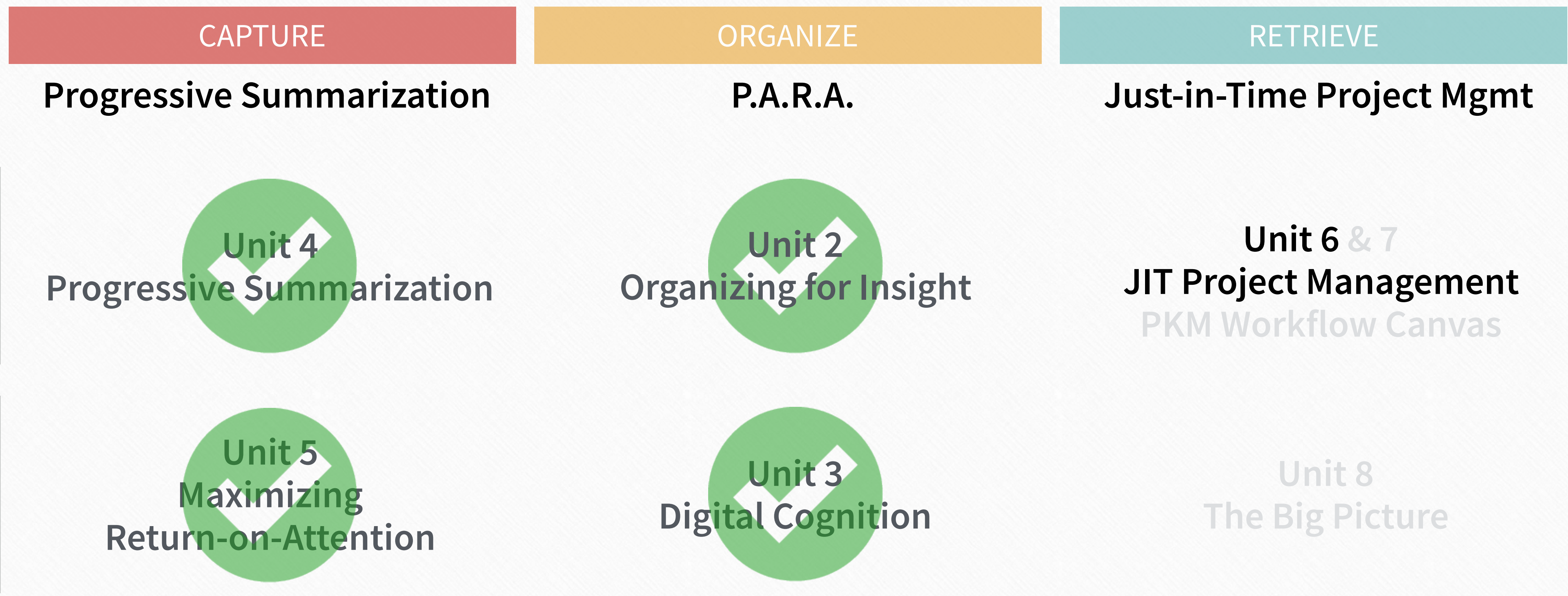


06

Just-In-Time Project Management



The 3 pillars



Intention of the Unit

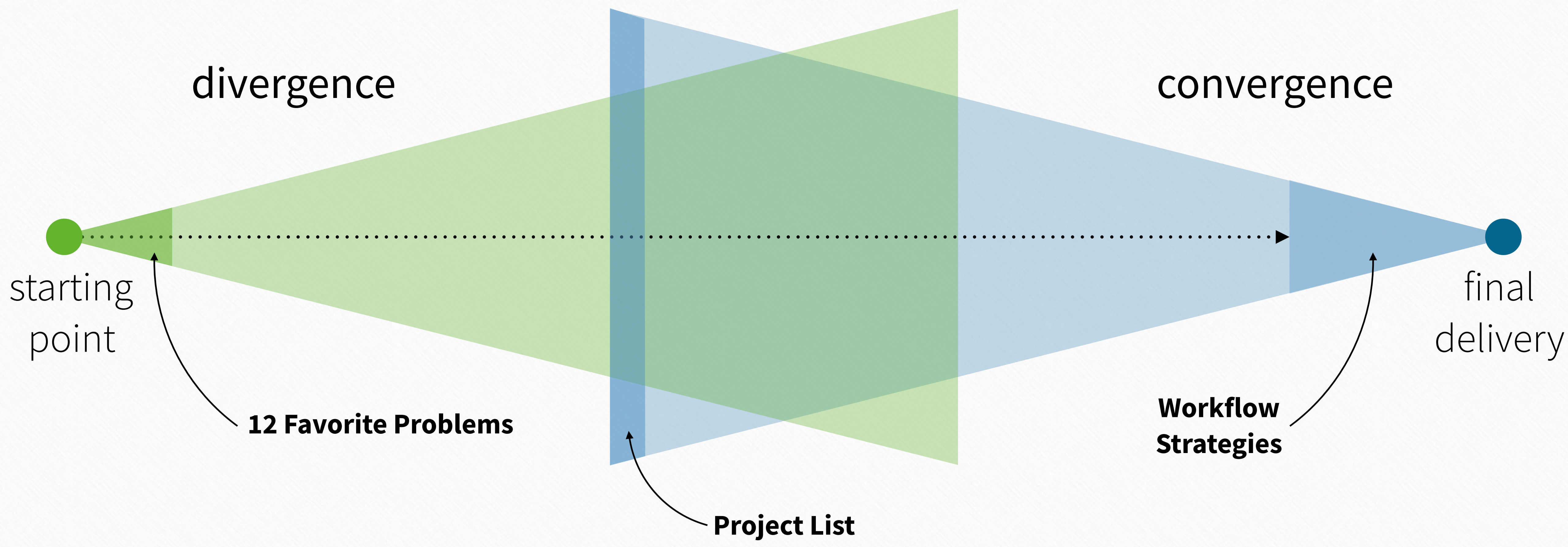
To learn strategies and techniques for using digital notes to quickly assemble project deliverables

