

Getting Things Done

The Art of
Stress-Free Productivity

David Allen



PENGUIN BOOKS

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Table of Contents

[Title Page](#)

[Copyright Page](#)

[Dedication](#)

[Acknowledgements](#)

[part 1 - The Art of Getting Things Done](#)

[Chapter 1 - A New Practice for a New Reality](#)

[Chapter 2 - Getting Control of Your Life: The Five Stages of Mastering Workflow](#)

[Chapter 3 - Getting Projects Creatively Under Way: The Five Phases of Project Planning](#)

[part 2 - Practicing Stress-Free Productivity](#)

[Chapter 4 - Getting Started: Setting Up the Time, Space, and Tools](#)

[Chapter 5 - Collection: Corralling Your “Stuff”](#)

[Chapter 6 - Processing: Getting “In” to Empty](#)

[Chapter 7 - Organizing: Setting Up the Right Buckets](#)

[Chapter 8 - Reviewing: Keeping Your System Functional](#)

[Chapter 9 - Doing: Making the Best Action Choices](#)

[Chapter 10 - Getting Projects Under Control](#)

[part 3 - The Power of the Key Principles](#)

[Chapter 11 - The Power of the Collection Habit](#)

[Chapter 12 - The Power of the Next-Action Decision](#)

[Chapter 13 - The Power of Outcome Focusing](#)

[Conclusion](#)

[Index](#)

Praise for *Getting Things Done*

“The Season’s Best Reads for Work-Life Advice . . . my favorite on organizing your life: *Getting Things Done* . . . offers help building the new mental skills needed in an age of multitasking and overload.”

—Sue Shellenbarger, *The Wall Street Journal*

“I recently attended David’s seminar on getting organized, and after seeing him in action I have hope . . . David Allen’s seminar was an eye-opener.”

—Stewart Alsop, *Fortune*

“Allen drops down from high-level philosophizing to the fine details of time management. Take a minute to check this one out.”

—Mark Henricks, *Entrepreneur*

“David Allen’s productivity principles are rooted in big ideas . . . but they’re also eminently practical.”

—Keith H. Hammonds, *Fast Company*

“David Allen brings new clarity to the power of purpose, the essential nature of relaxation, and 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,
The Drucker Foundation

“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

“A true skeptic of most management fixes, I have to say David’s program is a winner!”

—Joline Godfrey, CEO, Independent Means, Inc. and
author of *Our Wildest Dreams*

“*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*

“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 the systems, tools, and tips to achieve profound results.”

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

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GETTING THINGS DONE

David Allen has been called one of the world's most influential thinkers on productivity and 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 across the country. He is the president of The David Allen Company and has more than twenty years 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 twelve foreign countries. David Allen lives in Ojai, California.

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For Kathryn, my extraordinary partner in life and work

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Finally, deepest thanks go to my spiritual coach, J-R, for being such an awesome guide and consistent reminder of my real priorities; and to my incredible wife, Kathryn, for her trust, love, hard work, and the beauty she has brought into my life.

Welcome to *Getting Things Done*

WELCOME TO A gold mine of insights into strategies for how to have more energy, be more relaxed, and get a lot more accomplished with much less effort. If you're like me, you like getting things done and doing them well, and yet you also want to savor life in ways that seem increasingly elusive if not downright impossible if you're working too hard. This doesn't have to be an either-or proposition. It is possible to be effectively *doing* while you are delightfully *being*, in your ordinary workaday world.

I think efficiency is a good thing. Maybe what you're doing is important, interesting, or useful; or maybe it isn't but it has to be done anyway. In the first case you want to get as much return as you can on your investment of time and energy. In the second, you want to get on to other things as fast as you can, without any nagging loose ends.

And *whatever* you're doing, you'd probably like to be more relaxed, confident that whatever you're doing at the moment is just what you need to be doing—that having a beer with your staff after hours gazing at your sleeping child in his or her crib at midnight, answering the e-mail in front of you, or spending a few informal minutes with the potential new client after the meeting is exactly what you *ought* to be doing, as you're doing it.

The art of resting the mind and the power of dismissing from it all care and worry is probably one of the secrets of our great men.

—Captain J. A. Hatfield

Teaching you how to be maximally efficient and relaxed, whenever you need or want to be, was my main purpose in writing this book.

