

# Plenary

**15 minutes**



# In Crisis: Danger and Opportunity

危機



SamGuckenheimer

# In Crisis: Danger and Opportunity

危機



# Quarantine During Pandemic

“Most reviewed studies reported negative psychological effects including post-traumatic stress symptoms, confusion, and anger.”

THE LANCET

RAPID REVIEW | VOLUME 395, ISSUE 10227, P912-920, MARCH 14, 2020

The psychological impact of quarantine and how to reduce it: rapid review of the evidence

Samantha K Brooks, PhD • • Rebecca K Webster, PhD • Louise E Smith, PhD • Lisa Woodland, MSc • Prof Simon Wessely, FMedSci • Prof Neil Greenberg, FRCPsych • et al. Show all authors

Published: February 26, 2020 • DOI: [https://doi.org/10.1016/S0140-6736\(20\)30460-8](https://doi.org/10.1016/S0140-6736(20)30460-8) •

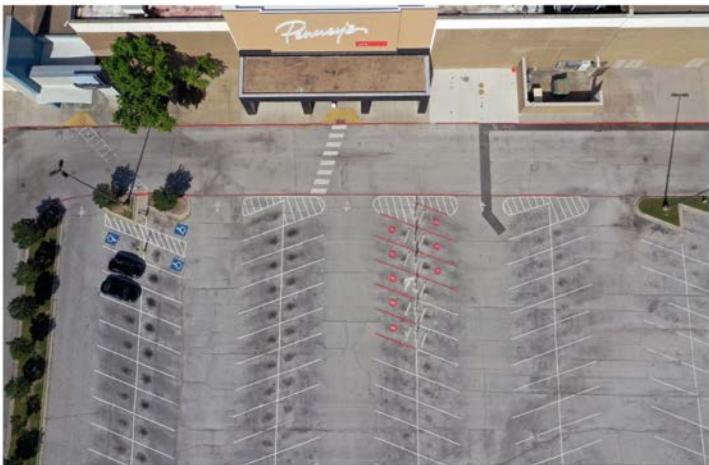
# The New York Times

The Coronavirus Outbreak > Latest Updates Maps and Cases States Reopening Everything We Know Answers to Your Questions

TheUpshot

## *The Disastrous Employment Numbers Show Almost Every Job Is at Risk*

Even if public health concerns can be resolved relatively soon, a hole in aggregate demand could persist for some time.

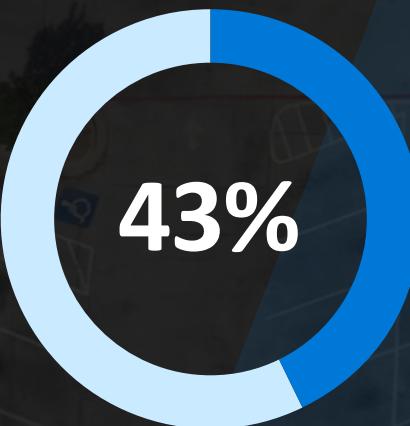


A nearly empty mall parking lot in Hurst, Texas, last week. Tom Pennington/Getty Images



By Neil Irwin

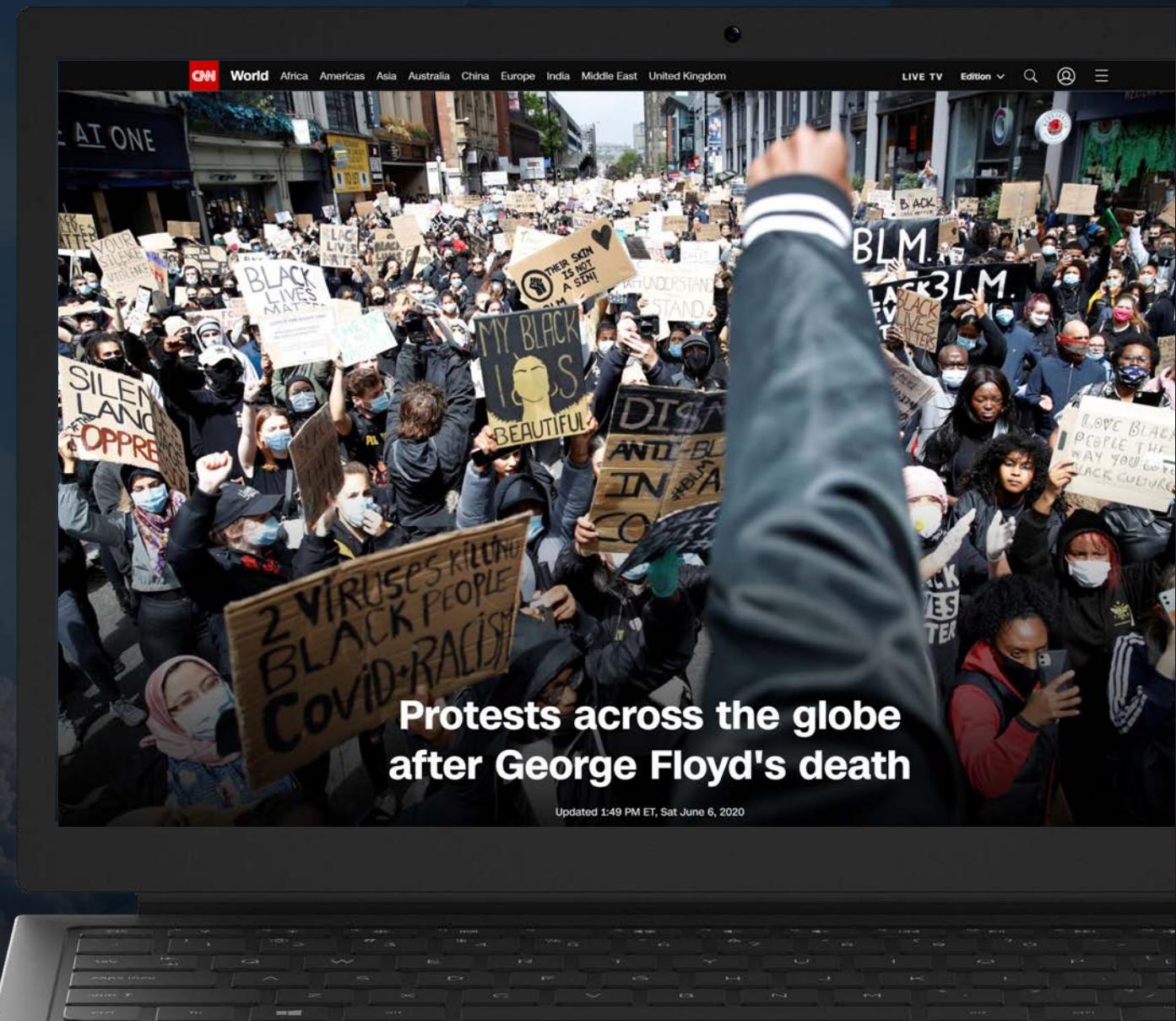
Published May 8, 2020 Updated May 9, 2020



