

Notes From My Travels

Building Effective Teams When You're in Different Places

Euan Finlay

@efinlay24 | #CodemotionMilan19

{codemotion}



FT





[illegible]



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.**

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

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/usr/bin/whoami

@efinlay24

`/usr/bin/whodoiworkfor`

No such file or directory.

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fastFT

Russia's Rosneft switches all export contracts to euros 39M AGO

US durable goods orders fall by the most in four months 52M AGO

European stocks rise as ECB holds fire in Draghi's swansong 2H AGO

Scotch tape maker 3M cuts earnings outlook 2H AGO

Twitter Inc

Twitter revenues hit by bugs in advertising products

Shares tumble 20% as company warns issues not yet resolved

2 HOURS AGO

- When bitcoin bros* talk renewable energy
- Taxing tech goes global
- Twitter misused users' personal info for advertising



FT Magazine

Can you believe your eyes? How deepfakes are coming for politics



European Central Bank

ECB vows to hold rates at historic low until inflation



We Company

WeWork plans to axe 4,000 staff



Tesla Inc

Tesla beats forecasts with quarterly net profit



Uber Technologies Inc

Uber's quest to become the west's first super-app

1211

Production Systems

245

Platinum Systems

~150

Daily Releases

~150

(including Fridays)

60+

Third-Party Providers






FT

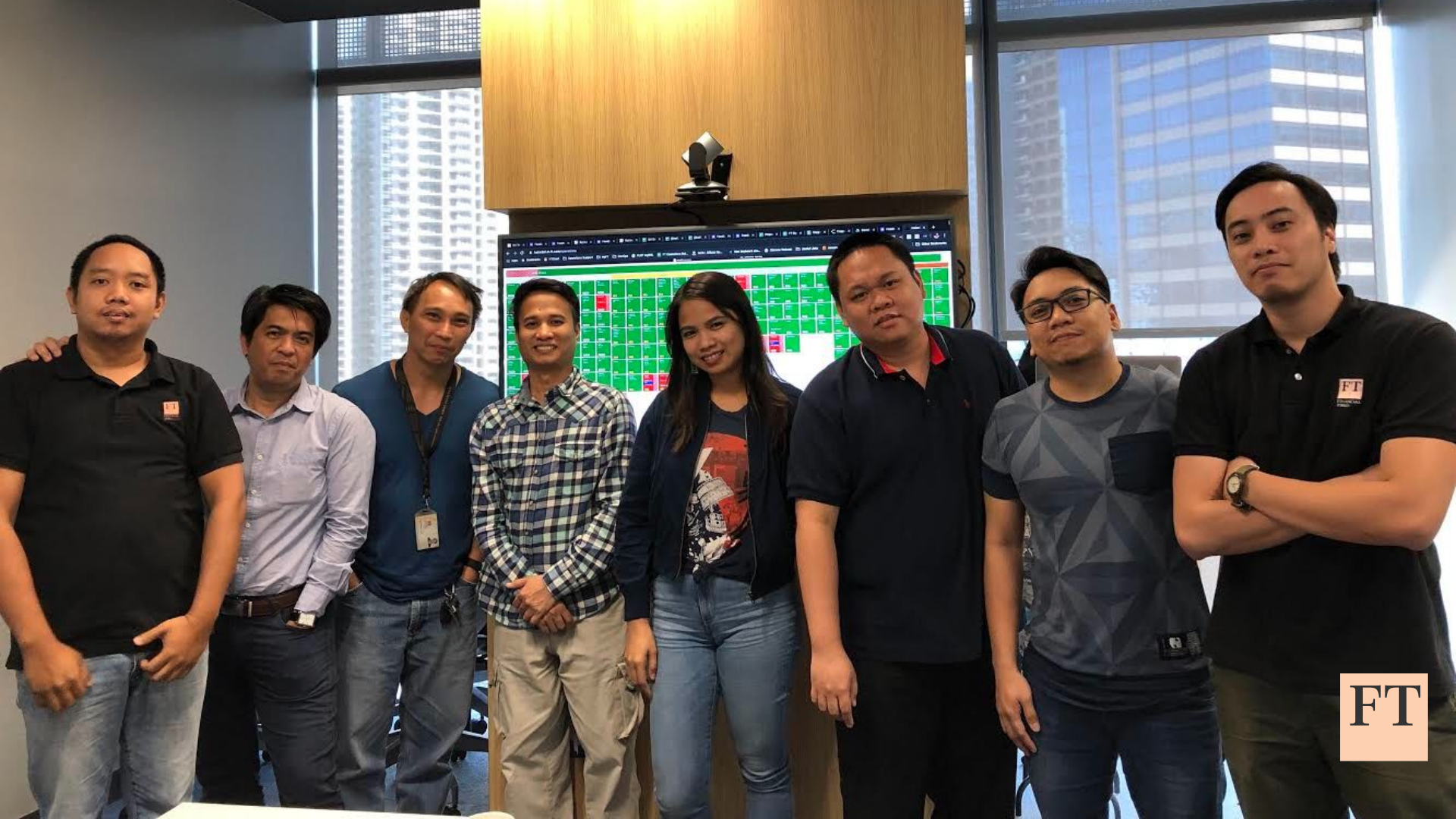
Australia





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

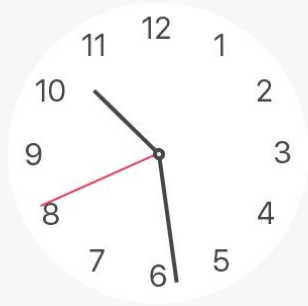




**It's hard leading a team split
across locations...**

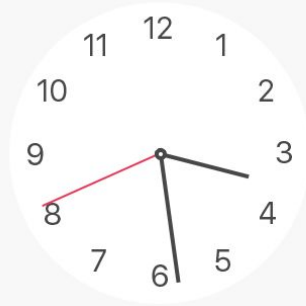
@efinlay24

Harder across an 7 hour time difference...



