



Next Gen Startup Cultures

INNOVATING AS YOU GROW



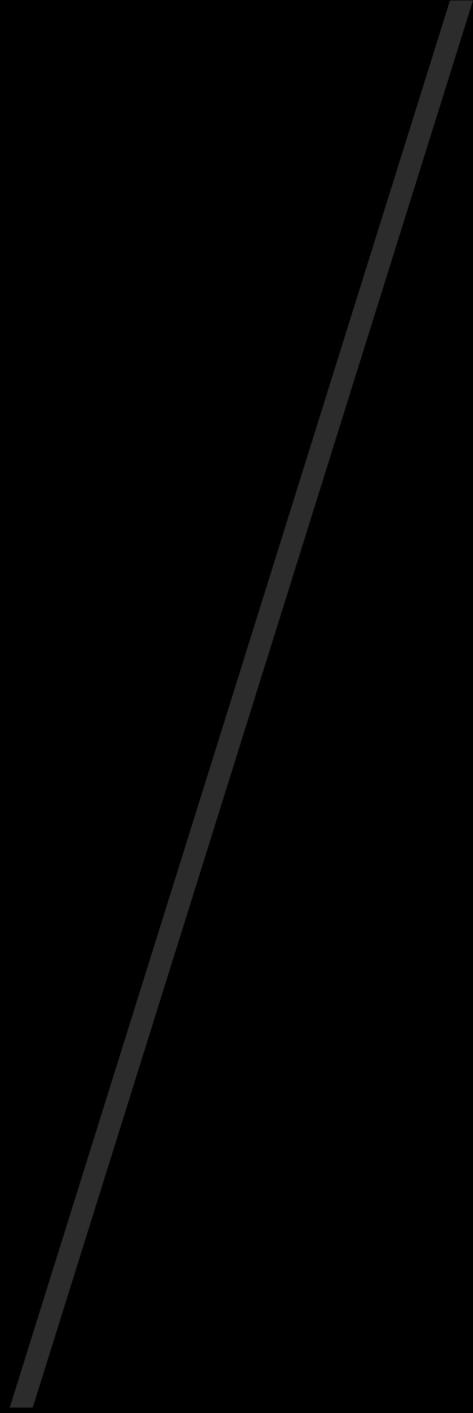
> whoami

Jim Plush

- ▶ Sr Director of Engineering, CrowdStrike
- ▶ Employee 30 of > 500
- ▶ Member of the Culture Team
- ▶ @jimplash 



> whois



CROWDSTRIKE

> whois

▶ Endpoint security



CROWDSTRIKE

> whois

- ▶ Endpoint security
- ▶ Cloud based, realtime detection & prevention



CROWDSTRIKE

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- ▶ Endpoint security
- ▶ Cloud based, realtime detection & prevention
- ▶ DNC Breach Attribution



CROWDSTRIKE

> whois

- ▶ Endpoint security
- ▶ Cloud based, realtime detection & prevention
- ▶ DNC Breach Attribution
- ▶ High Scale
 - ▶ 1M+ Inbound events per second
 - ▶ Multi Petabytes under management



CROWDSTRIKE

What Is Culture?





What Is Culture?

- ▶ How business gets done



What Is Culture?

- ▶ How business gets done
- ▶ What happens when no one is looking



That's My Job?



That's My Job?

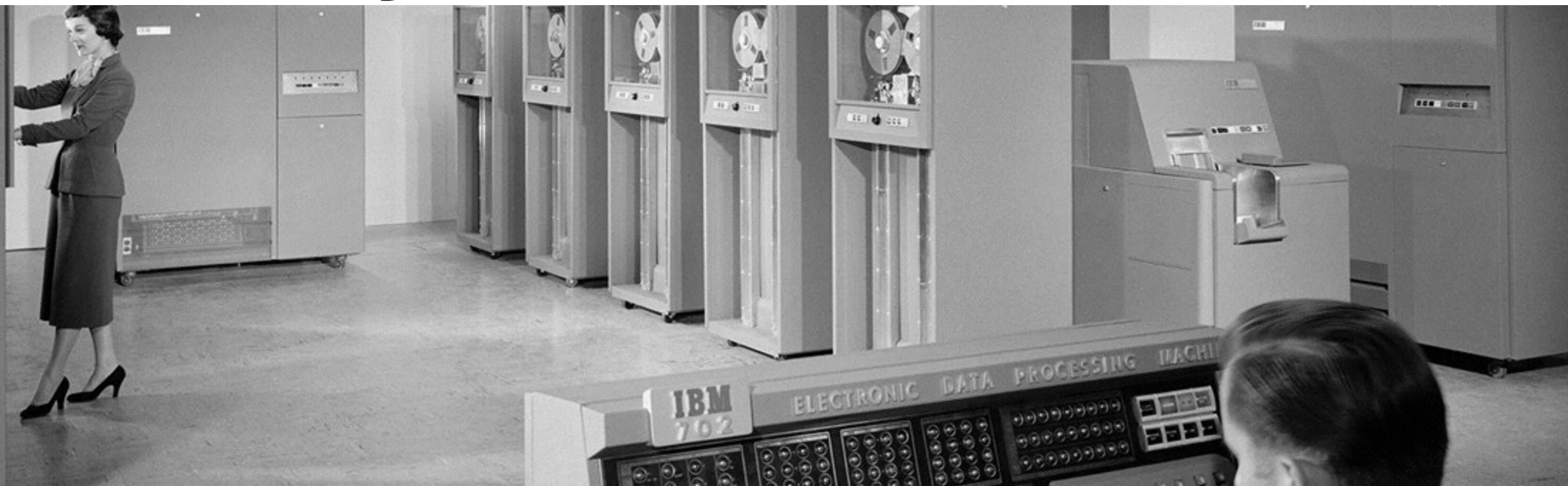
- ▶ You are the culture influencers



That's My Job?

