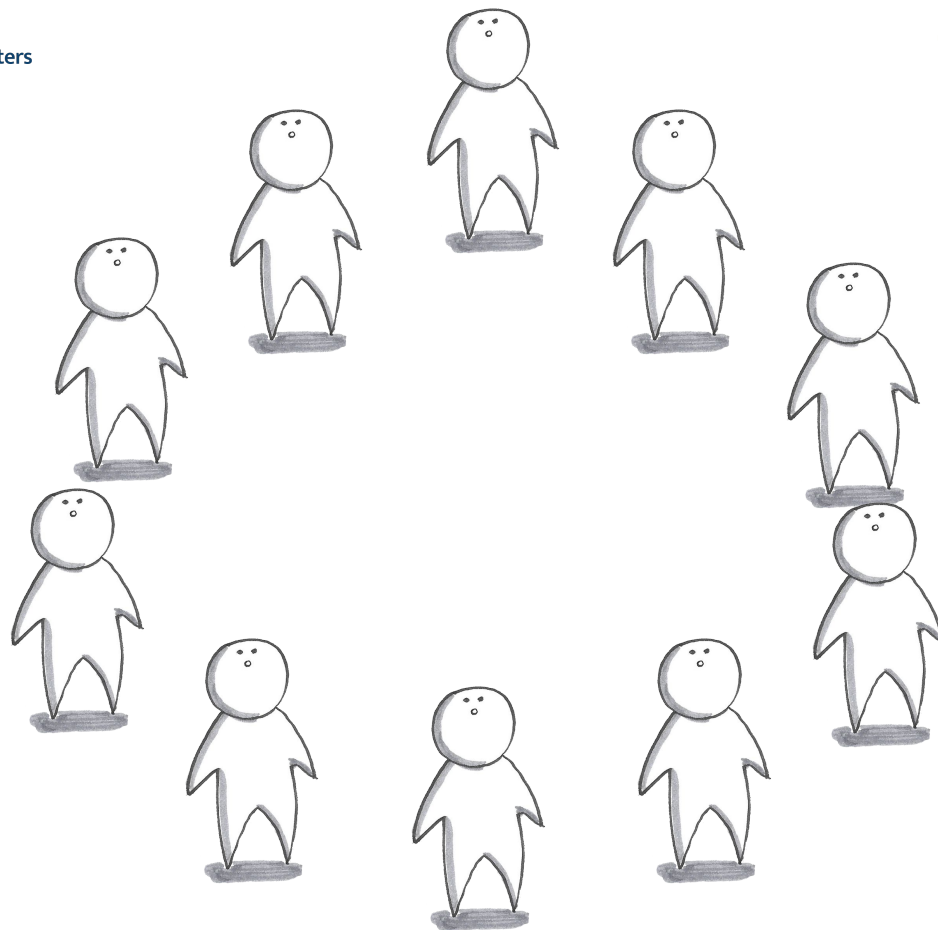
CHAPT. 1

TEAM BUILDING



Activating the **processes of collaboration in a team** is an important aspect in various work and non-work settings and it becomes crucial in an emergency context.

First of all, the team need therefore to focus on this aspect through the use of some games as **icebreakers** among the participants.



PILLARS

- equivalence
- membership
- democracy



I. 1 to 8



WHAT

Icebreaker Game

HOW TO

The team has to count from 1 to 8, tapping their right shoulder with their left hand. When the team has taken off, they count faster and faster.

Variant with challenge: Introducing the lap change. By touching the left shoulder with the right hand, the participant can switch the direction of the lap. The participant after them must continue the numbering without making a mistake.

If someone makes a mistake, they go to the centre of the circle and celebrate the fact that they have made a mistake. The rest of the group cheers with him. Then he is eliminated.

WHY

- Failure admitting
- Focus and speed
- Do not blame for a mistake
- Team Coordination

II. Human Pins



WHAT

Spatial coordination game and people origins.

HOW TO

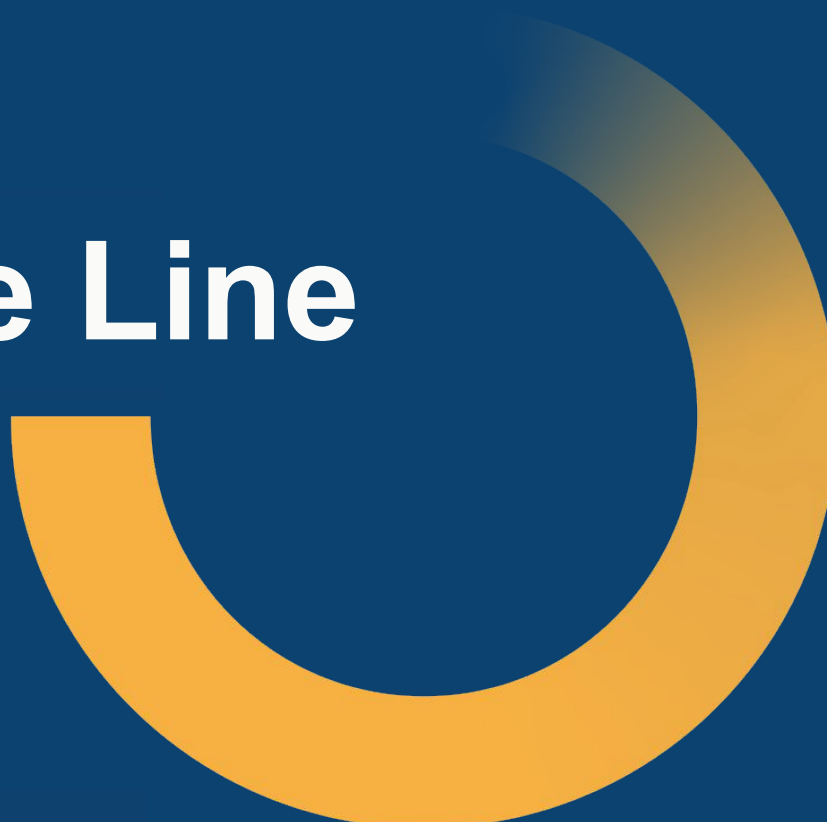
Where do you come from?

Position yourself in the room based on the geographical location of your country of origin.

WHY

- Spatial orientation
- Knowledge of others backgrounds
- Team coordination and collaboration

III. Pleasure Line



WHAT

Rating scale in activities and workshop participation

HOW TO

From IT SUCKS to EXCELLENT, how pleased are you to be here and make your time time available?

Place yourself on the scale according to your answer.

Then try to convince others to come to the same position as you.

WHY

- Self-awareness
- Ability to convince others
- Negotiation skills

IV. Find the partner



WHAT

Icebreaker game

HOW TO

Each participant has an affixed tag behind his or her back, which pairs with that of another participant.

The aim of the game: finding the missing half to form the pair. ex. Bonnie & Clyde.

Participants walk around the room and see only each other's writing. To discover their own they can only ask YES OR NOT questions to the other participants. And in turn answer them.

WHY

- Ability to ask precise questions
- Intuitiveness
- Ability to relate
- Speed
- Familiarity

V. Check In



WHAT

Personal awareness and self-assessment activities

HOW TO

Why are you here?

What are you seeking from this event or workshop?

Explain yours and when you are done, pass the ball to others by saying CHECK IN!

WHY

- Self-assessment
- Awareness
- Reasoning about one's motivations
- Knowing how to expose them to others

VI. Picasso Portrait



WHAT

Icebreaker drawing game.

HOW TO

To play, please stand up to draw.

The participants have 30 sec to draw the partner's portrait **ONLY LOOKING AT** the partner's eyes, not at the sheet!

The participant has 30'' to write a **WOW** question to the partner.

The sheet must be signed by whom has drawn.

The portrait must be given to the partner.

After the game, all drawings should be hung and **WOW** questions answered.

WHY

- Increasing the relationship between the team
- Reflect on how I consider myself
- And how others see me
- Ability to communicate and impress
- Eye contact



VII. Arianna's Line



WHAT

Cards game in 25min.

HOW TO

Goal of the game: recreate the logic behind the cards, the Line to escape the labyrinth.

Each participant is given a deck of cards on which different pictures are drawn (ZOOM IN AND ZOOM OUT).

Without being permitted to see each other's cards, but only being able to describe the cards in their hands, participants must find the logic behind the pictures and recreate it by giving themselves the order in which the cards should be laid face down to recreate the LINE.

WHY

- Team communication
- Empathy
- Creativity
- Collaboration toward a common goal
- Time checking
- Project building
- Ability to listen to others
- Focusing
- Decision making process
- Active role I play in a decision making process



VIII. Final Goals



WHAT

Retrospective and debriefing.

A roadmap from THE GOAL IS NOT MINE to TOGETHER IS BETTER AND THE GOAL IS OURS.

HOW TO

Draw on a post it your avatar.

Place it in a spot on the map and explain to others why.

Purpose: to understand how much during a process I feel the goal is mine or part of the team.

IX. Return of the Time Invested (ROTI)



WHAT

Retrospective and debriefing activity.

HOW TO

Reflect on the quality of time you spent during the workshop or teamwork.

What is the quality of time you invested?

What is the quality of time you received from the context and others instead?

Answer by choosing two numbers from 1 to 4, from a little to a lot.

WHY

- Debriefing activities
- Self-vision
- Awareness
- Capacity to change and adapt

CHAPT. 2

PLANNING

PROJECT

MANAGEMENT



In a second moment, the team can dedicate to the concepts of **objective** and **result**, and to introducing the **Agile approach** to user-centric products, leading to the introduction of **Impact Mapping**, with related objectives, actors and impacts.

Then will be introduced **Story Mapping**, with the concepts of output and result, with user stories to detail the progress of the activities, seeing how story mapping allows great design storytelling with a concrete and coherent vision.

I. Geometric Rope



WHAT

Icebreaker game.

HOW TO

Goal of the game: to form a pentagon in 20 mins with a 5m length rope.

The team must arrange so that the delivered rope forms a pentagon of 5 equal sides.
When the team thinks they are done, they lay the rope on the ground.

The rope cannot be knotted, doubled or set down on furniture.

WHY

- Understand the difference : Objectives vs Results



II. Goal vs Result



In the goals, we express a **tension** towards the result.

"I want to win the swimming contest" is a goal vs *"I won the swim contest"* is a result.

The result allows us to be **attracted by the joy** that we will feel compared to the effort to be made. Imagining ourselves on the podium with the medal in hand is a great stimulus to move forward, building the path to be done.

So, is the result to **motivate us and guide** us along the definition of **a series of objectives** from time to time achievable, small concrete steps of approach to obtaining the same result.

With each goal achieved towards the result, we will have a new awareness that will allow us to set and reach the next goal.

II. The Agile approach



> Our VUCA world



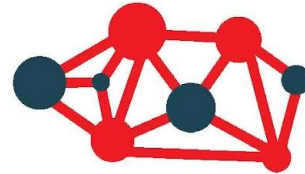
VUCA



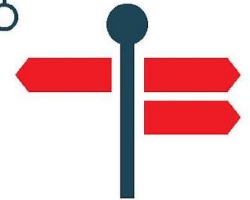
VOLATILITY



UNCERTAINTY



COMPLEXITY



AMBIGUITY

- V**olatility - the world goes in unknown directions and speeds
- U**ncertainty - impossible to predict based on past experiences
- C**omplexity - everything is interdependent
- A**mbiguity - information is confusing and contradictory

How can we find our way in a **VUCA** world to **surf** the complexity creating value?

Volatility with the **VISION** to have clear direction

Uncertainty with the **understanding** to confront and get out of the schemes

Complexity with the **clarity** to simplify and reduce complexity

Ambiguity with the **agility** to know how to change quickly

VUCA world needs **Agile leaders!**

Train and develop an Agile Mindset to use the changes rather than undergo them.

The lives of many organisations will depend on this in the future.

Learn to be **more flexible and quick to change your strategies** according to the changes in the surrounding world, to have the opportunity to use the difficult moments to grow and be ready for the world to come.

> Master the complex: Cynefin





Complexity, the eternal struggle between order and disorder.

The Cynefin framework is a conceptual framework used to aid decision-making.

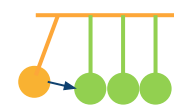
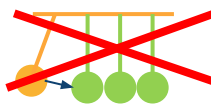
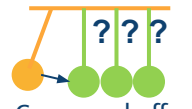
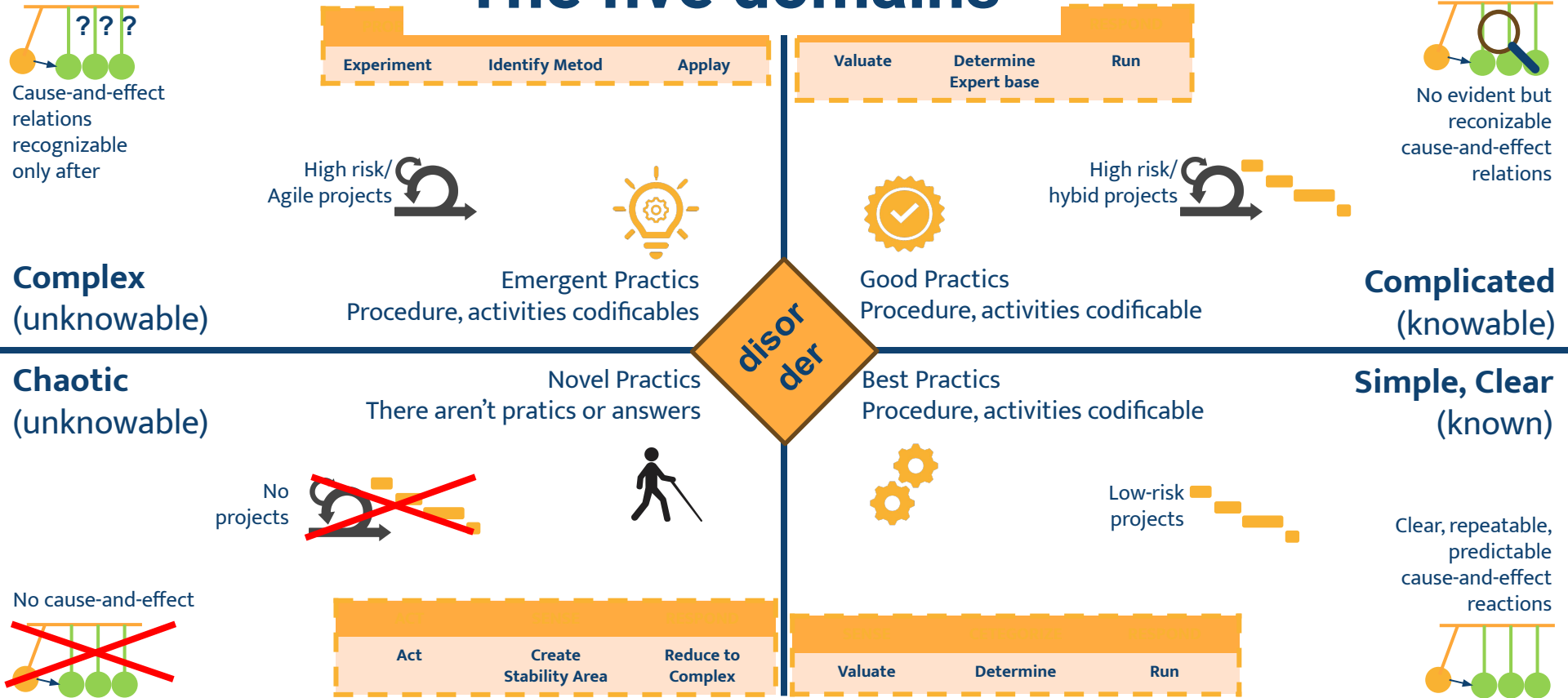
Created in 1999 by Dave Snowden when he worked for IBM Global Services, it has been described as a "sense-making device".

