

HIT·IQ | THE LAST WORD

Featuring profiles of entrepreneurs and leading innovators



Ms. Simmi Singh

Interview with Ms. Simmi Singh, a partner with Egon Zehnder

Simmi, Often in the daily challenge of running a business, it's easy to forget the people. What can entrepreneurs and investors be thinking about to maximize the people aspect? Talented leaders and teams are fuel in the engine of every business. Absent “talent fuel”, the engine can't run in a way that its designers intended. It is important to remember that behind every dreamer, founder, employee or engineer is a human who is the sum total of all that has come before he or she arrived at your door. Overinvest in figuring out how each of these humans is wired. The secret sauce is always in understanding what lies in their hearts and souls, not just what is on their resumes.

What are some top traits to look for? Experience is what you have done, but essential traits are core to who you are. Are you curious, do you love to learn? Are you self-aware and able to be introspective about your impact on others? Do you bring oxygen into a room? Are you personally secure? The wrong individual or team dynamic creates a coefficient of drag that a start-up cannot afford. Some people in life think they have all the answers, and others ask the right questions. I find the latter phenotype much more interesting.

What are the top things investors should consider? There is no one checklist, because every situation is so bespoke. That said, one of the most important due diligence checkpoints is ensuring that there is a great fit between the team, the

strategy and the investors. Fit is so important. Also expertise, knowledge, technology, patents - these are all essential and worthy assets, but so are leaders who are passionate, decisive, self-aware, tenacious and focused.

What should startup leaders keep in mind at all costs?

1. Don't give away titles you can't take back – let people know that growth means we sometimes give our jobs away to others if they are more suited to the challenge at hand.
2. Don't expect behavior from others that you can't be bothered to exhibit yourself. Culture is real; it is built on how you behave, not just what you say.
3. Do not create a superclass of “bros” or royals who are exempt from the rules you are setting up for everyone else.
4. Remember you hire people for what they have done, but fire them for who they are. So be fanatical about fit, with everyone that you hire.
5. Don't over hire, and remember it is expensive to undo poor hiring decisions. Doing the wrong thing faster is much worse than taking the time to do the right thing more slowly.



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CALENDAR OF EVENTS

HIMSS18

Monday March 5 and Tuesday March 6
Howard Burde Investor Lounge,
Venetian Convention Center, Titian 2206

HIMSS Analytics Reception

HIMSS Analytics Presentation #1

HIMSS Analytics Presentation #2

HIMSS Analytics Booth #1338

KLAS Booth #5150

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Monday & Tuesday, May 7-8, 2018

BrandHT 2018: Nashville, TN