

Notes From My Travels

Building Effective Teams When You're in Different Places

Euan Finlay
@efinlay24

HackConf
2019

FT



FT





██████████ 19:25

Seeing aws dx link issues again-checking

Pasted image at 2018-07-27, 5:28 PM ▼



██████████ 🙄 19:39

Methode alerts are firing

intermittent



██████████ 19:40

yep we have network issues again at PR (edited)



Looks like the MPLS Verizon cct is down

So far no impact reported...

monitoring for now



██████████ 🇺🇸 19:44

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



[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!

**The people fixing the incident were
scattered across 4 countries.**

@efinlay24

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

@efinlay24



/usr/bin/whoami

@efinlay24

`/usr/bin/whodoiworkfor`

No such file or directory.

@efinlay24

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

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



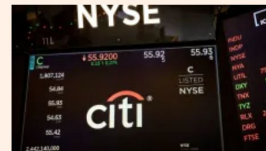
Nobel prizes

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

Russia

Hudson Bay

Labrador Sea

Denmark

Finland

Norway

United Kingdom

Ireland

Germany

Poland

Belarus

France

Austria

Italy

Ukraine

Romania

Kazakhstan

Mongolia

Spain

Greece

Turkey

Turkmenistan

Kyrgyzstan

Sea of Japan

United States

North Atlantic Ocean

South Korea

Japan

Gulf of Mexico

Cuba

Puerto Rico

Portugal

Morocco

Algeria

Libya

Egypt

Saudi Arabia

Syria

Iraq

Iran

Afghanistan

Pakistan

India

Myanmar (Burma)

China

East China Sea

Philippine Sea

Western Sahara

Mauritania

Mali

Niger

Chad

Sudan

Yemen

Gulf of Aden

Arabian Sea

Bay of Bengal

South China Sea

Gulf of Thailand

Philippines

Guinea

Burkina Faso

Ghana

Nigeria

South Sudan

Ethiopia

Somalia

Laccadive Sea

Malaysia

Indonesia

Thailand

Vietnam

Maldives

Banda Sea

Arafura Sea

Papua New Guinea

FT

Australia

South Atlantic Ocean

Indian Ocean





Norwegian Sea

Northwestern Passages

Greenland

Iceland

Labrador Sea

Hudson Bay

United Kingdom

Sweden

Norway

Finland

Russia

Ireland

Denmark

Germany

France

Spain

Italy

Greece

Libya

Nigeria

South Sudan

Ethiopia

Kenya

Angola

Namibia

South Africa

Poland

Belarus

Ukraine

Austria

Turkey

Syria

Iraq

Iran

Yemen

Somalia

Tanzania

Zambia

Zimbabwe

Botswana

Madagascar

France

Italy

Spain

Greece

Libya

Nigeria

South Sudan

Ethiopia

Kenya

Angola

Namibia

South Africa

Botswana

Madagascar

Poland

Belarus

Ukraine

Austria

Turkey

Syria

Iraq

Iran

Yemen

Somalia

Tanzania

Zambia

Zimbabwe

Botswana

Madagascar

Kazakhstan

Uzbekistan

Turkmenistan

Afghanistan

Pakistan

India

Myanmar (Burma)

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Mongolia

China

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea

Japan

Philippines

Thailand

Vietnam

Malaysia

Indonesia

Australia

Papua New Guinea

Philippines

South Korea



**Ensuring the services
supporting the FT are
operational and available.**





Net new money rose 3.2% in 1H
AUM grew to 412B Swiss francs
CET ratio 13.1%

NO RESIDENTIAL
NERZA CAMPO (COO)
JOE MALON (FINANCE)
BIZAS AMARO (FINANCE)
RONA BY AMALON (FINANCE)
ROSTYER AMALON (COO)
MYRIEL VAHREL (CEO)

RESIDENTIAL, NOT MORTGAGED
JANET LAYNE (CEO)
REYMON AGUIRRE (CEO)
ERLANE MANUEL (CEO)
MARIE-TERESA BARRA (FINANCE)
ALEX HONDELO (CEO)
EMERIL TORRES (CEO)
MARIA ROMA ERIAN (CEO)
ADIN CALAYON (FINANCE)

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

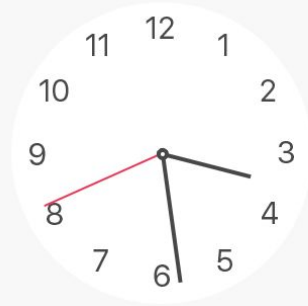
@efinlay24

Harder across an 7 hour time difference...



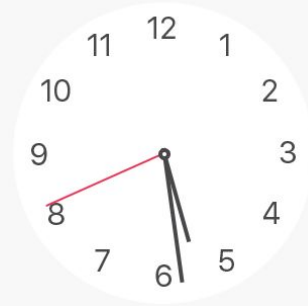
 **New York**

Fri 10:28:41



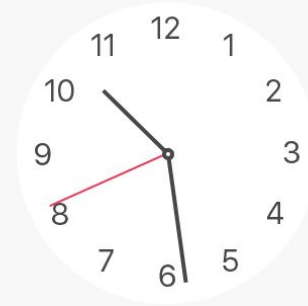
 **London**

Fri 15:28:41



 **Sofia**

Fri 17:28:41



 **Manila**

Fri 22:28:41

@efinlay24

FT

FINANCIAL
TIMES

UK Ops 4500 - Mani	Normal Day	Weekend	Weekend	Christmas Eve	Bank Holiday Xmas Day	Bank Holiday Boxing Day	Normal Day	Normal Day
Time	Friday 12/21/2018	Non Prod Day Saturday 12/22/2018	Prod Day Sunday 12/23/2018	Non Prod Day Monday 12/24/2018	Non Prod Day Tuesday 12/25/2018	Prod Day Wednesday 12/26/2018	Prod Day Thursday 12/27/2018	Prod Day Friday 12/28/2018
0:00	JV ML MA FC	ML NA - WFH	JV JL - WFH	JL MA AQ -	KW - WFH	JL NA MA AQ	NA MA AQ -	JL NA MA AQ
1:00	- ON SITE			WFH		- ON SITE	ON SITE	- ON SITE
2:00								
3:00								
4:00								
5:00								
6:00								
7:00								
8:00	FC - On Site							
9:00	KW - On Site							
10:00								
11:00	AQ RS - ON							
12:00	SITE							
13:00								
14:00								
15:00								
16:00	RP - On Site							
17:00								
18:00	JL - ON SITE							
19:00								
20:00								
21:00								
22:00								
23:00								

And even harder with
a 24 / 7 shift rota.




How do we include the team in decision-making?

@efinlay24

Obligatory audience interaction.

@efinlay24

Developer Survey Results 2019

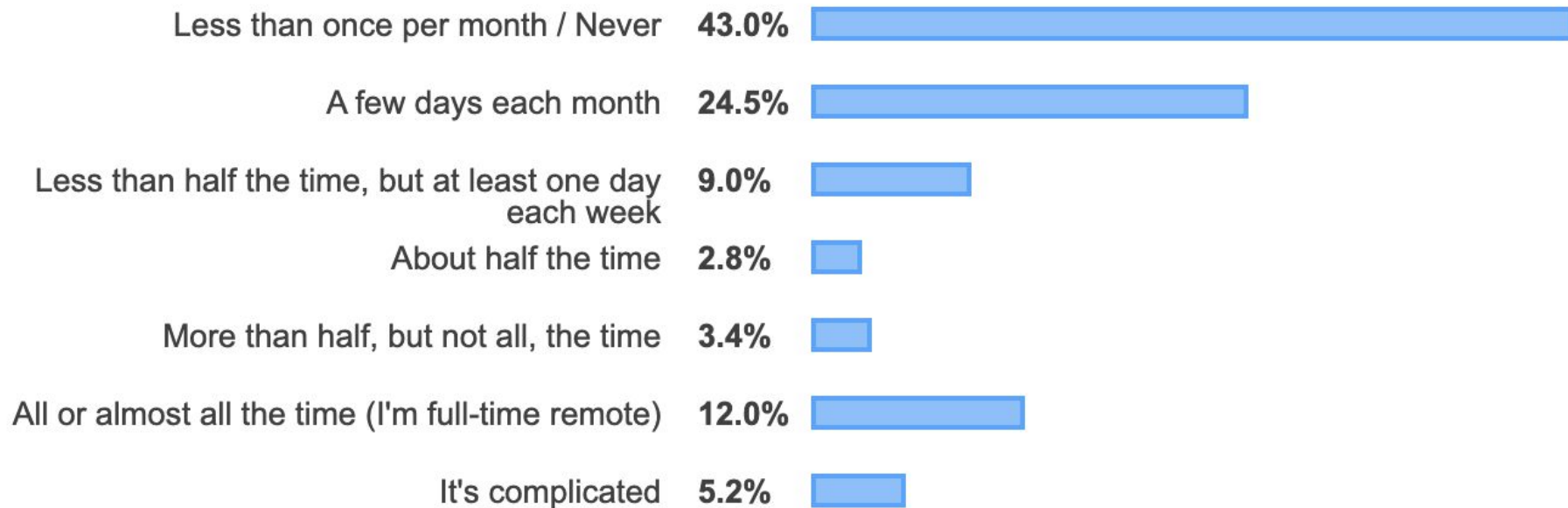
[Overview](#)[Key Results](#)[Developer Profile](#)[Technology](#)[Work](#)[Community](#)[Methodology](#)[Back to top](#) 

