

How Tools Kill Productivity

and What To Do About It



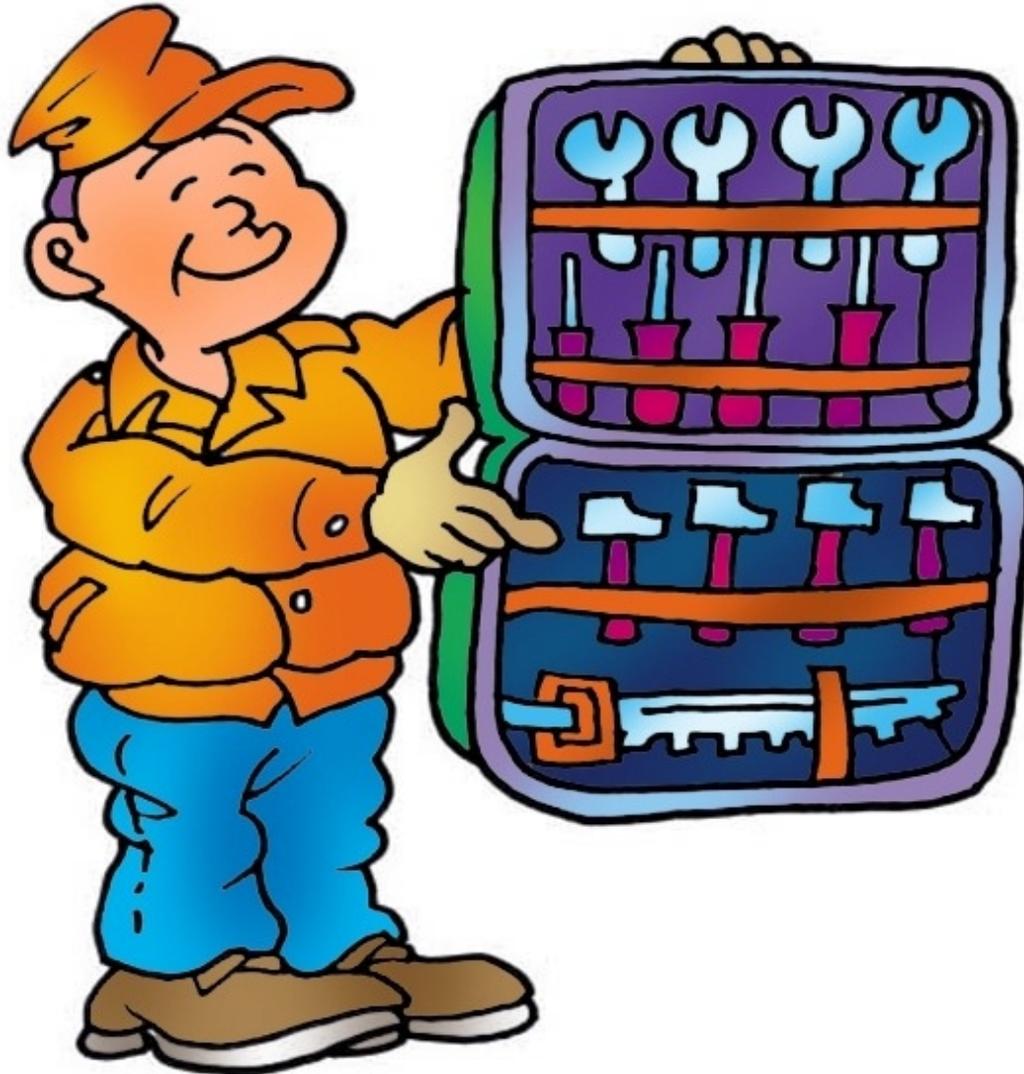
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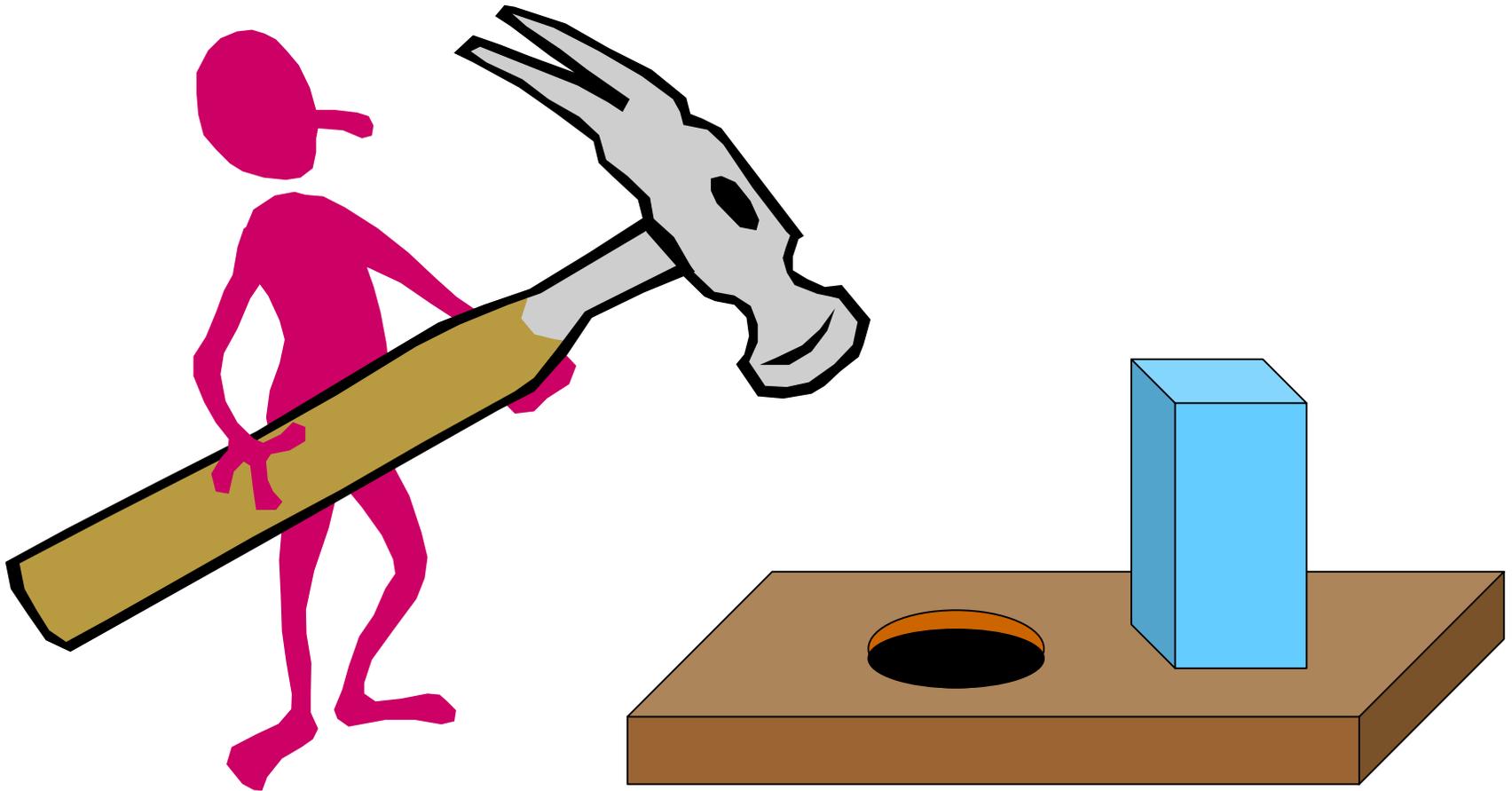
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What is in Your Tool Kit?



