

# 06

## Just-In-Time Project Management



# The 3 pillars

CAPTURE

ORGANIZE

RETRIEVE

**Progressive Summarization**

**P.A.R.A.**

**Just-in-Time Project Mgmt**

Practice

Progressive Summarization

Organizing for Insight

Unit 6 & 7  
JIT Project Management  
PKM Workflow Canvas

Theory

Unit 5  
Maximizing  
Return-on-Attention

Unit 3  
Digital Cognition

Unit 8  
The Big Picture

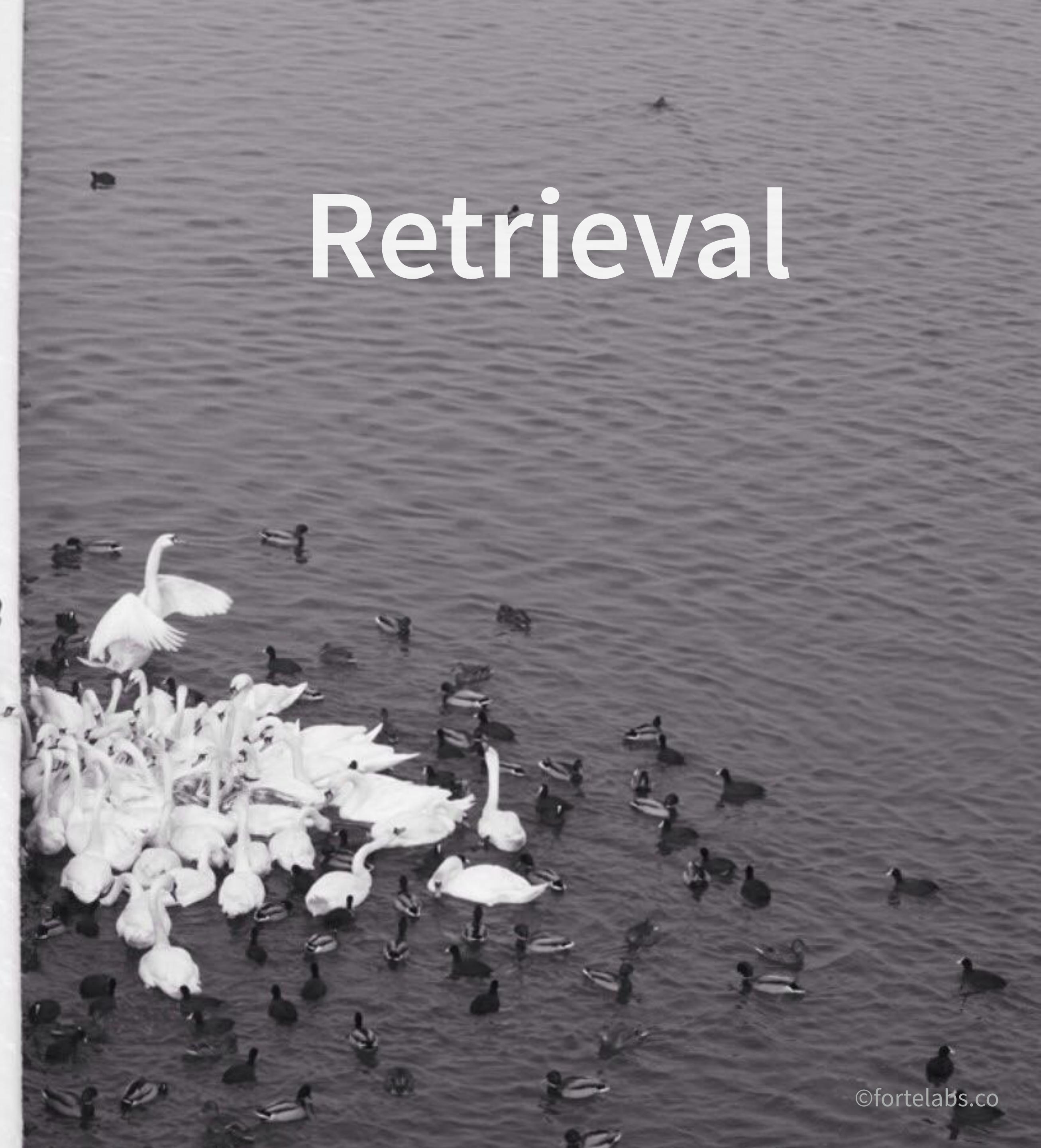
