



DRUPAL DEVELOPER DAYS
LISBON 2018

One flew over the developers nest

Nick Veenhof
@Nick_vh
Dropsolid



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The story



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~~Randle McMurphy~~ Nick Veenhof has moved to a mental institution Digital Business Company after serving a short sentence on a prison farm while as developer in many roles at a couple companies. Though not actually mentally ill, ~~McMurphy~~ Nick hopes to avoid hard labor creating silo's and serve the rest of his sentence the developers in a relaxed supportive environment.





WHO ARE WE?



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WHO DO WE WANT TO BE?



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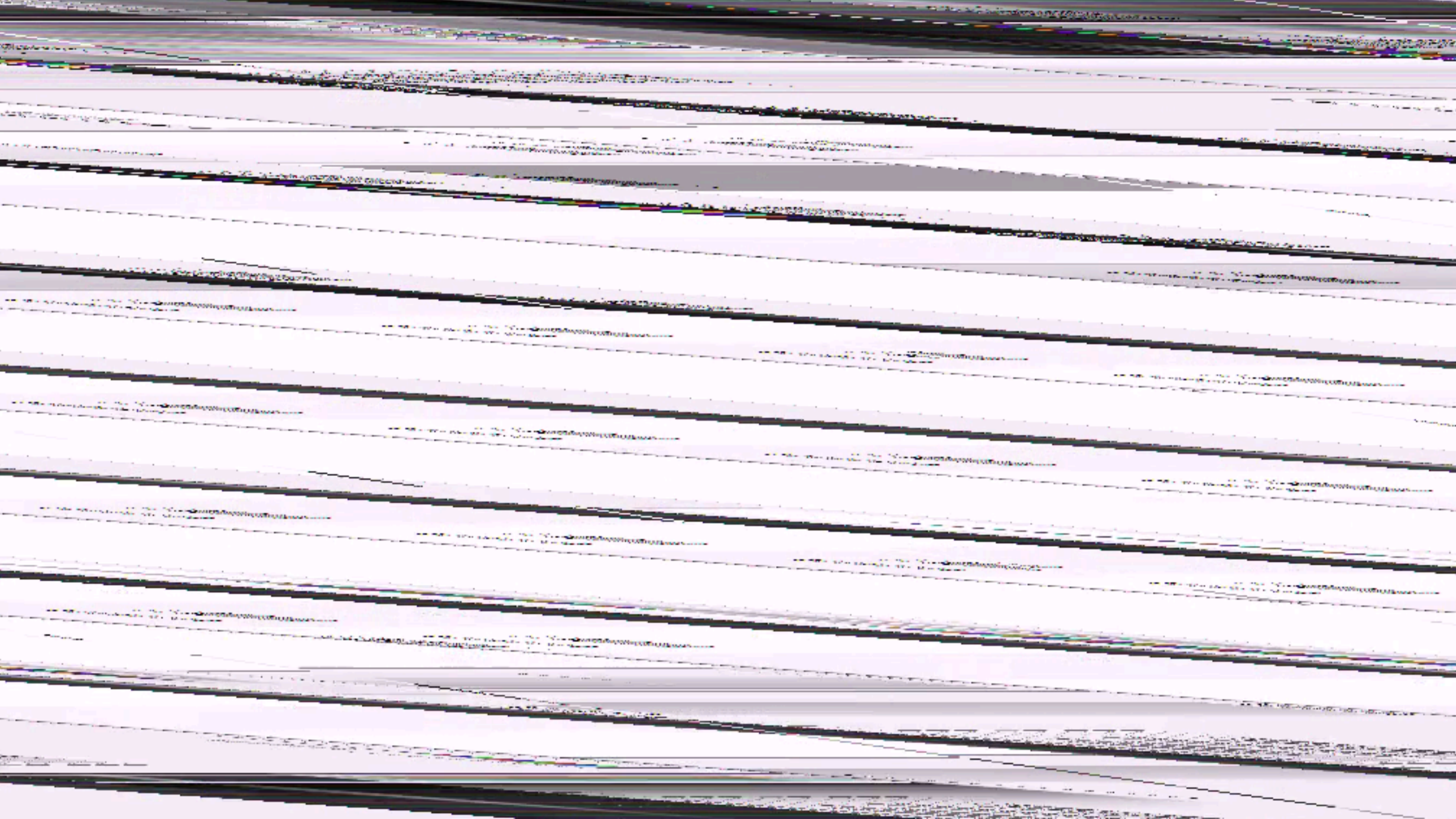
WHO AM I?

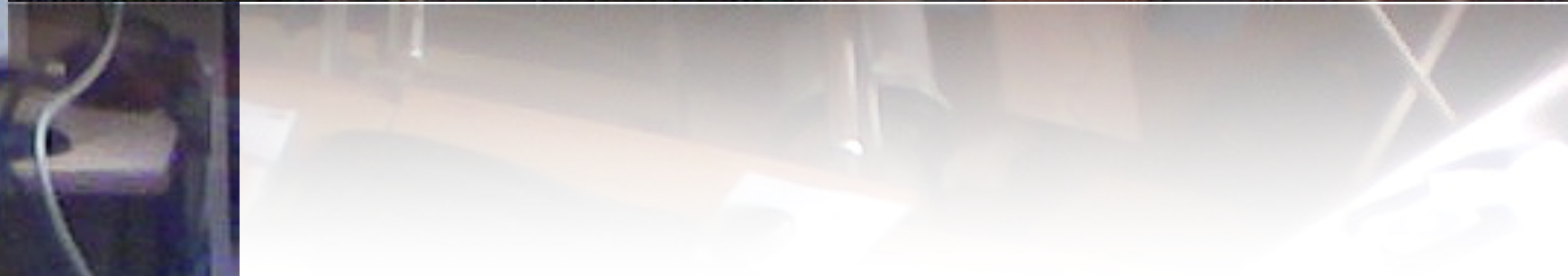
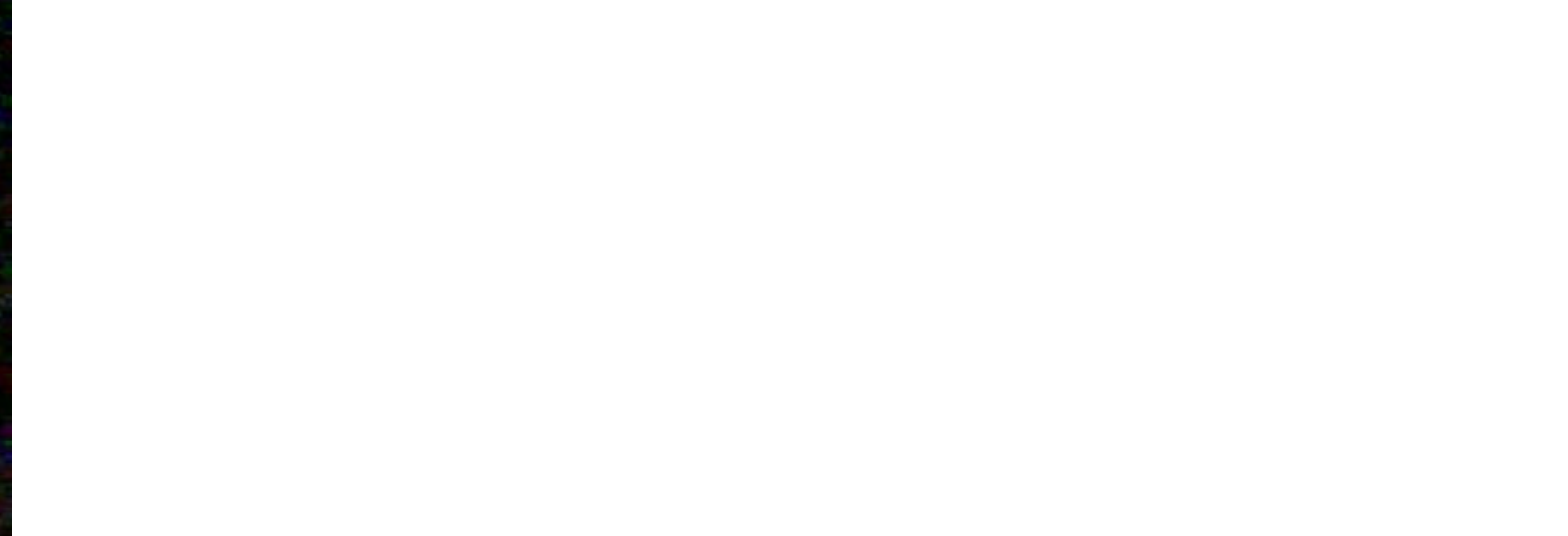


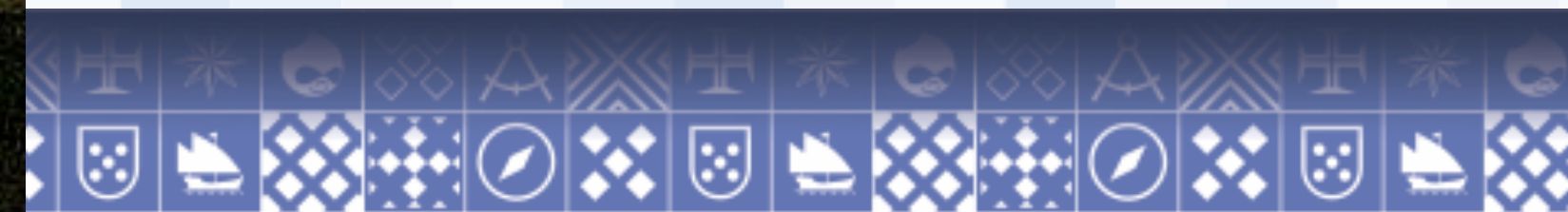
Age: 8 ('94)



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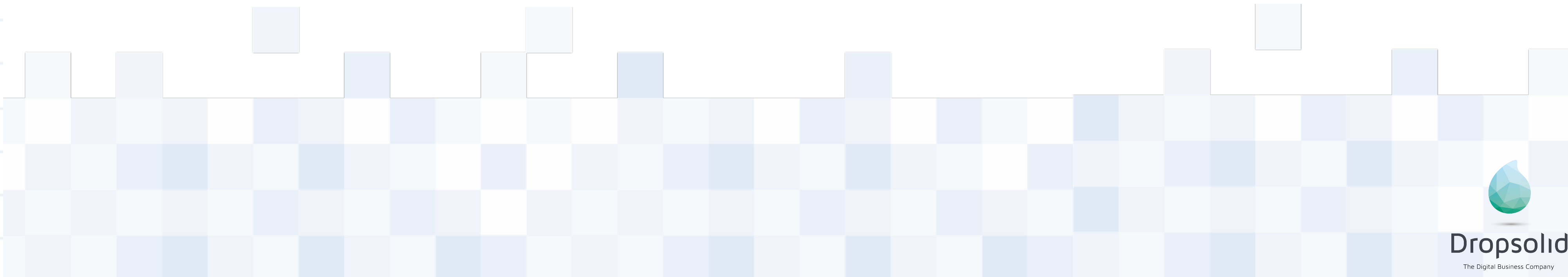




- bluebreeze
- controlpanel-4.7.x-1.0
- css
- drupal-5.2
- event-4.7.x-1.x-dev
- eventrepeat-4.7.x-2.x-dev
- friendselectric
- ldap_integration
- members-4.7.x-1.x-dev
- menu_per_role-4.7.x-1.x-dev
- mysite
- mysite-4.7.x-3.9
- nl
- persistent_login
- poormanscron-4.7.x-1.0
- privatemsg-4.7.x-1.3
- timeline-4.7.x-1.0
- uieforum
- uieforum-4.7.x-1.x-dev
- views-4.7.x-1.5
- volunteer_timeslots-4.7.x-1.0
- volunteer-4.6.x-1.x-dev
- style.css
- admin_menu-4.7.x-1.2.tar.gz
- advuser-4.7.x-3.x-dev.tar.gz
- bluebreeze-4.7.x-1.2.tar.gz

Age: 20 ('06)

My first Drupal project!



