

Handoffs	Prepare for Report	Write Report	Deliver Report
Elzair	previous month's report, highlighting and annotations on previous month's report, email with client, spreadsheet of projects, IMs and talks with Craig, Wikianswers	final draft of report, client presentation, Powerpoint slides	Final draft of report, client presentation, Powerpoint slides
Craig	previous month's report, highlighting and annotations on previous month's report, email with client, keyword tags, use the listing projects, IMs and on-site	final draft of report, client presentation, Powerpoint slides	Final draft of report, client presentation, Powerpoint slides
Dani	previous month's report, highlighting and annotations on previous month's report, email with client, keyword tags, use the listing projects, IMs and on-site	final draft of report, client presentation, Powerpoint slides	Final draft of report, client presentation, Powerpoint slides
Sonia		final draft of report, client presentation, Powerpoint slides	Final draft of report, client presentation, Powerpoint slides

Participant	Breakdown (in Black)	Recovery
Dani	Excel: Accidentally enters date range in graph, resulting in straight line.	Copies proper range and pastes in Excel.
Dani	Excel: Graph only shows one line.	Deletes graph, selects entire data range, pastes into Excel.
Dani	BRILLIANCE: fills out info for [client] BRILLIANCE hangs.	Cancel, hits Try Again.

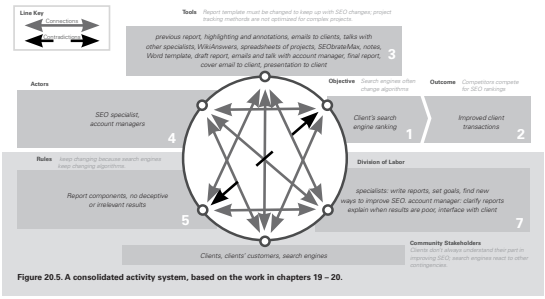
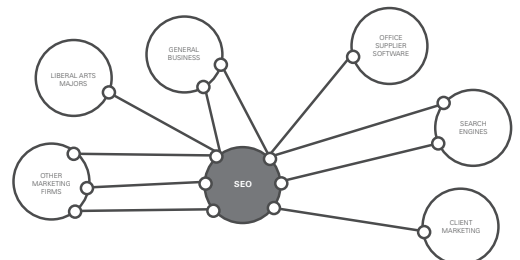


Figure 20.5. A consolidated activity system, based on the work in chapters 19 – 20.



	Disruptions
Macro (Contradictions)	Activity network. Rules keep changing because search engines keep changing algorithms.
Meso (Discoordinations)	Resource map: Sonia must ask Elzair for clarification when search rankings drop due to algorithm changes. Handoff chain: Clarification results in additional rounds of email between Sonia and Elzair. Triangulation table: Elzair doesn't proactively address algorithm changes, but Craig always includes a note about them when presenting his draft report to Sonia.
Micro (Breakdowns)	Breakdown table: When reading the draft report, Sonia initially doesn't understand the rankings drop. She asks the other account representatives if they understand it, then emails Elzair.

Figure 1.1. The visualizations you'll develop.

OBSERVATIONS

Specific observations of how NCC, Sales, Customer Service, Customer Service Data Entry interacted with customers and each other.

INTERVIEWS

Specific accounts and stories of how NCC, Sales, Customer Service, Customer Service Data Entry interacted with customers and each other.

ARTIFACTS

Interfaces, checklists, incident reports, other regulatory texts and mechanisms.

Claim

“NCC workers might blame other units for Rex’s death, but there’s no way to guide interactions, enforce compliance, or hold anyone accountable.”

Figure 11.1. Triangulating across data types.

INTERVIEWS

Interview with
Nathaniel (NCC)

Interview with
Donald (NCC)

Interview with
Margo (Customer Service)

Interview with
Luther (Sales)

Interview with
...etc. etc.

Claim

"NCC workers might blame other units for Rex's death, but there's no way to guide interactions, enforce compliance, or hold anyone accountable."

Figure 11.2. Triangulating across data instances.

