

From Start-Up to Scale Up

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What organizational challenges are you facing?



FROM ZERO TO 50: SIX ORGANIZATIONAL IMPERATIVES FOR HIGH GROWTH STARTUPS



Standardize
Hiring and
Onboarding



People
Management and
Leadership



Communication
and Collaboration



Scaling Culture



Organizational
Design



Customer
Service



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HIRING AND ONBOARDING

- This makes or breaks an organization
- Choose one person to own the process – design and delivery
- Internal vs. External recruitment?
- Evaluate culture fit
- Behavioral interviewing using the STAR method (*Situation, Task, Action, Result*) and a standard form



HIRING AND ONBOARDING

Problem-Solving and Innovation

Question Example: "Describe a time you identified a problem with a product or process. How did you address it, and what was the outcome?"

Evaluation Criteria:

- 1:** Unable to articulate a clear process or provide a relevant example.
- 3:** Identifies a problem and demonstrates a basic approach to solving it, with a somewhat effective outcome
- 5:** Proactively identifies complex problems, implements innovative solutions, and achieves measurable improvements.



HIRING AND ONBOARDING

Scoring Summary

For each competency, assign a score (1-5) based on the evaluation criteria. Sum the scores to calculate the candidate's total score.

Competency	Score
Problem-Solving and Innovation	
Collaboration and Teamwork	
Technical Expertise	
Adaptability and Resilience	
Customer-Centric Mindset	
Time Management and Prioritization	
Leadership and Initiative	
Total Score	

Evaluation Key:

- **30-35:** Outstanding candidate; strong fit for the role.
- **20-29:** Good candidate; may need development in some areas.
- **Below 20:** Limited fit; significant gaps in required competencies.



HIRING AND ONBOARDING

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- Choose one person to own the process – design and delivery
- Internal vs. External recruitment?
- Evaluate culture fit
- Behavioral interviewing using STAR method and a standard form
- Standardized 30–60–90 day onboarding plan built around the 4 E's – evaluation, education, experience, exposure.

Birkman Assessment

The Diamond 

The Diamond describes people's Usual Styles.

