06

Just-In-Time
Project Management

The 3 pillars

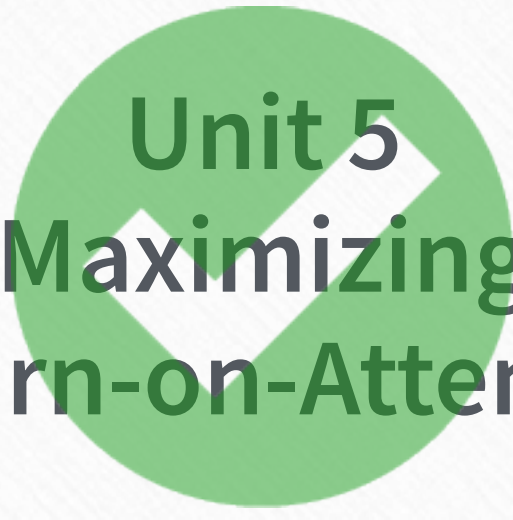| CAPTURE	ORGANIZE	RETRIEVE
Progressive Summarization	**P.A.R.A.**	**Just-in-Time Project Mgmt**

Practice

Unit 4
Progressive Summarization

Unit 2
Organizing for Insight

**Unit 6
Just-In-Time
Project Management**

Theory

**Unit 5
Maximizing
Return-on-Attention**

**Unit 3
Digital Cognition**
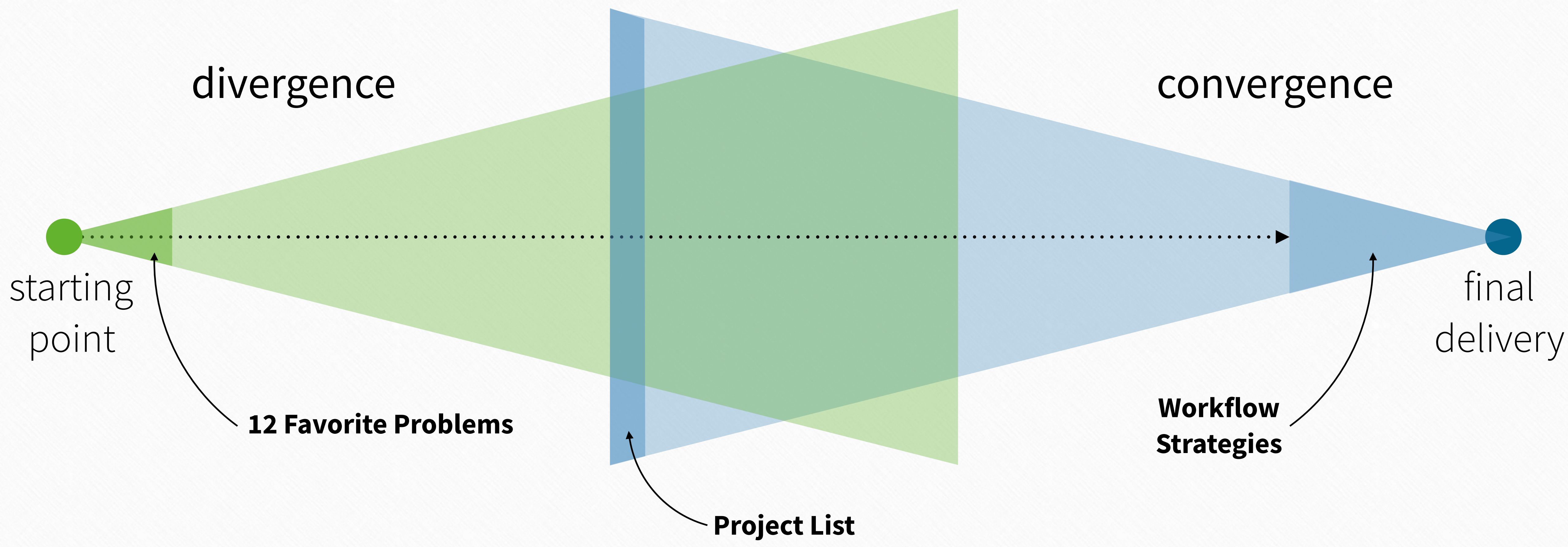
Unit 7
The Big Picture

Intention of the Unit

To learn strategies and techniques for using digital notes to quickly assemble project deliverables

Encoding

Retrieval

139
Building a Second Brain
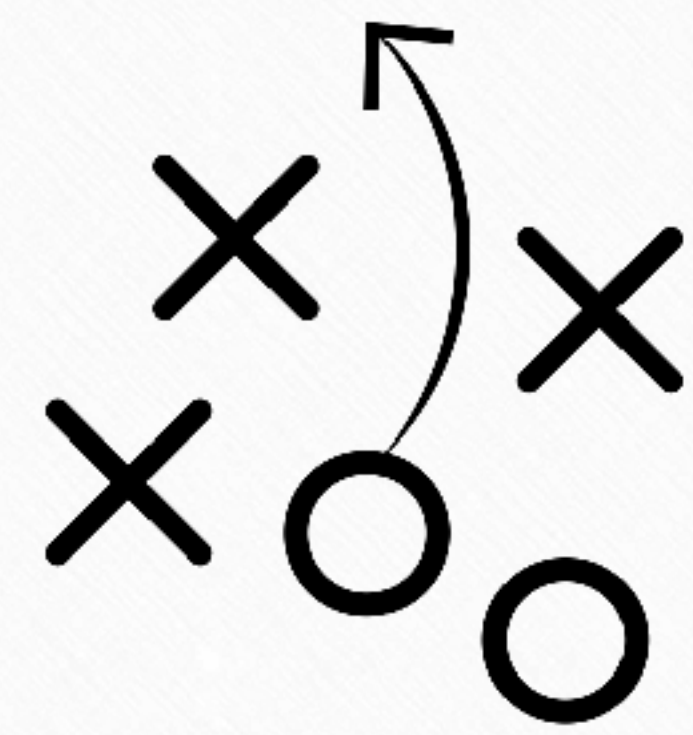
The process of creation

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~~Workflow~~ Strategy

Problem	Solution	Implementation

Diagnosis of
the situation

Overall
guiding policy

Design of an
action plan

Rate your confidence in:

CAPTURE	**ORGANIZE**	**RETRIEVE**
Progressive Summarization	P.A.R.A.	Just-in-Time Project Mgmt