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Age: 22 ('08)

“ You’re an enthusiastic, driven programmer. You’ve written high quality code and wouldn’t mind defending your design decisions. You’re well aware of how a decent database should be organized and know that it doesn’t optimize its performance all by itself.

You’re intrigued by web development? That’s a good start. You know and like Drupal? Even better. You’ve already written your own Drupal module? Great. Contributed it? Excellent. Documented it? *Why aren’t you applying for the Senior position? :)*

We expect you to be or become a very active contributor to the Drupal community where you’ll put effort in learning as much as you can from everyone around you, while at the same time guiding to those whose learning curve is still steeper than yours.

You’ll work on internal or client projects four days a week. The fifth day is reserved for self-improvement, personal Drupal projects or community building.

Speaking and reading English is one of your cool optional features, as it will help you on #drupal or the issue queues on drupal.org. But as we say. it’s not a requirement.”

Source: <https://web.archive.org/web/20081009111739/http://krimson.be:80/en/jobs>
Date: August, 2008



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You got me at travelling...



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Fast forward



Fast forward

- Drupal @ Belgium



Fast forward

- Drupal @ Belgium
- Drupal @ Barcelona



Fast forward

- Drupal @ Belgium
- Drupal @ Barcelona
- Drupal @ Lisbon



Fast forward

- Drupal @ Belgium
- Drupal @ Barcelona
- Drupal @ Lisbon
- Drupal @ Boston



Fast forward

- Drupal @ Belgium
- Drupal @ Barcelona
- Drupal @ Lisbon
- Drupal @ Boston
- Drupal @ Belgium





WHO DO I WANT TO BE?



TIME IS THE MOST PRECIOUS
ELEMENT OF HUMAN
EXISTENCE.

-Denis Waitley



QUESTIONS?



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Overturning Preconceptions

Thanks to the books:

- The Phoenix Project
- The First 90 Days, Updated and Expanded: Proven Strategies for Getting Up to Speed Faster and Smarter



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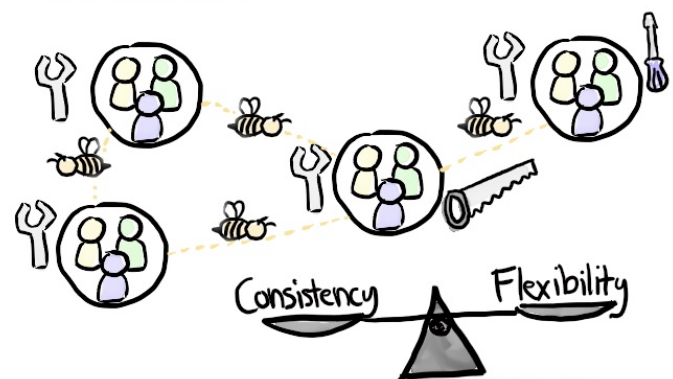
The Digital Business Company

Spotify Engineering Culture

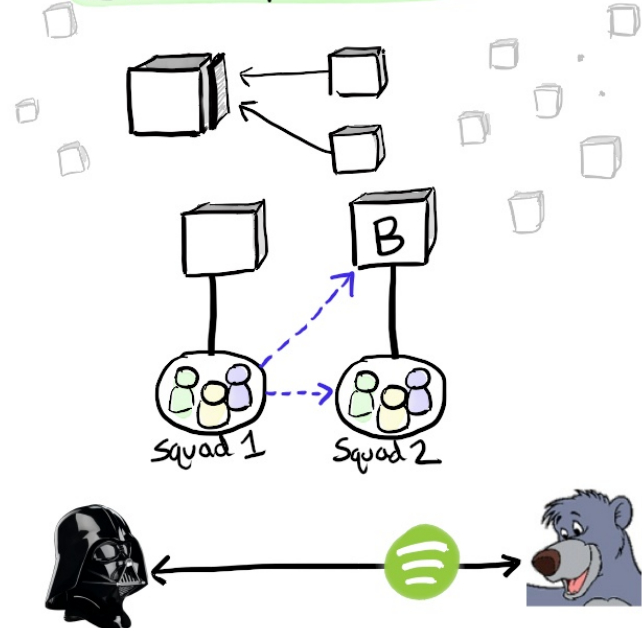
Part 1 of 2

Henrik Kniberg
Jan 2014

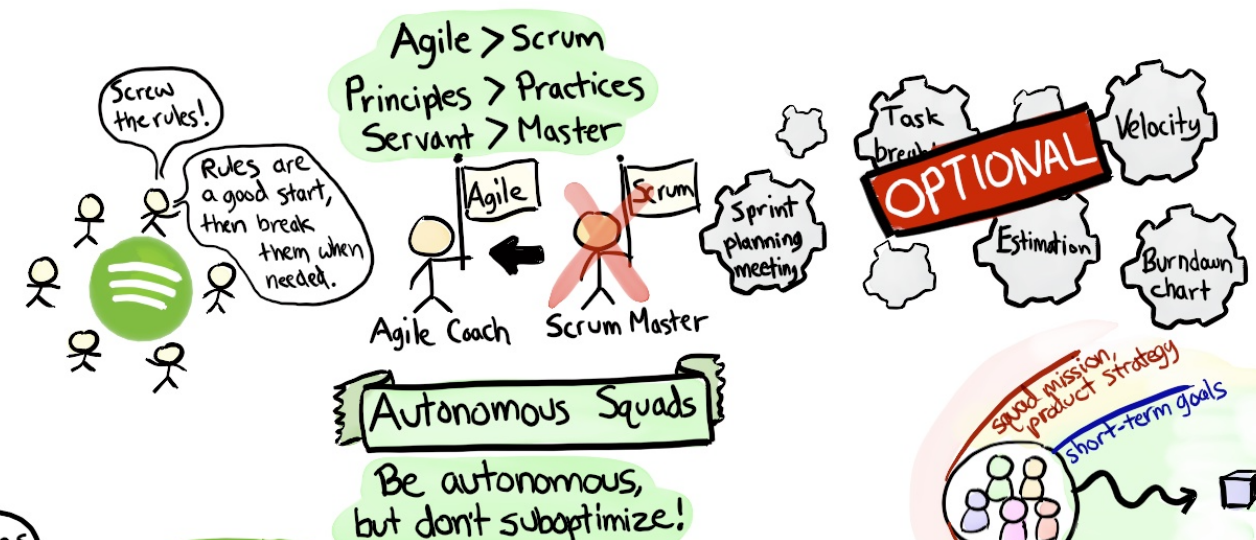
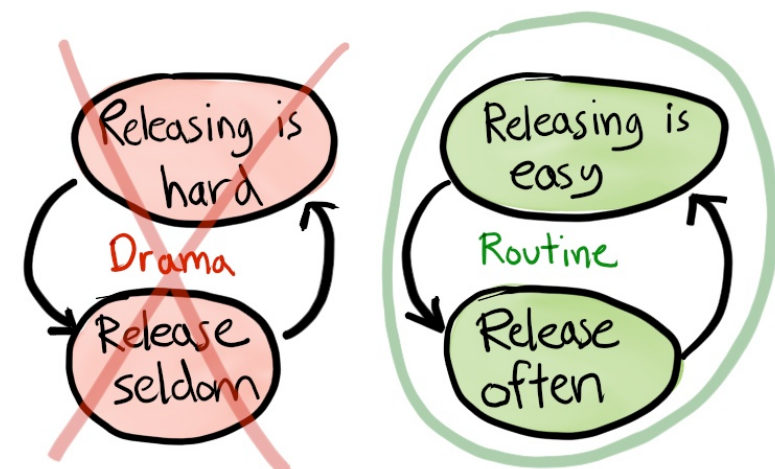
Cross-pollination > Standardization



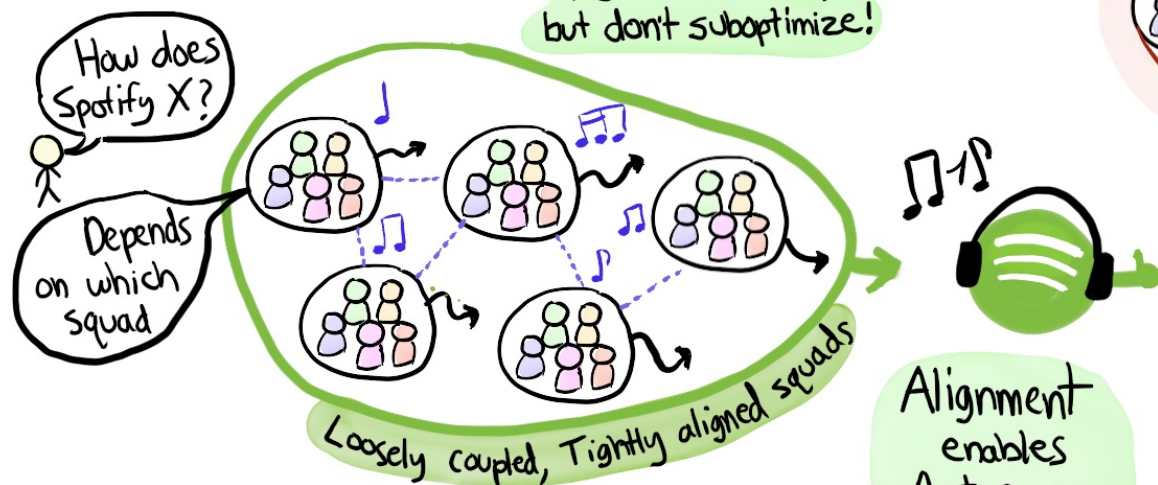
Internal Open-source model



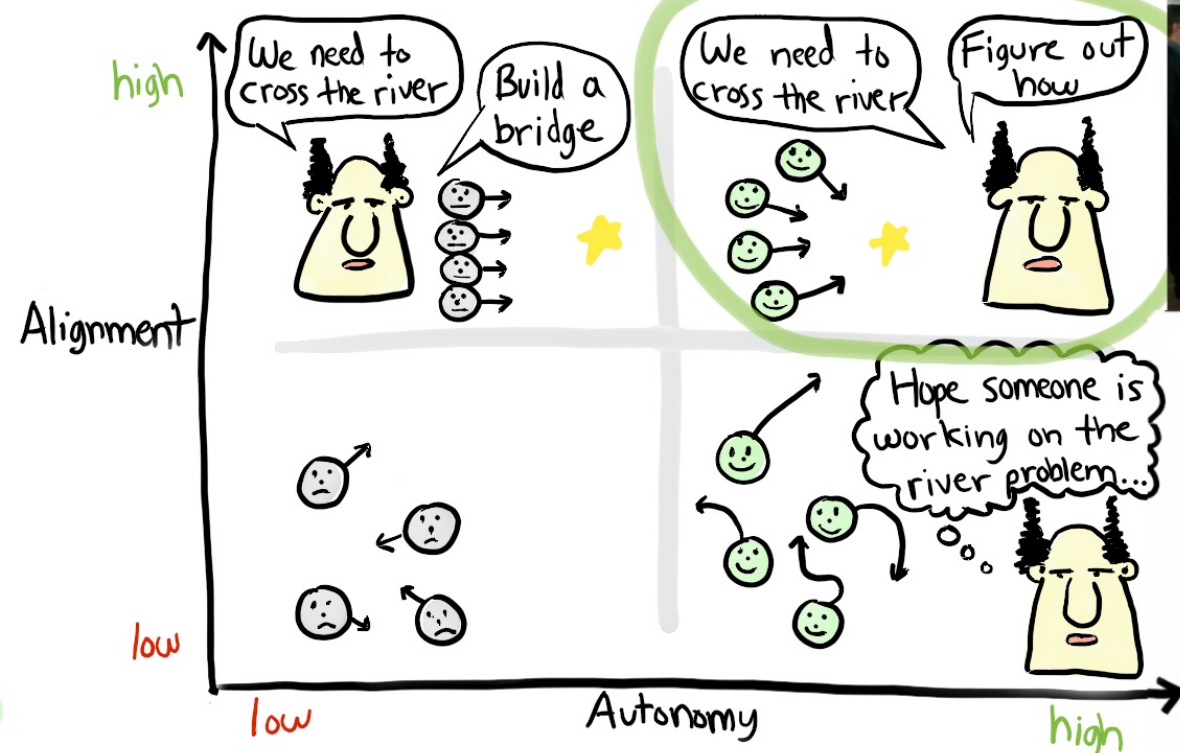
Small + frequent releases



Autonomous Squads
Be autonomous, but don't suboptimize!



