

# Cultura y Tú

## Enamórate De La Palabra “Ganar”

**Prof. Joe Haslam**

*Executive Director, Owners Scaleup Program*

*Professor, IE Business School & IE University*

**Programa Formativo – Startup Leaders**  
**CEIN**

**Jornada 6: Jueves 29 Mayo 2025**  
**16h a 20h**



**Miguel Sodupe** ✓ · 1st

Director CSN | Entrepreneurship CEIN | Open Innovation

Pamplona, Chartered Community of Navarre, Spain · [Contact info](#)

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PROGRAMA FORMATIVO

**StartUp**  
**Leaders**  
by CEIN



## Joe Haslam

Executive Director, Owners  
Scaleup Program, IE Business...

Madrid, Community of Madrid

 IE Business School

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## Miguel Sodupe · 1st

Director CSN | Entrepreneurship CEIN | Open Innovation


4mo · 

Ayer se celebró el evento de cierre de la primera edición de Startup Leaders, un programa con el propósito de capacitar a personas con alto potencial de convertirse en futuros líderes de startups y de gestionar proyectos innovadores. Del cual, he tenido el enorme privilegio de ser el encargado de diseñar y poner en marcha desde CEIN.

Quiero agradecer a todos los que participaron en el evento: [Uxue Itoiz Mariñelarena](#), [Mikel Irujo Amezaga](#), [Garbiñe Basterra](#) y a [Miguel Arias](#) por compartir con nosotros sus valiosas experiencias y aprendizajes como emprendedor, directivo e inversor. También quiero reconocer al increíble equipo de CEIN, que hicieron posible que todo saliera a la perfección.

Igualmente, quiero dar las gracias a todos los ponentes que generosamente aceptaron nuestra invitación para venir a Pamplona y compartir su conocimiento y experiencia con los participantes: [David Bonilla Fuertes](#), [Eneritz Zubizarreta](#), [Javier Ruiz](#), [Elena Ibáñez](#), [Pepe Martin Garcia](#), [Joe Haslam](#), [Gorka Puente](#), [Ph.D.](#), [Josetxu Silgo Hernandez](#), [Alex Rayón Jerez](#), [Asier Rufino](#), [Juanjo Brizuela](#), [Eduardo Azanza](#), [Eusebio Reyero Garcia](#), [Mireia Badia](#), [David Miranda](#), [Gerard Olivé](#), [Hans Munz](#), [Unai Manso Eguitegui](#), [Daniel Tamargo Saiz](#), [Yéssica Vázquez Sampayo](#) y también a [Sergio González](#) y [Claudia Jiménez H](#) de [Innobide](#), que nos apoyaron en la gestión del programa.

No puedo dejar de agradecer a todos los participantes, quienes han hecho un esfuerzo excepcional al dedicar las tardes de los jueves a asistir a las clases en [Cein](#), participando activamente en ellas y haciendo que las mismas fuesen mucho más interesantes.

Si todo lo que has leído te ha parecido interesante (¡y sin duda lo ha sido!), tengo una excelente noticia: las inscripciones para la edición de 2025 que comienza en abril, ya están abiertas. No pierdas la oportunidad de formar parte de la segunda promoción de Startup Leaders inscribiéndote aquí: 

 [https://lnkd.in/d2xtn8\\_6](https://lnkd.in/d2xtn8_6)  





**ALEX RAYÓN**

Fundador Brain&Code, empresa de formación en tecnología para empresas. Fue Vicerrector de Relaciones Internacionales y Transformación Digital de la Universidad de Deusto y director de Deusto Data.



**JAVIER GALVE**

Fundador y CPO de World Wide Mobility, empresa que crea soluciones de software y hardware en el sector de la movilidad.



**SAGRARIO DOMINGUEZ**

Business manager en Bantec Group donde asesora en la gestión integral del I+D+i a empresas, agentes científico-tecnológicos y administraciones públicas.



**EDUARDO AZANZA**

CEO Veridas y Das Nano, ambas empresas de tecnología puntera en Navarra. Además trabajó durante 13 años en Acciona Windpower como director de desarrollo de producto.



**XAVIER ÁLVAREZ**

Xabier es co-fundador en Lawesome, donde es CEO y responsable del área de "Expansión e Innovación". Es especialista en el diseño y negociación de operaciones corporativas con un foco especial en el sector tecnológico.



**MIREIA BADÍA**

Mireia Badía, CEO de StockCrowd IN (fusionada con Grow.ly), plataforma de crowdlending autorizada por CNMV. incluida en la prestigiosa lista 'Forbes 30 Under 30' y premiada como Mujer emprendedora fintech en los Fintech Awards 2019.



**EUSEBIO REYERO**

Product design principal en ICEX, cofundador de Hackity app y CPVS, consultora de innovación. Además es Google sprint master y forma parte de Google developer expert.



**ASIER RUFINO**

CEO Tecnalia Ventures, dirige el área de inversión en nuevos negocios de uno de los centros tecnológicos mas importantes de Europa. Tiene una amplia experiencia en consultoría de estrategia e innovación.





### **EVA RODRIGUEZ**

Experta en estrategia y transformación digital. Ha sido vice presidenta de Santander Consumer Bank de transformación digital, sector consumo y ESG. Anteriormente fue head de Data, CRM y transformación digital de retail en Banco Santander.



### **GERARD OLIVÉ**

Fundador co-CEO de Antai Venture Builder, donde ha creado startups como Wallapop, Justbell (Glovo), Platanomelon, Carnov, Bepretty, Marmota. También es fundador de BeRepublic, consultora estratégica y de la agencia creativa BeAgency.



### **ENERITZ ZUBIZARRETA**

Fundadora de Globe testing, startup especializada en pen testing. Premio a la mujer empresaria alavesa en 2019. Actualmente es Services Manager en Izertis.



### **DAVID MIRANDA**

Socio Osborne and Clarke, abogado experto en startups. Ha asesorado tanto a fondos de inversión como a startups en rondas de financiación.



### **BORJA ARANGUREN**

CEO y cofundador de Cobee (ahora parte de Pluxee), empresa especializada en retribución flexible.



### **CAROLINA RODRIGUEZ**

Cofundadora de Spinoff, estudio de innovación que ayuda a startups y proyectos en su escalado. Es mentora en Aticco Lab y ha sido la directora del bootcamp de Design thinking e innovación de Miami Ad School Madrid.



### **DAVID BONILLA**

Emprendedor con más de 20 años en la industria del software, tanto en roles técnicos como de negocio. Fundador de Otogami y Manfred. Autor de *La Bonilista* y organizador de la TRGCON, conferencia nacional de tecnología.



### **HANS MUNZ**

Consultor experto en pricing. Ex-socio de Simon Kucher. Asesora a scaleups y corporaciones en sus estrategias de pricing.

**Florentina Oldani**

**Idoia Lizarraga Zubeldia**

**Héctor Gracia**

**Javier Muruzábal Domeño**

**CYNTHIA SALINAS**

**María José de Ulibarri**

FRANCESCO P. MARCHESE

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Alicia Elena

Torres García

# Cultura y Tú

Enamórate De La Palabra “Ganar”

1. Sobre Mi
2. ¿Y por qué?
3. Ganar
4. Gran Empresa
5. Recursos





# 1. Sobre Mi



X · <https://twitter.com>



**Joe Haslam**  

@joehas

Born in Ireland, Living 19 years in Madrid







# IE Business School – Madrid, Spain



1. Owners Scaleup Program (2 weeks, Madrid)
2. MIM - Scaleup Yourself
3. Executive MBA - Scaleup Fundamentals
4. International MBA – Scaling Your Startup

# OWNERS SCALE-UP PROGRAM BLENDED



DATE	DURATION	SCHEDULE	FORMAT
Apr 27th - Oct 21st, 2023	TBC	TBC	Face to face + Virtual
LOCATION	LANGUAGE	INTAKE	TUITION FEES
Madrid	English	April	TBC

## GOT QUESTIONS?

Have an informal chat with Eduardo to see if this program's a good fit for you.

### EDUARDO DEL OLMO

Program Advisor

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# IE is ranked 4<sup>th</sup> in the World for Entrepreneurship

FT MBA 2022 ranking: best for entrepreneurship teaching

Rank	School	Location
1	Stanford Graduate School of Business	US
2	Babson College: Olin	US
3	MIT: Sloan	US
4	IE Business School	Spain
5	University of California at Berkeley: Haas	US



# MBA is ranked 8<sup>th</sup> in the World

QS TOP UNIVERSITIES				Rankings > Discover > Events > Prepare > Apply > Careers > Community	English ▾	🔍	👤
METHODOLOGY WHAT IS QS STARS?							
Rank	↓ University			↓ Overall Score			
1	 Stanford Graduate School of Business 📍 United States			100			
2	 Penn (Wharton) 📍 United States			99.6			
3	 Harvard Business School 📍 United States			99.3			
4	 London Business School 📍 United Kingdom			98.5			
5	 HEC Paris 📍 France			98.3			
6	 MIT (Sloan) 📍 United States			97.9			
7	 Columbia Business School 📍 United States			97.1			
8	 IE Business School 📍 Spain			96.5			
→9	 Cambridge (Judge) 📍 United Kingdom			95.6			
→9	 IESE Business School 📍 Spain			95.6			



# STUDENT PROFILE 2022-2023

**+8,000**

*Graduate and postgraduate students.*



**+140**

*Nationalities.*



**81%**

*International.*

*Top countries: France, USA, Italy, India, Germany and México.*

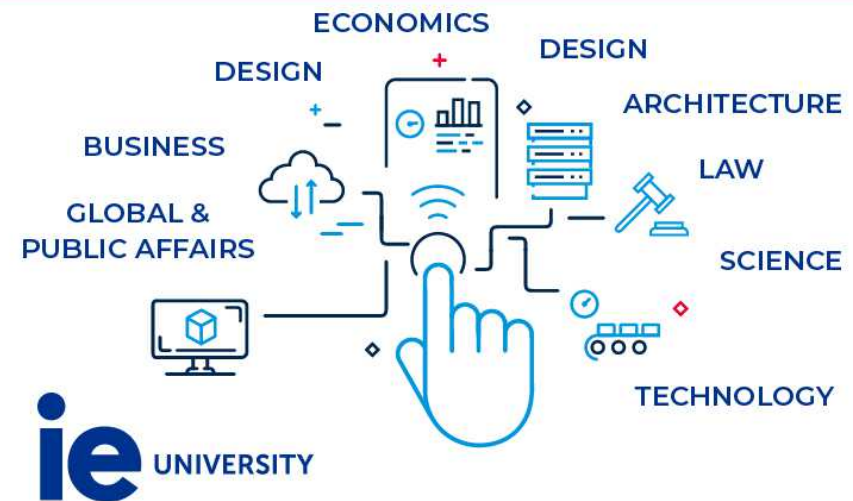


**52%**

*Women.*



## CAMPUSES IN MADRID AND SEGOVIA



OpenAI CEO Sam Altman highlights at IE University that ChatGPT is "the most enabling technology that humanity has ever seen" and calls for its regulation to reduce risks



<https://www.youtube.com/watch?v=n022rQJ68Yg>







Joe Haslam is a respected lecturer at IE Madrid, one of Spain's top business schools. He is known for his expertise in entrepreneurship, innovation, and venture capital, and he has played an instrumental role in shaping the entrepreneurial ecosystem in Spain and beyond.

Haslam brings a wealth of experience to his role at IE Madrid. Prior to joining the school, he was a successful entrepreneur and venture capitalist, having co-founded several technology startups and raised over €40 million in funding. He has also served as an advisor and mentor to numerous startups and has been a sought-after speaker at conferences and events around the world.

At IE Madrid, Haslam is known for his dynamic and engaging teaching style, which combines academic rigor with real-world insights and practical advice. He has been praised by students for his ability to challenge and inspire them, and for his commitment to helping them develop the skills and knowledge they need to succeed in the world of entrepreneurship.

Outside of the classroom, Haslam is a passionate advocate for entrepreneurship and innovation. He has been involved in numerous initiatives aimed at promoting startup culture and supporting entrepreneurs, including serving as a board member of the European Startup Network and founding the Spain Startup & Investor Summit.

Overall, Joe Haslam is a respected and influential figure in the world of entrepreneurship and venture capital, and his contributions to the field have been widely recognized and appreciated by his colleagues, students, and peers.

<https://openai.com/product/chatgpt>

# Marrakech.com: 1999 – 2006

## Raised \$75m, Scaled to 250 people



### **Sybex acquires on-demand procurement pioneer**

Dublin technology firm AMT-Sybex has bought up Marrakech, the European innovator of on-demand spend management solutions, for an undisclosed sum. AMT-Sybex already owned a €4.1 million stake in the dotcom survivor, which was set up in 1998 and has a customer base including well-known retail brands and government agencies.



# 1<sup>st</sup> startup from Spain to accelerated by Techstars USA (Boston 2015)



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4.7 ★★★★★ 9 Google reviews

Restaurant

Website

**Address:** Työpajankatu 2a R3, 00580 Helsinki, Finland







"Nunca ha  
sido más fácil  
empezar ....

pero nunca ha  
sido más difícil  
de escalar!"



