EPISODE 1335

[INTRODUCTION]

[00:00:00] ANNOUNCER: The Israeli Tech Radar is an opinionated map of the latest technologies and trends in the Israeli tech industry. Now in its fifth edition, the tech radar was built in collaboration with Monday, Wicks, Riskified, Netapp, Tabula and many other tech companies. Lior Kanfi is the CEO of Tikal. In this episode, we interview Lior about the Tech Radar, as well as his thoughts for addressing the current tech talent shortage.

[INTERVIEW]

[00:00:29] KP: Well, Lior, welcome back to Software Engineering Daily.

[00:00:33] LK: Yeah, it's great to be back.

[00:00:34] KP: For listeners who maybe haven't had a chance to go back and hear your first appearance. Sir, if that's cued up next, could you give us a quick reminder of your background?

[00:00:43] LK: Sure. My name is Lior. I'm a CEO of Tikal. Tikal is tech consultancy company, over 20 years of experience, 150 employees, based in Israel, working with Israeli high tech companies and Silicon Valley. And we have five domain of expertise. We are in the backend, DevOps, machine learning, frontend, mobile, and we are mostly a scaling partner for our customers. Meaning a lot of customers that are trying to scale the product and they are focusing on the product. We bring to the table that technology back. Meaning let's not find ourselves in a couple of months the leaders with big technical debt, and Tikal **[inaudible 00:01:33]** least as we call us employees are helping customers boost their tech stack and bring their knowledge into the product.

[00:01:42] KP: Gotcha. Well, running an organization of that size, you have your own staff to build. And working with clients, you see the ebb and flow of their hiring needs. So I'm sure you're well aware of the talent shortage people have been discussing. Could you share a little bit of your perspective on it?

[00:01:58] LK: Yeah, sure. First of all, we are second year in the Corona epidemic. And we see that there is acceleration of tech adoption, meaning something that we thought that will happen in a decade is happening in one or two years. Second, we see that a lot of big tech companies are getting a lot of traction, and they are looking for talent, and they are opening their pockets. So we see a lot of money out there. Also in Israel, we see a lot of Israel unicorn surge, meaning a lot of companies are becoming evaluated as a unicorn. And there is a very high scale of shortage in the talent. So we see a lot of demand from their side. So all these things brings together something that's already been there, meaning there is a tech talent shortage for a long time, but it's accelerated and surged a lot. And it's kind of bringing **[inaudible 00:02:55]** to the market.

[00:02:57] KP: Certainly, the Coronavirus plays a big role in that. As you said the demand for technology has increased maybe more than we expected it. Is it strictly a demand side situation or have supply side things changed as well.

[00:03:12] LK: Yeah, there are some changes in the supply chain, because you see, because of the remote work that the Coronavirus added, a lot of people that were located remote were located very far away suddenly can participate in the tech scene in all the big cities in the world, the big headquarter. So it means that there are some new players in the market. But basically, the demand is so high that the supply chains can't meet it. So we see that there is a lot of salary increase and a lot of traction.

[00:03:48] KP: Gotcha. So companies are competing for scarce resources that will drive the prices up. I guess that's good for professionals, but not quite as good for companies who'd like to have bigger workforces. Do you have any thoughts on the solution for this? How do we – Is it more training we need to bring in the right number of professionals to meet the demand?

[00:04:07] LK: Yeah, I think that the – If we want to go on the offensive approach, meaning you need to design your organization better tech career paths programs. Meaning you start to think about your training program from a site of up-skilling and re-skilling. It means that you start to see who do I hire? It means that you can't only wait for the market to make more experienced people or seniors. You need to play a role in it. So a lot of companies needs to start with the

entry level and bring to the table a program like boot camps that we know outside needs to bring that into their approach. So there is a vicious cycle here. On one hand, the organization are looking for experienced people. On the other side, there is the entry level or junior which looks for experience and no opens the door for them.

