

Building DISTRIBUTED SYSTEMS *in* DISTRIBUTED TEAMS

Philipp Krenn

@xerac

Who is working from
HOME?

Who is working from a
COWORKING SPACE?

Who is working from an
OFFICE?



Fraser Speirs

@fraserspeirs

Follow



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



CNET  @CNET

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

cnet.co/2LjzwX0

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



Who can work from home for
1 DAY / WEEK?



DEVELOPER 🥑





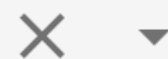
CLUSTER



UNSTRUCTURED, DISTRIBUTED, DIVERSE

+1200 ELASTICIANS

new-hires@elastic.co



1–50 of many < > ⚙

| | | | | | | |
|--------------------------|---|-------------------------|-------------|------|--|----------|
| <input type="checkbox"/> | ☆ | Soph. .. Moni., Mike 27 | Development | Misc | Welcome [redacted] - Information Engineer, Machine Learn... | 1:01 PM |
| <input type="checkbox"/> | ☆ | Quinlan .. Kevin 12 | Development | Misc | Welcome [redacted] — Swifttype SRE - Thank you very much for... | 12:54 PM |
| <input type="checkbox"/> | ☆ | A .. Kathy, Chris 33 | Misc | | Welcome [redacted] · Welcome on board, Shoulian!! - ChrisC from South Kor... | 12:03 PM |
| <input type="checkbox"/> | ☆ | Raya .. Ioan., Moni. 33 | Development | Misc | Welcome [redacted] to Kibana - Welcome Liza! On Tue, Jan 22, 201... | 10:23 AM |
| <input type="checkbox"/> | ☆ | Joen .. Sarah, Liza 21 | Misc | | Welcome [redacted] to the APAC sales team - Welcome! On Tue, Jan 22, 2019 ... | 9:14 AM |
| <input type="checkbox"/> | ☆ | A .. Frédéric, Peter 28 | Misc | | Welcome [redacted] - Welcome to Elastic, Uihyun! On Mon, 14 Jan 2019 at 16:1... | 5:40 AM |
| <input type="checkbox"/> | ☆ | Paul .. Yaduv., Joen 15 | Misc | | Welcome - [redacted] - Sales/Client Director - Canberra, Australia - Welcome ... | Jan 21 |
| <input type="checkbox"/> | ☆ | Nate .. Igor, Peter 20 | Misc | | Welcome [redacted] to the IT Ops Team - Welcome to Elastic, Clement! On T... | Jan 21 |
| <input type="checkbox"/> | ☆ | Paul .. Nick, Peter 6 | Misc | | Welcome - [redacted] - Sales Director - Canberra, Australia - Welcome to El... | Jan 21 |
| <input type="checkbox"/> | ☆ | Alvaro .. Brian 19 | Misc | | Welcome [redacted] - Welcome to Elastic Sergey! On Mon, Jan 7, 2019 at 5:... | Jan 15 |
| <input type="checkbox"/> | ☆ | Sylvie .. Brian 22 | Misc | | Welcome [redacted], Sr. Web Developer - Woo Hoo! Welcome Chrissy! :) On ... | Jan 15 |

31



Shay Banon

1. February 2017 at 02:35

SB

Elastronauts, Elasticians, I don't know!

To: All @ Elastic

Heya all, so, I realized that I don't know how to call y'all, and I think it matters. Leah, can you reply (on a separate mail) with a survey around the words we can use to call ourselves? I think the two I mention in the title are the ones I heard most, but if y'all think of a better one, reply, and we will add it to the survey. We will launch it in a week or two (sorry to put you on the spot Leah, but we need this for our About pages thingy anyhoo), so go crazy with ideas and please, if they come with memes, the better.





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

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

*Distributed By
Design*



DISTRIBUTED
NOT REMOTE

X-SCHOOL



ALWAYS ON

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

RELEASE PARTY



PROCESS PER TEAM

ENGINEERING **ALL HANDS**

SALES **KICKOFF**

COMPANY **ALL HANDS**



Values

ELASTICSEARCH TEAM DEVELOPMENT CONSTITUTION

https://github.com/elastic/engineering/blob/master/development_constitution.md

TECH
PROGRESS OVER PERFECTION

TECH

DESIGN FOR TODAY! USE
ABSTRACTIONS WITH CARE

TECH BUILD FEATURES IN ISOLATION

TECH
REMOVE FIRST, FIX LATER

TECH
ONLY ACCEPT FEATURES THAT
SCALE

TECH

BE FAST BY DEFAULT; SLOW
IS OPTIONAL

PEOPLE
BE KIND

PEOPLE
EMPATHY FOR PASSION

PEOPLE

REPORT ABUSIVE COMMENTS

Source Code

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

Home, Dinner

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

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



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

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

Get to work.

