

Getting Things Done the art of stress-free productivity

from the New York Times bestselling author

David Allen



WELCOME TO

Getting Things Done

the art of stress-free productivity

In this booklet, you'll preview the powerful concepts that elevated the book to the *New York Times* bestseller list and the GTD® methodology to one of the most popular productivity solutions out there.

To learn more about the Getting Things Done® course by Crucial Learning, visit CrucialLearning.com/GTD.

Getting Things Done—The Art of Stress-Free Productivity is available everywhere books are sold.

Testimonials

“Anyone who reads this book can apply this knowledge and these skills in their lives for immediate results.”

—Stephen P. Magee, chaired professor of business and economics,
University of Texas at Austin

“*Getting Things Done* describes an incredibly practical process that can help busy people regain control of their lives. It can help you be more successful. Even more important, it can help you have a happier life.”

—Marshall Goldsmith, coeditor,
The Leader of the Future and *Coaching for Leadership*

“David Allen brings new clarity to the power of purpose, the essential nature of relaxation, and the deceptively simple guidelines for getting things done. He employs extensive experience, personal stories, and his own recipe for simplicity, speed, and fun.”

—Frances Hesselbein, chairman, board of governors,
Leader to Leader Institute

“WARNING: Reading *Getting Things Done* can be hazardous to your old habits of procrastination. David Allen’s approach is refreshingly simple and intuitive. He provides systems, tools, and tips to achieve profound results.”

—Carola Endicott, director, Quality Resources,
New England Medical Center

Getting Things Done

The Art of
Stress-Free Productivity

Revised Edition

David Allen

Contents

Introduction to <i>Getting Things Done</i>	v
Welcome to <i>Getting Things Done</i>	1
Old Wiring, New Reality	3
The Mind is For Having Ideas	6
Backed by Science	10
About the Author	12
GTD® Training by Crucial Learning	13

Introduction to *Getting Things Done*

I joined Crucial Learning more than fifteen years ago because I was impressed by a team that is smart, fun, and absolutely committed to changing the world. At the time, I wasn't sure how a corporate training company could change the world, but the drive and dedication of those I met hooked me. In the ensuing years, I learned something. Crucial Learning courses aren't merely about increasing awareness and knowledge; it's about behavior change. And transforming behavior is necessary for transforming our world.

Central to our world-changing vision is the belief that change starts within the individual human heart. Pop singer Michael Jackson had it right—change begins with the man (or woman!) in the mirror. Through our courses, we try to inspire and equip the individual—the person in the mirror—to change his or her own behavior, trusting that such change will then ripple forth from the individual to the collective.

But we also believe change alone is not enough. We must enact the right change. Archimedes said, “Give me a lever long enough and a fulcrum on which to place it, and I shall move the world.” Since signing on with Crucial Learning, my task has been to find those levers. What are the key human behaviors that, if done consistently and by enough people, will change the world? And which high-leverage behaviors best produce immediate, positive, and lasting results?

For decades, we focused on interpersonal communication, creating the bestselling books and award-winning courses *Crucial Conversations®* for Mastering Dialogue and *Crucial Conversations®* for Accountability. We have now trained more than three million people, and we know (because they have told us) that these graduates have resolved differences, built bridges, achieved goals, and made deep connections because of our work.

We expanded our work on behavioral change ten years ago by researching influencers. We wondered if it was enough to change only oneself. Maybe there's more we can do? We subsequently published the books and course, *Influencer*, further laying a roadmap for social and organizational change. Today, thousands have not only made personal changes, they've learned how to inspire others to want to make similar changes, and how to support them in their efforts.

Though we are proud of our contribution to the world, we are not so enamored of ourselves to think we have all the levers. So we recently went in search of more. What other levers might change the lives and hearts of individuals and thus the world?

