Distributed Advantage

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> *"Hostile to the past, impatient of the present, and cheated of the future, we were much like those whom men's justice, or hatred, forces to live behind prison bars."*

Albert Camus - *The Plague*

+2K

EMPLOYEES

Distributed not
Remote
Best of the best
Benefits+

+50

LANGUAGES

Conducted in English
i18n by region
Meetups are native

+100

COUNTRIES

Offices optional
Co-working credit
Home office setup

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What does it mean to be distributed?

Well, being distributed means a lot of different things to Elastic.

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What does it mean to be distributed?
Build into culture and ideas as close to origin as possible

- Began before we were, well, a company.
  - Founders in Israel, Germany, and the Netherlands
    - Work began in a distributed way
    - Location of people is only one 'attribute' to a person

- DNA for distribution is also in our product
  - Open source software is distributed with contributors everywhere
    - Community is key to everything
    - If a product can scale distributed, why not a company?

- Thinking differently about how and where we grow & scale
  - Not landlocked by one region
    - Why limit yourself by region e.g. NE Ohio?
    - Luxury of hiring best fit wherever they are
  - We hire diversity by design and mix cultures daily

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Growing up distributed

Where there's a will, there's a way

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Growing up distributed
Scaling, communicating, learning, reviewing processes, and trusting

- Asynchronous by default, synchronous when needed
  - Broadcast communication is more effective. Use defined tools and processes
    - Email and GitHub are books of record
  - Present at multiple times for global synchronous needs

- Trust everyone. Assume no malice.
  - Prevent a 9-5 mindset
    - Provide tools to record everything; GitHub, Slack, Zoom
  - Freedom and inclusivity are keys to success

- Scaling
  - X-school, Always On, Cross Team Time, Release Parties, All Hands
  - Offices
    - Available in most cities if you want to go in
    - Co-working credit if you prefer that
    - Money for home office expenses, and partnerships with key vendors

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A Source Code with distributed in mind

These are some of the things that make Elastic, Elastic.

- Home, Dinner
  - Be home for dinner, go for a run midday, care for a sick child, or visit a parent.
- Space, Time
  - Allowing for the space and time to dream requires conscious effort.
- IT, Depends
  - When a question is asked, buckle up. It's is about to get real.
- Progress, SIMPLE Perfection
  - Perfection is not a destination.
- 01.02, /FORMAT
  - With many languages, perspectives, and cultures, it's easy to lose something in translation.
- As YOU, Are
  - We all come in different shapes with different interests and skills. We all have an accent. Celebrate it. Just come as you are.

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A day in the life (and tools)

How we specifically work

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Growing up distributed

Scaling, communicating, learning, reviewing processes, and trusting
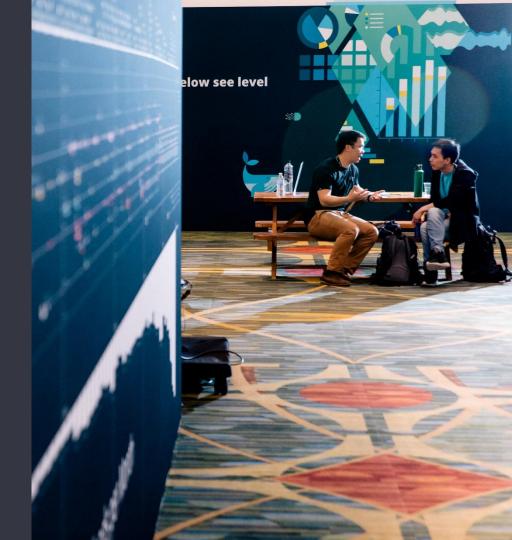
- No typical days
  - Crazy always
  - Flexible by default
  - Traditional sometimes

- Tools
  - Sync – 1:1
    - Slack, Zoom
  - Async – Linear
    - GitHub, Email

- Teams
  - Team (COO) and Tech (CTO) leads
  - Product management (CEO) is built into Engineering

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Summary
What we have determined works

- ## What does distributed mean?

  - It's a cultural thing

- ## How to grow distributed?

  - Scaling, communicating, learning, reviewing processes, and trusting

- ## How distributed culture works

  - Top down values for everyone to live by

- ## How to work distributed

  - Define tools, trust always, setup teams

Questions / thoughts?

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