

EXHIBIT 212

UNREDACTED VERSION OF DOCUMENT SOUGHT TO BE LODGED UNDER SEAL

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**From:** Mike Vernal </O=THEFACEBOOK/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=MVERNAL>  
**Sent:** Tuesday, August 27, 2013 11:23 PM  
**To:** Mike Vernal; Douglas Purdy  
**Subject:** Message summary [<1573512181918-0@mail.projektitan.com>]

Douglas Purdy:  
>better than "developers, small and large,.." or all (small & large). i can remove

Douglas Purdy attached 1232716\_10151884538412160\_904985528\_n.jpg

Michael Vernal:  
>I'd ditch numbering and "Insights."

Douglas Purdy:  
>Insights is key to growth. I think every developer tells us that.

Douglas Purdy:  
>how to we express that here?

Michael Vernal:  
>No, Insights suck - every developer tells us that.

Michael Vernal:  
>Insights isn't a feature of your platform. It's table stakes.

Michael Vernal:  
>Maybe one day it can be value-add, but for now I think it's just table stakes.

Douglas Purdy:  
>yes, of course, this is for zuck.

Douglas Purdy:  
>he needs to understand this.

Michael Vernal:  
>No he doesn't.

Michael Vernal:  
>I'd ditch Insights.

Douglas Purdy:  
>this is exactly what i am talking about.

Michael Vernal:  
>He gets that we need to invest in Insights. We spent 15 minutes talking about why Insights sucks today.

Michael Vernal:

>I just don't think it's part of the pillars.

Michael Vernal:

>Whenever we have a pillar, we have the desire to put stuff in the pillar to make things filled-out. I want to resist that.

Douglas Purdy:

>i think you talking about that with zuck is germane.

Douglas Purdy:

>for this deck.

Michael Vernal:

>I really don't.

Douglas Purdy:

>sorry.

Michael Vernal:

>I really don't want Insights in grow. It weakens the entire deck.

Douglas Purdy:

>we are miscommunicating.

Michael Vernal:

>Ok

Douglas Purdy:

>i am making an statement about your continued inability to share your zuck conversations with the people doing the work.

Michael Vernal:

>I don't know why I should.

Michael Vernal:

>I own platform, not Makr.

Michael Vernal:

>Mark is trying to delegate this stuff to me. Mark is not making decisions here.

Douglas Purdy:

>you just can't say. hey that isn't a pillar. i talked to mark about it today as a way to shutdown the converastion then.

Michael Vernal:

>That's not what I said --

Douglas Purdy:

>that is what i heard.

Michael Vernal:

>Ok. What I said was:

>

>Insights isn't a feature of your platform. It's table stakes.

>  
>Maybe one day it can be value-add, but for now I think it's just table stakes.  
>  
>You then said "it needs to be in there for Zuck."  
>  
>And I said, no it doesn't.

Michael Vernal:  
>You were the one who brought in Mark.

Douglas Purdy:  
>yes and i still believe that.

Michael Vernal:  
>Why? Can you help me understand why it needs to be there for Mark?

Douglas Purdy:  
>because i am not convinced that he is signed up for all this and that is my biggest worry.

Michael Vernal:  
>All of what?

Michael Vernal:  
>What are you asking him to sign-up for by putting Insights in there?

Douglas Purdy:  
>i have watched him cut insights roughly 3 times if memory serves.

Michael Vernal:  
>I asked for +2 engineers for Insights, and he gave them for this half. That takes us to 4.  
>  
>Do we need more engineers for this half?

Michael Vernal:  
>This is just a very odd stand to be taking on a strategic slide.

Douglas Purdy:  
>i was all worked up to work on these slides, but this exchange is a little draining.

Michael Vernal:  
>Sorry. :(

Michael Vernal:  
>Ok - we can drop it.

Michael Vernal:  
>My net is "less is more."

Douglas Purdy:  
>no this kind of exchange is exactly what i have hated about this whole thing.

Douglas Purdy:

>if i want to tell the ceo that i think something is important.

Douglas Purdy:

>i should be able to do that.

Douglas Purdy:

>if i can't.

Douglas Purdy:

>i don't know what i am doing here any longer.

Michael Vernal:

>I'm not sure this is a constructive debate.

Michael Vernal:

>I'm obviously not telling you that you can't tell Mark Insights is important.

Douglas Purdy:

>yes, you do.

Michael Vernal:

>I'm telling you that you're conflating a tactical concern (whether Insights has staffing) with a strategic slide (what Platform is).

Douglas Purdy:

>i wasn't.

Michael Vernal:

>It would be like putting "testing" on this slide. Does platform need testing? Yes. Is platform defined by testing? No.

Douglas Purdy:

>i didn't say thing about staffing. you did.

Douglas Purdy:

>it isn't about staffing per se.

Douglas Purdy:

>it is that measurement is important to developers.

Douglas Purdy:

>more important than games engines.

Michael Vernal:

>So being able to measure building stuff isn't important?

Michael Vernal:

>Being able to measure monetizing stuff isn't important?

Michael Vernal:

>It's only about measuring growth?

Douglas Purdy:

>build, no. money, yes. if zuck want to buy someone he should be looking at insight companies -- in fact, it is a our biggest strategic hole.

