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## Book Review: The Myth of Multitasking: How “Doing It All” Gets Nothing Done

Ufuk Tugtekin  
Mersin University, Turkey  
ORCID: 0000-0003-0129-3477

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### INTRODUCTION

I was confident for a long time that people would be engaged in more than one task at a time and had the ability to overcome this challenge. Moreover, the Computational Thinking (CT), which has gained popularity recently in the literature, seemed to draw attention to this challenge. Unfortunately, as a stakeholder of this confusing thought, I even published articles and a book chapter on CT. The fact that the qualities directly related to the computer were matched with the human cognition today, and attributed these qualities to the human brain has gained popularity in the literature, unavoidably. Well, does the human cognition or brain really suit the working principle of a machine or computer? Eventually, I was alone with a problem that I have to deal with in my life. Just then, I had the opportunity to read the book titled “The Myth of Multitasking: How “Doing It All” Gets Nothing Done.” This could be considered as a turning point for me. I would like to list the reasons one by one, but each subtitle in the book already explained this well enough. But first, let’s learn about some information about the book.

Probably, the most important emphasis of the book which unfurl the plotline with a narrated fiction, is: “Multitasking is worse than a lie.” This could be considered as a striking start due to the make a long story short. We are faced with a lie, or in other words, the fact that we are deceiving ourselves. Well, will we accept this straight away or ever defend ourselves? In order to make a decision, we first need to some practice or exercises. However, perhaps it would be more appropriate approach to share information about the structure of the book.

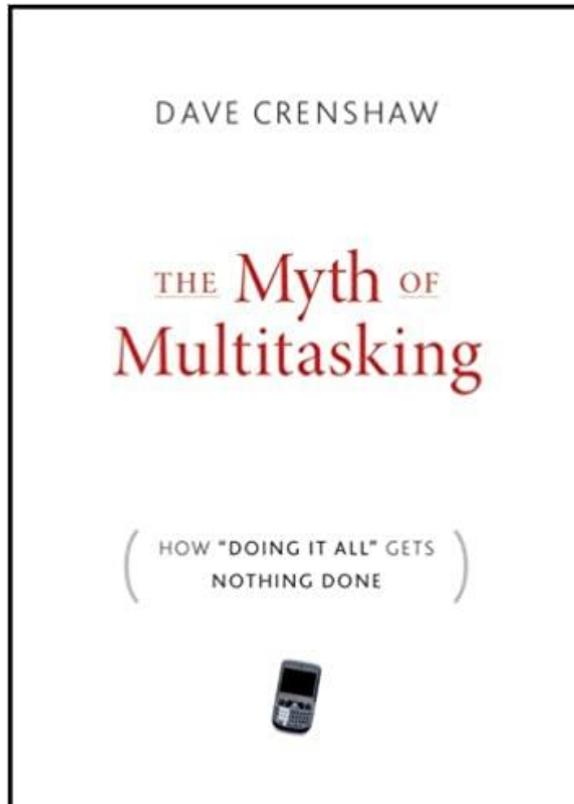
### STRUCTURE OF THE BOOK

The book consists of the following subtitles: “The Company,” “The Owner,” “The Lie,” “The Cost,” “The Origin,” “The Exercise,” “The Example,” “The Question,” “The Meeting,” “The Expectation,” “The Truth,” “The Deal,” “The Challenge,” “The Steps,” “The Systems,” “The Follow-up,” “Worksheets,” “Sources,” and “The Author.” In the first subtitle or section, the consultant, who is defined as “someone who can understand the loneliness at the top”, aims to get to know the employer and understand the mentality. In the second section, the first meeting is held and the consultant starts observations. The word “multitasking” come back to haunt one, in the third section for the first time. We stand face to face exactly the delusion that multitasking is accepted as a way of life, and that people are proud of their multitasking skills, in this section. Again, in this section, we learn that our lack of effectiveness results from multitasking. And we learn! But the truth is, multitasking is neither reality nor efficient! The fourth section of the book is shaped by the consultant’s efforts to explain and reveal why the multitasking is worse than a lie. Then, we learn that people are actually in a contradiction in terms, what they’re doing is not really multitasking, they can only do switchtasking. We

