

FEDAY2019

第5届 FEDAY
2019.09.21 / 成都

主办方



赞助商



支持社区





Balanced development in large teams

Vladimir Grinenko

FEDAY, 21st September 2019, Chéngdū

大型团队中开发的平衡性

9: 30 Vladimir Grinenko

当产品足够大时，开发者们容易走向极端：

- code is beautiful → releases are rare
- 代码优美 → 发布缓慢
- 流程上花费的精力太多 → 开发上花费的精力太少
- 发布频繁 → 代码质量堪忧
- 高的测试覆盖率 → 产品变得笨重，难以改变

除了这些之外：

- 关注UI速度 → 不追求增加更多特性
- 想提升 UI → 没有时间思考代码架构

在Yandex，我们遇到了所有这些问题并找到了我们的解决方案，我们会把这些好的解决方案一一分享给大家。



快手

Vladimir Grinenko

- › Head of common components development at Yandex
- › More than 40 developers in 5 teams in 3 cities
- › Open source contributor



Image



Video



Main



Maps



oMetrica



[translate](#)

Yandex

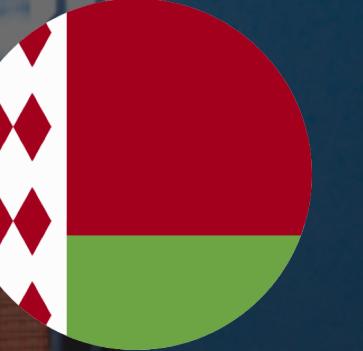
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Our Locations & International Operations Today



27 offices
9 countries



Over **10 000**
employees

About **50%**
software developers



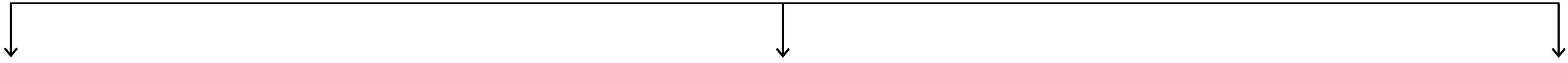
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- › Google
- › Uber
- › Spotify
- › Amazon
- › Baidu

Yandex services

- › Web: search, browser, music, social...
- › E-commerce: Market, Beru...
- › Taxi and carsharing
- › Food delivery
- › Hardware: Station, Phone, Auto
- › AI: Alice, self-driving cars...

Yandex



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Alice



Taxi



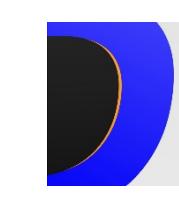
Food



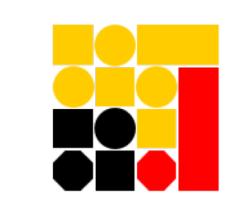
Market



Zen



Drive



Education



Browser



Weather

Classifieds

Media Content



Health



Cloud



Ad Tech



Auto.ru



Jobs



Realty



Music



KinoPoisk



Afisha

...

Personal services

Geoservices



Disk



Mail



Maps



Navi



Transport

...