## **'Dublin is the world's scale-up capital,' says HubSpot CEO Brian Halligan**

'One thing for certain is Dublin is the scale-up centre. All the companies are getting scale and HubSpot is one of them. Fast-expanding companies are crazy if they don't come to Dublin, in my opinion'  
- BRIAN HALLIGAN, HUBSPOT











### Inside Story - Europe's lost generation

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Joe Haslam

IE Business School

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## Bio

Professor Joe Haslam is the Executive Director of the Owners Scaleup Program at IE Business School in Spain. This is a program specially designed for small and medium sized companies that want to develop an exponential business model in order to scale. He is also the Academic Director of the Global Scaleup Program, a joint course offered by IE with the American University of Beirut. In the International MBA, he teaches an award winning elective called "Scaling Up Your Startup" and in the IE Master in Management he teaches a similar elective called "Scaleup Yourself!". In addition, he teaches a number of online programs for IE Executive Education. These include "Scaleup Fundamentals" for the Global Online and the Executive MBA Programs as well as in the IE Brown EMBA, a joint MBA that IE runs with Brown University in Providence, Rhode Island. In 1998, Prof Haslam was on the founding Team of Marrakech, a Dublin based e-procurement company that raised over \$75m in Venture Capital and scaled to over 250 people. He was the co-founder and Chairman of Hot Hotels, the first company from Spain to be accelerated by the Techstars program in the USA (Boston, Summer 2015). Joe has an M.Sc. from University College Cork and an MBA from IE Business School. He was born in Ireland but has lived in Madrid for the past 17 years.

## Courses

Scaling Product and Processes	Building Culture in a Scaleup	Why Scale a Startup?	Scale Up Specialization Capstone

## 2. ¿Por Que?



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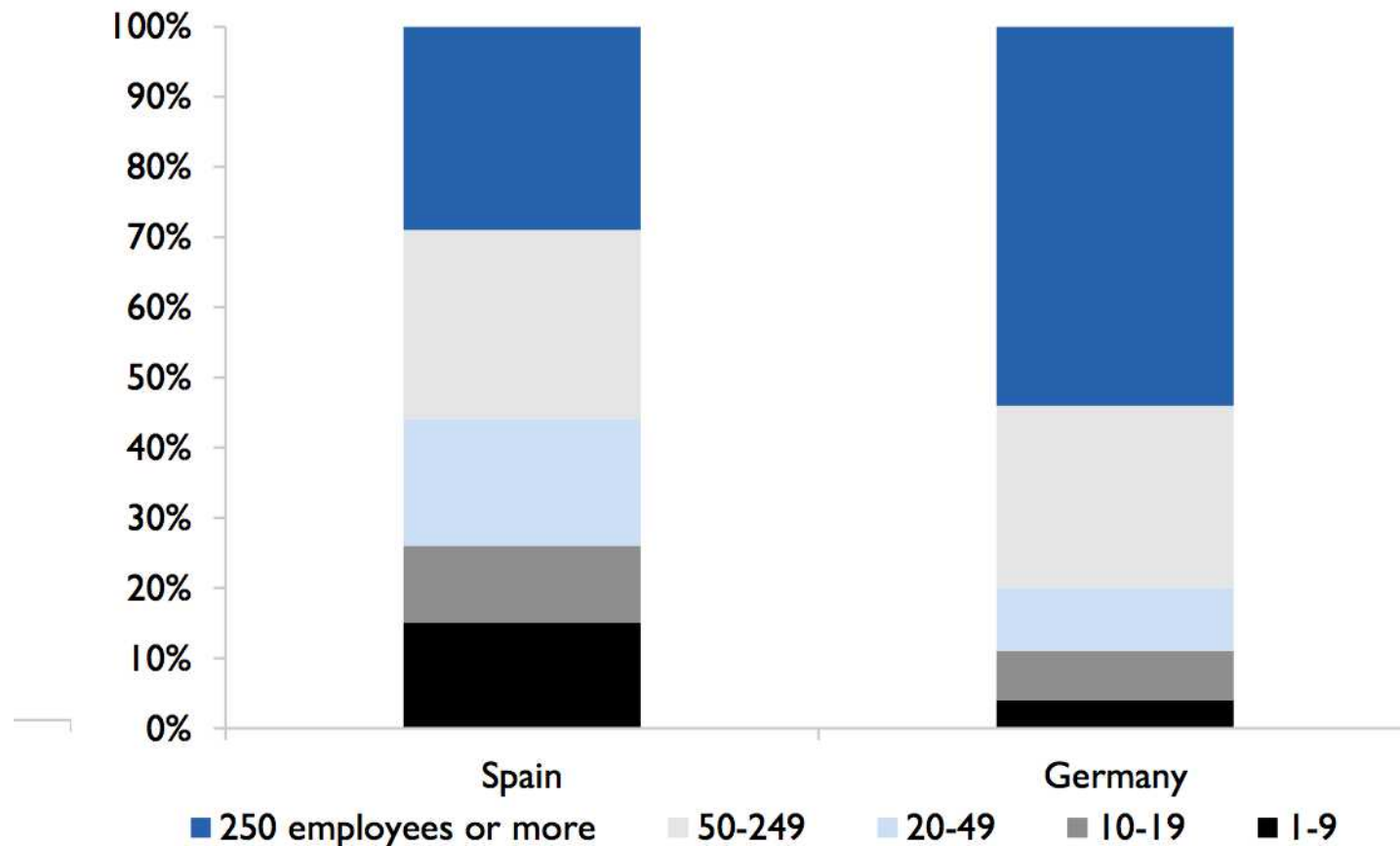


**Joe Haslam**  

@joehas

# Spain Needs More 250 Employee Companies.

**Breakdown of companies by sizes: Spain vs. Germany**



Source: Eurostat

# Italy Lacks Competent Managers Who Invest in Technology

But the most interesting entry in this literature is [Bruno Pellegrino & Luigi Zingales](#) who argue the following:

1. Italy's dismal productivity growth can be attributed to a failure to take advantage of the productivity-boosting benefits of information and computer technology (ICT) in the way many other countries have.
2. The ICT failure in turn stems from the fact that ICT boosts productivity only in the presence of competent management.
3. Italy lacks competent management because Italian companies have a much less meritocratic system for promotion and hiring than elsewhere in the developed world.
4. While (3) seems dysfunctional, the firm-by-firm evidence shows that it's actually adaptive in Italian conditions because the legal and banking systems are so dysfunctional that nepotism and clientelism are rewarded.



**Growing pains**

# Why British businesses don't scale up

**Britain has a great record with startups, but is less good at producing bigger, more productive companies**

Dec 10th 2016 | BATH



Yet this money, spread over the next four years, won't do much. In Wiltshire, Robert Perks runs the country's first local outfit dedicated to helping companies scale up. It is funded by businesses and government. He argues that what firms most need are management skills, and so he arranges mentoring for entrepreneurs who want their companies to grow. Management in Britain is distinctly average, and is most obviously improved by exposure to foreign markets and even takeovers. But, since most SMEs do not export, this remains a problem.

Entrepreneurship is "risky"  
mainly because so few of  
the so-called  
entrepreneurs know what  
they are doing.

Peter Drucker

# Las medianas empresas no deberían confundir el crecimiento con el escalado

por Ron Carucci

Julio 25, 2016

que han logrado. ¿Por qué? Ellos confundir el crecimiento para escalar. Crecimiento significa agregar ingresos al mismo ritmo que agrega recursos; escalar significa agregar ingresos a una tasa mucho mayor que el costo. Con una presión intensificada para mantenerse al día, los



- **Sustitúyase «estrategias» falsificadas por una identidad real del mercado.** Es asombroso cuántas empresas producen un plan financiero, documento de segmentación de clientes o previsión financiera cuando usted pide ver su estrategia. Las declaraciones de misión, visión y valores son otros suplentes comunes. Pero aunque todas estas cosas son importantes, no son una estrategia, y son insuficientes para definir quién es una empresa para su mercado, en relación con su conjunto competitivo. Lo peor de todo, estas empresas permiten que su identidad sea formada por cualquier cliente que compre más producto. Los ejecutivos de capitales a veces piensan que sus empresas son demasiado pequeñas para realizar un trabajo de estrategia en profundidad, pero piensan que esto está a su riesgo. Por ejemplo, Research in Motion, el fabricante de BlackBerry, perdió su liderazgo en el mercado puesto que no avanzó más allá de sus clientes corporativos tradicionales; no pudo entender el mercado de las aplicaciones móviles. Las empresas de todos los tamaños pueden identificar su posicionamiento competitivo, analizar amenazas y oportunidades, considerar sus capacidades únicas y las inversiones necesarias para protegerlas, y crear una lista de trabajos prioritarios para avanzar en su posición. Estas cosas son funciones de disciplina, no de tamaño.

- **Cree capacidad para escalar, no solo replicar.** Muchas empresas más pequeñas tienen la suerte de encontrar un nicho de mercado para un servicio o producto que crece rápidamente. Cuando esto sucede, «enjuagar y repetir» (o «montar la ola todo el tiempo que podamos») se convierte en el plan para gestionar el crecimiento. Este enfoque ignora la realidad de que un día la ola creará. Poder multiplicar rápidamente los éxitos no es lo mismo que construir un crecimiento sostenible. Tomarse el tiempo para diseñar una organización que pueda sostener el crecimiento es lo que distingue a los grandes ejecutivos de aquellos que eventualmente son arrastrados por la ola. La ampliación para gestionar el crecimiento implica cuestionar constantemente cómo debe verse su organización, antes de intensificar el crecimiento. Un cliente mío en el sector energético requería a ejecutivos regionales que discutieran escenarios una vez al año que exploraran el aumento de los costos energéticos, la reducción de los costos de los productos básicos y las fuentes alternativas de energía ganaran o perdieran terreno. Para cada escenario, crearon respuestas a amenazas de la competencia y sus consecuencias para la organización. El proceso fue poderoso y resultó beneficioso cuando surgió la oportunidad de expandirse a gas natural procedente de combustibles fósiles tradicionales. La compañía diversificó su cartera, mitigó el riesgo de larga data y capturó nuevos mercados que de otro modo habría ignorado, todo mientras construía una organización que podría escalar sin costos replicados.



- **Bienvenidos a la estandarización: no perderás el «ambiente emprendedor».** De todas las palabras que hacen estremecer a los líderes empresariales, pocos lo hacen más que «proceso». Asocian la palabra con burocracia corporativa. Temen que la estandarización de los enfoques del trabajo castrará la libertad empresarial y trabará la creatividad. Pero este es raramente el caso. Los procesos estandarizados liberan la creatividad porque liberan energía distraída que se consume reinventando enfoques cada vez que se hace algo. Con el tiempo, las organizaciones sin procesos estandarizados se convierten en una masa de confusión, redundancias y sobrecostos. Ejecutivos inteligentes preparar a la organización con procesos que promuevan la libertad creativa al tiempo que definen enfoques repetibles para el trabajo; de esa manera, la madurez aumenta a medida que el tamaño lo hace. Cuando las empresas publicitarias Draft y FCB se fusionaron, la nueva empresa, DraftFCB, quería un nuevo modelo que le diera una ventaja competitiva en un mercado lleno de gente. El modelo unió todas las disciplinas dentro de la empresa como los radios en una rueda, con el cliente como eje. En un año, DraftFCB, ahora simplemente FCB, estaba haciendo titulares de su enfoque, y los clientes quedaron tan impresionados por el poder de disciplinas separadas pero totalmente integradas que estaban pidiendo demostraciones para poder llevar el modelo a sus propias organizaciones.



# ESCALAR VS. CRECER

0:15 / 4:06



Daniel Marcos: diferencia entre Crecer y Escalar tu negocio

2,902 views • 5 Sept 2018

74 1 SHARE SAVE ...

[https://www.youtube.com/watch?v=i\\_2z5TOfRyA](https://www.youtube.com/watch?v=i_2z5TOfRyA)

# La diferencia entre crecer y escalar en 2021

Por Daniel Marcos - diciembre 26, 2020

Para comenzar a escalar una empresa necesitas enfocarte en 4 claves de la metodología Scaling Up:

1. Tener a las personas correctas en las posiciones correctas, haciendo las tareas correctas
2. Mantener tu estrategia simple que te permita crecer el doble que tu industria
3. Asegurar un modelo replicable
4. Conservar y efficientar tu flujo de efectivo

# **1. Tener a las personas correctas en las posiciones correctas, haciendo las tareas correctas**

Tu equipo es el grupo de personas que impulsarán o anclarán tu escalamiento. Como asesor he escuchado demasiadas veces: “si pudiera despediría a todo mi equipo”, “estoy cansado de los pleitos y conflictos irreconciliables”, “no debí contratarlos”, “mi equipo está desmotivado”.

Nuestras empresas necesitan de un equipo bien articulado, alineado, inteligente, saludable para operar y ser exitosas. Como líderes debemos jugar ajedrez en lugar de damas chinas, la diferencia es que en las damas todas las piezas se mueven de la misma manera, mientras que en el ajedrez las piezas se mueven de diferente forma, lo cual permite poner en juego diferentes fortalezas de tu equipo.

**Si quieres tener un gran equipo, necesitas enfocarte en resolver las siguientes preguntas:**

- ¿Cómo puedo tener a los mejores empleados?
- ¿Cómo puedo motivar a mi equipo en momentos de crisis?
- ¿Cómo puedo alinear a mi equipo cuando todo parece un caos?
- ¿Cómo puedo tener un equipo comprometido?



