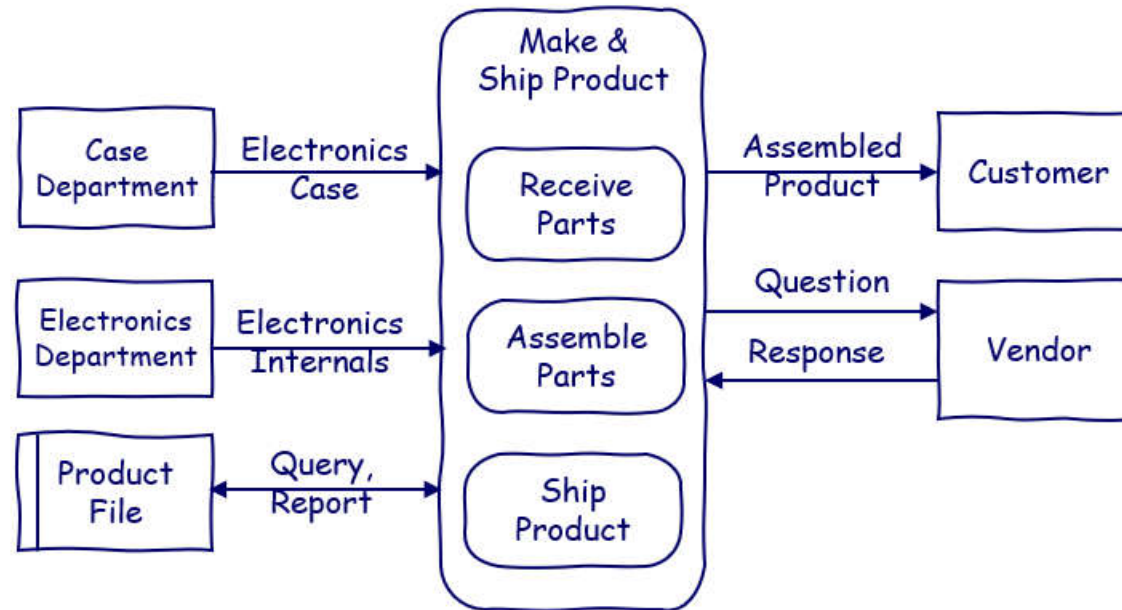


How to Map Your Job (part 1)

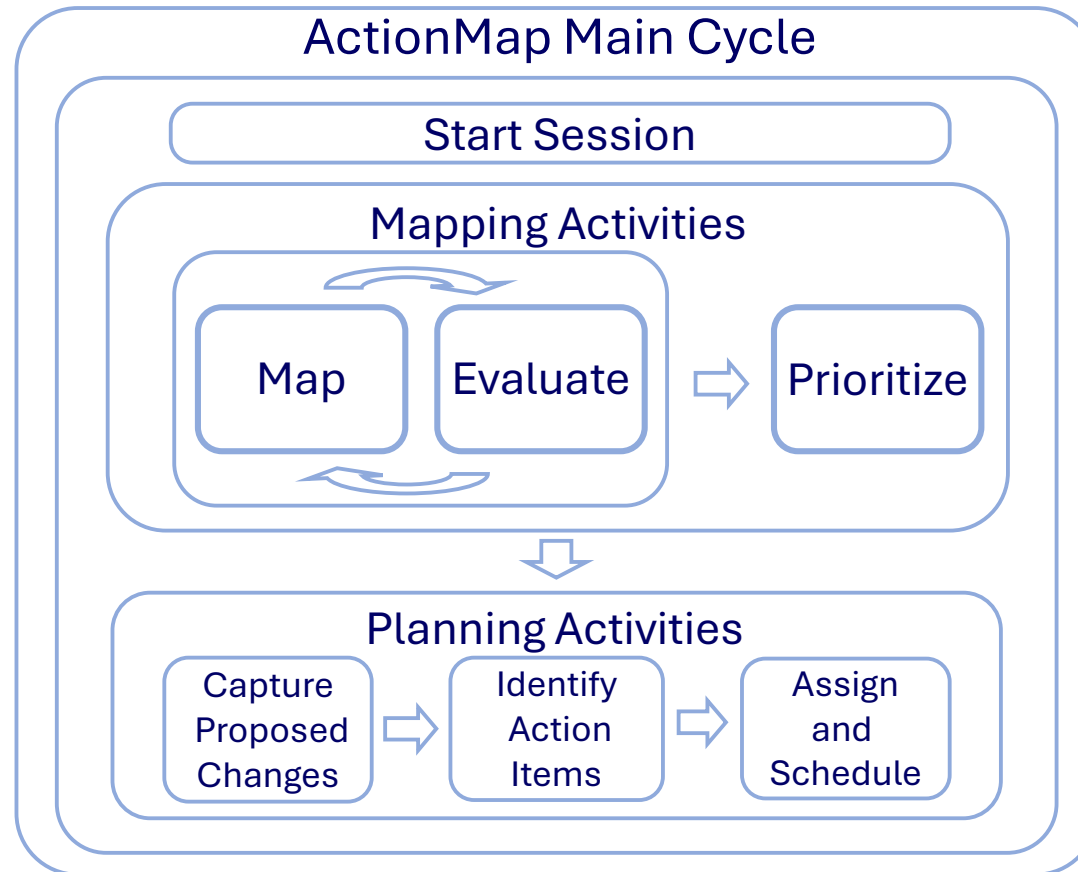
Step-by-step instructions for **creating a map of your job** (or any job) using pencil and paper and what you know now



ActionMap “Manual Method” Training

- The ActionMap “manual method” is for creating maps, evaluations and action plans using paper and pencil, flip charts and whiteboard, or office automation-type tools

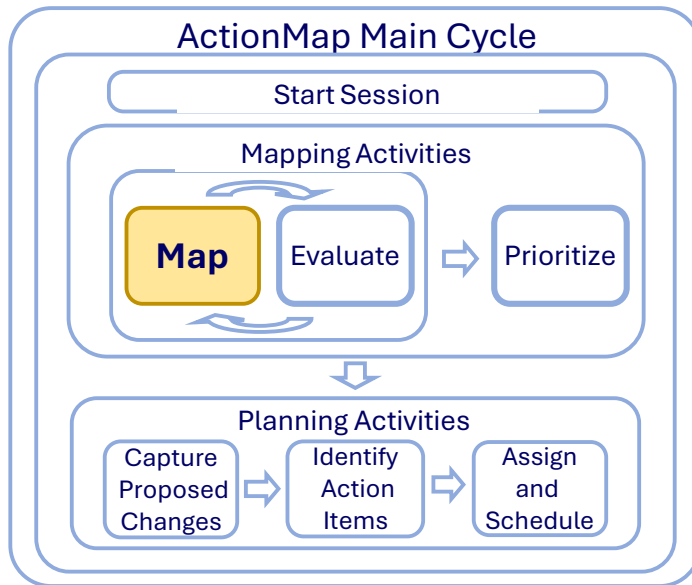
ActionMap Method Overview



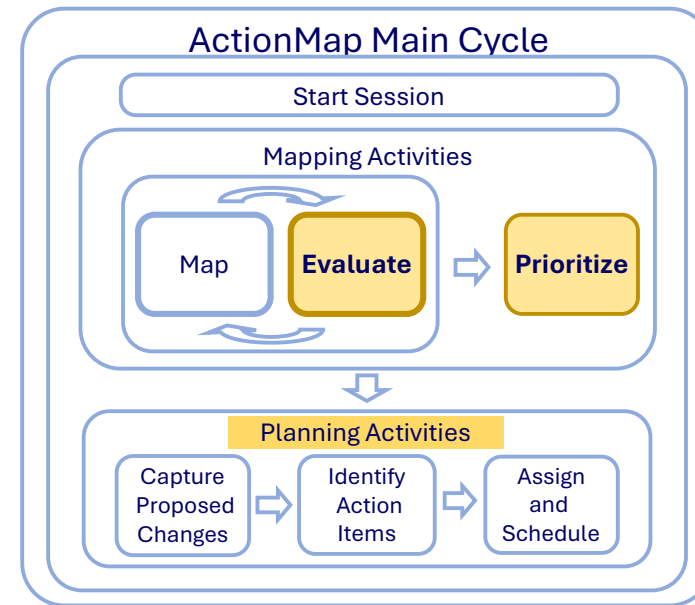
ActionMap “Manual Method” Training

- This training is in two main parts:
 - Part 1: Creating Maps: all you need to know to start producing value right now
 - Part 2: Extending the Maps to Evaluations and Action Plans
- ***This is Part 1: Create Maps***

Part 1: Create Maps



Part 2: Evaluate, Prioritize & Action Plan



Overview

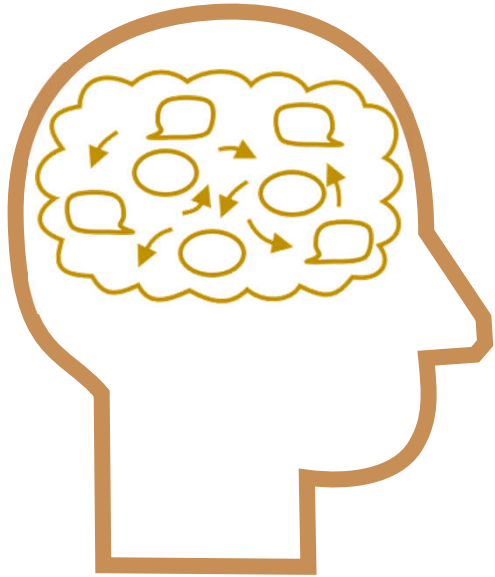
- What is a “job”? (What can you map with ActionMap?)
 - A job can be a task, role, job, project, organization or technical or natural system,
 - That you perform, operate, manage, develop, modify and/or simply study
- Why map your job (or any job?)
 - Mapping your job gives you actionable insights for improving your job and career
 - Or for helping someone else do the same with their job
- What is the basic approach in mapping jobs?
 - ActionMap looks at jobs as activities or processes, and applies a proven, powerful and reliable “activity/process improvement” method to them
 - *(See actionmap.com and Part 2 of the ActionMap “Manual Method” training for more on the overall method)*

Contents

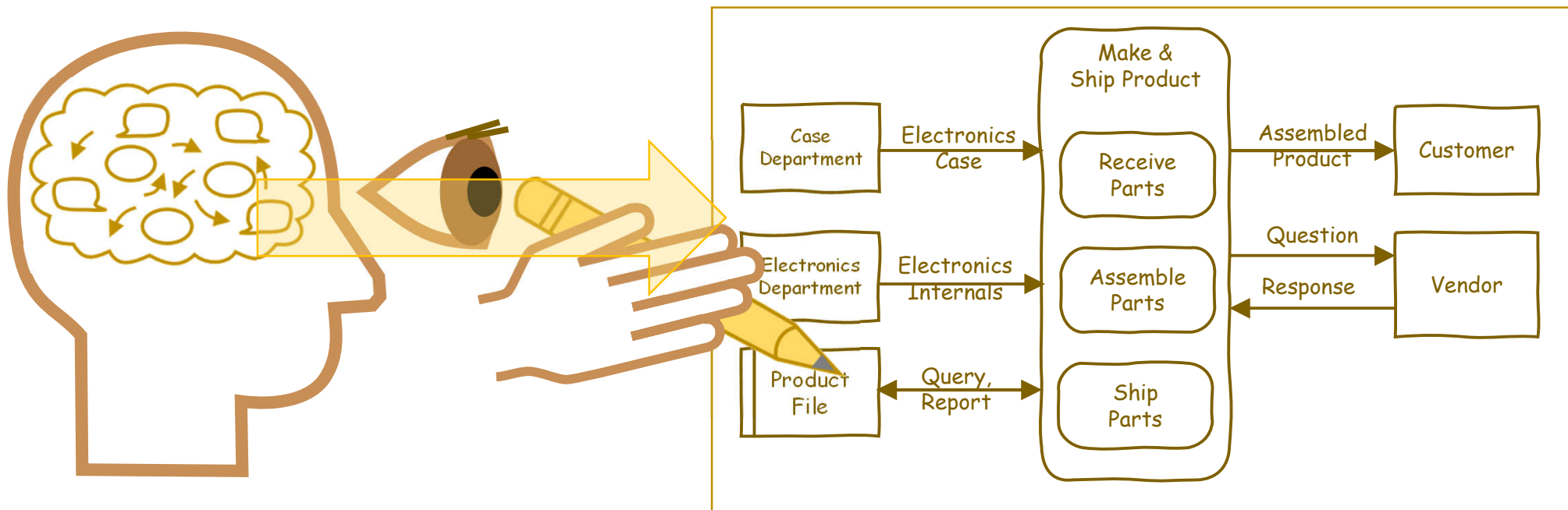
- Overview of the mapping and learning process
- The resources you need to use this training
- A “jump start” exercise (or go on to more learning first)
- What job maps look like (what you are going to create)
 - The five graphic parts
- The four construction steps
 - Putting the graphic parts together
- Fitting the information onto paper pages
- Map part labeling; adding text to the graphics
- More tips, techniques and guidelines
- Ready, Set GO Map Your Job!

How does the Job Map learning process work?

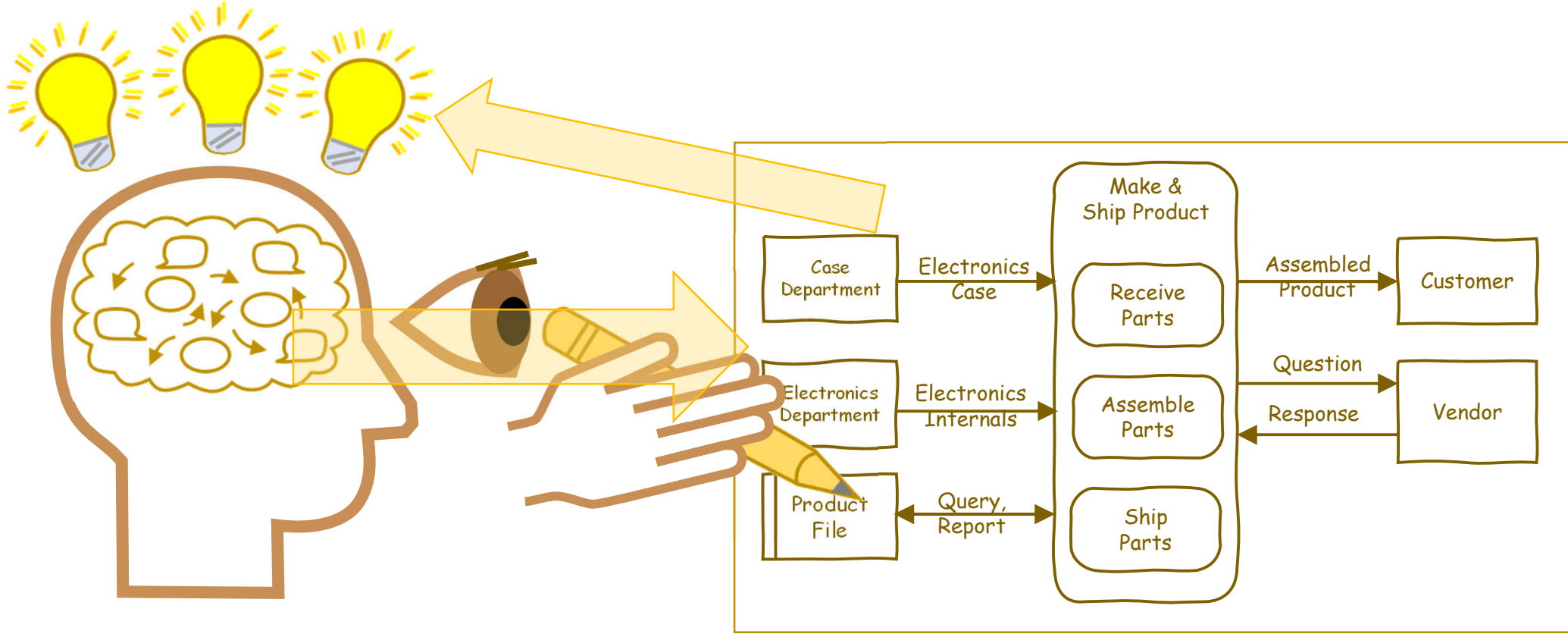
1. You start with the knowledge of the job that is in your head,
which can be complicated and difficult to express



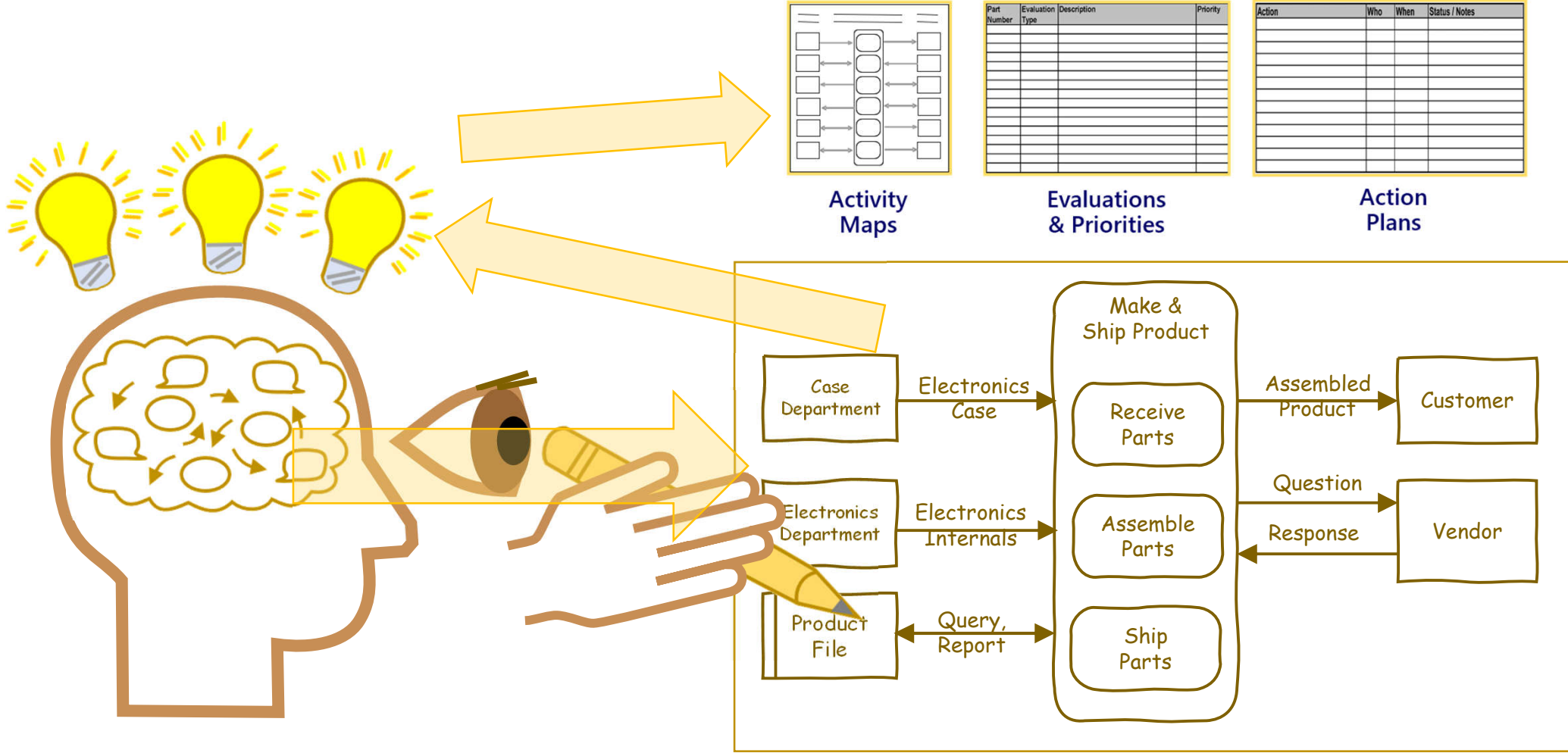
2. You follow simple mechanical steps to get that knowledge out onto paper in an easy-to-understand format



3. Creating the map immediately increases clarity, reduces stress, and produces actionable insights



4. You can carry those forward to detailed reviews and action plans



Here are the resources you need to learn this skill and Map Your Job (or any job)

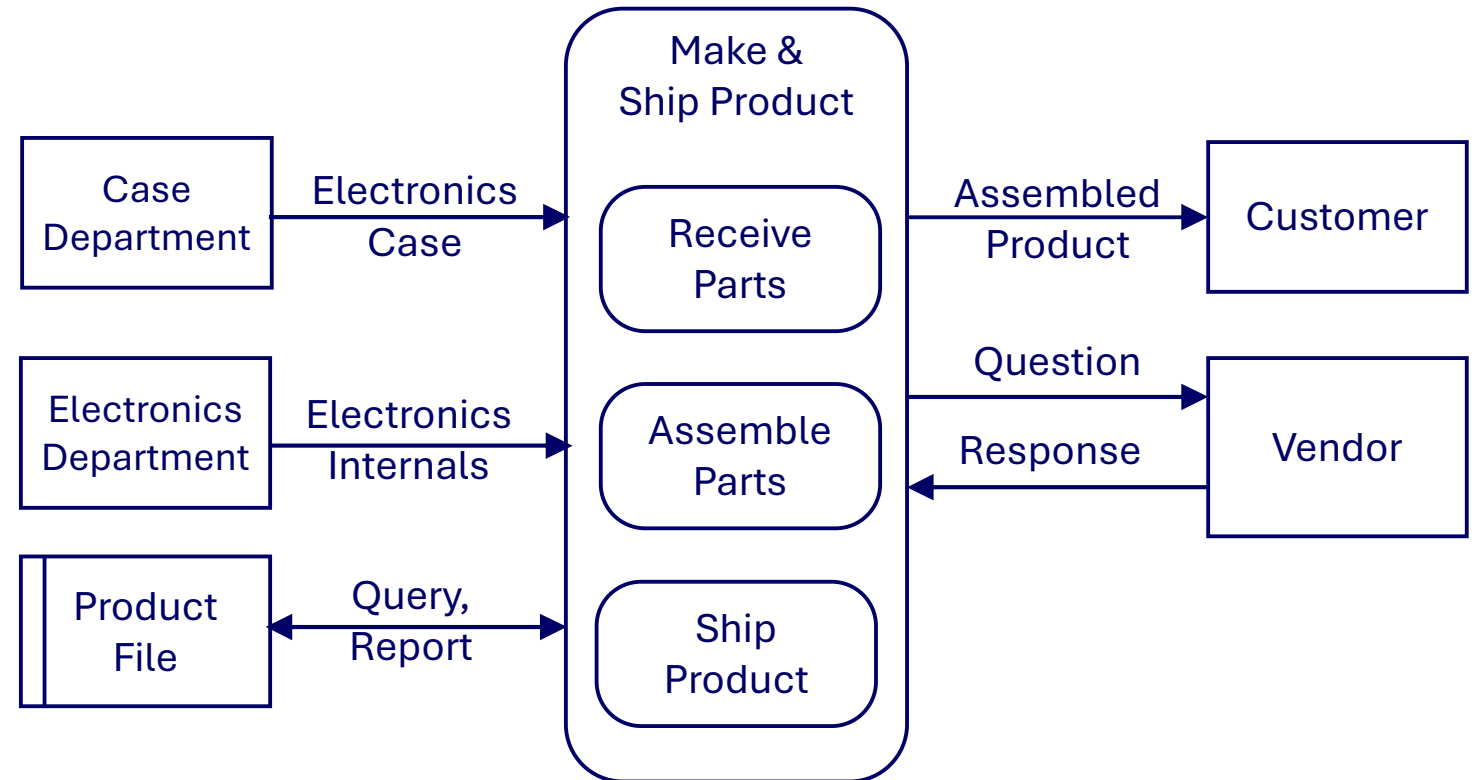
- 5 to 10 pieces of letter-size paper
- A pencil
- An eraser
- A work surface where you can draw and write on whole pieces of paper
- **What you already know, think and feel about your job**
- Ability to draw boxes and arrows
- Ability to write short phrases
- Ability to follow simple instructions
- **About an hour to start producing eye-opening results**

Jump Start Right Now (helpful / optional)

Jump start right now – DRAW THIS MAP (helpful/optional)

Why?