Encoding

Retrieval



The process of creation



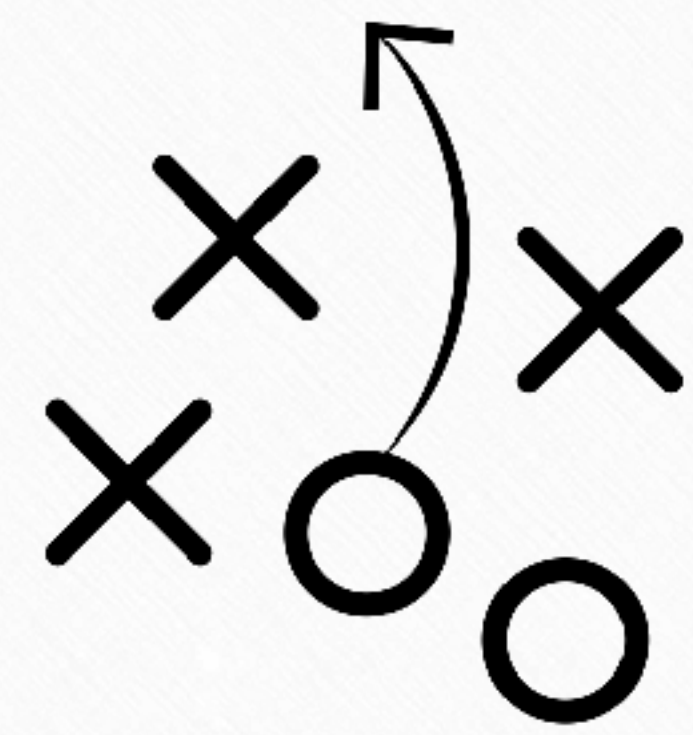
Workflow Strategy

Problem



Diagnosis of the situation

Solution



Overall guiding policy

Implementation



Design of an action plan

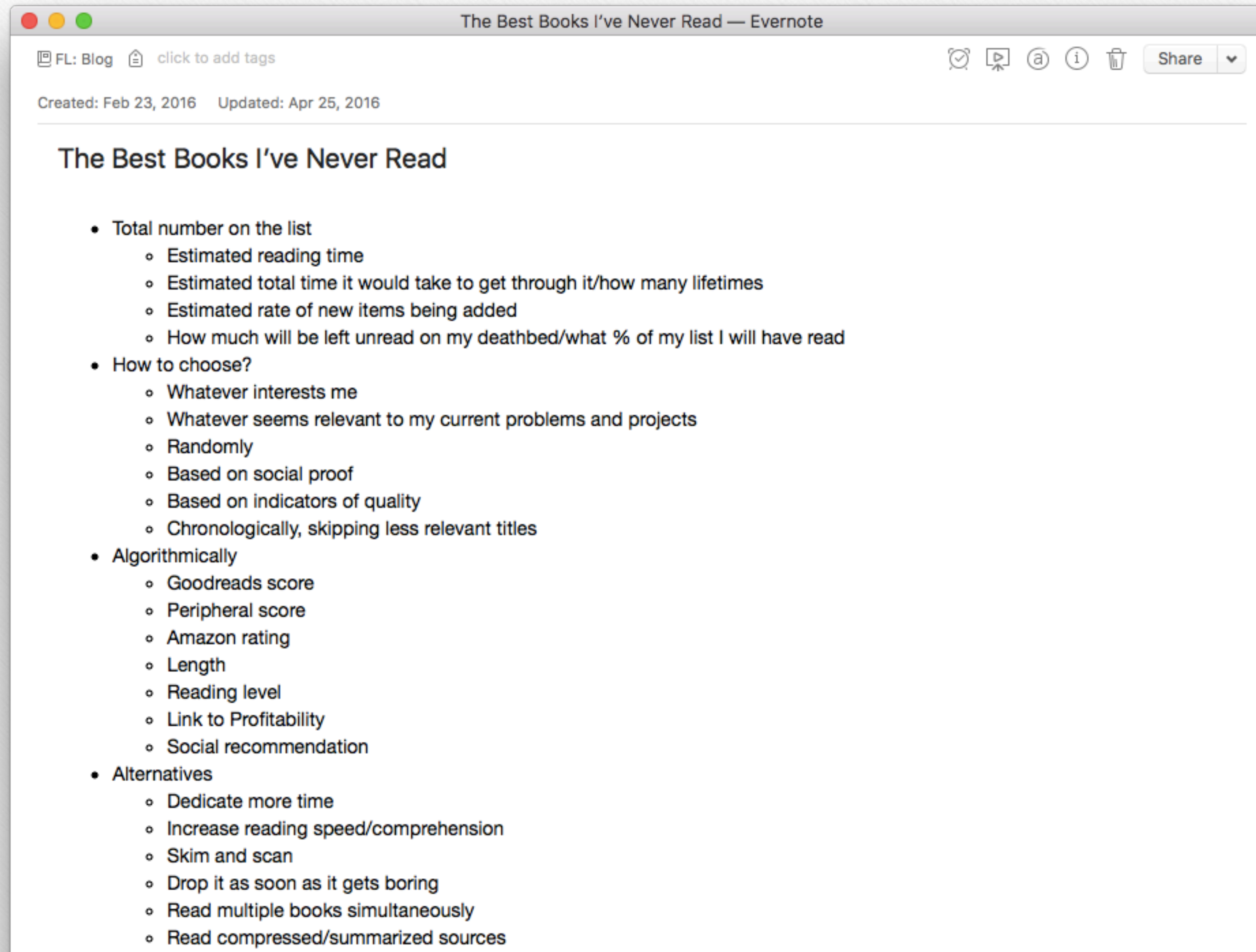
Rate your confidence in:

