THE BARRIERS

- Horrendous Hierarchies
- Micromanagement
- Reporting
- Inflexible Hours
- Lots of bureaucracy
- Pointless Meetings
WHAT THIS IS. WHAT THIS IS NOT.
WE’RE A LOT OF PEOPLE NOW…
WE’RE DISTRIBUTED

- St. Petersburg
- Moscow
- Munich
- Prague
- Boston
- San Mateo
- New Jersey
- …and quite a few remote
<table>
<thead>
<tr>
<th>OUR HIERARCHY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Management</strong></td>
</tr>
<tr>
<td><strong>Team Leads</strong></td>
</tr>
<tr>
<td><strong>Team Members</strong></td>
</tr>
</tbody>
</table>
EVERYONE IS ONE AND THE SAME

You talkin’ to me?

The CEO

Not The CEO
TEAMS ARE SELF-ORGANIZED AND SELF-SUFFICIENT*

*SHARE SOME COMMONALITIES

- IntelliJ
- Web
- PhpStorm
- ReSharper
- Advocacy
RULE I.
That the local U. S. Food Administration deputize the man in charge of each threshing machine to act as their agent, to see that all ways and means be observed, so as to prevent the waste of grain in any manner.

RULE II.
It shall be in his power to direct all men who are working about the machine or on the job of threshing, and see that they give efficient service, and in any event any one is disloyal he shall be reported to the United States Food Administration and dealt with according to the rules laid down by the Government.

RULE III.
It shall be the imperative duty of every man in charge of a threshing machine to see that his machine is in perfect running order before he shall attempt to do any work at threshing and in case he is unable to correct the defects, he is allowed the privilege of seeking aid of the U. S. Food Administrator who will report his troubles to the manufacturer of his machine, and get his troubles adjusted.

RULE IV.
As it is an order to save grain, the man in charge of the machine and farmer are to arrange to have a man to attend to the cleaning up around the machine, and help where needed, to keep the machine running correctly, and not allow bundles to be run over by teams and wagon; also it is recommended that they shall arrange to have a sufficient number of racks to haul bundles on, which will be built with tight floor and a 2 x 4 around edge for the express purpose to save grain.

RULE V.
It is also demanded of the managers of threshing machines to provide canvass, size not less than 10 x 14, to be put under the feeder of the machine to avoid all leaks; and the men who are pitching to the machine must observe these rules:

1. That bundles must be pitched head first into the machine which is the correct way of feeding a machine. Also the bundles must be pitched at an uniform speed, and in no case pile them upon the feeder.
2. It is demanded by the Government that the fall wheat and rye shall be threshed first. Spring wheat to be threshed at time of threshing oats.
3. In regard to time for a day’s work, we would recommend that as the Government asks us to save all the grain possible, we think it advisable to use all the day time that is available and it shall be expected that the people will be loyal and work the best hours of the day; owing to the morning’s dampness and the difficulty in doing good work in the early morning, we would recommend that the hour of quitting shall not be before 7 p.m., new time.

RULE VI.
It shall be the duty of the machine man to avoid all waste for the following reasons:

A. Threshing grain when it is tough (damp and unripe.)
B. Loss from shattering in bundle wagons.
C. Carelessness in keeping threshing cylinder up to speed, and in adjustment of blower, etc., dull and bent teeth.
D. Carelessness in feeding bundles or loose grain into the machine.
E. Carelessness in allowing grain to leak on the ground around and under the machine and haste in cleaning up at close of operations.
F. Improper adjustment of concaves and other parts of machine.

RULE VII.—Pertaining to Farmers.
It shall be the duty of the farmer to see that all wagon boxes are tight. Also to see that there is no waste at the bins due to scooping and at the machine while changing the conveyor from one wagon to another. We will also recommend that if it is impossible to rake the wheat field before the finish of the wheat threshing; it be raked after, and threshed on the return of the machine for the oats threshing, also to see that no grain is left by the man who pitches on the shocks; “Always scrape up after each shock and pick up all bundles lost or dropped from wagons by the sides way.”

Every effort should be given with the object of getting the grain into proper channels of trade and not permit so great a percentage to be distributed upon the ground or into the straw pile to be fed later to the stock on the farm. The practice of overlooking the leaks with the excuse that the stock will get the benefit when turned in, should be discouraged this year, when no wheat should be fed to animals.

