

Three Steps to Stopping Work that Isn't Working

In a world of increasingly unpredictable change, running faster is not enough. Three actions can help businesses stop unproductive work and pivot to more promising options sooner.

Many businesses struggle to pull the plug on unproductive work

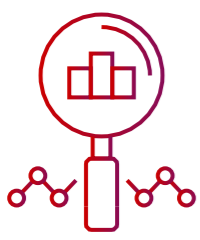
Gary Hamel and Michele Zanini estimate that the global cost of bureaucratic waste is

\$10 trillion
and growing

Organizations can stop wasteful work by focusing on three things

1 Make more decisions reversible

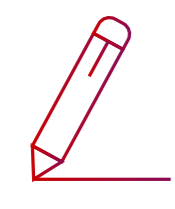
Many successful executives recognize business plans for what they are: **business experiments**



Review all projects and business lines quarterly



Break large, risky gambles into a series of smaller, smarter tests



Create rough prototypes

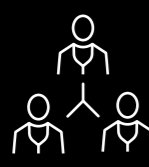


Rely on objective metrics to test key hypotheses

2 Make work more visible

It's hard to improve or stop unproductive work if you can't see what's being done and how well it's going

Clearer visibility helps



Companies identify duplicative work and modify overlapping teams



Senior executives uncover and accelerate valuable initiatives



Employees see and learn from projects related to their own jobs, and identify where their expertise could help



Teams coordinate and minimize delays while working on interdependent steps

3 Overpower fear

Astute leaders realize that fearful workers tend to cling to their current work no matter how unproductive it is



Reduce the cost of stopping projects by **encouraging experimentation**



When a project fails, **offer the next compelling opportunity** from a constantly maintained backlog of promising ideas



Reward those who learn valuable lessons by taking prudent risks