

# Managing a Distributed Team

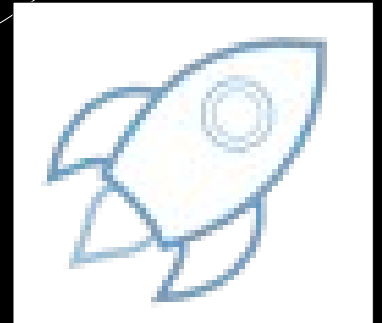
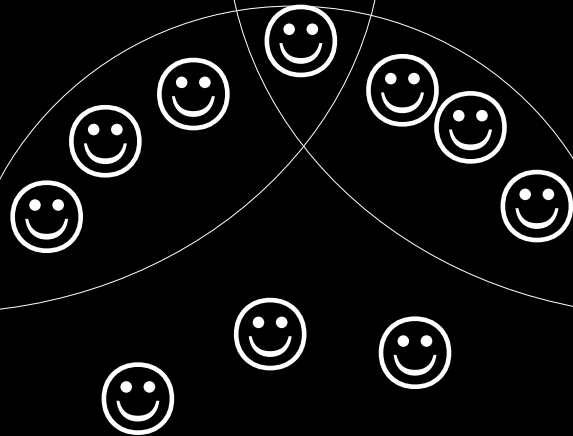
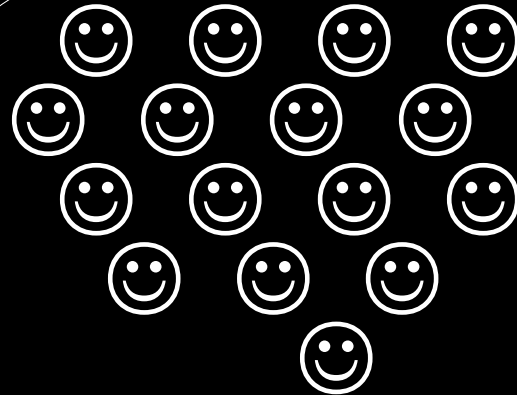
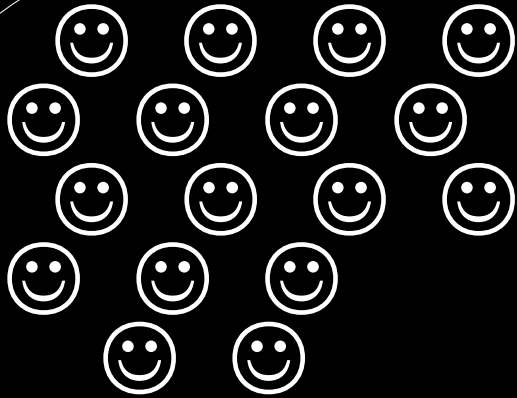
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Steve Alexander