 Авиабилеты

 Автобусы

 Авто.ру

 Аудитории

 Афиша

 Банковская карта Яндекс.Денег

 Беру

 Брингли

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 Яндекс.ОФД

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 AppMetrica

 XML

 Yandex Data Factory

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 Радио

 Район

 Расписания

 Реклама

 Рекламная сеть

 Репетитор

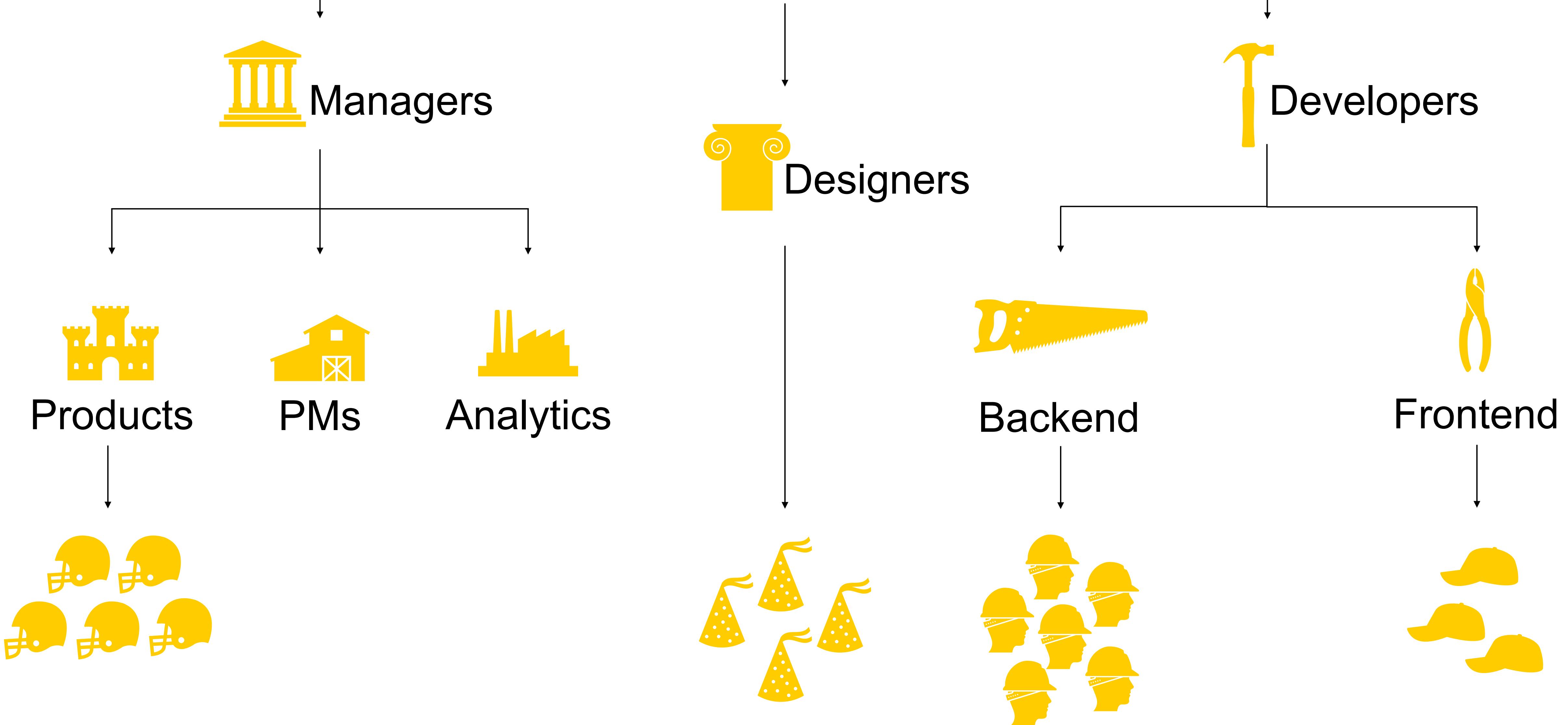
Huge is difficult to manage

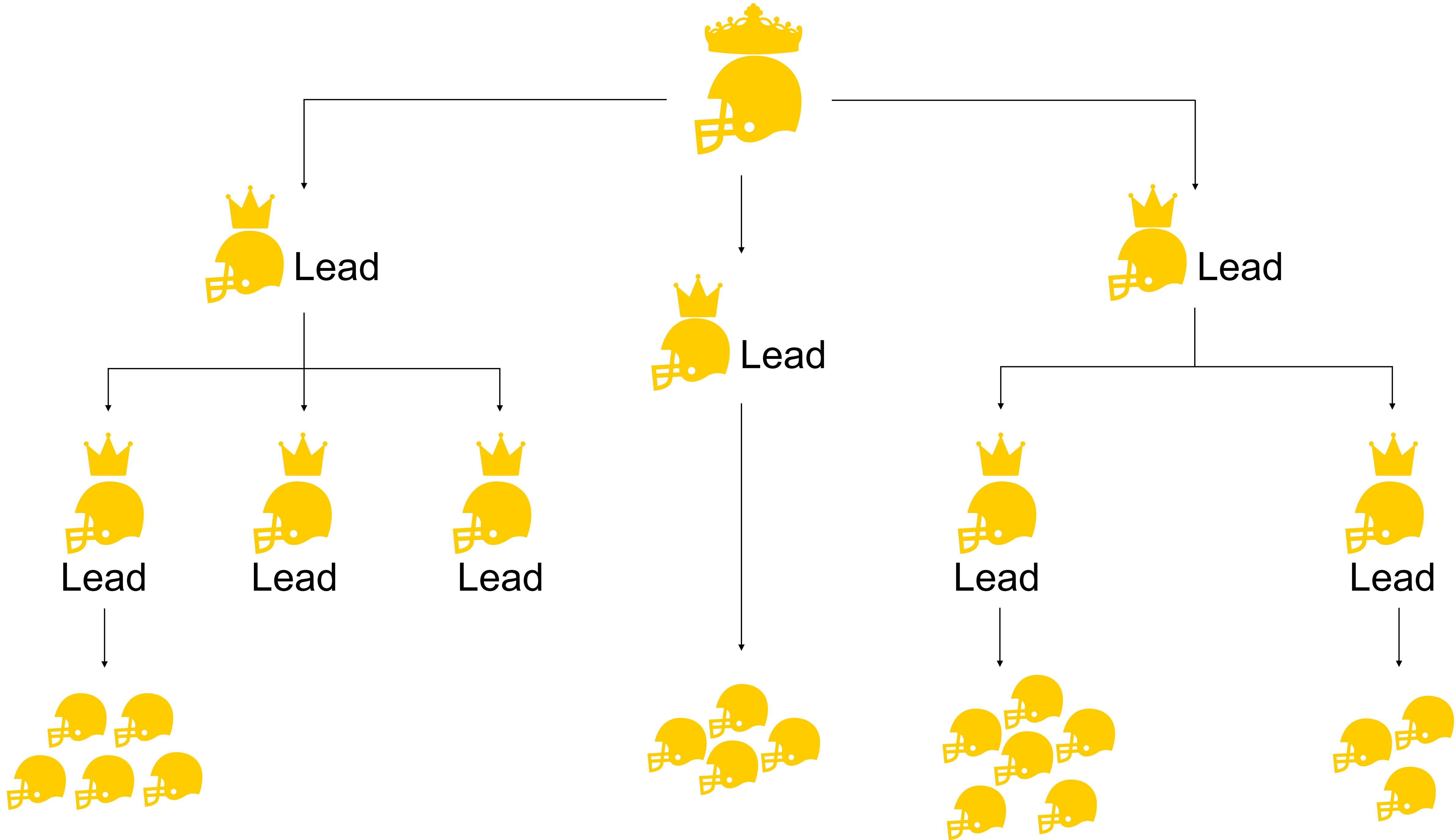
