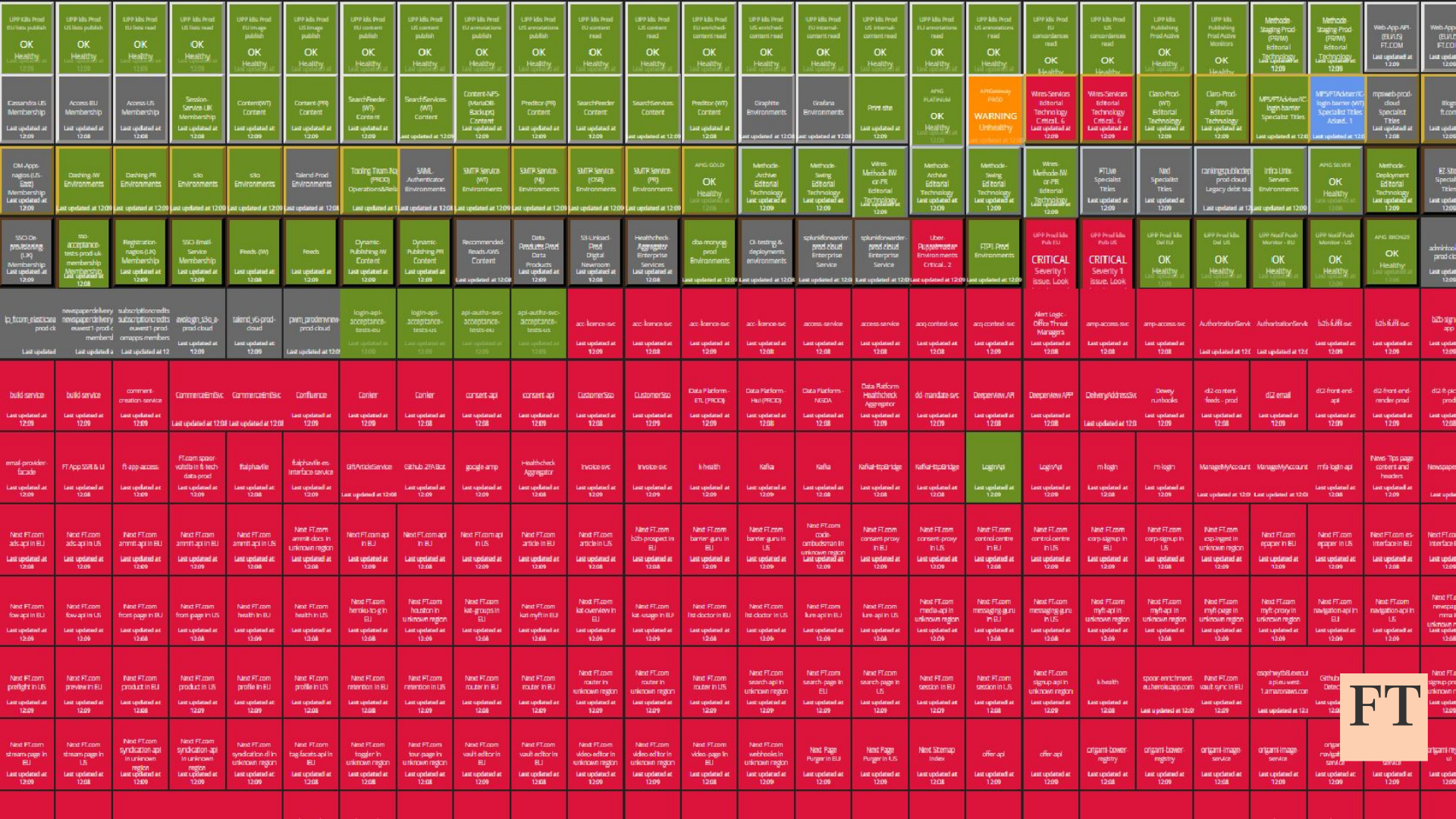
Notes From My Travels
Building Effective Teams
When You're in Different Places
Euan Finlay
@efinlay24
HackConf
2019
FT


OK
Healthy
WARNING
Unhealthy
CRITICAL
Severity 1 Issue. Look
FT

[redacted] 19:25

Seeing aws dx link issues again-checking

Pasted image at 2018-07-27, 5:28 PM

[redacted] 👀 19:39

Methode alerts are firing

intermittent

[redacted] 19:40

yep we have network issues again at PR (edited)

😢 1

Looks like the MPLS Verizon cct is down

So far no impact reported...

monitoring for now

[redacted] 🇦🇺 19:44

We have reports of publishing not working, and problems with Methode portalpub connecting to UPP again

FT
FINANCIAL TIMES

[redacted] 28 Jul 2018 at 10:13

I'm sorry, I'm on my phone, in the car - not much more investigation I can do on this!

FT
FINANCIAL TIMES

The people fixing the incident were scattered across 4 countries.

@efinlay24

The FT's culture of remote collaboration enabled us to fix it.

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FT
FINANCIAL TIMES

/usr/bin/whoami

/usr/bin/whodoiworkfor

No such file or directory.

@efinlay24

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FINANCIAL TIMES

fastFT

- Global stocks rally on positive trade news, pound and oil rise 34M AGO
- UK stocks and sterling rise sharply on new hopes for a Brexit deal 50M AGO
- Sirius Minerals shares climb after deal with state-run Qatari group 1H AGO
- Citigroup names new global co-heads of equity capital markets 2H AGO

Brexit

Brussels to embark on intensive Brexit negotiations

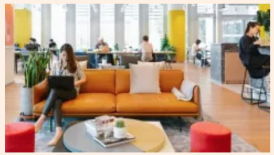
Sterling climbs as optimism increases over new withdrawal agreement

2 HOURS AGO

- UK stocks and sterling rise sharply on new hopes for a Brexit deal
- Frisson of excitement as possible Brexit turning point looms
- How Boris Johnson has unleashed Brexit's 'demons'

FT Series **The Company of the Future: Profit and Purpose**

Purpose vs profit: The Trade-off Game



We Company

WeWork chases new financing as cash crunch looms

Nobel prizes

Ethiopia's PM Abiy Ahmed wins Nobel Peace Prize

Oil & Gas industry

Iran says tanker hit by missiles off Saudi Arabia coast

Citigroup Inc

Citigroup names new global co-heads of equity capital

Norwegian Sea
Northwestern Passages
Greenland
Iceland
Sweden
Finland
Norway
Russia
Hudson Bay
Labrador Sea
Denmark
United Kingdom
Ireland
Belarus
Poland
Germany
Ukraine
Kazakhstan
Mongolia
Austria
France
Romania
Italy
Spain
Portugal
Greece
Turkey
Uzbekistan
Kyrgyzstan
Turkmenistan
Sea of Japan
Japan
South Korea
China
Syria
Iraq
Iran
Afghanistan
Pakistan
Nepal
East China Sea
North Atlantic Ocean
Tunisia
Morocco
Algeria
Libya
Egypt
Western Sahara
Saudi Arabia
India
Myanmar (Burma)
Philippine Sea
Oman
Mauritania
Mali
Niger
Chad
Sudan
Yemen
Thailand
South China Sea
Vietnam
Philippines
Gulf of Aden
Arabian Sea
Bay of Bengal
Gulf of Thailand
Burkina Faso
Guinea
Nigeria
Ghana
South Sudan
Ethiopia
Laccadive Sea
Malaysia
Gulf of Guinea
Somalia
Kenya
Gabon
DRC
Indonesia
Banda Sea
Tanzania
Arafura Sea
Angola
Zambia
Mozambique
Namibia
Zimbabwe
Botswana
Madagascar
Indian Ocean
South Africa
South Atlantic Ocean
Australia
Mexico
Gulf of Mexico
Cuba
Puerto Rico
Guatemala
Caribbean Sea
Nicaragua
Venezuela
Guyana
Suriname
Colombia
Ecuador
Peru
Brazil
Bolivia
Paraguay
Chile
Uruguay

Norwegian Sea
Northwestern Passages
Greenland
Iceland
Sweden
Finland
Norway
Russia
Hudson Bay
Labrador Sea
Denmark
United Kingdom
Ireland
Poland
Belarus
Germany
Ukraine
Austria
France
Kazakhstan
Mongolia
Italy
Spain
Portugal
Greece
Turkey
Uzbekistan
Kyrgyzstan
Turkmenistan
Sea of Japan
China
South Korea
Japan
North Atlantic Ocean
Tunisia
Syria
Iraq
Iran
Afghanistan
Pakistan
Morocco
Algeria
Libya
Egypt
Nepal
East China Sea
Gulf of Mexico
Western Sahara
Saudi Arabia
India
Myanmar (Burma)
Philippine Sea
Cuba
Puerto Rico
Mauritania
Mali
Niger
Chad
Sudan
Oman
Yemen
Thailand
South China Sea
Guatemala
Caribbean Sea
Nicaragua
Burkina Faso
Guinea
Nigeria
Gulf of Aden
Arabian Sea
Bay of Bengal
Vietnam
Philippines
Venezuela
Guyana
Suriname
Colombia
Ghana
South Sudan
Ethiopia
Gulf of Thailand
Laccadive Sea
Malaysia
Ecuador
Gulf of Guinea
Somalia
Kenya
Gabon
DRC
Indonesia
Banda Sea
Papua
Brazil
Tanzania
Arafura Sea
Peru
Angola
Zambia
Mozambique
Bolivia
Namibia
Zimbabwe
Madagascar
Botswana
Indian Ocean
Paraguay
Chile
South Atlantic Ocean
Australia
South Africa
Uruguay

Norwegian Sea
Greenland
Iceland
Northwestern Passages
Hudson Bay
Labrador Sea
Sweden
Finland
Norway
Russia
United Kingdom
Ireland
Denmark
Belarus
Ukraine
Kazakhstan
Mongolia
France
Austria
Spain
Portugal
Greece
Turkey
Syria
Iraq
Iran
Afghanistan
Pakistan
Uzbekistan
Kyrgyzstan
Turkmenistan
China
South Korea
Sea of Japan
East China Sea
North Atlantic Ocean
Tunisia
Morocco
Algeria
Libya
Egypt
Western Sahara
Saudi Arabia
Oman
Yemen
Nepal
India
Myanmar (Burma)
Philippine Sea
South China Sea
Vietnam
Philippines
Gulf of Aden
Arabian Sea
Bay of Bengal
Gulf of Thailand
Laccadive Sea
Mauritania
Mali
Niger
Chad
Sudan
Burkina Faso
Guinea
Nigeria
Ghana
Gulf of Guinea
South Sudan
Ethiopia
Somalia
Gabon
DRC
Tanzania
Indonesia
Banda Sea
Arafura Sea
Papua
Angola
Zambia
Mozambique
Namibia
Zimbabwe
Botswana
Madagascar
South Africa
Indian Ocean
South Atlantic Ocean
Gulf of Mexico
Cuba
Puerto Rico
Caribbean Sea
Guatemala
Nicaragua
Venezuela
Guyana
Suriname
Colombia
Ecuador
Peru
Brazil
Bolivia
Paraguay
Chile
Australia
WA
SA
QLD
NSW
FT

Ensuring the services supporting the FT are operational and available.
FT
FINANCIAL TIMES

Net new money rose 3.2% in 1H
AUM grew to 412B Swiss francs
CET1 ratio 13.1%
FINANCIAL TIMES
NO RINGCENTRAL
RINGCENTRAL NOT MIGRATED
NERIZA CAMPO (COO)
JOE TALON (FINANCE)
BORIS AMADO (FINANCE)
RYAN RAY MALAN (FINANCE)
KRYSTIE ANSON (COO)
KRYSTEL VILLABUEL (HR)
JANET LITTING
REDMON ASCUNCION
PAULINE MARCUNAT
MARIE TERESA BUANO
LIAN LORENZO
EMILEE TORRES
MARIA ROMA EULIN
AIDA CASUYON
MATERNITY
DAMNDAMIN

It's hard leading a team split across locations...

@efinlay24

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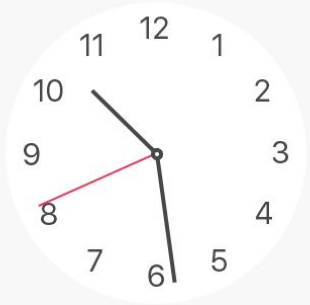
Harder across an 7 hour time difference...



