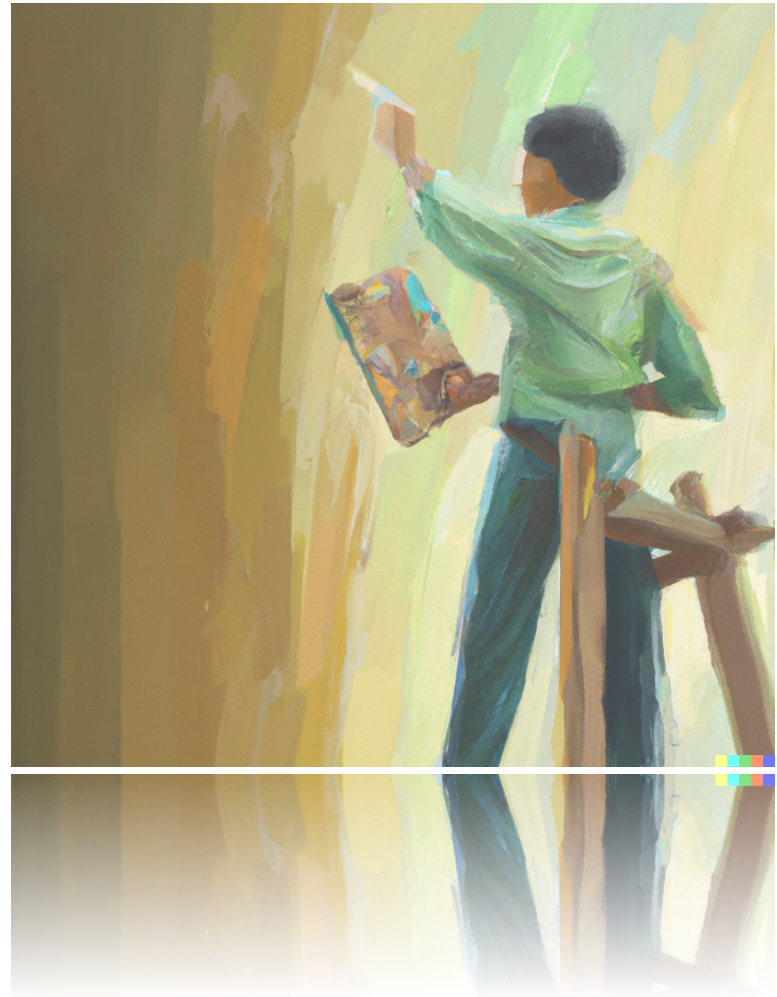# How to get things done

Lessons from Yahoo, Google, Netflix and Meta.

Culture

Culture

A corporate culture that encourages **innovation and experimentation**, which has been key to the company's success.

This culture is reflected in the company's values:

- **Meritocracy**
- **Gratitude**
- **Transparency**
- **Open communication**
- **Teamwork**
- **Diverse perspectives**

Meritocracy

- **Set clear expectations**
  - Specific goals and metrics for success (OKRs).
  - Providing feedback and coaching.
- **Base decisions on objective criteria**
- **Transparency**
  - 2-way.
  - Providing regular updates on metrics, rewards and other key decisions.
- **Growth mindset**

