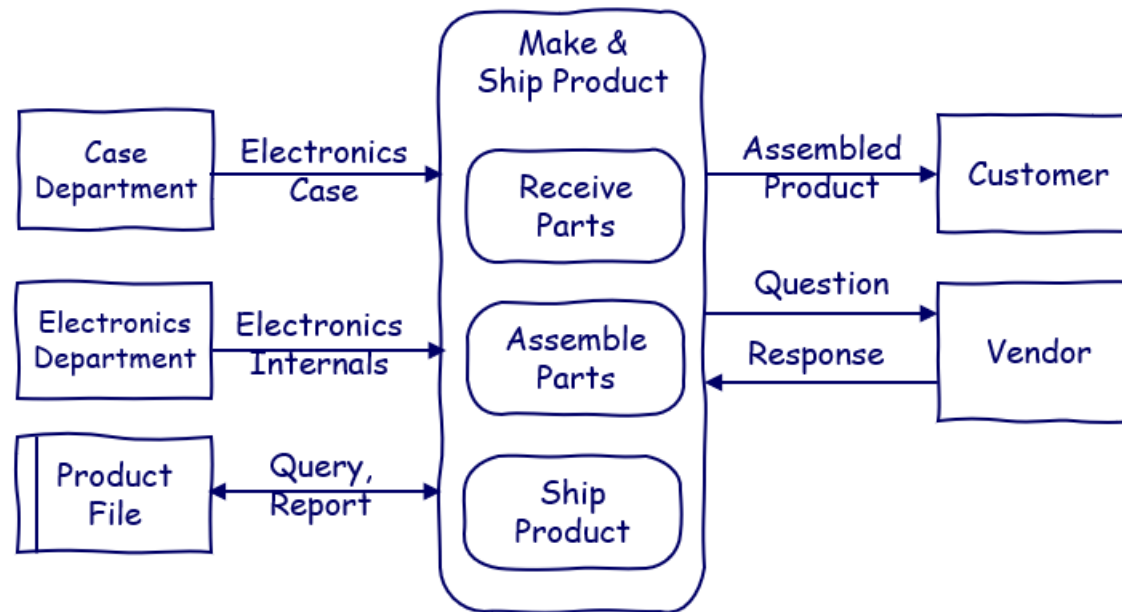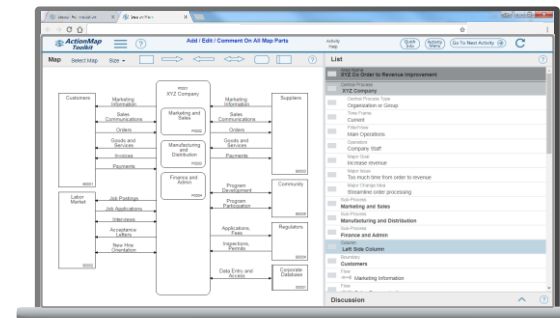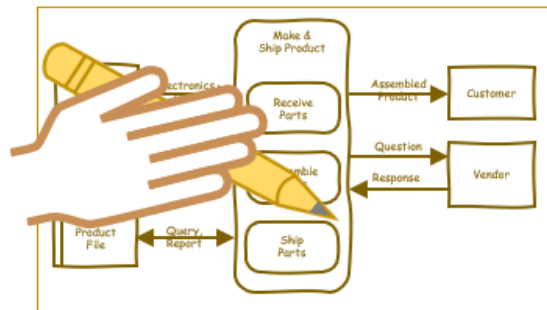# How to Map a Job (Core Training Part 1)

Mapping Quick Start Guide

Please note, while this is illustrated with paper and pencil images,

the same experience and techniques apply when using the software

Here are the resources you need to learn this skill and Map a Job

- **5 to 10 pieces of letter-size paper**

- A pencil and eraser

- A work surface where you can draw and write on whole pieces of paper

- Ability to draw boxes and arrows, and write short phrases

- Access to these instructions

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

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

ActionMap diagrams are created

using 5 basic shapes

in 5 flexible steps

The steps are defined by

specific questions

The overall activity that is
the **main focus of interest**
(the Job)

Make &
Ship Product

Central Process
Key words: "Focus Area"

Graphic: Tall Rounded Rectangle
- The area of focus and of potential change
- In the center of the map page
- Label is the name of the area of activity: job, organization, plan, etc.

1: "What is the Central Process?"
The overall activity that is
the **main focus of interest**
(the Job)

Make &
Ship Product

2: "What are the Boundaries?"
Stakeholders and systems
that the job interacts with that are
**outside** its direct responsibility

Case
Department

Electronics
Department

Customer

Boundary
Key words: "Source or Destination" & "Limit"

Graphic: Plain Rectangle
- An area of activity outside the main focus that contributes to the activity
- Placed at the sides of the page
- Label is a noun or noun phrase

1: "What is the Central Process?"
The overall activity that is
the **main focus of interest**
(the Job)

2: "What are the Boundaries?"
Stakeholders and systems
that the job interacts with that are
**outside** its direct responsibility

Make &
Ship Product

Case
Department

Electronics
Department

Customer

Extended questions for Boundaries:
▪ "What is a person, group, organization or system that interacts with or through the Central Process?"
▪ "What are some other Boundaries?"
▪ "Are there any more before we move on? We can add more later, however, it would be good to get all that we know about now."

1: "What is the Central Process?"
The overall activity that is
the **main focus of interest**
(the Job)

2: "What are the Boundaries?"
Stakeholders and systems
that the job interacts with that are
**outside** its direct responsibility

3. "What are the Stores?"
Places where "stuff" or
"content" is **stored or rests**
and doesn't change, e.g. file
cabinets, storerooms, and
databases used
in the job

Make &
Ship Product

Case
Department

Customer

Vendor

Extended questions for Stores:
▪ "What are major places, tools or systems where information and other resources are stored for use in the activity?"
▪ "When in the activity is the content just held or stored?"
▪ "What things in the activity don't move or change?"

