

Les équipes distribuées, ça peut marcher?

Bertrand Delacrétaz

Principal Scientist, Adobe
Former Board Member, Apache Software Foundation

@bdelacretaz@fosstodon.org
grep.codeconsult.ch



*images: Adobe Stock, sauf indication contraire
revision 2024-04-16B*

The background is a dark, abstract composition of various geometric shapes and textures. A prominent feature is a large, crumpled ball of multi-colored paper (including shades of blue, yellow, red, and white) located at the bottom center. Surrounding it are several translucent, overlapping planes in colors like blue, yellow, and purple, some of which appear to be part of a larger, partially visible structure. The overall aesthetic is modern and artistic.

construire un barrage



Nous sommes faits pour créer *ensemble*

les défis



2008

ApacheCon

Open Source collaboration tools are good for you!

Bertrand Delacrétaz, Senior Developer

Day Software, www.day.com

bdelacretaz@apache.org

ApacheCon EU 2008, Amsterdam, April 9th

slides revision: 2008-08-09



Leading the Wave
of Open Source

● Day

ce n'est pas nouveau...

I will NOT attend
your meeting
I'm an Open Source person!

Bertrand Delacrétaz
@bdelacretaz, grep.codeconsult.ch

Principal Scientist, Adobe, Basel
Apache Software Foundation Member and Director

ApacheCon Séville, November 2016
slides revision 2016-11-14

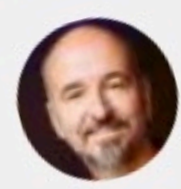


2016

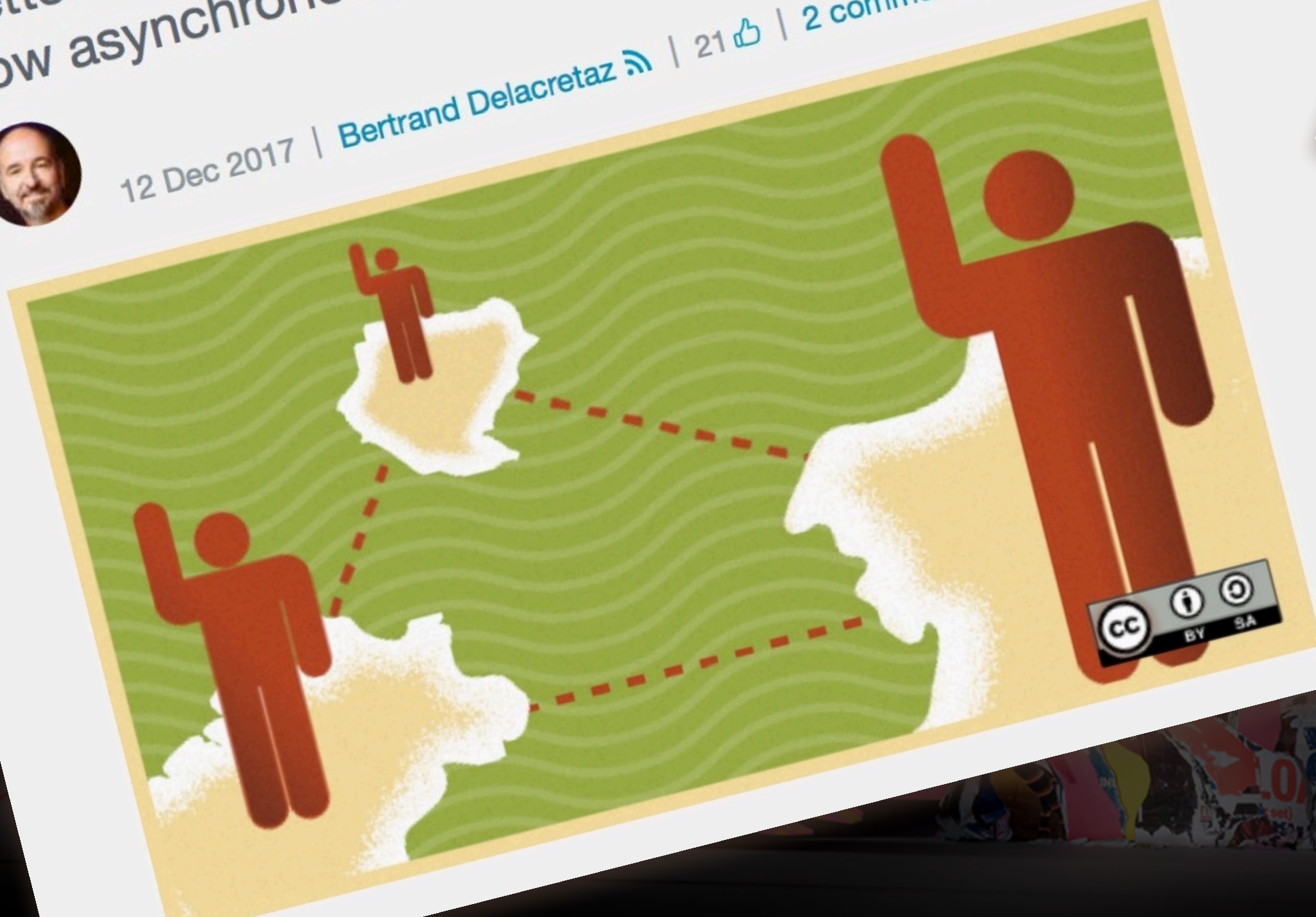


Asynchronous decision-making: Helping remote teams succeed

Better communication with fewer meetings isn't a pipe dream. Here's how asynchronous decision-making can make it happen.



12 Dec 2017 | Bertrand Delacretaz | 21 likes | 2 comments



2017

The Apache Software Foundation Blog

MONDAY FEBRUARY 06, 2017

« The Apache News... | Main | The Apache Software... »

Success at Apache: Asynchronous Decision Making by Bertrand Delacretaz