It allows executives to see things from new viewpoints, assimilate complex concepts, and address real-world problems and opportunities.

Using the Cynefin framework can help executives sense their context so that they can not only make better decisions but also avoid the problems that arise, when their preferred management style causes them to make mistakes.

NB: Cynefin, pronounced kuh-nev-in (in English, Chenevin in Italian), is a Welsh word that signifies the multiple environmental factors and our experiences that influence us in ways we can never understand.

The five domains



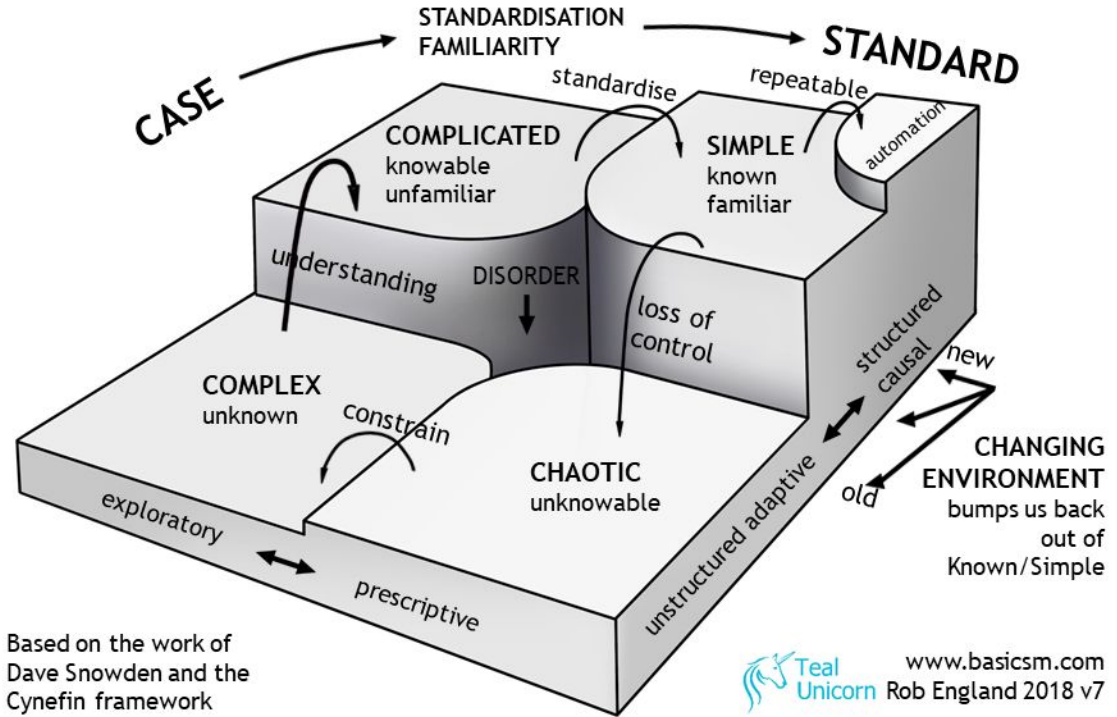
> Sustainability



Cynefin & Standard + Case

AGILE 

In a world that changes quickly, the development of a product must maintain contact with the reality, with the complexity.

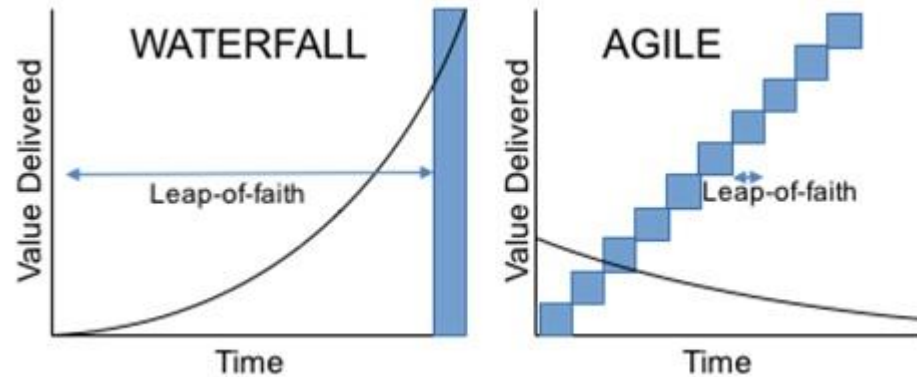


Based on the work of Dave Snowden and the Cynefin framework

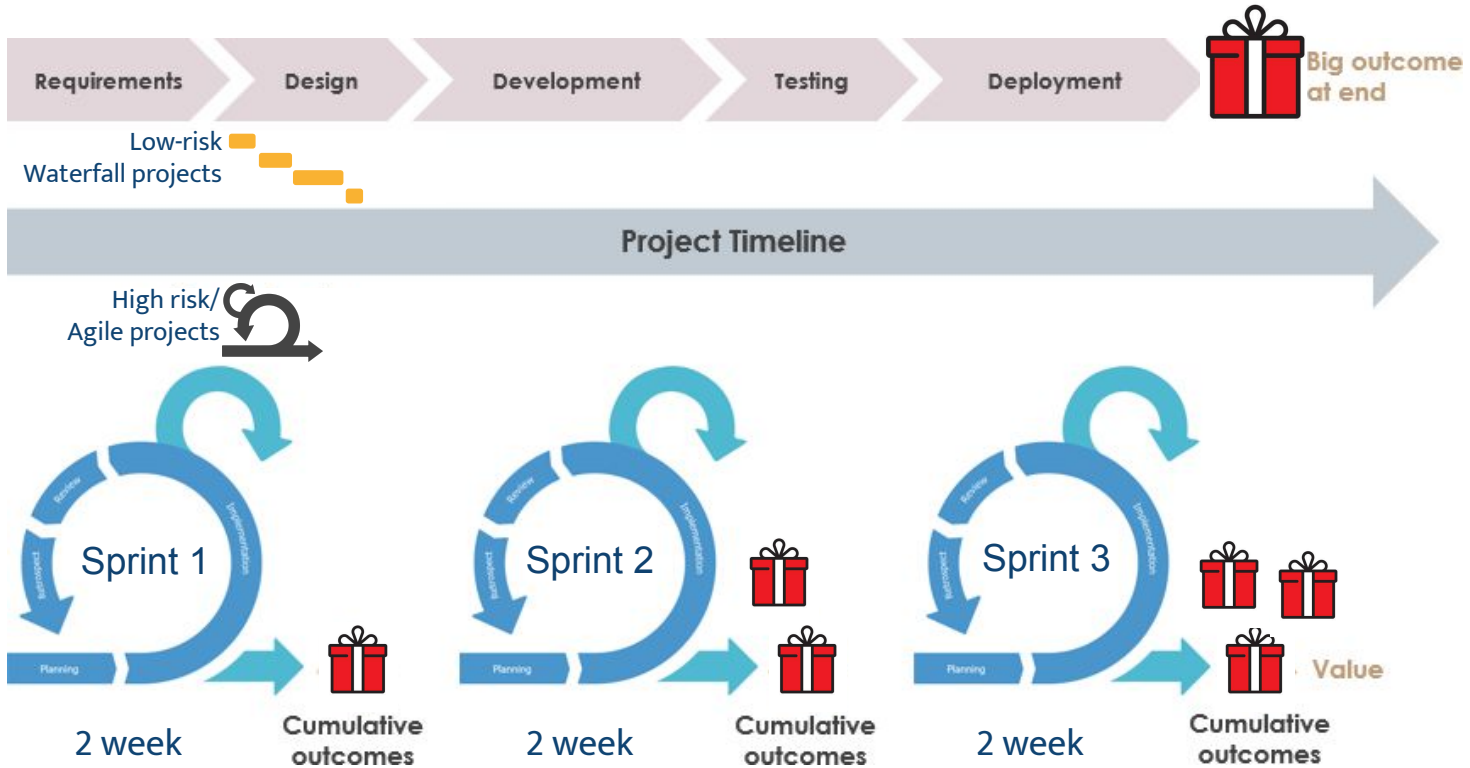
 www.basicism.com
Rob England 2018 v7

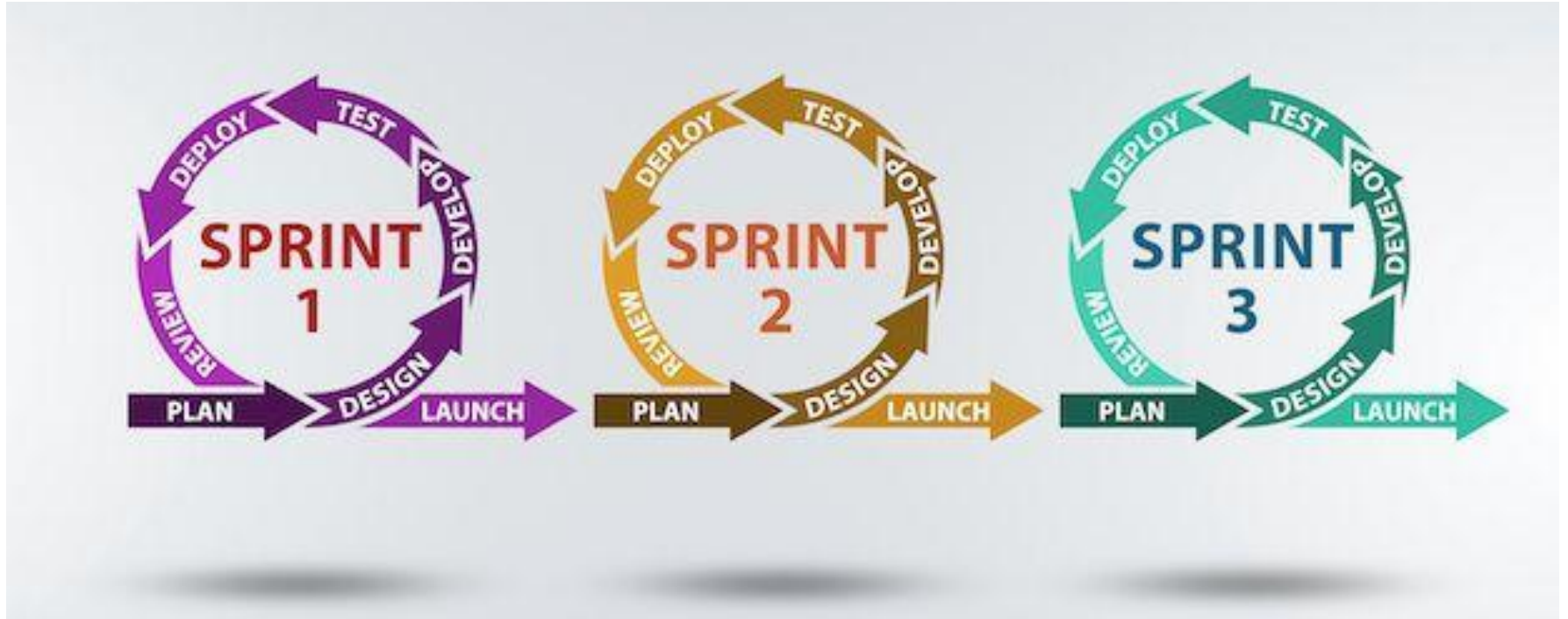
In an Agile approach is developed first what has the most value and is more certain, verifying frequently and with regularity the outcome to intercept the change, adapt to it and reduce the waste.

