

SAMPLE EDITING PROJECT

A 500+-page graduate-level business text written by two PhD professors

Client received a clean, corrected copy. Here is a detailed list of editing changes and explanations.

Formatting

Paragraph styles determine the Table of Contents and Table of Figures. Paragraphs use settings (not tabs or spaces) for first-line indents. There were two major headings called PART IV. Beyond that, publishers have their own interior designers who will determine the final details of page layouts.

Reference codes

1. Lewin: Force Field Theory, 1939 {~~XE:"3.Lewin's Force Field Theory"~~}

I left these field codes alone, but highlighted them in yellow so you can find them easily. Then I hid them (File>Options>Display>Formatting marks) in order to generate the TOC and Table of Figures because they can affect pagination. You can toggle them back on with the same sequence of steps. If you want a complete and useful index, I suggest using a professional indexer ... but only as the final-final step, after you are sure there will be no more text changes.

Acronyms and Initialisms

I did a complete sweep to standardize on the term-first, acronym-in-parentheses-after format. Although I believe all acronym expansions are given at first usage, I also created a complete list of them. It appears at the end, before References. Authors cannot assume that readers will read the entire book from start to finish, that they will remember the expansions, or that they will have the patience to search through previous pages for that first occurrence. A single list that expands all acronyms and initialisms aids understanding, reduces frustration, and makes this book more user-friendly.

Passive verbs

Passive verb forms are often vague, ambiguous, and – at best – imprecise. I've done my best to reword or clarify those sentences I find potentially confusing. Many passive verbs remain, more than I would like, but to remove more would start to change the "author's voice" and approach a rewrite.

Unclear antecedents

Many instances of *this* or *it* send the reader searching back through previous sentences to ferret out what they refer to. I've tried to reword and assign them properly, often seeking confirmation in the original cited material. I apologize for any I might have misunderstood. If I misunderstood them, other readers would probably have misunderstood them too.

DMAIC

On pages 109 and 110 of the original (102 and 103 of the edited version), the Improve and Control phases of DMAIC were defined in the text as *Design* and *Optimize*. Please check what I wrote to see if it is acceptable.

Beckhard-Harris formula

On pages 78-79 of the original (71-72 of the edited version), the expression (although it is called an equation in the literature, it is an inequality, not an equation) and a portion of its explanation are incorrect. I verified what I wrote with the original source. Please check it for accuracy. Also, the multiplication sign in a mathematical expression is a special character vertically centered in the line, not an asterisk.

Overused, misused

Overused or misused words			
Word or expression	Occurrences in original ms	Occurrences in edited ms	Explanation
Ultimately,	62	4	Writing habit, usually introducing a sentence that does not describe a truly ultimate result.
assure	50	3	Often used in place of <i>ensure</i> .
(ensure)	29	74	Replaced incorrect uses of <i>assure</i> .
between	187	159	Often used when referring to three or more entities.
(among)	28	52	Replaced incorrect uses of <i>between</i> .
there is	92	6	<i>To be</i> construction leads to weak statements, extra words.
there are	42	1	<i>To be</i> construction leads to weak statements, extra words.
that	2167	1850	Used instead of <i>who</i> in reference to people, not things, or unnecessarily in the <i>to be</i> construction (<i>There is a thing that ...</i>)
(who)	248	278	Replaced incorrect uses of <i>that</i> .
he or she	21	0	Reworded to remove all instances of <i>he or she</i> and <i>his or her</i> . Also reworded to correct all instances of noun/gender neutral pronoun number disagreement such as “When a change leader flies by the seat of their pants . . .”
his or her	28	0	
following, as follows above, below subsequently	—	—	All locations are now specific by figure number or section reference. Each list or example clearly relates to its introduction, usually appearing immediately after a colon.
up (added to a verb), as in: show up followed up speeding up built up ends up springs up keeping up	80	15	Phrasal verbs, when there is a single-verb counterpart, sound casual. Though not technically incorrect, they can seem informal—almost colloquial— and detract from the credibility of serious writing.

Proper names

I double-checked, triple-checked, and verified each of these with multiple sources:

Proper names		
Name (incorrect)	Occurrences	Corrected to
diugud	1	Duguid
Duigud	6	Duguid
Echternacht Theory	1	Echternach Theory
Genich Taguchi	1	Genichi Taguchi
Gilbreath	1	Gilbreth
McAlister	3	McAllaster
McAllister	2	McAllaster
Milleman	1	Milemann
Rohrbough	4	Rohrbaugh
Taiichi Ono	1	Taiichi Ohno
Trompanaars	2	Trompenaars
UNIPUB/Kaus International	1	UNIPUB/Kraus International

International English

American idioms and unique usage patterns are certainly confusing to anyone who speaks English as a second or third language. But they can also be confusing to English speakers from such other countries as Canada, the UK, Ireland, Australia, and South Africa. International English strips out the idiomatic and culturally American usage our ears no longer hear (because we're used to it). The result is less ambiguous and easier to understand.