Asynchronous decision making is a key enabler of our geographically and culturally distributed Open source teams. In this post I'll explain the ingredients that make it work the ASF.

I became active in the ASF in 2001 via Gianugo Rabellino - he was the one who started the discussions with Apache Fop about me donating the jfor XLS-FO to RTF converter that I had developed earlier. It was already too late to uninvent RTF which is a terrible format, but I digress. I am currently a member of the Board of Directors of the ASF and have been doing a lot of thinking (and presentations) about what makes the ASF tick in terms of collaboration and Shared Neurons.

2018

BETTA

They don't understand me! Tales from the multi-cultural trenches



Bertrand Delacretaz
Principal Scientist, Adobe Research Switzerland, Basel
Board Member, Apache Software Foundation
grep.codeconsult.ch - @bdelacretaz

slides revision 2018-09-27 - ApacheCon North America 2018, Montréal

PACHECON
North America
Montréal, Canada
7 September, 2018



Surviving large online communities with conciseness and clarity

FOSS Backstage, March 2022 - Bertrand Delacour
& Board Member, Apache Software Foundation

2022

Shared Neurons: The Secret Sauce of Open Source?

Many brains getting together to create a Greater Whole

Bertrand Delacour, Adobe - @bertranddelacour

AFAC-EECON Europe, October 2017

The slide features a central graphic of a human head profile with a network of glowing blue and yellow nodes and lines representing neural connections. The text is overlaid on a dark blue background with a subtle grid pattern.

cultures

neurones partagées

concision & clarté

canaux

réunions

langues


fuseaux horaires

décisions asynchrones

communication

les défis

les réunions



Sur un horaire d'artisan,
une réunion coûte une demi-journée?