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

1. Capturing and saving notes from diverse sources	6.2
2. 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	4.9
4. Retrieving information from your notes to support the task at hand	4.9
5. Making spontaneous, intuitive connections between notes	4.6
6. The overall organization of your notes to support your creative output	4.2
7. Using your notes to build and promote an interpretation or perspective	4.1
8. Sharing and collaborating on your notes	4.1
9. Designing individual notes so the information they contain is easily discoverable	4.0
10. Using your notes to promote and sustain experiences of mental flow	3.9
Overall performance of your note-taking system and approach	4.3

“I’m having trouble getting started on a deliverable”

#1 Archipelago of Ideas



The screenshot shows an Evernote window with the title "The Best Books I've Never Read — Evernote". The note content is as follows:

FL: Blog [click to add tags](#) 🔔 📺 @ i 🗑️ Share ▾

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

The Best Books I've Never Read

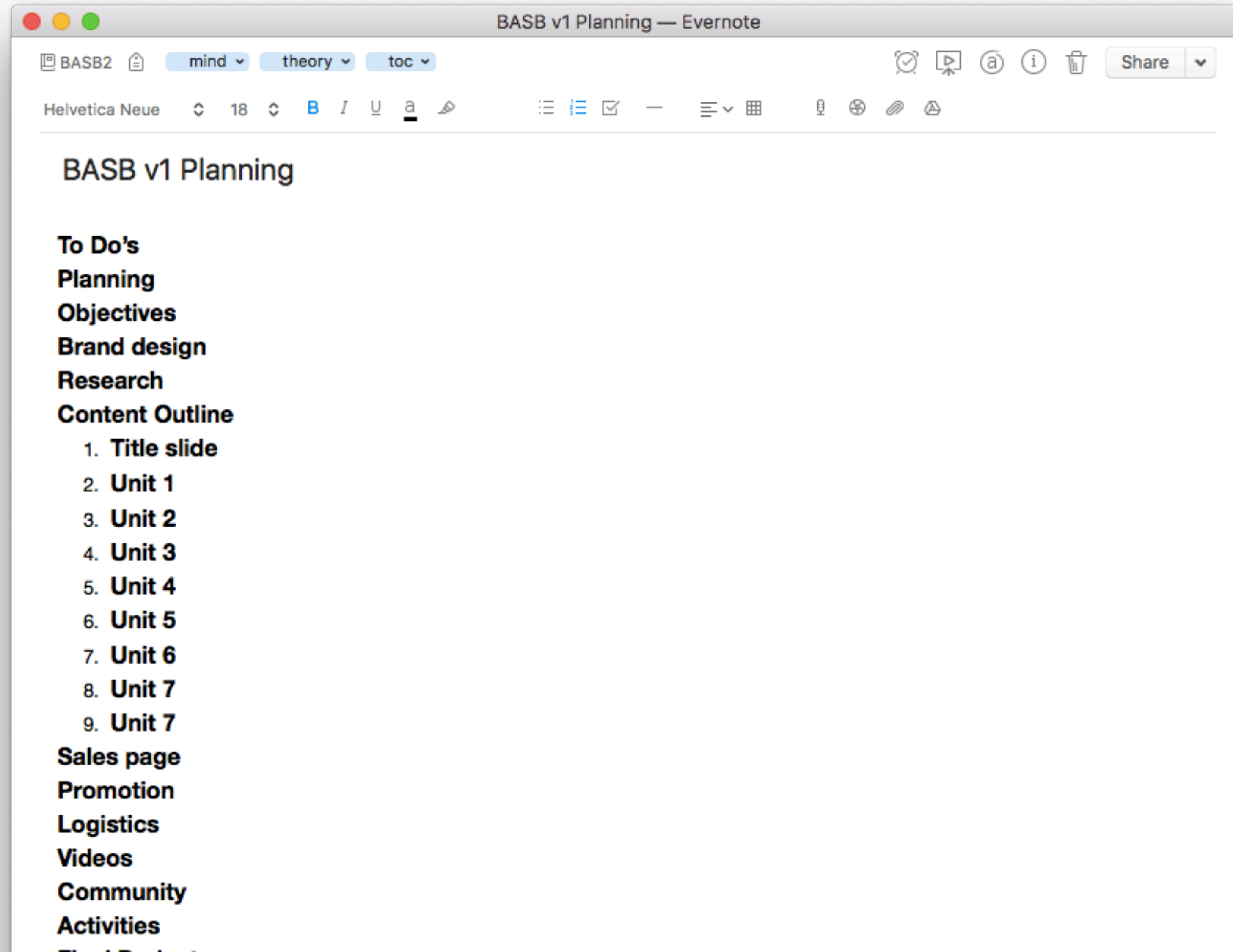
- Total number on the list
 - Estimated reading time
 - Estimated total time it would take to get through it/how many lifetimes
 - Estimated rate of new items being added
 - How much will be left unread on my deathbed/what % of my list I will have read
- How to choose?
 - Whatever interests me
 - Whatever 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

