



19-Year Old Bryce Maddock On... Building TaskUs from 0 to 4,500 employees and \$50 Million in Revenue

Steve Sanduski: Hello everybody and welcome to back to another episode of On Your Mark, Get Set, Grow. I'm your host, Steve Sanduski, and joining me to day is Bryce Maddock. Bryce is the cofounder of a company called TaskUs and folks listen to this, this is an unbelievable story. Bryce and his cofounder started the company just a few years ago. They recently took their first outside funding and raised \$15 million. They are on track to generate \$50 million in revenue this year. They have 4500 employees and Bryce, are you even 30 years old yet?

Bryce Maddock: Thank you for the introduction, Steve. It was very, very kind. I just turned 29 in July so I guess I am 29 1/4.

Steve Sanduski: There you go. This is amazing so welcome to the show. I'm thrilled to have you here. Start us off here if you would, take us back a few years ago when you and Jasper started this company. How did you come up with the idea? What was it like they are back in the early days?

Bryce Maddock: Jasper and I have been best friends for over a decade and when we graduated from high school both of us grew up in Southern California, we had this idea that we would be able to throw nightclubs for high school kids which was a crazy off-the-wall idea, something that really you have to be 18 years or younger to have such a crazy idea but we figured out a way to do it and that was our first business. All through college every summer we would come home and be with throw nightclubs at different venues throughout Los Angeles where the average age was like 15 1/2.

We discovered that there was this loophole in the law that if a nightclub could serve food they could serve people under age but they're just could be no alcohol present in all the nightclubs in LA were closed on Monday and Tuesday nights and so we went in and offered to rent the venues and open them up to eager adolescents throughout Southern California. It turned out to be a huge, huge success. We had 800 to 1,000 kids show up every week throughout the summer and we charged between 15 and \$25 for admission depending on the venue and what type of entrance you got.

We thought entrepreneurship was easy. We thought hey, this is the fast track to riches. Why would we ever go work for somebody? I was in college in New York and Jasper was in college in LA. I graduated a year early and actually got a job in

investment banking just to continue to pay the bills and be able to live in New York. What ended up happening was as Jasper was graduating we came together and decided we have got to go start our next big successful empire. We brainstormed and brainstormed and this one idea came up and Jasper said the most brilliant idea I can come up with is let's move to Argentina and start a frozen yogurt shop.

Steve Sanduski: Okay, so Argentina. Why Argentina?

Bryce Maddock: Argentina was the idea and I said the same thing, I said Jasper why would we moved to Argentina and started frozen yogurt shop? He said two reasons. Argentinian people love ice cream and they hate that people. I said that's really interesting cited the research and we put together a business plan and the business plan basically was based on two stats. One was that Argentinians eat more ice cream per capita than any other country in the world and the second one was that Argentinians have the second highest case of eating disorders just after Japan. We were convinced. Brilliant, this is the way to do it. We went down there and after a month of struggling quickly decided that starting a frozen yogurt shop in Argentina was a little bit tougher than we had expected. A 22 years old we find ourselves we had graduated from college and I had just quit and investment banking job in New York, living with their parents and wondering what we're going to do to succeed.

Steve Sanduski: The first lesson was basically if you're going to fail, fail fast.

Bryce Maddock: Actually, that was a very good lesson in failure. What we did was we actually went there and we asked people, we talk to people who were Americans who had moved to Argentina and started a food service business and we asked them about their experience. Based on the consistent horror stories we were hearing we decided it was probably not a good idea. I think there's some deep value and talking to people who had done it before. I wouldn't do it too much because if you do it too much you will probably discourage yourself from ever getting started with anything that you just want to look for those red flags.

I had been in my investment banking days and I had worked really hard and had them a lot of very trivial repetitive processes and as the entitled millennial in the room I kept on saying this is beneath my pay grade, this is beneath my pay grade. Of course no one listened and eventually they told me I should probably go get another job but in the process I thought to myself not only is it beneath my pay grade but it just makes no sense for the investment bank to pay me a hefty investment banker salary and pay for the real estate in New York City for me to do this work.