- This provides practice for the graphic and printing skills needed to create job maps
- That's a separate skill from thinking about the content of your job
- This manual skill is developed quickly; it only takes a few minutes
- You will draw and write many more shapes and words when you map your job; this practice exercise helps you warm up
- AND, this practice exercise will help you in deciding how to use page space (that topic is coming up)



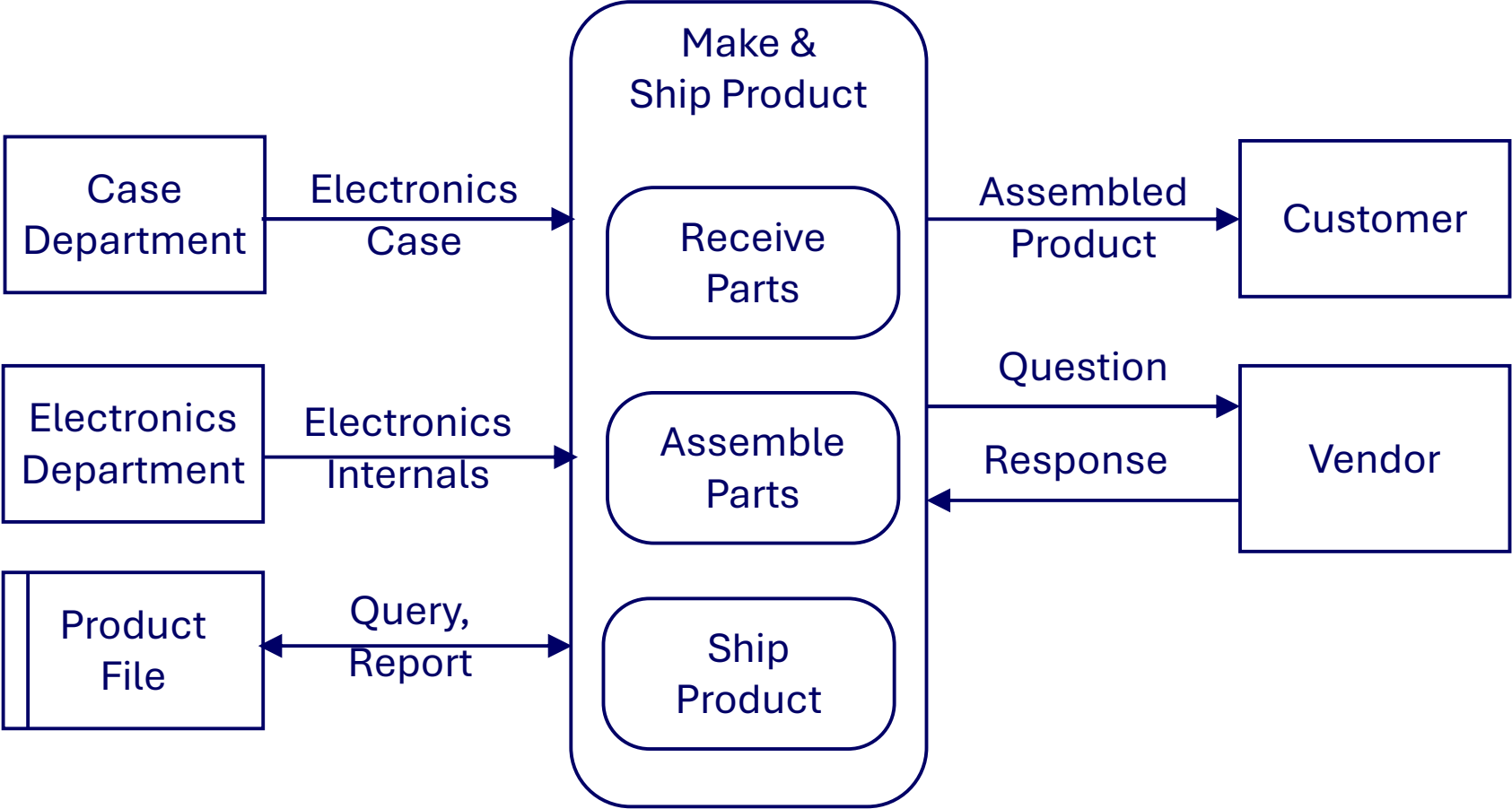
If you want to draw this now, or come back to it, pause the screen if you're watching the video

Or go on to more training first

What ActionMap job maps look like

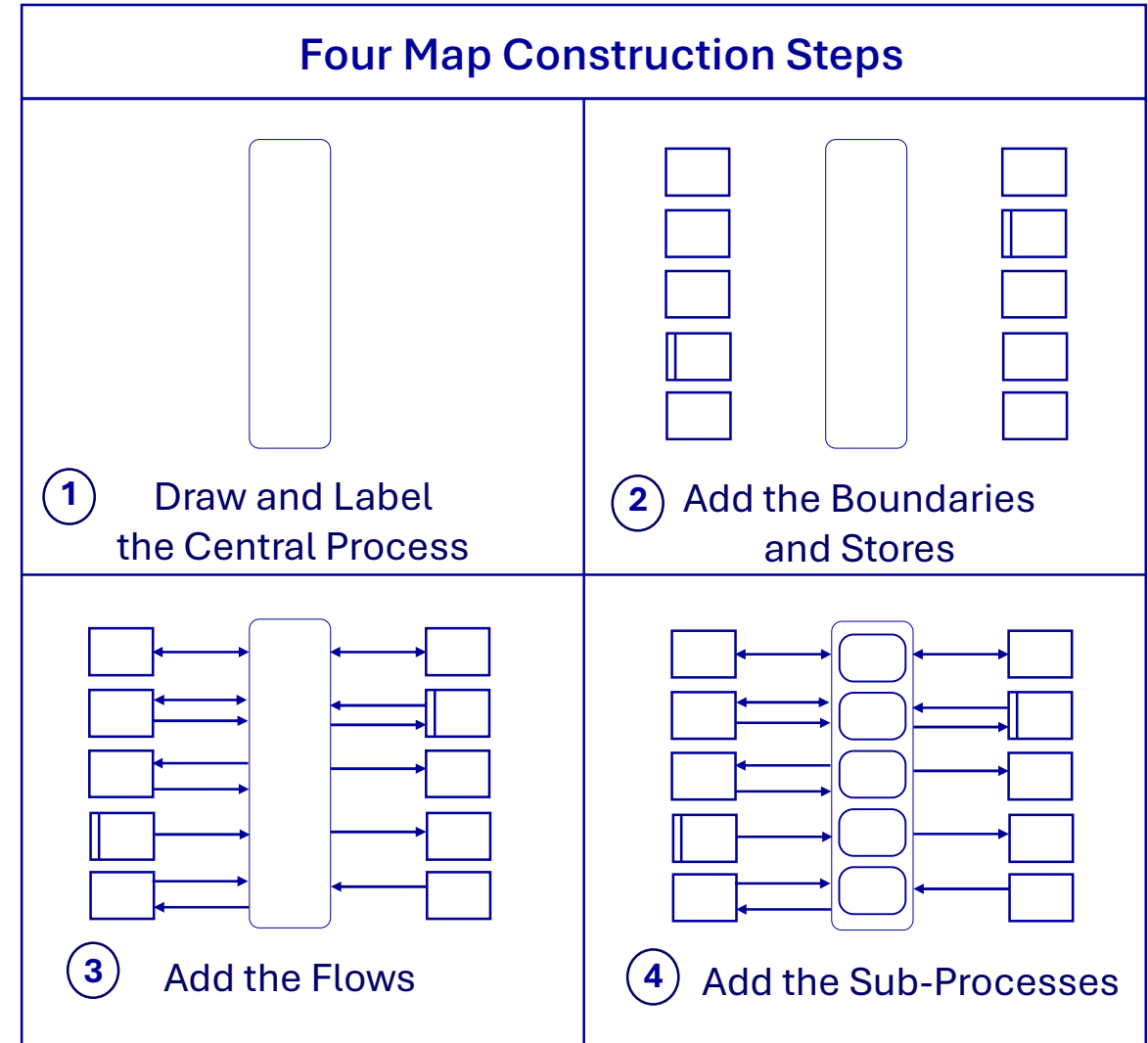
(what you are going to create)

All ActionMap job maps have the same basic format



There are five map parts and four map construction steps

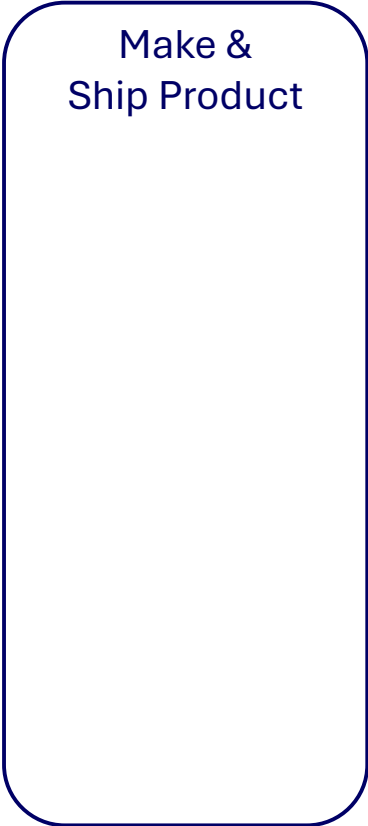
Five Map Parts		
Name of Part / Action	Graphic	Shape and Guidelines
Central Process "Focus"		<ul style="list-style-type: none"> ▪ Tall Rounded Rectangle ▪ The area of focus and potential change ▪ Label is a noun or noun phrase ▪ In the center of the map page
Boundary "Source or Destination"		<p>Plain Rectangle</p> <ul style="list-style-type: none"> ▪ An activity area outside the focus area that the Central Process interacts with ▪ Label is a noun or noun phrase ▪ Placed at the sides columns of page
Store "Hold"		<p>Rectangle - Left Side Bar</p> <ul style="list-style-type: none"> ▪ Where content is stored, rests or held ▪ Label is a noun or noun phrase
Flow "Move Stuff"		<p>Arrow (left, right or both)</p> <ul style="list-style-type: none"> •The movement of content: <i>goods, information, energy etc.</i> •Label is a noun or noun phrase
Sub-Process "Change Stuff"		<p>Rounded Rectangle</p> <ul style="list-style-type: none"> •Where content changes •Inside the Central Process •Label is a verb or verb phrase



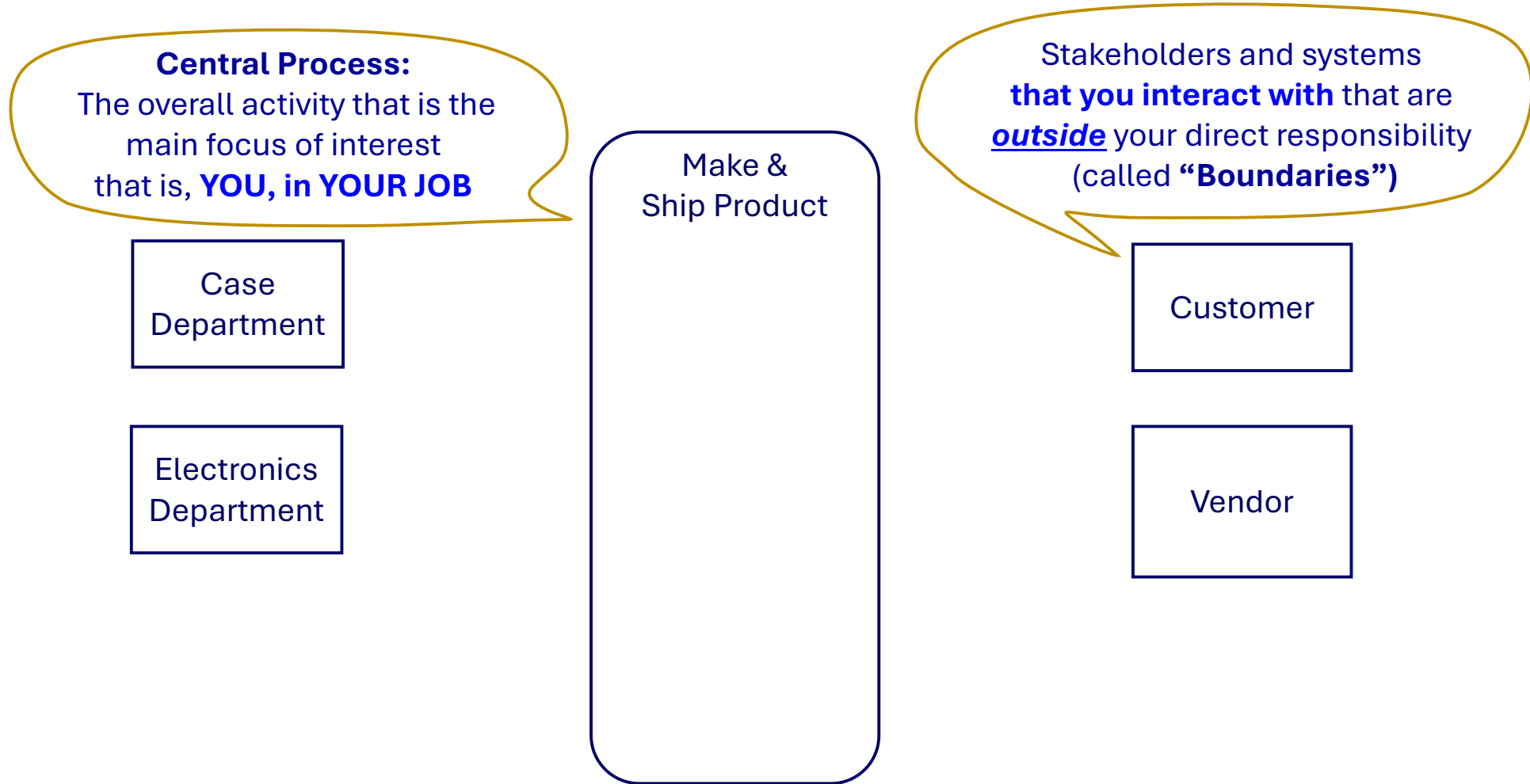
The Five Map Parts

ActionMap job maps are created using five graphic parts

Central Process:
The overall activity that is the main focus of interest that is, **YOU, in YOUR JOB**



ActionMap job maps are created using five graphic parts



ActionMap job maps are created using five graphic parts

Central Process:
The overall activity that is the main focus of interest that is, **YOU, in YOUR JOB**

Case
Department

Electronics
Department

Product
File

Stores: places where “stuff” is stored or rests and doesn’t change, e.g. file cabinets, storerooms, databases
used in your job

Make &
Ship Product

Stakeholders and systems **that you interact with** that are **outside** your direct responsibility (called “**Boundaries**”)

Customer

Vendor

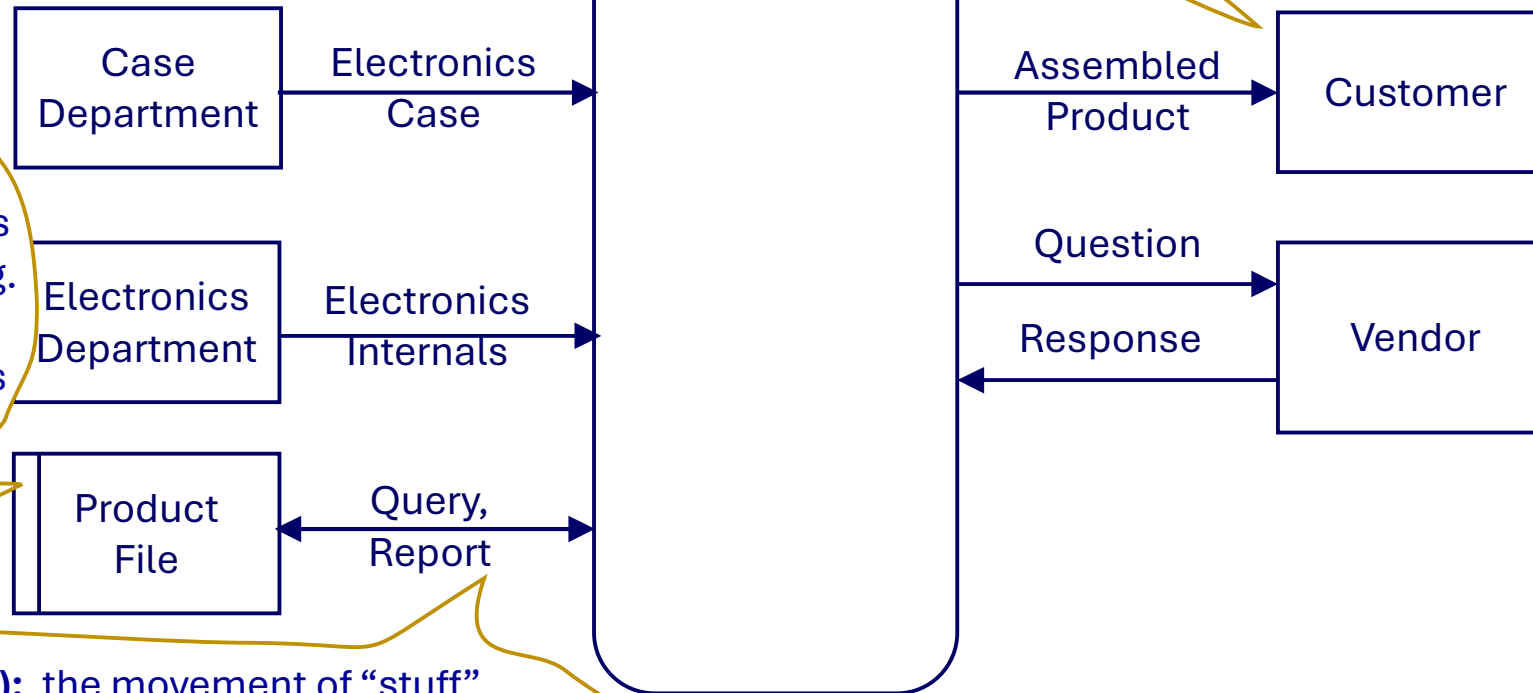
ActionMap job maps are created using five graphic parts

Central Process:
The overall activity that is the main focus of interest that is, **YOU, in YOUR JOB**

Stores: places where “stuff” is stored or rests and doesn’t change, e.g. file cabinets, storerooms, databases **used in your job**

Arrows (“Flows”): the movement of “stuff” (information, energy, goods, money, simple actions) **driven by your work** between your job activities and the stakeholders, systems and stores

Stakeholders and systems **that you interact with** that are **outside** your direct responsibility (called **“Boundaries”**)



