

These are slides.

Which means they're the visual accompaniment to an actual talk. They contain a fraction of the information I actually talked about, so scrolling through them can really only tell you what the screen behind me looked like. The good news is that Etsy recorded the talk, so check this out.

In the meantime, here are some words and phrases.

Coda Hale
6/28 @ Brooklyn, NY

THE OTHER SIDE OF
SOFTWARE
ARCHITECTURE!

THE OTHER SIDE OF
SOFTWARE
ARCHITECTURE!

Why the way **people**
work affects the way
software works.

Why the way **software**
works affects the way
people work.



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github.com/codahale

Microsoft®
yammer™

The enterprise social network.

www.yammer.com

STARTUP

LIFE!

Step 1:

The Crazy Vision

“Let’s fix the way people
collaborate at work!”

“Let’s introduce rhizomatic
actor networks into
pathologically hierarchical
corporations!”

Step 2:

The Product

“Let’s build an enterprise
micro-blogging platform!”

“Let’s build an enterprise
social intranet!”

“Let’s build an enterprise
social network!”

Step 3:

Profit!

NOPE!

You don't build
the **product**.

The **company** builds
the **product**.

You build
the **company.**

I'm not a business **man**;
I'm a **business**, man.

CONNAY'S
LAW!

“Organizations which design **systems** are **constrained** to produce designs which are **copies** of the **communication structures** of these organizations.”

HOMOMORPHISM!

**You can only fit so much
crap in your head
or work in your day.**

**GET SOMEONE
ELSE TO DO IT!**

HIVE MIND!

VS

PEN PALS!

HAVE MIND!

HAVE MIND!

HAVE MIND!

PENPALS!

PENPALS!

PENPALS!

HIVE MIND!

VS

PEN PALS!

BALL OF MUD!

VS

PATTERNSAURUS!

GOD OBJECT!

IS

STARTUP MARTYR!

DEAD CODE!
IS
MILTON!

LAVAFLOW!

**IS
RE-ORG RELIGION!**

ORGANIZATION!

ARCHITECTURE!



STRUCTURE!

AGENCY!



STRUCTURATION!!

**CYCLICAL
DEPENDENCIES!**

**GIVE UP ON
UNIDIRECTIONAL
CONTROL!**

**USE
ITERATIVE
PROCESSES!**

OK

NOW

WHAT?

**SUSTAINABLE
VALUE
MACHINES!**

NO CHEATING!

**PACE
YOURSELF!**

OK

NOW

GO!

CENTRALIZE

VISION!

DECENTRALIZE

EXECUTION!



**CENTRALIZED
VISION!**

**HOW TO
MAKE DECISIONS
IN A GROUP!**

Step 1:

Get in a room.

Step 2:

Say something.

“Ok, so I called this meeting to clarify some of the ideas we’ve had for the new retro-encabulator.”

“We shouldn’t work on the
retro-encabulator;
we need to revamp the
reciprocating dingle arm.”

“Yeah, well fuck you.”

