

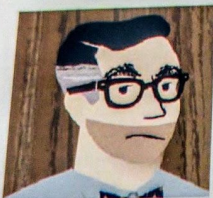
A low-angle photograph of a modern glass skyscraper with a 'bankwest' sign at the top. The building's facade is composed of dark glass panels with horizontal metallic accents. The sky is overcast and grey.

# APIs: From Good to Great

YOW! Night 2018 Perth

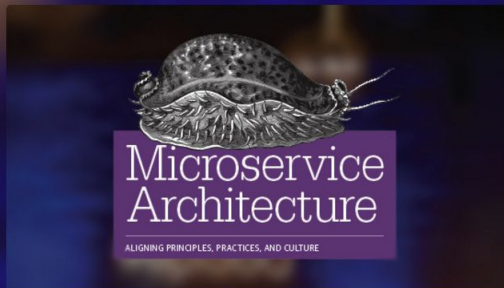
Mike Amundsen

@mamund



**Mike Amundsen**  
**@mamund**

EBOOK



## MICROSERVICE ARCHITECTURE: ALIGNING PRINCIPLES, PRACTICES & CULTURE

DESIGN AND APPLY MICROSERVICES TO EMBRACE CONTINUAL  
CHANGE IN THE DIGITAL ECONOMY

READ MORE

NO.1 BESTSELLER  
THREE MILLION COPIES SOLD

Why some companies  
make the leap ...  
and others don't



**GOOD TO  
GREAT**

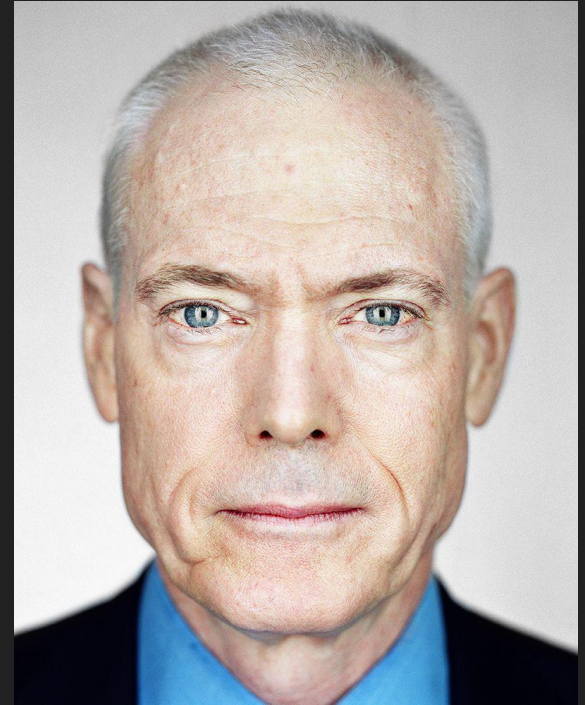
**JIM COLLINS**

Co-author of the bestselling  
*BUILT TO LAST*

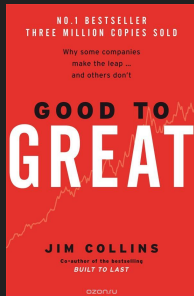
ozon.ru

# James C. Collins

American business consultant, author, and lecturer on the subject of company sustainability and growth.

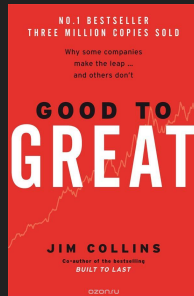


*How companies transition  
from being good companies to  
great companies...*



*How companies transition  
from being good companies to  
great companies...*

*and how most companies fail to make  
the transition.*







# Collins' Seven Principles for "Good to Great"

- **Level 5 Leaders:** Humble, but driven to do what's best for the company
- **First Who, Then What:** Get the right people on the bus
- **Confront the Brutal Facts:** The Stockdale paradox
- **Hedgehog Concept:** Three overlapping circles
- **Culture of Discipline:** Rinsing the cottage cheese.
- **Technology Accelerators:** Using technology to accelerate growth
- **The Flywheel:** The additive effect of many small initiatives

Level 5 Developers

## Level 5 Developers

"Developers who are humble,  
but driven to do what's best  
for the company."



**LEVEL 5**

**LEVEL 5 EXECUTIVE**

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

**LEVEL 4**

**EFFECTIVE LEADER**

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

**LEVEL 3**

**COMPETENT MANAGER**

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

**LEVEL 2**

**CONTRIBUTING TEAM MEMBER**

Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

**LEVEL 1**

**HIGHLY CAPABLE INDIVIDUAL**

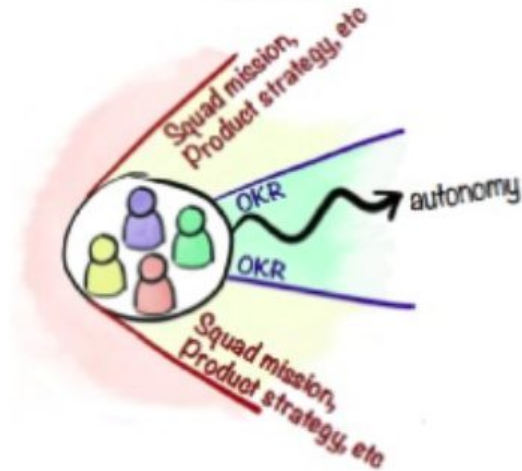
Makes productive contributions through talent, knowledge, skills, and good work habits.

# Level 5 Developers : Spotify

## Supporting squad autonomy



Innovative  
organization  
Collaborative  
culture

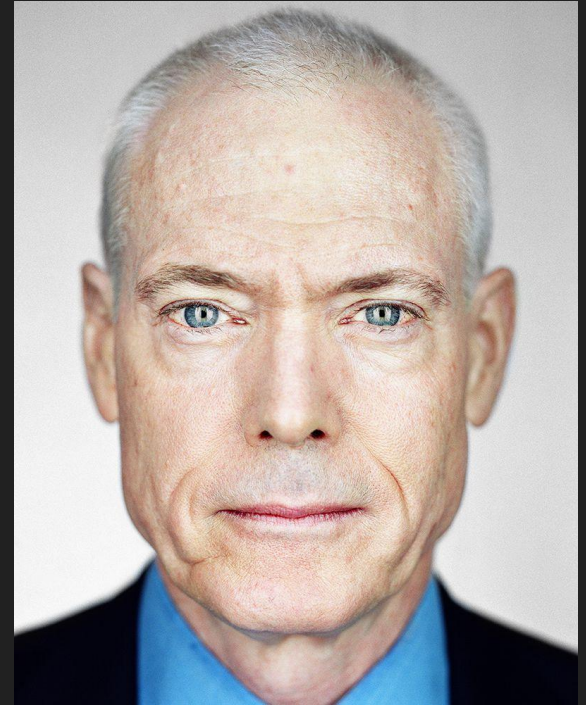


Be a good citizen in the  
Spotify **ecosystem!**  
Balance these:

1. Benefit Spotify as a whole
2. Serve the squad's mission and OKR:s

*"Level 5 leadership is about ferocious resolve, an almost stoic determination to do whatever needs to be done to make the company great."*