Blog de Paul Graham: <https://s.apache.org/ms>

les réunions
coûtent
TRÈS
cher

MELIÀ
HOTELS & RESORTS

4 ENGINEERS	\$ 640
2 MANAGERS	\$ 370
MANAGERS' lost PRODUCTIVITY	\$ 1280
ROOM	\$ 50
Δ 66 Δ VATION	\$ \$

LOTS
OF \$

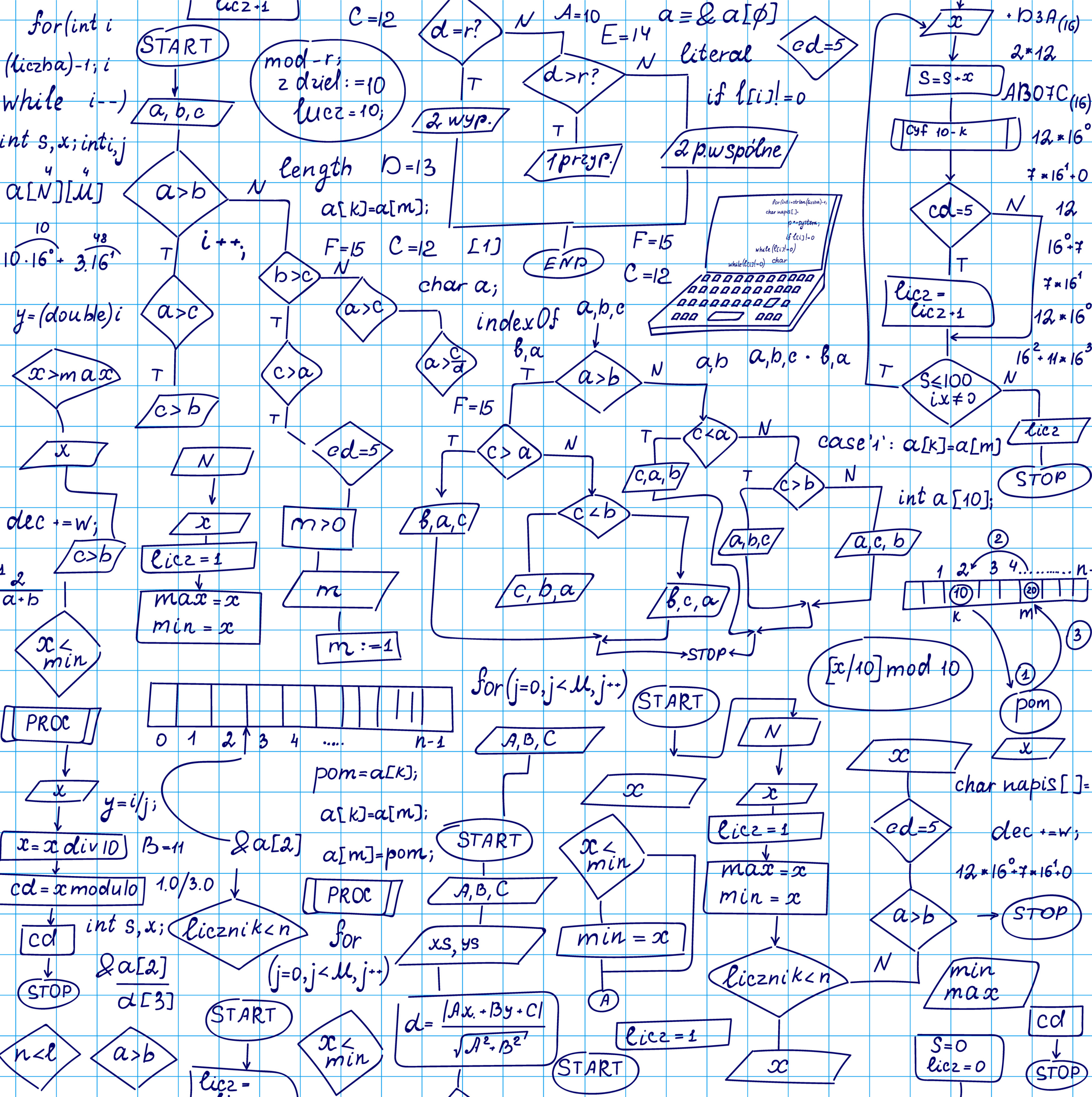
Les réunions ratées...



mais pourtant:



décisions asynchrones



le logiciel est fait de décisions

ASYNCH



la réflexion

les options

le consensus

la décision

quatre phases pour une décision



canal partagé
pour annoncer les décisions à venir



outil de gestion de cas
pour gérer chaque décision

décisions asynchrones: les outils de base

Liste orange:
Incontesté

Liste bleue:
répondre au Parlement

Liste blanche:
Important, complexe

Liste verte:
Confidentiel, complexe



~70 decisions dans une réunion de 4 heures
BEAUCOUP de préparation asynchrone



Comité de direction ASF:
Mêmes principes,
outils différents

Conseil Fédéral suisse: réunions hybrides

image: <https://www.admin.ch/gov/en/start/federal-council/tasks/decision-making.html>

outils de communication

sans *trop* parler d'outils..

