Has your job _changed_?

Do you want to _change your job_?

Do you want to better understand _other people's jobs?_

Map Your Job!

These slides provide **_detailed instructions_**

on a free, fast, effective and easy way

to **_map, evaluate and find actions to improve_**
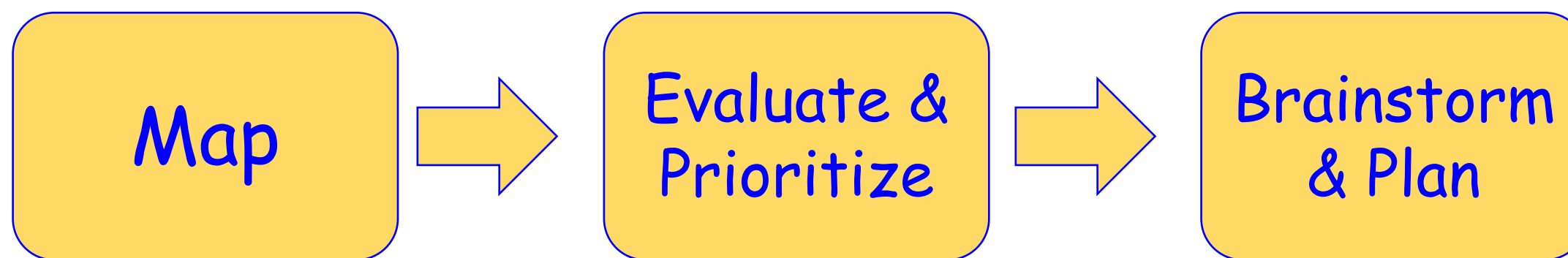
YOUR JOB, your team members' jobs, or ANY job

And for **_"Why Map Your Job!"_** see
howtomapyourjob.com/why

Level 1

Is this something you want to try?

What are the major "How To" stages of

Map Your Job?

Map → Evaluate & Prioritize → Brainstorm & Plan

What you need to learn this skill and Map *Your* Job

- 5 to 10 pieces of letter-size paper

- A pencil

- An eraser

- **What you already know, think and feel about your job**

- Ability to draw basic shapes

- Ability to write short phrases

- Ability to follow basic instructions

- **About an hour to start producing eye-opening results**

The "Map Your Job" method is a simplified version
of the ActionMap® Toolkit™ method
for process change, development and improvement

ActionMap has been used in over 100 workshops
with organizations including those shown here

HP **Target** **Chevron** **GAP** **ConAgra**

Kaiser Permanente **Intel** SoCalGas National Semiconductor

San Francisco Chronicle City of Fairfield City of San Leandro

Placer County Water Agency Alameda Unified School District

This slide deck contains all the instructions you
need to learn and apply the same method
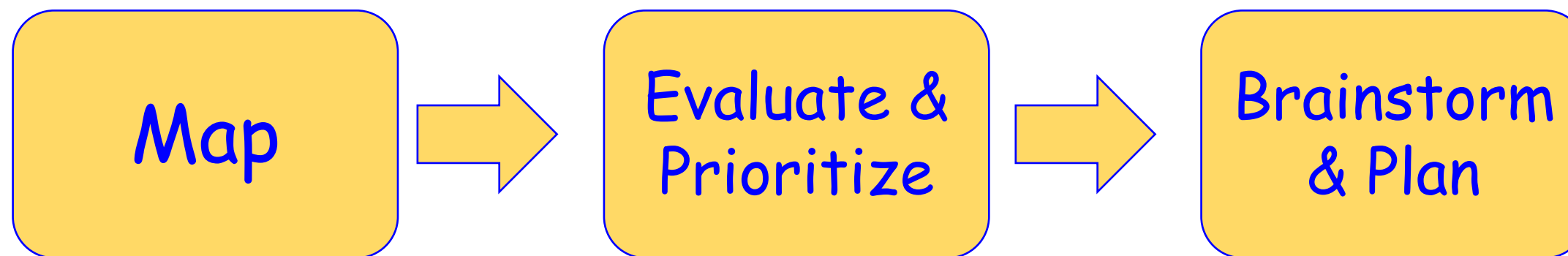used in those workshops

These instructions are based on needing only **pencil and paper**.

The techniques can <u>also</u> be applied to flip charts and white boards, for sharing with groups.

The diagram and list formats can further be created using office automation tools like PowerPoint and Excel, for digital sharing.

Action Plans

Evaluations & Priorities

Process Maps
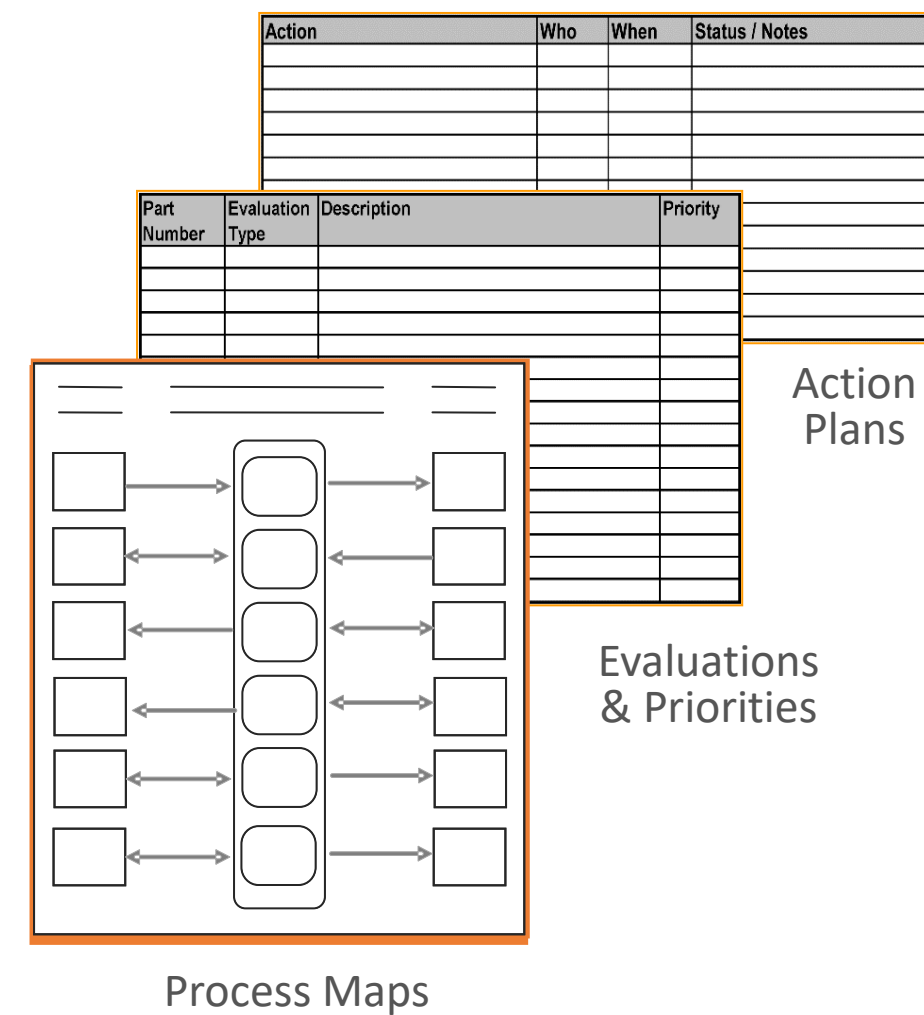
Let's take a quick look at each of the major stages in "Map Your Job!"

| Map | → | Evaluate & Prioritize | → | Brainstorm & Plan |

Map

Use easy-to-follow steps to draw a Map that displays
all the major actions and interactions of your job in one view
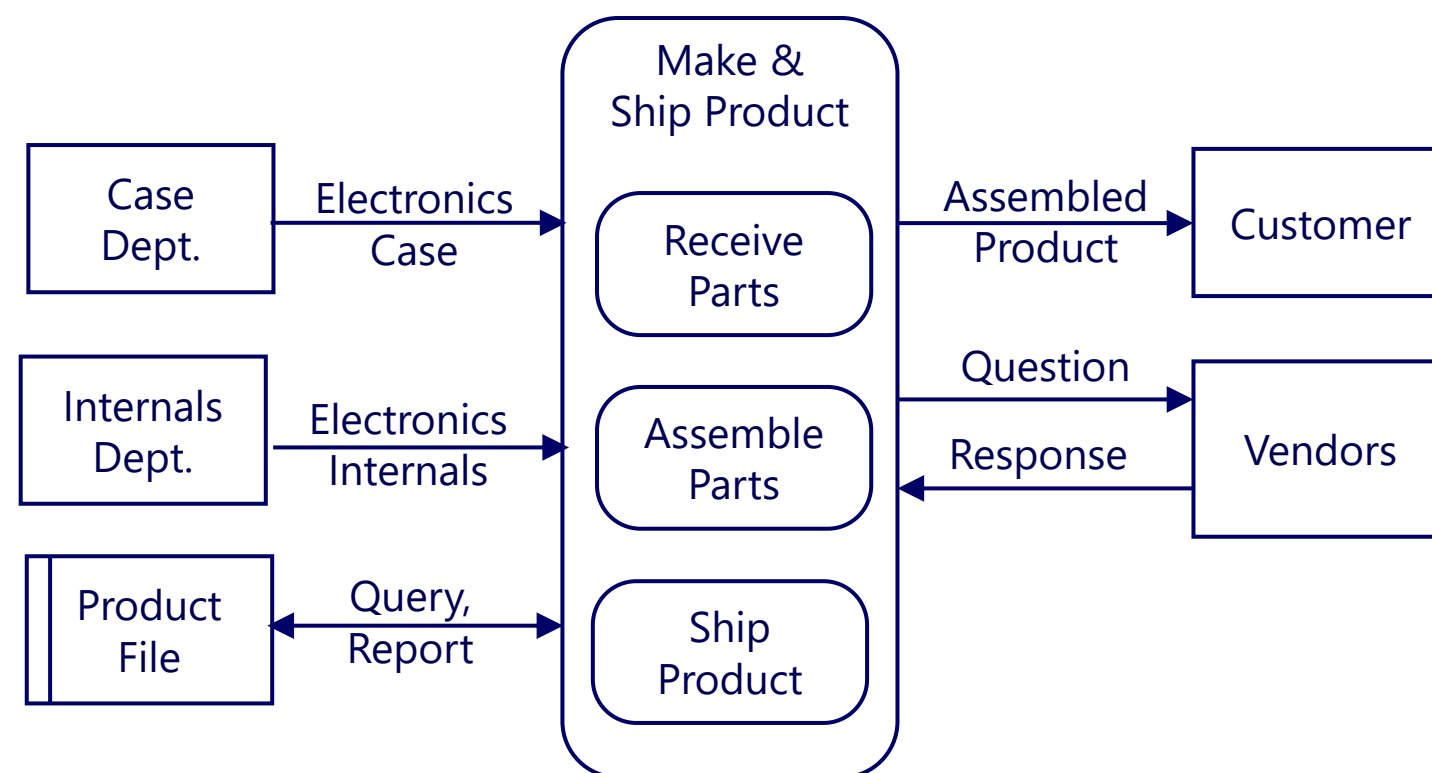
Example of a Simple Map
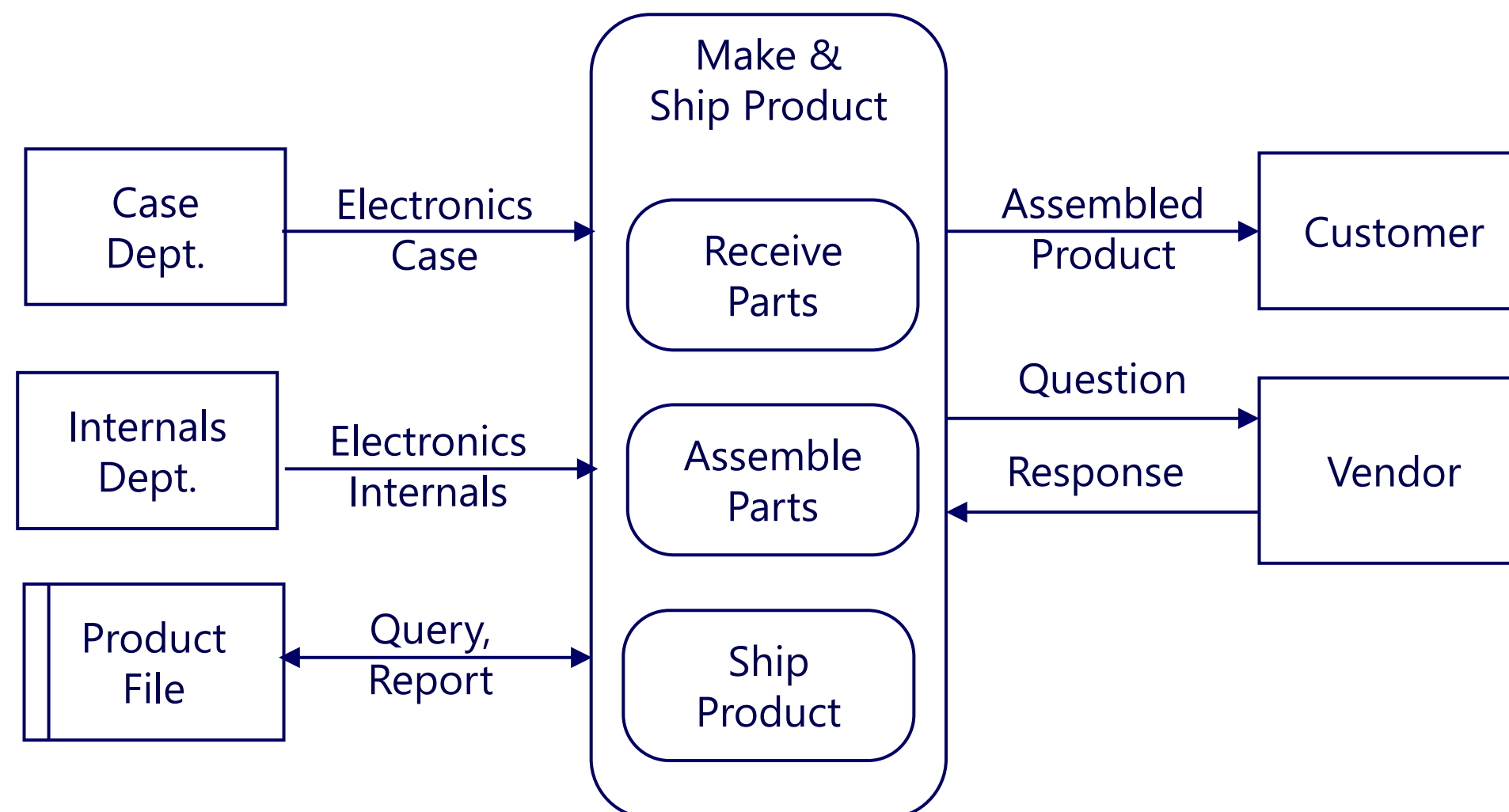
All Maps have this same basic layout, with the same kinds of shapes

Evaluate

For each part on the Map, think about and write down every goal, issue or change idea you have for that part of your job.

Evaluations
G = Goal
I = Issue
CI – Change Idea
N = Note

Evaluations can be much more specific and have many more words. Try to keep them simple and focused on individual map parts when possible.

G: More customer feedback

I: Slow responses from some Vendors

CI: Add entry date to Product File queries

I: Occasional quality problem with internals

N: Shipment count on average 20/day
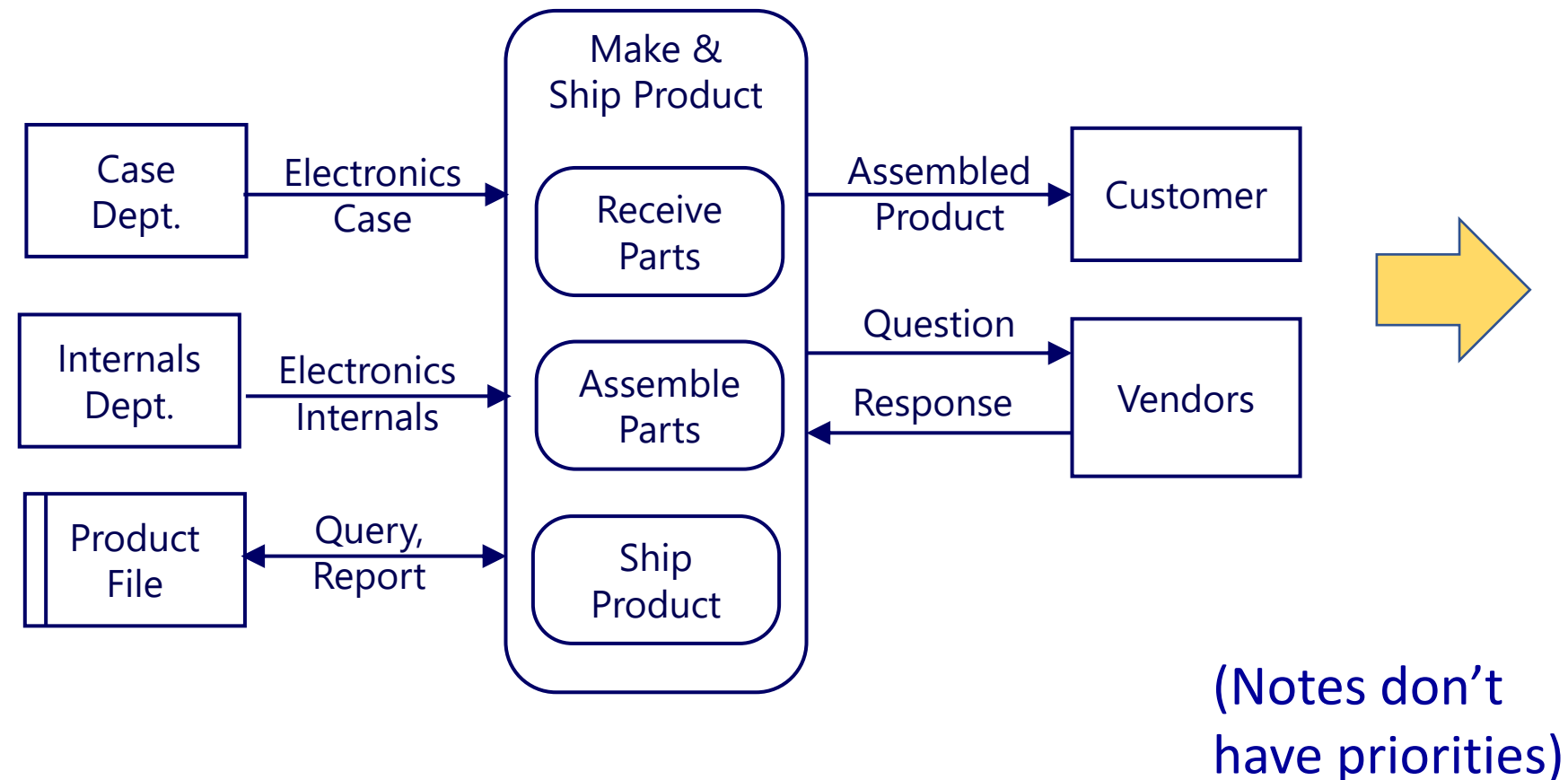
G: Increase speed of parts assembly

Prioritize

Add *priorities* to estimate the importance of each evaluation in terms of *taking action*:
A = "Do Next"
B = "Do After the A's"
C = "Maybe Do Never"

Priorities

A = "Do Next"
B = "Do After the A's"
C = "Maybe Do Never"

Case Dept.	→ Electronics Case →	Make & Ship Product

Make & Ship Product:
- Receive Parts
- Assemble Parts
- Ship Product

Case Dept. — Electronics Case → Receive Parts
Internals Dept. — Electronics Internals → Assemble Parts
Product File ← Query, Report → (Make & Ship Product)
Receive Parts — Assembled Product → Customer
Assemble Parts — Question → Vendors
Vendors — Response → Assemble Parts

(Notes don't have priorities)

G: More customer feedback **(A)**

I: Slow responses from some Vendors **(B)**

CI: Add entry date to Product File queries **(C)**

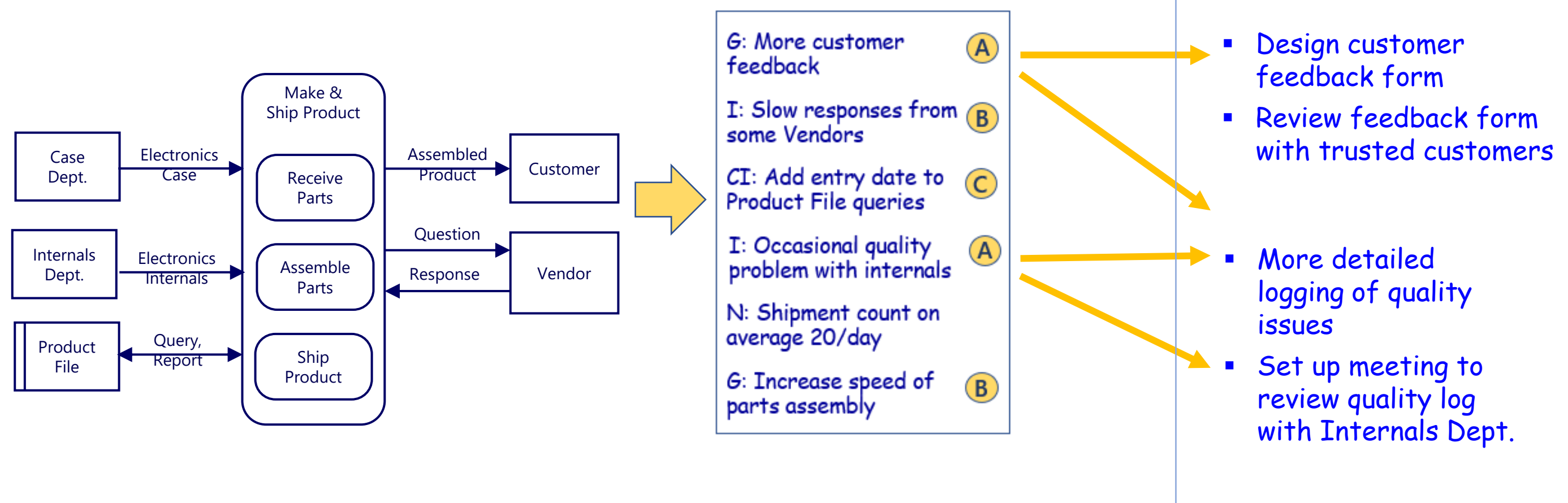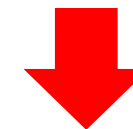I: Occasional quality problem with internals **(A)**

N: Shipment count on average 20/day

G: Increase speed of parts assembly **(B)**

Brainstorm and Plan

Starting with the _high priority_ evaluations, imagine and write down things you _can do_, _starting right now_, to change your job in ways that you want

Brainstorm Proposed Changes & capture Action Items to implement them

Case Dept.	Electronics Case	

Make & Ship Product
- Receive Parts
- Assemble Parts
- Ship Product

Internals Dept. — Electronics Internals

Product File — Query, Report

Assembled Product → Customer

Question / Response → Vendor

G: More customer feedback **A**

I: Slow responses from some Vendors **B**

CI: Add entry date to Product File queries **C**

I: Occasional quality problem with internals **A**

N: Shipment count on average 20/day

G: Increase speed of parts assembly **B**

- Design customer feedback form
- Review feedback form with trusted customers

- More detailed logging of quality issues
- Set up meeting to review quality log with Internals Dept.

