

HOW GIT HUB (NO LONGER) WORKS

WARNING
ALL UNAUTHORIZED VEHICLES
WILL BE TOWED BY
A SECURITY FIRM, INC.
771 342-9820

CRANG

BURD



NO STOPPING

EMERGENCY

SFPD

2 H PA
8 A.M. TO
MON
AREA A
PAR
90 D

A black and white photograph of a street scene. In the foreground, a dark-colored car is parked, with the word "EMERGENCY" visible on its side. Behind it, a fire truck is partially visible. In the background, there is a building with a set of stairs leading up to it. The scene is overlaid with large, bold, white text.

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

CASHOUT



STEP #10

START ANOTHER

COMPANY

THIS IS STUPID





EMERGENCY



2 H
PA
8 A.M. TO
MON



PAR
90 D



**MILLIONS OF TALKS
ABOUT 1-PERSON
COMPANIES**



**THOUSANDS OF TALKS
ABOUT 10-PERSON
COMPANIES**

A black and white photograph of a street scene. In the foreground, a dark-colored car is parked, with the word "EMERGENCY" visible on its side. In the background, there is a building with a set of stairs leading up to it. The text "HUNDREDS OF TALKS ABOUT 100-PERSON COMPANIES" is overlaid in large, white, bold, sans-serif capital letters across the center of the image.

**HUNDREDS OF TALKS
ABOUT 100-PERSON
COMPANIES**



**HARDLY ANY TALKS
ABOUT 1000-PERSON
COMPANIES**


**GITHUB AIN'T NO
SECRETIVE JERK
COMPANY**





ZACH HOLMAN





**GITHUBBER
FOR ALMOST
FOUR YEARS**



I'VE TALKED
GITHUB FOR
TWO YEARS



how
uses **github**
to build
zach holman





Scaling Startups

Scaling GitHub

SCALING
GITHUB

Scaling GitHub

Scaling GitHub

B-----D-----

Scaling GitHub

scalin' githubs

Scaling GitHub

Scaling GitHub

githubs and shit

Scaling GitHub

Scaling github

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Scaling GitHub



HOW
GITHUB
WORKS

H O W

— *to* —

BUILD

— *a* —

GITHUB





**TALKS CIRCA
30-75 EMPLOYEES**



**WE'RE
NOW 217**



A black and white photograph of a beach. The ocean waves are crashing onto the shore, creating white foam. The sand is dark and wet. In the foreground, a bottle is lying on the sand. The text "DUNBAR'S" is overlaid in large, white, bold, sans-serif capital letters across the top half of the image.

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 WORKED



A black and white photograph of a beach. The foreground shows dark sand with some debris. The middle ground features a large, smooth sand dune. In the background, waves are breaking on the shore under a cloudy sky. A large, semi-transparent circular overlay is positioned on the right side of the image, containing the text 'HOW GITHUB WORKS' in white, bold, sans-serif capital letters.

HOW GITHUB WORKS





**THE
PARTS THAT
CHANGED ARE
FASCINATING**



**THE
PARTS THAT
CHANGED ARE
FASCINATING**



TWO-MINUTE RECAP





GITHUB IS
600% REMOTE



GITHUB IS ASYNCHRONOUS



GITHUB HAS NO MANAGERS



DEPLOYS

A black and white photograph of a modern interior space, possibly a kitchen or office, with the word 'DEPLOYS' overlaid in large white letters. The background shows a long, narrow room with a dark wooden floor, white walls, and a white countertop. There are some chairs and a table in the distance, and a bottle on the counter in the foreground. The lighting is soft and even.

