

# *Building* DISTRIBUTED SYSTEMS *in* DISTRIBUTED TEAMS

*Philipp Krenn*

*@xerac*

*Who is working from*  
**HOME?**

*Who is working from a*  
**COWORKING SPACE?**

*Who is working from an*  
**OFFICE?**





**Fraser Speirs**

@fraserspeirs

Follow



“You merely adopted the open-plan office! I was born in it.”



**CNET**  @CNET

Would you wear this muzzle around the office for private calling?

[cnet.co/2LjzwX0](https://cnet.co/2LjzwX0)

8:08 AM - 23 May 2018 from **Edinburgh, Scotland**



*Who can work from home for*  
**1 DAY / WEEK?**



**DEVELOPER** 🥑



# VORONOI DIAGRAM & CLUSTER



**UNSTRUCTURED, DISTRIBUTED, DIVERSE**

**+1,100 ELASTICIANS**



**Shay Banon**

1. February 2017 at 02:35

SB

Elastronauts, Elasticians, I don't know!

**To:** All @ Elastic

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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.







Elasticats    Elastronauts    ELKompadres    Elastics    Elastigons  
Elasticers    ElastiCoolians    Homo Elasticus    Elasticitizens  
{elastician}    Elasticodians    The Elasticrew    Elasticons  
Elastonians from Elastonia    Elastic Dudes / Elastic Dudettes

**37+** COUNTRIES  
**30+** LANGUAGES  
**19+** TIME ZONES  
**16** OFFICES



*Distributed By  
Design*



**DISTRIBUTED**  
**NOT REMOTE**

# X-SCHOOL







**ALWAYS ON**

**(CROSS) TEAM TIME**  
**BUGPOOL, FIXITFRIDAY, OFFICE HOURS,...**

# RELEASE PARTY







# PROCESS PER TEAM

# ENGINEERING ALL HANDS SALES KICKOFF







# Values

# ELASTICSEARCH TEAM DEVELOPMENT CONSTITUTION

[https://github.com/elastic/engineering/blob/master/development\\_constitution.md](https://github.com/elastic/engineering/blob/master/development_constitution.md)

TECH  
PROGRESS OVER 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**

# Source Code

[HTTPS://WWW.ELASTIC.CO/ABOUT/OUR-SOURCE-CODE](https://www.elastic.co/about/our-source-code)

# Home, Dinner

There is no such thing as work-life balance. We are successful if we find balance in life. Elastic empowers you with the flexibility to do so. Be home for dinner, go for a run midday, care for a sick child, or visit a parent.

Finding balance means being more innovative and efficient at work. Which makes for a better Elastic.



Whatever you're hustling for, take note:  
most people/companies are shut down  
until '18. That means you get 2 extra  
weeks to outwork your competition.

*That's 3.8% more time. For perspective:  
Usain Bolt won his gold medals running  
1.2% faster. These 2 weeks are a gift.*

*Get to work.*

– [https://twitter.com/NathanCHubbard/status/  
942882853494202369](https://twitter.com/NathanCHubbard/status/942882853494202369)

*If I read this madness I want all my engineers to take 2 extra weeks off to make sure we are 6% behind but healthy! That would be a massive win!*

– <https://twitter.com/s1m0nw/status/943021874086383616>



Elastic will be providing 16 weeks of 100% paid parental leave during the first year following the birth or adoption of a child — whether you are a mom or a dad