Overview

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

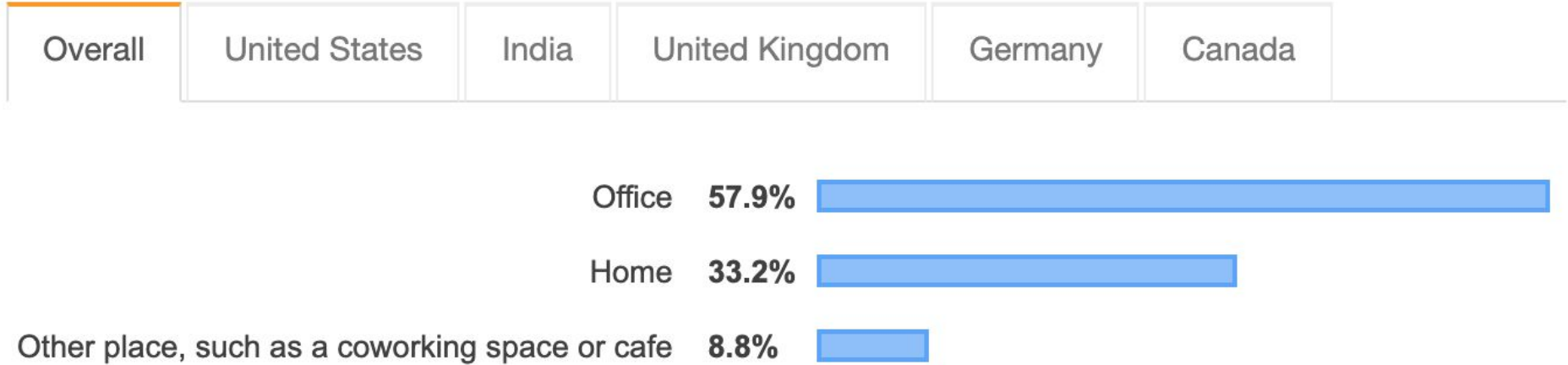
Stack Overflow's annual Developer Survey is the largest and most comprehensive survey of people who code around the world. Each year, we field a survey covering everything from developers' favorite technologies to their job preferences. This year marks the ninth year we've published our annual Developer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

How Often Do Developers Work Remotely?



70,284 responses

Where Do Developers Want to Work?



70,055 responses

<https://insights.stackoverflow.com/sur>

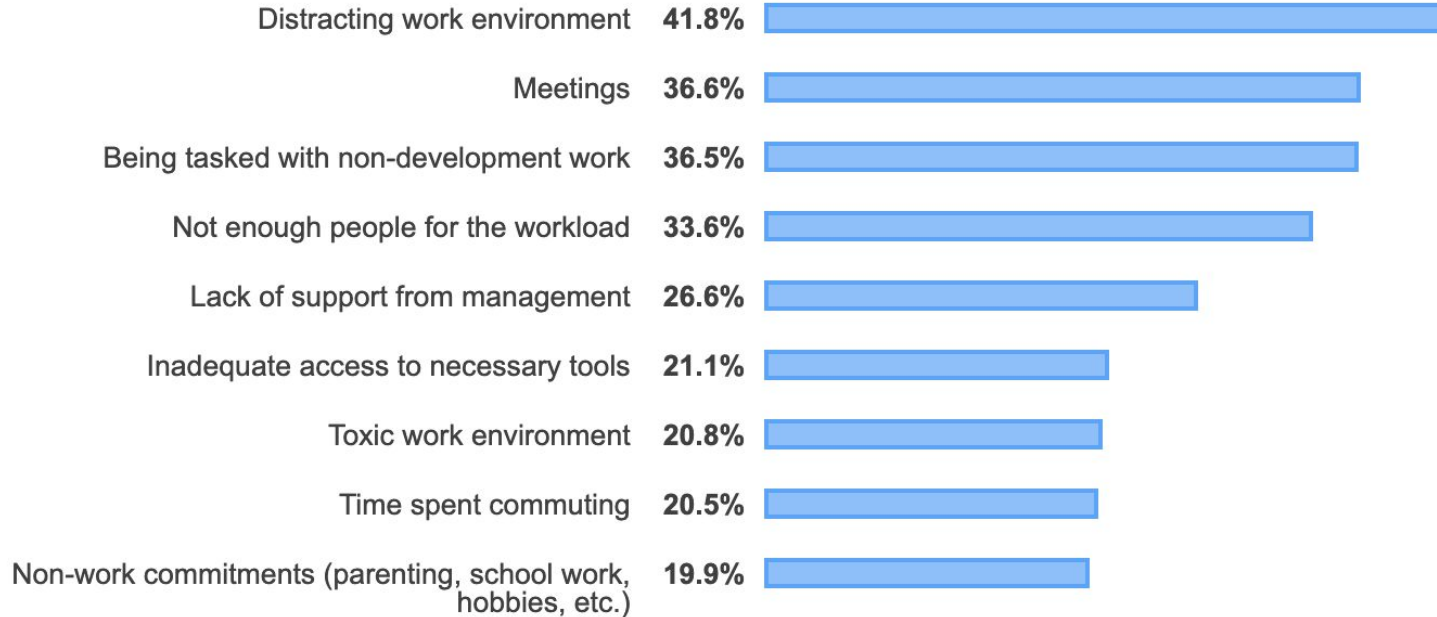
Greatest Challenges to Productivity

All Respondents

Men

★ Women

Non-binary



htt

68,141 responses; select up to three

**These challenges affect more of us
than we might expect.**

@efinlay24

How do we enable and encourage remote collaboration?

@efinlay24

An aerial photograph of London, England, taken at sunset. The River Thames flows through the center of the city, with the iconic Tower Bridge spanning across it. The city skyline is visible in the background, featuring several prominent skyscrapers, including the Shard on the left and the Gherkin on the right. The sky is a mix of orange, yellow, and grey, suggesting a hazy or overcast day. The overall scene is a dense urban landscape with a mix of modern and traditional architecture.

> What even is "remoteness"?

An aerial photograph of London, England, taken at sunset. The River Thames flows through the center of the city, with the iconic Tower Bridge spanning across it. The city skyline is visible in the background, featuring several prominent skyscrapers, including the Shard on the left and the Gherkin on the right. The sky is a mix of orange, yellow, and grey, suggesting a hazy or overcast day. The overall scene is a dense urban landscape with a mix of modern and traditional architecture.

What even is "remoteness"?
> Communication challenges

An aerial photograph of London, England, taken during the "golden hour" of sunset. The River Thames flows through the center of the city, with the iconic Tower Bridge spanning across it. The city skyline is filled with various buildings, including the sharp, glass-clad Shard on the left and the curved, glass skyscraper of the Lloyd's building on the right. The sky is a mix of orange, yellow, and grey, suggesting a hazy or overcast day. The overall scene is a dense urban landscape with a mix of old and new architecture.

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

An aerial photograph of London, England, taken during the "golden hour" of sunset. The River Thames flows through the center of the city, with the Tower Bridge prominently featured in the middle ground. The skyline is filled with various skyscrapers, including the Shard on the left and the Gherkin on the right. The sky is a mix of orange, yellow, and grey, suggesting a hazy or overcast day. The text is overlaid in a clean, white, sans-serif font, centered on the left side of the image.

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

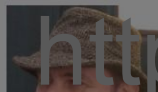
An aerial photograph of London, England, taken at sunset or sunrise. The River Thames flows through the center of the city, with the Tower Bridge visible in the middle ground. The skyline is filled with various skyscrapers, including the Shard on the left and the Gherkin on the right. The sky is a mix of orange, yellow, and grey, suggesting a hazy or overcast day. Overlaid on the image is white text.

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

Remote versus Co-located Work

There is a strong presumption of remote work, but a year, in fact, has seen 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 the groups are more productive working in a co-located manner. But you can build a more productive team using a distributed working model, because it gives you access to a wider talent pool.