**YEP!
YOU'RE IN
A MEETING!**

$$U(t) = U(0) \times \frac{K \left(\frac{t}{p} + 1 \right) - 1}{K - 1}$$

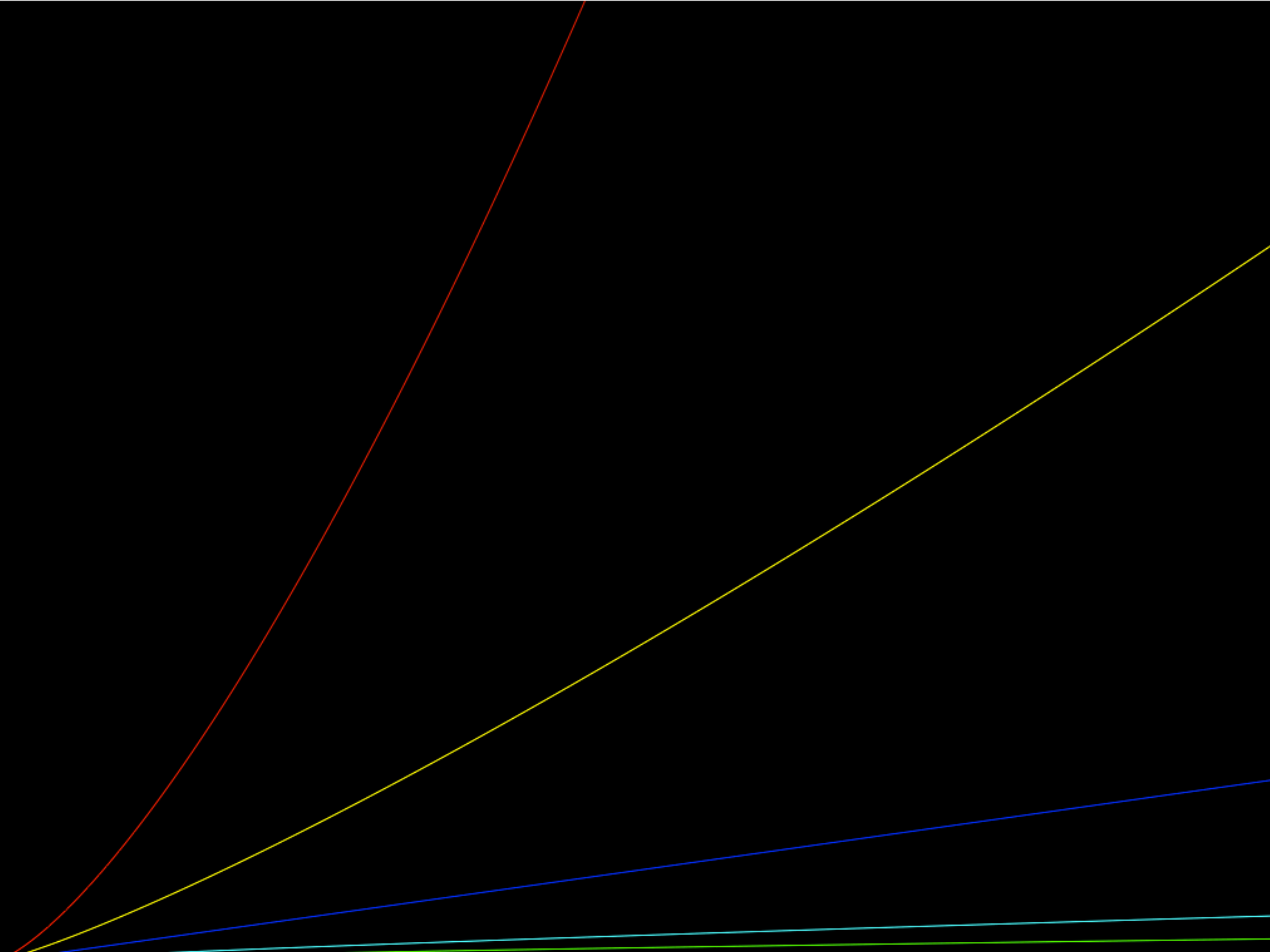
MEETINGS!
FARMVILLE FOR
KNOWLEDGE
WORKERS!

$$K = I \times C$$

**INVOLVE
FEWER
PEOPLE!**



BE ON THE
SAME PAGE!



**MAKE
BETTER
DECISIONS!**



THE CODEBASE!

**OR
THE COMPANY!**

**THE FEATURE
WHISPERER!**

**RENTIER
SYSTEMS!**



PARKINSON'S
LAW!

**SUNK
COST
FALLACY!**

**OWN THE
COMPANY!
NOT THE CODE!**

**YES, THERE
ARE RISKS!**

**DECENTRALIZED
EXECUTION!**

SCALING
HORIZONTALLY!

NOW
FOR
PEOPLE!