Michael Vernal:

>Why would Zuck look to buy someone?

Michael Vernal:

>Instead of Platform?

Michael Vernal:

>This whole conversation is odd to me.

Douglas Purdy:

>we aren't on the same page on a bunch of different things because we don't take.

Douglas Purdy:

>talk.

Douglas Purdy:

>insights doesn't need +2 people.

Douglas Purdy:

>it needs +10 or so. :-)

Douglas Purdy:

>if not more.

Douglas Purdy:

>just giving you my honest opinion for once.

Douglas Purdy:

>some this may be atypical.

Michael Vernal:

>What Insights needs is a dedicated PM and a plan.

Douglas Purdy:

>so this may be atypical behavior. :-)

Michael Vernal:

>Then we could staff it up.

Douglas Purdy:

>People need to know it is important first.

Douglas Purdy:

>look at what the ads team did here.

Michael Vernal:

>Yes, I know what they did. They put a good PM on it, and it got done.

Michael Vernal:

>I have begged forever - for years and years - for someone to come up with a reasonable spec for this thing.

Michael Vernal:

>I have offered multiple times to do it myself.

Douglas Purdy:

>no one has time.

Michael Vernal:

>Don't you manage the PM team? Isn't this a problem you can solve

Michael Vernal:

>?

Michael Vernal:

>Did you not have enough PMs?

Douglas Purdy:

>No. You cut insights.

Douglas Purdy:

>people watched you do it.

Douglas Purdy:

>and then backpedal.

Douglas Purdy:

>no one thinks it is important.

Douglas Purdy:

>because you don't think it is important.

Michael Vernal:

>No, I actually think it's really important.

Michael Vernal:

>I have no confidence in my team to be able to build it. That's different.

Michael Vernal:

>I was sick of throwing good money after bad money.

Douglas Purdy:

>that is a good story. i think you should ask people what they think. in my first conversation with you at the tofu house you said "insights isn't strategic for us" (that was in 2009). i haven't forgotten that because every action i have seen backs it up.

Michael Vernal:

>I understand people's impressions may be different than my underlying intent.

>

>I'm not sure this is that important to debate. I'm not sure what result you're trying to achieve.

Michael Vernal:

>If you're arguing for us building out Parse Analytics - I'm all for it. I'm happy to +10 that with engineers.

Douglas Purdy:

>yes.

Douglas Purdy:

>that is what i am arguing.

Michael Vernal:

>Ok. Yeah. I think there are two strategic pieces of Parse - data storage and analytics.

Douglas Purdy:

>ok, now we are talking.

Michael Vernal:

>Yeah, I agree. I think that's just part of Parse.

Douglas Purdy:

>all communication.

Michael Vernal:

>You shouldn't confuse my profound disappointment with my team's inability to tackle a simple problem like Insights with me being confused about the importance of measurement.

Douglas Purdy:

>i am telling you they are the same.

Michael Vernal:

>I understand what you're saying.

Michael Vernal:

>I have learned that we are completely incompetent when it comes to measuring our own shit.

Michael Vernal:

>We're just incompetent. We take competent people, deploy them at this problem, and we get incompetence.

Michael Vernal:

>This is not important. I agree we should staff-up Parse Analytics in the limit. I would put that under Build.

Douglas Purdy:

>lol.

Douglas Purdy:

>that ok?

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Douglas Purdy:

>ok can just be parse and speak to it.

Michael Vernal:

>Why can't this just be "Parse, Login, Sharing, Canvas", with Grow as "Ads, Mobile Publishing," and Monetize as "Payments, Ad Network?" I guess we can keep App Store in there.

Michael Vernal:

>I was trying to figure out why the above message thread bothered me, and I think I figured it out:

Douglas Purdy:

>?

Michael Vernal:

>I tried to give this to you to run with. I tried not to be that hands-on.

>

>You told me you were leaving and, to be frank, I don't think this stuff is going that well at the moment.

>

>I'm pretty stressed out and working as hard as I can to get this into better shape and to own this message to Mark now, because ... well, I do. My attempt at delegation failed, as you're leaving.

>

>Your comment above about being able to say this directly to the CEO is what irked me -- due respect, you had that opportunity. I was not driving this. I'm stuck driving this now (not by my choice), and so I just don't want to be damned-if-I-do, damned-if-I-don't.

Douglas Purdy:

>I never had this opportunity. i think that is where you are way off.

Michael Vernal:

>Why not?

Douglas Purdy:

>no one understand what happened.

Douglas Purdy:

>no one.

Douglas Purdy:

>you woke up thursday and started making decisions that everyone has been waiting on forever.

Douglas Purdy:

>eddie was still in shock today.

Michael Vernal:

>You never had this opportunity because you and/or Vlad were never really empowered here?

Michael Vernal:

>What could I have done to empower you?

Douglas Purdy:

>no one feels empowered.

Douglas Purdy:

>ask around.

Michael Vernal:

>Ok, my bad. This is not a fruitful conversation.

Michael Vernal:

>We're both frustrated, for different reasons.

Douglas Purdy:

>i was happy until you told me i couldnt have insights on the slide.

Michael Vernal:

>Douglas M. Purdy: "Himel: I agree that we need to talk about analytics. I think this is core to all three pillars (build, grow and monetize). "

Douglas Purdy:

>sounds like me.

