Twitter Thread by Brett Adcock

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17 tips to help you become a $100M CEO:

Make individuals successful

Your main job as CEO is to make the company successful.

You do this by helping your talented employees succeed.

Give them:

→ Encouragement
→ Clear feedback
→ Mentorship
→ New ideas
→ Pushback

When they win, the company wins.

Influence others with your example

If you expect long hours from employees, put them in yourself.

If you expect hard problems to be solved, solve hard problems yourself.

If you expect over-communication, you have to do it, too.

It all starts with you.

Know your stage and needs

Companies need different things at different times:

→ Build a great product
→ Create a category
→ Access liquidity

→ Scale growth
→ Raise funds

These jobs are all different.

Don't do all at once.

Limit "fires" over time

Early days, you need to personally put out "fires".

But you need to become so good at creating processes that:

→ Fires become less common
→ Others know how to handle them
→ Fires become a breeding ground for growth

Work alongside the team

Employees want to see your boots on the ground.

Strategize with them.

Build processes alongside them.

Execute on the work in tandem.

There's power in collaboration from the CEO.

Become great at finding talent

Nothing impacts a company more than the people.

Put the wrong people in, and it can all crash down.

Put the right people in, and you may build a unicorn.

Your job is to know who will crush it in any given role.

Develop promising talent

Look at the more junior people at the company.

There are potential superstars there.

You need to identify who they are, what they could learn, and where they will go.

Nothing beats developing talent in-house.

Build a small team, not a big one

Your company probably doesn't need 10,000 people.

Small teams build faster and more collaboratively.

And speed is the name of the game for startups.

Never stagnate

If you're not growing, you're dying.

Momentum is a fickle thing.

You need to actively build, grow, and push boundaries in the industry.

If not, you will fall backwards slowly at first, then rapidly.

Don't expect mind reading

No one knows what you're thinking.

They don't know what you want to test.

They don't know what you want to improve on.

Communicate this clearly, or don't be mad when things are done below your expectations.

Guard your calendar

Being busy with meetings is NOT a sign of productivity.

Host meetings that:

→ Have an agenda
→ Are well planned
→ Have a clear goal
→ Include a working session

Otherwise, guard your time and communicate with email.

Repeat important principles

We're all goldfish.

We won't remember anything unless it's emphasized often.

This applies to:

→ Company vision
→ Company mission
→ Quarterly goals

Talk about them often.

Default to "yes" early, and "no" later

Early days, you have to make things happen.

You need to say "yes" to a lot of tasks you don't wanna do.

As time goes on, you need to guard your time more wisely.

Say "no" to most meetings, asks, and tasks.

Don't change the past, change the future

The past won't change.

What's done is done.

But you can still change future outcomes.

Focus there and make wiser choices going forward.

Unlearn useless knowledge and habits

The habits that you relied on in Year 1 of your company were helpful.

But many become outdated as the company grows.

Unlearn old habits and adapt to new situations.

Don't be afraid to scrap knowledge.

Strategize on a long time horizon

Plan as if it's 20 years away.

Dream bigger than your wildest expectations.

Build a strategy that assumes massive long-term success.

Execute on a short time horizon

Break down your massive vision into bite-sized pieces.

Take immediate, digestible action daily.

Your strategy may take 20 years, but you can contribute to that right now.

I hope you've found this thread helpful.

I'm the founder of Figure, we're building autonomous humanoid robots. Prior to this, I founded Archer ($2.7B IPO) & Vettery ($100M Exit).

Follow me @adcock_brett for more.

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> — Brett Adcock (@adcock_brett) January 8, 2023