Production optimization for production cost (layer/unit/block)

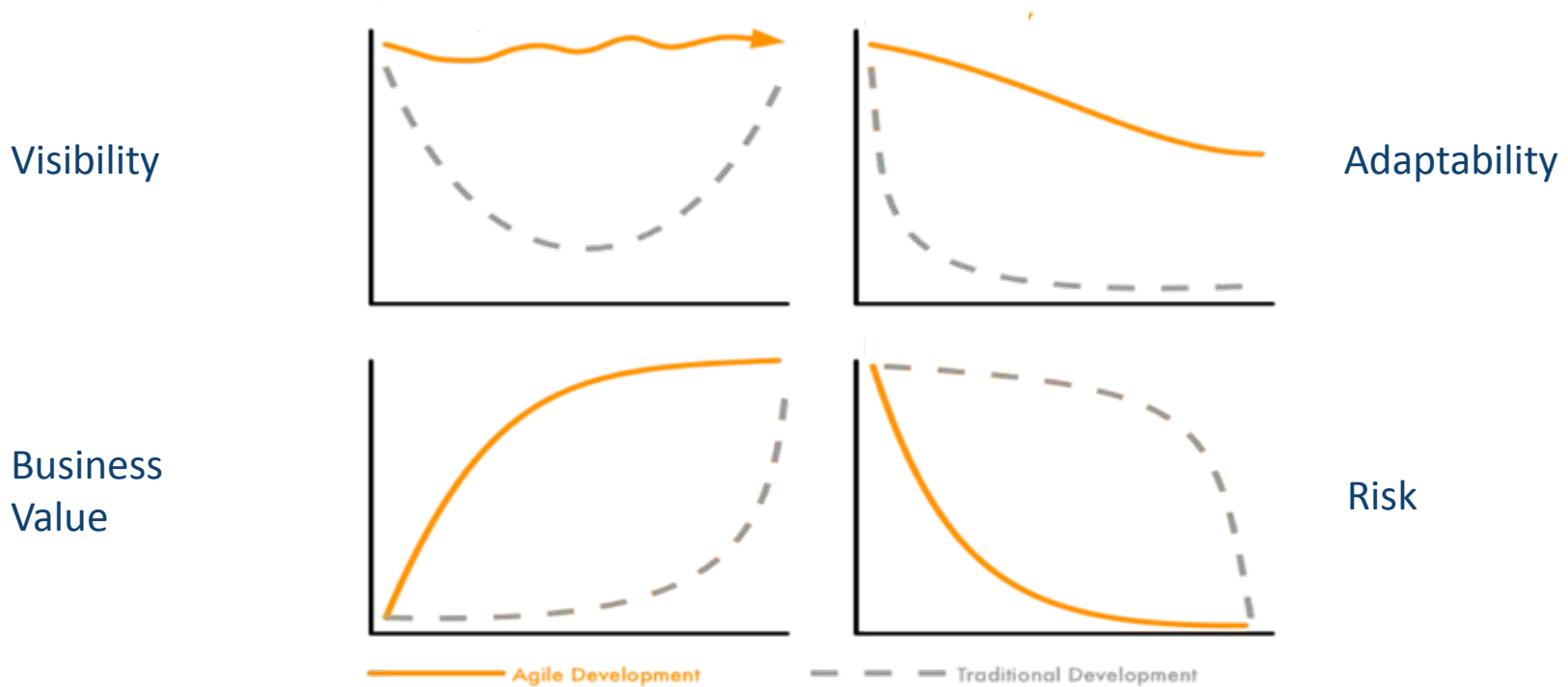


Production optimization for outcome (vertical slicing)

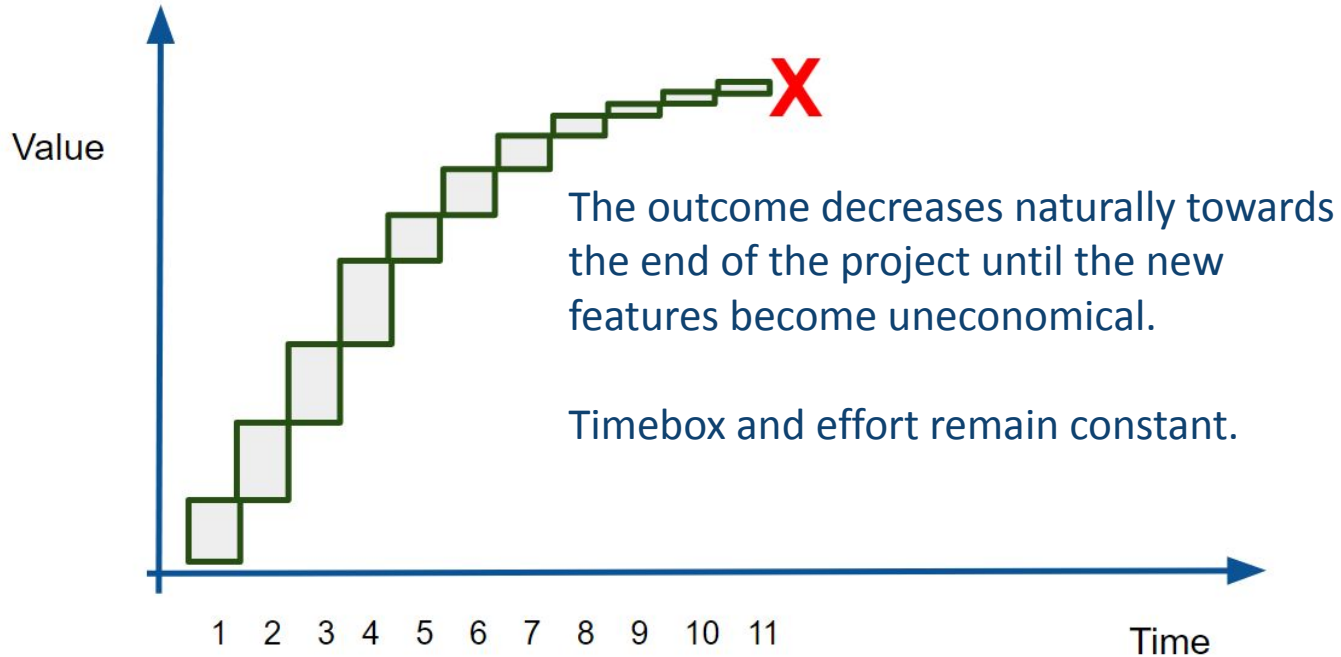




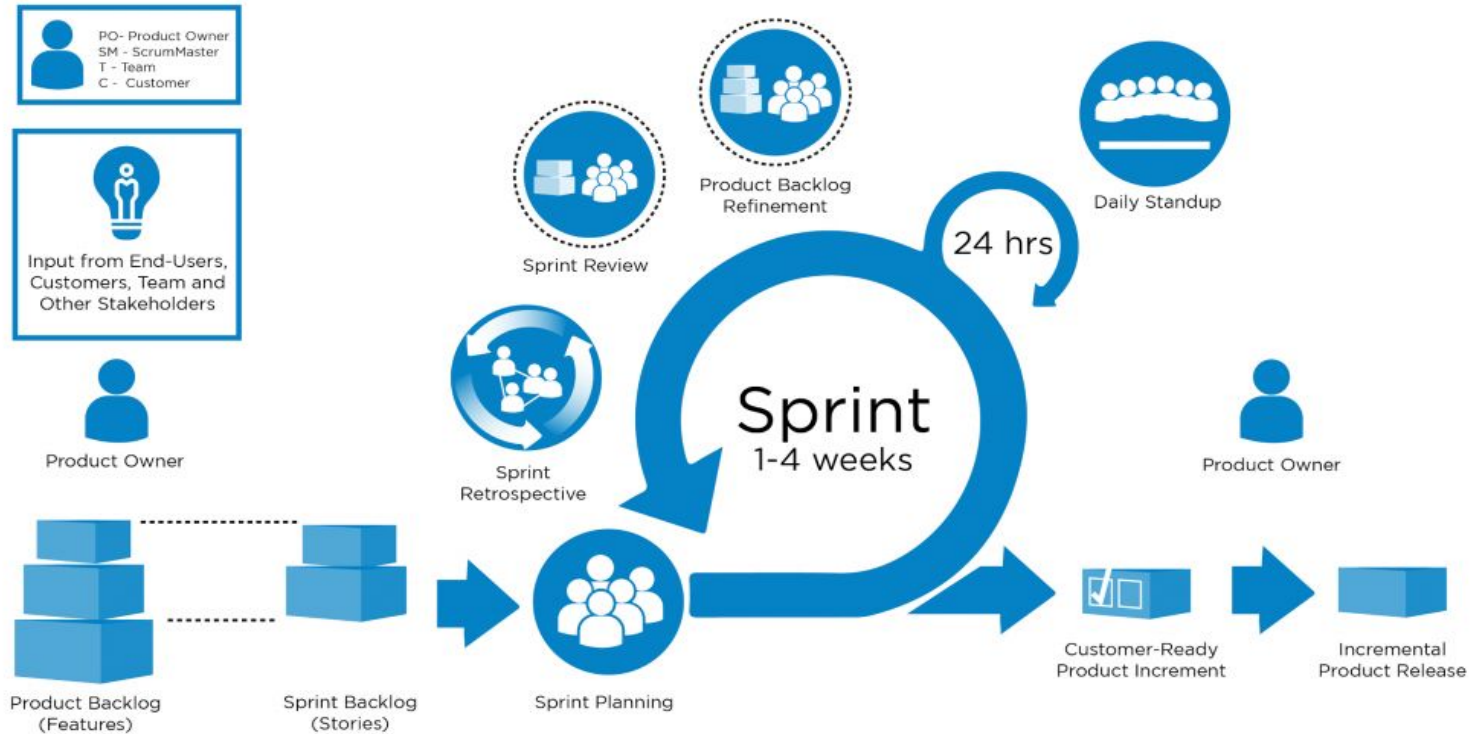
Agile is especially risk management. That is sustainability at all levels



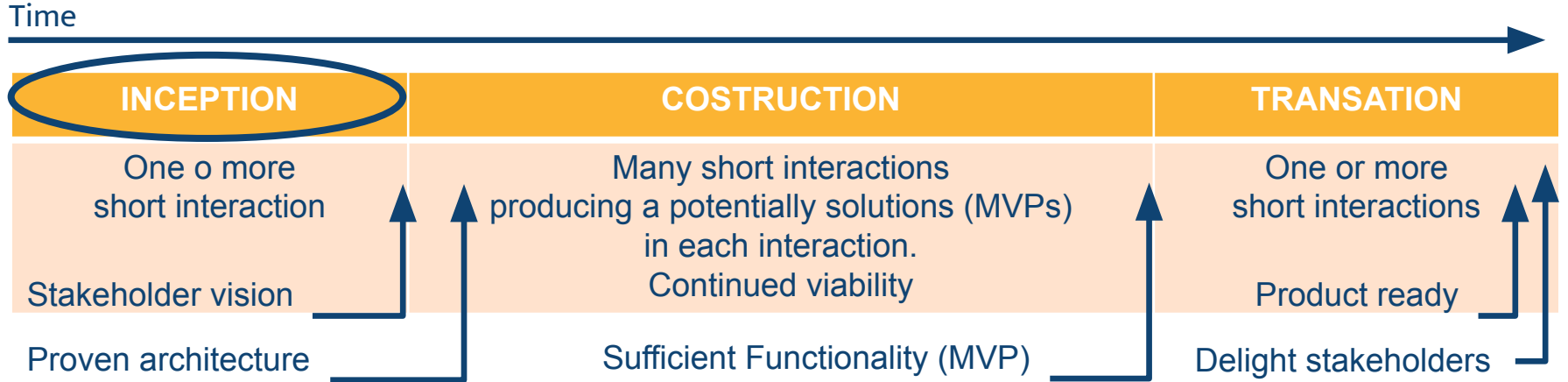
Agile Business Value Stream



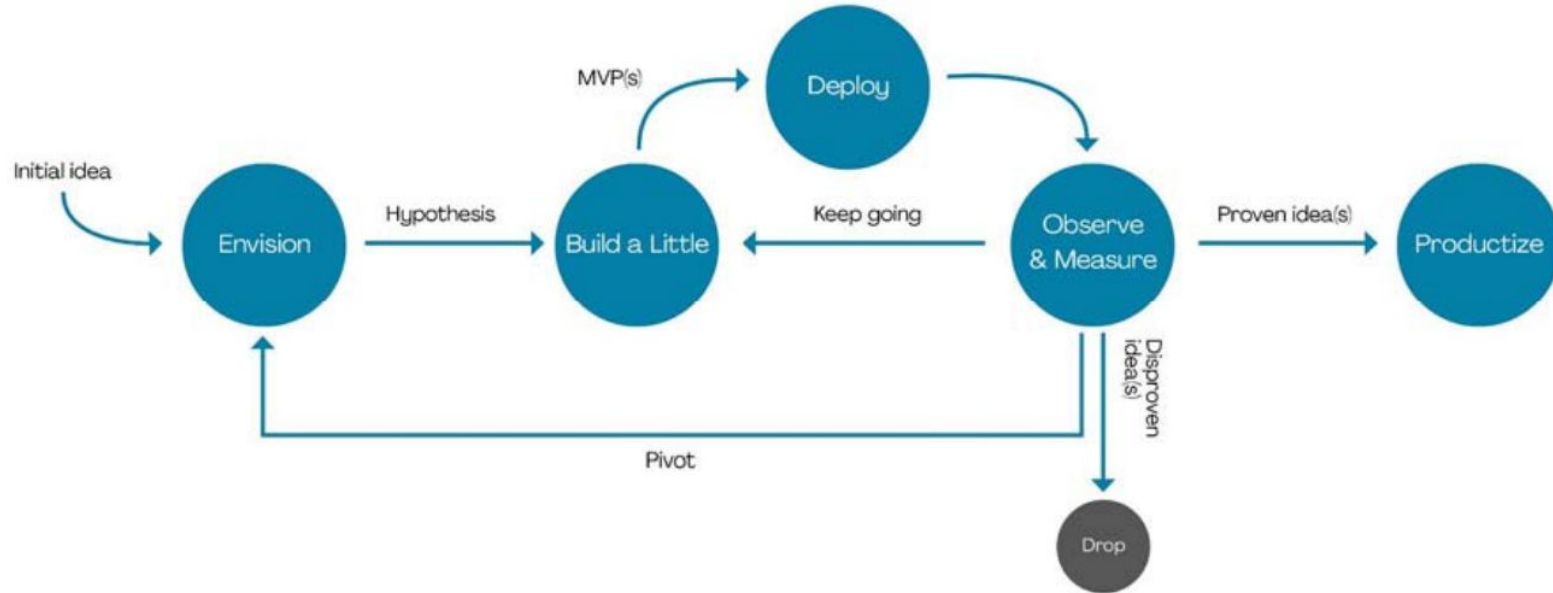
The life cycle Agile – Scrum framework



The life cycle Agile in the time



The life cycle of a start-up



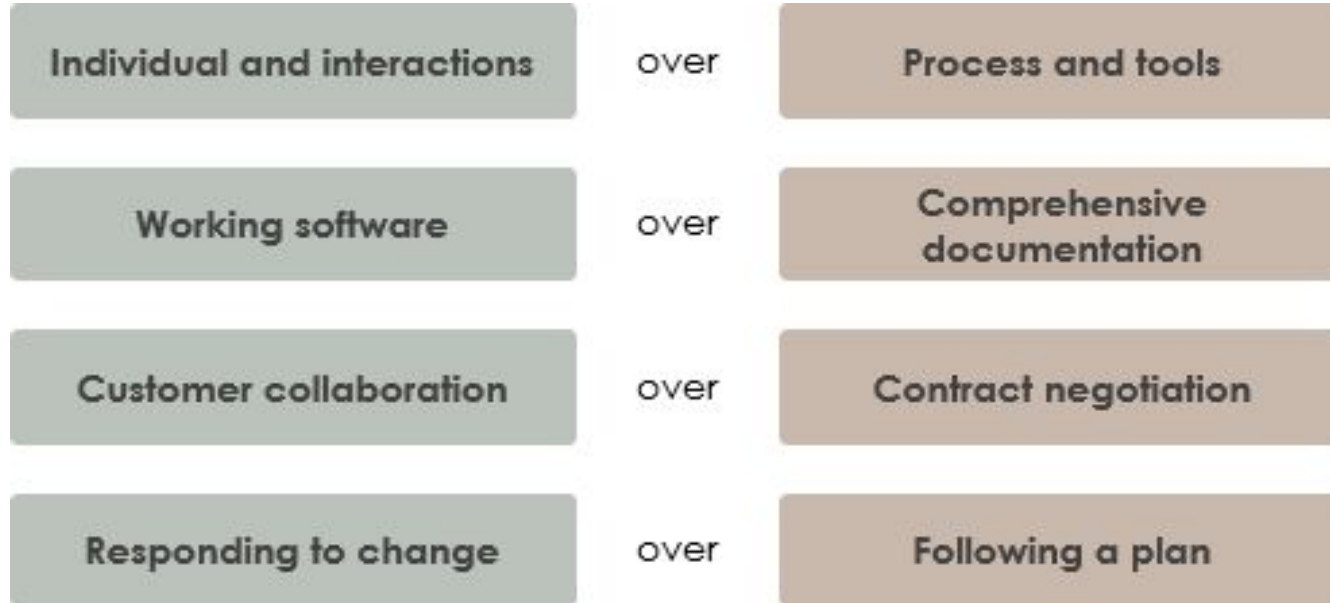
The Agile Manifesto

“On February 11-13, 2001, at The Lodge at Snowbird Ski Resort in the Wasatch mountains of Utah, seventeen people met to talk, ski, relax, and try to find common ground—and, of course, to eat. What emerged was the **Agile ‘Software Development’ Manifesto**. Representatives (...) of alternative to documentation-driven, heavyweight software development processes convened.”

