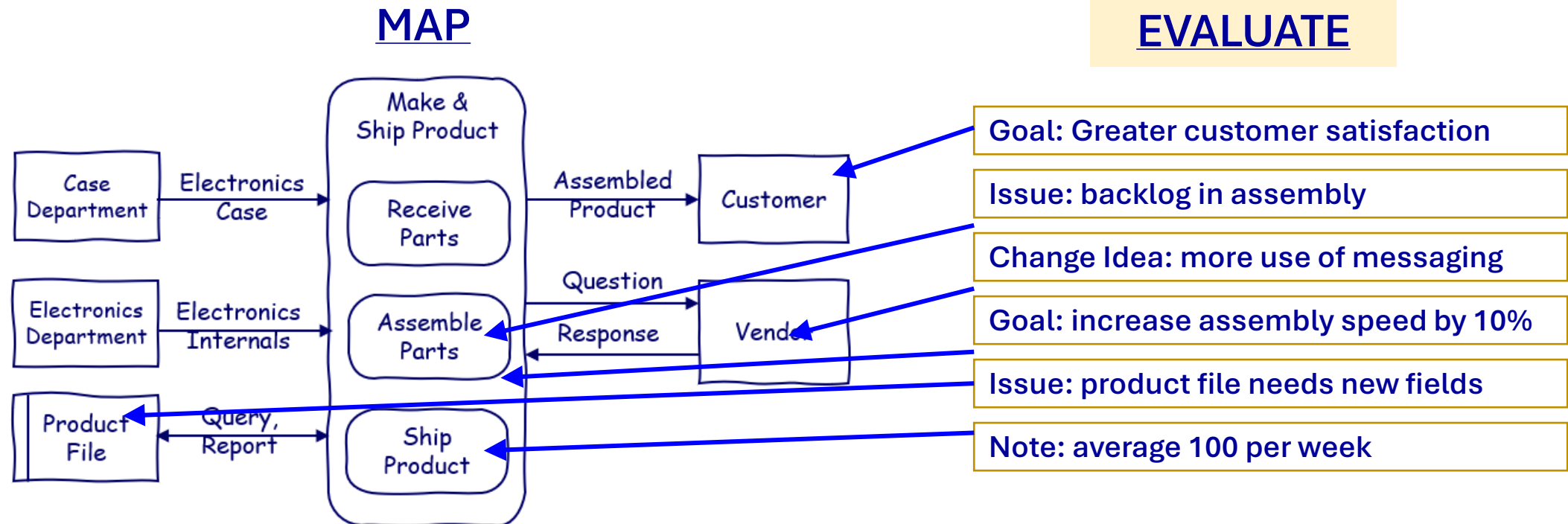


How to Map a Job (Core Training Part 2)

