

**Mastering the Art of
Multitasking™**

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Mastering the Art of Multitasking™

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Mastering the Art of Multitasking™

Possible Incompatible Skill Requirements

Ability to Multitask, plus . . .

- Attention to details/precision
- Ability to stay focused
- Ability to meet strict deadlines
- Ability to work in an environment with many disruptions
- Attention to safety
- Innovative, creative thinker
- Ability to listen; an excellent communicator

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2

What Do We Mean by "Multitasking"? ... And, Why Does the Meaning Matter?

Is it . . .

1. Walking and chewing gum at the same time?
2. Thinking two or more thoughts at the same time?
3. Being assigned to multiple projects on a time-share basis?
4. Switching between two or more tasks in rapid succession?

Why it matters . . .

- Job descriptions; job performance expectations
- Project loading and leveling
- Anosognosia
- Research

Good Multitasking vs. Bad Multitasking

Good

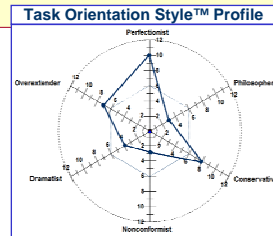
- Disciplined
- Conducive to creative thinking & problem solving
- Fosters self-selection, thus a sense of control
- Enjoyable tasks
- Accounts for individual styles

Bad

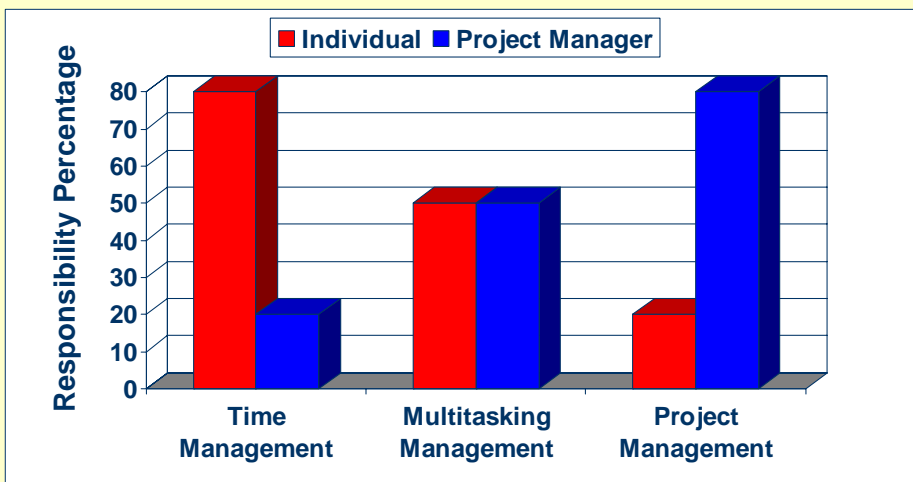
- Random & fragmented
- Involves menial tasks that waste knowledge worker's time/energy
- Requires frequent "context switching"
- Imposed from external sources
- Encourages 24/7 work

Personal Factors that May Influence Multitasking Effectiveness

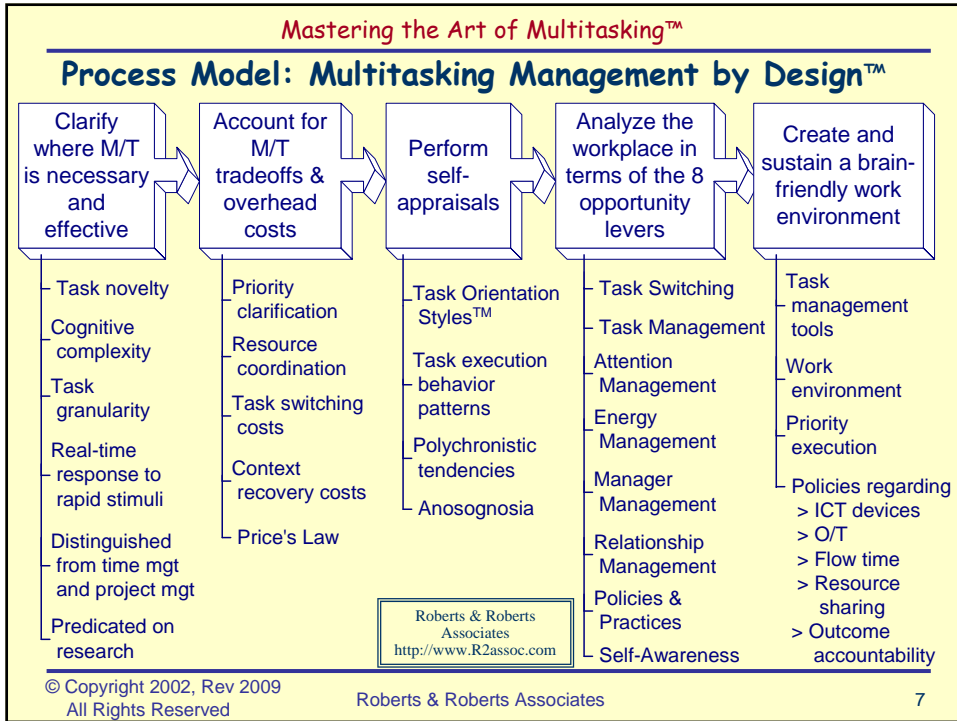
- **The Age Advantage** – truth vs. myth
- **The Gender Advantage** – truth vs. myth
- **Task Orientation Style™**
 - **Perfectionist:** "Do it right."
 - **Philosopher:** "Consider the choices before you do it."
 - **Conservative:** "Consider the risks before you do it."
 - **Nonconformist:** "Do it, then deal with the consequences."
 - **Dramatist:** "Do it with style."
 - **Overextender:** "Do it yourself if you want it to get done."



