



How 31-year old 2017 Entrepreneur of the Year and TaskUs co-founder Jaspar Weir Leads 8,000 Millennials and Built a Global Business

Steve Sandusky:

Hey, everybody. Welcome back to another episode of On Your Mark, Get Set, Grow! This is the podcast of CEO Coaching International, where we talk to the world's leading entrepreneurs, CEOs, and coaches. I'm your host, Steve Sandusky, and our guest today is Jaspar Weir. Jaspar is the co-founder and president of an amazing company called TaskUs. TaskUs is the leading provider of customer care and back office outsourcing to evolving businesses around the world.

Now, TaskUs was founded in 2008, and today they have over 8000 employees around the world. It's an incredible success story, and we are thrilled to have you on the show, Jaspar.

Jaspar Weir:

Hey, Steve. Glad to be here.

Steve Sandusky:

Well, Jaspar, there's a lot of different things that we could talk about today, and I think where we want to start is just talking about how do you manage a workforce of 8000 people? More than 8000 people. And I know you are managing these people in different locations around the world, and many of your employees are millennials, and I think we're probably gonna discover here through the conversation that they may need to be managed a little bit differently than perhaps the two generations that came before then.

So we're gonna jump into that here in just a moment, but before we get to that, tell us a little bit about the origin story. How did TaskUs get started?

Jaspar Weir:

Yeah, sure thing, Steve. So, my co-founder and I started the business in 2008. And Bryce, which is his name and he's the CEO, we are best friends from high school, and we had businesses together throughout high school and college, and we took what little life savings we had from a college business. And the initial idea that we wanted to start was a virtual personal assistant company. So

I'm sure you're familiar, as I'm sure your audience is, with Tim Ferriss's four-hour work week.

Steve Sandusky: Sure. Mm-hmm (affirmative).

Jaspar Weir: And he really romanticizes the idea of a virtual assistant but really popularized the idea. And so Bryce and I, being 22 years old and having big dreams and really not knowing any better, said, "Well, let's go start a virtual assistant company." And so we knew nothing about this industry. We knew nothing about outsourcing. We knew nothing about international business, but we thought we could do it. And keep in mind, this is the worst time in recent history in the economy.

And so we start testing different countries, different providers. We went to ... And when I say I went I mean virtually tested providers from 12 different countries: Kenya and Pakistan and India and El Salvador and Costa Rica and the Philippines and China, you name it. We were just trying to figure out the global labor landscape, and we really liked the Philippines, and we kept getting really high-quality work, really good English skills, and just this culture of service and loyalty and hospitality that made it a great place to do business.

And so we set up our first office, which was about five people in the Philippines by wiring some guy, believe it or not, some guy we'd only met on Skype. We had never met him in person. We wired him the rest of our life savings 'cause he said he'd open us up an office. And he did, in this little province right outside of Manila.

And that model was really, really challenging. We weren't making any money. We didn't pay ourselves, actually, for three years. We lived at home, moved back in with our parents. We're driving really beat-up cars, like the true entrepreneurial struggle, working out of a room in Bryce's parents' house and really just trying to figure out that business model.

And we couldn't, and that business model did not work for us, but through that process we started talking to other start-up founders here in Santa Monica, in San Francisco, and other people that we just got to know through identifying ourselves as start-up founders. And we went to them and we said, "Hey, we've got this great team in the Philippines that's small, but what can we help you outsource?" And we started outsourcing different functions of businesses for start-ups. And it started with general transcription and data entry and very simple things, and over time we started doing more customer service, and it got more complex.

That's really the founding story, and switching from a virtual assistant model, working with professionals, to helping companies outsource entire processes in their business is really what allowed us to scale. And I'm happy to go into more, but that's kind of the origins of how we started the business.

