

PERSONAL MAPS



MANAGEMENT30.COM/PERSONAL-MAPS

Management 3.0 Workout © 2014 Jurgen Appelo

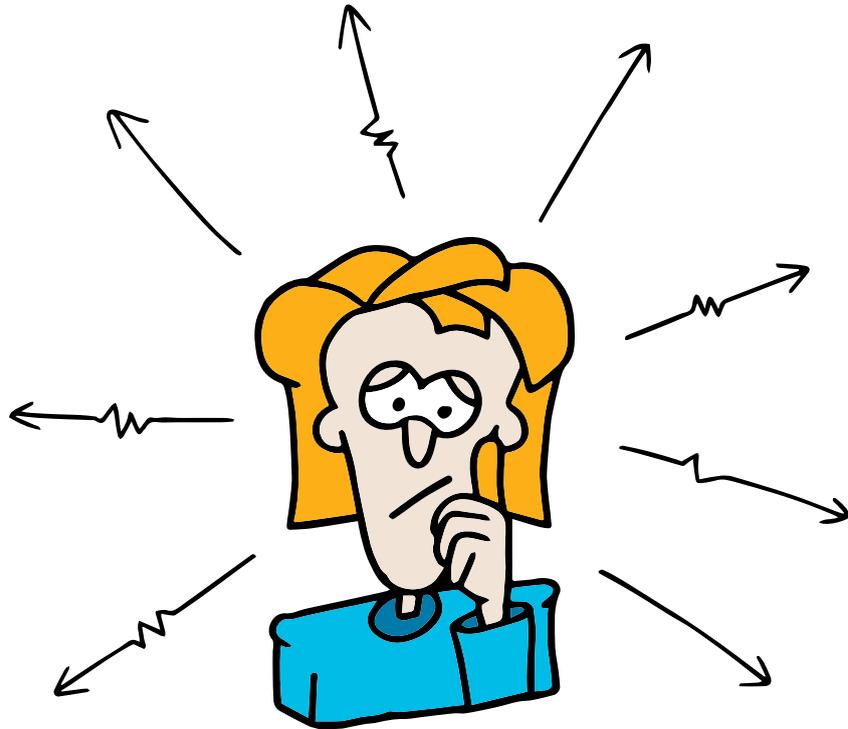
Our main business is
not to see what lies
dimly at a distance but
to do what lies clearly
at hand.

Thomas Carlyle,
Scottish writer
(1795–1881)

People should get closer to the work of others in order to better understand what is going on. They can do this by moving their feet, moving their desk, or moving their mike. Decreasing the distance of yourself to others helps to increase communication and creativity. A great exercise for a better understanding of people is to capture what you know about them in personal maps.

Improving Collaboration

When I investigated my communication issue, I realized the solution follows naturally from scientific research, as well as common sense. It is crucial to understand the way in which communication flows in an organization.



Whether they intend it or not, people continually disperse information about their mood, their work, their feelings, their preferences, and many other personal attributes and activities. 💡 Other people are able to pick up on some of that information. For example, when you feel stressed, you inevitably give off signals indicating this, and someone around you is bound to pick up on these signals and may ask what's amiss. Or when a colleague is working on a tough challenge, you might unknowingly radiate some information that helps him solve his problem. The picture on your desk communicates that you have two kids. The background on your computer screen clearly says you like cats. And the shopping bag next to your chair radiates that you're probably having friends over for dinner.

Software development expert Alistair Cockburn explains that the information flow across a team or an organization can be compared to the dispersion of heat or gas. [Cockburn, *Agile Software Development*] Not surprisingly, for the dissemination of information, sitting side by side in the same room is more effective than having two people sit in private offices next to each other. This, in turn, is more effective than having two people half a building and several coffee machines apart. For an optimal flow of communication, sharing the same room with other people works best because this allows a person to pick up other people's emitted information (either intentionally or unintentionally) which would otherwise never be appreciated. It's the same with heat and gas.

The obvious conclusion is that the effectiveness of collaboration between people heavily correlates positively to their proximity.

In a study conducted at Bell Labs, researchers tested for factors that determine whether two scientists might collaborate. The best predictor was, you guessed it, the distance between their offices. [...] The probability of collaboration sharply decreases in a matter of a few feet.

Patterson, *Influencer* loc:3904

Sadly, miscommunication is the norm in all organizations. [Appelo, *Management 3.0* loc:5155] When you understand that distance reduces communication, you can try to improve communication by optimizing your proximity to others. The “how” part of reducing the distance between managers and other people has been described in many books and articles. The suggestions differ in detail, but most of them boil down to the same thing: people should get closer to the work that is important to them. Of course, this does not only apply to managers. It applies to any creative networker who is working with other people and is trying to do a good job.

People should get closer to the work
that is important to them.



Management by Walking Around



The advice to walk around in the organization  is often presented under the Japanese name **Gemba** (meaning: “the real place”). The practice of Gemba states that a person ought to be where people are working in order to understand how well they can do their jobs and what they need from you. [Markovitz, “Go to Where the Actual Work Is Being Done”] But seeing things with your own eyes also helps to solve any problems people might have. Improvement works better when you use facts and not assumptions. [Rosenthal, “Walking the Gemba”] Other terms you may find in literature are **Genchi Genbutsu, Go and See** [Rother, *Toyota Kata* loc:1995], **Face-time** [Isaacson, “The Real Leadership Lessons of Steve Jobs”], and **Management by Walking Around (MBWA)**. And, in the case of distributed teams, this could easily become **Management By Flying Around (MBFA)**. [Cohn, *Succeeding with Agile* pag:370] The practice has more names than His Majesty King Willem-Alexander Claus George Ferdinand, King of the Netherlands, Prince of Orange-Nassau, etc., etc. Therefore, you might assume it is pretty important.

Some experts suggest that when walking around the people that are important to you, you should not follow a strict schedule, but rather try to do this randomly. You listen to them, talk to them, consult with them, and advise them. At random, you may decide to attend a team’s planning meeting, a stand-up meeting, a demo meeting, or you may catch them near the water cooler. (This is far more challenging with remote teams but we’ll address that topic in a moment.) It is important that you do not give your team the impression that you are *checking up* on them because your aim is better *communication* and *understanding*, and not better *instruction*. It’s about managing, not programming. And face-time doesn’t have to focus on just work. Social time (during lunch breaks, near the coffee machine, and after work hours) counts as well.