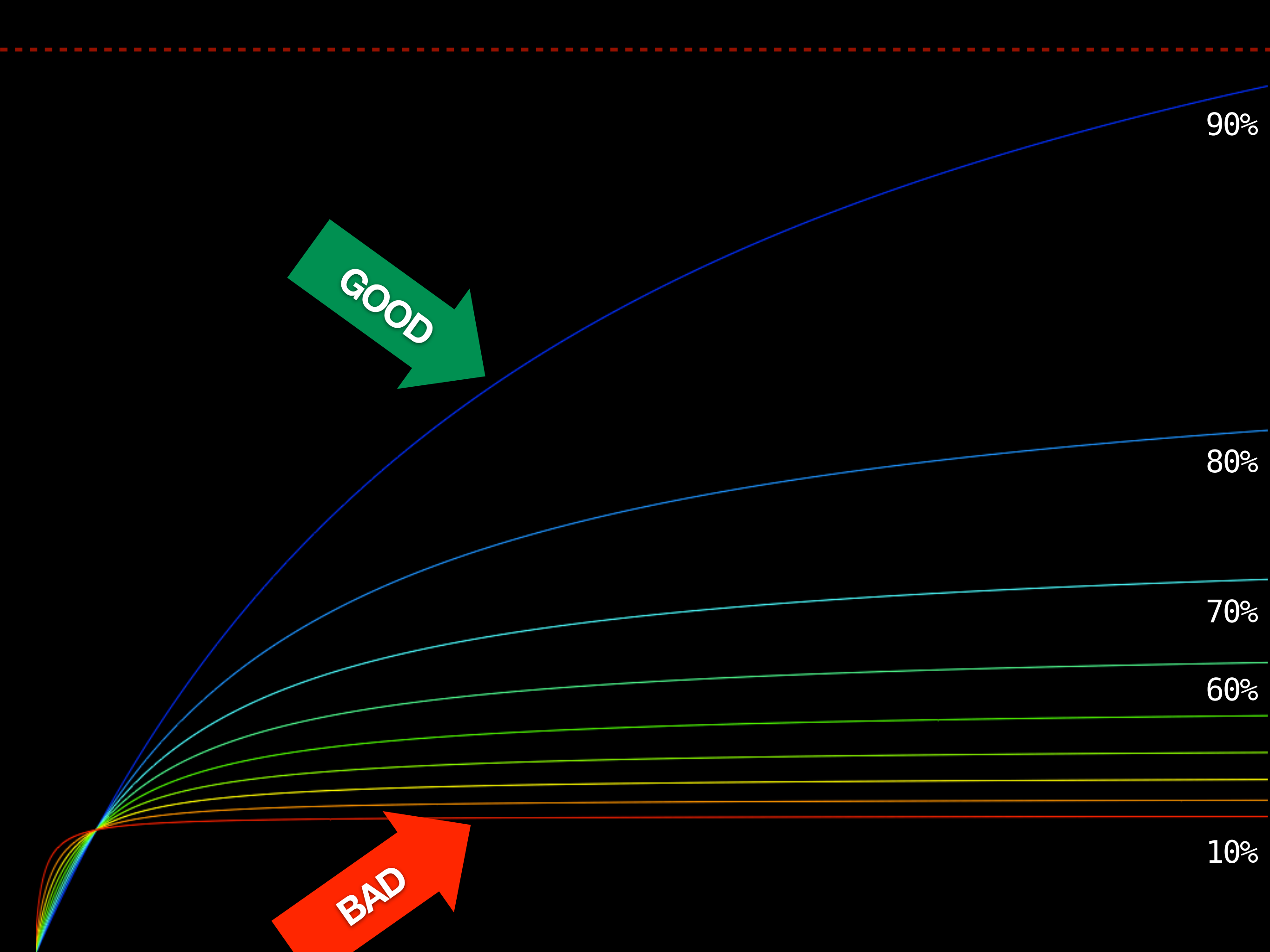


ADD PERSON!

SHIP MORE!

**AMDAHL'S
LAW!**

$$\frac{1}{(1-P) + \frac{1}{x}}$$



**FREE
YOUR
NERDS!**

WHAT IS THE
OTHER SIDE OF
SOFTWARE
ARCHITECTURE?

**CENTRALIZE
VISION!**

**DECENTRALIZE
EXECUTION!**

**BUILD A
COMPANY!**

**BUILD A
(HAPPY)
COMPANY!**

THANKS!