

Distributed, Yet Focused

High-Impact Remote Teams

**Lower Costs,
Higher Satisfaction.**

**\$11,000 Per
Employee Per
Year!**

**No Commute,
More Time.**

**72 Minutes per
Day!**

Access to Talent, Global and Diverse.

**4x More
Applicants,
+21% Diversity!**

**Productivity,
Focus and Flexibility.**

**47% More
Productive!**

Employer Brand, Modern Culture.

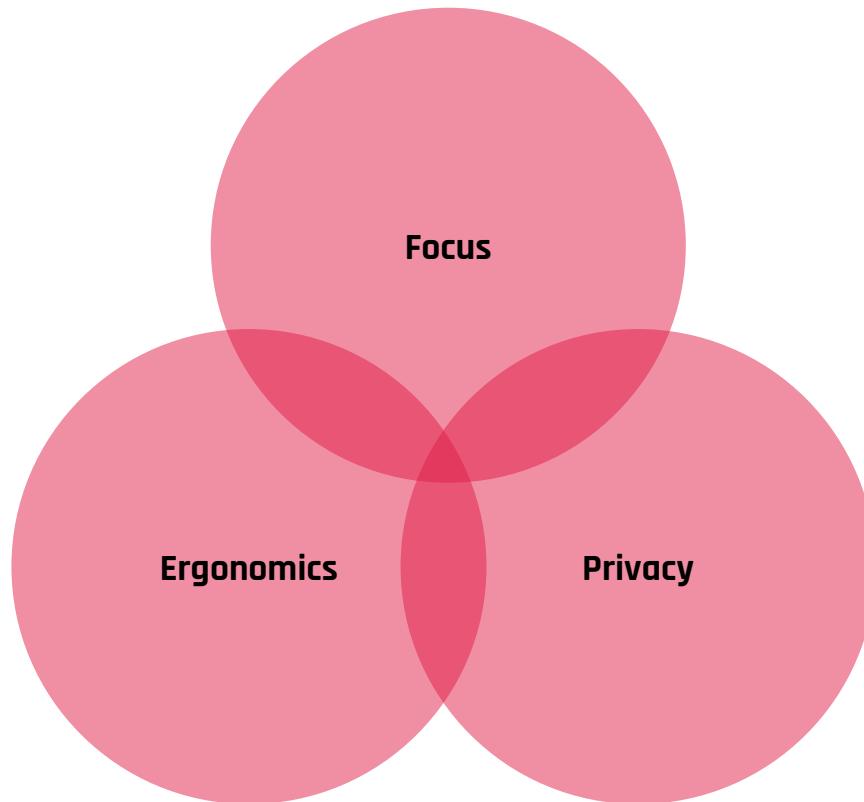
**25% Lower
Turnover Rate!**

Working from Home



Working from Home: Expectation vs. Reality

Working from Home



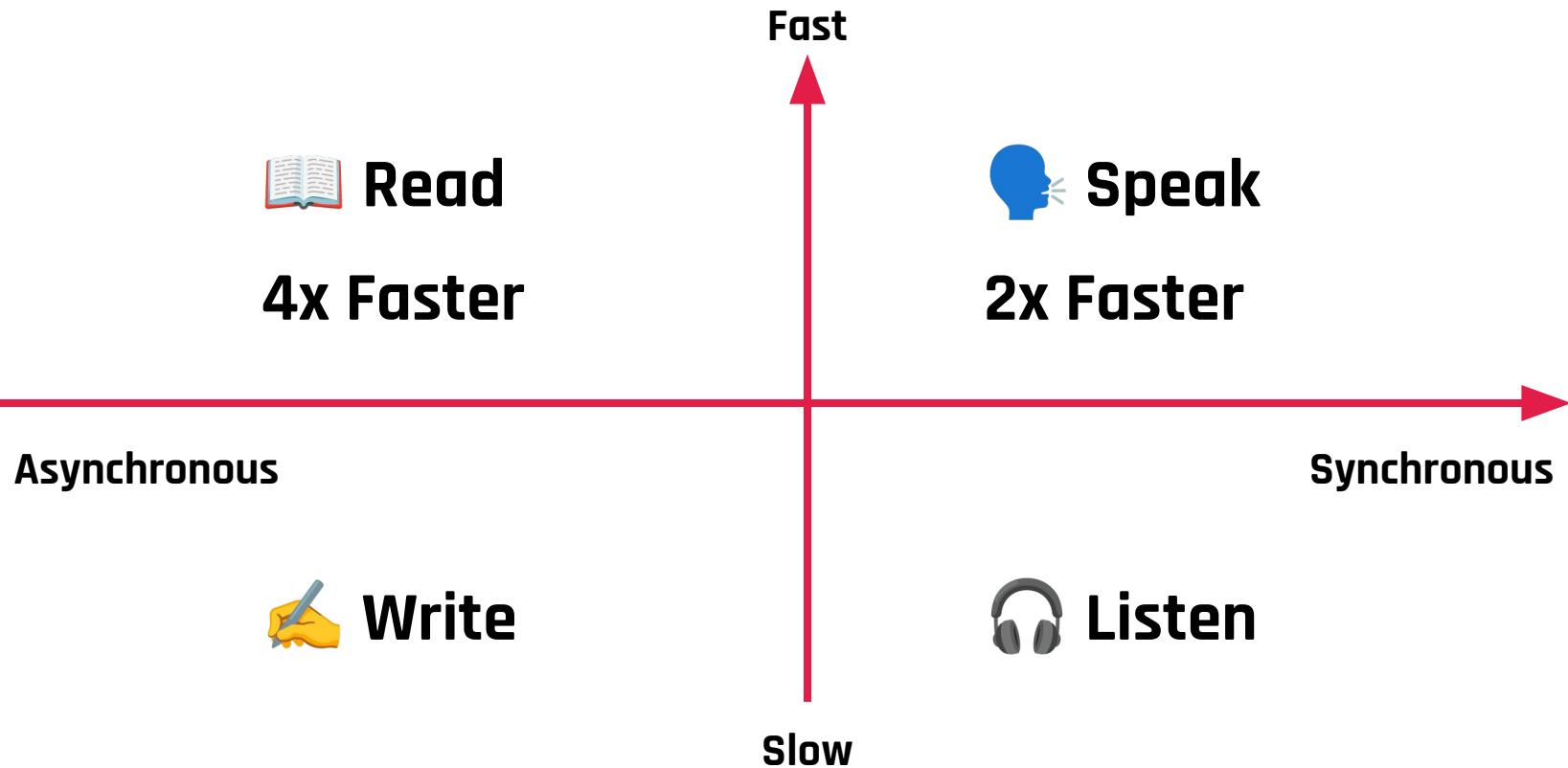
Remote Work ≠ Home Office

Intentional Communication

Spectrum of Communication



Spectrum of Communication



Async: Impact-Focused

**Deep Work,
Real Contributions.**

Sync: Alignment-Focused

**Fast Clarity,
Structured Interaction.**

**Living Artifacts
Measure Results
Planned Social Interactions
Intentionally Built Culture**

Remote - Engage - Produce - Loop

Living Artifacts

A woman with long blonde hair, wearing a light-colored top, looks off-camera with a wide-eyed, slightly open-mouthed expression of surprise or excitement. She is positioned in front of a dark, patterned curtain.