Douglas Purdy:

>i put it in grow to balance it out. with the other pillars.

Michael Vernal:

>I KNOW

Douglas Purdy:

>is there a reason you are yelling?

Michael Vernal:

>"Perfection is achieved perfection not when there is nothing left to add, but when there is nothing left to take away."

Douglas Purdy:

>really?

Michael Vernal:

>I actually think we have a really crisp message with:

Michael Vernal:

>- Build: Parse, Login, Share

>- Grow: Ads, Publishing

>- Monetize: Payments, Ad Network

Douglas Purdy:

>you need canvas there.

Douglas Purdy:

>forget it.

Douglas Purdy:

>i am just going to type whatever you want.

Douglas Purdy:

>that is what you want from someone that works for you and that is what i am going to do. that is my way of yelling. :-)

Michael Vernal:

>There are lots of unproductive conversations going on in parallel here.

Douglas Purdy attached 1208667\_10151884598897160\_963455386\_n.jpg

Michael Vernal:

>That sounds fine; we can hash out this level of detail tomorrow.

Michael Vernal:

>With due respect, though, I now reluctantly own this. I didn't want to own this, but I do. So I understand you're frustrated because you perceive me as telling you what you can and cannot say to "the CEO."

Douglas Purdy:

>i am frustrated that after 3 years of everyone and their mother telling you how to fix things you are finally doing it, but saying that you reluctantly own it as if everyone else fucked up.

Douglas Purdy:

>you NEVER put me in a position to fix this.

Douglas Purdy:

>NEVER.

Douglas Purdy:

>that is me yelling now.

Douglas Purdy:

>and never after I told you i was thinking about leaving, you never did.

Michael Vernal:

>And what would I have done to put you in a position to fix this?

Michael Vernal:

>Fired Vlad? Made him report to you? Something else?

Douglas Purdy:

>I would have held the engineering teams accountable for the engineering debt we have. that would have lead to a draw down to the sustainable parts of platform (see the draw down after WWII and the Cold War), win back trust and then see how we could apply our user infrastructure assets to this space.

Douglas Purdy:

>I can't hold anyone in engineering accountable for anything.

Michael Vernal:

>Why not?

Douglas Purdy:

>i can't even hold my own pms accountable for anything.

Douglas Purdy:

>everyone works for you.

Michael Vernal:

>Why not?

Douglas Purdy:  
>no one is confused.

Douglas Purdy:  
>Now you want SLA, we get SLAs.

Douglas Purdy:  
>Well, until Vlad gets back.

Douglas Purdy:  
>then who knows. :-)

Douglas Purdy:  
>anyway, this doesn't matter.

Michael Vernal:  
>Ok. I don't know how to act on any of this.

Michael Vernal:  
>I guess I just have to micro-manage everything everywhere, because I can't empower anyone else to make decisions?

Douglas Purdy:  
>that is exactly right.

Michael Vernal:  
>No, it's not. It's bullshit.

Michael Vernal:  
>It really is bullshit. It's insulting.

Douglas Purdy:  
>ok.

Douglas Purdy:  
>i am just telling you what people tell me.

Douglas Purdy:  
>and how i feel all the time too.

Douglas Purdy:  
>you can call that bullshit.

Michael Vernal:  
>I understand. I think it's just a facile argument.

Michael Vernal:  
>To micro-manage, I have to know what teams are doing.

Douglas Purdy:  
>mike, i really, really think you are lacking in self-awareness here.

Michael Vernal:

>I have no idea what the API team, the SDK team, the Integrity team, the Tools team, etc. are doing. I've seen an update every so often on Hendrix (why are we doing this? who is driving? I have no idea).

Michael Vernal:

>I've been completely hands-off. If that meant these teams couldn't do any useful work, it was your job and Vlad's job to flag that for me. I left you guys to manage all of our Developer Platform efforts.

Douglas Purdy:

>sorry. i am the PM for all of Platform.

Michael Vernal:

>You told me you were leaving, I felt like the P3.0 was not converging, and I got more hands-on to try to break the log-jam.

Douglas Purdy:

>the log-jam is of your own making.

Michael Vernal:

>Yes. I tried to empower you and Vlad, and I failed.

Michael Vernal:

>I get that. I get that I failed.

Douglas Purdy:

>you can't empower two people.

Douglas Purdy:

>for the same thing.

Michael Vernal:

>No, you can.

Michael Vernal:

>You just can't work w/ Vlad. They're different.

Douglas Purdy:

>wrong.

Douglas Purdy:

>vlad can't work with anyone.

Douglas Purdy:

>that phrasing you used says it all.

Michael Vernal:

>Well, I asked you earlier - how would you have fixed it? Fired Vlad?

Michael Vernal:

>Moved him to another team?

Michael Vernal:

>Could you have worked with another eng lead as the PM lead to get a reasonable outcome?

Douglas Purdy:  
>P3.0 was wrong.

Douglas Purdy:  
>it is getting fixed now.

Douglas Purdy:  
>i felt no power to fix it before.

Douglas Purdy:  
>i do now.

Michael Vernal:  
>Because of me? Or Vlad?

Douglas Purdy:  
>so i'll help.