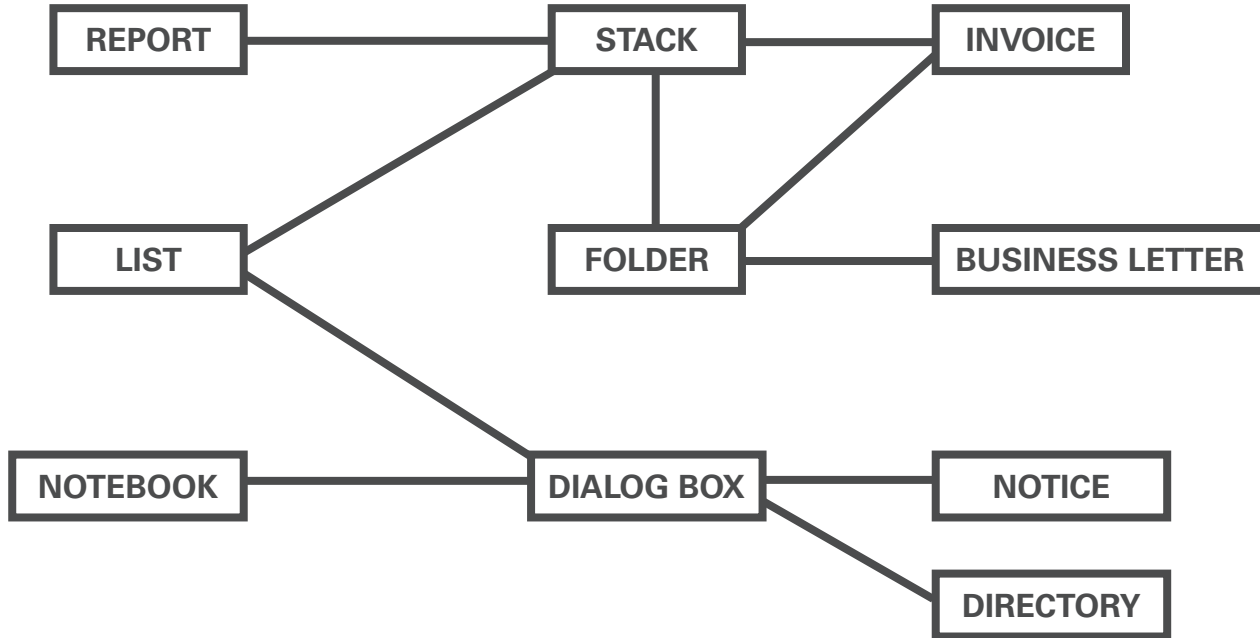


Figure 15.1. A resource map.

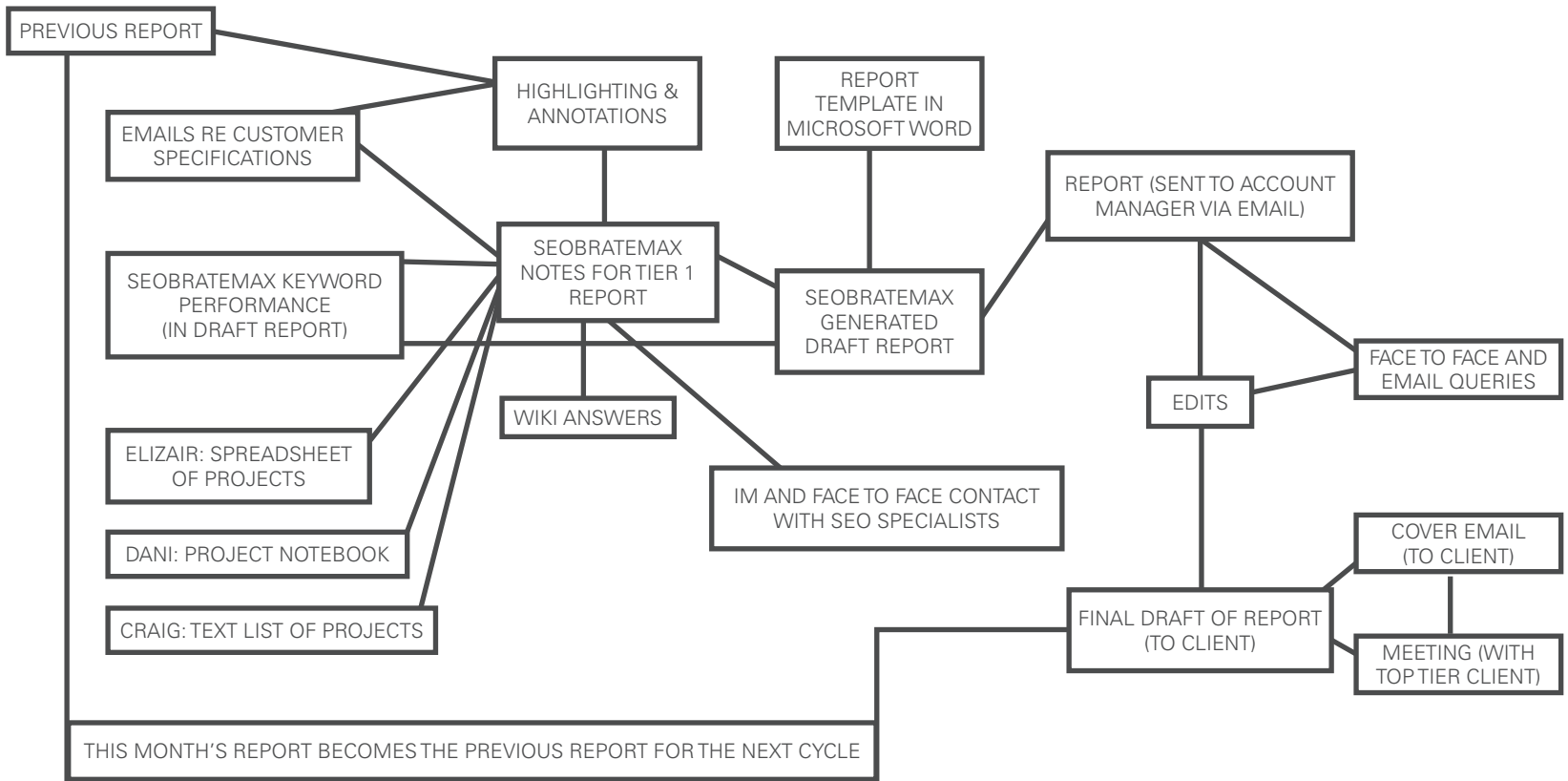


Figure 15.2. A resource map for the SEO case.