**When You Find Out Work Gossip and Can't
Wait to Tell Your Coworkers**

Information Spreads Naturally

Office

**Knowledge Must Be Spread
Intentionally**

Remote

Set Up an Operating System & Document Your Rituals

Format	When	Who	Owner
 Weekly Checkout	Thursdays 11:00	Full	Rotating
 Retro	After Initiative and / or after cooldown	Full	Rotating
 Team Days	on demand	Full	@Klaus Breyer
 Daily	Daily 11:30	Building (in cycle) Product (out cycle)	Rotating
 Shaping	Between Cycles	Building (only 1 tech)	

Asynchronous Request for Comments Table

Name	Yes Yes, if ..	Date
@Klaus Breyer	Yes, if .. we have agreed and documented the open questions	Mar 12, 2025
	✓	Mar 18, 2025
	✓	Mar 14, 2025
	✓	Mar 14, 2025

Put a TL;DR on Top of Every Document

Automated Linting & Formatting

 By  1 min 7  Add a reaction  Attachments

Implemented by  Community

TLDR

- Reintroduce linting and formatting in the  backend.
- Ensure a consistent codebase.
- Improve developer experience.
- Prevent unnecessary PR churn caused by inconsistent styles.

Appetite

1 week

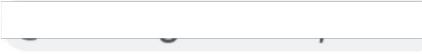
Context

Agree on Your Communication Expectations

Tool	Purpose / Use	Expected Response-Time	Responsible for Accounts
MS Teams	<ul style="list-style-type: none">• Default to transparency @mentioning• Quick Ideas	<ul style="list-style-type: none">• multiple times a day• latest: within a working day	IT Service Desk
E-Mail	<ul style="list-style-type: none">• Customer facing collaboration		IT Service Desk
Message (SMS / WhatsApp / etc.)	<ul style="list-style-type: none">• Only for high urgency topics• Production related Issues	<ul style="list-style-type: none">• Within working hours• Within: 2h	
Phone Call	<ul style="list-style-type: none">• Production related Issues• Emergency / Last resort		
Miro	<ul style="list-style-type: none">• Product Development•  Miro - Structure	<ul style="list-style-type: none">• Nobody expects that Miro is monitored• Used for collaboration	IT Service Desk

Asynchronous Rolling Agenda

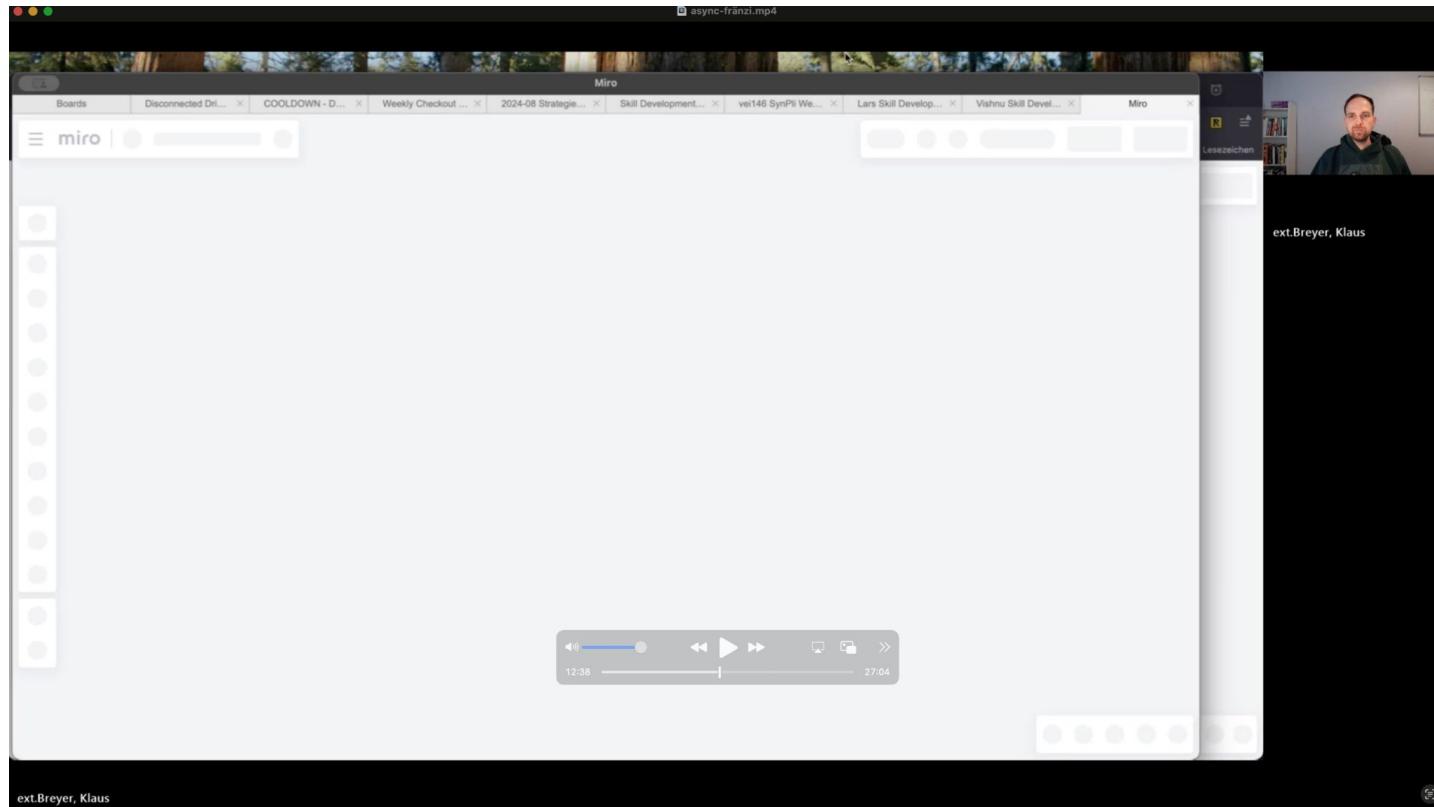
Inbox

- **@Klaus Breyer** Follow up of actions from [Async Collaboration Retro Style](#)
- **@Klaus Breyer** Future of Retro?
-  Timezone

2024-03-13

- **@Klaus Breyer** Front Page 
- **@Klaus Breyer** Rollout?
 - Today: Removing Featureflags, edding account
 - Monday: Rest of the users

Record a Video Instead of Having a Meeting



Everybody's Own README

Hi, I'm Molly

I'm looking forward to getting to know you! This document is not intended to replace or override the relationship and mutual understanding we will build as we work together. Its intention is to give you an idea of how I think and how I work.

My role as a tech lead

TL;DR: I am here to make sure our team is successful, happy, and working on the things that are most important to help our customers, improve our product, and improve our business.

