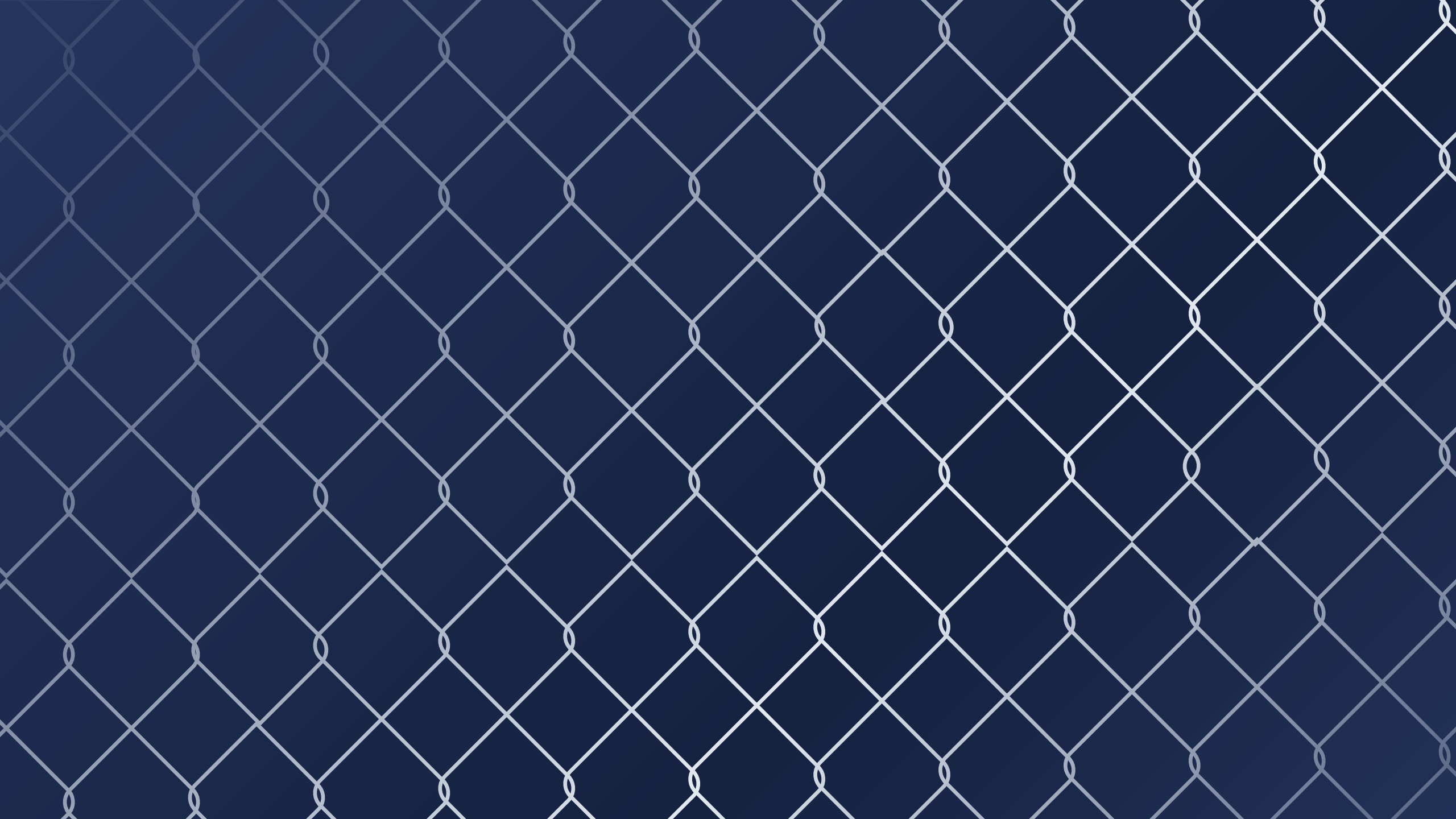
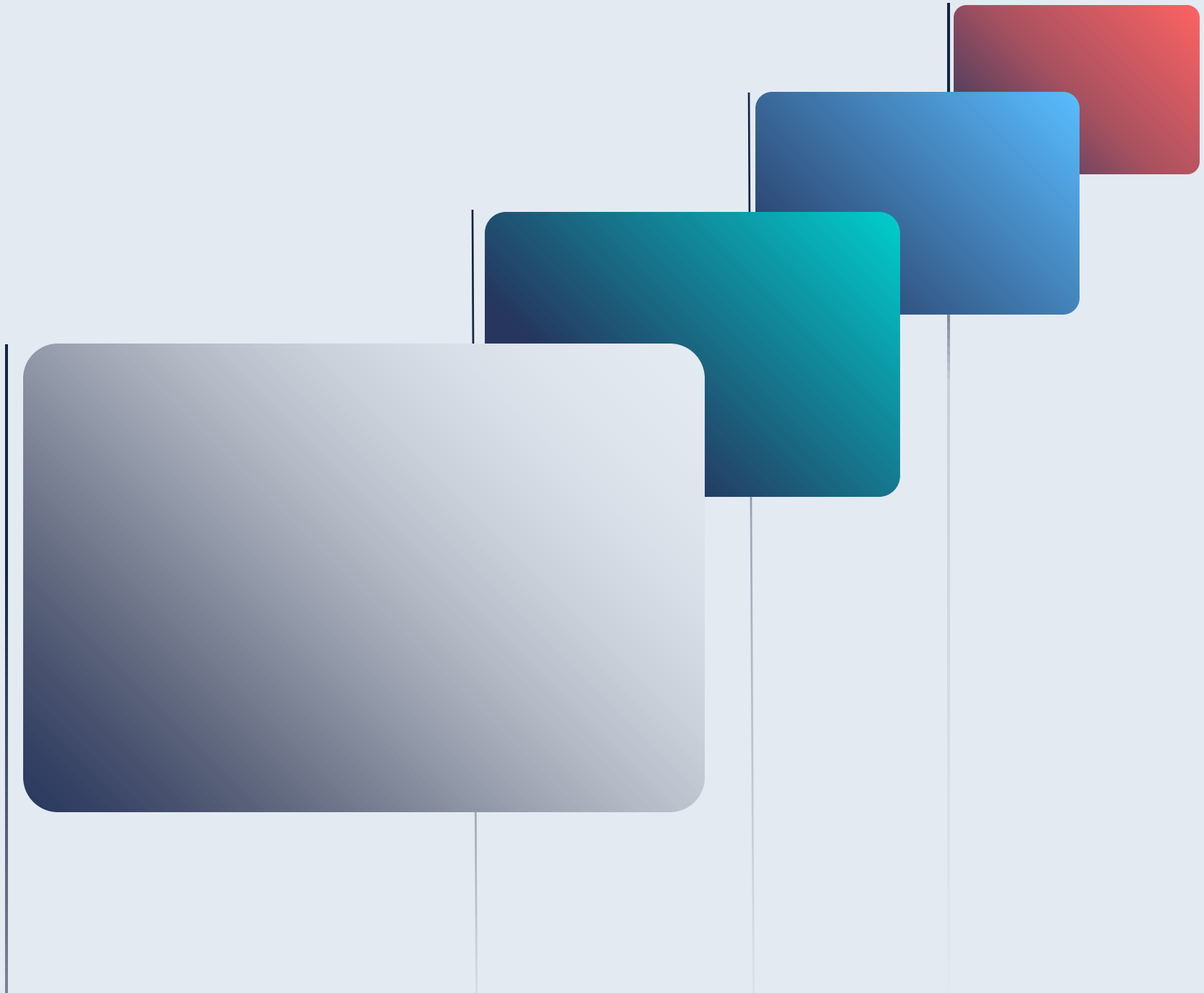
FORM3