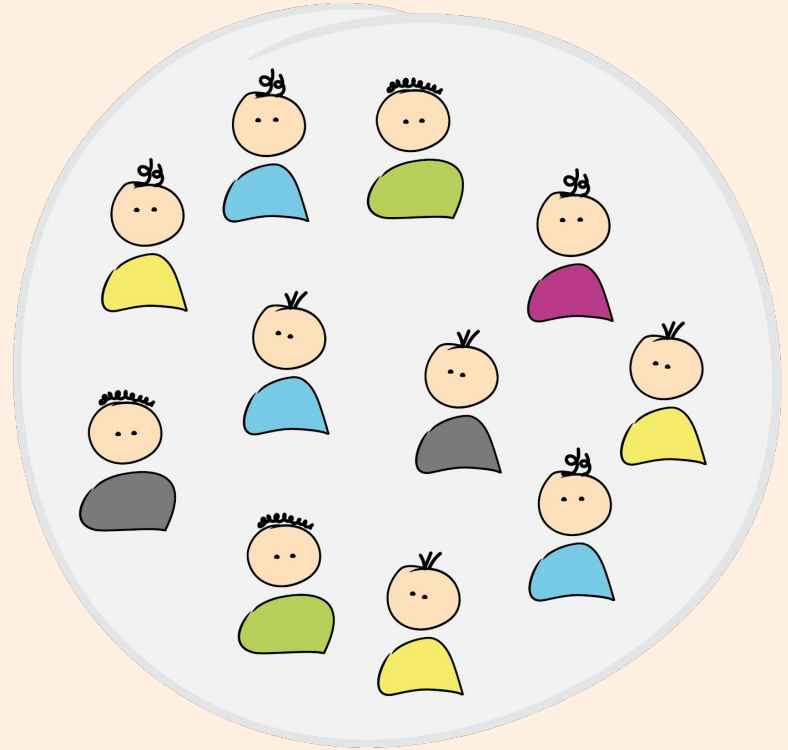
19 October 2015



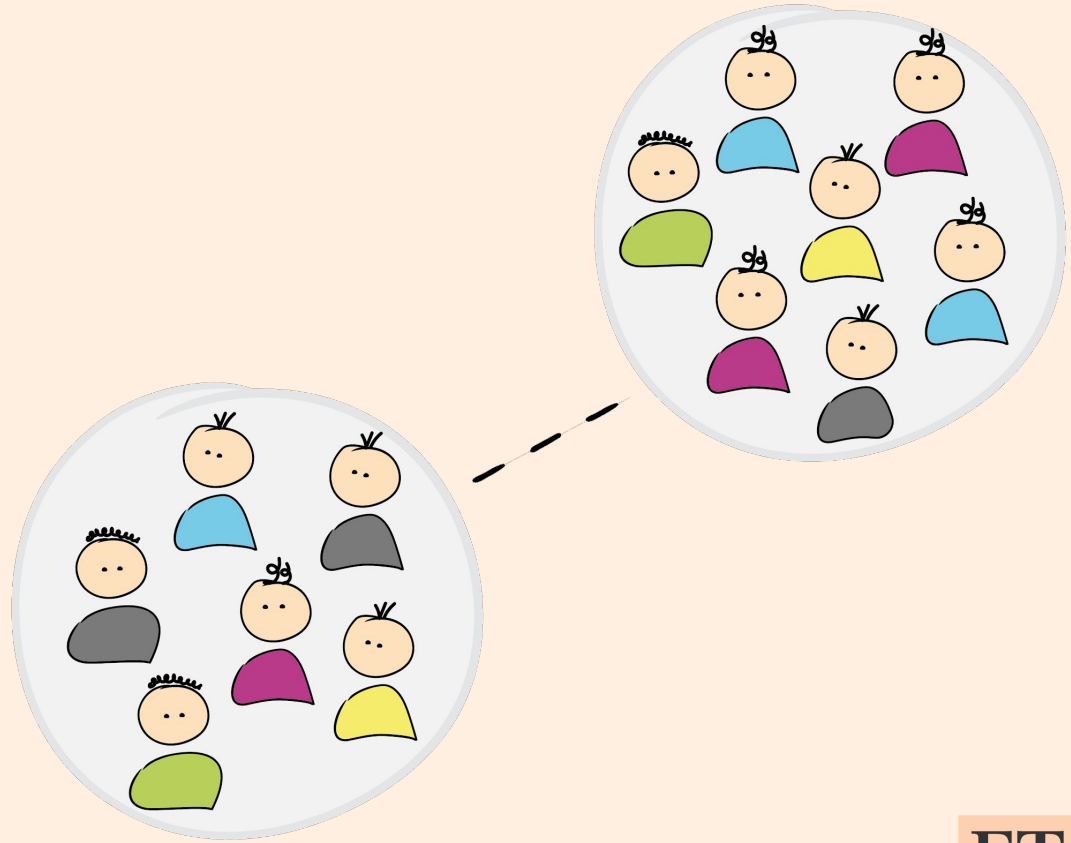
CONTENTS

[The Many Shades of Remoteness](https://martinfowler.com/articles/remo)

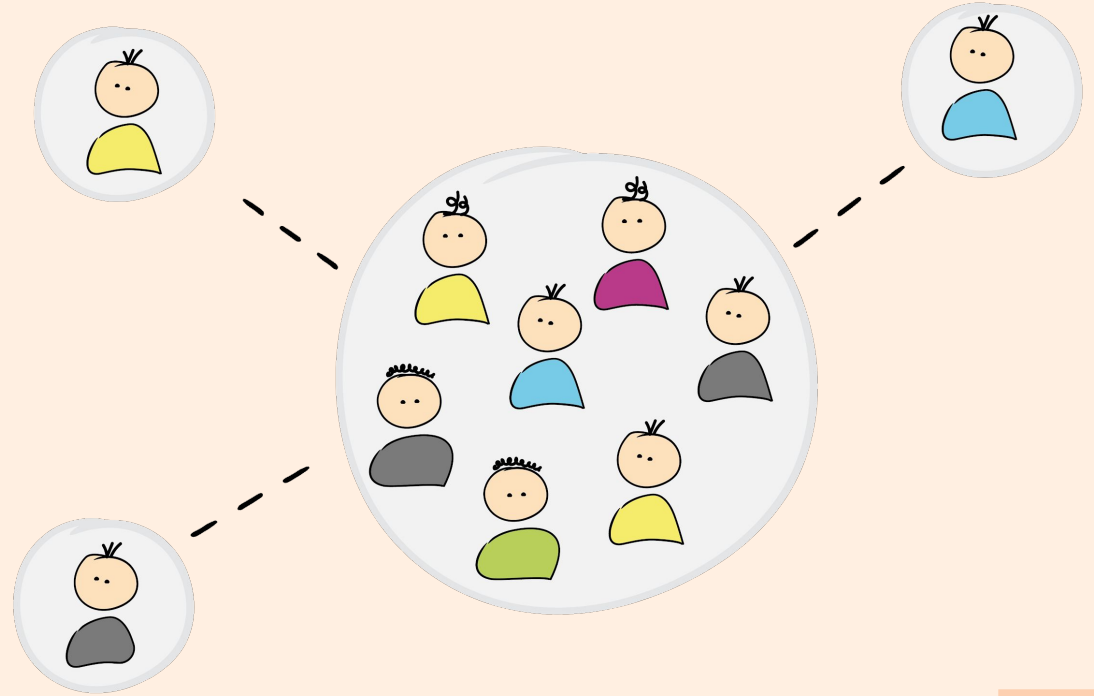
Single-site



Multi-site

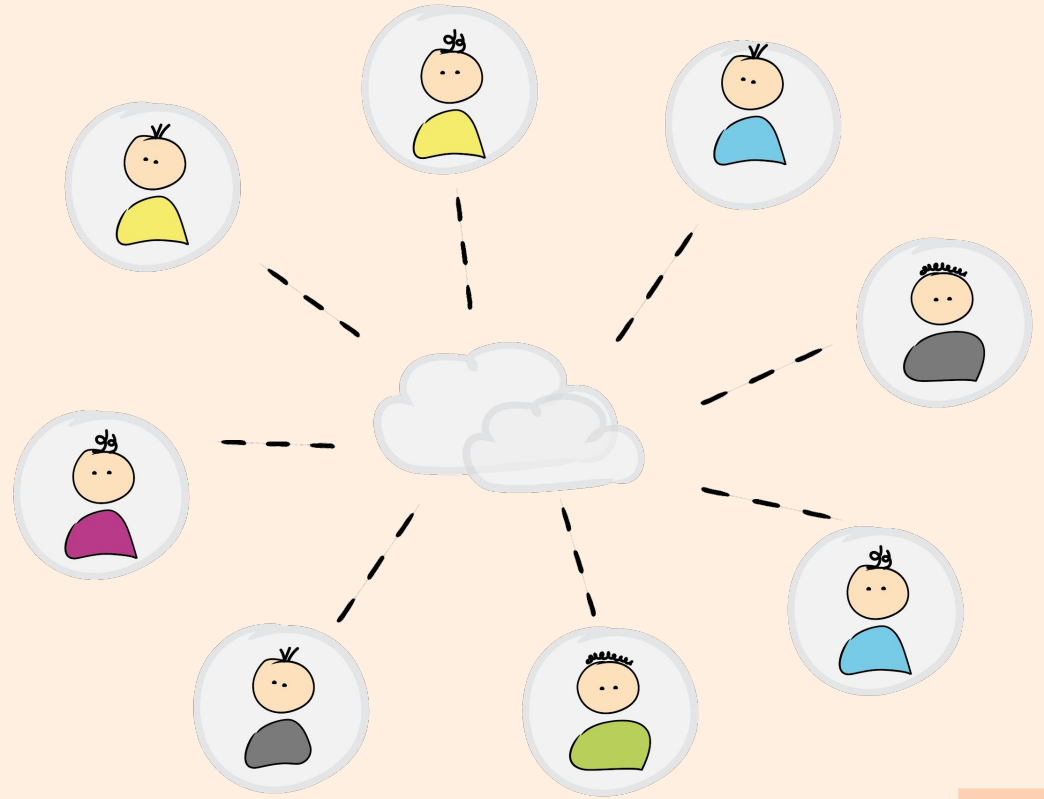


Satellite workers



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

Fully distributed





A zebra with black and white stripes stands in a field of tall, dry grass. In the background, there is a flat landscape under a clear blue sky, with a body of water visible on the horizon. The zebra is facing right.

It's rarely black and white.



██████████ 13:51

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



██████████ 🚫 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)



██████████ 14:08

I'm also WFH!



██████████ 🚫 14:08

WFH Wednesday...



