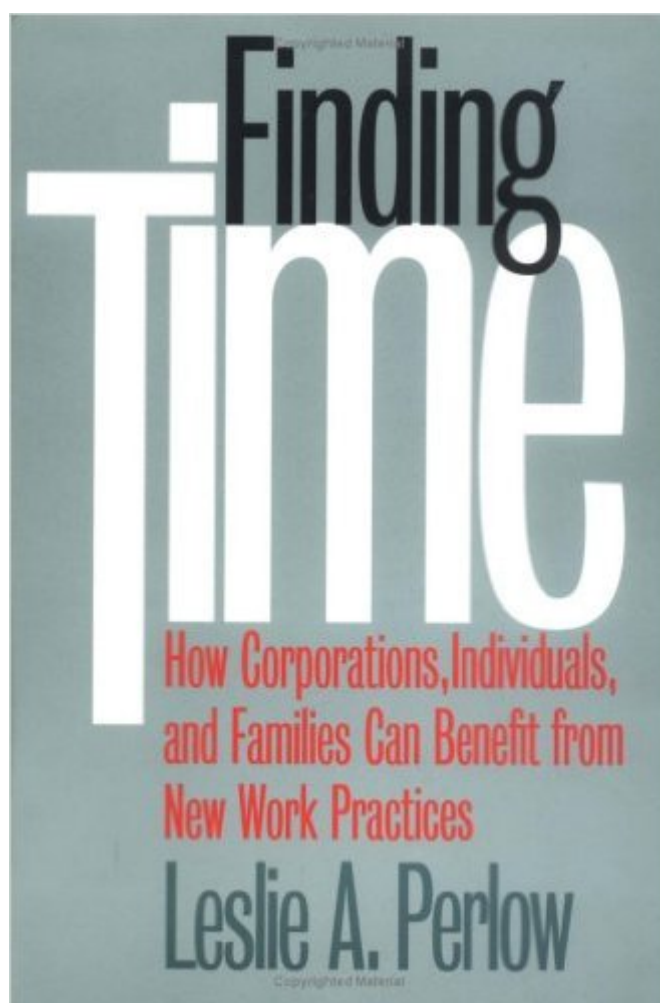


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Finding Time: How Corporations, Individuals, And Families Can Benefit From New Work Practices (Collection On Technology And Work)



Synopsis

Why do Americans work so hard? Are the long hours spent at work really necessary to increase organizational productivity? Leslie A. Perlow documents the worklife of employees who assume that for their own success and the success of their organization they must put in extended hours on the job. Perlow doesn't buy it. She challenges the basic assumption that the more employees work, the better the corporation will do. For nine months, Perlow studied the work practices of a product development team of software engineers at a Fortune 500 corporation. She reports her findings in detailed stories about individual employees and in more analytic chapters. Perlow first describes the individual heroics necessary to succeed in the existing work culture. She then explains how the system of rewards perpetuates crises and continuous interruptions, while discouraging cooperation. Finally, she shows how the resulting work practices damage both organizational productivity and the quality of individuals' lives outside of work. Perlow initiated a collaborative effort to restructure the way team members worked. Managers who were involved credit the project for the rare and important on-time launch of the product the engineers were developing. In the end, *Finding Time* shows that it is possible to create new work practices that enable individuals to have more personal and family time while also improving the corporation's productivity.

Book Information

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Customer Reviews

Time Management skills are essential for successful people the book deals with practical

techniques, which have helped the leading people in business reach the pinnacles of their careers. The skills explained in the book help you to become reliable and effective and show you how to identify and focus on the activities that give you the greatest returns by explaining goal setting, which is a vitally important skill for achieving what you want to achieve with your life. It is neatly summed up in the Pareto Principle, or the "80:20 Rule". This argues that typically 80% of unfocused effort generates only 20% of results. The remaining 80% of results are achieved with only 20% of the effort. While the ratio is not always 80:20, this broad pattern of a small proportion of activity generating non-linear returns recurs so frequently as to be the norm in many areas. It also talks about issues like learn to say no, learn to prioritize, combine several activities, doing subordinate's work, doing the work of others, scheduling projects, monitoring staff, and setting long-term objectives. The absence of personal time management is characterized by last minute rushes to meet deadlines, days, which seem somehow to slip unproductively by, crises, which loom unexpected from nowhere. This sort of environment leads to inordinate stress and degradation of performance. Poor time management is often a symptom of over confidence: techniques, which used to work with small projects and workloads, are simply reused with large ones. However, inefficiencies, which were insignificant in the small role, are ludicrous in the large. You cannot drive a motor bike like a bicycle, nor can you manage a supermarket-chain like a market stall.

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