## 2. Mantener tu estrategia simple que te permita crecer el doble que tu industria

La estrategia es fundamental para escalar tu empresa. **Sin una estrategia eficaz y poderosa podrías pasar años siguiendo un plan poco efectivo** que te hará perder oportunidades y facilitará que tus competidores tomen el control de tu sector.

Estos son los indicadores que te ayudarán a saber si tienes una estrategia capaz de dominar en tu industria y diferenciarte de tu competencia:

- Tus clientes se pelean por adquirir tu producto o servicio.
- Tu empresa crece, al menos, 2 veces lo que crece tu industria.
- Tus clientes te recomiendan con sus conocidos.

### 3. Asegurar un modelo replicable

La ejecución disciplinada de tu estrategia es fundamental para escalar. Al ejecutar tu estrategia de forma sistemática, sin problemas y errores que cuesten tiempo y dinero, lograrás una rentabilidad 3 veces mayor.

Sin una ejecución disciplinada y eficiente nunca lograrás saber el alcance de tu estrategia. **¿Cuáles son los elementos que te permitirán evaluar el nivel de tu ejecución?**

- Surgen constantemente problemas innecesarios en tu empresa: envíos atrasados, pleitos en tu equipo, facturas incorrectas, etc.
- Parece que todos están trabajando más, esforzándose sin lograr resultados o gastando tiempo para arreglar cosas que debieron quedar desde un inicio.
- Tienes más responsabilidades y sientes el peso de la empresa sobre ti.



## 4. Conservar y eficientar tu flujo de efectivo

El efectivo es el oxígeno de tu empresa y es fundamental para el escalamiento.

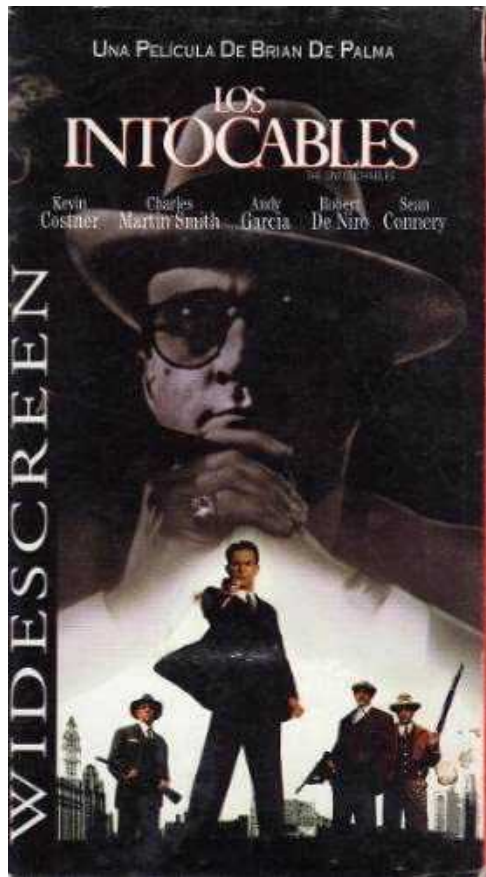
**Necesitas tener disponible los recursos suficientes** para operar, aprovechar las oportunidades que se te presenten o resistir cualquier crisis o escenario adverso que ponga en riesgo tu negocio. Las empresas más eficientes tienen reservas de efectivo de por lo menos 6 meses.

**¿Cómo puedes crecer tu efectivo en el contexto actual?** Si asumimos que los expertos en economía tienen razón y se reduce un 25% la producción mundial bruta de un total de \$88 billones, ¡todavía tendremos una producción de \$66 billones! Esto es el doble del tamaño de producción que en el año 2000, lo que significa que todavía hay una cantidad significativa de negocios que generar y aprovechar si tienes la mentalidad adecuada.

Con los cambios que el mundo hoy experimenta, los líderes empresariales debemos asegurar una eficiencia impecable en nuestras operaciones para tener empresas sólidas. Al implementar y enfocarnos en estas cuatro claves lograremos sobrepasar los obstáculos actuales y escalar nuestros negocios para hacerle frente al 2021.



“Nunca traigas un cuchillo a un tiroteo”  
Jimmy Malone (Sean Connery)



# FOUNDER MODE

September 2024

At a YC event last week Brian Chesky gave a talk that everyone who was there will remember. Most founders I talked to afterward said it was the best they'd ever heard. Ron Conway, for the first time in his life, forgot to take notes. I'm not going to try to reproduce it here. Instead I want to talk about a question it raised.

The theme of Brian's talk was that the conventional wisdom about how to run larger companies is mistaken. As Airbnb grew, well-meaning people advised him that he had to run the company in a certain way for it to scale. Their advice could be optimistically summarized as "hire good people and give them room to do their jobs." He followed this advice and the results were disastrous. So he had to figure out a better way on his own, which he did partly by studying how Steve Jobs ran Apple. So far it seems to be working. Airbnb's free cash flow margin is now among the best in Silicon Valley.



**Overlap: Business & Tech**  @Overlap\_Tech · 1 Sep



## Brian Chesky on going 'Founder Mode' during the pandemic

**Chesky describes the recent shift in his management style:** "I totally changed how I ran the company. I used to be very hands off. I democratized data. I was very much reactive and I thought my job was strategy and capital

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19

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# Founder mode

Paul Graham

## Overview

- Two ways to run a company: **founder mode** and **manager mode**
- Manager mode is well-known, taught in business schools
- Founder mode is less understood, but potentially more effective

## Characteristics of manager mode:

- Treats parts of the org chart as black boxes
- Avoids "micromanaging"
- Often described as "hire good people and give them room to do their jobs"
- Can lead to hiring "professional fakers" who may damage the company

## Characteristics of founder mode:

- Breaks the principle of CEO engaging only with direct reports
- May involve "skip-level" meetings as the norm
- Allows for more direct involvement across the organization
- Example: Steve Jobs' annual retreat with 100 most important people at Apple

## Observations:

- Founders often feel "gaslit" when told to run companies like managers
- VCs without founding experience may not understand how founders should run companies
- C-level executives can be skilled at "managing up"

## Future of founder mode:

- Currently not well-documented or understood
- May vary from company to company and change over time
- Could lead to better company performance
- Some successful founders may already be practicing aspects of it

## Predictions:

- Founder mode will become better understood and documented
- It will be more complicated but more effective than manager mode
- Some founders previously seen as eccentric may be vindicated
- The concept may be misused by those unable to delegate or non-founders trying to act like founders

Hire good people and give them room to do their jobs. Sounds great when it's described that way, doesn't it? Except in practice, judging from the report of founder after founder, what this often turns out to mean is: hire professional fakers and let them drive the company into the ground.

One theme I noticed both in Brian's talk and when talking to founders afterward was the idea of being gaslit. Founders feel like they're being gaslit from both sides — by the people telling them they have to run their companies like managers, and by the people working for them when they do. Usually when everyone around you disagrees with you, your default assumption should be that you're mistaken. But this is one of the rare exceptions. VCs who haven't been founders themselves don't know how founders should run companies, and C-level execs, as a class, include some of the most skillful liars in the world. [\[1\]](#)



**Christoph Janz** 🥥🌴🇺🇦🇮🇱🌸  
@chrija



1/ PG's 'Founder Mode' post has swept through the startup world like a tornado ... I can't remember the last time a post went SO viral. Instant classic.

It resonates SO well with founders because anyone who's ever tried to scale a company has deep scars from all those VP hires

6:21 am · 4 Sep 2024 · **4,594** Views





TECH

# Why We Prefer Founding CEOs

Ben Horowitz Apr 29, 2010, 2:36 PM CEST

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I'll be here when it fades to watch you flip like a renegade”

—Rakim, *Follow the Leader*

When my partner Marc wrote his post describing our firm, the most controversial component of our investment strategy was our preference for founding CEOs. The conventional wisdom says a startup CEO should make way for a professional CEO once the company has achieved product-market fit. In this post, I describe why we prefer to fund companies whose founder will run the company as its CEO.



**Sam Altman, Determination, Entrepreneur**



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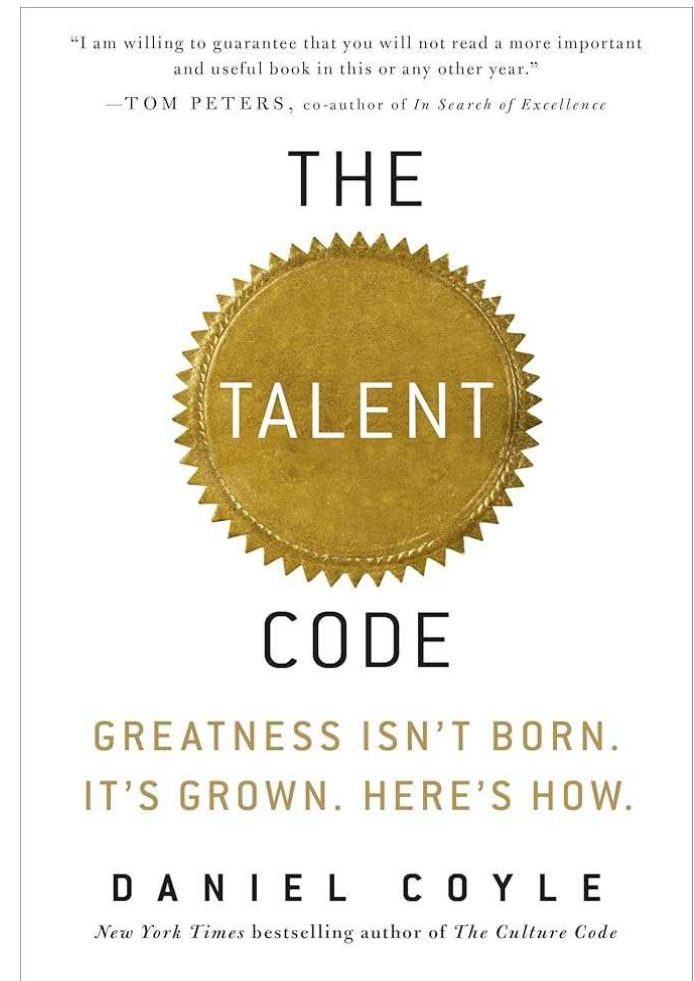


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# Do orphans rule the world?

Within this accomplished group the parental-loss club turned out to be standing room only. Political leaders who lost a parent at an early age include Julius Caesar (father, 15), Napoleon (father, 15), fifteen British prime ministers, Washington (father, 11), Jefferson (father, 14), Lincoln (mother, 9), Lenin (father, 15), Hitler (father, 13), Gandhi (father, 15), Stalin (father, 11), and (we reflexively paste in) Bill Clinton (father, infant). Scientists and artists on the list include Copernicus (father, 10), Newton (father, before birth), Darwin (mother, 8), Dante (mother, 6), Michelangelo (mother, 6), Bach (mother and father, 9), Handel (father, 11), Dostoyevsky (mother, 15), Keats (father, 8; mother, 14), Byron (father, 3), Emerson (father, 8), Melville (father, 12), Wordsworth (mother, 7; father, 13), Nietzsche (father, 4), Charlotte, Emily, and Anne Bronte (mother at 5, 3, and 1, respectively), Woolf (mother, 13), and Twain (father, 11). On average, the eminent group lost their first parent at an average age of 13.9, compared with 19.6 for a control group. All in all, it's a list deep and broad enough to justify the question posed by a 1978 French study: *do orphans rule the world?*\*






# 60% OF TOP 25 TECH COMPANIES FOUNDED BY 1<sup>st</sup> & 2<sup>nd</sup> GENERATION AMERICANS = 1.2MM EMPLOYEES, 2012

## Founders / Co-Founders of Top 25 U.S. Public Tech Companies, Ranked by Market Capitalization

Rank	Company	Mkt Cap (\$MM)	LTM Rev (\$MM)	Employees	1st or 2nd Gen Immigrant Founder / Co-Founder	Generation
1	Apple	\$416,622	\$164,346	76,100	Steve Jobs	2nd-Gen, Syria
2	Google	268,445	49,958	53,861	Sergey Brin	1st-Gen, Russia
3	IBM	239,530	104,507	434,246	Herman Hollerith	2nd-Gen, Germany
4	Microsoft	234,828	72,764	94,000	--	--
5	Oracle	172,044	37,230	115,000	Larry Ellison / Bob Miner	2nd-Gen, Russia / 2nd-Gen, Iran
6	Amazon.com	119,011	61,093	88,400	Jeff Bezos	2nd-Gen, Cuba
7	Cisco	116,904	47,252	66,639	--	--
8	Intel	105,721	53,341	105,000	--*	--
9	Ebay	65,357	14,028	31,500	Pierre Omidyar	1st-Gen, France
10	Facebook	63,472	5,089	4,619	Eduardo Saverin	1st-Gen, Brazil
11	EMC	53,347	21,714	60,000	Roger Marino	2nd-Gen, Italy
12	Hewlett-Packard	43,118	118,397	331,800	--	--
13	Texas Instruments	38,756	12,690	34,151	Cecil Green / J. Erik Jonsson	1st-Gen, UK / 2nd-Gen, Sweden
14	VMware	35,917	4,605	13,800	Edouard Bugnion	1st-Gen, Switzerland
15	Priceline	35,583	5,261	7,000	--	--
16	Automatic Data Processing	31,274	10,945	57,000	Henry Taub	2nd-Gen, Poland
17	salesforce.com	25,840	3,050	9,800	--	--
18	Dell	25,003	56,982	111,300	--	--
19	Yahoo!	24,306	4,987	11,700	Jerry Yang	1st-Gen, Taiwan
20	Cognizant Technology	23,648	7,346	156,700	Francisco D'souza / Kumar Mahadeva	1st-Gen, India** / 1st-Gen, Sri Lanka
21	Adobe Systems	20,640	4,373	11,144	--	--
22	Broadcom	19,713	8,006	11,300	Henry Samueli	2nd-Gen, Poland
23	Intuit	19,393	4,153	8,500	--	--
24	LinkedIn	19,357	972	3,458	Konstantin Guericke / Jean-Luc Vaillant	1st-Gen, Germany / 1st-Gen, France
25	Symantec	16,916	6,839	20,500	--	--
Total Founded by 1st or 2nd Gen Immigrants		\$1,590,800	\$507,516	1,151,835		

\*Note that while Andy Grove (from Hungary) is not a co-founder of Intel, he joined as COO on the day it was incorporated.