From Maps to Action Items

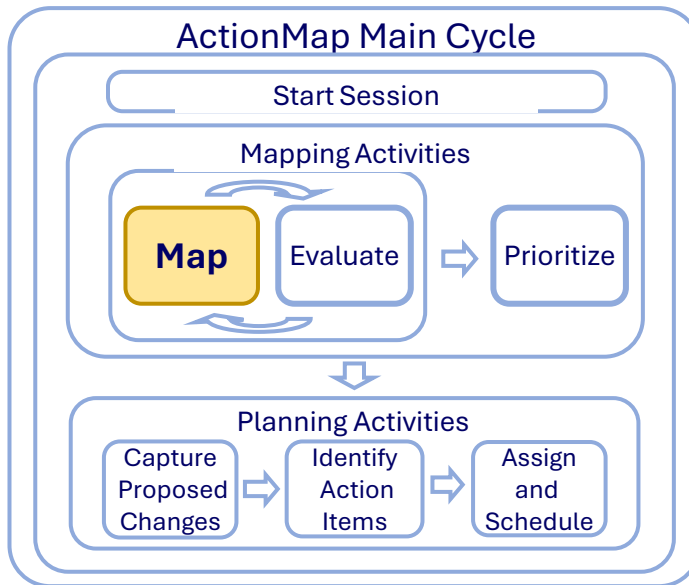


ActionMap “Manual Method” Training

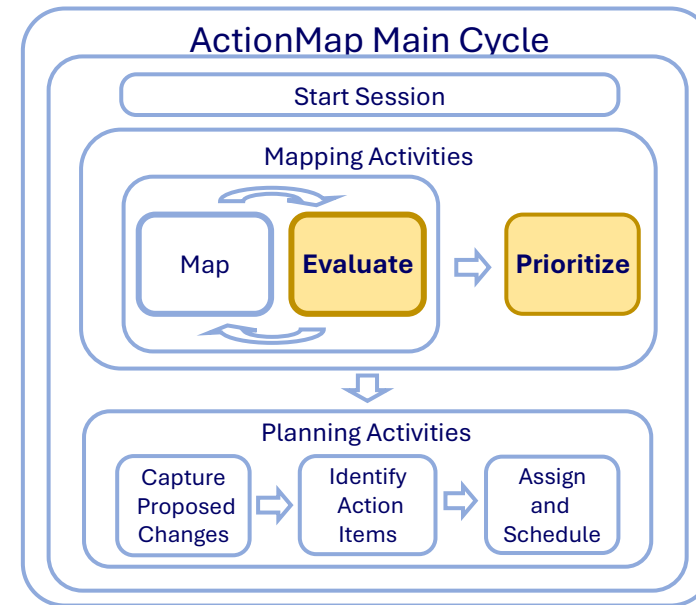
- This training is in two main parts:
 - Part 1: Creating Maps: all you need to know to start producing value right now
 - Part 2: Extending the Maps to Evaluations and Action Plans
- ***This is Part 2: Evaluate, Prioritize and Action Plan***



Part 1: Create Maps



Part 2: Evaluate, Prioritize & Action Plan



ActionMap Main Cycle Stage 2:

Evaluate

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> <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>

Evaluations versus Notes

Evaluations

have three specific types

Evaluations:

- Goals
- Issues
- Change Ideas

Evaluations are subjective; they reflect the view of one or more people

Evaluations are recorded with their specific type (Goal, Issue, or Change idea)

Notes

can be used for many things

Notes

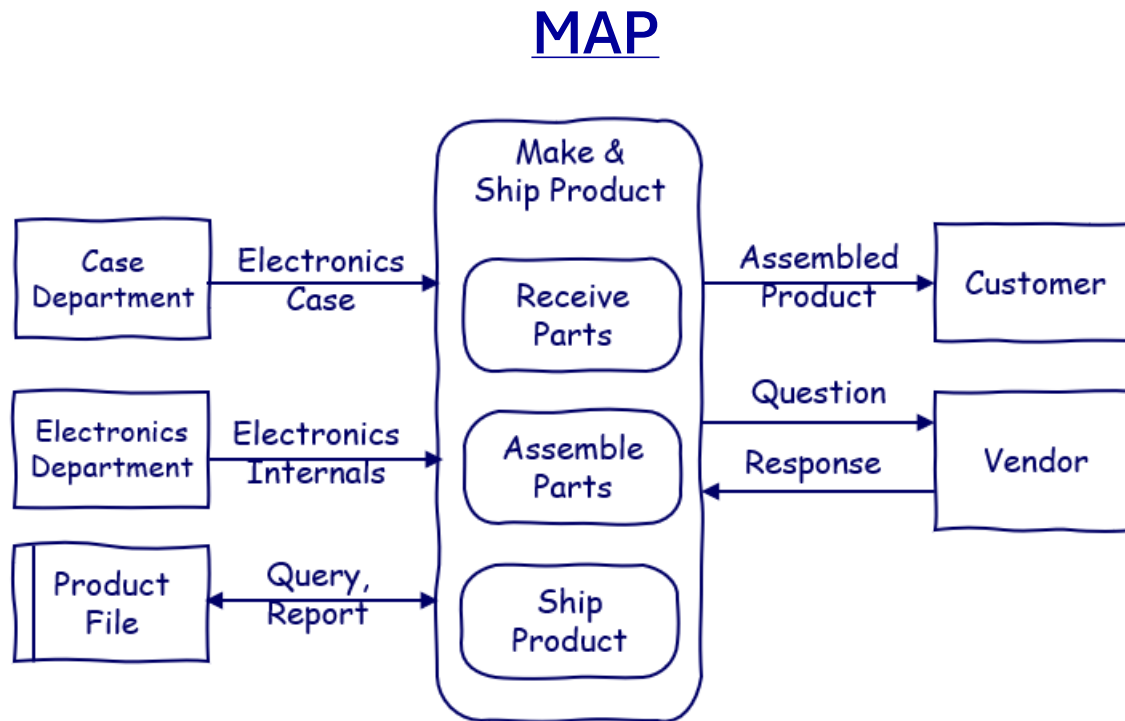
- Benefits
- Costs
- Measures
- Costs
- Milestones
- etc.

