The most important contribution of
management in the 20th century was the 50fold increase in the
Droductivity of the manual worker in manufacturin9 "wrote the
management guru Peter Drucker " The most important
contribution management needs to make in the 21 st century is
similarly to increase the productivity of the knowledge worker But
how?While manual workers toiling on assembly lines can be
reorganised in a top-down way to imDrove efficiencY information
workers are more selbdirected and must find efficient routines to
process a constant flow of information on their own o The
problem is akin to rewriting a piece of software to make it run more
reliably And just as programmers like to exploit tricks or
" hacks"to get results auickly a new" life hackin9" movement is
now applying the same approach to reorganising life off the screen
t00 Dannv OBrien an internet activist and writer introduced
the term in a presentation at the O' Reilly Emerging Technology
Conference in 2004 He sent long questionnaires to dozens of
" over-prolific alpha geeks" asking them how they managed to
accomplish so much and avoid technological distractions Mr
OBrien's hypothesis was that these geeks had hit upon a set of
strategies for working efficiently in a self-managed infinitely
diverting world " I saw the people around me employing all these
tricks " he recalls " But they kept their tricks to themselves

Some life hackers get self-conscious about talking about it tOO much." Mr OBrien's presentation resonated with many technologists including Merlin Mann, who started a weblog in September 2004 called 43 Folders that synthesised life hacking's high-tech perspective with that of "Getting Things Done" a bestselling productivity book by David Allen "Getting Things Done" advocates breaking down all projects into single steps that can be accomplished in a few minutes and keeping track of these steps on categorised lists--productivity software for the mind in short Although this kind of regimented approach is Of particular appeal to geeks it could have wider application among information workers in general "Geeks are the canaries in the coal mine" says Mr Mann "We were the first to be overwhelmed by e-mail The tools used by geeks today often end up being more widely adopted tomorrow Life hacking does not rely on the use of technology for the sake of it however Indeed perhaps Mr Mal3 il's greatest claim to fame is the ironically named "Hipster PDA" a stack of index cards held together by a bulldog clip that is he contends superior to an electronic personal organiser Mr Mann's presentation of the idea resembles a comedy routine but his point is a serious one there is not much fiddlin9 configuration and customisation to be done with a stack of index cards so users must instead get on with doing something useful [460 words] 1 Peter Drucker believes that management_____ A contributes more to the productivity of manual workers B contributes less to the productivity of

white-collar workers C   may contribute to the increase of the productivity of all workers D   will contribute more in the 2 1 st century than it did in the 20th century 2   It is less easy for the management to improve the efficiency of knowledge workers because_____   A   the work they do is totally different from that of manual workers B   they tend to direct and organize their work by themselves C   a piece of more reliable software has to be developed D   a new" life hackin9" movement is under way 3   The phrase " overprolific alpha geeks" in paragraph 3 refers t0_____   A   creative information workers with high efficienc)   B   1ife hackers who often boast about their tricks in life C   those who have to process a lot of information every day D   those attending the O 'Reilly Emerging Technology Conference 4   Danny O 'Brien_____   A   is famous primarily for the idea of" Hipster PDA"   B   advocates the adoption of life hacker's" hacks' ' in life C   spares no efforts to support the perspective of David Allen D   introduced the regimented approach to the knowledge workers 5   The text is mainly about_____   A   the application of a programmer's tricks to reprogramming life and work B   what contribution management will make in the 21st century C   how to increase the productivity of workers in all lines D   Mr O' Brien and the new" life hackin9" movement   PDA abbr   (Personal Digital Assistant)   Canary n

hack n   hacker n

    prolific adj   stack-staek   n
svnlhesise vt   resonate vt

distraction n

fold n

divert

geek n

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