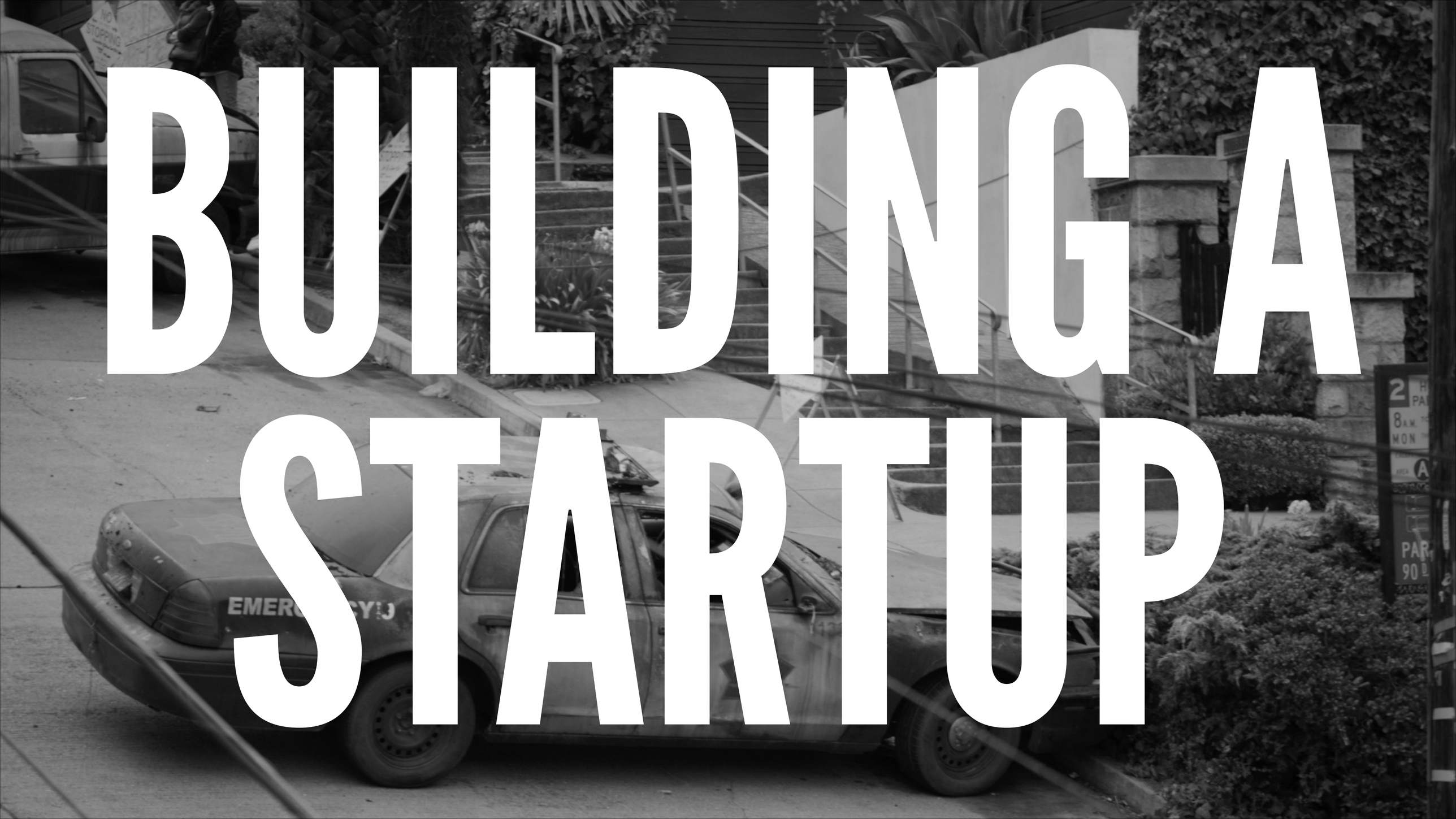
HOW GITHUB
(NO LONGER) WORKS
WARNING
342-9820

EMERGENCY
SFPD


BUILDING A
STARTUP

STEP #1
HIRE TRENDY
ROCK STARS

STEP #2
BE SUPER
TRANSPARENT

STEP #3
WRITE
TECH POSTS
EMERGENCY

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
EMERGENCY
SFPD

EMERGENCY
SFPD

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

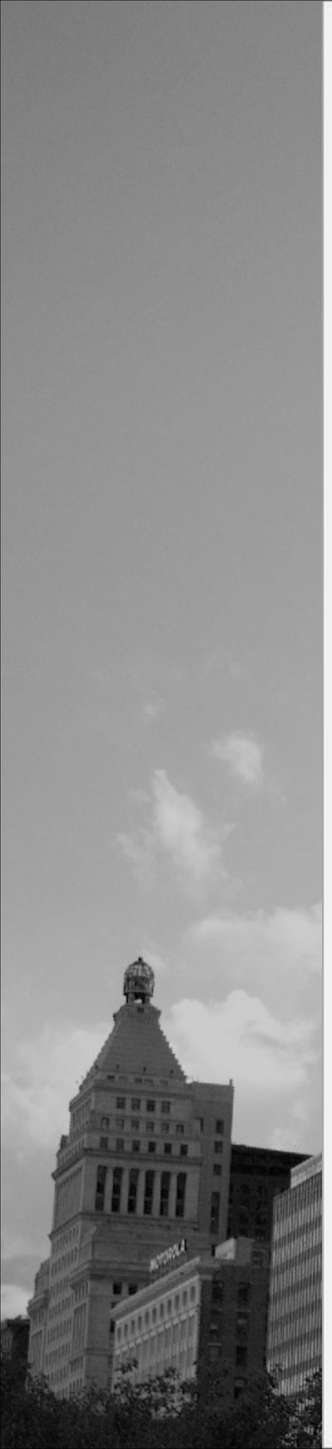
GITHUB AIN'T NO
SECRETIVE JERK
COMPANY

CNA

ZACH HOLMAN
CNA

GITHUBBER FOR ALMOST FOUR YEARS

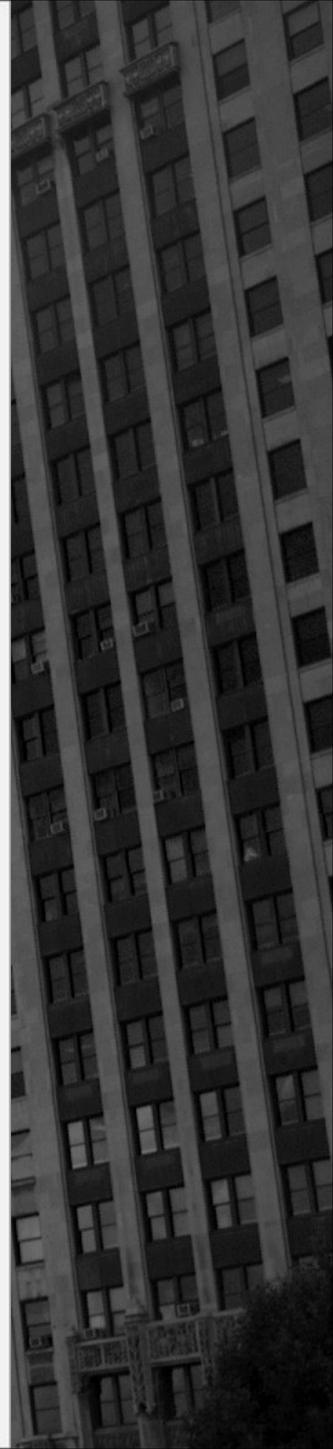
I'VE TALKED
GITHUB FOR
TWO YEARS



how uses to build

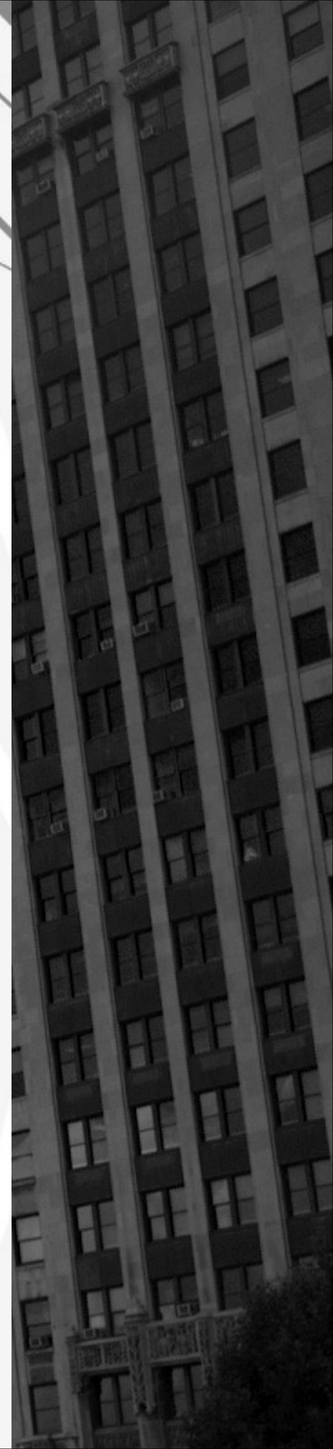
github

zach holman

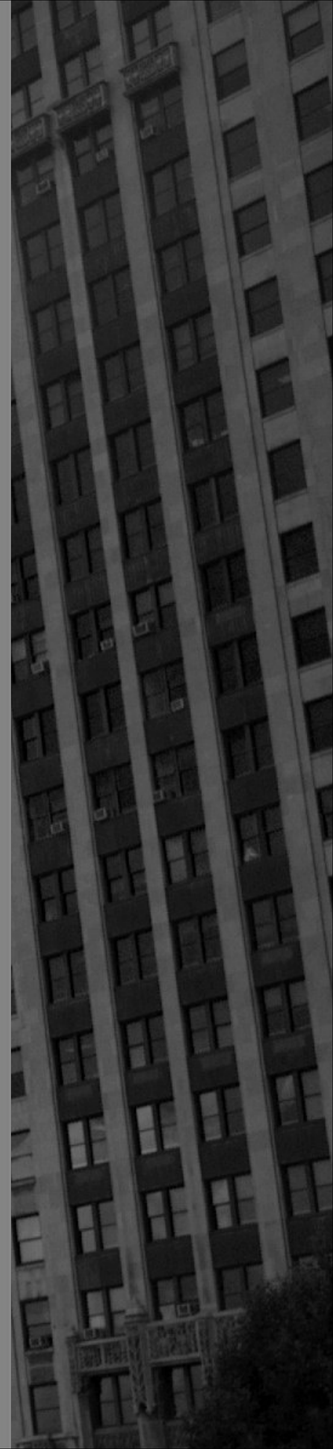


Scaling Startups
Scaling GitHub
SCALING GITHUB
Scaling GitHub
B=======D~~~
Scaling GitHub
Scaling GitHub
Scalin' githubs
Scaling GitHub
githubs and shit
Scaling GitHub
Scaling GitHub
Scaling github
Scaling GitHub
Scaling GitHub
Scaling GitHub
Scaling GitHub