The formalisation of the principles on which agile methodologies are based has been the subject of the work of a group of software designers and IT gurus who spontaneously gathered in the **Agile Alliance**.

The final document of this work was then signed by a large group of these professionals, many of whom also developed some of the most famous agile methodologies.

Agile manifesto Values



Agile Manifesto Principles



Customer Satisfaction



Welcome Change



Deliver Frequently



Working Together



Motivated Team



Face-to-Face



Working Software



Constant Pace



Good Design



Simplicity



Self Organization



Reflect and Adjust

“Agile Iceberg”

Scrum
Kanban
Pair programming
Lean
...

Tools

Planning Poker
Boards/Flow
User Story
Estimations
Iterating planning
....

Practices

Inspect & Adapt
Transparency
Self Organizing Team
Deliver Value regularly
Time-boxing

Principles

Commitment
Courage
Focus
Openness
Respect

Values

Mindset

The Agile Universe is...

Agile (software & services)

Agile People

Agile Marketing

Agile for Hardware

But also...

Business Agility

Disciplined Agile (WoW)

The Heart of Agile

Modern Agile

> Extreme Contracts



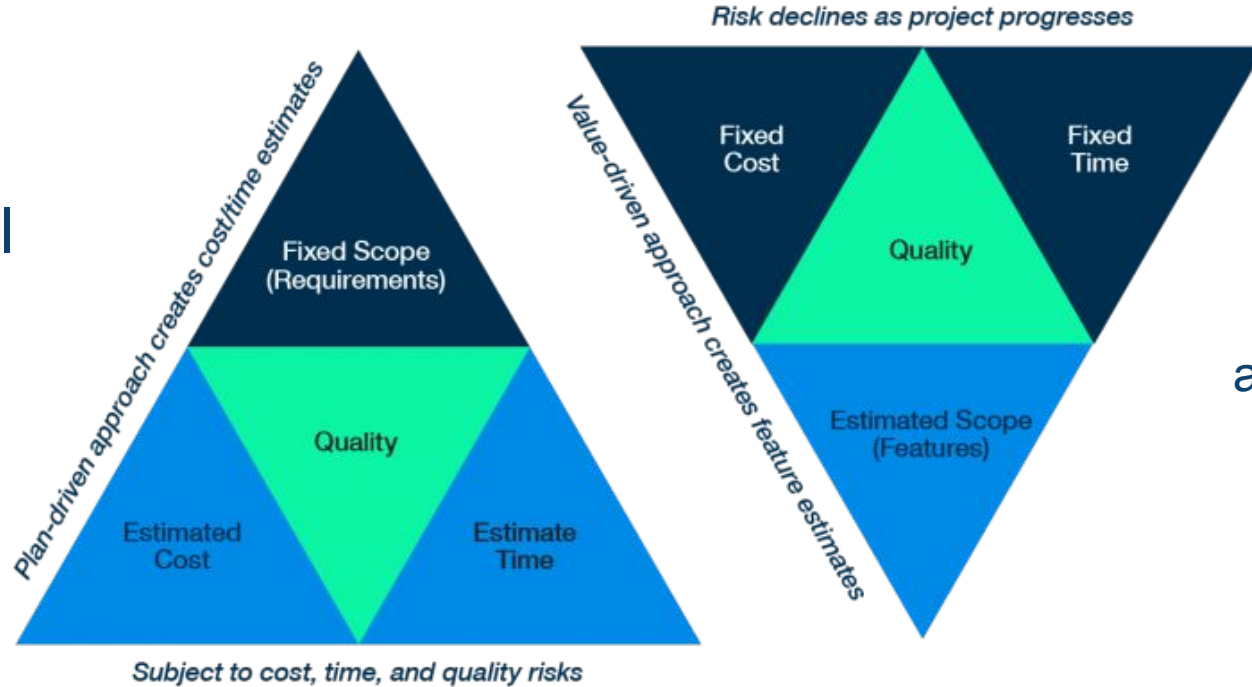
What does the traditional definition of “Project” say?

“A **project** is a **planned** program of work that requires a definite amount of **time, effort** and **planning** to achieve **goals** and **objectives** within a **set time** and **budget**”

... Okay, what happens with Agile? With the **knowledge-work** project as **software, services, marketing, engineering, architecture, urbanistic** project?

Iron Triangle Paradigm Shift

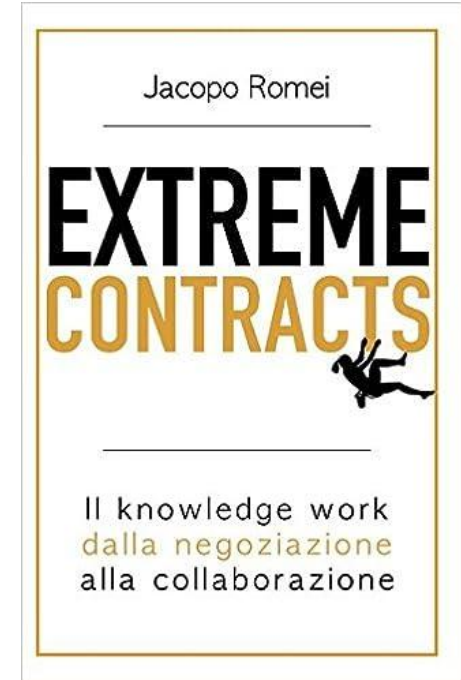
Waterfall
Predictive



Agile
Interactive
and Iterative

Can we **reduce the risk of a contract** by changing the traditional approach with:

- **Good negotiations before the contract**
- **Change of the contract paradigm**



The eight principles of extreme contracts

<https://medium.com/@jacoporomei/gli-otto-principi-degli-extreme-contracts-7b50f23c77be>

Extreme Contracts QuEST

QuEST: a process to collaborate and make decisions with other persons.
In another world, negotiate!

It's built on four phases:

- 1) Question
- 2) Envision
- 3) Select
- 4) Take

Question: the focus on the **GOAL**.

- 1) is it the right problem?
- 2) Is it understood in the same mode by all the persons?
- 3) Have the persons the same perception of the assumptions?

Envision: the market of the ideas.

- 1) What is more important and what is less?
- 2) What are the criteria for prioritization of the option emerging?
- 3) Is it possible to select and prioritize the option?

Select: the awareness of the project options and the priorities criteria.

- 1) What are the **options preferred** by anyone?
- 2) What anyone is **willing to do** and **what is not**?
- 3) There are options that are mergeable into one?

Take: is the final moment to create a “**skin in the game**”.

- 1) Does everyone take **responsibility**?
- 2) Does everyone take **their job assignment**?
- 3) Does everyone take **the leadership of their job**?
- 4) Does everyone play the **game of collaboration** on the mechanism individuate with the Select phase?

THE CONTRACT

Normally, we have **two types** of contracts:

- “**turn-key**” (fixed price)
- “**Time & material**”

But exist an alternative: the **Agile contract**

THE AGILE CONTRACT

Agile contract: in another word, when the customer is fully involved in the project!

- 1) The **customer participates at the first meeting** to define and prioritise the functionality to realize.
- 2) The **work is divided into iteration.**
- 3) At any iteration, **the customer decides if accepts the work done** or not.
- 4) Only **the iterations accepted are billed.**

For **every iteration** the customer:

- 1) Obtain only the software/service realized with approved iteration.
- 2) Can decide to modify the evaluation of priorities of the backlog.
- 3) Can decide to modify the functionality in the backlog.
- 4) Can decide to interrupt the project.

III. Impact Mapping

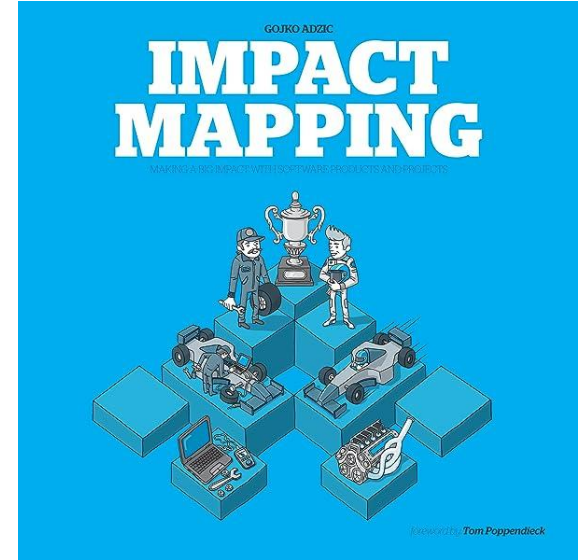
Impact Mapping is a strategic planning technique designed by Goiko Adzic that serves to contextualise a project mapping into the environment in which it will be integrated.

By capturing both assumptions about the project and the purpose of the activities, allows us to see the dynamic relationships between

plan of activities



the contexts
in which
they impact



During the project, it helps us react to change by adapting planning effectively and consistently, providing:

- the roadmap for activities
- the overview for business sponsors

It will allow us to **avoid digressions** and **over-structuring**, keeping the focus of the work on the new activities that will have to provide solutions to the different impacts.

Increase **collaboration** in the project by providing :

- a general framework that the business sponsor and the implementation team can use to more correctly **assign priorities**
- **precise monitoring** of the progress of the project

Provides a **clear communication** of **project assumptions** allowing them to be easily verified by the team

- better identifying the **business results achieved**
- allowing them to identify and then **stop unsustainable projects** before they cost too much.

Impact Mapping is an aid to build products and develop projects **that have an impact, not only to release solutions for themselves.**

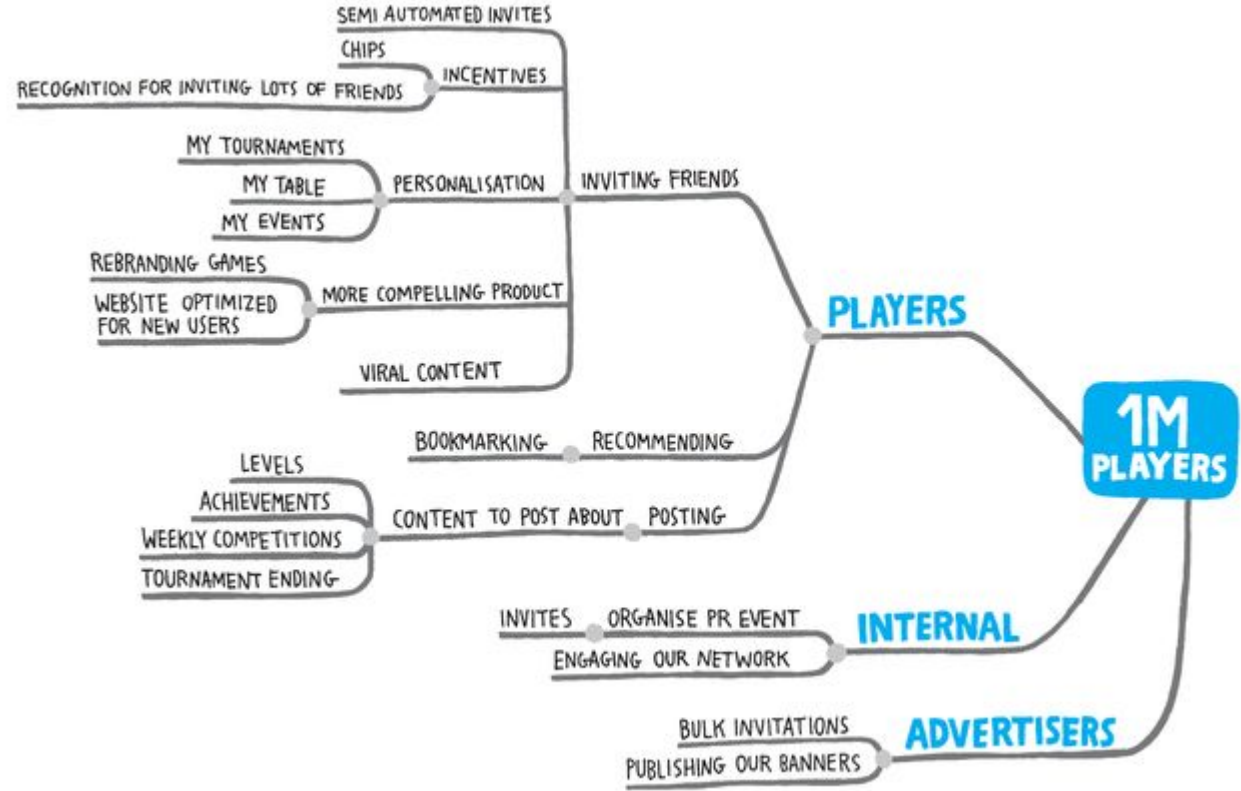
The impact mapping method:

- **designed by interaction designers**, facilitates collaboration and interaction by encouraging the participation of people with different backgrounds
- **visualize hiring and overview**, aligning the organization, facilitating meetings, and enabling fast decision-making
- **fast**, and therefore **lends itself to be adopted with iterative methods** of development and release today increasingly adopted in the production of projects

WHAT IS IT?