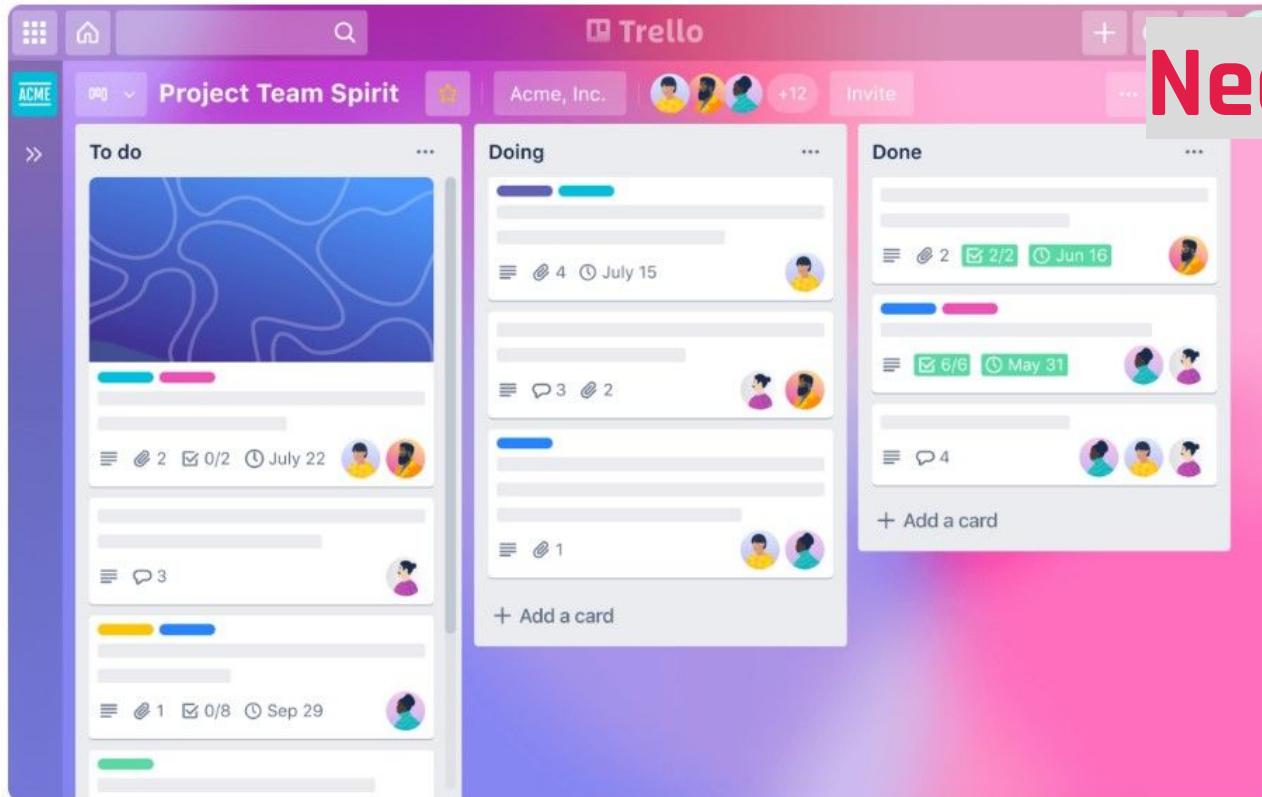
More granularly:

1. I am here to make sure you are both successful and happy: I want you to improve your technical skills, grow your career, enjoy your work, and believe in both our team's and our company's mission.
2. I am here to make sure our team is successful and pointed in the right direction. You might hear Dharmesh talking about [aligning vectors](#): I am here to make sure our team is all aligned and pushing in the same direction.
3. I am here to make sure our team is getting what we need from other teams, and that other teams are getting what they need from us; I'm also here to help make sure we are working on the right things, which is not necessarily everything we're asked to do.
4. I write some code too!

Teams Document Themselves Like an API

- Code
- Versioning
- Wiki & Docs
- Practices & Principles
- Communication
- Work information
- Other

Ticket Systems for Reactive Work



Needs enough
Context!

**Work Like You Code:
Leave an Audit Trail**

Approach Async Work with Eventual Consistency

Measure Results



Shut Up and Measure only Outcomes!

Productivity = Butts in Seats

Office

Productivity = Outcomes

Remote

Leadership in Remote Teams

Remote teams need alignment processes, not micromanagement.

Set the goal, then step back

→ Balance guidance and trust

Middle managers are crucial

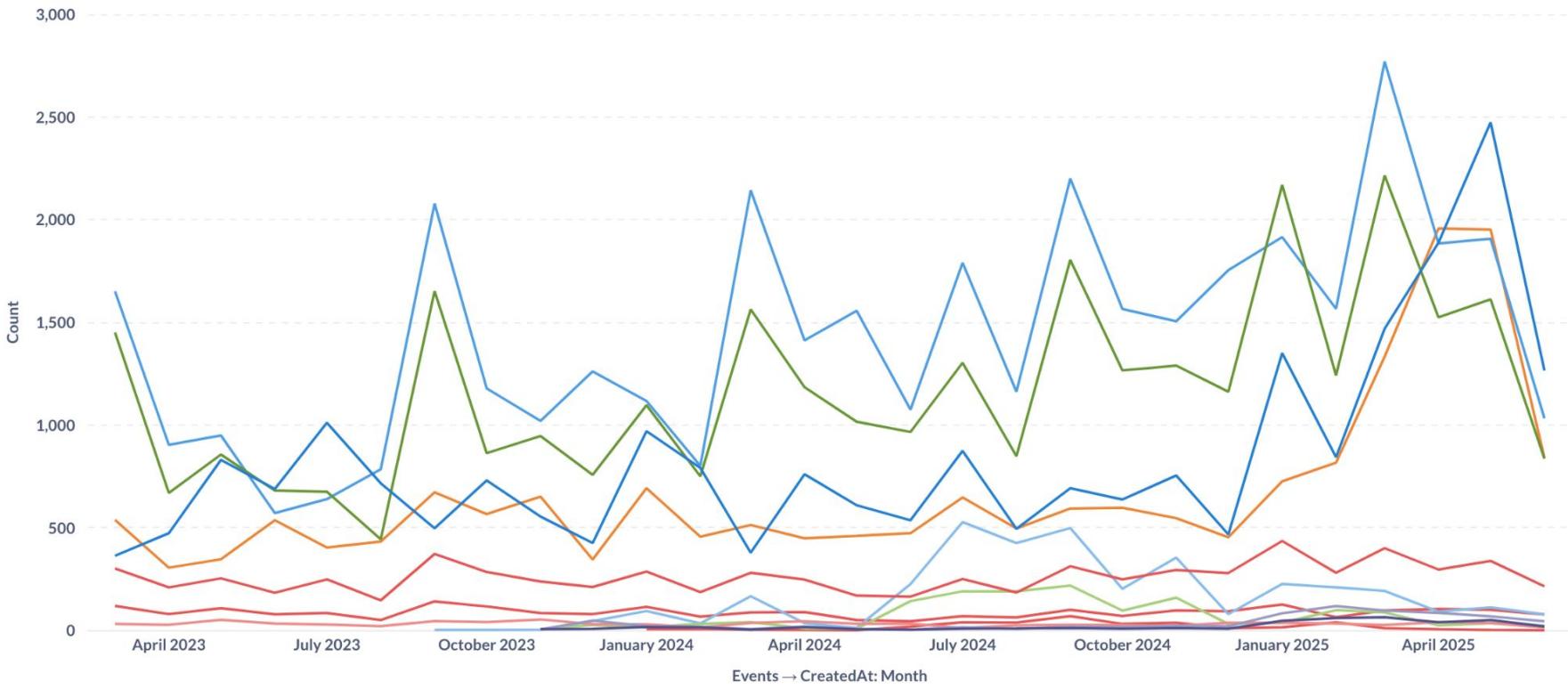
→ Keep operations running

→ Drive change across the org

KPI Available to Everyone

	May 8th	May 1st	Apr 24th	Apr 17th	Apr 10th	Apr 3rd
↑ ↗	16 876	16 573	16 343	16 271	16 220	16 118
↗	12 553	12 550	12 453	12 534	12 512	12 481
↗	326	262	90	45	153	155
▼ ↴	21	25	37	36	53	63
↗	0	1	0	0	0	0
↗	658	574	597	502	640	579
▼ ↴	3	3	5	8	10	4
▼ ↴	14	18	23	17	28	18
↗	323	333	293	325	394	384
↳ ↴	15% (49)	15% (51)	13% (38)	12% (40)	15% (58)	14% (53)
↳ ↗	84% (274)	86% (282)	87% (255)	87% (285)	85% (336)	86% (331)
▼ ↴	87	135	100	109	129	128
↳ ↗	35% (31)	54% (72)	44%	51% (56)	50% (65)	42% (55)
↳ ↴	65% (56)	46% (63)	56%	48% (53)	50% (64)	58% (73)

