

## INTRODUCING OUR CHAPTER PARTNER, FOLLOW UP

My name is Cormac McCarthy, and I'm the CEO at FollowUp.cc: a company that cares deeply about making people's lives easier. Our product is a powerful Gmail toolset that gives our users — primarily salespeople — the capability to be more efficient in their work. We help people work smarter, not harder.

When Matthew approached us and told us how using FollowUp helped him write his latest book, we were intrigued to learn more. And the moment we discovered the premise of the book, we wanted to support him and be part of this journey, because we appreciate the value in mistakes, and how they often lead to greater ideas.

I've experienced this personally, and we've seen it as a team here at FollowUp.

One of our biggest recent mistakes came shortly after I become CEO, whilst we were still building and re-working parts of the team. At this stage, we didn't have a dedicated marketing person, so a member of the technical product team helped out with this; performing various marketing roles, including certain work on the website.

We never intended for this to last long, but our search for the right marketing person took longer than we hoped, and we didn't know what type of individual we would get until we hired them: Would they be comfortable with all marketing aspects? Would they have a particular skillset? What would their background be in? And so on...

As such, our technical member of the team grew comfortable with their role, so when we did welcome our new marketing person on board, it created certain friction; not between these two members of the team as such, rather knowing where one

role ended and where the other began.

As the weeks went by, this caused a degree of pain: for our new marketing person who was still getting used to the company; to our technical member of the team who felt like I'd removed some of their control; to the rest of the team, who were affected by all this; and to me, because it added greater stress and worry to my day, and considering I was still new to the business myself, I continued to settle in, too.

It was a frustrating time, and although it never affected our customers or the product, I knew it soon would if we couldn't figure it out. Plus, I worried we may lose this new marketing person, and be back to square one.

But as I look back on this period now, I appreciate it.

It forced us to create new processes within the business, defining each person's role. We also had more meetings and dedicated time to fixing this issue, which I believe has helped us develop a stronger working culture. Everyone in the team now knows we won't sweep issues like these under the carpet, instead choose to do everything we can to address and fix them.

All of this helped me form a greater understanding of the entire business, too, and each person who works here. As a CEO, I believe this is one of the most vital aspects of my job, and although this period brought pain and stress and had the potential to get out of control, I appreciate the massive value it has brought everyone at FollowUp since.

Through *The Successful Mistake*, Matthew's focusing on a topic most people do not, but everyone must from time to time. It's difficult to appreciate all of this during the moment, because it's hard to look past the pain and the worry. But as Matthew shows throughout this book, the pain does subside and new lessons form in its place.

So, it's over to Matthew to introduce Stage Two: Pain, and continue this journey we're proud to be part of.