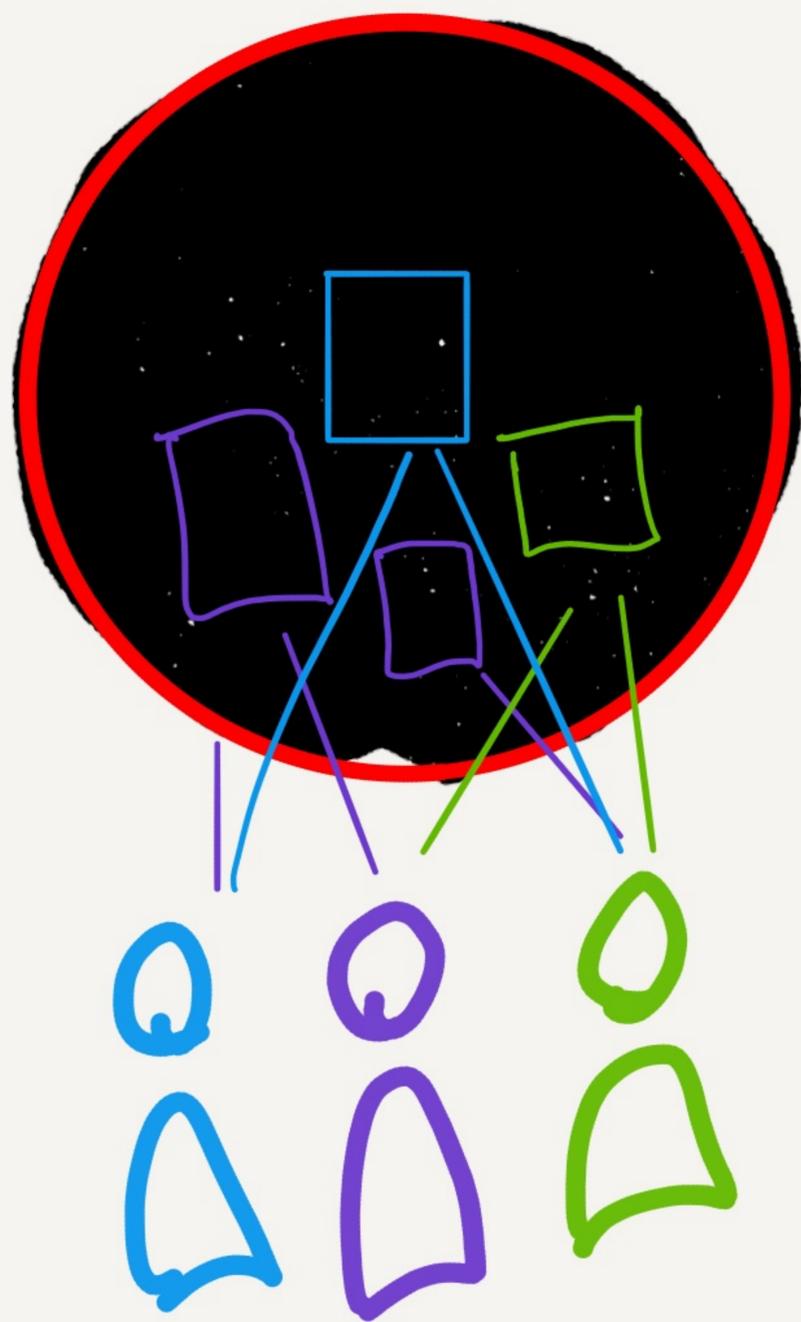


The most efficient way to develop software:
alone.

...but one person can't always be available to fix stuff.



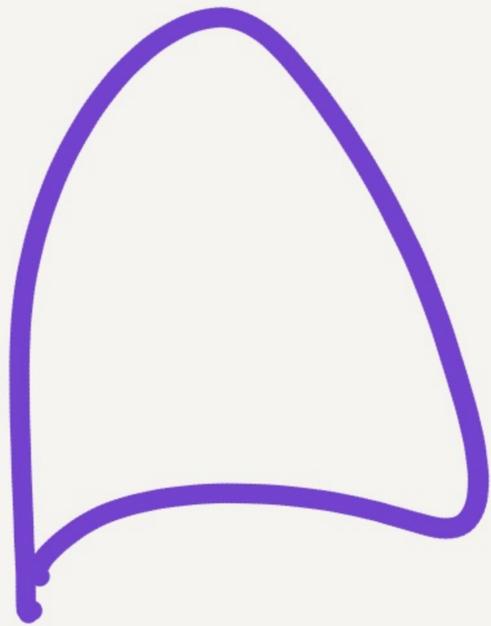
So,
We build reliable systems
on top of unreliable parts.

