

## Rethinking Team Building: how a 30-person Startup serves 50 Million Users — Grant Lee, Gamma



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The central thesis of this talk is that in the rapidly evolving age of AI, startups and tech companies should reject the traditional "blitzscaling" model of hyper-growth and specialized roles. Instead, they should focus on building lean, agile teams of generalists and "player coaches" who can adapt quickly to change. Grant Lee argues that investing in brand and culture from day one is a more scalable and sustainable way to build a company than simply hiring more people.

### Timestamps

[00:00:00](#) - Introduction to Gamma and its "content-first" philosophy.

[00:01:55](#) - Shifting focus from product innovation to organizational innovation.

[00:04:19](#) - The case for hiring generalists over specialists.

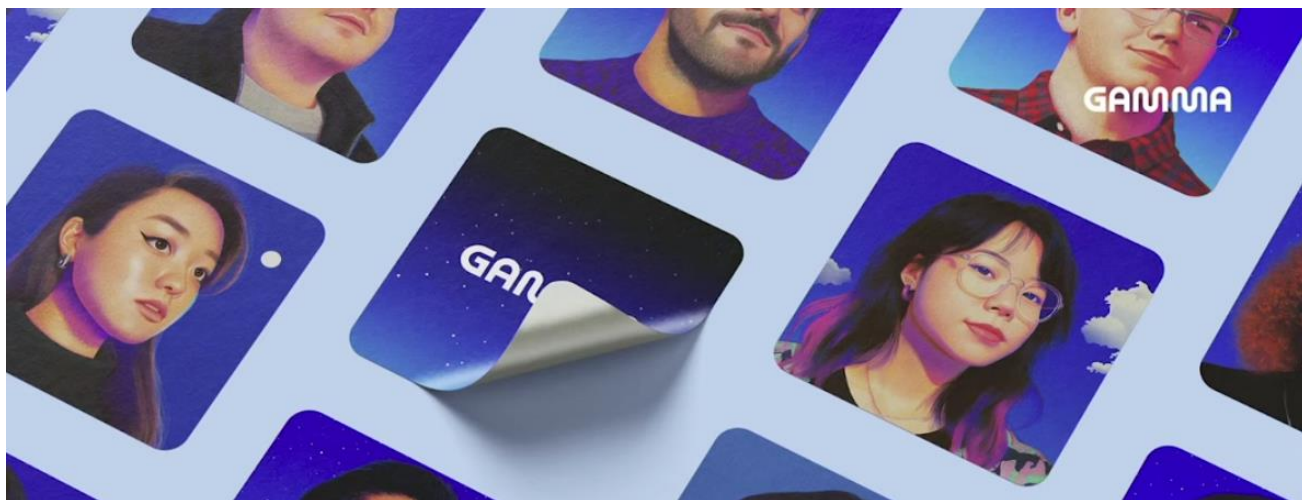
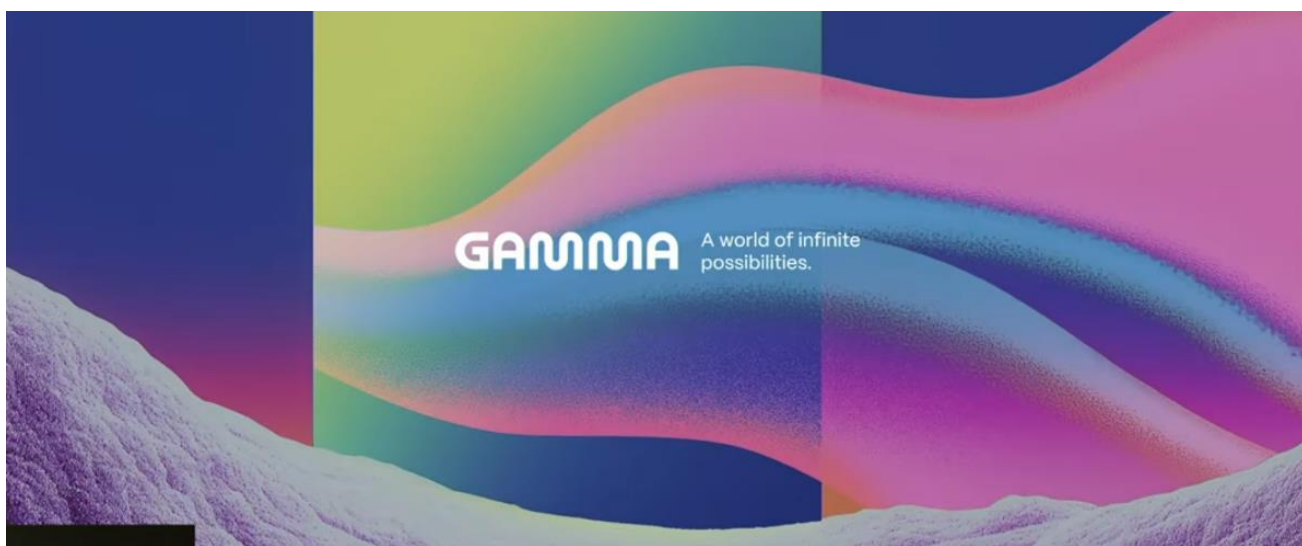
[00:06:48](#) - Introducing the "player coach" leadership model.

