

Building Distributed Systems in Distributed Teams

Philipp Krenn
Elastic

Platinum Sponsor:

qualtrics.



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

Q: <https://sli.do/xeraa>

A: <https://twitter.com/xeraa>

~900 ELASTICIANS

Shay Banon

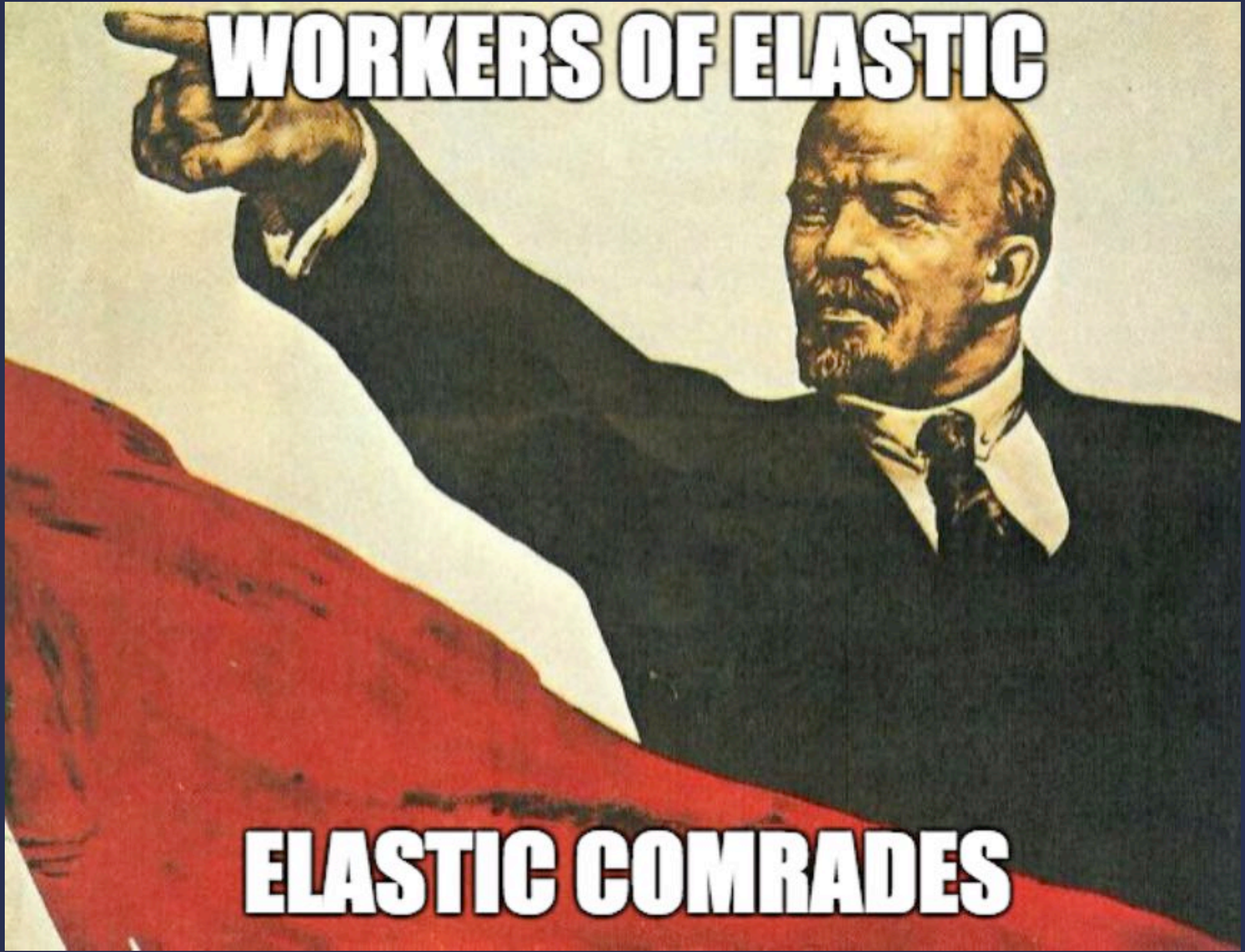
1. February 2017 at 02:35



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.