Steve Sandusky: Well, it's a great story, and that was certainly a wise decision that you guys made to change the business model a bit, and you've just had incredible growth since then, so ... And I know there's been lots of challenges along the way that you guys have had to overcome, and one of those is just hiring people, managing people, and you had recently done some writing here on how do you manage a millennial workforce, and that's really what I want to spend some time on here today is how do you do that. So, I think everyone's pretty familiar with all the different generations, from the greatest generation to the boomers and Gen X and Gen Y, so I don't think we have to go into any detail on the generations, but let's just start with the millennials. Out of your 8000-plus employees, approximately what percentage of your workforce is made up of millennials?

Jaspar Weir: So, I would imagine 90-plus percent of our workforce is millennial.

Steve Sandusky: Okay. So we're gonna consider you an expert at managing those people. All right, so tell us about millennials in terms of how ... What kind of expectations do they have, what are some of the challenges that you find in managing them, and maybe what are some of the differences in managing a millennial versus one of the other generations? And I know we're gonna stereotype here a little bit, and there's always exceptions, but clearly, I think, most people feel that the millennial generation have certain characteristics in general about them, so that's really what I want to get at here.

Jaspar Weir: Yeah, absolutely. So let's overgeneralize here, and I'm gonna use myself as the example, 'cause I am a millennial. I'm 31 years old. I'm quite stereotypical. I literally just put in my grocery order on Instacart right before this interview, 'cause I don't go to the grocery store. I Uber everywhere, and, of course, I swipe right for my dates and judge my sense of self worth based on how many Instagram likes I get.

Steve Sandusky: And I think I read that you also start your day with Bulletproof Coffee.

Jaspar Weir: Definitely start my day with Bulletproof Coffee. So I am ... You can make fun of me all you want. I am the stereotypical millennial.

Steve Sandusky: So how about avocado toast? Is that in the mix, too?

Jaspar Weir: Did you see- ... Yes, avocado toast is definitely in the mix, and I saw that ... Are you referring to that article about how millennials can't afford houses because of avocado toast?

Steve Sandusky: Yeah, I didn't see that, but I know that's a ... #Avocadotoast.

Jaspar Weir: There was an article recently — it was amazing — that ... And it was all about how the millennial dream of owning homes is dissipating because we all spend too much money on avocado toast.

Steve Sandusky: Yep. I love it.

Jaspar Weir: So, in terms of generalities, right? Here's the other things that you gotta think about: growing up, for me, I had two brothers, and we were constantly given participation trophies. We also, being the children of boomers, were often making big purchasing decisions for our parents. So when my dad wanted to go buy a TV or look for a new house, those sort of activities were done by me. I was the one who initiated, "Hey, here's the three top TVs, Dad, that we should be buying." And he would ultimately spend the money on it, but I'd be the one making these purchasing decisions.

And we really were told, "You're special." I mean, that's really true in our generation. And so, if you think about it, and if you think about one stat about houses and that the majority of MLS searches are actually started by the millennials, by the kids, not the actual parents buying the house. And so think about this: think about being in a scenario where you're in a meeting, and you're a manager, and you're there, and you've got Millennial Jim, the 25- or 26-year-old associate, and you don't ask Jim's opinion on a topic, maybe an innocuous topic that's really not even that important, but Jim's opinion wasn't asked and maybe others' were. You know what Jim is thinking? He's thinking, "What the heck? I'm not being valued for my opinion. I have something to say. As a matter of fact, I just bought my dad a \$2 million house last week and managed that entire process for him, yet you can't consult me about this simple process." And I think that is a great example of the millennial mindset. And so it's using that as an advantage and not thinking about it as, "Oh, these guys are entitled. They're spoiled," but actually using that as a tool to get them engaged with a work.

And so one thing that we ask a lot of our managers to do, especially if they're from different generations, is making sure that they are seeking the opinions of millennials, and that's actually something that I find, specific to that generation, is something that's really important.

Steve Sandusky: Yeah, and I am a young baby boomer, and I've got three kids, and all of them are in their 20s, so they're millennials, so I think I've a little bit of a front seat on this generational change, being a baby boomer myself and then raising three millennials. So it's interesting, just with my three kids as a very small kind of test group here, that they're all very different. And the oldest one, I'd say, is probably more like a traditional baby boomer. The middle one is very much a traditional millennial, and then the youngest one is probably a combination of the two. So we definitely are talking about some generalities here, but I think there definitely are some things that we need to keep in here as we're managing these folks.

