#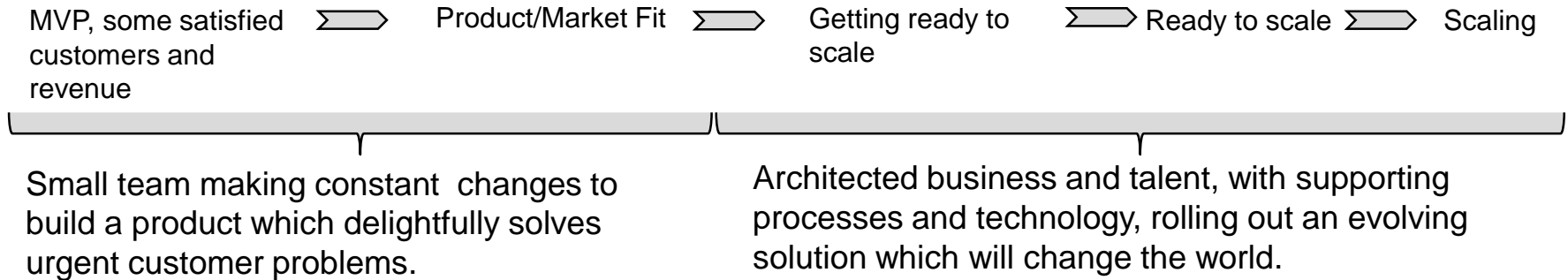 Startups often fail in the transition from product/market fit to successful scaling because the talent requirements are very different.

MVP, some satisfied customers and revenue ⟹ Product/Market Fit ⟹ Getting ready to scale ⟹ Ready to scale ⟹ Scaling

Small team making constant changes to build a product which delightfully solves urgent customer problems.

Architected business and talent, with supporting processes and technology, rolling out an evolving solution which will change the world.

The problems faced by leaders of companies trying to get to product/market fit and those trying to scale are very different. Many leaders are not able to successfully transition.

Getting to product/market fit:
- CEO focus on building delightful product.
- Everyone does everything. No full-time managers.
- Doing things that don't scale and are inefficient.
- Limited management processes.
- Key metric is customer satisfaction.
- Heavy investment in engineering.
- With an engineering team of < 6, CTO spends most of the time coding.
- Lots of coding, technical, architectural issues and decisions.

Being ready to scale:
- CEO focus on building talent and a company. CEO starting to delegate.
- Management structure in place. Roles and responsibilities defined. Fewer generalists and more specialists. Full-time managers.
- Focus on efficiency in order to profitably scale.
- Management processes and supporting technology in place, especially for talent acquisition, development, and retention.
- Decision-making driven by several key metrics.
- Heavy investment in marketing and sales.
- CTO no longer coding most of the time – may be full-time manager.
- Broad set of issues and decisions.

What can only the CEO do? The CEO must not delegate:
1. Creating and maintaining purpose and alignment.
2. Hiring a leadership team and making sure they work well together.
3. Nurturing the company culture.