So I think that a lot of time we put it on the universities, and schools, and the government asking them to accelerate and create programs. On the current situation, I think that companies needs to get into their planning and start doing internal boot camps that will bring the entry level people to independency. Meaning they are enabled to start working and participate in the features of the product and helping the company to scale.

[00:05:30] KP: That makes a lot of sense. I think, as you said, the university system, we can't place the blame there. A lot of the tools that I work with professionally in software capacity, they didn't exist yet when I was in university. I mean, the cloud wasn't even a thing yet when I was there. So it's sort of a life of ongoing learning and things like that. Could you share any advice or lessons learned you've had in your time running the company? How do you foster an environment like that?

[00:05:57] LK: What do we do basically is that we are using the model of the tech reserve. Tech reserve is a kind of model that we examine the technologies and the stack that we use on a level from things that we need to start trying. Meaning things that we don't put in production yet **[inaudible 00:06:17]** things that start, meaning we can start using them in production. There is another ring that we have in the **[inaudible 00:06:23]** things that we keep doing. And there is the stealth, which is currently things that we are tech debt.

I think these rings are more resembled to the learning stages that everybody are experiencing. Meaning, when you start at the entry level, there's a lot of things that you don't. Basically, you need to try with them. So as a professional company, we do a lot of research around new technologies. And we bring them back to our companies and to our employees to start rising that the market doesn't use yet.

For instance, we use Kubernetes a long time ago and some kind of pay a lot of effort to succeed with it, because we sensed the transience of it. So as a company, if you need to look on one

side, you have the product, and you need to see how you accelerate your features and you listen to your customers. But on the other hand, you need to understand that a lot of engineers are taking a very big part of it. And they would like to have the personal development. So as an organization, you need to start to think about your technology adoption and how you use it. And sometimes you need to break the backward compatibility rules on other things in order to bring new innovation to your product.

[00:07:47] KP: Makes sense? Well, having been an early adopter of Kubernetes, you've certainly picked the right pony there, and it's now become so ubiquitous. But it wasn't always clear that that was going to be the winner for orchestration of container management. There were other competitive tools maybe still are out there. When you're selecting early technologies and trying to keep up with the leading edge or the bleeding edge, how do you know the winners from, I guess, the losers or the sideline players?

[00:08:14] LK: You know, it kind of serve the things that we do. First of all, you listen to the market. You listen to the tech needs. You listen to the conferences. You see what's going on. Second, you start trying it. Because we are having a dozen of customers, we can consult with them and see how they react to the new technology and how would they would like to use it. So if you are only an evangelist and you're trying to promote it, but at the underside, the ears of the customer doesn't listen to it. So you need to find a ways and see if it fits to their needs. So we are trying to do some POCs with customers and see how it goes. And while working with them, we see the product, we see where it fits to, and we see that adoption. So it's kind of a mixture of listening a lot and doing and putting our opinion into it. At the end. It's kind of an opinionated way of doing.

[00:09:15] KP: Makes sense. You'd mentioned the Israeli Tech Radar. For our listeners not familiar with it, can you tell us what it is?

[00:09:22] LK: Yeah, we kind of took the model of Thoughtworks where we're doing the Tech Radar, and we power our information with it. What we are doing is, on one hand, we are creating the radar based on our activities in dozens of customers in Israel and in Silicon Valley. And on the other hand, we edit new companies from Israel, engineering like Wix, Riskified, Facebook Israel, and other companies, Monday, and we put it into their table later and we let a

lot of influencers from those companies to influence the Israeli radar. And at the end, after long discussions, we created the radar. And the radar is basically saying, on one hand, the technology is that you need to try, start, keep, or stop doing. On the other hands, what are the trends that you need to pay attention as the VP R&D or a CTO.

And we published it on June 2021. It's our fifth edition of the radar. And on regular days, and we are planning to do it right now, we are creating a conference around the radar for helping the CTO, or VP R&D, and developers to celebrate technology and to celebrate their passion to technology.

[00:10:47] KP: Got it? I love that breakdown of technologies to, I guess, stop using, to keep, to start, or to try. Those are really nice range of options to be thinking about. You've done this a couple times now. How much mobility do you see across the years? Are people moving up and down the scale a lot?