Alignment enables Autonomy



Leader's job: Communicate what problem needs to be solved. And why.



Squads' job: Collaborate with each other to find the best solution.



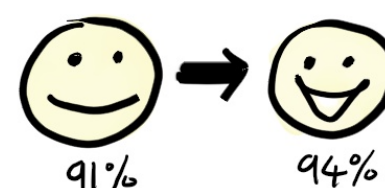
If you need to know exactly who is making decisions, you are in the wrong place.

Focus on Motivation

Hi everyone,
Our employee satisfaction survey says
91% enjoy working here,
and 4% don't.

This is of course not satisfactory,
and we want to fix it.

If you're one of those unhappy 4%,
please contact us.
We're here for your sake, and nothing else.



1200+ employees
30+ countries

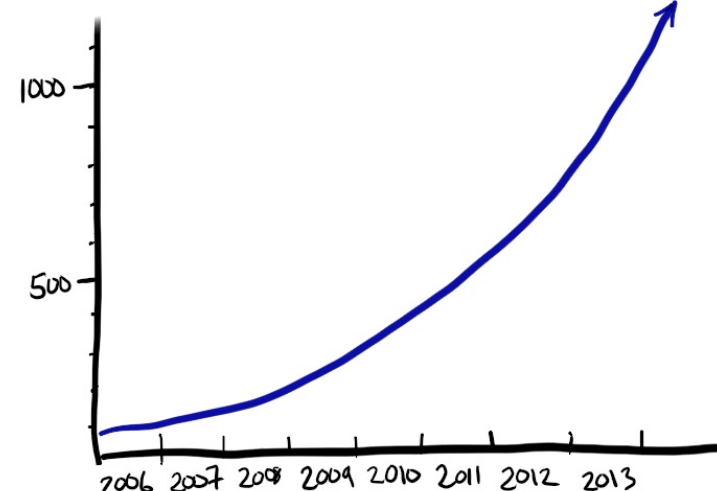
Trust > Control

Agile at scale
requires
Trust at scale

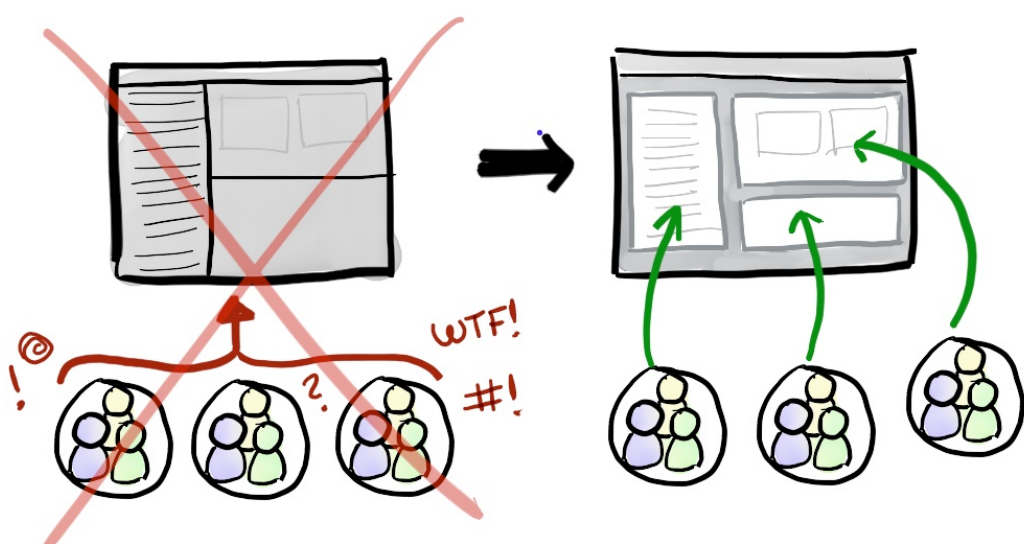


People > *

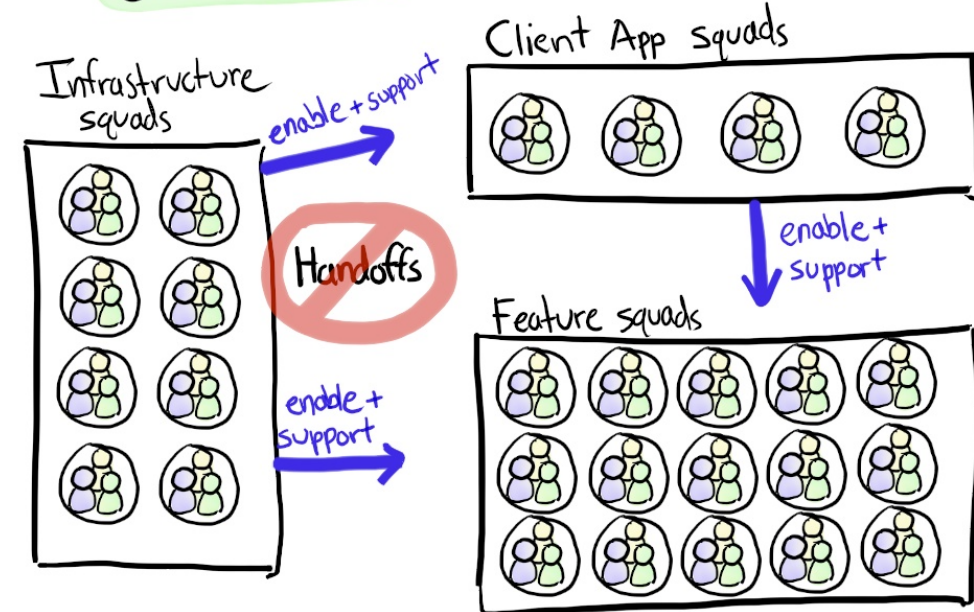
My colleagues
are awesome!