RED USUAL

Practical

Active

Decisive

Candid

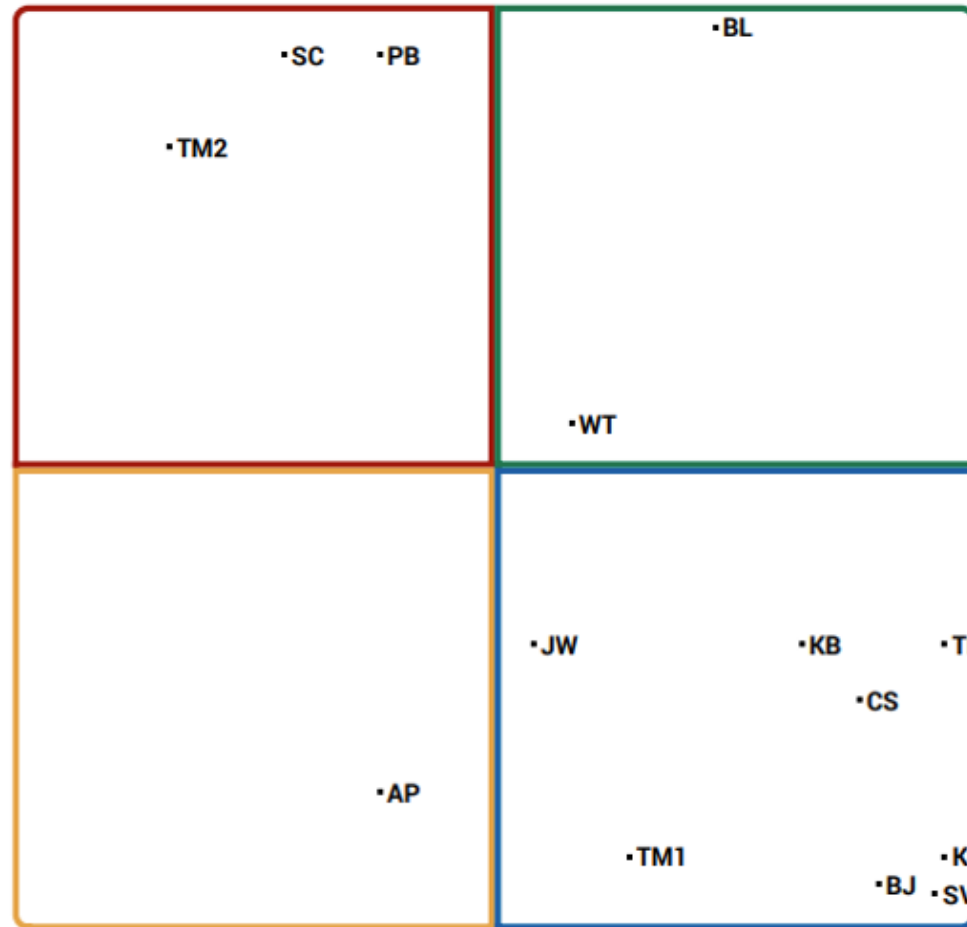
YELLOW USUAL

Focused

Collaborative

Independent

Consistent



GREEN USUAL

Flexible

Social

Responsive

Competitive

BLUE USUAL

Reflective

Selectively Sociable

Expressive

Suggestive



HIRING AND ONBOARDING

- This makes or breaks an organization

Onboarding goals and timeline for Product Developer

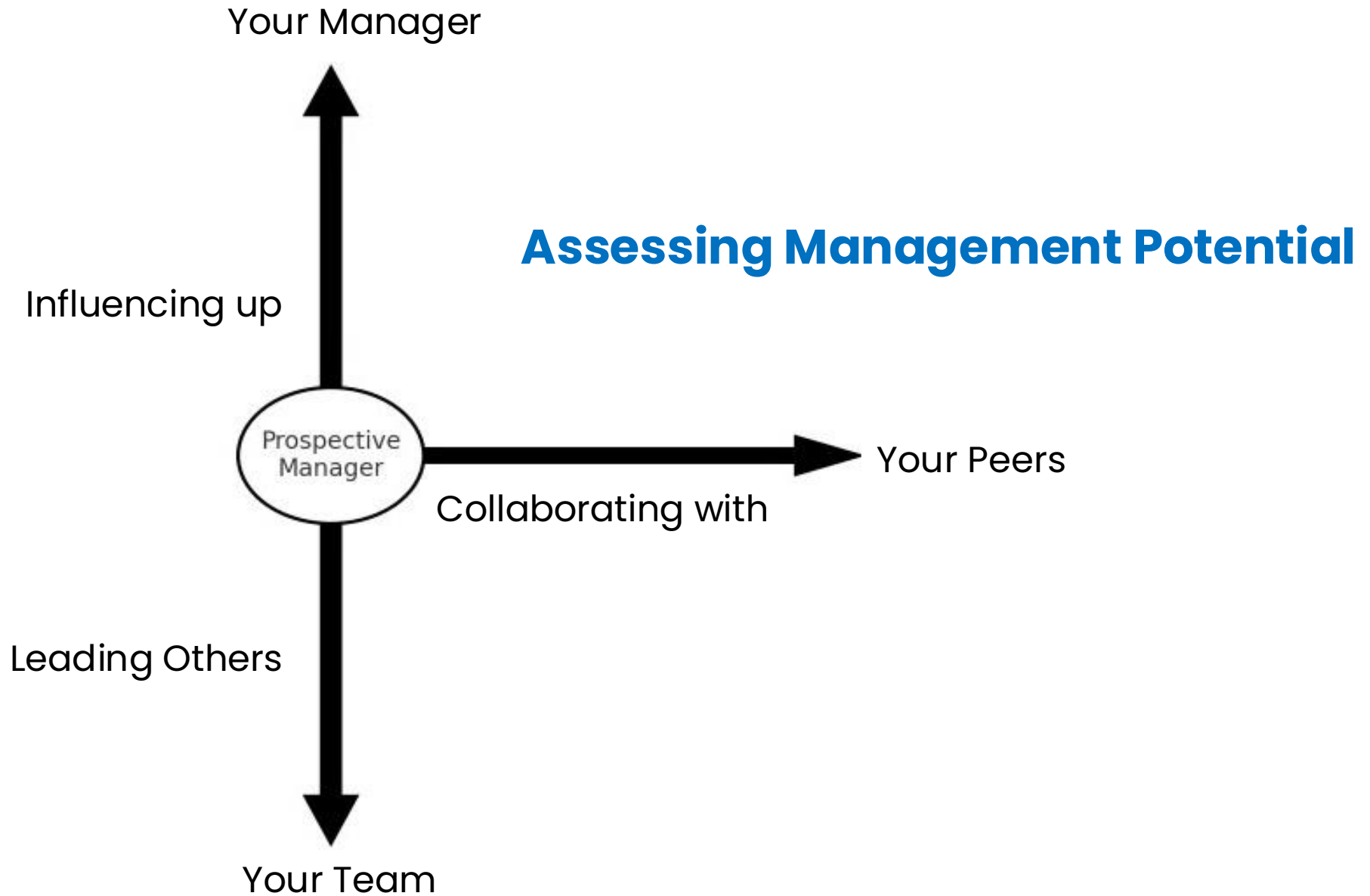
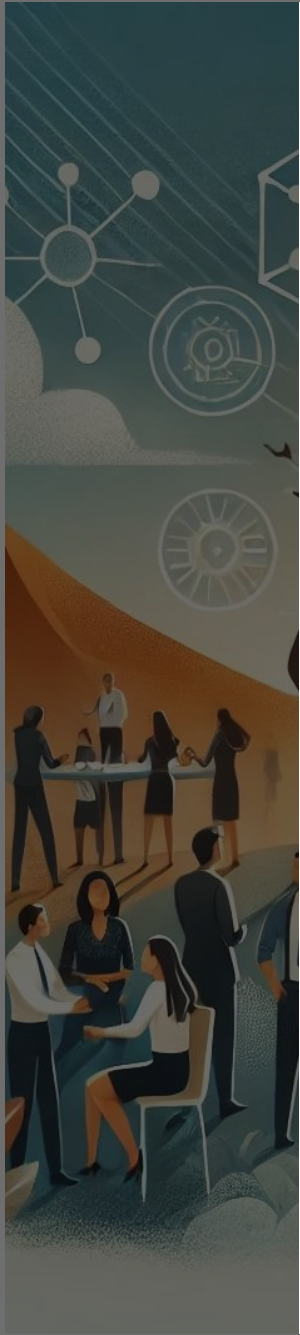
Timeframe	Focus Area	Key Goals
30 Days	Learn and Integrate	Understand the company, tools, processes, and product portfolio.
60 Days	Contribute and Collaborate	Contribute to existing projects and provide insights from customer feedback.
90 Days	Lead and Innovate	Lead a project or feature and propose meaningful improvements.