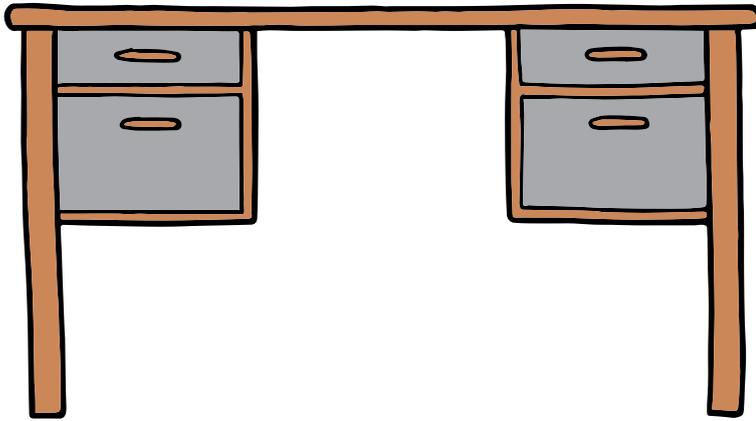
Social time turns out to be deeply critical to team performance, often accounting for more than 50% of positive changes in communication patterns.

Pentland, “The New Science of Building Great Teams”

Despite the fact that walking around is a great practice, I have a small problem with this approach. The problem is that you still have to get up and start walking around. This is great when, like me, you need daily exercise. (And after all, this book *is* about workout exercises!) But collaboration with other people, no matter how sincere, may still come off as artificial or stilted if you have to get up from your desk and head out of your office in order to talk to your team.

AWESOME

Management by Sitting Around



The more I thought about the idea of walking around, the more I got the feeling that the practice is suboptimal. Years ago, I realized that the concept of “being where the work happens” can be taken a step further. I solved it by picking up my stuff and moving to an ordinary desk alongside with my team. 🗄️🗄️ It might have been the best management decision I ever made. It vastly increased the amount of social time I could enjoy with my team members.

The best computer systems in the world cannot substitute for being there, talking about what’s going on and responding at once to subtle situational clues.

Harford, *Adapt* loc:3583

After I had moved my desk, no matter what happened, I was always around. This allowed me to pick up more information about what was going on, and understand much better what other people cared about. Team members regularly asked for my opinion, something that used to occur only when I happened to be walking around. And I picked up signs of joy and frustration, which I wouldn’t have noticed if I had not been there. This convinced me that MBSA (Management by Sitting Around) could sometimes beat both MBWA and MBFA.

Interestingly enough, not everyone is of the same opinion. Richard Branson, the famous founder and chairman of the Virgin Group, has always practiced the opposite approach. He prefers *not* to sit with any of his management teams because, in his view, this could inhibit their creativity and self-reliance. [Branson, *Like a Virgin*] Instead, he prefers to leave them all to their own devices most of the time, but he guarantees regular face-time with everyone by flying around all the time. (This is of course easy to do when you have your own airline).

MBSA

“I once worked in a project management role and it seemed plausible to have a small office with another senior so I could discuss important matters and make confidential calls.

At one point, I started to collocate the people who were working on my project because communication between them was bad. I don't remember the exact reason, but I also moved from my own cozy office to where the project was happening. I guess it was to show that I was not only moving others around, but I was moving myself as well.

The effect for me was dramatic. Suddenly, I felt

the pulse of the project and learned of people's problems directly. I was able to moderate discussions between workers, and they now found it much easier to ask me questions. Another effect was that sitting together showed that we were all in the same chain gang on this death-march project. For me as a new manager it was tremendously helpful to build trust. Later changes, such as the introduction of agile approaches, have been much easier because I had a better understanding of how the team felt.”