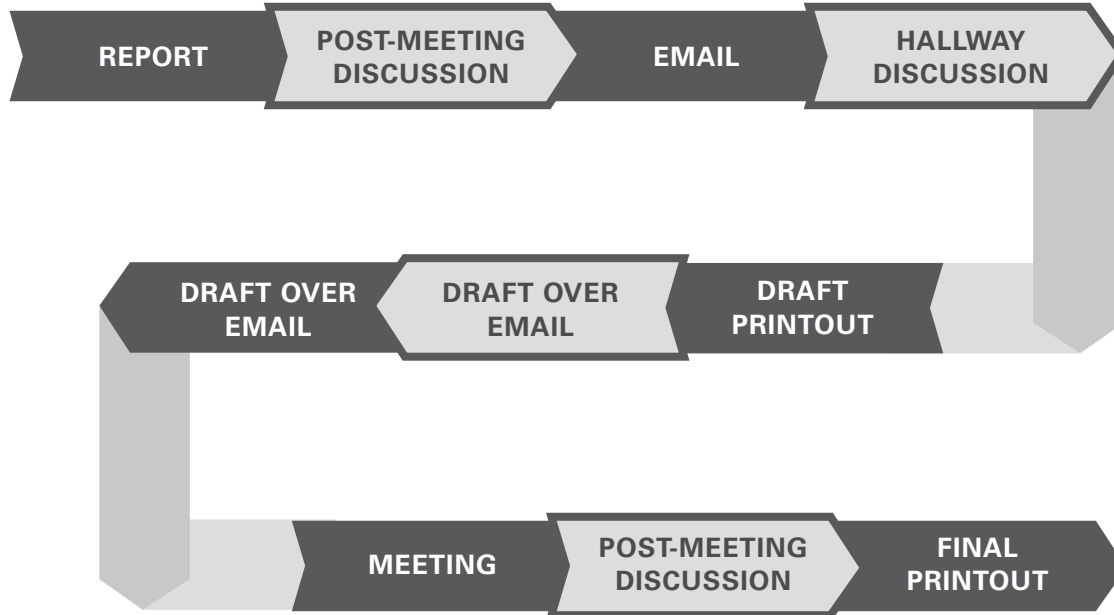


Figure 16.1. A handoff chain



Figure 16.2. A handoff chain for the SEO case.

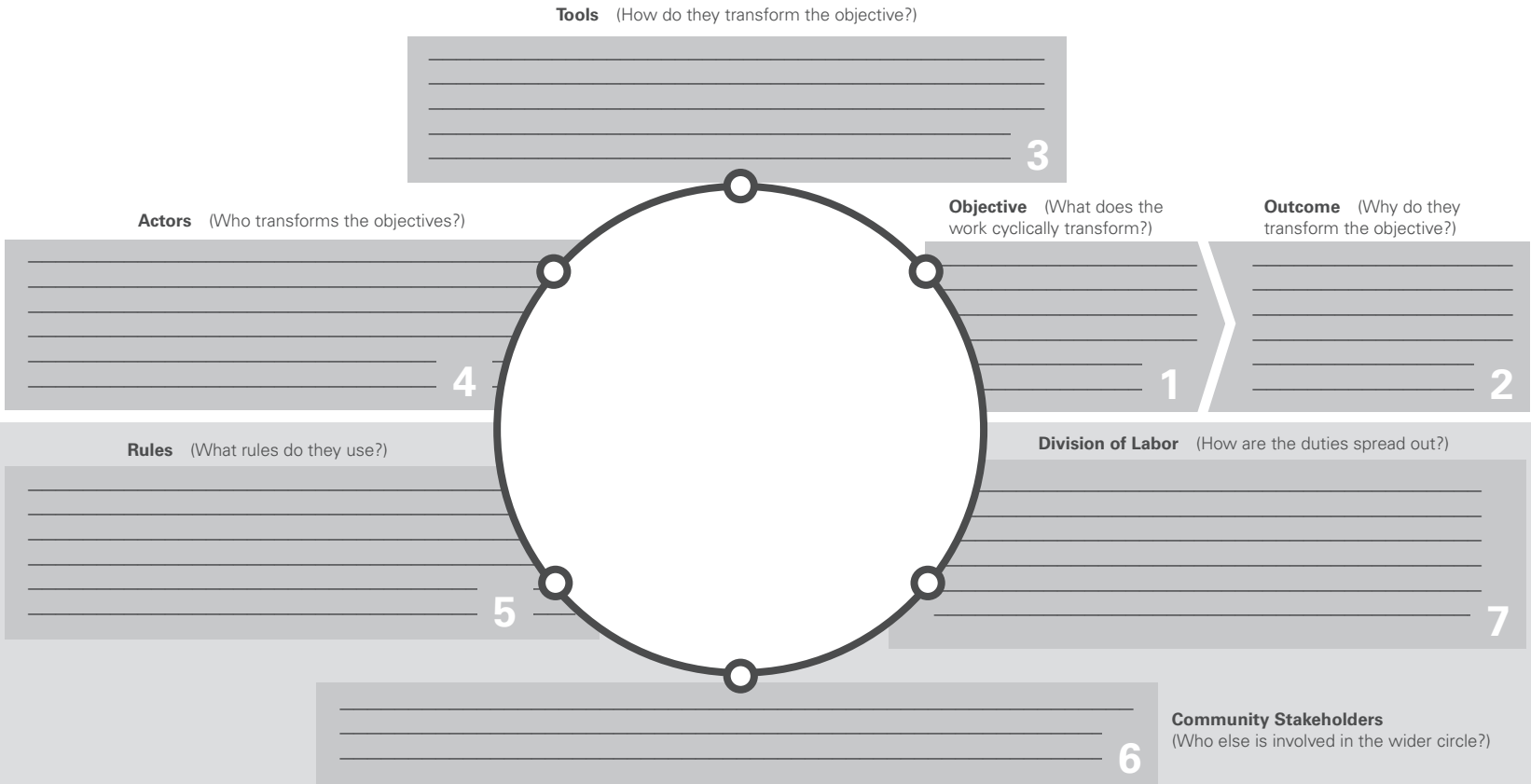
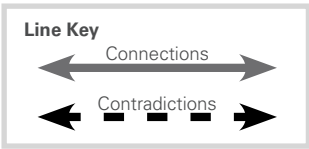


Figure 19.1. Activity system components worksheet.



