

## Slack: Getting Past Burnout, Busywork, and the Myth of Total Efficiency

To most companies, efficiency means profits and growth. But what if your “efficient” company—the one with the reduced headcount and the “stretch” goals—is actually slowing down and losing money? What if your employees are burning out doing the work of two or more people, leaving them no time for planning, prioritizing, or even lunch? What if you’re losing employees faster than you can hire them? What if your superefficient company is suddenly falling behind? Tom DeMarco, a leading management consultant to both Fortune 500 and up-and-coming companies, has discovered a counterintuitive principle that explains why efficiency improvement can sometimes make a company slow. If your real organizational goal is to become fast (responsive and agile), then he proposes that what you need is not more efficiency, but more slack. What is “slack”? Slack is the degree of freedom in a company that allows it to change. It could be something as simple as adding an assistant to a department, letting high-priced talent spend less time at the photo copier and more time making key decisions. Slack could also appear in the way a company treats employees: instead of loading them up with overwork, a company designed with slack allows its people room to breathe, increase effectiveness, and reinvent themselves. In thirty-three short chapters filled with creative learning tools and charts, you and your company can learn how to: “make sense of the Efficiency/Flexibility quandary” “run directly toward risk instead of away from it” “strengthen the creative role of middle management” “make change and growth work together

# Slack Getting Past Burnout Busywork And The Myth Of Total Efficiency

**Trent Hone**



## **Slack Getting Past Burnout Busywork And The Myth Of Total Efficiency:**

Slack Tom DeMarco, 2001-11-27 To most companies efficiency means profits and growth But what if your efficient company the one with the reduced headcount and the stretch goals is actually slowing down and losing money What if your employees are burning out doing the work of two or more people leaving them no time for planning prioritizing or even lunch What if you're losing employees faster than you can hire them What if your superefficient company is suddenly falling behind Tom DeMarco a leading management consultant to both Fortune 500 and up and coming companies has discovered a counterintuitive principle that explains why efficiency improvement can sometimes make a company slow If your real organizational goal is to become fast responsive and agile then he proposes that what you need is not more efficiency but more slack What is slack Slack is the degree of freedom in a company that allows it to change It could be something as simple as adding an assistant to a department letting high priced talent spend less time at the photo copier and more time making key decisions Slack could also appear in the way a company treats employees instead of loading them up with overwork a company designed with slack allows its people room to breathe increase effectiveness and reinvent themselves In thirty three short chapters filled with creative learning tools and charts you and your company can learn how to make sense of the Efficiency Flexibility quandary run directly toward risk instead of away from it strengthen the creative role of middle management make change and growth work together for even greater profits A innovative approach that works for new and old economy companies alike this revolutionary handbook will debunk commonly held assumptions about real world management and give you and your company a brand new model for achieving and maintaining true effectiveness and a healthier bottom line Slack, 2010 *Perspectives and Techniques for Improving Information Technology Project Management* Wang, John, 2013-01-31 *Perspectives and Techniques for Improving Information Technology Project Management* discusses the variety of information systems and how it can improve project management and likewise how project management can affect the growth of information systems Using new frameworks technologies and methods this comprehensive collection is useful for professionals researchers and software developers interested in learning more on this emerging field **Human Resources Management: Concepts, Methodologies, Tools, and Applications** Management Association, Information Resources, 2012-05-31 Human resources management is essential for any workplace environment and is deemed most effective when a strategic focus is in place to ensure that people can facilitate that achievement of organizational goals But effective human resource management also contains an element of risk management for an organization which as a minimum ensures legislative compliance Human Resources Management Concepts Methodologies Tools and Applications compiles the most sought after case studies architectures frameworks methodologies and research related to human resources management Including over 100 chapters from professional this three volume collection presents an in depth analysis on the fundamental aspects tools and technologies methods and design applications managerial impact