I have searched for a long time, as you may have, for answers to the questions of *what* to do, *when* to do it, and *how* to do it. And after twenty-plus years of developing and applying new methods for personal and organizational productivity, alongside years of rigorous exploration in the self-development arena, I can attest that there is no single, once-and-for-all solution. No software, semina cool personal planner, or personal mission statement will simplify your workday or make your choice for you as you move through your day, week, and life. What's more, just when you learn how to enhance your productivity and decision-making at one level, you'll graduate to the next accepted batch of responsibilities and creative goals, whose new challenges will defy the ability of any simple formula or buzzword-du-jour to get you what you want, the way you want to get it.

But if there's no single means of perfecting personal organization and productivity, there *are* things we can do to facilitate them. As I have personally matured, from year to year, I've found deeper and more meaningful, more significant things to focus on and be aware of and do. And I've uncovered simple processes that we can all learn to use that will vastly improve our ability to deal proactively and constructively with the mundane realities of the world.

What follows is a compilation of more than two decades' worth of discoveries about personal productivity, a guide to maximizing output and minimizing input, and to doing so in a world in which work is increasingly voluminous and ambiguous. I have spent many thousands of hours coaching

people “in the trenches” at their desks, helping them process and organize all of their work at hand. The methods I have uncovered have proved to be highly effective in all types of organizations, at every job level, across cultures, and even at home and school. After twenty years of coaching and training some of the world’s most sophisticated and productive professionals, I know the world is hungry for these methods.

Executives at the top are looking to instill “ruthless execution” in themselves and their people as a basic standard. They know, and I know, that behind closed doors, after hours, there remain unanswered calls, tasks to be delegated, unprocessed issues from meetings and conversations, personal responsibilities unmanaged, and dozens of e-mails still not dealt with. Many of these businesspeople are successful because the crises they solve and the opportunities they take advantage of are bigger than the problems they allow and create in their own offices and briefcases. But given the pace of business and life today, the equation is in question.

On the one hand, we need proven tools that can help people focus their energies strategically and tactically without letting anything fall through the cracks. On the other, we need to create work environments and skills that will keep the most invested people from burning out due to stress. We need positive work-style standards that will attract and retain the best and brightest.

We know this information is sorely needed in organizations. It’s also needed in schools, where our kids are still not being taught how to process information, how to focus on outcomes, or what actions to take to make them happen. And for all of us individually, it’s needed so we can take advantage of all the opportunities we’re given to add value to our world in a sustainable, self-nurturing way.

The power, simplicity, and effectiveness of what I’m talking about in *Getting Things Done* are best experienced *as* experiences, in real time, with real situations in your real world. Necessarily, the book must put the essence of this dynamic art of workflow management and personal productivity into a linear format. I’ve tried to organize it in such a way as to give you both the inspiring big-picture view and a taste of immediate results as you go along.

The book is divided into three parts. Part 1 describes the whole game, providing a brief overview of the system and an explanation of why it’s unique and timely, and then presenting the basic methodologies themselves in their most condensed and basic form. Part 2 shows you how to implement the system. It’s your personal coaching, step by step, on the nitty-gritty application of the models. Part 3 goes even deeper, describing the subtler and more profound results you can expect when you incorporate the methodologies and models into your work and your life.

I want you to hop in. I want you to test this stuff out, even challenge it. I want you to find out for yourself that what I promise is not only possible but instantly accessible to you personally. And I want you to know that everything I propose is *easy to do*. It involves no new skills at all. You already know how to focus, how to write things down, how to decide on outcomes and actions, and how to review options and make choices. You’ll validate that many of the things you’ve been doing instinctively and intuitively all along are *right*. I’ll give you ways to leverage those basic skills into new plateaus of effectiveness. I want to inspire you to put all this into a new behavior set that will blow your mind.

Throughout the book I refer to my coaching and seminars on this material. I’ve worked as a “management consultant” for the last two decades, alone and in small partnerships. My work has consisted primarily of doing private productivity coaching and conducting seminars based on the methods presented here. I (and my colleagues) have coached more than a thousand individuals, trained hundreds of thousands of professionals, and delivered many hundreds of public seminars. This is the

background from which I have drawn my experience and examples.

