Counterproductive: A brief history of time management

Dr. Melissa Gregg
Principal Engineer, Client Computing Group, Intel Corporation;
Contributing writer, *The Atlantic*

The idea of productivity so crucial to IT design and management thinking draws on a notion of work that is over a century old. This presentation describes the emergence of productivity as a way of thinking about workplace performance at the turn of the last century and its ongoing consequences for the management of labor today. Scientific management helped eliminate wasted motion and drive efficiencies in the factory and the office at a time when people worked in fixed hours and locations, with measurable inputs and outputs. In today's distributed work worlds, mobile devices turn any location into a potential workplace. This requires new technical, psychological and logistical skills of workers who are expected to manage themselves across many transient, adhoc workplaces. Revisiting classic moments in management theory – Taylor, Gilbreth, Mayo, Drucker, and more – this talk provides a framework for understanding contemporary productivity tools and their aesthetics of activity.