New York
Fri 10:28:41

London
Fri 15:28:41

Sofia
Fri 17:28:41

Manila
Fri 22:28:41

@efinlay24

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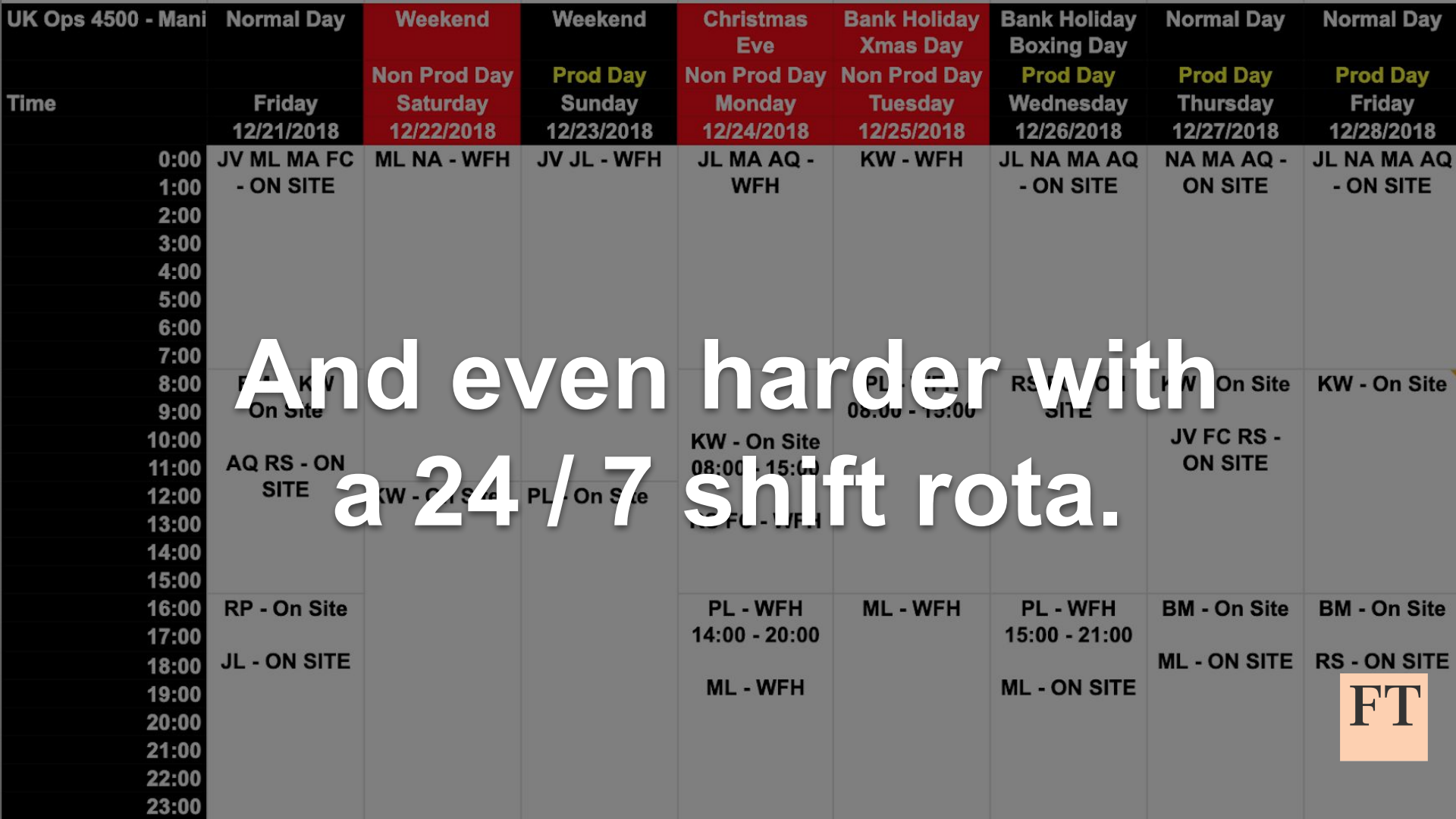
FINANCIAL TIMES


UK Ops 4500 - Mani
Time
Normal Day
Friday
12/21/2018
Weekend
Non Prod Day
Saturday
12/22/2018
Weekend
Prod Day
Sunday
12/23/2018
Christmas Eve
Non Prod Day
Monday
12/24/2018
Bank Holiday Xmas Day
Non Prod Day
Tuesday
12/25/2018
Bank Holiday Boxing Day
Prod Day
Wednesday
12/26/2018
Normal Day
Prod Day
Thursday
12/27/2018
Normal Day
Prod Day
Friday
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22:00
23:00
JV ML MA FC - ON SITE
ML NA - WFH
JV JL - WFH
JL MA AQ - WFH
KW - WFH
JL NA MA AQ - ON SITE
NA MA AQ - ON SITE
JL NA MA AQ - ON SITE
KW - On Site
KW - On Site
AQ RS - ON SITE
KW - On Site
08:00 - 15:00
JV FC RS - ON SITE
RP - On Site
JL - ON SITE
PL - WFH
14:00 - 20:00
ML - WFH
ML - WFH
PL - WFH
15:00 - 21:00
ML - ON SITE
BM - On Site
ML - ON SITE
BM - On Site
RS - ON SITE
And even harder with a 24 / 7 shift rota.
FT

How do we include the team in decision-making?

@efinlay24

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FINANCIAL TIMES

Obligatory audience interaction.

@efinlay24

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stackoverflow

Developer Survey Results 2019

stackoverflow

- Overview
- Key Results
- Developer Profile
- Technology
- Work
- Community
- Methodology

Back to top

Overview

This year, nearly 90,000 developers told us how they learn and level up, which tools they're using, and what they want.

Stack Overflow's annual Developer Survey is the largest and most comprehensive survey of people who code around the world. Each year, we field a survey covering everything from developers' favorite technologies to their job preferences. This year marks the ninth year we've published our annual Developer Survey results, and nearly 90,000 developers took the 20-minute survey earlier this year.

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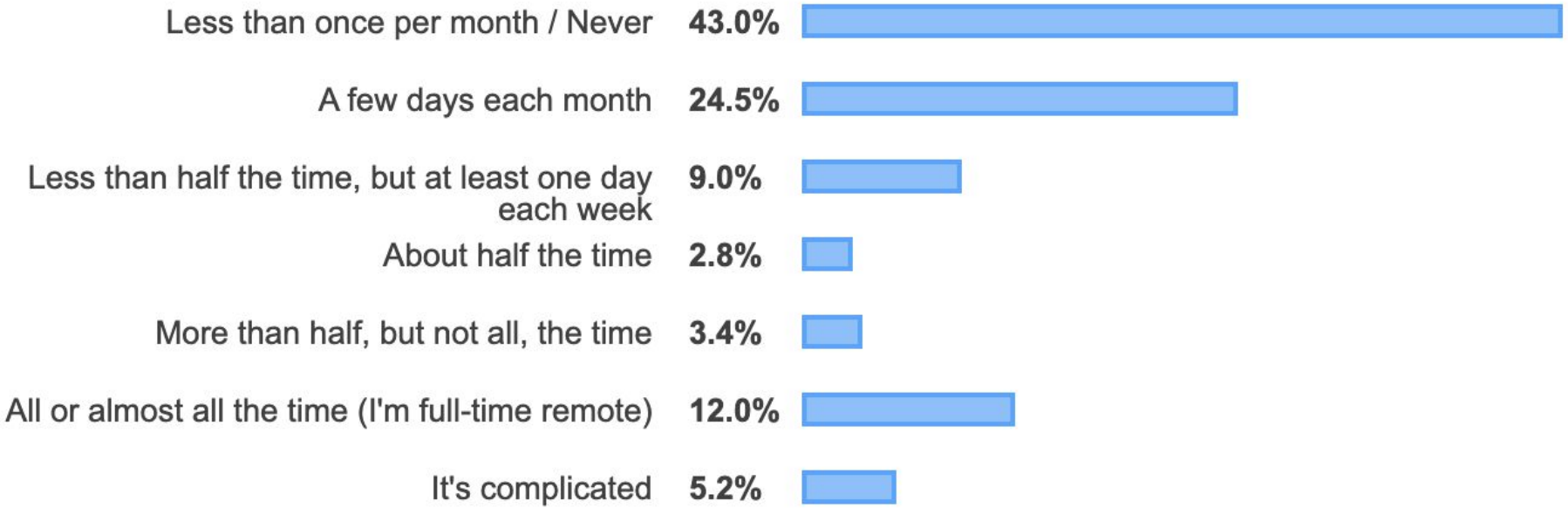
How Often Do Developers Work Remotely?



70,284 responses

https://insights.stackoverflow.com/sur

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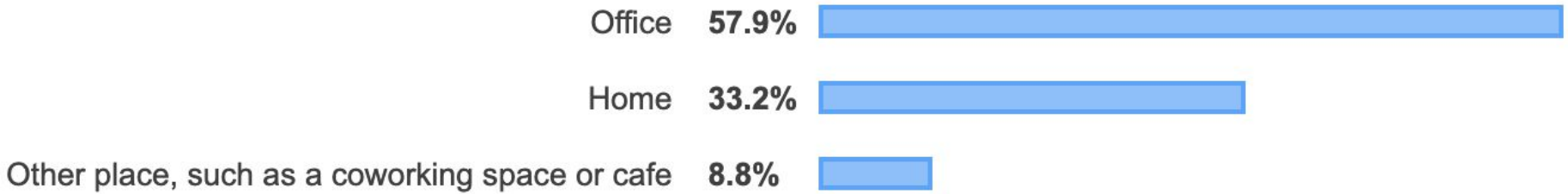
Where Do Developers Want to Work?

Overall | United States | India | United Kingdom | Germany | Canada



70,055 responses

https://insights.stackoverflow.com/sur

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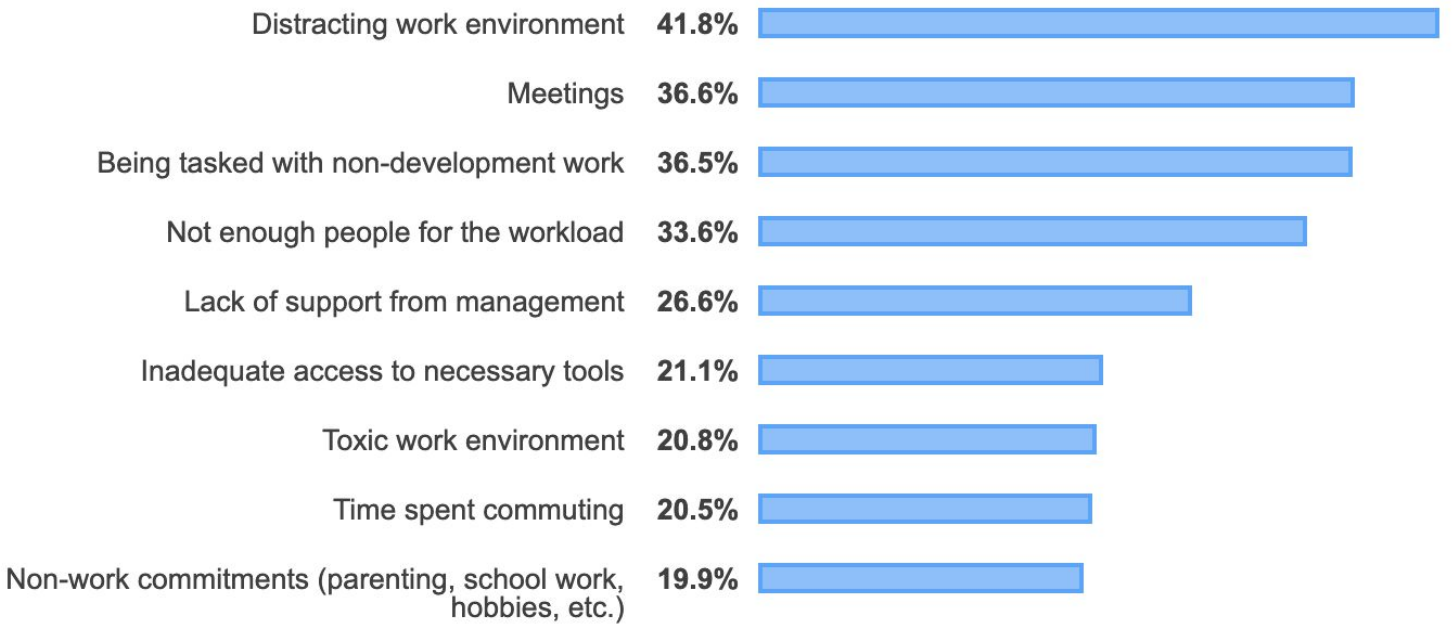
Greatest Challenges to Productivity

All Respondents | Men | ★ Women | Non-binary



68,141 responses; select up to three

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These challenges affect more of us than we might expect.

