



DRUPAL DEVELOPER DAYS
LISBON 2018

One flew over the developers nest

Nick Veenhof
@Nick_vh
Dropsolid



Dropsolid

The Digital Business Company



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AcQUIA®



DropSolid
The Digital Business Company



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Gold Sponsors





The story



~~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?



WHO DO WE WANT TO BE?



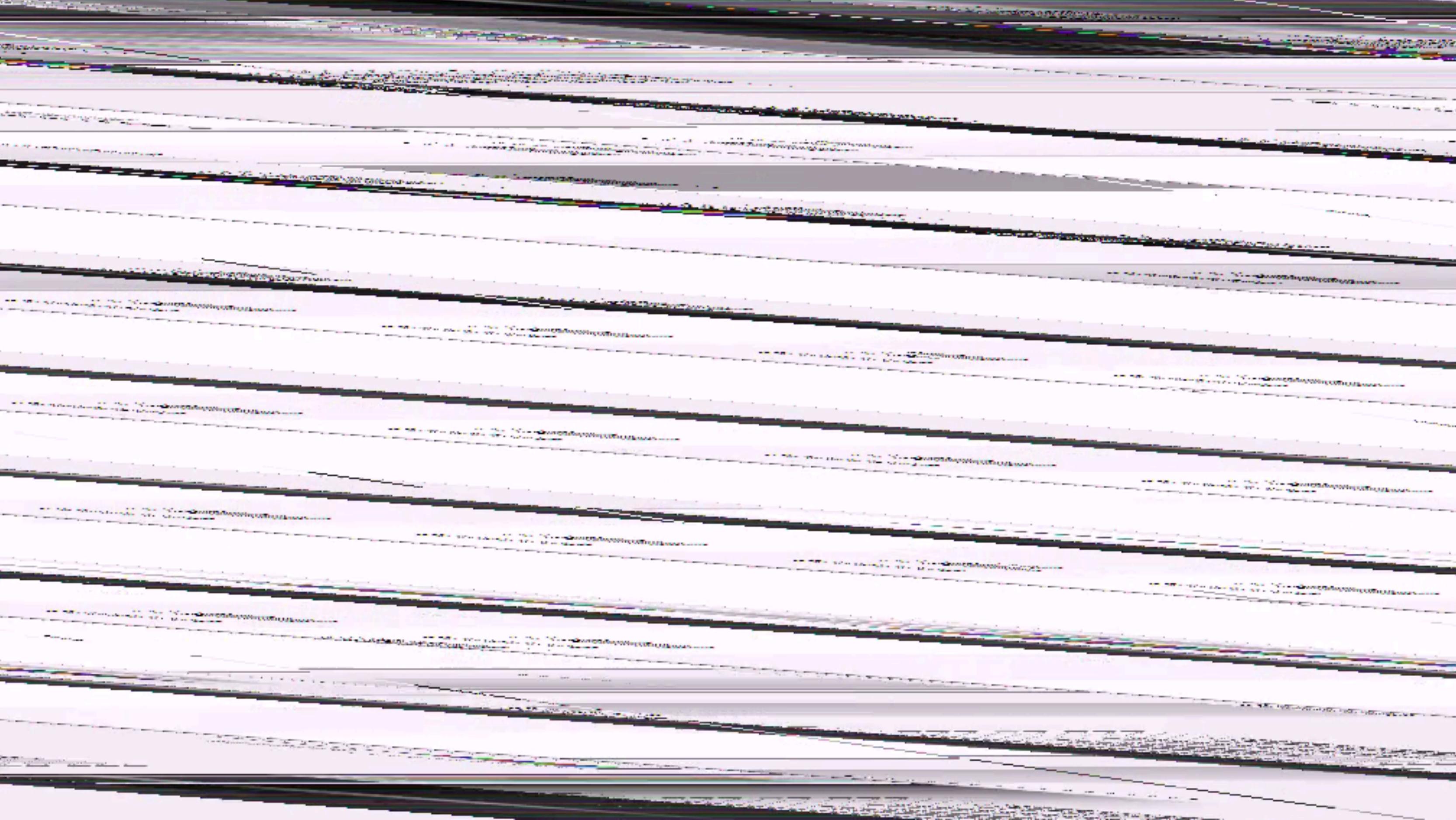
WHO AM I?

