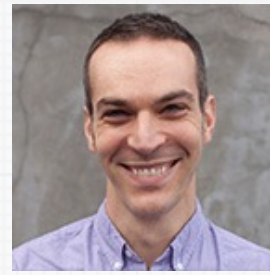


SHOW NOTES — DAN SHAPIRO

"THE SIX THINGS YOU CANNOT DELEGATE"

CEO and Co-Founder: Glowforge — www.glowforge.com

Author: *Hot Seat: The Startup CEO Guidebook*



This interview is based upon Chapter 24 of Dan's must read book, *Hot Seat: The Startup CEO Guidebook*

BIOGRAPHY: Dan Shapiro is the CEO and cofounder of Glowforge, a startup that's creating a 3D laser printer. Glowforge's wireless desktop system makes it simple for designers and engineers to take products directly from digital design to reality. Dan is also the author of *Hot Seat: The Startup CEO Guidebook*, published by O'Reilly. Previously, Dan accidentally launched the bestselling boardgame in Kickstarter history when he crowdfunded Robot Turtles, a game that teaches pro-gramming fundamentals to preschoolers. Before his detour as a boardgame designer, Dan spent two years as CEO of Google Comparison, Inc, a Google subsidiary that operates comparison shopping products. Shapiro landed at Google when they bought his previous company, comparison shopping website Sparkbuy. Before Sparkbuy, Shapiro was founder and CEO of Pho-tobucket Inc. (formerly Ontela).



DAN SHAPIRO'S INTERVIEW WITH TODD UTERSTAEDT ON "FROM FOUNDER TO CEO"

DELEGATION:

“The core of the [CEO] job is this notion of *delegating*...of *getting the right people doing the right things*. So, in order to do that well, you both have to understand what delegation is about and you have to understand the essence of it...the stuff that you can't have somebody else do for you. Because if you don't, you're either going to try to do everything yourself or you're going to try and push off the core of what you need to do. And, either one of those can lead to disaster.”

1. The CEO Builds the Team

- A. “...that is the CEO job...inspiring, and showing, and cajoling, and pleading, and getting people onto the team.”
- B. “Your core responsibility is to build the team that can build itself.”
- C. “There's nothing you can do that's more important than getting the right people on the team.”



2. The CEO is the Keeper of the Vision

- A. "The startup has to have a singular direction."
- B. "The job of the CEO is to say what the company is about, to say what the company's goal is as an organization and to get people excited about what the company should be doing."

3. The CEO Is Strategist-in-Chief

- A. "Every company is beset with noise...The CEO's job ...99% of the time is to ignore it and stay the course because change is incredibly expensive."
- B. "But, the CEO is also the one to know when the course is the wrong one and to say its time to change because amazing companies have been created out of CEOs who are not too stubborn, who were able to see that the vision had a problem."
- C. "The ability to go see when something is working and when something is not and the courage to hold with it long enough to know that the answer is as good as it's going to be and then to let go...and then to reinvigorate the team around the new direction, the new vision, the new strategy and keep the faith around what that is...that's some of the most difficult stuff a CEO needs to do, but the CEO is the only one who can do it."

4. The CEO Manages the Investors

- A. "Investor relationships is brutal."
- B. "For practical reasons...the CEO has to lead that conversation with the investors."
- C. "Investors are not part of the operating team...but if you just ignore them then they are going to be very helpful when your company hits tough times."

5. The CEO Owns Critical Relationships

- A. "For some companies critical relationships are going to be relationships with large enterprise customers...at other companies it may be customer support."
- B. "It's about understanding where are the relationships where the CEO needs to use that title, that experience, that background and not being afraid to dive in deep in those few key relationships."

6. The CEO Sets the Company Culture

- A. "It almost always starts when from the CEO or at least the founding team."
- B. "You can't have a culture that embodies something different from the CEO's values...whatever those values are, they bleed through...whether you mean them to or not. And, so it all starts with the way the CEO brings him or herself to work."
- C. "It starts at the top and if you're not careful about it, it will sneak up on you."



DAN'S BOOK: **HOT SEAT: THE STARTUP CEO GUIDEBOOK**

