



Disruption: learning to play both **offense** and **defense**

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I feel like, if you care about learning, long tenures are highly underrated.

In online discourse, a lot of people recommend job hopping frequently specifically to learn a lot and avoid stagnation, but I think that's generally the opposite of correct.

12:20 AM · May 14, 2022 · Twitter Web App



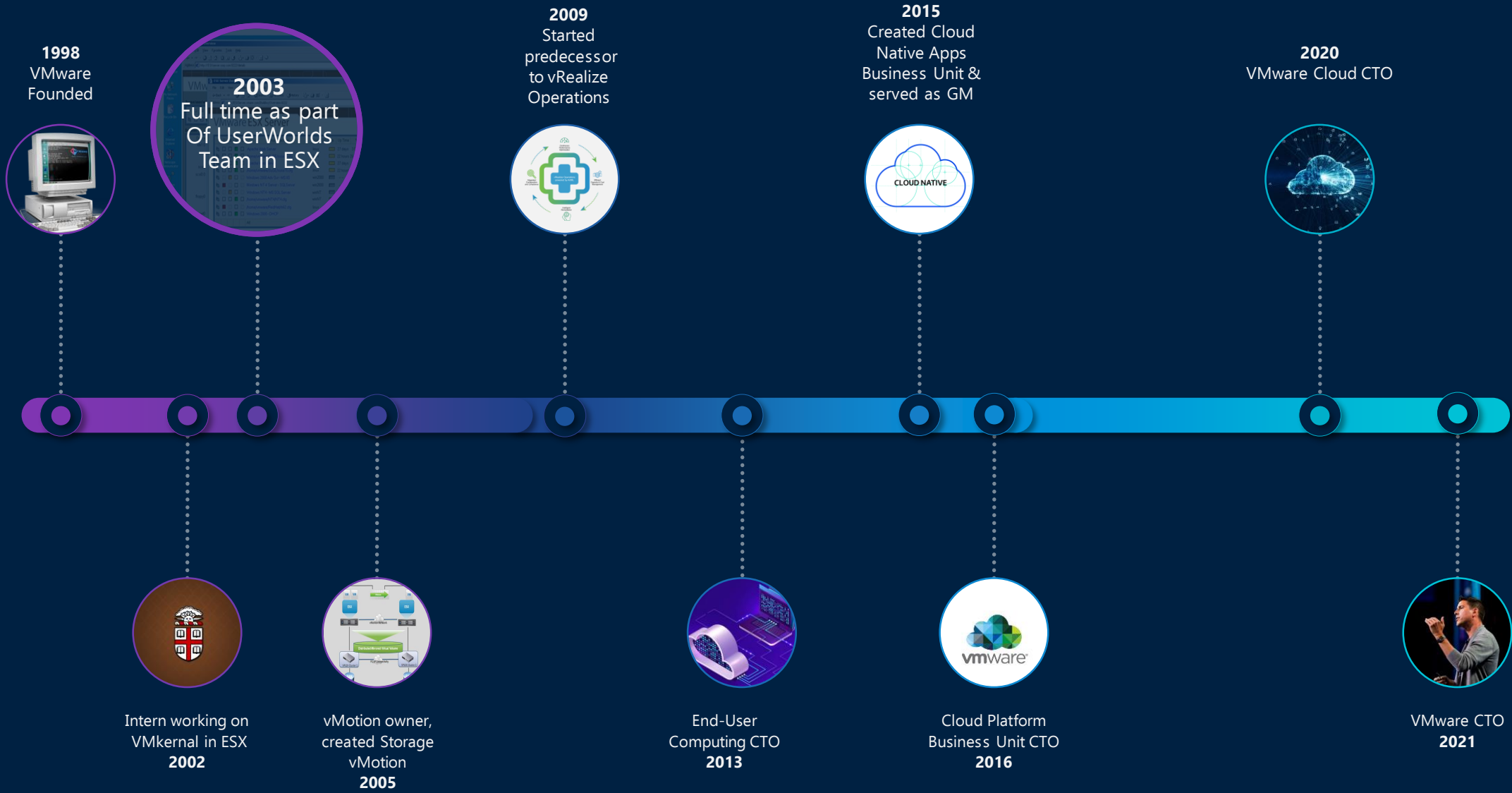
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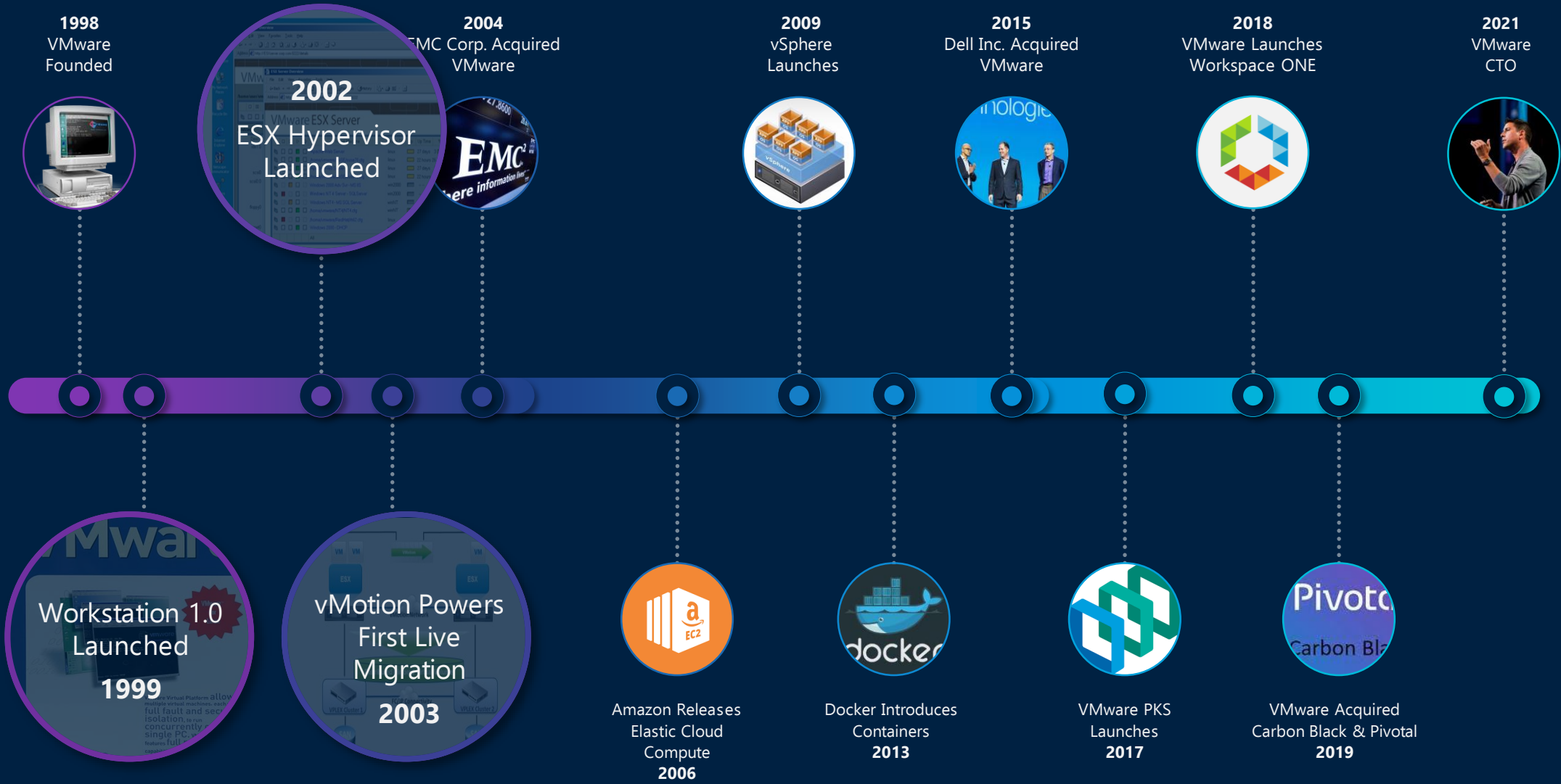


I learned a lot in my 8-year long stint I couldn't have learned in 2 4-year long stints, and this recursively applies to ever shorter duration I've worked.

Seeing the real impact of decisions down the line has value for anyone who wants to build anything of lasting value.

