BUILDING A STARTUP
STEP #1
HIRE TRENDY ROCK STARS
STEP #2
BE SUPER TRANSPARENT
STEP #3

WRITE TECH POSTS
STEP #4
SPEAK AT CONFERENCES
STEP #5
ROLL AROUND IN MONEY
STEP #6

HIRE LOTS

OF PEOPLE
STEP #7

NEVER SPEAK AGAIN
STEP #8

IGNORE THE COMMUNITY
STEP #9
CASH OUT
STEP #10
START ANOTHER COMPANY
THIS IS STUPID
MILLIONS OF TALKS ABOUT 1-PERSON COMPANIES
THOUSANDS OF TALKS ABOUT 10-PERSON COMPANIES
HUNDREDS OF TALKS
ABOUT 100-PERSON
COMPANIES
HARDLY ANY TALKS ABOUT 1000-PERSON COMPANIES
GITHUB AIN’T NO SECRETIVE JERK COMPANY
GITHUBBER FOR ALMOST FOUR YEARS
I’VE TALKED GITHUB FOR TWO YEARS
how uses to build github zach holman
Scaling GitHub
HOW TO BUILD A GITHUB
TALKS CIRCA 30-75 EMPLOYEES
WE’RE NOW 217
DUNBAR’S NUMBER
DUNBAR’S NUMBER
AN IMAGINARY EMPLOYEE NUMBER
THAT HACKER NEWS FETISHIZES
WILL KILL YOUR COMPANY
Dunbar’s Number: Proposed Maximum Limit of Relationships a Human Can Meaningfully Maintain.
DUNBAR’S NUMBER
150-ISH
150 CHANGES THINGS
HOW GITHUB WORKS
THE PARTS THAT CHANGED ARE FASCINATING
THE PARTS THAT CHANGED ARE FASCINATING
TWO-MINUTE RECAP
GITHUB IS 60% REMOTE
GITHUB IS ASYNCHRONOUS
GITHUB HAS NO MANAGERS
DEPLOYS
Limit your deployments

to staff-only
to beta users only
to one server only
to one app process on one server only
DEPLOYMENTS GOT SIMPLER
RARELY DEPLOY TO INDIVIDUAL SERVERS OR SUBSETS
PRODUCTION OR A STAFF SERVER IN PRODUCTION
STAGING ENVIRONMENTS ARE THE FIRST TO DECAY
FEWER DEPLOYMENT TARGETS LEAD TO SIMPLER DEPLOY LINES
HUBOT WHERE CAN I DEPLOY
HUBOT WHERE CAN I DEPLOY

PRODUCTION: UNLOCKED

STAFF1: LOCKED BY MDO 42 MINUTES AGO

STAFF2: UNLOCKED

STAFF3: UNLOCKED

STAFF4: LOCKED BY MUAN 5 MINUTES AGO
STAFF-ONLY FEATURE FLAGS
LIMITS EXPOSURE • REAL-WORLD • AVOIDS Merges
DEPLOYMENTS GOT WAYYYYYY MORE STAFF-SHIPPED
Most features are staff-shipped for weeks or months.
WE MOSTLY STOPPED USING EXTERNAL BETA TESTERS
MORE TEAM-SHIPPING VS. STAFF-SHIPPING
MORE TEAM-SHIPPING VS. STAFF-SHIPPING

(2FA SHIPS TO @GITHUB/2FA FIRST, ETC.)
Reduce institutional knowledge.

{ wikis
  issues
  chat logs
  pull requests
Your new hire is stoked to dive in, start reading, and start contributing

...so don’t get in their way.
GET IN THEIR WAY MORE
KEEP INFORMATION ACCESSIBLE BUT INDOCTRINATE LONGER
HARDER TO ACCLIMATE TO LARGER COMPANIES
YOU STILL HAVE A BUDDY YOUR FIRST WEEK
WE’RE EXPLORING
LONGER BUDDY
RELATIONSHIPS
TRUST
YOUR EMPLOYEES
THIS LET PEOPLE FOCUS ON WORK
THE DRAWBACK?

