

AEDE-19

The Case for an Outside Board of Directors for Closely Held Farm and Agricultural Businesses

Table 1. The Founder's Dilemmas. Source: The Founder's Dilemmas: Anticipating and Avoiding the Pitfalls That Can Sink a Startup, Noam Wasserman, 2013.

If You Want to Get Rich	If You Want to Run a Company
You need broader skills, such as creating formal processes and developing specialized roles, to continue building your company than you did to start it.	Restrict yourself to businesses where you already have the skills and contacts you need.
Investors dole out money in stages. Generally, what this means is that each stage they add their own people to your board—gradually threatening your control.	Focus on a business in which large amounts of capital aren't required to get your venture launched and moving towards or maintaining success.
You need to recognize when the top job has stretched your capabilities—and maybe hire a new CEO yourself.	Consider waiting until later in your career before starting a new venture. This allows you to develop a broader skill set and to accumulate the financial resources needed to launch and maintain your business.
Work with your board to develop post-succession roles for yourself.	
Be open to pursuing ideas that require external financing.	