# Space, Time

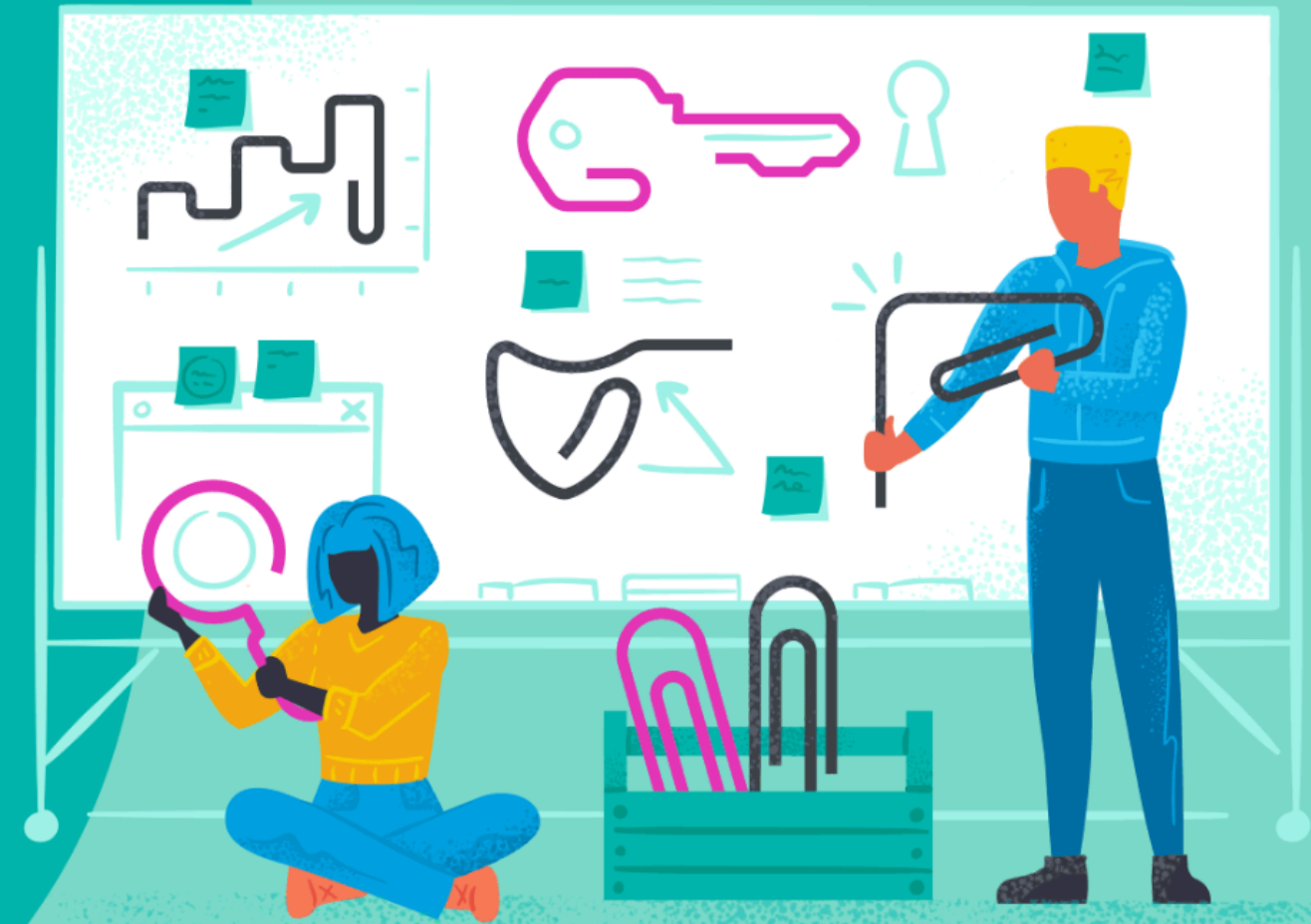
It's easy to get stuck in a day-to-day work pattern. Allowing for the space and time to dream requires conscious effort. Embracing a high failure rate does, too.

Fulfillment comes from doing the obvious and dreaming up the un-obvious. Both are foundations of Elastic.

# IT, Depends

It's pretty complicated to make some things simple, and even more complicated to make other things possible. We embrace and value the knowledge required to do both.

When a question is asked, buckle up. Sh\*t is about to get real. Your journey will likely start with "it depends."



# As YOU, Are

We all come in different shapes with different interests and skills. We all have an accent. Celebrate it. Just come as you are.

No need to invest neurons trying to fit an arbitrary mold. We'd rather you put them to work shaping Elastic.



