How to Run a Startup like Genghis Khan

Presentation by Kevin Hale
Kevin Hale
@ilikevests
Genghis Khan
L'ORPHELIN DE LA CHINE.

GENIE-BAS.

Vous avez un amant, vous n'avez plus qu'un maître.

mon LE ROI.
Big Things with Small Teams
Word of Mouth Marketing
Technology Mashups
Mongols, Huns, Scythians, Bulgars, Magyars, Mamluks, Tatars, Manchus, Barbarians, Pirates
1. Work like a nomad.
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Interview: Steve Wozniak, Co-Founder, Apple Computer

If any one person can be said to have set off the personal computer revolution, it might be Steve Wozniak. He designed the machine that crystallized what a desktop computer was: the Apple II.

Wozniak and Steve Jobs founded Apple Computer in 1976. Between Wozniak's technical ability and Jobs's mesmerizing energy, they were a powerful team. Woz first showed off his home-built computer, the Apple I, at Silicon Valley's Homebrew Computer Club in 1976. After Jobs landed a contract with the Byte Shop, a local computer store, for 100 pre-assembled machines, Apple was launched on a rapid ascent.

Woz soon followed with the machine that made the company, the Apple II. He single-handedly designed all its hardware and software—an extraordinary feat even for the time. And what's more, he did it all while working at his day job at Hewlett-Packard. The Apple II was presented to the public at the first West Coast Computer Faire in 1977.

Apple Computer went public in 1980 in the largest IPO since Ford in 1956, creating more instant millionaires than any other company up to that point.

The Apple II was the machine that brought computers onto the desks of ordinary people. The reason it did was that it was so miraculously well-designed. But when you meet Woz in person, you realize another equally miraculous aspect of his character. A programmer might describe it by saying he's good in hardware.
Inspire the world with just 10K.

What could you create for the Web if you had only 10 kilobytes of code?

It’s time to exercise your minimalist creativity and get back to basics - back to optimizing every little byte like your life depended on it. The MIX 10K Challenge is back – and this time we’ve expanded the list of technologies.

Learn More

RECENT ENTRIES

MIX 10K winners will be showcased at the MIX10 conference and the grand prize winner will receive a free trip to MIX10.
No Talk, All Action. Launch a Startup in 54 hours.

Startup Weekend is a global network of passionate leaders and entrepreneurs on a mission to inspire, educate, and empower individuals, teams and communities. Come share ideas, form teams, and launch startups. Learn More

Nantes, France
September 30 - October 2
In 2005, Y Combinator developed a new model of startup funding. Twice a year we invest a small amount of money ($14-20k + an $80k note) in a large number of startups (most recently 52). The startups move to Silicon Valley for 3 months, during which we work intensively with them to get the company into the best possible shape and refine their pitch to investors. Each cycle culminates in Demo Day, when the startups present to a large audience of investors. But YC doesn’t end on Demo Day. We and the YC alumni
$14K-$20K Seed Funding
2%-10% Common Stock
No room or board
No office space
Weekly dinner
Schedule speakers
Room full of investors
617 Total Startups
511 Startups Raised $1.7B
287 valued at $11.7B
The Introduction

Wufoo is a web application that helps anybody build amazing online forms. When you design a form with Wufoo, it automatically builds the database, backend and scripts needed to make
## Workshop Registration

Register now while seats are available!

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**Lunch**

- [ ] Save Form
- [ ] Add Field
User Management
Uneasy lies the head that wears a crown.

Your Users
- Kevin
  Account Creator
- Ryan
  Admin
- Chris
- Elaine
- Tim
- Alex

This User Can Do the Following:
Create new forms, reports and themes.

This User Can Access:
Forms
Reports
Themes

Name
Kevin

Email Address
kevin@wufou.com

Company
Infinity Box Inc.

Time Zone
(-5:00) Eastern

This user has access to all forms.

You have 2 users left. (Upgrade)
Education  
Research  
Real Estate  
Healthcare  
Marketing  
Sales  
Banking  
Students  
Designers  
Engineers  
Startups  
Non-Profits  
Small Businesses  
IT
THE WUFOO + SURVEYMONEY

FAQ

WUFOO HAS BEEN ACQUIRED BY SURVEYMONEY! WE THINK IT’S GOING TO BE AWESOME AND WE WANT TO MAKE SURE YOU UNDERSTAND WHAT’S GOING ON AND WHAT IT MEANS FOR YOU.

