



“We work to have leisure, on which happiness depends.”

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Aristotle... a long time ago



# work

/wɜrk/ 

*noun*

1. activity involving mental or physical effort done in order to achieve a purpose or result.  
"he was tired after a day's work in the fields"  
*synonyms:* labor, toil, slog, drudgery, exertion, effort, industry, service; [More](#)
2. mental or physical activity as a means of earning income; employment.  
"I'm still looking for work"  
*synonyms:* employment, a job, a position, a situation, a post; [More](#)

*verb*

1. be engaged in physical or mental activity in order to achieve a purpose or result, especially in one's job; do work.  
"an engineer who had been **working on** a design for a more efficient wing"  
*synonyms:* toil, labor, exert oneself, slave (away); [More](#)
2. (of a machine or system) operate or function, especially properly or effectively.  
"his cell phone doesn't work unless he goes to a high point"  
*synonyms:* function, go, run, operate; *informal* behave  
"his car was working perfectly"



# OUR RELATIONSHIP WITH WORK AMBIVALENCE ABOUNDS

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- I study to go to a good school so I can get a good job
- I need to find WORK
- I go to WORK
- I am at WORK
- I am WORKING
- I WORK
- I need a vacation
- I am saving enough to retire

# MASLOW'S ASSUMPTIONS

## “A THEORY OF HUMAN MOTIVATION”

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- Human nature is basically good, not evil
- Normal human development involves the actualization of this inherent goodness
- Central human motive: self actualization



# DIVAS: CAUSE OR EFFECT

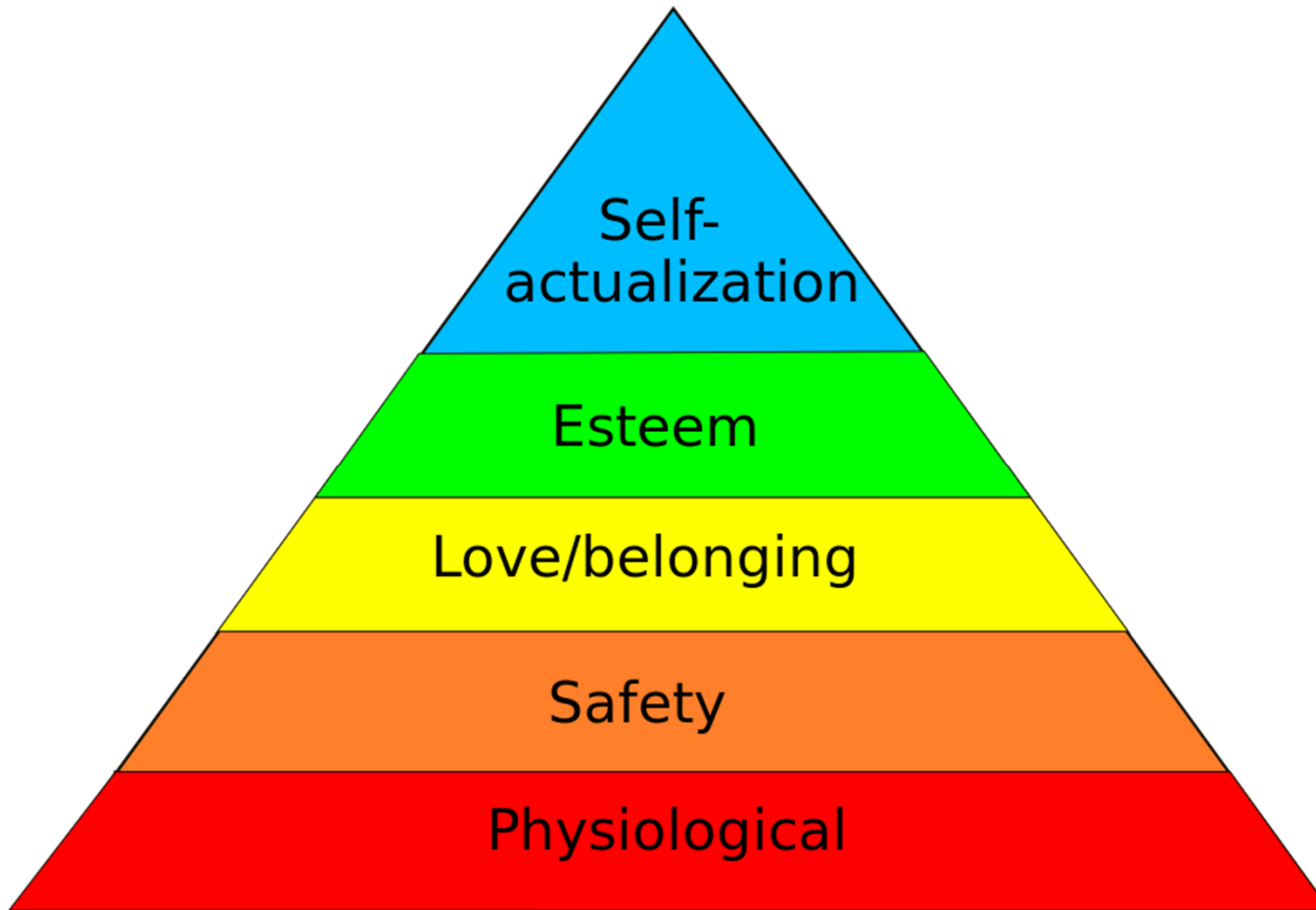
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Psychopathology results from the frustration of a human being's essential nature



