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Slack: Getting Past
Burnout, Busywork,
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Efficiency [Tom
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Burnout, Busywork, and the Myth of Total Efficiency tempers what is commonly thought of as sound managerial principles with common sense.

Tom DeMarco denounces the trend of eliminating middle managers for the sake of efficiency because he believes these managers are a necessary catalyst for adaptability.

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can’t grow if you can’t
change at all.”.

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and the Myth of Total Efficiency. I finished reading Slack by Tom DeMarco this weekend — it's a quick short read with one main idea at its core: within organizations, efficiency and flexibility are unfortunately tied together in a tradeoff: as organizations get more efficient and get rid of slack, they lose their ability to change and reinvent themselves.

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Efficiency by Tom
DeMarco (April 9 2002)

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— Tom DeMarco, *Slack: Getting Past Burnout, Busywork, and the Myth of Total Efficiency*. 0 likes. Like “The person who fails is a hero, the backbone of the change effort.

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Failure gains that
person more respect,
not less."

The Myth Of Total

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The must-read
summary of Tom
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"Slack: Getting Past
Burnout, Busywork and
the Myth of Total
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complete summary of
the ideas from Tom
DeMarco's book "Slack"

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shows that companies who constantly insist on efficiency are actually creating an environment where they limit flexibility, reduce the capacity for creativity and increase burnout in employees.

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DEMARCO is a principal of the Atlantic Systems Guild, a consulting firm specializing in organizational change, project management and litigation. He is the author of seven books, including *The Deadline*, *Controlling Software Projects* and *Peopeware*. Mr.

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Slack : getting past burnout, busywork, and the myth of total efficiency. [Tom DeMarco] -- Publisher Fact Sheet

In the vein of business bestsellers like *Blur & Cluetrain Manifesto*, this book by New York/London-based consultant Tom DeMarco is a smart & hip new management book for keeping ...

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In his book Slack:

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Getting Past Burnout, Busywork, and the Myth of Total Efficiency, Tom DeMarco argues that excessive multitasking results in significant “switching losses” that can waste as much as one to two hours in a given workday. In my seminars, some attendees have reported working on as many as 10 projects at a time.

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