URL: https://stvp.stanford.edu/clips/charting-to-find-a-role-that-fits

The foundation for a happy career is spending about 75 percent of your time doing "stuff you're good at and like to do," says co-founder, CTO and COO of Nebia Gabriel Parisi-Amon. He pinpoints his experience with an exercise he learned in business school. "Instead of doing tasks that you're good at but dislike doing," he says, "invest in other people who would enjoy doing the work."



## Transcript

   - I wanna talk about your role.. How do you find the correct one? To be clear, your role will change every time in a startup.. It will evolve based on the needs of the company and your skills.. This framework is one way to look at where you should be spending time.. As Tina mentioned, I went to business school.. It's mandatory to have a two by two in any presentation you do if you go to business school.. I actually think this one is useful though, so.. Bear with me.. The x axis, is passion for your work.. And the y axis, is ability..

   So ability, pretty straight forward.. Are you good at it, can you do it well? Passion goes back to that live giving versus life taking.. When you're passionate about it, inspires you everyday.. You get up in the morning excited, the day kinda flies by.. That's where you wanna be spending time.. Let's start in the bottom left.. Things you don't like to do and you are bad at.. I think it's obvious, but you shouldn't do these things.. You should find a co-founder who you trust, and you get along with.. And they should do these things..

   If you don't have a co-founder, and this is an important role, you should hire an executive to do it.. The key here is, you're not gonna wanna manage this closely.. You're not gonna wanna kinda dive into it 'cause you don't like it, and you're not good at it.. Go to the bottom-right quadrant.. There are things that you like to do, but you are bad at.. This is where you should invest in yourself.. In a few moments, I'm gonna talk about learning, and how you learn better.. This is where you should apply that process.. Read books, talk to people, work on it.. Take the time to make yourself better and in turn, you'll make your company better..

   This is my ballpark estimate, but you should spend 75% of your time in that top-right quadrant.. This is the stuff that you're good at, and you like to do.. Because you're at a startup, you'll actually have to continually hand off things in this top-right quadrant.. It's fine, it's part of the game, as you grow, you won't be able to do everything.. They key is, you should be back filling with things you like to do, and you're good at.. Lastly, I wanna talk about the most dangerous quadrant for burnout: good at, but dislike doing.. This is where I burnt out.. In this quadrant, you wanna hire someone to do this role.. You're perfectly suited to do that.. You know how to do it, so you can manage them..

   And you don't like it, so you're not gonna be nostalgic and wanna take it back over.. That said, it's really hard.. Things are moving fast, there's about a thousand things you need to do.. And because you're good at, you're like, "You know what, I'll just take care of it." Don't do that.. Invest in other people for this quadrant.. Find someone who loves this role, train them, work with them.. Make them better than you are, or you were ever, at this role...