90% of the value in Map Your Job

will come from the first three stages:

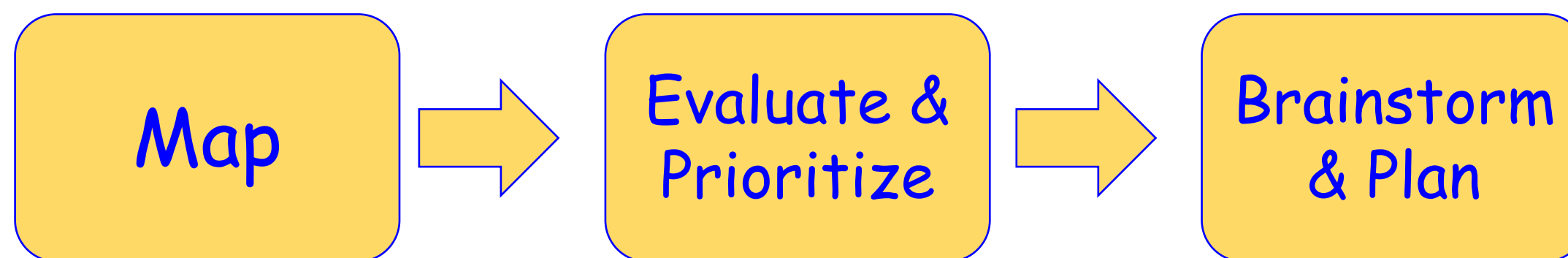**Map** ➔ **Evaluate** ➔ **Prioritize**

"Brainstorm" and "Plan"
are based on standard group meeting techniques,
powered with the information from the Maps and Evaluations

Additional details for those stages can be found at the
ActionMap help site: https://support.actionmap.com

Level 2

These are the basic steps
that you can use to get started

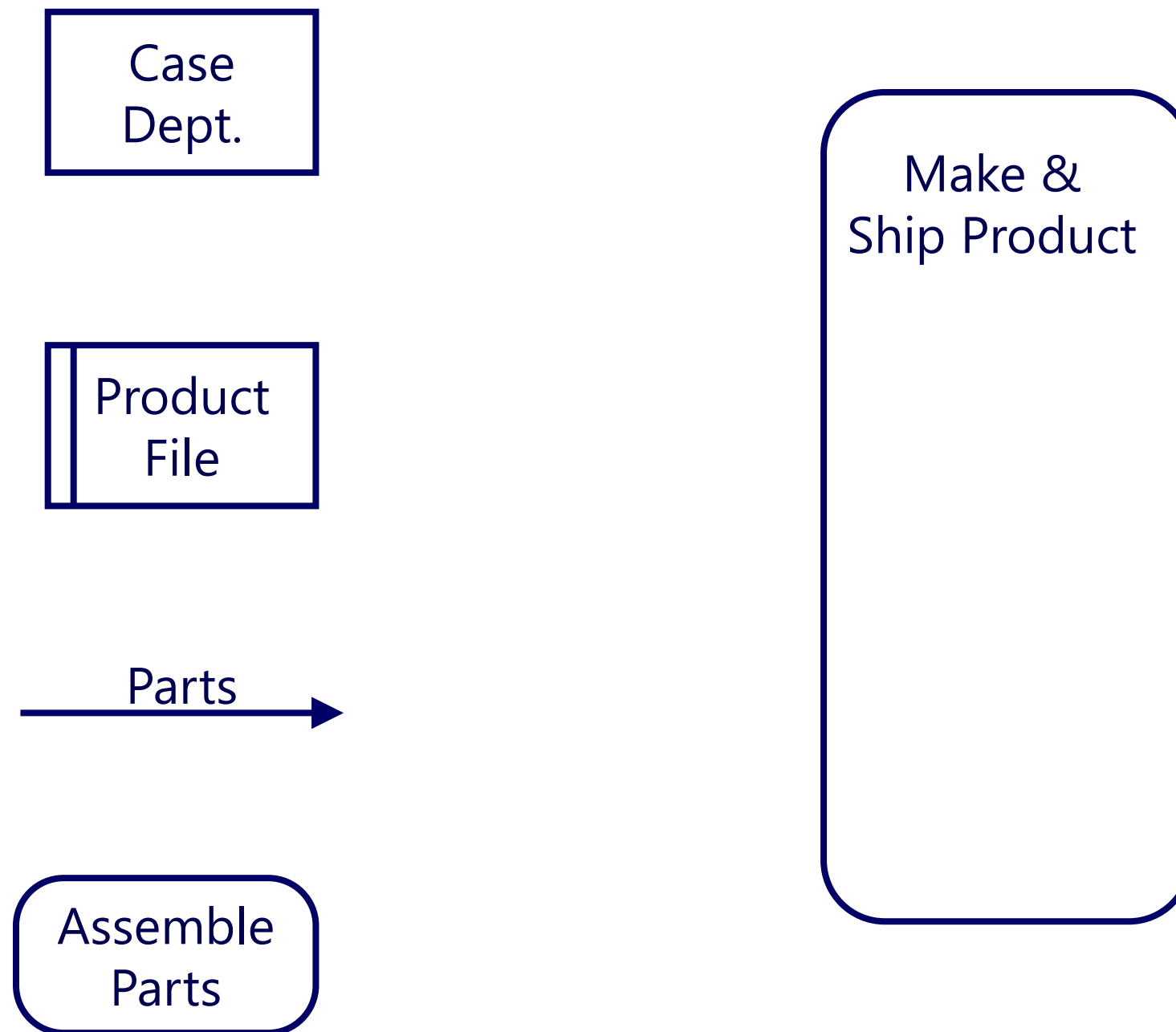# Now let's look at **more detail** for each of the major stages in "Map Your Job!"

Map → Evaluate & Prioritize → Brainstorm & Plan

Stage 1:

Map

Draw shapes like this

Label the shapes like this

Case
Dept.

Product
File

Parts →

Assemble
Parts
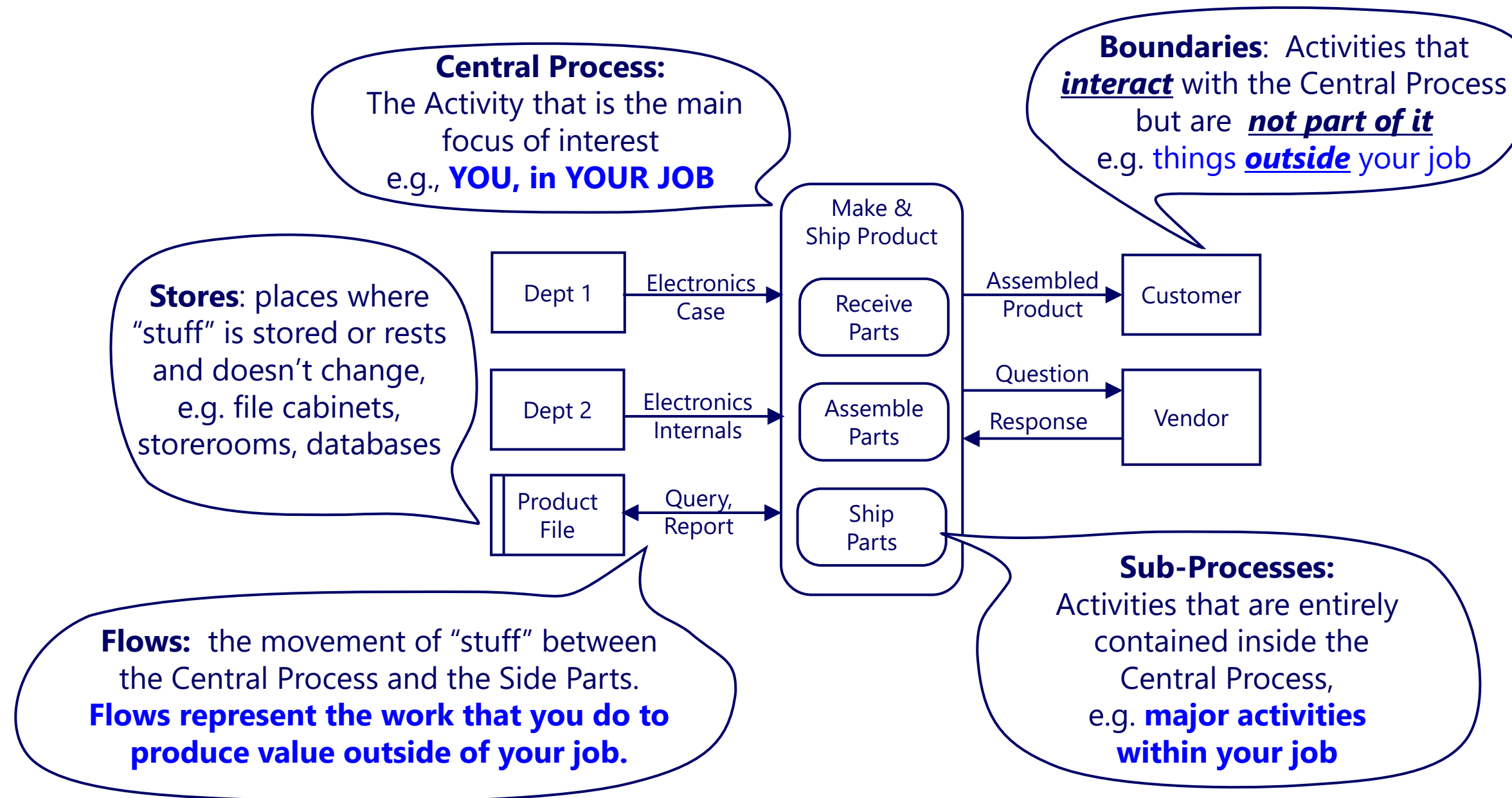
Make &
Ship Product
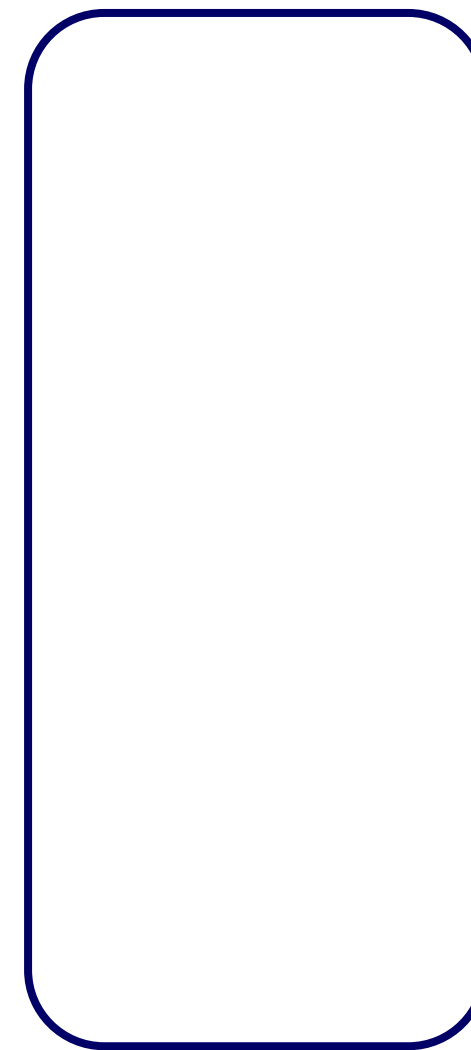
Basic skill requirement #3:
Assemble the Map parts like this:

Maps always have the same basic layout

The shapes are always in the same general locations on the Maps

External Activities 👇

Stuff that Moves 👇

Internal Activities 👇

Stuff that Moves 👇

External Activities 👇

Make & Ship Product

| Case Dept. | Electronics Case → | Receive Parts | Assembled Product → | Customer |

| Internals Dept. | Electronics Internals → | Assemble Parts | Question → Response ← | Vendor |

| Product File | ← Query, Report → | Ship Product |

All Maps are made with only these five parts

Central Process:
The Activity that is the main focus of interest
e.g., **YOU, in YOUR JOB**

Boundaries: Activities that *interact* with the Central Process but are *not part of it* e.g. things *outside* your job

Stores: places where "stuff" is stored or rests and doesn't change, e.g. file cabinets, storerooms, databases

Make & Ship Product
- Receive Parts
- Assemble Parts
- Ship Parts

Dept 1 → Electronics Case → Receive Parts

Dept 2 → Electronics Internals → Assemble Parts

Product File → Query, Report → Ship Parts

Assembled Product → Customer

Question → Vendor
Response ← Vendor

Flows: the movement of "stuff" between the Central Process and the Side Parts.
Flows represent the work that you do to produce value outside of your job.

Sub-Processes:
Activities that are entirely contained inside the Central Process, e.g. **major activities within your job**

A standard sequence for building the maps

You can add the Map parts in any sequence.

This sequence is good for learning, and it always works.
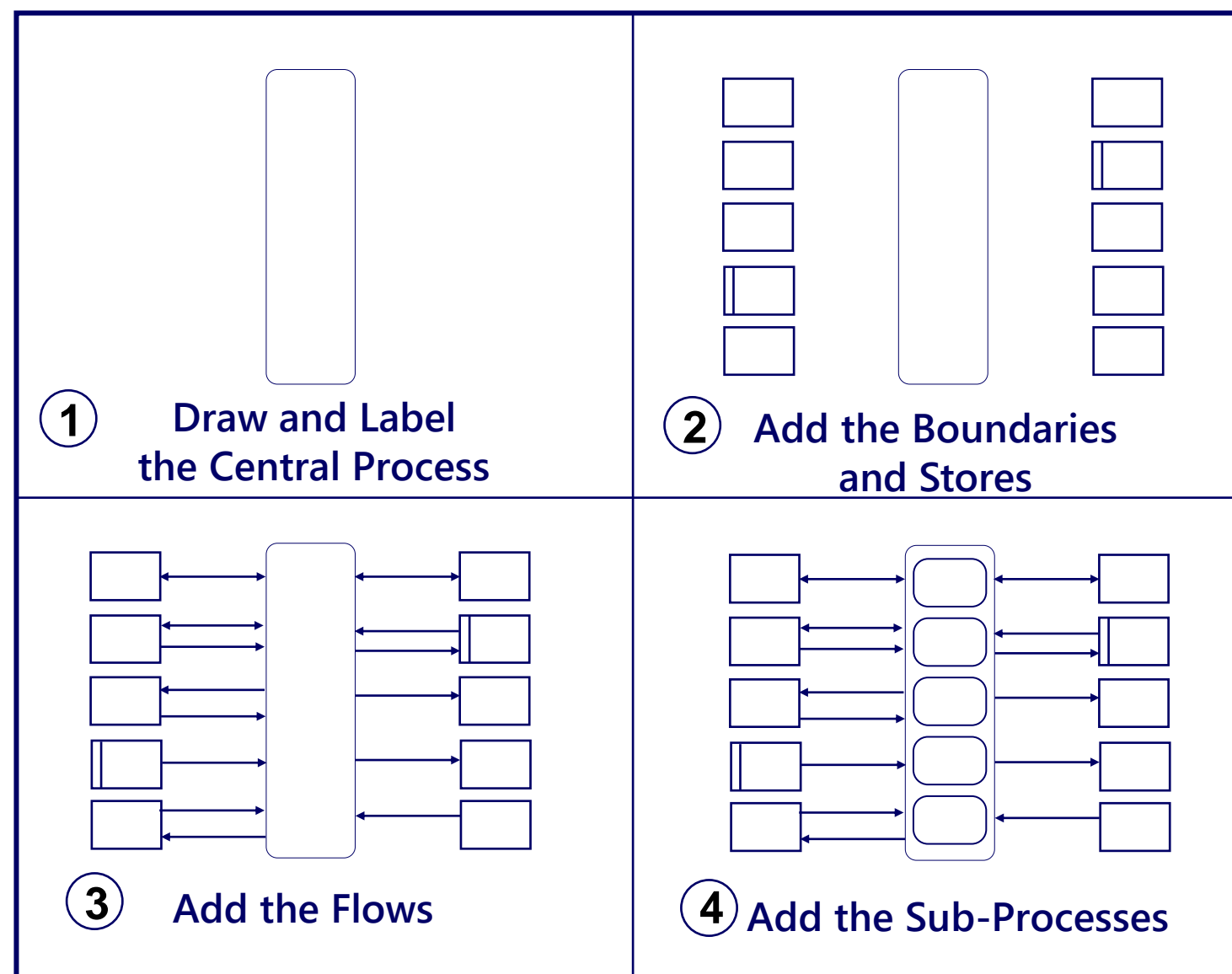
① Draw and Label
the Central Process

② Add the Boundaries
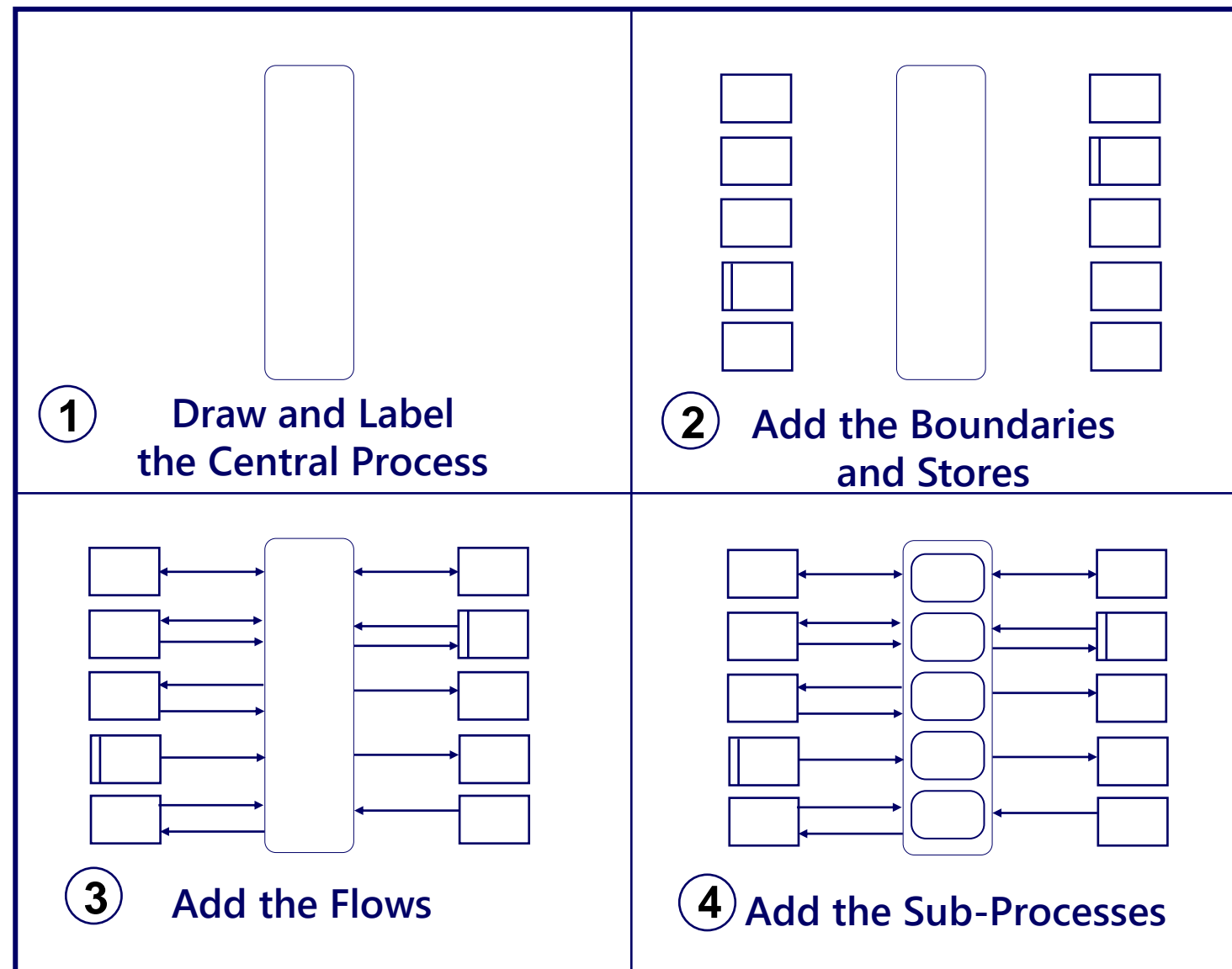and Stores

③ Add the Flows

④ Add the Sub-Processes

Think of it like filling in the blanks on a form.

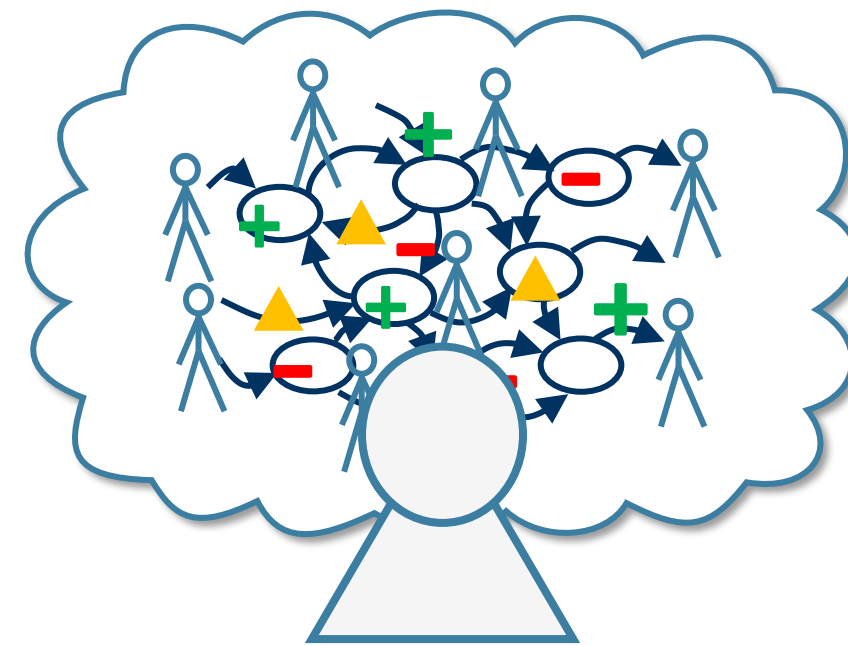The shapes always mean the same thing, and they are always in the same general location on the Map.

Think about what happens in your job, and add the parts and their labels to represent your work.

Where do the Map Parts come from?

