















There are some things only one person can do...



"What would you say...ya do here?"




What Your Employees Say They Do

- "What don't I do?!"
 - Longtime employee with no job description
- "Well...it *depends*..."
 - Not sure who his manager is
- "I do a little bit of everything."
 - Person guarding a large kingdom
- "Well, my job description says I do this, but..."
 - Person that doesn't like rules or process
- "What do I do or what does my boss think I do?"
 - Feels underappreciated
- "I wear a lot of hats."
 - Employee that is just trying to make it work

Why So Many Hats?

- Not Enough Employees ❌
- Not Enough of the Right Talents or Skills ❌
- Not Enough Money ❌
- Failed to Maximize the Employees and Talents That Are Already There ✓✓✓✓✓

Theory of Hats



- Every employee has only ONE primary hat at a time
 - This is the job that he/she can't say 'no' to
 - Hat priority can change depending on the circumstances
- In order to have more than one primary hat...
 - They have to occur at distinct and predictably different times
- Secondary hats must have flexible execution schedules

Change in Management Expectations

- Set Priorities
 - But nothing gets left behind
- Allow for Timing
 - Some things should happen at the same time
- Respect Geography
 - Sometimes location is not negotiable
- Follow the Process
 - Trust the other person to do their part
- Distribute Responsibilities
 - Sometimes the second or third best person needs to perform a particular task

How Many Hats Are Too Many?

- Conflicting Time-Sensitive Priorities
- Conflicting Geographic Requirements
- Overloaded with "Best at This" tasks

- When adding another person requires finding *the perfect mix of extraordinary capabilities...*


Wearing Too Many Hats?



This is Fred... System Design "MacGyver"

- Designs and Estimates all major projects
- Best Programmer
- Proficient at AutoCad (and he's learning Revit)
- Sales support at client meetings
- Liaison with Manufacturers
- New Product advocate
- Only one that knows how to make the CRM play nice with D-Tools
- Programs the Phone System
- Computer Network Administrator
- Desktop computer support for most of the office
- Keeper of passwords


Wearing Too Many Hats?



This is Mary – Senior Project Coordinator

- Maintains the Project Outlook Calendar
- Assigns Technicians
- Fills out worksite paperwork
- Creates purchase requests
- Hires sub-contractors and equipment
- Books crew travel
- Orders parts for Service Dept
- Orders supplies for office
- Reviews technician timesheets
- Reviews technician expense reports
- Compiles the Job Cost Reports
- Answers office phones during lunch on Tues & Thur

Wearing Too Many Hats?



This is Joe – Rental Warehouse Manager

- Schedules and supervises the crew
- Organizes the warehouse
- In charge of order fulfillment:
 - Check-out, check-in, quality control
- Ordering supplies
- Scheduling trucks
- Customer pickups
- Subrental pickup/return
- Handle the emergency orders/fixes
- Nights and weekends

Self-Inflicted Hat Overload

- Longtime employees tend to hoard responsibility
 - Hate to let go or trust others to do it
- Create Kingdoms and Silos
 - Job security
 - Prestige
 - Power and Control

How to Solve the Too Many Hats Problem

- Most **Process Constraints** in service companies are the result of unwise assignment of responsibilities
- In a Service Business, people are the machine
- Sometimes the person that is BEST at something is not the BEST person to do the job

What Are Constraints?

- Bottlenecks
- Something that is holding you back
- Cost of capacity vs cost of delays

Context:
SALES SOLUTION: ADD THREE MORE LANES
OPERATIONS: FIRST CHOICE IS DON'T ALLOW BREAKDOWNS OR SECOND CHOICE IS CHANGE THE EXPECTED ARRIVAL TIME
MANAGEMENT: DRIVE FASTER: EVERYONE SPEED UP AT THE SAME TIME
DRIVER: REROUTE TRAFFIC

Manufacturing Example

```
graph LR; A["Machine A  
Part 1 - 100 units"] --- B["Machine B  
Part 2 - 150 units"]; B --- C["Machine C  
Part 3 - 75 units"]; C --- D["Widget X  
75 units"]
```

Manufacturing Example

```
graph LR; A["Machine A  
Part 1 - 100 units"] --- B["Machine B  
Part 2 - 150 units"]; B --- C["Machine C  
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100 units"]
```

What Does a Manager Need to Embrace?

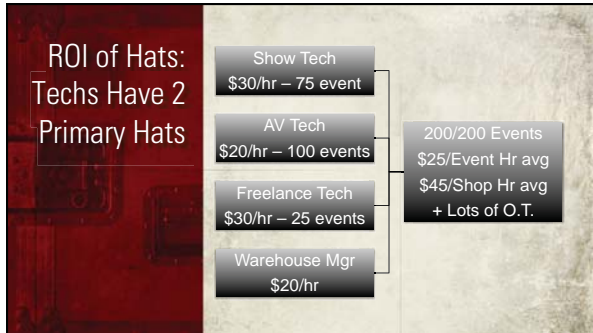
- Sometimes the Second-Best person needs to own the job or process
- Sometimes people make mistakes
 - You need capacity to allow for mistakes
- Processes and Information-Sharing tools are Mission-Critical (more so than individuals)

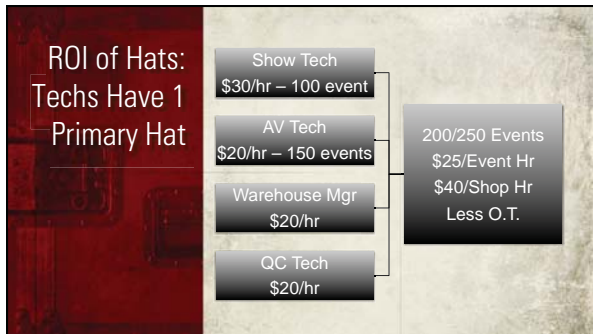
Time Sensitive Job: System Designer

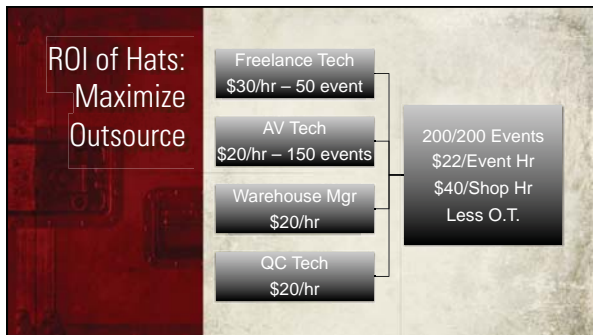
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Location Sensitive Job: Live Event Tech

- Set and operate show
- Fill out show report, time cards, debrief
- Plan and collaborate on future events
- Participate in Training
- Support sales
- Pick/Pull rental items for the show
- Drive the truck
- Unload, Check-in, and QC the rental items









Conclusions

- If you can reduce the expected hats on key individuals, you free up high ROI capacity
- Managers and Hat-owners have to let go of conflicting hats
- Math is your friend if you know the value of the employee and the task

Exercise/
Discussion

- Name someone in your company that everyone needs to go through
 - What are they doing when they are not available to others?
 - Could someone else do that?
- Track a process that is used every day (draw a picture)
 - How many times does that process touch the same person?

Exercise/
Discussion

- What is your perpetual to-do list?
- Call me, I can help

Questions?

Please use the GotoMeeting **Question** dialog box



Email tom@trstimson.com to discuss
how to fix your
HAT problem

THANK-YOU!

Goodbye!