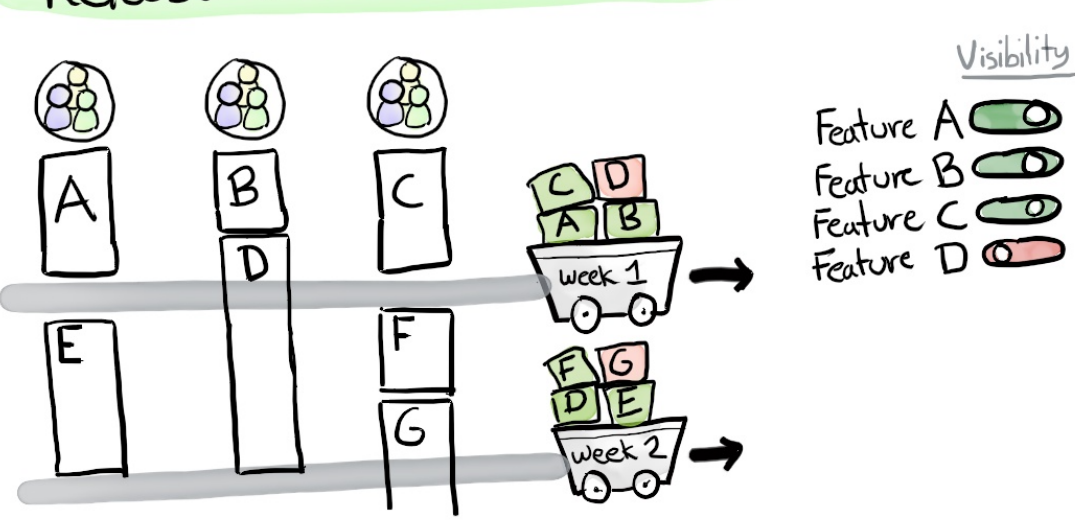
Decoupled releases



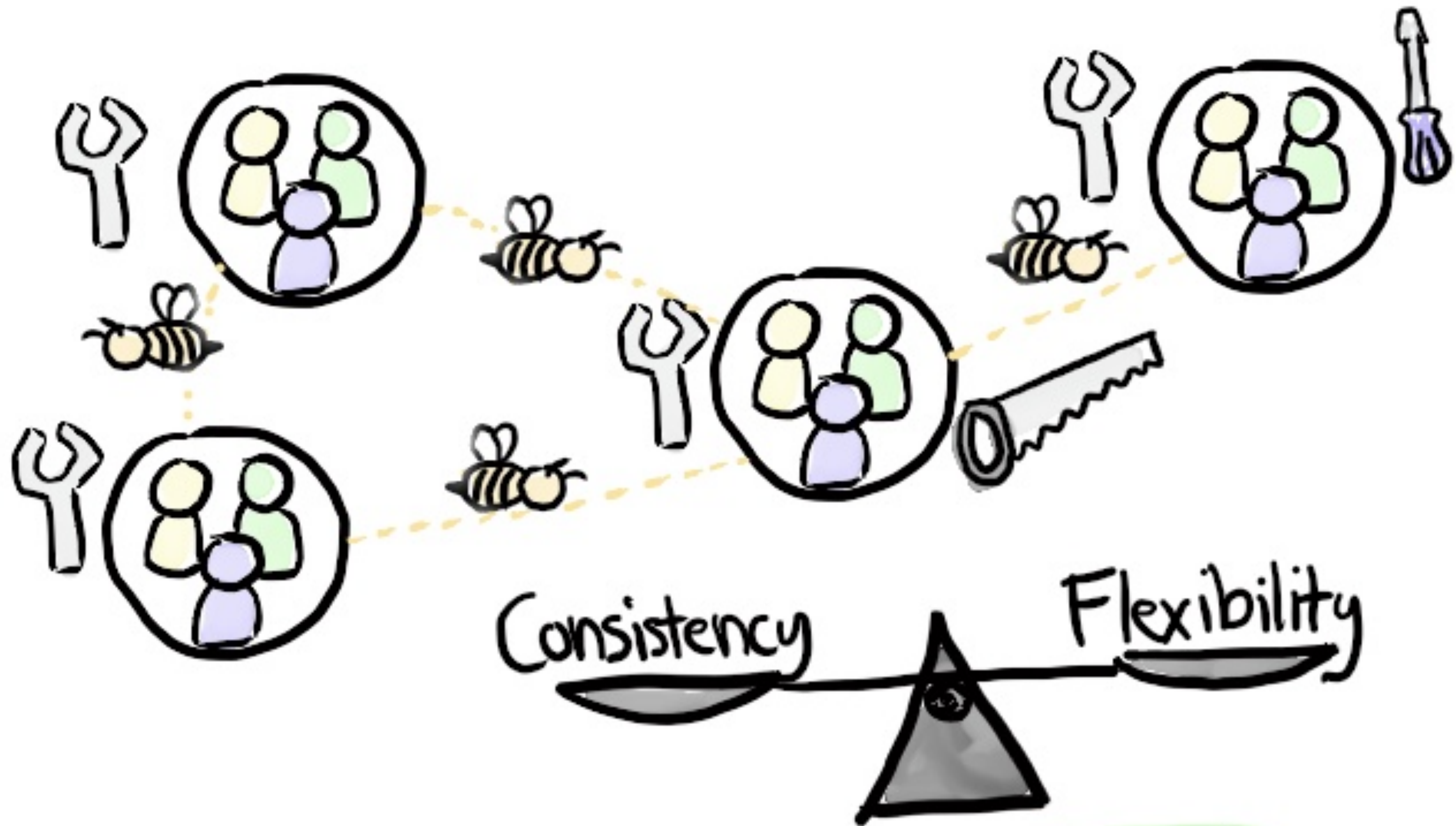
Self-service model
enable > serve

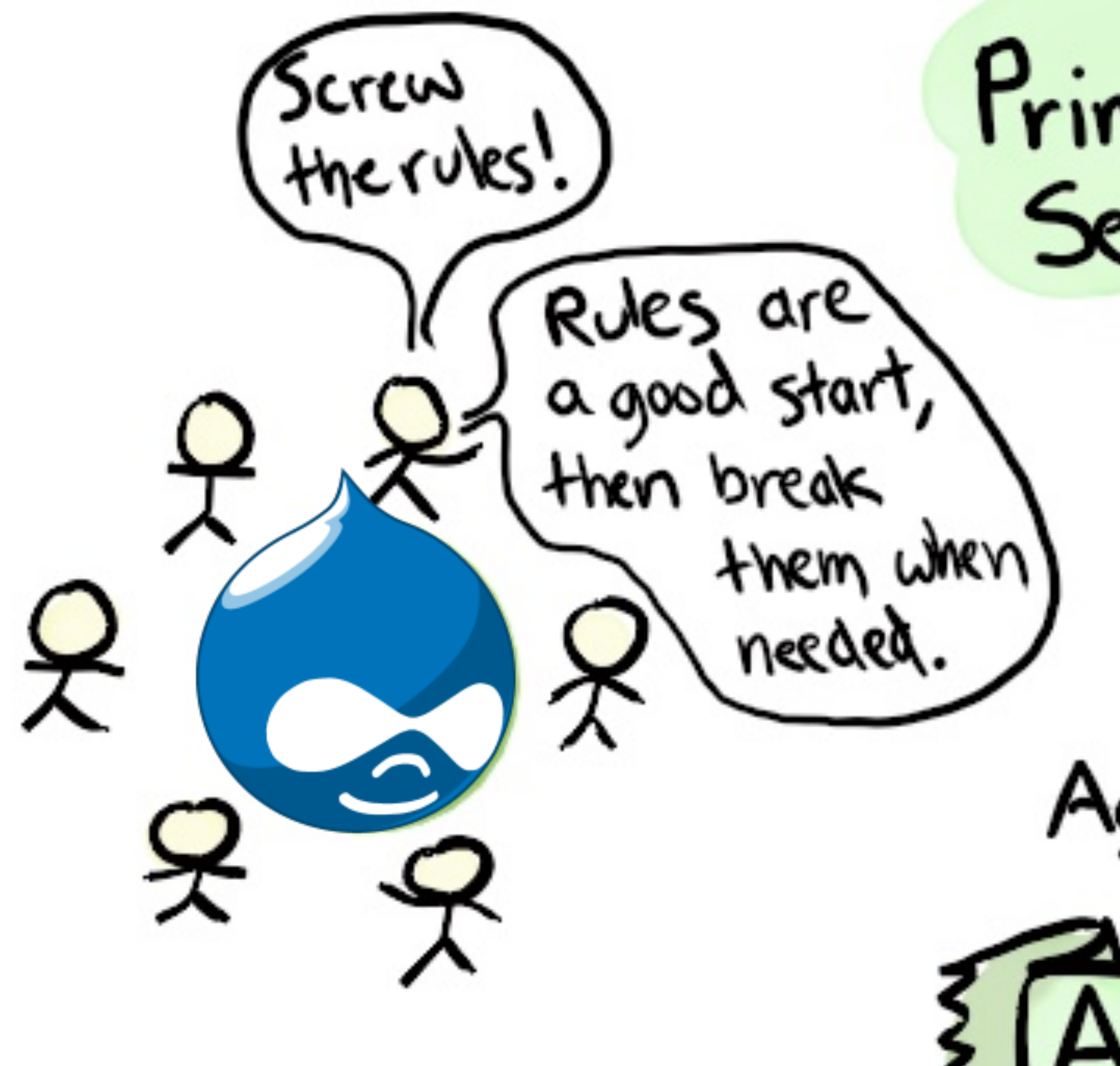


Release Trains + Feature Toggles



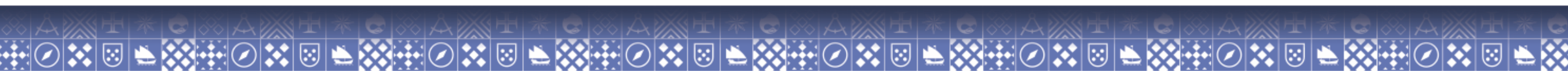
Cross-pollination > Standardization

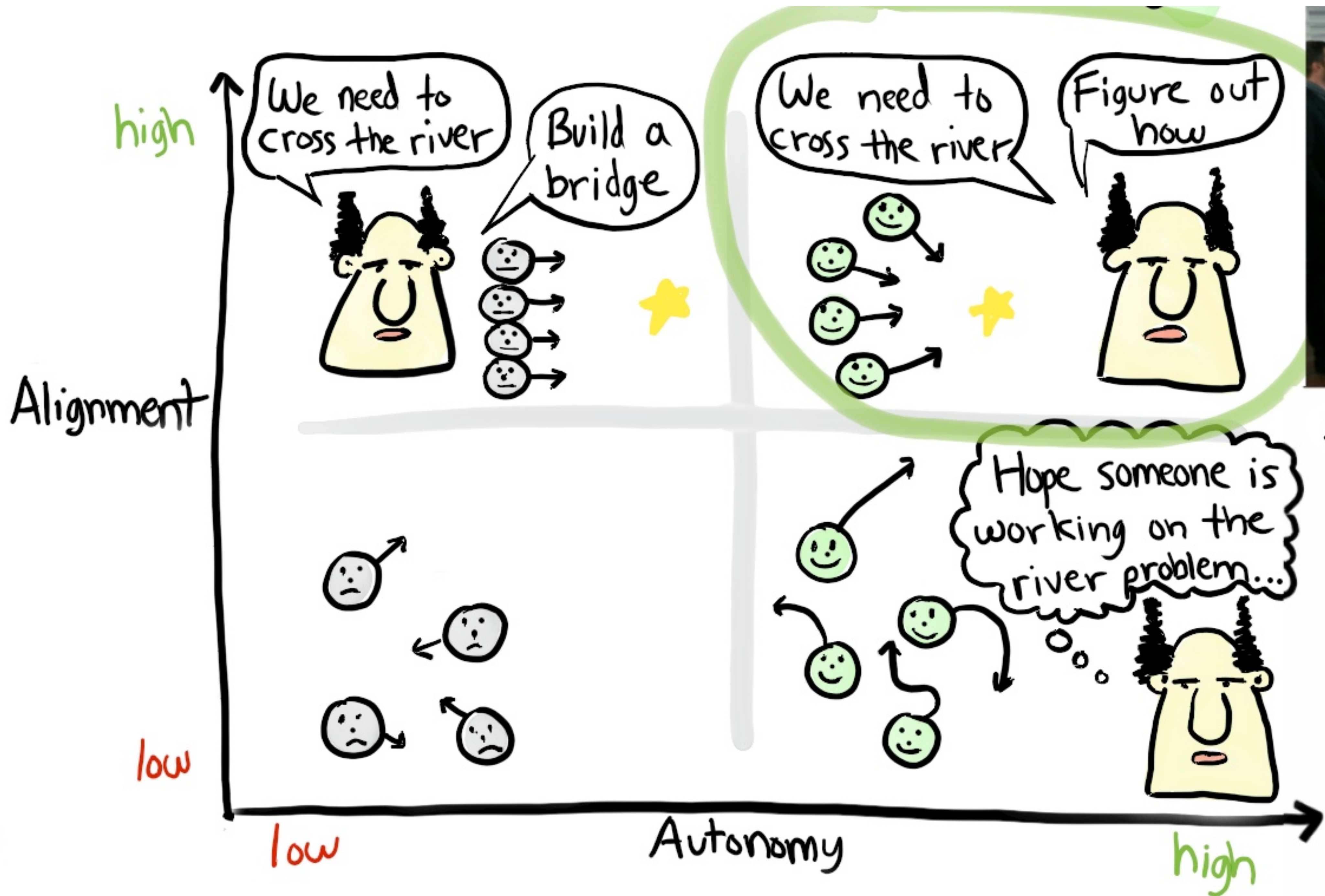




Trust > Control

Agile at scale