Peter Rubarth, *Germany*

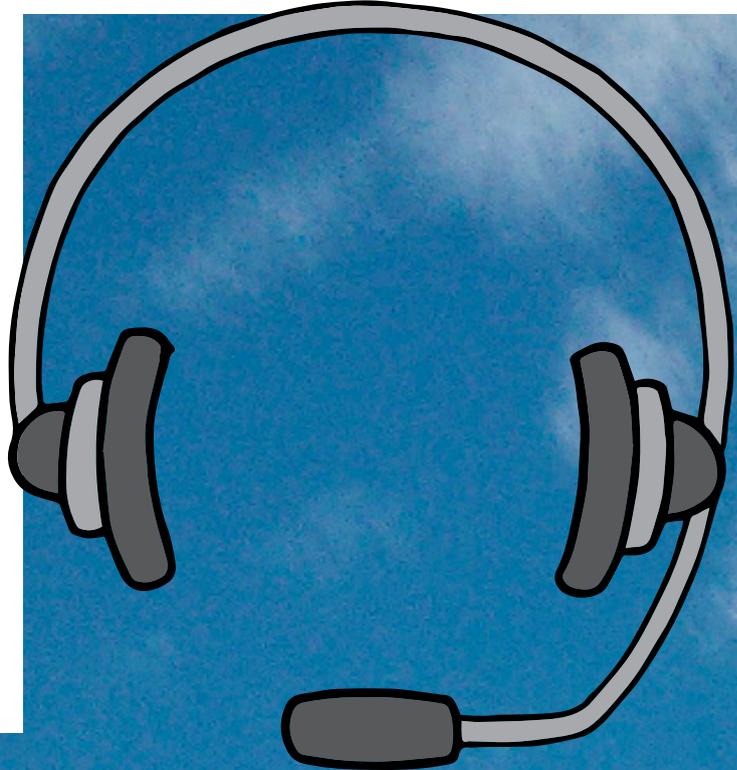
Management by Skyping Around

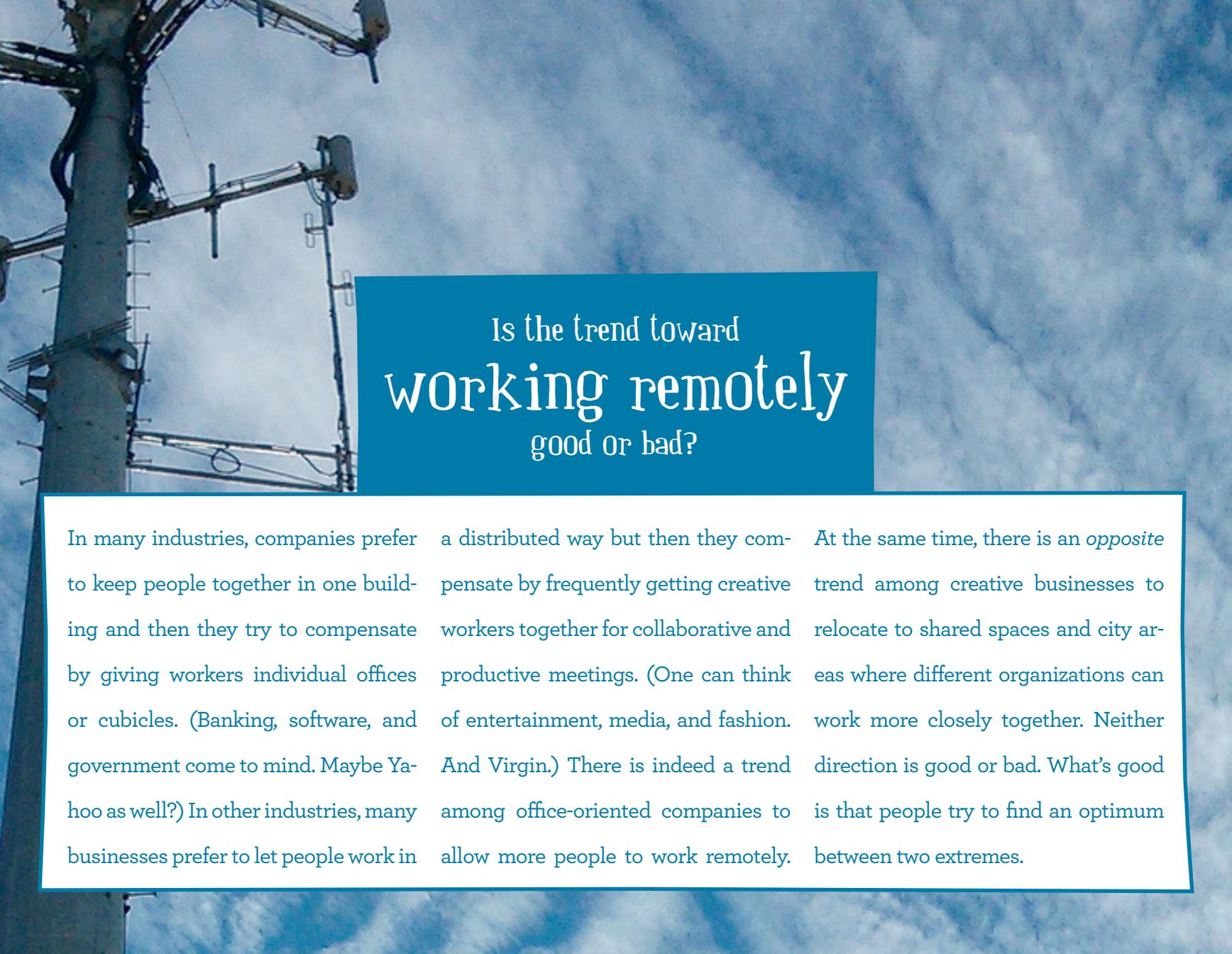
In February 2013, Marissa Mayer, the CEO of Yahoo, sent a memo to her employees, saying that working from home was not acceptable anymore, and that all Yahoo's remote workers would soon be expected to either relocate to the office or else quit their jobs. [Manjoo, "Marissa Mayer Has Made a Terrible Mistake"] She said the main reason for this decision was that collaboration and communication are improved when people work together in the office and when they can see each other face to face. Marissa Mayer was right.

She was also wrong. Plenty of research and case studies confirm that *creative* people who work remotely are, on average, *more* productive than their colleagues who work at the office. [Stillman, "Remote Work Boosts Productivity?"] Marissa Mayer's claim that "speed and quality are often sacrificed when we work from home" might have been true for herself or for some of Yahoo's employees, but, in general, this claim doesn't stand up to scientific scrutiny. Richard Branson's reaction to Marissa Mayer's decision was, "Yours truly has never worked out of an office, and never will." [Branson, "Give People the Freedom of Where to Work"]

The answer to the question, "Should people work from home or in the office?" is, as always, "It depends." People *can* be more creative on their own when they work remotely, but creativity is fruitless without a frequent gathering of the minds and mixing of ideas. On the other hand, communication *can* be improved when people are collocated most of the time, but communication is useless without good productivity which many people often best achieve *alone*. Somehow, you must optimize both. Anyone who optimizes one over the other is missing the point.

The best approach for your organization is to find your own optimum. This means asking people to optimize both creativity *and* communication in ways they believe are best. It also means giving them the means for high-bandwidth communication across distances, in the form of Skype calls, Google hangouts, and any other tools you can think of that include both audio and video. 🎧





Is the trend toward working remotely good or bad?

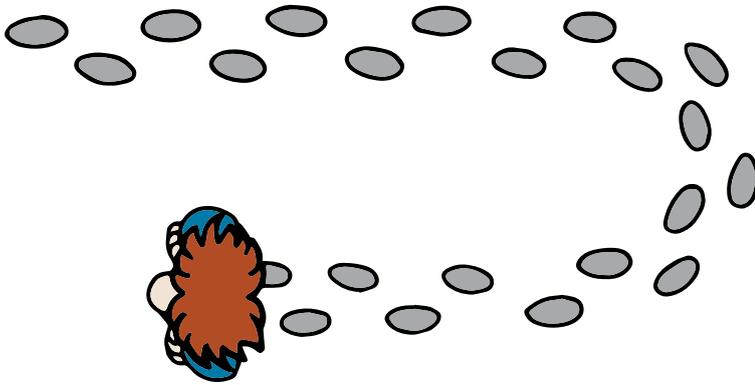
In many industries, companies prefer to keep people together in one building and then they try to compensate by giving workers individual offices or cubicles. (Banking, software, and government come to mind. Maybe Yahoo as well?) In other industries, many businesses prefer to let people work in

a distributed way but then they compensate by frequently getting creative workers together for collaborative and productive meetings. (One can think of entertainment, media, and fashion. And Virgin.) There is indeed a trend among office-oriented companies to allow more people to work remotely.

At the same time, there is an *opposite* trend among creative businesses to relocate to shared spaces and city areas where different organizations can work more closely together. Neither direction is good or bad. What's good is that people try to find an optimum between two extremes.

The Observer Effect

Communication with co-workers is a crucial habit for everyone in a business. It doesn't matter if you're a manager, a team member, or an independent worker. You should move yourself around, and you should help others do the same.



But no matter whether you move your feet, your desk, or your mike, you must keep in mind that objective observers don't exist. When you get closer to other people who are doing work, you are influencing them. This is called the **observer effect** or **observer's paradox**. This doesn't have to be a problem, as long as you are aware of the fact. You can even use it to your advantage!

When you observe other people doing work,
you are influencing them.