- 
- Standardized 30–60–90 day onboarding plan built around the 4 E's – eval, educ, exper, expos.



PEOPLE MANAGEMENT AND LEADERSHIP

- Every employee should have one manager
- Create a competency model and distinguish between *performance* and *potential*



Adapted from Grosse and Loftness, *Scaling Teams*



PEOPLE MANAGEMENT AND LEADERSHIP

- Every employee should have one manager
- Create a competency model and distinguish between *performance* and *potential*
- Invest in manager/leadership training



Leadership

Essentials



Session 1: Leading from our values

Understand the role of people leaders & how to demonstrate behaviors through our Core Values



Session 2: Building a high performing team

Learn how to adapt your leadership style to create high performance in your team



Session 3: Goal setting and ownership

Learn how to set & achieve BIG, business-aligned goals.



Session 4: Feedback and coaching for growth

Learn simple frameworks to give feedback & coach, empowering your employees



Session 5: Leading through change

Gain skills needed to lead successfully through ambiguity, change & uncertainty.



PEOPLE MANAGEMENT AND LEADERSHIP

- Create a performance management system that evaluates *performance* and *behavior*
- Determine when you need to move to formal people management – e.g., CTO or CEO is unable to keep up with one-on-ones or “balls are being dropped.”



SCALING CULTURE

What is culture?

**“How we do things
around here.”**



SCALING CULTURE

"The strength of a startup's culture is what makes ordinary people achieve extraordinary results." – Tony Hsieh



SCALING CULTURE

"If you don't intentionally build a culture, a culture will still form—but it might not be the one you want." – Andy Dunn, co-founder of Bonobos



SCALING CULTURE

"When growth and scaling are at the forefront, maintaining culture may seem less urgent. But remember, culture is the glue that holds teams together when the ride gets bumpy." – Unknown



SCALING CULTURE

- Ask, “What kind of company do I want to work for? What is most important to me? What do I need to be maximally effective?”
- Conduct a values and behaviors exercise.