① **Draw and Label the Central Process**

② **Add the Boundaries and Stores**
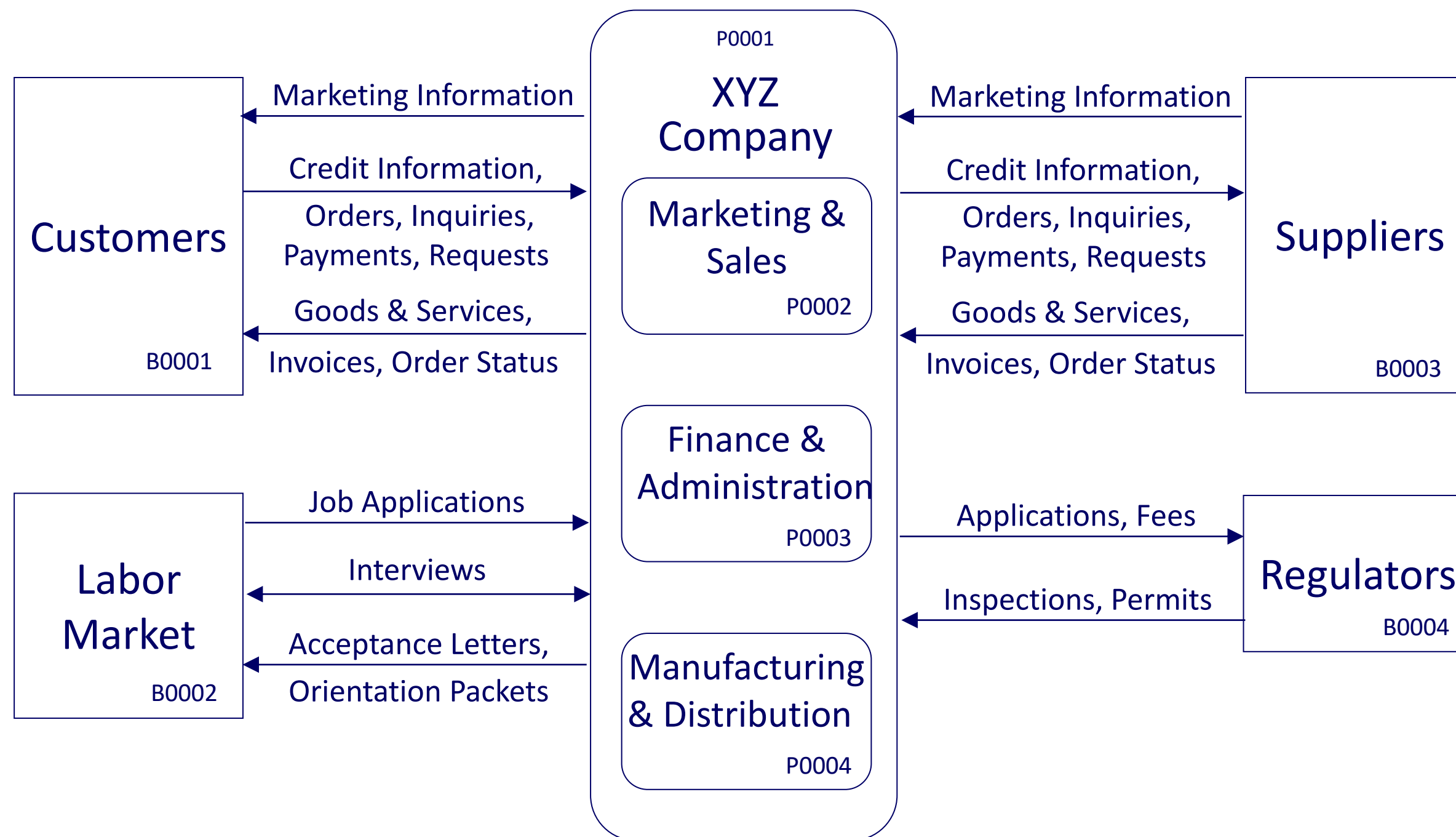
③ **Add the Flows**

④ **Add the Sub-Processes**

Just keep drawing and labeling until you feel that you have enough detail to show all the major activity in the work

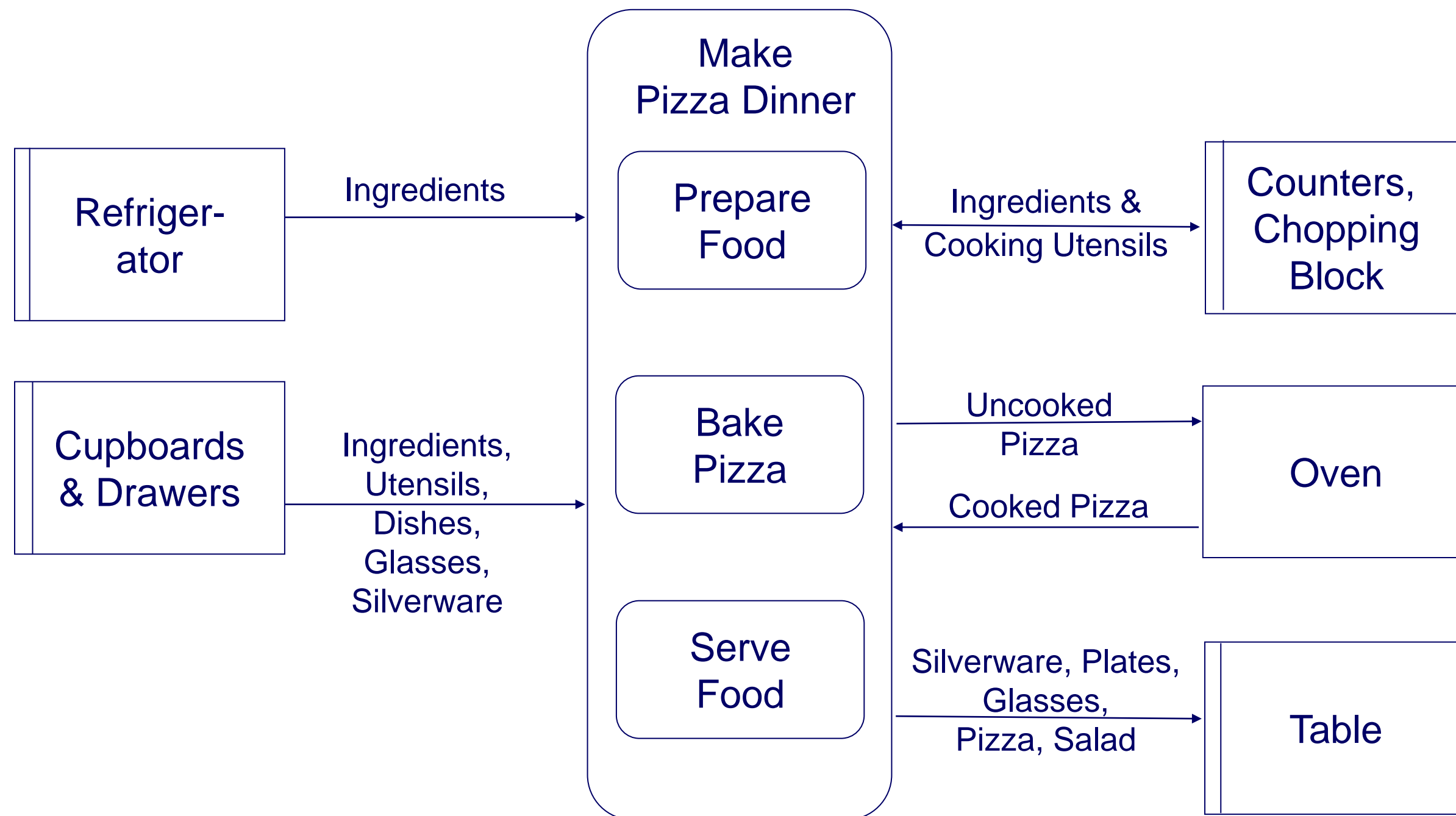The Map Parts come from what you already know about your job

1. Draw the graphic
2. Think about what the graphic means (previous slide)
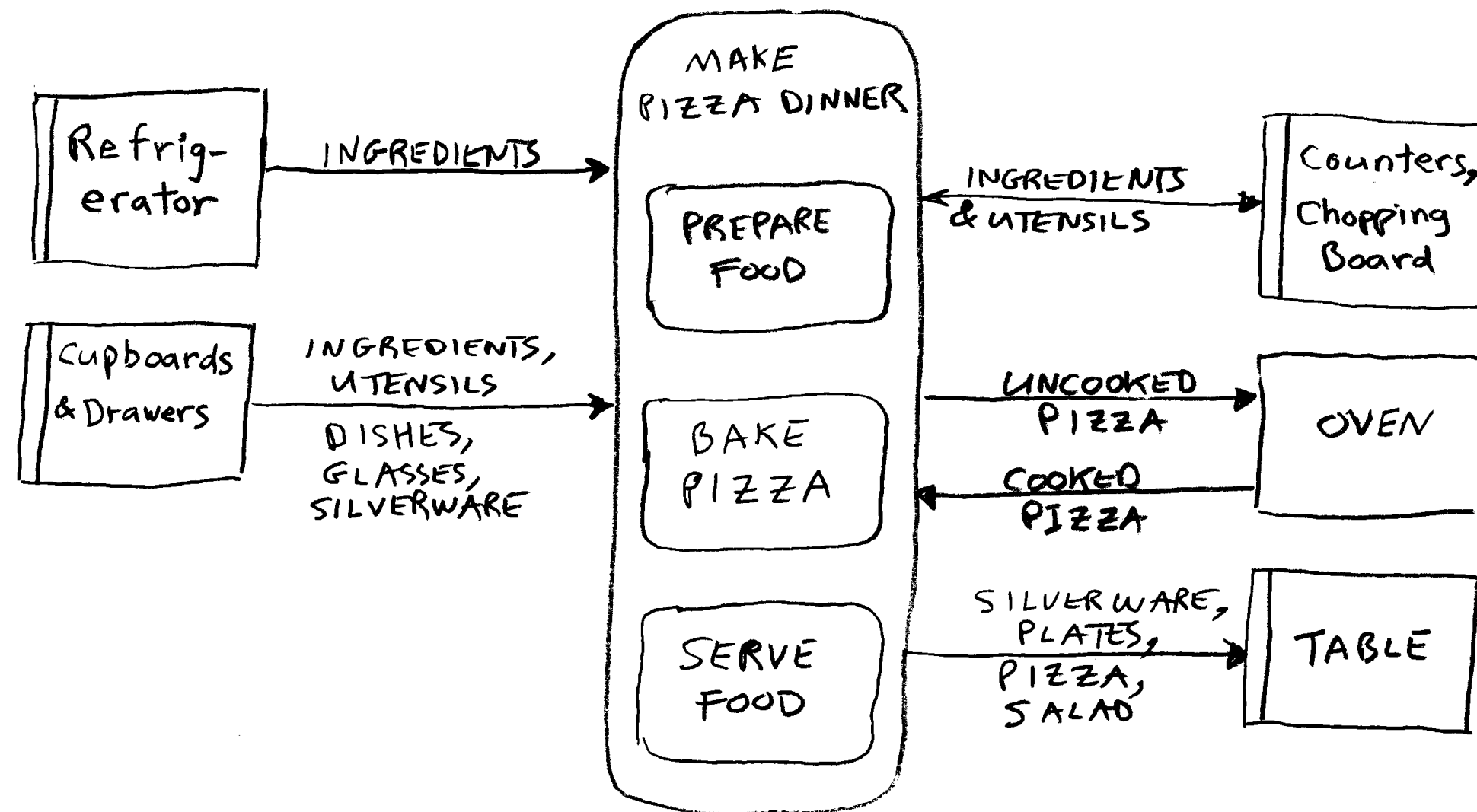3. Label the map parts with what you know that happens in your job

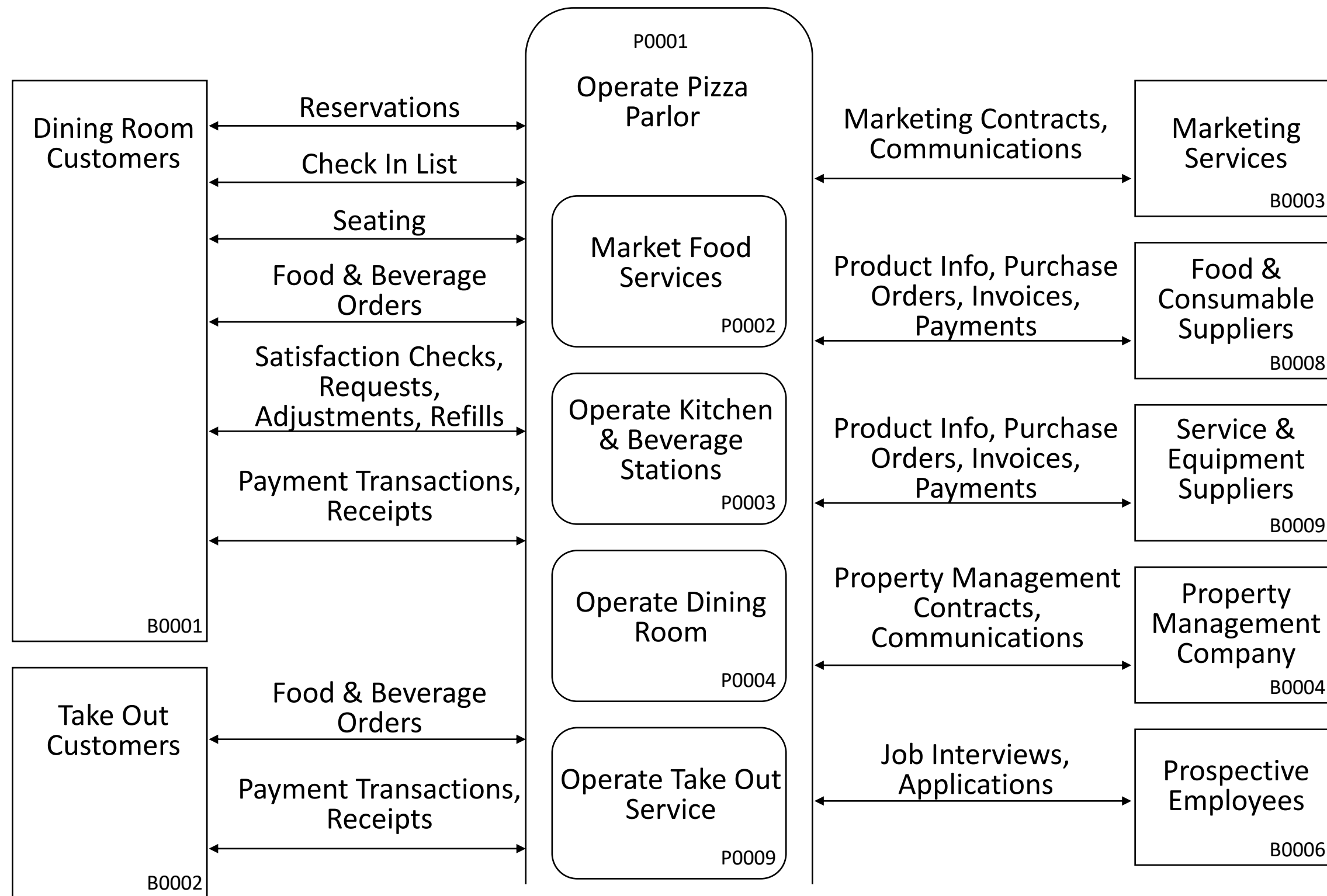# With that procedure you can make maps like this:

Or this:

Make Pizza Dinner

Refrigerator → Ingredients → **Prepare Food**

Prepare Food ← Ingredients & Cooking Utensils → **Counters, Chopping Block**

Cupboards & Drawers → Ingredients, Utensils, Dishes, Glasses, Silverware → **Bake Pizza**

Bake Pizza → Uncooked Pizza → **Oven**

Oven → Cooked Pizza → **Bake Pizza**

Serve Food → Silverware, Plates, Glasses, Pizza, Salad → **Table**
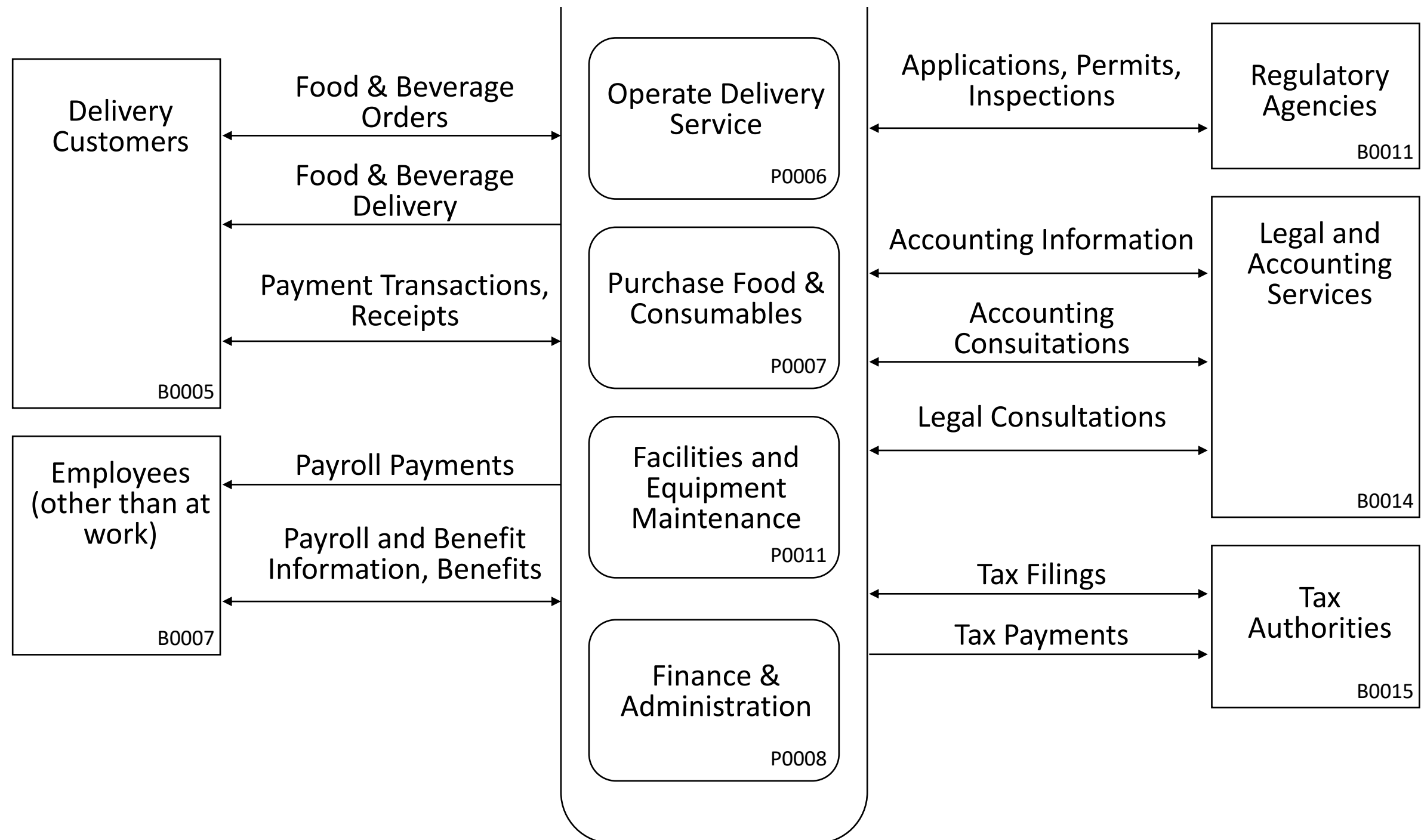
The maps work fine if they look like this:

Even more flexibility is possible, and the maps **_still_** work

And you can use a graphics drawing tool such as PowerPoint
if you would like

Maps can be as complex as this:
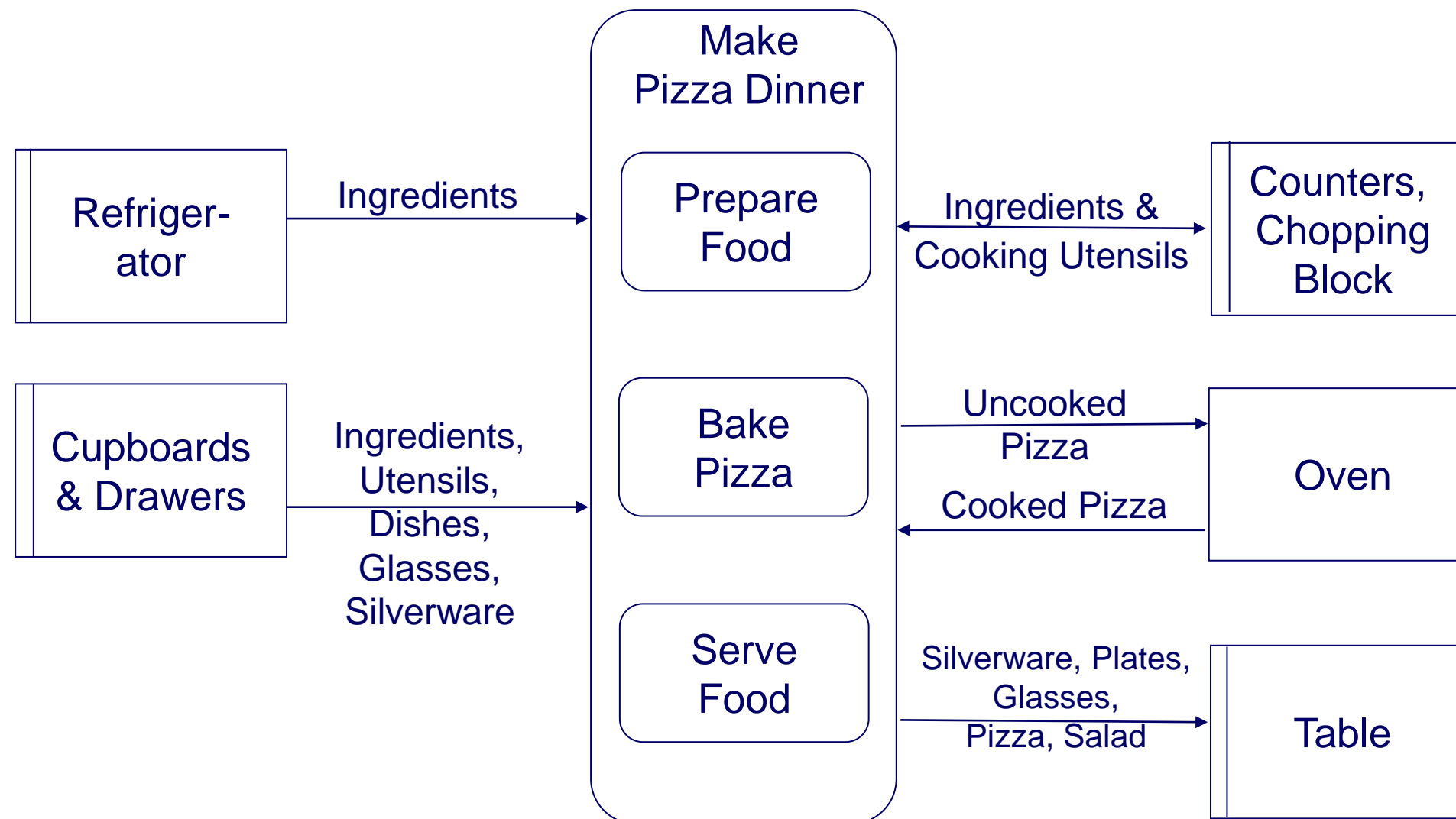## (or even more so, if your job is that complex)

P0001

Operate Pizza Parlor

Dining Room Customers
B0001

Reservations
Check In List
Seating
Food & Beverage Orders
Satisfaction Checks, Requests, Adjustments, Refills
Payment Transactions, Receipts

Market Food Services — P0002

Operate Kitchen & Beverage Stations — P0003

Operate Dining Room — P0004

Operate Take Out Service — P0009

Take Out Customers
B0002

Food & Beverage Orders
Payment Transactions, Receipts

Marketing Contracts, Communications
Marketing Services — B0003

Product Info, Purchase Orders, Invoices, Payments
Food & Consumable Suppliers — B0008

Product Info, Purchase Orders, Invoices, Payments
Service & Equipment Suppliers — B0009

Property Management Contracts, Communications
Property Management Company — B0004

Job Interviews, Applications
Prospective Employees — B0006

(a complex Map, continued)

Delivery Customers B0005

Food & Beverage Orders →

← Food & Beverage Delivery

Payment Transactions, Receipts ↔

Employees (other than at work) B0007

← Payroll Payments

Payroll and Benefit Information, Benefits ↔

Operate Delivery Service P0006

Purchase Food & Consumables P0007

Facilities and Equipment Maintenance P0011

Finance & Administration P0008

Applications, Permits, Inspections ↔

Regulatory Agencies B0011

Accounting Information ↔

Accounting Consuitations ↔

Legal Consultations ↔

Legal and Accounting Services B0014

Tax Filings →

Tax Payments →

Tax Authorities B0015

Exercise #1: Hand copy this map

Why this exercise?

Because "Map Your Job" is a **_performance-based skill_**

```
                    ┌─────────────────┐
                    │  Make           │
                    │  Pizza Dinner   │
                    │                 │
┌──────────┐        │  ┌───────────┐  │                  ┌──────────┐
│          │ Ingredients│ Prepare  │  │ Ingredients &    │ Counters,│
│ Refriger-├────────┼─►│ Food      │◄─┼─ Cooking Utensils│ Chopping │
│ ator     │        │  └───────────┘  │                  │ Block    │
└──────────┘        │                 │                  └──────────┘
                    │                 │
┌──────────┐ Ingredients,│ ┌─────────┐│   Uncooked        ┌──────────┐
│          │ Utensils,  │ │ Bake    ││    Pizza          │          │
│ Cupboards├─Dishes,────┼►│ Pizza   ││ ────────────────► │ Oven     │
│ & Drawers│ Glasses,   │ └─────────┘│   Cooked Pizza    │          │
│          │ Silverware │            │ ◄──────────────── └──────────┘
└──────────┘            │ ┌─────────┐│
                    │  │ Serve    │ │  Silverware, Plates,  ┌──────────┐
                    │  │ Food     │ │  Glasses,             │          │
                    │  └─────────┘ │  Pizza, Salad         │ Table    │
                    └──────────────┘ ──────────────────►   │          │
                                                           └──────────┘
```

Drawing the maps is really the only way to understand how the maps work and how to create them; creating them is the only way to obtain their benefits.

