Jacob Morgan 01:50
Hello, everyone. Welcome to another episode of the future of work. My guest today is Nathan Rawlins, CMO at lucid and Nathan, thank you for joining me. Thanks for having me, Jacob. For people who might not be familiar with the company, what do you guys do?

Nathan 04:20
So at Lucid, we create a set of products that we call visual collaboration applications. So these are applications where people can come together over the web from anywhere in the world to work together on a Shared Canvas. It may be they come together to brainstorm ideas, or maybe to work on a diagram to figure out a customer support process. These anything where you're trying to build something together and you need to do it very visually. You turn to lucid to do that. And

Jacob Morgan 04:47
I'm guessing as a result of COVID business must have been booming for you guys because now everybody's turning to these tools and platforms, right?

Nathan 04:55
It's been it's actually been really fun to see and this is we talk about The future of work, I think this is one of the things that's interesting is that what COVID really did is that it forced everyone to rethink the way that they collaborate. And what we've found largely is that what many people experienced was that it wasn't really working well before. And so as we shifted to, to being in a virtual world, we had to work differently. And most people that we talked to found, you can actually work more effectively when you decide that you're going to not try to replicate the bad ways that we were working before in a virtual environment. Yeah. So it's been it's been fun to see, of course,

Jacob Morgan 05:42
how many employees you guys have a lucid by the way?

Nathan 05:46
We are just shy of about 1000 employees right now.

Jacob Morgan 05:49
Wow. Okay, you guys are way larger than I thought. For some reason. I thought it was a much smaller company, 1000 employees. I mean, that's a that's a substantial company, right? There.

Nathan 06:00
It is. And the you know, our goal was to bring this type of collaboration to every knowledge worker on the planet. So we have some pretty ambitious goals. We've got a long way to go. And we're, we're excited to do that.

Jacob Morgan 06:12

Now, before I pushed record. We were talking about the old days where we got connected. Man, how many years ago was this when you were at Jive Software? Do you remember how many years ago that was? Six?

Nathan 06:23
Oh, it would have been six, seven? Well, at least. Right? So would have been back in 2011?

Jacob Morgan 06:30
Bravo. Oh, yeah. Oh, my goodness, a decade ago, cheese. Time flies. Well, I remember. So I wrote my first book in 2012. And it was called the collaborative organization. And I remember at that time, a lot of these software's were just becoming mainstream, there was Salesforce Chatter. There was jive. There was lithium. There was Yammer. Some people might remember, when you look back almost a decade ago with these technologies, and you look at where we are today. Have you seen a lot of evolution and change and transformation and just their adoption? Or even how the platform's looking, are used?

Nathan 07:11
Yes, and no. And this, this is, again, something that I think is fun is that is I think, back in the days of the days of jive and certainly the other applications that you just talked about, we we shifted to much more social ways of I think it was more communication in many ways than collaboration. And so I think collaborators or excuse me, communication has evolved pretty dramatically over the course of the last decade, you see, Slack is taken off other apps, similar applications have. But when it has come to collaboration, we've really, we tend to go back to these these same modes of we're textual collaboration, we're trying to comment on documents and get our points across. And so that's where I think things are haven't changed as dramatically, where we've been, we've become much better at being social and communication. But when it comes to collaboration, we tend to just try to push it through with endless amounts of communication and, and pretend that that is some sort of collaboration.

Jacob Morgan 08:18
I actually wonder what happened to a lot of those platforms? You don't really hear? I mean, do you hear about any of those anymore? If they've been? Why don't really know. Yeah, I think a lot of them been acquired and absorbed into other businesses.

Nathan 08:35
They've been been absorbed in different ways. And I think the concepts have evolved where, you know, you take something like chatter, it's, it's certainly evolved pretty dramatically over the course of the last decade and being pulled as a feature into many different things. But I so the concepts have pulled through, but we still certainly believe that there's this next evolution in the way that we collaborate. And it's really getting back to just kind of how we fundamentally like to work as humans.

