



QCon 全球软件开发大会
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从技术员到Startup CEO

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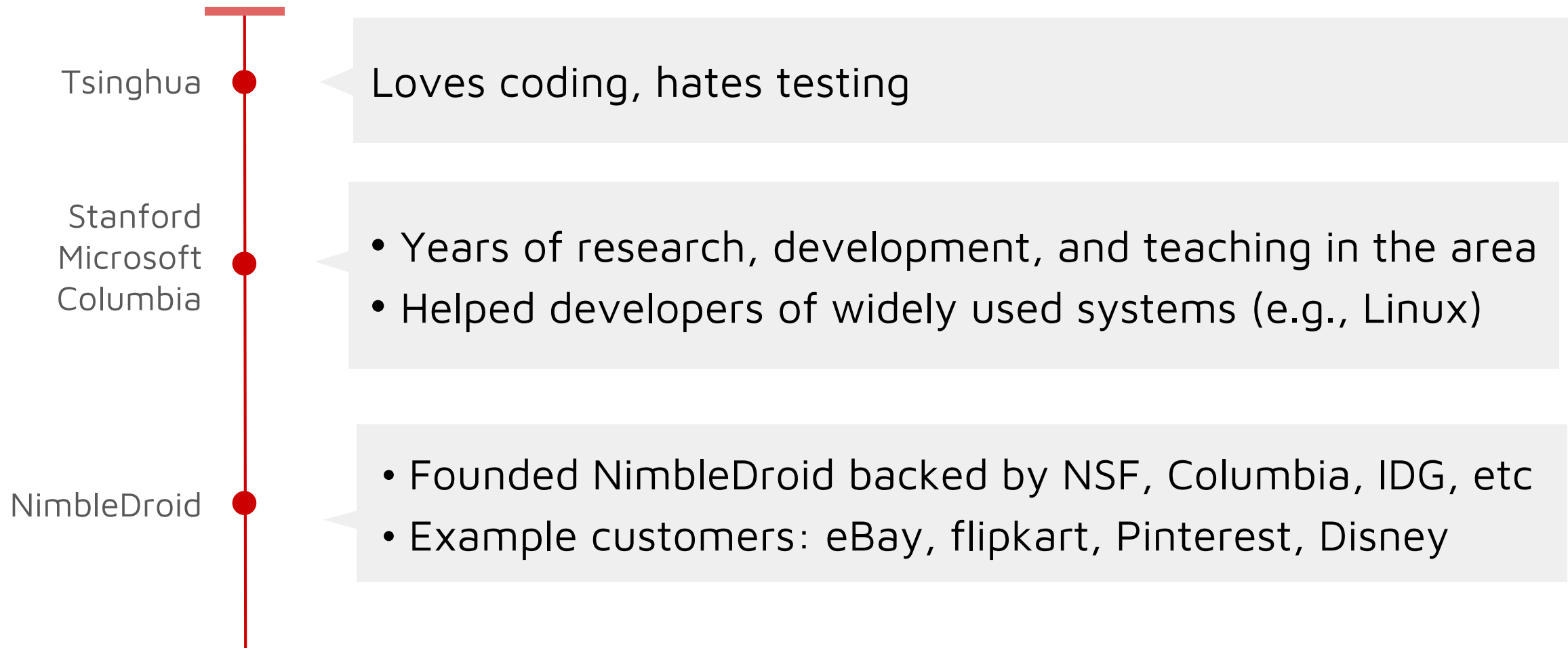
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From Researcher to Startup CEO

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My Passion: Build Great Dev Tools



