

O P E R A T O R G U I D E

How to Hire Your First Operator

Your first operator is the person who runs the day-to-day systems so the work moves without you. This is not a manager. It is someone who builds and owns the processes. You can hire them full-time or bring in an execution partner for a scoped engagement.

01 What you actually need

- ☐ Someone who has run the work, not just advised on it.
- ☐ Someone who will work inside your tools and your team.
- ☐ Someone who names the first process they will build and when it will be done.
- ☐ Someone who gives you a fixed scope and a fixed price before they start.

02 Hire or bring in a partner

Hire when the business is large enough for a full-time seat and the systems are already built. Bring in an execution partner when the work is more than you can do but not yet a full-time role. The partner builds the systems. You decide later whether the seat becomes full-time.

03 How to know you have the right one

They start with how the work gets done. They name the first deliverable and the date. They work with your people. They leave the process running without them. If they hand you a plan and leave, keep looking.

Ask them to name the first process they would rebuild and how long it would take. If they cannot, keep looking.

04 What to do next

Write down the one process or system that is stuck. That is the starting point. Decide whether you need a full-time hire or a scoped engagement. Then find someone who has done the work before.