

Interview With Andrew Guttormsen_1280x720

Trudy Rankin: [00:00:00] Have you ever felt frustrated trying to find the right tools and platforms to grow your online community? Do you wish that there was an all in one solution that made community building simple? I know I have. How can we leverage online communities and tools that will foster deeper connections and engagement with our audience? Today I'm speaking with Andrew Guttormsen, the co founder and Chief Revenue Officer of Circle, which is a leading community platform used by over 10, 000 businesses worldwide, including me.

And with his experience scaling two successful startups, Andrew has some really valuable insights to share on building online communities, implementing customer feedback and leading teams through rapid growth. Welcome back to the Online Business Launchpad podcast. I'm your host, Trudy Rankin, bringing you stories and advice from successful online entrepreneurs, because if they can do it, so can you.

I've been running my own online business for over eight years now, helping hundreds of entrepreneurs start and grow the online side of their business. And my mission is to help you solve your business [00:01:00] challenges so you can have more money, more time and more flexibility in how you live and work. If you're ready to build your online community and make meaningful connections with your audience, don't go anywhere.

Let's dive in to learn from Andrew's experience in scaling an online community platform to well over 10, 000 passionate users worldwide. Welcome to the Online Business Launchpad podcast. I'm your host, Trudy Rankin. It was earlyish 2020, and I was ripping my hair out, not because of COVID, but because the software I was trying to use to manage my Online Business Liftoff Community was clunky, was hard to set up, and it was just plain annoying to use.

So when Pat Flynn mentioned that he was taking a look at Circle for his community management tool, I decided to investigate. And I did a bit of playing around, I [00:02:00] liked what I saw, and I signed up. And as part of the regular communications from this relatively new company. I'd get these emails from a smiling guy named Andy Guttormsen.

Now, Andy was on the founding team at Teachable, which is a platform for courses and learning. And he went on to co-found Circle in 2020. And Circle has grown like topsy. Circle's now the world's leading community platform for creators and businesses with customers like Adobe, Webflow, Brendan Bouchard, Pat Flynn, et cetera, et cetera, and just tons and tons of others.

It's a very popular platform and it works really well. But today we've got Andy here on the show with us and he's going to be answering questions and talking about his journey on Circle or founding Circle and just some of the things he's learned around community management. Andy, thank you so much for being here.

Andrew Guttormsen: Thank you for having me. I've been really looking forward to this.

Trudy Rankin: I'm really looking forward to it too. It's I, I [00:03:00] always, because of my background, chief information officer, I've always had an interest in software as a service companies, businesses.

And because of my background with starting my own business, I'm interested in startups. And so you've been involved in at least two startups that I know of. And it's just fascinating to me to talk to somebody who's been through that process. So yeah. I'd like to just, if you would please just start by talking to people, our listeners, and just tell them a little bit about your background and kind of what makes you tick that makes you want to start

businesses.

Andrew Guttormsen: So they're right now the, one of the co founders and a chief revenue officer at a Company called Circle and we're leading community platform with 10, 000 customers, software product. And before that I was one of the early team members, probably the six or seven team member at a company called Teachable and Teachable was a software company serving course platforms. We were there for five years, my co founders and I, and [00:04:00] ultimately, Teachable was acquired. It was a really good outcome sold for 250 million. We then were trying to figure out, what's next. Cause we're excited to work on something new and try something else.

And so we started Circle at the time and, this is right around when you were pulling your hair out, I'm glad I grew back, but we started Circle right then. And now it's Gosh, almost four years later and, we're on that I would say like that

startup, journey again, although the business is much more mature, you're gearing in on, probably about 18 19 million in revenue just doubled last year.

Those, last, eight or 10 years, two successful companies so far, right? But also what's not mentioned is the the failed attempts before that, which were required in order to get the two kind of initial wins here.

Trudy Rankin: So I'm curious, failed attempts, two successful attempts at starting a successful companies, [00:05:00] but there's something that keeps people going when they've been through these failures.

