



REBOOT

An Analysis of the Reboot 360 Degree Review Process: *360s Stage by Stage Learnings*

ABOUT THE STUDY

Reboot is a coaching company who offers leadership development for individuals, teams, and entire organizations. We believe that in our work lies the possibility of the full realization of human potential. Work doesn't have to destroy us. Work can be the way we achieve our fullest selves. To help achieve this, one of the services that Reboot offers is 360 Degree Reviews.

Our goal with 360 Degree Reviews is to help leaders clearly see their strengths and weaknesses as well as understand how they are perceived.



We believe that we cannot grow if we don't understand the work we have to do.

Our 360 Degree Reviews offer a clearly-articulated, well-rounded performance review which serves as the basis for a leadership development plan. These 360 Degree Reviews are composed of feedback from a group of colleagues, board members, and investors that is hand-selected by the client themselves to ensure that they are receiving comprehensive feedback from people who are above, below, and parallel to them within their organizational structure.

For this study, **we analyzed all of the 360 Degree Reviews we conducted between 2018 and 2020 with the goal of discovering insights into the strengths and weaknesses of startup executives.** This comprehensive assessment of 147 reviews spanning 142 individuals (5 people received multiple reviews during this time frame) and over 2,000 pages has allowed us to identify trends across a variety of industries, company stages, and roles. These insights are indispensable for any current or aspiring startup executive seeking to learn from others' experiences and realize their potential as a leader.



METHODOLOGY

To thoroughly analyze each of the 360 Degree Reviews, we generated a dynamic taxonomy of themes as we read through each review. These themes were meant to represent the various leadership and management traits that were referenced within each review. As our 360 Degree Reviews are extremely personalized, this required us to extract the nuanced meaning of the particular strength or weakness in question and ensure that the theme accurately reflected that nuanced meaning. That being said, a theme could be generated from either a strength and/or a weakness. As such, it was critical to ensure that all themes were being captured because one person's weakness could certainly appear as another person's strength (and vice versa). For example, one person could be particularly strong at decision making within their organization whereas someone at another organization (perhaps in the same role!) could struggle in that same area.

Instead of developing the taxonomy in advance and forcing the strengths and weaknesses to fit the previously identified themes, we built the taxonomy as we analyzed each review. If a strength or weakness in a review did not fit into the existing taxonomy, we created a new theme accordingly. As we created these themes, we aimed to strike a balance of specificity and aggregation to ensure that we only generated as many themes as were truly required to categorize the data. Given that each of the 147 reviews contained multiple strengths and weaknesses, this careful approach allowed us to categorize over 1,000 different sections into just 37 themes (Exhibit 1, Exhibit 2). Ultimately, this bottoms-up approach ensured that we were representing the data from the reviews in the most accurate, authentic way possible.



Exhibit 1: Theme Generation Approach

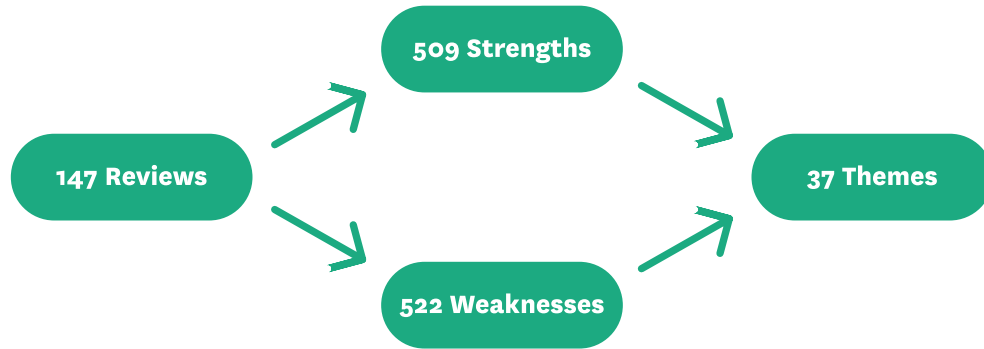


Exhibit 2: Table of Themes

Open to Ideas	Proactivity	Industry Expertise	Delegation	Professional Presence	Curiosity	Psychological Safety	Developing Others
Transparent	Collaboration	Domain Expertise	Hiring	Trusting Others	Strategic Vision	Care and Supportive	Empowering
Conveying Ideas	Problem Solving	Experience	Process	Passionate and Inspiring	Receiving Feedback	Emotional Regulation	Delivering Feedback
Relationship Building	Hard Work and Drive	Intuition	Role Definition	Culture Driver		Tone	Advocacy
	Decision Making			Self Esteem and Confidence		Empathy	Accountability
	Focus and Prioritization			Humility and Maturity			

Throughout this process, we regularly reviewed and revisited the themes that had been created to see if any needed to be aggregated or disaggregated. For example, if we felt that a specific theme was actually representative of multiple ideas, we would split that out into separate themes and reclassify the strengths and weaknesses from the original theme accordingly.

Ultimately, this taxonomy proved to be an essential way for us to analyze the strengths and weaknesses across the 147 different reviews. This baseline of categorization allowed us to compare and contrast the strengths and weaknesses of startup executives while maintaining the curated, personalized nature of the data.



OVERVIEW

As part of this white paper, we will dive into the similarities and differences that we identified across the above mentioned themes as it relates to the stage of the companies that we analyzed. To better categorize the companies that were included in this study, we have organized them into four groups based on the level of fundraising they had achieved at the time the 360 Degree Review was written about the respective executives. Specifically, this includes Seed Stage, Early Stage (*Series A / Series B*), Growth Stage (*Series C / Series D*), and Late Stage (*Series E / Series F / Series G*).

It's important to note that when we generated the metadata for each of the 360 Degree Reviews, we made sure to capture the level of fundraising that was achieved at the time the 360 was written. Additionally, there are some executives who have participated in multiple 360 Degree Reviews between 2018 and 2020. Therefore, if a particular company that was included in our study raised a new round of fundraising during this period, the executive in question could potentially be featured in multiple groups (i.e. Seed Stage, Early Stage, Growth Stage, Late Stage). We intentionally retained this data structure because it ultimately proved to be insightful to analyze how the same executive evolved as their company matured.

