Culture

Culture
=======

Last updated: Apr 22, 2024

|[Edit this
page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/culture
.md)

On this page

So, what's it like working at PostHog?

All remote

Our [team](/people)
 is 100% remote, and distributed across over 10 countries.

As well as the equipment you'll need, we provide [a budget to help you find coworking
space](/handbook/people/spending-money#work-space)
 or to cover the costs of coffees for those who prefer not to work at home.

All remote has a bunch of advantages:

*   We can hire [amazing people](/people)
    from a global talent pool.
*   Being remote encourages a deeper level of personal thought and writing things down.
*   It allows for uninterrupted work.
*   It makes results clearer, which helps us hold people to account for outcomes rather than
hours spent in the office.

Diverse & inclusive

This is actually so important to us that it has [its own dedicated page](/handbook/company/diversity)
.

Extremely transparent

As the builders of an open-source product, we believe it is only right that we be as transparent as possible as a company.

This isn't just a meaningless corporate statement. Most of our communication happens publicly on GitHub, our roadmap is open for anyone to see, and our open source handbook explains everything from how we hire and pay team members to how we email investors!

Almost everything we do is open for anyone else to edit. This includes things like the contents of this very Handbook. Anyone can give direct feedback on work they think could be improved, which helps increase our responsiveness to the community.

We're committed to much more than just [public code](/handbook/company/values#we-are-open-source)
.

We write everything down

We're an all-remote company that allows people to work from almost anywhere in the world. With team members across many countries, it's important for us to practice clear communication in ways that help us stay connected and work more efficiently.

* It creates clear and deep thought.
* We have an open core business model. This helps the community understand our decision-making.
* It is usually clearer than a conversation, so everyone can row in the same direction.
* It is very leveraged as we grow a large community and look to hire people around the world.

To accomplish this, we use [asynchronous communication](/handbook/company/communication)
 as a starting point and stay as open and transparent as we can by communicating through public issues, pull requests, and (minimally) Slack.

Putting things in writing helps us clarify our own ideas, as well as allow others to provide better feedback. It has been key to our development and growth.

Don't let others fail

Everyone should help everyone else raise their game. Fatigue sets in when you complete a task, so it's easier for outsiders to help those creating the work to raise their game.

We are direct about the quality of work. That doesn't always mean work needs to be completely polished, as it depends on the speed and impact of a task. Being great at [giving and receiving feedback](/handbook/people/feedback)
 is a key part of our culture.

Bias for impact

If given a choice, go live. If you can't go live, reduce the task size so you can.

* We are small, and can only win based on speed and agility.
* Going live forces a level of completion, on which you can build.

Default to _not_ asking for permission to do something if you are acting in the best interests of PostHog. It is ok to ask for more context though.

Have fewer meetings

We're big believers in the importance of the [maker's schedule](http://www.paulgraham.com/makersschedule.html)
. If we have meetings at all (which we try to avoid, see _"Write stuff down"_ above), we'll cluster them around any standups so our day doesn't get split up. On Tuesdays and Thursdays, we don't have internal meetings at all. Occasionally an external meeting will slip in on those days such as interviews, but we try to keep those to an absolute minimum.

Structured for speed and autonomy

One of the benefits of hiring high-performing, self-sufficient, empowered team members is that we don't need to put in place some of the typical corporate structures and processes that can slow teams down.

We have optimised for this by introducing [Small Teams](/handbook/team-structure)
, which prioritise speed by delegating decision-making autonomy as much as possible.

Right now, our [management approach](/handbook/company/management) is super simple - James H, Tim and the team leaders are the only managers, and everyone else reports to one of them. We don't want to create a fancy hierarchy of titles, as we believe this can lead, consciously or not, to people feeling less empowered to make changes and step on toes, especially if they are not in a 'senior' role.

It's up to you how to get things done. If you want to make a change, feel free to just create the pull request. If you want to discuss something more widely for a bigger piece of work, it might make sense to use an RFC for a change inside your team. If you want to ship something that could significantly impact other teams, it usually works best to book a call - communicating with the relevant team (and using this to particularly focus on who you're building for, the goals of your idea before you get into the tactics) as a meeting tends to work better and usually saves time.

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Small teams

PostHog is structured for speed, autonomy and innovation. Many traditional organizations have big, separate functions. You have a product team, an engineering team, customer support, and so on. This slows things down when you scale because there are more layers of communication and complex approval chains. This stifles innovation - you have to get your boss to talk to someone else's boss to get work done. It also means that people can't really see the impact of their work. PostHog started off as…

[Read next article](/handbook/company/small-teams)

`![Ursula von der Leyen, President of the European Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)`

A primer on using GitHub at PostHog
==================================

Last updated: Apr 22, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/new-to-github.md)

On this page

*   Issue templates
*   Referencing another issue
*   Writing Markdown
*   Creating a pull request
*   "Closing keywords"
*   Requesting a review
*   Previewing changes
*   Merging changes
*   Next steps

> If you’re new to GitHub, it can be a little confusing. (Heck, I’ve been using GitHub for years and it’s _still_ confusing.) It doesn’t have the best search and notifications can get out of hand — and in general, it can be really intimidating to join a company that uses a tool you’ve never used before as its primary means of communication.
>
> I wrote this guide to help explain how we work, and how to stay on top of the volume of information that flows through our team's organization on GitHub.
>
> _\- [Cory Watilo](/community/profiles/2)
> , Lead Designer_
>
> P.S. Have questions? Feel free to file an issue on GitHub - I explain how to do this [later in the article](/handbook/company/new-to-github#filing-an-issue)
> !

Key concepts

At its core, GitHub essentially hosts code that helps keep everyone in sync. Each team member can download this code, make changes, and upload their changes back into GitHub.

Code is stored in a “repository” (or “repo” for short) - it’s like a folder for code. (As of writing this, PostHog has [152 repos](https://github.com/posthog)
 - like the code for posthog.com
 and even a repo for internal company discussions that doesn’t actually contain any code.) This is because each repo comes with a handful of collaboration tools. Here’s a list of the key concepts on GitHub:

1. Discussions
2. Issues
3. Projects
4. Pull requests
5. Actions

You can take any task linearly from start to finish using this set of tools, though you don't have to use them all. (For example, PostHog doesn't really use Discussions, and Projects are only used by certain teams.) But if you wanted to use the whole suite, here's how it would work:

1. If you decide you want to change something in the product or website, you could start a _discussion_ about it. This is like a casual forum-style conversation. (Again, we don't use these.
2. A discussion can be converted to an _issue_, which is a formalized proposal of the discussion.) People can reply to these posts with feedback.
3. In my workflow, this is a good time to add the issue to a _project_, because it's something you want to track through to completion. Project boards are a great way to stack-rank tasks (issues), because you can order them in a way that makes sense based upon the project and see everything in one place. This helps keep a team in sync.
4. A _pull request_ (also known as a _PR_) references the code that's changed to solve an _issue_. It's a way to summarize the changes in code and explain them so others can review them.
5. _Actions_ usually occur after you commit code. It makes sure things are working as expected (and that whoever wrote the code didn't break anything). (Don't worry about these for now.)

You can use any of these features on their own, or use them together. Primarily, PostHog uses issues, pull requests, and actions. If you're not super familiar with GitHub, just focus on issues and pull requests, as that's where the bulk of the interesting work happens.

Note: The PostHog handbook covers GitHub issues and pull requests, and suggests [everything should start with a pull request](/handbook/company/communication#github)
 because it represents one of our values, "[bias for impact](/handbook/company/values#bias-for-impact)
".

Notifications

The best way to stay up-to-date with what happens on GitHub is by subscribing to (following) the areas that are most relevant to what you do. This sends updates to your GitHub notifications.

By default, you'll receive email notifications for everything you subscribe to. There are a few ways this happens:

1. Creating an issue or pull request
2. Commenting on an issue or pull request
3. "Watching" a repository

As I’m not a huge fan of email, I prefer to visit a centralized place for my GitHub notifications, although many engineers prefer email notifications. Personally, I don’t like GitHub’s [/notifications](https://github.com/notifications)
 page, as it feels cumbersome (slow) to read through updates. Here are two much better ways to consume GitHub notifications (entirely my opinion):

1. [GitHub’s iPad app](https://apps.apple.com/us/app/github/id1477376905?platform=ipad)
   - provides an email-like interface that feels a lot more natural to reading notifications github.com/notifications. (If only GitHub had this UI on the web...)
2. octobox.io
   - uses the same email-like interface, but in a browser

I have octobox.io
 set to my homepage in Chrome, so anytime I want to see my notifications, I just click the Home button and I have one-click access to my work “inbox”.

Install the GitHub app in Slack

A great way to get realtime updates about what’s happening in GitHub is to install the [GitHub Slack app](https://slack.github.com/)
 and subscribe to repos. After linking with your Slack account, type `/github subscribe posthog/posthog.com` (org/repo-name) in Slack, for example, to get updates when things happen in the posthog.com repo.

Finding issues or pull requests

Given the volume of issues and PRs, search will be your best friend. Unfortunately GitHub’s global search leaves something to be desired, so usually the easiest way to find something is to visit a repo, then clicking either [Issues](https://github.com/PostHog/posthog.com/issues)
 or [Pull requests](https://github.com/PostHog/posthog.com/pulls)
 (depending on what you're looking for) and searching from there. Type a few keywords, and if you know who authored the issue or PR, apply an author search. (You’ll see GitHub pre-populate search syntax (eg: `is:open is:issue author:corywatilo`), similar to how Gmail’s search works.

Filing an issue

Issue is the primary method of getting a message in front of the team. Think of it like creating a ticket in a typical project management system. (We prefer issues over Slack messages because it's public and can sync with the rest of our code workflow. You can use Slack if you’d like to bump an issue to a group of people, but link to the issue (or PR) as GitHub acts as our source of truth.)

Issue templates

Some repos have issue templates set up to make issue creation faster. However, if the issue you're going to create doesn't fit into one of these templates, don't worry about these! Just create a new blank issue.

Referencing another issue

This isn't mandatory, but if your issue is related to other (previous) issues, it's worth cross-linking so others have full context. To cross-link in an issue or PR, type a `#` and either part of an issue's/PR's name or number and GitHub will populate a list of items that match.

You can find an issue's or PR's number in the URL.

Writing Markdown

It can take some getting used to if you've never written Markdown syntax. Fortunately GitHub makes it easy by providing WYSIWYG buttons. When you press a button like `B`, `I`, or `U`, GitHub will insert the Markdown code required to format your text accordingly.

Tips for faster writing

* You can use keyboard shortcuts like you would in a word processor.
* Quickly insert a link by copying it to your clipboard, selecting the word or phrase you'd like to link, then using `Cmd + V`. GitHub will automatically convert the text into a link.
* Create a checklist by typing `- [ ] Your text`. You (and others) can check things off of this list after the issue/PR is created.
* Paste an image from your clipboard directly into an issue/PR. It's much faster than attaching from your computer. For example, if you're screenshotting something on a Mac, use `Cmd + Shift + Ctrl + 4` to select part of your screen, then `Cmd + V` into an issue. GitHub will upload the image automatically and add the Markdown embed code for you. Voila!

Creating a pull request

If you see something minor on posthog.com (in Handbook or Docs) that needs to be updated, you can easily propose the change by creating a pull request _without_ having to run the full codebase on your computer. (This is a great way to contribute if you're in a less-technical role.) To make a small change, find the _Edit this page_ link within the Handbook or Docs which will take you to GitHub where you'll see the source file. From there, click the pencil icon. (Our Handbook and Docs use the same Markdown format as GitHub’s issue and PR editor, so this should look familiar!)

When you’re done making your changes, be sure to preview what the changes look like (to make sure formatting is accurate). At the bottom of the page, you’ll see a section called _Commit changes_. Here’s how to use it:

* Briefly describe the change you made in the top line
* Optionally add a more detailed description
* Choose “Create a new branch...” and optionally give it a name (but not required)

Clicking _Propose changes_ will create a pull request!

"Closing keywords"

If you’re changing code to address an open issue, you can tell GitHub to automatically close the issue when the PR is merged by using a closing keyword. For example, in your PR description, you can write “Closes #123” (where #123 is an issue number).

Requesting a review

Now that your PR is created, you can request a review (best practice) from someone relevant so they can make sure everything looks good and that they agree the change is ready to go live. They’ll be notified of your request. (By the way, you can filter to reviews that others request from you by going to your notifications, then choosing the [Review requested](https://github.com/notifications?query=reason%3Areview-requested) filter.)

Previewing changes

If you're making changes to posthog.com, you'll be able to see your changes on a "preview" version of the website. It takes 10-20 minutes for this preview to be ready.

(Remember when I said we also use GitHub Actions? It basically runs some automated tests to make sure everything is spelled correctly and that nothing else broke.)

Near the bottom of a pull request page, you'll see a box like this:

`![Checks](https://user-images.githubusercontent.com/154479/166337172-e9478e1d-a413-4a4b-93a3-04d151975904.png)`

(Note: This box only appears if you're a member of the PostHog GitHub org - it's not available to the public.)

You can click the _Visit Preview_ link in the Vercel bot comment to see the preview.

Merging changes

Once a team member approves your pull request, you (or they) can publish the changes by clicking the _Squash and merge_ button. It will take another 10-20 minutes for your changes to appear on the site, but they'll go live automatically. At that point, you can send a link to your friends and family and tell them you're a coder now!

Next steps

This was a primer on using GitHub for communication at PostHog. If you’re interested in making more substantial changes to the website, you can follow our instructions on [how to develop the website.](/handbook/engineering/posthog-com/developing-the-website)
It can take a little work to get your computer set up to run the site from your computer, so don't hesitate to reach out for help if you get stuck – or don't even know where to begin. That's what we're here for!

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Team structure

Team structure
==============

Last updated: Sep 30, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/team-structure.md)

On this page

Small teams

We've organized the company into small teams that are multi-disciplinary and as self-sufficient as possible. [You can read about why we've done it this way](/handbook/company/small-teams)
, or [browse the small teams](/teams)
.

Org chart and reporting lines

We maintain our full org chart in Deel, [which you can access here](https://app.deel.com/organization-chart/organization/834ac289-7c04-4d93-91f0-8922c5664b77?groupBy=group-by-report)
.

Team leads do not necessarily = managers - read more about how we think about management [here](/handbook/company/management)
.

Organization changes

We’re still an early stage company, and so is our product. We strongly value moving and shipping fast (see [core values](/handbook/company/values)
) and we constantly iterate not only our product but our organization too. As this happens, it may be quite possible that organizational changes occur. This mostly happens at the [small teams](/handbook/company/small-teams)
 level. To make the changes smoother for everyone, here’s the checklist we use:

*   [ ] Discuss with relevant team leads (and/or managers if applicable).
*   [ ] Discuss with relevant team member(s).
*   [ ] Open a PR on `posthog.com` documenting the change on the handbook.

* [ ] Update the relevant Small Team page.
* [ ] Update the [Org Chart](https://app.deel.com/organization-chart/organization/834ac289-7c04-4d93-91f0-8922c5664b77?groupBy=group-by-report) in Deel.
* [ ] Let everyone else in the company know in the next all hands session.
* [ ] Add/remove from relevant [Sentry teams](https://sentry.io/settings/posthog/teams/) .
* [ ] Add/remove from relevant [GitHub teams](https://github.com/orgs/PostHog/teams) .
* [ ] Add/remove from Slack `@` groups / team mentions (e.g. `@core-experience`).

Team Lead checklist

* [ ] Onboarding 1:1 with new team member.
* [ ] Add to stand-ups, planning sessions, and any other team rituals.
* [ ] Update Slack channel description, and invite to Slack channel if needed.

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Design philosophy

Looking for our brand style guide? Look no further. Different by with design Design at PostHog works differently than most companies. We fundamentally believe that we can differentiate ourselves with design – by thinking outside the box and pushing boundaries. This means we're not structured like a typical design org. How our customers interact with product analytics (and other tools) has largely remained unchanged since these tools were created over the past couple decades. There's nothing…

[Read next article](/handbook/design/philosophy)

* [About](/about)

* [Roadmap](/roadmap)

* [WIP](/wip)

Comms team overview
===================

Last updated: Aug 08, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/comms/comms-team.md)

The customer comms team exists to give users the info they need to be successful with PostHog, and to deliver that information in a way which sparks joy.

That means we cover a wide mix of things, including customer support, announcements, press, and other product marketing tasks.

We also lead the PostHog for Startups and Y Combinator programs, and generally take point on anything requiring customer-facing communication.

As a team we value being hands-on, putting human needs above internal processes, and treating support as a product.

Check out [our team page](/teams/customer-comms)
 for more info.

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Press

Press enquiries Any press-related enquiries should be directed to press@posthog.com - this includes any emails you receive personally. Only Joe, James, Tim or Charles should be talking to the press on PostHog's behalf. With the exception of occasional major press releases (see below), PR is purely a reactive activity at PostHog. We do not invest in proactive PR yet, as we believe other channels are a higher priority. Managing press releases From time to time, we may have significant company…

[Read next article](/handbook/comms/press)

* [About](/about)

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Project structure

Project structure
=================

Last updated: Mar 15, 2022

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/engineering/project-structure.md)

On this page

> **Note:** This page refers to our [main product repository](https://github.com/PostHog/posthog)
> , not our website.

Directory tree

`   . ├── .github ├── .platform ├── bin ├── cypress ├── ee   ├── frontend │   └── public │   └── src │   └── layout │   └── lib │   └── models │   └── scenes │   └── style │   └── toolbar ├── posthog │   └── api │   └── management │   └── migrations │   └── models │   └── queries │   └── tasks │   └── templates │   └── test └── requirements *Selected subdirectories only   `

`.github`

Directory for our GitHub actions and templates for issues and pull requests.

`.platform`

Scripts for deploying to Platform.sh.

`bin`

Executable shell scripts for various purposes, most notably building, testing, and running PostHog.

`cypress`

Hosts our [Cypress](https://www.cypress.io/)
 tests. When writing tests that use Cypress, you will mostly be working on the `integration/` subdirectory. Remember that you should always be including tests if you are making a significant change to our frontend.

`ee`

Enterprise Edition features for PostHog. This subdirectory is the only subdirectory not MIT-Licensed in the [PostHog/posthog](https://github.com/PostHog/posthog)
 repository, and a license is needed to use its features. To use PostHog with 100% FOSS code, refer to our [PostHog/posthog-foss](https://github.com/PostHog/posthog-foss)
 repository.

`frontend`

Hosts the PostHog frontend, built with React.

Subdirectories

`public`

PostHog logos to be used by the app.

`src`

Code for the frontend.

`src/layout`

Components referring to the overall PostHog app layout, such as sections of the app used in most pages, like `Sidebar.js`.

`src/lib`

Various components used all around the PostHog app. Reusable components will most likely be placed in this subdirectory, such as buttons, charts, etc.

`src/models`

[Kea](https://github.com/keajs/kea)
 models for the app's state.

`src/scenes`

Components referring to specific pages of the PostHog app. Mostly non-reusable.

`src/styles`

[Sass](https://sass-lang.com/)
 files for the PostHog app's style.

`toolbar`

All code related exclusively to the [PostHog Toolbar](/docs/user-guides/toolbar)
.

`posthog`

Hosts the PostHog backend, built with Django.

Subdirectories

`api`

Subdirectory for PostHog's REST API. Includes its own tests.

`management`

Custom [Django management commands](https://docs.djangoproject.com/en/3.1/howto/custom-management-commands/). Commands defined here are registered as `manage.py` commands and can be called with:

Terminal

`   ./manage.py <your_command_here>  # or  python manage.py <your_command_here>   `

These commands are for admin use only, and generally refer to the configuration of your Django app.

`migrations`

Hosts the database migrations which occur when there are changes to the models. If you make any changes to the app's ORM, you need to first make migrations:

`   python manage.py makemigrations   `

And after making your own migrations or running `git pull` after new migrations, you also need to apply them:

`   python manage.py migrate   `

`ClickHouse Migrations`

To create boilerplate for clickhouse migrations use

`   python manage.py create_ch_migration --name <name of migration>   `

To apply clickhouse migrations use

`   python manage.py migrate_clickhouse   `

`models`

Subdirectory for the models ([Django
ORM](https://docs.djangoproject.com/en/3.1/topics/db/models/)
). Interactions with our database are handled by these models.

`queries`

Hosts the queries used to query data from our database, which will be used by our various features, such as [Retention](/docs/user-guides/retention)
 and [Trends](/docs/user-guides/trends)
.

`tasks`

Celery tasks that happen in the "background" of the server to enhance PostHog's performance by preventing long processes from blocking the main thread. An example of task is processing events as they come in.

`templates`

[Django templates](https://docs.djangoproject.com/en/3.1/topics/templates/)
 used to generate dynamic HTML. We use templates for pages such as `/login` and `/setup_admin`.

`test`

Subdirectory hosting our backend tests. You should always include tests when you make changes to our backend.

`requirements`

Hosts our backend's dev requirements.

Questions?

*   [! [](https://www.gravatar.com/avatar/7fd46dd37a9b941de73a3db27b49daed)\
    \
    Kush](/community/profiles/31472)
    2 months ago

    ### [Which platform is the website made
on?](/questions/which-platform-is-the-website-made-on)

    I am really amazed with the structure and features of the posthog.com website. What is the tech stack for website? Does it use 3rd party services to show. features like feature voting and user accounts? And what about these comments? I have been struggling to enable such features for my website. Thanks!

PS: Posthog is amazing! Really love the amount of features we get at the price.

* `[![](https://www.gravatar.com/avatar/9a0bde554e4184908f27ac1b289a1eed)\`
\
Agata](/community/profiles/31509)
2 months agoSolution

Hi Kush,

It uses Gatsby and runs on Vercel. You can find the repository for posthog.com here if you want to dig in more:
https://github.com/PostHog/posthog.com

Comments are powered by Squeak
https://squeak.posthog.com/
but I'm not sure what's the status of this project. You can see that the repo has been archived at the beginning of this year
https://github.com/PostHog/squeak

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How we review PRs

Almost all PRs made to PostHog repositories will need a review from another engineer. We do this because, almost every time we review a PR, we find a bug, a performance issue, unnecessary code or UX that could have been confusing. Here's how we do it: Have a flick through the code changes What to look for: Does the code fit into our coding conventions? Is the code free of bugs? How will the solution perform at huge scale? Are the database queries scalable (do they use the right indexes)? Are the…

[Read next article](/handbook/engineering/how-we-review)

Communication

Communication
=============

Last updated: Sep 16, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/communication.md)

On this page

*   Golden rules
*   Public by default
*   Company Internal
*   Product Internal
*   Written communication
*   GitHub
*   Slack
*   Google Docs and Slides
*   Email
*   Writing style
*   Requests for comment (RFCs)
*   When does it work best to write an RFC?
*   When does a meeting / another approach work better than an RFC?
*   Top tips for RFCs
*   Internal meetings
*   Indicating availability
*   Google Calendar
*   Calendly

Introduction

With team members across several countries, it's important for us to practice clear communication in ways that help us stay connected and work more efficiently.

To accomplish this, we use **asynchronous communication as a starting point** and stay as open and transparent as we can by communicating on GitHub through public issues and pull requests, as well as in our PostHog User and internal Slack.

Our communication values
----

1. **Assume positive intent.** Always coming from a position of positivity and grace.
2. **Form an opinion.** We live in different locations and often have very different perspectives. We want to know your thoughts, opinions, and feelings on things.
3. **Feedback is essential.** Help everyone up their game in a direct but constructive way.

Golden rules
----

1. Use **asynchronous communication** when possible: pull requests (preferred) or issues. Announcements happen on the appropriate Slack channels and [people should be able to do their work without getting interrupted by chat](https://signalvnoise.com/svn3/is-group-chat-making-you-sweat/)

.
2. Discussion in GitHub issues or pull requests is preferred over everything else. If you need a response urgently, you can Slack someone with a link to your comment on an issue or pull request, asking them to respond there. However, be aware that they still may not see it straight away (and that's OK in our book).
3. You are not expected to be available all the time. There is **no** expectation to respond to messages outside of your planned working hours.
4. It is 100% OK to ask as many questions as you have - please ask in public channels! If someone sends you a handbook link, that means they are proud that we have the answer documented - they don't mean that you should have found that yourself or that this is the complete answer. If the answer to a question isn't documented yet please immediately make a pull request to add it to the handbook in a place you have looked for it.
5. When someone asks for something, reply back with a deadline or by noting that you already did it. Answers like: 'will do', 'OK', or 'it is on my todo list' are not helpful. If it is a small task for you but will unblock someone else, consider spending a few minutes to do the task so the other person can move forward.
6. By default, avoid creating private groups for internal discussions.

Public by default

We make things public by default because [transparency](/handbook/company/culture#transparency) is core to our culture. The kinds of information we share falls into one of three buckets:

*   _Public_ - most things, including our product, roadmap, handbook and strategy.
*   _Shared internally_ - almost everything else, such as financial performance, security, fundraising and recruitment.
*   _Private internally_ - personal team information, i.e. compensation, disciplinary issues.

Information that is not publicly shared is in areas with complex signals that can impact our ability to sell, raise money or are inappropriate to share more widely for personal privacy reasons.

We have two repos to centralize and document private internal communication. These are the source of truth for any internal information, and anything that should be written down (as established in these guidelines) should live in these repos or (better) in this Handbook, not on Slack. This will make it easier when having to search for older stuff, sharing context between public and internal repos, and for newcomers to have all information they might need readily available.

Company Internal

Repository can be found in https://github.com/PostHog/company-internal

Documents any company-wide information that can't be shared publicly within People, Ops, Legal, Finance or Strategy.

Examples of information that should go here:

* ✅ Hiring plans and discussions _before_ we post a job ad
* ✅ People discussions, e.g. benefits, pensions, share options, org structure
* ✅ Onboarding/offboarding checklists
* ✅ Non-engineering team sprint planning (as these will often be a mix of public and private tasks and we don't want to restrict people)
* ✅ Sensitive discussions about future positioning, customer strategy, fundraising, board meetings
* ✅ \[Sometimes\] Discussions about replacing or adding tools, services, and systems that we use

For company-related issues that _can_ be discussed publicly, these should go in the `meta` repo which can be found in https://github.com/PostHog/meta/

Examples of information that should NOT go here:

* ❌ Any information that should be public (see guidelines on [public by default](/handbook/company/communication#public-by-default)
), this should go in the public repositories (`posthog`, `posthog.com`, `meta`, ...). Things like:
  * Some marketing campaigns where it doesn't matter if our competitors see it; retros after campaigns
  * Offsite planning and retros
  * Discussions about future positioning and strategy that will end up in the Handbook anyway
  * Discussions about tools where there isn't a security risk and it interfaces with our customers (e.g. marketing, customer support)
  * Generally anything that will end up in the Handbook anyway, including culture and values discussions
* ❌ Bug reports, security issues, or any other engineering-related discussions. These should go in the [Product Internal](#product-internal)
  repo.
* ❌ Billing issues, product or growth discussions. These should go in the [Product Internal](#product-internal)
  repo.

Product Internal

Repository can be found in https://github.com/PostHog/product-internal

Contains internal information related to the PostHog product. Documents any non-public information (as established in these guidelines) that specifically relates to engineering, product, growth or design.

This repository was introduced to aid maintenance and day-to-day usage of internal repositories. Having these discussions together with the company-wide information proved unwieldy. More context on [this decision](https://github.com/PostHog/company-internal/issues/262)
.

> Please be sure to read the README of the repo for guidelines on how to file specific issues.

Examples of information that should go here:

* ✅ Vulnerabilities (security bugs) reports
* ✅ Bug reports where most of the context of the report depends on customer's PII. _Some bug reports require screenshots, recordings, or some other information that contains PII and as such can't be public._
* ✅ Post-mortems on outages, or other issues affecting a large portion of customers. The results of these should usually be made public though.
* ✅ Documentation of internal infrastructure, where if it was public knowledge could provide valuable information to an attacker.
* ✅ Experiment (A/B testing) results.
* ✅ Product or growth strategy discussions (unless they should be public).
* ✅ Interview exercises or questions for engineering, product, growth or design tasks that should not be public.
* ✅ Documentation of engineering or product requirements documents that can't be public (these should be quite rare).
* ✅ Billing or pricing-related discussions that is not yet public.

Examples of information that should NOT go here:

* ❌ Any information that should be public (see guidelines on [public by default](/handbook/company/communication#public-by-default)
), this should go in the public repositories (`posthog`, `posthog.com`, `meta`, ...).
* ❌ Any internal information that does not fall under the scope of purely engineering, product, growth or design. This should go in the [Company Internal](#company-internal)
repo if private or `meta` if public.
* ❌ Bug reports that don't contain any PII or where the PII only contains supporting information. In this case, file the bug under the relevant public repo and add a protected link to the additional information (e.g. a private Slack link, or a link to this repo).

Written communication

GitHub

Everything starts with a pull request

It's best practice to start a discussion where possible with a Pull Request (PR) instead of an issue. A PR is associated with a specific change that is proposed and transparent for everyone to review and openly discuss. The nature of PRs facilitate discussions around a proposed solution to a problem that is actionable. A PR is actionable, while an issue will inevitably lead to a longer period before the problem is addressed.

Always open a PR for things you are suggesting and/or proposing. Whether something is not working right or we are iterating on new internal process, it is worth opening a pull request with the minimal viable change instead of opening an issue encouraging open feedback on the problem without proposing any specific change directly. Remember, a PR also invites discussion, but it's specific to the proposed change, which facilitates focused decisions.

By default, pull requests are **non-confidential**. However, for things that are not public please open a confidential issue with suggestions to specific changes that you are proposing. When possible, consider not including sensitive information so the wider community can contribute.

Not every solution will solve the problem at hand. Keep discussions focused by _defining the problem first_ and _explaining your rationale_ behind the Minimal Viable Change (MVC) proposed in the PR. Have a bias for action and don't aim for consensus - some improvement is better than none.

Issues

GitHub Issues are useful when there isn't a specific code or document change that is being proposed or needed. For example, you may want to start an issue for tracking progress or for project management purposes that do not pertain to code commits. This can be particularly useful when tracking team tasks and creating issue boards.

However, it is still important to maintain focus when opening issues by defining a single specific topic of discussion as well as defining the desired outcome that would result in the resolution of the issue. The point is to not keep issues open-ended and to prevent issues from going stale due to lack of resolution. For example, a team member may open an issue to track the progress of a blog post with associated to-do items that need to be completed by a certain date (e.g. first draft, peer review, publish). Once the specific items are completed, the issue can successfully be closed.

> **Note:** If you're new to using GitHub, [check out this handy primer](/handbook/company/new-to-github)

> - it's specific to how we use GitHub at PostHog. You'll learn the key concepts and how to manage notifications. It's important, as this is where the bulk of our company-wide communication happens. (Think of GitHub notifications as a replacement for your work email.)

Keeping on top of reviews, issues and notifications

Keeping track of everything that's happening in GitHub can be daunting, but it's important to make sure your team receives reviews and feedback on a timely manner.

To keep on top of this, we suggest going through issues where you've been mentioned regularly. Some tricks which can help are:

* (Highly recommended) [Turn on Github slack notifications](https://rasim.pro/blog/personal-slack-github-notifications-for-pull-requests-reviewers-how-to-set-up/)
    * This will send you a slack notification when someone mentions you in a PR or issue. You can also get periodic reminders for PRs that you've been requested to review.
* (Highly recommended) Join the `#github-rfcs` channel on Slack. This is where we post all the RFCs.
* [Turning on GitHub email notifications](https://docs.github.com/en/github/managing-subscriptions-and-notifications-on-github/configuring-notifications)
  and use filters to focus on your teams activity.
* [Using the GitHub notifier extension.](https://chrome.google.com/webstore/detail/notifier-for-github/lmjdlojahmbbcodnpecnjnmlddbkjhnn?hl=en)

Tip for easy searching through everything

To search all code, PRs and issues ever written at PostHog you can search everything in the PostHog organization on Github. To do that can go to
github.com/posthog
and search in the top left corner.

For extra convenience, you can also add this search as a 'search engine' in Chrome. That way you can type in `ph <tab>` and instantly find anything. To do that, follow these steps:

1. Hit `command` + `,` in your browser
2. Type `search`, find "manage search engines"
3. Click "add" next to "other search engines"
4. For "Search engine" type in `github posthog organization`
5. For "keyword" type in `ph`
6. For "url" copy in `https://github.com/search?q=org%3Aposthog+%s&type=issues`

You can now type `ph` + `tab` into your browser and search issues directly

Slack

Slack is used for more informal communication, or where it doesn't make sense to create an issue or pull request. Use your judgment to determine the appropriate channel, and whether you should be chatting publicly (default) or privately.

Also keep in mind that, as an open source platform, PostHog has contributors who don't have access to Slack. Having too much context in a private location can be detrimental to those who are trying to understand the rationale for a certain decision.

Slack etiquette

Slack is used differently in different organizations. Here are some guidelines for how we use Slack at PostHog:

1. Keep `#general` open for company-wide announcements.
2. `@channel` or `@here` mentions should be reserved for urgent or time-sensitive posts that require immediate attention by everyone in the channel. (Examples: changing a meeting invite URL just before a meeting, or soliciting urgent help for a service disruption, where you're not sure who is immediately available)
3. Make use of threads when responding to a post. This allows informal discussion to take place without notifications being sent to everyone in the channel on every reply.
4. When possible, summarize multiple thoughts into a single message instead of sending multiple messages sequentially.
5. You don't need to tell people if you're away from your computer, especially on no-meeting days. There's no general expectation people are available to reply to messages in real time, including in Slack.

Google Docs and Slides

Never use a Google Doc / Slides for something non-confidential that has to end up on the website or this handbook. Work on these edits via commits to a pull request. Then link to the pull request or diff to present the change to people. This prevents a duplication of effort and/or an out of date handbook.

We mainly use Google Docs to capture internal information like meeting notes or to share company updates and metrics. We always make the doc accessible so you can comment and ask questions.

Please avoid using presentations for internal use. They are a poor substitute for a discussion on an issue. They lack the depth, and don't add enough context to enable asynchronous work.

When giving a talk which requires a presentation, use [Pitch](https://pitch.com)
 to build your slides. (It offers more control over design than Google Slides.) They also have a [desktop app](https://pitch.com/download)
. We don't (yet) have templates configured, but you can draw from existing slides in other presentations - just copy/paste into your own presentation and modify accordingly. If you'd like assistance with slide design (or using Pitch), talk to Cory.

James (H) and Cory are admins on the Pitch account. Because Pitch charges per seat, we remove users who only need periodic access but can easily re-add when needed.

Email

1. Internal email should be avoided in nearly all cases. Use GitHub for feature / product discussion, use Slack if you cannot use GitHub, and use Google Docs for anything else.
2. The only uses we have for internal email are:
    * Obtaining approvals for legal things
    * Sending some types of more official company documents (e.g. job offers, payroll forms)
    * Communicating with external partners

Writing style

1. We use American English as the standard written language in our public-facing comms, including this handbook. This extends to date formats (September 4, 2021) and defaulting pricing to the US Dollar ($42).
2. Do not use acronyms when you can avoid them. Acronyms have the effect of excluding people from the conversation if they are not familiar with a particular term.
3. Common terms can be abbreviated without periods unless absolutely necessary, as it's more friendly to read on a screen. (Ex: _USA_ instead of _U.S.A._, or _vs_ over _vs._)
4. We use the [Oxford comma](https://www.grammarly.com/blog/what-is-the-oxford-comma-and-why-do-people-care-so-much-about-it/)
    .
5. Do not create links like "here" or "click here". All links should have relevant anchor text that describes what they link to. Using meaningful links is important to both search engine crawlers (SEO) and people with accessibility issues.
6. We use sentence case for titles.
7. When writing numbers in the thousands to the billions, it's acceptable to abbreviate them (like 10M or 100B - capital letter, no space). If you write out the full number, use commas (like 15,000,000).

Requests for comment (RFCs)

We use RFCs to communicate and gather feedback on a decision. RFCs are useful because they help us stay transparent, and the process of writing them forces you to clearly articulate your thoughts in a structured way.

Here are the steps for an RFC:

1. Someone identifies a problem and a decision to be made
2. They create an RFC as a pull request (normally into PostHog/posthog or PostHog/posthog.com unless in the rare case it's confidential where we use PostHog/product-internal) with the title `RFC: ...`. The RFC should include:
    1. The decision to be made
    2. Who will make the decision
        * By default this should be the person who will own the project and do the work. In the rare case that it's a non-reversible decision it might be more appropriate to have the team lead be the decision maker.
    3. When the decision will be made by (normally less than 1 week). You don't need to wait for this date if you've already received input from the key people you need.
    4. The specific people that you want feedback from (as GitHub assignees)
        * It can be useful to say which people are required vs which are welcome but optional so others know if they need to respond
    5. The problem
    6. The recommendation
    7. Useful context for the people giving feedback (for product decisions, [this GitHub template](https://github.com/PostHog/product-internal/blob/main/.github/ISSUE_TEMPLATE/request-for-comments.md)
       is useful)
3. Share the RFC:
    1. Post in the relevant Slack channel (normally the teams slack channel, or `#general` if it's a bigger cross-team RFC)
    2. Tag the people you need input from in the slack thread or DM them - it's your responsibility to nudge the relevant people for their input
    3. Post in `#github-rfcs` if it isn't already there automatically (so that people interested in RFCs across the company can stay in the loop)
4. If an RFC is cross-team and is causing a large amount of disagreement, it might be worth having a sync meeting to reach a decision
5. Once a decision is made, the person making the decision should include the decision in the pull request, merge it in and share this in the relevant channel and `#github-rfcs` again.

When does it work best to write an RFC?

Writing an RFC may be helpful when any of the following is true:

* You want to clarify something for yourself or it affects just one team

* It is a relatively non controversial change/idea that doesn't require much extra context. In other words, it doesn't create problems for another team.
* It will be a large amount of work (more than 2-3 weeks of people's time)
* It's introducing a new technology
* It's a major new feature, change to the product, or change to the company
* It will have a major customer impact

When does a meeting / another approach work better than an RFC?

An RFC is likely to be unhelpful as a first step in other circumstances. Specifically, when you want to ship or suggest a change to something that significantly affects teams outside your own. In this instance, we've seen that RFCS can lead to 10 to 25+ comments, which feels antagonistic (teams having to explain all the context around their strategy down to why this decision is something they perhaps disagree with), and creates a lot of work. A single call in this instance is likely much faster than lots of frustrated people in 1/1s talking about it _and_ the energy/time needed to respond to everything in a long thread.

However please write notes on such a call - to ensure everyone _is_ on the same page. This could then be copy pasted into an RFC for transparency's sake / future reference.

Top tips for RFCs

* RFCs can be very short and are often better than making decisions by Slack threads.
* You don't need to have a long decision-making time - 2 days is fine for smaller changes if you receive the relevant input and are confident in your decision.
* You don't need to reach full agreement to decide, particularly if the decision is reversible. Instead, it should be when the decision maker has considered the feedback and is confident in their decision.
* Double-check whether your input will be useful or add noise. Or wait for the people closest to first discuss the problem. At PostHog, we don't make decisions by committee - instead we have great people divide and conquer. This particularly applies to the controversial areas such as pricing.
* As the decision maker, you should use your judgment as to which comments you want to respond fully to. It's fine to politely decline a question if you think it's not required for the decision being made.
* If you're introducing new technologies, you'll likely want to tag someone from Team Infrastructure.
* You don't need to wait until the date you've said to make the decision if you've already consulted with the key people.
* Make it easy for others to give feedback, e.g. if you only need input from someone on the Infra team about adding websockets then say that, rather than leaving it for them to work out
* Write your RFC with the busy reader in mind. For example, if there is a lot of technical context to give, write a summary that people can read through quickly to get a high level overview of the proposed changes, then go deeper below, or in appendices.

*   It's fine to nudge people on slack if they are being slow to give feedback

Internal meetings

PostHog uses [Google Meet](https://meet.google.com/)
 for video communications. For large meetings, use `CMD + minus key` to zoom out and see everyone - you'll usually need to do this in All Hands.

Use video calls if you find yourself going back and forth in an issue/via email or over chat. Sometimes it is still more valuable to have a 40+ message conversation via chat as it improves transparency, is easy to refer back to, and is friendlier to newcomers getting up to speed.

1. Most scheduled meetings should have a Google Doc linked or a relevant GitHub issue. This contains an agenda, including any preparation materials.
2. Please click 'Guests can modify event' so people can update the time in the calendar instead of having to reach out via other channels. You can configure this to be checked by default under [Event Settings](https://calendar.google.com/calendar/r/settings)
    .
3. Try to have your video on at all times because it's much more engaging for participants. Having pets, children, significant others, friends, and family visible during video chats is encouraged - please introduce them!
4. As a remote company we are always striving to have the highest fidelity, collaborative conversations. Use of a headset with a microphone, is strongly recommended - use your company card if you need.
5. Always advise participants to mute their mics if there is unnecessary background noise to ensure the speaker is able to be heard by all attendees.
6. You should take notes of the points and to-dos during the meeting. Being able to structure conclusions and follow-up actions in real time makes a video call more effective than an in-person meeting. If it is important enough to schedule a meeting, it is important enough to have taken notes.
7. We start on time and do not wait for people. People are expected to join no later than the scheduled minute of the meeting, and we don't spend time bringing latecomers up to speed.
8. It can feel rude in video calls to interrupt people. This is because the latency causes you to talk over the speaker for longer than during an in-person meeting. You should not be discouraged by this, as the questions and context provided by interruptions are valuable.
9. We end on the scheduled time. Again, it might feel rude to end a meeting, but you're actually allowing all attendees to be on time for their next meeting.
10. It is unusual to smoke or vape in an open office, and the same goes for video calls - please don't do this out of respect for others on the call.

For external meetings, the above is also helpful. We also have separate guidance on [how to run a great demo](/handbook/growth/sales/demos)
.

Indicating availability

1. Put your planned away time including holidays, vacation, travel time, and other leave in your own calendar.
2. Set your working hours in your Google Calendar - you can do this under _Settings_ > _Working Hours_. This is helpful as we work across different timezones.

Google Calendar

We recommend you set your Google Calendar access permissions to 'Make available for PostHog - See all event details'. Consider marking the following appointments as 'Private':

1. Personal appointments
2. Particularly confidential & sensitive meetings with third-parties outside of PostHog
3. 1-1 performance or evaluation meetings
4. Meetings on organizational changes

Calendly

We use Calendly for scheduling external meetings, such as demos or product feedback calls. If you need an account, ask Charles to invite you to the PostHog team account.

Questions?

*   [**Tymur**](/community/profiles/30625)
    5 months ago

    ### [Broken links](/questions/broken-links)

    Hi, just wanted to let you know that the article link at the beginning at "people should be able to do their work without getting interrupted by chat" doesn't work anymore, here is the working URL https://signalvnoise.com/svn3/is-group-chat-making-you-sweat/

    Also here links to Tim and James profiles are outdated it seems https://posthog.com/handbook/story
     and here the link for Jams (James?) https://posthog.com/handbook/help

    Here are the updated ones https://posthog.com/community/profiles/27730 https://posthog.com/community/profiles/27732

and not sure who is supposed to be under the Jams one.

Cheers!

*
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1703001376/Cory_0625c10074.png)\`
\
Cory](/community/profiles/30200)
5 months agoSolution

Thanks for the heads up! These are being handled here:

*
https://github.com/PostHog/posthog.com/pull/8545

*
https://github.com/PostHog/posthog.com/pull/8552

Reply

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Fuzzy ownership

As we continue to grow, it can be hard to figure out who is the owner of something at PostHog. This is especially difficult if you are new to the team and don’t have a lot of historic context. There are also some things that don’t have an owner at all, so we've created a simple process to deal with these that you might find helpful. Ideally, we want the default assumption to be to not a) hire a new person, or b) escalate to James/Tim. Figuring out who owns a thing at PostHog An owner can be a…

Product design process

Product design process
=====================

Last updated: Oct 18, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/design/process.md)

On this page

*   No product design within small teams
*   Requesting artwork and brand materials.
*   Portfolio

No product design within small teams

We encourage engineers to act like feature owners, carrying a project from ideation to completion. We maintain a design system in [Storybook](https://storybook.posthog.net/)
, so engineers can build high-quality features independently, as much as possible.

Because engineers choose their sprint tasks near the beginning of a sprint (and product doesn't plan tasks _for_ engineers in advance), our process doesn't allow for us to have a product manager and a designer to work closely together before a task gets selected by an engineer.

In our process of short, 2-week sprints with no pre-planning, design would become a blocker to an engineer quickly iterating on a feature. Thus, engineers don't get support from product designers. Product designers should deliver high quality components. The product teams should have people in them that can ship good-enough quality interfaces using those components. If that's not true, we should hire or move people around.

Learn more about how we decide this in our [guide to working with product designers, for engineers](/handbook/engineering/product-design)
.

Requesting artwork and brand materials.

Need some custom artwork? Read the [art and branding request guidelines](/handbook/design/art-requests)
.

Portfolio

You can find [PostHog's design portfolio](https://dribbble.com/posthog)
 on Dribbble... or just have a look around!

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Product Design, for Engineers

We believe that everyone is a designer. Because we hire generalists, there is no expectation that every project should start by running through design first . It is up to you when to involve our product designers in your work. You should start by identifying the stage and goals of your project. v0.1 or v2? As the feature owner, you should make a choice if you're building a very basic first iteration of something, or if you're improving the experience. There are two paths for creating the first…

[Read next article](/handbook/engineering/product-design)

Clubs
=====

Last updated: Oct 04, 2023

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/clubs.mdx)

On this page

* Clubs at PostHog

Clubs at PostHog

All discussion around the below happens in the `#books-and-films` Slack channel.

BookHog

BookHog is PostHog's official book club. We meet once a month to discuss a particular book. Radical.

Michael is the organizer and picks the next book to read through a pseudo-democratic process. All discussion and voting for the next book to read happens in the `#books-and-films` Slack channel. Previous books we have read include:

* A Billion Years: My Escape From a Life in the Highest Ranks of Scientology.
* Arnold: The Education of a Bodybuilder
* When Breath Becomes Air
* His Master's Voice
* The Order of Time
* Stories of Your Life and Others
* Soon I Will Be Invincible

Books can be purchased using your monthly [books budget](/handbook/people/training#books).

Big Questions Club

Once a month, curious PostHog minds gather to discuss Big Questions. Example questions:

* Are we living in a simulation?

* Do we have free will?
* Will we ever fully simulate a human brain?
* Are we living in a multiverse?

Charles is the organizer and puts together a short reading and watch list in advance. At the beginning and end of each conversation, we vote on whether or not we agree or disagree with the proposition. Sometimes people's minds are changed. Often they are not.

Questions?

Ask a questionLogin

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HelpfulCould be better

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Training

The better you are at your job, the better PostHog is overall! Books Everyone at PostHog is eligible to buy books to help you in your job. The reason we think books can be more helpful than just Googling stuff, is that the level of quality has to be higher for them to get published. You may buy a couple of books a month without asking for permission. As a general rule, spending up to $50/month on books is fine and requires no extra permission. You can use your books budget towards audiobooks…

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How-to access PostHog Cloud infra

How-to access PostHog Cloud infra
=================================

Last updated: Jan 11, 2023

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/engineering/how-to-access-posthog-cloud-infra.md)

On this page

*   Prerequisite
*   Connect to a Kubernetes pod
*   Connect to an EC2 instance

We've all been there. Something was just merged and now there is a bug that you are having a real hard time pinning down. You hate to do it... but you need to get on a pod or instance to troubleshoot the issue further. _SHAME_

`![Shame bell](https://media0.giphy.com/media/vX9WcCiWwUF7G/200.gif)`

Prerequisite

Make sure you've followed this [guide](https://github.com/PostHog/posthog-cloud-infra/tree/main/terraform/environments) to get AWS access. !!! Please follow the whole document !!!

Connect to a Kubernetes pod

After you got access to the EKS cluster and our internal network:

* `kubectl -n posthog get pods` (get names of pods, you'll want a "web" pod most likely)
* `kubectl -n posthog exec --stdin --tty <POD_NAME> -- /bin/bash` (get a shell to the running container)
* `kubectl -n posthog exec <POD_NAME> env` (run individual commands in a container)

Note: if you need a Django shell, just run the following after connecting:

Terminal

` python manage.py shell_plus `

Connect to an EC2 instance

Please follow [this guide](https://github.com/PostHog/posthog-cloud-infra/tree/main/terraform/environments#ssh-to-an-instance-via-aws-ssm)
 to connect via AWS Systems Manager Agent (SSM).

Questions?

Ask a questionLogin

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Next article

ClickHouse Manual

Welcome to PostHog's ClickHouse manual. About this manual PostHog uses ClickHouse to power our data analytics tooling and we've learned a lot about it over the years. The goal of this manual is to share that knowledge externally and raise the average level of ClickHouse understanding for people starting work with ClickHouse. If you have extensive ClickHouse experience, and want to contribute thoughts or tips of your own, please do by opening an PR or issue on GitHub ! Consider this manual a…

[Read next article](/handbook/engineering/clickhouse)

6\. How we make money

How we make money
=================

Last updated: Mar 15, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/how-we-make-money.md)

On this page

We make money from those that have it and like our products. We don't make money from those that don't.