\*\*Francisco D'souza is a person of Indian origin born in Kenya. Source: FactSet as of 3/13; "The 'New American' Fortune 500", a report by the Partnership for a New American Economy; "American Made, The Impact of Immigrant Founders & Professionals on U.S. Corporations"

 Follow @sama

Posted 6 years ago

January 24, 2019 at 10:01 PM

2177289 views

I've observed thousands of founders and thought a lot about what it takes to make a huge amount of money or to create something important. Usually, people start off wanting the former and end up wanting the latter.

Here are 13 thoughts about how to achieve such outlier success. Everything here is easier to do once you've already reached a baseline degree of success (through privilege or effort) and want to put in the work to turn that into outlier success. [1] But much of it applies to anyone.

## 1. Compound yourself

Compounding is magic. Look for it everywhere. Exponential curves are the key to wealth generation.

A medium-sized business that grows 50% in value every year becomes huge in a very short amount of time. Few businesses in the world have true network effects and extreme scalability. But with technology, more and more will. It's worth a lot of effort to find them and create them.

# What I Wish Someone Had Told Me

1. Optimism, obsession, self-belief, raw horsepower and personal connections are how things get started.
2. Cohesive teams, the right combination of calmness and urgency, and unreasonable commitment are how things get finished. Long-term orientation is in short supply; try not to worry about what people think in the short term, which will get easier over time.
3. It is easier for a team to do a hard thing that really matters than to do an easy thing that doesn't really matter; audacious ideas motivate people.
4. Incentives are superpowers; set them carefully.
5. Concentrate your resources on a small number of high-conviction bets; this is easy to say but evidently hard to do. You can delete more stuff than you think.
6. Communicate clearly and concisely.
7. Fight bullshit and bureaucracy every time you see it and get other people to fight it too. Do not let the org chart get in the way of people working productively together.
8. Outcomes are what count; don't let good process excuse bad results.



the [@naval](#) rule applies, once the **founder** departs, the reason for setting up the company in the first place is gone and it's just internal politics from then on.



**Naval** @naval · 8 Sep 2019



**Founder**-mentality means not caring who gets the credit.



**Airchat** @getairchat · 31 May



.[@naval](#) on Importance of **Founder** Mentality at Startups:

Join the conversation: [air.chat/naval/post/2bb...](https://air.chat/naval/post/2bb...)

“Why behave like a **founder**, even if you aren't a **founder** of the company?

Because it's innate to you. Because you can't turn it off. Because it's just who you are and how you

[Show more](#)

# Nike: An Epic Saga of Value Destruction



**Massimo Giunco**

CMO/Brand Strategist/Human Being



July 22, 2024

All unexpected, isn't it? The CEO of Nike doesn't come from the industry. So, probably he underestimated consumer behavior and the logic behind the marketplace mechanisms of the sport sneakers and apparel distribution. Or wasn't aware of them. At the end, he is a poorly advised "data driven guy", whatever it means. It is more difficult to understand why the President of the Consumer, Product and Brand, a veteran of the industry, one of the creators of the Women's category in Nike, a professional with an immense knowledge of the company and the business, approved and endorsed all of this. Maybe, excess of confidence. Or pure and simple miscalculations... hard to know.

The truth is that together, John and Heidi created a cannibal ecosystem that ate brand equity, product equity, gross margin, market share, demand creation budget and consumer connectivity. In just three years...

<https://www.linkedin.com/pulse/nike-epic-saga-value-destruction-massimo-giunco-llplf/>

'A refreshingly honest reminder of what the path to business success really looks like . . . It's an amazing tale.' **Bill Gates**

# SHOE DOG



# PHIL KNIGHT

**A MEMOIR BY THE CREATOR OF NIKE**

'The best book I read last year. Phil is . . . a gifted storyteller.'

**Warren Buffett**



1. Our business is change.
2. We're on offense. All the time.
3. Perfect results count -- not a perfect process.  
Break the rules: fight the law.
4. This is as much about battle as about business.
5. Assume nothing.  
Make sure people keep their promises.  
Push yourselves push others.  
Stretch the possible.
6. Live off the land.
7. Your job isn't done until the job is done.
8. Dangers  
Bureaucracy  
Personal ambition  
Energy takers vs. energy givers  
Knowing our weaknesses  
Don't get too many things on the platter
9. It won't be pretty.
10. If we do the right things we'll make money damn near automatic.



# 3. Ganar



**Joe Haslam**    
@joehas



Quizá del gót. *\*ganan* 'codiciar', infl. por el germ. *\*waidanjan* 'cosechar'; cf. nórd. *gana* 'desear con avidez', noruego *gana* 'mirar con ansia'.

1. **tr.** Adquirir caudal o aumentarlo con cualquier género de comercio, industria o trabajo.

**SIN.:** cobrar, obtener, ingresar, embolsar, percibir, devengar.

**ANT.:** perder.

2. **tr.** Obtener un jornal o sueldo en un empleo o trabajo.

**SIN.:** cobrar, obtener, ingresar, embolsar, percibir, devengar.

3. **tr.** Obtener lo que se disputa en un juego, batalla, oposición, pleito, etc. **U. t. c. intr.** *Ganar al ajedrez.*

**SIN.:** vencer, triunfar, batir, derrotar.

**ANT.:** perder.

4. **tr.** Conquistar o tomar una plaza, ciudad, territorio o fuerte.

**ANT.:** perder.

5. **tr.** Llegar al sitio o lugar que se pretende. *Ganar la orilla, la cumbre.*

6. **tr.** Captar la voluntad de alguien. **U. t. c. prnl.**

**ANT.:** ahuyentar.

7. **tr.** Lograr o adquirir algo. *Ganar la honra, el favor, la inclinación, la gracia.* **U. t. c. prnl.**

**ANT.:** perder.

8. **tr.** Aventajar, exceder a alguien en algo.

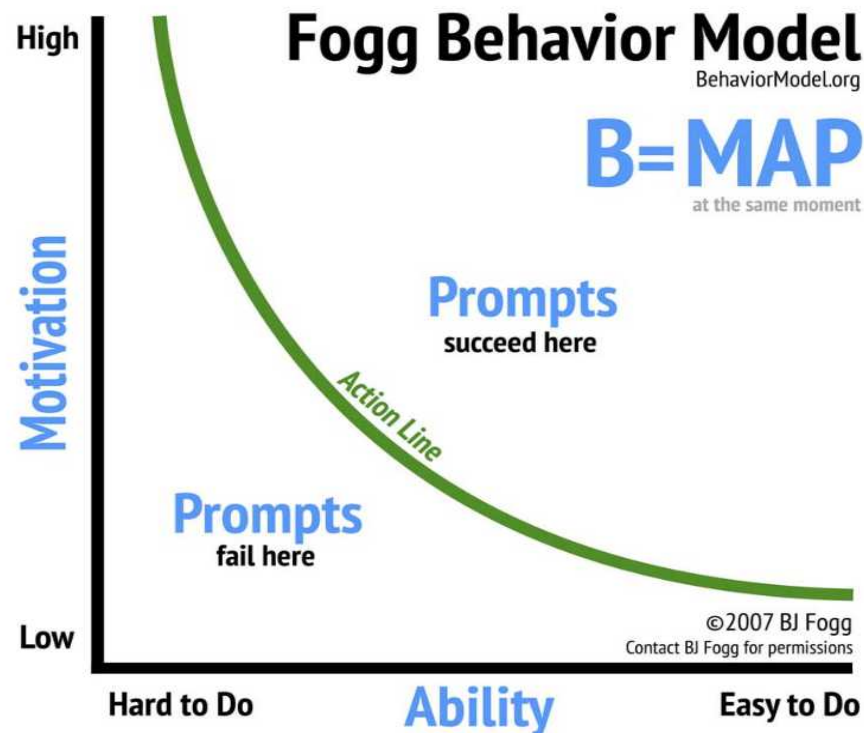
**SIN.:** adelantar, aventajar, exceder, rebasar, superar.

9. **tr.** *Mar.* Avanzar, acercándose a un objeto o a un rumbo determinados.

10. **intr.** Mejorar, medrar, prosperar.

# We need a prompt

The Fogg Behavior Model shows that three elements must converge at the same moment for a behavior to occur: Motivation, Ability, and a Prompt. When a behavior does not occur, at least one of those three elements is missing.







## From Startup to Scaleup: How to Navigate Growth



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[https://www.youtube.com/watch?v=Su1y\\_GnCXh8](https://www.youtube.com/watch?v=Su1y_GnCXh8)

# The "idea" of being an entrepreneur

Evidence that this idea spreads best from people in a similar social position, and that you can only get the idea once

“Innovation is not in human nature, but is instead received. People innovate because they are inspired to do so. It is an idea that is transmitted. And when people do not innovate, it is often simply because it never occurs to them to do so”

1. Entrepreneurs are often found in social clusters (workplaces, neighborhoods)
2. Quasi-random exposure to entrepreneurs increases the probability of becoming an entrepreneur
3. Entrepreneurial influence seems stronger when entrepreneurial peers occupy a more similar social position
4. The effect of exposure to entrepreneurs is much weaker for the people most likely to already be considering a career in entrepreneurship



**Xabi Alonso**  
Bayer Leverkusen



**Unai Emery**  
Aston Villa



**Mikel Arteta**  
Arsenal



**Imanol Alguacil**  
Real Sociedad

Tolosa

Hondarribia

San Sebastián

Orio





# From Arteta to Alonso: Why so many top managers are Basque



Sid Lowe, Spain writer

Jan 13, 2024, 05:00 AM ET

Spanish news outlet Relevo ask Etxarri how this has occurred.

"I always say the same thing, you have to be careful not to disparage other areas or provinces when you want to praise Gipuzkoa or the Basque Country," Etxarri explains.

"But I do usually explain that the Basque Country has a way of structuring itself on the basis of teamwork led by a manager. There are similarities with a football team," he explains, before emphasising a word which in his opinion is key: effort.

"In the Basque Country we have many sports directly related to work, such as lifting or dragging stones, and effort has always been related to sport," he adds.

“En esta industria el respeto no es incondicional.  
El respeto sólo se determina por los resultados”



This is what it's like to live with Mikel Arteta! 🏠



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# Unlocking the Rhythms of Rosalía



## Unlocking the Rhythms of Rosalía

How Rosalía meshes flamenco and pop (with Megan Lubin and Marcela Valdes)

### EPISODE 139

On this episode, we dig into Rosalía's sound to try and figure out what stopped Megan in her tracks back then, and what keeps us coming back. With the help of New York Times Magazine writer Marcela Valdes, we break down key elements of the flamenco tradition, like the hard-to-define magic of *duende*, and count out some of the diabolical rhythms that keep us dancing.

### SONGS DISCUSSED

Rosalía – Si Tú Supieras Compañero

Rosalía – BAGDAD (Cap.7: Liturgia)

Rosalía – PIENSO EN TU MIRÁ (Cap.3: Celos)

# Rosalía's colonization of Latin music

By Abbie Moser / January 28, 2020 / Arts and Culture

However, her music isn't the only thing sparking discussion; Rosalía's positionality in the genre has raised more questions than she cares to answer. While Rosalía may be a Latin music star, she is not Latinx; she's a white European woman hailing from Spain.



# Seve

La vida de quien fue mejor golfista del mundo, vencedor en cinco "majors" e ídolo de masas. Comenzó colándose de niño en el campo de golf de su pequeño pueblo y desde ahí, llegó a lo más alto. Siempre fue un luchador que se enfrentó con los poderes establecidos en todos los ámbitos. Con los grandes del golf de...