Suggestions and mention of instances where waste during threshing has occurred in the past will be appreciated.

We are all soldiers of the Home Guard fighting to win the war, and the first duty of a soldier is to obey orders.

A. F. PADEN
F. H. FAULKNER
W. H. MACHIN

Threshing Committee of the U. S. Food Administr’n for Knox Co.
WORK WHENEVER YOU WANT
WORK ON WHAT YOU WANT
So you’re saying it’s Paradise?
NOT QUITE!

It's not that easy.
..actually some things are easy
• Be there for any meetings

• In Bavaria, you’re not allowed to go to the office on Sunday.
BENEFITS

Kid sick? No problem

Need to do paperwork? No problem
DOES IT WORK?
Meetings
“9 Reasons Meetings Suck”

“Meetings should die”

“Boring Meetings”

“Meetings are destroying your productivity”

“Meetings Kill Souls”
BAD MEETINGS SUCK
MEETING PURPOSE

Coordination or Status Updates?
COORDINATION

Topic

Action Points
“what have you been working on?”
DAILY STANDUPS

What is it about?

Trust?
ALTERNATIVES TO STANDUPs

Weekly Summary

Tracking Tools
WEEKLY WAAASUP’S

“Socialising”

Raising Awareness
Communication is an issue
“Never attribute to malice that which is adequately explained by stupidity”

–Hanlon’s razor
“Never attribute to malice that which is adequately explained by ignorance”

a.k.a. “I just didn’t know”
MORE PEOPLE. MORE CHALLENGES

Who’s who anymore?

What’s the left hand doing?
PUSH VS PULL
INTERNAL NEWSLETTER

What are other teams doing?

What’s going on in the community?

How’s revenue?
INTERNAL CONFERENCE

Company Progress and Roadmaps

Good Balance of Tech/Non-Tech
TECHNICAL WEDNESDAY’S

Internal and External Speakers
TOOLS CAN HELP

Slack

Confluence

JetPeople
<table>
<thead>
<tr>
<th>Issue</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>WEB-12496</td>
<td><strong>Karma:</strong> changes made to specs are not uploaded to server when using <code>karma-browserify</code>&lt;br&gt;135.1063 * open the attached project, run <code>karma.conf.js</code> * all tests pass as expected * change the <code>spec/client/example.spec.js</code> to make tests fail, restart tests * tests still pass&lt;br&gt;You have to resta</td>
</tr>
<tr>
<td>CPP-898</td>
<td><strong>No Intellisense for large files,</strong> <code>idea.max.intellisense.filesize ignored</code>&lt;br&gt;CLion Code completion/syntax highlighting doesn’t work for large files regardless of the <code>idea.max.intellisense.filesize</code> setting. The correct behavior would be to have this setting editable and working</td>
</tr>
<tr>
<td>RSRP-440227</td>
<td><strong>Test runner not working with vNext class libraries</strong>&lt;br&gt;The R# test runner is not working with ASP.NET vNext class libraries. It appears to see the tests but then fails to find the assembly. This is occurring in VS 2015 RC. I’ve tried checking *Produce out</td>
</tr>
<tr>
<td>CPP-3375</td>
<td><strong>Ability to set CMake options on project open/creation</strong>&lt;br&gt;Right now there is no ability to set cmake options BEFORE clion runs the initial cmake generation. I have several project where this is needed.</td>
</tr>
<tr>
<td>PY-16029</td>
<td><strong>PyCharm should not jump to the top of the file when double-clicking on a file in the project file window that’s already open</strong>&lt;br&gt;PyCharm should not jump to the top of the file when double-clicking on a file in the project file window that’s already open. PyCharm should remember the (scrolled) position the file is in. Using Win</td>
</tr>
</tbody>
</table>
TOOLS CAN KILL

Notifications can be ignored

Docs are lost
So much of what we call management consists in making it difficult for people to work. — Drucker
OR NO MANAGEMENT

No Micro Management

No Micro Reporting

No Permissions Required
SETTING OBJECTIVES

Set a series of goals

Provide guidance

Remove obstacles
talk about trust when booking, trust when doing shit...
WHAT’S NEEDED