Michael Vernal:  
>Here's why I'm asking - I am actually trying to learn from this.

Douglas Purdy:  
>i don't even want to be in the same room as vlad on most days.

Michael Vernal:  
>Ok. So if you had a different eng lead, you could have done this from PM?

Douglas Purdy:  
>Unclear. If I was running all of Platform doing the stable core would have been the first thing and all the P3 stuff flows from it.

Douglas Purdy:  
>all hindsight.

Michael Vernal:  
>You just believe the entire functional model is fucked?

Michael Vernal:  
>You'd have PUMs all the way down?

Douglas Purdy:  
>I would have PUMs for units of strategy.

Douglas Purdy:  
>Platform is a unit of strategy.

Douglas Purdy:  
>either you lead

Douglas Purdy:  
>or I do.

Michael Vernal:

>What would your PM lead do?

Douglas Purdy:

>for me, chief of staff.

Douglas Purdy:

>i am not saying your model is wrong, but it is wrong for me.

Michael Vernal:

>So you could never have done the PM lead role?

Douglas Purdy:

>i have been telling you that for months and months, months.

Michael Vernal:

>Fine - fair.

Douglas Purdy:

>i have been that role a bunch of times in my career. not particularly interesting, but i would do it for a friend if i thought they would get me to good spot. ;-)

Douglas Purdy:

>how is that for guilt.

Douglas Purdy:

>:-)

Michael Vernal:

>Well, I tried. We both failed.

Douglas Purdy:

>i don't think you tired.

Douglas Purdy:

>tried.

Douglas Purdy:

>but that is ok.

Douglas Purdy:

>i understand.

Michael Vernal:

>I did everything but fire Vlad.

Douglas Purdy:

>you shouldn't have to have fired vlad. but you could have gotten me another role at fb.

Michael Vernal:

>There are really only two explanations here (and maybe some spectrum in between):

>  
>1. I empowered you + Vlad, but you guys couldn't work together so we didn't make progress  
>  
>2. I didn't actually empower you guys  
>  
>I really tried to do 1 and, frankly, I think I mostly did.

Douglas Purdy:  
>i would have stayed if it was compelling enough.

Douglas Purdy:  
>i question the entire frame you used.

Douglas Purdy:  
>btw.

Douglas Purdy:  
>which i think is the problem.

Michael Vernal:  
>If you can, I would really appreciate an answer to the following:  
>  
>- Did I fail to empower you and Vlad to own this, or  
>  
>- Did I succeed in empowering you, but because you couldn't work together you couldn't make progress.  
>  
>If Alex was the eng leader instead of Vlad, would it have been a different outcome?  
>  
>You're leaving, so this isn't about saving you. I'm trying to understand if:  
>  
>- I failed to delegate + empower  
>  
>- I succeeded, but no one can work with Vlad  
>  
>- I succeeded, but you need to have total control to be empowered

Michael Vernal:  
>Ok, what's the right frame?

Douglas Purdy:  
>I am director of product on platform. who is my peer?

Douglas Purdy:  
>where is he or she?

Michael Vernal:  
>Is the issue I didn't stick everyone to report to Vlad?

Douglas Purdy:  
>i would have left quicker.

Michael Vernal:

>Or that I didn't rip Rose/Avichal out and have them report to me directly?

Douglas Purdy:

>if you want to run a functional org run one.

Douglas Purdy:

>you run an org where you control all the eng yourself and send specs to all the PMs.

Douglas Purdy:

>and design.

Douglas Purdy:

>have an effective staff meeting with your three leads.

Douglas Purdy:

>set strategy with those three folks.

Douglas Purdy:

>help them get visibility and growth and experience.

Douglas Purdy:

>with your boss.

Douglas Purdy:

>growth the next set of leaders by have a great review place across all projects.

Douglas Purdy:

>even the ones that are not your favorites.

Douglas Purdy:

>listen

Douglas Purdy:

>listen

Douglas Purdy:

>and listen some more.

Douglas Purdy:

>then ask some questions.

Douglas Purdy:

>then meet with your staff

Douglas Purdy:

>and tell them what act you want taken

Douglas Purdy:

>repeat.

Michael Vernal:

>Well, I think you're going much farther than my question, and telling me how you'd run an org. That may be the only way, but I'm not convinced.

Douglas Purdy:  
>you never asked me.

Douglas Purdy:  
>only now.

Douglas Purdy:  
>that is odd don't you think?

Michael Vernal:  
>Here are my takeaways:  
>  
>1. You didn't want to work with Vlad. I think the point about not having an eng lead is really that you didn't want it to be Vlad (he is the pg-eng-lead here). Got that.  
>  
>2. I have trouble reconciling the desire for empowerment with the desire for attention from Mark. Mark doesn't give attention as a form of validation. He gives attention to make decisions. Going to Mark means not being empowered to do stuff.

Michael Vernal:  
>Re: 2, what I really think you want was the old style of platform (2-3+ years ago) where you were facilitating a PM and some engineers going to Mark to talk about a project. I categorically think that's the wrong model for Facebook, which is why I haven't been taking that approach.

Michael Vernal:  
>Because I don't believe you just want to go to Mark to talk to Mark. Because you seem to want to accrue power to disseminate power to the people who report to you.

