

STARTUP CEO

**A FIELD GUIDE TO SCALING UP
YOUR BUSINESS**

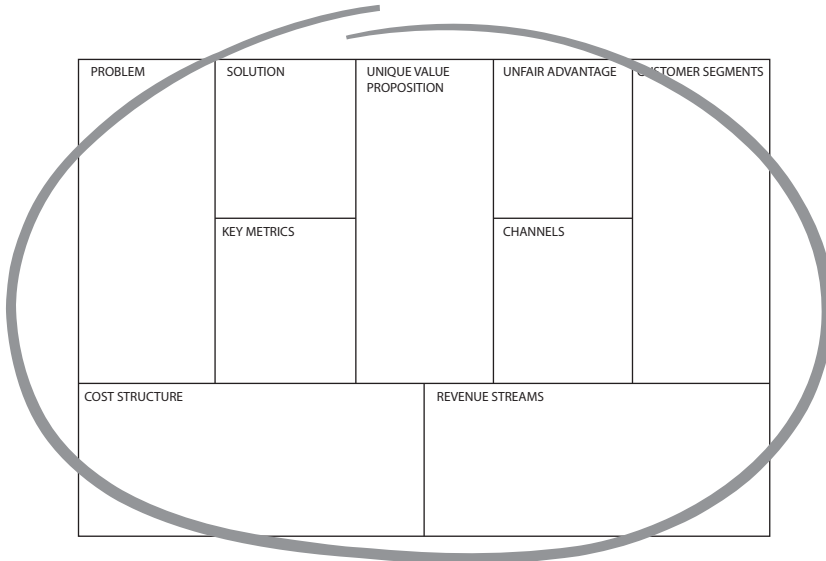
2ND EDITION

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Figure 3.1 Maurya's Lean Canvas Business Plan



your "business model" is the product

Lean Canvas is adapted from The Business Model Canvas (<http://WWW.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-Ported License.

Figure 12.1 Introducing the Feedback Matrix

	Informal	Formal
Performance	1:1	Performance Review
Development	Hallway Hoc	360

Table 12.1 Sample Development Plans

Skill	Action Items
Communication	<p>Clarity in all communications, especially those with sensitive messages. Potentially run sensitive messages by others before delivering to whole group.</p> <p>Continue eliminating <i>um</i> from vocabulary.</p> <p>With both the team and the board, be sure to evaluate all feedback before making value judgments or decisions, keeping more of an open mind, and note predetermining outcomes.</p>
Leadership	<p>Continue to demand more accountability throughout the organization – don't focus on being loved so much as being loved + respected + feared.</p> <p>Consciously weave into senior staff meetings: organizational learnings, more dialogue around commitments and deadlines, and consequences of missing them, communication techniques and instruments that the senior staff has learned from Triad Consulting.</p>
Job clarity	<p>Ensure that organizational and task ownership is appropriate, clear, and consistent.</p>
Support and development	<p>Make sure people have actionable development plans and that they are making progress on those plans throughout the year.</p> <p>See people's weaknesses more quickly ... be clearer and crisper about hiring or termination decisions.</p> <p>Make sure to have more out-of-office time with New York senior staff.</p>
Execution	<p>Ramp up personal contributions to sales and marketing execution, bringing personal priorities in line with corporate priorities.</p> <p>Spend more time with the sales force and pitching new large accounts.</p> <p>Make sure marketing is where we need it to be – keep raising the bar on output to make sure we have an extraordinary public-facing effort.</p>
Resource allocation	<p>Be more entrepreneurial and scrappier about running the business.</p> <p>Make sure to treat it like I'm spending my own money.</p> <p>Solicit more outside reads on spending or cutting if I'm struggling with a particular decision.</p> <p>When possible, try to get some distance from the actual analytics to be able to react more to the work of others and use my gut to make decisions, rather than being too analytical personally.</p>

Table 12.1 (Continued)

Developmental Area	Developmental – Action Items
Institutionalize impatience and lessen the dependency dynamic on me.	Make others as impatient as I am for progress, success, reinvention, streamlining, and overcoming/minimizing operational realities. Drive deeper understanding of the core. Raise the bar on the team. Develop the team as a team. Practice relentless follow-through.
Focus on making every staff interaction at all levels a coaching/mentoring session.	Manager feedback loops. Inquiry versus advocacy. Develop a practiced understanding of the difference between managing, coaching, and mentoring, and be able to transparently communicate to the person that this (one of these three) is the relationship/transaction that you are both engaged in. Shift from providing tactical solutions to encouraging strategic thought in others.
Continue to foster deep and sustained engagement at all levels.	Evolve my signature “personal touch” items to fit a larger organization, while still trying to “know” everyone: training, management training, interviewing, onboarding, 90-day check-ins, roundtables. Work with HR lead and executive assistant on technology platforms to institutionalize engagement. What’s the next major cross-functional project?

Figure 21.1 What kind of financing should you be looking for at the current stage of your startup?

Stage	Type of Financing				
	Angel	Preferred Equity w/ Seed/ Super Angel	Preferred Equity w/ VC	Venture Debt	Commercial Debt
Idea	✓	✓			
Business model	✓	✓	✓		
Revenue with business model		✓	✓	✓	
Predictable revenue and profitability path			✓	✓	✓

Table 26.1 Patrick Lencioni’s Meeting Framework from *Death by Meeting*.

Meeting Type	Time Required	Purpose/Format	Notes
Daily check-in	5–10 minutes	Share daily schedules and activities	Don’t sit down Keep it administrative Don’t cancel even when some people can’t be there
Weekly tactical	45–90 minutes	Review weekly activities and metrics and resolve tactical obstacles and issues	Don’t set agenda until after initial reporting Postpone strategic discussions
Monthly strategic (or ad hoc strategic)	2–4 hours	Discuss, analyze, brainstorm, and decide on critical issues affecting long-term success	Limit to one or two topics Prepare and do research Engage in good conflict
Quarterly offsite review	1–2 days	Review strategy, competitive landscape, industry trends, key personnel, team development	Get out of office Focus on work; limit social activities Don’t overstructure or overburden the schedule

Source: © The Table Group, http://www.tablegroup.com/books/dbm/death_by_meeting.pdf

Figure 41.1 Sample quarter-over-quarter time analysis.

