# Audio file

[Copy of Dan tyre podcast.m4a](https://opendim-my.sharepoint.com/personal/beth_odim_us/Documents/Transcribed%20Files/Copy%20of%20Dan%20tyre%20podcast.m4a)

# Transcript

00:00:01 Greg Reffner

Alright, here we are on the abstract podcast with Mr Dan Tyre from HubSpot. With the changes going on in the world, we couldn't think of anybody better to have as our first guest than Mr Tyre.

00:00:15 Dan Tyre

Hold on a second, are you equating me with a global pandemic? That doesn't sound like a good warm introduction for one of your podcast guests there, Greg.

00:00:22 Greg Reffner

It's a perfect introduction because you were the first remote employee at HubSpot, and so any words of advice, any wisdom.

00:00:33 Dan Tyre

One smart cookie. You see how we weave that in right there? I threw him a curveball, and right there, in the first 30 seconds, Greg's now none of this is my podcast. Are you answer the questions I ask about. That was awesome, my friends.

00:00:46 Greg Reffner

That's why I have a career in sales, Dan, right? Overcoming those objections, right? Alright?

00:00:50 Dan Tyre

So first of all, I'm a big Greg fan. You and I have known each other for how long?

00:00:54 Greg Reffner

4 years now I think.

00:00:56 Dan Tyre

Yeah, that's right. And you were one of the like powerhouses in the Phoenix entrepreneurial ecosystem, right? A smart, like, thoughtful like customer-focused and I've told you many times. I'm all in to help you because you have the right philosophy and attitude of helping other folks. Which is what this podcast is all about right.

00:01:17 Greg Reffner

Absolutely I love it. Thank you for setting the bar really high. I hope I don't miss that bar, so I appreciate that. So what we'll do, Dan, I want to get a quick introduction from you, Sir. Kind of who you are. Yeah, what you do every day and that will kick off some of some of the topics of discussion today.

00:01:37 Dan Tyre

Alright, so my name is Dan Tire. I'm employee #6 at HubSpot. Over the last 42 years. I have done 5 startups. I've been married for 30 years, 29 great ones and one mediocre one which my beautiful wife, Amy. We'll know Amy is. She's the smart person in our relationship. She's kind, she's thoughtful. She's a yoga instructor. She's spiritual. She does a lot of podcasts as well. She's inspiring to me. Right? I have two beautiful kids Eli and Sally. And like, I'm an entrepreneurial junkie, I love scaling companies, right? My first startup probably before you were born went from $3,000,000 to a billion and a half dollars back when a billion dollars was real money. I was called Businessland and in fact, I posted A blog article this week an, like, a handful of people from business land like jumped on the blog article they go   
Oh my gosh Tyre, you're still alive” I'm like, yeah, and it's like you're still young people are like yeah and they're like oh bad remember business plan and I remember it very fondly because it was an unbelievably dynamic company that grew from like 0 to 1.4 billion dollars in nine years. What an amazing and tremendous impact on my entrepreneur grip. My second startup was that agency that I started my dining room. I was a founder and CEO grew it to $30,000,000 six locations across North America, about 260 people, and was built on a technology called Lotus Notes. I don't know if your audience would know Lotus notes. I know you did, but...

My third startup went bankrupt. I was just talking about that earlier today which was very hard. I couldn't sleep at night, it like tore me up. I didn't have a business plan and contingency, so it taught me business planning and taught me humility, right? Because I'm a pretty like, you know, egocentric kind of guy, and like when you have to put a company into receivership, you grew up really quick. My 4th startup got bought out by Microsoft. Oh my goodness. And the vice president of Sales there was my good friend and the co-founder of HubSpot, Brian Halligan. So when he started Hubspot he called me. He's like, uh, what are you doing? I'm like I'm president of Software Company because I need help. I'm like yeah well, what do you need? He's like I want to hire you. I'm like no, I already got a job. He's like you can be the 4th employee at HubSpot and I'm like what is HubSpot, he explained to me. I'm like. That's pretty cool, but no. And then, six months later he called me back again and said, OK, software is not quite where we need to be. You're the greatest sales person ever met. I want you to join. And so I joined working for Mark Robare's where they had hired in the interim mark is the VP of sales and the author of the sales acceleration formula. I work for Mark, I think it was 29 at the time. I think I was 47 people. He's kept saying is that weird? I'm like no, no, this guy is the smartest, the most empathetic. The ,like, uh, the greatest vice president sales I had ever worked for an I worked for some really good ones and he and I had a great seven-year relationship. We help grow HubSpot from zero to 100 million dollars. Now HubSpot is about 700 million dollars, right? And 13 years later still employee #6 in HubSpot doing great things.