With the rise of the Internet I thought I could hire people in India or Pakistan or somewhere to do this work for probably at least half, probably less than that versus what I was getting paid. I began to experiment with this idea of how can we power professionals in the developed world to collaborate with

professionals in the developing world in order to get work done more efficiently? That was the idea for TaskUs initially. We thought we were going to create the world's first task network where if you had a task you need it done you could just post it, it would get automatically routed to the person who is suited to complete the work and then you just pay for the time that it took to complete it. It was a very novel idea.

The first version of the website had accounting and legal advice and pretty much any service under the sun and we tried to make that work for about 3 1/2 years and just repeatedly failed. We found ourselves flash forward 26 years old and still living in her parents house, still running a business that was generating less than \$1 million a year in revenue.

Steve Sanduski: This is back in what, 2010? Is that when you started it originally?

Bryce Maddock: We started the business originally in 2008 and it took us probably until 2011, yeah about 2011 is when we shifted the business model. 2011 to make the decision that this isn't working.

Steve Sanduski: Was it called TaskUs back then too?

Bryce Maddock: It was, it was called TaskUs and the original version of the website was this bright orange, I still have pictures of it somewhere. It's a really snazzy design circa 2008. We thought it was the coolest Web 2.0 layout. It looks super dated now but yeah, that was the idea.

Steve Sanduski: Today there is a number of firms that do this outsourcing, back when you are starting us were you one of the first people to start doing this type of outsourcing?

Bryce Maddock: There was a couple companies that were doing similar virtual assistant work so there was a company called Ask Sunday and there was a company called Get Friday. I still don't understand why every company in this space tends to name themselves the exact same thing but those were the two main competitors and basically they would allow you to hire a part-time or full-time virtual assistant and the idea was that you would hire a person, in this case in India and they would work for you between 10 and 40 hours a week. What we didn't like about that model was that it forced you to buy 10 to 40 hours a week every single week. We wanted to give the user flexibility to just send in the work that they had and only pay for the work that they had.

It turned out that there was a reason why they wanted to fix the model and make you by the same number of hours a week from the same assistant. As we found in our model the virtual assistant model was very challenge and the reason was that in order to do work really well for an individual you have to understand that individual's preferences and so, Steve, the way you want a PowerPoint presentation done is probably going to be different than the way I

want to PowerPoint presentation done. Lacking that consistency was really difficult to deliver to personal expectations and then having a network of people all over the world made it really difficult to manage the quality. You would find people who were incredible and to do amazing, amazing work and then you have a lot of people who were below average in terms of the work that they produced and in those cases Jasper and I found ourselves staying up until two or 3 o'clock in the morning redoing PowerPoint presentations and thinking at the end of this we're going to have to split \$10 an hour with Khalil in Pakistan who did the original version of this.

Steve Sanduski: You are thinking as an investment banker at this work is beneath me and here you are 2 o'clock in the morning to a PowerPoint presentations.

Bryce Maddock: I will tell you something, I thought when I was 22 this work is beneath me and what I have realized seven years later is that there is nothing beneath you, particularly the higher you go as a leader the more willing you need to be to lead from the front and really understand the work of your frontline workers. In fact one of the things I pride myself on now is for bigger accounts actually sitting down and doing the work that the people who are actually answering the emails, transcribing the voicemails or moderating the photos that I actually do that work myself to a least experience what it is like to be on the front lines.

Steve Sanduski: I think that is great from a leadership standpoint. The first three years you were kind of struggling, I think you said you were up to maybe \$1 million in revenue and then it sounds like maybe you did some kind of pivot here to turn this thing around and have this unbelievable growth that you have had the past few years.

Bryce Maddock: Exactly and so everyone says was as a pivot that was really based on a strategic stroke of brilliance and I say absolutely not. I just wanted to move out of my parents house so badly that I would do anything at that point. It's amazing, necessity is really the mother of all invention. If you get backed into a corner the things you will come up with are incredible. Jasper and Bryce, we had told all of our friends we're going to go start this virtual assistant network and within six months we're going to be as successful as Mark Zuckerberg, right? He was kind of the emblem of entrepreneurial success for our generation.