Jacob Morgan 09:04
Couldn't agree more. So kind of a fun question for you. I'm curious, go back a decade like 2011 2010 when you had to sell this kind of software to organizations, versus when an organization is coming to

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now, is there a big difference as far as companies understanding what it is why it's important? Or are we still kind of like, why do we need this? Why can't we just do email?

Nathan 09:33
I think the biggest difference right now is in the way that these products are adopted. So back a decade ago, we still very much had to have a conversation first and then adoption follow. You know, certainly at Lucid, we have a product lead growth model where millions of users are using our products and then once you've proven out success You can have the conversation at a company level and say, by the way, this is really working. Should we scale this? Yeah. And so in, in this approach, we've made it easier for the transformation to happen, because you've removed that initial friction of is this is this really going to work to begin

Jacob Morgan 10:17
with? Okay. One of the big questions I get, and I'm sure you get asked this a lot as well, do we still need in person collaboration? So obviously, you have a lot of people, a lot of big brands who are using your software? Do they ever come to you and say, hey, you know, what, we don't need in person work anymore, we're just going to shift purely to technology.

Nathan 10:40
We certainly have have talked to many companies that are shifting to completely virtual collaboration, in particular, because of the current environment, that what we found is that many of them are saying, even if we can get back together at some point at scale, what we have learned over the course of the last year and a half will cause us to collaborate differently when we're all in the same room. So one of the one of the stories that's jump jumps out to me here is, you know, talking with a vice president at a bank, and she was talking about working with her UX team. And how, by doing brainstorms, virtually, she discovered that there were people on her team that had a voice that she hadn't heard before. Because their their ideas would come through when they were brainstorming with sticky notes on this virtual board. Whereas if they were all in a room and talking, the same people may not speak up. Yeah. And so there are all sorts of these sorts of dynamics that I think are causing companies to say, hey, even if we can get back together, let's not fall back into the same tropes of the past. And let's, let's figure out how there can be a mix of virtual and physical, even if we're all in the same room. Yeah,

Jacob Morgan 12:01
that makes sense. I want to kind of look at the big picture of trends that you are paying attention to, or maybe trends that your company's paying attention to when when we think about the future of work. So what are the trends you're paying attention to?

Nathan 12:18
There are a handful that come to mind just right off the top one is that the things that we tend to collaborate around anymore are significantly more complex than they were five or 10 years ago. We, we like to talk about the fact that we build for builders. And anymore, that's virtually anyone within a company. There's so much technology, we're pushing so much forward, we're trying to innovate, innovate so quickly, that we're solving really complex problems. So when we need to get together and collaborate, we're not talking typically about just minor tweaks here and there. We're talking about big

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things. And, and because of that, the type of collaboration, the way that we collaborate needs needs to shift to allow for that level of complexity and dialogue and interconnection that inevitably comes out of it. So that's that's part one. Another thing that we're seeing is that more and more companies are shifting to agile ways of working not just within software development. There, they're pushing for more self directed smaller teams where they can work with more autonomy. And that's fantastic. But it presents an interesting challenge. We've we've talked in the in terms of the way that we work and collaborate, we've talked about silos for decades. But for most of that time, we've talked about it as if there are a handful of silos in a company. When teams become more agile, you can actually create just 1000s of mini silos. And so what what we see is the need for basically a lingua franca or a system of record for what you're trying to build so that as teams work together, they have, they have the common blueprint for what they're trying to accomplish. And as work is handed off from team to team, it can be more effective. So you bring those two things together, the fact that we're we're building very complex things, and we're doing it in, in a way where we have very nimble agile teams, and it makes it it makes it makes it so that we need to rethink the way that we go about having these conversations around collaboration.

Jacob Morgan 14:32
Okay. All right. Yeah, those are two big trends, any others that you're particularly thinking about when it pertains to the world of work?