How we do sales is based on the best experience for our Ideal Customer Profile

I cannot think of any harder group than developers to convince via a cold call or email to buy software. We should focus all our energy on inbound – that's why we don't do outbound sales.

All the other rules here are based on what we felt would be the best experience for an engineering customer, whilst allowing us to grow revenue in the long run.

Don't let pricing get in the way

Before a user has decided to buy the product, we should let them try it for free. Not only does this mean they can immediately self-serve without having to get budget internally, it also reduces the need for a large sales team to convince them otherwise. When someone is looking for a solution, they are ready to install it – but only if we can get out of the way commercially.

Once a user likes the product, we don't want to create a big decision around continuing to expand their usage with us. (For example, if we suddenly charged a large recurring price per month.) Instead, we charge a tiny fraction of a cent for each extra event they send.

Charge based on what people use, and give users control

Some users want to start with just a little usage of one product. Others replace five products with us. We should price to reflect this. We believe it's better to have a little extra pricing complexity to provide a much better value option, than an "all-in-one" price.

We charge by product _and_ by usage of those products that people need.

Beyond which products we use, we look for other ways to give users control, such as spending limits on session recordings.

These principles mean that they will spend less than they otherwise would have, _but_ it means they'll stick around. We don't want users to churn if they are unhappy with what they're spending; we want them to better manage how they use the platform.

Be the cheapest for each individual product

We can make it up by selling other products to the customer over time. This way, it's always a no-brainer to pick PostHog, we get as much word of mouth growth as possible, _and_ our single product competitors can't compete since they have nowhere to go.

Principles for dealing with big customers

The most important thing here is to remain focused on building the best product, not on what a single big customer needs.

*   **We don’t care about losing deals.** If we have to walk away from a deal because we'd have to compromise on these principles, we will. We can do this because we have a really strong growth engine with our ICP customers.

*   **We don't contract deliverables,** and we especially don't contract to provide deliverables by a certain date. This is because, on principle, a single customer is forcing us to build something.

*   **We will build things for a big customer, as long as we are confident they won’t be the only user of that thing.** Re-shuffling the roadmap a bit could make sense - but adding new things that others wouldn't use, doesn't.

*   **Customers need to try PostHog before they expect us to change things.** We love feedback from customers. We don't love big requirement documents from people that haven't used our product before.

Questions?

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Next article

Enduringly low prices

We want our customers to spend their money on their engineering team, not on buying ten software products. Here is the list of advantages we have and why they matter. We can sell multiple products to the same people So, do you want to buy ten products for $1k each or all ten for $5k? Or, better yet, each one separately? We can pull this off because we're focused on getting in first – we don't follow the whims of whatever an enterprise may have. No sales needed Our competitors spend more on sales…

[Read next article](/handbook/low-prices)

PostHog.com doesn't use third party cookies \- only a single in-house cookie.

No data is sent to a third party.

AcceptDecline

![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)

* [About](/about)

* [Roadmap](/roadmap)

* [WIP](/wip)

* [Changelog](/changelog/2024)

* [People](/people)

* [Teams](/teams)

* [Handbook](/handbook)

* [Blog](https://posthog.com/blog)

* [Careers](/careers)

* [Products](/product-analytics)

* [Pricing](/pricing)

* [Docs](/docs)

* [Community](/community)

* [Company](/about)

Answering community questions

Answering community questions

=============================

Last updated: Apr 19, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/community/questions.mdx)

On this page

The Website & Docs team can help in configuring Slack notifications for small teams to receive alerts to questions in a team channel – usually the one designated for support.

Individually, you can also subscribe to topics of your choosing (with your PostHog.com account) by clicking the bell icon next to the topic's title. You'll receive a daily summary of new questions by email, and you'll find open threads for that topic in your personalized [community dashboard](/community/dashboard)
 (available when signed in).

Who should answer community questions?

We encourage all team members to watch for new community questions, and answer them if they can. (Questions are sent into Zendesk for the support hero, but you can help ease the burden _while_ contributing to faster response times, which can lead to more positive interactions with customers (or prospective customers).

*   Teams should be responsible for staying on top of community questions within their product areas.

*   Teams can decide if they want their weekly support person to handle them, or if they want to collectively keep an eye on tickets. (We're adding more info to Slack notifications so they're more useful.)

*   At our current size and current question volume, teams should be able to stay on top of question notifications in Slack and help out _proactively_.

If a question needs a follow-up later on, tag it with `Internal: follow-up` and the Website & Docs team can make sure there's a resolution.

Guidelines

Phrasing & tone

When possible, respond in a phrase that doesn’t directly indicate you work for PostHog. (We can encourage community engagement by intentionally separating ourselves from the image it's a support forum where only PostHog employees respond.)

*   Instead of... _“We are launching a new feature that will solve this - here’s the pull request.”_
*   Try... _“There’s a pull request out for this feature now.”_

Various cases you may come across...

Some questions don’t make sense to be public, and some answers should be more widely accessible. Here’s how to handle those:

*   If an answer is worth adding to docs, the moderator has a few options:

    *   Answer the question and update the docs directly
    *   Tag the question (`Internal: documentation`) so the Website & Docs Team can triage
    *   Create an issue in `posthog/posthog.com` with the `technical documentation` label
    *   If the topic is worth creating a tutorial, tag it with `Internal: tutorial idea`
*   If a question is better off a private support ticket, reply asking them to create a ticket within the app (or better yet: create one for them and reply to let them know!)

    *   After responding, use the Archive button. This hides the question from being listed within a forum category and removes the question from search indexes.
    *   _Note that free users might not have the option to directly message support in-app, so get context as to who the person is before pointing them there._

Thread resolution

We want the OP (original poster) to mark a solution themselves. Never mark your response as a solution immediately, as it can look like we're too presumptuous in assuming we correctly answered a question, when there may be more nuance.

Context

Moderators can see additional info about a user when viewing a question. (If you're not yet a moderator, create an account, then ask your team lead to add you to your small team's page. Once you're added there, you'll instantly be upgraded to moderator status.)

![Moderator
view](https://res.cloudinary.com/dmukukwp6/image/upload/v1710055416/posthog.com/contents/images/handbook/moderator-view.png)

1. **Below the question** is a moderator panel with the user's name and email, as well as a link to their record in PostHog Cloud.

2. **In the right sidebar** is an embedded version of [PostHog Sidecar](https://github.com/posthog/sidecar)
    , a yet-to-be-released Chrome Extension that reveals the user's activity from PostHog Cloud wherever they can be identified across the web (usually by email). _Note: You don't need to install the Chrome extension as the pane is embedded directly within the community forums._

Questions?

*   [**Aneesa**](/community/profiles/30351)
    5 months ago

    ### [Input Data From Excel](/questions/input-data-from-excel)

    I want to create a display of the user install data plan in my application. Therefore, I need external data that contains all the users in my company, so I can find out who has installed the application and who hasn't installed it. The data is available in my excel, how do I input the data, is it possible?

    Reply

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Community profiles

When a user signs up to ask a question, a community profile is created for them at /community/profiles/\[id\] where they can add a bio and links to social profiles. Their profile page also aggregates any community disucssions they've participated in. (As a byproduct, this is an easy way to track down a user who primarily creates a community profile for self-promotion!) Team members have access to special profile features, like: a sidebar that shows which small team they're on, and their…

[Read next article](/handbook/community/profiles)

Bug prioritization

Bug prioritization
=================

Last updated: Mar 15, 2022

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/engineering/bug-prioritization.md)

On this page

* User experience degradation
* Security issues

User experience degradation

When bugs are reported it's critical to properly gauge the extent and impact to be able to prioritize and respond accordingly. These are the priorities we use across the entire engineering org, along with the relevant labels to quickly identify them in GitHub.

> Please always remember to tag your issues with the relevant priority.

GitHub Label	Description
P0	Critical, breaking issue (page crash, missing functionality)
P1	Urgent, non-breaking (no crash but low usability)
P2	Semi-urgent, non-breaking, affects UX but functional
P3	Icebox, address when possible

Security issues

Security issues, due to their nature, have a different prioritization schema. This schema is also in line with our internal SOC 2 related policies (Vulnerability Management Policy). When filing security-related GitHub issues, remember to attach label `security` and the appropriate priority label. More details on filing can be found in the [README](https://github.com/PostHog/product-internal#README) of the `product-internal` repo.

> Security issue information should not be made public until a fix is live and sufficiently (ideally completely) adopted.

PostHog security issues include a priority (severity) level. This level is based on our self-calculated CVSS score for each specific vulnerability. CVSS is an industry standard vulnerability metric. You can learn more about CVSS at [FIRST.org](https://www.first.org/cvss/user-guide) and calculate it using the FIRST.org [calculator](https://www.first.org/cvss/calculator/3.1)

.

GitHub Label	Priority Level	CVSS V3 Score Range	Definition	Examples
security-P0	Critical	9.0 - 10.0	Vulnerabilities that cause a privilege escalation on the platform from unprivileged to admin, allows remote code execution, financial theft, unauthorized access to/extraction of sensitive data, etc.	Vulnerabilities that result in Remote Code Execution such as Vertical Authentication bypass, SSRF, XXE, SQL Injection, User authentication bypass
security-P1	High	7.0 - 8.9	Vulnerabilities that affect the security of the platform including the processes it supports.	Lateral authentication bypass, Stored XSS, some CSRF depending on impact
security-P2	Medium	4.0 - 6.9	Vulnerabilities that affect multiple users, and require little or no user interaction to trigger.	Reflective XSS, Direct object reference, URL Redirect, some CSRF depending on impact
security-P3	Low	0.1 - 3.9	Issues that affect singular users and require interaction or significant prerequisites (MitM) to trigger.	Common flaws, Debug information, Mixed Content

Questions?

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Making schema changes safely

PostHog's database schema evolves constantly along with the app. Each schema change safely requires delibration though, as a badly designed migration can cause pain for users, and require extra effort from the engineering team. Below are some important considerations to keep in mind regarding schema changes: General considerations Before making a schema change, consider: Do we need the schema change at all? Would this be better solved with an application-level code change instead? Is my change…

[Read next article](/handbook/engineering/databases/schema-changes)

*   [About](/about)

*   [Roadmap](/roadmap)

*   [WIP](/wip)

* [Changelog](/changelog/2024)

* [People](/people)

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* [Products](/product-analytics)

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* [Community](/community)

* [Company](/about)

14\. Where we are now

Where we are now
================

Last updated: Mar 15, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/current-status.md)

On this page

* We have a lot of products out
* Current priorities
* Q3 2023 - "The Great Unbundling"
* Q4 2023 - "Win the Internet"
* Q1 2024 - "Double Down"

Revenue is growing very quickly, and we're on the way to being profitable.

Product-wise, how are we doing?

We have a _lot_ of products out

Today, we make money from:

* Session replay
* Product analytics
* Feature flags
* A/B testing
* User surveys

We've also got:

* CDP (ability to send data to other tools like data warehouses)
  * This is being used by thousands of customers, but we want to make it more reliable
* Data warehouse + ETL - both in MVP
  * We have a working MVP of this that we use internally for now

Current priorities

Q3 2023 - "The Great Unbundling"

At the start of 2023, we went from “product analytics with some extra stuff thrown in” to “Product OS”, and started charging for session replay separately.

It went great, we grew session replay revenue, usage, and got way better feedback, which lead to a better product.

In Q3, we want to position externally as having multiple products more clearly than we did at the start of the year. That means: product analytics, session replays, feature flags, A/B testing, and perhaps CDP, each as their own first-class product. It makes it easier for new folk to get what we do, means we can give more ownership (which means more speed) to our own teams, and it means we can compete on commercials very effectively.

However, PostHog really is the integration between all these things.

How do we do this with a small team?

We’re already doing this. It’s hard, but we’re already adding more companies per week than our billion dollar point solution competitors, and our retention is good.

Examples of “integration”:

*   **HogQL:** Get any visualizations we offer + build on us long term via the API + remove technical debt by standardizing our queries.

*   **Notebooks:** New product = more people will find us + could provide standard way to save / search for research instead of using saved insights/dashboards/playlists.

*   **Warehouse:** New product = more people will find us + increases order sizes dramatically + solves data parity issues in every product in a way no other product analytics point solution can do + enhances insights, notebooks, etc., with more data + enables building data apps in the long run.

*   **CDP:** Product Analytics / HogQL / Notebooks / Warehouse all become more powerful.

Q4 2023 - "Win the Internet"

Since Q3 is about to finish, we've started planning for Q4.

Currently, we are often mentioned as an alternative to product analytics tools.

We have the capabilities now, but we are winning the internet when we get more of this for our _other_ products. (We don’t have to win everything, but we need to get into the comparison each time.) This is _starting_ to happen, but to Win the Internet, we need to see this happening daily.

We’ve got multiple products that are early:

*   **Warehouse**, so people can query however they want.

*   **ETL**, simple imports of other data sources like Postgres or Stripe into our warehouse, are needed for the above to make sense.

*   **Surveys**, being used a lot but not paid, and lots of quality improvements we can make.

*   **Feature flags and experiments** - we’ve just started making our first revenue. Let’s be 100% sure we have [product-market fit](/blog/product-market-fit-game)
    for these tools.

*   **CDP** - we have been rebuilding our pipelines first, webhooks next, but eventually playing offense and having a standalone first-class CDP is where the greatest returns are.

*   **Notebooks** has some awesomeness, but isn’t mass released and is starting to overlap a bit with PostHog 3000. We’re also still refactoring insights in HogQL. Figuring out the right

combo of these things will lead to more word-of-mouth growth by taking us from just as good, to far better, for some of our existing products (#noteforce3000sql).

* With **web analytics**, we've been thinking it through carefully and getting the leader of this product up and running with PostHog engineering in general, but haven't actually shipped anything here.

* And of course there is a lot of supporting work:

    * Helping teams with their per product onboarding and growth experiments, infra, ingestion, dev tooling, sales, support, and marketing.
    * Promoting each product in its own right (i.e. through what we cover in marketing).
    * Keep nurturing the content / community growth, i.e. newsletter, and the /posts concept.

Q1 2024 - "Double Down"

We have a bunch of awesome products generating revenue. Since last quarter:

* Feature flags and experiments has got product-market fit
* We've got a warehouse with early meaningful usage
* We figured out notebooks vs PostHog 3000 and have shipped a new UX for everyone
* Web analytics has been shipped and is getting plenty of usage
* Stability has remained excellent

A lot of new user-facing things got shipped last quarter. However, every product could be improved a lot.

This is a quarter of caring about the craft of your product:

* Major missing features vs competitors
* Scalability/stability
* Developer UX
* Talking to users and incorporating their feedback
* Nailing support for your product - fixing things

Products are not limited to people working on the app – it includes what customer success, marketing, and ops are working on. Everything can be considered a product.

Each team should be aiming to feel proud of what they've built by the end of the quarter.

Questions?

* [**Johann**](/community/profiles/27868)
  a month ago

[Update](/questions/update-1)

Would be exciting to read an updated version of this🤠

* [**Johann**](/community/profiles/27868)
  Authora month agoSolution

  Ignore that, I thought I was at the "what's coming" chapter

*
[
\
  \
  Steven(he/him)](/community/profiles/28949)
  a month ago

  Ah, maybe you were looking for [Future](https://posthog.com/handbook/future)
  or perhaps [the roadmap](https://posthog.com/roadmap)
  ?

Reply

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Future

TL;DR: Mid term, it's $100 million ARR by 2026, working backwards from there. Longer term, outcompete top-down competitors worth $50 billion. If we get that far, we'll have helped tens of millions of engineers build better products. Will PostHog sell? What motivates us is building an epic product and company. We're excited by: Figuring out how far we can go Helping engineers build products - reduce the need for product and data teams Beating all the point solution competitors Having customers…

[Read next article](/handbook/future)

Security & Privacy
==================

Last updated: Oct 21, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/security.md)

On this page

*   Policies
*   GDPR
*   PostHog's obligations as a Data Processor
*   CCPA

It is critical that everyone in the PostHog team follows these guidelines. We take people not following these rules very seriously - it can put the entire company and all of our users at risk if you do not.

Overview

We maintain a robust security program that follows best practice in order to meet the needs of our PostHog Cloud customers, making PostHog the ideal solution for customers who have GDPR, SOC 2, or CCPA obligations themselves. PostHog Cloud customers own the data they send to us for processing. We collect and analyze data about the use of PostHog Cloud by our customers, but that data does not include the user data that customers send to us to process on their behalf.

This page covers SOC 2, GDPR, and CCPA compliance.

Multi-factor authentication

We enforce the use of hardware security keys wherever we can. Every team members gets two of these, most commonly:

*   One [YubiKey 5C Nano](https://www.yubico.com/gb/product/yubikey-5-series/yubikey-5c-nano/) for use with the work computer (can be left plugged in most of the time)
*   One [YubiKey 5C NFC](https://www.yubico.com/gb/product/yubikey-5-series/yubikey-5c-nfc/) for use with mobile devices, and as backup

Please enable security keys for Google Workspace, MacOS, AWS, 1Password (or whatever password manager you use) and GitHub at the very least. You can also use the Yubikeys to protect personal accounts. If you are new, please do this within your first month so you don't get locked out.

Google recently changed its settings for 2FA and Yubikeys and you may struggle to link your Yubikeys to your Google account. Go [here to find out about the change](https://joshua.hu/enrolling-hardware-keys-2fa-google-workspace) or use this direct link to head [straight to this page where](https://myaccount.google.com/signinoptions/two-step-verification?flow=sk&opendialog=addsk)

you can register your Yubikeys.

> **YubiKey tip:** Avoid spamming OTPs if you accidentally touch your YubiKey by installing the [YubiKey Manager](https://www.yubico.com/support/download/yubikey-manager/)
> or by running `brew install ykman && ykman config usb --disable OTP`

SOC 2

PostHog is certified as SOC 2 Type II compliant, following an external audit.

Our latest [security report](https://drive.google.com/file/d/1uLBE83_pN5q7p7IA-Ut85ArQh9BBzEdw/view?usp=drive_link)
 is publicly available (covering controls as of May 31st, 2024).

Policies

We have a number of policies in place to support SOC 2 compliance. All team members have been invited to Drata to review these and to complete security training and background checks as part of onboarding.

All of these policies are available for viewing upon request:

*   Acceptable Use Policy
*   Application Logging & Monitoring Policy
*   Asset Management Policy
*   Backup Policy
*   Breach Notification Policy
*   Business Associate Policy
*   Business Continuity Plan
*   Code of Conduct
*   Data Classification Policy
*   Data Deletion Policy
*   Data Protection Policy
*   Disaster Recovery Plan
*   Encryption Policy
*   Incident Response Plan
*   Information Security Policy
*   Password Policy
*   Physical Security Policy
*   Privacy, Use, and Disclosure Policy
*   Responsible Disclosure Policy
*   Risk Assessment Policy

*   Software Development Lifecycle Policy
*   System Access Control Policy
*   Vendor Management Policy
*   Vulnerability Management Policy

These policies are also relevant for GDPR (see below).

GDPR

For the purposes of GDPR, customers use PostHog in one of two ways:

*   PostHog Cloud
*   Self-hosting a hobbyist PostHog instance

If a customer is using PostHog Cloud, then PostHog is acting as **Data Processor** and the customer is the **Data Controller**. We have some GDPR obligations to the customer's end users here.

If a customer is self-hosting PostHog then they are both the **Data Processor** _and_ the **Data Controller** because they are responsible for their PostHog instance. We do not have access to any of their user data, so we do not have specific GDPR obligations to the customer's end users here.

PostHog's obligations as a Data Processor

We have reviewed our architecture, data flows and agreements to ensure that our platform is GDPR compliant. PostHog Cloud does not directly interact with our customers' end users, nor does the platform automatically collect personal data. However, our customers might collect and send personal data to PostHog for processing.

PostHog does not require personally identifiable information or personal data to perform product analytics, and we provide extensive controls for customers wishing to minimize personal data collection from their end users. We provide separate guidance for our customers on how to use PostHog in a GDPR-compliant way in our [Docs](/docs/integrate/gdpr)
.

Technical and Organizational Measures ('TOMs')

*   We maintain an extensive security policies to ensure we are managing data responsibly - [see above](/handbook/company/security#policies)
    .
*   We enter into Data Processing Agreements ('DPAs') with PostHog Cloud customers when requested - [our standard agreement is

here](https://docs.google.com/document/d/1xfpP1SCFoI1qSKM6rEt9VqRLRUEXiKj9_0Tvv2mP928/edit?usp=sharing)
. We maintain a register of all DPAs we have entered into.
*   Customers can choose whether to host data on our AWS server in the EU (Germany) or US. If data transfer is required from the United Kingdom, EU or EEA to our US-West based AWS environment, we rely on [EU Standard Contractual Clauses](https://docs.google.com/document/d/1reTUk6VTsTLo1ErNYn-Tdmj_ETo8QYNH6tNCaebDwpE/edit?usp=sharing)
(SCCs).
*   We are registered with the Information Commissioner's Office in the United Kingdom as Hiberly Ltd., which is the legal name for our UK entity.
*   A list of sub-Processors is maintained as part of our [DPA](https://docs.google.com/document/d/1xfpP1SCFoI1qSKM6rEt9VqRLRUEXiKj9_0Tvv2mP928/edit?usp=sharing)
- we keep this to a strict minimum.
*   Our [Data Processing Register](https://docs.google.com/spreadsheets/d/1HRBhfYINn8jAgwzggVfVH0ttaCfUC18SFAWHU1cjejg/edit#gid=1554885211)
is available for viewing by any interested party upon request.

Charles Cook (VP Operations) is our assigned Data Protection Officer and is responsible for overseeing compliance. Customers can email privacy@posthog.com
for any questions relating to GDPR or privacy more generally.

CCPA

Under the California Consumer Privacy Act (CCPA), PostHog as a Service Provider to PostHog Cloud customers only. This is similar to the Processor definition under GDPR. We include a CCPA Addendum in our [Privacy Policy](/privacy)
.

We give all PostHog customers the tools to easily comply with their end users' requests under CCPA, including deletion of their data. We provide separate guidance for our customers on how to use PostHog in a CCPA-compliant way in our [Docs](/docs/privacy/ccpa-compliance)
.

We receive data collected by our customers from end-users and allow them to understand usage metrics of their products. We don't access customer end-user data unless instructed by a customer, and customer data is never sold to third parties. We do not have access to data collected by our customers who are using a self-hosted version of PostHog from end-users at all, unless they give us access to their instance.

Questions?

* [**Kyle**](/community/profiles/31111)
  3 months ago

  ### [Customer data processing privacy policy](/questions/customer-data-processing-privacy-policy)

  Hi, looking to add subprocessor details to our Privacy policy for Posthog, can't find any documentation on what we need to share on our own policy page.

  Only using the new Web Analytics for now, but would like a list of all necessary should we expand into product analytics.

  Reply

*
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1710403970/profile_79829e2681.jpg)\`
  \
  Bastien](/community/profiles/30070)
  7 months ago

  ### [Pen testing & bug bounty](/questions/pen-testing-and-bug-bounty)

  Do you use providers for pen testing & bug bounties? If so, which ones?

  *
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1688575173/simon_bb4af1b047.png)\`
    \
    Simon(he/him)](/community/profiles/28895)
    7 months agoSolution

    Hi Bastien,

    We don't have a bug bounty program and use a few different providers as penetration testers, including some automated solutions.

    Simon

  Reply

*
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1701966046/dm_headshot_30140b96b8.jpg)\`
\
Daniel](/community/profiles/28753)
a year ago

[EU Cloud?](/questions/eu-cloud)

Can you give more information about the differences between US and EU clouds, especially with respect to what the EU cloud does to be compliant with EU regulations (vs. simply the data being localized in the EU).

Thank you!

*
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1688575173/simon_bb4af1b047.png)\`
\
Simon(he/him)](/community/profiles/28895)
a year agoSolution

Hi Daniel - for our EU cloud (based in AWS Frankfurt) the data stays within the EU which is favourable from a GDPR perspective. Both clouds also allow for the anonymisation of data including IP addresses if needed. Finally, we can enter into a GDPA Data Processing Agreement (upon request) for those customers who need it.

*
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1701966046/dm_headshot_30140b96b8.jpg)\`
\
Daniel](/community/profiles/28753)
Authora year ago

Thanks Simon! Much appreciated!

Reply

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Next article

Compensation

How it works We have a set system for compensation as part of being transparent. You can use our compensation calculator below to see what your compensation might look like when you're joining PostHog, and to see how it might develop over time: We think the fastest possible shipping comes from a leaner and stronger team. We pay generously, so you'll work with the best people in the world. Important: If we are missing your country, it simply means we've not hired there before so we'd need to put…

[Read next article](/handbook/people/compensation)

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Tech talks

Tech talks
==========

Last updated: Sep 04, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/engineering/tech-talks.md)

We encourage engineers to give tech talks on topics they"re interested in/knowledgeable about. Here are our talks so far:

* "PostHog Cloud infrastructure" by [James Greenhill](/community/profiles/30174)

* ["Let"s Talk About PyCharm"](https://drive.google.com/file/d/1GV08S638NzY1H0DI7w9ZHNSE4CcVbe6y/view?usp=sharing)
  by [Marius Andra](/community/profiles/30202)

* "Approaches to scaling" by Karl-Aksel Puulmann
* ["Databases 101"](https://youtu.be/Cb-LI5aOLvA)
  by [James Greenhill](/community/profiles/30174)

Questions?

* [**baris**](/community/profiles/28314)
  a year ago

  ### [Videos are private?](/questions/videos-are-private)

  Hi, before starting on my first [issue](https://github.com/PostHog/posthog/issues/16077)
  , I'd like to review these videos. Could you authorize me? Sent an authorization rquest

  Reply

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Annual planning process

This is the schedule for how we run various planning processes at PostHog throughout the year, together with explanations for what each thing is and who takes part. We intentionally keep things as light as possible, but have started introducing some slightly more structured processes around longer lead things like hiring and deciding which products to build . Besides very high level financial forecasting, we don't plan out any further than 12 months, because things change and we don't want…

[Read next article](/handbook/exec/annual-planning)

Support hero

Support hero
============

Last updated: Oct 22, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/engineering/support-hero.md)

On this page

Every week, one person in each engineering team is designated the Support Hero. If this is you this week, congratulations!

As Support Hero, your job is to investigate and resolve issues reported by customers. A single case of suspicious data or a show-stopping bug can really undermine one's confidence in a data product, so it's important that we get to the bottom of all issues.

One of the many awesome things about PostHog is that support is being dealt with by engineers and they ship fixes and improvements in real-time when you contact them. It is impossible to overstate how valuable it is for customers when they ask a question and get a shipped feature within a day.

You'll see some teams using a term of endearment for Support Hero, examples being "Infra Hero" or… "Luigi". Don't ask – we don't know.

Our Support Engineers, in [the Comms team](/teams/customer-comms)
 triage tickets for the Product Analytics, Web Analytics, Data Warehouse, CDP, Replay, and Feature Success teams, due to the high volume of tickets those teams get. They will resolve tickets if possible, and escalate to the engineering team responsible if they need further help.

When is my turn?

Most engineering teams run a PagerDuty schedule:

*   [Product Analytics](https://posthog.pagerduty.com/schedules#PXUZ9XL)

*   [Feature Success](https://posthog.pagerduty.com/schedules#P04FUTJ)

*   [Replay](https://posthog.pagerduty.com/schedules#PLGXQIF)

*   [CDP](https://posthog.pagerduty.com/schedules#PM8YSH8)

*   [Infrastructure](https://posthog.pagerduty.com/schedules#P78OOWZ)

*   [Growth](https://posthog.pagerduty.com/schedules#PN1Q6BO)

The schedules consist of contiguous blocks, but that definitely doesn't mean working 24/7 – you should just work your normal hours.

What if I'm scheduled for a week when I won't be available?

Swap with a teammate in advance! Find a volunteer by asking in Slack, then use PagerDuty schedule overrides. You can trade whole weeks, but also just specific days. Remember not to alter the rotation's core order, as that's an easy way to accidentally shift the schedule for everyone.

What do I do as Support Hero?

Each engineering team has its own list of tickets in Zendesk:

*   [Product Analytics](https://posthoghelp.zendesk.com/agent/filters/17989255082139)
    (escalated only)
*   [Web Analytics](https://posthoghelp.zendesk.com/agent/filters/21786368880027)
    (escalated only)
*   [Feature Success](https://posthoghelp.zendesk.com/agent/filters/25210600744731)
    (escalated only)
*   [Replay](https://posthoghelp.zendesk.com/agent/filters/25210723706907)
    (escalated only)
*   [CDP](https://posthoghelp.zendesk.com/agent/filters/28134703633179)
    (escalated only)
*   [Infrastructure](https://posthoghelp.zendesk.com/agent/filters/14507148758939)

*   [Auth & Billing, handled by
Growth](https://posthoghelp.zendesk.com/agent/filters/14507107058843)

Your job is simple: ship features and fixes, and resolve ticket after ticket from your team's list.

There are three sources of tickets:

1. In-app bug reports/feedback/support tickets sent from the [Support
panel](https://us.posthog.com/home#panel=support)
    (The `Help` tab in the righthand sidebar.) They include a bunch of useful links, e.g. to the admin panel and to the relevant session recording.
2. Community questions asked on PostHog.com.
3. Slack threads that have been marked with the 🎫 reaction in customer support channels.

Shipping features

Some tickets ask for new features. If the feature is useful for users matching [our
ICP](/handbook/who-we-are-building-for)
, then decide whether to just build it. Otherwise, create a feature request issue in GitHub or +1 on an existing one – you can then send a link to the user, giving them a way of tracking progress. Also make sure to let the [Customer Success team](/teams/customer-success)
 know, since they will track feature requests for paying customers.

Fixing bugs

Others tickets report bugs or suspected bugs. Get to the bottom of each one - you never know what you'll find. If the issue decidedly affects only that one user under one-in-a-million circumstances, it might not be worth fixing. But if it's far-reaching, a proper fix is in order. And then there are "bugs" which turn out to be pure cases of confusing UX. Try to improve these too.

If not much is happening, feel free to do feature work – but in the case of a backlog in Zendesk, drop other things and roll up your sleeves. When you're Support Hero, supporting users comes first.

It might be an intense week, but you're also going to solve so many real problems, and that feels great.

Don't ask users to do work that you can do!

If folk are asking us for help, then we know the product already didn't meet their needs. Asking them to do leg-work that we could do is adding insult to injury.

For example don't ask them what version of posthog-js they're using or what their posthog config is when you can find out for yourself. Or visit their website and check the console instead of asking them if they had any errors.

If you do then have to ask them to do something, make sure you explain why you need it and what you're going to do with it.

How do I communicate?

There are two valid modes (which overlap!)

1. excited, like a labrador puppy, to discover a new way to improve the product
2. clinical and clear

Excited like a labrador puppy

The first is great for when you're talking to someone with feedback or who doesn't seem frustrated. It's important because every single support interaction is an opportunity to ship a fix or an improvement. And the excitement is how we show enough interest to properly hear the feedback.

example: "You can't do that right now, but it sounds super useful. Out of interest what does it unlock for you?"

Clinical and clear

The second is great for when the issue is tricky or the customer seems frustrated. Sometimes this goes as far as communicating in bullet points instead of paragraphs. When something isn't working the person might (quite rightly) have low tolerance for a support interaction.

example: "Ah, I see what you mean, that's not ideal! Sorry. I'll dig in to that now and let you know what I find by the end of tomorrow."

General tone

As an engineer, when answering a question, your first instinct is to give them an answer as quickly as possible. That means we often forget pleasantries, or will ignore a question until we've found the answer. So, the following guidelines:

*   Always respond to a question within a reasonable timeframe during your working day. Our SLAs are [explained here](/handbook/comms/customer-support#response-targets)
    , but you should always try to respond to tickets quickly.
    *   If you're ready to look into the issue, and you think it might take a while/require a fix, just mention that and say you'll get back to them
    *   If you have no idea how to answer or fix their issue, @mention someone who does
    *   They need to know we've understood them. And have a clear picture of what their onward journey is. Are they waiting for us? How Long? Or - are we waiting for them? what for?
*   Start your response with `Hey [insert name], ...` and make sure you're polite, not everyone you talk to is an engineer and as accepting of terse messages
    *   If they expressed frustration, acknowledging it ("Sorry for the confusion", "Apologies for the trouble" etc.) can earn goodwill quickly.
    *   Be sure to thank them for reporting problems, giving feedback, creating issues, PRs, etc.
    *   Even if you're using the support portal think about whether they'll see the message in Slack or email. A Slack message that reads like an email seems weirdly formal.
*   Follow up!
*   Housekeeping. Once a customer issue/question has been addressed, close the ticket in [Zendesk](#zendesk)
     (mark it `Solved`) to make it easy to identify outstanding conversations.
*   If a user has been particularly helpful, such as raising a security or bug report, feel free to offer a small credit for the merch store.

If you have any questions about how or when to communicate with users, you can always ask [the Comms team](/handbook/comms/comms-team)
 for help.

How do I prioritize?

As a business we need to ensure we are focusing support on our paying customers, as such this is the prioritization order you should apply as Support Hero. At the end of your rotation you need to ensure that any items in 1-4 are resolved or passed to the next Support Hero _as a minimum_.

1. Any requests where you are tagged by the Customer Success team in a dedicated Slack channel, as there will be some urgency needed.
2. `Open`, `escalated` Zendesk tickets for your team that have `High` priority.
3. `Open`, `escalated` Zendesk tickets for your team that have `Normal` priority.
4. `New` and `Open`* (non-escalated) Zendesk tickets for your team that are nearing breach or have breached [SLAs](/handbook/comms/customer-support#response-targets)

5. `Open` ZenDesk tickets for your team that have low priority.

* Due to the way we're using Pylon, "new" tickets from high prio customer Slack channels only appear as `New` in Zendesk for a few seconds, then a webhook updates the ticket and quickly changes it to `Open`.

What if I need to confirm priority by checking a customer's MRR?

You've got a couple of options. By order of quickness:

1. Use the VIP Lookup Bot:

   In any Slack channel, type `@VIP Lookup Bot [Customer]` (without the brackets.) 'Customer' can be the organization name (case-sensitive), or their organization ID. It does work, but the results take up to 30s to load.

2. In ZenDesk:

   Click the org name near the upper-left of the ticket. The left sidebar opens. There you'll see which plan they're on. If they've already paid some bills, you'll also see MRR there.

How will I know if a ticket is nearing a breach of our SLA targets?

Alerts are posted to Slack for every team which has a "group" in Zendesk. The alerts are posted to the `support-` channel for the team (or the `team-` channel for the team if the team has no `support-` channel.)

Alerts are posted for a ticket 3 hours before it breaches the next SLA. If the ticket remains untouched an hour later, another alert will be posted at 2 hours before it breaches an SLA, and again 1 hour before it breaches an SLA. The maximum number of alerts that will be posted for a single ticket is 3. (You can remove the `sla-warning` tags from a ticket if you want the alerts to be sent again for that ticket.)

How should I handle self-hosted setups?

It's fine to politely direct users to the docs for [self-serve open-source support](/docs/self-host/open-source/support#support-for-open-source-deployments-of-posthog) and ask them to file a GitHub issue if they believe something is broken in the docs or deployment setup. We do not otherwise provide support for self-hosted PostHog.

How should I handle organization ownership transfers?

In case a user requests for organization permissions to be altered (e.g. the admin left the company) follow these steps:

1. Ask them to get the current owner to log in and transfer the ownership.
2. If they have access to the current owner's email, ask them do a password reset and then login as the owner and perform the action themselves.
3. If not, we should email the account owner's email to see if we get a bounce back. Also check how long it is since they logged in.
4. If they're on a paid plan we might need to switch the contact on Stripe.

How should I handle 2FA removal?
----

1. Send the following email to the account owner:

` Subject: Confirmation Required: Removal of 2FA on your PostHog Account Hi [name], According to ticket #XXXX, you mentioned wanting to remove the current 2FA method. Could you please confirm this by replying to this email? If you haven't requested this change, please let me know immediately. Best, [your name] `

2. After the user responded and confirmed the change, delete their [TOTP device](https://us.posthog.com/admin/otp_totp/totpdevice/)
 ([EU link](https://eu.posthog.com/admin/otp_totp/totpdevice/)
).

How do I use Zendesk?

We use [Zendesk Support](%5Bhttps://zendesk.com/%5D(https://posthoghelp.zendesk.com)) as our internal platform to manage support tickets. This ensures that we don't miss anyone, especially when their request is passed from one person to another at PostHog, or if they message us over the weekend.

Zendesk allows us to manage all our customer conversations in one place and reply through Slack or email.

Zendesk is populated with new tickets when issues are sent via the in-app [Support panel](https://us.posthog.com/home#panel=support)
 (the `Help` tab in the righthand sidebar), from people outside the PostHog GitHub organization adding issues to the `posthog` and `posthog.com` repos, and new [community questions](/questions)
. High priority customers also have Slack channels they can post support questions in. We can [create ZenDesk tickets from Slack questions via Pylon.](#pylon-to-create-zendesk-tickets-from-slack-posts)

The ZenDesk tickets will include links to the GitHub issue, Slack thread, or the community question so we can answer in the appropriate platform. After replying to a community question, make an `internal note` on the ZenDesk ticket confirming that you've replied outside of ZenDesk, and set the [ticket status](#ticket-status)
 accordingly when submitting the internal note.

Accessing Zendesk

You can access the app via posthoghelp.zendesk.com
.

The first time you sign into Zendesk, please make sure you include your name and [profile picture](/people)
 so our users know who they are chatting with!

Using Zendesk

You'll spend most of your time in the Views pane, where you'll find all tickets divided into different lists depending on who they are assigned to, and whether they have been solved or not.

Tips:

*   Err on the side of Solving tickets (see below) if you expect no further input from the customer, as a lot of them don't reply to confirm that the problem has been solved.
*   Provide actionable information as an _Internal Note_ on the ZenDesk ticket (e.g. links to internal slack threads, partial investigation, ...)

Creating tickets on behalf of users or from existing tickets

Sometimes users will contact us over Twitter, or email, asking support questions. Sometimes they will respond to old, solved ticket threads with new problems, or tickets will spiral into multiple issues. In both situations it's best to create a new ticket for the user so we can apply the correct SLAs and keep issues distinct for easy assignment.

You can ask a user to create a new ticket themselves, but it's best if we do it for them. The easiest way to do this correctly is to login to PostHog as the user, and then create a fresh ticket on their behalf using the information you have. This will ensure the correct tags, SLAs, and so on are automatically applied.

If the user raised the issue in a public forum, such as Twitter, it can be a good idea to tell them you've opened a ticket on their behalf. If the user was replying to an old, already solved ticket, you should mark the old issue to `Closed`.

Avoiding duplication of effort in ZenDesk

Each team handles ZenDesk queues (views) in slightly different ways. Check in with your team about whether or not to assign tickets to yourself, or keep them assigned to the team/group level. Comms team folks, who work on tickets from multiple queues, often assign tickets to themselves, (and when escalating, will assign the ticket back to the team/group.)

For unassigned tickets, keep an eye out for whether someone else is already viewing a ticket (will appear in the upper-left of a ticket you're viewing, with their name, avatar and `also viewing`.) Use those as clues to avoid working on a ticket that someone is already working on (and communicate with each other when in doubt. Err on the side of making sure the ticket gets responded to within SLA/response target times.)

Also, avoid cherry-picking tickets. Pick the ticket that is closest to breaching our [response targets](/handbook/comms/customer-support#response-targets)
.

Ticket Status

When responding to a ticket you should also choose an appropriate status according to the following:

* **New** - A newly created ticket, you shouldn't need to use this when responding (Note: Some tickets, such as tickets created via Slack, are changed from `New` to `Open` by automated internal notes added just after the ticket is created.)
* **Open** - The ticket is still awaiting a response/further investigation from someone in PostHog (if you've worked on the ticket and expect someone else to work on it next, make sure the other person/team knows about it by leaving an internal note on the ticket.)
* **On-Hold** - (_pauses the SLA timer_) Use this one sparingly, GitHub is better for tracking open bugs, feature requests, and technical debt, and `On-Hold` tickets are too easily overlooked. If you do need to put a ticket `On-Hold`, reply to the ticket to let the customer know. (If you've opened a bug ticket or feature request, `On-Hold` isn't needed, see `Solved` below.)
* **Pending** - (_pauses the SLA timer_) Use this for most replies to customers. Even if you think the issue is solved, the user may disagree, so `Solved` may not spark joy. When a user doesn't reply to a `Pending` ticket within 7 days, the ticket is auto-solved.

*   **Solved** - (_stops the SLA timer_) The user has replied to confirm that the ticket is resolved, or you've created a bug report or feature request and shared the link with the user so they can follow it for updates.

Temp orgs for free email users

To reduce some unintended consequences of ZenDesk's unavoidable use of email address domain names to associate users with organizations, we have ZenDesk orgs for common free email providers.

An example of these orgs: `Gmail user - please assign to correct org`

When we get a ticket from a user with an `@gmail.com` address who has not already been manually assigned to an existing ZenDesk org, that user will be assigned to the `Gmail user - ...` org (unless their PostHog org doesn't exist in ZenDesk yet, in which case the correct org will be created in ZenDesk.)

When you see a user assigned to a free email org on a ticket, and it is not a 'community question' ticket, please assign the user to their correct org, which is found on the `Admin` info line in the body of the ticket:

1. Click on the user's name, to the right of the org name
2. Click in the `Org.` field to change the org name
3. Click anywhere outside the field to save the change Tickets which have been set to **Pending** will auto-solve after 7 days. Customers can also respond within 20 days to a **Solved** ticket to re-open it. After 20 days, responses will create a follow-up ticket with a link to the original ticket.

Tickets that have been `Solved` will receive a CSAT survey after 3 days.

Content Warnings

We have a clear definition of [who we do business with](/handbook/growth/sales/who-we-do-business-with)
 which means that customers who track adult or other potentially offensive content aren't automatically excluded. To avoid team members inadvertently seeing anything offensive when impersonating a customer we will automatically tag tickets from Organizations known to have this type of content with a `content_warning` tag.

This looks at the Content Warning field on the Zendesk Organization, and adds the tag if there is text in that field. If you see this tag on a ticket and want to understand more then click on the Organization name in the top left corner of the Zendesk UI and scroll down the list of fields on the left.

If you do discover any potentially offensive content in a customer account then please update this field on the Zendesk Organization so that other team members are aware of the content.

Pylon to create ZenDesk tickets from Slack posts

We use [Pylon](https://usepylon.com/)
 to create Zendesk tickets from Slack posts. To do so, add the `:ticket:` (🎫) emoji reaction to the post that you want to create a ZenDesk ticket from.

Adding the `:ticket:` emoji reaction will cause Pylon to add a couple of replies in a thread under the post. The last of those replies includes options for the ZenDesk ticket you're creating: Use the `Group` menu to send the ticket to the appropriate team, and the `Severity` menu to set the severity flag on the ZenDesk ticket, then hit the `Submit` button.

ZenDesk tickets created this way will normally be marked as high priority tickets. You can respond to them either in Zendesk or Slack, as there is a two-way sync.

Community questions

At the end of every page in the docs and handbook is a form where visitors can ask questions about the content of that page. (These questions also appear in the relevant category in the [PostHog community](/questions)
.)

Community questions appear in Zendesk but tickets are closed automatically if they're resolved directly on the website.

How do I answer community questions?

When a question is posted, it'll appear in Zendesk with a direct link to the question. A notification is also sent to the [#community-questions](https://posthog.slack.com/archives/C03B04XGLAZ)
 channel in Slack. (You can also receive notifications about specific topics in your own small team's Slack channel. Ask the Website & Docs team for help in setting this up if you like.)

You can answer a question directly on the page where it was asked. When a reply is posted, the person who asked the question will receive an email notification. (**Important:** Don't reply to community questions directly from Zendesk.)

The first time you answer a question, you'll need to create a community account. (You'll be prompted to do this after answering a question, as posting/responding requires authentication.)

Ask in [#team-website-and-docs](https://posthog.slack.com/archives/C01V9AT7DK4) to be upgraded to a moderator. This will also give you access to moderator controls available for each question.

_Note: The PostHog.com community currently uses a separate authentication system from PostHog Cloud. There are [plans](https://github.com/PostHog/posthog.com/issues/5847)
to support other types of authentication so a visitor doesn't have to create a separate account for asking questions._

How do I handle a bug report or feature request?

For feature requests from low priority users, [give them this link](https://github.com/PostHog/posthog/issues/new/choose)
and suggest they open a feature request.

For bug reports from normal and high priority users (assuming you've confirmed it's a bug, and that there's not already an open bug report):

1. [Open a bug report](https://github.com/PostHog/posthog/issues/new?assignees=&labels=bug&projects=&template=bug_report.yml)
   on our GitHub repo
2. Be sure to include a link to the insight (or other), below the repo steps
3. Include "From: `https://URL_for_ZenDesk_ticket`" in the `additional info` section of the bug comment (where the URL is for the ZenDesk ticket where the customer reported the bug)
4. Reply to the user to thank* them for alerting us to the bug. Let them know you've opened a bug report and provide a link to it.
5. Let them know they can follow the bug report on GitHub for updates.
6. When sending the reply, change the ticket from `Open` to `Pending`
7. In Slack, go to the team channel for the team that handles the feature that the bug report applies to (e.g. `#team-product-analytics`) and alert them with a post like "New bug report from a high priority customer: `https://github.com/PostHog/posthog/issues/nnnnnn`"

`*` consider sparking additional joy with a [credit for merch](/handbook/company/merch-store#how-do-we-give-away-merch-for-free)

Steps for feature requests from normal and high priority users are pretty much the same, but [use this form](https://github.com/PostHog/posthog/issues/new?assignees=&labels=enhancement%2C+feature&projects=&template=feature_request.yml)
instead. If you find that there's already a matching feature request open, reply with a link to the feature request, and let them know they can upvote it by adding a "`+1`" comment.

How do I handle user requests to delete groups/organizations?

> **_WARNING:_** Do NOT click the `DELETE` button! That will delete the entire project! Just use the `Save` button after clicking the `delete` checkbox for the group.

1. Visit the Django Admin page for the project at `https://us.posthog.com/admin/posthog/team/:project_id/change/` (Make sure you use the project ID for the project where the group/org is found)
2. In the lower part of the page, find `GROUP TYPE MAPPINGS` and click on `SHOW`
3. In the righthand column, check the box for the group(s) to be deleted
4. Click the **`SAVE`** button. (**Do NOT use the `DELETE` button!**)
5. Reply to the user to confirm

Questions?

Ask a questionLogin

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Next article

Feature ownership

Each feature at PostHog has an Engineering owner. This owner is responsible for maintaining the feature (keep the lights on) and championing any efforts to improve it (e.g. by bringing up improvements in sprint planning). When a bug or feature request comes in, we tag it with the relevant label (see labels below). The owner is responsible for then prioritizing any bug/request that comes in for each feature. This does not mean working on every bug/request, an owner can make the deliberate…

[Read next article](/handbook/engineering/feature-ownership)

Product metrics

Product metrics
===============

Last updated: Oct 25, 2022

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/product/metrics.md)

On this page

Discoveries
===========

As we improve our Product, it's key to have a guiding metric that we can all at Product & Engineering rally behind and measure our progress against. For the Product, this metric is **Discoveries**. The metric can be tracked in the [product dashboard](https://app.posthog.com/dashboard/14719)
 and is reported weekly at PostHog News.

> 💡 Discoveries is different from Discovered Learnings. Discovered Learnings is used as a metric for activation and growth.

Generally, small teams should be making measurable impact towards improving this metric (not all teams, not all the time). It's okay for epics and sprints to have other intermediate (and probably more concrete) goals, but overall each team should be moving the metric as a whole.

What is a Discovery?

The metric is defined [in this action](https://app.posthog.com/action/10784)
. The concept of the metric is users driving insights from PostHog, so any of these actions:

*   Analyzing any insight. Analyzing means viewing for 10 seconds or more. Insights include: trends, funnels, paths, lifecycle, stickiness.
*   Analyzing a recording. Watching a recording for 10 seconds or more.
*   Analyzing a correlation analysis report. Analyzing means viewing for 10 seconds or more.
*   Analyzing a dashboard. Analyzing means viewing a dashboard for 10 seconds or more. Viewing a dashboard does not fire "insight analyzed" events for its dashboard items. _Introduced on Feb 21, 2022._

Adding new insights We're continuously improving the product and it's inevitable that we'll add more more insights. When we add more insights, they should either fire the already existing "insight viewed" & "insight analyzed" events (with adjusted properties), or the new event should be added to the action definition. In either case, it's important to **update this document, so we have a clear log of when new insights were added.**

Exclusions We exclude the following events from counting as they don't signal getting actual value from PostHog:

*   Events done on test projects.
*   Insights where it's the first component load (i.e. you just open the insights page and don't change any config nor move to any other insight).
    *   Indirectly, this means we also don't count when a user shares an insight link and just opens that link. This is deliberate as we believe this is not about discovering a new insight, but rather collaboration.