Furthermore, we deliberately decided to organize companies into groups that are composed of stages where we felt that executives would face similar challenges and opportunities. That said, we ultimately needed to draw the line somewhere. After exploring the results across each of these stages, we felt that Seed companies tend to be early in their lifecycle and are attempting to achieve product-market fit, so we organized those in the "Seed Stage" bucket. Then, Series A and Series B companies have typically achieved product-market fit and are still early in their life cycle, so we labeled them as the "Early Stage". Next, we felt that Series C and Series D companies are primarily focused on scaling their business, so we labeled them as the "Growth Stage". Finally, companies in the Series E and later



OVERVIEW

stages tend to be more mature and are primarily focused on executing and potentially achieving some form of exit, so we labeled them as “Late Stage”.

To account for the fact that we had a varying number of individuals in each group and to streamline the ability for comparison within and across groups, we normalized the data. Instead of comparing the appearance of strengths and weaknesses in total, we instead converted them to proportions. For each group stage (*i.e. Seed Stage, Early Stage, Growth Stage, Late Stage*) we broke down the reviews by the stage of the company at the time that the corresponding executive received their 360 Degree Review. We then defined the proportion of the reviews for that particular group that included a specific strength or weakness. As a result, throughout this paper you will only see references to proportions to ensure that we can compare and contrast within and across different company stages.

Ultimately, this breakdown in our analysis offers many opportunities for learning for all startup leaders as most startup companies are seeking to grow and achieve the proximate round of fundraising. That said, **this breakdown allows us to identify what areas executives tend to thrive in at different stages of their company’s maturity and those areas in which executives have room for improvement.** For any current or aspiring startup executive, this provides a window into the aspects of their own performance that are important to focus on depending on the stage of their company. Specifically, it allows them to compare themselves and their company against other executives and organizations in a similar stage to identify areas of importance. Furthermore, for executives that are scaling their companies, it highlights what aspects of leadership they should be thinking about as they advance into the next stage.



Seed Stage (Seed Round)

Seed stage companies are very interesting because, by definition, they have just started their journey and have been able to achieve enough traction to raise their initial round of fundraising. It is during this time that employees are wearing multiple hats and seeking to solidify their vision and idea in pursuit of product-market fit. As a result, it is a very exciting and challenging time to be an executive.

Data

Before we dig into the trends that we identified across strengths and weaknesses among early stage executives, we wanted to present the data from the 360 Degree Reviews that were conducted for individuals working at companies in this stage (*Exhibit 3 and Exhibit 4*). Please note that if a bar is not visible for a specific fundraising stage that is because that theme did not appear in any of the 360 Degree Reviews that we analyzed for executives who were working at companies at that stage.



Exhibit 3: Proportion of Reviews Including Most Common Strengths at Seed Stage Companies

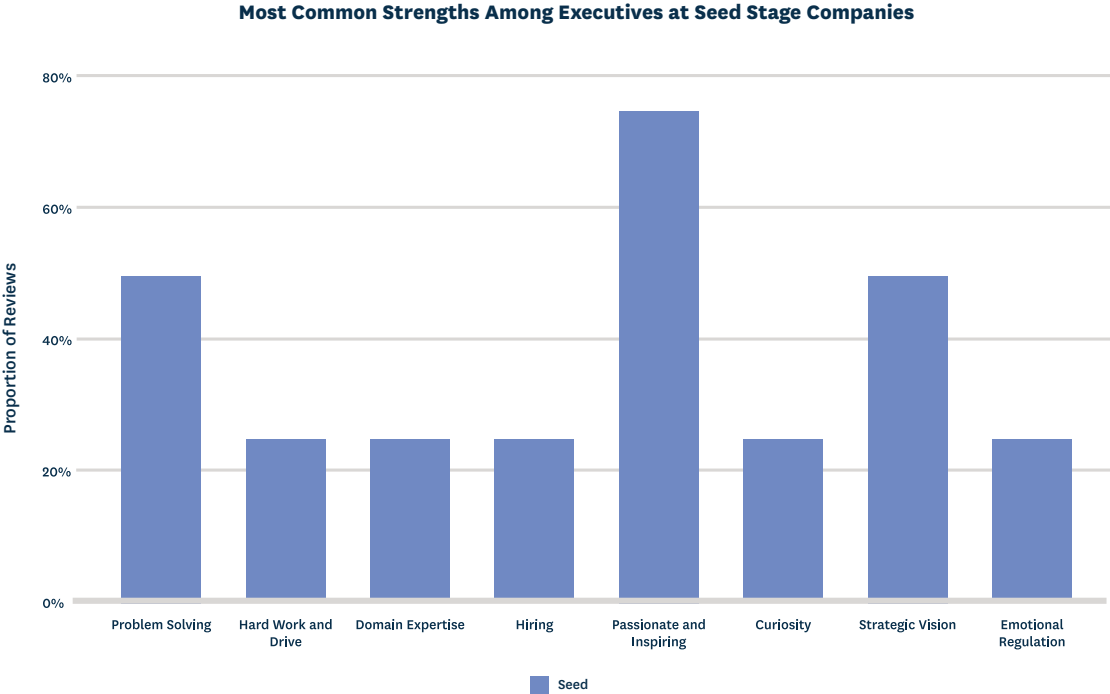
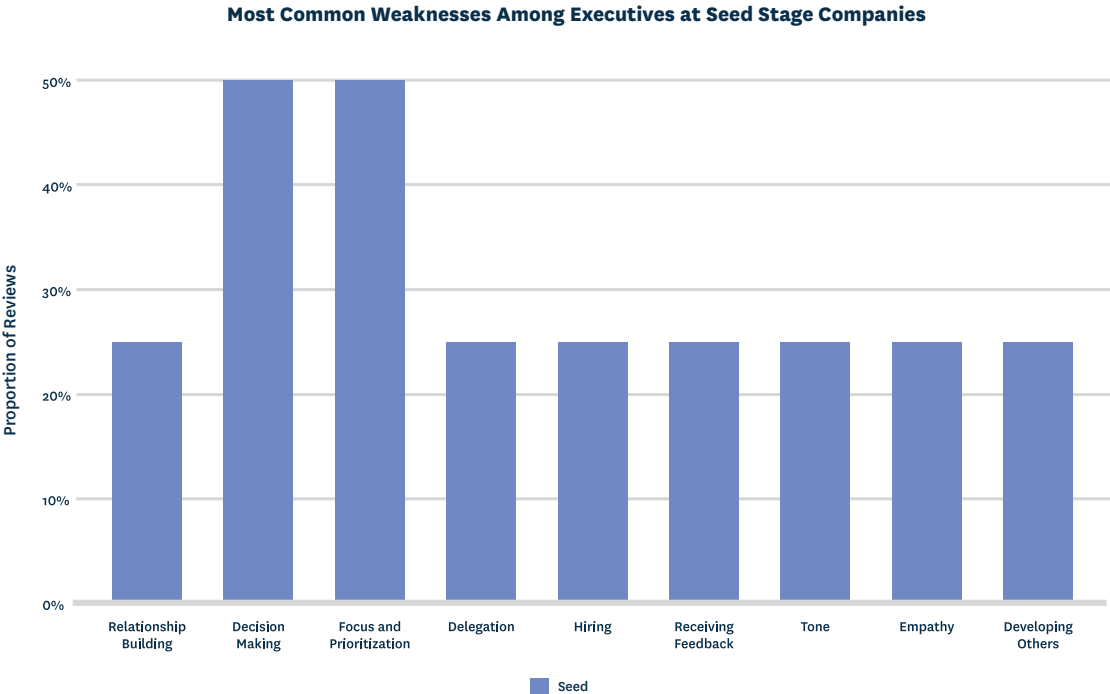


