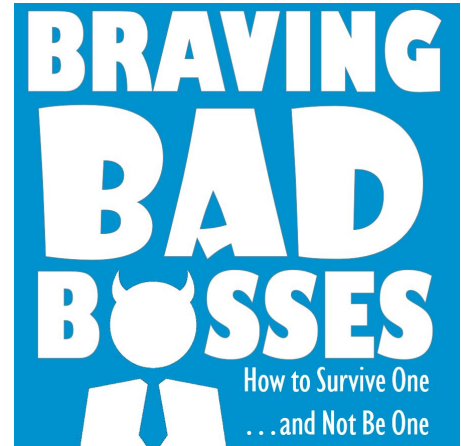


SHOW NOTES

S02-E10 **RESOURCE LIMITING BOSSES**

The Omission of Necessary Resources and Planning for Needs

One of the key roles a boss plays is to ensure that the team has what it needs to do the job. This takes the form of a lot of different things: the number of staff needed, the number of managers, training/certification, equipment/materials, technology, even physical workspace, and extras like team building, recognition, etc...



Word Picture: Imagine you've signed up to be a deckhand on a voyage across the sea. You're all excited. Your job will be to swab the deck of a massive ship along with a team of 4 other deck swabbers. So you go out to sea and there's no turning back. After about a day at sea, you get set to start swabbing and find that there are just two mops for the five of you to share... a huge deck to swab... and an unforgiving captain who loves a clean deck.

Bosses who fail to obtain the resources needed for the group to function do so for one or both of two reasons: **Lack of planning and/or lack of courage.**

As employees, we need to figure out which it is. A lack of planning usually happens for a couple of reasons: 1) the boss is "too busy" to stop and think about next year, so just doesn't do it. 2) the boss doesn't know how to plan and budget at all. A lack of courage means that the boss just doesn't have the confidence to make and defend requests for resources to his or her own bosses. That uncertainty leads to caving in when challenged or when cuts are requested.

Advice: Too busy/doesn't know-how... take ownership of your own resource needs and document everything in detail. Ask for permission to coordinate a budget planning process for the team, that you will bring to the boss for review and approval.

Advice: No courage... Paint a picture of dismal results that will happen if resources aren't available. Explain ramifications in detail. 2) Always focus on Return on Investment. Learn to calculate and estimate true ROI of whatever request your making so the boss has more ammunition to get it approved. Offer to personally present or co-present the rationale and ROI with the decision-makers above.