Data & Algorithms
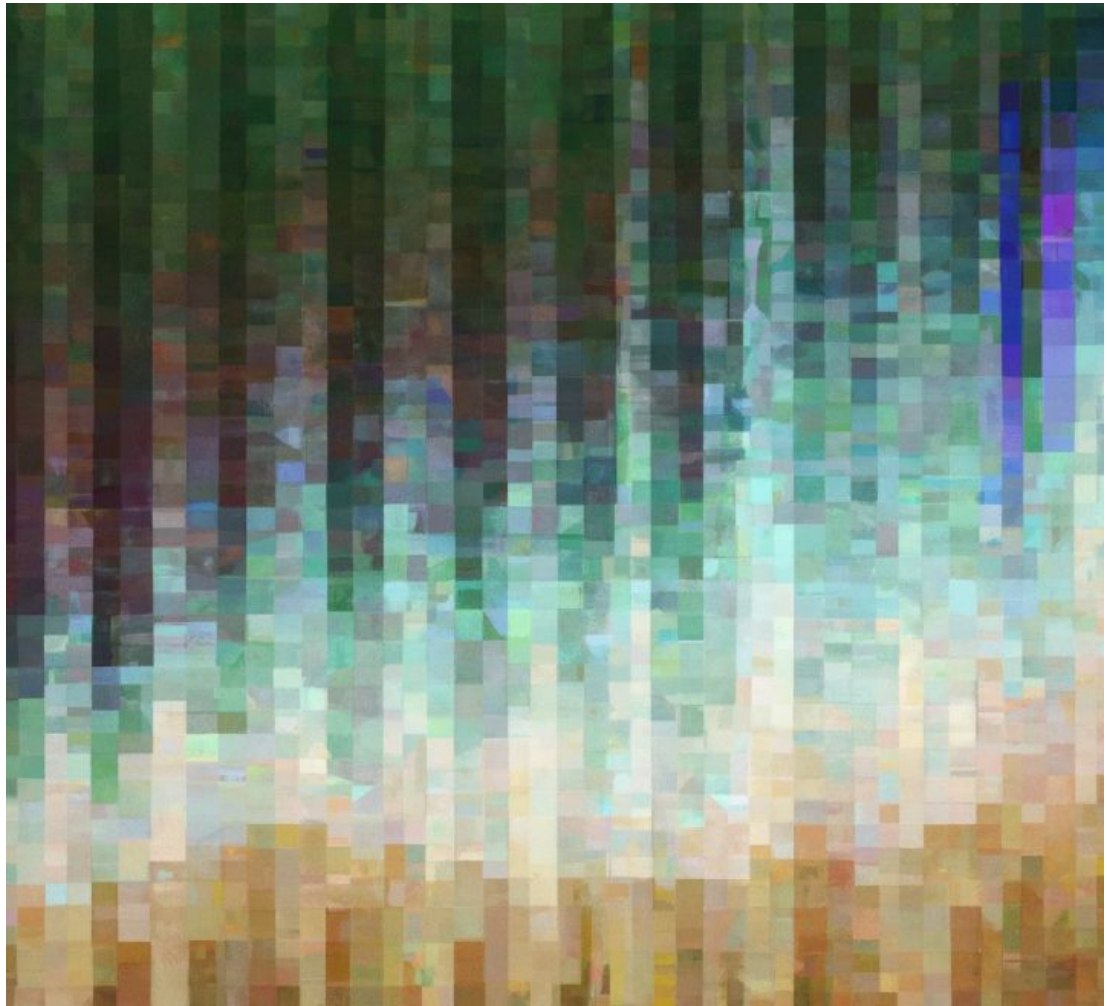
Data & Algorithms

- Invest in tools for making informed decisions.

- The company relies heavily on data and algorithms to drive continuous improvement and to identify and address potential problems.

- Few examples:
  - **Search**: Use data to analyze user behavior and preferences, which helps the company to tailor its products and services to meet the needs of each user.
  - **Ads**: Uses algorithms to optimize the performance of its products, which helps to improve the user experience.
  - **Netflix**: Allows for accurate predictions about customer behavior and helps guide strategic decision making (e.g. should we have 2nd season for *Alternated Carbon*?)

Leadership

Leadership

A critical factor in the success of any organization.

Leaders are expected:

- **Freedom and responsibility**

- **Adapt to change**: Technologies, Businesses.

- Leaders are encouraged to **take risks** and think creatively.

- Visionaries who can inspire and motivate their teams.

- Foster a culture of transparency and open communication.

Adaptability

Adaptability

Adaptability

- Stay ahead of the game by being agile and open to change.