1: "What is the Central Process?"
The overall activity that is the **main focus of interest**
(the Job)

2: "What are the Boundaries?"
Stakeholders and systems
that the job interacts with that are
<u>outside</u> its direct responsibility

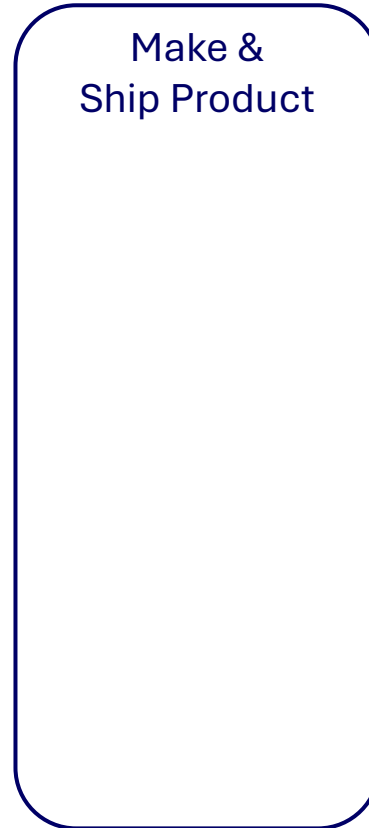**3. "What are the Stores?"**
Places where "stuff" or
"content" is **stored or rests**
and doesn't change, e.g. file
cabinets, storerooms, and
databases used
in the job

FLOW
Key words: "Move Stuff"

Graphic: Arrow (left, right, or both)
- The movement of content or "stuff": goods, information, energy, etc.
- Placed between the middle and the sides
- Label is a noun or noun phrases

4: "What are the Flows?" (arrows), **the movement
of "stuff" or "content"** between the core job and the
stakeholders, systems and stores (information,
energy, goods, money, simple actions)

Make &
Ship Product

Customer

Vendor

1: "What is the Central Process?"
The overall activity that is
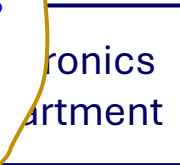the **main focus of interest**
(the Job)

2: "What are the Boundaries?"
Stakeholders and systems
that the job interacts with that are
outside its direct responsibility

3. "What are the Stores?"
Places where "stuff" or
"content" is **stored or rests**
and doesn't change, e.g. file
cabinets, storerooms, and
databases used
in the job

4: "What are the Flows?" (arrows), **the movement
of "stuff" or "content"** between the core job and the
stakeholders, systems and stores (information,
energy, goods, money, simple actions)

Make &
Ship Product

Extended questions for Flows
▪ "What happens first?"
▪ "What triggers the Central Process to start operating?"
For each Boundary and Store:
▪ "What is input to this Boundary or Store?"
▪ "What is output from this Boundary or Store?"

Extended questions (more):
▪ "What happens next?" {Ask repeatedly.)
▪ "Where does that go?"
▪ "Where does that come from?"
▪ "What inputs are necessary for these outputs?"
▪ "What outputs are produced from these inputs?"
▪ "Does this part have any other inputs or outputs?"
▪ "What is the last thing the Central Process does?"
▪ "Is there anything else?" (Ask repeatedly.)

Report

Produ
File

ActionMap®   actionmap.com   © 2025 ActionMap Inc.

1: "What is the Central Process?"
The overall activity that is
the **main focus of interest**
(the Job)

2: "What are the Boundaries?"
Stakeholders and systems
that the job interacts with that are
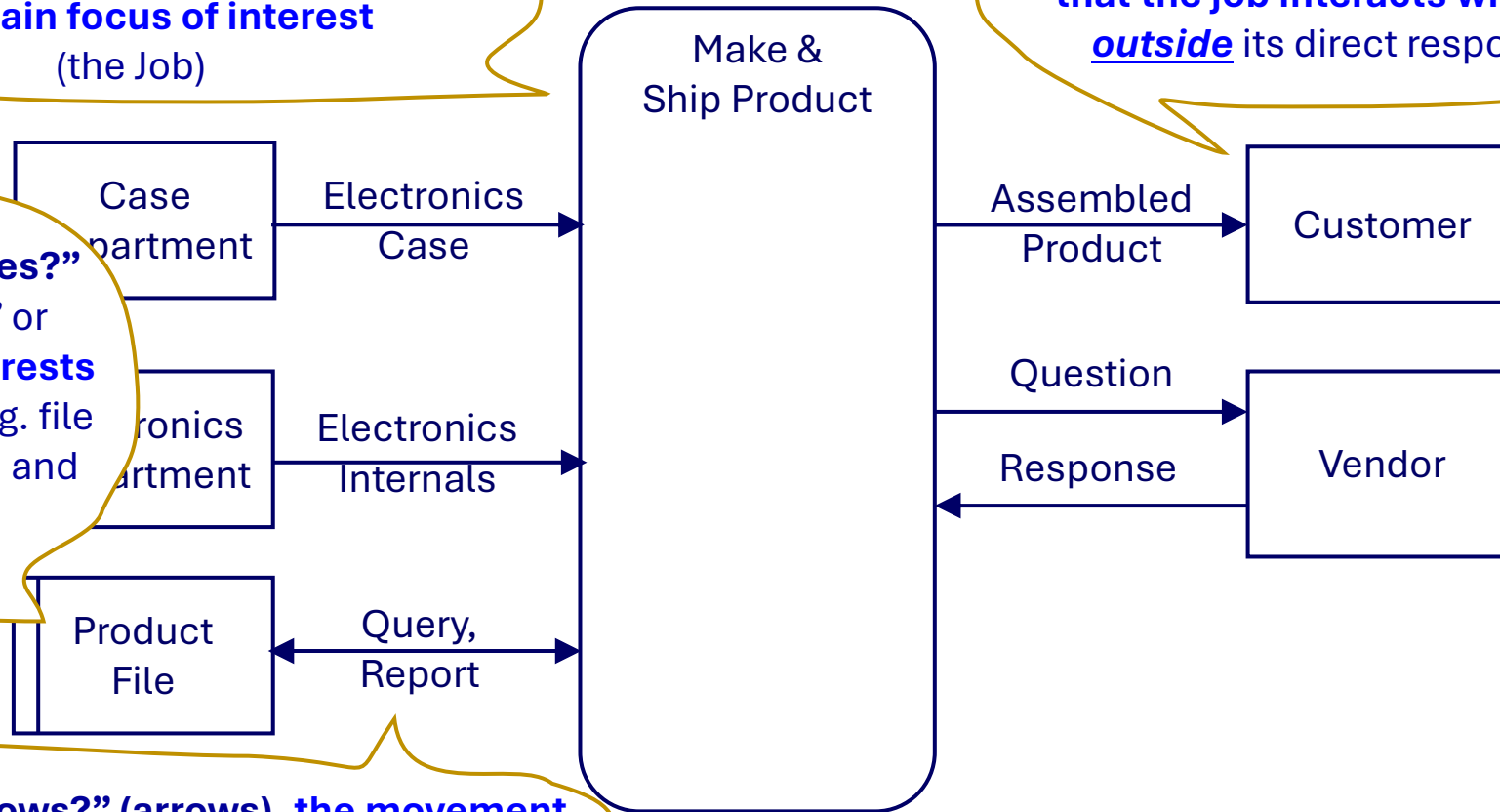*__outside__* its direct responsibility

