



Prise de décisions asynchrone Pourquoi et comment?



Bertrand Delacrétaz

Principal Scientist, Adobe Basel, Switzerland
Board Member, Apache Software Foundation

@bdelacretaz - grep.codeconsult.ch

devoxx.fr Paris, avril 2018

source des images: Adobe Stock, sauf indication contraire

Excusez mon
franglais!

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

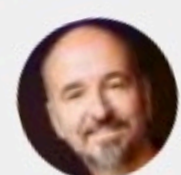
ApacheCon Séville, November 2016
slides revision 2016-11-14



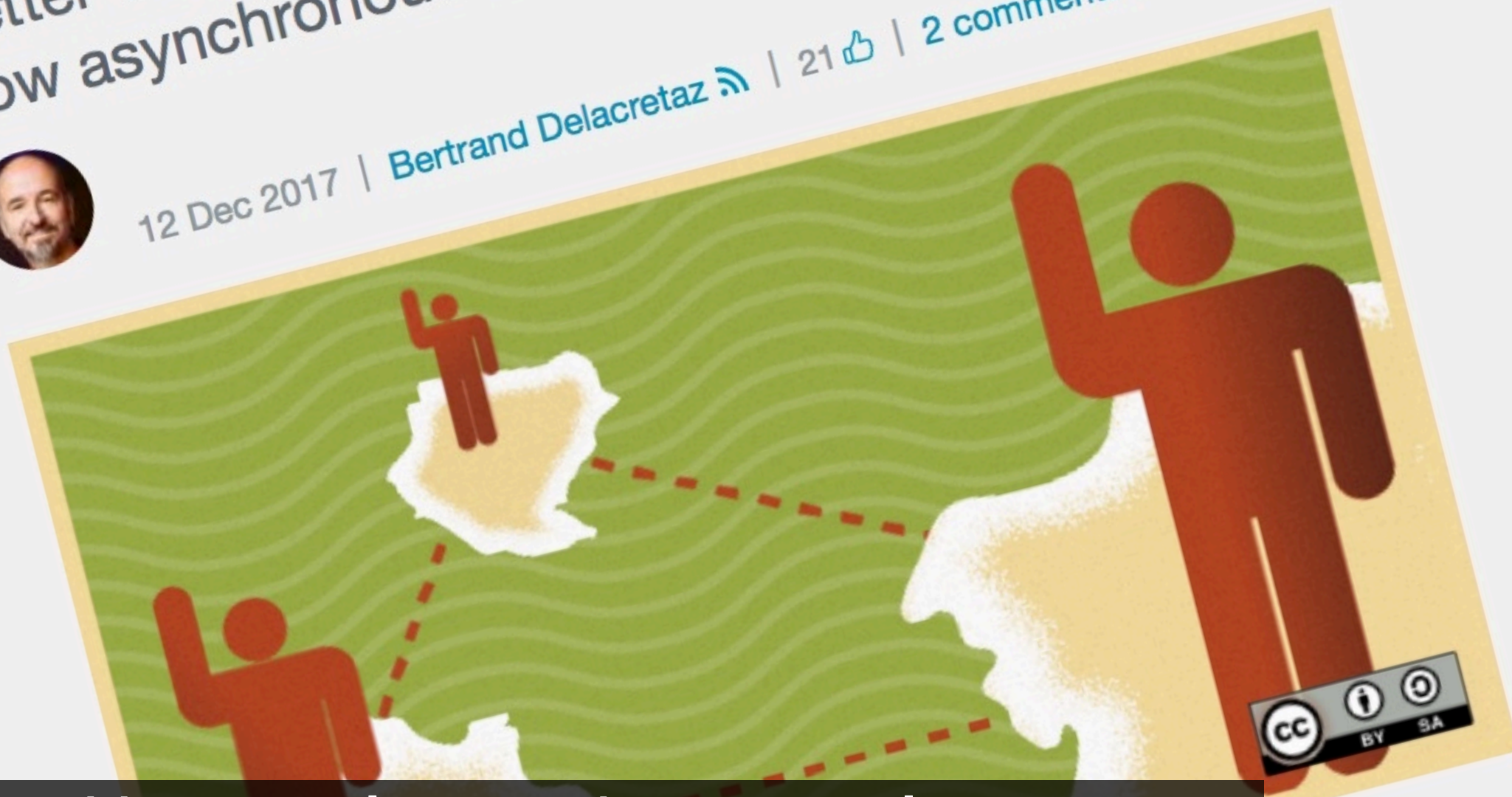


Asynchronous decision-making: Helping remote teams succeed

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



<https://tinyurl.com/async-decisions>
sur opensource.com

<https://s.apache.org/PMvk>
sur blogs.apache.org/foundation

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 at ASF.