Nathan 14:41
The other one, is just around the shift in preference for the way that we work. There's, you know, some of this is the shift to more hybrid work environments. But also as more and more people come into the into the workforce that are digital natives. They come in and They, they, they're used to using applications that are highly interactive and highly visual. And you hand them an email client and say, figure out how to build the next product using email. And, you know, some some video calls, it falls down. And so the expectation for the way that we work is very different. One of the things that we've noted, just veering offer here for a second, our products are used very frequently within k 12, or student with K 12. Students at elementary schools. Wow. And so we're seeing already that you have these, these young children that are that are learning differently. And the expectation, then as you move through into the workforce, we're expecting a sea change in the the expectation of what software can do to help people work and think in the way that they do naturally.

Jacob Morgan 16:01
It's crazy. I mean, I have a five year old now. And I mean, she's when I think about how she grew up. I mean, she grew up with me saying, like, Hey, Siri, or Alexa, and I know, it's like one of them are going to go off right now cuz they're all around me. I mean, she's grown up with seeing me order things on on Amazon. It's like, what the hell is Amazon, this place where you can get anything that you want to your house? Like, who's serious that a family member, like, what's what's Alexa. And, you know, she's using screens. Now. I mean, she doesn't have an iPad, but she knows how to, you know, use my phone and look for pictures and videos. Which is insane to me, because I can only imagine what its gonna be like when she gets older. And, you know, when I look back, it's easy to think of, you know, CDs is outdated technologies, and cassette tapes. But everything now feels like so modern and so cool, that it's hard for

me to imagine any of what we're doing now is being outdated. By the time my daughter grows up, like, it's, it's just weird to think about.

Nathan 17:05
And so I have, I have children that are in high school and starting at university. And what always, the thing that always surprises me is how little they rely on email. The the worst way of trying to communicate with my children is through email. And because they don't think to do that, so imagine these generations entering the workforce, and their collaboration then is expected to be over email, or, you know, they've all grown up with Google Docs and these sorts of things. But they've all also grown up with applications where they can visualize just about anything, and they can talk with each other over video calls constantly. So the expectation coming in then is well, we should be able to just work wherever we are, however we want. And so it's putting pressure on organizations to to rapidly adjust to this this new workforce.

Jacob Morgan 18:03
I remember, there was some of those science fiction movies. Maybe it was like Minority Report, you know, those cool sci fi movies where you just see somebody there in front of a screen, and they're just like, manipulating things with their hands. Like, man, that's cool. But it seems like something like that is not necessarily in the too distant future. Especially Facebook's rebranding itself to meta, which is creepy and a whole separate conversation. But it seems like eventually that kind of stuff might be possible when the visual collaboration medium.

Nathan 18:40
So I would argue that the most important parts of that are possible today. Right? We, it's it's not to the masses where people are doing this with VR headsets. I am skeptical about people sitting around conference tables with with headsets. But that's just me the that imagine if you ever been in one of those exercises in a conference room where you do the sticky note exercise, and everyone puts their ideas up, and then you do the dot voting. So one of our products is a virtual version of that. And it just makes so much more sense. Because you can have dozens, if not hundreds of people all adding their ideas. And then you can turn to the software and say, Why don't you make sense of what we just put here. So instead of everyone going on a break and having one person try to assemble all the sticky notes into clusters, you can rely on software to do it. And you can move ideas around and group them and cluster them and then say, now these best ideas push them off to you know, to JIRA to track them. So what we've done is we've we've made it possible for these these common activities to be really augmented by the power of computing, so that as humans, we can spend our time really thinking about great ideas rather than then shifting stickies around a room or pushing ideas or transcribing, transcribing ideas from sticky notes onto a spreadsheet,

Jacob Morgan 20:10
do you have any specific examples of how a company might use visual collaboration like any stone, just something that we can like wrap our minds around what this actually looks like.

