URL: https://stvp.stanford.edu/blog/videos/career-advice-6

Penchina emphasizes the importance of people skills and reveals some lessons he wish he knew when he was in school.

Transcript

The easy answer is I have no idea how much it was about people's skills and not just like I'm a people person and I like working with people.. But managing people working in groups and in teams, the complex dynamics to go with that, the fact that any large group, large group rarely gets to the right answer.. They usually get to a pretty good answer and finally give up.. My old joke was that a committee is the only animal with 10 stomachs and no brain and big companies have a lot of committees.. So coming from an engineering background, I always go to the math.. Like that's okay, well the math will lead me to the right answer and what you find in companies is it kind of doesn't.. It leads you to close to the answer.. So I guess that's one thing.. For those who are going to startups, I guess what I would say is it's amazing how much inertia there is at a startup because you think they are, like I'm saying, you're on a skateboard and you're moving really fast and all that.. But there's also lots of stuff that just doesn't get done because nobody gets to it..

They're too busy than they want to.. So I'm just going back into startup world and remind them again of how important it is to just be able to push things forward by force of will, to say we're going to go take the hill, all right? We're going to go do this and people like yeah, you know, I'm busy, I got other stuff.. No, we're going to do this like we have to make this happen and that ability to get people energized and to really make them go with you, all right? This is leadership versus management.. You can tell people what to do but in the startup, you really have to get them.. You got to get the calls going, all right? This is our cause.. We believe that we have to go and do stuff and I have no idea about that coming out of school.. I thought this stuff just sort of happens...