*-- James C. Collins.*



First Who, Then What

# First Who, Then What

"Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus"





# First Who, then What : Netflix

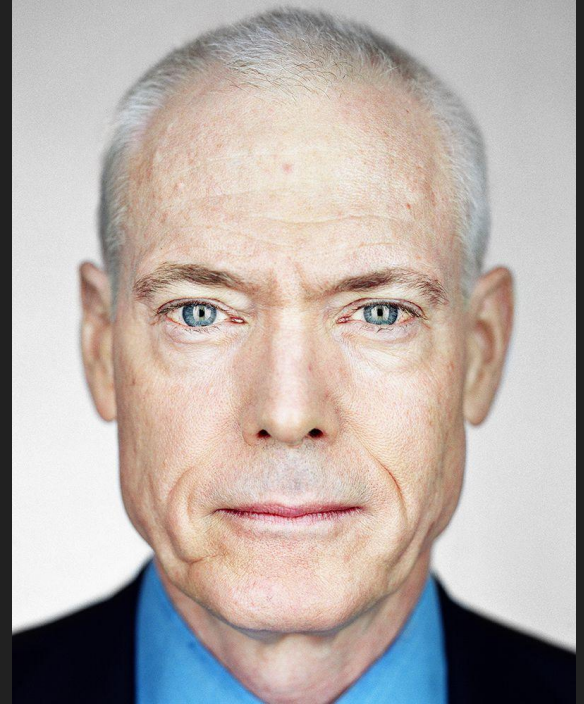
## The **Keeper Test** Managers Use:

Which of my people,  
if they told me they were leaving,  
for a similar job at a peer company,  
would I fight hard to keep at Netflix?

**NETFLIX**

*"Great vision without great  
people is irrelevant."*

*-- James C. Collins.*



Confront the Brutal Facts

# Confront the Brutal Facts

"The Stockdale paradox --  
Confront the brutal truth of  
the situation, yet at the  
same time, never give up  
hope."



# Confront the Brutal Facts : Steve Yegge

Originally shared by Steve Yegge

Stevey's Google Platforms Rant

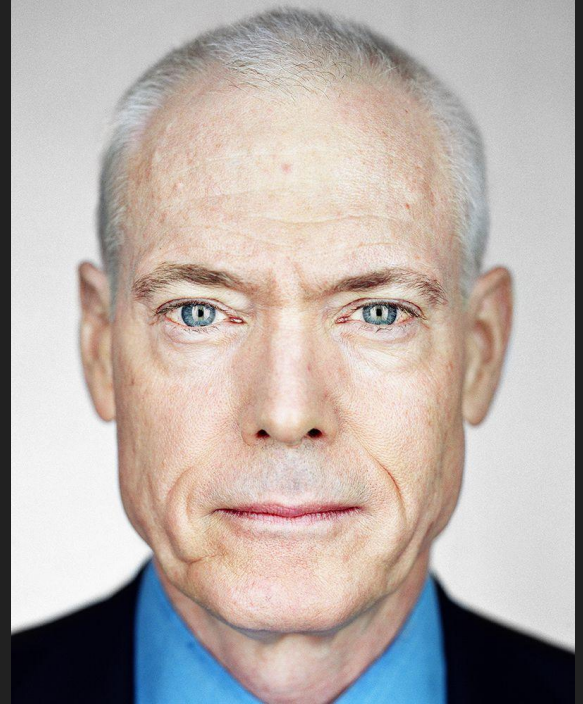
I was at Amazon for about six and a half years, and now I've been at Google for that long. One thing that struck me immediately about the two companies – an impression that has been reinforced almost daily – is that Amazon does everything wrong, and Google does everything right. Sure, it's a sweeping generalization, but a surprisingly accurate one. It's pretty crazy. There are probably a hundred or even two hundred different ways you can compare the two companies, and Google is superior in all but three of them, if I recall correctly. I actually did a spreadsheet at one point but Legal wouldn't let me show it to anyone, even though recruiting **loved** it.

I mean, just to give you a very brief taste: Amazon's recruiting process is fundamentally flawed by having teams hire for themselves, so their hiring bar is incredibly inconsistent across teams, despite various efforts they've made to level it out. And their operations are a mess; they don't really have SREs and they make engineers pretty much do everything, which leaves almost no time for coding - though again this varies by group, so it's luck of the draw. They don't give a single shit about charity or helping the needy or community contributions or anything like that. Never comes up there, except maybe to laugh about it. Their facilities are dirt-smeared cube farms without a dime spent on decor or common meeting areas. Their pay and benefits suck, although much less so lately due to local competition from Google and Facebook. But they don't have any of our perks or extras -- they just try to match the offer-letter numbers, and that's the end of it. Their code base is a disaster with no engineering standards



*"You absolutely cannot make  
a series of good decisions  
without first confronting the  
brutal facts."*

*-- James C. Collins.*



# The Hedgehog Concept

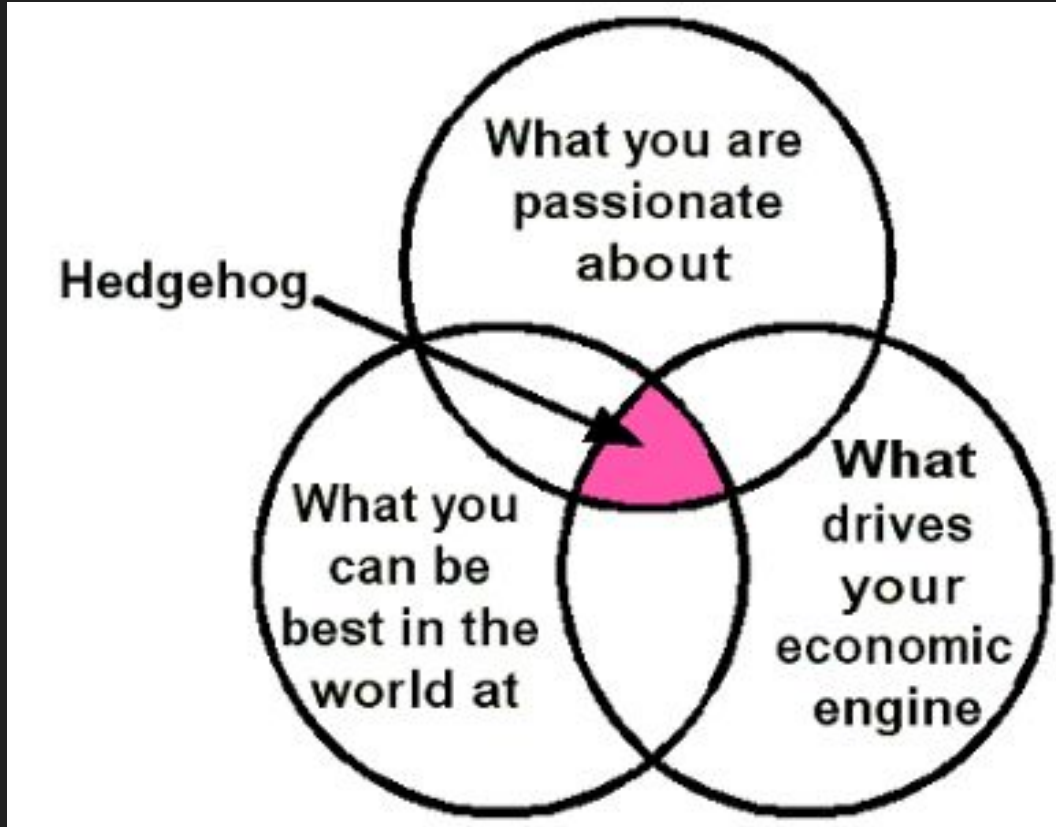
# The Hedgehog Concept

- What lights your fire ("passion")?
- What could you be best in the world at ("best at")?
- What makes you money ("driving resource")?