Who Bears Responsibility for Effective Multitasking?



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Tool Category: **Manager Management**

Multitasking Work Load

Name: Bill Bailey		Interval: Jan-Jun						
Project Mgr.	Project/Task	Jan	Feb	Mar	Apr	May	Jun	Total
T. Elizondo	LAN Network Project							
	Plan	40						40
	Design		60	20				80
	Code			100	120	100		320
	Test					40		40
	Install						24	24
M. Baker	Network Security Project							
	Plan			40				40
	Design				75			75
	Code					80	80	160
	Test							
	Install							
E. Fermi	Quality Task Force							
	Meetings	8	8	8	8	8	8	48
	Site Reviews		32		32		32	96
Totals:		48	100	168	235	228	144	923
Nominal:		173	173	173	173	173	173	1038
Overtime:		-125	-73	-5	62	55	-29	-115

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Tool Category: **Task Management**

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Using GroupBar to Assist in Managing Multiple Tasks

- GroupBar is a MS desktop tool (prototype stage) that offers enhanced window management in a taskbar-like setting.
- Using drag-and-drop operations on window tiles within the bar, users can create grouping relationships that allow them to perform windows layout functions on multiple windows at once.
- Also, windows and groups in the GroupBar can be captured in a "Snapshot" that remembers the position and contents of each window, thus facilitating recreation of the Snapshot at a later time.

research.microsoft.com/vibe/groupbar.aspx



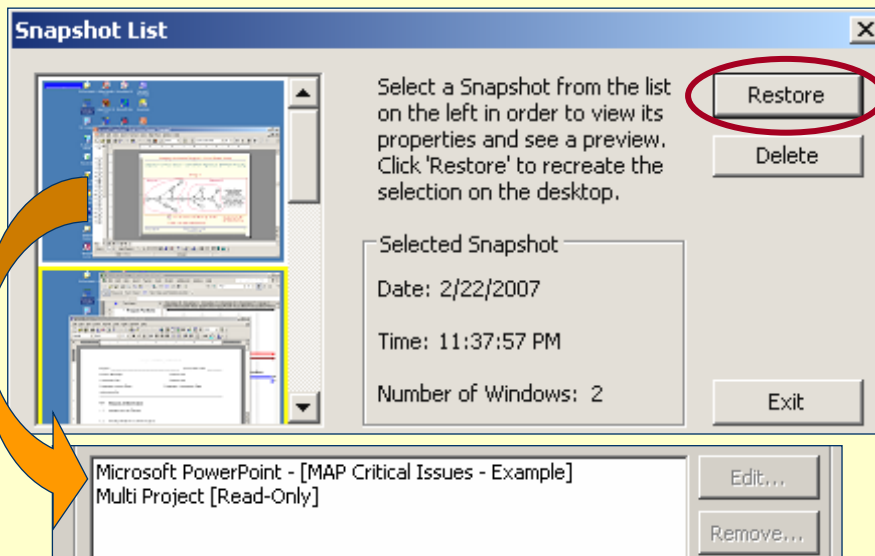
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9

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Using GroupBar to Assist in Managing Multiple Tasks



Select a Snapshot from the list on the left in order to view its properties and see a preview. Click 'Restore' to recreate the selection on the desktop.

Selected Snapshot

Date: 2/22/2007

Time: 11:37:57 PM

Number of Windows: 2

Microsoft PowerPoint - [MAP Critical Issues - Example]
Multi Project [Read-Only]

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10

10 Tips for Improving Multitasking Effectiveness

Self

1. Recognize when multitasking is and isn't effective
2. Try to avoid task fragmentation and task nesting
3. "Out" the sources of interruptions . . . and control them
4. Set priorities; rehearse how you will handle interruptions
5. Use memory aids to minimize task switching overhead

As a Manager

6. Perform a reality check on how priorities are communicated
7. Recognize your contribution to multitasking mania
8. Abolish "dotted-line" reporting relationships
9. Help team members discover their Task Orientation Style™ and what this means in terms of multitasking effectiveness
10. Practice "weed" control

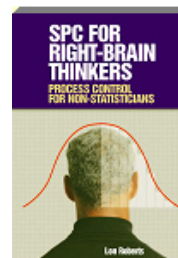
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