



**This Is Your Life Podcast**  
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Michael Hyatt

**Michele Cushatt:** Welcome to *This Is Your Life* with Michael Hyatt, where our goal is to help you win at work and succeed at life. My name is Michele Cushatt. I'm your cohost today, and I'm sitting in the studio with Michael Hyatt. Hey there, Michael!

**Michael Hyatt:** Hey, Michele! How are you?

**Michele:** I'm doing well. Today is one of those episodes when I am becoming 100 percent student. Today we're talking about how you get help when you don't have a team.

**Michael:** Yes. A lot of people find themselves in that situation.

**Michele:** Absolutely. So many of our listeners are entrepreneurs, business owners who are working 60-70 hour weeks. They are really doing the job of maybe three or four people, but they don't have the finances or resources to be able to get a team.

**Michael:** Right.

**Michele:** So today we're going to hopefully help them know how to be able to kind of operate as if they had teams and come up with some ways to delegate when they don't have a staff. However, before we dive into that... You have a fairly large team now (we were talking about this earlier), but it hasn't always been this way. Correct?

**Michael:** Yes. I went from having a really large team of 650 employees at Thomas Nelson, where I had two full-time assistants... It was awesome. The downside of that was I didn't know how to do anything.

**Michele:** You had a team, but you didn't know how to do anything.

**Michael:** If I had something that needed to be overnighted, I gave it to one of my assistants, and it was on its way.

**Michele:** So if they were out sick, you were totally in trouble.

**Michael:** Oh, I was totally lost. Then I went from that to being a “solopreneur” where I didn’t have anybody, not even an assistant. Now all of a sudden, if I needed to get something overnighted, there was no one to hand it to. It was like, “What?” I had to find where the FedEx box was, learn how to fill out those forms on my own, and all of that.

**Michele:** I’ve never done that. You go from feeling like king of the world to feeling like an idiot that fast.

**Michael:** Yeah. So I had all of this stuff to do and was suddenly drowning in work. There was a lot of opportunity. That was the good news. The bad news was I couldn’t work quickly enough to keep up with all of the work. I was drowning in it, and I thought, “Man, if this is what it means to be an entrepreneur, I’m not so sure I want to sign up.”

But today I have about 15 people, people who specialize in different aspects of my business. What it has allowed me to do today... I think this is the vision for the place people can get to eventually. Some people are going to say to themselves, “I could never do that,” and I just want to say that’s a limiting belief, okay?

**Michele:** Yes.

**Michael:** Indulge yourself and think that whatever we’re going to talk about today is going to be a temporary solution in order to get you to the place where you have a team. If your dream does not require a team, your dream isn’t big enough.

**Michele:** Okay. Say that one more time.

**Michael:** If your dream does not require a team, your dream is not big enough.

**Michele:** That’s a big statement. Yeah.

**Michael:** If it’s just something you can do on your own without your team... I know. It is a big statement, but I really believe it. I believe what we need to be about is creating outcomes and impact in the world that requires more than just our ability, more than our smarts. It takes a team to do that. In the meantime, you have to survive, right?

**Michele:** Yes.

**Michael:** That’s what we’re going to talk about today. What I’m going to share today really came out of that time when I was a “solopreneur” trying to figure out how I could get by until I could afford an assistant and begin to build a team.

**Michele:** I have to say it's so reassuring for those of us who don't have a 15-person team just to be reminded you've been there. You know what that feels like. It hasn't always been this big team for you, so you have great empathy, and you have some great strategies for us to learn how to be able to delegate when we don't have a staff.

All right. Let's go ahead and dig in. We've talked about delegation many times at *This Is Your Life*, but it's both a skill and an art. You're going to help us unpack all of that. What is the first *strategy for delegating when you don't have a team*?

**Michael:** Yeah. The first one is to *triage your to-do list*. Not everything on your to-do list is of equal weight. The word *triage* is a medical term that's used on the battlefield. You go in after a battle, and there's the aftermath. There are patients who, no matter what you do, are going to die. There are patients who, no matter what you do, are going to survive.