Douglas Purdy:  
>it is not about attention from mark. it is to have a discussion with him about strategy. which i have really had with him twice and the second time, i was telling him i was leaving.

Douglas Purdy:  
>i care about strategy with mark.

Douglas Purdy:  
>what is important. what is not. how we win.

Michael Vernal:  
>Well, you were in at least 10+ conversations with Mark about strategy re: platform 3.0 10-11 months ago.

Douglas Purdy:  
>that was a joke.

Michael Vernal:  
>Are you counting it, or not?

Douglas Purdy:  
>no.

Michael Vernal:

>Ok.

Michael Vernal:

>My real takeaway here - to be blunt - is you didn't want to work for me.

Michael Vernal:

>You wanted to work for me out of a desire to help me.

Douglas Purdy:

>yes.

Douglas Purdy:

>that is exactly right.

Douglas Purdy:

>i told you a million times.

Michael Vernal:

>Well, more like 3-4 times.

Michael Vernal:

>But ok. I get it.

Douglas Purdy:

>that is 3-4 too many.

Michael Vernal:

>Ok, I got it. I spent the past year fighting for space so that we could make sane decisions about the future of platform without external randomizing influences. That was a very conscious decision.

Michael Vernal:

>I realize that's the opposite of what you wanted. You wanted to just go sort out the future of platform with you and an-eng-lead-not-Vlad(?) directly with Mark.

Douglas Purdy:

>i supported you as best i could for as long as i could.

Douglas Purdy:

>still am.

Michael Vernal:

>Yeah, ok, got it.

Michael Vernal:

>Why couldn't you work for me?

Michael Vernal:

>Because I used to report to you?

Douglas Purdy:

>because i don't see the distance between you and me.

Douglas Purdy:

>:-)

Douglas Purdy:

>i am quoting you.

Michael Vernal:

>I know.

Michael Vernal:

>I'm serious - why not?

Douglas Purdy:

>there is nothing for me to do.

Douglas Purdy:

>that i want to do.

Douglas Purdy:

>or want to learn how to do.

Douglas Purdy:

>i know how to run big teams.

Douglas Purdy:

>i have a small team.

Douglas Purdy:

>i know how to speak at company meetings.

Douglas Purdy:

>or in front of thousand and thousands of developers.

Douglas Purdy:

>i can build apis.

Douglas Purdy:

>and tools.

Douglas Purdy:

>...

Michael Vernal:

>And what would have been different had you reported to Mark

Michael Vernal:

>?

Michael Vernal:

>You would have learned strategy from him?

Douglas Purdy:  
>i would have hoped.

Douglas Purdy:  
>leverage.

Douglas Purdy:  
>the guy is a master of leverage.

Douglas Purdy:  
>and i could have helped him.

Douglas Purdy:  
>i have had two, seriously two, strategy conversations with him.

Douglas Purdy:  
>for maybe 30-45 mins total

Douglas Purdy:  
>since i have been here.

Douglas Purdy:  
>the first was me telling him to kill the html5 stuff for the native mobile platform with OG

Douglas Purdy:  
>the second was me telling him we should AWSify Platform, oh and I am leaving now.

Michael Vernal:  
>What does it mean to AWSify Platform?

Douglas Purdy:  
>the rest of the time i was building Excel configurator or shutting off developers or listening to you talk.

Douglas Purdy:  
>the paper i sent around.

Douglas Purdy:  
>that is what it means to me.

Douglas Purdy:  
>needs the next level of detail.

Douglas Purdy:  
>i can't even have a annual dev event without having a conversation with you and then getting frustrated and then having mark ask for an f8. so frustrating.

Douglas Purdy:  
>i would have had an f8 every single year since i got here.

Michael Vernal:  
>Jesus, really?

Douglas Purdy:  
>hell yes.

Douglas Purdy:  
>predictable

Michael Vernal:  
>Great - well, success - you got your developer event and then exited yourself before the day.

Douglas Purdy:  
>that is bullshit. i told you i was leaving before mark sent his note.

Douglas Purdy:  
>you knew i was leaving. i asked for leave.

Douglas Purdy:  
>i told you i wanted to leave in feb.

Douglas Purdy:  
>nothing.

Douglas Purdy:  
>i was absolutely certain you wanted me to leave. even anh thought so.

Michael Vernal:  
>I think what you said earlier is what's really going on here - I think you convinced yourself that the only way you could work for me is under the premise that you were helping me.

Michael Vernal:  
>While that seems altruistic, it's actually a little insulting. It suggests that I haven't earned my position through merit or talent - that our roles should be inverted, but you're helping me out.

Michael Vernal:  
>I think it's just an issue of personal relationship - we've known each other for too long to be accurate judges of the other person.

Michael Vernal:  
>You think you are better than I think you are, and I think I am better than you think I am.

Douglas Purdy:  
>i am fairly well calibrated on how good both of us are.

Douglas Purdy:  
>you are really good.

Douglas Purdy:  
>i am ok.

Douglas Purdy:  
>at FB.

Douglas Purdy:  
>much of this is context.

Douglas Purdy:  
>you earned your position that is why you have it.

Douglas Purdy:  
>and i don't.

Douglas Purdy:  
>but don't believe for a second that i felt empowered.