Exhibit 4: Proportion of Reviews Including Most Common Weaknesses at Seed Stage Companies



Insights

Upon digging into the data from the 360 Degree Reviews of executives at seed stage companies, it was interesting to see which themes appeared most commonly for both strengths and weaknesses, respectively. In particular, we noticed that the three most common themes that appeared as strengths were ***Passionate and Inspiring***, ***Problem Solving***, and ***Strategic Vision***.

Specifically, each of these three themes appeared in more than 50% of the reviews that we analyzed for seed stage executives. This was especially interesting because strategic vision was our most common theme overall across all of the 147 reviews that we analyzed, so this suggests that executives tend to be strong at defining a strategic vision from the very earliest stages in which they start their companies. Furthermore, it showed that employees at seed stage startups tend to feel positively and recognize when their executives are passionate and inspirational. It also suggests that being able to effectively solve problems as an executive at a seed stage startup is valuable, especially during this critical foundational stage for the company.

Similarly, the two themes that appeared most commonly as weaknesses were ***Decision Making*** and ***Focus and Prioritization***. This was very interesting, especially compared to the common strengths because though executives at seed stage companies tend to thrive at solving problems, they tend to struggle when it comes to making decisions. It's important to note that the prominence of decision making as a weakness is representative of a combination of the timeliness of making decisions as well as the accuracy of those decisions. Additionally, the fact that focus and prioritization was a common weakness among seed stage executives suggests that employees are wanting their executives to effectively focus and prioritize but their leaders tend to struggle.



Takeaways

We intentionally decided to examine the seed stage on its own because we felt it is such a unique and critical stage for an organization. That said, when we dig into the data from the reviews of seed stage executives, some interesting takeaways present themselves.

For one, we can clearly see that **for seed stage executives who are perceived well by their colleagues, they tend to excel when it comes to bringing passion for their organization, solving problems, and defining a strategic vision for their companies.** This is a critical takeaway because it offers three areas of focus for anyone who is considering starting a company and pursuing seed stage financing. While many people contemplate starting a company, it will be critical for aspiring entrepreneurs to ensure that they are passionate about their idea, are able to articulate a strategic vision, and are comfortable solving problems on a regular basis.

Additionally, we can see that executives during the seed stage tend to struggle with decision making and prioritization. This is interesting because each of these themes are interconnected - namely, the ability to prioritize requires making difficult decisions. Therefore, similar to the above takeaway, **for any aspiring entrepreneurs who are looking to start a company, they would be well served to develop their prioritization and decision making skills so that they can enable their companies to succeed and grow beyond the seed stage.**



Early Stage (Series A / Series B)

Early stage companies are especially compelling because the Series A and Series B stages in a company's life cycle are foundational to their eventual performance. It is during this time that the founding team is assembled and companies are seeking to validate their ideas with real customers. As a result, it is a very exciting time to be an executive. Furthermore, early stage companies are interesting because, relative to the later stages in a startup's growth trajectory, the early stages are where some of the largest discrepancies exist between the companies that ultimately advance into the growth stage and those which remain in the early stage.

Data

Similar to the seed stage, we wanted to present the data from the 360 Degree Reviews that were conducted for individuals working at companies in the early stage group (*Exhibit 5 and Exhibit 6*).



Exhibit 5: Proportion of Reviews Including Most Common Strengths at Early Stage Companies