Disclaimer

This talk is based on personal experiences doing a startup in US

For much of my career, I've been a researcher

First time founder, CEO of an early stage startup

Experience may not be completely applicable in China

Outline

- 
- Importance of Vision
 - Growth Mindset
 - Happiness

Jobs in Startup

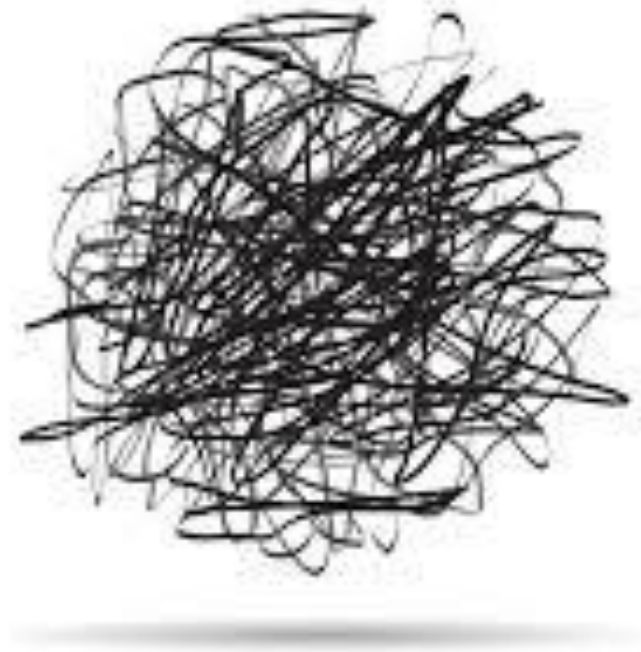
Product research and development

Sales and marketing

Customer support

Financing

Recruiting, HR, and more...



What's a Startup CEO's job?

At early stage, you may need to do one or **multiple** of these jobs yourself

- As a tech person, you'll most likely be writing a lot of code

But you should always be looking to do **none** of them!

- Delegate to the best people you can find
- You don't want to be the **bottleneck**

Your most important job is to **lead**: your team, investors, customers

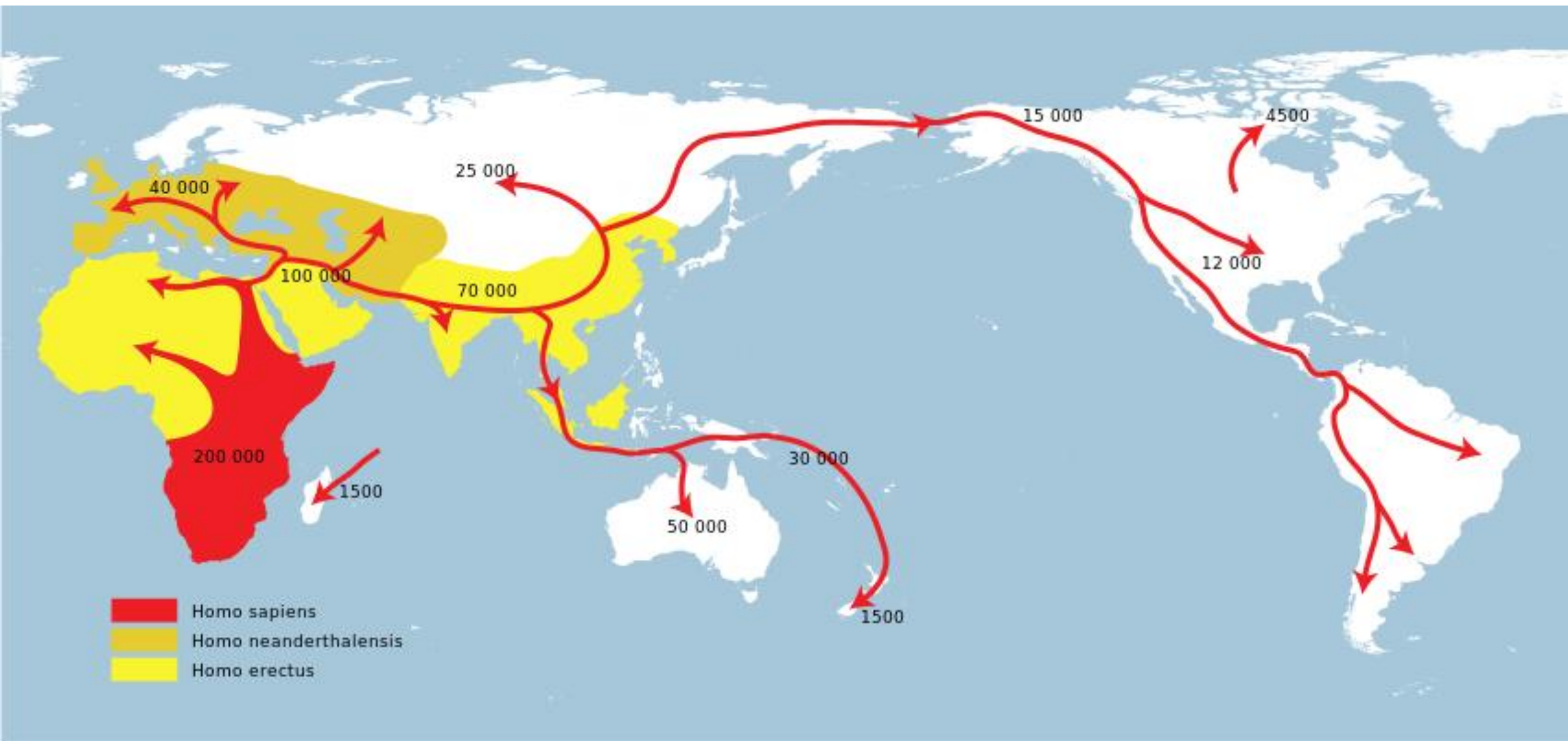
Two Crucial Elements to Lead Effectively