# Hedgehog Concept



# Hedgehog Concept



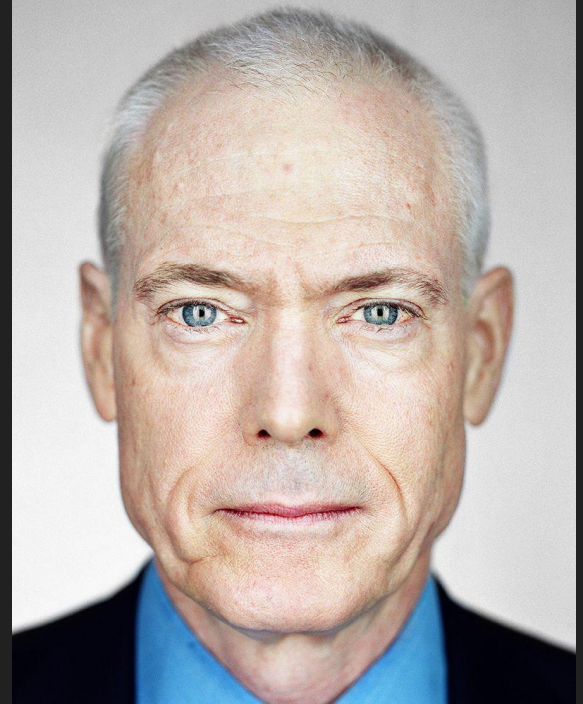
APIs to create what you imagine,  
without compromise.

---

Twilio was made for creators like you. We build our APIs to be simple to use, powerful in production, and endlessly scalable.

*"You'll never remain on top if  
you don't have an intrinsic  
passion for what you are  
doing."*

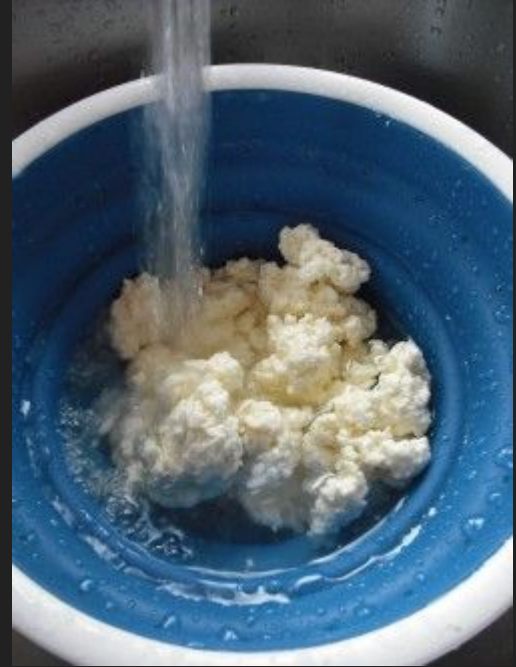
*-- James C. Collins.*



# A Culture of Discipline

# A Culture of Discipline

"Rinsing the cottage cheese."



# Culture of Discipline : Balanced Payments

## TDD your API

*posted by: Steve Klabnik*

On August 16, 2012, a process kicked off at Balanced. It still isn't finished, but this week was a major milestone, and I'd like to share our progress with you.

That process is a new development methodology for APIs. Rather than trying to give it some grand name, I'm calling this "TDD for APIs."

### How do you TDD an API?

If you're not familiar, here's the basic outline of Test Driven Development:



HACKER NEWS



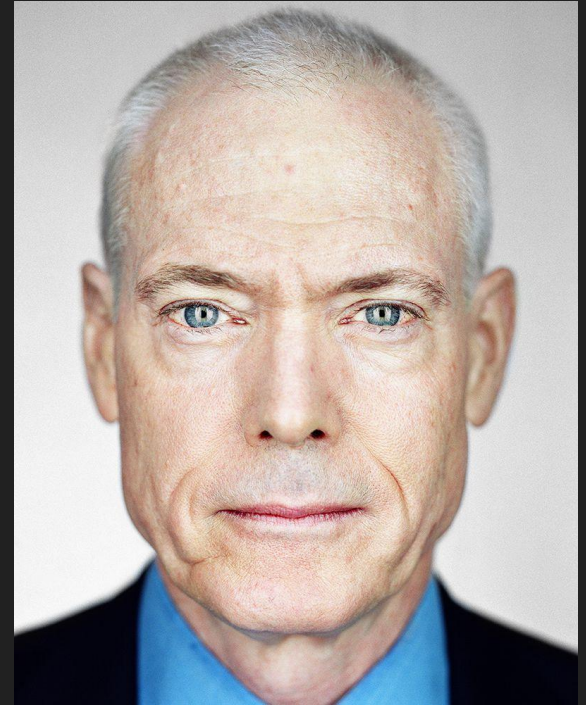
TWEET



Steve Klabnik

*"When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great performance."*

*-- James C. Collins.*



# Technology Accelerators

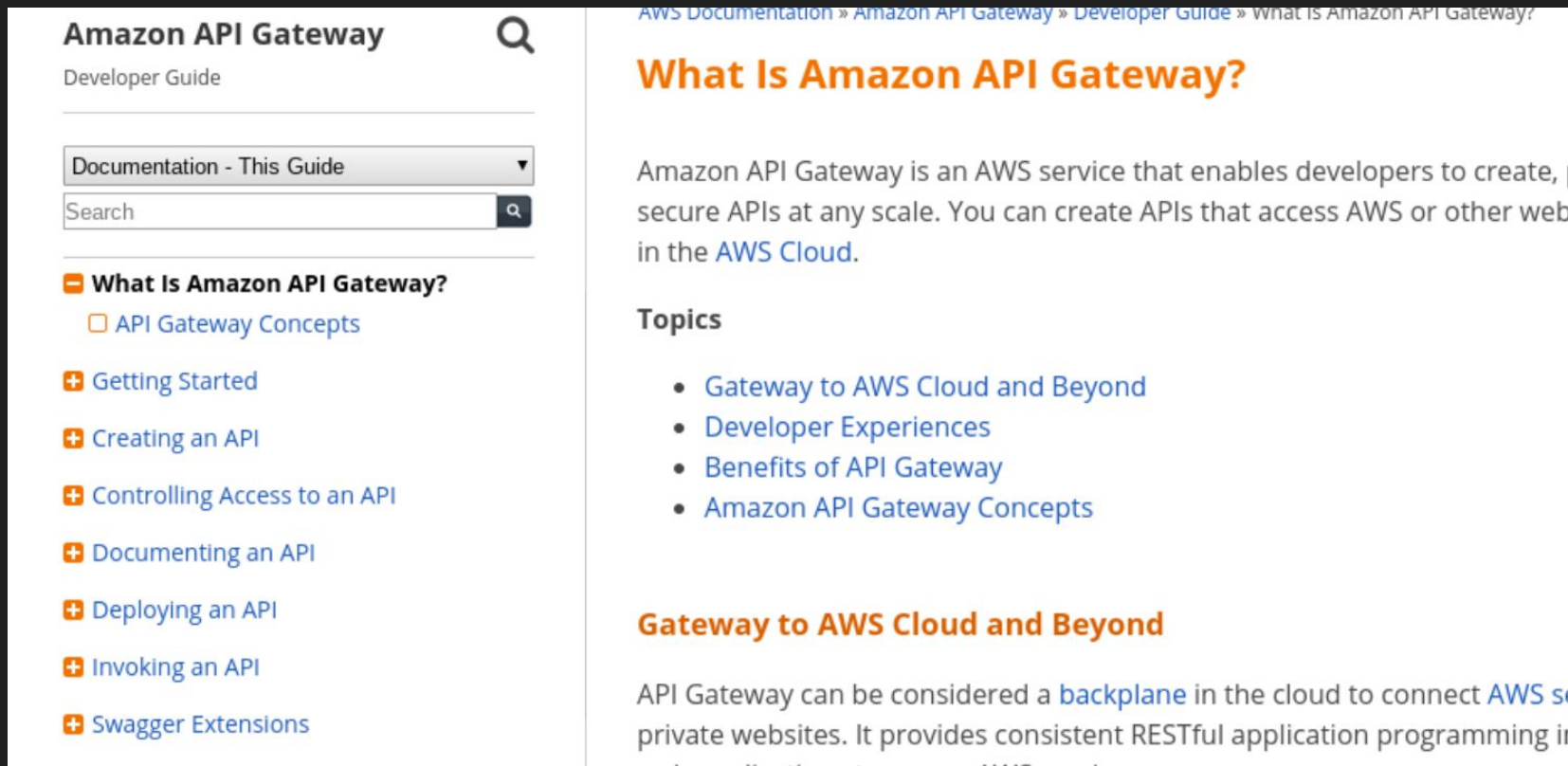


# Technology Accelerators

"Using technology to accelerate growth, within the three circles of the hedgehog concept."



# Technology Accelerators



The image shows a screenshot of the Amazon API Gateway Developer Guide. The left sidebar contains a navigation menu with the following items: "What Is Amazon API Gateway?" (expanded), "API Gateway Concepts", "Getting Started", "Creating an API", "Controlling Access to an API", "Documenting an API", "Deploying an API", "Invoking an API", and "Swagger Extensions". The main content area features the title "What Is Amazon API Gateway?" in orange, followed by a paragraph describing the service as an AWS tool for creating and securing APIs at scale. Below this is a "Topics" section with a bulleted list of links: "Gateway to AWS Cloud and Beyond", "Developer Experiences", "Benefits of API Gateway", and "Amazon API Gateway Concepts". At the bottom of the main content area, the heading "Gateway to AWS Cloud and Beyond" is visible, followed by the start of a paragraph defining a backplane.

Amazon API Gateway  
Developer Guide

Documentation - This Guide

Search

**- What Is Amazon API Gateway?**

- API Gateway Concepts
- Getting Started
- Creating an API
- Controlling Access to an API
- Documenting an API
- Deploying an API
- Invoking an API
- Swagger Extensions

[AWS Documentation](#) » [Amazon API Gateway](#) » [Developer Guide](#) » [What Is Amazon API Gateway?](#)

## What Is Amazon API Gateway?

Amazon API Gateway is an AWS service that enables developers to create, secure APIs at any scale. You can create APIs that access AWS or other web services in the [AWS Cloud](#).

### Topics

- [Gateway to AWS Cloud and Beyond](#)
- [Developer Experiences](#)
- [Benefits of API Gateway](#)
- [Amazon API Gateway Concepts](#)

### Gateway to AWS Cloud and Beyond

API Gateway can be considered a [backplane](#) in the cloud to connect [AWS services](#) and [private websites](#). It provides consistent RESTful application programming interfaces (APIs) for [AWS services](#).

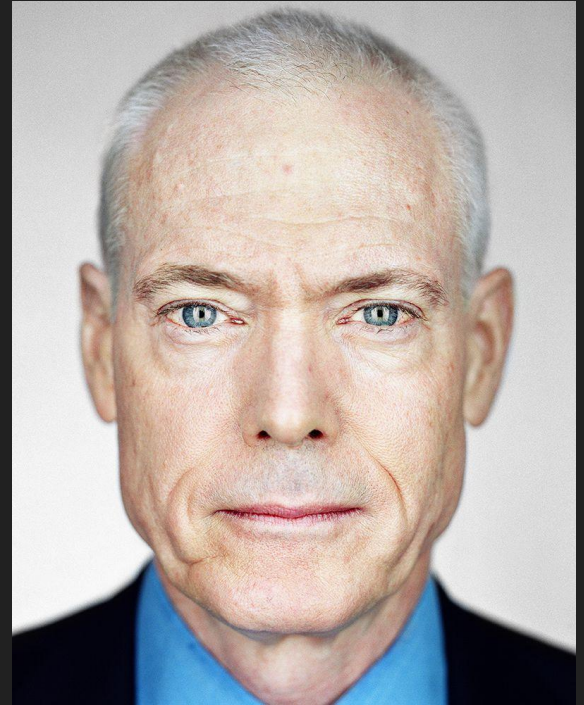
# Technology Accelerators

CULTURE  
EATS STRATEGY  
FOR BREAKFAST  
AND TECHNOLOGY  
FOR LUNCH  
AND THEN...



*“Thoughtless reliance on  
technology is a liability.”*

*-- James C. Collins.*



# The Flywheel Principle

# The Flywheel Principle

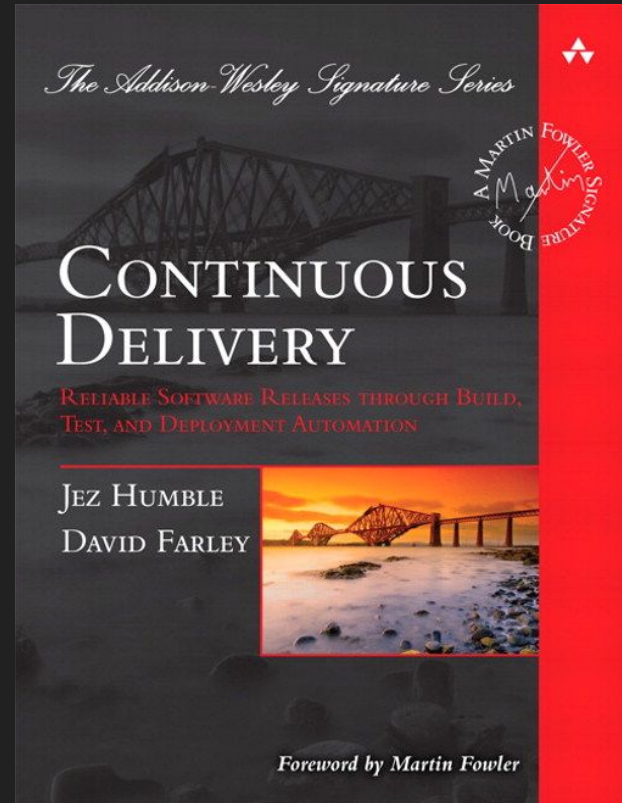
"The additive effect of many small initiatives; they act on each other like compound interest."