Nathan 20:21

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So give you a common example. Oh, go with new product development. So imagine that take a bank is a bank, you've decided you're going to build a new application. And as you might imagine, there are there may be 20 3070 Different Scrum teams that are involved in that plan. So the first thing is bringing a team together on a virtual board, where they can brainstorm, what needs to be built. And we have capabilities where you can break into rooms, and you have a sticky note exercise and come up with the ideas. Then the next phase is you say, Okay, we need to figure out which of these ideas we're going to act on. And so you can have voting sessions where people can upvote the best ideas and put emoji on the best ideas, and so on. And then go through free forum planning, where you start moving things around on a board to say, well, let's do this group of things first, and this second, and so on. So you're very rapidly building out a free forum plan, then the next step is, teams need to figure out how to build all of this. So one of the ideas may be that we need to build this new mobile application, well, that's going to change your customer support process. So instead of having an email chain, about what needs to change, a team can jump into our diagramming application and all together at the same time, build out the flow for that customer support process. And then you know, the final example would be another thing that's likely to be is that the team says, we're going to deploy this application, and we're going to need to build a whole bunch of AWS infrastructure, well, you can take one of our applications, pointed at AWS and say, visualize our AWS infrastructure. And then the team can get together on a board and determine what needs to change. So you know, all the way through what you have, is this, this, the new place where people gather is this virtual board, and they can work side by side, even if they aren't face to face.

Jacob Morgan 22:28
Got it? Okay. It seems like part of what makes technology successful, though, is, is the people, right? I mean, it's how you structure your teams, maybe it's the culture, what's the relationship there between using technology in a successful way versus like, the culture aspect, or how you structure your teams to use that technology?

Nathan 22:48
There, there's a lot there. So one of the things that we've been focused on is helping teams understand how to run more effective meetings. So imagine that everyone jumps into a brainstorming session. Well, they work best when you have a facilitator that knows how to have an engaging session. And so we've been working on courses and other things to help people recognize how to effectively bring people together and get the best ideas out. I think that, that that's one of the big opportunities. And all of this that is happening right now is the combination of technology with a shift in our skill set for being effective collaborators, those two things can come together. And that's when you really see the step change in how things work.

Jacob Morgan 23:37
Got it. Alright, well, now I have to ask you, since you mentioned meetings, and you know, everybody's doing virtual meetings nowadays, what have you learned about creating successful meetings? So for people who are watching and listening, they want to have better meetings, what should they be doing?

Nathan 23:56

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The biggest thing, I think, is the simplest in terms of concept, which is ensuring that there's intention in what you're trying to accomplish in the meeting. And in particularly, if a team is coming together with a goal of driving some sort of change, it's so much more effective if the team can work together in determining exactly what needs to change rather than just talking about it. So again, this is the the idea of if you can bring people in and say instead of discussing how we need to change our support process, let's get in there together. And, and wargame this let's let's start moving things around. Let's make those changes. And so as teams have, have the ability to to work together in a meeting rather than just talk about the work that needs to happen as a result of the meeting, they can be so much more effective.

Jacob Morgan 24:54
Okay, yeah, like that. That's a good tip for people. What happens I see this all the time. And you might remember this back in the day at jive. There's always this idea of like, oh, cool new technology. But then you always get resistance to technology. Like somebody who says no, or teams that say no. Or maybe you're an employee, you want to use tech, your leader says no. So first part of the question is, what are some of the common reasons why people resist using technology, and then any advice on how to overcome that resistance?

Nathan 25:29
I think the biggest part is simply our comfort with the status quo. And this is where the last year and a half, I think, played a huge role, because it forced us we had no choice but to work differently. And so you now have a critical mass of people that have adopted new ways of working. And I think that the, the, the huge opportunity for individuals and teams and companies is to ensure that as we have the option of going back to working the old way, that we don't slip into those habits, just because they're they're what, they're the well worn jeans, right? It we need to be willing to say no, we're going to, we're going to continue pushing on in terms of what we have seen in terms of SME backup, in terms of what we have seen, be successful in adopting change, it typically comes from the ground up, where individual teams start shifting their behaviors. And then they spread that to other teams, and it just you build this groundswell of change. Now, it gets married with higher level initiatives within a company. So it may be that a company is working on something like a digital transformation initiative, and they talk with teams, and they say, well, here's a way that we can do it. Because we've we've experienced this new way of working, let's use this to help drive an initiative. But it's most successful when you already have these groups that have adopted both the technology and the change in practice.