Vision: a dream about what future should look like

Communication: convince enough people to join you in building the dream

Example: Human Evolution





Homo Neanderthalensis vs Homo Sapiens

Bigger brains

Stronger body

Thrived in climates
we'd consider harsh

Existed **much
longer** than us



Why the hell did
we win?

Cognitive Revolution of Homo Sapiens


We developed the ability to dream about things and convince others

We were able to work in groups of hundreds, yet Neanderthals in much smaller groups

Much of history revolves around this question: How does one persuade millions of people to believe particular stories about gods, or nations, or limited liability companies? Yet when it succeeds, it gives sapiens immense power, because it enables millions of strangers to cooperate and work toward common goals.”

Yuval Noah Harari “Sapiens: A Brief History of Humankind”

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-  • Growth mindset
- Happiness

Water Bucket Theory (Cannikin Law)

Planks = Skills a startup CEO has



Shortest plank determines the capacity of the bucket

Reverse Water Bucket Theory



Find people with skills to make up for the “short planks”

My Opinion



Startup CEO still needs to learn new skills, enough to recruit people with the right skills to make up for the “short planks”

What Kind of Mindset Do You Have?



I can learn anything I want to.
When I'm frustrated, I persevere.
I want to challenge myself.
When I fail, I learn.
Tell me I try hard.
If you succeed, I'm inspired.
My effort and attitude determine everything.



I'm either good at it, or I'm not.
When I'm frustrated, I give up.
I don't like to be challenged.
When I fail, I'm no good.
Tell me I'm smart.
If you succeed, I feel threatened.
My abilities determine everything.

Impact of a Growth Mindset Intervention

Math Grades Before & After Intervention



Blackwell, Trzesniewski & Dweck (2007) *Child Development*

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Startup CEO is a Tough Job

Physically: long work hours

Mentally: lots of tough decisions to make

Financially: expected income is $\frac{1}{4}$ of income at big company

Why bother?!

Two Kinds of Happiness

Everyday Happiness: “How happy are you these days?”

