The article discusses Parkinson's Law, which states that work expands to fill the time allocated for it. The author challenges the notion that Parkinson's Law is an axiomatic truth, comparing it to Newton's Law and highlighting the lack of scientific evidence behind Parkinson's observations. The author argues that while there may be some truth to Parkinson's Law, it does not necessarily apply to all workers, especially those in a healthy work environment who are motivated and eager to complete their tasks efficiently. The author emphasizes that treating employees as Parkinsonian workers, constantly pressuring them with unrealistic deadlines, can have negative effects on morale and motivation. The author suggests that when individuals struggle to perform or lack motivation, it is often due to factors such as lack of competence, confidence, or affiliation with the project and its goals. In such cases, schedule pressure is unlikely to be helpful and reassignment or addressing underlying issues may be more appropriate. It mentions a study conducted by researchers at the University of New South Wales, which provides some data challenging the applicability of Parkinson's Law. The study focused on the productivity effect of different estimating methods in project work. The results showed that developers tend to be more productive when they are involved in the estimating process or when estimates are prepared by a systems analyst, rather than by a programmer or supervisor. Additionally, the study found that projects without any estimates performed exceptionally well, suggesting that excessive schedule pressure can be demotivating and hinder productivity. The article concludes by introducing a variation of Parkinson's Law, stating that organizational busy work tends to expand to fill the working day. This implies that bureaucratic processes and unnecessary tasks can consume a significant amount of time in organizations.

In this article, I was particularly impressed by the emphasis placed on the significance of division of labor. The author highlights the importance of system analysts accurately estimating the work for programmers, which leads to optimal productivity. However, it is disheartening to observe that many managers tend to overlook this approach, believing that they can estimate better and that programmers are capable of handling additional tasks. Consequently, this misguided belief not only decreases productivity but also undermines the efforts of programmers who are faced with unrealistic deadlines. This article aims to explore the merits of individual self-awareness in understanding one's abilities, and how it can contribute to more accurate estimation and overall success. According to the article, system analysts are capable of estimating resources, time, and productivity with remarkable precision. Their expertise in evaluating project requirements and potential obstacles enables them to provide realistic estimates. It is evident that by leveraging the

knowledge and experience of system analysts and acknowledging the proficiency of programmers, organizations can achieve optimal results. When individuals with specialized roles collaborate effectively, the division of labor becomes a powerful tool for achieving optimal results. By recognizing the unique contributions of each team member and understanding the importance of accurate estimation, organizations can create an environment that fosters productivity and success. When programmers and system analysts work in harmony, sharing knowledge and expertise, it leads to better alignment of expectations, improved project planning, and ultimately, enhanced outcomes. If managers can believe workers, the teams and company will get the most benefits.