[openstack-dev] [neutron][kuryr][zun] python-neutronclient 6.3.0 broke the gate of kuryr-libnetwork and zun

Hongbin Lu [hongbin.lu at huawei.com](mailto:hongbin.lu@huawei.com)

Thu Jun 1 05:09:58 UTC 2017

- Previous message: [\[openstack-dev\]\[nova\]\[cinder\]\[barbican\] Why is Cinder creating symmetric keys in Barbican for use with encrypted volumes?](#)
- Next message: [\[openstack-dev\]\[Nova\]\[Scheduler\]](#)
- Messages sorted by: [\[_date_\]](#) [\[_thread_\]](#) [\[_subject_\]](#) [\[_author_\]](#)

canal asynchrone avec fil de discussions

apache.org should use tag-based navigation #196

Open bdelacretaz opened this issue 2 weeks ago · 9 comments

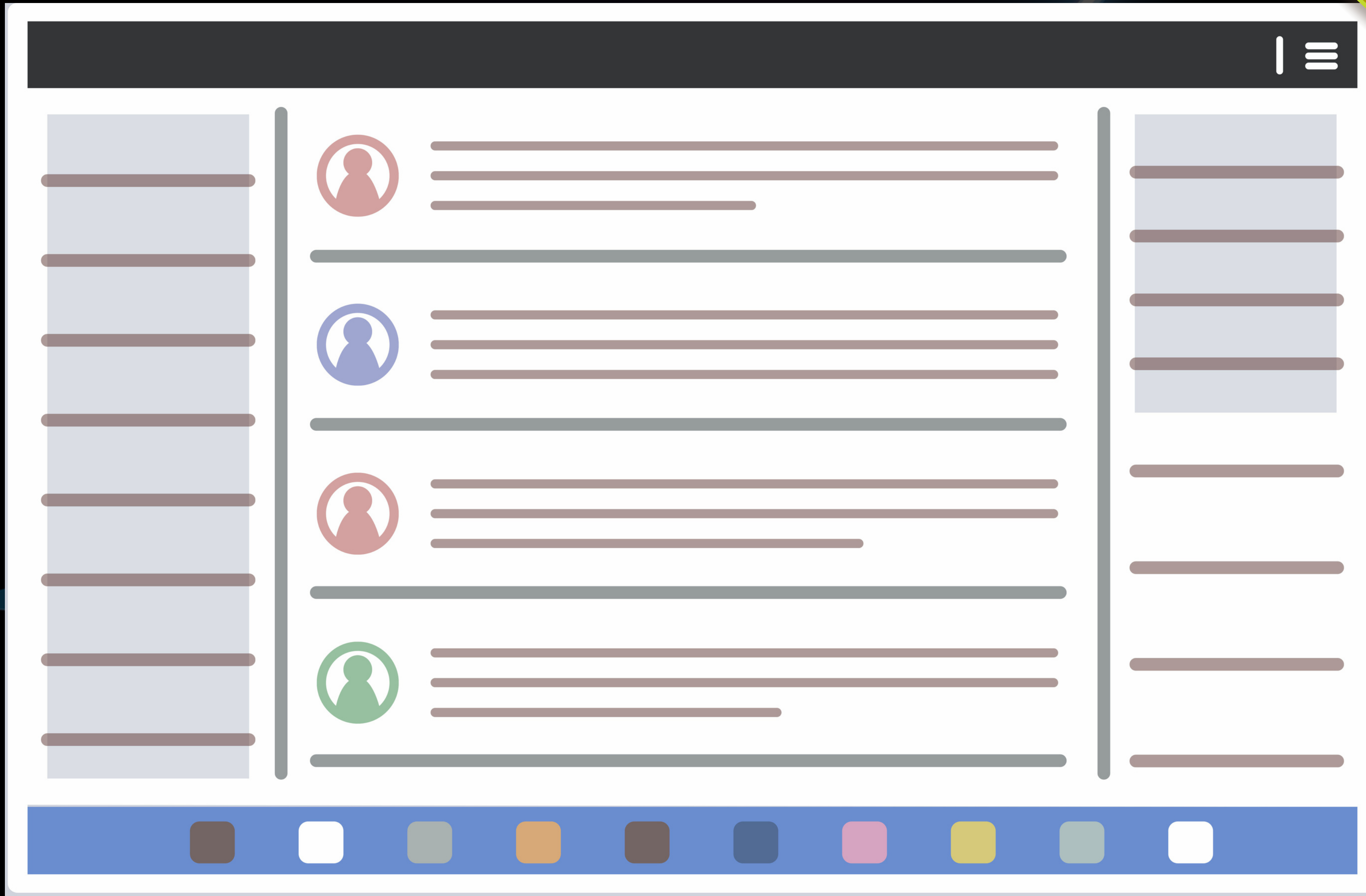
navigation website proposal

bdelacretaz commented 2 weeks ago Member ...

