

URL: <https://stvp.stanford.edu/blog/videos/motivating-your-people>

Shader talks about how he keeps his employees motivated. He makes everyone in his company realize that they are all working together on something that is more important than any individual effort.



Transcript

I think it's really important.. People want to do something they believe in.. And I happen to believe deeply in what we're doing.. It's just incredibly clear that what we're doing is that we're in a giant market.. We have a strategy that makes a lot of sense.. So, I spend a huge amount of time and effort trying to make sure that I'm communicating to everybody the opportunity and where we're going.. And also trying to recruit people who are high integrity who have the 'stick-to-it'-iveness that matters.. So an interesting story about this guy.. I worked for him as a Product Manager and then doing business development at GO Corporation and we were doomed.. And we were doomed probably 18 months before we failed..

And the amazing thing about that company was almost nobody left.. To the end everybody stuck it out.. And what I learned from Bill, at least what I observed from Bill and I tried to emulate except that I think we're not doomed.. Bill always got everybody in the company to realize that they work in it for something that wasn't a financial outcome.. We were working on something that was more important than any individually.. It was about the group of people working together.. It was about the technology we were building.. Where the partners we are engaging with.. If you sort of screamed for people who'd tend to be more values-based and you can try to help people understand that broader thing.. You'll end up with the reasonably cohesive group..

People will stick with it for a long time.. Not everybody has been like that.. They're definitely been people who bailed out but others have hang in there.. And I consider it my job to make sure that they're obviously.. They see the bright picture.. We try to make the issues that would make them want to go away.. And we reinforce the positive values that the people are making it happen.. And the neat thing is, it's like keep pointing out to folks.. In the bubble, people got struck by lightning and they made a fortune.. But I don't think they got the sense of satisfaction..

This thing is going to make it and anybody who is a part of it is going to go through an incredible amount to do that.. And not unlike hazing in the fraternity or whatever else that people go through.. It's a really bonding experience to be a part of a great group of people making something awesome.. And we have enough positive reinforcement around us from customers in the market and present stuff that is.. It makes it easier to reinforce that..