Notes can be used for any type of information that is not a Map Part or an Evaluation

Notes are facts that are agreed on or that can be tested

The type of Note may or may not be recorded with the Note

Comments are recorded on separate pages, which are called the “LIST”



LIST (of comments)

Goal: Greater customer satisfaction

Issue: backlog in assembly

Change Idea: more use of messaging

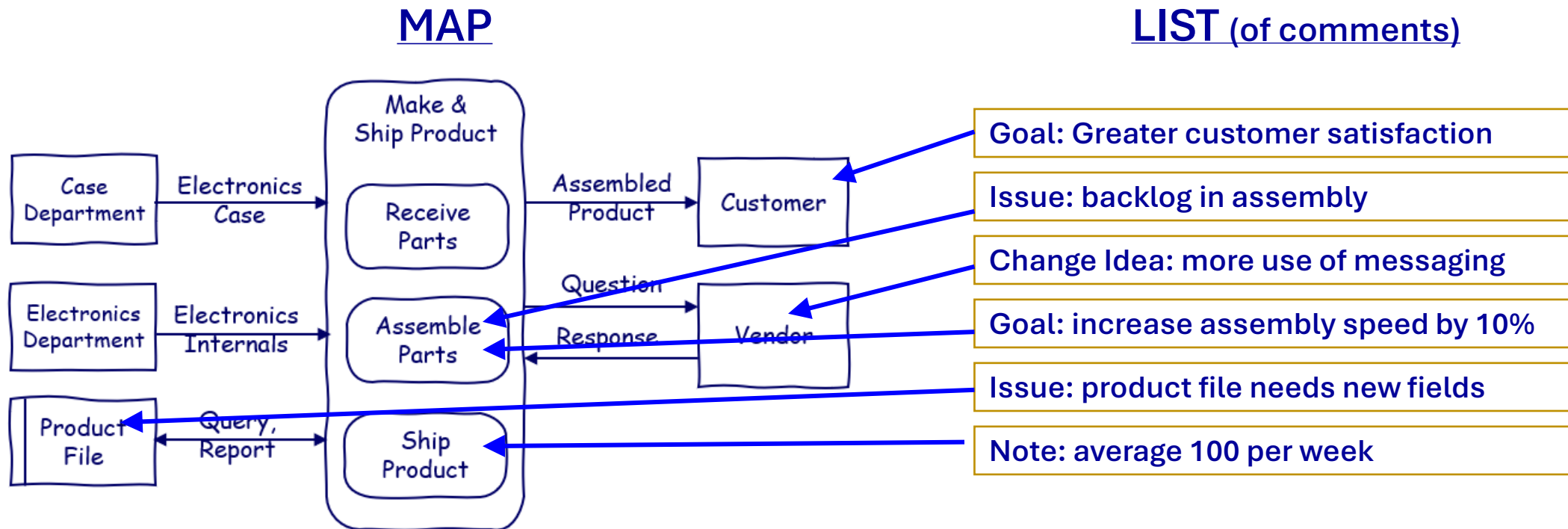
Goal: increase assembly speed by 10%

Issue: product file needs new fields

Note: average 100 per week

Evaluations and Notes are associated with parts of the Map

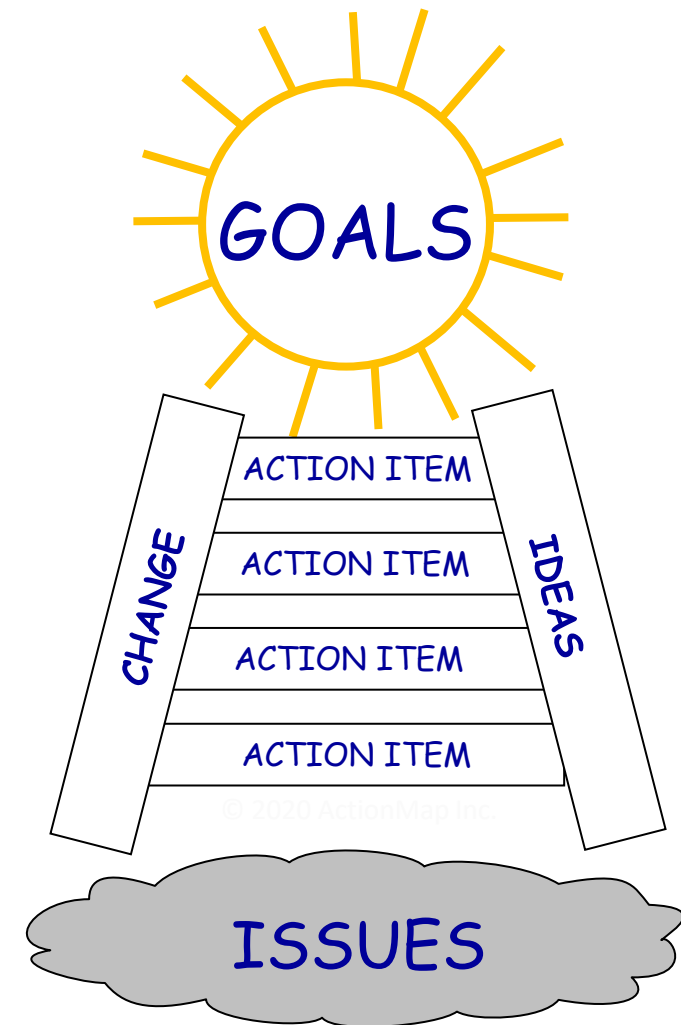