Tools (Do these tools have different logics or purposes?)

3

Actors (Do actors have different logics or goals?
Are they active in different activities?)

4

Objective (Do other activities attempt
to transform this objective differently)

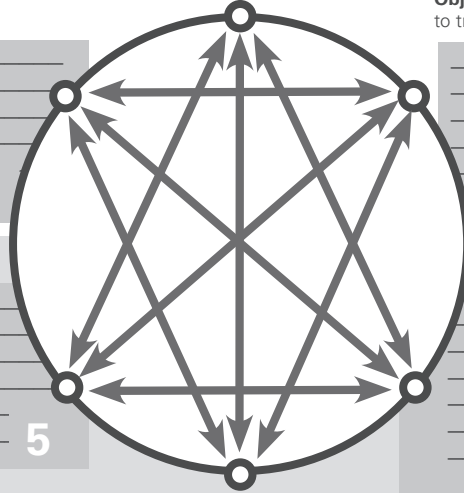
1

Outcome (Do other activities try
to achieve different outcomes?)

2

Rules (Do rules work against each other?)

5



Division of Labor (Does the DOL leave gaps, overlapping
responsibilities, or turf battles?)

7

6

Community Stakeholders
(Do stakeholders have different logics,
goals or expectations?)

Figure 19.2. Activity System Contradictions Worksheet.

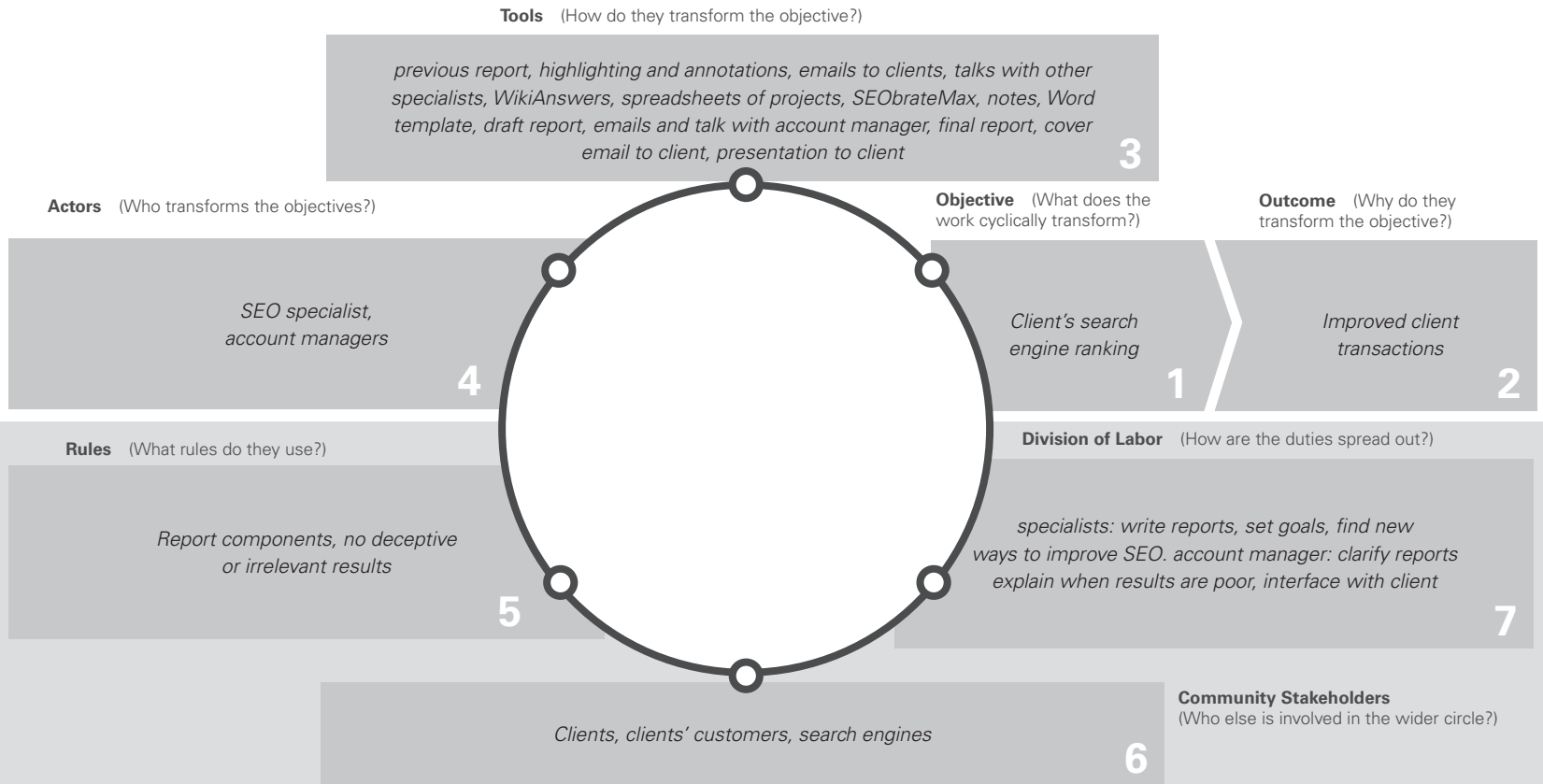
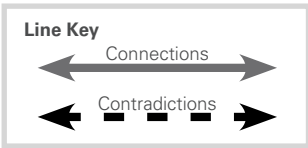


Figure 19.3. Activity system components for the SEO case.