*“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

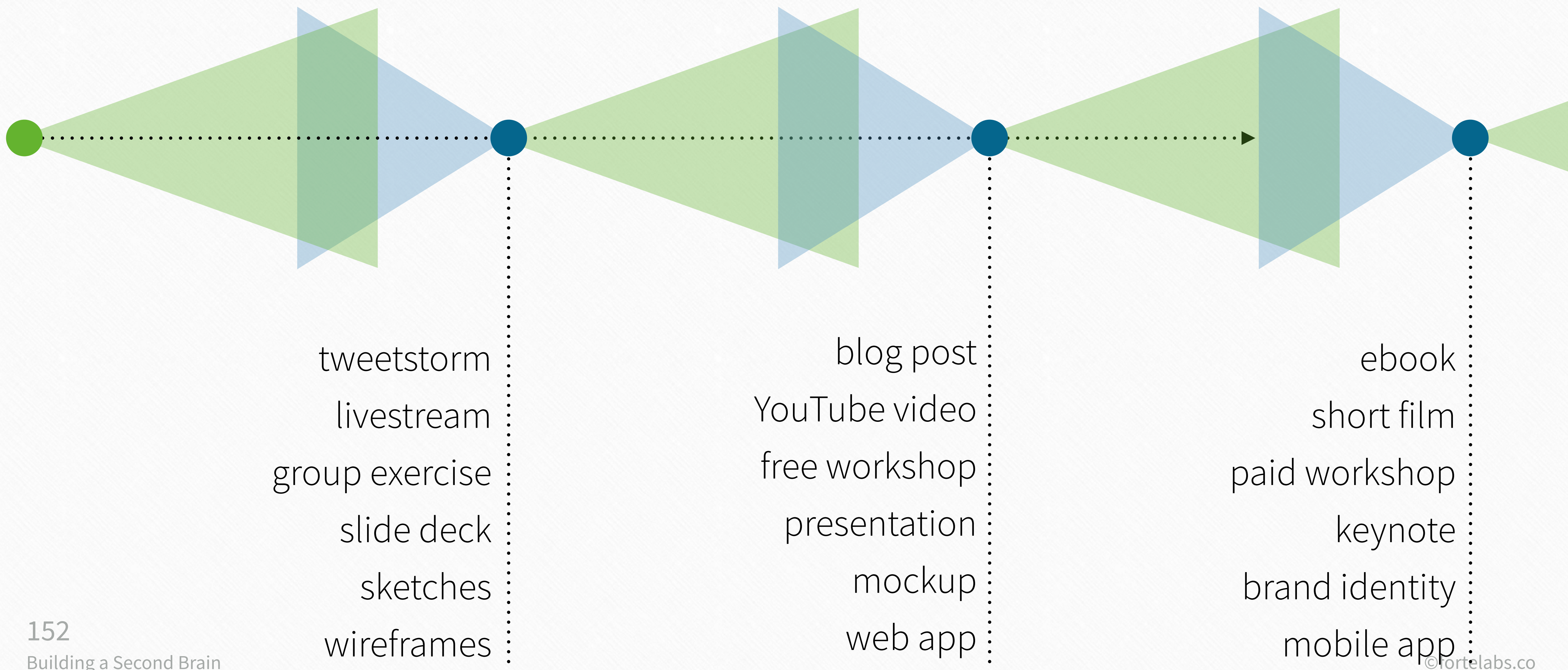
“I’m having trouble getting started on a deliverable”

#2 Headings First



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

#3 Dial Down the Scope





big, risky leap

stepping stones

“I’m intimidated by the scope of my deliverable”

#4 Meta-Plan

RF5 v2 — Evernote

RF#5 click to add tags

Helvetica Neue 14 B I U a

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~~

Likewise, learning is not about maximizing the throughput of data, info, or knowledge, but throughput of mistakes

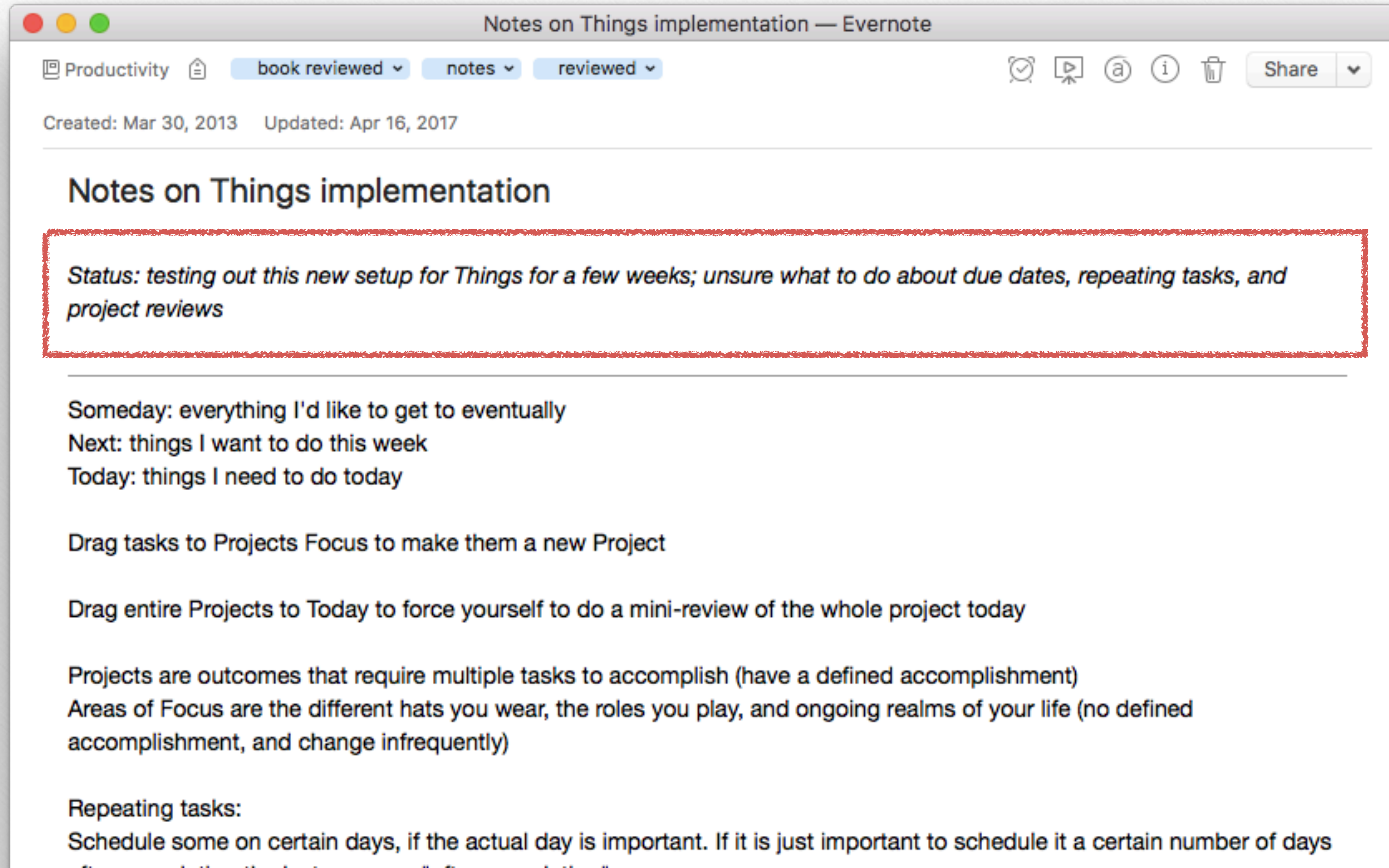
“I have trouble remembering where I left off”