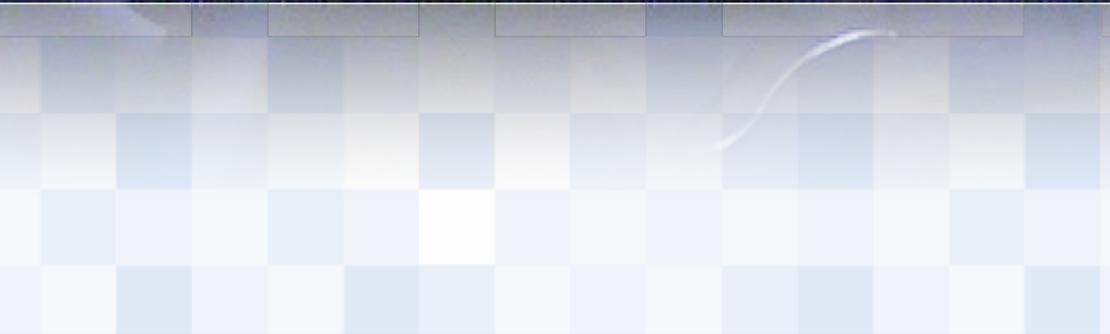
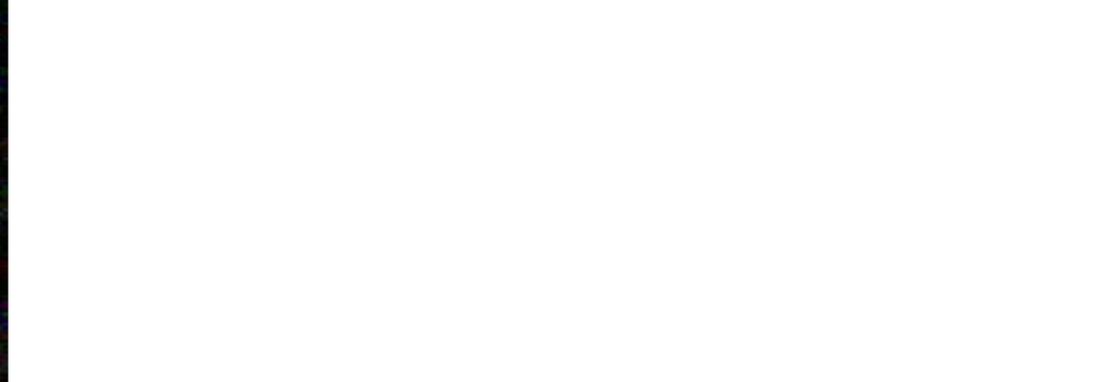
Age: 8 ('94)

