



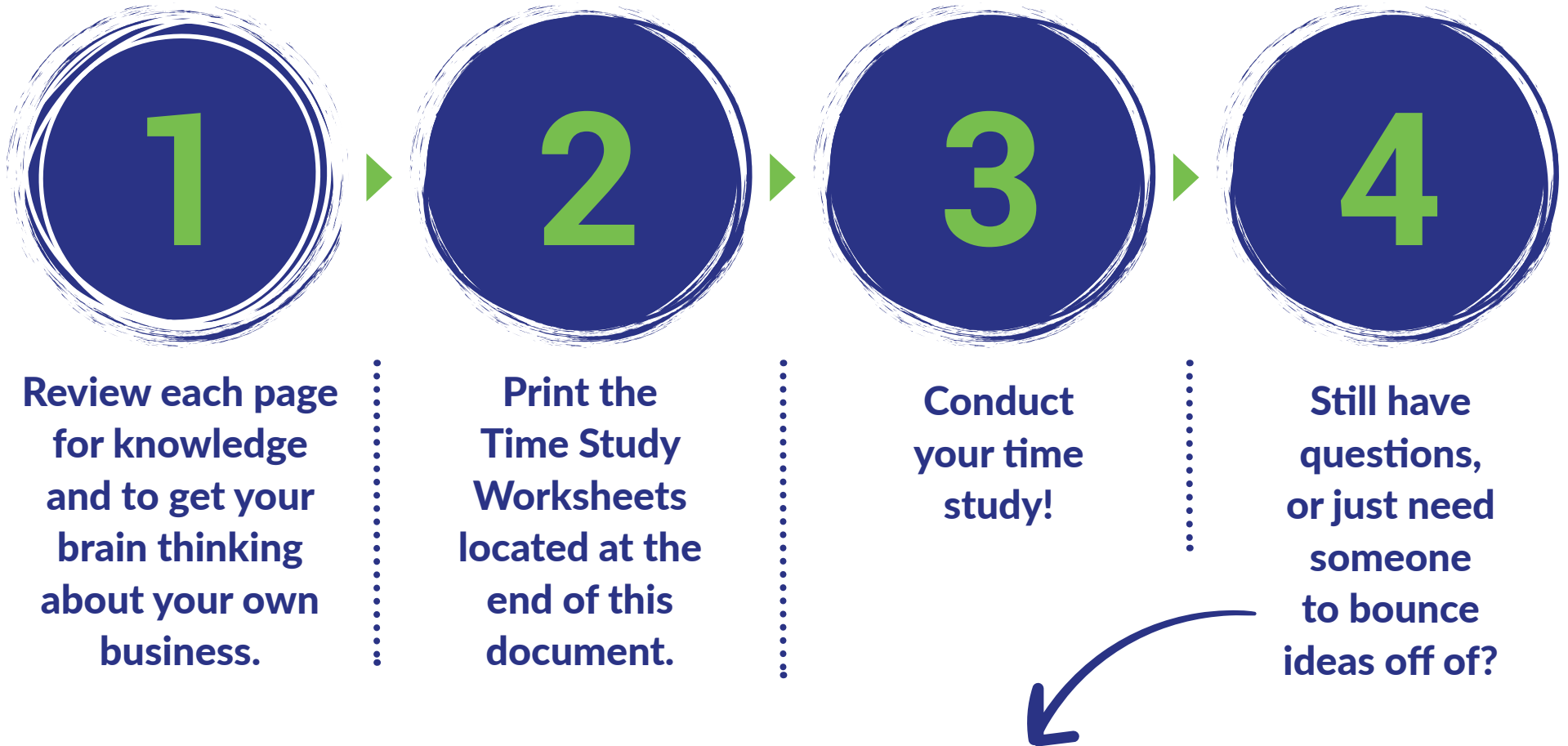
THE LEE GROUP

How Do You Know When You Need to Hire?

*A How-To Guide
for Small Business
Owners from
The Lee Group*

Aligning talent to grow businesses and change lives.

Here's How to Use This Workbook



Email **Sarah Fulton, Vice President of Operations** for The Lee Group, to set up a time to chat. She genuinely loves doing just that - brainstorming ways to help you find your way to scaling your business. sarah.fulton@theleegroup.com



Running a small business can often feel like juggling multiple responsibilities at once.

One common challenge many owner-operators face is being short-staffed.

This can lead to tasks not getting done, missed opportunities for growth and personal sacrifices in time and well-being.