requires
Trust at scale



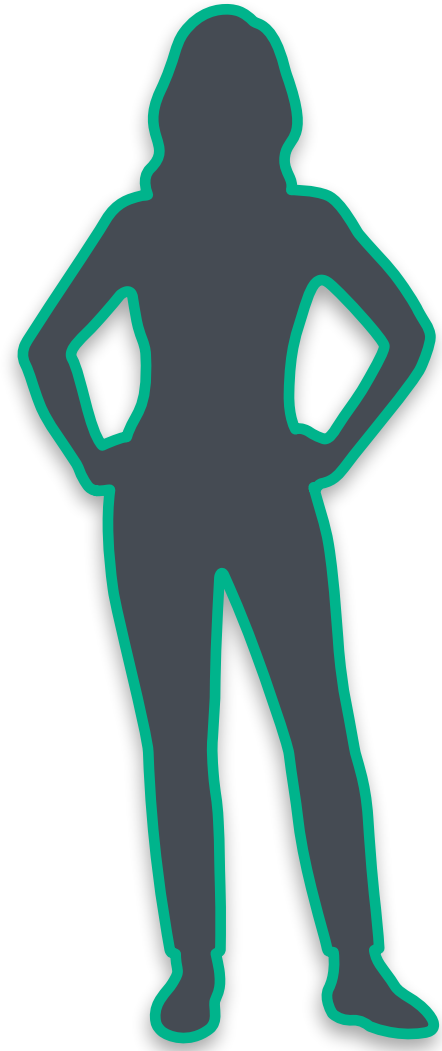


Small & frequent releases



People > *

10



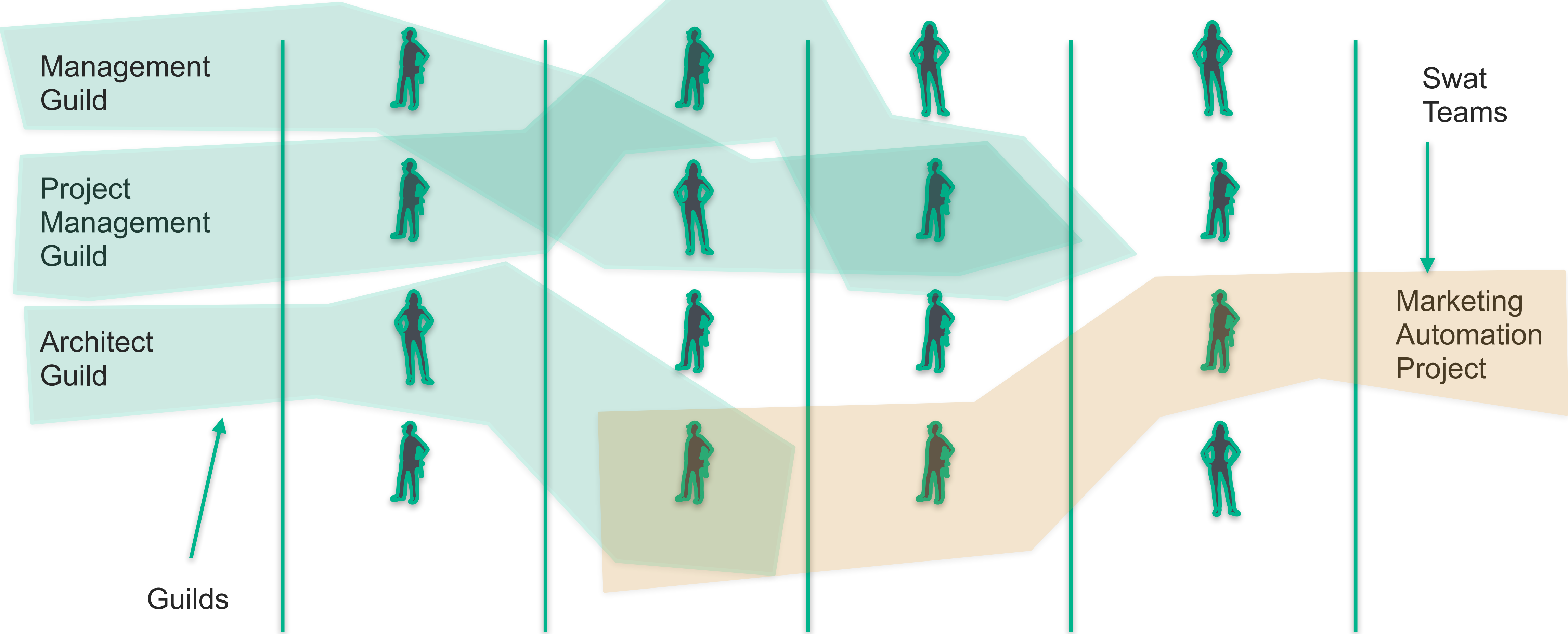
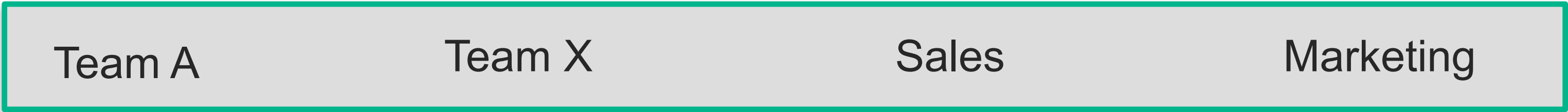
My colleagues
are awesome!

5



TM

Scrum Teams



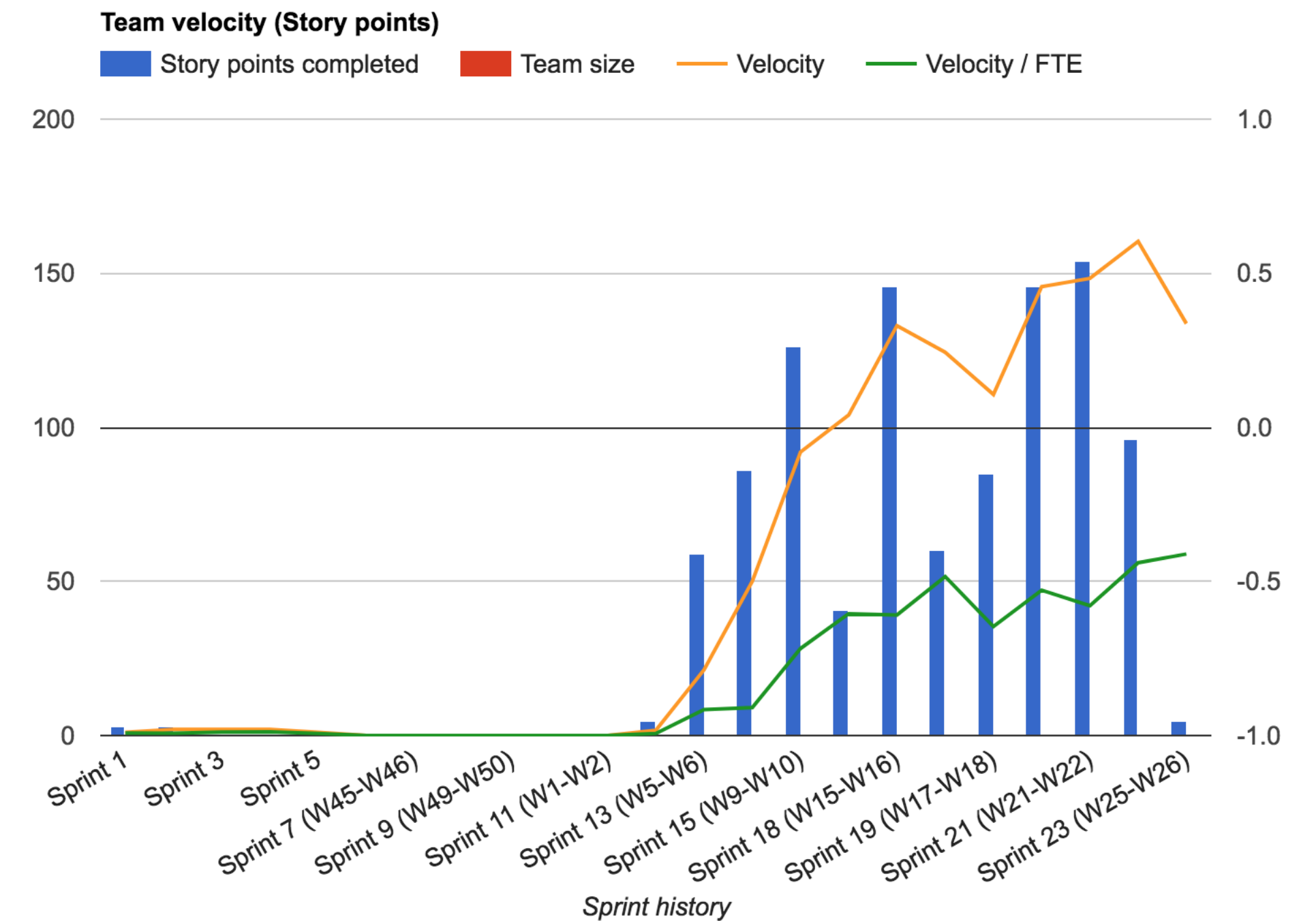
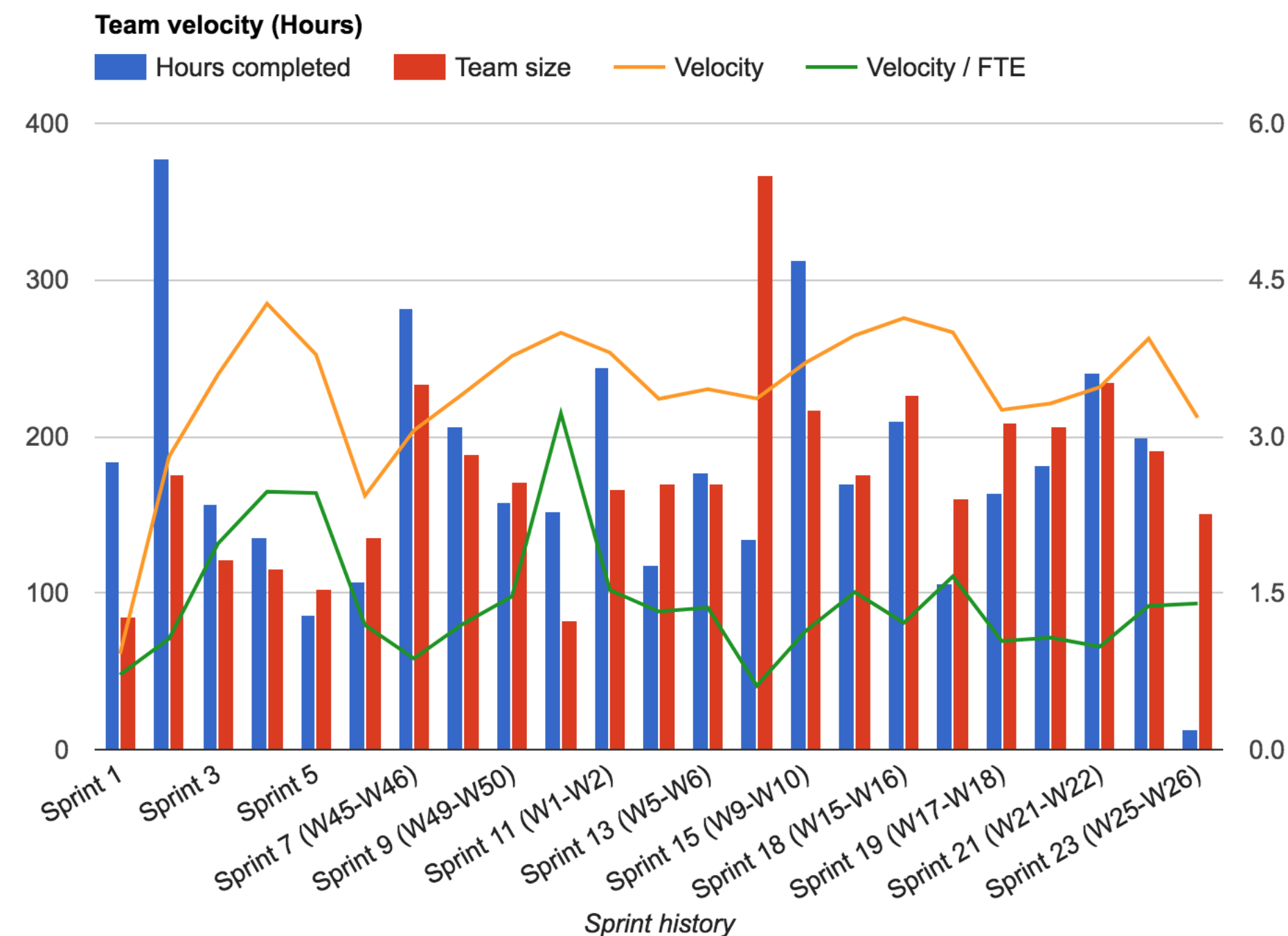
Evolution Rather than Transformation