And work through those failures and get to the success eventually. If you were able to describe in just a very few words, what it is about you and your co founders that helped you keep going

after the failures, what would it be?

Andrew Guttormsen: So I think one of the. I think Teachable is a good example. When I joined Teachable, I was 26 years old and I had just gone back and I was living with my parents and, living with your parents at 26 years old, it's pretty humbling, right? And I went to Ankur, Ankur the founder of Teachable and.

Now he's one of my best friends in the world. And 26, I applied for an unpaid internship at Teachable. There's only like seven people, working there, five people working there at the time. And I said, look, I basically made a big list of all the ideas for here's how you can grow the business and stuff like that, and I went in.

[00:06:00] I interviewed and, it's really humbling and not at my best at the time. Confidence is lower. I really put myself out there and I was resilient and I was resilient, but probably because I just knew what the alternative was, and I had the itch in me, I knew what was possible out there, and I knew it would take a few goes, and so, sometimes, like, it's just, if you mentally prepare that it's going to take many times to figure something out, and you're willing to look stupid and be humbled along the way.

I think it's easier to to get through it.

Trudy Rankin: Because we hear all this hype on the internet and in the news about how somebody has been an instant overnight success and that invariably,

if you dig into the story, somebody has actually been doing this for 10 or 20 years, honing their skills and so basically.

You went with Teachable, you gave them a whole bunch of ideas [00:07:00] about how they could grow. Did they listen? Did they pay attention to this 26 year old unpaid intern? What sort of happened to take them to the point where they're listening and implementing what you're talking about?

Andrew Guttormsen: Yes. All the credit in the world to Ankur who, came in and took the ideas really seriously.

You're pretty hands off. And, really gave me a shot. So I came in, I had that list of ideas and I worked through it. And my goal was look, first 30 days, I need to have a few quick wins here and show show what's possible. And came in, started executing. We started, for instance, to run a weekly webinars, we, we started to do a bunch of extra sales calls and things like that.

So there, there was a lot of quick wins and execution that happened. And, Ankur doesn't care who the ideas are coming from. What he cares is, are they good ideas and are they driving value for the business? And so I really did believe that if I went in, and executed there that it would pay off.

And so, a lot of it is having the [00:08:00] right person who's willing to, bet on their team, give their team autonomy. And they were willing to do that. And by the way, the whole team was almost like, We were all too young for the amount of responsibility that we had at the time.

It's what on court I always, joke about now because the business grew really quickly, it was doing, 10 million a year, 15 million a year shortly after that.

Trudy Rankin: I guess that I guess there's no better way of growing up quick as they're getting loaded with responsibility that when you're not ready for at whatever, we might be 60 and suddenly go, I'm not ready for this.

I don't know how to do this.

Andrew Guttormsen: Yeah. A hundred percent. A hundred percent.

Trudy Rankin: Yeah. So, so just take us very quickly. So you were able to help grow the company teacher. This was Teachable at the time you got to the place where there was a really successful exit. Just talk a little bit about that process

that you went through in terms of going okay, we've just successfully exited from this company, we've put a lot of hard work into it and now what?

Andrew Guttormsen: So, I think for the [00:09:00] team, especially people who had been there for a lot of years, it's a, it's nice to get a win, right? So it was a win for a lot of people. And it wasn't a huge financial win for really anybody, except for a couple of the founders, but it was a nice.

And at the time we had been there for about five years, so Sid had already left about a year earlier than I was getting ready to figure out what my next thing to do is. And I went to Encore and told them, I'm thinking about starting a company in the community space, right?

At the time. The course platforms all only did courses, right? And by the way, I was sick of courses because I had done courses for the last five years. I'm ready to do something completely new. But the pandemic had happened. And there was this big shift where people were, creating these communities around common interests and different missions and things like that.