██████████ 🐝 14:09

also WFH 😊



██████████ 🚫 14:10

I assumed you were working from an apiary tbh

😂 2




██████████ 14:19

WFH too



██████████ 🚫 14:24

truly distributed fixing

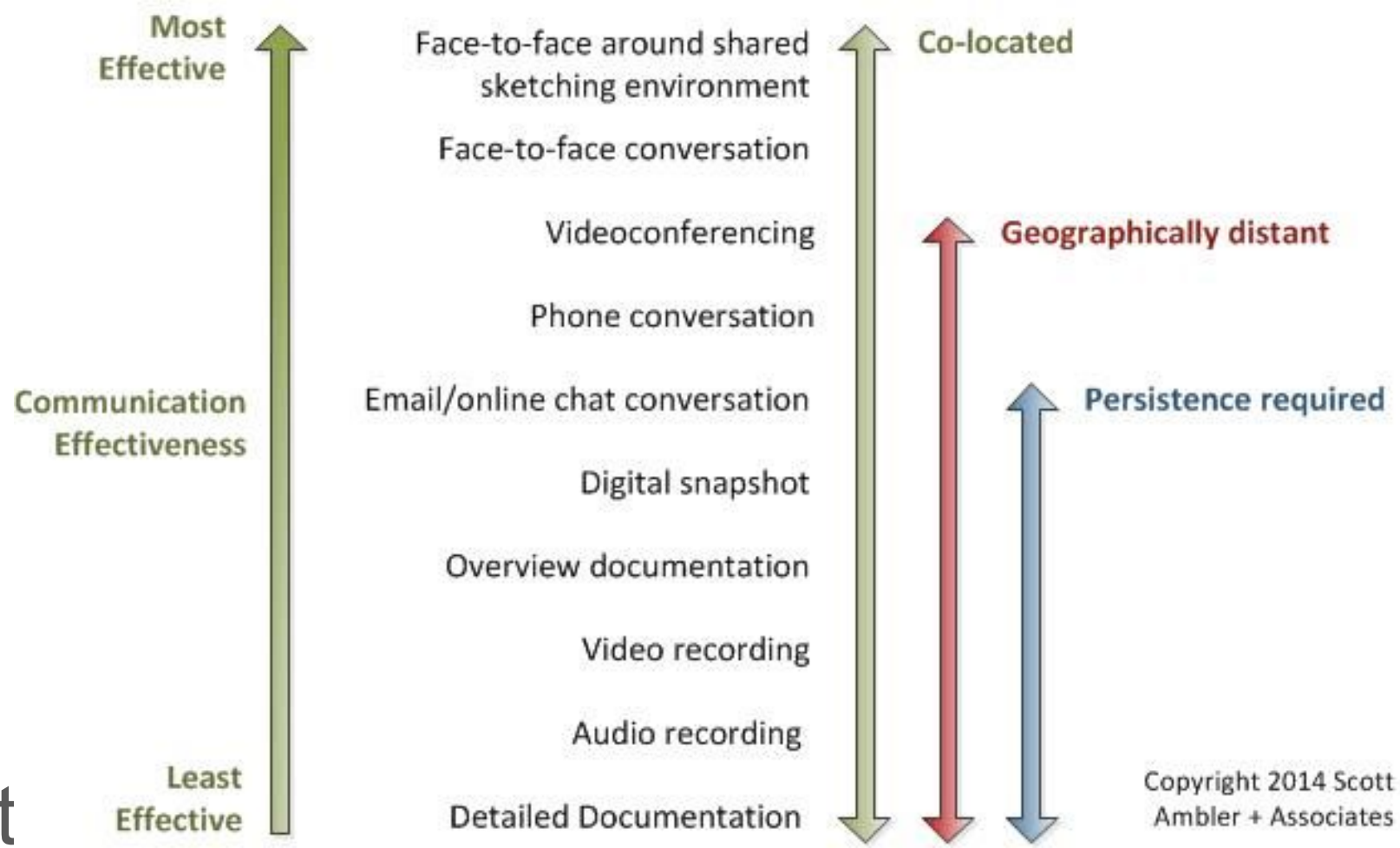


What even is remoteness?
> Communication challenges
Culture challenges
Why enable remote work?

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

@efinlay24

ht



Copyright 2014 Scott Ambler + Associates

Welcome to Cloud Enablement

Enabling the FT to use cloud platforms effectively

Popular Content

[Creating a Support Ticket](#)

[Cost Optimisation Tips](#)

[The Problem with Large AWS Accounts](#)

AWS

Accounts

Includes creation, ownership and managing user access.

Governance

Governance of AWS accounts including IAM, EC2 & tagging.

Modules

Outline of how to raise code changes within our modules.

HEROKU

Identity and Access

Includes steps to setup a Heroku user account.

Identity & Access

Managing users, keys, roles & policies.

Help & Support

How to get help when you need it?

Training & Certification

Improve your skills and become an AWS certified practitioner

Help & Support

How to get help when you need it?

Cost Optimisation

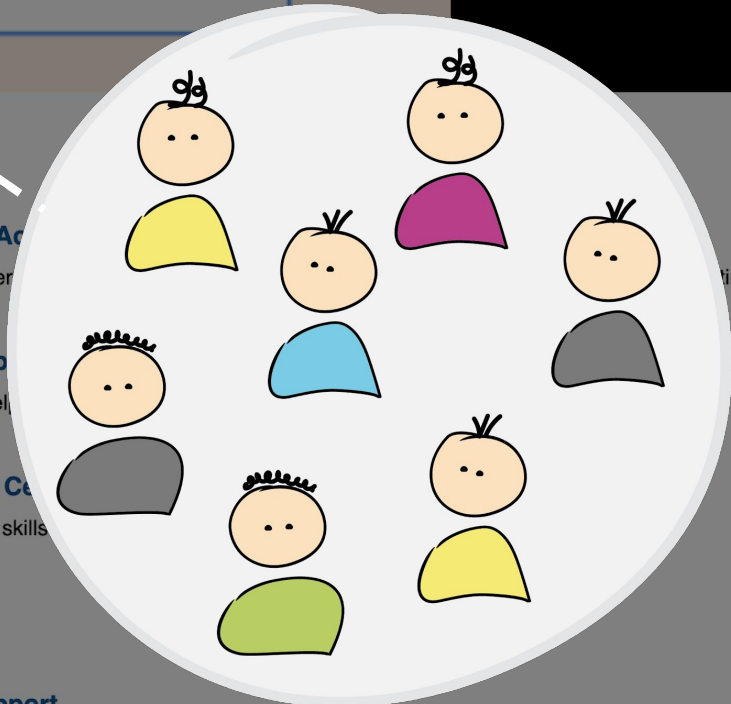
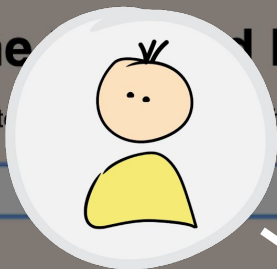
Includes cost visibility tools, and optimisation tips.

Service Guides

Guides for AWS Services

Welcome to Cloud Enablement

Enabling the FT to use AWS effectively



Popular Content

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

AWS

Accounts

Includes creation, ownership and managing user access.

Governance

Governance of AWS accounts including IAM, EC2 & tagging.

Modules

Outline of how to raise code changes within our modules.

HEROKU

Identity and Access

Includes steps to setup a Heroku user account.

Identity & Access

Managing user

Help & Support

How to get help

Training & Certification

Improve your skills as a cloud practitioner

Help & Support

How to get help when you need it?

[Home](#) > [Organisations](#) > [Government Digital Service](#)



Government Digital Service

Part of [Cabinet Office](#)

[Service Toolkit](#)

[Digital Marketplace](#)

[Introducing Verify](#)

[Technology Code of Practice](#)

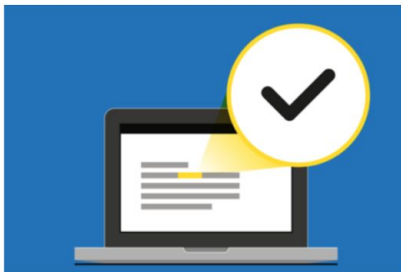
[GOV.UK Design System](#)

Featured



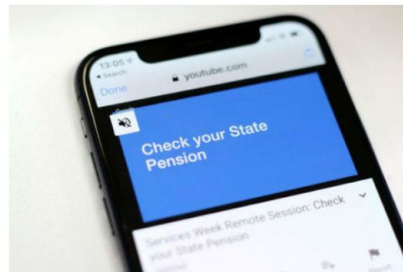
26 September 2019 — Press release
[Government's streamlined messaging service to save taxpayer £175m](#)

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/organisations/government-digital-service>

Home > Organisations > Government Digital Service

Government Digital Service
Part of Cabinet Office

Service Design
Digital Design
Introduction to Service Design
Technology Code of Practice
GOV.UK Design System

Featured



26 September 2019 — Press release
Government's streamlined messaging service to save taxpayers £175 m
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 role in government. Find out about the support

<https://www.gov.uk/government/organisations/government-digital-service>



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

@efinlay24

**Reduce the friction
of communication.**

@efinlay24

**It's difficult to read intent
from text.**

@efinlay24

**Cultural and language differences
can make it harder.**

@efinlay24



[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" 😊

@efinlay24

**Private team channels are
important for bonding.**

@efinlay24

**Desk moves within an office
can have an unexpected impact.**

@efinlay24

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

@efinlay24



A photograph of Jeff Bezos, the CEO of Amazon, speaking at a conference. He is wearing a grey blazer over a light blue button-down shirt. The background is a dark blue stage with a white screen partially visible on the left. The text 'Type 1 decisions are difficult to reverse.' is overlaid in white, bold, sans-serif font across the center of the image.

**Type 1 decisions are
difficult to reverse.**

A photograph of Jeff Bezos, the CEO of Amazon, speaking at a conference. He is wearing a grey blazer over a light blue button-down shirt and has a small microphone clipped to his shirt. He is gesturing with his right hand. The background is a dark blue stage with a white screen partially visible on the left.

**Type 2 decisions are
easy to change.**

A photograph of Jeff Bezos, the CEO of Amazon, speaking at a conference. He is bald, wearing a grey blazer over a light blue button-down shirt, and has a small microphone clipped to his shirt. He is gesturing with his right hand. The background is a dark blue wall with a white screen partially visible on the left.

**Make incremental
changes, then iterate.**

**Type 1 changes are reviewed by the
Technical Governance Group.**

@efinlay24

**This allows more scrutiny
from more experts.**

@efinlay24

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.

Run effective meetings.