The promise here was well described by a client of mine who wrote, “When I habitually applied the tenets of this program it *saved* my life . . . when I faithfully applied them, it *changed* my life. This is vaccination against day-to-day fire-fighting (the so-called urgent and crisis demands of any given workday) and an antidote for the imbalance many people bring upon themselves.”

part 1

The Art of Getting Things Done

A New Practice for a New Reality

IT'S POSSIBLE FOR a person to have an overwhelming number of things to do and still function productively with a clear head and a positive sense of relaxed control. That's a great way to live and work, at elevated levels of effectiveness and efficiency. It's also becoming a critical operational style required of successful and high-performing professionals. You already know how to do everything necessary to achieve this high-performance state. If you're like most people, however, you need to apply these skills in a more timely, complete, and systematic way so you can get on top of it all instead of feeling buried. And though the method and the techniques I describe in this book are immensely practical and based on common sense, most people will have some major work habits that must be modified before they can implement this system. The small changes required—changes in the way you clarify and organize all the things that command your attention—could represent a significant shift in how you approach some key aspects of your day-to-day work. Many of my clients have referred to this as a significant paradigm shift.

Anxiety is caused by a lack of control, organization, preparation, and action.

—David Kekich

The methods I present here are all based on two key objectives: (1) capturing *all* the things that need to get done—now, later, someday, big, little, or in between—into a logical and trusted system outside of your head and off your mind; and (2) disciplining yourself to make front-end decisions about all of the “inputs” you let into your life so that you will always have a plan for “next actions” that you can implement or renegotiate at any moment.

This book offers a proven method for this kind of high-performance workflow management. It provides good tools, tips, techniques, and tricks for implementation. As you'll discover, the principles and methods are instantly usable and applicable to everything you have to do in your personal as well as your professional life.¹ You can incorporate, as many others have before you, what I describe as an ongoing dynamic style of operating in your work and in your world. Or, like still others, you can simply use this as a guide to getting back into better control when you feel you need to.

The Problem: New Demands, Insufficient Resources

Almost everyone I encounter these days feels he or she has too much to handle and not enough time to

get it all done. In the course of a single recent week, I consulted with a partner in a major global investment firm who was concerned that the new corporate-management responsibilities he was being offered would stress his family commitments beyond the limits; and with a midlevel human-resources manager trying to stay on top of her 150-plus e-mail requests per day fueled by the goal of doubling the company's regional office staff from eleven hundred to two thousand people in one year, all as she tried to protect a social life for herself on the weekends.

A paradox has emerged in this new millennium: people have enhanced quality of life, but at the same time they are adding to their stress levels by taking on more than they have resources to handle. It's as though their eyes were bigger than their stomachs. And most people are to some degree frustrated and perplexed about how to improve the situation.

Work No Longer Has Clear Boundaries

A major factor in the mounting stress level is that the actual nature of our jobs has changed much more dramatically and rapidly than have our training for and our ability to deal with work. In just the last half of the twentieth century, what constituted "work" in the industrialized world was transformed from assembly-line, make-it and move-it kinds of activity to what Peter Drucker has so aptly termed "knowledge work."

In the old days, work was self-evident. Fields were to be plowed, machines tooled, boxes packed, cows milked, widgets cranked. You knew what work had to be done—you could see it. It was clear when the work was finished, or not finished.

Time is that quality of nature that keeps events from happening all at once. Lately it doesn't seem to be working.

—Anonymous

Now, for many of us, there are no edges to most of our projects. Most people I know have at least half a dozen things they're trying to achieve right now, and even if they had the rest of their lives to try, they wouldn't be able to finish these to perfection. You're probably faced with the same dilemma: How good could that conference potentially be? How effective could the training program be, or the structure of your executives' compensation package? How inspiring is the essay you're writing? How motivating the staff meeting? How functional the reorganization? And a last question: How much available data could be relevant to doing those projects "better"? The answer is, an infinite amount, easily accessible, or at least potentially so, through the Web.

Almost every project could be done *better*, and an infinite quantity of information is now available that could make that happen.