Here are some ideas for starting to Map Your Job:

Job Title

| Co-worker #1 | —Request→ ←Response— | Major Job Activity 1 | ←Request— —Response→ | Co-worker #2 |

| Customer | —Request→ ←Fulfillment Package— | Major Job Activity 2 | —Service Request→ ←Service Delivery— | Supplier |

| Supporting Department #1 | ←Form A— Form Review | Major Job Activity 3 | —Form B→ | Supporting Department #2 |

| Database | ←Lookup— Output→ | Major Job Activity 4 | —Inquiry→ ←Response— | HR Department |

| Computer Application #1 | ←Access and Use | Major Job Activity 5 | Questions, Directions, Coaching, Feedback | Manager |

If you're ready, go ahead and

Map Your Job

(or read ahead for helpful
tips, techniques and guidelines)

Level 3

These are more details
to support your work

Tips, Technique and Guidelines

Maps

All the Tips, Techniques and Guidelines are aimed at supporting two major values:

Overview

- Helps you see your entire workload in one view
    - Is it all too much? Can you do more? Is it fulfilling, boring, unrewarding? Just fine? Great?

- Helps you compare the value of different parts of your workload
    - Should you be spending more time or less time in different areas?

Detail

- Identifies the specific actions that make up your workload

- Prompts you to think about how you feel about each part of your work

- Helps you think about specific "do-able" actions you can take to change your work
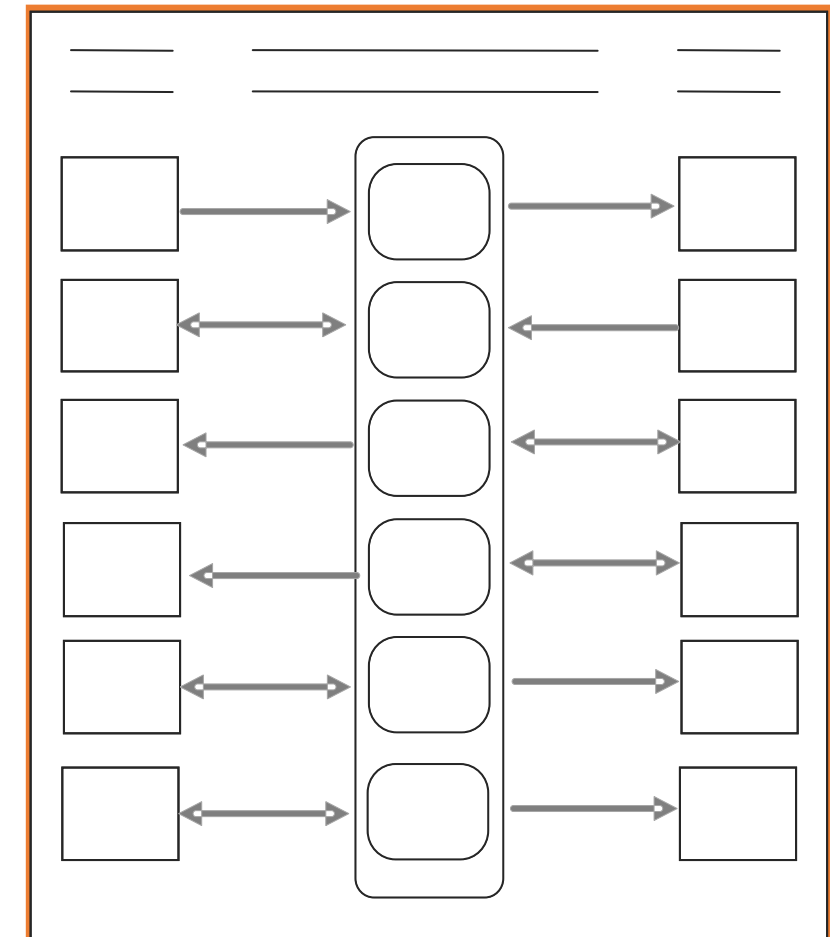
While Maps are very flexible, the more you can follow these

Tips, Techniques and Guidelines, the better you can achieve these values

Two Basic Types of Information in "Map Your Job!"

Map Parts

Stuff that moves, the flow arrows that move the stuff, and activities that control the flow arrows.
Examples of "Stuff" = information, signals, money, goods, energy, simple actions.

- You can write anything on a Map pages, however, do not use the **_Map Parts_** for comments

- **If it does not change or move the "stuff", it is not a Map Part.**

Comments

Types of Comments

<u>Evaluations:</u>
- Goals
- Issues
- Change Ideas

<u>Notes</u>
- Benefits
- Results
- Outcomes
- Qualities
- Milestones
- and so on

Notice that these things <u>do not change or move</u> the "stuff".

They are "states" and "properties" of the Map Parts, not the Map Parts.

Examples of Comments versus Map Parts
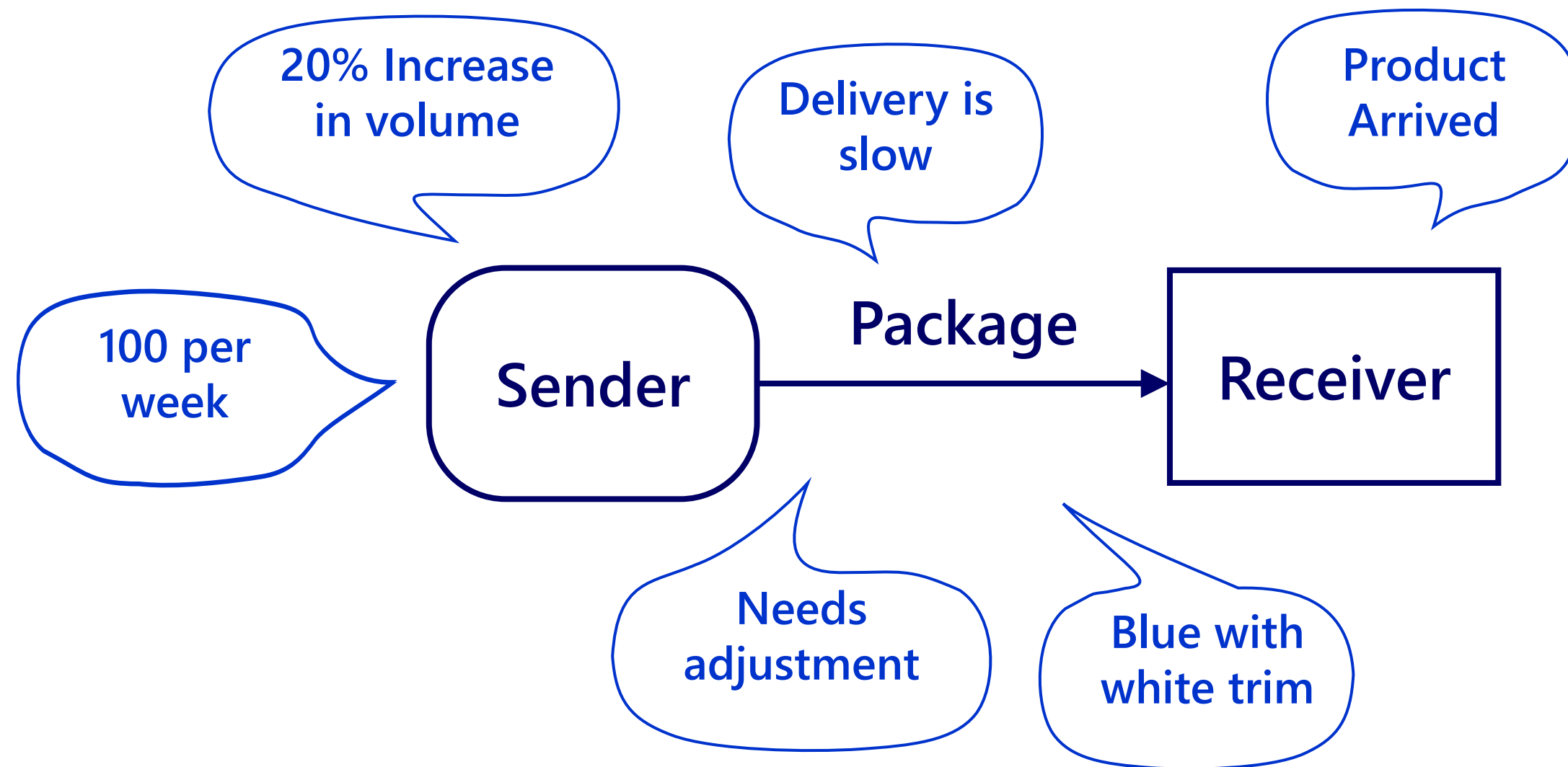
The key is to notice that Comments:
- Are not moved or changed
- Do not move or change anything

Some examples of comments being used on Map Parts
(where comments should __NOT__ be used)

✕ Why is Dept 1 so slow?

✕ Packing the materials

✕ 20% Growth

✕ Inter-office Service

✕ Difficult to find data

✕ Use Ops Guide here

Make & Ship Product

✕ Parts Received

✕ Need higher quality assembly

✕ Part Shipment Completed

✕ Shipped on time

✕ Success!

✕ Messaging System

✕ Responses are late

✕ Send Payment on Time
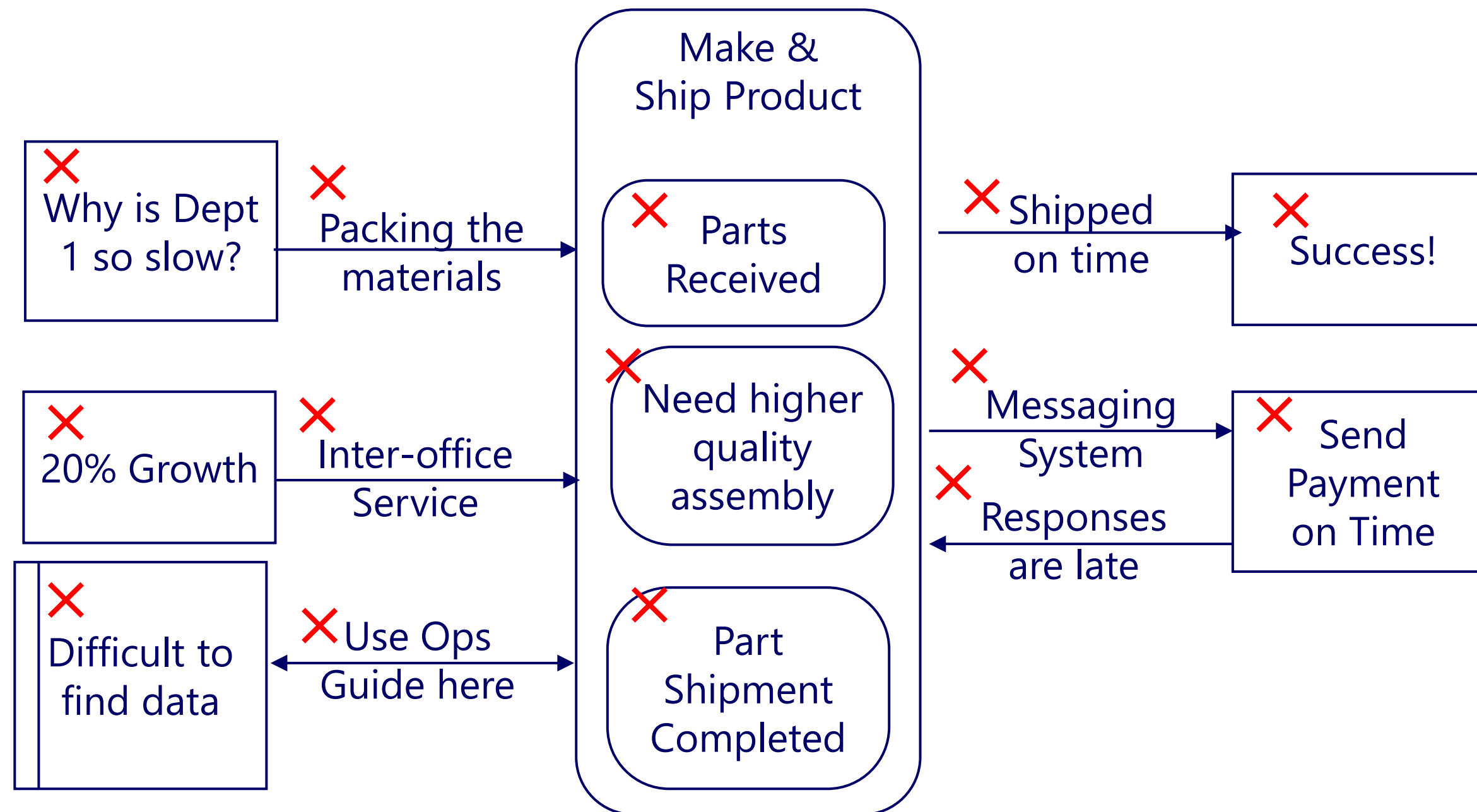
Map Parts

All Maps are made with only these five parts (repeat)

Central Process:
The Activity that is the main focus of interest
e.g., **YOU, in YOUR JOB**

Boundaries: Activities that *interact* with the Central Process but are *not part of it*
e.g. things *outside* your job

Stores: places where "stuff" is stored or rests and doesn't change, e.g. file cabinets, storerooms, databases

Flows: the movement of "stuff" between the Central Process and the Side Parts.
Flows represent the work that you do to produce value outside of your job.

Sub-Processes:
Activities that are entirely contained inside the Central Process,
e.g. **major activities within your job**

Make & Ship Product

Dept 1 → Electronics Case → Receive Parts

Dept 2 → Electronics Internals → Assemble Parts

Product File ← Query, Report → Ship Parts

Receive Parts → Assembled Product → Customer

Assemble Parts → Question → Vendor
Vendor → Response → Assemble Parts

Where do the Map Parts come from? (repeat)
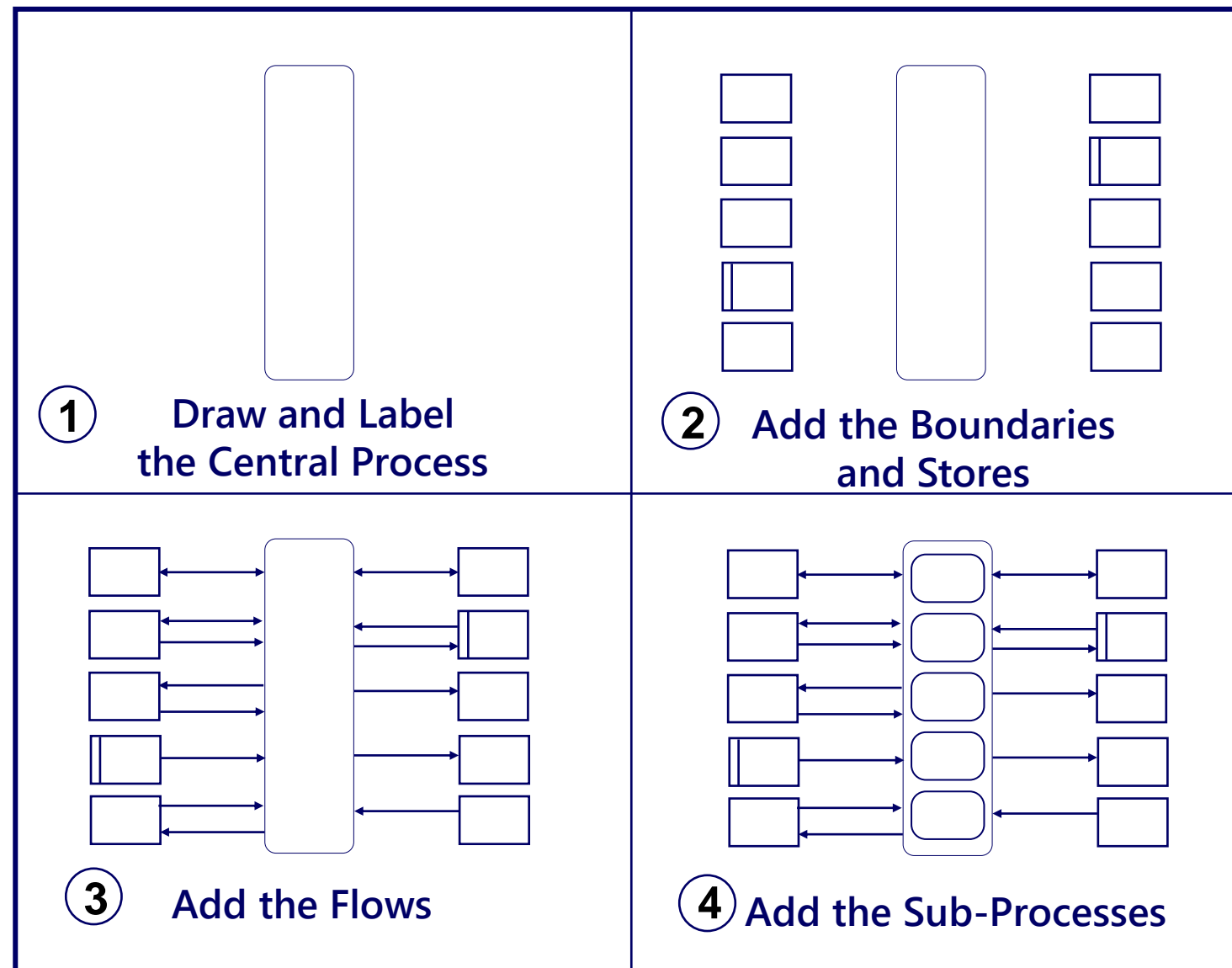
① Draw and Label the Central Process

② Add the Boundaries and Stores

③ Add the Flows

④ Add the Sub-Processes

Just keep drawing and labeling until you feel that you have enough detail to show all the major activity in the work

The Map Parts come from what you already know about your job

1. Draw the graphic
2. Think about what the graphic means (previous slide)
3. Label the map parts with what you know happens in your job

Map Part Locations (repeat)

External Activities 👇 **Stuff that Moves** 👇 **Internal Activities** 👇 **Stuff that Moves** 👇 **External Activities** 👇

Again, the shapes are always in the same general locations on the Maps

Make & Ship Product

| Case Dept. | → Electronics Case → | Receive Parts | → Assembled Product → | Customer |

Internals Dept. — Electronics Internals → Assemble Parts

Question → Vendor

← Response — Assemble Parts

Product File ← Query, Report → Ship Product
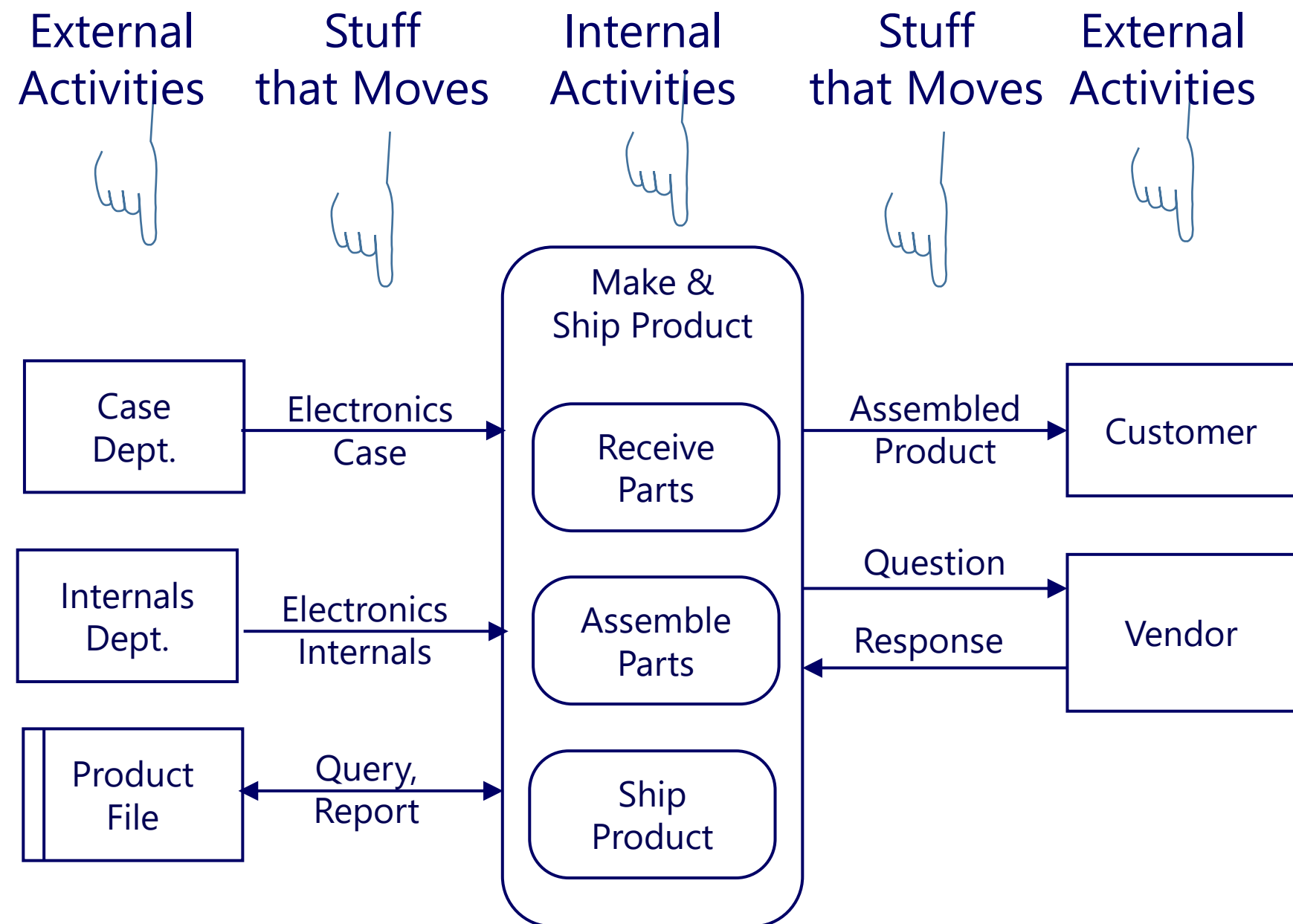
Questions for identifying Map Parts

- What is a title for my job (the Central Process)?
- What are the Boundaries and Stores for my job
  (on the sides of the map)?
  - Who are specific people I frequently interact with?
  - What groups do I interact with?
  - What are the systems I use?
  - What major data bases or other information sources do I use?
- What are the flows and transactions with these Boundaries and Stores?
  - What goes back and forth between myself and these other entities?
  - What transactions do I perform with these other entities?
  - What do I receive from them?
  - What do I send or give to them?
- What are the major activities within my job (Sub-Processes)

Map Parts: The importance of Flows ("Transactions")

"Flow" is the **_diagramming_** name for the arrows.

"Transaction" is an alternative **_business_** name.

All map parts are important.
Flows /Transactions are particularly important.

Flows/Transactions are *recognizable, tangible and measurable; they help in focusing on what is real and actionable*

Company —[Product]→ Customer

Flows/Transactions are *where stakeholders experience value and have their interests fulfilled*

Company — Product → Customer

Flows/Transactions are *where issues and opportunities are found and improvements are made*

Company — Product → Customer

Map Parts: Guidelines for Labeling Flows / Transactions

- Flow arrows represent **_the movement "stuff"_** or "content" (information, money, goods, simple actions, etc.).

  - So a guideline is to labels flows with the names of such things

✔

Stuff →

- Flows do not **_change_** the things that they move. Flows only **_move_** things from place to place.

  - So a guideline is to NOT label flows with actions

✗

Change Something →
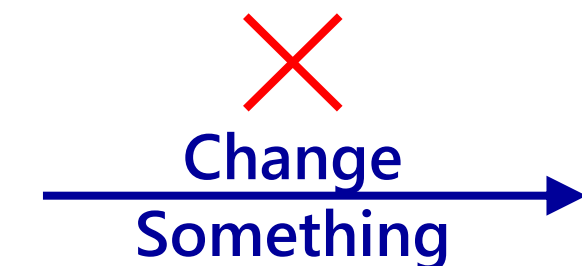
- Flows only mean, "this content goes from here to there."

