Building Distributed Systems in Distributed Teams

Philipp Krenn @xeraa
Who is working from HOME?
Who is working from a coworking space?
Who is working from an OFFICE?
“You merely adopted the open-plan office! I was born in it.”

Would you wear this muzzle around the office for private calling? cnet.co/2LjzwX0
Who can work from home for 1 DAY / WEEK?
+1200 ELASTICIANS
Heya all, so, I realized that I don’t know how to call y’all, and I think it matters. Leah, can you reply (on a separate mail) with a survey around the words we can use to call ourselves? I think the two I mention in the title are the ones I heard most, but if y’all think of a better one, reply, and we will add it to the survey. We will launch it in a week or two (sorry to put you on the spot Leah, but we need this for our About pages thingy anyhoo), so go crazy with ideas and please, if they come with memes, the better.
WORKERS OF ELASTIC

ELASTIC COMRADES
Elasticats  Elastronauts  ELKompadres  Elastics  Elastigons
Elasticers  ElastiCoolians  Homo Elasticus  Elasticitizens
{elastician}  Elasticodians  The Elasticrew  Elasticicons
Elastonians from Elastonia  Elastic Dudes / Elastic Dudettes
+37 COUNTRIES
+30 LANGUAGES
+19 TIME ZONES
+16 OFFICES
Distributed By Design
DISTRIBUTED
NOT REMOTE
ALWAYS ON
(CROSS) TEAM TIME
BUGPOOL, FIXITFRIDAY, OFFICE HOURS,...
RELEASE PARTY
PROCESS PER TEAM
Values
TECH \hspace{2cm} PROGRESS \hspace{2cm} OVER \hspace{2cm} PERFECTION
TECH
DESIGN FOR TODAY! USE ABSTRACTIONS WITH CARE
TECH
BUILD FEATURES IN
ISOLATION
TECH
REMOVE FIRST, FIX LATER
TECH
ONLY ACCEPT FEATURES THAT SCALE
TECH
BE FAST BY DEFAULT; SLOW IS OPTIONAL
PEOPLE
BE KIND
PEOPLE
EMPATHY FOR PASSION
PEOPLE REPORT ABUSIVE COMMENTS
My Experience
ELASTICIANS ARE TRUSTED
DO THE RIGHT THING
YOU VOLUNTEER
SOMETIMES YOU ARE

VOLUNTOLD
COMMUNICATION IS OPEN & PUBLIC
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>13:00</td>
<td>13:00 – 13:50 SRE MMA - metrics/monitoring/alarm</td>
</tr>
<tr>
<td>13:30</td>
<td>13:30 – 14:15 SRE Team meeting</td>
</tr>
<tr>
<td>14:00</td>
<td></td>
</tr>
<tr>
<td>15:00</td>
<td>15:00 – 16:30 Product: APM Agent discussion</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic.zoom.us/j/59">https://elastic.zoom.us/j/59</a></td>
</tr>
<tr>
<td>16:00</td>
<td>16:00 – 17:00 APM all-ha</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic">https://elastic</a></td>
</tr>
<tr>
<td>16:30</td>
<td>16:30 – 17:00 Clients &amp; I</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic">https://elastic</a></td>
</tr>
<tr>
<td>17:00</td>
<td>17:00 – 17:15 Core Infrastructure</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic">https://elastic</a></td>
</tr>
<tr>
<td>17:15</td>
<td>17:15 - QA</td>
</tr>
<tr>
<td>18:00</td>
<td>18:00 – 18:50 Curriculum Dev sprint planning</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic">https://elastic</a></td>
</tr>
<tr>
<td>18:30</td>
<td>18:30 – 18:30 Kibana Operation</td>
</tr>
<tr>
<td>19:00</td>
<td>19:00 – 20:00 SA / Consulting / PM</td>
</tr>
<tr>
<td></td>
<td><a href="https://elasticsearch.zoom.com">https://elasticsearch.zoom.com</a></td>
</tr>
<tr>
<td>20:00</td>
<td>20:00 – 20:00 Monitoring Function</td>
</tr>
<tr>
<td>21:00</td>
<td>21:00 – 22:00 Logging Solution</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic.zoom.us/j/82">https://elastic.zoom.us/j/82</a></td>
</tr>
<tr>
<td>21:00</td>
<td>21:00 – 21:00 Kibana Platform</td>
</tr>
<tr>
<td>21:00</td>
<td>21:00 – 22:00 Developer Training:</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic.zoom.us/j/55">https://elastic.zoom.us/j/55</a></td>
</tr>
<tr>
<td>21:30</td>
<td>21:30 – 22:30 Product Feedback:</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic.zoom.us/j/74">https://elastic.zoom.us/j/74</a></td>
</tr>
<tr>
<td>22:00</td>
<td>22:00 – 23:00 Cloud Team - Weekly</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic.zoom.us/j/15">https://elastic.zoom.us/j/15</a></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>15:00</td>
<td>15:00 – 16:00 GCP GA Planning</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>15:30</td>
<td>15:30 – 16:30 FixItFriday</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic.zoom.us/j/67">https://elastic.zoom.us/j/67</a></td>
</tr>
<tr>
<td>16:00</td>
<td>16:00 – 17:00 The Bugpool</td>
</tr>
<tr>
<td></td>
<td><a href="https://elastic.zoom.us/j/52">https://elastic.zoom.us/j/52</a></td>
</tr>
<tr>
<td>16:15</td>
<td>16:15 - QA Daily Standup</td>
</tr>
<tr>
<td>17:00</td>
<td>17:00 - Windows</td>
</tr>
<tr>
<td>17:15</td>
<td>17:15 - QA Daily Standup</td>
</tr>
</tbody>
</table>
NEW PRODUCTS
JOIN THE FAMILY
Downsides
SHARE THE PAIN OF TIMEZONES
COMMUNICATION CAN FAIL
CULTURES ARE DIFFERENT
DECISIONS CAN DRAG
Tools
ASYNC
The following filters are applied to all incoming mail:

- Matches: to:{meetups@elastic.co} -{(to:me OR cc:me)}
  Do this: Skip Inbox, Apply label "Meetups"

- Matches: to:{sightings@elastic.co,sightings@elasticsearch.org,sightings@elasticsearch.com} -{(to:me OR cc:me)}
  Do this: Skip Inbox, Apply label "Sightings"

- Matches: to:{conferences@elastic.co} -{(to:me OR cc:me)}
  Do this: Skip Inbox, Apply label "Conferences"

- Matches: to:{notesfromfield@elastic.co} -{(to:me OR cc:me)}
  Do this: Skip Inbox, Apply label "Sightings"

- Matches: from:(noreply@softlayer.com) to:{ibm-cloud@elastic.co} -{(to:me OR cc:me)}
  Do this: Skip Inbox, Mark as read, Apply label "Development"

- Matches: subject:(**New PM Engagement DSR Alert**) to:{pm@elastic.co OR cc:pm@elastic.co} -{(to:me OR cc:me)}
  Do this: Skip Inbox, Mark as read, Apply label "Misc"

- Matches: (to:pm@elastic.co OR cc:pm@elastic.co) -{(to:me OR cc:me)}
  Do this: Skip Inbox, Apply label "Misc"

- Matches: to:{dev+build-x-pack-elasticsearch@elastic.co,dev+build-elasticsearch@elastic.co} -{(to:me OR cc:me)}
  Do this: Skip Inbox, Mark as read, Apply label "Build"

- Matches: from:{build@elasticsearch.com,build@elastic.co} -{(to:me OR cc:me)}
  Do this: Skip Inbox, Mark as read, Apply label "Build"

- Matches: from:(autonotification@concurssolutions.com)
  Do this: Skip Inbox, Apply label "Expenses"

- Matches: from:{(nick@elastic.co,nick.white@elastic.co,espen.finsrud@elastic.co)} subject:(Payment Notification)
  Do this: Skip Inbox, Apply label "Expenses/Payment"

- Matches: from:{infra@elastic.co} to:{downloads@elastic.co} -{(to:me OR cc:me)}
  Do this: Skip Inbox, Apply label "Expenses/Payment"
TEAM & TECH LEAD
PM PART OF ENGINEERING
Hiring
OH: It's not "hard" skills vs "soft" skills - it's "technical" vs "professional" skills.

– https://twitter.com/freakboy3742/status/907032201497255942
AGE, GENDER, LOCATION, RACE,... IS JUST AN ATTRIBUTE
+30,000 CV PER QUARTER
NO BULLSHIT
INTERVIEWS
500 TO 600: 5M
600 TO 700: 3M
700 TO 800: 2M
Numbers
I didn’t have any accurate numbers so I just made up this one.

Studies have shown that accurate numbers aren’t any more useful than the ones you make up.

How many studies showed that?

Eighty-seven.
INDICATOR
ARRIVALS: 130
DEPARTURES: 9
Conclusion
BUILDING Distributed SYSTEMS in Distributed TEAMS

@Elastic = +850 pees.
+34 countries
+30 languages

Distributed by DESIGN since the beginning

Onboarding + Always on + Cross team Time + Release party + Engineering Allh or

DO THE RIGHT THING
Volunteer & Voluntary

Process per team:
- No daily because no morning... 00

VALUES:

- Dev Constitution: Progress > Perfect
- Remove first, fix later
- Be kind, empathy & passion
- Adults & trusted
- Families & Passions 2×1

Even from home 2x a Year

Bugfest, Fix it Friday

Vianney Chevalier, https://twitter.com/vianneytwins/status/997125952835653633
Difficulties?

- Time zones - 2 continents ok but we share it 3 - a pain
- Communication can fail
- Culture are different
- Decision can drag

Tools?

- Slack + Skype like video
- Github + Gmail

Hiring:

- No soft skills task
  - a lot!!
- People stay: departures 132 last 9

Arrivals:

Elastc Logo

Bubbles?

- No

Cluster!
Who wants to work from an office?
Who wants to work from home?
NO GOING BACK
QUESTIONS?

Philipp Krenn

@xeraa