What Do You Use the Tool For?



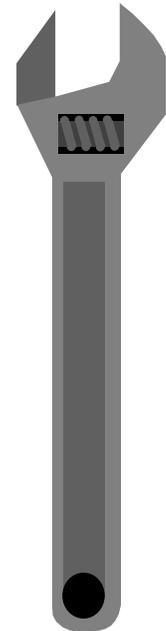
What was the Tool Created For?



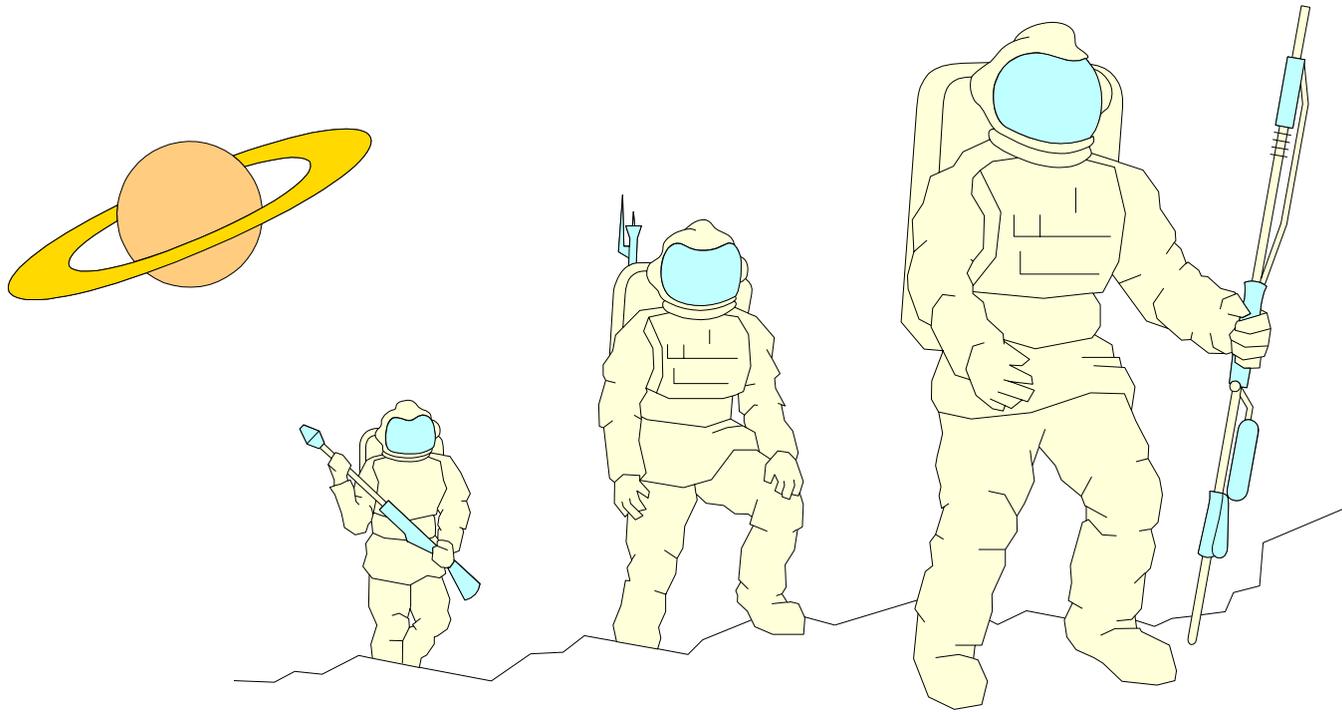
Lost Opportunities

- **We introduce and acquire methods and tools to improve productivity or to enhance our ability to get the job done**
- **But after the purchase justification, the management attention fades**
 - **Explicit management decisions**
 - **Implicit decisions**
 - **Neglect**

- **Failing to define the productivity objective**
- **Leaving the proliferation of shortcuts unchecked**
- **Short-circuiting methods**
- **Accepting form over content**
- **Failing to assess tools in use**