Jacob Morgan 27:08
Hmm. I see. Yeah, it's, it's really interesting, because this and I don't know if it comes up as much now, like you said, as a result of COVID. But I remember back in the day, people would just constantly push back like, why do I need to do this? What's this for? I'm happy with the way I get things done the way it is now. And I always tell this, this anecdote, right? Nobody likes the journey to Disneyland. But everybody likes Disneyland when they get there. Meaning nobody likes the the process of change. But once the change happens, and people see it, everyone's like, Oh, wow, that's not so bad. So it sounds like similar similar stuff, to what you're talking about there.

Nathan 27:49

And, absolutely. And I think we are most effective when we make it easy for it, we use the term change agents we have used in the industry for years, when those people can start making the changes themselves without requiring some sort of big strategic conversation to begin with. Now, back in the day, in order to adopt new technology, it required some big strategic conversation at a company level. Now, it's simply a matter of someone going out on the web and saying, I'm going to try something new. And typically within five or 10 minutes, they can be trying something new. Yeah. And then they can spread that. And so that that's where that's where we see this, this movement really growing.

Jacob Morgan 28:37
Okay, so let's say I'm an organization, and I want to use some kind of new technology, whether it's yours or I don't know, maybe some other platform project management, you know, so many platforms out there. What have you seen that works as far as getting technology adoption from broad based employee groups.

Nathan 29:01
So what I've seen the most successful is that some of what we just talked about where it's, you know, it starts with small teams, but then you start attaching to specific use cases within the company. So, you know, it could be that a team starts with an engineering and they, they use it for a particular project, but then they share it with someone in a completely different group. Maybe it's someone within within sales sees it, and they it's most successful when they can attach it to some sort of very specific use case for them. So for us, what this means is we create hundreds and hundreds of different templates so that people can take the the ideas of this platform that we have, and they can see quickly how it could apply in some specific thing that they are doing. I think gone are the days where we can trust that you just hand this platform to a company and a expect the company to figure out how to tell employees to use it. vendors need to hand the the, the basically the roadmap to users to help them see how they can go from where they are today to this new way of working. And it needs to be something that they can do in about 15 minutes. Or they're, they're not likely to adopt it very quickly.

Jacob Morgan 30:24
Yeah, I like that idea of templates of basically making it easy for people to get, because otherwise, you just give somebody the tool, and you might talk about how great it is. But if they can't make that connection, then they're gonna say, Yeah, I don't know. So the templates, I think, is a great, great approach to do that. Why do you think some organizations fail? And I don't know if you've had this happen to you guys? Why does some organizations fail when it comes to technology? And I don't know, have you ever had a company use your software? And then they're like, Okay, we got to stop using it. It's not working out? I mean, why might that happen?

Nathan 30:57
So I'll answer the second question first, then we can back up, we typically don't see that because it starts with end users to begin with. And so by the time it's become a corporate decision, they've already seen success. Where it tends to fail is, I think, the other side of that coin, where you have some sort of broad initiative within a company that doesn't have the backing of employees that really want to use it. When I first started in my career, almost all software was purchased by someone very senior and pushed down to everyone else, and you didn't have a choice. It doesn't it today, that just doesn't work.

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In most cases. Unless it's something that you absolutely must use to get your job done, you're likely to reject it, because it's what we were just talking about, it's hard to connect the dots between how you work and how you can work. If you can get the end users using it first and then grow from there. You can really avoid that the risk of rejection within the organization because it just has a life of its own.

