

After Change, Three Things May Shift

Reprioritization requires leaders to test both capability and capacity

1

Priorities shifted

The work that mattered before may not carry the same value now.

2

Capabilities shifted

The skills, knowledge, authority, or tools needed may have changed.

3

Capacity shifted

Available people, time, and resources may no longer match the work.



Capability = Can we do the work? Capacity = Do we have enough time and resources to do it?

Three Moves for Reprioritizing Work

A practical adaptation informed by Peter Drucker's Planned Abandonment principle

KEEP IT

Protect critical work

Required, high-value, or directly aligned to current priorities.

ASK

“What risk is created if this stops?”

CHANGE IT

Redesign important work

The outcome matters, but capability, ownership, process, scope, or cadence must change.

ASK

“What must be different now?”

PAUSE IT

Create space

Lower-value, duplicative, unclear, or not feasible with current capacity.

ASK

“What can wait without unacceptable risk?”

Adapted from Peter Drucker's Planned Abandonment principle

Make the Tradeoff Visible

Reprioritization only works when leaders communicate what changes and why

1

NAME THE PRIORITY

“The most important outcome right now is...”

2

STATE THE CONSTRAINT

“Our capability or capacity constraint is...”

3

CONFIRM THE RESET

“To protect the priority, we will keep, change, or pause...”



Not every workload problem is capacity. Sometimes the capability or work design has changed.

Your Takeaway: Reset One Worklist This Week

Use Keep It, Change It, Pause It with your team.

1 KEEP IT

Protect what matters and confirm capability plus capacity.

2 CHANGE IT

Redesign work when the outcome matters but the current model does not fit.

3 PAUSE IT

Create capacity when work can wait without unacceptable risk.



Leader action: Choose one worklist. Test capability and capacity. Make the calls. Communicate the reset.

Run It Live: 5-Minute Worklist Reset

A ready-to-facilitate micro-session for any huddle or team meeting. No prep needed.

1 MAP IT • 1 MIN

Name the team's current work out loud — projects, recurring activities, standing meetings.

List it where everyone can see it

What is actually on our plate?

2 TEST IT • 2 MIN

For each item, check both: do we have the capability, and do we have the capacity?

Capability • capacity • owner

Can we do it, and do we have room?

3 CALL IT • 2 MIN

Put each item in Keep It, Change It, or Pause It, and name the next move and owner.

Keep • change • pause • assign

What changes, and who owns it?



Close by saying the reset out loud: what we keep, what changes, what pauses, and why.

Our Worklist Reset

Team worksheet — fill this in together. One page, kept current, beats a conversation people half-remember.

KEEP IT

What must we protect? List the work, the owner, and the capability and capacity it needs.

WE WILL KEEP:

Risk if this stops?

CHANGE IT

What still matters but must work differently? Name what changes — owner, scope, process, or cadence.

WE WILL CHANGE:

What must be different now?

PAUSE IT

What can wait? Name the constraint, who to tell, and when we will revisit it.

WE WILL PAUSE:

What can wait safely?



If new work is added, name what will be changed, delayed, or removed to make room for it.

For Leaders Only: Your Facilitator Pages

FACILITATOR ONLY — DO NOT SHOW THIS PAGE TO YOUR TEAM Presenter reference; keep it on your screen only.

RUN THE SCRIPT

A timed five-minute script with prep notes and first-time facilitator tips.

ADAPT IT

Tune the same reset by team type and by work setting, without reinventing it.

SHARE THE REST

Pages 5 and 6 are the team-facing session and the worksheet they keep.



Your team sees the Run It Live page and the worksheet. The next three pages are yours alone.

Your Facilitator Guide: Run It Live

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BEFORE YOU START

No prep and no materials — it runs in any huddle or standup.
Bring one real worklist; do not try to reset everything the team owns.
Have the team write as you go; this is a page they keep.
Aim for five minutes; a little over is fine.

Bring one real worklist

What work are we resetting?

THE THREE MOVES • 5 MIN

MAP • 1 min — name the work.
TEST • 2 min — capability, then capacity.
CALL • 2 min — keep, change, or pause.
Page 5 has the full version for the team.

Write it down as you go

Who owns the next move?

IF THIS IS NEW FOR YOU

It is normal to feel nervous — a steady, unhurried pace does most of the work.
If the room goes quiet, offer one of your own stuck items first.
You do not need every answer; you need the calls written down.
Pages 9 and 10 cover adapting it and handling pushback.

A real name and a real date

What did we decide today?



KEY POINT — SAY IT OUT LOUD Keep the value. Change the design. Pause the rest — and tell the team why.

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Adapt It to Your Team

Same 5-minute worklist reset — small tweaks help it land for different teams and work settings.

BY TEAM TYPE

Clinical teams

- Run it in the huddle, not a meeting — keep it short out of respect for the floor.
- Test capability against new assignments, coverage, and protocols; pause what is optional, never what is required for safe care.

Non-clinical teams

- Tie it to reorgs, reprioritized roadmaps, and new systems or tools.
- Name the sign-offs that quietly changed hands, and the standing meetings and reports no one reads.

BY WORK SETTING

On-site teams

- Build the list live on a board everyone can see, then leave it posted for the next shift.
- Ask the room to name work that no longer has a clear owner.

Remote or hybrid teams

- Use a shared doc so quieter voices can add items before and after.
- Post the keep, change, and pause calls in the channel the same day.

ADAPT, DON'T REINVENT Same three moves for every team — capability first, then capacity. Every item gets an owner and a next move.

FACILITATOR ONLY — DO NOT SHOW THIS SLIDE TO YOUR TEAM *Presenter reference — keep on your screen only.*

When Time Is Short or the Room Gets Stuck

Same reset, scaled to the time you have — plus what to do when the conversation stalls.

BY TIME YOU HAVE

Five minutes



- Reset one worklist, not everything the team owns — take the three loudest items and run just those.
- Book ten minutes next week for the rest.

Fifteen minutes



- Walk the full list, then spend the extra time naming owners and next moves out loud.
- Close by reading back what you keep, change, and pause.

WHEN IT GETS STUCK

“We just need more people”



- Slow down and separate the two tests — capability is a skills, authority, or tools problem; capacity is a time and people problem.
- Name which one you are actually facing before asking for headcount.

“Nothing feels safe to pause”



- Ask what risk is created if it stops — if no one can name one, it is a candidate.
- Pause with a revisit date, not silence, so it does not feel like abandonment.

MAKE IT STICK Put the reset in writing this week so no one on the team is working from memory.