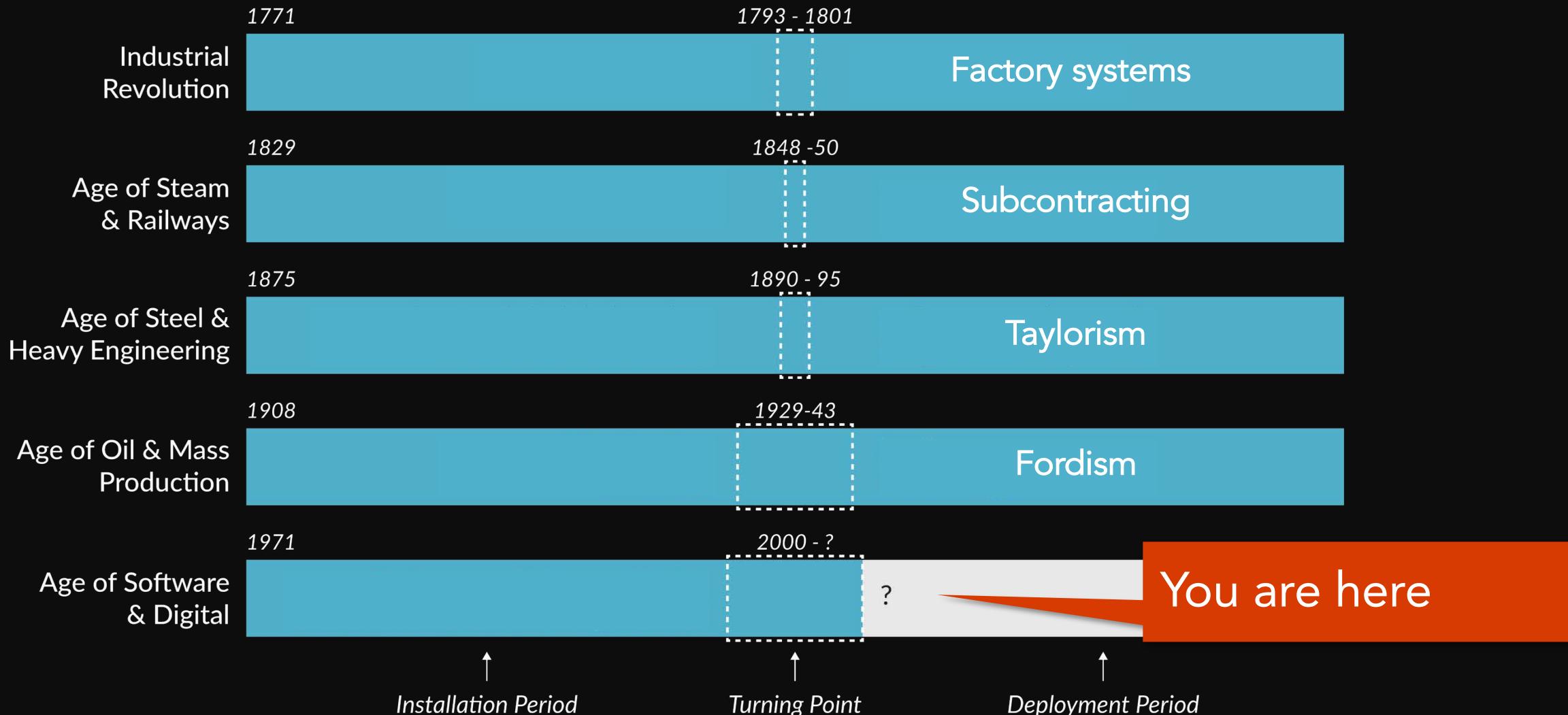
of jobs may not return

# Worldwide calls for social reform

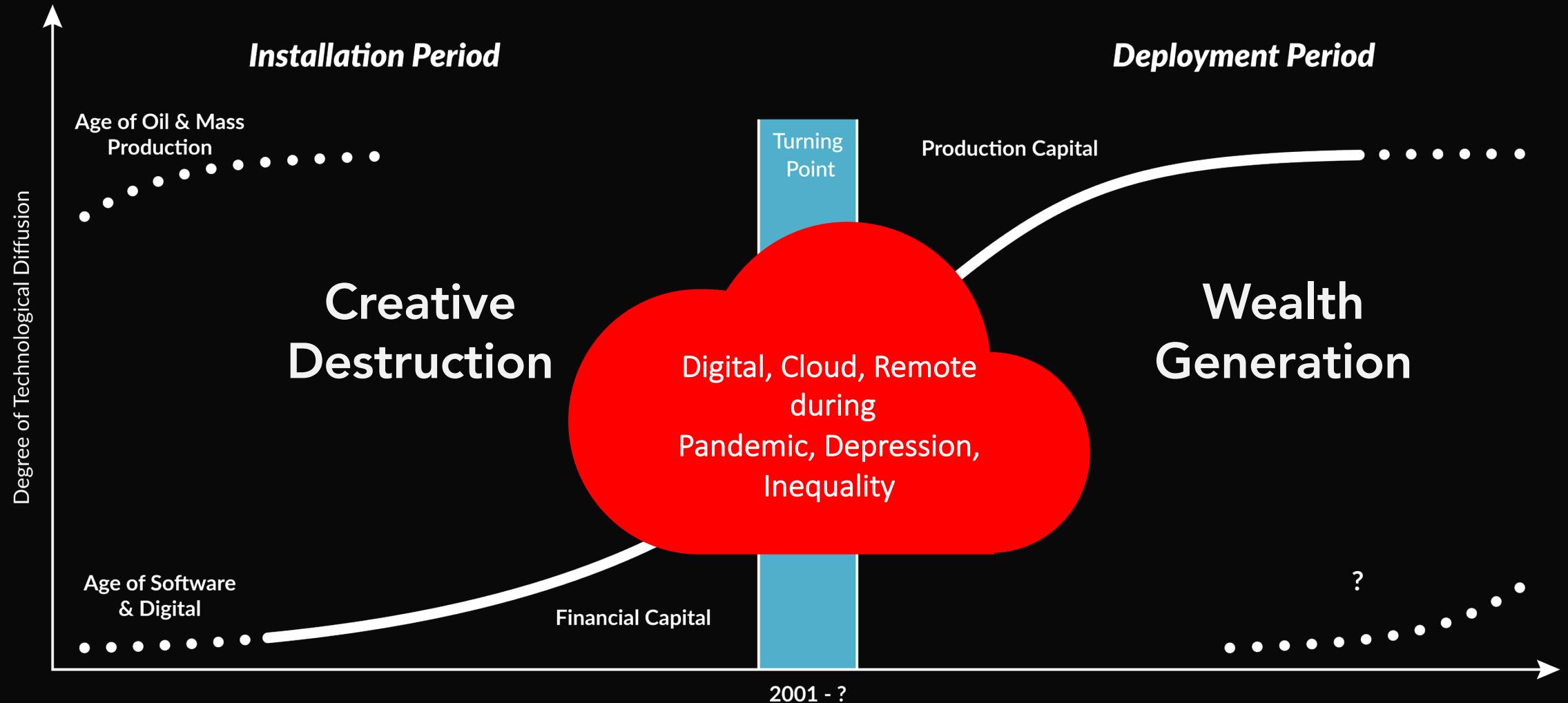
Manchester, England  
Saturday 6<sup>th</sup> June



# Technological Revolutions



# The Turning Point



# Leadership Crisis Inside the Crisis

Forbes, 4/5/20

Forbes

Billionaires   Innovation   Leadership   Money   Business   Small Business   Lifestyle   Lists   A

Who led the digital transformation of  
your company?