- ▶ You are the culture influencers
- ▶ Don't be a passenger

The Early Years



▶ Next Gen?

The Early Years



- ▶ Next Gen?
- ▶ Distributed from the start

The Early Years



- ▶ Next Gen?
- ▶ Distributed from the start
- ▶ Culture from the start

The Early Years



Culture Team



Culture Team

- ▶ Phrase mission & define values



Culture Team

- ▶ Phrase mission & define values
- ▶ How will we incentivize behaviors?



“Company Culture Is The By-Product Of Consistent Behavior. What You Do Always Wins Against What You Intend To Do.”

- Jason Fried

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- ▶ What can we learn from the past?

“Company Culture Is The By-Product Of Consistent Behavior. What You Do Always Wins Against What You Intend To Do.”

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- ▶ What can we learn from the past?
- ▶ Structure environment to avoid past mistakes



Contributors To Poor Culture

Contributors To Poor Culture

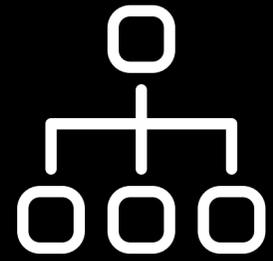
- ▶ Poor management practices

Contributors To Poor Culture

- ▶ Poor management practices
- ▶ Lack of autonomy

Contributors To Poor Culture

- ▶ Poor management practices
- ▶ Lack of autonomy
- ▶ Too much process, too many meetings

