



# HOW TO 6 HOW TO FIX MY CULTURE OF HEROES?

FIERCE TACTICS





# CULTURE OF HEROES?



” An organization (or part of) where certain people lead the organization and have specific knowledge and skills, causing others to depend on him.”

- Vacation or sick = constant questions
- You can't get to your own work until after hours
- You're up to your knees in operations when you should be focusing on the strategy and the future of your company
- You're constantly putting out fires
- There are too few documented procedures
- Responsibilities are concentrated with one or a few people

# RISKS

Organization can't function without a hero

From crisis to crisis

Growth is difficult

Not cost-effective

Burn-out and bore-out

Interpretation of the way of working





# MAKE YOURSELF DISPENSABLE



Create experts and back-ups



Give existing roles more responsibilities



Build levels



Create a RACI & org chart with responsibilities





# OPTIMIZE PROCESSES

## DOCUMENT

- Determine priorities and methodology
- Assign
- Implement NWOW

## PREPARE

- Worst case scenario
- Team runs operationally without the hero
- Escalations for exceptions

## FOCUS

- Multitasking doesn't work
- Agree on when you don't want to be disturbed
- Question time, earphones, concentration desk



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