

URL: <https://ecorner.stanford.edu/clips/being-liked-vs-being-ceo/>

Faced with mass cancellations due to the COVID-19 pandemic, Hipcamp founder and CEO Alyssa Ravasio was forced to lay off employees. The experience forced her to come to terms with the fact that there's no way to build a company and have everybody like you. No matter how much emotional intelligence you might have, she observes, as CEO you have to become comfortable with making some people unhappy.



## Transcript

- With the layoffs in particular was such a hard, 00:00:05,650 it was such a hard decision.. I was so impressed by our team's resiliency.. And I also really learned this is gonna sound silly but, how to put this, I had to come to terms with the fact that there's no way to build a company and have everybody like you.. - Yeah.. 00:00:25,620 - I had really not been honest with myself 00:00:28,560 about how much I was still holding onto that.. Like, of course I talked about that like with my coach and I was like okay, it's not about making everyone like me, It's not about making everybody happy.. But it wasn't until, you know, knowing I made the right decision and yet still having so many people just really personally say, "You're wrong, what you did was wrong" to really I had to face this fact that like, I'm not gonna have everyone like me and that, that was super hard.. But I think, you know, I just care so much about people and relationships, that's like how I get my energy and what I really am driving off of that it was also really important just to take a little bit of that pressure off.. I'd been, I thought if I just worked hard enough and I was smart enough and emotionally intelligent enough that I could do this and have a 100% of the world love me and just no, that's not a thing.. So I think, especially as a female we've been really trained to think that that's a huge sign that we've done something terribly wrong..

And it was super interesting to be like, actually, I don't think I did anything terribly wrong and these people really don't like me and like, wow, like let me just sit in that discomfort and that paradox and like figure out how to move forward, like, that's weird.. That was probably one of my bigger, my bigger learnings as well..