Jacob Morgan 32:05
Okay, no, that makes sense. I wanted to shift gears a little bit to talk. So I read that you guys are one of the best led companies in the US, according to Inc Magazine. So we are 1000 people, you guys got that award. So I wanted to talk a little bit about a how you got that award? And what does being best led company me? What's your leadership style approach philosophy? What do you guys do over there?

Nathan 32:31
So I've worked in many different companies, and every company has, of course, values and different, you have your own culture. One of the things that's very interesting about lucid is that very, very early on in the company, the the early employees codified the values of the company and said, We need what we are doing is working, we like working together, we like doing what we're doing. Let's, let's figure out what the essence of that success has been. And that turned into the values that that lucid has. And so you know, beyond having values painted on a wall somewhere, this it's basically the playbook for the way that the company works. And so an example being teamwork over ego is one of our core values. And it I would imagine, if you were to talk to people at Lucid, you would hear it from virtually everyone because it's this just this core idea of we need to win as teams. And so that, you know, that really drives a lot of what we do. Another one is it's it's a it's a buzzword that doesn't seem that unique innovation. But the way that we apply it is is vital. I noticed this early on, after I joined Lucent several years ago, which is we're a highly experimental culture with an acceptance for, for for learning as we go along. I, I, we went through a project that was just an utter failure. And I remember sitting down with Carl, our CEO and explaining what had happened, it just it was a disaster.

Jacob Morgan 34:19
And he just looked at me to share what happened before you tell the story.

Nathan 34:23
Oh, absolutely. So every, every year, we would we would do some sort of creative push within marketing marketing to try to get our products in front of people that would never consider the products to begin with. So something super creative. And so one of the one of the things that we had decided we would do is we would build the world's largest diagram and we were going to crowdsource this and we had talked to Guinness and we were going to have them have them certify it and we built an interface so that people could basically do this choose your own adventure. Style diagram where you would give them a prompt and a story. And they would tell you the next part and imagine that that gets built into this gigantic, gigantic diagram. We anticipated that we would get some, some raunchy things, you know, submitted. And so we had built tech into to do that, we dramatically underestimated what we would get from the internet. And so it just the the sort of things that people were putting in were just so horrible. And there was so much of it, that we we just had to kill the project. Wow. And so I sat down with Carl, our CEO, what

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Jacob Morgan 35:39
sort of, like adult not safe for work, kind of

Nathan 35:43
it was that and it was violent, and it was just, you know, in retrospect, we should have, we should have expected all of it. But there, there was so much, it just it was it was untenable to even continue with this project. So I sat down with Carl, our CEO and explained it to him. And he just looked at me and said, Okay, so what did we learn? And what was interesting with this, he actually has talked about this at some conferences. At the same time, we had a, you know, we had posed this challenge of how do we help people that would never consider our products think about our products. And so our creative director was talking with an engineer. And the engineer came up with this idea said, what if we tried to explain memes using diagrams? And, and so they, they quickly hammered out this video that explained pet lingo on the internet in a diagram, okay. And one day, I was walking down the hall, our our creative director, stopped me with his laptop and played it and said, I'd love to try this out. Can we post this? And it was the sort of thing that you look at it. And like, I don't know if this is going to work. And so he posted it on I want to say was it Thursday or Friday leaves on a on a hiking trip. And over the weekend, it just blows up that first video alone within a short period of time at 30 million views. 30. Men? Oh, yeah, this. So this program? Overall, I got to see this. Oh, there it was. We've done several of them. Yeah, we haven't done any further last couple years. But we did a bunch of them. And the the program overall netted somewhere in the ballpark of a half billion views. That's

Jacob Morgan 37:41
insane.