- A) CEO
- B) CTO
- C) COVID-19

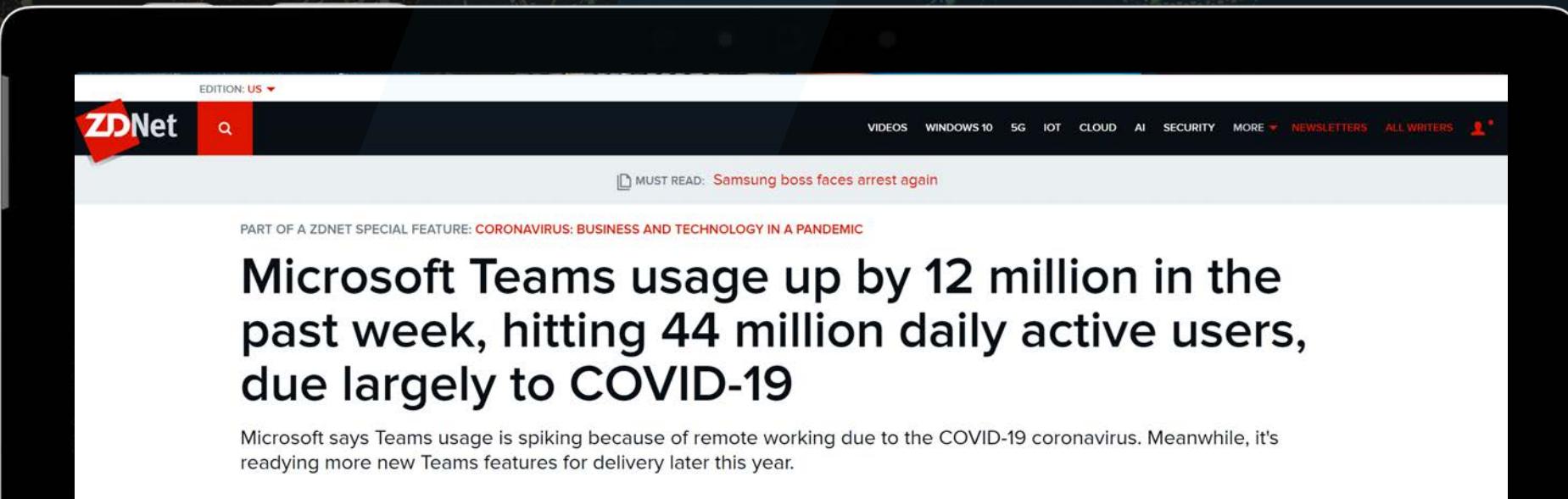
In Crisis:

Danger and Opportunity

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# The Internet and Cloud have Scaled



The image shows a smartphone displaying a news article from ZDNet. The phone is held in front of a dark background featuring a complex, abstract pattern of glowing green and yellow lines forming a grid-like structure, resembling a circuit board or network connections.