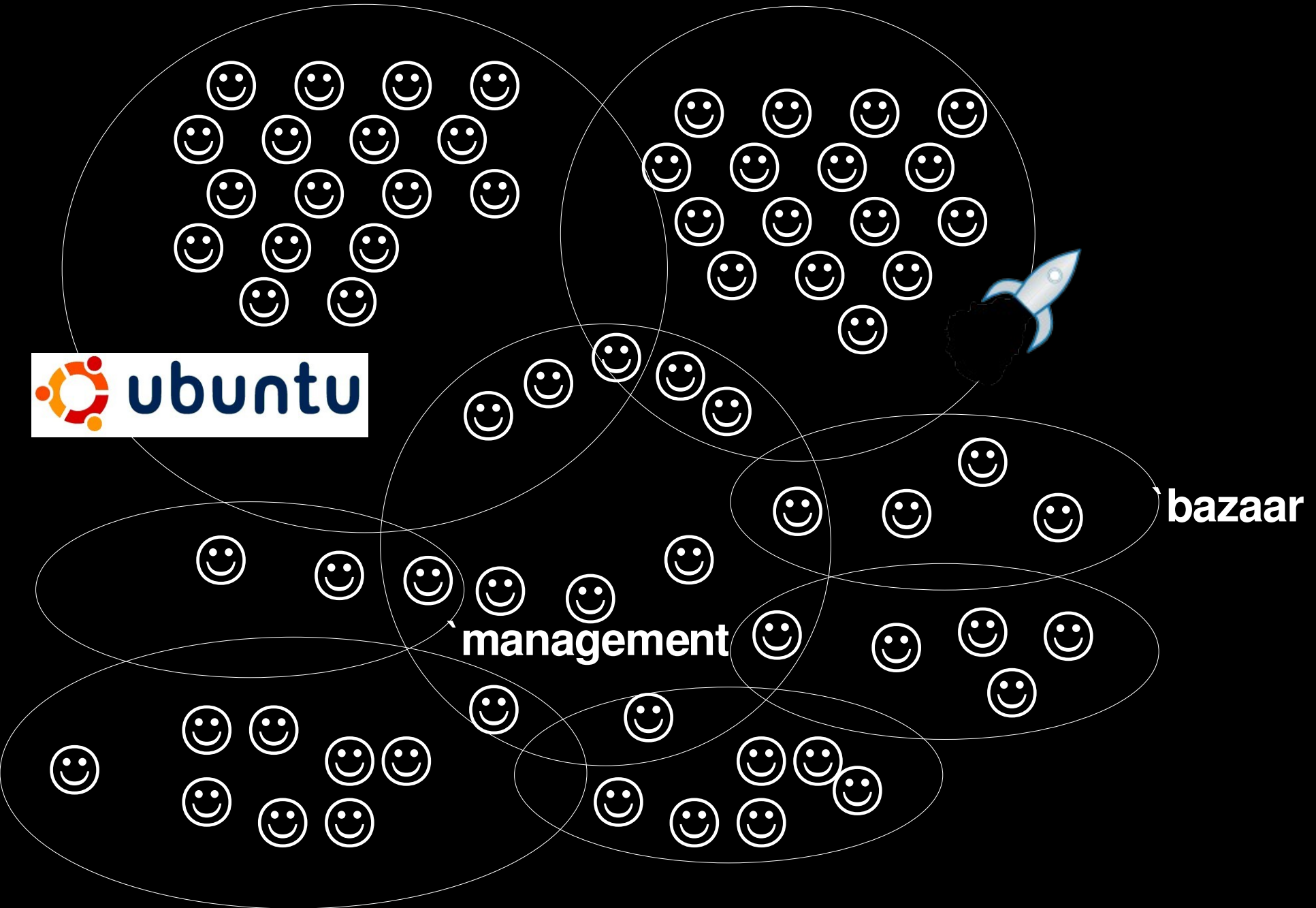
[steve@canonical.com](mailto:steve@canonical.com)



**CANONICAL**



**Canonical management**



management

bazaar

# Where is everyone?

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## Launchpad team:

- England
- Spain
- Serbia
- Lithuania
- France
- Brazil
- Australia
- New Zealand
- Canada

# Where is everyone?

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## All of Canonical:

- England
- Wales
- Spain
- Lithuania
- France
- Brazil
- USA (east coast)
- South Africa
- New Zealand
- Canada
- Denmark
- Germany
- Norway
- USA (west coast)
- Serbia
- Australia

# Timezone difference

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All Canonical: 19 hours

- California to New Zealand

Launchpad team: 16 hours

- Montreal, Canada to New Zealand

# Communication

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irc

meetings

email

specifications

launchpad

code review

wiki

design review

jabber

bug triage

voip

activity reports

screen/vnc

weblogs

phone

regular team voice calls

# Performance reviews

## CANONICAL 360 DEGREE FEEDBACK COMPETENCY PROFILE

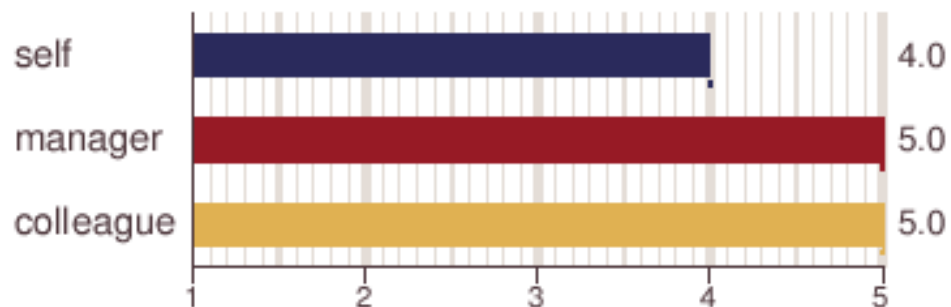
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### COMPETENCY PROFILE CHART