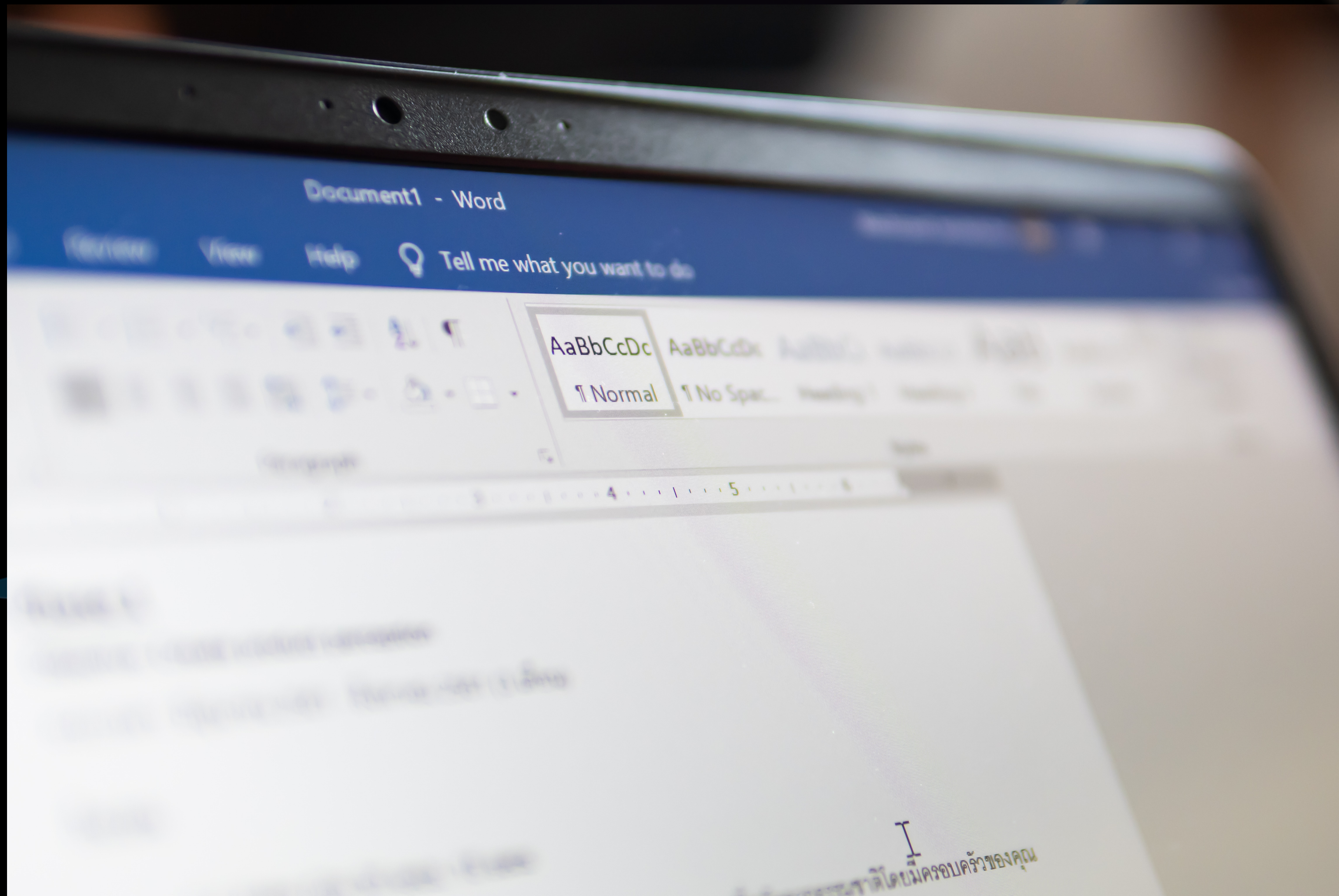
With more than 200 pages and a suboptimal organization, it's often hard to find pages on the apache.org website.