Long time ago

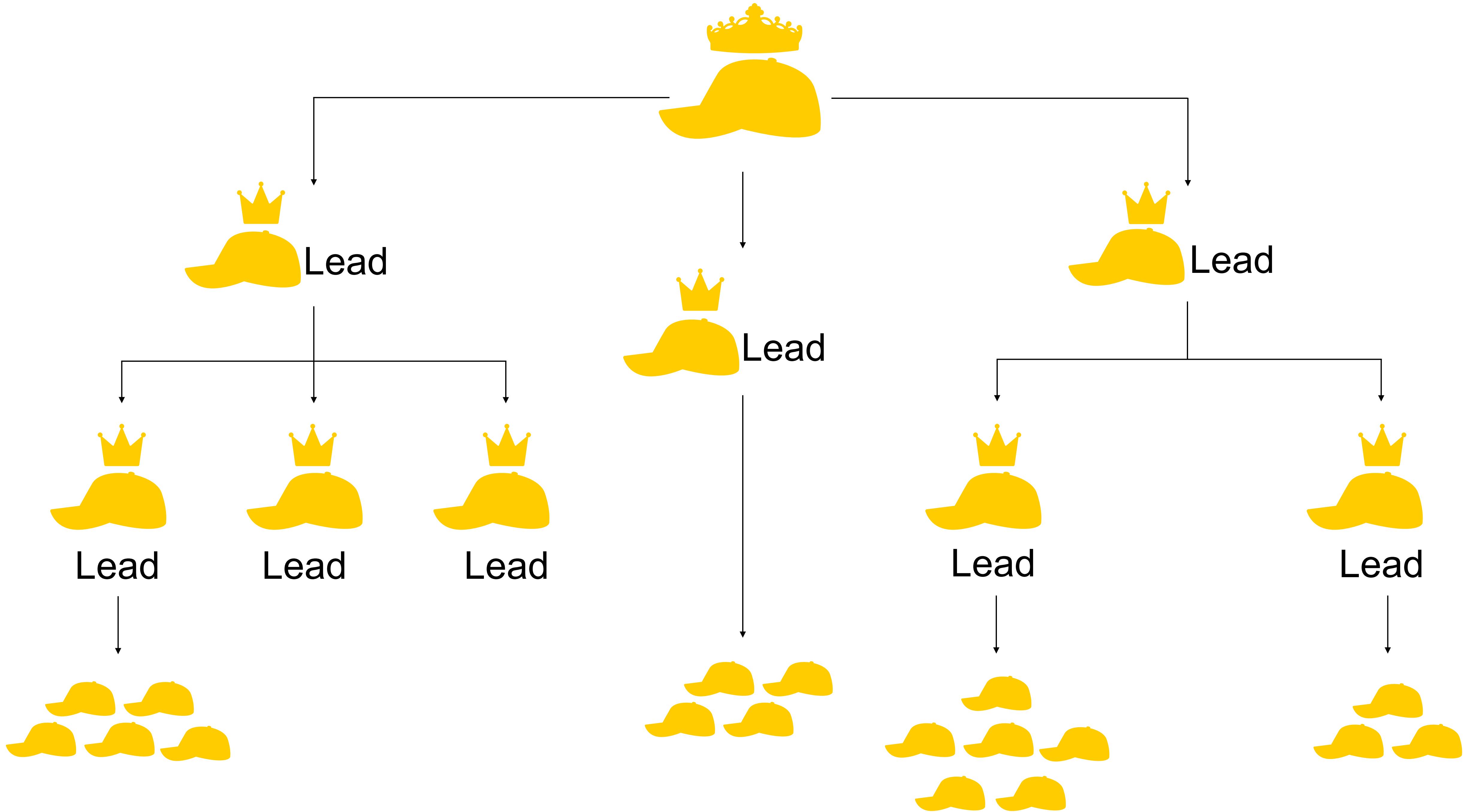
specialization first

developer is the king

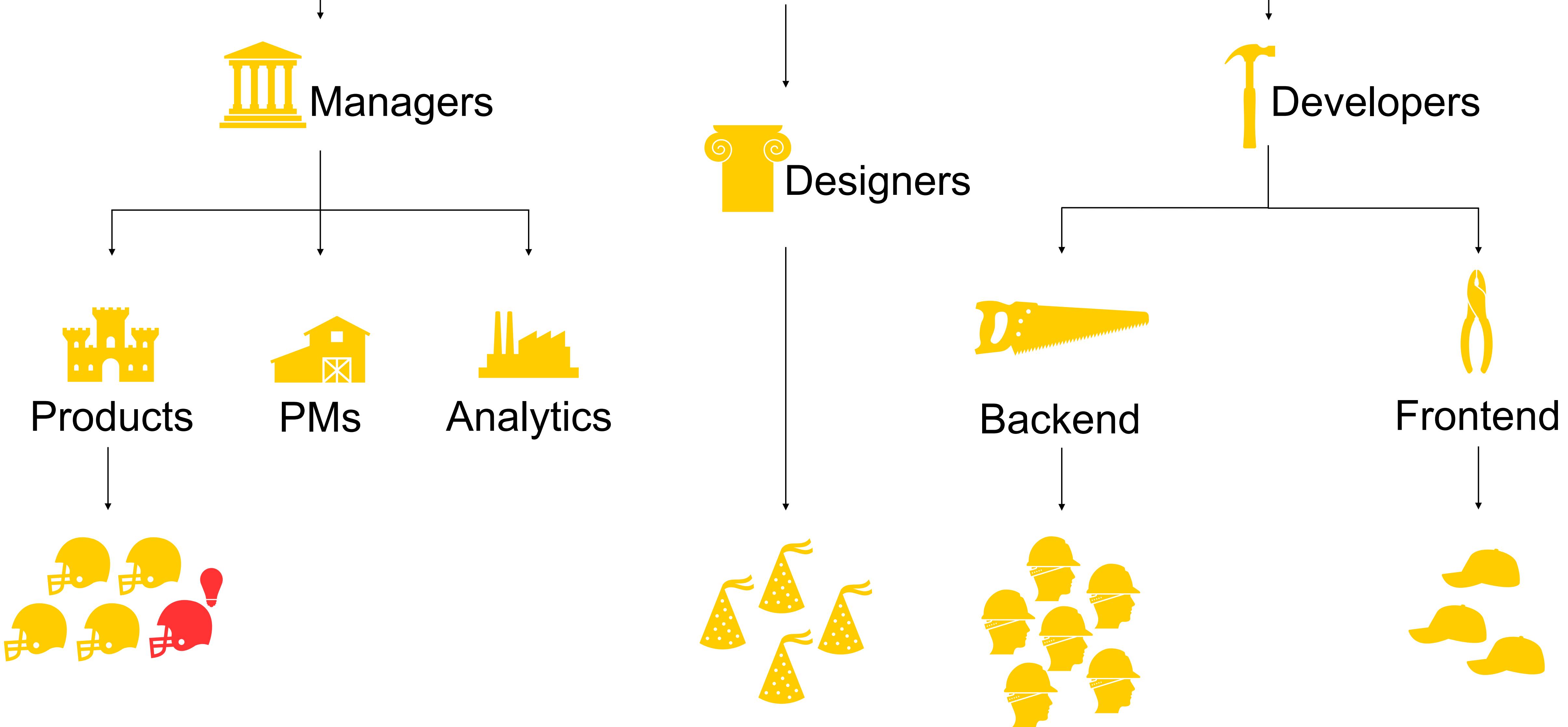
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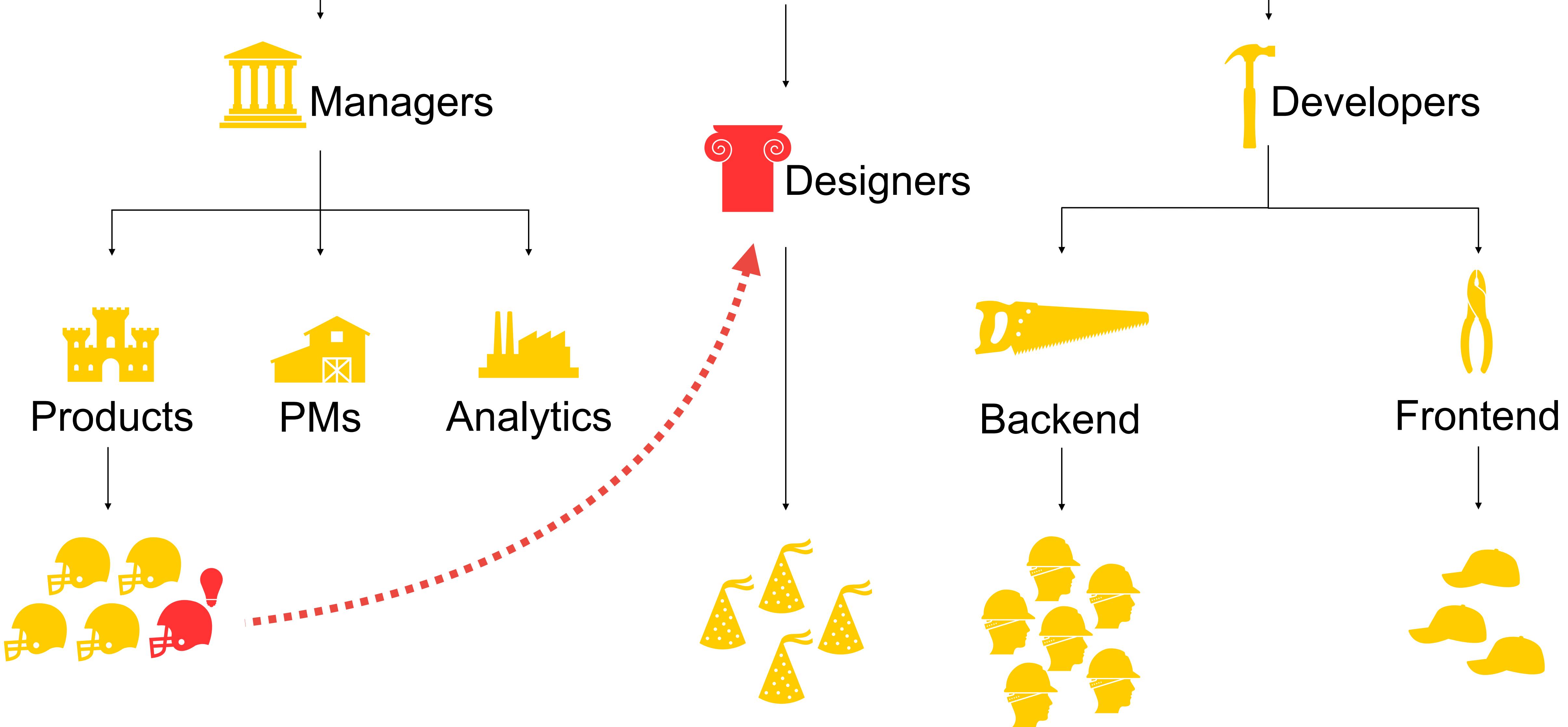