It is a **mind map** built during a discussion facilitated by answering the following **four** questions:

1. Why
2. Who
3. How
4. What



Why

WHY is the centre of the map, the **GOAL**, and is the most important question:
Why are we doing this?

This is the **GOAL** we are trying to achieve.

A good **WHY**:

- **tends to be SMART**: Specific, **M**iserable, **A**chievable (action-oriented), **R**elevant and **T**imely (time-based)
- **is about the problem to be solved**, not the solution or the product.
- **could be concrete**, and it is possible that it consists of a **result** expressed with a **number**, for example, money, persons, quantity, percentage, period...

It is important to have **metrics that measure the impact** of what we want to do, with a **starting value and an arrival value**, as a result of the **impact** we want to achieve on the environment.

- Increment of **presence**
- Number of days of **permanence**
- Value of **money spent**
- Number of **visitors for age**
- Lowering of **average age**
- Number of **travellers**, number of **tickets bought...**

Who

Who is the first level, and provide the questions:

- **Who** can provide the desired effect?
- **Who** can obstruct it?
- **Who** are the consumers or users of our product/project?
- **Who** will be impacted by it?

These are the **Actors** that can influence the success of the project or milestone, including end-user and internal/external decision-makers.

- **Primary** actors that are involved in the goal
- **Secondary** actors that provide service, infrastructure or useful things
- **Off-stage** actors who have an interest in the behaviours but aren't involved in the goal.

We can describe them as a specific individual, user persona, role or job title, group or department.

How

How is the second level, sets the Actor in the perspective of our business goal:

- **How** should our actors's behaviour change?
- **How** can they help us to achieve the goal?
- **How** can they obstruct (bureaucracy) or prevent us (non-collaboration) from succeeding?

These are ideas of collaborations that any Actor thinks are useful to the result, the goal.

This helps to investigate different options and opportunities that are born from the of Actor's desire to change and point of view.

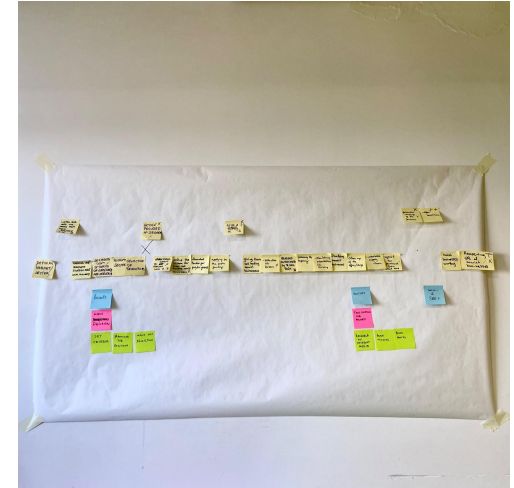
With the Actors present, is a great opportunity to involve them in the project solution.

What

What is the third level: finally, we can talk about scope:

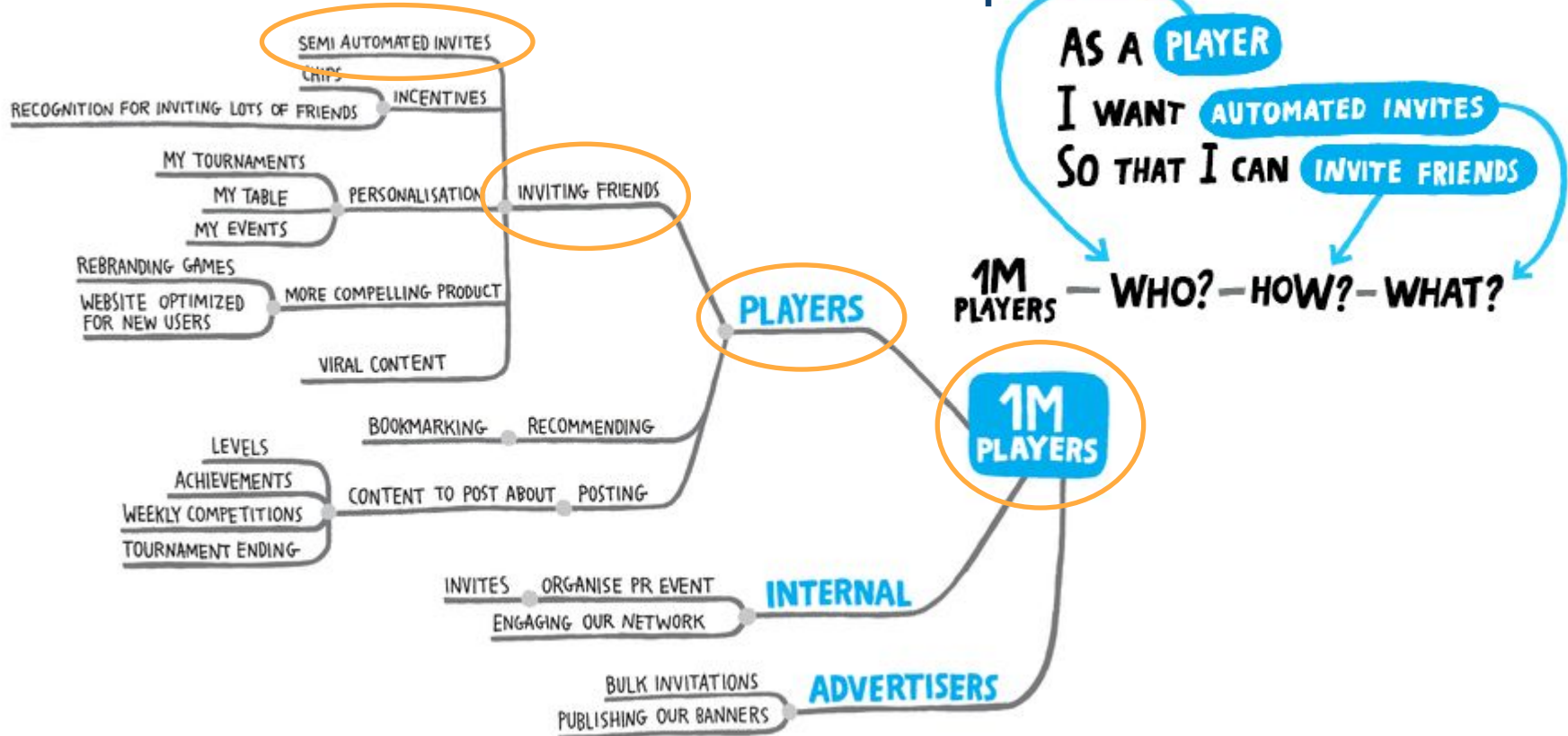
What can we do to support the required impact as an organization or a delivery team?

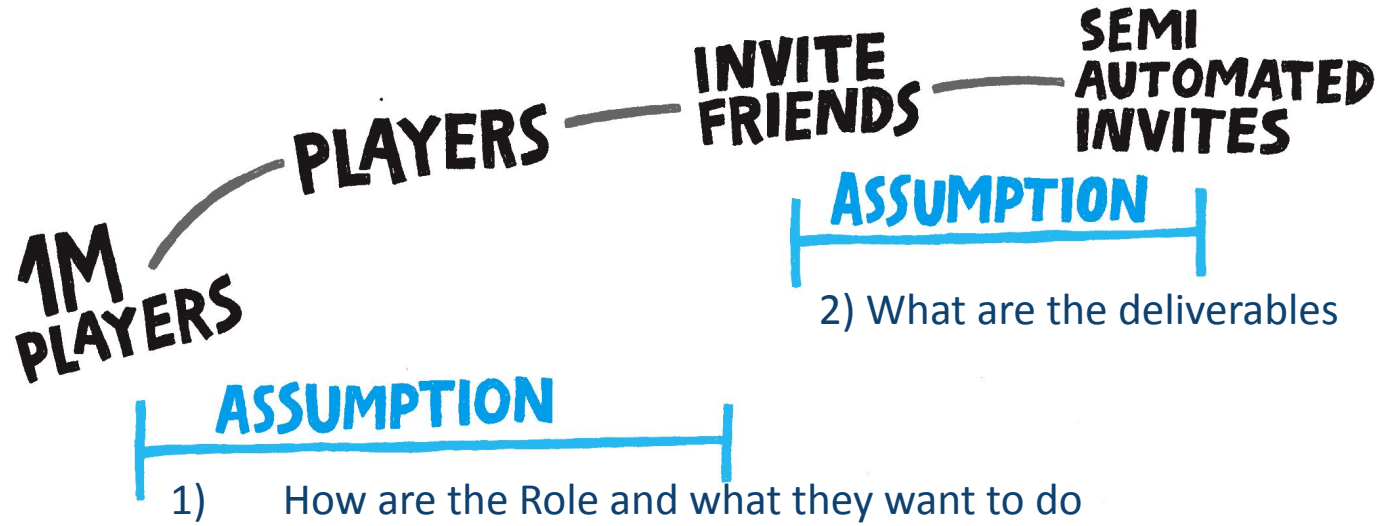
These are the deliverables: organizational activities, software feature, hardware structure.



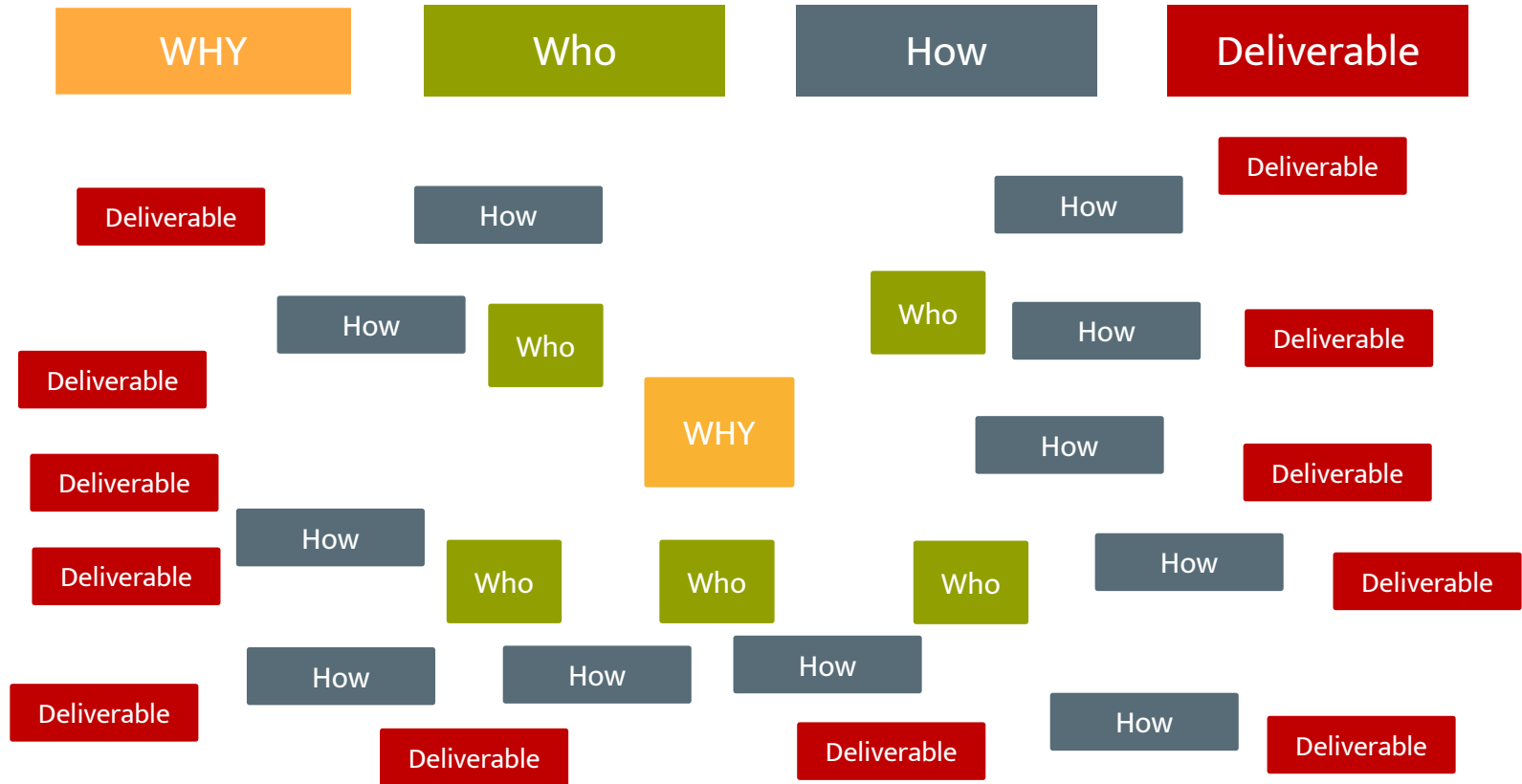
- List **only the impact** then move the project in the right direction.
- The **impact is not a product feature** but is focused on business ideas.
- Ideally, **show a change in actor behaviour**, not just the behaviour.
- Consider **negative or hindering impacts** as well as positive ones.
- **Important Actors** can often help or hinder the outcome in many different way, so indagate about what else they could do.
- **Don't try to make it complete from the start.** Refine it iteratively as you deliver.
- **Treat deliverables as options.** Don't take these for granted.
- **Don't go into many details early on.** There will be time for that.
- About the software and service, remember that something often exists supporting the required business activity.

How can I read the map?





> The Impact Mapping Game



Why

Why are we doing this?

What are the goals to indicate that local tourism is working well after a natural disaster?

BRAINSTORMING!!

- Increment of presence
- Number of days of permanence
- Value of money spent
- Number of visitors for age
- Lowering of average age
- Number of trasints, number of tickets bought...

Who

Who can produce the desired effect?
Who can obstruct it?
Who are the consumers or users?
Who will be impacted by it??

Actors

Foreign Tourist

Region

Councillor for
Tourism

Regional Tourist

Association for
Tourism

Restaurateurs

Mayor

Hoteliers

Traders

Government

You have 5 min to write on the stick notes the names of the actors

How

Impact

How should our actors' behaviour change?
How can they help us to achieve the goal?
How can they obstruct (bureaucracy)
or prevent us (non-collaboration) from succeeding?

- Start doing something...
- Stop doing something...
- Do something differently... (how?)

But... NO TITLE OR LABER HERE, DRAWINGS!

You can then work on responding to 2 impacts, But which one of these?

You have **three dots** per person to vote for the impact titles **that, you think, have the most significant impact.**

The first **two** will be chosen.