David Allen's comprehensive and proven methodology for stress-free productivity, *Getting Things Done* (GTD), is such a lever. *Getting Things Done* empowers people to create space in their minds and lives so they can innovate, focus, connect, and engage. No longer do we need to scramble in the overwhelming chaos of a modern world. Through *Getting Things Done*, we learn to pair key behaviors with useful tools to leverage an "external brain," enabling ourselves to effortlessly manage daily workflow and regain conscious control of our lives.

GTD practitioners are some of the most creative, focused, and happy people I know. Their contributions to their families, communities, and nations are shaping a new and better world. The GTD course places skills in the hands of ordinary individuals to build extraordinary lives. It unleashes a person's creative and productive potential by freeing him or her from the backbreaking burden of "stuff."

David Allen taught me that all of us are always one-hundred percent productive. Human beings are constantly producing. Most of us, however, produce stress and fatigue. But we are capable of more than that. Each of us has a limitless reservoir of creative power. We only need to tap into and leverage it. The GTD methodology makes this possible. It's a lever for personal change. And when we change our lives, we change our world.

Emily Hoffman, Crucial Learning

Chief Growth Officer, Co-author of *Crucial Conversations*



As chief growth officer, Emily leads the sales and client success teams at Crucial Learning. She is also the coauthor of *Crucial Conversations* and co-designed many of the company's suite of learning solutions. Emily also travels the world speaking, training, and consulting to Fortune 500 organizations. She graduated

from Emory University with a BA in English, received an MD from The University of Utah School of Medicine, and an MBA from the Marriott School of Management at Brigham Young University.

Welcome to *Getting Things Done*

Introduction & Abstract

By Ryan Trimble

In 2009, a palliative care nurse named Bronnie Ware wrote a blog post that summarized lessons she'd learned from her dying patients. The article, entitled "Regrets of The Dying," went viral. Over three million people around the world read the piece, and, at the request of readers, Ware subsequently expanded it into a book. Folks everywhere, it seems, wanted to warn others of the danger of misliving. The prospect of reaching the end of life full of regret rattled people.

Life is denied by lack of attention, whether it be to cleaning windows or trying to write a masterpiece.

—Nadia Boulanger

What were the top regrets of those at the end stages of life? Vocalizing feelings too little, working too much, not staying in touch with friends. But the top regret was that of not living as intended. Ware wrote, "This was the most common regret of all. When people realize that their life is almost over and look back clearly on it, it is easy to see how many dreams have gone unfulfilled. Most people had not honored even a half of their dreams and had to die knowing that it was due to choices they had made, or not made."

Those dreams went unfulfilled not because of grand or momentous decisions, but because of tiny and seemingly insignificant decisions made every day. Those on their deathbeds had too often made choices expected of them while failing to make those choices that

would've moved them in the direction of their dreams; choices that, in most cases, were also tiny and seemingly insignificant. In failing to consciously manage their daily actions, over the course of years, each had to reflect on a life that might've been.

Fortunately, every person that Ware cared for eventually came to peace with his or her life before passing on—but not before suffering denial, anger, remorse, and that bitter feeling of regret. As if coming to terms with one's own mortality isn't difficult enough, each had to come to terms with not having expended mortality in the way he or she believed it ought to be.

This may seem a dramatic introduction to a book about personal productivity. It may even seem contradictory, given the aforementioned regret of working too much. But *Getting Things Done: The Art of Stress-Free Productivity* (GTD) isn't really about getting things done. Yes, you can be more effective and productive. And yes, you can be so without stress. But these are penultimate consequences of GTD. The real promise of GTD is that you can reach a place where, in each moment, you do precisely what you think you *ought* to do. You can live in such a way that each day of your existence aligns with your chosen purposes.

Imagine how your last days might unfold if, instead of being compelled to reflect on a life *unlived*, you were able reflect on a life *well* lived, as intended, having kept commitments to yourself and others. Never mind those last days of reflection, how might all the preceding years unfold if instead of forgetting or ignoring or reacting to life's inputs, you responded to them in a way that accorded with your deepest priorities and values? What if you could appropriately sort and handle all the demands placed on you *and* continually meet the expectations and achieve the goals you've set for yourself?