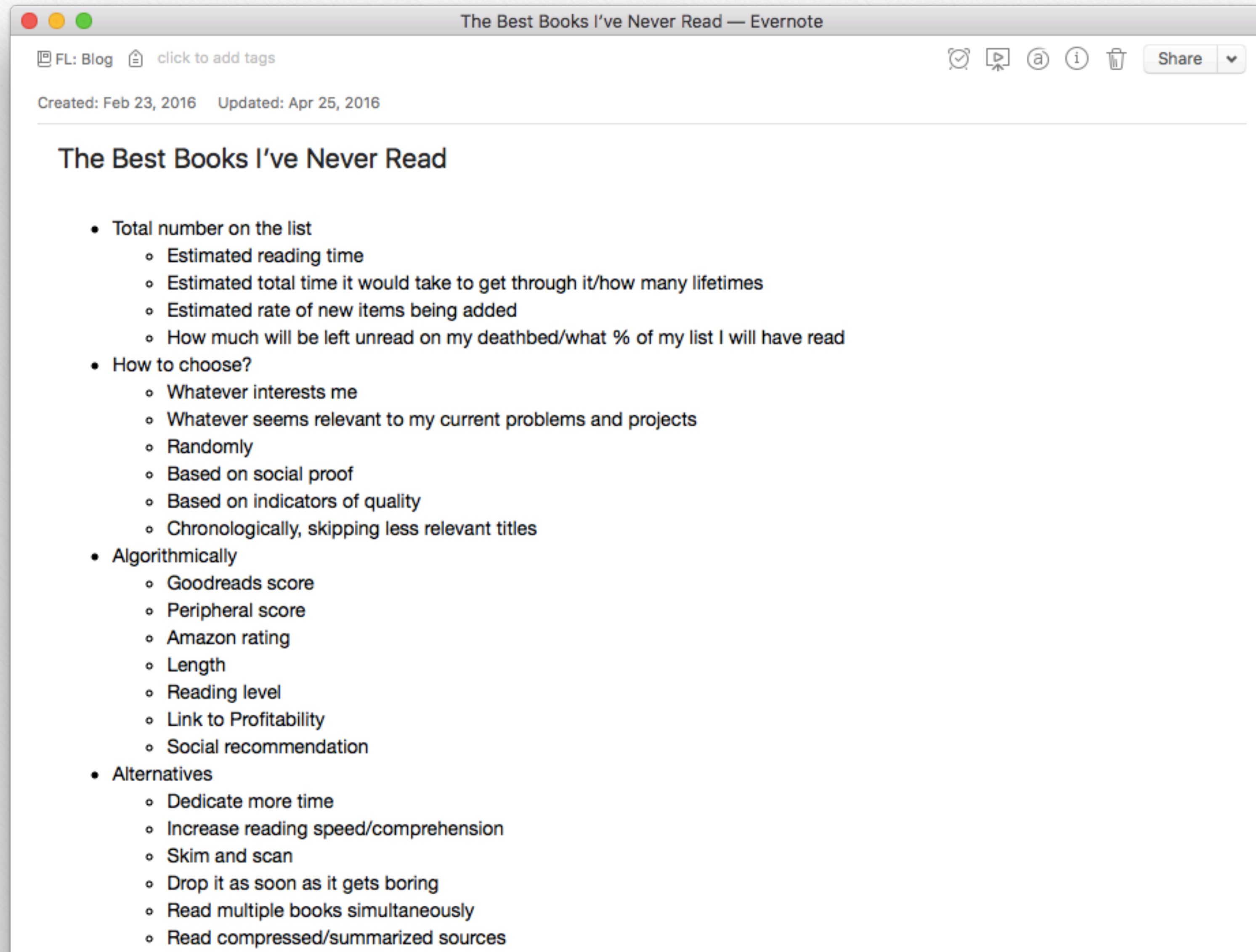|	
1. Capturing and saving notes from diverse sources	5.9
7. Designing individual notes so the information they contain is easily understandable	5.2
3. Sustaining and improving your note-taking system over long periods of time	5.1
9. Retrieving information from your notes to support the task at hand	4.8
4. Using your notes to build and promote an interpretation or perspective	4.4
10. Sharing and collaborating on your notes	4.3
6. Designing individual notes so the information they contain is easily discoverable	4.1
2. Making spontaneous, intuitive connections between notes	4.0
8. The overall organization of your notes to support your creative output	3.9
5. Using your notes to promote and sustain experiences of mental flow	3.7

"I'm having trouble getting started on a deliverable"