00:05:05 Greg Reffner

That's awesome, so you've been part of many hyper-growth businesses. I don't think there's too many people in the world that have had this success. You've had. What was your inspiration to go into the world of software and technology?

00:05:18 Dan Tyre

Yeah, it was blind luck right when I was in college I sold books door to door. Like to work my way through college. I sold dictionaries. I know I sound like your Grandfather, but in Portland OR and Washington state, right? And it was amazing because I went to school in upstate New York and the company Southwestern Company does it on purpose. They send you all the way across the country because 90% of the people like fall out of the program and they figure on the other side of the country you'll think twice before you blow off all that hard work. So I had been a salesperson, and a fairly successful one. I knew the basics of selling, but I never took a computer class. Like back then, it was like Fortran and COBOL. I know people are rolling their eyes, but I never took a computer class because I wasn't that smart. And then in 1982 there were 16 computer reseller companies like retail locations in downtown Boston. I lived in Boston at the time and so I just walked into one. I just walked into one and said I want a job. They didn't have a sign in the window or anything like I was walking. I go, I want a job, not like for what I'm like for selling and they go. Have you ever sold computers before? I'm like no and I'm like alright, well, I think I can do it and this guy Roger Long gave me a shot within 90 days. I was their number one salesperson. I sold Apple 2E's right, which like our ancient. If you have one, don't sell it. It's have to be worth like 10s of thousands of dollars.

Then in 1983 the IBMPC came out and then industry that did not exist grew 2 trillion dollar industry and lots of twists and turns. Amazing business model where we started. The way you sold the IBM PC is you put a shingle out in front of your retail store saying we have IBM PC's in stock right? And then people would come in and they give you 6 grand as a deposit and you wait till the boxes came in in the back and then you come up and delivered and it was amazing because like you know you've got Google Sheets and you like use spreadsheets all the time. You're like no one had ever seen a spreadsheet before. Right, I could make an account cry when I wouldn't like, have a list of like 50 numbers and I would change something from 100 to 1000, right? Literally people would cry. They're like, Oh my God. This is the greatest thing and it was all luck. The guy gave me a job.

Then Roger, he comes from a year later he goes, uh, I'm leaving. I'm like, where are you going? He goes. I'm going to a startup. I'm like what's this startup? Because as a young company that's going to grow quickly, like, alright, knock yourself out, he goes. No, no. I want to bring you with me and I'm like I heard you got a shot because I'll pay you $1500 more a year. I'm like yeah I'm a startup guy let's well I jump to this company Business Land land In I think it was 1983. Try and see the top salesperson, then a sales manager, then a general manager that an area director and worked in LA in San Francisco and Texas and Boston and my last gig was in New York City, so I got I was the number one IBM PC customer in New York City, so I work closely with IBM. It was awesome. Super fun. I got addicted to this hyper growth and I realized all the way back then we didn't call it culture, but I realized that like creating an environment that everybody could have fun with.

Then everybody was working together as a team where we like rid ourselves of the whiners and complainers, was the key to scaling business. because when you're doing hypergraph right, you have time for Debbie Downer and I'm time for people to say you can't do that. You got time to focus on the price, focus on your customer, focus on each other right? And do great things in the universe and guess what? In 2020 that still applies?

00:09:05 Greg Reffner

Love it. So I would say I probably have some things to learn from you from a sales perspective you have a couple of years more experience than I do and it's funny one of the best SDR's have ever known. She was selling door to door Internet and I asked her. I said why, why do you feel like that was so? It helped you transition inside sales, she said because I got used to people slamming the door in my face and it's so much easier to get told no over the phone which so many people are kind of afraid of when they're getting into sales.

00:09:35 Dan Tyre

I frequently say that everything changed in 2007. My HubSpot experience was a seminal turning point in my sales career. In the old days there was classic Tommy Hopkins. He wrote a book called The Art of Selling or The Art of Sales and it was the Bible. Right and back. Then the sales person was the center of the universe and so the sales person would tell you about the product they would qualify you, right? They would give you a product demo. They would answer the objections and they would bring you into the closing sequence. And that's how I learned how to sell books and it's this is kind of interesting. I was a great bookseller. I had her about the length of this now, right. I was like 17 years old. I dressed in shorts and AT shirt and I carried my my sales bag. I had two dictionaries in there and I went everywhere an I told everybody. I'm in the book guy. I'm like you don't shoot him around here, do you? And everybody like ha ha, that's pretty fun. And then I would. I would like make the ladies come out on the on the steps and they would bring their kids with him and it was amazing right? I'm like yeah I don't want to come into your house, right? That's a little bit too personal.