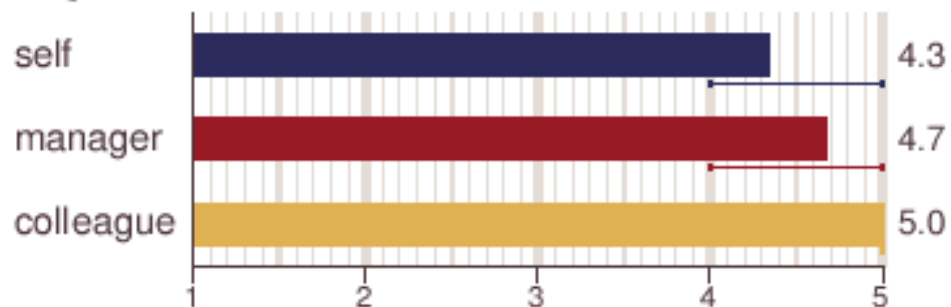
These bar charts present your 360 degree feedback for each of the competencies. Each one of the competencies is described by several statements and collectively these statements form the items of the questionnaire.

As well as rating yourself, you were rated by 1 manager and 2 colleagues.

#### 1. DESIGN



#### 2. QUALITY





# Coordination

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The Ubuntu team have a weekly meeting.

- Strict format: each person reports on progress.
- Lots of people. Not much blocking.

The Launchpad team meets every week.

- Loose format. Fewer people. Lots of blocking.
- Building software requires lots of coordination.

The management team meets once a week.

- Very loose format. Variable time.

# Launchpad weekly meetings

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## Strictly 45 minutes

- always starts on time, always ends on time
- buy-in from people who have to be there early or late

Whole launchpad team, on irc

Standard agenda

# Launchpad meeting agenda

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- Roll call, Agenda, Next meeting
- Activity reports
- Actions from the last meeting
- OOPS report, Critical bug report
- Production and staging
- Sysadmin requests
- This week's first item, This week's second item, ...
- Keep Bag Change, Three sentences

# Launchpad meeting items

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## Items must be

- Dealt with swiftly and decisively
- Options are
  - fix it now
  - assign responsible people and deliverable
  - assign group to meet, attendees, time, owner

# Launchpad meeting techniques

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- Prepare text before, paste onto channel at once.
- Countdown: 7, 6, 5, 4, 3, 2, 1, done
- Quick polls:
  - say “done” if you did it, “not done” if you did not
- Summary before item:
  - “In this OOPS report, I'll discuss issues 123, 667 and 998.”
- Nominate a person for taking user issues elsewhere.

# Three sentences

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Prepared beforehand, and blasted onto irc

- **DONE:** What I did since the last meeting.
- **TODO:** What I intend to do until the next meeting.
- **BLOCKED:** Who or what is blocking my work.

# Three sentences

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Prepared beforehand, and blasted onto irc