Dashboards



Heartbeats

Heartbeat 2025#19

Updated May 09



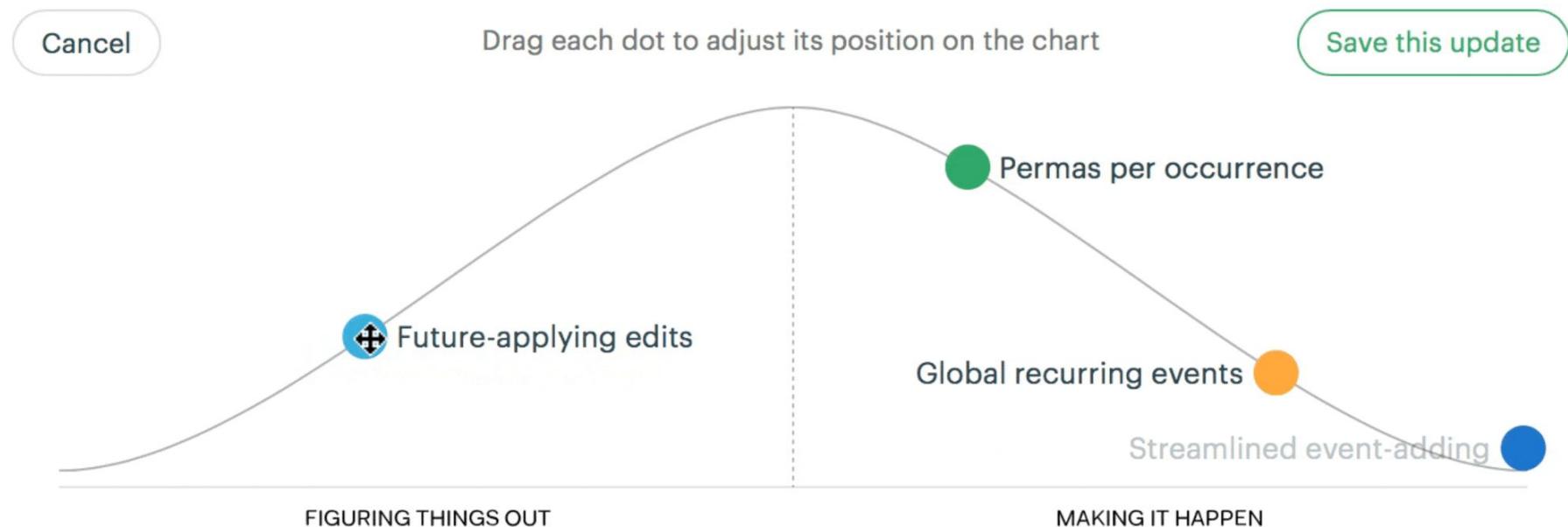
Edit

Share

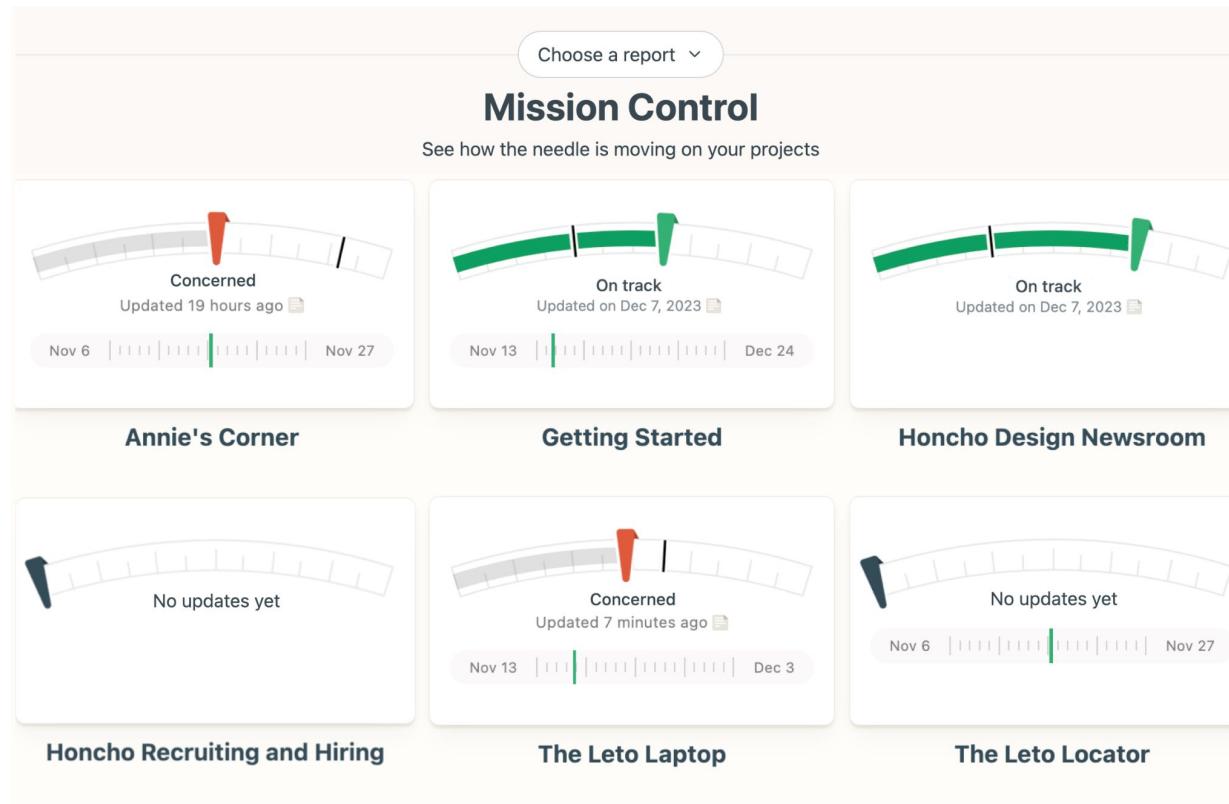


	Progress	Problems	Plans
Product	<ul style="list-style-type: none">Calls with [redacted] regarding [redacted]Documented Feedback received via email regarding [redacted]FAQ [redacted] gen eas[redacted] Update [redacted] still pending with [redacted]	<ul style="list-style-type: none">Calendar TetrisStill 10 Flagged issues in Reactive Work	<ul style="list-style-type: none">Prep the frames for the next cycle & road mapping sessionCustomer Communication for [redacted] InitiativeCall next week with [redacted] on API & departments
Engineering	<ul style="list-style-type: none">Working on Reactive tasks and preparing for prioritization	<ul style="list-style-type: none">webapp env vars [redacted]	<ul style="list-style-type: none">Prioritization on Monday

