

Job Description: CEO (v.14)

I write this for myself, in a somewhat aspirational way, to guide how I spend my time in the role, and to better inform folks in the company. My goal is to produce a new version every year. Changes are highlighted in purple.

Lead the business.

Put Help Scout on a path to market leadership in the SMB segment.

- Cultivate a high-performing leadership team. Ensure they can usher us into the next phase of the business. Invest heavily in my personal growth so we can achieve extraordinary things as a team.
- Shepherd the company vision, values, and goals. Live and breathe them daily. Inspire the team to win. Leverage town halls, retreats, team meetings, and Friday notes to empower the team.
- Be accountable for the company's annual targets and OKRs. Create and execute an aggressive strategy, focused on delivering value for customers, earning more share in the market, and growing enterprise value.
- Curate the 3-5 year plan. Build and maintain relationships with future partners, investors, acquirers, and teammates. Ensure all stakeholders know what success looks like.
- Lead the board. Build trust with and among members. Facilitate meetings full of high-value discussion and debate. Attract extraordinary people to participate as independent members.
- Fundraise if we need capital to run at a big opportunity. Make sure we don't need to fundraise for any other reason.

Strengthen product-market fit.

Craft exceptional products that drive exceptional business growth.

I engage on a tactical level in certain areas, purely **as a founder**, builder, and champion for the brand. These bullets are meant to define clear boundaries around "founder mode" so that it's clear if/when I've overstepped.

- Obsess about the market and Help Scout's place in it. Know where the puck is going and develop a vision running towards it.
- Spend time talking with prospects and customers. Use the product regularly. Finish our customers' sentences. Help the Sales and AM teams close key customer deals.
- Collaborate closely with the folks who shepherd the Help Scout brand, voice, and story in the market. Tactically, this means engaging in key brand design, positioning, messaging, and copywriting initiatives.
- Use my position and influence to champion the brand and company in public channels, such as LinkedIn, the company blog, podcasts, and events.
- Partner with the Experience leadership team to translate the company vision into a product roadmap that delivers key customer and business outcomes.
- Guide key product initiatives. In most cases, this means adding value in the conceptual and polishing stages of a project, which we call the first 10% and last 10%. For high-stakes initiatives — contact-based pricing, for instance — I may work in the details, alongside the team, for the duration of the project.

Reinforce the culture.

Make Help Scout a great place for people to do their best work.

- Lead with integrity. Integrity means I will be truthful, meet (or renegotiate) my commitments, and act predictably, based on clearly stated values and principles.
- Recruit, invest in, and retain great talent at every level of the organization. Develop a world-class remote culture that prioritizes talent over proximity.
- Do what we say we're going to do. Hit the goals we set. Build collective confidence and trust.
- Make Help Scout a wonderful place for folks of all identities, races, and backgrounds to work. Measure the results and continuously invest in progress.
- Maintain our B Corp Certification and continue to invest in ways to leave the world better than we found it (Pledge 1%, Help Scout for Good).