ActionMap job maps are created using five graphic parts

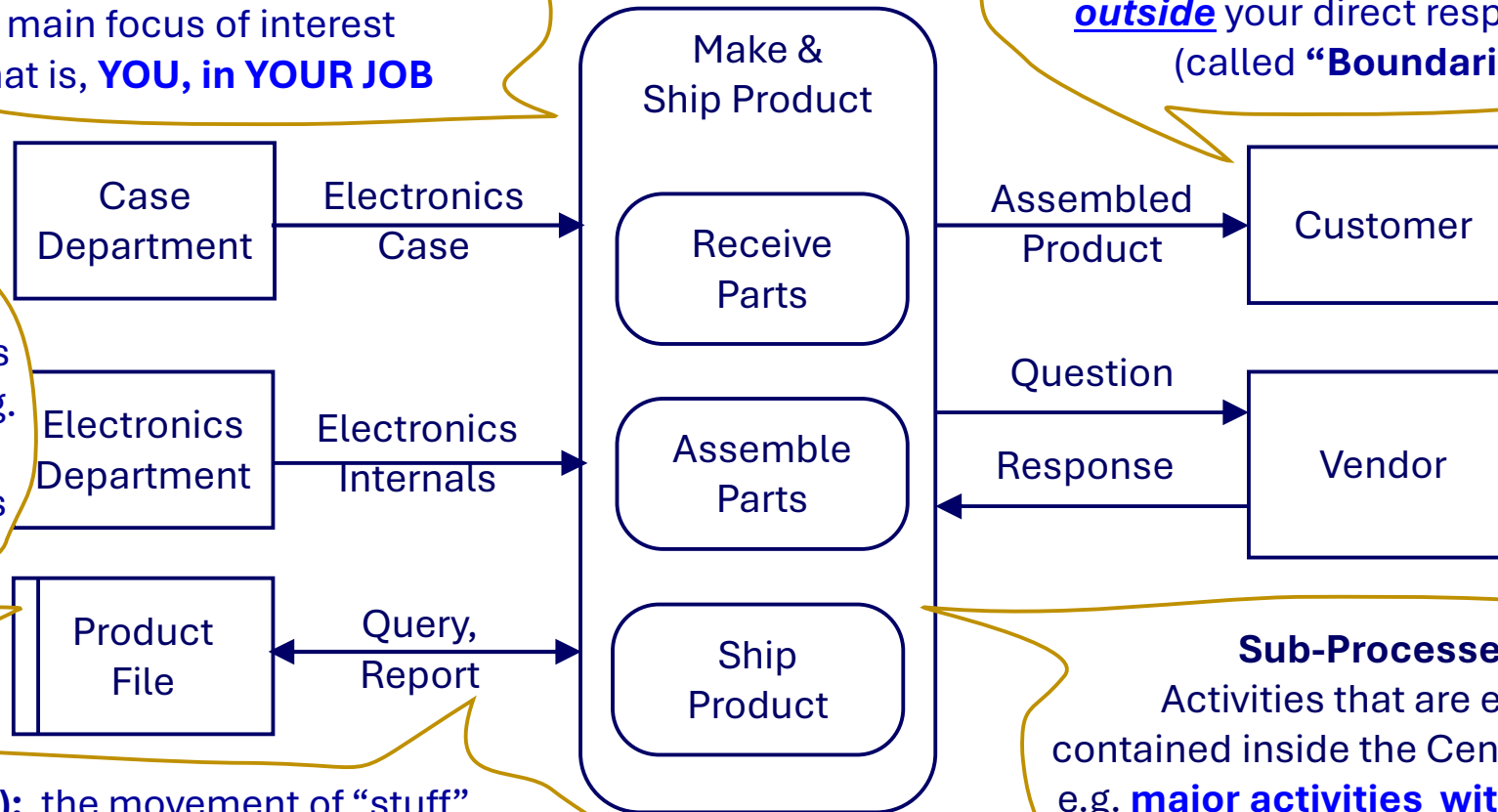
Central Process:
The overall activity that is the main focus of interest that is, **YOU, in YOUR JOB**

Stakeholders and systems that you interact with that are **outside** your direct responsibility (called "**Boundaries**")

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

Arrows ("Flows"): the movement of "stuff" (information, energy, goods, money, simple actions) **driven by your work** between your job activities and the stakeholders, systems and stores

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



The Four Construction Steps

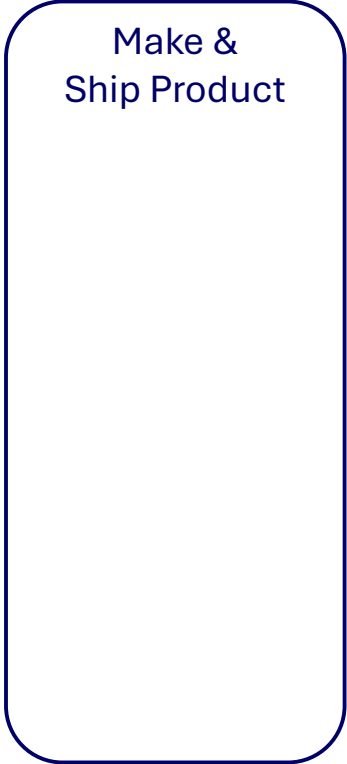
ActionMap job maps are also created in the same flexible four steps

1. Start with the Central Process
(again, **YOU, in YOUR JOB**)

Make &
Ship Product

ActionMap job maps are also created in the same flexible four steps

1. Start with the Central Process
(again, **YOU, in YOUR JOB**)



2. Add the Boundaries



ActionMap job maps are also created in the same flexible four steps

1. Start with the Central Process
(again, **YOU, in YOUR JOB**)

2. Add the Boundaries

Case Department

Electronics Department

Product File

Make & Ship Product

Customer

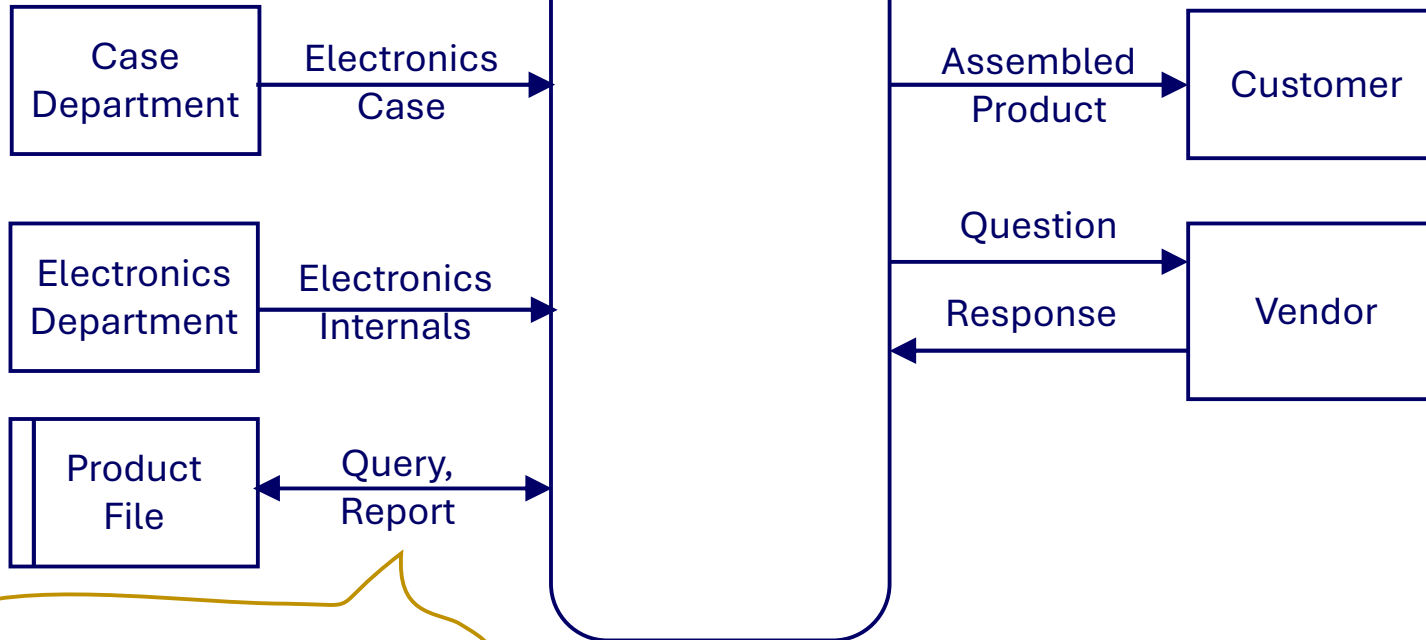
Vendor

2. And the Stores

ActionMap job maps are also created in the same flexible four steps

1. Start with the Central Process
(again, **YOU, in YOUR JOB**)

2. Add the Boundaries



2. And the Stores

3. Add the Flows

ActionMap job maps are also created in the same flexible four steps

1. Start with the Central Process
(again, YOU, in YOUR JOB)

2. Add the Boundaries



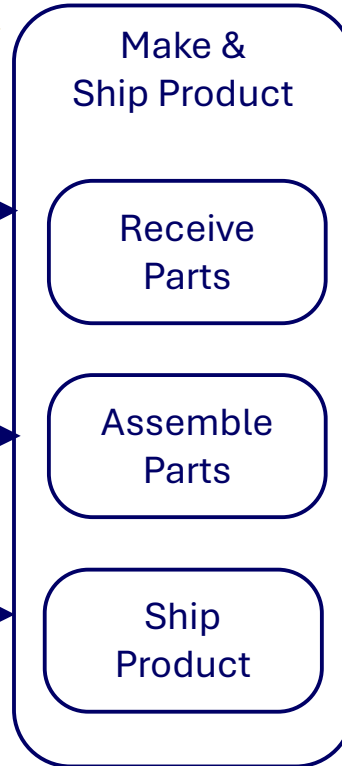
Electronics Case



Electronics Internals



Query, Report



Assembled Product



Question

Response



4. Add the Sub-Processes

3. Add the Flows

ActionMap job maps are also created in the same flexible four steps

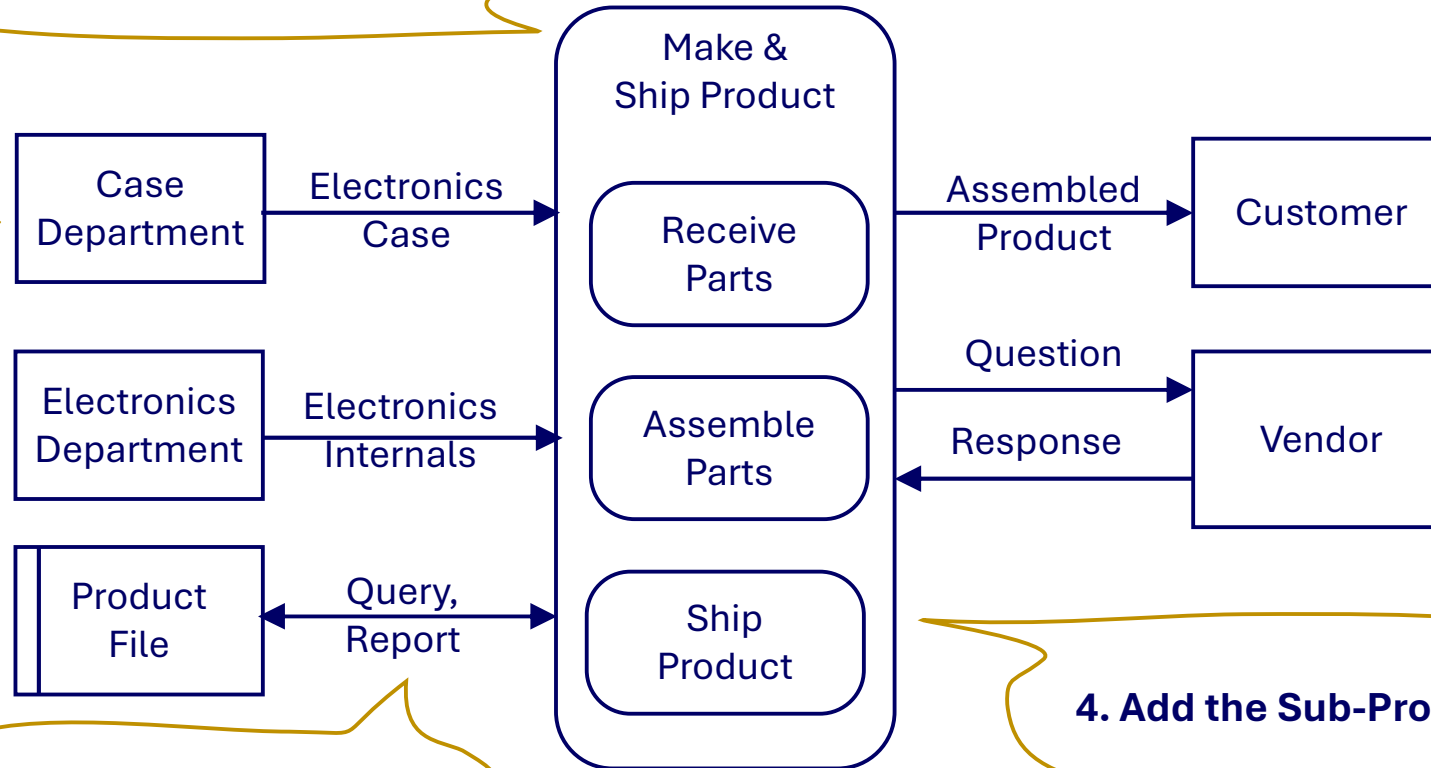
1. Start with the Central Process
(again, **YOU, in YOUR JOB**)

2. Add the Boundaries

2. And the Stores

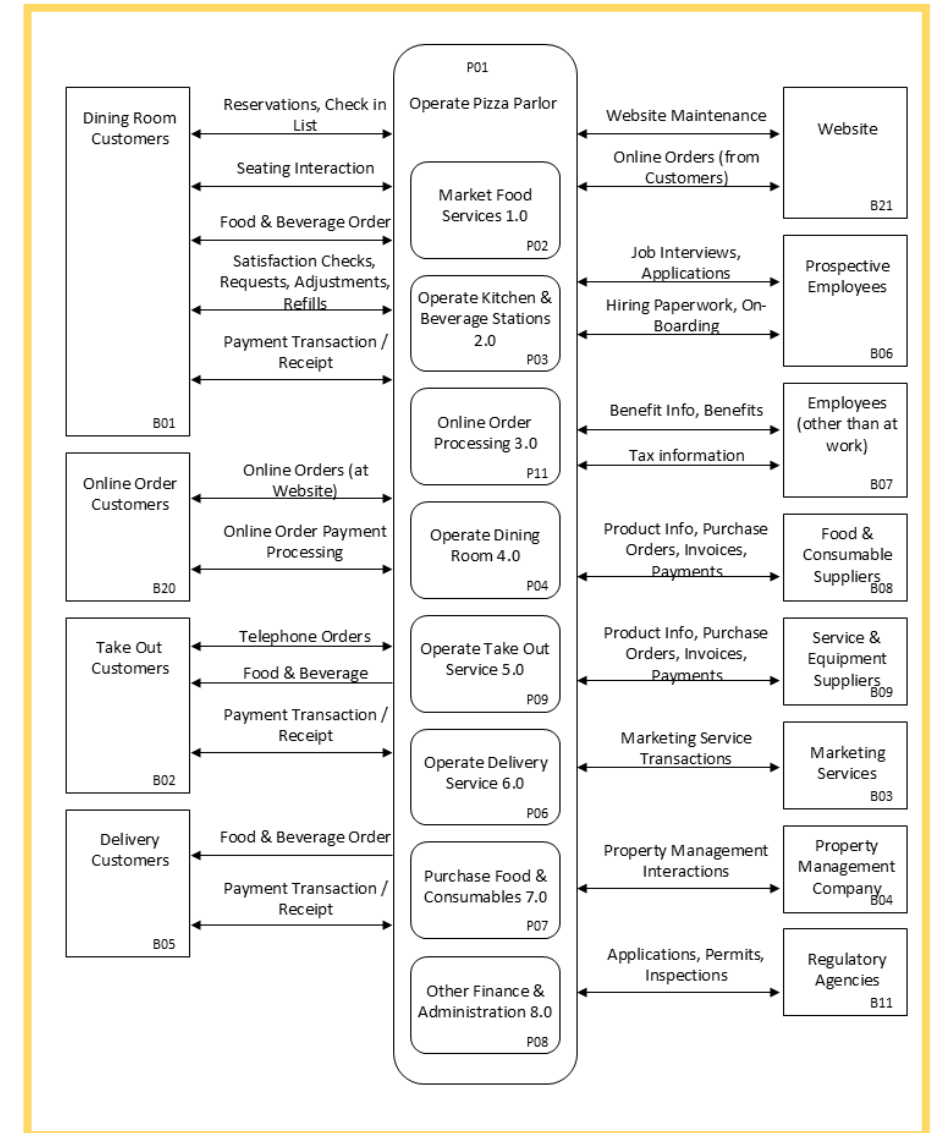
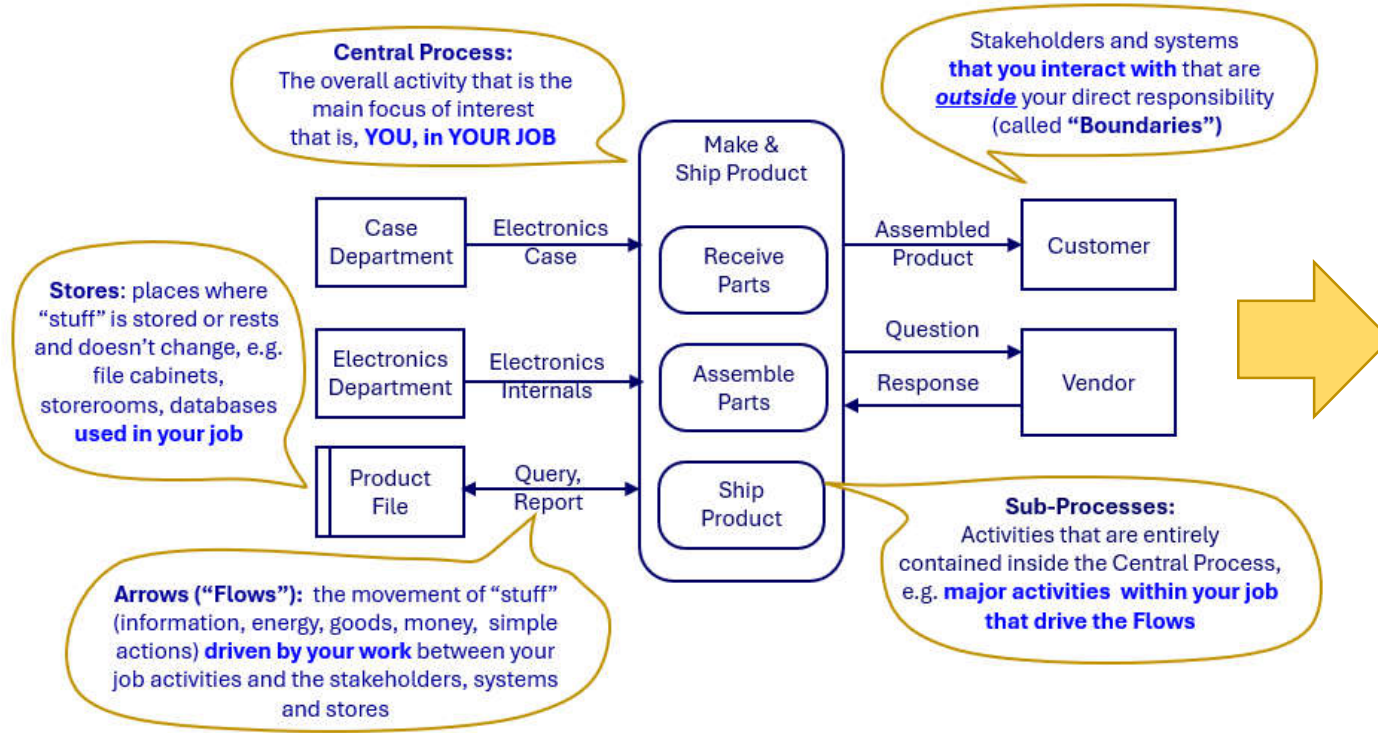
3. Add the Flows

4. Add the Sub-Processes



If you discover or remember something as you go along (which you probably will) you can add it at any time

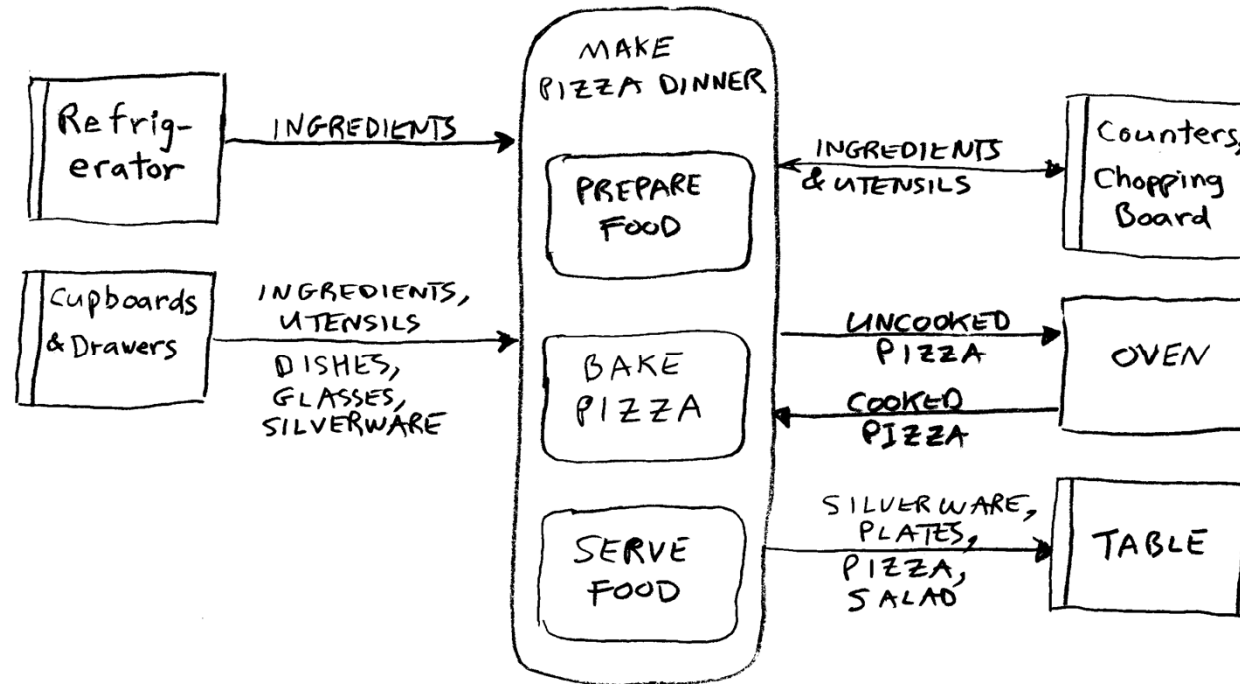
These five parts in these four steps can be used to map highly complex activities