3. "What are the Stores?"
Places where "stuff" or
"content" is **stored or rests**
and doesn't change, e.g. file
cabinets, storerooms, and
databases used
in the job

4: "What are the Flows?" (arrows), **the movement
of "stuff" or "content"** between the core job and the
stakeholders, systems and stores (information,
energy, goods, money, simple actions)

5. "What are the Sub-Processes?"
Activities that are entirely
contained inside the Central Process;
major activities within the job
that drive the Flows

Make &
Ship Product

Case
Department

Electronics
Case

Receive
Parts

Assembled
Product

Customer

Electronics
Department

Electronics
Internals

Assemble
Parts

Question

Response

Vendor

Product
File

Query,
Report
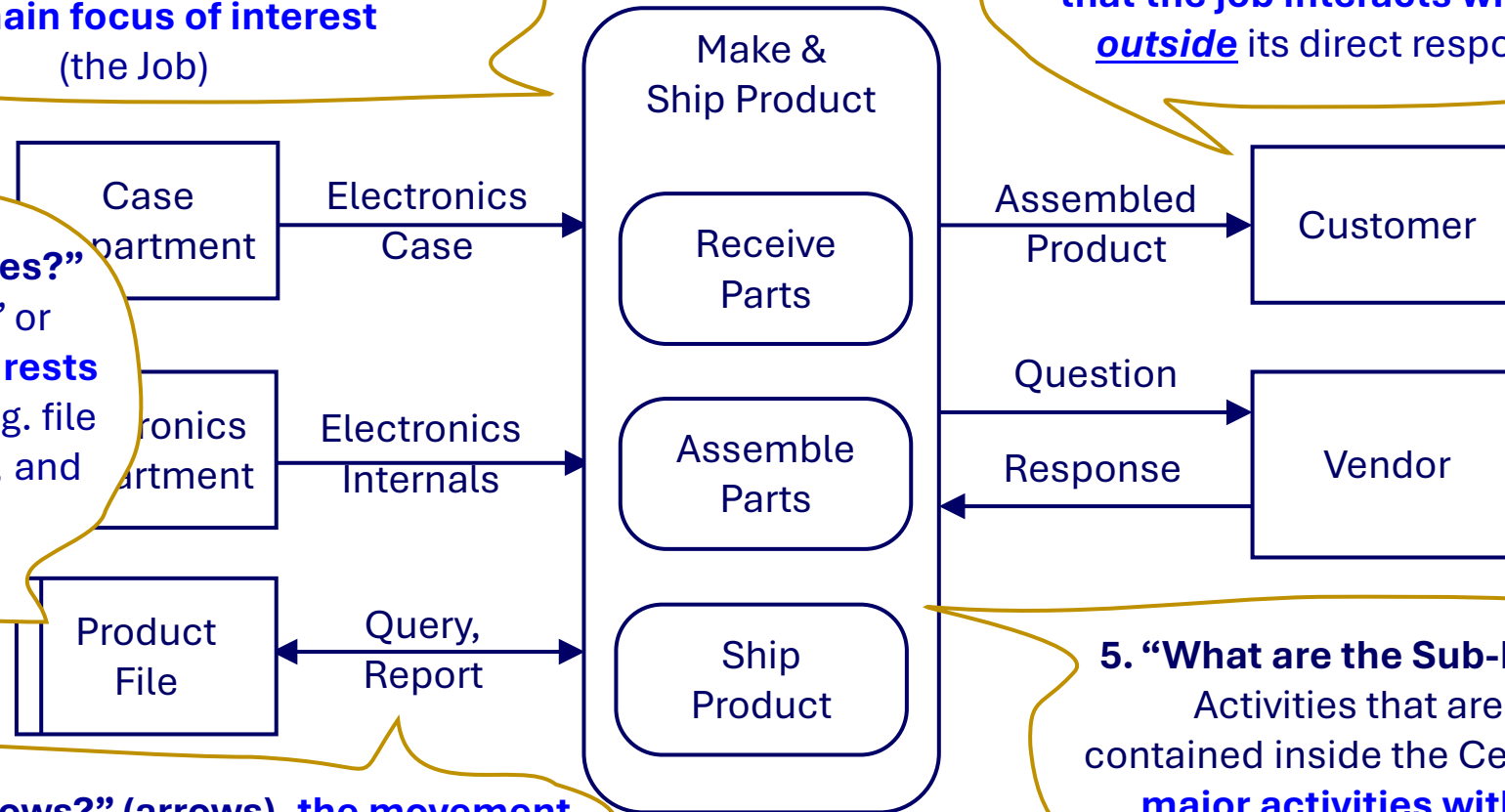
Ship
Product

1: "What is the Central Process?"
The overall activity that is
the **main focus of interest**
(the Job)

