



Stanford eCorner

Right People, Right Time, Right Behavior

Lynn Reedy, *eBay*; Stephanie Tilenius, *eBay*

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Reedy talks about a key principle that the CEO instilled in the management of the company: the right people at the right job at the right time with the right behavior. A company should have the flexibility to change people as it grows and needs people with different skills, she says. Managers should mentor their employees and focus on career development, she adds.



Transcript

First I am going to go over five key principles which are really Meg Whitman's who is our CEO and who has led our company in the past five years. I want to go through her-first, the five key principles that she actually instills in every single one of us that work in the company and are in a management position. The first one is the right people and the right job at the right time with the right behavior. When I came to eBay four years ago, that was the right people and the right job. Obviously, that makes sense to all of you, but actually a few years ago, she added at the right time. As we were going from a very small entrepreneurial company to a very high growth rate company that needed more processes, it became important that you have to sometimes actually have to change people because they might have been right at one point in time but you need folks with different skills over a different point. So having the flexibility to move people around and understanding that companies change and what they need changes. Actually last year, added the fourth factor which is with the right behavior. As you continue to grow as a company, you need to make sure that your managers are mentoring their employees. That they are looking at career development.

That they are making sure that they are assigning clear objectives and clear responsibilities. That is how Meg has actually altered that first key principle.