And the issue is that There weren't great tools for it. There was, Facebook groups. And at the time there was also this kind of observation, which is if I looked at a lot of the best course creators, they were using a kind of [00:10:00] community elements like Facebook groups. And, at times they'd have like Slack groups and things like that alongside their courses.

And so, we thought, what if. We found almost like create this little product this little, like, like widget embeddable thing that you could take and put inside of any course platform, ideally Teachable, because we're biased to Teachable. And so, that's how circle started was, what if we created almost like a, what was a private Facebook group, but also made parts of it that you could put into any, course platform, eventually what happened is that, we realized.

The destination was more so the community platform than the course itself. And so a lot of people were just running communities, using circle without saying, Hey, can I integrate some course into it? And so eventually we just really built out that community product. And of course you can run a course inside of circle as like one of the things you do.

But that's how that's how the company started.

Trudy Rankin: That's interesting to me because I, at the time, when I first heard about [00:11:00] Circle, as I said, I was really frustrated with what I was

using because I, I like Slack, right? I use Slack a lot for lots and lots of things, but I was having to use a combination of Slack and a WordPress plugin.

And it just, it was just driving me crazy. So finding out about something that was going to integrate all of those aspects was really intriguing to me. I was really interested in that. And so. Obviously signed up got started and then of course it's a startup. It's a beta sort of a thing. It's gotten far enough along so it can be made public, but there's still lots of issues and things to be worked out of it.

And I'm just curious. In terms of the approach that you used to be able to go from this idea about how it was going to be something that you're going to plug into somebody else's platform to what it is today. What kind of a process did you use that effectively allowed you to, pivot like on almost a weekly basis until you got to something that's really successful?

Andrew Guttormsen: So one of the things that [00:12:00] we have opted for is probably the path of most resistance, which is, we don't just go away and build the product. We're very customer centric. And so we talk to a lot of customers, right? And that's not always the easy thing to do because the customers, when they care, will tell you what they actually What they want or what they're not getting.

But it's been a huge advantage for us is that we're willing to have all the conversations. For instance, the first thousand customers that we brought on at circle, I did demos with our first thousand customers and we didn't have a sales team. And so there's a lot of that kind of big that, that feedback loop there.

So what it does for us, it's like, we're always getting these. Qualitative inputs from the rest of the customer base. And we do every single quarter we do a survey that goes out to all of our customers, where they tell us what they like, what they don't like, what they're not using, all that kind of [00:13:00] stuff.

And we really analyze it. We build our entire then roadmap around it. So, it's it's actually pretty obvious what to build. When you talk to your customers as much as we do the hard part, like the part that's really challenging that, and by the way, I think for a lot of other companies, like it's pretty obvious what to build.

The hard part is always in the sequencing and the resourcing knowing, Hey, if we build this feature first, it's going to actually make these other three easier to build. Or if we build this feature first, it's going to make this segment of

customers happening, but actually they're a really small segment, even though they're the loudest and we should build for this other segment.

And so it's a lot of the sequencing that's tough. And that's the tricky part balancing it out because you also have to throw in the aspect of if we build this particular chunk out, that's a lot of work. We're going to have to hire new people. Do we have enough revenue coming into, all of those sorts of things.

Trudy Rankin: So in terms of the teamness of that process, how did you go about prioritizing all that to make the decisions [00:14:00] about what to prioritize?

Andrew Guttormsen: So, it's led by Sid and Rudy. Those are my two co founders. They really built, they built the V1 of the product. Now they oversee the entire like product and design orgs.

And that's purely like, they're really running that side of the business. So I don't run that side of this, but they they, we basically have qualitative inputs that are always coming in and then we have More quantitative, like product usage data and things like that. And we have, oh, quarterly, product roadmap where we have team leads who can provide input, but we're a pretty top down organization in that perspective, in that ultimately it does come to a lot of Sid and Rudy's, judgment and we take the inputs, but ultimately it comes down to.