"The smallest unit of
software delivery
is the team."
- Charity Majors



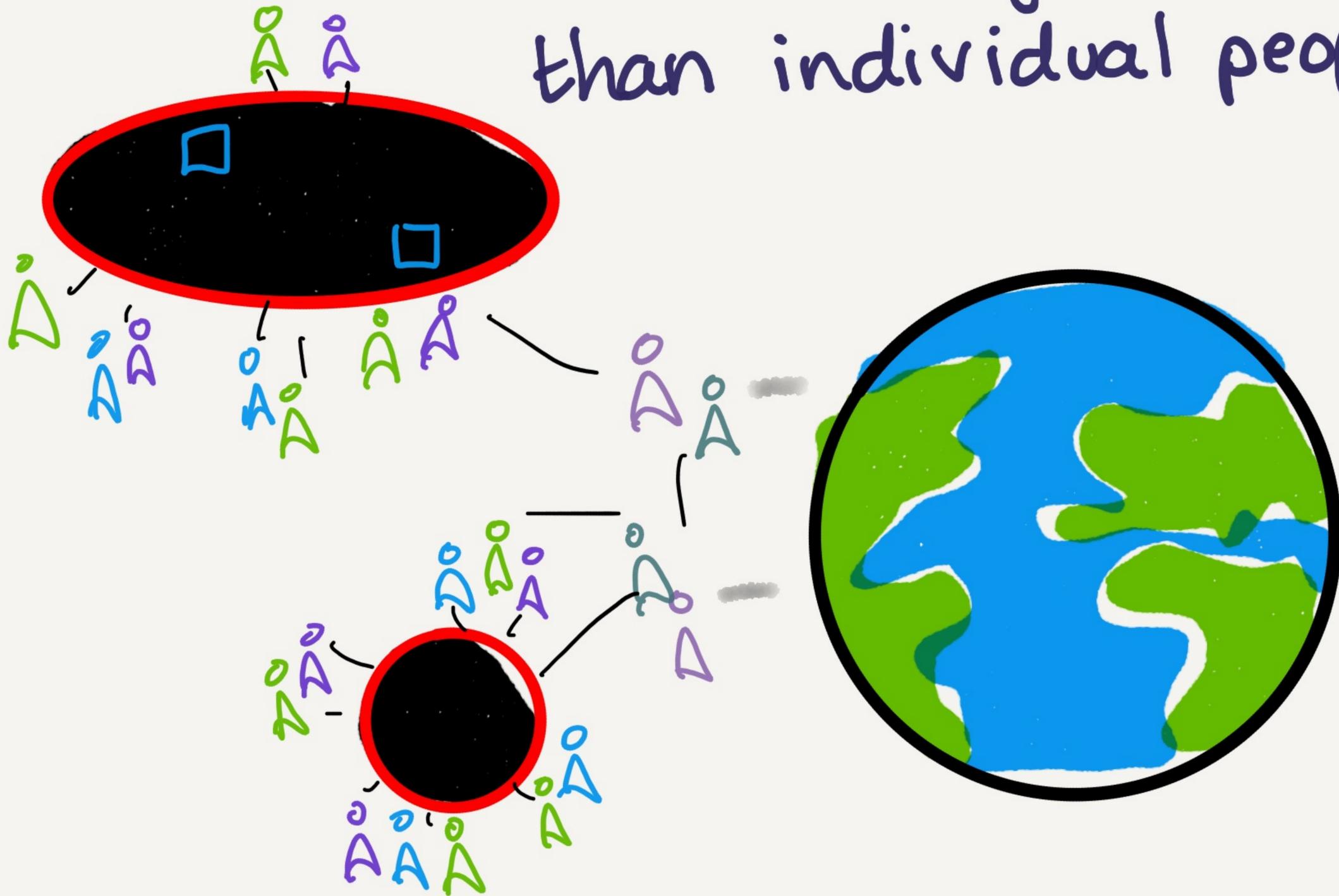
and! one person can only
build a system so big.

↑
like, with so many
capabilities.

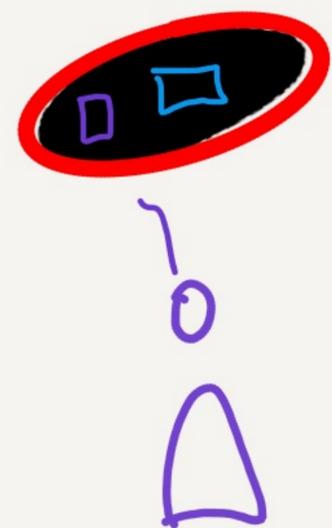


and, can only get word out
to so much of the world.

