

# Working at Netflix

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YOW! CTO Summit, 2018

**NETFLIX**

# Experience: My First Meeting

- March 13th, 2014
- CentOS -> Ubuntu migration details
- Was told to expect “intense debate”



CentOS

VS



ubuntu

# Experience: My First Meeting (Reality)

- No raised voices, no personal attacks
- Professional, respectful, and committed to what's right for Netflix



# Working at Netflix: My Experiences

## **This is:**

- My experiences from >4.5 years
- A culture worth sharing

## **This is not:**

- Written by HR or PR
- An official guide

(This is: <https://jobs.netflix.com/culture>)

# Experience: Job Interview

- It sounded too good to be true
- I asked many questions, trying to find the catch (there wasn't one)
- It changed how I thought about employment



# Worst thing for me at Netflix:



When we run out of coke zero in the F2 fridge

- I can either walk down to the F1 fridge, or up the F3 fridge...

# Worst thing for me at Netflix?

**Too many  
awesome things  
to work on, not  
enough time**

- eBPF tools
- PMC analysis
- Kernel performance
- JVM internals tracing
- Distributed systems
- Flame graph differentials
- eBPF latency heat maps
- Perf training courses
- ...

# Netflix, F2, 5:30pm on a Wednesday



... that doesn't mean we work long hours



# Company Culture

## Other companies:

- Learned by word of mouth
- ... or trial and error

## Netflix:

- Publicly documented:  
<https://jobs.netflix.com/culture>  
(and yes, it's true)

# At Netflix, we:

- **share information openly, broadly, and deliberately**
- **encourage independent decision-making by employees**
- **are extraordinarily candid with each other**
- **keep only our highly effective people**
- **avoid rules**

From: <https://jobs.netflix.com/culture>

# Experience: Leap second bug

- Independent decision making



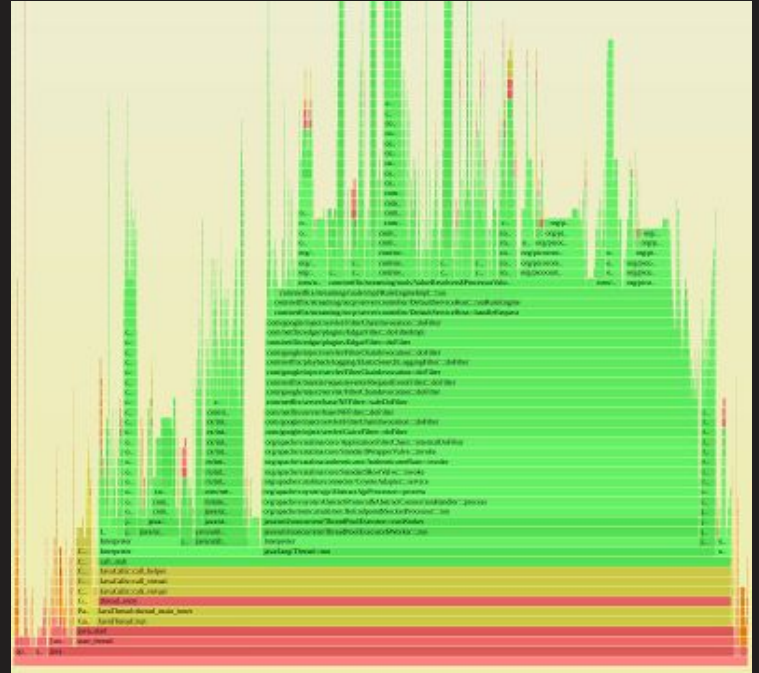
# Netflix Philosophy

- **Freedom and Responsibility**
  - **Context not Control**
  - **Highly Aligned, Loosely Coupled**
  - **Dream Team**
  - **Disagree Openly**
- 
- The bottom right portion of the slide features two large, solid red geometric shapes. One is a trapezoid-like shape that tapers to the right, and the other is a vertical rectangle. They are positioned behind the text of the last two bullet points.