Hill Charts

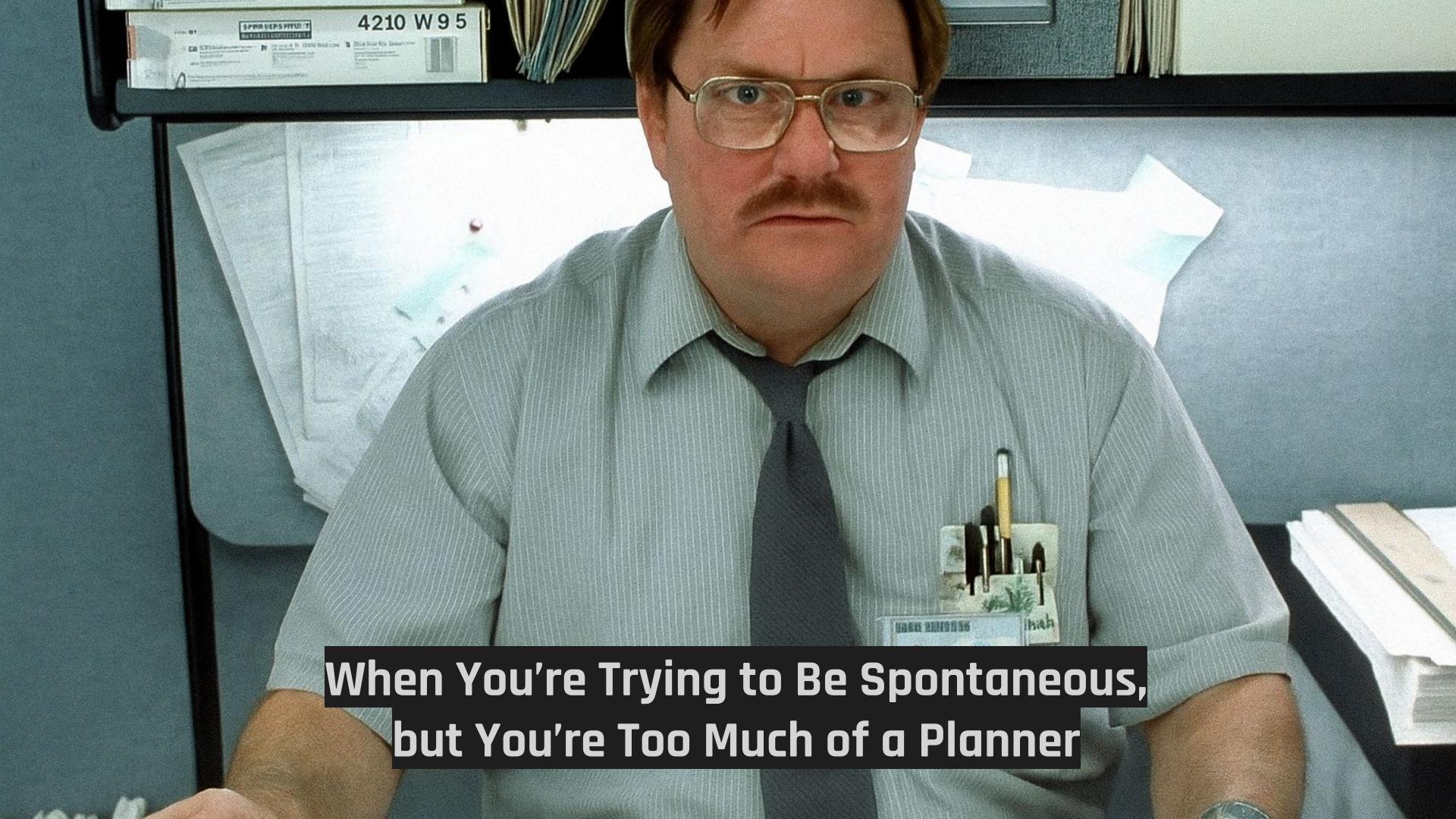


Moving the Needle



Reinforce Behavior Through Reporting Structure

Planned Social Interactions



**When You're Trying to Be Spontaneous,
but You're Too Much of a Planner**

Spontaneous Social Flow

Office

Planned Social Interactions

Remote

Timer: Structured Time in Meetings



Timer

15 mins

Start

This block contains a timer icon, the text "Timer", and a large bold "15 mins" followed by a blue "Start" button.

Timer

2 mins

Start

This block contains a timer icon, the text "Timer", and a large bold "2 mins" followed by a blue "Start" button.

Rotating Moderator for Reinforced Flows & New Perspectives

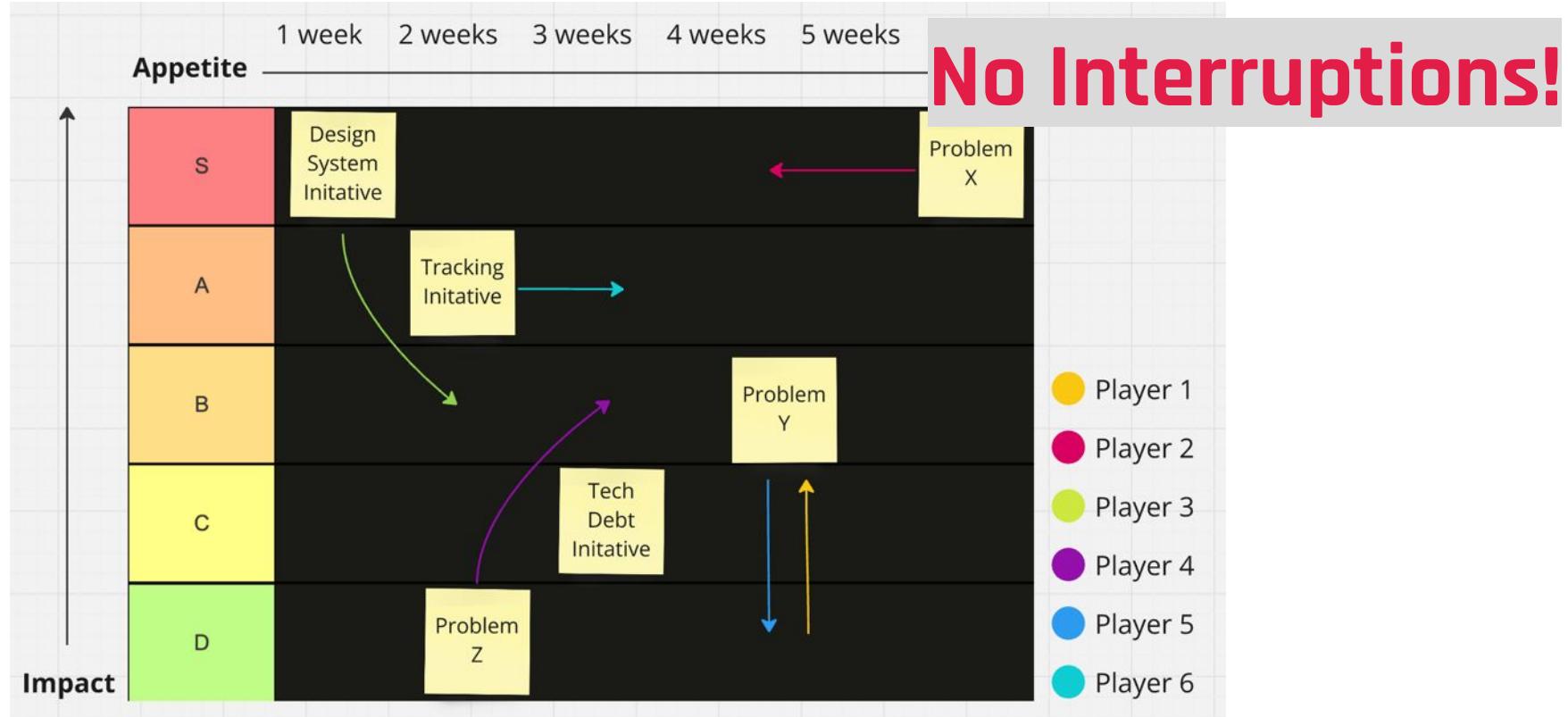


Moderator Rotation

Klaus

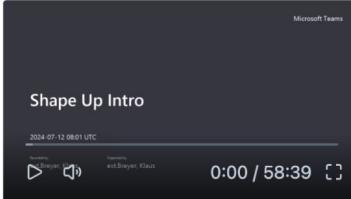


Round Robin: Make Sure Everyone Is Heard



Continuous Onboarding Curriculum

How to work together

Topic	Resources	Completed?
Access to all tooling	 Tools	@ @
Meetings & Rituals	 Rituals	@ @
Vacation Calendar	 Vacation Process	@ @
Development Process	 Development	@ @
Team - add yourself!	 Team	@ @
Shape Up Intro		@ @
	 2024-07-04 Shape Up Intro for edding easycheck.pdf	