- This keeps the Evaluations focused and therefore more actionable.
- Very general evaluations and notes can be associated with the Central Process.
- (Techniques linking Comments to Map Parts are in following slides.)



The Value of Evaluations

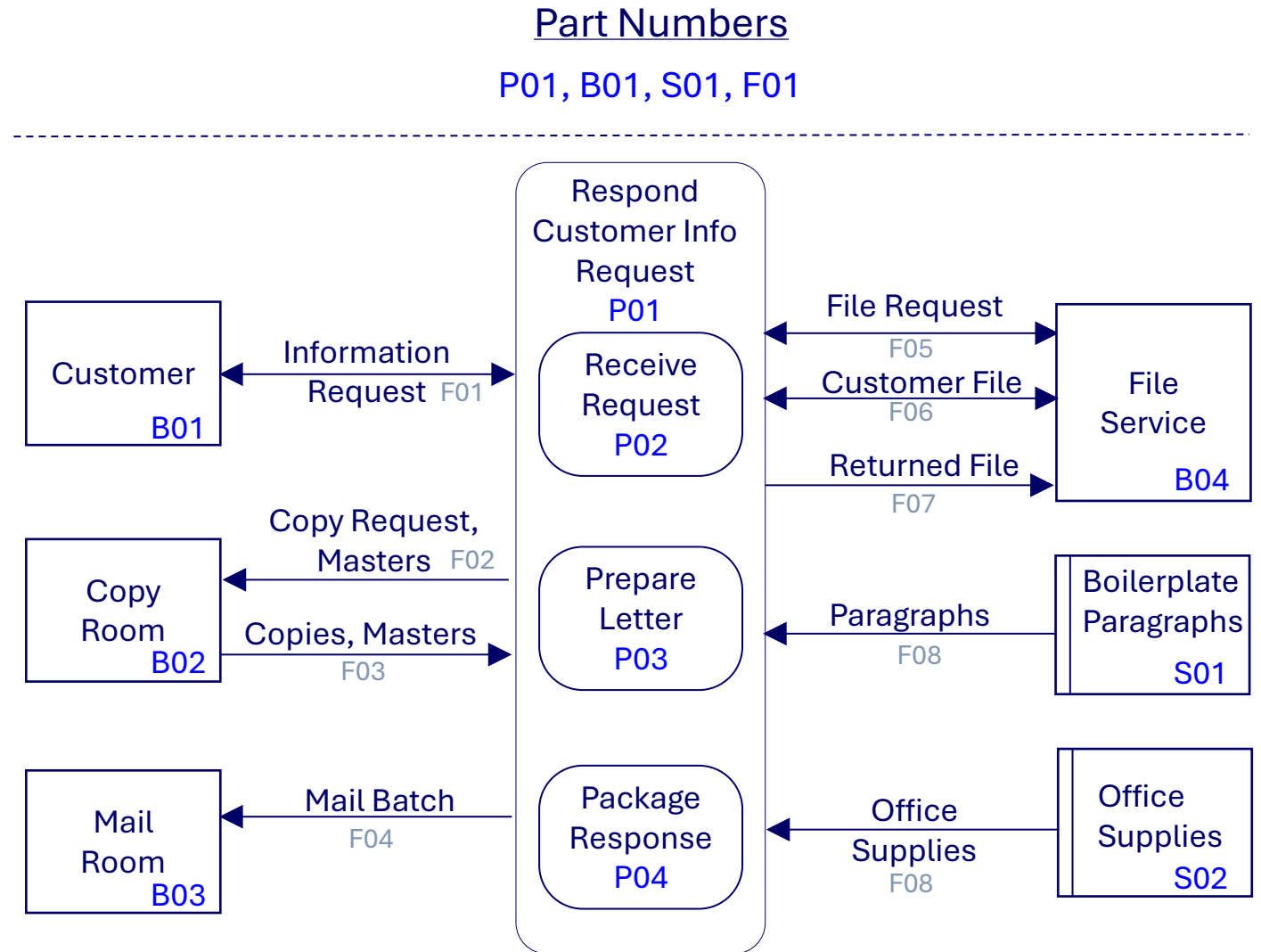
- Evaluations are the basic units of motivation and direction for constructive change.
- Evaluations allow people to express themselves in a natural way while at the same time staying within the logical framework of the Maps.
- Evaluations point to key areas for capturing both more detailed information 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.