#1 Archipelago of Ideas

The Best Books I've Never Read — Evernote

FL: Blog   click to add tags   Share

Created: Feb 23, 2016   Updated: Apr 25, 2016

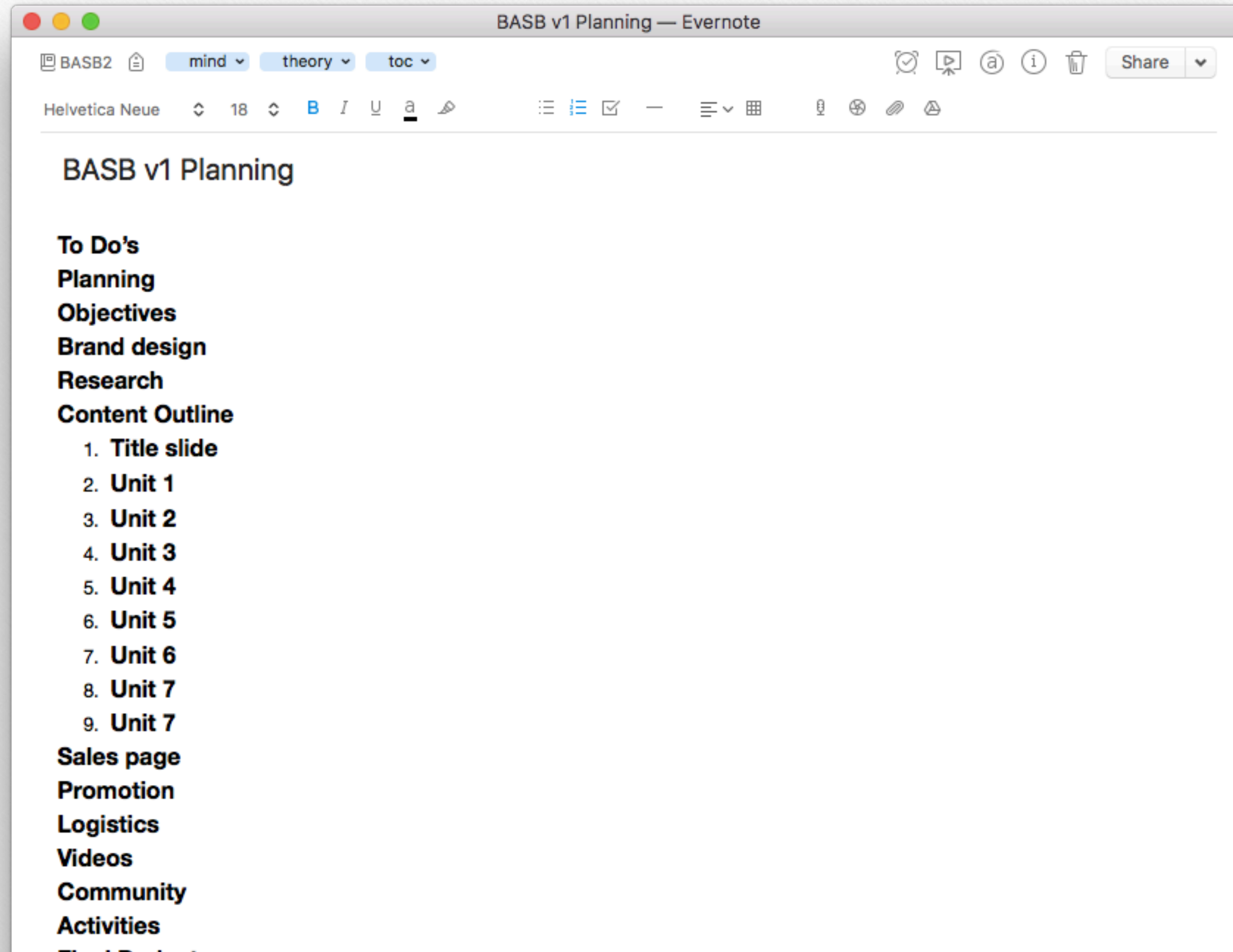### The Best Books I've Never Read

- Total number on the list
  - Estimated reading time
  - Estimated total time it would take to get through it/how many lifetimes
  - Estimated rate of new items being added
  - How much will be left unread on my deathbed/what % of my list I will have read
- How to choose?
  - Whatever interests me
  - Whatever seems relevant to my current problems and projects
  - Randomly
  - Based on social proof
  - Based on indicators of quality
  - Chronologically, skipping less relevant titles
- Algorithmically
  - Goodreads score
  - Peripheral score
  - Amazon rating
  - Length
  - Reading level
  - Link to Profitability
  - Social recommendation
- Alternatives
  - Dedicate more time
  - Increase reading speed/comprehension
  - Skim and scan
  - Drop it as soon as it gets boring
  - Read multiple books simultaneously
  - Read compressed/summarized sources

Building a Second Brain   ©fortelabs.co

"Instead of confronting a terrifying blank page, I'm looking at a document filled with quotes: from letters, from primary sources, from scholarly papers, sometimes even my own notes. It's a great technique for **warding off the siren song of procrastination***. Before I hit on this approach, I used to lose weeks stalling before each new chapter, because it was just a big empty sea of nothingness. Now* **each chapter starts life as a kind of archipelago of inspiring quotes***, which makes it seem far less daunting. All I have to do is* **build bridges between the islands***."*

Danny Choo

"I'm having trouble getting started on a deliverable"

#2 Headings First

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"I'm intimidated by the scope of my deliverable"

#3 Dial Down the Scope

tweetstorm

livestream

group exercise

slide deck

sketches

wireframes

blog post

YouTube video

free workshop

presentation

mockup

web app

ebook

short film

paid workshop

keynote

design package

mobile app

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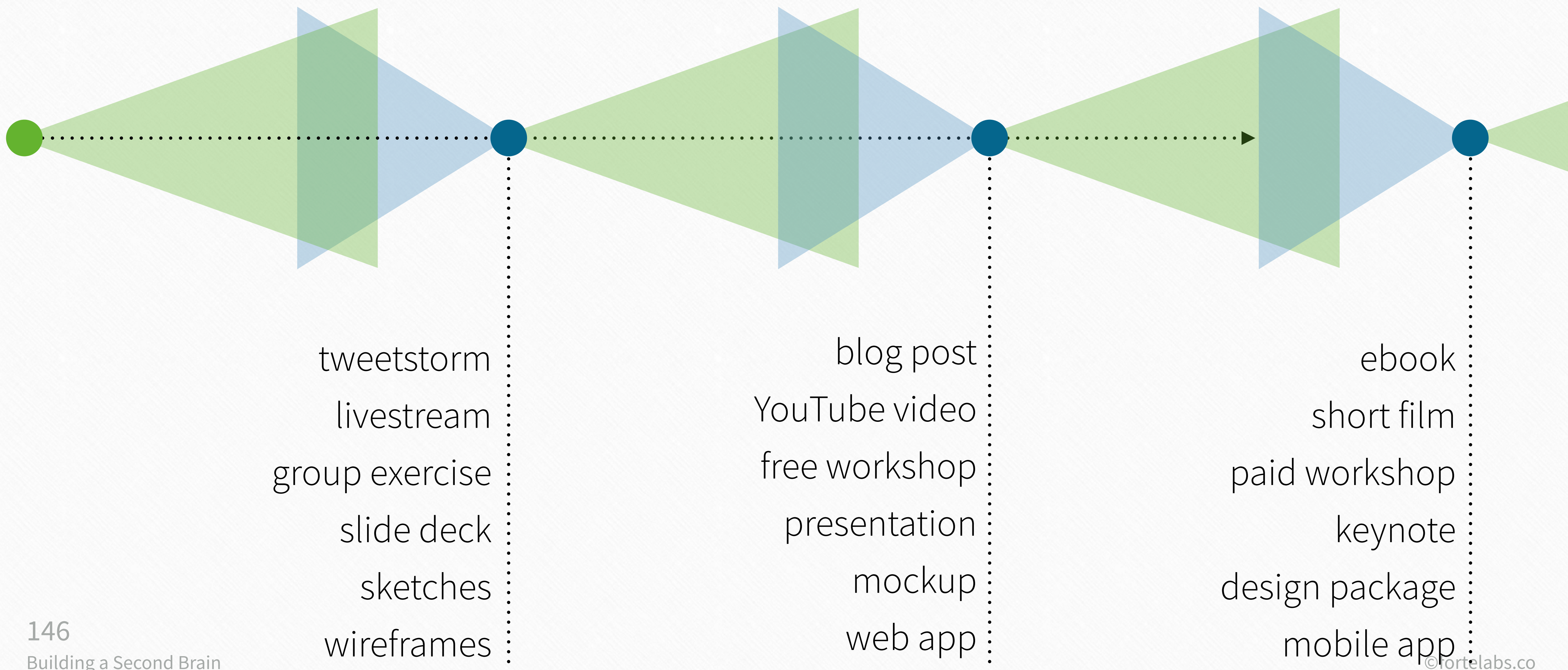
"I'm intimidated by the scope of my deliverable"

#4 Plan the Plan

RF5 v2 — Evernote

RF#5 📄 click to add tags

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RF5 v2

To Do:
- ☑ ~~Reread past RF posts~~
- ☑ ~~Review RF5 v1 notes~~
- ☑ ~~Review Boyd's audiobook clips~~
- ☑ ~~Review Peopleware notes~~
- ☑ ~~Agile Mgmt book~~
- ☑ ~~Toyota slideshare~~
- ☑ ~~Review Good Strategy, Bad Strategy notes~~
- ☐ Review Workflow Design notes
- ☑ ~~Review Landmark notes~~
- ☑ ~~Notes on "mood as momentum"~~
- ☑ ~~Notes on value of highlighting~~
- ☑ ~~See Instapaper favorite article on Speed~~
- ☐ Create cumulative flow diagram out of my own tasks in Things
    - ☐ Today, High, Medium, Low, Someday
- ☑ ~~Toyota Kata notes~~
- ☑ ~~Review Beyond The Goal notes~~
- ☐ Review Finite and Infinite Games notes