Your proximity to other people can help you to create trust. It also can help to create awareness among your team members that you care about what they are doing. Your proximity itself is an information radiator and has an impact on people's work. The consequence of moving around and paying attention to what others are doing is not only improved communication; it can also mean improved behavior and better performance.



Close Proximity

I know what you're thinking. Moving around sounds like a great idea but what can you do if you are involved in many teams? What if the teams work in different buildings or in different countries? What if you are the founder of 400 companies? My answer is: first, make sure at least one of them is an airline; second, figure out a good way to combine the three approaches mentioned earlier by applying these proximity principles:

The **First Proximity Principle:**

- Match your proximity to people with the importance of their work.

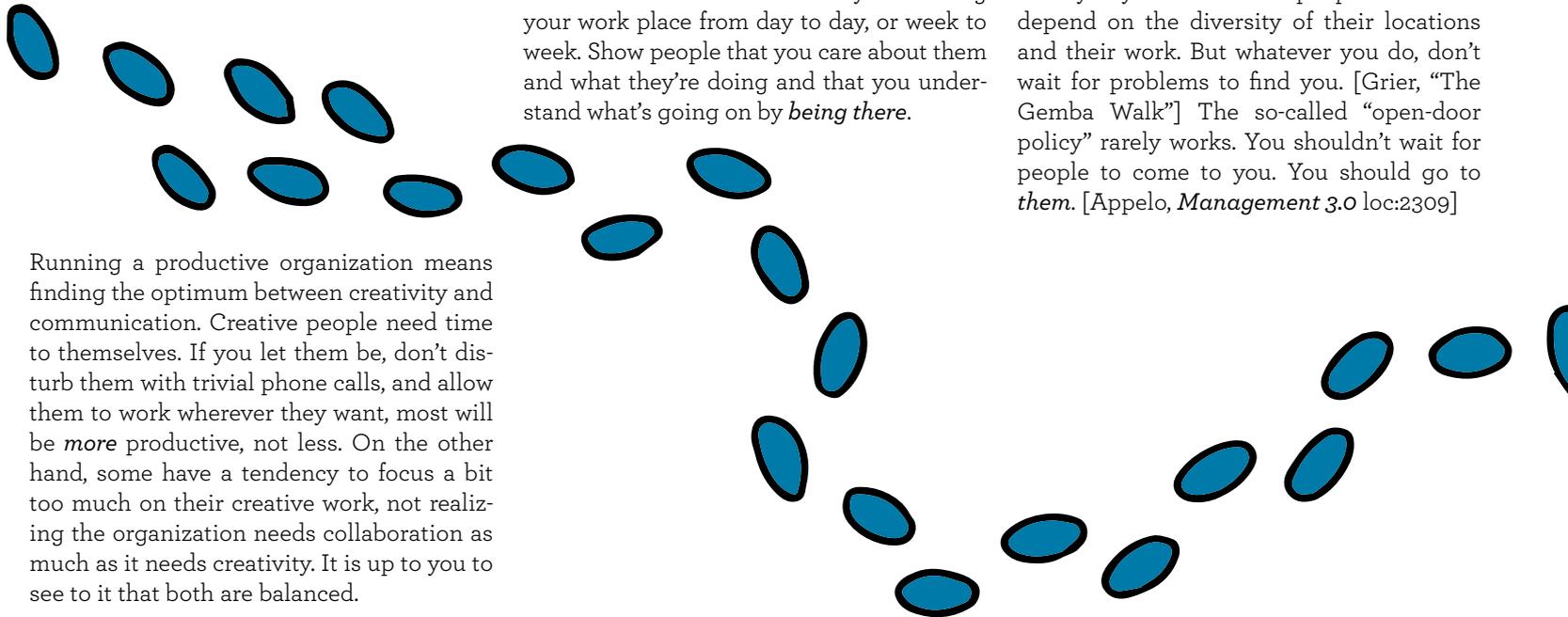
Is there an important project or deadline? Go sit with that team for a while. Is one team lagging behind the others significantly? Move your desk to their working area. Are you working with two teams that need special attention? Sit with both of them by alternating your work place from day to day, or week to week. Show people that you care about them and what they're doing and that you understand what's going on by *being there*.

The **Second Proximity Principle:**

- Keep your proximity diverse, flexible, and unpredictable.

You should not allow an important team to claim your full attention while leaving other people unattended. Optimize your communication with others using walks, trips, flights, and video calls. There should be diversity in your distance to people which will depend on the diversity of their locations and their work. But whatever you do, don't wait for problems to find you. [Grier, "The Gemba Walk"] The so-called "open-door policy" rarely works. You shouldn't wait for people to come to you. You should go to *them*. [Appelo, *Management 3.0* loc:2309]

Running a productive organization means finding the optimum between creativity and communication. Creative people need time to themselves. If you let them be, don't disturb them with trivial phone calls, and allow them to work wherever they want, most will be *more* productive, not less. On the other hand, some have a tendency to focus a bit too much on their creative work, not realizing the organization needs collaboration as much as it needs creativity. It is up to you to see to it that both are balanced.





So, why don't you take any calls?

I once wrote a blog post about phone calls. [Appelo, “Why I Won’t Take Your Call”] With that post I explained that I prefer asynchronous communication (email, SMS, Twitter) over synchronous communication (phone, Skype, chat). This seems to contradict the advice to seek face-to-face communication, but actually, it doesn’t.

As a self-employed author and speaker, my aim is to be creative. Seeking to optimize my own productivity, I usually reject calls about simple matters because such calls hurt my creativity. But I am well aware that more complex collaboration only happens using high-bandwidth communication. Therefore, I do have Skype calls and face-to-face meetings with team members and relevant stakeholders. I just don’t want to pick up the phone to answer dozens of trivial questions about article length, speaking fees, and flight arrival times. For that, the good Lord gave us email.



Proximity Management

The concept of moving yourself around and optimizing your distance to people has been documented through various management practices, including Genchi Genbutsu and Management by Walking Around. As a container term, I like the name **proximity management**. [Bregman, “The Real Secret of Thoroughly Excellent Companies”]

As managers and creative networkers, we do not manage other *people*. Instead, we manage *communication* and *creativity* in the system by regularly adjusting our proximity. It should never be too much and never too little.

We manage communication and creativity in the system
by regularly adjusting our proximity.

Naïve managers, maybe in an attempt to emphasize their status, often *increase* their distance from people by moving to the corner office or the top floor of the office building, not realizing the detrimental effect this has on communication. Other managers, perhaps in an attempt to revitalize their ailing companies, often *decrease* distances among people by calling remote workers back to the office and putting everyone together in big open spaces, not taking into account that this can seriously hurt creativity and productivity.

