Distributed teams that *actually* work ?

Bertrand Delacrétaz

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Board Member, Apache Software Foundation

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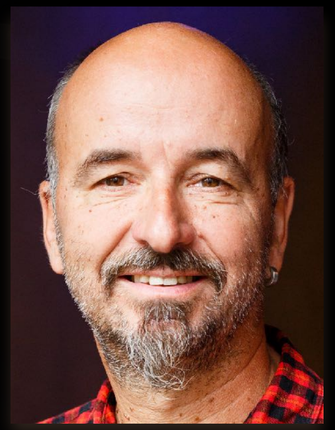
devoxx UK, London, May 2023

images from Adobe Stock, unless otherwise noted



Adobe

DEVOXX United Kingdom 10-12 May, 2023

#AdobeRemix

Lauro Samblas

slides revision 2023-05-11

building a dam

we are wired to create great things *together*

challenges

2008

it's not new...

I will NOT attend your meeting

I'm an Open Source person!

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

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

APACHECON Europe

2016

opensource.com

Asynchronous decision-making: Helping remote teams succeed

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

12 Dec 2017 | Bertrand Delacretaz | 21 | 2 comments

2017

The Apache Softwa Foundation Blog

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

MONDAY FEBRUARY 06, 2017

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 wo the ASF.

I became active in the ASF in 2001 via Gianugo Rabellino - he was the one who started t 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, bu 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.

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

Bertrand Delacretaz
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Board Member, Apache Software Foundation
grep.codeconsult.ch - @bdelacretaz

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

2018

BETA

PACHECON
rth America
Montréal, Canada
7 September, 2018

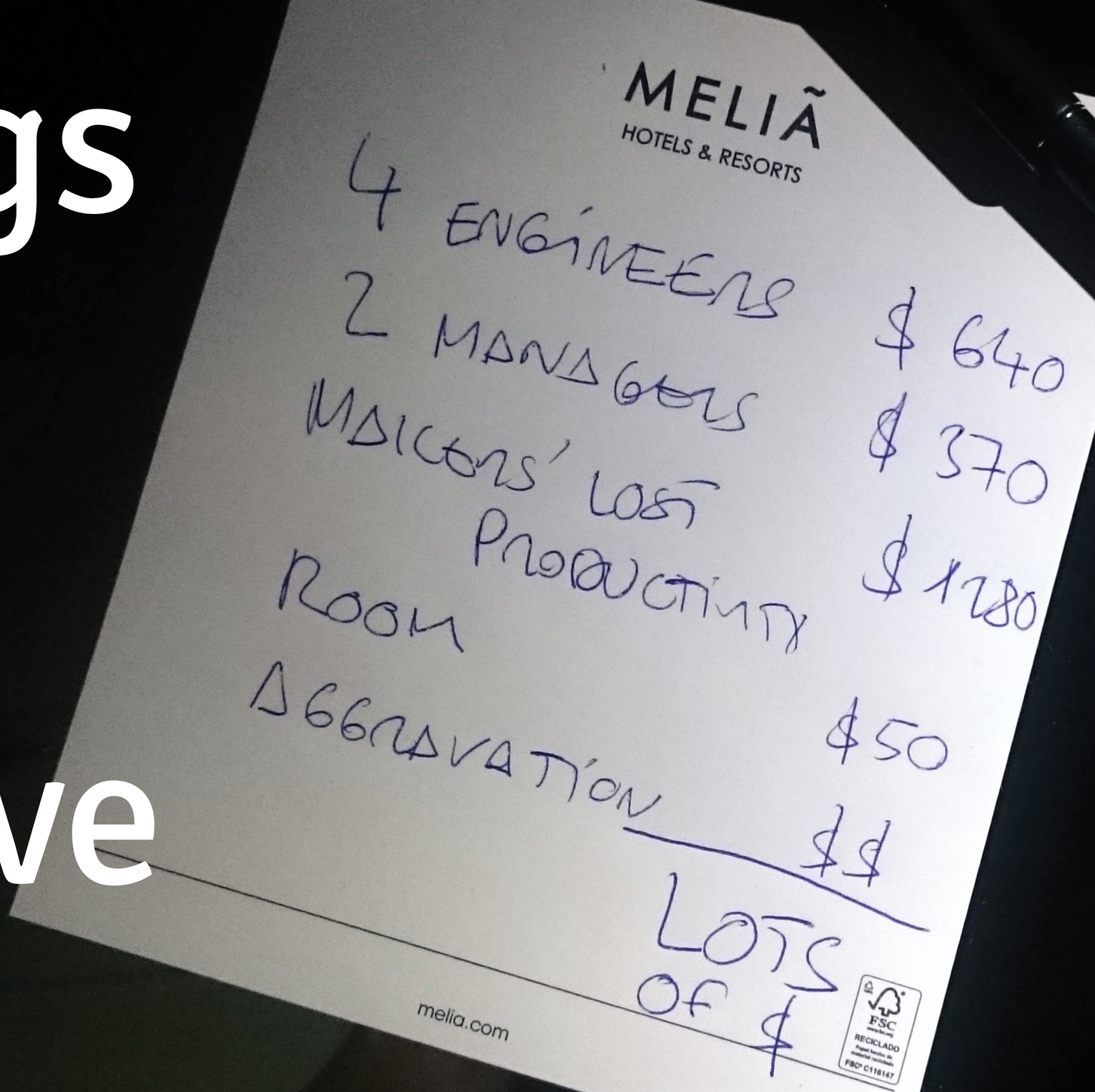
2022
Surviving large online communities with conciseness and clarity
FOSS Backstage, March 2022 - Bertrand Delac
& Board Member, Apache Softw
Many brains getting together to create a Greater Whole