IMDb 7.6 2 h 4 min 2021 13+

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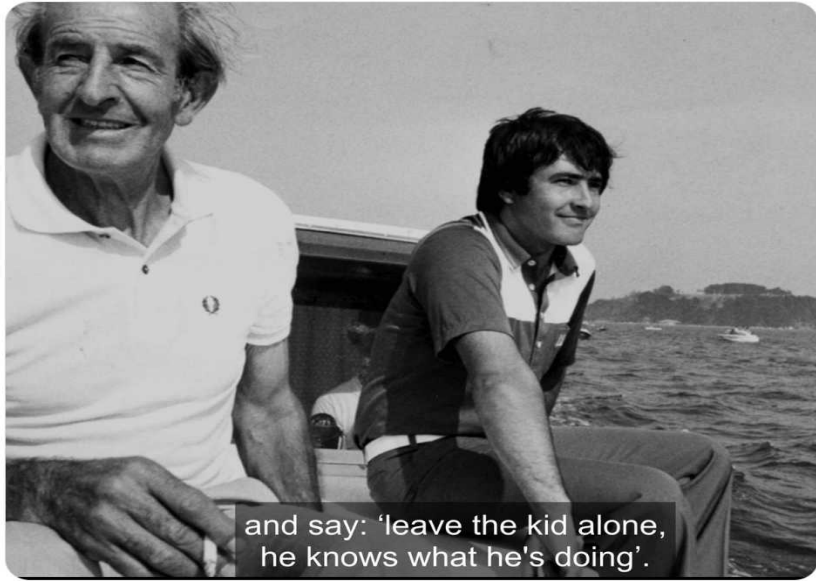
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David Feherty, a witty, articulate Ulsterman good enough to play in the 1991 Ryder Cup at Kiawah Island and now an analyst on American TV, has no doubt that Ballesteros was the finest player of a brilliant generation. 'I wasn't sure I was good enough to be playing in that Ryder Cup, but on the first morning Seve backed me up against a wall and spent 10 minutes telling me I was a great golfer. I remember thinking, "Bloody hell, here is the greatest player in the world telling me I'm great. Bring it on baby, bring it on." I was too frightened about letting Seve down not to play half-decently that week. Believe me, he is special. If I could have married him I would have.'



Joe Haslam 🍀 🇪🇺 @joeahas · 5 Jun 2021  
Replying to @carlosotermín

Yo también estoy con eso. Cuando era niño en Irlanda, **Seve** era lo más genial que se podía imaginar. Quizás una de las razones por las que ahora vivo en España. DEP.



and say: 'leave the kid alone, he knows what he's doing'.

🗨️ 1 ❤️ 4 📊 📌 🔄



Joe Haslam 🍀 🇪🇺 @joeahas · 23 Dec 2019

I remember this. Langer shot 63 to set a new course record at Royal Dublin. That must be that? No! **Seve** birdied 15,16 & 17 to force a play off. We love an underdog & a fighter in Ireland. This was shown live on TV. That day to everyone watching, **Seve** was Spain. descansa en paz.

Javier Ballesteros @J\_Ballesteros1 · 22 Dec 2019

1984 at St. Andrews is dad's most iconic moment, but what about this one? Watch and enjoy 🎧!! The putt, the crowds, the celebration... 💪  
@seveballesteros



🗨️ 1 🔄 3 ❤️ 17 📊 📌 🔄



# The success behind Jon Rahm

The success behind Jon Rahm

In the interview, Rahm credits his self-belief and competitive nature for his success so far.

‘Anything in life as a competitor, you need that confidence and to believe in yourself,’ said Rahm.

‘I always have confidence, I don’t think I’ve ever been on the “not having confidence” side. I’ve never lost confidence. If we’re talking about confidence and belief being the same thing, then yes, sometimes you’re not hitting the ball well, but I’m always confident that I’m going to hit the best stroke possible.’

Hard work has also been a key ingredient to his evolvment as a golfer, something that he has been strict about since his childhood days and time spent competing as an amateur.

‘What came easy to me was the short game because that was what I practised the most. But I was a horrible ball-striker.

‘It took me going to college and meeting some people in the US to make me understand my swing and how to hit it better. Once I understood that, I became one of the best ball-strikers at college and then on tour. But it was a big 360 in my game – I was not a good ball-striker whatsoever,’ Rahm said.

The World and the Basques

Basques in the world

Society

Culture

Sports



**“TO UNDERSTAND JON RAHM, YOU NEED TO UNDERSTAND THE BASQUE PEOPLE”**

# Alonso: 'Tengo la mejor afición del mundo'

Actualizado domingo 29/10/2006 13:14 (CET)



ELMUNDO.ES | EFE

MADRID | OVIEDO.- La 'marea azul' volvió a inundar las calles del centro de Oviedo para celebrar, por segundo año consecutivo, el triunfo de Fernando Alonso en el Mundial de Fórmula 1. El bicampeón compartió el título con la afición, a la que calificó como "la mejor del mundo". **"Todos somos dos veces campeones del mundo"**, dijo el asturiano desde uno de los balcones del Ayuntamiento de Oviedo.

Alonso hizo estas afirmaciones desde el balcón del Ayuntamiento de Oviedo ante unas 5.000 personas, según fuentes municipales, que abarrotaban la Plaza de la Constitución para festejar con él la consecución de su segundo título mundial.



[ampliar foto](#)

▲ Alonso saluda a la afición desde el balcón del Ayuntamiento de Oviedo. (Foto: EFE)

ADEMÁS



AssKicker1337 • 3y ago • Edited 3y ago •

Well it's kinda hard to adequately explain why he's an exceptional driver, if you haven't seen the 2005 and 2006 seasons.

Alonso was the driver who 'dethroned' Schumacher in a sense (With Kimi close behind in 2nd place in 2005)

Remember Schumi was on a 5x WDC win streak, which Alonso ended.

He was also the youngest F1 champion at the time.

I've heard many former F1 drivers and engineers remark on how Alonso could extract more from a seemingly 'inferior' car and maximize points.

You kinda had to be there to experience all the intensity between Alonso, Kimi and Lewis in 2005-2007.



52



Award



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## Fernando Alonso Exclusive: Inside The Mind Of A World Champion



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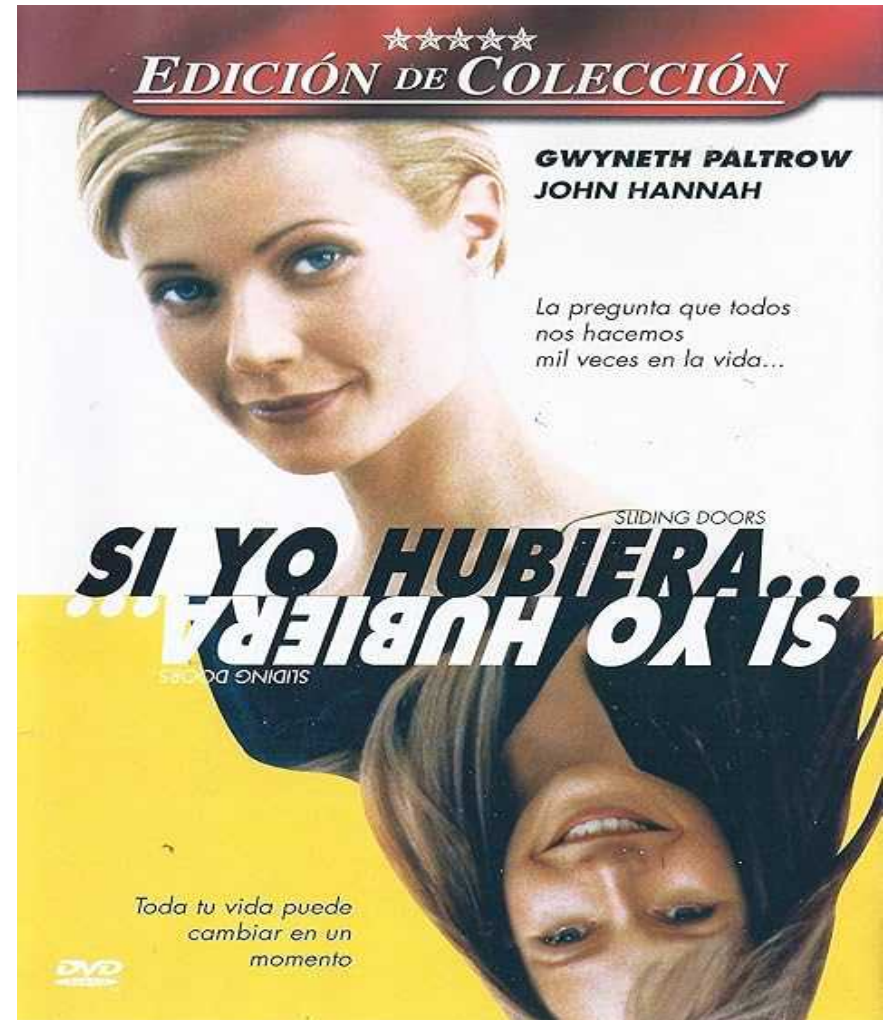
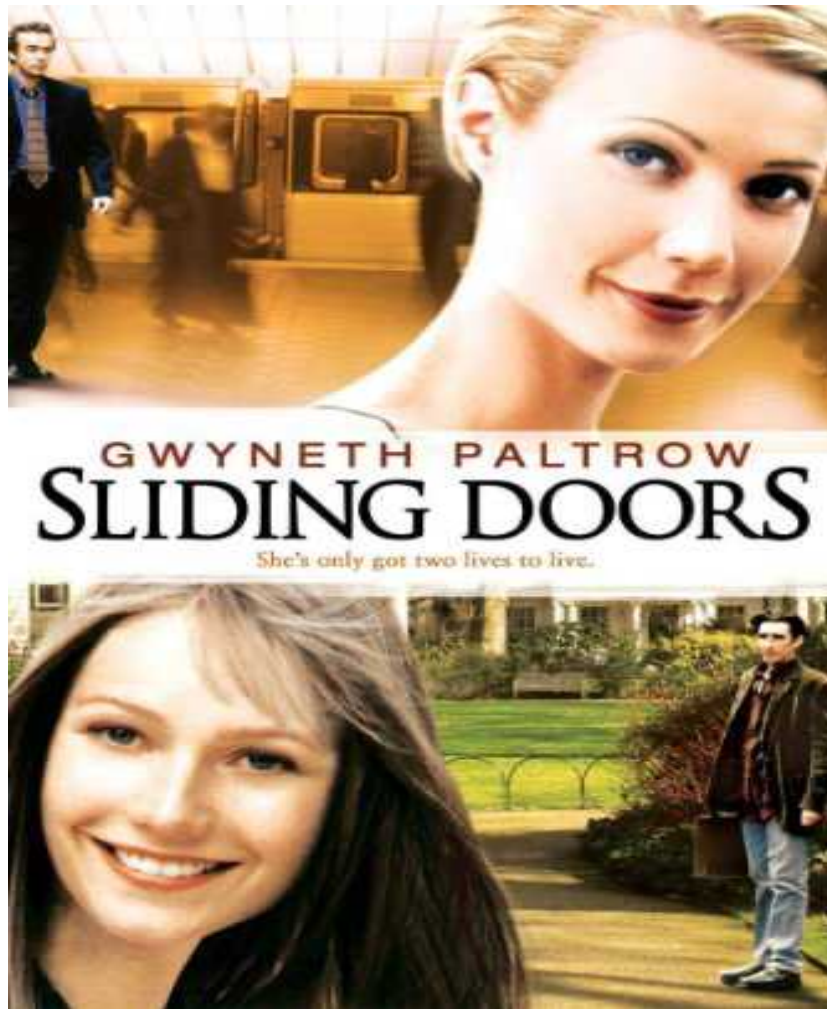
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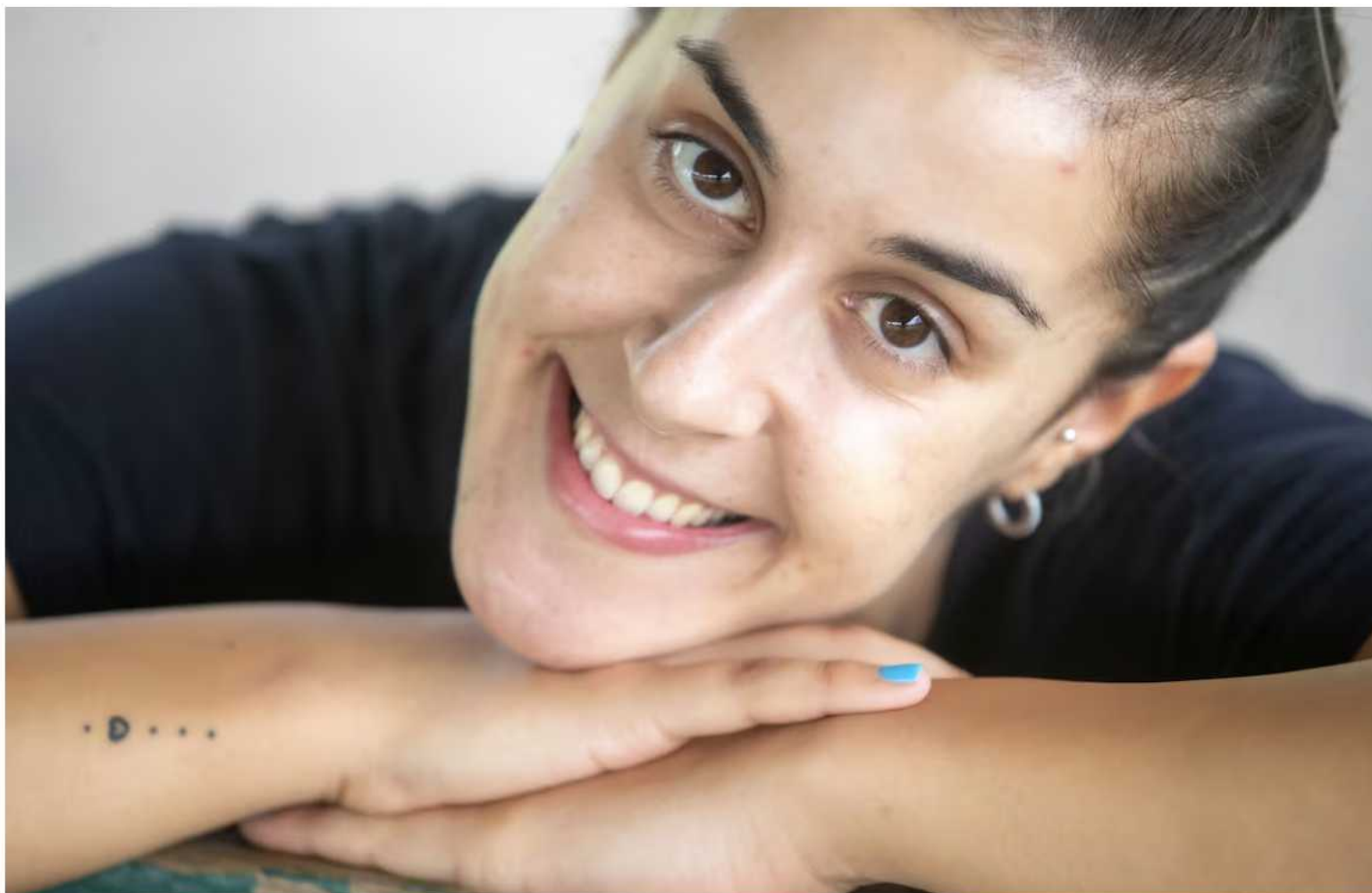
# ¿Cuál es tu momento 'Puertas Corredizas'?