[00:11:03] LK: Yeah, there are some – Let's say **[inaudible 00:11:05]** a long time ago, Ruby was the king of – Queen or king of that technology. And now we see that it's in a stoppering. Meaning, we are a – Things that really you shouldn't use Ruby as the first language, only on very specific use cases. On the other hand, you see that sometimes there are technologies that are getting to try and stack, and they tried for a long, long time, because the market is not ready for them yet. And as we mentioned before, Kubernetes is a very popular topic, technology topic from try, which was thinking as a thing that was not mature yet. It's currently the most important technology that came out. And it's that base of cloud today, cloud native. And I think it's the kind of thing that resembles to the Linux operating system. So it's a kind of very exciting time to see that how very young technologies became the core of most of our products today.

[00:12:12] KP: The category that's the most interesting to me is the try category, because I'm someone who likes to go and get my hands dirty, do a Hello World, learn about a new tool. And there's certainly no shortage of options of things for me to try out there. I imagine it was hard to whittle down the list of things to put into your try category. Could you talk a little bit about the process of selecting what technologies and companies get featured?

[00:12:35] LK: Okay, for sure. We have an internal forum in Tikal which we call the tech circle, which is divided to domains. For instance, there is a tech circle of a backend. And they are meeting once in two weeks in doing roundtables and bringing out their macro reading list and things that they see. And when someone, they point out a new topic, they are trying to research it. And meaning they use it and they see. And they're doing some content run. Meaning they're doing a lightning talk or doing a workshop with it.

And after we get more of our hands-on it, we start to examine with customer if it fits to their use cases. And we're starting to do some research with the customer or design with it as a design partner. And while we see that we can bring it up to the start ring. So basically, it's a lot of research time that people in Tikal are putting in. And they are trying new things. And there is a lot of discussion around it. And sometimes it's one of our core advantage, because we can gain a macro level or a wider perspective of the market.

Each company, each tech companies are focusing on a product on their tech stack. And they sometimes can't see the whole picture. And Tikal is a professional company that's working with dozen hundred tech companies can somehow aggravate the experience and put it on the table.

[00:14:05] KP: Gotcha. And there're four key areas that the radar covers. Could you tell me broadly what those are?

[00:14:12] LK: Yeah, DevOps, which we all know, which is very practice, very major practice today, which related to infrastructure and cloud. Backend, and machine learning. We are putting in them right now together, meaning all the infrastructure, application infrastructure and development. Frontend, which all the frontend development. And mobile, which are native cross-platform in hybrid remote and mobile solutions. We are based on open source. So it means that the radar is only promoting open source components. But if some commercial component is surging somehow, we mention it, but we don't put it as a key feature from our side. So it's kind of opinionated to open source also.

[00:15:02] KP: Interesting. Can you tell me more about that choice? Certainly, open source is becoming kind of the de facto standard in a lot of cases. We're seeing sort of as a service model

type offering, popular. But there still are closed source solutions, and that's not intrinsically bad, per se.

[00:15:19] LK: No, no, there is also the open core model, which takes open source and put in a lot of commercial usage around it. It's kind of we are open source supporters from the 2000nds while the open source was a vicious word on those days. And we believe in open source. And we think that we need to keep ourselves agnostic to vendors, meaning, because if you start exploring one vendor, you find yourself into their ecosystem, and you're putting yourself into their, let's say, commercial needs and interests.

Basically, we say, for instance, you can use, for instance, let's say in all the technology, like Oracle database, you can use it. But we as a company, we don't believe in supporting it. Meaning, you can use it if it's right for you. But basically, we are trying to promote free software and open source software. And we believe that it's kind of where things that coming from bottom up. And it's probably – And I think, as you said, it's becoming the de facto. Meaning that the way of creating software today from bottom up is better solutions at the end. Although in the early days, it's very hard to get the great user experience. But at the start, it's more oriented to developers.