To them versus like a whole bunch of people on our team making all the decisions. Cause this way it's more centralized and holistic, where we do it that way versus feeling like we're taking a bunch of things and bringing them together.

Trudy Rankin: Yeah. So it's like, like anything that there's lots and lots of [00:15:00] moving parts that you have to bring together.

Somebody has to make the final decision and to decide what to work on. I want to come back to something that. It's implicit in what you said, but I want to bring it out into the light because in my experience, talking to lots of founders, especially of SaaS companies, the ones who are the most successful are the ones who do it the way you've done it, which is to listen to your, don't build it first, go talk to your customers first, find out what they need, and then keep going back and talking to them and asking them.

However, Whether you've done it that way or not, and when I say you, generally people who are interested in this space, a lot of times the feedback that can

come back can really sound very critical and feel like criticism instead of positive feedback. How do you mentally deal with that whole side of things where you've worked really hard on something and you've thought you'd listen to people and you come back and they go, nah, missed the mark.

How do you deal with that

yourself?

Andrew Guttormsen: So the sometimes it feels like [00:16:00] criticism because it is criticism and that's okay. Where, so like, as like an anchor where my head always goes is if somebody is giving you feedback, first of all, that probably wasn't easy for them. They probably don't like, being, for instance, in our circle customer community, we have 15, 000 people in there, they probably don't like coming in and giving the negative feedback to me or sit or Rudy or our team, like that's hard for them. But so first of all, like good on them for being willing to give the feedback and obviously like how you deliver it's nice, but we're all adults here.

We have much, we have hard conversations every day in our own business all the time, everybody's super used to it, has thick skin, but ultimately though, at least with circle, our customers. A lot of them have their entire business on circle. So, when they have feedback and when they, it comes across as critical it's because it really matters to them and they need it to work well.

And that's on us to deliver that for them. So, it's always coming from that place, which. Makes it really easy to be patient [00:17:00] with any critical feedback, but also easy to like, take it super seriously. Now there are times when we make a decision about what to build and people don't like that we made that decision.

And they say, Hey, we, you built this, but I wanted, I've been waiting for this, and this obvious thing forever. That happens all the time. And typically we've been incredibly intentional about it. They may not like the reasoning or the decision, and then they may not agree with the reasoning or rationale, but there's almost always really good rationale behind it and there that I sleep a little bit better at night.

With those decisions, because I know we probably did something, for the greater good somewhere else or made a, an investment somewhere else, but I don't personally get offended by any critical there, if I think somebody has bad intentions, and which that's happened very rarely, I can think of maybe two or three examples of that.

Otherwise, no we reflect on it and we learn.

Trudy Rankin: I think that's really useful to hear that because I know that for a lot of entrepreneurs, you're [00:18:00] investing your personal self into what you're working on and to be able to take feedback and hear what people are saying without taking it personally can be really tricky.

And if you have a team. You or and maybe you might not even have a team, but just you mentioned having hard conversations can be really difficult for some people. What makes it easier for you to have hard conversations?

Andrew Guttormsen: So this is a thing that I think I was pretty bad at for the first, four or five years of my career.

I think I was pretty bad at it. I think I'm getting way better at it now and I've worked on it a lot. So few things that make it easier. The first thing is like. Right when somebody joins the team, and even before that, in the interview process, like, we tell them what our culture is like, which is like, we're very direct.

It's a team sport. If you imagine you're watching a basketball game, the coach on the sideline isn't being, sweet to everybody all the time. Like, we're trying to win, and that involves some intensity sometimes. But The first thing is just being [00:19:00] really setting the expectation that there's going to be a lot of, hard conversations.

Next thing is like just the volume of hard conversations. So giving the feedback often rather than waiting for it to build up to some kind of big thing, where once at the performance review, you give somebody the really tough feedback six months later or whatever. No, like we're just giving the feedback all day, every day.