Additional context
----

*   The metric is purposefully kept simple to make it easy to action and avoid complex edge cases in an already ambiguous landscape (product changes all the time).
*   Why not _Discovered Learnings_? It seems to have a higher correlation to retention, but:

    *   It limits us only to trends and funnels, and users drive value from a variety of other sources. We're particularly investing in providing more value in others parts of the app too.
    *   While Discovered Learnings seems to lead to higher levels of retention percentually, in absolute numbers we retain more users through Discoveries (1).
    *   Counts when users open an insight shared by another user (direct link).
*   Caveat: This metric also captures any value from Marketing efforts. As we start to invest more in user acquisition, we'll need to isolate the effect from Marketing in this Product metric.

(1): _A test carried out on Oct 6 with cohorts from Aug 8 to Aug 29, 2021 revealed that Discoveries show 2.3x more retained users (in absolute numbers) and had an F1-score 33% higher than for Discovered Learnings._

Questions?

Ask a questionLogin

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Next article

User feedback

😍 Want to share feedback? File a GitHub issue or reach out directly . We're always happy to hear from you! We actively seek (outbound) input in everything we work on. In addition to having multiple channels to continuously receive inbound feedback, we generally do active outbound feedback requests for: General product and experience feedback. Continuous effort to gather general feedback on the product and their holistic experience with PostHog are led by the PMs supporting the team…

[Read next article](/handbook/product/user-feedback)

Diversity and inclusion

Diversity & inclusion
=====================

Last updated: Apr 22, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/diversity.md)

On this page

PostHog is proud to be an international group of misfits. You can't disrupt an industry by thinking the same way as everyone else. At PostHog, everyone is committed to building a culture of diversity, inclusivity, and belonging.

Diversity & inclusion

Diversity refers to the traits and characteristics that make people unique. While there are an infinite number of differences in humans, most people subconsciously define diversity by categories such as gender, race, age, and background.

Inclusion refers to the behaviors and social norms that make people feel welcome. This includes everyone being treated fairly and with respect, and ensuring that everyone has equal access to opportunities and is able to contribute fully to the company's success.

We are aware that diversity & inclusion efforts are ongoing, and that we will never have it all figured out and 'done'. This means we need to constantly learn and iterate. We will also make mistakes, but the important thing is that we learn from them and act with positive intent.

How diversity helps us

At PostHog, we view diversity as a tactic, like generous and transparent [compensation](/handbook/people/compensation#how-it-works)
, or communicating company goals to set context for our team. There is plenty of research into the link between highly diverse teams and increased [performance](https://www.ucdenver.edu/docs/librariesprovider68/default-document-library/jmna-articles-bonuscontent-2.pdf?Status=Temp&sfvrsn=84c0fb9_2)
 and
[innovation](https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation)
.

How we support diversity

First, we do not tolerate discrimination, bullying or harassment. We have a [grievance process](../people/grievances)
 in place.

While as a company, we will not support political or social causes, in order to seek as neutral-as-possible stance, we want employees to feel safe discussing their experiences, views and to have a way of finding community. We have recently started holding regular discussions between people with similar shared experiences in underrepresented groups to provide a space to do this - this means we create clear time and space boundaries, so whilst the company can still hit its goals and remain focused on shipping things, there is a safe opportunity to talk about wider issues.

We create specific ways to support underrepresented people at work. For example, if they wish to do so, employees are encouraged to share the name and pronouns they want others to use, and we will use them out of respect.

Diversity tactics

We use a range of tactics to maintain and increase the diversity of the PostHog team. Some of these are small, others require more effort. The People & Ops team are generally responsible for these, but anyone on the team is welcome to use these tactics.

From a recruitment perspective, we focus on diversifying the top of the recruitment funnel, i.e. encouraging more people from underrepresented groups to apply. At PostHog, the categories of people who we consider to be underrepresented are (in no particular order):

* People of color
* Women
* Members of the LGBTQ+ community
* Those with a disability, whether visible or not

We send all applicants an optional survey to complete as part of their application auto-reply email via Ashby, and will begin to report on this data regularly in Q4 2023. We are also working on a method to track this data throughout the interview process.

Diverse job boards

In addition to posting on our own website, LinkedIn, YC, and AngelList, we look for job boards that specifically target underrepresented groups. We are always testing and learning to see which are most effective. Previous places we have advertised include:

* Women Who Code
* Squad Jobs
* Black Girls in Tech
* Tech Ladies
* Elpha

Attending events for underrepresented groups

Anyone on the team is welcome to attend events that support PostHog's growth, and this absolutely includes any event targeted at underrepresented groups in tech. If you are interested in attending one of these, please ask the People & Ops team! Previous events we have attended include:

* Lesbians Who Tech

The Rooney rule

Originally implemented by the National Football League (NFL) but increasingly used by companies, the basic [Rooney rule](https://en.wikipedia.org/wiki/Rooney_Rule) requires at least one person of an underrepresented group to be considered for every open position.

At PostHog, we are committed to bringing at least one person in one of the above groups into the [final stage of the interview process](/handbook/people/hiring-process#posthog-superday) before making an offer to any candidate.

We are iterating on our use of the Rooney rule as we still have a few challenges:

* While some characteristics of underrepresentation will be visible in the recruitment process, others are not, which we need to be mindful of.
* For some roles (e.g. Full-Stack Engineer), we hire ongoingly. This makes the Rooney rule a little harder to make meaningful, but we also want to make sure to keep the pipeline as diverse as possible. Our rule of thumb is that we need to have had an underrepresented candidate at final stage in the previous 3 months for any role that is opening ongoingly.
* We need to work out how to be fast, deliver a great candidate experience, and also increase diversity in our hiring. This means that occasionally we should be open to not following the Rooney rule if the alternative is not hire at all for a critical role. If we decide to make an exception for a particular hire, we will transparently communicate to the team why the exception was made.

When we decide we would like to make an offer to a candidate, that acts as the trigger for Coua to check if we have followed the rule for a particular hire. If we haven't, we will then decide with James/Tim if we want to make an exception, and why. In the past we have also let candidates know (if practical) that this forms part of our process and that there may be a delay in their offer.

Pronoun visibility

Adding pronouns to visible parts of your online profiles such as Meet, email, and Slack is a small action anyone on the team can take, as it can have a positive impact on trans and non-binary people by signaling to them that they are welcome at PostHog. This is because sharing your pronouns is a simple way to normalize not assuming someone's pronouns or gender. If you conduct a lot of interviews, you might like to include this alongside your Meet display name in particular.

Paid (and flexible) SuperDays

We pay people for [SuperDays](/careers#the-process) because we think this is the right thing to do, but it also has a diversity benefit, as it enables those who could not otherwise take a day off work to participate in our recruitment process. The SuperDay also allows candidates to see what it's really like working on the team before starting.

For those candidates that might have other commitments that make a full day impractical, we also offer the opportunity to split the SuperDay across multiple days, in order to fit with their schedule.

Building an inclusive place to work

These are some of the things we've implemented so far:

*   [All remote](/people)
     - so we can hire people from any country in the world. We have people in ~10 countries, with no office. We also provide everyone with $300/month to use on a [coworking space](/handbook/people/spending-money#work-space)
     of their choice, and $500/month to [meet up with other team members](/handbook/people/spending-money#meetups)
    .
*   [Asynchronous and transparent communication](/handbook/company/communication)
     - so people can get the context they need to work effectively across multiple time zones and on schedules that suit them.
*   [Unlimited vacation policy](/handbook/people/time-off#permissionless-time-off)
     with mandatory minimum time off - so you can fit work around your life.
*   [Flexible hours](/handbook/people/time-off#flexible-working)
     - so you can do the daily school run, or schedule a dentist appointment.
*   [Generous parental leave](/handbook/people/time-off#parental-leave)
     - so those raising families can do so while still working for us. We also extended our bereavement leave to cover [pregnancy loss](/handbook/people/time-off#bereavements--child-loss)
    , as sometimes life doesn't work as we plan it.
*   Very generous and [transparent pay](/handbook/people/compensation)
     - to reduce the financial stress that often comes with working for startups, or prevents many from even applying.
*   Anyone can contribute to [our handbook](/handbook)
     - so if we miss something, others can ask for a change in our policy!
*   [Training budget](/handbook/people/training#training-budget)
     for those in roles where we don't have lots of existing experience as a company.
*   Life story Fridays (when we have a new team member, we'll ask them if they'd like to present their life story for up to 30min on a Friday) - so you have more context on the points of views of others in the team.
*   [Sponsored visas](/handbook/people/hiring-process#visa-sponsorship)
     - this is only applicable for those who are staying in the UK.
*   [Health insurance](/handbook/people/benefits#pension-and-401k-contributions)
     for those from countries that do not provide this freely.

Are you a potential candidate reading this? [Let us know](mailto:careers@posthog.com) how we can do a better job!

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Communication

Introduction With team members across several countries, it's important for us to practice clear communication in ways that help us stay connected and work more efficiently. To accomplish this, we use asynchronous communication as a starting point and stay as open and transparent as we can by communicating on GitHub through public issues and pull requests, as well as in our PostHog User and internal Slack. Our communication values Assume positive intent. Always coming from a position of…

[Read next article](/handbook/company/communication)

* [About](/about)

* [Roadmap](/roadmap)

* [WIP](/wip)

* [Changelog](/changelog/2024)

* [People](/people)

* [Teams](/teams)

* [Handbook](/handbook)

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* [Products](/product-analytics)

Side gigs

Side gigs
=========

Last updated: Jun 10, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/side-gigs.md)

On this page

PostHog looks for passion in the people it hires. This often correlates with people who have side projects as a hobby. For example, we view pre-existing open source work as a strong qualifier that you're good enough at programming that it's fun to do rather than frustrating and hard!

These side gigs may sometimes earn you money. Sometimes, you may one day want your side gig to become your main gig.

We have deliberately called them "side gigs", as we are ok with you earning money on the side. We are not ok with this being your main focus and PostHog being just a paycheck. Quite simply, we are too small for PostHog not to be your main motivation. For this reason, we also currently don't offer part time work as an option at PostHog.

Managing time

The key distinction to something being a side gig, and thus it being appropriate, is its impact on your work and the amount of time involved.

A few hours a month on a paid side gig is acceptable. In any case, side gigs should by default be something you work on in your personal time, and they should not impact the work you do at PostHog.

In a few cases, you may want your side gig to become your full time work one day. That is ok - please just let us know, so we can create a plan. We know the key to motivated people is to help you achieve your long term goals, and to align this with what PostHog needs, whether or not you eventually achieve them with us.

Above everything else, if you are going above and beyond for PostHog and you're still able to look after yourself properly, side gigs (whether paid or unpaid) are totally fine. We don't think that's possible beyond a certain level of time/energy commitment to them, but we are very happy for you to spend a little time on them each week.

Intellectual property

Just to reassure you, PostHog won't try to claim ownership of any intellectual property (IP) you create in your personal time, e.g. if you are contributing to another open source project as a hobby. However, you need to be _really_ careful that you do not introduce any of PostHog's non-open source IP into any project that you work on - this can cause serious legal headaches. As a rule, anything from PostHog that is explicitly MIT-licensed is fine to use, anything else is not.

If you are ever worried about this, please talk to Fraser and he can help you figure out the best solution here, especially if what you are working on directly competes with something PostHog has built or is on our roadmap.

Getting signoff

We ask you to please just check in with the relevant Exec team member for your team (ie. James, Tim, or Charles) to get their confirmation before going ahead with any side gigs.

If your side gig existed before you joined PostHog, this will usually be covered as part of the onboarding process.

Questions?

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Feedback

Feedback at PostHog Sharing and receiving feedback openly is really important to us at PostHog. Part of creating a highly autonomous culture where people feel empowered is maintaining the most transparent and open flow of information that we can. This includes giving feedback to each other , so we know we are working on the right things, in the right way. While giving feedback to a team member can feel awkward, especially if it is not positive or if you are talking to someone with more…

[Read next article](/handbook/people/feedback)

* [About](/about)

* [Roadmap](/roadmap)

* [WIP](/wip)

* [Changelog](/changelog/2024)

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* [Community](/community)

* [Company](/about)

Logos, brand, hedgehogs

Logos, brand, hedgehogs
======================

Last updated: Mar 22, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/brand-assets.md)

On this page

*   Logo
*   Typography
*   Building for web
*   Developing locally
*   Designing on desktop
*   Colors
*   Use opacity over more colors
*   Presentations
*   Hedgehog library

> Want to add the [PostHog badge](/docs/contribute/badge)
> to your website? (Did we mention free merch?)

Logo

If you're looking for the PostHog logo, you came to the right place. Please keep the logo intact. SVG is always preferred as it will infinitely scale with no quality loss.

(Images shown below have transparent backgrounds but appear here with a solid background color.)

Preview	Name	Vector	PNG	PNG w/ padding*
`![](https://posthog.com/brand/posthog-logo@2x.png)`	Standard logo	[SVG](/brand/posthog-logo.svg)	[PNG](/brand/posthog-logo.png) | [PNG @2x](/brand/posthog-logo@2x.png)	[PNG](/brand/posthog-logo-padded.png) | [PNG @2x](/brand/posthog-logo-padded@2x.png)
`![](https://posthog.com/brand/posthog-logo-black.svg)`	Dark logo	[SVG](/brand/posthog-logo-black.svg)	[PNG](/brand/posthog-logo-black.png) | [PNG @2x](/brand/posthog-logo-black@2x.png)	[PNG](/brand/posthog-logo-black-padded.png) | [PNG @2x](/brand/posthog-logo-black-padded@2x.png)

| `![](https://posthog.com/brand/posthog-logo-white.svg)` | Light logo |
[SVG](/brand/posthog-logo-white.svg) | [PNG](/brand/posthog-logo-white.png)
 \| [PNG @2x](/brand/posthog-logo-white@2x.png) | [PNG](/brand/posthog-logo-white-padded.png)
 \| [PNG @2x](/brand/posthog-logo-white-padded@2x.png) |
| `![](https://posthog.com/brand/posthog-logomark.svg)` | Logomark |
[SVG](/brand/posthog-logomark.svg) | [PNG](/brand/posthog-logomark.png)
 \| [PNG @2x](/brand/posthog-logomark@2x.png) | [PNG](/brand/posthog-logomark-padded.png)
 \| [PNG @2x](/brand/posthog-logomark-padded@2x.png) |

*PNGs with padding are useful when uploading the logo to a third-party service where there is limited control over padding/margin around the logo.

When using the logo on a dark background, use the white-only version of the logo. _Never_ modify the colors in the logomark (like changing the hedgehog's eye color to white when using on a dark background).

The @2x version of PNGs are designed for [hi-dpi (or "Retina") screens](https://en.wikipedia.org/wiki/Retina_display)
. When using the logo in third party services that support uploading multiple versions (standard and hi-dpi), please be sure to include the @2x logo as it will appear crisper on newer devices, tablets and high resolution mobile devices.

> **Important:** We updated our logo in 2021. Please be sure to use the _correct_ version. 👇🏼

`![Logo usage examples](https://posthog.com/brand/logo-usage.png)`

If you have any questions or need clarification about which version to use, ask Cory, or reach out in [our community page](/posts)
and we'll be happy to help.

Typography

We use Displaay's typeface called _Matter SQ_. (SQ = square dots)

Building for web

On posthog.com, we use the [variable font](https://web.dev/variable-fonts/)
version. This allows us to specify our own font weights, which we do for paragraph text.

Context: _Matter Regular_'s weight is `430` and the next step up is _Matter Medium_ at `570`, so we use our own weight of `475` for paragraph text.

Developing locally

Fonts are hosted outside of our posthog.com GitHub repo (due to licensing reasons). To protect the font files, they are restricted to loading on posthog.com and are not currently used for local development. Contributors will see the system default font load in place of Matter.

Workaround for local development

Restricted to PostHog employees, it's possible to reference the font locally to see an exact replication of what will be published on posthog.com.

[Layout.scss](https://github.com/PostHog/posthog.com/blob/master/src/components/Layout/Layout.scss)
 contains some commented out code which can be used, in conjunction with the [variable webfont files](https://github.com/PostHog/company-internal/blob/master/MatterSQVF.zip)
 (restricted to PostHog organization members). Here's how to use them:

1. Download the webfont files from the zip above
2. Extract the files and place them in `/public/fonts`
3. In `Layout.scss`, comment out the `src` for both fonts with production (Cloudfront) URLs and uncomment the relative URLs.
4. Optionally use `.gitignore` to keep the files locally without inadvertently checking them in

Note: When submitting a PR, be sure to revert changes made to `Layout.scss`

Designing on desktop

We use 4 cuts of Displaay's _Matter SQ_ typeface (SQ stands for square dots):

1. _Bold_ (titles and section headers)
2. _Semibold_ (paragraphs accompanying headers and paragraph links)
3. _Regular_ & _Regular Italic_ (paragraph text)

Note that _Regular_ and _Regular Italic_ are lighter than the font-weight we use on the web, so paragraph text in Figma mockups will look noticeably thinner than how it appears on posthog.com.

When designing ads or other content with non-paragraph text, use _Semibold_ instead of _Regular_.

We have a handful of licenses for desktop use of Matter. Contact Cory if you need the desktop fonts (OTFs).

Name	Weight	Size	Letter spacing	Line height

h1	Bold	64px	\-1%	100%
h2	Bold	48px	\-1%	120%
h3	Bold	30px	\-2%	140%
h4	Bold	24px	\-2%	
h5	Semibold	20px	\-2%	
h6	Semibold	16px	0	
Paragraphs accompanying large headers	Semibold	20px	\-1%	125%
p	Regular	17px		175%
p (small)	Regular	15px		150%

Colors

We have two color schemes (light and dark mode), but primarily use light mode.

We use the same set of colors, and only swap out a couple hues depending on the color scheme.

Colors denoted with an asterisk (*) are the same between palettes.

Name	Light mode	Dark mode
Text color (at 90% opacity)	■ `#151515`	■ `#EEEFE9`
Background color	■ `#EEEFE9`	■ `#151515`
Accent	■ `#E5E7E0`	■ `#2C2C2C`
Dashed divider line	■ `#D0D1C9`	■ `#4B4B4B`
Red*	■ `#F54E00`	
Yellow	■ `#DC9300`	■ `#F1A82C`
Blue*	■ `#1D4AFF`	
Gray*	■ `#BFBFBC`	
Links	Use Red	

Use `opacity` over more colors

When possible, use opacity to modify colors. This allows us to use fewer colors in our palette, which is light years easier when working with two color schemes.

Paragraph text	`rgba($value, 90%)`
Links	`rgba($value, 95%)` (and semibold)
Links:hover	`rgba($value, 100%)` (and semibold)

Presentations

We use [Pitch](https://pitch.com)
for polished presentations (like when giving a talk). Read more about this in our [communication guidelines](/handbook/company/communication#google-docs-and-slides)
.

Hedgehog library

For team members we keep all our currently approved hedgehogs [in this Figma file](https://www.figma.com/file/I0VKEEjbkKUDSVzFus2Lpu/Hoggies?type=design&node-id=0-1&mode=design&t=H3ElmuzbLMFp4qP7-0)
. This enables us to look through the library of approved hogs, and to export them at required sizes without relying on the design team.

Here's how:

1. Open the Figma file. You can manually browse, or use `Cmd + F` to search based on keywords such as 'happy', 'sad', or 'will smith'.
2. Select the hog you want. If needed, adjust the size using the 'Frame' menu in the top of the right-hand sidebar.
3. At the bottom of the right-hand sidebar, select the file type you need in the 'Export' menu, choose `@2x`, then select 'Export \[filename\]' to download the image.

If you can't find a suitable hog, you can [request one from the design team](/handbook/design/art-requests)
.

> Non-team members can find some of the most-used hogs to download on [our press page](/media)
> .

Questions?

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Art and branding request

Lottie , PostHog's in-house graphic designer, handles all requests for branding and artwork. She can help you with things like: Custom visuals for paid ad campaigns Blog and social media artwork New themed hedgehogs Custom CTAs and banners Branded merch Animated UI elements You can see what Lottie is working on via the Art & Brand Planning project board . To search through our current hedgehog assets library go to the Figma file and search for anything you need, all artwork has been tagged…

[Read next article](/handbook/design/art-requests)

Tech stack

Tech stack
==========

Last updated: Mar 15, 2022

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/engineering/stack.md)

On this page

> **Note:** This page refers to our [main product repository](https://github.com/PostHog/posthog)
> , not our website.

Frontend

* Web framework/library: [React](https://reactjs.org/)

* State management: [Redux](https://redux.js.org/)
  + [Kea](https://github.com/keajs/kea)

* Layout/components: [Ant Design](https://ant.design/)

Backend

* Framework: [Django](https://www.djangoproject.com/)

* Databases: [PostgreSQL](https://www.postgresql.org/)
  and [ClickHouse](https://clickhouse.tech/)

* Task queue/event streaming: [Redis](https://redis.io/)
  and [Apache Kafka](https://kafka.apache.org/)

* Task Worker: [Celery](https://docs.celeryproject.org/)

Testing

* Frontend E2E tests: [Cypress](https://www.cypress.io/)

* Backend tests: [Pytest](https://docs.pytest.org/en/stable/getting-started.html)
  and [Django's built-in test suite](https://docs.djangoproject.com/en/3.1/topics/testing/)

Additional tools

*   Application monitoring: [Sentry](https://sentry.io/welcome/)

*   CI/CD: [GitHub Actions](https://github.com/features/actions)

*   Containerization: [Docker](https://www.docker.com/)
    and [Docker Compose](https://docs.docker.com/compose/)

*   Linter (frontend): [ESLint](https://eslint.org/)

*   Formatter (backend): [Black](https://pypi.org/project/black/)

Questions?

*   [**Jonas**](/community/profiles/30582)
    2 months ago

    ### [Is Posthog using an email template builder or a framework like MJML?](/questions/is-posthog-using-an-email-template-builder-or-a-framework-like-mjml)

    Hi,

    My startup is about to expand the number of transactional email templates that we use, and we are thinking about which tools/framworks Posthog is using for creating UI for transactional emails?

    *
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1688578142/joe_5c087079c2.png)\`
        \
        Joe(he/him)](/community/profiles/29070)
        2 months agoSolution

        Hey Jonas!

        I'm not familiar with MJML, but we use Customer.io and Mailgun for our emails. Marketing stuff and product things, such as onboarding emails, are in Customer.io where we use a visual template builder. Transactional emails are in Mailgun, where our growth team hardcodes them.

We're actually in the process of thinking how to move off Mailgun though, and you can see the direction we're taking for the new transactional emails here: https://github.com/PostHog/meta/issues/237

I've also written a looooong article about our onboarding emails, if you're interested: https://posthog.com/blog/how-we-built-email-onboarding

* [**Jonas**](/community/profiles/30582)
  Author2 months ago

  Hi Joe!

  What a great answer! It seems like you have thought this through.

  I feel like the template builders have so many workflow bugs which creates a lot of frustration. It would be good if they started using Posthog session recordings...

  Reply

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Next article

Project structure

Note: This page refers to our main product repository , not our website. Directory tree .github Directory for our GitHub actions and templates for issues and pull requests. .platform Scripts for deploying to Platform.sh. bin Executable shell scripts for various purposes, most notably building, testing, and running PostHog. cypress Hosts our Cypress tests. When writing tests that use Cypress, you will mostly be working on the integration/ subdirectory. Remember that you should always be…

[Read next article](/handbook/engineering/project-structure)

* [About](/about)

* [Roadmap](/roadmap)

11\. What we value

Values
======

Last updated: Apr 22, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/values.md)

On this page

These are the principles for the behavior we care about.

1\. We are open source

Building a huge community around a free-for-life product is key to [PostHog's strategy](/handbook/why-does-posthog-exist)
.

We default to transparency with everything we work on. That means we make a lot of things public: our handbook, [our roadmap](/handbook/strategy/roadmap)
, [how we pay](/handbook/people/compensation)
 (or even [let go of](/handbook/people/offboarding)
) people, [what our strategy is](/handbook/why-does-posthog-exist)
, and [who we have raised money from](/handbook/strategy/investors)
. Internally, we go even further – providing financial information, live updates on fundraising, and board slide access.

This enables the strongest community growth possible. It causes the core team to raise the bar on their work, it provides the context needed for people to work across multiple timezones, and it enables a deep work-heavy and meeting-light culture. It creates trust.

2\. We haven't built our defining feature yet

Ideas are fragile. Be direct but encouraging when you encounter new ideas. If we default to providing negative criticism of new ideas, then they'll simply stop coming. Instead, default to "yes and" rather than "no, but", before rejecting an idea.

We should never stop iterating. You learn faster and help PostHog perform better by getting what you're working on into the real world. We expect you to ship new designs, features, or whatever is needed for your role in tiny chunks, frequently, and often before you feel ready.

3\. Everyone codes

... although this doesn't mean everyone has to be a software developer, and not everyone needs experience in this before they join. Our platform's adoption starts with developers using our open-source project, so we use GitHub to share most of our work publicly and to build a large community of technical users.

No matter your role, being able to use the basics of GitHub helps you understand our audience. Beyond that, we'll encourage you to build your technical skill, rather than delegating more challenging tasks to others, so you become a more effective contributor.

4\. Trust and feedback over process

There are two ways to scale – trust and feedback, or process. We choose the former because we're building a wide platform with many products, so autonomy is more important than control. We hire people that work well with high level direction and will step on toes if needed to get things done.

When giving or receiving feedback, we assume positive intentions and focus on giving specific examples. Many of our team's peak experiences at PostHog have been receiving direct feedback. Feedback should be acknowledged, but what you do with it is up to you - no one built anything great by committee.

We expect you to pick out the very most important thing you can think of and work on that. Discard plans as you see fit.

We judge your performance based on the impact you deliver overall, no matter what your role.

5\. Bias for impact

Proactive people are the most successful at PostHog. Prioritize hard and make sure you focus your energy on what's most valuable for our customers and the company, then take ownership of making it happen.

Today, across many product areas, we deliver the most impact when we move fast and maintain a high bar for quality. It improves retention and accelerates word-of-mouth growth.

In engineering, this means that bias for impact is likely to involve putting more effort into prioritization, scoping out the problem, and designing before implementation. It doesn't mean we aim to spend weeks in slow feedback loops. Instead, we get together and focus all our energy on rapidly understanding the problem and solution upfront.

Solving a small customer support issue quickly to delight them is also highly impactful since we know this is a strong contributor to our word-of-mouth growth.

For other areas of PostHog, this is likely to involve prioritizing and focusing our efforts on bigger bets which we believe can have an outsized impact (e.g. increasing sign-ups, getting a new large enterprise to start paying, increasing our rank on Google, etc.)

6\. Talent compounds

Getting into PostHog is a huge challenge. Once you're here, it stays that way. We are _extremely_ demanding of performance.

In return, you get to work with others producing the best work of their careers.

We are a team, not a family. This means we have very ambitious goals, [compensate](/handbook/people/compensation#how-it-works)
 generously and transparently, offer [exceptional benefits](/handbook/people/benefits)
, and do everything we can to provide an environment for you to do your best work.

Often this means everyone, [especially managers](/handbook/company/management)
, getting out of your way. It's also [not okay to let your teammates fail](/handbook/company/culture#dont-let-others-fail)
. We expect everyone to provide direct feedback to help everyone perform at their best. We pay [generous severance](/handbook/people/compensation#severance)
 if things aren't working out.

Questions?

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Building a world-class engineering environment

We know we've got to be quick to build all the tools in one. So we better have a world-class engineering environment that lets us build everything. How do we do that? No product management by default Engineers decide what to build. If you need help, our product managers (we have two today) will give you coaching. If an engineer at PostHog believes they should work on X, they can build X. We'd prefer you ship ten things quickly (and make a couple of mistakes) than plan too much. You will tend to…

[Read next article](/handbook/world-class-engineering)

AcceptDecline

![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)

Offsites

Offsites
========

Last updated: Sep 16, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/offsites.md)

On this page

While we have set up the company to work asynchronously as much as possible, there's a very real benefit in getting together in real life. We've learned that our best ideas come from working together.

We understand organizing travel can be a challenge when you have personal/family commitments to manage, so we try to take a balanced approach to meetups:

* Once a year: all-company offsite
* Once a year: Small Team offsite (app and platform teams do this as a single combined offsite)
* Occasionally: [in-person onboarding](/handbook/people/onboarding#onboarding-buddy)

* Whenever you like: [in-person meetups](/handbook/people/spending-money#meeting-each-other)

All-company offsites

> Curious about our all-company offsites? Check out these links:
>
> * **2021** [We shot this video at our Portugal offsite](https://www.youtube.com/watch?v=WOBH1Qy0xhA)
>
> * **2023** [What we built at our sun-kissed Aruba hackathon](https://posthog.com/blog/aruba-hackathon)
>
> * **2024** [What we built at our windswept Mykonos hackathon](https://posthog.com/blog/mykonos-hackathon)
>

Once a year, the entire company will get together somewhere in the world for a week. Usually we'll all fly on Sunday, have an opening dinner, spend the week doing a mix of hard work, strategy, culture and fun activities and we then all fly back home on Friday. Our past offsites have been in Italy, Portugal and Iceland.

These are organized by the Ops & People team, and we budget up to $3,000 per person in total for these.

Typical agenda:

* A couple of structured social events
* Team dinners
* 24hr Hackathon
* All-hands strategic sessions and workshops
* All-hands culture exercises
* A small amount of downtime so people can explore

Small team offsites

We want to try to encourage small teams to get together once each year. These are more focused on work and on creating strong bonds within teams. Ideally they are spaced appropriately through the year in relation to the all-company offsite.

Some guidelines:

* These are more focused on work than the all-company offsite, but it's still worth organizing a fun activity, do some sightseeing and in general spend time together.
* Quarterly planning is a great focal point for team offsites – it's worth scheduling your meetup for the week of planning.
* You should default to picking a city that one or more of your team members already live in, and a place that minimizes travel time/expenses for everyone else.
* Outside of your small team, you should only invite people who actually need to attend to make the offsite a success - if it would be 'nice to have' them attend, they shouldn't be going.
* We'd encourage you to get an Airbnb for everyone not living in the city, as you automatically get a space you can work from and there's less organizing involved.
* Specify offsite start and end times down to the hour, for clarity and efficient use of everyone's time.
* These offsites don't happen very often and involve a lot of travel, so make sure you make the most out of it by having an agenda and an idea of what you want to achieve _before_ the start of the trip.

Ideas for the agenda:

*   A spoken README session early in the week to share "Who am I/How I work best"
*   Planning session – what does the team want to achieve in the next month/quarter/year?
*   Look at the [team page](/handbook/team-structure#small-teams)
    - what needs to be updated?
*   [360 degree feedback session](/handbook/people/feedback#ground-rules)
    - these are more effective at small team offsites
    *   This can work better over a shared cooked meal or takeaway in the accommodation rather than a noisy restaurant, particularly for people who might be anxious about the format or the feedback.
*   Dogfooding session – set PostHog up in a toy project from scratch, looking for pain points
*   Hackathon - try to leave 2 days for this, and most importantly avoid sessions interrupting hacking
*   Even some regular work on ongoing challenging projects - this is the best time for exchanging knowledge!

Here's a real-world example: [Product Analytics team's Munich offsite agenda](https://posthog.slack.com/canvas/C07A0BQEAUB)
 (internal Slack link). Feel free to take inspiration – though your team's needs and wants might be quite different!

The budget for these trips is up to $2,000 per person in total. We ask team members to use their best judgement for these and try to be thrifty where possible - these should be enjoyable, but not feel like a holiday. Generally it's easier to hit budget if you have people travel in on a Monday and out on a Friday - they don't need to be as long as a whole team offsite.

You should assign someone on the small team to be responsible for planning the offsite (doesn't have to be the lead), and they will be supported by the Ops & People team to ensure a successful experience.

Hedge House

PostHog runs the Hedge House, in Cambridge, UK. It's a place designed for small teams to run their offsites and for in-person onboarding. We'd recommend using the Hedge House for small team offsites for cost and convenience reasons if you are in Europe.

Anyone at PostHog is welcome to use it as much as they like. See the [full Hedge House docs](https://docs.google.com/document/d/1HS1LPT5fNzAus6TZr_KjZfbQkMfjaGlUYOEZe3fNn_c/edit)
.

If you'd like to book it, please message Kendal in the #team-people-and-ops channel to check availability.

London hotel recommendations

For offsites and onboardings in London, below is a list of hotels recommended in our [#London Slack channel](https://posthog.slack.com/archives/C028MN3UUP5)
 by folks who have stayed at these hotels. These are all relatively near our [Work.Life coworking space in Farringdon](https://work.life/office-space/london/city/farringdon/)
:

* [citizenM Tower of London hotel](https://www.citizenm.com/hotels/europe/london/tower-of-london-hotel)

* [Clayton Hotel - City of London](https://www.claytonhotels.com/city-of-london/)

* [Hampton by Hilton - London Old Street](https://www.hilton.com/en/hotels/lhroshx-hampton-london-old-street/)

* [hub by Premier Inn London Clerkenwell hotel](https://www.premierinn.com/gb/en/hotels/england/greater-london/london/hub-london-clerkenwell.html)

* [Yotel London City](https://www.yotel.com/en/hotels/yotel-london-city)

Travel insurance

Many of our company offsites involve team members traveling abroad, and although we hope that these trips are uneventful and safe for all, in the event of an accident or medical emergency, we carry travel insurance through as well as general & auto liability policies through our partner [Embroker](https://www.embroker.com)
.

In the event of an emergency, please cover any related expenses (ideally on your company card) and keep receipts, and then reach out to either Charles as soon as possible. We will assist with making a claim based on our [policy binders](https://drive.google.com/drive/folders/1nMoHL_W9sW5IqAsILGzQ8Tuz0RgDRXOj?usp=share_link)
.

How to plan an offsite in 8 weeks - a checklist

Below is a rough timeline for planning your next offsite, as well as links to templates and resources that you can repurpose and customize as needed. To use any of the templates, create a copy to your own drive and edit as you see fit.

8 weeks out

* [ ] Choose dates
  * Try to avoid public holidays and be mindful of proximity to other offsites to minimize travel fatigue
  * School holidays are more difficult for people with children
  * Be mindful of the season of your chosen location, as this will dictate what activities you can plan
  * It is worth getting people to hold dates as early as possible, even before you've selected a location
* [ ] Choose location
  * Consider choosing a location that is relatively easy for most people to attend without having to travel outrageous distances or deal with difficult visa processes.
  * Transportation to the offsite is usually one of the larger budget line items, so do some research on the cost of flights from team locations before finalizing a location.
  * Consider the cost of transportation to/from the airport, and around town, for when your team arrives at the offsite location.
  * Be mindful that people who take long flights won't appreciate a 2hr journey from the airport to accommodation!
* [ ] Announce to team
  * You can have fun with this and build excitement by progressively dropping hints and having folks try to guess the location
* [ ] Create an offsite Slack channel and invite team
  * This is super useful for making announcements and keeping the team updated throughout planning

7 weeks out

* [ ] Secure accommodations
  * The ideal location will depend on the size of your team
  * We recommend booking a large Airbnb for teams under 10 people as this provides for a more casual atmosphere and can help control costs if you opt to have the team cook meals together. You can also book an Airbnb and supplement with a nearby hotel if the Airbnb doesn't have enough rooms.
  * For larger teams, consider a centrally located hotel that has a bookable space with configurable furniture for different activities, an onsite restaurant or bar to simplify meals and provide a location for free social time, as well as amenities like a gym for those who like to stay active while they travel
* [ ] Start flight booking process

    *   To simplify this process, we give all team members access to a company card, and we ask people to book their own flights
    *   We strongly recommend this approach as centralizing flight booking can be a huge headache for offsite lead, and this allows team members to accurately enter their personal information including airline frequent flier and trusted traveller numbers
    *   Encourage folks to buy flights early and with the option to refund if they are unable to attend to save on costs. Use your judgement here - 20% or so is reasonable for the flexibility, but double the price is not really worth it.
    *   In the event that a new team member will be attending an offsite, but has not started yet, please contact the Ops team to help coordinate. In these cases, the process is:
        1. Preemptively create the new team member a Google account
        2. Issue them a Brex card to their work email with a sufficiently high temporary balance to cover travel costs
        3. Add them as a guest to any planning Slack channels and/or share any necessary itinerary information such as arrival dates/times and airports
        4. Have the new team member book travel as usual
*   [ ] Draft rough schedule
    *   Building the schedule as a [separate Google Calendar](https://support.google.com/calendar/answer/37095?hl=en)
        that can eventually be [shared with the team](https://support.google.com/calendar/answer/37082?hl=en)
        will allow you to flexibly move sessions around as you finalize the itinerary
*   [ ] Send [info gathering form](https://docs.google.com/forms/d/1QWhbQbHxoq--XWhMfTXeccTaq1ru0v_VPhuwOA3xS48/edit?usp=sharing)
    *   Use this form to collect important information like flight details, clothing sizes for merch, dietary restriction, and preferences for things like sharing rooms
*   [ ] Brainstorm merch/meeting room decorations (generally just for company-wide offsites)
    *   Having some branded merch to commemorate the offsite upon arrival is a great way to welcome people and get them excited for their time together (generally this is for whole team offsites only for budgetary reasons)
    *   If you are staying in a hotel, decorating a meeting room makes it feel much more personal and less corporate
    *   In the past, we've done shirts, hats, scarves, notebooks, stickers, pens, and water bottles -- feel free to get creative with it

6 weeks out

*   [ ] Draft [budget](https://docs.google.com/spreadsheets/d/1ZwDgcoEtDMICtxuozwEfJUHqJH12_E-jyyIGQbWCLQQ/edit?usp=sharing)
    *   Using the tentative schedule, you can begin to estimate a rough budget to guide planning. Here are some benchmarks to use, however these will vary a lot based on location, size of team, and how cost-constrained you are:

    * Accommodations = $200/night/person
    * Intercontinental airfare = $1000/person; intracontinental airfare = $500/person
    * Ground transportation = $50/day/person
    * Food & drinks = $50/day/person
    * Contingency = 10% of total budget
* [ ] Secure transportation
  * Book any group transportation like coaches or a rental car ahead of time
* [ ] Finalize team outings and book as needed
* [ ] Flights booking deadline
* [ ] Info gathering form deadline

5 weeks out

* [ ] Assign [rooms](https://docs.google.com/spreadsheets/d/1vqCz78COxulLU6aGnk9m7QmunI6wZTYdYqCE-fuTw1Y/edit?usp=sharing)
  * Using preferences from the info gathering form regarding sharing rooms, assign accordingly
* [ ] Secure visas where necessary
* [ ] Review and finalize merch proofs
* [ ] Finalize itinerary
* [ ] Finalize budget
* [ ] Assign session leads & secretaries
  * Decide in advance who is going to record the notes from each session - it is _really_ easy for post-offsite followup to fall through the cracks
  * With the schedule finalized, assign folks as session leads to design [session plans](https://docs.google.com/document/d/1NHPr0dvKtbQeEQRTUdYnCPq_i3J1twGrHtUSOgB4pP4/edit?usp=sharing)

4 weeks out

* [ ] Reserve restaurants for communal meals
* [ ] Book any remaining activities
* [ ] Order merchandise
  * Important to give yourself lots of lead time here, in case of production or shipping delays
  * Depending on how restrictive customs are for your destination, consider shipping merch to teammates and checking them as additional bags on flights to the offsite

3 weeks out

* [ ] Draft session plans/presentations due

*   [ ] Draft [offsite guide package](https://docs.google.com/document/d/1fqi0vxWjwaZDw677pg86GVhXCJdArLL7hLVGxJHDCIQ/edit?usp=sharing)

*   [ ] Design and print [superlatives/awards](https://docs.google.com/spreadsheets/d/1kVUCOXWTKGGBJWdoPhzkUzPeKZ9fDhnvK8GaxE4qRSM/edit?usp=sharing)
    *   One activity we've found quite popular is giving out superlative awards to the team during the closing ceremonies

2 Weeks Out

*   [ ] Review and finalize session plans/presentations
    *   We recommend having the offsite lead connect with session leads to review their plans and offer feedback before finalizing them - you want to make the most out of your sync time together

1 Week Out

*   [ ] Final plan review
    *   The offsite lead should do a final, thorough review of the full plan and finalize any outstanding details - visually walk through the entire schedule and see if anything is missing
*   [ ] Unveil the final offsite guide to the team

1 day before

*   [ ] We recommend that the offsite organizer consider arriving a day early to prep for the team's arrival
*   [ ] Shop for any miscellaneous supplies and groceries (onsite)
*   [ ] Print and organize a few paper copies of the itinerary (onsite)
*   [ ] Create "Careless Whispers" envelopes (onsite)
    *   This passive activity involves creating an envelope for every member of the team, posting them in a central location, and encouraging folks to write small notes to each other. These can be anything from retreat memories to compliments, and make a really nice memento to remember the offsite
    *   Consider also making and posting envelopes for folks who cannot attend

1 week after

*   [ ] Collect post-mortem feedback from the team
    *   We generally do this as an open GitHub issue, but you can also create a Google form to facilitate this

All company offsite hackathon

The hackathon is always a highlight of the offsite. We tend to run them like this:

Session 1: ideation dinner The day before the start of the hackathon we do a casual 'ideation' dinner where we encourage people to chat about ideas

Session 2: hackathon kick-off The hackathon kick off is 1.5 hours at the end of the day. Ideally we do this in a conference room with beers and wine.

*   Everyone writes down their ideas on multiple post-it notes in about 10 minutes.
*   People come up to the front one-by-one, and they get 30 seconds to pitch all their ideas.
*   Everyone gets three votes to put on whichever ideas they like most. Just do this as a tally. You can't vote on your own idea
*   We dismiss all ideas with zero votes, and sort all the other ideas from top to bottom based on the number of votes.
*   Everyone writes their name on the other side of the sticky bit of a small piece of post-it note, then add their name to the idea they want to work on. Every group should have at least two people in it, and ideally 3.
*   Once groups are formed, everyone can go off and ideate or hack.

Session 3: presentations

This should be the last work related session of the offsite. Again ideally in a conference center with beer and wine provided.

Each group gets 5 minutes to demo and present their idea.

2 weeks after

*   [ ] Compile post-mortem feedback and share with team
*   [ ] Host post-mortem meeting to discuss any outstanding issues (optional)

Questions?

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Security & Privacy

It is critical that everyone in the PostHog team follows these guidelines. We take people not following these rules very seriously - it can put the entire company and all of our users at risk if you do not. Overview We maintain a robust security program that follows best practice in order to meet the needs of our PostHog Cloud customers, making PostHog the ideal solution for customers who have GDPR, SOC 2, or CCPA obligations themselves. PostHog Cloud customers own the data they send to us for…

[Read next article](/handbook/company/security)

Revenue and forecasting

Revenue and forecasting
=======================

Last updated: Sep 11, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/engineering/revenue-and-forecasting.md)

On this page

The growth team maintains the revenue dashboards and queries that are used to understand:

1. What our historical revenue record looks like
2. What our revenue is expected to be this month
3. What our churn, growth, expansion, and contraction look like
4. Which customers have done the above activities
5. etc

Currently, all revenue dashboards can be found in Metabase (though we hope to have them all in PostHog's own data warehouse soon 👀).

Important dashboards

(these require internal access)

* [General overview](http://metabase-prod-us/dashboard/1-overview)
  : Useful to see our ARR graph and get quick links to dig into revenue for certain months.
* [Revenue lifecycle](http://metabase-prod-us/dashboard/38-revenue-lifecycle-deep-dive-dashboard)
  : Useful to see trends over time for churn, expansion, new revenue, etc.
* [Product-specific analysis](http://metabase-prod-us/dashboard/39-revenue-growth-by-product)
  (pick your product and date \[month\] at the top!): Kind of a combination of the above two, but for a specific product
* [Revenue by customer bucket](http://metabase-prod-us/dashboard/40-revenue-growth-by-customer-spend-size)
  : Useful for understanding trends in contract size for financial modeling, support, etc

FAQ

How is revenue attributed to a certain month?

Revenue is attributed to a given month based on the end-date of the invoice period. For example, an invoice that has a period of 2023-01-12 to 2023-02-12 will be counted in the revenue for 2023-02.

Some invoices cover multiple months. In this case, in the `invoice_with_annual` table (which is what all our dashboards use) we take the total amount of the invoice and divide it by the number of months the invoice covers, which gives us the MRR. We then generate a row for each month with that MRR so we can count that revenue into our monthly ARR/churn/expansion/etc calculations.

When is it a "forecast" vs a real, complete number?

As soon as any given month starts, we start closing invoices. As the month goes on and customers' invoice periods end, we close more invoices. This means that as the month goes on, we get more and more confident about what our revenue will be for that month. The month's revenue can still change after the month is over, however, due to delayed payments. This is generally not a hugely significant number, but it is something to be aware of.

How do we forecast a customer's revenue?

Our revenue is based on usage, so we do some basic math to make an educated guess about how much usage a customer will have in the current period.

* For new customers, their usage can be very spiky as they tune their implementation. We don't currently forecast their usage if it's less than 31 days since their subscription started. Instead, we just report their current usage as their forecast.
* If there are fewer than 7 days elapsed in the customer's current billing period, get the last 7 days usage (even if it's from the last period) and calculate the usage per hour. The calculate the remaining hours in the billing period, and do math to make an estimate.
* If there are more than 7 days elapsed in the customer's current billing period, do the math based on all the days in the billing period.
* If the customer has billing limits set, respect those billing limits.

How are cancelled bills handled? Are those forecasted?

As soon as someone cancels their account, their invoice is immediately closed. The revenue from that invoice immediately goes into the "completed" pile.

When are invoices updated?

A task is run nightly to sync the last 2 months of completed invoices, as well as all upcoming invoices for all customers. After the task is complete, the `invoice_with_annual` view is updated with the fresh data.

Questions?

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Overview

The marketing team has two core goals: Increase awareness of PostHog, especially among people in our ideal customer profile Help developers and PostHog users flex their product muscles and be more successful We do this by: Building a reputation for world-class content Having the coolest merch that people want to wear all the time Constantly working to improve our documentation Identifying where content can help users be more successful Proactively promoting the work of product teams Producing ad…

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Revenue and forecasting

Revenue and forecasting
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How is revenue attributed to a certain month?

Revenue is attributed to a given month based on the end-date of the invoice period. For example, an invoice that has a period of 2023-01-12 to 2023-02-12 will be counted in the revenue for 2023-02.

Some invoices cover multiple months. In this case, in the `invoice_with_annual` table (which is what all our dashboards use) we take the total amount of the invoice and divide it by the number of months the invoice covers, which gives us the MRR. We then generate a row for each month with that MRR so we can count that revenue into our monthly ARR/churn/expansion/etc calculations.

When is it a "forecast" vs a real, complete number?

As soon as any given month starts, we start closing invoices. As the month goes on and customers' invoice periods end, we close more invoices. This means that as the month goes on, we get more and more confident about what our revenue will be for that month. The month's revenue can still change after the month is over, however, due to delayed payments. This is generally not a hugely significant number, but it is something to be aware of.

How do we forecast a customer's revenue?

Our revenue is based on usage, so we do some basic math to make an educated guess about how much usage a customer will have in the current period.

* For new customers, their usage can be very spiky as they tune their implementation. We don't currently forecast their usage if it's less than 31 days since their subscription started. Instead, we just report their current usage as their forecast.
* If there are fewer than 7 days elapsed in the customer's current billing period, get the last 7 days usage (even if it's from the last period) and calculate the usage per hour. The calculate the remaining hours in the billing period, and do math to make an estimate.
* If there are more than 7 days elapsed in the customer's current billing period, do the math based on all the days in the billing period.
* If the customer has billing limits set, respect those billing limits.

How are cancelled bills handled? Are those forecasted?

As soon as someone cancels their account, their invoice is immediately closed. The revenue from that invoice immediately goes into the "completed" pile.

When are invoices updated?

A task is run nightly to sync the last 2 months of completed invoices, as well as all upcoming invoices for all customers. After the task is complete, the `invoice_with_annual` view is updated with the fresh data.

Questions?

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Overview

The marketing team has two core goals: Increase awareness of PostHog, especially among people in our ideal customer profile Help developers and PostHog users flex their product muscles and be more successful We do this by: Building a reputation for world-class content Having the coolest merch that people want to wear all the time Constantly working to improve our documentation Identifying where content can help users be more successful Proactively promoting the work of product teams Producing ad…

[Read next article](/handbook/growth/marketing)

* [About](/about)

Per-product growth reviews

Per-product growth reviews
==========================

Last updated: Aug 07, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/product/per-product-growth-reviews.md)

On this page

*   Structure
*   During the meeting
*   Before the meeting
*   After the meeting
*   Useful material (internal links)

For products that have product-market fit and are generating revenue, we are doing monthly **per-product growth reviews**. These are separate from the [growth reviews](/handbook/growth/growth-engineering/growth-sessions)
 the [Growth team](/teams/growth)
 are doing. We recommend to do the growth reviews at the start of the month, to review the previous month. The growth reviews are attended by James (CEO), Tim (CTO), the Small Team Lead and the Product Manager. Apart from the Small Team Lead, the small team members currently don't join the growth reviews, but all analysis is public, and they have the chance to participate async before and after the meeting. It's the job of the Product Manager to schedule, prepare and lead the growth review.

Objectives

The objective of the growth review is to review key product metrics and understand changes that have occurred over the preceding four weeks. By reviewing metrics on a schedule, we can spot issues faster than when reviewing them only sporadically.

Looking at the same metrics regularly will increase our understanding how they relate to each other, whether metric changes are expected or exceptions, and will make efforts to improve them more successful.