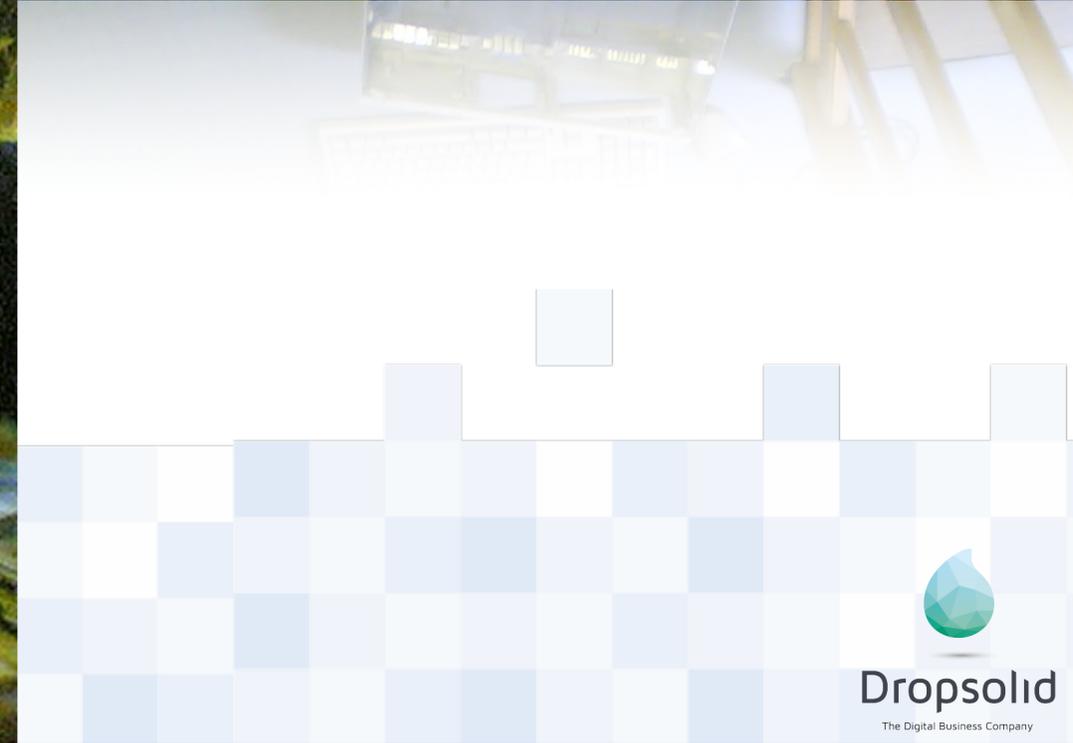
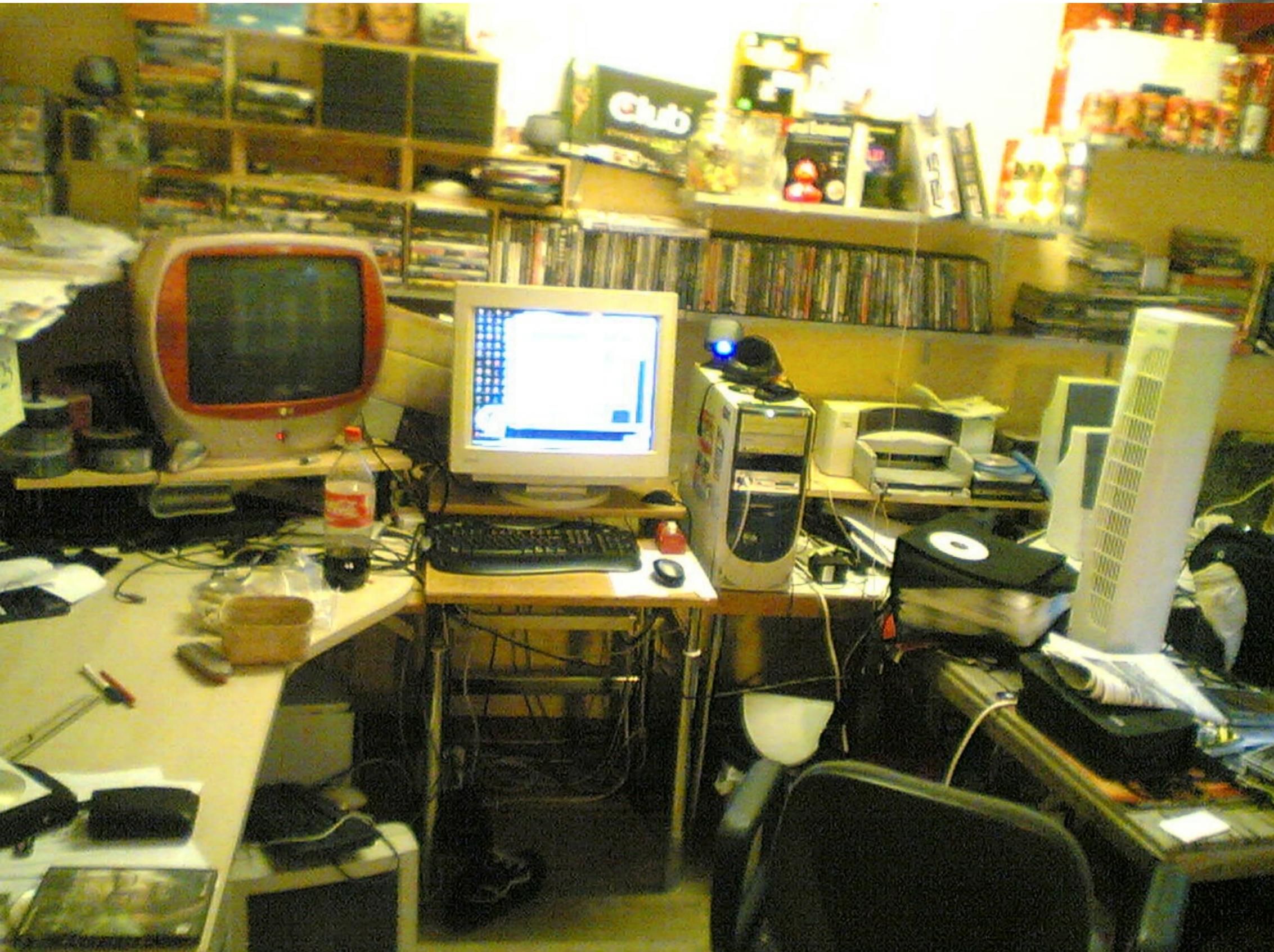


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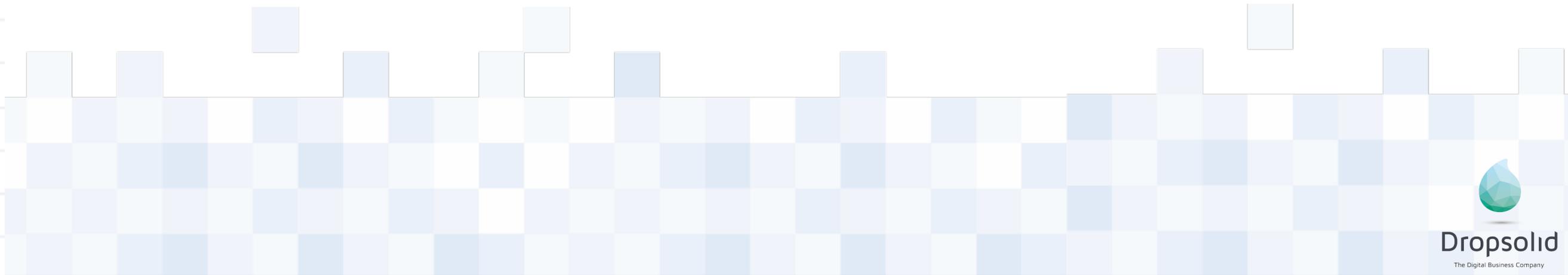




Age: 20 ('06)

My first Drupal project!