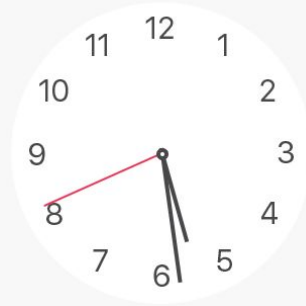
 **New York**

Fri 10:28:41



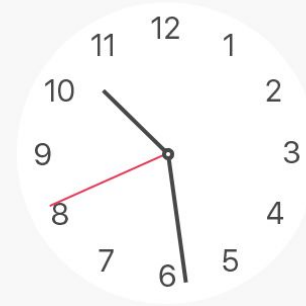
 **London**

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 - WFH	KW - WFH	JL NA MA AQ - ON SITE	NA MA AQ - ON SITE	JL NA MA AQ - ON SITE
	1:00	- ON SITE							
	2:00								
	3:00								
	4:00								
	5:00								
	6:00								
	7:00								
	8:00	PL - On Site				PL - On Site	RS - On Site	KW - On Site	KW - On Site
	9:00	- On Site				08:00 - 15:00	- ON SITE		
	10:00				KW - On Site			JV FC RS - ON SITE	
	11:00	AQ RS - ON SITE			08:00 - 15:00				
	12:00		KW - On Site	PL - On Site					
	13:00				JL FC - WFH				
	14:00								
	15:00								
	16:00	RP - On Site			PL - WFH	ML - WFH	PL - WFH	BM - On Site	BM - On Site
	17:00				14:00 - 20:00		15:00 - 21:00		
	18:00	JL - ON SITE						ML - ON SITE	RS - ON SITE
	19:00				ML - WFH		ML - ON SITE		
	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.

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Developer Survey Results

2019

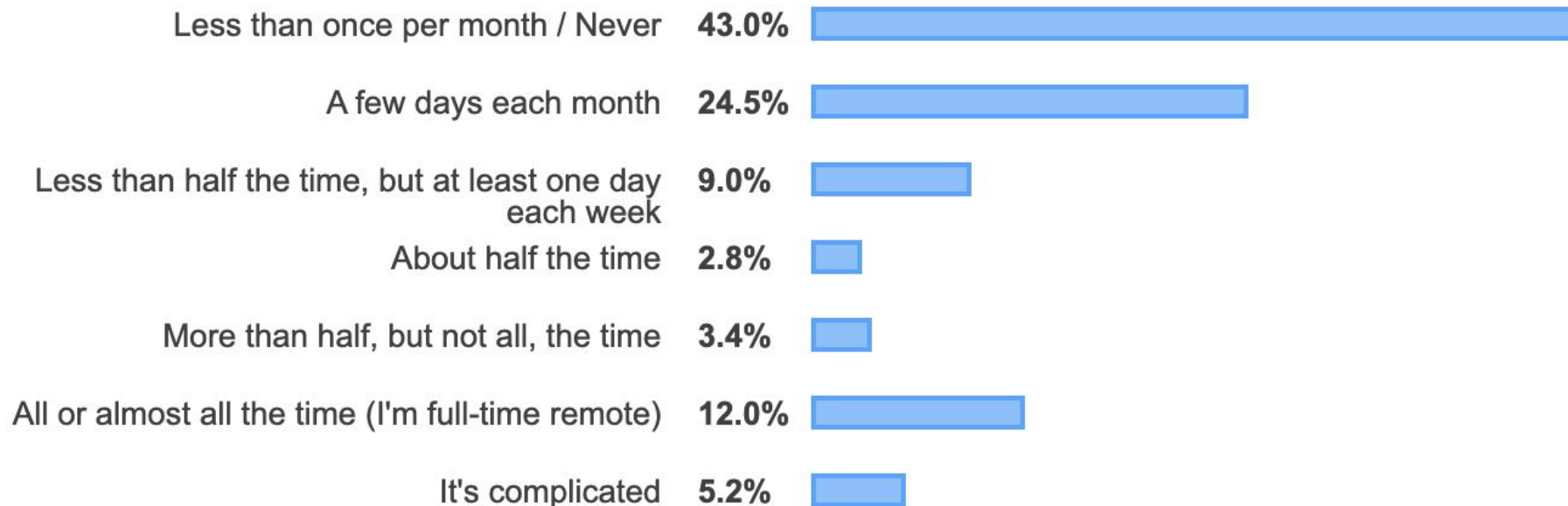
[Overview](#)[Key Results](#)[Developer Profile](#)[Technology](#)[Work](#)[Community](#)[Methodology](#)[Back to top](#) 

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?

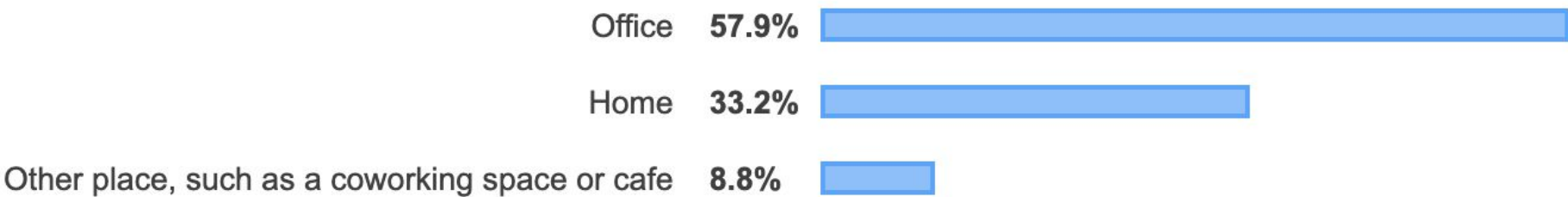


70,284 responses

<https://mashable.com/news/tech/remote-work>

Where Do Developers Want to Work?

Overall	United States	India	United Kingdom	Germany	Canada
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70,055 responses