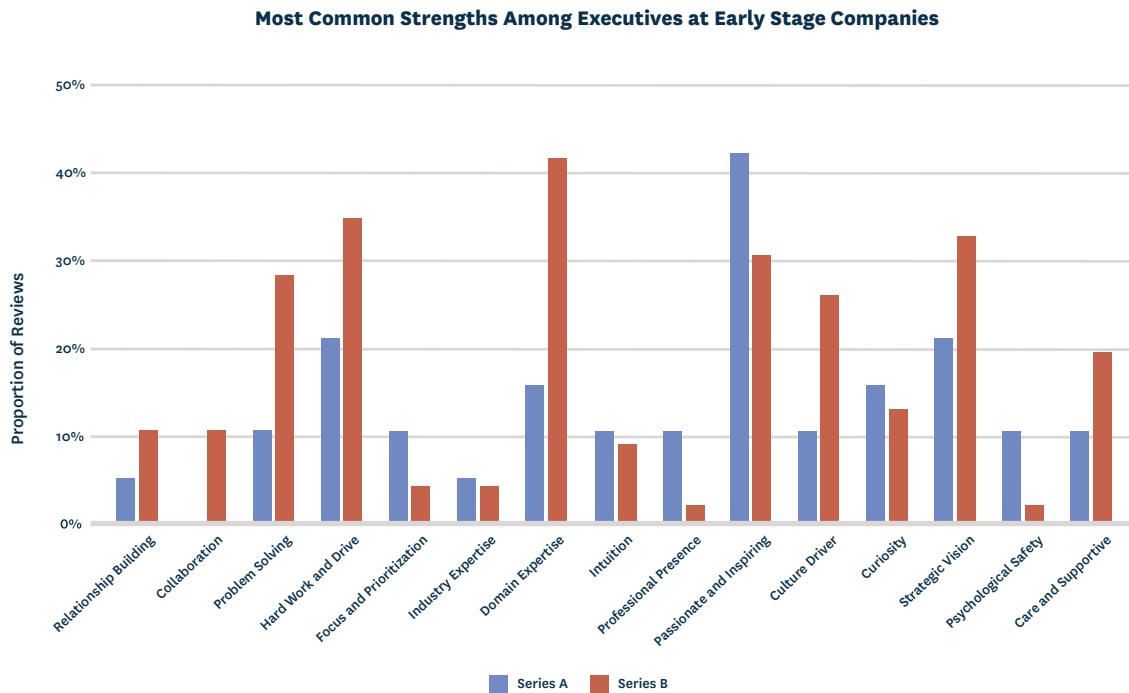
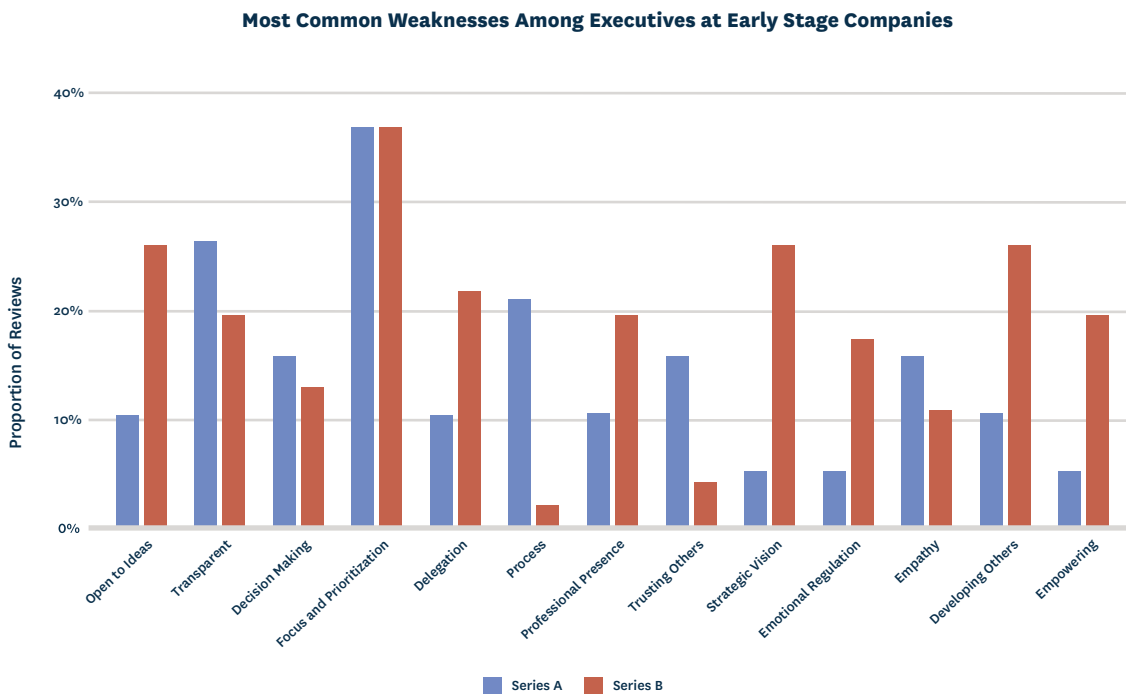


Exhibit 6: Proportion of Reviews Including Most Common Weaknesses at Early Stage Companies



Insights

Upon digging into the data on strengths and weaknesses among executives at early stage companies, we discovered multiple extremely interesting insights. In particular, two themes jumped out at us as being very similar across both Series A and Series B stage companies. Specifically, ***Hard Work and Drive*** and ***Passionate and Inspiring*** both appeared as strengths in a significant number of the 360 Degree Reviews that we analyzed for leaders at early stage companies. Similarly, ***Focus and Prioritization*** appeared consistently as a weakness across both Series A stage and Series B stage executives.

We saw the theme of hard work and drive appear almost equivalently across both of these stages—in 21% of 360 Degree Reviews for executives at Series A stage companies and in 35% of 360 Degree Reviews for executives at Series B stage companies. This consistency suggests that employees at early stage companies tend to notice their executives working hard and they tend to view this theme with a positive connotation.

Similarly, we saw the theme of passionate and inspiring appear as a strength for 42% of Series A stage executives and 30% of Series B stage executives. Seeing as both of these proportions are unquestionably high, we can deduce that executives at early stage companies tend to be very passionate about the work that they are doing and their employees appreciate their passion. That said, it is interesting to note that this level of passion is even more pronounced among Series A stage executives than it is for Series B stage executives.



Insights

We also saw the theme of focus and prioritization appear as a weakness for 37% of Series A stage executives and 37% of Series B stage executives. Contrary to the themes above, focus and prioritization seems to be consistently an area of opportunity for early stage executives. Furthermore, the employees working at companies during this stage of their life cycle tend to notice this struggle among their executives and they tend to not view it positively. On the bright side, executives seem to be improving when it comes to the theme of focus and prioritization as their company grows since the proportion decreased from 50% to 37% from Seed to Series A and Series B.

On the other hand, there was one theme that emerged from our analysis of the 360 Degree Reviews of early stage leaders that appeared differently across Series A stage and Series B stage executives. We saw ***Domain Expertise*** show up very differently across Series A stage and Series B stage executives. More specifically, it appeared as a strength for 16% of executives working at Series A stage companies but appeared as a strength for 41% of executives at Series B stage companies. Though we cannot attribute causation here, we can still deduce that executives who help their companies advance to the Series B stage from the Series A stage tend to have stronger domain expertise which facilitates the growth of their companies.



