

Coherent Impact: The Art of Strategy

Impact? Impact

- Rewrote the entire hiring budget in one quarter
- Grew Platform organization from 8 people to 40+ in two quarters
- Developer sentiment and productivity measurably improved
- Rebuilt the entire infrastructure stack
- FedRAMP rev 4 to rev 5
- Kubernetes 1.24 -> 1.29 in one shot

Total time? ~~8 years~~ 1.5 years.

“

thats cool.
super neat.
im so happy for you.

”

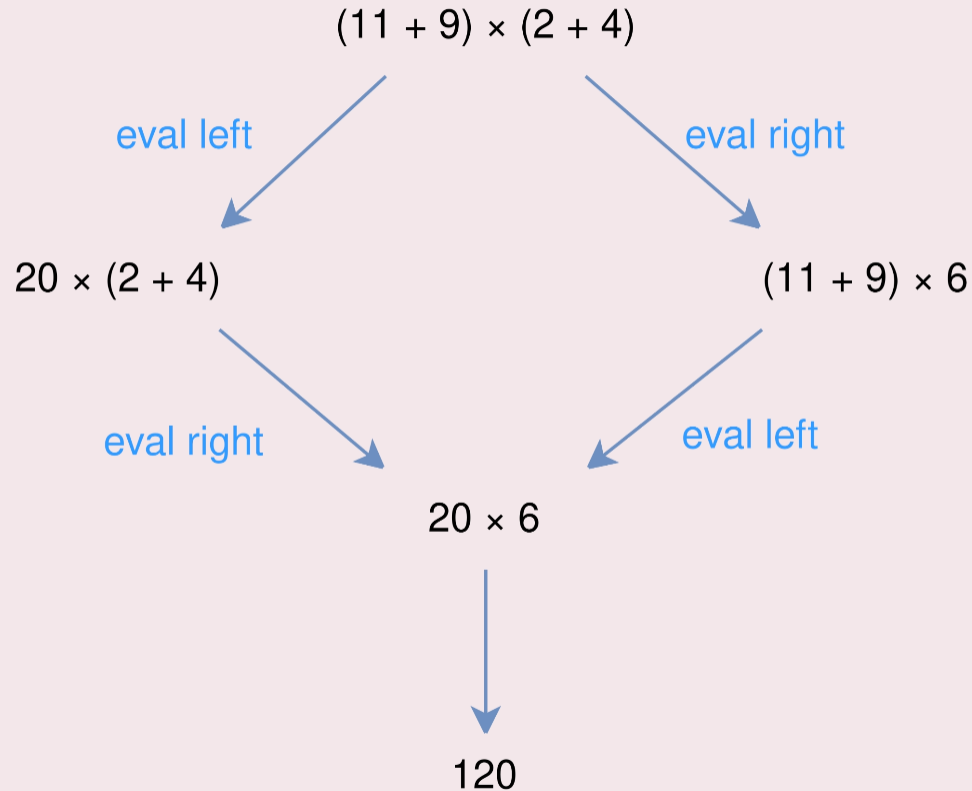
how did you do that?

Story Time!

Optionality + Confluence

(not that confluence)

Confluence



Optionality is secretly
Graceful Extensibility

Architectural
Decisions that are
Confluent get Graceful
Extensibility for free



Humans build coherence from narrative.

Don't give people coherence, give them a narrative to tell stories with



Practicing Story Building

“

Never let seeing the data prevent
you from hearing the truth

”

The Mystery of the Missing Focus Time

Strategy is 99%
Narrative, and 99%
Not *Your* Narrative

Takeaways

- Optionality + Confluence = Strategy
- Optionality and Confluence are both secretly Graceful Extensibility
- Sharing stories is our superpower and makes strategy impactful
- Never let seeing the data prevent you from hearing the truth



Impact Comes from Embracing
What Makes Humans Beautiful—
Community