Deliverable

What can we do to support the required impacts as an organisation or a delivery team?

fix the waterfront

family packages

bring concerts
to the city

app for tourist
information

improve the road
access in the city

launch marketing
campaign

create cycle paths
in the countryside

arrange the beach

open up a golf club

make a deal with
the railways

> Final Considerations



Impact mapping allows you **not to do unnecessary work**, keeping your team focused on goals, desired outcomes and assumptions.

We know that **in traditional projects**, there is an initial phase of the definition of objectives and requirements, which ends when we move on to **initial planning** that **ends up proving inadequate** because the landscape changes too frequently...

On the other hand, **iterative release methods** and the **lean startup concept** emphasise integrating the **learning** gained from the release into the refinement of the goal, specification, and requirements.

Impact Maps unite the two worlds: they facilitate **strategic planning** and thinking about creating an **overall vision focused on business objectives**, but they also **facilitate learning through the experience** of releases and **help us manage the roadmap** of projects.

About Strategic Planning

Impact mapping is a great way to **engage senior business figures and technology experts** from the start of work on a product module or a milestone to **create and share an understanding of the goal** not from a technical perspective but **from a business perspective**.

Visual techniques of meeting management and collaboration **ensure that expert decision-makers share an understanding of the fundamental assumptions of the business**. This helps align everyone with the general view and provides enough information to make the right release decisions later.

About Quality definition

Impact Map clearly shows the purpose, objectives and priorities but also the assumptions on two levels.

- **The first** is that an end result will support an actor's behaviour change, producing an impact.
- **The second** is that once the impact has occurred, the relevant actor will contribute to the project's overall objectives.

This visualisation makes Impact Maps a powerful tool for managing the roadmap.

With each release, **we can measure the current change in the behaviour of the actors and the impact on the overall goal**. So, we can re-evaluate our strategy and decide whether to continue working on the same part of the map or play on something different.

About Risk Mitigation

Impact mapping alongside agile methodologies allows **risk mitigation**.
The scenario can change in certain ways during the life of a project.

In a tactical military battle (V.U.C.A.) scenario, knowing how to react to unexpected problems is very important.

The question of "**what**" and "**how**" certainly does not help in supporting quick decisions.

Yet, this is exactly what most requirement collection models communicate. Explaining instead '**why**' and therefore '**looking around**' is much more important in a fast-moving scenario like the evolution of a social context.

Impact Maps facilitate this process.

Rather than just linking functionality to project objectives, Impact Maps **allow us to maintain a dynamic road map that changes with our learning** while maintaining and creating functionality and purposes that are **always secondary** to the project's main goal.

We **visualise the assumptions**, allowing us to choose to change direction by checking each time if the assumptions are still true.



1) How are the Role involved in the GOAL? Are still involved in the goal? Is what they want to do still valid?

2) What are the deliverables that permit the impact? Is still relevant today?

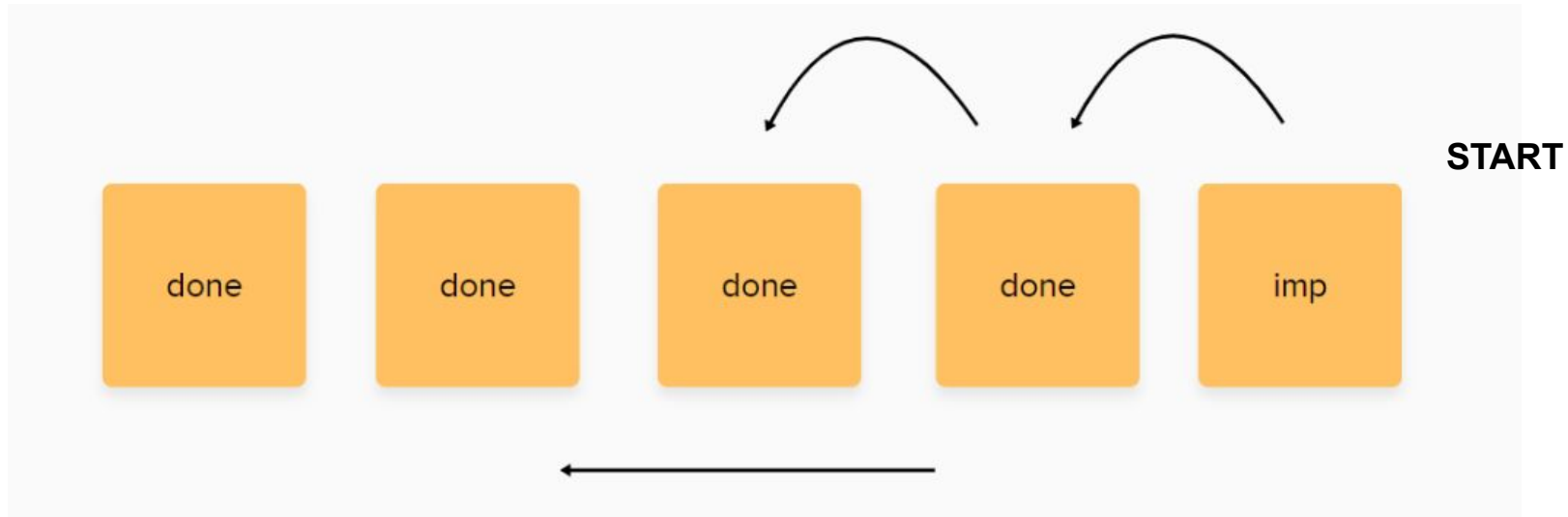
Finally, to provide goal mapping, Impact Maps strengthen the case to **limit the number of business goals and the impacts we work on within a given time (mile-stone)**, in line with the idea of limited activity during "**lean**" development methods.

For this reason, you usually **ask people to select only one impact at a time** and focus on it until it is "delivered".

> Daisy Lab



What we need to do (action concluded in time) to have the impact?



RULES

1. Split in 2 teams
2. Any participant works on team impact
3. Any participant take 5 sticky notes
4. Be quiet please, it's important to good play
5. Lay 5 sticky notes in line from left to right
6. Write on the last one the impact that you want
7. Write on the previous on your I what done to cause the note
8. Repeat and go on until first sticky note
9. Time: 15 m

> Yellow Brick Road

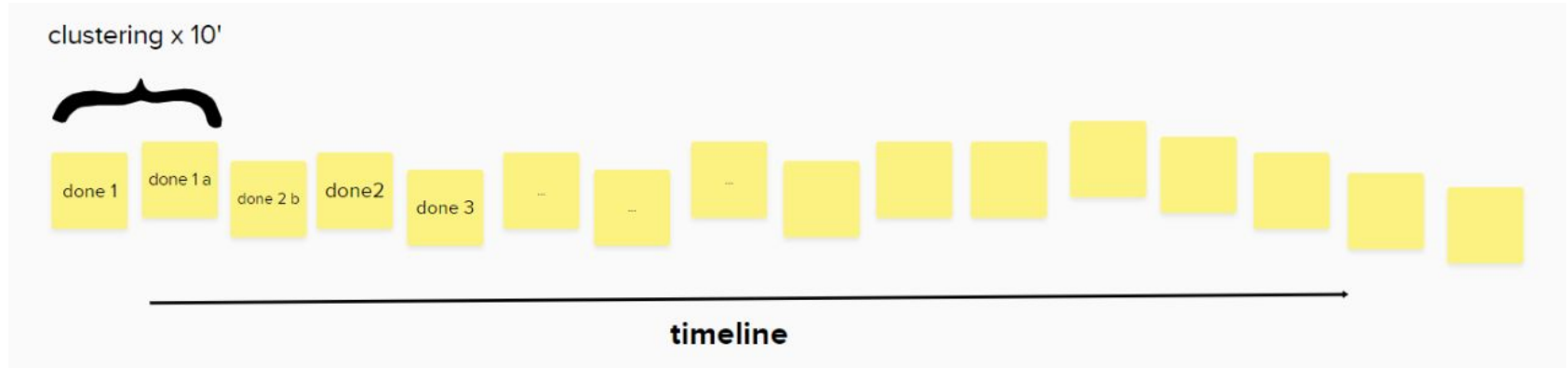


What is the timeline of daisy lab team?



TASK 1: Create a team timeline with daisy lab

Time: 20m



TASK 2: Clusterize the steps of the brick road

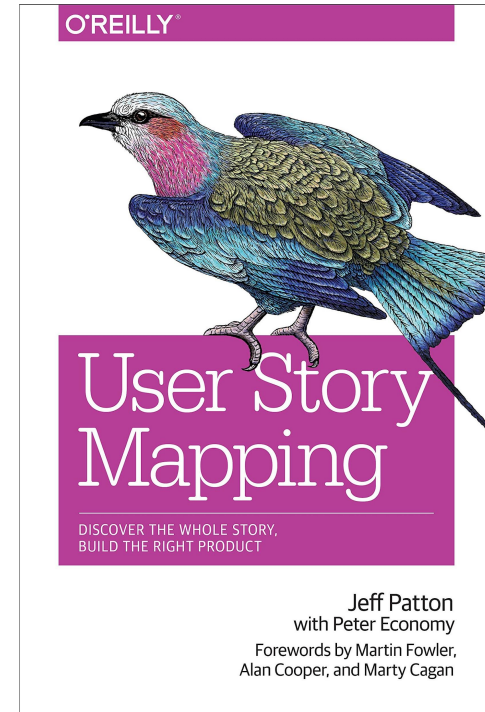
And give to the group a title.

TIME: 5min.

> The User Story Mapping

The concept of **Story Mapping** was formulated by Jeff Patton. Story mapping is an excellent **tool for collaboration**, both within the **development team** and as a means of communication with **customers and stakeholders**.

This map is a **document in continuous evolution** must be kept updated as you progress with the development and release of the product.



Who are the users?

There are immensely **cheap** things that **can be of great value** to us, like **expensive** things we **don't have**.

In the assessment, we made in **choosing which of the impacts to address first**, we evaluated which one would bring greater benefits to our intervention.

We must distinguish between the **OUTPUT** and the **OUTCOME** of a job, just to distinguish between the **WORK DONE** and the **VALUE** in terms of the benefit that this has given, which corresponds to what a customer is willing to pay.

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To know the expected benefit of our work, we must know our **users** and their needs well.

Our responses will not give the expected results on our **IMPACT MAP** if we cannot respond to the needs of users, our real customers.

This is where we begin to distinguish between **stakeholders**: the **actors** we have highlighted in our **IMPACT MAP** are undoubtedly stakeholders, but even more so are the **users** who will use our solutions firsthand.

What is the users story?

We have come to identify what we must do to reach our milestones to obtain our deliverable, which is our goal.

In a traditional design, we would list the activities, starting from the first to the last. But the list of things no longer says why these must are done...

In practice, we will always have customers and users, but often to give an answer to our customers, we do not pay enough attention to the users, who are the real holders of the needs that we will meet.

User Stories are created to maintain the link between those **who need something** and the solution that **we will give them**, precisely because **we want to give answers to the needs of our users**, and therefore of our customers.

That's why **user stories** are the result of conversations **with users**, which allow you to indicate exactly:

- who (**How**)
- what do you want (**What**)
- because he wants it (**Why**)



To be more incisive, they're written like this:

as the name of the role I want it requested because motivation (the WHY...).

This way there is no doubt!

If the **solution is too wide**, we can do "slicing" and translate our story into smaller and better-described stories, **which are always usable by the user**, and therefore can have value for him.

For example, if we wanted to make a **playground for children**, we could describe it quite easily as: *As children, I want a playground where I can play (!)*

...But in doing so, we would describe the whole project!

Instead, if we start from the games for children of the **largest age group** that frequents the park, we could focus first on solutions for them, **immediately giving the biggest value to our work.**

Who are the most important possible users and role to have our impact?

You have 5' minutes to identify and describe them, one for sticky note.

Dispose them in the top of the wallpaper, in order of involvement, according to the timeline that we have deduced from the milestones, spaced from left to right.

Doing **Impact Mapping** we have understood what we want to achieve (**the expected impact**). With the Yellow Brick Road we have obtained the main milestones (**the name of the clustered step in YBR**).

How to describe what are we going to achieve because it always has value for our user?

We can move on to the next phase: we will create a map to identify the **things we assume to achieve our milestones**, organising them by **type of activity** and, within each, by **step**.

So, below each step we will put the **queue of activities (User Story)** necessary for its realization, **starting from the one to be realized first** to finish with the less important ones.

We will thus create a great story, which can be read from left to right and, over time and in detail, from top to bottom.

The **milestones** we have identified will help us keep the course towards achieving our goal, guiding us to achieve the **final goal**.

So, we trace the activity marking the User Story with the work state (**in progress, done, ...**), the warning state (**problem, pause** ecc.) and the assigned developer.

Which is the big activity?

After identifying our users, what are the main activities of **users**, needed to narrate our **great story**?

You have 5' minutes to identify and describe them, one for sticky note. Here we can meet against the reading of our milestones.

So, we go to put our great activities in the upper part of our board, under the interested user, which we have identified.

In our narrative, the activities will be positioned from left to right, according to the timeline that we have deduced from the milestones.

Which steps in the big activity?

Identified the main activities, for each of them we will identify the main steps necessary for their implementation.

To do this, always following our narrative, we can try to describe the main phases of each big activity using a **single sentence**, then **without going into any detail**.

Here we can meet against the reading of the action that you have thought and used to identify the milestones.

TASK: Imagine these steps in 5 mins.

The User Story TODO for every step

We have reached the moment of the definition of how we will arrive at the realization of each of the steps that we have identified, starting to write the **USER STORY** that will describe the needs of our users.

We will insert them under the relevant step, going down from the top to the bottom, knowing that they will be realized starting from the highest ones.

For each of them, we will add a description that will help us understand them better, and all the information that will emerge from the conversation with our user, which will help us better understand his need.

We could also add an estimate of the time needed for its realization, which will be useful to us in the next phase.

The Milestones

Now is the time to take back our milestones!

We take the first, and we place it to the left of our whiteboard populated with our User Stories.

Now the question we have to ask ourselves is:

what are the essential user stories that we must have realized so that our first milestone is over?

We go down on the left drawing an ideal horizontal line that will also include the last user story strictly necessary for its completion, and we immediately draw this line with a marker or colored scotch.

Now let's take the second milestone and ask ourselves the same question: what are the user stories strictly necessary for this milestone to be achieved?

We do the same thing we did for the first one, and then we proceed with the other milestones.

You will find that some user stories may be excluded from the milestones for which they were thought. You can repeat this for all the milestones that you have.

When you have finished, the Story Mapping return a complete storytelling of the project/product and the mapping on time and priority of all the activities to do.

But we are ready to question everything!