  - So a guideline is to NOT use flow arrows to mean "do this next" or "go to this step next"

✗

Go to next step →

Map Parts – Using Boundaries

The key to labeling Boundaries is to understand that
Boundaries are COMPLETELY SEPARATE from the Central Process

Sender

Package →

Receiver
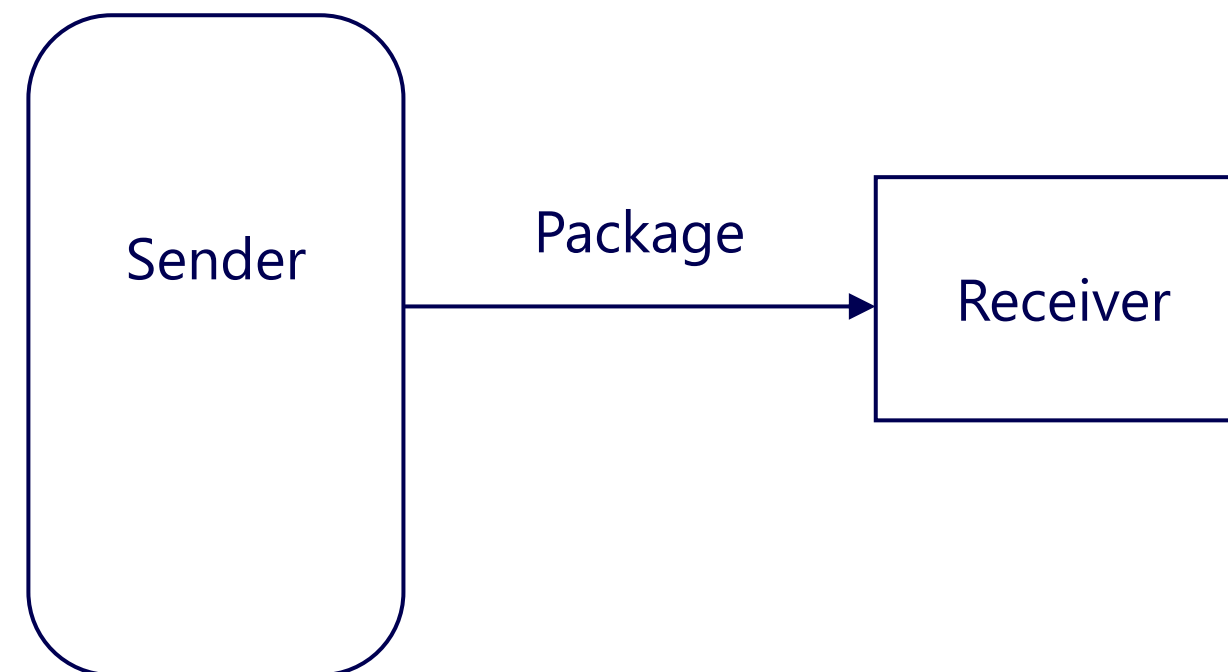
The Central Process and a Boundary
can each be a complex area of activity by itself

Sender

Package

Receiver
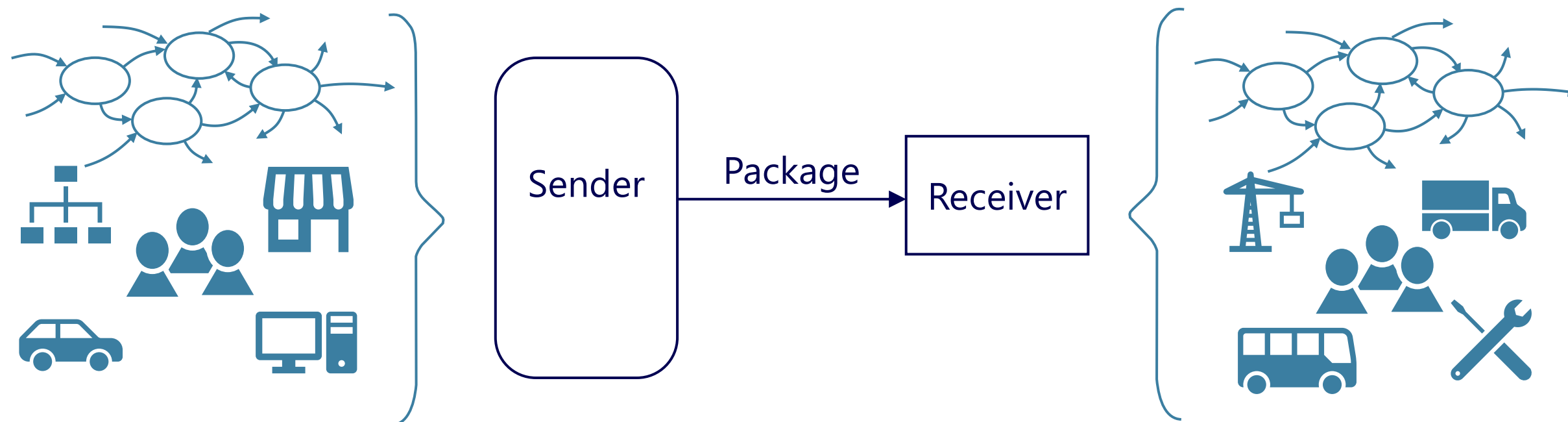
They can have completely separate resources,
staff, equipment, workflow...everything

Sender's Resources

Receiver's Resources

Sender

Package

Receiver
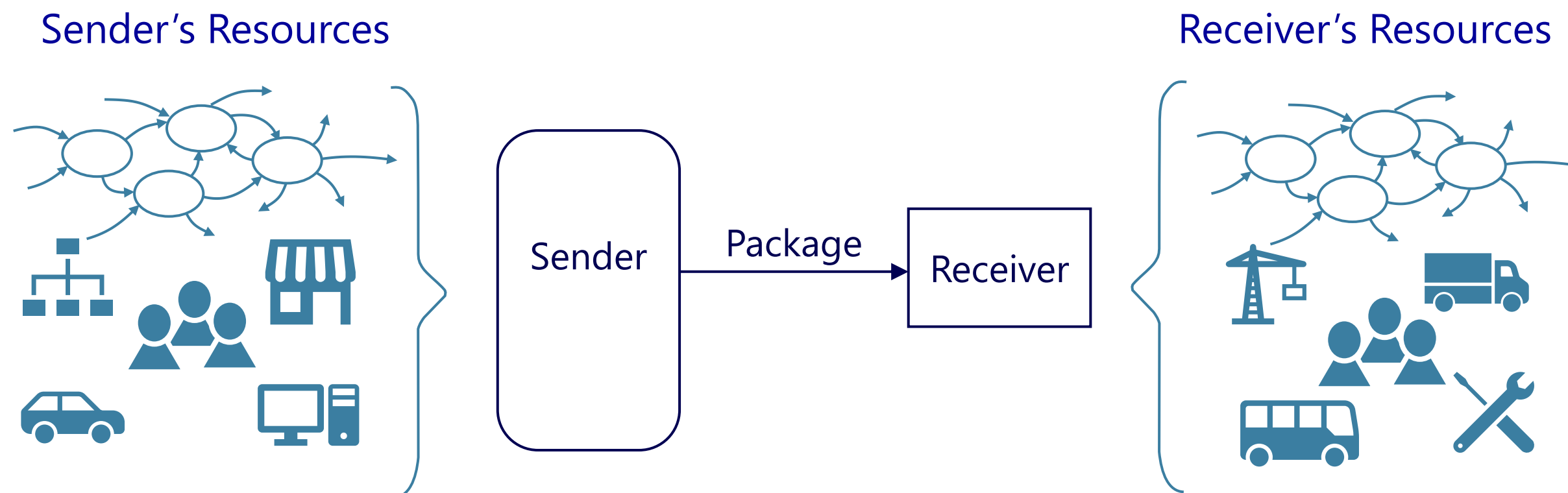
There is NO OVERLAP in the resources
between the Central Process and a Boundary *

* however, a person or another resource can
wear different "hats" and be in both

Imagine that there was a brick wall between the
Central Process and the Boundaries,
and the only things that connected them were Flows

Sender

Package

Receiver
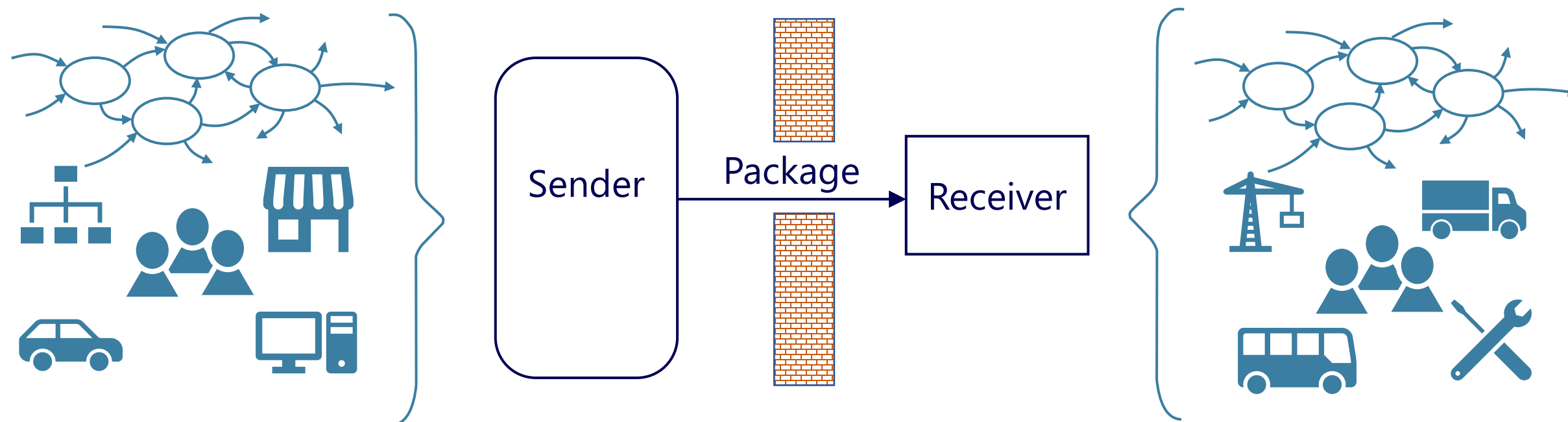
Every guideline has exceptions. At the same time,
if you follow these guidelines for Flows and Boundaries,
the rest of the Map can be highly flexible.

Map Parts: Summary

Additional guidelines for using Map Parts
can be found in the training materials at
howtomapyourjob.com

The maps are like a "structured sketch pad"

Follow the guidelines to begin with, and you will
discover where flexibility works best for you

Map Pages – what to map?

To simplify things, you can focus on just the "main operations" of your job first, and then add more views on separate pages
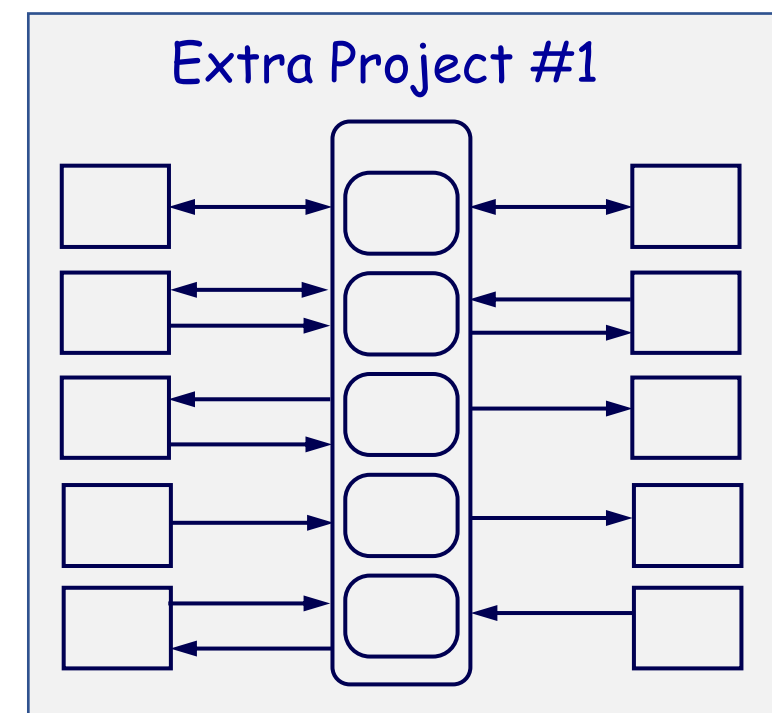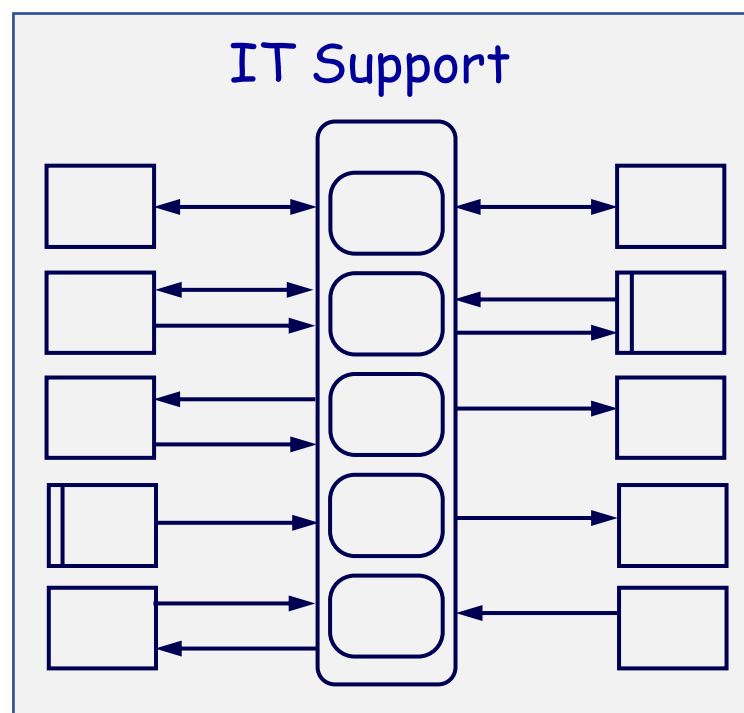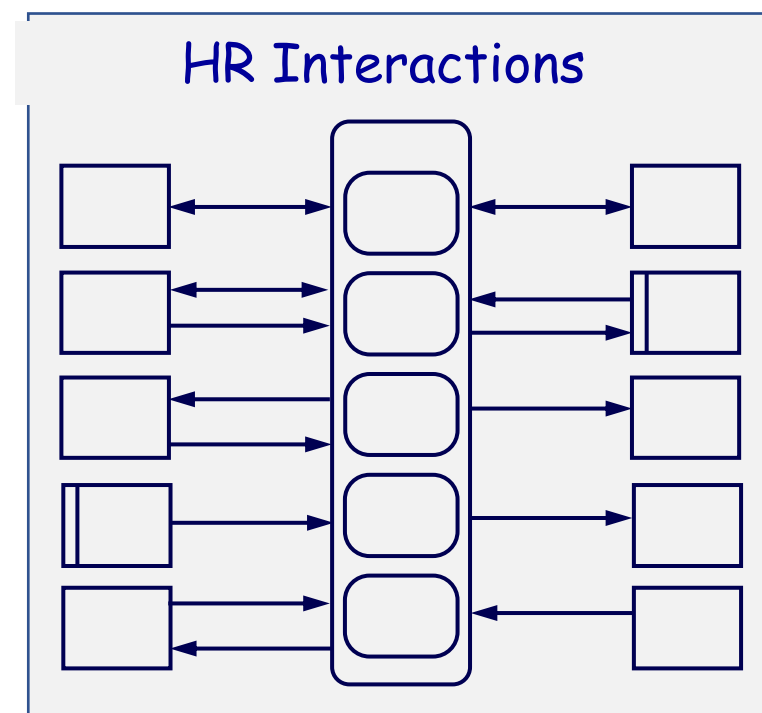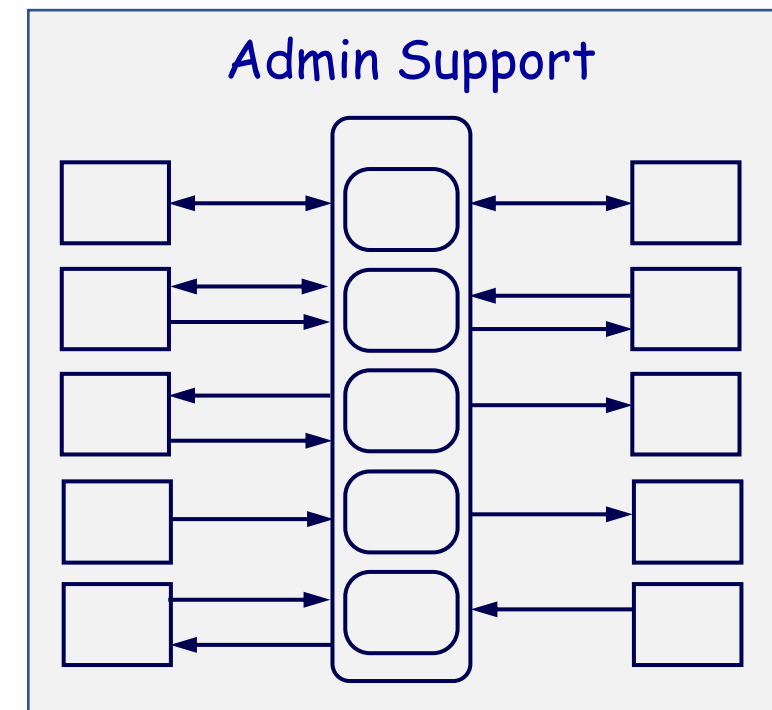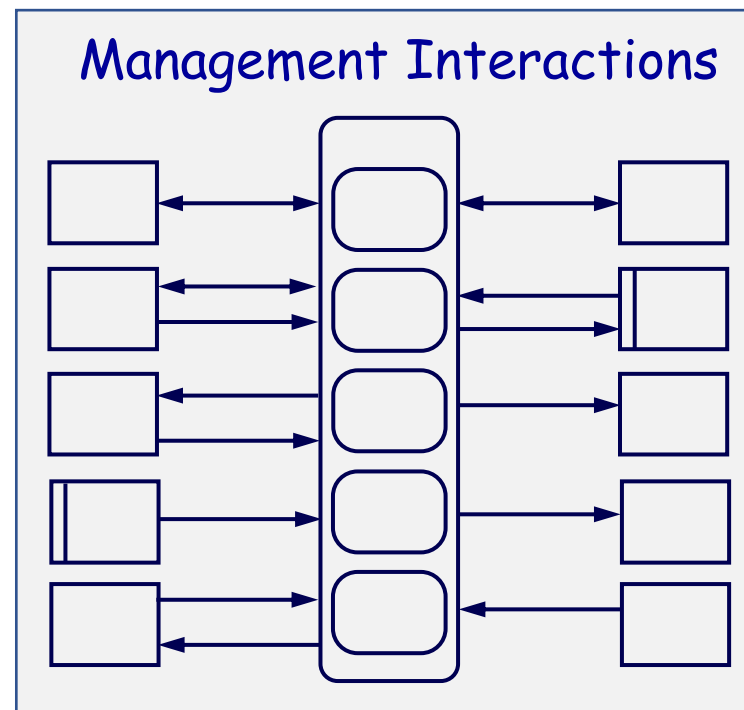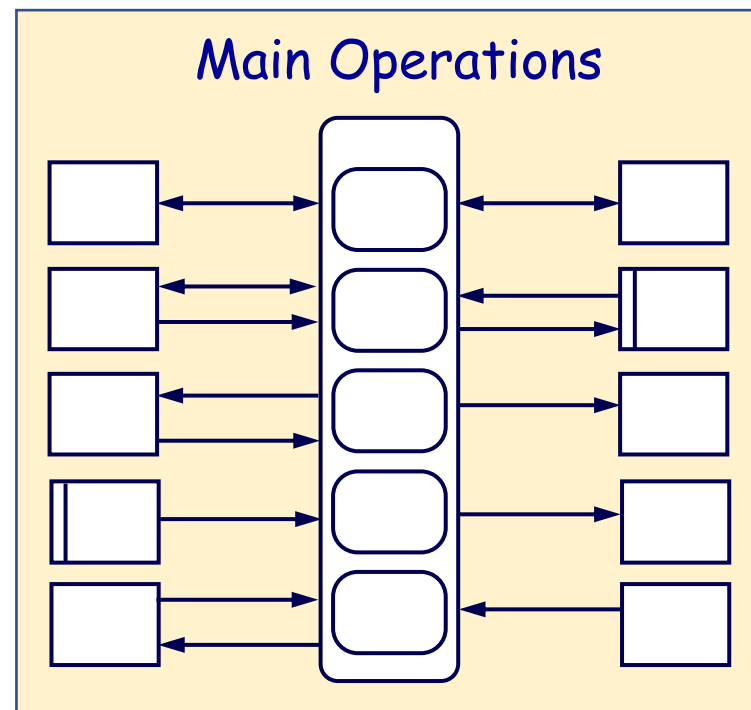
Map Pages – what to map?