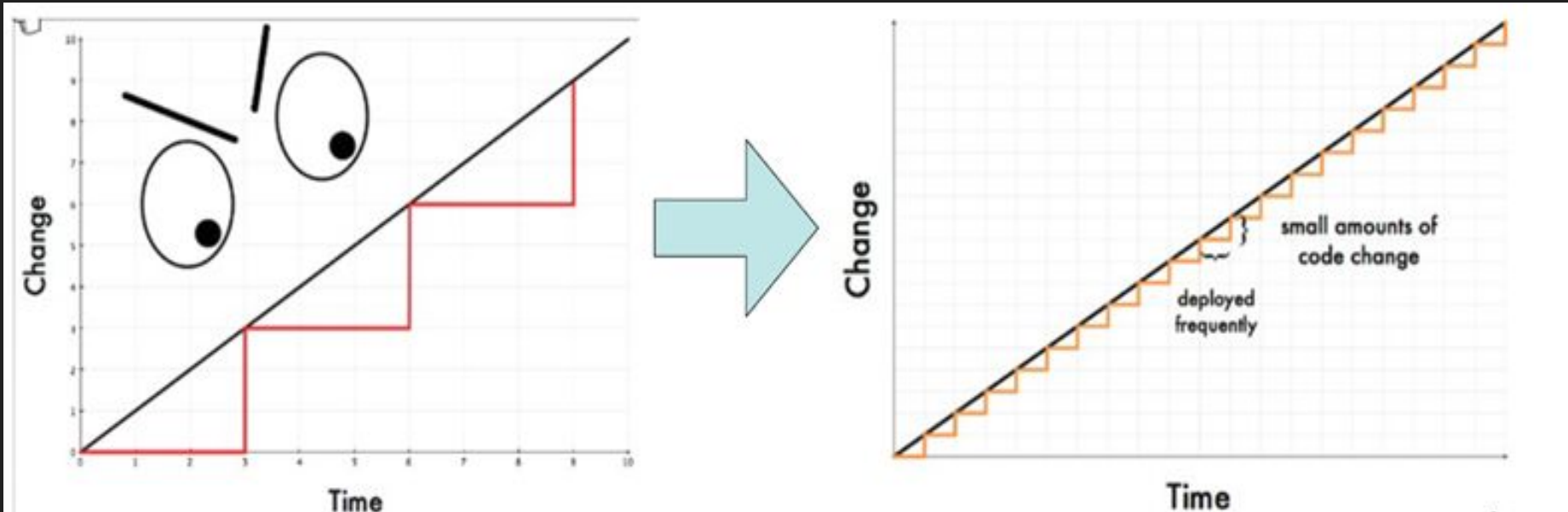
# The Flywheel Principle

"If it hurts, do it more frequently, and bring the pain forward."

-- Jez Humble



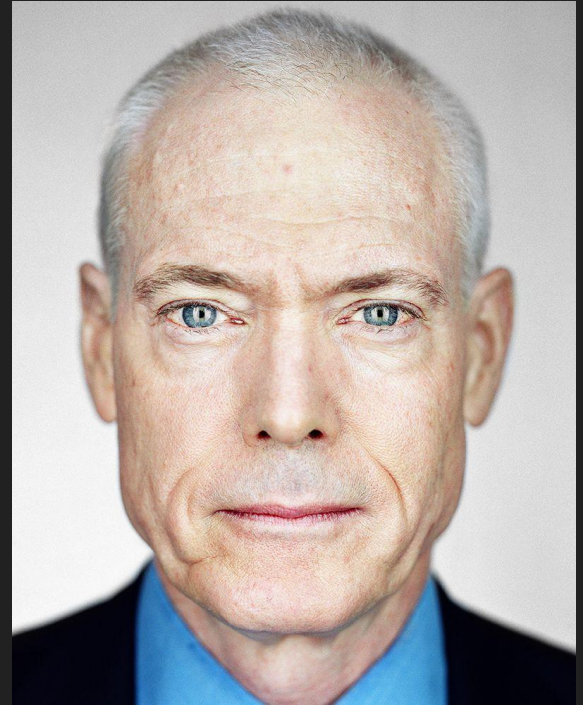
# The Flywheel Principle





*"Tremendous power exists in  
the fact of continued  
improvement and the  
delivery of results."*

*-- James C. Collins.*



So...

# Collins' Seven Principles for Great APIs

- **Level 5 Developers:** Spotify
- **First Who, Then What:** Netflix
- **Confront the Brutal Facts:** Yegge/Google
- **Hedgehog Concept:** Twilio
- **Culture of Discipline:** Balanced Payments
- **Technology Accelerators:** Amazon
- **The Flywheel:** Etsy

One more thing...