**ZDNet** EDITION: US ▾

MUST READ: [Samsung boss faces arrest again](#)

PART OF A ZDNET SPECIAL FEATURE: [CORONAVIRUS: BUSINESS AND TECHNOLOGY IN A PANDEMIC](#)

## Microsoft Teams usage up by 12 million in the past week, hitting 44 million daily active users, due largely to COVID-19

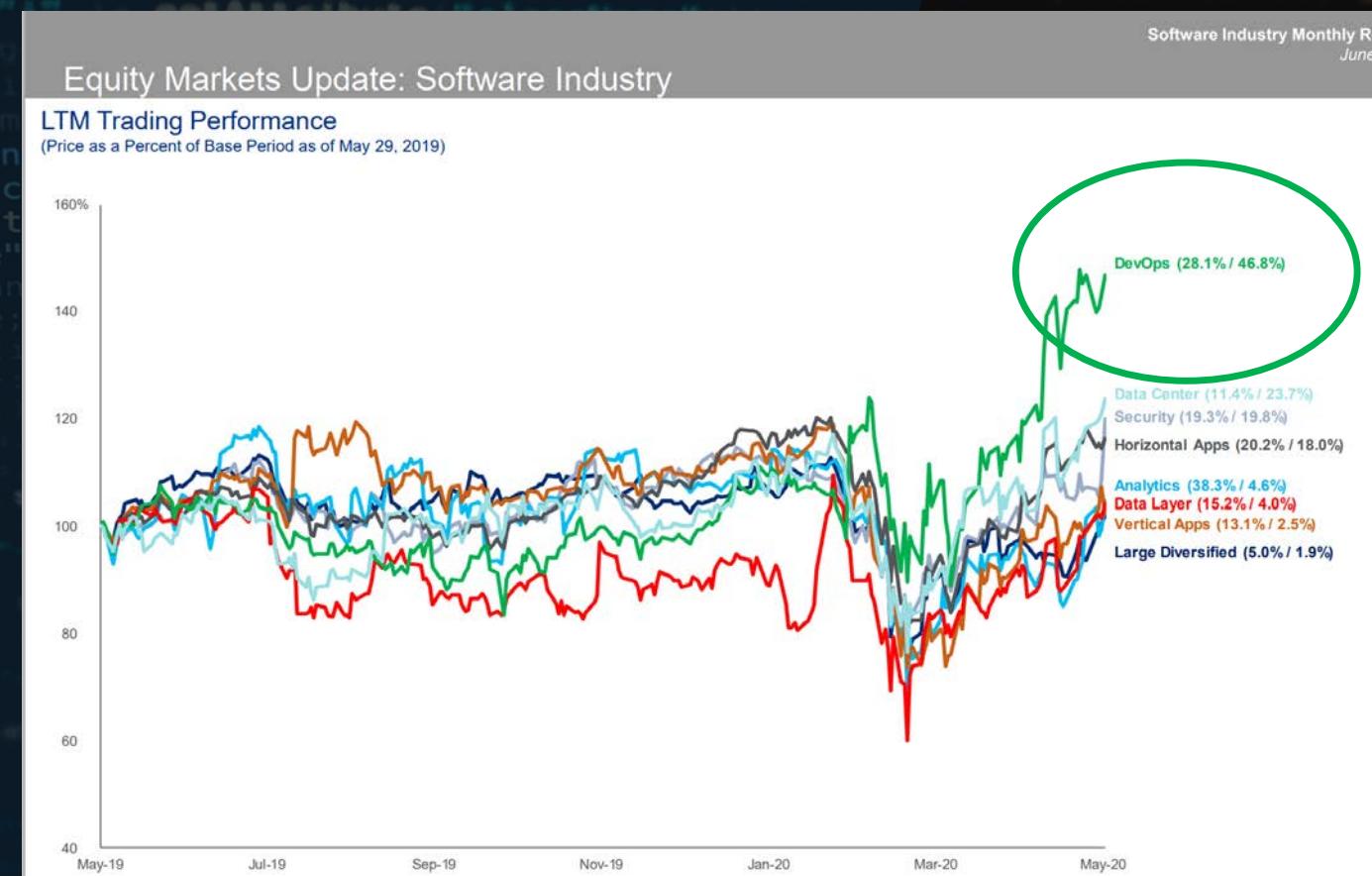
Microsoft says Teams usage is spiking because of remote working due to the COVID-19 coronavirus. Meanwhile, it's readying more new Teams features for delivery later this year.