Just come on out here and unless it's raining right? And I would show the books and they were two dictionaries like a junior one and a advanced one. And they had. Like sections in front for English and math and science and stuff, it's like a little mini encyclopedia in the Southwestern organization just kind of down, and these two things retailed for $40 right? And they wholesale for $20 right? And so I would show it to people and I would be like do you think you could like benefit from that and they would say Oh yeah my kid needs all the help they can get in school. Yeah, this seems like remembers before the Internet, right?

Everybody is 22 years old. Is listening to this podcast are going what what's this guy talking about? And at the end, but that wasn't the sales process that was just like showing him what the problem with. At the end they would say I have to ask my husband. And I would say, Oh no, that's what Mrs Reffner said. And they'd be. Excuse me, I'm like, do you know, Miss Reffner, that lives across the street and they're like, yeah, and she said, yeah they she was like interested but then she was thinking maybe she should ask her husband. But then she said like it's my kids education. My husband is invested in my kids education. Then, like there's a problem and the lady I'm talking to, you guys, what do you mean? Mrs Reffner bought one. I'm like, yeah an and Mrs Martinez down the street she got 2 one for each kid. Oh and then Mrs Tyre around the corner. Yeah she got one for every one of her kids and the people like OK sign me up OK just and it what it taught me is the power of social selling. It was amazing. Just didn't matter right? And then I would dump my my receipts that I carried around all the time out of my sales box and I would show them. Oh, and they would want to look at it. They'd all want to see who bought who. Didn't buy a

00:12:33 Greg Reffner

Nice, social proof.

00:12:34 Dan Tyre

Then, now. Here's the thing. Then they had to give me $20. I'm like I need a deposit and they're like you just showed up on my doorstep 15 minutes ago. You wanna give me $20? I'm not yet and then they give it to me and I'm like Oh my goodness this is amazing. So what a trip down memory Lane I don't know if this is applicable to your podcast folks, but it was that was super fun. And then so I applied the same thing in a startup situation, focusing on the customer. That's the key. More so in 2020 than ever before, focusing on my team.

And my customer and somebody in this thread that we were talking about that goes remember when you climbed up on that desk to motivate us. And I'm like no, I don't remember that. They're like no, you climbed up on a desk and I'm like, OK, that sounds like something I would do, but I don't really remember that. And they're like it was amazing. We love the culture that you created and it was really Dave Norman, Enzo Trezzi, Murray Dennis, Alan Macmillan, all those folks combined to create a great place where people could come in and do their best work in the 80s, and I always thought that that was the key to the company, right? Is the culture of collaboration and working together to solve a big hairy problem for your country.

00:13:46 Greg Reffner

So it's a good point because I I I forget who said it, but it's, you know, treat your employees well to treat your customers well and treating your employees well kind of ties into cultural and so something on your LinkedIn really stands out. Is building the culture of personal responsibility and achievement, and I know a lot of people have attested to that you have done that. Let's kind of bring this a little bit more modern day relevancy and your experience with HubSpot? I don't think too many of our listeners will know what it's like to sell door to door. Maybe dictionaries, So what was the kind of the defining moment and maybe HubSpot where you were like? I want to focus on culture, you know, and kind of share a little bit about what culture meant, what you guys went through building that culture and how you maintain that culture over the past 13 years through depressions and changes in technology and you know the world we live in today.

00:14:41 Dan Tyre

Yeah, that's it's a really good one. It's the crux of business right in the book that I wrote with Todd Ockleberry called the inbound organization, which published by Wiley and the reason I wrote it is because everything changed in 2007. When I joined HubSpot, the way we run customer companies. The way we focus on analytics, the way we focus on culture and I remember distinctly when Mark, who is the Vice president of sales, hired me as the first salesperson. He we had a hit our number, which was 10 deals per salesperson for month. And then we had a higher salesperson every month, right? So there were like incremental growth where you had to hit your number. And you had a plan for a Buck, and we sat down. And we're like OK, what kind of sales organization are we going to have? And we talked about it and like once you hit three people, three like distinct people, you're going to have some level of culture, politics and so we said alright, what do we want to do? And I'm like you know what you ever work for Oracle. He's like no I go. You never heard of anybody work for Oracle, he goes yeah and I'm like what do you think he goes? That's not the kind of organization that I want to work. I'm like exactly everything in Oracle would do well let's do the exact opposite.