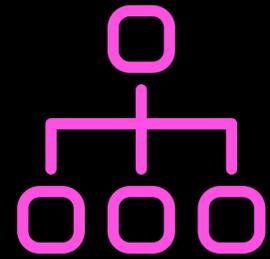


Structure



People

In Practice

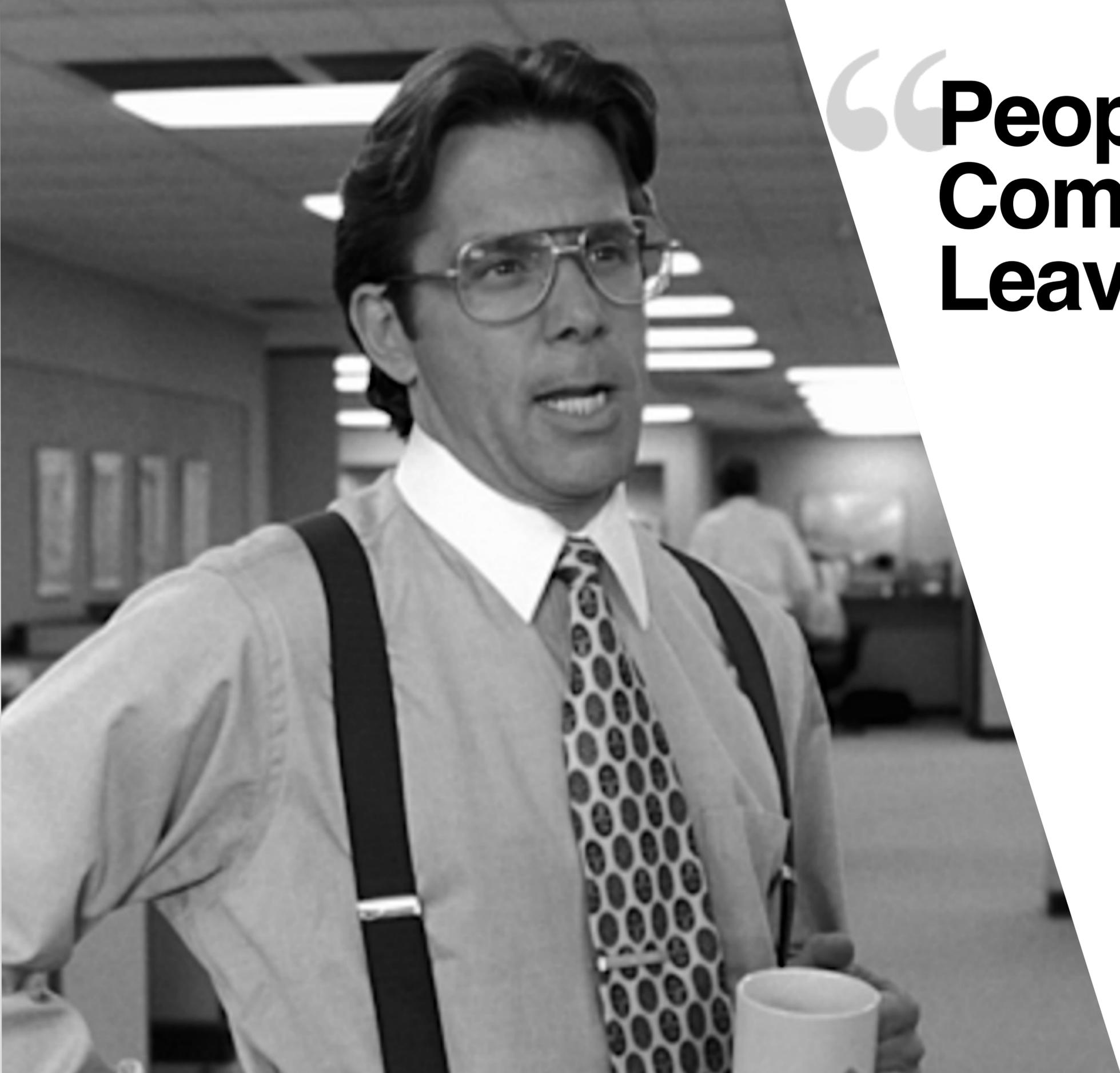


Structure

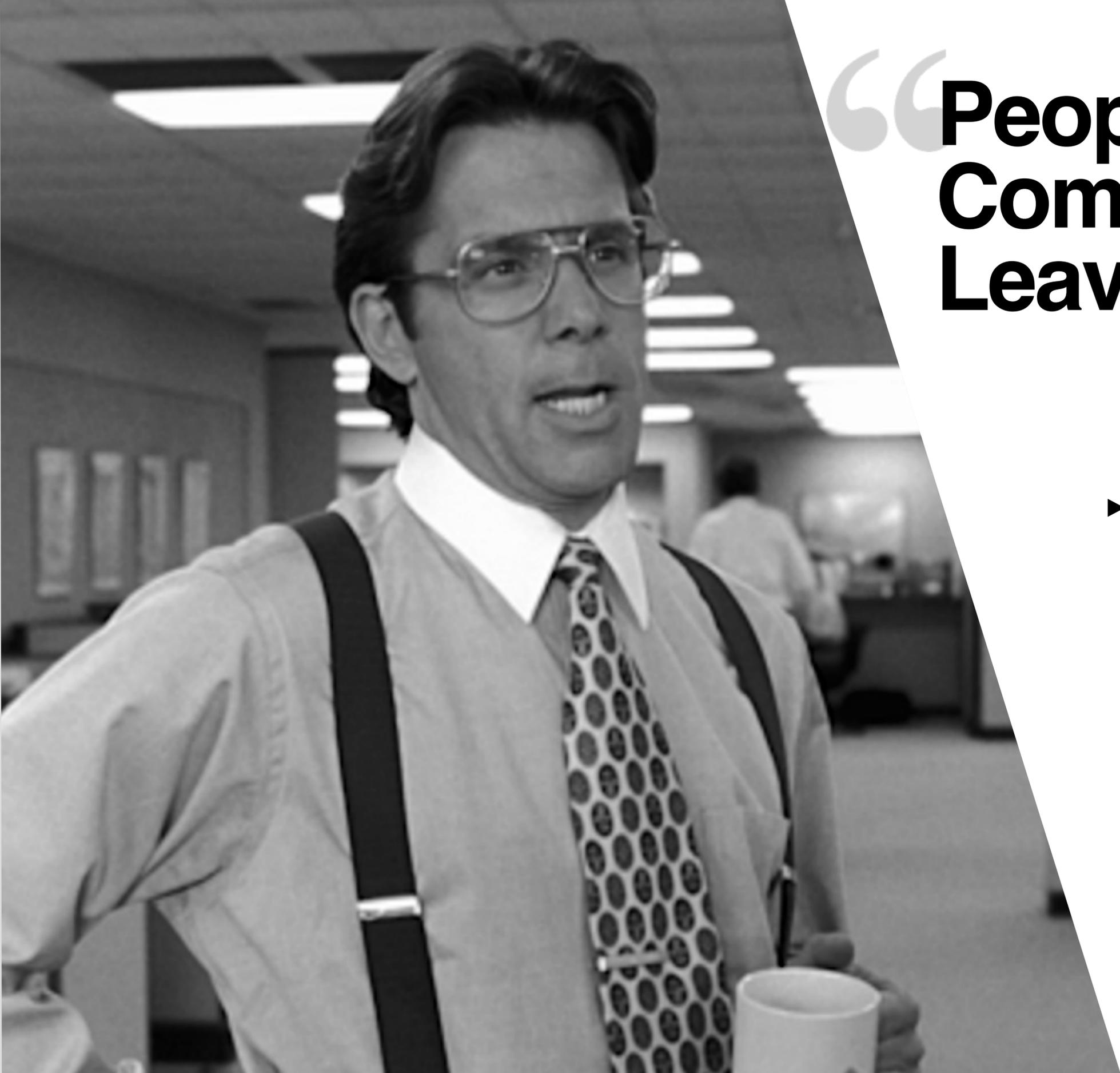


People

In Practice