From: <https://jobs.netflix.com/culture>

# Experience: Java Framepointer

- Freedom and Responsibility



# Netflix Values

- **Judgement**
- **Communication**
- **Curiosity**
- **Courage**
- **Passion**
- **Selflessness**
- **Innovation**
- **Inclusion**
- **Integrity**
- **Impact**

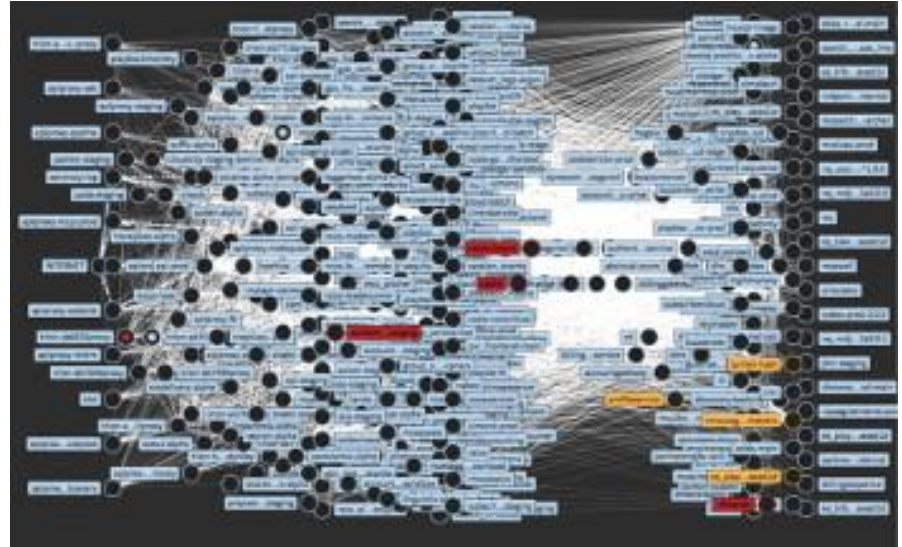
# Experience: Crashing Production

- Curiosity
- Courage
- Communication
- Integrity



# Netflix Cloud Architecture

- Resilient to error
  - Chaos engineering
- Rapid deployments
  - No approval process
- Open source libraries