## Intention of the Unit

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

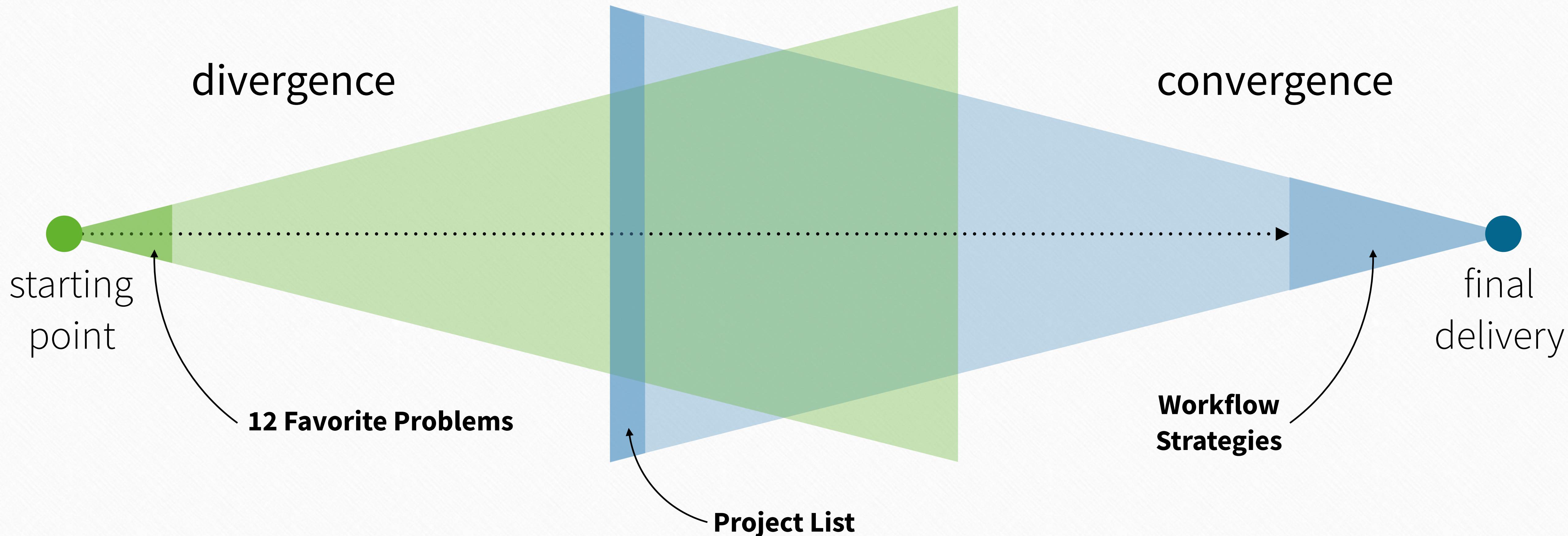
# Encoding



# Retrieval



# The process of creation



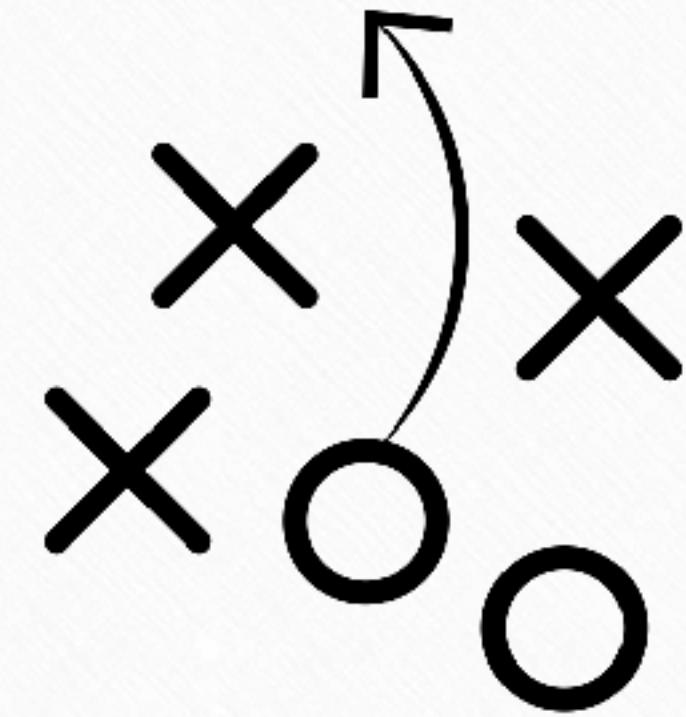
# Workflow Strategy

Problem



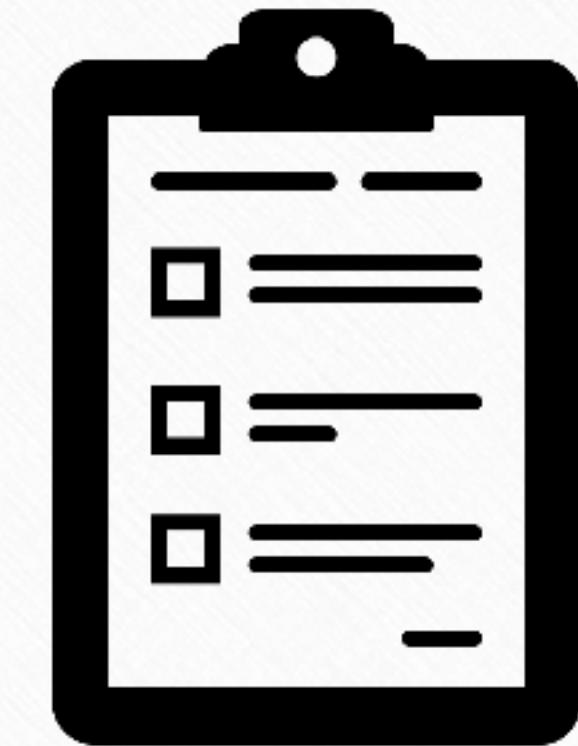
Diagnosis of  
the situation

Solution



Overall  
guiding policy

Implementation



Design of an  
action plan

# Rate your confidence in:

CAPTURE

Progressive Summarization

ORGANIZE

P.A.R.A.

RETRIEVE

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
<b>Overall performance of your note-taking system and approach</b>	<b>4.3</b>

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

## #1 Archipelago of Ideas

The screenshot shows an Evernote note window with the title "The Best Books I've Never Read — Evernote". The note contains a list of ideas for starting a deliverable. The list is organized into bullet points:

- 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.”*

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Danny Choo

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

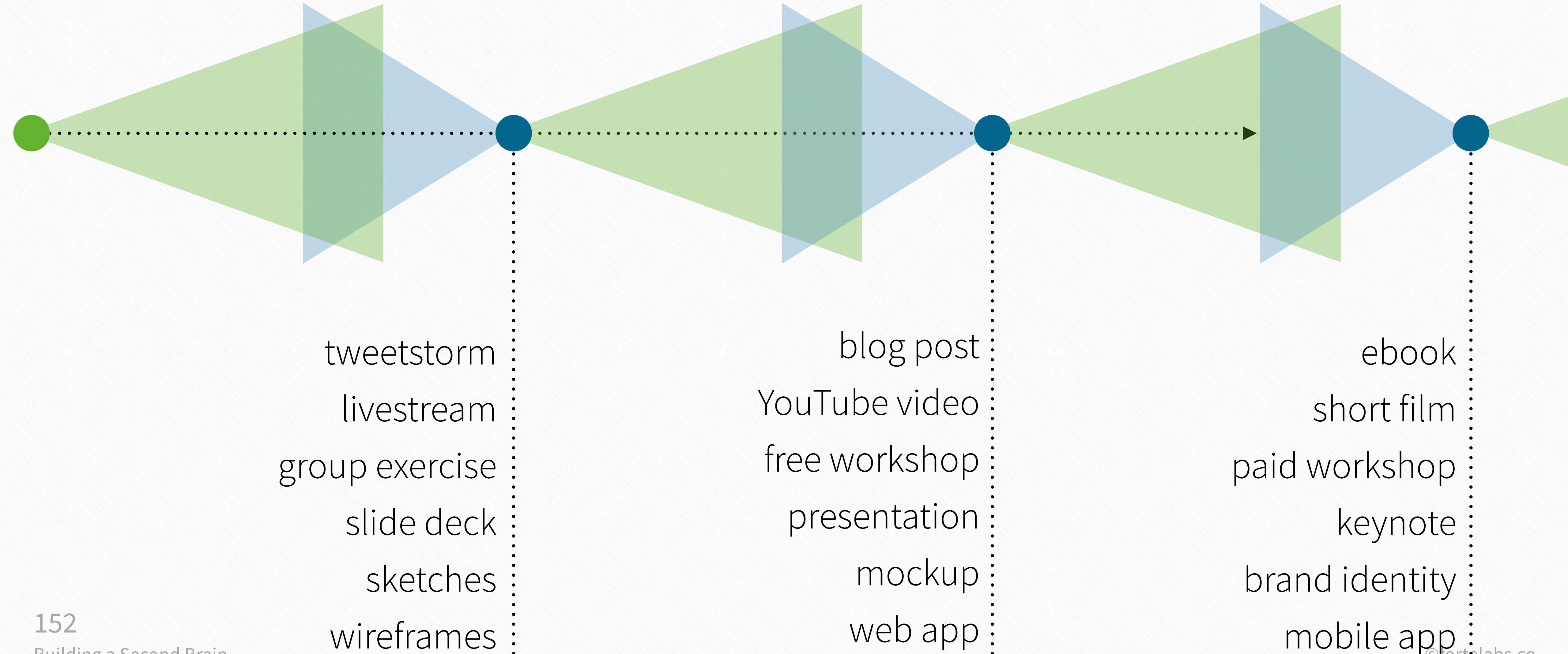
## #2 Headings First

The screenshot shows an Evernote note titled "BASB v1 Planning". The note contains the following content:

- To Do's**
- Planning**
- Objectives**
- Brand design**
- Research**
- Content Outline**
  1. Title slide
  2. Unit 1
  3. Unit 2
  4. Unit 3
  5. Unit 4
  6. Unit 5
  7. Unit 6
  8. Unit 7
  9. Unit 7
- Sales page**
- Promotion**
- Logistics**
- Videos**
- Community**
- Activities**

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

## #3 Dial Down the Scope





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

## #4 Meta-Plan

The screenshot shows a Mac OS X window for Evernote. The title bar says "RF5 v2 — Evernote". The note content is titled "RF5 v2". A red box highlights a "To Do" list:

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 bottom of the note contains the text "The Throughput of Learning" and a list:

- 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

“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 a Mac OS X window for Evernote. The title bar reads "Notes on Things implementation — Evernote". Below the title bar are several tags: "Productivity", "book reviewed", "notes", and "reviewed". To the right of the tags are icons for sharing, deleting, and other actions. Below the tags, the text "Created: Mar 30, 2013" and "Updated: Apr 16, 2017" is displayed. The main content area contains the heading "Notes on Things implementation" followed by a red-bordered box containing the 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 box, there are three sections: "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". Further down, instructions include "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", and definitions for "Projects" and "Areas of Focus". At the bottom, there is a section titled "Repeating tasks:" with a note about scheduling.

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

The screenshot shows a Mac OS X window for Evernote. The title bar reads "Five dysfunctions of a Team — Evernote". The toolbar includes standard icons for file operations, tags, and sharing. Below the toolbar is a text editor with font settings (Helvetica Neue, size 14) and various text and image editing tools. The main content area contains the following text:

### 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

Notes on Antifragile — Evernote

entrepreneurship notes click to add tags

Helvetica Neue 14 B I U a

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, or
- The financial markets, if not allowed to fluctuate by central banks and monetary policy, become more prone to 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 the **slow-witted** or **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)

**forest theme**

**body theme**

“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 Procrustean bed of modernity. Granted, in the modern world, my tax return is not going to take care of itself—but by delaying a non-vital visit to a doctor, or