Technical Diplomacy

ROSS MCFARLANE

HE/HIM
TECHNICAL ARCHITECT, USA





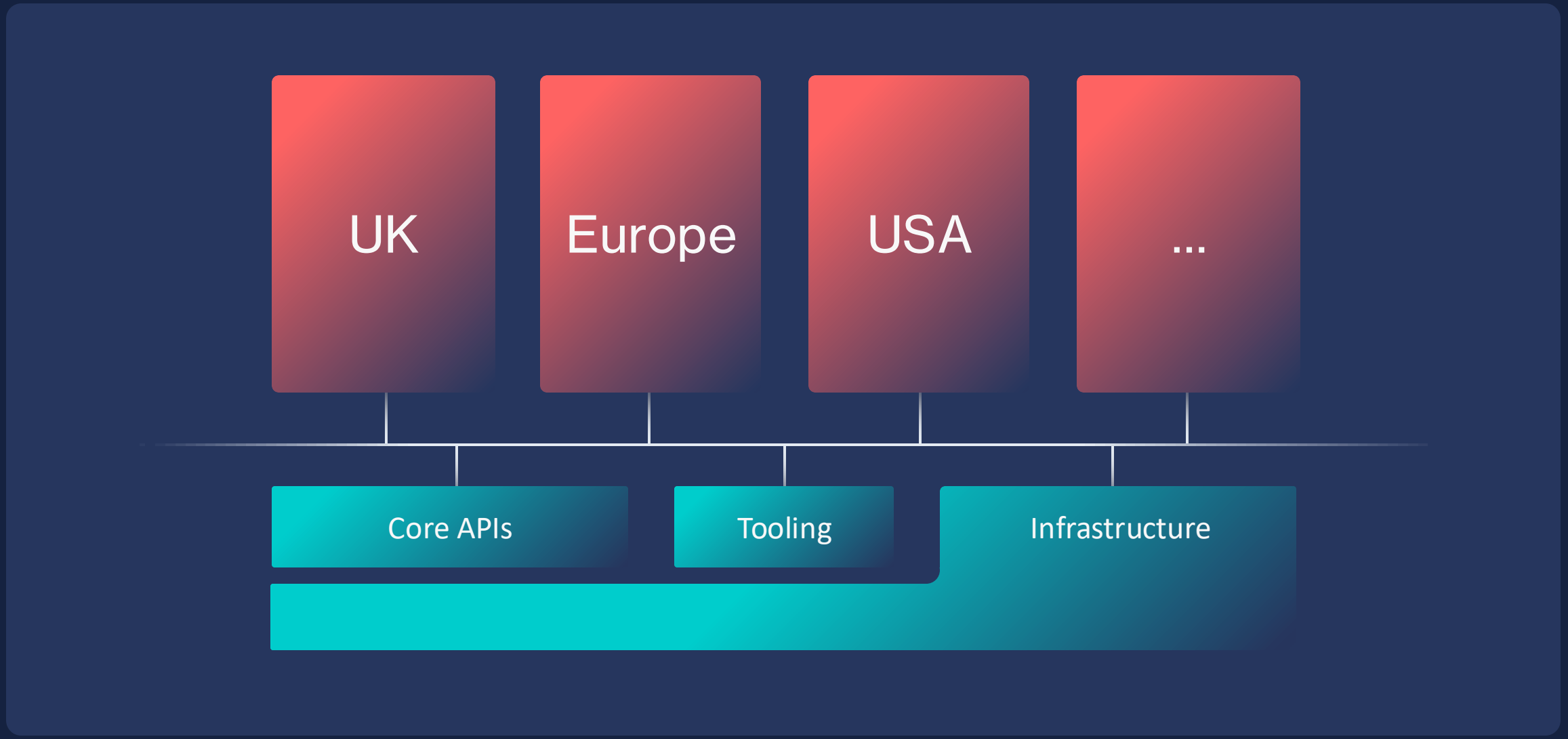
Based on a true story.

The names of those involved have been changed to protect their identities.

FORM3

J.P.Morgan
PAYMENTS
nationwide
Klarna.
LLOYDS
BANKING GROUP
VISA
BARCLAYS
N26
Santander
PagoNxt
mastercard

FORM3 ORG STRUCTURE



Orchestration

Orchestration

“Sam”

“Ross”

“John”