#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



The screenshot shows an Evernote window with the title "Notes on Things implementation — Evernote". The breadcrumb trail is "Productivity > book reviewed > notes > reviewed". The note is dated "Created: Mar 30, 2013" and "Updated: Apr 16, 2017". The main title of the note is "Notes on Things implementation". A red dashed box highlights the following text: "Status: testing out this new setup for Things for a few weeks; unsure what to do about due dates, repeating tasks, and project reviews". Below this, the note lists several categories: "Someday: everything I'd like to get to eventually", "Next: things I want to do this week", and "Today: things I need to do today". It then provides instructions: "Drag tasks to Projects Focus to make them a new Project" and "Drag entire Projects to Today to force yourself to do a mini-review of the whole project today". Definitions are given for "Projects are outcomes that require multiple tasks to accomplish (have a defined accomplishment)" and "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)". The note ends with "Repeating tasks:" followed by "Schedule some on certain days, if the actual day is important. If it is just important to schedule it a certain number of days".

Notes on Things implementation — Evernote

Productivity > book reviewed > notes > reviewed

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

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Five Dysfunctions of a Team notes

Meetings need to accomplish an outcome

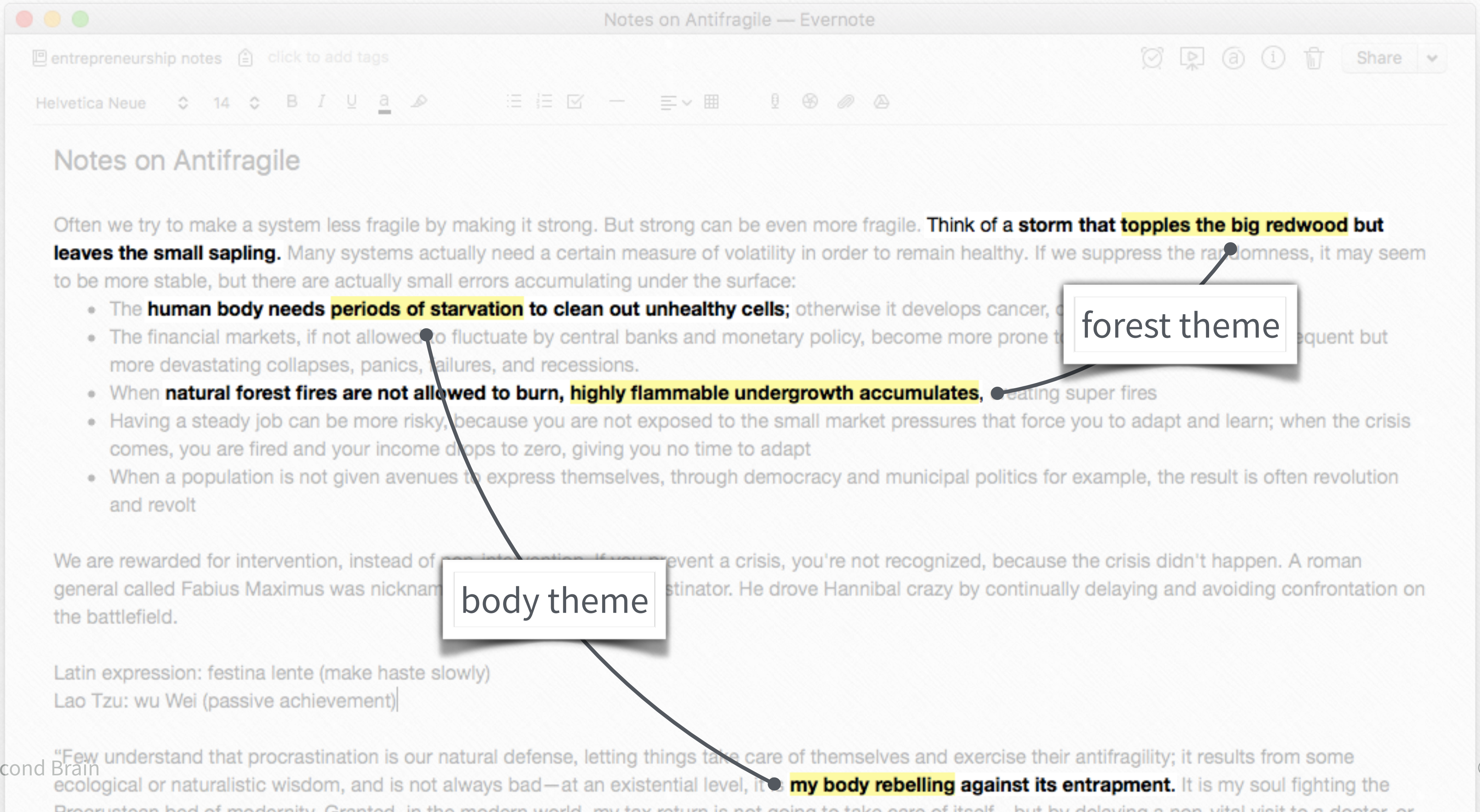
- if nothing gets done, its a bad meeting
- if there is nothing worth debating, then there shouldn't be a meeting