The growth reviews should focus on analysing anomalies instead of expected metric behavior, especially as teams become more familiar with their data.

Outside of the regular meetings, it's the job of the Product Manager to regularly monitor these metrics, becoming an expert in their nuances. Should a metric deviate from the norm, they are responsible for presenting a well-researched explanation during the review.

Contents

Recurring analysis

During these meetings, we assess both input and output metrics. Input metrics, serving as leading indicators, significantly impact output metrics like revenue and retention.

Here are some examples:

*   Input Metrics: Things customers care about and factors in our control, like onboarding, key product actions (such as `recording analyzed`), and performance
*   Output Metrics: MRR, retention (revenue & usage), NPS score

As mentioned before, we aim to analyse the same set of metrics month over month, so we can see trends and anomalies. However, there can be cases where we decide to change a metric if it's a better indicator of long-term success, particularly for product activation and key product actions.

We've found that the best way to review what is a quite long list of metrics is to combine all numbers (revenue as well as usage) in one spreadsheet with a new column for each month, and only open individual graphs where required. Below is a screenshot that shows a part of our growth review document.
[Here](https://docs.google.com/spreadsheets/d/1Q_hibP9Pv4b8H_9guceKXNrTUP0B_5hWvmiM-EJ2LrU/edit#gid=541742743)
 is the link to the document for internal users.

![Growth review
template](https://res.cloudinary.com/dmukukwp6/image/upload/v1710055416/posthog.com/contents/images/handbook/growth-review-template.png)

Deep dives

In each growth review, we usually do a couple of deep dives. Topics can be proposed in a preceding growth review, by team members, or it is simply something the Product Manager finds worthwhile. Here are a couple of examples:

*   Why was churn so high last month? Can we identify any reasons?
*   Where in the onboarding funnel do new users struggle?
*   Can we find leading indicators that predict long-term product usage? (e.g. Facebook's 7 friends in 10 days)
*   Are there any difference between [high ICP](/handbook/who-we-are-building-for)
    and non ICP customers in how they use the product?
*   Are our 10 biggest customers happy users of the product?

Structure

During the meeting

*   Metrics walkthrough
    *   Led by PM
    *   Participants note questions/comments they have

*   Review of questions/comments that were made before or during the metrics walkthrough
*   Walkthrough + discussion of deep dives
*   If required: Ad-hoc analysis of questions that came up
*   Agree on to dos for the next meeting

Before the meeting

*   PM prepares growth review
*   PM shares summary + links to analysis as well as the growth review document with the participants as well as the small team, so everyone has the chance to review the document and add notes before the meeting

After the meeting

*   PM shares summary of meeting discussion + outcome with the small team
*   PM makes sure all to dos are completed by the next growth reviews

Useful material (internal links)
----

*   [Main growth review document](https://docs.google.com/document/d/1MgunwZ4_scm7RaEBocyQJzQUt48kTkiBX_529Do50F4/edit#heading=h.na8qqkjykso0)
    (Session Replay example)
*   [Metrics overview spreadsheet](https://docs.google.com/spreadsheets/d/1Q_hibP9Pv4b8H_9guceKXNrTUP0B_5hWvmiM-EJ2LrU/edit#gid=541742743)

*   [PostHog notebook with relevant usage graphs](https://us.posthog.com/project/2/notebooks/6FwGbwN5)
    (Session Replay example)
*   [Metabase dashboard for per-product revenue](http://metabase-prod-us/dashboard/39-revenue-growth-by-product?product=session_replay)

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In-app prompts

These are instructions to set up in-app prompts using an internal tool for the PostHog team only. To set up your own, check out this tutorial on " How to add popups to your React app with feature flags " If you want to announce a new feature, invite a customer to a Slack channel, or drive engagement of a particular feature in the product, you might want to use our internal in-app prompts tool. How to create a new prompt In-app prompts are powered by JSON feature flags. Create a new feature flag…

[Read next article](/handbook/product/in-app-prompts)

Training

Training

========

Last updated: May 10, 2022

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/training.md)

On this page

*   Books
*   Training budget
*   Time spent training others

The better you are at your job, the better PostHog is overall!

Books

Everyone at PostHog is eligible to buy books to help you in your job.

The reason we think books can be more helpful than just Googling stuff, is that the level of quality has to be higher for them to get published.

You may buy a couple of books a month without asking for permission. As a general rule, spending up to $50/month on books is fine and requires no extra permission. You can use your books budget towards audiobooks and podcasts as well, if you prefer.

Books do not have to be tied directly to your area, and they only need be loosely relevant to your work. For example, biographies of leaders can help a manager to learn, and can in fact be more valuable than a tactical book on management. Likewise, if you're an engineer, a book on design can also be particularly valuable for you to read. Additionally, we host a monthly book club called BookHog, and the budget can be used for those books as well.

Training budget

We have an annual training budget for every team member, regardless of seniority. The budget can be used for relevant courses, training, formal qualifications, or attending conferences. You do not need approval to spend your budget, but you might want to speak to your manager first, in case they have some useful feedback or pointers to a better idea.

We strongly encourage all non-technical team members to take some kind of entry level programming course - it's part of our ['everybody codes' culture](/handbook/company/values)

that everyone can at least understand very basic concepts around software development. [Codecademy](https://www.codecademy.com/)
is a good place to start and they cover many of the technologies we use, such as Python and React.

The training budget is $1000 per calendar year, but this _isn't_ a hard limit - if you want to spend in excess of this, have a chat with your manager. Where the costs are higher than $1000, please give Charles a heads-up, so he can increase your card limit.

If possible, please share your learnings with the team afterwards!

Time spent training others

Time spent talking at conferences and user groups, and time spent coaching others at organizations like [Code Nation](https://codenation.org/)
, is part of your training. You're not expected to use your own time for this. We think that activities like these help you get better at your job, advertise PostHog, and help increase the diversity of the tech industry - all things we value!

It is expected that that you would spend up to half a day a month on these activities. Like the training budget, this isn't a hard limit. If you think you need more than that talk to your manager.

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Side gigs

PostHog looks for passion in the people it hires. This often correlates with people who have side projects as a hobby. For example, we view pre-existing open source work as a strong qualifier that you're good enough at programming that it's fun to do rather than frustrating and hard! These side gigs may sometimes earn you money. Sometimes, you may one day want your side gig to become your main gig. We have deliberately called them "side gigs", as we are ok with you earning money on the side. We…

[Read next article](/handbook/people/side-gigs)

No data is sent to a third party.

AcceptDecline

![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.c
om/src/components/EU/images/ursula)

Fuzzy ownership

Fuzzy ownership
===============

Last updated: Jun 04, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/fuzzy-ownership.mdx)

On this page

* Figuring out who owns a thing at PostHog
* Figuring out a new owner for a thing we’ve identified

As we continue to grow, it can be hard to figure out who is the owner of something at PostHog. This is especially difficult if you are new to the team and don’t have a lot of historic context.

There are also some things that don’t have an owner at all, so we've created a simple process to deal with these that you might find helpful. Ideally, we want the default assumption to be to _not_ a) hire a new person, or b) escalate to James/Tim.

Figuring out who owns a thing at PostHog

An owner can be a single person or a small team - either is fine. There are two places you can figure out who owns something at PostHog:

* Product features - see the [Feature ownership page](/handbook/engineering/feature-ownership)

* Anything non-product - visit the relevant [small team page](/teams)

If you spot anything out of date or not obviously clear, please raise a PR!

Figuring out a new owner for a thing we’ve identified
----

* First, raise that it doesn’t have an owner however you want. For example, you might add ‘Settings page’ to the Feature Ownership table but without an owner, then flag the PR in Slack.

* Ideally someone just puts their hand up and says ‘I’ll do it’. This can be for a fixed period, until something happens (e.g. new hire joins, X months elapse), or indefinitely.

* If no one puts their hand up because it’s tricky/not obvious/everyone is super busy, the relevant people that touch the thing should decide between them. These may be team leads, but not necessarily.

    *   To make it feel less like ‘this is your job forever now’ you could say ‘X will be the owner of this thing for Y period, after which Z should happen.’
    *   If you can’t work it out between team members/leads, ask a relevant person in Exec who can help be tiebreaker.
*   If you/your team becomes the owner in a _temporary_ way, part of your job as owner is to figure out the long term plan for the thing.

*   If you’re struggling to figure out how to prioritize the new thing vs. other work, ask your team/manager for advice.

Generally, we will keep hiring people who have an ownership mentality and are willing to put their hand up when they see a thing with no clear owner. This is better than PostHog asking people to do it, which should be a last resort.

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Kudos

Kudos Definition of 'kudos' (kjuːdɒs IPA Pronunciation Guide, US kuːdoʊz IPA Pronunciation Guide) Kudos is admiration or recognition that someone or something gets as a result of a particular action or achievement. As an all-remote team, we need to put extra effort into celebrating each others' achievements, as not being in the same physical location can often make good work less visible. We use Monday All-Hands as an opportunity to acknowledge cool things that people have done in the previous…

[Read next article](/handbook/company/kudos)

*   [About](/about)

*   [Roadmap](/roadmap)

*   [WIP](/wip)

*   [Changelog](/changelog/2024)

Email comms

Email comms
===========

Last updated: Jun 03, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/comms/email-comms.md)

On this page

We regularly send two emails.

1. Changelog, a product announcement email sent every month. Sent via Customer.io.
2. PostHog for Startups, an email to users of our startup program. Sent monthly, via Customer.io.

In addition, comms also owns the onboarding email flow, which is controlled by Customer.io.

Changelog

The changelog email is part of [the new release process](/handbook/engineering/release-new-version) and is used for [product announcements](/handbook/growth/comms/product-announcements).

Every month, we use Customer.io to share a broadcast which summarizes the highlights from [the weekly changelog](/changelog) over the last month. We use our discretion to choose which updates to highlight, usually showcasing three or four of the most impactful changes. We usually reserve the top spot for making users aware of new beta features. A test is shared with the team ahead before we send to users.

The changelog email always ends by directing users to subscribe to Product for Engineers.

We tag these emails as `Product updates` in Customer.io, so users can manage their subscriptions.

PostHog for Startups

Each month, we send an email to users in our PostHog for Startup program. This email goes to all users in any org which is registered in the program, and the list of users (and their org_ids) are tracked in [the mailing list sheet](https://docs.google.com/spreadsheets/d/1ryDGzXcG0OSH-GoX-zlI2CKwNu-6Zivi7EM32WLdids/edit?usp=sharing). A test is shared with the team ahead before we send to users.

Each month, Joe combines new orgs into [the startups cohort](https://app.posthog.com/cohorts/44794) and exports this to Customer.io for this email.

The email is usually comprised of three sections, which inform users of new guides which are relevant to startup use-cases, new betas which are available for them to try, and a spotlight written of a new org in the program. We end by asking for feedback.

We categorize these emails as `Actually useful marketing emails` in Customer.io, so users can unsubscribe if they wish.

Onboarding emails

The onboarding email logic is complex, and regularly changes as we test new ideas. Any changes to it are, as with all other email campaigns, documented in [the Meta repo](https://github.com/PostHog/meta/)
. The latest revision is [Onboarding 5.1](https://github.com/PostHog/meta/issues/197)
.

The onboarding flow is composed of several workflows, with dedicated flows for:

* All cloud sign-ups
* All self-hosted sign-ups
* All open-source deploys
* Cloud users who have not subscribed to replays
* Cloud users who have not subscribed to feature flags

We aim for all content in these flows to be relevant and helpful to users, without being salesy. We use a mix of personal and 'designed' email styles, with personal emails coming directly from the inbox of relevant people (namely, Andy and Joe). When we get replies or feedback to these emails, we share it on Slack.

A full description of the flows above is found in [the Onboarding 3.0 issue](https://github.com/PostHog/meta/issues/123)
.

We tag all these email flows as `onboarding` in Customer.io and categorize them as `Welcome emails` so that users can easily manage their preferences.

Other email communications

Any ad-hoc customer communications over email are owned by the comms team, and are usually sent via Customer.io. These can include product updates, outage alerts, or other PostHog news if needed.

These emails are usually tagged as `Service updates` in Customer.io when they include important account or product information. These emails are given a dedicated unsubscribe option in the footer, making it clear that we do not recommend users unsubscribe to these emails.

Important service updates are the _only_ type of email we may send to unsubscribed users, and only if we feel it is warranted to do so.

> `Service updates` emails are usually part of an [engineering incident](/handbook/engineering/incidents)
> . If an incident is declared, please ensure the comms team is aware as soon as possible by posting in the [#team-comms](https://posthog.slack.com/archives/C075D3C5HST)

> Slack.

We are currently testing email as a channel for other activities, such as product upsells. We tag these emails as `Actually useful marketing emails` in Customer.io and have found the a personal, non-designed approach works best.

Whenever we plan a new email activity we open an issue in [the Meta repo using the Messaging issue template](https://github.com/PostHog/meta/)
. This enables us to summarize information and seek approval from teams while also keeping our work open source, and without requiring everyone log in to Customer.io. Issues are closed when an email is completed.

If you'd like to work with comms on an email activity, please begin by opening an issue in the `meta` [repo](https://github.com/PostHog/meta/issues)
https://github.com/PostHog/meta/issues
.

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In-app comms

These are instructions for internal in-app comms tools at PostHog. To do in-app comms of your own, check out surveys . Occasionally, we use in-app messages to tell users about certain things. We recognize that in-app messages can be intrusive and we want to avoid spamming our users with too many of them, too frequently. For that reason, we're judicious about the way in which we use them. We currently don't have a separate system for tracking in-app messages, so Comms currently owns the…

[Read next article](/handbook/comms/in-app)

* [About](/about)

* [Roadmap](/roadmap)

* [WIP](/wip)

15\. Where are we going?

Future
======

Last updated: Mar 15, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/future.md)

On this page

TL;DR: Mid term, it's $100 million ARR by 2026, working backwards from there. Longer term, outcompete top-down competitors worth $50 billion. If we get that far, we'll have helped _tens of millions_ of engineers build better products.

Will PostHog sell?

What motivates us is building an epic product and company.

We're excited by:

* Figuring out how far we can go
* Helping engineers build products - reduce the need for product and data teams
* Beating all the point solution competitors
* Having customers buy _from_ us instead of us selling _to_ them

We're _not_ excited by:

* Selling the company for $1 billion – we think we can build a much bigger company by staying independent

$100M by 2026

We want to hit $100 million in annual revenue by the end of 2026.

We've set this since it's ambitious and keeps us accountable for some kind of financial output, but working backwards we can do it. We need around 7% monthly revenue growth to hit this.

Secondaries over selling

Everyone at PostHog has options in the company – that means they can be a shareholder. This keeps everyone focused on our long-term interests.

However, at different stages of the company's life, the value of each person's stock may be hundreds of thousands, millions, or even tens of millions of dollars. If someone doesn't have much capital but has $10 million in stock options, they'll start wanting us to sell.

As a result, we aim to let people sell some of their stock when we fundraise and once their stock has very significantly increased in value. This helps keep everyone focused on building something bigger and longer term. What we can offer will depend on what we can negotiate every time we fundraise, but this is our general philosophy.

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How you can help

Getting yourself up and running – your first week If you're new, the default goal is to be able to get work done autonomously. This will require: You know how to ship things in our environment and with your equipment You get to know your team and have a sense of who can QA your work You get what the company (and your small team) care about and needs to get done, so you can prioritize appropriately Everything else is a means to this end! We often do onboarding in person to accelerate all the…

[Read next article](/handbook/help)

Feedback
========

Last updated: Aug 09, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/feedback.md)

On this page

Feedback at PostHog

Sharing and receiving feedback openly is _really_ important to us at PostHog. Part of creating a highly autonomous culture where people feel empowered is maintaining the most transparent and open flow of information that we can.

This includes giving feedback [to each other](/handbook/values#4-trust-and-feedback-over-process)
, so we know we are working on the right things, in the right way. While giving feedback to a team member can feel awkward, especially if it is not positive or if you are talking to someone with more experience than you, we believe that it is an important part of [not letting others fail](/handbook/company/culture#dont-let-others-fail)
.

'Open and honest' doesn't mean 'being an asshole' – we expect feedback to be direct, but shared with good intentions and in the spirit of genuinely helping that person and PostHog as a whole to improve. Please make sure your feedback is constructive and based on observations, not _emotions_. If possible, share examples to help the feedback receiver understand the context of the feedback.

Full team feedback sessions

We run full team 360-degree feedback session as part of every offsite. Some teams will do them during their own small team offsite, while others choose to do them as part of the whole company offsite. The session gives everyone the opportunity to give and receive feedback to everyone else. If your team works closely with another or is very small, you may combine with another team (but keep attendees to <8 if you can).

Ground rules

* Everybody participates! You should have a think and write up your notes in advance – don't try and wing it on the day.

* Preparation includes reading our handbook about how to be a good feedback [giver](/handbook/people/feedback#how-to-give-good-feedback) and [receiver](/handbook/people/feedback#how-to-receive-feedback-well)
.

* As a guide the mix of positive and constructive feedback will vary. You should spend more time talking over the constructive even if you have a long list of positive things to share – this is an opportunity to help each other to grow.

* Everyone is expected to give feedback to everyone, even if they don't work together directly. It may be very short feedback, which is ok!

* That being said, avoid piling on and repeating feedback others have given unless you have a different perspective or can add more context. It is ok to say "+1 to what X said about Y" and move on. Do not spend 2min repeating the same point that has already been made by someone else.

* Everyone is responsible for noting down and actioning their own feedback (ie. the people team won't do this for you).

* What is discussed is for the benefit of those present and does not need to be shared with others who were not present. It is ok to follow up with anyone on feedback you received or gave after the session.

* Use a notebook, or worst case keep notes on your phone. You will be much less present if you use your laptop, so we generally discourage these.

How to give good feedback

We know that giving feedback can sometimes be difficult, so here are a few tips on how to give good feedback:

*   If something went wrong, focus on what has actually happened, not on whose fault it is. Assigning blame is not productive.

*   Be as specific as you can with your feedback. An example can be helpful to give the recipient context.

*   Sometimes a question can be more useful if you feel you lack the full context. For example 'I've noticed that you sometimes do X. Can you explain to me what your thought process is when you are doing that?'

*   If your feedback is about behavior, focus on the behavior itself and its impact on you, rather than attacking the person's character. For example 'When you do X, it makes me feel Y. Would you be willing to do Z instead?'

*   Remember that positive feedback is really important – we should reinforce and affirm the things we want that person to keep doing!

We expect everyone to support each other by giving lots of feedback – it's not ok to stay quiet if you have something constructive to share.

How to receive feedback well

If someone is making the effort to give you feedback, you should reciprocate by receiving that feedback well. Being a good feedback receiver means that people will be more inclined to give you feedback in the future, which will help you to grow!

Here are a few tips to help you do this:

*   Assume positive intent on the part of the feedback giver.

*   Try not to hear attack - listen for what is behind the words.

*   It can be useful to paraphrase the feedback to ensure you have understood it correctly, or ask questions to clarify.

*   You do not have to accept all feedback! However, it's probably worth taking time to reflect on it, rather than reacting in the moment. There is a difference between acknowledging feedback and disagreeing with it.

Team surveys

We run team surveys every 6 months using the _Pulse Surveys by Deel_ Slack app. These are set up to run automatically, including reminder messages in Slack, so you don't need to chase people manually. Charles and Coua have admin access to the surveys in Slack.

The questions are based on the ones used by [Culture Amp](https://www.cultureamp.com/) and cover categories such as Company Confidence, Culture, Growth etc. on a 1 ('strongly disagree') to 5 ('strongly agree') scale. The benchmark used is against Culture Amp's 'new tech' companies with less than 200 people. We then take the average score out of 5 and multiple it by 20 to get a % number. A bit rough, but close enough so we can compare with the benchmark.

Only the People & Ops and Exec teams have access to the full list of responses, which are not anonymous.

We follow a template to report a summary of the results in an Issue. [You can view the latest survey results here](https://github.com/PostHog/company-internal/issues/1390) - just copy the formatting ever.

Current list of questions

* I understand PostHog's goals and can see how my work contributes to them. (1 to 5)
* At PostHog, we have open and honest two-way communication. (1 to 5)
* I receive appropriate recognition for my work at PostHog. (1 to 5)
* I believe that my total compensation (salary + equity + benefits) is fair, relative to similar roles at other companies. (1 to 5)
* The leaders at PostHog keep people informed about what is happening. (1 to 5)
* If you were to leave PostHog, what would be the reason? (Free text field)
* PostHog is in a position to really succeed over the next three years. (1 to 5)
* What motivates you right now? (Free text field)
* My manager and team around me genuinely care about my wellbeing. (1 to 5)
* I feel like I am learning and growing at PostHog. (1 to 5)
* Generally, I believe my workload is reasonable for my role and I am able to arrange time out from work when I need it. (1 to 5)
* The support I am receiving and processes we have in place allow me to do my best possible work. (1 to 5)
* I would recommend PostHog as a great place to work. (1 to 5)
* I see myself still working at PostHog in two years' time. (1 to 5)

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Next article

Onboarding

Welcome to PostHog! Giving a new joiner a great onboarding experience is super important to us. We want new joiners to feel they've made the right decision to join us, and that they are excited and committed to what we're doing as a company. Want to introduce a new joiner to the People team for onboarding, but don't know who on the team does what? Just introduce them to people@posthog.com and a member of the team will jump in and take it from there! Our team is spread across the world, and…

[Read next article](/handbook/people/onboarding)

* [About](/about)
* [Roadmap](/roadmap)
* [WIP](/wip)
* [Changelog](/changelog/2024)
* [People](/people)
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* [Blog](https://posthog.com/blog)
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* [Products](/product-analytics)
* [Pricing](/pricing)
* [Docs](/docs)
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* [Company](/about)

Product positioning

Positioning
===========

Last updated: Apr 22, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/design/positioning.md)

On this page

*   Picking a good name

How do we name things?

Here's a typical flow:

*   engineer builds cool thing
*   engineer gives it a name
*   design think it should be called something else
*   um

So, how do we name things:

*   engineer builds cool thing
*   _sometimes_ James or Tim realize it's happening and get the positioning right first time around
*   but if they don't / or don't spot it...
*   engineer gives it a name
*   design iterate the name (and adds it to the all hands so we can get everyone else to realize this has happened)
*   everyone - reinforce the name if people are calling things the wrong thing

This has got downside - it's messier from a user perspective, but the upside is that design / "execs" aren't a blocker to getting work out the door. In practise, we rarely push hard on marketing a new thing to users anyway (usually we soft launch stuff) so we think the downside is pretty minimal.

Picking a good name

By default, everything should be positioned as something a _user_ is familiar with, not what is necessarily the most technically accurate description.

For example, when we build new products, we often name them based on what the major competitors are calling themselves.

This means users get it way faster, so we grow more quickly, and it encourages to build the basic features that a given product needs versus trying to innovate _before_ we hit product market fit with a new product in our platform.

Questions?

Ask a questionLogin

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Next article

Developing locally

❗ This guide is intended only for development of PostHog itself. If you're looking to deploy PostHog for your product analytics needs, go to Self-host PostHog . What does PostHog look like on the inside? Before jumping into setup, let's dissect a PostHog. The app itself is made up of 4 components that run simultaneously: Celery worker (handles execution of background tasks) Django server Node.js plugin server (handles event ingestion and apps/plugins) React frontend built with Node.js These…

[Read next article](/handbook/engineering/developing-locally)

* [About](/about)
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* [Blog](https://posthog.com/blog)

Small teams

Small teams
===========

Last updated: Oct 08, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/small-teams.md)

On this page

PostHog is structured for speed, autonomy and innovation.

Many traditional organizations have big, separate functions. You have a product team, an engineering team, customer support, and so on. This slows things down when you scale because there are more layers of communication and complex approval chains. This stifles innovation - you have to get your boss to talk to someone else's boss to get work done. It also means that people can't really see the impact of their work.

PostHog started off as a completely flat company with one big goal: to increase the number of successful products in the world.

As we are getting bigger, we anticipate that it will get harder for people to see the direct impact of their work, which reduces the sense of ownership.

We have therefore introduced Small Teams. These are designed to each operate like a startup.

How it works
----

* The overall goal for a Small Team is to own an area of the product/company and be as close to its own startup as possible, with only a handful of centralized processes
* A Small Team should _strictly_ be between 2-6 people
* A Small Team has a Team Lead responsible for its performance - whoever is most appropriate depending on what the team is working on. This does _not_ mean the most experienced person on the team.
* A Small Team must have a customer (internal or external)
* There may be certain functions where at our current stage we don't need a Small Team yet.
* Each Small Team runs its own retrospective + sprint every week. This must be done transparently.
* A Small Team has the final call in which of its features get into production, with no need for external QA/control - within our existing release schedule.
* A Small Team will, at some stage, be able to create its own pricing (too complex in immediate future to do this, however)
* A Small Team is responsible for talking to users, documenting what they build, and ensuring their features are highlighted in releases

What does owning an area of the product mean?

The product small team is responsible for everything related to their area, particularly:

1. Usage
2. Quality
3. Revenue

What actions should the small teams be doing for their area?

Each quarter:

1. Create good quarterly OKRs

During the quarter:

1. Maintain a prioritized roadmap to help them achieve their objectives
2. Speak to customers
3. Monitor relevant metrics including those covering Usage, Quality and Revenue
4. Triage and fix related bugs
5. Assist the support hero in answering related questions
6. Collaborate with other Small Teams such as marketing
7. Become power users of their area of PostHog and use PostHog in their processes

What is the role of the team lead?

Overall, the team lead is responsible for ensuring the above happens. They should focus on enabling the team to solve these tasks together rather than trying to do it all themself.

How do small teams and product managers work together?

With our engineering-led culture, the engineers on the small team are normally responsible for their area product.

We have a small number of product managers who support the product small teams in achieving their goals. This includes helping with prioritization, creating/updating dashboards, competitors analysis, speaking to customers etc. However, having product managers doesn't mean that the engineers can abdicate these responsibilities. The engineers should be the experts of the product they are building and their customers.

Additionally, the product managers should pay particular attention to cross-team alignment.

How do small teams and designers work together?

Similar to product, designers support small teams. [Read our guide](/handbook/engineering/product-design)
 for engineers on how to work with design.

Managing larger cross-team projects

Each project should be owned by an individual within a single small team. However, some projects affect multiple other teams and require their support. For example, the performance work owned by Karl in product analytics requires support from the pipeline and infrastructure team.

For these projects, we recommend the individual owning it write a "Status update" every 2 weeks on slack and add a link to this update in the "Updates on bigger projects that affect multiple teams" section of the all hands doc. These status updates might include: what's been done since the last update, any blockers, and what are the next steps.

Small Teams Intros

Every small team should have an agreed charter which should include:

* Mission
* Long term goals
* Description of what the team does
* Target customer
* Who is on the team
* Key metrics

These should all be visible in the Handbook, updated when changes are made & confirmed ahead of each quarter so everyone is on the same page.

Small Teams list

See [team structure](/handbook/team-structure)
.

FAQ

Who do Small Teams report to? How does this work with management?

The Team Lead has the final say in a given Small Team's decision making - they decide what to build / work on.

Each person's line manager is their role's functional leader (if possible). For example, engineers, no matter which Small Team they're in, will report to an engineer. It's important to note that [management at PostHog](/handbook/company/management)
 is very minimalistic - it's critical that managers don't set tasks for those in Small Teams.

Think of the Small Team as the company you work for, and your line manager as your coach.

Can someone be in multiple Small Teams?

No. This defeats the purpose of ownership. We should be hiring in both places. Sometimes that'll mean we "overstaff" certain teams, but in reality there will always be further projects we can move people onto if they run out of work. It's better to do this than to be perpetually understaffed and for our product to suffer as a result.

Despite not being possible to be in multiple small teams - you can certainly attend the meetings of other small teams and otherwise work closely with them for the purposes of collaboration with your small team.

Who is in a Small Team?

No more than 6 people, but that's the only rule. It could be any group of people working together.

Will this lead to inconsistent design?

Eventually, yes. Other companies have a UX team that build components for everyone to use. Since we currently use [Ant Design](https://ant.design/)
, we don't need this just yet.

Can I still [step on toes](/handbook/company/values)
?

Yes. In fact it's actively encouraged. We still expect people to have an understanding of the entire company and what various people are working on. In engineering, we still expect you to understand how the entire system works, even if you're only working on infrastructure. You can only do your job well if you understand how it fits in with other parts of the system.

You're actively encouraged to raise pull requests or propose changes to stuff that doesn't have anything to do with your small team.

Can people change teams?

We try to keep moves infrequent and when needed. We anticipate moving people roughly every 3-9 months. We'd rather hire new people than create gaps by shifting people around.

There are two scenarios that will trigger a move:

* The Small Team may realize they no-longer need someone, or that they could really do with someone currently in another Small Team internally.
* An individual team member may wish to move in order to develop their skills or experience.

It is at the discretion of the _manager_ of that person if they can move.

Aren't most our Small Teams way too small?

In general, no - it's surprisingly great how much just 2-6 people can get done.

If more mature product areas cannot cope with the workload, small teams will clarify where we need to hire too. In fact, it'll make sure we keep the scrappy fun side of working here as we get bigger. A team doesn't _have_ to be six people.

How does hiring in the Small Team work?

The Small Team is responsible for creating roles for those that they need.

We have a centralized team that will then help you hire.

James and Tim will meet every hire we make - it's a standard startup failure for founders to get too removed from hiring. We are very happy to then give you complete autonomy on the work you do, as best we can.

Does a Small Team have a budget?

Spend money when it makes sense to do so. See our [general policy on spending money](/handbook/people/spending-money)
.

How do you keep the product together as a company?

James and Tim are ultimately responsible for us having (i) no gaps in product (ii) eliminating duplicate work (iii) making sure all Small Teams are working on something rational. This is how we manage the product.

How do you stop duplicate work?

James and Tim have the ultimate responsibility to make sure we don't build the same thing in two different teams, or that we don't accidentally compete with each other internally.

By keeping communication asynchronous and transparent, this is made much easier to do than is typical at other organizations.

Can a Small Team "own" another Small Team?

Not for now, no. Perhaps when we're much larger this is something to think about.

Questions?

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Meetings

We are anti-meeting by default . However, while we default to written and asynchronous communication , we find that having a few regular touch points for the whole team to come together on a call useful for sharing certain types of information, strengthening our culture and discussing more dynamic issues in real time. We keep these minimal in terms of time expectation - no more than 2hrs total per week. They are usually scheduled around 8.30am PDT/4.30pm GMT to allow people across multiple…

[Read next article](/handbook/getting-started/meetings)

*   [Docs](/docs)

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Progression

Career progression
=================

Last updated: Apr 22, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/career-progression.md)

On this page

*   Helping the company win helps you win
*   Ways we help you progress
*   Ways we do not help you progress

Helping the company win helps you win

The best way to progress your career at PostHog is to understand your team’s _and_ PostHog's objectives, then:

*   Ship fast towards these
*   Give and receive direct feedback to help yourself and others do the same
*   Fix problems when you see them - early objectives are often wrong

You are what you do. Getting promoted in a company that is struggling, is very hard. However, if the company is succeeding, it'll be easy to justify, _and_ to afford, pay rises where people are performing very well.

Give a shit about your work, your team, and our users

These three are the inputs that lead to the output of career progression. If you focus only on yourself, no value is provided and you won't progress. If you only focus on your team, you won't build the right thing for our users. Having a consistently caring attitude will in the long term lead to progression - if you do this, PostHog will progress you.

When we IPO, you will literally walk into any job anywhere

While being able to talk about all the cool stuff you built will help you in your future career, being an early employee that took us from very early to public is a huge and an _exceptionally_ rare career achievement. That's how you leap multiple positions into an exec role, or whatever else you want to do.

Ways we help you progress

Hire and maintain a team of excellent people, all working transparently, that you can learn from

We are disciplined with maintaining a high bar. And since everyone works so transparently, you can learn from watching what everyone is doing - from how board meetings work, to why we picked a company strategy, down to why our frontend is the way it is.

Give you loads of autonomy

We don't limit you, and will push for much more than you may think is possible. It will feel hard, but rewarding. You will get used to not asking for approval.

Give you lots of interesting problems to work on

PostHog has a wide variety of challenges - from data, to entire new products and features, to design and UX tradeoffs. On the go-to-market side, we're wildly different - you'll learn about self serve, bottom up adoption, handling a community, and how giving things away for free leads to us making money.

We have [small teams](/handbook/team-structure)
 - we can move people around as we grow to provide variety and to let people switch up their focus if things get stale.

Lightweight management

You have [someone to talk to](/handbook/company/management)
, but without being micromanaged. Their priority is to support you, and we give them resources to make them a better manager. They will also do a [regular career check-in](/handbook/company/management#1-1s-and-team-member-growth)
 with you as part of your 1-1s to ensure you're on the right track.

Build a huge open source portfolio

Better than a fancy title - you can show future employers or investors what you built and the problems you solved.

Your team around you see your everyday work more than a manager - get direct feedback from them

Great people + [direct feedback](/handbook/people/feedback)
 = learning.

Ways we do not help you progress

A checklist of things / a formal career progression framework

This is self-interested by its nature, so creates the wrong incentives. The benefits of frameworks only start to outweigh their drawbacks when you need to start coordinating 100s of people.

Fancy titles

We don't have a wide range of titles - we want people to be as equal as possible in order to enable autonomy versus micromanagement. Your open source work speaks for itself.

Getting a manager to progress you

This gives too much power to managers. No one else can really do this for you - your motivation to progress has to be intrinsic to be sustainable.

Questions?

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Clubs

Clubs at PostHog All discussion around the below happens in the #books-and-films Slack channel. BookHog BookHog is PostHog's official book club. We meet once a month to discuss a particular book. Radical. Michael is the organizer and picks the next book to read through a pseudo-democratic process. All discussion and voting for the next book to read happens in the #books-and-films Slack channel. Previous books we have read include: A Billion Years: My Escape From a Life in the Highest Ranks…

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16\. How you can help

How you can help
================

Last updated: Sep 04, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/help.md)

On this page

*   Don't assign issues to people
*   Don't yolo merge
*   PRs > issues > Slack
*   Do things as publicly as possible by default
*   Be proactive with community questions
*   Lore of PostHog / inside jokes
*   And if you don't work here...

Getting yourself up and running – your first week

If you're new, the default goal is to be able to get work done autonomously.

This will require:

*   You know how to ship things in our environment and with your equipment
*   You get to know your team and have a sense of who can QA your work
*   You get what the company (and your small team) care about and needs to get done, so you can prioritize appropriately

Everything else is a means to this end! We often do onboarding in person to accelerate all the above. This usually takes around a week.

General etiquette

Don't assign issues to people

You can list and categorize issues.

If you want someone to see an issue, @mention them and/or Slack them the link.

Don't yolo merge

Do not "yolo merge", i.e.: force a change to our website or platform without someone else checking it. This should _only_ happen in emergencies, _even_ for simple changes. It is _so_ frequent that we find issues. If you have _any_ doubt, get someone else to look at it first.

PRs > issues > Slack

Bias for impact. If you can just pick up the work, do so. We want a culture of individual contribution _not_ of delegation.

It is fine (and encouraged) to pick-up side quests, or to deviate from your goals if you think you should. Especially if something is a quick fix, do it yourself as part of our value that _Everyone Codes_.

If you aren't able to make a change yourself, create an issue in GitHub. Avoid simply relaying to-dos in Slack as a means of getting someone to pick up a task. It's hard to track and easy to forget.

Do things as publicly as possible by default

For discussions, public repos are the best place. Then private ones, then Slack public channels, then Slack private channels or DMs. This is part of our _"We are open source"_ value, and helps with general context setting for the wider team, which means everyone can work more autonomously.

There are only a few exceptions to what we can't share publicly, for example if you are discussing security concerns, specific customers (for privacy reasons), revenue, or growth numbers (since these cause signalling issues with investors or competitors).

Internally, _everything_ can be shared apart from people issues – such as HR / personal (i.e. recruitment or health data).

Be proactive with community questions

Don't _only_ help the community when you're the person on support hero in your small team. No matter what your goals may be, if you can quickly ship fixes to real life user problems, then you are going to build goodwill, word-of-mouth growth, and a better product all in one swoop.

You can find these in [posthog.com/questions](/questions)
.

Lore of PostHog / inside jokes

A beginner's guide to some of our custom Slack emojis and various anecdotes you'll see and hear about.

* `![bad-internet emoji](https://posthog.com/images/emojis/bad-internet.png)` :bad-internet:
Yakko always had bad internet when demoing. _Always._
* [Jams](/community/profiles/30174)
 wore a skin tight green all-body suit for months to improve his Zoom background game without us realizing.

*   `![ben-peace emoji](https://posthog.com/images/emojis/ben-peace.png)` :ben-peace: Ben has the same pose in 90% of PostHog photos. It's a reference to a meme.
*   `![hype-X emoji](https://posthog.com/images/emojis/lottie-hype.gif)` :hype-X: where X is a team member. Used in times of extremely impressive performance, unless used sarcastically.
*   Mr Blobby. We once changed how we ingest session recording data, to use S3 blob storage. We called it Mr Blobby. [Mr Blobby](https://en.wikipedia.org/wiki/Mr_Blobby)
    is a creepy '90s TV character from the UK. This project was nightmarishly hard, which is why this character was fitting.

*   Paul will make you eat gelato at every offsite.

*   Sometimes people screenshot each other's faces and Zoom screens and use them as their backgrounds. Usually when an all-hands is too dry.

*   Charles wore a suit to his performance review. He is the only person in history to wear a suit to anything PostHog-related. Unsure if he was making a point, we later abandoned the practice of performance reviews regardless.

*   We took lots of buses at an offsite in Portugal. The roads were incredibly twisty, the driver was in a bad mood, drove too quickly, and people threw up. It was bad.

*   `![sparksjoy emoji](https://posthog.com/images/emojis/sparksjoy.png)` :sparksjoy: / `![does_not_spark_joy emoji](https://posthog.com/images/emojis/does_not_spark_joy.png)` :does_not_spark_joy: A reference to [Marie Kondo's book](https://konmari.com/marie-kondo-rules-of-tidying-sparks-joy/)
    on tidying your house, generally used to describe things that are particularly good or bad from a user's perspective
*   `![eu-thumbsup emoji](https://posthog.com/images/emojis/eu-thumbsup.png)` :eu-thumbsup: / `![thumbs-down-eu emoji](https://posthog.com/images/emojis/thumbs-down-eu.png)` :thumbs-down-eu: We once made [isgoogleanalyticsillegal.com](https://www.isgoogleanalyticsillegal.com)
    when there were privacy rulings about Google Analytics. We put it on Hacker News, got the top of the front page, and it was our biggest _ever_ day of signups at the time. The website was supposed to be tongue in cheek, but the internet took it seriously. The person in the emoji is Ursula von der Leyen, who introduced the GDPR legislation.
*   IPO promises. There is a list of these that is brought out at certain moments. You may see.

*   [Marius](/community/profiles/30202)
    will train you on Post-it notes if you go to an offsite with him. Success of a good Post-it note posting is in the lift away from the surface – the most important thing is to peel off the Post-it note, as opposed to pulling.

* Three finger rule - another Marius invention, if someone holds up three fingers while you're talking, it means you aren't being concise enough. We don't actually use this much as it's predictably awkward and distracting, so ruins any meeting it could have otherwise helped.

* When we hit 10,000 GitHub stars, [Ian](../community/profiles/29296)
  read every username on a live stream that took over six hours.

* We like to nail things. It's not uncommon to see a GitHub issue titled "Nail \[feature name\]". Sometimes we'll even assign an absurd version number like "3000". (The codename for the next generation UI of the PostHog app is referred to as PostHog 3000, and other projects have also adopted this naming convention as well.)

And if you don't work here...

[Apply for a job at PostHog](../careers)
!

Questions?

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Culture

So, what's it like working at PostHog? All remote Our team is 100% remote, and distributed across over 10 countries. As well as the equipment you'll need, we provide a budget to help you find coworking space or to cover the costs of coffees for those who prefer not to work at home. All remote has a bunch of advantages: We can hire amazing people from a global talent pool. Being remote encourages a deeper level of personal thought and writing things down. It allows for uninterrupted work…

[Read next article](/handbook/company/culture)

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![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.c
om/src/components/EU/images/ursula)

Meetings

Meetings
========

Last updated: Mar 05, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/getting-started/meetings.md)

On this page

*   Weekly schedule
*   No recurring meeting days (Tuesdays/Thursdays)
*   Sprint planning
*   Life stories
*   HogTalks

We are [anti-meeting by default](/blog/meetings)
.

However, while we default to [written and asynchronous communication](/handbook/company/communication)
, we find that having a few regular touch points for the whole team to come together on a call useful for sharing certain types of information, strengthening our culture and discussing more dynamic issues in real time.

We keep these minimal in terms of time expectation - no more than 2hrs total per week. They are usually scheduled around 8.30am PDT/4.30pm GMT to allow people across multiple timezones to attend more easily.

You should have been invited to any relevant meetings as part of your [onboarding](/handbook/people/onboarding)
.

Weekly schedule
----

*   **Monday** - PostHog News all-hands meeting. Members of the team share company-wide updates about things like recruitment, product metrics and commercial performance - the doc is shared in the #general channel in Slack. We then go around and people are free to demo anything they've been working on recently. _The content of these meetings is always confidential._
*   **Tuesday** - Meeting-free - no regularly scheduled internal meetings allowed. [Learn more](#no-recurring-meeting-days-tuesdaysthursdays)
    .
*   **Wednesday** - HogTalks, roughly once per month. We also sometimes schedule technical deep dives.
*   **Thursday** - Meeting-free - no regularly scheduled internal meetings allowed. [Learn more](#no-recurring-meeting-days-tuesdaysthursdays)
    .
*   **Friday** - These alternate between Sprint Planning and Life Stories.

No recurring meeting days (Tuesdays/Thursdays)

We try to keep these days focused on deep work. Therefore, we run no regularly scheduled meetings on these days.

However, speaking ad-hoc to your teammates on this day is fine - especially:

*   new people shouldn't worry about following this rule for the first couple of weeks - it's more important you get up-to-speed quickly
*   if it's obvious you need a meeting

If ad-hoc meetings are regularly happening, consider improving the agenda of another regular meeting so there isn't as much context switching in people's days.

Sprint planning

This is a longer 45min meeting every other Friday where we review the previous two week sprint and then outline what we want to achieve in the next 2 weeks. We split into [Small Teams](/handbook/team-structure)
 for this. Not all small teams follow this exact schedule, but you'll find they usually do these types of meetings on a Friday.

All sprint planning meetings are open to anyone to attend - if you are not a member of that small team, then we ask that you sit in as a non-speaking observer only.

Life stories

Alternating with Sprint Planning, Life Stories we hear from 1-2 members of the team who share a bit about themselves with us. No particular format - it's one of the few times a presentation makes sense! Each team member has up to 30min, inclusive of Q&A. These are a fun opportunity for us to get to know a bit about the people we work with, what cool things we didn't know about them, and whether or not they believe that pineapple belongs on pizza...

We schedule these several weeks in advance, but if you are unable to make your slot or would simply prefer not to participate, just let Charles or Eltje know - they are not mandatory!

HogTalks

HogTalks follows a casual interview format where we invite inspiring folks in our network to come tell us a bit about themselves. We'll usually dive into a specific topic that is relevant to what we are working on at PostHog (e.g. product strategy, company scaling, tech architecture). A member of the team will conduct the interview, before we open up to wider questions. We also record the content to release later as a podcast/video recording.

Questions?

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Setting quarterly goals

We plan objectives every quarter. The exec team set the direction and overall objectives for PostHog, and then small teams set their own objectives that feed into these. Longer-term planning that the exec team does is covered separately here . How quarterly planning works James runs this process every three months. ~3 weeks before the end of each quarter, the Exec team meet to come up with initial ideas for objectives for each small team. ~2 weeks before the end of the quarter, Kendal…

[Read next article](/handbook/company/goal-setting)

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Brand strategy

Brand
=====

Last updated: Nov 02, 2023

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/strategy/brand.md)

On this page

This page is a _very_ simple guide to the PostHog brand. The purpose of these diagrams is to provide a concrete representation of PostHog's brand, so that we have a common reference point when we are working on new design, product, marketing and strategy initiatives. Should our website design be more serious or playful? Are we writing articles in a tone of voice that makes sense? These questions should be easier to answer with this guide.

A brand guide also helps our team (especially newcomers) and customers understand what we stand for.

This guide is dynamic, not fixed - we fully expect it to change over time, especially as we learn more about our users and market.

We used [a template from GV](https://library.gv.com/the-three-hour-brand-sprint-3ccabf4b768a) to run the 3-hour brand sprint that generated the outputs below.

20 year roadmap

This is _highly_ speculative from 10 years onwards - we only really think about our strategy in detail over the next [5 years](/handbook/strategy/overview)
. Nobody should expect us to stick to this - the point is to push us to think about the really long term. We want PostHog to last into the 2040s, and further...

![Screenshot 2021-12-03 at 11 12
29](https://user-images.githubusercontent.com/70321811/144593249-523bda63-b4be-4741-89f7-aa85b71a1b6e.png)

Top 3 values

We have already spent a lot of time creating and refining our [values](/handbook/company/values)
. The objective here was to select the top 3 most important, and then the top 1. To borrow from [Jake Knapp](https://library.gv.com/the-three-hour-brand-sprint-3ccabf4b768a)
: "knowing your most important value makes decisions easier, clarifies your message, and sets you apart from the competition."

In 20 years' time, we believe that if we have adhered to this value above all others, we'll be in a good place.

![Screenshot 2021-12-03 at 11 17
24](https://user-images.githubusercontent.com/70321811/144594182-3b18c876-6262-4b24-b7c9-ea7549d74cf3.png)

Top 3 audiences

The intention here is to go broader than pure job titles (which is what we do when we develop personas). Here we're asking 'who are the most important people whose opinions we care about?'. We believe that, if we build products that the below 3 audiences love, we will build a successful business.

![Screenshot 2021-12-03 at 11 22
39](https://user-images.githubusercontent.com/70321811/144594530-851ae9a8-8dbc-4f8c-a813-aa29fd279173.png)

Personality sliders

There are several different axes that we can plot the PostHog brand against. This exercise helped us align on how we want to position ourselves externally, and was particularly revealing as different team members perceived the brand quite differently in some cases. For example, on the 'Friend' vs. 'Authority' axis, we realized that being seen as credible thought leaders meant we couldn't go too far to the 'Friend' extreme.

![Screenshot 2021-12-03 at 11 24
39](https://user-images.githubusercontent.com/70321811/144594824-f587e4a9-719e-4ace-81f1-b2507308ea57.png)

Competitive landscape

The graph that brand teams at our competitors will hate. It's important to remember that this graph doesn't mean one place is 'good' and another is 'bad' (with the exception of 'ignorance' probably). Instead, this graph is a helpful reminder of how we want to position our brand _relative_ to other brands. For example, if we decide to make our visual imagery more reserved, we should question whether this will help or hurt our ability to stand out in the market.

![Screenshot 2021-12-03 at 11 26
30](https://user-images.githubusercontent.com/70321811/144595074-39e2bd0c-1934-40bc-beec-a6eeef389b41.png)

Karma

Be helpful to other companies - we are here to increase the number of successful companies in the world. Especially those with high potential that are putting in the work, like YC current batch ones. For example, if a YC company reaches out, take them seriously and buy their product (if it's genuinely valuable and safe to do so) or give direct feedback if not.

Brand assets

We keep a comprehensive list of brand assets and guidelines for their use on the dedicated [brand assets page](/handbook/company/brand-assets)
.

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Positioning

How do we name things? Here's a typical flow: engineer builds cool thing engineer gives it a name design think it should be called something else um So, how do we name things: engineer builds cool thing sometimes James or Tim realize it's happening and get the positioning right first time around but if they don't / or don't spot it... engineer gives it a name design iterate the name (and adds it to the all hands so we can get everyone else to realize this has happened) everyone - reinforce the…

[Read next article](/handbook/design/positioning)

!\[Ursula von der Leyen, President of the European Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)

*   [Docs](/docs)

*   [Community](/community)

*   [Company](/about)
Management

Managers and management
=======================

Last updated: Jul 13, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/management.md)

On this page

As we grow, we'll increase the number of managers at PostHog. Here's what a manager at PostHog looks like.

What does a manager at PostHog do?

A manager at PostHog has a short list of responsibilities:

1. Setting the right context for your direct reports to do their jobs
2. Making sure your direct reports are happy and productive
3. Acting as the [hiring manager](/handbook/people/hiring-process#the-role-of-the-hiring-manager) for new roles in your team
4. Creating good plans for new person onboarding and small team offsites

If you are a [team lead](/handbook/company/management#a-note-on-team-leads-vs-managers)

, you are also responsible for ensuring your team performs well. This includes raising team performance concerns with the relevant member of the exec team if you need help or think there is a problem you can't resolve yourself.

That's it.

