## Exercise – Multitasking Causes Delays

In Playbook multitasking is visible. Just look for multiple Work tasks running in parallel for multiple days.

1. Open a Chrome or Edge browser and enter the following:
   https://training3.playbookteam.com

2. Sign in Playbook as Jacob. Username = **Jacob**, password = **PlayBook2021**

3. Ensure you are logged in as **Jacob**, in the **My Playbook** view and see project **Misc. Other**.
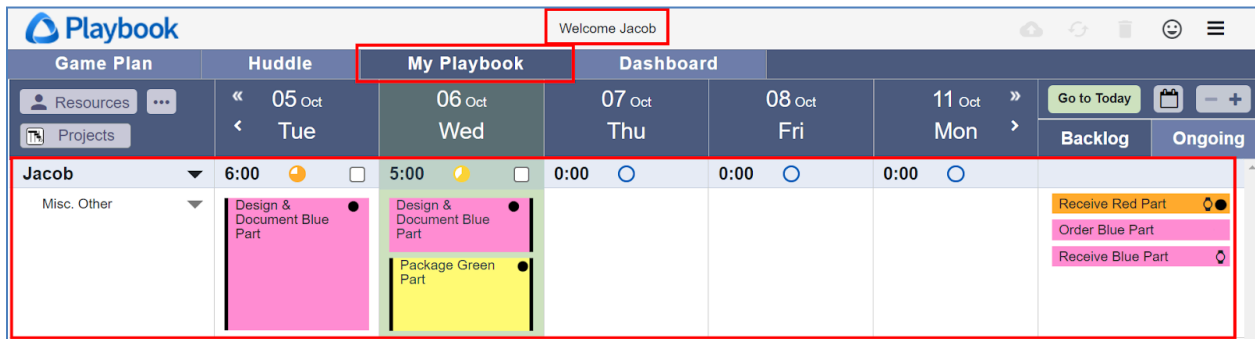
4. In the calendar, click on Jacob's task **Design & Document Blue Part** and review the associated tasks in the Game Plan below. This is referred to as the *initial conditions* throughout the exercise.

Scenario 1

5. In the morning, Jacob's tasks appear as follows.
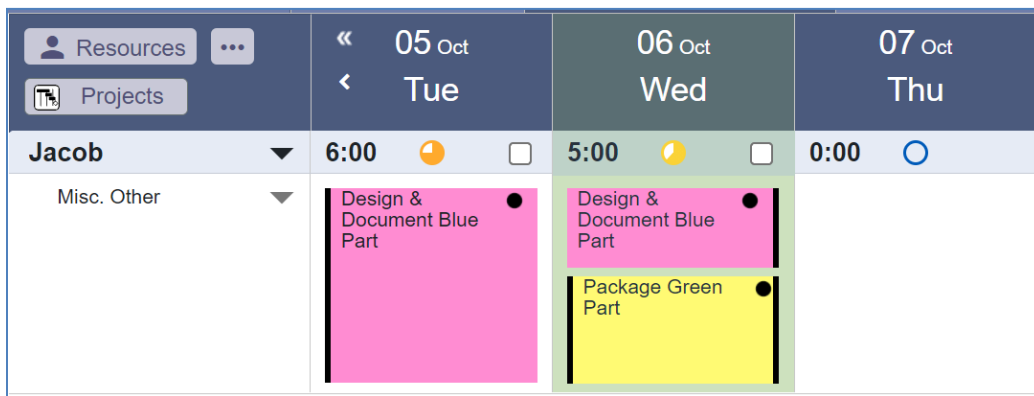
6. Is Jacob multitasking?

   - Jacob has two Work tasks that he is actively working on today. **Design & Document Blue Part** continues from yesterday and ends today. Since it ends today, we assume he expects to complete it today.

   - He also expects to work on and possibly finish **Package Green Part**.

   - Jacob does not appear to be multitasking.