The Ladder of Action Items from Issues to Goals



Part Numbers can be added to the Map to link Map Parts and Comments

- Part numbers are optional. However, they can be useful in connecting evaluations to specific Map Parts



Handwriting Evaluations and Notes

- 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 ~~er~~ eraser handy

Since evaluations and notes are entirely text, they can also be captured in word processing or spreadsheets

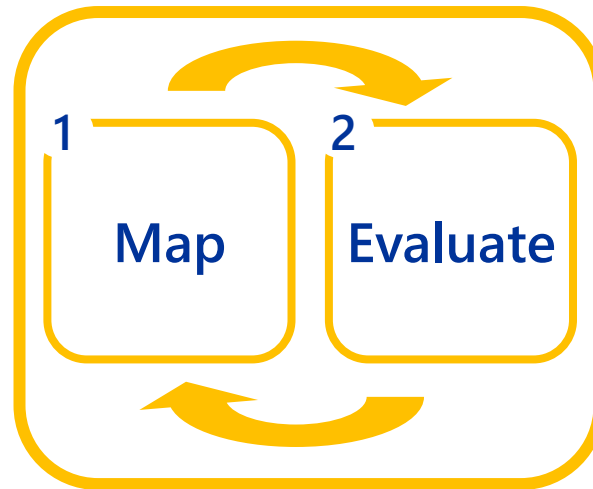
However, handwriting can be faster and more flexible when the evaluations start to pour out when you are mapping (which they often will)

The List of comments in the manual method has the following *optional* format

Part Number	Type G = Goal I = Issue CI = Change Idea	Description	Priority
B01	G	Learn to cross-sell customers on different products	
B03	I	Different demographics for the two product categories	
P03	CI	Update personal branding	
B04	G	Increase repeat customer business	
B01	CI	Take customer service training program	
F01	G	Reduce costs from redundant vendor contracts	
F02	G	Obtain better IT support	
B05	I	Risk of losing key IT staff	
B08	G	Increase individual location profitability	
B10	I	Different store layouts, shelf arrangements	
S02	C	Create standard a template operations models	
B05	G	Extend brand presence while competitors wait	
F05	I	Expansion function disorganized, low resources	
P03	G	Improve productivity and quality	
P01	I	No roadmap for change	
P06	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.



Techniques in capturing Evaluations and Notes

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?
 - What is a significant fact about this map part? (for Notes)

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.

You can always capture more later, including with other people.