I've been active in the ASF in 2001 via Gianugo Rabellino - he was the one who started the ASF along 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've been currently a member of the Board of Directors of the ASF and have been giving talks (and presentations) about what makes the ASF tick in terms of Shared Neurons.

Les équipes distribuées prennent
BEAUCOUP de décisions, tout le temps

Est-ce possible sans
faire de réunions?

Et de manière
efficace et agréable?

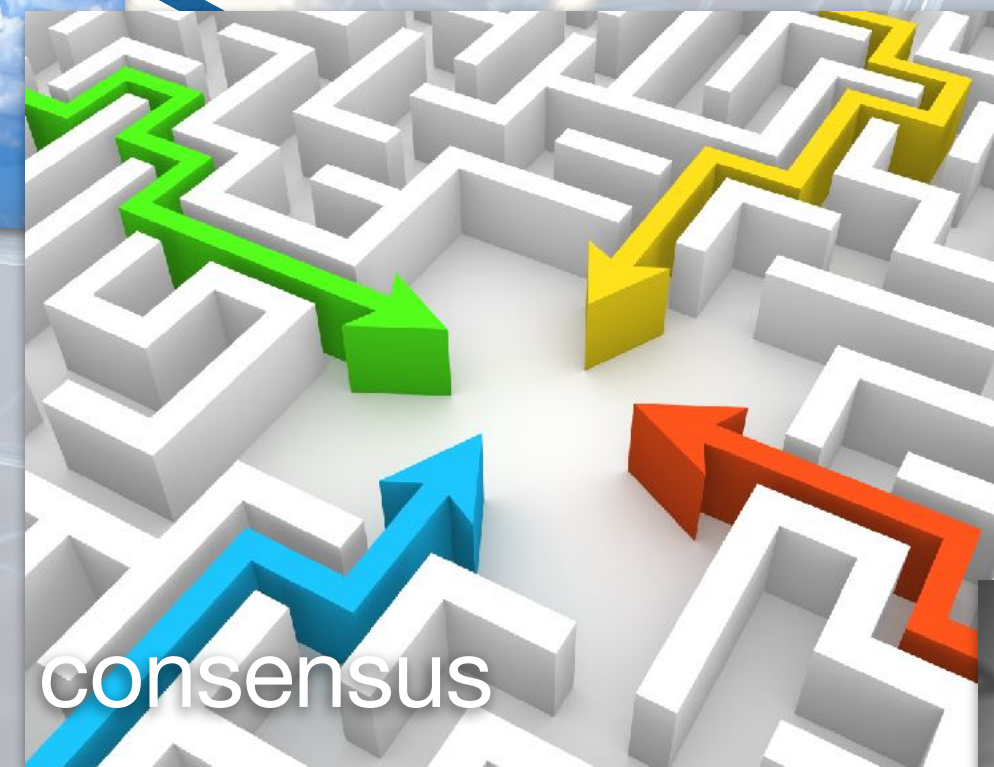
© 2017 Adobe Systems Incorporated. All Rights Reserved. Adobe Confidential
"neurones partagés" - "shared neurons"



QU'EST-CE

que la Prise de Décisions Asynchrone?

Quatre étapes pour une décision



A moins que votre organization ne l'exige pour des raisons formelles, toutes ces étapes peuvent se traiter de manière asynchrone.

Les réunions ne sont pas indispensables!