On another front, the lack of edges can create *more* work for everyone. Many of today's organizational outcomes require cross-divisional communication, cooperation, and engagement. Our individual office silos are crumbling, and with them is going the luxury of not having to read cc'd e-mails from the marketing department, or from human resources, or from some ad hoc, deal-with-a-

We can never really be prepared for that which is wholly new. We have to adjust ourselves, and every radical adjustment is a crisis in self-esteem: we undergo a test, we have to prove ourselves. It needs subordinate self-confidence to face drastic change without inner trembling.

—Eric Hoffer

Our Jobs Keep Changing

The disintegrating edges of our projects and our work in general would be challenging enough for anyone. But now we must add to that equation the constantly shifting definition of our jobs. I often ask in my seminars, “Which of you are doing only what you were hired to do?” Seldom do I get a raised hand. As amorphous as edgeless work may be, if you had the chance to stick with some specifically described job long enough, you’d probably figure out what you needed to do—how much, at what level—to stay sane. But few have that luxury anymore, for two reasons:

1. | The organizations we’re involved with seem to be in constant morph mode, with ever-changing goals, products, partners, customers, markets, technologies, and owners. These all, by necessity, shake up structures, forms, roles, and responsibilities.
2. | The average professional is more of a free agent these days than ever before, changing careers as often as his or her parents once changed jobs. Even fortysomethings and fiftysomethings hold to standards of continual growth. Their aims are just more integrated into the mainstream now, covered by the catchall “professional, management, and executive development”—which simply means they won’t keep doing what they’re doing for any extended period of time.

Little seems clear for very long anymore, as far as what our work is and what or how much input may be relevant to doing it well. We’re allowing in huge amounts of information and communication from the outer world and generating an equally large volume of ideas and agreements with ourselves and others from our inner world. And we haven’t been well equipped to deal with this huge number of internal and external commitments.

The hurrier I go, the behinder I get.

—Anonymous

The Old Models and Habits Are Insufficient

Neither our standard education, nor traditional time-management models, nor the plethora of organizing tools available, such as personal notebook planners, Microsoft Outlook, or Palm personal

digital assistants (PDAs), has given us a viable means of meeting the new demands placed on us. If you've tried to use any of these processes or tools, you've probably found them unable to accommodate the speed, complexity, and changing priority factors inherent in what you are doing. The ability to be successful, relaxed, and in control during these fertile but turbulent times demands new ways of thinking and working. There is a great need for new methods, technologies, and work habits help us get on top of our world.

The winds and waves are always on the side of the ablest navigators.

—Edward Gibbon

The traditional approaches to time management and personal organization were useful in their time. They provided helpful reference points for a workforce that was just emerging from an industrial assembly-line modality into a new kind of work that included choices about what to do and discretion about when to do it. When “time” itself turned into a work factor, personal calendars became a key work tool. (Even as late as the 1980s many professionals considered having a pocket Day-Timer the essence of being organized, and many people today think of their calendar as the central tool for being in control.) Along with discretionary time also came the need to make good choices about what to do. “ABC” priority codes and daily “to-do” lists were key techniques that people developed to help them sort through their choices in some meaningful way. If you had the freedom to decide what to do, you also had the responsibility to make good choices, given your “priorities.”

What you've probably discovered, at least at some level, is that a calendar, though important, can really effectively manage only a small portion of what you need to organize. And daily to-do lists and simplified priority coding have proven inadequate to deal with the volume and variable nature of the average professional's workload. More and more people's jobs are made up of dozens or even hundreds of e-mails a day, with no latitude left to ignore a single request, complaint, or order. There are few people who can (or even should) expect to code everything an “A,” a “B,” or a “C” priority, or who can maintain some predetermined list of to-dos that the first telephone call or interruption from their boss won't totally *undo*.

The “Big Picture” vs. the Nitty-Gritty

At the other end of the spectrum, a huge number of business books, models, seminars, and gurus have championed the “bigger view” as the solution to dealing with our complex world. Clarifying major goals and values, so the thinking goes, gives order, meaning, and direction to our work. In practice, however, the well-intentioned exercise of values thinking too often does not achieve its desired results. I have seen too many of these efforts fail, for one or more of the following three reasons:

1. | There is too much distraction at the day-to-day, hour-to-hour level of commitments to allow for appropriate focus on the higher levels.
2. | Ineffective personal organizational systems create huge subconscious resistance to undertaking even bigger projects and goals that will likely not be managed well, and that will in turn cause even *more* distraction and stress.
3. | When loftier levels and values actually *are* clarified, it raises the bar of our standards, making

us notice that much more that needs changing. We are already having a serious negative reaction to the overwhelming number of things we have to do. And what created much of the work that's on those lists in the first place? Our values!