@efinlay24

How do we enable and encourage remote collaboration?

@efinlay24

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> What even is "remoteness"?
FT

What even is "remoteness"?
> Communication challenges
FT

What even is "remoteness"?
Communication challenges
> Culture challenges

What even is "remoteness"?
Communication challenges
Culture challenges
> Why enable remote work?
FT

> What even is "remoteness"?
Communication challenges
Culture challenges
Why enable remote work?
FT

martinFowler.com

Refactoring Agile Architecture About ThoughtWorks

Remote versus Co-located Work

There is a simple dichotomy of remote versus co-located work, in reality there are several patterns of distribution for teams each of which has different trade-offs and effective techniques suitable for them. While it's impossible to determine conclusive evidence, my sense is that most groups are more productive working in a co-located manner. But you can build a more productive team by using a [illegible] model, because it gives you access to a wider talent pool.

19 October 2015

CONTENTS

The Many Shades of Remoteness

Martin Fowler groups teams into four categories.

https://martinfowler.com/articles/remo

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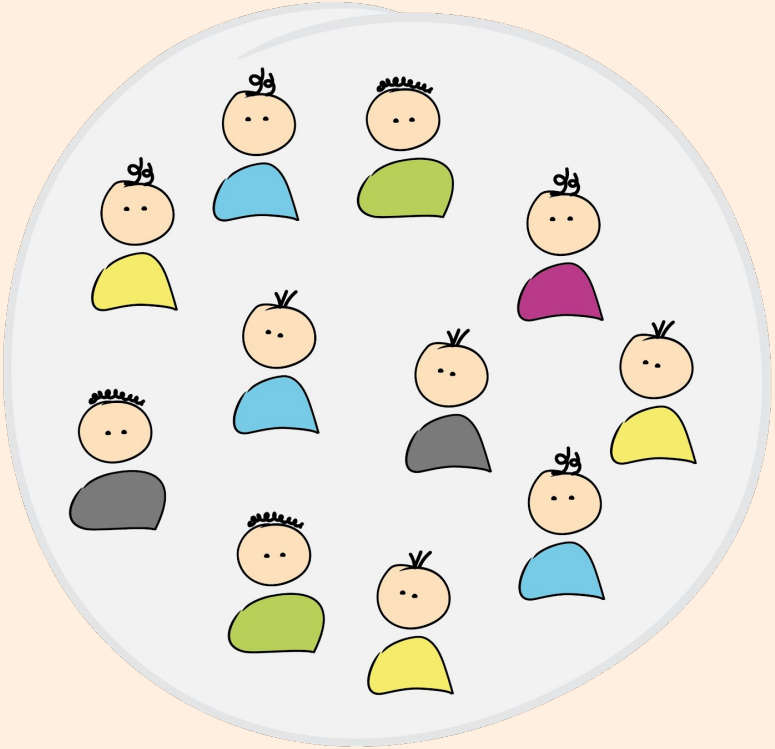
Single-site



https://martinfowler.com/articles/remote-or-co-located.html

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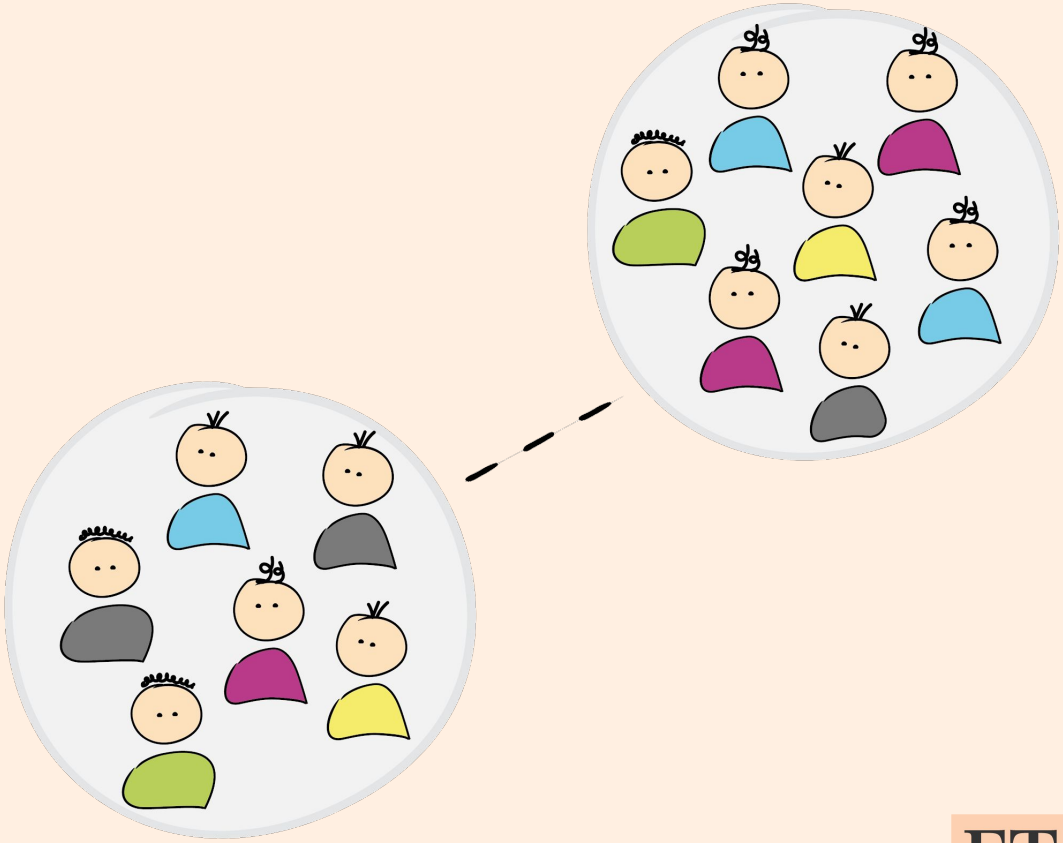
Multi-site



https://martinfowler.com/articles/remote-or-co-located.html

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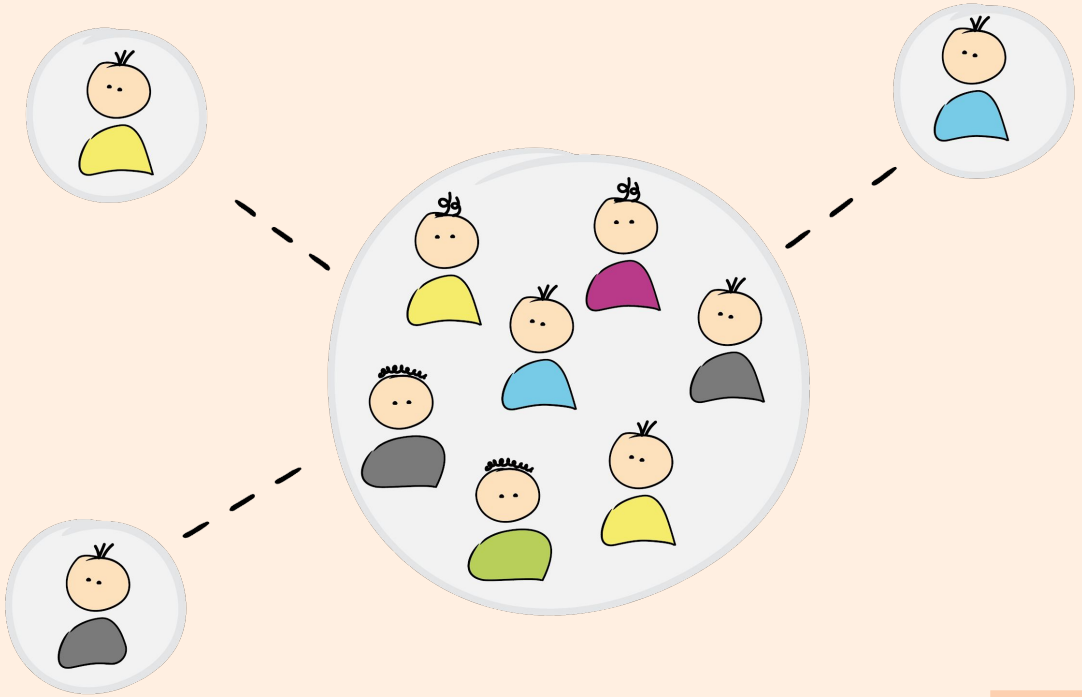
FINANCIAL TIMES

Satellite workers



https://martinfowler.com/articles/remote-or-co-located.html

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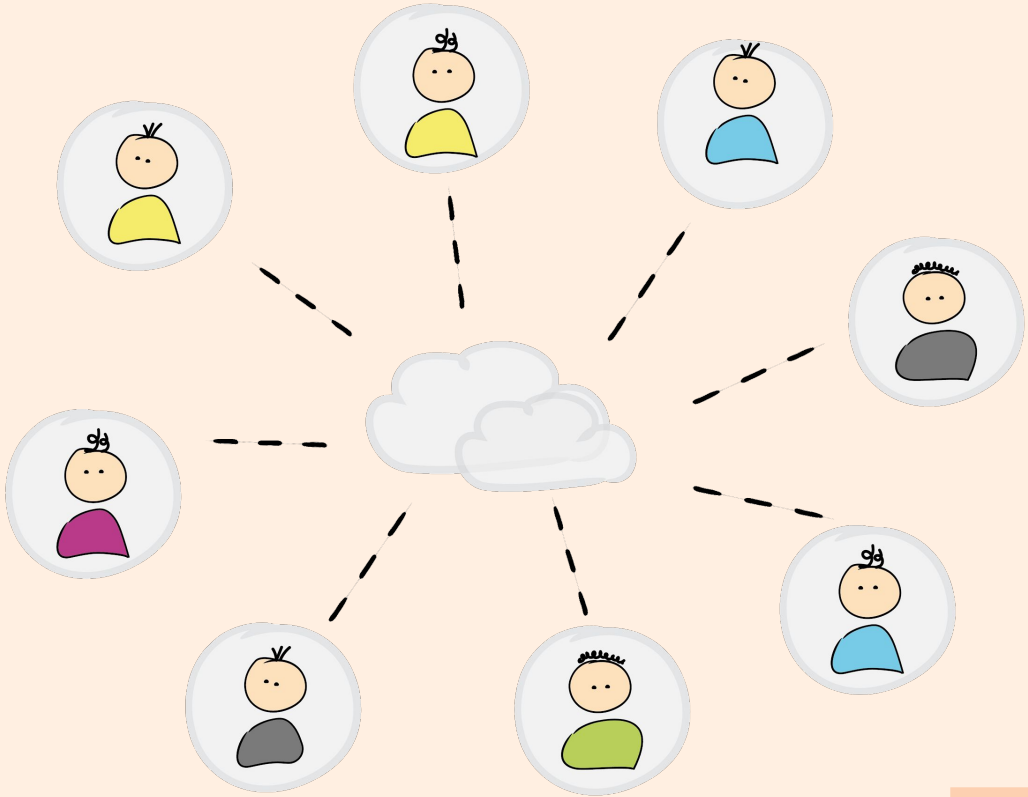
Fully distributed



https://martinfowler.com/articles/remote-or-co-located.html

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FT

It's rarely black and white.

[redacted] 13:51

Unfortunately I'm not in the office today or I'd go and have a look

[redacted] ⛔ 14:07

Anyone else able to? Sounds like the issue is that you don't get linked to the actual podcast even if you **do** have the app installed

(I'm also WFH)

[redacted] 14:08

I'm also WFH!

