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Startups are hard!

One of the hardest parts is managing your team.

How much guidance do you give? Do you do it yourself? When to track others to-dos?

Starting out, I wish I had a cheat sheet for management.

So I wrote one.

23 Hard Won Lessons In Startup Management ■■■■■■

1/ Feedback is a gift.

Don't just give it frequently but seek it all the time, in multiple different ways.

Create a culture where feedback is viewed as a gift and given frequently.

2/ Almost without fail, if at any point you think in your head, "this person is not good, we should let them go," then you are probably right.

Try to do it as soon as possible but compassionately.

3/ Leading and managing people well is NOT an innate talent.

Get a coach and a mentor and learn as much as you can.

You will improve continually over time.

4/ Bring on an "HR" person earlier than you think you should.

Let's face it - most folks want to complain/vent to someone.

Without an HR person, you are that person.

As a founder, you take this complaining too personally and too seriously.

5/ There is no such thing as a momentary lapse of integrity.

If someone is dishonest, it is likely not the first time and definitely not the last time.

When you first see it, take decisive action.

6/ Individual success is a function of company success.

If someone puts themselves ahead of the company, they do not belong.

7/ Make someone demonstrate persistent interest in you and your company before issuing shares or compensation.

8/ Product is hard. It requires depth, iteration, and lots of saying ‘no’.

Let me repeat: product is hard.

Build this DNA as early as possible.

9/ When your company is growing quickly, expect everything to break down every 6-9 months.

This isn’t really avoidable, but move quickly to fix it.

10/ Any analysis ahead of action is purely speculation.

You really do not understand something until you've done it.

Analysis post-action can be driven by real data.

11/ If you are constantly using your authority to get your team to do things as you see them, something is wrong.

Instead try to use data, logic and persuasion.

12/ Constantly ask the question, "What does great look like?" for people, product, processes, and everything else.

Your biggest threat (especially as a first time entrepreneur) is not knowing this, and not being able to identify it.