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

“A source is too big to hold in my mind”

#8 Sentence Hacking



“I can’t see the big picture of how the pieces fit together”

#9 Context Switch

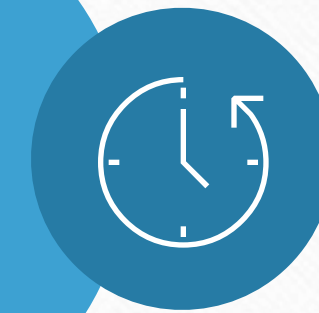
Different people
Colleagues, collaborators, advisors, mentors,
friends, users, experts, strangers



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



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



Different devices
Desktop computer, laptop, tablet, phone



“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?



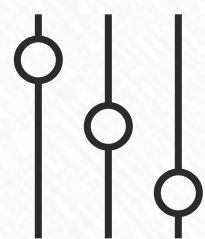
Sequentially

What should happen first?



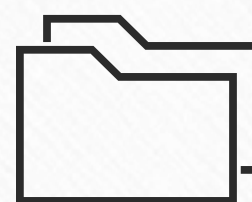
By objective

What do I want to accomplish?



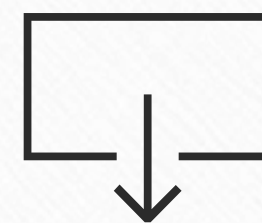
By size

Biggest to smallest?



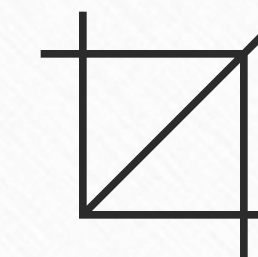
By theme

What are the main themes?



Question-Answer

What are the questions I want to answer?

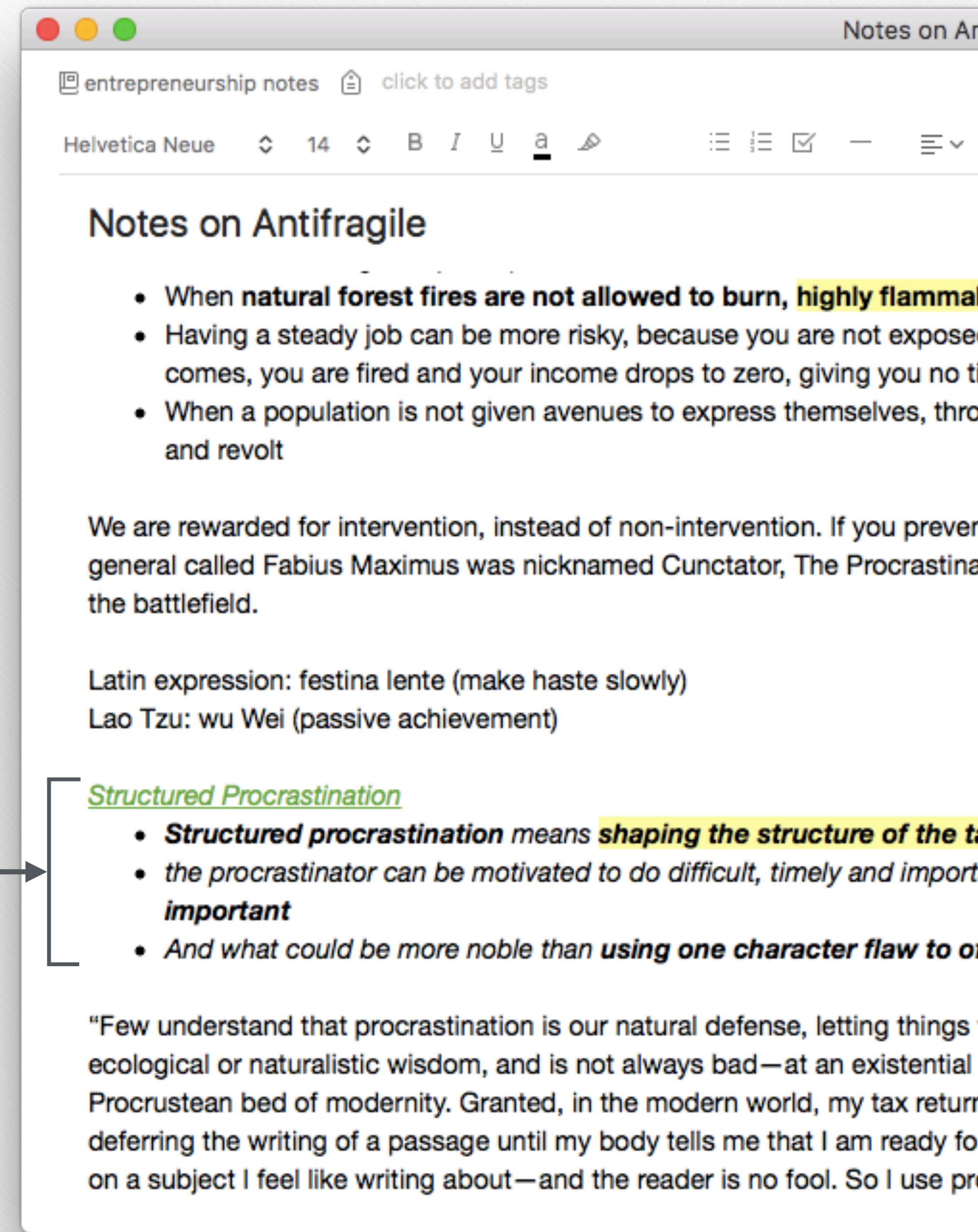
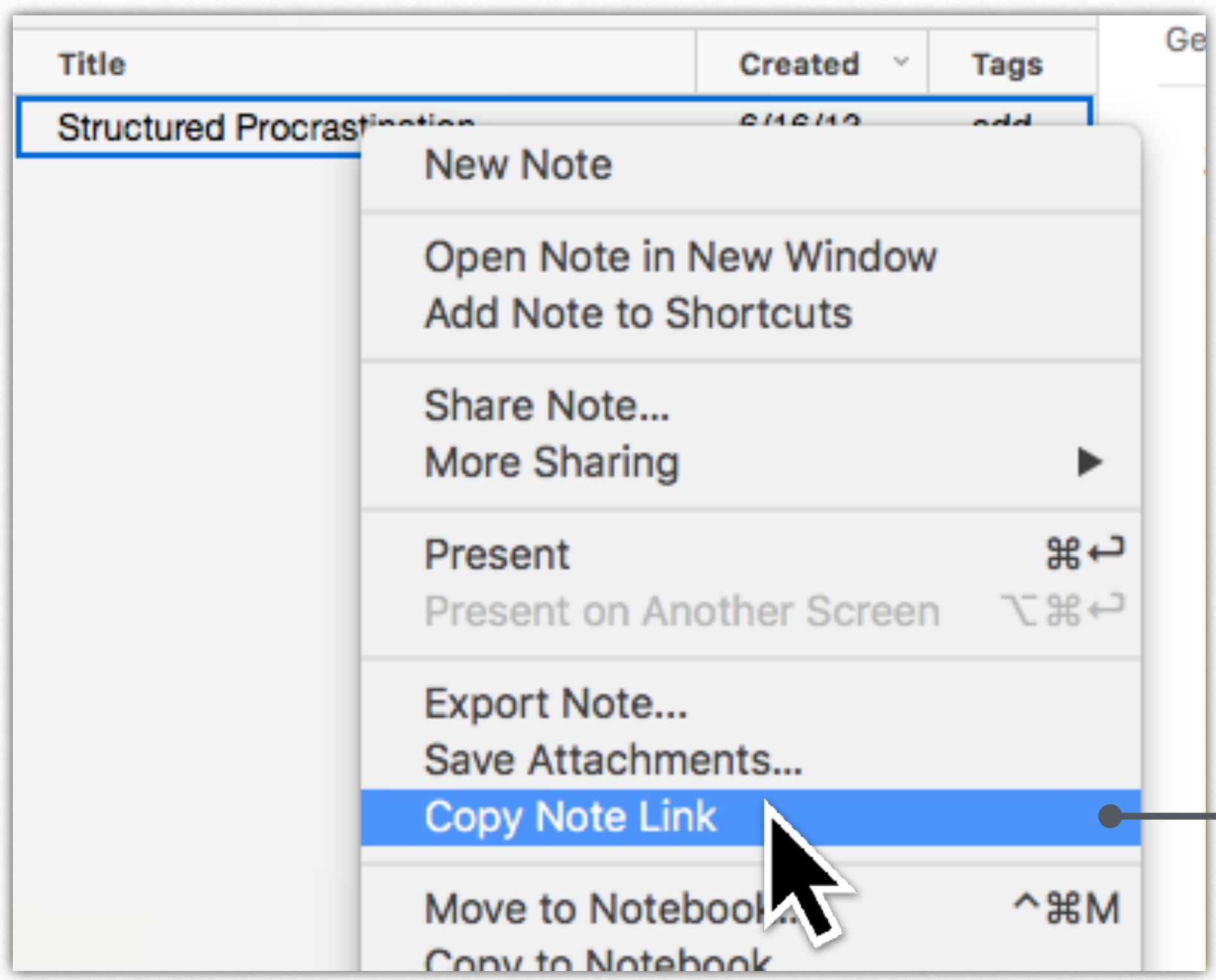