The GTD methodology, put into practice, empowers you to do just this. When you implement the GTD practices, your mind is free to receive ideas, think more creatively, and adapt to surprises and challenges. You regain control of your attention, which you can then

devote undividedly to people you cherish and activities that matter. And, ultimately, you bring to bear that state of mind that enhances every facet of life: presence.

GTD can't give you more time—each of us has only 24 hours per day—but it can change how you engage with your world. And let's face it, more time isn't what you need; it'd immediately get filled with more tasks and to-dos anyway. The key is to make more effective use of the time you're granted so that at the end of life, and throughout each and every day, you can relax, knowing you're living as intended.

Old Wiring, New Reality

Is it realistic to meet all your commitments, remain cool and collected, even achieve a Zen-like presence?

If you're anything like most people, you're right now mentally juggling several dozen commitments, to-dos, and projects. You've got 150 unopened emails in your inbox, a vacancy

in your department that needs to be filled, your daughter's soccer game later tonight, and a check engine light flashing on the dash of your car. You've rescheduled with the mechanic twice already. You need to call the insurance company to see whether they'll cover the cost of your son's braces, and his orthodontist appointment is tomorrow. And sometime this week, you tell yourself, you're going to capture with your camera that scenic photograph you've had in mind for weeks. But before you do, the house needs cleaning, the fridge needs stocking, and your body needs unwinding, so you go to bed with your smartphone and check social media for a reprieve before nodding off—only to wake up and answer emails and texts

*This consistent,
unproductive preoccupation
with all the things we have
to do is the single largest
consumer of time and
energy.*

—Kerry Gleeson

before eating a granola bar for breakfast! At the end of the day, you get a thing or two done, but not with any degree of sangfroid.

This doesn't account for emergencies and crises, never mind the plethora of to-dos you're juggling unconsciously—you know, those quiet little burdens that tend to make themselves known precisely when you're in no position to handle them: you remember to pay that bill while driving the car, buy batteries for the flashlight while showering, mail your sister a birthday card while trying to sleep, or worse, secure venues for those upcoming marketing events while trying to watch your daughter play soccer. The mind is ever attempting to tie up loose ends.

Psychologist Bluma Zeigarnik discovered this in the 1920s. While eating breakfast at a Berlin café, Zeigarnik noticed that waiters couldn't help but remember nearly every detail for unpaid orders, yet they retained very little about orders that were paid and closed. She and her colleagues studied this phenomenon further and discovered what they eventually termed the Zeigarnik Effect. To summarize their discovery, the mind easily releases completed tasks, freeing it to generate ideas and focus on present stimuli, but it cannot let go of unfinished tasks. We are literally wired to get things done, and we can't rest easy until we do. On the surface, this might seem good. It becomes problematic, however, when the list that needs doing entails more than eggs, over easy; toast, no butter; coffee, black.

In other words, getting orders correct during a dayshift is doable; living up to every personal, family, social, and professional commitment is . . . also doable, but another story. Unquestionably, each scenario is greatly assisted by external tools and strategic methods. For a waiter, as an example, a pen and pad of paper isn't necessary, but sure helps. In the case of your life, however, you simply cannot function as fluidly and elegantly if you're not employing a reliable system for tracking and executing commitments. When you trust the mind to retain and organize all unfinished business, the psyche

gets constipated. And a constipated psyche is no less sufficient at fouling you up than an obstructed bowel.

Case in point: if you've thought about some unfinished to-do while reading this, some nagging loose end, you're unnecessarily carrying distracting stressors. You couldn't focus on the opportunity at hand (reading these words), because of some unconscious urge to finish what, still, remains unfinished.