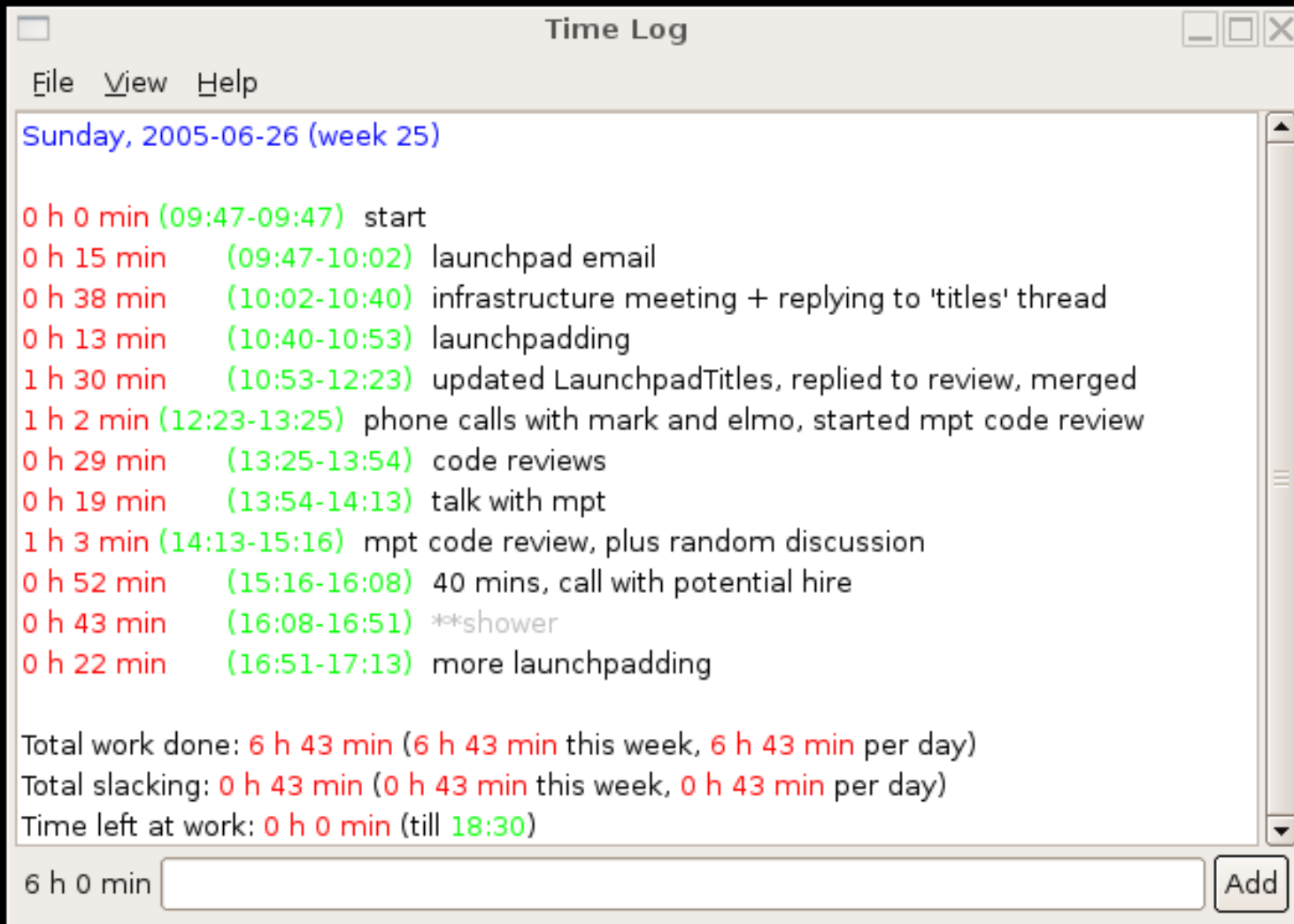
- DONE: What I did since the last meeting.
- TODO: What I intend to do until the next meeting.
- BLOCKED: Who or what is blocking my work.

Check

- Lack of TODO
- Who is BLOCKED, who is BLOCKING
- How to get them UNBLOCKED

# Activity reports

## Mailing list activity@...



Time Log

File View Help

Sunday, 2005-06-26 (week 25)