The Impact Mapping Iterations

Bad news: with Impact Mapping, we only dealt with the initial phase of our project, in which we have only one certainty: **the first milestone...**

If we reach the first milestone with the implementation of the necessary activities, we could check how things are going with our stakeholders

TASK: Redo the impact mapping to update our map and see what impact the solutions we released had.

We may discover the emergence of new impacts, such as the lesser importance of some that will be partially resolved.

This verification will be done at every milestone or even more often than between one milestone and the next, passes a lot of time.

The Software Tools

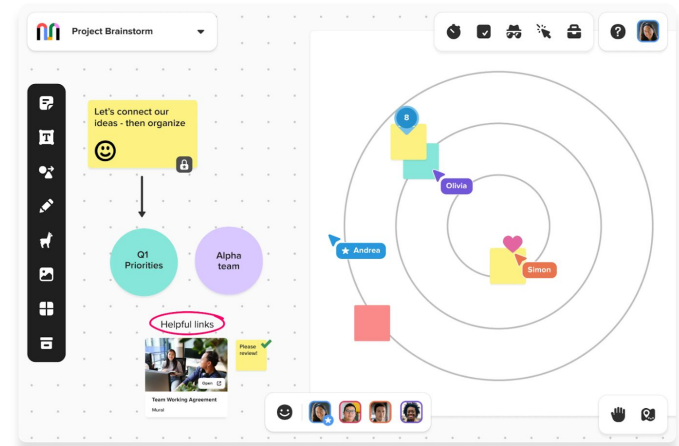
There are many software tools to make visual collaboration easy. Some of them are generic. Other tools are born to simplify the operation with specific instruments, as the Story Mapping.



Make it a mural, not just a meeting

Level up your teamwork with an intuitive digital whiteboard built for teams to do their best work together.

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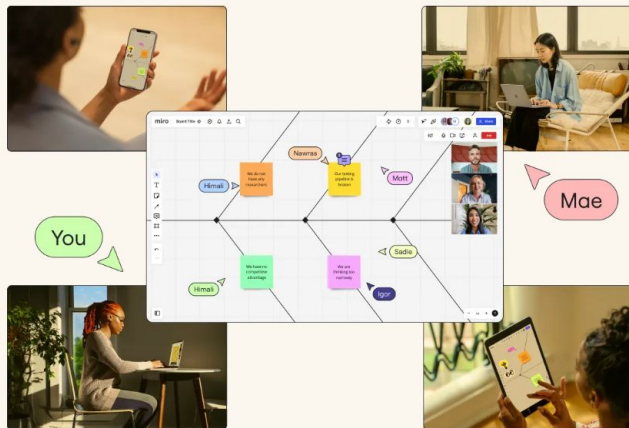
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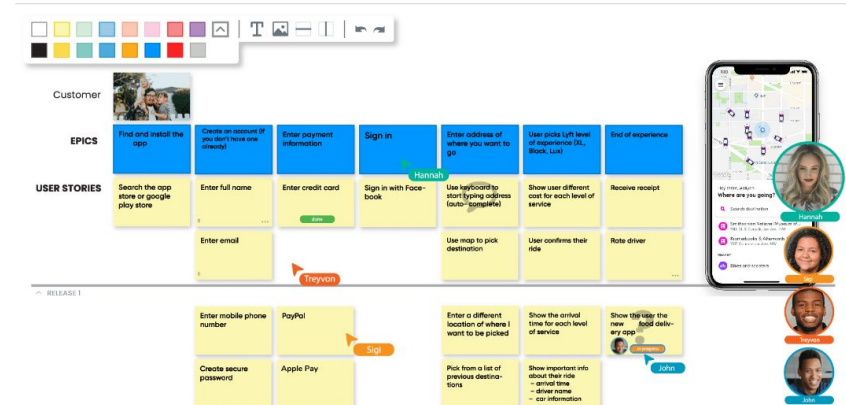




The Uncomplicated User Story Mapping Tool For Agile Teams



CardBoard is an online whiteboard that feels like using sticky notes (which don't fall off the wall). So your team can prioritize what needs to get done and then sync with project management tools like Jira or Azure.



III. Elevator Pitch



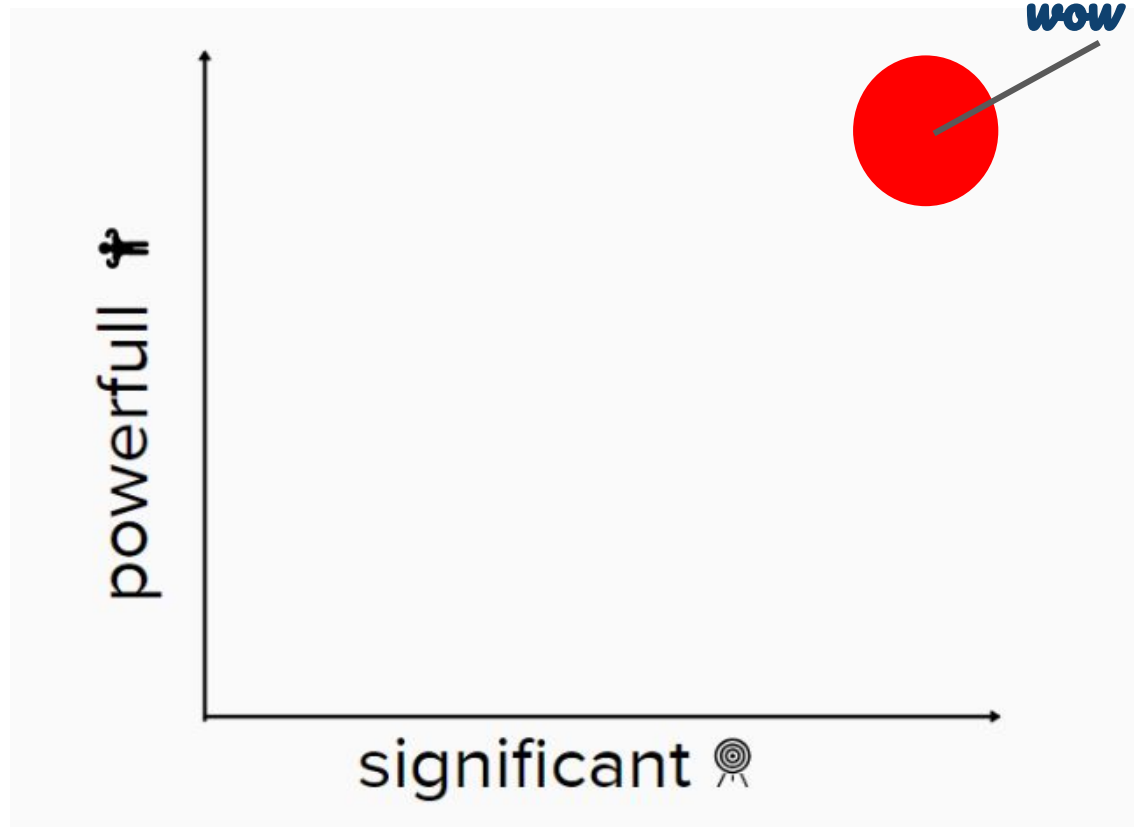
The elevator pitch is a type of speech and a form of communication with which one presents oneself, for professional reasons, to another person or organisation. It lasts at least 2 minutes, a brief way of introducing yourself, getting across a key point or two, and making a connection with someone.

It's called an elevator pitch because it takes roughly the amount of time you'd spend riding an elevator with someone.

5C RULES

1. Which is the project **context**?
2. What is the **changing need**?
3. What is the **concept**?
4. What is the **changing/innovation potential** in this project?
5. **Commit the participant's emotional persuasion with a call to action!**

TIMING: 2 min speech + 2 min questions.



CHAPT. 3

RETROSPECTIVE



As the final step, it is suggested the introduction of an indicator tool of the team's progress, identifying **self-evaluation resources** such as **collaboration, communication, initiative, speed** and **preparation**.

The goal is **observing** to understand what is happening and what actions can be taken to improve performance.

I. Happy Salmon

WHAT

Icebreaker game

HOW TO

Goal of the game: finish the cards the participant has in his or her hand.

Each participant has a set amount of cards.

Each card has a picture drawn on it to which is linked to an action.

As participants move around the delimited space, they call out the actions they read on their cards. When a participant finds another with the same action, he or she may, after completing the action, discard the card.

The action linked to the HAPPY SALMON card is shaking hands by shackling it.

WHY

- Level up the team energy
- Enthusiasm boost
- Participants synergy

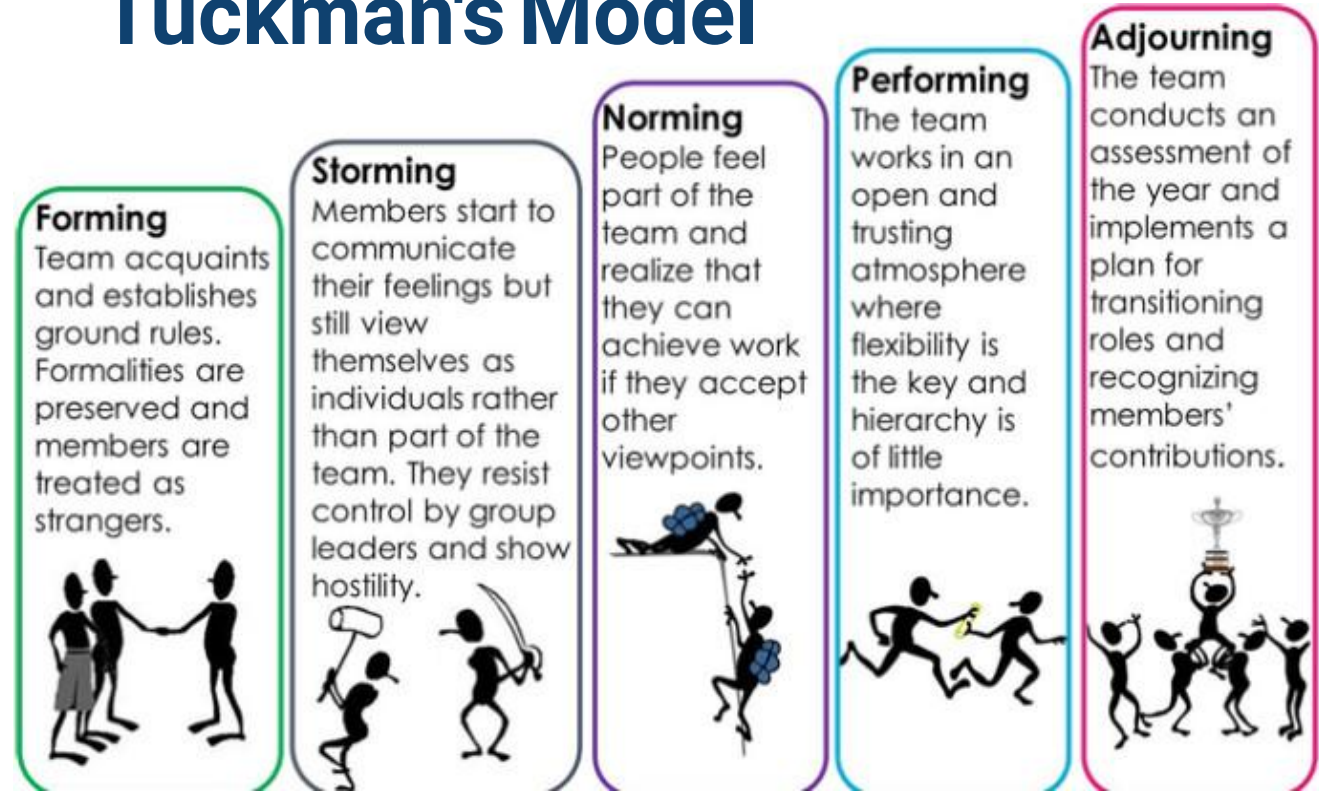


II. Jump the Ropes

TUCKMAN'S MODEL

Tuckman's Model

Tuckman's model explains that as the team develops maturity and ability, relationship establish, and leadership style changes to more collaborative or shared leadership.



WHAT

Game based on the Tuckman's Model of team working.

HOW TO

TIME: 30mins

The team has 10 ropes of different lengths available, and each rope is different from the other. Each rope must be jumped with 3 complete "rope turns", strictly from the smallest to the largest, sequentially (not simultaneously).

The team can organize it as it thinks is most effective and efficient.

The team can do as many tests as it deems necessary.

The activity ends when the team decides that they have achieved their goal.

10 ROPES LENGHT

1. 30 cm
2. 55 cm
3. 85 cm
4. 115 cm
5. 145 cm
6. 170 cm
7. 205 cm
8. 230 cm
9. 260 cm
10. 280 cm

WHY

- Team Building
- Leadership
- Problem solving
- Goal settings
- Individual needs vs Team needs
- Continuous improvement

III. The Happiness Team Radar

Agility is vast and not limited to a single grassland or methodology but includes a wide range of options adaptable to the context.

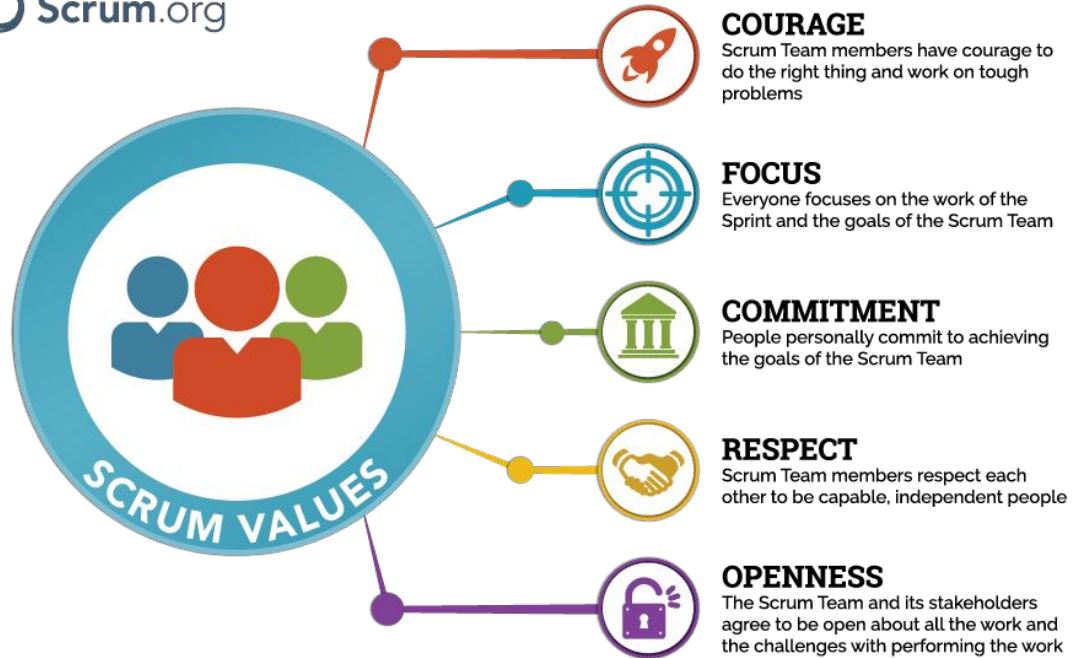
Tools are important enablers, but more is needed.