Outils de prise de décisions asynchrone



désorganisé,
bruyant?

canal de communication
partagé & asynchrone



structuré,
chronologique

outil partagé
de suivi de cas

Réunions optionnelles


Plus de temps pour réfléchir, attendre le moment "Eureka"

Plus facile dans une langue étrangère



POURQUOI

pratiquer la Prise de Décisions Asynchrone?

A close-up, sepia-toned photograph of a bearded craftsman in a workshop. He is wearing a dark apron and has a pencil in his mouth. He is holding a wooden mallet in his right hand, positioned over a piece of wood on his workbench. The background is filled with various tools and wooden materials, suggesting a busy workshop environment.

Dans un **planning d'artisan**,
une réunion d'une heure peut
“détruire” une demi-journée

Dans un **planning de manager**,
une réunion d'une heure n'est qu'une réunion de plus...

Crédit: Paul Graham, blog post: <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
DECONTAMINATION	\$ \$

LOTS
OF \$





quel est l'objectif?
ton micro est fermé?

J'ai oublié Marcel
Marcel a oublié...

J'y connais rien

J'ai pas compris...

j'ai pas préparé...

on décidera la
prochaine fois, ok?

mais qui s'en occupe, vraiment?

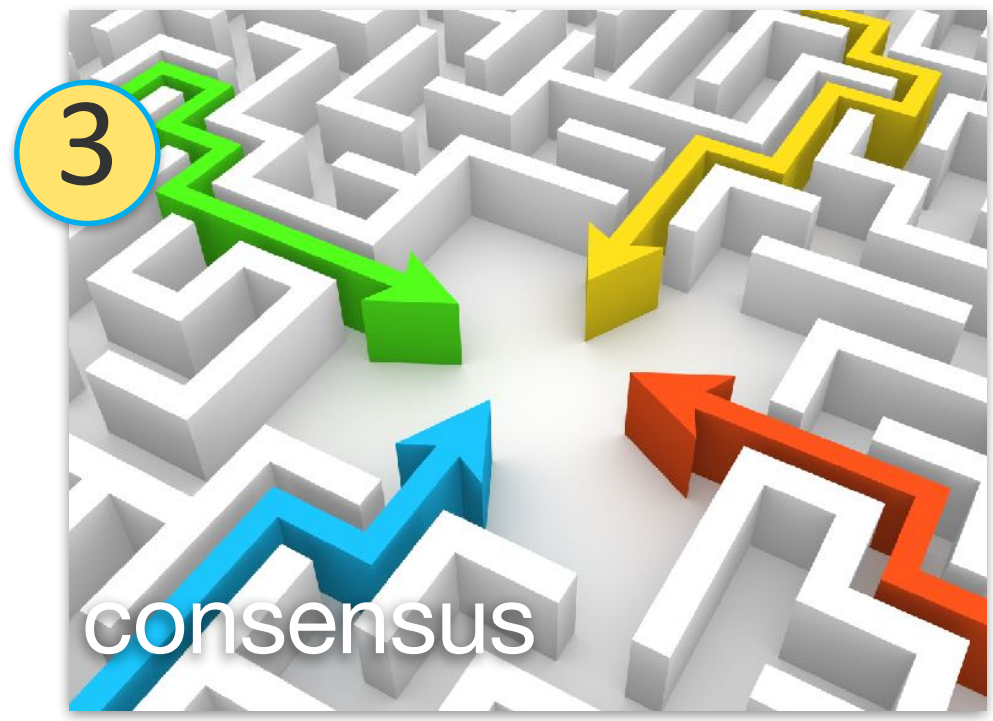
réunion ratée?



COMMENT

pratiquer la Prise de Decisions Asynchrone?

Outils de Prise de Décisions Asynchrone



Les projets Apache (d'où je viens) utilisent principalement des **mailing lists** comme canal asynchrone partagé et des **systèmes de tickets** (jira, bugzilla etc.) pour le suivi de cas.
Ce ne sont de loin pas les seuls outils possibles - un tableau blanc et des fiches papier font aussi l'affaire selon la configuration de votre équipe, ainsi que toute variante intermédiaire.