Let's not take a trip. Let's work together and be collaborative. Let's make sure that everybody feels empowered. Let's build peoples confidence. Let's have a diverse work work and he's like, yeah, yeah, that makes sense. And then Mark, who is super smart and who wrote the sales acceleration formula? Let me put in a plug for that is like the Super book, Right, he said alright tier like I'm going to spend 60% of my time hiring people and he did a damn good job. He got Katherine Durham then he got Adam Rubin and he got all these people who skilling up spot 12 years later. Julie Rosenberg, my friend Kristen Kelly an amazing and my job was to make sure that everybody understood.

It's going to be hard we're going to figure it out we're going to figure it out together the only way you lose at HubSpot is if you don't ask for help. And we didn't call culture back there. We just we were a sales driven organization because we never missed our number. The great thing about HubSpot in the early days, right from the day that I started which was June of 2007we never missed our number. We went 27 and 0. 2 1/2 years. We never had our missed our number.

And if we did, we would be like Oh my God, we can't miss our number and it gave Brian and Dharmesh the ability to raise all the capital to prove the concept. Then it's a. It's a famous story in HubSpot. In 2010 Brian went to a management offsite for area CEOs and he met the CEO of iRobot and they were sitting in a like a breakout and Brian's like, well, what are you working on and the guy goes culture.

And it's like culture and the the CEO says, yeah, culture is very very important and so he asked Brian, what are you doing about culture? And he's like nothing. I don't think so. It goes back to Dharmesh our scientists and and cofounder goes Dharmesh. What do you know about culture? And Dharmesh is like I don't know anything about culture, so Brian says once you check into this culture thing. So Dharmesh, who is like the Buddha and super smart, goes in and does 100 hours worth of. Like research on culture comes up with the HubSpot culture code. Have you ever heard of that, Greg?

00:18:09 Greg Reffner

Yes, Sir, it's pretty famous actually in the tech world. It's something I think a lot of companies seek to imitate or build culture that resembles, right?

00:18:20 Dan Tyre

Yeah, it's the most downloaded slide share in the history of slides. Here it permeates everything that we do. The HubSpot like Culture code is heart. Right, and it has a specific like attribute. It's humble, empathetic, remarkable, adaptable and transparent and critically important. Most people in 2020 want to work for a mission driven organization. That's one of the podcasts I did this morning, right? Why do you work for mission driven organization? That's not the question. The question is, why wouldn't you? And don’t you want to do something that's meaningful.

Right, and why do people come to work in the HubSpot has been unbelievable in establishing that culture and then enhancing that culture. One of our big like attributes of that culture is we have something called the M spot, which I wrote about in the inbound organization in the M spot is your mission. Who you serve that s and m spot your plays or your programs?

Your teaser, your target, and you're hosed or your omissions and everybody up spot knows the HubSpot M spot. And if you go to www.inboundorganization.com, you'll see that you can download an M spot template. You can create your M spot and then Todd and I will critique your M spot so that everybody in your organization knows what your mission is. Knows what you're trying to do. And so everybody can be aligned behind what you're trying to like. Figure out.

Right, the HubSpot m-spot includes ID and B, which is diversity, inclusion and belonging right? And like if you're selling to women, you better have women on your board of directors. I'm super proud of the fact that HubSpot has three women on our board of directors. We have a person of color on our Board of Directors. We keep track of our diversity statistics right and we have these things called ergs. You ever heard of an ERG? Employee resource group.

00:20:20 Greg Reffner

I have not, no.

00:20:22 Dan Tyre

OK, so ergs are for hub spotters of color or remote hub spotters or parents spots. If you're a tech person in your worst you you still working every day of the week and then all of a sudden you have a baby you can't work like the way used to work so we get something into. These ergs, called parents, spot where people realize they have to leave the office at 4:00 o'clock. They have to understand that their family comes first. Right, and it's just a great way we have this lady Megan Williams who is unbelievable. She works for Human Resources, which is funny because I like her and I usually don't get along with human resource. But she is like one of the most amazing things she's dedicated to the remote workers of HubSpot and she's done so many innovative things in the global pandemic.

She has virtual water coolers where people show up and like on a zoom and they just talk about stuff. She has pet day where everybody got to bring a pet. You don't have a pet. Maybe you have to like borrow gerbil or something like that. OK? And then she has. She has world class speakers that show up and then we have this thing called a remote shuffle where it's a little technology widget that every 30 days I get 30 minutes with somebody who's also a remote person. So I'm talking this morning. I was talking to my buddy Patrick Hurst in New Orleans. Sometimes I'm talking to people in Austin. Sometimes I'm talking about people in North Carolina. And you start feeling that connection and that culture and that is really important.