Nathan 37:43
It was named the the most the only ad that mattered by Ad Week, a couple years ago. And so but what was interesting was the thing that we planned failed. The thing that was organic, and you know that the teams had this harebrained idea, let's try this worked phenomenally well. And so from a culture perspective, that that's what really makes the company tick. How do we how do we get ideas going and make sure that people understand that we can continue to innovate and come up with ideas and that, you know, maybe it'll be the next great ad? Maybe it won't, but let's give it a shot.

Jacob Morgan 38:21
I love that story. How do you encourage that? I mean, that's one of the other things that I get a lot of questions from leaders from, is they say, how do we encourage that innovation? We want our employees to speak up and come forward with ideas, but they just don't do it? How do you create that culture?

Nathan 38:40
I think for one, it's, there's a constant evolution as we've grown it, you know, it's the sort of thing that we need to constantly reinforce. And it gets, it can get hard when people are moving really fast. Yeah, but I think a lot of it comes from feeling safe, that it's okay to try something that may not be a huge success. You know, in the case of that video that I just talked about, it was the safe space of saying, I don't know, maybe this will work, maybe it won't, let's give it a shot. And the fact that you know, this engineer

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and creative director had hammered something out over the course of a couple days, they had the confidence that No, I think I think we're going to be okay, trying something new. So it really comes back to those core values of just let's experiment. Let's learn and let's try things

Jacob Morgan 39:31
and love that approach. What do you guys look for in leaders? So to get an award as being one of the best lead companies in the US, I'm assuming it means that you have a lot of leaders inside the company who are good at what they do. What makes your leaders so good, what do you teach them? How do they lead? What's their approach?

Nathan 39:54
I just lost sound for a second.

Jacob Morgan 39:57
Oh, can you hear me now? Hello, hello. Hey there. Nathan.

Nathan 40:07
There. Okay, it's I had to shift. Sorry, I was you started that last the last comments I lost sound. So I missed everything that you said there sorry.

Jacob Morgan 40:16
Oh, it's all good. I'll just make a little note here like 36 minutes. So can I just re ask you the question? Certainly. Alright. So to be a Beslan company, I'm assuming that means you have a lot of great leaders inside the organization. So what is it? What is it that your leaders do? What do you teach them? What are the skills, the behaviors that you guys look for in a great leader or a great leader.

Nathan 40:45
So the, the first part is really, as we as we interview, we look for these core values. And I want to say that it's very different than looking for culture. People can come from very different backgrounds, they can have different approaches, they need to, we want that sort of that level of diversity. But it's really important that the people we hire adhere to these core values that they that they value, teamwork over ego, that they value, innovation, and creativity, these sorts of things. So that's, that's the first part. The second part is we have a fantastic people ops team that has built out very structured leadership training, where we have, you know, a 100 203 100 level series of trainings that everyone that's managing people goes through, to ensure that we understand the everything from the basics of managing effectively to motivation, and how to how to motivate teams. And so that's helped us as we've scaled to ensure that we, that we can, we can take those values and apply them effectively, even when the company has changed, you know, changes dramatically every year, because of the number of people that we bring in.

Jacob Morgan 42:02
That's one of the things that I always tell companies, right? Values, having the values isn't really mean anything, it's how those values actually come to life and how they're manifested. So I guess for you guys, it starts at the hiring process where you want people who have personal values that align with

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your corporate values, is that right? Exactly. Okay. And if not, then you just say, hey, just say not a good fit.

Nathan 42:25
We look for that carefully. We take hiring incredibly seriously, for, for the first couple years, I was at the company, Carl, our CEO still interviewed anyone that we put an offer out to now we're at the point that that's untenable. But we, as an executive team, we review every candidate that we are going to put an offer out to to make sure that we are that we're we are watching for those values. And we're hiring great people. And we're looking to for diverse ways of thinking and diversity in general, like all of those things are a vital part of the way that we hire, which really then makes everything else so much easier.

Jacob Morgan 43:07
So suppose challenging now, right? Everyone talks about how talent is becoming harder to bring into the company. So I suppose the organization's with that leadership piece, they're going to have an easier time attracting and retaining the best people.