Décider par consensus



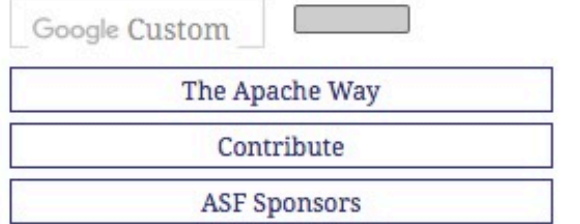
Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Quorum

The Federal Council constitutes a quorum when at least four members are present. It decides by consensus whenever possible, and sometimes also holds a vote. In the event of a tied vote, the president's vote counts twice.

Le consensus est un *agrément informel entre les personnes qui ont le pouvoir de décision.*

Le *consensus naturel* est idéal, mais s'il n'émerge pas des règles de votes claires sont nécessaires.



Because one of the fundamental aspects of accomplishing things within the Apache framework is doing so by consensus, there obviously needs to be a way to tell whether it has been reached. This is done by voting.

There are essentially three types of vote:

1. Code modifications,
2. Package releases
3. Procedural

Votes on procedural issues follow the common format of majority rule unless otherwise stated. That is, if there are more favourable votes than unfavourable ones, the issue is considered to have passed -- regardless of the number of votes in each category. (If the number of votes seems too small to be representative of a community consensus, the issue is typically not pursued. However, see the description of [lazy consensus](#) for a modifying factor.)

Votes on code modifications follow a different model. In this scenario, a negative vote constitutes a [veto](#), which cannot be overridden. Again, this model may be modified by a [lazy consensus](#) declaration when the request for a vote is raised, but the full-stop nature of a negative vote is unchanged. Under normal (non-lazy consensus) conditions, the proposal requires three positive votes and no negative ones in order to pass; if it fails to garner the requisite amount of support, it doesn't -- and typically is either withdrawn, modified, or simply allowed to languish as an open issue until someone gets around to removing it.

Votes on whether a package is ready to be released or not use yet a different mechanism: are there are least three binding votes in favour of the release? See more about this [below](#).

BINDING VOTES

Who is permitted to vote is, to some extent, a community-specific thing.

PMC members have formally binding votes, but in general community members are encouraged to vote, even if their votes are only advisory.

IMPLICATIONS OF VOTING

In some cases and communities, the exercise of a vote carries some responsibilities that may not be immediately obvious. For example, in some cases a favourable vote carries the implied message 'I approve **and** I'm willing to help.' Also, an unfavourable vote may imply that 'I disapprove, but I have an alternative and will help with that alternative.'

The tacit implications of voting should be spelt out in the community's guidelines. However, **in no case** may someone's vote be considered invalid if the implied commitment doesn't appear to be met; a vote is a formal expression of opinion, *not* of commitment.

If the [R-T-C](#) policy is in effect, a positive vote carries the very strong implied message, 'I have tested this patch myself, and found it good.' Similarly, a negative vote usually means that the patch was tested and found to be *not*-good, although the veto (for such it is in this case) may be based on other technical grounds.

EXPRESSING VOTES: +1, 0, -1, AND FRACTIONS¶

The voting process in Apache may seem more than a little weird if you've never encountered it before. Votes are represented as numbers between -1 and +1, with '-1' meaning 'no' and '+1' meaning 'yes.'

The in-between values are indicative of how strongly the voting individual feels. Here are some examples of fractional votes and ways in which they *might* be intended and interpreted:

- +0: 'I don't feel strongly about it, but I'm okay with this.'
- -0: 'I won't get in the way, but I'd rather we didn't do this.'
- -0.5: 'I don't like this idea, but I can't find any rational justification for my feelings.'
- ++1: 'Wow! I like this! Let's *do* it!'
- -0.9: 'I *really* don't like this, but I'm not going to stand in the way if everyone else wants to go ahead with it.'
- +0.9: 'This is a cool idea and i like it, but I don't have time/the skills necessary to help out.'