**What the App Does and
What Users Do With It**

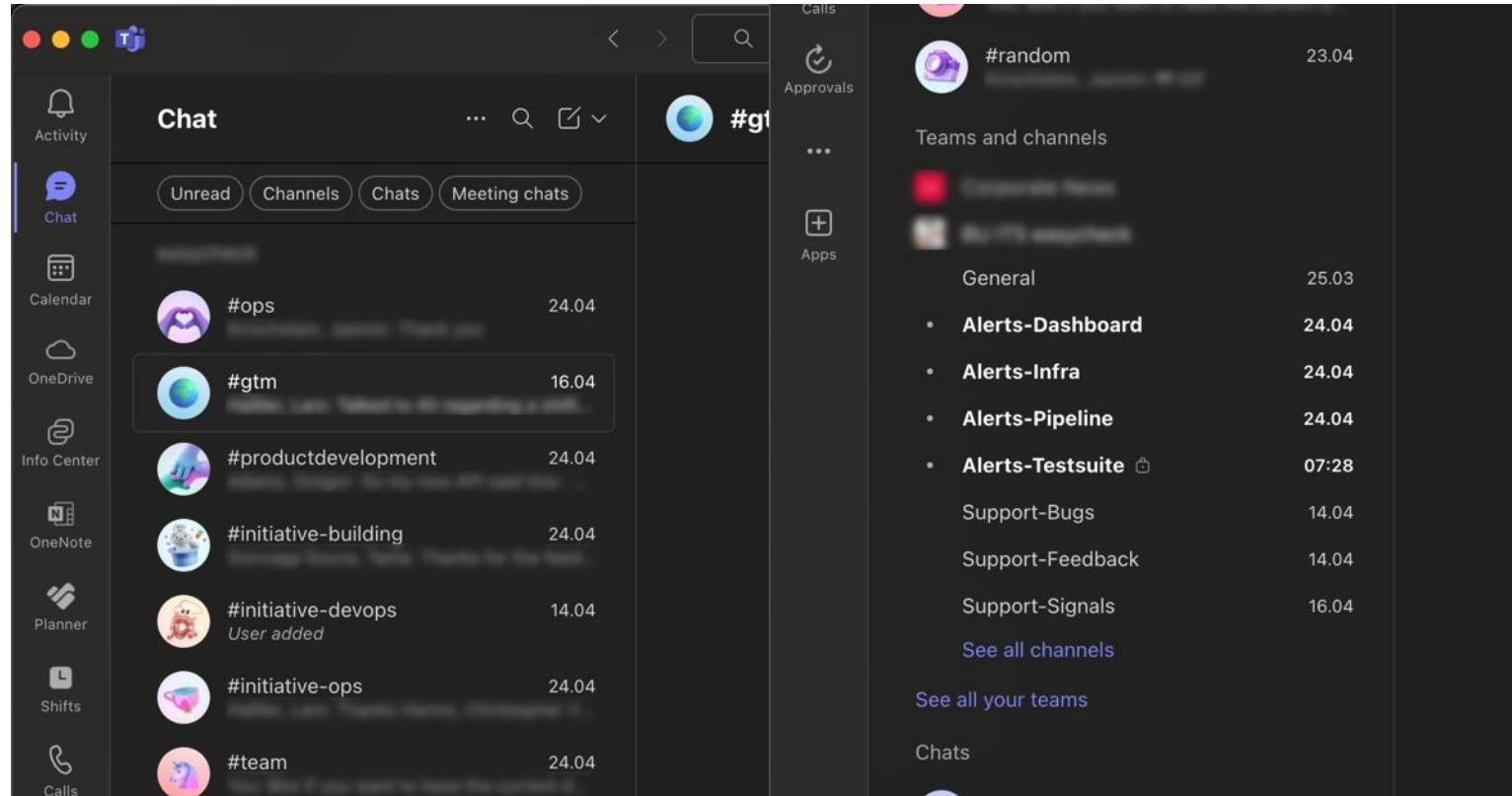
How to Work Together

Ecosystem

**Codebase +
Architecture**

How to Deploy

Make MS Teams Actually Usable (by Emulating Slack)



Have A Proper Channel Setup

Team Channels

#team-search, #team-payments, #team-checkout-daily, #team-login-tech, #team-suche-support

Product Area Channels

#product-checkout, #product-login, #product-feedback, #product-ideas

Guild & Tech Channels

#guild-frontend, #guild-devops, #guild-ux, #tech-decision-log, #infra-status, #incident-response, #releases

Leadership & Transparency Channels

#leadership, #product-leads, #engineering-leads, #all-hands, #company-news, #strategy

Culture & Social Channels

#random, #fun, #coffee-chat, #shoutouts, #memes, #kudos, #thanks, #onboarding

#random

 ext.Breyer, Klaus 11.03 18:10 

 ↗ Leni reposted  Patrick @audiohymn  ...

"Do you like the Microsoft Teams app?" Does Sisyphus like his boulder

3:05 PM · Mar 10, 2025 · **3.5M** Views

 256  24K  221K  7.6K 

**Management as
“Connective Tissue”.**

You Need Clear Communicators

– Start With Yourself!

Intentionally Built Culture

I've Ordered the Pre-Waffle Party Egg Bar Social for Everyone!



Sense of belonging (automatic)

Office

Intentionally Built Culture

Remote

Identify & Enforce Memes!



Meet regularly in person!



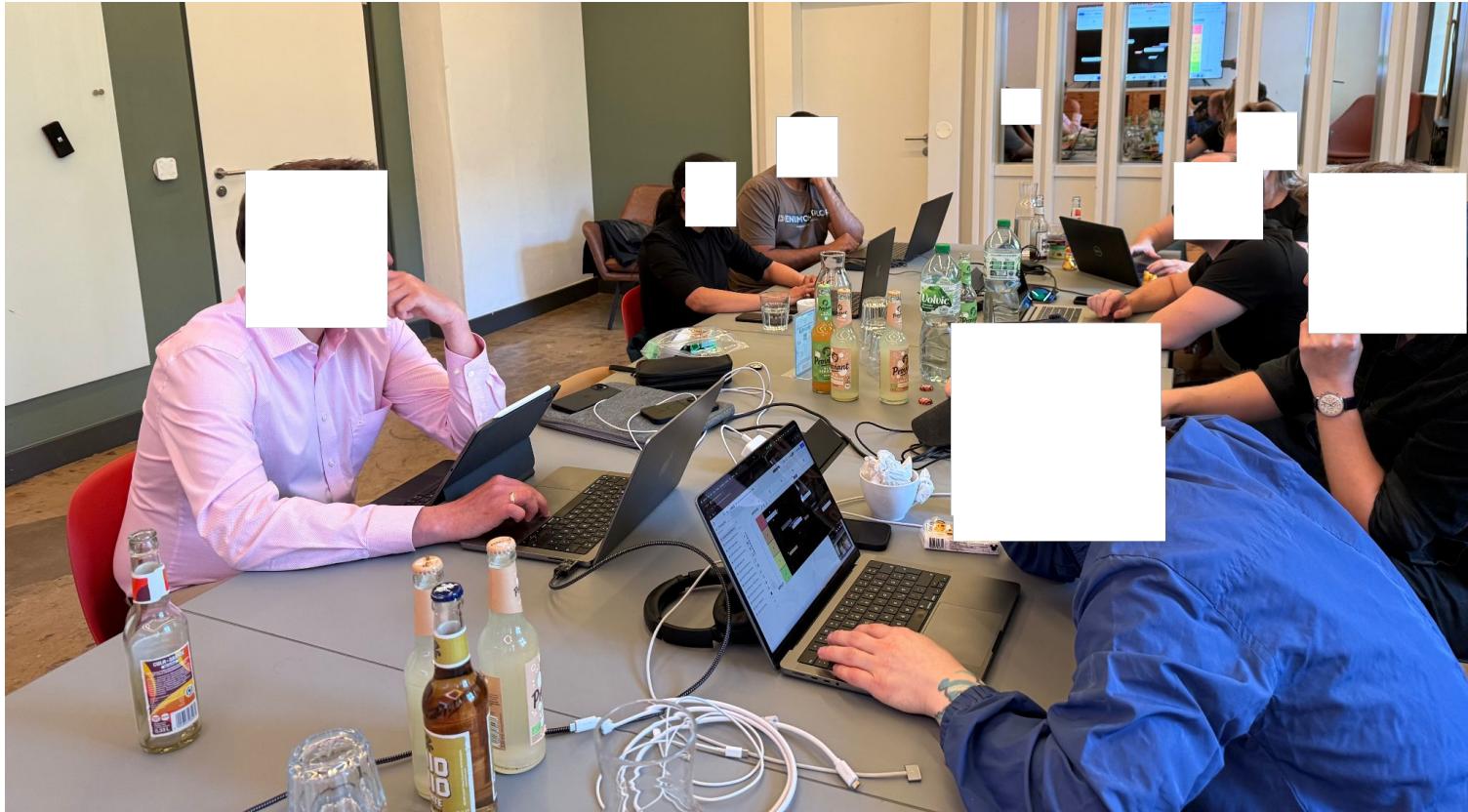
Rotate Cities For Team Days

- Everyone shares the travel and organizational effort
- New environments spark fresh ideas and energy
- Travel effort is shared more fairly over time

Create Bonding Moments in Real Life



Treat everyone as remote.