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

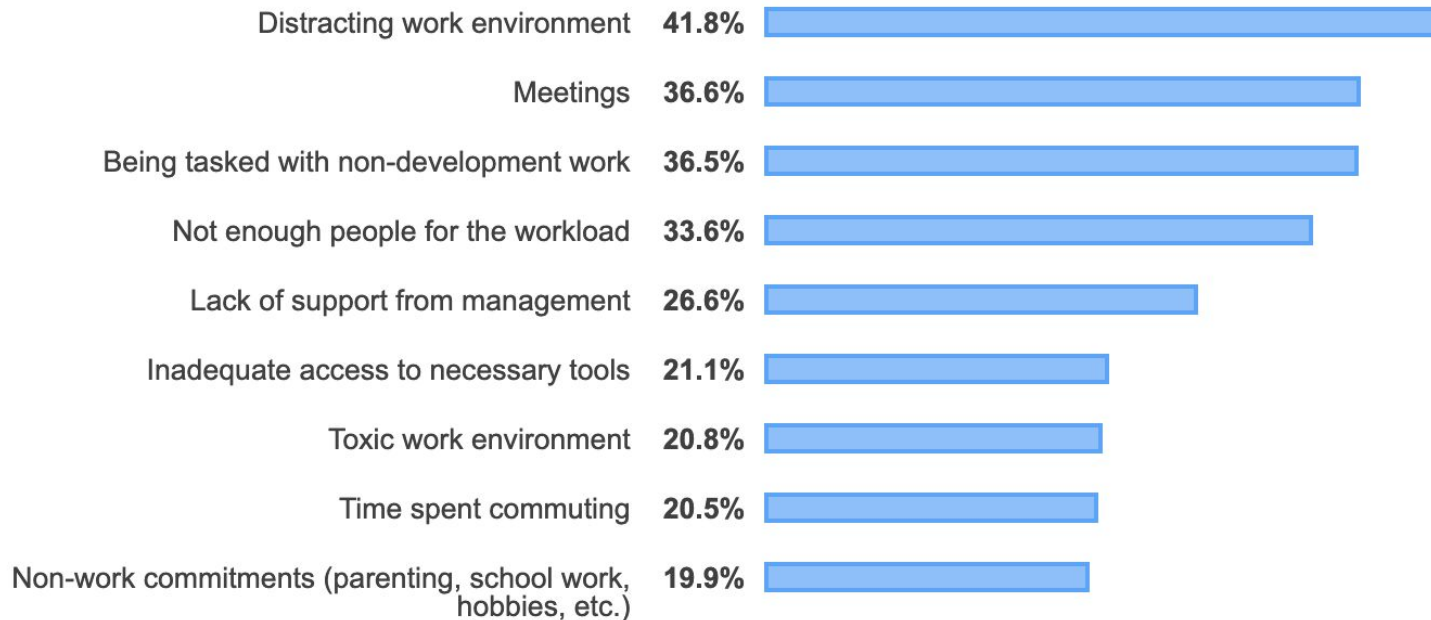
Greatest Challenges to Productivity

All Respondents

Men

★ Women

Non-binary



http

68,141 responses; select up to three

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

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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 image, with the iconic Tower Bridge spanning it. To the left, the Shard skyscraper stands out against the hazy sky. The city's skyline is filled with various buildings, and the water reflects the warm, golden light of the setting sun.

> What even is "remoteness"?

An aerial photograph of London at sunset. The River Thames flows through the center, with the Tower Bridge spanning it. To the left, the Shard is prominent. To the right, the City of London skyline is visible, including the Gherkin. The sky is hazy with warm, golden light reflecting on the water.

What even is "remoteness"?

> Communication challenges

An aerial photograph of London at sunset. The River Thames flows through the center, with the Tower Bridge spanning it. To the left, the Shard skyscraper is prominent. To the right, the City of London skyline is visible, including the Gherkin and other modern buildings. The sky is a mix of orange, yellow, and grey, suggesting a hazy or overcast day. The text is overlaid on the left side of the image.

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

An aerial photograph of London at sunset, showing the River Thames, the Tower Bridge, and the Shard. The city skyline is visible in the background, with various skyscrapers and buildings. The text is overlaid on the image in a white, sans-serif font.

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

An aerial photograph of London at sunset, showing the River Thames, the Tower Bridge, and the Shard. The sky is a mix of orange and grey, and the city lights are beginning to glow.

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

Remote versus Co-located Work

There is a strong presumption of remote versus co-located work, in that 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 remote groups are more productive working in a co-located manner. But you can build a more productive team using a co-located working model, because it gives you access to a wider talent pool.

