Paper PD07

Busy ≠ productive: Breaking the myth of multitasking

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ABSTRACT

In today's rapidly changing world and workplace, speed and availability have become the new currency. In clinical trials, project managers are expected to juggle dozens of tasks, timelines, emails, and instant messages — often all at once. Multitasking has become the norm. Worse, a badge of honor.
But here's the catch, multitasking is a myth. It doesn't boost productivity. It kills it. And in high-stakes environments like ours, that's dangerous.
In this paper, I will share how hustle culture crept into my daily routines as a project manager — and how it almost derailed my focus. I'll testify how single-tasking helped me regain control, deliver better results, and reclaim my attention. Expect real perspectives, honest reflections, and one big insight: less really is more.

INTRODUCTION

Does it surprise you that in today's world, we walk and even talk faster than we did a mere 20 to 50 years ago[1,2], and that we want to do everything as efficient and fast as possible? It's crystal clear that we are currently living in a performance-oriented society, where being busy is actually an alibi for being productive. Especially in the modern workplace, constantly being busy and always remaining connected to work, even after working hours, is nowadays seen as a badge of honor.
Office workers are bombarded with a continuous stream of tasks, emails and instant messages. On average, an employee spends 30% of his/her working day solely on reading and answering emails[3]. This trend has significantly increased since the transition to hybrid and remote working was introduced at the start of the COVID-19 pandemic. Numbers from Microsoft from a survey done in 2021 reveal that the time spent in virtual Teams meetings has more than doubled for employees. Also, the number of Teams messages that the average Teams user is sending during work hours, has increased with almost 50% since COVID-19, and with more than 40% after working hours[4].
While it's no surprise that the coronavirus forced us to meet and communicate predominantly on a virtual basis, we failed to consider that our digital communication style is unfortunately a real energy drain. The pace of virtual work is simply much higher: informal moments to discuss something over coffee were replaced by hyper efficient digital back-to-back meetings, where the next host is already waiting for you when you are still leaving the first meeting. In addition to this, the hundreds of instant messages and emails that we receive and send on a daily basis express a higher sense of urgency than walking up to a coworker with a question. These factors all contribute to the so-called hustle culture that currently dominates our society, where (over)working, busyness and productivity is glorified at the expense of our personal well-being.

As contradictory as it seems, this hustle mindset where we are constantly busy and multitasking (or even hypertasking) in our fast-paced world has actually scientifically been proven to be detrimental for our productivity, our attention span and our ability to focus. Nowadays, our attention span has shrunk to an alarmingly low level. An average college student switches tasks around every minute, and can only stay focused on any one thing for 19 seconds[5]! Not that adults are performing any better: an average office worker only stays on one task for about 3 minutes[6]. There are several factors contributing to our collective reduced ability to focus, as proven by research.
One of the most compelling causes is an overstimulated brain: these days, our brains are bombarded with an overload of information and stimuli. If you add up all the information being blasted at the average human being, it amounted up to the equivalent of ~174 newspapers per day by 2007, which is more than a quadrupling in just 20 years' time[7]. This number has likely continued to rise driven by the increased amount of digital media and constant connectivity. Our brain, however, is not built to handle the overwhelming volume of stimuli we're exposed to daily. As a result, the region responsible for filtering out distractions and identifying meaningful information becomes overloaded and struggles to function effectively.

The other main contributor of our deteriorating attention span is the addictive digital technology that is immersed in today's digital society. Websites, apps and social media platforms are designed specifically to be captivating and even addictive, employing mechanisms like push notifications, endless scrolling and personalized content feeds. Every like on our Facebook, Twitter, Instagram and other countless digital platforms reinforces our innate need for social validation. This instant dopamine hit encourages compulsive device-checking and repeated task-switching. Also in a work context, the rise of digital technology has exacerbated multitasking habits, driven by the constant stream of email and Teams notifications that hijack our attention and fragment our focus.
Collectively, these two factors have made constant multitasking feel normal and have reinforced the illusion that it leads to greater productivity.

THE MYTH OF MULTITASKING (AND THE SCIENCE BEHIND IT)

Here's the truth: the brain is simply not designed to handle multiple complex tasks at the same time. Our society might be evolving at a very fast pace, the fundamental structure of our brain is not. When we think we are multitasking, what we're really doing is task-switching – switching rapidly back and forth between tasks. Though we don't notice the switching, because the brain papers it over to give a seamless experience of consciousness. This switching and reconfiguring the brain, task to task, comes with a cost. We can discriminate four ways in which this constant switching degrades our ability to focus[8].

