



Questions from “Wearing Too Many Hats- How to Solve Being Too Busy”

Q: I get this, but I can't see how I can reorganize our hats without adding people. Am I missing something?

A: Probably not. Sometimes when we look at people and processes we find that both need attention. Our challenge then is to find a profitable solution - which is bigger than a Hat issue. You might have a fundamental pricing and/or cost problem that stems from a lack of marketing or unclear brand, poor sales training, or a hundred other things. The lack of profit reduces money for employee resources, which adds to the hat problem. This is why most of my projects start with a comprehensive review of business process, people in terms of how hats are distributed, and intentional results. We always want the big picture in focus before we drill down into a symptomatic issue like Hats.

Q: Sharing enough information to "re-tool" machine C to do Machine A's work seems to conflict with not wearing too many hats. Please explain how to justify additional training and information distribution while not planning to capitalize on the time and equipment invested by increasing hats or regular responsibility.

A: Retooling Machine A (in the webinar example) is a short term fix that may not even accomplish what is needed. In human terms this may be throwing an untrained person into the mix or someone that can only do part of the job when we lose our “A” person.

Moving hats around will most likely create the need for training in individuals many of whom may currently be under-utilized because someone else is hoarding all the fun!

Q: How do you get upper management that wears too many hats and doesn't see it as a problem, and has the expectation for middle management and employees to also wear multiple hats. Any advice on affecting change to that attitude?

A: Wearing too many of the wrong hats is ALWAYS a problem. I can point to the lines on the P&L that are adversely affected: overtime, shipping, returns, cost overruns – the list and amounts will grab any manager's attention. However, in your role you may not be in position to point out their flawed logic. But I am.

Wearing Too Many Hats creates issues and opportunities that are distinctive in that ONE PERSON is often at the center of the controversy. It would be unfair to blame one person who is trying to do their job but has



too many conflicting priorities. Instead, responsibility rests firmly on the shoulders of Owners and Managers that need to address the underlying problem, even when it doesn't seem solvable.



Are you ready to solve your Multiple Hat problem?

Call Tom Stimson 214-704-7018 before the next emergency gets in your way.