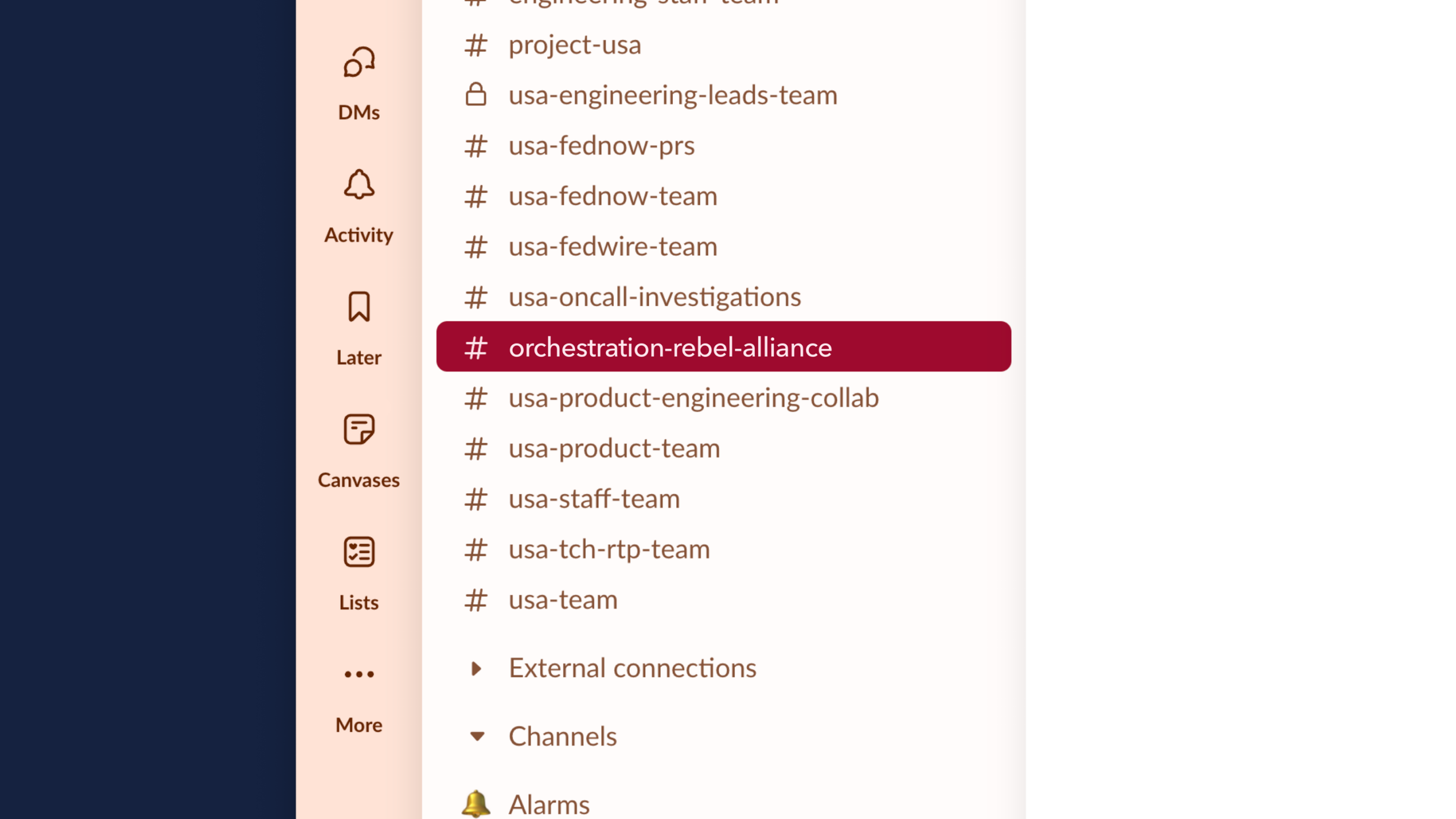

DMs
Activity
Later
Canvases
Lists
More
project-usa
usa-engineering-leads-team
usa-fednow-prs
usa-fednow-team
usa-fedwire-team
usa-oncall-investigations
orchestration-rebel-alliance
usa-product-engineering-collab
usa-product-team
usa-staff-team
usa-tch-rtp-team
usa-team
External connections
Channels
Alarms

Photo: Brian Donovan

“We do not negotiate with terrorists.”

