**Source 1**: Buser, T. & Peter, N. Exp Econ (2012) 15: 641. https://doi.org/10.1007/s10683-012-9318-8

**Quote 1**: “Subjects who are forced to multitask perform significantly worse than those forced to work sequentially.”

**Quote 2**: “We find that multitasking significantly lowers performance as compared to a sequential execution. This suggests that the costs of switching, which include recalling the rules, details and steps executed thus far, outweigh the benefit of a ‘fresh eye’.[24](https://link.springer.com/article/10.1007%2Fs10683-012-9318-8#Fn24) Subjects who could choose the amount and timing of their switches freely did only marginally better than those forced to switch at unanticipated points in time and they perform significantly worse than those working under the exogenously imposed sequential schedule.”

**Question 1**: How well do the tests administered to these groups relate to real life challenges people are forced to deal with?

**Question 2:** What percentage of people deal with problems sequentially rather than multitasking?

# Source 2: Multitasking—Bad for The Brain?

*Science* 28 Aug 2009:  
Vol. 325, Issue 5944, pp. 1053  
DOI: 10.1126/science.325\_1053b

**Quote 1:** “heavy media multitaskers did worse than light media multitaskers across the board. Surprisingly, says co-author Clifford Nass ‘they’re bad at every cognitive control task necessary for multitasking.”

**Quote 2:** “Nass, a sociologist, says the study has ‘disturbing’ implications in an age when more and more people are simultaneously working on computers, listening to music, surfing the web, and texting or talking on the phone. Also troubling, he notes, is that “people who chronically multitask believe they are good at it.”

**Question 1:** Are people who are attracted to multitasking already at a mental disadvantage or does multitasking itself make them worse?

**Question 2:** Are multitaskers better at any tasks because of their constant multitasking?

## **Source 3:** Learn to Focus in a World of Multitasking

Powell, Suzanne K. RN, MBA, CCM, CPHQ

**Quote 1: “**Research has demonstrated that multitasking actually increases stress. More specifically, research shows that multitasking lowers IQ, shrinks the gray matter, and reduces productivity by 40%. Some go so far as to say that multitasking is a myth. What we are actually doing is switching back and forth between tasks rather quickly. Unfortunately, neuroscientists believe that because it takes time to “reset” between tasks, we actually lose time when we switch from one task to another”

**Quote 2: “**Assess distractions and make every attempt to reduce them. Do you have sound notifications for every e-mail, text, and news flash? Perhaps, just phone calls are enough. Can you check e-mails at specific intervals during the day and focus in between those intervals? Another common way to get distracted (for managers especially) is the open door policy where anyone can come to your door and lay his or her complaint at your feet. I am in favor of an open door policy; however, some parameters—rules of engagement—may be needed and must be adhered to.”

**Question 1:** How long is the appropriate “reset time” between tasks?

**Question 2:** How much does multitasking actually decrease one’s IQ?

**Source 4: Expert column | Multitasking is overused and should be undesired**

NewspaperMarch 6, 2017 | Virginian-Pilot, The (Norfolk, VA)

Author: Jeff Davidson | Page: 022 | Section: A

672 Words

**Quote 1: “**Our age-old “flight or fight” response to perceived stressors in the environment works well, at intermittent times. The small jolts of concentrated energy and vigilance helps us to safeguard ourselves, our loved ones, and our possessions. As a species however, we are not wired to effectively handle continuous streams of two major stress hormones – adrenaline and cortisol – on a daily basis.”

**Quote 2: “**The result is a weakened immune system, aggression, anxiety and a decrease in brain function that results in burnout. Dangerously high levels of cortisol can result in poor sleep patterns and insulin resistance which can open the door to bad eating habits and weight gain.”

**Question 1:** In what scenarios is multitasking helpful?

**Question 2:** What are metrics for the aforementioned health side effects?

**Source 5:** American Psychological Association – Multitasking: Switching Costs

**Quote 1: “**Doing more than one task at a time, especially more than one complex task, takes a toll on productivity. Although that shouldn't surprise anyone who has talked on the phone while checking E-mail or talked on a cell phone while driving, the extent of the problem might come as a shock. Psychologists who study what happens to cognition (mental processes) when people try to perform more than one task at a time have found that the mind and brain were not designed for heavy-duty multitasking. Psychologists tend to liken the job to choreography or air-traffic control, noting that in these operations, as in others, mental overload can result in catastrophe.”

**Quote 2:** “In experiments published in 2001, Joshua Rubinstein, PhD, Jeffrey Evans, PhD, and David Meyer, PhD, conducted four experiments in which young adults switched between different tasks, such as solving math problems or classifying geometric objects. For all tasks, the participants lost time when they had to switch from one task to another. As tasks got more complex, participants lost more time. As a result, people took significantly longer to switch between more complex tasks. Time costs were also greater when the participants switched to tasks that were relatively unfamiliar. They got up to speed faster when they switched to tasks they knew better.”

**Question 1:** How great of a role does multitasking play declining efficiency in the work place?

**Question 2:** What percent of vehicular deaths are related to multitasking?