WHAT IS GOING ON?

Our company, Infinity Box, signed a definitive agreement to be acquired by SurveyMonkey. Wufoo’s form builder will join their family of products and our company will become a wholly owned subsidiary of SurveyMonkey.
SurveyMonkey acquired Infinity Box for $35.0M
Infinity Box raised 118.0K Profit: 29551%
Average Startup
$25.3 M

Wufoo
$118K

676%
29,561%
Resources vs Resourcefulness
Less Money
Less Employees
Less Office
Less Hardware
Less Features
Less Energy
Less Code
2. Put your archers on horses.
Archers
Calvary
The Voltron Inefficiency
How to identify recalled Deluxe Voltron Lion

SILVER STICK ON LABEL
SAY:
GOLION D
© Y8K, TOEI
MADE IN TAIWAN

FRONT VIEW

EMBOSSING ON UNDERSIDE OF JAW OF LIONS FORMING ARMS AND LEGS, AND UNDER TAIL OF LION FORMING TORSO.

EMBOSSING ON GIANT BLACK LION TORSO

EMBOSSING ON GREEN LION LEFT ARM

EMBOSSING ON YELLOW LION LEFT LEG

ASSEMBLED DELUXE VOLTRON LIONS
bow without string

bow ready to shoot
Software engineers and designers are often divorced from the consequences of their actions.
Before Launch

100%
Creation
After Launch

Creation

Customer Support

Fix Crap

Business Crap

Hiring Crap

Crap
Software Development

- Responsibility
- Accountability
- Humility
Support Driven Development
You make everyone do customer support.
Creators = Supporters
Support Responsible Developers and Designers
Give the Best Support
KAYAK®
+500,000 users
~5 million people
~400 issues
+800 emails
7-12 minutes
Support Responsible Developers and Designers
Create Better Software
Fast Path to a Great UX - Increased Exposure Hours
BY JARED M. SPOOL
Originally published: Mar 30, 2011

As we've been researching what design teams need to do to create great user experiences, we've stumbled across an interesting finding. It's the closest thing we've found to a silver bullet when it comes to reliably improving the designs teams produce. This solution is so simple that we didn't believe it at first. After all, if it was this easy, why isn't everyone already doing it?

To make sure, we've spent the last few years working directly with teams, showing them what we found and helping them do it themselves. By golly, it actually worked. We were stunned.

The solution? Exposure hours. The number of hours each team member is exposed directly to real users interacting with the team's designs or the team's competitor's designs. There is a direct correlation between this exposure and the improvements we see in the designs that team produces.

It Makes Perfect Sense: Watch Your Users
For more than 20 years, we've known that teams spending time watching users, can see improvements. Yet we still see many teams with regular user research programs that produce complicated, unusable products. We couldn't understand why, until now.

Each team member has to be exposed directly to the users themselves. Teams that have dedicated user research professionals, who watch the users, then in turn, report the results through documents or videos, don't deliver the same benefits. It's from the direct exposure to the users that we see the improvements in the design.

Over the years, there has been plenty of debate over how many participants are enough for a study. It turn out we were looking in the wrong direction. When you focus on the hours of exposure, the number of participants disappears as an important discussion. We found 2 hours of direct exposure with one participant could be as valuable (if not more valuable) than eight participants at 15-minutes each. The two hours with that one participant, seeing the detailed subtleties and nuances of their interactions with the design, can drive a tremendous amount of actionable value to the team, when done well.
Direct Exposure
Minimum Every Six Weeks
At Least Two Hours
What is Wufoo?

Wufoo is an internet application that helps anybody build amazing online forms. When you design a form with Wufoo, it automatically builds the database, backend and scripts needed to make collecting and understanding your data easy, fast and fun. Because we host everything, all you need is a browser, an internet connection and a few minutes to build a form and start using it right away.

What can I build with this?

Basically, the possibilities are endless. Here's a short list of examples to give you an idea of Wufoo's versatility:

1. Feedback forms
2. Sign-up forms
3. Surveys
4. Professional forms
5. Registration forms
6. va...
An encrypted field is stored with additional security on our servers. You may have up to 5 encrypted fields. These fields are also NOT sent in email notifications. Ideal for collecting sensitive data.
Don't worry. We're here to help.

Try searching our Docs on the left, perusing our Knowledge Base, or asking some friends in the The Forums. If you can't find what you're looking for, submit a Support Request.