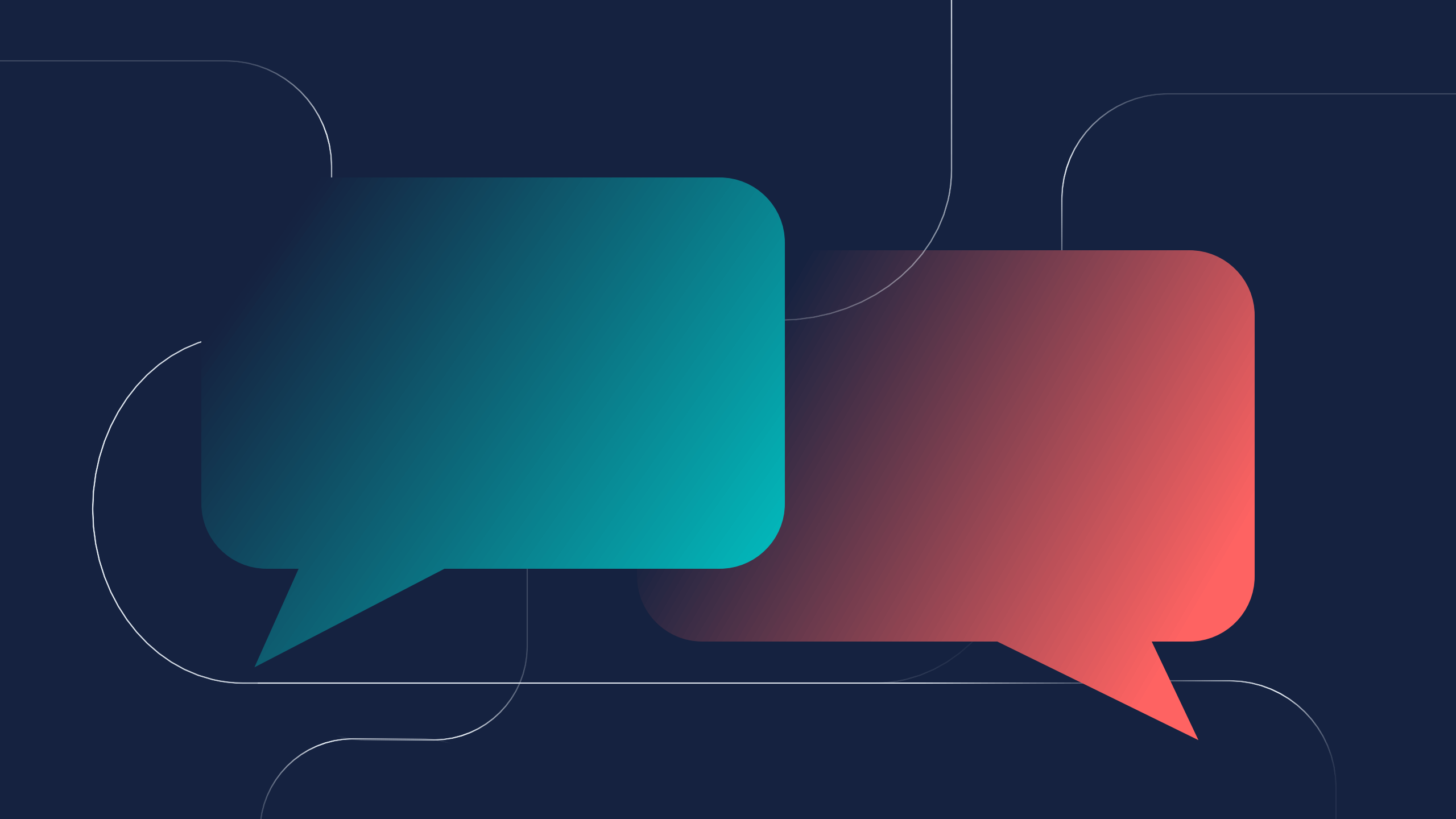
Margaret Thatcher

PRIME MINISTER, UK, 1979–1990

Fundamental Attribution Error

Us	Them
Totally swamped. Too busy to reply.	Disrespectful.