Or may create more than one map if your job has many parts,
or you want to go into more detail or to cover more activity

Routine Daily Office Work

ABC Project

Staff Management

Key Activity #1 - Detail

Key Activity #2 - Detail

Household Management
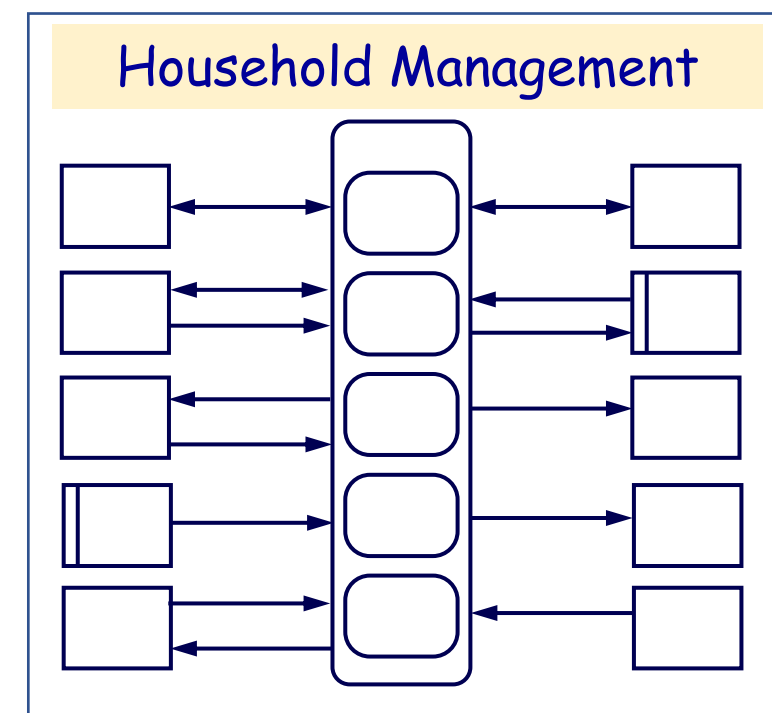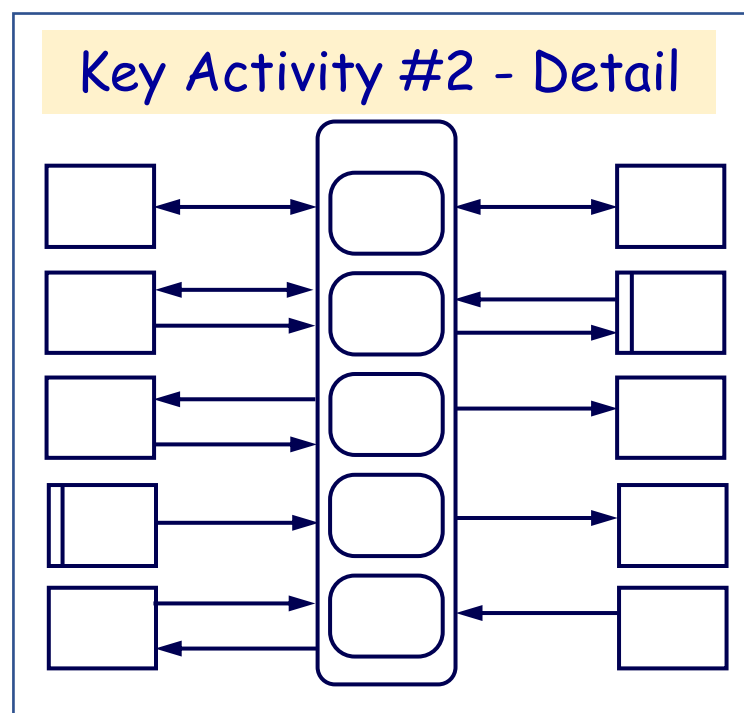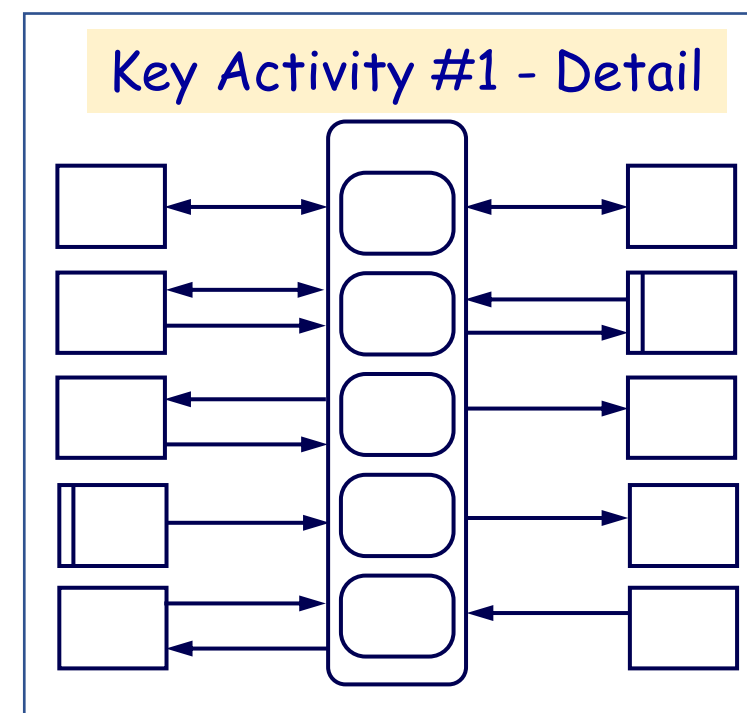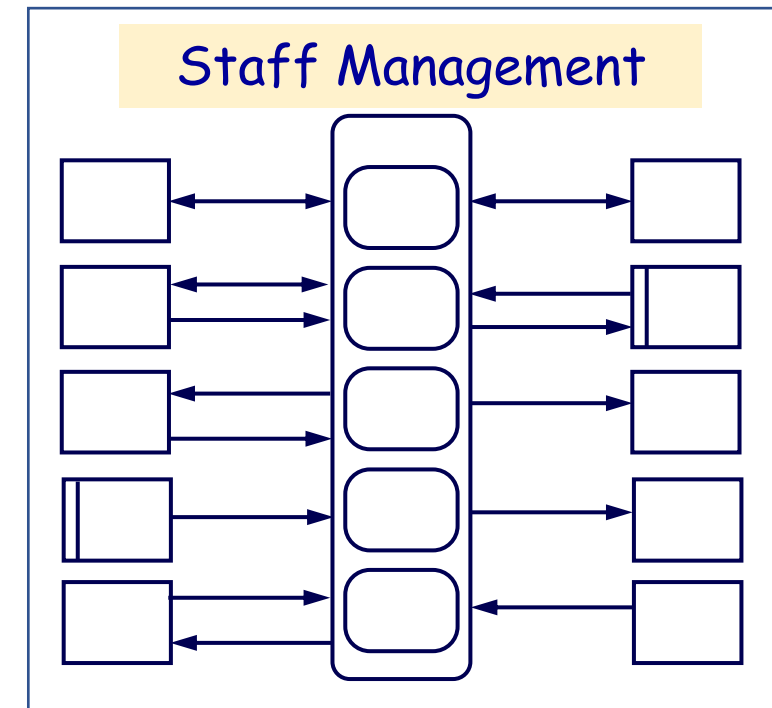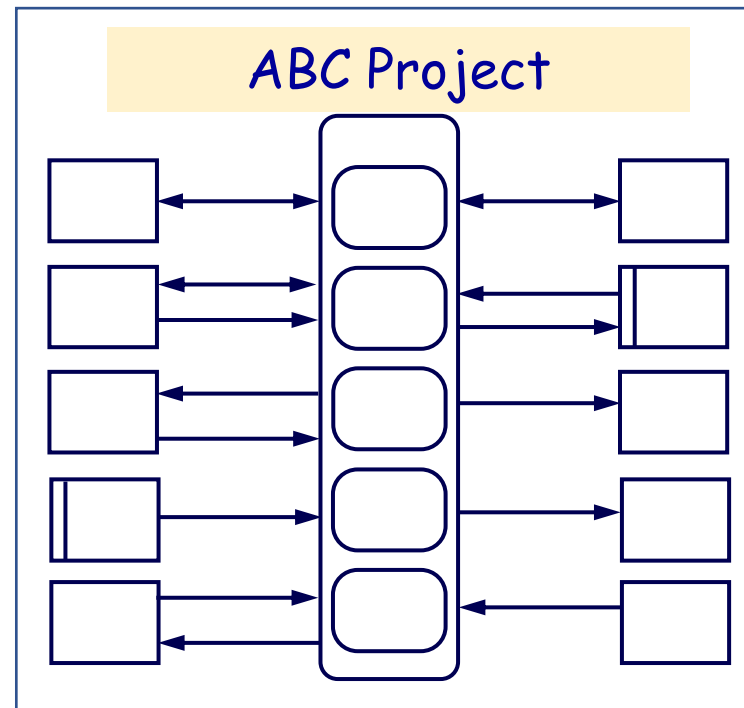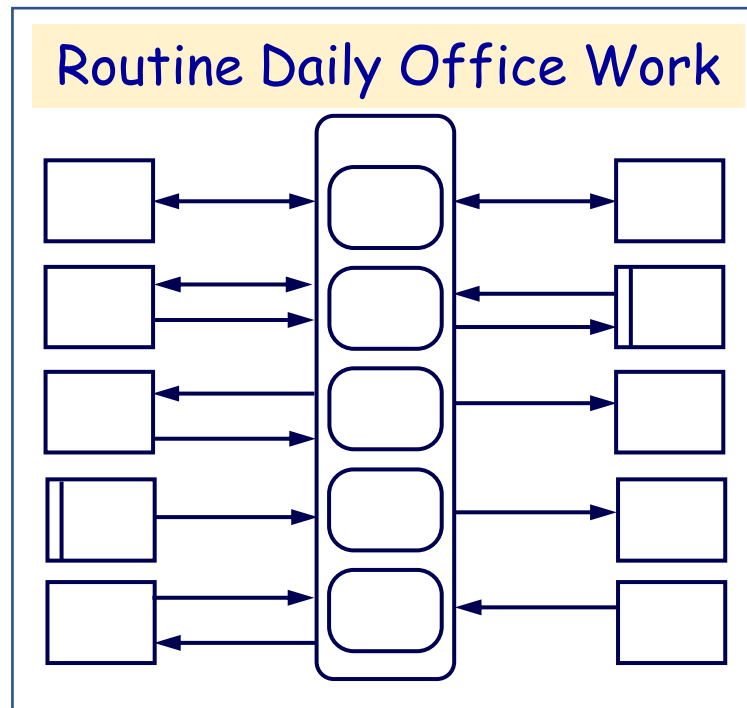
Map Pages – Construction - Redrawing Map Pages

If you do more than a simple map, you may want to redraw that map.

You can do a redraw in PowerPoint or Excel or similar tools.

However, if you are getting energy from the results, then staying with
pencil and paper for a while can give you extra flexibility as you
both learn the skill and explore your job.
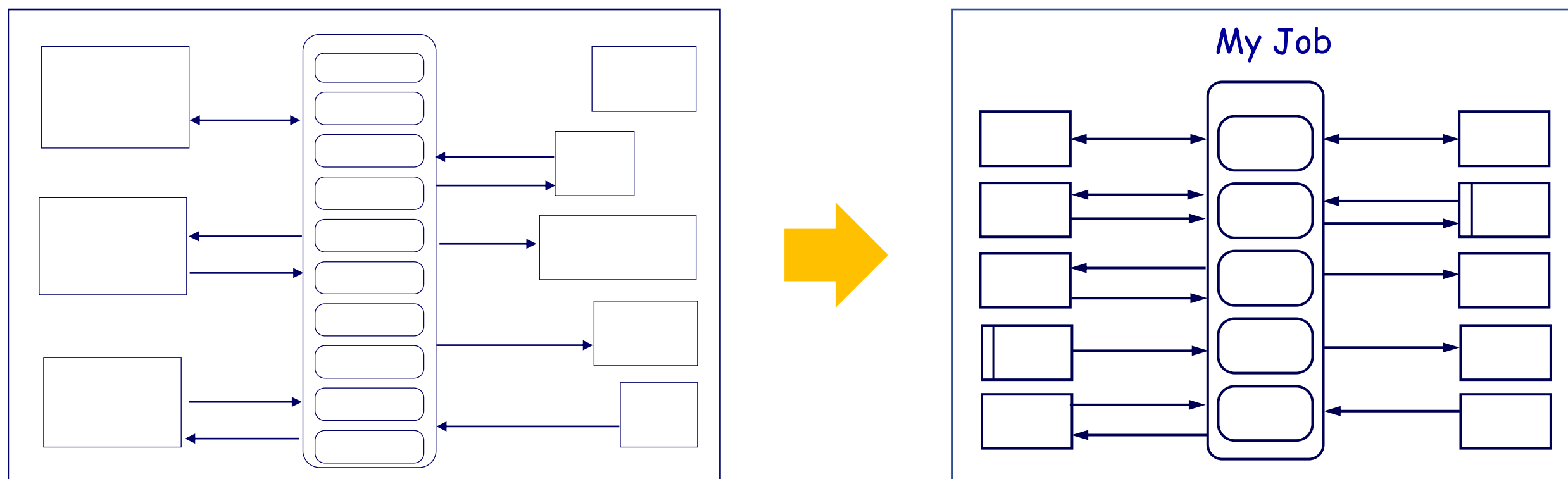
That's where the eraser comes in.
(Or white out tape, on a flip chart)

Map Pages – Construction Sequence

Repeat

You can add the Map parts in any sequence.

This sequence is good for learning, and always works.
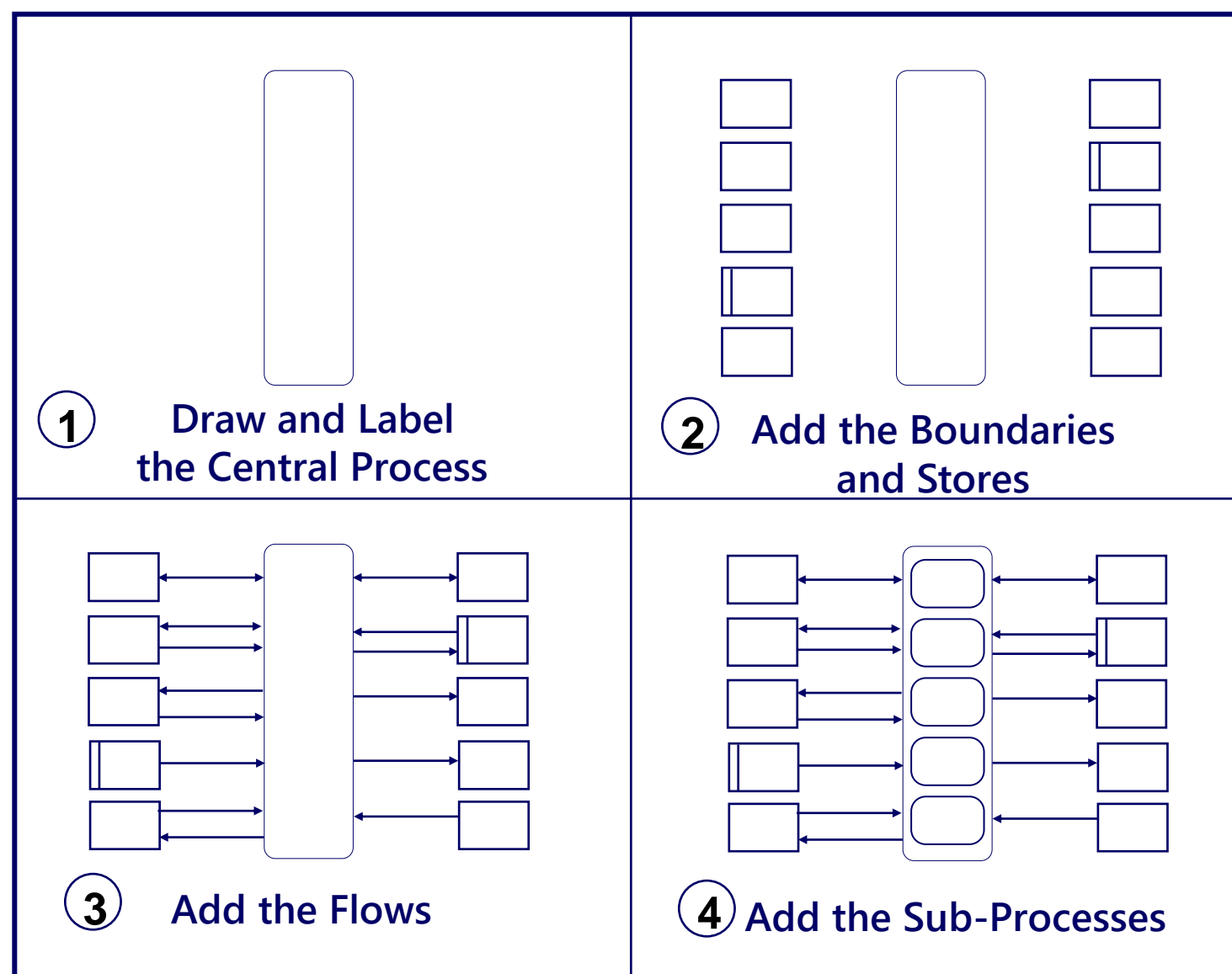
① Draw and Label the Central Process

② Add the Boundaries and Stores

③ Add the Flows

④ Add the Sub-Processes

Think of it like filling in the blanks on a form.

The shapes always mean the same thing, and they are always in the same general location on the Map.

Think about what happens in your job, and add the parts and their labels to represent your work.

Using Map Page space – background grid

Create a background grid
for a hand drawn map

(Use light, dashed lines for the background grid)

You can also do this visually, without drawing in the dashed lines

You can then use the gridlines to help align the Map graphics, making good use of page space
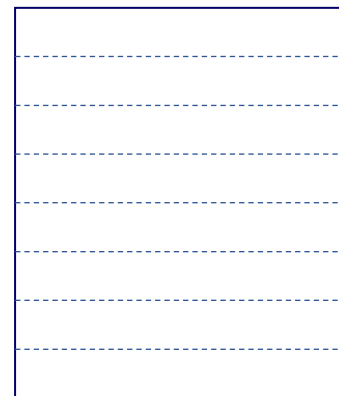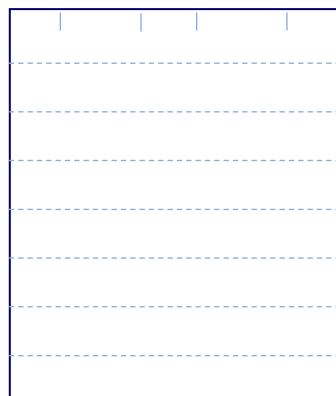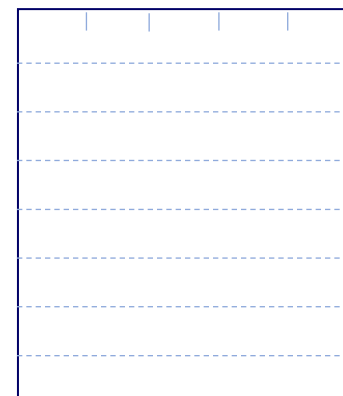
① Divide in half

② Split the halves
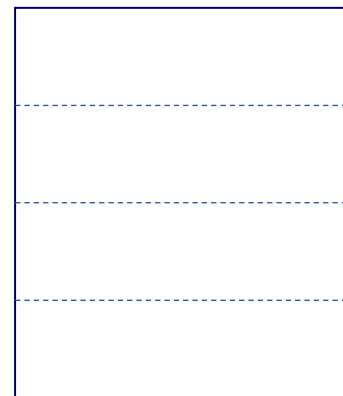
③ Split the quarters

④ Guess at fifths

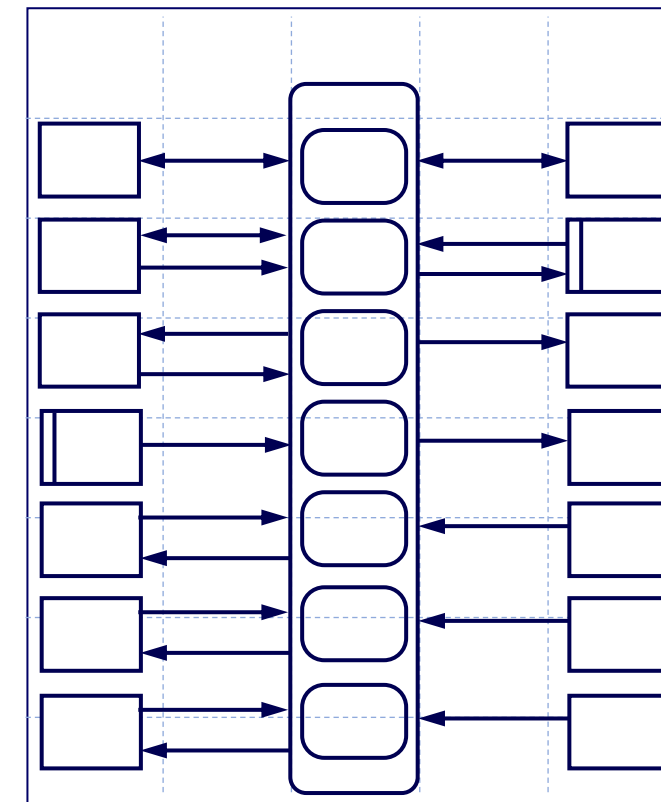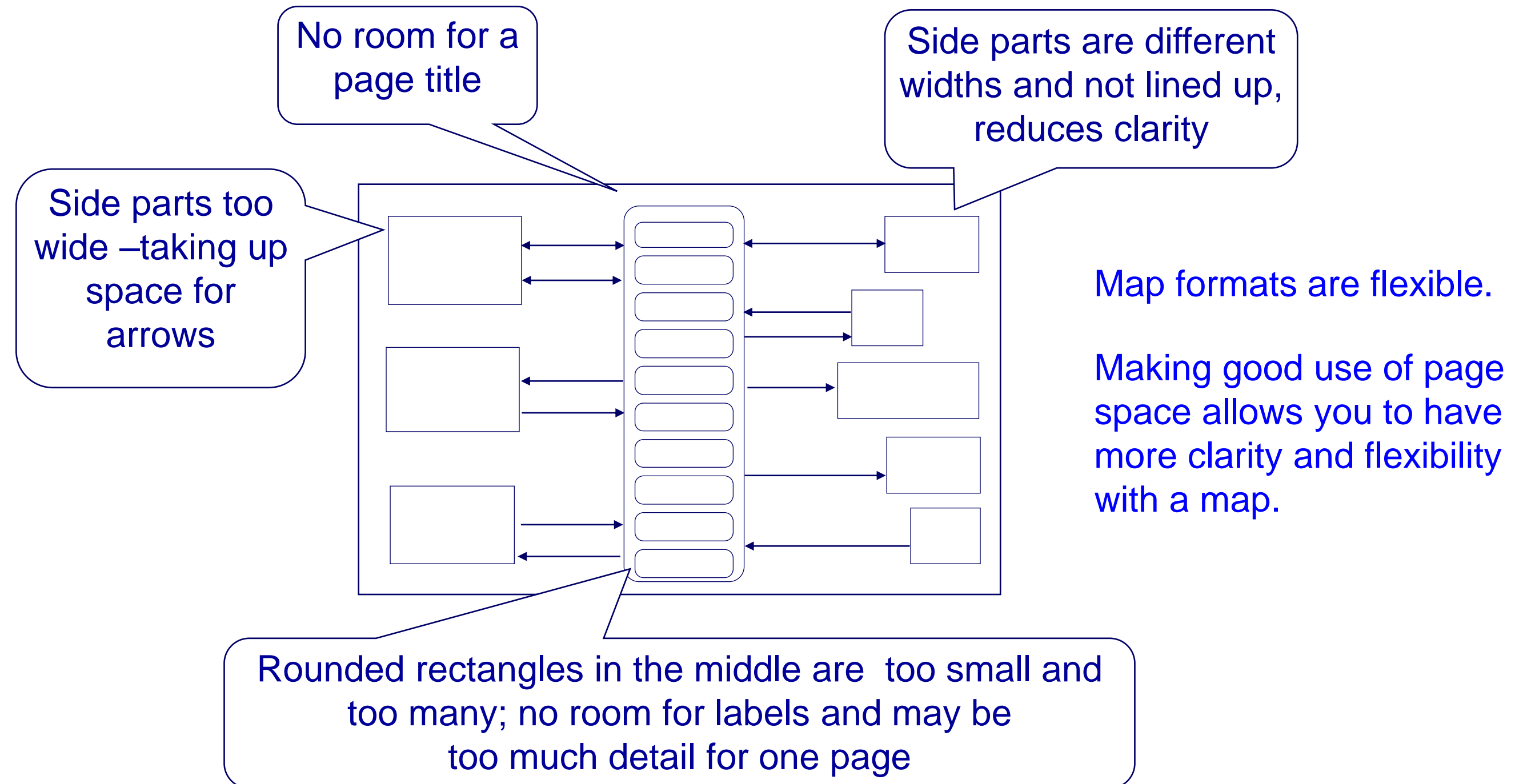⑤ Adjust the fifths

⑥ Dash in lines

Using space on a blank page: things to avoid

No room for a page title

Side parts are different widths and not lined up, reduces clarity

Side parts too wide –taking up space for arrows

Map formats are flexible.

Making good use of page space allows you to have more clarity and flexibility with a map.

