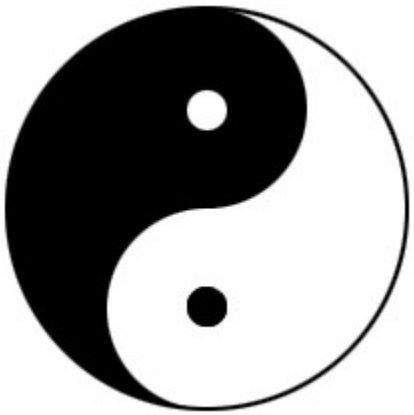
Netflix Culture:
Netflix文化：
Freedom & Responsibility
自由与责任



NETFLIX

We Seek Excellence
我们寻求卓越

Our culture focuses on helping us achieve excellence

我们的文化聚焦于帮助自己达成卓越

NETFLIX

Seven Aspects of our Culture
文化的7个方面

- Values are what we Value（价值观来自于我们推崇和珍视的价值）
- High Performance （追求高绩效）
- Freedom & Responsibility（自由和责任）
- Context, not Control（情景管理而非控制）
- Highly Aligned, Loosely Coupled（认同一致，松散耦合）
- Pay Top of Market（支付市场最高工资）
- Promotions & Development （晋升和成长）

NETFLIX

Many companies have nice sounding value statements displayed in the lobby, such as:

众多公司在大堂展示动听的价值观，诸如：

Integrity正直
Communication沟通
Respect尊重
Excellence卓越

Enron, whose leaders went to jail,
and which went bankrupt from fraud,
had these values displayed in their lobby:
安然公司，高层入狱，公司因欺诈而破产，在它的大堂里展示着这些企业价值观：



Integrity正直
Communication沟通
Respect尊重
Excellence卓越



(These values were not, however, what was really valued at Enron
这些字眼显然并非是安然公司真正的价值观)

NETFLIX

The *actual* company values,
as opposed to the
nice-sounding values,
are shown by who gets
rewarded, promoted, or let go

公司真正的价值观和动听的价值观完全相反，是具体通过哪些人**被奖励**、**被提升**和**被解雇**来体现。

NETFLIX

Actual company values are the
behaviors and *skills*
that are *valued*
in fellow employees

真正的价值观是被员工所重视的**行为**和**技能**。

NETFLIX

At Netflix, we particularly value the following nine behaviors and skills in our colleagues…

在Netflix，我们特别珍视以下9项同事们拥有的行为和技能…

…meaning we hire and promote people who demonstrate these nine

也意味着我们雇佣和升迁能够体现这9项特质的员工

NETFLIX

Judgment
判断力

You make wise decisions (people, technical, business, and creative) despite ambiguity
你在对人，对技术、对商务和对创新上能够做出明智的决定，摒弃模棱两可

You identify root causes, and get beyond treating symptoms
你明辨事物根由，不为表象所惑

You think strategically, and can articulate what you are, *and are not*, trying to do
你能战略性思考，有自知之明，并努力做到

You smartly separate what must be done well now, and what can be improved later
你能很聪明地分清楚哪些事现在必须完成，哪些事可以稍后跟进

NETFLIX

Communication
沟通力

You listen well, instead of reacting fast, so you can better understand
你善于**聆听**，而非快速反驳。如此你能够更好地理解

You are concise and articulate in speech and writing
你在说和写的时候**简洁清晰**

You treat people with respect independent of their status or disagreement with you
你待人接物心存敬意，不在意对方的身份，也不在意对方持有异议

You maintain calm poise in stressful situations
在重压之下，你也能镇定自若

NETFLIX

Impact
影响力

You accomplish amazing amounts of important work
你能完成众多重要工作

You demonstrate consistently strong performance so colleagues can rely upon you
你的同事能仰仗你持续输出的强大工作能力

You focus on great results rather than on process
你注重结果而非过程

You exhibit bias-to-action, and avoid analysis-paralysis
你偏好先发制人而非谋定后动

NETFLIX

Curiosity
好奇心

You learn rapidly and eagerly
快速学习且渴望学习

You seek to understand our strategy, market, customers, and suppliers
努力理解公司的战略、市场、用户和供应商

You are broadly knowledgeable about business, technology and entertainment
拥有对商业、技术和娱乐的广泛认知

You contribute effectively outside of your specialty
在你专长之外也能有效提供贡献

NETFLIX

Innovation
创新

You re-conceptualize issues to discover practical solutions to hard problems
你能重构概念以找出难题的特别解决之道

You challenge prevailing assumptions when warranted, and suggest better approaches
你能挑战成见，给出更好的方法

You create new ideas that prove useful
你能想出的新点子且被证实有效

You keep us nimble by minimizing complexity and finding time to simplify
你能通过降低复杂度，找到简化时间的方法以保持公司的敏捷

NETFLIX

Courage
勇气

You say what you think even if it is controversial
你想说什么就说什么，哪怕有所争议

You make tough decisions without agonizing
你能毫无痛苦地作出艰难决定

You take smart risks
你能明智地冒险

You question actions inconsistent with our values
你能质疑和我们价值观不一的行为

NETFLIX

Passion
热情

You inspire others with your thirst for excellence
以你对卓越的渴望激励他人

You care intensely about Netflix's success
你对公司的成功深系于心

You celebrate wins
你热爱胜利

You are tenacious
你坚忍不拔

Honesty
诚实

You are known for candor and directness
众人认为你坦白直率

You are non-political when you disagree with others
你不同意他人意见时并非出于公司政治的考量

You only say things about fellow employees you will say to their face
你不背后议论他人

You are quick to admit mistakes
你能很快承认错误

NETFLIX

Selflessness
无私

You seek what is best for Netflix, rather than best for yourself or your group
你寻求的是什么对Netflix最好，而不是什么对你自己和你的小团队最好

You are ego-less when searching for the best ideas
当大家一起找寻最佳方案时，你没有那么多自我要维护

You make time to help colleagues
你愿意花时间帮助同事

You share information openly and proactively
你能主动开放地分享资讯

NETFLIX

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NETFLIX

Imagine if *every* person at Netflix
is someone you
respect and learn from…

设想一下，如果公司里的任何一个员工，你都发自内心地尊重，而且能够从他们身上学到东西…

NETFLIX

Great Workplace is *Stunning Colleagues*

最好的工作环境是拥有一群超级棒的同事

Great workplace is *not* espresso, lush benefits, sushi lunches, grand parties, or nice offices

最好的工作环境不在于上等咖啡、丰厚福利、日本料理、盛大派对和漂亮办公室

We do some of these things, but only if they are efficient at attracting and retaining

stunning colleagues

我们也会做上述的事情，但那只是因为这样才能吸引和留住那些超级棒的同事。

NETFLIX

Like every company,
we try to hire well
和许多公司一样，我们努力将招聘做好

NETFLIX

Unlike many companies,
we practice:

和许多公司不一样，我们实行：

adequate performance gets a generous severance package

仅仅做到称职的员工，也要拿钱走人

NETFLIX

We're a *team*, not a family
我们是个**团队**，不是个**家庭**

We're like a **pro sports team**,
not a kid's recreational team
我们就像个**专业运动队**，而不是小孩子过家家

Netflix leaders
hire, develop and cut **smartly**,
so we have stars in every position
因为Netflix的领导能够**明智地**聘用、培养和裁员，所以我们在每个岗位上都是明星员工

NETFLIX

The **Keeper Test** Managers Use:
管理者的员工去留测试:

Which of my people,
if they told me they were leaving,
for a similar job at a peer company,
would I fight hard to keep at Netflix?

我手下的员工里，如果有人要辞职去同业公司做类似工作，有哪些人是我会拼命挽留的?

NETFLIX

The other people should get a generous severance now,
so we can open a slot to try to find a star for that role
如果不是，那么这样的员工我们只能让他们拿钱走人，这样我们才能空出位子，为团队找到明星员工。

The **Keeper Test** Managers Use:

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NETFLIX

Honesty Always

永远保持诚实

As a leader, no one in your group should be materially surprised of your views

作为领导者，你团队中的任何一名成员都不应该对你的评估感到特别惊奇

NETFLIX

Honesty Always

永远保持诚实

Candor is not just a leader's responsibility, and you should periodically ask your manager: "If I told you I were leaving, how hard would you work to change my mind?"

坦诚不单是领导者的责任，作为员工，你也应该定期地询问你领导：如果我告诉你我要辞职，那你会多大程度上努力挽留我?

