

URL: <https://stvp.stanford.edu/clips/finding-the-right-fit>

When considering who to work with, beyond looking for basic traits such as honesty and integrity, Stripe's John Collison advises entrepreneurs to also consider deeper issues like working style and how someone interacts with others. He acknowledges the importance of diverse perspectives, but warns against bringing together people who are so different that it will hinder production.



## Transcript

I guess the two things to think about are one, I think the quality and tenor of your personal interactions actually matters a lot.. There are some things that are absolutely table stakes like honesty and integrity and if you see any bad signs there, you should run away at 100 miles an hour.. But then there is deeper things about your interaction, and your working style, I think one interesting question that you should really think about is how much should you argue with someone you're working closely with, because it's not obvious that you want to be in - you clearly just don't want to be the two of the same people that's kind of wasteful, you hopefully have some conflict and some diversity of opinion, such that you're both bringing different perspectives to the table, but at the same time, you probably don't want to be too far, too diverse in opinions where Max Levchin describes how when they merged x.com and PayPal, PayPal were all Unix people and Windows - and x.com were all Windows Server people and they kind of smushed them together and it was bedlam because you had these two people who had - red team, blue team, two completely different ways of doing things and it's unclear whether one was better than the other in that context, but they certainly didn't work together.. And so if it's productive disagreement that's - that let you know, that results in a better product then that's great.. If it's kind of stylistic disagreement that you can't get past and you do just have two different approaches for doing something, then that's maybe a sign that you're not going to be able to work that well together..