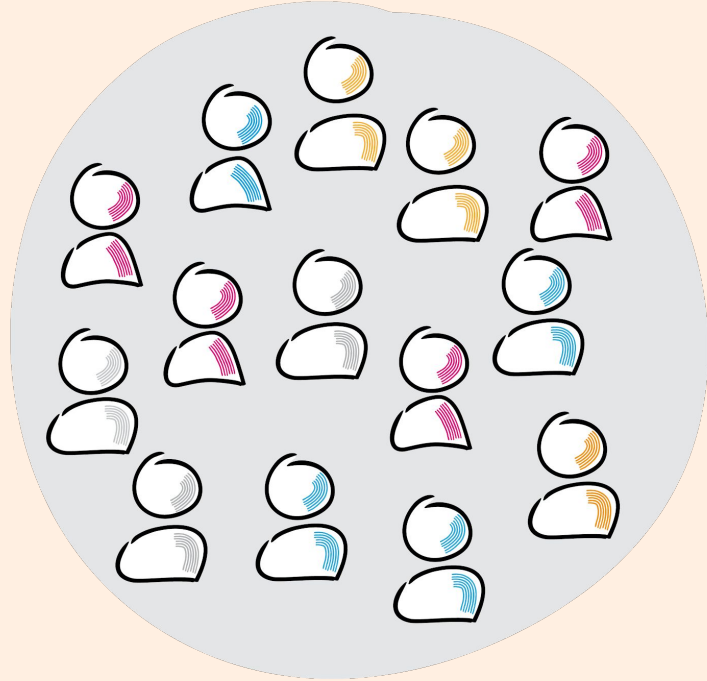
19 October 2015



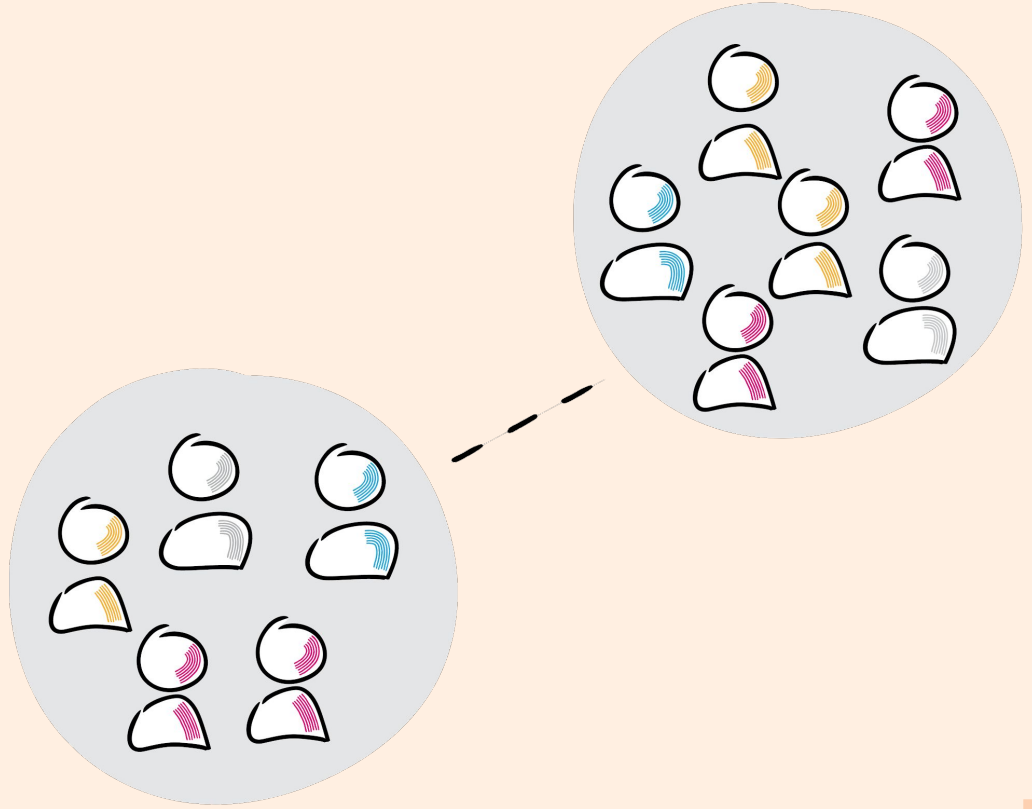
CONTENTS

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

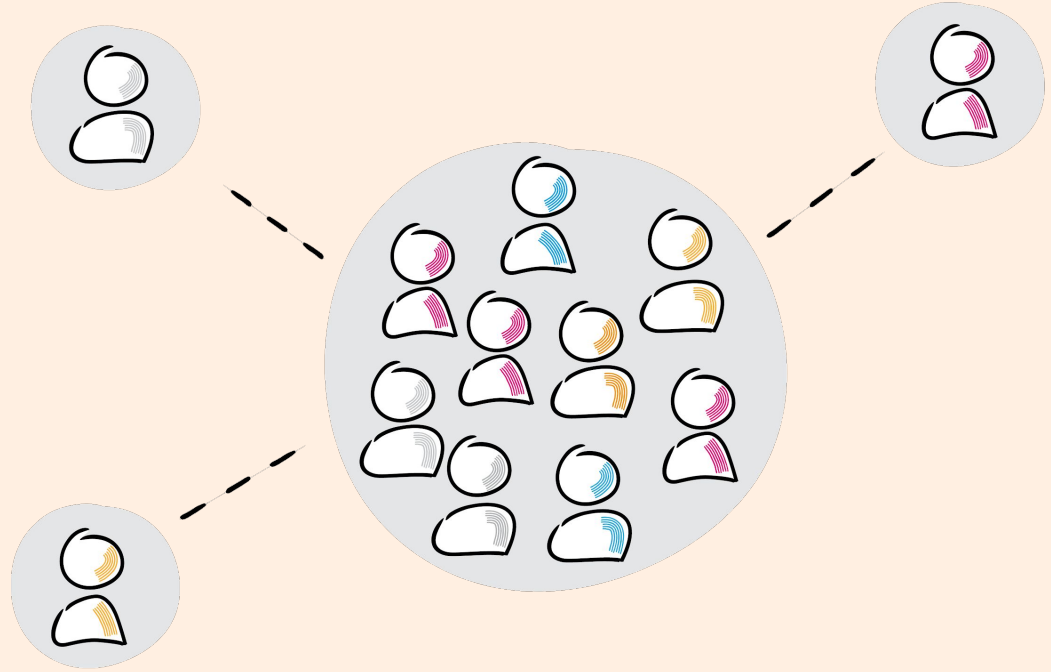
Single-site



Multi-site

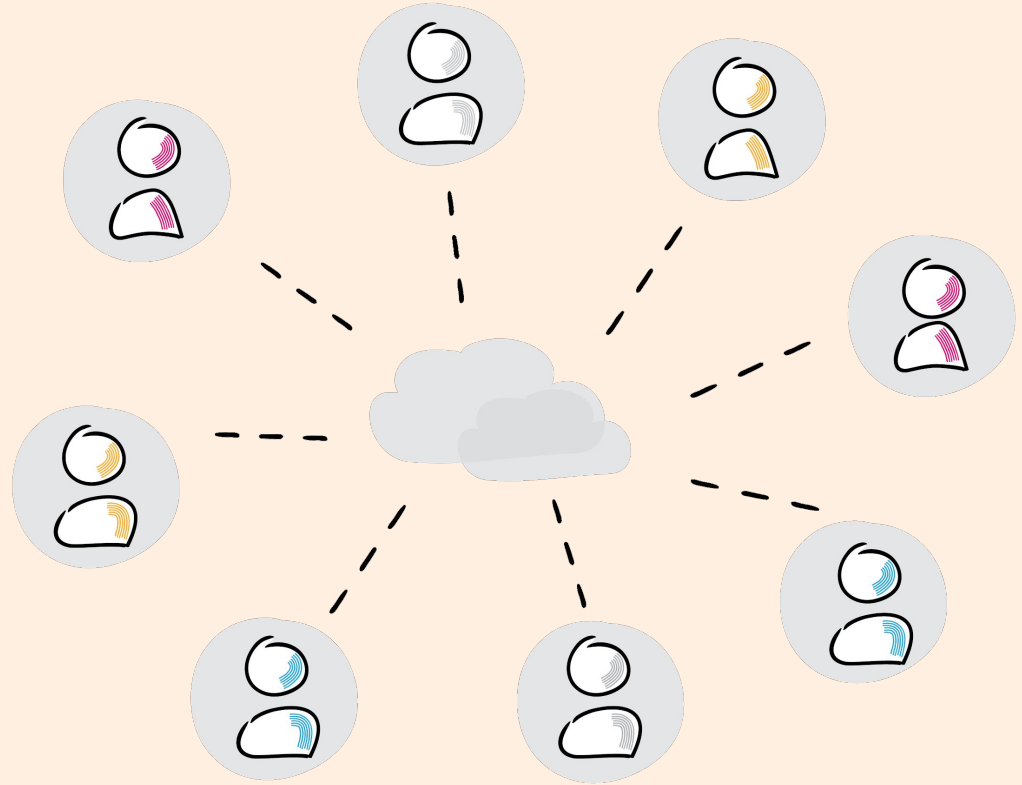


Satellite workers



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

Fully distributed





A zebra stands in a field of tall, dry grass under a clear sky. The zebra's black and white stripes are prominent. A large, bold, white text overlay is centered across the middle of the image.

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




██████████ 14:19

WFH too



██████████ 14:24

truly distributed fixing

An aerial night view of a city skyline, likely New York City, with a river (Hudson River) visible in the foreground. The city is illuminated with various lights, and the sky is dark. The text is overlaid on the left side of the image.