The Throughput of Learning
- ~~TPS is not about maximizing throughput of products, but throughput of process improvements~~
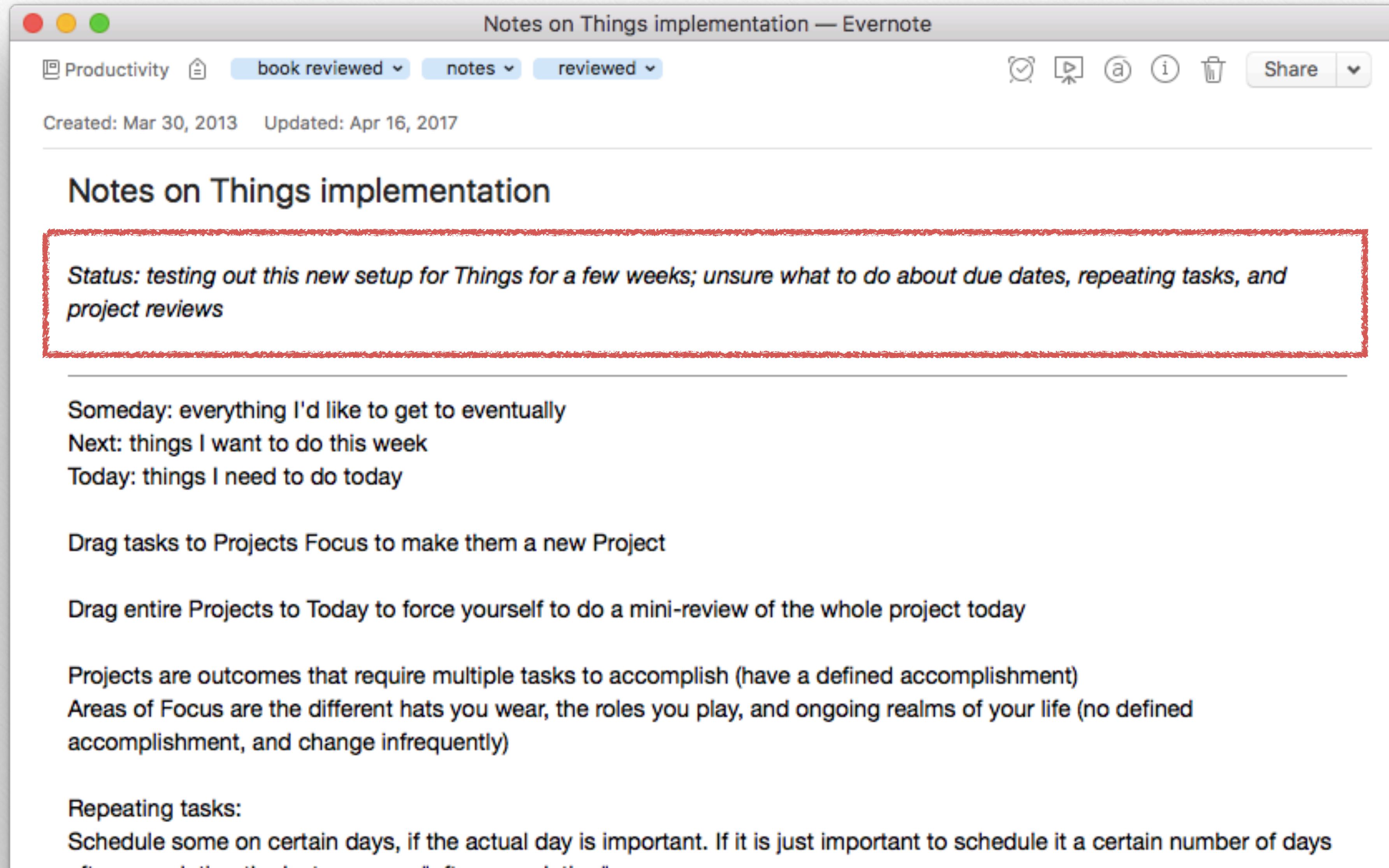   - ~~Takt time, 1x1 flow, and heijunka are partially designed to surface problems~~

Building a Second Brain

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"I have trouble remembering where I left off"

#5 Temporary Tags

How to design smart business experiments	Apr 1, 2016, 4:28 PM	reviewed
Exploiting Scale Invariant Dynamics for Efficient Information Propagation in Large Tea...	Apr 1, 2016, 11:02 AM	reviewed
Fast and Accurate Decisions as a Result of Scale-Free Network Properties in Two Pri...	Apr 1, 2016, 10:51 AM	reviewed
Competition in Social Networks: Emergence of a Scale-free Leadership Structure an...	Apr 1, 2016, 10:24 AM	added, reviewed
"In addition to the individual productivity benefits, when staff uses a comprehensive...	Feb 1, 2016, 8:40 AM	added, reviewed
Goodhart's law/ Campbell's law	Jan 30, 2016, 8:32 AM	added, reviewed
Emerge interview with Chris Dancy	Jan 28, 2016, 1:17 PM	reviewed
output per work group was the most widely utilized metric, followed by revenue per e...	Jan 18, 2016, 9:56 PM	added, reviewed
Creating Time Budgets	Feb 11, 2015, 12:08 PM	reviewed
How to Analysis Data with Low Quality or Small Samples, Nonparametric Statistics	Sep 7, 2014, 9:30 PM	added, reviewed
Quantifying solo work vs. meetings	Aug 21, 2014, 10:16 PM	reviewed
consider creating graphic like this to describe tracking experiment	Jun 29, 2014, 4:21 PM	reviewed
"Play is the prototypical behavior to bu...	May 4, 2014, 8:57 PM	reviewed
Digital therapeutics	May 4, 2014, 8:57 PM	added, reviewed
3/4 of Americans will die of a disease t...	May 4, 2014, 8:57 PM	reviewed

"I have trouble remembering where I left off"

#6 Status Summary

Notes on Things implementation — Evernote

📖 Productivity   book reviewed ⌄   notes ⌄   reviewed ⌄   ⏰ 🎞 ⓐ ⓘ 🗑   Share ⌄

Created: Mar 30, 2013   Updated: Apr 16, 2017

Notes on Things implementation

Status: testing out this new setup for Things for a few weeks; unsure what to do about due dates, repeating tasks, and project reviews

Someday: everything I'd like to get to eventually
Next: things I want to do this week
Today: things I need to do today

Drag tasks to Projects Focus to make them a new Project

Drag entire Projects to Today to force yourself to do a mini-review of the whole project today

Projects are outcomes that require multiple tasks to accomplish (have a defined accomplishment)
Areas of Focus are the different hats you wear, the roles you play, and ongoing realms of your life (no defined accomplishment, and change infrequently)

Repeating tasks:
Schedule some on certain days, if the actual day is important. If it is just important to schedule it a certain number of days

"A source is too big to hold in my mind"

#7 Color Commentary

Five dysfunctions of a Team — Evernote

Inbox   click to add tags   Share ⌄

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Five Dysfunctions of a Team notes

Meetings need to accomplish an outcome
- if nothing gets done, its a bad meeting
- if there is nothing worth debating, then there shouldn't be a meeting

Ultimate dysfunction: tendency of team members to seek out individual recognition and attention at the expense of collective results or the goals of the entire team
- When everyone is focused on results and using those to define success, its difficult for ego to get out of hand, no matter how an individual feels about their work, if the team loses everyone loses
  - Need to focus on team results, do **Business model canvas** to tune into be results
  - exercises where everyone wins or everyone loses
    - Escape room, no one individual is above
    - helping the team win needs to be more important than advancing your career, team egos/politics
  - Our job is to help make those results so clear to everyone that no one would put their ego first
    - define our goals, our results in a way way that is simple enough to grasp easily, and specific enough to be actionable
  - "When I talk about focusing on results instead of individual recognition, I'm talking about everyone adopting a set of common goals and measurements, and then actually using them to make collective decisions on a daily basis"
    - need to move resources around so that if one area or team is in trouble, we can make sure they stay on