I think adding tag-based navigation, like we have on the Sling website (see

gestion de tickets pour les décisions, avec des tags



le chat: *ici et maintenant*



documents *partagés*, ça peut marcher



canal partagé
pour annoncer les décisions à venir



outil de gestion de cas
pour gérer chaque décision

ce dont vous avez *vraiment* besoin

concision & clarté



vous écrivez
pour un public !

The screenshot shows the IMDb page for the movie 'Whatever Works'. At the top, there is a navigation bar with the IMDb logo, a search bar, and a 'Sign In' button. The movie title 'Whatever Works' is prominently displayed, followed by the year '2009', rating 'PG-13', and duration '1h 33m'. Below the title, there is a section for the movie poster and a video player. The poster features the main character, an older man, and the title. The video player shows a scene from the movie with a play button and a 'Play trailer 2:18' label. Below the video player, there are buttons for '1 VIDEO' and '68 PHOTOS'. The genre tags 'Comedy' and 'Romance' are visible. At the bottom, there is a synopsis: 'A middle-aged, misanthropic divorcé from New York City surprisingly enters a fulfilling, Pygmalion-type relationship with a much younger, unsophisticated Southern girl.' The source 'excerpt from imdb.com' is noted at the bottom right.

CLARTÉ

**Titre,
Affiche
Synopsis,
Bande -
annonce
-> Décision
multi-niveaux**

...plus d'effort pour vous, moins pour votre public !

[WEBSITE] please review the staged /board content

Subject line

Bertrand Delacretaz <bdelacretaz@apache.org>

Hi

That section of the website is currently built from its own svn repository, for historical reasons, and it makes sense today to move it under the main www-site repository.

Introduction

For now I have moved the content to a preview branch, see <https://issues.apache.org/jira/browse/INFRA-22772> for details.

Please review that staged content at <https://www-board-site-migration.staged.apache.org/board/> and comment, or feel free to fix things directly in the <https://github.com/apache/www-site/tree/preview/board-site-migration/content/board> branch . Updates to that branch go live within a few minutes,

Body & References

I'll wait for the discussion (if any) to settle down before letting infra activate this new setup to serve <https://www.apache.org/board/>

What's next?

-Bertrand

CLARITY

On fournit plusieurs points de décision pour continuer à lire ou abandonner.

message complet, lecture multi-niveaux

Diapo précédente:

On fournit
**plusieurs points
de décision**
pour continuer à lire ou
abandonner.

On aurait pu écrire:

Il est généralement avantageux de s'assurer que les personnes qui lisent votre message ont plusieurs options (ou devrions-nous dire "points de décision") pour décider de continuer ou d'abandonner la lecture. S'ils ne sont pas intéressés à plus de détails que ce qu'ils sont en train de lire, ils peuvent choisir d'arrêter de lire le reste de votre message, pour économiser leur temps et leur énergie. J'espère être clair avec cette explication!

La concision se travaille !