Limit your deployments

to staff-only

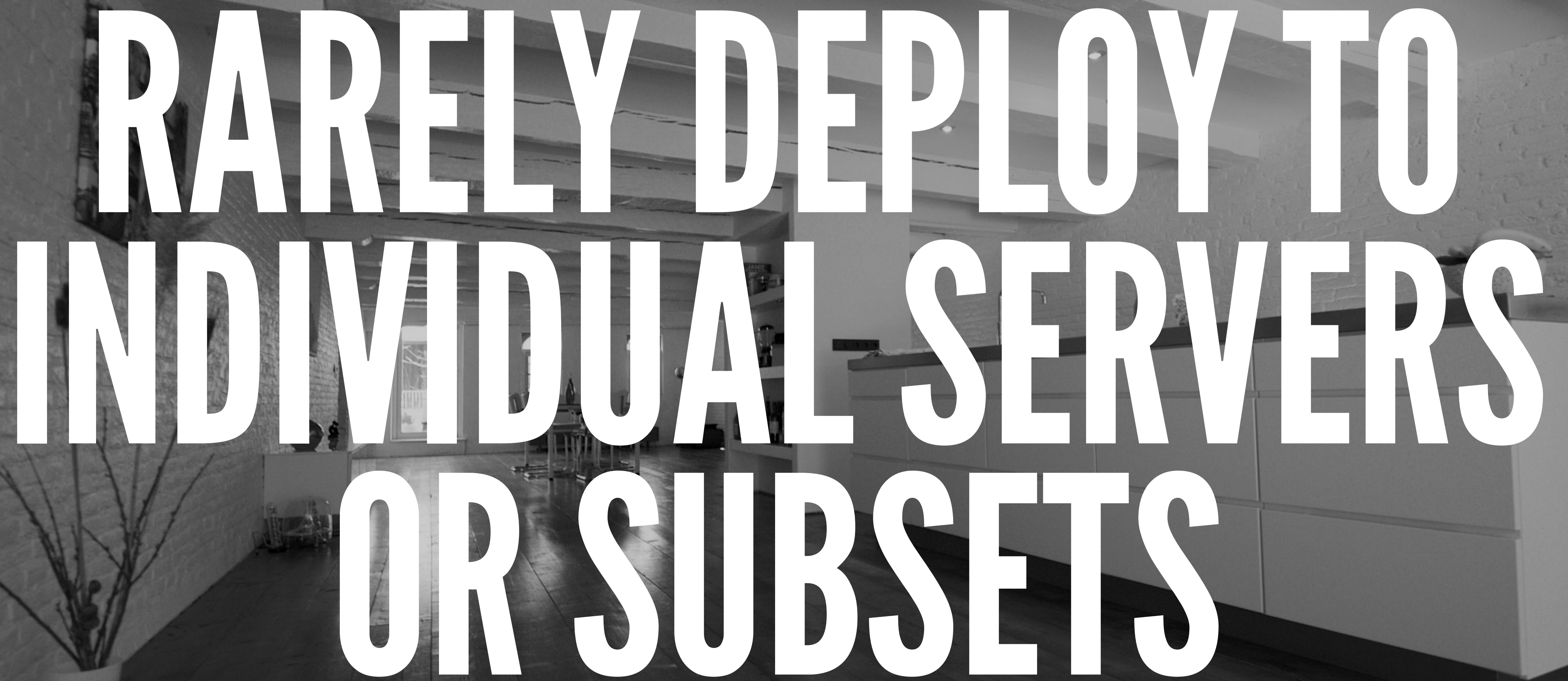
to beta users only

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
ENVIRONNMENTS 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

