

Consider this Case

Am I a Manager or Not?

The following request for advice appeared on the company's internal blog. This blog was set up so that employees (internal customers) could freely express concerns and ideas.

I'm in a situation where I manage three different groups; however, I am not really the manager but actually in the same job category as the people I "supposedly" manage. The problem is my boss has given me the responsibility of all of these jobs; however, I do not have the authority to delegate to any of the people I manage. They all go crying to my boss. My tendency then is to try to "do it all." I've spoken to my boss about the

way I feel, "responsibility but no authority" and he does not know what I mean. He says just give it to him and he'll find someone to do it. I feel disrespected, overworked and my self-respect is rapidly diminishing. What approach would be most effective for me to take?

Probes

1. Suppose you knew who this writer is and that you were the manager of her boss. What would you say to the manager to help resolve this problem?
2. What fundamental violations of good management principles are apparently being revealed by this employee?