# LEVEL FIVE DEVELOPERS

LEVEL 5

## LEVEL 5 EXECUTIVE

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

LEVEL 4

## EFFECTIVE LEADER

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

LEVEL 3

## COMPETENT MANAGER

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

LEVEL 2

## CONTRIBUTING TEAM MEMBER

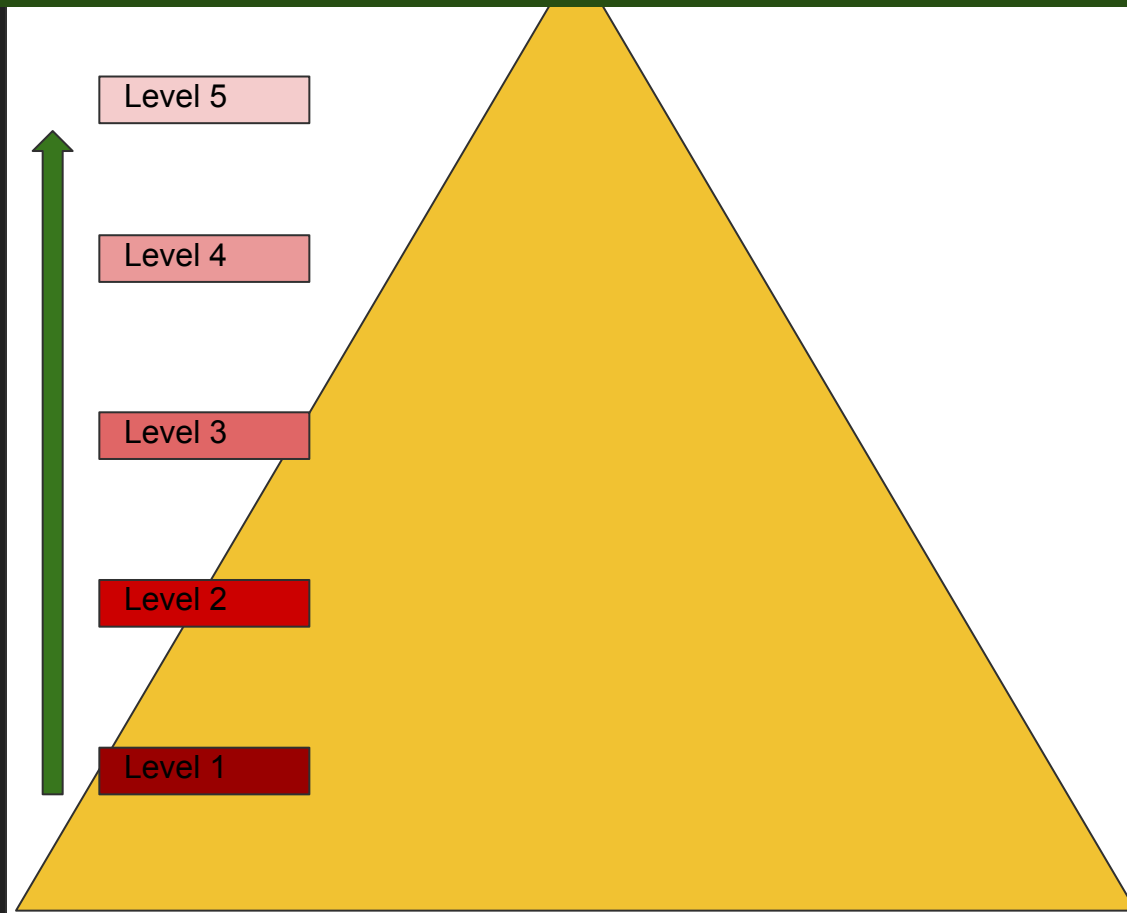
Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

LEVEL 1

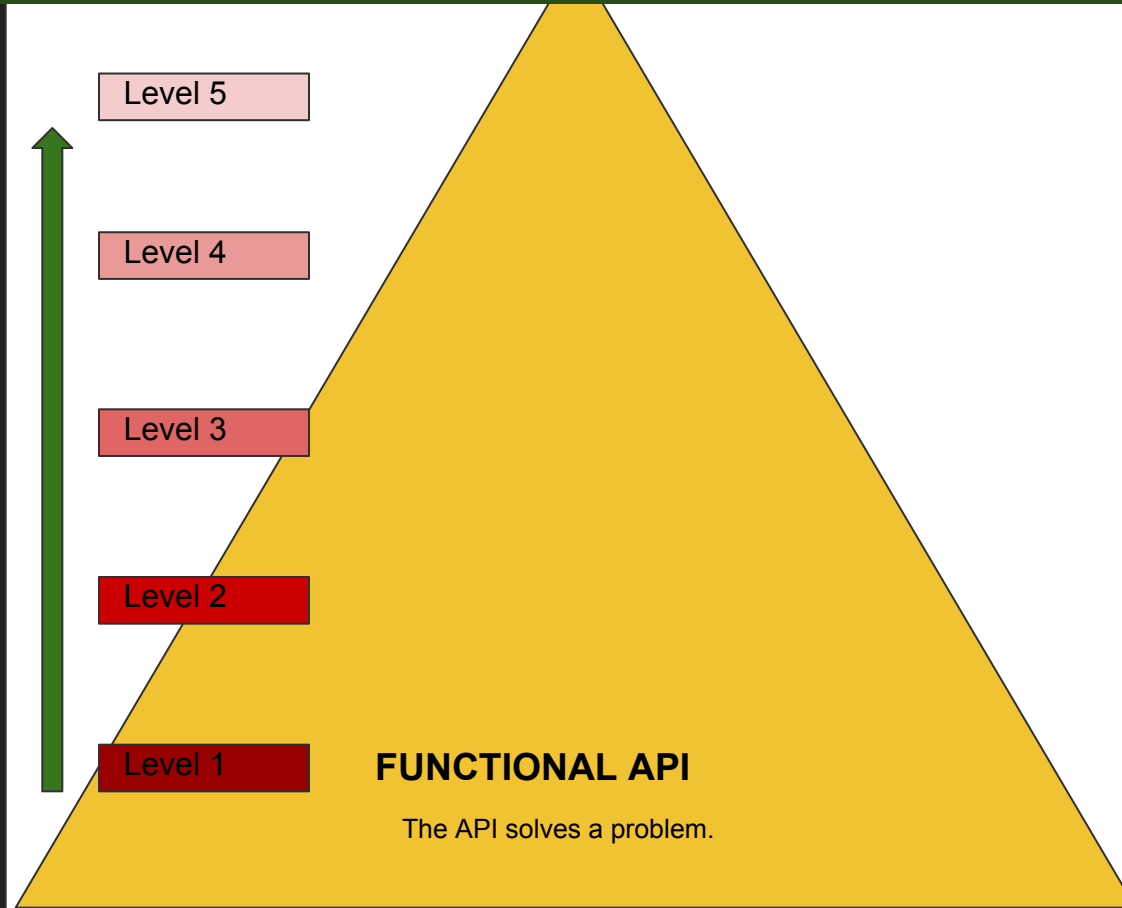
## HIGHLY CAPABLE INDIVIDUAL

Makes productive contributions through talent, knowledge, skills, and good work habits.