HOW GITHUB WORKS

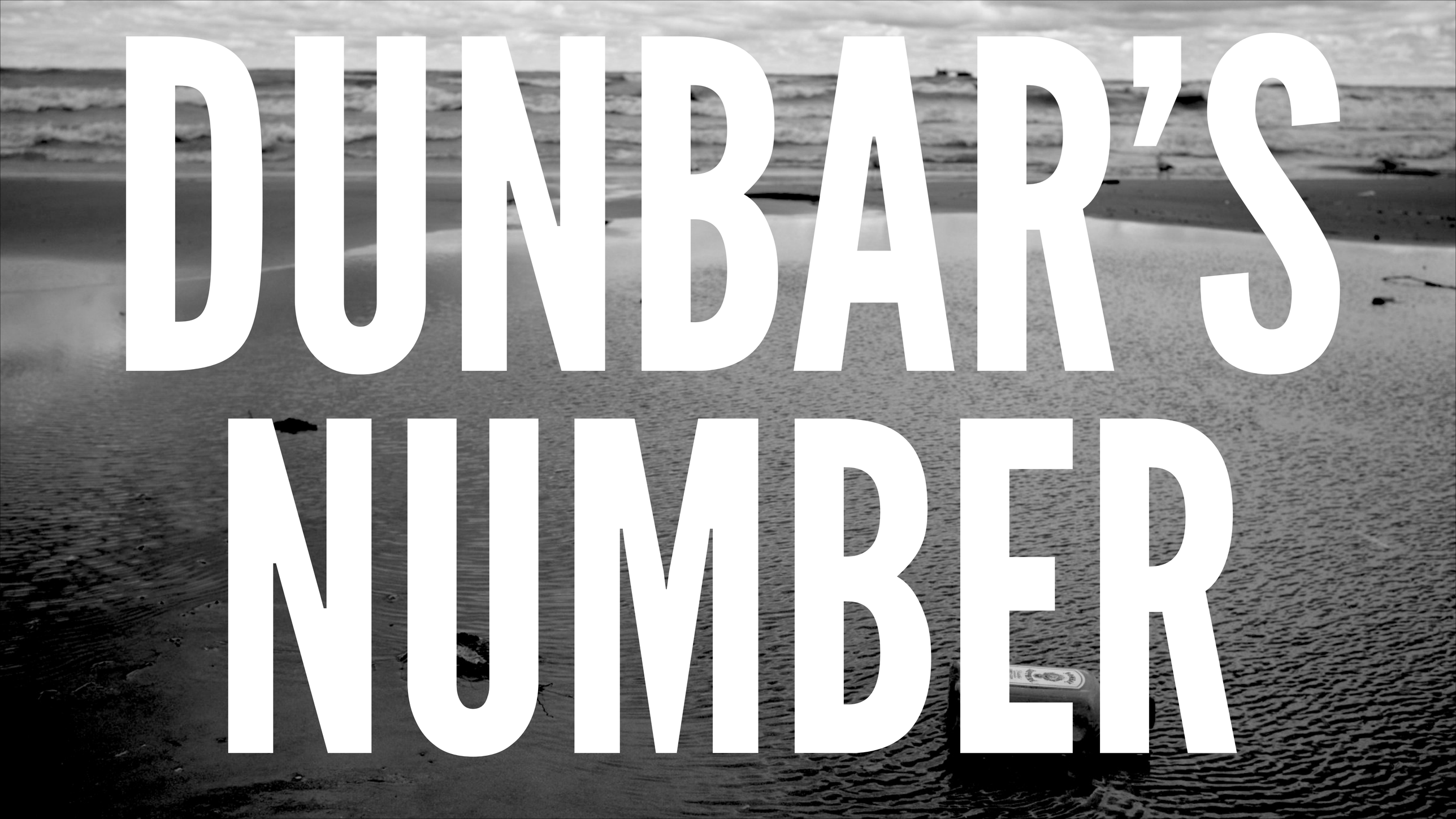


HOW to BUILD a GITHUB

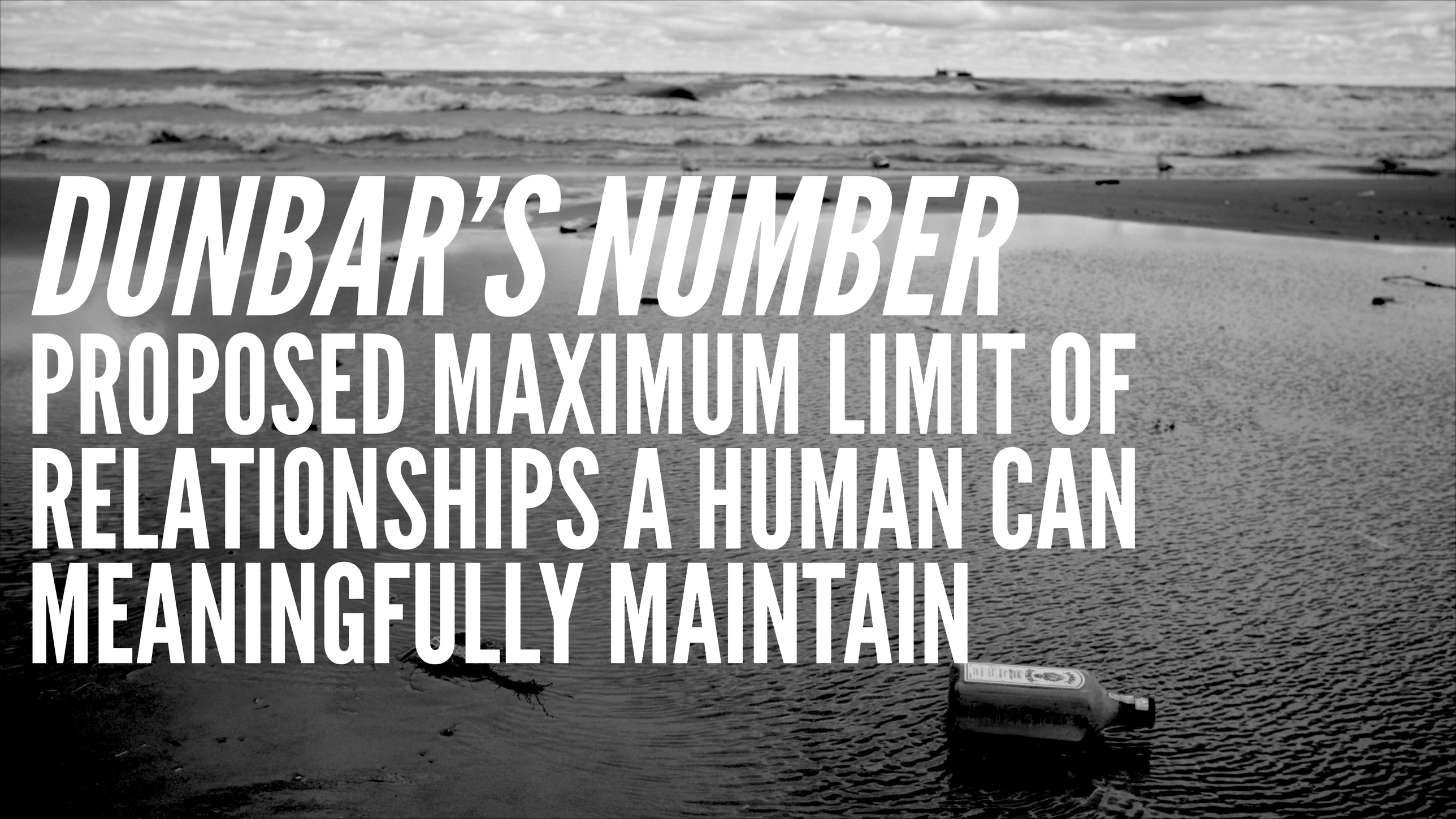


TALKS CIRCA 30-75 EMPLOYEES

WE'RE NOW 217
CNA


DUNBAR'S
NUMBER

DUNBAR'S NUMBER
AN IMAGINARY EMPLOYEE NUMBER
THAT HACKER NEWS FETISHIZES
WILL KILL YOUR COMPANY

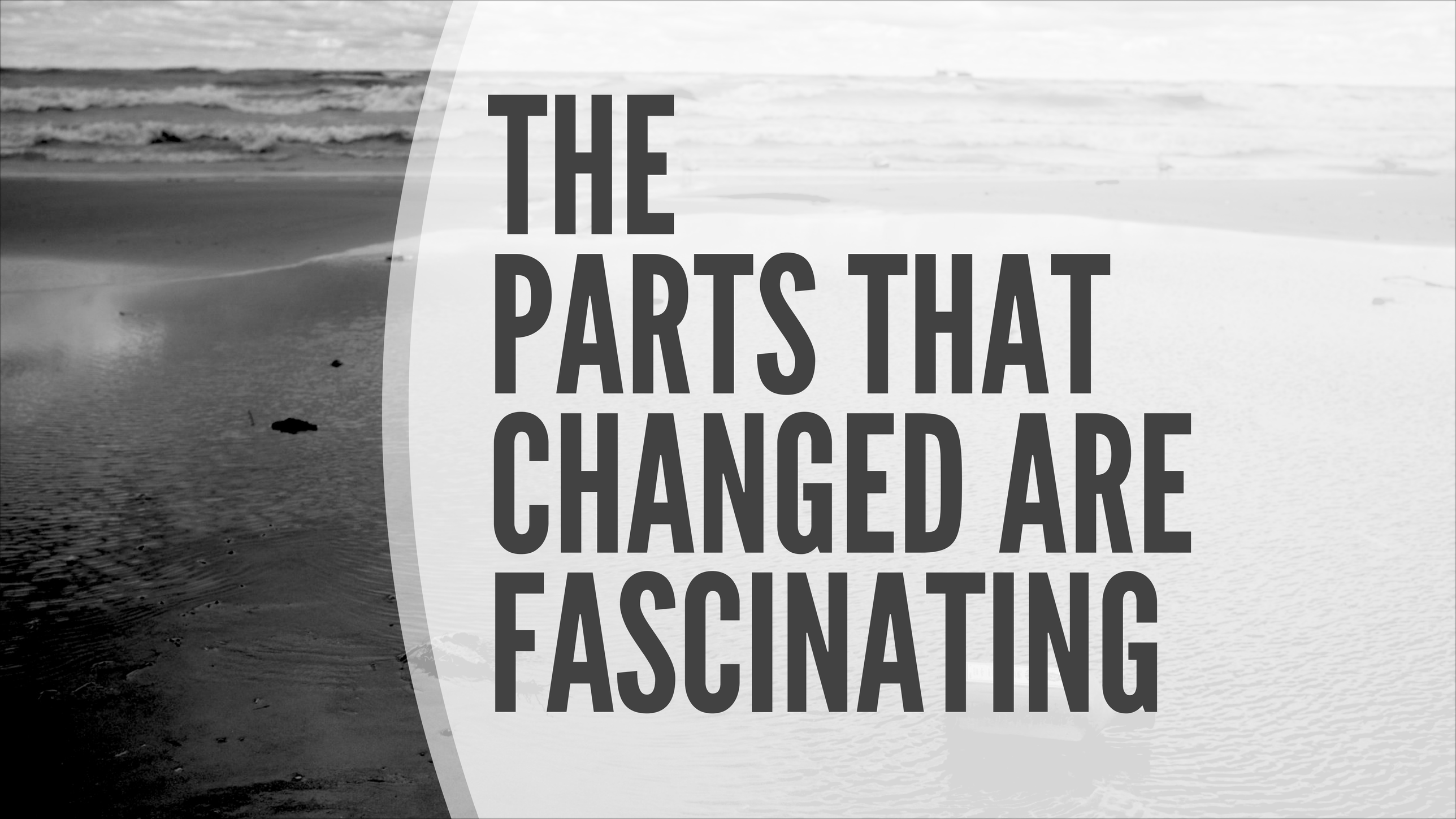

DUNBAR'S NUMBER