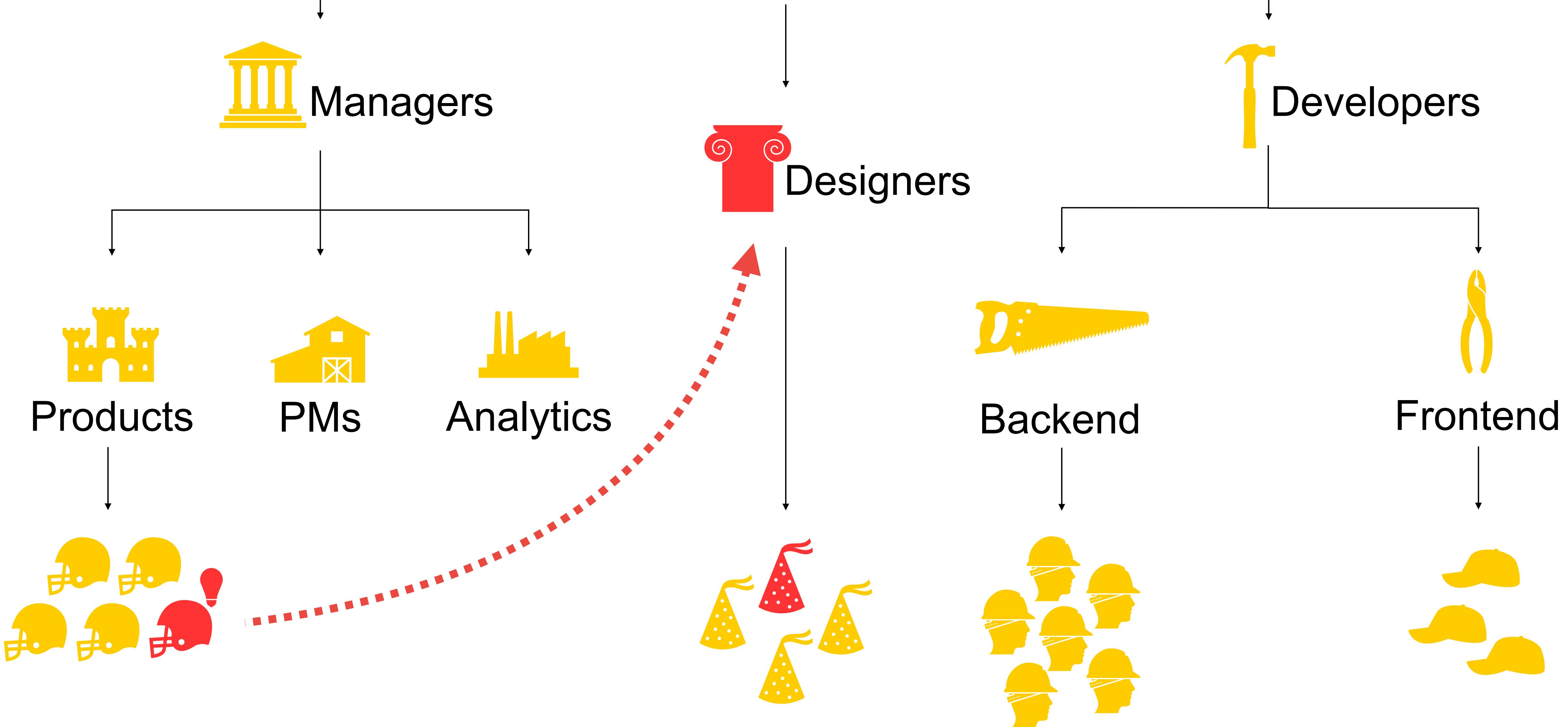
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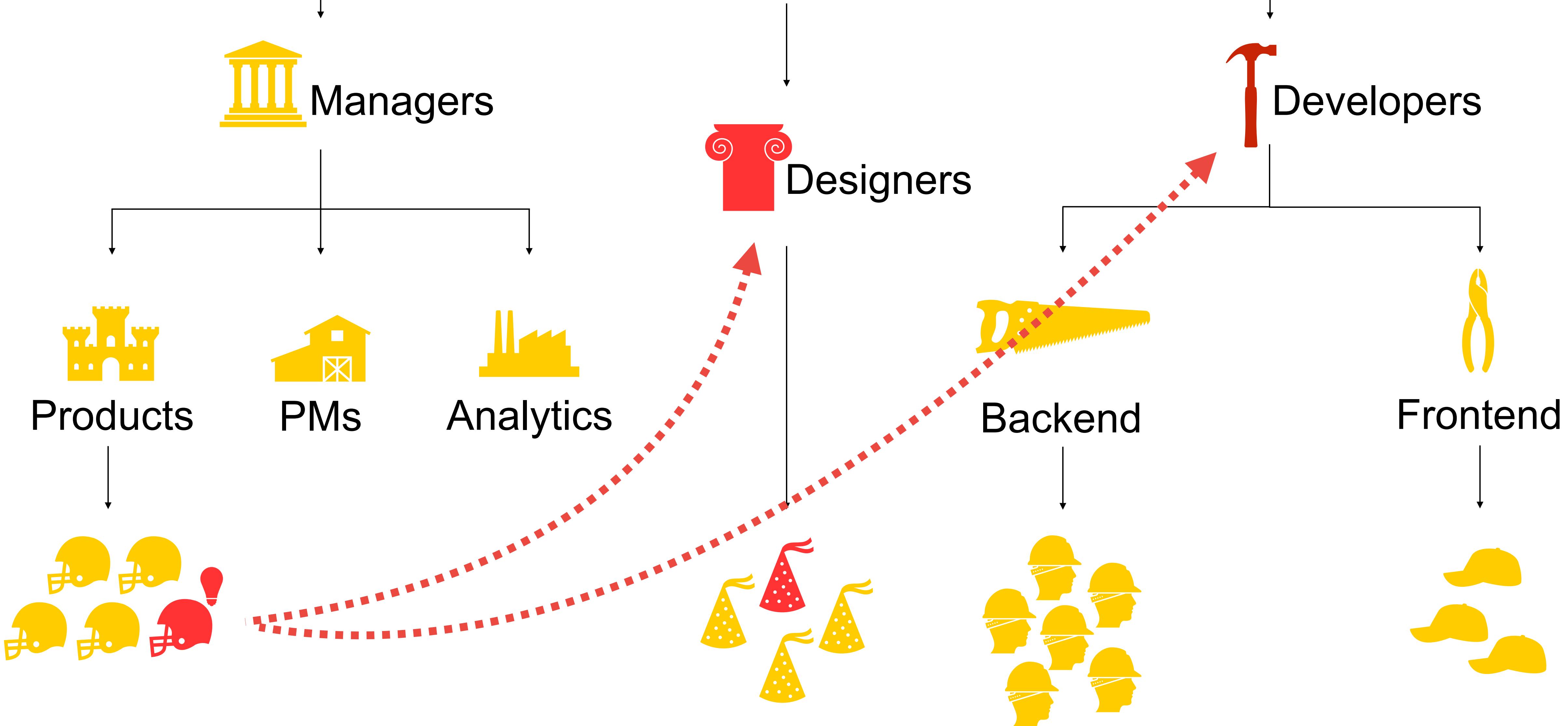
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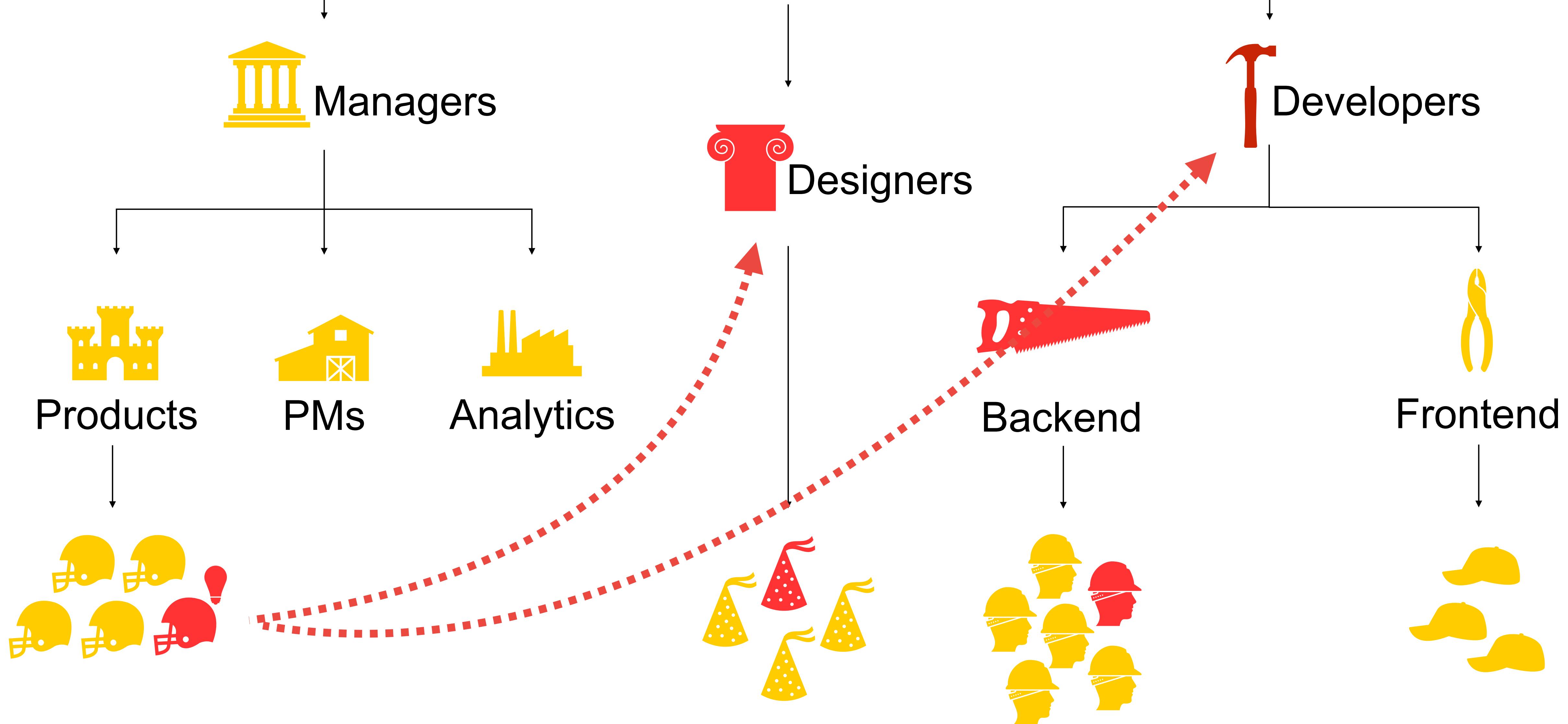
