

Start Less. Finish More.

THE REAL COSTS OF ORGANIZATIONAL MULTITASKING

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Agile2019

Let's be friends!

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Stand up if...

Format

Live Action Role Play

Drawings

More LARPing

Practical Application

Organizational multitasking
happens when a group is
focused on too many things
and overall capacity is
reduced.

Symptoms

delays and interruptions
peaks and valleys in workflow
self-inflicted “emerging priorities”
competing priorities
difficulty scheduling conversations
too many meetings about work,
not enough working meeting

Reality over illusion

Reality #1: Humans are indivisible

Reality #2: The problem scales

Reality #3: A problem for leaders

Humans

are

indivisible

we are not the sum of our
parts

Reality #1

LARP Round 1

A demonstration in
carrying water

There is nothing in the world more harmful than a leader who fails to distinguish between fantasy and reality.

Neil Chudgar, 2019

**a drawing:
how a human brain works**

“Perceptions of the ability to multi-task were found to be badly inflated; in fact, the majority of participants judged themselves to be above average in the ability to multi-task. **These estimations had little grounding in reality** as perceived multi-tasking ability was not significantly correlated with actual multi-tasking ability.”

[PLoS One](#). 2013; 8(1): e54402.

Published online 2013 Jan 23. doi: [10.1371/journal.pone.0054402](https://doi.org/10.1371/journal.pone.0054402)

The problem scales

Bigger = more complex =
higher costs

Reality #2

REAL COSTS

reduced quality and rework
solving the wrong problems
overwork

employee turnover

difficulty making pivots

lack of equity/limited diversity

loss of creativity

burnout

LARP Round 2

All the important things*

*Inspired by Litespeed

Roles

Employee – grab the marker

Manager – find a timer

Customers – everyone grab a piece of paper

Round 1 Goal

Employee makes an individual name card for each customer-FIRST NAME ONLY

Customer whose name is written first wins

Manager tracks time it takes to make all name cards

Sit down when all name cards are complete.

Round 2 Goal

Role of employee, customer, and manager remains the same

Implement process improvement and equity plan:
write each person's name one letter at a time, round robin style

Sit down when all name cards are complete.

Round 3 Goal

Role of employee, customer, and manager remains the same

WIP Limit of 1

Transparency of priorities

Self-Organization

Customer whose card is done when they expect it wins

It's a problem for leaders

Individuals can't solve the
problem by themselves

Reality #3

95 percent of human resource leaders admit employee burnout is sabotaging workforce retention, yet there is no obvious solution on the horizon.

Kronos Employee Engagement Study, 2017



NOT REAL

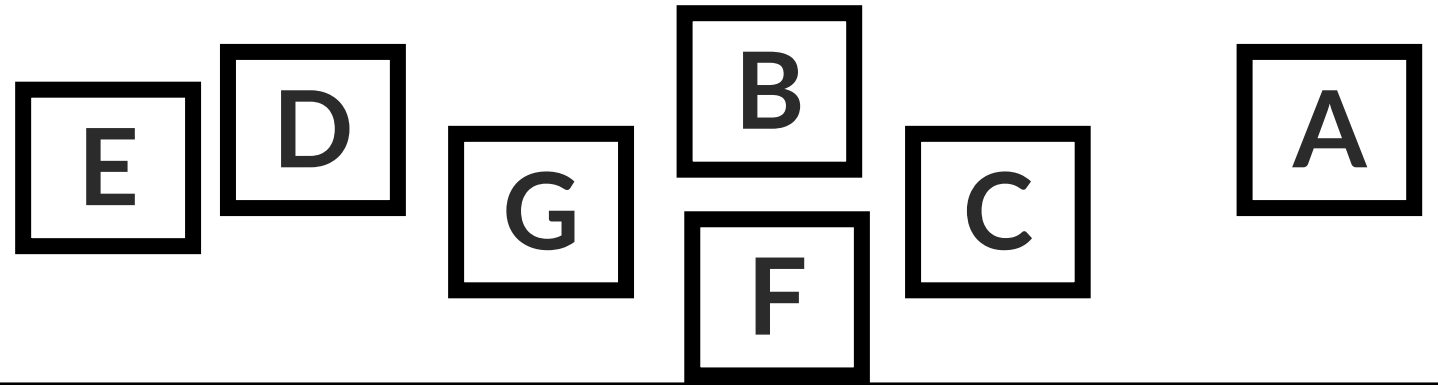


Better is better than best.