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1998
VMware
Founded



2002
ESX Hypervisor
Launched

2004
EMC Corp. Acquired
VMware



2009
vSphere
Launched



2015
Dell Inc. Acquired
VMware



2018
VMware Launches
Workspace ONE



2021
VMware
CTO



Workstation 1.0
Launched
1999

vMotion Powers
First Live
Migration
2003



Amazon Releases
Elastic Cloud
Compute
2006



Docker Introduces
Containers
2013



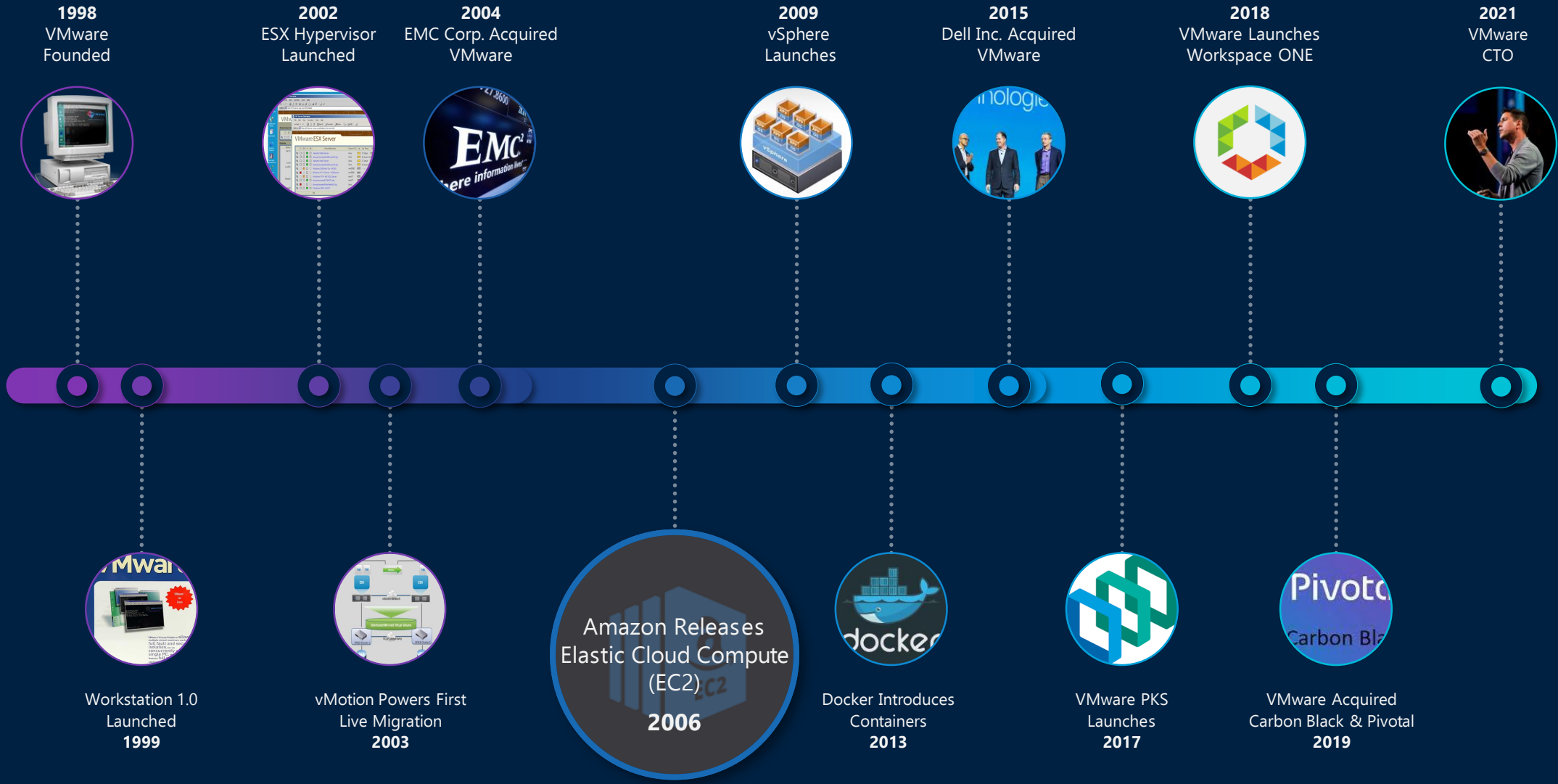
VMware PKS
Launches
2017



VMware Acquired
Carbon Black & Pivotal
2019

LESSON 1

Disruption can begin
earlier than you think



Our Three Stages of Cloud Disruption

1 **IGNORE** 2006 - 2012



2 **COMBAT** 2013 - 2016

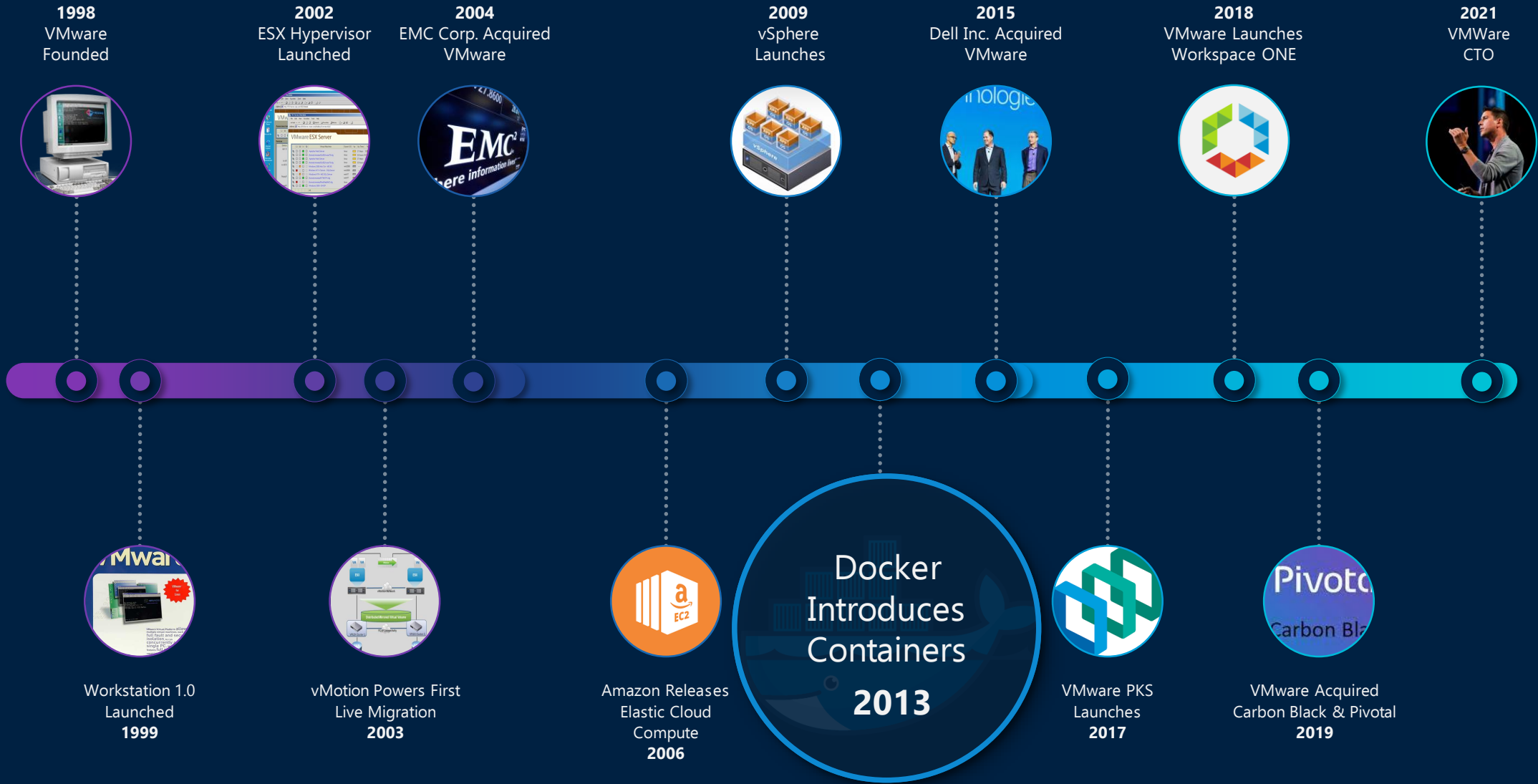
404
cloud not found

3 **EMBRACE** 2017 - Present



LESSON 2

Disruption can take
longer than you think



