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efficiency means profits
and growth. But what if
your “efficient”

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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

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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

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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

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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

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effectiveness, and
reinvent themselves. In
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to: ?make sense of the
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quandary ?run directly
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?strengthen the creative
role of middle

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change and growth work
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