The best creative networkers understand that managing proximity means finding the right balance between these two extremes which will always depend on the people and their work.

Great Conversation Topics

I find it hard to stay interested when people discuss the weather, sports, business, or celebrity gossip. One of the deepest discussions I enjoyed was when I shared a sauna in Finland with fellow speakers after a conference. We debated politics, philosophy, and the meaning of life in twenty minutes.

When I met with my fellow management team members of Happy Melly for the first time, I suggested that we not only discuss ideas, projects, and tasks, but also some personal stuff. I came up with the suggestion that each of us should ask the others one interesting personal question, and we should answer the question ourselves at the end of each round. The first question, offered by yours truly, was, “What part of your culture do you recognize in yourself?” The other team members followed suit with “What is your favorite movie and what does this say about you?” “How do you exercise physically?” “What is it you don’t understand about other people?” “Which book changed your view on the world?” and “What happened in your past that made you join this team?”

With a little effort, you should be able to come up with dozens of similarly interesting and challenging questions. It could be useful to memorize a few of them, so you can ask them of anyone at any time. You could really impress your colleagues the next time you share a sauna.

Besides asking deep questions, there are plenty of other things you can do to engage in interesting conversations with fellow team members. You can organize one-on-ones, discuss Gallup’s famous 12 questions [Gallup, “Feedback for Real”] or you can play Delegation Poker (see the chapter “Delegation Board”) or Moving Motivators (see the chapter “Champfrogs Checklist”). You can investigate

people on social networks, such as Facebook, LinkedIn, and Twitter, or at social events, such as dinner parties or community gatherings. On the less serious side of the communication spectrum, we find personality tests, such as MBTI or 16PF [Appelo, *Management 3.0* loc:2191], and even horoscopes and numerology which can all be useful for discussing “typical” personality traits. (You may find it hard to believe, but I recently found out that according to numerology, I am a “typical 5” which has been my favorite number ever since I was 10 years old.)

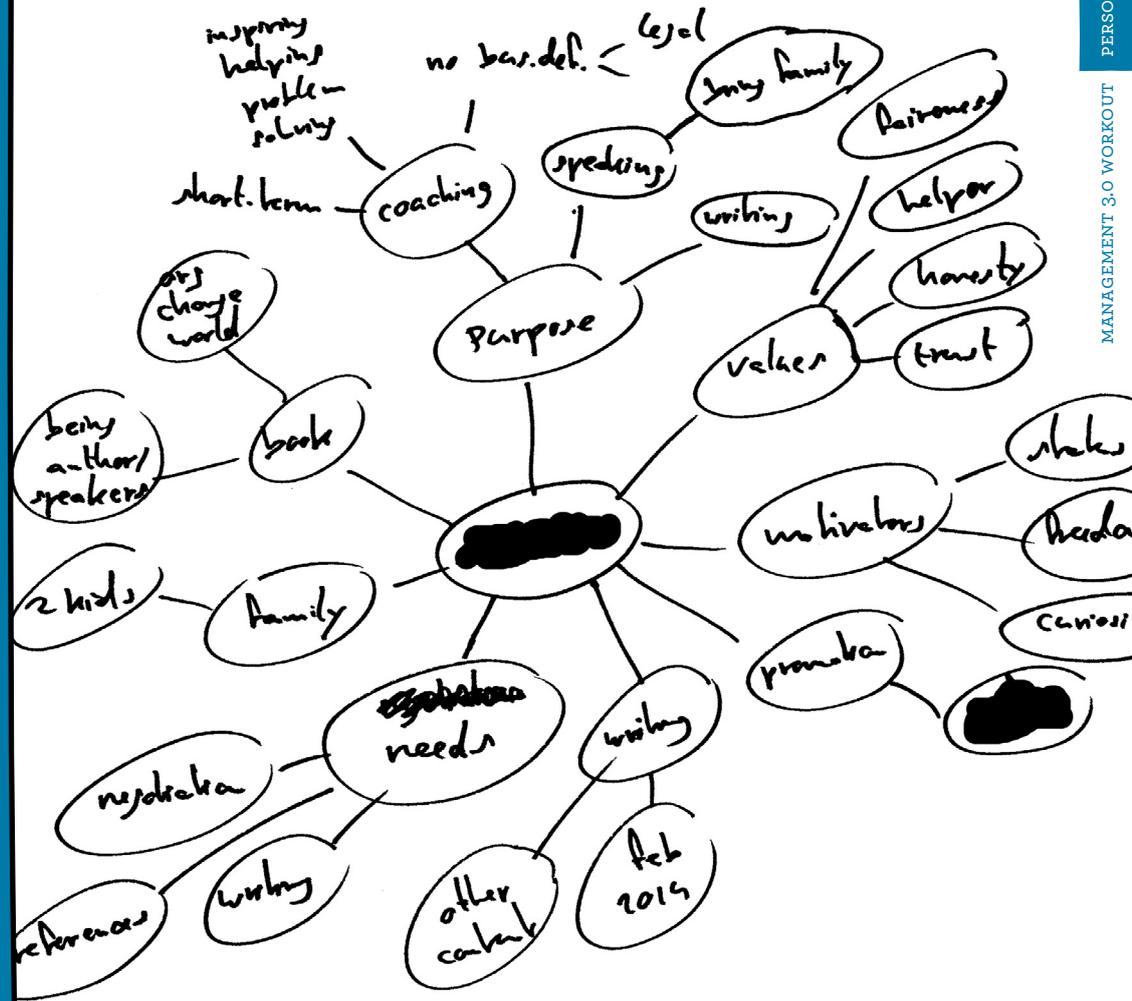
Whatever you do to improve communication, keep in mind that the best approach to understanding a person depends a lot on that person’s preferences. What works with one may not work with the other. For example, half the world knows that I don’t drink beer and that I need private time each day because I’m an introvert. By offering me a beer after a busy day full of social activities you communicate to me that we’re not socially close. My friends would never suggest that. This may actually *reduce* my willingness to open up and share my thoughts.

You can make amends by buying me a caffè latte the next morning.

Chit Chat

“One point you didn’t explore and expand on is to make room for a little chat during the day-by-day activities. It is one of those things so obvious, we keep forgetting about it. Whenever I am in a conversation at work, I have the habit of starting or closing the conversation with trivial stuff, just to confirm the informal relationships we have together. By doing this I not only make room for a personal connection; I also avoid giving people the feeling that I’m only interested in checking on their work.”