So let's talk about that. You've got over, like we said, over 8000 employees at TaskUs, probably 90% of them are millennials, so how do you actually manage these folks? What are some of the specific ways that you manage them? Things that you do, ways that you communicate them.

Jaspar Weir: So, I want to talk about culture as a means of management, because I think that's the most important thing. And so, when we were starting and we were just a few people in Santa Monica, we liked our culture. Bryce and I had direct input on everything that was going on, and it was within our grasp, but we thought as we grew — as we opened international locations and grew to 100, 200, 1000, 5000-plus people — that we were always worried about, "How are we gonna maintain culture?" And for us it comes down to core values, and it comes down to not just having core values on a wall but reinforcing these core values. And for us that is a means of management and keeping culture.

And so, I've done some additional writing on this and I can go into a lot of detail on these topics around core values, but in terms of managing a global and millennial workforce, the one thing that cuts through any location and any generation in a company, I believe, is core values, 'cause that is ultimately ... You can be from vastly different backgrounds, but you have to value the same things and use your core values as a guiding principle to how to make decisions. And so when Bryce and I started to scale this business, we said, "We need kinda ... We need rules and a North Star and guiding principles within that, where if we're not there people would act in a way that we want them to, that we think is in line with the values that we have and in line with the values that we want for our company."

And so for scale and for management, everything we do comes back to living our core values.

Steve Sandusky: Okay, now obviously my next question is tell me some of the core values.

Jaspar Weir: So, our core values are ... And they're specific to us, so they're things like "Inspire others by believing in yourself," "Do more with less," "Be ridiculous," "Teamwork makes a dream work," "Continuous self improvement," "Always strive for excellence," and "Exercise emotional intelligence." Those are all of our core values.

Steve Sandusky: Okay, now can you give me some examples of how you and Bryce, as the co-founders and leaders of the company, how do you actually exhibit those values? And do you have any examples of other employees and ways that they have exhibited those values? And do you find ways to celebrate people who have exhibited those values, maybe in front of other people in the company, as ways to just quote "show off" here's an example of someone living the values of the company?

Jaspar Weir: Absolutely, Steve, and I think, right, like if you look at the core values of Coca-Cola or Enron or Goldman Sachs, and they're all a variation of integrity, respect, excellence, right? And it's like so general, and I think if you went into any of those companies, there's no way that the employees could just rattle off all your core values. I'm not the only one who can just tell you all of our core values. I guarantee you ... I would bet almost every single one of our 8000-plus

employees could tell you all of our core values — and they're kind of a mouthful, like you just heard — because we reinforce them.

And so there's certain rituals that we do to reinforce core values. I'll share a couple now. One is something we call core value stories, and we do this either at the start or the end of every meeting. So whether this is a weekly all-hands, a quarterly department meeting, it doesn't matter; we encourage everyone in the company to do this, and you can start or end with core value stories. And it depends on the size of the group, but one thing you can do is — and you kind of referenced this already, this is what we do — we say something like, "I want to nominate Steve for 'Do more with less.'" And you nominate a person for a specific action in the past week or quarter, whatever the cadence of the meeting is, that relates to that core value. So, "Steve for 'Do more with less,'" and describing some action and/or how he completed a project that was really remarkable. And that's the core value story, and you say it in front of the group.

So that's one example that is used to reinforce core values and also, additionally, it's a great way to start or end a meeting because it creates an attitude of teamwork and also of practicing gratitude, which I think is really important. So that's one way reinforce core values.