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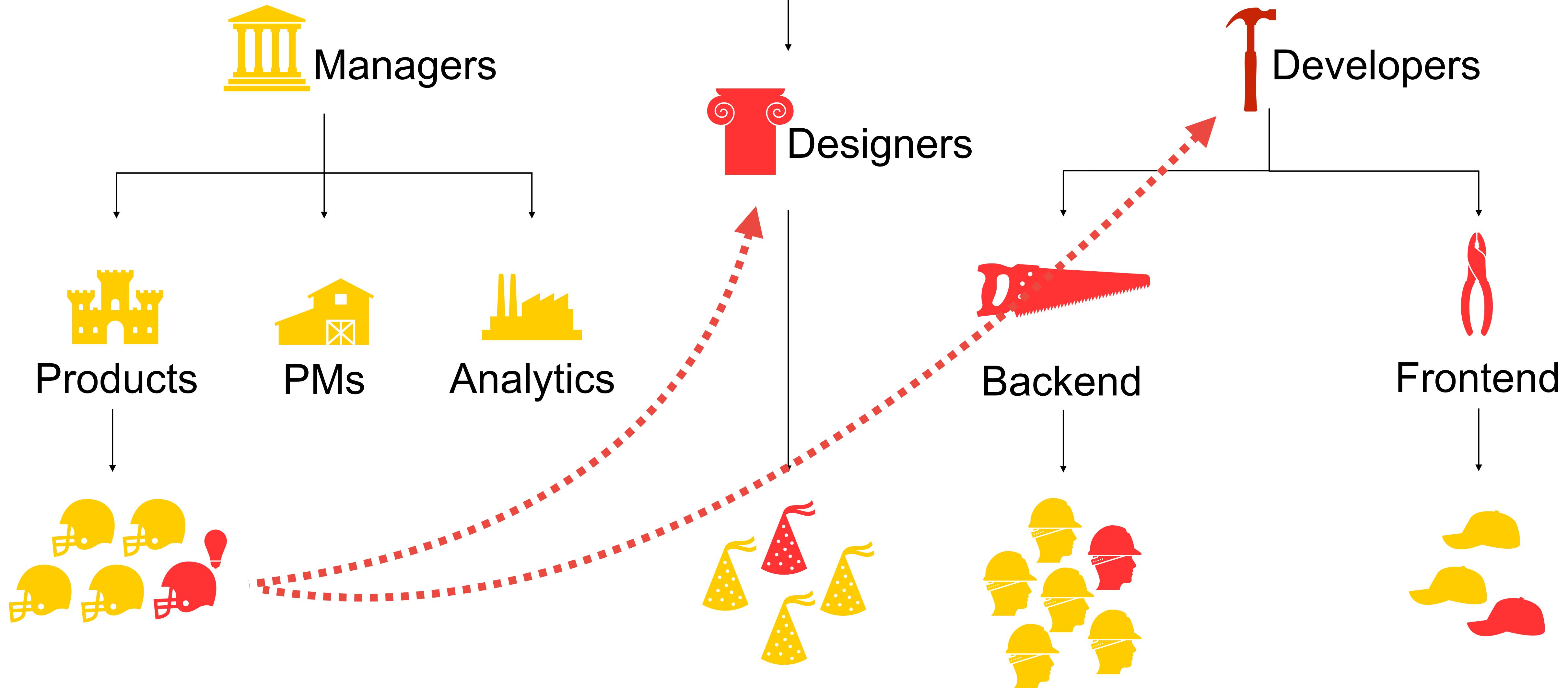
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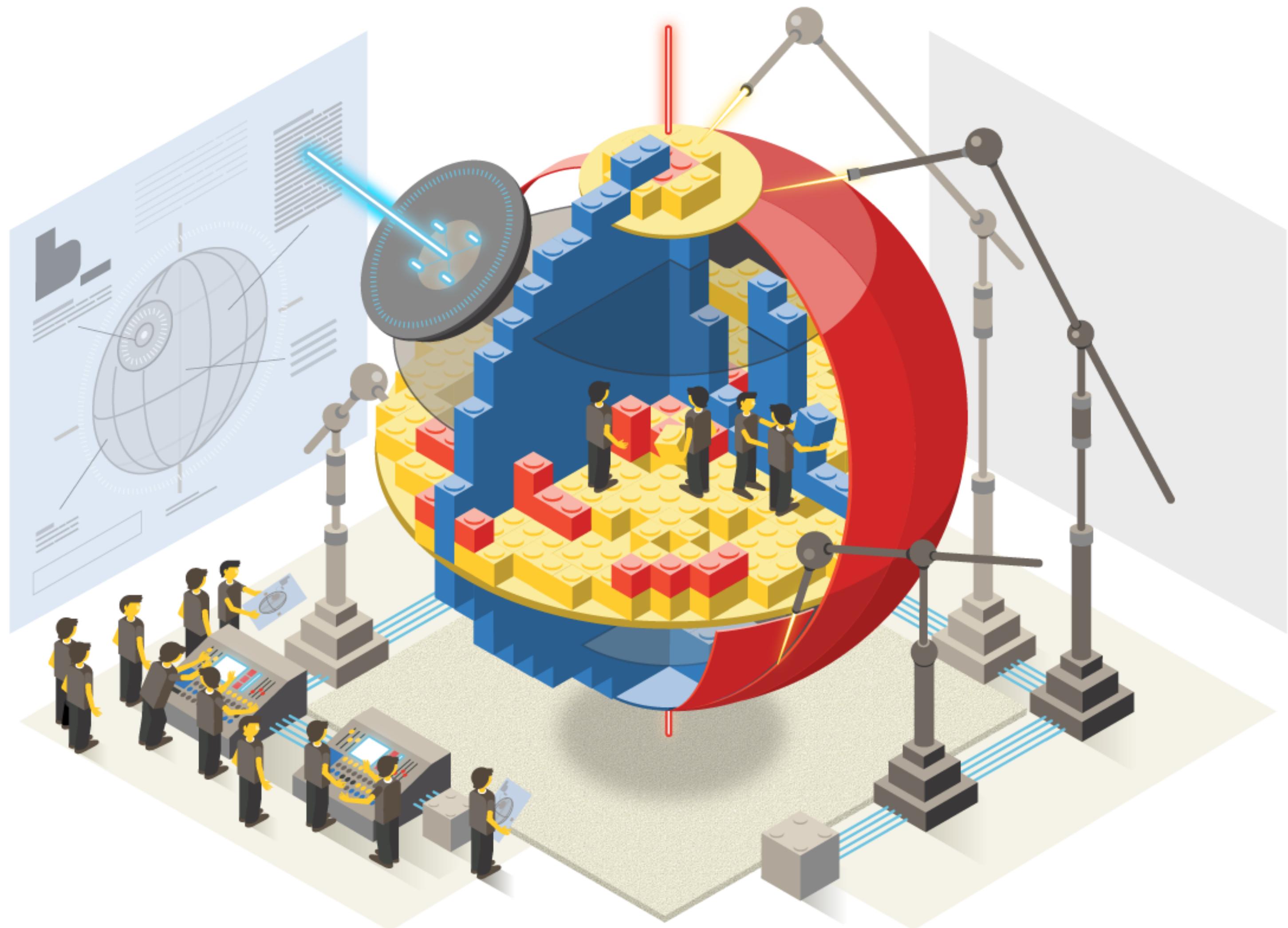
How it works from dev POV