@efinlay24

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

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 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

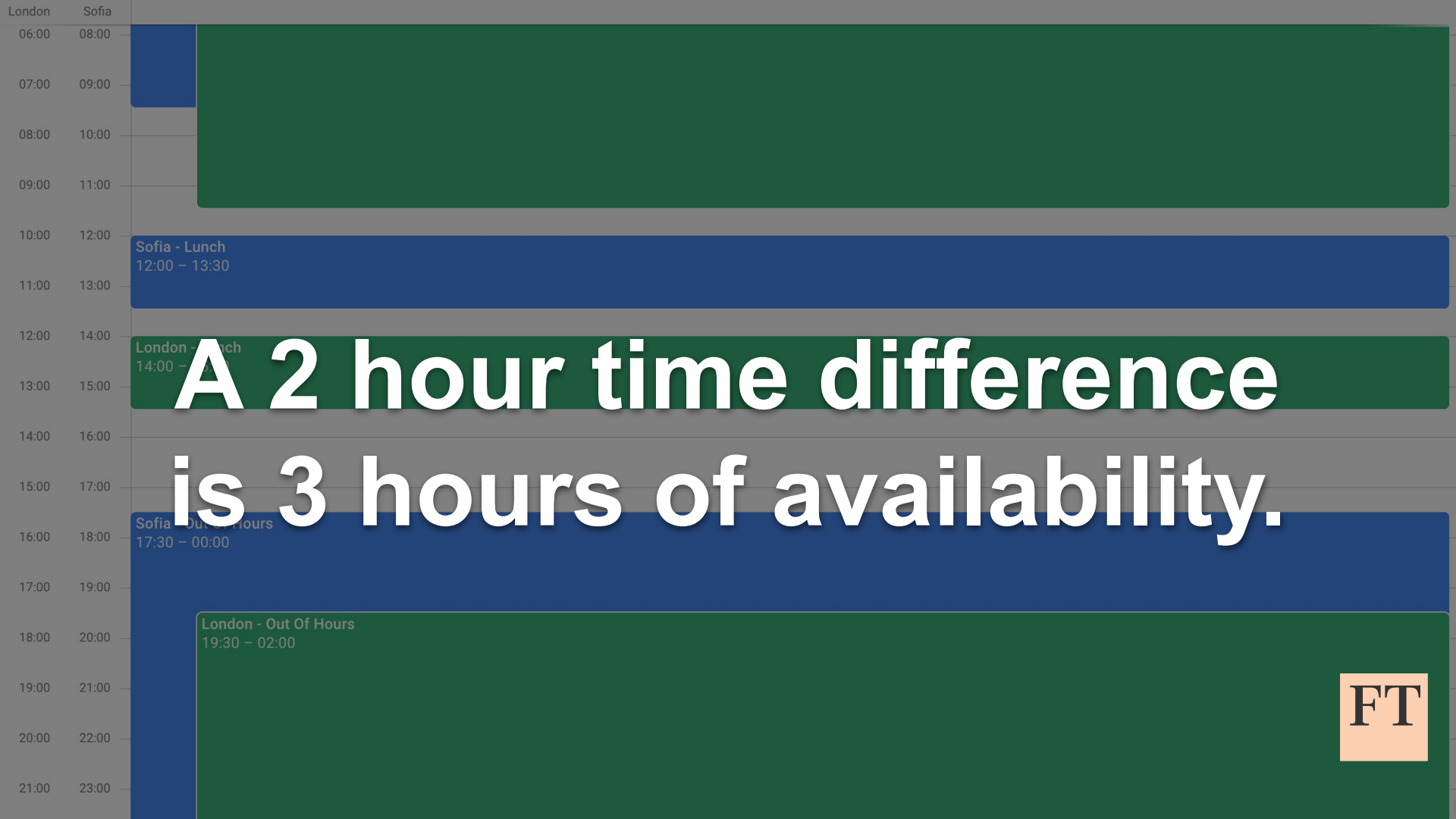
Great: Agenda is shared with attendees in advance, and reviewed at the start of the meeting

A Guide for Accessible Meetings

And better meetings for your whole team to boot

**If three people are remote,
make everyone remote.**





**A 2 hour time difference
is 3 hours of availability.**



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

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](#)

TEAMS

Guide: Understand team effectiveness

● Introduction

● Define what makes a team effective

● Define "high performing teams"

● 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 executed. You can't have employee experience without the team. But it's also true that personal 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](#)

What makes an effective team at Google?

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

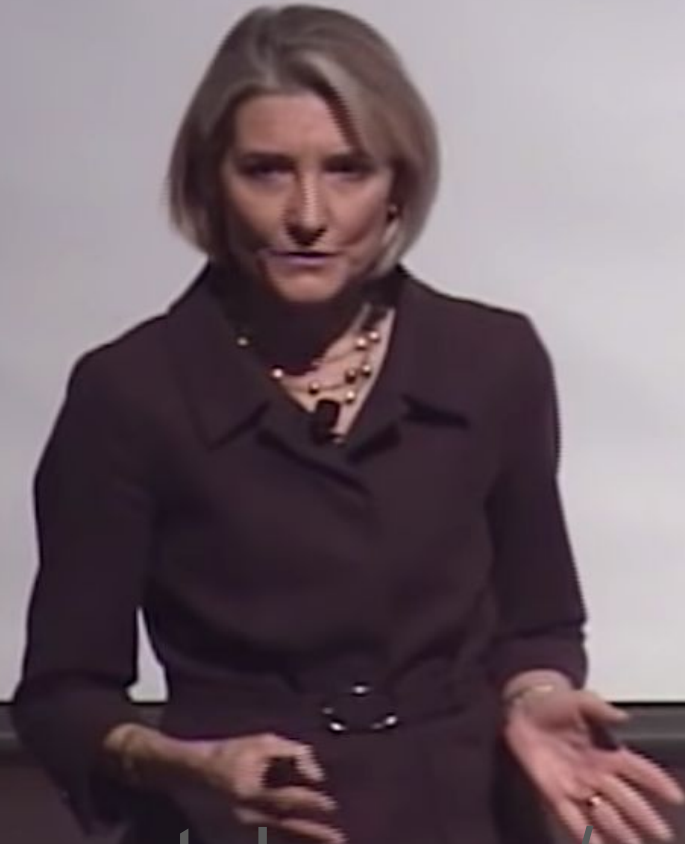
Impact

Team members think their work matters and creates change.

re:Work

FT


FINANCIAL
TIMES

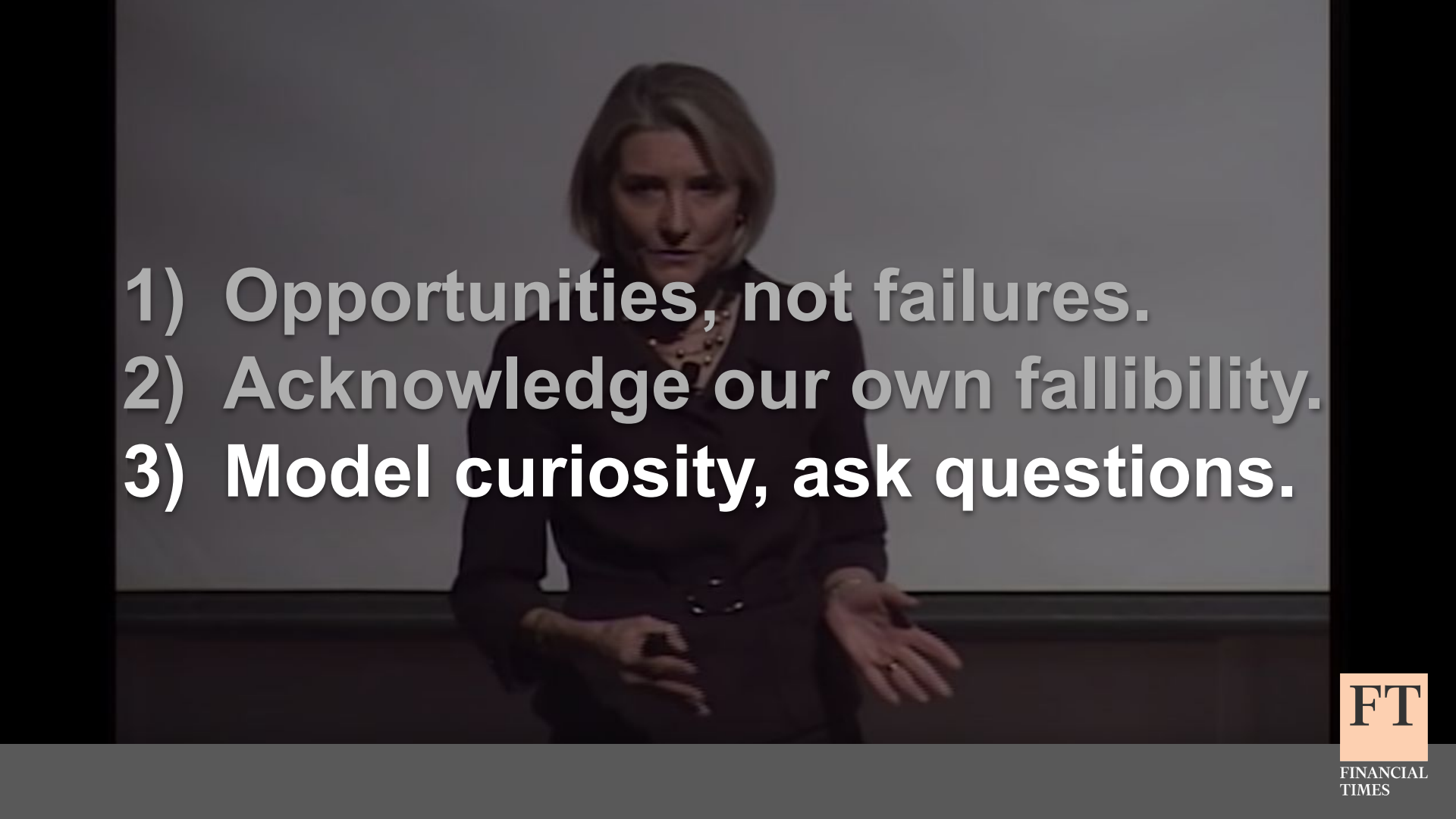


<https://www.youtube.com/watch?v=L>

A woman with short blonde hair, wearing a dark suit and a necklace, is speaking at a podium. She has her hands open in a gesture. The background is a plain, light-colored wall.