Fitting the information onto paper pages

Size of drawing and printing in relation to size of page

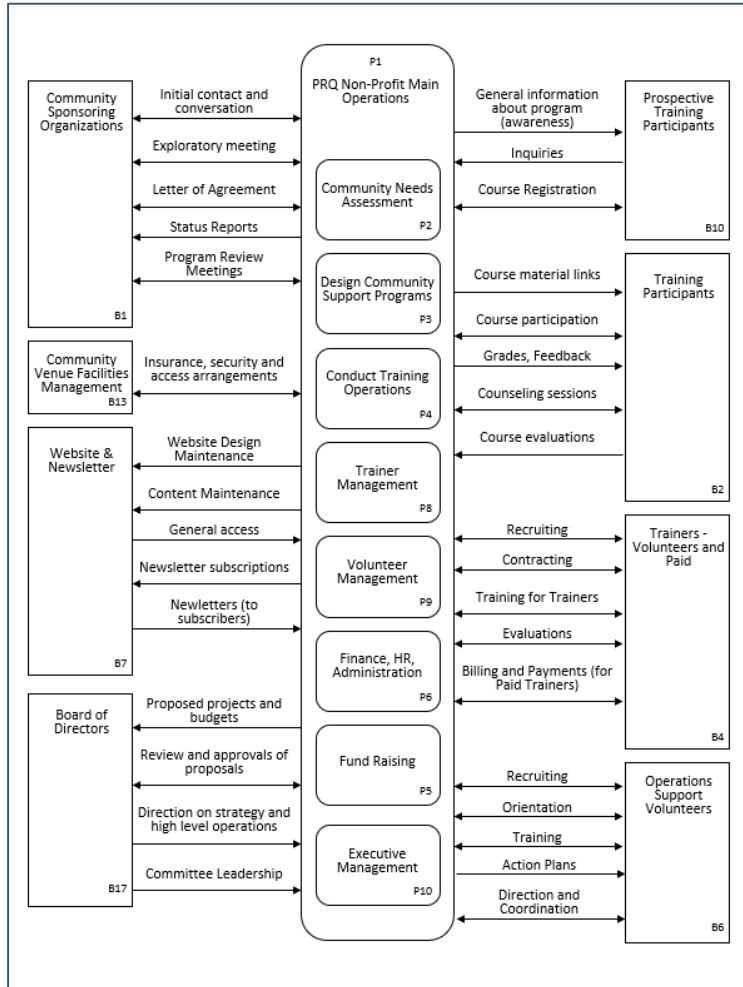
- In pencil and paper, a very simple job map may look something like this:



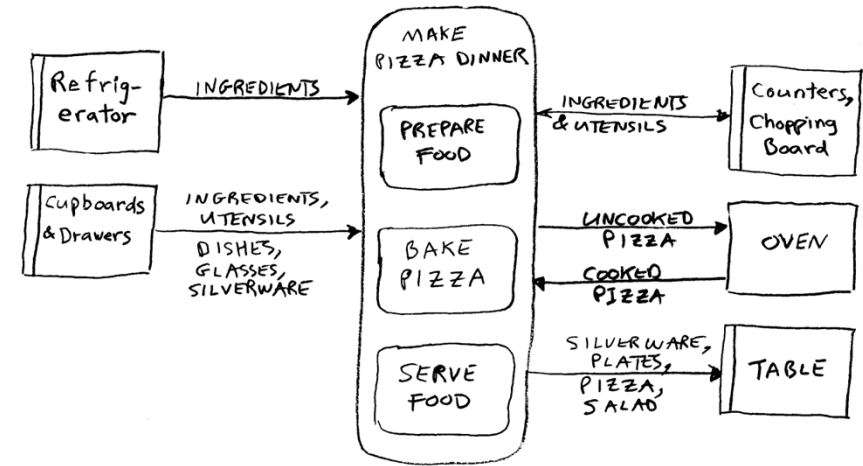
While that may seem unrefined, it's all that's needed for discovery, insight and finding action items

By comparison, a complete job map, if copied into PowerPoint or other graphic tool, might have this much *or even more* detail:

This



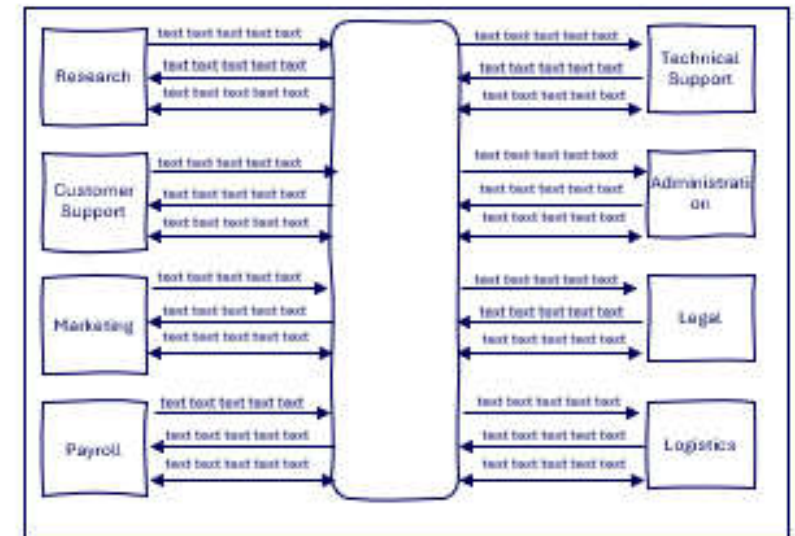
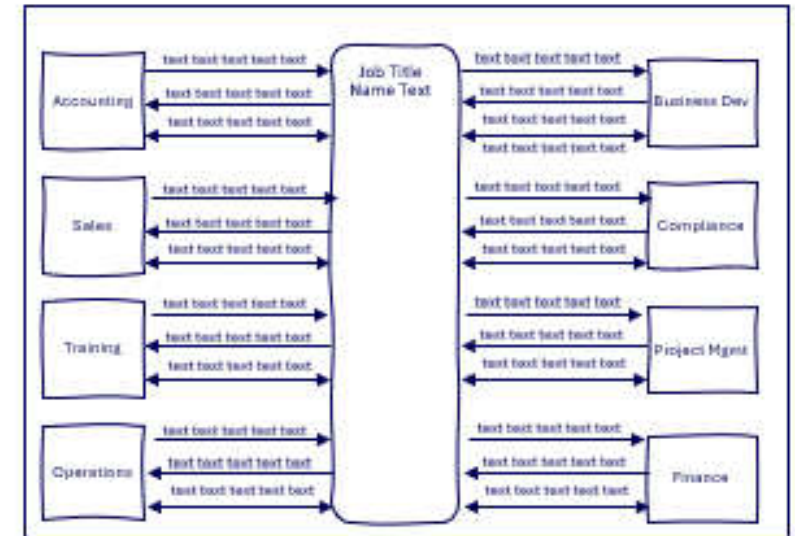
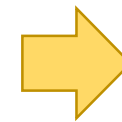
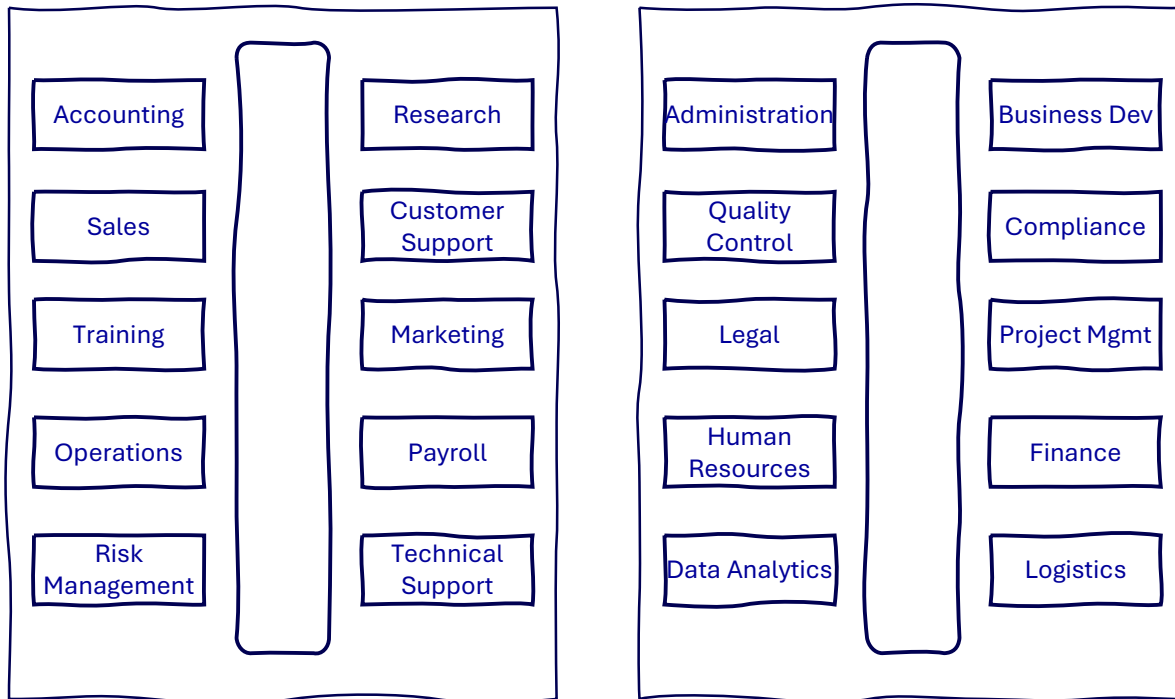
compared to this



Trying to draw that much detail on a single piece of paper can distract from the learning and discovery experience of creating the map

The solution to the “how to use page space” problem has two parts:

- 1: Use multiple pieces of paper so you have lots of space
- 2: Draw the map in steps, and copy some of the information as you go along

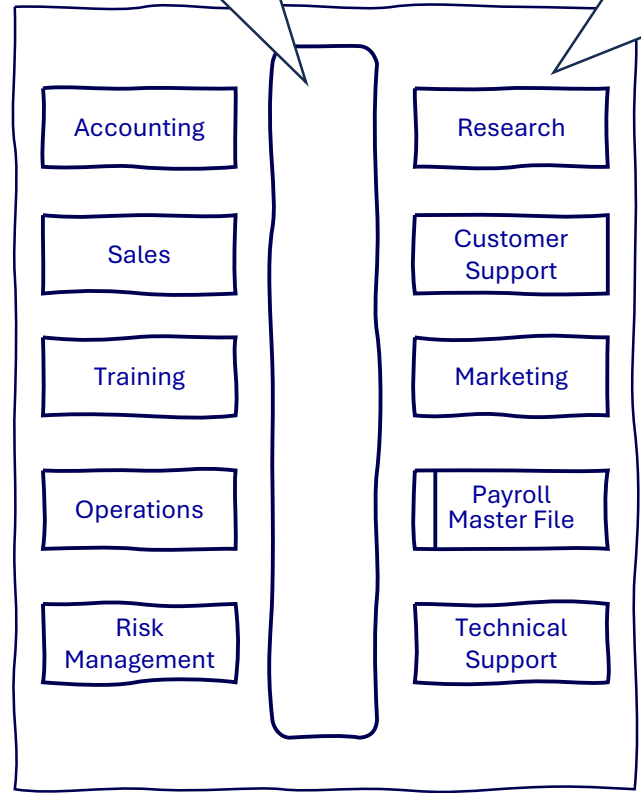


(This procedure is optional; more on that shortly)

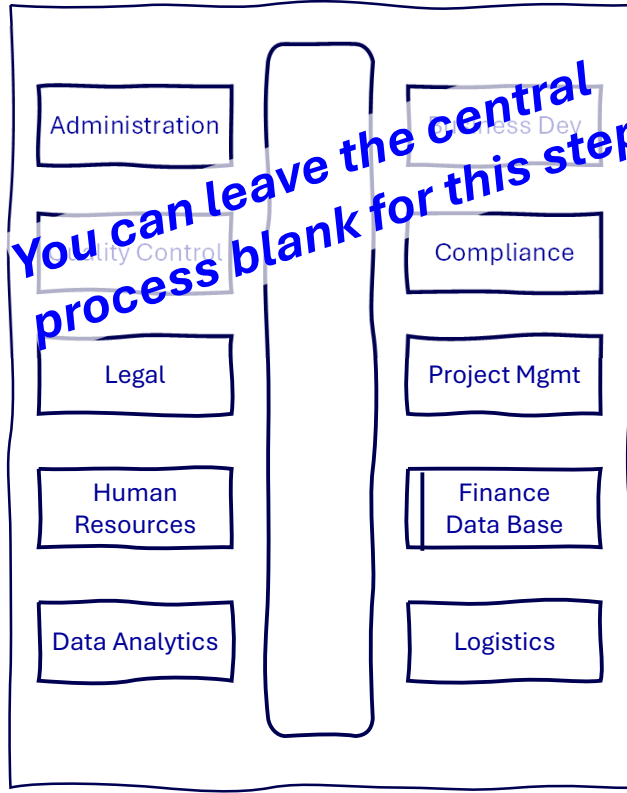
First, capture the Boundaries and Stores (the “side boxes”) on as many pages as needed

The person doing the job

The people, organizations and systems and storage devices that the person interacts with

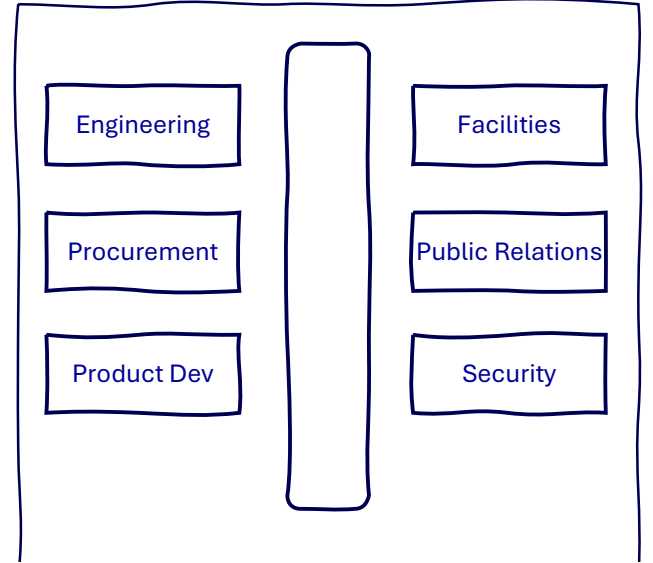


First page



Second and additional pages as needed

Simply drawing the entities that you interact with can create many insights



If you don't get them all, you can add more as you go along

Question: Why not just make a list?

- Answer:

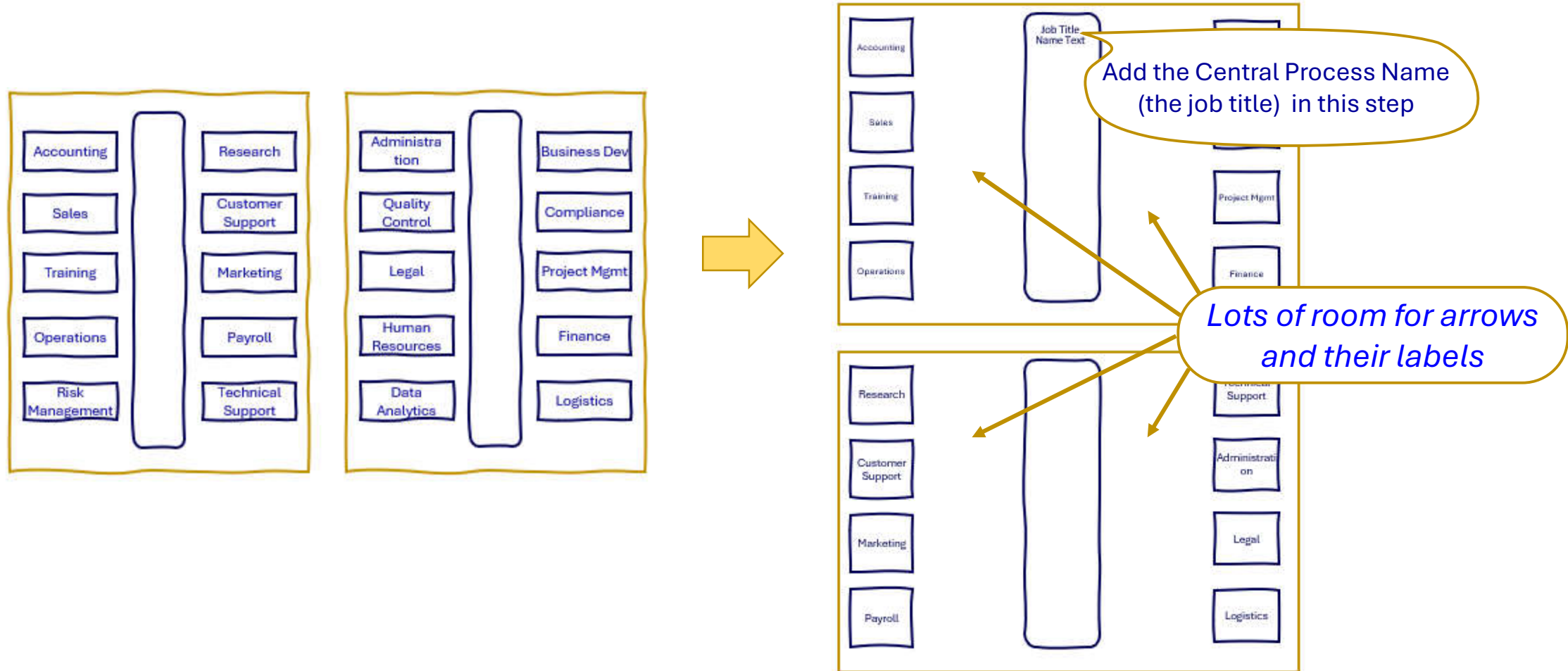
- Graphics convey a different type of meaning than just words or phrases



- The graphics give the map part a “thing-ness”
 - A stronger sense that *there is something really there*, that is happening and is playing a role in your job
 - That gives you more “mind space” to think about what is happening, instead of remembering the meaning of a text phrase

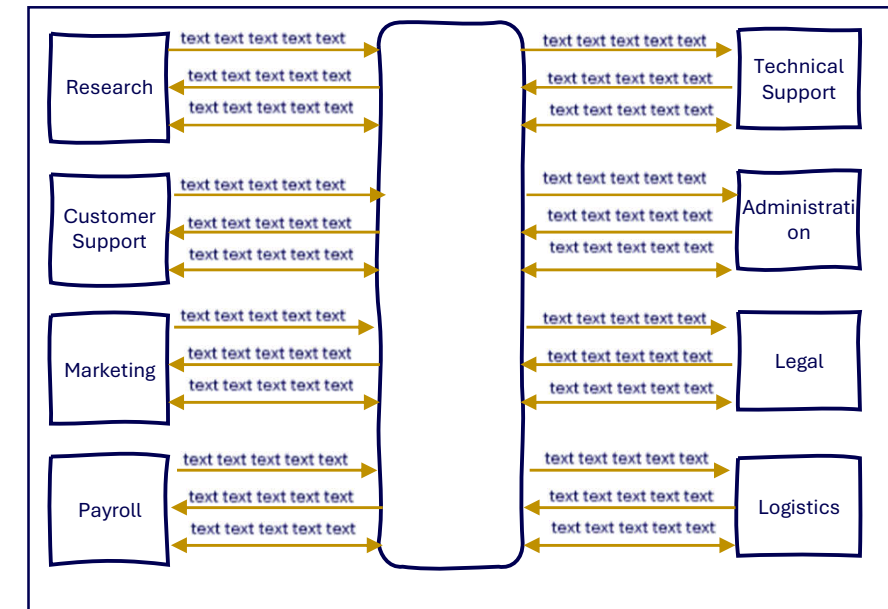
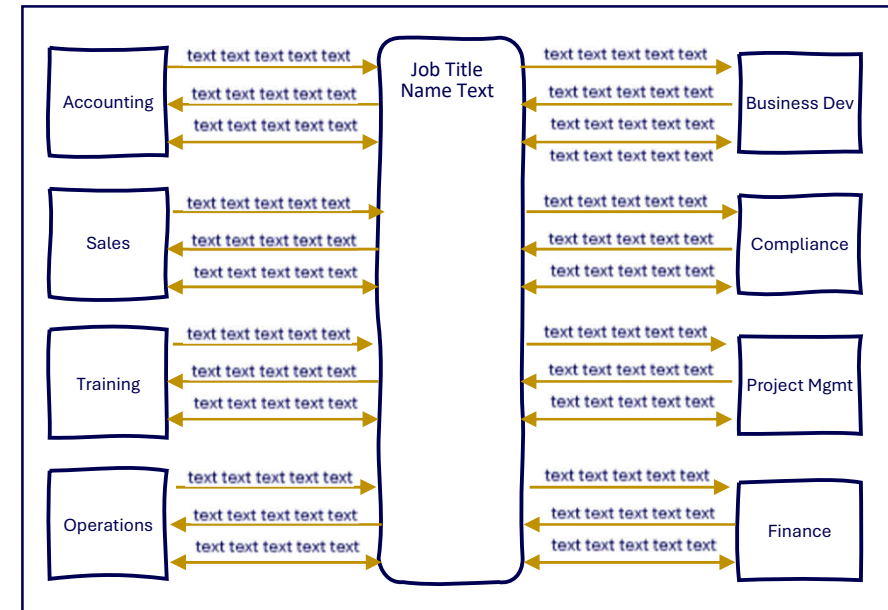
Next, prepare pages for capturing the flow arrows