cultures
shared neurons
concision & clarity
channels
meetings
language
async decisions
timezones
communication
challenges

meetings

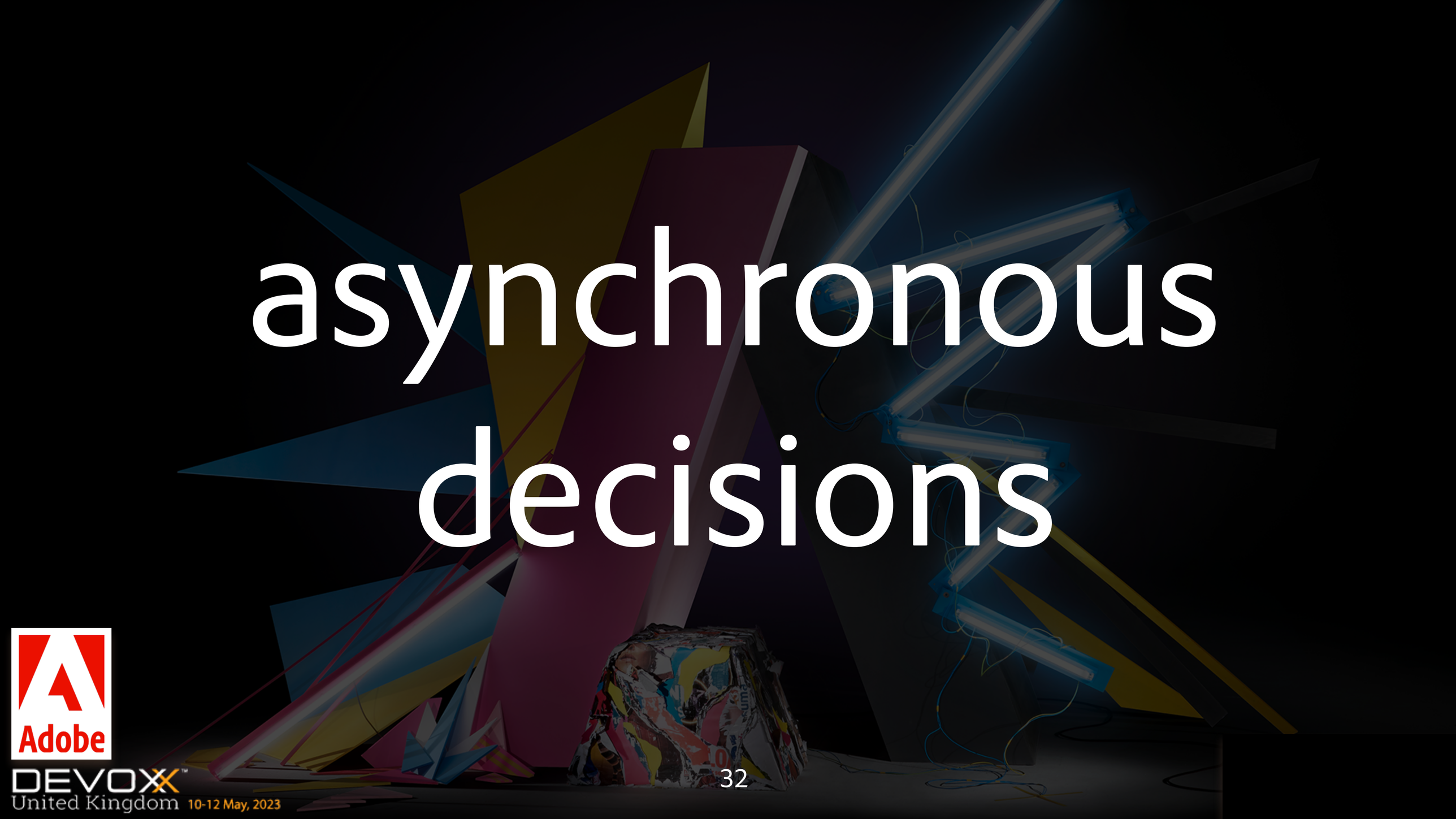
On a maker's schedule:
meeting ruins half a day?
Blog post by Paul Graham: https://s.apache.org/ms