1) Opportunities, not failures.

- 
- A woman with short blonde hair, wearing a dark suit and a necklace, is speaking at a podium. The background is a plain, light-colored wall. Overlaid on the image is a list of two points in large, bold, white text.
- 1) Opportunities, not failures.
 - 2) Acknowledge our own fallibility.

- 
- 1) Opportunities, not failures.
 - 2) Acknowledge our own fallibility.
 - 3) Model curiosity, ask questions.



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***

FT

FINANCIAL
TIMES

Assume good faith



Tech Principles at The Financial Times

Schedule regular collaboration opportunities.

The screenshot displays a Visual Studio Live Share workspace for a Python project. The Explorer pane on the left shows a directory structure with folders like 'aws-composer-account-audit-logs-prod', 'aws-composer-account-aws-composer-test', and 'aws-composer-module-governance'. The central editor shows a Python file named 'ec2_instance_is_in_use_test.py' with a dictionary definition for 'DESCRIBE_EC2_INSTANCE_NOT_IN_USE_WITH_SKIP'. The terminal window at the bottom shows the execution of 'pip install -U pip==18.1', which successfully updates pip from 19.2.3 to 18.1, despite some dependency warnings for 'aws-composer-general'.

```
FT_repos > aws-composer-module-governance > tests > ec2_instance_is_in_use_test.py > test_lambda_handler.py
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": "Name",
45                         "Value": "aws-composer-test"
46                     }
47                 ]
48             }
49         ]
50     }
51
52     ]
53     }
54
55     ]
56     }
57
58     ]
59     }
60
61     ]
62     }
63
64     ]
65     }
66
67     ]
68     }
69
70     ]
71     }
72
73     ]
74     }
75
76     ]
77     }
78
79     ]
80     }
81
82     ]
83     }
84
85     ]
86     }
87
88     ]
89     }
90
91     ]
92     }
93
94     ]
95     }
96
97     ]
98     }
99
100    ]
101    }
102
103    ]
104    }
105
106    ]
107    }
108
109    ]
110    }
111
112    ]
113    }
114
115    ]
116    }
117
118    ]
119    }
120
121    ]
122    }
123
124    ]
125    }
126
127    ]
128    }
129
130    ]
131    }
132
133    ]
134    }
135
136    ]
137    }
138
139    ]
140    }
141
142    ]
143    }
144
145    ]
146    }
147
148    ]
149    }
150
151    ]
152    }
153
154    ]
155    }
156
157    ]
158    }
159
160    ]
161    }
162
163    ]
164    }
165
166    ]
167    }
168
169    ]
170    }
171
172    ]
173    }
174
175    ]
176    }
177
178    ]
179    }
180
181    ]
182    }
183
184    ]
185    }
186
187    ]
188    }
189
190    ]
191    }
192
193    ]
194    }
195
196    ]
197    }
198
199    ]
200    }
201
202    ]
203    }
204
205    ]
206    }
207
208    ]
209    }
210
211    ]
212    }
213
214    ]
215    }
216
217    ]
218    }
219
220    ]
221    }
222
223    ]
224    }
225
226    ]
227    }
228
229    ]
230    }
231
232    ]
233    }
234
235    ]
236    }
237
238    ]
239    }
240
241    ]
242    }
243
244    ]
245    }
246
247    ]
248    }
249
250    ]
251    }
252
253    ]
254    }
255
256    ]
257    }
258
259    ]
260    }
261
262    ]
263    }
264
265    ]
266    }
267
268    ]
269    }
270
271    ]
272    }
273
274    ]
275    }
276
277    ]
278    }
279
280    ]
281    }
282
283    ]
284    }
285
286    ]
287    }
288
289    ]
290    }
291
292    ]
293    }
294
295    ]
296    }
297
298    ]
299    }
300
301    ]
302    }
303
304    ]
305    }
306
307    ]
308    }
309
310    ]
311    }
312
313    ]
314    }
315
316    ]
317    }
318
319    ]
320    }
321
322    ]
323    }
324
325    ]
326    }
327
328    ]
329    }
330
331    ]
332    }
333
334    ]
335    }
336
337    ]
338    }
339
340    ]
341    }
342
343    ]
344    }
345
346    ]
347    }
348
349    ]
350    }
351
352    ]
353    }
354
355    ]
356    }
357
358    ]
359    }
360
361    ]
362    }
363
364    ]
365    }
366
367    ]
368    }
369
370    ]
371    }
372
373    ]
374    }
375
376    ]
377    }
378
379    ]
380    }
381
382    ]
383    }
384
385    ]
386    }
387
388    ]
389    }
390
391    ]
392    }
393
394    ]
395    }
396
397    ]
398    }
399
400    ]
401    }
402
403    ]
404    }
405
406    ]
407    }
408
409    ]
410    }
411
412    ]
413    }
414
415    ]
416    }
417
418    ]
419    }
420
421    ]
422    }
423
424    ]
425    }
426
427    ]
428    }
429
430    ]
431    }
432
433    ]
434    }
435
436    ]
437    }
438
439    ]
440    }
441
442    ]
443    }
444
445    ]
446    }
447
448    ]
449    }
450
451    ]
452    }
453
454    ]
455    }
456
457    ]
458    }
459
460    ]
461    }
462
463    ]
464    }
465
466    ]
467    }
468
469    ]
470    }
471
472    ]
473    }
474
475    ]
476    }
477
478    ]
479    }
480
481    ]
482    }
483
484    ]
485    }
486
487    ]
488    }
489
490    ]
491    }
492
493    ]
494    }
495
496    ]
497    }
498
499    ]
500    }
501
502    ]
503    }
504
505    ]
506    }
507
508    ]
509    }
510
511    ]
512    }
513
514    ]
515    }
516
517    ]
518    }
519
520    ]
521    }
522
523    ]
524    }
525
526    ]
527    }
528
529    ]
530    }
531
532    ]
533    }
534
535    ]
536    }
537
538    ]
539    }
540
541    ]
542    }
543
544    ]
545    }
546
547    ]
548    }
549
550    ]
551    }
552
553    ]
554    }
555
556    ]
557    }
558
559    ]
560    }
561
562    ]
563    }
564
565    ]
566    }
567
568    ]
569    }
570
571    ]
572    }
573
574    ]
575    }
576
577    ]
578    }
579
580    ]
581    }
582
583    ]
584    }
585
586    ]
587    }
588
589    ]
590    }
591
592    ]
593    }
594
595    ]
596    }
597
598    ]
599    }
600
601    ]
602    }
603
604    ]
605    }
606
607    ]
608    }
609
610    ]
611    }
612
613    ]
614    }
615
616    ]
617    }
618
619    ]
620    }
621
622    ]
623    }
624
625    ]
626    }
627
628    ]
629    }
630
631    ]
632    }
633
634    ]
635    }
636
637    ]
638    }
639
640    ]
641    }
642
643    ]
644    }
645
646    ]
647    }
648
649    ]
650    }
651
652    ]
653    }
654
655    ]
656    }
657
658    ]
659    }
660
661    ]
662    }
663
664    ]
665    }
666
667    ]
668    }
669
670    ]
671    }
672
673    ]
674    }
675
676    ]
677    }
678
679    ]
680    }
681
682    ]
683    }
684
685    ]
686    }
687
688    ]
689    }
690
691    ]
692    }
693
694    ]
695    }
696
697    ]
698    }
699
700    ]
701    }
702
703    ]
704    }
705
706    ]
707    }
708
709    ]
710    }
711
712    ]
713    }
714
715    ]
716    }
717
718    ]
719    }
720
721    ]
722    }
723
724    ]
725    }
726
727    ]
728    }
729
730    ]
731    }
732
733    ]
734    }
735
736    ]
737    }
738
739    ]
740    }
741
742    ]
743    }
744
745    ]
746    }
747
748    ]
749    }
750
751    ]
752    }
753
754    ]
755    }
756
757    ]
758    }
759
760    ]
761    }
762
763    ]
764    }
765
766    ]
767    }
768
769    ]
770    }
771
772    ]
773    }
774
775    ]
776    }
777
778    ]
779    }
780
781    ]
782    }
783
784    ]
785    }
786
787    ]
788    }
789
790    ]
791    }
792
793    ]
794    }
795
796    ]
797    }
798
799    ]
800    }
801
802    ]
803    }
804
805    ]
806    }
807
808    ]
809    }
810
811    ]
812    }
813
814    ]
815    }
816
817    ]
818    }
819
820    ]
821    }
822
823    ]
824    }
825
826    ]
827    }
828
829    ]
830    }
831
832    ]
833    }
834
835    ]
836    }
837
838    ]
839    }
840
841    ]
842    }
843
844    ]
845    }
846
847    ]
848    }
849
850    ]
851    }
852
853    ]
854    }
855
856    ]
857    }
858
859    ]
860    }
861
862    ]
863    }
864
865    ]
866    }
867
868    ]
869    }
870
871    ]
872    }
873
874    ]
875    }
876
877    ]
878    }
879
880    ]
881    }
882
883    ]
884    }
885
886    ]
887    }
888
889    ]
890    }
891
892    ]
893    }
894
895    ]
896    }
897
898    ]
899    }
900
901    ]
902    }
903
904    ]
905    }
906
907    ]
908    }
909
910    ]
911    }
912
913    ]
914    }
915
916    ]
917    }
918
919    ]
920    }
921
922    ]
923    }
924
925    ]
926    }
927
928    ]
929    }
930
931    ]
932    }
933
934    ]
935    }
936
937    ]
938    }
939
940    ]
941    }
942
943    ]
944    }
945
946    ]
947    }
948
949    ]
950    }
951
952    ]
953    }
954
955    ]
956    }
957
958    ]
959    }
960
961    ]
962    }
963
964    ]
965    }
966
967    ]
968    }
969
970    ]
971    }
972
973    ]
974    }
975
976    ]
977    }
978
979    ]
980    }
981
982    ]
983    }
984
985    ]
986    }
987
988    ]
989    }
990
991    ]