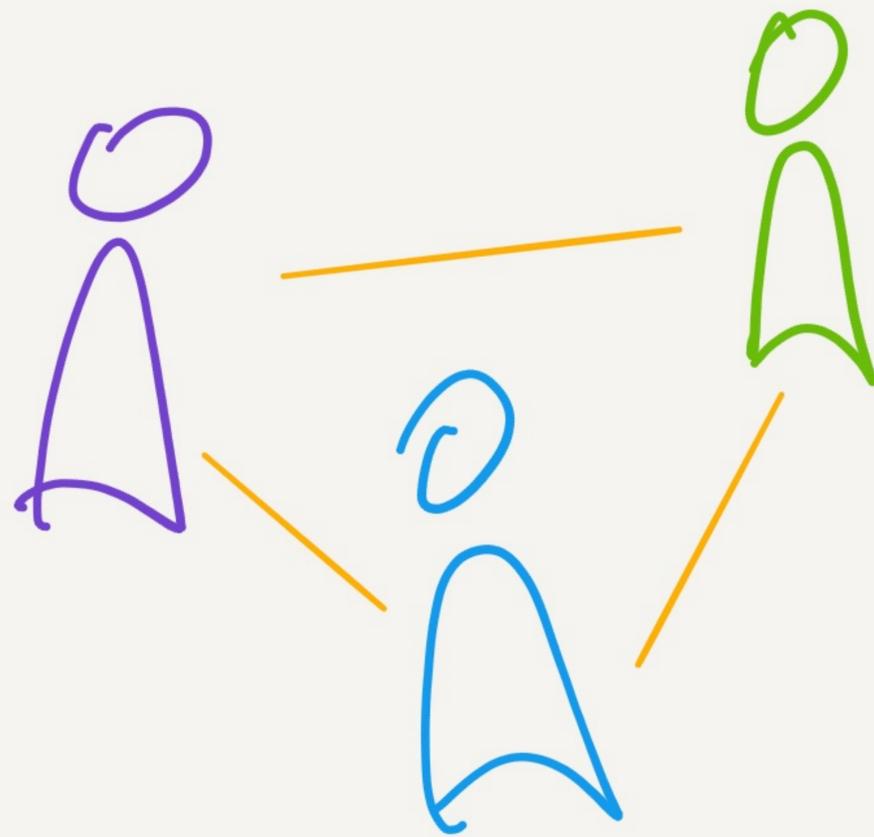
We build companies to create something more than individual people can.



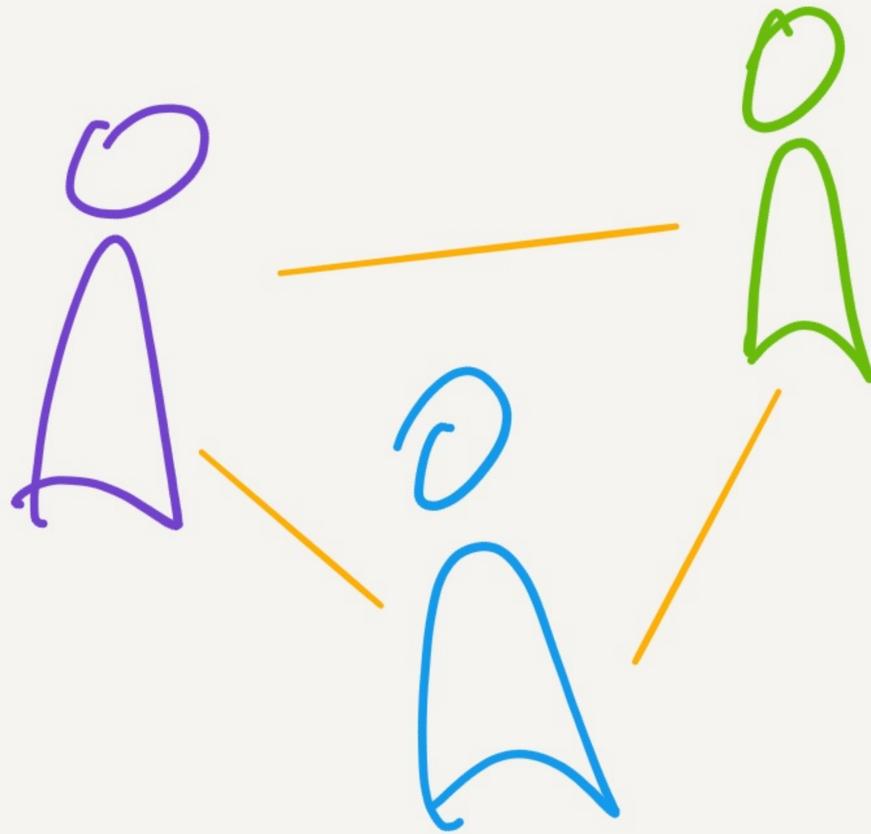
why can companies create something more than a bunch of individuals can?



because people form systems
that are more than the sum
of their parts.



People are people
through other people.



