

Organization Design in Technology Startups

Executive Summary

North American technology startups uniquely face almost every major organizational challenge today. Technology companies like Google grew from being a 2-person university research project, to one of the largest and most innovative technology companies. As such, the objective of this report is to understand how today's technology startups are being structured.

In order to uncover that, the team researched and better understood modern startup organization structures, structures that lead startups to failure, as well as structures that help startups scale and grow. Further, the team explored a study of Google, and how it is structured as an organization today.

This research and report holds some very important findings and results. To begin with, different startups have different organizational needs, depending on who their stakeholders, employees and customers are, as well as the industry they operate in.

Further, a startup is continuously evolving, and it is not a corporate when it is a startup.

This points to the fact that founders and CEOs need to understand what phase of growth is a startup situated at, and take organizational steps accordingly, whether that involved adding more structure to the organization, changing the chart or even adding new executive members. Adapting a Holacracy structure, a flat structure or any other structures are therefore not arbitrarily structures all startups should adopt.

Finally, this report explored some of Google's organizational aspects, its culture and structure, and uncovered why people love working there. 2

As Eric Ries, a thought leader in the startup space says in his book *The Lean Startup*, "Startups need organizational structures that combat the extreme uncertainty." This report helps startup founders and future entrepreneurs understand how those organizational structures can be implemented to combat that extreme uncertainty.