

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.

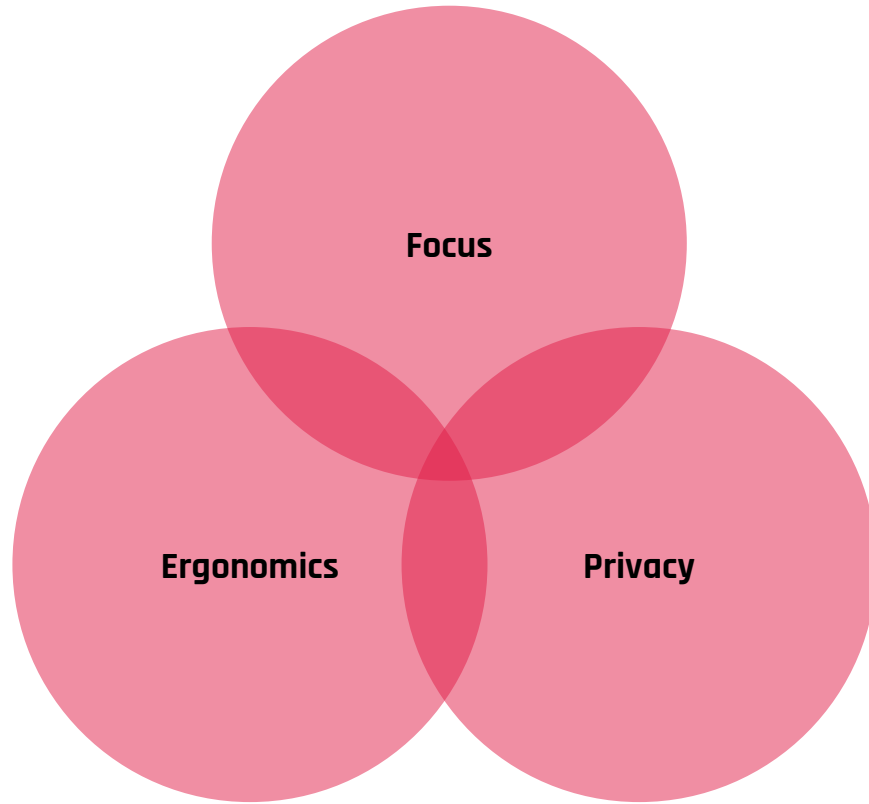
**25% Lower
Turnover Rate!**

Working from Home



Working from Home: Expectation vs. Reality

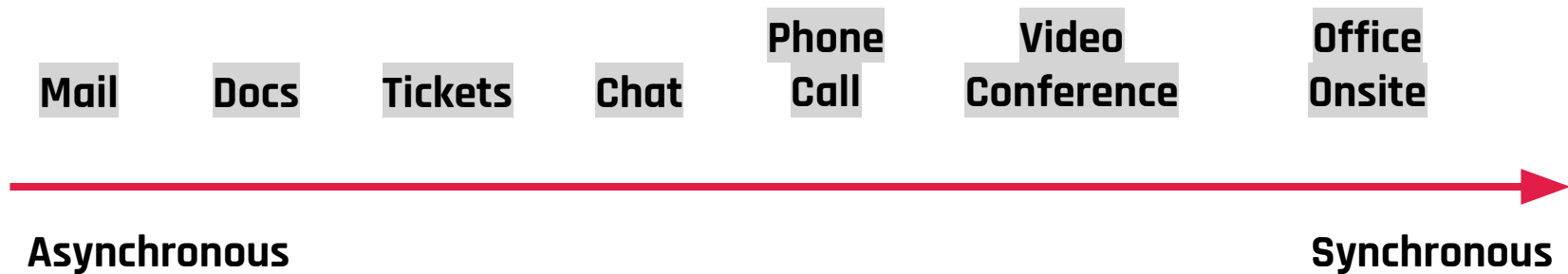
Working from Home



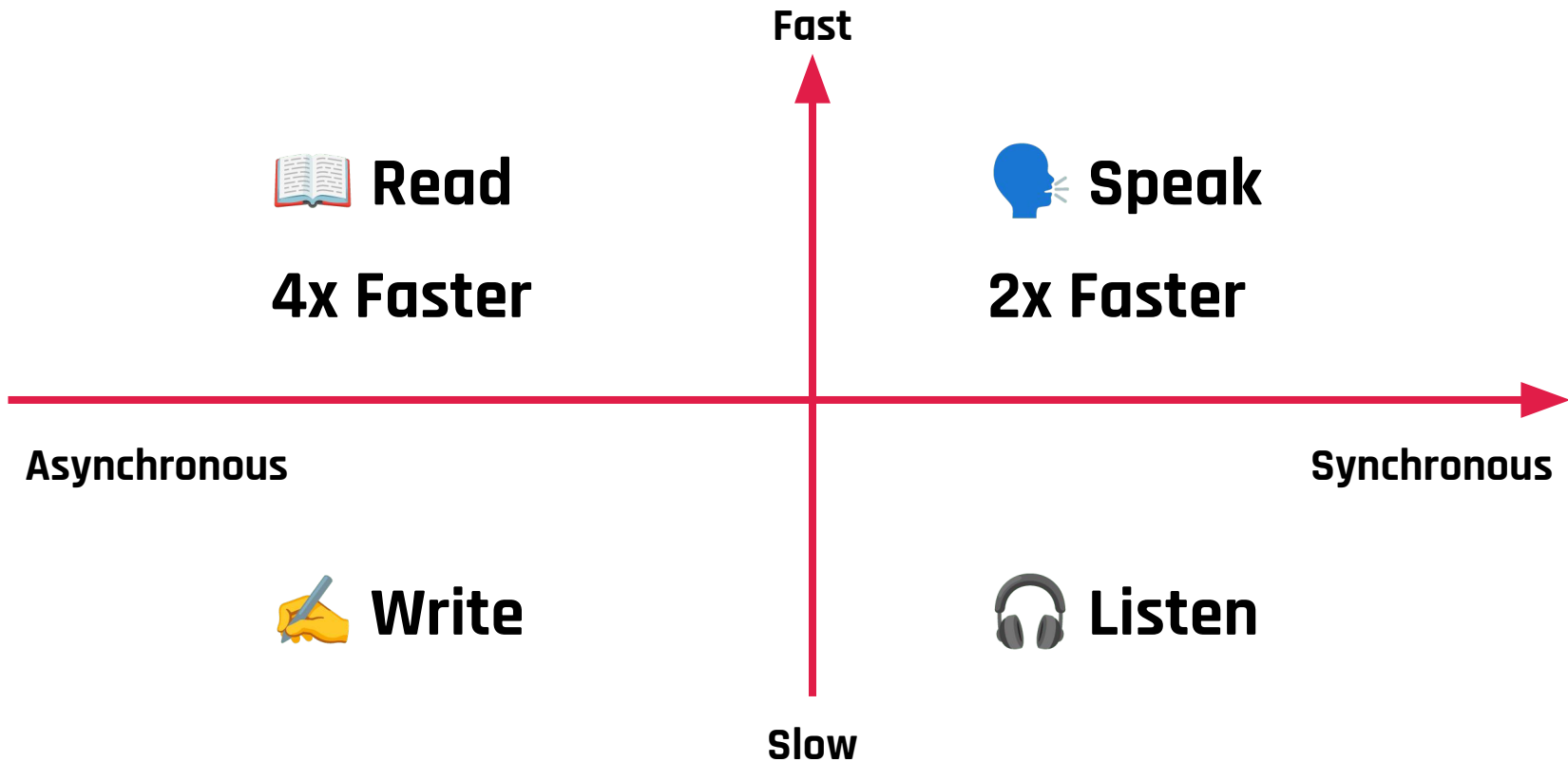
Remote Work ≠ Home Office