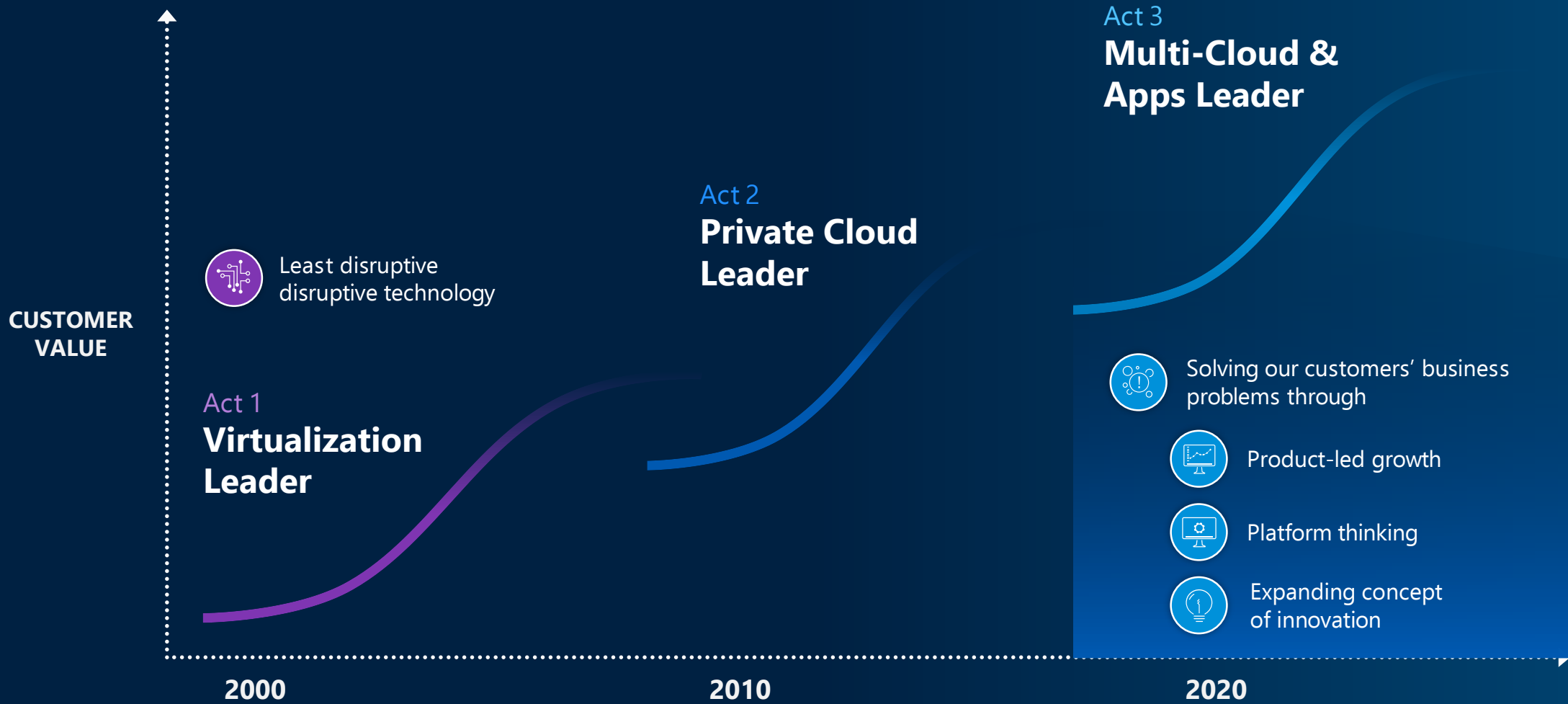
Containers: A Too-Fast-to-Market Lesson



LESSON 3

Disruption can require
deeper changes than you
think

VMware's Journey



Disruption: My **Three** Lessons Learned



1

Begins **earlier** than you think



2

Takes **longer** than you think



3

Requires **deeper changes** than you think

Thank you.

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