Votes should generally be permitted to run for at least 72 hours to provide an opportunity for all concerned persons to participate regardless of their geographic locations.



ok, mais en

PRATIQUÉ ?

cordova-discuss

Etapes de création d'une proposition:

1. Créer un **ticket** avec la description de votre proposition.
2. Les **commentaires** du ticket servent de discussion.
3. Lorsqu'un un consensus est établi, **créer un fichier** dans ce dossier avec les détails de la proposition.

Outils différents mais processus similaire:

brainstorm -> options -> consensus -> decision

tout est asynchrone et traçable

<https://github.com/apache/cordova-discuss>

apache / cordova-discuss

137 commits 3 branches 0 releases

Branch: master New pull request Create new file Upload files

janpio committed with filmaj fix link for "Cordova-lib Refactoring proposal"

proposals Merge pull request #71 from audreyso/CB-12895_proposal

FAQ.md Point on the potential errors with cookies

README.md fix link for "Cordova-lib Refactoring proposal"

cordova-discuss

This is the place where you can initiate proposals for new features/ideas in Cordova.

Adding a Proposal

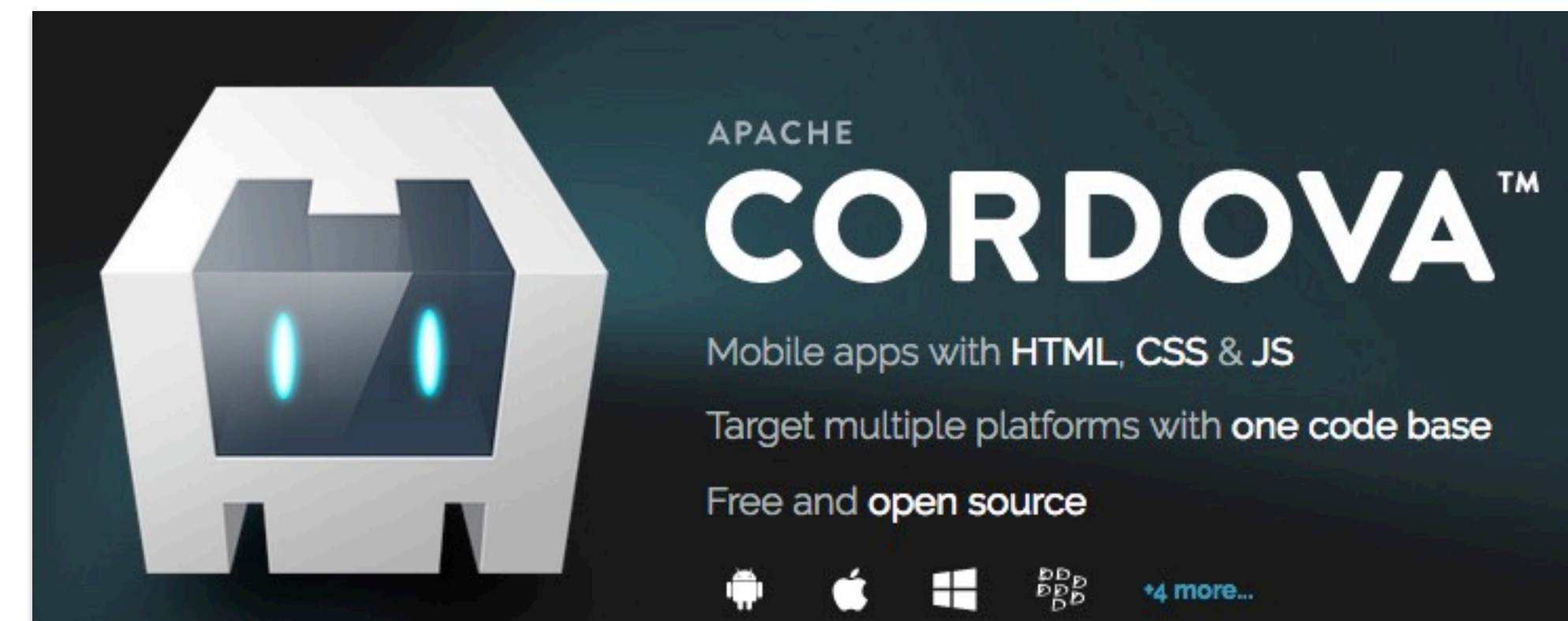
For adding new proposals and ideas, please review instructions [here](#).