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



**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)	<input type="text"/>

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

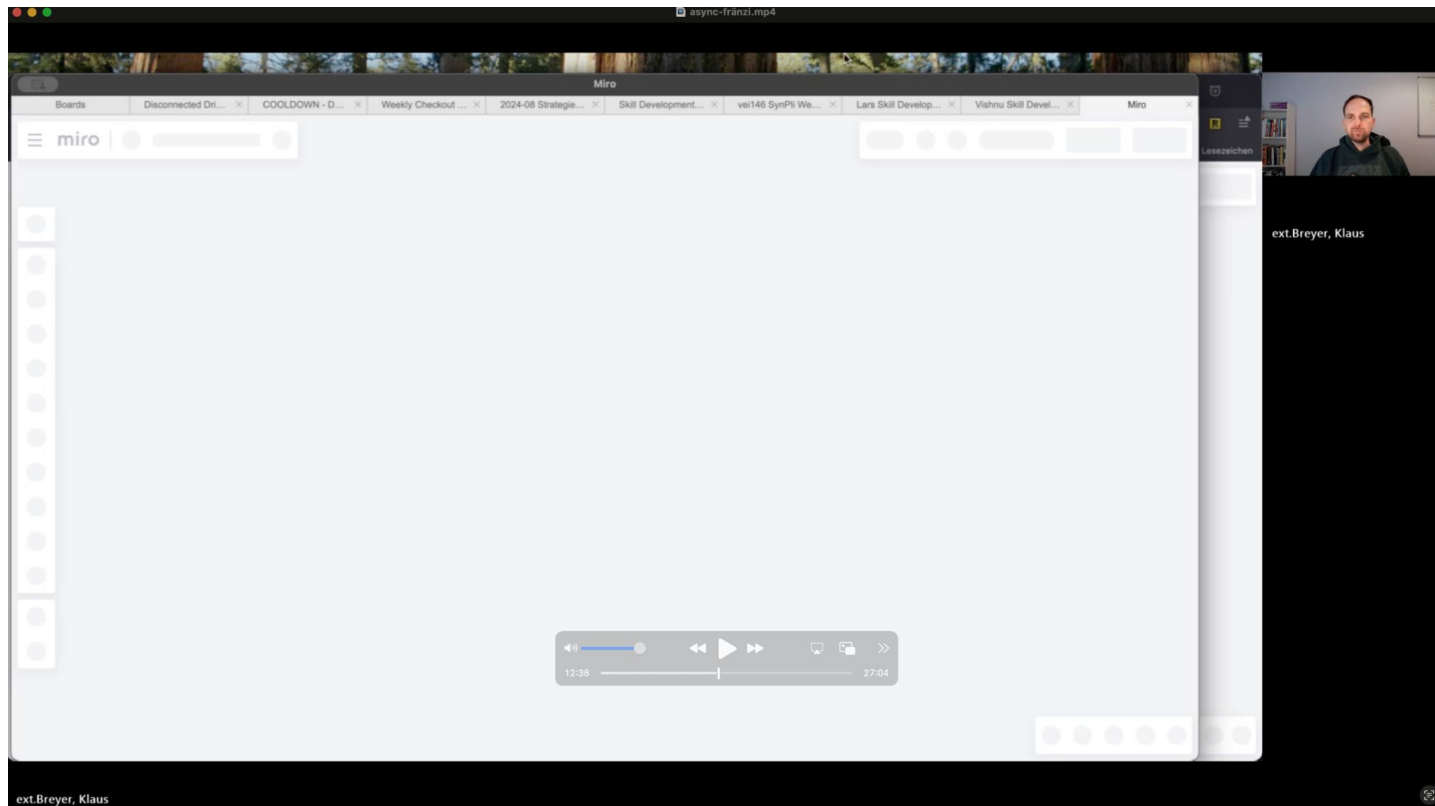
Inbox

- @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.

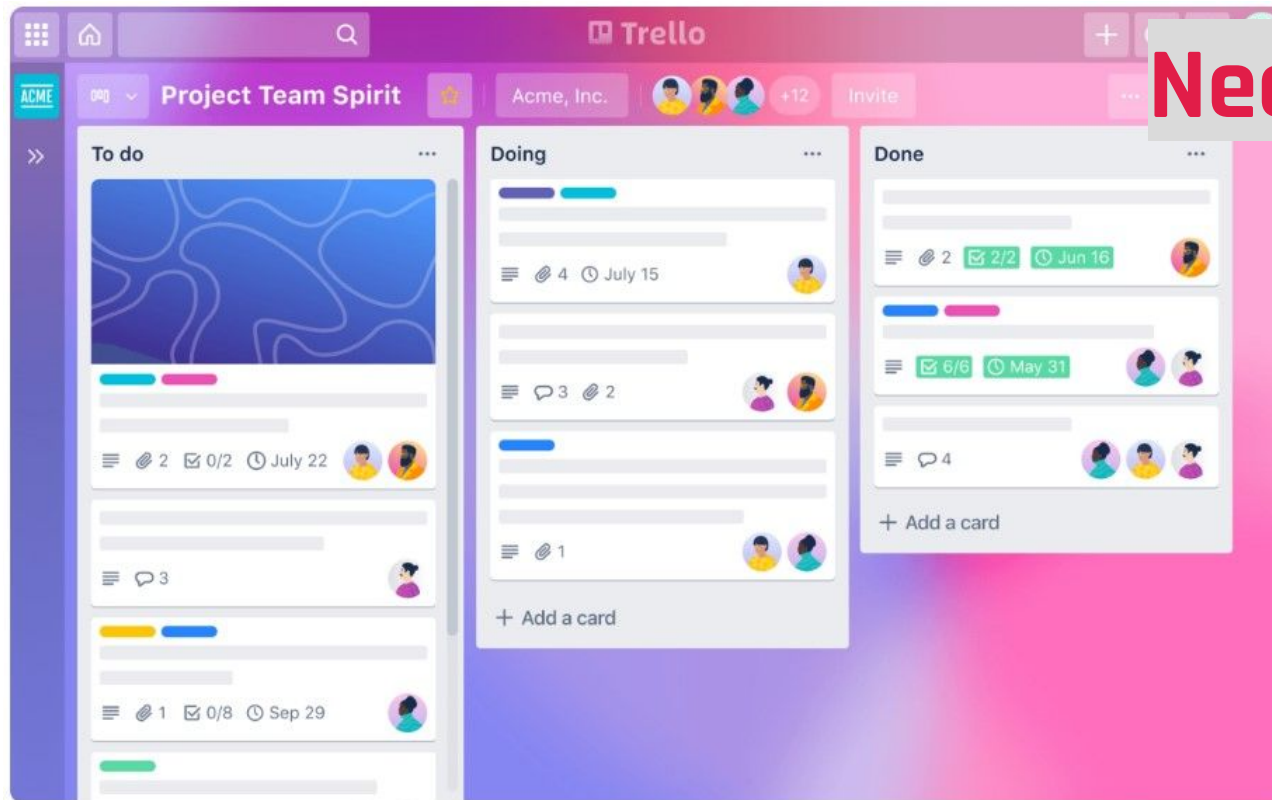
More granularly:

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

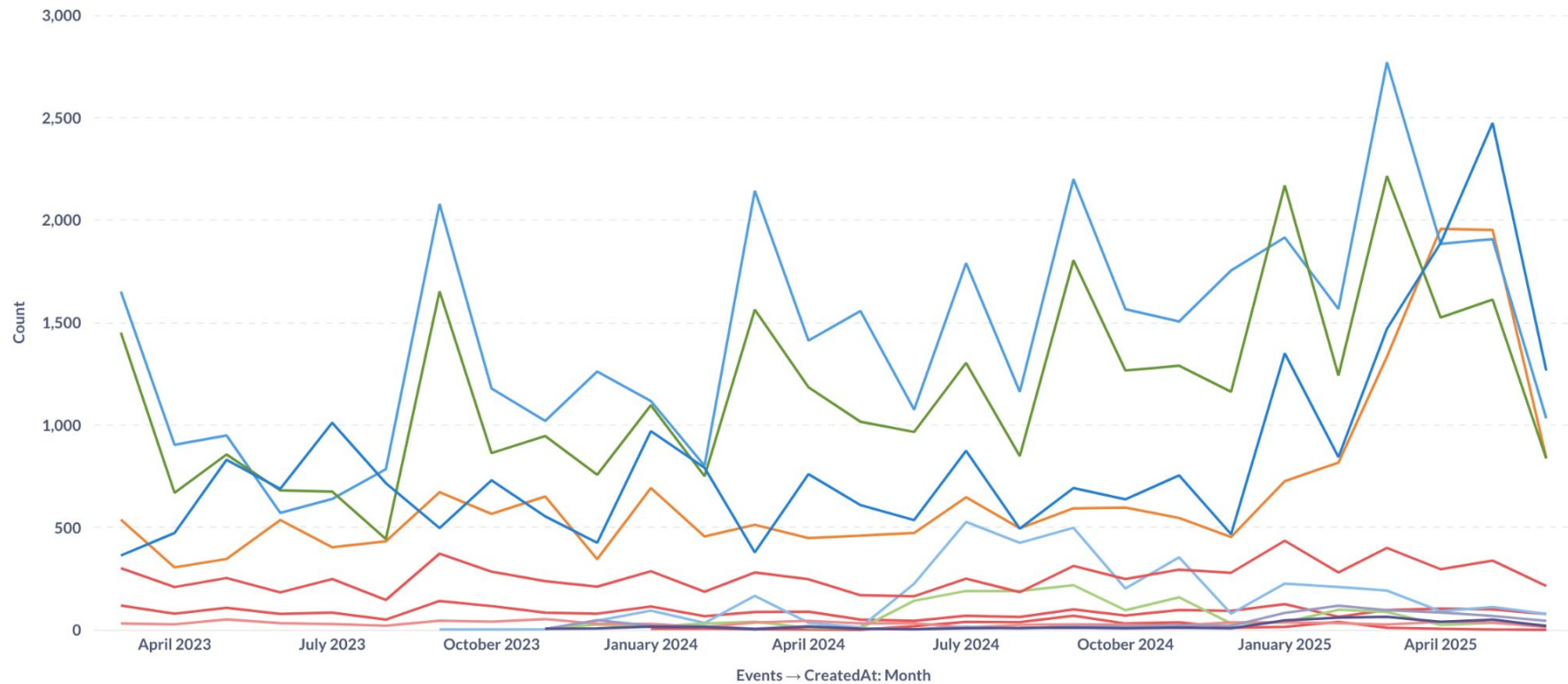
→ Keep operations running

→ Drive change across the org

KPI Available to Everyone

	May 8th	May 1st	Apr 24th	Apr 17th	Apr 10th	Apr 3rd
<input type="text"/> ↗	16 876	16 573	16 343	16 271	16 220	16 118
<input type="text"/> ↗	12 553	12 550	12 453	12 534	12 512	12 481
<input type="text"/> ↗	326	262	90	45	153	155
<input type="text"/> ▼	21	25	37	36	53	63
<input type="text"/> ↗	0	1	0	0	0	0
<input type="text"/> ↗	658	574	597	502	640	579
<input type="text"/> ▼	3	3	5	8	10	4
<input type="text"/> ▼	14	18	23	17	28	18
<input type="text"/> ↗	323	333	293	325	394	384
↳ <input type="text"/> ▼	15% (49)	15% (51)	13% (38)	12% (40)	15% (58)	14% (53)
↳ <input type="text"/> ↗	84% (274)	86% (282)	87% (255)	87% (285)	85% (336)	86% (331)
<input type="text"/> ▼	87	135	100	109	129	128
↳ <input type="text"/> ↗	35% (31)	54% (72)	44%	51% (56)	50% (65)	42% (55)
↳ <input type="text"/> ▼	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] [redacted] still pending with [redacted]	<ul style="list-style-type: none">• Calendar Tetris• Still 10 Flagged issues in Reactive Work	<ul style="list-style-type: none">• Prep the frames for the next cycle & road mapping session• Customer Communication for [redacted] Initiative• Call 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

