



# HEROES ARE EXPENSIVE

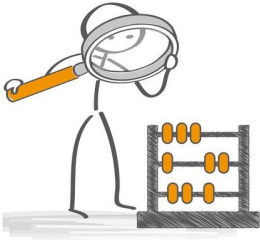
Extinguishing the Firefighting Culture



How to spot a hero



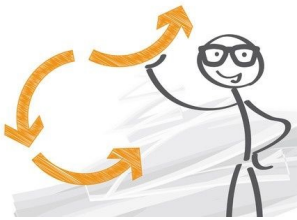
What leads to heroics?



What's the impact?



What can we do about it?



Redefining "hero"



# HERO METER

Unusual

PERSONALITY ISSUES

Common

Individual loves, seeks and gains attention

Individual gains self-worth from fixing problems

Individual loves (or needs) the excitement of drama

Someone feels "I do all the work around here"

Individual starts interpersonal conflicts so they can resolve them

Individual feels the need to be at every meeting

Individual hoards information

Nobody else understands the code this person has written

## CULTURAL OR SYSTEMIC ISSUES

In a "crisis" we can ignore our other work

Boss praises team for working weekend

Proactive effort is seen as a liability

There are bonuses for extraordinary effort

We rush to save the day without understanding the problem

People complain amongst themselves but don't raise the issue with offender

Less experienced team members copy the hero

Others hold back and let the hero "do their thing"

Recruiting ads ask for "Rock Star" or "Ninja"

## SITUATIONAL ISSUES

Only one person knows how to do this work

Poor planning results in emergency

Delayed decisions decrease time available to work

There's a legitimate emergency external to the organization

A genuine opportunity has arisen