7. Now it is the end of the day, and Jacob updates his tasks as follows.

8. Right-click on **Design & Document Blue Part** then click **Mark Completed**.

9. Right-click on **Package Green Part** then click **Add Days > 1**.
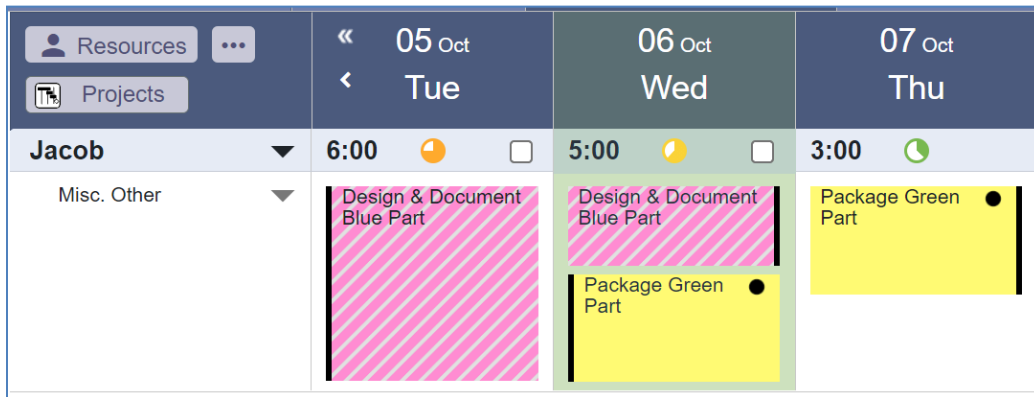
10. Was Jacob multitasking?

    ● He finished **Design & Document Blue Part** then started working on the **Package Green Part**.

    ● He did not finish **Package Green Part** and plans to continue working on it tomorrow.

    ● Jacob is focusing on one task at a time and does not appear to be multitasking.

11. Click **Discard** to reset everything back to the *initial conditions*.

Scenario 2

12. In the calendar resize *yesterday's segment* of **Design & Document Blue Part**. Place the cursor on yesterday's segment, click and drag the *time bar* until the segment has been resized to *2:00 hrs*.

13. Resizing segments captures the actual amount of time spent on a task on a given day which gives us the data to study actual vs. estimated, so that we can learn and better plan future projects.
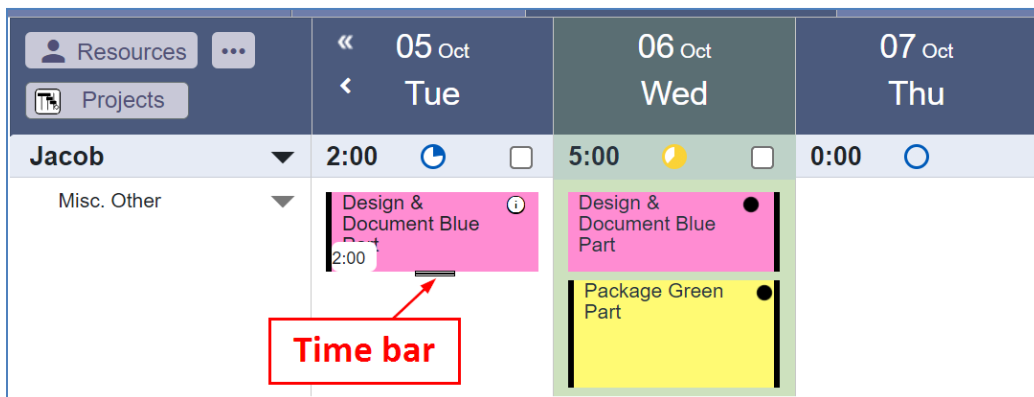
14. Drag **Package Green Part** to *yesterday* and don't mark it complete.

15. Right-click on **Package Green Part**, click **Add Days > 1**.

16. It is the first thing in the morning. Is Jacob multitasking?

    - Since both tasks are Work tasks and both started yesterday and continue today, it appears he is working on two Work tasks in parallel.
    - Jacob appears to be multitasking.

