REPLACING PEOPLE IS HARD
REPLACING PEOPLE IS HARD
2 WEEKS
2 MONTHS
3 MONTHS REPLACING PEOPLE IS HARD
2 WEEKS NOTICE
2 MONTHS INTERVIEWS
3 MONTHS RAMP-UP PERIOD
HALF A YEAR TO REPLACE PEOPLE
OUR INDUSTRY DOESN’T WORRY ABOUT THIS ENOUGH
TODAY: FOUR TRAITS OF GITHUB’S RETENTION
TODAY:
FOUR TRAITS OF GITHUB’S RETENTION
WORK IS CREATIVE
TODAY:
FOUR TRAITS OF GITHUB’S RETENTION
WORK IS CREATIVE YOUR
PRODUCT IS YOUR PRODUCT
TODAY:
FOUR TRAITS OF GITHUB’S RETENTION
WORK IS CREATIVE YOUR
PRODUCT IS YOUR PRODUCT
ATTACHMENT TO THE UNIQUE
TODAY:
FOUR TRAITS OF GITHUB’S RETENTION
WORK IS CREATIVE YOUR
PRODUCT IS YOUR PRODUCT
ATTACHMENT TO THE UNIQUE
REALLY GOOD HIRING
WORK IS CREATIVE
BURNOUT
LET PEOPLE FLOAT BETWEEN JOBS
LET PEOPLE FLOAT BETWEEN JOBS
I’m on job #5 at GitHub

Let people float between jobs
LET PEOPLE FLOAT BETWEEN JOBS

MOVES POSITION UNHAPPINESS OFF THE TABLE
LET PEOPLE FLOAT BETWEEN JOBS

SHORT-TERM:
SMALL HACKS, NEW PROJECTS, LEARNING
LONG-TERM: NEW FOCUS

LET PEOPLE FLOAT BETWEEN JOBS
REDUCE OVERHEAD FOR DOING ANYTHING
REDUCE OVERHEAD FOR DOING ANYTHING

NO ONE LIKES “THE MAN”
REDUCE OVERHEAD FOR DOING ANYTHING

CODE REVIEW: "THE MAN"
REDUCE OVERHEAD FOR DOING ANYTHING

DESIGN REVIEW: “THE MAN”
REDUCE OVERHEAD FOR DOING ANYTHING

MEETINGS: “THE MAN”
REDUCE OVERHEAD FOR DOING ANYTHING

DIRECTIVES FROM UP HIGH: “THE MAN”
REDUCE OVERHEAD FOR DOING ANYTHING

FRICITION IS FRUSTRATING
REDUCE OVERHEAD FOR DOING ANYTHING

AUTOMATE AWAY THE TEDIOUS
HIRE PEOPLE WHO FRUSTRATE EASILY
YOUR PRODUCT IS YOUR PRODUCT
ALWAYS
OWN
THE PRODUCT
ALWAYS OWN THE PRODUCT

GOOD PEOPLE LIKE FEELING IN CHARGE
ALWAYS OWN THE PRODUCT

BOOTSTRAPPING GOOD VC TERMS BEING PROFITABLE
ALWAYS OWN THE PRODUCT

NOT BEING FORCED TO MAKE POOR PRODUCT DECISIONS
“If”'s are lies

[Image: A stick figure pushing a cart filled with money, some of which is spilling out]

[Image:紫底白字： “If”'s are lies]
Most users are idiots.

“If”s are lies.
“IF”’S ARE LIES

“I’LL USE YOUR PRODUCT IF YOU ADD MY FEATURE”
"If"'s are lies. They won't.
IF’s ARE LIES

“OR THEY WILL ANYWAY.”
“IF”’s ARE LIES

THIS DILUTES THE PRODUCT
THIS MAKES PEOPLE LESS HAPPY ABOUT WORKING ON IT

“IF”S ARE LIES
DOG-FOODING
DOG-FOODING BUILDING STUFF YOU USE MEANS RECURSIVE HAPPINESS
DOG-FOODING EASIER TO RECRUIT
DOG-FOODING EASIER TO BUILD
GOOD PEOPLE
STICK AROUND FOR
INTERESTING REASONS
GOOD PEOPLE STICK AROUND FOR INTERESTING REASONS

HERE'S A FEW OF OURS
THE TRAVEL
THE CHAT
WHAT ARE YOUR INTERESTING REASONS?
HINT: IT'S NOT FREE COKES OR XBOX OR PING-PONG

WHAT ARE YOUR INTERESTING REASONS?
REALLY GOOD HIRING
Yeah, hire A-Players and all that junk.
YEAH, HIRE A-PLAYERS AND ALL THAT JUNK
THERE ARE A LOT OF A-PLAYERS THOUGH
HIRE OPEN SOURCE HACKERS
EASY TO SEE THEIR WORK OPEN SOURCE HACKERS HIRE
HIRE HACKERS
OPEN SOURCE
THEY SOLVE THEIR OWN PROBLEMS
HIRE SLOWLY
HIRE SLOWLY

GitHub was <10 for 2.5 years
HIRE SLOWLY QUICKLY HIRING GENERATES CONFUSION
KEEPING PEOPLE
KEEPING PEOPLE REALLY MATTERS
EVERYTHING FLOWS FROM PEOPLE REALLY MATTERS KEEPING PEOPLE
EVERYTHING FLOWS FROM PEOPLE REALLY MATTERS BUILD GOOD CULTURE KEEPING PEOPLE
THANKS