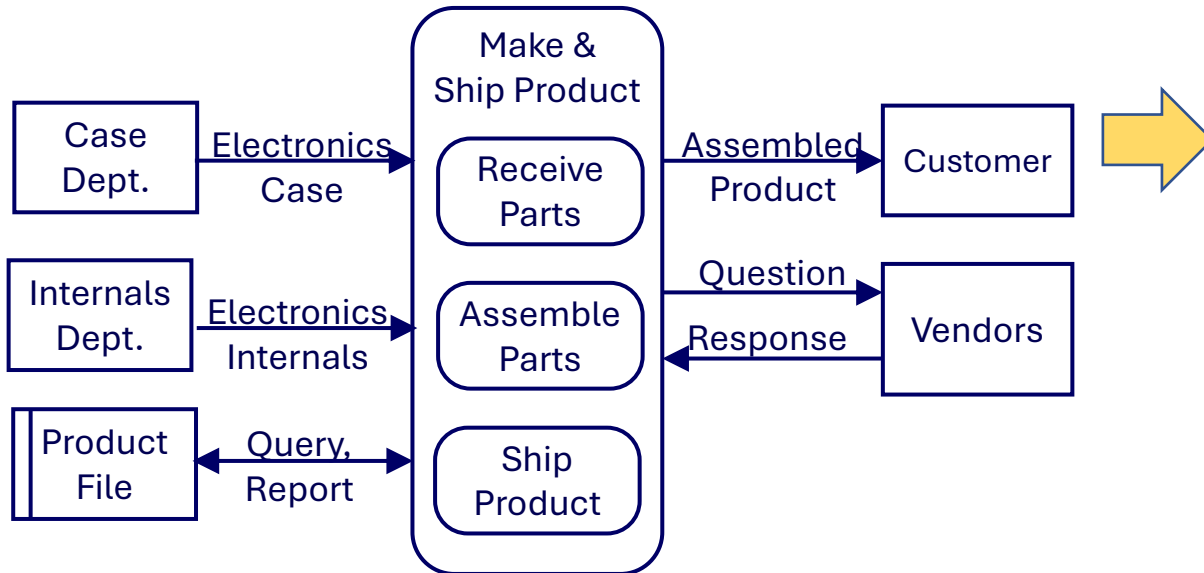
Get as many as you can in the first pass

Stage 3: Prioritize

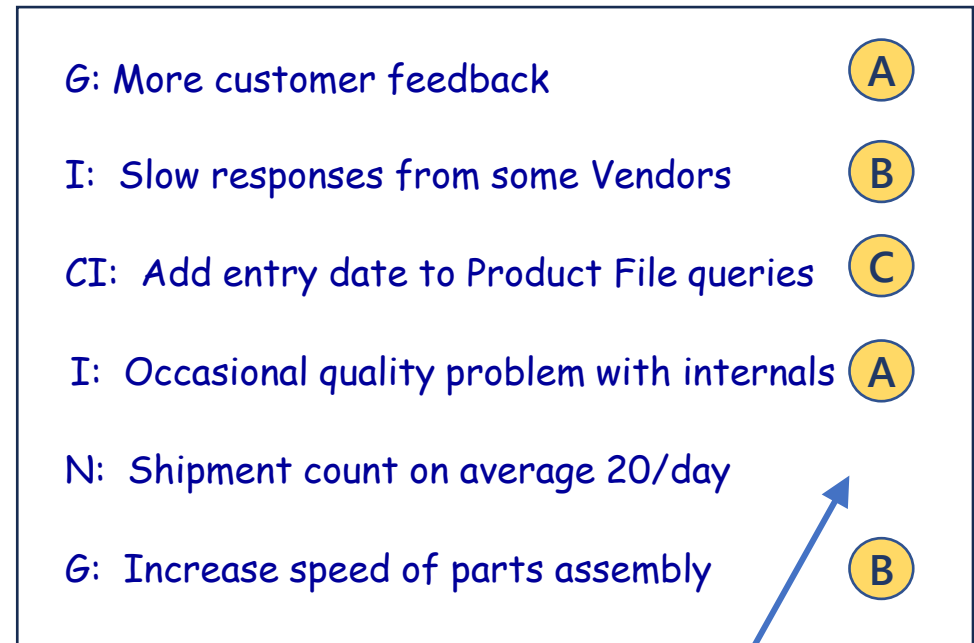
Capture Priorities

- Add *priorities* to estimate the importance of each evaluations in terms of *taking action*
- *(or use a priority scheme that you prefer)*

- A = “Do Next”
- B = “Do After the A’s”
- C = “Maybe Do Never”



Priorities



Guideline: Notes may not have priorities, since they are typically not actionable