In addition to the brain's wiring, there's the added complexity of our ever-connected and turned-on world. People today have a higher standard of living, but higher levels of stress. They can work from home, but their work day never ends. They have unlimited paid time off, but also a never-ending deluge of emails. The boundaries between work and life have blurred. And how many focus exclusively on what they were hired to do? Specialization, in many industries, is a thing of the past. Workers today are valued for their specialized skill *and* their ability and willingness to handle related, but different, tasks. What's more, the myriad communications and inputs that we experience as distractions in this high-tech age—because they *are* often distracting—are also meaningful. They are the email from a manager about a deadline shifting, an alert from the airline that your flight has been cancelled, the phone call from a friend reminding you of Friday's dinner plans, and the text from your daughter saying soccer was cancelled. You can't just ignore them.

Perhaps this is why some feel compelled to check for new emails or texts while reading, driving, standing in line, or socializing with friends and family. If unfinished tasks don't distract you, then *potential* tasks do. The mind is eager to stay on top of commitments to the point of fretting over them before they even come into existence.

But you have a calendar, right? And a capable task-manager app you consult regularly. These tools are no doubt helpful. But you've probably also noticed, at least at some level, a calendar can only effectively help you manage a portion of what's going on in your world. And to-do lists have proven inadequate for organizing the average person's workload. The sheer number of inputs—requests,

complaints, orders, assignments, cancellations—today’s worker must respond to in a single day exceeds what can reasonably be listed on a screen or sheet. Consequently, the to-do list often becomes static in the din. Another incomprehensible distraction.

So what can you do? How does one begin to organize the barrage of incoming expectations and ongoing commitments, yet remain on course for a stress-free life? How can one live more deliberately without retreating like Thoreau to the woods?

Your Mind Is for Having Ideas, Not Holding Them®

The essence of *Getting Things Done* is this: your mind is for *having* ideas, not *holding* them.

To appreciate this truism, consider the world of martial arts. Martial artists employ a metaphor that serves

as the zenith of all combat study and practice: mind like water. This metaphor suggests that a fighter must become fluid, relaxed, and responsive rather than rigid, tough, and astringent. Water absorbs and dissipates incoming forces. It responds in proportion to inputs. It is effortlessly strong, capable of incorporating whatever is thrown at or before it. The lesson for a fighter is obvious: tranquility and clarity are key to conquering oppositional forces and obstacles. You’ve witnessed the effects of such training if you’ve seen a petite martial artist break bricks with his or her bare fist.

Conveniently, this paradox—conquering obstacles via relaxed states—extends beyond martial arts. You’ve probably experienced it yourself. Think of a time when you were especially productive. Whether it was a work or personal project, with a team or solo, you were likely highly engaged and focused on the task. Time passed quickly. Nothing could distract you. In fact, you got a rejuvenating buzz from your focused exertion. Above all, you performed the work fluidly and effortlessly.

*If your mind is empty, it is
always ready for anything;
it is open for everything.*

—Shunryu Suzuki

Most people are so accustomed to working and living in semi-stressed or anxious states that they don't see such engagement as sustainable or even realistic. Relaxed productivity, they conclude, is reserved for gardeners and woodworkers—retired hobbyists. What most people don't realize is this: stress results not from overload or lack of time, but from inappropriately managed commitments. How you manage expectations, whether self-imposed or placed by others, affects your stress levels more than the actual stuff that's going on in your world.

In order to manage commitments well, you must employ some basic tools and adopt some key behaviors. Put another way, you're going to have to work. To get things *off* your mind, you must use your mind. This, you might say, is another paradox of GTD. But, as you'll discover should you follow the methodology, the work is going to feel not exasperating and stressful, but fluid and effortless—like the sensation a martial artist experiences when her hand blows through a cinderblock.

Here's how you can start.

1. *Capture.* If anything is weighing on your mind, your mind isn't clear. And having a clear mind is essential to handling expectations and commitments in a fluid and present manner. Therefore, all unfinished tasks, all unfulfilled commitments, must be captured in some external collection tool, outside your mind, that you can later return to and sort.
2. *Clarify.* You must clarify “captured” commitments and decide what, if anything, must be done to fulfill and complete each one. This is how you sort.