Thanks to the book: The Phoenix Project



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Agile - Scrum - Kanban



Thanks to the Chris Pliakas during my time at Acquia




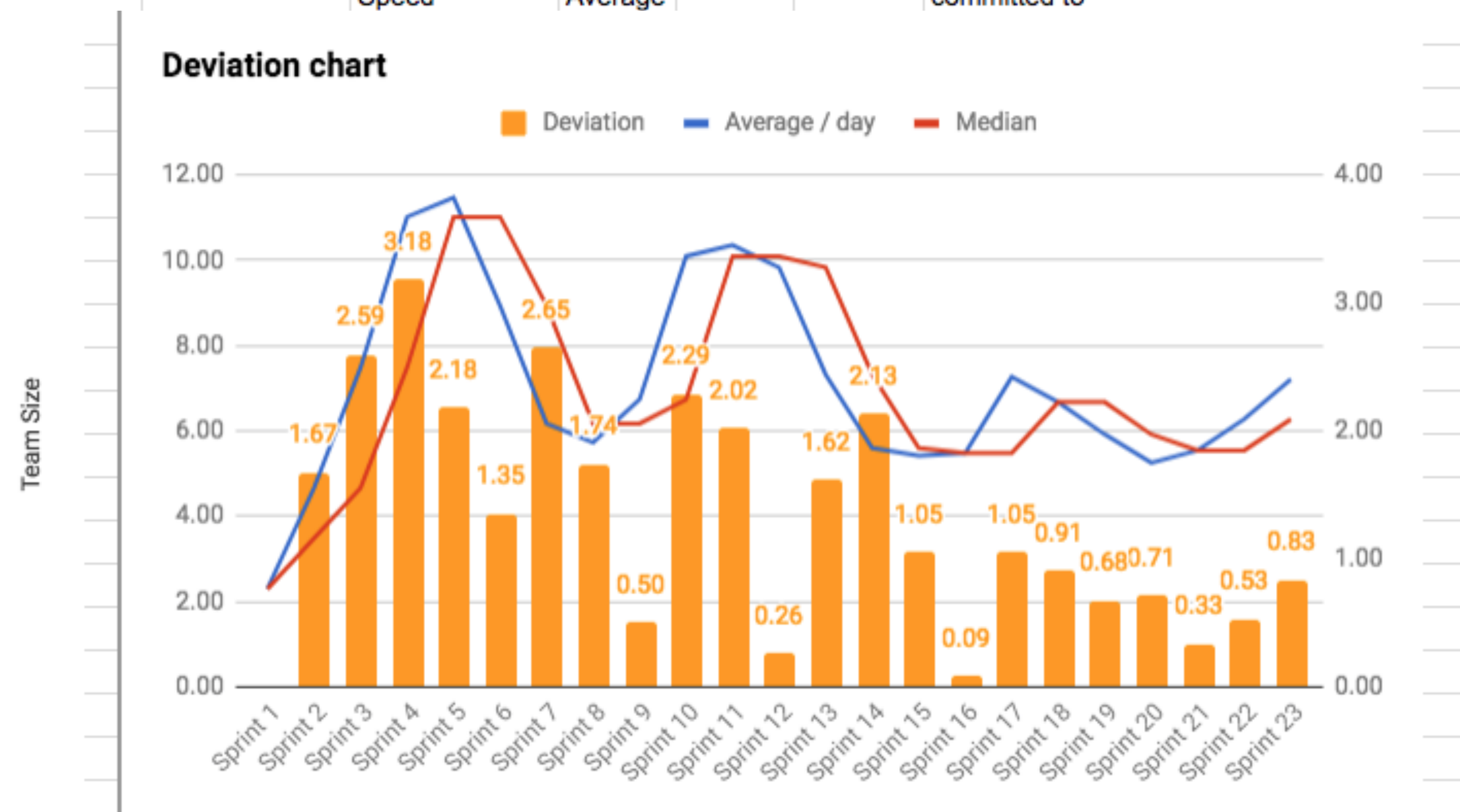
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	How many hours per person-allocation in the next sprint?		80.28										
		average per day for the last 3 sprints	7.206802543										
Sprint Name	Date start	Date End	Team size	Hours committed at start	Hours committed in total	Hours Completed	Velocity avg/fte	Velocity avg	Speed increment	Average / day	Median	Deviation	All stories initially committed to done?
Sprint 24	July 2, 2018	July 13, 2018	3.33	270									
Sprint 23	June 18, 2018	June 29, 2018	2.27	177.5	252.5	158	87.96	199.67	17.45%	7.21	6.28	0.83	no
Sprint 22	June 4, 2018	June 15, 2018	2.86	220	305.5	200	72.61	207.67	23.38%	6.28	5.54	0.53	no
Sprint 21	May 21, 2018	June 1, 2018	3.52	216	332	241	55.63	195.83	-7.90%	5.54	5.54	0.33	yes
Sprint 20	May 7, 2018	May 18, 2018	3.09	225	267.25	182	60.03	185.50	15.69%	5.25	5.92	0.71	no
Sprint 19	April 23, 2018	May 4, 2018	3.13	250	276	164.5	50.61	158.42	7.35%	5.92	6.68	0.68	no
Sprint 18	April 9, 2018	April 20, 2018	3.38	204	304	210	46.89	158.50	-70.63%	6.68	6.68	0.91	yes
Sprint 17	March 26, 2018	April 6, 2018	2.41	120	197.75	100.75	80.01	192.83	8.33%	7.26	5.48	1.05	no
Sprint 16	March 12, 2018	March 23, 2018	2.78	152	224.25	164.75	73.35	203.92	11.97%	5.48	5.48	0.09	yes
Sprint 15	February 26, 2018	March 9, 2018	3.26	285.5	352	313	64.57	210.50	59.08%	5.42	5.60	1.05	yes
Sprint 14	February 12, 2018	February 23, 2018	5.5	250.5	337.5	134	26.42	145.33	-171.29%	5.60	7.32	2.13	no
Sprint 13	January 29, 2018	February 9, 2018	2.54	226.5	226.5	184.5	71.69	182.08	2.65%	7.32	9.83	1.62	no
Sprint 12	January 15, 2018	January 26, 2018	2.54	137	170.5	117.5	69.78	177.25	-12.13%	9.83	10.10	0.26	no
Sprint 11	January 1, 2018	January 12, 2018	2.49	122.5	261.25	244.25	78.25	194.83	-87.75%	10.35	10.10	2.02	no
Sprint 10	December 18, 2017	December 29, 2017	1.24	196	243	170	146.91	182.17	41.84%	10.10	6.74	2.29	
Sprint 9	December 4, 2017	December 15, 2017	2.57	183	217.25	170.25	85.44	219.58	17.46%	6.74	6.17	0.50	no
Sprint 8	November 20, 2017	December 1, 2017	2.83	248.5	247.25	206.25	70.52	199.58	34.57%	5.73	6.17	1.74	no
Sprint 7	November 3, 2017	November 17, 2017	3.5	209.25	363.75	282.25	46.14	161.50	-19.78%	6.17	8.94	2.65	yes
Sprint 6	October 20, 2017	November 3, 2017	2.04	186	209.25	110.25	55.27	112.75	-51.66%	8.94	11.02	1.35	no
Sprint 5	October 6, 2017	October 20, 2017	1.54	124.6	85.6	92	83.82	129.08	-54.01%	11.47	11.02	2.18	no
Sprint 4	September 22, 2017	October 6, 2017	1.73	159	176	136	129.09	223.33	-1.58%	11.02	7.48	3.18	no
Sprint 3	September 8, 2017	September 22, 2017	1.82	122	216	159.25	131.14	238.67	46.39%	7.48	4.66	2.59	yes
Sprint 2	August 25, 2017	September 8, 2017	2.64	251.75	251.75	374.75	70.30	185.58	67.31%	4.66	3.48	1.67	yes
Sprint 1	August 14, 2017	August 25, 2017	1.28	22	22	182	22.98	60.67		2.30	2.30		

Thanks to the Chris Pliakas during my time at Acquia

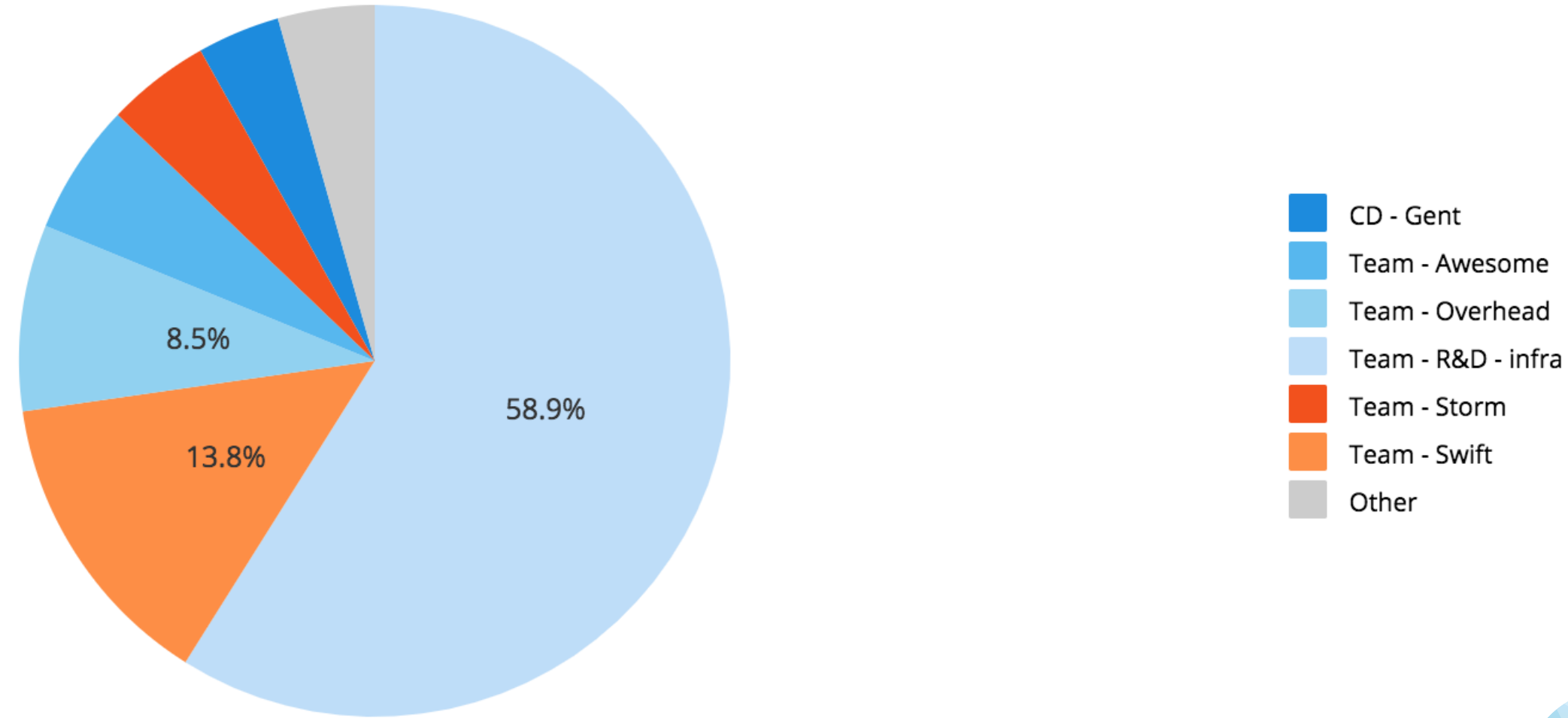
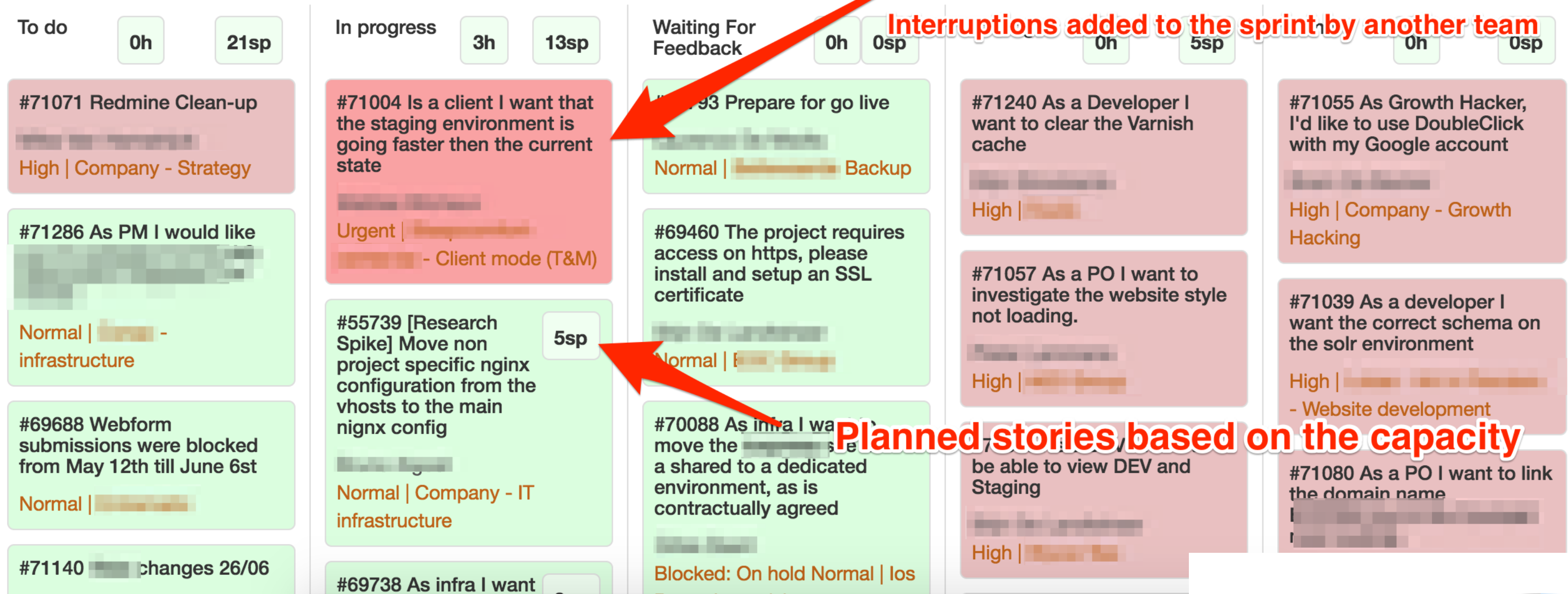
Hours committed at	Hours committed in	Hours			Speed	Average			All stories initially committed to