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

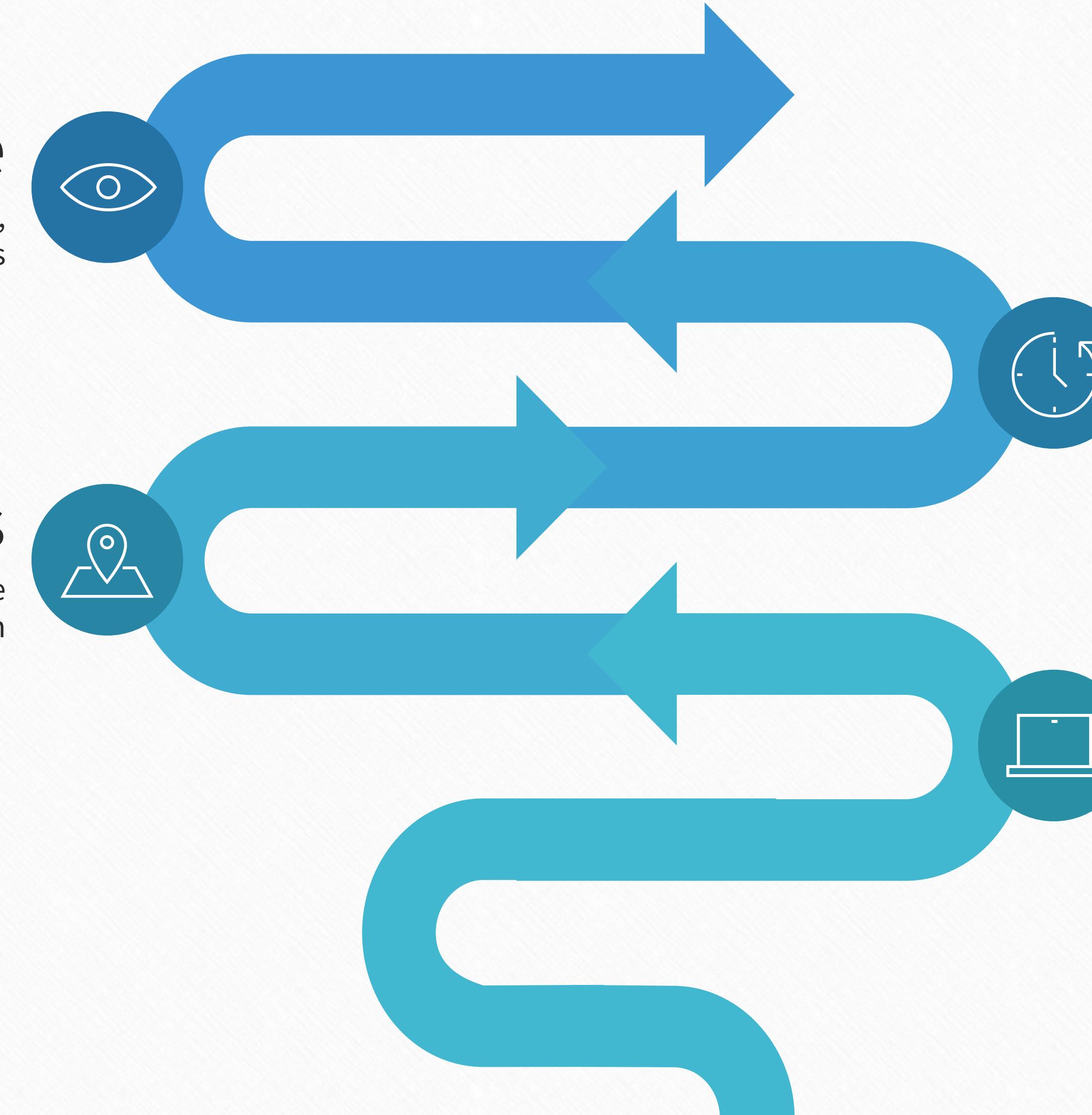
## #9 Context Switch

### 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



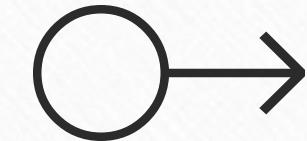
### Chronologically

What came first?



### Prioritized

What is most urgent? Most important?



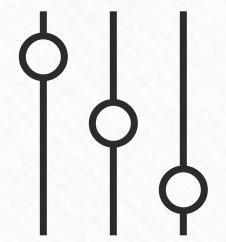
### Sequentially

What should happen first?



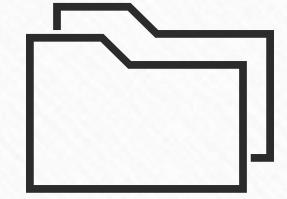
### By objective

What do I want to accomplish?