2: "What are the Boundaries?"
Stakeholders and systems
that the job interacts with that are
__outside__ its direct responsibility

3. "What are the Stores?"
Places where "stuff" or
"content" is **stored or rests**
and doesn't change, e.g. file
cabinets, storerooms, and
databases used
in the job

SUB-PROCESS
Key words: "Change Stuff"

Graphic: Rounded Rectangle
- Where content is transformed, created, updated
- Placed inside the Central Process
- Label is a verb phrase or function

5. "What are the Sub-Processes?"
Activities that are entirely
contained inside the Central Process;
major activities within the job
that drive the Flows

4: "What are the Flows?" (arrows), **the movement
of "stuff" or "content"** between the core job and the
stakeholders, systems and stores (information,
energy, goods, money, simple actions)

Make &
Ship Product

Customer

Vendor

Product
File

Query,
Report

Ship
Product

1: "What is the Central Process?"
The overall activity that is
the **main focus of interest**
(the Job)

2: "What are the Boundaries?"
Stakeholders and systems
that the job interacts with that are
**outside** its direct responsibility

3. "What are the Stores?"
Places where "stuff" or
"content" is **stored or rests**
and doesn't change, e.g. file
cabinets, storerooms, and
databases used
in the job

Extended questions for Sub-Processes
▪ "What are some major activities that occur inside the Central Process?"
▪ "How could we divide the Central Process into major activities?"
▪ "What happens inside the Central Process?"
▪ "What activities cover the entire Central Process?"

5. "What are the Sub-Processes?"
Activities that are entirely
contained inside the Central Process;
major activities within the job
that drive the Flows

**4: "What are the Flows?" (arrows), the movement
of "stuff" or "content"** between the core job and the
stakeholders, systems and stores (information,
energy, goods, money, simple actions)

Make &
Ship Product

Customer

Vendor

Product
File

Report

Ship
Product

Summary: five map parts and five map construction steps

① Draw and Label the Central Process

Job Title

Central Process
"Focus Area"

- **Tall Rounded Rectangle**
- The area of focus and potential change
- Label is a noun or noun phrase
- In the center of the map page

② Add the Boundaries

Customer

Boundary
"Source or Destination of Stuff" ("Limits")

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

③ Add the Stores

Customer Master File

Store
"Hold Stuff"

Rectangle - Left Side Bar
- Where content is stored, rests or held
- Label is a noun or noun phrase

④ Add the Flows

Customer Order →

Flow
"Move Stuff"

Arrow (left, right or both)
- The movement of content: *goods, information, energy etc.*
- Label is a noun or noun phrase

⑤ Add the Sub-Processes

Review Order

Sub-Process
"Change Stuff"

Rounded Rectangle
- Where content changes
- Inside the Central Process
- Label is a verb or verb phrase, or name of a sub-function