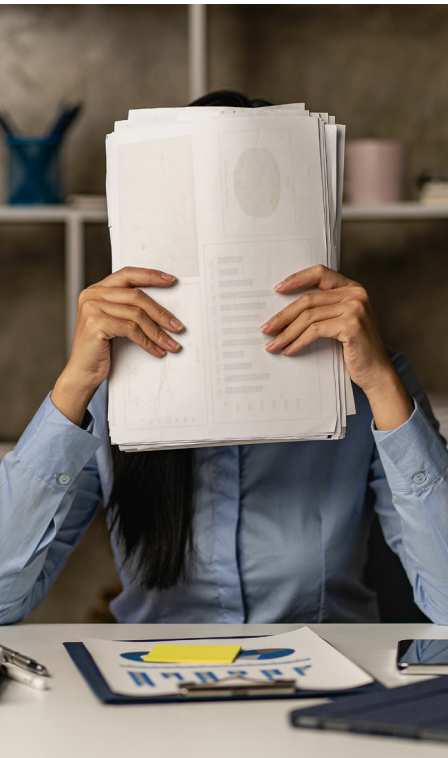
Use this how-to guide to help you determine when it's time to hire, whether you need to fill a vacant position or create a new one, and when outsourcing might be the best option.



Evaluating the Need to Hire

Evaluating the Need to Hire: Identify the Core Pain Points

Understanding the root of your staffing challenge is crucial.



Are you unable to finish tasks because of a vacant position, or is it because there simply aren't enough hands on deck?

YES

☐

NO

☐

Are you consistently working late and missing family dinners?

☐☐

Are you skipping social or family events to catch up on work?

☐☐

Are your hobbies and personal interests taking a backseat?

☐☐

Is your business reactive, constantly putting out fires instead of proactively planning for growth?

☐☐

Do you have a clear vision for the future but lack the time and resources to implement it?

If you answered yes to one or more of these questions, you likely need to hire.

Evaluating the Opening

When deciding to hire, assess whether the position in question is:

A Special Project

If it's for a finite duration, consider hiring a temporary worker or contracted vendor. For instance, if you're a restaurant owner dealing with failing point-of-sale software, you might need IT support temporarily rather than a full-time IT specialist. Temporary support might also be necessary for events, seasonal spikes or product launches.

A Recurring Need

For ongoing tasks, conduct a time study. Document all your daily activities, categorizing them into tasks only you can do, tasks that can be delegated and time-wasters that can be eliminated.



Delegate to Elevate

Delegation is essential for scaling your business and elevating your role. As an owner-operator, you should focus on high-value activities that drive growth and leave routine tasks to others. Conducting a time study helps identify areas where delegation can free up your time. From there, you can decide if you need to move tasks to someone else already in your organization, or create a new position to support your growth.



Hiring vs. Outsourcing

Hire for Recurring Needs: If the task is ongoing, such as accounting or regular IT maintenance, it's wise to hire a permanent employee. This creates continuity and ensures that someone is always available to manage these critical aspects of your business.

Outsource for Project-Based Work: For tasks with a clear start and end, like website development or a marketing campaign, contracting a vendor might be more efficient and cost-effective. This allows you to access specialized skills without the commitment of a full-time salary.

Delegate to an Available Employee: Don't forget this as an option, for both ongoing tasks or projects.

A man and a woman are smiling in a warehouse or storage area. The woman is sitting on a folding chair, and the man is standing behind her. They are surrounded by cardboard boxes and a table with various items on it. The background shows more boxes and a large window.

Practical Steps for Owner-Operators



Conduct a Time Study

Track every task you perform over a week.

Note down each activity, the time spent and categorize them as:

- Tasks only you can do.
- Tasks that could be delegated.
- Legitimate time-wasters.



You should conduct the time study FIRST and then go back to the right side of the activity log at the end of the day (or even days after the logs are complete) to categorize tasks only you can do, tasks you can delegate and time-wasters.

MORNING TIME STUDY WORKSHEET

TIME	TASK	Tasks Only I Can Do	Tasks That Could Be Delegated	Time-Wasters
Log Tasks in 15-minute increments		At the end of a workday, review your log and place a check mark in the column that aligns best with the task logged.		
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AFTERNOON TIME STUDY WORKSHEET

TIME	TASK	Tasks Only I Can Do	Tasks That Could Be Delegated	Time-Wasters
Log Tasks in 15-minute increments		At the end of a workday, review your log and place a check mark in the column that aligns best with the task logged.		
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Did you notice that our time study worksheets only went to 7:30 p.m.?

If you think you need more time (we gave you 12 hours to track), then you need to hire, or delegate!

Evaluate the Cost-Benefit



Consider the perceived value of the tasks. If you find yourself doing work that someone else could handle at a lower pay rate, it's time to delegate. Freeing up your time to focus on strategic growth activities is vital for scaling your business. Maybe you don't need to hire yet, but you have someone else on your team who can take some tasks off your plate.

Make a Decision: Delegate, Hire or Outsource?