- 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



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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...



Fast forward



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?

Overturning Preconceptions

Thanks to the books:

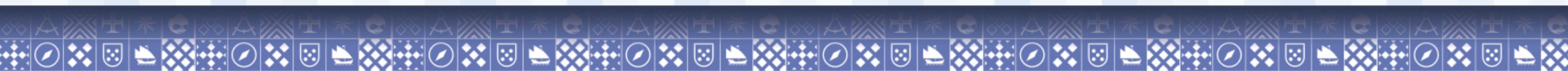
- The Phoenix Project

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



DropSolid

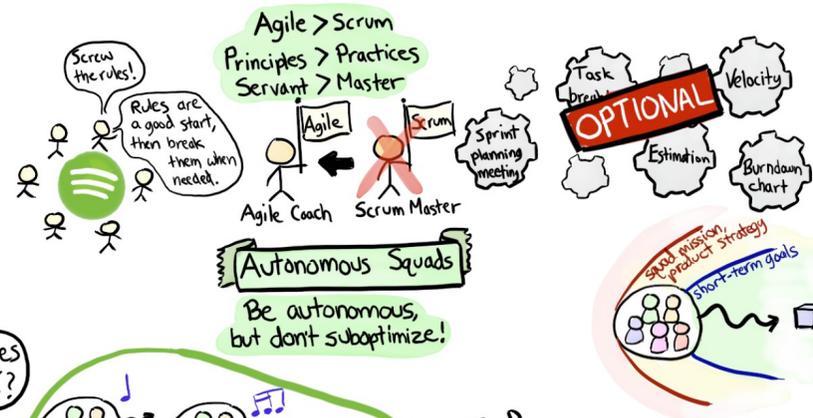
The Digital Business Company



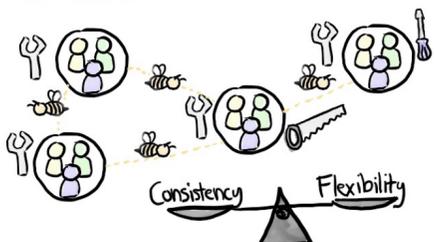
Spotify Engineering Culture

Part 1 of 2

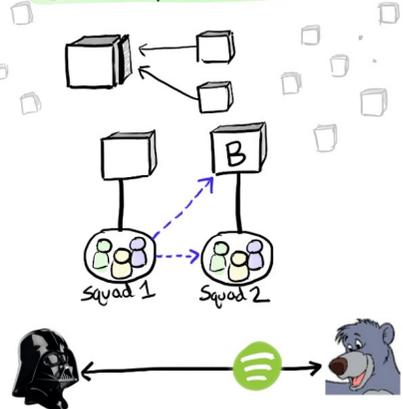
Henrik Kniberg
Jan 2014



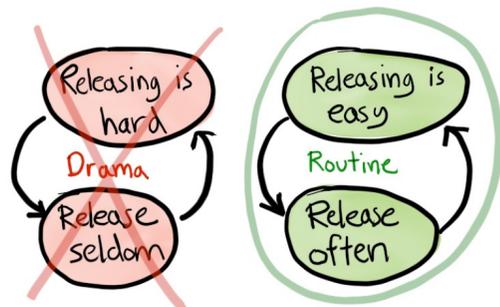
Cross-pollination > Standardization



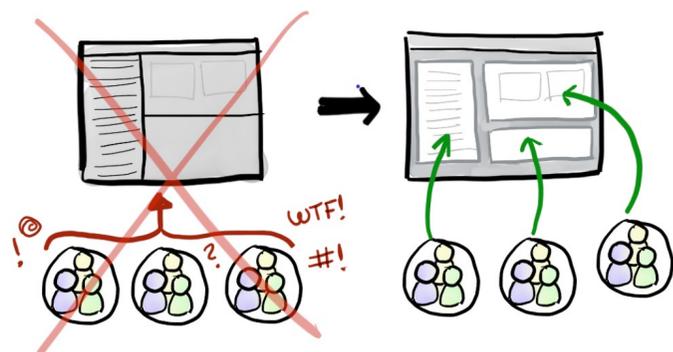
Internal Open-source model



