

HIRE BETTER, FASTER — SESSION 1

When to Hire

Participant Worksheet

How to use this worksheet: Work through each section during the session. Write your answers for your real business, not a hypothetical. You will leave with a completed hiring decision you can act on immediately.

1 Step 1 — Identify Your Hiring Trigger

Which type of hire are you facing right now? Circle or tick the one that applies.

New Role	Replacement	Growth Hire	Backfill
A function the business has never had before	Someone has left and the role must be filled	Pipeline justifies adding headcount now	A key person has moved up and their old role is open

The role I am hiring for /Job title or working title

Why this trigger applies to my business right now:

2 Step 2 — Test the Four Signals

Tick every signal that applies to your business right now. You need at least two ticked before the hire is justified.



Signal 1: Turning Work Away You are declining jobs or extending lead times because you lack the capacity to deliver.

Jobs declined or delayed last month

Estimated revenue lost: _____



Signal 2: Owner Below Hourly Rate You are doing tasks that a team member could do at a fraction of what your time is worth.

Tasks I do that a hire could absorb: _____

Hours per week I spend on these tasks: _____

Signal 3: Key Role Vacant A gap exists in the team that is directly costing revenue or damaging service quality right now.

How this vacancy is showing up in the business

Signal 4: Pipeline Justifies It Forward bookings and revenue trend support the additional fixed cost of the hire with margin to spare.

Forward pipeline value or booked revenue (next 90 days)

Weekly payroll cost of the new hire

3 Step 3 — Calculate the Cost of Delay

Putting a dollar figure on the vacancy makes the decision to hire (or not) a business decision, not an emotional one.

Revenue lost per week while the gap exists	
Owner hours spent on tasks the hire would absorb	
My effective hourly rate (revenue / hours worked)	
Value of owner time lost per week	
Total weekly cost of NOT hiring	
Total monthly cost of NOT hiring	

Weekly cost formula: Revenue lost + (Owner hours on low-value tasks x your hourly rate). If the monthly cost of delay is higher than the first month payroll of the hire, the hire is already overdue.

4 Step 4 — Acknowledge the Cost of a Bad Hire

The cost of delay is real — but so is the cost of hiring the wrong person. Complete both sides before you decide.

Cost of a Bad Hire (estimate)	My Estimate (\$)
Recruitment time (hours x hourly rate)	
Onboarding and training cost	
Lost productivity (months x weekly output)	
Team disruption and management load	
TOTAL	

5 Step 5 — Retention Readiness Check

Before you hire the next person, is your business ready to keep them? Rate each area honestly from 1 (poor) to 5 (strong).

#	Area	What to look for	Score (1-5)	Priority action
1	Recruitment Fit	Clear role brief, position description, and DISC profile ready before advertising	1 2 3 4 5	
2	Leadership and Engagement	Regular check-ins, clear feedback process, and accountability structure in place	1 2 3 4 5	
3	Culture and Values	Team culture is defined, visible, and consistently reinforced — not accidental	1 2 3 4 5	
4	Pay and Opportunity	Pay is competitive. A progression path exists. Team member can see a future here.	1 2 3 4 5	
5	Owner Behaviour	Owner is coaching and empowering — not just correcting and controlling	1 2 3 4 5	
TOTAL SCORE (25 = fully ready to retain)		/ 25		

Score 20 or above: you are ready to hire. Score 15 to 19: fix the weakest area before advertising. Score below 15: address the environment before bringing in a new person — you will likely lose them within 90 days.

6 Step 6 — The Hiring Decision

Based on everything you have worked through above, complete your hiring decision below. Write it down — a decision that is not written is not a decision.

My hiring decision:

- YES — I am hiring. The business case is clear and the environment is ready.
- NOT YET — I need to address the following before I advertise:

- NO — This hire is not justified right now. I will review again in:

My target start date for this hire	
The one thing I will stop doing once this person is in place	

7 Reflection — Before You Leave

My biggest insight from this session:

The one action I will take in the next 48 hours:

A question I want to bring back to the group:

Next Session: Who to Hire and Organisational Structure

Bring your completed hiring decision and the role title you are recruiting for.