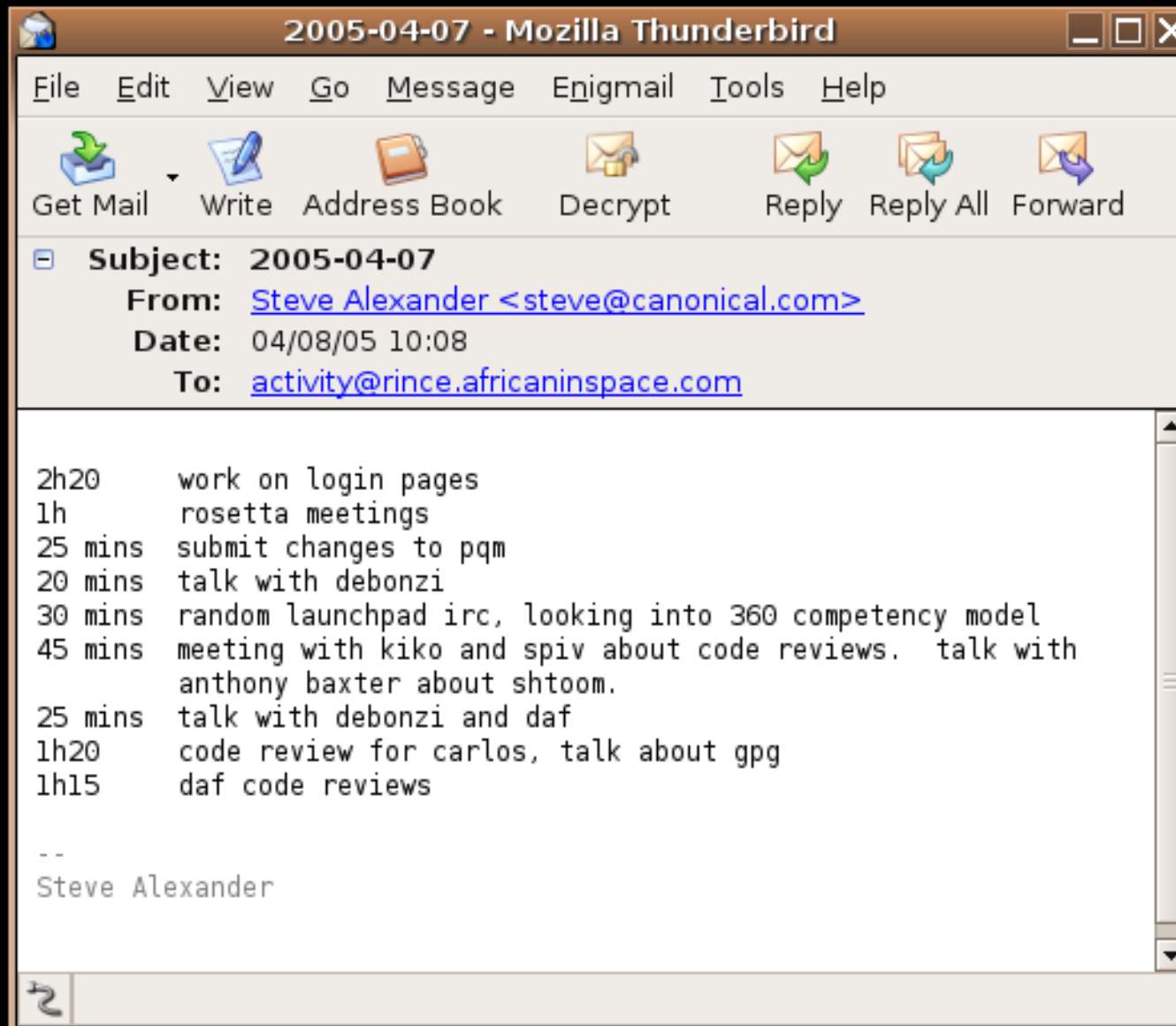
- 0 h 0 min (09:47-09:47) start
- 0 h 15 min (09:47-10:02) launchpad email
- 0 h 38 min (10:02-10:40) infrastructure meeting + replying to 'titles' thread
- 0 h 13 min (10:40-10:53) launchpadding
- 1 h 30 min (10:53-12:23) updated LaunchpadTitles, replied to review, merged
- 1 h 2 min (12:23-13:25) phone calls with mark and elmo, started mpt code review
- 0 h 29 min (13:25-13:54) code reviews
- 0 h 19 min (13:54-14:13) talk with mpt
- 1 h 3 min (14:13-15:16) mpt code review, plus random discussion
- 0 h 52 min (15:16-16:08) 40 mins, call with potential hire
- 0 h 43 min (16:08-16:51) \*\*shower
- 0 h 22 min (16:51-17:13) more launchpadding

Total work done: 6 h 43 min (6 h 43 min this week, 6 h 43 min per day)  
Total slacking: 0 h 43 min (0 h 43 min this week, 0 h 43 min per day)  
Time left at work: 0 h 0 min (till 18:30)

6 h 0 min  Add



# Activity reports



# Activity reports

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- simple format
- with or without time information
- gtimelog to make it easier to keep track
- format: brief, factual, current, single day
- sent every work day
- hard for “glue people” to keep up

# Meetings in person

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One all-hands Canonical meeting each year.

Launchpad meetings between times.

Specifications, documentation, architecture.

- BrainDump → Draft → Approved → Implemented
- Use Launchpad to manage specifications.

# Launchpad code

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## Bazaar for revision control

- Signed changesets
- Feature branches
- PQM runs full test suite before code gets into mainline

## Code reviews

- `r=SteveA, [trivial], rs=stub, p=spiv`
- Reviews infrastructure prepares diffs for review

# Canonical, Launchpad, Ubuntu

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