So to deploy medical resources in trying to save people who are going to die or attending to people who are going to do okay and make it is a waste of resources. The ones you need to attend to are the ones in the middle who likely will die or have something bad happen without medical attention. Well, the same thing can happen with your to-do list. There are items that, no matter what you do, are going to get done.

There are items where, no matter what you do, you're not going to affect the outcome. What are the items on your to-do list that really require your attention in order to affect the outcome? What are the really important things? They may not be urgent, but what are the important things that are going to move the needle forward and enable you to be in a position where you can hire a team? For example, if you get caught up in a lot of tasks that don't generate revenue as a "solopreneur," a lot of stuff that's just busy work...

I mean, people will keep you busy providing free information, answering requests, or whatever. If you do a lot of that and you're not doing the stuff that's going to generate revenue, you are doomed to stay in that situation forever. It's kind of the proverbial or metaphorical situation where somebody is so busy fighting alligators that they don't have time to drain the swamp.

**Michele:** Oh, that's such a good metaphor.

**Michael:** Yeah.

**Michele:** I've found myself making that mistake quite often. I mean, I've done that many times myself. I get so caught up in kind of what seems immediate, but it's like I'm dealing with a bunch of random details rather than going to the heart of what I do.

**Michael:** Well, it keeps you from doing those things that are important. Again, the most important thing is digging yourself out. I really believe we're happiest when we can focus on what we're uniquely qualified and able to do.

**Michele:** I totally agree.

**Michael:** So today I focus on about three things, and that's it. The staff handles everything else. But it didn't start that way. I was doing everything from invoicing to booking my travel to handling every e-mail request and all of the rest.

**Michele:** I've been there. Yeah.

**Michael:** But if that's all I had done and I just hadn't said, "Look, stop the madness. These people can wait. I have to give attention to the things where I can really affect the outcome here..." In those early days, it was like getting more speaking engagements, doing more consulting...stuff that generated the revenue so I could afford to hire an assistant, then another assistant, and eventually the team I have today.

**Michele:** Excellent. Okay, so you begin with the first strategy for learning to delegate without a staff: triage your to-do list. What would be second?

**Michael:** Yeah. I want to say just one other thing on triaging your to-do list. Somebody you and I have interviewed is Greg McKeown, and he has written the book...

**Michele:** *Essentialism*.

**Michael:** *Essentialism*, which is an extremely valuable book. I think it provides a grid, a way for you to evaluate your to-do list and say, "Okay, wait. If I look at all of these things..." I don't care where you are in your entrepreneurial journey. There's always, always, always more to do than you have time to do.

You're always going to leave the office at the end of the day thinking, "I could have worked another two or three hours." You're always going to button up things on Friday (hopefully you do that) and say, "I could work through the weekend, and I still wouldn't be done."

**Michele:** And you'd get to Sunday night if you worked through the weekend, and there would still be more.

**Michael:** That's right.

**Michele:** It's always that way.

**Michael:** Then you're exhausted going into the week. So you have to determine what's essential, and Greg's book will help you do that. So that's the first strategy.

**Michele:** Okay. Great advice. Moving on to the second strategy...

**Michael:** Yeah. The second strategy I would say is to *use technology more effectively*. The first one really pertains to... If you can possibly delete it, delete it, but now we're talking about how if you can possibly automate it, you should automate it. You don't want to automate it first, because you don't need to be automating tasks that shouldn't be done in the first place, but once the tasks that are left have survived, a lot of them can be automated with current technology.

For example, my accountant said last week, "I need to get all of those Facebook ad receipts that are going to your account, and I also need to get your Amazon receipts and your iTunes receipts because we need a little more specificity in the books." Here's what I could have done. I could have gone back through my e-mail archive and manually forwarded every one of those to her.

Instead, what I created using Gmail was an e-mail filter that said, "Every message from now on that looks like this and is from this sender with these two words in the subject line... Forward those on to Raquel [my bookkeeper]." I did that once, and I was done. I had automated something rather than putting myself in the position of having to continually do that time after time. There would be times when I would forget and all of the rest. So you want to use technology more effectively, and that's an effective way to do it.

**Michele:** It may take some time for you just to... It may take an afternoon when you just have to think through, "Okay, what can be automated?" I mean, it takes some intentionality to do that, but invest a little time up front to save time later.

