



Stanford eCorner

Wear Every Hat

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Brett Crosby, Google Analytics' Group Product Marketing Manager, shares a lesson from Michael E. Gerber's E-Myth series that's helped propel his business strategy: Do every job in your company, and as soon as you understand each one, hire someone else to do it. Too many ventures spend too much time simply focusing on product, and overlook this critical focus on process.



Transcript

Work on your business, not in your business. It's one of the key things to being an entrepreneur. You have to do the job in your business. I've done just about every role in the business other than coding, but I did used to build websites and stuff like that early on. At the same time that you're working on your business, the reason I did so many things is that as soon as you understand one job, you need to hire someone else to do it and move on, so you can be focusing on the systems in your business to make sure everything is working. The sales are working, the support system's working, the business development opportunities and the licensing and all the little aspects that need to be thought through. A lot of people think they're very product focused and it's just about the product. It's the wrong way to approach business. You need to be thinking about scale. As soon as you understand something, according to the guy who wrote that book, move on and let the other guy do that job so you can manage him because you know how to do his job now.