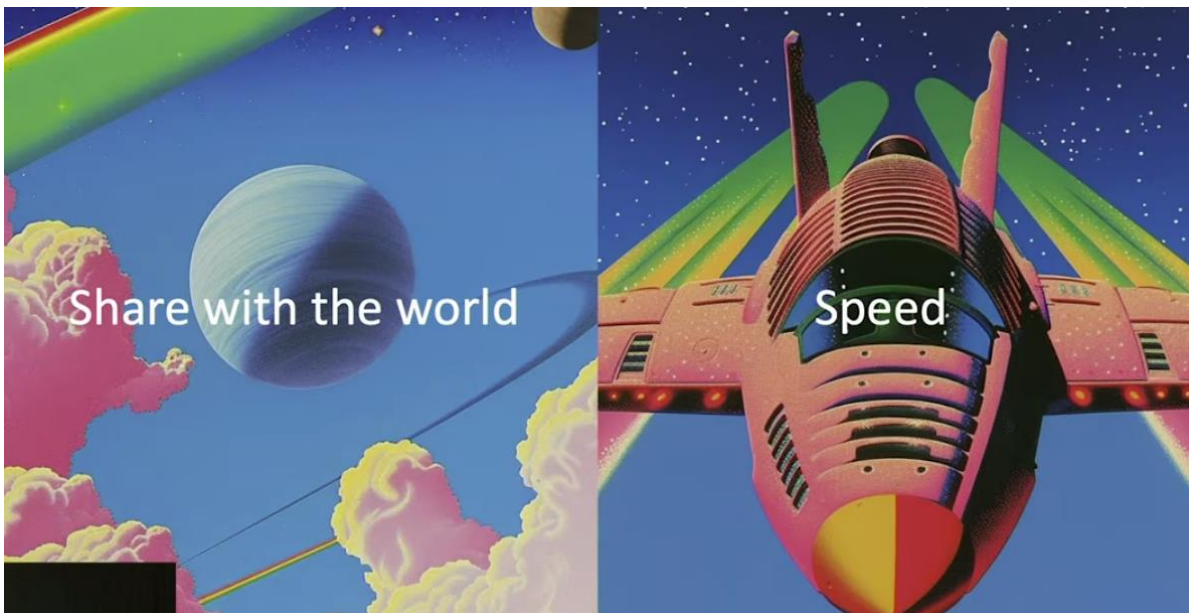
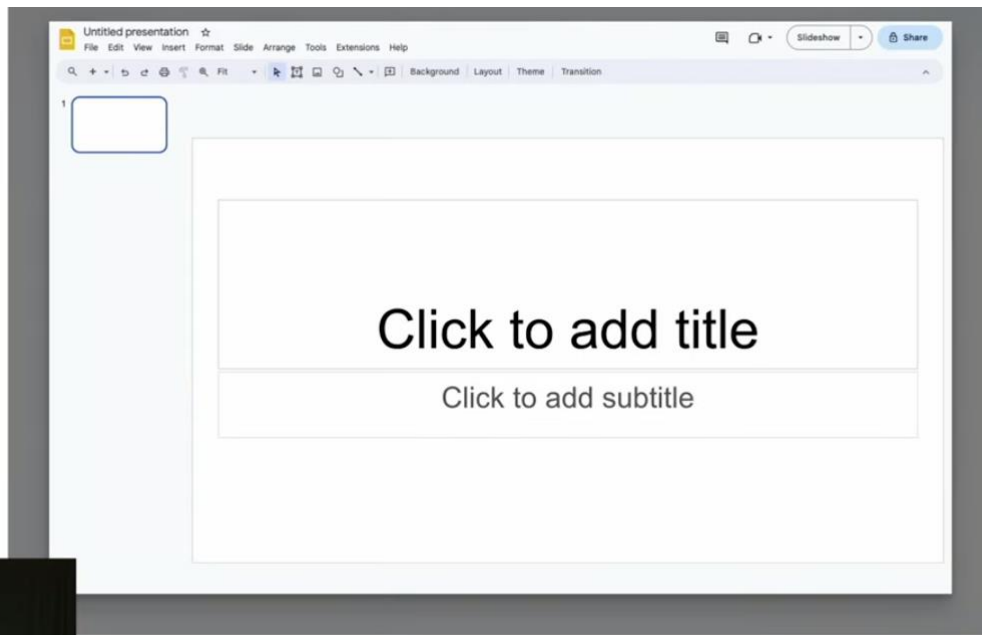
[00:08:57](#) - The importance of scaling with brand and culture.

