



Stanford eCorner

Teams, Money and a Way Forward

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At the start of a new venture, serial entrepreneur Matthew Rabinowitz believes deeply in working with tight, focused teams and resisting the urge to spend money until you feel it in every cell in your body. Through these times, Rabinowitz also suggests teams remember that there is always a path through any situation.



Transcript

And that ability to step away from wanting to be on a pedestal is also really relevant to the team that you hire in your company. One of the things is when you start a company and it looks interesting and it's going well, people are interested to get involved and it's such a true - it's so good for the ego because everyone wants to be involved with you and you want build this team, don't do it. It's not the glamorous way, but keep it tight. Make your team when you start really small and really bright and really focused. It's going to end up being much better for you as an entrepreneur and you're probably going to end up starting a much better company that way. Same things VCs will often say to you, you need to spend more money. Spend and the glamorous thing to do is to get a nice office and spend and really pursue. When you are ready to spend money in a company when there is real need to spend money, you will feel it in every cell in your body. You won't be able to keep your foot off the accelerator. If you're spending money just because it looks kind of good and people are telling you to spend money, chances are you're spending money on the wrong things or wastefully and it's not going to be good for you financially in the long-term.

Same thing applies to the people that you bring onto the team. You want these people to not be sort of glamour seekers who want to be on a pedestal. You want these folks to be tenacious. The kind of people who will stop at nothing, the kind of people who understand that Churchill quote, where he says "if you're going through hell, keep going." It's a beautiful notion that you just - there was always a path through, there is always a way. And as an engineer I think one learns over time there is always a way, there is a way around, there is a way through, there's a different direction, you just need to have a team that will stick with you to find it and not wanting to be glamorous and on a pedestal because those will be the first people who will leave the company.