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

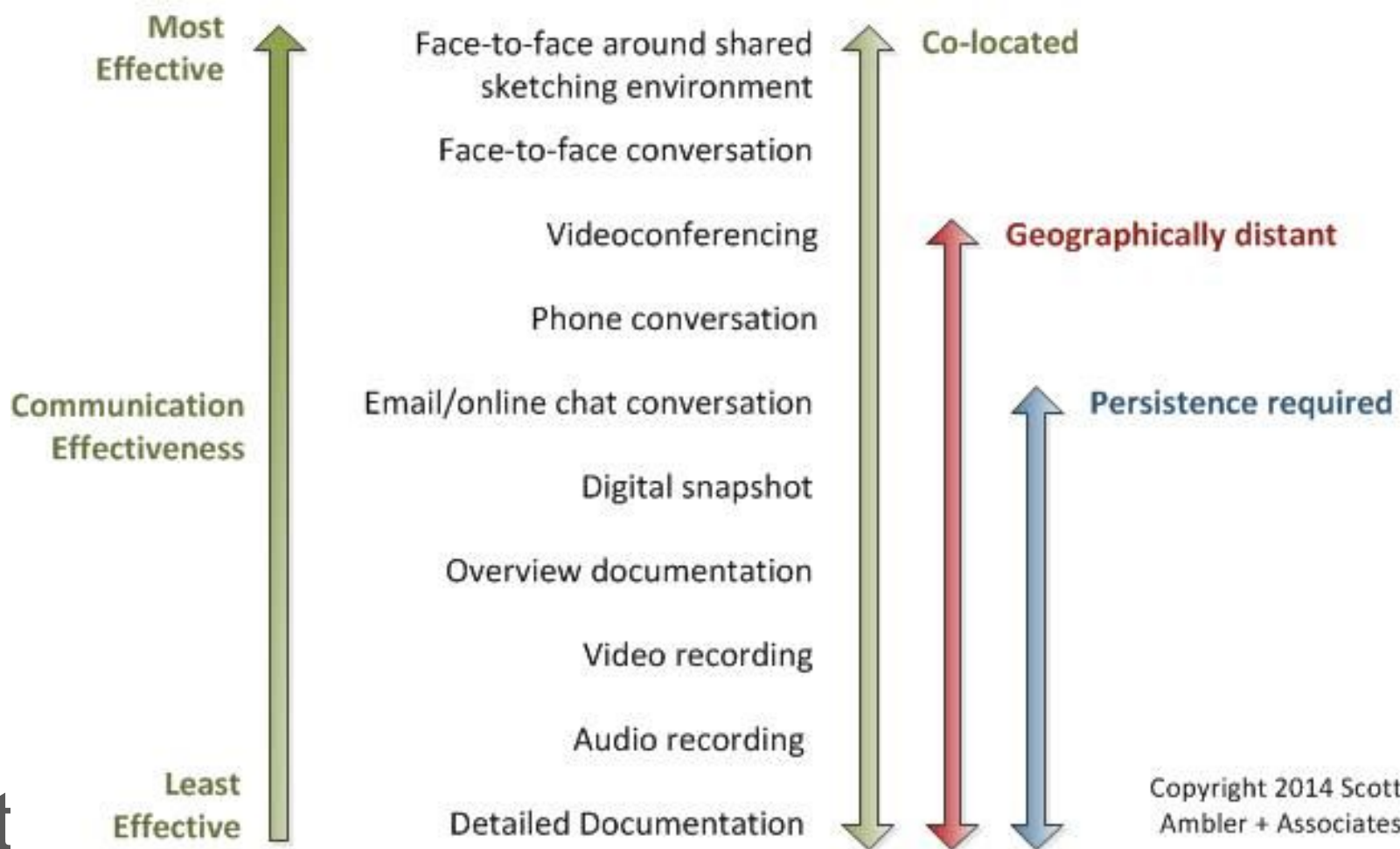
**Communication is an
important factor for effective teams.**

@efinlay24



<https://www.telerik.com/devreach/sessions/technical-leadership-lessons-learned-at-nasa>

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.

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

Cost Optimisation

Includes cost visibility tools, and optimisation tips.

Service Guides

Guides for AWS Services

HEROKU

Identity and Access

Includes steps to setup a Heroku user account.

Help & Support

How to get help when you need it?

Welcome to Cloud Enablement

Enabling the FT to effectively



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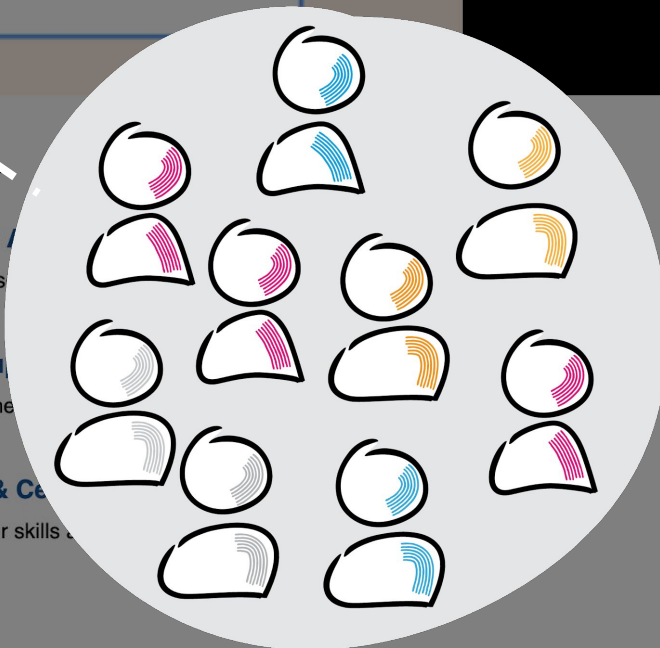
How to get help

Training & Certification

Improve your skills & become a practitioner

Help & Support

How to get help when you need it?



and optimisation tips.