Cancel

Drag each dot to adjust its position on the chart

Save this update

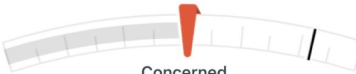


Moving the Needle

Choose a report

Mission Control

See how the needle is moving on your projects



Concerned

Updated 19 hours ago

Nov 6 | | | | | | | | | | | | | | | | | | | | Nov 27



On track

Updated on Dec 7, 2023 

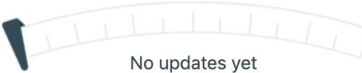
Nov 13 | ||| |||| |||| |||| Dec 24



On track

Updated on Dec 7, 2023

Honcho Design Newsroom



No updates yet

Honcho Recruiting and Hiring

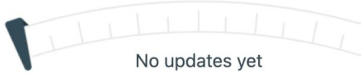


Concerned

Updated 7 minutes ago

Nov 13 | ||| | |||| | |||| | |||| Dec 3

The Leto Laptop



No updates yet

Nov 6 | | | | | | | | | | Nov 27

The Leto Locator

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



⌚ Timer

2 mins

Start

Rotating Moderator for Reinforced Flows & New Perspectives

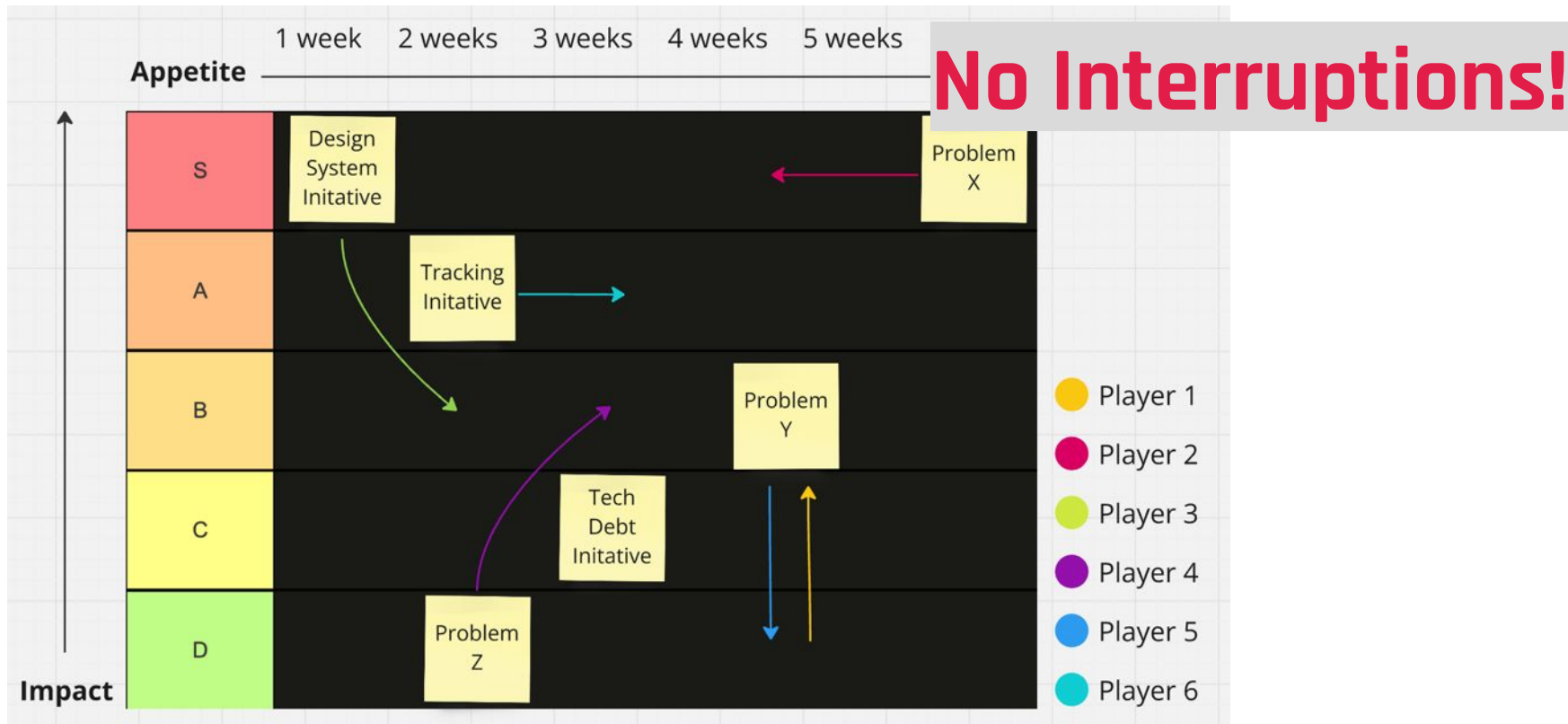


Moderator Rotation

Klaus






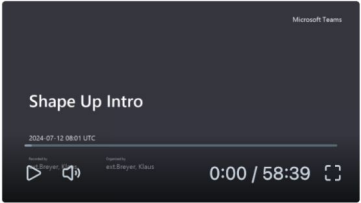



Round Robin: Make Sure Everyone Is Heard



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

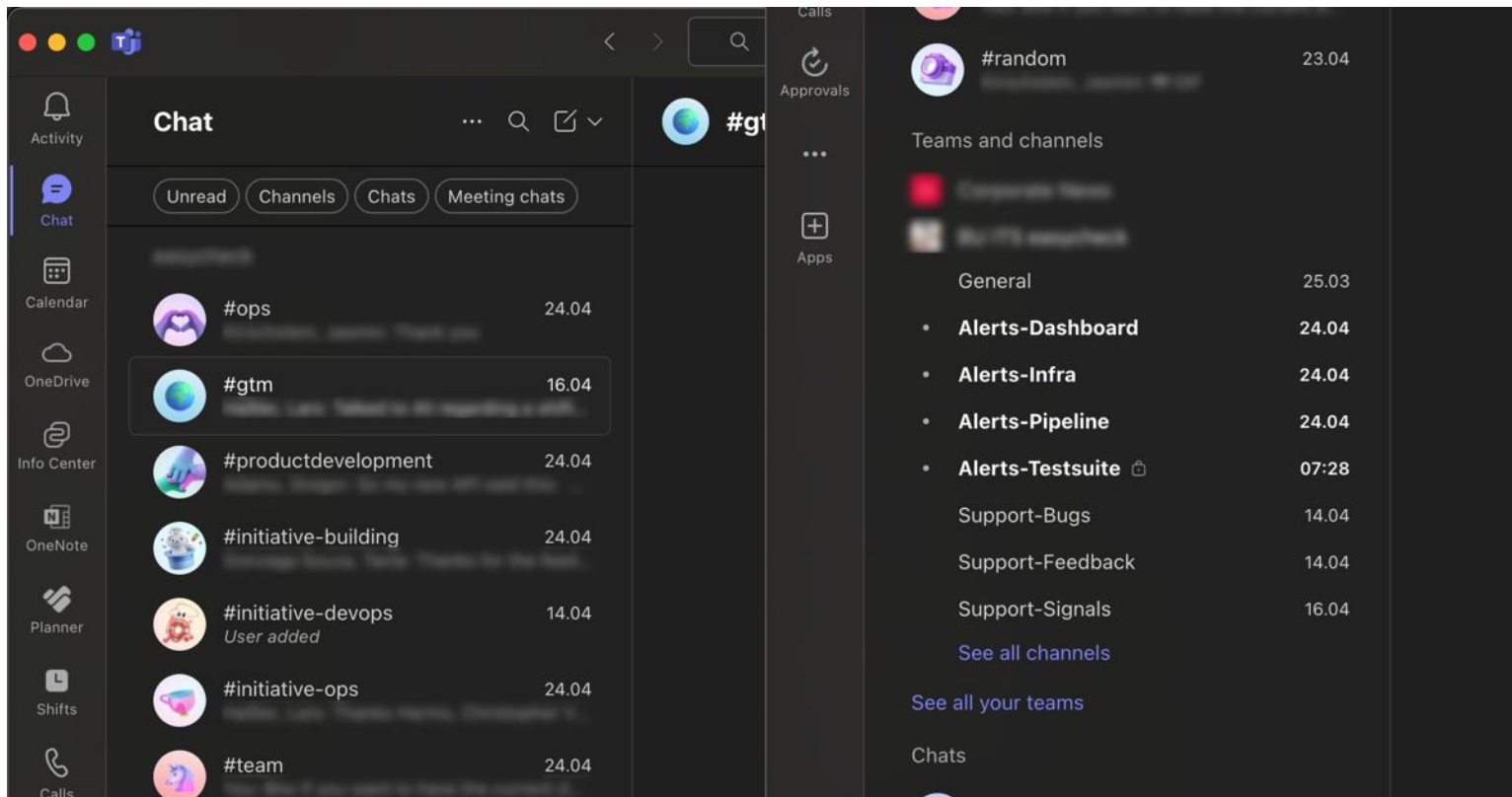
How to Work Together

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

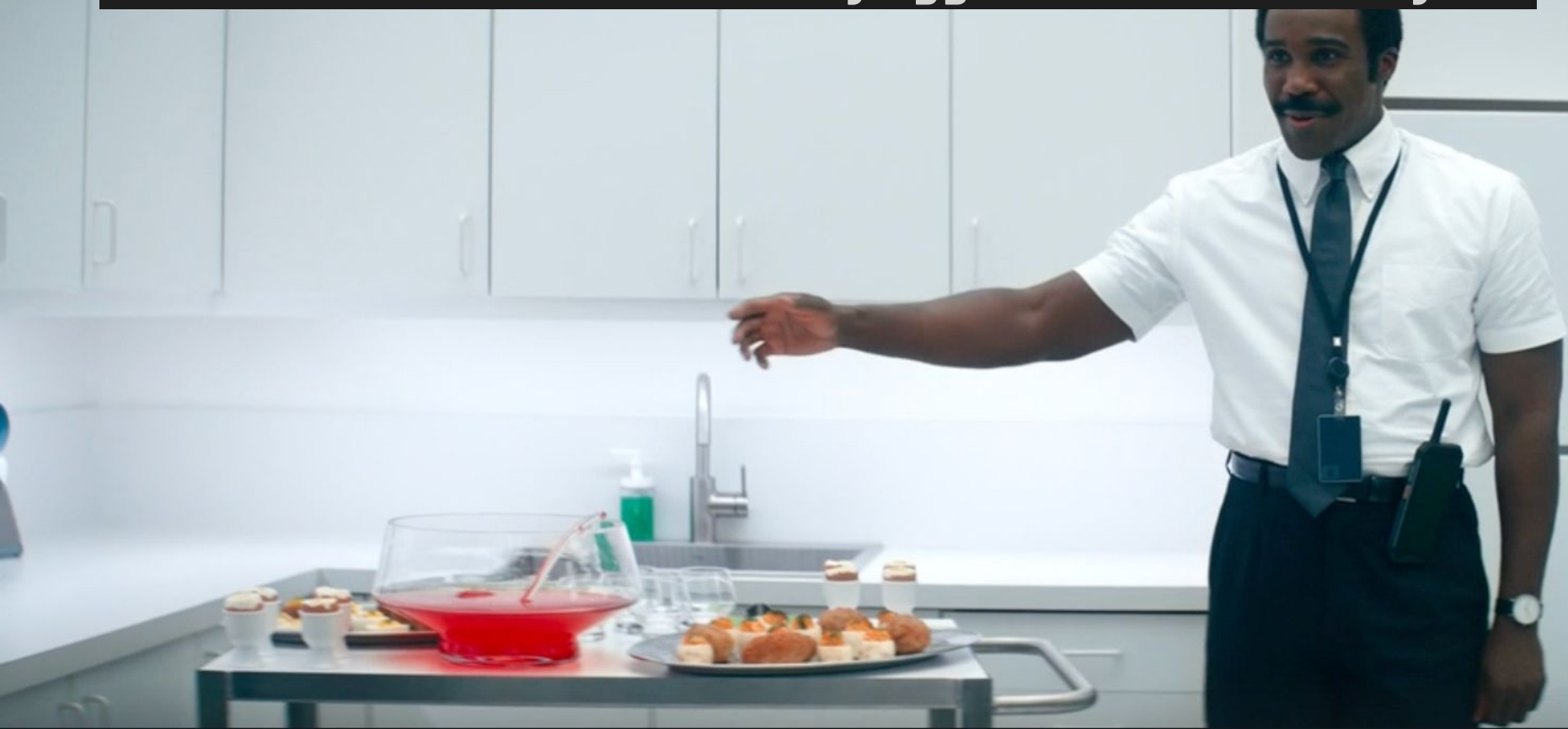


**Management as
“Connective Tissue”.**

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!