Let's try this now, with a two-minute exercise. (And, please, actually *DO* the exercise. Just reading about it won't effectively communicate what you deserve to experience.)

Use the space below to write down your most pressing unfulfilled commitment or unfinished task. It could be a crucial conversation

you've been avoiding with a partner, relative, or friend. It could be a departmental issue that needs to be resolved. It could be a personal project you started six months ago and never finished. Write down whatever is really weighing on you, or has been silently weighing on you for some time.

Now write a single sentence that entails the resolution of that unfinished commitment. It might be something like, "Hold meeting with siblings about family inheritance," "Find new distribution channels for upcoming product launch," "Transfer 401k," "Camp with family in Yellowstone National Park," "Enroll daughter in swim lessons," or "Finish cleaning the garage." Whatever you're envisioning, record it clearly. This is the beauty of any project or task: its completion can be expressed in a single sentence, often with just a few words. The end goal is seeable.

What's not always clear, however, is the immediate next step you must take to reach the desired outcome. So, once you've written your completion statement, think about this: what is the *very next physical action* you must take to move the situation forward? If you were free to focus solely on tying up this one loose end, where would you begin? Would you call or text someone? Schedule a meeting with your assistant or manager? Write an email? Mail a check? Research the Web to get clear on your options? Have a sit-down conversation with your spouse? Go to the hardware store for nails and shelving? Whatever it is, write it down.

When you've finished writing, pay attention to how you feel about your situation. If you're anything like the vast majority of folks who complete this two-minute exercise at our workshops, you probably feel a little less stressed. You might even feel a sense of clarity, knowing what you'll do next. You might feel motivated, ready to put down this booklet and get to work. Before you do that, though, consider why your stress has decreased. You haven't, in fact, taken any steps yet. Your unfinished work remains unfinished. You didn't "get organized" or "set your priorities." So why the sense of relief, focus, and peace of mind?

Answer: because you shifted how you are engaged with your world. You thought not of your problem, project, or situation—as most people do—but *about* it. You directed your thinking toward an outcome and an action, which required conscious engagement with your world. You *captured* an input (wrote down an open commitment or expectation) and *clarified* the goal and next step. You cleared your mind by using it. Now, imagine this kind of relaxed motivation amplified a thousandfold, as a way to work and live. Imagine your entire family, team, or organization working and living this way.

Despite the obvious value of this practice, millions of people continue to employ memory as the only means of tracking and organizing commitments. Consequently, they also continue to function, in many respects, like freshly decapitated chickens. Conversely, many who use a calendar, planner, or task manager still find personal and public commitments slipping through the cracks. This is often due to ineffective capturing and clarifying.

As you delve further into GTD, you will come to see the importance of capturing all meaningful inputs in your life. The other steps, which are more modular and adaptable, hinge on this elemental practice. As you improve at capturing inputs, you'll be better able to identify what needs your focused attention and organize reminders to trigger *appropriate* thinking at the *right* time.

Of course, this is merely an introduction to GTD. As you further study and implement the methodology, you'll learn, among other strategies:

- How to easily and effectively capture inputs when they occur, without interrupting your flow.
- How to organize those inputs so they become effortless prompts in the right moments.
- How to close a good portion of the open loops (loose ends) in your life in two minutes or less.

- How to assess and choose from the myriad tools available on the market, or make better use of your current tools.

Put into practice, GTD can empower you to get more done with less stress, improving how you perform at work, connect with the people in your life, manage your emotional and physical health, and, ultimately, interact with your world.

Backed by Science

One final word about GTD. When the GTD methodology was developed 30 years ago, the insights were gained by personal observation and experimentation, as well as careful reflection and practice. Since then, however, psychologists have put many of the GTD principles to the test.

In particular, thinkers from the field of Positive Psychology have demonstrated how the principles taught in GTD relieve cognitive load, allow for increased focus, even result in peak performance and optimal experience, or what is popularly called “flow.” In short, psychologists have illuminated what GTD adherents have known for years: when you use your mind to get things off your mind, you function more fluidly and with greater purpose. Of course, scientific evidence is a nice endorsement, but it cannot supersede the lived experience of stress-free productivity. The true measure of GTD is revealed through implementation.