General Questions
1. What is Wufoo?
2. How secure is Wufoo?
3. Who are the people behind Wufoo?
4. Is Wufoo right for me?

Billing & Accounts
1. How do I cancel my account?
2. What if I exceed my entry limit?
3. What types of payment do you accept?
4. How do I view my invoices?
5. Can I change my account name/subdomain?

Forms & Email
1. How do I integrate my Wufoo form into my website?
2. How do I have an email sent to me each time a form is completed?
3. Why am I not receiving any email notifications?
4. Why can't I see the submit button?
5. How do I duplicate a form?

Data & Reports
1. How do I view and access my entries?
2. Can I print a report/graph?
3. How can I view my files?
4. Why is all of the data being exported even if it is not visible in the report?
5. How do I export my data?
6. How do I delete my entries?
Getting Started with Wufoo

On this Page
1. Creating a Form
2. Viewing and Managing Your Form
3. Viewing and Editing Entries
4. Email Notifications
5. Website Integration
6. Creating Themes

Wufoo HD Video Tour
1. Watch Part I in HD
2. Watch Part II in HD
3. Watch Part III in HD
4. Watch Part IV in HD
5. Watch Part V in HD
6. Watch Part VI in HD

Part I: Creating a Form
Hi, my name is Kevin Hale and I am one of the creators of Wufoo. In the following guide, I'm going to take you on a tour of our key features so that you can get up and running quickly with Wufoo to collect information on the internet.
From late 2006 to early 2009, I was privileged to hold a variety of management positions in Facebook Engineering, ranging from manager of various teams to director of engineering. During that time, the engineering department grew from about 30 to around 200 engineers. It was an era that roughly spanned the launch of News Feed, Facebook Platform (the first F8 conference), the launch of our self-serve advertising system (now a major contributor to our positive cash-flow), internationalization of the site, and Facebook Connect. We went from being a niche college social network with less than 10M users in 2006 to a global phenomenon with over 250M users by early 2009. It was a period of time during which the company grew from being a small startup (under 100 employees) to a medium-sized company (800+ employees).

Coming to Facebook, it was clear that the company was likely to expand rapidly, and a great hope of mine was to play a part in influencing key developmental decisions during this critical period so that far into the future, Facebook and its engineering department would be a vibrant and enduring institution. From my time at other technology companies which had gone through this period of hyper-growth, I had formed ideas about key cultural and organizational factors that I felt contributed to creating a strong engineering environment, one that the best people would want to work in and which maximize innovation and rapid execution.

Today I have returned to being a hands-on engineer, and the other day when I reflected upon how I found it quite pleasant that I was now getting to enjoy working in such a productive engineering environment, the person I was with asked me, "Well, what ARE the Yishan tenets of growing a great engineering organization?" I had never quite thought about my ideas in such a doctrinaire way (and indeed it is dangerous to do so, lest they become unnecessarily enshrined), but I'll indulge anyway and see if I can marshal them into a numbered list, so here they are:

1. Hiring is number one
2. Let process be implemented by those who practice it
3. Promotion from within
4. Tools are top priority
5. Technical Leaders

Note: these do not include various “obvious” Silicon Valley ideas about how to create a good technology startup like “hire the best people” or “have an environment that ensures open communication.” There is a list of about a dozen of these that everyone knows; my list is a set of more (I consider) non-obvious things, things that rapidly growing technology organizations don’t find it obvious to do easily. I believe that organizations which successfully integrate these ideas into their culture and habits end up becoming stronger, enduring, and self-renewing, while those which don’t eventually weaken and spiral off into mediocrity.

Over the next five days, I’ll write a post about each one of these, elaborating what I mean by them and why I think each is important. To those who’ve worked with me over the last few years, now you get to see my playbook and why I did the things I did. I hope people find this useful and fun!
From late 2006 to early 2009, I was privileged to hold a variety of management positions in Facebook Engineering, ranging from manager of various teams to director of engineering. During that time, the engineering department grew from about 30 to around 200 engineers. It was an era that roughly spanned the launch of News Feed, Facebook Platform (the first F8 conference), the launch of our self-serve advertising system (now a major contributor to our positive cash-flow), internationalization of the site, and Facebook Connect. We went from being a niche college social network with less than 10M users in 2006 to a global phenomenon with over 250M users by early 2009. It was a period of time during which the company grew from being a small startup (under 100 employees) to a medium-sized company (800+ employees).

