



Stanford eCorner

Protecting Human Capital

Dan Springer, *Responsys*

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Video URL: <http://ecorner.stanford.edu/videos/1942/Protecting-Human-Capital>

Dan Springer, CEO of Responsys, shares tactics for nurturing and protecting human capital. Springer argues that managers often make the mistake of giving unrewarding but urgent work to their best performers, which is a short term strategy that can lead to burnout and the loss of a company's best human capital. Instead, managers and entrepreneurs should focus on the long term and give their most rewarding tasks to star performers in order to nurture and protect them, because ultimately these team members provide the most value to the company.



Transcript

Really think about the long term. I think that sometimes we get focused on so much pressure to meet short term objectives that you think, "If I can just get this associate to take on that study" if you're in a consulting environment. Or, "If I can just get this employee to do this job or serve this client that I don't want to do and they're going to do that for three months, that solves my problem today." But the challenge with that is, if it really is not - if you kind of feel it's not in their best interest and they're going to be disappointed. I find myself increasingly looking around my company and saying, "Who are the people that really get things done? Who are the key people in your company that are just stars?" Those are the ones you're always asking to do the things that you don't think they might want to do, because they're ones who can get things done. They are so valuable as resources to your company for the long run, if they're feeling excited about their career and what they're doing in their progression and development, that if you're burning them out on those tasks that are annoying to you right now, the things you need to get out of your plate, you're taking a huge hit to your company and I sometimes use the analogy of you have an income statement and you have a balance sheet. Your income statement, are all the things you need to do in the business on a day-to-day basis and your balance sheet is the assets that you're building in the long run. If you're making a lot of choices and you're persuading people to do things that you're trying to use your charm or positional power or whatever it is you think you have to do that they don't want to do. You may be improving your short term income statement, but you're costing your balance sheet of the company significantly, because you increase the chance that those people are going to leave and go some place where they're more valued and more respected.