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 you “**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 (B)
- I Not enough time for each customer issue (A)
- CI Get better IT support (B)
- CI update LinkedIn profile (A)
- I Too many errors on Form 123 from ABC Department (A)
- G Reduce time spent reviewing emails (B)
- CI Try out that PRO phone app (C)

Examples of Priorities

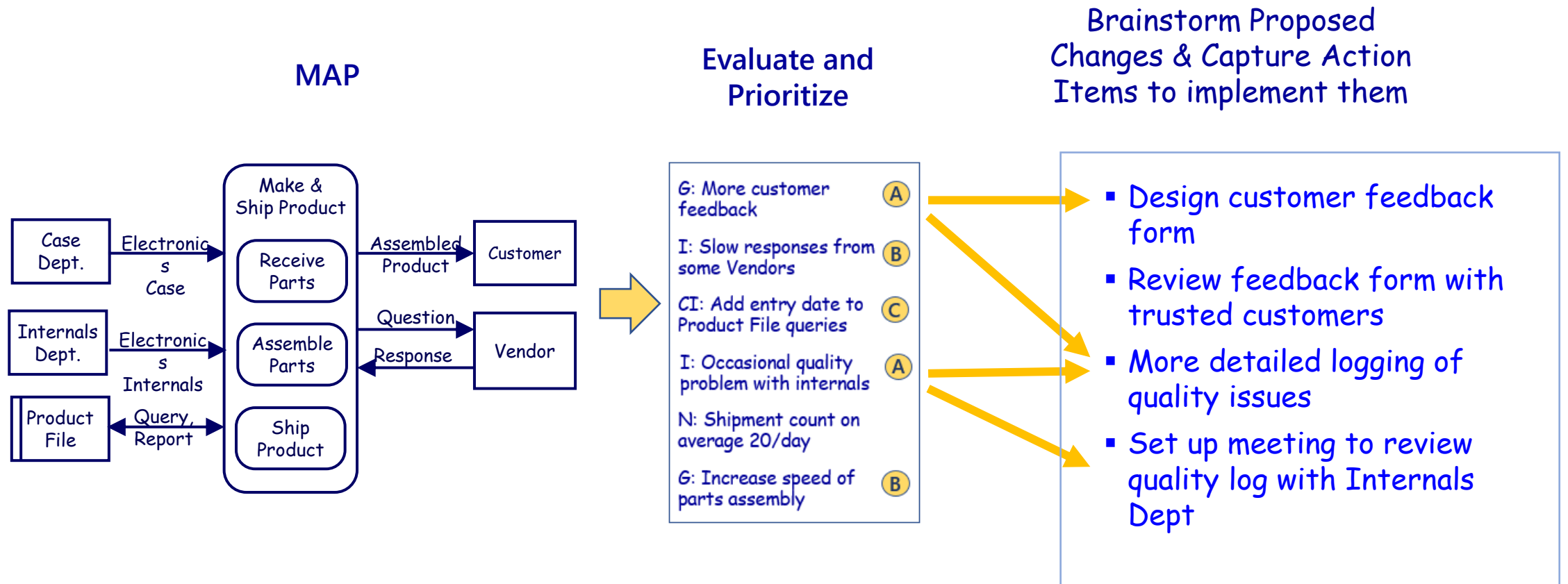
Part Number	Type G = Goal I = Issue CI = Change Idea	Description	Priority
B01	G	Learn to cross-sell customers on different products	A
B03	I	Different demographics for the two product categories	B
P03	CI	Update personal branding	B
B04	G	Increase repeat customer business	C
B01	CI	Take customer service training program	A
F01	G	Reduce costs from redundant vendor contracts	A
F02	G	Obtain better IT support	B
B05	I	Risk of losing key IT staff	B
B08	G	Increase individual location profitability	A
B10	I	Different store layouts, shelf arrangements	C
S02	C	Create standard a template operations models	B
B05	G	Extend brand presence while competitors wait	C
F05	I	Expansion function disorganized, low resources	A
P03	G	Improve productivity and quality	B
P01	I	No roadmap for change	B
P06	CI	Organizational development new hire	A

Stages 4, 5 and 6:

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



Brainstorm and Plan – Two Options

- **Option 1:** Go directly from High Priority Evaluations to Action Items
- **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 and Plan – More Detail

- “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

ActionMap “Manual Method” Training - Summary

90% of the value in Map Your Job!
will come from the first three stages:



“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

Thanks for viewing!