

4 KEY TRAITS IN SCALING GROWTH COMPANIES

by Jay Ackerman, CEO



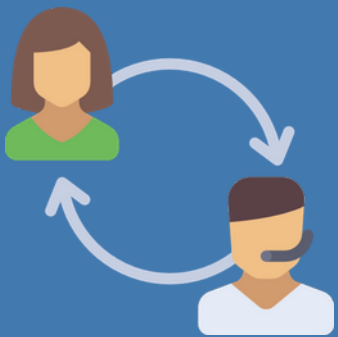
INTENSIVE FOCUS ON OUTCOMES, NOT ACTIVITIES

For early stage companies that are often burning cash, you need team members throughout the business that understand it's not about being busy but it's about delivering daily, weekly, monthly and quarterly that advance the business in meaningful ways.



AGILITY

The ground is always shifting and you need people that can adjust. Products evolve, your target market shifts, new customers emerge and you need talent that has the capacity and comfort to shift with it and move. In a prior company we talked about hiring business athletes. The importance and value of this trait can't be underscored.



CUSTOMER CENTRICITY

Much like Mark Cuban's focus on founders with a willingness to sell, I seek team members that are committed to making sure the customer is successful. They are willing to go deep to figure out how to best deliver for a customer, solve their problem and put in place solutions that ensure future customers don't repeat the same issues. It is not just the job of sales and project management to engage, serve and grow.



BUSINESS SAVVY

It's up to me and my finance leader to provide information to team members on business performance, value levers and key metrics. With this information, team members need to have the business awareness and savvy to understand and know how to operate accordingly. It can be challenging sharing too much information as you may overwhelm or create undue concern with employees who do not understand burn rates, valuation metrics and capital raising. But I know I'd rather our team have visibility and understanding. For example, when we choose not to replenish a set of computers early so we can direct more money to online advertising, everyone understands the choice and supports the decision.