[redacted] ⛔ 14:08

WFH Wednesday...

[redacted] 🐝 14:09

also WFH 🙂

[redacted] ⛔ 14:10

I assumed you were working from an apiary tbh

😂 2

[redacted] 14:19

WFH too

[redacted] ⛔ 14:24

truly distributed fixing

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FINANCIAL TIMES

What even is remoteness?
> Communication challenges
Culture challenges
Why enable remote work?
FT

Communication is one of the most important factors for effective teams.

@efinlay24

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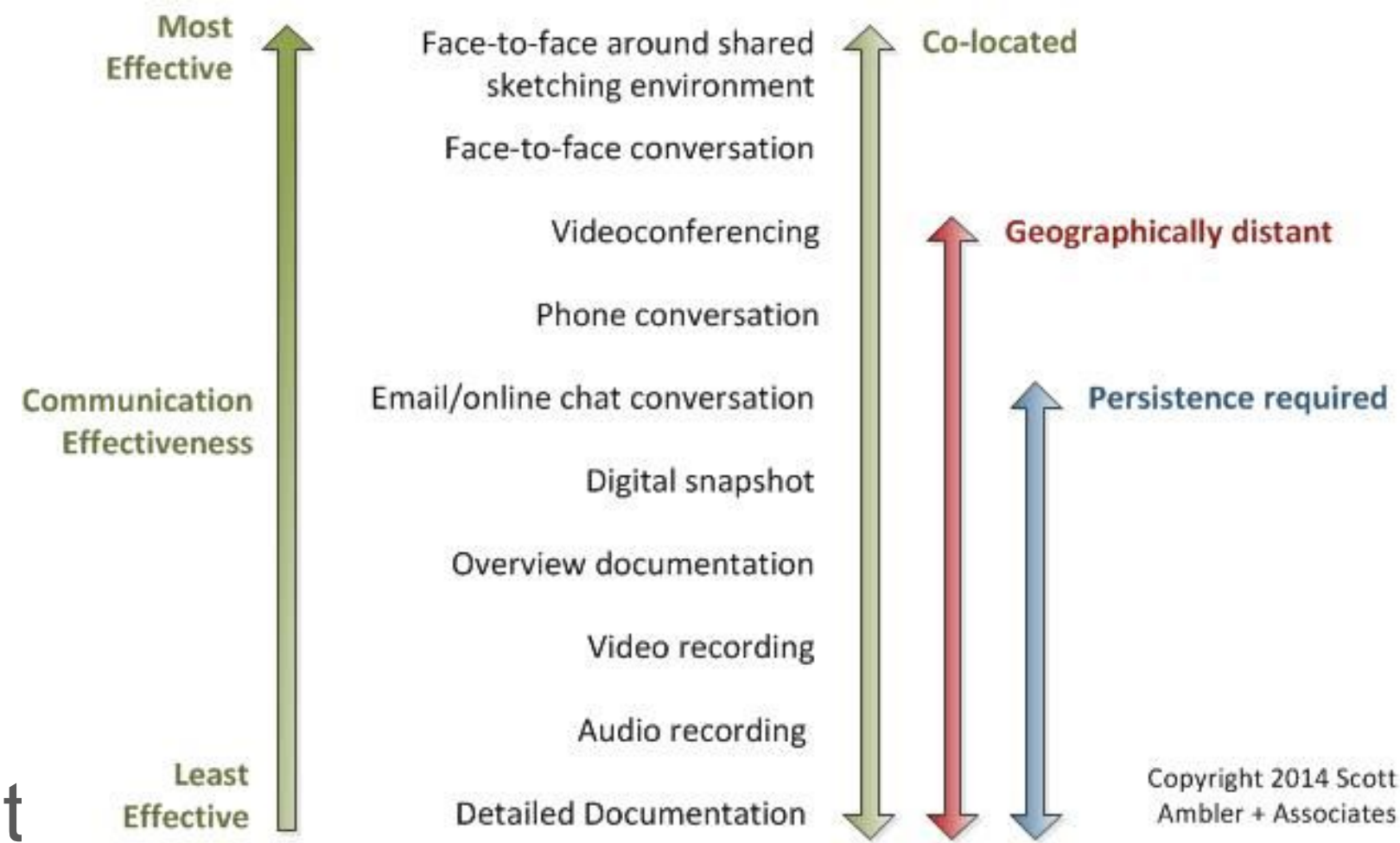

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Welcome to Cloud Enablement

Enabling the FT to use cloud platforms effectively

Search docs

Popular Content

- Creating a Support Ticket
- Cost Optimisation Tips
- The Problem with Large AWS Accounts

AWS

Accounts

Includes creation, ownership and managing user access.

Identity & Access

Managing users, keys, roles & policies.

Cost Optimisation

Includes cost visibility tools, and optimisation tips.

Governance

Governance of AWS accounts including IAM, EC2 & tagging.

Help & Support

How to get help when you need it?

Service Guides

Guides for AWS Services

Modules

Outline of how to raise code changes within our modules.

Training & Certification

Improve your skills and become an AWS certified practitioner

HEROKU

Identity and Access

Includes steps to setup a Heroku user account.

Help & Support

How to get help when you need it?

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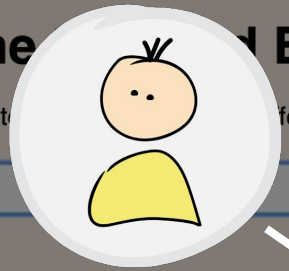
FT Cloud Enablement

Welcome d Enablement

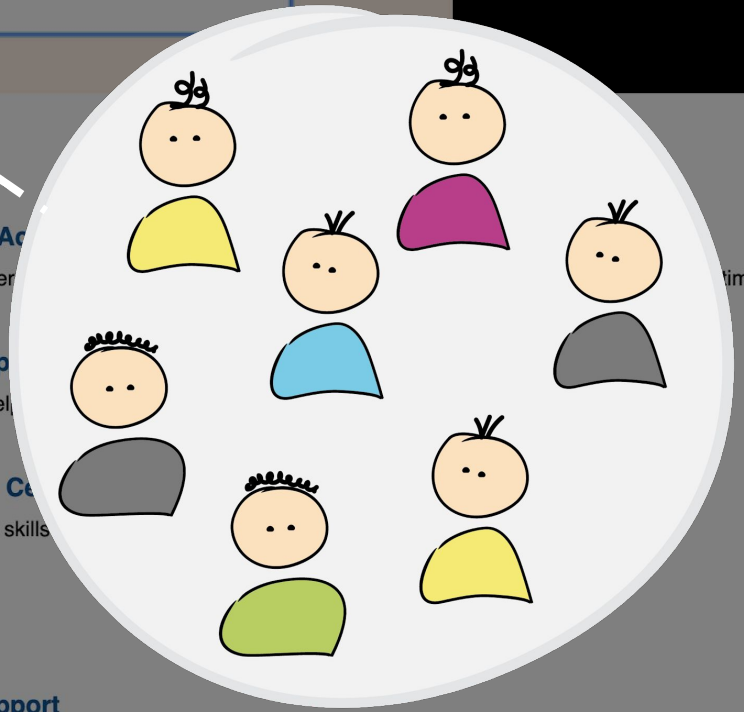
Enabling the FT t fectively

Search docs



Popular Content

- Creating a Support Ticket
- Cost Optimisation Tips
- The Problem with Large AWS Accounts



AWS

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Outline of how to raise code changes within our modules.

Identity & Ac

Managing user

timisation tips.

Help & Sup

How to get hel

Training & Ce

Improve your skills practitioner

HEROKU

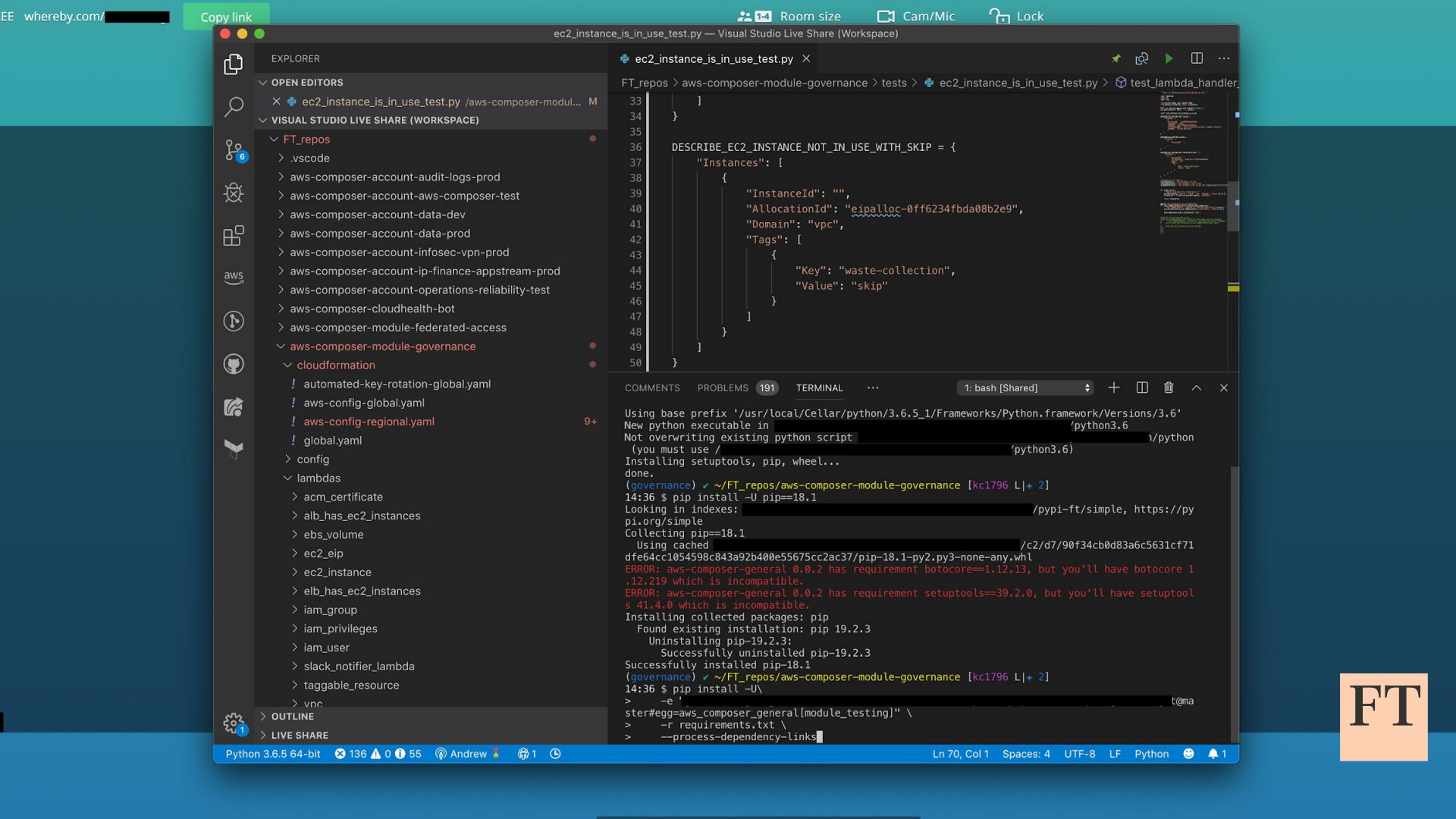
Identity and Access

Includes steps to setup a Heroku user account.

Help & Support

How to get help when you need it?

