

URL: <https://stvp.stanford.edu/clips/building-self-awareness-to-build-mutual-awareness>

Claire Hughes Johnson, corporate officer and advisor for Stripe, observes that the real magic happens on a team when operators and founders are able to take inventory of their team's strengths and then surround themselves with people who have complementary strengths and skills.



Transcript

- I think we all feel, operators, 00:00:07,680 versus the founders, that the grasses are somehow more special on the other side.. So I look at the founders I've worked with and I'm like, "How do you come..." Believe me, I'd start a company if I had the idea.. I was like, "I just don't work..." My brain thinks about how to do the thing, not what the thing is or what the thing should be.. And I have so much awe and honor.. Honor those people and revere them in my life.. And I've really, most of my career, thought that the stuff that I do, the execution, the operating is pretty obvious.. And then the founders come to me and I sort of work through a problem they're having, like how do you get from A to B? And they're looking at me like, "I could not do that." And they're thinking, how do people think that way? And the most beautiful thing about building a team and being part of a really high-functioning team is when you can take that inventory of wow, doing this thing is like breathing to you and you're amazing at it, but I can't do this.. And that other person shows up and you really see each other and you invite each other into the moments when you will have the most impact.. And that's where you need that self-awareness to build mutual awareness.. And that is when the magic happens of really, truly great companies that have fabric, by the way, this is fascinating to me..

There're not that many companies that have existed for more than 100 years.. And I find them extremely interesting.. And a lot of them have a very, very strong value system, but also a way that they ingrained that system into how they operate, how they do everything day to day that persists beyond the original founding team.. And so I would leave you with that, which is find that magic, those complimentary people in your life.. I've worked with a couple of small businesses, happen to be owned by women right now.. They're both extremely creative women.. And the teams they've built are clearly built to compliment them.. And that makes me wanna be a repeat customer...