No room on the roadmap this quarter.	Unsympathetic.
Limited experience with this part of the API.	Idiots.

“CHAT”



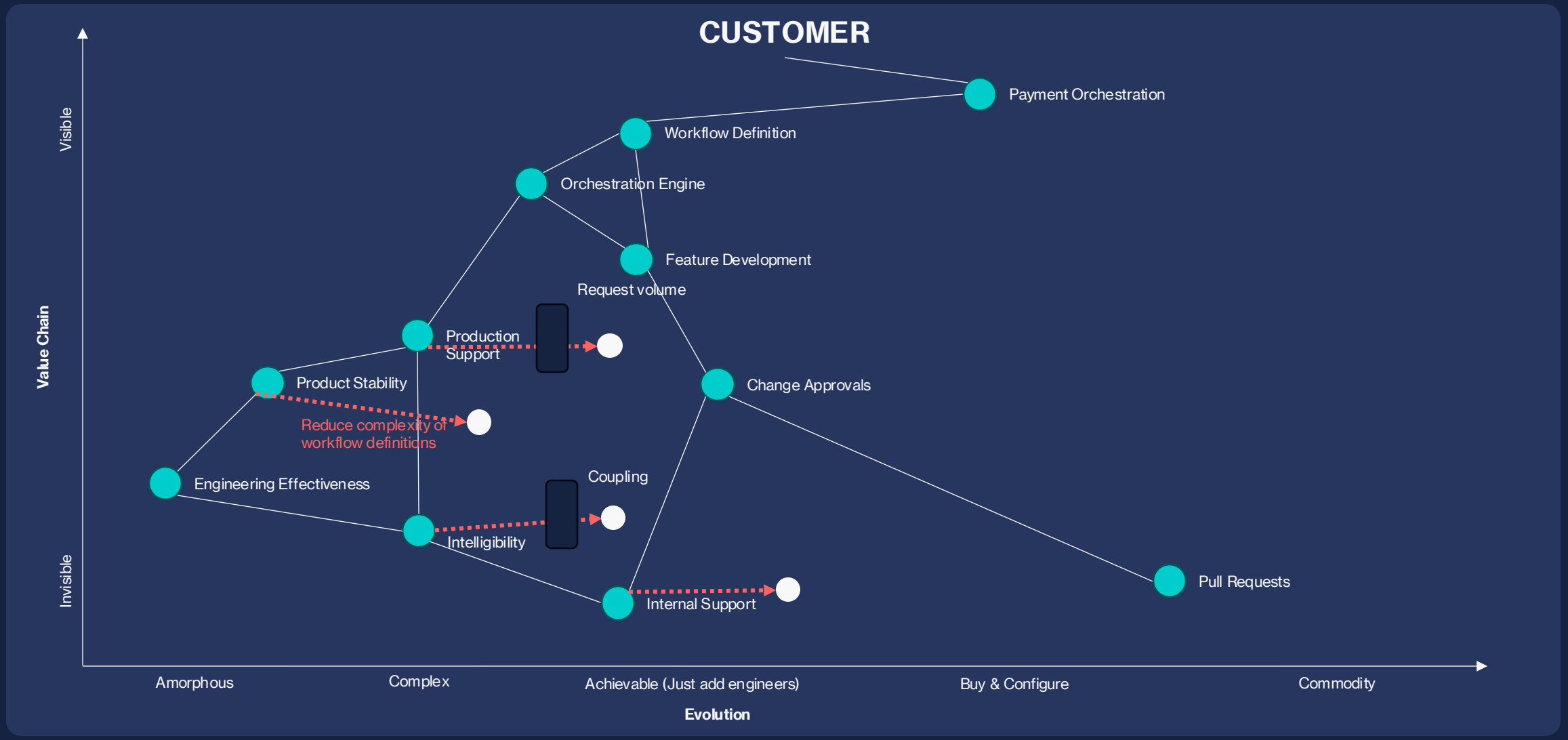
Meet on *their* turf.