[00:12:04](#) - Q&A session begins.

### About Grant Lee

Grant has spent the past 10+ years building tech startups and has a background in finance and operations. He was interim CFO at Optimizely and the COO of Clearbrain, two YC startups. He grew up in the bay area and studied at Stanford, where he received his B.S. and M.S. in mechanical engineering. He is currently building Gamma, an AI-powered platform to create presentations, websites, and more.

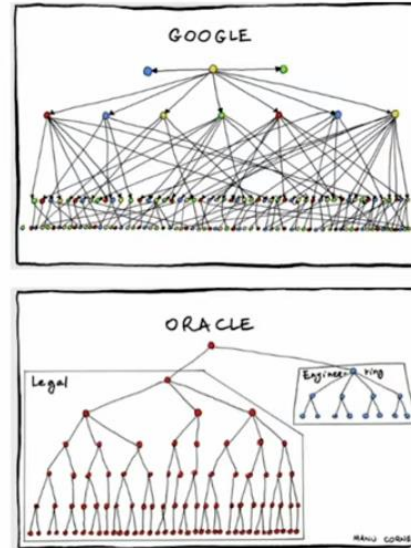
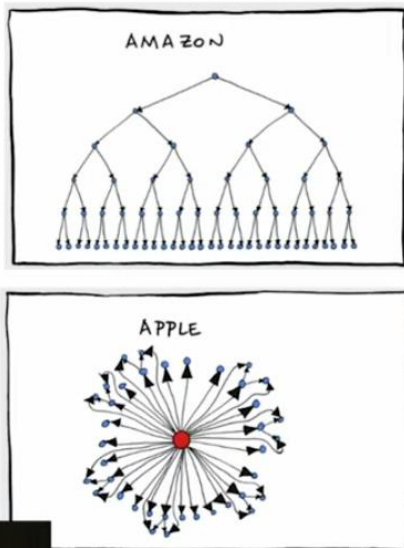




Innovating on

# Org Design

## The old way



## The new way



Who to hire

The Rise of the Generalist



How to manage

Introducing the Player-Coach



How to scale

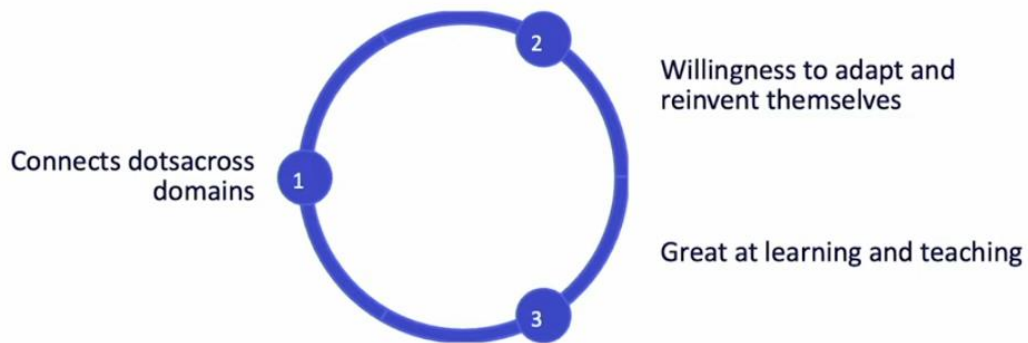
Invest in Brand &amp; Culture



The Rise of the

# Generalist

## The Generalist



Introducing the

# Player-Coach

## The Player-Coach

No rigid hierarchies, just  
player-coaches on the field

Understands how to leverage  
AI most effectively

Tight feedback loop and ability  
to make adjustments



## Brand & Culture

Trust creates  
velocity

complementary skills and  
high agency

A "tribe" with  
shared values

higher retention and  
continuity

Transparency →  
productivity

work and iterate with  
shared context

The journey's  
more fun:

the feeling of winning  
together