A manager at PostHog is _not_ responsible for:

1. Deciding compensation - we have a [compensation calculator](/handbook/people/compensation)
   and the [process](/handbook/people/compensation#pay-reviews)
   is managed by James & Tim
2. Setting tasks for your direct reports
3. Providing a [career progression](/handbook/people/career-progression)
   plan for your team
4. Figuring out team structure - today that is all handled by the exec team
5. "Approving," whether that's projects, expenses, days off, or accounts - people should have admin access by default to most things
6. Dealing with HR issues - [you should escalate these](/handbook/people/grievances)
   to Fraser or Charles
7. Anything legal-related, e.g. someone wants to quit or thinks they did something illegal - route this to the exec team
8. Deciding to hire or fire people - the exec team do this

Part-time managers

Because of the relatively short list of tasks that managers have, management at PostHog is a part-time job. That means everyone, including the founders, still spend the majority of their time on practicing what they do best - for most managers, this isn't actually management!

As an engineer, you wouldn't respect the opinion of someone who can't code on a coding-specific question. As a designer, you really want your manager to have an eye for design. As an operator, you want to be managed by someone who has scaled a business. That's why it's important for managers to keep practising their craft.

However, management tasks do come _first_, as giving context to your team tends to have a multiplying effect vs getting one more PR out. After that though, it's back to work.

How do I set context?

At PostHog, we hire highly experienced people for 99% of roles. That means managers won't need to spend time telling their direct reports what to do.

However, for those people to make the best decisions, they need context. The things a manager can do to set context include:

* Creating a roadmap that the team can work towards
* Helping someone figure out who else to talk to within PostHog - this includes the exec team!
* Enabling or encouraging the team to measure their impact
* Improving the process in which a team works (things like standups, reviews etc)
* Organizing a team offsite or other meetup to work in person

The shift here, and the biggest difference between PostHog and other places, is that in the end it is up to the _individual_ to make the decisions. All you can do as a manager is set context. From there, you'll have to trust that we've made the right hiring decisions and that the individual is able to execute on that. If they can't, we have a [generous severance policy](/handbook/people/compensation#severance)
.

Decisions aren't just about buying a piece of software or choosing a color for a button. It's also about what to work on, what to invest time in, or where to take entire parts of our product.

As a manager, it's tempting to see yourself as the sole owner of all the information, and give it out sparingly. People will come to you often with questions (because they don't have the context) and when they do you'll get more validation that holding all the context yourself makes you an Important Person. What managers should aim for at PostHog is to make themselves obsolete. Share as much context as possible, in written form and in a public channel. That way everyone will be able to do their best work.

How do I make sure my direct reports are happy and productive?

The most important thing you can do is to schedule [regular 1:1s](https://github.com/PostHog/meta/tree/main/.github/1-1-TEMPLATES)
. There are three types:

* First 1-1 when a team member starts
* Weekly 1-1s as a regular check in
* Bi-annual 1-1s to talk about longer term career plans (make sure you put these in the calendar!)

Talking about long-term career plans every now and again is also important but easy to let slip when things get busy. If you can help people achieve long term plans while hitting PostHog's short term needs - whether at PostHog or not - you'll get people's best work! [We have a set of handy templates to use](https://github.com/PostHog/meta/tree/main/.github/1-1-TEMPLATES)
 - feel free to adapt these for each team member.

Team leads vs managers

You'll sometimes hear us use the term "team lead". A team lead is the leader of a small team. By default they also manage the individuals that are part of their team, though very occasionally they don't, such as when a new small team has just been created.

Team leads are simply responsible for making sure the team performs well. That includes things like setting context and direction within the team, and making sure the processes and rituals the team uses work well. Like everyone else, team leads should give the people in their team frequent [direct feedback](/handbook/people/feedback)
. If a new person has joined your team, this is especially important during the [first 90 days](/handbook/people/onboarding#306090-day-check-ins)
.

Team leads should make sure sprints take place on a regular basis, and are conducted transparently. Setting direction means the team leads finalize the sprint priorities. It's ok for team members to change what they picked to work on during the sprint, but it's the team leads' responsibility to help make sure team members have the right context to make good decisions if they change plan, and that everyone starts the sprint pointing in the right direction.

The keeper test

As PostHog grows, it's increasingly important that all team leads help us keep the [bar for performance](/handbook/values#6-talent-compounds)
 high - we can't centralize this with the founders. To help us scale this, the relevant exec team member will regularly check in with their respective team leads to do a [keeper test](https://jobs.netflix.com/culture)
 on their team members throughout the year:

1. Ask the team lead 'if X was leaving for a similar role at another company, would you try to keep them?'
2. Dig in where the answer is 'no' - what would it take for this to be a 'yes'? Is this just temporary, or is there a deeper issue to resolve?
3. Make sure the manager is sharing all of this feedback with their team to help them improve.

> Side note: anyone can ask their team lead/manager 'how hard would you work to change my mind if I were thinking of leaving?' It's a great way to solicit valuable feedback!

Ongoing support for managers

We run a monthly, totally optional discussion group for managers, which Charles leads. We follow the same agenda each time:

* Go around and give an update on how the last month has been for your team, plus any particular challenge you'd like to discuss. You don't always have to bring a discussion topic. - 10min
* Group selects 1 or 2 challenges to discuss in depth. Usually you'll find there will be a topic applicable to multiple people.
* Roundtable coaching - 45min

Rules:

* Assume everything is confidential by default - if you want to raise something outside of the meeting, get permission from the relevant person first. For this reason, we don't take notes - take your own personal notes if you want to remember something.
* Make sure everyone gets a chance to speak. If we talked about your topic last time, consider not raising one this time.
* The session is about helping you to be a better manager - if you want to solve company-wide/cross-functional problems, there will likely be a better venue for this, e.g. an Issue, Slack, or tech leads meeting.

Recommended reading

There are a million good books out there and you'll want to read more widely, but these ones have been recommended by multiple members of the team:

* [The Making of a Manager: What to Do When Everyone Looks to You](https://www.goodreads.com/book/show/38821039-the-making-of-a-manager)
  by Julie Zhuo (great for first time managers)
* [High Growth Handbook](https://www.goodreads.com/book/show/40536148-high-growth-handbook)
  by Elad Gil (covers a lot of ground beyond management)
* [The Messy Middle](https://www.goodreads.com/book/show/40179007-the-messy-middle)
  by Scott Belsky (ditto)
* [Non Violent Communication](https://www.goodreads.com/book/show/3601593-non-violent-communication-a-language-of-life)
  by Marshall Rosenberg (communication-focused, not specific to management)

Specifically for engineering managers:

* [The Manager's Path](https://www.goodreads.com/en/book/show/33369254)
  by Camille Fournier
* [An Elegant Puzzle: Systems of Engineering Management](https://www.goodreads.com/en/book/show/45303387)
  by Will Larson

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Sprints

PostHog works based on Sprints. These are when a Small Team meets to discuss how the last Sprint went, and what the plan is for the next one. Sprints are shared transparently inside the company, for every team – including the Executive Team. This means people can coordinate work without having to do meetings. There should be a GitHub issue for the sprint up in advance and everyone should add their notes to it before the meeting starts. Each individual should come with specific written…

[Read next article](/handbook/company/sprints)

Spending money

Spending money
==============

Last updated: Sep 30, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/spending-money.md)

On this page

There are many occasions when you will need to spend company money.

PostHog is a lean organization - the less we spend, the more time we have to make sure the company takes off. However, it is more important you are productive, healthy, and happy.

Please spend money in a way that you think is in the best interests of the company.

If it's a trivial expense, just buy it. We provide you with a company card with a $1,000/month spending limit for this reason. We use Brex for everyone, and also provide UK team members with an additional Revolut card.

> Need a one off budget increase? You can do this directly within Brex - just request the amount and duration for the relevant budget in the app, and the People & Ops team will automatically be notified for approval.

You should use your Revolut card for UK-specific spending (i.e. ordering from UK sites, hotels/food/drink/... in the UK), and Brex for everything else. This lets us claim VAT back on UK spending.

For larger expenses which don't fit into the items here, please _raise a policy suggestion for it as a pull request on this page_, so we can document our decision making into our policy, rather than making everything case by case. If it's likely to just be a one-off, you can post in #team-people-and-ops in Slack instead.

Trivial expenses

Just do it.

This means expenses that are under $75 one off or under $20/month recurring that we can cancel easily.

Saving receipts

Make sure you _keep copies for all receipts_. If you expense something on a company card and cannot provide a receipt, this may be deducted from your pay.

You should default to using your company card in all cases - it has no transaction fees. If using your personal card is unavoidable, please post in the #team-people-and-ops channel in Slack afterwards and tag Fraser to get reimbursed manually.

Brex

We now use Brex Empower. This allows the People and Ops team to effectively track overall spending habits of the company without waiting for end of month reports, with very little changes to how you use your Brex account.

* Before spending money on your Brex card, you'll need to log into your account either through the app or desktop, and assign a 'spending budget' to your card. The budget you pick from should relate to the transaction you are about to complete. For example, if you are buying a book for BookHog, this should come out of your 'Books stipend' budget. When you then complete your purchase, the money will be taken from that specific budget and you will easily be able to see how much of your budget you have remaining.
* For subscriptions, you can [create a virtual card](https://dashboard.brex.com/p/wallet?expenses.wallet.view=all&walletCreateCard=true) and assign your subscriptions to that virtual card so all those charges will come from that spend limit and not your default card limit.
* If you forget to assign a budget before completing the purchase, you can retroactively go into your Brex account and assign the transaction to the related budget.
* For the vast majority of transactions, you now will not need to upload a receipt as Brex Empower does this automatically. The exception to this is if they have requirements to provide the IRS with itemized receipts. If this is the case and it's a digital invoice, just forward it to receipts@brex.com with a note explaining what it is for. If it's a physical receipt, take a picture and upload it with a note: you can use the Brex app, email or reply to the SMS notification.
* You only need to submit receipts for purchases of $75 or more. You don't need to keep receipts below this amount.

By default, the email forwarding feature only accepts emails from your PostHog address. You can contact Brex support to enable forwarding from your personal email address if needed.

Revolut

* Buy something on your Revolut card.
* If it's a digital invoice, just forward it to ukinvoices@posthog.com with a note explaining what it is for. If it's a physical receipt, take a picture and forward it to the same place with a note.
* You need to submit receipts for _all_ purchases.

Your personal card

* You shouldn't usually need to do this - if you can't use your PostHog card for some reason, ask Fraser to purchase it for you on theirs in the first instance.
* If you do need to use your personal card, just post the receipt in the #team-people-and-ops channel in Slack and tag Fraser to get reimbursed manually.

Personal expenses should be submitted within 90 days of incurring the expense, otherwise these will not be repaid.

Accidentally bought something on the company card when it was a personal expense? Tried changing the payment method with the merchant and it's too late? Don't worry! If you used your brex card you can login to Brex, find the charge and use the repay function - more details [here](https://www.brex.com/support/employee-repayments)
. If it was on Revolut, just post in #team-people-and-ops _as soon as you become aware_ and we will provide you with the relevant bank details for you to repay PostHog.

Making larger purchases

If your purchase fits within the policy below, there is no need to ask. We _cannot_ pay you back for anything without a receipt if you use your personal card.

If you don't have enough space on your company card, just ask Fraser to increase your limit.

Equipment

PostHog is an all-remote company. This means it's important you have an ergonomic setup at home to be as productive as possible.

PostHog will provide you with office equipment. Please note that it remains PostHog's property.

Laptop

We'd prefer you to use a laptop. This is so when we host meetups in real life, you can easily bring your work with you. You should use an Apple laptop unless there is an exceptional reason why you can't, just to keep life simpler - for example, that means everyone can use the same software, and as we get bigger, it'll mean we're dealing with one supplier, not many. Please make sure you order a laptop with a keyboard that is US/UK/International English - this makes it much easier for us to reuse your laptop if you upgrade to another model or leave PostHog.

*   For engineering roles, we recommend a Macbook Pro 14-inch M3 Pro, with the 11-core CPU, 14-core GPU upgrade and 32GB of RAM. By default grab the smallest SSD (512gb), but you can upgrade if you need to.
*   For all other roles, we currently recommend a Macbook Air with an Apple Silicon (M2) processor and 16GB of RAM.

These are just general guidelines - the most important thing is that you select the model that is appropriate for _your_ needs. If your requirements are different to the guidelines above please just ask Fraser.

Apple offer multiple screen sizes. The larger screen sizes (15 inches +), are disproportionately more expensive. These make sense if you do a ton of work in coworking spaces or cafés where you do not have a second screen. If you are realistically going to do most of your work at home, it is more rational to pick a smaller laptop size, and to get a large (27 inch) monitor.

Please purchase an English keyboard (US, International or British is fine) - this enables us to easily pass your laptop on to someone else if you upgrade or leave.

If you are in the US only, when buying something at Apple we can get 3% cashback on purchases through Brex. You should be able to find that in the 'Rewards' tab on Brex or ask Fraser. Don't do this if you're in the UK though - use your Revolut card as we claim back the VAT.

Also, Amazon regularly offer discounts on Apple products of around 10%, so always worth a check before buying direct from Apple. If you buy from Apple, you may be asked if you wanted to purchase Apple Care - please don't buy this as it's not great value for money.

Monitor

For monitors, we suggest you pick one that supports 4K. This means you'll get a higher resolution than a standard HD monitor, and thus can fit more content onto the screen.

We would expect to spend $250 to $350 on a monitor. Philips have a [great value model](https://www.amazon.com/Philips-276E8VJSB-3840x2160-UltraNarrow-DispalyPort/dp/B07JXCR263)
. It comes with an HDMI cable, but you'll need an adaptor to USB-C with most Apple laptops.

Keyboard, mouse, and laptop stand

We'd encourage you to buy a keyboard, mouse and laptop stand.

Again, Apple items for keyboards and mice should be what you default to - refurbished is usually fine.

[Nextstand](https://www.amazon.co.uk/NEXSTAND-K2-Adjustable-Foldable-Portable/dp/B01HHYQBB8)
 make great value laptop stands that are portable.

Chairs and desks

We find that most people already have a desk and chair that are comfortable.

If you do not, then buy yourself one within our set budget. We aren't yet at the stage where we can afford the latest and greatest here, but we will aim to be reasonable. For example, if you would like a standing desk, buy one you consider to be good value.

We would expect to spend $250 on a desk, and around the same for a chair. If you wish, you can switch out the chair for a walking treadmill instead.

If you live in the UK, [Office Resale](https://www.officeresale.co.uk/)
 offer a range of like-new refurbished designer furniture, which you might find better value than buying something new but of lower quality.

Headphones

If you need to work in a noisy environment and don't already have noise cancelling headphones with a microphone, feel free to buy a pair.

We would expect to spend $250 on noise-cancelling headphones.

Software

Software expenses are treated as above and will generally fall into trivial.

We are _strongly opposed_ to introducing new software that is designed for collaboration by default. There needs to be a very significant upside to introducing a new piece of software to outweigh its cost.

The cost of introducing new collaborative software is that it creates another place where todo items / comments / communication can exist. This creates a disproportionate amount of complexity.

Our entire stack for collaborative software is pleasingly simple. All we use is:

*   Google Sheets - spreadsheets
*   GitHub - documents, code, discussion
*   Slack (premium) - chat (although we encourage you to default into discussion of features/strategy etc into GitHub)
*   PostHog - product analytics
*   Figma - design

Individual software is down to your personal preference, and we encourage you to share cool software.

Optional software

There are other tools some team members choose to use individually. In those cases, as they become more widely adopted in the company, it makes sense to have a company account.

Ask for access in [#team-people-and-ops](https://posthog.slack.com/archives/C017WDX3BFZ) and someone will grant your request if you ask nicely.

* [Loom](https://www.loom.com)

You'll be added as a _Creator Lite_ which allows you to record 25 videos/mo at up to 5 minutes in length. Should you need a full Creator account (unlimited videos, advanced features), ask `[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1688575174/thumbnail_simon_bb4af1b047.png)Simon Fisher![](https://res.cloudinary.com/dmukukwp6/image/upload/v1688575174/thumbnail_simon_bb4af1b047.png)Simon Fisher](/community/profiles/28895)`
.

* [Zoom](https://www.zoom.us)

We use Google Meet by default, but you can use Zoom for free (up to 40-minute calls). Should you need longer meetings, ask `[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1688575174/thumbnail_simon_bb4af1b047.png)Simon Fisher![](https://res.cloudinary.com/dmukukwp6/image/upload/v1688575174/thumbnail_simon_bb4af1b047.png)Simon Fisher](/community/profiles/28895)`
. (But does anyone _really_ need longer meetings?)

IDEs

* IDEs range widely in cost. Best in class IDE suites can cost up to $700, which is a bad value proposition for most engineers. However, we are happy to revisit this policy if you have very specific needs.
* Before then, if you wish to spend up to $200 on an IDE, that is fine. Visual Studio, VIM and PyCharm are the most popular within our team.

Open-source sponsorship for individuals

The PostHog platform wouldn't be possible without open-source software. We are standing on the shoulders of giants. As such, we feel it's important to support the software we benefit from through open-source sponsorship.

If you believe an open-source project is fundamentally important to the success of PostHog then we should set up a recurring sponsorship. In this case, see the [open-source sponsorship Marketing initiative](/handbook/growth/marketing/open-source-sponsorship)
.

To enable individuals to support projects on an ad-hoc basis, we use [Open Collective](https://opencollective.com/)
 and have a $100/month budget per team member.

To get setup with Open Collective get in touch with Charles who will add you to the [PostHog Open Collective team](https://opencollective.com/posthog)
. From there, you'll be able to make "contributions" (sponsor a project) as the PostHog organization via Open Collective. For more information see the [Open Collective payments documentation](https://docs.opencollective.com/help/financial-contributors/payments)
.

_If you find a project that only supports [GitHub Sponsors](https://github.com/sponsors)
, please ask Charles to set up the sponsorship._

Work space

We care about you being healthy, happy and productive.

While PostHog will use the money saved from not having office space for real life meetups, we are happy to cover some expenses related to where you work. Most people do most of their work from home, but we understand that getting out of the house from time to time can help you escape cabin fever!

You can spend up to $300/month to work in cafés or coworking spaces. You must provide receipts if applicable, and in this case, they must only be for yourself.

We have a company WeWork All Access account that allows you to book desks in any of their worldwide locations. If you wish to take advantage of this, post in #team-people-and-ops and Kendal will add you. This membership costs the full budget per month, so please keep that in mind when opting in.

Travel

If you need to travel on PostHog’s behalf (e.g. in person onboarding, meeting customers, working on a specific project), again please spend money in the best interests of the company.

We do not pre-approve your travel expenses, and trust team members to make the right decisions here. Some guidance:

* We all travel economy by default- we cannot afford for folks to fly premium or business class. Feel free to upgrade using your personal money/airmiles if you'd like to. If you are particularly tall and struggle to fit into an economy seat, PostHog will cover the cost of an emergency exit seat.
* Be sensible when considering the value of your time, and avoid over-optimizing for cost. It is probably not worth saving $100 to take a non-direct flight that takes you 5hrs extra. Similarly, it doesn't make sense to save $50 by taking a flight that leaves at 6am, only to have to expense a taxi to get to the airport.
* Related to the above, consider signing up for programs like Global Entry if you are regularly travelling to countries that offer it- these can pay for themselves in one trip with the amount of time saved, particularly when travelling to the US. PostHog will cover costs here.

If you have any questions about this stuff, or are unsure what is reasonable here, feel free to check in with Fraser.

Budget for working together/socializing

As a global, all-remote team, we don't get many regular opportunities to work with each other or socialize outside of offsites.

Working together

We strongly encourage team members to try and work together in person when practical, and provide everyone with an $1500 quarterly budget to cover the cost of travel, accommodation, and meals. This isn't limited to just working with people in your team, but we do expect that you have a reasonable reason you need to work together. Beyond staying within the spending limit, please just spend the money in the best interests of the company (ie. not spending $500/night for 3 nights in a fancy hotel!).

This budget is _in addition_ to things like in-person onboarding and team offsites. Any unused budget does not roll over into the next quarter.

Socializing

If you're in the same place as other team members, even if you aren't directly working together, PostHog will cover the cost of a dinner or a fun activity. This will also come out of your $1500 quarterly budget. Again, just spend the money in the best interests of the company.

Carbon offsetting

We offset all carbon emissions generated by team flights using [Wren](https://www.wren.co/)

, so if you book a flight to meet up with someone, then please let Kendal know the departure and destination airports, and she'll log it accordingly.

Customer meetings

If you are meeting a user for an interview or a potential customer, we would encourage you to pick up the bill. At PostHog's current stage, a fancy coffee shop is encouraged. A fancy lunch or dinner is not.

Training

We have a separate section on spending money on [training](/handbook/people/training)
, which covers things like books and conferences.

Questions?

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Career progression

Helping the company win helps you win The best way to progress your career at PostHog is to understand your team's and PostHog's objectives, then: Ship fast towards these Give and receive direct feedback to help yourself and others do the same Fix problems when you see them - early objectives are often wrong You are what you do. Getting promoted in a company that is struggling, is very hard. However, if the company is succeeding, it'll be easy to justify, and to afford, pay rises where…

[Read next article](/handbook/people/career-progression)

*   [About](/about)

*   [Roadmap](/roadmap)

*   [WIP](/wip)

*   [Changelog](/changelog/2024)

Pricing principles

Pricing principles
==================

Last updated: Sep 02, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/engineering/feature-pricing.md)

On this page

In an ideal world, Posthog’s pricing enables users and organizations to:
----

1. Use PostHog for free if they are hobbyists or pre-PMF.
2. Experience the product before paying for it.
3. Start paying when they are ready, on their own, with few hurdles.
4. Transparently pay for the value they receive.

*   e.g. Usage-based pricing on events, recordings.
*   e.g. Paying per product, so they only pay for what they use.

5. Make it a no-brainer to pick PostHog over other competitors.

Our goals with these principles are to:
----

*   Keep the engineers at PostHog as close to our customers as possible, so they can build new products or improve existing in ways that are most impactful for them.
*   Maintain low barriers to entry for our customers, so they can see value in PostHog quickly.
*   Ensure transparency around the value we provide to our customers.
*   Tightly couple our success with that of our customers’. The more we can help them succeed, the more we will succeed – e.g. with usage-based pricing.

It's important we evaluate all new features, and shifts in our pricing plans, to ensure they align with our pricing values.

In the real world

Sometimes these principles still leave room for questions – what, if anything, should be available in the free tier? What about enterprise customers?

For these types of questions, we've defined a runbook for deciding which plans, and at what limits, features should be assigned to.

We should slightly undercut the cheapest competitor

In general, we should slightly undercut the pricing of the cheapest big competitor for that product, so long as the unit economics make sense, to make it a no-brainer to use PostHog. To qualify for this, a competitor must be _making actual revenue_ at significant scale - we won't match the pricing random startups or new products at existing competitors offer, since these products and GTMs aren't mature yet.

We can do this because we can upsell customers multiple of our other products. The total ACV is higher even if the per-product ACV is lower.

It's better for customers because they get all these tools that are well integrated for the cheapest possible price.

Every product should be priced separately

Whenever we build a product, like feature flags, or product experimentation, we should have a specific price for that product by itself. Being consistent here is less confusing than randomly combining products for example, even though it will sometimes mean more items to explain to a customer.

It means that that customers who want just one product, can compare each of our products to our competitors', seeing that we are cheaper everywhere, improving our self serve top of funnel.

Features that increase our stickiness should be free (with a reasonable limit)

A good question to ask yourself here is, "If I were to switch away from PostHog, would I feel like I am losing anything by switching?"

For example, if someone were to consider moving from PostHog to some other provider, cohorts would need to be manually recreated in the other provider, which would be tedious. However, something like Web Performance just happens and doesn't require any user involvement, so isn't sticky.

Product pricing should include everything required to use that product

When one of our products has a dependency on another of our products, we should bundle the cost of the dependencies in with the product's pricing so customers only pay once for using a given product.

For example, when someone calls a feature flag, we send a $feature_flag_called event so we can have stats. In this case, we don't charge for those events, as the events are solely related to feature flags.

Other guidelines

*   We should always ask ourselves how newly release features should be priced, even if it's launching as a free product. A default behavior is good, but it shouldn't be used as a replacement for critically thinking about where something fits into our pricing scheme.

*   Our default assumption for new features is that full usage is only available on the paid plans.

*   Features that need to be experienced in order to demonstrate value should be available on the free plan but with a reasonable limit.

*   Features that have the potential to grow our word-of-mouth should be free – e.g. we shouldn't (and don't) charge for extra users in an org. because the more people we get inside PostHog, the better.

*   Features that are focused around extra security, permissioning, compliance, or other enterprise-style upgrades should be reserved for our enterprise pricing tier.

*   Unless there is a very good reason not to, we should grandfather existing customers' pricing tiers if they are cheaper than the new pricing to avoid unexpected pricing changes.

Deciding on a free volume, and making changes to it

*   When choosing a free volume for a new product, we should choose a value that is in line with our pricing principles: It should give customers the opportunity to experience the product before paying for it, and we should slightly undercut our competitors if they offer a free tier.

*   Keep in mind: It's easy to increase the free tier for existing customers, but it's very painful to decrease it (since we don't want existing customers to pay more).

*   If we decide to lower the free tier as part of a wider pricing change (primarily when we lower our prices), in principle we should roll out the new pricing **and** the new free tier to existing customers, because they will likely save money. An exception should be made for customers who are forecasted to pay more, in these cases, we should enroll them in the new pricing, but grandfather the higher free tier.

Questions?

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Revenue and forecasting

The growth team maintains the revenue dashboards and queries that are used to understand: What our historical revenue record looks like What our revenue is expected to be this month

What our churn, growth, expansion, and contraction look like Which customers have done the above activities etc Currently, all revenue dashboards can be found in Metabase (though we hope to have them all in PostHog's own data warehouse soon 👀). Important dashboards (these require internal access) General overview…

[Read next article](/handbook/engineering/revenue-and-forecasting)

Finance

Finance
=======

Last updated: Jan 04, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/finance.md)

On this page

Finance principles

This is how we think about financing PostHog as a business:

*   We’re efficient because it allows us to build more products.
*   We want to _always_ be default alive.
    *   Losing control means becoming inefficient, because we would need to raise more money from VCs, who would push us for more aggressive growth to meet _their_ goals. This means building fewer products and spending more on shorter-term bets, like large sales teams.
    *   Being default alive means that profitability is always an option we can take, even if it is not a goal right now.
*   Going from inefficient to efficient is _really_ hard, so we always want to default to being efficient. When we think about our products, this means:
    *   Hiring efficiency always matters.
        *   New products start with just 1 or 2 people - we don't spin up a whole team on day 1.
        *   Products at scale should stay efficient as they'll be able to ship faster without worrying about coordination costs.
    *   COGS only matter at scale.
        *   New products shouldn't have to worry about this - they should optimize for speed.
        *   Products at scale have to be profitable - if they aren't, we won't stay default alive.
*   We trust the team to spend money sensibly in the best interests of PostHog, and not to waste money.

Finance runbooks

These can be found in the `company-internal` repo [here](https://github.com/PostHog/company-internal/tree/master/finance)
.

Questions?

*   [**Isack**](/community/profiles/28599)
    10 months ago

[Ajuda](/questions/ajuda)

Hello, the article link doesn't work, but I would like to understand how PostHog manages its finances.

*
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1698054319/marcus_cb55867b99.png)\`
\
Marcus](/community/profiles/30211)
10 months ago

Hey Isack, unfortunately our `company-internal` repository contains company-wide information that can't be shared publicly.

* [**Isack**](/community/profiles/28599)
Author10 months ago

Understandable.

Reply

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Merch store

We have a merch store where our community can purchase high quality PostHog-branded merch. Instructions for how to get a merch code to our customers is below , however if you need any help just send a message to the #merch channel and somebody from Ops will be happy to help. How do we think about merch? We care about: Quality - our merch must be something you would personally want to wear or use Sustainability - our merch shouldn't be something that's never used or made in an…

[Read next article](/handbook/company/merch-store)

Product announcements

Product announcements
=====================

Last updated: Jun 03, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/comms/product-announcements.md)

On this page

*   Major announcements
*   New product announcements
*   PR announcements
*   Maintenance communications
*   Incidents communications

> **Have something you want to announce?** Drop a message in the #team-comms Slack channel so comms can assist and prevent overlapping comms. If it's an iterative update, you can also demo it in the all-hands, or post in the #tell-posthog-anything Slack channel.

Comms takes responsibility for coordinating and publicizing news about PostHog, including product announcements. We also help with [incident](/handbook/engineering/incidents)
 and [maintenance announcements](/handbook/comms/product-announcements#announcing-scheduled-maintenance)
, if needed.

Types of announcement

We classify announcements using the general guidelines below, with full discretion for doing something different.

Minor announcements

Minor announcements involve changes which have no noticeable impact on the experience of most users. They can involve small visual changes, such as UI tweaks, but are more often small bug fixes or back-end changes. They do not require action from users and pose no known risk.

We may typically support minor announcements by:

*   Including them in the weekly changelog update.
*   Writing a short Twitter and/or LinkedIn post.

An example of a minor announcement is the [UUID format change](/changelog/2023#new-uuid-format-for-posthog-js)
.

Medium announcements

Medium announcements involve changes which have a noticeable impact on the experience of some users, but not the majority. They are likely to involve visual or functional changes, such as adding a chart type, but do not introduce wholly new features. They do not require action from users and pose no known risk.

We may typically support medium announcements by:

* Including them in the weekly changelog update and related emails.
* Creating an in-app changelog notification.
* Writing a Twitter and LinkedIn post.

An example of a medium announcement includes the [launch of the NPS app](/changelog/2023#nps-survey-app)
.

Major announcements

Major announcements involve changes which have a noticeable impact on the experience of most users, or require specific action from affected users. They may introduce new features, require product downtime, or include opt-in betas for upcoming work.

We might do anything and everything for a major announcement.

Examples of major announcements include [the surveys beta](/changelog/2023#user-surveys-beta)
or [the analytics pricing change](/changelog/2023#reduced-pricing-for-product-analytics)
.

New product announcements

New product launches are major announcements. They have their own GitHub template: [Launch Plan](https://github.com/PostHog/meta/issues/new/choose)
. Comms should always create a launch plan for new product announcements.

For new product announcements we generally apply the following best practices:

* Ensure the product has at least one customer story created for it within 3 weeks of launch.
* Ensure we publish best practice content for the product and link to it from docs.
* Ensure the product has at least one tutorial created for it at launch.
* Ensure launch activities (such as changelog) link clearly to the docs.
* Ensure the product is added to email and in-app onboarding flows.

Comms should also be aware of [the engineering best practices for product launches](/handbook/engineering/development-process#best-practices-for-full-releases)
, so we can be sure that features launch well.

PR announcements

We do not typically do public relations for anything other than company-level news. We have separate [processes and guides for managing press announcements](/handbook/growth/comms/press)
.

Maintenance communications

Occasionally, we have to conduct scheduled maintenance. When this happens, it's important that we tell users about it in advance if they would experience any disruption.

> If you're aware of any upcoming maintenance which would cause disruption, please inform the Comms and Customer Success teams as soon as possible. Comms will ensure that users are notified as the work is planned and completed. Customer Success may wish to inform specific users at the time.

Typically, Comms takes responsibility for informing users about maintenance work beforehand by telling users who will be impacted through email and other channels.

When informing users about maintenance, it is important to answer all of the following points:

* When will the maintenance occur?
* How long will it take?
* Who will be impacted?
* Will any data be lost?
* Do users need to take any sort of action?
* How will feature flags and experiments be impacted?
* What will the impact be? Will insights, etc., still function?
* Why is the maintenance being done, and what benefit will there be for users?

While maintenance is being carried out, we typically use the Notification Bar app within PostHog to tell users that work is ongoing and direct them firstly to `/service-message` where we will provide further information. Once the maintenance is finished, the `service-message` page is updated to reflect that no maintenance is underway, and the banner is removed.

> The Comms team tries to ensure good, regular communication with other teams across PostHog, but mainly relies on [highlighted PRs](https://github.com/PostHog/posthog/pulls?q=is%3Apr+label%3A%22highlight+%3Astar%3A%22+is%3Aclosed)
> to find what has shipped in order to avoid burdening engineers with more meetings. ***If you have a shipped feature you want to see included in PostHog announcements, please add a highlight tag and a reasonable description to the PR.** Here's [an example of a good PR description](https://github.com/PostHog/posthog/pull/13414)

> . Alternatively, you can cover it in the all-hands meeting, or post in the #tell-posthog-anything Slack channel.

Incidents communications

When an [incident is declared](/handbook/engineering/incidents)
 the Comms team should join the incident channel as observers, and monitor to make sure that customer comms are handled correctly.

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All hands topics

All hands topic of the day
==========================

Last updated: Apr 15, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/exec/all-hands-topics.md)

On this page

*   Important topics to revisit regularly

James presents a topic of the day each week in the company all hands. The main objective of this is to repeat and reinforce key messages:

*   Make sure everyone knows what our mission is, and how their work contributes
*   Make sure everyone knows what our strategy is, and how their work contributes
    *   This can be company strategy, but also product, GTM, pricing, hiring etc.
*   Reinforce good cultural behavior/our values

An element of repetition is important because a) we are regularly adding new people to the team, and b) just hearing a message once is not enough for it to stick. 'Repetition' does not mean literally saying the same words over and over again - it's more about finding examples of things people are doing or working on, and showing how those tie back to the bigger picture of what's important at PostHog.

We generally avoid using the topic of the day to announce new things, as these should be done async. Sometimes he will go deeper on a recent announcement, e.g. why we cut pricing for X.

Important topics to revisit regularly
----

*   PostHog’s mission - to help engineers build better products
    *   How we’re building an enduring company
*   PostHog’s overall strategy
    *   Every tool you need to evaluate feature success
    *   Get in first
    *   Be the source of truth for customer and product data
*   Principles around:

  * Which products to build and why
  * Who our ICP is and how to work with them
  * How to price products, inc. what we make free
  * How we do brand and marketing
  * How we do sales
  * How to hire well
* Our values and how to maintain PostHog's culture
  * The values themselves
  * Communication
  * Giving and receiving feedback
  * How small teams work

Questions?

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Growth reviews

Now that PostHog has found product market fit, we hold regular growth reviews where we plan work to accelerate our growth and drive revenue. These sessions are only worth running after you've found product market fit because until then you need to focus on building a solution users feel they really need. Once you've found product market fit, growth sessions can help you optimize. We've established a successful pattern for running these meetings every four weeks and actions we've taken from…

[Read next article](/handbook/growth/growth-engineering/growth-sessions)


```
![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.c
om/src/components/EU/images/ursula)
```

* [About](/about)

13\. Not running out of money

Not running out of money
========================

Last updated: Mar 15, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/finance.md)

On this page

Stay calm and default alive

We don't optimize for short-run revenue growth, but we do make sure we have enough money to never feel dependent on future fundraising.

If we average 5% MoM growth, we are default alive (i.e. we'll become profitable before we run out of capital). If we average 7.5% we'll hit $100m by the end of 2026.

Maintaining a strong financial position helps us optimize for long-term revenue growth. For example, we've [removed products and revenue](/blog/sunsetting-helm-support-posthog) for long-term gains.

Fundraising principles

Rule #1: Never have to fundraise – and only fundraise if all the following are true:

* It will speed us up.
* We can use the money effectively.
* The partner would improve our board.
* The increased chance of success offsets dilution.
* It reduces stress.

How do we spend it

PostHog grows by shipping, whereas most software companies grow linearly with the number of salespeople they hire.

The advantage of our approach is that it's more efficient – $1 spent on product will _forever_ improve things, unlike investing $1 in cold calls. We can easily choose to be profitable if we just sit default alive and let revenue grow "automatically" based on the product we have already shipped.

The disadvantage is that scaling an engineering team is, in our opinion, harder than scaling a sales team. Since engineers' work very heavily overlaps, there is more complexity to getting this right. We may not be able to grow beyond a certain rate, no matter how much we spend.

The final disadvantage is that it's harder to predict how fast we'll grow compared to a company that grows by hiring salespeople with targets, so it takes more thought and often requires more faith!

Questions?

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Where we are now

Revenue is growing very quickly, and we're on the way to being profitable. Product-wise, how are we doing? We have a lot of products out Today, we make money from: Session replay Product analytics Feature flags A/B testing User surveys We've also got: CDP (ability to send data to other tools like data warehouses) This is being used by thousands of customers, but we want to make it more reliable Data warehouse + ETL - both in MVP We have a working MVP of this that we use internally for now…

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Sprints

Sprints
=======

Last updated: Jun 06, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/sprints.md)

PostHog works based on Sprints. These are when a Small Team meets to discuss how the last Sprint went, and what the plan is for the next one.

Sprints are shared transparently inside the company, for every team – including the Executive Team. This means people can coordinate work without having to do meetings.

*   There should be a GitHub issue for the sprint up in advance and everyone should add their notes to it before the meeting starts.

*   Each _individual_ should come with specific written suggestions for what they'll work on over the next sprint. Note: if you're in an engineering role, product won't dictate to you what to build – it is up to you to drive this.

*   The _team leader_ for a small team is responsible for making sure the sprint takes place regularly.

*   Any important points discussed should be written down to clarify any decisions and to help those who didn't attend.

*   Teams generally meet either once a week or every two weeks.

*   Everyone in a small team should attend their small team's sprint as far as possible.

*   Anyone can attend a specific small team's sprints. However, all attendees should have a specific reason to be there.

*   Anyone can comment on the sprint issue before or after the sprint.

Questions?

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Offsites

While we have set up the company to work asynchronously as much as possible, there's a very real benefit in getting together in real life. We've learned that our best ideas come from working together. We understand organizing travel can be a challenge when you have personal/family commitments to manage, so we try to take a balanced approach to meetups: Once a year: all-company offsite Once a year: Small Team offsite (app and platform teams do this as a single combined offsite) Occasionally: in…

[Read next article](/handbook/company/offsites)

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Building new products fast

Building new products, fast
===========================

Last updated: Oct 07, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/product/building-new-products-fast.md)

*   **Don’t innovate on the MVP**
    *   Give customers something they're already familiar with first. Innovation can happen later
*   **Don't overthink the integration**
    *   We stressed about how to integrate the data warehouse deeply into the product early on. People are happy to use our products pretty separately in the early days - we don't need to be better than the rest of the market on day 1 of launching.
*   **Don’t even think about pricing until you have users. If people are using it, money will come.**
    *   Pricing is distracting and complicated and it's not necessary to ship a product and start getting feedback. You should move existing free users onto a paid plan if you create a paid plan later, but give them more usage as a thank you, and be upfront during the free period about this.
*   **We need separate teams to build new products. Don't create them within an existing team.**
    *   Shipping from within an existing team causes things to take much longer because you'll get pulled onto bugs, merging PRs etc.
*   **Don't put new people on new products. Definitely don't have new people _lead_ new products.**
    *   Learning how PostHog works isn't going to happen on a fresh product quite so well. Take people from existing teams to run the new product so they can do that having learned the PostHog way.
*   **Force usage from internal users as soon as possible**
    *   We are a really good user for most of our products, so why wouldn't we. The best way to do this is force usage before we're fully ready, which will really focus the team on building the right things
*   **One person teams are fine to get started, but we should add a second person very quickly.**
    *   This avoids the need for hiring to block getting started, and longer term prevents loneliness and helps with shipping speed.
*   **Build "must have" features ahead of more SDK coverage.**

* Sometimes we could add more SDKs "to get more growth", but we should start by making sure we can offer the bare minimum within the most populair SDKs we support (posthog-js, python, typescript). Don't default to loads of SDKs if you know you have huge feature gaps as that will disappoint lots of users.

Questions?

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Per-product growth reviews

For products that have product-market fit and are generating revenue, we are doing monthly per-product growth reviews . These are separate from the growth reviews the Growth team are doing. We recommend to do the growth reviews at the start of the month, to review the previous month. The growth reviews are attended by James (CEO), Tim (CTO), the Small Team Lead and the Product Manager. Apart from the Small Team Lead, the small team members currently don’t join the growth reviews, but all…

[Read next article](/handbook/product/per-product-growth-reviews)

Overview

PostHog community
=================

Last updated: Oct 17, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/community/index.mdx)

On this page

We want to build a self-sustaining and scalable community of engaged users because it will enable us to own our audience in a way that third party social media platforms do not. Like brand or content, building a thriving community is a (very) long term bet, so we will need to both invest a lot of time up front and then wait to see what works and what doesn't.

Our approach to building community at PostHog differs from most devtools in two ways:

*   We are building our community around our _website and content_, rather than the product itself. This is because a) PostHog is a product that you add after you have already built something, and b) 90% of community activity turns into support queries, which is not what we want community to be.

*   We are focusing on building the community _platform_ itself - creating the tools that enable the community to interact with each other, rather than hiring a community manager whose job it is to go out and talk to everyone on other platforms/social media - this is not scalable.

Responsibility for community

This is shared across multiple teams and people - we (deliberately) do not have one person responsible for 'community':

*   The [Website & Vibes team](/teams/website-vibes)
    builds the platform and tools. Rather than using an off-the-shelf community platform, we have rolled our own. This gives us the flexibility to do what we want with it, all without having to depend on third parties or their cookies.

*   The [Marketing team](/teams/marketing)
    doesn't 'run community' in the traditional sense, but is instead responsible for ensuring that the content hubs in particular have a steady stream of engaging content and replying to users when they engage. They also proactively respond to questions and use feedback to create new types of content such as tutorials and docs.

> Support should not considered part of community at PostHog.
[Support](/growth/customer-support#how-we-ensure-amazing-customer-support-at-posthog)
> is driven by the Customer Success team, primarily using in-app support and decdicated Slack channels. Good customer support helps build positive word of mouth, but replying to support queries is not an engaging or scalable way to build a thriving community.

Content hubs

We are in the process of building these out. We have created two hubs targeting our ICP:

*   [Product Engineers](/product-engineers)

*   [Technical Founders](/founders)

We have a bunch of features we are building here – more details to come!

Community forums

Our community forums live at [posthog.com/questions](/questions)
 – but they come with a twist...

Anyone can ask a question within the forums, but they can _also_ ask a question at the end of any docs page (under the "Questions?" subheading). We've found this to be a great place for people to ask very specific questions after attempting to find an answer in documentation, as it acts as a mini-FAQ section.

Questions that are asked within the docs are also automatically aggreagated to the correct category in the community forums.

Asking a question

A user can write a question, but they'll need to create a PostHog.com account before posting. (Note: This authentication system is currently separate from PostHog Cloud accounts, though [we have plans to unify them](https://github.com/PostHog/posthog.com/issues/5847)
.) Users can write Markdown and upload images to a question.

Once it's posted, a question permalink page is generated, which gets indexed in our site search (and tends to rank well in Google, too). The user is automatically subscribed to reply notifications by email.

Anyone can subscribe to thread replies by clicking the bell icon in a thread (after signing in).

Answering questions

If you're a PostHog team member, [read the guidelines for responding to community questions](/handbook/community/questions)
.

Questions?

* [**Itay**](/community/profiles/30695)
  3 months ago

  ### [Slack / Discord Community](/questions/slack-discord-community)

  Howdy! I'm curious—there seems to be a shift toward managing communities over Slack or Discord. Why did you choose to manage it yourself, and what do you think of it in general? Asking as a fellow marketer who loves your stuff!

  *
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1703001376/Cory_0625c10074.png)\`
    \
    Cory](/community/profiles/30200)
    3 months agoSolution

We actually used to have a community Slack, but [we sunset it](/blog/slack-closure)
for a variety of reasons.

It works great for many use cases but our Slack ended up as a de facto support channel (which it was never intended to be) – and that's not a great experience for our customers if we miss a message!

On top of that, questions aren't indexed in Google, so if you're searching for a solution, you won't find an answer that was given in Slack. And if you're not paying for Slack, message history only lasts six months so answers quickly start disappearing.

Maintaining our own community is definitely more work (and it's never finished)! For example, we have to build things as we go (like spam controls – though... I see having to build those as a sign of success if spammers think our site is worthy of their time).

I think [Bettermode](https://bettermode.com)
is doing a great job at offering uber-customizable community sites that have the benefit of being public, while still feeling unique and more personalized than something like Discord.

There's also an angle to us being builders. We would rather build exactly what we want than spend months evaluating corporate solutions that get us 80% of the way there (our [least favorite sales process](/sales)
), then likely spending $$$$ on professional services to get it 10% closer (which would require another year of back-and-forth in email threads and who knows how many "out of office" auto-replies).

I won't say we won't _ever_ switch to a pre-built solution. (For example, [Discourse](https://www.discourse.org)
has a lot to offer.) But the benefits of running our own system, for the time being, outweighs the allure of extra features that we might not see any significant benefit from until we're at a different stage in our company.

* [**Itay**](/community/profiles/30695)
  Author3 months ago

  Tremendous and oh-so-elaborate response! Thank you for that.

Reply

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Next article

Answering community questions

The Website & Docs team can help in configuring Slack notifications for small teams to receive alerts to questions in a team channel – usually the one designated for support. Individually, you can also subscribe to topics of your choosing (with your PostHog.com account) by clicking the bell icon next to the topic's title. You'll receive a daily summary of new questions by email, and you'll find open threads for that topic in your personalized community dashboard (available when signed in). Who…

[Read next article](/handbook/community/questions)

![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)

* [About](/about)

* [Roadmap](/roadmap)

* [WIP](/wip)

* [Changelog](/changelog/2024)

* [People](/people)

* [Teams](/teams)

* [Handbook](/handbook)

* [Blog](https://posthog.com/blog)

* [Careers](/careers)

Onboarding

Onboarding
==========

Last updated: Sep 11, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/onboarding.md)

On this page

Welcome to PostHog!

Giving a new joiner a great onboarding experience is super important to us. We want new joiners to feel they’ve made the right decision to join us, and that they are excited and committed to what we’re doing as a company.

> Want to introduce a new joiner to the People team for onboarding, but don't know who on the team does what? Just introduce them to people@posthog.com
> and a member of the team will jump in and take it from there!

Our [team](/people)
 is spread across the world, and so are our new joiners. In order to ensure the best possible onboarding experience, we aim for the new joiner to meet up with someone from their team in their first week. Depending on the new joiner's location, they might fly out to one of our team members, or the other way around. So the onboarding experience will look a little bit different, depending on where the new joiner is based and which team they will be joining.

Onboarding checklist

This is maintained as an issue template in GitHub, [which you can view here](https://github.com/PostHog/company-internal/blob/master/.github/ISSUE_TEMPLATE/onboarding.md)
. The People team will create a new onboarding issue for each new joiner.

Onboarding email

We send an introductory email to all new hires to welcome them to the team and ease them in the some of the essential actions we need them to take. This needs communicating openly, as users may not be able to access the `company-internal` repo yet. So, we send them an email.

The onboarding email is sent by the People team directly. We want to strike a balance between sending attractive, personalized emails and avoiding creating process or using overpowered tools, such as Customer.io or Mailchimp. So, we send email using Gmail Layouts. You can access Gmail Layouts with this button:

![google email
layouts](https://res.cloudinary.com/dmukukwp6/image/upload/v1710055416/posthog.com/contents/images/handbook/layouts-button.png)

If this is the first time you've used Gmail Layouts, select `Default Styling` before choosing a template. Choosing Black `#00000` as your primary colour will create simple black buttons which match the design of other emails. Please also upload a PostHog logo and enter our Twitter and LinkedIn links. You can use the following text in your email footers.

`   No hedgehogs were harmed in the making of this email.  PostHog's mailing address is 2261 Market Street #4008 in the city of San Francisco, CA 94114   `

With default styling set, you can now choose the 'Call to action' template.

![google email
layouts](https://res.cloudinary.com/dmukukwp6/image/upload/v1710055416/posthog.com/contents/images/handbook/layout-email.png)

With an email template chosen, you can then enter the copy you want to send. [This doc is a suggested template](https://docs.google.com/document/d/1O3_d4v3xgOr1awKkJb8K3xj8-6VV_fHsPkwtgaEhWKI/edit?usp=sharing)
 with important actions specified, though we recommend personalizing it to the individual. We've linked to these as docs and direct images to make the formatting easier for you, but here is an accompanying image for use in emails.

![onboarding
image](https://res.cloudinary.com/dmukukwp6/image/upload/v1710055416/posthog.com/contents/images/handbook/handbook-onboarding-email.jpg)

Onboarding buddy

Every new joiner at PostHog has an onboarding buddy. If possible, a new joiner will meet their onboarding buddy in person during their first week. In case in-person onboarding isn't an option, we will make alternative arrangements. The onboarding buddy is usually a member of the team a new joiner is joining - ideally the team lead - and they can help with any questions that pop up and with socializing during the first couple of weeks at PostHog. Of course, everyone is available to help, but it’s nice to have a dedicated person to help.

Onboarding intros

We have onboarding intro calls which give new starters a personal intro to each Small Team, where they can learn about what they do, the history of the team, the team members, what they are working on, their challenges, etc. These are 15 minute calls held once a month by the team leads.

When you start, you will be automatically invited to these. They are totally optional so if you can't make it, that's fine! You can always join the next month - just invite yourself using this [calendar](https://calendar.google.com/calendar/u/0?cid=Y18yNWNlYjI4MTI5YjQ0ZDNlOWM1NThjMzYxY2M1NjVmZGU3NWM5NWNjZjgyOTg4NTdjNGM1OWY5YzFmMTUzOWY4QGdyb3VwLmNhbGVuZGFyLmdvb2dsZS5jb20)

Guidance for onboarding buddies

*   Once we have decided which team a new joiner will join, the People & Ops team will reach out to the team to find an onboarding buddy. _Please make sure if don't have any leave booked in the week before and the two weeks after the new starter joins_
*   We will intro the new joiner and the onboarding buddy via email - please say hi and decide together where and when the in person onboarding will happen.

