

URL: <https://stvp.stanford.edu/clips/co-founders-should-act-as-one>

Although co-founders Wences Casares and Meyer Malka are unique individuals, both men believe that co-founders should act as one entity when communicating expectations within an organization. To illustrate this point, Casares shares a "failed experiment" in trying to spend less time in direct communication with Malka. The result of the experiment caused counterproductive confusion for employees.



Transcript

We were going ah, overcommunicating I think he says.. We are going for lunch everyday ah, just the two of us and going over all the issues that we had in our mind that we wanted to bounce back and forth to make decisions on etc.. And at one point as it all got larger, ah, I said hey Micky you know what why don't we, why don't we start going to lunch.. You go with some people and I go with other group.. It would probably be good that, that we don't do this lunch it's just, that, that you and I alone.. It would be very helpful that we, we use them to spend time with the rest of the team.. And, also at the same time we had ah, our desks in an open office but our desks were together and I said to put them on opposite ends.. And it was a disaster of an experiment.. In less than three months we were back to having the lunches just the two of us again and the desks together again and when we tried to figure out doesn't it work? It's because when, when it's very, we think it's very important that the partnership be perceived from the rest of the organization as one.. To think I started a conversation with Micky and keep it going with me if, if they don't see me again the next day, etc..

And he has to feel like one and for that you have to be really overcommunicated.. Also, when we have issues between and we have tons of them that they don't become uhm, public and open to the organization not for a matter of secrecy and not being transparent sort of the opposite.. It is because it would be a problem for people to understand what to do, who, who, you know, who to, to follow direction from us.. So when you keep on or when you have all of this, uhm, disagreements to keep that just between ourselves but also always ah, when it's outward facing to show one face that, the one we agree.. And if there's something I don't agree, I know that we are showing that other decision that I disagree with until I can convince him somehow but, but it would be very, very counterproductive to the partnership that we show those sort of different ah, uhm, faces and the of the organization doesn't know what to do with that, etc...