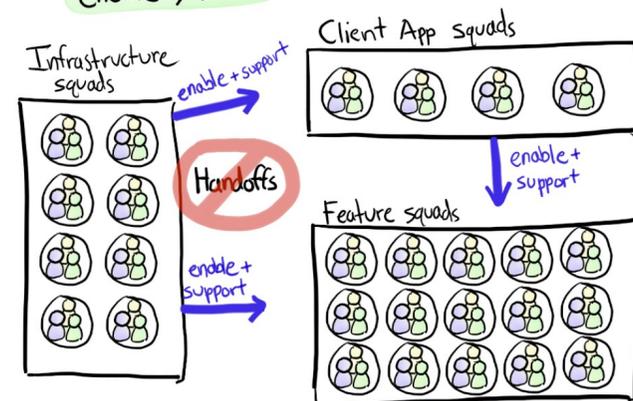
Small + frequent releases



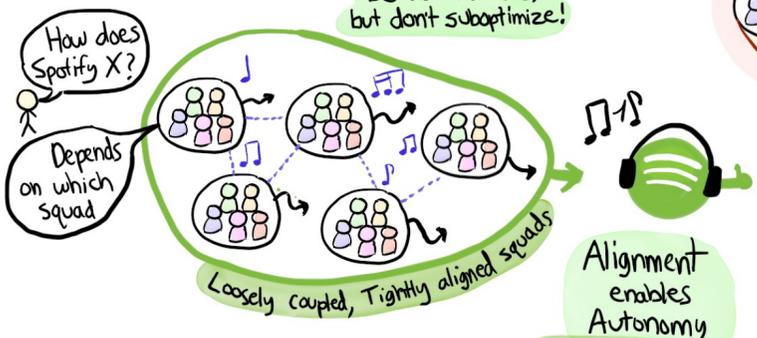
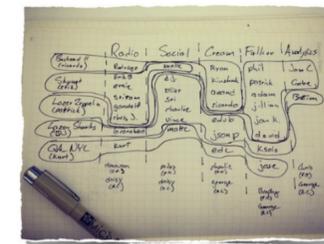
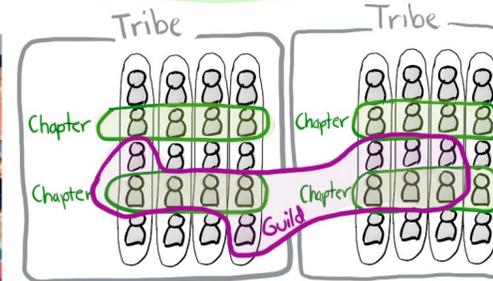
Decoupled releases



Self-service model enable > serve



Community > Structure



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



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



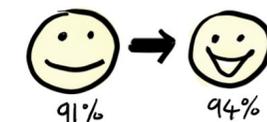
If you need to know exactly who is making decisions, you are in the wrong place.

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.



Trust > Control

Agile at scale requires Trust at scale

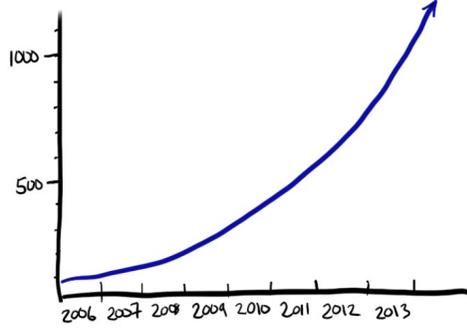
1200+ employees
30+ countries

~~Politics~~ ~~Fear~~

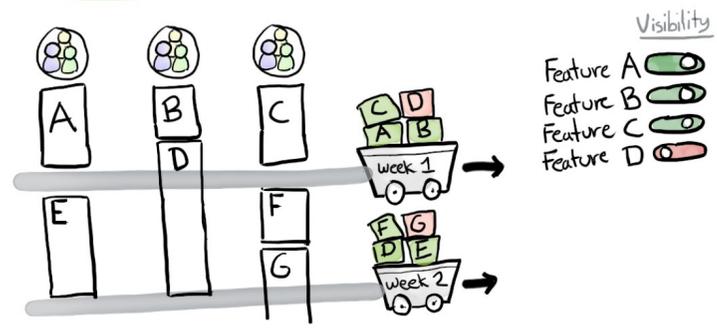
People > *

My colleagues are awesome!