17. Now it is the end of the day and Jacob updates his tasks as follows.

18. Right-click on **Design & Document Blue Part** then click **Add Days > 1**.

19. Right-click on **Package Green Part** then click **Add Days > 1**.

20. Was Jacob multitasking?

- Jacob is multitasking, working on multiple Work tasks in parallel day after day.
- Do you see how this is unnecessarily delaying the completion of the critical path task?
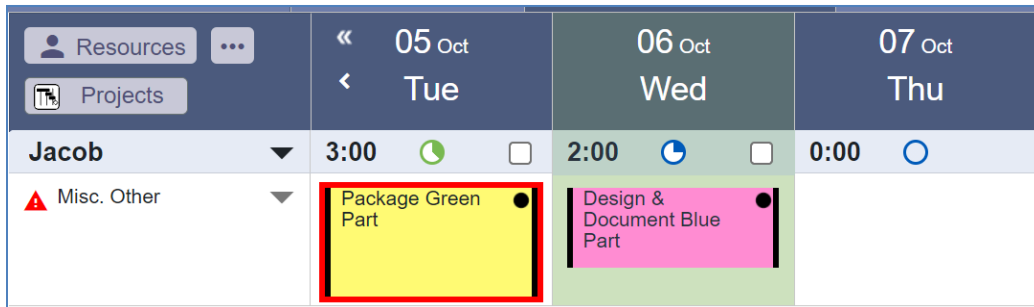
21. Click **Discard** to reset everything back to the ***initial conditions***.
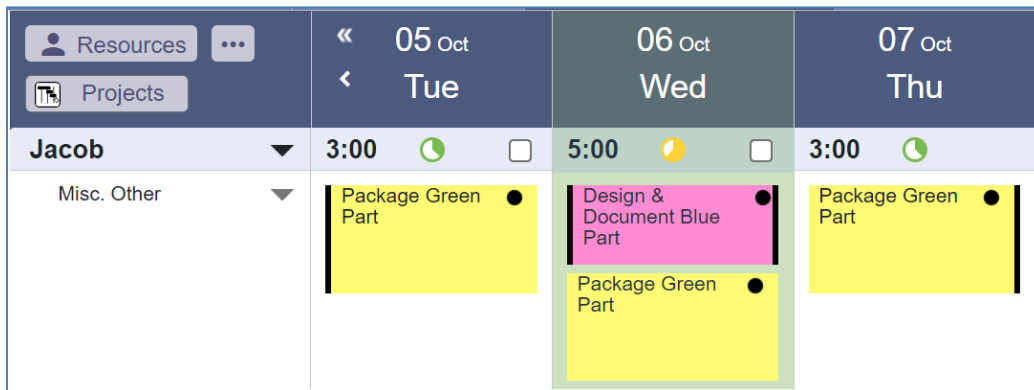
Scenario 3

22. In Today right-click **Design & Document Blue Part** then click **Remove a Day**.

23. Drag **Design & Document Blue Part** from ***yesterday to today***, then ***resize it to 2:00 hrs***.

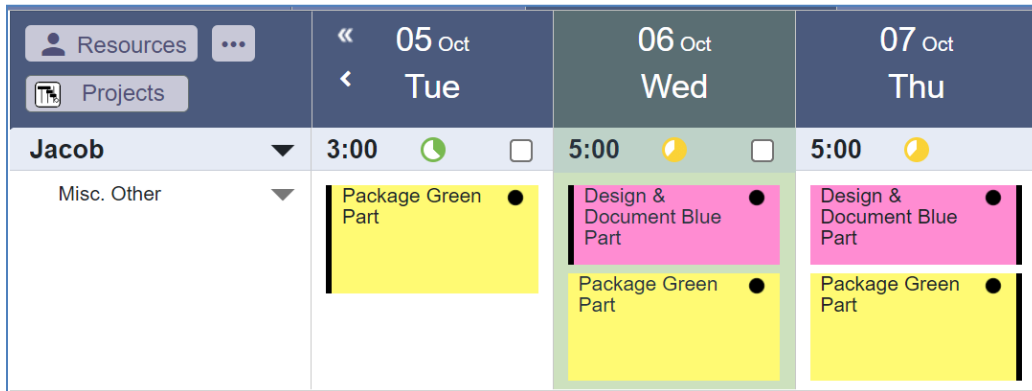24. Drag **Package Green Part** to ***yesterday***.

25. Right-click **Package Green Part** then click **Add Days > 2**.

26. Is Jacob multitasking?

- In this example, the critical path task's predecessor was completed yesterday. Since it is the highest priority, he intends to work on it today, but he has not finished packaging the ***Green Part***, so he is continuing it today.
- If he plans to work only on the critical path task until it is complete before resuming work on the ***Green Part***, he is not multitasking.