[00:16:39] KP: Make sense? Would you compare the radar to the Gartner Magic Quadrant? How do these things compare and contrast?

[00:16:47] LK: It's a good question. I'm not in depth in the Gartner, on their side. I think it's less – I think Gartner is taking it in a more wider perspective. I wouldn't compare Tikal to Gartner from our side. We are more like a consultancy company, which put their opinionated about technology into a model, which we think is very appropriate. And as I said in the start, it's based on Thoughtworks model in somehow. So it's the kind of things that we believe in. So I don't have in depth knowledge to compare the two models.

[00:17:24] KP: Well, as I go through it, I find a lot of things that are very intuitive to me. Stop using Python 2. That's a great one to be on the radar in the stop category. And also list of other technologies I want to take a look at. Have you found that when you release these iterations of

the radar and people start looking that these make major impacts on some of the decisions your clients make about how to move forward?

[00:17:46] LK: Yeah. As a CEO of this company, I sometimes have discussions with customers. And when we just released our latest radar, one of our customers wrote a testimonial. They said that it's one of his key decision making tool to do text selection. Meaning it is depends on the life cycle that you are into. If you're a mature tech company, probably sometimes you will find yourself already invested in tech stack, and you couldn't – But when you are too much invested, you need to look at the staff and see if you are not taking the wrong direction on the mixture of doing product and technology.

On the other hand, when you're a new company, it's sometimes a very good guide, because it lets you know what, let's say, the king of stack right now you should do. So I hear from a lot of my customers that it's a good decision for them to select the technology.

[00:18:47] KP: And when you're looking at it, let's say someone is checking out the radar, and they're a founder at a young startup with some ambitious technology, what are the steps for them to try and get listed?

[00:18:57] LK: First of all, they need to make a traction through open source. Meaning it's something that should be open sourced in the radar. Sometimes we put things that are commercial basically. For instance, sometimes someone approached us and asked for **[inaudible 00:19:14]** explore new tools and to give our opinion as a design partner. And we start listening to the things that he's using, and we try to see if our customers are starting to use it. So it's basically based on hands-on experience. Meaning if he would like to get into the radar, he should get adoption.

[00:19:32] KP: That makes sense. Good advice, in many ways, I guess.

[00:19:35] LK: Yeah.

[00:19:36] KP: And I'm curious, since you've been doing this for so many years and there's been iterations of it, have you been able to pick out any trends? Are there things that are changing or evolving in the tech landscape?

[00:19:47] LK: Yeah, while the model of the Tech Radar is around the try, stop, and keep, and start. On the other hand, we are putting trends in the latest radar. We have five trends in our cross-domains. And one of them is we see that a lot of organizations are going back to mono repo or debating if they needs to go to mono repo. And there are a lot of distinguishing between structuring mono repo inside big companies.

And other trend is the cloud native environment. We see that a lot of companies are creating cloud native environments for their developers. Is it local environments or hybrid environments that you can remotely **[inaudible 00:20:30].**

As we discussed, the DevOps shift left. It's the DevOps practices, the CI/CD's more and more becoming commodity. And you see there is a lot of FinOps and SecOps sub-practices that DevOps people need to get into. Also the rise of the platform engineering, meaning we see that a lot of big companies. We say, on one hand, the squad teams. Meaning that there is subsystem, a squad team that is working, or a feature team that is working on specific feature, and there is a mixture of backend, frontend DevOps people.

On the other hand, we see that a lot of companies that are becoming very big and wants to do some standards around infrastructure are creating a platform team, which is a kind of internal product team. And as we started in this podcast, we see that the fifth, which is sometimes a more soft trend is the tech skill shortage is surging. And then as you mentioned, I have been in the show before. And on those times, before the Coronavirus, remote work was one of our trends. We already in 2019 – But I say that remote work is going to change software engineering.

So as you see, we had some help from the epidemic. But on the hand, what we see here today is that the shortage of tech skill, shortage is changing software engineering practices. Somehow, we need to start thinking about training programs.as an engineering company. It's not something that we buy from outside. It means that we need to recruit and train our people.