- TODO:
reference
Abeba's
article

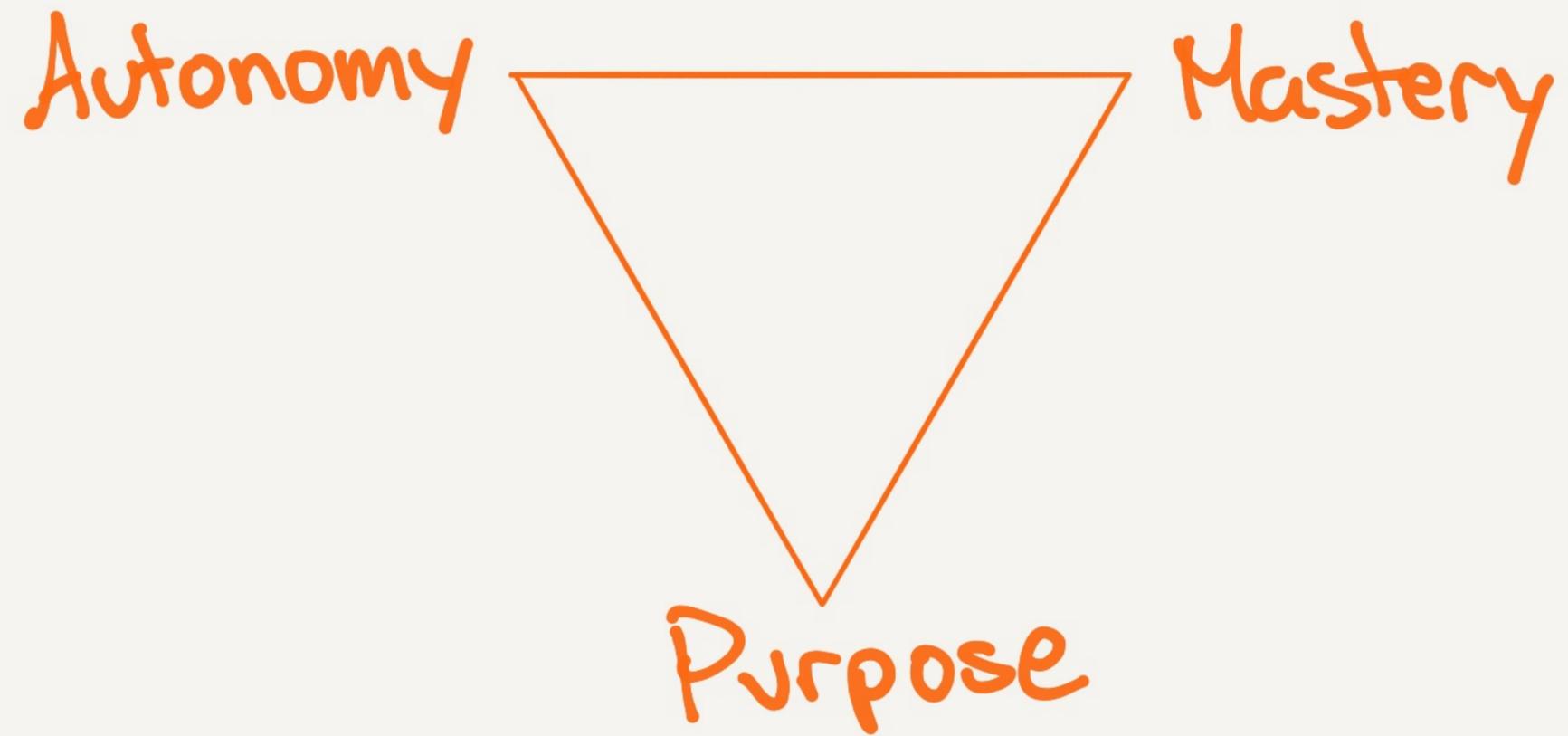
Our natural grouping-up
and our economic business goals
are not in conflict.



Yet our reductionist,
individualistic
philosophies act like they are.



let's work with
our social, interdependent
personhood.



Belonging

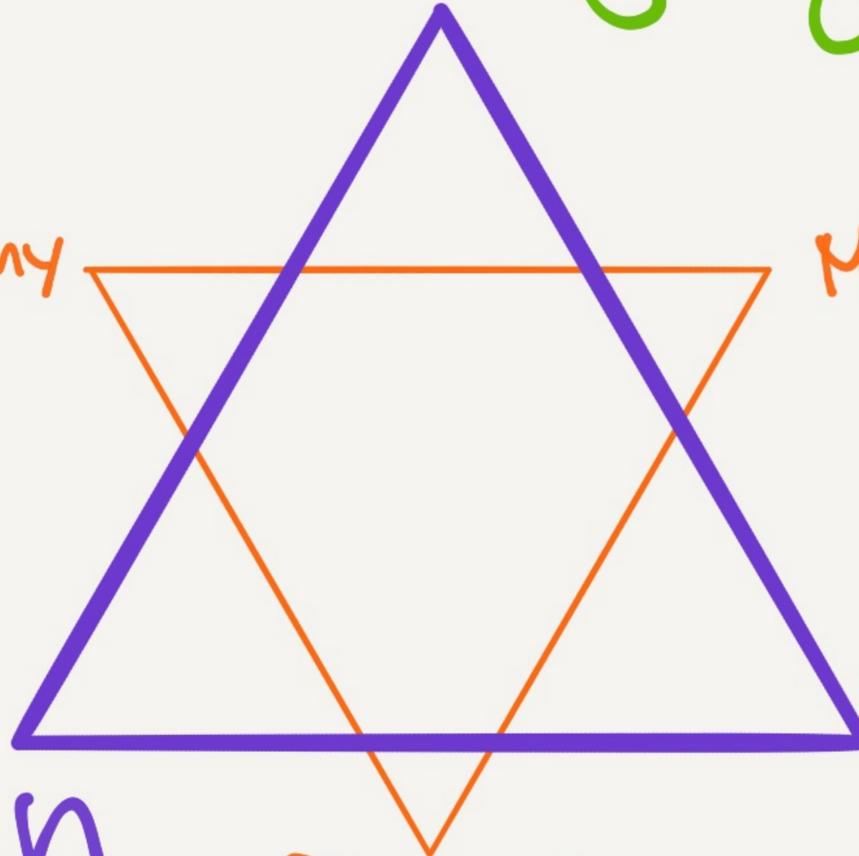
Autonomy

Mastery

Direction

Purpose

Worth



Let's look at our fulfilling, social activities.

