Engineering @ Facebook

覃超 @ FreeS VC

QCon 2016

QCon

2016.10.20~22
上海·宝华万豪酒店

全球软件开发大会2016

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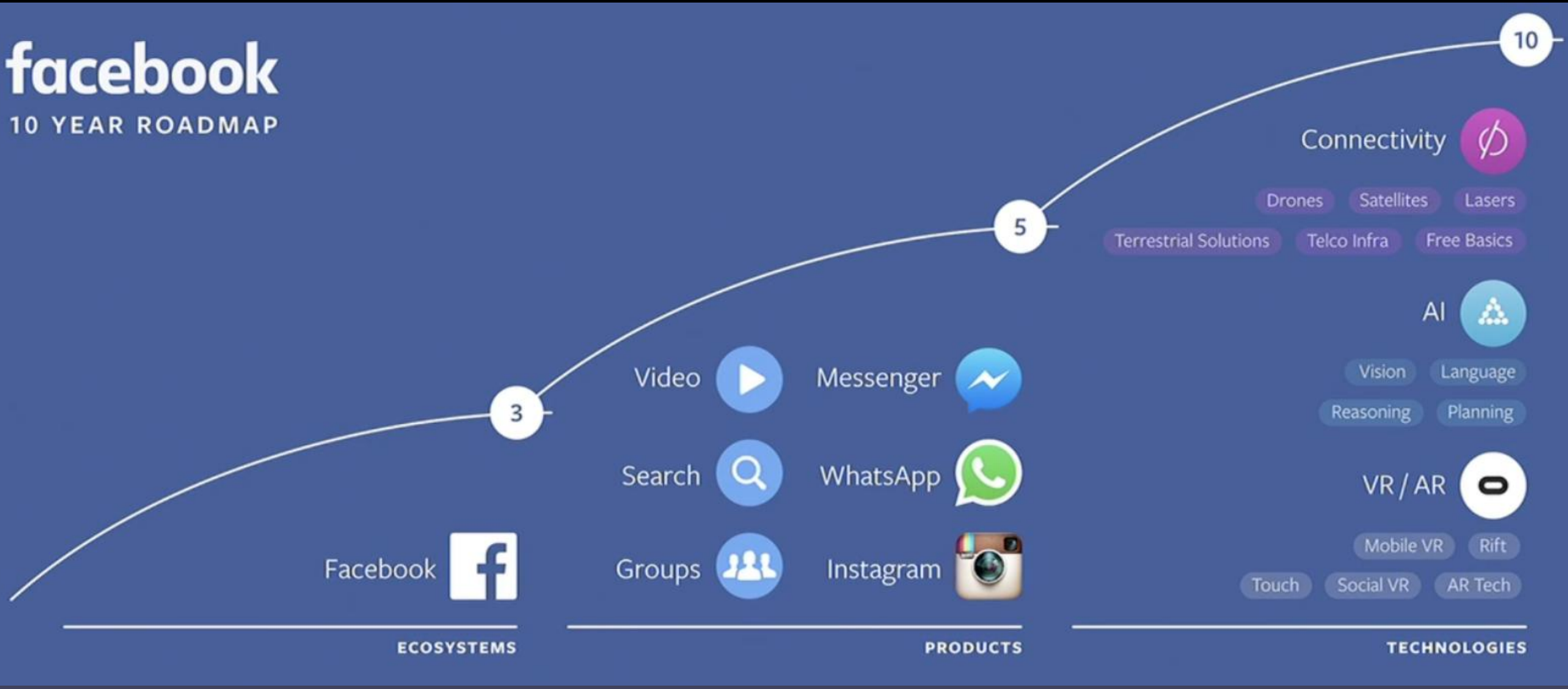
团·购·享·受·更·多·优·惠