And it doesn't stop only in the entry level. You need to create a program for all your career paths, meaning the engineers, the seniors, the tech leads. Each one of them has a specific program that you need to create from them. For instance, a tech lead, in Tikal, we have already for 11th time running internal course for tech leads. Meaning how to become someone that makes an impact?

And most of our employees are coming to computers, because mostly they would like to work with computers and not people. They don't want to be managers. But somehow when you need to make an impact, you need to sharpen your soft skills. So we are doing a lot of soft skills training inside Tikal in order to make people or make developers and engineers more tech leads. And also, when you are an engineer, how do you become senior? There is a debate. What is a senior leader? Each company defines a senior in different ways. But at the end, a senior is someone that make an influence on his team. He's someone that someone who looked into it.

So it's basically, as a company, if you want to hire and retain, you need to think about the tech career path and the tech career radar, how do you use it in order to make your ecosystem, your engineering consistent more attainable and more adjusted to the market needs today?

[00:23:37] KP: You'd mentioned that being an internal process. I'm familiar with a lot of companies that will have something like a stipend for education, or they'll get a boot camp that their employees can use, things like that. But I noticed that you emphasize the internal nature of yours. Can you talk a little bit about the advantages? Or if that's all totally required? Does this have to be an internal product? Or can we go out and bring in training from outside?

[00:24:03] LK: It's a good question, because I'm taking apart a little bit in internal camps and inside there are companies, which we are a training provider for them. Meaning because one of our practices is doing a lot of internal work and get out with it after we're doing some practices inside. So basically what we're doing, we're doing a lot of internal training inside for all around the level of entries inside Tikal, from expertise levels, to entry levels, to tech leads. And because of the surge need for tech skills, we see that a lot of companies are starting to think how do we create our internal bootcamp. And there we are participant as a consultant and also as a training provider. We have a business unit which we call academic, Tikal Academy. And we are providing

a lot of – We're taking a lot of our internal content and commercializing it as a professional service.

[00:25:01] KP: Gotcha. Very cool. Well, one of the trends you'd mentioned was the process of continuous integration, continuous deployment becoming more and more commoditized, which I'm very happy to see. I benefit from that directly. Will we also see a decline in titles like change management engineer?

[00:25:19] LK: And you refer to change management things that we called in the past a clear case and things like that? Or you're refereeing for things like infrastructure changes that Chef and all those?

[00:25:31] KP: Yeah, I guess it's long been someone's profession to do a lot of the things that are now becoming tool-oriented. And I don't think those people go and employ. They just get repurposed. They're smart engineers. But it could also be just with the growth of technology, not much is going to change, because everything's growing.

[00:25:49] LK: Yeah, basically, the DevOps. As we call it, let's say six, seven years ago, we called it application lifecycle management. It was a different name, because it was all around the SDLC, the software cycle, software development lifecycle. Basically, what we see today is that a lot of tools are becoming more usable to developers. So a lot of the practice from the DevOps are shifting to the developers as users for it. So the DevOps are more and more becoming specialized in things like infrastructure, or things like security, or the cost of things. Let's take, for instance, the machine learning. You see that there is an increase demand for analog. Meaning, the pipelines and the software development processes for machinery are different from the microservices and distributed systems. So you see that there is a lot of specializing inside the DevOps arena. And referring to change management, I think it's what was called infrastructure as a code is more and more becoming a commodity. You see a lot of environments, which automating Terraform and other tools. And at the end, you find **[inaudible 00:27:04].** For instance, we are using a lot of Argo, Argo CD, and all these workflows. And you see that there are – Somehow you get a click, and you have an environment for it for your usage.

DevOps are becoming more engineers. Some of the DevOps career started as a system, Linux system or things like that. And they are becoming more and more engineers from sysadmin. And on the other hand, you see that a lot of backend developers, which came from the application side, starting to use DevOps tools and are becoming in love with it. So they're becoming what we call SREs, which is sub-domain in the DevOps area.