**Michael:** Well, the candidates for that are any things you do on a repetitive basis. You have to ask yourself the question, "Could this be automated?" In another episode, we've either talked about or are going to talk about (I've lost track now) e-mail templates for responding to requests on your time. That's a fantastic thing you can do as well, because it's a repetitive task that, using the computer and e-mail signatures, you can automate.

Here's another one. When I get a voicemail message, what happens to that? Do I need to call my voicemail service and retrieve that message and then decide what to do with it? No. What I do now is use an e-mail rule so when Google forwards that message to me, it goes not to me but to my assistant. She can decide whether I'm the one to handle it or someone else needs to handle it, and it's very rare that I ever see those.

**Michele:** For those who don't have assistants, is there a way to be able to set that up so the e-mail comes and gets filed in the right place to make it easier for you to go through it?

**Michael:** Sure. One of the things you can do for e-mail messages... Let's just say you're on the phone a lot and you get a lot of returned phone calls and e-mail messages. Well, you can get the voicemail function of Google Voice, and you can have all of these forward as e-mails to your account, and you can put those into a folder so when it comes time to return some phone calls, you can look in that folder and have them all queued up right there.

**Michele:** Mm-hmm. That saves a bunch of time. Okay. Good advice. Triage your to-do list and then use technology more effectively. I could certainly work on that myself. Okay, what is the third strategy?

**Michael:** The third one is to *negotiate out of previous assignments*.

**Michele:** Okay. Explain that one.

**Michael:** Okay. To me, my word is sacred. If I tell you I'm going to do something, I'm absolutely going to do it.

**Michele:** I'm the same.

**Michael:** If I don't do it, I'm going to own it because I really believe my word is sacred, and I expect other people to keep their word. To me, that goes to the essence of integrity.

**Michele:** It's integrity. Yes.

**Michael:** I want to make sure my actions line up with my words, okay?

**Michele:** Okay.

**Michael:** We may have done an episode on that in the past. I don't know. But that's important. However, that doesn't mean you can't attempt to negotiate out of commitments you've made. When we make that commitment, we don't have all of the facts at our disposal. It may cost more than we thought it was going to cost. It may require more time than we thought it was going to require.

There may be 1,001 things that are different once we get into it, so we can attempt to negotiate out of it. Now I still believe that if I can't negotiate out of it... If the other person says, "No. You said you were going to do it, and I expect you to do it," and I'm on the public record, I'm going to do it.

**Michele:** Yes.

**Michael:** I'm going to do what I said I was going to do even if it's expensive, inconvenient, or difficult. That's like my mantra. But that doesn't mean I won't attempt to negotiate out of it.

**Michele:** Give me an example of that so we can kind of play that out in our heads. What would be an example? Well, here's an example. Somebody asks me to endorse a book, and the endorsement is due right about the same time my own book is due, so I'm wrestling with... I know what it's like at crunch time as you're getting ready to turn that book in, right?

**Michael:** Right.

**Michele:** How would I negotiate out of that if I initially say yes? I tend to say yes. How do I negotiate out of that? What does this look like?

**Michael:** Well, here's the cool thing. Sometimes it doesn't even matter. You know what I'm saying? You might write to that person and say, "Hey, look. I'm kind of in a jam here. I know I told you I would endorse your book, and I will endorse your book, but my own deadline for my book is that same week [or whatever it is], and I just wonder if it would matter if I did this a week later. That's what I would like to propose back to you."

**Michele:** Okay.

**Michael:** Now what the other person might say is, "No. It's no big deal." So you've had all of this anxiety about how you're going to get it done...

**Michele:** We do that, right?

**Michael:** This happens all the time, and they say, "No, I don't care if you do it next week. In fact, take two weeks."

**Michele:** What about a speaking engagement, something that's a little bit bigger? What would you do with that if you were trying to negotiate?

**Michael:** Well, it depends on when you figure out you want to renegotiate it. Now are you talking about renegotiating that you're going to do it at all?

**Michele:** Well, I'm just throwing that out there as a possibility. Maybe it's scheduled a year from now. We book speaking engagements so far ahead. Then they find out (I'm just randomly thinking) family vacation is at the same time. Do they still just follow through on that, or is it possible to renegotiate?