00:21:50 Greg Reffner

That is awesome, that is awesome. So those are some key takeaways. I think anybody that is kind of trying to figure out how to navigate this whole remote work from home situation. I know it last year and just came out last week and said all their employees permanent work from home. And so these are definitely things people can can take away. I'm expecting my first son in like 6 days and so I'll be a new parent trying to navigate. Kind of the startup life. And so I think I should definitely put some emphasis on figuring out how to make sure we have a culture.

00:22:25 Dan Tyre

Going to be hard because I know you're a hard try. Charging businessman guess what your son or daughter comes first. Right, I never thought I would say that when I was 22. I'm like looking at these people with families going out and you guys are weak, right? And then after having two kids which my beautiful wife Amy did most of the caretaking for. I'm like no wait a second right? It's better off for the world for Greg to spend time with his beautiful wife with his family, right?

Many times in HubSpot, I've seen people who are totally dedicated totally into the HubSpot mission and their burnt out. Katie Burke, our Chief People Officer who, I I don't know she understands my brain more than I do, which is saying something and she's like no, you're getting burned out in pandemic. She's saying to everybody, you have to take time off and she said if you see another up spotter who's burnt out, you send him home, not on a Friday afternoon at 4:00 o'clock. That's Dopey, sent him home at 11:00 o'clock on Thursday. Have them go in, kiss their wife or husband. Take the kid and say, honey, you got the rest of the afternoon off. Oh, the first time that happened the guy was in tears. He's like what I got all this stuff to do I go I don't care go home right. He went home at 11:00 o'clock. His wife was exhausted. Of course wife was I think she went to bed or had an app or something like that. And then she realized she could like go to a movie. Or she could go and that is a kind of full life that we want our employees to work that guy was this motivated right for the next six years, right? And then we got him to take every Thursday off at 2:00 o'clock. Then his wife started expecting it was the greatest thing ever. Stronger relationships there little kid got to see their dad like.

On Thursday afternoons now he's like 7, 8 or 9 years old, right? But that's the kind of world that we want to live in. That is the benefit that, like tech companies, have. Because it's a high value kind of process, right? That's one of the reasons you go into business for yourself, Greg, is so that you can spend time with your family. And I didn't realize that till I was like 58. But now I realize that. So now I'm on a mission to tell you.

00:24:30 Greg Reffner

I love it, so I think something you just hit the nail on the head. Have you ever read Simon Sinek's leaders eat last?

00:24:37 Dan Tyre

Of course, Simon Senik is a mighty guy? What's your why? I saw Simon Senik an inbound 2015 or so and I'm like this guy's got it right and his leadership principles. Right or just an extension of like being a super thoughtful, empathetic human being right? And I immediately started following many and I met him a couple of times. Great guy, super smart, right tremendous writer. Great public speaker. I'm just a shameless family.

00:25:08 Greg Reffner

That's why I wouldn't say that. But leaders eat last it really. I, ever since I read that book, I've always thought like you have to make your employees feel safe. You have to provide a safe space. And when you do provide that by looking at your employees’ heart counts, not headcounts is pretty famous part of one of those Ted talks.

They feel empowered and confident, and they're OK. Going home at 2:00 o'clock in spending time with their family, their OK shutting down their email at the end of the day and not being an email till midnight, which I find myself doing more of now that I'm permanently working from home and so creating that culture.

00:25:42 Dan Tyre

Here's the deal. This is the it's a very, very good point. Your employees don't do what you tell them to do. Your employees do what you do. Right, and therefore you have to walk the walk. If you do not do that. If you say we're an inbound organization, my coauthor, Todd, has a famous quote right to do inbound, you have to be inbound, right? If you're mean to your employees, that's the big debate, right? We did hundreds of interviews for the book. And we say what's more important, your customers or your employees? And how would you answer that one, Greg?

00:26:20 Greg Reffner

Employees 100%

00:26:22 Dan Tyre

Why?

00:26:24 Greg Reffner

I don't know. I guess it's common sense like treat your employees well and then they'll treat your customers well.