Nathan 43:21
Absolutely.

43:22
All right. Well, when we think

Jacob Morgan 43:26
about leadership, maybe one other question for you on this would be around mistakes or failures that leaders make leaders make. Have you noticed leaders inside your companies there? Is there something that is common amongst leaders who are not quite able to grow in their careers or something that holds them back that if they did this one thing, they will really be able to go to the next level? But it's just one thing that's keeping them?

Nathan 43:53
It's a really good question. And off the top of my head, I'm going to say no, which is I'll I will continue to think about it. But I I'm not coming up with with that one thing that tends to hold people back, or maybe

Jacob Morgan 44:10
what do you look for when you're thinking of promoting leaders, you know, bringing in leaders to senior level positions, the values get you so far, it gets you to the next step, the next step.

Nathan 44:21
So we, for each role, we look at the the aptitudes for that particular role. And so it's being successful. But one of the things that I've seen over the course of my career that's interesting is that there there's a huge leap between being a successful individual contributor and being a successful leader. Yeah, because that that heads down mentality of an individual contributor can be a challenge when you shift to being a leader and you need to motivate and delegate and everything else. And so, that's where as we of course, look for people that we believe can can make that shift If demonstrated, usually by taking

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on leadership projects with or without taking on that role formally, then they can prove out that they can make that shift from being an individual contributor to, to leading out in one way or another. Yeah.

Jacob Morgan 45:18
And you know, honestly, I think some people struggle with making that shift, right. I've talked to lots of people who are great individual contributors, they get promoted, and they have a hard time or time moving away from that mentality of mentality of doing the work towards towards helping other people, or towards overseeing how people do the work. That's not always an easy thing to overcome, overcome,

Nathan 45:40
it is not. But that's it back on what we were talking about earlier with the, you know, the structured programs that we put in place, a lot of what we do early on is for, for a new manager to try to help help them make that shift. So that they, they recognize that there, they need to be deliberate in the way that they they they shift.

Jacob Morgan 46:03
Yeah, no makes sense. Well, we covered quite a lot of stuff today. Is there anything else that you want to touch on that? I didn't get a chance to ask you?

Nathan 46:12
I don't think so. I, I would I would say as we close out here. You started by asking me about what I've observed over the last decade of watching the collaboration industry. And I think the main thing I would suggest as as, as your listeners listen to this is to, to step back and say what have I learned in the last year and a half? I was talking with an analyst who said something that I think made a lot of sense is imagine that the last year and a half was basically the Peter Parker moment for collaboration, right? Where were we, you know, we, we something just changed. And we discovered that we have a superpower that we didn't realize was there. And if we think of it that way, then we then we say, Okay, now that I have the superpower, how am I going to approach things moving forward? And how do I ensure that this becomes a permanent change, and not just something that I had to do for a period of time?

Jacob Morgan 47:17
I like that, Peter Parker moment. Well, where can people go to learn more about you about the company, anything that you want to mention for people to check out to check out,

Nathan 47:28
I would encourage them to go to lucid.co. And check it out there. They can check out our we have individual products, Lucid Chart, lucid spark and lucid scale. You can certainly go to those websites as well to get information about the products and try them out on their own.

47:45
Very cool. Well, Nathan, thank

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Jacob Morgan 47:47
you so much for taking time out of your day to chat with me. It's been a long time. But thank you for coming on today and sharing your insights.

Nathan 47:53
Thank you, Jacob. It was fantastic chatting with you again.

Jacob Morgan 47:56
Yeah, it was a lot of fun. And thanks, everyone for tuning in my guest again, Nathan Rollins check out his company, lucid, some pretty cool stuff. And I'm sure they're hiring as well. Right Nathan, you guys hiring? Absolutely. Alright, so maybe we'll get some new candidates after this. Thank you. Alright, everyone. I will see you next week. Thanks for tuning in. Thanks for tuning in. All right, we are all right. We are all