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"A source is too big to hold in my mind"

#8 Sentence Hacking

Notes on Antifragile — Evernote

Notes on Antifragile

Often we try to make a system less fragile by making it strong. But strong can be even more fragile. **Think of a storm that topples the big redwood but leaves the small sapling.** Many systems actually need a certain measure of volatility in order to remain healthy. If we suppress the randomness, it may seem to be more stable, but there are actually small errors accumulating under the surface:

- The **human body needs periods of starvation to clean out unhealthy cells;** otherwise it develops cancer, d
- The financial markets, if not allowed to fluctuate by central banks and monetary policy, become more prone t   equent but more devastating collapses, panics, failures, and recessions.
- When **natural forest fires are not allowed to burn, highly flammable undergrowth accumulates,** creating super fires
- Having a steady job can be more risky, because you are not exposed to the small market pressures that force you to adapt and learn; when the crisis comes, you are fired and your income drops to zero, giving you no time to adapt
- When a population is not given avenues to express themselves, through democracy and municipal politics for example, the result is often revolution and revolt

We are rewarded for intervention, instead of non-intervention. If you prevent a crisis, you're not recognized, because the crisis didn't happen. A roman general called Fabius Maximus was nicknamed   stinator. He drove Hannibal crazy by continually delaying and avoiding confrontation on the battlefield.

Latin expression: festina lente (make haste slowly)
Lao Tzu: wu Wei (passive achievement)

"Few understand that procrastination is our natural defense, letting things take care of themselves and exercise their antifragility; it results from some ecological or naturalistic wisdom, and is not always bad—at an existential level, it's **my body rebelling against its entrapment.** It is my soul fighting the

forest theme

body theme

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"I can't see the big picture of how the pieces fit together"

#9 Context Switch

Different people

Colleagues, collaborators, advisors, mentors, friends, users, experts, strangers

Different times

Morning, afternoon, evening, nighttime, weekdays, weekend, traveling

Different locations

Home, work, coffee shop, outside, on the couch

Different devices

Desktop computer, laptop, tablet, phone

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"I can't see the big picture of how the pieces fit together"

#10 Function Follows Form
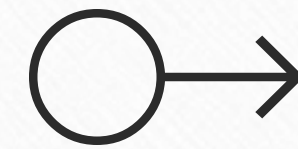
Chronologically

What came first?

Prioritized
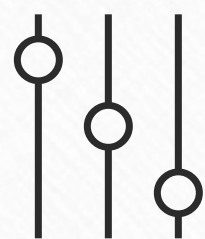
What is most urgent? Most important?

Sequentially

What should happen first?

By objective

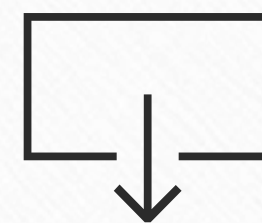What do I want to accomplish?

By size
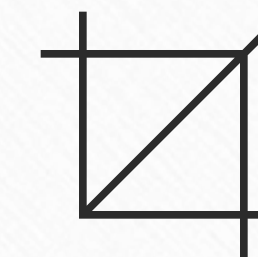
Biggest to smallest?