NETFLIX

All of Us are Responsible for Ensuring We Live our Values

我们所有人都有责任确保价值观的延续

"You question actions inconsistent with our values" is part of the Courage value

质疑和我们价值观不一致的行为"是勇气那一章的一部分。

Akin to the honor code pledge:
"I will not lie, nor cheat, nor steal,
nor tolerate those who do"

和我们的荣誉准则一致："我不撒谎，不欺诈，不偷窃，也绝不容忍这么做的人。

NETFLIX

Pro Sports Team Metaphor is Good, but Imperfect

专业运动队的比喻很好，但有瑕疵。

Athletic teams have a *fixed number* of positions, so team members are always competing with each other for one of the precious slots

运动队有固定的位置数量，所以成员们会为了宝贵的位置而相互竞争。

NETFLIX

Corporate Team

合作团队

The more talent we have,
the more we can accomplish,
so our people assist each other all the time

我们的团队能力越大，我们所取得的成就也就越大，所以我们的人始终彼此帮助。

Internal “cutthroat” or “sink or swim”
behavior is rare and not tolerated

内部人员之间的倾轧行为非常少见，而且不被容忍。

NETFLIX

We Help Each Other To Be Great

我们彼此帮助，共同成就。

NETFLIX

Isn’t Loyalty Good?

忠诚有益?

What about Hard Workers?

如何对待勤奋员工?

What about Brilliant Jerks?

如何对待不羁天才?

NETFLIX

Loyalty is Good
忠诚有益

- Loyalty is good as a stabilizer
- 忠诚就像稳定器一样有益。
- People who have been stars for us, and hit a bad patch, get a near term pass because we think they are likely to become stars for us again
- 那些想成为明星员工的人表现低迷，会得到原谅，因为我们认为他们很有可能会再次成为我们的明星员工。
- We want the same: if Netflix hits a *temporary* bad patch, we want people to stick with us
- 我们也想得到同样的回馈：如果Netflix遭遇短期低迷，我们希望员工会和我们紧密团结在一起。
- But unlimited loyalty to a shrinking firm, or to an ineffective employee, is not what we are about
- 但是，对于一个走下坡路的公司，或者对一个无效率的员工，无限度的忠诚并非我们所希望的。

NETFLIX

Hard Work – Not Relevant

勤奋工作---并非切题

- We don't measure people by how many hours they work or how much they are in the office
- 我们不会用花了多少小时工作，或者有多少人呆在办公室里作为衡量员工和团队的标准。
- We do care about accomplishing great work
- 我们只在意是否完成了伟大的工作成就。
- Sustained B-level performance, despite "A for effort", generates a generous severance package, with respect
- 持续做出B级的工作输出，不想着做到A级的效能，只能请他拿钱走人，客客气气的。
- Sustained A-level performance, despite minimal effort, is rewarded with more responsibility and great pay
- 保持A级的工作输出，追求最大效用，将会被委以重任，酬以重金。

NETFLIX

Brilliant Jerks
不羁天才

- Some companies tolerate them
- 有些公司容忍他们。
- For us, cost to effective teamwork is too high
- 对于我们而言，这种人会使得保持团队效率的代价太大。
- Diverse styles are fine – as long as person embodies the 9 values
- 保持多样性的风格很好，但这个人得体现出前述9种价值观。

NETFLIX

Why are we so insistent on high performance?

为什么我们对高效能如此坚持?

In procedural work, the best are 2x

对于程序型的工作，顶级员工的输出量是一般员工的2倍。

better than the average.

In creative/inventive work, the best are 10x

better than the average,

对于创新型/创意型的工作，顶级员工的输出量是一般员工的10倍!

so huge premium on creating effective teams of the best

以顶级员工组成的高效团队就有那么大提升!

NETFLIX

Why are we so insistent on high performance?

为什么我们对高效能如此坚持?

Great Workplace is

Stunning Colleagues

最好的工作环境是拥有一群超级棒的同事。

NETFLIX

Our High Performance Culture Not Right for Everyone

我们的高效能文化并非对所有人都合适。

- Many people love our culture, and stay a long time
- 许多人喜欢我们的企业文化，并且呆了很长时间
  - They thrive on excellence and candor and change
  - 他们因为公司的卓越、坦率和变化而成长。
  - They would be disappointed if given a severance package, but lots of mutual warmth and respect
  - 他们会因为被辞退而感觉到失望，但是带走彼此之间的热情和尊重。

NETFLIX

Our High Performance Culture
Not Right for Everyone
我们的高效能文化并非对所有人都合适。

- Some people, however, value job security and stability over performance, and don't like our culture
- 部分人看重工作的安稳甚于高效输出，而且并不喜欢我们的企业文化。
  - They feel fearful at Netflix
  - 他们在Netflix会心怀忧惧。
  - They are sometimes bitter if let go, and feel that we are political place to work
  - 如果让他们走人，有时他们会感到苦涩，觉得我们在搞办公室政治。

NETFLIX

Our High Performance Culture Not Right for Everyone

我们的高效能文化并非对所有人都合适。

- We’re getting better at attracting only the former, and helping the latter realize we are not right for them
- 在吸引前一类人这方面，我们正在越做越好。同时，我们帮助后者认识到这里并不适合他们。

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NETFLIX

The Rare Responsible Person

- Self motivating（自励）
- Self aware（自知）
- Self disciplined（自律）
- Self improving（自我提升）
- Acts like a leader（如同领导者一般行事）
- Doesn’t wait to be told what to do
- （不会等着被叫去做事）
- Picks up the trash lying on the floor
- （主动捡起地上的垃圾）

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Responsible People
Thrive on Freedom,
and are **Worthy** of Freedom

有责任感的人因为自由而成长，也配得上这份自由。

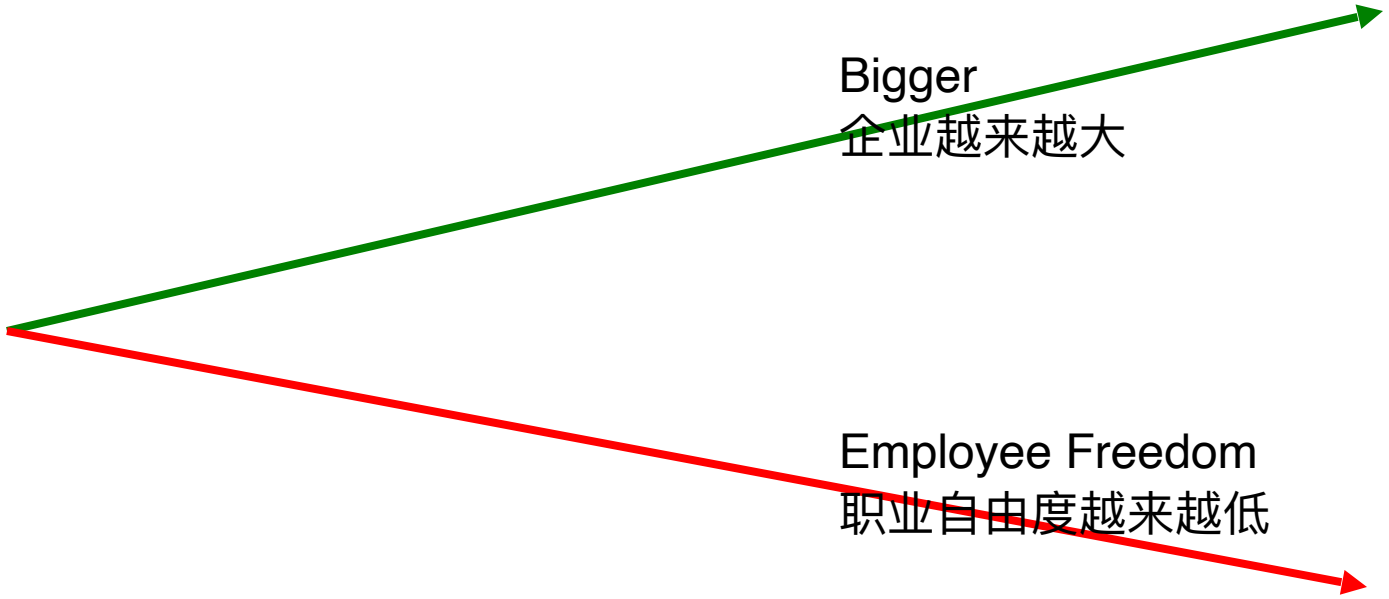
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Our model is to *increase*
employee freedom as we grow,
rather than limit it,
公司成长的同时增进员工的自由，而非限制；

to continue to attract and nourish innovative people,
so we have better chance of
sustained success
持续吸引和培育有创新精神的员工，使得公司更有可能维继成功。

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Most Companies
Curtail Freedom as they get Bigger
大多数公司伴随成长而来的是缩减员工自由