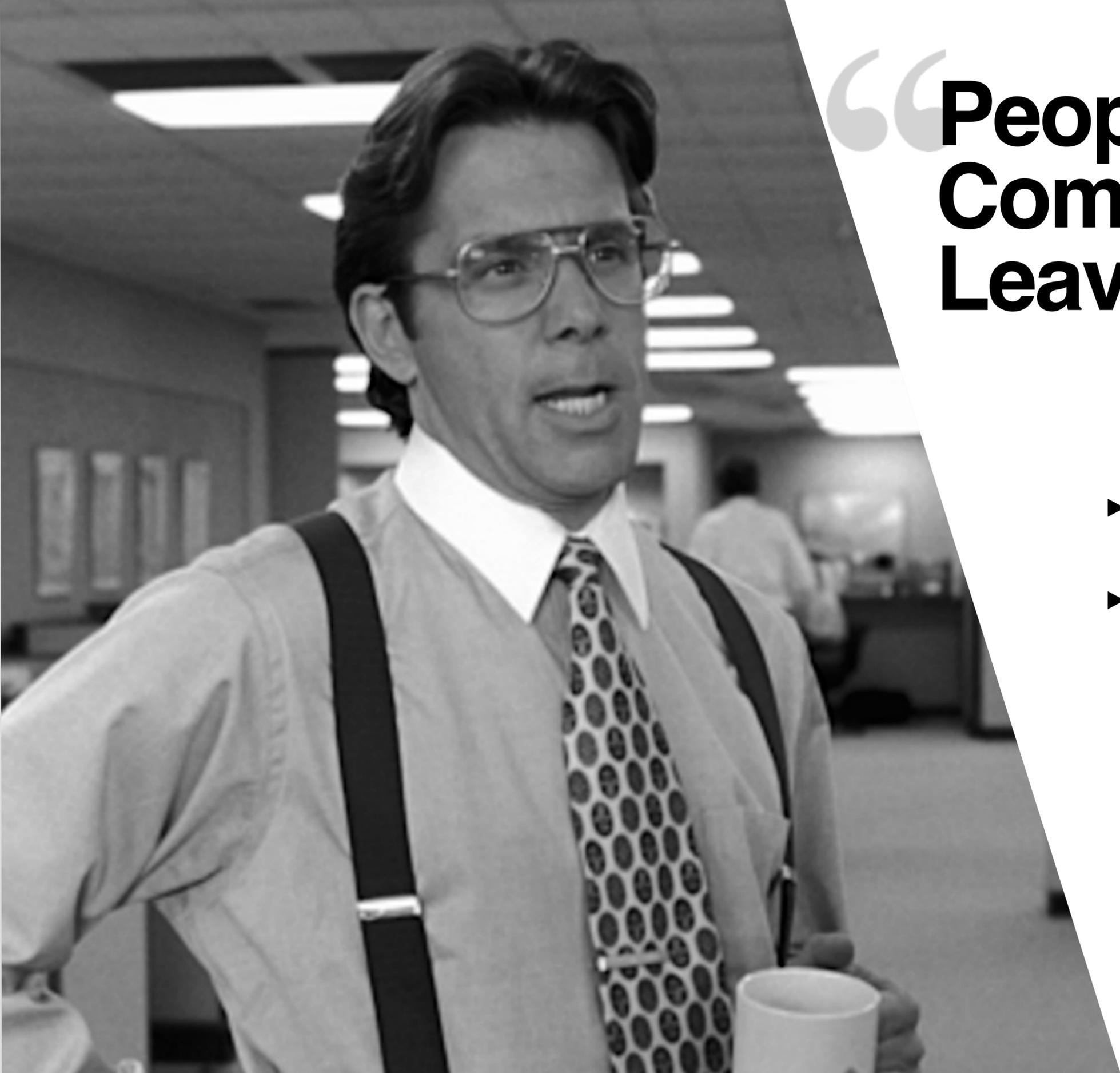


“People Don't Leave
Companies, They
Leave Managers



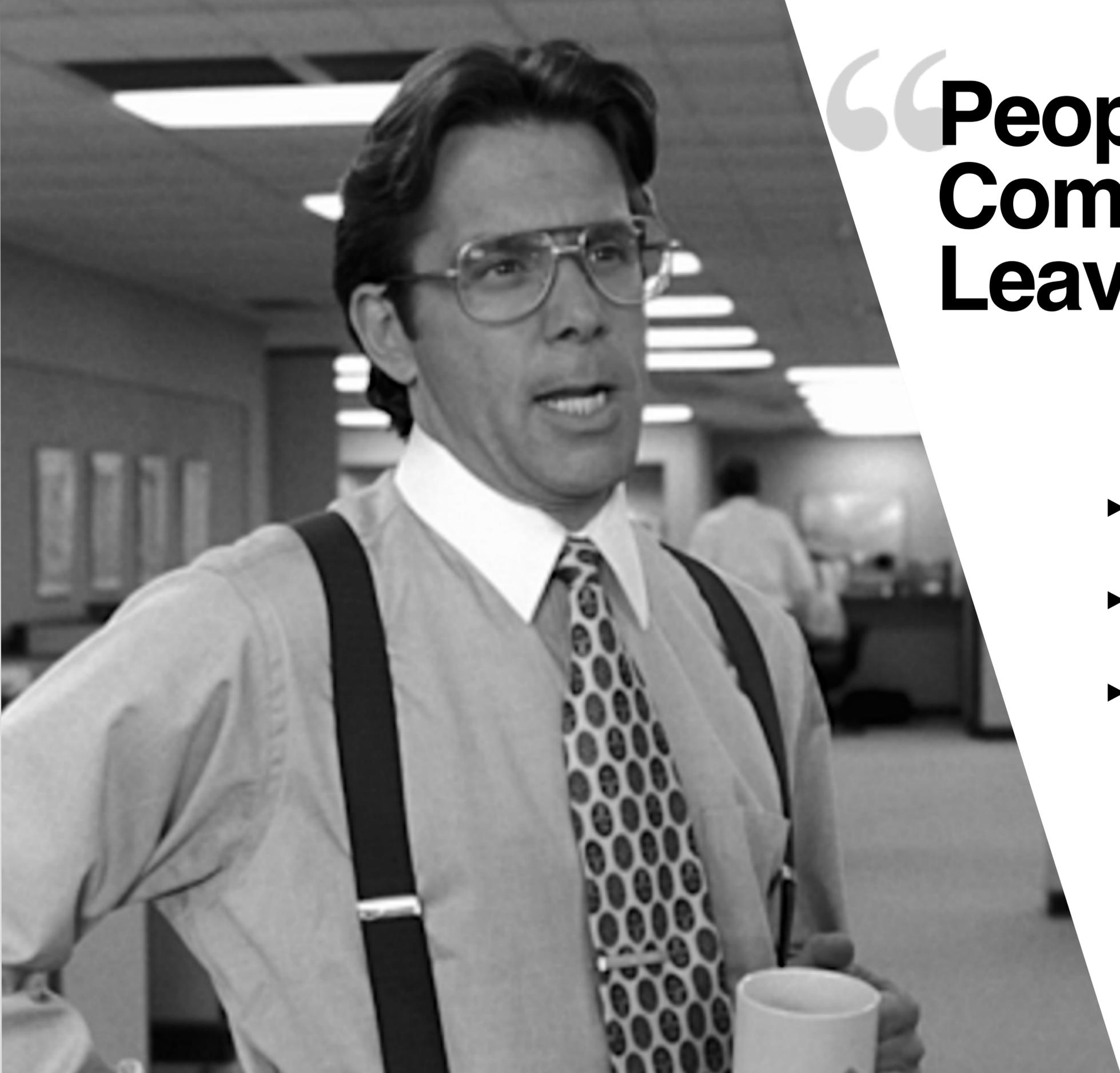
“People Don't Leave Companies, They Leave Managers