- Being willing to take risks and embrace new technologies and approaches, as well as being able to pivot quickly when necessary:
    - React
    - GraphQL
    - Hadoop
    - Open Compute Project
    - PyTorch

- Constantly seeking out new opportunities:
    - Google: Glass, Wave, Buzz, Google+
    - Meta: Home, Slingshot, Beacon, Deals, Gifts.

Teamwork

Teamwork #1

Cross-functional teams - Composed of individuals with different backgrounds, skills, and perspectives to work on a particular project (e.g. Rooms project at Meta).

Psychological safety -The feeling of being able to take risks and speak up without fear of retribution.

Agile methodology

- Emphasizes iterative development and rapid prototyping.
- Allows teams to work together to quickly test and refine ideas, leading to faster and more efficient product development.

Teamwork #2

Communication and transparency

- Team members are encouraged to share their progress and ideas openly with one another.
- Ensure that everyone is on the same page and that any issues or concerns can be addressed in a timely manner.

Empowering employees

- Take ownership of their work
- Encourages them to contribute their ideas and expertise to projects.

Innovation

Innovation

- Innovative approach to problem-solving: Containers, Borg/K8B, ML/AI platforms.

- Encourages its employees to think creatively and take risks:
  - Gmail/GMap
  - FB Marketplace, Rooms.
  - Instagram NFTs

- Investing in research and development to drive innovation:
  - FB - LLaMA
  - Google - Bard (ChartGPT competitor).
    - ChatGPT is based on the GPT-3 language model, which is likewise based on Transformer.
    - Transformer was created and open-sourced by Google Research in 2017.

Customer Focus

Customer Focus

- A strong emphasis on customer needs/satisfaction.

- Constantly working to improve

- Uses data to drive continuous improvement.

"In the old world, you devoted 30% of your time to building a great service and 70% of your time to shouting about it. In the new world, that inverts." - Bezos
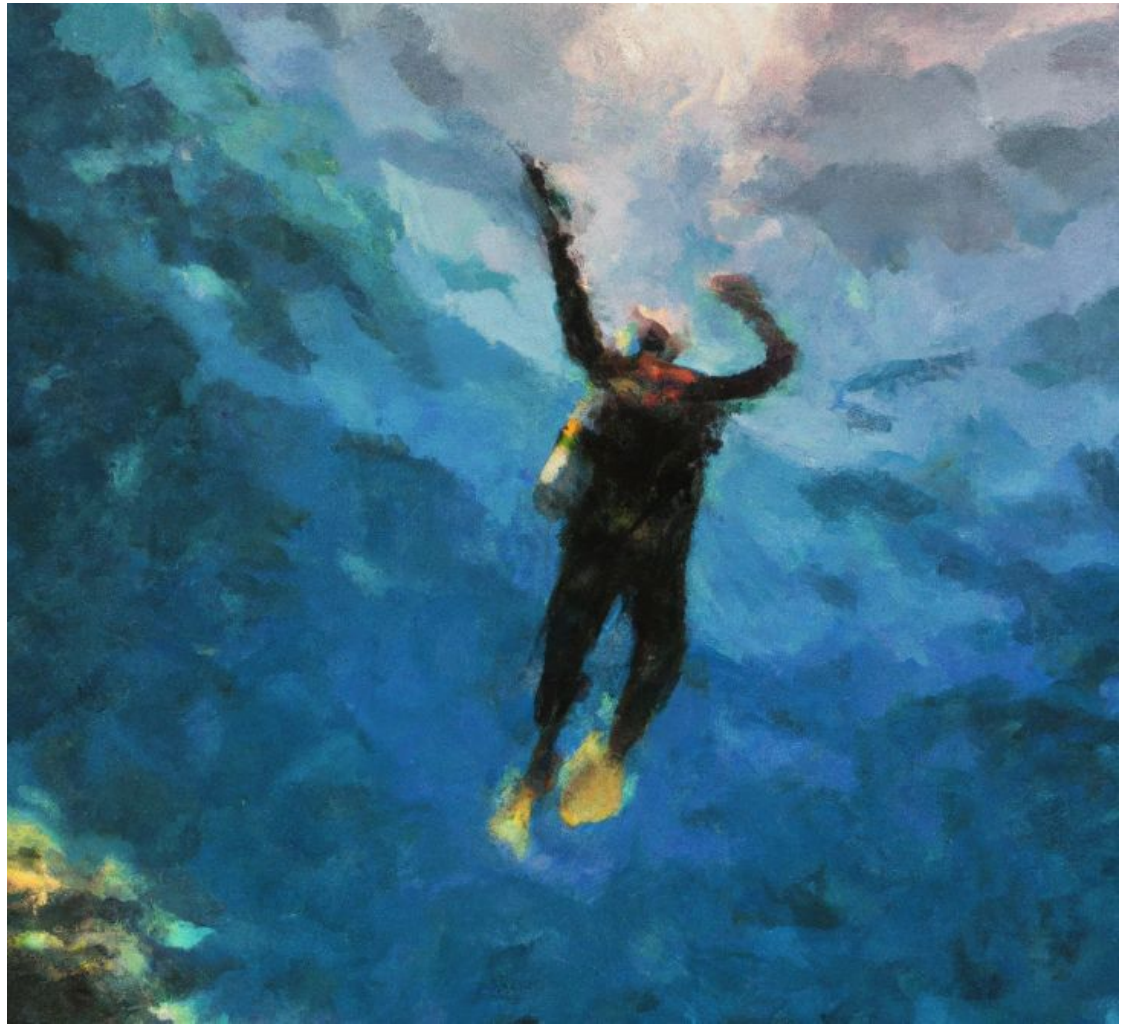
Diversity