WORKERS OF ELASTIC

ELASTIC COMRADES



Elasketeers

CLUB

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

34+ 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



CAVAS HILL



kibana

CAVAS HILL
1867

CAVA



SERRA
DALINO

CAVA

PROCESS PER TEAM

ENGINEERING ALL HANDS
SALES KICKOFF



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>

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

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

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



Space, Time

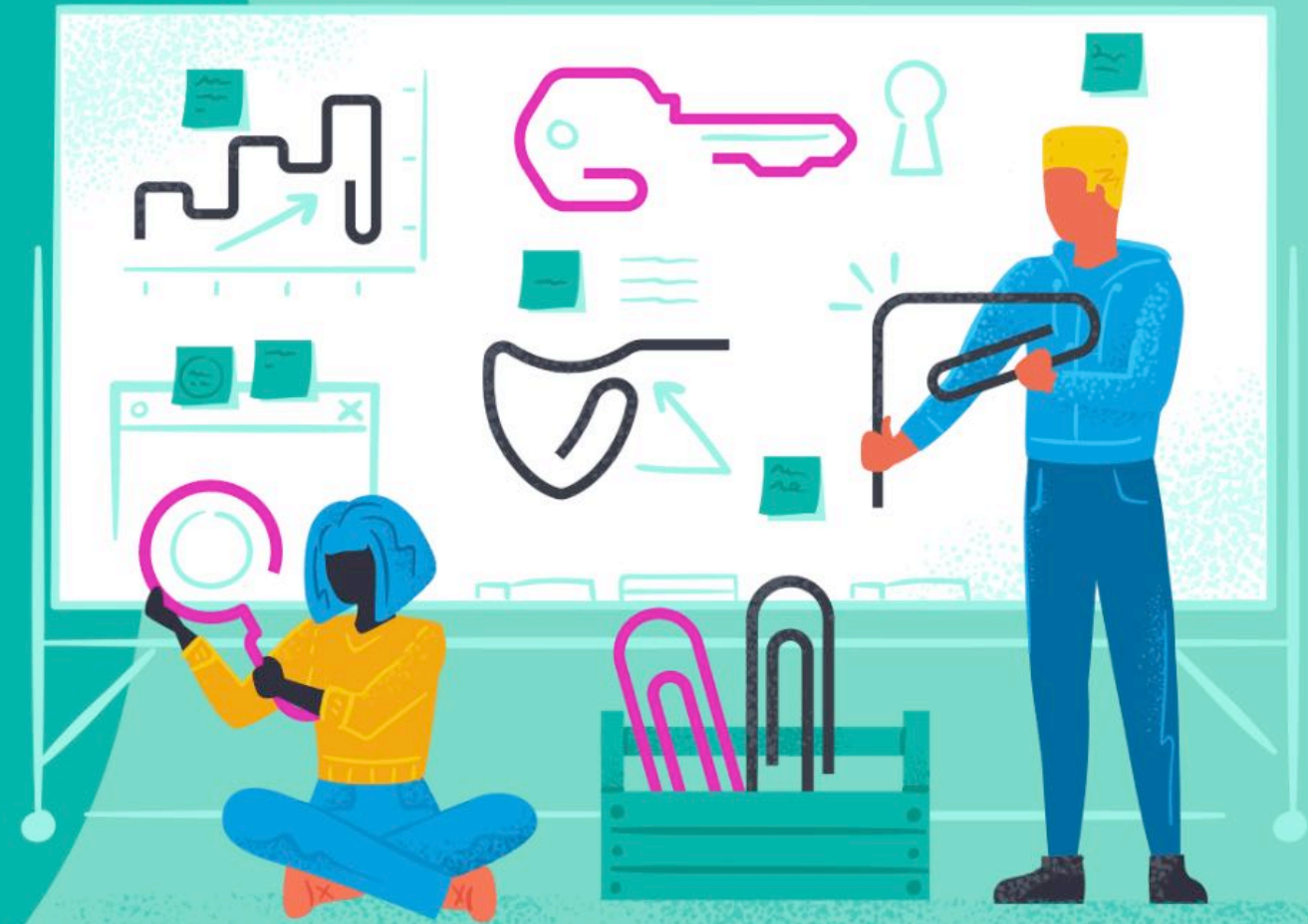
It's easy to get stuck in a day-to-day work pattern. Allowing for the space and time to dream requires conscious effort. Embracing a high failure rate does, too.

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

IT, Depends

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

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



As YOU, Are

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

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



MY EXPERIENCE

**ELASTICIANS ARE
TRUSTED**



DO THE
RIGHT THING

YOU
VOLUNTEER



SOMETIMES YOU ARE
VOLUNTOLD

**COMMUNICATION IS
OPEN & PUBLIC**

13:00	13:00 – 13:50 SRE MMA - metrics/monitoring/alar	13:30 – 14:15 SRE Team meeting			
14:00					
15:00	15:00 – 16:30 Product: APM Agent discussion https://elastic.zoom.us/j/59	15:30 - Project: Elast	15:00 – 16:00 Cloud/Beats 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 ML te https://	16:00 – 17:00 APM all-ha https://elastic	16:00 - Clou 16:30 - Dist	16:00 - Kibana Visualiza 16:00 - Weekly https://elastic.	16:00 – 17:00 The Bugpool https://elastic.zoom.us/j/52
17:00	17:00 Kibal... https://ela	17:00 Extr https	17:00 Sec https	17:00 - Core 17:15 - QA	17:00 - 17:15 - QA Daily Standu
18:00	18:00 – 18:50 Curriculum Dev sprint planning	18:00 - Ded 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.	19:00 - 6. 19:00 - Sha	19:30 – 20:30 6.0 Enablement: https://elastic.zoom.us/j/60	19:00 - Query Bar Desig 19:30 - Kibana Manager	
20:00	20:00 - Monitoring Func	20:00 - Canvas: Office t			
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 Meet		