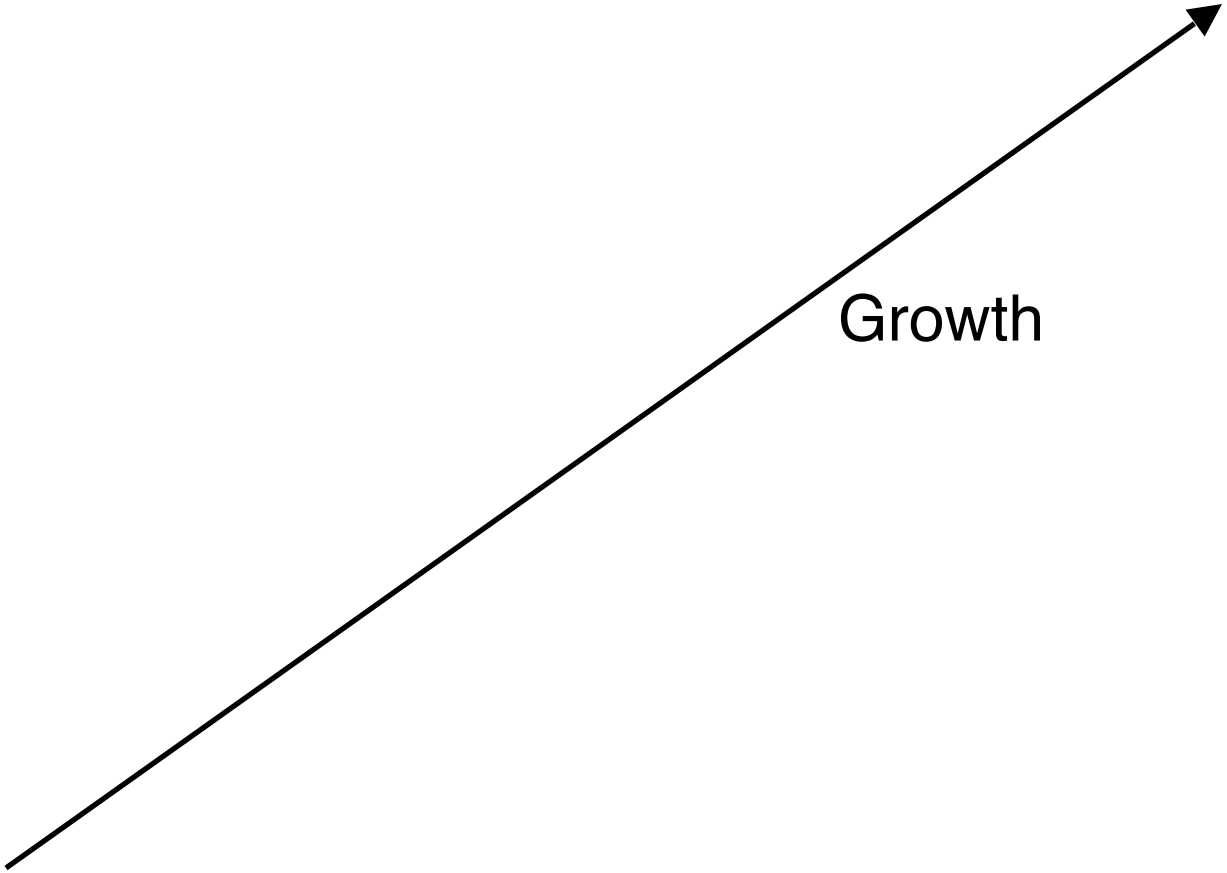
NETFLIX

Why Do Most Companies
Curtail Freedom
and Become Bureaucratic
as they Grow?

为什么大多数公司成长伴随着员工自由的缩减和公司的日益官僚化?

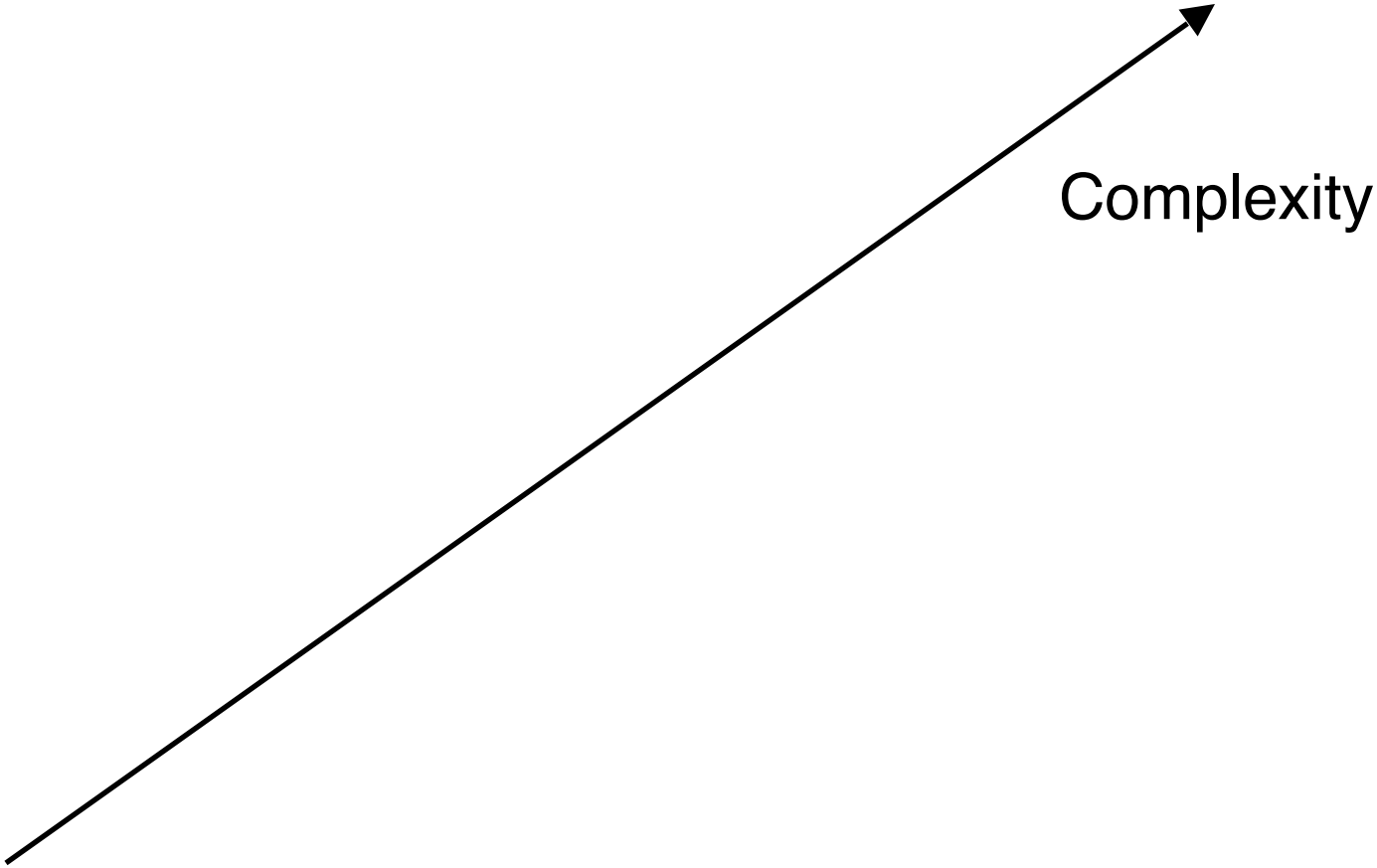
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Desire for Bigger Positive Impact Creates Growth
对于做大的渴望压缩了创造的增长