social behavioral perspectives critical issues and emerging trends in the field touching on effective and ineffective management practices when it comes to human resources This multi volume work is vital and highly accessible across the hybrid domain of business and management essential for any library collection      *Advances in Computers* Marvin Zelkowitz,2010-08-19 This series since its first volume in 1960 and now the oldest series still being published covers new developments in computer technology Each volume contains from 5 to 7 chapters and 3 volumes are produced annually Most chapters present an overview of a current subfield within computer science include many citations and often new developments in the field by the authors of the individual chapters Topics include hardware software web technology communications theoretical underpinnings of computing and novel applications of computers The book series is a valuable addition to university courses that emphasize the topics under discussion in that particular volume as well as belonging on the bookshelf of industrial practitioners who need to implement many of the technologies that are described In depth surveys and tutorials on new computer technology Well known authors and researchers in the field Extensive bibliographies with most chapters Many of the volumes are devoted to single themes or subfields of computer science      **Visual Studio Team System** James W. Newkirk,Will W. Stott,2007-05-17 Visual Studio Team System VSTS gives Microsoft development teams a powerful integrated toolset for Agile development Visual Studio Team System Better Software Development for Agile Teams is a comprehensive start to finish guide to making the most of VSTS in real world Agile environments Using a book length case study the authors show how to use VSTS to improve every aspect of software development step by step from project planning through design and from coding through testing and deployment Agile consultant Will Stott and Microsoft development lead James Newkirk carefully integrate theory and practice offering hands on exercises practical insights into core Extreme Programming XP techniques and much more Coverage includes Using VSTS to support the transition to Agile values and techniques Forming Agile teams and building effective process frameworks Leveraging Team Foundation Version Control to help teams manage change and share their code effectively Implementing incremental builds and integration with Team Foundation Build Making the most of VSTS tools for Test Driven Development and refactoring Bringing agility into software modeling and using patterns to model solutions more effectively Using the FIT integrated testing framework to make sure customers are getting what they need Estimating prioritizing and planning Agile projects      **Behind Closed Doors** Johanna Rothman,Esther Derby,2005-09-19 Great management is difficult to see as it occurs It s possible to see the results of great management but it s not easy to see how managers achieve those results Great management happens in one on one meetings and with other managers all in private It s hard to learn management by example when you can t see it You can learn to be a better manager even a great manager with this guide You ll follow along as Sam a manager just brought on board learns the ropes and deals with his new team over the course of his first eight weeks on the job From scheduling and managing resources to helping team members grow and prosper you ll be there as Sam makes it happen You ll find powerful

tips covering Delegating effectively Using feedback and goal setting Developing influence Handling one on one meetings Coaching and mentoring Deciding what work to do and what not to do and more Full of tips and practical advice on the most important aspects of management this is one of those books that can make a lasting and immediate impact on your career

**Artful Making** Robert Daniel Austin, Lee Devin, 2003 The authors show how to manage ingenuity and manufacture the next great idea in other words they tell what managers need to know about how artists and highly creative people work

**Mastering the Art of Command** Trent Hone, 2022-09-15 Honorable Mention for the John Lyman Book Award in the category of U S Naval History Mastering the Art of Command is a detailed examination of Admiral Chester W Nimitz's leadership during World War II It describes how he used his talents to guide the Pacific Fleet following the attacks on Pearl Harbor win crucial victories against the forces of Imperial Japan and then seize the initiative in the Pacific Once Nimitz's forces held the initiative they maintained it through an offensive campaign of unparalleled speed that overcame Japanese defenses and created the conditions for victory As a command and operational history Mastering the Art of Command explores how Nimitz used his leadership skills command talents and strategic acumen to achieve these decisive results Hone recounts how Nimitz as both Commander in Chief of the Pacific Fleet CINCPAC and Commander in Chief of the Pacific Ocean Areas CINCPAC revised and adapted his organizational structure to capitalize on lessons and newly emerging information Hone argues that Nimitz because he served simultaneously as CINCPAC and CINCPAC was able to couple tactical successes to strategic outcomes and more effectively plan and execute operations that brought victory at Midway Guadalcanal the Marshall Islands the Philippines Iwo Jima and Okinawa As a study of leadership Mastering the Art of Command uses modern management theories and builds upon the approach in his award winning Learning War Trent Hone explores the challenge of leadership in complex adaptive systems through Nimitz's behavior and causes us to reassess the inevitability of Allied victory and the reasons for its ultimate accomplishment A new narrative history of the Pacific war this book demonstrates effective patterns for complexity informed leadership by highlighting how Nimitz maintained coherence within his organization established the conditions for his subordinates to succeed and fostered collaborative sensemaking to identify and pursue options more rapidly Nimitz's strategic artistry is a pattern worthy of study and emulation for today's military officers civilian leaders and managers in large organizations