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
 - ! 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
 - vnc
 - 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 /python3.6
Not overwriting existing python script /python
(you must use /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: /pypi-ft/simple, https://py
pi.org/simple
Collecting pip==18.1
Using cached /c2/d7/90f34cb0d83a6c5631cf71
dfe64cc1054598c843a92b400e55675cc2ac37/pip-18.1-py2.py3-none-any.whl
ERROR: aws-composer-general 0.0.2 has requirement botoecore==1.12.13, but you'll have botoecore 1
.12.219 which is incompatible.
ERROR: aws-composer-general 0.0.2 has requirement setuptools==39.2.0, but you'll have setuptools
s 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
ster#egg=aws_composer_general[module_testing]" \
> -r requirements.txt \
> --process-dependency-links

Python 3.6.5 64-bit 136 55 Andrew 1

Ln 70, Col 1 Spaces: 4 UTF-8 LF Python

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



Government Digital Service

Part of [Cabinet Office](#)

[Service Toolkit](#)

[Digital Marketplace](#)

[Introducing Verify](#)

[Technology Code of Practice](#)

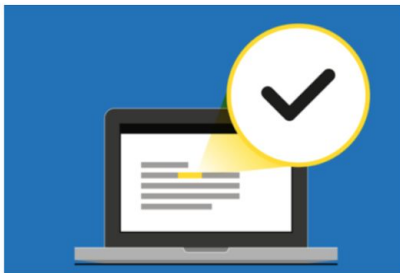
[GOV.UK Design System](#)

Featured



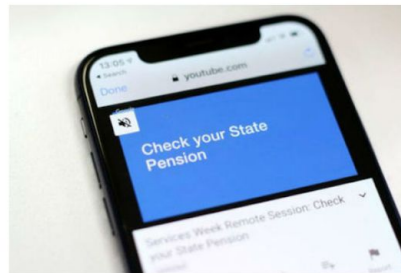
26 September 2019 — Press release
Government's streamlined messaging service to save taxpayer £175m

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 part of government. Find out about the support

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

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

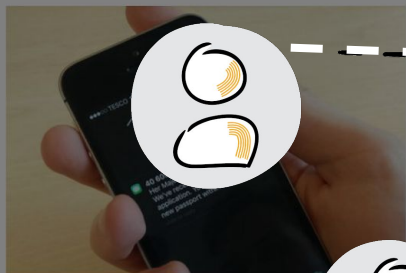


Government Digital Service

Part of [Cabinet Office](#)

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

Featured



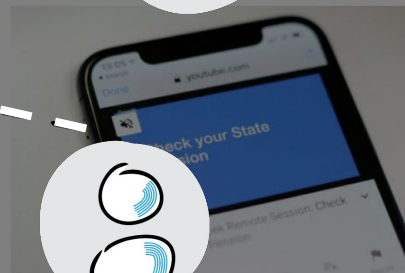
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**Take the time to find
the right tools for your team.**

@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 podium. 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, pointing upwards. The background is a blurred blue and purple stage setting.

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

A photograph of Jeff Bezos, the CEO of Amazon, speaking at a podium. 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, pointing upwards. The background is a blurred blue and purple stage setting.

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

A photograph of Jeff Bezos, the CEO of Amazon, speaking at a podium. He is bald, wearing a grey blazer over a light blue button-down shirt, and has a small lapel microphone clipped to his shirt. He is gesturing with his right hand, pointing his index finger. The background is a blurred blue and purple stage setting.

**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.**

@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

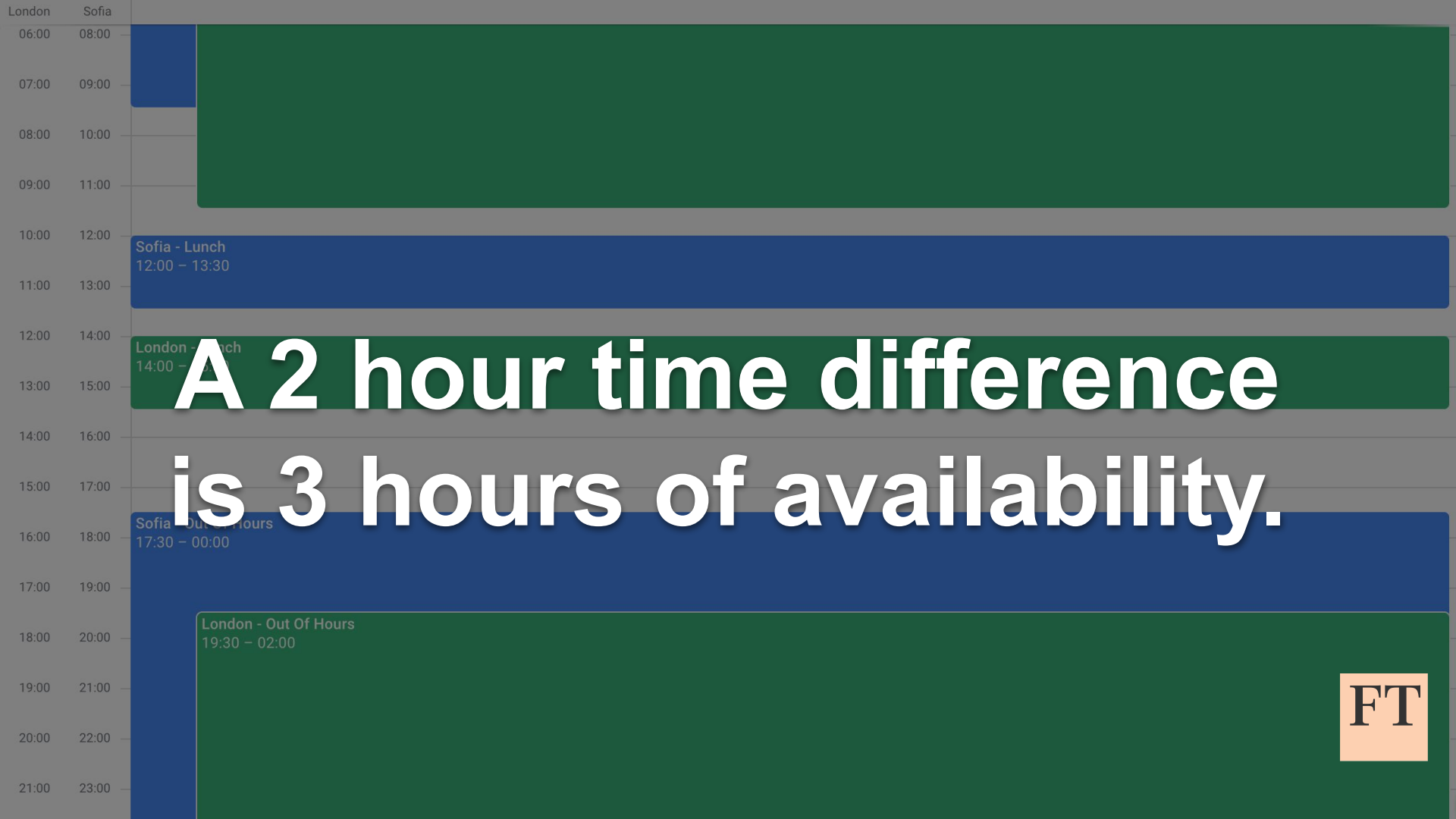
Great: Agenda is shared with attendees in advance, and reviewed at the start of the meeting