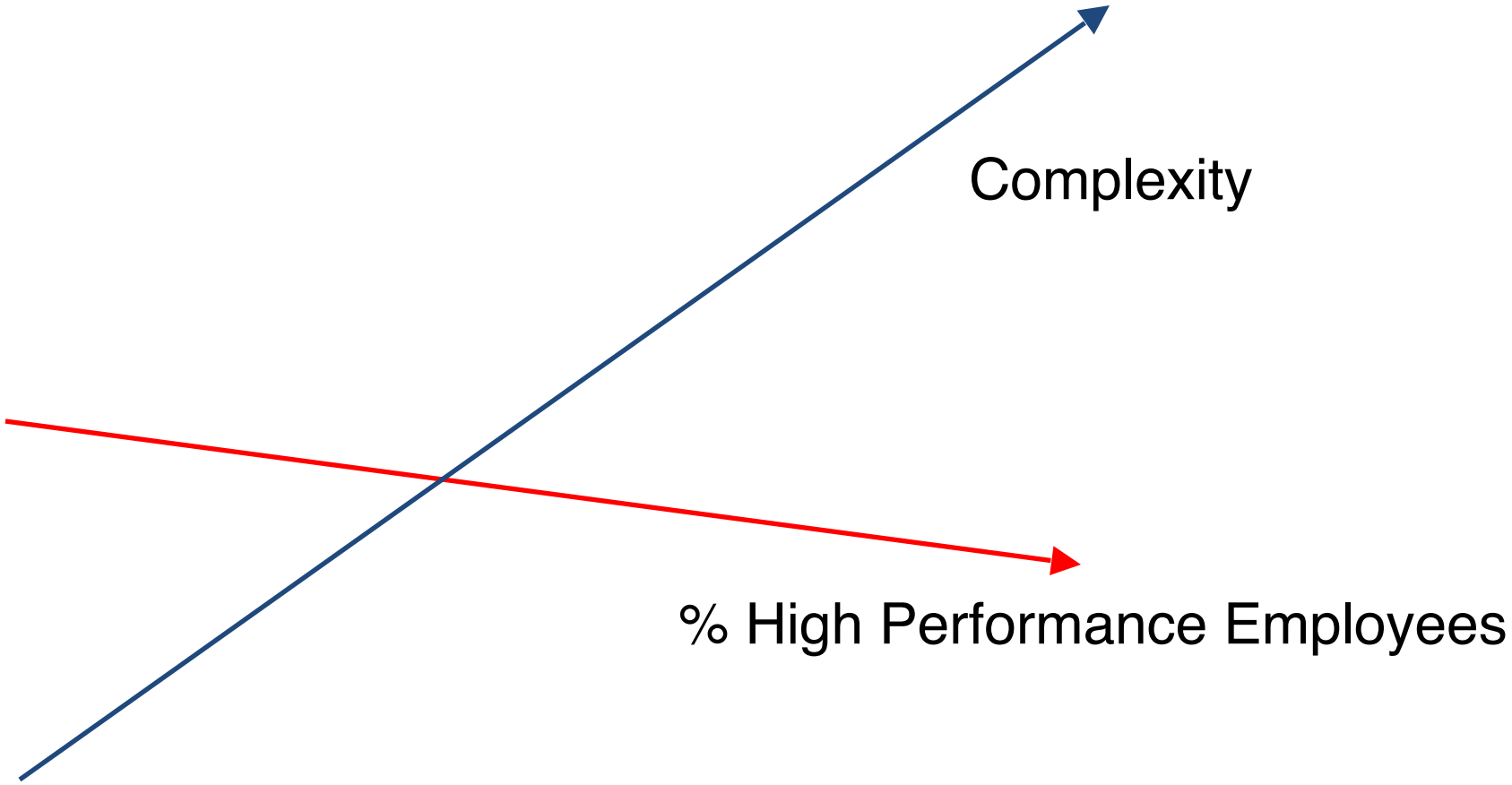
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Growth Increases Complexity
成长增加了公司的复杂度



NETFLIX

Growth Also Often Shrinks Talent Density
成长经常稀释了人才密度

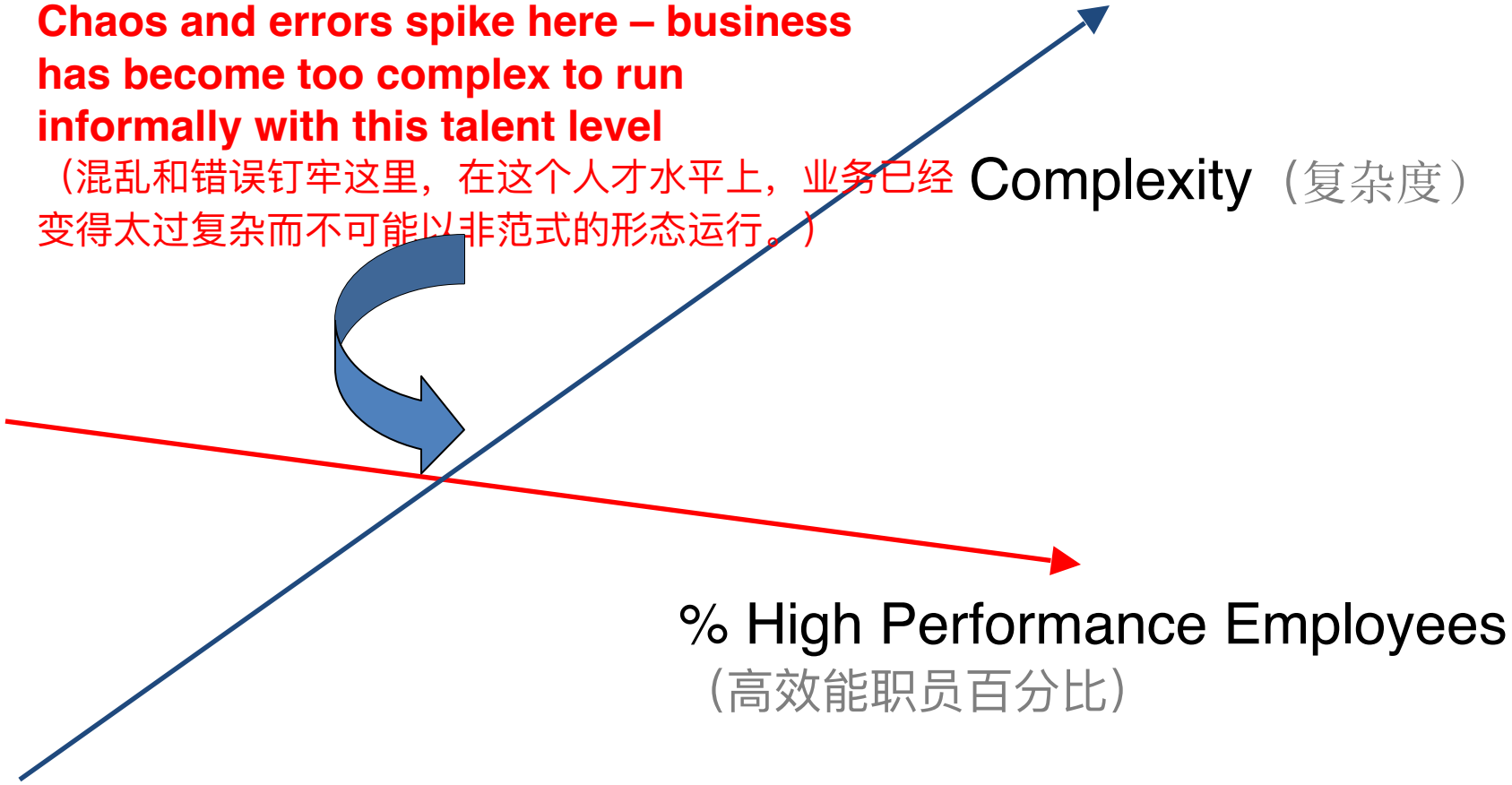


NETFLIX

Chaos Emerges（混乱出现）

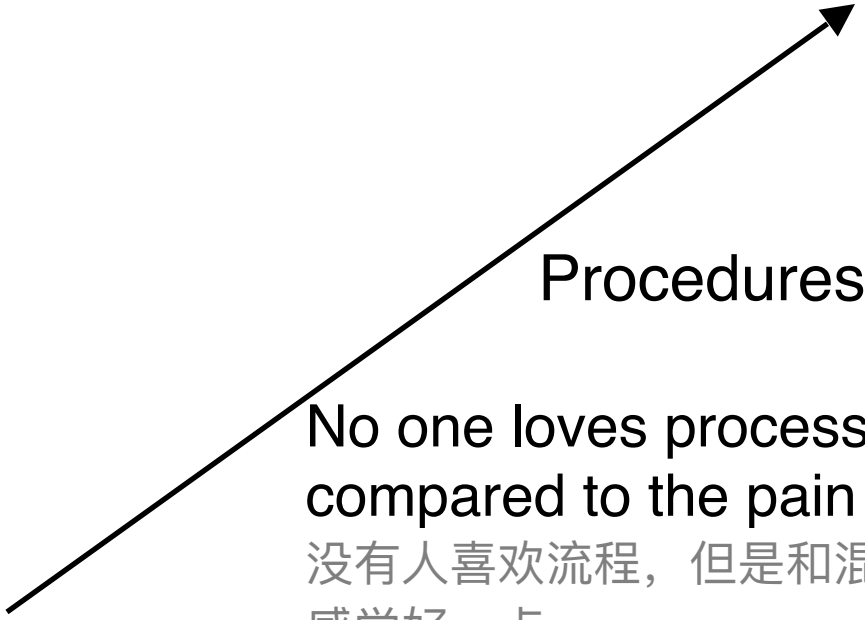
Chaos and errors spike here – business has become too complex to run informally with this talent level