*Fearless Change* Mary Lynn Paul Becker, Linda Rising Ph.D., Mary Lynn Manns Ph.D., 2004-10-04 All that have ever tried to impose change in their organization will immediately recognize and truly value the in depth knowledge and experience captured in this book It contains a collection of eye openers that is a treasure chest for pioneers of new organizational ideas A fantastic toolbox for use in future missions Lise B Hvatum product development manager Schlumberger If you have need of changing your organization and especially of introducing new techniques then you want to understand what is in this book It will help you avoid common pitfalls that doom many such projects and will show you a clear path to success The techniques are derived from the experience of many individuals and

organizations Many are also fun to apply This stuff is really cool and really hot Joseph Bergin professor of computer science Pace University New York If change is the only guarantee in life why is it so hard to do As this book points out people are not so much resistant to change itself as they are to being changed Mary Lynn and Linda have successfully used the pattern form to capture and present the recurring lessons of successful change efforts and have placed a powerful knowledge resource in the hands of their readers Alan O Callaghan researcher Software Technology Research Laboratory De Montfort University United Kingdom The most difficult part of absorbing patterns or any technology into an organization is overcoming the people issues The patterns in this book are the documentation of having gone through that experience giving those that dare push the envelope a head start at success David E DeLano IBM Pervasive Computing If you have ever wondered how you could possibly foster any cultural changes in your organization in this book you will find a lot of concrete advice for doing so I recommend that everyone read this book who has a vast interest in keeping his or her organization flexible and open for cultural change Jutta Eckstein Independent Consultant Objects In Action Author of Agile Software Development in the Large 48 Patterns for Driving and Sustaining Change in Your Organization Change It s brutally tough to initiate even harder to sustain It takes too long People resist it But without it organizations lose their competitive edge Fortunately you can succeed at making change In Fearless Change Mary Lynn Manns and Linda Rising illuminate 48 proven techniques or patterns for implementing change in organizations or teams of all sizes and show you exactly how to use them successfully Find out how to Understand the forces in your organization that drive and retard change Plant the seeds of change Drive participation and buy in from start to finish Choose an official skeptic to sharpen your thinking Make your changes appear less threatening Find the right timing and the best teaching moments Sustain your momentum Overcome adversity and celebrate success Inspired by the pattern languages that are transforming fields from software to architecture the authors illuminate patterns for every stage of the change process knowledge persuasion decision implementation and confirmation These flexible patterns draw on the experiences of hundreds of leaders They offer powerful insight into change agent behavior organizational culture and the roles of every participant Best of all they re easy to use and they work Managing the Laboratory Animal Facility Jerald Silverman, 2016-10-14 Praise for the Previous Editions The author brings in management wisdom from the world outside laboratory animal medicine and veterinary medicine As a result there is a rich mixture of the experience of a seasoned professional and the theoretical framework used by schools of management I recommend this book to managers and laboratory animal specialists at any stage of their careers Franklin M Loew DVM PhD DACLAM JAVMA Vol 222 No 6 2003 This book is a good informational resource for any new manager to the field of laboratory management The information is presented in a way that will keep your interest and stimulate you to think how it can benefit you and the facility in which you work Susan K Cutter BS RVT RLATG Purdue University West Lafayette Indiana USA LAMA Review Written in Jerry Silverman s trademark style Managing the Laboratory Animal Facility Third Edition provides the reader with

sound management theory and associated management practices that are easy to read easy to understand easy to implement and pertinent to the daily management and leadership of laboratory animal facilities Maintaining the practical focus of previous editions this greatly expanded volume presents the critical knowledge needed to help you make efficient and effective use of the key resources that are used every day by vivarium managers people time money and information New to the Third Edition Incorporating the latest developments in management theory and application the edition contains approximately 100 pages of new and expanded material This more detailed coverage Discusses lean management concepts and practices and their application to laboratory animal science Adds information on many essential topics especially in human resources management in its treatment of negotiations influence and performance reviews Provides a large number of revisions and updates to Appendix 2 in its presentation of Per diem calculations Includes an extensive list of references for further study of specialized topics