Tools (Do these tools have different logics or purposes?)

*Report template must be changed to keep up with SEO changes;
project tracking methods are not optimized for complex projects.*

3

Actors (Do actors have different logics or goals?
Are they active in different activities?)

4

Objective (Do other activities attempt
to transform this objective differently)

Search engines often change algorithms

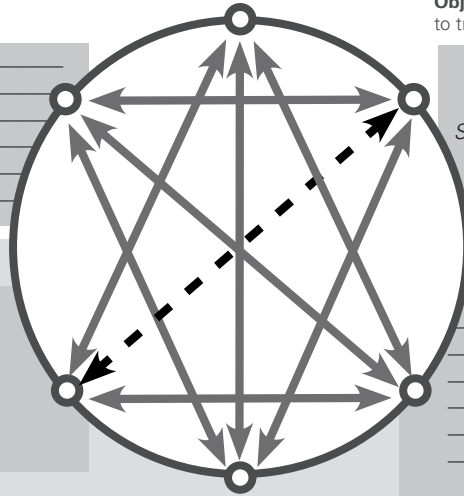
1

Competitors compete for SEO rankings.

Rules (Do rules work against each other?)

*Rules keep changing because search engines
keep changing algorithms*

5



Division of Labor (Does the DOL leave gaps, overlapping
responsibilities, or turf battles?)

7

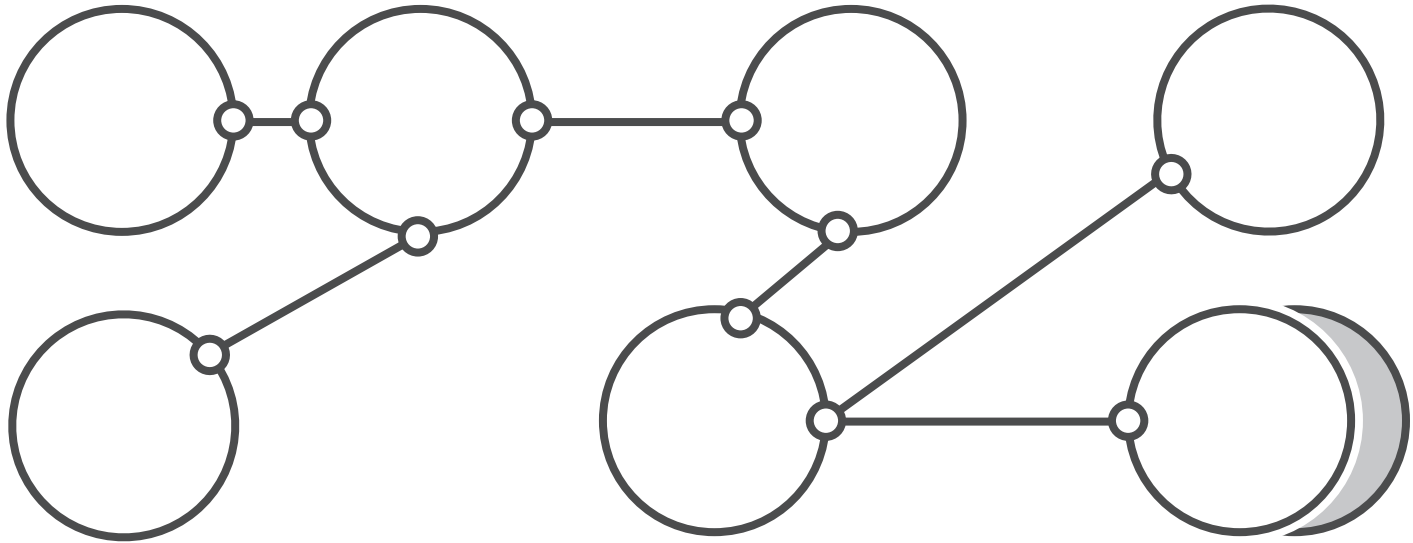
*Clients don't always understand their part in improving SEO; search engines
react to other contingencies.*

6

Community Stakeholders
(Do stakeholders have different logics,
goals or expectations?)

Figure 19.4. Activity system contradictions for the SEO case.

SOMETIMES ACTIVITY SYSTEMS ARE LINKED IN A CHAIN, WITH ONE ACTIVITY'S OUTPUT SERVING AS (FOR INSTANCE) TOOLS FOR THE NEXT ACTIVITY.



SOMETIMES TWO ACTIVITIES SHARE SOME OF THE SAME COMPONENTS – HERE, THERE TWO SHARE THE SAME ACTORS AND TOOLS.

AND SOMETIMES TWO ACTIVITY SYSTEMS OVERLAP IN MORE COMPONENTS. PERHAPS THEY SHARE COMPONENTS AT EVERY POINT. THIS IS A RECIPE FOR SYSTEMATIC CONTRADICTIONS.

Figure 20.1. An Activity network.

Tools (From where do these tools come?)

3

Actors (From where do the actors come? Where are they educated?
With what fields, trades, or disciplines do they identify?)

4

Objective (What other activities share this objective?)

1

Outcome (Do other activities try to achieve this outcome?)

2

Rules (From where do these rules come?)

5

Division of Labor (Did this DOL come from elsewhere?)

7

Community Stakeholders (In what other activities do these stakeholders operate?)

6

Figure 20.2. Activity System Links Worksheet.

