



# 3 Minute Mentor

Episode 23 Show Notes

## Episode 23: Overworked and out of resource?

Sometimes people say their team is overworked but there is no more resource to help. What should you do next?

### 1. What does it say about the person?

Typically this happens for one of the following reasons:

- They can't manage people
- Their mission is not clear and they are doing too much
- Someone has set them the wrong objectives
- They have been avoiding work and it is catching up on them

What ever the reason, the effect is often the same on their team

### 2. What can they do?

- First get them to write down and clarify their team's mission
- Detail team structure and what each persons deliverables are (not their knowledge)
- Get them to do a '1 to n' list of the deliverables they are all working on
- Ask them to put a red line on the list showing what they can and can't do
- Work with the leader to assess the impact of the redline against their mission and org

### 3. What can you do to help?

The red line may tell you that people are working too hard and they should stop doing some things

- a) Their mission was not clear or has had 'scope creep'
- b) Not all team members are pulling their weight
- c) The manager/leader is not managing the work throughput
- d) Another team is failing and this team is picking up the slack

**Bottom Line:** This is usually a cry for help and it's important that you get to the bottom of the issues: but prepare for it being a more complicated problem than it sounds.