- › Developers are assessed by the heads of developers
- › Tech goals is priority
- › Technological expertise is growing
- › A lot of effort is invested in R&D

Issues

- › Developers are not responsible for the product
- › Products can not force developers to do tasks they don't like





The company grows x2 YoY

Next step

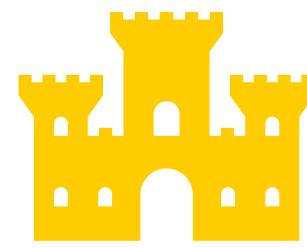
product first

manager is the king

Yandex



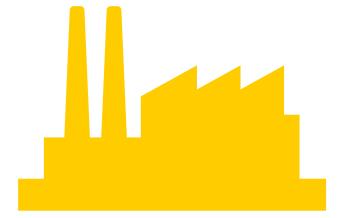
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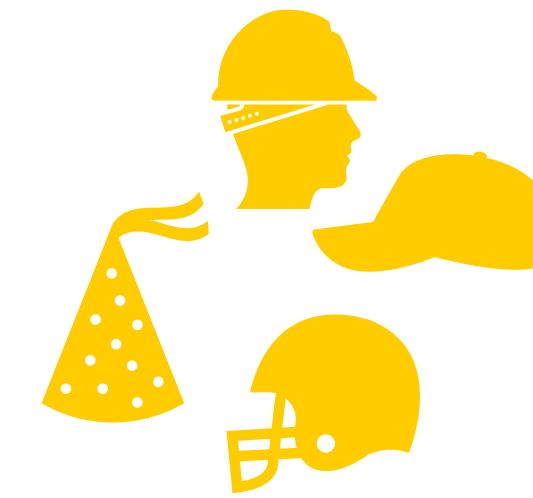
Taxi



Mail



Disk



Issues

- › No code reuse
- › No experience sharing
- › Manager can hardly understand code quality

No balance

- › code is beautiful → releases are rare
- › a lot of attention for processes → less attention to development
- › frequent releases → bad code
- › high tests coverage → hard to change the product
- › care about UI speed → not interested to add more features
- › wanted to improve UI → no time to think about code architecture



The company grows x2 YoY

Common scheme

Agile

SCRUM

- › complete teams
- › everybody is responsible for the result
- › reasonable backlog
- › regular shipping
- › and all these things

Issues

- › changes regularly
- › employee development *history* is lost

Our current solution

consistent staff structure

long term relations between leader and subordinates

Virtual teams

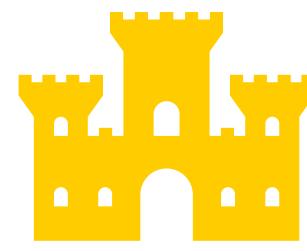
V-teams

- › temporary
- › agile
- › focused

Yandex



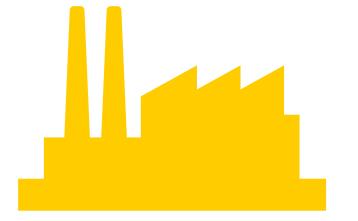
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Images



