

URL: <https://stvp.stanford.edu/clips/the-startup-mindset>

In a rapidly scaling startup, observes Capella Space founder and CEO Payam Banazadeh, change should be not only tolerable, but desirable. In fact, he tries to hire people who can flourish in an environment where "everything is going to change very soon."



Transcript

- When we were a company of ten, the culture was different.. It was a lot more agile, and the way we were just doing things there was no org chart, there was no handbook, there was no process, there was, we're just doing things as a team.. There was one credit card, we were literally using as a team, okay you need to order that, go for it, you know, and as the company has changed, and grown, all of those policies and stuff have changed because they were not scalable anymore.. And, I think one of my, important rules, as a COO, is to reiterate to my team that change is okay.. And change is actually not only okay, but highly desired.. Because you know, change is difficult, right, like if your used to a certain way, then all of a sudden, everything is changing, then you're kind of panicked and you know what happened? And so, I try to infuse that to the team every two weeks, all hands, talking about how this did change, we used to do it that way, we're doing it this way, but that's totally fine, this is how it's supposed to be.. And I think when you're trying to join a start up, you've got to enter the environment knowing that everything is going to change very soon.. And so I've told people, if something is not working today, it will mostly likely be fixed three months from now.. So let's just work it out, let's just get together, talk about it, 'cause there's a bunch of stuff that's not working right? I mean it's growing pains of building a company that's growing really fast and so if you're not okay with change, it's gonna be difficult.. So we certainly look into that when we're hiring new people..