SWITCH COST EFFECT

The first is called the switch cost effect. The prefrontal cortex (PFC) is the part of the brain responsible for executive processing. When we are switching from one task to another, the PFC divides this into two stages: goal shifting and rule activation. Goal shifting is the process in which we shift our attention from one task to another. Rule activation is the process in which the brain completes a first task and identifies what it then needs to do. Essentially, our brains will turn off the rules for the previous task and turn on the rules for the new task depending upon the goal[9]. These stages do not work simultaneously, but rather in a linear reaction. When this happens, evidence shows that our performance drops; we become slower as a result of all the switching. An additional factor that comes into play here, is the effect of attention residue[10]. When we are switching from task A to task B, a part of our attention remains stuck with the original activity. This attention residue has an additional negative impact on our productivity and the effect is even more significant if we are involuntarily interrupted while performing a task. Research has shown that every interruption will take us on average twenty-three minutes to get back to our original state of focus[11]. Altogether, we are losing up to 40% of productivity when we are seemingly multitasking!

SCREW-UP EFFECT

The second way multitasking is harming our attention could be labeled as the screw-up effect. When we switch between tasks, errors that wouldn't have happened otherwise, start to creep in because our brain is error-prone. When we switch from task to task, our brain has to backtrack, pick up and figure out where it left off – and it can't do that perfectly. For example, when working simultaneously on task B, we miss parts of the information from task A. As a result, our brain will try to fill in these holes that are caused by our interrupted attention, but glitches start to occur because our brain doesn't know which information belongs to task A and which information belongs to task B.

DIMINISHED MEMORY EFFECT

The third consequence of multitasking is the diminished memory effect. When people were asked to perform multiple tasks simultaneously, they couldn't remember what they had done as well as people who did just one task at a time[12]. This is due to that fact that it takes mental space and energy to convert our experiences into memories, and if we are spending our energy instead on switching very fast, we'll remember less and learn less.

A study commissioned by Hewlett-Packard even found that technology distraction – just getting emails and phone calls during work- was causing a drop in the IQ of their workers by an average of 10 points[13,14]. That's about twice the impact to your IQ that you would get when you smoke cannabis!

CREATIVITY DRAIN

Then there is a last cost to believing we can multitask, which is one we will only notice in the longer term, and we could call the creativity drain. New thoughts and innovations are the result of our brain shaping new connections out of what we've seen, heard and learned. When no distractions pop up, our mind will automatically start creating new links between all the information it had absorbed earlier on. This is how new, creative ideas are born. Yet, if we spend a lot of this brain-processing time actually switching and error-correcting, we are depriving our brain of the opportunity to create truly original and creative ideas.

IMPACT ON MENTAL WELL-BEING

In addition to the above effects of how our illusion to multitask is diminishing our ability to focus, there is also a significant mental cost to be considered. When the brain is forced to constantly switch focus, it drains the available mental resources and overstimulates the brain. This overload increases the production of cortisol and adrenalin, the main stress hormones, and we feel rushed as a result. When multitasking is sustained for a long time, the mental fatigue can escalate in chronic stress and even burnout.

Given the substantial drawbacks of multitasking, this paper seeks to address two central questions:

1. How can we move away from this hustle mindset of multitasking the entire time?
2. What strategies can help us reclaim our focus and sustained attention?

FOCUS AS A STRATEGY

In contrast to multitasking, focused work allows us to engage deeply with one task at a time, without any distractions of digital technology. This practice of single-tasking is where real productivity is born. When we give our full attention to a single task, we not only complete it more efficiently, but we also significantly improve the quality of our work and deliverables and are able to retain the information better. The concept of deep work, as introduced by Cal Newport, emphasizes the importance of longer periods of uninterrupted focus on one single task[15]. Deep, focused work allows us to tackle complex problems, since we give our brain the space that nurtures creativity and problem-solving.

Unlike multitasking, deep work helps us achieve high levels of productivity and satisfaction. Our mental health also benefits remarkably from monotasking, as the brain consumes less energy without all the task switching, diminishing the feeling of (chronic) stress. The key to focused work is creating an environment where all distractions are minimized. Although it's not realistic to expect complete focus at all times, striking a balance between multitasking and focused work is essential for long-term success.