# MY EXPERIENCE

**ELASTICIANS ARE  
TRUSTED**



**DO THE  
RIGHT THING**



**YOU**  
**VOLUNTEER**





**SOMETIMES YOU ARE**  
**VOLUNTOLD**

**COMMUNICATION IS**  
**OPEN & PUBLIC**

13:00	13:00 – 13:50 SRE MMA - metrics/monitoring/alar		13:30 – 14:15 SRE Team meeting			
14:00						
15:00	15:00 – 16:30 Product: APM Agent discussion <a href="https://elastic.zoom.us/j/59">https://elastic.zoom.us/j/59</a>		15:00 – 16:00 Cloud/Beats sync <a href="https://elastic.zoom.us/">https://elastic.zoom.us/</a>	15:00 - ES !	15:00 - GCP GA Plannir	15:00 – 16:00 FixItFriday <a href="https://elastic.zoom.us/j/67">https://elastic.zoom.us/j/67</a>
16:00	16:30 ML te <a href="https://">https://</a>	16:30 – Clients & I	16:00 – 17:00 APM all-ha <a href="https://elastic">https://elastic</a>	16:00 - Clou	15:30 – 16:30 Beats team <a href="https://el">https://el</a>	16:00 – 17:00 The Bugpool <a href="https://elastic.zoom.us/j/52">https://elastic.zoom.us/j/52</a>
17:00	17:00 Kiba <a href="https://ela">https://ela</a>	17:00 – S 17:15	17:00 Extr <a href="https://">https://</a>	17:00 – Core Infrastr 17:15 - QA	16:00 – Weekly <a href="https://elastic">https://elastic.</a>	17:15 - QA Daily Standu
18:00	18:00 – 18:50 Curriculum Dev sprint planning		18:00 - Ded	18:00 - Kibana Discover	17:00 - 17:00 - windo 17:15 -	
19:00	19:00 – 20:00 SA / Consulting / PM <a href="https://elasticsearch.zoom">https://elasticsearch.zoom.</a>		18:30 - Kibana Operatio	18:30 - Infra	17:30 – 18:30 Product - Support <a href="https://elastic.zoom.us/j/29">https://elastic.zoom.us/j/29</a>	
20:00	20:00 - Monitoring Func		19:00 - 6.	19:00 - Sha	19:00 - Query Bar Desig	
21:00	21:00 – 22:00 Logging Solution <a href="https://elastic.zoom.us/j/82">https://elastic.zoom.us/j/82</a>		19:30 – 20:30 6.0 Enablement: <a href="https://elastic.zoom.us/j/60">https://elastic.zoom.us/j/60</a>	19:30 - Kibana Managei		
22:00			21:00 - Kibana Platform	21:00 – 22:00 Developer Training: <a href="https://elastic.zoom.us/j/55">https://elastic.zoom.us/j/55</a>	21:30 – 22:30 Product Feedback: <a href="https://elastic.zoom.us/j/74">https://elastic.zoom.us/j/74</a>	
				22:00 – 23:00 Cloud Team Meetin		

# NEW PRODUCTS

## JOIN THE FAMILY



# Downsides

# SHARE THE PAIN OF TIMEZONES

**COMMUNICATION CAN  
FAIL**

**CULTURES ARE  
DIFFERENT**



**DECISIONS CAN  
DRAG**

# Day

# CRAZY

# FLEXIBLE



# TRADITIONAL

# Tools

# SYNC



# ASYNC





The following filters are applied to all incoming mail:

<input type="checkbox"/>	Matches: <b>to:(meetups@elastic.co) -{(to:me OR cc:me)}</b> Do this: Skip Inbox, Apply label "Meetups"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>to:{sightings@elastic.co,sightings@elasticsearch.org,sightings@elasticsearch.com} -{(to:me OR cc:me)}</b> Do this: Skip Inbox, Apply label "Sightings"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>to:(conferences@elastic.co) -{(to:me OR cc:me)}</b> Do this: Skip Inbox, Apply label "Conferences"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>to:(notesfromfield@elastic.co) -{(to:me OR cc:me)}</b> Do this: Skip Inbox, Apply label "Sightings"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>from:(noreply@softlayer.com) to:(ibm-cloud@elastic.co) -{(to:me OR cc:me)}</b> Do this: Skip Inbox, Mark as read, Apply label "Development"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>subject:(***New PM Engagement DSR Alert***) (to:pm@elastic.co OR cc:pm@elastic.co) -{(to:me OR cc:me)}</b> Do this: Skip Inbox, Mark as read, Apply label "Misc"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>(to:pm@elastic.co OR cc:pm@elastic.co) -{(to:me OR cc:me)}</b> Do this: Skip Inbox, Apply label "Misc"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>to:({dev+build-x-pack-elasticsearch@elastic.co,dev+build-elasticsearch@elastic.co}) -{(to:me OR cc:me)}</b> Do this: Skip Inbox, Mark as read, Apply label "Build"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>from:({build@elasticsearch.com,build@elastic.co}) -{(to:me OR cc:me)}</b> Do this: Skip Inbox, Mark as read, Apply label "Build"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>from:(autonotification@concursolutions.com)</b> Do this: Skip Inbox, Apply label "Expenses"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>from:({nick@elastic.co,nick.white@elastic.co,espen.finsrud@elastic.co}) subject:(Payment Notification)</b> Do this: Skip Inbox, Apply label "Expenses/Payment"	<a href="#">edit</a>	<a href="#">delete</a>
<input type="checkbox"/>	Matches: <b>from:(infra@elastic.co) to:(downloads@elastic.co) -{(to:me OR cc:me)}</b>	<a href="#">edit</a>	<a href="#">delete</a>