PROPOSED MAXIMUM LIMIT OF
RELATIONSHIPS A HUMAN CAN
MEANINGFULLY MAINTAIN

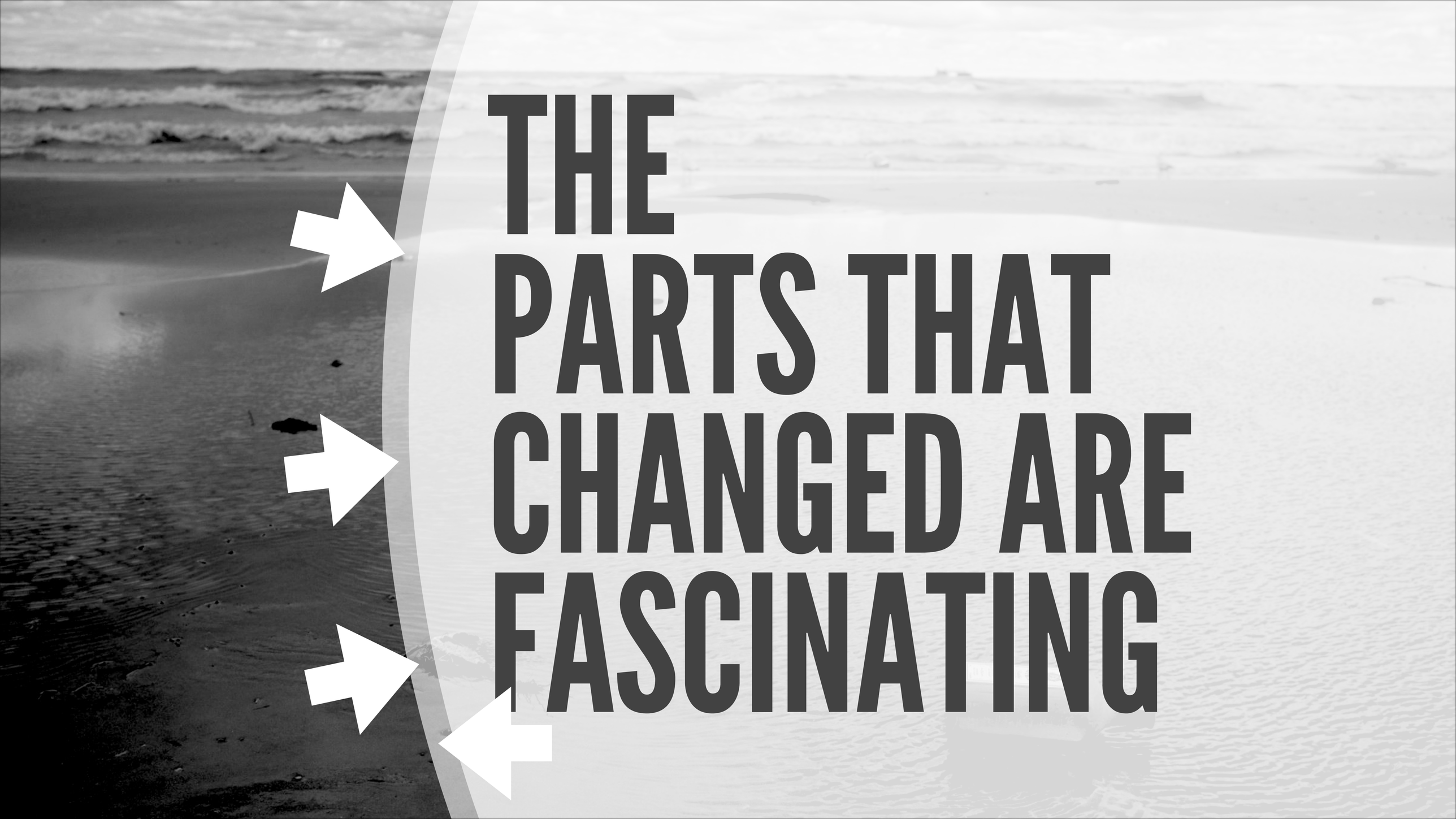
DUNBAR'S NUMBER
150-ISH

150 CHANGES THINGS

HOW
GITHUB
WORKED

HOW
GITHUB
WORKS


THE
PARTS THAT
CHANGED ARE
FASCINATING


THE
PARTS THAT
CHANGED ARE
FASCINATING

warmte!
Bulex

TWO-MINUTE
RECAP

GITHUB IS
60% REMOTE
warmte!
Bulex

GITHUB IS