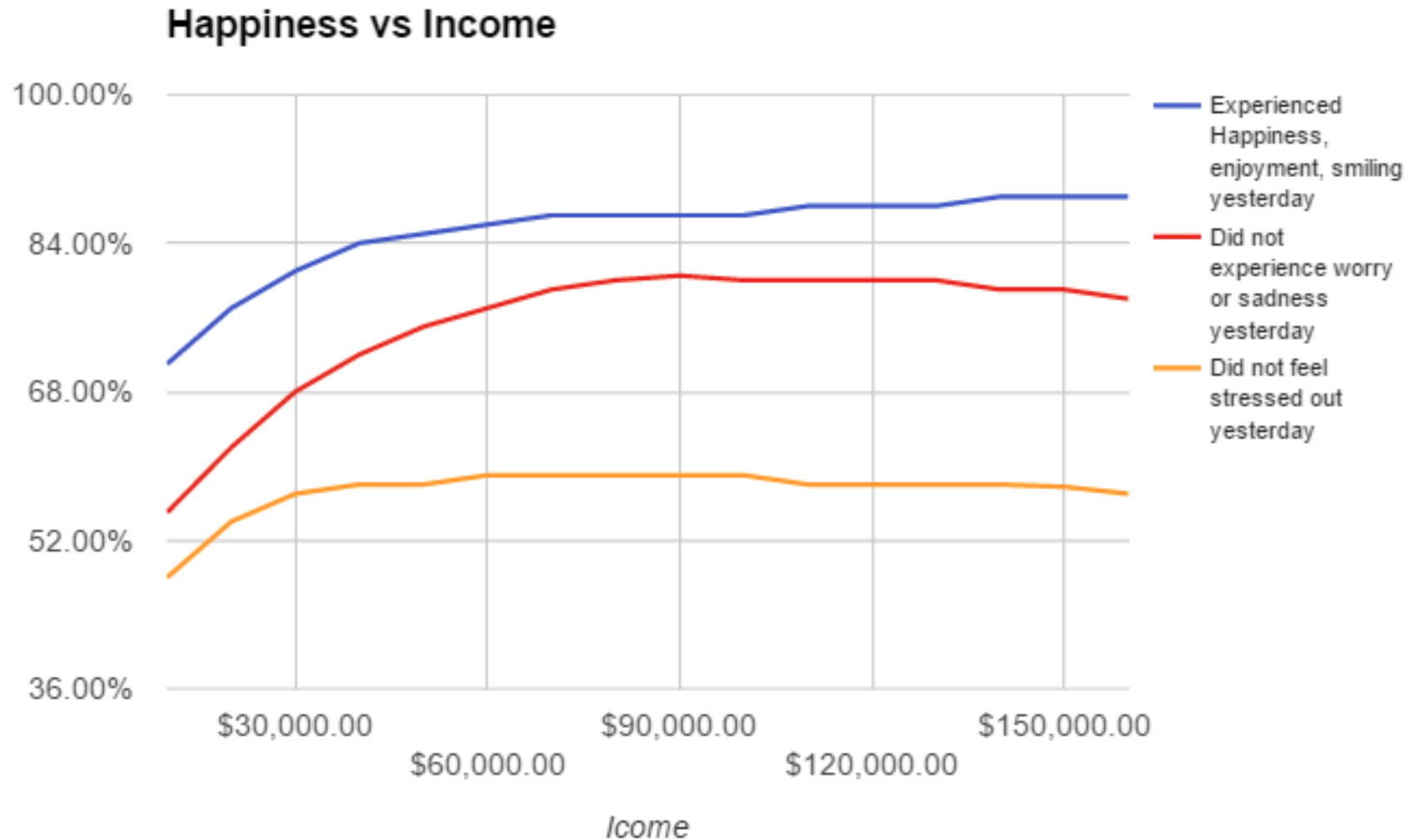
Life Satisfaction: “How satisfied are you with your life?”

