

Great
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Business

EP2

Season 2

Cheat Sheet

Is It Time to Fire the Founder?

Featuring Nick Herinckx

By Rob Levin, Creator of [Greattalentpodcast.com](https://greattalentpodcast.com)
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You just heard Nick drop some major insights—from diagnosing scaling bottlenecks to evolving your CEO role, developing real managers, navigating remote work, and preparing for a successful exit.

This workbook helps you apply those insights in your business fast. No fluff, no jargon—just focused reflection, simple tools, and your next right step.

Section 1: Challenge Diagnosis: People or Process?

Nick said, *"We think it's a people problem when it's really a process problem."*

Quick drill:

- List 1–3 big challenges you're facing.
- **Gut check:** Did you label it a people issue?
- **Second look:** Could it be a process, system, or clarity issue?

Challenge	My initial diagnosis	Alternate Root Cause (Process/Structure?)

Section 2: Do Your Leaders Push You?

A-level leaders challenge you, advocate for their teams, and bring ideas.

Score each key leader from 1–5 (*1 = passive, 5 = proactive*).

Leader Name	Do they push me?	Example of push or missed opportunity

Reflection:

- Who needs coaching?
- Who should you lean into as a true partner?

Section 3: Founder Mode vs. Control Mode

Nick says your unique ability is your superpower—if used right.
It's what energizes you, sets you apart, and delivers unique value.

Reflect:

- What do I do that's easy for me, hard for others, and lights me up?
- Where am I still too involved outside my zone?

Checklist:

- ☐ I know my unique ability
- ☐ I spend most of my week using it
- ☐ I've delegated what drains me (or am ready to)

Plan One Shift:

What's one task or decision I'll hand off this month?

Section 4: Are You Developing Real Managers?

Most new managers were great individual contributors—until they weren't. Nick's point: They need training, feedback, and *personal growth support*.

Quick self-assessment:

- We have a manager training program
- We teach feedback, coaching, and delegation
- We provide external support (e.g., coaching, courses).

Biggest gap:

What's missing for your managers right now?

Next step:

What program or expert could help fill it?

"We get what we tolerate, so tolerate less."

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