



CFO Spotlight: Keith Haas, CFO of Snagajob

April, 2016



1. How do you mentor people in your organization?

One of the best assets in any company is the talent/leaders that report to senior management. I find that many of these individuals have a desire to learn more about finance and/or how the business is performing. I enjoy spending time with these leaders and will schedule informal lunches or 1-1s to check in. Not only do these leaders appreciate the time with CFO, it helps me stay aware of the issues facing the company.

I believe the best way I can help these leaders grow professionally is to be a sounding board. Rather than provide a solution or tell them what I think he or she should do, I will listen to their challenges and ask questions. My goal is to help them identify other alternatives, develop a decision framework to guide the evaluation process, and consider consequences. I find they appreciate the time and recognition for the efforts.

2. Do you have a personal mantra, words of wisdom or favorite inspirational quote?

In a fast-paced technology environment, speed and execution are critical. I am a believer of the notion, “time is our enemy”. Years ago, a CEO introduced me to the principle – “do not let perfect be the enemy of the good!” This principle has taken hold outside of finance as technology groups embrace agile processes and prototyping.

While finance and accounting teams are wired for 100% accuracy, there are many projects or analyses where pursuit of perfection will only slow down the process. Where precision is not necessary, I often encourage my leaders and teams to consider this when facing a tight deadline or to support an urgent request.

3. What technology are you looking forward to using or implementing for your brand?

We are nearly complete with two key technology initiatives that will help us further scale our accounting operations. First, we are expanding the use of electronic





payments from our SMB customers both for direct sales and ecommerce customers. I am excited about the opportunity to streamline operations, accelerate cash, and improve reporting with these credit card and ACH initiatives. Second, we are upgrading our billing platform. This will give us more flexibility with our product offer, pricing, etc. allowing more rapid iteration and testing of customer offers.

4. What characteristics do you value most when hiring new finance talent for your team?

Over hire – I work for growth companies. The challenges we will face tomorrow will be bigger than they are today. The hiring process is an investment and companies usually have a bias to deprioritize the growth of their finance teams. I have found it pays off to over hire in key roles.

Commitment – Finance and accounting leadership roles are challenging and require commitment and perseverance. I value someone who is willing to embrace challenges and has a demonstrated the ability to work through adversity.

Diversity of experience - I value someone who has had a diverse business experience: company size, industry, exit outcome. I find that diversity brings a great foundation to decision making.

5. What was your first (or favorite) job you've had?

Snagajob is the leading market place for hourly work/ers. In my first hourly job, I was a laborer for a home construction company. This was a great full-time summer job for a high school student as it was physically demanding and taught me how to work and get along with a diverse group.