Another way that we reinforce core values is through performance coaching. So whether that is on an annual performance review, whether it's a coaching call where we are reviewing somebody's work, we encourage our managers to deliver feedback, both positive and negative, with core values. So if someone does a great job, we don't just say, "Hey, you did a great job on that report," you say, "You exhibited 'Always strive for excellence,' because X, Y, Z on that report." And on the flip side, if someone is consistently late for meetings, you might tell them, "Hey, by you being late to meetings, you're violating our core value of 'Teamwork makes a dream work.' We need you on time, and when you're late, the team can't start." Right? Something like that. And it's constantly reinforcing behavior and using these critical coaching moments, especially when they're constructive feedback, to create these patterns within our employees where they really recognize the behavior and correlate it to a core value.

Steve Sandusky: Yeah, I love that idea, how when you're giving a performance review you're actually incorporating the core value in the feedback, so I love that idea.

Now, along those lines, when you bring a new employee on board, is there some type of indoctrination process where ...? I know you obviously have an onboarding process, but how do you integrate the culture day one, day two, day three when you're onboarding a new employee?

Jaspar Weir: So it starts even before. So it starts ... People get exposed to our core values in the interview process, and people talk a lot about hiring for culture fit, and I think that's a dangerous thing because what is a culture fit really? We hire for values fit. And so we have part of our process where we train hiring managers to

test for core values, and the way that we do that, it's pretty simple. We create questions based on every core value, and then we create kind of like an answer sheet as to, "Hey, here's some examples of what you're looking for in the response." Right? "Here's some examples of what might be a really good response, here's mediocre, and here's bad."

And so one example of that might be ... And it can be as simple as this, it can be as simple as stating the core value and asking the candidate to relate to it. So it can be, "'Continuous self improvement' is one of our core values. Give me an example, either personally or professionally, of something that you're working on improving?" And you can ask that to a candidate. And then something good ... And so we look for self awareness, we look for people that don't just say, "Well ...," that don't use it to take the time to talk about their strengths, but we look for people that are low ego and self aware, and so we've got kind of answer keys as to what great answers are, and then we've got other things about, "Hey, don't accept something like, 'Well, you know, I'm a perfectionist. I'm working on that.'" Right? Which is my personal pet peeve when people say that as a weakness.

Steve Sandusky: Yeah.

Jaspar Weir: So. Right? Like ... "I work too hard, I care too much." So we provide that as kind of answer keys.

So it starts even before the hiring process, and so people aren't totally shocked when they come in day one and we're obsessed with these values. And then, yes, it's part of the onboarding process, but it really starts to come through in these meetings. And we'll find people that come from other companies that may not have practices like this, they might ... Especially folks that are later on in their career, they come in and they see us doing this, and sometimes it's like, "Oh my God, I didn't realize you guys were serious." And it might be a little New Age, it might be a little millennial, might be a little hippie-dippy, and it takes some time people to actually realize, "No, we are very serious about telling core value stories, and it might seem like you're kids on a playground, but it does make a big difference." And we find that as long as we've done our job in hiring the right values fit that people end up really appreciating these practices.

Steve Sandusky: Good.

Well, I want to go over maybe two or three more things that you're doing here, one of which, I think, is the way that you're actually communicating with your employees. So tell me about how you're communicating with them and why the way that you communicate with millennials might be different than, say, previous generations.

Jaspar Weir: So, we are radically transparent. I mean, to a fault. It's ... So some examples of that ... And I think that's really a generational thing. In my experience working

with folks from being baby boomers or Gen X-ers, it's more normal in a company just to be a little more closed off. I saw that with my father and how he conducted in his business, and I think this is largely — again, overgeneralize — but I think millennials do value transparency. I think part of that's around access to information, being so free-flowing now, also, that we've to expect that we should know and it's a right to know everything. And so we assume, also, that if we don't say it, people are going to make up stories in their head or they're gonna talk to each other about it, and that's gonna end up being worse than if we just get out in front of it and talk and say the truth. And people really respect that.