Rounded rectangles in the middle are too small and too many; no room for labels and may be too much detail for one page
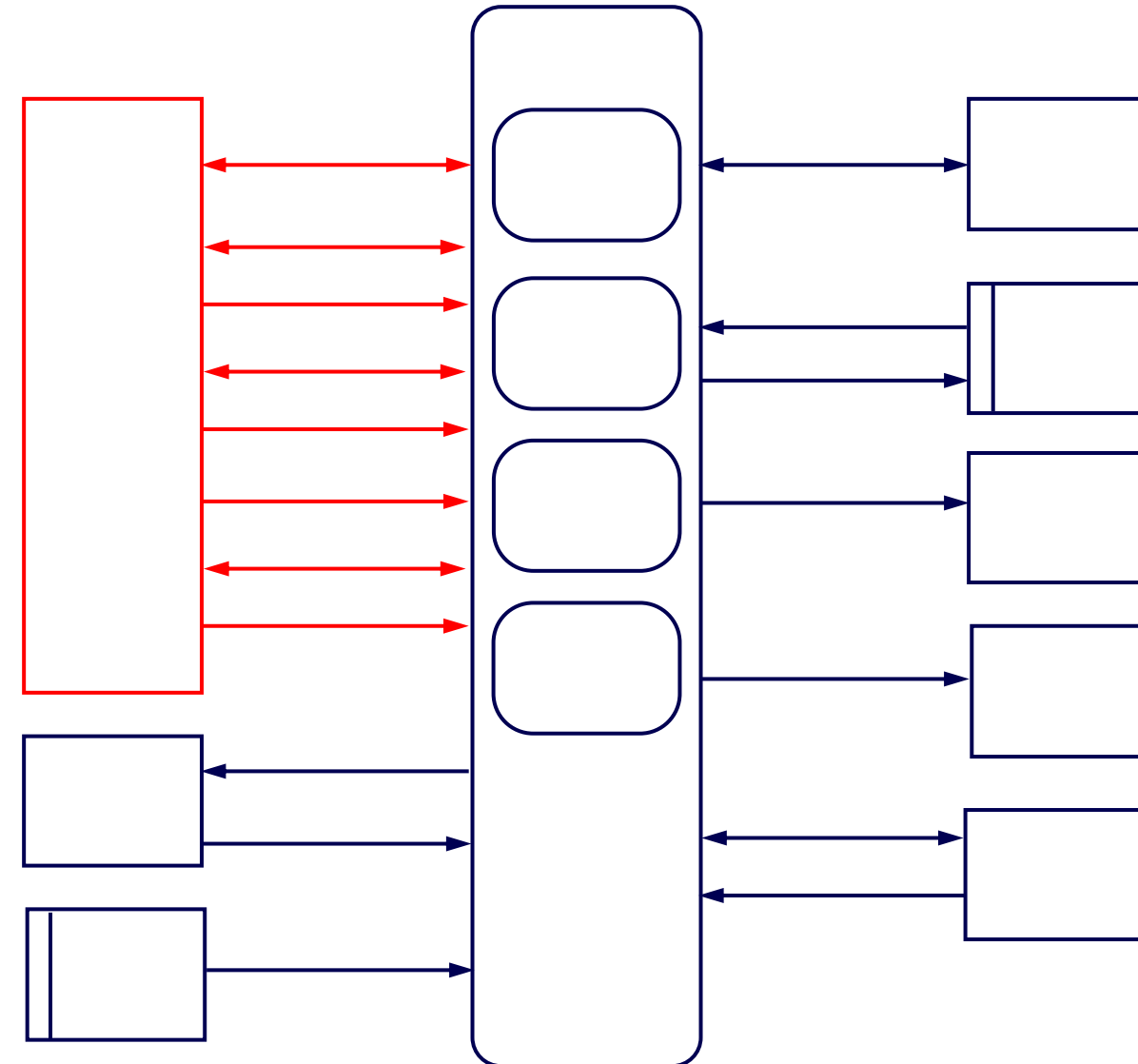
Using Page Space – Working with Boundaries and Flows

A basic challenge in hand drawn maps is that some boundaries may have many flows, meaning that these boundaries need to be taller.
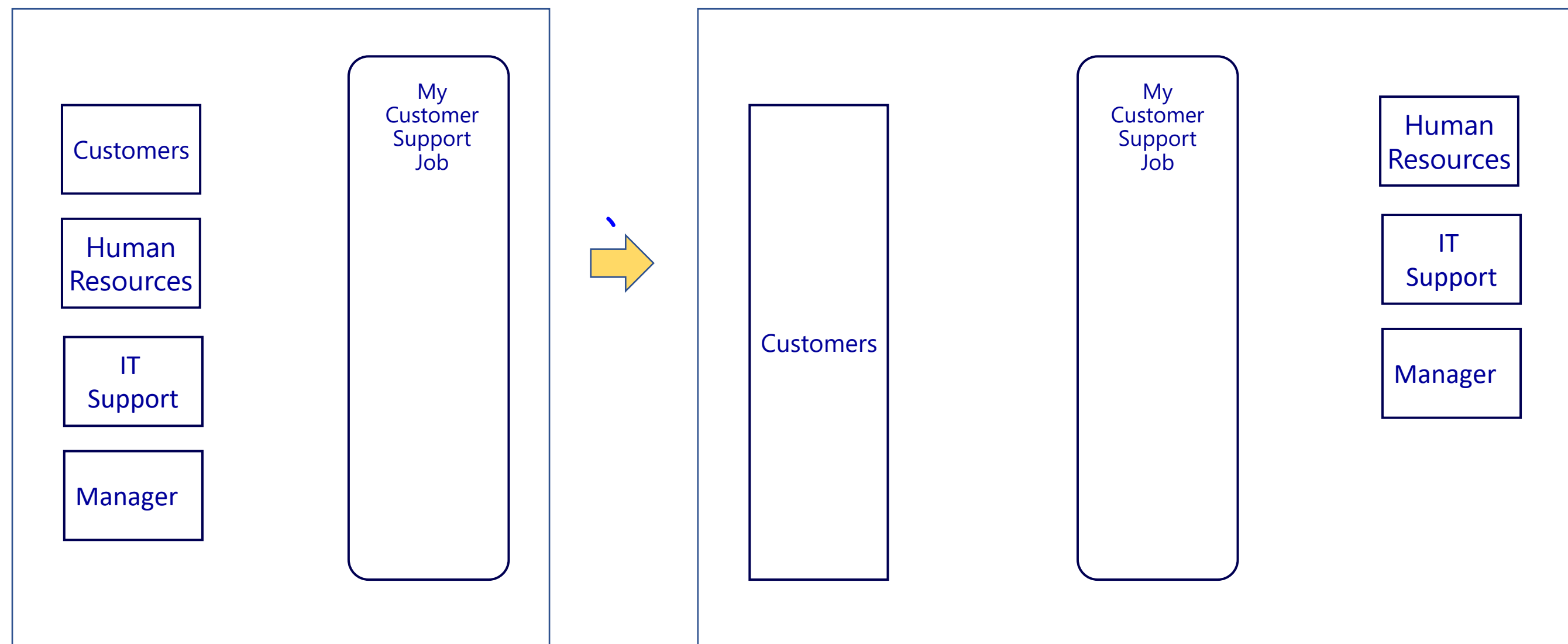
Since the maps are used for learning and exploring, you may not know in advance which boundaries will be taller.

The following slides show some techniques for working with this situation.

Using Page Space – Working with Boundaries and Flows

If you know that one boundary will have a lot of flows, you can make it taller to start with, or move the ones under it

Using Page Space – Working with Boundaries and Flows

Another technique is to fit in as many flows in as you can using curved flow arrows
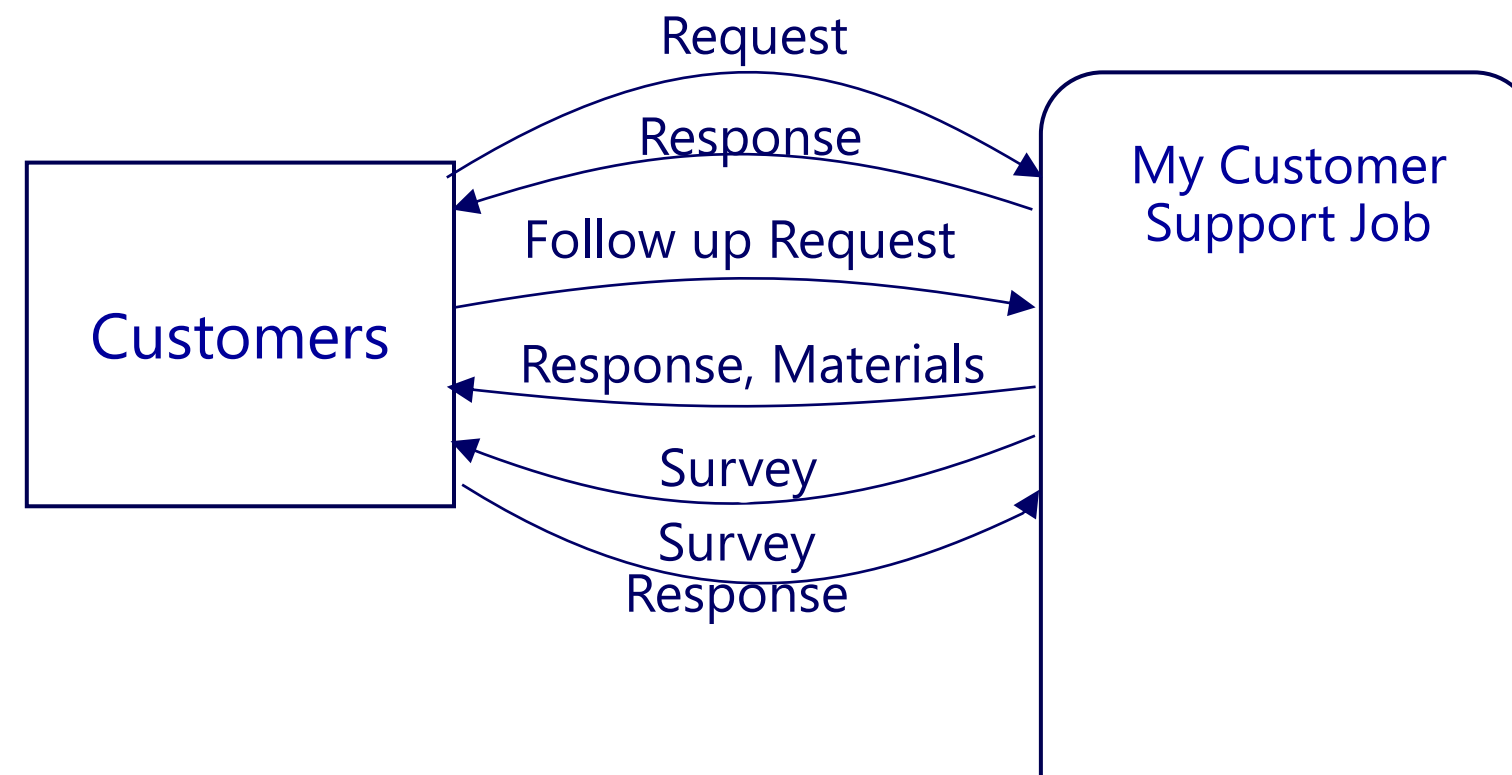
Using Page Space – Working with Boundaries and Flows

A third technique is to summarize a set of flows in one flow,
and then capture more detail in notes or on a separate map page
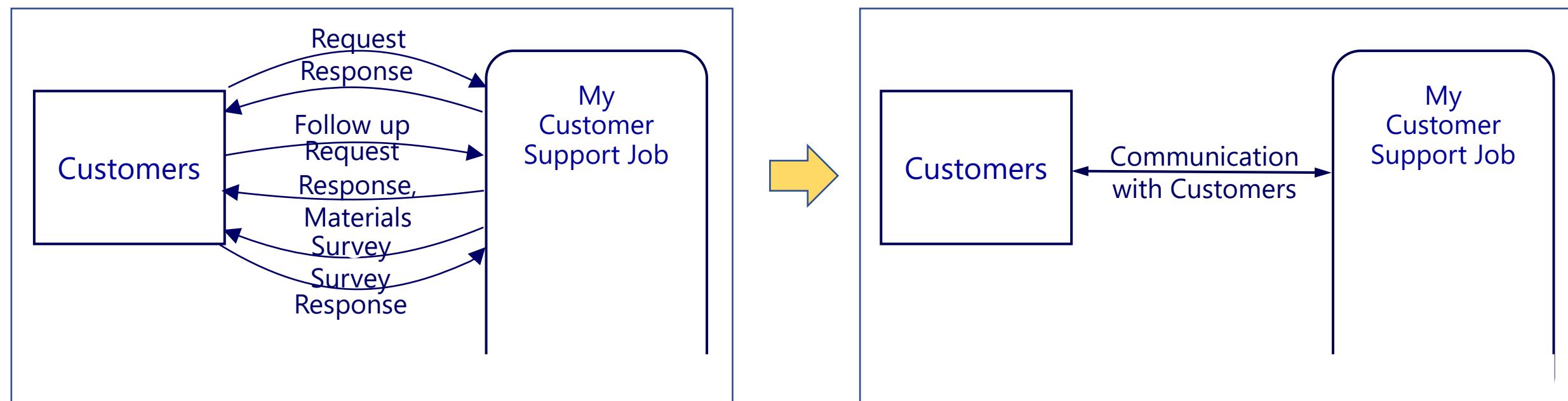
Again, when you are using pencil and paper, which is a good way to start,
you need to have an eraser and expect to use it.

At the same time, remember that you may be mapping your job
to increase your understanding. So do what works best for that.
You can always make a neater Map later.

Using Page Space – Working with Boundaries and Flows

A fourth technique is to capture all the boundaries on a starter page, and then copy them over to one or more pages with plenty of space for and between each boundary.
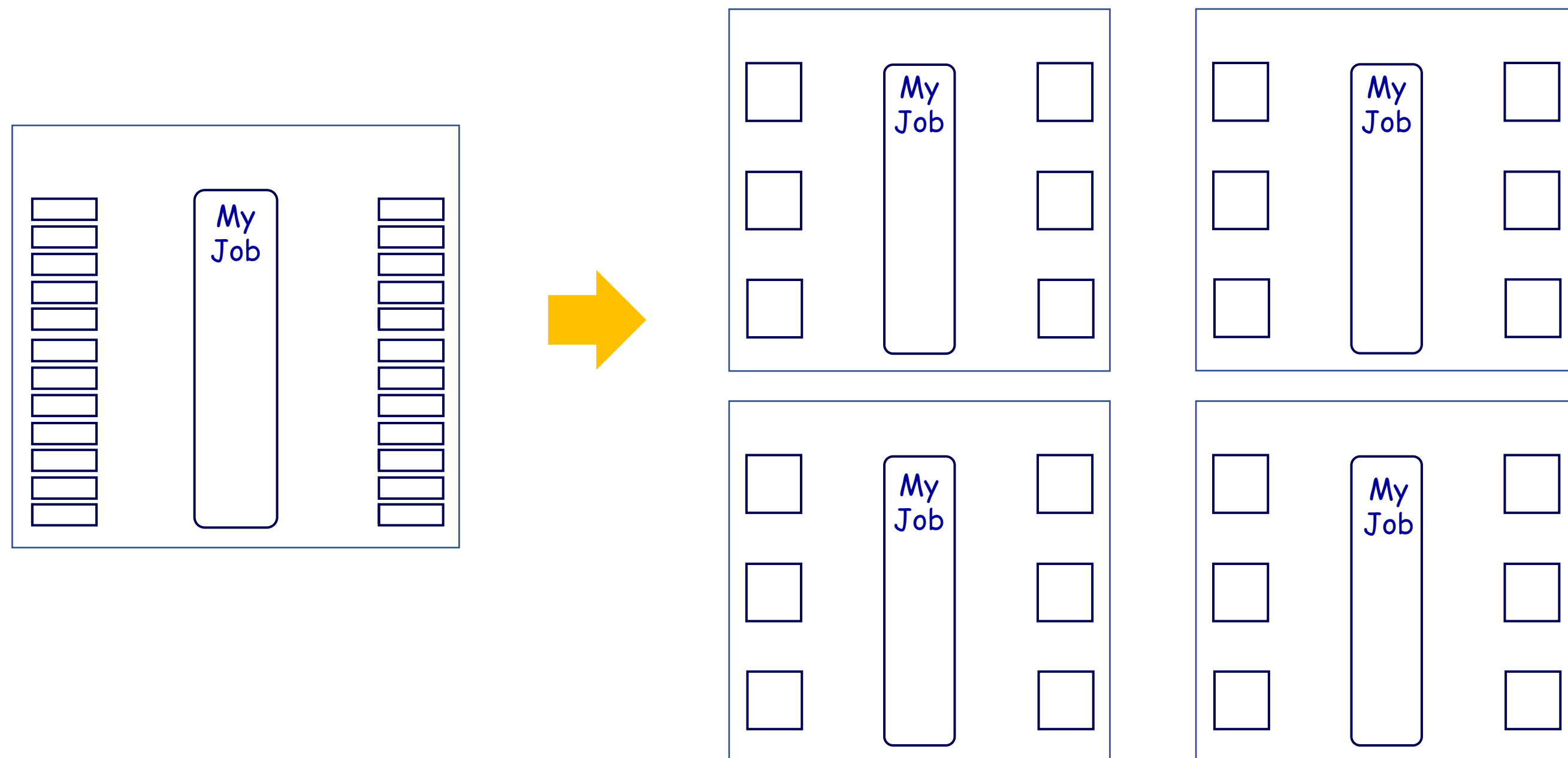
Examples of extra graphics and notes on a Map

While Map Parts should **not be** *labeled with* **comments**, it can sometimes be useful to *add other types of graphics and notes* to the Map, as shown in the example here

Part number are optional. However, they can be useful in connecting evaluations to specific Map Parts
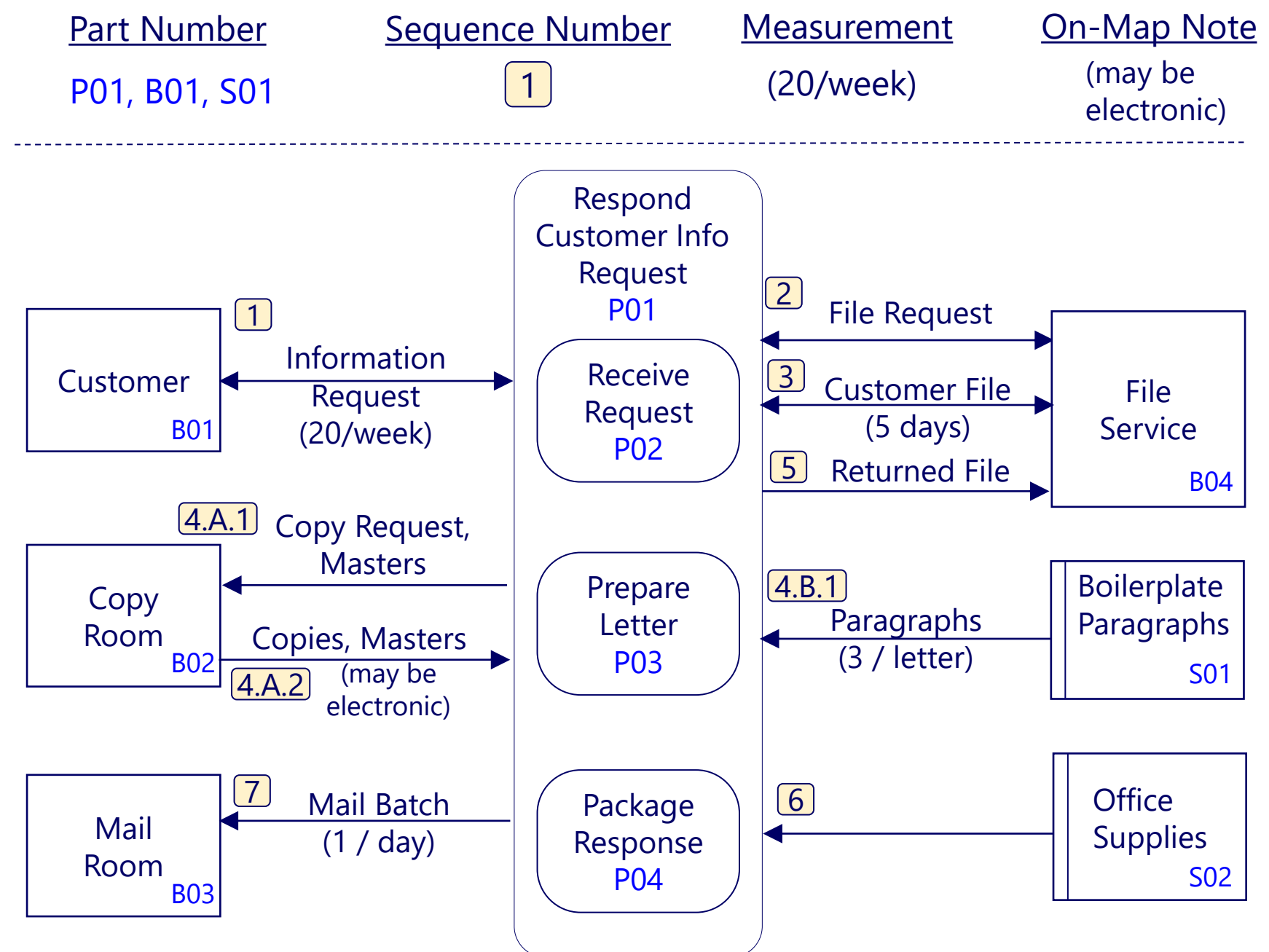
Sequence numbers are usually not needed for increased understanding of a job. However they can sometimes be useful in training, detailed analysis and other functions

Part Number
P01, B01, S01

Sequence Number
1

Measurement
(20/week)

On-Map Note
(may be electronic)

Respond Customer Info Request
P01

Receive Request
P02

Prepare Letter
P03

Package Response
P04

Customer
B01

Copy Room
B02

Mail Room
B03

File Service
B04

Boilerplate Paragraphs
S01

Office Supplies
S02

1 Information Request (20/week)

2 File Request

3 Customer File (5 days)

5 Returned File

4.A.1 Copy Request, Masters

4.A.2 Copies, Masters (may be electronic)

4.B.1 Paragraphs (3 / letter)

7 Mail Batch (1 / day)

6

Stage 2:

Evaluate

Recap: Evaluate

For each part on the Map, think about and write down every goal, issue or change idea you have about that part of your job
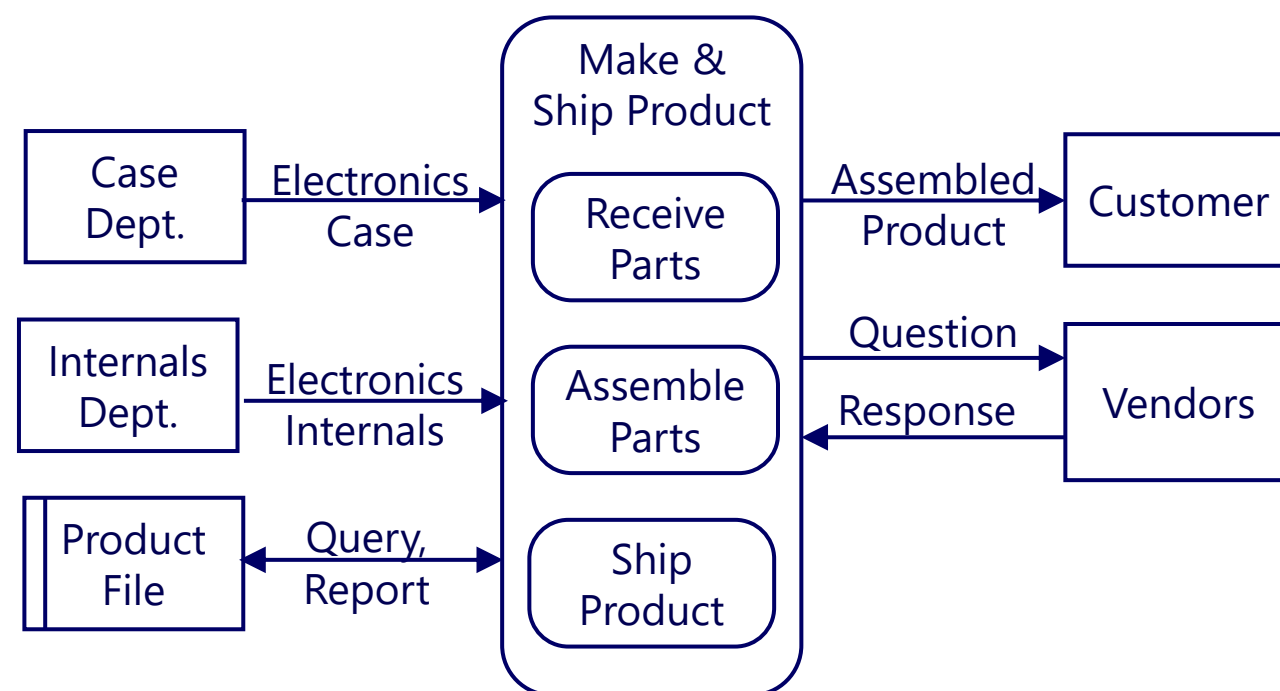
Evaluations
G = Goal
I = Issue
CI – Change Idea
N = Note

Evaluations can be much more specific and have many more words than the examples. Try to keep evaluations simple and focused on individual map parts when possible.

G: More customer feedback

I: Slow responses from some Vendors

CI: Add entry date to Product File queries

I: Occasional quality problem with internals

N: Shipment count on average 20/day

G: Increase speed of parts assembly

Tips, Technique and Guidelines

Evaluations

actionmap.com

The Value of Evaluations

- Evaluations are the basic units of motivation and direction for constructive change.

- Evaluations allow people to express themselves in a natural way while at the same time staying within the logical framework of the Maps.

- Evaluations point to key areas for capturing both more detailed information and action items for the job being mapped.