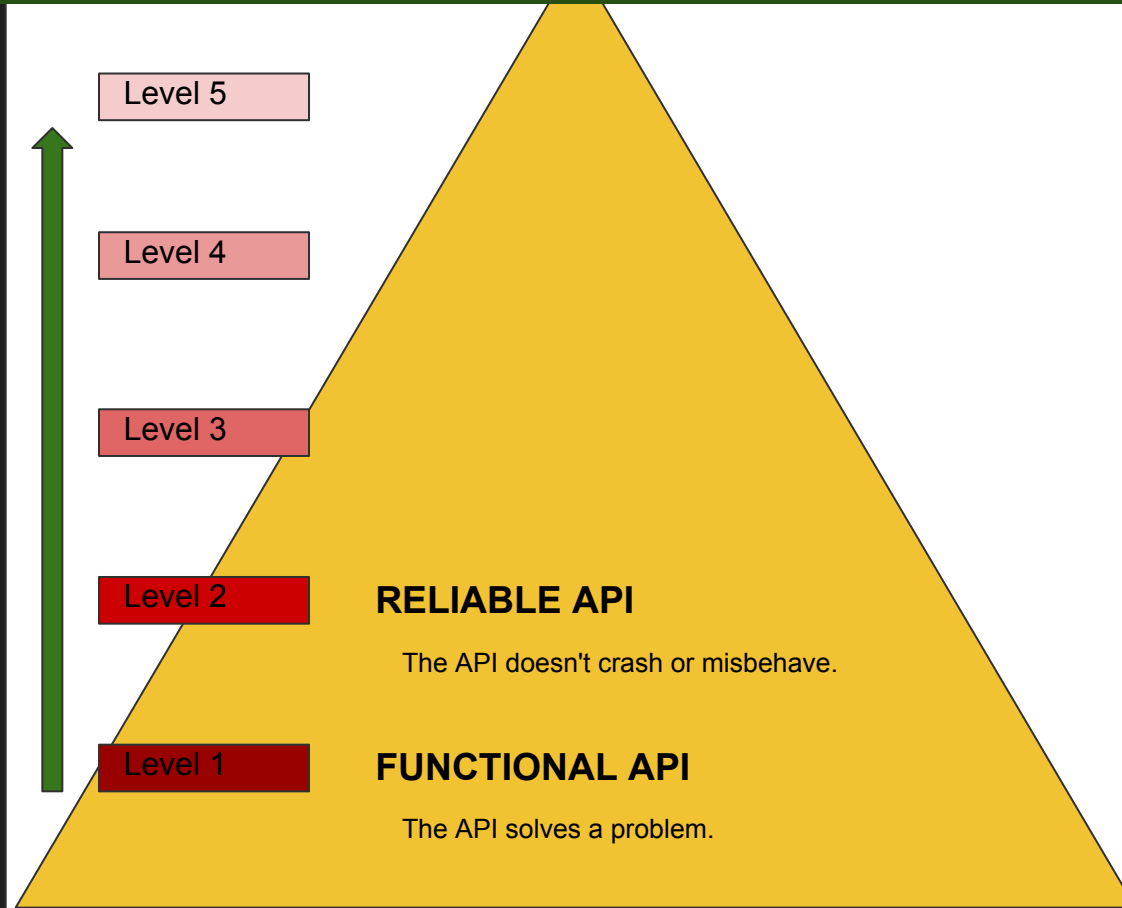
# LEVEL FIVE APIs



# LEVEL FIVE APIs

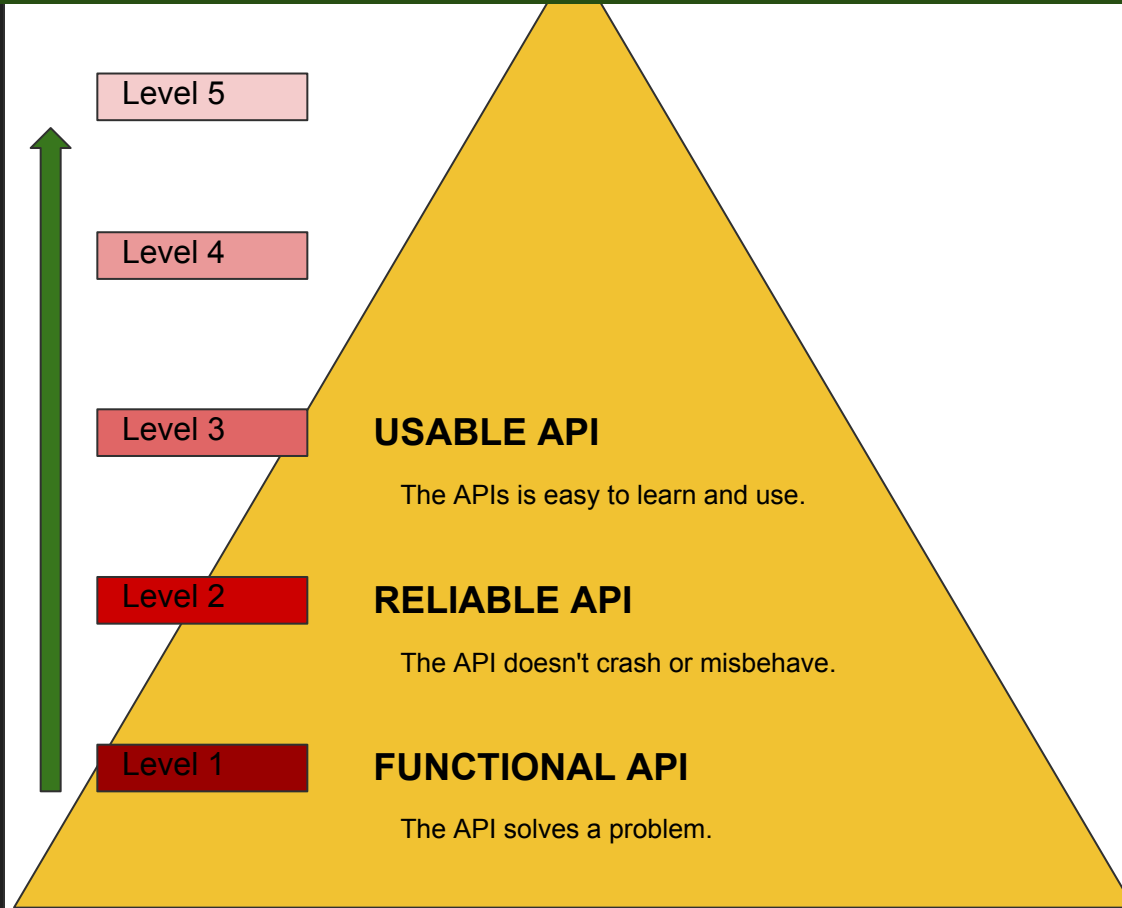


# LEVEL FIVE APIs

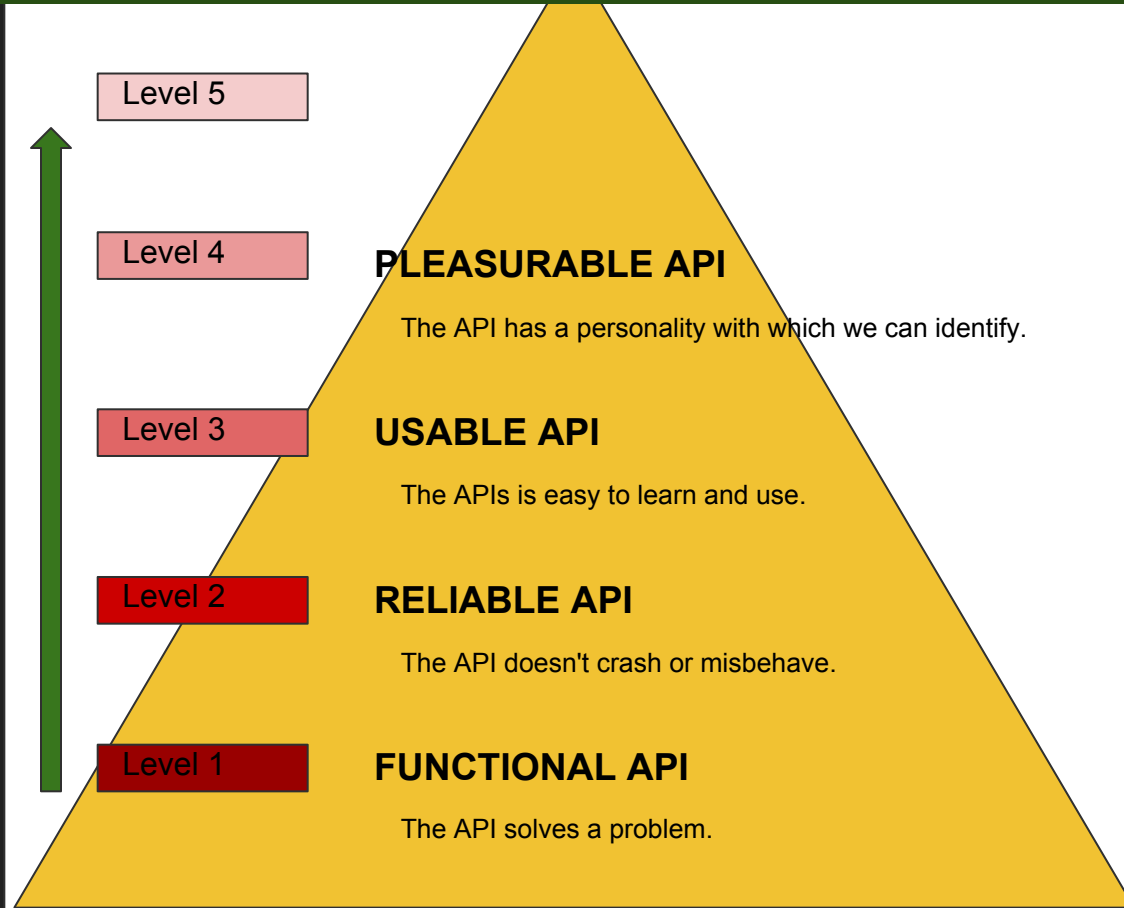




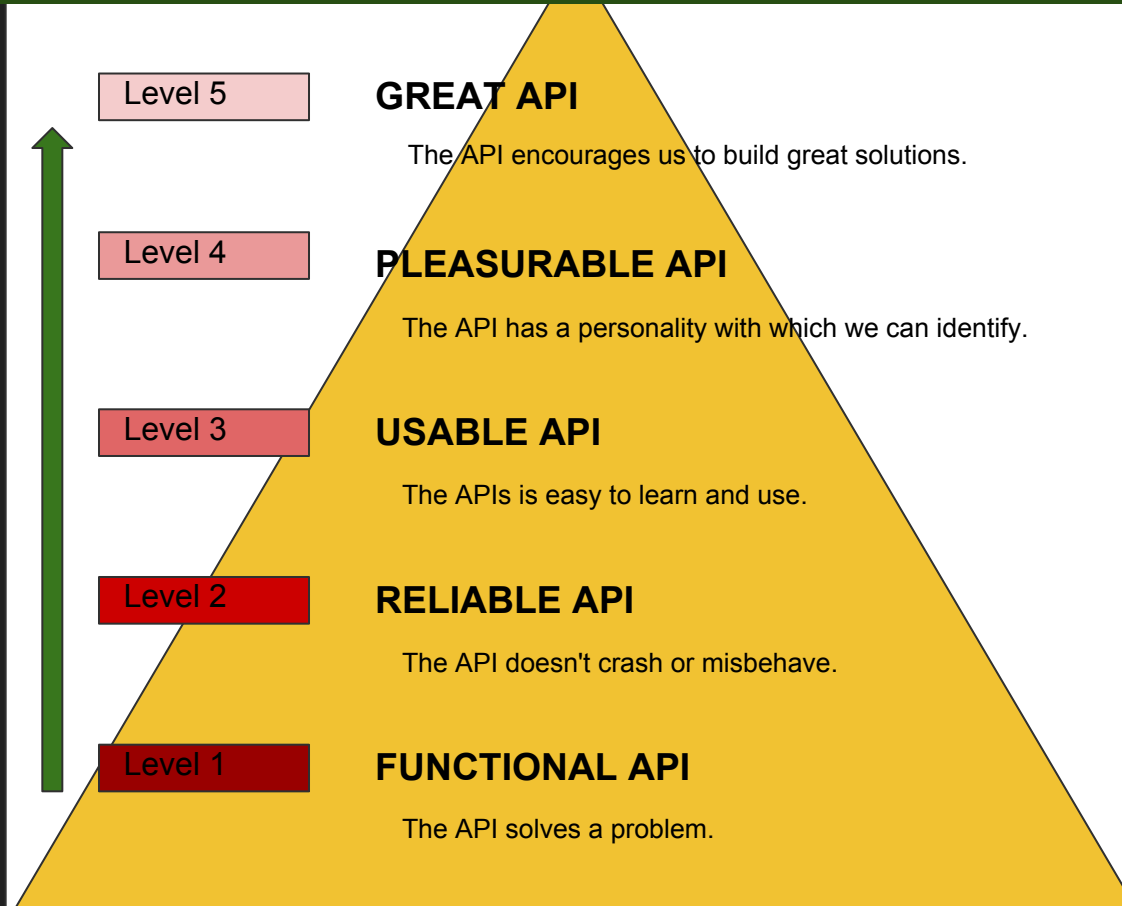
# LEVEL FIVE APIs



# LEVEL FIVE APIS



# LEVEL FIVE APIs



 **A BOOK APART**  
*Brief books for people who make websites*

NO

5

Aarron Walter

---

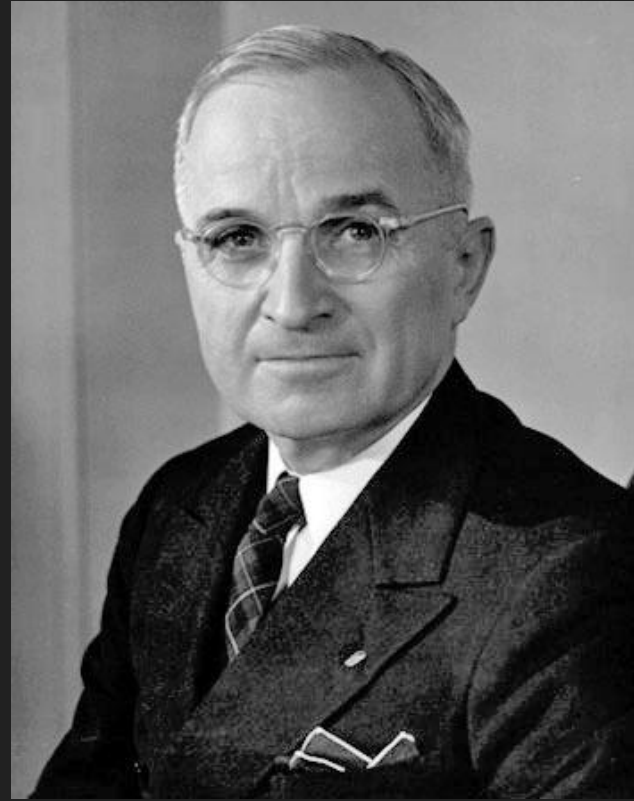
# DESIGNING FOR EMOTION

---

FOREWORD BY Jared Spool

*"You can accomplish anything  
in life, provided that you do not  
mind who gets the credit."*

*-- Harry S. Truman*



A low-angle photograph of a modern glass skyscraper with a 'bankwest' sign at the top. The building's facade is composed of dark glass panels and horizontal metallic bands. The sky is overcast and grey.

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