Steve Sanduski: He still is.

Bryce Maddock: He still is, yeah. We found ourselves three, maybe 3 1/2 years later with a lot of friends who had just gotten promotions, their first promotions and were living with apartments and certainly had at least enough money to take a girl out for dinner on the weekend and here is me and Jasper, we do with our parents, we are driving cars that probably a think at that point were as old as we were and the one treats we ever got was once a month we would go to Soup Plantation on a Friday afternoon together and have an all-you-can-eat buffet. That was our lifestyle and so I think eventually we were like we need to figure out a way to make this business model works.

What we did is we looked at what we had that was unique in that we realize there were two very unique strengths. One was we had built a small office in the Philippines and we had chosen the Philippines after outsourcing work to 16 different countries because in the Philippines we were able to consistently get high-quality work at a relatively affordable price. The other thing that we had was we had relationships into start up companies because we had thought about ourselves as a start up company and so we had a lot of friends who were beginning to go from a series A to a series B, they had been earning revenue. They were getting some traction in their product and they began to really complain about I've got to get a new office, I've got 10 people doing customer support. If my product 10x's itself again next year I'm going to have 100 people doing customer support in downtown San Francisco or New York city and how my going to afford that?

A light bulb went off in our heads. We said we can help you with that. We can cut your customer service cost or your content moderation cost or your graphic design costs in half and we will guarantee the same level of quality that your current staff is delivering. Really for the last almost 4 years now that is in the model that we report on building and the growth has been phenomenal. We have grown since then at 300% year-over-year and the pace at which the business has grown has been impressive but I think probably more impressive is the roster of clients that we have been able to work for and the people in the Philippines that we have been able to attract because of the uniqueness of the clients that we are supporting.

Steve Sanduski: Let's talk about this rapid growth. Rapid growth killed a lot of companies. You can grow yourself into bankruptcy so how are you managing a fast growth and let's start with the people. You're literally hiring thousands of people. What kind of systems are you putting in place so that you can hire, train, and get these people up and running and be profitable for your business in such a short order?

Bryce Maddock: I think was really interesting about our business is this year we have been on a pace where we have been hiring on average almost 100 people a week. It blows my mind because in our LA office we hired I think we are at 35 people now so I think we hired eight people last quarter and that was like such an undertaking, I can't even believe it. Eight people and a quarter, we were interviewing the whole time and now the office feels completely different because you basically have brought in a third of the people who haven't been here more than three months. In the Philippines they have got this down to a science and so we use a number of tools and one of them which we actually invested in is called interviewed. It's a SAS based platform that works really, really well for in person mass hiring.

Basically somebody walks into the TaskUs office, they are handed an iPad, they take a picture of their resume and a picture of themselves. They fill up their basic information and then they walk into a testing room and the application follows them. They sit down and they go through a series of tests which

determine whether they are going to first have the skills to work in a call center environment at all, and these are both skills-based test and psychometric tests, and second whether they have the skills to work on this specific client account. If they don't have the skills to work on a specific client account we will retest them for something different.

The final is a face-to-face interview to make sure that they fit in with our culture because core values are super important to us across the entire business from the front line up to me. It has been a really important part of our success is our ability to hire quickly but I would say equally as important is our ability to hire the right people for the job.

Steve Sanduski: Okay, so when that person walks in the office that day they go through this process, will they get hired by the end of the day or is there a second round of interviews later?

Bryce Maddock: Our SLA, which we have not yet hit but we're working our way towards it is a two hour yes or no decision. In the Philippines it is difficult to describe in the US because there is not really a corollary but today the Philippines call center industry employs 1 million people. There are 100 million people in the country so that is 1% of the population is employed by the call center industry. In the center of Manila where we have our headquarters that is the massive concentration of call centers and call center employees and so you will have people line up, hundreds of people a day lineup to take interviews and to apply for a job.