    > If any travel is needed for the in-person onboarding, please check our [Spending Money page](/handbook/people/spending-money)
    > and book your travel accordingly. _You don't need to let us team know, just use your Brex/Revolut card._

*   Please make sure you spend at least 3 days together, working through the [first week onboarding list](/handbook/people/onboarding#during-their-first-week)
     and spending time working on any role-specific tasks that are outlined in the new joiner's personal onboarding issue.
    *   Make sure to add the details of the in-person onboarding to the [In-person Onboarding Calendar](https://calendar.google.com/calendar/u/0?cid=Y19lMzdjNjE0NzM0NDAyOGJlY2ZkMTc0Y2MxZjUxZjY5ZTkxMzY0NzVlNTFjMTE3MjA4OGM2NWQwNjE1YTczNmRlQGdyb3VwLmNhbGVuZGFyLmdvb2dsZS5jb20)
        so that other PostHog team members can join, if possible.
*   You will remain the new joiner's main point of contact for the first few weeks, so please continue to check in with them at least once a week for the first month or so.

In-person onboarding

Except under special circumstances, new joiners meet with members of their team in-person to go through the onboarding process. Upon acceptance of an offer, your Team Lead will notify the People & Operations team who will help you coordinate travel if necessary.

In these cases, the process is:

*   Preemptively create the new team member a Google account
*   Issue them a Brex card to their work email with a sufficiently high temporary balance to cover travel costs
*   Have the new team member book travel as usual

Engineering

We hire engineers on a regular basis, running in-person onboarding practically every time. Over the years, we've learned a lot about doing this efficiently and there's much to gain from sharing the knowledge between teams.

Based on this ongoing learning process, here are our **five rules for onboarding an engineer**:

1. Ship something together on day one – even if tiny! It feels great to hit the ground running, with a development environment all ready to go.
2. Run 1:1 learning sessions with the new teammate every day. Give them all the context they need to succeed. By the end of the onboarding, each team member present should've run at least one such session.Looking for learning session ideas?

    Here's a non-exhaustive list:

    *   The [lifecycle of an event](/handbook/engineering/databases/event-ingestion)
        , from a client library all the way to query results
    *   How we turn all our TSX and SCSS files into a fast frontend served from S3
    *   The architecture of PostHog Cloud
    *   Trunk-based development - how we make use of feature flags
    *   Query nodes and how they're used throughout the app
    *   What the dead letter queue is for
    *   How PostHog experiment results are calculated
    *   What engineering planning looks like at PostHog

    Any of these chats can take as little as 15 minutes or as long as 1 hour, depending on the level of detail. You'll also find that some topics apply perfectly in some teams, but not so much in others. This is all up to you!

3. Do at least one brainstorming session on a topic important for the team, writing down actionable conclusions. Use the time together to discuss issues and involve the new joiner in decisions.
4. Pair whenever possible. You're all sitting next to each other, so pick work that can benefit from in-person collaboration.
5. Have fun, because life isn't all work! Do some sightseeing, go out for dinner, or find a fun activity – just hang out together any way you like.

Tools we use

We use a number of different tools to organise our work and communicate at PostHog. Below is a summary list of the most important ones - this list is not intended to be exhaustive

Everyone

*   Google Suite - Gmail, Google Apps such as Docs, Sheets, Slides
*   GitHub - most comms and product work
*   Slack - we have an internal workspace and a users Slack as well
*   Brex (US, RoW) or Revolut (UK, EU) - company cards and expenses tracking
*   Shopify - powers our merch store
*   Printfection - merch inventory management, [YC
onboarding](/handbook/growth/sales/yc-onboarding)
    merch, and merch [drop-shipping for small
events](https://github.com/PostHog/meta/issues/31)

*   CharlieHR - holiday tracking, personal details
*   Gusto - payroll and benefits (US)
*   Deel - contractor payroll (EU and special arrangements)

Engineering

*   AWS
*   PagerDuty
*   Heroku
*   Grafana
*   Sentry

Design

*   Figma

Ops, People & CS

*   HubSpot - customer CRM
*   Zendesk - our support platform
*   Pry - financial modelling
*   Carta - cap table management
*   Fondo - US accounting
*   Calendly - external meeting scheduling (e.g. demos, sales)
*   Gusto - US payroll and benefits management
*   Deel - international payroll and contracts management
*   Ashby - recruitment

Signatories

Charles, James and Tim at this time are the only people able to sign legal paperwork on behalf of the company.

How we work

Now it's time to dive into some of the more practical stuff - these are the most important pages:

1. [Communication](/handbook/company/communication)
   - we have a distinctive style. If PostHog is your first all-remote company, this page is especially helpful.
2. [Team structure](/handbook/team-structure)
   - we are structured in Small Teams. These pages will help you get the lay of the land, and who does what.
3. [Management](/handbook/company/management)
   - we have a relatively unusual approach to management, and it is possible that you will not be familiar with our approach.

Working in GitHub

We use [GitHub](https://github.com/PostHog)
 for _everything_, including non-engineering task management. This might take some getting used to if you are non-technical. If that is the case, we have [a detailed guide on how to set up a local version of Posthog.com so that you can make changes to the docs, handbook and website](/handbook/engineering/posthog-com/developing-the-website)
 and a blog about [why we use GitHub as our CMS](/blog/github-cms)
 to help you out.

Our most active repositories (aka 'repos') are:

* [PostHog](https://github.com/PostHog/posthog)
  - main app
* [PostHog.com](https://github.com/PostHog/posthog.com)
  - website
* [Product Internal](https://github.com/PostHog/product-internal)
  - product-related issues that need to be kept internal, e.g. security issues, customer-specific issues (private)
* [Company Internal](https://github.com/PostHog/company-internal)
  - company-facing issues, e.g. internal processes, hiring planning (private)

When you have a new Issue or want to submit a Pull Request, you do that in the relevant repo.

We use GitHub Projects to track the status of Issues in an easily viewable way. When you create an Issue, you can assign it to a Project - think of a Project as a way of organising and filtering Issues in a particular view. This makes it easy for Small Teams to easily track what they are working on without having to jump between different repos. Some Issues may be assigned to multiple Projects if they involve the work of more than one team.

You can also assign an Issue to a specific person, and tag it with a relevant label - use these to help people filter more easily.

Each Small Team has its own Project for tracking their Issues - [full list here](https://github.com/orgs/PostHog/projects)
. Most teams run two week sprints - as part of onboarding, you will be invited to the relevant planning meetings.

Support hero training

Employees are occasionally called upon to act as [support heroes](/handbook/engineering/support-hero)
, or need to deal with support tickets that are escalated to them. This most often applies to engineers, but can include any employee regardless of their team. For this reason, we need everyone to have a broad idea of our support processes and know how we deal with customers.

All new hires should schedule a 30 minute session with the [support engineer closest to their timezone](/teams/customer-comms)
 within their first three weeks at PostHog.

In this call the support engineer will be able to answer any questions, as well as demonstrate how we deal with support at PostHog. In particular, the support engineer should cover:

* [ ] [What the role of a support hero is](/handbook/growth/customer-support#engineers-are-support-heroes)
 and how they can expect to receive tickets/escalations
* [ ] [An overview of where tickets come from](/handbook/growth/customer-support#its-easy-for-customers-to-reach-us)
 and how to differentiate between paying/free users
* [ ] [How to create tickets from Slack threads](/handbook/engineering/support-hero#pylon-to-create-zendesk-tickets-from-slack-posts)
 and [reassign tickets to other teams](https://support.zendesk.com/hc/en-us/articles/4408887127450-Manually-assigning-a-ticket)

* [ ] [Advice on how to communicate with customers](/handbook/engineering/support-hero#how-do-i-communicate)
 and [prioritize tickets](/handbook/engineering/support-hero#how-do-i-prioritize)

* [ ] [How and when to mark tickets as 'On Hold' or 'Pending'](/handbook/engineering/support-hero#ticket-status)

* [ ] [What our SLAs](/handbook/growth/customer-support#response-targets)

are and [what ticket severity indicates](/docs/support-options#severity-levels)

* [ ] How to deal with bug reports and feature requests
* [ ] [How to use macros to answer questions quickly](https://support.zendesk.com/hc/en-us/articles/4408887656602-Using-macros-to-update-tickets)

* [ ] How to avoid duplication of effort in ZenDesk
* [ ] [How to create and use personal views in ZenDesk](https://support.zendesk.com/hc/en-us/articles/4408832792986-Managing-your-views)

It can be especially helpful for new hires if support engineers demonstrate how to solve a few simple tickets from start to finish, through shadowing.

30/60/90 day check-ins

As part of the onboarding checklist, the Ops team will schedule reminders for a new team member's manager at the 30, 60 & 90 day mark to simply serve as a reminder that these checkpoints have arrived. There is no formal requirement for a manager to do anything different at these stages but there are a few helpful suggestions below to help the new team member's experience and to make sure everything is on track with the onboarding and the [first 3 months probationary period](/handbook/people/compensation#notice-period) will be passed.

* Around the 30 day mark, it's good for the manager to provide initial feedback - especially if there is constructive feedback that needs to be given to ensure the person passes probation. Separately, it's also a good time to reinforce the positive work that has been done by somebody on the right track.
* Around the 60 day mark, if things are going well, the manager might want to give an indication of this as it can ease any fears the team member may have. A member of the Ops team will also check in with the manager to see if things are on track.
* The 60 day mark is likely the _latest_ point a manager should be flagging any issues in performance with a new starter. If there are concerns, it's best to raise these with the Exec team as soon as possible to come up with a plan on how to move forward.
* Feedback is a really important part of the onboarding process and as a manager it's a good idea to ensure the new team member receives feedback from their peers - either from you collecting it or them receiving it directly from their peers. It won't always be possible or necessary to do a 360 feedback session within the first 3 months, so it's up to you as a manager how best to approach that. As a manager you can also have blind spots on performance, so checking in with their peers can be helpful and can be done during your normal 1-1s.

These check-ins are designed to ensure every new starter is set up for success. Every manager will deal with these slightly differently, but it will hopefully be clear to everybody by around the 60 day mark how things are going and what needs to be worked on, if anything.

Team intros

PostHog has lots of small teams and each team has it's own unique history and culture. Throughout your first and second month, you can join 15 minute intro calls to learn more about each team as these are led by the respective team lead.

All you need to do is add the [onboarding intros calendar](https://calendar.google.com/calendar/u/0?cid=Y18yNWNlYjI4MTI5YjQ0ZDNlOWM1NThjMzYxY2M1NjVmZGU3NWM5NWNjZjgyOTg4NTdjNGM1OWY5YzFmMTUzOWY4QGdyb3VwLmNhbGVuZGFyLmdvb2dsZS5jb20)
 to your google calendar and then you will see these on Mondays and Wednesdays throughout the month. Just add yourself to these during your first week and if you can't make one, just add yourself to the next month.

If you have any issues or any feedback on how to improve a specific intro just post in the #team-people-and-ops slack channel and tag the relevant people

Questions?

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Offboarding

Offboarding team members is a sensitive time. The aim of this policy is to create transparency around how this process works. This offboarding policy does not apply to regular contractors who are doing short term work for us. Voluntary departure In this case, the team member chooses to leave PostHog. We ask for 30 days of notice by default (unless locally a different maximum or minimum limit applies), and for you to work during that notice period. This is so we have some time to find someone…

[Read next article](/handbook/people/offboarding)

No data is sent to a third party.

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Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)

Share options

Share options
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Last updated: Jun 17, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/share-options.mdx)

On this page

Overview

It’s important to us that all PostHog employees can feel invested in the company’s success. Every one of us plays a critical role in the business and deserves a share in the companies success as we grow. When employees perform well, they contribute to the business doing well, and therefore should share a part of the increased financial value of the business.

As part of your compensation, you will receive share options in the company with a standard 1-year cliff, 4-year vest. Broadly, the amount of options will depend on your Level. We may change this policy from time to time depending on our rate of hiring - e.g. if we had a gap in hiring for an extended period, we would adjust this.

Whilst the terms of options for any company could vary if we were ever acquired, we have set them up with the following key terms:

* 10 years from date of grant to exercise your options in the event that you leave PostHog

*   Double trigger acceleration, which means if you are let go or forced to leave due to the company being acquired, you receive all of your options at that time
*   Vesting starts from your start date (not after a "probation period" or similar)
*   For UK-based team members, our options are part of the [EMI share options scheme](https://www.gov.uk/tax-employee-share-schemes/enterprise-management-incentives-emis)
    , which is tax-advantaged

It can take time to approve options, as it requires a board meeting and company valuation. We can clarify the likely time frame at the time we're hiring you. In any case, you will not be disadvantaged as vesting will always start from when you joined PostHog.

Frequently asked questions

We have written out a few of the most commonly asked questions about share options below. Some of these will be useful if this is your first time being granted share options, while others go into more detail.

What is a share option?

A share option gives you the option to buy a share of PostHog's stock at a set price agreed today, regardless of what the price is in the future.

These can be financially very lucrative, because PostHog will give you the opportunity to buy those shares at a massively discounted price when in the future they may be worth many times that. In the future, we hope that our share price will be much higher than this as we grow the value of the business.

What does it mean to 'exercise' a share option?

This simply means you decide to buy the shares at the price agreed in your option agreement. The price you pay is called the 'exercise price' or 'strike price' - both terms are widely used, but they mean the same thing here.

You should be careful here, as you may have personal tax implications in doing this. For this reason, most people only do this at the time of an exit event, i.e. sale to another company or going public.

What are my share options actually worth?

You can use [this handy calculator](https://docs.google.com/spreadsheets/d/1mj-5Uy3IB5I09ml-zFH9VXxssqfGUgif1SURcsTFZRU/edit?usp=sharing) to find out, as well as to model what they might be worth in the future. You'll need to make a copy first, and be signed in with your PostHog email address.

What if I leave PostHog before this exit event happens?

Happily, we have set up terms that are industry-leading in their friendliness to team members! If you leave PostHog, you will have 10 years from when they were _granted_ to exercise them. Note that the exact deadline you have for exercise is whatever is written on your share options agreement under 'Expiration Date'.

The industry standard is to only give you 90 days to exercise after leaving, which we think is bogus.

Are there any tax issues I should be aware of?

There is one tax drawback potentially, which you should consider if you live in the US or UK.

US share options

We usually grant share options as ISOs, which are tax-advantaged in the US. If you do not exercise these within 90 days of leaving, you still keep the share options, but they legally have to convert into NSOs, which do not have the same tax treatment. While no tax is payable upon exercise for ISOs, you pay income tax US taxpayers may want to exercise their share options within 90 days of leaving, in order to retain the tax benefits, but of course this comes at the cost of exercising the shares.

After 90 days, if you _exercise_ (not sell) your share options, you will be liable for income tax on the difference between the exercise price and the current market value. Within 90 days, no tax is payable upon exercise - you will only pay tax upon _selling_ the shares (which is a much lower rate than income tax). We can't give you personal advice here, so please consult a tax advisor if you want to figure out whether this option is right for you.

UK share options

If you are a UK taxpayer, you will be granted shares under the EMI scheme. These are similar in that they are tax-advantaged in the UK, but also lose their tax advantage 90 days after you leave PostHog.

After 90 days, if you _exercise_ (not sell) your share options, you will be liable for income tax and potentially national insurance contributions on the difference between the exercise price and the current market value. Within 90 days, no tax is payable upon exercise - you will only pay capital gains tax upon _selling_ the shares (which is a much lower rate than income tax). Again, please talk to a tax advisor if you're not sure whether exercising within 90 days is the right option for you.

Other countries

You will be granted ISOs, but in practical terms nothing is really affected if 90 days elapses and they become NSOs, because you don't get the US tax advantage in the first place anyway.

> In all of the above cases, your exercise price remains the same no matter what.

Does it make any difference how I leave PostHog - what if I am fired or made redundant?

Again, we have taken a very broad and team-friendly approach to what are called 'good leaver' and 'bad leaver' provisions:

* If you decide to leave, ie. resign, your share options stop vesting and you have 10 years to exercise them. You are classified as a 'good leaver'.
* If unfortunately you are let go due to performance issues, you still keep your vested share options, and you have 10 years to exercise them. You are classified as a 'good leaver'.
* Only in the unlikely event you are let go due to gross misconduct would you forfeit your share options. You are classified as a 'bad leaver'.

For context, the standard in a lot of startups is to class everyone as a bad leaver unless they basically died while working at the company.

We also have a special provision in place in case we are acquired by another company and, as a result, you are let go because your role is no longer required. In this case 'double trigger vesting' takes place, which means 100% of your shares immediately vest. This is usually only available to executives at most startups (if at all), but we thought it was fair that everyone should benefit from this.

What is 'vesting'?

Vesting means that you don't get all your shares up front, otherwise you could come and work at PostHog for a week, leave and still get a bunch of share options.

Instead we follow the standard industry vesting schedule over 4 years:

* After 1 year, 25% of your options vest
* In each subsequent month, 1/48th of your remaining share options vest

Vesting starts on the day that you started at PostHog, not the date that your share options were granted.

What about if I took a pay rise in share instead of salary?

These have exactly the same terms as our regular share options, except that vesting starts immediately - ie. there is no 1 year cliff. (We think this is fairer!)

How did you decide the exercise price that I should pay on my share options?

PostHog doesn't decide the price - we get an external company to conduct a valuation and determine the 'fair market value' (FMV) of the shares. Note that this is different (and lower) than simply the last funding round price, due to the way that it is calculated.

We don't have any flexibility here - if we set an exercise price lower than the FMV, this will cause you serious income tax issues!

These valuations are usually only valid for 1 year (US) and 120 days (UK), so we have to redo them periodically.

Why do we allocate share options in batches?

Two reasons - because valuations (mentioned above) need to be re-run, and because each time we allocate share options we need to get them formally approved by the board.

As a result, it is normal for companies to do share option allocations 1-2 times per year.

Why don't you just give me the shares?

Under most countries' tax laws, including the US and UK, this would be considered income, and you would immediately have to pay income tax on the shares. This would mean you getting hit with a tax bill of tens/hundreds of thousands of $$$. Share options are a much more tax-efficient ways to compensate team members, as you don't pay tax today when you are granted the share options.

Can PostHog help me figure out what tax I will have to pay in the future though?

We cannot give you personal tax advice - you need to talk to an accountant. We're happy to ask around our network for recommendations.

I received share options under the EMI plan as I'm based in the UK - how are these different from our regular share options?

The EMI plan has various additional tax benefits associated with it that we're able to offer because PostHog Inc. has a UK child company, Hiberly Ltd. Your shares are still held in PostHog Inc. even though you are employed by Hiberly Ltd.

You can find [a simple guide to EMI here](https://lawble.co.uk/emi-scheme-guide-for-employees/)

. It is worth noting that you will lose EMI tax benefits if you stop being a UK tax resident.

How do I track my vesting and manage my options?

We use a tool called [Carta](https://carta.com/)
 to virtually manage our cap table and stock options. You can sign in to the platform using your PostHog email, and you will be able to see all of the options grants you have received, the start date and how much you have vested thus far, the strike price of your options, and how much it would cost to exercise a certain amount of options.

The Operations team is currently in the process of enabling us to both grant options via the platform, and to allow for online exercise of your options for digitals share certificates to limit the amount of unnecessary paperwork everyone has to deal with.

I have a question that is not covered here!

Ask Charles or Fraser - ideally in a public Slack channel (if appropriate) for better visibility.

May I suggest a change to our share option plan or my share option document?

Unfortunately this isn't possible - we have a standard set of agreements that we use with everyone which have been previously signed off by the board and our investors. Making any changes would not be feasible, unless you spot an obvious error in your option agreement.

That being said, we do not include any terms that are not either completely standard or (in many cases) as team-friendly as humanly possible.

Questions?

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Benefits

Outside of our pay and equity , we also offer several other exceptional benefits to our team. With everyone being distributed across the world, we do our best to provide the same benefits to everyone, but they vary slightly by country depending on the services that are available and local regulations. If you have any ideas for how we can improve our benefits offering, then please let us know! Pension and 401k contributions In the US, our 401k plan is managed by Guideline and we match up to…

[Read next article](/handbook/people/benefits)

![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)

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Shipping & releasing

Shipping & releasing
====================

Last updated: Oct 17, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/engineering/development-process.md)

On this page

Any process is a balance between speed and control. If we have a long process that requires extensive QA and 10 approvals, we will never make mistakes because we will never release anything.

However, if we have no checks in place, we will release quickly but everything will be broken. For this reason we have some best practices for releasing things, and guidelines on how to ship.

How to decide what to build

Set milestones

To start, Product and Engineering should align on major milestones (e.g. Collaboration) which we have strong conviction will drive our success metrics for a feature.

There are two types of goals.

*   **Moonshots:** These are big, scary goals where we expect to fail 50% of the time. If we fail we expect to learn something equally as valuable as if we succeed. Just scraping the goal counts as a success.
*   **Roofshots:** These might also be big, but we expect to achieve them 100% of the time. These can be goals where we cannot afford to fail (e.g. Launch feature to keep us compliant with new regulation), or where we are confident in our approach and don't foresee unexpected risks or issues.

Goals should be time-bound, but since we primarily use goals for our two-weekly sprint planning we should consider them generally timebound to two weeks.

Use the following principles:

*   **Clear:** Anyone with general context can read it and instantly know what specifically it means to achieve it (i.e. NOT "refactor components")
*   **Finite:** There should be an obvious end to the goal and cannot go on forever (i.e. NOT "improve dashboards")
*   **Assessable:** You can validate whether or not you've achieved the goal - it doesn't need to be a metric (e.g. Increased signups by 20% or Events can be ingested in any order)
*   **Meaningful:** If we achieve this goal it will make our solve a real need for our customers (i.e. a 10x improvement in performance sounds great as a goal - but its not meaningful if our customers are happy with the current performance)
*   **Challenging:** It should too big for one person to solve on their own and require creativity or brute force to achieve in the proposed time-frame (e.g. ship correlation analysis with a killer feature no one else has)
*   **Homogenous:** The goal should be all about achieving a single meaningful thing and not a collection of unconnected things (i.e. NOT 'Improve query performance and launch collaboration MVP')

Assign an owner

A single engineer should be accountable for a milestone partnering closely other functions to ensure it's successful.

Think about other teams

Most things won't cause issues for other teams. However, if it will - don't "align teams" or write a huge RFC (unless that'd help you). Do a quick 1/1 with the most relevant person on another team.

Consider:

* The scale of the customer you're building for
* If you can get from your hacky MVP to production-ready easily. It's OK to start with basic, but be mindful of making it harder to fully roll something out in future.
* If you know what you're doing or need someone from another team's expertise to get the right architecture or overall approach. We have lots of experienced people, get their help if you would benefit from it.

If this is a big feature which will need an announcement, content, or other marketing support then it's _never_ too early for [the owner](/handbook/engineering/development-process#assign-an-owner) to let the Marketing team know. Drop a post in their Slack channel or tagging them on an issue.

Break up goals

The owner turns the ambiguous milestone into a roadmap of ambitious, meaningful, sprint-sized goals, thinking 2 - 3 sprints ahead to give other functions time. [Goal principles](/handbook/engineering/development-process#set-some-milestones) still apply.

Execute on goals

Our sprint planning session is where the high-level goals for the next sprint get decided. Each team takes these, breaks them down, and adds their own smaller items, like bugfixes.

Sprint planning works like this:

* During the week of the sprint planning, teams (with the help of the product managers) define one or two big ambitious goals for this sprint that align with major milestones.
* On Wednesday we get together. We use breakout rooms to split into the small teams, and each team finalizes the ambitious goals that they want to tackle.
* We come back in the same room, where
* We do a quick retrospective on the goals for the last sprint (did we get everything done? Should we have prioritized other things?)
* Each team lead presents the main goals for their team. We have an open discussion about whether the goals are the right goals for this sprint and whether they are ambitious enough.
* Each goal should have a single owner.

This meeting is also a chance to coordinate any cross-team dependencies. These should be the exception, not the rule.

As one of our values is [stepping on toes](/handbook/company/values#step-on-toes)
, during the sprint you might come across something that should be much higher priority than what was already planned. It's up to you to then decide to work on that as opposed to what was agreed in the sprint planning session.

After the sprint planning, each team should have their own session (can be async!) where they:

* Do a detailed retrospective.
* Divide up goals between members of the team.
* Prioritize any other work (Support Hero, smaller features, bug fixes, refactoring, etc.).
    * The split between big ambitious goals and 'other work' should very roughly be about 2/3 to 1/3
    * If we only 'scrape' the previous goal, we should split 1/2 on a new big goal and 1/2 on finishing off the previous goal and other work

Evaluate success

Review impact of each major milestone and feedback into the planning process.

When we review the status of goals we classify them as follows:

* **Nailed it:** We hit the goal spectacularly. High fives all round.
* **Scraped it:** We _almost_ hit the goal, but we'll need to do a little bit more next sprint to tidy up. We should adjust our workload to have fewer resources on big goals during the next sprint to comfortable get this finished.
* **Failed it:** We were nowhere near hitting the goal, but we learned some valuable lessons. We're going to go back to the drawing board. Maybe the goal wasn't right or maybe there's a different way to approach it?

What about the small stuff?

Not everything directly contributes to a company level goal. It’s important that the small stuff also gets done for us to succeed. Use the following principles:

* **Yes, and**: Be encouraging and helpful with others who are innovating. All of our biggest wins have looked like bad ideas early on.
* **Dogfooding**: Use the product yourself. When you see something that annoys you, fix it.
* **Side quests:** Smaller projects you are passionate about but may not shoot up our metrics (e.g. turbo mode).

* **Support hero:** Support hero dedicates all of their time to customers, solving the wild and wonderful issues our customers find each week.

Sizing tasks and reducing WIP

Efficient engineering organizations actively [reduce Work In Progress](https://loom.com/share/5efceb288b634a449041918bdba08202)
 (WIP) to avoid negative feedback loops that drive down productivity.

Hence, a PR should be optimized for two things:

1. Quality of implementation
2. The speed with which we can merge it in

PRs should ideally be sized to be doable in one day, including code review and QA. If it's not, you should break it down into smaller chunks until it fits into a day. Tasks of this size are easy to test, easy to deploy, easy to review and less likely to cause merge conflicts.

Sometimes, tasks need a few review cycles to get resolved, and PRs remain open for days. This is not ideal, but it happens. What else can you do to make sure your code gets merged quickly?

* First, start your own day by responding to review requests from colleagues, and unblocking their work. This builds goodwill and encourages them to also review your code in priority. Otherwise, if everybody jumps to implement new features before reviewing WIP, we will end up with [three](https://github.com/PostHog/posthog/pull/6717)
    , [different](https://github.com/PostHog/posthog/pull/6722)
    , [PRs](https://github.com/PostHog/posthog/pull/6766)
    , all for the same thing.
* Test your code. Always read through your PR's changed lines, and test everything yourself, before handing it over for review. Remember that your colleagues are busy people, and you must do what you can to save their time. There's nothing more annoying than an extra 30min review cycle that starts with _"Almost there, just it's all black now, and remove that console.log please"_.
* Help your reviewer by leaving comments that help them review trickier bits. Better yet, write these directly into the code, either as comments or by clearly labelling your variables.
* It's always good to put new features behind [feature flags](/docs/user-guides/feature-flags)
    . It's even better to develop partial features behind feature flags. As long as it's clear what needs to be done before a flag can be lifted, you can usually get the smallest bit of any new feature out in a day this way.
* Don't be afraid to restart from scratch if the PR gets out of hand. It's a bit of time lost for you, but a lot of time saved for the reviewer if they get a clean PR to review.

*   Push your code out as a draft PR early on, so everyone can see the work in progress, and comment on the validity of the general approach when needed.
*   Remember that PRs can be reverted as easily as they can be merged. Don't be afraid to get stuff in early if it makes things better. [Bias for action](/handbook/company/values#bias-for-action)
    .
*   Most importantly, [really understand why it's paramount to reduce WIP](https://loom.com/share/5efceb288b634a449041918bdba08202)
    , until you feel it in your bones.

Writing code

We're big fans of [Test Driven Development](https://en.wikipedia.org/wiki/Test-driven_development)
 (TDD). We've tried to create test infrastructure that helps you rather than annoys you. If that isn't the case, please raise an issue! Keeping tests on point is a high priority to keep developer productivity high.

Other than that, you know what to do.

Creating PRs

To make sure our issues are linked correctly to the PRs, you can tag the issue in your commit.

Terminal

`   git commit -m "Closes #289 add posthog logo to website"   `

Testing code

See: [How to test](/docs/contributing#testing)
.

Reviewing code

When we review a PR, we'll look at the following things:

*   Does the PR actually solve the issue?
*   Does the solution make sense?
*   Will the code perform with millions of events/users/actions?

*   Are there tests and do they test the right things?
*   Are there any security flaws?
*   Is the code in line with our [coding conventions](/docs/contribute/coding-conventions)
    ?

Things we do not care about during review:

*   Syntax. If we're arguing about syntax, that means we should install a code formatter.

See: [How we review](/handbook/engineering/how-we-review)
.

Merging

Merge anytime. Friday afternoon? Merge.

Our testing, reviewing and building process should be good enough that we're comfortable merging any time.

Always request a review on your pull request by a fellow team member (or leave unassigned for anyone to pick up when available). We avoid self-merge PRs unless it's an emergency fix and no one else is available (especially for posthog.com).

Documenting

If you build it, [document it](/docs)
. You're in the best position to do this, and it forces you to think things through from a user perspective.

It's not the responsibility of either [Website & Vibes](/teams/website-vibes)
 or [Marketing](/teams/marketing)
 teams to document features.

Releasing

Best practices for full releases

Opt-in betas can have rough edges, but public betas and full releases should be more polished and user friendly.

Engineers should apply the following best practices for _all_ new releases:

*   Ensure Marketing is aware of the launch, so [a launch plan](/handbook/growth/marketing/product-announcements)
     can be created.
*   Ensure docs are updated to reflect the new release.
*   Ensure all new features include at least one pre-made template (or equivalent) for users.

Self-hosted and hobby versions

We have [sunset support for our kubernetes and helm chart managed self-hosted offering](/blog/sunsetting-helm-support-posthog)
. This means we no longer offer support for fixing to specific versions of PostHog. A [docker image is pushed for each commit to master](https://hub.docker.com/r/posthog/posthog)
. Each of those versions is immediately deployed to PostHog Cloud.

The [deploy-hobby script](https://github.com/PostHog/posthog/blob/master/bin/deploy-hobby)
 allows you to set a `POSTHOG_APP_TAG` environment variable and fix your docker-compose deployed version of PostHog. Or you can edit your docker-compose file to replace each instance of `image: posthog/posthog:$POSTHOG_APP_TAG` with a specific tag e.g. `image: posthog/posthog:9c68581779c78489cfe737cfa965b73f7fc5503c`

Releasing as a beta

We can release betas both as publicly available, or opt-in. See: [Releasing a feature as beta](/handbook/product/releasing-as-beta)
.

It's always worth letting Marketing know about new betas so they can help raise awareness. [The owner](/handbook/engineering/development-process#assign-an-owner)
 should tag them on an issue, or drop a message in the Marketing Slack channel.

Betas are usually announced as milestones on the public roadmap and included in the changelog by Marketing.

Product announcements

Announcements, whether for beta or final updates, are a Marketing responsibility. See: [Product announcements](/handbook/growth/marketing/product-announcements)
.

In order to ensure a smooth launch [the owner](/handbook/engineering/development-process#assign-an-owner)
 should tell Marketing about upcoming updates as soon as possible, or include them in an All-Hands update.

It's _never_ too early to give Marketing a heads-up about something by tagging them in an issue or via the Marketing Slack channel.

Questions?

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Feature flags specification

Client-side PostHog libraries (like posthog-js) are able to have a rather simple feature flags implementation, given that they only ever have to deal with one user. As such, we can make a request at the start of a session to fetch feature flags that are enabled for a user, keep those on memory, and periodically check for updates. On server-side libraries, however, we need to be able to handle n distinct IDs. As such, we are unable to fetch user-specific flags proactively, since there is an…

[Read next article](/handbook/engineering/feature-flags-spec)

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Overview
========

Last updated: Jul 15, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/overview.md)

On this page

The Ops team's primary goal is to make PostHog an incredible place to work by removing distractions from other small teams. We keep PostHog running smoothly without implementing lots of unnecessary processes.

We are also responsible for growing the team by adding in world class talent to new and existing [small teams](/teams)
. We want to do this while retaining our world-class team by making PostHog the most transparent company in the world, and the best place for people to work in general.

Ops provide all the tools, literally and metaphorically, needed for our team to come in and do their best work. Practically, this looks like:

*   A small ops team covering a wide range of disciplines that can react to any incoming items to allow the rest of the business to focus on what they do best - building products.
*   Nailing the basics of working at a start-up for our team members. Making sure things like payroll, onboarding, offboarding etc. all work smoothly and are on autopilot as much as possible.

*   Thinking slightly further ahead than the “here and now" to predict when we may need to make changes like hiring new team members, changing our spending patterns to manage cash, managing our comp structure, implementing a new tool etc.
*   Setting a very high bar for bringing people on board. We are always looking for the best people in their field, or people on their way to becoming exceptional at their jobs. This is so important to us, it's enshrined in our company [values](/values)
    .
*   Manage compliance projects like SOC 2 or HIPAA to help us land larger customers. These projects require input from some small team members, but Ops will make sure everybody knows who and what is needed.
*   Partnering with the Exec team to work on people initiatives to build a diverse and inclusive culture at PostHog. We want to put a strong sense of belonging at the heart of everything we do.
*   Running any disciplinary or grievance [process](/handbook/people/grievances)
    that may occasionally arise.

These are some things that Ops is _not_ responsible for which you might see at other companies

*   Resolving [performance issues](/handbook/people/offboarding#involuntary-departure)
    and creating things like performance management plans. This is the Exec team's responsibility, working with the relevant managers.
*   Booking travel or accommodation for when you travel. You have the ability to [do this yourself](/handbook/people/spending-money)
    and we trust you will spend money carefully. The exception to this is our [company offsite](/handbook/company/offsites)
    where we book accommodation.
*   Setting [compensation](/handbook/people/compensation)
    - Exec team do this.
*   Centralized customer support - this sits with the Customer Success team generally, with individual small teams having a [support hero](/handbook/engineering/support-hero)
    on rotation.
*   Company wide [goal setting](/handbook/company/goal-setting)
    - the Exec team ensure this happens, and small teams run their own planning
*   Training - this is [self serve](/handbook/people/training)

Ops team values
----

*   Take ownership
*   Be supremely reliable
*   Act with care & compassion

Take ownership

When something falls on the Ops team, we make it very clear we are the owners of that specific thing. We communicate clearly with other teams when we require their input and we make it as easy as possible for them to help us achieve the desired outcome. We are quick to triage things that don't have a clear owner and we get them into great shape before we expect others to have to interact with it. This could be anything from a compliance matter to how our merch process works. We say 'here's how this could get done' rather than 'that's not my job'.

Be supremely reliable

If we say will take care of something, we take care of it - no exceptions. We are often trusted with big and small things, and we take all of them seriously. This also means we will keep you in the loop if something can't happen as we originally intended. We are trusted with a lot of sensitive information, from our team members' personal details to specific company info that we need to protect. When people trust the Ops team with something, they need to know it's getting done properly.

Act with care & compassion

The Ops team has got your back. We treat everybody with respect - caring deeply about the success of the business means caring deeply about the success of every team member, irrespective of things like seniority. We want to be sure we will be proud of how we handled any situation. This doesn't just apply to our team members but to anybody interviewing, the customers we deal with, and anybody else we interact with externally such as suppliers.

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Finance

Finance principles This is how we think about financing PostHog as a business: We're efficient because it allows us to build more products. We want to always be default alive. Losing control means becoming inefficient, because we would need to raise more money from VCs, who would push us for more aggressive growth to meet their goals. This means building fewer products and spending more on shorter-term bets, like large sales teams. Being default alive means that profitability is always an…

Time off

Time off
========

Last updated: Oct 17, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/time-off.md)

On this page

*   How to book time off in PTO by Deel
*   How to cancel time off
*   Flexible working
*   When you should have time off
*   You are sick
*   Bereavements / Child loss
*   Jury duty / voting / childcare disasters, aka 'life stuff'
*   Parental leave
*   Birthday and anniversaries
*   Birthdays
*   Anniversaries
*   2nd year anniversary - Customized Lego figurine:
*   3rd year anniversary- via Batch:

We offer our team unlimited time off, but with an expectation that you take _at least 25 days off a year_, including national holidays. This is to make sure that people can take time off flexibly while not feeling guilty about being on vacation.

The reason for this policy is that it's critical for PostHog that we hire people we can trust to be responsible with their time off - enough that they can recharge, but not so much that it means we don't get any work done. The People & Ops team will look into holiday usage occasionally to encourage people who haven't taken the minimum time off to do so. The 25 days is a minimum, not a guide.

As general guidance, we don't care about a few days here and there. If you are taking significantly more vacation time than most - for example, 40 days, we would be very surprised if you aren't causing a strain on the rest of your team as a result.

Permissionless time off

We care about your results, not how long you work.

You do not need to get approval for time off from your manager. Instead, we expect everyone to coordinate with their team to make sure that we're still able to move forwards in your absence. You should avoid things like:

*   Having an entire Small Team off - this means we can't provide support to customers
*   Having the only X people who can do some totally critical task at PostHog off - if this is unavoidable, try to make sure one of you can at least check in if something goes horribly wrong

How to book time off in PTO by Deel

Before you start, make sure that:

*   You have authorized the PTO by Deel app in Slack to connect to your Google Calendar
*   You have subscribed to the [team time off calendar](https://calendar.google.com/calendar/u/0/r?cid=c_52c05ff56171856873941d8a4e612c7d5dc317504b7533b0d22207480bc85763@group.calendar.google.com)

If you don't do this, your holiday won't show up in the team time off calendar.

To book a day off:

*   Book it on the PTO by Deel app in Slack. There are various types of time off you can select. It will be automatically approved and added to the team time off calendar (with the exception of longer term leave.) It will also be added to your manager's personal calendar.
*   Block out your own personal GCal to show that you are out. This is because PTO by Deel _only_ books in an all day event in your calendar to show that you are out. If you don't do this, automated meetings such as interviews or demos might still get booked into your cal.
*   Set an out of office message on your email and have it point to someone else on the team, or hey@posthog.com.
    PTO by Deel will automatically set your Slack status to out of office and will autorespond to Slack messages.

> Please manually book in public holidays you plan to take off as well. We have team members working in countries all over the world, so it is not practical for us to book these all in on your behalf. Some people also prefer to work on certain days even if they're considered a public holiday in the country they are living in or visiting.

The same rules as above apply regardless of the holiday length and type. Sick leave and any other types of time off should also be booked in the same way.

How to cancel time off

If you decide to cancel your holiday, drop a message in #team-people-and-ops and a member of the team will cancel the holiday for you, as only admins can delete holidays.

Flexible working

We operate on a trust basis and we don't count hours or days worked. We trust everyone to manage their own time.

Whether you have an appointment with your doctor, school run with your kids, or you want to finish an hour early to meet friends or family - we don't mind and you don't need to tell us. Please just add it to your calendar and, if you are doing anything that could require you to be immediately available (ie support hero / or any customer-facing role), please make sure you have cover.

When you should have time off

You are sick

If you are sick, you don't need to work and you will be paid - the upper limit for paid sick leave for your country will be specified in your contract. This is assuming you need a day or two off, then just take them.

Please let your manager know if you need to take off due to illness as soon as you are able to and add it to PTO by Deel. You shouldn't pre-emptively book a bunch of days off sick, as you can't know how long you will actually be sick for and you may trigger the need for a doctor's note (see below). Just book the day or two off that you are sick then add more if you still feel unwell.

For extended periods of illness (5+ work days), or if you are going over the limit in your country/[state](https://support.gusto.com/article/106622152100000/Sick-leave-laws-by-state) , please speak to Fraser so we can work out a plan. In most countries, we will need a doctor's note from you.

If you have a medical condition you know will take you away from work regularly, please let Fraser know so we can work out accommodations with you and your manager.

Bereavements / Child loss

We do not define “closeness” and we won't ask about your relationship to the person or what they meant to you. Please just let us know up front how much time you would like to take.

Our bereavement policy also covers pregnancy and child loss for both parents, with no questions asked. Please take at least 2 weeks of paid leave.

If you need extended time for physical or mental health reasons, we will treat it as extended sick leave - just chat to Fraser.

Jury duty / voting / childcare disasters, aka 'life stuff'

There are lots of situations where life needs to come first. Please let it - just be communicative with your team and fit your work around it as you need. We trust you will do the right thing here.

If your are summonsed for jury duty, please let Fraser know right away - we can often get an exception granted if we have enough notice.

Parental leave

Parental leave is exceptional as it needs to be significantly longer than a typical vacation. Anyone at PostHog, regardless of gender, is able to take parental leave, and regardless of whether you've become a parent through childbirth or adoption.

If you have been at PostHog for over 1 year as of the date of your child's birth, you can take up to 24 weeks maternity leave or 4 weeks paternity leave on full pay.

We only pay this in one continuous block. If you have been at PostHog for under 1 year, we will pay you according to your local jurisdiction's legal requirements.

Parental leave isn't supposed to be combined with our unlimited PTO policy here - we aren't prescriptive and will trust your judgement, but please note that we usually won't allow you do a combination of parental leave plus a long holiday in addition to that to extend your time off.

Please communicate parental leave to Fraser as soon as you feel comfortable doing so, and in any case at least 4 months before it will begin. They will let the People & Ops team know, who will follow up on any logistical arrangements around salary etc. and any statutory paperwork that needs doing.

> Wherever there is a discrepancy between local regulations and PostHog policy, we will merge the local minimum rules with the above where relevant.

Birthday and anniversaries

We celebrate all the big and little milestones at PostHog, including birthdays and work anniversaries. We celebrate each team member as a reminder of how much we appreciate them. Kendal is currently responsible for organizing these.

Birthdays

We have partnered with [Batch](https://batchusa.com/pages/about-us)
to send all team members a personalized giftset for their birthday.

These are the steps for making an order:

1. Complete all necessary information on the “Birthday tab” with the [customer order sheet](https://docs.google.com/spreadsheets/d/1OhYz-ws20VKtQ0NnoCEzw1i4V4XAiz3e/edit?usp=sharing&ouid=109235309101749414478&rtpof=true&sd=true)
   and send to Bri Nightingale, CSM at bri@batchusa.com

2. Bri will send an invoice to be paid with steps on how to make the purchase payment
3. All set!

The birthday gift usually arrives on the day of or 1-3 days prior to the birthday. Shipping fees: US shipping is free while all other countries will have shipping fees.

Anniversaries

On your first-year anniversary with PostHog, you will receive a giftcard from [Giftogram](https://giftogram.com/)
 which can be used on a wide selection of brands. On your second-year anniversary you'll be gifted a [customized Lego minifig](https://minifig.fab-bricks.com/)
 in a display case, and on your third-year anniversary, you'll receive a personalized gift from [Batch](https://batchusa.com)
.

1st year anniversary - $50 for US gift cards/$55 for for all other countries gift cards to cover service fees:

1. Login into [Giftogram](https://app.giftogram.com/sign-in)
    by using your gmail credentials
2. Two ways to create a new Giftogram, on the tool bar above where it says “Create and Send" or you can click on the right hand side on the blue button “Send a Giftogram".
3. Walk through the following steps:

*   Select the appropriate campaign: US Campaign= US team members, GCode Campaign= EU+ALL team members, and CA Campaign= Canada team members
*   Select a card design of your choice (easiest to just use the anniversary theme)
*   Next screen, select “individual”, email as a delivery method, and add value (see above for amount) and continue to the next step
*   Enter the individual’s PostHog email address. You can add multiple email addresses if there is one then one anniversary. The amount will add itself on the right hand side as you add more individuals. Then, continue to the next step
*   Delivery message; select PostHog team as the sender and select the drop down “1st year anniversary” as the pre-populated message or you can create your own personal message
*   Last step, schedule the delivery date and you’re done!

2nd year anniversary - Customized Lego figurine:

1. Log into [Fab-brick](https://fab-bricks.com/login.php)
    (login credentials are shared in People & Ops 1Password vault)
2. Select the third tab “MiniFig Creator” and design your mini fig to look like the individual you’re celebrating!
3. Make sure to include a display case and the three tier brick option

4. After you’ve completed your design, check out. There should already be a Brex card on file. Please make sure you add the individual’s correct mailing address.

3rd year anniversary- via [Batch](https://batchusa.com/)
:

1. Complete all necessary information on the “Third Anniversary tab” with the [customer order sheet](https://docs.google.com/spreadsheets/d/1OhYz-ws20VKtQ0NnoCEzw1i4V4XAiz3e/edit?usp=sharing&ouid=109235309101749414478&rtpof=true&sd=true)
   and send to Bri Nightingale, CSM at bri@batchusa.com

2. Bri will send an invoice to be paid with steps on how to make the purchase payment

The gift will usually arrive on the day of or 1-3 days prior to the anniversary date. Shipping fees: US shipping is free while all other countries will have shipping fees.

Questions?

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Spending money

There are many occasions when you will need to spend company money. PostHog is a lean organization - the less we spend, the more time we have to make sure the company takes off. However, it is more important you are productive, healthy, and happy. Please spend money in a way that you think is in the best interests of the company. If it's a trivial expense, just buy it. We provide you with a company card with a $1,000/month spending limit for this reason. We use Brex for everyone, and also…

[Read next article](/handbook/people/spending-money)

`![Ursula von der Leyen, President of the European Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)`

Team structure

Team structure
==============

Last updated: Sep 30, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/team-structure.md)

On this page

*   Small teams
*   Org chart and reporting lines
*   Organization changes
*   Team Lead checklist

Small teams

We've organized the company into small teams that are multi-disciplinary and as self-sufficient as possible. [You can read about why we've done it this way](/handbook/company/small-teams)
, or [browse the small teams](/teams)
.

Org chart and reporting lines

We maintain our full org chart in Deel, [which you can access here](https://app.deel.com/organization-chart/organization/834ac289-7c04-4d93-91f0-8922c5664b77?groupBy=group-by-report)
.

Team leads do not necessarily = managers - read more about how we think about management [here](/handbook/company/management)
.

Organization changes

We’re still an early stage company, and so is our product. We strongly value moving and shipping fast (see [core values](/handbook/company/values)
) and we constantly iterate not only our product but our organization too. As this happens, it may be quite possible that organizational changes occur. This mostly happens at the [small teams](/handbook/company/small-teams)
 level. To make the changes smoother for everyone, here’s the checklist we use:

*   [ ] Discuss with relevant team leads (and/or managers if applicable).
*   [ ] Discuss with relevant team member(s).
*   [ ] Open a PR on `posthog.com` documenting the change on the handbook.
    *   [ ] Update the relevant Small Team page.
    *   [ ] Update the [Org Chart](https://app.deel.com/organization-chart/organization/834ac289-7c04-4d93-91f0-8922c5664b77?groupBy=group-by-report)
        in Deel.

* [ ] Let everyone else in the company know in the next all hands session.
* [ ] Add/remove from relevant [Sentry teams](https://sentry.io/settings/posthog/teams/)
  .
* [ ] Add/remove from relevant [GitHub teams](https://github.com/orgs/PostHog/teams)
  .
* [ ] Add/remove from Slack `@` groups / team mentions (e.g. `@core-experience`).

Team Lead checklist

* [ ] Onboarding 1:1 with new team member.
* [ ] Add to stand-ups, planning sessions, and any other team rituals.
* [ ] Update Slack channel description, and invite to Slack channel if needed.

Questions?

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Design philosophy

Looking for our brand style guide? Look no further. Different by with design Design at PostHog works differently than most companies. We fundamentally believe that we can differentiate ourselves with design – by thinking outside the box and pushing boundaries. This means we're not structured like a typical design org. How our customers interact with product analytics (and other tools) has largely remained unchanged since these tools were created over the past couple decades. There's nothing…

[Read next article](/handbook/design/philosophy)

*   [Teams](/teams)

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Goal setting

Setting quarterly goals
======================

Last updated: Jun 27, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/goal-setting.md)

On this page

We plan objectives every quarter. The exec team set the direction and overall objectives for PostHog, and then small teams set their own objectives that feed into these. Longer-term planning that the exec team does is covered separately [here](/handbook/exec/annual-planning)
.

How quarterly planning works
----

1. James runs this process every three months.
2. ~3 weeks before the end of each quarter, the Exec team meet to come up with initial ideas for objectives for each small team.
3. ~2 weeks before the end of the quarter, Kendal schedules planning meetings with each small team to go through these - these will be run by the Team Lead and include the relevant Exec team member, following the template below. Each small team can change or propose alternate objectives, goals, and/or key results (we are not prescriptive about the exact terms used here - use these as a starting point).
4. The outcome of these meetings should be a PR to the relevant small team page. The Team Lead is responsible for creating this and getting it merged. Make sure you tag the relevant member of the Exec team for review.
5. PRs get merged before the next quarter starts. We usually then run through the objectives in the first all hands of the next quarter.