We understood the cultural setting needed for the adoption of Agile, so it is easy to understand that the challenge is played between and with people.

To understand agility, **people must experience the evolution of attitude :**

- towards the **customer**
- to the **collaboration**
- to manage the **uncertainty**
- to capitalise on the **experience**

So that agility can fully express its potential!

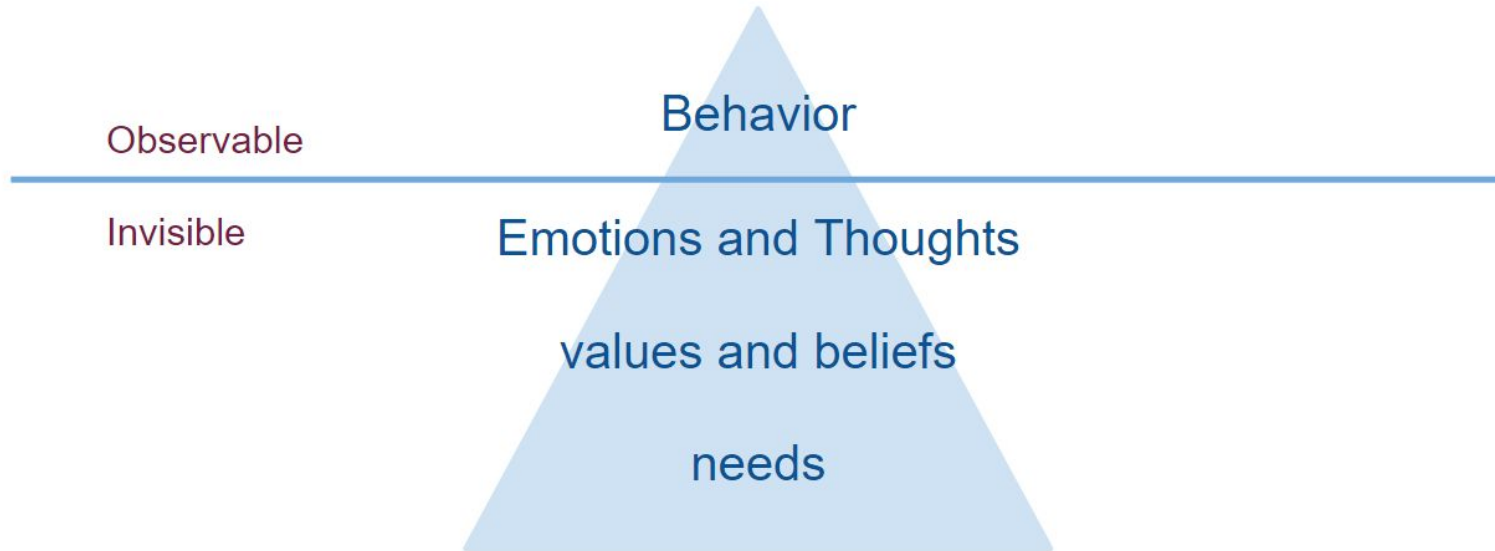


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Dysfunctional Team



The iceberg of awareness



The human most important needs are to be loved unconditionally and to be recognized.

Kaizen

Kaizen is a modern philosophy in the world of business organization. It is one of the most popular concepts among **Lean Production** and **Agile change innovators** with **Lean Thinking**.

Kai

Zen




Change

Good

PDCA Loop

The modern sense of the word originated in **Toyota** factories. After World War II many Japanese companies were influenced by the methodologies introduced by American consultants, sent under the Marshall Plan. To facilitate understanding, you can apply the famous **Deming loop** or **PDCA loop**.

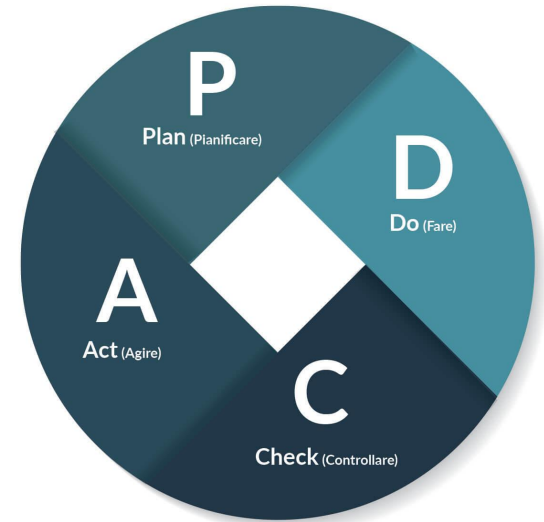
PLAN - Plan your improvements, including goal setting.

DO - Implement the necessary actions for improvement.

CHECK - Test your success against your baseline.

ACT - Activate correctives in order to improve.

As you progress through each step, **keep the PDCA wheel in motion**, representing continuous improvement.



The **methodology** is easy to implement in any **professional** or **personal** scenario, making it one of the most popular practices nowadays.

To achieve Kaizen (continuous self-development), one must **develop a self-critical mindset** that is not achieved unless one creates a **trusting work environment**.

The “Hansei-kai reflection meeting” of Kaizen is the **Retrospective** of Agile made to analyse (**CHECK**) and implement the necessary corrections (**ACT**). Without retrospectives, it is not possible to imagine an **improvement process...**

The Happiness Team Radar

The Happiness Radar is very useful for opening a **retrospective** while narrowing down its context. It establishes a sequence for the retrospective, so **participants first hear about people's feelings** (on **happiness**) before going into a **data-gathering** activity.

Note that the **target areas selected** should be very **specific for the retrospective context** and will influence the activities (and conversation) to follow.

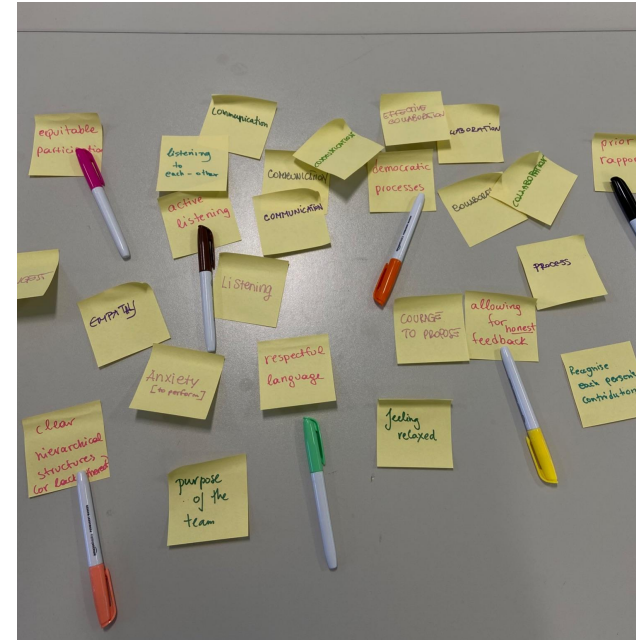
Acknowledging how people feel is important, especially for a retrospective meeting. However, **it is not easy for people to talk about emotions** and it is even harder for them to **connect emotions to the things that made** them feel this way. The happiness radar provides a structure that helps with both.

We recommend you periodically use the happiness radar activity with the same team, keeping track of its results to compare how the team feels over time.

Activity: how to monitor Team Happiness?

The Team must decide which areas represent the areas to monitor the team's happiness, for example communication, processes, tools, collaboration...

- Anyone have 3' minutes
 - write most note that you can do
 - write one «area» for note
1. One at a time, you have 30'' come and stick to the wall the notes you have written.
 2. If it is already present on the wall, or you find a similar note, attach it beside the existing one.
 3. Clusterize the notes.



Finally, we do dot voting and prioritising the notes.
The most important area will be used on the canvas.

Make the evaluation table.

1. Draw the happy/ok/sad faces (as table column titles)
2. Draw the target areas for collecting feedback on happiness (as table row titles). One suggestion is to have rows for people, technology, and processes.
3. Add the indication “For the given context, I would like to know your feelings for each of these areas.”.



Ask the team to place their marks on the canvas:

“So, for each of the areas, please let us know how you felt on average. For instance, if you are always sad about communication, please make one cross with marker on the communication/sad combination.”

Can you create a radar with a different graphic, using a sun with as many rays as evaluation areas, and ask the people to **position their happiness on all the area's rays**. We can **calculate the media** obtaining a single point.

Joining the points of the rays, we obtain the **sun area** correspondent at the **team's happiness**.

If the happiness is good, the rays of **sun will be big!**

IV. Ballpoint Game



WHAT

The ball point game is one of the oldest games, but it is very efficient because most of the agile values and principles. It is perfect to illustrate how to work as a team and continuously improve.

HOW TO

You will need around 100 plastic or foam balls. and two baskets (or any kind of open container). You will also need a whiteboard or paperboard to keep track of the team's realization. Have people stand up and group together while you explain the rules.

First Iteration

Give the team 2 mn to figure out the rules and self-organize. Then ask them for an estimation of the number of balls they think they will be able to process.

Use a whiteboard or paperboard to write down the estimation for the first iteration. Launch the game. Make sure the team respects the rules and be quite drastic about it. Make sure you announce time on a regular basis. Count down when there is only 10 seconds left.

End of first iteration

Give the team 1 minute to retrospect and improve. If you want to put less pressure and insist on continuous improvement, increase that time to 1:30. Tell the team to focus on improving instead of counting the balls.

While the team is talking, count the number of balls the team has processed and write it down on the board, next to the estimation. You can also count the number of defects (balls that fell on the floor) and write it down on the board. If you don't have time to count the defects, provide at least a trend (using emoji), to see if the number of defects have increased or decreased compared to the previous iteration. Put all the balls back into the start basket.

A the end of the improvement period, don't forget to ask for an estimation and write it down.

Second and next iterations

When the timebox for improvement is over, start the iteration right away. Try to be drastic about time keeping. It's part of the learning objective.

During the second and next iterations, try to put the team under pressure. If the team is not trying so hard, make sure you raise their level of commitment by stating that the previous team you played with managed to process 2 buckets of balls, or that the world record is 159 balls in 2 minutes.

Stop after 5 iterations

WHY

- Working As A Team
- Self-Organization
- Inspect And Adapt
- Iterative Work
- Communication
- Estimates Vs Realizations
- Predictability
- Sustainable Pace

V. Starfish Retrospective

WHAT

Is a **technique** developed by Patrick Kua to **help teams reflect on varying degrees of action and activity VS** the traditional "what went well or what didn't go well"

HOW TO

Each member of the team is called to collect their impressions on single post-its and place them in one of the five directions expressed by the starfish.

Start doing: activities or ideas that a team wants to bring into the game.

Do more: tasks a team should focus more on and/or perform more often.

Keep doing: good activities or practices that team members want to keep.

Do less: tasks in which the effort required to perform them is much greater than the benefit.

Stop doing: activities that do not bring value to a team or customer, so bring waste into the process.

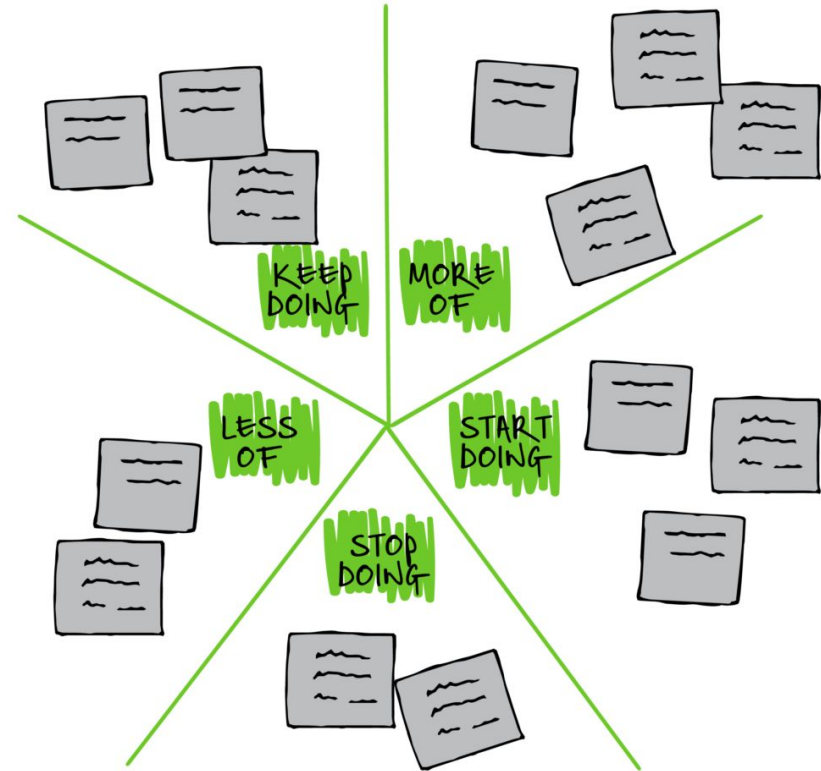
Brainstorming rules

1. Silence please, it's most important to good working
2. Write 3 sticky notes 3m
3. **Do not judge its**
4. Don't wait to finish all notes but when you finish to write the first stand up and stick the note on the wall
5. 30 sec per person to explain the notes
6. 5m to clustering
7. 5m to titling



WHY

It helps team members understand how the other person perceives the values of those perspectives.



VI. Return of the Time Invested (ROTI)



WHAT

Retrospective and debriefing activity.

HOW TO

Reflect on the quality of time you spent during the workshop or teamwork.

What is the quality of time you invested?

What is the quality of time you received from the context and others instead?

Answer by choosing two numbers from 1 to 4, from a little to a lot.

WHY

- Debriefing activities
- Self-vision
- Awareness
- Capacity to change and adapt

SKILLS ACQUIRED



- ❖ Design and facilitation of workshops
- ❖ Listening and context reading skills
- ❖ Emergent strategy making techniques and practices
- ❖ Co-creation principles



RETOURN

Recovery Tourism
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