Play, ritual, festival, art:

I want that
for a team.

→ each creates its own bounded community
and world of action.

people

boundaries

→ a shared and bounded human construction
with a rhythm,

schedules

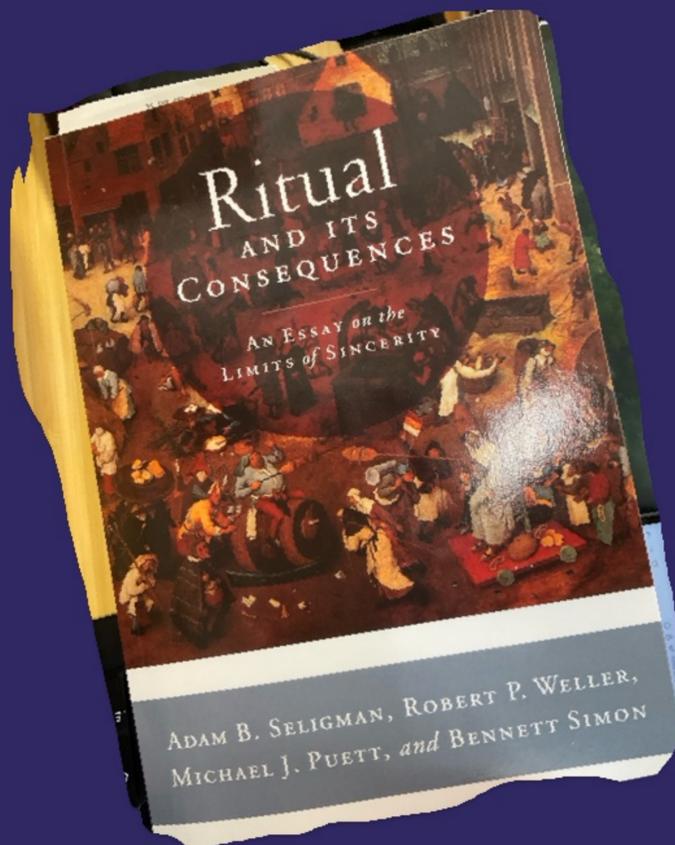
language

ways of
working

→ rules of understanding and action,

and powerful performative effects.

↪ yeah, gimme that.



where have I seen this before....

the Camerata resembles the kind of "invisible college" which is the key to creativity in science.

invisible colleges include:

tacit understandings concerning appropriate methods of research,

and the shorthand communication which shared work implies.

see:
[jessitron.com/
camerata](http://jessitron.com/camerata)

Play, ritual, festival, art:

See:
game
design

let's talk
about ritual.

see:
[jessitron.com/
camerata](http://jessitron.com/camerata)

Ritual can be as small as "please" and
ritual lets us pretend "thank you."
we live in a world of equals.

Ritual can be a meeting with a consistent
ritual lets us pretend time and format.
the world is predictable.

Ritual can be a silly inside joke.
ritual lets us say: we are the people who...

Ritual serves a social purpose.

It does not need an ROI
to be helpful.

Some meetings are instrumental.

Others are social rituals.

Example of a good social meeting with additional benefits:

All Hands Meeting:

August 27, 2024



Agenda

Host: Ben Darfler

- Celebrations (5 min) - Christine
- AG Announcement (5 min) - Ruthie
- Customer Spotlight (10 min) - Andrew & Kyle
- Review & Rewards (10 min) - People team
- Gratefuls (5 min)
- AMA (5 min) - Luke

- a different person MCs each time
- they put on music to start
- New bees: why did you join Honeycomb?

- birthdays and honeyversaries
- a customer success story ^{← worth}
- ... and then updates on what we're doing. ^{direction}

Rituals

reference:
Art Doler
... not online
yet ;)