[00:27:47] KP: Gotcha. Well, you have your pulse on a lot of the trends and changes. And we've also discussed this need for education. If they're ambitious software engineers, especially up and coming ones listening, do you have any advice for where they should focus their efforts on the tools and techniques they're learning?

[00:28:06] LK: First of all, cloud native. It's something basic. You need to understand it, work with it, all the tools around it. Second is cloud. If you're getting out from your first degree, you need to know that it's not only training small programs. You need to work with the cloud and understand how to work with it, and the ecosystem of all its services. More and more, we see that React on the frontend is becoming the standard de facto. And you need to be someone, if you like the frontend expertise, you need to use React, for sure. And there is a lot of namedropping that can help **[inaudible 00:28:46]**, but basically, this is the core tools today to create a good product, technology product.

[00:28:55] KP: Within the Tech Radar and the four areas, DevOps, backend, mobile and frontend, that's quite a lot to cover. I don't think I can consider myself an expert in all of the quadrants by any means. Is it important to be full stack? Or is there a benefit for people being deep specialists these days?

[00:29:12] LK: In Tikal, we believe at what we call T-shaped people. On one hand, you need to – For the tech pool, you need to learn to swim. After you learn to swim, you need to deepen your swimming and try to dive into a more specific area. So on one hand, I can be a frontend developer and deepen my knowledge in frontend. But on the other hand, I need to broaden my experience and work with backend and for frontend and work with DevOps. And as not someone that is expert in, but can use it and use it smoothly. So this is basically what we call the T-shaped personnel. Meaning on one hand, I'm cross-full stack. On the other hand, I'm dipping with one owner's expertise.

[00:30:01] KP: I like that analogy, definitely. You'd mentioned organizing a conference around the radar. What's the status of that?

[00:30:08] LK: We are planning to do a week of celebration, which will be in the end of December. And we are doing it as a hybrid mode. Meaning we'll start with a physical day. And, Jeff was our keynote speaker in 2019. And we'll start with keynote speaking about the trends. And it will be half day. And after that, we'll split to tracks per domain, which will be online, around the week. And we'll finish with a hackathon. And the idea with the hackathon is to bring entry level and juniors to the hackathon, and help companies to explore with them their expertise. Meaning we'll take the radar, and we'll create a frame around the radaor for the hackathon. And we'll bring our customers. And we'll bring our Tikal professional, and we'll bring entry level people and make a fusion between them. And to see how maybe after a company will work with the entry level people, they will fill it and touch base them, and they maybe will recruit them. I would like to help increasing the supply chain, the supply side of the supply chain.

[00:31:20] KP: Well, tell us a few more details. Where can we follow up for either in-person or virtual tickets?

[00:31:26] LK: The date will be released soon. So probably I can't – It's going to be in the last week of December, and it's going to be in Israel in the physical. And the online, you should look for Tech Radar date. It's the old website. But we are creating a new website around it right now.

[00:31:43] KP: Yeah, people can check in as December gets closer.

[00:31:46] LK: Yeah.

[00:31:47] KP: I heard a statistic recently, and I wish I'd written it down. But it was something like in Israel, there are more unicorn tech companies per capita than anywhere else in the world. What's so special there that you're able to produce so many high-valued companies?

[00:32:02] LK: I think it's basically part of our culture, let's say, that status and the way that our company was built, which was kind of a startup in the early days of Israel. So basically, we see

that a lot of culture in Israel, a lot of young people are getting into the army, and they are getting a lot of responsibility. And when they are taking out or finishing their reserve duty, they're starting to see that they have a lot of responsibility. They have a lot of ideas, because they worked with a very big organization. And they are thinking, “How can I improve the world?” And because we are very – Israelis are very less standard ways, and less systematic sometimes, they are bringing a lot of adventure entrepreneurship into the table. And what happened is, while we're doing it for two decades, we are becoming more and more good in it. So you see that a lot of companies, if you take a decade ago, a company in Israel would, let's say, do two rounds and try to be sold to one of the big tech companies or U.S. tech company. Today, we still have Israeli companies, which are aiming to go to IPO and to be in unicorns, because the management and the technology in Israel are more and mature today. So it's very, very appealing today to be a tech company in Israel. And you see that the demand is very high. And there is a success, as you said. I think there were there was around more than a dozen IPOs from Israeli companies in the last month as in the New York or Nasdaq.