Fitting the Environment



Tailoring



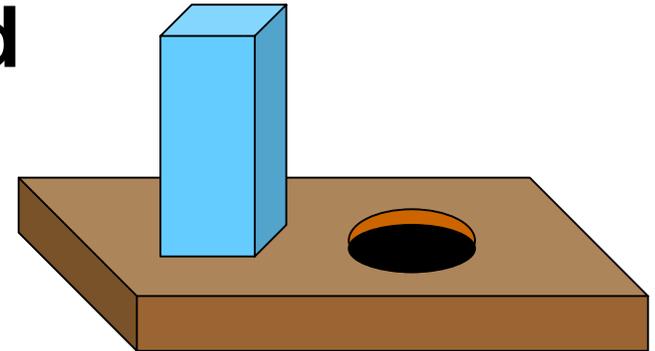
MCINTOSH

Training



More Pitfalls

- **Not tailoring the tools to the need**
- **Forfeiting the value of training**
- **Mismatching the tools and the environment**
- **Failing to notice that the environment has changed**
- **Believing the tool will fit any problem space**



When Tools Meet Real Users

- **Users misunderstanding the tools**
- **Tool developers misunderstanding real users**
- **Using the same tool when it is out of place**
- **Not watching what is actually happening**
- **Failing to adapt to change**



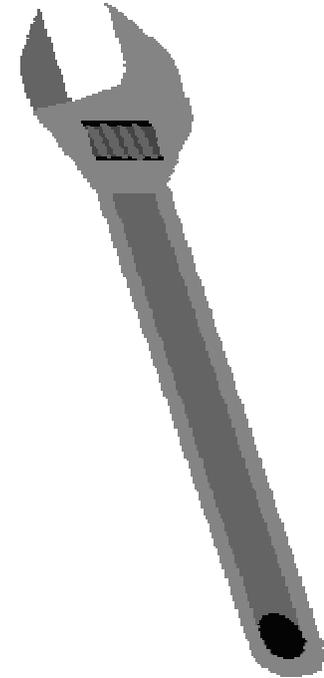
Paying Attention



The New Toy



The Scapegoat



Short cuts



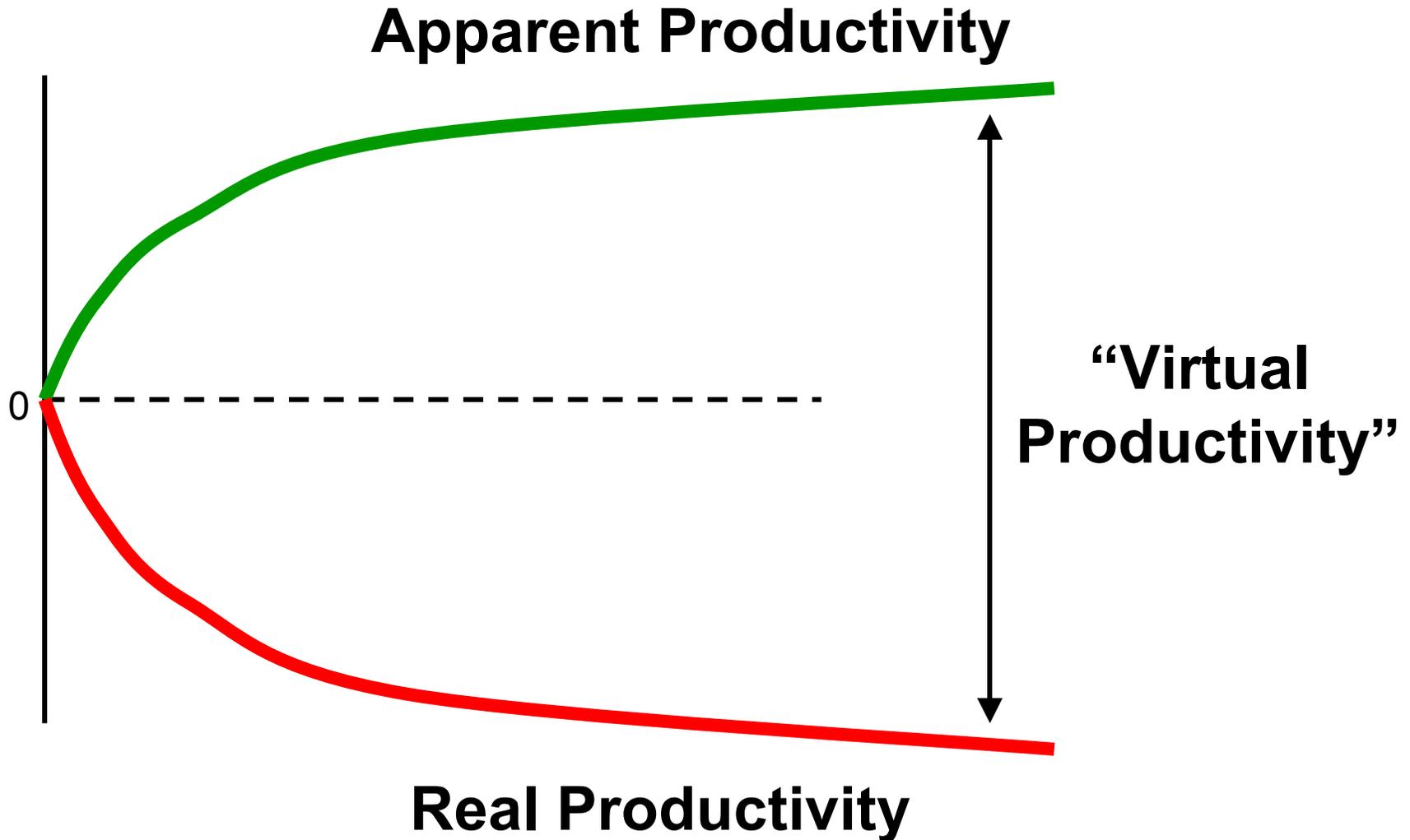
“If we do not bother taking soil samples, we can save 5,000 Lira and two weeks.”