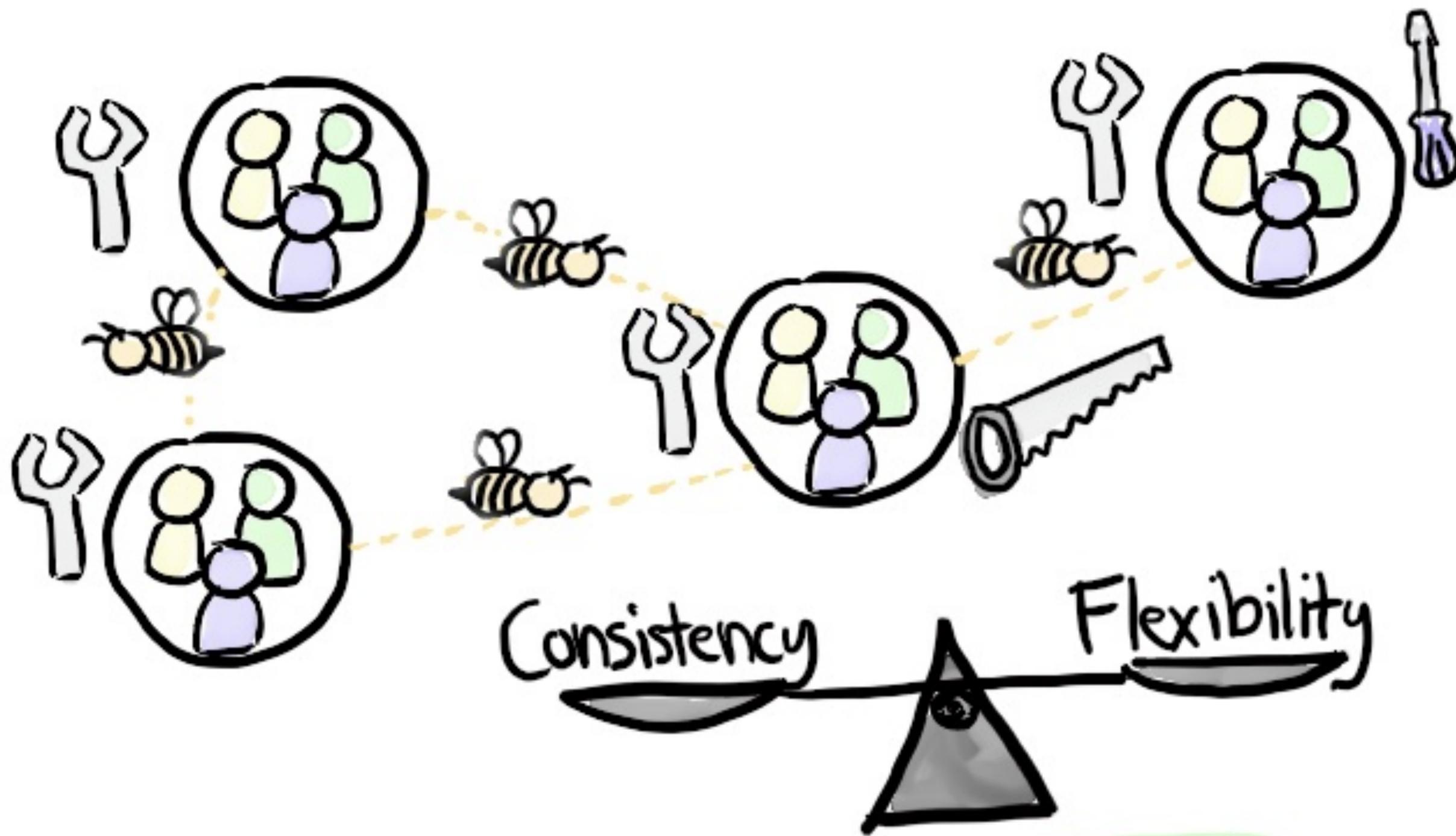
~~Ego~~

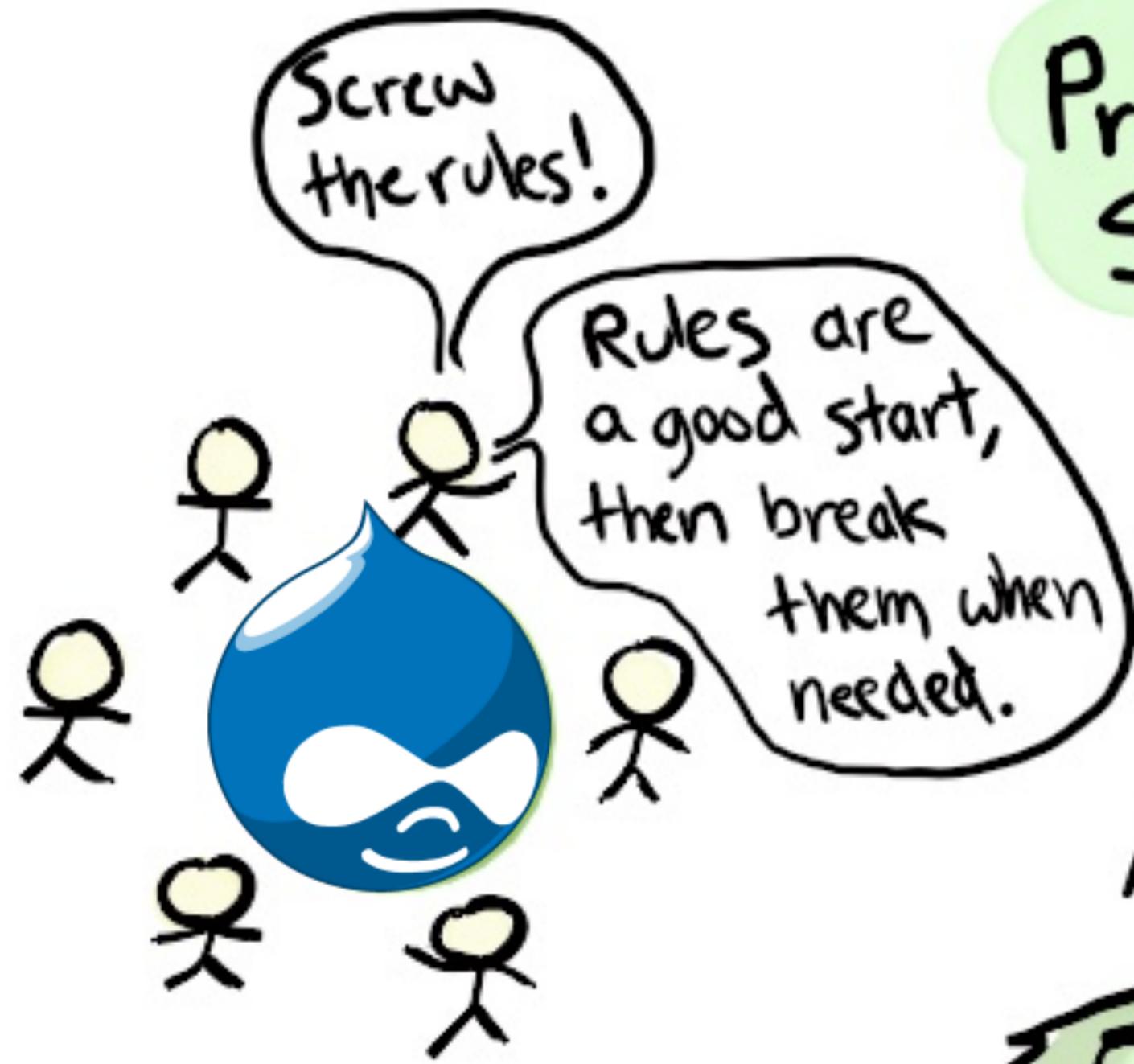


Release Trains + Feature Toggles



Cross-pollination > Standardization