- **Start** by distributing the Boundaries and Stores over two or more pages in *landscape (horizontal) orientation*, leaving lots of room in which to draw and label Flow arrows



Then draw and label the Flow arrows

- Flows do many things:
 - Cause value to be delivered
 - Define the work that needs to happen
 - Show how the parts of the map are interconnected
 - You don't need to draw the connections in detail, just capturing the flows will help you recognize them (you can draw the detailed connections later if that's useful)
 - Are the action points for change
 - If you do not significantly change the flows, the job does not change*
- This is the level of detail at which you perform your job.*
- This is the level that has the effort, the feelings, the stress and the ideas for improvement*

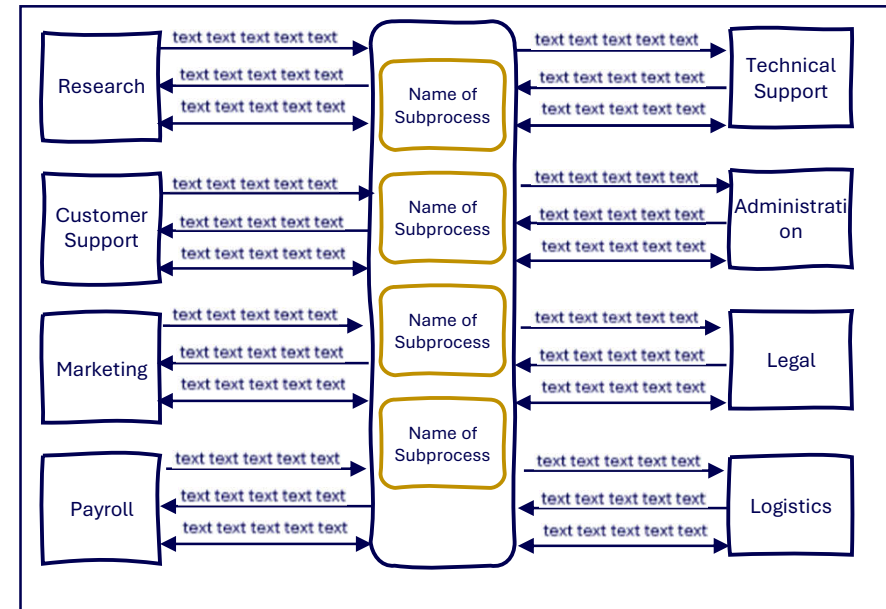
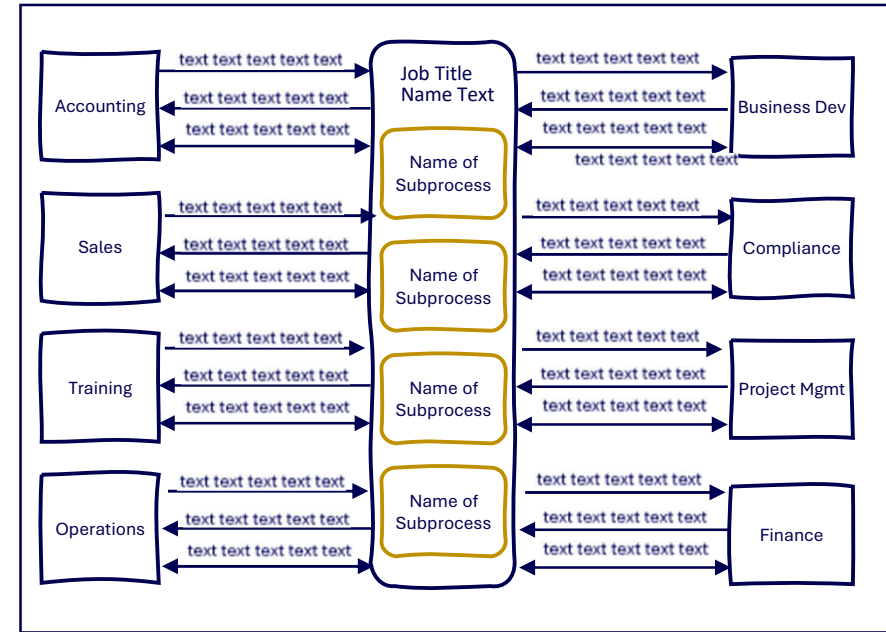


Last, add the Subprocesses

Why wait until now?

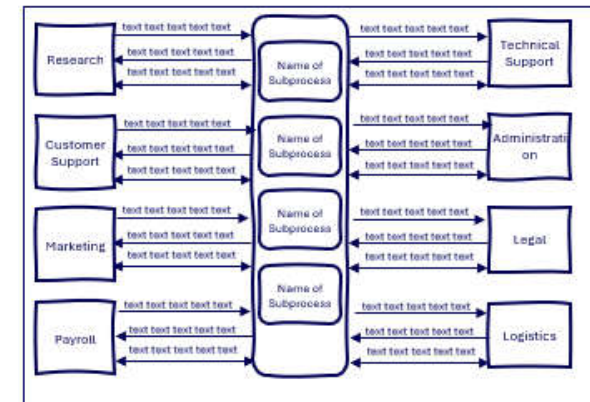
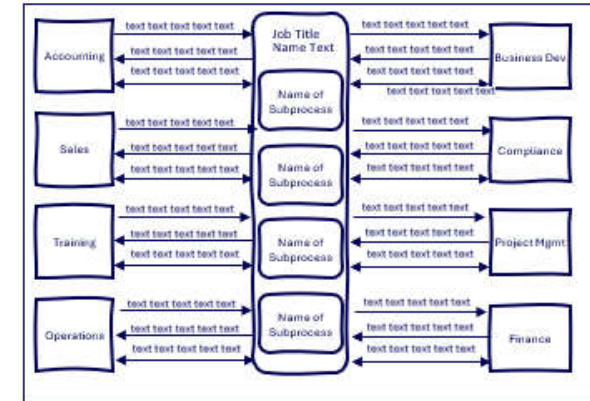
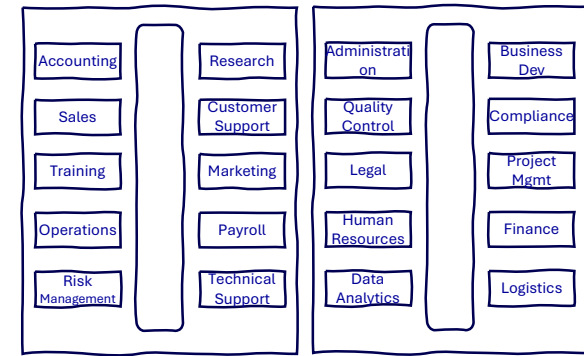
- The usual way of thinking about a job is to start with a list or outline the responsibilities, as activities within the job
- These would be the subprocesses
- *Yet the actual purpose of the job is to drive the interactions with the stakeholders*
- So regardless of the activity name, the subprocesses can be functionally defined and organized by the flows that they work with
- For that reason, it's useful to do Step 4: Capture Flows before adding the subprocesses
 - And for that, you need to identify the Boundaries, in step 2

(Again, the sequence of adding map parts is flexible; AND you have an eraser)



While this pattern of using pages is not required, it is reliable and easy to follow (including when sharing)

- If you want to try getting all detail you want on a single page or in different page orientations, please feel free to do so
- You may want to create an initial draft and copy the information to a more polished version
- *The goal is not to create documentation or a polished map*
 - The goal is to find **actionable insights about your job**
 - You can always create a polished map later



Options:

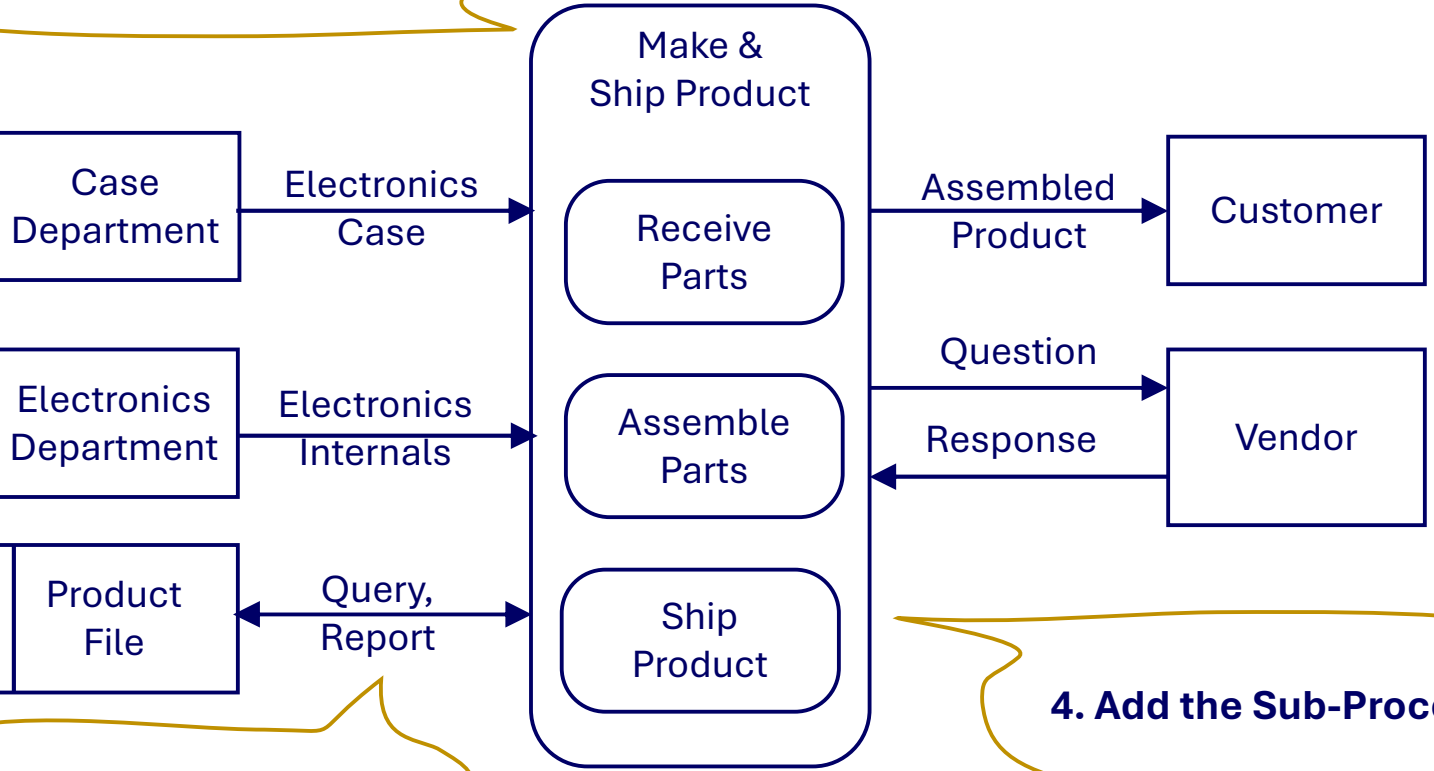
- You can map your job starting right now
- Or continue on for more detail

If you're mapping your job right now, follow the four steps:

1. Start with the Central Process
(again, **YOU, in YOUR JOB**)

2. Add the Boundaries

2. and the Stores



If you discover or remember something as you go along (which you probably will) you can add it at any time

4. Add the Sub-Processes






3. Add the Flows

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)?**
 - What individuals, groups and organizations 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 / interactions 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 to them?
- **What are the major activities within my job (Sub-Processes)**

Map Part Labeling

Quick review of map part labeling

Five Map Parts			
Name of Part / Action	Graphic	Shape and Guidelines	Notes
Central Process <i>"Focus"</i>		<ul style="list-style-type: none"> ▪ Tall Rounded Rectangle ▪ The area of focus and potential change ▪ Label is the name of an organization or activity ▪ In the center of the map page 	The Central Process is a container for the area of activity that is relatively controllable
Boundary <i>"Source or Destination"</i>		Plain Rectangle <ul style="list-style-type: none"> ▪ An activity area outside the focus area that the Central Process interacts with ▪ Label is a noun or noun phrase ▪ Placed at the sides columns of page 	The Boundaries are part of the whole activity, yet less directly controllable (in this map view)
Store <i>"Hold"</i>		Rectangle - Left Side Bar <ul style="list-style-type: none"> ▪ Where content is stored, rests or held ▪ Label is a noun or noun phrase 	Stores are essentially "passive" in a map view, so label them with nouns
Flow <i>"Move Stuff"</i>		Arrow (left, right or both) <ul style="list-style-type: none"> ▪ The movement of content: <i>goods, information, energy etc.</i> ▪ Label is a noun or noun phrase 	KEY GUIDELINE: Flows do not <u>transform</u> stuff, they only <u>move</u> stuff.
Sub-Process <i>"Change Stuff"</i>		Rounded Rectangle <ul style="list-style-type: none"> ▪ Where content changes ▪ Inside the Central Process ▪ Label is an organization or activity 	Subprocesses <u>DO transform</u> stuff; verb phrases can be helpful in describing that

There are exceptions to all these guidelines.

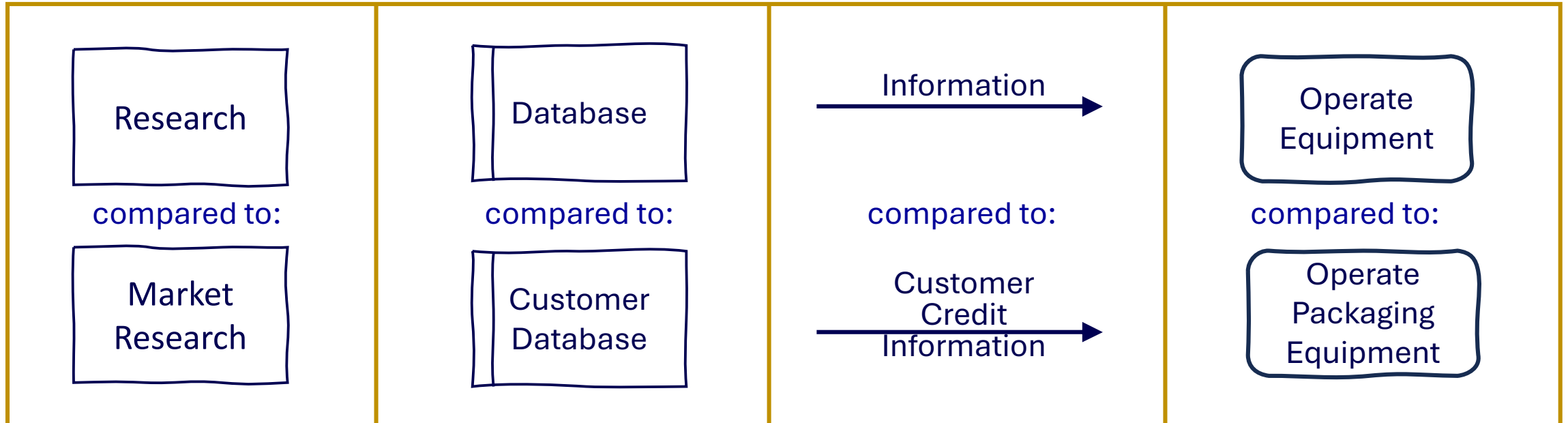
The idea is to let the graphic part play its role in describing the activity.

Following these guidelines supports that.

Map Part Labeling – General Thoughts

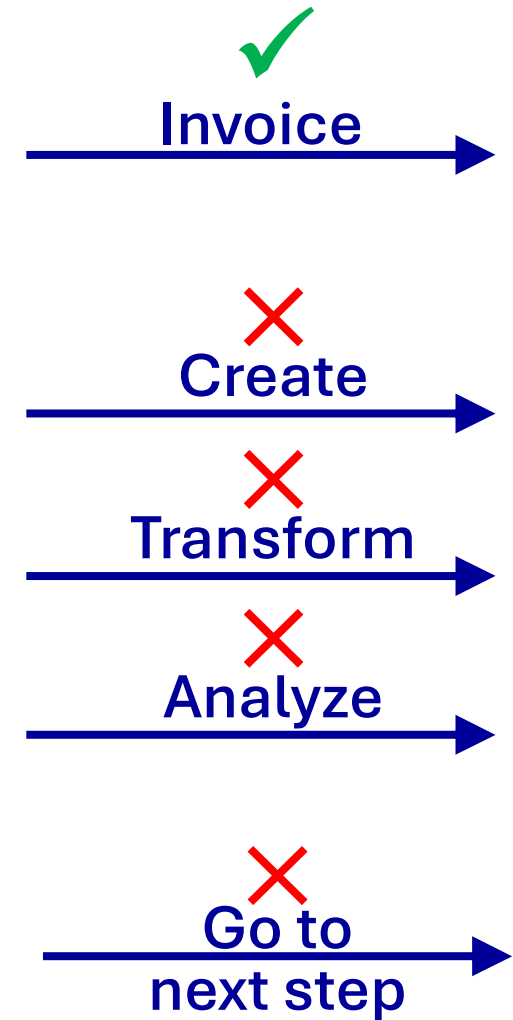
- The map graphic parts need labels to tell the whole story
 - For yourself to remember, or for sharing with other people
- There is only so much space for labels, yet there is enough if chosen carefully
- When possible, labels should convey enough information that understanding is immediate

Be specific in labeling map parts (so you don't need to remember or explain as you move forward)



Map Parts: Guidelines for Labeling Flow arrows

- Flow arrows represent the movement “stuff” or “content” (information, money, goods, simple actions, etc.)
 - So an *important* guideline is to labels flows with the names of the stuff that is being moved
- Flows do not change the things that they move. Flows only move things from place to place.
 - So a guideline is Do NOT label flows with activities that create or modify things
- Flows only mean, “this content goes from here to there.”
 - So a guideline is Do NOT use flow arrows to mean “do this next” or “go to this step next”



Having said that:

- Flows can be labeled with complex exchanges, or “bundles” of flows, for example:
 - Contract Negotiations
 - Ongoing Communication
 - Project Collaboration
- Flow labels can imply complex activities if you can add the word “interactions” to the label and it still makes sense
 - “Analysis” doesn’t go between map parts
 - “Analysis Interactions” do go between map parts