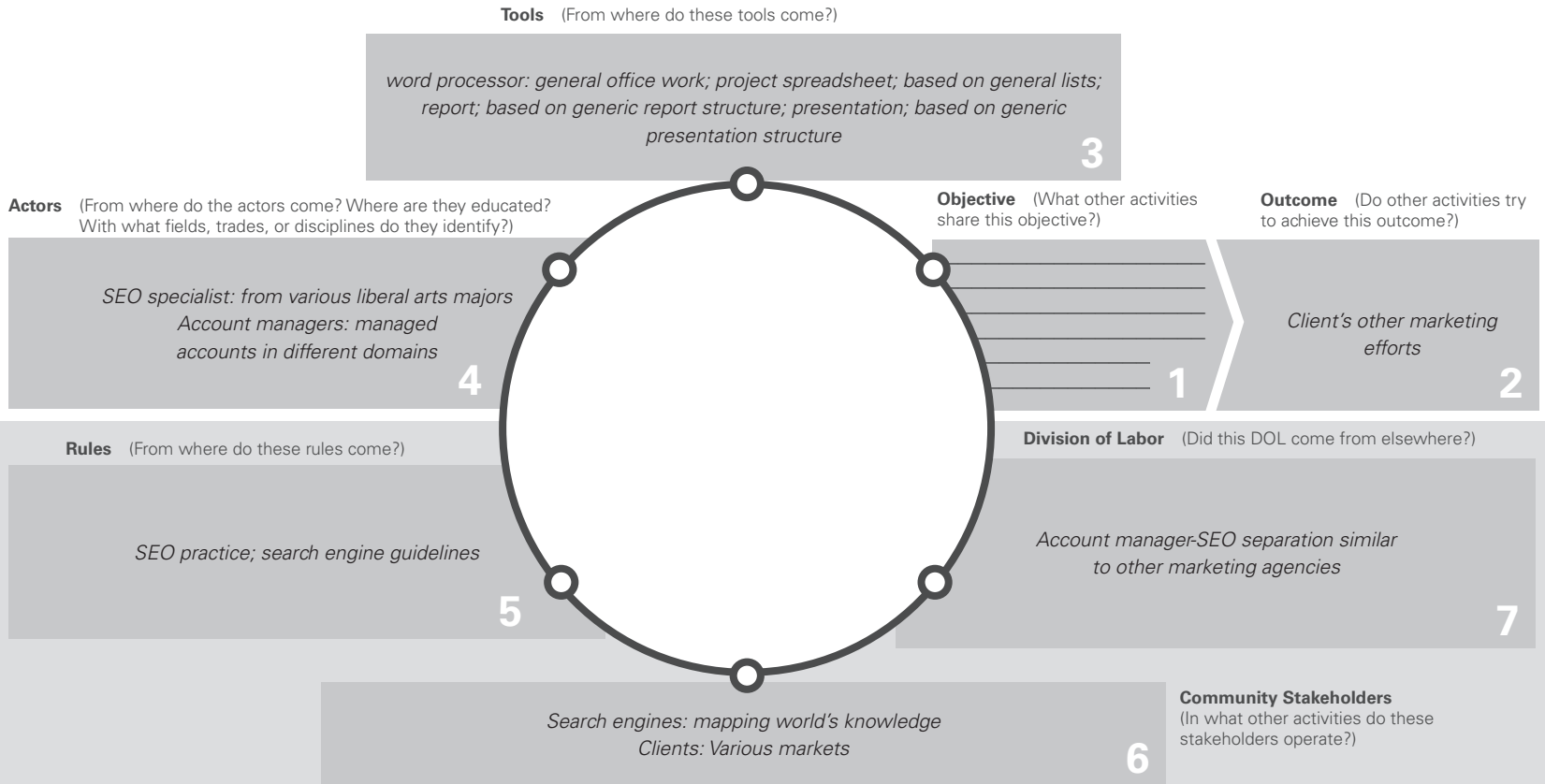


Figure 20.3. Activity system links, SEO case.