Accepting Form Over Content

Systems Analysis

Structured Analysis

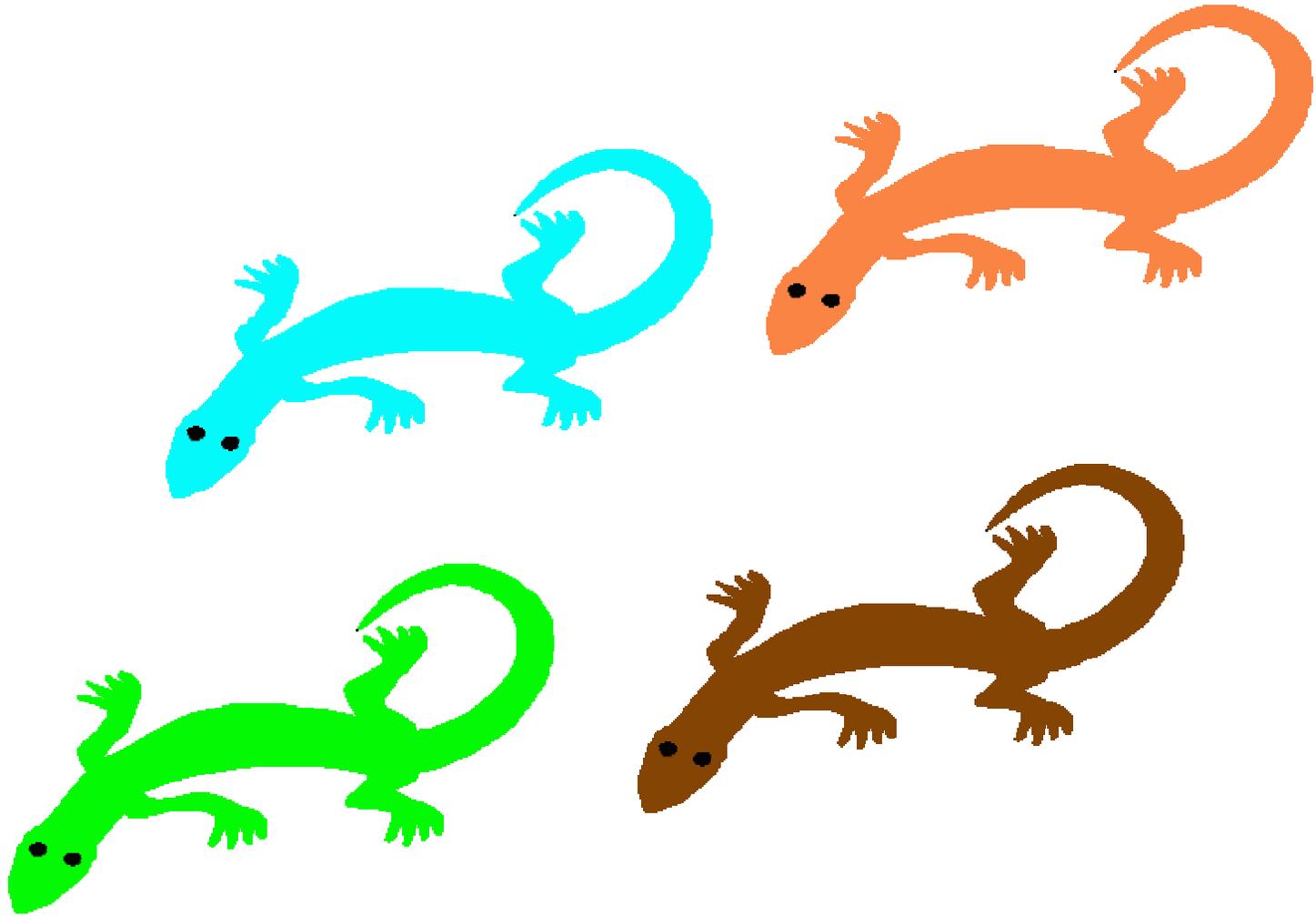
Is This Productivity?