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Wufoo Support Request [#4860] - Hi, I did try to build a page with just the Standard Form - I ran into an issue when trying to select and drag the fields.

Wufoo Support Request [#4931] - Tell us what happened: * I would like to submit a new ticket from a different computer.


Wufoo Support Request [#4927] - Thanks so much. I thought it was something on my end.

Wufoo Support Request [#4436] - Hello, She doesn't believe so, she uninstalled the new version.

Wufoo Support Request [#4885] - Chris I tried another web browser and it worked.


Feedback! [#10897] - Wow, thanks for the very fast response! I'll get this.


Feedback! [#10903] - Hi Kathi, Attached is your W-9 and an invoice. The.

Wufoo Support Request [#4745] - Thanks for responding so quickly. I up.

Wufoo Support Request [#4728] - Thank for the fix. I'll have my client.
Gmail
GreaseMonkey
Plugin
What happens when you make everyone responsible for giving remarkable support every single week?
3. Build an audience first.
Defeating the will of the enemy was top priority.
Invite a friend to Gmail!

You have 48 invitations left

We hope you've liked using Gmail. We've definitely been working hard to make it better. Meanwhile, the Gmail family has been growing largely through invitations—sent by users who want to share Gmail with the people they care about. We hope you'll want to as well. Just fill in this form below and we'll send your friends and family invitations to open their own shiny Gmail accounts.

Send Invite to:

First Name: John
Last Name: Doe
Email: johndoe@somewhere.com

Add a note to the invitation (optional):
I've been using Gmail and thought you might like to try it out. Here's an invitation to create an account.

preview invite text

Send Invite
Facebook is not worth $33,000,000,000

David Sep 23

Facebook is an amazing success as a social network. Anyone who can get 500 million people to connect, share photos, and click on little cows in Farmville deserves major kudos.

But the bullshit monopoly-money valuation merry-go-round has to stop. It’s getting beyond ridiculous and when even serious publications like Forbes jump on for a ride. It’s time to take deep breath and take a look at reality.

Minority investment valuations aren’t real

Facebook is now supposedly worth $33,000,000,000, but that number is entirely based on what star-struck minority investors have paid for a tiny slice of the company.

The company has supposedly taken just under a billion dollars in venture capital and small secondary-market sales of stock. So the actual money that has changed hands is just 3% of the total valuation of the company.

In other words, the valuation is resting on the flawed assumption that Facebook could actually ever go public and that people would buy it at what they wanted to. There’s just no way they could, they’d IPO tomorrow.

So the Facebook valuation based on minority investments is in my mind a complete joke in the sense that there was $33,000,000,000 dollars on the table. Irrational investor exuberance indeed.

You’re only worth something if you can make money to keep

If you boil it down to what valuations really should be about, discounted future cash flow, it gets completely bizarro-world funny. The rumor is that Facebook has been trying to get a deal where they would make $300 million in cash flow a year.

Minority investors are fools who want to get rich quick and don’t care if the company is a success or not. They think they can make money on this deal, but it’s a fools’ errand.

Facebook is a great company, but it’s not worth $33 billion. The valuation is a joke and it’s time to stop the nonsense.
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* denotes when site was updated.
**Signal vs. Noise**

**Strongest Signal**
Conan O'Brien Commencement Speech

**Noise**
More for Less

**What is Signal vs. Noise?**

**Tuesday, August 15**
posted by JF 7:07:12 PM

**Retailer Living.com to shut down, lay off staff, liquidate its assets**

Living.com said Tuesday it is shutting down, blaming an inability to raise new cash to fund its operations.

I'm so sick of hearing this "blaming an inability to raise new cash to fund its operations" crap. The inability to raise funds is the result of the inability to deliver a good experience and a compelling product and service offering. If you can't create value for your customers you're toast. That's why Living.com is Dead.com.

And, since I'm all riled up right now, you know what else kills companies? Bad management decisions. Seven months ago Living.com paid $145,000,000 (yes, MILLION) to be a featured Amazon.com partner. Come on now. Think about how much longer they could have survived with an extra $145M. But instead there a lot of people out of work. And, speaking of people being out of work, why did Living.com need 275 employees? 275? And, then the CEO goes off and says "The decision to close our store was an extremely difficult one." No it wasn't — it was the only one.

posted by FK 6:07:11 AM

That's really ridiculous is that they can't staff the rescue effort in both the US and UK, even though both countries possess much more sophisticated recovery equipment.