Riccardo Bua, *Belgium*



You Are Always On My Mind Map

In an earlier version of this chapter, I suggested that you could draw a proximity map indicating where you are, where your most important people are, and how you plan to see them regularly. But I was never satisfied with my own suggestion. I didn't see the point of praising the merits of flight plans and Google maps, and I realized I was on the wrong track.

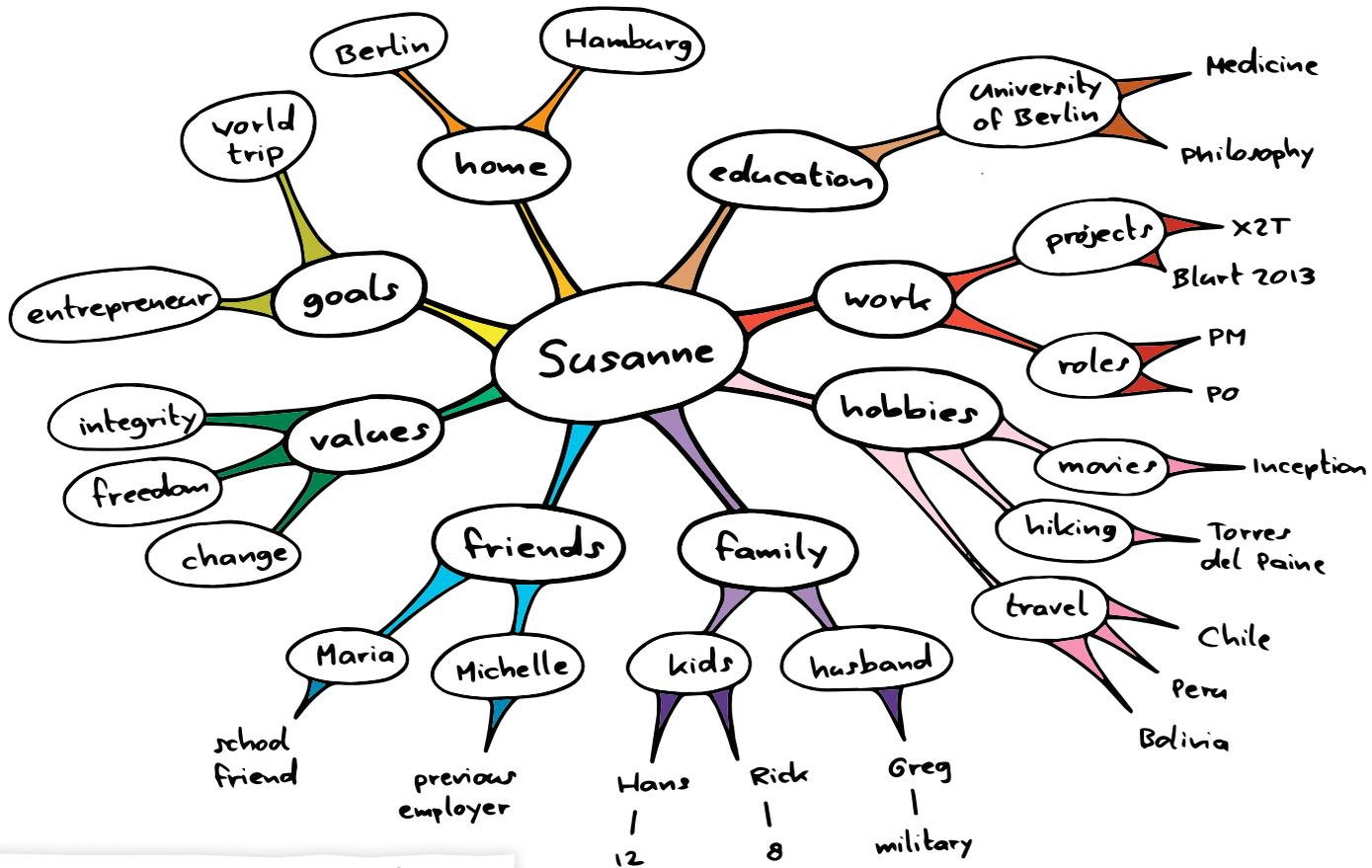
It's not about geographical distance, it's about mental distance.

McCarthy,
keynote at Agile Lean Europe 2012
in Barcelona

I noticed many times that the relevance of *geographical* distance has been shrinking steadily for years, thanks to globalization and technological progress. Unlike a decade ago, the connections to the people closest to me are almost literally under my fingertips. At the same time, it seems that the *mental* distance between people has been increasing steadily. Those same technologies have allowed me to be “friends” with thousands of people I hardly know while quality time with my closest friends and relatives suffers from the noise of status updates, photos, videos, likes, retweets, +1s, and personal messages through a dozen social channels.

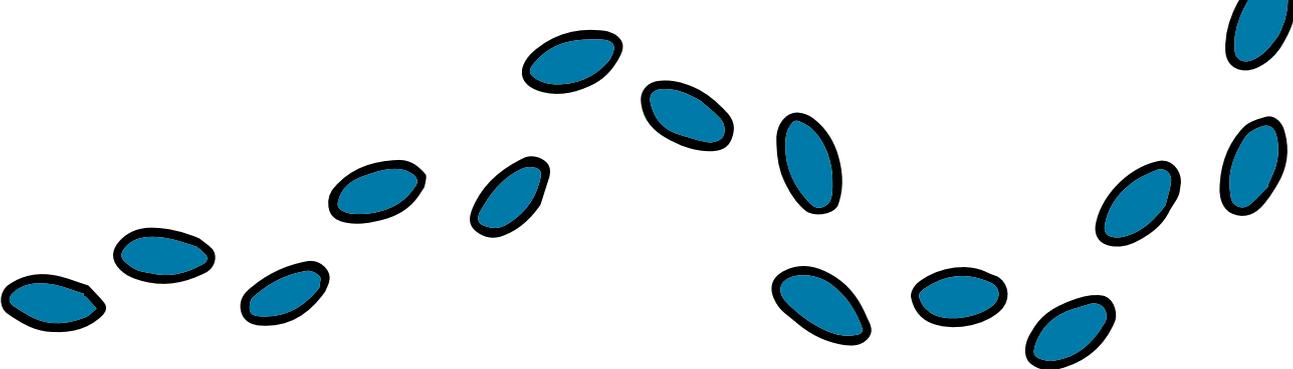
An idea came to me during a car trip from Amsterdam to Brussels. I was staring off in the distance while driving, attempting to solve an issue that had been bugging me for months. I was disconnected from the whole world except for Raoul, who was sitting next to me, but he was graciously keeping his mouth shut for a while. Needless to say, it was the perfect time for me to have a creative thought. And I had one. I suddenly realized that we don't need more *geographical* maps. We need better *mental* maps.