Failure Begins at Acquisition



Tools as Chameleons

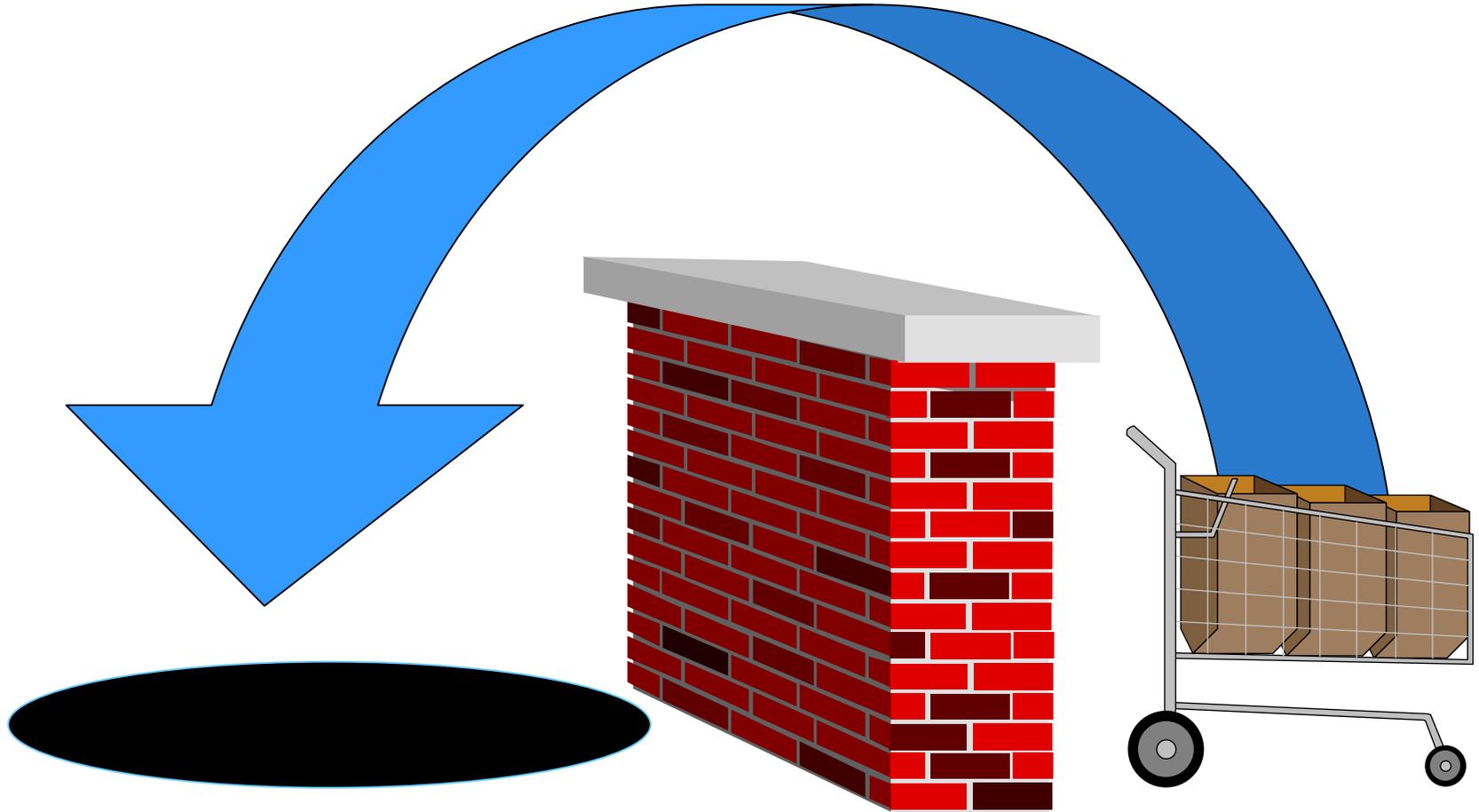


Problematic Management

- **Throwing the tool “over the transom” to prospective users**
- **Letting immediate crises prevent or delay the introduction of valuable new technology**
- **Waiting for the perfect tool, instead of getting value today**



