



CASE STUDY #4

THE BUSY BUT UNPRODUCTIVE MANAGER

THE SITUATION

She's always busy and she gets a lot done, but it often seems to be at great sacrifice. She doesn't complain often about the stress, but she doesn't hesitate to make sure it's known. Others quietly worry about her burning out or shutting down, even though much of the stress and pressure is self-induced. And although not obvious, her bench strength is not being developed because she always believes that to get it done right, she must do it herself. Indeed, she gets a lot done and she does the work right, but crossing off the low to medium priorities seems to, at least at times, be at the expense of advancing the big stuff.

THE CHALLENGES

- Micromanaging details and the related work is unhealthy in more than one way. It keeps a team from growing, it makes the work inefficient and unscalable, and it often results in improper priority management.
- She's become a risky single thread. If she burns out or experiences health challenges, the company suffers, and the team suffers because she doesn't share her knowledge, empower her people, engage in active delegation or prepare the next generation of leadership.

STRATEGIC RESPONSE

- Use professional assessments to illustrate how she processes information, makes decisions, communicates with others and gets the work done. Use the facts. Show her how her scores in self-awareness, prudence, diligence, dutifulness and detailorientation contribute to unhealthy self and team management.
- Implement an actionable, priority-driven plan, and walk alongside her implementation until she achieves selfmanagement of the plan.

RESULT

Work-life balance is achieved through work-life choices

Balance is achievable only by making healthy work-life choices. She's learning to take care of herself, and that pursuing greatness in all things can slow productivity. She's learning to be less stressed and more productive by being mindful of when good is good enough.

Asking for help is not effective delegation

She's learning that asking for occasional help is not delegation, and that micromanaging the work deprives her team of teaching, coaching and development opportunities. She's learning to share the work, purpose, experience and development moments more frequently.

Getting the right stuff done right is the goal

Her coach is teaching her to use priority management tools like the Eisenhower Method to make sure progress is made on the right things.

CONCLUSION

It makes little sense to be good at something you ought not be doing at all. Doing things right without doing the right things leads to inefficiency, unnecessary stress, conflict and ineffective leadership.

[SEE OTHER CASE STUDIES](#)

[VISIT FITZGERALD MSI](#)

[REQUEST MORE INFORMATION](#)