**Michael:** Well, I would be willing to follow through on it because I gave my word to do that, and the fact I didn't get my calendar done and didn't put the big rocks (like my family vacation, which takes priority over everything else) in first... I have to own the fact that that's my fault, okay?

**Michele:** Okay.

**Michael:** However, I would write to them and just say, "Look. I have a problem. We're a year out, and I just wondered... I really would like to go on this with my family if I can. If I can't..." Let's say they have a promotion out or you're the big speaker for the event. You might have to follow through with it.

**Michele:** You might have to. Yeah. Okay.

**Michael:** You might have to have a hard discussion with your spouse and say, "Look, I screwed up. But as you know, integrity is really important to me, and I've given my word to this, so I'm going to fulfill it. I'm not happy about it, and I know you're not going to be happy about it, but I said I would do it, so I'm going to do it. Trust me, it will never happen again."

**Michele:** Again, we're talking about how to delegate without a staff, but the interesting thing is that those of us who are in the position of kind of being the one-man show with a growing business is that these kinds of things happen. We end up stumbling and getting stuck, and we don't always make the best decisions. So it's good to know there are some options we can at least attempt to use.

**Michael:** There are. I think nobody is going to fault you for asking, especially when they know your heart is to fulfill your word and keep that. To ask is not a problem. We often get into situations that just require more. They're bigger and more difficult than we thought, and to just ask the question... A lot of times, I've just found that it doesn't matter as much to that other person as we think it does.

**Michele:** Yeah. So many times that's absolutely the case.

**Michael:** Yeah.

**Michele:** Okay. What would be the fourth strategy for delegating without a staff?

**Michael:** The fourth one is to *ask for volunteer help*.

**Michele:** Okay.

**Michael:** You'd be amazed at how many people would be willing to help just because they love you, believe in what you're doing, and would like to have a part in it in some way. I wouldn't abuse that on my side of it, but there's everything from interns... This, by the way, can be a little bit controversial because there is a lot of abuse of interns where you're not really giving anything of value to them, but some people would just love to shadow you, learn what you learn, and be in situations they could never put themselves in by themselves.

**Michele:** Yes.

**Michael:** But they'd be willing to help and be volunteers if they just had the opportunity, so I wouldn't dismiss that. The other thing I love about that is it's a way to mobilize your tribe. There are people who may follow you on social media or whatever (I'm talking about people who produce content like we do). There are people who feel like you've been giving them all of this stuff for years, and they would love to have a way to give back, a way to be part of the larger mission. All you need to do is ask.

**Michele:** This is a novel idea for me because it never even occurred to me to do this, but recently two of my friends have done that. They've solicited the help of volunteers who were more than eager to help out. One has an intern. The other one has an assistant who is doing it as a volunteer because she just simply believes in the person she's working for.

**Michael:** Yeah. A lot of times we think, "Well, this could only happen in a non-profit context." Not true.

**Michele:** Not true.

**Michael:** This can happen in a for-profit context. I'll give you another example. One of the things Tony Robbins does at his big conferences... He has these amazing conferences, and he has a lot of volunteer help. He calls them his Crew. What it means is you get to come back to that same conference again and work, be somebody who's setting up and helping.

At the same time, you get to attend the conference again. People love to do that because they get a t-shirt. They get to feel like they're part of a larger community. Plus, it's a way for them to give back to something where they received much more than what they paid for.

**Michele:** Absolutely. Great advice. Today we're talking about delegation for those without a staff. We still have three more strategies for you. We're going to hit those in just a moment. Stick with us. We'll be right back.

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**Michele:** Today we're talking about delegation for team-less leaders. You may not have a staff. You may be working way too many hours every single week, but Michael has some strategies for you today to be able to delegate even if you don't have a team. So far, we've talked about... First, triage your to-do list. Second, use technology more effectively. Third, negotiate out of previous assignments. Fourth, ask for volunteer help, which is mindblowing to me. I think this is the one I'm going to take home and apply myself.