Don't ask forgiveness, radiate intent

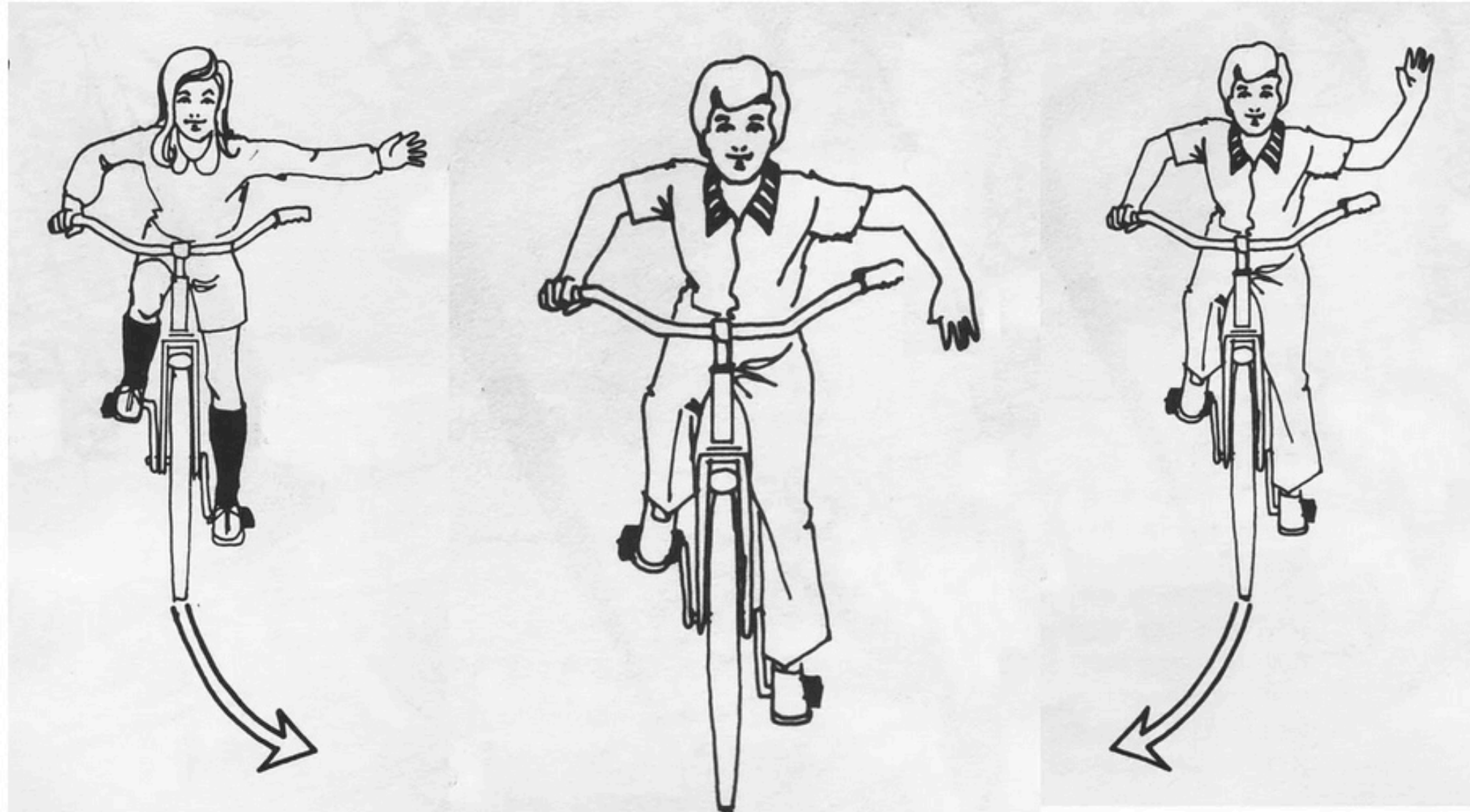
<https://bit.ly/3VX1k8F>



Elizabeth Ayer · Follow

3 min read · Jun 27, 2019

10



Images from [Hand Signals on Wikipedia](#)

A moins que quelqu'un ne s'y oppose,
je prévois de ...

Exprimer vos intentions !

L. DAVID MARQUET

CAPTAIN, U.S. NAVY (RETIRED)