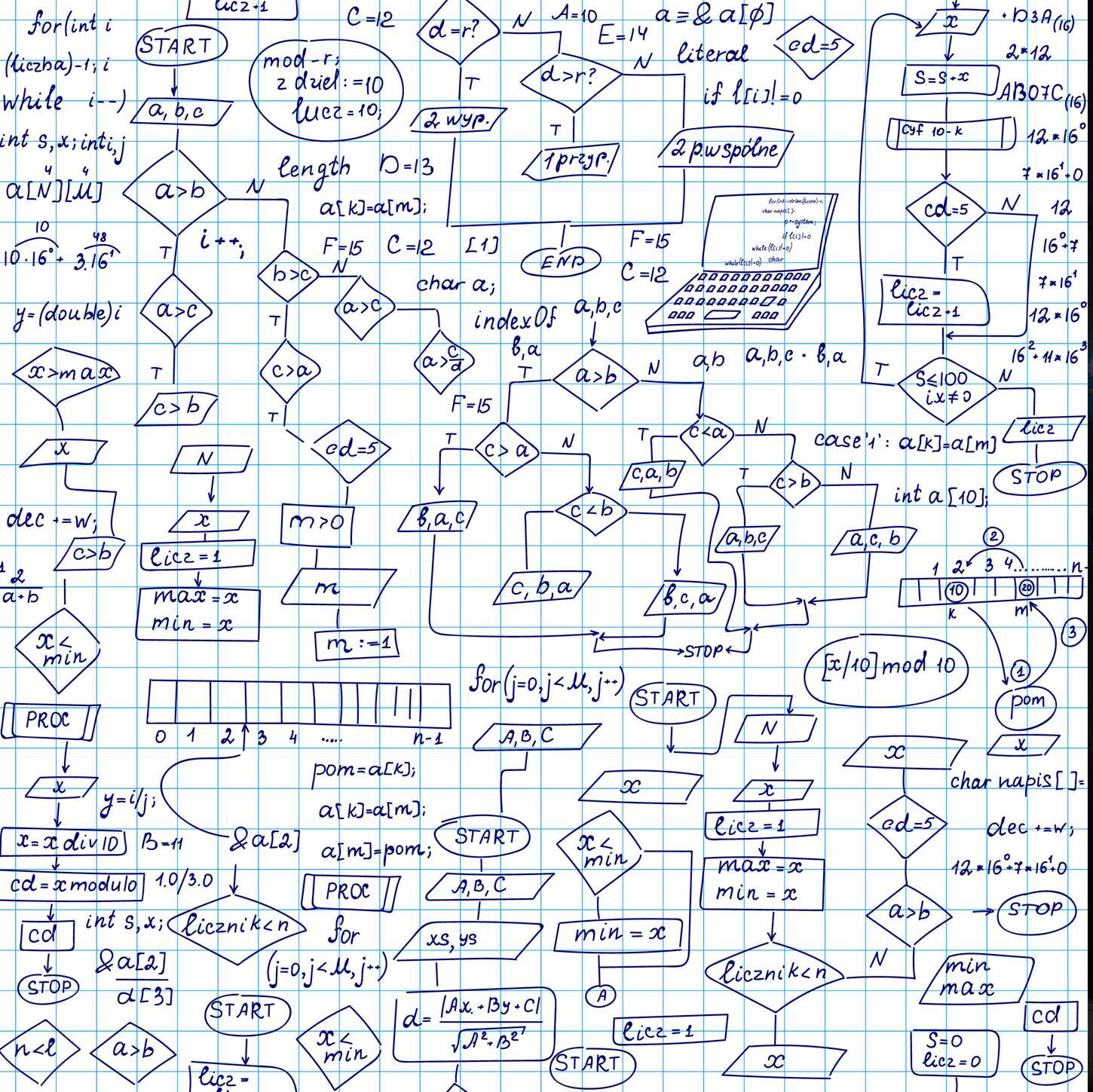
meetings are VERY expensive



meetings fail

but still:

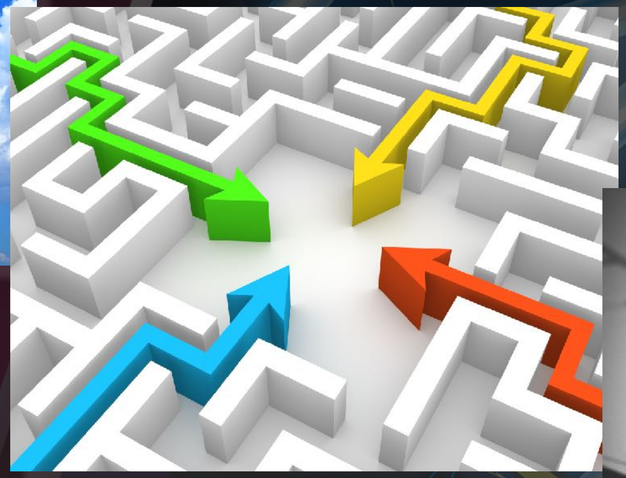

asynchronous
decisions



software is made of

decisions

ASYNC



brainstorm define options build consensus decide

four phases of a decision

ASYNC

broadcast channel

to advertise upcoming decisions

case management tool

to manage each decision

key tools for async decision making

Orange list:
uncontested

Blue list:
respond to Parliament

White list:
important, complex

Green list:
confidential, complex

~70 decisions in a weekly 4 hours meeting
LOTS of async preparatory work

THE APACHE SOFTWARE FOUNDATION

ASF Board:
similar principles,
different tools

Swiss Federal Council: Hybrid Meetings

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

communications
tools

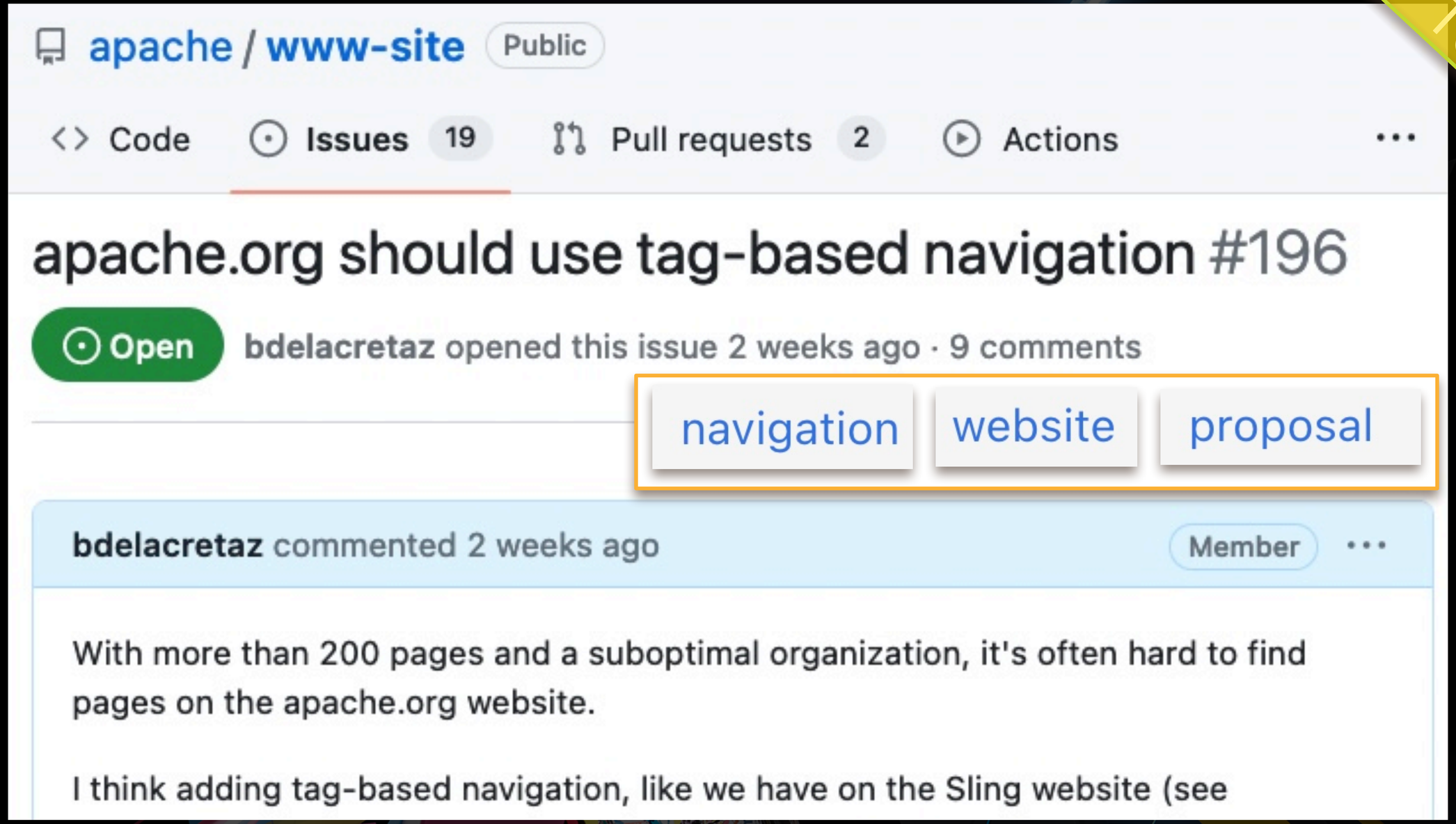
TOOLS

[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
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]

async, threaded channel with tagged subject lines



TOOLS

issue tracker for decisions, tagged

chat is mostly *here and now*...

TOOLS

central shared documents can work

TOOLS

broadcast channel

to advertise upcoming decisions

case management tool

to manage each decision

what you actually need

concision
& clarity

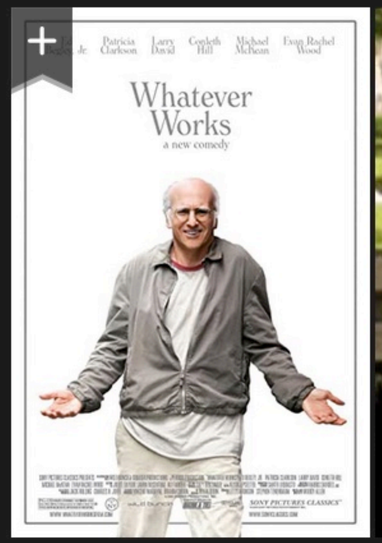
you are writing
for an audience

CLARITY

IMDb All Search IMDb Sign In EN

Whatever Works

2009 · PG-13 · 1h 33m



1 VIDEO 68 PHOTOS

Comedy Romance

A middle-aged, misanthropic divorcé from New York City surprisingly enters a fulfilling, Pygmalion-type relationship with a much younger, unsophisticated Southern girl.

excerpt from imdb.com

Title,
Abstract,
Trailer
help make a decision in stages

more effort for you, less for them!

movie excerpt: imdb.com

CLARITY

[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

Provide readers with **multiple decision points** to stop reading, if not interested in the next level of detail.

self-contained message, multi-level reading

CLARITY

Last slide's text:

Provide readers with **multiple decision points** to stop reading if not interested in the next level of detail.

Could have been:

It is often a good idea to make sure people who are reading your message have multiple options (shall we say "decision points"?) where they can opt to stop reading the rest of your message. If they are not interested in more than the current level of detail, they can then stop reading to avoid using more energy and time than strictly needed. I hope I'm being clear.