992    }
993
994    ]
995    }
996
997    ]
998    }
999
1000   ]
1001   }
1002
1003   ]
1004   }
1005
1006   ]
1007   }
1008
1009   ]
1010   }
1011
1012   ]
1013   }
1014
1015   ]
1016   }
1017
1018   ]
1019   }
1020
1021   ]
1022   }
1023
1024   ]
1025   }
1026
1027   ]
1028   }
1029
1030   ]
1031   }
1032
1033   ]
1034   }
1035
1036   ]
1037   }
1038
1039   ]
1040   }
1041
1042   ]
1043   }
1044
1045   ]
1046   }
1047
1048   ]
1049   }
1050
1051   ]
1052   }
1053
1054   ]
1055   }
1056
1057   ]
1058   }
1059
1060   ]
1061   }
1062
1063   ]
1064   }
1065
1066   ]
1067   }
1068
1069   ]
1070   }
1071
1072   ]
1073   }
1074
1075   ]
1076   }
1077
1078   ]
1079   }
1080
1081   ]
1082   }
1083
1084   ]
1085   }
1086
1087   ]
1088   }
1089
1090   ]
1091   }
1092
1093   ]
1094   }
1095
1096   ]
1097   }
1098
1099   ]
1100   }
1101
1102   ]
1103   }
1104
1105   ]
1106   }
1107
1108   ]
1109   }
1110
1111   ]
1112   }
1113
1114   ]
1115   }
1116
1117   ]
1118   }
1119
1120   ]
1121   }
1122
1123   ]
1124   }
1125
1126   ]
1127   }
1128
1129   ]
1130   }
1131
1132   ]
1133   }
1134
1135   ]
1136   }
1137
1138   ]
1139   }
1140
1141   ]
1142   }
1143
1144   ]
1145   }
1146
1147   ]
1148   }
1149
1150   ]
1151   }
1152
1153   ]
1154   }
1155
1156   ]
1157   }
1158
1159   ]
1160   }
1161
1162   ]
1163   }
1164
1165   ]
1166   }
1167
1168   ]
1169   }
1170
1171   ]
1172   }
1173
1174   ]
1175   }
1176
1177   ]
1178   }
1179
1180   ]
1181   }
1182
1183   ]
1184   }
1185
1186   ]
1187   }
1188
1189   ]
1190   }
1191
1192   ]
1193   }
1194
1195   ]
1196   }
1197
1198   ]
1199   }
1200
1201   ]
1202   }
1203
1204   ]
1205   }
1206
1207   ]
1208   }
1209
1210   ]
1211   }
1212
1213   ]
1214   }
1215
1216   ]
1217   }
1218
1219   ]
1220   }
1221
1222   ]
1223   }
1224
1225   ]
1226   }
1227
1228   ]
1229   }
1230
1231   ]
1232   }
1233
1234   ]
1235   }
1236
1237   ]
1238   }
1239
1240   ]
1241   }
1242
1243   ]
1244   }
1245
1246   ]
1247   }
1248
1249   ]
1250   }
1251
1252   ]
1253   }
1254
1255   ]
1256   }
1257
1258   ]
1259   }
1260
1261   ]
1262   }
1263
1264   ]
1265   }
1266
1267   ]
1268   }
1269
1270   ]
1271   }
1272
1273   ]
1274   }
1275
1276   ]
1277   }
1278
1279   ]
1280   }
1281
1282   ]
1283   }
1284
1285   ]
1286   }
1287
1288   ]
1289   }
1290
1291   ]
1292   }
1293
1294   ]
1295   }
1296
1297   ]
1298   }
1299
1300   ]
1301   }
1302
1303   ]
1304   }
1305
1306   ]
1307   }
1308
1309   ]
1310   }
1311
1312   ]
1313   }
1314
1315   ]
1316   }
1317
1318   ]
1319   }
1320
1321   ]
1322   }
1323
1324   ]
1325   }
1326
1327   ]
1328   }
1329
1330   ]
1331   }
1332
1333   ]
1334   }
1335
1336   ]
1337   }
1338
1339   ]
1340   }
1341
1342   ]
1343   }
1344
1345   ]
1346   }
1347
1348   ]
1349   }
1350
1351   ]
1352   }
1353
1354   ]
1355   }
1356
1357   ]
1358   }
1359
1360   ]
1361   }
1362
1363   ]
1364   }
1365
1366   ]
1367   }
1368
1369   ]
1370   }
1371
1372   ]
1373   }
1374
1375   ]
1376   }
1377
1378   ]
1379   }
1380
1381   ]
1382   }
1383
1384   ]
1385   }
1386
1387   ]
1388   }
1389
1390   ]
1391   }
1392
1393   ]
1394   }
1395
1396   ]
1397   }
1398
1399   ]
1400   }
1401
1402   ]
1403   }
1404
1405   ]
1406   }
1407
1408   ]
1409   }
1410
1411   ]
1412   }
1413
1414   ]
1415   }
1416
1417   ]
1418   }
1419
1420   ]
1421   }
1422
1423   ]
1424   }
1425
1426   ]
1427   }
1428
1429   ]
1430   }
1431
1432   ]
1433   }
1434
1435   ]
1436   }
1437
1438   ]
1439   }
1440
1441   ]
1442   }
1443
1444   ]
1445   }
1446
1447   ]
1448   }
1449
1450   ]
1451   }
1452
1453   ]
1454   }
1455
1456   ]
1457   }
1458
1459   ]
1460   }
1461
1462   ]
1463   }
1464
1465   ]
1466   }
1467
1468   ]
1469   }
1470
1471   ]
1472   }
1473
1474   ]
1475   }
1476
1477   ]
1478   }
1479
1480   ]
1481   }
1482
1483   ]
1484   }
1485
1486   ]
1487   }
1488
1489   ]
1490   }
1491
1492   ]
1493   }
1494
1495   ]
1496   }
1497
1498   ]
1499   }
1500
1501   ]
1502   }
1503
1504   ]
1505   }
1506
1507   ]
1508   }
1509
1510   ]
1511   }
1512
1513   ]
1514   }
1515
1516   ]
1517   }
1518
1519   ]
1520   }
1521
1522   ]
1523   }
1524
1525   ]
1526   }
1527
1528   ]
1529   }
1530
1531   ]
1532   }
1533
1534   ]
1535   }
1536
1537   ]
1538   }
1539
1540   ]
1541   }
1542
1543   ]
1544   }
1545
1546   ]
1547   }
1548
1549   ]
1550   }
1551
1552   ]
1553   }
1554
1555   ]
1556   }
1557
1558   ]
1559   }
1560
1561   ]
1562   }
1563
1564   ]
1565   }
1566
1567   ]
1568   }
1569
1570   ]
1571   }
1572
1573   ]
1574   }
1575
1576   ]
1577   }
1578
1579   ]
1580   }
1581
1582   ]
1583   }
1584
1585   ]
1586   }
1587
1588   ]
1589   }
1590
1591   ]
1592   }
1593
1594   ]
1595   }
1596
1597   ]
1598   }
1599
1600   ]
1601   }
1602
1603   ]
1604   }
1605
1606   ]
1607   }
1608
1609   ]
1610   }
1611
1612   ]
1613   }
1614
1615   ]
1616   }
1617
1618   ]
1619   }
1620
1621   ]
1622   }
1623
1624   ]
1625   }
1626
1627   ]
1628   }
1629
1630   ]
1631   }
1632
1633   ]
1634   }
1635
1636   ]
1637   }
1638
1639   ]
1640   }
1641
1642   ]
1643   }
1644
1645   ]
1646   }
1647
1648   ]
1649   }
1650
1651   ]
1652   }
1653
1654   ]
1655   }
1656
1657   ]
1658   }
1659
1660   ]
1661   }
1662
1663   ]
1664   }
1665
1666   ]
1667   }
1668
1669   ]
1670   }
1671
1672   ]
1673   }
1674
1675   ]
1676   }
1677
1678   ]
1679   }
1680
1681   ]
1682   }
1683
1684   ]
1685   }
1686
1687   ]
1688   }
1689
1690   ]
1691   }
1692
1693   ]
1694   }
1695
1696   ]
1697   }
1698
1699   ]
1700   }
1701
1702   ]
1703   }
1704
1705   ]
1706   }
1707
1708   ]
1709   }
1710
1711   ]
1712   }
1713
1714   ]
1715   }
1716
1717   ]
1718   }
1719
1720   ]
1721   }
1722
1723   ]
1724   }
1725
1726   ]
1727   }
1728
1729   ]
1730   }
1731
1732   ]
1733   }
1734
1735   ]
1736   }
1737
1738   ]
1739   }
1740
1741   ]
1742   }
1743
1744   ]
1745   }
1746
1747   ]
1748   }
1749
1750   ]
1751   }
1752
1753   ]
1754   }
1755
1756   ]
1757   }
1758
1759   ]
1760   }
1761
1762   ]
1763   }
1764
1765   ]
1766   }
1767
1768   ]
1769   }
1770
1771   ]
1772   }
1773
1774   ]
1775   }
1776
1777   ]
1778   }
1779
1780   ]
1781   }
1782
1783   ]
1784   }
1785
1786   ]
1787   }
1788
1789   ]
1790   }
1791
1792   ]
1793   }
1794
1795   ]
1796   }
1797
1798   ]
1799   }
1800
1801   ]
1802   }
1803
1804   ]
1805   }
1806
1807   ]
1808   }
1809
1810   ]
1811   }
1812
1813   ]
1814   }
1815
1816   ]
1817   }
1818
1819   ]
1820   }
1821
1822   ]
1823   }
1824
1825   ]
1826   }
1827
1828   ]
1829   }
1830
1831   ]
1832   }
1833
1834   ]
1835   }
1836
1837   ]
1838   }
1839
1840   ]
1841   }
1842
1843   ]
1844   }
1845
1846   ]
1847   }
1848
1849   ]
1850   }
1851
1852   ]
1853   }
1854
1855   ]
1856   }
1857
1858   ]
1859   }
1860
1861   ]
1862   }
1863
1864   ]
1865   }
1866
1867   ]
1868   }
1869
1870   ]
1871   }
1872
1873   ]
1874   }
1875
1876   ]
1877   }
1878
1879   ]
1880   }
1881
1882   ]
1883   }
1884
1885   ]
1886   }
1887
1888   ]
1889   }
1890
1891   ]
1892   }
1893
1894   ]
1895   }
1896
1897   ]
1898   }
1899
1900   ]
1901   }
1902
1903   ]
1904   }
1905
1906   ]
1907   }
1908
1909   ]
1910   }
1911
1912   ]
1913   }
1914
1915   ]
1916   }
1917
1918   ]
1919   }
1920
1921   ]
1922   }
1923
1924   ]
1925   }
1926
1927   ]
1928   }
1929
1930   ]
1931   }
1932
1933   ]
1934   }
1935
1936   ]
1937   }
1938
1939   ]
1940   }
1941
1942   ]
1943   }
1944
1945   ]
1946   }
1947
1948   ]
1949   }
1950
1951   ]
1952   }
1953
1954   ]
1955   }
1956
1957   ]
1958   }
1959
1960   ]
1961   }
1962
1963   ]
1964   }
1965
1966   ]
1967   }
1968
1969   ]
1970   }
1971
1972   ]
1973   }
1974
1975   ]
1976   }
1977
1978   ]
1979   }
1980
1981   ]
1982   }
1983
1984   ]
1985   }
1986
1987   ]
1988   }
1989
1990   ]
1991   }
1992
1993   ]
1994   }
1995
1996   ]
1997   }
1998
1999   ]
2000   }
2001
2002   ]
2003   }
2004
2005   ]
2006   }
2007
2008   ]
2009   }
2010
2011   ]
2012   }
2013
2014   ]
2015   }
2016
2017   ]
2018   }
2019
2020   ]
2021   }
2022
2023   ]
2024   }
2025
2026   ]
2027   }
2028
2029   ]
2030   }
2031
2032   ]
2033   }
2034
2035   ]
2036   }
2037
2038   ]
2039   }
2040
2041   ]
2042   }
2043
2044   ]
2045   }
2046
2047   ]
2048   }
2049
2050   ]
2051   }
2052
2053   ]
2054   }
2055
2056   ]
2057   }
2058
2059   ]
2060   }
2061
2062   ]
2063   }
2064
2065   ]
2066   }
2067
2068   ]
2069   }
2070
2071   ]
2072   }
2073
2074   ]
2075   }
2076
2077   ]
2078   }
2079
2080   ]
2081   }
2082
2083   ]
2084   }
2085
2086   ]
2087   }
2088
2089   ]
2090   }
2091
2092   ]
2093   }
2094
2095
```