**Building Culture Remotely Is
Awkward – and Essential!**

Remote - Engage - Produce - Loop



When a Colleague Asks Me if I Am Free for a Quick Chat.

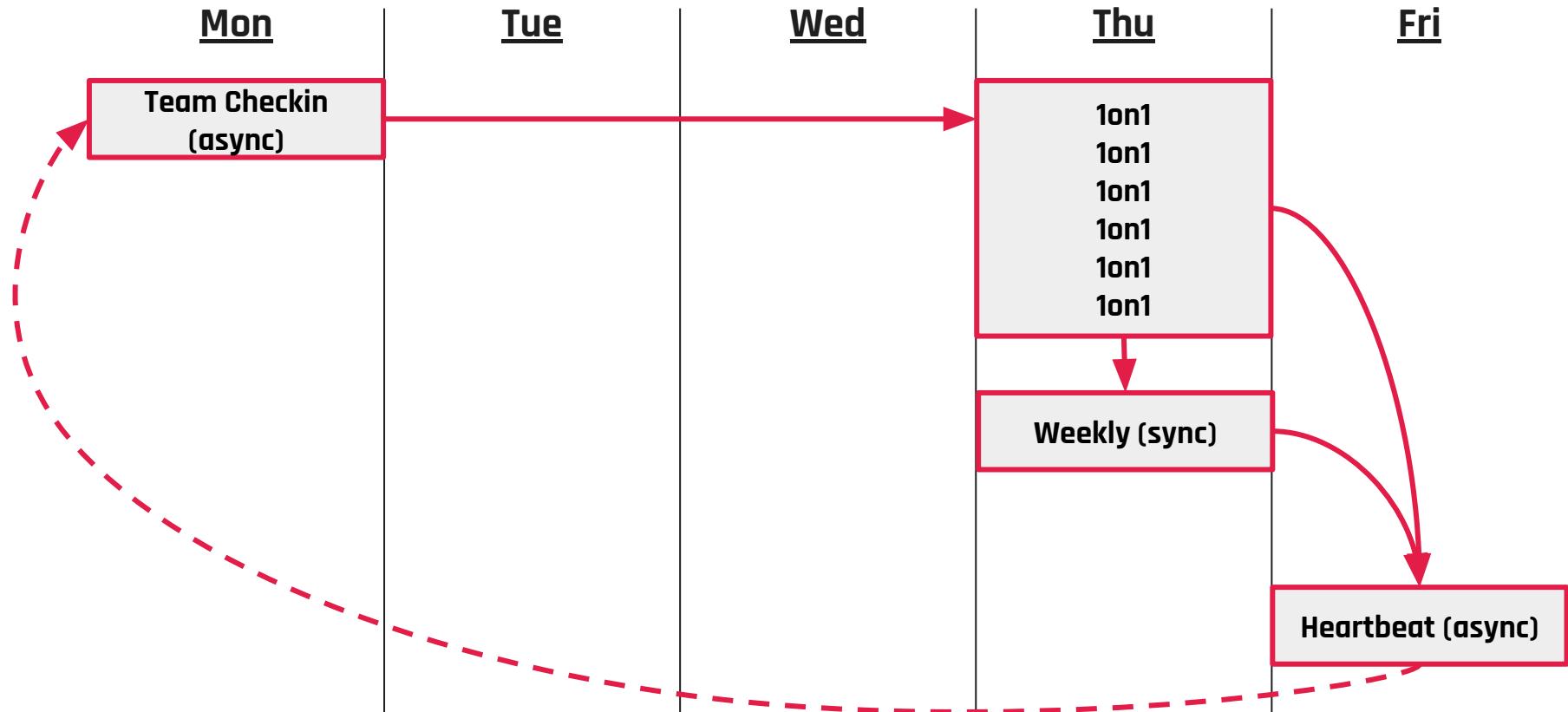
Quick chats & informal updates

Office

Structured communication formats

Remote

Anatomy of a Week



Async Checkin



ext.Breyer, Klaus 14.10.24 08:40 Failed



Checkin

⌚ Focus: Tech Strategy Session

Other things on my plate:

- Finishing shaping
- A couple more Skill Development Sessions
- Clearing data privacy topics with Jessica (Sentry)

As written: I won't make it to the daily on Mon, Tue, or Wed for various reasons. If anything needs my attention, please ping me directly.



Weekly

- **Mood Checkin** in Miro
- **Professions Heartbeat** (Sales, Support, Engineering, Product, ..)
 - KPI
 - Progress / Problems / Plans
- **Initiatives Heartbeat**
 - Hillchart
 - Moving the Needle
- **Rolling Agenda**
- **Missing Reviews** of Async Documents
- **Vacations** in Miro Calendar
- **Offtopic**

Rotating Moderator!

Weekly - Mood Checkin

On a scale of classical art, how are you feeling today?



So, on this cat-scale, how do you feel today?



On a scale of German beer label monks, how are you today?



Google: “mood scales”!

Weekly - Vacation Calendar

March																																		
5	26	27	28	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
					</																													

Weekly - Personal / Offtopic



Weekly - Everything Together in 1 Miro Board

The Miro board displays a variety of information:

- Top Row:** Grids of images representing different teams or departments.
- Engineering KPI:** A section showing engineering performance metrics.
- Timeline:** A horizontal timeline labeled "Cycle #1" spanning from November 19 to December 24, 2024.
- Calendar:** A detailed calendar for November and December, color-coded by department.
- Adhoc Environments:** A section labeled "Adhoc Environments" with a "12 weeks" duration.
- Bottom View:** A detailed view of a project frame labeled "Frame 12", showing tasks, dependencies, and a "Target Segment 1 Consulting & Professionalizing" chart.

Minimize
Number of
Tools per
Meeting!

Weekly - Rolling Agenda

Actions

@Klaus Breyer

Docs Page:

give examples to the GPT together with

Hubspot: Pipeline and Automation

Inbox

- @Klaus Breyer Shaping starts. Start with rewriting your frame and asking for feedback before you start shaping.
- @Klaus Breyer next team day - date and schedule.
- @Klaus Breyer  Process

Weekly - Review Check

Labelled content

This list shows content tagged with the following label:

[review](#)

To add a label to the list of required labels, choose '+ labelname' from Related Labels.