We have looked at this process and realize that applicants who apply for a job and get very resentful and rightfully so because it will often take more than one day, it will take two or three days of coming back to the office before they get a decision. If you can imagine coming back to an office repeatedly and then getting a no just how pissed off you would be in that situation. We try to use technology to get a decision quickly and we are working towards, we're not there yet, but we're working towards an average to our two a yes or no decision.

Steve Sanduski: Okay, so that works in the Philippines but here in the US you said that you brought in eight people last quarter in your LA, Santa Monica office there. You have a similar process where you are going to hire those people in two hours or is it a more traditional I will say "American" process?

Bryce Maddock: It is a more traditional. I would say for management level and above, including in the Philippines, we have a much more traditional process and the process is actually based ... What we do first is we put together a role scorecard for any management level position or above the managers, directors, VPs, in the Philippines and in the US, there is a role scorecard this is here are the KPI's for this job. It could be for sales, it could be a sales quota or for our client services

team which manages all of our client relationships it could be a certain growth target across all of their accounts, and then there are specific deliverables.

Here are the projects we expect you to execute on in the first year. We want you to implement an ERP system, we need you to make sure that the Internet stays up in the Task Us office which is embarrassing but that is a problem for us in Santa Monica. We've got perfect Internet in the Philippines I can't get perfect Internet in Santa Monica. That role scorecard informs in the interview process which we look for, we have a set of questions based on competencies that are needed for that role and we try to ask the same questions to the same applicants. We used to do it in a tandem format were two people would interview one applicant to the time and now we are doing more multiple interviews where you will be one-on-one with multiple people across the course of the day.

We use a system called Greenhouse which is an applicant tracking system, cloud-based, and really an incredible system to track applicant and basically will share all of our information around the applicants. Four or five people have interviewed one person and you can pull that information and then the recruiter goes into the applicant tracking system at the end of the day, talks to the hiring manager about whether we're going to hire that person or not. It is a more intensive process in the United States. It's one that really screens for the traits that we need to be successful in the role and also one that really screens for understanding and embracing our core values. We tried to integrate that at the front line in the Philippines via making sure that every person who is hired has a face-to-face interview so that they are screened for that but it is certainly not as detailed as it is when you're hiring management level positions and above.

Steve Sanduski: One more quick thing here on the whole staffing thing, you have talked about the core values and the culture a little bit and in doing my research here it is clear that the culture that you have developed in the Philippines is dramatically different than a typical company down there. It sounds you have taken the Silicon Valley East Coast and culture and put it down there. How important has that been to driving the success of your company and being able to hire these people?

Bryce Maddock: Massively important. The Philippines, fascinating country. It was the territory of the United States in the early 20th century, got its independence from the United States and since then has had a very close connection to the United States. They were ruled by the Spanish for 400 years prior to that and they absolutely hate the Spanish. Just complete resentment, really the only thing that's left from that is massive Catholic influence in the Philippines that very few people even speak Spanish in the Philippines now that 70% of the population speaks English fluently. You have got a country that was really ripe for outsourcing because of its place in the geopolitical scene. What indicated this

was the Philippines had a difficult time in the late 20th century creating jobs, creating enough opportunities for the people in the country.

The government created a program called overseas foreign worker and basically what it is is a government-sponsored program for you to leave the country and go work in another country. Well into the 2000 the biggest source of GDP in the Philippines was foreign remittances coming from 10 million Filipinos who were living in the US and Canada and more frequently recently the Middle East in places like Qatar and Saudi Arabia. In my opinion it has ruined the social fabric of the country because you're the best and the brightest leaving the country and going overseas to make money. The rest of the people stay at home and are reliant on a check being sent to them from overseas. The problem is at home they couldn't do any job that would match the amount of money that they are getting from their family that is overseas.

It creates the substance lifestyle where you are depending on a foreign relative and not doing any work yourself. The best and the brightest leave, it splits families apart so parents aren't able to raise their kids. The people left behind become dependent on this instead of working for themselves and it tears at the social fabric of the country because there aren't the people left to really hold the government to account. The outsourcing industry has been incredible because it is counteracted this massive way. What's happened is you have had the opportunity today which you didn't have before outsourcing came to the Philippines.