Focusing on values does *not* simplify your life. It gives meaning and direction—and a lot more complexity.

Focusing on primary outcomes and values *is* a critical exercise, certainly. But it does not mean there is less to do, or fewer challenges in getting the work done. Quite the contrary: it just ups the ante in the game, which still must be played day to day. For a human-resources executive, for example, deciding to deal with quality-of-work-life issues in order to attract and keep key talent does *not* make things simpler.

There has been a missing piece in our new culture of knowledge work: a system with a coherent set of behaviors and tools that functions effectively at the level at which work really happens. It must incorporate the results of big-picture thinking as well as the smallest of open details. It must manage multiple tiers of priorities. It must maintain control over hundreds of new inputs daily. It must save a lot more time and effort than are needed to maintain it. It must make it easier to get things done.

The Promise: The “Ready State” of the Martial Artist

Reflect for a moment on what it actually might be like if your personal management situation were totally under control, at all levels and at all times. What if you could dedicate fully 100 percent of your attention to whatever was at hand, at your own choosing, with no distraction?

It *is* possible. There *is* a way to get a grip on it all, stay relaxed, and get meaningful things done with minimal effort, across the whole spectrum of your life and work. You *can* experience what the martial artists call a “mind like water” and top athletes refer to as the “zone,” within the complex world in which you’re engaged. In fact, you have probably already been in this state from time to time.

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

—Nadia Boulanger

Your ability to generate power is directly proportional to your ability to relax.

It's a condition of working, doing, and being in which the mind is clear and constructive things are happening. It's a state that is accessible by everyone, and one that is increasingly needed to deal effectively with the complexity of life in the twenty-first century. More and more it will be a required condition for high-performance professionals who wish to maintain balance and a consistent positive output in their work. World-class rower Craig Lambert has described how it feels in *Mind Over Water*.

(Houghton Mifflin, 1998):

Rowers have a word for this frictionless state: swing. . . . Recall the pure joy of riding on a backyard swing: an easy cycle of motion, the momentum coming from the swing itself. The swing carries us; we do not force it. We pump our legs to drive our arc higher, but gravity does most of the work. We are not so much swinging as being swung. The boat swings you. The she wants to move fast: Speed sings in its lines and nature. Our job is simply to work with the she to stop holding it back with our thrashing struggles to go faster. Trying too hard sabotages boat speed. Trying becomes striving and striving undoes itself. Social climbers strive to be aristocrats but their efforts prove them no such thing. Aristocrats do not strive; they have already arrived. Swing is a state of arrival.

The “Mind Like Water” Simile

In karate there is an image that’s used to define the position of perfect readiness: “mind like water.” Imagine throwing a pebble into a still pond. How does the water respond? The answer is, totally appropriately to the force and mass of the input; then it returns to calm. It doesn’t overreact or underreact.

The power in a karate punch comes from speed, not muscle; it comes from a focused “pop” at the end of the whip. That’s why petite people can learn to break boards and bricks with their hands: it doesn’t take calluses or brute strength, just the ability to generate a focused thrust with speed. But a tense muscle is a slow one. So the high levels of training in the martial arts teach and demand balance and relaxation as much as anything else. Clearing the mind and being flexible are key.

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

—Shunryu Suzuki

Anything that causes you to overreact or underreact can control you, and often does. Responding inappropriately to your e-mail, your staff, your projects, your unread magazines, your thoughts about what you need to do, your children, or your boss will lead to less effective results than you’d like. Most people give either more or less attention to things than they deserve, simply because they don’t operate with a “mind like water.”

Anything that causes you to overreact or underreact can control you, and often does.

Can You Get into Your “Productive State” When Required?

Think about the last time you felt highly productive. You probably had a sense of being in control; you were not stressed out; you were highly focused on what you were doing; time tended to disappear (lunchtime already?); and you felt you were making noticeable progress toward a meaningful

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