27. Now it is the end of the day and Jacob updates his tasks as follows. Right-click on **Design & Document Blue Part** then click **Add Days > 1**.

|	05 Oct Tue	06 Oct Wed	07 Oct Thu
Jacob ▼	3:00 ● ☐	5:00 ◑ ☐	5:00 ◑
Misc. Other ▼	Package Green Part ●	Design & Document Blue Part ● Package Green Part ●	Design & Document Blue Part ● Package Green Part ●

28. Was Jacob multitasking?
   - Given that he has two Work tasks spanning today and tomorrow, he appears to be multitasking – old habits are hard to break!
   - Keep coaching him to have clear priorities so he focuses on only those tasks that he can reasonably do each day and his behavior will change over time.

29. To show Jacob's priorities clearly…
   - Drag *today's segment* of **Package Green Part** to *tomorrow*. This moves it and the following segments one day into the future. Does this affect its duration?
   - *Resize today's segment* of **Design & Document Blue Part** to *6:00 hrs*.

30. This clearly says he started working on the green part yesterday and is now focusing on the blue part (critical) today. Tomorrow, he expects to complete the blue part and then plans to continue working on the green part. All of which is reasonable given the time he expects each task to take.

	05 Oct Tue	06 Oct Wed	07 Oct Thu	08 Oct Fri
Jacob ▼	3:00 ● ☐	6:00 ◑ ☐	5:00 ◑	3:00 ●
Misc. Other ▼	Package Green Part ●	Design & Document Blue Part ● Package Green Pa●	Design & Document Blue Part ● Package Green Part ●	Package Green Part ●
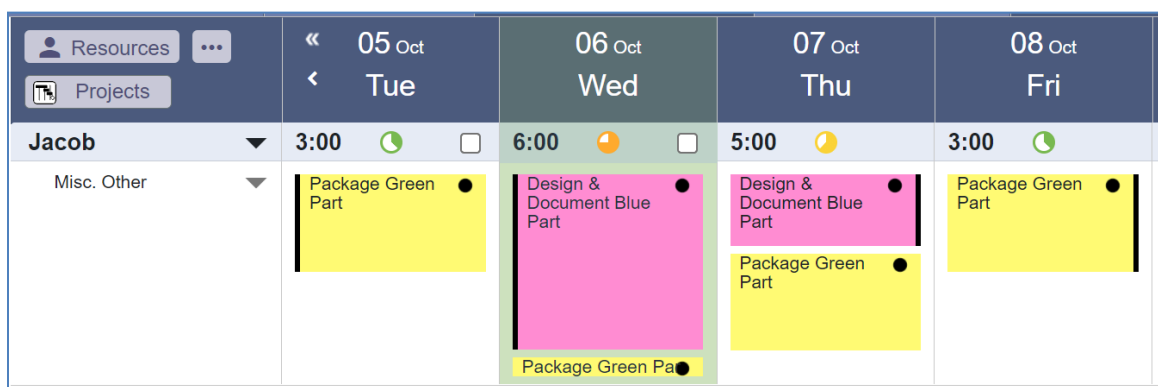
31. Click **Discard** to reset everything back to the ***initial conditions***.

32. Drag **Package Green Part** to the *Backlog* because he is not actively working on it.

33. Drag the Monitor task **Receive Red Part** to *yesterday*. Monitor tasks are indicated by a *watch icon* after the title.

34. Is Jacob multitasking?

- He has one Work task and one Monitor task spanning multiple days therefore he is not multitasking.

- The Monitor task reminds Jacob that he needs to keep in touch with the supplier, resolve any blockages they might have, and keep the expected end date up to date in Playbook (e.g., mark it completed once it has been received, change the end date if needed, etc.).

35. In this exercise, several of the key principles in the Playbook Methods are illustrated. Can you explain how each one is demonstrated?

- Work on the right thing right now (clear, correct priorities every day).

- Manage queues (make queues visible to minimize Queue Time).

- Manage resource loading (do not overload people).

- Pull work from the backlog only as you have availability.

36. Sign Jacob out of Playbook and **Discard**.

This completes this exercise.