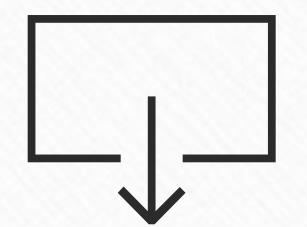
### By size

Biggest to smallest?



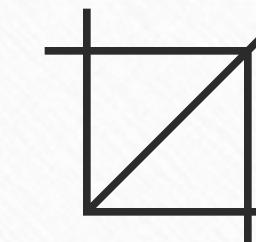
### By theme

What are the main themes?



### Question-Answer

What are the questions I want to answer?

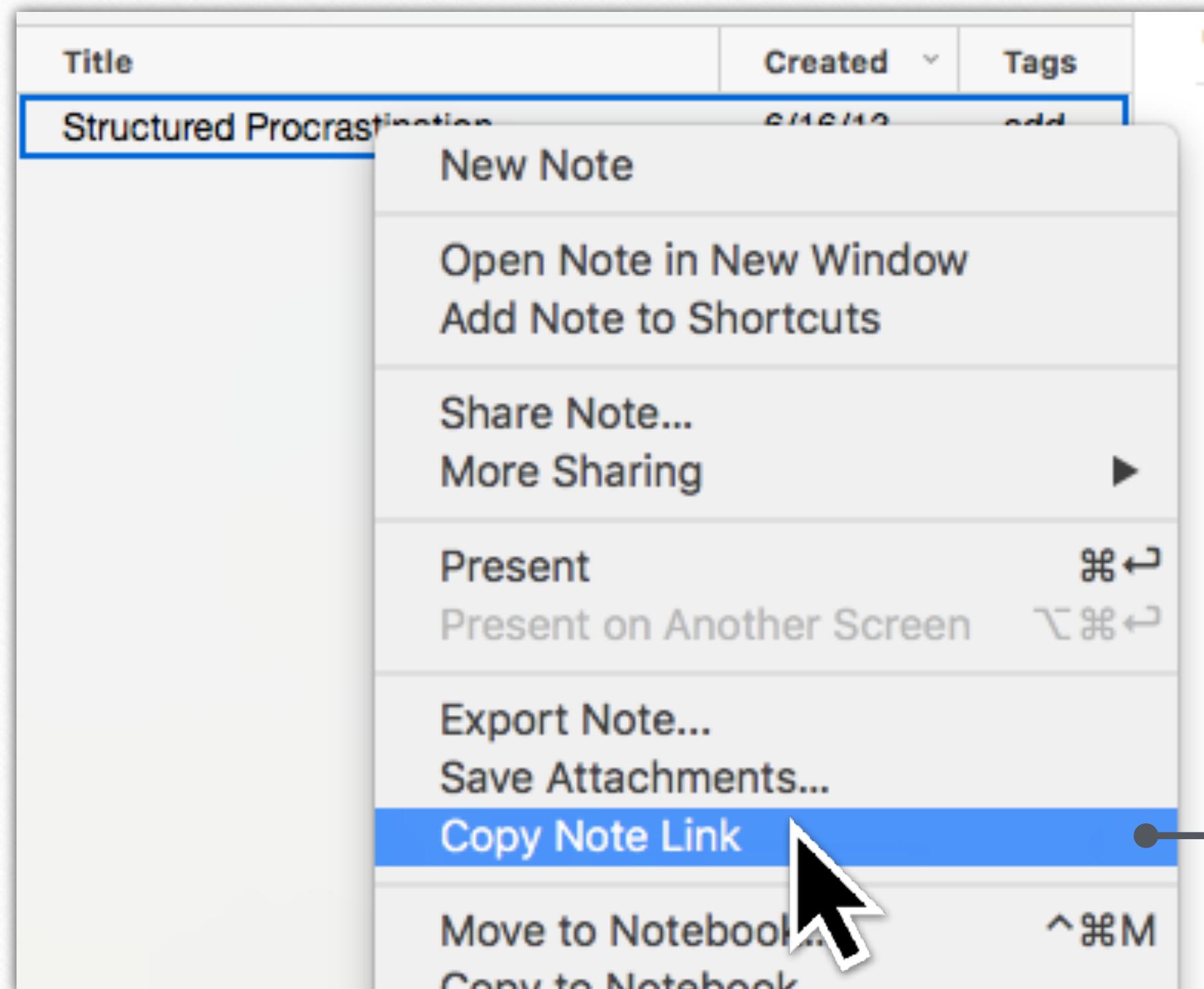


### By shape

Pick a random shape as an organizing framework

"I can't find the most relevant notes"

## #11 Interlinking Notes



Notes on Antifragile

- When natural forest fires are not allowed to burn, highly flammable vegetation accumulates.
- Having a steady job can be more risky, because you are not exposed to change. When your job comes, you are fired and your income drops to zero, giving you no time to react.
- When a population is not given avenues to express themselves, through protest and revolt, they become more fragile.