Said yesterday He joked to me, he's like, yeah, I have found that I have to carve out at least about two hours a day, just to give people feedback in real time on this document here, this thing here, whatever it is there. And all of a sudden, when I'm getting this feedback in a constant stream all day, every day, some of it seeming tough I realized it's actually much lower stakes than I, I thought it's the norm to get the feedback.

And then when I do mess up or I get the tough feedback and the world doesn't end, then I realize, okay, good, that's a data point for me. I can get tough feedback and doesn't mean the world's ending. Okay. Next time I get the tough feedback, I'll be more receptive to it, but you can build it like into the culture.

I'll tell you what the work, the [00:20:00] opposite, like the worst version of that is I read a really great, it was a really great blog post and it was from a woman who worked at Stripe. And she said the best thing about Stripe was that they didn't have an LGTM culture, a looks good to me culture. Like you work with some people and you put a lot of work into it.

Say, all right, what do you guys think? Like you review it, whatever, right? Yep. LGTM looks good to me. Or you can go in and actually spend the time and really review it, give somebody great feedback, really make it better so that when you have other people's eyes on it, you really trust them and all of that.

Like that's way better. And that's way better for me as the person getting the feedback.

Trudy Rankin: I really like that. That's so true because you want somebody it wins. Yeah, it means you've invested some of yourself into helping somebody else succeed when you take the time to give them good feedback structured in a way that it's not ripping them down and shredding their egos, but it's done in such a way that it's That's meant to lift up and actually [00:21:00] help with stuff in terms of improving the product or service that you're offering, and I want to come so that's about teams.

And I think what you said can apply to the community that people are managing as well in the work that you do got a couple of questions about that. First of all, you're the CRO, the chief revenue officer. Can you just explain to people a little bit what that means?

In terms of what you do on a day to day.

Andrew Guttormsen: Sure. So I, I think it can mean different things at different companies. For me, I oversee our sales marketing functions, our revenue operations and data functions, our customer success function. So really the go to market org, which is essentially, it's really the part of the team that gets more people to know about Circle, try Circle, buy Circle and hopefully stick with Circle.

Trudy Rankin: Really? Okay. And that's that's up here, high level stuff. Give us maybe just a few points about what a day in the life might look like for you.

Andrew Guttormsen: [00:22:00] Sure. So maybe this week is a good example. So, a lot of my job on a day to day is understanding, we have these revenue targets and we're growing the business and how do all the pieces come together?

So, on Monday we have our weekly revenue meeting where I have the, essentially the VPs of each function. We come in, we look at how is the business performing? How do our leading indicators look?

So all of the leads coming in, how are they converting in the funnel? How is our sales team doing? And how much of that is going to our sales team versus like self serve people just buying a product without needing to talk to sales, how are people like expanding accounts, expanding upgrades. We have these, higher tier plans.

There should be a very predictable. Amount of those accounts that are upgrading every single day. And is that on track at the same time? So that's there's this always on business that is just, a machine it's humming along. And then at the same time, that's it's the the business as [00:23:00] usual piece, but then there's also telling the story of our product, and our product velocity has been a big advantage for us. It's. Something that we always talk about, which is like, what are the big new features coming out? We have tiering. So we have tier zero features, which is like the biggest things we do. So in a few weeks, we'll announce that we're going into Brazil as a space, like a tier zero thing for us.

We have a couple other exciting ones. I can't talk about yet for later in the year, tier one might be something that's a really big feature when we launched. a courses feature as our workflows, which was a big feature that we launched in automation. And then we have smaller ones, tier two and tier three.

And so it's aligning, our product to the story we tell our customers and making sure, okay, are all those launches on track, checking with all the teams. And then, it's a lot of. Each week I have one on ones with all my direct reports, and so those, we really try not to skip those are at least a few hours.

And then, right now we're in the middle of this big this big brand campaign that we're doing. Our first ever big, [00:24:00] high budget commercial. And so we've been doing a lot of interviews to tell that story, which is how we got connected. And Actually this week I'm in a hotel room right now.