By theme

What are the main themes?
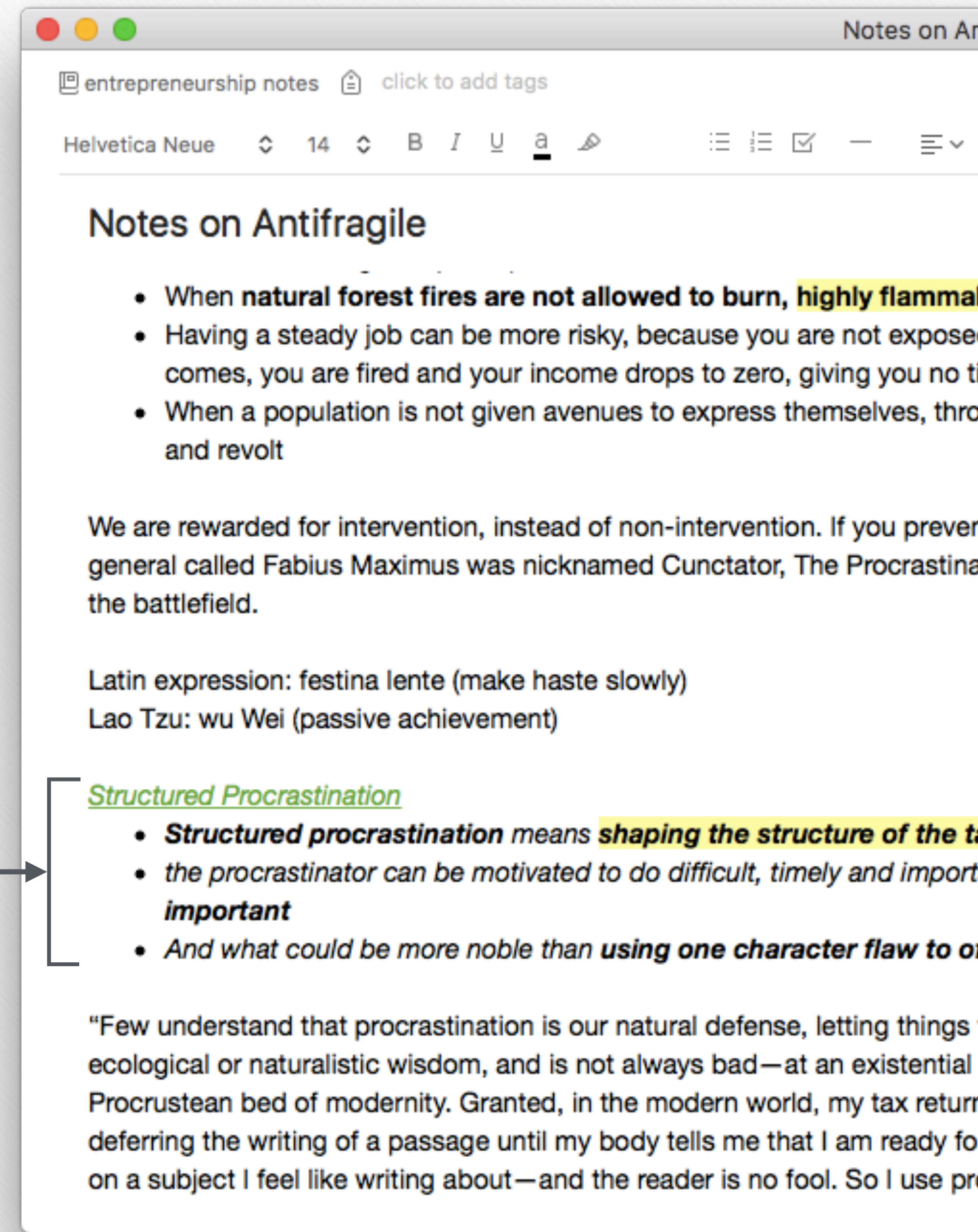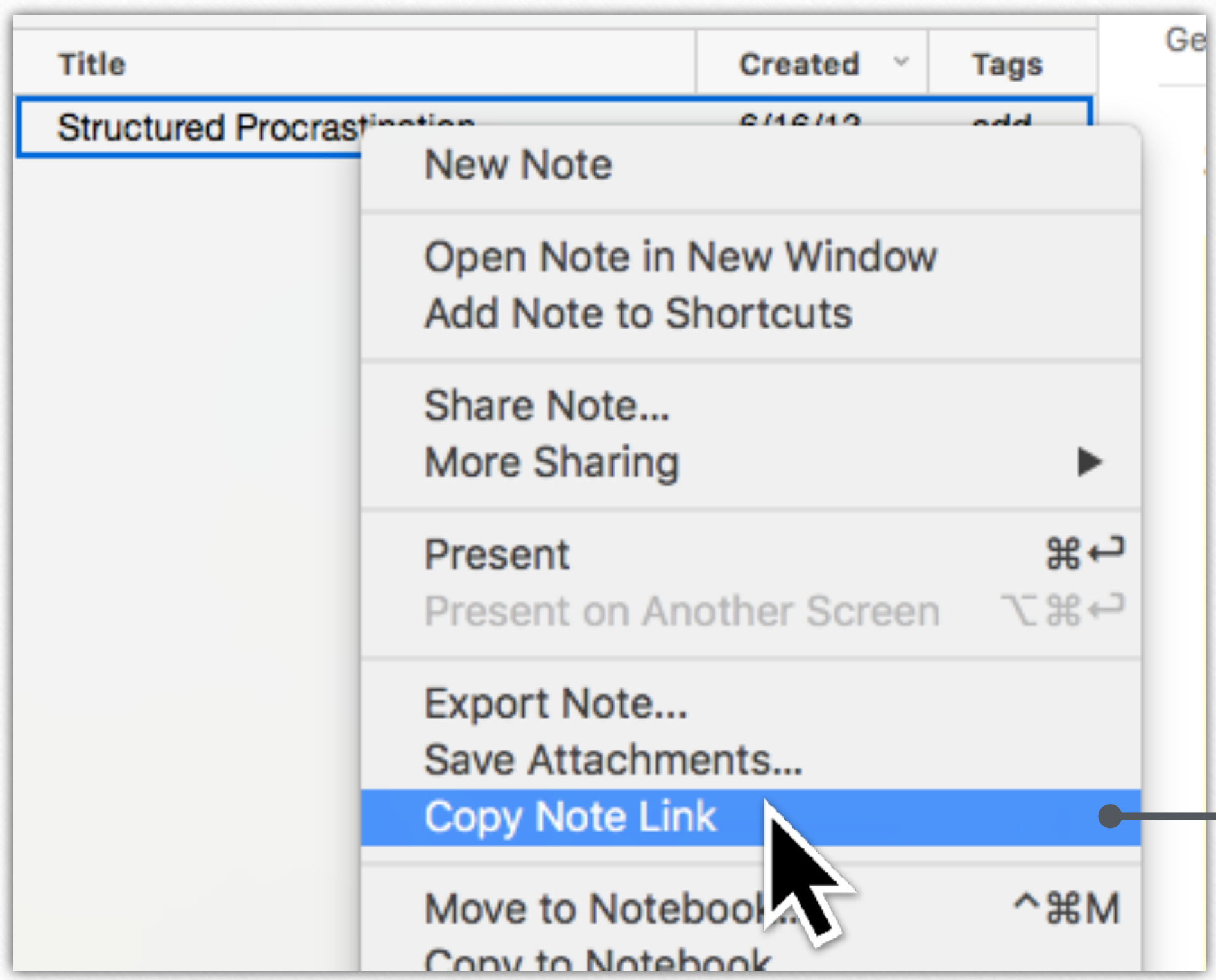
Question-Answer

What are the questions I want to answer?

By shape

Pick a random shape as an organizing framework

"I can't find the most relevant notes"

#11 Interlinking Notes

Notes on An

entrepreneurship notes   click to add tags

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Notes on Antifragile

- When **natural forest fires are not allowed to burn, highly flamma**
- Having a steady job can be more risky, because you are not expose comes, you are fired and your income drops to zero, giving you no t
- When a population is not given avenues to express themselves, thro and revolt

We are rewarded for intervention, instead of non-intervention. If you preven general called Fabius Maximus was nicknamed Cunctator, The Procrastina the battlefield.

Latin expression: festina lente (make haste slowly)
Lao Tzu: wu Wei (passive achievement)

Structured Procrastination
- ***Structured procrastination* means shaping the structure of the t**
- *the procrastinator can be motivated to do difficult, timely and import* **important**
- *And what could be more noble than **using one character flaw to o***

"Few understand that procrastination is our natural defense, letting things ecological or naturalistic wisdom, and is not always bad—at an existential Procrustean bed of modernity. Granted, in the modern world, my tax retur deferring the writing of a passage until my body tells me that I am ready fo on a subject I feel like writing about—and the reader is no fool. So I use pr

Title	Created	Tags	Ge
Structured Procrastination	6/16/12	add	

New Note

Open Note in New Window
Add Note to Shortcuts

Share Note...
More Sharing ▶

Present   ⌘↵
Present on Another Screen   ⌥⌘↵

Export Note...
Save Attachments...
Copy Note Link   ●

Move to Notebook   ^⌘M
Copy to Notebook

"I can't find the most relevant notes"