Tool Finder and the Transom



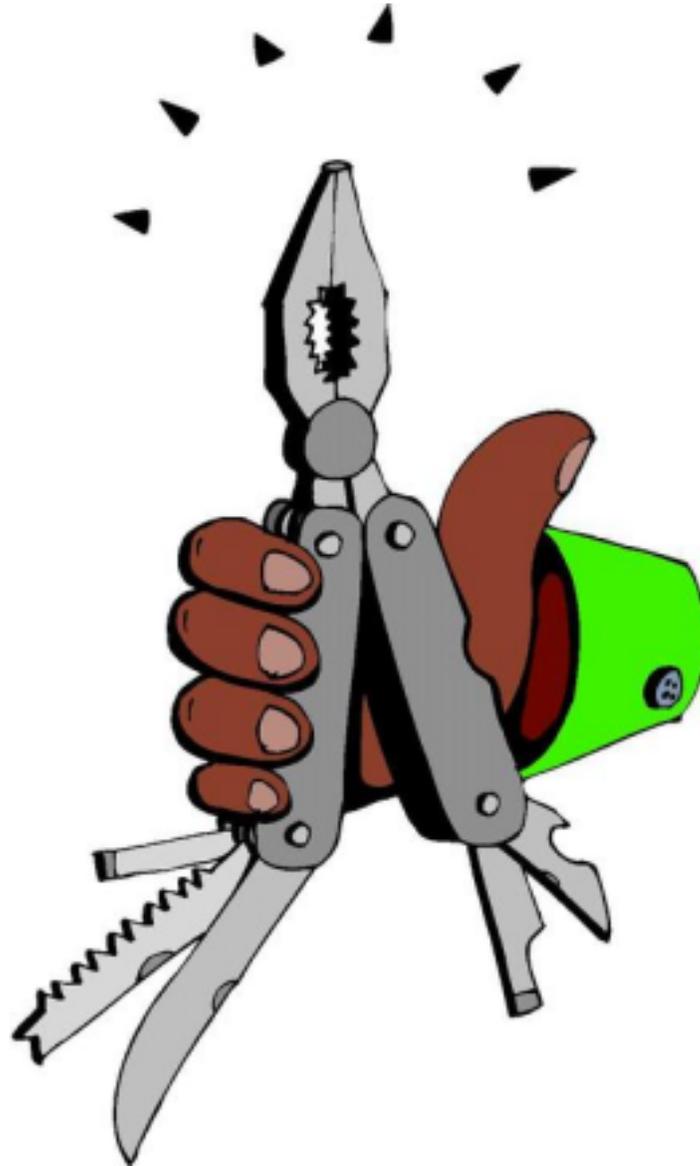
Waiting for the Perfect Tool



Tool as Savior



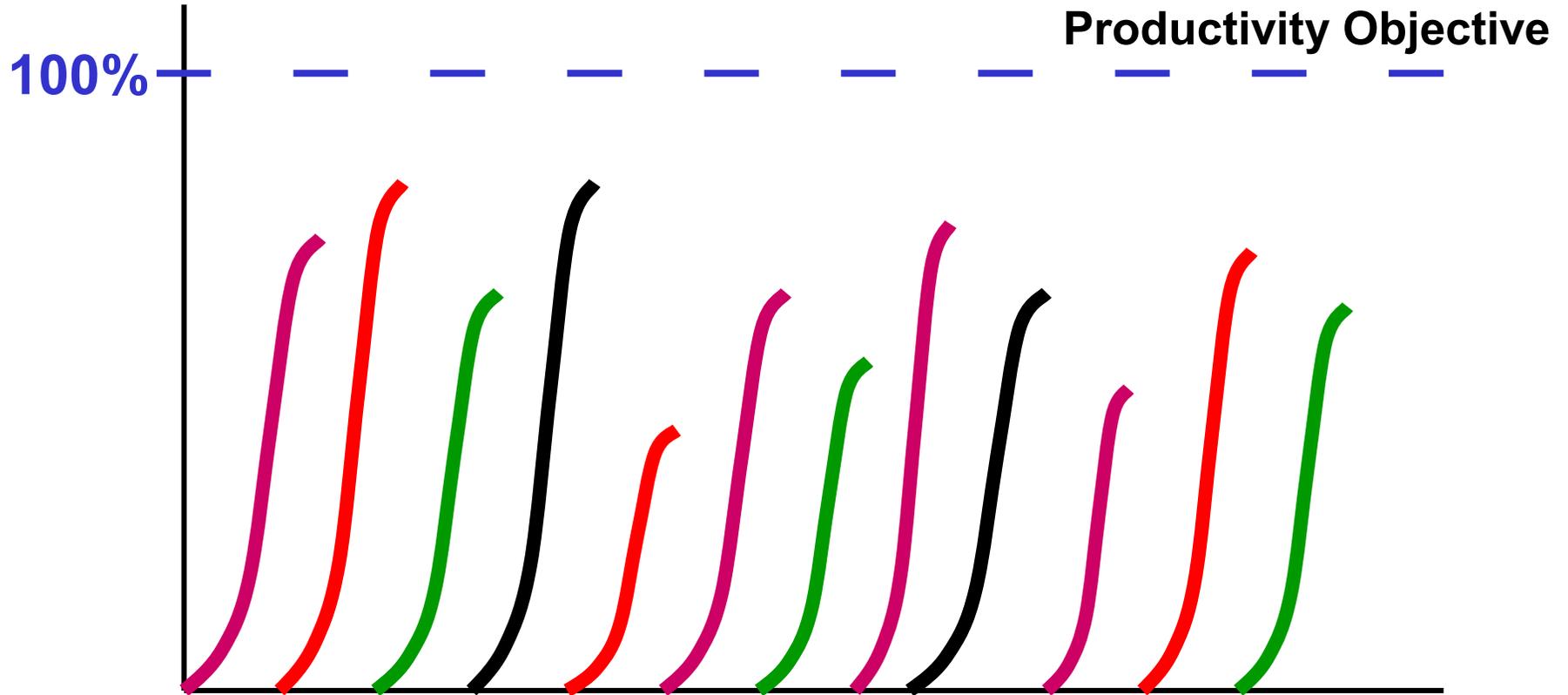
Expect the Tool to Do Everything



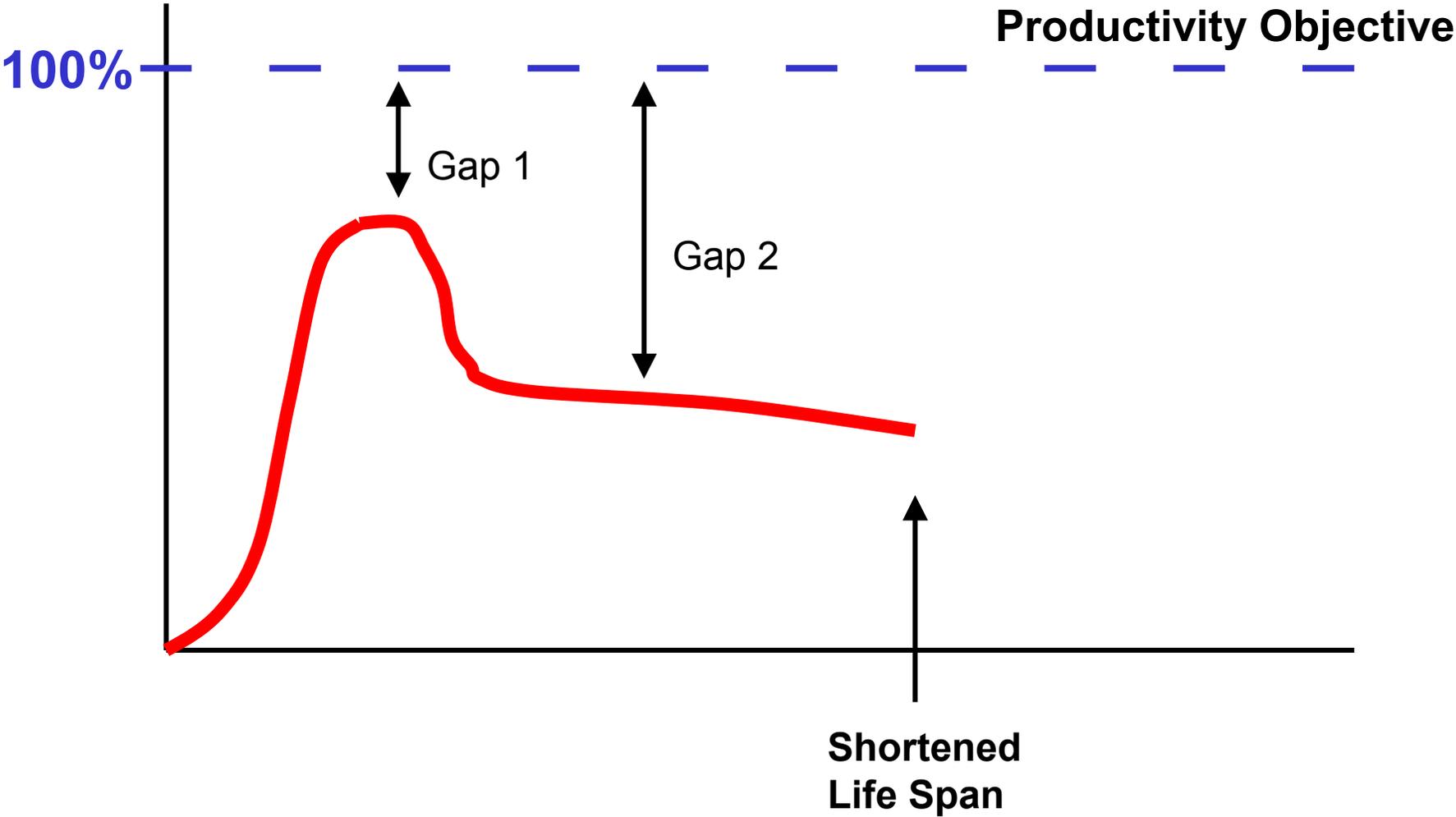
The Learning Curve



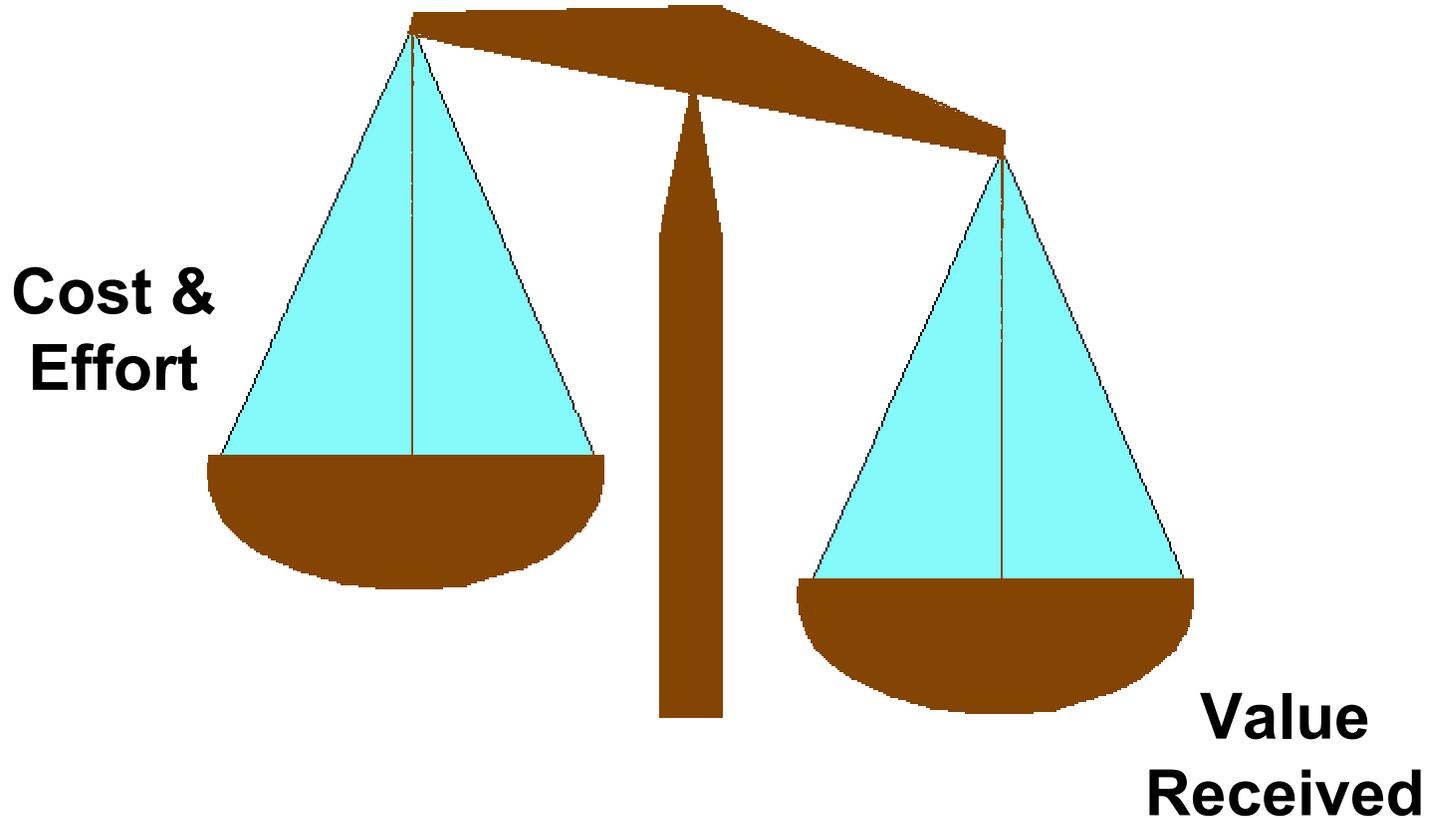
Learning Curve: As We Practice It



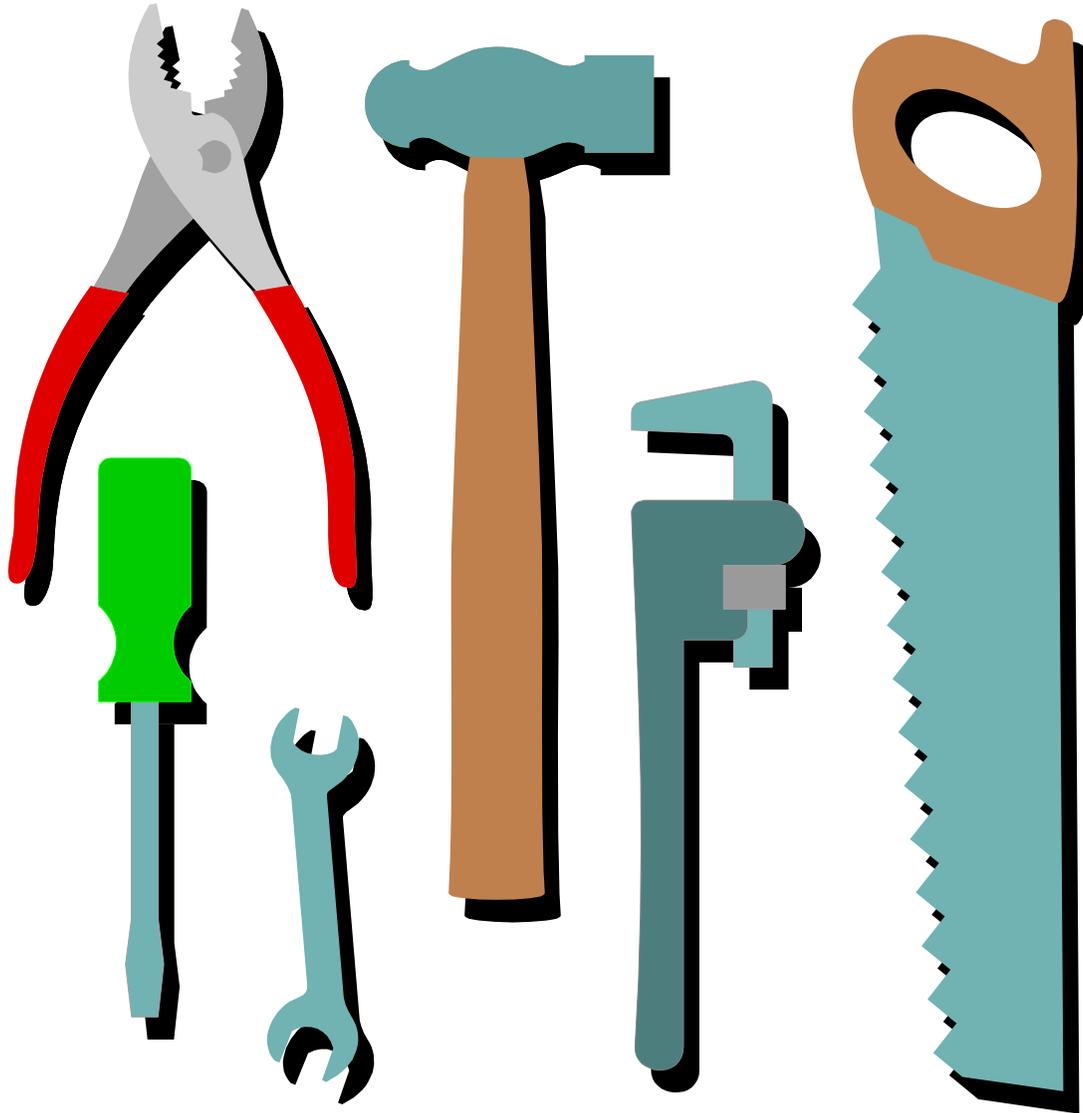
Net Result



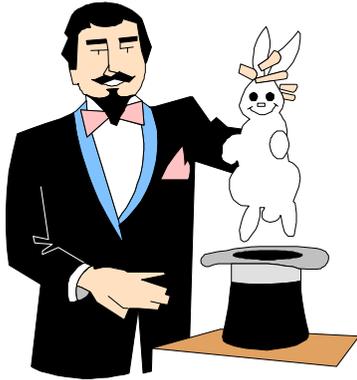
ROI: The Profit Motive



Reassess the Tools You Use



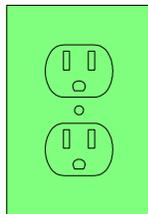
A Tool Management Checklist



