

Article

November 2005

Focus

Achieving focus throughout an organization can be allusive. When a new strategic direction is established the complaint is often heard—“this is just adding to my current job”. No, it should help to redefine your job.

Redefinition should include determining what to stop doing, but because people don't seem to want to let go, new strategies and initiatives are seen as 'piling on more work'.

If organizations are expected to change, why not develop a rule of thumb that the bottom 10% of low value activities be removed each year?

Candidates to be chopped include: legacy activities, which have remained unchanged for many years; work that is not linked to the core processes; activities that generate no obvious outputs and have no customers; and finally efforts that are not measured.