FT


whereby.com/[redacted]
Copy link
Room size
Cam/Mic
Lock
ec2_instance_is_in_use_test.py — Visual Studio Live Share (Workspace)
EXPLORER
OPEN EDITORS
ec2_instance_is_in_use_test.py /aws-composer-modul... M
VISUAL STUDIO LIVE SHARE (WORKSPACE)
FT_repos
.vscode
aws-composer-account-audit-logs-prod
aws-composer-account-aws-composer-test
aws-composer-account-data-dev
aws-composer-account-data-prod
aws-composer-account-infosec-vpn-prod
aws-composer-account-ip-finance-appstream-prod
aws-composer-account-operations-reliability-test
aws-composer-cloudhealth-bot
aws-composer-module-federated-access
aws-composer-module-governance
cloudformation
automated-key-rotation-global.yaml
aws-config-global.yaml
aws-config-regional.yaml 9+
global.yaml
config
lambdas
acm_certificate
alb_has_ec2_instances
ebs_volume
ec2_eip
ec2_instance
elb_has_ec2_instances
iam_group
iam_privileges
iam_user
slack_notifier_lambda
taggable_resource
vpc
OUTLINE
LIVE SHARE
ec2_instance_is_in_use_test.py
FT_repos > aws-composer-module-governance > tests > ec2_instance_is_in_use_test.py > test_lambda_handler
33]
34 }
35
36 DESCRIBE_EC2_INSTANCE_NOT_IN_USE_WITH_SKIP = {
37 "Instances": [
38 {
39 "InstanceId": "",
40 "AllocationId": "eipalloc-0ff6234fbda08b2e9",
41 "Domain": "vpc",
42 "Tags": [
43 {
44 "Key": "waste-collection",
45 "Value": "skip"
46 }
47]
48 }
49]
50 }
COMMENTS PROBLEMS 191 TERMINAL
1: bash [Shared]
Using base prefix '/usr/local/Cellar/python/3.6.5_1/Frameworks/Python.framework/Versions/3.6'
New python executable in [redacted]/python3.6
Not overwriting existing python script [redacted]/python
(you must use [redacted]/python3.6)
Installing setuptools, pip, wheel...
done.
(governance) ✔ ~/FT_repos/aws-composer-module-governance [kc1796 L|+ 2]
14:36 $ pip install -U pip==18.1
Looking in indexes: [redacted]/pypi-ft/simple, https://pypi.org/simple
Collecting pip==18.1
Using cached [redacted]/c2/d7/90f34cb0d83a6c5631cf71dfe64cc1054598c843a92b400e55675cc2ac37/pip-18.1-py2.py3-none-any.whl
ERROR: aws-composer-general 0.0.2 has requirement botocore==1.12.13, but you'll have botocore 1.12.219 which is incompatible.
ERROR: aws-composer-general 0.0.2 has requirement setuptools==39.2.0, but you'll have setuptools 41.4.0 which is incompatible.
Installing collected packages: pip
Found existing installation: pip 19.2.3
Uninstalling pip-19.2.3:
Successfully uninstalled pip-19.2.3
Successfully installed pip-18.1
(governance) ✔ ~/FT_repos/aws-composer-module-governance [kc1796 L|+ 2]
14:36 $ pip install -U\
> -e '[redacted]t@master#egg=aws_composer_general[module_testing]" \
> -r requirements.txt \
> --process-dependency-links
Python 3.6.5 64-bit 136 0 55 Andrew 1
Ln 70, Col 1 Spaces: 4 UTF-8 LF Python 1
FT

GOV.UK

Search

Home > Organisations > Government Digital Service

Government Digital Service

Part of Cabinet Office

Service Toolkit

Digital Marketplace

Introducing Verify

Technology Code of Practice

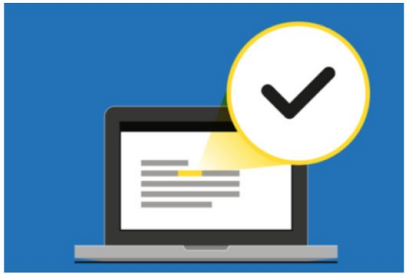
GOV.UK Design System

Featured

26 September 2019 — Press release

Government's streamlined messaging service to save taxpayer £175m

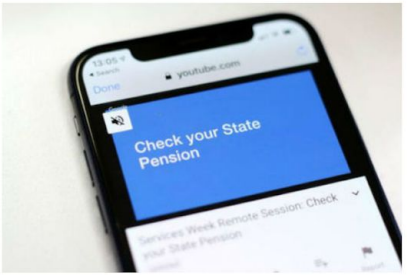
The GOV.UK Notify system has been used



Campaign

Making online public services accessible

New regulations mean public sector organisations will soon have a legal duty to



3 September 2019 — Blog post

How we support service design across government

Service design is an established term in government. Find out about the support

https://www.gov.uk/government/orga

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Government Digital Service

Part of Cabinet Offic

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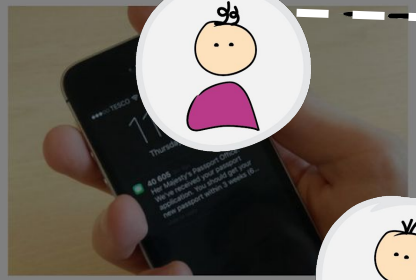
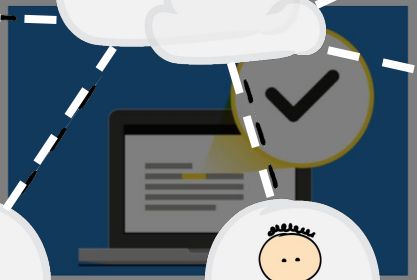
Featured



26 September 2019 — Press release

Government's streamlined messaging service to save taxpayer £175 m

The GOV.UK Notify system has bee used



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I think therefore I
Jamboard

Take the time to find the right tools for your team.

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Reduce the friction of communication.

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It's difficult to read intent from text.

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Cultural and language differences can make it harder.

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[redacted] 09:48

btw what is “ta”?

I’ve seen it few times

Euan Finlay 09:48

haha, sorry - never realised it wasn't clear 😄

basically shorthand for "thank you" 🙂

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Private team channels are important for bonding.

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Desk moves within an office can have an unexpected impact.

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I found it hard to get my team's agreement on changes.

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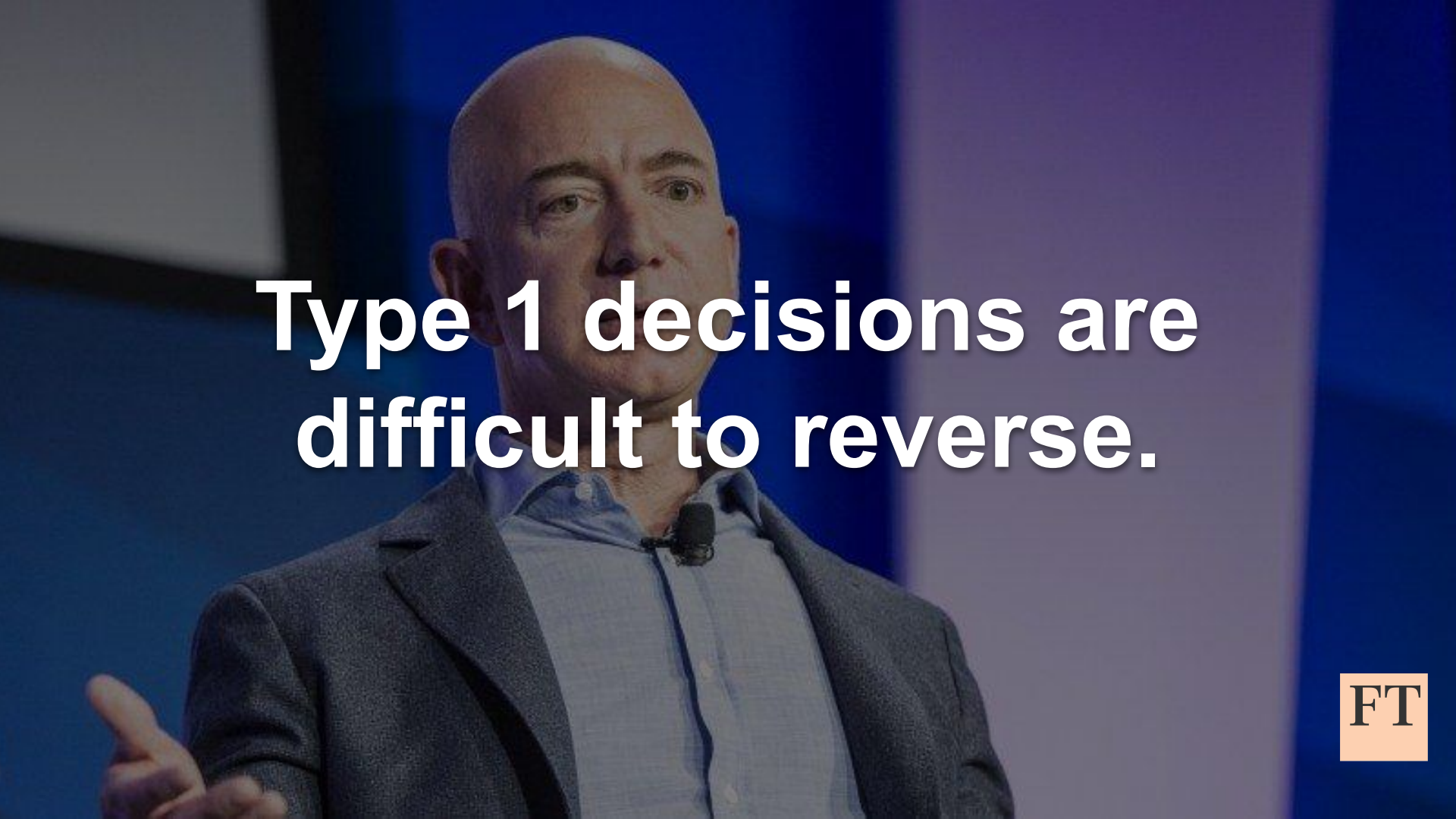
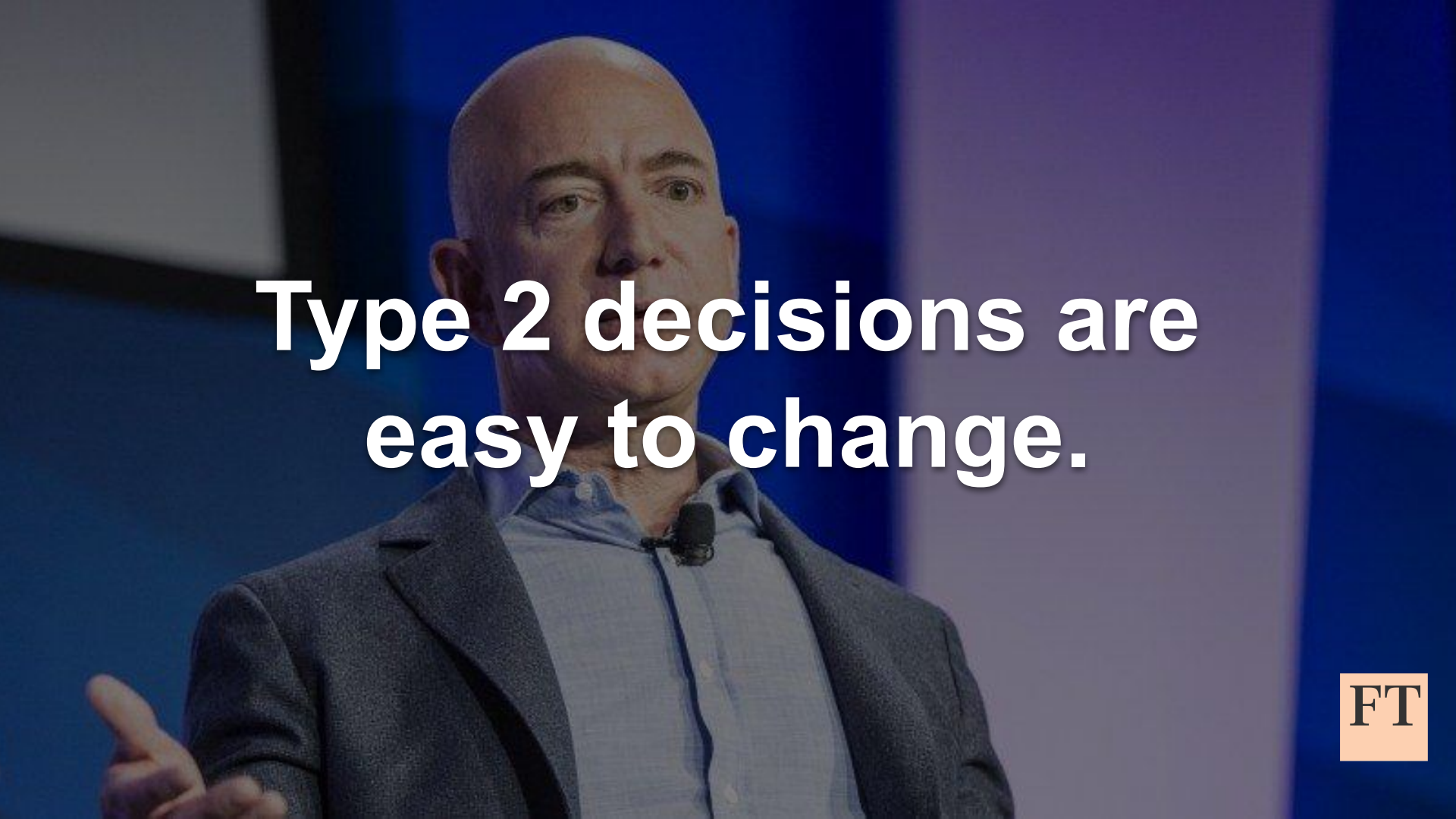

Type 1 decisions are difficult to reverse.