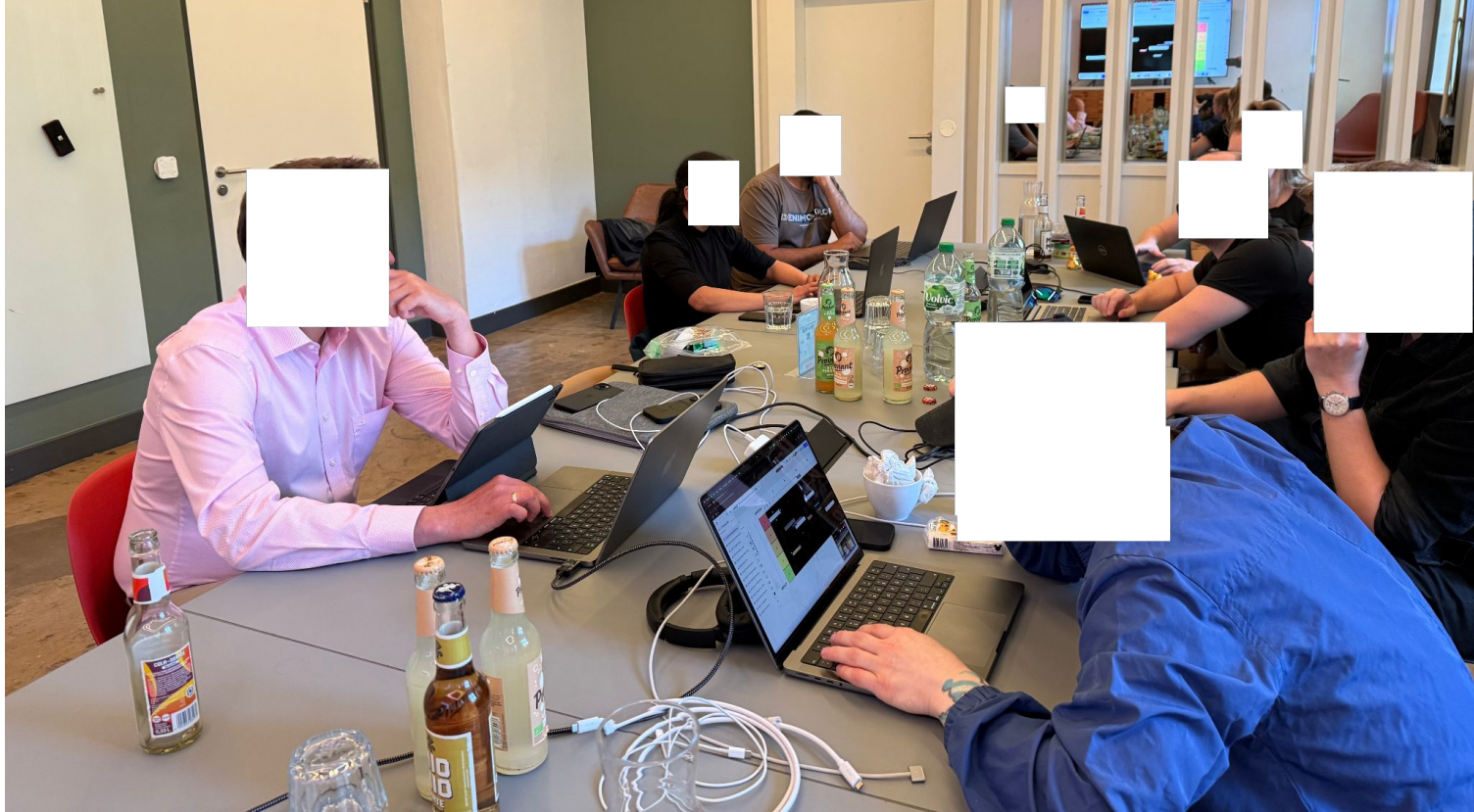
Rotate Cities For Team Days

- 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.

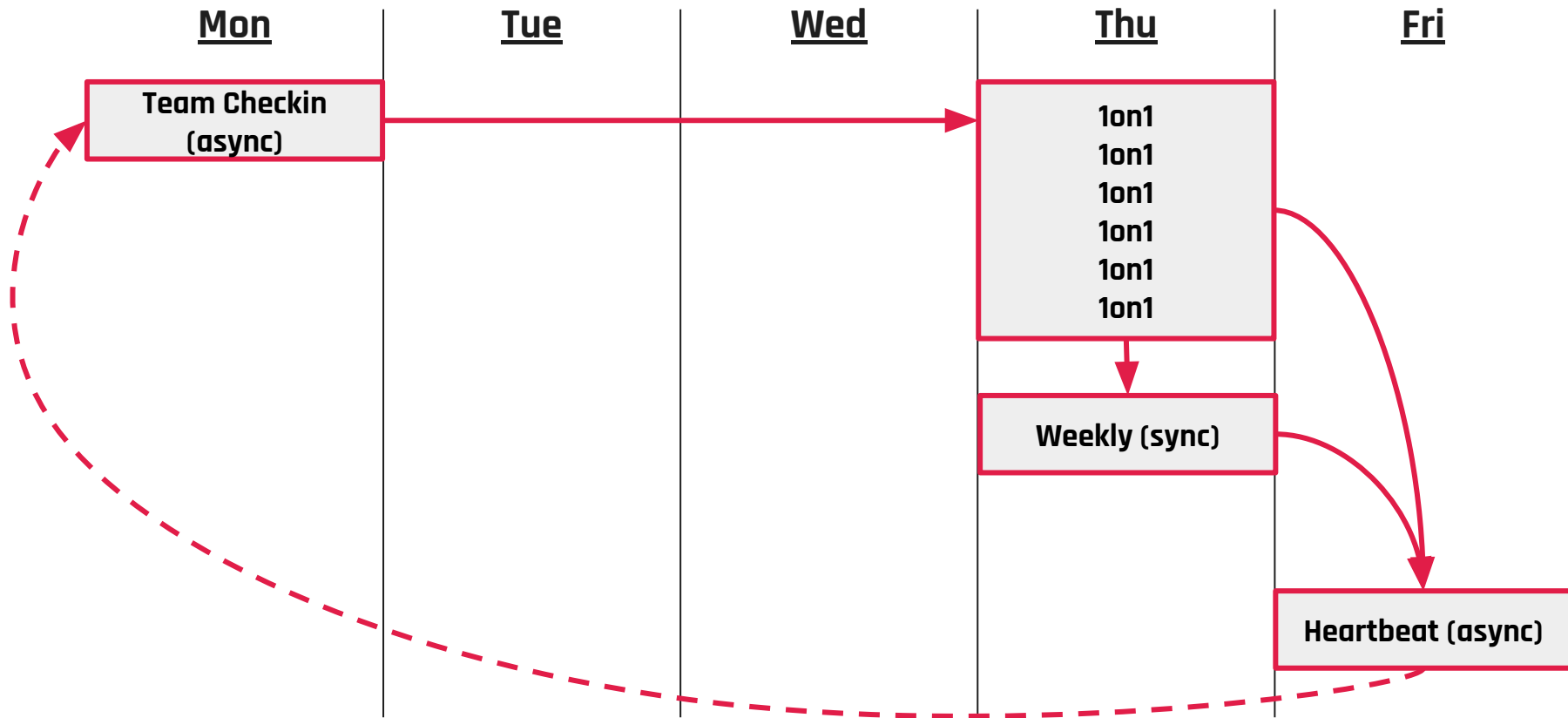
Quick chats & informal updates

Office

**Structured communication
formats**

Remote

Anatomy of a Week



Async Checkin



ext.Breyer, Klaus 14.10.24 08:40 Failed 1



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?