# MASLOW'S HIERARCHY OF NEEDS

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## Maslow's Definition of a Self-actualized Person

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- Has no mental illness
- Satisfied in basic needs
- Fully exploited talents
- Motivated by values

## Some Characteristics of Self-actualizing persons

- Increased autonomy and resistance to conformity
- Higher frequency of peak experiences
- Increased identification with the human species
- Improved interpersonal experiences
- More democratic character structure
- High levels of creativity



# WHO ARE WE

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- No reporting hierarchy
- No titles
- No defined roles
  - Dev
  - Not-Dev
- No formal reviews
- No assignments
- No time tracking
- No vacation or other policy
- No corporate office
- About 70+ people – virtual by design
  - 45% Ann Arbor
  - 55% elsewhere
- Hyper-focused mission
- Hyper-focused client selection
- Well established coding standards, code review standards, release processes
- We know success
- We are happy



mail ▾



Move to Inbox



More ▾

COMPOSE

Weekly Update 10/19/14

Inbox x



Inbox (197)

Important

Unread Mail

Drafts (165)

Categories

Spam/Deleted Items

Archives

Unread Items (63)

Unread Items

Refresh ▾

John [redacted] Last: Galileo 2.6 testing Direct (WVHIN 5.13) testing X Form V2 testing IE11 ... Oct

4 older messages

[redacted] Last: [redacted] Support -WVHIN upgrade testing - 5.13.x in WVHIN Integration Te... Oct

[redacted] to us ▾ Oct 19 ☆

Last:

- my first week!
- met Mike R, Scott G, Justin N, Brian G, Chris N
- got WebAppTest running on Parallels on my dev machine
- used the Wiki a lot and tried to make improvements
- made a 3-character change to the devops branch
- **pinched myself** every day—am I dreaming? Every best practice I've heard, and everything I've daydreamed about to broken healthcare software has at least been started here.

This:

- meet more people
- learn all the .NET MVC and Angular things I'm missing
- learn what Terms, Mappings and Term Subsets are for so I can help Justin improve that part of the WebClient UI
- learn more about the end users and what's important for them
- try not to **pinch myself** so much

Vik ▾



OK sounds good

[redacted]

Me: well.. balance con

# Why Silicon Valley's Work Culture Is Killing Us

+ Comment Now

WORK-WORK BALANCE

## The Culture of Overwork on Wall Street And in

Leonard argues that “the sheepish reduction in working hours by formerly untouchable ba points toward...Wall Street’s waning hold on the American imagination.” Of course, we ca just have empty space in our imaginations where we don’t fetishize an entire industry. We a replacement! That replacement is obviously Silicon Valley, who are also conveniently (fo capitalism?) not such big fans of work-life balance:

For employees down the chain, tech companies cover work expectations with a pleasing veneer of flexi schedules, unlimited vacation and offices packed with toys. Like Wall Street, Silicon Valley wants the smartest kids, but tech billionaires such as Peter Thiel and Mark Zuckerberg favor young programmers have dropped out of their fancy colleges. These kids work brutal, demeaning hours just like their New Y counterparts. What Silicon Valley has so masterfully done is disguise this labor as a lifestyle choice. Yo employees choose to code all night. They love their visionary CEO calling with another great idea at 3 a It’s hard to feel exploited while wearing flip-flops, balancing gently on an exercise ball.