Contract
Negotiations

Ongoing
Communication

Project
Collaboration

Analysis

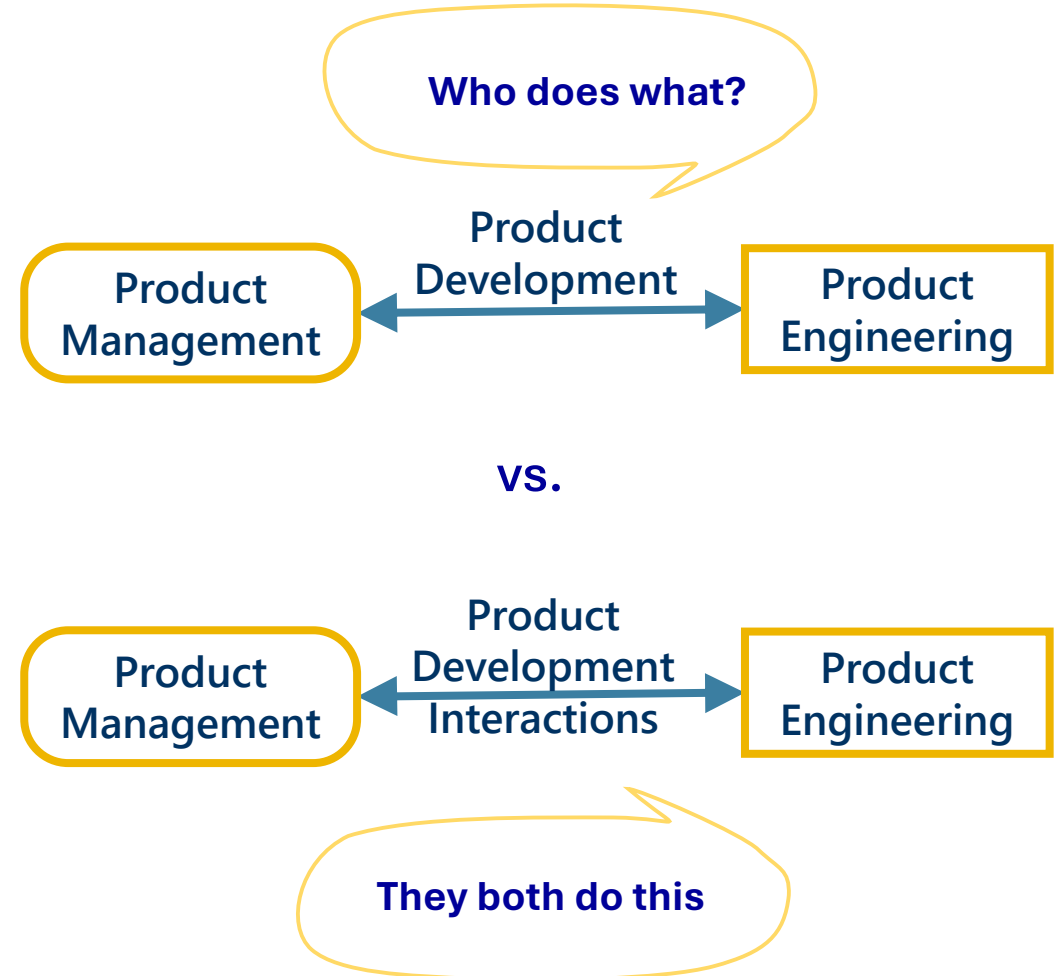
Construction

Analysis
Interactions

Construction
Interactions

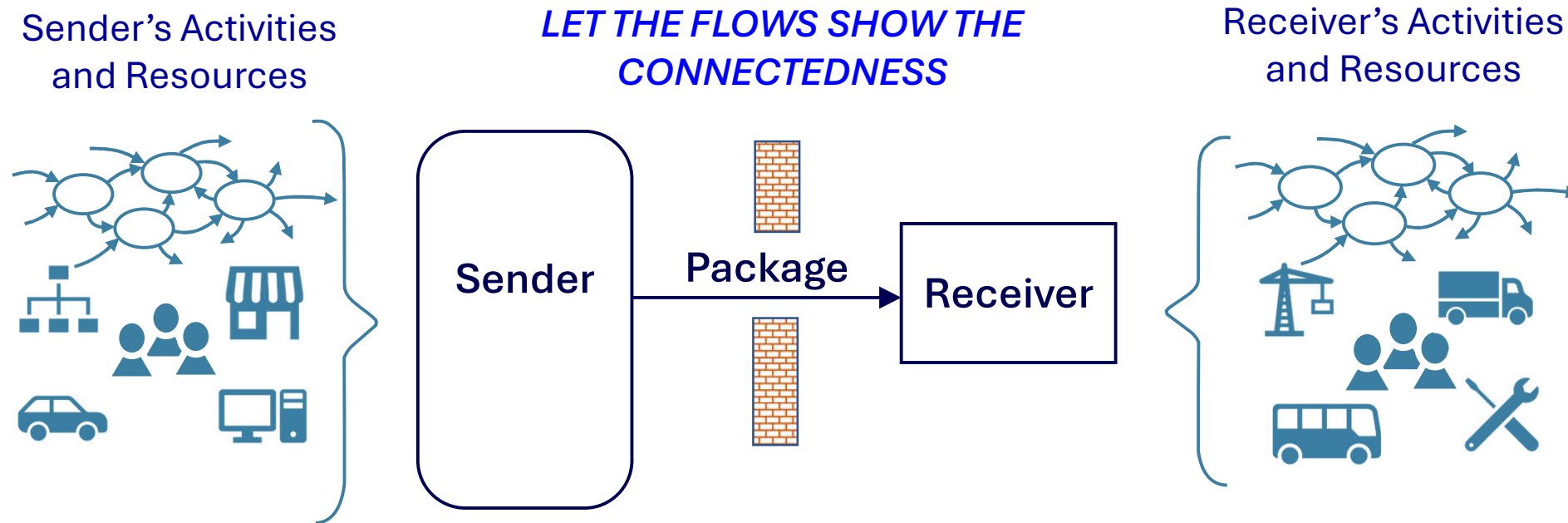
Map Parts: The importance of Flow Labels

- A key value of Flows is that they both *separate* **AND** *connect* the elements of the activity
- They help to define who is responsible for what, and what part of the work happens where
- If a flow is labeled with the name of an activity, it leaves a question about who is responsible for the activity
- It also raises the question of what actually goes back and forth on the arrow
- Every such question takes attention away from learning about the job that is being mapped



A Key Guideline in Using Boundaries

- The key to using and labeling Boundaries is to imagine that Boundaries are **COMPLETELY SEPARATE*** from the Central Process (like a brick wall is between them)



- * a person or another resource can play different roles and be in both the Central Process and a Boundary

More Tips, Techniques and Guidelines

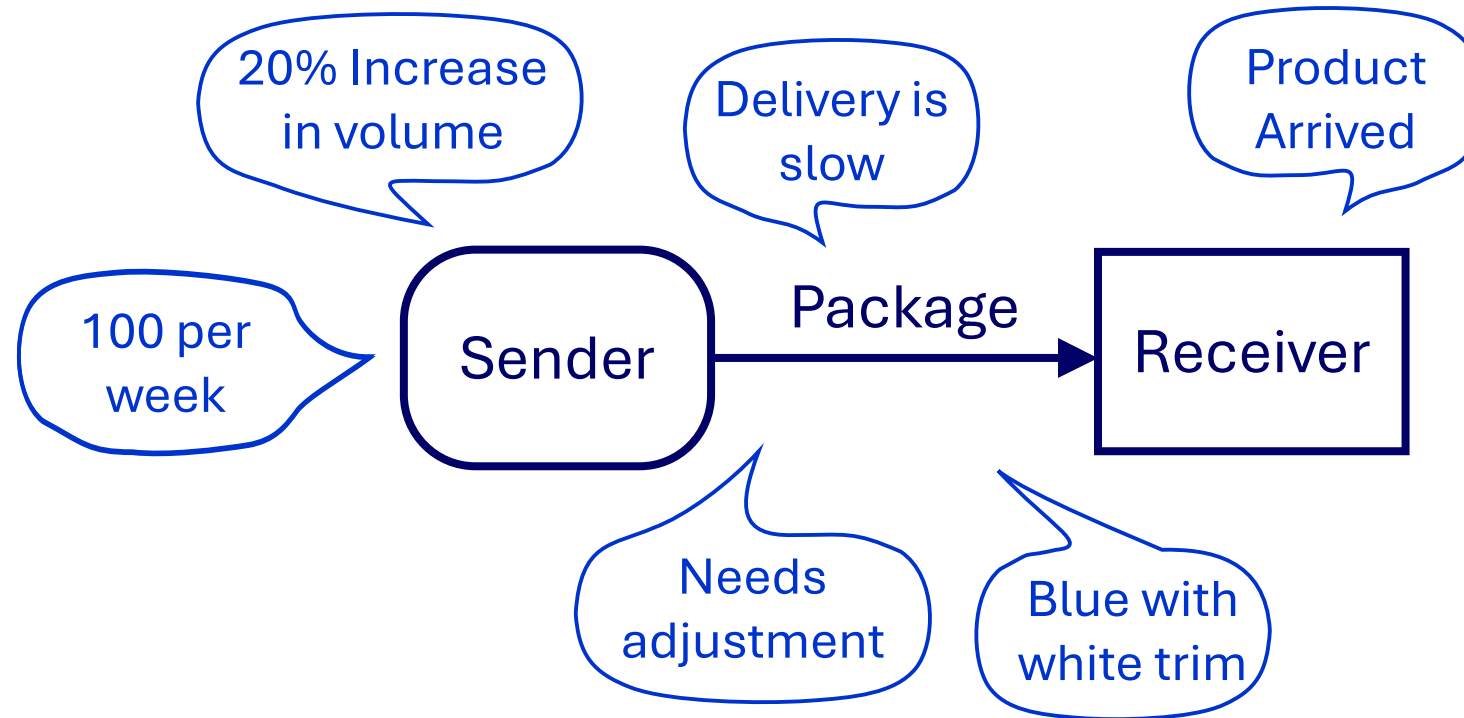
Two Basic types of information in the ActionMap method

Map Parts	Comments
<p>The flow arrows that move stuff, and the entities and activities that control the flow arrows. “Stuff” = information, signals, money, goods, energy, simple actions.</p> <pre>graph LR; CaseDept[Case Dept.] -- "Electronics Case" --> ReceiveParts(Receive Parts); InternalsDept[Internals Dept.] -- "Electronics Internals" --> AssembleParts(Assemble Parts); ProductFile[Product File] -- "Query, Report" --> ShipProduct(Ship Product); ReceiveParts -- "Assembled Product" --> Customer[Customer]; AssembleParts -- "Question" --> Vendor[Vendor]; Vendor -- "Response" --> AssembleParts; ShipProduct -- "Assembled Product" --> Customer;</pre> <ul style="list-style-type: none">▪ You can write anything on a Map pages, however, do not use the <u>Map Parts</u> for comments▪ If it does not change or move the “stuff”, it is not a Map Part.	<h2>Types of Comments</h2> <p><u>Evaluations:</u></p> <ul style="list-style-type: none">▪ Goals▪ Issues▪ Change Ideas <p>Notice that these things <u>do not change</u> or <u>move</u> the “stuff”.</p> <p><u>Notes</u></p> <ul style="list-style-type: none">▪ Benefits▪ Results▪ Outcomes▪ Qualities▪ Milestones▪ etc. <p>They are “states” and “properties” of the Map Parts; they are <u>not</u> the Map Parts.</p>

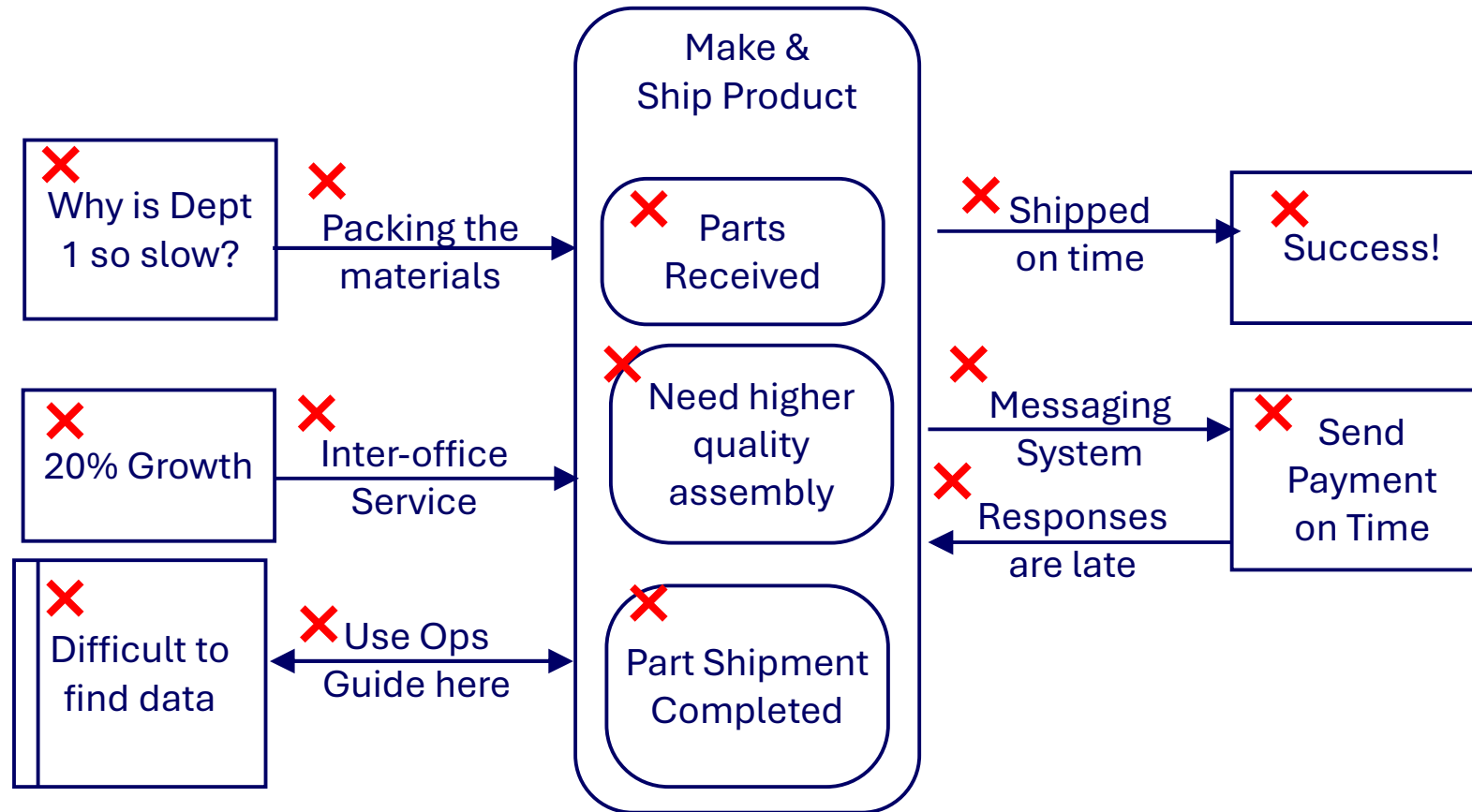
Examples of Comments versus Map Parts

The key is to notice that Comments:

- Are not moved or changed
- Do not move or change anything

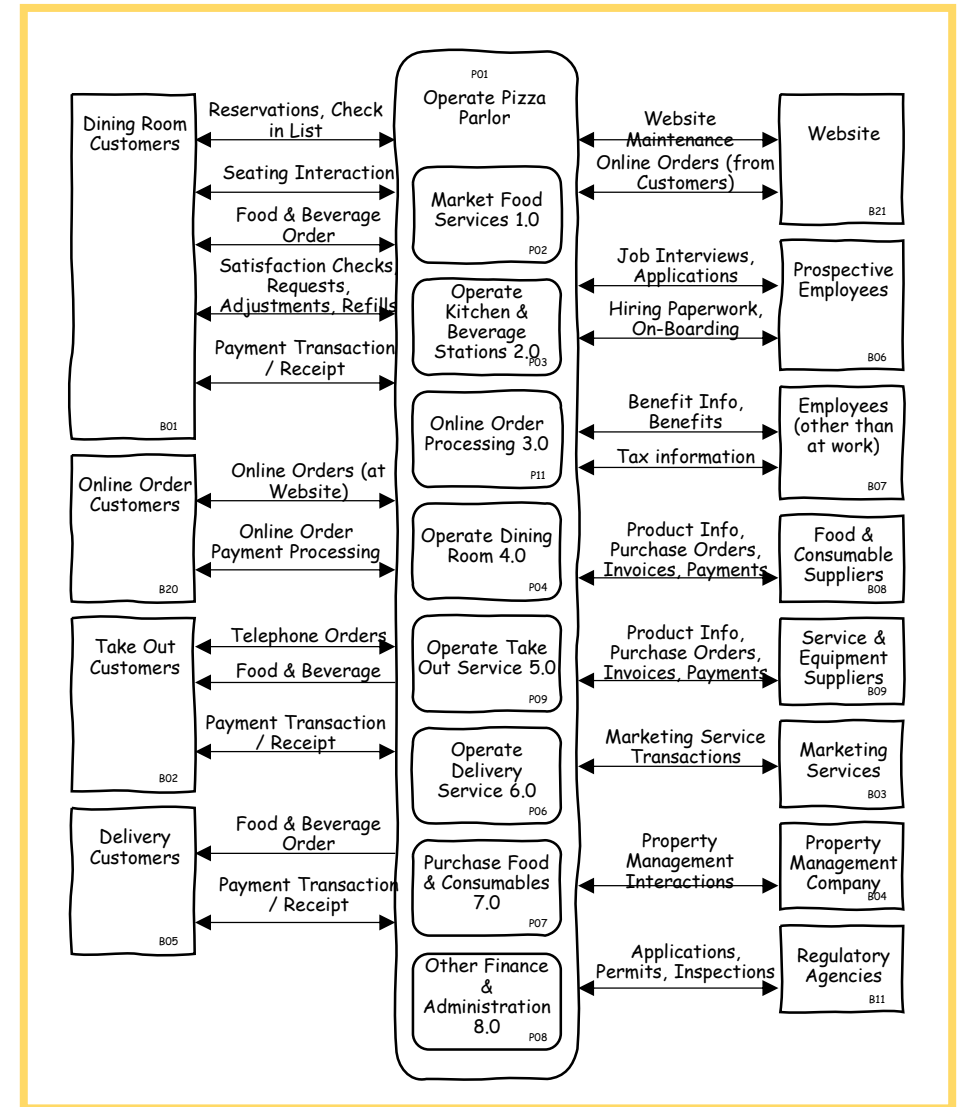


Some examples of comments incorrectly being used on Map Parts (where comments should NOT be used)



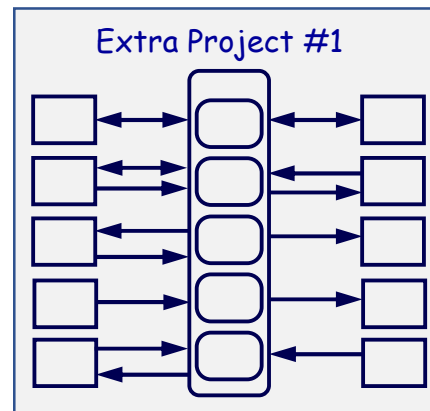
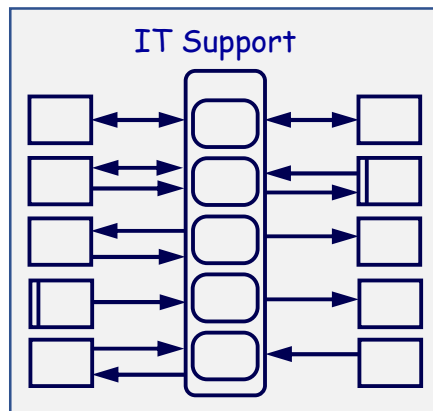
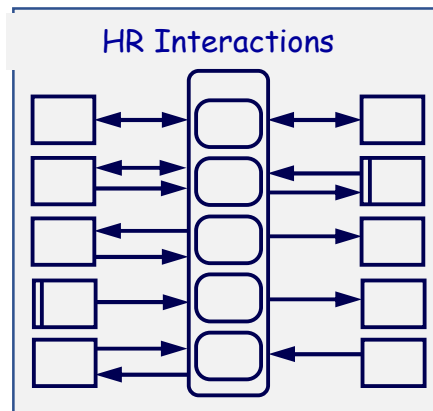
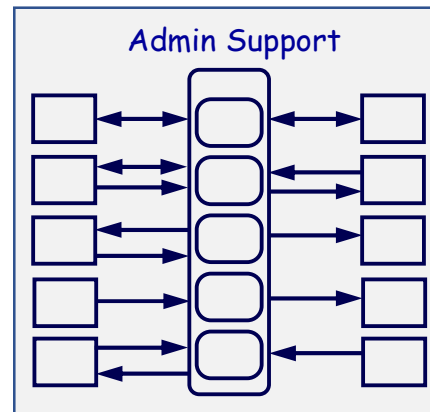
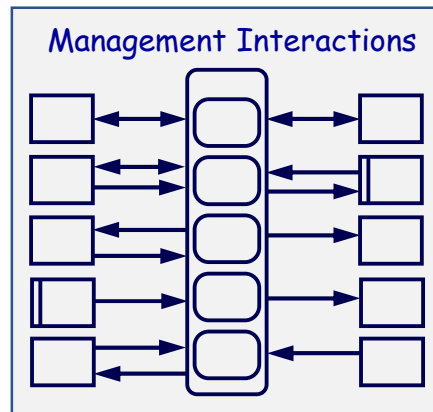
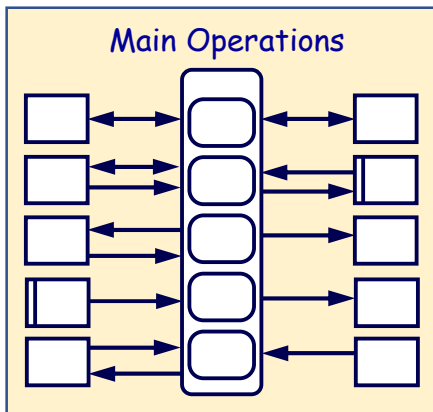
Left and right side, top and bottom, and alignment of arrows is all up to you

- **Left side and right side** have no particular meaning, unless you choose one
 - e.g. suppliers on the left, customer on the right
- **Top and bottom** have no particular meaning
 - Although putting “important” parts near the top can be useful
- Getting the **boundaries and arrows to line up with the subprocesses** is complicated and not important
- **Suggestion:** these choices can slow you down when you are first getting knowledge onto pager, so consider waiting for a redrawing of the map



Map Pages – what to map?