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

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**

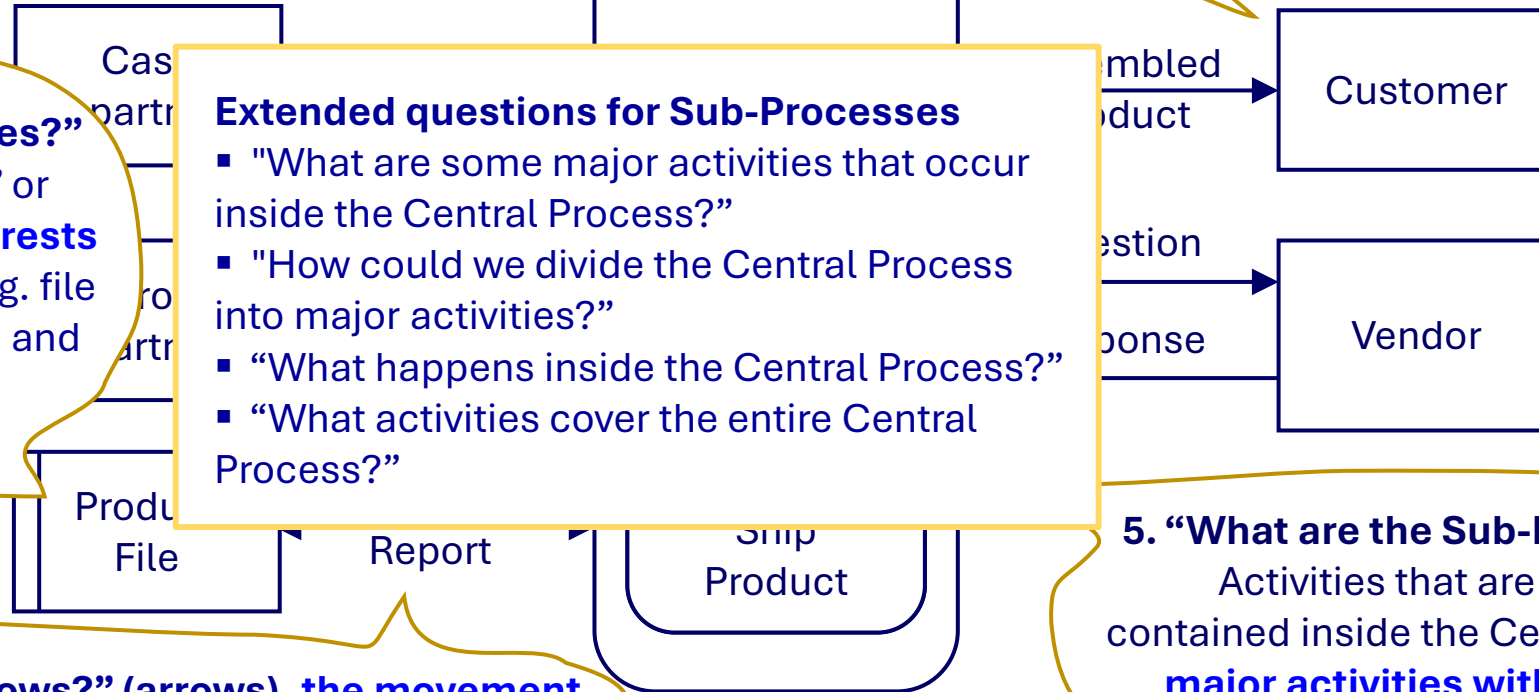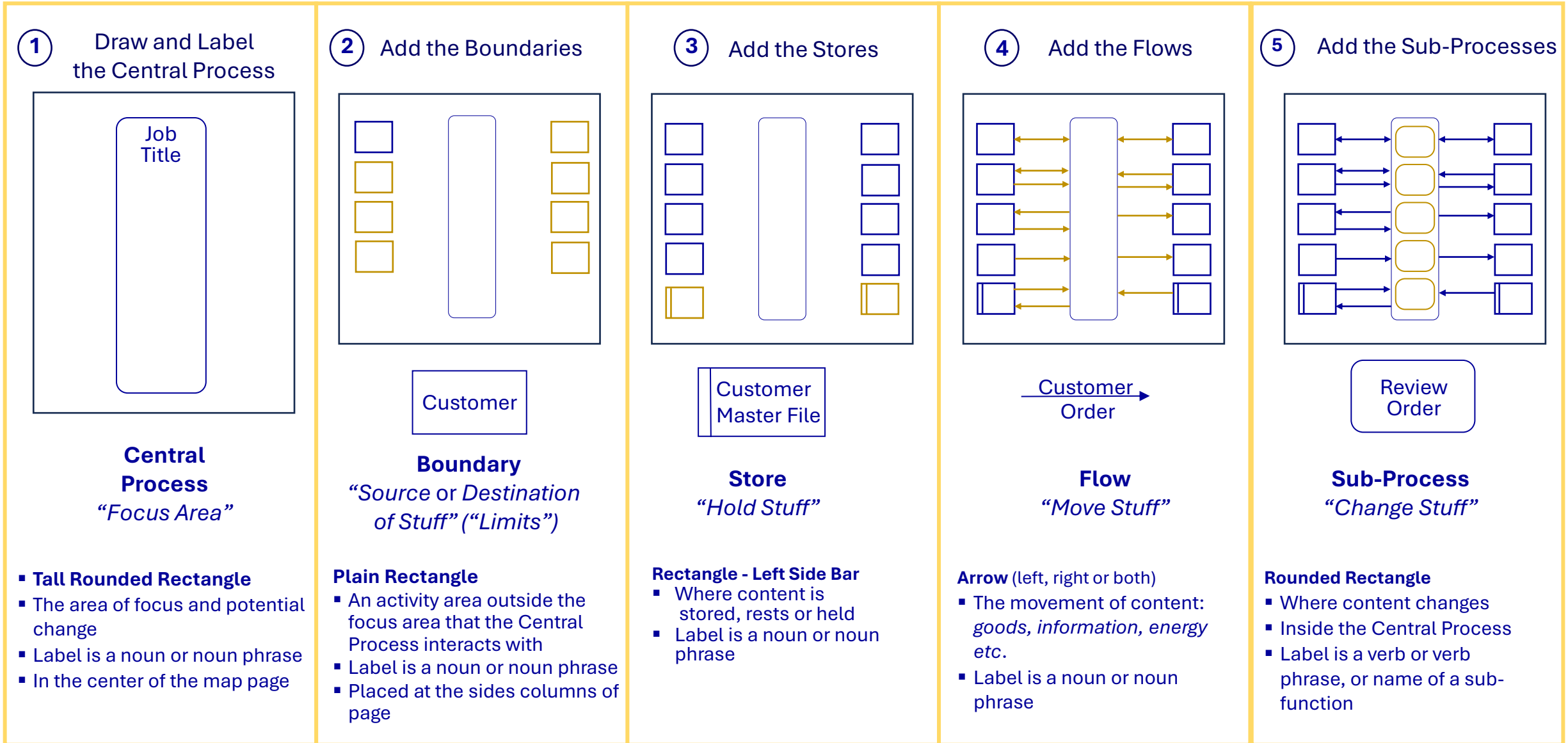**Sub-Processes:** Activities that are entirely contained inside the Central Process, e.g. **major activities within your job that drive the Flows**
