



Hiring Diagnostic Matrix

Six kinds of overwhelm — and what each one actually calls for

THE STRAIN

WHAT IT REALLY MEANS

TEMPTING WRONG MOVE

RIGHT FIRST MOVE

Workload

real volume, hire-worthy

HIRE MAY HELP

Genuinely more work than the hours hold.

Nothing — but confirm it's real volume.

Match the role to the work: a staff or senior accountant.

Timeline

slow, not short-staffed

FIX SYSTEM FIRST

Work gets done, just late and out of order.

Hiring — you add one more person waiting.

Redesign the sequence, approvals, and priorities.

Cognitive debt

it's all in one head

FIX SYSTEM FIRST

Undocumented, tribal knowledge.

Hiring — a new person inherits no memory.

Document and systematize before you scale.

Task switching

attention, not capacity

FIX SYSTEM FIRST

Concentration shattered by interruptions.

Hiring — you can't hire attention.

Build a wall around focused close work.

Authority

can't decide, not can't do

FIX SYSTEM FIRST

Owens the outcome, not the controls.

Hiring — more staff, same stalls.

Fix decision rights and approval SLAs.

Process

the machine makes the work

FIX SYSTEM FIRST

Broken workflows manufacture labor.

Hiring — two people do the broken thing.

Fix and connect the workflow first.

Five of the six are solved by better systems, not more salary. Only real workload is a hiring problem — and even then, match the role to the constraint.