

## Planning for Growth / Finance Perspective | 8.3.21 | [EPISODE PAGE](#)

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### Culture

- Ensuring connection is more important than ever
- Employee-led teams are a way for people to connect, share interests, and drive change
- CFOs dealing more with culture than ever; 75-80% of spend is on people

### Planning for Growth

- Challenging but necessary; evaluate: available capital, TAM, growth expectations
- Build a concrete plan around long term goals but be flexible

### The Right Space

- For a fast growing company, flexibility is critical: expansion rights, termination rights, etc.
- Balancing short-term (and upfront) costs with accommodating longer-term growth
- The layout is changing: not just desks; more hoteling space, shared/collab space
- Real estate isn't just an expense or an asset; it supports the most important asset: people
- Type of space depends on the team: developers may want a quieter space than sales
- Especially for cash flow heavy companies, up-front lease incentives are key
- Longer-term leases may be limiting factors in an acquisition

### Return to Office

- Delta variant has scrambled just-completed and still-fragile plans
- Most companies have pushed RTO back at least one month, some longer
- Extent of RTO depends on culture (how many days per week should a team be in office?)
- Requiring employee vaccinations is emerging as probable reality
- Hybrid is all but assured; how to determine who is in the office and when is unique to each company (everyone in on certain days; team by team; etc)
- For some companies, anyone in the office 2+ days per week gets a dedicated workspace
- Most importantly, leadership must be able to roll with the punches and continue to adapt while listening to their employees
- Going forward, instead of how does life fit into work → how does work fit into life

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