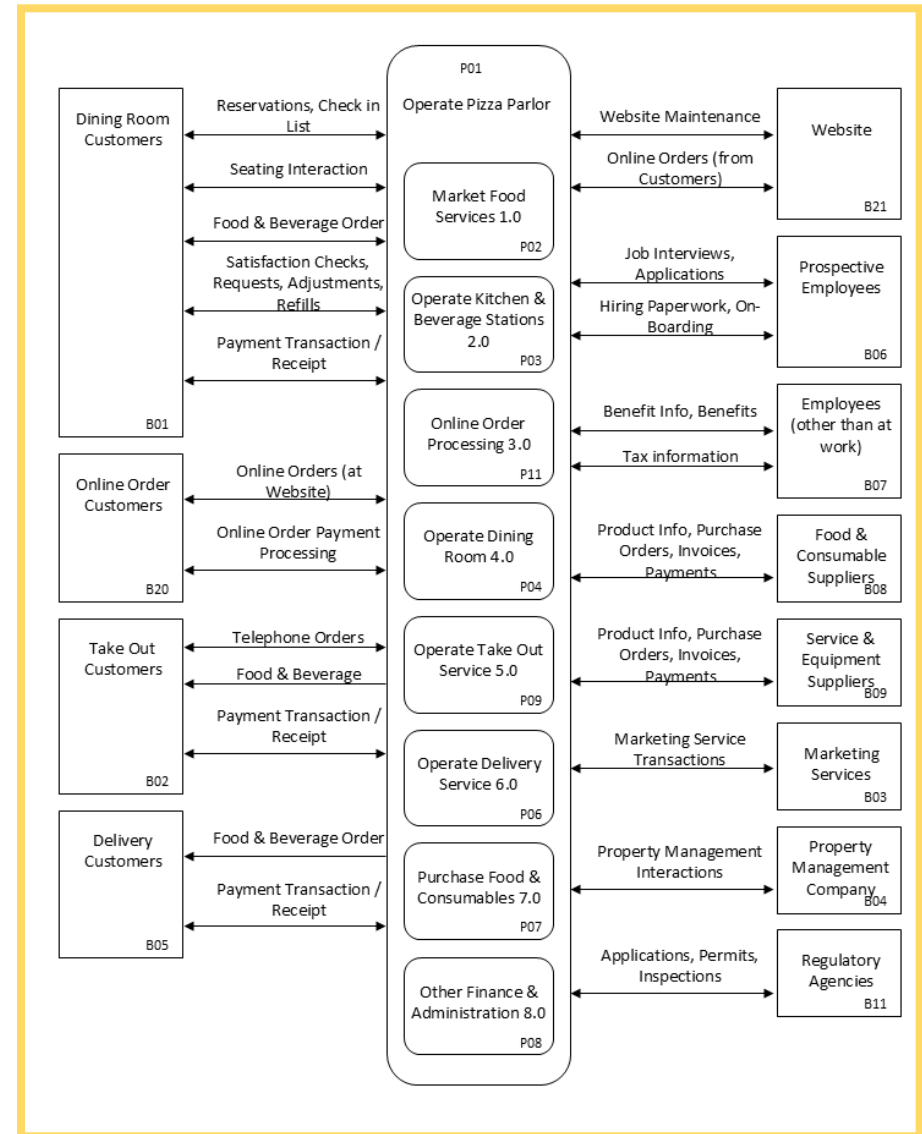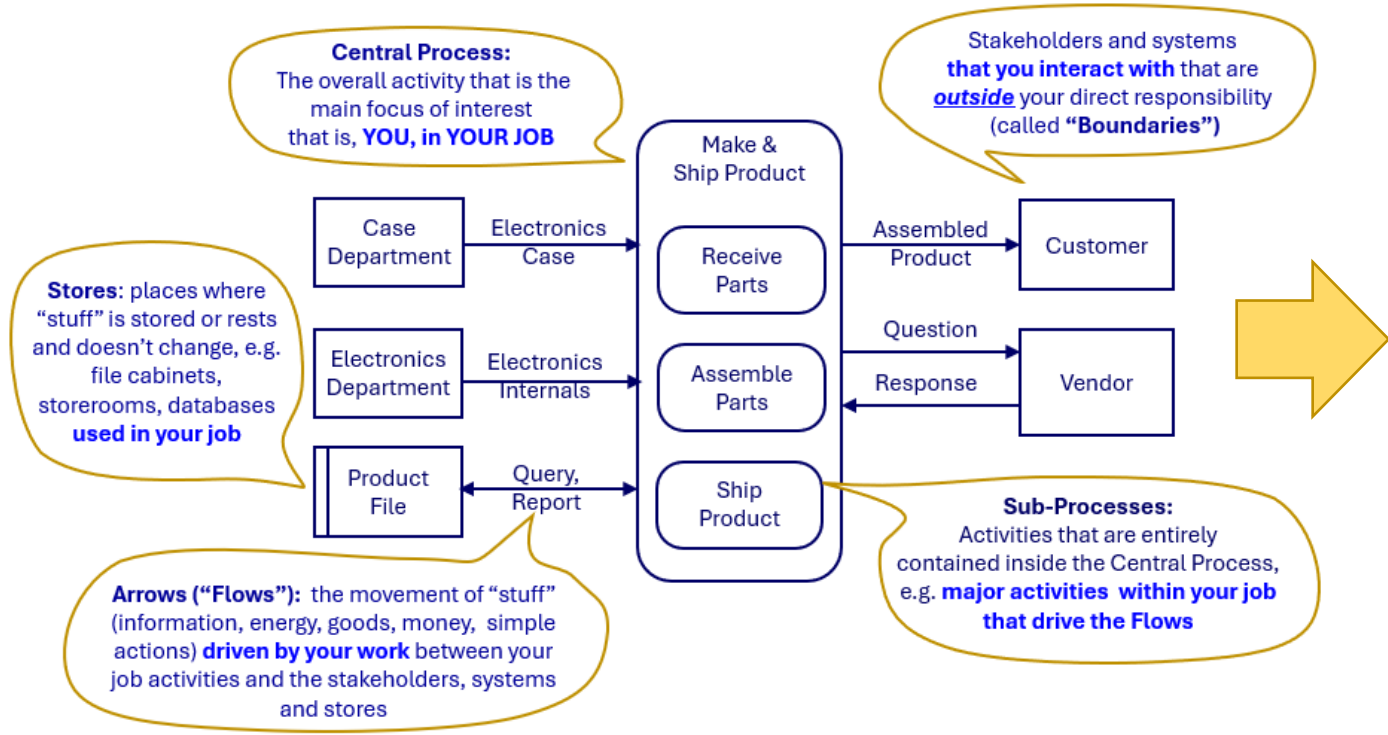
Arrows ("Flows"): the movement of "stuff" (information, energy, goods, money, simple actions) **driven by your work** between your job activities and the stakeholders, systems and stores