The excuse was that "coordinating the rescue with other countries would take too much time and we cannot afford to waste it", but that's a bunch of crap. The NATO countries have extensive experience in training for multi-nation submarine rescue efforts. All the Russian Navy is doing now is wasting time by not bringing in the
Basecamp Launches
05 Feb 2004 by Jason Fried

Basecamp has launched! Check out the site for a tour of the app with screenshots, example uses, and training info (including free Chicago workshops). And it’s free for 1 project plus a 30 day free trial for paying plans.

Thanks for all your wonderful and useful feedback over the past few weeks on the feature previews. We’ve made some changes based on your comments, and plan on tweaking current functionality and adding lots of new features based on customer feedback. We have a lot planned (1.1, 1.2, and 1.3 are already in the works), but our ears are open. Wide open.

A few quick and random thoughts:

Basecamp strives to provide the tools for a more human form of project management. With Basecamp it’s not about tons of stats, charts, numbers, and graphs — it’s about two-way communication, conversation, simple scheduling, and to-do lists so you don’t forget the little things (and projects are often comprised of thousands of these little things).

Basecamp is the perfect project management tool for freelancers or small shops.
recent FEATURES

USING FLASH AS AN ANIMATION UNDERLAYER
By Kevin Hale · Jan 9, 2006
While the complexity of the JavaScript files needed to create visual effects consistently across browsers grows ridiculously, we’re finding ourselves yearning for compromise. Kevin goes over a novel approach using Flash and JavaScript to handle a web app’s animation needs.

A GUIDE TO STARTING YOUR BUSINESS
By Chris Campbell · Dec 12, 2005
The Particletree Team is about to incorporate its second business and have come to the conclusion that while everyone seems to be pretty good at giving sage advice about running a business, most fail to get to the specifics on starting one.

recent NOTEBOOK

Prototype And The This Keyword
By Ryan Campbell · Jan 16, 2006 · Comments (2)
My personal love for Prototype.js is evident, and that love has grown further as I have become familiar with object oriented
If you can submit it, we can build it.

Wufoo is a web-based tool to help you build and host amazing online forms. In only a few short minutes, you can create a mailing list, a marketing survey or even a complete customer management system.

Currently, Wufoo is still in development but if you want to get involved, try out our interface demo and tell us what you think. If you just want to know more about Wufoo, sign up for our mailing list and we’ll keep you informed as additional information becomes available.

Requires : 🎨 📝 Supports : 🌐 🌌 🌈

*Okay, not really with IE6, but we’re working on it.
Wufoo Rest API V3

On this Page

1. Introduction
2. Finding Your Key
3. Wufoo REST Structure
4. URL Prefix
5. The Extension
6. Convenience Parameters
7. Authentication
8. Hashed URL Vs Friendly URL

FAQs

1. Are there any API restrictions?
2. Can sub-users use the API?
3. Where are the old APIs?

Other APIs

1. API Introduction
2. Forms GET
3. Fields GET
4. Entries GET / POST
5. Users GET
6. Reports GET
7. Widgets GET
8. Comments GET
9. Web Hooks PUT / DELETE
10. Login POST
11. Examples
12. The Wufoo REST Principles

API Wrappers

1. Learn about and get API Wrappers

Introduction

The Wufoo API is designed to unlock the potential of the data stored inside your Wufoo account. We provide all the tools required to build applications, advanced reports and visualizations not currently offered by the default Wufoo UI.

What's even better is that you don't need any programming experience to at least view the data, because if
Win a friggin’ Battle Axe

Just look at the rays of power that emanate from it.

Wufoo API Contest

1. Build something awesome with the API
2. Submit it by August 31
3. Win you some prizes!

Ideas

- Plugins for popular CMS’s
- Stand-alone application
- Mobile Entry Manager
- Create PDFs from entry data or forms
- Calendar view of
iPhone App
Android App
Wordpress Plugin
4. Use marriages strategically.
We were fanatical about creating meaningful relationships with our users.
New Users :: Dating
Existing Users :: Marriage
15 Minutes = 85%
1 Hour = 94%
Everyone fights.
Website Visitors: 100%
Signup to Trial: 10%
Login to Account: 7%
Active Users: 5%
Paying Users: 1%
Staying Users: 0.3%
Wufoo Support Request

Unfortunately, we can't always get it right. If something doesn't seem to be working right for you in Wufoo or you can't find an answer, let us know and we'll do everything we can to help you out.