**Michael:** Good.

**Michele:** I love that. Okay, let's dive right into the fifth strategy.

**Michael:** Okay. It's to *use variable cost alternatives*. This is what I mean by that. We live in an amazing time, Michele. It used to be that as a businessperson, I thought that if I wanted help, I had to hire somebody full time. That was always such a hurdle, especially when I was a "solopreneur."

I thought, "I don't want to take on the additional overhead. There's so much uncertainty as to the future of my business, and I'm just not sure I can afford it." But then I was approached by a company called eaHELP when I kind of threw up a white flag of surrender and said, "I have to have help."

**Michele:** I love the people at eaHELP. They're great.

**Michael:** Yeah. They're fantastic.

**Michele:** Mm-hmm. They're excellent.

**Michael:** You can find out about them at [eahelp.com](http://eahelp.com). They're a virtual assistant company, so they provide virtual assistance for as few as five hours a week, okay?

**Michele:** Yes.

**Michael:** There are some other ones out there. There's a company called Fancy Hands where you can buy a certain number of tasks to be done. But these are variable cost alternatives. What I mean by that is that if you only need five hours, you can buy five hours.

**Michele:** Yes. Just from a financial standpoint, you pay by the hour, but you don't have to pay the same as you would if you had an employee. Correct?

**Michael:** That's right.

**Michele:** You don't have to worry about workers' comp and some of those things. Is that true?

**Michael:** Equipment and all of that kind of stuff... The virtual assistant is going to come with that. You're going to, in essence, pay for that. If you go to a virtual assistance company, you're going to pay kind of a surcharge, but here's what you get out of that.

**Michele:** You don't have to deal with all of the details of that.

**Michael:** You don't. You don't even have to find the person and hire them, which can be a really time-consuming thing for an entrepreneur who doesn't have time anyway.

**Michele:** Absolutely.

**Michael:** So I think it's a good bridge alternative. You could also find somebody who worked part time. Here's what happened to me. I hired Tricia for five hours a week. I think.. Oh my gosh. If she could just...

**Michele:** By the way, I love Tricia.

**Michael:** She was fantastic.

**Michele:** She's excellent.

**Michael:** She runs eaHELP now.

**Michele:** Yes. Oh yeah, that's true! She does.

**Michael:** Yeah. She was so good she got promoted. She's the president of the company.

**Michele:** You have to love those kinds of stories where they start out as the assistant and move up to head up the company.

**Michael:** Yeah. Well, that's how good she was. I miss her. Tricia did a great job. What were we talking about?

**Michele:** We were talking about how it kind of bridges. They take care of it, and...

**Michael:** Oh yeah. She was doing five hours a week, so I just gave her my inbox. I said, "Look, I'm going crazy. I'm getting so many e-mail messages, and I want you to book my travel." Well, that lasted about two weeks because what I found was that freed up five hours a week I could use to do higher-level income-producing activities. The truth is I had somebody managing my e-mail inbox, and I had somebody booking my travel, but I was paying them twice as much as I was paying Tricia. That would be me. Right?

**Michele:** Exactly.

**Michael:** So I was basically a high-priced, not-very-good assistant to myself.

**Michele:** So you fired yourself and hired Tricia.

**Michael:** So I hired somebody else who freed me up to do the stuff that really generated the income.

**Michele:** Yes.

**Michael:** That lasted about two weeks. Then we went up to 10 hours a week and then 20 hours a week.

**Michele:** I was going to say... It moved very quickly because her value was so high.

**Michael:** It did. Guess what? My income went up in tandem with that. So the more I turned over...

**Michele:** Yes, which is hard for most of us to believe.

**Michael:** It is.

**Michele:** Because it feels like such a gamble to make a commitment, to pay somebody when you're not sure you'll be able to recover that. But if you leverage that well and use that time it frees up, you make far more per hour than what you're paying out.

**Michael:** Totally. We had a guy in our Inner Circle mastermind... That's a group of guys I lead. We meet once a quarter here in Nashville. One of the guys... Not everybody is going to be in this situation, but this was just his situation. One of the guys asked him, "How much do you make an hour? I mean, if you take your annual profit, what you pay in taxes and all of that, what do you make an hour?" He said, "Well, about \$500 an hour." That's a lot, right?