Michael Vernal:  
>I'm certain you didn't feel empowered.

Michael Vernal:  
>That doesn't mean I didn't empower you.

Douglas Purdy:  
>and i think that is the root issue.

Douglas Purdy:  
>you know about jim crow laws?

Michael Vernal:  
>Really?

Michael Vernal:  
>Is that where we're going?

Douglas Purdy:  
>i am happy to use another example.

Michael Vernal:  
>You never answered this question, so trying again: was it Vlad or me?

Douglas Purdy:  
>it was me.

Michael Vernal:  
>Would my attempts at empowerment have worked if your eng lead had been Alex?

Michael Vernal:  
>No, seriously - Vlad or mE?

Michael Vernal:  
>\_None\_ of this is to get you to stay. Everyone has accepted you're leaving. Done deal. This is honestly to help me learn.  
>  
>Next time I have three options:  
>  
>- Empower Doug' in the same way again, with a different eng lead

>  
>- Fight to only hire Doug' as a pseudo-PG lead  
>  
>- Don't hire Doug'  
>  
>Which should I do? Can I get away with (1)?

Douglas Purdy:  
>if you and i would have been peers this could have worked, maybe.

Douglas Purdy:  
>so i think it is #3. i should have left when bret did.

Douglas Purdy:  
>i really really want to work with brad and you.

Douglas Purdy:  
>bret and you.

Douglas Purdy:  
>that is what i wanted when you guys hired carl.

Douglas Purdy:  
>and then i got it when carl left

Douglas Purdy:  
>but i'll never forget our first review with bret. the dev tools team did some basic work to clean up the OG tool before the big refactor you want to do and you said, "this is all wrong". i said, "i went through the tool and it helps a real dev". you said, "i don't care, we worked for months on this model and this doesn't help. i said, "it does, i wrote some code and used to the tool". i knew then this isn't going to end the way i wanted.

Michael Vernal:  
>Is this what Cat presented?

Douglas Purdy:  
>yes and alan.

Douglas Purdy:  
>first time to bret.

Douglas Purdy:  
>for both of them.

Douglas Purdy:  
>big deal.

Douglas Purdy:  
>for them.

Douglas Purdy:  
>complete clusterfuck

Douglas Purdy:  
>Not one bit of consideration for the team's work or my opinion.

Douglas Purdy:  
>sorry. i am angry now.  
>

Douglas Purdy:  
>but this is exactly the conversation we should have been having.  
>

Michael Vernal:  
>Yeah, I think it's late and probably no longer a productive conversation.  
>  
>I am sorry I hurt the team's feelings - it was not my intent. It was also 18+ months ago.

Douglas Purdy:  
>and we didn't.

Michael Vernal:  
>Well, it's an awkward conversation - the net was that you didn't want to work for me.

Michael Vernal:  
>I'm sorry we didn't have it - I could have tried to find you a different role at FB.

Douglas Purdy:  
>the net was you didn't want me to work for you. you know what i am good at and you didn't let me do it. that is how i feel. really.

Douglas Purdy:  
>i even asked you what i was good at.

Douglas Purdy:  
>you didn't even think to apply that to our conversation

Douglas Purdy:  
>really dude, i told you exactly what you need to do.

Douglas Purdy:  
>it isn't about working for you.

Douglas Purdy:  
>it is about letting me do the things i am good at and want to learn from.

Douglas Purdy:  
>i would work for the janitor if that was all true.

Douglas Purdy:  
>so i think you have been miss the point with this vlad or me or whatever. what am i good and could i do it?

Douglas Purdy:  
>that is all that matters.

Douglas Purdy:

>so when i say distance, i don't think either one of us should work for the other. just on different things.

Douglas Purdy:

>what is insulting is when you said i had "accepted my role".

Douglas Purdy:

>i want to build and lead teams that do great things and really grow together in the process.

Michael Vernal:

>You want to be a PUM.

Douglas Purdy:

>and inspire people.

Douglas Purdy:

>i just want to do my best work.

Michael Vernal:

>You want to be a PUM, yes?

Douglas Purdy:

>i don't know what that means.

Douglas Purdy:

>i was one.

Michael Vernal:

>You're the one who introduced the language.

Douglas Purdy:

>i don't want to be one again.

Michael Vernal:

>Why not? Because you have so mastered the craft of being a PUM, that you have nothing left to learn?

Michael Vernal:

>Can I be blunt?

Douglas Purdy:

>of course.

Douglas Purdy:

>i haven't mastered anything that i am aware of.

Michael Vernal:

>No, I'll pass - it's late. Let's just sync-up tomorrow.

Douglas Purdy:

>you can't throw that out and take it back.

Douglas Purdy:  
>talk about bullshit. :-)

Michael Vernal:  
>I think you lack humility and self-awareness about your own talent level.  
>  
>I think you are very talented, but I don't think you're as talented as you think (in your heart) you are.  
>  
>I think the fact that you say things like:  
>  
>"i don't know what that means."  
>  
>"i was one."  
>  
>"i don't want to be one again."  
>  
>Is evidence of that.  
>  
>You can't credibly say that you'll work for the janitor, but that you don't want to be a PUM again (after spending two hours arguing to me basically why you needed to be a PUM, "running a unit of strategy," to be happy).