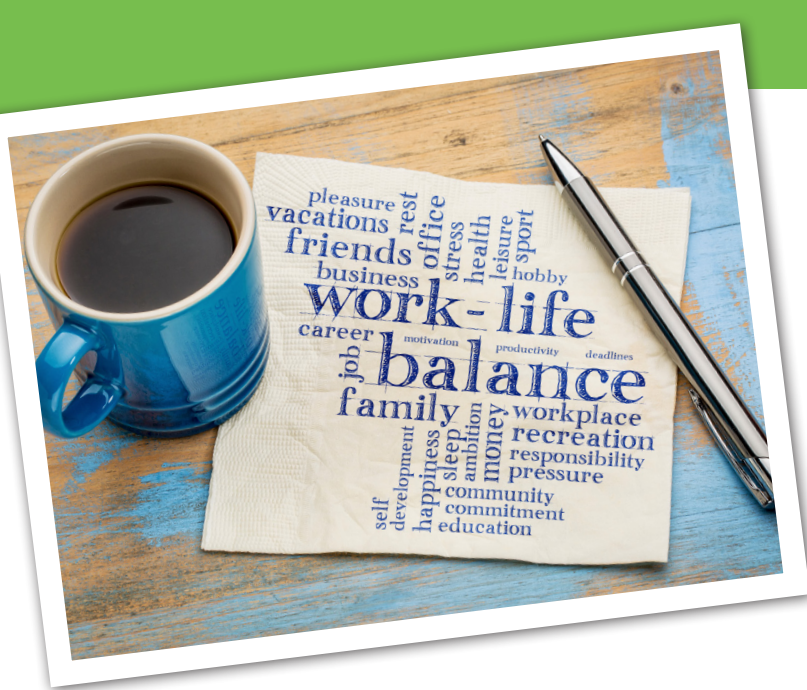


Ask yourself:

- Is this a task someone else on your team could handle? If yes, delegate!
- Do you have someone on your team that can take on additional tasks? If no, hire.
- Is this a recurring need? If yes, hire.
- Is it a special project with a definite end? If yes, consider outsourcing.

It really is that simple!

“Life is really simple, but we insist on making it complicated.” - Confucius



Knowing when to hire or delegate is essential for growing your business while maintaining a healthy work-life balance.

By evaluating your needs, understanding the nature of the work and conducting time studies, you can make informed decisions that benefit both your business and personal life.

Remember, the goal is to elevate your role, focus on strategic growth and delegate tasks that can be handled by others. Whether you choose to hire a new employee, tap into temporary staffing or contract a vendor, the right decision will free you from day-to-day operational burdens and allow you to focus on what truly matters:

SCALING YOUR BUSINESS AND ENJOYING YOUR LIFE.

ABOUT THE LEE GROUP

The Core Values That Guide Us

- We are purpose driven to change people's lives.
- We are authentic, straight shooters who are unafraid of the truth.
- We are approachable and genuine with a great sense of fun.
- We get it. Our business and our customers.
- We get it right.

Aligning talent to grow businesses and change lives.

Established in 1971, a dedicated and talented team of staffing professionals successfully turned a small family business into a big success story in Hampton Roads. Uniquely focusing on both executive search and staffing, The Lee Group is recognized as the leading provider of staffing services in the Eastern Virginia area, employing hundreds of associates every day. Our success has led our executive search consultants at Lee Group Search to the forefront of our industry, with a national reputation built on expertise, discipline and professionalism. Our dedicated team of staffing professionals works with an innovative process to interview and place only the best employees for our valued clients.

Time Study Workbook

Print and use the following pages to conduct your time study for the next week.



THE LEE GROUP

MONDAY MORNING TIME STUDY WORKSHEET

TIME	TASK	Tasks Only I Can Do	Tasks That Could Be Delegated	Time-Wasters
Log Tasks in 15-minute increments		At the end of a workday, review your log and place a check mark in the column that aligns best with the task logged.		
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MONDAY AFTERNOON TIME STUDY WORKSHEET

TIME	TASK	Tasks Only I Can Do	Tasks That Could Be Delegated	Time-Wasters
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TUESDAY MORNING TIME STUDY WORKSHEET

TIME	TASK	Tasks Only I Can Do	Tasks That Could Be Delegated	Time-Wasters
Log Tasks in 15-minute increments		At the end of a workday, review your log and place a check mark in the column that aligns best with the task logged.		
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TUESDAY AFTERNOON TIME STUDY WORKSHEET

TIME	TASK	Tasks Only I Can Do	Tasks That Could Be Delegated	Time-Wasters
Log Tasks in 15-minute increments		At the end of a workday, review your log and place a check mark in the column that aligns best with the task logged.		
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WEDNESDAY MORNING TIME STUDY WORKSHEET

TIME	TASK	Tasks Only I Can Do	Tasks That Could Be Delegated	Time-Wasters
Log Tasks in 15-minute increments		At the end of a workday, review your log and place a check mark in the column that aligns best with the task logged.		
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WEDNESDAY AFTERNOON TIME STUDY WORKSHEET

TIME	TASK	Tasks Only I Can Do	Tasks That Could Be Delegated	Time-Wasters
Log Tasks in 15-minute increments		At the end of a workday, review your log and place a check mark in the column that aligns best with the task logged.		
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THURSDAY MORNING TIME STUDY WORKSHEET

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THURSDAY AFTERNOON TIME STUDY WORKSHEET

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FRIDAY MORNING TIME STUDY WORKSHEET

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FRIDAY AFTERNOON TIME STUDY WORKSHEET

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SATURDAY MORNING TIME STUDY WORKSHEET

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SATURDAY AFTERNOON TIME STUDY WORKSHEET

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SUNDAY MORNING TIME STUDY WORKSHEET

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