[2025-Q3 Product Strategy \(e](#)

yesterday at 7:30 AM • [Klaus Breyer](#)

[review](#)



[10 - Posthog for Full Product Tracking \(Software Development\)](#)

Jun 17, 2025 • [Klaus Breyer](#)

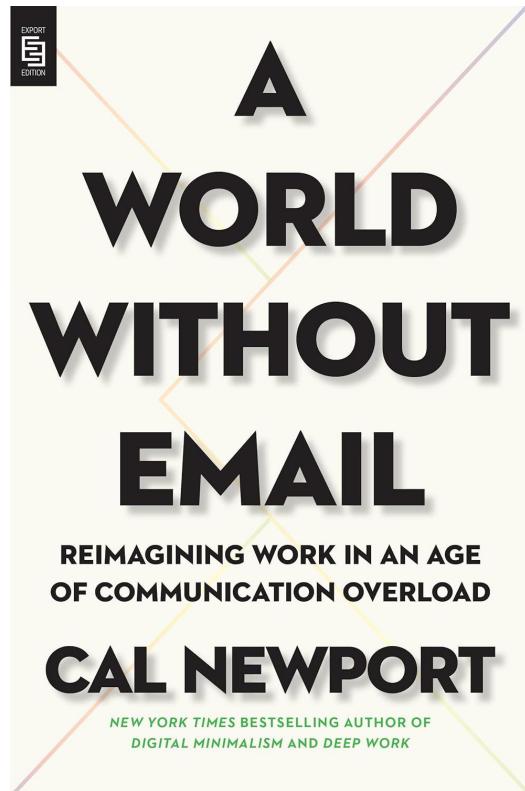
[review](#)

This Level of Structure

For. Every. Meeting!

Closing Thoughts

Theory: Cal Newport

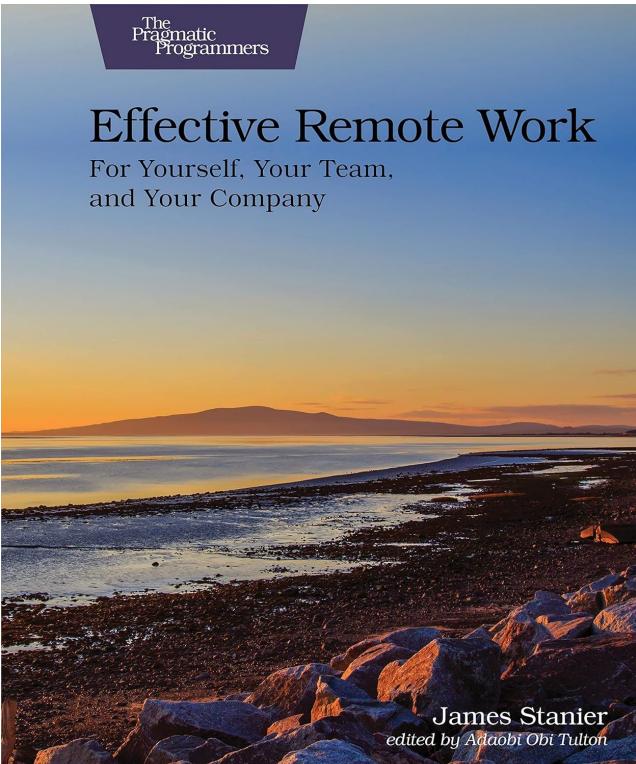


Practice: James Stanier

The
Pragmatic
Programmers

Effective Remote Work

For Yourself, Your Team,
and Your Company



James Stanier

edited by Adaobi Obi Tulton

Inspiration: David Marquet

L. DAVID MARQUET

CAPTAIN, U.S. NAVY (RETired)

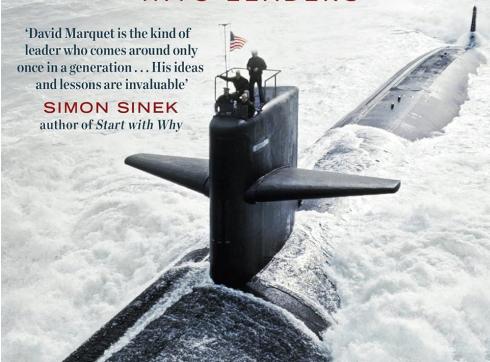
FOREWORD BY STEPHEN R. COVEY

Turn the Ship Around!

A TRUE STORY OF
TURNING FOLLOWERS
INTO LEADERS

'David Marquet is the kind of leader who comes around only once in a generation... His ideas and lessons are invaluable'

SIMON SINEK
author of *Start with Why*



Example: 37 Signals

Signals Basecamp HEY ONCE



The 37signals Guide to Internal Communication

The how, where, why, and when we communicate. Long form asynchronous? Real-time chat? In-person? Video? Verbal? Written? Via email? In Basecamp? How do we keep everyone in the loop without everyone getting tangled in everyone else's business? It's all in here.

Example: Gitlab

The screenshot shows the homepage of The GitLab Handbook. At the top, there is a purple header bar with the GitLab logo, navigation links for GitLab, TeamOps, Handbook, and Job Families, and a search bar. Below the header, there are three main sections represented by cards:

- Company**: Contains links to About GitLab, Values, Mission, Vision, Strategy, Communication, Culture, TeamOps, CEO Readme, Office of the CEO, E-Group Weekly, and Environmental, Social, and Governance.
- Handbook**: Contains links to About the Handbook, Handbook Changelog, Handbook Escalation, Handbook Usage, Contribution Guide, Editing the handbook, Handbook Style Guide, and Handbook maintenance.
- People Group**: Contains links to Anti-Harassment Policy, Global Volunteer Month, Hiring, Inclusion & Diversity, Labor and Employment Notices, Leadership, Learning & Development, Onboarding, Offboarding, Spending Company Money, Talent Assessment, Team Member Relations Philosophy, Total Rewards, and Tools and Tips.

Example: Posthog

PostHog

Why PostHog? Products Pricing Docs Community Company Get started

About Roadmap WIP Changelog People Teams Handbook Blog Careers

Handbook Table of contents Chapters Working at PostHog Resources Team structure Brand & vibes Content CS & Onboarding Demand gen Engineering Resources Getting started Developing locally Tech stack Project structure

Last updated: Mar 15, 2022 | Edit this page | Copy page

Note: This page refers to our main product repository, not our website.

Tech stack

Frontend

- Web framework/library: **React**
- State management: **Redux + Kea**
- Layout/components: **Ant Design**

Backend

- Framework: **Django**
- Databases: **PostgreSQL** and **ClickHouse**
- Task queue/event streaming: **Redis** and **Apache Kafka**
- Task Worker: **Celery**

Contributors

Michael Matloka
Software Engineer

Remote Work Means

- More Autonomy
- More Asynchronous Work
- More Uninterrupted Time Blocks
- Smaller Teams
- More Freedom
- More Trust

**Over Communicate &
Default to Trust!**

About me



Leading
Remote Teams
Since the Age
of 18

A photograph of a modern office interior. On the left, there's a long wooden bench with several pillows, a small white table, and a blue chair. In the center, there's a wooden shelving unit with books and plants. To the right, there's a wooden cabinet with a potted plant on top. The ceiling has recessed lighting, and there are large windows on the left side.

**CTO Digital
Agency
buddybrand
GmbH**



**CPO & CTO
Influencer
Marketplace
BuzzBird GmbH**



**Built Ilot
Business Unit
(Interim)
Voith GmbH &
Co. KGaA**



Leading Product & Tech (Interim) edding AG

edding 80
permanent marker

edding 40
permanent marker

edding 40
permanent marker

edding 830
Industry permanent marker

edding 830
Industry permanent marker

edding 840
cd/dvd/bd marker

edding 840
cd/dvd/bd marker

edding 8750
industry paint marker

edding Textile
washproof up to 60 °C washfastheit bis zu 60 °C

edding 85
permanent marker

edding 78
paint marker

edding 8280
securitas uv marker

edding 40
permanent marker

edding 75
Paint marker

edding 75
Glass, Metal

edding 75
Paint marker

A portrait photograph of a man with short brown hair and a beard, wearing a dark grey hoodie. He is looking directly at the camera with a slight smile. The background is blurred, showing outdoor elements like trees and possibly a building.

Klaus Breyer
v01.io

v01.io/2025-alphalist-remote



EOF