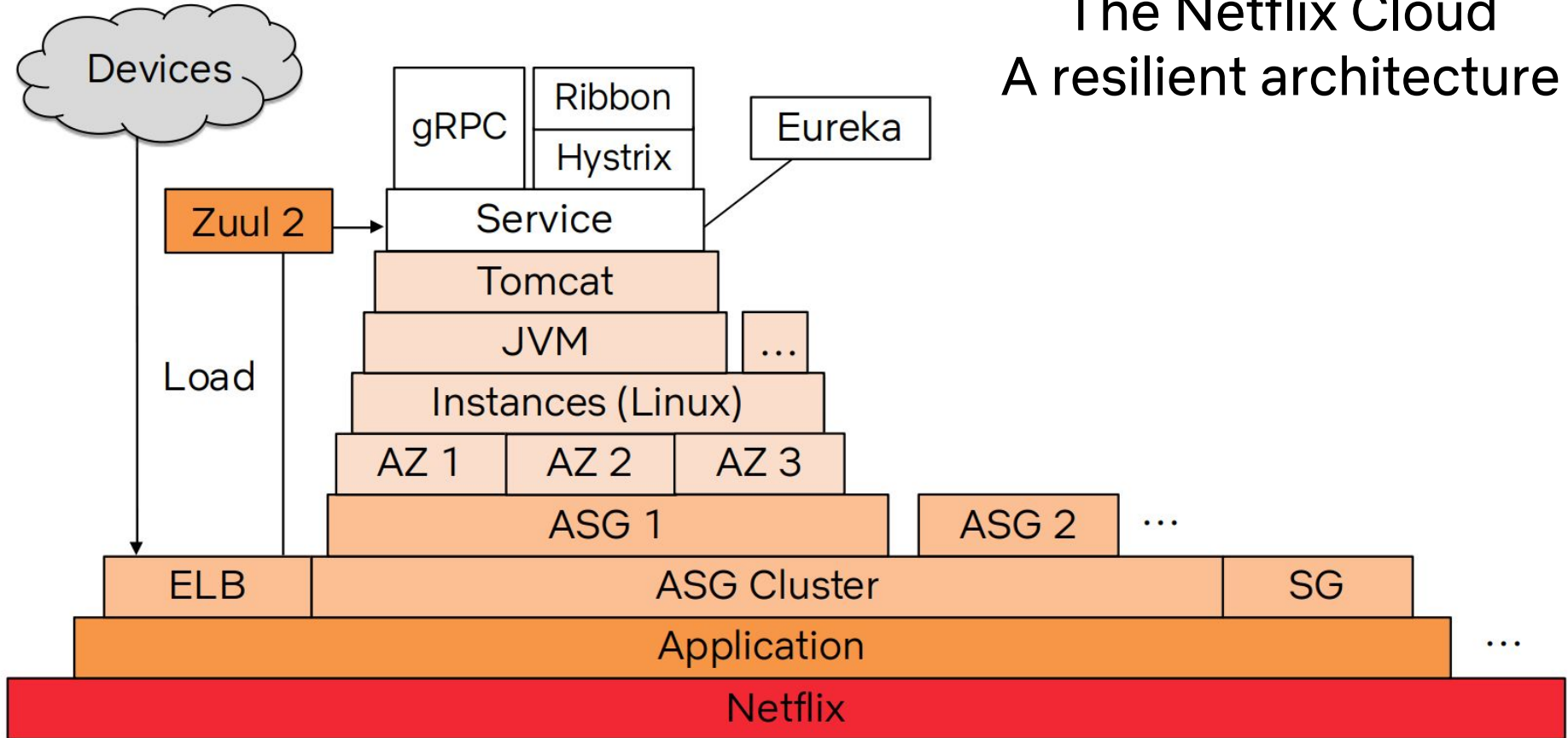


The cloud architecture and the culture are **complimentary** by design



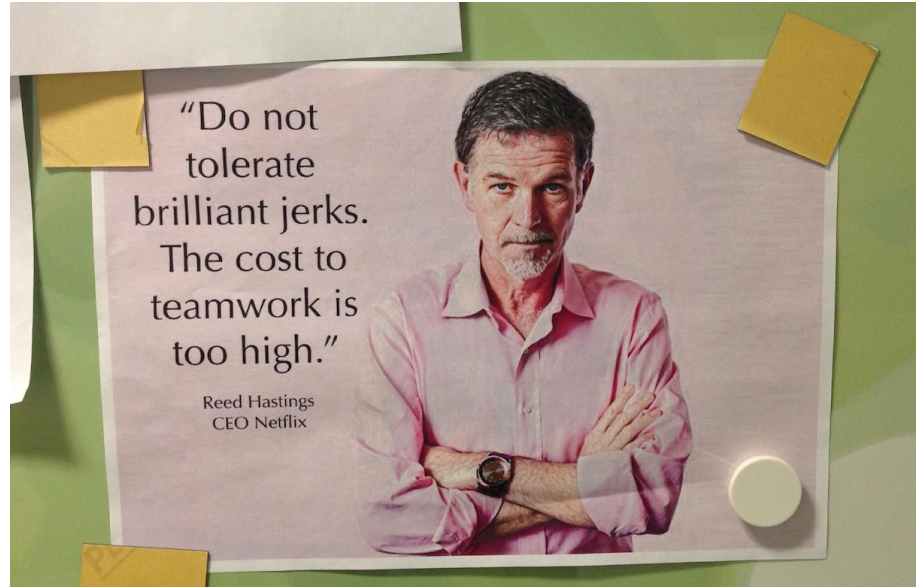
# The Netflix Cloud

## A resilient architecture



# Personal Favorite: No Brilliant Jerks.

- Particularly *selfish* jerks, who may:
  - Bully, humiliate, manipulate, mislead, and exploit others
  - Only support self-promoting tech
  - Become a negative role model
- Damage includes:
  - Silenced opinions
  - Demoralized staff & turnover
  - Company inefficiency
- Netflix staff are respectful & supportive



# Not a fit for everyone

- Culture deck
- Cloud Engineering in Los Gatos

# Take Aways: Can you implement these?

- No brilliant jerks
- Freedom and responsibility
- Openly disagree (respectfully)
- Cloud microservices & redundancy
- Encourage independent decision-making
- Share information openly, broadly, and deliberately

...

# Thank you.

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