Mind mapping is a simple but powerful technique that allows anyone who can hold a pen to visualize the relationships between concepts. By creating a **personal map** of a colleague, you make an effort to better understand that person. You start by taking a sheet of paper, an empty page in a notebook, or a blank screen on your tablet computer, and you write the person's name in the middle. You then write categories of interest around your colleague's name, such as *home, education, work, hobbies, family, friends, goals, and values*, and you expand the mind map by adding the relevant things you know about this person. Is her dog her biggest passion? Write it down. Did she attend the same university as you did? Write it down. Does she hope to emigrate to another country? Write it down.



By creating a personal map of a colleague, you make an effort to better understand that person.

When you start creating personal maps for your team members, you might be surprised at how little you know about them. The empty pages stare at you like a glacier at a Patagonian hiker. If this happens, then it's probably a pretty good hint that you need to organize some face-time and ask a few interesting questions. You might be surprised how much people appreciate a genuine interest in their backgrounds, their needs, and their desires.

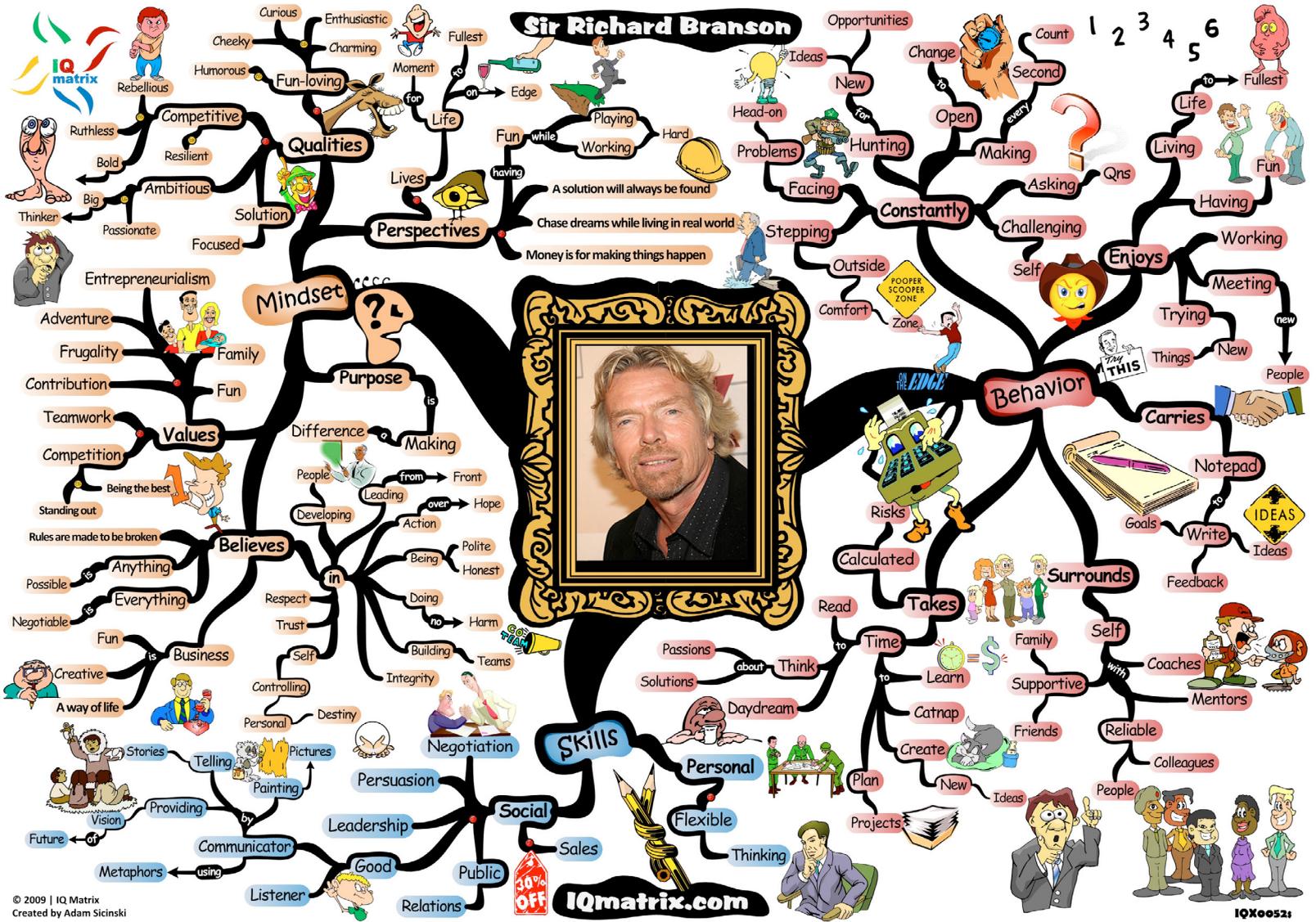


Collecting information about people is **Creepy!**

In a world where people still remember the immoral scrutiny of former secret service agencies such as the KGB or the Stasi, and where many, nowadays, loathe the activities of the American NSA and its counterparts worldwide, it is no wonder that I sometimes get the question, “Isn’t it wrong to collect information about people?”

Well, it depends on how secretive you are, and what you do with the results.

Is it wrong for my mother to have a calendar where she writes down other people’s birthdates so she can send them a birthday card? Is it wrong for me to copy email addresses from business cards so I can invite my contacts to my book launch? Is it wrong for you to write down a few personal notes about coworkers so that you can help them to feel engaged, improve their work, and delight your clients?



© 2009 | IQ Matrix
Created by Adam Sicinski

IQmatrix.com

IQX00521

What Now?

This is a suggestion for you to try right now:

1. Grab a sheet of paper, and write the name of one of your team members. (If don't have any, try writing my name.)
2. Write the words home, education, work, hobbies, family, friends, goals, and values around the name, and connect those words with the name in the middle.
3. Now, work toward the outer edge of the paper, writing words, names and concepts that you are able to recall about this person, and connect them to the words you had already written. (If you wrote my name, try to find the hints I gave throughout this text.)
4. Evaluate the mind map you have just created, and recognize where you have empty areas. Decide what would be the best approach to improving communication with this person and filling in the blank spots on your map. (Adhere to the First Proximity Principle.)
5. Do the same with other people. Think about how you can use different approaches with different people in order to enjoy optimal face-time with all of them. (Adhere to the Second Proximity Principle.)
6. Get an office chair on wheels, and connect it to Google Navigator. (Just kidding.)