Takeaways

Zooming out from the data above, we can already identify some very powerful takeaways for startup executives at Series A and Series B stage companies. For one, **hard work and drive as well as being passionate and inspiring are going to be critical for all early stage companies.** Starting a company is certainly no small feat, and to be successful requires a serious commitment and passion for the organization as well as a willingness to put in the hard work that is required to build the company and succeed.

Additionally, although we felt that it showed up similarly among Series A stage and Series B stage executives, the theme of focus and prioritization is one that should be on every early stage executive's mind. It overwhelmingly appears as a weakness for early stage executives as they can struggle to pin down exactly where they want to focus their time and attention. However, it seems to be something that executives tend to improve upon as their company advances to subsequent fundraising stages. Therefore, we can deduce that **early stage startup executives tend to struggle with focus and prioritization yet it is critical to the success of their organizations.**

The final takeaway from the 360 Degree Reviews that we analyzed of early stage executives is around the importance of domain expertise early on in a company's life. In particular, **Series B stage executives overwhelmingly tend to be stronger when it comes to bringing expertise in a particular domain whereas Series A executives don't demonstrate this strength as commonly.** As a result, we can conclude that executives who are seeking to enable their companies to advance beyond Series A would be well served to evaluate their own domain expertise and surround themselves with others who can fill in any gaps that they may possess.



Growth Stage (Series C / Series D)

The largest group of companies that were included in the 360 Degree Reviews that we analyzed were those in the growth stage. The growth stage is an incredibly pivotal part of a company's life and a major indicator of success in this tumultuous phase is the ability for the company's executives to lead their organization effectively. Interestingly, companies in the growth stage require a slightly different skill set from their executives as compared to early stage companies, and it takes a truly incredible leader to be able to evolve and continue to serve their organization in this stage. To boot, this is the stage in a company's life cycle where companies need to demonstrate their staying power if they are going to be able to survive and thrive in the late stage. For all these reasons, we found it especially valuable to dig into the similarities and differences among companies in the growth stage.

Data

In seeking to maintain a consistent format throughout this paper, we will follow up this data section with some of our most relevant insights. Similar to the earlier sections, we wanted to provide the raw data for some of the more common themes that appeared as both strengths and weaknesses for growth stage companies (*Exhibit 7 and Exhibit 8*).



Exhibit 7: Proportion of Reviews Including Most Common Strengths at Growth Stage Companies

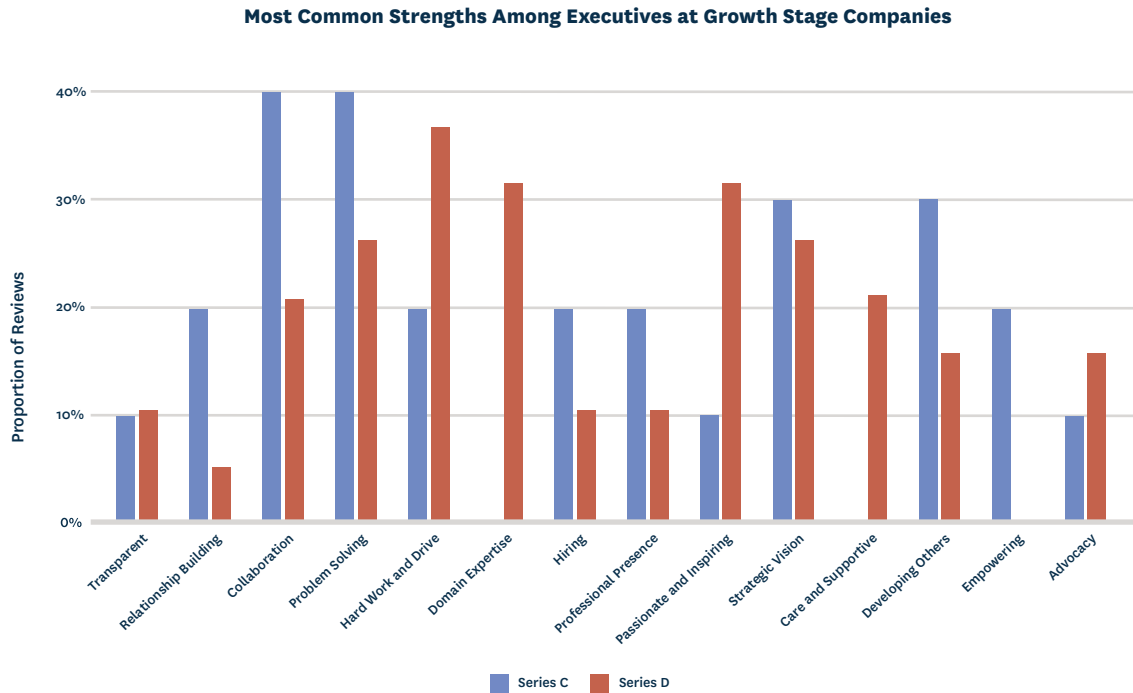
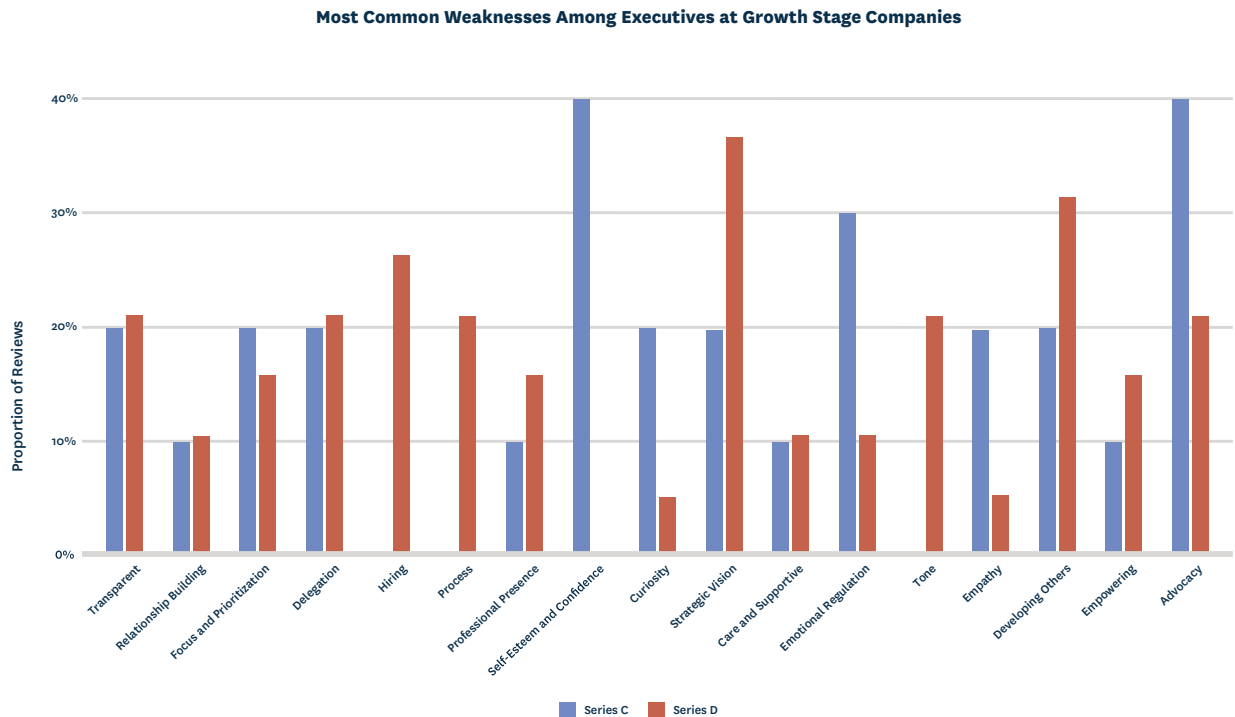