I just flew in cause I'm meeting with Sidney, Rudy and we're going to then map out the rest of the year for kind of our circle we call it Circle 3.0, the evolution of the product. And so it's a lot of context switching on a day to day. basis which is great.

Trudy Rankin: Variety is the spice of life. That's for sure.

Andrew Guttormsen: Yeah.

Trudy Rankin: So bringing it and I really enjoy hearing about the kinds of days that people have because you get a sense of kind of what you're having to deal with or what you're, what's enjoyable, what's, Oh my, that's interesting. In terms of a day to day thing, cause I'm just.

Just for you, just a lot of the people who do listen to this podcast are people who are still in corporate and they're looking to start their own business and they're going, what am I going to be up against? And it's good to be able to hear that. I want to come back again to just the community.

Cause you mentioned that Circle's got, I think you said 15, 000 people in [00:25:00] its community. That's a lot of people. And by definition. You there, there's a community and you will have shaped the community vibe that's there and I pop into the Circle community every now and again and just see what's there and have a look around and communicate back and forth.

How did you, it might not have been you specifically, but you would have had a hand in it. How did you and the team shape that, that vibe? How did you develop the community in a way that sort of. That what you needed, wanted, and what was going to be also useful for the community. It's a two way street.

You understand what I'm saying. How did you get it to the way it is at the moment and how it operates?

Andrew Guttormsen: So we've tried to be intentional about it. Of course, like communities develop their own, cultures and you have some control over that. Matilde has been the one who really stood up our community when she joined, which is, about three years ago now, and there's a few very tactical things we do. So, the first thing is we don't [00:26:00] have as much control with our community as other communities do when it comes to who we let in, because if you're a paying customer, you get access, right? It's not like a membership community where people come in, they apply, we vet them, we don't say no to anybody.

If you are a customer, you get access. And so then everybody's going to get it. And so at that point, then it's like, how do we set proper expectations, with onboarding? And. We have different things we do, like orientation sessions. We let members get to know each other. We have weekly office hours.

I think one of the things that really helps set the culture is, and by the way, also really helps keep helps people like have better intentions just generally is. Being present and talking with them and, having the, not just, anonymous folks, no real name commenting and all that, like everybody knows us, for better or for worse, like they know our faces.

They see us around. We show up to events, we have conversations. [00:27:00] And when you do that, it adds much more of a human element, which is what your circle community is all about. It's like, like everybody, there's people, we're all building people first businesses. I think that really helps shape the culture.

We do try and have. The community members themselves contribute a lot and kind of like build that in so that they're the ones teaching. It's not just us sharing our ideas all the time. It's them sharing their ideas. If somebody has a great, question, ideally there's five other people that have a great answer.

And it's not just our answers. And so we try and train people in the community to contribute. When, somebody goes against a certain value that we have. Let's say like Yeah, they're giving, critical feedback, but it's like critical feedback, and it's not really coming from a good place. We won't shame them in front of everybody.

Like, Matilda will send a nice note, or Pedro from our team, those are, they run our community, like, they'll just send a nice note in the DMs, and by the way, I can't tell you how many times somebody has Been frustrated. We've sent them a DM they've [00:28:00] immediately apologize. And then we, but we go and then we help source, solve their problem.

And then they turn into a fan for life. They become great members in the community. We have improved our product or something because of the feedback that they gave us. And so I think you can really shape the culture, but it requires you to be pretty ruthless day in, day out about being present, showing up.

Trudy Rankin: And that can be really intense, and quite hard to do sometimes. How do you, like, you've got two people that are helping to manage the community, how do, that's only two people for 15, 000 community members. Not everybody's gonna be on there at the same time, but. How do you manage that intensity in terms of in terms of the humanness for your team members, Matilda and Pedro, how do they get time to go on holiday?

