



## Stanford eCorner

### Free Time Fosters Free Thinking

Mark Zuckerberg, *Facebook*

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Video URL: <http://ecorner.stanford.edu/videos/1506/Free-Time-Fosters-Free-Thinking>

People can't be forced to be friends, notes Facebook founder Mark Zuckerberg, but innovative entrepreneurs can facilitate a friendly work environment. He attributes part of his enterprise's success to casual, unstructured communication woven into the work day. His hope? To create the space for co-workers to freely associate ideas and stretch their imagination.



#### Transcript

A lot of the stuff that goes on with the company is really organic right now and isn't necessarily formalized. Although, maybe it will be in a short period of time as we continue to grow. I think that as organizations grow, a lot of the issues and structure that's put in place is put there because a comfort level breaks down and people communicating freely in a way that they can when they're friends. And if you're working with your friend, you can tell him or her whatever you're thinking and it's not going to offend him or her and they'll probably comprehend it similarly to how you imagined it in languages that really are a perfect idea of transmission vehicle. And I think that along that stuff, take 20% of your time to go put into action an idea that you might have, is necessary in a large organization where people can't necessarily speak the same language or ideas can't get out freely. So I think one of the things that I do focus on at Facebook is making sure that culture is very friendly and that people hang out. So instead of having 20% of people's time spent on their own projects, I make people hang out with each other. I mean, I don't make people be friends with each other but I mean, you know. What's that? So I think that by doing that, I can't force you to hang outside of work, but I can make it so that people are more with each other and can communicate more freely. This isn't really a formal thing I put in place.

This is like kind of my answer at the top of my head. So I guess, by doing this we kind of create a culture where people just talk to each other about stuff and get what each other is thinking more clearly than they would if the organization is more bureaucratic or if like people wouldn't be heard. Since people are always talking, ideas get down stuff each other and then eventually, someone starts making something, and then we're done.