Tell us what happened:

You made me smile.

Please be as specific as possible. If it's a bug, tell us the steps we need to take to recreate the issue, what you expected to happen and what actually happened.

Where did you encounter the problem?

http://wwwfoo.com

Include a link to the page where your issue occurred.

Operating System

Windows XP

Your Email Address

kevin@wufoo.com

So we can get back in touch with you.

Browser

Internet Explorer 6

Upload a Screenshot

Choose File

advancedCSS.png

This is optional, but helps us out a lot.

Submit
Your steps we need to take in what actually happened.

Your Email Address *

So we can get back in touch with you.

Browser

Emotional State

- Excited
- Confused
- Worried
- Upset
- Panicked
- Angry
Emotional State 75.8%

Browser Type 78.1%
RELATIONSHIPS
ATROPHY
Hey Likert. Welcome to the Party!

By Kevin Hale - November 18th, 2008

After weeks of planning, preparation and quite a bit of backend architecture adjustment magic, the Wufoo Team is proud to announce the addition of a new field now available to all users across all plans: The Likert Field.

I know we’ve announced a lot of new stuff today, but we’re probably the most excited about this one. For those that don’t know about Likert items, Wikipedia describes the field as “a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research.” Since we strive to be the easiest way to collect information over the Internet, we thought it only appropriate to try and bring to our users the easiest way to create the most widely used scaling method for measuring bipolar responses from your users.
Good Morrow Friends!

With autumn going by quickly in our neck of the woods, Team Wufoo is here again for another show-and-tell of delightful new features for our favorite form builder. We’ve got some mighty sweet stuff in this update, so sit back, relax and soak up the goodness.

Hey, it’s Likert.
Welcome to the Party!

After weeks of planning, preparation and a bit of backend architecture magic, we are proud to announce the addition of a new field now available to all users across all plans: The Likert Field, the most widely used scale in survey research. Now you can easily create better surveys for measuring bipolar responses from your users.

[ Learn More about the New Likert Field ]

Multiple Choice Field Upgrades

Ryan’s been staying up late rewriting our favorite piece of code for the umpteenth time. The Form Builder got a complete rewrite of the underlying engine for speed and the following upgrades to the multiple choice field. In addition to porting over the Bulk Add interface from the Dropdown field over to the Multiple Choice field, we’ve also added an “Allow Other” option in the field settings so you can provide your users a way to enter their own custom answer to a question if none of the choices you provide them in the field fits their fancy.
## 25 Bogeys Detected

<table>
<thead>
<tr>
<th>ID</th>
<th>Audience</th>
<th>Title</th>
<th>Link</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>#92</td>
<td>All Users</td>
<td>Get Reliable Mobile and Desktop Alerts with...</td>
<td>notto-integration</td>
<td>Nov 2, 2010</td>
</tr>
<tr>
<td>#91</td>
<td>All Users</td>
<td>How to Create a Time-Based Wufoo Report</td>
<td>creating-time-based-reports</td>
<td>Nov 1, 2010</td>
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<tr>
<td>#90</td>
<td>All Users</td>
<td>Downtime for Quarterly Patching</td>
<td>quarterly-patching</td>
<td>Nov 1, 2010</td>
</tr>
<tr>
<td>#89</td>
<td>All Users</td>
<td>Create an Affiliate Program Signup Form with...</td>
<td>zlerral-integration</td>
<td>Oct 27, 2010</td>
</tr>
<tr>
<td>#88</td>
<td>All Users</td>
<td>How to Provide Driving Directions on Your Forms</td>
<td>provide-custom-driving-directions-in-confirmations</td>
<td>Oct 26, 2010</td>
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<tr>
<td>#87</td>
<td>All Users</td>
<td>Introducing the API Contest Submissions</td>
<td>the-api-contest-submissions</td>
<td>Sep 20, 2010</td>
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<tr>
<td>#86</td>
<td>All Users</td>
<td>New Typography Features!</td>
<td>use-over-150-fonts-on-your-forms-with-wufoos-ne...</td>
<td>Aug 30, 2010</td>
</tr>
<tr>
<td>#85</td>
<td>All Users</td>
<td>Now API Nodes, Security Changes and API Contest...</td>
<td>now-api-nodes-security-changes-and-api-contest-...</td>
<td>Aug 27, 2010</td>
</tr>
<tr>
<td>#84</td>
<td>All Users</td>
<td>How to Create a Tiered Gift System Using Wufoo</td>
<td>spice-up-your-wufoo-donation-forms-with-a-dynam...</td>
<td>Aug 27, 2010</td>
</tr>
</tbody>
</table>
Since You've Been Gone.