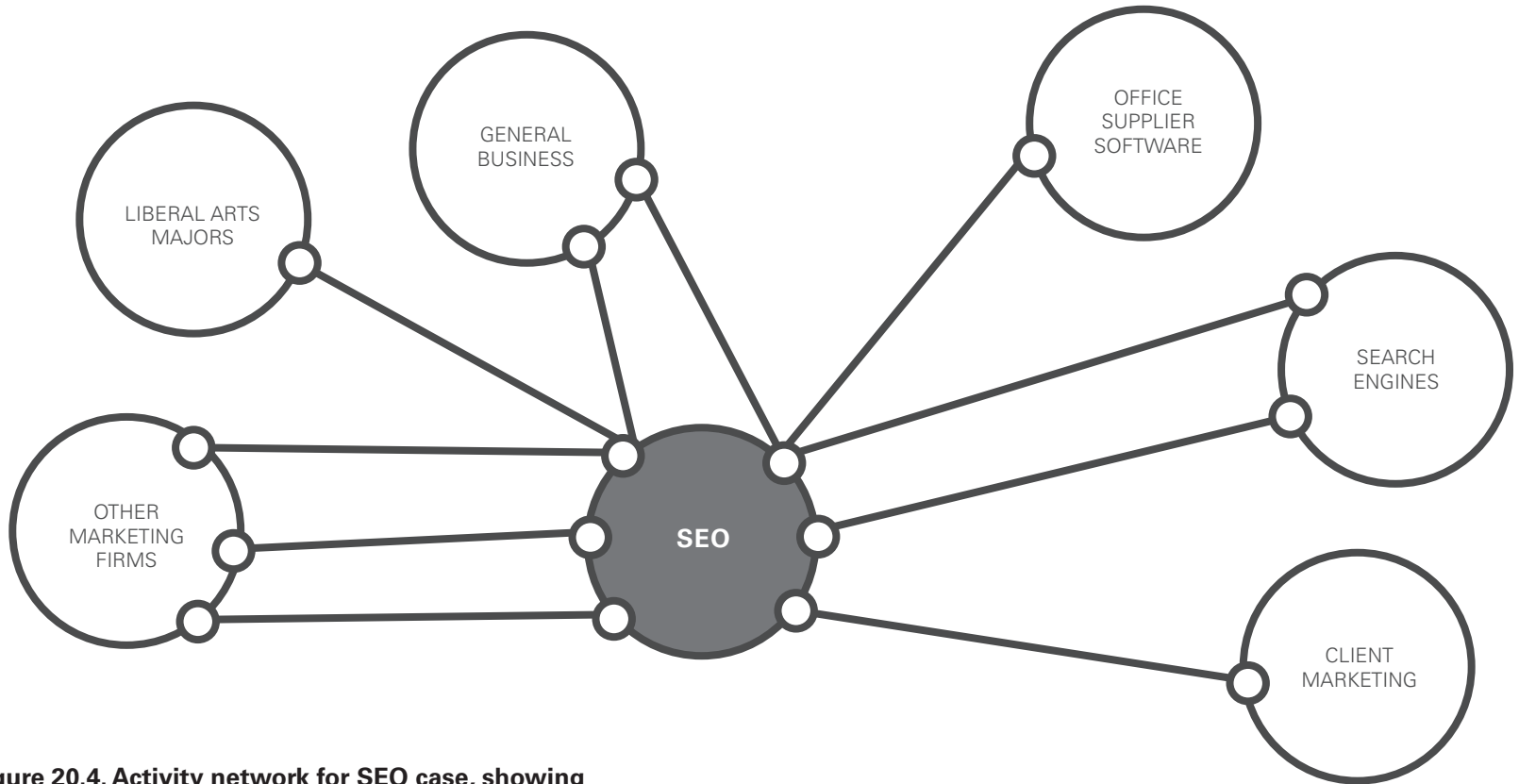
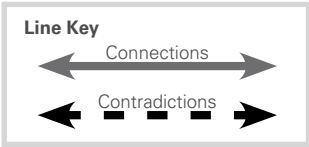


Figure 20.4. Activity network for SEO case, showing connections between the SEO firm and other activities.



Tools Report template must be changed to keep up with SEO changes; project tracking methods are not optimized for complex projects.

previous report, highlighting and annotations, emails to clients, talks with other specialists, WikiAnswers, spreadsheets of projects, SEObrateMax, notes, Word template, draft report, emails and talk with account manager, final report, cover email to client, presentation to client **3**

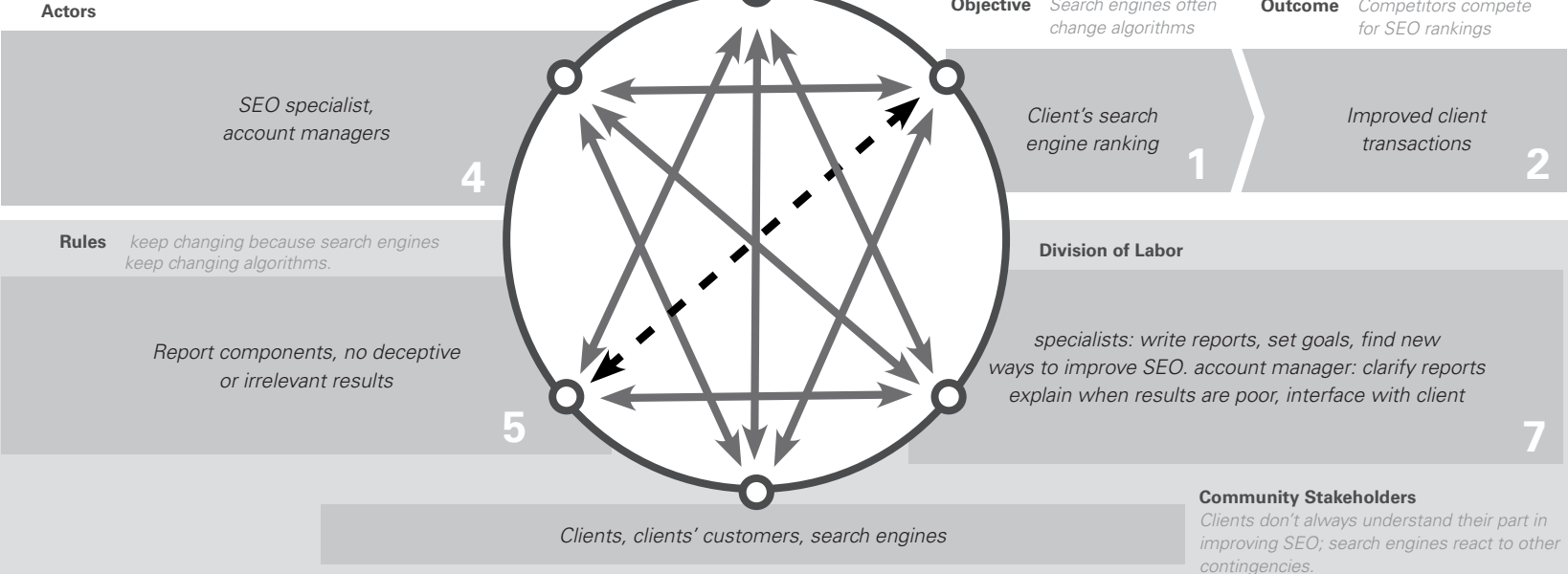


Figure 20.5. A consolidated activity system, based on the work in chapters 19 – 20.