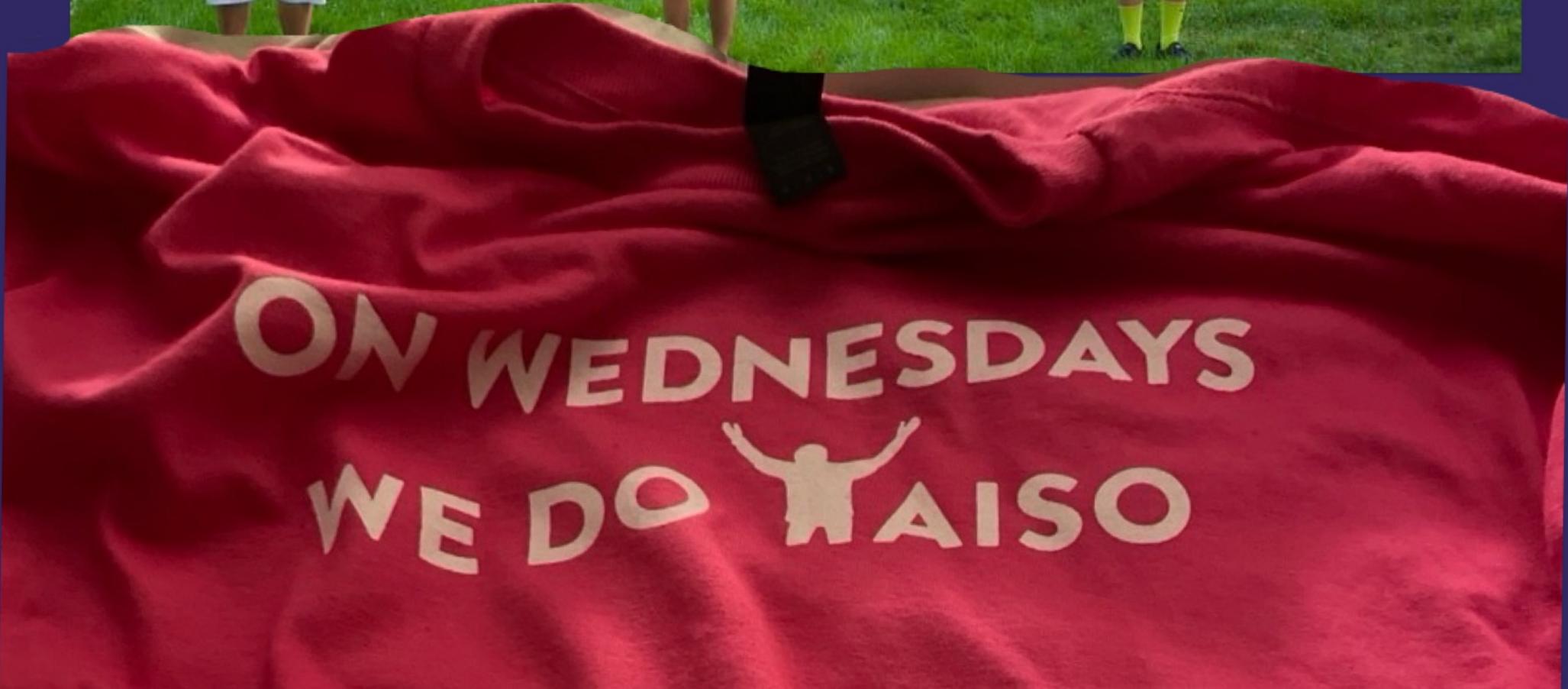
make common ground

feel predictable

establish boundaries
& belonging

"We are the people who X"

todo:
On wednesday
we do taiko



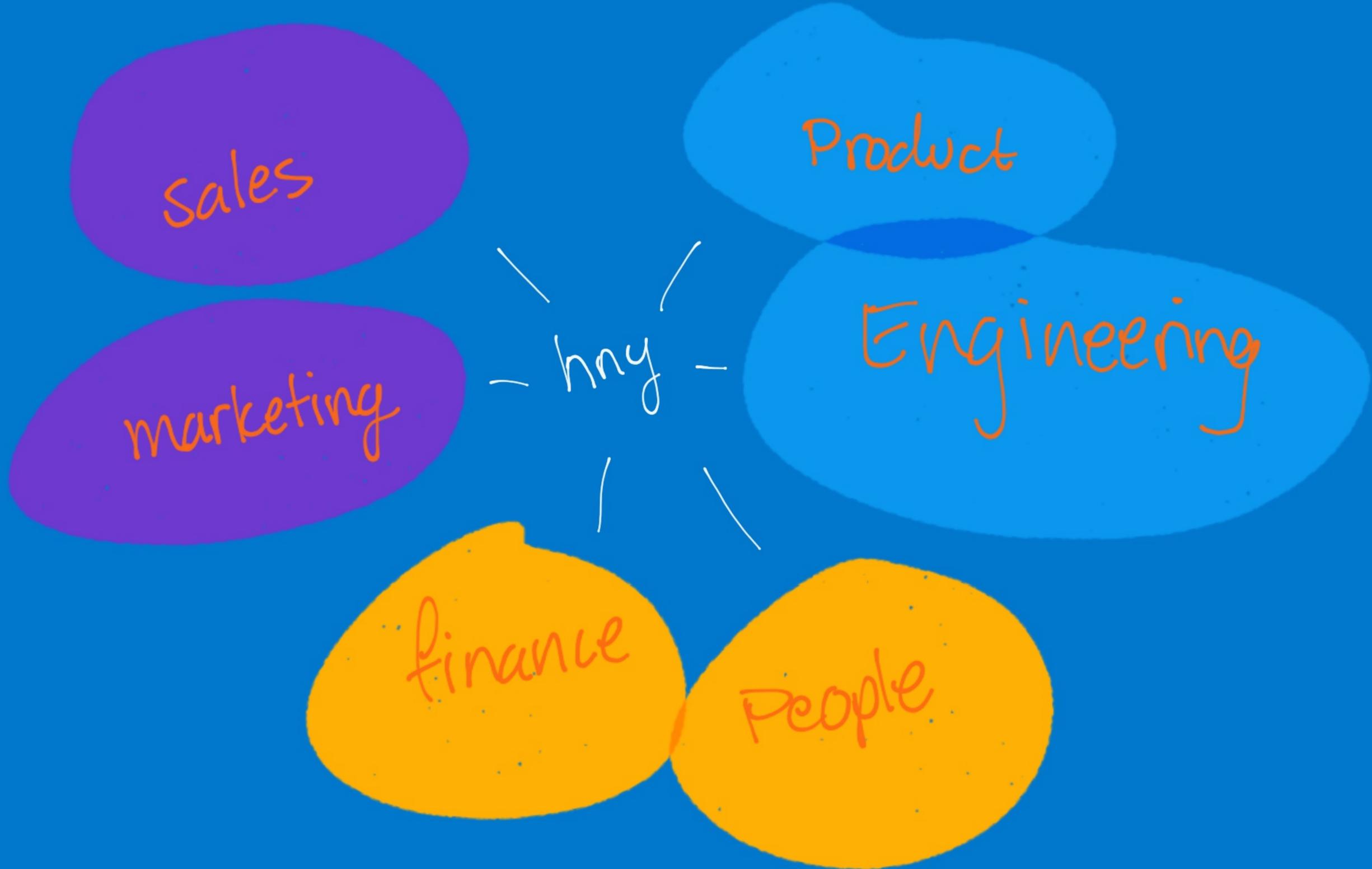
We are the people who...