# Remote Work ❤️ DevOps

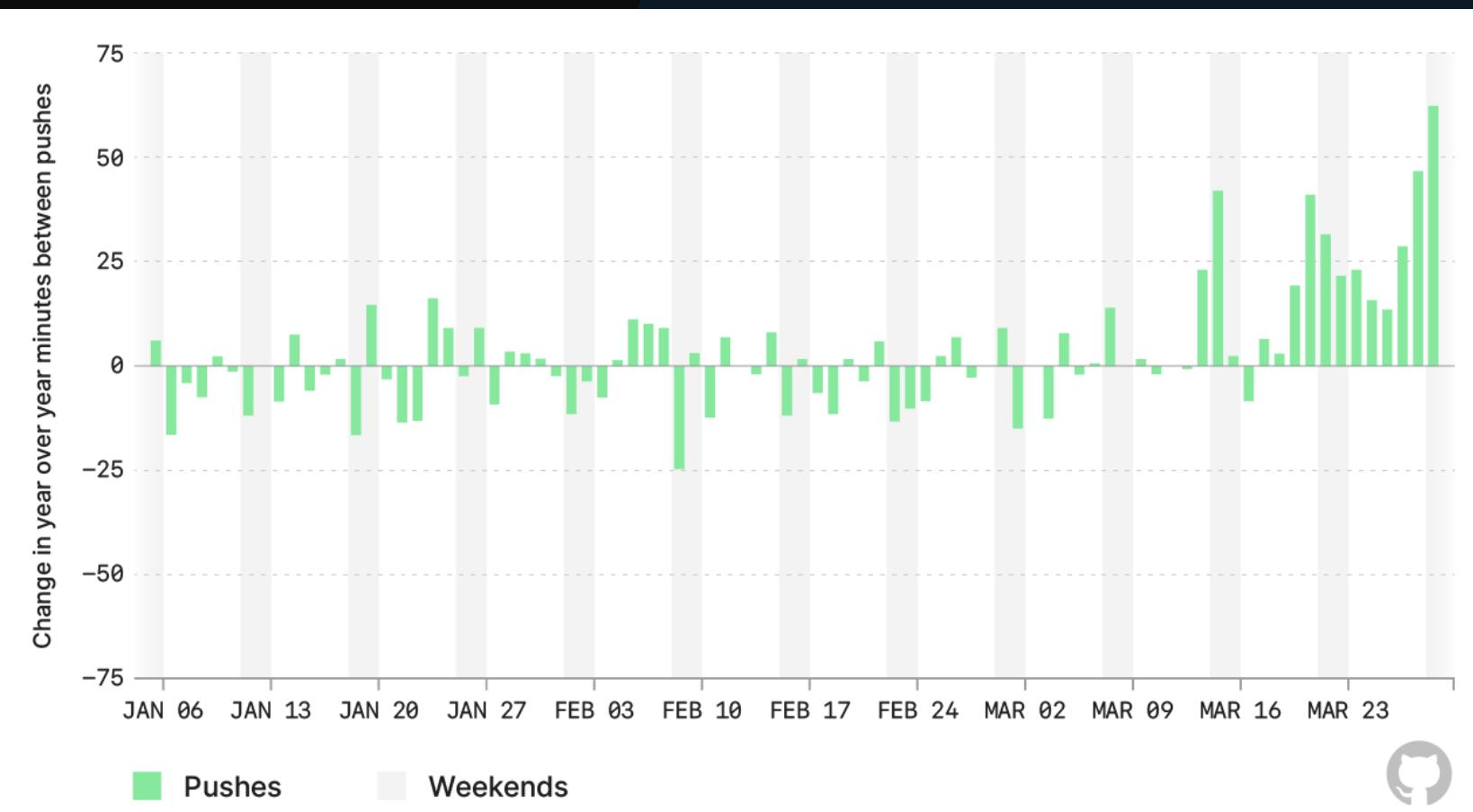
Market returns now  
recognize the  
advantage

Source: citi Software Industry  
Monthly Review June 2020

Software Industry Monthly Review  
June 2020



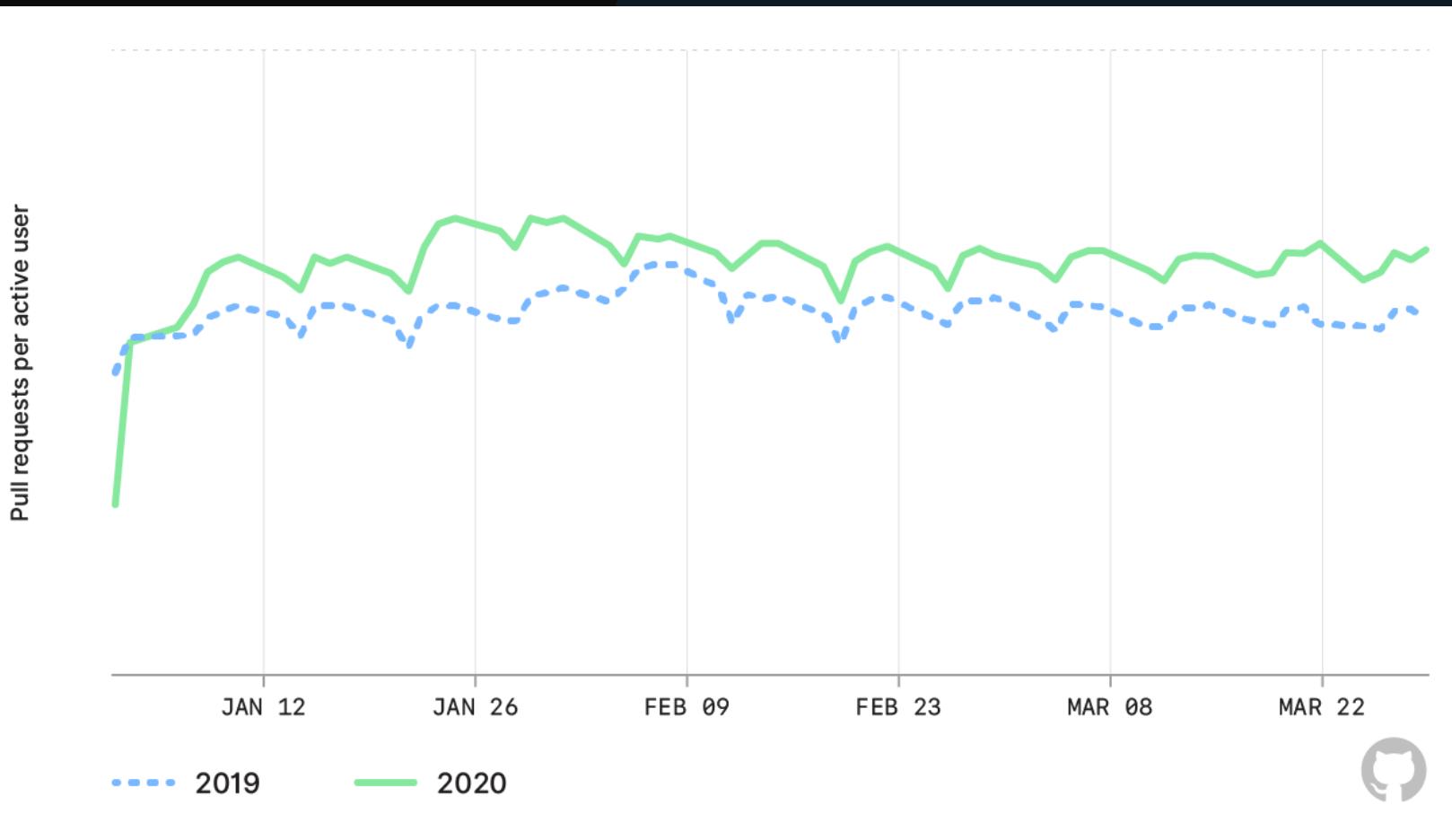
# Volume of Code Pushes Increased Across GitHub