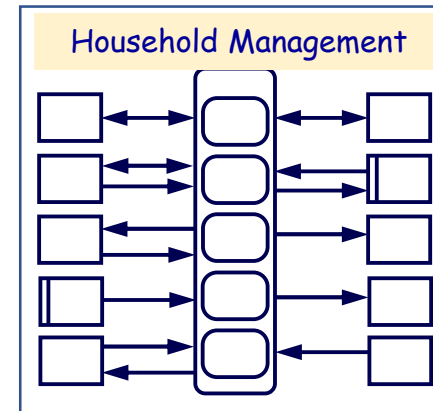
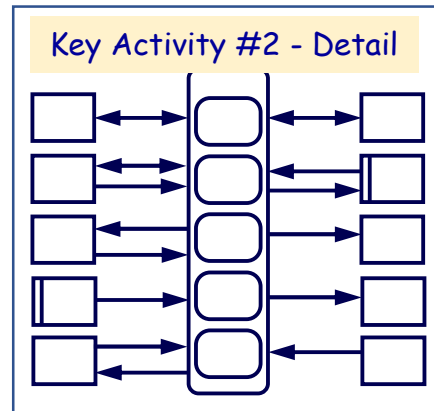
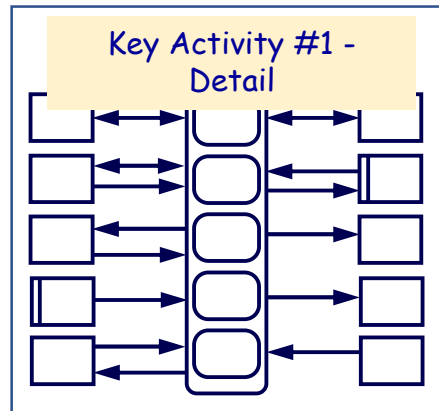
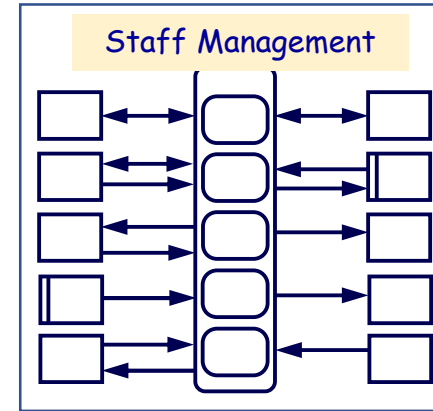
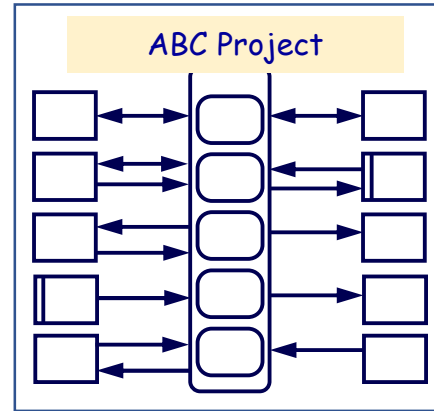
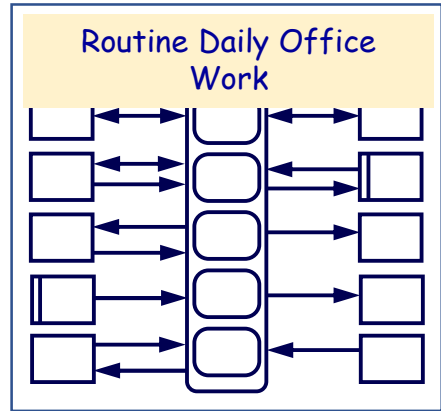
- Jobs can be very complicated
- To simplify things, you can focus on just the “main operations” of your job first, and then add more views on separate pages



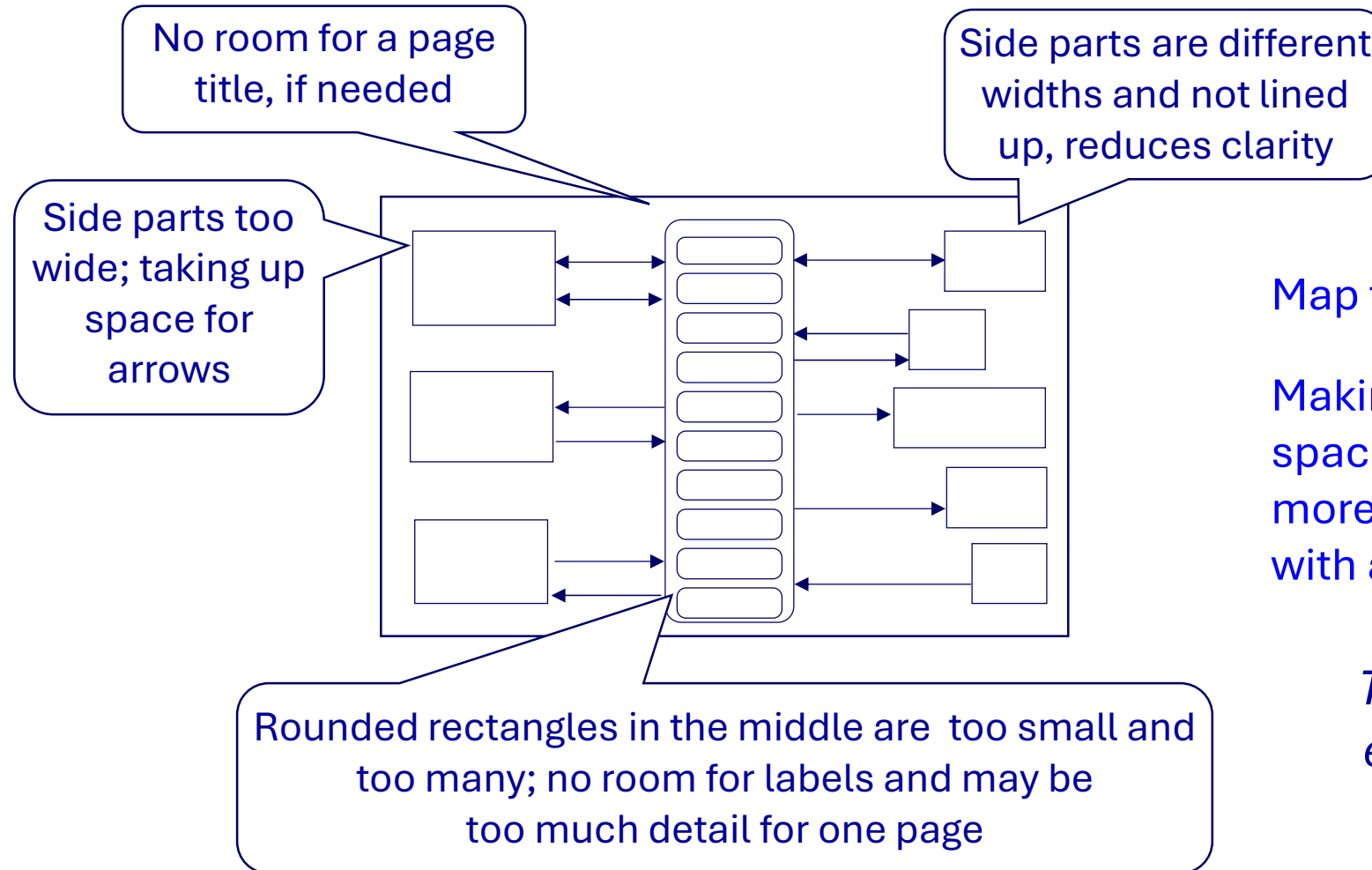
- At the same time, it can be useful to get all the information on one long map, and separate it later.
- Seeing the whole “big picture” is an important value of job maps.

Map Pages – what to map?

- Other ways to separate complex responsibilities onto separate maps



Using space on a blank page: things to avoid

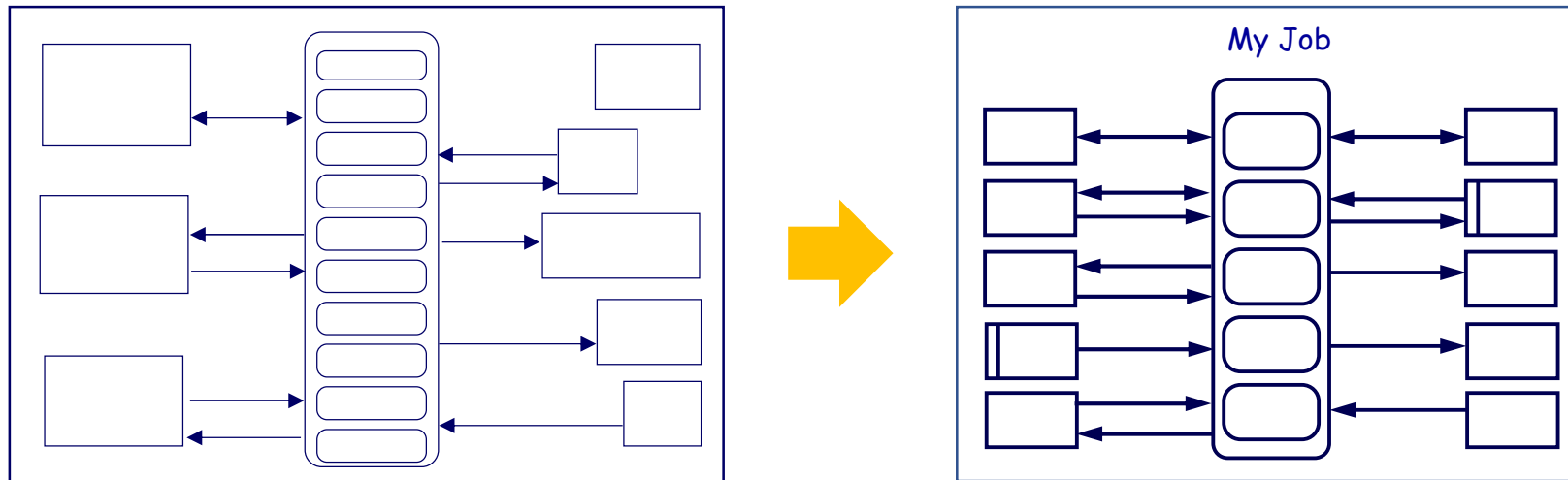


Map formats are flexible.
Making good use of page space allows you to have more clarity and flexibility with a map.

That's where the eraser comes in

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 stay with pencil and paper for a while.
- That can give you extra flexibility as you both learn the skill and explore your job.

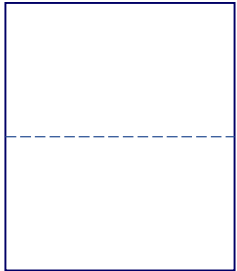


Using Map page space – use a background grid

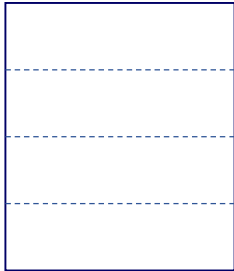
Create a background grid for a hand drawn map

(Use light, dashed lines for the background grid)

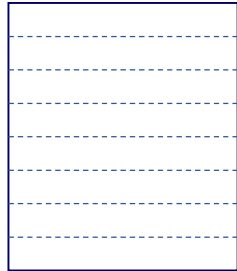
① Divide in half



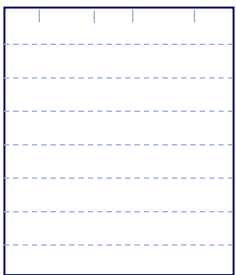
② Split the halves



③ Split the quarters



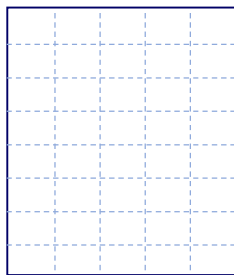
④ Guess at fifths



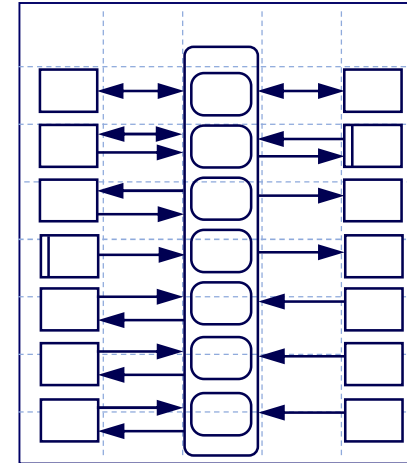
⑤ Adjust the fifths



⑥ Dash in lines



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

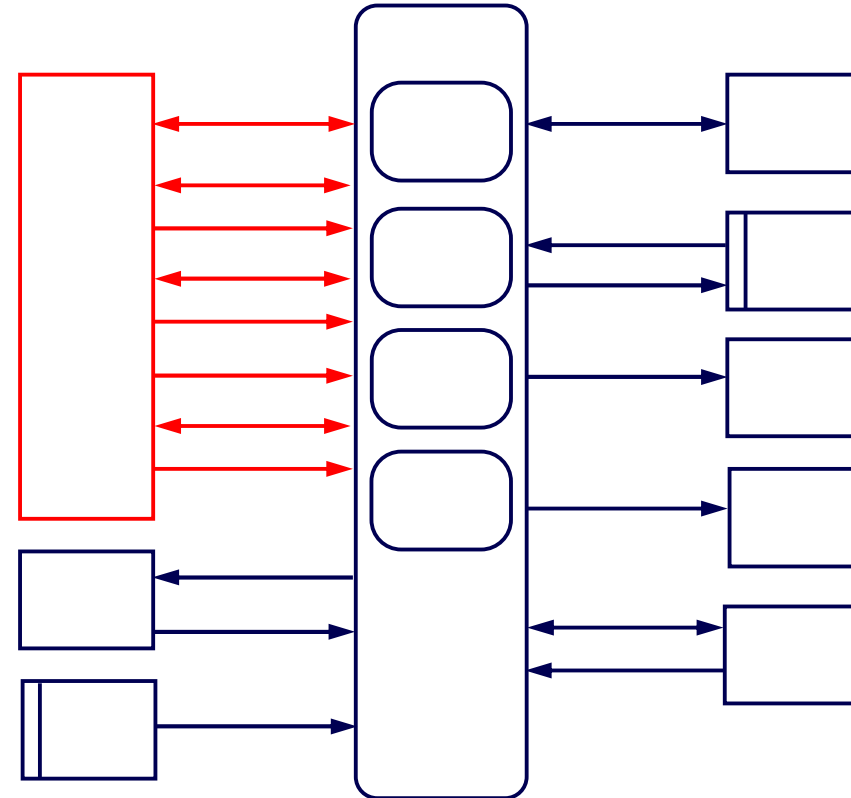


You can also do this visually, without drawing in the dashed lines

Note: this can help you started. After you have created a few maps, using page space will become natural

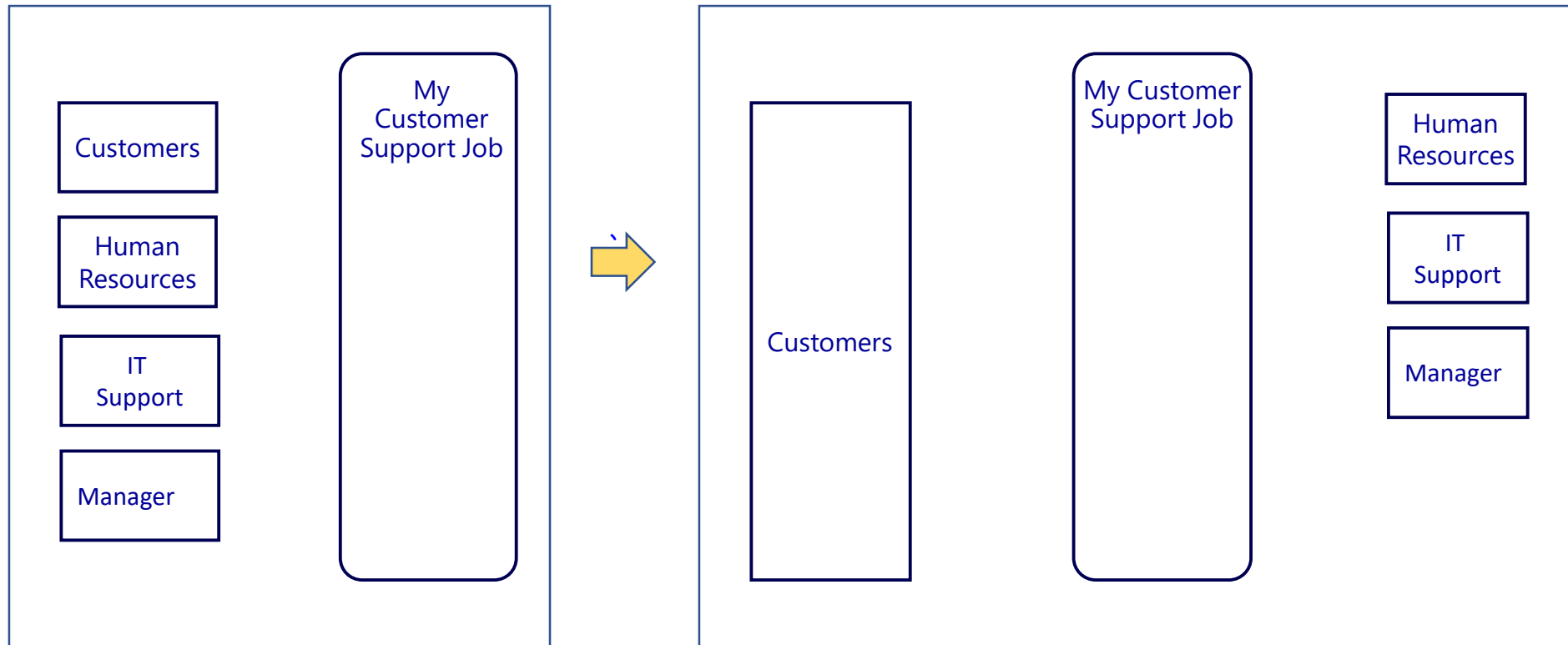
Using Page Space – Working with Boundaries and Flows

- 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.
- *Suggestion: don't let this slow you down; it's helpful to keep mapping rather than be concerned about layout*



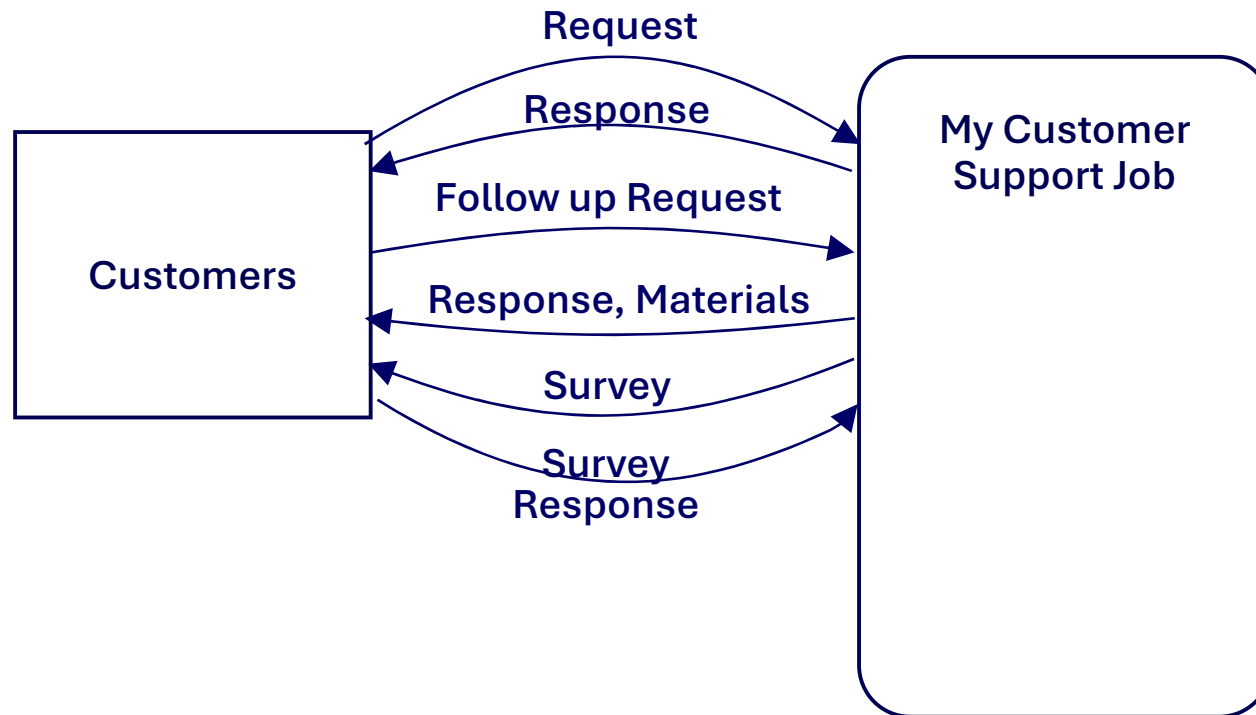
Using Page Space – Working with Boundaries and Flows

- 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



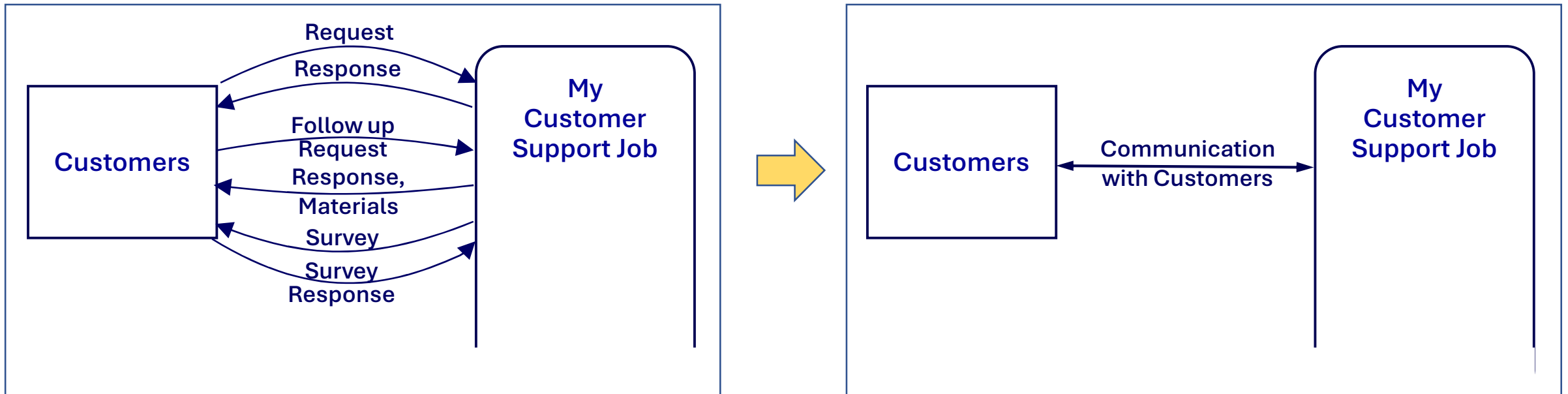
Using Page Space – Working with Boundaries and Flows