We are rewarded for intervention, instead of non-intervention. If you prevent a fire from burning, you are rewarded. The general called Fabius Maximus was nicknamed Cunctator, The Procrastinator, because he delayed his attacks on 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 task** to make it easier.
- the procrastinator can be motivated to do difficult, timely and important tasks.
- And what could be more noble than **using one character flaw to overcome another**?

"Few understand that procrastination is our natural defense, letting things slide until we are forced to deal with them. It's a form of ecological or naturalistic wisdom, and is not always bad—at an existential level, it's a way of avoiding the Procrustean bed of modernity. Granted, in the modern world, my tax return is due in two weeks, so I can't afford to defer the writing of a passage until my body tells me that I am ready for it. But there are other times when deferring the writing of a passage until my body tells me that I am ready for it is a good idea. For example, if I'm writing a book on a subject I feel like writing about—and the reader is no fool. So I use procrastination to my advantage."

“I can’t find the most relevant notes”

## #12 Context Suggestions

High Tech Startup Entrepreneur Advice: Introductions — Evernote

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 savvier 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.

**Co Context**

Article 50 Triggered: Fund Managers React  
3/29/17  
THE WALL STREET JOURNAL.

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

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

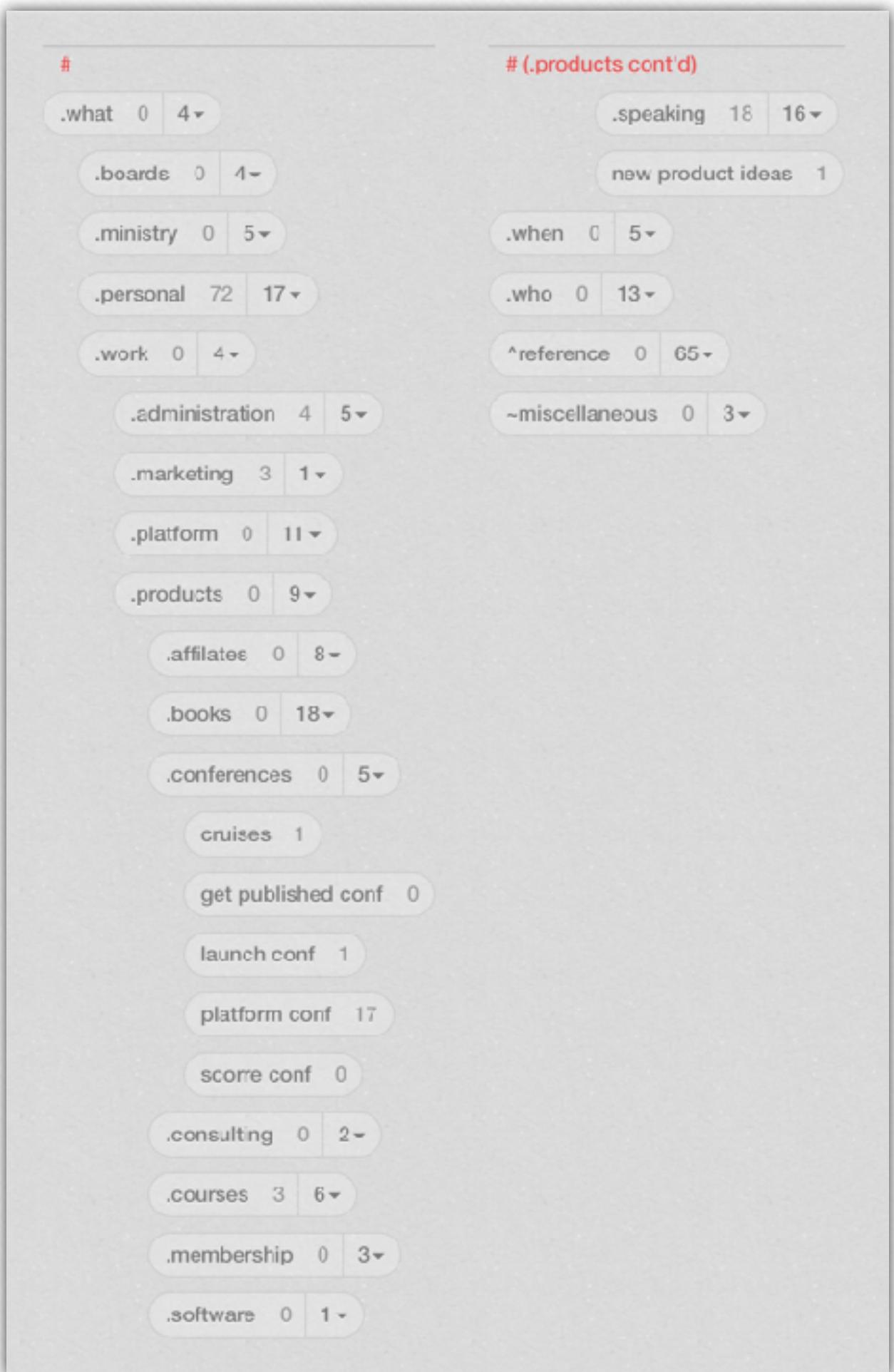
<b>intitle:</b> <i>coffee</i>	notes whose title contains "coffee"
<b>notebook:</b> <i>Finance</i>	notes within the 'Finance' notebook
<b>any:</b> <i>pizza beer</i>	notes containing either "pizza" or "beer"
<b>tag:</b> <i>medical</i>	notes that have the tag "medical"
<b>-tag:</b> <i>medical</i>	notes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