#12 Context Suggestions

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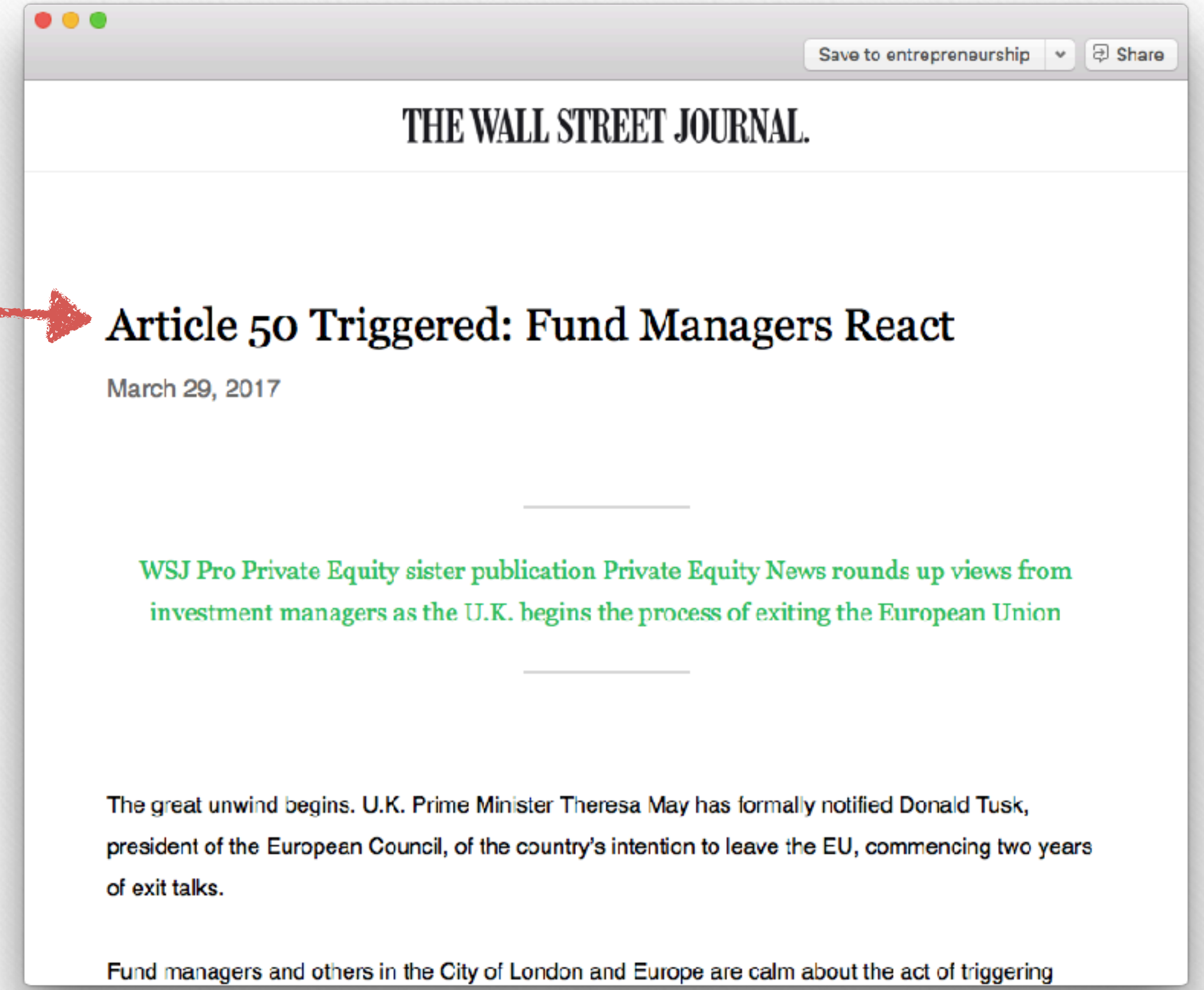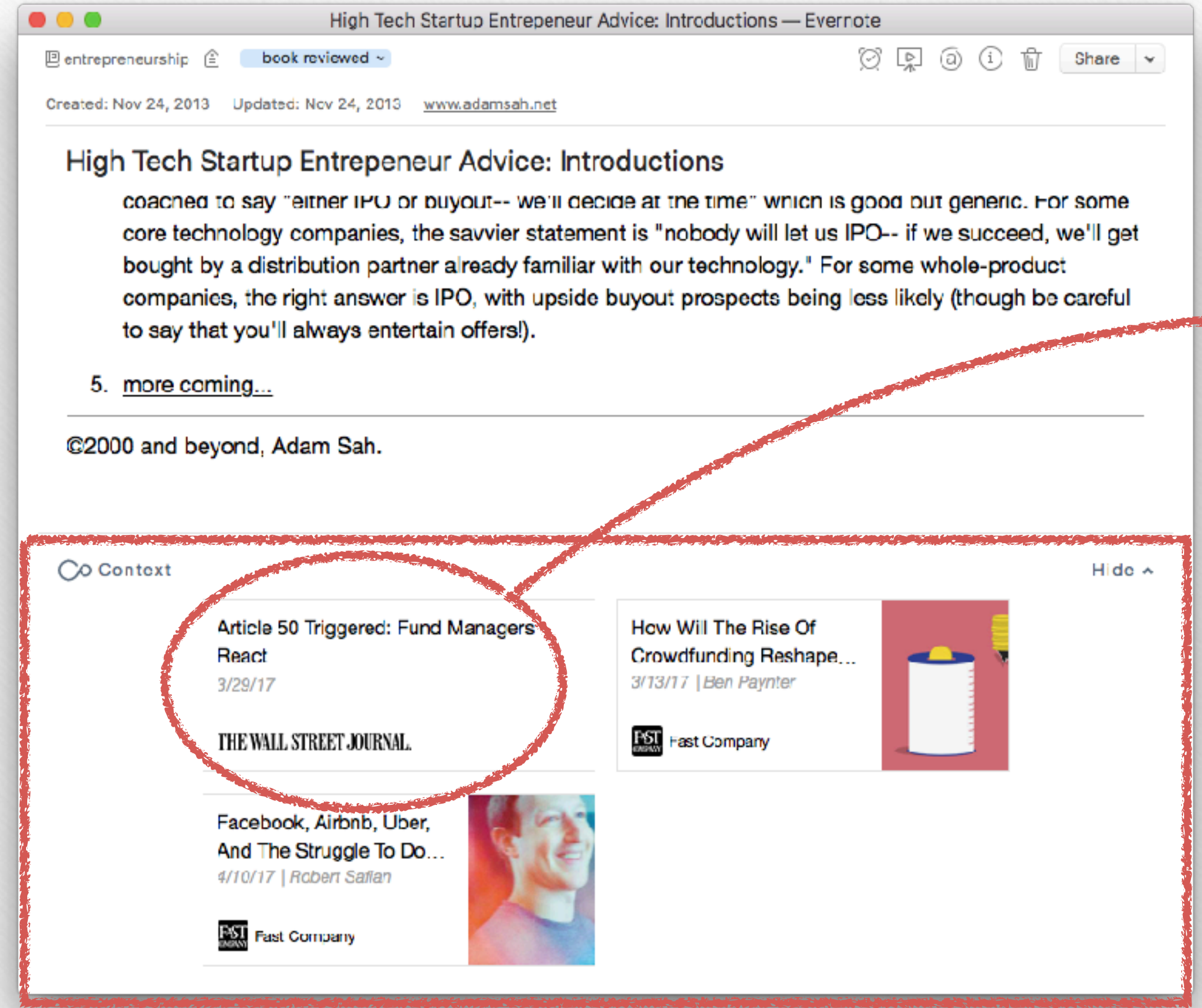
"I can't find the note I'm looking for"