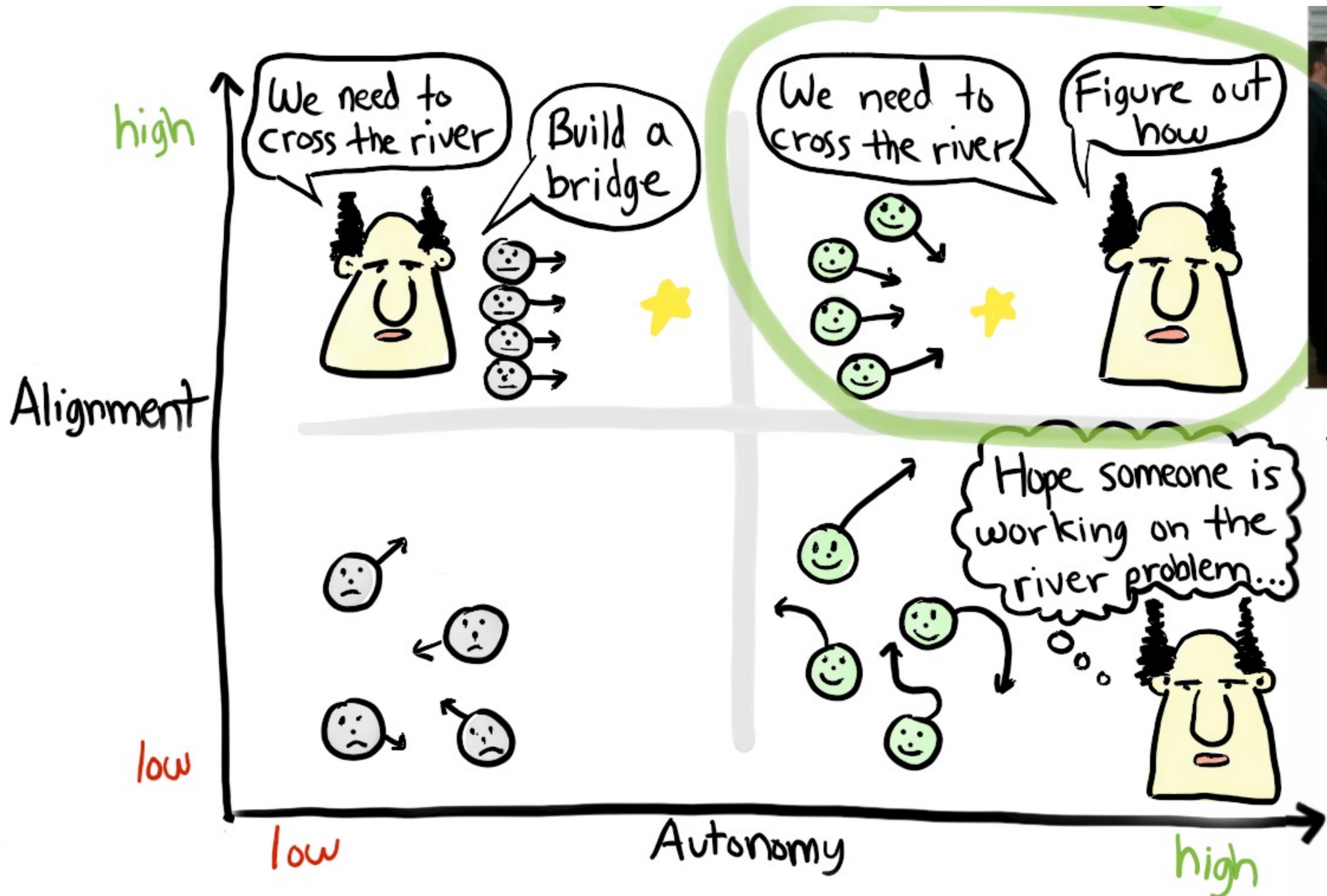




Trust > Control

Agile at scale
requires
Trust at scale



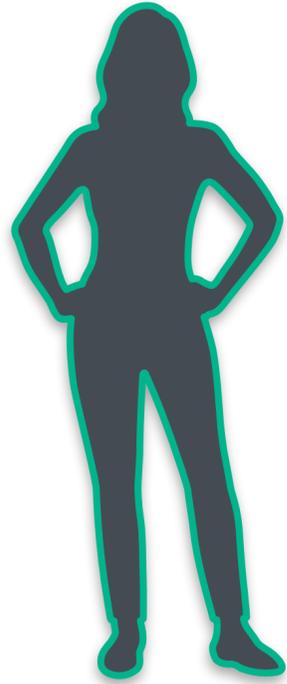


Small & frequent releases



