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# How to Scale Effectively — HR Tips and Best Practices

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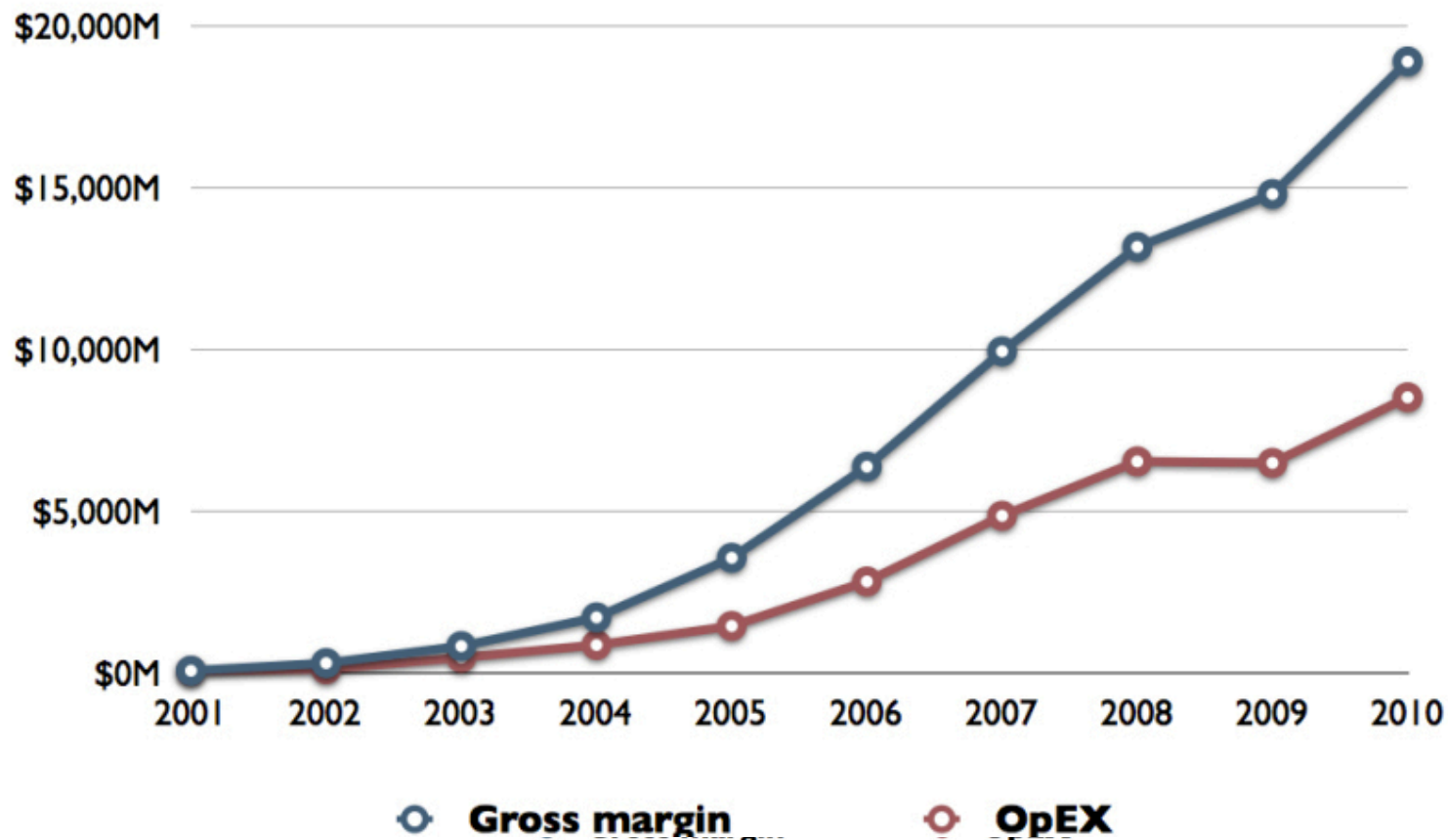
# Scaling Quickly but Effectively

## Scaling a business (definition)

- Companies that scale have operating leverage.
- Growing revenue with minimal or no increase in operating costs (e.g., administrative, sales, etc.).
- Scaling means *achieving more efficient, effective, and widespread adoption of an innovation.*

# Scaling Quickly but Effectively

The reality is that before such scaling happens, investments often need to be made or even doubled down to get to the scale inflection point

**Google (NASDAQ:GOOG) Historical P&L, 2001-2010**

# Scaling Quickly but Effectively



## ***Trading Technologies***

2003—120 employees, 3 locations  
2009-600 employees, 10 locations



## ***Sun Trading***

2009-70 employees, 2 locations  
2012-150 employees, 4 locations



## ***Dose***

Feb 2016-50 employees

# Scaling Quickly but Effectively

- Process Issues
- Culture Issues
- Employee/Workforce Issues

# Scaling Quickly but Effectively

## Process Issues

- Need to make strategic decisions about outsource/insource(e.g. security, content management, recruiting, etc.). Outsource if not a core competency
- Consultants/contractors can “get you over the hump”
- Balance process with agility. Need enough “policy” to protect and put up guard rails but too much stifles start-up innovation
- Reset who has the “D” (the decision)



# Scaling Quickly but Effectively

## **Culture Issues**

- Find ways to keep CEO/Founder front and center
- Realize communication/meeting cadence will shift (e.g. All Hands becomes weekly Friday email)
- Internal Communications is a function that becomes more important with growth. No longer everyone knows everything
- Question legacies—people, meetings, Slack channels, performance reviews, etc.

# Scaling Quickly but Effectively

## **Culture Issues (cont.)**

- Define core values but adjust when new blood arrives. Cult vs. Community
- Culture a priority topic for leadership team during rapid scaling. Avoid culture drift
- Honor the past/tell stories
- Be willing to let go and make some tough calls

# Scaling Quickly but Effectively

## **Employee Issues**

- As you grow, you will lose people. Some only want a smaller environment
- Jobs/roles will become more specialized. More specialists than generalists
- Set career plans/paths sooner vs. later. If employees can't grow, company can't grow

# Scaling Quickly but Effectively

## **Employee Issues (cont.)**

- Make leadership training an early investment—you will be growing your leaders internally
- May need to take more risks with employee hires
- Don't be afraid to over hire for Sales
- Trimming fat is part of growing