- ▶ Skip Level 1:1s



“People Don't Leave Companies, They Leave Managers

- ▶ Skip Level 1:1s
- ▶ Multiple sign offs on promotions



“People Don't Leave Companies, They Leave Managers

- ▶ Skip Level 1:1s
- ▶ Multiple sign offs on promotions
- ▶ Managers don't control tasks



**“Want To Increase
Innovation? Lower
The Cost Of Failure.”**

- Joi Ito



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▶ Invention != Innovation



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- ▶ Focus on automation



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- ▶ Avoid Process



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- ▶ Invention != Innovation
- ▶ Focus on automation
- ▶ Avoid Process
- ▶ 5 Whys

“Meetings Are A Symptom Of A
Bad Organization. The Fewer The
Meetings The Better

- Peter Drucker





**“Meetings Are A Symptom Of A
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- ▶ Question all meetings



**“Meetings Are A Symptom Of A
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- ▶ Question all meetings
- ▶ No Meeting Thursday

Software Development Life Cycle

How We Build Things



Customer Feature Foo

Customer Feature Foo

context

Customer Feature Foo

context



Customer Feature Foo

context





Customer Feature Foo

context

Customer Feature Foo

context



feasibility

Customer Feature Foo

context



feasibility

Customer Feature Foo

context



feasibility

Customer Feature Foo

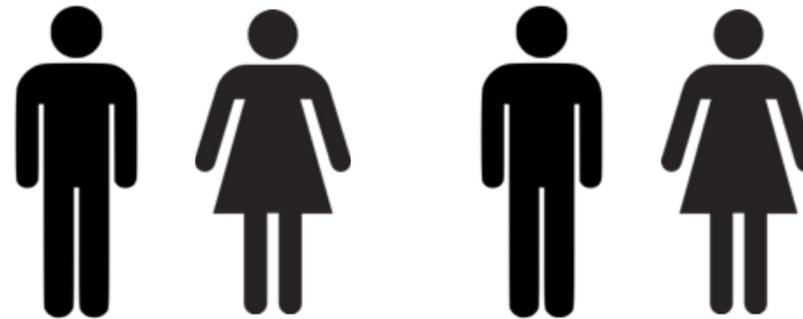
context

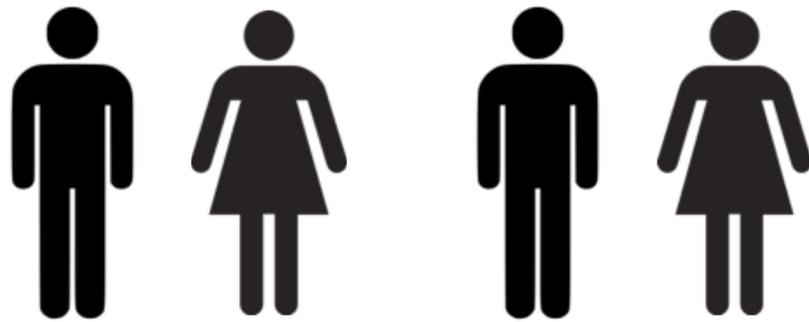


feasibility

Customer Feature Foo

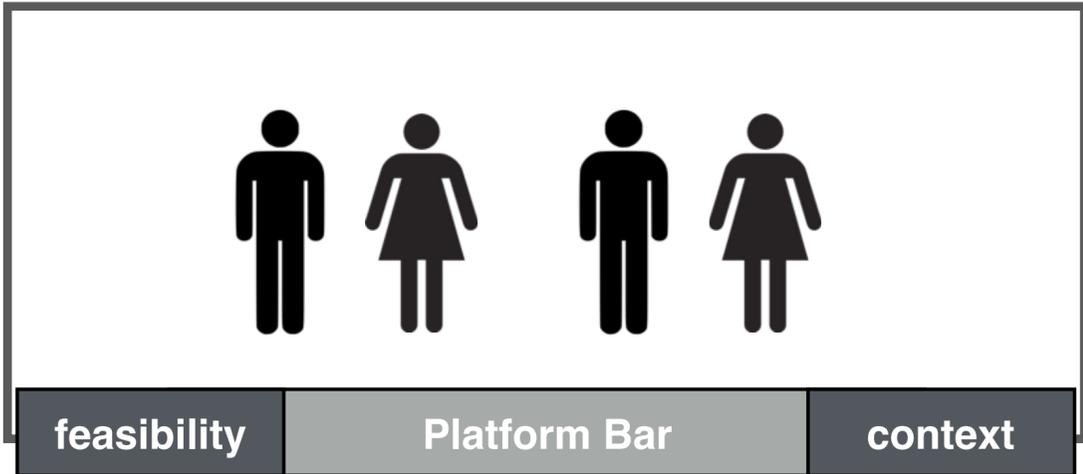
context

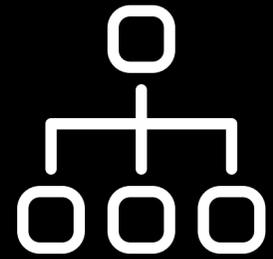




feasibility	Customer Feature Foo	context
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Structure



People

In Practice

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Aren't The Same. Sometimes I Think They
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▶ Dual Management / Engineering Path

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- ▶ Dual Management / Engineering Path
- ▶ Same comp ranges for ICs and managers

“The Urge To Excel And The Urge To Lead Aren't The Same. Sometimes I Think They May Be Opposites.