Andrew Guttormsen: So, there's not just Matilda and Pedro, there, there are other people on the Circle team, like we try to be very involved in the community, right? So, with some good planning, they'll go on their normal vacations and all of that kind of [00:29:00] thing. But yeah, the thing that's great about a community is that You start to have members who are almost, they're like the special members or ambassadors.

They know what the values of the community are and they help reinforce. There was values and build people up in the community. And that's one of the big benefits is like, you can lean on others, not just the circle team, but like, there's a whole bunch of people in the circle community that somebody will ask for help on something or, Hey, where should I find this or whatever it is like, there'll be a bunch of other people typically that aren't even Circle team that go and help solve it for them. So that's nice. It takes a little bit of time to get there.

Trudy Rankin: Yeah, it's also part of the culture that you've built over time because it can take time to get there in terms of people realizing a that it's okay to do that and be there.

There's a certain way of doing it. That's better than another. So I think that's really important.

Just one quick question before we start to wrap up and that is for you personally, as you've been through your journey, both with Teachable [00:30:00] and with circle and obviously Teachable was a little bit different because you came in as an employee and you're there as part of the founding team that you're an employee.

But with Circle, you're one of the founders. And so it's a there's a little bit more responsibility there in terms of. Helping it to succeed or not succeed. What would be the one, it could be one or two key things that you personally have learned in your journey from Teachable to Circle that you didn't know as an employee that you now know as a founder that's helped, that you've had to learn or in order to grow into that role, if that makes any sense.

Andrew Guttormsen: Yeah. So, I think it's probably the biggest. It's the thing, it's what we touched on before around being willing to have harder conversations with the team and really focus on helping the team grow. So the the biggest learning for me is when I used to put off the hard conversation. It would result in like eight other harder conversations over the next three to six months.

And so now every time I don't want to [00:31:00] do that, I don't want to have that hard conversation. I'm just like, I don't want to have this hard conversation, but I also don't want to have those eight other hard conversations. And also it's my job. My, my job is literally. To, there's nobody else to do it when you're the founder, like you gotta do it.

So, I feel a big responsibility to do that. I've also seen what happens when you don't have the hard conversations and actually like the pain, it can put other people through the lack of organization. Oh, sorry about that. I dunno if we can hear this. No, you're good. The but I, like, I've seen like the pain and the problems it can cause when you're not willing to do that.

And so, that, that's the biggest thing is I was always thinking about like, all right, don't put it off, give the feedback now, have the conversation tomorrow, not next week. And my, my co founders have really helped me do that. And I think if I were doing this on my own, first of all, I'd never be able to do it on my own.

But always being able to go back to them and knowing like, all right, even if you have. Six folks who were you've had to have hard conversation with six folks this week. I still know [00:32:00] Rudy and Sid will be like, Oh, good job. And then those six folks will be happy soon enough. And they'll get it and they'll take it.

Trudy Rankin: I'd rather by far rather have somebody have a hard conversation with me rather than go, Oh, it's okay. It's okay. Okay. And then all of a sudden you get, a big punch in the face. I'd rather have somebody just tell me straight up.

Andrew Guttormsen: Absolutely.

Trudy Rankin: So, so that's interesting, but it does take time to develop the skills to have successful hard conversations, or hard conversations successfully.

Andrew Guttormsen: Right.

Trudy Rankin: Yeah, so, Andy, it's been really great having you on the podcast. If people were interested in either finding out more about Circle, or if they were interested in just reaching out to you and just chatting with you, where would they go?

Andrew Guttormsen: Yeah. So, come to circle.so anytime, if you're thinking about creating a community just do it, you go create a free trial, play around and see what it's like.

And that's what I would recommend. Of course, reach out anytime. My email is just andrew@circle.so

Trudy Rankin: Excellent. Thank you so much.

Andrew Guttormsen: Thank you. Really appreciate you having me on. It's [00:33:00] been a lot of fun to have the conversation.

Trudy Rankin: I've enjoyed it.