“I’m working with someone else”

## #14 Table of Contents

Table of Contents	
1.	<a href="#">Article Template</a>
2.	<a href="#">Guide To Twitter Video</a>
3.	<a href="#">Articles Ideas</a>
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6.	<a href="#">Buffer Articles Ideas</a>
7.	<a href="#">Blog Post: Facebook Videos</a>
8.	<a href="#">Articles Research</a>
9.	<a href="#">Writing Articles Links</a>
10.	<a href="#">Article Set Up in Buffer Blog</a>

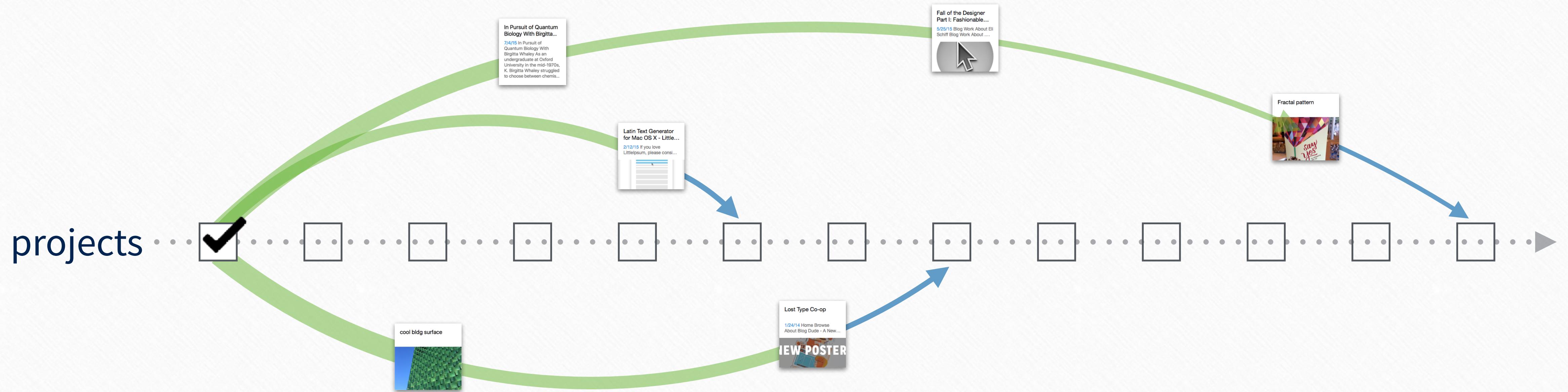
## #15 Tag Hierarchy



## #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