*It is impossible to
enjoy a tennis game, a
book, or a conversation
unless attention is fully
concentrated on the activity.*

— Mihaly
Csikszentmihalyi

If you’ve been digesting this introduction, you understand that the brain does not effectively store and organize information. It’s more apt to solve problems, and it holds memories only as a means of doing so. Thus when we attempt to store problems and

opportunities, a cognitive conundrum arises. We experience overload and stress, and feel pulled in twenty different directions. This experience is only amplified by the modern world and its myriad conveniences, because with those conveniences come more opportunities to receive and transmit meaningful inputs. On your own, you simply cannot track and meet every commitment and opportunity without feeling anxious and drained. The simplest solution to this conundrum is to make use of tools and strategies, or what some psychologists refer to as an “external brain.” GTD is a tested and proven external brain. It’s a methodology for getting things out of your head so you can use your head. Remember, your mind is for having ideas, not holding them.

Throughout *Getting Things Done* and in the GTD course, you’ll learn how to devise an external brain and begin using it. As you discover how to capture meaningful inputs, clarify what actions to take, and prompt yourself to take these actions in the *right* places at the *right* times, you’ll experience what it’s like to be appropriately engaged with your world. You’ll experience the peace and purpose that comes with stress-free productivity.

About the Author of *Getting Things Done*



David Allen has been called one of the world's most influential thinkers on productivity. He has been a keynote speaker and facilitator for such organizations as New York Life, the World Bank, the Ford Foundation, L.L. Bean, and the U.S. Navy, and he conducts workshops for individuals and organizations worldwide. He is chairman of the David Allen Company and has more than

thirty-five years of experience as a management consultant and executive coach. His work has been featured in *Fast Company*, *Fortune*, the *Los Angeles Times*, the *New York Times*, the *Wall Street Journal*, and many other publications. *Getting Things Done* has been published in more than thirty languages. Allen resides in Amsterdam, Netherlands.

About Crucial Learning

Crucial Learning improves the world by helping people improve themselves. By combining social science research with innovative instructional design, we create flexible learning experiences that teach proven skills for solving life's most stubborn personal, interpersonal, and organizational problems. We offer courses in communication, performance, and leadership, focusing on behaviors that have a disproportionate impact on outcomes, called crucial skills.

Our award-winning courses and accompanying bestselling books include Crucial Conversations® for Mastering Dialogue, Crucial Conversations® for Accountability, Influencer Training®, The Power of Habit™, and Getting Things Done®. Together they have helped millions achieve better relationships and results, and nearly half of the Forbes Global 2000 have drawn on these crucial skills to improve organizational health and performance.

LOVE THE BOOKS? MEET THE COURSES

COMMUNICATION SOLUTIONS



Crucial Conversations.
FOR MASTERING DIALOGUE

Turn disagreement into dialogue by speaking up candidly, respectfully, and quickly.



Crucial Conversations.
FOR ACCOUNTABILITY

Resolve problems of poor performance, broken commitments, and violated expectations.

PERFORMANCE SOLUTIONS



**The Power
of Habit™**

Learn the science behind habit formation and cultivate new personal and professional habits.



**Getting
Things Done.**

Manage attention, energy, and workflow for greater productivity with less stress.

LEADERSHIP SOLUTIONS



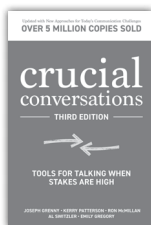
Influencer

Design and implement strategies for initiatives that require changes in human behavior.

To learn more about
these courses, call
1-800-449-5989 or visit
CrucialLearning.com.

Crucial Learning®

Also from the Crucial Learning Author Team

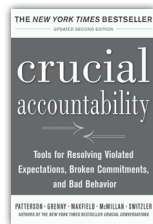


“This is a breakthrough book. I found myself being deeply influenced, motivated, and even inspired.”