DEPLOYMENT

STAFF-ONLY FEATURE FLAGS
LIMITS EXPOSURE · REAL-WORLD · AVOIDS MERGES



**DEPLOYMENTS
GOT WAYYYY MORE
STAFF-SHIPPED**



**MOST FEATURES ARE
STAFF-SHIPPIED FOR
WEEKS OR MONTHS**



**WE MOSTLY STOPPED
USING EXTERNAL
BETA TESTERS**



MORE TEAM-SHIPPIING VS. STAFF-SHIPPIING



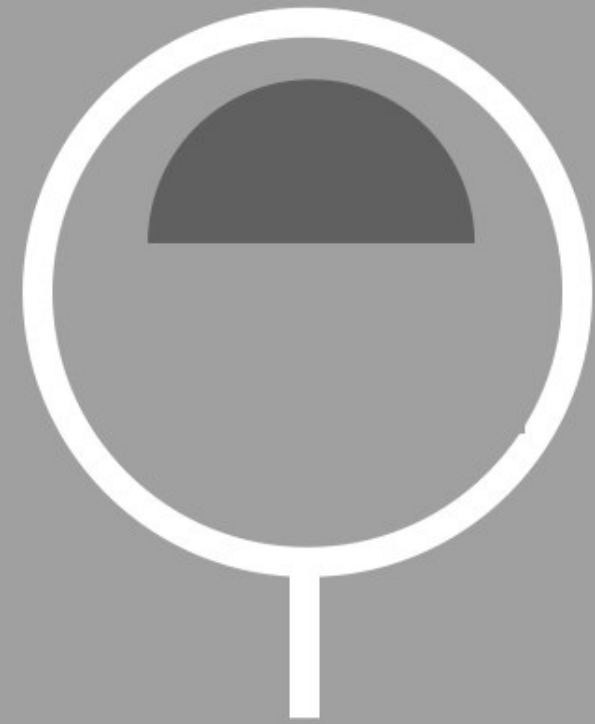
MORE TEAM-SHIPPIING VS. STAFF-SHIPPIING

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



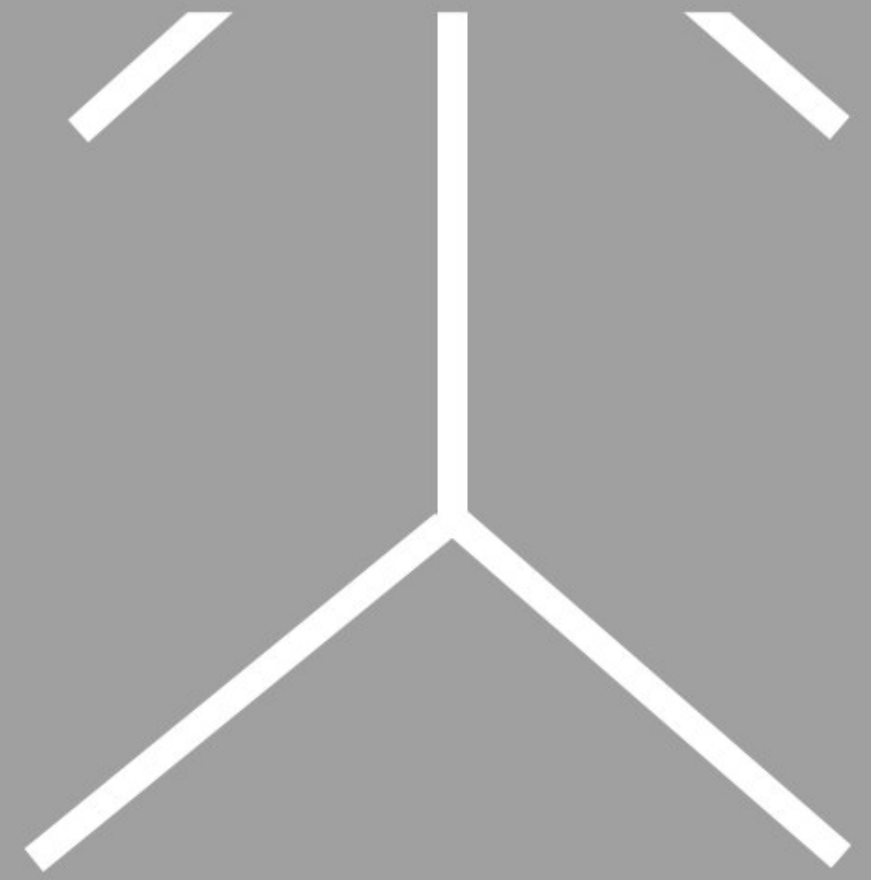
PEOPLE





- wikis
- issues
- chat logs
- pull requests

Reduce institutional knowledge.