Get there together.

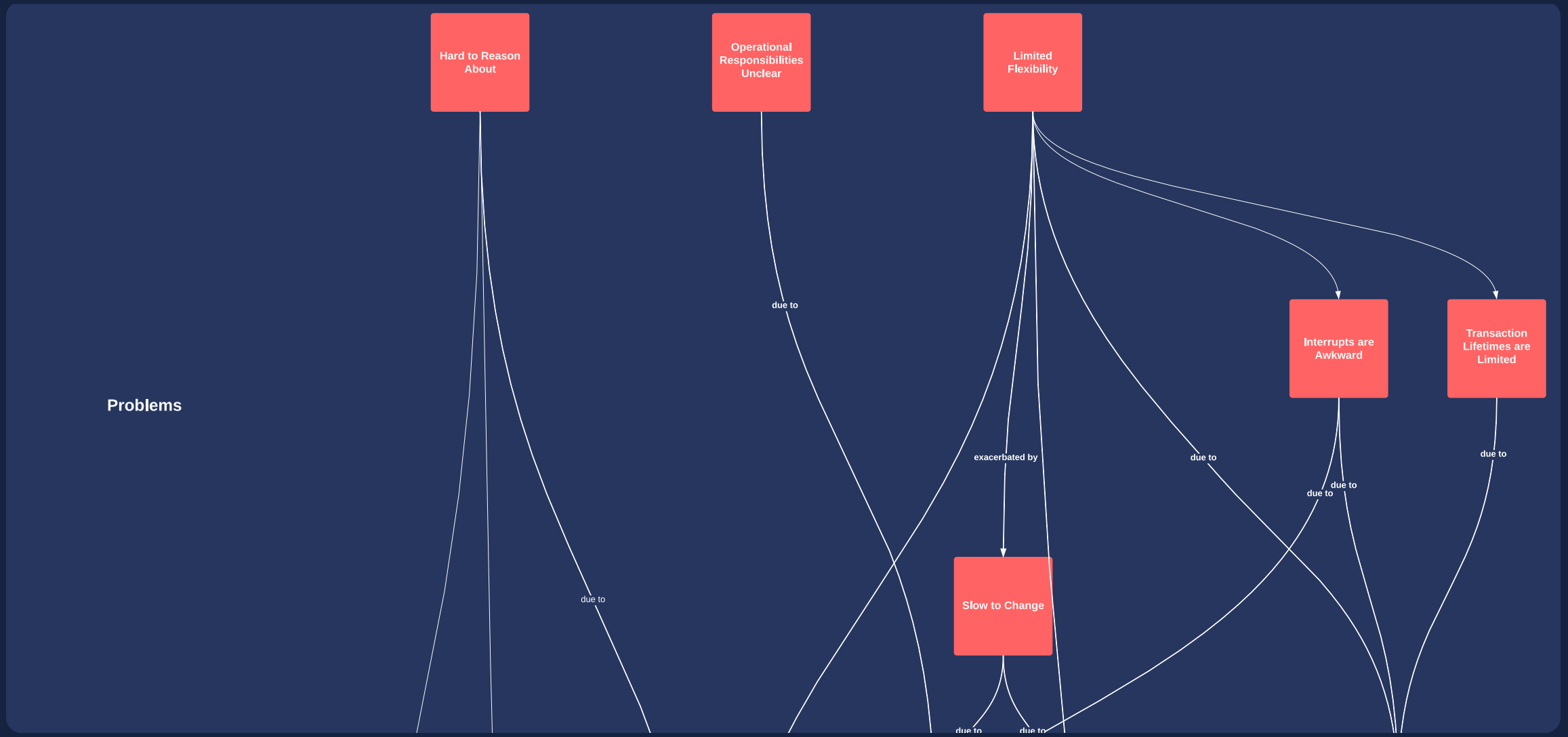
Embrace extremes.