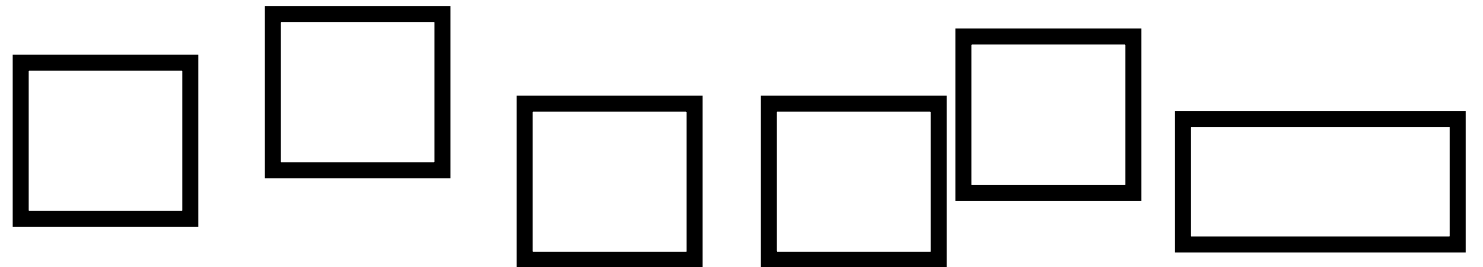
-Brandi Olson

Common approach to portfolio prioritization

#1 Priorities



#2 Priorities



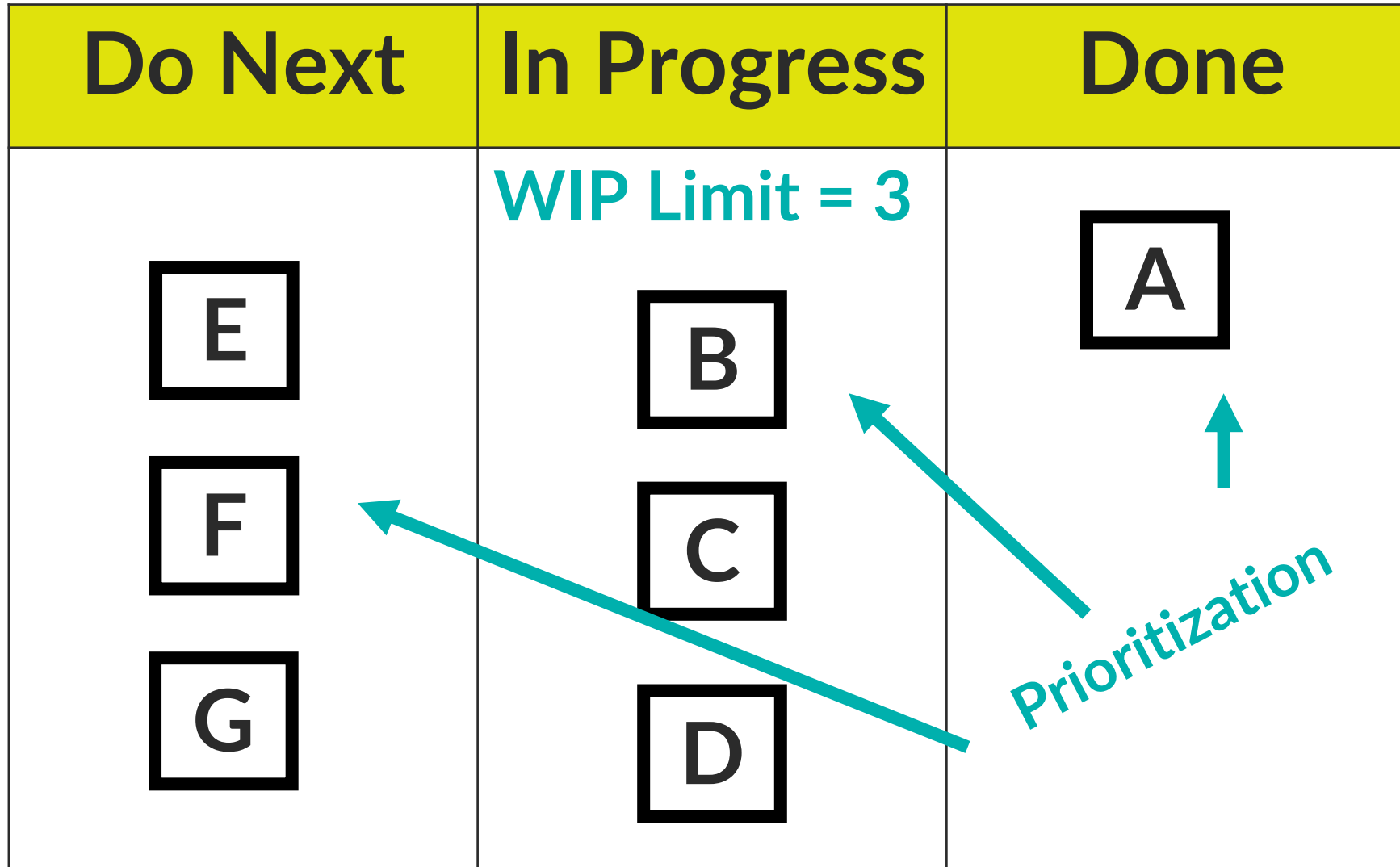
**a drawing:
the pareto improvement**

Simple (not easy) steps forward for leaders

Set a work in progress (WIP) limit for the portfolio

Rank order prioritization of all the efforts

Portfolio Kanban Board



Reality over illusion

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what is the **ONE** thing?

THANK YOU!

Let's be friends

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Cultural Values

Mapping

Tuesday @ 10:45 am

Chesapeake 4/5/6