celebrate new BEEs & honeyversaries

gather once a year at Swarm

write OKRs every quarter
in one giant spreadsheet





Sales

Marketing

Finance

People

Product

Engineering

hny

We...
count MQLs and SQLs
run webinars every month
start meetings at 5 past



We are people who...
plan work in eighths
prefix our commits
name services after dogs

DevEx

Product

-Eng

Platform

work in
OpenTelemetry



pipeline

make reusable
components



Dev Ex

App
Enablement



APIs



generate documentation

Norms

defaults
flexibility
evolution

Autonomy

Choosing

Maintenance

"why??"

Uniformity

Rules

Approvals

Stagnation

Norms

We...

consult our staff engs
during each big change.

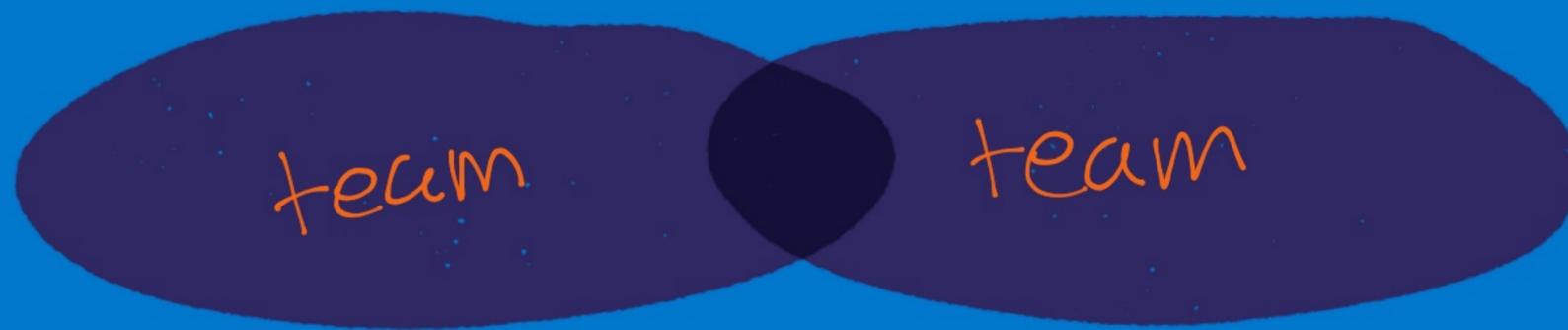
gather our technical leaders
for a yearly summit

do random cross-team pairing

See:

Radical Culture
of Culture Building

by Beth
Anders-Beck



Inherent coupling

consistency for users

shared codebase

observability of
connected apps

Chosen API

planning rhythm

bug reports

Norms

language

conventions

deployment

Locality

mascot • meeting schedules • jokes • custom emoji

specialized focus

Difference gives us
a sense of belonging.



locality gets us:

common ground

shared language

interpredictability

↳ smooth collaboration

↳ we can build something bigger and more interesting.

Play, ritual, festival, art:
each creates its own bounded community
and world of action.
a shared and bounded human construction
with a rhythm,
rules of understanding and action,
and powerful performative effects.

