

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

What to Fix Before You Hire More People

Hiring more people before the processes are built usually makes the problem bigger. The new people still need you to explain the work. Fix the systems first. Then hire.

01 Signs you are about to hire for the wrong reason

- ☐ The work still runs through you.
- ☐ The same problems keep coming back.
- ☐ You are explaining the same process more than once a week.
- ☐ You do not have a written process for the role.
- ☐ The team is waiting on you for decisions.

02 What to fix first

- ☐ Write the processes the new person would own.
- ☐ Name the current owners.
- ☐ Put the work in the tools the team already uses.
- ☐ Set the weekly rhythm so the work moves without you.
- ☐ Decide what done looks like for the role.

03 When it is ready for a hire

The processes are written. The tools are in place. The weekly rhythm runs. The new person can follow the work without asking you every day. Then hire. Until then, the hire will not fix the problem.

If the new person would still need you to explain the work, the systems are not ready.

04 What to do next

Write down the role you think you need. Then write the processes that role would own. If those processes are not written, fix them first.