**Michele:** Yeah. I think that's pretty decent.

**Michael:** This guy was struggling because he was doing a lot of his own computer programming. He has an online business. The person who was interrogating him, one of his fellow members in the mastermind, said, "Let me ask you a question. Would you pay a programmer \$500 an hour?" He said, "Heck no." The guy said, "Well, guess what you already are paying? And by your own admission, he's kind of second-rate."

**Michele:** Oh. I love that. That's such good insight. Did he accept the advice?

**Michael:** Oh, totally.

**Michele:** Good for him.

**Michael:** It was like a Copernican Revolution in this head. He suddenly realized the earth rotated around the sun. The other guy asked him, "Well, how much would you pay a really good programmer who knows how to do what you need to have done?" He said, "Probably about \$100 an hour." The guy said, "Okay, so if you pay him and it frees you up to do this activity that can generate \$500 an hour, you're still making a \$400 profit."

**Michele:** So why wouldn't you do it?

**Michael:** Why wouldn't you do it? I mean, he immediately went out and hired somebody.

**Michele:** That's so smart. I had something similar where... I mean, it's different, but I knew what my hourly rate was for coaching, speaking, writing, and all of that. At the same time, I was still cooking all of our meals and cleaning my house.

**Michael:** Okay. I know where this is going. Keep going.

**Michele:** There I was with four kids still at home, working full time, taking care of everything. I felt some obligation to... I wasn't above doing those things. I was happy to do them. There came a moment when the five or six hours I would spend cleaning my house every weekend, which was my only time with my family, was costing me...

I could more than pay for it in work time during the week. Finally my husband and I realized it made sense to have somebody clean our house to free me up to do what only I could do. Then our time on the weekend became about family time.

**Michael:** Yep. Absolutely. I had the same conversation with Gail in years past. It was really hard for her to hire a housekeeper.

**Michele:** Oh, it's very hard for me.

**Michael:** She just felt guilty. She said, "This is something I should be able to do." I said, "Yeah, but it doesn't free you up to do your best and highest work of loving on the grandkids, painting, and doing some things you really love to do." What really convinced her was that I said, "Besides that, you are depriving somebody of work. They need the income."

**Michele:** Yes. They do very well.

**Michael:** They might enjoy it.

**Michele:** Yes.

**Michael:** You're depriving these people of work. So now she has a totally different view of hiring help because she realizes it's a way to bless other people, to get them in their sweet spot, and to free her up to do more of what she does best.

**Michele:** Yeah. I mean, it took me decades to get to that place, but it has been one of the best decisions our family has made. All right, so use variable cost alternatives. What is the sixth strategy?

**Michael:** The sixth strategy is to *appeal for more resources*. This really applies in the corporate world.

**Michele:** Okay.

**Michael:** You know, there may come a point when you realize you've done all of these other strategies, all of the five previous strategies, and you still have too much to do, okay? So at some point you have to appeal to the boss for more resources, but there's a very specific way

you need to do it. It can never be about how you need to relieve yourself of this work because you're overworked and overwhelmed.

**Michele:** Yeah, that doesn't usually go over very well.

**Michael:** It doesn't really...

**Michele:** It sounds kind of whiny and negative.

**Michael:** Yeah. So what I always tried to do when I was trying to sell something to my boss (back in the days when I had a boss) was show them where it was in their best interest.

**Michele:** Absolutely.

**Michael:** I tried to show them that if we could hire that other person, it would obviously solve my needs for more resources, but it would be good for the corporation.

**Michele:** It would increase sales, maximize productivity, or...

**Michael:** Yeah. Exactly. So you have to frame it in terms of how it's to their benefit. That's the key. If you can do that, you can sell anybody anything.

**Michele:** It's so true. I mean, this one concept of framing it to the other person's benefit works in the book world, the corporate world... I mean, this is so powerful.

**Michael:** Yep. It works with your spouse (not that I've ever used it).

**Michele:** Mm-hmm. Oh, absolutely. Without a doubt. Well, what you're doing is putting yourself into the other person's shoes.