YoY change in volume  
of pushes, average  
(weekends included).  
Pacific Time Zone

<https://github.blog/2020-05-06-octoverse-spotlight-an-analysis-of-developer-productivity-work-cadence-and-collaboration-in-the-early-days-of-covid-19/>

# Pull Requests Up Year over Year No COVID Effect

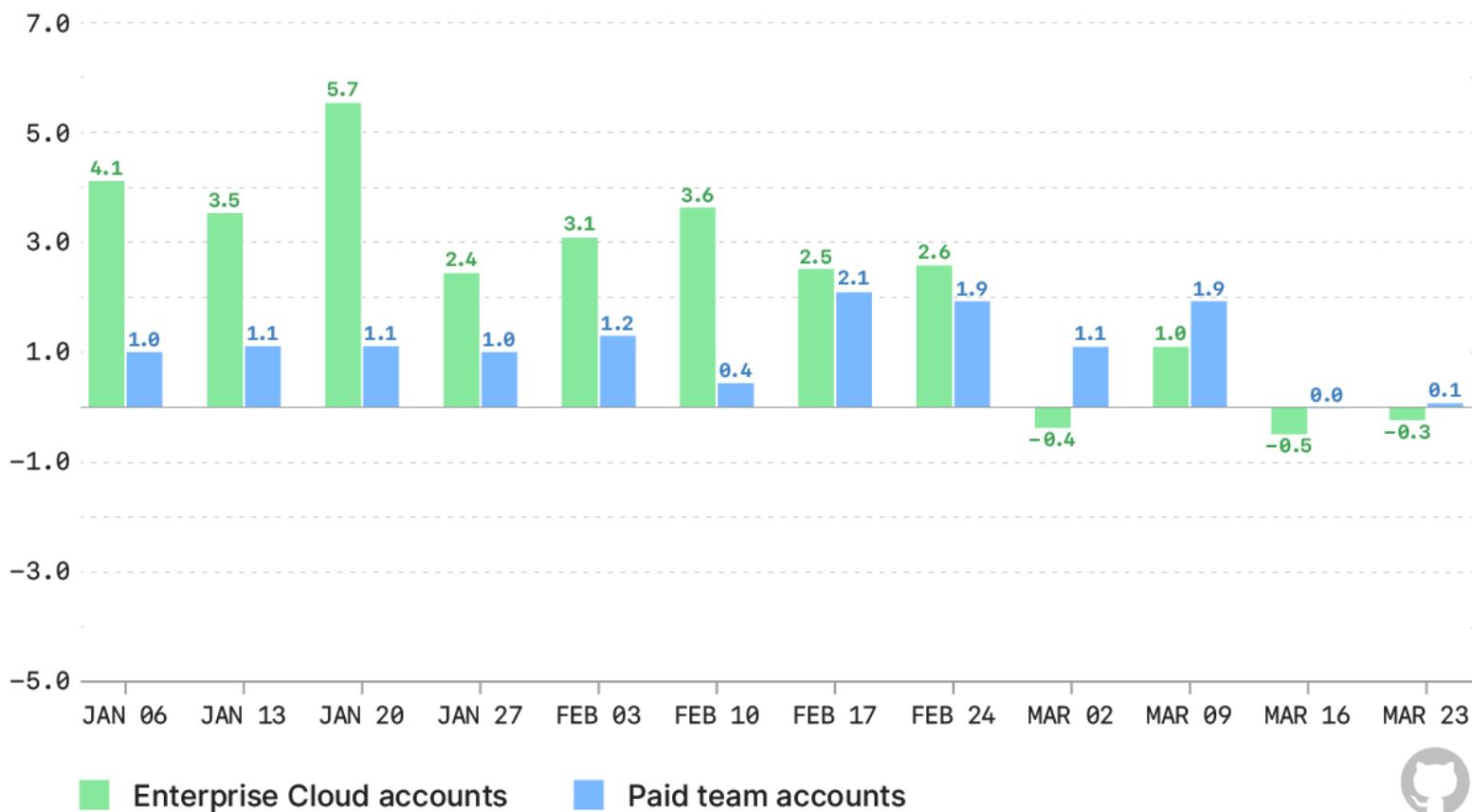


YoY change in pull  
requests created  
(weekdays only)

<https://github.blog/2020-05-06-octoverse-spotlight-an-analysis-of-developer-productivity-work-cadence-and-collaboration-in-the-early-days-of-covid-19/>