CASE-STUDY: A TYPICAL WORKDAY FOR ME

In this paper, I will share my personal experiences of how the hustle mindset of multitasking crept into my daily routines in the workplace, as well as outside the office. I will highlight the impact of this multitasking on my effectiveness as a project manager, and how single-tasking helped me regain control, deliver better results, and reclaimed my attention. Before walking you through a typical workday for me, I will start with providing a short description of my current role and job description to give you some insight in my day-to-day work.

I'm a senior project manager biometrics at SGS Pharma - Clinical Research in Belgium. SGS is a mid-size clinical CRO, providing full or functional services for clinical trials. In my role as a project manager biometrics, I have more than 10 years of experience in providing oversight of the biometrics related activities of – on average- five to seven clinical trials simultaneously, all in different stages of clinical development (Phases 1-4), as well as in different stages of the trial (setup, conduct, lock, post-lock). These biometrics related activities include electronic data capture, data management, secure data, statistical and pharmacokinetics (PK) services, but also medical writing, medical safety, DSMB and eTMF services. On a day-to-day, this implies that I supervise the activities of the internal study teams assigned to the different clinical trials, while at the same time managing the contacts of different clients (providing status updates, resolving questions, …).
In addition to this, I am responsible for creation of study timelines and for follow up on the different study milestones and deliverables. I keep track of the trial related budgets and ensure that any changes in scope are approved by clients and captured in contracts.
As a personal case study, I will outline a typical remote workday from my recent past.

WHAT DID MY WORKDAY LOOK LIKE?

In the morning, my workday typically began around 7am. I started every day by opening my mailbox and reading all new emails that I had received since the end of my previous workday. Any email requiring a reply was addressed as soon as possible – usually within a few hours. Since about half of the sponsor contacts for the clinical trials I'm overseeing are in different time zones, the volume of morning emails could be substantial, especially after a non-working day.

This early start allowed for an uninterrupted 2-3 hours to catch up on emails and get up to speed on the latest status of the trials before meetings began. If I hadn't already done so the evening before, I started the day by creating a to-do list to outline the different tasks I aimed – or needed- to complete throughout the day. Depending on the day, virtual meetings kicked off around 9am or 10am, sometimes scheduled back-to-back. I hosted several of these, and in those meetings, I led the majority of the agenda items. In other meetings, I participated mainly as a listener, but engaged actively when requested.

Throughout the day, I also responded immediately to new Teams messages that popped up from colleagues and continued monitoring and instantly replying to new emails that arrived in my inbox – even during meetings. This multitasking during meetings where I was not leading or actively participating in gradually became second nature. My primary aim was to be more efficient, yet I was oblivious to the fact that this came at the cost of missing parts of these meetings. I also didn't differentiate between truly urgent and non-urgent messages – every email and notification was treated with the same level of urgency, simply because I had become so accustomed to constantly switching tasks. Any urgent tasks on my to-do list of that day were squeezed in between all my meetings and the ongoing monitoring of my mailbox.

Around noon, I had a quick lunch at my desk, intentionally saving my break to go outside for a daily brisk 30-minute outdoor walk. During this walk, I listened to informative podcasts using noise-canceling headphones, to absorb as much information as possible, even during downtime.

Afternoons typically mirrored the mornings, with more meetings to attend or lead, more emails to check and more Teams messages to respond to – all at the same time. The buzzing of my smartphone with personal email and text notifications also interrupted my focus throughout the day.

By the time my workday ended around 4pm, I had hopefully managed to cross off one or two items from my to-do list, while others remained unfinished due to the constant influx of emails, Teams messages and meetings. In the evenings, or during days off (e.g. my non-working Wednesdays), I occasionally monitored work emails on my smartphone, for example while waiting for an appointment, though definitely as a regular habit. Keeping the importance of a healthy work-life balance in mind, I had already reduced my online activity after hours.

RECOGNIZING MY MULTITASKING PATTERNS: MY FIRST OBSERVATIONS

For a very long time, I was convinced that these workdays where I was hyper-efficiently managing all these tasks and to-dos simultaneously, were immensely productive. I also felt satisfied that I could address all emails and Teams messages directed to me within virtually 30 minutes to 1 hour of receiving them. And on top of that, I was maintaining a healthy work-life balance with daily exercise in between my workday and not working much more than 8 hours a day consistently. I really had it all under control – or so I thought.