（混乱和错误钉牢这里，在这个人才水平上，业务已经变得太过复杂而不可能以非范式的形态运行。）



NETFLIX

Process Emerges to Stop the Chaos
流程开始出现以停止混乱



Procedures（流程）

No one loves process, but feels good compared to the pain of chaos

没有人喜欢流程，但是和混乱带来的痛苦相比，前者让人感觉好一点。

“Time to grow up” becomes the professional management’s mantra

“成长的时候到了”已经成为职业经理人的密咒。

NETFLIX

Process-focus Drives More Talent Out
强调流程作业驱离更多人才

% High Performance Employees
高绩效职业人员百分比降低

NETFLIX

Process Brings Seductively Strong Near-Term Outcome
流程作业引出强有力的短期行为结果

- A highly-successful process-driven company

一个高度成功的流程驱动型公司

  - With leading share in its market

    在所处的市场上占据领先份额
  - Minimal thinking required

    对思考的需求最少
  - Few mistakes made – very efficient

    很少犯错---听起来不错
  - Few curious innovator-mavericks remain

    很少有好奇的创新者---难有突破
  - Very optimized processes for its existing market

    对既存市场拥有高度优化的流程
  - Efficiency has trumped flexibility

    效率战胜了灵活性

NETFLIX

Then the Market Shifts…
接着市场变了…

- Market shifts due to new technology or competitors or business models

由于新技术或者新对手或者新商业模式的出现，市场变了。

- Company is unable to adapt quickly

前述公司不能快速适应

  - because the employees are extremely good at following the existing processes, and process adherence is the value system

    因为员工们已经极端适应既有的流程作业，对流程的依靠是系统价值的核心。

- Company generally grinds painfully into irrelevance

  这样的公司将会痛苦地被碾成昨日黄花。

NETFLIX

Seems Like Three Bad Options
貌似更糟的第三种选择

1. Stay creative by staying small, but therefore have less impact

通过保持公司小型化而保存创新能力，但是因此失去市场影响力。

2. Avoid rules as you grow, and suffer chaos

成长的同时不设立规则，然后为混乱所苦。

3. Use process as you grow to drive efficient execution of current model, but cripple creativity, flexibility, and ability to thrive when your market eventually changes

当公司成长时，使用流程驱动现有模式的有效执行。当市场最终改变时，只能用跛脚的创新能力、灵活性和业务能力实现成长。

NETFLIX

A Fourth Option
第4种选择

- Avoid Chaos as you grow with Ever More High Performance People – not with Rules

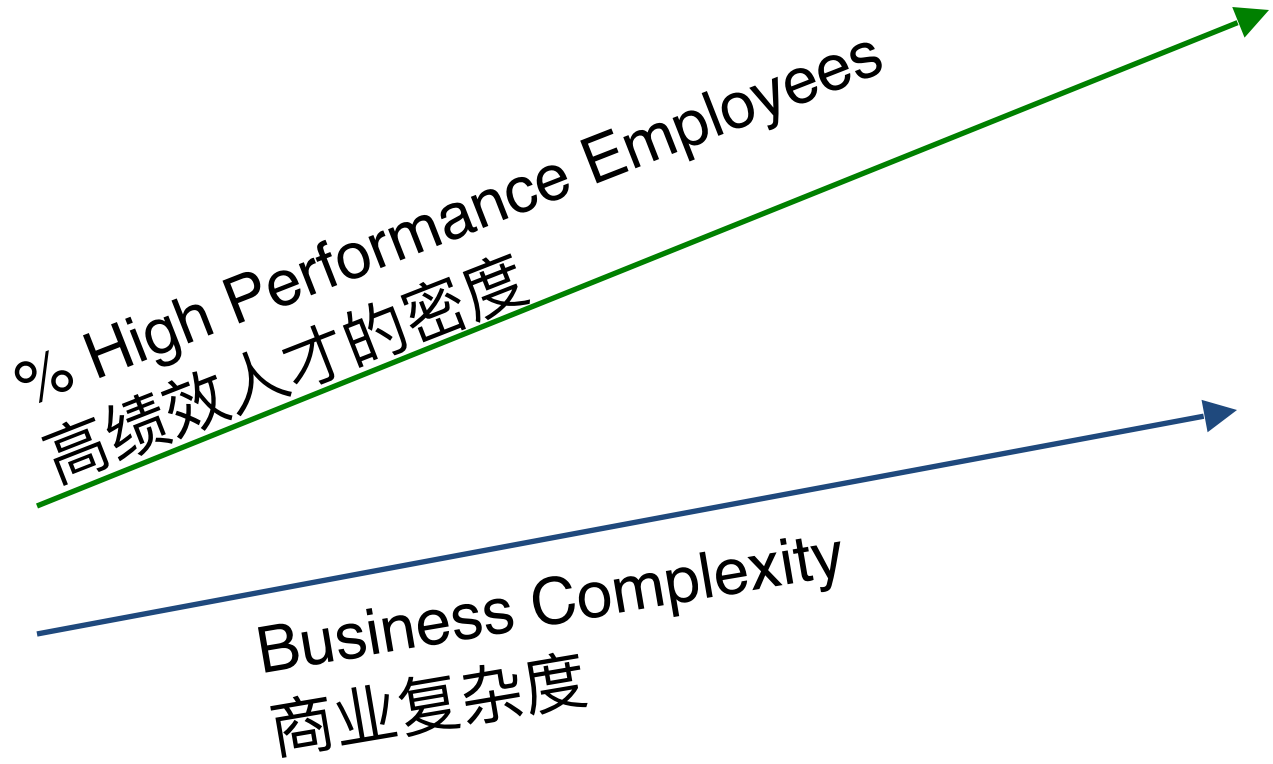
通过和更多高效能员工共同成长，而非制定规则以避免混乱

  - Then you can continue to mostly run informally with self-discipline, and avoid chaos
    于是你可以最大程度上凭借自律而使得灵活运作的业务得以进行，同时避免混乱
  - The run informally part is what enables and attracts creativity
    灵活运作的那一部分能够激发和吸引创造力

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The Key: Increase Talent Density faster than Complexity Grows

关键点：以超过复杂度提升的速度提升人才密度



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Increase Talent Density
提升人才密度



- Top of market compensation
  支付市场最高薪酬
- Attract high-value people through freedom to make big impact
  用自由吸引高价值人才产生巨大影响
- Be demanding about high performance culture
  强化高效能的企业文化

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Minimize Complexity Growth
将复杂度增长降至最小

- Few big products vs many small ones
  用少数大产品取代数量众多的小产品
- Eliminate distracting complexity (barnacles)
  消除让人分散精力的复杂度（藤壶）
- Be wary of efficiency optimizations that increase complexity and rigidity
  警惕效率优化所带来的复杂度和僵化度增长



Note: sometimes long-term simplicity is achieved only through bursts of complexity to rework current systems
注：有时长期简单化只有通过现有系统爆发式的复杂性再造才能完成。

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With the Right People,

和对的人一起工作，

Instead of a

Culture of Process Adherence,

而非流程控制他们，

We have a Culture of

Creativity and Self-Discipline,

Freedom and Responsibility

我们因而建立起富于创新精神和自律精神，自由和负责的企业文化

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Is Freedom Absolute?

自由是绝对需要的吗?

Are all rules & processes bad?

是否所有的规则和流程都不好?

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Freedom is not absolute
自由不是绝对的

Like “free speech”there are some limited exceptions to “freedom at work”

正如“言论自由”一样，“工作中的自由”也有几项有限的例外

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Two Types of Necessary Rules
两类必要的规则

1. Prevent irrevocable disaster

   为了阻止不可挽回灾难

   – Financials produced are wrong
   财务程序错误
   – Hackers steal our customers' credit card info
   黑客窃取了我们顾客的信用卡号

2. Moral, ethical, legal issues

   为了避免道德、伦理和法律问题

   – Dishonesty, harassment are intolerable
   不诚实，性骚扰都是不能容忍的

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Mostly, though, **Rapid Recovery** is the Right Model（大多数情况下，**快速修正**都是正确的模式）

- Just fix problems quickly

  尽快修复问题

  - **High performers make very few errors**

    高效能员工很少犯错

- We're in a creative-inventive market, not a safety-critical market like medicine or nuclear power

  我们处在一个创新的市场，而不是一个类似医药或者核能这样以安全性为第一的市场

- You may have heard preventing error is cheaper than fixing it

  你也许听说过预防错误比修复代价更低

  - Yes, in manufacturing or medicine, but…

    是的，在制造业或者制药业的确如此，但

  - **Not so in creative environments**

    在创新型行业里并非如此。

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“Good” versus “Bad” Process
好流程VS.坏流程

- “Good” process helps talented people get more done
  好流程帮助人才搞定更多事情
  - Letting others know when you are updating code
    当你在升级代码时让其他人知道
  - Spend within budget each quarter so don’t have to coordinate every spending decision across departments
    在每个季度都按照预算花钱，这样就不用频繁通过部门会议调整每一笔支出
  - Regularly scheduled strategy and context meetings
    定期制定战略和搞清会议背景

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“Good” versus “Bad” Process
好流程VS.坏流程

- “Bad” process tries to prevent recoverable mistakes
  坏流程试图阻止可以恢复的错误
  - Get pre-approvals for $5k spending
    得到预先批准的5000美金支出额度
  - 3 people to sign off on banner ad creative
    要3个人签字才能终止的横幅广告创意
  - Permission needed to hang a poster on a wall
    在墙上贴个海报需要的许可
  - Multi-level approval process for projects
    项目所需的多层级许可流程
  - Get 10 people to interview each candidate
    找10个人去面试每一个应聘者

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Rule Creep
规则潜行

- “Bad” processes tend to creep in

  坏流程倾向于潜入

  – Preventing errors just sounds so good

    能够预防错误只是听起来不错

- We try to get rid of rules when we can, to reinforce the point

  我们尽可能去除繁文缛节，以强化工作重点。

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Example: Netflix Vacation Policy and Tracking

案例：Netflix休假规定和考勤管理

Until 2004 we had the standard model of N days per year

截至2004年，我们有一个每年N天假期的标准休假模式

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Meanwhile…

与此同时

We’re all working online some nights and weekends, responding to emails at odd hours, spending some afternoons on personal time, and taking good vacations

一些晚上和周末，我们都在工作，在非上班的时间回邮件，在私人时间的下午工作，然后休假

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An employee pointed out…
一个员工指出

We don’t track hours worked per day or per week, so why are we tracking days of vacation per year?