Self Organisation

Discipline

Responsibility
WHAT’S NEEDED

Knowing how to prioritise within different contexts

Questioning if what we’re doing really adds value
IT’S NOT ALWAYS EASY

Having too much freedom doesn’t come free
A CASE STUDY
“WORKING ON FUN STUFF”

Right now:
[X] It adds value
[X] I enjoy it

In the larger context:
[?] It adds value
   (you, team, product, company)
[?] It delays other things
MANAGING VS LEADING

Learning to Delegate

Not being a bottleneck

Knowing how to listen. And be heard
COMMAND AND CONTROL

LISTENING. REASONING. CONVINCING?
MANAGING VS LEADING

Care. Most of all Care.

“when did we have a chat last?”
Is it a “Culture” thing
BELIEVE IN WHAT YOU’RE DOING
BE PASSIONATE. BE CARING.
PASSION CAN BE PROBLEMATIC
CARE AND TRUST IS TWO-WAY
BE TREATED AS ADULTS. BE ADULTS
BE UNDERSTANDING

Different people have different cultures
“Never attribute to malice that which is adequately explained by ignorance”
<table>
<thead>
<tr>
<th>What the British say</th>
<th>What the British mean</th>
<th>What the rest of the world understands</th>
</tr>
</thead>
<tbody>
<tr>
<td>I hear what you’re saying</td>
<td>I disagree and do not want to discuss it any further</td>
<td>He accepts my point of view</td>
</tr>
<tr>
<td>With the greatest respect...</td>
<td>I think you’re wrong, or an idiot</td>
<td>She’s listening to me</td>
</tr>
<tr>
<td>That’s not bad</td>
<td>That’s bloody good</td>
<td>That’s quite poor</td>
</tr>
<tr>
<td>I would suggest...</td>
<td>Do as I say...</td>
<td>Think about the suggestion, but do as you like...</td>
</tr>
<tr>
<td>Oh by the way...</td>
<td>This is the primary purpose of our discussion...</td>
<td>This isn’t all that relevant</td>
</tr>
<tr>
<td>I was a bit disappointed...</td>
<td>I am very upset</td>
<td>It doesn’t really matter</td>
</tr>
<tr>
<td>Very interesting</td>
<td>I don’t agree</td>
<td>They are impressed!</td>
</tr>
<tr>
<td>We could consider some other options</td>
<td>I don’t like your idea</td>
<td>They’ve not yet decided</td>
</tr>
<tr>
<td>I’m sure it’s my fault</td>
<td>It’s your bloody fault</td>
<td>It was their fault</td>
</tr>
<tr>
<td>That is an original point of view</td>
<td>You must be crazy!</td>
<td>They like my ideas!!!</td>
</tr>
<tr>
<td>You must come for dinner sometime</td>
<td>I’m just trying to be polite. This is not an invitation</td>
<td>I should probably suggest a date...</td>
</tr>
<tr>
<td>You’ll get there eventually</td>
<td>You don’t have a chance in hell</td>
<td>Keep on trying. You’ll make it</td>
</tr>
<tr>
<td>I almost agree</td>
<td>I completely disagree</td>
<td>We’re close to an agreement</td>
</tr>
</tbody>
</table>
NO BULLSHIT. AT ANY LEVEL

Be Honest

Give Feedback

Accept Feedback
BE THE CHANGE

Don’t moan up the corporate ladder

See something wrong? Work towards fixing it
BE THE PERSON YOU ASK OTHERS TO BE

Don’t Ask: are they doing it wrong.

Ask: Am I misunderstanding?
CULTURE IS HARD TO KEEP

Like Tumours, it can metastasise.
NEW HIRES

Culture is infused

Lead by example
IN SUMMARY

Removing barriers often come at a cost
THANK YOU!
Credits

- Hammock - http://upload.wikimedia.org/wikipedia/commons/e/e6/Hammock_-_Polynesia.jpg
- Punch Clock - https://www.flickr.com/photos/stevensnodgrass/5369148722/
- Meetings - http://upload.wikimedia.org/wikipedia/commons/0/03/Staff_meeting.jpg
- Texting - https://www.flickr.com/photos/streetmatt/15851429459
- Culture - http://upload.wikimedia.org/wikipedia/commons/d/d0/Culture_show.jpg