

Step 1 — To get you started, make a list of all of the activities you do on a regular basis. The easiest way to do this is by building a list while you do your job. You could carry around a piece of paper or open a document on your laptop to keep track.

Be aware of your biases as you do this exercise, or you might unknowingly discount items from your list. For example, you might discount something due to its size. Or, for now you might find yourself justifying the existence of an activity. Your assignment is simply to take note of every one of your activities.

Step 2 — With your list complete, it's time to start thinking about where the value exists. This is more or less a matter of categorizing and sorting the items.

Tag each of the items based on the value they provide. By definition, an activity is valuable when it has a positive impact on outcomes. To keep it simple, add a high/medium/low ranking to each item.

- high — activities that have an observable positive impact on outcomes
- medium — activities that seem to be positive, but you cannot observe the impact
- low — activities that do not have a positive impact

Note: Compliance activities fall into the low category. Compliance is mandated and rarely adds value to the outcomes.

Now, return to your list. For each activity, identify an action you are willing to take to either eliminate the dumb thing or influence a change. Remember that defiance and passive-aggressive moves are never a good idea.

Activity	Rank (High/Medium/Low)	Action to influence change

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