Type 2 decisions are
easy to change.
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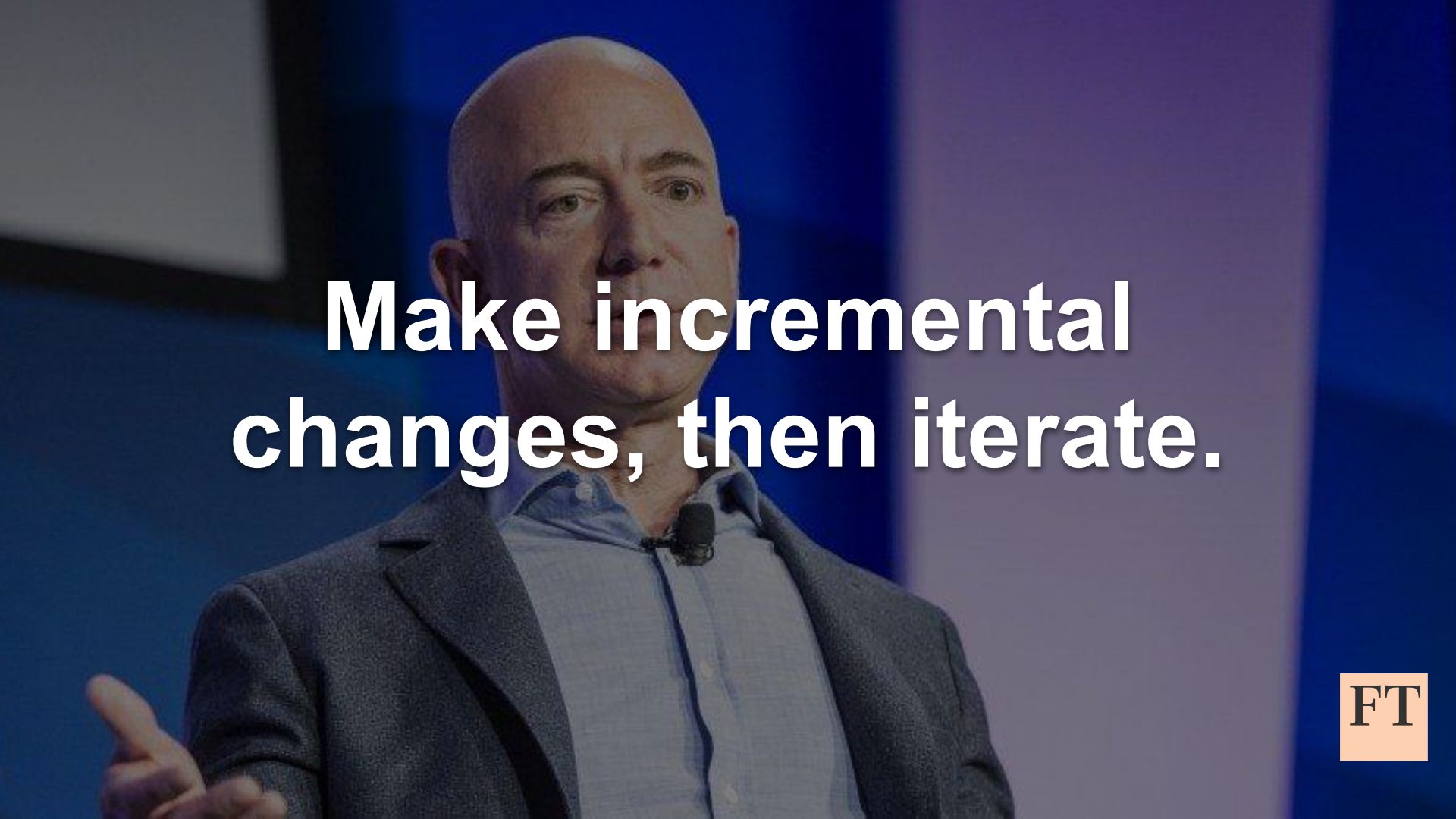
Make incremental changes, then iterate.

Type 1 changes are reviewed by the Technical Governance Group.

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This allows more scrutiny from more experts.

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The Proposal Process

The proposal process is a standardised, simple and structured Request for Comments process in the form of a technology proposal document. A person or group of people will author a technology proposal describing a need, a proposed solution, impacts, benefits, costs and alternative options considered. The process for drafting, seeking feedback, endorsement and implementation of technology proposals is outlined below.

When should a technology proposal be raised?

It is important that proposals are submitted for appropriate changes, to ensure we only expend effort providing feedback and reviewing appropriately. The following types of change characterise what typically might warrant submission for feedback and review by the Tech Governance Group.

Changes with Broad Impact Across Technology.

- This typically means when more than one technology group will have to invest significant time or money, or make major changes to their processes or technologies used as a result of the proposal.

Technology Strategy Changes.

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Run effective meetings.

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A Guide for Accessible Meetings

And better meetings for your whole team to boot

Jennifer Johnson Follow
Apr 30, 2018 · 3 min read

A couple of years ago a Deaf colleague, Ben, joined our team and was regularly accompanied in the office by an interpreter. It quickly became

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A Guide for Accessible Meetings

And better meetings for your whole team to boot

3. **Good:** Only one person is talking at a time

   Great: A visual cue, such as as a board marker or ball is held by the person who's talking

A Guide for Accessible Meetings

And better meetings for your whole team to boot

4. **Good:** Meeting has a clear agenda, which is written down

   Great: Agenda is shared with attendees in advance, and reviewed at the start of the meeting

A Guide for Accessible Meetings

And better meetings for your whole team to boot

If three people are remote, make everyone remote.

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London
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06:00
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07:00
09:00
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10:00
09:00
11:00
10:00
12:00
Sofia - Lunch
12:00 – 13:30
11:00
13:00
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14:00
London - Lunch
14:00 – 15:30
13:00
15:00
14:00
16:00
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Sofia - Out Of Hours
17:30 – 00:00
16:00
18:00
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London - Out Of Hours
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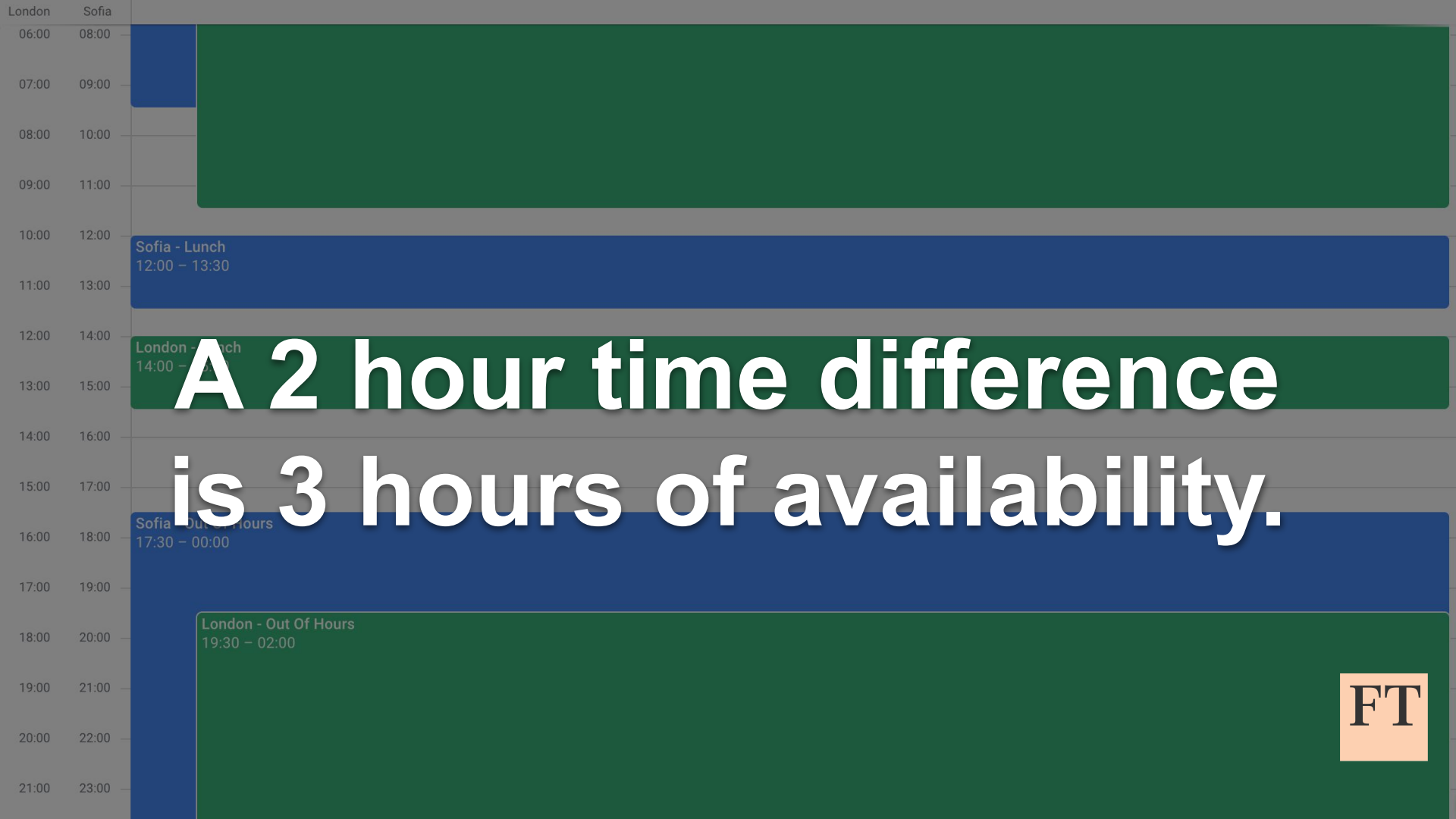
London
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Sofia - Lunch
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17:30 – 00:00
17:00
19:00
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20:00
London - Out Of Hours
19:30 – 02:00
19:00
21:00
20:00
22:00
21:00
23:00
A 2 hour time difference
is 3 hours of availability.
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What even is "remoteness"?
Communication challenges
> Culture challenges
Why enable remote work?
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TEAMS

Guide: Understand team effectiveness

- Introduction
- Define what makes a "team"
- Define "effectiveness"
- Collect data and measure effectiveness
- Identify dynamics of effective teams
- Tool: Help teams determine their own needs
- Tool: Foster psychological safety
- Help teams take action

Introduction

Much of the work done at Google, and in many organizations, is done collaboratively by teams. The team is the molecular unit where real production happens, where innovative ideas are conceived and tested, and where employees experience most of their work. But it's also where interpersonal issues, ill-suited skill sets, and unclear group goals can hinder productivity and cause friction.

Following the success of **Google's Project Oxygen research** where the People Analytics team studied **what makes a great manager**, Google researchers applied a similar method to discover the secrets of effective teams at Google. Code-named Project Aristotle - a tribute to Aristotle's quote, "the whole is greater than the sum of its parts" (as the Google researchers believed employees can do more working together than alone) - the goal was to answer the question: "What makes a team effective at Google?"