Exhibit 8: Proportion of Reviews Including Most Common Weaknesses at Growth Stage Companies



Insights

There were many commonalities among executives at growth stage companies, but interestingly some of them represented strengths among executives whereas others represented weaknesses among executives. Specifically, ***Problem Solving, Collaboration, and Hard Work and Drive*** appeared consistently as strengths among executives at growth stage companies. On the other hand, ***Transparency, Delegation, and Developing Others*** appeared consistently as weaknesses among executives at growth stage companies.

We saw the theme of problem solving appear as a strength for 40% of executives at Series C companies and 26% of executives at Series D companies. This particular commonality certainly makes sense since executives at companies in their growth stage are constantly needing to solve a myriad of problems to propel their companies forward. We also saw the theme of collaboration appear as a strength for 40% of executives at Series C companies and 21% of executives at Series D companies. Similarly, we saw the theme of hard work and drive appear as a strength for 20% of the executives at Series C companies and for 37% of the executives at Series D companies. Furthermore, if we look back at the data for early stage companies, these trends are largely consistent with the data that we analyzed for companies in the seed and early stage groups, with the exception of the anomaly in which problem solving only appeared as a strength for 11% of executives at Series A companies.

When it came to the prevalence of weaknesses among executives at growth stage companies, the commonalities were even more proximate. Specifically, transparency appeared as a weakness in 20% and 21% of the 360 Degree Reviews we analyzed for Series C and Series D companies, respectively. Delegation also appeared as a weakness for 20% of executives at Series C companies and 21% of executives at Series D companies. We also saw the theme of developing others appear as a weakness for 20% of executives at Series C companies and 32% of executives at Series D companies.



Insights

Each of these themes (transparency, delegation, developing others) tended to appear at the same rate among the startup executives that were included in our study, which suggests that executives at both Series C and Series D companies tend to struggle in these areas and their employees tend to notice. Furthermore, this suggests that executives do not tend to improve in these areas as their companies advance within the growth stage (from Series C to Series D). Interestingly, when we include the proportions for growth stage companies, we notice that startup executives tend to struggle in these areas at every phase across the seed, early, and growth stages of a company. We also saw each of these themes, by and large, show up more prominently as weaknesses among executives at companies in the growth stage as compared to those in the seed and early stages.

Though there were many commonalities among executives at companies in both the Series C and Series D phases of their life cycle, there was one relationship which was especially interesting. The theme of ***Focus and Prioritization*** appeared as a weakness in 20% of the 360 Degree Reviews that we analyzed for executives at Series C companies and 16% of the reviews for executives at Series D companies. This decrease was particularly interesting because this data was part of a broader downward trend of decreasing prevalence as startups advance through the phases of their life cycle. If we look back at executives from Seed, Series A, and Series B companies, we notice that focus and prioritization appeared as a weakness for 50%, 37%, and 37% of those executives, respectively.



Takeaways

Though the majority of the themes that appeared most often among executives at companies in the growth stage were consistent across Series C and Series D executives, when taking a step back and analyzing the data as it relates to executives at seed and early stage companies, some interesting trends emerge.

For one, it becomes increasingly more important to improve at focus and prioritization, especially as a startup grows. Furthermore, the executives who are able to guide their companies into the subsequent stages tend to struggle less with focus and prioritization. This insight offers a key takeaway for current and aspiring startup executives alike: **executives need to provide the focus and prioritization that their company and their colleagues need from them, especially as their company grows.**

In addition to this key takeaway, we also noticed that **the themes of transparency, delegation, and developing others tend to appear as weaknesses for startup executives across the seed, early, and growth stages.** That said, interestingly, executives tend to struggle more in each of these areas as their companies grow and their colleagues take notice. This represents a huge opportunity for startup executives in the sense that if they can deliver in these areas, they can differentiate themselves from other executives and increase the likelihood of success for themselves and their organizations.

One final takeaway that we identified was related to the common strengths among executives at growth stage companies. In particular, we noticed that **executives will always need to be delivering on their ability to solve problems and work hard, regardless of the stage of their startup.** Though this may appear to be obvious, it is oftentimes easier said than done. Therefore, startup executives in the early and growth stages would be well served to ensure that they are constantly honing these muscles so that they can best serve their stakeholders.



Late Stage (Series E / Series F / Series G)

The final group of companies that we analyzed in this study of 360 Degree Reviews was that of the late stage companies. These are the companies who have made it through the seed, early, and growth stages and are therefore incredibly valuable to examine. In particular, the areas which are strengths for mature companies provide a beacon for companies in the prior stages as areas in which they may want to focus. On the other hand, the weaknesses that plague late stage companies represent areas where earlier stage companies could differentiate themselves while also recognizing that it is possible to reach the later stages without fully remedying them. These companies have typically transitioned to become more stable entities and are likely to remain that way for many years to come, making them a very compelling group to analyze.