# Of The People, By The People, For the People

## The Twelve Principles of Agile Software

We follow these principles:

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- Working software is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity--the art of maximizing the amount of work not done--is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



# HANDBOOK FOR NEW EMPLOYEES

A fearless adventure  
in knowing what you  
can do when no one's  
telling you what you  
can't.

FIRST EDITION  
2012

## Preface

In 1996, we set out to make great games, but we knew back then that we had to first create a place that was designed to foster that greatness. A place where incredibly talented individuals are empowered to put their best work into the hands of millions of people, with very little in their way. This book is an abbreviated encapsulation of our guiding principles. As Valve continues to grow, we hope that these principles will serve each new person joining our ranks. If you are new to Valve, welcome. Although the goals in this book are important, it's really your ideas, talent, and energy that will keep Valve shining in the years ahead. Thanks for being here. Let's make great things.

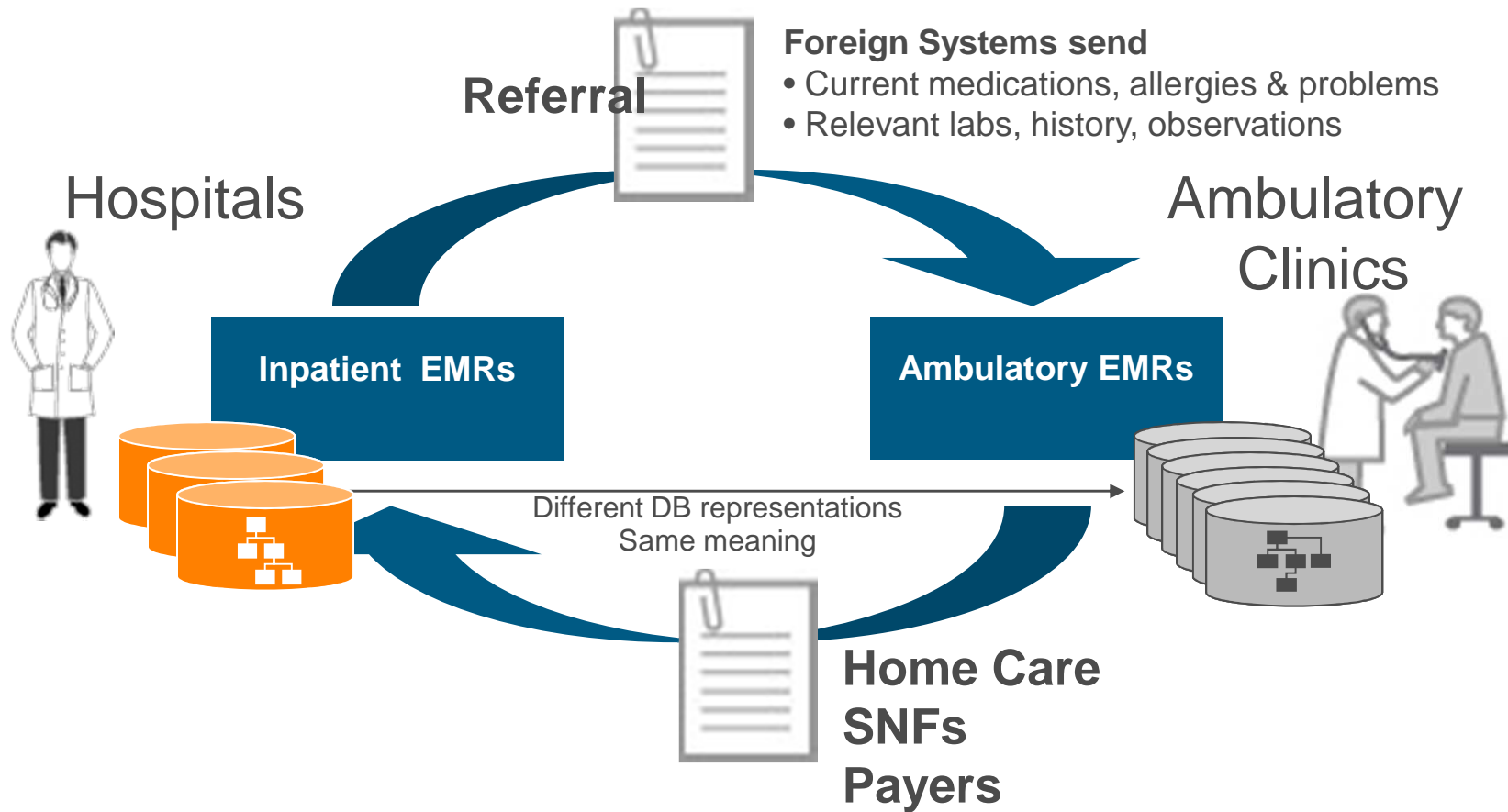
# MISSION SIMPLICITY: “ENSURING INFORMATION ABOUT PATIENTS MOVES THROUGH THE HEALTHCARE SYSTEM AS FAST PATIENTS DO...OR FASTER”