But it slowly dawned on me that I was monitoring emails and instant messages on Teams more and more compulsively, and I would react within minutes after a new email popped up, even within seconds after a new Teams notification arrived. I was also multitasking more and more throughout virtual meetings. It had gotten so out of control that I would even manage to answer Teams messages and read new emails on my second screen while I was leading meetings at the same time! I also found myself instinctively reaching for my smartphone, and feeling compelled to check for new notifications, even in the absence of any audible alert.

At the same time, I started observing that I could not focus for a long time anymore (both in the workplace and outside of work), and that I would forget details that I would never have forgotten before, because I would do all these activities very rushed and virtually at the same time. I experienced a strong sense of cognitive overload. I was never relaxed anymore, not even at home. Instead, I would feel rushed all the time, and would suffer from a restless monkey mind, with my mind jumping incessantly from one distracting thought to the next. I had become a true multitasking addict.

ROOT CAUSES BEHIND MY PRODUCTIVITY ILLUSION

All this time, I had operated under the impression that being busy and accessible around the clock inherently meant I was getting things done –until I looked closer. Instead, I found three main root causes behind my own productivity illusion:

1. The predominant contributor was the overload of information with which I was bombarded on a daily basis, going from hundreds of work-related emails and instant messages on my work laptop, to personal notifications on my smartphone. Add this up to the digital technology that is nowadays specifically designed to make you addicted, you will get the ideal recipe for multitasking. Every red notification symbol on Teams or new email alert that popped up immediately shifted my focus – unconsciously- to this new activity and interrupted the task that I was originally focusing on.
2. I did not carve in any separate focus time in my agenda, in which I would allow myself undivided time for my priorities of the day, away from any distracting technology. This only strengthened my addictive multitasking behavior. For eight hours a day during work, I would let myself get distracted by this incessant influx of new emails, notifications and – not so urgent- questions that I needed to address.
3. I was not allowing my PFC any recovery time from the intensive use and ‘always-on’ mode. The brain, with its limited working memory capacity, simply isn’t made to be ‘always-on’. So, when the information processing demands that we place on our brain exceed its capacity, the brain suffers from cognitive overload. That is exactly what I had created. Even during my lunch break, which is the ideal time for the brain to relax and recover, I would still overwhelm my PFC with more knowledge and facts from podcasts, leaving no time for my brain to recharge. The mental strain that I put on my brain contributed to my concentration problems, my issues with retaining information and the constant stress that I felt.

These factors compounded, leading to the mental symptoms I began to experience and resulting in my specialization in fragmented work, rather than the deep and focused work for which the brain is truly suited.

IMPACT ON MY WORK

This fragmented work and the illusion of productivity that it created became my second nature in which I thrived, but not without its cost. I started procrastinating on more complex tasks that required sustained focus and time, because I could not focus on a single task anymore for an extended duration. Examples of such tasks are the creation or review of timelines, or budget related activities for which precision and focus is paramount. I would also lose oversight of the different priorities and to-dos, which is an essential quality for a project manager. More than once, I was unable to complete the priorities I had set for myself that day, as I continuously shifted my attention toward responding to incoming emails and Teams messages, often at the expense of planned tasks. And lastly, I started forgetting important details. For example, at times, I could no longer recall whether I had already paid a particular invoice and would need to verify its payment status again.

MY NEW APPROACH

When I could no longer ignore the signs that my multitasking habits were becoming increasingly counterproductive for my focus and work, I realized that significant changes were necessary. Therefore, I gradually began to implement changes in my work routine, starting with small adjustments that would have an immediate and significant impact. Since the symptoms I was experiencing extended beyond the workplace, I also needed to reassess my habits outside of working hours.

HOW I RECLAIMED MY FOCUS DURING WORK

To minimize distractions, I first disabled the desktop alerts from Outlook that would appear on my desktop for every new email, displaying the sender's name, subject, and a preview of the message. I must admit that I still have the envelope icon enabled in the taskbar, which notifies me of new emails in a more subtle manner. However, this is far less intrusive than the large notifications that previously flashed across my desktop.