You have the opportunity to work for foreign companies but to live at home. You get to touch your kids into bed at night but then you get to go work for an American or Canadian or Australian company and earned wages from those companies. The first era of outsourcing which started in the year 2000 and the Philippines and in my estimation kind of lasted until 2012 when we really began to ramp our operations, that was good. That was great. I can work for AT&T or for Telstra and I can look at home. Amazing. The problem is that those jobs for AT&T or for any travel company or telecom business in the West are pretty miserable job and they were commoditized and the people who were doing the jobs have been treated like robots the machines.

You have to stay on the phone 98% of the time, your workstation is completely locked down, you literally cannot do anything except for the job in front of you. Your break times provisioned and in fact if you have to go to the bathroom you need to wait until you have got great time. It is a really miserable experience and so as a result of that attrition went way up in the Philippines, 80, 90, sometimes 100% average annual attrition so if you started the job at the beginning of the year the vast majority is you wouldn't be doing it at the end of the year, you would have jumped to another job or sometimes people have to take a break because the stress is just so great.

What we have been able to capitalize on today are a new era of companies. These are companies that have been created recently they care about culture and the quality of services they deliver and they're willing to not drive so hard on the metrics because they understand that happy employees will be to happy customers. That is our philosophy. We believe that if we can work for incredible clients then we can attract the best employees and the best employees will deliver incredible customer experiences which in turn attracts better and better clients. There is one other thing that is really different about the Task Us client today versus the first era of outsourcing. Most of the support that was being done in the first era of outsourcing was for products that the people in the Philippines did not use in their daily life.

You would support the New York Times. Well, the Filipino people do not have newspapers delivered to their house so they have no way of relating to that experience. You would support an airline but most of the people in the call center industry had never flown on an actual airplane. Task Us today over 80% of our clients are what we call rapid multinationals. These are companies that have built products that have internationalized really, really quickly. Think of a company like Tinder. Tinder was created well after Task Us. I think it was maybe three years ago but because it is a mobile application and everybody in the Philippines is a smart phone it has been able to internationalize and get into the hands of the people who are working in the Philippines within just a few months of being launched in the United States.

It used to take 50 or 100 years for the jump to happen but now it happens automatically. What that means for a call center worker is if I am now doing email support and content moderation for Tinder I am supporting a product that I use in my daily life or of a product that my friends and family are familiar with. That creates a real affinity for the brand. I think ultimately it comes down to we work with clients that respect our culture, that understand that happy employees lead to happy clients, and ultimately work for products that are mostly being used in the Philippines themselves so there's more of a personal affinity for them.

Steve Sanduski: It sounds like you are treating them as humans as opposed to the older companies which just treated them as a cog within the machine any means to make some profit.

Bryce Maddock: Yeah, I think at the end of the day it used to be metrics, metrics, metrics. If you can't get your metrics and you're out. I don't care what your story is. Today we like to lead with who are you as a person? Do you live our core values? We're going to hold you accountable and you need to deliver. Ultimately we are in business here right? We want to build a personal connection that really is based on core values first.

Steve Sanduski: Let's continue talking about this fast growth. We talked about how you are getting the people in the door. How are you managing the cash? You mentioned

that you just took your first round of funding here \$15 million. Prior to that you bootstrapped it. I believe your profitable from what I have read. How are you managing a cash so they as you are doing is rapid growth that you are just not burning cash and running out of cash?

Bryce Maddock: Sure, so it helped in the beginning that we had customers who we invoice every month and paid and it sounds like yeah of course, every business is that, but if you think about a software business you have to invest a lot of money in building a good product before you start charging your customers. With a service-based business as soon as you are doing services you are billing for the services and so that helped a lot. We started the business when we were 22 years old with \$22,000 which was the cumulative life savings of Jasper and myself. Until June of this year we didn't really time. That is purely based on the fact that we were able to scale the product basically by going to our clients and billing them every month than relying on them to pay for the services that we had provided.