*Read about the researchers behind the work in **The New York Times: What Google Learned From Its Quest to Build the Perfect Team***

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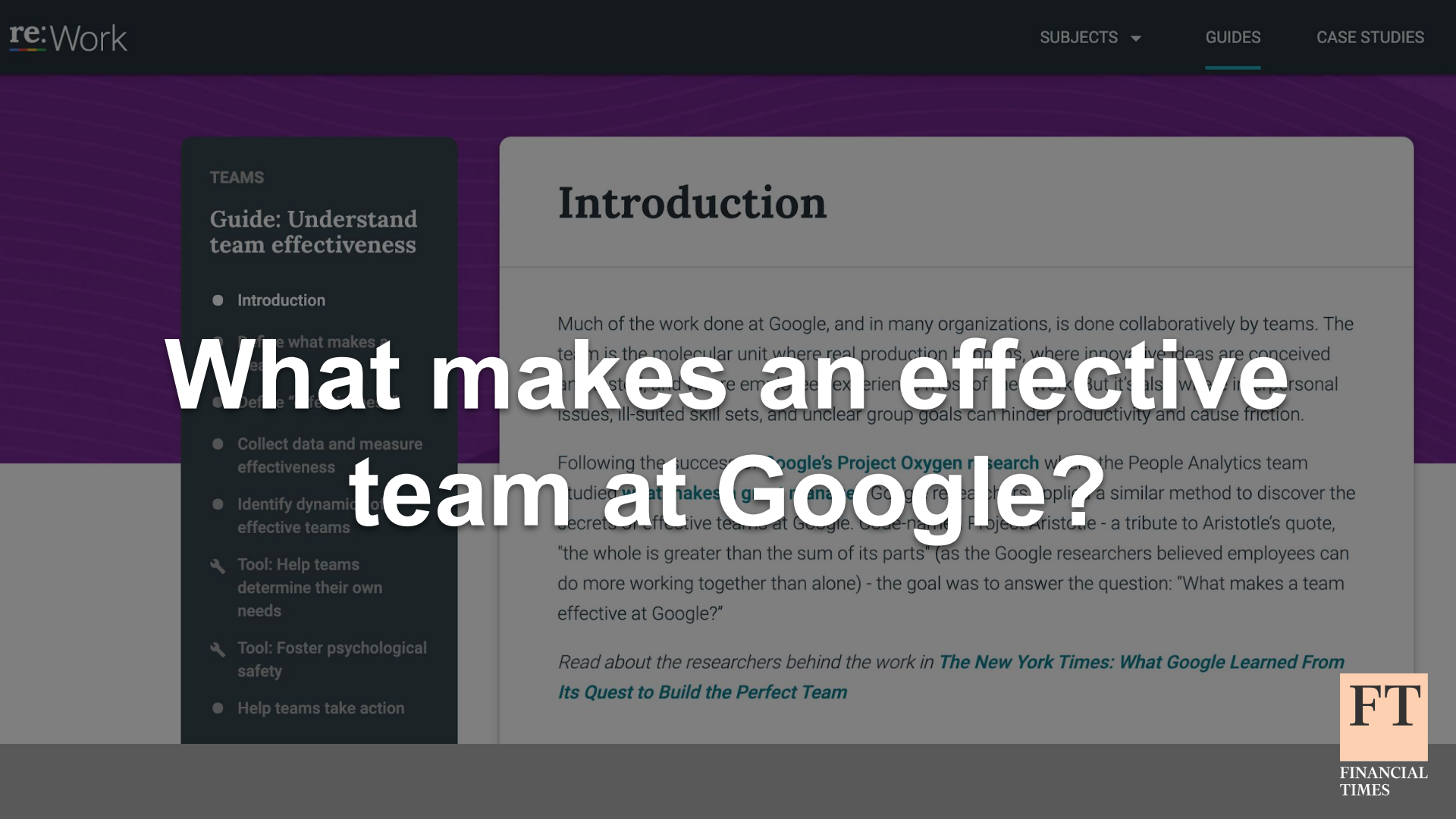
re:Work
SUBJECTS
GUIDES
CASE STUDIES
TEAMS
Guide: Understand team effectiveness
Introduction
Collect data and measure effectiveness
Tool: Help teams determine their own needs
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Help teams take action
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What makes an effective team at Google?
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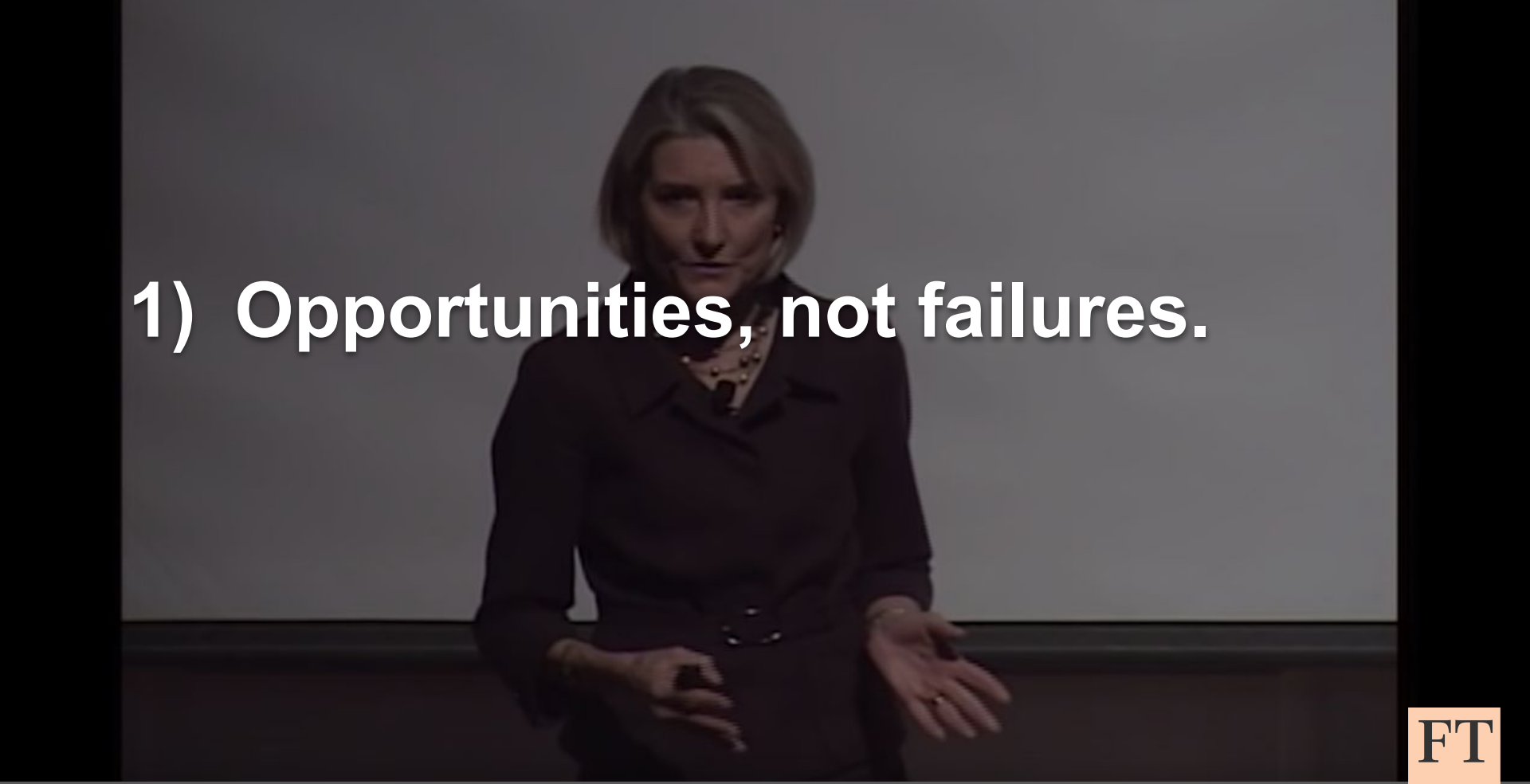

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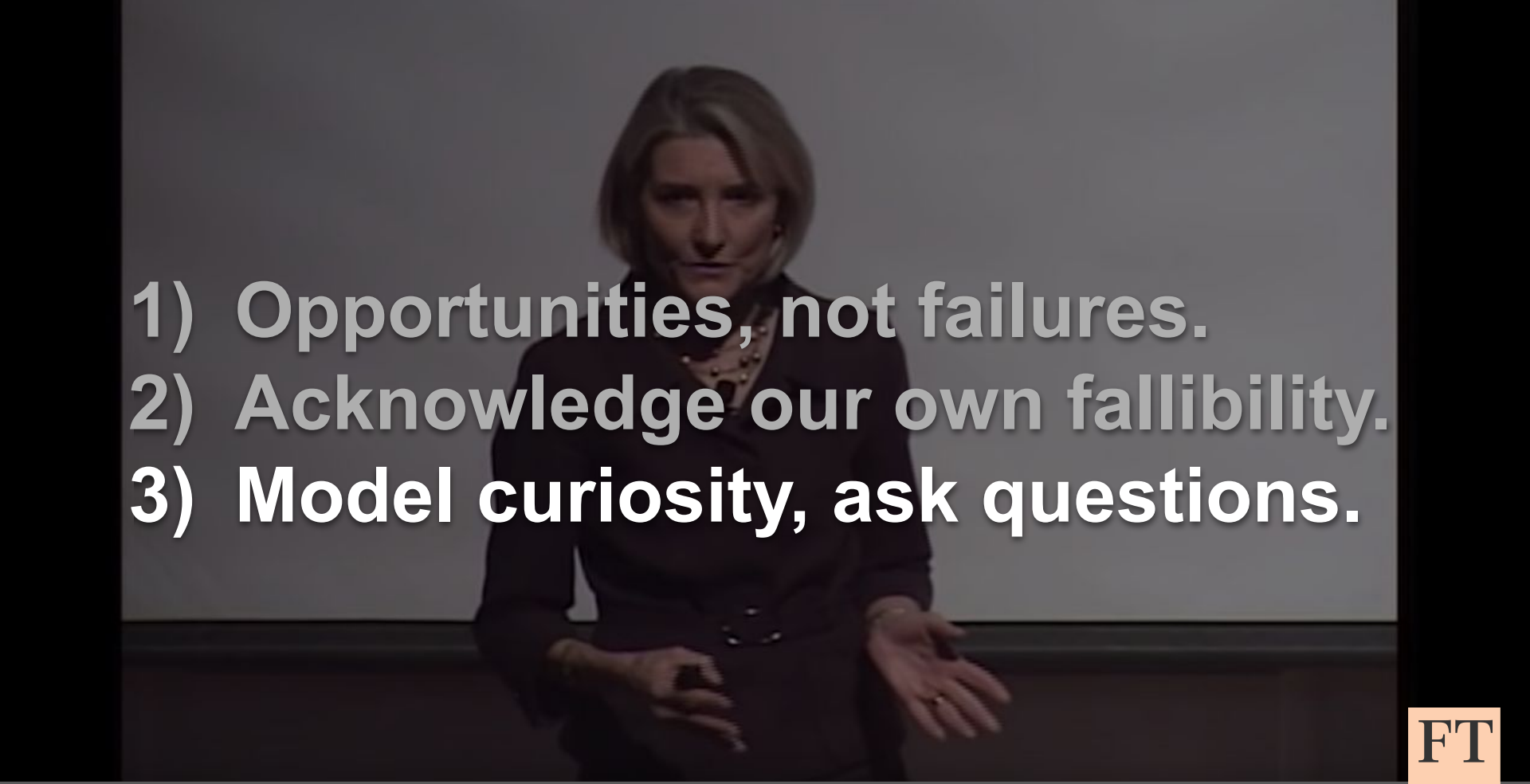

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Tech Principles

Customer products team, 2019

We have tech principles so that we can agree, as a team, what “good” looks like. These principles should help us to reinforce the kinds of behaviours that we want to encourage amongst each other. They should be a declaration of the team’s intent, both to the business and to the public.