<https://cupofjo.com/2019/10/22/sliding-doors-moments/>

## **E Carolina Marín: “Tengo más tacones que zapatillas. No me los pongo, pero los miro y me alegran”**

La campeona olímpica de bádminton vuelve a entrenar tras el confinamiento entre la ilusión de haber superado su lesión y la pena por el gravísimo accidente de su padre



Carolina Marín, campeona olímpica de bádminton.  
B.P.





# What are your thoughts on Carolina Marin professionalism?

## Professional

Recently I started following professional badminton recently and watched a few of her matches in different tournaments.

I know from the commentators that she won a lot of tournaments and have great success in her career.

But when I watched her matches, I don't feel that she carried herself well enough for a top class player. To me, she seems to be constantly trying to delay the game and trying to break her opponent momentum. Some such actions are constantly going for the towel, pulling up her sock, walking around before passing back the shuttle, passing the shuttle away from the opponent.

She is famous for her screaming, but I honestly think that's the least problematic thing she does on court.

The one that really grinds me is the way she returns the shuttle. She would purposely return them as far away from her opponent. I have seen her sweep the shuttle out of the court and make her opponent walk out of the court to get it. That's not even the worst thing she has done - I have seen her smash the shuttle towards her opponent face to return it. The amazing thing is she doesn't ever get punished for doing this.

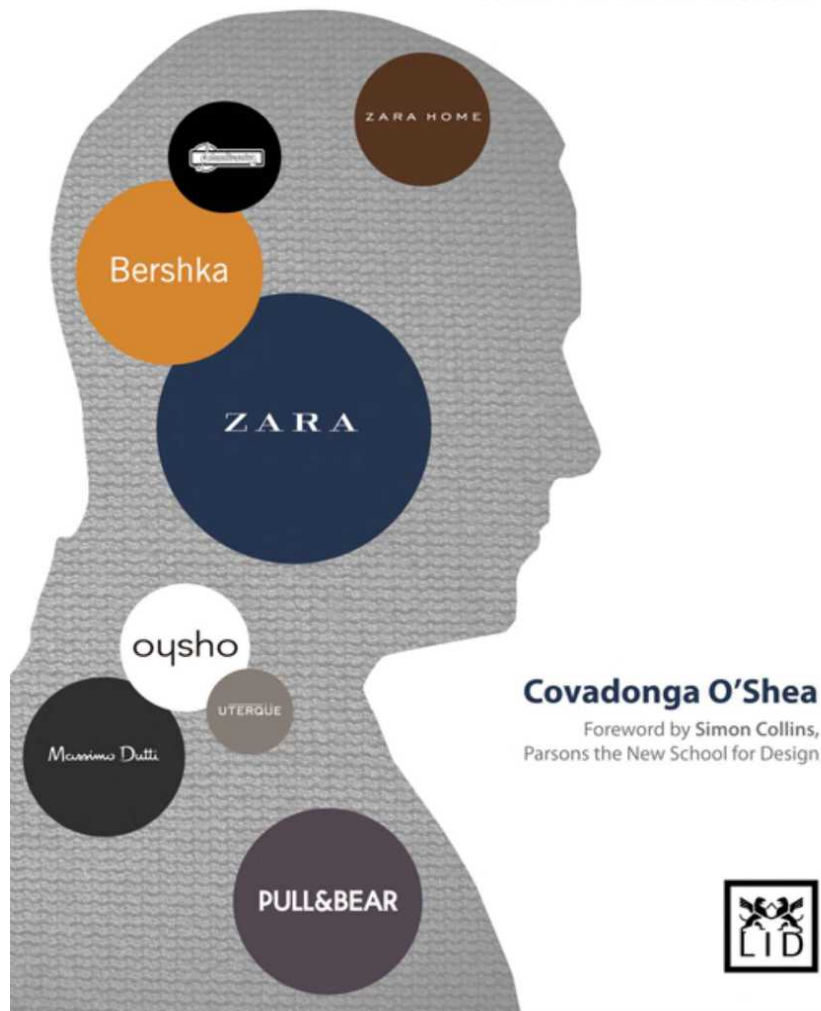
The sad part about this is, she is a legitimate good player with unrivalled fighting spirit. There is a lot to admire about her successful comeback story from her double knee surgeries. I don't understand why she has to resort to such things. She openly admitted that she screamed to intimidate her opponents. She clearly employs delay tactics to disrupt the opponents rhythm. Speaking of delaying, she had once told off Sun Yu for delaying even though she constantly does it too. Rules for thee and not for me, I guess. I can see why every video with her playing will always be swarmed by hate comments. I don't personally hate her, but she sure makes it very hard for people to like her.



# I'm Ortega, you must be Covadonga

## THE MAN FROM ZARA

THE STORY OF THE GENIUS  
BEHIND THE INDITEX GROUP



2011.) They both heard me talk about the many occasions on which I suggested my idea to Amancio, “You have to realise that it would simply be unfair not to explain to the world what kind of man you are. You have to accept that the fact of being at the high end on the list of the richest men in Spain and, indeed, one of the richest in the world, doesn’t explain anything fundamental about you. Yes, it says you made a fortune, but paradoxical as it may seem, it provides a very poor picture of what you’re like as a human being. It’s much more important for you to explain your points of view, the things that are key. Who is Amancio Ortega really? Where did he come from? Where is he headed? What started him off dreaming about this empire that is now a visible and measurable reality?”

I never let myself be put off by his remorseless refusals. I felt sure that one day the conviction and strength of my argument would win him over and he would realise that I was right. Indeed what happened, after a good many years, was that while he didn’t actually say I had his complete support for the project, which would have amounted to him rejecting his most deeply held principles, he sent a message that was the sweetest gift, “You must do what you want – after all, I can’t actually stop you from writing. I trust you.” He suggested, “And don’t just put in the good parts, or say that it was me alone who built the firm. There are 80,000 of us right now, not to mention all the people who’ve been involved in the company and are now no longer part of it.”

That was the real genesis of this book I’d dreamt about since the day I almost knocked over a man in shirtsleeves hidden among some garments in an Arteixo store. He gave me that lovely idiosyncratic smile of his and said, “I’m Ortega, and you must be Covadonga. I’ve been expecting you.” What neither of us suspected was how much of what we shared in the journey of our lives would be revealed. We both realised we had no right to keep secrets, however unimportant most of them might have seemed, yet they could be redolent of that intangible value addressed in the marketplace so frequently and giving rise to products from the luxury category. I’d be pleased if I could set down the story of that boy born in a town in León (a province of northwest Spain) 75 years ago and his mighty handmade empire for all to read.

# "No le puedo fiar más dinero"

## Amancio Ortega: "Todo empezó por mi madre"

COVADONGA O'SHEA • Viernes, 16 octubre 2020 - 15:41



Amancio Ortega, el fundador del emporio Inditex. GTRES

Entre los recuerdos inolvidables de las conversaciones que tuve con **Amancio Ortega**, me viene de inmediato a la cabeza el cariño y la veneración de este personaje hacia sus padres. Después de un almuerzo en su comedor de Arteixo, y por alguna pregunta que le hice sobre su

Here is what Amancio told us: "I remember one afternoon after school when I went with my mother to buy some food. I was the youngest, remember, and she liked coming to meet me after school to bring me home. Quite often I would be with her when she went to do the shopping. The shop we went to was one of those big grocer's of that time with a very high counter, so high in fact, that I could never see who was talking to my mother but I heard a man's voice say something that despite the passage of time I have never forgotten, 'Josefa, I'm very sorry, but I can't let you have any more credit.' I was shocked. I was just 12."

Amancio went on to explain that he was a very sensitive child with a strong sense of honour, and when he had gotten over the words he had just heard he decided that he would always stand by her. "This was the last time this would ever happen to my mother. I saw the situation very clearly and from that day on I would find work to earn money and help the household. I dropped out of school, gave up my studies and got myself a job as a sales assistant in a shirtmaker's." That business is still in La Coruña, on the corner of Juan Flórez Street.



# ‘Being the world’s richest man didn’t mean anything to me’

Luxury brand LVMH boss Bernard Arnault on Elon Musk, playing Roger Federer at tennis, and meeting the Queen

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By Celia Walden

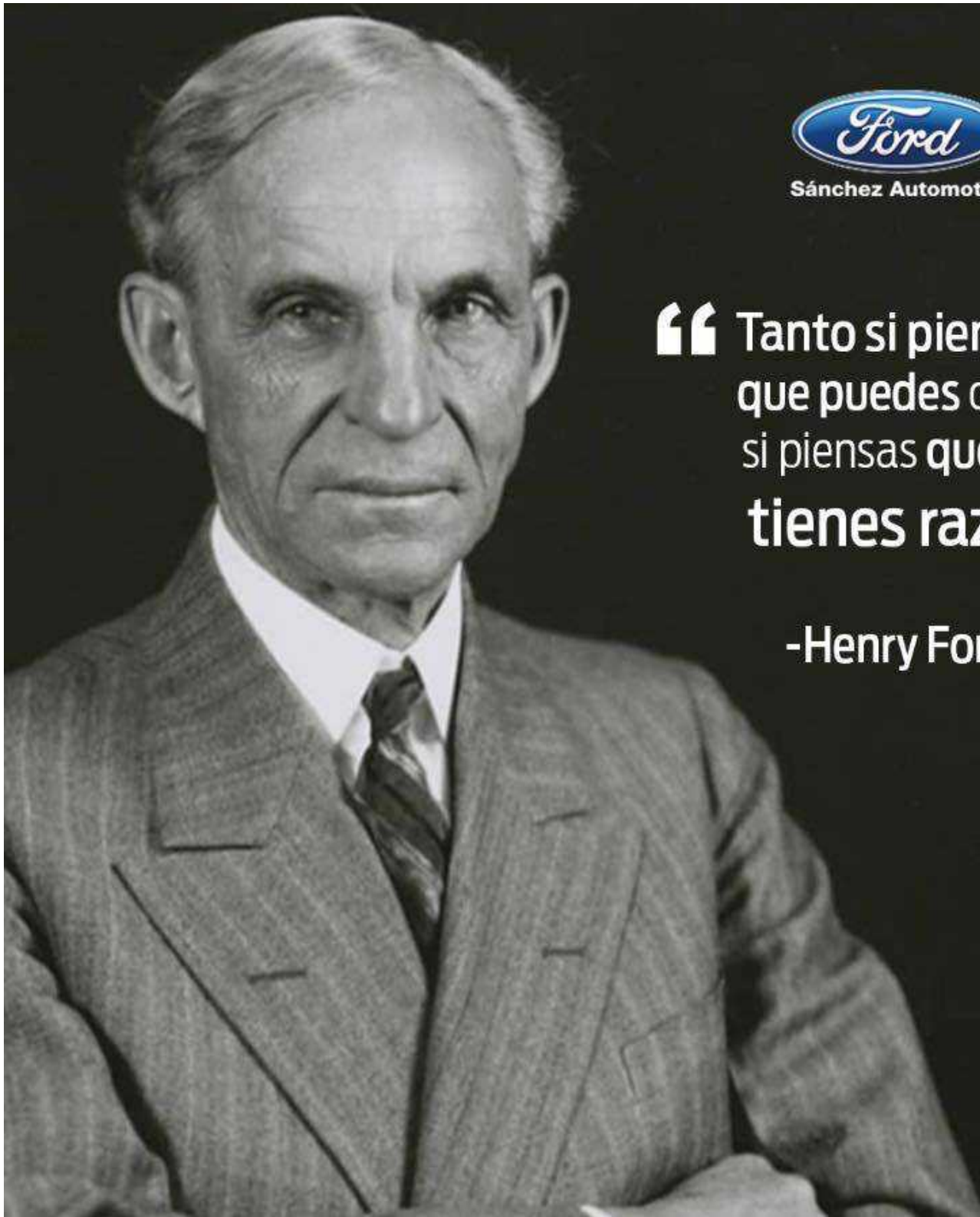
14 December 2022 • 1:19pm

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“I’m not sure ambitious is the right word,” the billionaire Bernard Arnault told The Telegraph’s Celia Walden back in 2015 when quizzed about his current levels of drive. “What I love is to win. What I love is being number one.” He’s certainly achieved that, as head of LVMH, who control major luxury brands from Moët to Louis Vuitton. In December, he knocked Elon Musk off the world’s richest man spot.