Make & Ship Product diagram

Case Department — Electronics Case → Receive Parts
Electronics Department — Electronics Internals → Assemble Parts
Product File — Query, Report → Ship Product

Receive Parts — Assembled Product → Customer
Assemble Parts — Question / Response ↔ Vendor

Pizza Parlor diagram

P01 Operate Pizza Parlor

Dining Room Customers (B01):
- Reservations, Check in List
- Seating Interaction
- Food & Beverage Order
- Satisfaction Checks, Requests, Adjustments, Refills
- Payment Transaction / Receipt

Online Order Customers (B20):
- Online Orders (at Website)
- Online Order Payment Processing

Take Out Customers (B02):
- Telephone Orders
- Food & Beverage
- Payment Transaction / Receipt

Delivery Customers (B05):
- Food & Beverage Order
- Payment Transaction / Receipt

Central processes:
- Market Food Services 1.0 (P02)
- Operate Kitchen & Beverage Stations 2.0 (P03)
- Online Order Processing 3.0 (P11)
- Operate Dining Room 4.0 (P04)
- Operate Take Out Service 5.0 (P09)
- Operate Delivery Service 6.0 (P06)
- Purchase Food & Consumables 7.0 (P07)
- Other Finance & Administration 8.0 (P08)

Right side:
- Website Maintenance; Online Orders (from Customers) → Website (B21)
- Job Interviews, Applications; Hiring Paperwork, On-Boarding → Prospective Employees (B06)
- Benefit Info, Benefits; Tax information → Employees (other than at work) (B07)
- Product Info, Purchase Orders, Invoices, Payments → Food & Consumable Suppliers (B08)
- Product Info, Purchase Orders, Invoices, Payments → Service & Equipment Suppliers (B09)
- Marketing Service Transactions → Marketing Services (B03)
- Property Management Interactions → Property Management Company (B04)
- Applications, Permits, Inspections → Regulatory Agencies (B11)

Flexibility

Please note that the 5 construction steps are flexible

After the Central Process, map parts can be added in any sequence, as they come to mind

The "standard sequence" shown here provides
a reliable framework for knowledge building:

- From general focus (Central Process)

- To the "big picture" (Boundaries and Stores)

- To the "inner details" (Flows and Sub-processes)
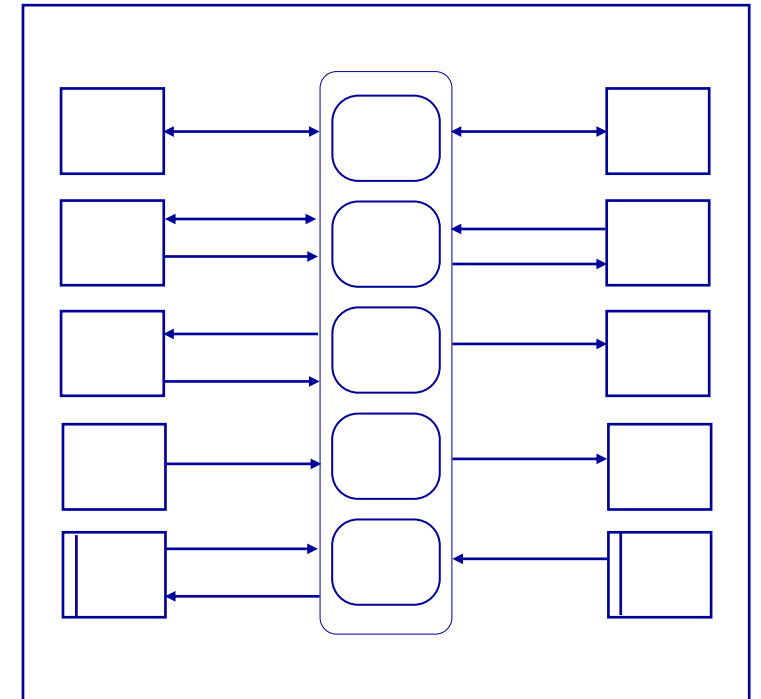
Major Guidelines (Next Videos)

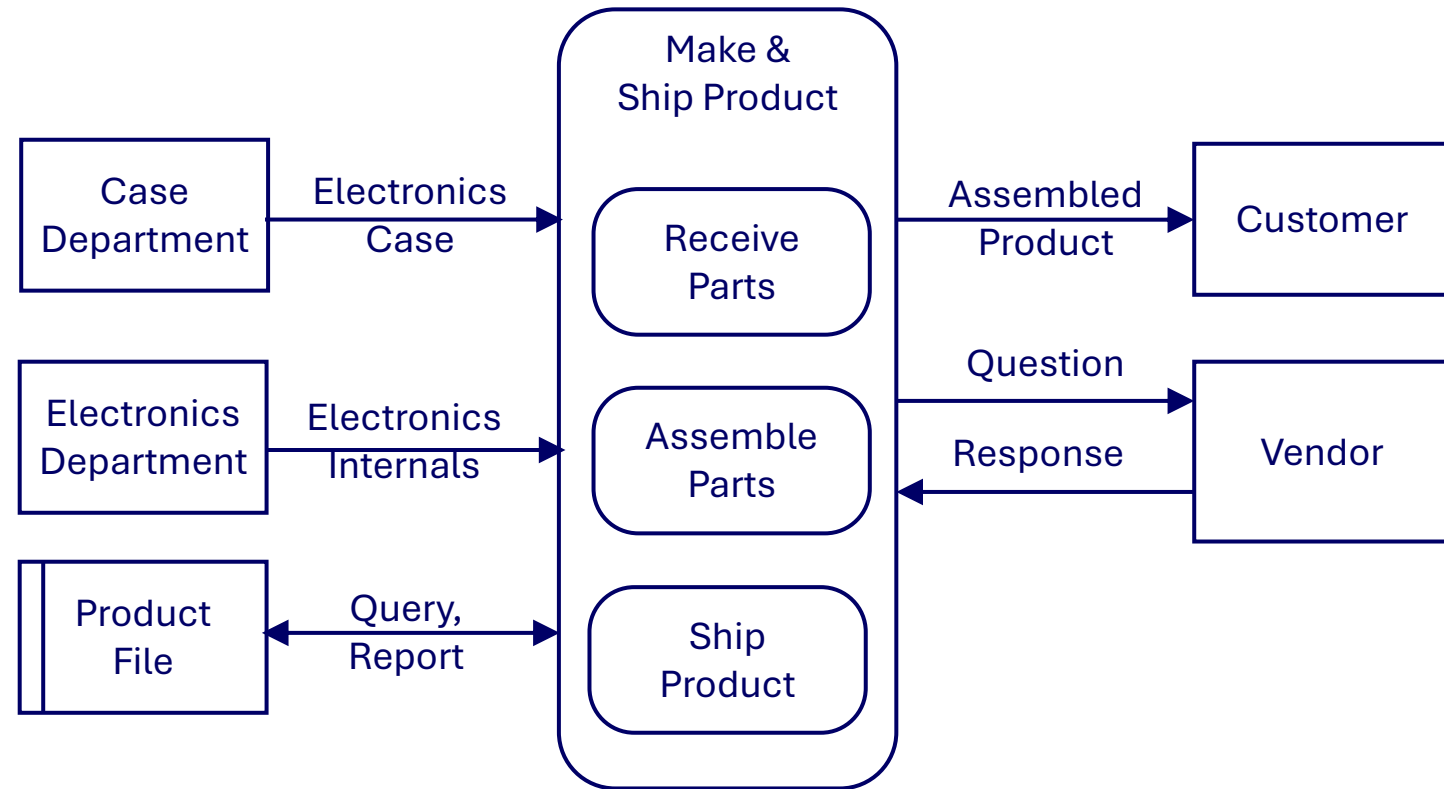## Making Maps Easier to Build and Better to Communicate