Diversity

- A diverse workforce leads to better ideas and decision-making (e.g. Meta/Google on any new products).

- This includes actively recruiting a diverse workforce and fostering a culture that values and respects diverse perspectives.

- Commitment to diversity has helped the company to better understand and serve its users.

Let's go deeper

DevOps #1

Emphasis on automation

- Emphasizes automation at every stage of the software development lifecycle.
- From build and deployment to testing and monitoring, automation is used to:
    - Improve efficiency
    - Reduce errors
    - Enable faster releases.

Focus on reliability

- Ensure that software is as reliable and error-free as possible.
- A combination of automation, testing, and monitoring tools to detect and resolve issues quickly.
- SLA/SLO
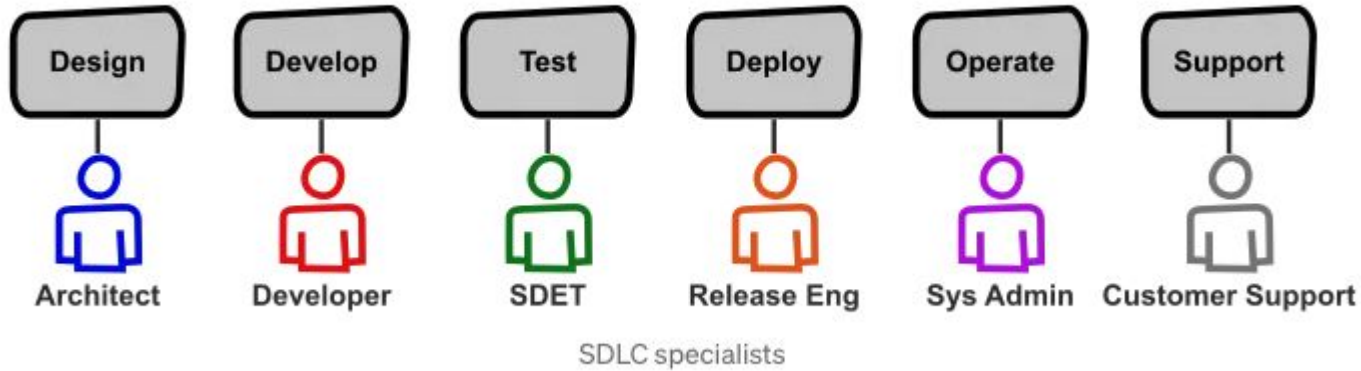
DevOps #2

Containers and microservices

- Containers allow for fast and consistent deployment of applications
- Microservices enable teams to break down applications into smaller, more manageable components that can be developed and deployed independently.
- Service vs Library.