Sánchez Automotriz

“ Tanto si piensas  
que puedes como  
si piensas que no,  
tienes razón ”

-Henry Ford

# 4. Gran Empresa



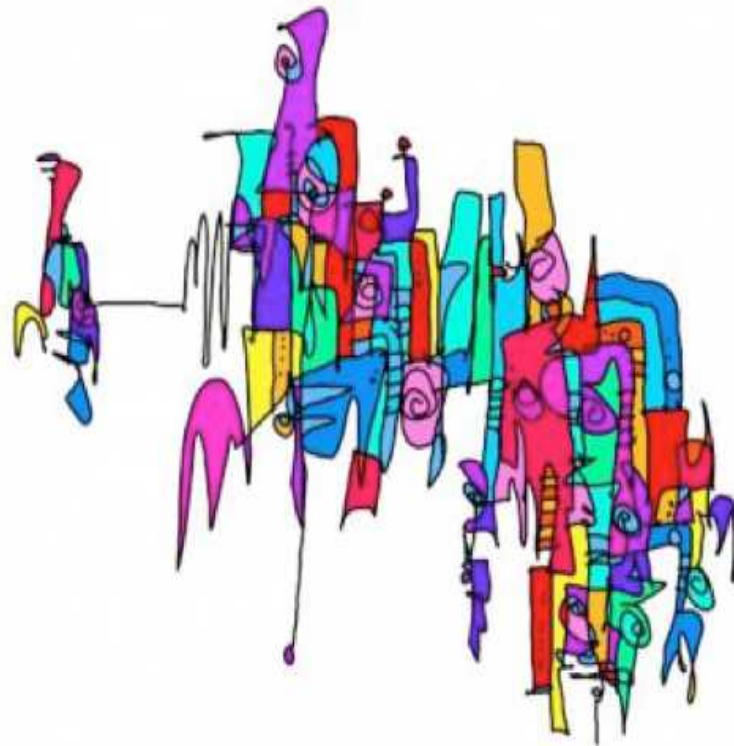
X · <https://twitter.com>



**Joe Haslam**  

@joehas

- ***Every business has a culture, the question is did you create it or let it happen?***



MEANING SCALES.  
PEOPLE DON'T.



# Culture Eats Strategy For Breakfast

Posted Apr 12, 2014 by Bill Aulet (@BillAulet)



CULTURE  
EATS STRATEGY  
FOR BREAKFAST  
AND TECHNOLOGY  
FOR LUNCH  
AND THEN...



**Editor's note:** *Bill Aulet is the managing director of the [Martin Trust Center for MIT Entrepreneurship](#) and a senior lecturer at the [MIT Sloan School of Management](#). He is the author of the recently released book, [Disciplined Entrepreneurship: 24 Steps to a Successful Startup](#).*

I used to think corporate culture didn't matter. Discussion of vision, mission and values was for people who couldn't build product or sell it! We had work to do and this MBA BS was getting in the way!

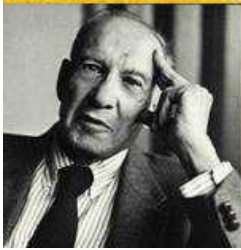
And then my first company failed.

Cambridge Decision Dynamics did not fail because we didn't have a great technology or a great product or customers. It failed as a sustainable, scalable organization because we had no meaningful purpose to create

team unity to fight through the tough times. Now the company sits comfortably in a perpetual state of what I like to call "deep stealth mode."



**No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings.**



QUOTEHD.COM

**Peter Drucker**  
Austrian-American Author

1909 - 2005



It matters what leaders do or don't do

“The culture of any organization is shaped by the worst behavior the leader is willing to tolerate.”

Gruenter and Whitaker



# Culture Takes Over When the CEO Leaves the Room

by Frances Frei and Anne Morriss

MAY 10, 2012



SAVE



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PRINT

Here's a rough summary of our worldview: excellence = design x culture. Your job as a leader is to get both right. You must build a winning structure for your organization and then foster the often unspoken rules and values that will bring that structure to life.

People tend to gravitate towards the design challenge, which includes things like strategy, business models, and incentive systems. The levers of design change are tangible. We can draw org charts and issue stock options. We can hire management consultants to help us.

But if we may be blunt for a second, what the hell is *culture*? And how exactly do you get any better at it?

SEP 13, 2015 @ 09:34 AM 2,843 VIEWS

# The Scale Up Challenges Every Audacious Startup Must Face

The trickiest stages for any new business to successfully scale and keep employees happy are from 30 to 50 people, and from 200 to 750.

Graham says: “From 30 to 50 you go from being a family to being a company, and everything starts to get really hard. With less than 30 people, everyone knows each other well enough to strike up a conversation with practically anyone and the priorities are clear because everyone’s talking about them all the time.

“At 50 people, everything that used to come naturally becomes a struggle. People suddenly complain that they don’t know what’s going on anymore. They don’t know why you’re making certain decisions. They don’t know what they should be doing.”

Between 200 and around 750 employees a company has the temperament of a teenager, and the growing pains to prove it.



Brian Halligan

[Follow](#)

CEO @HubSpot, Author of Inbound Marketing book, MIT Sr. Lecturer.

Jan 10 · 13 min read

# Scale-up Leadership Lessons I've Learned Over 9 Years as HubSpot's CEO

1. Employee Net Promoter Scores as Manager Thermometer
2. Enterprise Value > Team Value > Self Value
3. Chief Pothole Prevention Officer
4. Everything Needs to Work Right Almost All the Time
5. Sailing Ships
6. No Uninspired Compromises
7. Right vs. Fast
8. Short-term vs. Long-term
9. Documenting Strategy
10. CEO = Chief Explanation Officer
11. The Bus Analogy
12. Great Products Are to Customers as Great Cultures Are to Employees



# How our company culture helped us scale from 10 employees to 275



by **DAVID MEYERS** — 4 months ago in **INSIDER**

People make up the bedrock of all companies, their cultures, and teams. Here's how we went from 10 to 275 team members, and how we plan to go to over 500.

## Culture starts with people

When we recruit, we look for three character traits that we refer to as our 3H system: Humble, Hungry, and Highly intelligent. Candidates we hire have these traits in spades:

- **Humble** candidates know the difference between confidence and arrogance. They're transparent with their mistakes, and not concerned about their status or job title.
- **Hungry** candidates have high growth expectations for themselves and the team, and they're willing to push themselves to achieve them.
- **Highly** intelligent candidates don't just have high IQ and raw brain processing power. They also have a high sense of empathy and awareness — known more formally as relational intelligence.

## Getting Human Resources Right

Here are some things you can do to increase the chances that your human resources organization will be a force for good in your company:

1. Hire a human resources (HR) leader EARLY in the development of your company and “level up” your HR leader as needed as your company grows. The right HR leader in a company of 50 is not likely the right HR in a company of 5,000. Of course there are exceptions to this rule, but in general you will need more experience in the HR leadership function as your company grows.
2. Have your HR leader report directly to the CEO. Do not tuck the HR leader underneath your COO, VP Ops, CFO, GC, or VP Admin. The CEO has a hard enough time figuring out what is going on in her company as it is. Putting someone between them and their cultural leader/thermostat is a bad idea. Plus the optics are terrible. Your management hierarchy says a lot about what you value and what you do not. Actions speak louder than words, always.
3. Do not make your HR function a recruiting function. Of course HR needs to help the company hire. And it certainly needs to help transition out people who have to leave the organization. But HR orgs that function mostly as an I/O pipe are bad HR orgs.



4. Do make your HR organization about culture and leadership first and foremost. I have heard many HR leaders called “our culture carrier.” That’s good. And HR orgs should be making sure everyone is getting feedback on their performance and development goals, including the CEO. Organizations that share feedback top to bottom with dignity and professionalism are great places to work and perform better.
5. Always have a company handbook that lays out the rules of behavior in the workforce. You can’t do this too early. You set the tone early and it propagates. It is great if you can start with your values, clearly laid out for everyone, and then lay out the rules and what happens if they are not followed.
6. Build a great employee onboarding process. I believe that the companies that take the time to properly onboard new employees are better places to work and perform better. Onboarding should be more than “here’s your laptop, here’s your desk, here’s your boss.” It should be at least a few weeks of getting ingrained in the values, culture, systems, processes, and rules. It should be learning about every part of the organization, the current operating plan, strategic priorities, management team, and more. Doing it right is hard but it pays off bigtime.
7. One CEO that I have worked with for more than fifteen years once told me his HR leader was his most important senior executive. He said she was his “business partner.” That’s a great place to get to if you can get there. What is more important than your team, after all?



# Why We Prefer Founding CEOs

by Ben Horowitz

So where did Jobs get this “founders courage” and what is it? In addition to general brilliance, we see three key ingredients to being a great innovator:

1. Comprehensive knowledge
2. Moral authority
3. Total commitment to the long-term

Great founding CEOs tend to have all three and professional CEOs often lack them. Here’s why.

[BACK](#)

# How to scale: Lessons from Stripe CEO, Patrick Collison

JULY 15, 2015 • BY KEITH RABOIS, PATRICK COLLISON • KV CEO SUMMIT

Stripe CEO, Patrick Collison, talks with Keith Rabois about culture and recruiting. Hear why Stripe tries to hire people who are intrinsically happy, why they're willing to recruit people who are not initially enthusiastic about the company and what makes their onboarding process unique.

- Culture (No other person besides the founder/CEO can affect culture to the same degree)
- Selecting senior management of the company (hard for anyone else to do this job)—these people will be the domain experts of their function who are better than you.



Johnathan Nightingale

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Sep 7, 2016 · 7 min read

## How is Your Management?

### A Quiz, An Extremely Boring Manifesto, and a Free Drink Coupon

- We have an unlimited vacation policy
- We don't do regular 1:1s, but we have open office hours/are super available if anyone wants to chat
- We don't have a *process* for interviewing, we just hire awesome people when we meet them
- We super care about diversity, but we don't want to lower the bar so we just hire the best person for the job even if it means diversity suffers
- We don't have defined levels and career paths for our employees, we're a really flat org
- We don't have formal managers for every staff member, everyone just gets their work done
- We don't have, like, *HR* HR, but our recruiter/office manager/only female employee is super good if you want someone to talk to
- We don't do performance improvement plans for employees that are struggling. We just have a super honest conversation about how they aren't a good fit and fire them
- We would have some hard explaining to do if our salary list accidentally became public



- Set up every employee with a clear direct manager, and expect them to hold regular 1:1s. Discuss their current work, but also their goals and development.
- Be clear about every role or, if you can't manage that, at least every role with multiple people in it. Define the expectations of the role, and where it's headed. Employees should know which level/role they're in.
- Set salaries according to role and calibrate against your market (your HR person can help here).
- Have a basic process for sourcing and interviews. Eliminate bias where you can. Interview for well defined roles so that you know what your salary range is, and don't get anchored off of savvy candidates manipulating the offer phase.
- Give people benefits and vacation that make them feel loved and help them be excellent, without exploding your burn rate. Make sure they take that vacation.

# How Netflix Reinvented HR

by **Patty McCord**

FROM THE JANUARY-FEBRUARY 2014 ISSUE

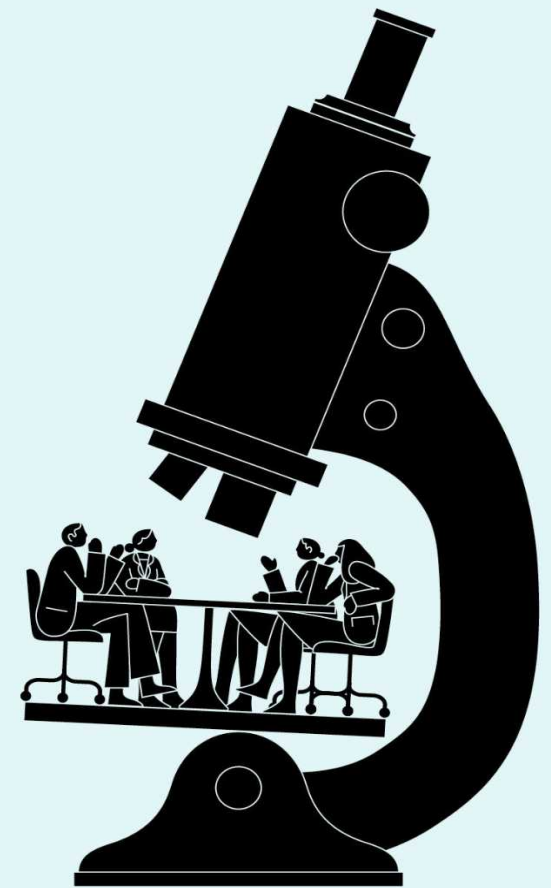
- 1** Hire, reward, and tolerate only fully formed adults
- 2** Tell the truth about performance
- 3** Managers own the job of creating great teams
- 4** Leaders own the job of creating the company culture
- 5** Good talent managers think like businesspeople and innovators first, and like HR people last

# What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

By CHARLES DUHIGG

FEB. 25, 2016



What Project Aristotle has taught people within Google is that no one wants to put on a “work face” when they get to the office. No one wants to leave part of their personality and inner life at home. But to be fully present at work, to feel “psychologically safe,” we must know that we can be free enough, sometimes, to share the things that scare us without fear of recriminations. We must be able to talk about what is messy or sad, to have hard conversations with colleagues who are driving us crazy. We can’t be focused just on efficiency. Rather, when we start the morning by



# PSYCHOLOGICAL SAFETY

THE SINGLE GREATEST  
CORRELATE WITH A  
GROUP'S SUCCESS

TECH  
INSIDER

▶ ▶| 🔊 1:59 / 2:22



How Google builds the perfect team



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<https://www.youtube.com/watch?v=v2PaZ8NI2T4>



<https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team>

# Google Employees Weighed in on What Makes a Highly Effective Manager (Technical Expertise Came in Last)

Is it possible to engineer the perfect boss? Google was up to the task and found data that will forever change the keys to getting promoted.