~~Code wins arguments.~~
Code challenges assumptions.

~~Tell stories~~.
Draw maps.


CUSTOMER
Payment Orchestration
Workflow Definition
Orchestration Engine
Feature Development
Request volume
Production Support
Product Stability
Change Approvals
Reduce complexity of workflow definitions
Engineering Effectiveness
Coupling
Intelligibility
Internal Support
Pull Requests
Visible
Invisible
Value Chain
Amorphous
Complex
Achievable (Just add engineers)
Buy & Configure
Commodity
Evolution

CONSEQUENCES DIAGRAM



~~Options~~.
Examples.

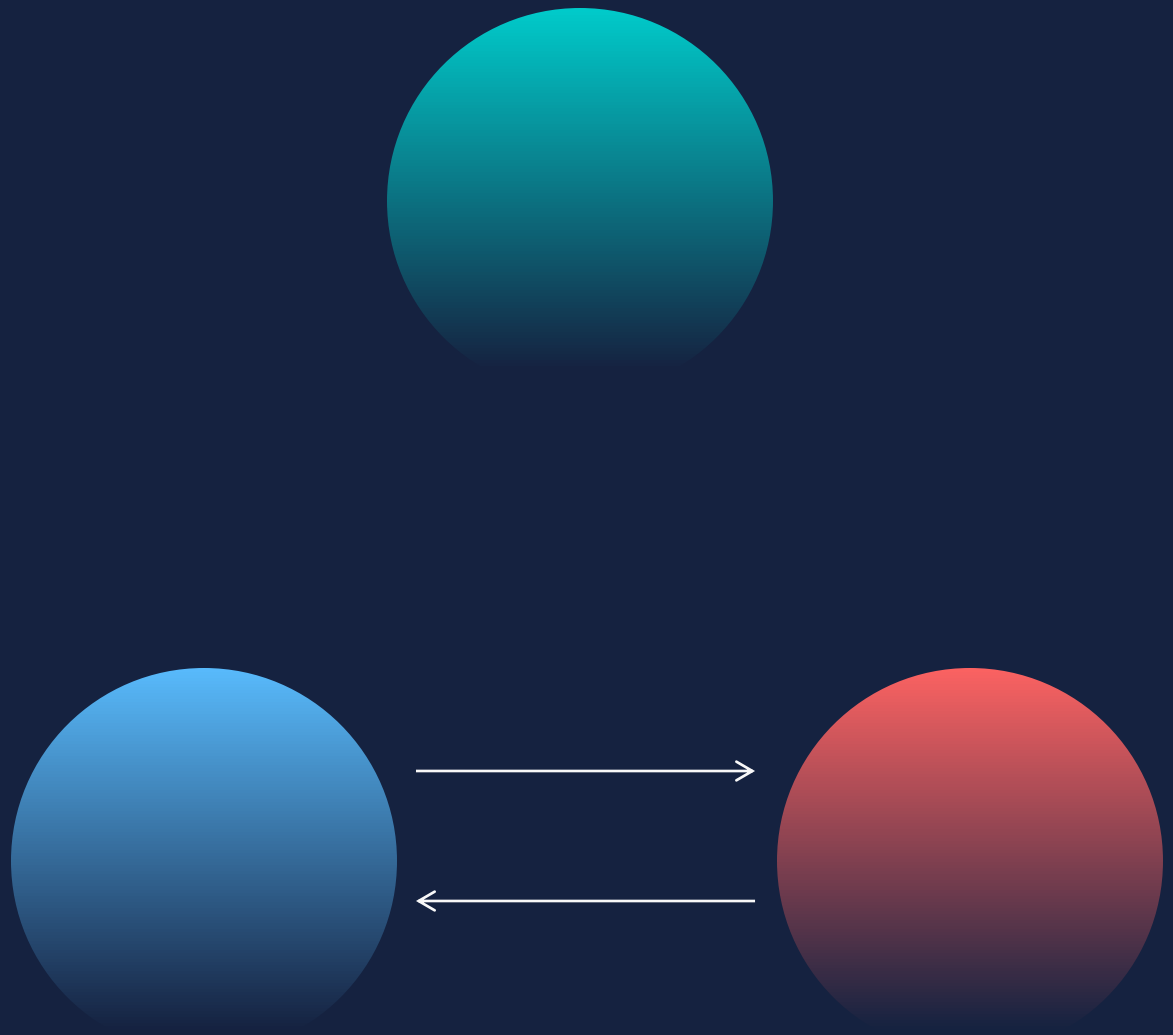
~~Speisekartenangst~~.
Ideenbuffet.