00:26:30 Dan Tyre

It's not common sense, 60% said customers come first, and I'm like, no, no. If you don't have happy employees, you're never going to have a happy customer. And if you're not treating your employees right, they're going to leave, right? And so employees come first, right? Franc Osure, who is the CIO of HubSpot, said in the book, said, do you like? Do you love your wife? Do you love your mother, which there's some of that, but you have to love your wife more, right? Because your employees are the only way you can deliver an extraordinary customer experience, and that means you have to spend time, effort and money. That means when you send that employee home on Thursday at 2:00 o'clock, you're building a bond of loyalty that you're helping him out. You're saying that this is just like business. There's something more important than your life than, like just getting promoted and that was an epiphany for me at 57. So I've dedicated my life to trying to help people realize that a little bit earlier. Right I I think it's a little bit different for your generation. I think that you understand that your kid needs you at home, right? Not need you to like build a successful company needs a. You have to teach him how to hit a curveball. You have to to see lights. He asked to sit on your lap. He has to be able to smell you. He has to throw up all over you. That's part of the parent.

Bonding experience, you have to teach him how to walk. You have to show him strong relationships with your beautiful wife. You've got to do all of those things. That's the like. That's the secret of life, right? Having strong relationships and working together, right? So that the next generation are strong, well balanced human beings.

00:28:05 Greg Reffner

100%, Maybe that ties into something I want to talk about is main. We're talking about maintaining culture and culture is difficult to build. I would say it's not impossible, but it's definitely challenging. What is like the one thing? If you had to say this is the one thing that any company needs to have in place to be able to set themselves up for success. With a long term trust, trusting kind of unselfish mentality.

00:28:32 Dan Tyre

Yeah, well, first of all, not everybody believes I in the consulting work that we do for the bad organization. We say well what's your mission? They're going to make a lot of money. I'm like that's not really mission there like no. That's what we want to do. I'm like, OK, you're going to tell your employees that that's the mission that you wanted to do is to make you and the owners a lot of money.

I'm like that doesn't quite pass my sniff test and like I've seen some unbelievable. A furniture company. They're selling furniture like what's the mission in that? They got into our mission is to make sure that our customers have the best physical environment to produce their best work. I'm like, yeah, that's the furniture company I want to work.

Yeah, and those guys thought that out. They're like no, no, it's not a furniture company. We do sell furniture. Right, but what we really want to do is make our customers and our employees lives better by having a beautiful exoteric surrounding where they can do their best work. I'm like that I'm going to use that example a million times, because that is a great one, right? So the first thing is, you've got to decide you want to do it. The second thing is you have to be overt in telling people this is our culture. I strongly recommend people have their own culture code. You can take the HubSpot culture code or you can build your own.

Right heart is kind of good. Write it like is an acronym. It makes sense, right? Yeah, but do your own right and make sure that people know. And then what will you do is you define your employee persona. Lots of people understand their customer persona and ideal customer profile. But we urge in the book you go ahead and you build your employee for some. This is the kind of person that does very well at.

#1. Right, there are personally responsible. #2 They work hard, #3 they're smart #4 they want to collaborate. There's some people. They are very good people, right? They just don't want to collaborate. They want to work on their own right. They may not be a good fit for your culture. #5 their customer-oriented. And if you're very obvious about the attributes that you're looking for, if you publish it on your website. If you make people.

Read it in the interview process and say what do you think about that? Right then it goes a long way towards ensuring that you're attracting and retaining the right kind of employees so that you can fulfill your dream of having the kind of culture that you envisioned when you started as an entrepreneur. So that's a that's such a good point. Higher hiring for fit and not necessarily skill. Right, you're usually if you're a startup, right? The great thing about me is employee #6 announcement. I took that very seriously. I did everything in a spot and continued. I got five jobs and I'm spot now because 4 isn't enough and I love it. Right, and I'm in the office. People make fun of me, right?

I've done fairly well financially, but I am in the office at 7:00 o'clock every day when I'm in Cambridge and I watched the people come in and they look at me like I'm a like a Neanderthal. They're like you're an alien. What are you doing here? At 7:00 o'clock in the morning? I'm like that's the way I roll, right? We started. This company is an entrepreneurial company. We have 4000 employees now.

Still the same to me, right? I got 1 speed always on, I'm always 10, right? That's a blessing in to curse if you're my wife and so one thing in global pandemic like Can you imagine spending 7 by 24 with this damn entire energy?

00:31:48 Greg Reffner

Right, I don't think I could, Dan,. Yeah, I don't like I don't think I could.

00:31:52 Dan Tyre

My wife may be moved to a tent in the backyard. She's like Oh my God and my daughter. My 20 year old daughters like Dad. She gives me this finger. She goes Dad not today. Whenever I see her in the kitchen. Good news is she's in Boston so I don't see it in the kitchen that often but yeah. That's awesome, like understanding and making sure you're explicit with the expectation of. This is what we want to do. Right is an important part of scaling that culture and your early employees.