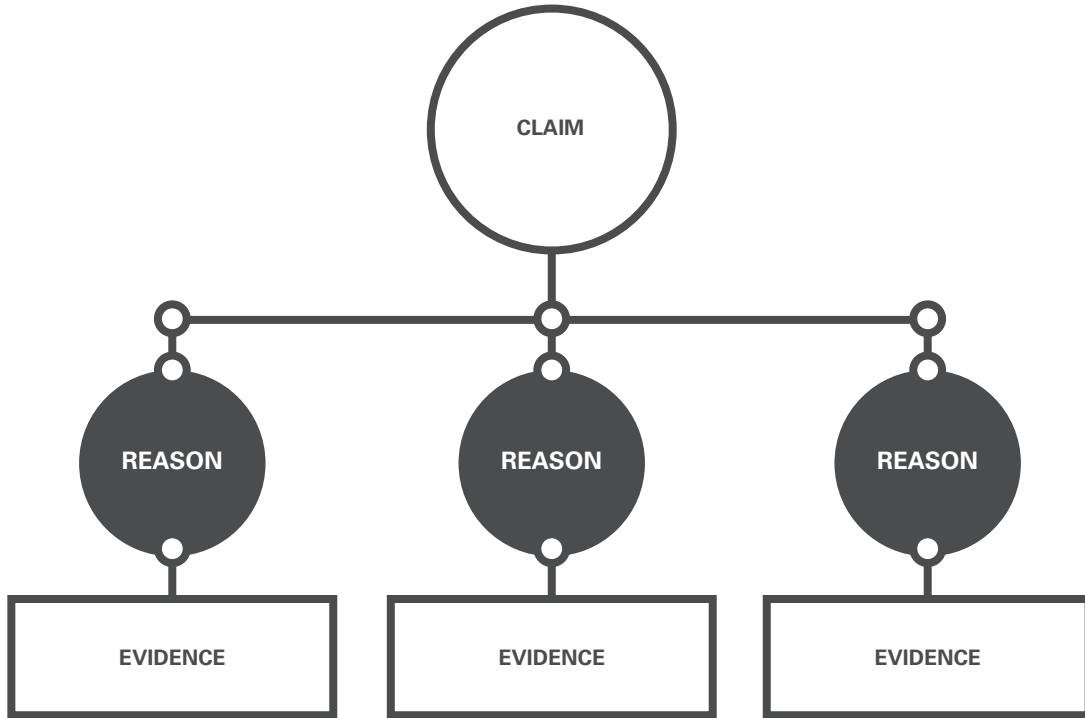


Figure 22.1. The relationship among claims reasons, and evidence.

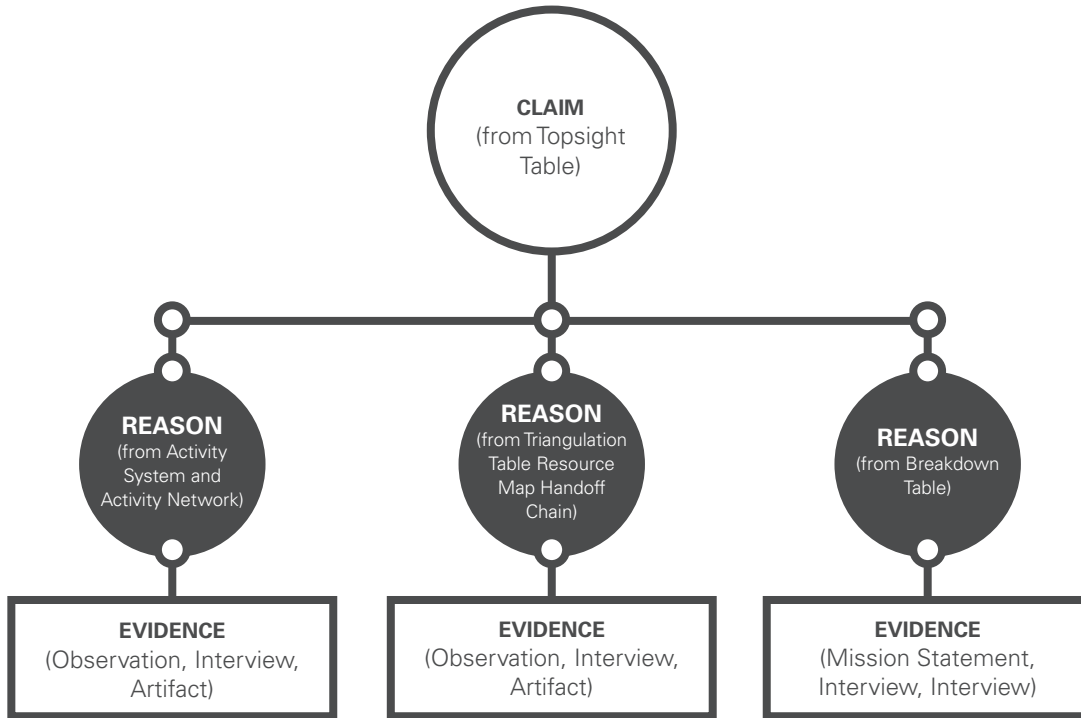


Figure 22.2. Translating models and data into claims, reasons, and evidence.