Cross-border
communication.

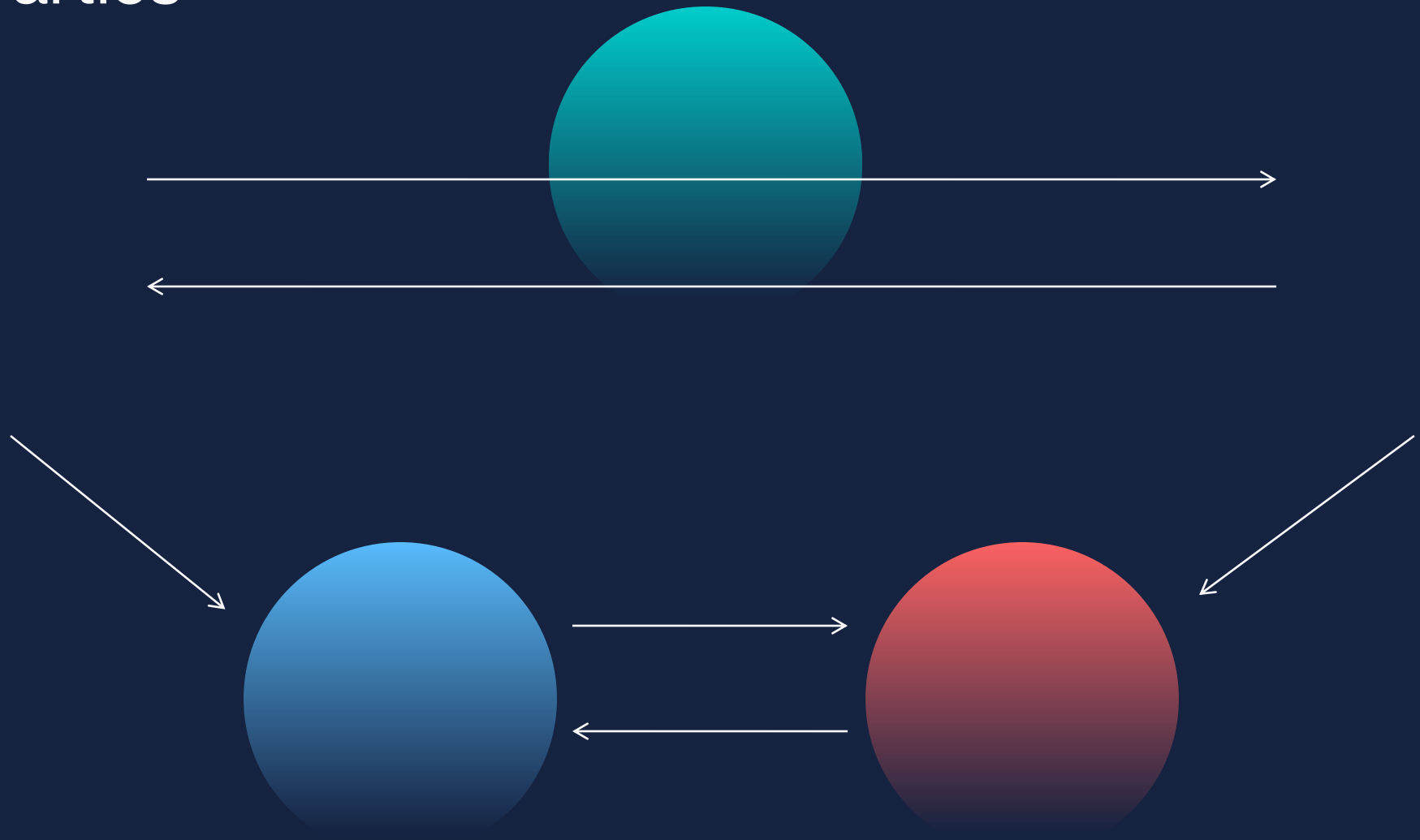
Use the lingo.

Name things carefully stupidly

Third Parties



Third Parties



“Geoff”

Concentrate on content.

View
Jo — Accounts
Audio
Video
Participants
2
Chat
React
Share
Host tools
Apps
Record
More
End

Persist.

The End ☑️

The End?

The real adventure...

Do the work.

Who do *you* need to talk to?

FORM3