do not be willing to settle for it straight away, in other respects we also comprehend that switchtasking is very costly. The law of switchtasking, on the other hand, alleges that the more responsibilities you have, or the more hats you wear, this causes potential inefficient. It should not be forgotten that these recommendations are valid not only for the business world or bosses, but for all areas and people. In the fifth section, defense mechanism comes into play! If multitasking is a bad thing, why does everyone do it? In the face of this inevitable self-defense, the consultant provides quite calm answers. The most important of these answers is perhaps the emphasis that the term multitasking is a computer term at first. The consultant points out that multitasking is abused and then talks about the term background tasking. Also, consultant defines background tasking as a case where we perform two or more tasks where only one task requires cognitive effort. Moreover, if background tasking is used effectively, it has the potential to be efficient and fruitful. The next section discussed a case that is believed to be favor of women between multitasking and gender. In this section, an exercise is performed and it is stated that this phenomenon does not reflect the truth. In fact, we learn what matters is that multitasking is not something good or bad, but fruitful and efficient! In the next section, we face the fact: No matter how successful you are at multitasking, you still operate less efficiently than you might otherwise and should require more time to do stuff than the people who is concentrated on one task-operation at a time. In the ongoing section, there are implications for urgency and time management. Probably you can see a major reduction in the switchtasking activities if the workers tend to rely on the when rather than on the urgency. In the ninth section, we come across the recommendation to concentrate on regular meetings that repeat throughout the day, considering that switchtasking is inefficient. Because, if we want to avoid wasting time with switchtasking, it is necessary to know how to allocate time to people who are responsible to you! In the next section, we learn something about time management and planning. In fact, it is only if we know how to manage them that this can render us successful. If we do not set a schedule or protect our time, we allow us to be unintentionally managed by traffic of information. In the eleventh section of the book, as I mentioned above, it turns out why this book is a turning point for me. The book helped me aware that when people understand the simple truth about where they are, they are more likely to change their behavior. In the next section, a deal is made between consultant and an employee. This section probably might have been added to support narrated fiction. In the thirteenth section, the past dialogues between the consultant and the employer brought to a successful conclusion. Everything aside, we are now beginning to use the term switchtasking instead of multitasking. Also in this section, we learned that if we accept multitasking as a good thing, we are unwittingly seriously harming our relationships with others. As an example, we realize that even if the switchtasking between ordinary tasks is unwittingly while dealing with customers, this will harm potential customer delight. Inescapably, this causes to potential customer loss. In the next section, we try to learn how to explain the facts we accept to other people. In this section, there are six different suggestions that people who think they are doing multitasking should be accepted. Besides, five different suggestions to stop switchtasking are also included in this section. Nevertheless, this should not be overlooked: People would resist until they knew that they were confident of their multitasking behaviors harmful! At this point, we get a crucial advice from the author: "Remember that helping people understand the simple truth will help them change their behavior faster than simply trying to get them to change their behavior." In the next section, we are facing another problematic case that maybe we all ignore knowingly. Time management! We have to improve ourselves in time management in order to get things done. Because people are unqualified in time management, and many are not even aware of the case! If we want to make progress in this context, we need to empower ourselves about time management, personal systems and business systems. In fact, personal systems have an indirect effect on business systems, that is, it can be considered as mediator variable, and changes on personal systems have the potential to trigger changes on business systems to a large extent. In the sixteenth section, which can consider as the last part of the narrative fiction, brief information is given about the developments in the previously mentioned sections. Namely, the result was successful! In the next section, Switchtasking Exercise, Report Worksheet, Recurring Meetings Worksheet, and Truth of Time Worksheet are given respectively. Finally, the references in the book are included and brief explanations about the author are presented.

## CONCLUSION

Thus, we comprehend the book that makes use of a story-based narrative technique. This book has the potential to contribute not only to business people or business life, but also researchers, students, teachers, or anyone interested in multitasking. Also, I think this book has important potential especially for people who have contradictions about multitasking. Therefore, I believe that it is a wrong approach to associate this book directly with business systems or business people due to story setup. In brief, this book aims to explain quite simply the misconceptions we have about multitasking with story-based narrative fiction. It would certainly be the biggest injustice to judge the brain as a computer or to pair it with computer qualities. Nevertheless, some scholars could claim that certain individuals should perform multiple tasks that need attention at the same time. They are wrong here! The brain is capable of switching very rapidly between these various tasks, but this series appears generally continuous. The cognitive structure of the brain only executes one activity at a time. When it moves from mission to act, it even travels back and forth missions. Finally, please don't forget that our brain cognition is precious. We have to give the value it deserves!



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**Correspondence:** Ufuk Tugtekin, Ph.D., Department of Computer Education and Instructional Technology, Faculty of Education, Mersin University, Ciftlikkoy Campus, Mersin, Turkey. E-mail: [ufuktugtekin@gmail.com](mailto:ufuktugtekin@gmail.com)

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