How to Arrange Form Fields to Sit Next to Each Other in Wufoo: We are also excited to announce that we've added a few new CSS keywords to allow you to arrange four and five fields to sit next to each other side by side. Learn More

How to Customize Checkbox and Radio Inputs with Custom CSS: Ever wish you could change the look of the checkbox and radio inputs on your Wufoo forms? Now you can with this easy to follow custom CSS tutorial! Learn More

Get Your Embed On With The Wufoo Form Embed Kit: The Wufoo Form Embed Kit is a tool that helps developers easily create integrations with your Wufoo forms. With just a few lines of JavaScript, your content manager or website builder can pop up a user-friendly box to easily embed forms into their app. Learn More

Überforms! How to Seamlessly Stitch Large Wufoo Forms Together: With a bit of work, you can use a combination of templating, URL modifications, form settings and custom themes to create forms that look to be bigger than 100 fields. Learn More

How to Use Custom CSS on Your Wufoo Forms: If you have some swagger and a little CSS knowledge under your belt, you can take your form’s looks to the next level using the Advanced settings for your custom CSS. Learn More
We made **everyone** say thank you.
Hi Ralph, my name is Ally. I heard that we are doing a contest for the best design for our new service. I wanted to share a photo of my design for WUFOO. I hope you like it.

Ralf Ingve Holden, Sildavene 40 E, Travelhjem 13418 Norway

Sincerely Yours,

Team
THANKS!
Hi Brian,

My name is Andrew, one of the developers for Wufoo. I just wanted to say thank you for using our services. You've been with us for some time now and we're honored and delighted to have earned such trust.

People like you help us achieve our dreams and we won't ever forget that. So thank you again on behalf of the entire Wufoo Team.
Hi Robbie,

My name is Alex one of the developers for Wufoo. I just wanted to say thank you for using our services. You've been with us for some time now and we're honored to have earned your trust. You help us achieve our dreams and we want to keep that. So thank you again on behalf of the Wufoo team.

Sincerely yours,

Alex
This photo was taken on June 30, 2008 using a Canon PowerShot SD200.

This photo belongs to
abrudtkuhl's photostream (2,402)

Tags
wufuo • customer • service • getnewbrowser

License
© All Rights Reserved

Privacy
This photo is visible to everyone
5. Build lots of bridges.
Where: Flint Center.
When: 19 October 2013, 10:00 am.

Are you a programmer, engineer, or designer who has thought about one day starting a startup? Have you already started it? Then you're invited to a free, one-day startup school this October 19. We'll have a range of experts...
STARTUP SCHOOL

2013 Speakers

Chase Adam  
Founder, Watsi

Nate Blecharczyk  
Founder, Airbnb

Ron Conway  
Partner, SV Angel

Chris Dixon  
Partner, Andreessen Horowitz; Founder, Hunch, SiteAdvisor

Jack Dorsey  
Founder, Square, Twitter

Diane Greene  
Founder, VMWare

Phil Libin  
Founder, Evernote, CoreStreet

Dan Siroker  
Founder, Optimizely

Balaji Srinivasan  
Founder, Counsyl; Lecturer, Stanford

Mark Zuckerberg  
Founder, Facebook
Series AA Equity Financing Documents

For years now, Y Combinator has open-sourced a set of Series AA Equity Financing Documents. These documents were originally created for YC-funded startups to use when raising equity rounds with angels, with the goal of these financings easier and more streamlined for both sides.

While these documents may not be suitable for all situations, the terms are intended to be fairly neutral. So while we would of course advise both parties using these documents to have their lawyers look at them, they provide a starting point that we hope can be used in many situations without too many modifications.

Needless to say, YC does not assume any responsibility for any consequence of using these documents.

- Series AA Board Consent
- Series AA Certificate of Incorporation
- Series AA Investors’ Rights Agreement
- Series AA Stock Purchase Agreement
- Series AA Stockholder Consent
HOW TO RAISE MONEY

**Want to start a startup? Get funded by Y Combinator.**

September 2013

Most startups that raise money do it more than once. A typical trajectory might be (1) to get started with a few tens of thousands from something like Y Combinator or individual angels, then (2) raise a few hundred thousand to a few million to build the company, and then (3) once the company is clearly succeeding, raise one or more later rounds to accelerate growth.