# Time to Merge Pull Requests

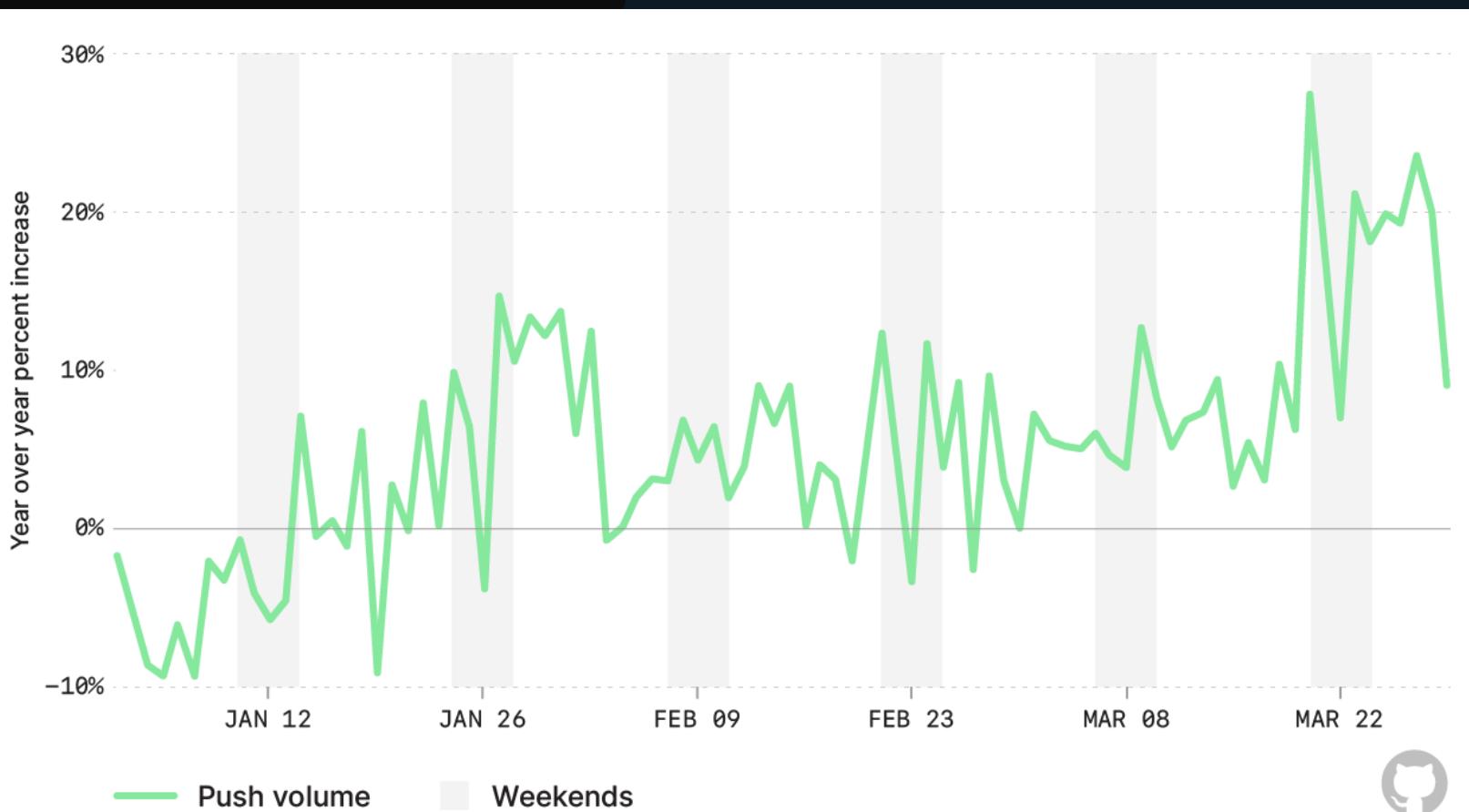
Decreased



YoY change in time to merge pull requests for paid accounts, average (weekly)

<https://github.blog/2020-05-06-octoverse-spotlight-an-analysis-of-developer-productivity-work-cadence-and-collaboration-in-the-early-days-of-covid-19/>

# Open Source Contributions are Up



YoY change in in rate  
of open source  
project creation  
(weekends included)

<https://github.blog/2020-05-06-octoverse-spotlight-an-analysis-of-developer-productivity-work-cadence-and-collaboration-in-the-early-days-of-covid-19/>

# Meanwhile...

The New York Times Magazine

Account ▾

## What If Working From Home Goes on . . . Forever?

Miserable as it can often be, remote work is surprisingly productive — leading many employers to wonder if they'll ever go back to the office.