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

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

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

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



Space, Time

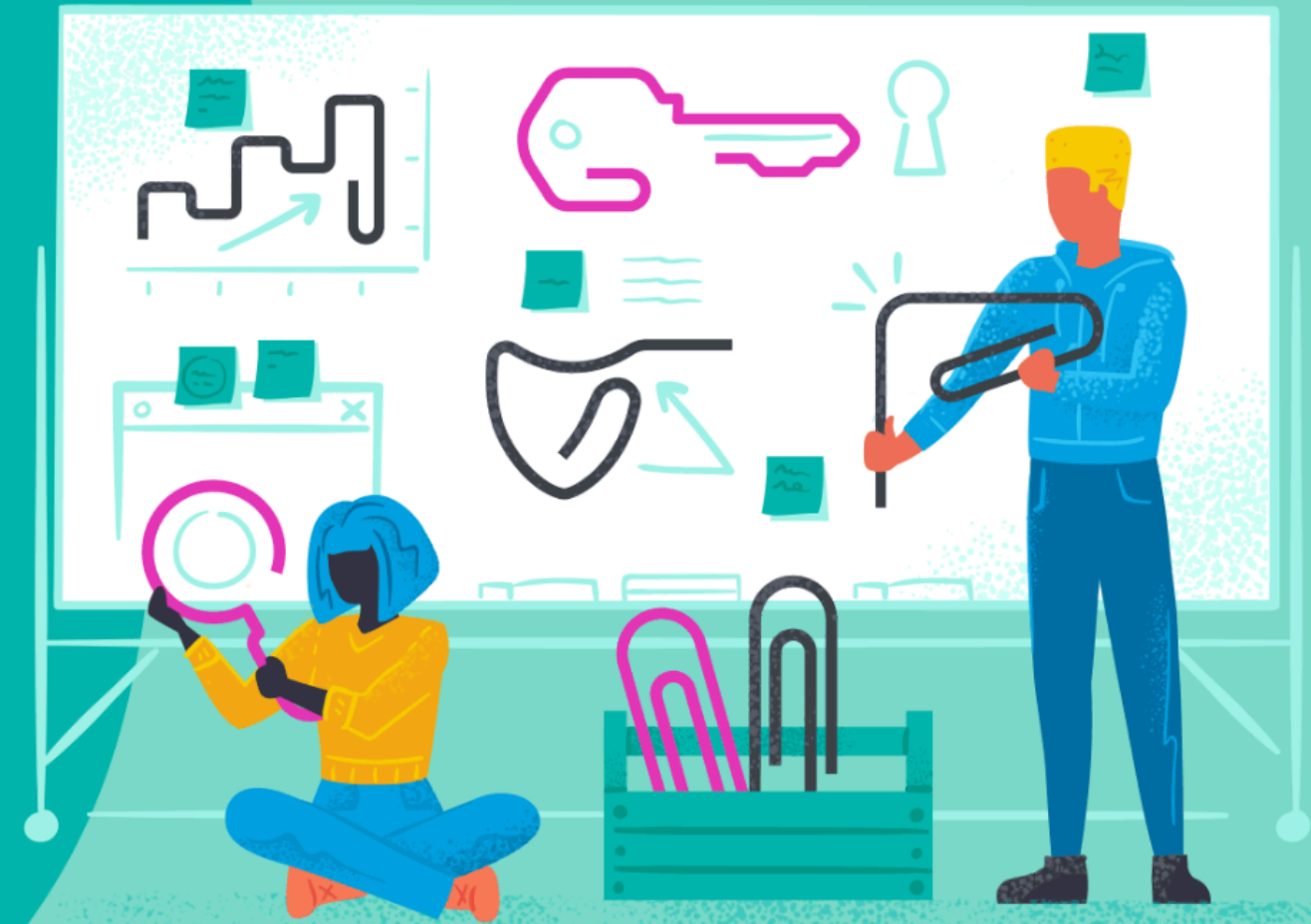
It's easy to get stuck in a day-to-day work pattern. Allowing for the space and time to dream requires conscious effort. Embracing a high failure rate does, too.