#13 Advanced Search Syntax

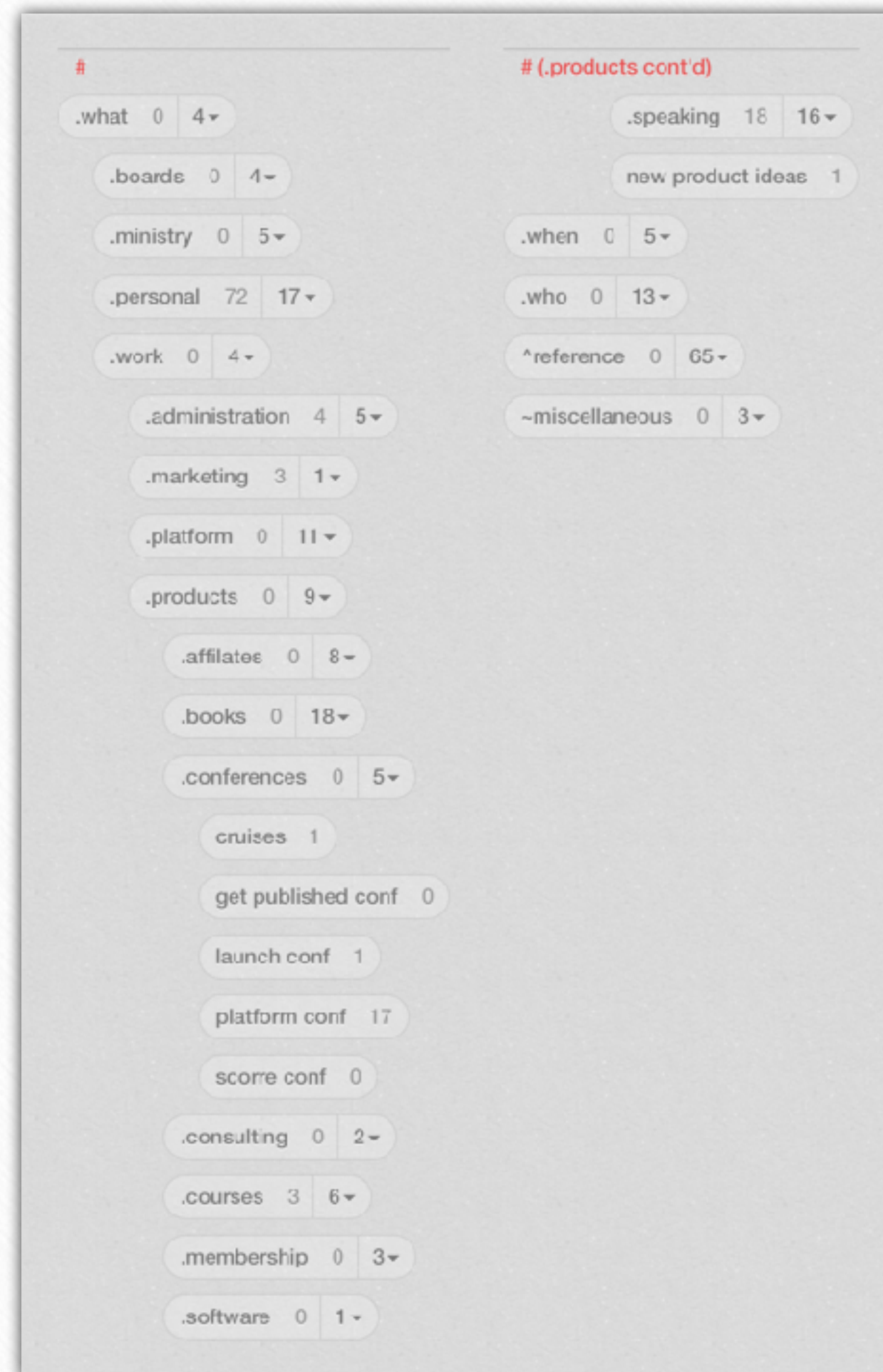|	
intitle:coffee	notes whose title contains "coffee"
notebook: Finance	notes within the 'Finance' notebook.
any: pizza beer	notes containing either "pizza" or "beer"
tag:medical	notes that have the tag "medical".
-tag:medical	notes that *do not* have the tag "medical".
created:day-2	notes that were created in the last two days.
created:20151218	notes created on or after December 18, 2015.
updated:day-2	notes that have been updated in the last two days.
resource:application/pdf	notes that contain a PDF file.
latitude:37	notes whose latitude value is greater than 37
source:web.clip	notes added using Web Clipper.

"I'm working with someone else"

#14 Table of Contents   **#15 Tag Hierarchy**   **#16 Naming Conventions**

Table of Contents

1. Article Template
2. Guide To Twitter Video
3. Articles Ideas
4. Articles Info
5. Creating Professional Videos on a Budget
6. Buffer Articles Ideas
7. Blog Post: Facebook Videos
8. Articles Research
9. Writing Articles Links
10. Article Set Up in Buffer Blog

#				# (.products cont'd)		
.what	0	4▾		.speaking	18	16▾
.boards	0	4▾		new product ideas	1	
.ministry	0	5▾		.when	0	5▾
.personal	72	17▾		.who	0	13▾
.work	0	4▾		^reference	0	65▾
.administration	4	5▾		~miscellaneous	0	3▾
.marketing	3	1▾				
.platform	0	11▾				
.products	0	9▾				
.affiliates	0	8▾				
.books	0	18▾				
.conferences	0	5▾				
cruises	1					
get published conf	0					
launch conf	1					
platform conf	17					
score conf	0					
.consulting	0	2▾				
.courses	3	6▾				
.membership	0	3▾				
.software	0	1▾				

YYYY-MM-DD - CONTEXT/CONTENT - CREATOR INITIALS - VERSION NUMBER

158

Digital notes: an accounting system for attention

projects

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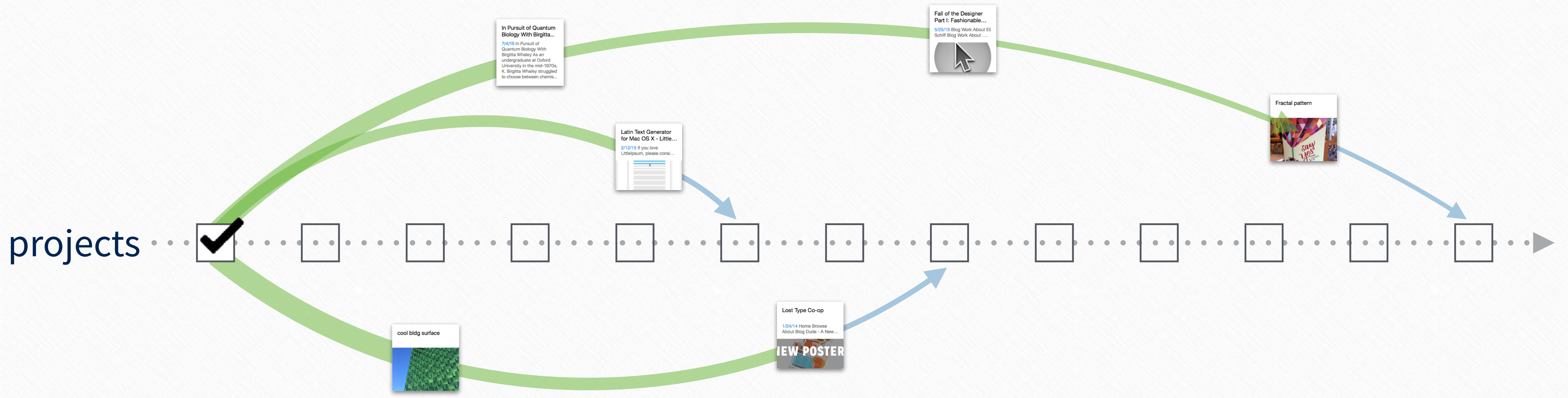
Up next…

07

The Big Picture

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Lecture 3 - Action Steps

☐ Watch videos for **Units 5 and 6**

☐ Unit 5 Exercise: **Strengths as Constraints**

☐ Unit 6 Exercise: **Workflow Strategies**

☐ **Bonus content**: Chuck Frey's guest lecture on methods and tools for ideation and creative problem-solving + PDF resource guide