Hours Completed Team size Velocity avg/fte Velocity avg



Dropsolid

Company - IT infrastructure 2018-06-25 - Sprint 36



Thanks to the Chris Pliakas during my time at Acquia Dropsolid



Agile - Scrum - Kanban

- Do not fear interruptions
- Capture them, calculate the percentage, and embrace it.
- Find out how to reduce interruptions
- Aim for a fully independent development team

Thanks to the Chris Pliakas during my time at Acquia



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QUESTIONS?

DevOps Across the Organization

```
~/tmp ➤ launchpad project get cozinmusic
Cloning the repository... Done
Generating certificate... Done
Writing templates and files... Done
Starting docker-sync container... Done
Starting Docker stack... Done
Adding server of project to known hosts... Done
Syncing staging database to local... Done
Syncing staging files to local... Done
Clearing cache... Done
~/tmp ➤
```

130 x 21:55:13 ?

21:57:34 ?

- Teach your team everything you know about infrastructure. It's so important to understand the tooling you're working with.
- Be transparent
- Do workshops / Developer meetings

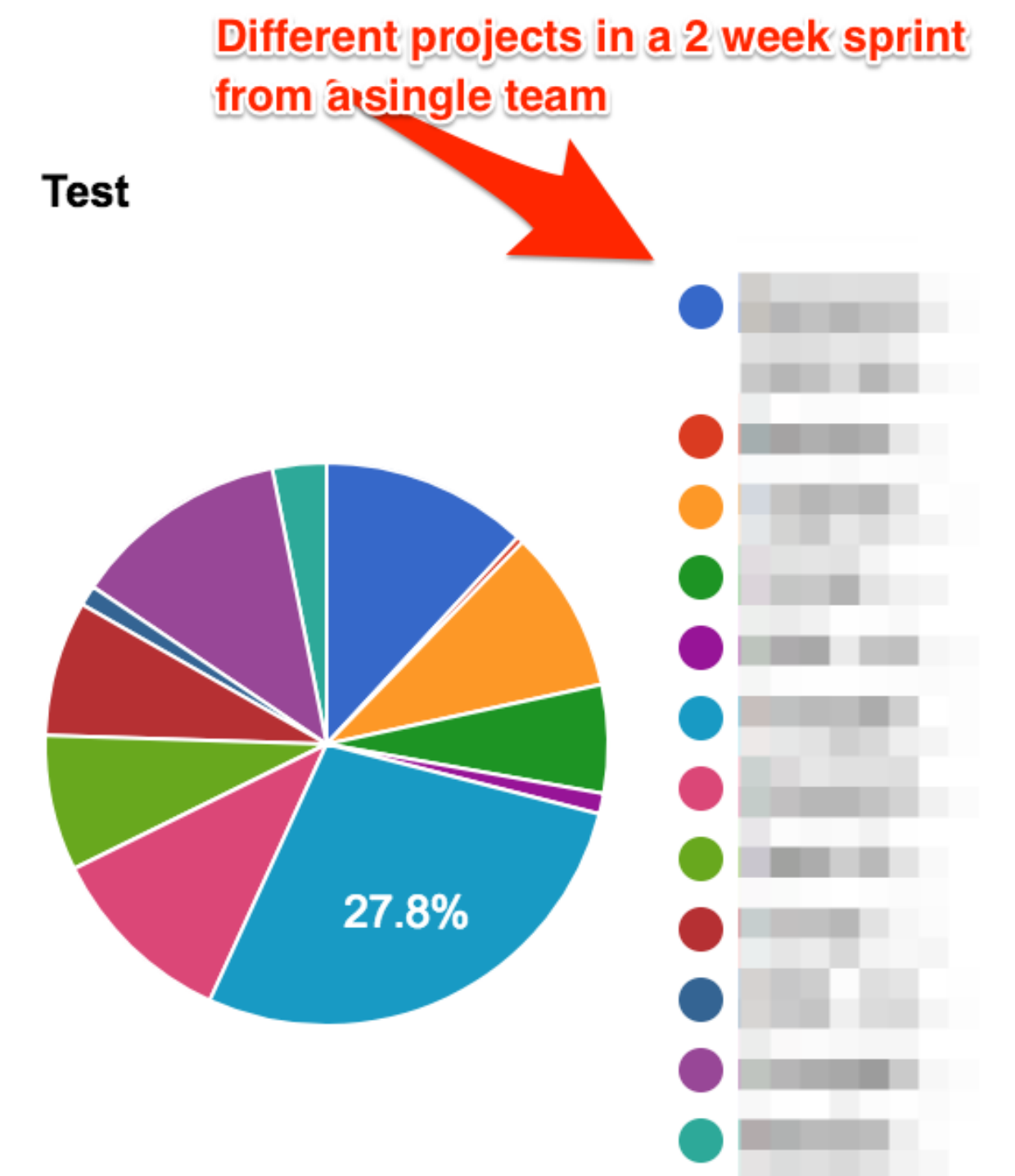
Thanks to the book: The Phoenix Project



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Early Feedback Loop

- 2 weekly cycles
- Demo's
- Retrospectives
- Planning / Sizing
- Who pays?





















Thanks to the book: The Phoenix Project



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Avoiding Isolation

- Dunbar's number
- Record, record, record
- Kruisbestuiving (cross-pollination)
- Swat teams, scrum teams, guilds

	demo_30_rd.mp4	
	sprint_28_rd.mp4	
	project_creation_start_to_finish.mp4	
	sprint26.mp4	
	sprint27.mp4	
	sprint25.mp4	
	sprint24.mp4	
	sprint23.mp4	
	preview-jenny-with-technical-details-2017-11-01....	

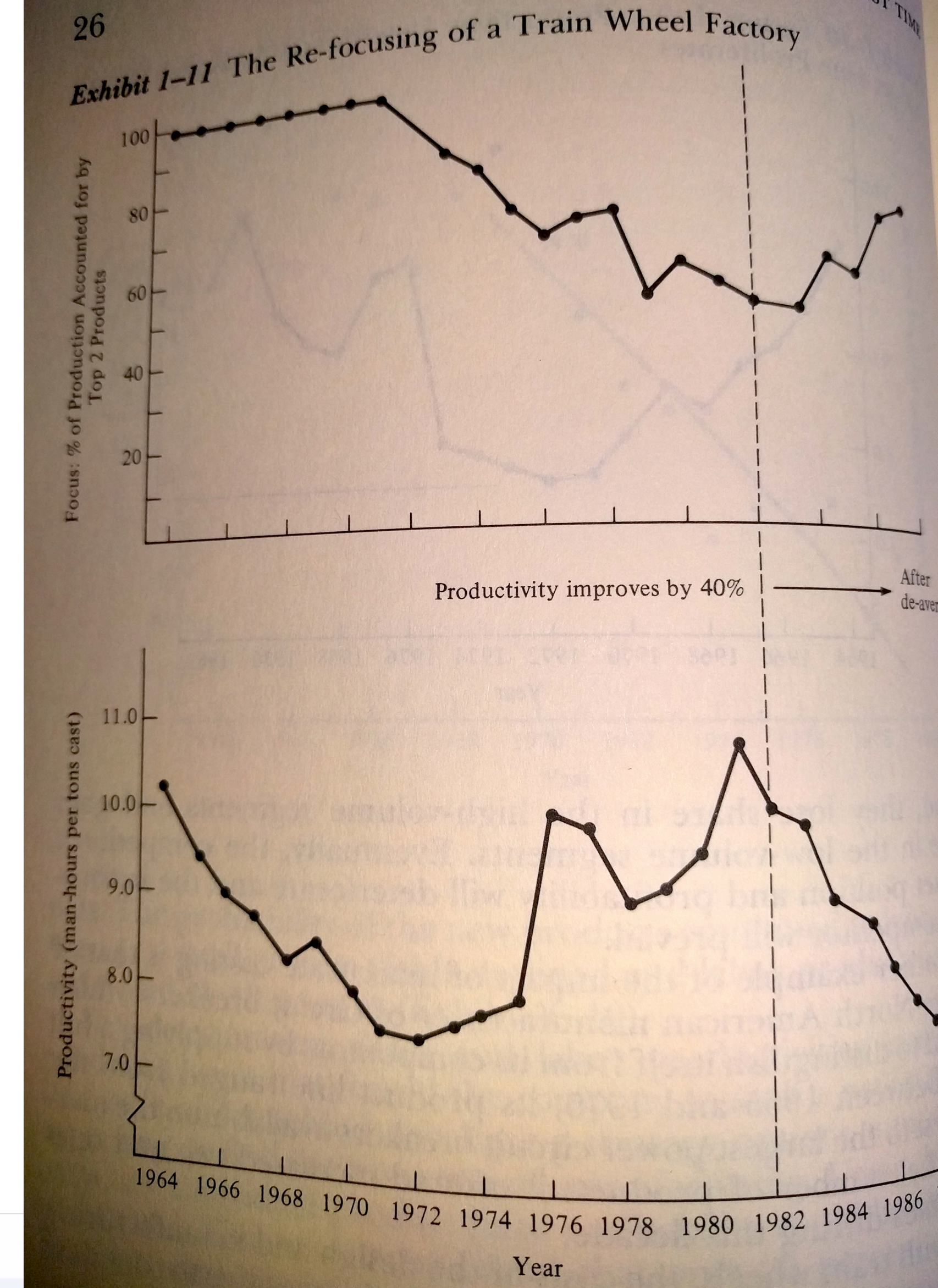
Thanks to the book: The Phoenix Project



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Stealing Time

- Why a metal factory isn't that different from [Insert your company here]



Thanks to the book: Competing Against Time Dropsolid



The Digital Business Company

Stealing Time

- As a CTO, dare to make and state hard choices in your company. Do it with care. Argue with time.