Build a culture
of connection
with Donut.



Add to **slack**





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) 





Programming with yarn

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

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 explore 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



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

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

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

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.

TECH
TALKS

TECH
TALKS

TECH
TALKS

@etinlay24



BH-5-E-01-Boliviano



Sofia-L-01-Istanbul

@efinlay24



**Meeting in person is
still really valuable.**

@efinlay24

Work Smart, Ship Fast

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](#)

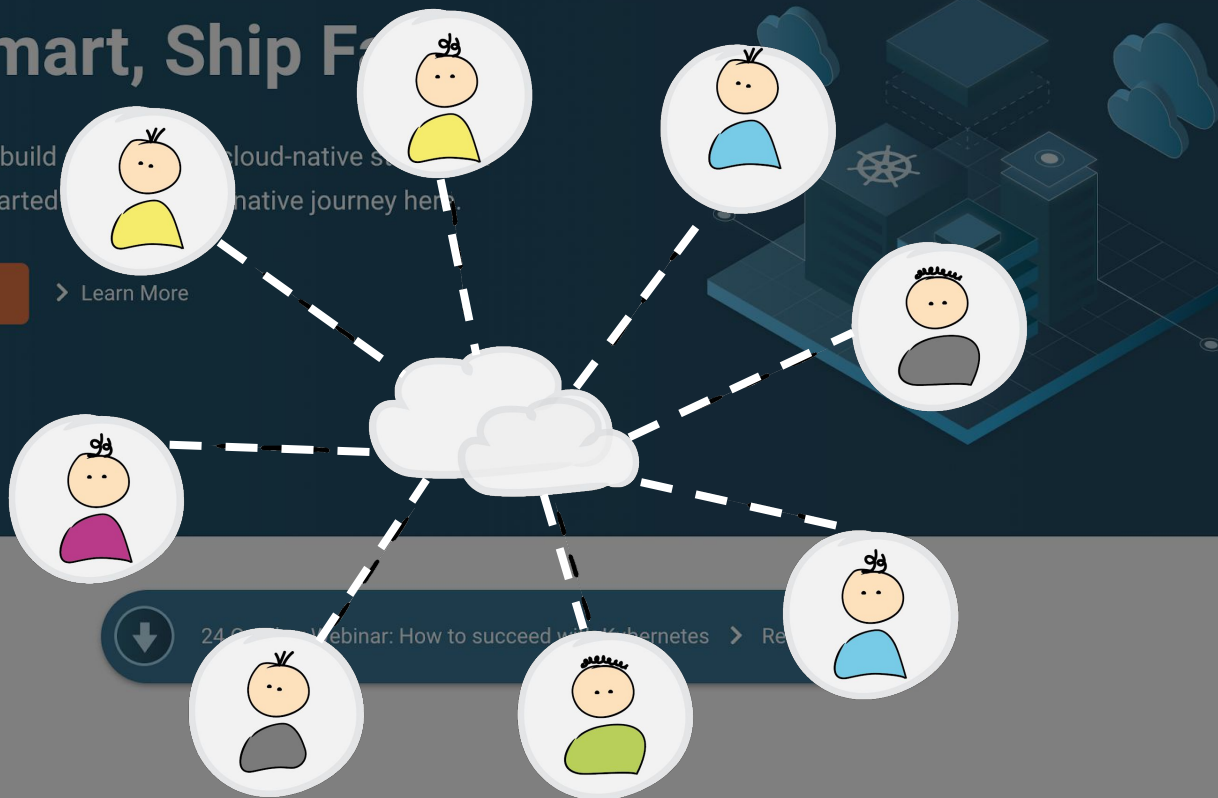
Benefit from our commitment to your cloud-native success

Work Smart, Ship Fast

Leading companies build cloud-native software with Giant Swarm. Get started on your cloud-native journey here.

[Get Started Now](#)

[Learn More](#)



24 Oct Webinar: How to succeed with Kubernetes > [Register](#)

Benefit from our commitment to your cloud-native success





THIS IS LIVING

MIX

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.

@efinlay24



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

**Flexible staff
are happier staff.**

@efinlay24

**Recruit from a
wider talent pool.**

@efinlay24

Improve team diversity.

@efinlay24

Take advantage of timezones.

@efinlay24

There is no magic solution.

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

@efinlay24



**Ensure our teams have
the tools they need.**

FT

An aerial photograph of a city at dusk. The sky is a deep blue with some light clouds. The city is illuminated with warm lights from buildings and streets. In the foreground, there are many residential buildings with red and blue roofs. In the middle ground, there are several tall skyscrapers, some of which are lit up. The text "Think remote-first for communication." is overlaid in the center of the image in a large, white, sans-serif font.

**Think remote-first for
communication.**



An aerial photograph of London at dusk, showing the River Thames winding through the city. The skyline is illuminated with city lights, and the sky is a mix of orange and blue. The River Thames is the central focus, with several bridges crossing it. The city buildings are densely packed, and the lights from the buildings and streets create a warm, golden glow. The overall scene is a panoramic view of the city from a high angle.

Try things, and find what works for you.

Nearly the end.

Don't clap yet.

@efinlay24





The end.

"Please clap."
Jeb Bush, 2016

A large group of diverse people, likely employees, are posed for a group photo in a modern office environment. They are arranged in several rows, some standing and some sitting on colorful beanbag chairs. In the foreground, a person is sitting on a large, colorful unicorn inflatable. To the left, there is a large pink flamingo inflatable. The office has a bright, open-plan layout with large windows and modern decor.

We're hiring!

<https://ft.com/dev/null/>

@efinlay24
euan.finlay@ft.com