

# Finding the balance between too little and too much processing

## **Audience Member:**

I work in a technology startup environment so it's a soft software company, and we are about 6 years in. We're experiencing a lot of growth. So, we are in that interesting place between the scrappy, "oh just go do the thing, just quick put something together and get it done" and the "oh, now we have a process for that." So we have to slow that way down. It's an interesting place to live because on one hand you don't want to keep quickly doing things and not planning ahead and reusing the documents and making a process for stuff, but you also don't want to come to a point where you just stop doing things because you are trying to do them according to this process that you need to build.

So it's an interesting place to be and it kind of brings up the positives and negatives of both parts of that. So it's trying to figure out how to still... how to create enough process so you don't reinvent the wheel every time you try to have a conversation with somebody, but not getting so hung up on what you wrote down once, quick, so that you are like "oh, but we have always done it that way ever since that guy wrote this down 2 weeks ago when we had that emergency." So, anyway, it's an interesting place to be.

## **Brandon Carson's Response:**

It's a really, interesting point. So that 13 week thing at Home Depot, we have 46 steps in the process. Once that project proposal comes in and before we get it out, there are 46 steps we have to go through, documented in an Excel spreadsheet that would make you want to run to the hills. That is probably the worst-case scenario of over processing, but I think you are right. My first day at Apple I asked for the org chart, and I was told never ask that question again. They are not generated here. We don't make them. Right?

So then you have that other side of it. It's like I don't know who to talk to, to get my job done. I gotta go find...I gotta go to the bathroom. [laughter] Maybe I'll run into someone that can tell me who to talk to, to do this project. So I think that's where we're at, is we're trying to figure out so we don't over process. We can go to market and get things done. We need to learn a lot from smaller start-ups, probably, on that. Because it's easy for us to get in a room and start to process and over document things.