

THE ROLE OF EARLY HIRES

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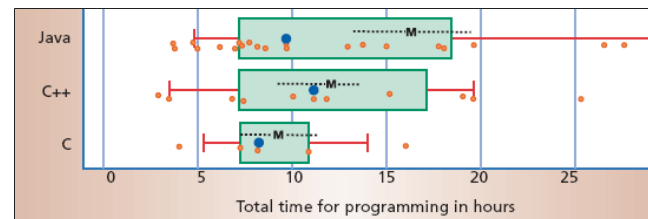
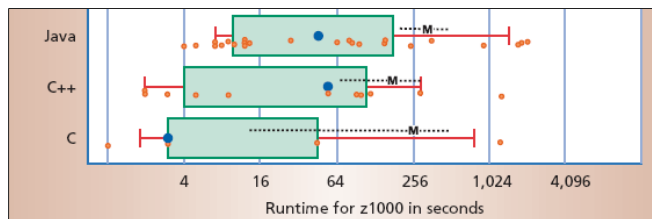


Early hires are really important!

- Thiel's law: A startup messed up at its foundation cannot be fixed.
- Early hires matter:
 - People you work with every day
 - Performance differences are huge
 - Role inertia

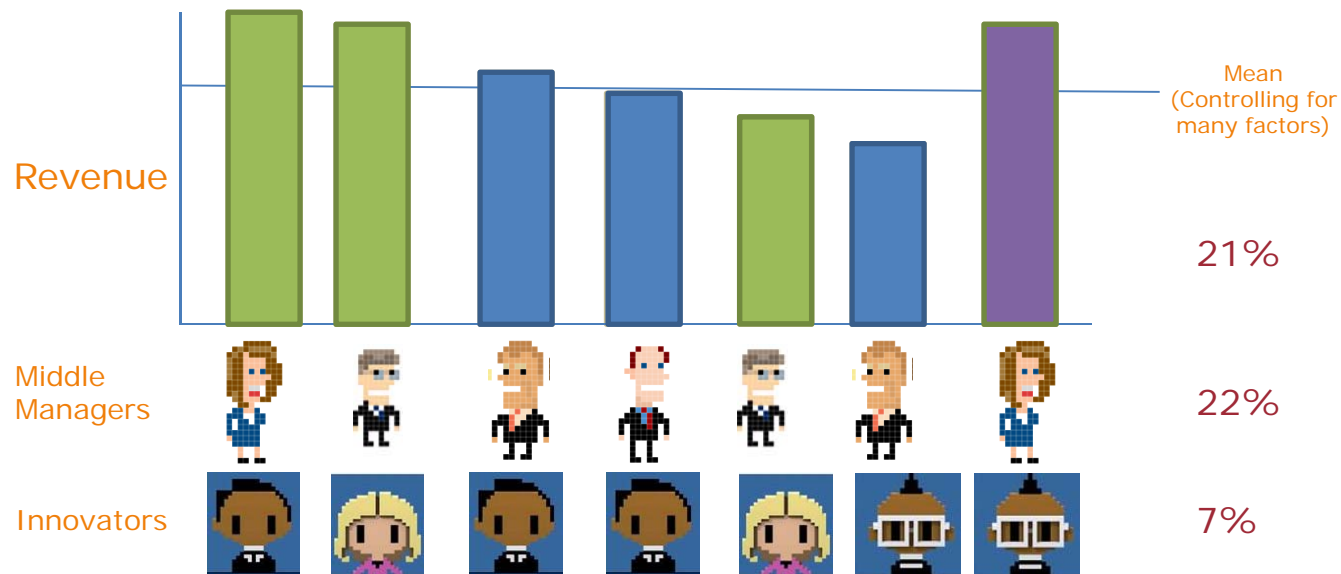
Performance differences are huge

- Lots of differences in performance
- Prechelt (2000): Good/Bad ratio
 - Program performance measures 27 times higher on some dimensions



From Prechelt. "An empirical comparison of seven programming languages." IEEE Computer 33(10):23-29, October 2000

Performance differences also matter for middle managers!



Role inertia

- The shape of a job
- Hard to change because of hiring
- Early days are most important

First hiring decisions

- Hire slow, fire fast
- Realize that your early choices are hard to change
- Good enough isn't