And so, some ways that we practice that in terms of transparency ... One is, in terms of financials, we make our financials, profit and loss statements, available for our entire kind of mid-level management in the U.S., and pretty much anyone who wants access to it, we make it available. And we actually take time to go over and explain our financials on a quarterly basis so people know how we are doing as a company. Whether it's good or bad, we don't want to hide. If we're having a bad quarter, we don't want to hide it. We want to get out in front of it and tell people what we're doing and let people know what we're doing to address it and ask for their help. And so, we share full financials-

Steve Sandusky: Jaspar, let me just stop you there. So, some people would say, "Gosh, in this age of social media, what would stop someone on your team from leaking that to the press or something?" Do you have any concern about that?

Jaspar Weir: I mean, I don't. We're pretty public about everything even to the press, so ... I mean, yeah, if the press knows our financials, what is the impact?

Steve Sandusky: Yeah, well, I mean, you're a private company, so some private companies would say, "Hey, I don't want anyone to know, or potential competitors, how we're doing," or that sort of thing.

Jaspar Weir: Yeah, I understand that, and for us, we don't have anything to hide. And so, we will publicly state our revenue. It's out there if you just search for it on Inc. Fastest Growing Companies and those sort of things. We're not public about our profit. We don't really care, but that's something we keep a little bit closer to the chest, but it's not something that's like a secret. And so, for us, again it's about ... I mean, this is just kind of how we conduct the business. We think as long as we execute on our vision that people, it doesn't matter if they know our financials. There's nothing they can really do to hold that against us. And so if an employee did leak all of our financial information, I just don't really see how big of a ... I mean, it's not going to be a huge downside for us.

Steve Sandusky: Right, okay.

Jaspar Weir: Maybe we've been fortunate to be performing well financially, so maybe if we weren't we wouldn't want it out there, but for now we believe it's a positive

reinforcing cycle, and as long as we continue to be transparent, that's core to what makes the company work, and so we've got to keep going with that philosophy.

Steve Sandusky: Good, okay. So, sharing financials with many of the team members, that's one thing related to transparency. What's something else that you do on that front?

Jaspar Weir: So Bryce and I host town halls, and we do this in our headquarters in Santa Monica, and we do those whenever we visit any of our operational sites in the Philippines or San Antonio or any other of the locations where we operate. And so town hall is we get in front of the company on a monthly basis, and there's an anonymous survey sent out before the meeting, and people ask us questions. And our commitment is that we will answer every single question that people ask us, and to date we have answered every single question. And then we have someone, the chief of staff, she ranks the questions from most awkward to least, and we start with the most awkward questions. And we get up in front of the company and we answer these questions. So, that's a way that we encourage ... People often say, "Oh, we have an open-door policy," or, "You can ask me anything," but they don't really create environments where everyone feels comfortable doing that, because there are repercussions of going in and complaining directly to a supervisor or to a founder, and so we provide anonymous forums and then provide transparent answers to our employees.

Steve Sandusky: Okay. Well, so, give me an example of what an awkward question would be. So you said you rank them from most awkward to least awkward, so I want to get a sense for our listeners so that they can get a sense for what types of things are you actually sharing in your effort to be transparent. So can you give me an example or two of what would be an awkward question that you'd get?

Jaspar Weir: People have tried to kind of question or call us out for our commitment to core values. So, especially when it comes to "Do more with less" around spending. People will say, "Hey, we have these budget cuts, for example, that have been instituted, yet we see this spending in this area of the company. Why is that?" Or, there was one that was really awkward, which was, "Why do Bryce and Jaspar take money out of the company in their first round of financing when we need cash in the business?" Right? And that's a personal question. That's pretty hard-hitting. And we got up in front of the company and talked about why we made that decision. And we think that that kind of transparency buys us trust with our team.

We have confidence in our decisions as leaders, and not that ... And we make tons of mistakes, but we have confidence and can back up everything with a reason. Right? And so no matter what is, we stand by our decisions, and so as long as we continue to act in a way that's in accordance with our core values and with us as people with high integrity, we'll back it up. And I think people would rather know and disagree with the action or the decision rather than be kept in the dark. So that's our kind of approach and philosophy on this.