ASYNCHRONOUS
warmte!
Bulex

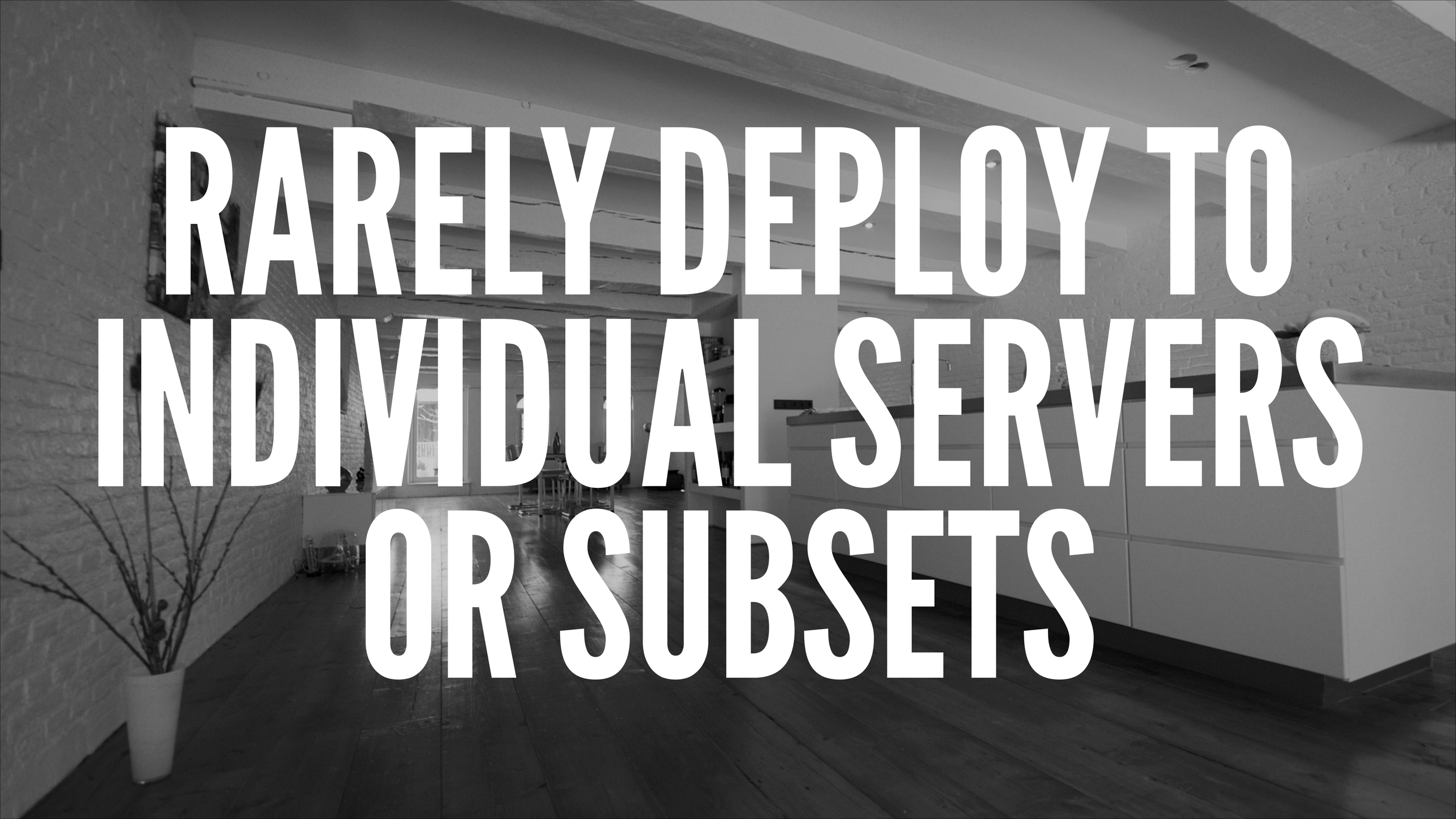
GITHUB HAS
NO MANAGERS
warmte!
Bulex

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

DEPLOYMENT

STAFF-ONLY FEATURE FLAGS

LIMITS EXPOSURE · REAL-WORLD · AVOIDS MERGES

DEPLOYMENTS
GOT WAYYYYY MORE
STAFF-SHIPPED

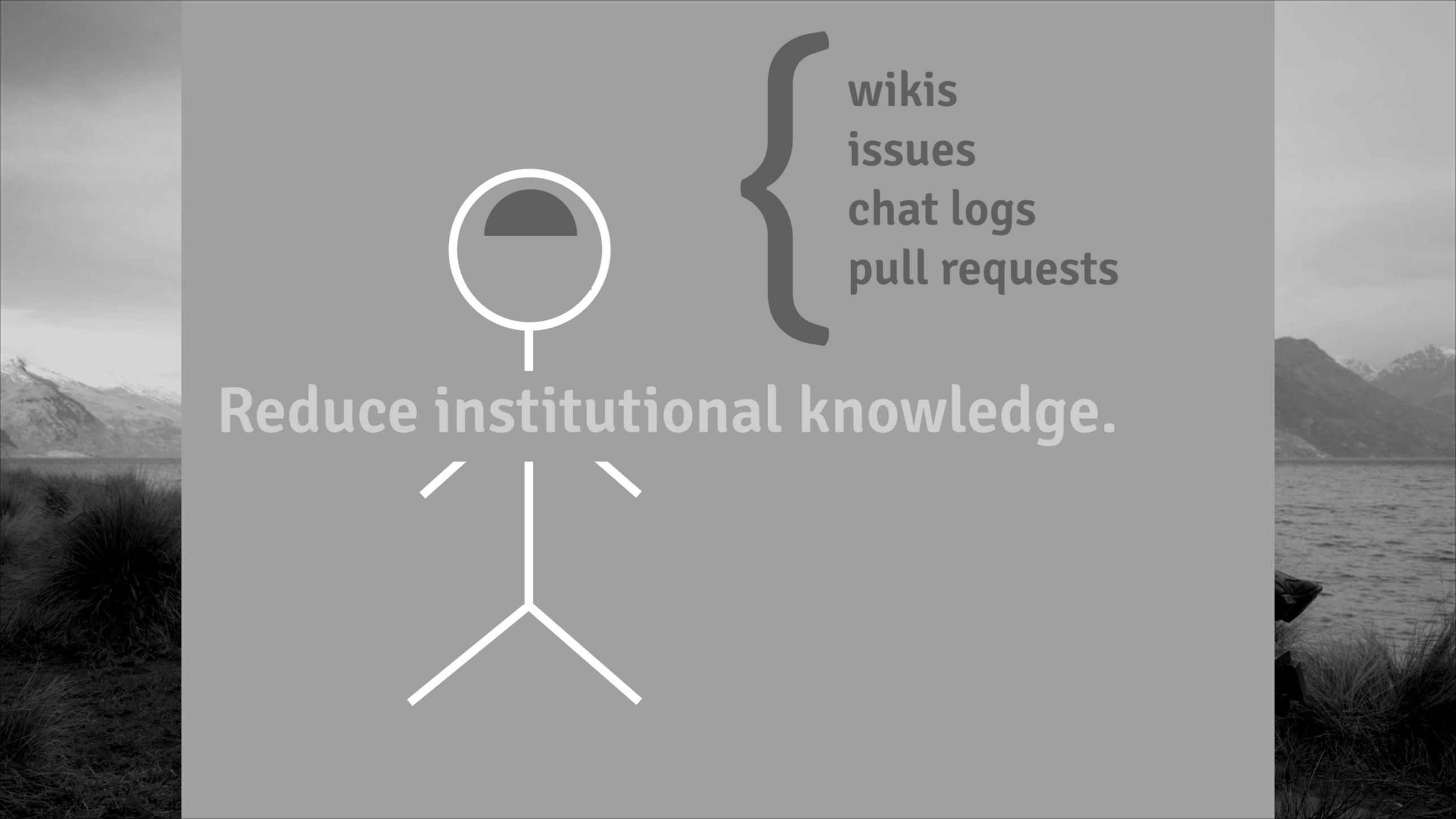
MOST FEATURES ARE