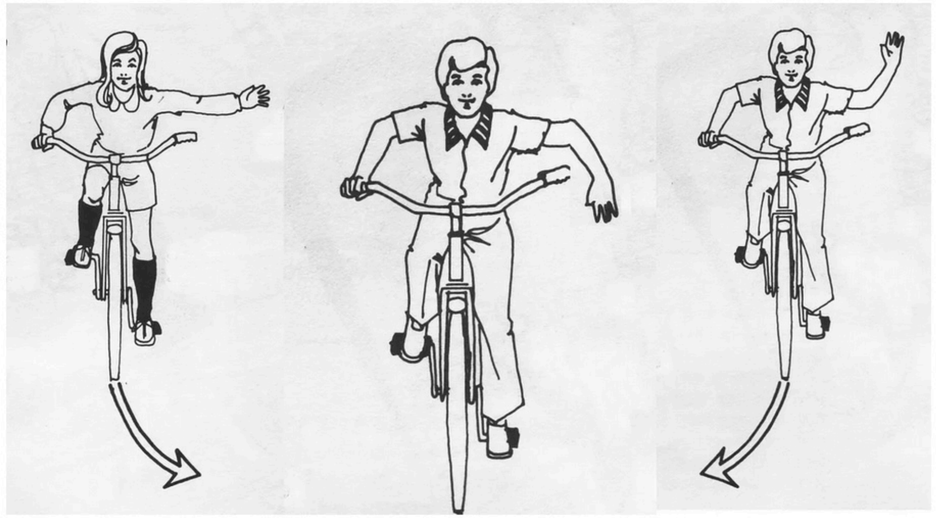
work on your concise writing!

Don’t ask forgiveness, radiate intent

https://bit.ly/3VX1k8F

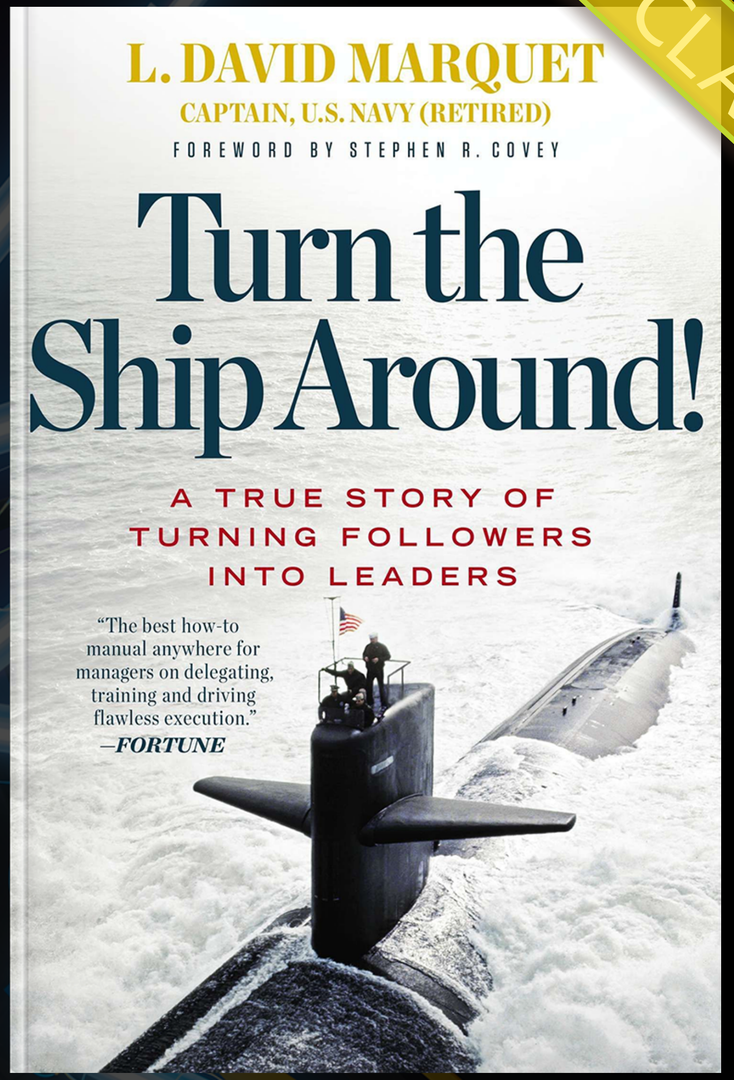
Elizabeth Ayer · Follow
3 min read · Jun 27, 2019

-- 10



Images from Hand Signals on Wikipedia

unless someone objects, I intend to ...