A Guide for Accessible Meetings

And better meetings for your whole team to boot

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







**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

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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

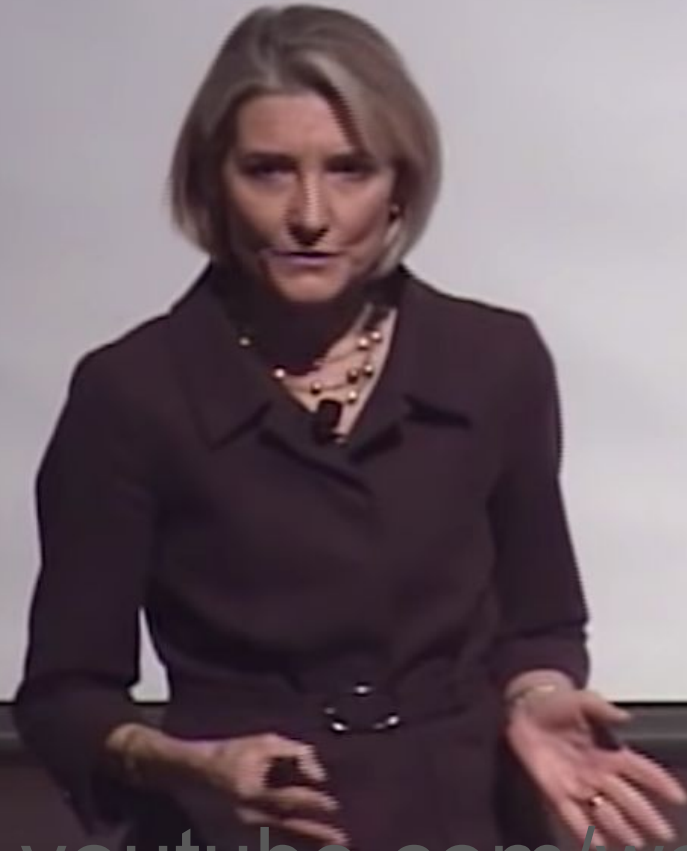
Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.


re:Work

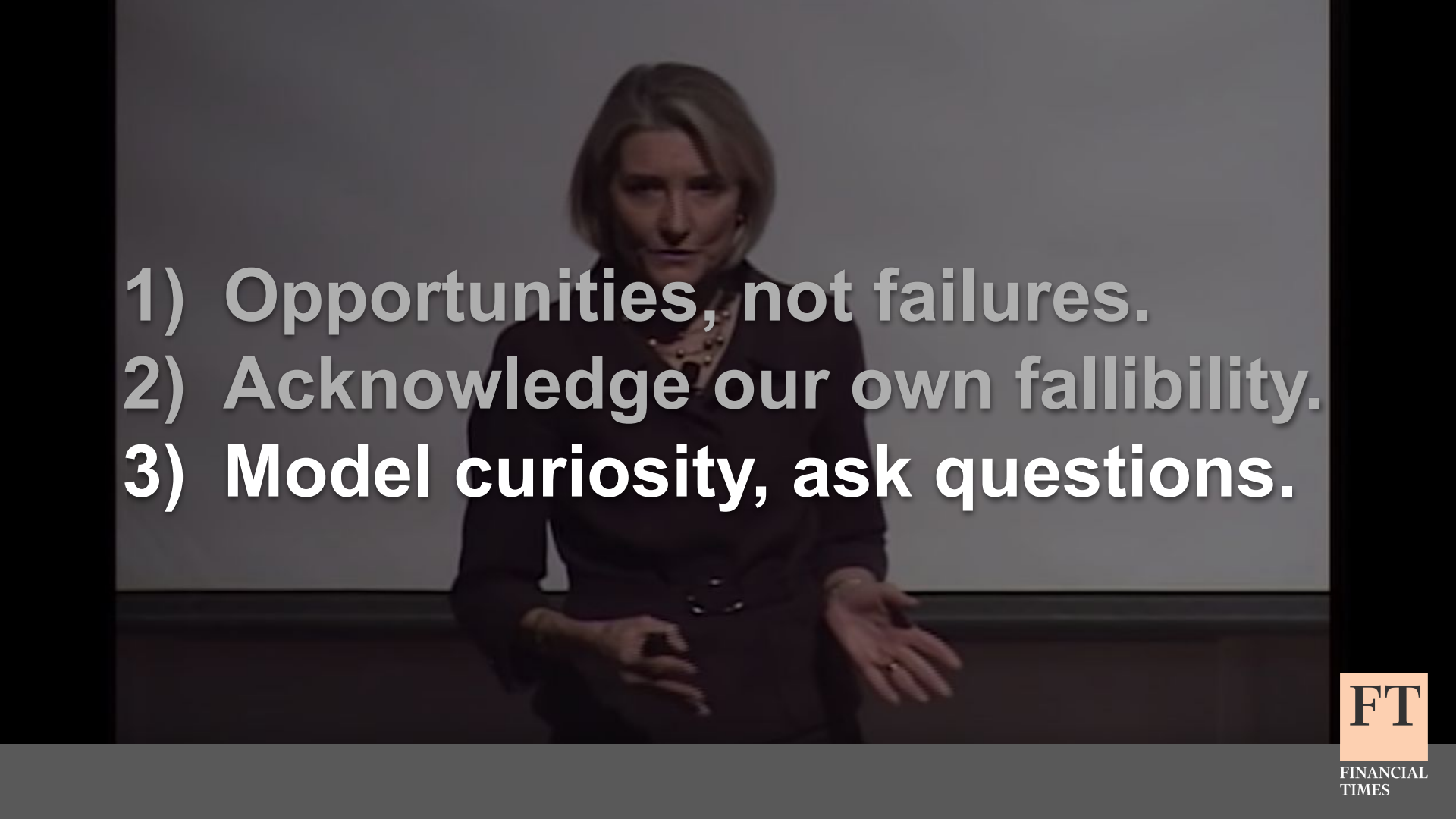


<https://www.youtube.com/watch?v=L>



1) Opportunities, not failures.

- 
- 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***

Assume good faith



Tech Principles at The Financial Times

Schedule regular collaboration opportunities.



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) <div><div></div></div>
#ed-tech-donut-shop 🕒 Every 2 weeks 👥 Groups of 2	7 Oct 2019 👤 2 participants	91	51% (47) <div><div></div></div>
#coffee-roulette 🕒 Every 2 weeks 👥 Groups of 2	7 Oct 2019 👤 104 participants	1818	30% (556) <div><div></div></div>





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.

