



Stanford eCorner

Skills to Succeed in Large Organizations

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Learning how to sell and recruit are the keys to success in a large organization, says MuckerLab co-founder William Hsu. Reflecting on his time helping to lead AT&T's interactive group, Hsu explains the value in building allies and understanding motives and incentives.



Transcript

Ironically the ability to sell and recruit was the most important part of being successful at a very, very large company. At a company like AT&T where there is multiple stakeholders, where there was maybe about 500 people at my same level. The key to success is to actually gain allies and the way to build allies is to understand people's motivations. And we like here to think that big companies are not innovative and they're slow and they're like dinosaurs and the people like to play politics. Well that's actually not completely true. We all have one life to live. We all want to do interesting things or even great things with our lives, and that means that guy that works at AT&T or the guy that's behind the checkout counter at Safeway to you and I sitting here in this room, everybody have a motivation that drives them. So if you understand their motivation and how they want to be different and how they want to change the world, you can actually help them accomplish that goal and the same thing at AT&T. If you build enough allies and have enough people that subscribe to your vision, you can get a lot done, because every company needs a role and everybody want to be innovative.