我们并不追踪每天或者每周的工作时间，为什么我们要追踪每年休假了几天呢?

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We realized…
我们意识到了

We should focus on what people get done, not on how many days worked

我们应该关注人们做了什么，而不是做了多少天。

Just as we don’t have an 9am-5pm workday policy, we don’t need a vacation policy

既然我们没有朝九晚五的工作时间规定，我们也就不需要假期规定。

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Netflix Vacation Policy and Tracking

Netflix休假规定和考勤管理是:

"there is no policy or tracking"

"没有休假制度的规定"

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Netflix Vacation Policy and Tracking

Netflix休假规定和考勤管理是：

“there is no policy or tracking”

“没有休假制度的规定”

There is also no clothing policy at Netflix,
but no one comes to work naked

在Netflix我们也没有着装规定，但也没有人光着身子来上班。

Lesson: you don’t need policies for everything

教训：你不需要为每样事情都制定规则

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No Vacation Policy Doesn't Mean No Vacation

没有休假规定不等于没有假期

Netflix leaders set good examples by taking big vacations – and coming back inspired to find big ideas

通过讨论休假，Netfilx的领导层设立了很好的榜样，然后回来激发出大的创想

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Another Example of Freedom and Responsibility…

自由与责任的其他一些例子

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Most companies have complex policies around what you can expense, how you travel, what gifts you can accept, etc.

围绕员工如何花销，如何出差，可以接受何种馈赠等等，大多数公司都会制定复杂的政策。

Plus they have whole departments to verify compliance with these policies

再加上一整个部门来核实员工是否遵循了这些政策。

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Netflix Policies for Expensing, Entertainment, Gifts & Travel:

Netflix公司关于花销、娱乐、馈赠和出差的政策是：

“Act in Netflix’s Best Interest”

最合乎公司利益

(5 words long)

(一共7个字)

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“Act in Netflix’s Best Interest” *Generally* Means…

(“最合乎公司利益”一般指)

1. Expense only what you would otherwise not spend, and is worthwhile for work（花你应该花的钱，否则就别花，而且这钱应该是为了工作。）
2. Travel as you would if it were your own money（出差时就像是在花你自己的钱。）
3. Disclose non-trivial vendor gifts（披露重要供应商提供的礼物。）
4. Take from Netflix only when it is inefficient to not take, and inconsequential (只当不拿会降低效率和不合逻辑的时候，才从公司拿东西。)

- “taking” means, for example, printing personal documents at work or making personal calls on work phone: inconsequential and inefficient to avoid(“拿”的意思，举例说：用公司的设备打印私人的文件，或者用工作座机打私人电话。)

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Freedom and Responsibility
自由与责任

- Many people say one can't do it at scale许多人说一家公司不能等比提升这两点

- But since going public in 2002, which is traditionally the end of freedom, we've substantially **increased** talent density and employee freedom从2002年我们上市以来，按照传统上市意味着自由的终结，但我们同时充分地提升了人才密度和员工自由。

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Summary of Freedom & Responsibility:
自由与责任小结

As We Grow, Minimize Rules

我们成长的同时，把制度降至最少。

Inhibit Chaos with Ever More High Performance People

雇用更多高绩效人才来抑制混乱的产生。

Flexibility is More Important than Efficiency in the Long Term

长期来看，灵活性远比效率重要

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Seven Aspects of our Culture
文化的7个方面

- Values are what we Value（价值观来自于我们推崇和珍视的价值）
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- Promotions & Development （晋升和成长）

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If you want to build a ship,
don't drum up the people
to gather wood, divide the
work, and give orders.
Instead, teach them to yearn
for the vast and endless sea.

“如果你想造一艘船，先不要雇人去收集木头，也不要给他们分配任何任务，而是去激发他们对浩瀚汪洋的渴望。”

-Antoine De Saint-Exupery,
Author of The Little Prince《小王子》作者

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The best managers figure out how to get great outcomes by setting the appropriate context, rather than by trying to control their people

最佳的管理通过设定合适的情景而非试图控制员工以达到最大成果。

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Context, not Control

情境管理而非掌控管理

Provide the insight and understanding to enable sound decisions(提供洞察力和理解力去促成合理的决定。)

Context (embrace)情境管理（要坚持）

- Strategy(战略)
- Metrics(度量体系)
- Assumptions(假定)
- Objectives(目标)
- Clearly-defined roles (明确界定的规则)
- Knowledge of the stakes(关于风险的知识)
- Transparency around decision-making(决策所需的透明信息)

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Context, not Control
情境管理而非掌控管理

Provide the insight and understanding to enable sound decisions(提供洞察力和理解力去促成合理的决定。)

Control (avoid)控制（要避免）

- Top-down decision-making(自上而下的决策过程)
- Management approval(管理许可)
- Committees(委员会)
- Planning and process valued more than results(计划和流程的价值高于结果)

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Good Context优秀的情景管理

- Link to company/functional goals•和公司目标或者功能性目标相关联
- Relative priority (how important/how time sensitive) •相对优先权（多么重要/时间多么紧迫）
  - Critical (needs to happen now), or…决定性的（现在必须）
  - Nice to have (when you can get to it)锦上添花的（等你做到了）
- Level of precision & refinement依据精度和纯度的水平
  - No errors (credit cards handling, etc…), or…无错的（信用卡操作）
  - Pretty good / can correct errors (website), or…相当好的/可纠正错误（网站）
  - Rough (experimental)粗糙的（实验性的）
- Key stakeholders重要的相关利益人
- Key metrics / definition of success重要的指标/界定成功标准

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Managers:

致管理者：

When one of your talented people does something dumb, don’t blame them

当你的人才犯下了愚蠢的错误，不要指责他们。

Instead, ask yourself what context you failed to set

相反，你应该问问自己，在情景设定上犯了什么错?

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Managers:

致管理者：

When you are tempted to “control” your people, ask yourself what context you could set instead

当你准备“控制”你的员工，请问一下自己，可以用什么情境取代?

Are you articulate and inspiring enough about goals and strategies?

对于目标和策略，你是否已经做到了足够清晰和足够鼓舞人心?

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Why Managing Through Context?
为什么要用情景管理?

High performance people will do better work if they understand the context

高绩效仁慈啊如果很好地理解了当下情景，能够更好地工作。

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Investing in Context
寄望于情境

This is why we do new employee college, frequent department meetings, and why we are so open internally about strategies and results

这就是为什么我们开办新员工学院，定期举办部门会议，以及为什么我们在内部对于战略和结果如此开诚布公。

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Exceptions to “Context, not Control”

“情景管理而非控制”的例外情况

- Control can be important in emergency 控制管理在紧急情况下非常重要
  - No time to take long-term capacity-building view没有时间做长期的能力建设
- Control can be important when someone is still learning their area控制管理在某人依然处于学习阶段非常重要
  - Takes time to pick up the necessary context花时间去找出必要的情景
- Control can be important when you have the wrong person in a role控制管理在你所托非人时非常重要
  - Temporarily, no doubt临时的，毫无疑问

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Three Models of Corporate Teamwork
合作团队的3种模式

1. Tightly Coupled Monolith

   紧密耦合的巨无霸型

2. Independent Silos

   各自为政的国企型

3. Highly Aligned, Loosely Coupled

   认同一致-松散耦合型

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Tightly Coupled Monolith（巨无霸型）

- Senior management reviews nearly all tactics高阶管理人员对战术事无巨细全部过问
  - e.g., CEO reviews all job offers or advertising
    例如：CEO评估所有的招聘文案或者广告
- Lots of x-departmental buy-in meetings

  大量的跨部门协调会
- Keeping other internal groups happy has equal precedence with pleasing customers

  让其他内部团队满意和取悦顾客拥有相同权重

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Tightly Coupled Monolith（巨无霸型）

- Mavericks get exhausted trying to innovate
  想要创新的人员感觉筋疲力竭
- Highly coordinated through centralization, but very slow, and slowness increases with size通过中央集权管理保持各部门协调，但是非常缓慢，这种缓慢程度和公司同步增长。