STAFF-SHIPPED FOR
WEEKS OR MONTHS

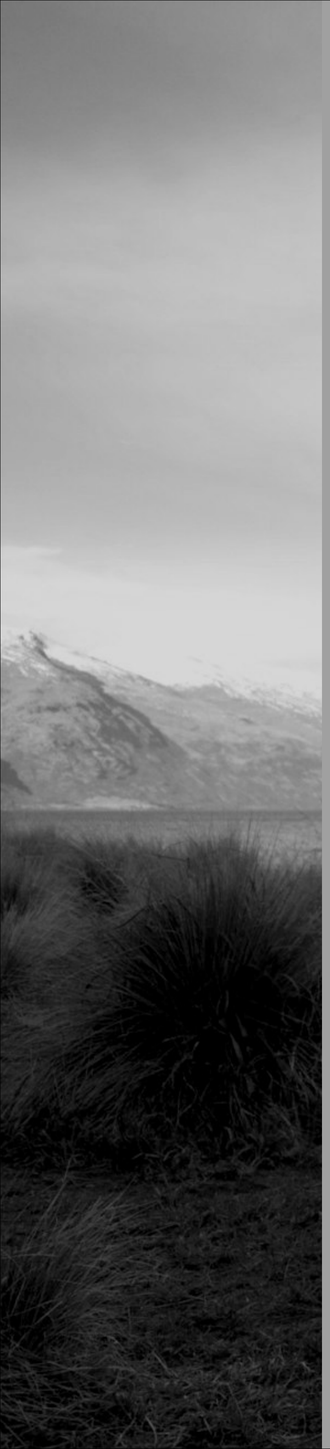
WE MOSTLY STOPPED
USING EXTERNAL
BETA TESTERS

MORE TEAM-SHIPPING
VS. STAFF-SHIPPING

MORE TEAM-SHIPPING
VS. STAFF-SHIPPING
(2FA SHIPS TO @GITHUB/2FA FIRST, ETC.)

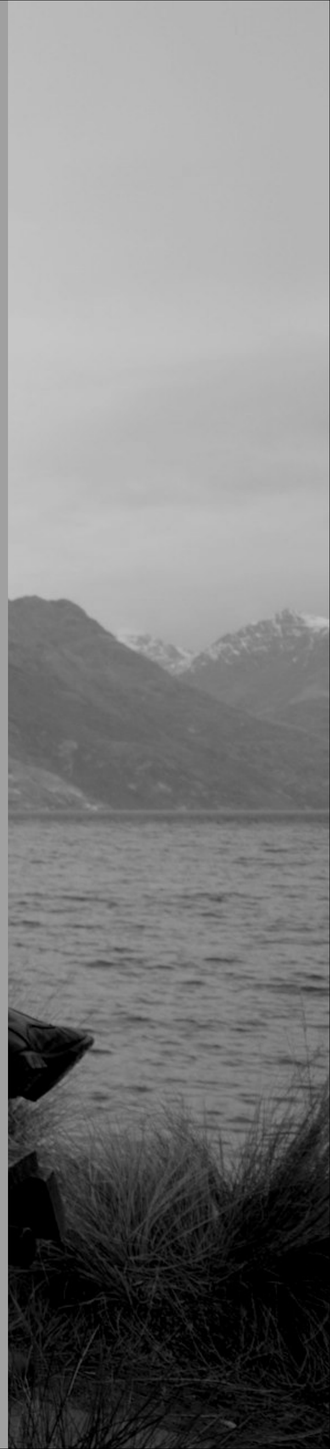
PEOPLE


wikis
issues
chat logs
pull requests
Reduce institutional knowledge.