Like they do have to have some functional knowledge, but they have to understand they've growning a company is hard in the old days like starting a company was hard. No one started up when I started my second company. I raised $400,000 and 250,000 of it went to Microsoft and Dell so I can set up email for my employees. Email, right and then my buddy Matt Sherman that with one teacher started a company.

And I’m in Arizona. I'm like Matt how much would it cost you to start? Your company goes $50. The state of Arizona really ripped you off. I'm like 50 dollars and he's not all of the free stuff and he's scaling like hey, I'm a huge manage great, right? Right? And now it's not starting companies scaling a company once daily come get the right people. How do you get the right people?

00:33:09 Dan Tyre

You say this is the kind of company that I want to say. I've always told people that I don't care what HubSpot sells, could sell orange lawnmowers. But if we had the same kind of like feeling in our heart the same way of helping folks, the same way of figuring out smart, data driven analytics of how to provide good customer satisfaction we get the same result.

00:33:31 Greg Reffner

Yeah, absolutely. So that brings us last couple of topics I want to talk about real quick Dan and so I think one of the things that was has been interesting is my previous company I had a team and we had a remote work from home policy and the ability to work remote was always something that was kind of like hey you've earned that right. You've hit your number, you've proven your ability to do XYZ Now it's everybody's remote, and so do you feel like that with this change, sales reps are even more successful in a remote environment. Or do you feel like maybe we've lost some productivity? What's been your experience?

00:34:11 Dan Tyre

Oh, great question. It actually depends on the salesperson, right? Not everybody is going to make the leap because it's different, right? Lots of people were employed because they had funny jokes or they look nice, or they made good coffee in the office. That's not the way it works anymore, right? HubSpot has the data and statistics for many of our divisions.

Right people remote outperform people in the office. And you're like how could that be? Wait a second and it's easy, right? Being the first remote employee time spot, I always had a competitive advantage because I was up at 5:30 in the morning selling to the East Coast could go all the way till like 6:00 o'clock at night selling into Hawaii. No one else could do that, right? And like today, remote sales people outperform people who are associated with an office environment by 13%. Why?

Because it was what you said. First of all, we hire the right people and they are super motivated to succeed. If you get in top spot, you have to be an a player, right? We take less like it's harder to get Hubspot then MIT or Harvard, right? Statistically right. So we know if you get in your got all of the attributes. #2 The big issue is like working too hard right? That's why Katie Burke has to say. Step away from your PC. You go walk around the house, go like put on pants. Which I notice I don't know if you wearing pants, but I have not worn pants since February.

00:35:35 Greg Reffner

I've worn gym shorts. I think every day for the past like six months, yeah.

00:35:40 Dan Tyre

And the other thing is personal hygiene definitely takes a back seat in a global pandemic

00:35:44 Greg Reffner

I don't know about that.

00:35:46 Dan Tyre

I don't know Amy's like when was the last time you took a shower right? I'm like man, you don't really want to know. Right, like at least a monthly occurrence. For me anyway, it's just disgusting. The good news is they got a hot tub so it's a little bit different, but like it's different. You have to understand, you have to build that trust. You have to make sure that you're communicating your one on ones are a little bit different.

Right, you have to look people in the eye really close into that so you can understand their body language and you have to tell ‘em, right? If you have to issue, you have to raise your hand because as I was a remote manager in at HubSpot in the 2012 time, my team was in Boston and I was in Phoenix and I was a huge competitive advantage, not because I couldn't teach him, but if they were pissed off.

I didn't know so I had to tell John Sullivan. When Morgan gets into one of his snits, you have to let me know and back then it wasn't Slack HipChat, but you tell me and I would ping Morgan out of the blue. And like Morgan, why are you in a bad mood and he's like? How do you know that what's going on? He'd be like looking at his BC like I had a little camera behind himself who told you that. And I'm like, and that's the key is is sales is 99% mental and people feel the reason culture is so important in steam and people feel like they're supportive.

They feel like their manager has their back. I have a great manager in my mentor program, Mentis Hankerson an she's never missed her number right and she's been in the position for seven months and she's like damn, the key is to build trust and make sure that your salespeople know you always have their back and I'm like that's such a beautiful link. She's an amazing, super smart like a thoughtful, empathetic sales manager in the small Business division in North America. HubSpot, she and I write blog articles together and she's like, no, that's the key. You have to win their hearts and minds. And if you do that and if they know you have them, but they'll do anything for you, right? And like her recent performance definitely improves.