Video



Taxi

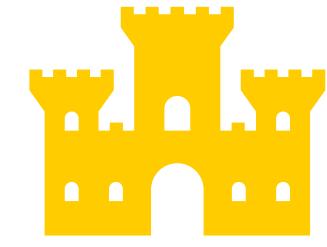


Mail



Disk





Product

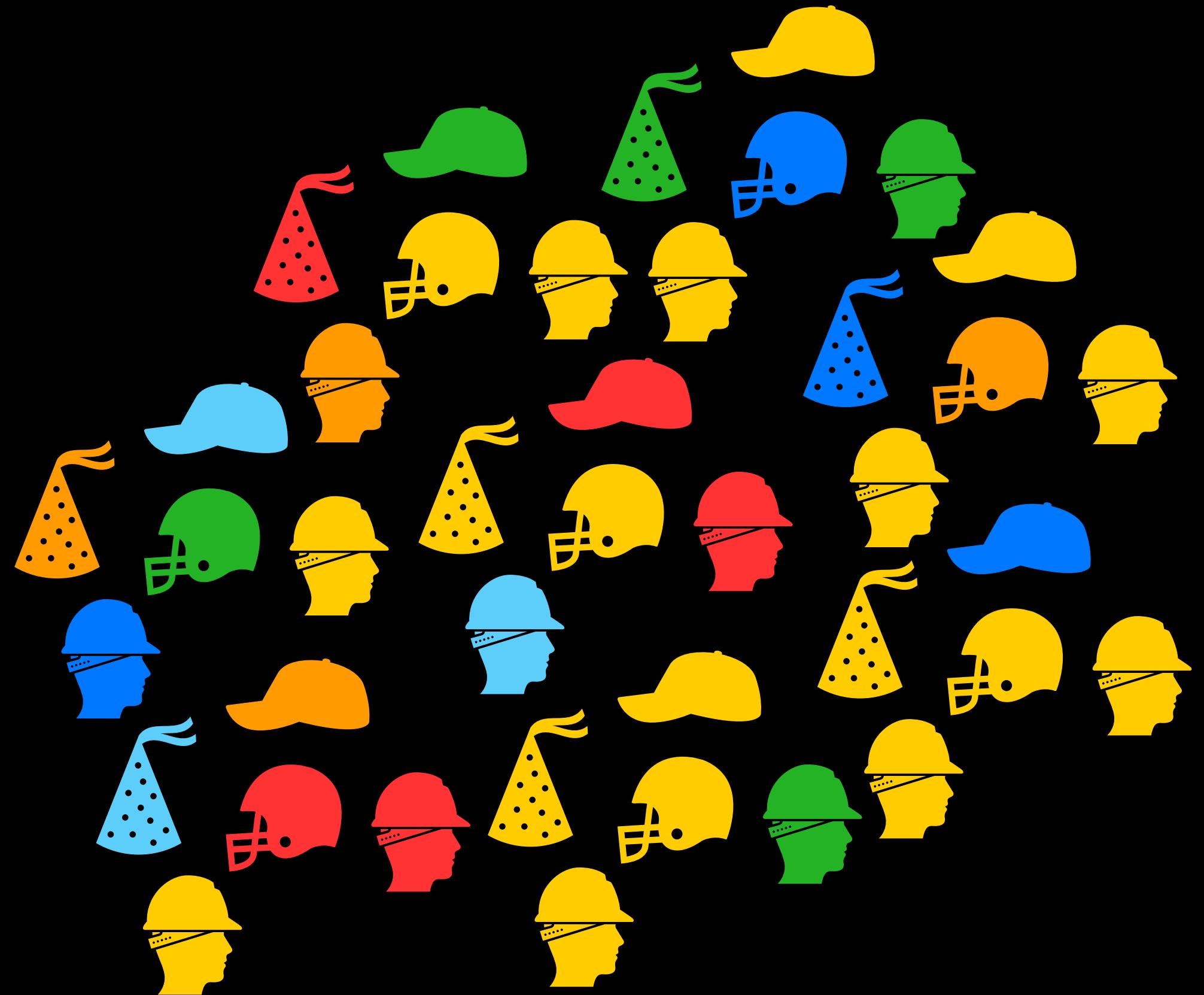


care about UI speed



care about new features

responsible for test
coverage



care about code
architecture

responsible cycle time

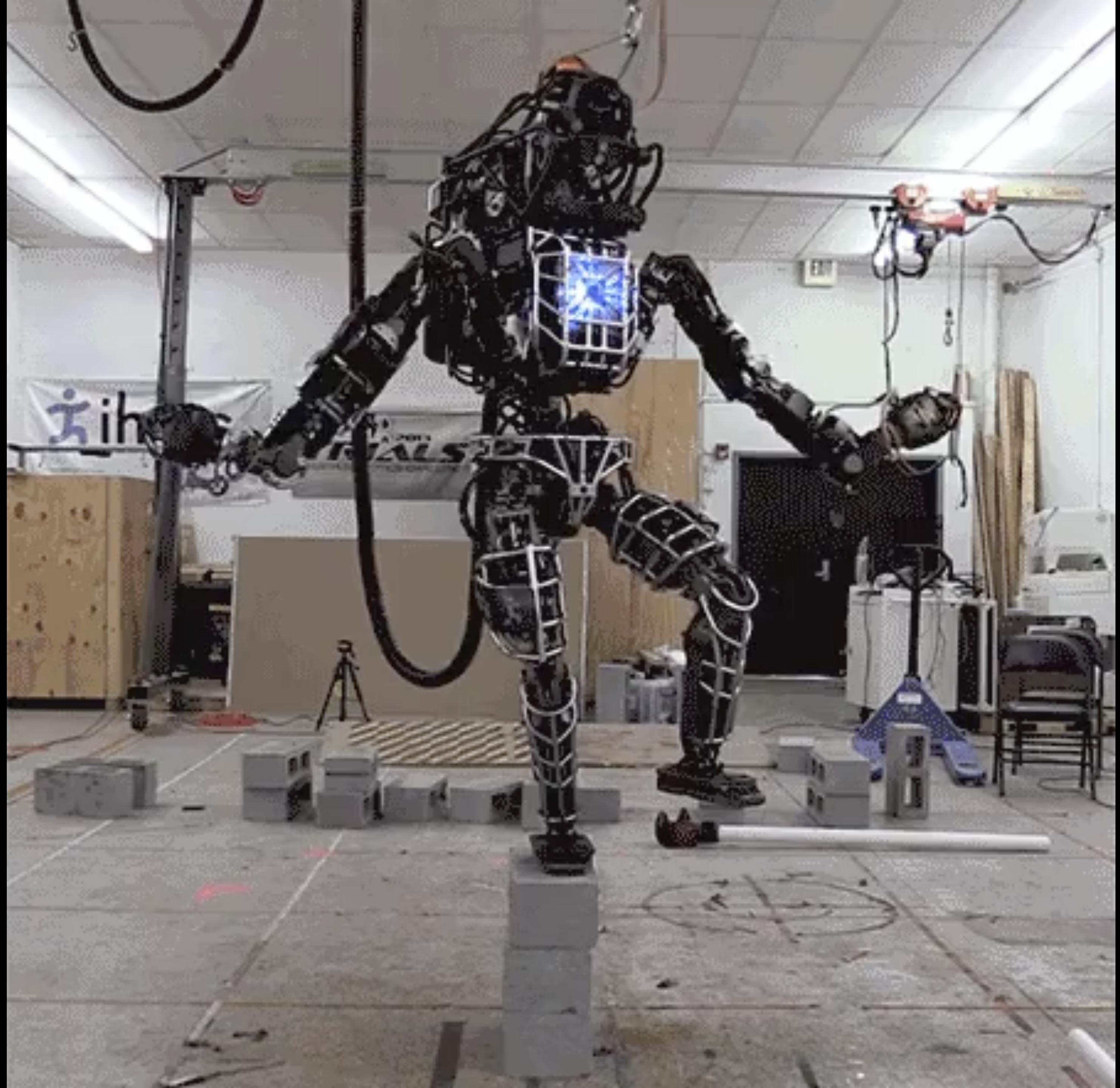
want to improve UI

Roles

- › staff leader
- › v-team leader

Assessment

- › decision in comparison
- › collectively
- › goal system



Additional profits

- › documentation
- › consistency
- › focus but with common responsibility
- › easy to switch people between projects
- › experience sharing
- › growth zones
- › not boring ;)

Some issues

- › Still no one common center for developers
- › How to reuse the code?
- › — Committees
- › How to choose a team?
- › — Bootcamp
- › How to interview?
- › — Universal requirements

Summary

Summary

- › small teams are fast and flexible
- › v-teams can balance product aspects
- › each team has to collaborate with others for better results
- › each team includes all the required specialists
- › hiring process is not limited by team leader capacity
- › hiring process is not limited by team leader location
- › v-teams help employee growth



Try it yourself





Thanks

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tadatuta



tadatuta



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