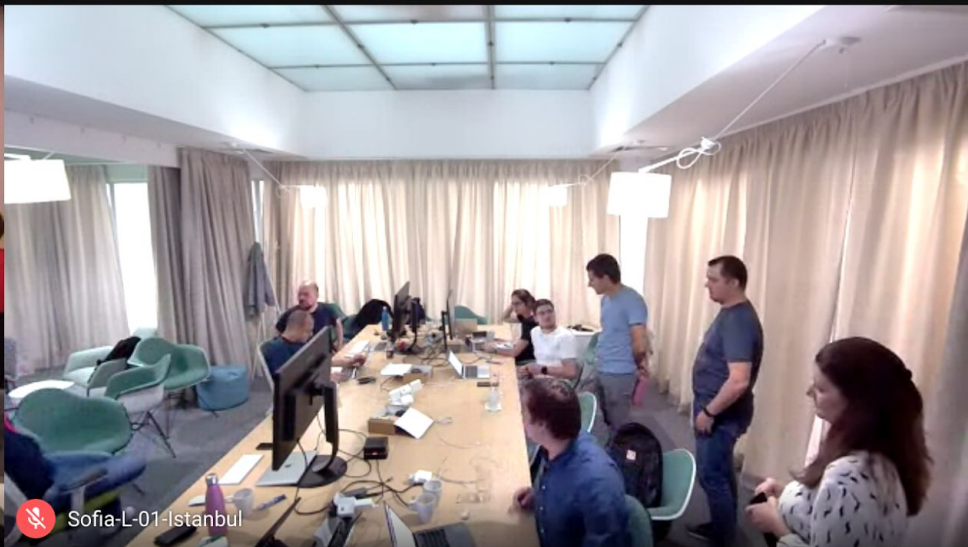
Audience: For engineers dealing with or discovering microservices.

**TECH
TALKS**

**TECH
TALKS**

**TECH
TALKS**

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

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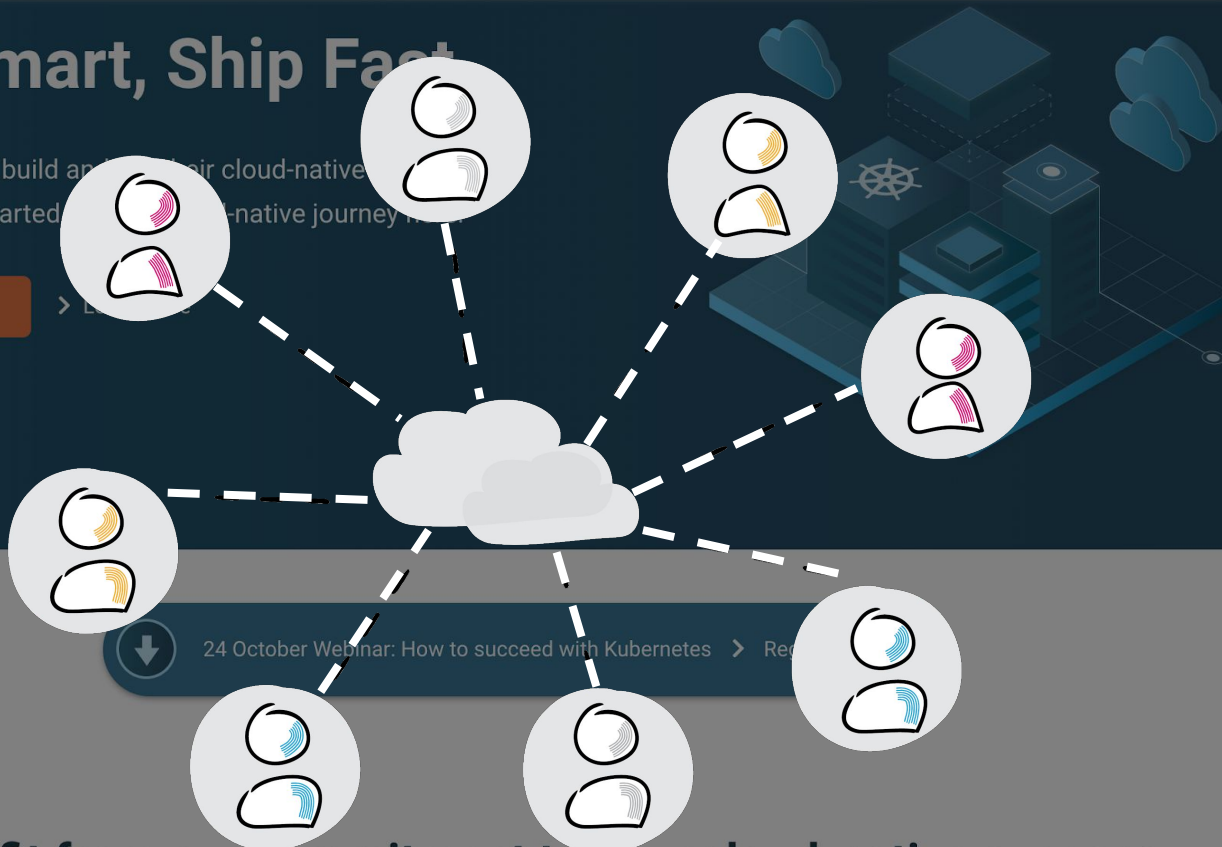
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FT

FINANCIAL
TIMES



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.

we'll pay 24

**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

Nearly the end.

Don't clap yet.

@efinlay24

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.

An aerial photograph of a city at dusk. The sky is a deep blue with some light clouds. The city is densely packed with buildings, including many high-rise apartment complexes and commercial buildings. A river flows through the city, reflecting the lights from the buildings and the sky. The overall scene is a vibrant urban landscape.

**Think remote-first for
communication.**

An aerial photograph of London at dusk, showing the River Thames, the London Bridge, and the Shard. The city is illuminated by streetlights and building lights, with a warm orange glow from the setting sun in the sky.

**Try things, and find what
works for you.**

A large group of approximately 30 people, mostly young adults, are posing for a group photo in a modern office or lounge area. They are arranged in several rows, some standing and some sitting on low blue and purple ottomans. In the foreground, there are two large inflatable toys: a pink swan and a white unicorn with a rainbow mane. The background features a large, dark blue wall with a white 'FT' logo. A television screen is mounted on the wall to the right, displaying a blurred image. The room has a high ceiling with exposed ductwork and a projector hanging from the ceiling on the left. The overall atmosphere is casual and professional.

The end.

"Please clap."
Jeb Bush, 2016



We're hiring!

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

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FT