By shape

Pick a random shape as an organizing framework

“I can't find the most relevant notes”

#11 Interlinking Notes



"I can't find the most relevant notes"

#12 Context Suggestions

High Tech Startup Entrepreneur Advice: Introductions — Evernote

entrepreneurship book reviewed

Created: Nov 24, 2013 Updated: Nov 24, 2013 www.adamsah.net

High Tech Startup Entrepreneur Advice: Introductions

coached to say "either IPO or buyout-- we'll decide at the time" which is good but generic. For some core technology companies, the savvy statement is "nobody will let us IPO-- if we succeed, we'll get bought by a distribution partner already familiar with our technology." For some whole-product companies, the right answer is IPO, with upside buyout prospects being less likely (though be careful to say that you'll always entertain offers!).

5. [more coming...](#)

©2000 and beyond, Adam Sah.

Context

Article 50 Triggered: Fund Managers React
3/29/17

THE WALL STREET JOURNAL.

Facebook, Airbnb, Uber, And The Struggle To Do...
4/10/17 | Robert Saffan

Fast Company

How Will The Rise Of Crowdfunding Reshape...
3/13/17 | Ben Paynter

Fast Company

Save to entrepreneurship Share

THE WALL STREET JOURNAL.

Article 50 Triggered: Fund Managers React

March 29, 2017

WSJ Pro Private Equity sister publication Private Equity News rounds up views from investment managers as the U.K. begins the process of exiting the European Union

The great unwind begins. U.K. Prime Minister Theresa May has formally notified Donald Tusk, president of the European Council, of the country's intention to leave the EU, commencing two years of exit talks.