Steve Sandusky: Well, let me just segue here for a second. So, you're 31 years old. Bryce is, I'm assuming, is pretty close to your age as well. You started this company in your early-to-mid 20s, so how did you guys learn? Did you just kind of learn along the way? Did you have other mentors? Or how did you learn the things that you needed to learn in able to build a business from zero to more than 8000 employees in just nine years?

Jaspar Weir: Yeah, well, it starts with core values and approach, and then I'll get into some tactics. So one is our core value "Continuous self improvement" is one that we take to heart. And so, Bryce and I didn't go to business school. We didn't have any formal training, and we learned on the job, and we did that by being open to feedback, and I think that's a definitely millennial mindset, but for us it's always been super important. And so we used every opportunity to learn and learn about ourselves and acknowledge our mistakes, celebrate our mistakes, talk to each other about what we learned, and continue to move forward.

And so, some ways that's manifested as well is coaching. So from a really early stage, as soon as we could afford it we got some small business coaches, and then as soon as we can afford it we started working with more professional coaches. Now we work with CEO Coaching and Mark Moses, and our entire executive team does coaching with him. And so those are some of the ways that we continue to get better. And also constant kind of ... So it's a constant approach of, "Hey, I still am young in my career and in my life, and every single day and every opportunity, whether it's interviewing a candidate or speaking to a client, they're all learning opportunities." And that's one of the jobs of a founder and as anybody in a business is to continue to learn.

And so I consider it part of my job, and we really try to influence that attitude throughout the company, because I think it's how we've been able to adapt, make changes in our business — like in the business model and the pivot that we had to do to find success — and for us it's about being open to that feedback. And so it comes from coaching, and through coaching we find best practices really through coaching. All the core values stuff, we didn't come up with that. We've kind of put our own creative twists on many of those things, but the structure of how we run meetings, how we do core value stories, how we do strategic planning, all comes from coaching. And so we think it's one of the most important things for any entrepreneur and at any stage.

Steve Sandusky: Excellent. Now tell me about some of the key learnings that you've had over the years here as you've been managing the millennial workforce. So you've probably touched on some of these here, perhaps things like adaptability.

Jaspar Weir: Yeah. I'd say other key learnings as it relates to millennials ... And people talk about millennials wanting to feel like they work for an employer that has purpose, and we find that really, really to be true. And so, I would say we've kind of gone out of our way, both from a time and effort and from a monetary position, to give back and to allow employees like they are giving back. And it's a

smart business decision. And that comes down to retention as well. And so millennials, moreso than any other generation, switch jobs more than anyone else, on average so much more frequently than boomers and even than Gen X-ers. Millennials consider themselves individuals, and they consider themselves like free agents in that these companies should be lucky to have them. They're not people that default to, "I'm gonna build my career at one company," as most Americans did for many generations, and because they want things besides just money. Money is not ... Money's important, but not that important. And I'm sure a lot of people have heard those, "Money's ranked Number 11," or some ... I don't quite recall where, in terms of what things millennials value in a workplace. But sense of purpose and being able to give back is much higher.

And so I would ... And so one key learning for us I'd encourage everybody to do is find genuine passions of your team that can give opportunities to give back to your local communities or larger entrepreneurial communities and organizations that you support. And give real business time to allow people to go do service, whether that's one day a year of service, which we do at TaskUs in Santa Monica ... We empower our local offices to do their own events, too, and we have corporate-sponsored charities and programs within TaskUs, all go towards making people know — 'cause we're genuine about this — that TaskUs is not just a place to work, it's a place that wants to give back to its local communities and give back to its employees.

Steve Sandusky: Now let me ask you a little bit more deeper question on that one there. So, yeah, I agree with you 100%. I hear a lot about how millennials want to work for companies where they feel like they really connect with the purpose. So I'm thinking there's maybe two areas here: one is the company, the business that they're in, is more of a purpose-driven business, like they're saving the environment or something like that. So my question is are you trying to get your employees to connect with a purpose of the company, with the business that you're in, and they can find purpose in the work that your company does? So that is one piece.