Slow down to speed up

Validating requirements, testing, writing documentation, setting up monitoring, and communicating changes are not secondary to shipping code. Before starting to code pause to evaluate whether the problem you’re being asked to solve is clear and valid. When coding consider how you or someone else may interpret your work in the future and how easy it is to understand, refactor, and remove. If you’re working on systems which are used by others, think about the wider impact of the changes you make and

Write code *you can fix at 3am*

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Assume good faith

Tech Principles at The Financial Times

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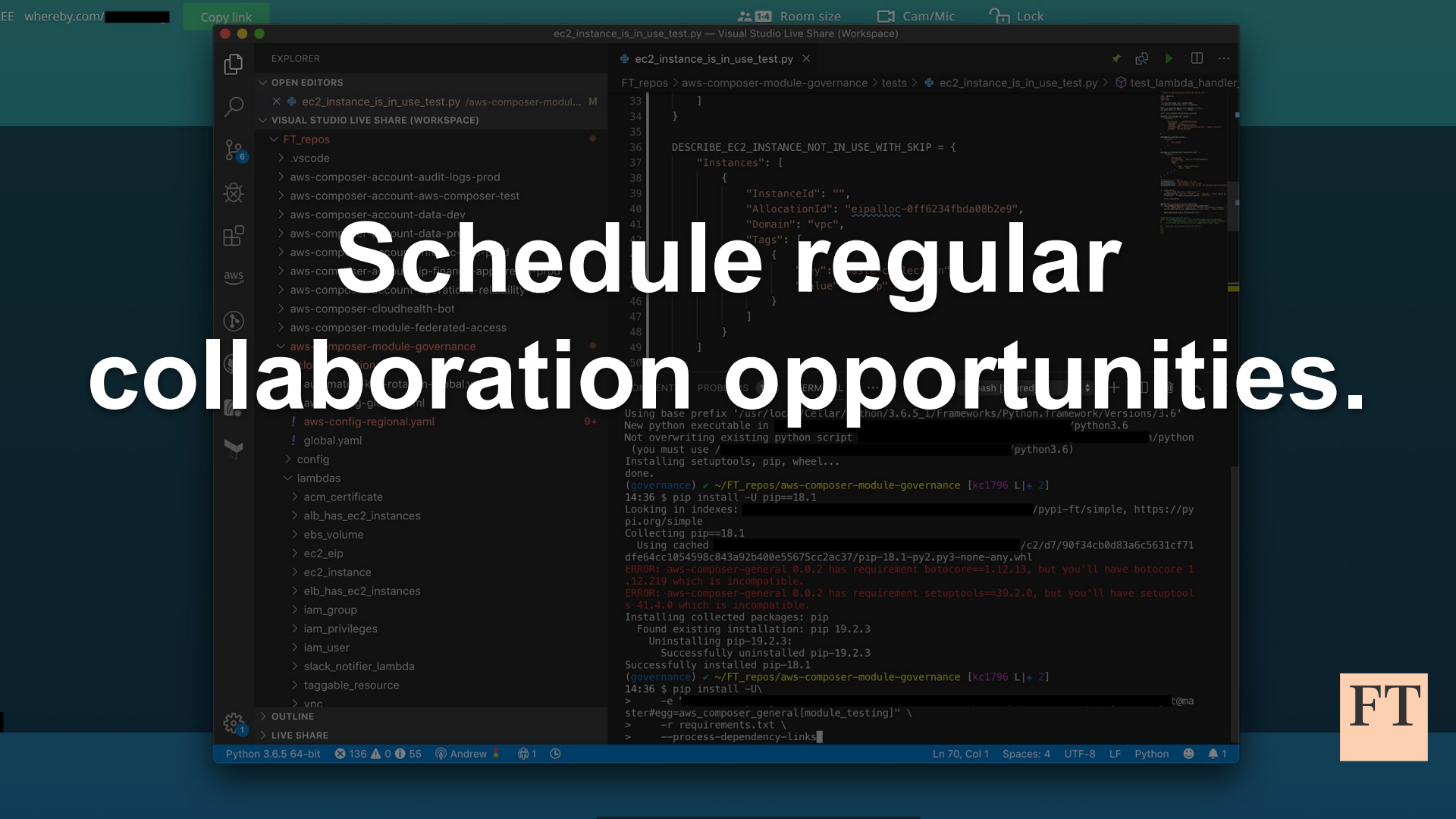
Schedule regular collaboration opportunities.

donut

Connections Onboarding Pricing Customers Sign In

Build a culture of connection with Donut.

Add to slack

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Pairing Stats

CHANNEL	LAST ROUND	TOTAL INTROS	TOTAL % MET
#b2bcoffee Every 3 weeks Groups of 2	7 Oct 2019 36 participants	611	21% (130)
#ed-tech-donut-shop Every 2 weeks Groups of 2	7 Oct 2019 2 participants	91	51% (47)
#coffee-roulette Every 2 weeks Groups of 2	7 Oct 2019 104 participants	1818	30% (556)

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WC

Programming with yarn

Wednesday
13th December
11:00 - 12:00
3A Breakout Area

TECH TALKS

Computers can take an unexpected form; historically they started as humans. Without realising it, yarn crafters interpret their own programming language, but would not necessarily call themselves programmers.

Through the origins of crochet and computing, we will explores the similarities between a crafty — analogue — discipline and what we know of digital programming.

Lily Madar is a developer in FT Labs and an avid crocheter. In this talk, she explores the surprising relationship between yarn crafts and computing.

Audience: Anyone interested in technology and crafts.

techtalks.ft.com

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An Engineer's Guide to a Good Night's Sleep
Nicky Wrightson

Tuesday
12th February
15:00 - 16:00
3A Breakout Area

TECH TALKS

In a time of empowered teams, complex tech stacks, highly distributed systems the support model of years ago needed to adapt. Developers now decide how they run and operate their systems, including out of hours support.

In this talk Nicky will share several approaches and considerations that can help reduce the risk of that dreaded 3am call from Ops.

Nicky is a principal engineer working at River Island. She passionately drives forward cloud native architectures and strategies that allow engineers to deliver business value quickly whilst reducing the overhead support needed for complex distributed systems.

Audience: Engineers, project managers and those new to Ops support.

techtalks.ft.com

Mature microservices and how to operate them
Sarah Wells

Tuesday
11th June
15:00 - 16:00
Bracken House - Lower Ground Town Hall area

TECH TALKS

We built our first microservices in 2013. We like this approach, because we can deliver more value, more quickly, to our customers and we can run hundreds of experiments a year.

This approach has had a big - and positive - impact on our culture. However, it is much more challenging to operate. And after a while, teams move on to new projects.

So how do we go about building stable, resilient systems from microservices? And how do we make sure we can fix any problems as quickly as possible?

The next legacy systems are going to be microservices, not monoliths, and you need to be working now to prevent that causing a lot of pain in the future.

Audience: For engineers dealing with or discovering microservices.

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[redacted] and 1 more
Most Enabling

Meeting in person is still really valuable.

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Leading companies build and run their cloud-native stack with Giant Swarm. Get started on your cloud-native journey here.

Get Started Now

> Learn More

24 October Webinar: How to succeed with Kubernetes > Register Now

Benefit from our commitment to your cloud-native success

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Leading companies build loud-native s
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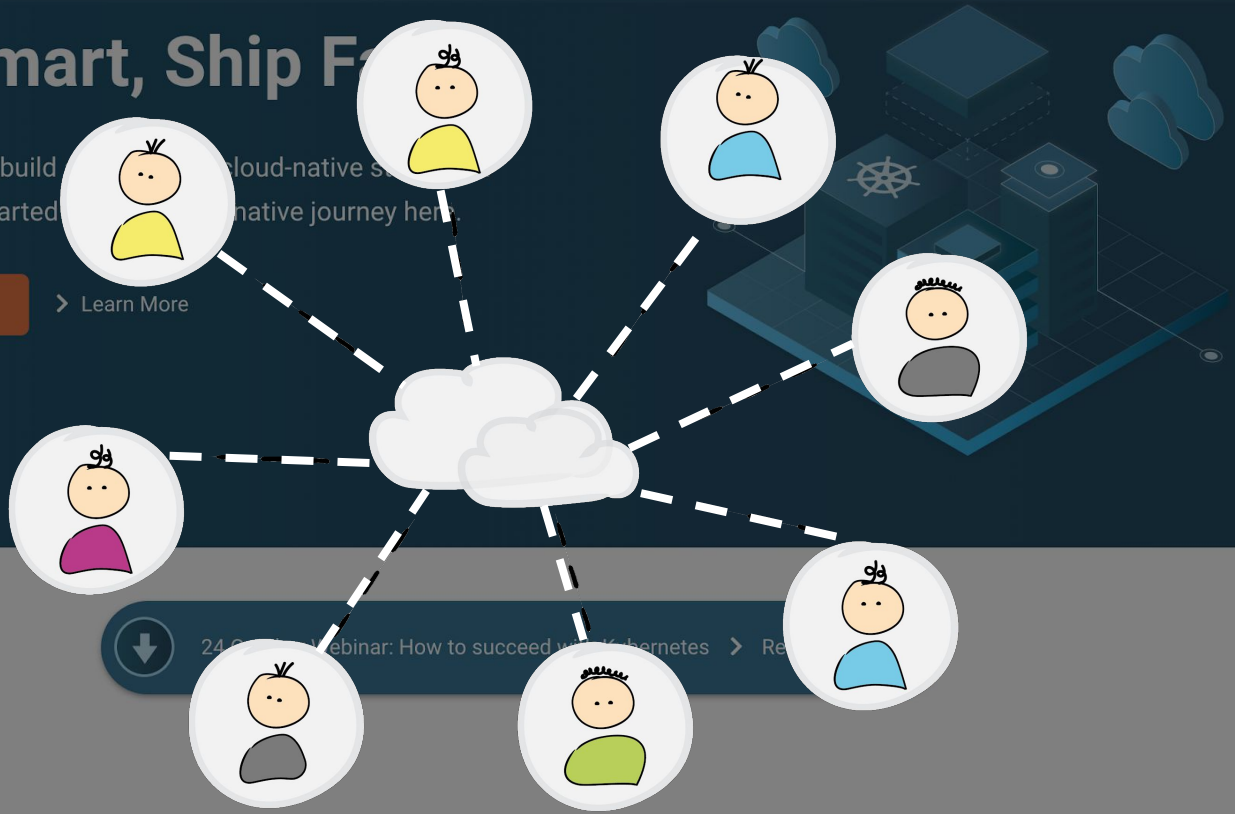
Get Started Now Learn More



24 ebinar: How to succeed ubernetes Re

Benefit from our commitment to your cloud-native success

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IS
LIVING
FT-MW4872

Flexibility at the FT

Here at the FT, we want to create an inclusive environment and that's why we're advocating flexibility in the way you work as an option for everyone. Regardless of your role, department, location and no matter how long you've worked at the FT, your age or your gender - working flexibly is open to you.

There are many different needs and preferences when it comes to flexible working. Maybe you want to work from home on a Wednesday as it allows you to take your children to after-school activities. Perhaps you want to extend your lunch break and work later so you can fit in a class at the local gym - whatever your reason, we will do our best to support your unique circumstances and ways in which you would like to work.

What does it mean to work flexibly?

There are a number of ways that you can work flexibly, either on an ad hoc basis where it might be helpful to flex your working pattern for a particular occasion; or on a more permanent basis when you would like a set working pattern that you repeat weekly.

It's important to note that some working patterns might not be appropriate for all roles. Having an extensive range of options will allow you and your manager to mutually agree (in advance) a working pattern that best supports your personal circumstances while allowing you to deliver your in your role.

Your flexible working options:

- Part time working;
- Flexing your shift hours and patterns
- Job sharing
- Working a compressed week
- Working from home
- Taking time back in lieu
- Term time working.

Flexible working encourages everyone to support remote work.

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What even is "remoteness"?
Communication challenges
Culture challenges
> Why enable remote work?
FT

Flexible staff
are happier staff.

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Recruit from a wider talent pool.

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Improve team diversity.

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Take advantage of timezones.

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There is no magic solution.

If there is, we haven't found it yet.

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Ensure our teams have
the tools they need.

Think remote-first for communication.
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Try things, and find what works for you.
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Nearly the end.

Don't clap yet.

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RAW.
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The end.
"Please clap."
Jeb Bush, 2016
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euan.finlay@ft.com
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