Fund managers and others in the City of London and Europe are calm about the act of triggering

“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

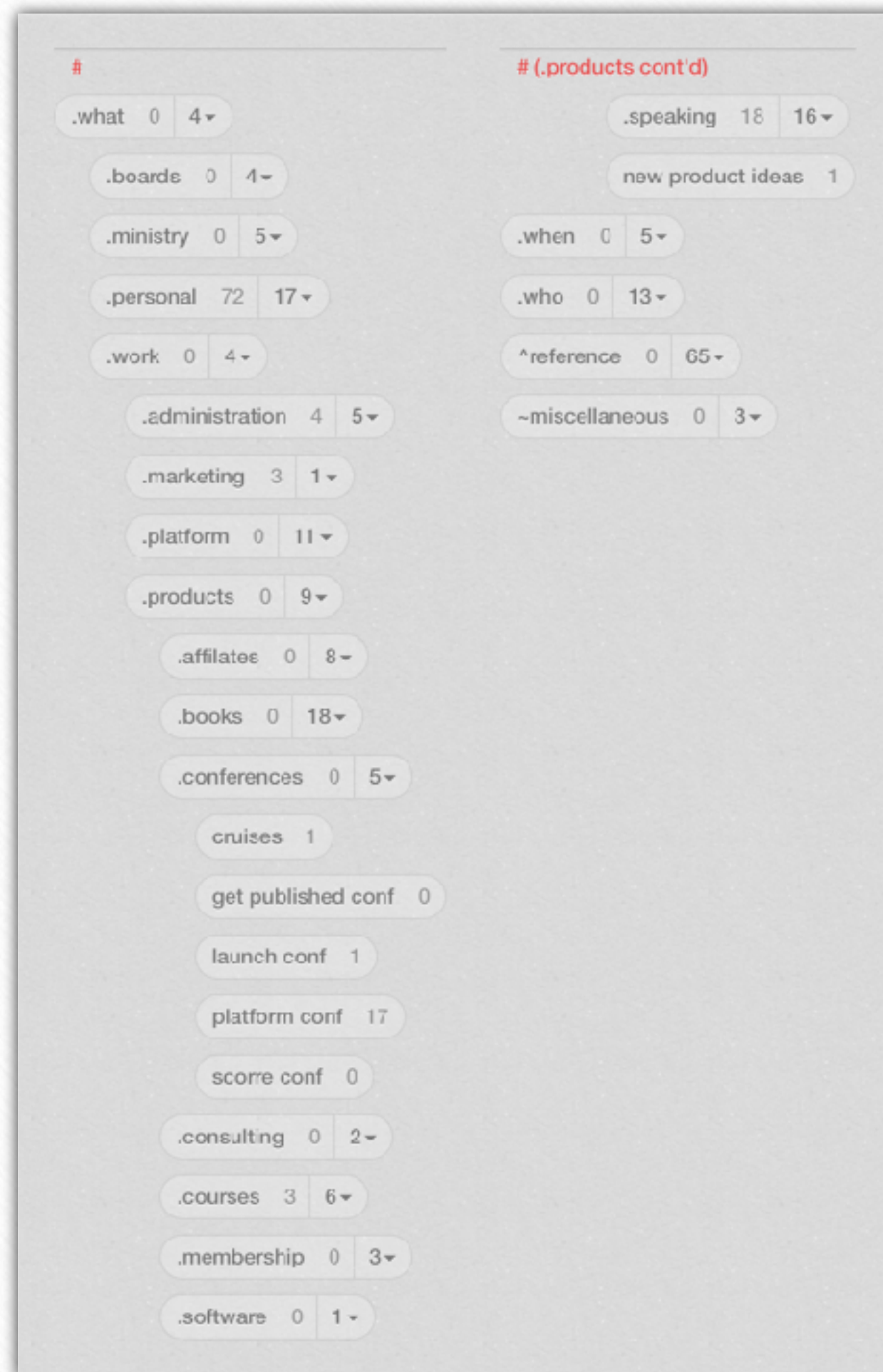
“I’m working with someone else”

#14 Table of Contents

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](#)

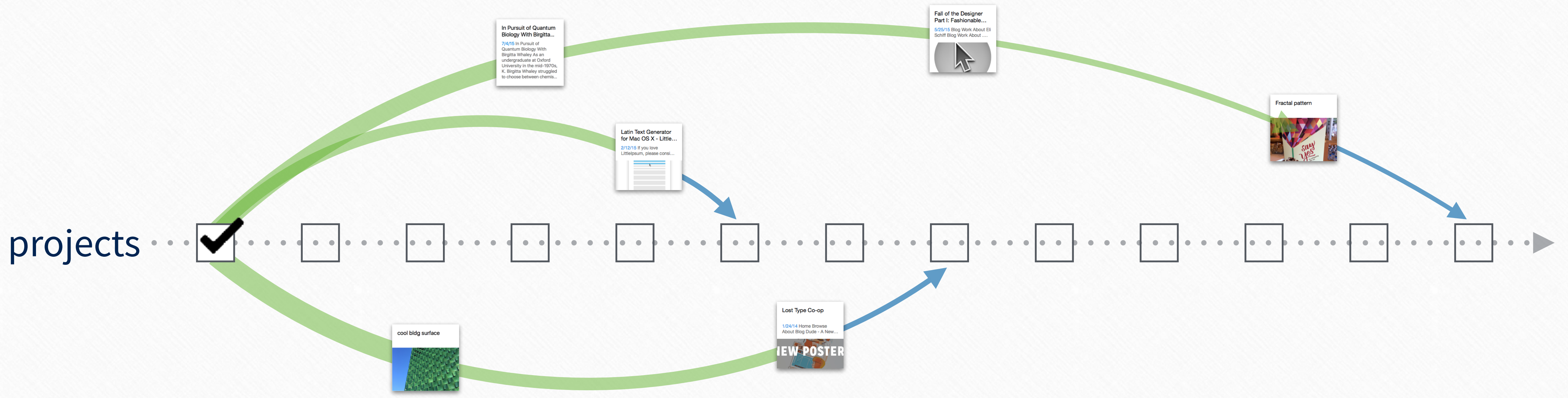
#15 Tag Hierarchy



#16 Naming Conventions

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

Digital notes: an accounting system for attention



Up next...

07

The Big Picture



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