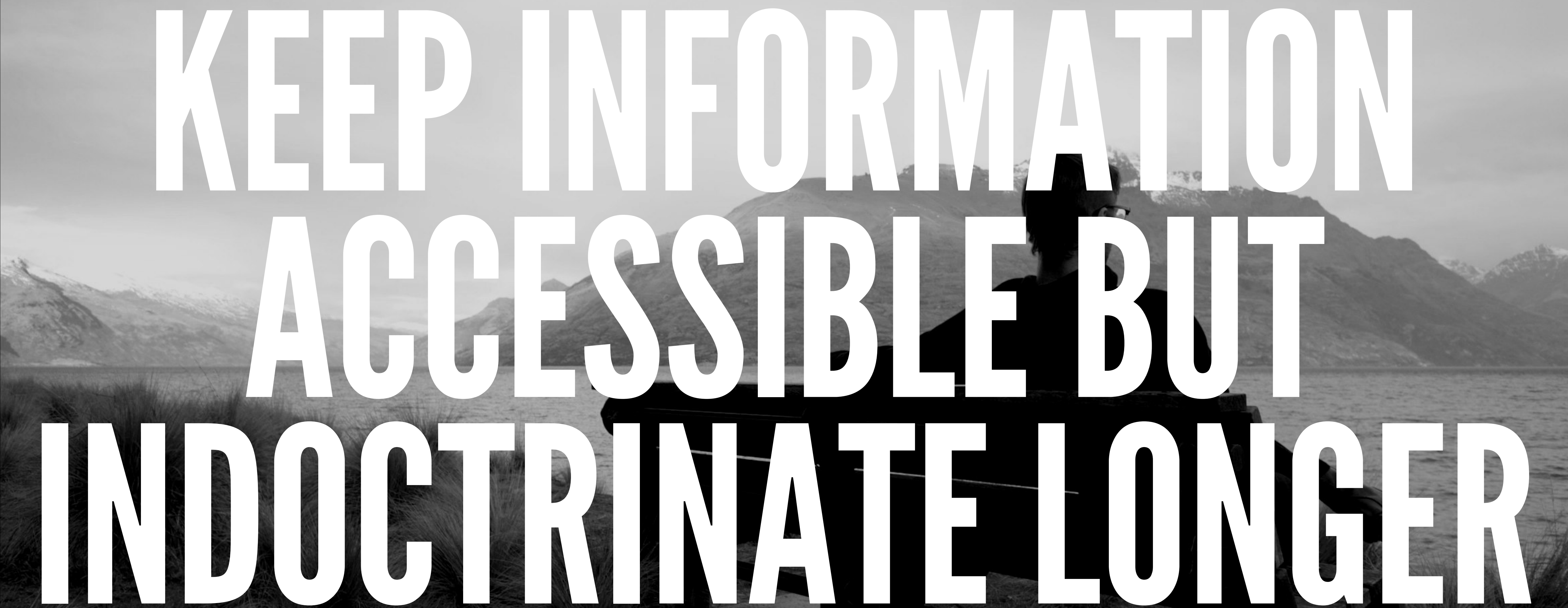


**Your new hire is stoked to dive in,
start reading, and start contributing**

...so don't get in their way.



**GET IN IN THEIR
WAY MORE**

A grayscale photograph of a person sitting on a wooden bench, looking out over a lake towards a range of mountains. The person is in silhouette, wearing a dark jacket and glasses. The text is overlaid in large, white, bold, sans-serif capital letters.

**KEEP INFORMATION
ACCESSIBLE BUT
INDOCTRINATE LONGER**

A black and white photograph of a person sitting on a wooden bench, looking out over a large body of water towards a range of mountains. The person is seen from the side, wearing glasses and a dark jacket. The scene is serene and natural. The text is overlaid in large, bold, white letters.

**HARDER TO
ACCLIMATE TO
LARGER COMPANIES**

A black and white photograph of a person sitting on a wooden bench, looking out over a body of water towards a range of mountains. The person is in silhouette, wearing a dark jacket and glasses. The scene is peaceful and scenic.

**YOU STILL HAVE
A BUDDY YOUR
FIRST WEEK**



**WE'RE EXPLORING
LONGER BUDDY
RELATIONSHIPS**



TRUST
YOUR EMPLOYEES

A black and white photograph of a person sitting on a wooden bench, looking out over a body of water towards a range of mountains. The person is in silhouette, wearing a dark jacket. The scene is peaceful and scenic, with tall grasses in the foreground and a clear sky.

**THIS LET PEOPLE
FOCUS ON WORK**



**THE DRAWBACK?
REDUCED FEEDBACK.**

A black and white photograph of a person sitting on a wooden bench, looking out over a large body of water towards a range of mountains. The person is wearing a dark jacket and glasses. The scene is captured in a high-contrast, monochromatic style. The text 'IMPOSTOR SYNDROME' is overlaid in large, white, bold, sans-serif capital letters across the center of the image.

IMPOSTOR SYNDROME

A black and white photograph of a person sitting on a wooden bench, looking out over a body of water towards a range of mountains. The person is in silhouette, wearing a dark jacket and glasses. The scene is misty or overcast. The text 'EVEN HARDER FOR REMOTE WORKERS' is overlaid in large, white, bold, sans-serif capital letters across the center of the image.

**EVEN HARDER FOR
REMOTE WORKERS**



**LONGER BUDDYING,
MORE HANGOUTS,
MORE MEATSPACE VISITS**



5

YEARS

ZERO
EMPLOYEES
HAVE QUIT

108

EMPLOYEES

MADE IT TO 1999



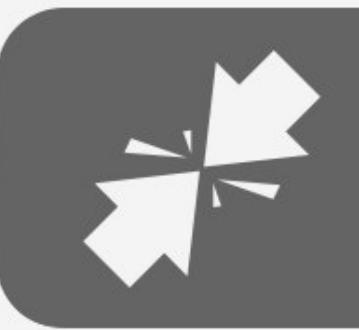
A black and white photograph of a person sitting on a wooden bench, looking out over a body of water towards a range of mountains. The person is seen from the back, wearing a dark jacket and glasses. The scene is serene and contemplative. The text is overlaid in large, bold, white capital letters.