**Disorder and the Disinformation Society** Jonathan Paul Marshall,James Goodman,Didar Zowghi,Francesca da Rimini,2015-04-17 This book is the first general social analysis that seriously considers the daily experience of information disruption and software failure within contemporary Western society Through an investigation of informationalism defined as a contemporary form of capitalism it describes the social processes producing informational disorder While most social theory sees disorder as secondary pathological or uninteresting this book takes disordering processes as central to social life The book engages with theories of information society which privilege information order offering a strong counterpoint centred on disinformation Disorder and the Disinformation Society offers a practical agenda arguing that difficulties in producing software are both inherent to the process of developing software and in the social dynamics of informationalism It outlines the dynamics of software failure as they impinge on of information workers and on daily life explores why computerized finance has become inherently self disruptive asks how digital enclosure and intellectual property create conflicts over cultural creativity and disrupt informational accuracy and scholarship and reveals how social media can extend but also distort the development of social movements

Managing Software for Growth Roy W. Miller,2004 Helps managers combat the manufacturing mindset that dominates business thinking and shows why this mindset is harmful to software development Introduces predictability to the historically unpredictable world of software development Allows organizations to improve job satisfaction by fostering an environment of creativity among developers

*The Art of Agile Development* James Shore,Shane Warden,2021-10-12 Most companies developing software employ something they call Agile But there s widespread misunderstanding of what Agile is and how to use it If you want to improve your software development team s agility this comprehensive guidebook s clear concrete and detailed guidance explains what to do and why and when to make trade offs In this thorough update of the classic Agile how to guide James Shore provides no nonsense advice on Agile adoption planning development delivery and management taken from over two decades of Agile experience He brings the latest ideas from Extreme Programming Scrum Lean DevOps and more into a

cohesive whole Learn how to successfully bring Agile development to your team and organization or discover why Agile might not be for you This book explains how to Improve agility create the conditions necessary for Agile to succeed and scale in your organization Focus on value work as a team understand priorities provide visibility and improve continuously Deliver software reliably share ownership decrease development costs evolve designs and deploy continuously Optimize value take ownership of product plans budgets and experiments and produce market leading software **Manage Your Project**

**Portfolio** Johanna Rothman,2016-08-01 You have too many projects and firefighting and multitasking are keeping you from finishing any of them You need to manage your project portfolio This fully updated and expanded bestseller arms you with agile and lean ways to collect all your work and decide which projects you should do first second and never See how to tie your work to your organization s mission and show your managers your board and your staff what you can accomplish and when Picture the work you have and make those difficult decisions ensuring that all your strength is focused where it needs to be All your projects and programs make up your portfolio But how much time do you actually spend on your projects and how much time do you spend on emergency fire drills or waste through multitasking This book gives you insightful ways to rank all the projects you re working on and figure out the right staffing and schedule so projects get finished faster The trick is adopting lean and agile approaches to projects whether they re software projects projects that include hardware or projects that depend on chunks of functionality from other suppliers Find out how to define the mission of your team group or department with none of the buzzwords that normally accompany a mission statement Armed with the work and the mission you ll manage your portfolio better and make those decisions that define the true leaders in the organization With this expanded second edition discover how to scale project portfolio management from one team to the entire enterprise and integrate Cost of Delay when ranking projects Additional Kanban views provide even more ways to visualize your portfolio

Practical Project Initiation Karl E. Wiegers,2007-08-08 Zero in on key project initiation tasks and build a solid foundation for successful software development In this concise guide critically acclaimed author Karl E Wiegers fills a void in project management literature by focusing on the activities that are essential but often overlooked for launching any project Drawing on his extensive experience Karl shares lessons learned proven practices and tools for getting your project off to the right start and steering it to ultimate success Lay a foundation for project success discover how to Effectively charter a project Define meaningful criteria for project success and product releases Negotiate achievable commitments for project teams and stakeholders Identify and document potential barriers to success and manage project risks Apply the Wideband Delphi method for more accurate estimation Measure project performance and avoid common metrics traps Systematically apply lessons learned to future projects Companion Web site includes Worksheets from inside the book Project document templates Resources for project initiation and process improvement Growing Software Louis Testa,2009-03-15 As the technology leader at a small software company you need to focus on people products processes and technology as you bring your



