

URL: <https://stvp.stanford.edu/blog/videos/overcommunicate-frequently>

Chairman and CEO of Pacific Biosciences Hugh Martin says that his employees deeply enjoy the company-wide weekly meeting where he personally addresses all employees and shares information about transparency, strategies, and other big-picture thinking. This open, frank, and consistent communication, says Martin, is essential to give employees context and to make them feel like critical stakeholders at every turn.



## Transcript

The next thing you should do in terms of a company is over-communicate all the time.. Practically every single person that comes into PacBio, as an interview candidate, they ask PacBio employees, "What do you like most about this company?" I would say 90% of the people would say, "Hugh's company meeting on Friday mornings." So for an hour every Friday, the entire employee base gets together just like this and I talk about every single thing that's going on in the company.. I tell them where we are from a financing point of view.. I tell them where we are from a competitive point of view.. We'll bring in guest speakers.. And the employees really, really appreciate that I tell them these stories and that they understand what's really going on.. It's a very, very big deal that you over-communicate.. It also gives the employees context.. We were raising money one time and I was taking them all the way through it, and I said, "We've got two weeks of cash left in the bank," which is typically not something that a CEO would share with the employee base.. What happened is everyone automatically cut their spending..

Everybody said, "I really don't need this right now, we're going to wait." So communication to get context is really, really important...