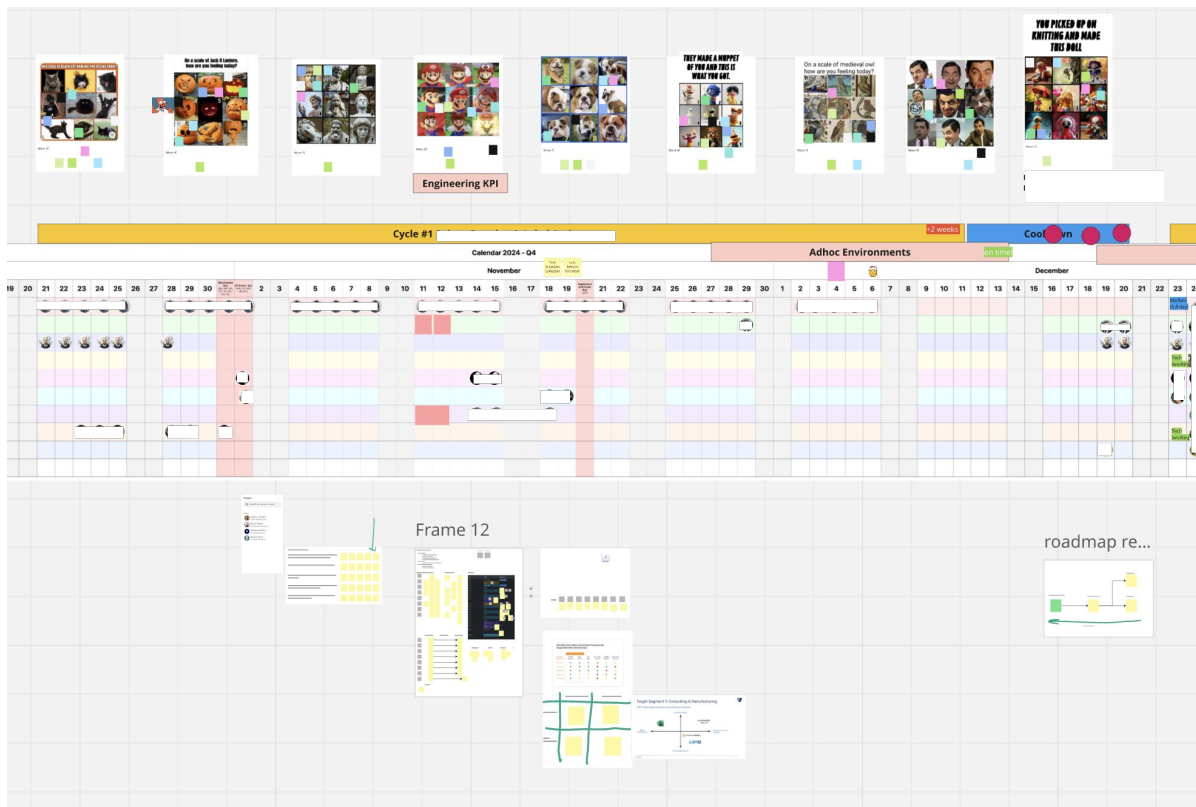


Google: "mood scales"!

Weekly - Personal / Offtopic



Weekly - Everything Together in 1 Miro Board




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

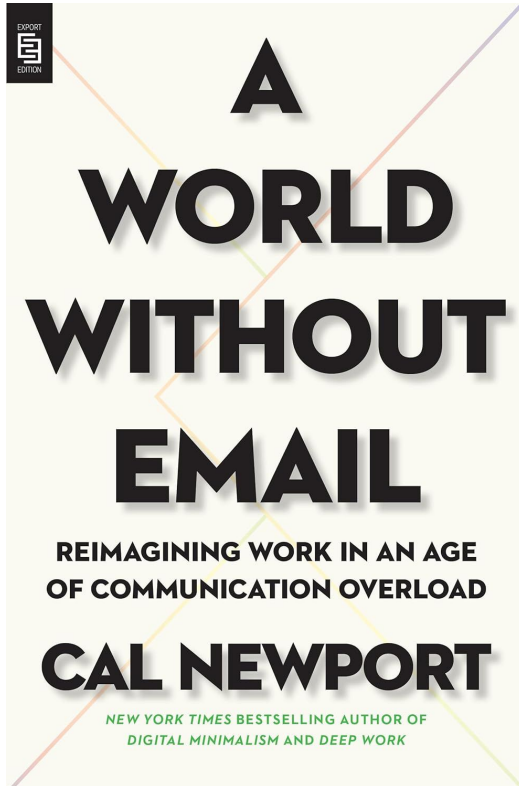
To add a label to the list of required labels, choose '+ labelname' from Related Labels.

-  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

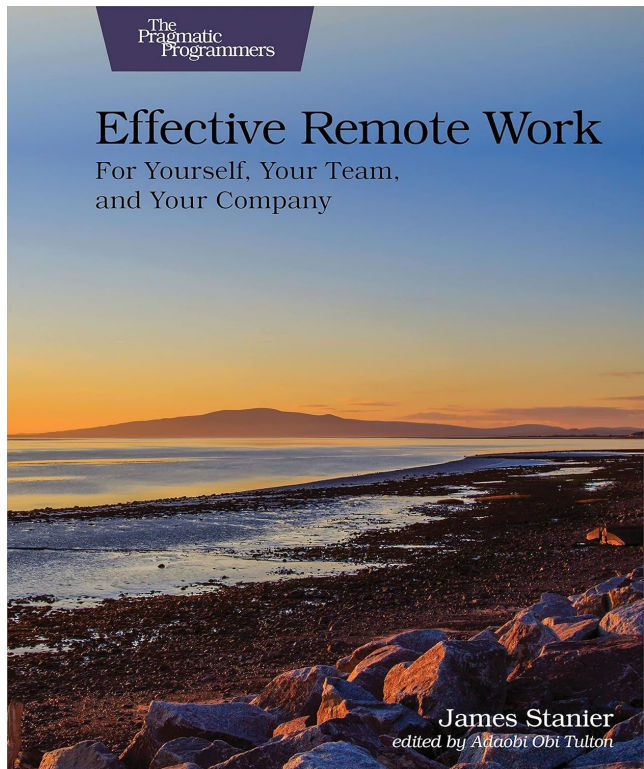
**This Level of Structure
For. Every. Meeting!**