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

IT, Depends

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

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



As YOU, Are

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

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



MY EXPERIENCE

**ELASTICIANS ARE
TRUSTED**



**DO THE
RIGHT THING**



YOU
VOLUNTEER



SOMETIMES YOU ARE
VOLUNTOLD

COMMUNICATION IS
OPEN & PUBLIC

| | | | | | | |
|-------|--|--|---|---|---|-------------------------|
| | | | | | | |
| 13:00 | 13:00 – 13:50 SRE MMA - metrics/monitoring/alerts | | 13:30 – 14:15 SRE Team meeting | | | |
| 14:00 | | | | | | |
| 15:00 | 15:00 – 16:30 Product: APM Agent discussion https://elastic.zoom.us/j/59 | | 15:00 – 16:00 Cloud/Beats sync https://elastic.zoom.us/ | 15:00 - ES : 15:00 - GCP GA Plannir | 15:00 – 16:00 FixItFriday https://elastic.zoom.us/j/67 | |
| 16:00 | 16:30 – 17:00 ML team https://elastic.zoom.us/j/59 | 16:00 – 17:00 APM all-ha https://elastic.zoom.us/j/59 | 16:00 - Cloud 16:30 - Dist | 16:00 - Kibana Visualize 16:00 - ES : 16:00 - Beats team https://elastic.zoom.us/j/59 | 16:00 – 17:00 The Bugpool https://elastic.zoom.us/j/52 | |
| 17:00 | 17:00 – 17:15 Kibana https://elastic.zoom.us/j/59 | 17:00 – 17:15 SRE 17:15 – 17:30 Kibana https://elastic.zoom.us/j/59 | 17:00 – 17:15 Extra https://elastic.zoom.us/j/59 | 17:00 - Core 17:15 - QA | 17:00 – 17:15 Weekly https://elastic.zoom.us/j/59 | 17:15 - QA Daily Standu |
| 18:00 | 18:00 – 18:50 Curriculum Dev sprint planning | 18:00 – 18:30 Dedicated 18:30 - Kibana Operatio | 18:00 - Kibana Discover 18:30 - Infra 18:30 - Kibana | 17:30 – 18:30 Product - Support https://elastic.zoom.us/j/29 | | |
| 19:00 | 19:00 – 20:00 SA / Consulting / PM https://elasticsearch.zoom.us/j/59 | 19:00 – 19:30 6.0 19:30 - Sha | 19:30 – 20:30 6.0 Enablement: https://elastic.zoom.us/j/60 | 19:00 - Query Bar Desig 19:30 - Kibana Manage | | |
| 20:00 | 20:00 - Monitoring Func | 20:00 - Canvas: Office h | | | | |
| 21:00 | 21:00 – 22:00 Logging Solution https://elastic.zoom.us/j/82 | 21:00 - Kibana Platform | 21:00 – 22:00 Developer Training: https://elastic.zoom.us/j/55 | 21:30 – 22:30 Product Feedback: https://elastic.zoom.us/j/74 | | |
| 22:00 | | | 22:00 – 23:00 Cloud Team Meetin | | | |

NEW PRODUCTS

JOIN THE FAMILY



Downsides

SHARE THE PAIN OF TIMEZONES

**COMMUNICATION CAN
FAIL**

**CULTURES ARE
DIFFERENT**



**DECISIONS CAN
DRAG**

Day

CRAZY

FLEXIBLE

TRADITIONAL

Tools

SYNC



ASYNC



The following filters are applied to all incoming mail:

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

TEAM & TECH LEAD



PM PART OF ENGINEERING

Hiring

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

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

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

+30,000 CV
PER QUARTER

NO BULLSHIT INTERVIEWS

500 TO 600: 5M

600 TO 700: 3M

700 TO 800: 2M

Numbers

I DIDN'T HAVE ANY
ACCURATE NUMBERS
SO I JUST MADE UP
THIS ONE.



scottadams@aol.com

www.dilbert.com

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



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

HOW
MANY
STUDIES
SHOWED
THAT?

EIGHTY-
SEVEN.



INDICATOR

ARRIVALS: 130

DEPARTURES: 9

Conclusion

BUILDING Distributed SYSTEMS in Distributed TEAMS

#ncrafts
@vianneytwins

Working from home?



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

Distributed by DESIGN since
the beginning



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

Video of U + colleagues

Bugped, fixit Friday

Process per team:

- No daily because no morning... ∞

VALUES:

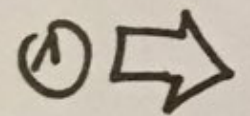
↳ by Philipp Klean
@xeraa

- ✓ Dev CONSTITUTION = progress > perfect
- ✓ be kind, empathy & ^{Remove first, fix later} passion
- ✓ Adults & trusted
- ✓ Families & Passions ~~2/7~~

Even from home

2x a Year

DO THE RIGHT THING
VOLUNTEER & VOLUNTOLD



Difficulties?

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

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

Hiring =

. No soft (vs) tech

. a lot !!

. people stay: arrivals 13
departures 9 last Q

Tools?

slack + skype like video
github + Gmail

ELASTIC
LOGO



Bubbles?

NO

CLUSTER!



Who wants to work from
AN OFFICE?

Who wants to work from
HOME?

NO GOING BACK

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

QUESTIONS?

Philipp Krenn

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