And then the second piece, you talked about how giving your employees time to give back to the community, which might be a second thing that isn't specifically related to the work that your company does. So do you try and help your employees find purpose in both areas, one with what the company does and then second with the company giving the employees the ability to take time off and give back?

Jaspar Weir: It's both, Steve, but I would ... For us, I prioritize the first. The community service aspect and giving back is absolutely important, but showing people vision and allowing them to feel connected to the company and the company's purpose, I would say for most companies unless you are a truly non-profit or truly a social enterprise, I think you should focus on that first. The other stuff is great, but I think for us we do focus on allowing people to find purpose within TaskUs. We have ways of doing that, but I would absolutely prioritize that.

Steve Sandusky: Well can you give me an example of how you do that? With the business that you're in, how do you encourage your employees to find purpose in the work that they're doing at TaskUs?

Jaspar Weir: So, for us it comes down to employee experience and measuring our employee experience. And so we do something called the Employee Net Promoter Score, which asks our global workforce on a quarterly basis, which asks them, "How likely are you to recommend TaskUs as a place to work for your friends and family?" And we manage and measure this metric like we do revenue and profit. And so, if you look at how much this number has gone up since we started measuring it in the past few years and how big our company has gotten in terms of people, when it comes to ... Essentially, we have created over 8000 amazing employment opportunities, and there's definitely value for our employees where they know that they're involved in something bigger than themselves, because we are providing ... We're disrupting a really kind of stodgy industry, like call center industry, where you can picture these long rows of desks with different shades of beige in a cubicle farm and people that are treated like numbers and hate their jobs. Or you look at TaskUs and you look at some of our facilities online, which are the most beautiful offices I would say almost out of any industry — and I've seen some really nice offices in some of the traditional Silicon Valley start-ups — and we do that to create these experiences that people are actually enjoying their jobs. Right?

Our ENPS number for the last quarter was 63, which, to give you some perspective, is in the realm of companies that set the bar for this metric. Companies like LEGO and Apple and Harley Davidson are in the 60s and 70s and maybe break 80. Most of our competitors are close to 0 or even negative, 'cause the scale goes -100 to 100. And so, I think by focusing on the employee experience, it drives a lot of our decisions, pretty much all of our decisions, and by creating these amazing employment opportunities, each person we know, as a whole, is enjoying their job but also knows that they are creating jobs that are better than what else is out there. And so that's specific to our work, and it's about us as an enterprise, not us as a social enterprise but us as a profit-driven business. And that's something that people have really rallied behind.

Steve Sandusky: Yeah, that's pretty remarkable, a 63 for your Employee Net Promoter Score. That's pretty remarkable there.

Jaspar Weir: Thank you.

Steve Sandusky: Hey, I want to ask you a few rapid-fire questions here. So we're gonna segue again. So the first question is what is something new that you've learned in the past 12 months?

Jaspar Weir: Something new in the past 12 months? I recently moved to Texas, so I'm reading a book, How to Be a Texan, so I'm learning all sorts of fun slang. Also picking up some water sports like wake surfing, so that's definitely new to me.

Steve Sandusky: So you wanted to be near South by Southwest every year, huh?

Jaspar Weir: That's it.

Steve Sandusky: Oh, awesome. So, "Big hat, no cattle," is that one of the terms you're learning?

Jaspar Weir: I haven't gotten that far in the book, Steve.

Steve Sandusky: Okay. All right.

So, what's one of your habits that you think has led to your success?

Jaspar Weir: I have kind of a morning ritual, or morning habit. I started meditating maybe five years ago. We actually offered it as kind of a benefit to some of our employees and said, "Hey, whoever wants to go to meditation class, we'll pay for it." Now there's an app called Headspace, and anybody in our company that completes the first 10 days and wants a subscription, we pay for that, too. But I meditate every morning. I do it before I check my phone and usually only 10 to 15 minutes, and it's been, I'd say, the single most important thing in terms of a morning routine and just in general helping my approach toward solving problems in business and life in general. And it's been a total game-changer.