software to market while doing your best to put out fires and minimize headaches Growing Software is your guide to juggling the day to day challenges of running a software company while managing those long term problems and making sure that your business continues to grow With practical hands on advice Growing Software will teach you how to build and lead an effective team define and sell your products work with everyone from customers to CEOs and ensure high quality results Instead of learning by trial and error you ll benefit from author Louis Testa s 20 years of management experience Testa combines big picture advice specific solutions and real life anecdotes to teach you how to Work effectively with your CEO and executive team Improve development team efficiency and enthusiasm Evaluate your software methodology to improve effectiveness and safeguard against failure Use product prototypes to bridge the gap between marketing and engineering Defuse technology time bombs Whether you re new to managing software or newly lost Growing Software will help you and your growing company thrive

Agile Software Development in the Large Jutta Eckstein,2013 Who Says Large Teams Can t Handle Agile Software Development Agile or lightweight processes have revolutionized the software development industry They re faster and more efficient than traditional software development processes They enable developers to embrace requirement changes during the project deliver working software in frequent iterations focus on the human factor in software development Unfortunately most agile processes are designed for small or mid sized software development projects bad news for large teams that have to deal with rapid changes to requirements That means all large teams With Agile Software Development in the Large Jutta Eckstein a leading speaker and consultant in the agile community shows how to scale agile processes to teams of up to 200 The same techniques are also relevant to teams of as few as 10 developers especially within large organizations Topics include the agile value system as used in large teams the impact of a switch to agile processes the agile coordination of several sub teams the way project size and team size influence the underlying architecture Stop getting frustrated with inflexible processes that cripple your large projects Use this book to harness the efficiency and adaptability of agile software development Stop getting frustrated with inflexible processes that cripple your large projects Use this book to harness the efficiency and adaptability of agile software development **Cultivating**

**Christian Character** Michael A. Zigarelli,2002-12 Creating Agile Organizations Cesario Ramos,Ilia

Pavhlichenko,2022-08-05 Design Your Organization for Maximum Agile Success at Scale A unique view of organizational agility Cesario and Ilia first describe the foundational tools and vocabulary to think about agile enterprise level change The second section is a practical approach to adoption It marries the foundational elements into a people and customer centric approach to change The book is epic in scope but it manages to present a cookbook for agile adoption and change From the Foreword by Dave West CEO Scrum org Cesario and Ilia understand that a key element of successful change to being adaptive at scale is Organizational Design OD and that OD is something senior managers need to own master create and lead not delegate Fast delivery and learning isn t enough at scale Without other adaptive OD elements in place there might not

be any concrete change A wonderful book from two passionate people with years in the trenches involved in large scale adaptive development From the Foreword by Craig Larman co creator Large Scale Scrum LeSS For Agile to succeed at scale strategy structures processes reward systems and people practices must align with and reinforce each other across the entire organization Creating Agile Organizations is about making that happen Whether you re a leader Scrum Master or trainer this book will help you use effective Organizational Design OD to achieve successful Agile transformation at the enterprise level Drawing on years of experience scaling Scrum renowned Large Scale Scrum LeSS experts Cesario Ramos and Ilia Pavlichenko present proven techniques for use with any technology in any large environment In the context of a true systems thinking approach they provide specific solutions for challenges such as preparing and facilitating large scale Scrum meetings honing newly relevant leadership skills and addressing challenges that cut across the entire organization This book includes a library of tested tools for effective Agile leadership including Product Definition Guides for describing any new product and a Feature Heat Map for designing teams and entire organizations Organizing for adaptability making strategic optimization choices and choosing informed tradeoffs Exploring and applying proven OD principles at the leadership level Taking a birds eye view of the activities most crucial to large scale adoption Coaching to make Agile transformation successful across your organization Planning designing and facilitating Agile workshops that work Preparing and launching highly effective well aligned Product Groups Coaching teams and guiding product ownership in large groups

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