Data

Similar to the prior sections, we will first present the raw data of themes and their propensity to appear as both strengths (*Exhibit 9*) and weaknesses (*Exhibit 10*) for late stage companies. As mentioned earlier, we intentionally converted the raw numbers into proportions so that we could easily compare within the late stage group as well as across each of the seed, early, growth, and late stage categories.



Exhibit 9: Proportion of Reviews Including Most Common Strengths at Late Stage Companies

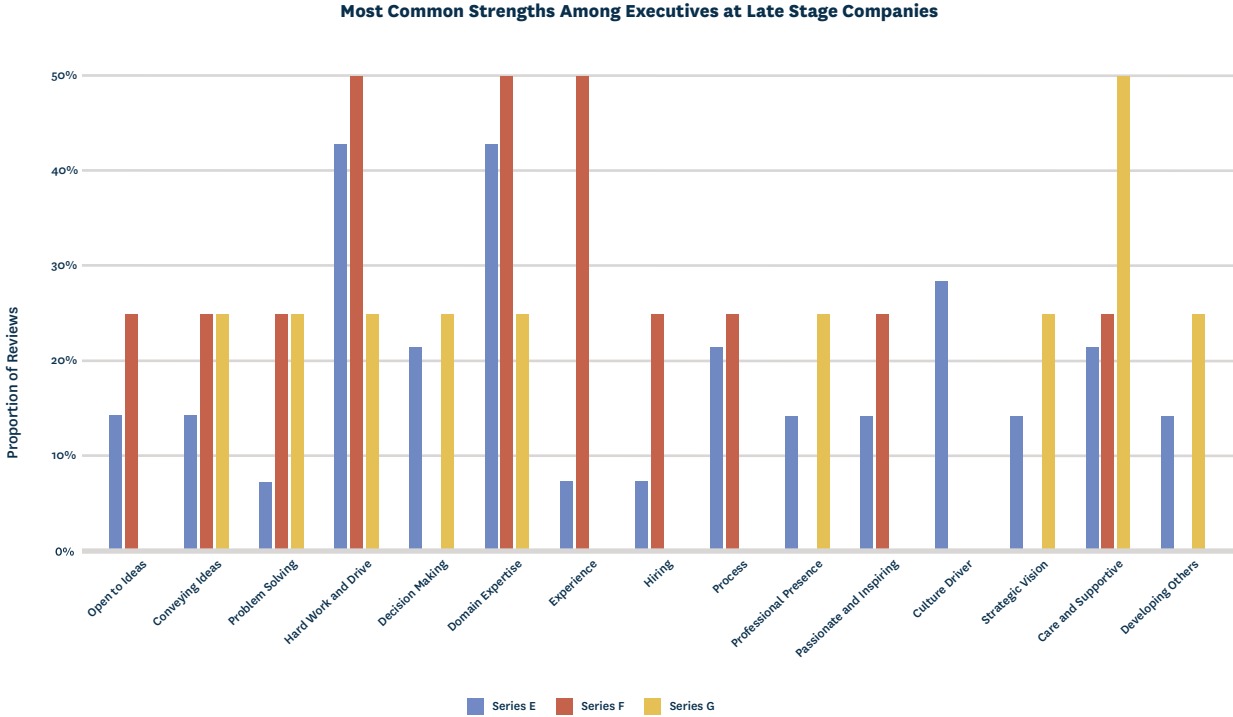
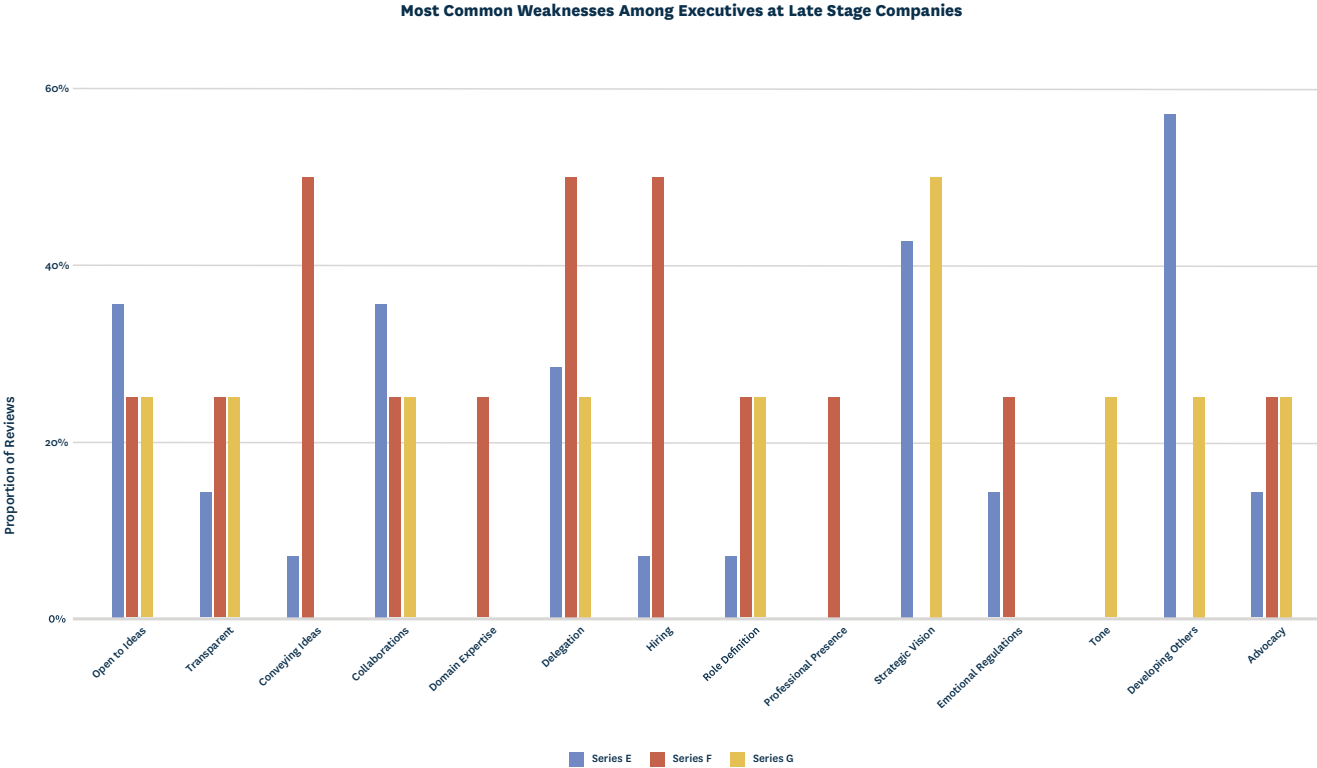