Steve Sandusky: Yeah, I absolutely second that approach. I have a morning routine as well that does include meditation and not checking the phone for, ideally, the first two hours in the morning, and I get up pretty early. I can't say that I stick to that 100% of the time but certainly try to. So yeah, I'd encourage everyone listening here to get some kind of morning routine that gets you set up great for the day.

Okay, how about a leader? Who's a leader that you admire and why?

Jaspar Weir: There's leaders within TaskUs I admire, and I've seen this ... There's one guy that comes to mind, he's now our SVP of Southeast Asia, Robert Hayes, and he is the guy that's larger responsible for our ENPS metric. And what I've learned most from him and why I admire him is he's really taught us about servant leadership and about how he is there ... The employees are his boss. He is not their boss. And that is really an important facet of our culture and our success in the Philippines, and so he's somebody that I admire as a leader.

Steve Sandusky: Okay. How about when it comes to making a decision? On a scale of 1 to 10, with 1 being "I take my time, I get as much data as I can before I make the decision," or 10, which is, "I go with my gut, and I can make a decision very quickly." Where would you fall on that scale of how you make decisions?

Jaspar Weir: I'm a 5, because it's depends on the decision. I used to have more trouble making decisions, and so I know ... I found myself being indecisive about stupid things, and so I just have a filter now where as soon as I have to make a decision I run it through a filter, and I say, "Is this important? Yes or no?" And if yes, I

allow myself time to really think about it, and if no, I force myself into making a quick decision because I know inaction or waiting will be more detrimental than making the wrong decision.

Steve Sandusky: Okay. So on the same scale, in terms of taking risks ... So let's say taking risks would be a 10, meaning, "Hey, I love to take risks," and a 1 would be, "Nope, I'd rather follow the rules." Where would you fall there?

Jaspar Weir: I think I'm becoming more risk-averse in my old age of 31, but I'm pretty high on that scale in terms of risk. I'd say today I'm probably a 7.

Steve Sandusky: Okay. And then how about when it comes to setting goals? Are you the kind of person who likes to set these huge, outrageous goals that might be more like moonshots, or do you prefer to set goals where you think you have maybe a 60%, 70% chance of hitting the goal?

Jaspar Weir: We set pretty ambitious goals. Again, that's changed also, 'cause we found that we just would set far too ambitious goals. I do believe in creating a pattern of success, and so finding the goal ... When we go goal-setting, we try to find something that is aggressive but achievable.

Steve Sandusky: Okay. And then how about when it comes to coming out with a new product or a new service? Are you the kind of person who says, "Hey, I want this thing to be about as perfect as it can be before we launch it," or are you like, "Hey, let's just ship this thing and then we'll iterate as we get feedback"?

Jaspar Weir: Ship and iterate. We did not write a business plan for TaskUs.

Steve Sandusky: Okay. Awesome.

Well, hey, Jaspar, as we wrap up here is there anything else that you want to share that we haven't talked about yet?

Jaspar Weir: I love talking about culture, and I love talking about management and some of these topics, and if anybody wants to check out more, we've got a ton of resources on the TaskUs blog, or you can follow me on LinkedIn, and I've done a ton of writing on this as well.

Steve Sandusky: Excellent. So that would taskus.com, and then people can just follow you right on LinkedIn?

Jaspar Weir: That's right.

Steve Sandusky: Are you on Twitter, or ...?

Jaspar Weir: I'm on Twitter as well. On all social media, just @jasperweir. J-A-S-P-A-R W-E-I-R. I misspell my own name, I know.

Steve Sandusky: You did. Or your parents did.

Jaspar Weir: My parents did, yeah.

Steve Sandusky: Awesome. Well, Jaspar, this has been fantastic, really appreciate it, and congratulations to you and Bryce and the rest of the team on what you have built here at TaskUs. It's a tremendous success story, and we are just excited to be working with you, and thank you for taking the time to be with us today.

Jaspar Weir: Thank you, Steve, I've enjoyed this.

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