Active Proposals - Help needed

Proposal	Status/Notes
Support for Android N	Proposed - Ongoing
Support for third party package managers - Nuget & cocoapods	Proposed

In Progress Proposals

Proposal	Status/Notes
Templates in Cordova CLI Part 2	Proposed



Projet Apache: liste "dev" et tickets

label:sling-dev

1-100 of many

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Jason .. Antonio (11)	sling-dev	value level encryption - dev@sling.apache.org Subject: Re: value level encryption EXT
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ian .. Carsten, Chetan (5)	sling-dev	Configuration Status dump. - http://localhost:4502/system/console/config/configuration
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Satya Deep Maheshwari (2)	sling-dev	What is the significance of escaping illegal JCR characters in JcrValueMap while readi
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Carsten, Robert (4)	sling-dev	[git] Where is launchpad.base ? - the 'sling' team to get write access and I'll push the c
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Chetan .. Robert (5)	sling-dev	Etiquettes while merging PR from contributors - According to [1], there are 3 options: 1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Nicolas Peltier (2)	sling-dev	[pipes] nashorn engine not accessible from custom servlet - version of sling I can think
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Carsten, Bertrand (4)	sling-dev	[svn/git] Whiteboard not writeable anymore - apache/sling-whiteboard > > and I guess
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Chris .. Bertrand (6)	sling-dev	Contribute Slick? - On Tue, Oct 24, 2017 at 10:55 AM, Nicolas Peltier wrote: > Could v
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Robert .. Radu, Carsten (12)	sling-dev	[git] Migration to git COMPLETE - apache/sling-org-apache-sling-scripting-sightly-te >>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Roy .. Daniel, Davide (7)	jackra.../jackrabbit-users sling-dev	Daily content sync between environments - leverage the sling
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Nicolas, Robert (2)	sling-dev	connction - On Mon, 2017-10-23 at 10:32 +0200, Nicolas Peltier wrote: > Hey, > > th
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Robert .. Bertrand, Ian (9)	sling-dev	[git] Migration to git repositories sort of complete (was: Migration to git starting, p... - a
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Robert Munteanu	sling-dev	[git] Migration to git starting, please hold commits in 30 minutes from now - Hi, As ann
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Robert .. Ian, Bertrand (16)	sling-dev	[git] Migration scheduled for 18 Oct, 22:00 CEST and final notes - soon", probably this
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Robert, Konrad, Ian (7)	sling-dev	Prototype of building github pull requests with Jenkins - apache/sling/blob/trunk/.travis
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ian .. Chetan, Robert (25)	sling-dev	Depending on Oak 1.7.x - Oak then Sling warrants the extra work of experimental brar

APACHE SOFTWARE FOUNDATION

Dashboards Projects Issues Service Desk Agile Create

Issues: Open Issues

Order by Priority

- SLING-7157 metatype.properties file must not b...
- SLING-7043 Exporting com.codahale.metrics.M...
- SLING-6856 NPE in scheduler whiteboard handler
- SLING-7231** Move to owasp sanitizer library
- SLING-5421 Allow JCR installer to recover from ...
- SLING-7014 Inheritance of configurations from p...
- SLING-6865 Default Config sling/xss/config.xml ...
- SLING-6344 Support filter.xmls being generated ...
- SLING-5417