Everyday Happiness: Your Experiencing Self

More or less determined by your gene

Factors such as income, weather don't affect everyday happiness much

Everyday Happiness vs Income

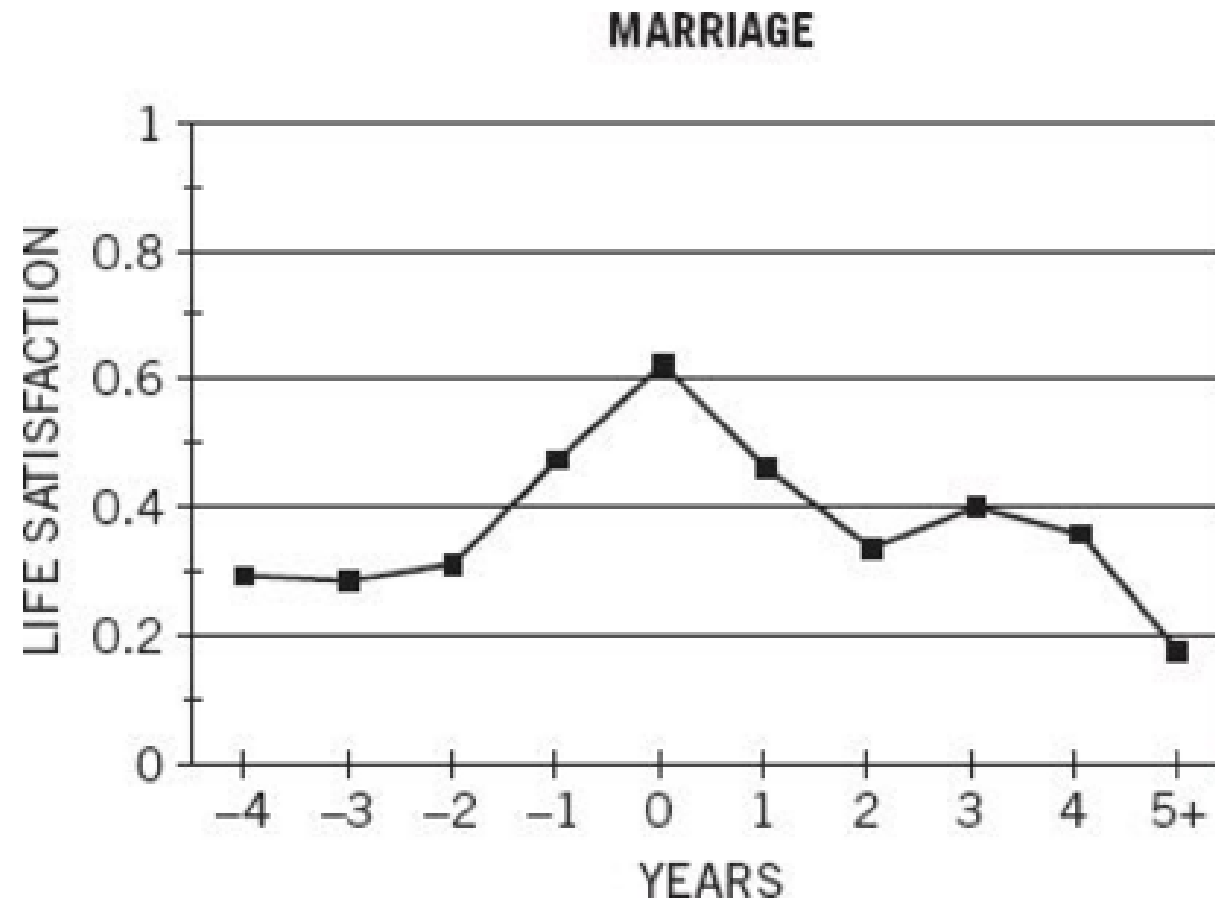


Life Satisfaction: Your Remembering Self

Determined by the “peak” and the “end”

My opinion: optimize for life satisfaction

Life Satisfaction vs Marriage



More advice on Happiness

Startup is long haul, not short sprint, so take care of your everyday happiness

Take care of your relationships

You'll receive a lot of rejections, but that's okay. Focus on the yes

Enjoy the incremental achievements and learning in the process

Conclusion

Vision and communication are absolutely important

Keep a growth mindset to learn new skills

Optimize for life satisfaction



Thank you. Any questions?

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Thanks!



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