



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

Tom DeMarco

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If your company's goal is to become fast, responsive, and agile, more efficiency is not the answer--you need more slack.

Why is it that today's superefficient organizations are ailing? Tom DeMarco, a leading management consultant to both Fortune 500 and up-and-coming companies, reveals a counterintuitive principle that explains why efficiency efforts can slow a company down. That principle is the value of slack, the degree of freedom in a company that allows it to change. Implementing slack could be as simple as adding an assistant to a department and letting high-priced talent spend less time at the photocopier and more time making key decisions, or it could mean designing workloads that allow people room to think, innovate, and reinvent themselves. It means embracing risk, eliminating fear, and knowing when to go slow. Slack allows for change, fosters creativity, promotes quality, and, above all, produces growth.

With an approach that works for new- and old-economy companies alike, this revolutionary handbook debunks commonly held assumptions about real-world management, and gives you and your company a brand-new model for achieving and maintaining true effectiveness.

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