Leveraging Logic as a Leader

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How I got here
I did not write the Netflix Culture Deck
It’s not what you aspire to do
It’s what you actually do
Today’s Lessons

① Start with: Fundamentals

② Teams: Visualizing Greatness

③ My Secret: Pattern Recognition
I ♥ Engineers
Clean, straightforward, logical

- Good
- Right
- True
- Zero
- Black

- Bad
- Wrong
- False
- One
- White
Fundamentals

• Company First
• Judgment trumps everything
• You can just tell the truth
Teams: Visualizing Greatness

In 6 months
if everything was amazing
and you had the perfect team in place...
What would be occurring then
that’s not occurring now?
What would you measure?

• Metrics
• Deliverables
• Reporting
• Cross functional alignment
• Timeline, deadlines, due dates
What would it look like?

• Winning debates?
• Winning tests?
• Customer feedback?
• Data and analysis?
• Influence?
What would people need to *know how to do* to pull that off?
What *skills and experience* would it take to know how to do that?
Then,
and only then,
Who do you got?
Because

• To build the right team - you must know what you are going to build

• If you start with who you have, you may be limited in what you can do

• You now can tell the truth
...and furthermore

- People can decide if they are motivated by the work
- They know what they can do
- They can own their careers
- They can opt in or out
Imagine a world

- No Performance Improvement Plans
- Where interviewing isn’t a sin
- You can be honest
- People can do their best work
Pattern Recognition
I leaned this from them
Learn to Observe

• To change
• To challenge
• To the unknown
• To each other
• To unexpected interruption
• To learning