00:37:49 Greg Reffner

Yeah, be a servant leader, right? You work for your team. They don't work for you and it's amazing what happens when you take. And brilliant body, that mindset.

00:37:58 Dan Tyre

That's David Cancel from draft. The CEO of Drift is a buddy of mine and work at HubSpot. Really did a great job of getting the technology for us and now he's always been an outspoken leader of servant leadership. When I had never heard of that concept before, David and he's written extensively about it, it's completely consistent with my philosophy and the reason we're doing this podcast. The reason you're doing is you want to help people. Right, and the reason I'm willing to help Greg Reffner is because you're willing to help other people. And then there are lots of good people out there, right? And you got this idea for a cool company and anything I can do now, I'm all in.

00:38:37 Greg Reffner

I appreciate it well with that, Sir, what's let's wrap it up with any final thoughts? I'd love to get kind of maybe the two or three takeaways. Dan, that you would like. Our listeners to walk away from in terms of really, what they can do to maintain that culture in a remote environment where the rules have kind of changed a little bit? What are those top three things that people can take action on today to make sure that we all persevere and come out of this stronger?

00:39:05 Dan Tyre

Yeah, so a couple of things. Make sure you increase the frequency of connection. Right, make sure you got Slack or a way that I can, or a text this so I can make sure that you and I are on the same page all the time. Every business is a people business. Every like people say. Now that's not the way it works. Is this is a relationship business? I'm like, oh you kidding. Every business is a relationship business. So you and I have to build trust and all my one on ones and I cycle and I'm like Greg how are you doing?

Right, and I'm not listening to what you say. I'm listening to your body language. I want to see if your shoulders slump. If you look the other way. If you look at your shoot and then if I don't think you're having a good day, I'm like looks like the big dog ate you today, right? Let's move this to another time when we can have a substantive got. Or what's wrong, right? Because I want you to know. I'm I deeply care and understand about what you're like talking about right? Then I always remind people four times a year. Do we have high trust? And that's a very interesting question, because in any relationship, professional or personal, if you don't have trust, you have any. And I've written for Inc Magazine in a variety of different blog articles. That trust is the key to this relationship. So I go. What happens if I lose your trust in their eyes? Get that I'm like damn tired. You don't want to tell Dan Tire, I go say it, they say what I go say? Man, you've lost my trust. And they're like.

00:40:28 Greg Reffner

That's a hard thing to say.

00:40:29 Dan Tyre

I'm like, yeah, say it now right? Which is kind of my thing. Pretty direct and then like did you lost my trust I'm like see you said it once next time it happens, right? It's it happens periodically right? I could do something not on purpose but if we lose trust I need to know that and you need to articulate because trust is everything and then I make them prepare for our one on ones. I'm like you send me the three things you want to talk about. Right, and then we always start with the three things they had last week and then we go through there three things. And like that's the way I roll the last three. I can't think of more than three things at once. I make my one on one. People do all the notes. We have continuity between one and the next, and I'm like, OK. Here's the thing, I'm in your corner, right? The magic words I need help. The only way you lose the top spot or any of our portfolio companies if you need help you don't ask for it right? That's hard. And then we'll work together. We'll have a boatload of fun, right? If you're an introvert, I won't yell at him, right? I'm a big believer in management in personality style. Right, lots of.

00:41:30 Greg Reffner

Well, I'm an introvert and you've been yelling at me for the past 44 minutes, Dan.

00:41:34 Dan Tyre

I know that has to be annoying. We would be at this conversation at this decibel level, right? You asked for the big energy in the briefing.

00:41:42 Greg Reffner

I did I do you really have to bring it. Dan just brings the big energy.

00:41:47 Dan Tyre

I can tone it way down if you want the college professor Dan

00:41:52 Greg Reffner

No, that's boring, Dan, I want.

00:41:53 Dan Tyre

Lots of spaces, multi syllable words. I asked all my public presentation. Do you want me to the college lecture there? Like no I want that crazy man who yells at us and says don't be thanked.

00:42:06 Greg Reffner

Well with that we appreciate your time Sir. And I really am thankful that you were willing to share some of your experiences and some of your best practices and kind of some lessons learned along the way. And hopefully our listeners can take some actions items out.

00:42:20 Dan Tyre

Of this awesome, that was great. Great congratulations on the podcast. Good luck with the new company and I'm all in anything I could do to help you. Let me know.

00:42:27 Greg Reffner

Cool, thank you Sir.