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Independent Silos（国企型）

- Each group executes on their objectives with little coordination

  每个团执行各自的目标，基本没有协同。
  - Everyone does their own thing
    每个团队做自己的事。
- Work that requires coordination suffers

  要求协同的工作让各方都很受伤。
- Alienation and suspicion between departments

  部门之间山头林立，彼此排挤，相互怀疑。
- Only works well when areas are independent只有完全独立的业务领域内才能运转顺畅。
  - e.g., aircraft engines and blenders for GE
    例子：GE公司的飞机引擎制造部门和搅拌机制造部门

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#3 is the Netflix Choice

第三种是Netflix的选择

1. Tightly Coupled Monolith

   巨无霸型

2. Independent Silos

   国企型

3. **Highly Aligned, Loosely Coupled**

   认同一致又松耦合型

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Highly Aligned, Loosely Coupled
认同一致，松散耦合

- Highly Aligned认同一致
  - Strategy and goals are clear, specific, broadly understood
    战略和目标为全员所清晰、详尽和广泛的理解
  - Team interactions focused on strategy and goals, rather than tactics
    团队互动着眼于战略和目标，而非战术
  - Requires large investment in management time to be transparent and articulate and perceptive
    需要大量管理上的时间实现对信息的透明、准确和全员的领悟

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Highly Aligned, Loosely Coupled

- Loosely Coupled松散耦合
  - Minimal cross-functional meetings except to get aligned on goals and strategy
    除非是为了目标和战略而合作，否则尽量减少跨职能部门的会议。
  - Trust between groups on tactics without previewing/approving each one – so groups can move fast
    相信团队合作执行战术动作，无需进行预演或者审批，这样团队能快速行动。
  - Leaders reaching out proactively for ad-hoc coordination and perspective as appropriate
    领导者在合适的时间积极出手做临时协调。
  - Occasional post-mortems on tactics necessary to increase alignment
    偶尔的战术复盘对增进团队间合作是必要的。

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Highly Aligned, Loosely Coupled teamwork effectiveness depends on
high performance people and **good context**
高度一致又松散耦合的团队效率取决于高绩效人才和优秀的情境管理

Goal is to be
Big and Fast and Flexible
目标是：**更大，更快，更灵活。**

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Pay Top of Market is Core to High Performance Culture

支付市场最高薪酬是高绩效文化的核心

One outstanding employee gets more done and costs less than two adequate employees

一个卓越的员工比两个胜任的员工做得更多，花得更少

We endeavor to have only outstanding employees

我们致力于只雇佣卓越员工

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Three Tests for Top of Market for a Person
判断卓越员工的3个测试

1. What could person get elsewhere?
   这个人可以在别的地方得到吗?
2. What would we pay for replacement?
   为了取代他我们要付出多少?
3. What would we pay to keep that person?
   为了留下他我们愿意付出多少?
   - If they had a bigger offer elsewhere
     假若他在别处有更好的雇佣条件。

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Takes Great Judgment
做好判断

- Goal is to keep each employee at top of market *for that person*

  目标是保持每一个员工都处在人力市场薪酬水平的顶端
  - Pay them more than anyone else likely would

    付给他们比其他家公司可能给的更高薪酬。
  - Pay them as much as a replacement would cost

    按照取代他们所需花费的标准支付他们薪酬。
  - Pay them as much as we would pay to keep them if they had higher offer from elsewhere

    如果别的公司开出更好的条件，尽我们全力加薪以挽留他们

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Titles Not Very Helpful
头衔没有多大用处

- Lots of people have the title “Major League Pitcher” but they are not all equally effective

  许多人有“大联盟投手”的头衔，但他们彼此不是等同水平。

- Similarly, all people with the title “Senior Marketing Manager” or “Director of Engineering” are not equally effective

  类似，所有冠以“高级市场经理”或者“工程总监”的人也不是等同水平。

- So the art of compensation is answering the Three Tests for each employee

  所以，薪酬的秘诀就在于针对每一个员工回答刚才的三个问题。

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Annual Comp Review
年度薪酬评估

- At many firms, when employees are hired, market compensation applies

在许多公司，当员工被聘用的时候，他们的薪酬和人力市场价格是相匹配的。

  - But at comp review time, it no longer applies!
    但是到了薪酬评估的时候，就不再匹配了！

- At Netflix, market comp always applies:

在Netflix，它们总是相匹配的：

  - Essentially, top of market comp is re-established each year for high performing employees
    本质上来说，对于高绩效人才，市场顶级人员薪酬水平每年都会重新确立
  - At annual comp review, manager has to answer the Three Tests for the personal market for each of their employees在年度薪酬评估的时候，管理人员针对自己的每一个员工回答前面的那三个问题。

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No Fixed Budgets
没有固定的人力预算

- There are no centrally administered “raise pools” each year

  每年没有公司高层决定的“加薪池”

- Instead, each manager aligns their people to top of market each year – the market will be different in different areas

  相反的，每个管理者每年把自己下属的薪酬和市场最高价格调整到一致。

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Compensation Over Time
应时薪酬

- Some people will move up in comp very quickly because their value in the marketplace is moving up quickly, driven by increasing skills and/or great demand for their area

  有些人薪酬增长非常迅猛是因为他们的身价在人力市场上的增长非常快，这往往是因为技能的增长或者特定领域的人力需求旺盛。

- Some people will stay flat because their value in the marketplace has done that

  有些人的薪酬维持少变是因为他们在人力市场上的身价就放在那儿。

  – Depends in part on inflation and economy
    部分原因在于通胀和经济因素
  – Always top of market, though, for that person
    尽管如此，对于这个人来说，其薪酬水平也依然在市场最高价格。

NETFLIX

Compensation Not Dependent on Netflix Success
薪酬并不取决于Netflix的成功

- Whether Netflix is prospering or floundering, we pay at the top of the market

  无论Netflix的盛衰，我们都支付市场最高薪酬。

  – i.e., sports teams with losing records still pay talent the market rate

    例如：体育队伍哪怕失掉比赛也得按照市场水平支付薪酬。

  – Employees can choose how much they want to link their economic destiny to Netflix by deciding how many Netflix stock options they want to hold

    员工可以通过决定持有多少Netflix期权的方式，决定自己愿意多大程度上把自己的经济前景和Netflix绑定在一起。

NETFLIX

Bad Comp Practices
糟糕的薪酬实践

- Manager sets pay at Nth percentile of title-linked compensation data

  管理者根据头衔，按照百分比排列设定薪酬。

  – The “Major League Pitcher” problem

    会导致“大联盟投手”问题。

- Manager cares about internal parity instead of external market value

  管理者关心内部薪酬一致而无视外部人力市场价值

  – Fairness in comp is being true to the market

    在人力市场上，薪酬水平的公平性是真实不虚的。

- Manager gives everyone a 4% raise

  管理者给每个员工4%的增幅。

  - Very unlikely to reflect the market

    根本无法反映市场的情况。

NETFLIX

When Top of Market Comp Done Right...
当市场最高薪酬设置得当

- We will rarely counter with higher comp when someone is voluntarily leaving because we have already moved comp to our max for that person

  我们很少遇见有员工因为更高薪酬而选择主动离职，因为我们已经尽全力给到他最高工资。

- Employees will feel they are getting paid well relative to their other options in the market

  和市场上提供的其他选择相比，我们的员工会觉得他们的薪酬不错。

NETFLIX

Versus Traditional Model

和传统模式对比

- Traditional model is good prior year earns a raise, independent of market

  传统模式是上年度业绩好则加薪，完全和市场价格脱离

  - Problem is employees can get materially under- or over-paid relative to the market, over time

    问题是员工会实质上得到低于或者高于市场价格的薪酬

  - When materially under-paid, employees switch firms to take advantage of market-based pay on hiring当实质性低于市场价格，那么员工会换公司以获取基于市场价格的薪酬

  - When materially over-paid, employees are trapped in current firm当现有工资高于市场价格，员工就会留在现公司

- Consistent market-based pay is better model

  持续地基于市场价格制定薪酬是最好模式

NETFLIX

Employee Success
员工的成功

- It's pretty ingrained in our society that the size of one's raise is the indicator of how well one did the prior year在我们的社会里，一个员工的加薪幅度是上一年度业绩好坏的指示器，这已经是根深蒂固的观念
  - but for us the other factor is the outside market
    但是对于我们来说，另一个因素是外部的人力资源市场
- Employee success is still a big factor in comp because it influences market value员工的成功依然是薪酬的重要因素，因为它影响了市场价值
  - In particular, how much we would pay to keep the person
    特别是，我们愿意为留下一个人花多少钱?