I also made it a point to take brief breaks between consecutive virtual meetings to give my mind some respite, even if only to make a cup of tea or take a short restroom break. Often, it would take a few minutes anyway before all participants joined the meeting, which I used to my advantage. In doing so, I was essentially recreating the pre-COVID routine of walking from one meeting room to the other, allowing my brain a few moments to recharge. Another significant turning point was enabling the 'Do Not Disturb' mode on my smartphone, preventing it from vibrating with every incoming notification or call. Although I had long hesitated to take this step, I eventually recognized that these interruptions were rarely urgent. After all, how many truly critical phone calls does one expect to receive in a day? Additionally, I made a conscious decision to stop multitasking during meetings, even during times when I was not actively participating. Unless I was still in the virtual waiting room or awaiting the arrival of other attendees, I refrained from checking and responding to emails, Teams messages, or notifications on my personal phone.

To support focused work and minimize disruptions from incoming emails and Teams alerts, I began clustering tasks and scheduling dedicated blocks of focus time in my calendar—particularly on days when deep concentration was essential. The remaining time outside of these focus blocks and scheduled meetings was then reserved for responding to emails and instant messages. And finally, I aimed to allocate one or two days per week as 'no-meeting days' (or at least days with minimal meetings). While I recognize that completely meeting-free days are rarely feasible, I now try to cluster the meetings I organize – approximately two-thirds of my total - onto the same two days. Although this results in a couple of meeting-heavy days, it allows me to preserve the remaining days for uninterrupted work and sustained focus. On those meeting-intensive days, I can still respond to emails and Teams messages in between those meetings, but I know in advance not to schedule any focus time on those days.

CHANGES I MADE IN MY PERSONAL ROUTINE

Outside the work environment, I also had to put my routines and habits under a microscope. I discovered that I could only truly disconnect in the evenings and on non-working days after disabling work-related email notifications on my smartphone. This small adjustment made it much easier to resist the urge to check or respond to work emails outside of working hours. Otherwise, simply seeing the growing number of unread messages would trigger feelings of anxiety and stress at home. I quickly came to realize that in clinical trials, very few issues are so urgent that they cannot wait until the next morning. And if something truly critical arises, study teams or clients can always reach me by phone. For any extended time off, a backup is always arranged for each trial to ensure seamless continuity and follow-up.

For several months, I had become quite absorbed in informative podcasts. It felt efficient to absorb new information while driving or walking, so I often spent my lunch breaks or evenings briskly walking with noise-canceling headphones, listening to one podcast after another. However, I soon realized that this constant input left my brain with no opportunity to rest, even outside of work. Recognizing that I was overloading myself during times meant for relaxation, I decided to stop listening to podcasts (or music) altogether. Yet, I still found myself compulsively checking my smartphone every few minutes while walking. To truly reclaim mental peace, I now leave my phone at home during walks, which encourages mind wandering. When the brain isn't focused on anything specific, the default mode network is activated. This allows for daydreaming and creative problem-solving, while the focused network recharges[16].

I also made a conscious effort to reduce screen time in the evenings. Although I was never particularly drawn to social media, I had a real 'aha' moment when I stopped scrolling through news sites and social platforms altogether. In the spirit of reducing screen time, I also resumed reading physical books, a habit that proved to be both calming and restorative. Finally, I'm a strong advocate for keeping smartphones away from the dinner table, though it remains a work in progress with my family.

ROOM FOR IMPROVEMENT

While I have already made quite some progress by consistently applying the changes outlined above, there are still several areas where improvement is possible. The quote 'If you are going to hunt elephants, don't get distracted chasing rabbits' – a quote from the Texan legend and business magnate Thomas Boone Pickens- provides a striking example. In this metaphor, the elephants represent the big goals or priorities on which you need to focus, while the rabbits resemble the smaller, less important distractions that can divert your attention and energy. Ideally, my workday should begin with setting clear priorities – either before opening my inbox, if I'm already aware of urgent tasks, or shortly after, if no pressing items are on my list. However, in practice, I often do the opposite: I allow myself to be sidetracked by the dozens non-urgent requests and questions that consume a substantial portion of my day.

This also highlights the need for a more structured approach, such as checking emails and Teams messages in designated batches outside of focus time ('task batching'). In fact, it would be more effective to close these

applications entirely when they're not part of my planned activities, minimizing the risk of distraction. That said, I'm still working toward fully adopting this habit.