The challenge that we ran into last year was as you continue to triple every single year you then need to build facilities ahead of your growth and so our facility growth up until then had been pretty incremental in one location where we had just taken another floor, another floor, bought some more computers and were able to basically use the cash flow, the profit from the business to reinvest as capital expenditures. As we looked at 2015 we realized we were going to have to add two new locations. We wanted to make sure that they were state-of-the-art and we realized that we were going to have to spend millions and millions of dollars on building the facilities. Ultimately that is what made us decide to raise the 15 million.

Steve Sanduski: Okay, so you're not yet 30 years old to get you obviously have made some really smart businesses decisions. What have you done to continue with your development and how are you able to go from coming out of college and spending a year or two in investment banking program to within just a few short years being the CEO of a company with over 4500 employees, international operations, hiring 1000 people a month or a quarter. What are some of the key things that you have learned and what would you share with the other entrepreneurs and CEOs that are listening here that these are some of the 1, 2, or 3 core things that I is a leader of a fast-growing business have done and would encourage other people to do if they want to have this kind of growth?

Bryce Maddock: Very simple, I mean really when I think about it it isn't that I was a strategic genius. It's not even that I'm particularly talented when it comes to any of the business that we do now. I still joke that I don't really fully understands the outsourcing business but what it comes down to is continuously learning. I was at an event earlier this week where Doc Rivers, who is the coach of the Clippers, was talking and in the talk he was talking about the difference between know it alls and learn it alls. Ultimately you have people who I think particularly as we get older think I am an expert on this topic, it means that I know everything that

I need to know about this topic. I will tell you right now I don't know everything there is to know about anything.

Ultimately what I do know is that I don't know when I'm willing to ask questions and stay humble and continuously learn and I'm surrounded by people every single day who can teach me something new. Early on in the business I use my passion, my enthusiasm, my persistence, my willingness to annoy people to just grab onto the coattails of the smartest people I could find and suck them dry for knowledge. Ask him questions. This is something that I've talked about a lot actually just the power of mentorship. A couple of key individuals early on in the business, there is a guy named Jamie Siminoff who is still one of my best friends. He had started a company called Phone Tag.

They were using a lot of outsource customer service centers and I went to him and was like teach me everything you can about outsourcing. There was another guy named Tom Nadow who is one of the most brilliant entrepreneurs that I know and has a furniture store in the US called Nadow Furniture in the chain of Ramen shops called Hatsu Ramen. The guy works two hours a month and is able to run this huge corporations so I did the same thing. I said Tom, teach me everything you know about entrepreneurship. Over the course of the next few years I cultivated as mentors. I think they really appreciated that I was willing to listen and that everything that they said impacted the decisions that I was making. I didn't always agree with the way that they would make the decisions that every little lesson they taught me I think integrated it in to the way that we were pursuing the business.

As the business continue to scale and we could actually afford it we went out and got ourselves executive coaches, so CEO Coaching International has been a huge, huge help. We have worked with Mark Moses who's an incredible executive coach for the last few years. Myself personally and now he works with two other executives in my company. He leads our quarterly planning sessions and really it's like having a therapist, it's like having a business therapist. They are there to listen to the issues, to understand your perspective, and then really question the decisions that you are making. So much of what we're doing in business today is really driven by relationships and so having someone who is willing to confront you and say your ego is getting in the way here, this impacting the decision that you are making, is really, really helpful.

I don't really have 3 pieces of advice, I just have 1 piece of advice which is very simple. It is be continuously learning, be continuously looking for people around you to be teachers. Don't assume that those people have to be older and more experienced than you are. There are teachers all around you. Just keep asking questions and keep trying to improve yourself every day.

Steve Sanduski:

Bryce, your business relies on technology. You use it yourself. Most of your clients are in the high technology business, many of them firms like Uber and Twitter and Tinder, very much technology companies. How do you stay on top

of technology changes that are occurring? It seems like technology is changing at an accelerated rate so how do you stay on top of that? How do you know when okay this is a new technology that we need to be using this in our business versus that may be a passing fad. Let's see if it takes off first before we jump into it. What's your technology frame in terms of how you think about technology and use it in your business?