NETFLIX

Good For Each Employee to Understand Their Market Value
每个员工知道自己的市场价格是好事

- It's a healthy idea, not a traitorous one, to understand what other firms would pay you, by interviewing and talking to peers at other companies通过在其它公司的同业了解别人会花多少钱来雇佣自己，这是一个健康而非背叛的想法
  - Talk with your manager about what you find in terms of comp和你的上级谈谈你在薪酬市值的发现
  - Stay mindful of company confidential information 对公司的机密情报保持警觉

NETFLIX

Efficiency效用

- Big salary is the **most efficient** form of comp

  高薪是**最有效**的薪酬形式

  - Most motivating for any given expense level在任何给定的费用中，高薪最具激励性
  - No bonuses, no free stock options, no philanthropic match没有奖金，没有免费的期权，没有慈善比赛
  - Instead, **put all that expense into big salaries,** and give people freedom to spend their salaries as they think best相反的，把所有费用尽可能的打入高薪酬包，给予员工按照自己的意图花费薪水的自由
- Health benefits: employees get $10k per year
  - If they choose Netflix plans that are less than $10k, they keep the difference
  - If they don't need benefits from us, they keep all $10k
  - CEO or receptionist: everyone gets $10k for benefits

NETFLIX

Optional Options期权

- Employees get top of market salary, and then can request to trade salary for stock options员工得到人力市场上的最高工资，然后他们可以要求把工资兑换成为期权
- Some people take all cash, some people request half their comp in options有的人选择全拿现金，有的人要求拿一半工资兑换成期权
  - Both are OK两种都没问题
- This is consistent with freedom and responsibility, and lets employees decide how much risk/reward is comfortable for them这是对自由与责任的坚持，它让员工决定自己能承受多大程度上的风险/回报

NETFLIX

Details on Stock Options期权细节

- The options are *fully vested* and are 10-years-to-exercise options, independent of how long one stays at Netflix期权分10年行使，而且一经发放即为员工完全持有，随时可以转手，无论这个员工在Netflix工作了多长时间
- These fully vested options are granted monthly at the then current stock price, so employees get price averaging on their exercise price这些员工完全持有的期权依照当时的市场股票价格按月发放，因此员工按照行使期权的平均价格获利
- These options cost employees less than half of what such options would cost in the open market, and are from pre-tax salary, so are a great deal期权按照不到市场股价一半的价格买给员工，而且是用税前工资购买，因此是个对员工有利的交易
- Employees can change their option request annually员工每年都可以要求改变期权数额
- Options become valuable *only if Netflix stock climbs*唯有Netflix股价上扬，期权才具有价值

NETFLIX

No Vesting or Deferred Comp
没有期权工资或者延期工资

- We don't want managers to "own" their people with vesting – all comp is fully vested我们不希望管理者通过扣发工资的方式控制员工，所有薪酬足额下发
- We want managers to be responsible for creating a great place to work, and paying at the top of market我们要求管理者负责建立起最好的工作环境，支付市场最高工资
- Employees are free to leave us anytime, without penalty, but nearly everyone stays员工可以在任何时候辞职，无需缴纳罚金，但这么做了之后几乎所有人都留了下来
- Employees stay because they are passionate about their work, and well paid, not because of a deferred compensation system员工留下来的原因是他们对工作有热情，薪酬丰厚，而不是因为有一个延期发放工资的系统

NETFLIX

No Ranking Against Other Employees不要用等级刺激员工

- We avoid “top 30%” and “bottom 10%” rankings amongst employees我们避免用“最好的30%”或者“最差的10%”这样的等级来刺激员工
- We don’t want employees to feel competitive *with each other*我们不希望员工感觉到彼此之间是竞争关系
- We want all of our employees to be “top 10%” relative to the pool of global candidates我们希望员工是所有应聘者中的“最好的10%”
- We want employees to help each other, and they do我们希望员工彼此帮助，而他们也的确做到了

NETFLIX

Seven Aspects of our Culture
文化的7个方面

- Values are what we Value（价值观来自于我们推崇和珍视的价值）
- High Performance （追求高绩效）
- Freedom & Responsibility（自由和责任）
- Context, not Control（情景管理而非控制）
- Highly Aligned, Loosely Coupled（认同一致，松散耦合）
- Pay Top of Market（支付市场最高工资）
- **Promotions & Development （晋升和成长）**

NETFLIX

In some time periods, in some groups, there will be lots of opportunity and growth at Netflix

在某些时期，在某些团队内，公司的确存在大量的机会和发展空间

Some people, through both luck and talent, will have extraordinary career growth有些既有运气又有能力的人，会获得异乎寻常的职业生涯发展

NETFLIX

Baseball Analogy: Minors to Majors篮球类比：小联盟和大联盟

- Very talented people usually get to move up, but only true for the very talented非常有才华的人经常得到晋升，但仅仅是对那些真有才华的人来说是这样
- Some luck in terms of what positions open up and what the competition is有些运气是依仗有什么位置空缺，或者面对某种竞争
- Some people move to other teams to get the opportunity they want有些人转岗到其他团队获得了他们所需要的机会
- Great teams keep their best talent伟大的团队保留住他们最好的人才
- Some minor league players keep playing even though they don't move up because they love the game有些小联盟的球员即便没有得到升迁也继续打球，原因是他们热爱这个游戏

NETFLIX

Netflix Doesn't Have to Be for Life不必在Netflix呆一辈子

- In some times, in some groups, there may not be enough growth opportunity for everyone在某些时候，某些团队，也许没有足够多的成长机会给每个人
- In which case we should celebrate someone leaving Netflix for a bigger job that we didn't have available to offer them在这种情况下，我们应该为某些人离开Netflix得到更好的工作而庆祝，因为我们并没有合适机会可以给他
  - If that is what the person prefers如果这是那个人所希望的话

NETFLIX

Two Necessary Conditions for Promotion两种升职的必要条件

1. Job has to be big enough工作必须足够重要
   - We might have an incredible manager of something, but we don't need a director of it because job isn't big enough我们也许在某些事情上拥有非常棒的经理，但是如果这个工作不足够重要的话，我们不会在其上安排一个总监
     - If the incredible manager left, we would replace with a manager, not with a director如果这个非常棒的经理离开了，我们会安排一个新的经理，而不是一个总监
2. Person has to be a superstar in current role这个人必须在现有的岗位上是个超级明星
   - Could get the next level job here if applying from outside and we knew their talents well如果我们从外面雇佣一个同样有才干的人进来，这个人能胜任高一个层次的工作
   - Could get the next level job at peer firm that knew their talents well如果同业公司知道他的才干，他可以在那里得到更高层次的工作机会

NETFLIX

Timing时机

- If a manager would promote to prevent an employee from leaving, the manager should promote now instead of waiting如果一个管理者可以通过升职来阻止一个员工的离去，那么这个管理者应该现在就给这个员工升职而不是等待
- Both tests still have to be passed以下两个测试必须得到通过
  1. Job big enough工作足够重要
  2. Superstar in current role在现有岗位上是超级明星

NETFLIX

Development发展

- We develop people by giving them the opportunity to develop themselves, by surrounding them with stunning colleagues and giving them big challenges to work on我们通过给予员工自我发展的机会，提供周围一群杰出同事的方法帮助他们发展。同事，也给予他们足够大的挑战去为之奋斗
  - Mediocre colleagues or unchallenging work is what kills progress of a person's skills平凡的同事和无挑战的工作正是杀死员工工作技能的元凶

NETFLIX

Career “Planning” Not for Us

职业“规划”不是我们的菜

- Formalized development is rarely effective, and we don’t try to do it形式化的个人职业规划很少奏效，我们也不会尝试去做
  - e.g., Mentor assignment, rotation around a firm, multi-year career paths, etc.例如：导师和项目指导，公司内轮岗，年功职级通道等等

NETFLIX

We Support Self-Improvement
我们支持自我提升

- High performance people are generally self-improving through experience, observation, introspection, reading, and discussion高绩效人才大多能通过经验、观察、内省、阅读和讨论自我提升
  - As long as they have stunning colleagues and big challenges to work on只要他们还拥有杰出的一群同事和足够大的工作挑战
  - We all try to help each other grow我们所有人都努力相互帮助对方成长
  - We are very honest with each other我们所有人都对彼此诚实

NETFLIX

We want people to manage
their own career growth,
and not rely on a corporation
for “planning” their careers

我们希望员工管理他们自己的职业发展，而不是依赖于公司“规划”他们的职业生涯

NETFLIX

Your Economic Security is based on your Skills and Reputation

你的经济保障建立在你的技能水平和人品名声之上

We try hard to consistently provide opportunity to grow both by surrounding you with great talent

我们倾尽全力持续提供机会，使得你和你周围的杰出同事共同成长

NETFLIX

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NETFLIX

We keep improving
our culture as we grow

随着我们的成长，我们持续提升我们的企业文化

We try to get better
at seeking excellence

我们努力通过寻求卓越而变得更好

NETFLIX