CLARITY

davidmarquet.com

radiate intent!

multi-cultural
teams

CULTURES

what's YOUR culture?

a multi-cultural disaster

Costa Concordia: 38 nationalities, official working language Italian, crew testifies not understanding orders given in English

CULTURES

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.**

use simple language

example from https://robertobertuol.com/simplified-technical-english/

CULTURES

Assume
Good Intentions

Ask for
Clarification

Reformulate

avoid misunderstandings

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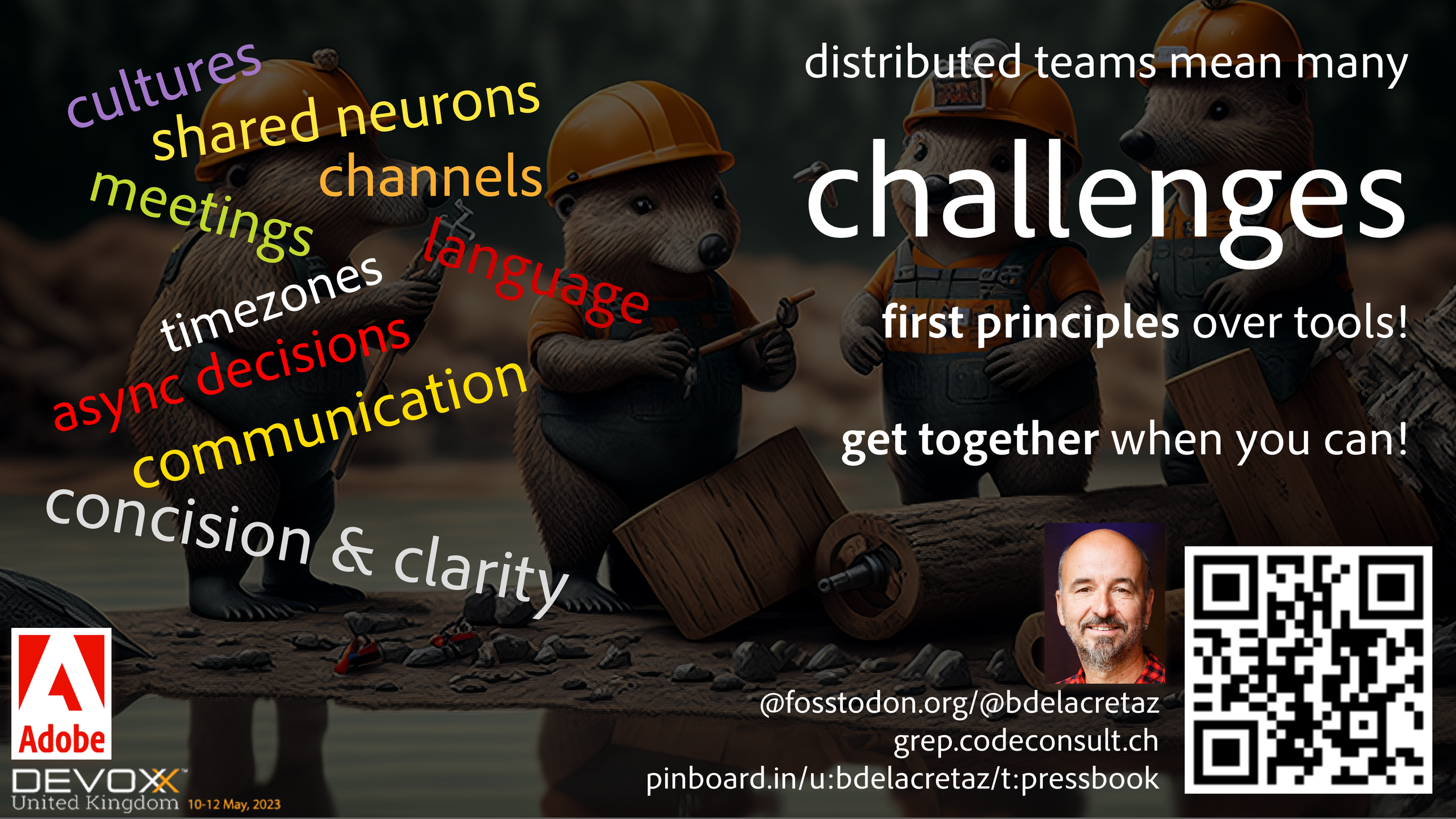

distributed teams mean many

challenges

first principles over tools!

get together when you can!

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grep.codeconsult.ch
pinboard.in/u:bdelacretaz/t:pressbook

Adobe

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