[00:33:47] KP: Wow, that's quite a few.

[00:33:49] LK: Yeah.

[00:33:49] KP: And I believe you also have a presence in San Francisco. Can you, or do you have any compare and contrast moments of doing work and having offices in both places?

[00:33:59] LK: It was on 2019, I was taking a lot of flights, and coming and working with customers and doing a lot of talks and meeting people. And today it's changed a lot. I'm working from remote. I'm doing a lot of video conferencing. And it's kind of a different way. On one hand, the interpersonal connection is lost. But on the other hand, you have more mobility. And suddenly, we are a medium-sized company. And suddenly with less investment, we can start creating a footprint in Silicon Valley. And currently we're using our Israeli connection. Meaning that because there is a lot of Israelis also in Silicon Valley, we are using our Israeli connections to work with Israeli-based companies. So it's moved from a lot of flights and a lot of interpersonal connections to remote work and working with people around the world on a different time zone.

[00:34:59] KP: Earlier, you had described this, if I recall correctly, as being sort of an acceleration of processes that were happening. Do you think this is very much a new normal and we're going to have remote work and distributed teams? Or do you imagine a day when will converge back to the way things used to be?

[00:35:17] LK: No, no, no. We also had – We did a survey in Israel, which we call the remote work report. And we see that one of the trends that we're there is that employees see office as an option. Meaning on one hand, they can come a few times a week to the office. On the other hand, when you ask them to come to the office, they will say that you're taking their freedom. Remote work has given freedom to people, and people like freedom. And they won't lose it. Meaning you see that one of the perks that will change in the way that most of the people are asking, "How do you work? What is your working style?" And different people speak about hybrid remote differently. And you see also companies, which I very respect, like GitLab that are acting all remote from day one. So you see that the future work, probably it will be remote, and each company will take it to the different interpretation.

[00:36:14] KP: Well, with your work at Tikal, you must have a looking glass into the operations of a lot of your client customers. I'm sure some of them have weathered the transition better than others. Maybe let's look on the positive side. Are there any features of companies that were successful that had good strategies that people could replicate?

[00:36:32] LK: You mean from a methodology side or things like that?

[00:36:35] KP: Sure. Or even just operations, successfully transitioning to remote work.

[00:36:40] LK: Okay, work and start, you mean. Okay, let's say that I'd start what we saw that most of the companies did in mimicking the office style using video. And what we see that the main operating things that you need to do is move to two dimensions. One is the information must be transparent in order to work remotely. Okay, great. You need to make more and more documentation all across the company. The second dimension is the asyncs, asynchronous works. Meaning what I see that companies, which adopting tools and adopting work style. For instance, for each meeting that you're creating, creating an online doc, agenda for the meeting. All those kinds of small tips that's making you work like asynchronously at the end. What I see

that companies that are starting to work distributed, starting to accelerate and scale more at the end. Because when you try to synchronize, I think, you find yourself sometimes in some kind of a semaphore or bottleneck.

[00:37:48] KP: Good advice. Definitely. Well, we've talked quite a bit about the Tech Radar. To wind up, tell listeners where they can go find it.

[00:37:56] LK: Okay. So it's on our website, tikalk.com under section which is called community, and you find there the radar and also the remote work we brought both for our publications. And there you can explore also the coming tech conference, and also the Tech Radar itself.

[00:38:16] KP: Lots of great resources to go check out. Lior, thank you so much for coming on Software Engineering Daily.

[00:38:23] LK: Thank you very much. It's great to be back. And say hi back to Jeff.

[00:38:28] KP: Absolutely.

[00:38:29] LK: Thank you, Kyle.

[00:38:31] KP: Thank you.

[END]

Thank you.