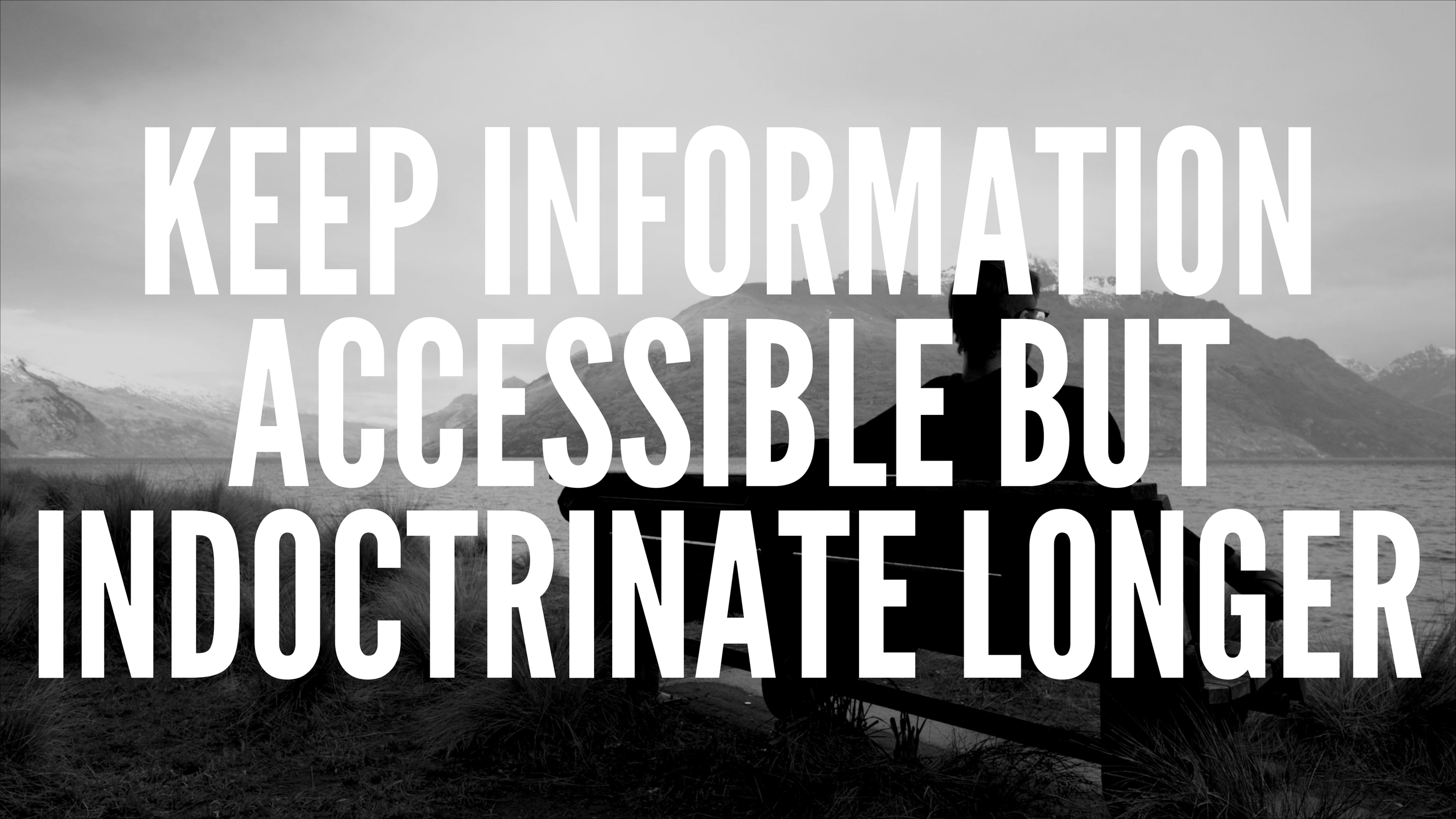


Your new hire is stoked to dive in,
start reading, and start contributing

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



GET IN THEIR
WAY MORE


KEEP INFORMATION
ACCESSIBLE BUT
INDOCTRINATE LONGER

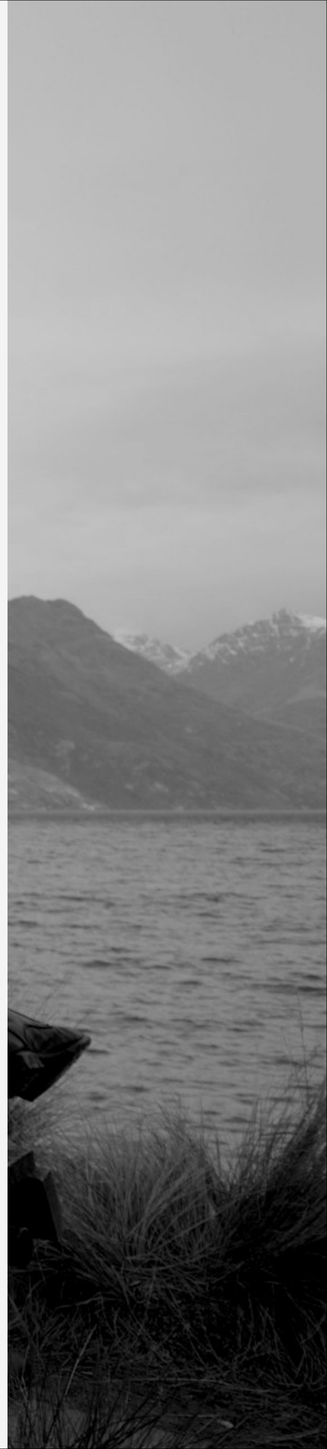
HARDER TO
ACCLIMATE TO
LARGER COMPANIES

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

5

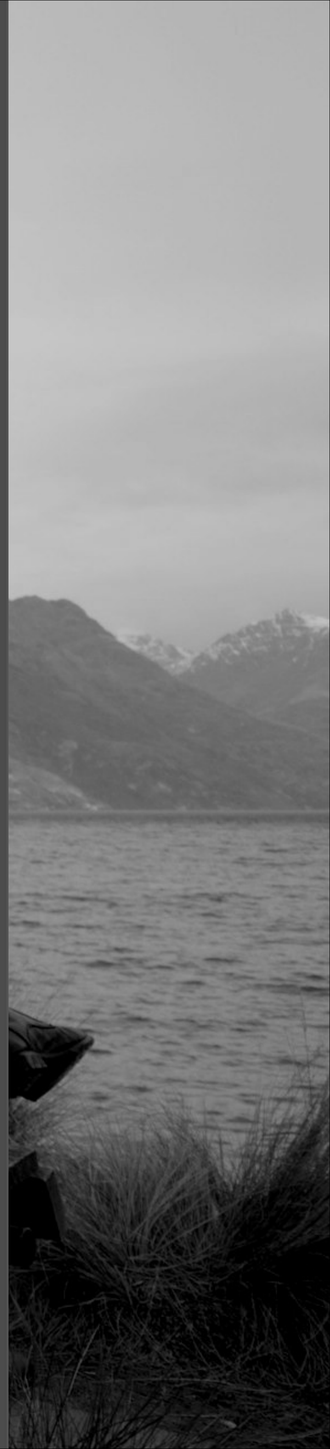
YEARS

ZERO

EMPLOYEES
HAVE QUIT

108

EMPLOYEES



MADE IT TO 199

PEOPLE LEAVE, BUT
MINIMIZING IS STILL
SUPER IMPORTANT

THE PORTSMOUTH
38-40

PRODUCT COMPANY

DOGFOOD

FULL OWNERSHIP

PROFITABLE

github

FULL OWNERSHIP

github

THE WALL STREET JOURNAL. | TECH

TECHNOLOGY

Coding Start-Up GitHub Gets $100-Million Boost

By PUI-WING TAM

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

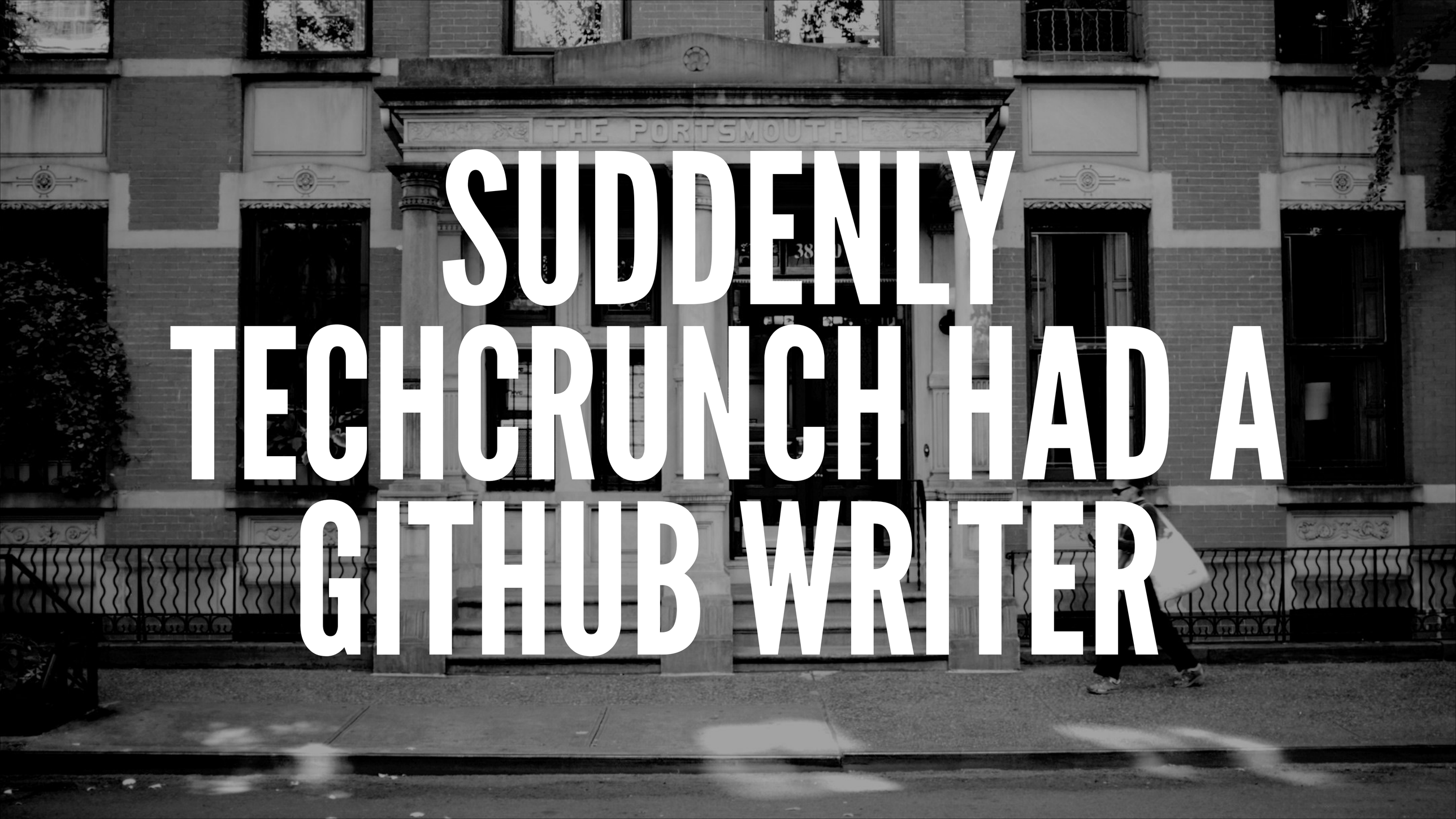
Little-known social coding start-up GitHub Inc. has raised $100 million in its first round of funding, in a sign of how big investment bets are continuing in Silicon Valley.

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

MONEY

FUNDING SOMEHOW LENDS LEGITIMACY

SUDDENLY BIG MEDIA COVERED US



SUDDENLY TECHCRUNCH HAD A GITHUB WRITER

SUDDENLY IT WAS EASIER TO LEASE OFFICE SPACE

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]