Reality can be messier: Some companies raise money twice in phase 2. Others skip phase 1 and go straight to phase 2. And at Y Combinator we get an increasing number of companies that have already raised amounts in the hundreds of thousands. But the three phase path is at least the one about which individual startups’ paths oscillate.

This essay focuses on phase 2 fundraising. That’s the type the startups we fund are doing on Demo Day, and this essay is the advice we give them.

**Forces**

Fundraising is hard in both senses: hard like lifting a heavy weight, and hard like solving a puzzle. It’s hard like lifting a weight because it’s intrinsically hard to convince people to part with large sums of money. That problem is irreducible; it should be hard. But much of the other kind of difficulty can be eliminated. Fundraising only seems a puzzle because it’s an alien world to most founders, and I hope to fix that by supplying a map through it.

To founders, the behavior of investors is often opaque—partly because their motivations are obscure, but partly because they deliberately mislead you. And the misleading ways of investors combine horribly with the wishful thinking of inexperienced founders. At YC we’re always warning founders about this danger, and
1. DoJ: If we can track one American, we can track all Americans (arstechnica.com)
   53 points by shawdumas 1 hour ago | 18 comments | flag | edit | kill | blast | nuke | delete | 34% | add to buffer

2. Linux only needs one 'killer' game to explode, says Battlefield director (polygon.com)
   26 points by w1ntermute 1 hour ago | 7 comments | flag | edit | kill | blast | nuke | delete | 14% | add to buffer

3. Healthcare.gov has disappeared from CMSGov’s GitHub account (github.com)
   29 points by jleehit1 2 hours ago | 6 comments | flag | edit | kill | blast | nuke | delete | 58% | add to buffer

4. I got hired at a Bangladesh sweatshop. Meet my 9-year-old boss [video] (thestar.com)
   137 points by birk 5 hours ago | 63 comments | flag | edit | kill | blast | nuke | delete | 37% | add to buffer

5. Facebook PHP Source Code from August 2007 (github.com)
   187 points by scapbl 8 hours ago | 98 comments | flag | edit | kill | blast | nuke | delete | 34% | add to buffer

6. WikiLeaks Releases Fifth Estate Challenger: Mediastan (wikileaks.org)
   55 points by r0h1n 4 hours ago | 17 comments | flag | edit | kill | blast | nuke | delete | 31% | add to buffer

7. Faking Bluetooth LE (dmitry.gr)
   57 points by tdrmd 4 hours ago | 3 comments | flag | edit | kill | blast | nuke | delete | 43% | add to buffer

   42 points by passeizes 4 hours ago | 11 comments | flag | edit | kill | blast | nuke | delete | 44% | add to buffer

9. Nordstrom Finds Cash Register Skimmers (krebsonsecurity.com)
   52 points by artas_bartas 5 hours ago | 32 comments | flag | edit | kill | blast | nuke | delete | 30% | add to buffer

10. Metasploit website hijacked via fax (grahamcluley.com)
    24 points by robk 3 hours ago | 8 comments | flag | edit | kill | blast | nuke | delete | 22% | add to buffer

11. Schwartz: A Python Shell for Quartz 2D (schwartzapp.com)
    10 points by rmcfrl 1 hour ago | 2 comments | flag | edit | kill | blast | nuke | delete | 30% | add to buffer

12. Video Of The Week: Paul Graham in 2005 (avc.com)
    14 points by _plus 2 hours ago | 1 comment | flag | edit | kill | blast | nuke | delete | 8% | add to buffer

13. The Performance of Open Source Applications (aosabook.org)
    29 points by oscargrouch 4 hours ago | 3 comments | flag | edit | kill | blast | nuke | delete | 36% | add to buffer

14. Linux 3.12 Brings Big AMD Radeon Improvements (phononix.com)
    49 points by Tsolkovsky 6 hours ago | 18 comments | flag | edit | kill | blast | nuke | delete | 17% | add to buffer
Genghis Khan and the Making of the Modern World

Warriors of the Steppe: A Military History of Central Asia, 500 B.C. to 1700 A.D.
1. Work like a nomad.
2. Put your archers on horses.
3. Build an audience first.
4. Use marriages strategically.
5. Build lots of bridges.
Thanks!
Kevin Hale
@ilikevests