Planning template

md

`   ## Previous quarter reflection [Paste in previous quarter objectives from the team page] For each objective, write up a reflection - usually the person who was the lead on the objective should do this, but some might be shared. You may also want to write some overall thoughts about how the quarter generally went. ## HOGS Get each person to answer these questions in their own doc, then go round the group for each question to get thoughts. It's ok to plus 1 someone else to save time - this section can overrun if you're not careful! - Hope   - What are you most excited about this quarter?   - What exploration do you want to do? - Obstruction   - Is there anything embarrassing about your product?   - What's stopping you from shipping 2x what you're shipping now? - Growth   - What single thing would move the needle the most this quarter?   - What are users asking for that we're ignoring? - Sneak attack   - Say a competitor beats your team's product, what would that product do differently?   - What are we not talking about enough? ## Current quarter objectives This is an example - feel free to adapt as you need. Generally it is a good idea to have at least one person's name against each thing for accountability even if multiple people work on it - shared goals usually results in less getting shipped.   Objective 1: PostHog in the EU Motivation: Unblock 1,000s of customers [link to data] who need to keep data in the EU but are not capable of self hosting. What we'll ship: - This thing (Name)   - Another thing (Name)   - Maybe another thing (Name)   `

Why we do this
----

*   Sense of winning / losing - this bonds teams, increases urgency and creates satisfaction when we achieve things
*   Clarifies our direction

Good goal setting
----

*   As few Objectives as possible
*   Motivation - explains why the objective is set
*   Thing's we'll ship that show if we're en route to achieving an Objective
*   Objectives are simple - it's really clear if you are/aren't hitting them
*   Objectives are ambitious - they move the needle for PostHog
*   Hitting an overarching Objective is more important than shipping specific things
*   Things we'll ship are leading indicators and can be achieved quickly
*   If you set specific targets, they should be specific and measurable if possible
*   Setting anti-goals can be helpful to clarify what you are _not_ working on

Bear the following in mind:

*   Use metrics only if they help you
*   Don't fall into an existential crisis every time we do this exercise - while Objectives are important, they're easy to change, so iterate if you need to mid-quarter
*   All Objectives are bad - they have many compromises, are fallible, easy to game, or may be affected by external factors, so use the least bad ones
*   Use counter metrics where needed (X happens, but Y shouldn't happen)
*   Don't have a lot of things to ship if you can't capture everything in one - just pick the most important one or two
*   Don't set arbitrary targets that a team cannot achieve
*   Consistently hitting ambitious Objectives over the long term is an important factor in the pay review process, but if you miss extremely tough Objectives but still achieve great things en route, that's great

FAQ

What if I don't have time to do work towards my objectives because of X (X = customer support / urgent board reporting / something else)?

Picking up the occasional thing that isn't technically going to help your goal is ok. This is because we're small and may not set 100% perfect goals. As ever, prioritize as you see fit. However, spending a bunch of time on a pet project is not - this means the planning process has failed.

If my team repeatedly miss objectives, what happens?

Objectives should be ambitious but achievable - you should be able to hit them by challenging yourself, but not to the point of burnout.

If your team is consistently missing objectives, they are too hard or possibly the wrong objectives for PostHog/your team.

Questions?

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Diversity & inclusion

PostHog is proud to be an international group of misfits. You can't disrupt an industry by thinking the same way as everyone else. At PostHog, everyone is committed to building a culture of diversity, inclusivity, and belonging. Diversity & inclusion Diversity refers to the traits and characteristics that make people unique. While there are an infinite number of differences in humans, most people subconsciously define diversity by categories such as gender, race, age, and background. Inclusion…

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Customer support

Customer support
================

Last updated: Oct 16, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/comms/customer-support.md)

On this page

We aim to delight

You can build a good company by focusing on getting lots of customers. To build a great company, you must delight your existing customers. This means that the journey doesn't simply end once we sign up a user - even more important is to ensure that PostHog is consistently delivering value for them.

How we ensure amazing customer support

It's easy for customers to reach us

We have a few different routes for users to contact us. As an open source company, our bias is towards increasing the bandwidth of communication with our users and making it easy for them to reach us through a clearly defined, simple set of channels.

These are the ways in which customers can currently reach us:

* **Support ticket** - Customers can create a support ticket directly within the PostHog app, under the help menu. This offers both users and PostHog engineers the best possible experience as Zendesk is automatically populated with a bunch of helpful context that makes troubleshooting easier. When in doubt, customers should be directed here.
* **Community questions** - users can also search [previously answered questions](/questions)
  that have been asked anywhere on posthog.com in our Docs. This is a great way to help us improve our Docs for simpler use-case type questions, but more complex questions should be re-routed via a support ticket.
* **Dedicated Slack channels** - For higher-paying (or potential higher-paying) customers, we offer a dedicated channel on our main company Slack.

Sometimes people reach out to us with support issues on Twitter/X. Regardless of whether someone reaches out to your personal account or to the company account the broad approach should be as follows:

1. Check first if they already have a ticket in Zendesk (either in-app or via /questions). There is nothing more annoying for a user than being asked to create a support ticket if they already have. If you don't have Zendesk access, ask someone in CS.
2. If no tickets exist, explain that we can't provide support over social media and ask them to create a support ticket within the app - this is _much_ better than trying to solve their problem over Twitter as Zendesk pulls in a bunch of contextual information and is easier to collaborate in. Do this from the **PostHog** Twitter account - otherwise you will get personally contacted every time this user wants help.
3. If yes, say that we can see their ticket and reassure them that all tickets are triaged and responded to. Let CS know that you have done this. Again, use the PostHog Twitter account.

Your objective should be to get the conversation into Zendesk ASAP, because it's easier to help the person there and to avoid setting a precedent that complaining visibly on social media results in an expedited response. An exception to this rule is if you are engaging with someone who has provided general feedback about PostHog - feel free to use your personal account if someone has a feature request or similar. If a user engage in a way which causes you _any_ distress, you can skip all of the above and just highlight it in Slack for CS to deal with.

> Sometimes users ask about the progress of [certain issues](https://github.com/PostHog/posthog)
> that are important to them on GitHub. We don't consider GitHub to be a proper 'support' channel, but it is a useful place to gauge the popularity of feature requests or the prevalence of issues.

Response Targets

We have a high volume of tickets and we're a small team so we're not able to respond to all issues equally. For this reason we prioritize tickets into three categories. We set a response target for each so that we can be sure that tickets are being handled effectively.

Note that tickets are automatically prioritized in Zendesk and users are updated with information about response targets to set appropriate expectations. In all cases, tickets are routed to the appropriate team and that team is responsible for meeting the response target.

The response targets listed below are our minimums for an initial response, and we often respond far faster. Please note that we do not offer any level of weekend customer support.

High priority

Response target: 12 hours

Tickets are considered high priority if they fulfill ANY of the following conditions:

* The customer is high paying
* The customer is in a trial stage with the product
* The customer is subscribed to the teams add-on
* The ticket is listed as critical severity

This ensures that users who pay for support or which are otherwise considered a priority customer are prioritized and get the best possible support experience. Free users can raise critical impact bugs or issues to an appropriate level.

Normal priority

Response target: 24 hours

Tickets are considered normal priority if they fulfill ANY of the following conditions but the user does NOT qualify as a high-paying org:

* The customer is subscribed to the `Ridiculously cheap` plan
* The customer is on a PostHog for Startups or Y Combinator plan
* The customer is raising a billing issue
* The ticket is listed as high severity

This ensures that most paying users get appropriately rapid support and that all billing issues are ensured to get a response. Free users can raise high impact bugs or issues to an appropriate level.

Low priority

Response target: N/A

Tickets are considered low priority if they fulfill none of the conditions for High or Normal priority. This includes tickets raised in the PostHog community, and is mostly users who are on a free plan and who have not entered a card.

We always aim to respond to low priority tickets and will often read and consider them, but we do not set a response target or promise to respond due to the high volume and our need to focus on paying users.

Follow-up / next reply response targets

After our initial response, our follow-up response targets are double those of our initial response targets. For example, if a user replies to our initial response on a high priority ticket (12 hours), our follow-up / next reply response target is within 24 hours.

Escalated ticket response targets

When support engineers need to escalate issues to other engineering teams for deeper investigation, the investigations can take longer. For escalated tickets, our response targets are as follows:

* High priority escalated ticket response target: 2 business days
* Normal priority escalated ticket response target: 4 business days
* Low priority escalated ticket response target: N/A

> **_NOTE:_** The targets are for a reply to the user. If the escalation turns out to be a bug or feature request, the reported issue doesn't have to be solved by the response target date, we just need to reply to the user. That reply may be to let them know it won't be fixed right away, but that we have opened a bug report or feature request. If we've opened a feature request or a bug report, you can refer the user to the GitHub issue for updates, and `Solve` the ticket. If you're replying with info that should resolve the issue, leave it in a `Pending` state (will be auto-solved

in 7 days if the user doesn't reply.) If the user replied to confirm the issue is resolved, `Solve` the ticket. Use `On-Hold` sparingly, e.g. if you intend to get back to the user soon (more than a week, less than a month.)

CSAT Surveys

We send out CSAT surveys after a ticket has been closed for at least 3 days using [this Automation](https://posthoghelp.zendesk.com/admin/objects-rules/rules/automations/22328357692571)
. The emails contain a link to https://survey.posthog.com/
with their `distinct_id`, `ticketId`, and the assigned team as query parameters, which are being used alongside their satisfaction rating to capture a `survey sent` event. The code for the survey website is in the [PostHog-csat](https://github.com/PostHog/posthog-csat)
repo and the responses can be viewed in [this dashboard](https://us.posthog.com/project/2/dashboard/130687)
.

Support Engineers

We hire Support Engineers once a product reaches a significant level of scale and/or product-market fit. This is a subjective judgement. Right now, support engineers sit in [the Comms team](/teams/customer-comms)
and cover:

* Product analytics
* Web analytics
* Session replay
* Feature success
* Comms
* Data warehouse
* Customer Success

Support engineers respond to as many tickets as they can for these products, and escalate other tickets to the appropriate teams as needed. For all other products, the engineers on those teams are directly responsible for support. The support runbook is maintained on the [Support Hero page](/handbook/engineering/support-hero)
.

When we hire new support engineers they will usually spend the first few weeks focused just on product and web analytics tickets, until they've started to build more familiarity with the platform as a whole.

Engineers are Support Heroes

The direct interaction between our engineering team and our users is _hugely_ valuable, and an important part of building trust in our community is the ability for users to talk directly with the people who are actually building the product.

Providing support across most products is a responsibility shared across our engineering teams - we expect everyone to jump in and help a user if you see they have a question or problem. Once you have made the initial contact or response, it is your responsibility to see it through or explicitly hand over to someone else if they are better-equipped to help.

One person on each product team takes on the **[Support Hero](/handbook/engineering/support-hero)
** role each week. This is a rotating responsibility, where the person involved spends a significant chunk of their time responding to support queries across Slack, email and Zendesk, and sharing that feedback with the team and/or building features and fixes in response. We have found that each stint as Support Hero has thrown up a lot of really valuable feedback.

Difficult support requests

We very occasionally receive messages from people either wishing to make a legal claim or who you suspect may have a mental illness, either via the app or [Community Questions](/questions)
. If this happens, notify
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1688579622/thumbnail_charles_525b6ac4e2.png)Charles Cook![](https://res.cloudinary.com/dmukukwp6/image/upload/v1688579622/thumbnail_charles_525b6ac4e2.png)Charles Cook](/community/profiles/28625)`
 or
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1702389954/thumbnail_Fraser_d164c2e11b.png)Fraser Hopper![](https://res.cloudinary.com/dmukukwp6/image/upload/v1702389954/thumbnail_Fraser_d164c2e11b.png)Fraser Hopper](/community/profiles/30207)`
 in the first instance. They will either take this on, or advise you on how to reply.

Community

Support =/= community - we consider them to be separate things.

Tutorials

We want to help teams of all sizes learn how to ask the right product analytics questions to grow their product. To help, we create content in the form of [tutorials](/tutorials)
, [blog posts](/blog)
, and [videos](https://www.youtube.com/channel/UCn4mJ4kK5KVSvozJre645LA)

.

We've also created a bunch of useful [templates](/templates)
 that cover many of the most popular PostHog use cases.

Questions?

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Startups & Y Combinator

We run two special programs for early-stage teams. PostHog for Startups is our program to support early stage companies. PostHog for Y Combinator is our program to support companies in the Y Combinator accelerator. Both programs give users some exclusive perks, as well as credit to use across any mix of PostHog products. The YC Deal has its own page here . This page focuses on explaining how PostHog for startups works. PostHog for Startups Any company that is <2 years old and has raised $5m…

[Read next article](/handbook/comms/startups)

![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.c
om/src/components/EU/images/ursula)

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User feedback

User feedback
=============

Last updated: Apr 22, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/product/user-feedback.md)

On this page

*   Feedback call process
*   Rewards
*   Repositories of information
*   Additional notes

> 😍 Want to share feedback? [File a GitHub issue](https://github.com/PostHog)
> or [reach out directly](https://app.posthog.com/home#supportModal)
> . **We're always happy to hear from you!**

We actively seek (outbound) input in everything we work on. In addition to having multiple channels to continuously receive inbound feedback, we generally do active outbound feedback requests for:

* General product and experience feedback. Continuous effort to gather general feedback on the product and their holistic experience with PostHog are led by the PMs supporting the team.
* Usability tests. We generally run these for new big features the Engineering team is working on. Run by the engineer building that feature.

Feedback call process

Recruiting users

Ways to invite users for an interview:

* [PostHog Surveys](https://app.posthog.com/survey_templates)
  . We even have a template for [user interviews](/templates/user-interview)
  .
* If a customer has requested a feature through slack then message them directly
* Email customers who have subscribed to the feature on the [roadmap](/roadmap)

Scheduling

* Add all feedback calls to the [User interviews calendar](https://calendar.google.com/calendar/?cid=Y19tczllaWN1Ym92ZGgxYWhzNmtoY2xpNTQ3b0Bncm91cC5jYWxlbmRhci5nb29nbGUuY29t)
  . If the invite was created from your own calendar, you can simply add "User interviews" as an invitee.

During the call

* If you'd like to record the call, do ask before!
* Do a quick round of intros if you haven't met previously.
* If this is the first interview with the user, ask them for context about their company, their role, if they're technical.

After the call

1. Add the notes to the [Google Doc](https://docs.google.com/document/d/1762fbEbFOVZUr24jQ3pFFj91ViY72TWrTgD-JxRJ5Tc/edit)
   , linking the recording if you did one.
2. Share a short summary of the user interview in the `#posthog-feedback` Slack channel

3. If the user reported specific bug reports or specific feature requests, open the relevant issues in GitHub. Be sure to link to their Hubspot record in case Engineering needs more context when scoping/building.
4. Generate the reward for the user (see below).
    1. Most of the time, the reward will be a gift card for the [PostHog merch store](https://merch.posthog.com/)
        . If it's the case, create the gift card in Shopify.
5. Follow-up with the user. Send any applicable rewards, links to any opened GitHub issues, and answers to any outstanding questions.

Rewards

We strongly value our users' time. As such, we usually send a small gift of appreciation. We have the following general _guidelines_, but just use your best judgement.

*   Generally we send users a gift card to the [PostHog merch store](https://merch.posthog.com/)
    with around $30 of value.
*   When the above is not an option (e.g. user has received merch already) we can offer the user a $30 gift card with [Open Collective](https://opencollective.com/)
    .
*   The instructions on how to create gift cards can be found [here](/handbook/growth/sales/yc-onboarding#after-the-call)
    .

Repositories of information

We keep a log of user feedback in the following places:

*   **Feedback notes.** Feedback notes are mainly kept in this [Google doc](https://docs.google.com/document/d/1762fbEbFOVZUr24jQ3pFFj91ViY72TWrTgD-JxRJ5Tc/edit)
    .
*   **Recordings.** All recordings are kept in [this folder](https://drive.google.com/drive/folders/1kmhj0GMAZTjVauN8JJKs_U7BgaD7XnUJ?usp=sharing)
    in the Product shared drive.

Additional notes

Any PostHog team member may receive feedback at any time, whether doing sales, customer support, on forums outside of PostHog or even friends & family. If you receive feedback for PostHog, it's important to **share it with the rest of the team.** To do so, just add it to the [#posthog-feedback](https://posthog.slack.com/archives/C011L071P8U) channel.

> To ensure feedback durability and visibility, the #posthog-feedback channel should not be used as the primary source of _storage_. Please add the feedback to the main Google doc.

We strongly recommend that everyone joins at least one user call per month. Regardless of your role, you will always benefit from staying in the loop with our users and their pain.

Questions?

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Next article

Releasing a feature as beta

It's sometimes worth releasing big new features under a 'beta' label to set expectations with customers that this feature is still in active development, and might have some rough edges. What a beta feature should do A beta feature still needs to provide value to a customer. Mocking out the frontend without any functionality does not count as a beta feature. What a beta feature doesn't have to do A beta feature doesn't need to have a perfect interface, does not need to be performant for high…

[Read next article](/handbook/product/releasing-as-beta)

*   [About](/about)

*   [Roadmap](/roadmap)

*   [WIP](/wip)

*   [Changelog](/changelog/2024)

*   [People](/people)

*   [Teams](/teams)

*   [Handbook](/handbook)

*   [Blog](https://posthog.com/blog)

Compensation

Compensation
============

Last updated: Sep 30, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/compensation.mdx)

On this page

How it works

We have a set system for compensation as part of being transparent.

You can use our compensation calculator below to see what your compensation might look like when you're joining PostHog, and to see how it might develop over time:

Role

Location

(based on market rates)

Country

Region

Level

Step

Salary calculator

1. Benchmark (United States - San Francisco, California) $236,000
2. Level modifier 1
3. Step modifier 0.95 - 1.04

Salary $224,200 - $245,440plus equity

We think the fastest possible shipping comes from a leaner and stronger team. We pay generously, so you'll work with the best people in the world.

Important:

* If we are missing your country, it simply means we've not hired there before so we'd need to put together some data in advance of hiring you.
* If you're considering applying to PostHog and the salary is the only blocker, then something is wrong with our model (as we aim to pay generously) for your circumstances in most cases. Please tell us as part of the hiring process and we will review things.

Level

More experience does not correlate with increased importance. Seniority is _not_ a title - we don't believe in having a huge hierarchy of roles, as everyone needs to feel like the owner of the company that they are.

We pay more experienced team members a greater amount since it is reasonable to expect this correlates with an increase in skill - being able to ship faster through less time having to work things out for the first time is valuable. Experienced hires can help upskill the less experienced hires on the team too. Team members who have less experience can see a steady increase in pay over time as they increase their experience and skill.

We believe that, at first, increased skill comes from more time spent in the role. Over time, this judgement becomes more subjective and is instead based on the speed with which you can ship or help the team to ship, the quality of your prioritization and decision-making, as well as your technical approach.

Step

Within each level, we believe there's a place to have incremental steps to allow for more flexibility. We define these as follows:

* _Learning_: Starting to match expectations.
* _Established_: Matching expectations.
* _Thriving_: Exceeding expectations.
* _Expert_: Exceeding expectations consistently.

With exception of team members at the very beginning of their career, we hire into the _Established_ step by default. This will give everyone the opportunity to be set up for success and leave enough room for salary increases, without the need to move up in seniority.

Here's [how to move from one step or level to another](/handbook/people/career-progression)
.

Benchmark

In line with our compensation philosophy, the benchmark for each role we are hiring for is based on the market rate in San Francisco.

We use [Pave](https://www.pave.com/marketdata)
 as our main source for our salary benchmark and build a target range based on that data. We take the median salary in San Francisco for a Senior role and apply a 1.2x multiplier.

We update our benchmark for each role once a year.

Location factor

Most of our location factors are based on GitLab's location factors, and are based on market rates, _not_ cost of living. GitLab uses a combination of data from Economic Research Institute

(ERI), Numbeo, Comptryx, Radford, Robert Half, and Dice to calculate what a fair market rate is for each location. [Read more](https://about.gitlab.com/handbook/total-rewards/compensation/compensation-calculator/#calculating-location-factors)
 on how GitLab calculates this location factor.

In order to simplify location factors, we have added a floor at 0.6 globally, and 0.65 specifically for the US. This means nobody will have a location factor lower than 0.6. We are aware that this might lead to comparatively low number for certain areas in comparison to others, but this approach allows us to move fast now and adjust the location data later on, if needed.

The location factor takes your local exchange rate into account. Unless there is a very good reason not to, you will be paid in your local currency.

Executive compensation

For hiring into executive roles, we use a separate database of compensation benchmarks rather than this calculator. The terms of access to this (paid) database means that we're not able to share it publicly.

The benchmark data is all we use for executives. As a rule, executives are paid above average but not top of market.

The reason for less sophistication here is that we have very few executives, and only one for each role by definition. It's irrational to create a system so that, within a given benchmark, people are paid equally when there is just one person to consider!

Pay reviews

We review pay proactively and currently run pay reviews (benchmarks, steps and levels) for the whole team each quarter. We will likely reduce this frequency as the team grows to a size where this isn't practical to sustain. You do not need to do anything - our goal is to keep your compensation at an appropriate level without you having to ask. We also keep compensation reviews separate from [performance reviews](/handbook/people/feedback#performance-reviews)
.

As we do these much more frequently than regular companies, team members should definitely not expect these to result in a change to their Step or Level each time - often they will stay the same. Additionally, team members will find that their Step will change more frequently than their Level. Finally, we may change pay without editing Step or Level if we feel the market rates for the underlying benchmark have gone up.

How the review process works

To make sure everyone has an equal chance at getting a pay rise, we do not factor in how frequently someone requests one. When increasing pay we only look at our calculator and performance. This helps us to be as inclusive as possible, as underrepresented groups are statistically [less likely](https://www.glassdoor.com/blog/do-race-gender-play-a-role-in-salary-negotiations/) to request a pay rise.

We want to increase pay as frequently as we can in a proactive way, rather than putting the onus on the team member to negotiate every time.

We use an internal compensation calculator spreadsheet to track salaries, underlying benchmarks and increase dates. We use our [Compensation Calculator](/handbook/people/compensation) as the basis of any compensation reviews.

Any increases will be communicated by James, Tim, or Charles, as they are the only people responsible for communicating pay rises, as compensation is not a [manager's responsibility](/handbook/company/management) at PostHog. Fraser will follow up with an email confirmation and make the pay increases in time for the next payroll. Your current level and step can be found in your profile on Deel, and will be updated following each adjustment.

You will only hear from them if there has been a change in your pay, not if it is staying the same. We do not review everyone's pay on the same day, and we do not share when we decided not to increase your pay - deliberately. This is to reduce pressure around the process.

Statiscally, more frequent reviews means that it is more likely than not that your pay _won't_ change in a given review. We don't want people to feel disappointed that their pay isn't increasing every quarter, as this isn't realistic.

Relocating

If you're planning on relocating, your salary may be adjusted (up or down) to your new location. This will be done at the next compensation review. If this represents an increase in pay, _we need to approve this change in advance_ - we cannot guarantee it is always possible, as our budgets may not allow it.

If you are nomading, we will set your location factor for the place that you are spending the most time in over the next 3 months. Our frequent compensation reviews mean that we can make adjustments reasonably frequently, but again any increase needs approval in advance.

> Please note that there are [a few countries](/handbook/people/hiring-process#countries-we-employ-people-in)
> that we don't employ people in.

Equity

It’s important to us that all PostHog employees can feel invested in the company’s success. Every one of us plays a critical role in the business and deserves a share in the companies success as we grow. When employees perform well, they contribute to the business doing well, and therefore should share a part of the increased financial value of the business.

As part of your compensation, you will receive share options in the company. Broadly, the amount of options will depend on the Level as per the Experience Factor. We may change this policy from time to time depending on our rate of hiring - e.g. if we had a gap in hiring for an extended period, we would adjust this.

Whilst the terms of options for _any company_ could vary if we were ever acquired, we have set them up with the following key terms which we believe are industry-leading in their friendliness to employees:

*   Standard 4-year vesting with a 1-year cliff
*   10 years to exercise your options in the event that you leave PostHog
*   Double trigger acceleration, which means if you are let go or forced to leave due to the company being acquired, you receive all of your options at that time
*   Vesting starts from your start date (not after a "probation period" or similar)
*   For UK-based team members, our options are part of the [EMI share options scheme](https://www.gov.uk/tax-employee-share-schemes/enterprise-management-incentives-emis)
    , which is tax-advantaged

It can take time to approve options, as it requires a board meeting and company valuation. We can clarify the likely time frame at the time we're hiring you. Vesting will always start from when you joined PostHog, not from when you receive your option agreement. While we can commit to a particular percentage, we cannot commit to a particular strike price when offering share options, as the valuations are done by a third party and can vary depending on where we are in our funding cycle.

Check out our [share options FAQs](/handbook/people/share-options#frequently-asked-questions)
 to learn more.

Trading cash compensation for equity

As the value of PostHog equity has risen significantly in a short period of time, we want to give everyone the option to trade any future pay rises for more share options. We also want to give everyone more flexibility in their overall compensation.

* You can trade up to 100% of any pay rise you receive for share options at a 1:1 ratio of cash to equity
* Share options are granted in line with our regular terms listed above, except vesting starts immediately with no 1-year cliff
* While the share options may not be granted for a while (as we allocate them in batches), vesting will be backdated to the date your pay rise was agreed
* As with regular share options, we cannot promise any particular strike price for these

You will get 4x your annual pay rise equivalent in equity total, which then vests over 4 years. For example, if you were offered a $10k pay rise, you can instead get $40k in share options in total, which will vest by $10k per year over 4 years.

In order to offer this scheme we need to make it as simple to administer, so it only applies to pay rises, not existing salaries. We may _occasionally_ need to temporarily suspend this if we are in the middle of a funding round.

Probation period

We are fully committed to ensuring that you are set up for success, but also understand that it may take some time to determine whether or not there is a long term fit between you and PostHog.

The first 3 months of your employment with PostHog is a probation period. During this time, you can choose to end your contract with 1 week's notice. If we chose to end your contract, PostHog will pay you 4 weeks' pay, but usually ask you to finish on the same day.

People in sales roles, such as Account Executives, have a 6 month probation period - this is to account for the fact that it can be difficult to establish whether or not someone is able to close contracts within their first 3 months, given sales cycles.

Your manager is responsible for monitoring and specifically reviewing your performance [throughout this initial period](/handbook/people/onboarding#306090-day-check-ins)
. If under-performance is a concern, or if there is any hesitation regarding the future at PostHog, this should be discussed immediately with you and your manager.

Severance

At PostHog, average performance gets a generous severance.

If PostHog decides to end your contract after the first 3 months of employment have been completed, we will give you 4 months' pay. It is likely we will ask you to stop working immediately.

If the decision to leave is yours, then we just require 1 month of notice.

We have structured notice in this way as we believe it is in neither PostHog's nor your interest to lock you into a role that is no longer right for you due to financial considerations. This extended notice period only applies in the case of under-performance or a change in business needs - if your contract is terminated due to gross misconduct then you may be dismissed without notice. If this policy conflicts with the requirements of your local jurisdiction, then those local laws will take priority.

Contracts

We currently operate our employment contracts in the two geographic regions where we have business entities:

* United States of America
* United Kingdom

This means, if you live in one of those countries, you will be directly employed by PostHog as an employee in one of our entities.

If you live outside the US or the UK, we use [Deel](https://app.letsdeel.com/)
as our international employer of record. This means you are technically employed by Deel on our behalf. This doesn't affect your rights or benefits.

In some cases, you may be an independent contractor, in which case you will invoice us monthly via Deel. Deel offers pretty much all countries and currencies. As a contractor, you will be responsible for your own taxes.

Payroll

In the UK and for international contractors, we run payroll monthly, on or before the last working day of the month.

In the US, we run payroll twice a month, on the 15th and on the last day of the month.

Deel runs payroll on the last working day of the month.

Questions?

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Share options

Overview It’s important to us that all PostHog employees can feel invested in the company’s success. Every one of us plays a critical role in the business and deserves a share in the companies success as we grow. When employees perform well, they contribute to the business doing well, and therefore should share a part of the increased financial value of the business. As part of your compensation, you will receive share options in the company with a standard 1-year cliff, 4-year vest. Broadly…

[Read next article](/handbook/people/share-options)

![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)

*   [About](/about)

*   [Roadmap](/roadmap)

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* [Careers](/careers)

* [Products](/product-analytics)

* [Pricing](/pricing)

* [Docs](/docs)

* [Community](/community)

* [Company](/about)
Updating docs

Documentation
=============

Last updated: Apr 19, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/company/docs.md)

On this page

Responsibilities
----

* **Product teams** are responsible for ensuring their docs are up-to-date. This means:

  * Documenting new features when they're launched.
  * Correcting mistakes reported by users.
  * Clarifying documentation based on user feedback and support tickets.
  * Ensuring public betas have documentation which is linked to from feature preview menu
* **Content marketing** is responsible for improving the docs. This means:

    *   Reviewing draft documentation created by product teams.
    *   Identifying and improving low quality documentation.
    *   Ensuring screenshots and other visual elements are up-to-date.
    *   Shipping supplementary docs and tutorials based on feedback and emerging use cases.
*   **Website & Docs** is responsible for design, organization, and discovery. This means:

    *   The design and content of index pages.
    *   The overall layout of docs and how they're organized.
    *   In-page elements and components – e.g. light and dark mode screenshots.
    *   Website search and other elements that help users find the answers they need.

Frequently asked questions

I'm really busy, can the content team write docs for me?

No. The content team isn't big enough to own all documentation. It also lacks the context necessary to document new features. First drafts of documentation must always come from the relevant product team.

If you need help updating documentation:

*   Write a draft that covers the basics, which the content team can then help review and polish.
*   In the event multiple docs pages need updating, create an example of changes needed and then request help to complete the rest.

Bottom line: It's much easier for the content team to improve a draft than write completely new documentation, especially when documenting new features. Pull requests > Issues.

Who should review docs updates?

For larger updates, please tag Lior and/or Ian from the content team, and Cory from the Website & Docs team, in addition to other relevant team members.

Questions?

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PostHog community

We want to build a self-sustaining and scalable community of engaged users because it will enable us to own our audience in a way that third party social media platforms do not. Like brand or content, building a thriving community is a (very) long term bet, so we will need to both invest a lot of time up front and then wait to see what works and what doesn't. Our approach to building community at PostHog differs from most devtools in two ways: We are building our community around our website…

[Read next article](/handbook/community)

Overview
========

Last updated: Sep 27, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/growth/marketing/index.md)

On this page

The marketing team has two core goals:

1. Increase awareness of PostHog, especially among people in our ideal customer profile
2. Help developers and PostHog users flex their product muscles and be more successful

We do this by:

* Building a reputation for world-class content
* Having the coolest merch that people want to wear all the time
* Constantly working to improve our documentation
* Identifying where content can help users be more successful
* Proactively promoting the work of product teams
* Producing ad campaigns that people actually like and share
* Holding a high bar for quality in everything we do
* Never being satisfied with how high that bar is
* Being weird, opinionated, and unafraid of being wrong
* Reacting quickly to opportunities whenever they arise
* Not being precious about our work and priorities
* Having a team of talented, technically literate writers (and Andy)
* Not relying on freelancers or guest contributors for content
* Avoiding tedious enterprise marketing nonsense (PDFs, gated content, webinars, etc.)

The latest goals for marketing can be found on the [Marketing Small Team page](/teams/marketing)

.

Marketing & content vision

PostHog's [vision](/handbook/strategy/overview#long-term-vision-for-2026)
 is to IPO in 2026 with $100m ARR. This is what we think marketing & content at PostHog will look like at that point.

Things we want to be brilliant at

*   **Word of mouth mindset:** By IPO, we want to have built a hugely successful company driven primarily by word of mouth, rather than paid ads or PR.

*   **Speed:** We want to be highly reactive, low process, and reliant on other teams as little as possible to ship things. We want to get stuff wrong quickly, then iterate.

*   **Helping PostHog users be successful:** Through our docs, tutorials, newsletter and beyond, we help PostHog users be more successful, both generally in their goals, but also more successful and powerful users of PostHog.

*   **Content for our ideal customer:** We deliver genuinely useful insights about things those customers care about (can be purely product-related, but also general advice). We're pitching our content at ‘self-servers’.

*   **Documentation** We work with product teams to maintain update-to-date, high quality docs. We work with Website & Docs to ensure users can discover what they want to know.

Things we want to be good at

*   **Social media:** Specifically Twitter, where we've seen good traction posting on James' personal account and the PostHog brand account. We do a minimal amount of posting on PostHog's LinkedIn account to keep it active, but it's not an important channel for us. We don't use any other social media channels.

*   **Paid ads:** An agency should keep handling this for us, but we shouldn’t get better at it internally. This includes out of home, should we ever decide to do this. We see paid ads as a hygiene factor.

*   **Developer influencers:** A small but growing trend in the industry, most of these are very expensive and overwhelmingly focused on teaching people how to code (i.e. not our target audience). We tried this with an agency and didn't get traction, but have seen some early promising signs going to developers directly.

Things we might want to be good at but haven't tested yet

*   **Highly visible at industry events:** We could become known for giving good talks at events, because this enhances word of mouth and is a natural extension of being good at creating good content.
*   **Being cool and interesting people in online communities:** We could do a lot more of this in relevant communities in Slack/Discord/Stack Overflow etc., and it's more engaging than one-way social media. We also increase awareness in relevant communities by sponsoring them. Overall, we want to be a net contributor to those communities.

Things we don't want to spend time on

*   **Big, highly coordinated marketing campaigns:** We can do them, but our reactive, short turnaround campaigns have been far more successful.

*   **PR:** If we do word of mouth well, our community will be far more valuable/credible than an appearance in TechCrunch.

*   **Incentivised campaigns** - e.g. GitHub stars campaign. It's not clear how these can be repeatable sources of successful word of mouth growth for us, but they will occasionally be useful.

How marketing works

These are our main values:

1. Be opinionated
2. Pull, don’t push
3. No sneaky shit

1\. Be opinionated

PostHog was created because we believed that product analytics was broken, and we had a vision of how it could be much better.

We need to reflect this vision in our marketing and content, and not dilute it with boring corporate-speak. When we write content, we take a firm stance on what we believe is right. We would rather have 50% of people love us and 50% hate us than 80% mildly agree with us.

We communicate clearly, directly, and honestly.

It's ok to have a sense of humor. We are more likely to die because we are forgettable, not because we made a lame joke once. We have a very distinctive and weird company culture, and we should share that with customers instead of putting on a fake corporate persona when we talk to them.

(Sometimes we use terminology like 'value propositions' because that is the standard marketing term for a well-understood concept. That's allowed.)

2\. Pull, don't push

We focus on word of mouth by default. We believe customers will judge us first and foremost on our product (ie. our app, our website, and our docs). We won't set ourselves up for long-term success if we push customers into using us.

If a customer doesn't choose PostHog, that means either:

1. The product isn't good enough
2. The product isn't the right solution for them
3. We didn't communicate the benefits of the product well enough

We don't believe companies will be long-term customers of a competitor because they did a better job of spamming them with generic content. We know this because we frequently have customers switching from a competitor to us – they are not afraid to do this.

Tackling (1) is the responsibility of everyone at PostHog. The marketing team's specific job is to avoid spending time advertising to people in group (2), and making sure we do a great job avoiding (3).

This means:

* Making sure our comms are extremely high quality
* Sharing our messages in the right places, where relevant users can see them
* Spending enough time and/or money in those places so that our messages get through

3\. No sneaky shit

Our [target users](/handbook/growth/marketing/customer-personas)
 are technical and acutely aware of the tedious clickbaity marketing tactics that software companies use to try and entice them. Stop. It's patronizing to them and the marketing people creating the content.

For these reasons, we:

*   Don't use any analytics except PostHog. No Google Analytics, Facebook Pixel etc. Customer trust is more important than making our marketing team's lives easier.

*   Don't make claims about our product that are not 100% genuine and verifiable. And we don't make promises for future functionality either beyond what's already in GitHub.

*   Don't do cold email marketing to acquire new customers. When was the last time you read the 8th email a company sent you and thought 'ok yes, I now want to use this product'?

*   Don't unfairly criticize or make false claims about our competitors. We will however compare ourselves to them to help customers make a decision, and occasionally they will be a better solution for what a customer needs. And it's ok to have a sense of humor about this.

*   Don't bombard customers with 'deals', pop-ups, and other dark patterns. These devalue our product in the long term.

*   Don't pretend our customers are different from us – i.e. more gullible, more susceptible to marketing. We are an engineering-led team building products for other engineers. If you wouldn't like it, assume our customers wouldn't either.

Marketing channels and tactics today

The Marketing team's main focus is acquisition of customers in our [ideal customer profile](/handbook/strategy/ideal-customer-persona)
 (ICP).

We have established that _word of mouth_ is the most effective way to do this – virtually all of our high quality signups have come organically.

Our channels are listed in the sidebar, including those currently on hiatus. By far, our most important channel is Content & SEO.

Who the marketing team are

The Marketing Small Team page is maintained [here](/teams/marketing)
. By 2026, we still want to be a very small but highly effective and responsive team (15-20 people), rather than a very large marketing team with all the traditional functions and hierarchy. In addition to people who share PostHog's culture, we also value:

*   Strong opinions
*   People who like to choose their own objectives

*   T-shaped people (wide breadth with a spike), rather than specialists
*   Hands-on people not motivated by managing a team
*   We're agnostic as to experience

Questions?

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Value proposition

PostHog's main value proposition, outlined below, is structured like a story: The proposition we make (e.g. Have more fun at the arcade) The challenge before PostHog (e.g. Most arcade games are for one player) The experience of this challenge (e.g. It's not fun to play on your own) The solution PostHog offers (e.g. Our arcade game has a two-player mode) The result of the solution (e.g. You'll have twice as much fun) An all-in-one platform for product engineers PostHog…

[Read next article](/handbook/growth/marketing/value-propositions)

* [Products](/product-analytics)

* [Pricing](/pricing)

* [Docs](/docs)

* [Community](/community)

* [Company](/about)

Annual planning

Annual planning process
======================

Last updated: Apr 05, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/exec/annual-planning.md)

On this page

* What each meeting does

This is the schedule for how we run various planning processes at PostHog throughout the year, together with explanations for what each thing is and who takes part. We intentionally keep things as light as possible, but have started introducing some slightly more structured processes around longer lead things like hiring and deciding [which products to build](/handbook/which-products)
.

Besides _very_ high level financial forecasting, we don't plan out any further than 12 months, because things change and we don't want to feel locked into something that doesn't make sense. All 12 month plans are rolling, and we update them every three months at least.

Changes to the plan can happen outside of this schedule - this is a rough guide, not a strict timetable.

	January	February	March	April	May	June	July	August	September	October	November	December
Week 1	Monthly accounts review	Board meeting			Board meeting	H2 financial reforecast		Board meeting			Board meeting	Financial forecast

Week 2	12 month product plan		Q2 goal setting	12 month product plan	Whole company offsite	Q3 goal setting	12 month product plan		Q4 goal setting	12 month product plan		Q1 goal setting
Week 3	12 month hiring plan	Org tidy up		12 month hiring plan	Org tidy up		12 month hiring plan	Org tidy up		12 month hiring plan	Org tidy up	
Week 4	Monthly accounts review	Monthly accounts review	Monthly accounts review	Monthly accounts review	Monthly accounts review	Monthly accounts review	Monthly accounts review	Monthly accounts review	Monthly accounts review	Monthly accounts review	Monthly accounts review	Holidays - keep empty

What each meeting does

12 month product plan

What: We update our rolling 12 month plan, which tells us [what products to build next](/handbook/which-products)
. This then tells us who we need to hire to support the plan. The output of this plan feeds into quarterly goal setting (below).

Who: Exec team

12 month hiring plan

What: We update our rolling 12 month hiring plan, which tells us who we need to hire beyond the current quarter. The hiring plan lives in Pry.

Who: Exec team

Board meeting

What: Quarterly meeting to update the board on progress and talk through 1-2 strategic topics. Board packs are stored in Google Drive.

Who: Exec team, occasional guest presenter

Org tidy up

What: Go through all the [small teams](/teams)
, make sure everyone is happy and in the right place, make any changes needed to support new products/general scaling.

Who: Exec team

Financial forecast

What: Review the 3 year financial forecast, add another year. Tweak based on past performance, then check it is realistic, and keeps us [on track](/handbook/future)
. The forecast lives in Pry.

Who: Fraser, Exec

H2 financial reforecast

What: Midway through the year check that the 3 year forecast makes sense, tweak if necessary

Who: Fraser, Charles

Monthly accounts review

What: Review last month's management accounts against budget. November's accounts review happens in January, due to the holidays in December, as we typically get our monthly accounts around the 21st of the following month.

Who: Fraser, Charles

Pay reviews

What: We run these 3 times a year. Not in the calendar as the times shift year to year and we want flexibility as we grow.

Who: Exec

Quarterly goal setting

What: Exec pre-meeting, then individual teams meet to run [their own processes](/handbook/company/goal-setting)
.

Who: Exec, then team leads

Whole company offsite

What: Hopefully somewhere warm.

Who: Everyone

Questions?

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All hands topic of the day

James presents a topic of the day each week in the company all hands. The main objective of this is to repeat and reinforce key messages: Make sure everyone knows what our mission is, and how their work contributes Make sure everyone knows what our strategy is, and how their work contributes This can be company strategy, but also product, GTM, pricing, hiring etc. Reinforce good cultural behavior/our values An element of repetition is important because a) we are regularly adding new people to…

[Read next article](/handbook/exec/all-hands-topics)

* [About](/about)

* [Roadmap](/roadmap)

* [WIP](/wip)

* [Changelog](/changelog/2024)

* [People](/people)

* [Teams](/teams)

* [Handbook](/handbook)

* [Blog](https://posthog.com/blog)

* [Careers](/careers)

* [Products](/product-analytics)

* [Pricing](/pricing)

* [Docs](/docs)

*   [Community](/community)

*   [Company](/about)
11\. What we value

Values
======

Last updated: Apr 22, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/values.md)

On this page

These are the principles for the behavior we care about.

1\. We are open source

Building a huge community around a free-for-life product is key to [PostHog's strategy](/handbook/why-does-posthog-exist)
.

We default to transparency with everything we work on. That means we make a lot of things public: our handbook, [our roadmap](/handbook/strategy/roadmap)
, [how we pay](/handbook/people/compensation)
 (or even [let go of](/handbook/people/offboarding)
) people, [what our strategy is](/handbook/why-does-posthog-exist)
, and [who we have raised money from](/handbook/strategy/investors)
. Internally, we go even further – providing financial information, live updates on fundraising, and board slide access.

This enables the strongest community growth possible. It causes the core team to raise the bar on their work, it provides the context needed for people to work across multiple timezones, and it enables a deep work-heavy and meeting-light culture. It creates trust.

2\. We haven't built our defining feature yet

Ideas are fragile. Be direct but encouraging when you encounter new ideas. If we default to providing negative criticism of new ideas, then they'll simply stop coming. Instead, default to "yes and" rather than "no, but", before rejecting an idea.

We should never stop iterating. You learn faster and help PostHog perform better by getting what you're working on into the real world. We expect you to ship new designs, features, or whatever is needed for your role in tiny chunks, frequently, and often before you feel ready.

3\. Everyone codes

... although this doesn't mean everyone has to be a software developer, and not everyone needs experience in this before they join. Our platform's adoption starts with developers using our open-source project, so we use GitHub to share most of our work publicly and to build a large community of technical users.

No matter your role, being able to use the basics of GitHub helps you understand our audience. Beyond that, we'll encourage you to build your technical skill, rather than delegating more challenging tasks to others, so you become a more effective contributor.

4\. Trust and feedback over process

There are two ways to scale – trust and feedback, or process. We choose the former because we're building a wide platform with many products, so autonomy is more important than control. We hire people that work well with high level direction and will step on toes if needed to get things done.

When giving or receiving feedback, we assume positive intentions and focus on giving specific examples. Many of our team's peak experiences at PostHog have been receiving direct feedback. Feedback should be acknowledged, but what you do with it is up to you - no one built anything great by committee.

We expect you to pick out the very most important thing you can think of and work on that. Discard plans as you see fit.

We judge your performance based on the impact you deliver overall, no matter what your role.

5\. Bias for impact

Proactive people are the most successful at PostHog. Prioritize hard and make sure you focus your energy on what's most valuable for our customers and the company, then take ownership of making it happen.

Today, across many product areas, we deliver the most impact when we move fast and maintain a high bar for quality. It improves retention and accelerates word-of-mouth growth.

In engineering, this means that bias for impact is likely to involve putting more effort into prioritization, scoping out the problem, and designing before implementation. It doesn't mean we aim to spend weeks in slow feedback loops. Instead, we get together and focus all our energy on rapidly understanding the problem and solution upfront.

Solving a small customer support issue quickly to delight them is also highly impactful since we know this is a strong contributor to our word-of-mouth growth.

For other areas of PostHog, this is likely to involve prioritizing and focusing our efforts on bigger bets which we believe can have an outsized impact (e.g. increasing sign-ups, getting a new large enterprise to start paying, increasing our rank on Google, etc.)

6\. Talent compounds

Getting into PostHog is a huge challenge. Once you're here, it stays that way. We are _extremely_ demanding of performance.

In return, you get to work with others producing the best work of their careers.

We are a team, not a family. This means we have very ambitious goals, [compensate](/handbook/people/compensation#how-it-works)
 generously and transparently, offer [exceptional benefits](/handbook/people/benefits)
, and do everything we can to provide an environment for you to do your best work.

Often this means everyone, [especially managers](/handbook/company/management)
, getting out of your way. It's also [not okay to let your teammates fail](/handbook/company/culture#dont-let-others-fail)
. We expect everyone to provide direct feedback to help everyone perform at their best. We pay [generous severance](/handbook/people/compensation#severance)
 if things aren't working out.

Questions?

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Building a world-class engineering environment

We know we've got to be quick to build all the tools in one. So we better have a world-class engineering environment that lets us build everything. How do we do that? No product management by default Engineers decide what to build. If you need help, our product managers (we have two today) will give you coaching. If an engineer at PostHog believes they should work on X, they can build X. We'd prefer you ship ten things quickly (and make a couple of mistakes) than plan too much. You will tend to…

[Read next article](/handbook/world-class-engineering)

* [About](/about)

* [Roadmap](/roadmap)

* [WIP](/wip)

* [Changelog](/changelog/2024)

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Partners

Partners
========

Last updated: Aug 14, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/comms/partners.md)

On this page

We're frequently contacted about revenue-sharing partnerships, or individuals and agencies that want to be listed as official partners. We do not currently operate any form of partnership program to help users implement, extend, or adapt PostHog to their needs.

If someone contacts you about partnering with PostHog, refer them to [Joe](https://posthog.com/community/profiles/29070)
. He'll give them the bad news and explore any opportunities.

Instead, we recommend users who need this sort of help explore our existing resources, or [contact us](http://app.posthog.com/home#supportModal)
. If we can help, we will!

Helpful resources for users

Users who contact us about wanting support from a partner often want particular types of help. We've curated some resources below which we can give them so they can self-serve where possible.

Migration help

If a customer contacts us about migrating data into PostHog we should first refer them to the Sales & CS Team, who will triage them. We also have guides to help teams migrate data on their own.

* [Migrating from Amplitude to PostHog](/docs/migrate/migrate-from-amplitude)

* [Migrating from Mixpanel to PostHog](/docs/migrate/mixpanel)

* [Migrating from Heap to PostHog](/docs/migrate/heap)

* [Migrating from LaunchDarkly to PostHog](/docs/migrate/launchdarkly)

* [Migrating from Statsig to PostHog](/docs/migrate/statsig)

* [Migrating from a self-hosted deployment to PostHog Cloud](/docs/migrate/migrate-to-cloud#between-cloud-instances-eg-us-cloud-to-eu-cloud)

* [Syncing other platforms to our data warehouse](/docs/data-warehouse/setup)

Implementation help

Sometimes teams want help or advice on their event taxonomy, or creating specific insights. Users who look like they have the potential to pay >$20k should generally be referred to the Sales & CS team, otherwise they should go through the regular support flow. We also have [a wide variety of dashboard templates](/templates)
 and tutorials to help teams get started.

If the user is very new then we usually strongly advise [enabling auto-capture](/docs/product-analytics/autocapture)
 and [creating an AARRR dashboard](/product-engineers/aarrr-pirate-funnel)
 as a first step.

Self-hosted help

[We no longer provide support for self-hosted deployments](/blog/sunsetting-helm-support-posthog)
. If users contact us for help with self-hosted deployments then we refer them to [our legacy docs](/docs/self-host)
 and strongly recommend they [migrate to PostHog Cloud]((/docs/migrate/migrate-to-cloud#between-cloud-instances-eg-us-cloud-to-eu-cloud))
.

Getting more help (from someone else)

If users need more help than we can reasonably provide, they may ask for external support or partners. **We do not have any official partners** and users should know that any suggestions we may make are not vetted or accreddited in any way.