Closing Thoughts

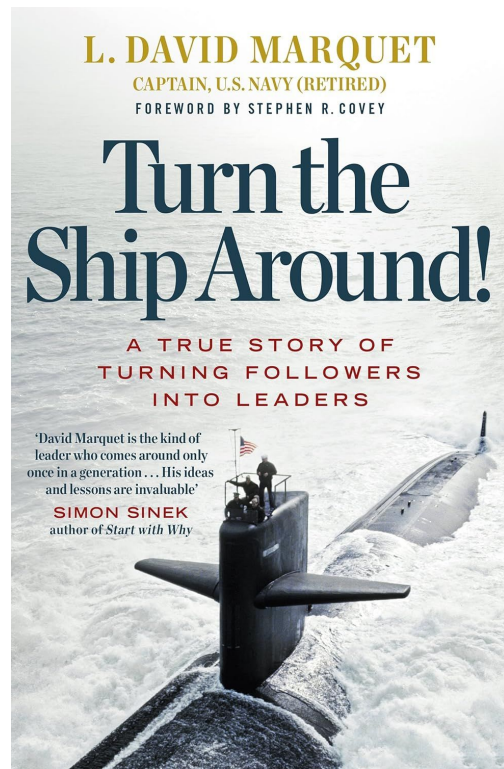
Theory: Cal Newport



Practice: James Stanier



Inspiration: David Marquet



Example: 37 Signals




Signals Basecamp HEY ONCE



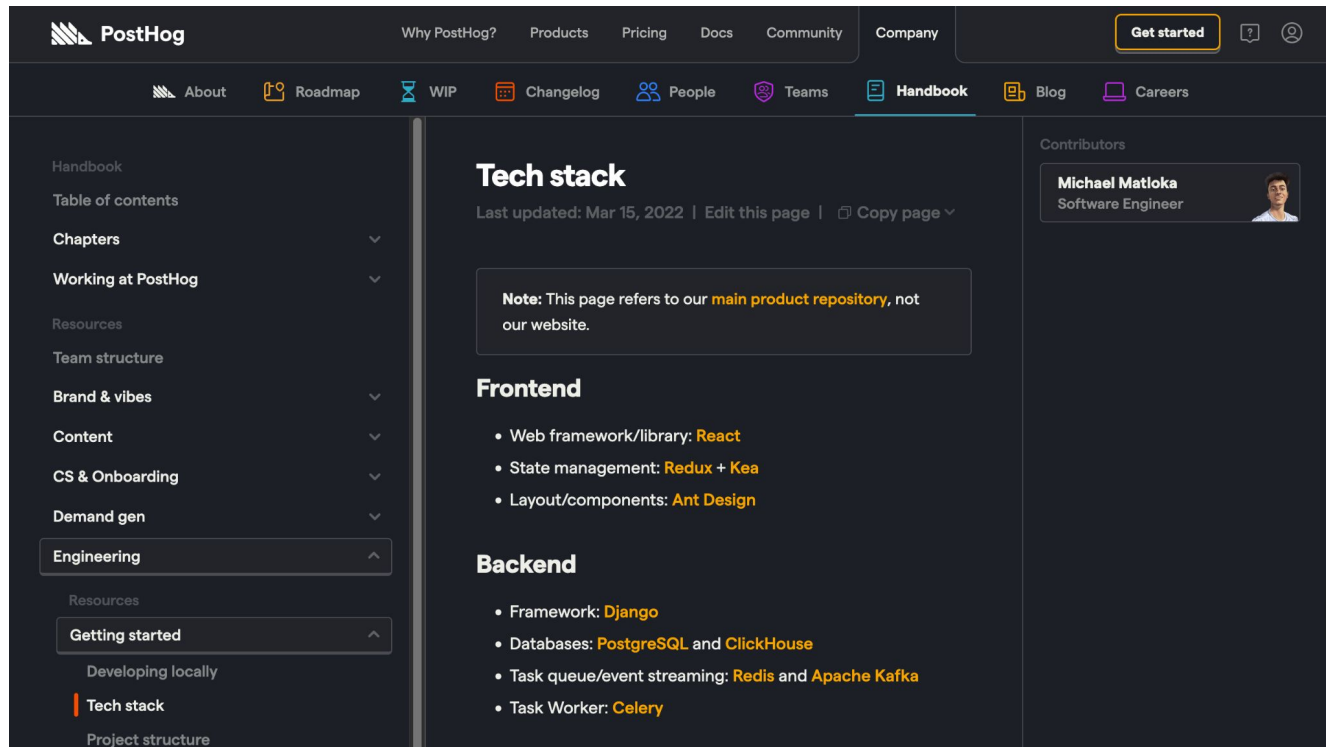
The 37signals Guide to Internal Communication

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

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

Example: Posthog



The screenshot shows the PostHog Handbook page. The top navigation bar includes links for 'Why PostHog?', 'Products', 'Pricing', 'Docs', 'Community', and 'Company'. A 'Get started' button is highlighted in the top right. Below this is a secondary navigation bar with icons and labels for 'About', 'Roadmap', 'WIP', 'Changelog', 'People', 'Teams', 'Handbook' (which is underlined), 'Blog', and 'Careers'. The left sidebar contains a 'Handbook' section with a 'Table of contents' and a list of 'Chapters' including 'Working at PostHog', 'Resources', 'Team structure', 'Brand & vibes', 'Content', 'CS & Onboarding', 'Demand gen', 'Engineering' (which is highlighted), and 'Resources'. Under 'Resources', 'Getting started' is highlighted. The main content area is titled 'Tech stack' and includes a note: 'Note: This page refers to our main product repository, not our website.' Below this, the 'Frontend' section lists: 'Web framework/library: React', 'State management: Redux + Kea', and 'Layout/components: Ant Design'. The 'Backend' section lists: 'Framework: Django', 'Databases: PostgreSQL and ClickHouse', 'Task queue/event streaming: Redis and Apache Kafka', and 'Task Worker: Celery'. The right sidebar shows 'Contributors' with a profile for 'Michael Matloka', a Software Engineer.

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

Tech stack

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

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

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 bright, modern office space with large windows on the left, wooden desks and shelving, and blue chairs. The room has a clean, minimalist aesthetic with white walls and a concrete floor. A patterned rug is on the floor in the foreground.

CTO Digital Agency buddybrand GmbH



CPO & CTO Influencer Marketplace BuzzBird GmbH



Inv.: 2008940-0

VOITH

**Built 110t
Business Unit
(Interim)
Voith GmbH &
Co. KGaA**



Leading Product & Tech (Interim) edding AG

Klaus Breyer
v01.io

v01.io/2025-alphalist-remote



EOF