Company A: Fundamentals, Core Values, and Supporting Behaviors





SCALING CULTURE

- Ask, “What kind of company do I want to work for? What is most important to me? What do I need to be maximally effective?”
- Conduct a values and behaviors exercise.
- Scale through cultural rituals
- Tie back into performance management



COMMUNICATION & CHANGE MANAGEMENT

“Organizations that are highly effective in both their **communication** and **change management** practices are more than **twice as likely to significantly outperform their peers** as organizations that are not highly effective in either of these areas. – Towers Watson report



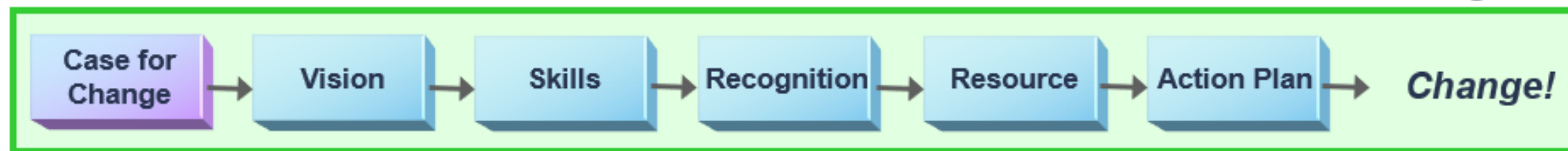
COMMUNICATION & CHANGE MANAGEMENT

Top Six Principles

1. Clarity is King
2. Decisions are not self-executing
3. Build a culture of transparency
4. Encourage feedback at every level (SBI – *Situation, Behavior, Impact*)
5. Be consistent across channels
6. Overcommunicate during change & always explain the “why”

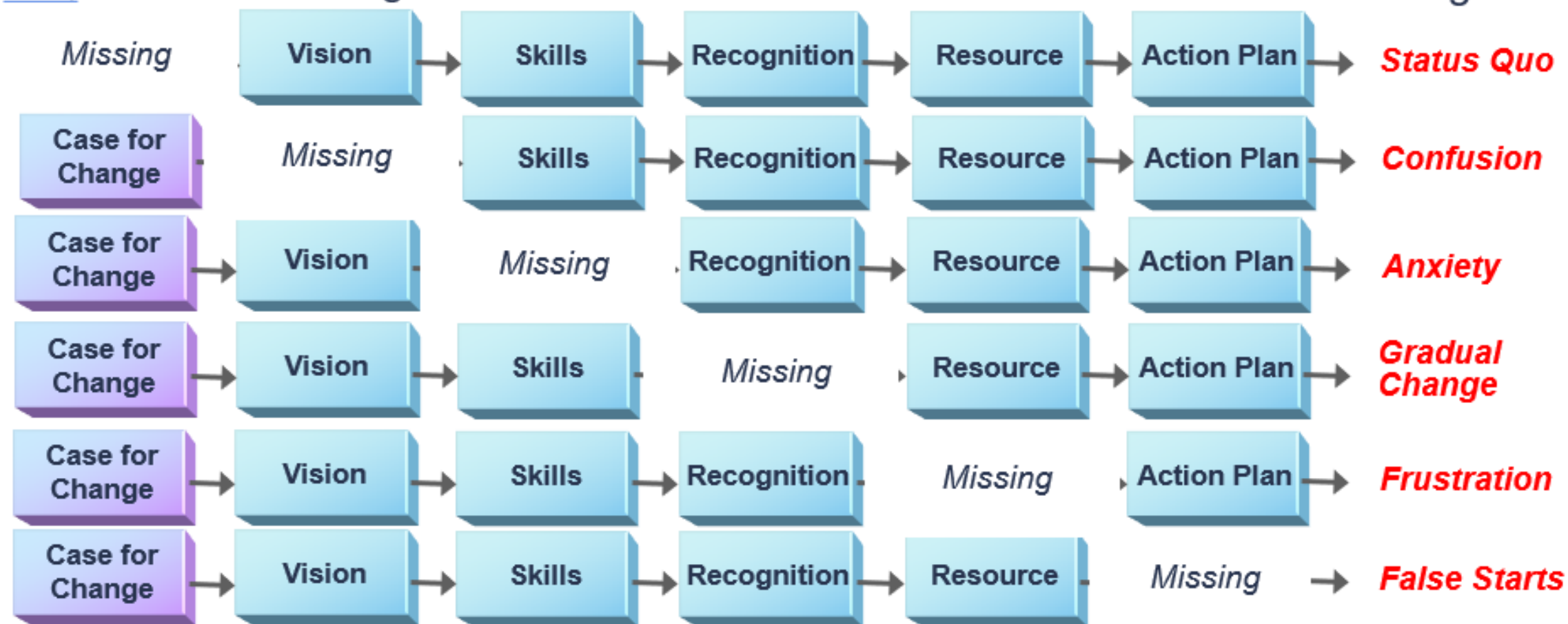
If we have all of these...

We get...



But, if we are missing...

We get...





WHAT DO WE NEED TO WORK ON?



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Let's Connect



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