One final adjustment that could further enhance my ability to stay focused is removing my smartphone entirely from my desk – even when it's on silent mode. While disabling sound notifications was already a game-changer for me, simply having the phone within sight keeps the brain in a state of anticipation, subconsciously expecting the next alert. This constant low-level distraction undermines focus. Moreover, the visible presence of the phone increases the temptation for compulsive checking. It's no surprise, then, that keeping a phone nearby remains counterproductive to sustained concentration.

PERSONAL IMPACT OF MY NEW APPROACH

POSITIVE EFFECTS THAT I NOTICED

I quickly noticed a positive shift in my focus, memory, and overall mental wellbeing once I began consistently transforming my habits and routines – both at work and in my personal life. One of the most immediate and striking effects of reducing multitasking was the return of mental clarity. The cognitive overload of my brain disappeared, and it felt as though my brain finally had the space to perform at its best again.

I no longer felt constantly rushed or overwhelmed anymore, like I had a million things to do simultaneously and could not decide what to do first. The urge to check my smartphone diminished, even when it was within reach. My memory improved noticeably, allowing me to retain more details and maintain better oversight of the clinical trials I was managing. I also became more present and engaged in meetings and found them more fulfilling than when I used to multitask. Prioritizing became easier, and instead of chasing multiple distractions that were not urgent, I was able to check off more meaningful tasks by the end of the day. And most importantly, I regained the ability to focus on a single task for an extended period without procrastinating.

But what I valued most, however, was that the benefits of embracing single-tasking extended far beyond the workplace – it truly transformed my personal life as well. Importantly, the task-blocking approach I implemented at work did not cause any disruption for the study teams or the clinical trials I am managing. Team members were receptive to my delayed responses to non-urgent questions, particularly when I informed them by when I would be able to address their request. On the other hand, urgent matters were still addressed within a respectable timeframe, even if not immediately.

POTENTIAL FOR MORE IMPACT

Although my new approach has already made a meaningful difference in both my personal and professional life, I'm convinced there's still room for even greater impact. My tendency to multitask continues to resurface subconsciously, unless I remain deliberately mindful of it throughout the day. Which is hardly surprising, given how deeply ingrained this habit had become. I used to multitask even during the most mundane activities – like filling a pot with water with one hand while simultaneously reaching for plates with the other hand. Multitasking had become almost addictive for me. And understandably so: the brain's prefrontal cortex craves novelty, and every task switch delivers a fresh stimulus, triggering a dopamine response to the reward-seeking parts of the brain, reinforcing the addictive cycle of distraction.

My own misconception – that a project manager must always be up to date on the status of every trial at all times- only fueled this behavior. I would instinctively jump on every incoming email, believing that immediate responsiveness was a hallmark of good project management. It took time (and still requires conscious effort) to unlearn that reflex and realize that being reactive doesn't necessarily equate to being productive and effective.

On the other hand, there's no perfect formula for project management and it's a matter of continuously evaluating and setting priorities. For example, if I'm leading or attending meetings, that should be my priority, not addressing non-urgent emails. It's always a balancing act—knowing when to focus deeply on a task and when to respond quickly to unexpected developments that could jeopardize key milestones or deliverables.

CONCLUSION

Although multitasking has been marketed as the ultimate productivity hack in today's hustle culture, the reality couldn't be more different. Scientific evidence clearly shows that multitasking isn't the superpower we've been led to believe – it actually undermines productivity and sustained focus. It's therefore fundamentally at odds with the high-quality standards we strive to meet in our work.

I've personally experienced how my addiction to multitasking undermined my ability to perform at my best. Rather than feeling productive, I often felt mentally overloaded and scattered. Through this personal journey, I've shared the growth I experienced and the insights I gained. I developed practical strategies that helped me embrace single-tasking more consistently. Focusing on one task at a time – free from any of the distractions of our digital technology-

not only boosted my productivity and the quality of my deliverables, but also significantly improved my mental and physical wellbeing.

That said, expecting uninterrupted focus at all times isn't realistic. The nature of modern work, especially in project management across multiple clinical trials, demands flexibility, responsiveness, and the ability to switch gears when needed. So the goal isn't to eliminate multitasking entirely, but rather to strike a healthy balance – knowing when deep focus is essential and when quick action is required to address unforeseen challenges.

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