Exhibit 10: Proportion of Reviews Including Most Common Weaknesses at Late Stage Companies



Insights

When taking a closer look at the data across the late stage, it is very interesting to see that there are some themes which are consistent throughout all fundraising rounds within the late stage whereas others differ as companies progress through the late stage. In particular, the themes of ***Hard Work and Drive*** and ***Domain Expertise*** appear consistently as strengths throughout all three fundraising rounds. Alternatively, the themes of ***Conveying Ideas*** and ***Role Definition*** tend to vary across each of these three fundraising rounds.

When digging into the theme of hard work and drive, we see that it appears as a strength in the 360 Degree Reviews as follows: 43% of executives at Series E companies, 50% of executives at Series F companies, and 25% of executives at Series G companies. This trend should come as no surprise, considering that it also held true for seed, early, and growth stage companies. In short, hard work and drive is important for executives to demonstrate at all stages of their company's existence. That said, when we compare the proportions for the late stage to the seed, early, and growth stages, an interesting trend emerges. While hard work and drive has appeared commonly as a strength regardless of fundraising round, it has appeared at a higher percentage for those in the late stage than the earlier stages.

The theme of domain expertise also appeared consistently as a strength across all fundraising rounds that we included in the late stage group. Specifically, it appeared in 43% of the 360s for executives at Series E companies, and 50% and 25% for executives at Series F and G respectively. This theme is particularly interesting because we did not see a consistent appearance for companies in earlier stages. This suggests that domain expertise becomes increasingly more important as companies scale and that employees at late stage companies recognize this expertise as a strength in their executives.



Insights

On the other hand, there were a few themes that tended to vary as companies progressed in their fundraising efforts. In particular, the theme of conveying ideas appeared as a strength in 14% of 360 Degree Reviews for executives at Series E companies and 25% in each Series F and G executives. This trend is interesting because it suggests that the executives tend to improve in their ability to clearly convey ideas and get others around them to understand and agree with them as their companies mature.

Similarly, achieving a clear definition of their role became increasingly more challenging for executives as their companies scaled. The theme of role definition appeared as a weakness for 7% of the executives at Series E companies, 25% of executives at Series F companies, and 25% of executives at Series G companies. This is especially interesting because this theme did not appear in more than 11% of the 360 Degree Reviews for a particular fundraising round in the seed, early, or growth stage categories. This suggests that while earlier stage executives tend to be clear on their role and responsibility, executives tend to struggle with clearly defining their role at their company as they reach the late stage.



Takeaways

One of the main takeaways that we identified from the late stage companies is that **executives tend to improve in their ability to clearly convey ideas as their companies scale.** Though we cannot associate this takeaway with causation, we can see that executives at those companies who are able to achieve later rounds of fundraising tend to excel at conveying their ideas, which suggests that this could be a contributing factor to their success in scaling. As a result, anyone who is seeking to guide their company to the late stage of growth would be well served to focus on how effectively they convey ideas to others and how they might improve.

Additionally, **role definition tends to be an area which becomes more of a struggle for executives as companies scale.** Based on our analysis of the 360 Degree Reviews, this is typically because as companies scale and specific positions throughout the company are filled, it can sometimes be challenging for a CEO and/or Founder to articulate exactly what their role should be. Whereas early in a company's life cycle, the executives are generally expected to support multiple areas throughout the company and wear multiple hats, that expectation tends to recede as companies grow and fill out their leadership teams. Therefore, it is incredibly important for executives at later stage companies to be very clear about what their responsibilities are and ensure that everyone throughout the leadership team is aligned on that.

When it comes to the themes that were consistent among the multiple fundraising rounds that we grouped in the late stage, it becomes especially interesting to zoom out and compare them to the earlier stages as well. In particular, while both hard work and domain knowledge are critical for all fundraising rounds within the late stage, they appeared more commonly throughout the late stage than compared to the earlier stages. **This suggests that while startup executives will need to work hard throughout the company's life cycle, they will need to work especially hard during the late stage.** This could be for a variety of reasons and is likely related to the fact that by the late stage, companies are typically preparing for some form of financial exit.



CONCLUSION

After digging into the data in granular detail, we wanted to zoom out and provide our top four takeaways as it relates to the stage specific data that we saw from our 360 Degree Reviews.

- 1. As companies progress from the early stage through the late stage of fundraising rounds, executives tend to struggle more with defining a strategic vision.***
- 2. As companies progress from the early stage through the late stage of fundraising rounds, executives tend to struggle less in their ability to help their companies focus and prioritize.***
- 3. Executives tend to bring more passion and inspiration to their organization earlier in their company's life cycle and this tends to appear less commonly as their company scales.***
- 4. Startup executives tend to be particularly strong at working hard regardless of their company's stage but it becomes even more noticeable in the late stage of their company's life.***



ABOUT REBOOT

Reboot is first and foremost a coaching company. We aim to increase the impact of the work by reaching more people.

For it's really about the work. It's about making the work more accessible with the launch of a podcast where we can speak with people who might not otherwise be able to be coached. Or by the increase in the frequency and effectiveness of one- and multi-day workshops, discussions, and what we refer to as bootcamps. And through the development of tools and services that ultimately allow each of our would-be clients to help themselves and each other.

For more information about Reboot and to stay up to date with the latest content in this series, be sure to check out our website at <https://www.reboot.io/>. In the coming weeks, we will be publishing deep dives into the Role by Role Learnings and Stage by Stage Learnings from this rich dataset of 360 Degree Reviews.

Subscribe to our podcast to listen to discussions around the biggest areas of opportunity based on our findings in this data set as well as other conversations about startups and leadership.





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