Sling / SLING-7231

Move to owasp sanitizer library

Assign More Resolve Issue

Details

Type: Improvement

Status: **OPEN**

Priority: Critical

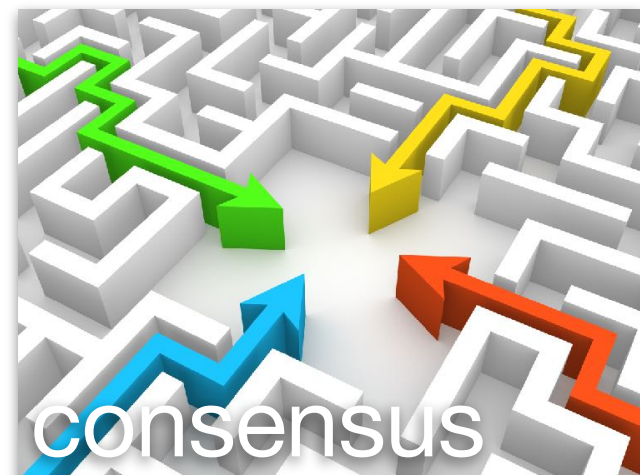
Resolution: Unresolved

Affects Version/s: None

Fix Version/s: XSS Protection API 2.0.2

Component/s: XSS Protection API

Sling developers mailing list



Sling "issue" tracker

Maybe a [VOTE]





réunions

HYBRIDES

préparation asynchrone -> réunions efficaces

Comité de Direction ASF



And a project report header and discussion space is as simple as this:

```
E. Apache Blazinator Project [Bob Blazer / Bertrand]
See Attachment E
[ Blazinator.
approved: bd, mm, dd, db, jc, ldv
comments:
  bd: Not sure why LEGAL-123 blocks their release
  ldv: They are waiting for the committer to supply
      an updated iCLA as the received one was
      incomplete.
  bd: Ok, thanks, approving the report then.
]
```

*Suivi de cas très simple basé sur un fichier
texte structuré.*

<https://www.apache.org/foundation/board>

Conseil Fédéral Suisse



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

- L'ordre du jour comprend des listes de quatre couleurs distinctes : orange, bleu, blanc et vert. Les objets de la liste orange (affaire incontestées) sont en règle générale rapidement approuvés. La liste bleue comprend les réponses et les avis du Conseil fédéral concernant des interventions parlementaires. La liste blanche comprend les affaires ayant une portée politique considérable et nécessitant une discussion. La liste verte comprend les affaires confidentielles, qui nécessitent également une discussion approfondie.

*Listes de couleur sur papier pour structurer et
préparer la réunion*

<https://www.admin.ch/gov/fr/accueil/conseil-federal/attributions-conseil-federal/decider/seance-du-conseil-federal.html>

Préparation asynchrone de réunions de Personnes Très Occupées



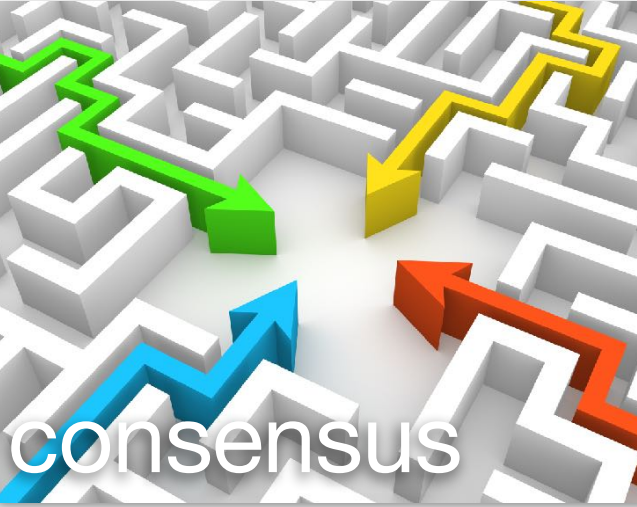
coda

quand est-ce qu'on arrive?

La Prise de Décisions Asynchrone fonctionne!



shared async
comms channel



shared case
management tool



...comme démontré par de nombreux projets Open Source qui changent le monde!

Utiliser les outils à bon escient requiert de la pratique, adaptez votre culture petit à petit!

Divers outils peuvent faire l'affaire, l'essentiel est d'avoir:

Un **canal partagé asynchrone**

Une méthode de **création de consensus**

Un outil de **suivi de cas**, pour les décisions

Slides licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.



DEVOXX™ France



Bertrand Delacretaz - @bdelacretaz - grep.codeconsult.ch
Liste de lecture: <https://pinboard.in/u:bdelacretaz/t:collaboration>
Requirements for open development channels:
<https://github.com/bdelacretaz/opendev-channel-requirements>