- Evaluations can be used in a flexible way to capture many types of comments about the job being mapped.
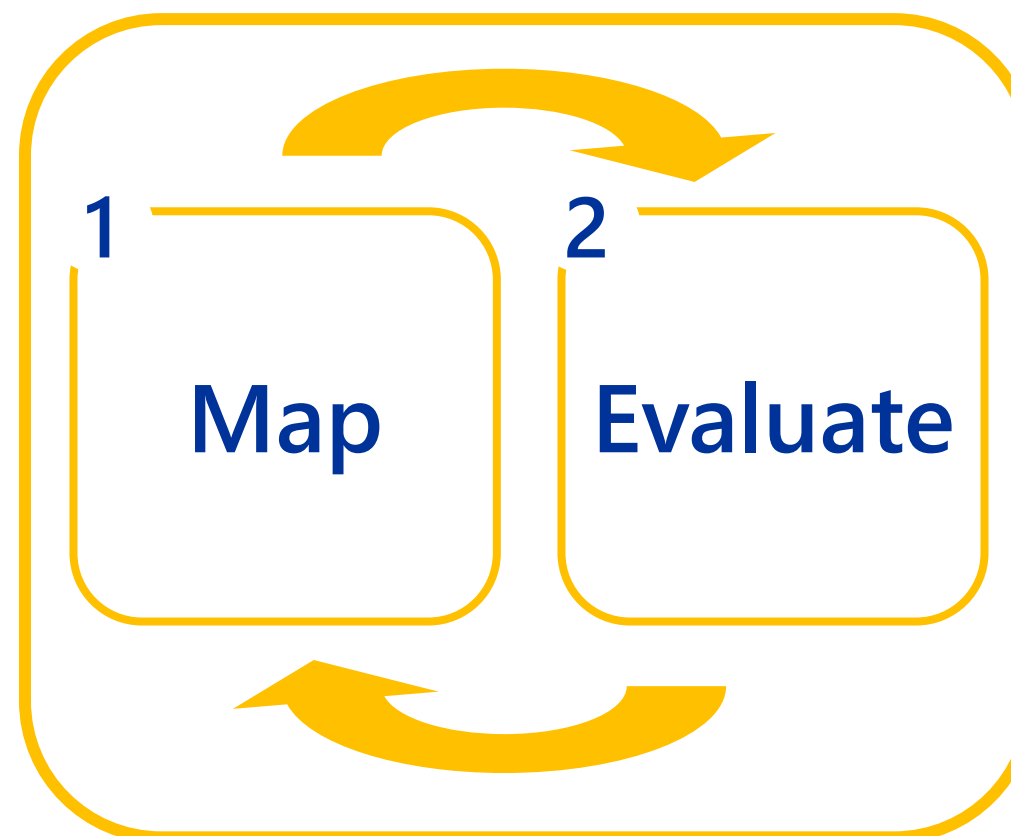
GOALS

CHANGE

ACTION ITEM

ACTION ITEM

ACTION ITEM

ACTION ITEM

IDEAS
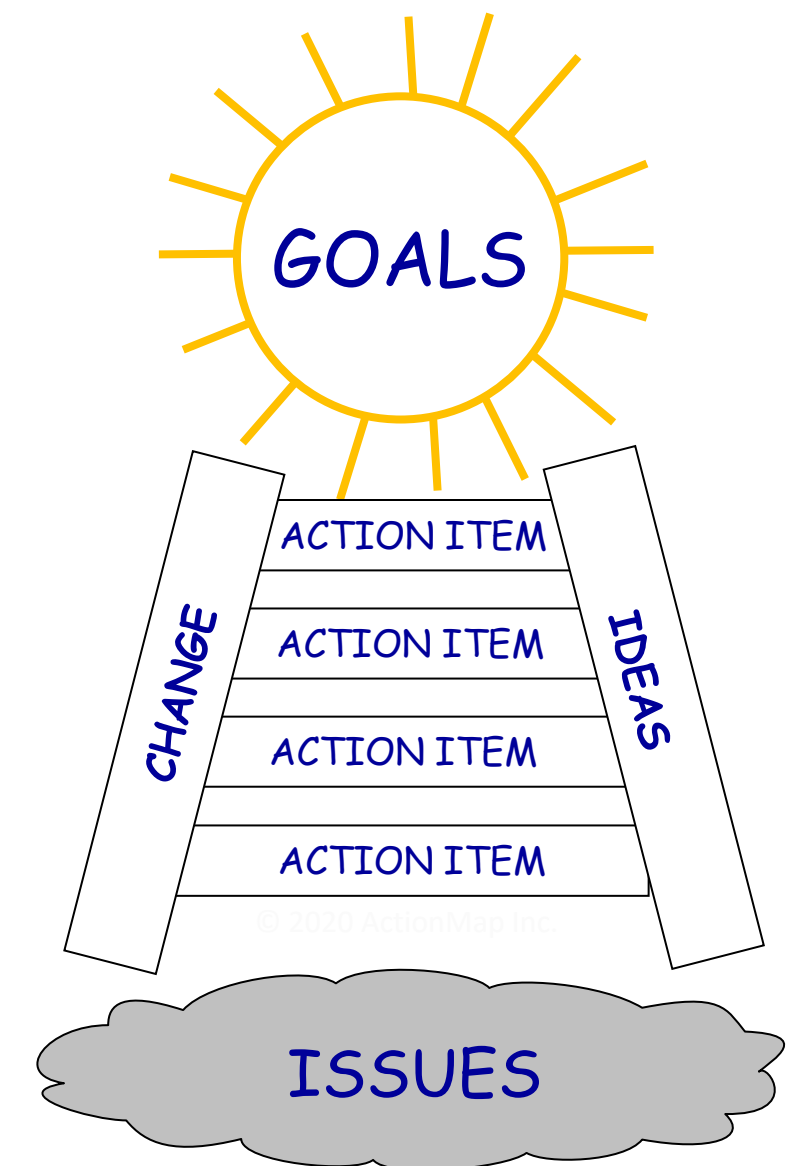
ISSUES

Examples of Evaluations

Type G = Goal I = Issue CI = Change Idea	Description	Priority
G	Learn to cross-sell customers on different products	
I	Different demographics for the two product categories	
CI	Update personal branding	
G	Increase repeat customer business	
CI	Take customer service training program	
G	Reduce costs from redundant vendor contracts	
G	Obtain better IT support	
I	Risk of losing key IT staff	
G	Increase individual location profitability	
I	Different store layouts, shelf arrangements	
C	Create standard a template operations models	
G	Extend brand presence while competitors wait	
I	Expansion function disorganized, low resources	
G	Improve productivity and quality	
I	No roadmap for change	
CI	Organizational development new hire	

Interleaving Mapping and Evaluation

- At any time during mapping, capture any evaluations that may occur to you.

- Capturing evaluations adds energy and direction to the mapping.

- Mapping provides structure for capturing the evaluations.

Formatting Evaluation Pages

Part Numbers (Optional)

Evaluation Types
G= Goal
I = Issue
CI = Change Idea
N = Note

Descriptions

Priorities
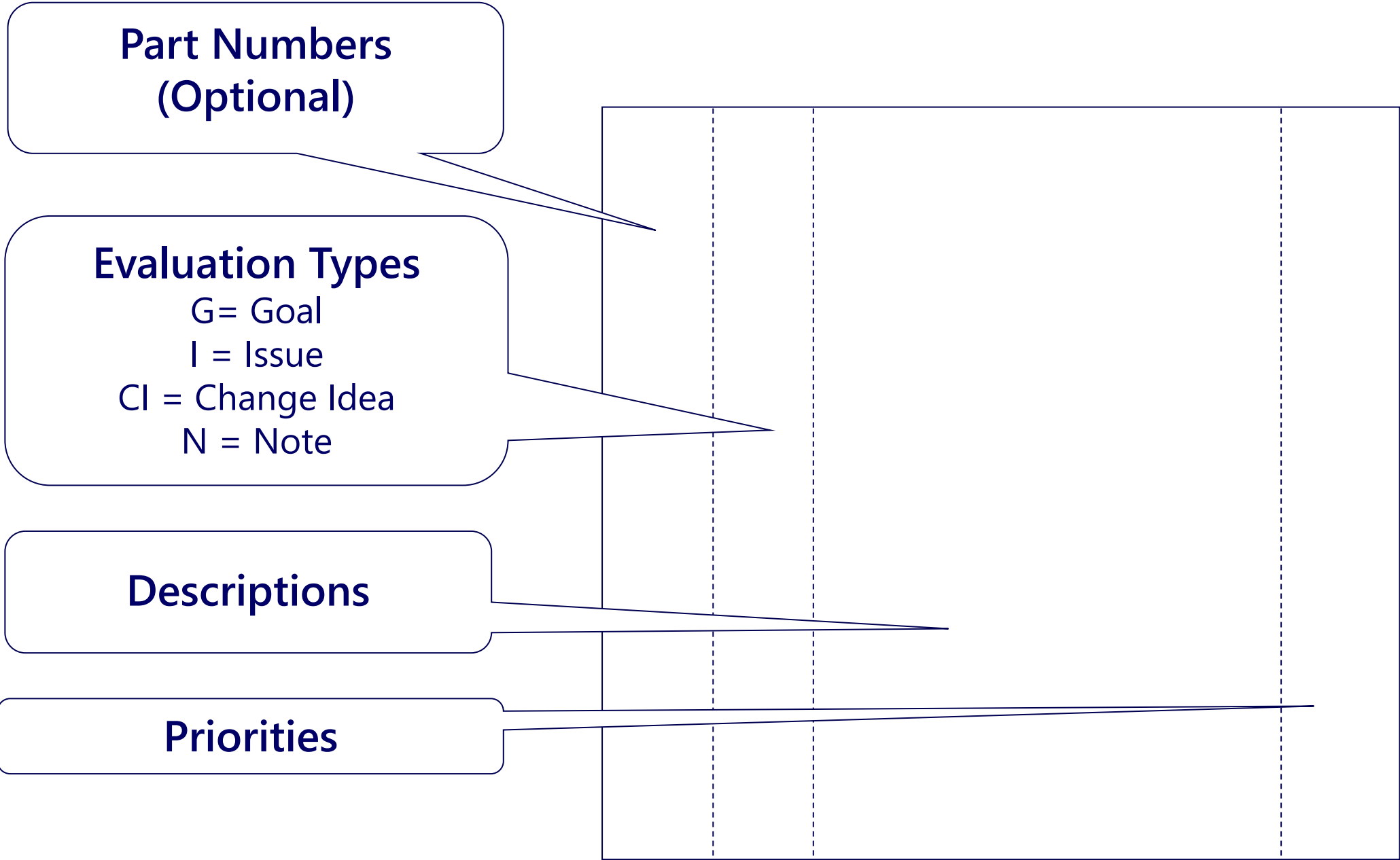
Handwriting evaluations

N — Evaluation look like this when they are hand written

G — Line up the text in columns

I — Row can sometimes not be straight

CI — Exercise hand printing skills if you think you will share the evaluations with other people

CI — have a good ~~eraser~~ eraser handy

Evaluations are entirely text, so they can also be captured in word processing or spreadsheets

However, handwriting may be faster and more flexible when the evaluations start to pour out (which they often will)

Techniques in capturing Evaluations

1. Look at each Map Part on the Map one at a time.
2. For each Map Part, ask these types of questions:

- What is a goal, issue or change idea associated with this part?
- Do you like this and want to increase it? (Goal)
- Are there negative feelings about this? (Issue)
- Do you have thoughts about how to change this? (Change Idea)
- What would you most like to change about this part?
- What could be done differently here?
- What's another evaluation for this?

GET THEM ALL: To the extent possible, for every feeling, desire, judgment assessment or idea you have about any Map Part, write down the goal (like), issue (dislike), or impulse to change (change idea) that you feel about that Map Part. *Don't leave any hidden feelings and ideas to come back later*.

Stage 3:

Prioritize

Recap: Prioritize

Add _priorities_ to estimate the importance
of each evaluations in terms of _taking action_:
A = "Do Next"
B = "Do After the A's"
C = "Maybe Do Never"
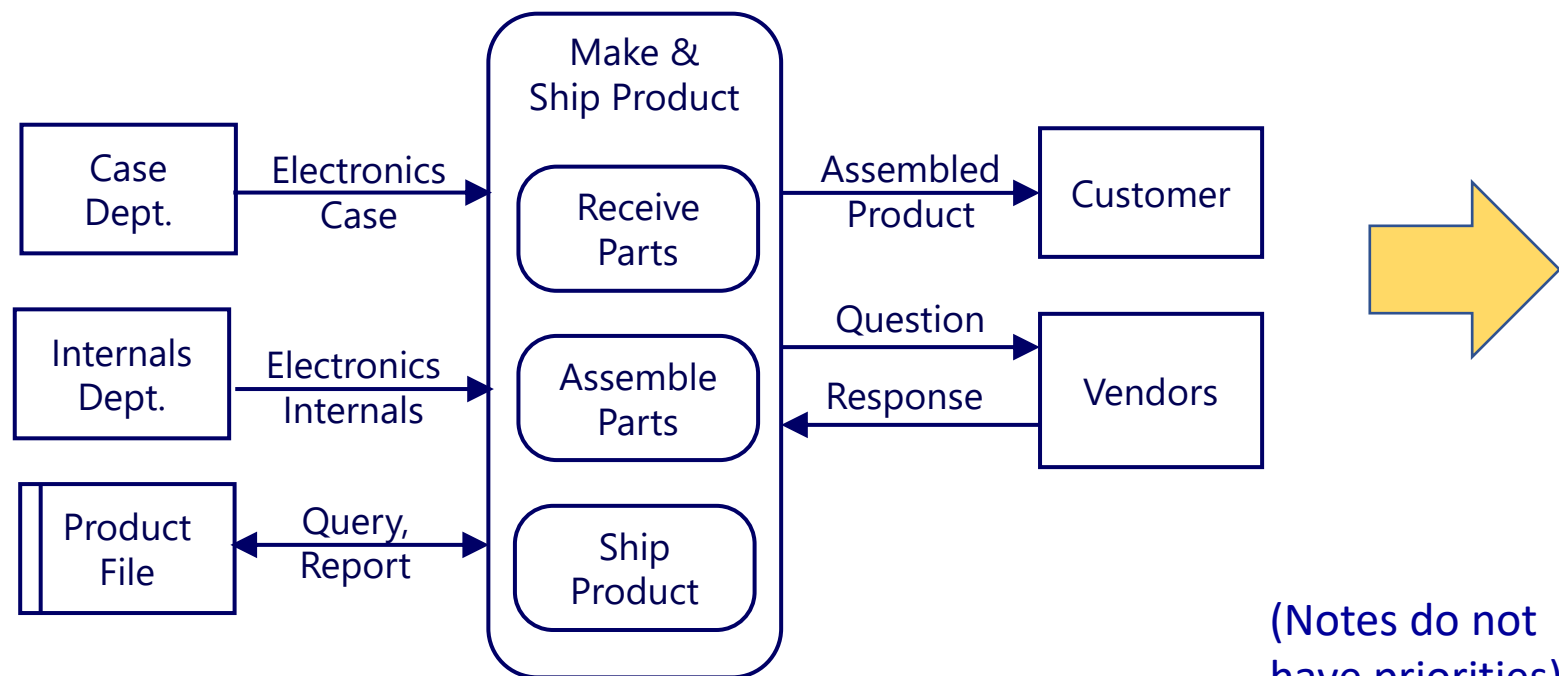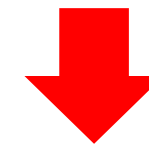
Priorities

Case Dept.	

Make &
Ship Product

Case Dept. — Electronics Case → Receive Parts → Assembled Product → Customer

Internals Dept. — Electronics Internals → Assemble Parts

Question → Vendors
Response ← Vendors

Product File ← Query, Report → Ship Product

(Notes do not have priorities)

G: More customer feedback — **A**

I: Slow responses from some Vendors — **B**

CI: Add entry date to Product File queries — **C**

I: Occasional quality problem with internals — **A**

N: Shipment count on average 20/day

G: Increase speed of parts assembly — **B**

Tips, Technique and Guidelines

Priorities

What is the purpose of priorities?

- ***Evaluations*** are expressions of your values, interests, and experience-based judgment

- ***Priorities*** adds a rating to an evaluation, to identify how important that value is to you

- The particular use of priorities in Map Your Job is to help ***"Focus on Action"***

- The priority ratings are:

    - **A = "Do Now"**

    - **B = "Do After the A's"**

    - **C = "Maybe Do Never"**

Techniques in Capturing Priorities

1. Look at each Evaluation, one at a time
2. For each Evaluation, ask:

- Would I do it starting right now?
  - Write an "A" next to the Evaluation

- Would I do it after all the A's?
  - Write a "B" next to the Evaluation

- Would I maybe never do it?
  - Write a "C" next to the Evaluation

G Learn to cross sell customers on different products Ⓑ

I Not enough time for each customer issue Ⓐ

CI Get better IT support Ⓑ

CI Update LinkedIn Profile Ⓐ

I Too many errors on Form 123 from ABC Department Ⓐ

G Reduce time spent Reviewing emails Ⓑ

CI Try out out that PRQ phone app Ⓒ

Examples of Priorities

Evaluation Types: G = Goal, I = Issue, CI = Change Idea

Priority Ratings: A = Do Now, B = Do After the As', C = Maybe Do Never

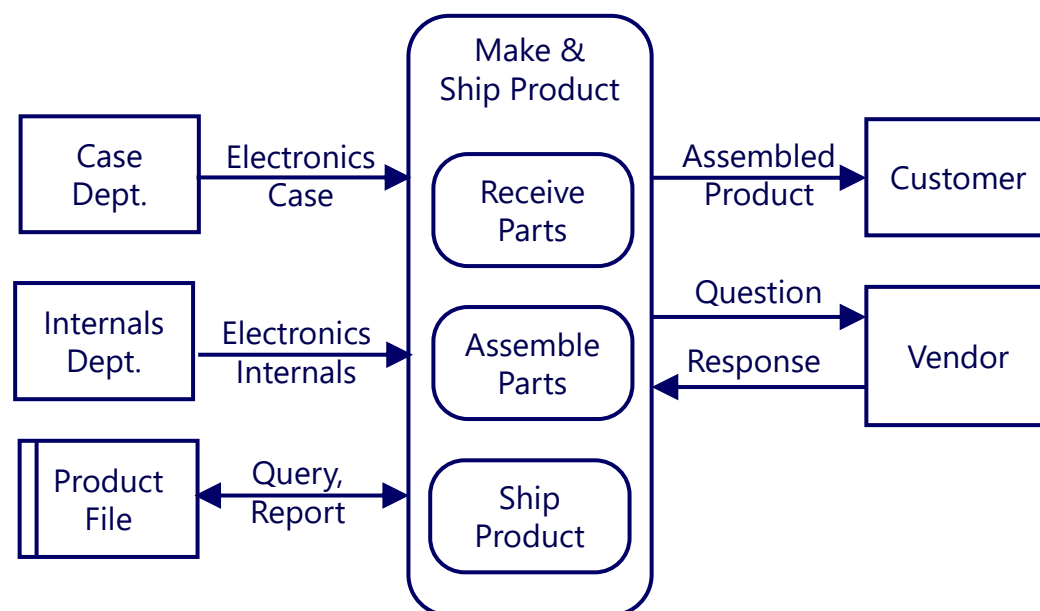| Type	Description	Priority
G	Learn to cross-sell customers on different products	B
I	Different demographics for the two products categories	B
CI	Update personal branding	A
G	Increase repeat customer business	A
CI	Take customer service training program	B
G	Reduce costs from redundant vendor contracts	A
G	Obtain better IT support	B
I	Risk of losing key IT staff	A
G	Increase individual location profitability	A
I	Different store layouts, shelf arrangements	B
C	Create standard a template operations models	B
G	Extend brand presence while competitors wait	A
I	Expansion function disorganized, low resources	C
G	Improve productivity and quality employment	B
I	No roadmap for change	B
CI	Organizational development new hire	A

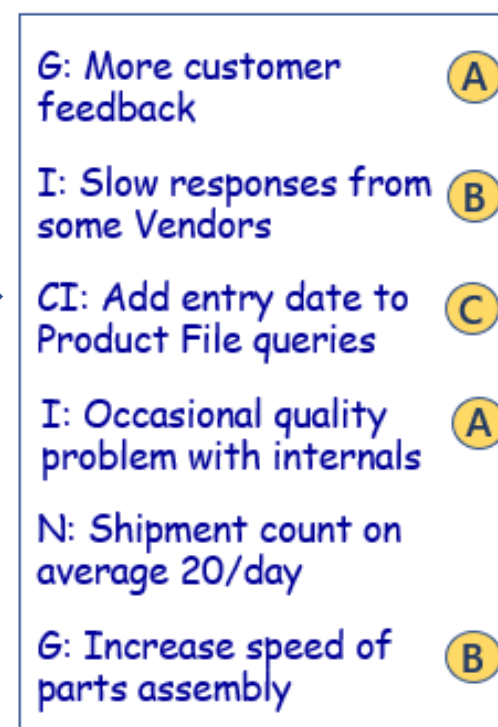# Stages 4 and 5:

Brainstorm & Plan

Recap: Brainstorm and Plan

Starting with the _high priority _ evaluations, imagine and write down things you can do _starting right now _ to change your job in ways that you want

MAP

Evaluate and Prioritize

Brainstorm Proposed Changes & Capture Action Items to implement them

Case Dept.	— Electronics Case →	Make & Ship Product

- Receive Parts — Assembled Product → Customer
- Assemble Parts
- Ship Product

Internals Dept. — Electronics Internals →

Product File — Query, Report →

Question / Response ← Vendor

Evaluate and Prioritize

- G: More customer feedback **(A)**
- I: Slow responses from some Vendors **(B)**
- CI: Add entry date to Product File queries **(C)**
- I: Occasional quality problem with internals **(A)**
- N: Shipment count on average 20/day
- G: Increase speed of parts assembly **(B)**

Action Items:

- ▪ Design customer feedback form
- ▪ Review feedback form with trusted customers
- ▪ More detailed logging of quality issues
- ▪ Set up meeting to review quality log with Internals Dept.

Tips, Technique and Guidelines

Brainstorm & Plan

Brainstorm and Plan – Two Options

Option 1:   Go directly from High Priority Evaluations to Action Items
(as shown on the preceding slide).

Option 2:

- Focus on each High Priority Evaluation.
- BRAINSTORM all the ways you can think of to respond to that High Priority Evaluation.
  - Use a "Mind Map" or simply another "Evaluation"-style sheet of paper
- PRIORITIZE the brainstorming ideas (which are called "Proposed Changes").
  - Prioritize the same way as Evaluations: A = Do Now, B = Do After the A's, C = Maybe Do Never
- **Select only the High Priority Proposed Changes**
- Turn THOSE into Action Items
  - Action Items may be worded the same way as the Proposed Changes.
- Assign the Action Items to a specific person (likely yourself) with a specific target date.

The advantage of Option 2 is it creates more conviction that you have
thought things through, and that the Actions Items really are good
ideas that you really want to pursue.

Brainstorm & Plan (repeat)

90% of the value in Map Your Job!

will come from the first three stages:

| Map | ⟹ | Evaluate | ⟹ | Prioritize |

"Brainstorm" and "Plan"
are based on standard group meeting techniques,
powered by the maps and evaluations

Additional details for those stages can be found
on the ActionMap help site at:
howtomapyourjob.com

If you have not already started, this the time to
Map Your Job!

Job Title

Co-worker 1	Major Job Activity 1	Co-worker 2
	Request →	← Request
	← Response	Response →
Customer	Major Job Activity 2	Supplier
	Request →	Service Request →
	← Fulfillment Package	← Service Delivery
Supporting Department 1	Major Job Activity 3	Supporting Department 2
	← Form A	Form B →
	Form Review →	
Database	Major Job Activity 4	HR Department
	← Lookup	Inquiry →
	Output →	← Response
Computer Application 1	Major Job Activity 5	Manager
	Access and Use	Questions, Directions, Coaching, Feedback

That concludes this training

For more details, examples,
and further training go to

support.actionmap.com

Thanks for viewing!

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