**Michael:** Yeah.

**Michele:** You're finding a way to serve their interests while you're serving your own.

**Michael:** That's right.

**Michele:** All right. So appeal for more resources. The seventh one?

**Michael:** This is the toughest one of all, but it's really important. *Summon the courage to say no.*

**Michele:** That's tough.

**Michael:** It kind of loops back to how we worry about triaging our to-do lists, except it's easier to do if it never makes it to your to-do list. All of those requests... Here's the deceptive thing. If you ask me to do something that's off in the distant future, there's a good chance I'll say yes because it just isn't that consequential right now. It's easy to say yes to something in the future.

The problem is that when I do that, I get to that future, and then I hate my life. I'll sometimes look on my calendar (it doesn't happen much anymore, but this used to happen) and see somebody whose name I don't even recognize. I was like, "What? I'm having lunch with this person on Friday? Who is this person?"

Then Suzie (or Tricia, back in the day) would say to me, "Well, that was some acquaintance who wrote in, and you said you wanted to have lunch with him." I was like, "I don't have time to have lunch with that person." But now I had to because, like I said before, I was going to keep my word, so I was going to go with a smile on my face and try to be as helpful as I could.

But if I had summoned the courage to say no then, it probably wouldn't have been that big a deal to them, and I would have saved myself all of that grief in the future. So do the courageous thing. I think saying no in a world of opportunity like we live in today is one of the most courageous things any person can do.

**Michele:** Absolutely.

**Michael:** Here's why. It means you're really trusting that that's not the last opportunity you're going to see. We can get in a place where we're operating out of scarcity. "If I don't say yes to that request to write that article, if I don't say yes to that request to be on that podcast, pretty soon all of the requests are going to stop, and then I'm going to be isolated here. I'm going to be broke." Nobody would say it out loud like that...

**Michele:** But that's what ends up happening.

**Michael:** That's right. It's just fear, so we have to confront that. Gail has this saying I love.

**Michele:** I love it.

**Michael:** Whenever we have to say no to something, she always says, "You know what? There's more where that came from."

**Michele:** Oh, I love that.

**Michael:** It's just a reminder of abundance.

**Michele:** She has some really good mottos like that.

**Michele:** She does.

**Michele:** It really helps reframe or shift the perspective on things we end up being trapped by.

**Michael:** So if we're going to be successful at this, I think we have to operate out of a position of abundance.

**Michele:** Yes. Muster the courage to say no. Okay, we have talked about seven strategies to learning how to delegate when you don't have a staff. I'm going to go all of those again just to recap. First, triage your to-do list. Second, use technology more effectively. Third, negotiate out of previous assignments if you can. Fourth, ask for volunteer help. Fifth, use variable cost alternatives. Sixth, appeal for more resources (again, if you're in an environment where you can). The seventh one might be the grand finale, the most important one here. Muster the courage to say no so you don't find yourself even in the position of needing to triage.

All seven of these strategies are ways for you to delegate even if you don't have a team. We talked about this before. Hopefully it's a temporary solution. We want you to move toward eventually having a team because you're dreaming so big that a team is an absolute must and part of the equation. In the meantime, these are ways for you to delegate without having that staff.

Well, if you've enjoyed today's episode, you can find the full transcript as well as all of the show notes at [michaelhyatt.com](http://michaelhyatt.com). In addition, you can go to that same website to find a video of this episode if you'd rather watch than just listen. In addition, we'd like to ask you to take just a few seconds to head over to iTunes and rate this program.

It's a great way for us to get this material into as many hands as possible and help spread the word. Thank you so much for taking just a little bit of your time to give that piece back to us. Michael, do you have any final thoughts before we go?

**Michael:** Yeah. You know, if you're listening to this and you feel overwhelmed, I would just say to you that how you're living now is unsustainable. Think of what's at stake. Resolve that you're going to take action, and imagine what could happen if you finally got the help you needed.

If you finally opened up your schedule and had more margin to do the things that mattered most, to enjoy the people who mattered most, your life could be totally different. Really, for

anybody, it's an intention away. It's setting the intention and then applying these practical strategies.

**Michele:** Well, thank you for joining us today.

Until next time, remember: your life, your one and only life, is a gift. Now go make it count.