References

- Appelo, Jurgen. Management 3.0: Leading Agile Developers, Developing Agile Leaders. Upper Saddle River: Addison-Wesley, 2011. Print.
- Appelo, Jurgen. “Why I Won’t Take Your Call” <<http://bit.ly/YS4INu>> NOOP.NL, 21 January 2013. Web.
- Branson, Richard. “Give People the Freedom of Where to Work” <<http://bit.ly/11T0Bni>> Virgin, May 2013. Web.
- Branson, Richard. Like a Virgin: Secrets They Won’t Teach You at Business School. London: Virgin, 2012. Print.
- Bregman, Peter. “The Real Secret of Thoroughly Excellent Companies” <<http://bit.ly/bmZCZm>> Harvard Business Review, 18 March 2009. Print.
- Cockburn, Alistair. Agile Software Development: The Cooperative Game (2nd Edition). Upper Saddle River: Addison-Wesley, 2007. Print.
- Cohn, Mike. Succeeding with Agile: Software Development Using Scrum. Upper Saddle River: Addison-Wesley, 2010. Print.
- Gallup. “Feedback for Real” <<http://bit.ly/10dWi2b>> Gallup Business Journal, 15 March 2001. Web.
- Grier, Sam. “The Gemba Walk – A Tool for IT Management and Leadership” <<http://bit.ly/15EZt1>> IT Managers Inbox. Web.
- Harford, Tim. Adapt: Why Success Always Starts with Failure. New York: Farrar, Straus and Giroux, 2011. Print.
- Isaacson, Walter. “The Real Leadership Lessons of Steve Jobs” <<http://bit.ly/GBedqe>> Harvard Business Review, April 2012. Print.
- Manjoo, Farhad. “Marissa Mayer Has Made a Terrible Mistake” <<http://slate.me/17axzlt>> Slate, 26 February 2013. Web.
- Markovitz, Daniel. “Go to Where the Actual Work Is Being Done” <<http://bit.ly/1exOh60>> HBR, 31 March 2014. Web.
- Patterson, Kerry et al. Influencer: The Power to Change Anything. New York: McGraw-Hill, 2008. Print.
- Pentland, Alex. “The New Science of Building Great Teams” <<http://bit.ly/GAC3lk>> Harvard Business Review, April 2012. Print.
- Rosenthal, Mark. “Walking the Gemba” <<http://bit.ly/h49DCA>> The Lean Thinker, 28 January 2009. Web.
- Rother, Mike. Toyota Kata: Managing People for Improvement, Adaptiveness, and Superior Results. New York: McGraw Hill, 2010. Print.
- Stillman, Jessica. “Remote Work Boosts Productivity? Only for Creative Tasks, Says New Research” <<http://bit.ly/17ax0rY>> GIGAOM, 30 April 2012. Web.

NOOP.NL | The Creative Networker

NOOP.NL | The Creative Networker

Previous  American Learning Experience 02/06/2011 [Share](#) [Print](#) [Next](#)



search articles

Categories

Archive

Tags

 Jurgen Appelo [1 article](#)

[Follow @jurgenappelo](#) (11.4K followers)

NOOP.NL | The Creative Networker

Previous  Top 100 Agile Books (Edition 2013) 07/08/2013 [Share](#) [Print](#) [Next](#)

These are the 100 best Agile Books in the world, based on reviews and ratings on Amazon and GoodReads.



search articles

Categories

Archive

Tags

 Jurgen Appelo [1 article](#)

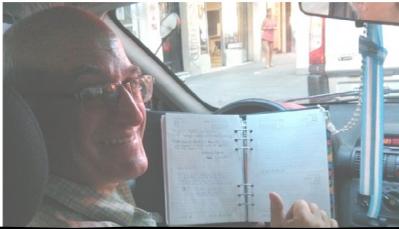
[Follow @jurgenappelo](#) (11.4K followers)

Who cares about **Pacific Rim** when there is the annual Top 100 Agile Books? This year's results can only be described as spectacular! The **DevOps** movement gives it to: **Lean Startup** movement a black eye with **The Phoenix Project**, which came out of nowhere and grabbed the number one slot. But **last year's** number one **The Lean Startup** (now #5) won't

NOOP.NL | The Creative Networker

Previous  Are You a Creative Networker? 02/01/2014 [Share](#) [Print](#) [Next](#)

Only creative networkers make their work creative and nurture their networks.



search articles

Categories

Archive

Tags

 Jurgen Appelo [1 article](#)

[Follow @jurgenappelo](#) (11.4K followers)

NOOP.NL | The Creative Networker

Previous  Measure Everything, Conclude Nothing 06/01/2014 [Share](#) [Print](#) [Next](#)

The best approach to improvement is to measure *and* question everything.



search articles

Categories

Archive

Tags

 Jurgen Appelo [1 article](#)

[Follow @jurgenappelo](#) (11.4K followers)

NOOP.NL | The Creative Networker

Previous  **Work-Life Integration Is Not a Goal** 12/03/2014

Share Print Next

Your goal should be to do only the work you love. The result could be true work-life integration.



search articles

Categories

Archive

Tags

 Jurgen Appelo
1 circle

Follow @jurgenappelo 11.4K followers

NOOP.NL | The Creative Networker

Previous  **Combine Your Weaknesses with Your Strengths** 03/02/2014

Share Print Next

I try to combine my weaknesses with my strengths.



search articles

Categories

Archive

Tags

 Jurgen Appelo
1 circle

Follow @jurgenappelo 11.4K followers

NOOP.NL | The Creative Networker

Previous  **Are You Agile When You're Going Fast?** 28/02/2014

Share Print Next



search articles

Categories

Archive

Tags

 Jurgen Appelo
1 circle

Follow @jurgenappelo 11.4K followers

NOOP.NL | The Creative Networker

Previous  **Checklist for Book Writers** 22/01/2014

Share Print Next

These are the three checklists I use to write the chapters of my new Management Workout book.

Yesterday, in my hangout with Jason Little, I discussed the benefits of having a checklist for book chapters. I already published a [blog post checklist](#) on this blog earlier. So I thought, "Why not share my book chapter checklist as well?"



For me, writing chapters for my book involves three stages:

Stage 1: The Vomit Version

The first version of a chapter is just a **brain dump** of everything I want to say, written as fast as I can. The resulting text is uglier than an orc's bathroom wall, and I don't care to show it to anyone. It's purpose is to get the thoughts out of my head and into a document, and to create a decent structure for the whole text. This is my *definition of done* for the

search articles

Categories

Archive

Tags

 Jurgen Appelo
1 circle

Follow @jurgenappelo 11.4K followers

www.noop.nl