—Stephen R. Covey, author of *The 7 Habits of Highly Effective People*

“If you read only one ‘management’ book this decade... I’d insist that it be Crucial Accountability.”

—Tom Peters, author of *In Search of Excellence*



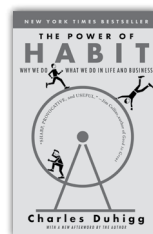
“At Zappos, one of our core values is to ‘Embrace and Drive Change.’ This book shows how adapting one’s life or career for the better can be done in a new and powerful way.”

—Tony Hsieh, Former CEO of Zappos.com, Inc.



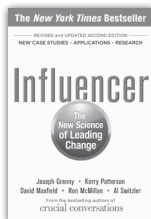
“Sharp, provocative, and useful.”

—Jim Collins, author of *Good to Great*



“Influencing human behavior is one of the most difficult challenges faced by leaders. This book provides powerful insight into how to make behavior change that will last.”

—Sidney Taurel, Chairman Emeritus, Eli Lilly and Company



Resources for Book Readers

Ever read a book on thermodynamics and then assumed you'd be able to start a fire by rubbing two sticks together? Trust us, it doesn't work. Just like making fire, productivity skills aren't something you master by reading a book. They're something you practice over and over again. And we've made it easier to do so.

Visit **CrucialLearning.com/GTDBook** to access the following resources and continue developing your skills.



GTD Self-Assessment

This twenty-question quiz reveals your tendencies when it comes to managing your workflow and provides some tips for improvement.



Overcome Overwhelm Worksheet

Organize and begin to cross off items on your to-do list with this handy worksheet.



From High Potential to High Performance eBook

Learn five skills that will help you and your team reach a higher level of focus by working smarter, not harder.



Newsletter

Read our Q&A newsletter published for more than 20 years and read by hundreds of thousands.

Want more useful GTD tips and tricks?

Follow GTD expert Justin Hale as he shares practical ideas for improving your focus and productivity in less than a minute. You can follow him at facebook.com/oneproductiveminute or on Instagram (@oneproductiveminute) or Twitter (@1ProductiveMin).

Find these resources and more at CrucialLearning.com/GTDBook.

Discover David Allen's powerful methods for stress-free performance at work and in life—now completely updated

David Allen's *Getting Things Done* was hailed as “the definitive business self-help book of the decade” (*Time*) when it was first published almost fifteen years ago, and “GTD” has since become shorthand for an entire culture of personal organization that offers to change the way people work and live. Now the veteran coach and management consultant has rewritten the book from start to finish, tweaking his classic text with new perspectives on today's workplace and incorporating new data that validates his timeless admonition that “your head is for having ideas—not for *holding* them!”

Allen's premise is simple: our productivity is directly proportional to our ability to relax. Only when our minds are clear and our thoughts are organized can we achieve effective results and unleash our creative potential. From core principles to proven tricks, *Getting Things Done* will teach you to:

- ✓ Apply the “do it, delegate it, defer it, drop it” rule to get your in-box empty
 - ✓ Reassess goals and stay focused in changing situations
 - ✓ Plan and unstick projects
 - ✓ Overcome feelings of confusion, anxiety, and being overwhelmed
 - ✓ Feel fine about what you're *not* doing
-

Getting Things Done is published by Penguin Books, an imprint of Penguin Random House, and is available wherever books are sold.

Praise for the previous edition of **Getting Things Done** and the GTD methodology

“Getting Things Done offers help building the new mental skills needed in an age of multitasking and overload.”

—*The Wall Street Journal*

“I am a devout, card-carrying GTD true believer. . . . The entire approach has boosted not only my productivity but also my wider well-being. But what amazes me just as much is how deeply GTD has taken hold around the world. . . . This is a genuine movement.”

—**Daniel H. Pink,**
author of *Drive*

Cover design
Jason Ramirez

Cover photograph
Courtesy of the author