Idioms		
Word or expression	Replacement	Explanation
<i>Hail Mary's</i> (sic)	Risky efforts	American football metaphor
When a change leader <i>flies by the seat of their pants</i>	When a change leader is unprepared and reactive	Colloquial, noun-pronoun number disagreement
The leader in such a design needs to be both a generalist and can <i>get into the weeds</i> as needed	The leader in such a design needs to be both a generalist and a detail person as needed	Colloquial, ungrammatical
to put your organization back in the <i>pole position</i>	to put your organization back in an advantageous position	American auto racing metaphor
A <i>pecking order</i> exists when it comes to metrics,	A hierarchy of status exists with metrics,	Colloquial. Metrics are inanimate
high-risk, <i>home-run</i> strategies	high-risk, high-return strategies	American baseball metaphor

International English , continued

Ambiguous, reworded for International English			
Word or expression	Occurrences in original	Occurrences in edited ms	Explanation
will	631	263	To non-native speakers, <i>will</i> means future tense. Confusing when Americans use it to express present tense (“Boys will be boys,” meaning “Boys are boys”).
should	472	38	To non-native speakers, <i>should</i> implies <i>ought to</i> . Confusing when Americans use it to mean <i>probably will</i> or <i>if</i> .
may	893	11	To non-native speakers, <i>may</i> implies permission. Confusing when Americans use it to mean <i>might</i> . (“You <i>may</i> save your files.” Does that mean I can, I have permission, or there is some doubt?)
per, as per	35	18	To non-native speakers, <i>per</i> means <i>each</i> . (Three reports <i>per</i> week...). Confusing when Americans use it to mean <i>according to</i> (“... <i>per</i> your previous request ...”). Outdated business jargon.
as (cause-effect)	1060	794	To non-native speakers, <i>as</i> implies a same-time relationship. (Relax <i>as</i> you slowly exhale ...). Confusing when Americans use it to mean <i>because</i> . (“I can’t attend <i>as</i> I am busy.”)
while	113	70	To non-native speakers, <i>while</i> implies a same-time relationship. (“Can you juggle three oranges <i>while</i> playing a harmonica?”) Confusing when Americans use to describe two opposing thoughts instead of <i>but</i> or <i>although</i> . (<i>While</i> I planned to attend, I became suddenly ill.)
semicolons	337	149	Overused to create unnecessarily complex, hard-to-follow sentences. Often used where two sentences or rewording would be clearer.

References

These notations are highlighted in yellow in the manuscript:

Page 497:

15 Economic facts about millennials, The Council of Economic Advisers. October 2014 Retrieved from:

https://www.whitehouse.gov/sites/default/files/docs/millennials_report.pdf

This URL does not work. The document is no longer available.

Pages 332, 333, 503:

Johnson, S. (2015). *Who moved my cheese?* Random House

Originally published in 1998 by Random House. Reprinted in 2002 by Penguin Putnam. Random House merged with Penguin in 2013. Could not find any version printed by any publisher in 2015.

Illustrations

Illustrations		
Figure	Treatment	Explanation
2. An A3 template	Created, added	Text discussion of many boxes is easier to understand with a visual example.
4. Cameron Quinn Values Framework	Corrected caption, number format	Caption missing from the Table of Figures, rendering other figure numbers after it incorrect
5: The Burke-Litwin Model	Added numbers to boxes	The elements are listed by number earlier in the text, but explanation of the diagram is clearer with numbers.
12. The Organizational Fitness Model	Recreated.	Color, Conflict Management left out, misaligned triangle.
13. Barriers to Change Using OFP	Recreated	Low contrast, rotated text, color.
18. The AUSM Transformational Change Meta-Framework	Recreated	Added the word <i>Step</i> to AUSM step column head for clarity.
19. Links to change models for Assemble	Recreated	Added the word <i>Step</i> to AUSM step column head and expanded Phase 1 heading cell for clarity.
20. Links to change models for Understand	Recreated	Added the word <i>Step</i> to AUSM step column head and expanded Phase 2 heading cell for clarity.
21. Links to change models for Solve	Recreated	Added the word <i>Step</i> to AUSM step column head and corrected Phase 2 head to say Phase 3.
22 Links to change models for Maintain	Recreated	Added the word <i>Step</i> to AUSM step column head and expanded Phase 2 head cell to say Phase 4.
24. An environmental scan with forces for and against including relative strength	Recreated	Low contrast, small print, missing cell border, color. Improved for readability, added cell border. Corrected <i>complete plans timely</i> (timely as an adverb is nonstandard business jargon).
25. The second half of the scan that describes the action plan	Recreated	Low contrast, small print, color. Improved for readability.
27. Pareto chart	Created, added	Referred to in the text but not shown.
28. Workplace Motivations and Generational Differences	Added caption	No caption
29. Case 1—Multi-division cost optimization plan transformation roadmap	Recreated	Headings don't match text. Phases 1 & 2 as used here don't match with Phases 1-4 as described in the text. Tiny print, color, callout boxes add clutter but nothing that is not explained in text. Figure appears after all text explanation. Simplified, matched to text, placed before text explanation.
30. Case 2—Support vendor deployment transformation roadmap	Recreated	Headings don't match text. Phases 1 & 2 as used here don't match with Phases 1-4 as described in the text. Tiny print, color, callout boxes add clutter but nothing that is not explained in text. Figure appears after all text explanation. Simplified, matched to text, placed before text explanation.
31. Case 3—Very large volume surge in a new workflow transformational roadmap	Recreated	Headings don't match text. Phases 1 & 2 as used here don't match with Phases 1-4 as described in the text. Tiny print, color, callout boxes add clutter but nothing that is not explained in text. Figure appears after all text explanation. Simplified, matched to text, placed before text explanation.