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# ONE PATIENT. ONE RECORD. NOT TODAY

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# APPROACHING MANAGING NEARLY ½ of US POPULATION IN 2015

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CareEvolution, founded in 2003, has grown rapidly in last 3 years across Public, Provider, Payer, and Research Markets



72.1 million patients



488 hospitals



2,848 physician practices



71 free clinics and home care agencies



62,200 provider users



# ENTERPRISE CLIENTS AND ADOPTERS

## Public Market

- Building the “interstate” for information exchange
- Millions of patients each
- Integrating claims, clinical, administrative data across stakeholders
- Advanced portals and applications



## Provider Market

- Helping IDNs get their own house in order
- Deep clinical data and workflow integration
- Patient and Provider Portals
- Clinical alerting solutions



## Channel Partners, Research, Payers



# MY TOP OF MIND – TOP 10

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- **10. individuals** are the center -- process exists to serve the needs of the individual not the other way around. almost all individuals yearn to be as productive as possible and are trustworthy
- **9. teams** are nothing more than individuals **working towards a common goal** with **trust** in one another
- **8. if we can't trust one another then we need to start over – lack of trust is a mortal weakness.**
- **7. "management"** is not a title or role or credential for a few but an activity to be performed by each individual. Its not that we have no managers, it is that **we are all managers.**
- **6. work and life** are not two extremes to be balanced on a see-saw where it is a net-zero sum game; one goes up at the expense of the other. we believe in **work-life fusion** -- a single inseparable continuum. Work exists to serve the needs of the individual and their family not the other way around
- **5. size brings complexity** so every effort should be made to be as small as **possible for the given circumstance**
- **4. ambiguity and the need for judgment are universal and cannot be avoided.** individuals and teams should be confronted with ambiguity so they can develop their judgment "muscles". organizational constructs typically overreach in their zeal to combat ambiguity
- **3. the traditional link between compensation and title/role is flawed.** individual contributor developers can and should make as much as the CTO (if were to have one -- which we don't)
- **2. doing good is good business;** focus on building a product that we would our personal family physician to use when taking care of our children and spouses and parents and siblings - rest will follow.
- **1. be wary of professional investors (VC/PE etc) : their limited partners don't care why you do what you do so it is naive to think they do (or can if they could). Run the business as if it will be there for a 100+ years - beyond our own lifespan.**

## NUMBER 10

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**Individuals** are the center

process exists to serve the needs of the individual not the other way around.

almost all individuals yearn to be as productive as possible and are trustworthy

## NUMBER 9

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Teams are nothing more than  
individuals

**working towards a common goal**  
with

**trust** in one another

## NUMBER 8

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If we can't trust one another then we need to start over

**lack of trust is a mortal weakness.**

## NUMBER 7

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“Management” is not a title or role or credential for a few

but an activity to be performed by each individual.

It is not that we have no managers, it is that **we are all managers.**

## NUMBER 6

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Work and life are not two extremes to be balanced on a see-saw

Where it is a net-zero sum game; one goes up at the expense of the other.

we believe in work-life fusion -- a single inseparable continuum.