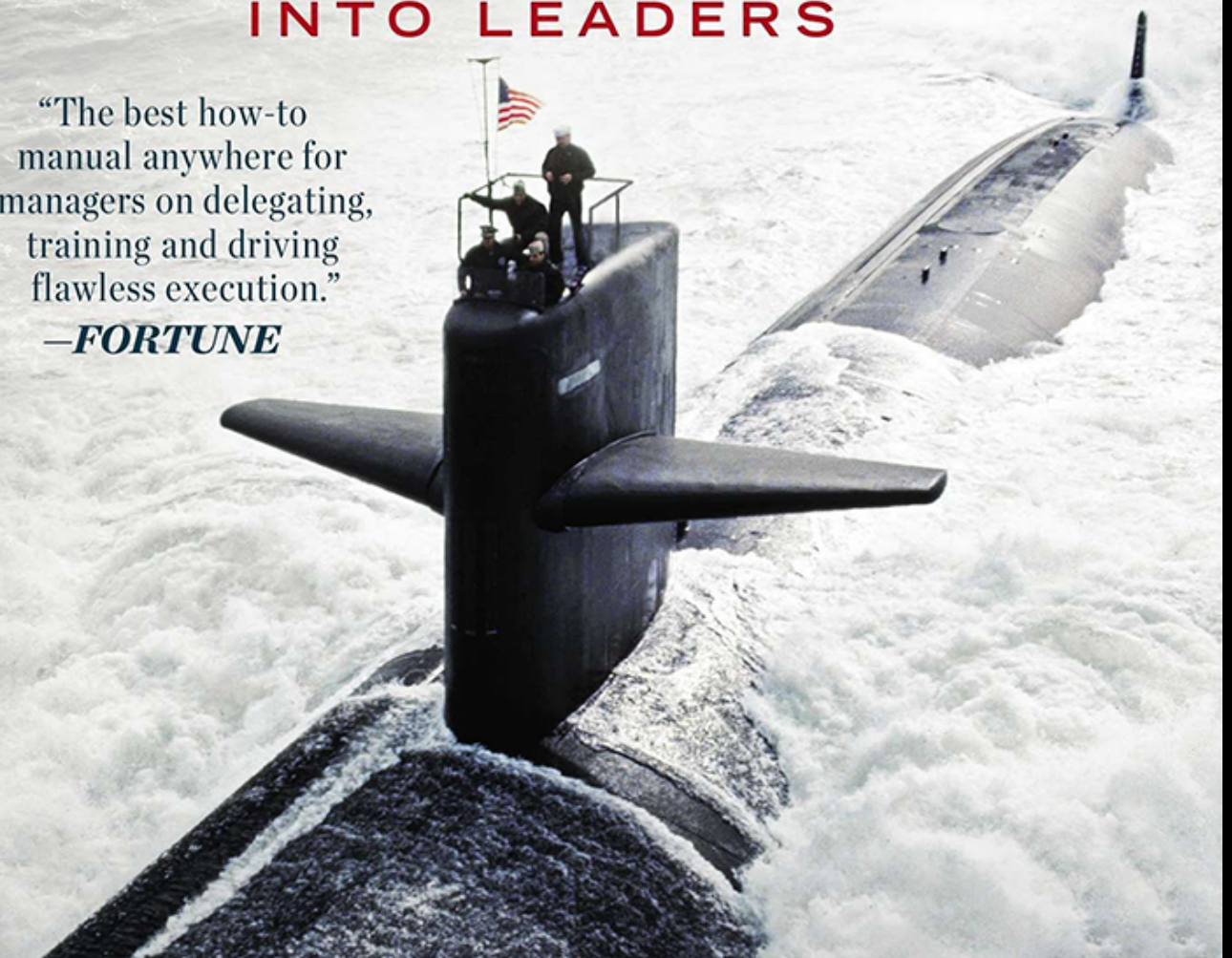
FOREWORD BY STEPHEN R. COVEY

Turn the Ship Around!

A TRUE STORY OF
TURNING FOLLOWERS
INTO LEADERS

"The best how-to manual anywhere for managers on delegating, training and driving flawless execution."

—*FORTUNE*



davidmarquet.com

CLARTE

les équipes multi-culturelles

RAISE
YOUR
HAND



quelle est votre culture ?



un désastre multi-culturel

Rapport d'enquête Costa Concordia 38 nationalités, l'Italien comme langue de travail, l'équipage témoigne ne pas comprendre les ordres en anglais

Complicated English → ASD-STE100

All valves must be turned slowly in order to prevent strong steam jets which can damage both hose lines and components.

Turn all valves slowly to prevent strong jets of steam.
Steam can damage hose lines and components.



utiliser un langage simple

example de <https://robertobertuol.com/simplified-technical-english/>



Supposer de
bonnes intentions



Demander de
clarifier



Reformuler

Eviter les malentendus

coda

00

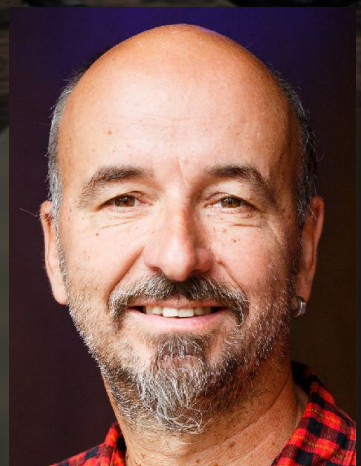


cultures
neurons partagées & clarté
réunions
canaux
fuseaux horaires
décisions asynchrones
communication

Les équipes distribuées ont de
nombreux défis !

Focaliser sur les principes de base,
plutôt que les outils

Collaboration asynchrone, réunions
(organisées et productives) lorsque
c'est possible.



Bertrand Delacretaz
[@fosstodon.org/@bdelacretaz](https://fosstodon.org/@bdelacretaz)
grep.codeconsult.ch
pinboard.in/u:bdelacretaz/t:pressbook

