REMOVE DUPLICATION

BY ALIGNING CAPACITY AND DEMAND

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In our recent podcast, my business partner and Co-Founder of OKR Cohort, Denise Kanfield, and I addressed a challenge that many organizations are faced with today, the duplication of efforts. It can occur when multiple individuals or teams are working on the same task without being aware of each other's work. This can lead to the complete waste of time and resources as the work may need to be redone or significant efforts have been invested in unnecessary tasks.

CAPACITY AND DEMAND

One common problem we see is that many organizations lack the proper mechanism for understanding and aligning capacity and demand, both crucial for any organization's success. As a result of the lack of the proper mechanism, some people within organizations are flooded with work, while others are coasting.

This is a huge issue because in these circumstances an organization can't optimize what they're doing and they're not maximizing the value they provide. If their capacity and demand is out of sync because they are duplicating efforts, this has an enormous direct impact on their financial health, and they may find that they are spending more money than necessary and not getting enough out of most of their resources and their people. When you have duplication of efforts, employee engagement also becomes an issue and you're just not delivering value within your organization nor outside the organization.

THE IMPACT OF DUPLICATION IS FELT THROUGHOUT ORGANIZATIONS

The impact duplication of efforts has on employees is what so often leads to frustration, demotivation, and burnout. It's the result of lack of engagement. But this happens when an organization has two products that do the same thing – maybe in slightly different ways – being built in two different parts of the organization. When they find out another group is working on the same thing, employees working on the similar product feel like their work is not valued. Or they feel like they are redoing work. We so often hear from these employees that they feel like they're stuck in a non-virtuous cycle of creating unproductive work or work that isn't valued. It also can impact people's work-life balance and personal well-being because when you're unhappy in your job you take that home.

LEADERS LOSE CREDIBILITY

Of course, the duplication of efforts impacts organizational leaders as well. Employees become frustrated with their leaders because they feel like they didn't get the right message. This can be very disruptive when a company must decide which of the duplicated products to keep and which to sunset. Team players will really dig in to make sure it's their product stays. As a result, there is often unintended competitiveness between employees.

Duplication of effort often leads to missed deadlines, increased costs, and decreased productivity. Leaders find themselves focusing on getting more budget and resources to get something done instead of

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looking at what the right thing is to build. They're managing time and coordinating work instead of leading and driving the organization forward. What we notice is that trust begins to eroding. Not just between leaders and other leaders who are doing duplicate products, but between the leaders and their teams. The teams start to wonder why their leader didn't know this was happening. They wonder why the leader didn't they tell their team it was a duplicate product before starting to work on it. So you get this clash between the leaders and the teams who work for them as well as between the leaders in within the organization.

THE NEGATIVE IMPACT ON OVERALL ORGANIZATIONAL EFFICIENCY

Duplication of efforts can impact the overall efficiency and effectiveness of an organization. This can lead to increased costs, decreased customer satisfaction, while reducing competitiveness in the market. It can also create a culture of inefficiency and waste, which can be difficult to overcome.

HOW OKR COHORT HELPS ORGANIZATIONS SOLVE DUPLICATION OF EFFORTS

Organizational leaders hire OKR Cohort to solve the problem of duplication of efforts. Denise and I help organizations shift their focus from activities to outcomes. We help them identify where duplication is happening and then eliminate it. We then help embed purpose in their work. In essence, we help organizations focus on the right things and bring transparency across all the work that is happening so that they can achieve their strategy.

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OKR stands for Objective and Key Result. It is an outcome-focused goal-setting framework that helps organizations align and connect intent to work. It eliminates duplication of efforts and frankly makes companies more profitable, actionable, and efficient.

Addressing this challenge requires organizations to implement the proper mechanism of understanding and aligning capacity and demand. This is where OKRs provide a powerful tool. By setting objectives and measurable key results, organizations can better align the capacity with the demand. This can help ensure that everyone is working towards the same goals and that resources are being used effectively. Additionally, OKRs can help identify areas of duplication and encourage collaboration and communication between teams, leading to more efficient and productive work.

EXAMPLES OF HOW OKRS CAN ALIGN AND SHARE GOALS

Objective Key Results can be used to align and share goals among multiple teams within an organization. Suppose you're working for an e-commerce company and you're responsible for the website development team while your colleague leads the digital marketing team.

First, OKRs must be co-created among both teams as well as for the overall organization.

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1. **Start by focusing on results for the top of the house:**

ORGANIZATIONAL LEVEL OKRs

- Increase website traffic by 25% through SEO and PPC advertising
- Increase Revenue by 20% through website sales
- Reduce website load time to under three seconds

2. Now let's go to the next level down where you and your colleague could then create team level OKRs that support this overall objective.