Bryce Maddock: I don't do it as well as I used to. I don't have enough time and I think I'm getting a little old. I mean you may want ...

Steve Sanduski: C'mon, you're not 30 years old yet.

Bryce Maddock: The guy's 29 and he says he's getting a little old but I mean I'm not a big SnapChat user, and I really appreciate the product but I don't use it a ton in my daily life. There's a lot of new social technology that I just don't feel like I'm as hip to. There's this age between 14 and 24 and that's where most of the revolutionary consumer technology is coming from and so I really in my business life I use 1 thing to guide all of our technology decisions and that's will this make a difference on the front line? Is it going to make it easier, more fun, more engaging, more effective, more efficient for the people on the front line to do their jobs?

An example of this, a huge mistake which we make the company, as we implemented Oracle as our ERP system. Massive disaster. You literally couldn't get a product that specific more of the employee experience than Oracle.

Steve Sanduski: Let's just hope Larry Ellison's not listening.

Bryce Maddock: If he is I want him to call me because I will give him direct feedback.

Steve Sanduski: Larry, if you're listening.

Bryce Maddock: We survey our customers every single quarter and we don't just get positive feedback we get negative feedback as well and that is where you got to focus your attention because you've got to realize this is an area where we can improve and in my opinion Oracle has gotten serious areas where it can improve. We're looking at other HRAS and ATS systems now that we deploy. Greenhouse is one of them that I mentioned and it's really focused around as a company we know that we need these things, check, check, check. As an employee how can we make their user experience easier, more efficient, more fun, even more aesthetically pleasing? All those things really, to the decision framework so similar to learning I asked a lot of questions, I tried to read as many technology blogs, I try to use as many of these products as I can myself. Ultimately when we're going to an RFP for assessing products to implement into the business the simple question is is this going to make the employees life better?

Steve Sanduski: Bryce, as we wrap up here just let me give you a final open ended question here. Is there anything that I have asked you that you would like to share or anything that you have learned just here in a few short years of your entrepreneurial journey, your hugely successful journey, that you want to share with our listeners?

Bryce Maddock: Again, going back to this Doc Rivers thing, I thought this was so great. I don't even like basketball but I went to this event and just going back to this Doc Rivers thing he said I've never asked a basketball player do you want to win a championship and heard no. Everybody wants to win a championship and so when you think about your employees there's not a single one of your employees who doesn't want to be successful, doesn't want the company to succeed, doesn't want to win. Everybody wants to win. The difference is most people want to win on their own terms.

What happens is when you say to someone hey I need you to play this role whether it's I need you to be the IT guy and just focus on IT or I need you to get on a plane and fly the Philippines for 3 months and fix this issue, what happens is as soon as people's personal preferences become inconvenient it's well I don't want to win on those terms. In basketball a lot of times it's I don't want to win if I'm not the star. To me this has had a huge impact. It's not just thinking about my employees but also thinking about myself. What kind of sacrifice am I willing to make to make sure that we win? How far am I willing to sacrifice my role, my ego, my own personal preferences and comforts to ensure that Task Us ultimately exits as a victorious company? I thought that was a really interesting perspective so I will just leave you with that.

Steve Sanduski: It sounds like you are definitely living that because you mentioned early on here as we were talking about how nothing is beneath you now, that you know you have to lead from out front, you have to let people know that hey I am willing to do anything at this company to make it succeed.

Bryce Maddock: Yeah, it's very simple for us. We like to flip the hierarchy. Worship the people who are on the front line, respect the people who are on the front line, respond to the emails of the people who were on the front line because ultimately that is what taking the business forward.

Steve Sanduski: Well Bryce I think that's a great way to wrap up the show. Really appreciate your time today. Great points that you shared with us. Congratulations on the huge success and I'm very excited to continue to watch you guys grow in the future.

Bryce Maddock: Thanks so much Steve.