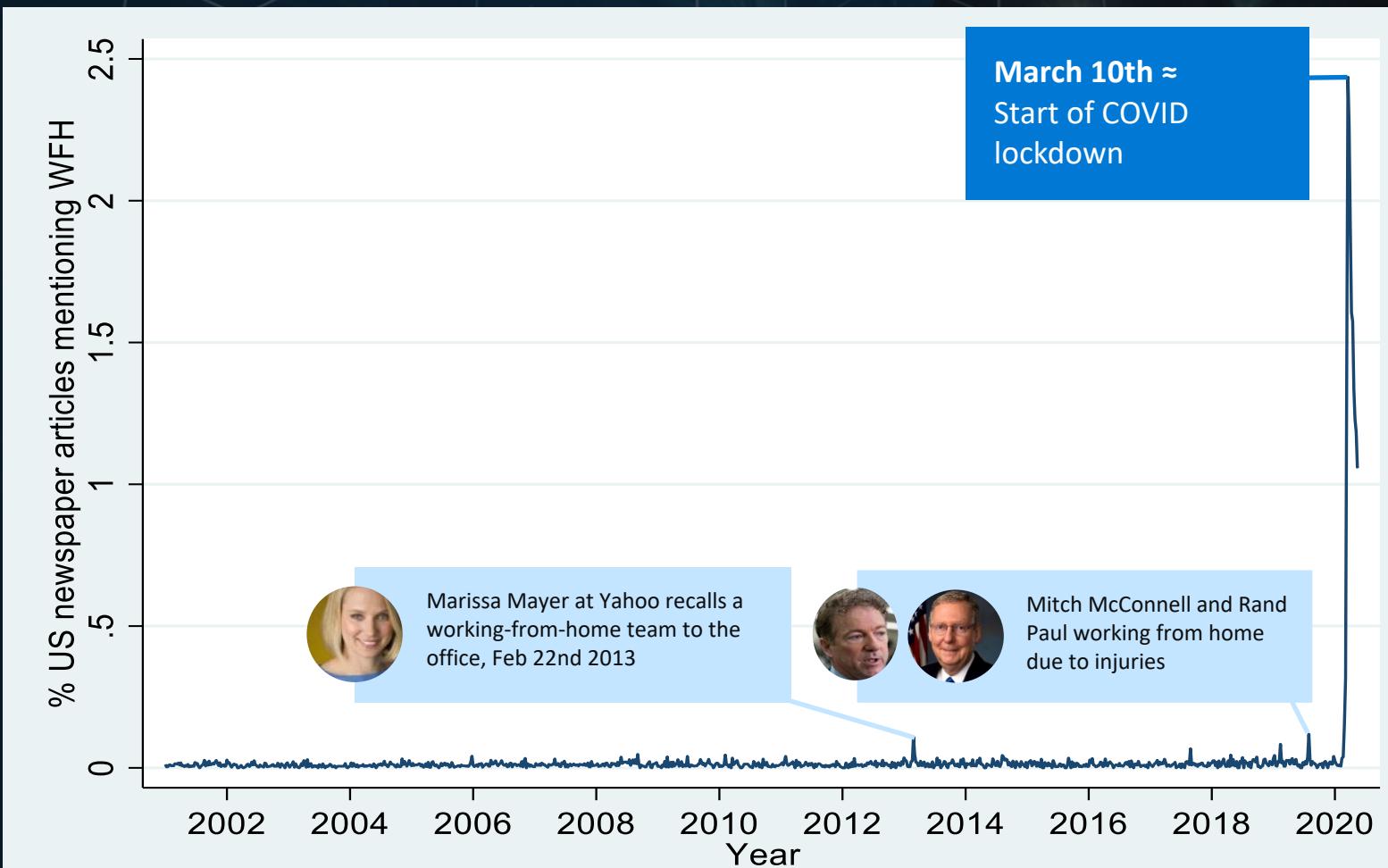
By Clive Thompson  
June 9, 2020

<https://www.nytimes.com/interactive/2020/06/09/magazine/remote-work-covid.html/>



# Work-from-Home Coverage in US Newspapers

## Increased 120x in March 2020



Source: Newsbank Access World News collection of approximately 2000 national and local daily US newspapers. Shows the % of articles mentioning "working from home" or "WFH".

# Employees Want to Keep Working from Home



FEDERAL  
RESERVE  
BANK  
of ATLANTA

Post COVID, employees want to increase WfH from 5% to 40%, of working days

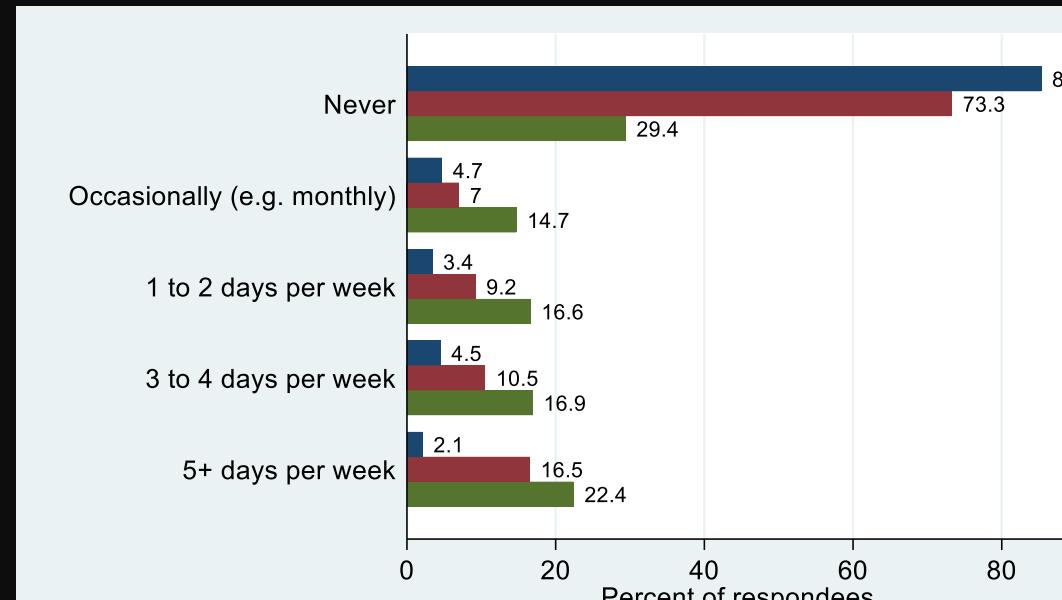
Employers are planning only about 20%

## Methods

N = 2500 US working adults + 1000 Firms

Actual: "In 2019 (before COVID) how often did you have a paid day working from home?".

Desired: "In 2021+ (after COVID) how often would you like to have paid work days at home?"



# Mass Work from Home is Here to Stay

Research paper:

The Future of Work: Work from Home Preparedness  
and Firm Resilience During the COVID-19 Pandemic

[F]irms with high WFH index values have higher stock returns, lower return volatility, and better financial performance during the pandemic. ...Contrary to conventional wisdom, our results hold primarily in non-high-tech industries.



2 Jun 2020

John (Jianqiu) Bai, Northeastern University - D'Amore-McKim School of Business  
Wang Jin, Massachusetts Institute of Technology (MIT)  
Sebastian Steffen, MIT Sloan School of Management  
Chi Wan, University of Massachusetts Boston

# Kill the Zombies That Hold You to the Status Quo

**1**  
Ruthlessly prioritize

**2**  
Let go of dead infrastructure

**3**  
Strangle technical debt

**4**  
Retire slow processes

**5**  
Remove customizations

**6**  
Use SaaS where you can

**Warren Buffett, Forbes 26 Nov 2019**

“The difference between successful people and really successful people is that really successful people say no to almost everything.”

# Habits of Successful Product Teams

**1**  
Optimize for asynchronous workflow

**2**  
Connect with community continuously

**3**  
Align outcomes over outputs

**4**  
Practice mature incident response

**5**  
Get clean and stay clean on tech debt

**6**  
Automate and shift quality left and right

## Performance metric

How many manual approvals from idea to deploy?

# After the Crisis, There Will Be a New Normal

| Laggards                        | Thrivers                          |
|---------------------------------|-----------------------------------|
| Will blame the pandemic         | Will hit refresh                  |
| Won't "rock the boat"           | Value learning over prediction    |
| Want to restore status quo ante | Get stronger under stress         |
|                                 | Invest in core, divest in context |
|                                 | Embrace DevOps for agility        |
|                                 | Work in remote & hybrid settings  |
|                                 | Adapt continuously                |

# We're Conducting 30 Studies on the Future of Work

**Come to my breakout to dive into the findings**

Follow my Twitter for announcement  
of Remote Engineering Virtual Summit



SamGuckenheimer

# Thank you!

**Sam Guckenheimer**

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