**TEAM & TECH & PM LEAD**  
**PER PROJECT**

# STACK LEAD





# VP OF ENGINEERING



CTO  CEO



# Hiring



OH: It's not "hard" skills vs "soft" skills  
– its "technical" vs "professional" skills.

– <https://twitter.com/freakboy3742/status/907032201497255942>

**AGE, GENDER, LOCATION, RACE,... IS JUST AN  
ATTRIBUTE**

**1,000+ CV**  
**PER WEEK**

# 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.



scottadams@aol.com

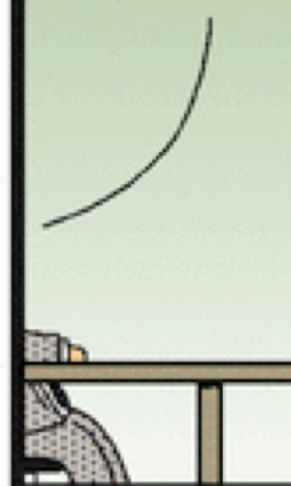
www.dilbert.com

STUDIES HAVE SHOWN  
THAT ACCURATE  
NUMBERS AREN'T ANY  
MORE USEFUL THAN THE  
ONES YOU MAKE UP.



5-8-08 © 2008 Scott Adams, Inc./Dist. by UFS, Inc.

HOW  
MANY  
STUDIES  
SHOWED  
THAT?



EIGHTY-  
SEVEN.



# INDICATOR

**ARRIVALS: 130**

**DEPARTURES: 9**

# Conclusion



# BUILDING Distributed SYSTEMS in Distributed TEAMS

#ncrafts  
@vianneytwins

Working from home?



@Elastic = +850 peeps.  
+34 countries  
+30 languages  
"

Distributed by DESIGN since  
the beginning



Onboarding ⊕ ALWAYS ON ⊕ cross team time ⊕ Release party ⊕ engineering Allhand  
or sales kickoff

Video of U + colleagues

Bugped, fixit Friday

Process per team:

- No daily because no morning... ∞

## VALUES:

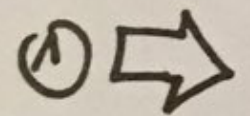
↳ by Philipp Klean  
@xeraa

- ✓ Dev CONSTITUTION = progress > perfect
- ✓ be kind, empathy & <sup>Remove first, fix later</sup> passion
- ✓ Adults & trusted
- ✓ Families & Passions ~~2x7~~

Even from home

2x a Year

DO THE RIGHT THING  
VOLUNTEER & VOLUNTOLD





## Difficulties?

. TIME ZONES = 2 continents ok  
3 — a pain but we share it

- . Communication can FAIL
- . CULTURE ARE DIFFERENT
- . Decision can DRAG

Hiring =

. No soft (vs) tech

. a lot !!

. people stay: arrivals 130  
departures 9 last Q

## Tools?

slack + skype like video  
github + Gmail

ELASTIC  
LOGO



Bubbles?

NO

CLUSTER!

*Who wants to work from*  
**AN OFFICE?**



*Who wants to work from*  
**HOME?**

**NO GOING BACK**

<https://www.elastic.co/about/careers>

# QUESTIONS?

*Philipp Krenn*

*@xerada*