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- ▶ Dual Management / Engineering Path
- ▶ Same comp ranges for ICs and managers
- ▶ IC growth up to Senior VP



“**The Only Thing Worse
Than Training
Employees And Losing
Them Is To Not Train
Them And Keep Them.**

- Zig Ziglar



“**The Only Thing Worse
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- ▶ Near unlimited book budget



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- ▶ Near unlimited book budget
- ▶ Budget for training, conferences



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- ▶ Near unlimited book budget
- ▶ Budget for training, conferences
- ▶ Opportunity across projects

**“We Are A
Distributed
Team,
Not Remote
Workers**

► Inclusion

“**We Are A
Distributed
Team,
Not Remote
Workers**”

- ▶ Inclusion
- ▶ Open Communication

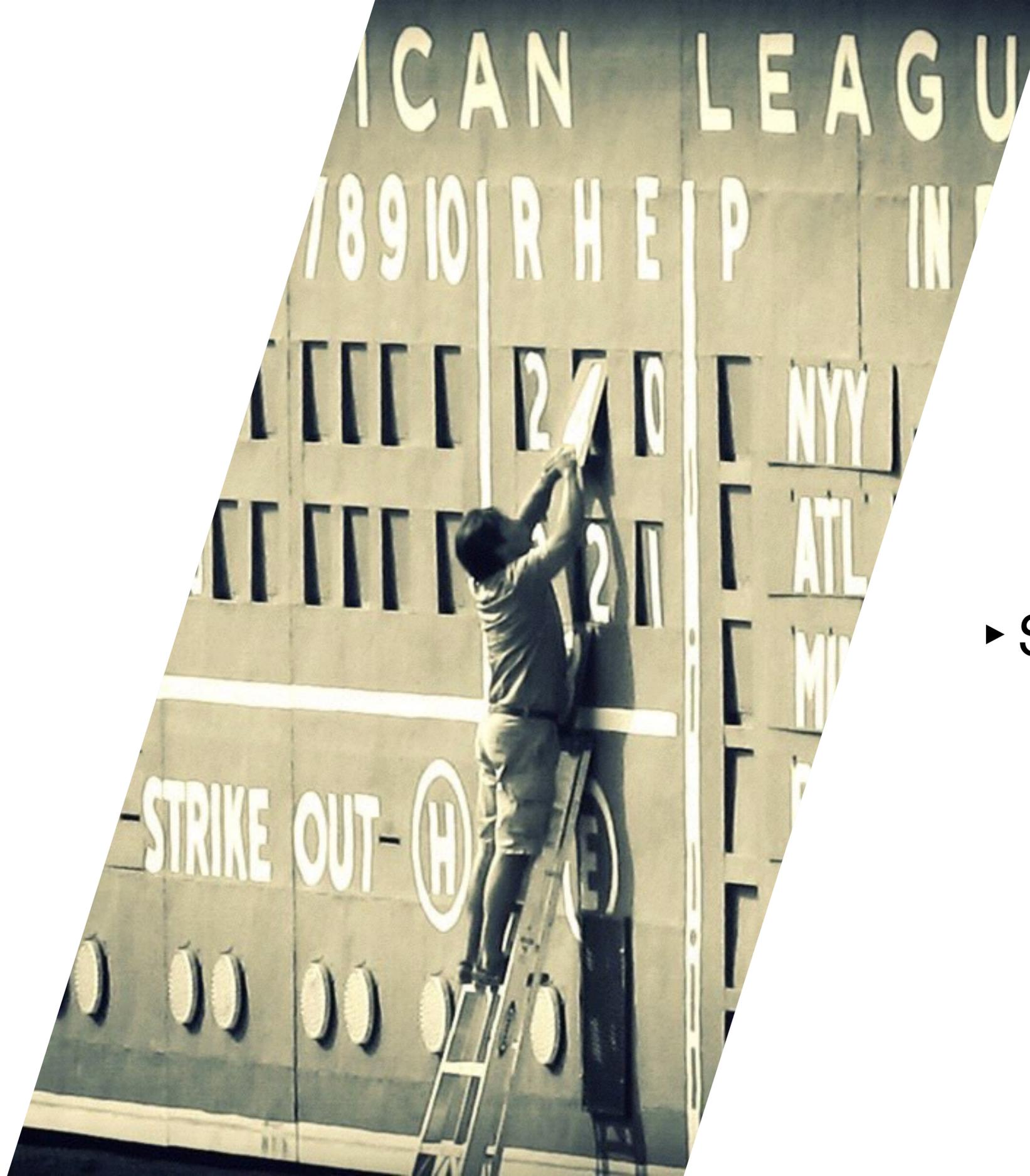
**“We Are A
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- ▶ Inclusion
- ▶ Open Communication
- ▶ On-boarding