inside

local rituals
shared language
& ways of work

shared rhythms
and rituals

nearby

shared norms
common direction
own focus

over in
marketing

different language
own value system
same mission

see:
Luhmann →

Belonging

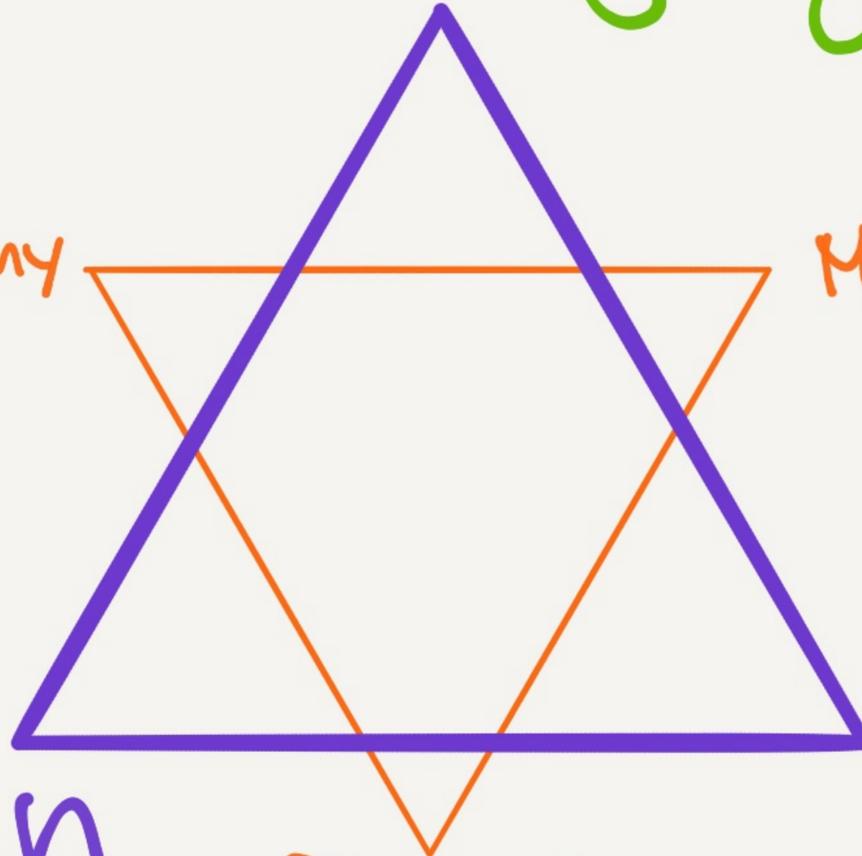
Autonomy

Mastery

Direction

Purpose

Worth



Boundaries

give us
constraints
defining "in"

while allowing
difference
across

enabling
constraints
make flow easier.

← constraints
that work for you
don't work everywhere.

permeable, not wall.
porous boundaries
allow growth,
evolution.

jessitron.com/
bridges-summit

enabling
constraints

porous for growth

create belonging inside
easier for other teams
to coordinate

Q.

what are some helpful boundaries

you have observed or defined?

so we can "amplify the good."
and your old idea is also new somewhere!

Product Dev

Team
Signals

Team
Launch

Team
Explore

Same: eighthly planning ← API
PR & commit standards ← coupled
by codebase

different: mascots
team meeting cadences
focuses

... where are those boundaries?

its own bounded community
and world of action.

how we work.

includes
rhythm,
rituals

includes
languages,
frameworks,
infrastructure

includes
practices
and how we evaluate
work.

Is it... the whole company?



Rituals

practices

libraries

jokes

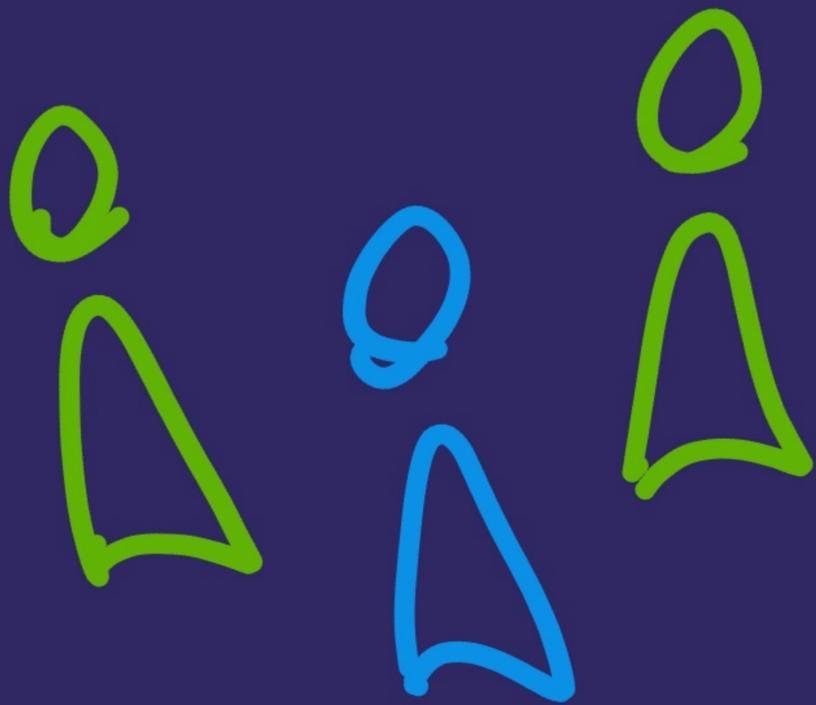
Values

schedules

platforms

etiquette

Start with the team.



we get our sense
of belonging
in personal interaction.

Every commit has a
standard preface

Run the code before you
approve a PR

:tony: means approval

deploy to EKS

use Java 17, internal
maven