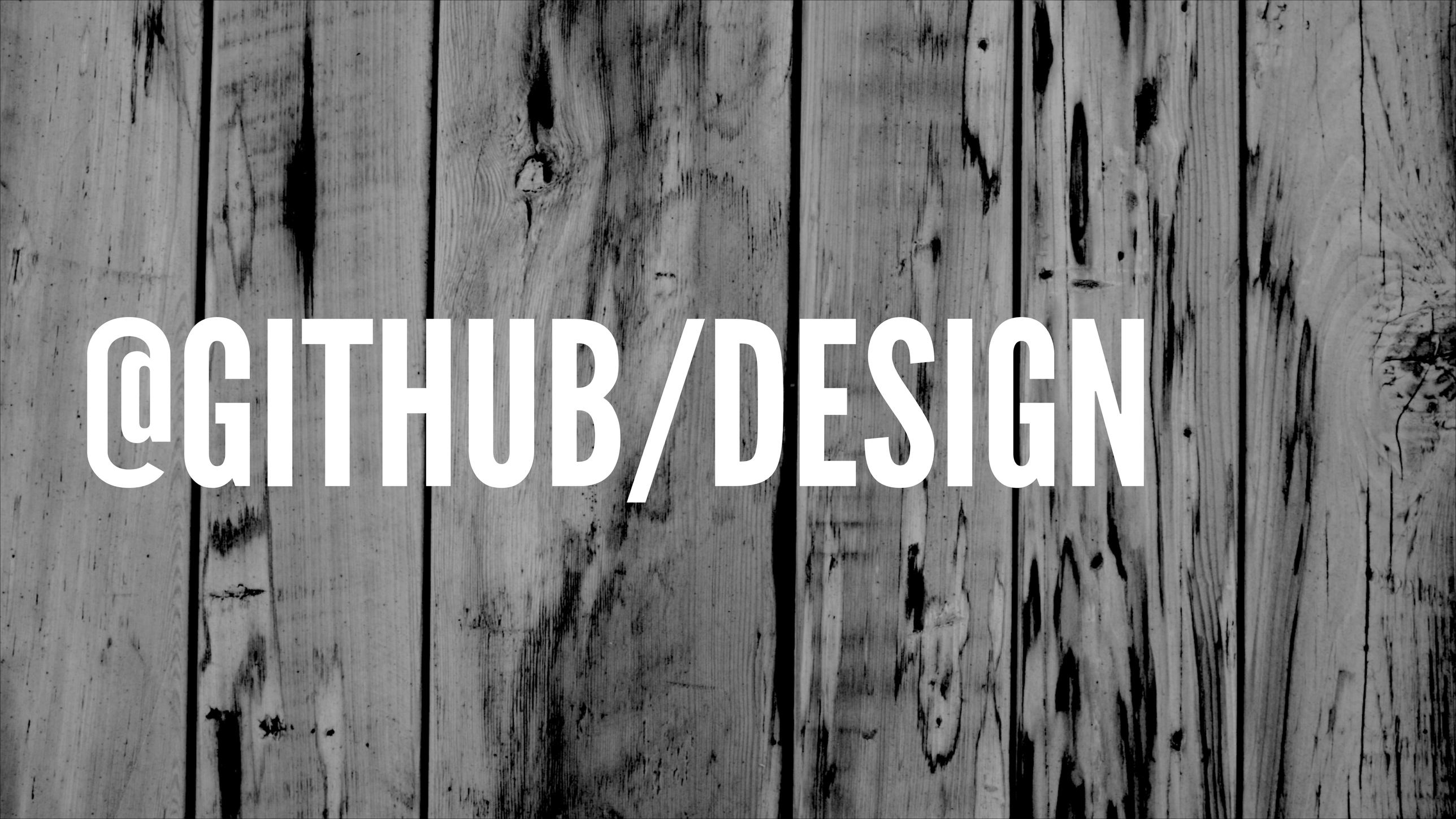
github:pages

TEAMS BECAME MORE IMPORTANT

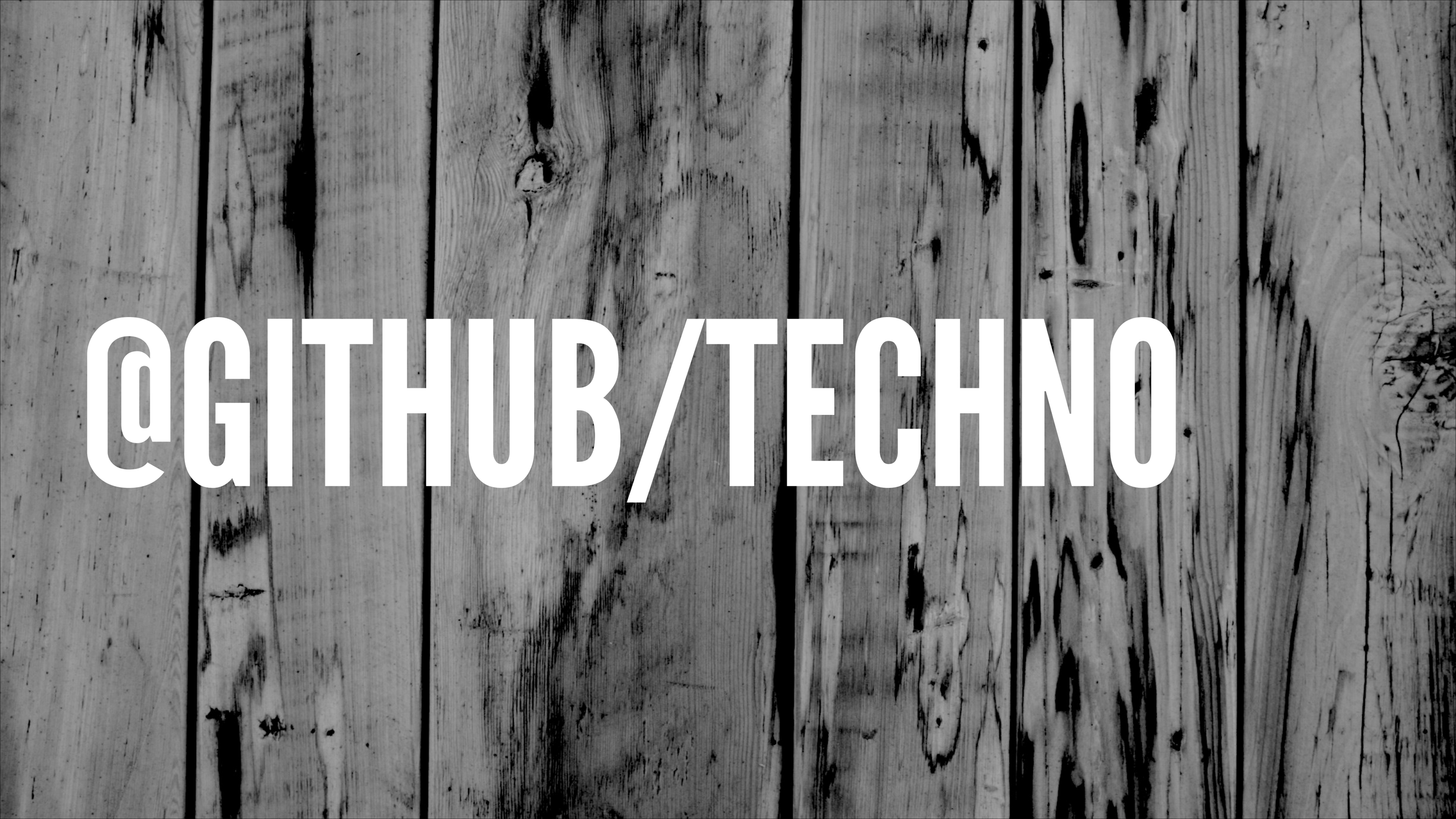
EVERYONE
HAS OPINIONS

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) ROO
THE MOBILE ROOM
THE OPS ROOM
THE NOTICES ROOM
THE (REDACTED) RO

NOW HAVE 153
CHAT ROOMS

ROOMS ARE CHEAP

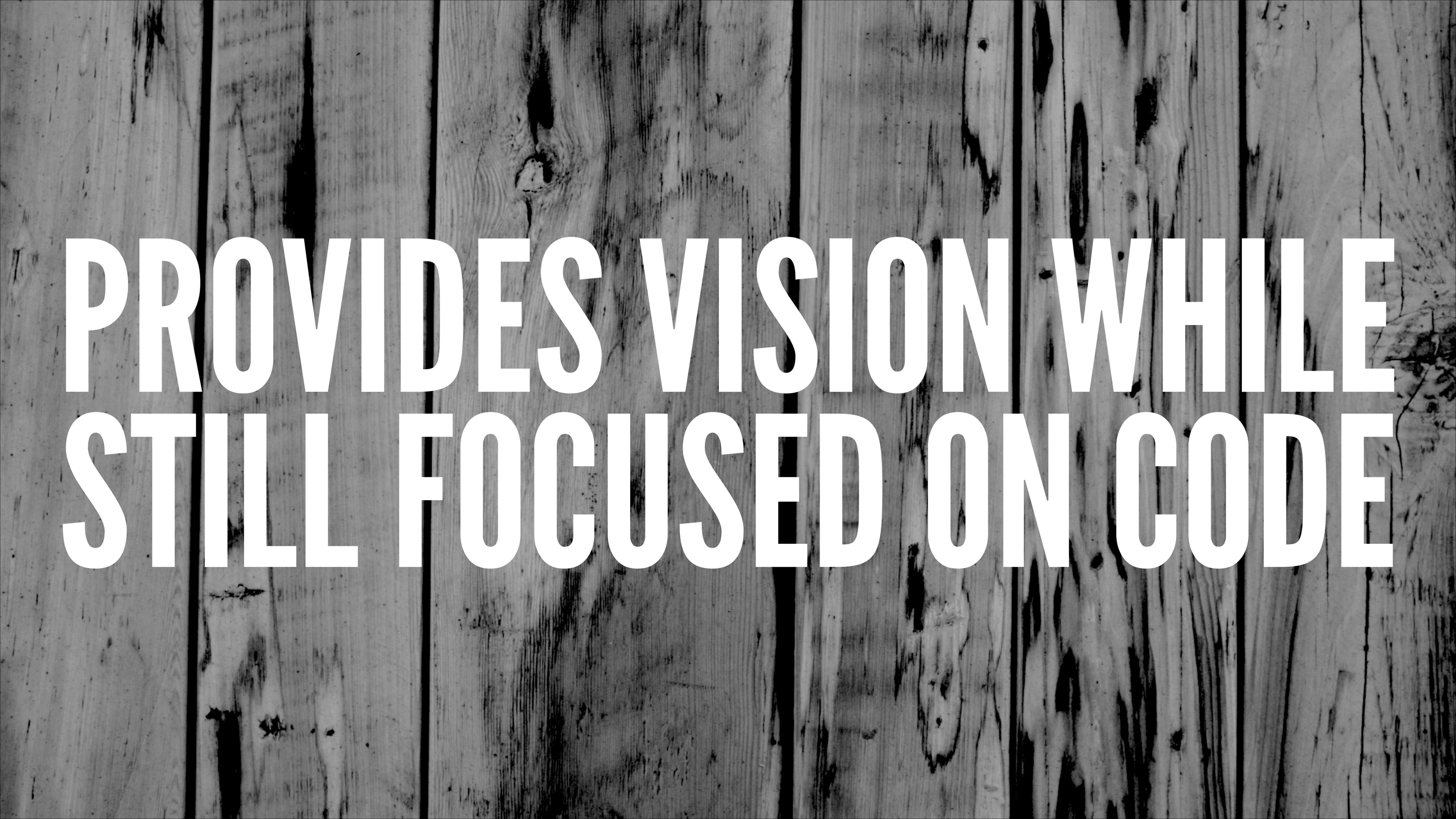
MORE ROOMS,
HIGHER SIGNAL TO NOISE

(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

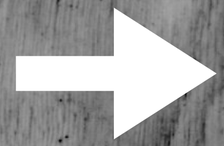
FACETIME

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

github

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

HINDSIGHT

“
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