7折 优惠（截至06月21日）
现在报名，立省2040元/张


facebook
10 YEAR ROADMAP
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Messenger
Search
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Connectivity
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Lasers
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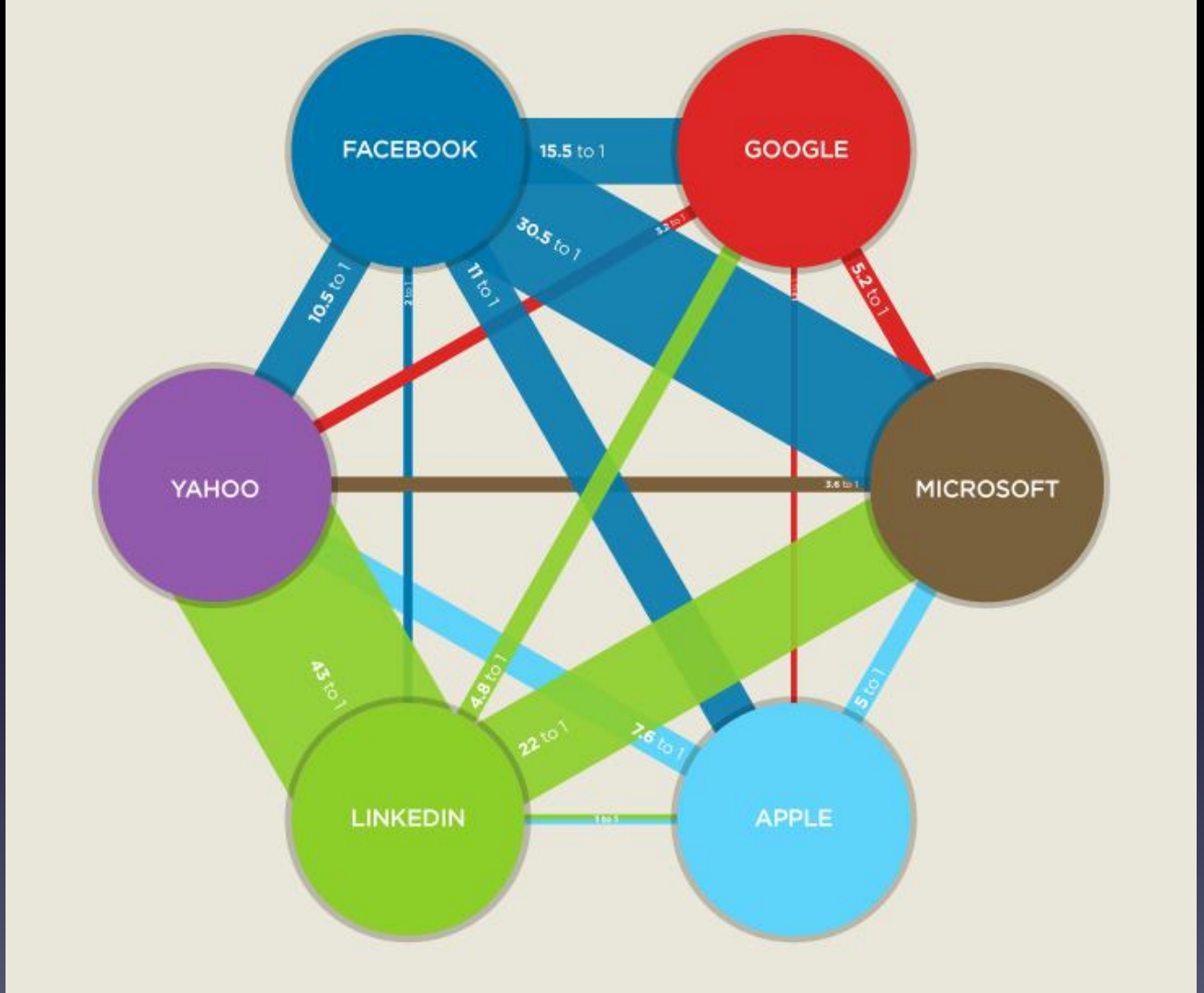
人才流动


FACEBOOK
GOOGLE
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MICROSOFT
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APPLE
15.5 to 1
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10.5 to 1
11 to 1
5.2 to 1
3.6 to 1
4.3 to 1
4.8 to 1
22 to 1
7.6 to 1
5 to 1

1. Self introduction
2. Facebook Engineering Culture
3. PM + designer + engineer team formation
4. People management: OKR, 360 Review, etc
5. 对于中国互联网公司的启示

Self Introduction

2003-2007: 同济大学 ACM-ICPC
2009-2010: Carnegie Mellon University
2010-2014: Facebook software engineer

Mobile Engineer:
Facebook Phone -> iOS app -> Messenger

Facebook Phone UI,
Voice message, Sticker, iOS 7 redesign.

Facebook Engineering Culture

特点一：Hack Culture

Hack: 马上上手，
快速搞定，
持续迭代.

特点：非传统，技术驱动，
数据为王

Growth Hack => Growth + Hack

TAKE YOUR
BRAIN
WITH YOU.
the limits
of
what you care about
RISE
MOVE FAST AND BUILD THINGS
PARSE
2015
Family
[Hackathon]
MISSING
GNOME
Howard Rheingold
Mind Amplifiers
TOMORROW WE DISAPPE
WHAT DOES HOME MEAN TO YOU?
Mobile Home
BIG Office Hours
NOMO FOMO
IS THIS A TECHNOLOGY COMPANY?
Internal
KICK-OFF LUNCH
Printing
DO THE MOST IMPORTANT THINGS
HACKTODER
LETS PLAY A GAME
DON'T TAKE PHOTOS IN SENSITIVE AREAS.
TOP SECRET
HACK
FIRE EXTINGUISHER
PLUTO
NEW HORIZONS
ADS HACK 2
LEAD WITH PURPOSE
Women's Leadership Day
by Women@ Facebook

特点二：Design + Engineering

Engineering Culture

1. Open (no permission checking)

2. Open Data dashboard / wiki

3. Open space / better collaboration

TEAM

1. 项目配比

Feature: 1 designer, 1-2 engineers, 1 PM

Project: 2-3 designers, 5-10 engineers, 2-3 PMs

3. 流程:

Feature planning <--> Designer <--> Engineer

COR-O-VAN

Design vs Eng vs PM

1. Scrum style working
2. Cooperate at the very beginning
3. Working closely with designers in coding

UI & interaction: designer > engineer

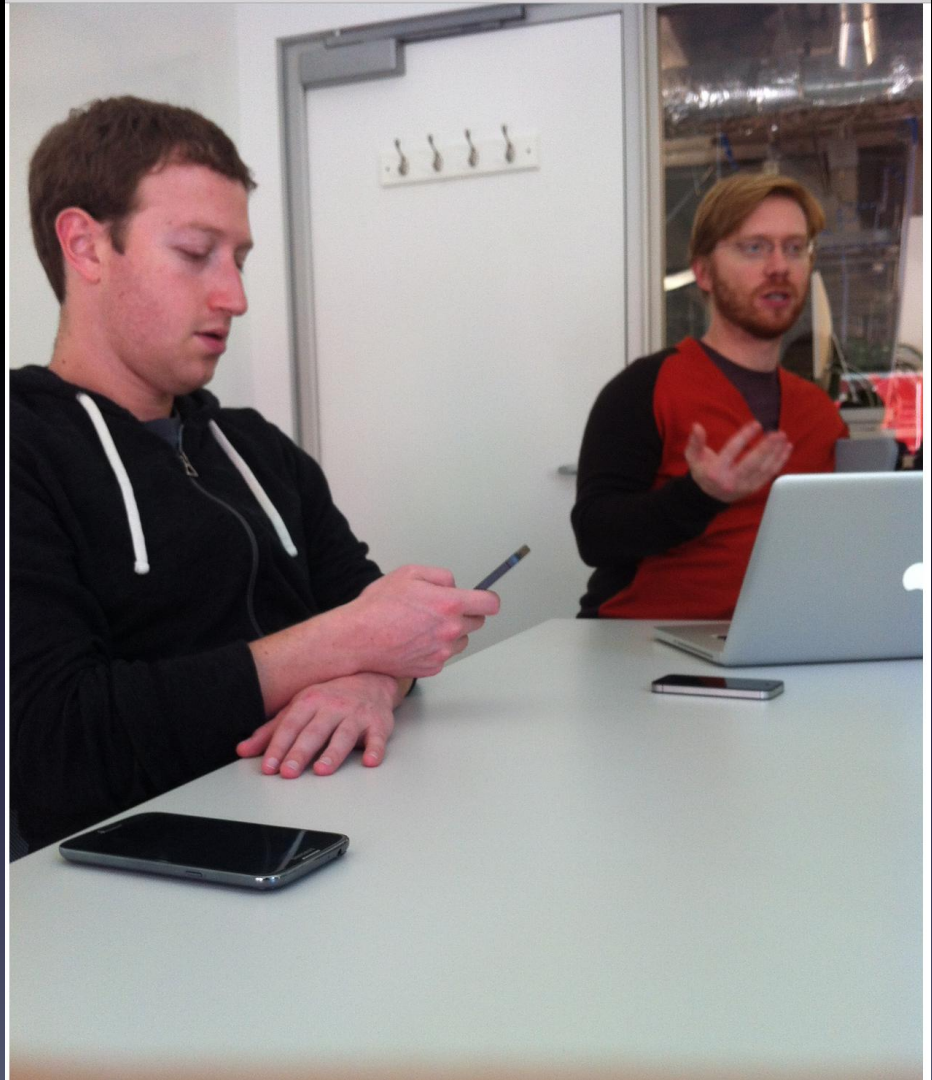
Most important:

Zuck Review

Zuck Review

Zuck亲自看产品：

1. 决定做不做？
2. UI 、功能、 交互 调整？
3. 其他建议



Zuck Review

1. Inspiration
2. Priority
3. Thinking from user's perspective

Facebook management

OKR: Objects and Key Results

1. Focus on IMPACT
   Individual + Team
2. Plan the objects every 6 months
3. Performance review on Jun & Dec
4. Determines your bonus and stock

360 Perf Review

- Every 6 months
- Include:
    - Self review + Peer review
    - Upward review + Manager review
- HR / Team calibration

Your Bonus =

targeted bonus (10% ~ 25%)
* personal perf (0 ~ 4.5)
* company perf (0.5 ~ 1.5)

对于中国互联网公司的启示

– 师夷长技以制夷！

Engineering @ Start-up

- Facebook culture并不是与生俱来的
  http://firstround.com/review/80-of-Your-Culture-is-Your-Founder/
- Determined by its founder
- We should build our culture

Engineering @ Start-up

- CEO 盯一线产品
- Performance Review ➔ Bonus + stock
- Code review
- Onboard training, Wiki, etc

Thank you!

微信公众号

FreeS VC