TOPICS

- More on the meaning of map parts and how to label them

- Where to start mapping (if it's a big area)

- How to make good use of page space (for the manual method)

- Use of extra graphics with map parts (when they are helpful)

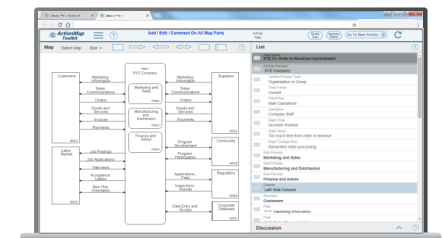# Jump start right now – DRAW THIS MAP (optional yet helpful)

Why?

▪ This provides practice for the graphic and printing skills needed to create job maps

▪ Those are separate skills from translating your knowledge into map parts

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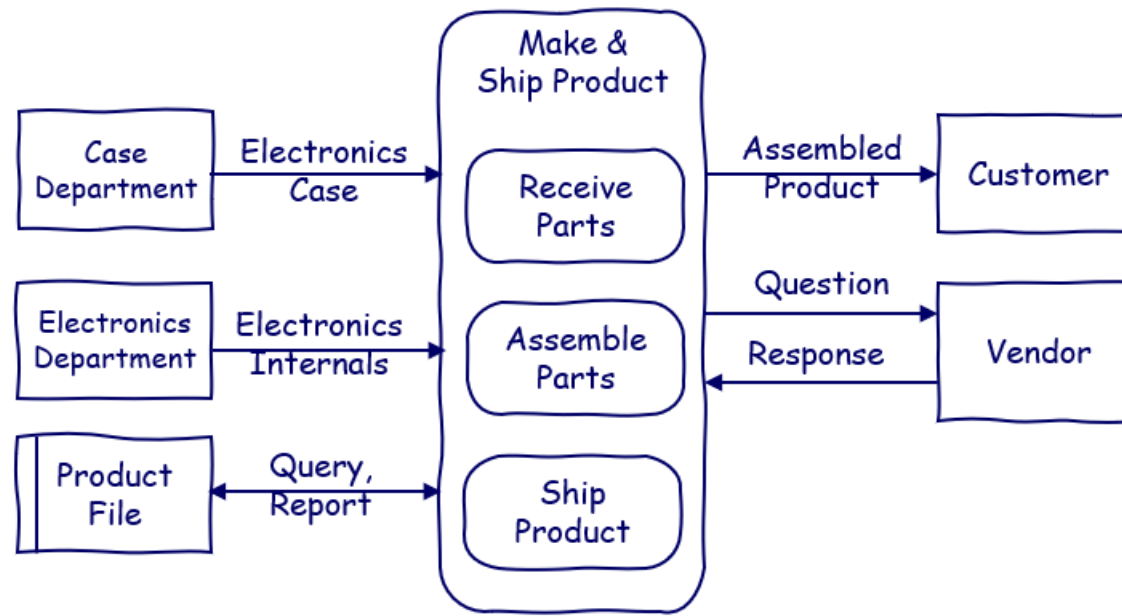
If you want to draw this now, or come back to it, pause the screen if you're watching the video

Again, you can also do this in the software


```
Case
Department  ──Electronics Case──▶   Make &
                                    Ship Product
Electronics                         ┌──────────┐
Department  ──Electronics           │ Receive  │  ──Assembled Product──▶  Customer
               Internals──▶         │  Parts   │
                                    └──────────┘
Product                             ┌──────────┐  ──Question──▶   Vendor
File        ◀──Query, Report──▶     │ Assemble │
                                    │  Parts   │  ◀──Response──
                                    └──────────┘
                                    ┌──────────┐
                                    │   Ship   │
                                    │ Product  │
                                    └──────────┘
```

Ready, Set, GO!

Map a Job!

Thanks for watching!

Major Guidelines (Next Video)
Making Maps Easier to Build and Better to Communicate

TOPICS

- Make part labels specific

- Keep comments ABOUT map parts separate from the NAMES of map parts

- Label flows ONLY with the "stuff" that is being moved

  - Not "stuff changes", not "go to next step")

- Think of the Central Process and Boundaries as separate areas of activity

- Decide where to start mapping (if it's a big area)

- Make good use of page space (for the manual method)

- Use extra graphics in map parts (when they are helpful)