Data-driven

- Leveraging metrics and analytics to track performance and make informed decisions.
- Helps teams identify areas for improvement and make data-backed decisions about how to optimize their processes.
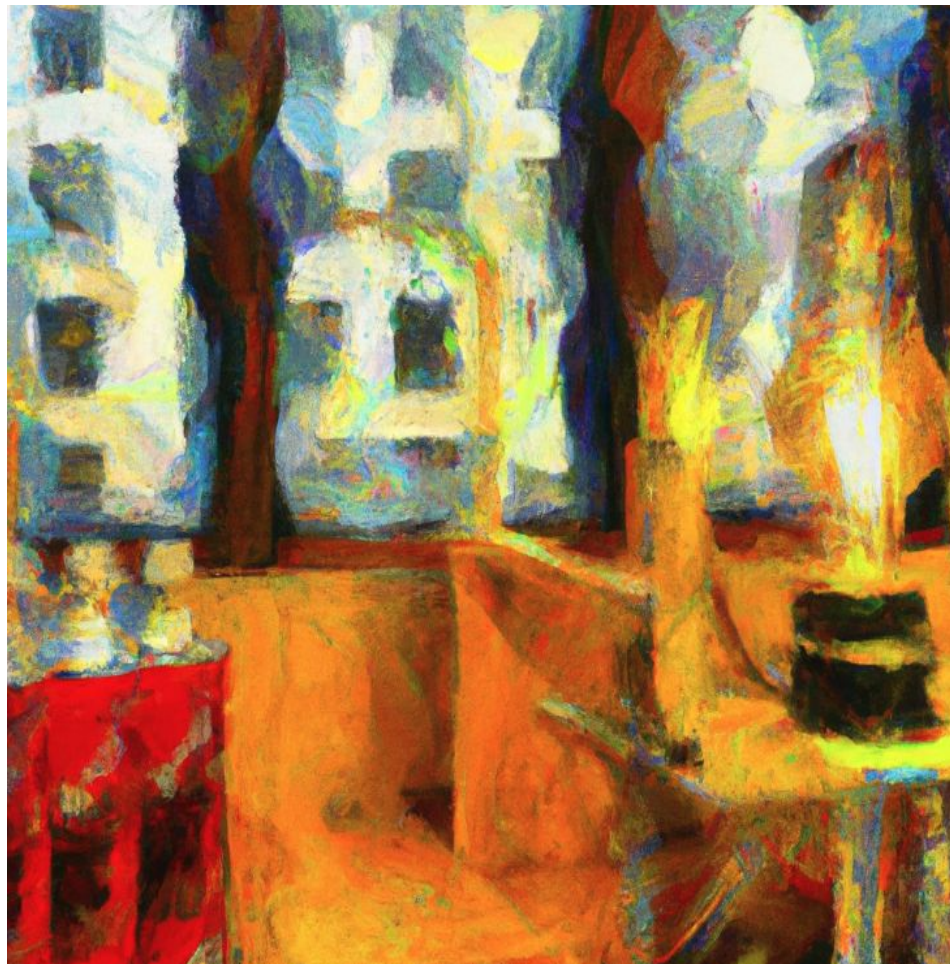
Specialist Vs Own what you built

The software development lifecycle

SDLC specialists

Resources

- [Agile manifesto](#)
- [Product excellence best practices](#)
- [Devops as a competitive advantage](#)
- [Full cycle developers at netflix](#)
- [hbr.org/2008/04/reverse-engineering-googles-innovation-machine](#)
- [2022-year-summary-books-and-running/](#)

Q&A

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Thank you!