Bock's team didn't stop there. Upon further analysis of the findings, they narrowed in on the "Eight Habits of Highly Effective Google Managers." Although technical skills made the list, it came in dead last. Here is a complete [list](#) via *Business Insider* (listed in order of importance):

- Be a good coach;
- empower your team and don't micromanage;
- express interest in employee's success and well-being;
- be productive and results-oriented;
- be a good communicator and listen to your team;
- help your employees with career development;
- have a clear vision and strategy for the team; and
- have key technical skills, so you can help advise the team.



# Google's Eric Schmidt explains the 2 most important traits a job candidate can have



Richard Feloni  

 Jun. 10, 2017, 11:20 AM  74,256

They are **persistence** and **curiosity**.

Schmidt told Hoffman that "persistence is the single biggest predictor of future success. ... And the second thing was curiosity. What do you care about? The combination of persistence and curiosity is a very good predictor of employee success in a knowledge economy."

He told Hoffman that as Google scaled, they kept hiring "glue people," people who may be pleasant and competent but "who sit between functions and help either side but don't themselves add a lot of value." He and Google's cofounders, Larry Page and Sergey Brin, decided it was time to overhaul their hiring system.

By the author of the *New York Times* bestseller

***The Power of Habit***

# Smarter Faster Better



**Charles Duhigg**

INSIGHTS  
FROM  
INSIDE GOOGLE

THE  
NEW YORK TIMES  
BESTSELLER

# WORK RULES!

THAT WILL  
TRANSFORM  
HOW YOU  
LIVE AND  
LEAD

**LASZLO  
BOCK**



# **WHAT YOU DO IS WHO YOU ARE**

**HOW TO CREATE YOUR  
BUSINESS CULTURE**

**BEN HOROWITZ**

**NEW YORK TIMES BESTSELLING AUTHOR**

"Whether you are sitting at a desk in Boston or eating at a restaurant in Beijing, communicating across cultures is the great challenge of the global economy....

Erin Meyer shows you how to get it right in this very important book."

—DES DEARLOVE and STUART CRAINER, founders of Thinkers50

# **THE CULTURE MAP**



**DECODING HOW PEOPLE THINK,  
LEAD, AND GET THINGS DONE  
ACROSS CULTURES**

**ERIN MEYER**



# LinkedIn's CEO Jeff Weiner Reveals The Importance Of Body Language, Mistakes Made Out Of Fear, And One Time He Really Doubted Himself



Henry Blodget



🕒 Sep. 22, 2014, 10:47 AM 🔥 46,267 💬 10

- Problem solving is much **easier than coaching**.
- Coaching takes a lot of energy. It's exhausting, because you need to understand what the person's about, their strengths and weaknesses, their **hopes, dreams, and fears**.
- You have to deliver messages in such a way that's tailor-made for them so they can internalize it, and most importantly — **this is where true scale begins to happen** — they can start coaching people on their team to do it"



*“Just when I thought I’d figured out how to be the CEO of a 100-person company, suddenly it’s 200 people.”*

**- Ben Silbermann, Co-Founder, Pinterest**

# 5. Recursos



X · <https://twitter.com>



**Joe Haslam**  

@joehas



By invitation: Daniel Isenberg

# A critical comment on The Economist's special report on tech startups

Jan 23rd 2014, 14:20 BY DANIEL ISENBERG



Like 298

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Scaling up is vastly harder than starting up. What is much more certain is that, as anyone who has tried, as I have, can tell you, starting up a venture is just the first baby step on a long hard trudge to scale up. But without the ability to scale way beyond start, all the blood, sweat and tears (and money) will be flushed right down the drain. *The Economist* does warn us that starting up a venture is back breaking, but that start is such a short leg of the journey: back-breaking during your first months is nothing compared to running the entire marathon with your startup-broken back. It typically takes a decade or longer, not months or a couple years, to build a venture of value, with any semblance of robustness and return. The few that pop through in a few years are by far the aberration. For that matter, Silicon Valley may be the aberration.

# How to avoid the venture capital trap

But entrepreneurship doesn't work that way. It is the original get-rich-slow business.

I have met thousands of successful technology entrepreneurs running large and profitable businesses without the aid of the VIC. These founders are succeeding with their own money, customer relationships, and a healthy dose of luck. Many of these entrepreneurs founded a company out of frustration from working in an industry for over a decade, spent years building their company one customer at a time, owned all the equity themselves, and had profit discipline from day one.

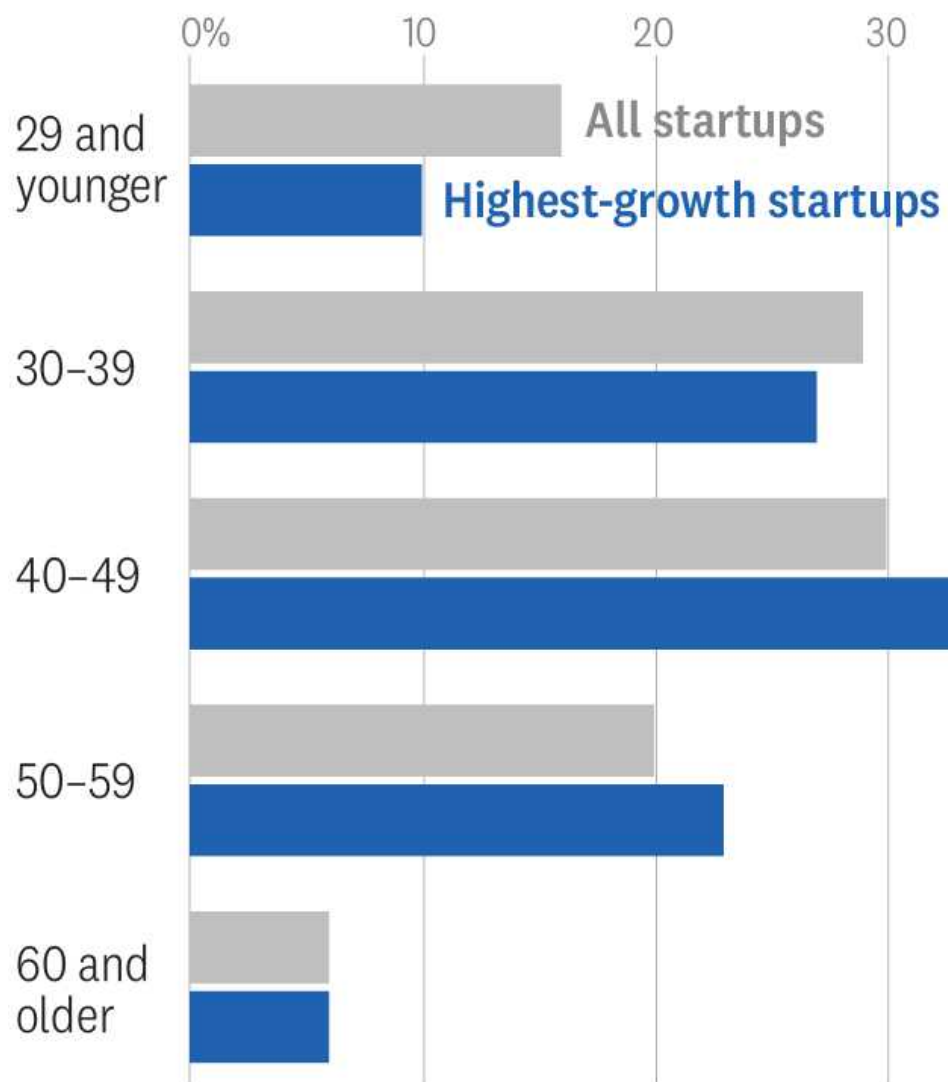
Building your company this way gives you the flexibility to make mistakes along the way without the fear of your VCs pulling the plug. Sure, this way doesn't get much press but it comes with control over how fast you climb, where you place your bets, and who and when you add to your team. As the saying goes, revenue is for vanity and profit is for sanity.



# The Age of Startup Founders

The average age of people who founded the highest-growth startups is 45.

## Percentage of founders by age group

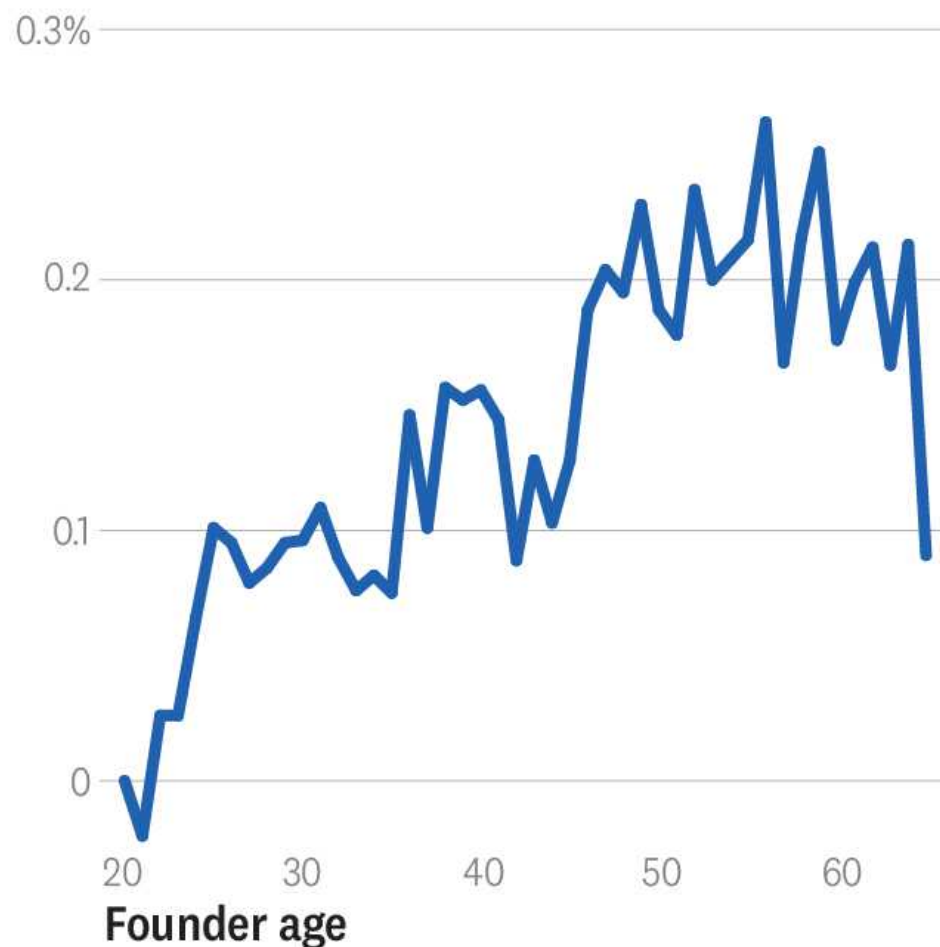


Note: The top 1% of startups by growth are considered "highest-growth." Source: "Age and High-Growth Entrepreneurship," by Pierre Azoulay et al., NBER, April 2018

# Older Entrepreneurs Are More Likely to Succeed

The probability of extreme startup success rises with age, at least until the late 50s.

## Change in the likelihood of success



Note: Y-axis represents the OLS regression coefficient for age variables, relative to a 20-year-old founder. "Extreme startup success" is defined as the top 0.1% of startups in employment growth over five years. Source: "Age and High-Growth Entrepreneurship," by Pierre Azoulay et al., NBER, April 2018





Try again  
Fail again  
Fail better

**PERHAPS MY BEST  
YEARS ARE GONE,  
BUT I WOULDN'T WANT  
THEM BACK, NOT WITH THE  
FIRE IN ME NOW.**

SAMUEL BECKETT

1. La cultura por encima de todo, es lo más importante de todo.
2. La mayoría de la gente avanza sólo porque no hay otra opción.
3. Eres el promedio de las cinco personas con las que más te rodeas.
4. Si eres tocado por los dioses del éxito, entonces si no lo conviertes en una bendición, será una maldición.
5. Hacer algo difícil a medias te llevará más lejos que hacer algo fácil por completo.



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# Linked



**Joe Haslam**

Executive Director, Owners Scaleup Program,  
IE Business School & Professor, IE University.