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@concur solutions.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**

1,000+ CV
PER WEEK

NO BULLSHIT INTERVIEWS

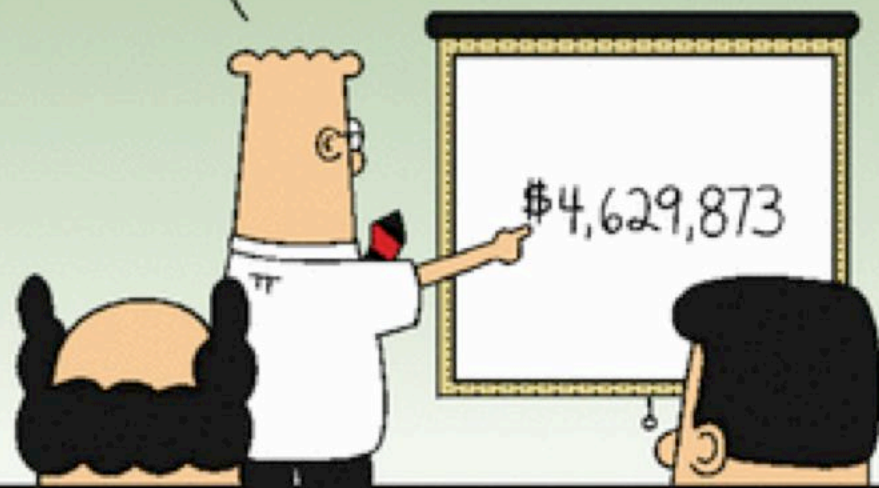
500 TO 600: 5M

600 TO 700: 3M

700 TO 800: 2M

Numbers

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



scottadams@aol.com

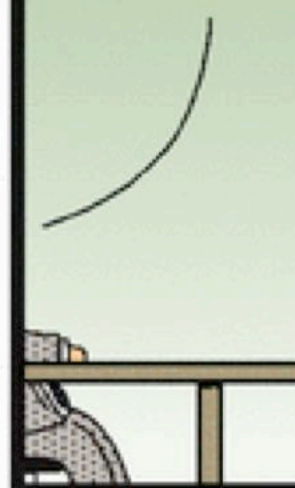
www.dilbert.com

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



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

HOW MANY STUDIES SHOWED THAT?



EIGHTY-SEVEN.



INDICATOR


ARRIVALS: 130

DEPARTURES: 9

Conclusion

BUILDING Distributed SYSTEMS in Distributed TEAMS

#ncrafts
@vianneytwins

Working from home? 

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

VALUES: ^{↳ by Philipp Klean @Xeraa}

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

Distributed by DESIGN since the beginning



Even from home 2x a Year

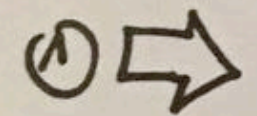
Onboarding ⊕ ALWAYS ON ⊕ cross team time ⊕ Release party ⊕ engineering Allhand
 or sales kickoff

↑
Video of U + colleagues

↑
By speed, fix it Friday

DO THE RIGHT THING
VOLUNTEER & VOLUNTOLD

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



Difficulties?

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

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

HIRING =

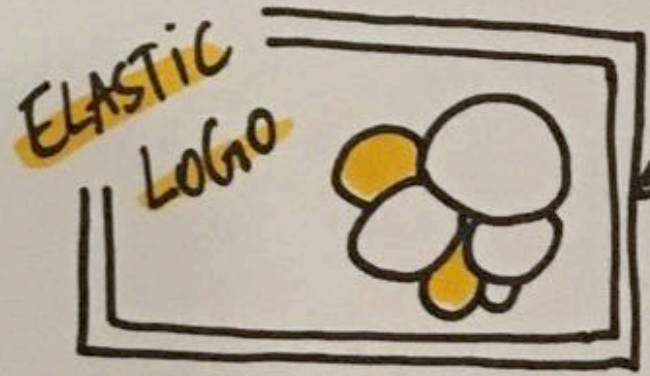
. No soft (vs) tech

. a lot !!

. people stay: arrivals 130
departures 9 last Q

Tools?

slack + skype like video
github + Gmail



Bubbles?

NO

CLUSTER!

Who wants to work from
AN OFFICE?

Who wants to work from
HOME?

NO GOING BACK

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

QUESTIONS?

Philipp Krenn

@xerada