Work exists to serve the needs of the individual and their family not the other way around

## NUMBER 5

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### Size brings complexity

so every effort should be made to be as small as possible for the given circumstance and need



## NUMBER 4

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**Ambiguity and the need for judgment are universal and cannot be avoided.**

individuals and teams should be confronted with ambiguity so they can develop their judgment "muscles".

organizational constructs typically overreach in their zeal to combat ambiguity

## NUMBER 3

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The traditional link between compensation and title/role is flawed.

Individual contributor developers can and should make as much as the CTO (if we were to have one -- which we don't)

## NUMBER 2

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**Doing good is good business;**  
focus on building a product that we would use when taking care of our children and spouses and parents and siblings - rest will follow.

## NUMBER 1

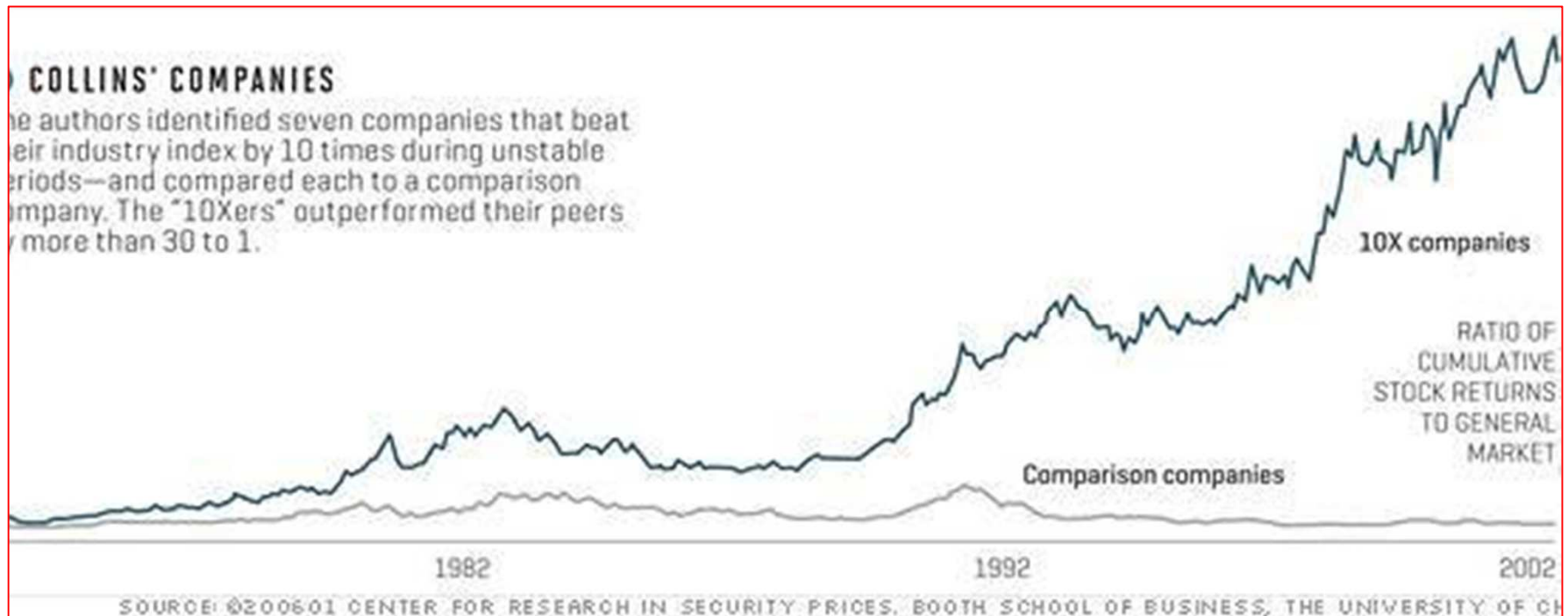
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**Run the business as if it will be there for a 100+ years - beyond our own lifespan.**

Be wary of professional investors (VC/PE etc) : their limited partners don't care why you do what you do so it is naive to think they do (or can if they could).

# “20 MILE MARCH” : COLLINS

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# THE RARE RESPONSIBLE PERSON (courtesy: NETFLIX)

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- Self motivating
- Self aware
- Self disciplined
- Self improving
- Acts like a leader
- Doesn't wait to be told what to do
- Never feels “that’s not my job”
- Picks up the trash lying on the floor
- Behaves like an owner