



DO BUSINESS FASTER™

Jim's Profit Accelerator 155 Bandwidth Jail

A surprising number of executives say, "I just don't have the bandwidth...." to do whatever they say they want to do.

Now this is just nuts. Here's why:

- Yes, we all have capacity limits.
- Yes, we all have choices about how we spend our time.
- Yes, each of us has 24 hours each day.

SPEED BUMP: Bandwidth is about personal choices. Period.

Here's proof: Ask yourself: How much time did I spend today doing things that are neither priorities nor things I really want to do?

Answers:

1. If you replied "none," you need a minder, immediately, because you're unable to look at yourself objectively.
2. If you replied "some," whether or not you supplied a number, you've opened the door a crack to a whole new world of satisfaction for yourself.

The next time you hear yourself saying, "I can't because I don't have the bandwidth," STOP IMMEDIATELY and check yourself out. What are you really saying?

1. I don't want to do that.
2. I'm afraid to try to do that.
3. I don't think that's important for me to do right now.

SPEED BUMP: Replace "I don't have the bandwidth" with one of the above, out loud.

This is the first door out of bandwidth jail, because you're retrieved your personal agency (ability to act on your own).

Why is it that one person can lead GE (regardless of how you evaluate him), but you don't have the bandwidth to lead your smaller, less complex company? The average Fortune 500 CEO works 60–80 hours a week. You may think you don't work those hours, but you're closer than you think. Yet it's not about the hours, it's about the choices.

Here are three other doors to let you out of jail when you feel a bandwidth attack coming on:

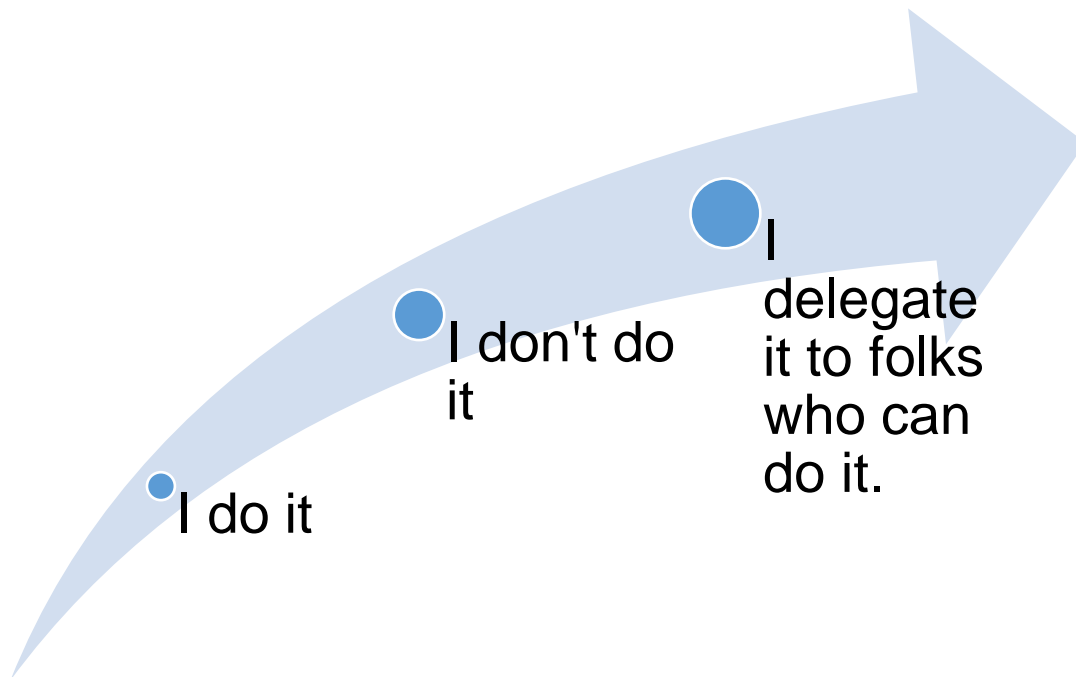
1. **Say no.** Not “I can’t,” but “it’s not something the company needs to do right now.” This moves responsibility for a better solution to the person who’s put you in the middle. Give it back, and let them wrestle out a solution. Do not follow up. They’ll be back if there’s a good answer.
2. **Say yes, and remove another item from your list.** The idea that there really are 25 hours in the day is obviously wrong, so don’t take on more than you can do. Be willing to choose among goods, as they say.
3. **Say yes, and delegate it.** Delegation is a handoff with a retriever, so you can check on progress at the right time. Hand it all over, so the other person has the responsibility for it. She may need advice or help, but that’s okay. Delegation may be the best trainer of all, if you see that help is close by.

Early in my career I was a trainee in a large company in Chicago. I was moved to a new assignment about every 18 months, just as I started to master the current job. I moved from terrified to just anxious, but the learning pace was remarkable. Full confession: I did ask, “Why do you promote people who don’t have the skill and experience to do that job?” Of course the answer was, “They’ll learn it.” Mostly it worked.

Here’s the secret, which you can steal: There were always several folks nearby watching. As I understood it later, they intervened just to keep me from driving off the road; otherwise they were invisible. (Invisible because I was too frightened to ask for help.)

SPEED BUMP: Bandwidth is about your bench.

Here are the steps, simplified:



As long as you think that you have to do the essentials, you'll have "bandwidth burn." As soon as you start looking for people to grow, help them, and support their development, your bandwidth will magically grow.

The needs of your business will always expand beyond your capacity. Where that's not true, there are no customers.

ACCELERANT: What immediate business need is stuck in your bandwidth?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: "How can I use this today?" or "Who can use this?"

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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