Douglas Purdy:  
>like all things, i think we are miscommunicating. I think you introduced PUM (i'll scroll back up), i just said PUMs should be units of strategy not all the way down. also, my point wasn't about who i worked for, it was what i am good at. can you honestly tell me that you have used me in the most effective way (knowing my skills) to further the ends of our developers, shareholders, etc. and made sure that i had all the right opportunities (and support) to grow? that is the only question.

Michael Vernal:  
>I tried to get your self-reported place of optimality, but I failed.

Michael Vernal:  
>The path was leading the platform stuff, with Vlad as your counterpart, but I either failed to clearly communicate this, or you were unable to work with Vlad, or both.

Douglas Purdy:  
>that wasn't a viable path.

Michael Vernal:  
>This isn't a useful conversation, because this is in the past and you are leaving. The real question for me is to how to avoid this in the future.

Douglas Purdy:  
>that was expedient.

Michael Vernal:  
>What was another path?

Douglas Purdy:  
>that is what i am trying to explain.

Douglas Purdy:

>you could have hired an engineering manager. you could have told me to hire another PM lead.

Douglas Purdy:

>you could have made me a real product director at FB.

Douglas Purdy:

>there were so, so many things i would have tried if i was in your position.

Michael Vernal:

>I hired you an engineering manager - you didn't want him.

Douglas Purdy:

>what!

Douglas Purdy:

>who?

Michael Vernal:

>This is all a you + Vlad issue. you guys couldn't work together, and I should have accepted that earlier.

Michael Vernal:

>That's fine - I get it. That's my main learning from all of this - you + Vlad weren't a good match.

Douglas Purdy:

>you are missing the point again.

Douglas Purdy:

>but ok

Douglas Purdy:

>i tired again.

Michael Vernal:

>Ok, what does it mean to "hire an engineering manager"?

Douglas Purdy:

>hiring an engineering director.

Michael Vernal:

>Someone to manage all the engineering teams?

Douglas Purdy:

>vlad is not an engineering director

Douglas Purdy:

>he is not.

Douglas Purdy:

>i don't know what he is.

Douglas Purdy:

>but he is not a engineering manager.

Douglas Purdy:  
>director.

Michael Vernal:  
>That's not fair.

Douglas Purdy:  
>it is completely fair.

Michael Vernal:  
>This is not useful. You are blaming other people for what you were in control of.

Michael Vernal:  
>That's what it really comes down to, to be blunt.

Douglas Purdy:  
>ok.

Douglas Purdy:  
>i am trying to help you.

Michael Vernal:  
>I should have taken Rose as a direct report and then called this done.

Douglas Purdy:  
>ok.

Douglas Purdy:  
>i tried again.

Douglas Purdy:  
>rose never would have worked for you.

Douglas Purdy:  
>i asked a bunch of times.

Michael Vernal:  
>Ok, let me try again.

Douglas Purdy:  
>you have your model.

Douglas Purdy:  
>i am not giving you data you believe.

Douglas Purdy:  
>ok.

Michael Vernal:  
>Going back ~6-12 months ago, it became clear to me that I had two separate beasts in platform -- this open graph stuff, and this developer platform stuff. And they were different.

Michael Vernal:

>It was always clear to me that open graph would merge into search, and that the dev platform stuff was the true/core platform.

Michael Vernal:

>In my ideal world, you and Vlad were the PM and Eng lead for platform, with you eventually taking total ownership. This is why I say I tried to empower the two of you in this way, and why I say I wasn't micro-managing this stuff.

Douglas Purdy:

>if you are putting me with vlad you have to micromanage it.

Michael Vernal:

>I also tried to be clear that Open Graph was where I was going to focus my IC efforts, to get it strategically bootstrapped and then to integrate it with Search.

Douglas Purdy:

>i told you that.

Michael Vernal:

>Ok, well then can you answer my question - if I had fired Vlad/moved him to another team, would this have all worked?

Michael Vernal:

>I've asked three times.

Michael Vernal:

>Anyway - going back - I asked / offered to take Rose/Avichal as a direct report, so you could focus on the platform stuff. In the platform narrative, I kept saying there was this top-level split between Open Graph and Dev Services, and you kept erasing that -- making Open Graph the second of four pillars. Etc.

Michael Vernal:

>My read of the situation is that I should have:

>

Michael Vernal:

>- Taken Rose/Avichal  
>- Pushed Vlad to another team  
>- Gotten you another eng peer  
>  
>And then this might have worked.

Douglas Purdy:

>perhaps for this instance, but i will assert this more than just vlad and i. i think there is a general pattern of too many cooks, not enough clarity of ownership unless things it your or zuck's level.

Douglas Purdy:

>only you could rally the team for SLAs.

Douglas Purdy:

>i have been saying it for 3 years.

Douglas Purdy:

>or nearly that.

Douglas Purdy:  
>so that is a question...

Douglas Purdy:  
>how would you have empowered me to do the platform simplification?

Douglas Purdy:  
>or f8?

Michael Vernal:  
>Didn't you do some mini-f8 in the spring?

Michael Vernal:  
>How did you do that?

Douglas Purdy:  
>that isn't d8.

Douglas Purdy:  
>f8.

Michael Vernal:  
>Did I tell you to do that? Not to do that?

