

MASTERS OF SCALE

Surprising Truths from the World's Most Successful Entrepreneurs

REID HOFFMAN with JUNE COHEN and DERON TRIFF

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MAIN IDEA

When you look at the most extraordinary success stories of our time, they all have one thing in common. They reach scale fast – the kind of growth that becomes self-perpetuating.



The funny thing is achieving scale is often counterintuitive – you sometimes have to do things that don't and won't scale to prime the pump, resistance at the start of your journey turns out to be a very good thing, and the most successful scalable ideas have a way of seeming highly implausible when you first start out.

The best way to learn how to scale is to study the success stories of those who have, and identify and extract the strategies and ideas they used to get there. With that in mind, there are ten insider tips everyone who aspires to scale should know and apply.

"We are living in a time of dynamic change—a period of great upheaval. Our world urgently needs people who possess the tenacity and the will to tackle ambitious challenges, adapt to difficult and volatile circumstances, and offer us fresh solutions. If you want to bring something new into this world and scale it, you don't necessarily have to be a young guy in a hoodie. You don't need to be an engineer or programmer, or live in Silicon Valley. And you don't need big bucks—in fact, many of the most successful startups began with less than \$5,000. But you do need knowledge, insight, and inspiration. That's where these leaders come in. Enjoy their stories and heed their advice. Then get out there and start—then scale."

– Reid Hoffman

The Ten Insider Tips of Scaling

1	GET TO "NO" as fast as you can	6	BE A LEARN-IT-ALL, not a know-it-all
2	Be prepared to DO things that DON'T SCALE	7	NOTE WHAT PEOPLE DO, not what they say
3	Look for GREAT IDEAS disguised as baddies	8	PIVOT, embrace Plan B with gusto
4	DESIGN YOUR CULTURE to handle scale	9	LEAD PEOPLE by inspiring, not forcing
5	GROW FAST but don't burn yourself out	10	View your company as a TROJAN HORSE

Tip #1 – GET TO "NO" as fast as you can. Page 2
Talk with smart people who don't like your idea. That will make you refine your idea for the better, and move you closer to scale. Welcome "No".

Tip #2 – Be prepared to DO things that DON'T SCALE Pages 2 - 3
To prime the pump when you first start out, be prepared to do things that obviously won't scale in the future. To scale, you have to do the opposite.

Tip #3 – Look for GREAT IDEAS disguised as baddies. Page 3
To make a great idea succeed, you don't need an MBA or even access to capital. All you really need is curiosity, a bias for action, collaboration and grit. Be right.

Tip #4 – DESIGN YOUR CULTURE to handle scale. Page 4
Building your culture is a never-ending challenge. You have to build a culture which is smart enough to evolve so it will scale. Founders shape culture.

Tip #5 – GROW FAST but don't burn yourself out Pages 4 - 5
Strike a good balance between explosive rapid growth and strategic patience. Sprints are great, but you can't do that forever. Hit a good fast/slow balance.

Tip #6 – BE A LEARN-IT-ALL, not a know-it-all. Page 5
When you're doing something new, you're going to reach the limits of your knowledge fast. That's okay, as long as you're prepared to zip up the learning curve.

Tip #7 – NOTE WHAT PEOPLE DO, not what they say. Page 6
Watching what customers are trying to do with your product can show you the way forward. Just make sure you learn from what they do, not what they say.

Tip #8 – PIVOT AS NEEDED, embrace Plan B with gusto Pages 6 - 7
The truth is most entrepreneurs pivot multiple times before they scale. Be prepared to do the same with gusto, but stay linked to your mission.

Tip #9 – LEAD PEOPLE by inspiring, not compelling. Page 7
Leadership as you scale is always about adaptability first and foremost. You have to inspire people to come on the journey, not compel them to follow rules.

Tip #10 – View your company as a TROJAN HORSE Page 8
Social transformation shouldn't just be a side effect of your business. Aim to do good things which will make the world better. That's the real beating heart of business.