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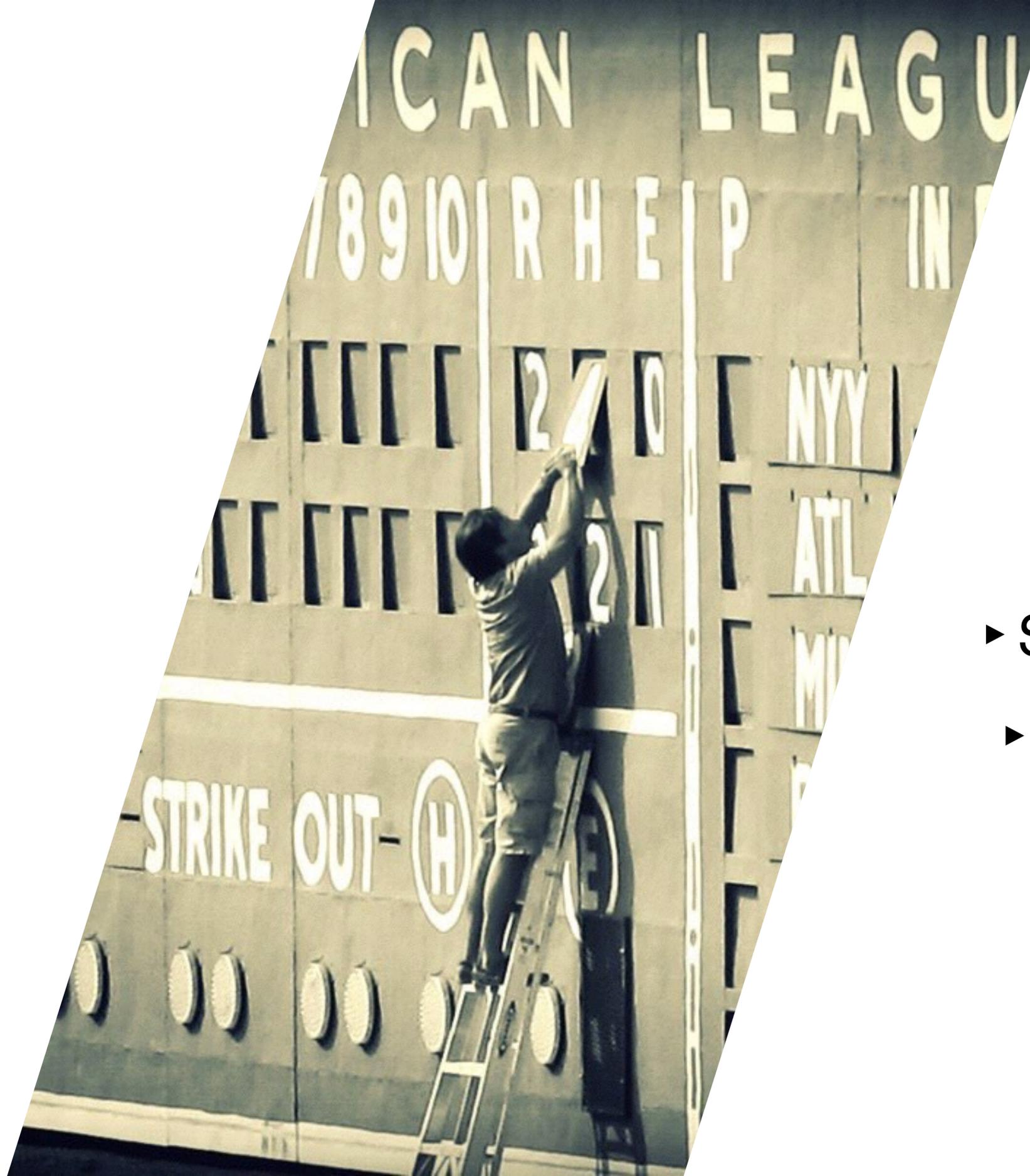


How Do You Grade Culture?



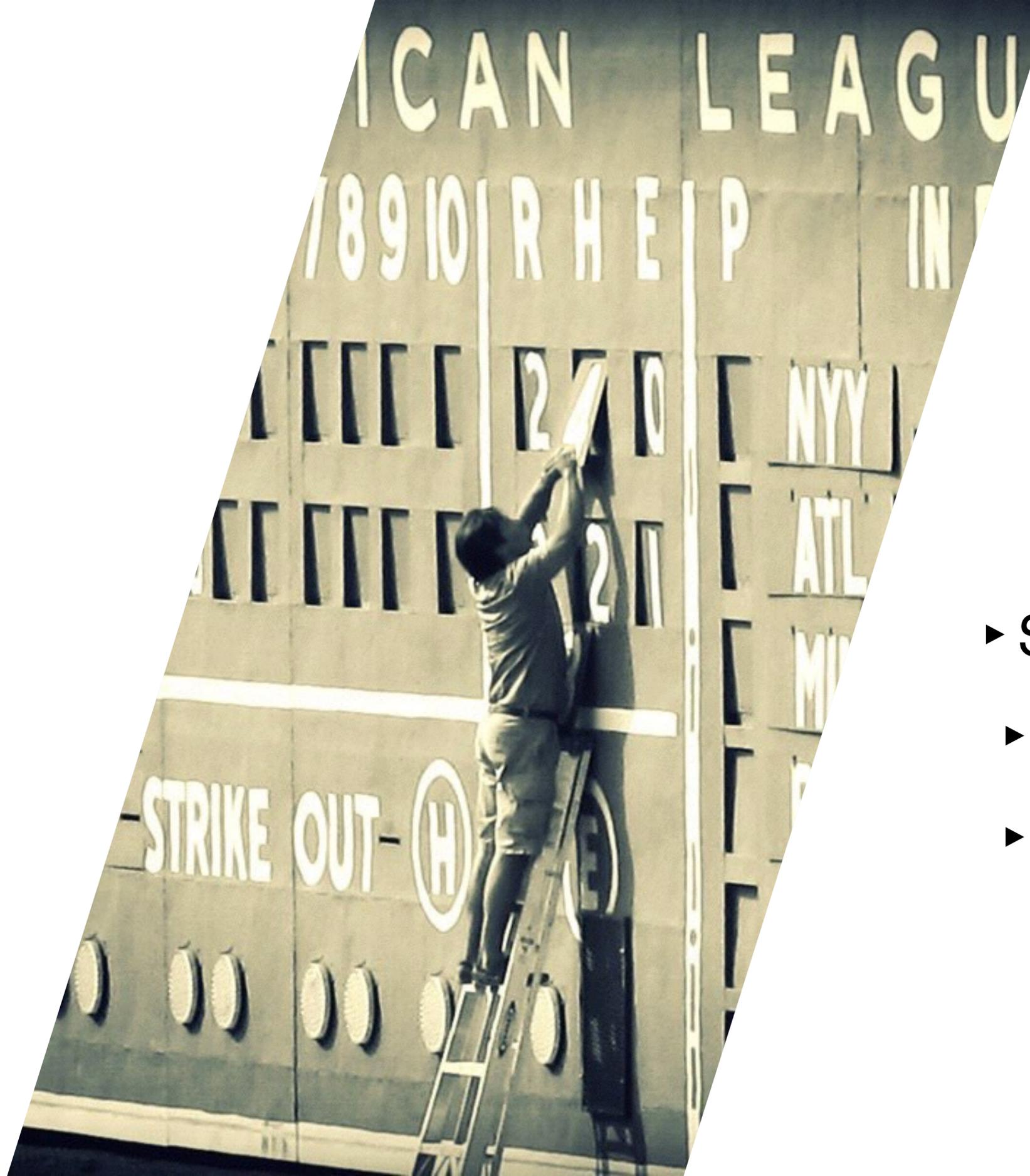
How Do You Grade Culture?