REDUCED FEEDBACK.
IMPOSTOR SYNDROME
EVEN HARDER FOR REMOTE WORKERS
LONGER BUDDYING,
MORE HANGOUTS,
MORE MEATSPACE VISITS
ZERO EMPLOYEES HAVE QUIT

5 YEARS

108 EMPLOYEES
MADE IT TO 199
PEOPLE LEAVE, BUT MINIMIZING IS STILL SUPER IMPORTANT
github

- Product Company
- Dogfood
- Full Ownership
- Profitable
Coding Start-Up GitHub Gets $100-Million Boost

By PUI-WING TAM

Updated July 9, 2012 5:16 p.m. ET

Little-known social coding start-up GitHub Inc. has raised $100 million in its first round of funding, in a sign of how big investment bets are continuing in Silicon Valley.

The round also marks the biggest check written to date by venture-capital firm Andreessen Horowitz, which is leading GitHub's financing and putting in more than 99% of the money. The funding values four-year-old GitHub at $750 million, said a person briefed about.
FUNDING SOMEHOW
LENDS LEGITIMACY
SUDDENLY BIG MEDIA COVERED US
SUDDENLY TECRCRUNCH HAD A GITHUB WRITER
SUDDENLY IT WAS EASIER TO LEASE OFFICE SPACE
THE TECH INDUSTRY IS CRAZY
BOOTSTRAPPING WAS THE KEY FOUNDATION
ORGANIZATION
TEAMS BECAME MORE IMPORTANT
EVERYONE HAS OPINIONS
DRIVE-BY OPINIONS ARE LESS VALUABLE
TEAM MENTIONS ARE GREAT FILTERS
@GITHUB/DESIGN
@GITHUB/OPS
@GITHUB/TECHNO
PEOPLE LEAVE TEAMS IF THEY AREN'T ACTIVE
SAME RATIONALE TO TEAM-SHIP VS. STAFF-SHIP
PROTECTS AGAINST NEGATIVE FEEDBACK
30+ ROOMS:

THE DANGER ROOM
THE SERIOUS ROOM
THE ENTERPRISE ROOM
THE DESIGN ROOM
THE SUPPORT ROOM
THE INTERNAL ROOM
THE NATIVE ROOM
THE (REDACTED) ROOM
THE MOBILE ROOM
THE OPS ROOM
THE NOTICES ROOM
(REDACTED) ROOM
Now have 153 chat rooms
ROOMS ARE CHEAP
MORE ROOMS,
HIGHER SIGNAL TO NOISE
(I IDLE IN 5)
EVERYONE is A MANAGER
STILL NO MANAGERS,
STILL EVERYONE A MANAGER
SOME TEAMS HAVE A PRP
(PRIMARILY RESPONSIBLE PERSON)
PROVIDES VISION WHILE STILL FOCUSED ON CODE
PREFERENCE TOWARDS SMALLER TEAMS
1-2 DEVELOPERS
1-2 DESIGNERS
LIMIT REQUIRED IN-PERSON
CONTACT

RECORDED TALKS

FACETIME

BEER:30

CHAT
MORE RESOURCES FOR REMOTE EXPERIENCES
Dinky Little Arduino Motion-Tracking Kinect Video Capture

Three-Person Team Dedicated to Streaming and Serving Video Content
REMOTE WORK
REQUIRES
MORE WORK
FORMAL EVENTS ARE EASY
INFORMAL CONVERSATIONS ARE HARD
EXPERIMENTING WITH MORE INFORMAL APPROACHES
ROBOT IPADS, FACELETTE, PERSISTENT 2-WAY STREAMS
“BUILD WEBSITES LIKE IT’S 2005”
OUR TECH STACK SHRINKS AS WE AGE
FEWER TRENDY LANGUAGES AND DATABASES
YOUR PRODUCT SHOULD BE CUTTING EDGE, NOT YOUR TECH
STABILITY IS SEXY
RESIST DOING
SHIT JUST
TO DO SHIT
WE’VE DONE A GOOD JOB AT REMAINING SKEPTICAL
“WE’RE BIG NOW SO I GUESS WE SHOULD ADD TEAMS”
TEAMS TOOK ALMOST A YEAR TO FINALLY WORK
THAT’S COOL
YOUR COMPANY SHOULD CHANGE, DAMMIT
YOUR VALUES SHOULDN'T
THINK ON WHAT NEEDS TO CHANGE