That said, some users have found success working with the following external partners:

* [Taleno.Digital](https://taleno.digital/)
  (US)
* [Mentat Analytics](https://www.mentatanalytics.co/)
  (US)
* [Marketing Engineers](https://marketingengineers.nl/)
  (NL)

Sometimes teams are able to find success by posting on platforms such as [Upwork](https://www.upwork.com/)
.

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Email comms

We regularly send two emails. Changelog, a product announcement email sent every month. Sent via Customer.io. PostHog for Startups, an email to users of our startup program. Sent monthly, via Customer.io. In addition, comms also owns the onboarding email flow, which is controlled by Customer.io. Changelog The changelog email is part of the new release process and is used for product announcements . Every month, we use Customer.io to share a broadcast which summarizes the highlights from…

[Read next article](/handbook/comms/email-comms)

![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)

10\. How we're building a world-class team

Strong team
===========

Last updated: Mar 15, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/strong-team.md)

On this page

*   Personality traits that cause people to be successful here
*   Great (and terrible) reasons to join us
*   A small group of stronger people and compensation

Talent Compounds is one of our values. 90% of a startup's problems are solved by just having the right group of people in ~the building~ Slack.

Personality traits that cause people to be successful here

Genuine builders. Some people do jobs for the money. Those that have truly found their passion are _far_ stronger.

Easy to work with. People who are low ego, flexible, energetic, and upbeat will raise those around them. We often, but don't exclusively, hire those with more experience since it's easier for them to contribute meaningfully. Things can and do get _very_ hard here – whether it's scaling, shipping complex products, handling a stream of support requests, or trying to ship something that touches multiple teams. We need those who won't get disheartened, and will collaborate, iterate, and ship their way out of anything. We proactively reward those that do these things, not those that self-promote.

Will join us on the journey. Some people are inspirational to work with – they lift others up. We have a _huge_ opportunity at PostHog, and it often feels like we've caught lightning in a bottle. Anyone joining the company at this stage could make this the last job we all ever need. We want people that will push to get this done, for each other's sake. We don't hire mercenaries. We need to feel people here are producing the best work of their lives.

Drivers not passengers. Proactive people that can fully own projects and get them done (or make sure they get help) are what we need. For many of our roles, while it isn't a common job title, internally we have the concept of [product engineers](/blog/what-is-a-product-engineer) – people who can take high-level requirements, decide what to build, do so with customers, and keep iterating.

Great (and terrible) reasons to join us

Let's start with **why you _should_ join:**

*   You want to ship an epic product with incredible people.
*   You want impact and autonomy, and work well with uncertainty.

Why you _should not_ join:

*   Getting our brand on your resumé. If you join for self-promotion, you (ironically) won't do well! Apply to a bigger company who can give you a clearer career ladder.

*   Getting a pay rise. We pay generously, but you'll need to _love_ building to be happy here. You'll need to be here a long time to get the real upside from options.

*   Mainly wanting to lead others. Reluctant managers are often the best. We don't pay more if you manage others. We want people to lead by example by doing an exceptional job of individual work.

A small group of stronger people and compensation

When we raised our Series A, one of the first things we did was to make sure we didn't lose our existing team (at least for pay reasons!) _before_ we added more people to it. This is still true today – we proactively review everyone's pay three to four times a year and increase it if people have leveled up.

When it comes to churn due to pay, fairness is just as important as the absolute level. We do this in line with a transparent pay system that we even [make public](/handbook/people/compensation)
. We aim to pay generously and fairly between people.

For options, we offer [the most generous terms possible](/handbook/people/share-options)
 as it feels like the right thing to do. We think this makes it as likely as possible people can see huge upside if we are successful (making it easier to raise _and_ more realistic that people will actually get money from them). That motivates everybody.

One of the hardest parts about building a high performance team, is letting people go when they aren't performing. We are decisive and do this faster than many others would. We offer four months severance when we let people go for performance reasons to give people more time to move on – and so it's easier for us to make a change if we need to.

While we will give direct feedback, if we don't see this being responded to quickly ahead of letting someone go, we will part ways, so people can find a job they are better suited to, and so we can find a team member better suited to the job. The end result is that everyone on the team is contributing meaningfully.

Questions?

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Values

These are the principles for the behavior we care about. 1. We are open source Building a huge community around a free-for-life product is key to PostHog's strategy . We default to transparency with everything we work on. That means we make a lot of things public: our handbook, our roadmap , how we pay (or even let go of) people, what our strategy is , and who we have raised money from . Internally, we go even further – providing financial information, live updates on fundraising, and…

[Read next article](/handbook/values)

![Ursula von der Leyen, President of the European
Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)

HR processes

Grievances and Disciplinary Process
===================================

Last updated: Aug 07, 2023

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/grievances.md)

On this page

While these issues are hopefully an extremely rare occurrence, it's important for us to have a clear process around how we do this stuff in order to ensure everyone is treated fairly and transparently.

A couple of notes before we get started:

*   Any outcome of these processes will _only_ be shared with the people involved, not the wider team. Likewise, we ask people involved to maintain confidentiality in these cases. This is to give the best chance of a team member being able to fix their behavior and to work together with the rest of the company in future. Any misconduct issue may be deeply personal and sensitive compared to, for example, a performance issue.
*   We will do our best to balance being thorough with coming to a speedy resolution for everyone involved. We'd expect a process to take ~4 weeks.
*   Our default assumption is that we can resolve disciplinary issues and grievances internally. However, if an issue or grievance is particularly serious or difficult to resolve, we may need to bring in external help.
*   This isn't a court of law - we're just trying to establish what is most likely to have happened based on the information we have.

These policies are deliberately short and simple, and use the [Acas template](https://www.acas.org.uk/grievance-procedure-step-by-step)
 as a model. If you have any detailed questions about how they work in practice, please ask Charles.

Disciplinary process

In cases of minor misconduct which cannot be resolved informally, we may issue a verbal warning.

In cases of serious misconduct, or multiple instances of minor misconduct, we may issue a written warning, and then a final written warning. If these do not resolve the issue, we may move to dismissal with or without severance, depending on the circumstances.

We may omit any of the stages of procedure listed above as circumstances require - for example, if the misconduct is exceptionally serious.

Serious misconduct includes things such as:

* Discrimination, bullying, or harassment
* Theft or fraud
* Physical violence
* Deliberate and/or serious damage to property
* Drug or alcohol abuse at work
* Causing loss, damage or injury through serious negligence
* Intentional breach of confidentiality
* A material breach of your employment contract

If you are a person being accused of misconduct, you will be advised in writing prior to any relevant meeting with you of your alleged misconduct, and will be given a reasonable opportunity to respond prior to a formal meeting. Meetings are usually held with Charles. If you are in the UK (or other jurisdictions where the right to bring other people with you is a legal requirement), you are entitled to bring a colleague or trade union representative to these meetings. If this is the case, please let us know who you are bringing in advance.

We will send round written notes afterwards, which will be kept confidential.

Grievance process

> All proceedings are confidential, and you will never be punished for bringing a grievance (unless it’s obviously malicious), even if no action is taken.

Victims of harassment or bullying should disengage from the situation immediately and seek support. You can speak to Charles about your grievance and he can help you, or James/Tim if Charles is not available/you'd prefer to talk to someone else.

If the matter cannot be resolved informally, you should put the details of your grievance in writing and send it to Charles (or if the matter concerns him, please send it to James or Tim). There is no particular format to follow, and you can start at this step if needed.

To make sure we can investigate your grievance properly:

* Try and raise your grievance as soon as possible - it's easier to figure out what happened that way.
* Give specific examples of the behavior that you felt was misconduct. Try to avoid sweeping statements.
* Avoid including heresay or other people's comments in your grievance.
* While this process is confidential, our default assumption is that grievances are not made anonymously as this makes it harder for us to investigate or to report back to those raising the complaint.
* Please be understanding with those dealing with your grievance. We take these issues very, very seriously, and likely any action we take is difficult in one way or another.

Charles will hold a meeting(s) to discuss further. If you are in the UK (or other certain jurisdictions where the right to bring other people with you is a legal requirement - in which case we require you to confirm the other attendees in advance of the meeting), you are entitled to bring a colleague or trade union representative to these meetings, and we will send round written notes afterwards, which will be kept confidential to those in the meeting and those the complaint is being made about. The number/type of meetings held is flexible depending on the nature of the grievance. You are not obliged to attend a meeting with the person you have a grievance against if you don't want to.

If, following investigation, your grievance is not upheld, then we will support everyone in rebuilding their working relationship to the extent it is possible. We may consider making arrangements to avoid the affected parties working together closely.

Whistleblowing

Whistleblowing is where you observe illegal or dangerous behavior, and is different from raising a grievance as it may not affect you directly. In this case, please email James and Charles. This includes things like criminal offences, someone's health and safety being in danger, or damage to the environment. You can also whistleblow about someone trying to cover up information about any of these issues. We will broadly follow the same process outlined above for grievances.

If your concern is a personal one, it will usually not be covered by whistleblowing. In these cases, you should raise a grievance.

Appeals

If you disagree with the outcome of the above processes, you have the right to appeal if you can demonstrate why you believe a particular aspect of the investigation has materially affected the outcome. Appeals must be submitted within 2 weeks of receiving the outcome.

If an appeal is submitted, we'll arrange a final meeting within a reasonable time period. Any decision made here will be final and there is no further right of appeal. We will aim for the meeting to be held by a member of the Exec team who wasn't involved in the process previously.

Questions?

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Hiring process

Our approach to hiring Our goal is to build a diverse , world-class team that allows us to act and iterate fast, with a high level of autonomy and innovation . Our recruitment strategy is to run: 100% inbound by default - effectively a word of mouth strategy, like our marketing and sales model. Supplement this with occasional, targeted sourcing to increase the pool of diverse candidates (if needed). This has resulted in the highest number of qualified and motivated candidates reaching…

[Read next article](/handbook/people/hiring-process)

*   [About](/about)

*   [Roadmap](/roadmap)

*   [WIP](/wip)

*   [Changelog](/changelog/2024)

Offboarding

Offboarding
===========

Last updated: Jun 26, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/offboarding.md)

On this page

Offboarding team members is a sensitive time. The aim of this policy is to create transparency around how this process works. This offboarding policy _does not_ apply to regular contractors who are doing short term work for us.

Voluntary departure

In this case, the team member chooses to leave PostHog.

We ask for 30 days of notice by default (unless locally a different maximum or minimum limit applies), and for you to work during that notice period. This is so we have some time to find someone to hire and to enable a handover. Please assume by default we will expect you to work all of this period. In some rare situations, for roles such as recruitment, we may request you work only part of this period - it'd be weird to be recruiting people whilst you are just about to leave.

If you are a current team member and you are thinking about resigning from PostHog, we encourage you to speak with your manager or the [people team](/teams/people)
to discuss your reasons for wanting to leave. While we don't want to persuade anyone who is unhappy to stay, you may find that the best solution involves changing things here at PostHog, rather than going somewhere else.

If resignation is the only solution after you have discussed your concerns, please send an email communicating your intention to resign to your manager or the people team. We will then start a discussion around what is needed for the handover.

Involuntary departure

In this case, we are letting the team member go.

This is generally for performance reasons or because the company's needs have changed and the role can no longer be justified. If the decision is down to performance issues, we will have already communicated feedback to the individual and given them time to take the feedback on board. However, performance issues sadly can't always be resolved, which means we might ultimately need to end someone's employment.

Tim and James are responsible for making any final decision to let someone go.

We use the following general process for managing people whose performance isn't up to the right standard. We modify this slightly depending on the specific nature of the role and how long they have been at PostHog, so the process isn't identical in every case:

* Typically, a manager or member of the exec team will raise that a team member isn't meeting our performance expectations. They discuss what the issues are and a plan to improve. The relevant exec team member follows up with the person's manager.

*   The person's manager has a meeting with the team member to let them know explicitly that their performance is not meeting expectations, and that if it continues then they will not be able to continue at PostHog. This meeting may include a member of the exec team, depending on role.
    *   If the person is a manager, we usually collect feedback from their team beforehand.
*   We outline to the team member exactly what good performance looks like. We collaborate with them to come up with a plan (e.g. specific things to ship), and a timeline for improvement. Usually this is a few weeks for someone new to PostHog, but may be longer if the person has been at PostHog for a while. We schedule a time for a follow up conversation at the end of this period.
    *   If the person doesn't accept the feedback at the time and/or we don't feel like there is a realistic path to them improving, we may follow up to let them go sooner than this.
*   At the follow up meeting, we either confirm that performance has improved and they are on the right track, or that we have decided to let them go right away.

In cases where a team member's role can no longer be justified, we usually make a decision as an exec team and then let the team member know straight away - unfortunately it is not feasible to let someone know that we are thinking of getting rid of their role.

We will usually ask the team member to stop working immediately. If they have been with us for at least 3 months, they will be paid 4 months of their base salary as [severance](/handbook/people/compensation#severance)
. Otherwise, they will be paid 1 month of base salary as severance.

Communicating departures

In the case of voluntary departure, we will ask the team member if they wish to share what they're up to next with the team.

In the case of involuntary departure, we will aim to be as transparent as possible about the reasons behind the departure, while respecting the individual's privacy.

Please be aware that PostHog cannot always provide context around why people are leaving when they do.

The offboarding process

For involuntary leavers, we will schedule a call. During the call, someone on the ops team needs to complete the [offboarding checklist](#offboarding-checklist)
.

We will then send over an email covering the following points with the team member:

1. Final pay
2. Share options vested
3. Company property
4. Business expenses
5. Personal email to the company (optional)

For voluntary leavers, the people team will schedule an [Exit interview](https://forms.gle/DaNGRhmvQJcLGfpa9)
 to hear more about the team member's experience working at PostHog, their reasons for leaving and to identify areas for improvement. This will usually happen in their last week.

Final pay

Final pay will be determined based on length of service and the reasons for leaving:

* If the offboarding is voluntary, they will be paid up until their last day. We will look at the amount of holiday taken in the last 12 months and will pay any "unused" vacation pay assuming they would have taken 25 days (since we offer unlimited vacation periods).
* If the offboarding is involuntary and due to performance reasons or a change in business needs, they will receive 4 months of pay, provided they have been at PostHog for at least 3 months. If they have been with PostHog for less time, they will receive 1 month of pay.
* If the offboarding is involuntary and for gross misconduct or breach of contract, they may be paid nothing and receive no notice.

We ask departing team members to sign a post-termination certificate in order to receive payments beyond their final day of work.

Please note that if there are local laws which are applicable, we will pay the greater of the above or the legally required minimum.

Share options vested

If a team member has been allocated share options, we will confirm how many have vested and the process by which they may wish to exercise them. We have a team-friendly post-departure exercise window of 10 years, and most team members who leave will be deemed a 'good leaver' unless they have been terminated due to misconduct or negligence.

Offboarding checklist

This is maintained as an Issue template in GitHub, [which you can view here](https://github.com/PostHog/company-internal/blob/master/.github/ISSUE_TEMPLATE/offboarding.md)

. The People team will create a new offboarding Issue for each leaver.

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Next article

Grievances and Disciplinary Process

While these issues are hopefully an extremely rare occurrence, it’s important for us to have a clear process around how we do this stuff in order to ensure everyone is treated fairly and transparently. A couple of notes before we get started: Any outcome of these processes will only be shared with the people involved, not the wider team. Likewise, we ask people involved to maintain confidentiality in these cases. This is to give the best chance of a team member being able to fix their…

[Read next article](/handbook/people/grievances)

*   [Pricing](/pricing)

*   [Docs](/docs)

*   [Community](/community)

*   [Company](/about)
Overview

Hiring process
==============

Last updated: Oct 03, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/people/hiring-process/index.md)

On this page

Our approach to hiring

Our goal is to build a [diverse](/handbook/company/diversity)
, world-class team that allows us to act and iterate fast, with a high level of [autonomy and innovation](/handbook/company/small-teams)
.

Our [recruitment strategy](/blog/early-stage-startup-hiring-strategy)
 is to run:

*   **100% inbound by default** - effectively a word of mouth strategy, like our marketing and sales model.
*   Supplement this with **occasional, targeted sourcing** to increase the pool of diverse candidates (if needed).

This has resulted in the highest number of qualified and motivated candidates reaching final stages with us compared to other methods, such as more generic sourcing. As a result, we invest most of our energy in:

*   Writing exceptional job descriptions, and re-writing them frequently
*   Ensuring our careers page and application experience are world class
*   Sharing our roles within our networks for exposure in unusual ways (as candidates are likely to be pre-qualified)
*   Giving candidates genuinely useful and direct feedback if they weren't successful with us
*   Running a smooth and incredibly slick recruitment process, from application to offer

Countries we employ people in

We are all-remote, but we have a few limitations on the countries we are able to employ people in:

*   We hire within -8 to +2 GMT timezones - beyond these, it proves too difficult for us to collaborate effectively. We do hire in GMT +2 countries that shift to GMT +3 for daylight saving time only (e.g. Bulgaria, Greece).
*   Due to US sanctions, we can't hire folks in Cuba, Iran, North Korea, or Syria
*   We don't currently employ people in France or Italy due to the high costs (40-50% on top of gross salary)

Hiring Process

Summary of process for current live roles

Position	Team	Reporting lead	Interview process
Product Engineers	Multiple teams	Tech Lead	1. Culture screen with Coua (30mins) 2. Technical screen w/ an engineer (60mins) 3. Small team screen w/ James (30mins) 4. SuperDay - task assessment, peer team interview, and culture and motivation interview w/ Tim (8-10hrs)
Mobile Engineer	Replay	Paul	1. Culture screen with Coua (30mins) 2. Technical screen w/ Paul (60mins) 3. Small team screen w/ James H. (30mins) 4. SuperDay- task assessment, peer team interview, and culture and motivation interview w/ Tim (8-10hrs)
Support Engineer	Comms	Joe	1. Culture screen with Coua (30mins) 2. Technical screen w/ Joe (30mins) 3. Small team screen w/ James (30mins) 4. SuperDay- task assessment, peer team interview, and culture and motivation interview w/ Tim (8-10hrs)
Site Reliability Engineer	Infrastructure	Ben	1. Culture screen with Coua (30mins) 2. Technical screen w/ Ben (60mins) 3. Small team screen w/ James H. (30mins) 4. SuperDay- task assessment, peer team interview, and culture and motivation interview w/ Tim (8-10hrs)
Community Manager	Comms	Joe	1. Culture screen with Coua (30mins) 2. Technical screen w/ Joe (30mins) 3. Small team screen w/ James H. (30mins) 4. SuperDay- task assessment, peer team interview, and culture and motivation interview w/ Tim (8-10hrs)

External recruiters

All of our recruiting is done in-house, and we do not work with external agencies for any of our roles. We frequently receive unsolicited messages from agencies - sometimes 20 in a week - who want to work with us, and the best response is to simply ignore the message. If they attach any candidate profiles or résumés to their email, please _do not_ open the attachment. If you are ever unsure what to do, feel free to forward any unsolicited messages to careers@posthog.com
.

Deciding to hire

[‘Talent Compounds’](/handbook/company/values#talent-compounds)
 is one of our values here at PostHog. We think carefully about each new role and the complexity it introduces to the organization. We also have an extremely high bar for the people we do hire!

We use Pry to plan our hiring. We use the hiring forecast as a guide, but iterate on this pretty much every month, so we can stay super responsive to changes PostHog's needs. Typically we know:

*   3 months out - exact job titles we want to hire for, and in which month
*   6 months out - number of each type of job (e.g. 1x designer, 3x engineer)
*   12-24 months out - number of hires overall we want to add to the team

For each new role, please open a new issue on the [Ops & People project board](https://github.com/orgs/PostHog/projects/2)
and add all the requested information from the [new hire form](https://github.com/PostHog/company-internal/issues/new?assignees=couaphang&labels=people&template=new-hire-request.md&title=Proposed+New+Hire+%5BROLE%5D)
. Everyone will have the opportunity to give their feedback on the proposed role before we publish it.

The role of the Hiring Manager

The hiring manager is a role assigned to the person who will work most closely with the People & Ops team to make a hire. Usually this is the person who will manage the new hire or is a Small Team lead.

If you are a hiring manager for a role, you will usually:

* Give input into the job spec to make sure it's right
* Give the People & Ops team feedback on candidates
* Conduct the technical interview
* Kick off the SuperDay and be the candidate's main point of contact on the day
* Make the offer call

How to write a great job description

The People & Ops team will then write up the full job description in Ashby.

As we keep iterating on our specs, the best approach is to copy our most recently advertised role over in Ashby. We find the following approaches work well:

* Being extremely clear and precise about what this person will actually be working on (including linking to example PRs/Issues of similar work in GitHub where possible)
* Sharing why this role specifically is exciting, and the impact they will get to have
* Linking to as much useful contextual information as possible, including the small team they will be working on
* Using the absolute minimum number of requirements needed - 5 'must-haves' absolute max
* Run the text through a [gender decoder tool](https://gender-decoder.katmatfield.com/) to check for unconscious bias
* Don't use specific years of experience as a qualifier

Once the hiring manager has signed off on the spec, we will publish it on Ashby - [instructions on how to do this are here](/handbook/engineering/posthog-com/jobs)
.

Job boards

Ashby will automatically add the role on our [careers page](/careers)
. It will also 'helpfully' publish it on a bunch of other free but irrelevant job boards - you should manually remove all of those except for Ashby and LinkedIn.
[Wellfound](https://wellfound.com/company/posthoghq/jobs)
 will need to be posted manually.

As a Y Combinator company, we can post [jobs ads on the HackerNews front page](https://news.ycombinator.com/jobguide.html)
 for free at https://news.ycombinator.com/submitjob
. This requires a founder's HackerNews account to do so.

Ashby also had a partnership with YC's job board so all roles to YC's [Work at a Startup](https://www.workatastartup.com/jobs)
 will push out automatically. For certain roles, we also publish on other job boards:

Design

* [Behance](https://www.behance.net/adobetalent)

* [Dribbble](https://dribbble.com/jobs/new)

Engineering

* Hacker News Who's Hiring - see [Tim's comment history](https://news.ycombinator.com/threads?id=timgl)
  for a template.
* [The Pragmatic Engineer](https://pragmatic-engineer.pallet.com/jobs)

Product

* [Mind the Product](https://www.mindtheproduct.com/)

* [ProductHunt](https://www.producthunt.com/)

* [Lenny's Job Board](https://lennys-jobs.pallet.com/jobs)

Referrals

Every time we open a new role, we will share the details and ideal profile with the team during All Hands.

Personal referral

If you know someone who would be a great addition to the team, please submit them as a personal referral. If they're successfully hired, you'll receive a $2,500 referral bonus! The bonus can be either paid to you directly, or towards a charity of your choice where we will match the amount! You can also split the amount between you and the charity.

Please make sure the candidate has given their consent before putting them forward.

We occasionally open up short term contracts, and you'll receive a $1,000 referral bonus if you recommend someone here too! The contract just needs to be on a full time basis and at least 3 months long.

Unfortunately people who actively work on recruitment in the People & Ops team at PostHog are not eligible for referral bonuses, to mitigate the risk that they influence the process unfairly. If you would like to refer someone and are not sure if this applies to you, speak to Charles.

What's the process?

* If there is an ongoing conversation, please cc careers@ into the email thread with the referred candidate and we will take it over from there.
* Otherwise, please upload the profile to the [Ashby referral page](https://app.ashbyhq.com/referrals)
  .
* If they have applied themselves already, let careers@ know within 48 hours of them applying.

Social referral

Refer someone you know on the [Ashby referral page](https://app.ashbyhq.com/referrals/direct/) by clicking the _Refer_ button. You'll need their resume to submit them.

If you have other referrals in your network (e.g. 2nd degree connections), who have either applied or might be relevant for us to reach out to, this also counts as a social referral.

The referral bonus for social referrals is $500, and we again match any amount you choose to give this to charity.

Referral payouts

You'll get paid the bonus 3 months from the new team member's start date, and it will be processed as part of payroll. Bear in mind that you might be liable for income tax on the bonus.

Non-team referrals

We also welcome external referrals, e.g. from:

* From our investors
* From the PostHog community (the users Slack Group, and posting on our social media profiles for our followers to see)
* From the YC community (Slack / WhatsApp / Forum)

As a thank you, we will give you $50 credit for our [merch shop](https://merch.posthog.com/)
.

Managing candidates

All of our candidates are managed in [Ashby](https://www.ashbyhq.com/)
 - all team members have access to the platform and Ashby will automate your specific level of access based on the role you play during the hiring process (i.e. hiring manager, team member, etc.). If you need additional access, please reach out to Coua or Charles.

We record all candidate-related comms in Ashby so we can ensure we provide all candidates with the best experience we possibly can - even if they are unsuccessful, they should come away feeling like they had a great interaction with PostHog.

Ashby is a pretty intuitive platform to use, but here are a few helpful tips to get you going

* [A guide to getting started with the basics](https://www.notion.so/Getting-Started-for-Interviewers-4b6bd7cc94834e1ebe8d63345030696f)
  - this is pretty much everything you need to navigate through Ashby to provide feedback and review candidates.
* Link your Gmail account in Settings if you are in direct contact with candidates - this means any emails you send directly from your inbox will automatically be captured on their Ashby record for everyone on the hiring team to see.
* When emailing candidates from within Ashby, you can select a Template from the drop down bar (and customize it if you want). If you find yourself writing the same email, it is worth saving as a template.

If you receive an application via email or some other non-Ashby channel like Slack, pass it on to careers@posthog.com.

Booking interviews through Ashby

Schedule interviews through Ashby itself. Do not use Google Calendar, otherwise the event won't be populated with useful candidate info and we won't have a record of the meeting anywhere.

When we book a meeting, we have the option of selecting a Google Meet or Zoom call which Meet should be the default.

Hiring stage overview

> A good rule of thumb when deciding whether not to progress at any stage - if the candidate doesn't get a _definite yes_ then assume it's a _no_. It's almost never worth putting through someone who is a 'maybe'! We provide lots of information about PostHog to enable candidates to put their best application forward.

Application

The People & Ops team reviews applications and resumes/portfolios carefully and leaves their feedback as a comment on the candidate's record in Ashby if relevant.

If a candidate hasn't customized the application or resume to the role, it is a flag they aren't that excited about working at PostHog. Cover letters are definitely _not_ mandatory, but at an interview stage, it's important to note how passionate they seem about the company. Did they try out the software already? Did they read the handbook? Are they in [our community forum](/questions)
?

Candidates who are unsuccessful at this stage will receive an automated rejection email. Due to the volume of applications we receive, we usually don't provide personalized feedback.

We also review every single speculative application weekly and if there is a possible fit for future openings, we will place the applicant into the appropriate [Ashby talent project](https://app.ashbyhq.com/projects)
 (i.e. full stack engineers, platform, product, website & docs, customer success, people & ops, and marketing) and notify the applicant of this via email.

Interviews

As a rule, all interviews at PostHog are conducted in English. Whilst this might seem obvious to some, we are lucky to have people from multiple different countries, that speak multiple languages. We are hiring for people to be successful at PostHog, and at PostHog we conduct our business in English so it is important the hiring process is also conducted in English. So if you are paired with an interviewee who speaks your native language, just politely acknowledge this and let them know all interviews are conducted in English.

1\. Culture interview with People & Ops

We start with an interview which is designed to get the overall picture on what a candidate is looking for, and to explain who we are. A template scorecard has been created for this stage in Ashby.

This is to allow both PostHog and the candidate to assess whether the candidate is a great cultural addition to the team (not culture fit), and to dig into any areas of potential misalignment based on the application. We are looking for proactivity, directness, good communication, an awareness of the impact of the candidate's work, and evidence of iteration / a growth mindset.

This round is loosely structured into 4 different sections:

1. (If we sourced them) PostHog - quick intro about the company and role
2. Candidate background and mindset
3. Talk about the hiring process and check if the candidate has seen our compensation calculator so we know we're roughly aligned.
4. Answer any open questions

Candidates who are unsuccessful at this stage should receive a short personalized email with feedback.

2\. Technical interview with the Hiring Manager

In this round, the candidate will meet a 1-2 future team members. This round is usually 45-60 minutes and will focus on a mix of experience and technical skills. Please check the specific hiring process for each team for more details.

As a rule of thumb, everyone interviewing must feel a genuine sense of excitement about working with the candidate. Again - if it is not a _definite yes_, then it's a _no_. Ask yourself - does this candidate raise the bar?

Candidates who are unsuccessful at this stage should receive a personalized email with feedback, including a few bullets that are quite specific.

3\. Small Team interview with James or Tim

This is a call with either James or Tim, depending on which Small Team they are being hired into. They will probe further on the candidate's motivation, as well as checking for alignment with PostHog's values.

4\. PostHog SuperDay

The final stage of our interview process is what we call a PostHog SuperDay. This is a paid full day of work with us, which we can flexibly arrange around the candidate's schedule. We are not able to bypass this stage so if the candidate is not interested in conducting this final round, unfortunately we will have to part ways and the candidate will no longer be considered for the role.

> If it is difficult for a candidate to commit to a whole day in one go - they may not be able to get the time off, or have childcare commitments that make this difficult - we can be _very_ flexible. For example, we can split the SuperDay across two or more sessions, and can align timezones to suit the candidate, given we have a team that's globally distributed. A candidate will never lose out because they are not available to do a SuperDay right away.

The candidate will be working on a task that is similar to the day-to-day work someone in this role does at PostHog. They will also have the chance to meet a few of their potential direct team members, and if they haven't already, our founders. This gives the candidate a chance to show off their skills, and for us to see the quality, speed and communication of the candidate. It is a demanding day of work.

We will pay the candidate their 'normal day rate.' If they have done contracting before they will have one, but if not we can use [this
formula](https://www.ellwoodatfield.com/day-rate-caluclator)
to calculate it. If the candidate is unable to accept payment for the SuperDay, we will donate the amount to a charity of their choice from our [Project
list](/handbook/growth/marketing/open-source-sponsorship)
of sponsorships.

This day will be _the same_ task each time for a given role, to be shared with the candidate at the start of the day. The task is generally designed to be _too much_ work for one person to complete in a day, in order to get a sense of the person's ability to prioritize and get things done.

Overall, the candidate should aim to spend at least 80% of their time and energy on the task and less than 20% on meeting people, as we will base our decision on the output of the day.

> For everyone on the PostHog team meeting a candidate, ask yourself - will this person raise the bar at PostHog? The answer should be yes if we want to hire them.

In advance of the SuperDay, we will need to do some additional prep to ensure that the candidate has a great experience:

* Send them an email in the first instance to schedule the SuperDay - we aim to do this as soon as possible, as candidates often will need to book a day off work. Use the Ashby email template for this. If the task involves them doing 'real' work for PostHog, we should ask them to check that their current employment contract permits this - we try to create fake tasks for this

reason. For all US candidates there is a requirement we collect a
[W9](https://www.irs.gov/forms-pubs/about-form-w-9)
from the candidate for accounting and tax purposes (_this doesn't apply if the US candidate decides to donate the funds to one of our sponsored projects_)
* We also send the candidate a follow up email with details of the task, and ask them for their day rate and bank details right away so the candidate can fully prepared what to expect and who they will meet. There is a template for this email in Ashby, depending on the role - this will probably need customising.
* (One day before the SuperDay) Create a private channel in Slack for the candidate and all relevant people - this will be where they can chat to us over the course of the day if they have any questions etc. Invite the candidate as a single channel guest. We might need to add the candidate to one of our systems depending on the role, e.g. Ashby for a recruiter SuperDay, but on the whole this should be minimized.
* (One day before the SuperDay) Invite the candidate to a kickoff meeting with the hiring manager at the start of the day. On days when we have a company-wide meeting scheduled, invite them along. On days without standup, schedule an informal session with some team members to give them a chance to learn more about our culture. We may also want to have a proper wrap up with them at the end of their day.
* (On the SuperDay) Send the candidate the task - aim to send this before the kick-off session so if the candidate has any questions they are able to go through them during the kick-off session. We encourage the candidate to ask questions throughout their SuperDay, but sometimes it is nice to have any questions answered in advance so they can kick off their task appropriately.
* (On the SuperDay) Give the candidate a warm welcome! Make it clear that the team is here to answer any questions, and they should feel free to reach out any time! Otherwise don't feel like we need to check in with them - let them get on with the task and trust that they will message us.
* (One day after the SuperDay) Pay the candidate using the bank details they provided.

> For some roles, we may occasionally set a task that goes over multiple days. For example, we have set Content Marketer tasks that last 3 days in order to create a piece of content.

Decide if we will hire

> We aim to make a decision within 48 hours of SuperDay - being decisive is important at this stage, as great candidates will probably be fielding multiple job offers.

After a SuperDay, everyone involved in the day leaves their feedback on Ashby. This is hugely important to us in making a final decision so team members should make an effort in completing their feedback as soon as possible. If there are wildly different opinions, you should open an issue in `company-internal` to discuss.

If a decision is made to hire, the People & Ops team will open an onboarding issue once the candidate has accepted and James/Tim will share in our Monday All Hands Meeting a brief overview of the following:

* Who we ended up hiring and their background: what they will be doing, and a summary of the recruitment process (how long open for, no. of applicants etc.)
* Why we are hiring them: feedback from the interview process, both positive and areas to improve
* Start date and location
* Share the output of their SuperDay (if applicable)

If we don't make an offer, it's important to clearly outline to the candidate why that decision was made. Highlight what went well, but also mention specific points of improvement. Offer to schedule a call if they would like to discuss further. Make sure to leave the door open for the future so they can apply again in 12-18 months time as circumstances and people change.

Making the offer

Hooray!

The People & Ops team will prepare the offer details. James and Tim give final signoff. We then schedule an offer call with the candidate and Charles.

During the offer call, Charles will share feedback from the interview process, and will sell the role and opportunity here at PostHog. He will also briefly cover the offer details (salary, equity, benefits), and answer any open questions. He'll then follow up with an offer email, outlining all details. If a candidate is proving tricky to close, he may escalate to James or Tim to help.

Once the candidate accepts, the People & Ops team will kick off the [onboarding process](/handbook/people/onboarding)
and take the role offline, after rejecting all remaining candidates.

Visa sponsorship

Building a diverse team is at the heart of our culture at PostHog and we are proud to be hiring internationally. In some cases, this includes the need for visa sponsorship. We are currently only able to provide visas in the UK.

* If the candidate is already in the UK on a visa (e.g. employed, youth mobility), or require a new visa to remain in the country (e.g. student converting to employed), we will cover the costs for any employee, new or current.
* If they wish to relocate and need a visa, we unfortunately will not cover the cost for obtaining the visa or any relocation costs.

For employees where PostHog covers the costs related to obtaining a visa, the employee agrees to reimburse PostHog if they voluntarily terminate their employment prior to the completion of 12 months of service. The costs will be calculated on a monthly basis, so when the employee decides to leave after 10 months, they will have to repay 2/12 of the costs related to the visa.

If a candidate needs visa sponsorship, please keep in mind that the process is lengthy and costly.

E-Verify

We participate in [E-verify](https://www.e-verify.gov/about-e-verify)
 for all US new hires which allows us to verify employment eligibility remotely and continue hiring in multiple states. E-Verify is not used as a tool to pre-screen candidates.

Location - April 2024 update

For some teams, it's important to have a wide range of timezones covered by the small team - this allows us to have closer to 24 hour coverage in case of incidents, and is particularly relevant for infrastructure or pipeline teams.

For teams working on a pre-product market fit product with no users, it is preferable to hire people within a few timezones of each other so it's easier to get together in person and to do synchronous meetings if people wish to work that way.

Currently, we are hiring a lot - aiming to go from ~45 people to ~70 by the end of 2024. Our pace of hiring is the biggest blocker to shipping all the tools in one and driving our growth, so we need to go fast while keeping the bar high. Therefore we should _not_ restrict hires to certain timezones, even if in the short run a small team would prefer to have everyone closer together. This is because over the next six months, we'll have enough new people, that we can later re-org our teams to group people back together by timezone if needed as we have higher density of talent everywhere in the timezones we cover.

Questions?

Ask a questionLogin

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Next article

Interview technique - principles to follow

Reminder: hiring the right team is the most leveraged activity we can do. Whatever you do, focus on getting the strongest signal from a candidate in an interview. Do not focus on scalability / efficiency. Focus on themes Many well-intentioned interviewers will create a long list of questions that they'll follow rigorously. This is likely to lead to shallow answers. You're trying to understand how a human being operates, so go deep. It'll be more interesting for both of you, and will give a…

[Read next article](/handbook/people/hiring-process/how-to-interview)

5\. How we make users happy

How we make users happy

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Last updated: Mar 15, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/making-users-happy.md)

On this page

* Building products that people want
* Engineers talk to users and provide support

User happiness is fundamentally important. How do we achieve this?

Building products that people want

First, someone internally will suggest an idea. Sometimes this will come from James and Tim, but it has just as frequently come from anyone else on the team.

If it requires a new team to build it – which it usually will – we'll start by hiring an ex-founder who is technical. We'll onboard them into the existing team that has the most overlap. This helps get them used to working with our codebase, and with the culture we look for from each team.

That person builds the MVP, and the only goal is to figure out if anyone will use it. With some products, the MVP may have more scope if we feel especially confident. Once the new product is in a non-embarrassing state (that won't harm our brand), we add pricing to it and put it on our website. This drives more demand. At this stage, the goal is to get the product to [product-market fit](/blog/product-market-fit-game)
 in PostHog's platform, which means working with customers until we have five delighted, paying customers.

Once all this is done – which we'd expect to take a few months – we can start to innovate. This usually means some kind of platform play, such as extending the product to enhance everything else we're working on, or shipping another new product that would work well with it.

Engineers talk to users and provide support

You should be _as close as possible_ to your users, feeling whatever they feel, so you have as much information as possible to make the product great.

For established products with a lot of usage questions (how do I create an insight that does X, for example), Customer Success helps with support.

Before a new product is even made, we'll add it to our [public roadmap](/roadmap)
. Once it ships, we'll use our own tools to get customer interviews, feedback, and data, and we'll always aim to "close the loop" with users - coming back with: a pull request, a GitHub issue they can follow in the open, or an explanation of why we can't make a feature they've asked for.

This means the product improves, users are impressed and recommend us to others, _and_ we show users that we listen, encouraging them to keep going through this loop with us, faster and faster.

Questions?

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How we make money

We make money from those that have it and like our products. We don't make money from those that don't. How we do sales is based on the best experience for our Ideal Customer Profile I cannot think of any harder group than developers to convince via a cold call or email to buy software. We should focus all our energy on inbound – that's why we don't do outbound sales. All the other rules here are based on what we felt would be the best experience for an engineering customer, whilst allowing us…

[Read next article](/handbook/how-we-make-money)

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1\. Why does PostHog exist?

Why does PostHog exist? Our mission and strategy
===

Last updated: Jun 06, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/why-does-posthog-exist.md)

On this page

* Our mission
* Our strategy
* Provide every tool needed to build successful products
* Start from the start
* Be the source of truth for customer and product data

Our mission

Equip every developer to build successful products

Our strategy

Provide every tool needed to build successful products

Building a successful product is hard. It gets harder when you don't understand how your customers are using your product.

PostHog includes all the tools you need to understand how people use your product. All with one simple snippet.

Start from the start

The tools we build help you from your first user to when your product is everything it could be.

This means PostHog gives you the best practices and the industry standard tools so that you can focus on what you do best - build successful products. There's a generous free tier, no-brainer pricing and data infrastructure that scales until IPO and beyond.

Be the source of truth for customer and product data

Traditionally, as companies scale, their data warehouse becomes the source of truth, and non-warehouse native tools (like product analytics) become less relevant as people lose trust in the data in them. By providing the data and data-intense tools in one place, we can enhance the power of our products (like product analytics), provide increased trust, and enable companies to build on top of the warehouse itself as they see fit, all without them having to set up a complex stack.

Questions?

Ask a questionLogin

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How we got here

Things that influenced us Books No Rules Rules (Erin Meyer / Reed Hastings) Principles (Ray Dalio) Other companies Atlassian – multi product, inbound, dev centric company, totally dominant in their categories, scaled way beyond $1bn AWS – multi product, pricing model, UX (!) Pager Duty – pricing model, product led growth Hubspot – built a $25bn company despite competing with Salesforce GitLab – while we run very differently and have a different business model, we were inspired by their…

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6\. How we make money

How we make money
=================

Last updated: Mar 15, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/how-we-make-money.md)

On this page

* How we do sales is based on the best experience for our Ideal Customer Profile

* Don't let pricing get in the way
* Charge based on what people use, and give users control
* Be the cheapest for each individual product
* Principles for dealing with big customers

We make money from those that have it and like our products. We don't make money from those that don't.

How we do sales is based on the best experience for our Ideal Customer Profile
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I cannot think of any harder group than developers to convince via a cold call or email to buy software. We should focus all our energy on inbound – that's why we don't do outbound sales.

All the other rules here are based on what we felt would be the best experience for an engineering customer, whilst allowing us to grow revenue in the long run.

Don't let pricing get in the way

Before a user has decided to buy the product, we should let them try it for free. Not only does this mean they can immediately self-serve without having to get budget internally, it also reduces the need for a large sales team to convince them otherwise. When someone is looking for a solution, they are ready to install it – but only if we can get out of the way commercially.

Once a user likes the product, we don't want to create a big decision around continuing to expand their usage with us. (For example, if we suddenly charged a large recurring price per month.) Instead, we charge a tiny fraction of a cent for each extra event they send.

Charge based on what people use, and give users control

Some users want to start with just a little usage of one product. Others replace five products with us. We should price to reflect this. We believe it's better to have a little extra pricing complexity to provide a much better value option, than an "all-in-one" price.

We charge by product _and_ by usage of those products that people need.

Beyond which products we use, we look for other ways to give users control, such as spending limits on session recordings.

These principles mean that they will spend less than they otherwise would have, _but_ it means they'll stick around. We don't want users to churn if they are unhappy with what they're spending; we want them to better manage how they use the platform.

Be the cheapest for each individual product

We can make it up by selling other products to the customer over time. This way, it's always a no-brainer to pick PostHog, we get as much word of mouth growth as possible, _and_ our single product competitors can't compete since they have nowhere to go.

Principles for dealing with big customers

The most important thing here is to remain focused on building the best product, not on what a single big customer needs.

* **We don’t care about losing deals.** If we have to walk away from a deal because we'd have to compromise on these principles, we will. We can do this because we have a really strong growth engine with our ICP customers.

* **We don't contract deliverables,** and we especially don't contract to provide deliverables by a certain date. This is because, on principle, a single customer is forcing us to build something.

* **We will build things for a big customer, as long as we are confident they won’t be the only user of that thing.** Re-shuffling the roadmap a bit could make sense - but adding new things that others wouldn't use, doesn't.

* **Customers need to try PostHog before they expect us to change things.** We love feedback from customers. We don't love big requirement documents from people that haven't used our product before.

Questions?

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Enduringly low prices

We want our customers to spend their money on their engineering team, not on buying ten software products. Here is the list of advantages we have and why they matter. We can sell multiple products to the same people So, do you want to buy ten products for $1k each or all ten for $5k? Or, better yet, each one separately? We can pull this off because we're focused on getting in first – we don't follow the whims of whatever an enterprise may have. No sales needed Our competitors spend more on sales…

[Read next article](/handbook/low-prices)

9\. A wide company with small teams

We're a wide company with small teams
=====================================

Last updated: Oct 07, 2024

|[Edit this page](https://github.com/PostHog/posthog.com/tree/master/contents/handbook/wide-company.md)

On this page

Part of our strategy is to provide all the tools in one for evaluating feature success.

Speed

This means we need to ship a _lot_ of products into one platform. We can see a need for at least 20. That's a lot of engineering work.

After we'd started hiring, we asked ourselves a question – how could we structure the company to optimize for speed above everything else?

I happened to go to an excellent talk by Jeff Lawson, the CEO of Twilio. It made me realize I should be asking, "Who ships more per person, a startup or an enterprise?" Clearly the former. So we structured PostHog like a series of startups.

Small teams

We decided that we should split PostHog into a series of [small teams](/teams)
, each working like its own startup, fully owning at least one of our products.

As with any startup, the principles that govern these small teams are:

* Can decide what to build within their own products
* Can ship without outside interference as far as possible
  * No product by default
  * [No design by default](/handbook/design/process)

* Should work directly with its own users (until it has hit product-market fit within PostHog's platform)
* Should be small

Minimal hierarchy

We deliberately keep the number of levels and people managers at PostHog to the absolute minimum we can get away with. This maximizes team member autononomy _and_ increases shipping speed, as you don't need to run things past a manager or wait to get something signed off the vast majority of the time.

This means that, if you need something or need to flag an issue, you are strongly encouraged to communicate _directly_ with the person or team working on the thing you care about. We want to avoid people going up and down the org chart via managers as much as possible. 90% of the time, this approach means you'll get what you need faster. 10% of the time, this might cause a tiny bit of confusion if what you are asking for doesn't beautifully align with that team's objectives. We believe that trade-off is ok - we'll figure it out.

We have a tiny exec team - this is what they are responsible for:

* Set the overall direction and strategy for PostHog
* Decide which products to build
* Make key people decisions (e.g. who to hire, pay, disciplinary issues)
* Ensure complicated cross-team initiatives run smoothly (e.g. pricing)

For _everything else_, you and/or your small team should be able to decide this or talk directly to the teams involved. This includes deciding which feature to build next within a particular product. We trust you to bring in the right people as you feel appropriate, relative to the scale of what you're doing.

PostHog is _not_ a good place for managers who are territorial and prefer for all communication to go through them for 'efficiency'. Over time, doing this would undermine autonomy and cause our best people to quit!

Titles based on what you do

Companies give out titles to people that primarily show how senior they are.

This means titles, as adopted by the wider world, imply that _seniority_ is more important than what people do. We do not believe that seniority should determine how decisions get made - people should own decisions in their area of the business. We trust every employee to fully own their area of the business.

When you are prompted to put your title somewhere like LinkedIn, please just say as clearly as you can what you are focused on. Please do not focus on how senior you are. Feel free to be weird with it.

Before "Senior Engineer at PostHog" (this is not a title that exists at PostHog anyway) After "Product Analytics Engineer at PostHog"

Goal setting

When you build a startup from scratch, you are in an existential crisis. One day you might be building a gym, the next day a software product for accountants. The problem changes. At PostHog, we give each small team a product to build. (James and Tim focus on _which_ products we should build, as they often need sequencing.)

Once we had [product-market fit](/blog/product-market-fit-game)
, and we had reached 15 people or so, we realized we needed to set some kind of goals. We started by using OKRs as they're pretty standard.

However, one of our engineers one day told me, "I realized I needed to change my objective. Then I started rewriting my OKRs into the handbook. I realized I was spending time stressing about the wording of it, which was going to have zero impact on what I knew I had to build." That seemed silly, so instead we make a point of calling them just "goals". We intentionally don't sweat the wording.

Another best practice we choose to ignore is "goals should be output driven". It sounds great in principle, but what is going to happen after a product team, which is nearly every team here, sets an output driven goal like "improve activation by 20%"?

Either the team will decide on some things it should build, or they won't manage to figure out what to build to do this. In either case, if a team knows what it should achieve, it should then figure out which things it needs to ship, and write those things down instead. It's clearer, and clearer is faster.

And if that list turns out not to be helping our metrics? Switch the goal to a new thing.

Questions?

*   `[![](https://www.gravatar.com/avatar/a6da91d4deae0422a451a863883097da)\`
    \
    Dayman](/community/profiles/31631)
    a month ago

    ### [Speed versus Risk](/questions/speed-versus-risk)

    That's a very interesting way to approach the teams. However, I'm curious how you deal with risk. Because despite startups being the fastest type of organization, they're also the riskiest (therefore with the most ROI). By giving individuals the power to decide what to build, while you gain speed you increase the risk of them making bad decisions.

How do you balance both?

*
`[![](https://res.cloudinary.com/dmukukwp6/image/upload/v1683655764/james_b841adce96.png)\`
\
James](/community/profiles/27732)
a month agoSolution

Startups themselves are risky because they usually don't have product market fit or are unable to get it.

Once you're at a level of product market fit, then staying in touch with reality and not doing dumb stuff as a result is the basic risk.

Since we have product market fit, I'd argue the greatest risk we have is losing contact with reality. I'd then argue that this happens broadly for three reasons:

1. Ego gets in the way of seeing the truth
2. You don't have the right perspective to see the system you're in
3. You don't see the results of your decisions

For each of these:

1. Ego. We believe in product engineers making decisions for each small team. I suspect someone that loves building stuff as an individual engineer will likely have lower ego than the founder trying to build a $100bn business.

2. Perspective. It's hard to see what is going on without zooming out sometimes. We regularly challenge our small teams (quarterly planning, direct feedback, growth reviews) with people present from outside like me who have a different perspective.

3. Seeing results of decisions. The small team interact directly with visitors so have the best feedback loop. Much better than I have for example.

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Strong team

Talent Compounds is one of our values. 90% of a startup's problems are solved by just having the right group of people in the building Slack. Personality traits that cause people to be successful here Genuine builders. Some people do jobs for the money. Those that have truly found their passion are far stronger. Easy to work with. People who are low ego, flexible, energetic, and upbeat will raise those around them. We often, but don't exclusively, hire those with more experience since it…

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`![Ursula von der Leyen, President of the European Commission](https://res.cloudinary.com/dmukukwp6/image/upload/c_scale,w_250/v1/posthog.com/src/components/EU/images/ursula)`

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