► Surveys



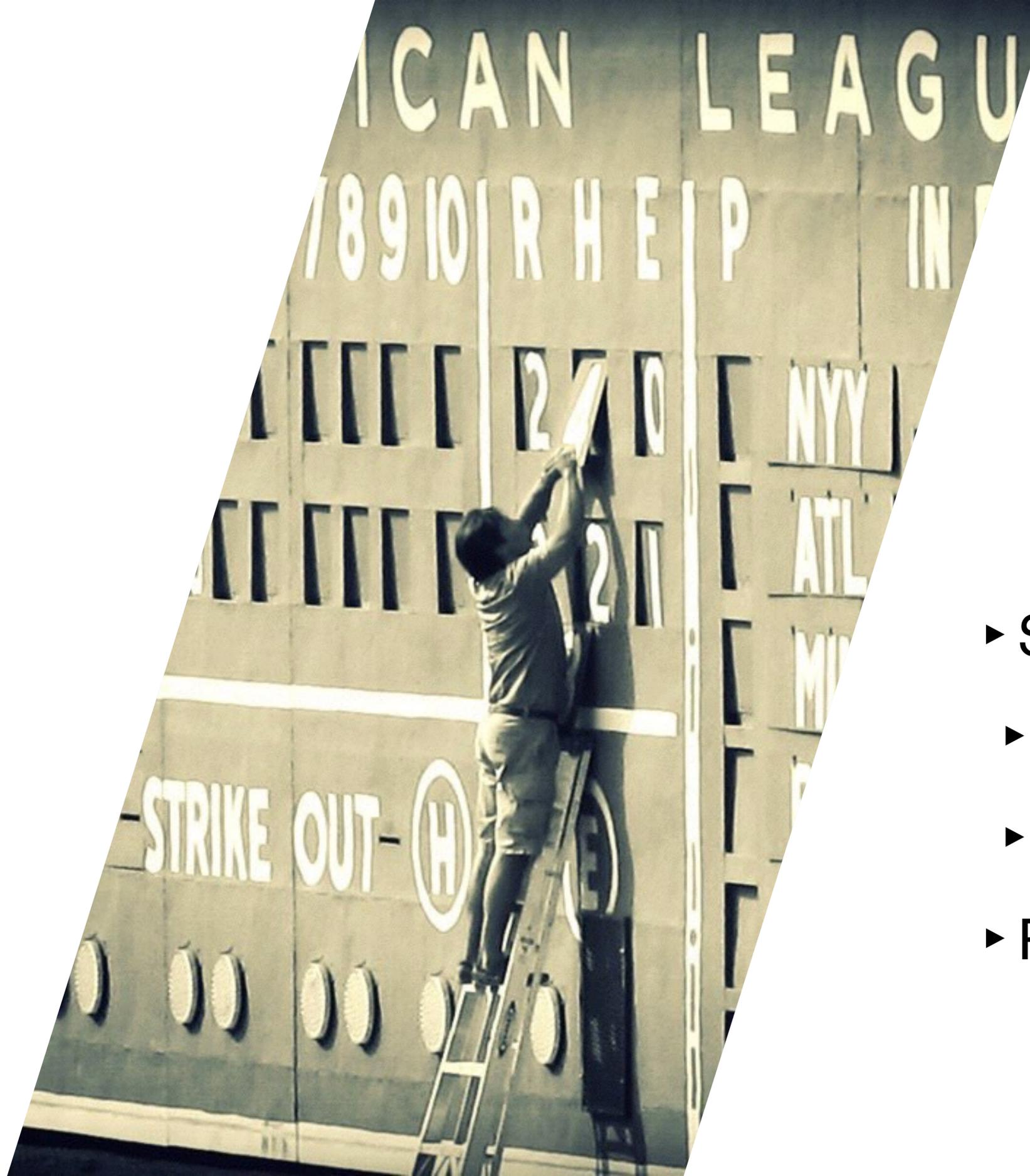
How Do You Grade Culture?

- ▶ Surveys
- ▶ Long timers view



How Do You Grade Culture?

- ▶ Surveys
- ▶ Long timers view
- ▶ Exit Surveys



How Do You Grade Culture?

- ▶ Surveys
 - ▶ Long timers view
 - ▶ Exit Surveys
- ▶ Retention Comparisons



How Do You Grade Culture?

- ▶ Surveys
 - ▶ Long timers view
 - ▶ Exit Surveys
- ▶ Retention Comparisons
- ▶ Referral Rates

Takeaways

Takeaways

- ▶ Start small

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- ▶ Start small
- ▶ Define your values

Takeaways

- ▶ Start small
- ▶ Define your values
- ▶ What drives people away from those values



CROWDSTRIKE

“Everything That You
Want In This
World Is Just Beyond
Your Comfort
Zone *- Robert Allen*

@jimplush 