Thanks to the book: Competing Against Time



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Roles

- Team Lead
- PM
- Members

Thanks to the books:

- The Phoenix Project
- The First 90 Days, Updated and Expanded: Proven Strategies for Getting Up to Speed Faster and Smarter



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Roles

- Team Lead
- PM
- Members
- Architect
- Estimation Engineer
- Scrum Master
- Team member
- Proxy PO

Thanks to the books:

- The Phoenix Project
- The First 90 Days, Updated and Expanded: Proven Strategies for Getting Up to Speed Faster and Smarter

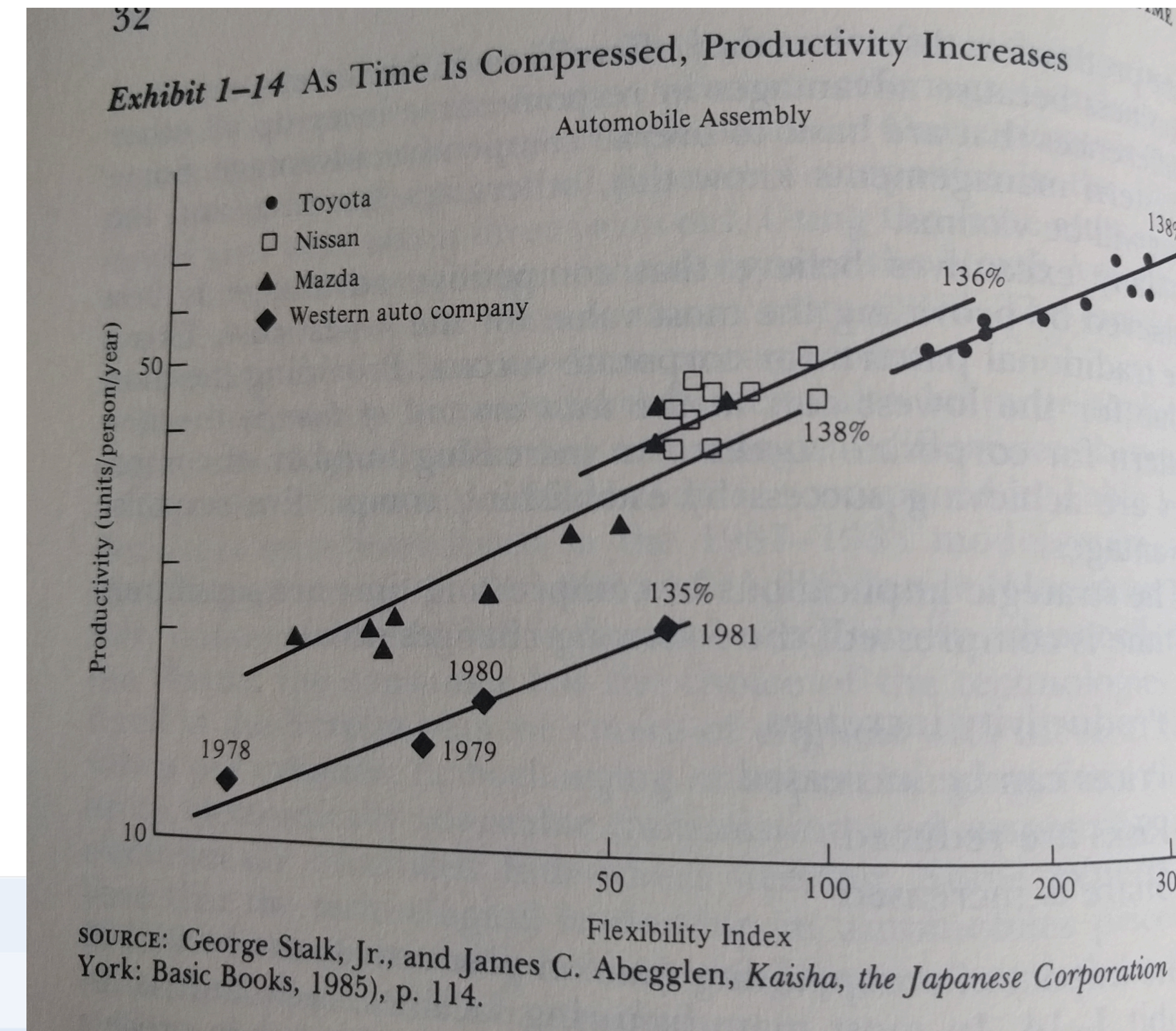


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Automate (What You Can) and Review

- Throughput per person needs to increase without adding burden on the person. Become faster by becoming smarter

* The process flexibility index is a quantitative measure that can be used to support rational product development and manufacturing investment decisions, and clearly illustrates important concepts regarding controllability among conflicting specifications. A high Cp indicates that the process can consistently manufacture the product within precisely defined performance specifications. A high Cf indicates that the process can be easily changed to meet diverse performance specifications.



Thanks to the book: Competing Against Time Dropsolid



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Automate (What You Can) and Review

- Agile tooling
- Continuous integration (Jenkins, Platforms like Acquia, Pantheon, Dropsolid, ...)
- Automated Testing
- Install Profiles that align with your sales strategy
- Dashboards



External Crawler Site Information
Domains Overview
SSL Overview
Hosting Overview
Hosting Subscriptions Overview
Modules Overview
Sales
Coolfix Site info
Quarterly Sales Report
Fix for Free Sales and activation Report
HR
Engagement Bonus Board
Support
Customer Support
Customer Support Zendesk Statistics
Customer Support Drupal Core Update list
Customer Support Subscriptions
Zendesk to be processed for invoicing
Timelogging
Issues that have been logged at since yesterday and are overtime
Storm Timelog
Awesome Timelog
Swift Timelog
Strategy Timelog
Marketing Timelog
Cooldrops Gent Timelog
Cooldrops Hasselt Timelog

About those dashboards..

- Using cumul.io to visualize data.
- Using Google App Engine & Symfony to collect and process this data.
- Using Redmine for time logging and project management
- Using Basecamp for customer communication during active projects
- Using Zendesk for Customer Support
- Using Teamleader for invoicing & sales
- Using intuo.io for Culture measurement
- Using Google GSuite for Authentication



Naam	Departement	ID	Btw	Aankooppri	Dropsolid Sol
Flex Commerce	Dropsolid NV	CD-FLEX-F016	21%		€ <div><div></div><div></div><div></div><div></div><div></div></div>
Flex feature Page (basic)	Dropsolid NV	CD-FLEX-F011-B	21%		<div><div></div><div></div><div></div><div></div><div></div></div>
Flex Feature Fotogalerij (complex)	Dropsolid NV	CD-FLEX-F004-C	21%	€	<div><div></div><div></div><div></div><div></div><div></div></div>
Flex feature Nieuws (Basic)	Dropsolid NV	CD-FLEX-F001-B	21%	€	<div><div></div><div></div><div></div><div></div><div></div></div>
Flex feature Nieuws (Complex)	Dropsolid NV	CD-FLEX-F001-C	21%	€	<div><div></div><div></div><div></div><div></div><div></div></div>
Flex feature Blog (Complex)	Dropsolid NV	CD-FLEX-F002-C	21%	€	<div><div></div><div></div><div></div><div></div><div></div></div>
Flex feature Blog (Basic)	Dropsolid NV	CD-FLEX-F002-B	21%	€	<div><div></div><div></div><div></div><div></div><div></div></div>
Flex Feature Testimonial (complex)	Dropsolid NV	CD-FLEX-F003-C	21%	€	<div><div></div><div></div><div></div><div></div><div></div></div>
Flex Feature Testimonial (basic)	Dropsolid NV	CD-FLEX-F003-B	21%	€	<div><div></div><div></div><div></div><div></div><div></div></div>
Flex feature Jobs (basic)	Dropsolid NV	CD-FLE-F012-B	21%	€	<div><div></div><div></div><div></div><div></div><div></div></div>

About that install profile

- As CTO, align with your strategic department
- As CTO, delegate so this is no longer your task.
- As CTO, teach all the departments about this time-reducing tool
- As CTO, delegate so this is no longer your task
- As CTO, do a quality assurance on the results
- As CTO, delegate so this is no longer your task
- Repeat..



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Creating Culture

ENGAGEMENT BONUS BOARD

1 point equals €0.1, minimum points to convert to a gift card is 100. A praise is worth 4 points, a like is worth 1 point. Giving a praise will, hence, cost you 4 credits and giving a like will cost you 1 credit.

Credits are valid for a whole month and will then be reset. Points are valid until you redeem them. Default sort is to those who gave away the most this month, as they deserve to be in the spotlights.

Search

Name	Eligible Praises received	Eligible Likes received	Eligible Praises given	Eligible Likes given	Credits	Points Available
	25	84	6	27	46	184
	5	24	20	110	48	44
	8	18	4	2	50	50
	6	35	10	68	50	59
	14	59	16	52	50	115
	4	8	6	19	50	24
	17	66	6	141	50	134
	4	16	11	27	50	32
	9	46	0	0	50	82
	3	8	2	0	50	20

as impressed with
ert

GB

Gilles Baert

got a thumbs up from Bruno Algoet

TEAMWORK

Thanks or helping me out with a Mac charger during the weekend!

EC

Eline Van Coillie

got a thumbs up from Dominique De Cooman

Dropsolid

Makkelijk Digitaal Ondernemen

15:40

Mon, Jul 2nd 2018

DROPSOLID'S ENGAGEMENT SCORE

75%

GREAT

Dropsolid

Makkelijk Digitaal Ondernemen

Thanks to the book: The Modern CTO

Managing

- Simple - Be human. Be humble. Be a servant.

Thanks to the book: The Modern CTO



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Speaking up

- Dare to be dumb
- Take risks
- Don't be the tech-deity in your company. Be the link between departments and dare to say that how it is, can always be improved.
- Be aware how you bring a tough message. Practice it.

Thanks to the book: The Modern CTO



DropSolid
The Digital Business Company

Poor code?

- Strange right? I haven't talked about poor code?

Thanks to the book: The Modern CTO



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QUESTIONS?



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SO WHAT'S NEXT FOR YOU?

Because we are hiring ;-)



QUESTIONS?



THANK YOU