**PEOPLE LEAVE, BUT
MINIMIZING IS STILL
SUPER IMPORTANT**



THE PORTSMOUTH

38-40



PRODUCT
COMPANY

DOGFOOD

FULL
OWNERSHIP

PROFITABLE

github





**FULL
OWNERSHIP**

github

TECHNOLOGY

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

MONKEY





**FUNDING SOMEHOW
LEADS LEGITIMACY**



SUDDENLY BIG MEDIA COVERED US



**SUDDENLY
TECHCRUNCH HAD A
GITHUB WRITER**



**SUDDENLY IT WAS
EASIER TO LEASE
OFFICE SPACE**

A black and white photograph of a classical building facade, likely a university or government building. The building features a central entrance with a portico supported by columns. The word "PORTS" is visible on the facade above the entrance. In the foreground, a person is walking from right to left, looking at a mobile device. The overall scene is urban and historical.

**THE TECH
INDUSTRY
IS CRAZY**



**BOOTSTRAPPING WAS
THE KEY FOUNDATION**



ORGANIZATION



github

TEAMS

github:mac

github:help

github:shop

github:enterprise

github:gist

github:[redacted]

github:[redacted]

github:pages

**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
THE (REDACTED) ROOM

**NOW HAVE 153
CHAT ROOMS**

ROOMS ARE CHEAP

**MORE ROOMS,
HIGHER SIGNAL TO NOISE**

(IDLE IN 5)



EVERYONE

— e is —

A MANAGER

**STILL NO MANAGERS,
STILL EVERYONE A MANAGER**

**SOME TEAMS HAVE A PRP
(PRIMARY 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



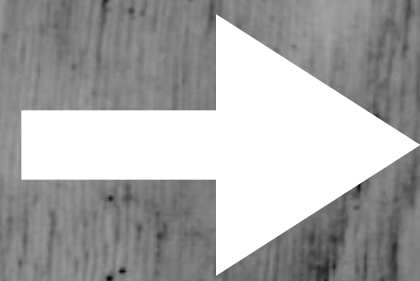
BEER:30



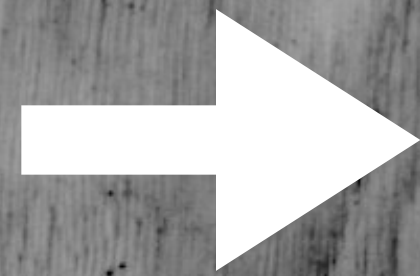
CHAT

**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**





HANDSIGHT

“

**BUILD WEBSITES
LIKE IT'S 2005**


”

A black and white photograph of a sandy beach. The sand is textured with numerous footprints and tracks, suggesting a busy beach. In the lower right foreground, there is a dark, rounded rock. The overall scene is captured in a high-contrast, grainy style, with the text overlaid in the center.

**OUR TECH STACK
SHRINKS AS WE AGE**



**FEWER TRENDY
LANGUAGES AND
DATABASES**



**YOUR PRODUCT SHOULD
BE CUTTING EDGE, NOT
YOUR TECH**

A black and white photograph of a sandy beach. The sand is covered in numerous footprints and tracks, suggesting a busy beach. In the lower right foreground, there is a large, dark, textured rock. The overall scene is captured in a high-contrast, grainy style.

STABILITY IS SEXY

**RESIST DOING
SHIT JUST
TO DO SHIT**

A black and white photograph of a sandy beach. The sand is textured with numerous footprints and tracks. In the lower right foreground, there is a dark, irregularly shaped rock. The overall scene is dimly lit, with shadows cast across the sand.

**WE'VE DONE A GOOD JOB AT
REMAINING SKEPTICAL**

A black and white photograph of a sandy beach. The sand is textured with numerous footprints and tracks. In the lower right foreground, there is a dark, irregularly shaped rock. The overall scene is desolate and suggests a remote or military location.

**“WE’RE BIG NOW SO I GUESS
WE SHOULD ADD TEAMS”**

A black and white photograph of a sandy beach. The sand is textured with numerous footprints and tracks, suggesting a busy or long-used area. In the lower right foreground, a dark, irregularly shaped rock sits on the sand. The overall lighting is somewhat dim, creating a moody atmosphere. The text is overlaid in the center of the image.

**TEAMS TOOK ALMOST A
YEAR TO FINALLY WORK**

A black and white photograph of a sandy beach. The sand is covered in numerous footprints, some of which are quite deep and distinct. In the lower right foreground, there is a large, dark, rounded rock. The overall scene is captured in a high-contrast, grainy style, emphasizing the textures of the sand and the rock.

THAT'S COOL





**YOUR COMPANY
SHOULD
CHANGE, DAMMIT**



YOUR VALUES SHOULDN'T



**THINK ON WHAT
NEEDS TO CHANGE**