Douglas Purdy:  
>i have done a bunch of devcons.

Douglas Purdy:  
>i came here to do f8s.

Douglas Purdy:  
>i have done PDC, TechEd and MIX keynotes.

Michael Vernal:  
>Why do you always go back to credentials?

Douglas Purdy:  
>this is about growth

Douglas Purdy:  
>new experiences.

Michael Vernal:  
>I don't think so.

Douglas Purdy:  
>not what i have done before

Douglas Purdy:  
>i am fueled by new experiences.

Michael Vernal:  
>Maybe.

Douglas Purdy:  
>ask thuy.

Douglas Purdy:  
>your model for me is just wrong.

Michael Vernal:  
>I'm sure you believe that you are fueled by new experiences.

Douglas Purdy:  
>and you are smart enough to know what is fueling me.

Douglas Purdy:  
>based on the few minutes a week we spend together.

Michael Vernal:  
>Anyway - I've got to go to bed.

Michael Vernal:  
>We can talk about this some other time. If you have tips on how I can empower someone like Scott or someone similar, that would be useful.

Douglas Purdy:  
>I am stuck on 101. I'll be there as soon as I can.

Michael Vernal:  
>Can you drive getting a better schedule/plan?

Douglas Purdy:  
>I am doing it now.

Douglas Purdy:  
>We'll have options for you to review tomorrow around noon. That work?

Douglas Purdy:  
>API Support Follow-up Data (should send this data to Mark or not?)  
>  
>In terms of lower, midpoint and upper bounds...  
>  
>MSFT is now at 10 years (they got more hardcore).  
>  
>I wrote an iOS app back in 2009 that is still in the App Store. Works on iOS 7.0 (mostly :-)). It was built on iOS 3.0.  
>  
>Google is at 1 year (down from 3) now (they got less hardcore).  
>  
>3 years is the normal hardware refresh cycle for most business.  
>

>I personally think 3 years is the upper bound of what we can do here based on my own personal experience and what I think should be considered "best in class".

>  
><http://support.microsoft.com/gp/lifepolicy>  
><http://googledevelopers.blogspot.com/2012/04/changes-to-deprecation-policies-and-api.html>

Michael Vernal:

>If you want

Douglas Purdy:

>You free?

Michael Vernal:

>On a plane. What's up?

Douglas Purdy:

>Forgot. Wanted to sync. Had an idea on how to roll this out, that Eddie/Constantin like. We are doing the work to see how soon we can landed it. More later. Had a great meeting with harsh and vish too. Love those guys. So solid.

Douglas Purdy:

>You want to be in he group where we are hashing this out or just want to review on Tuesday?

Michael Vernal:

>I'm out until Thursday next week.

Michael Vernal:

>You guys should just run.

Douglas Purdy:

>You ok if we meet with Zuck again (if we can), provided you review on msg?

Michael Vernal:

>Yeah, if you want and he wants.

Michael Vernal:

>Do you want your review via Messenger/email?

Michael Vernal:

>I'm happy to invest the time to really write it out, or I can give you your letter and hit the high-level points.

Michael Vernal:

>I'll do it via Messenger. Your rating for the last half was "Meets All Expectations." Why I thought that was the case:

>  
>Results  
-> Neko + Payments doing really well, Deb blossoming  
-> Mobile SDK stuff going pretty well  
-> Identity + OG stuff going pretty well (but I'm more directly involved there)  
-> Took point on closing Parse acquisition (even though a little challenging, now)  
>  
>People Management  
-> Very big on empowering people; people universally appreciate this  
-> Generally very strong upward feedback from his folks, even those who are struggling

>- Not always enough coaching; there are people who need more help, who aren't always getting it (Marie, Max)  
>  
>Dev Advocacy  
>- This was a little messy; org was not doing well and probably took too long to deal with it  
>- When finally identified as issue, maybe took too long to deal with it  
>  
>Relationship w/ Me, Vlad  
>- Manages me well and tries to help amplify my impact  
>- Lots of unnecessary anxiety this half. Good to work through, and was generally professional, but this was a time suck  
>  
>Your bonus for this half was \$61,524.  
>  
>I'm happy to talk through the details in our next 1:1, but since you asked for this over messenger, wanted to share it.  
>

Michael Vernal attached 2013 Q3 Performance Summary Cycle\_Douglas Purdy\_2013-08-12 23-17-36\_letter.pdf

Douglas Purdy:

>thank you. better than i expected or likely deserved. i know i was a pain in the ass this semester. sorry. you handled it well. i am really struggling on a personal level right now. because i am generally the same person everywhere, it can impact my work.

Douglas Purdy:

>Parse Developer Day. I haven't seen the deck yet. I am encouraging him to send to you (can skip me). i think you and i are in sync.

Douglas Purdy attached 565321\_10151886709707160\_1552074062\_n.jpg

Michael Vernal:

>I'm out until PDD

Michael Vernal:

>Can you look at?

Michael Vernal:

>I wasn't going to ask what he was going to talk about. I assume Ilya owns it.

Douglas Purdy:

>ok.

Michael Vernal:

>I don't micromanage everything, you know.

Douglas Purdy:

>i would micromanage the message. :-)

Michael Vernal:

>You should do what you think is right.