- Another technique is to fit in more flows using curved flow arrows



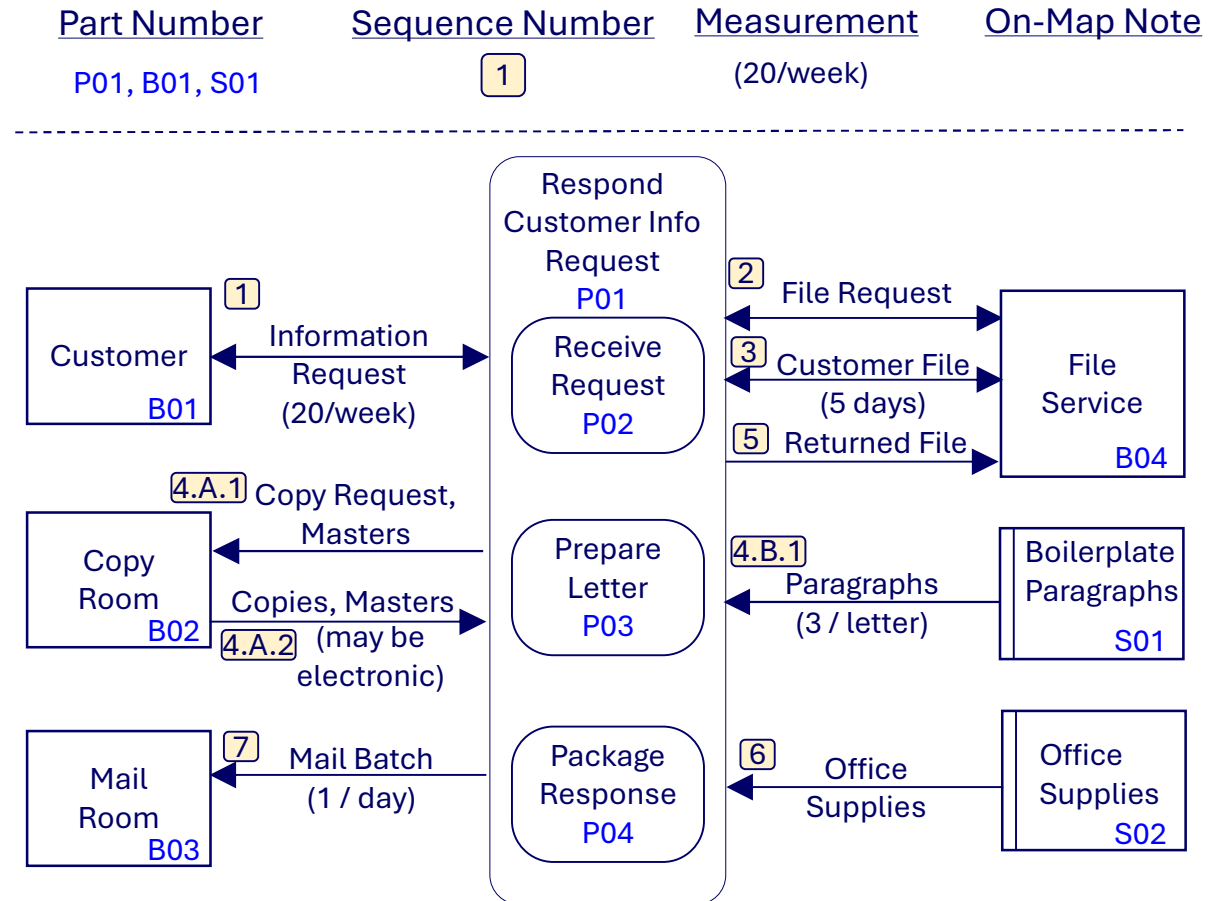
Using Page Space – Working with Boundaries and Flows

- 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, 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.



Examples of extra graphics and notes on a Map

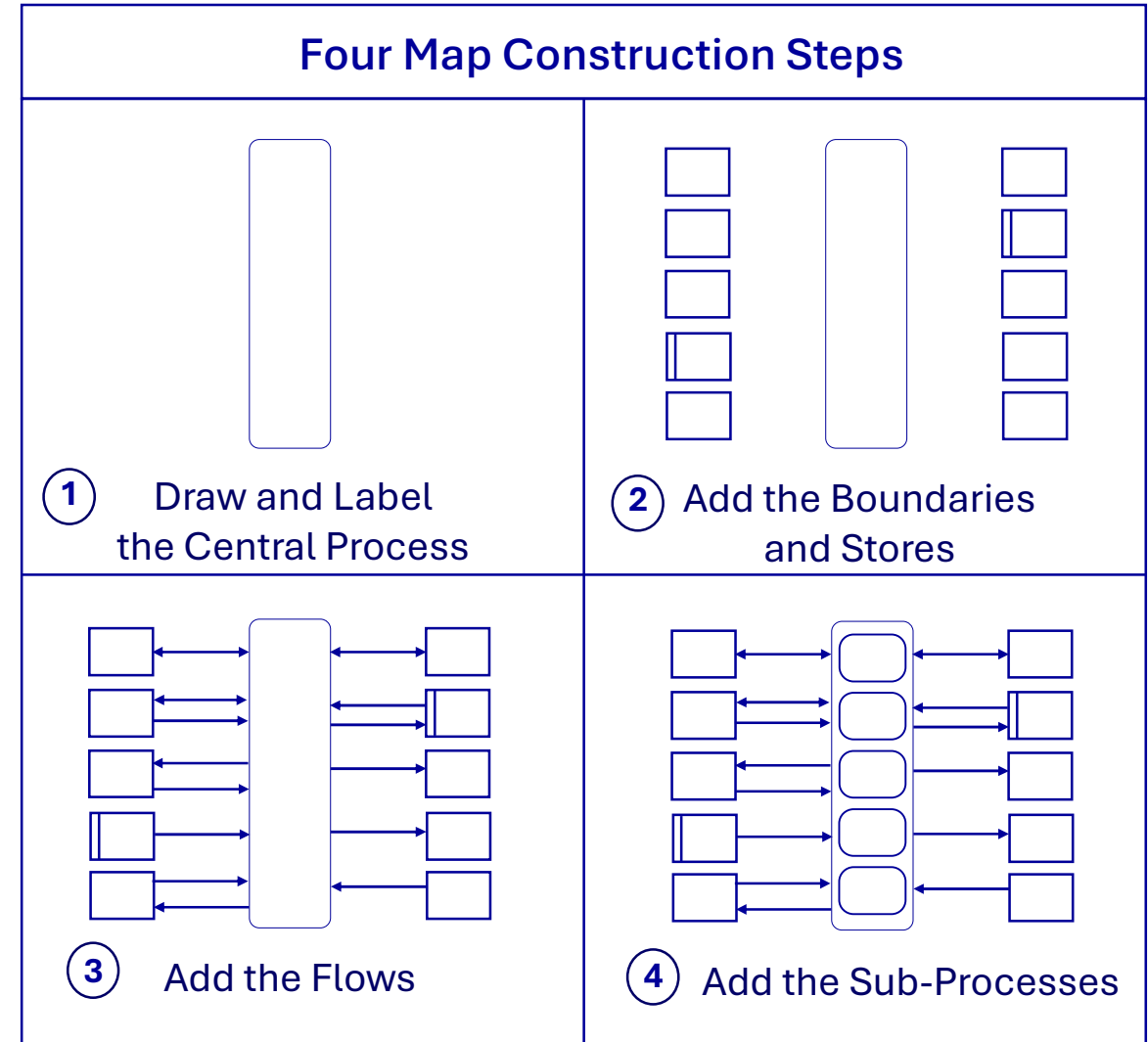
- It can sometimes be useful to *add other types of graphics and notes* to the Map, as shown in the example here.
- Part numbers are optional.* However, they can be useful in connecting evaluations to specific Map Parts (more on that in Part 2 of using ActionMap on paper).
- Sequence numbers are usually not needed* for increased understanding of a job. However they can sometimes be useful in training, detailed analysis and other functions.



Quick Summary

There are five map parts and four map construction steps

Five Map Parts		
Name of Part / Action	Graphic	Shape and Guidelines
Central Process "Focus"		<ul style="list-style-type: none"> ▪ Tall Rounded Rectangle ▪ The area of focus and potential change ▪ Label is a noun or noun phrase ▪ In the center of the map page
Boundary "Source or Destination"		<ul style="list-style-type: none"> ▪ Plain Rectangle ▪ An activity area outside the focus area that the Central Process interacts with ▪ Label is a noun or noun phrase ▪ Placed at the sides columns of page
Store "Hold"		<ul style="list-style-type: none"> ▪ Rectangle - Left Side Bar ▪ Where content is stored, rests or held ▪ Label is a noun or noun phrase
Flow "Move Stuff"		<ul style="list-style-type: none"> ▪ Arrow (left, right or both) •The movement of content: <i>goods, information, energy etc.</i> •Label is a noun or noun phrase
Sub-Process "Change Stuff"		<ul style="list-style-type: none"> ▪ Rounded Rectangle •Where content changes •Inside the Central Process •Label is a verb or verb phrase



ActionMap job maps are created using five graphic parts

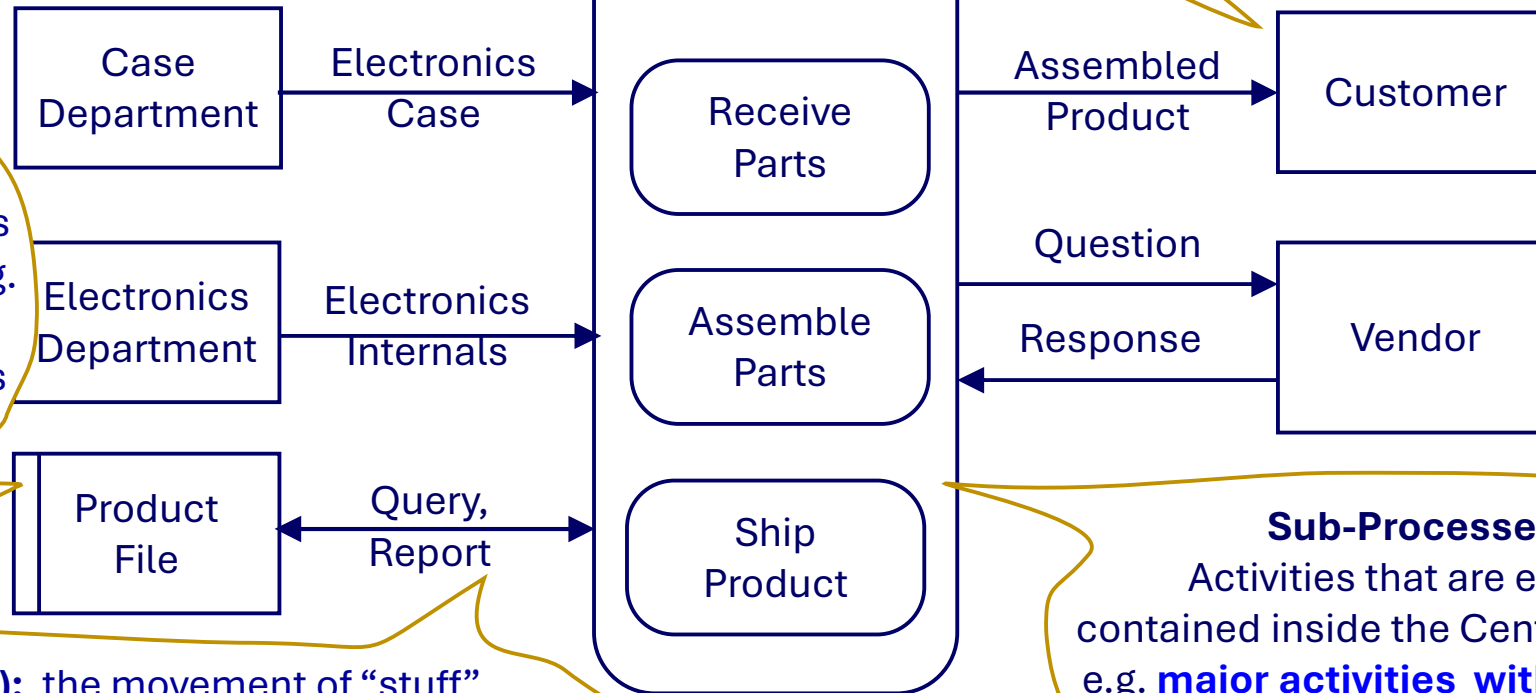
Central Process:
The overall activity that is the main focus of interest that is, **YOU, in YOUR JOB**

Stakeholders and systems that you interact with that are **outside** your direct responsibility (called "**Boundaries**")

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

Arrows ("Flows"): the movement of "stuff" (information, energy, goods, money, simple actions) **driven by your work** between your job activities and the stakeholders, systems and stores

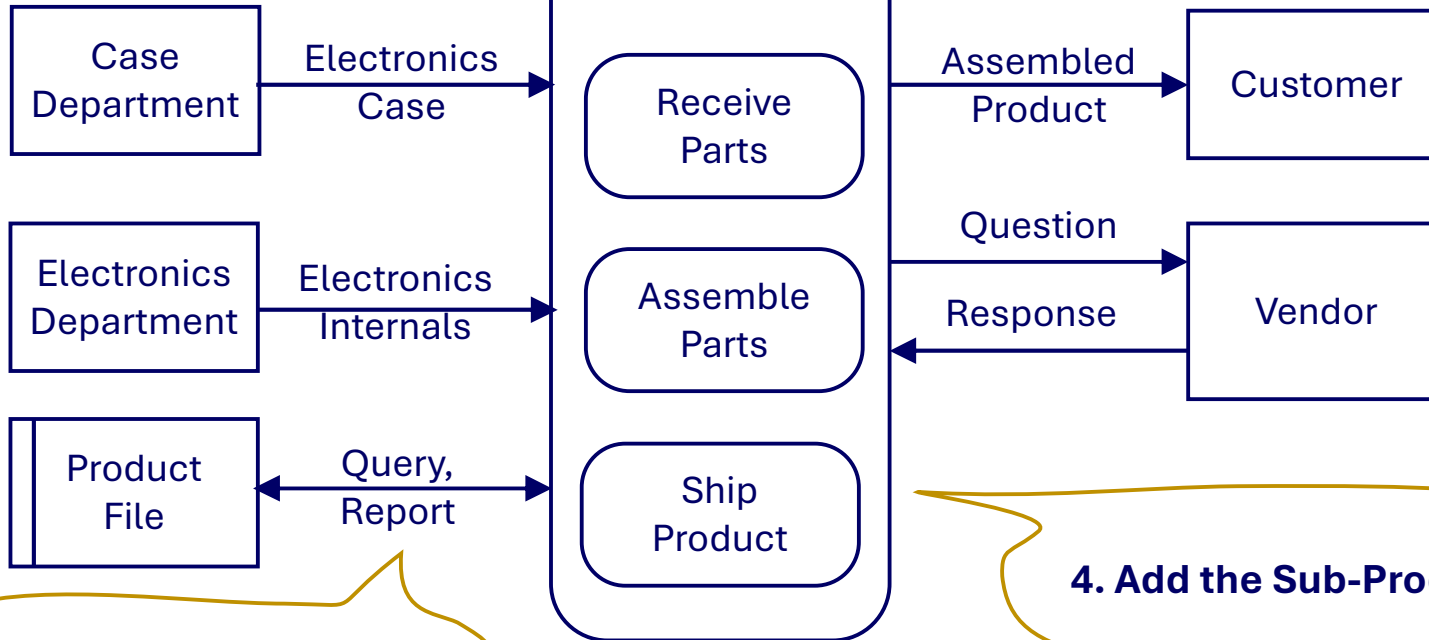
Sub-Processes:
Activities that are entirely contained inside the Central Process, e.g. **major activities within your job that drive the Flows**



ActionMap job maps are also created in the same flexible four steps

1. Start with the Central Process
(again, **YOU**, in **YOUR JOB**)

2. Add the Boundaries



2. And the Stores

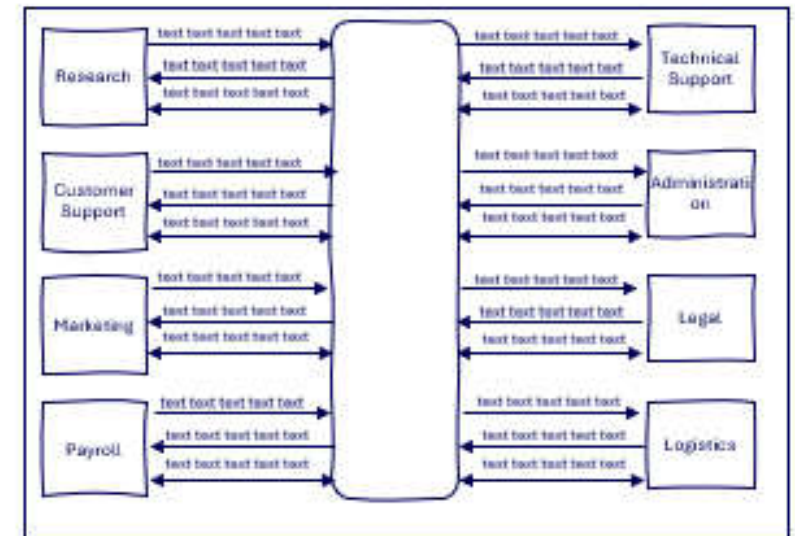
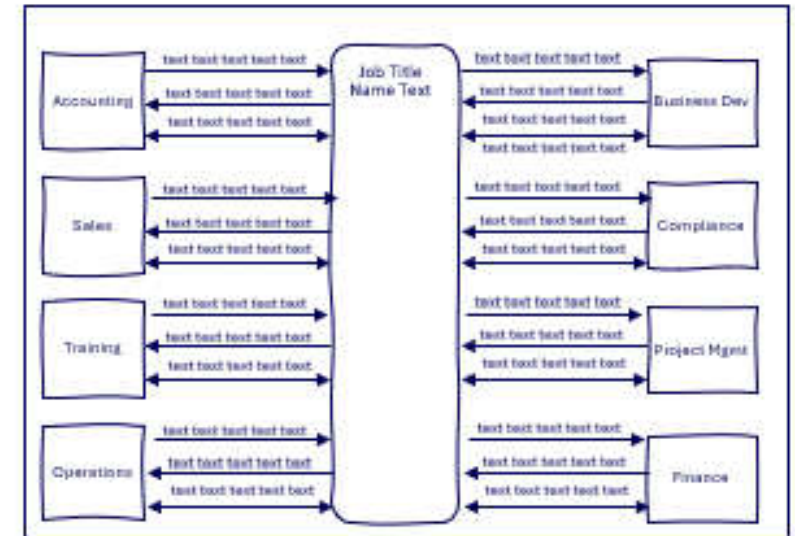
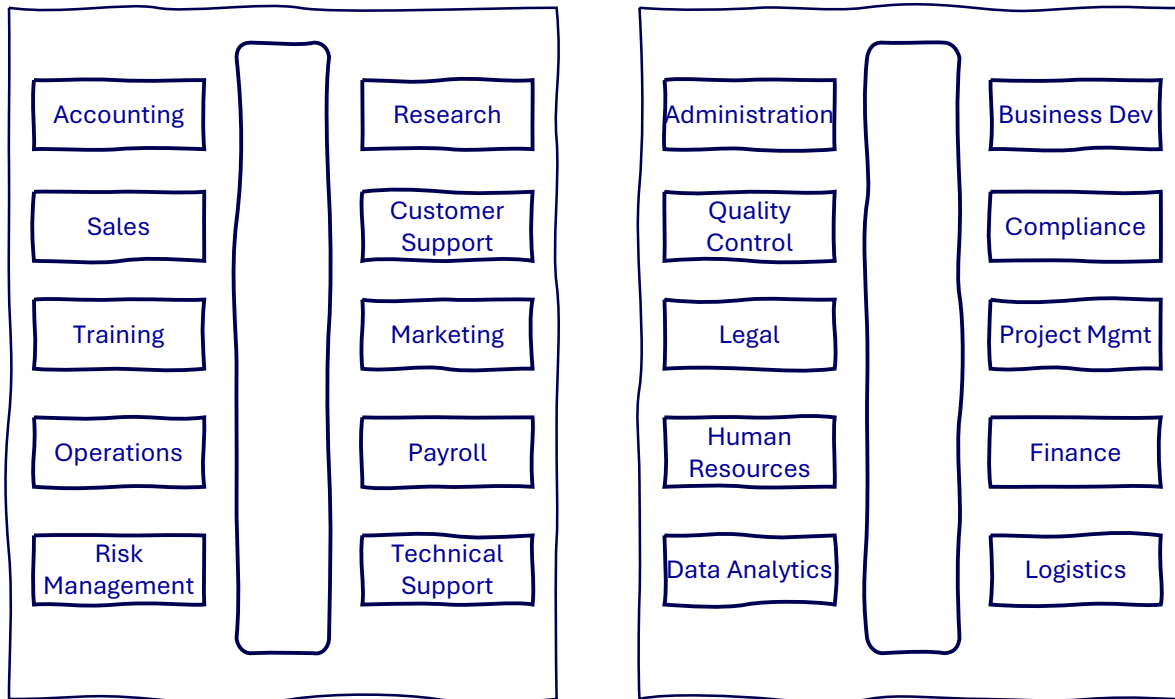
3. Add the Flows

4. Add the Sub-Processes

If you discover or remember something as you go along (which you probably will) you can add it at any time

The solution to the “use of page space problem” has two parts:

- 1: Use multiple pieces of paper so you have lots of space
- 2: Draw the map in the 4 steps, and copy some of the information as you go along



Ready, Set, GO!
Map Your Job!