- **Find and reward the wizards**



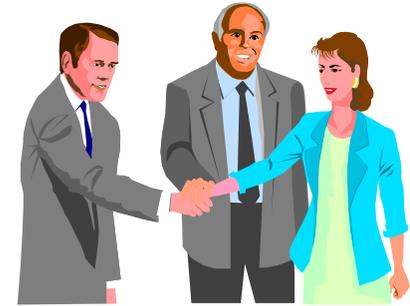
- **Leverage expertise**
 - **User experience**
 - **User groups/sharing**



- **Adopt standards of use**

A Tool Management Checklist

- **Provide meaningful support to new projects and users, regardless of political boundaries**
- **Tailor training to the user audience with meaningful examples**
- **Avoid “first student will train rest”**

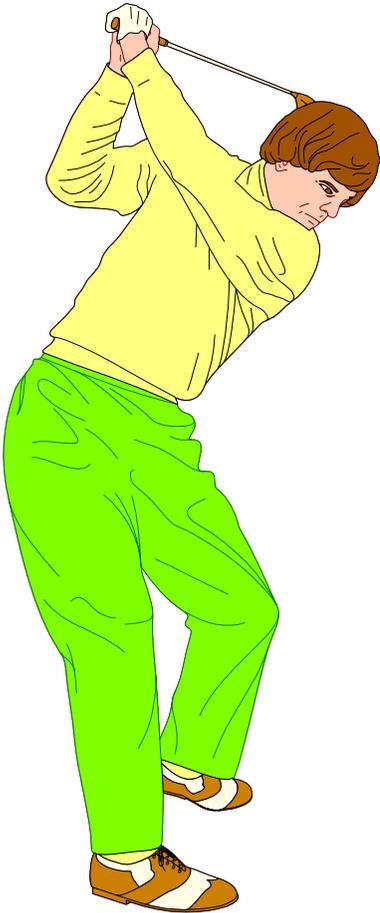


A Tool Management Checklist



- Explain standards and conventions
- Provide “how to” documentation
- Make materials from prior projects accessible
- Apply the tool in levels with new users and projects
- Revise use based on experience

Follow Through



- ◆ **What Happens AFTER you acquire the Tool?**
- ◆ **What productivity benefit do you anticipate?**

How will you know whether you have achieved it?

...and that you are STILL achieving it?

Recovering Your Productivity

- Tools don't lose productivity; We do.
- Most organizations fail to realize that they have LOST full value from tools in use
- The ROI of tools can be:
 - Planned
 - Assessed
 - Improved / Fixed