WEB DEVELOPMENT TEAM OKRs

- *Improve Website User Experience*
  - Reduce website load time to under 3 seconds
  - Decrease to 3 the number of clicks to access data
  - Ensure website is 100% accessible for those who are color blind

DIGITAL MARKETING TEAM OKRs

- *Amplify website traffic through SEO and PPC Advertising*
  - Increase organic traffic to the website by 20%
  - Increase paid traffic to the website by 30%
  - Reduce bounce rate by 10%
  - Increase the average time spent on the website by 15%

By aligning and sharing OKRs, both teams are working towards the same overall objective and can support each other in achieving their respective goals. Additionally, by having clear, measurable, and time-bound key results, both teams can track their progress and adjust as needed to ensure they are working effectively and efficiently.

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Furthermore, to align their initiatives and work by applying the stated OKRs, the website development team and digital team would need to collaborate and communicate regularly which eliminates the duplication of efforts. They would also need to identify areas of overlap and work together to ensure their individual goals support the overall organization objective. For example, the website development team key result will be reducing website load time under three seconds. That directly supports the digital marketing team key result of reducing bounce rate by 10% and increasing average time spent on the website by 15%. So, you see how they complement each other by achieving multiple goals from their end.

To ensure they stay in alignment, the two teams would need to schedule regular check-ins, review progress, and make sure that if there is a need for adjustment, they can adjust their goals and outputs. They could use collaboration tools such as project management software, shared document platforms to keep everyone up to date on their progress and ensure they are working toward the same goals. In this way, the OKRs provide a framework for aligning the teams' initiatives and work ensuring that they're both focused on the same overall objectives and their efforts are supporting each other towards that objective. The OKRs are Set, Aligned, Shared, operationalized, and continually reflected upon.

HOW OKR COHORT HELPED ONE TECHNOLOGY COMPANY ELIMINATE DUPLICATION OF EFFORTS

We were working with a technology company that had their products set up in different business units. Because of that, when planning occurred it wasn't always clear where features and solutions were going to be developed and integrated into products. So as the company was trying to be innovative and be a market

leader, they'd discuss ideas in meetings and then just like people do, leaders would think, "Oh, we could plug that in here." While another leader would be thinking, "we can plug it in over here." When that started happening, we realized that the company was bringing duplicate products to market confusing their customers and their employees.

We worked with them to set up a more intentional cross-functional offsite meeting to create OKRs, and to have the hard conversation about which products really met the long-term needs of their strategy. Clearly, it was imperative to identify where ownership of the products lay and to determine what product would be sunset and how they would move forward. It was important to determine how they would then reallocate resources and get focused on the right products, which we helped them achieve.

We also helped them realign resources to the right places to get the right product development happening. We created organizational level OKRs and each leader created their aligned OKRs. Some of what we helped this company with wasn't as transparent early on because they couldn't immediately say which product they were going to sunset. This was very sensitive. We had to work with the people who were working on that product to build that sunset plan and get them engaged in the process, so they. Ultimately, they felt engaged and understood the why. Over a period of time, we slowly eliminated the duplicate products and moved customers to the integrated solutions or to other products because they were never exactly the same. We had to make sure the capabilities existed in the products that the company was keeping and that they could bring their customers along in a way that kept them as customers for life. This company's customers became more loyal. They shifted to the new product and had multiple integrated

products from the company that kept them happy with the solution they were offered. The key here was really in identifying the duplication, getting clearon where ownership occurred, and then completing the work and collaborating as that work was done. It ended up being a real success story.

LET'S HAVE A CONVERSATION TO SEE HOW WE CAN HELP YOUR ORGANIZATION!

It often sounds so simple, and for us it is. We do some co-creation, we make these OKRs transparent, and then we operationalize them throughout the organization. However, it's never as easy as it sounds. We recommend having a conversation with either Denise or myself so we can understand your specific problem. You can reach out to us at **www.okrcohort.com** and grab time on our calendars. Or you can reach out to us on LinkedIn or through our website. The first step is let's talk. Let us gain an understanding of your problem and talk a little bit about how OKRs can help you.

Our team covered this very topic on a recent episode of our video and podcast series! If you'd like to learn more and enjoy an in-depth conversation surrounding this informative topic, head over to our YouTube channel or visit OKR Cohort on your favorite podcasting platform!

NIZAR KHOJA

Nizar is considered a thinker, leader, coach and is curious about New Ways of Working, Remote Work, and Digital Enablement! He is passionate about finding ways to make organizations awesome through a culture of efficiency, empowerment, engagement and empathy. Nizar has extensive experience working in different setups and industries (from start-up to large organizations) that enable him to understand how to impact change that could be sustained within specific organizations. He is a firm believer in creating a culture of purposeful and high performing teams to focus on continuous value delivery. Nizar has leveraged Business Agility as a catalyst to serve organizations' purpose and align to work (Outcomes to Output)...agility techniques and framework required to be appropriate for each organizations and group needs.