People > *

10



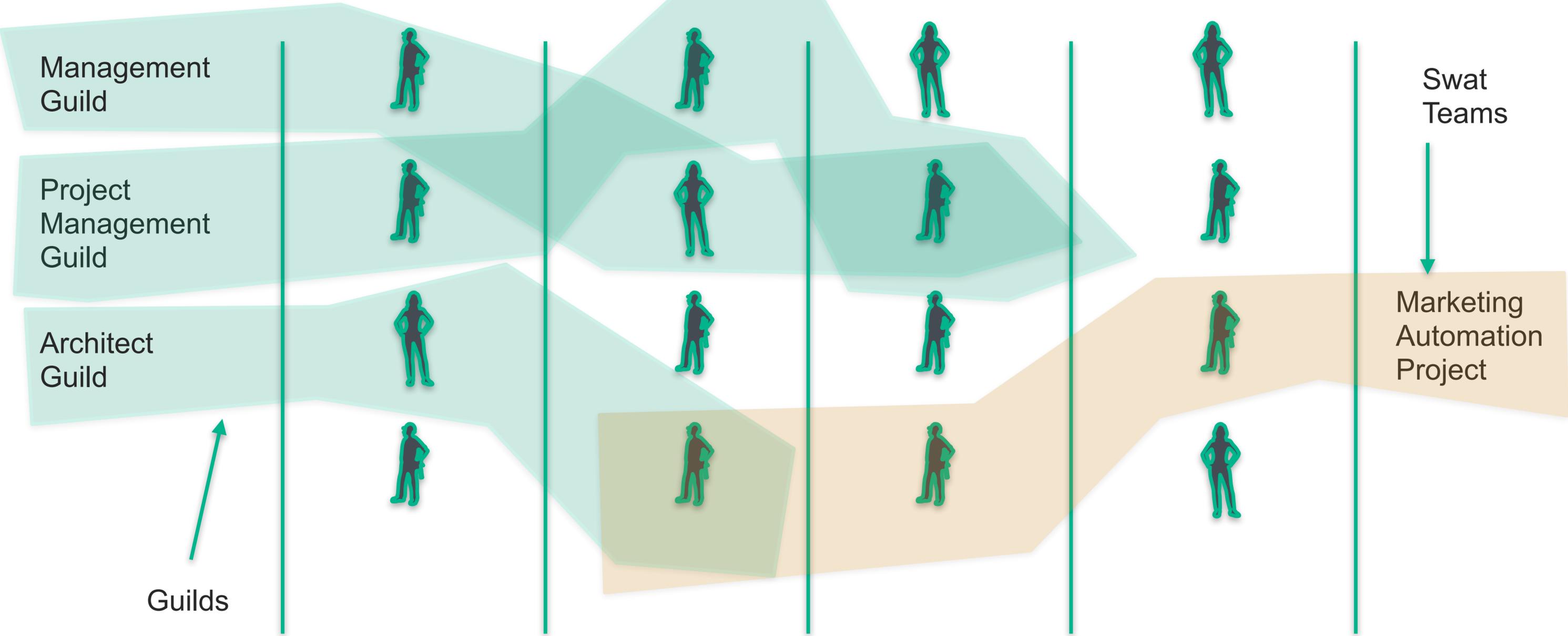
My colleagues
are awesome!

5

~~Ego~~

TM

Scrum Teams



Guilds



Evolution Rather than Transformation

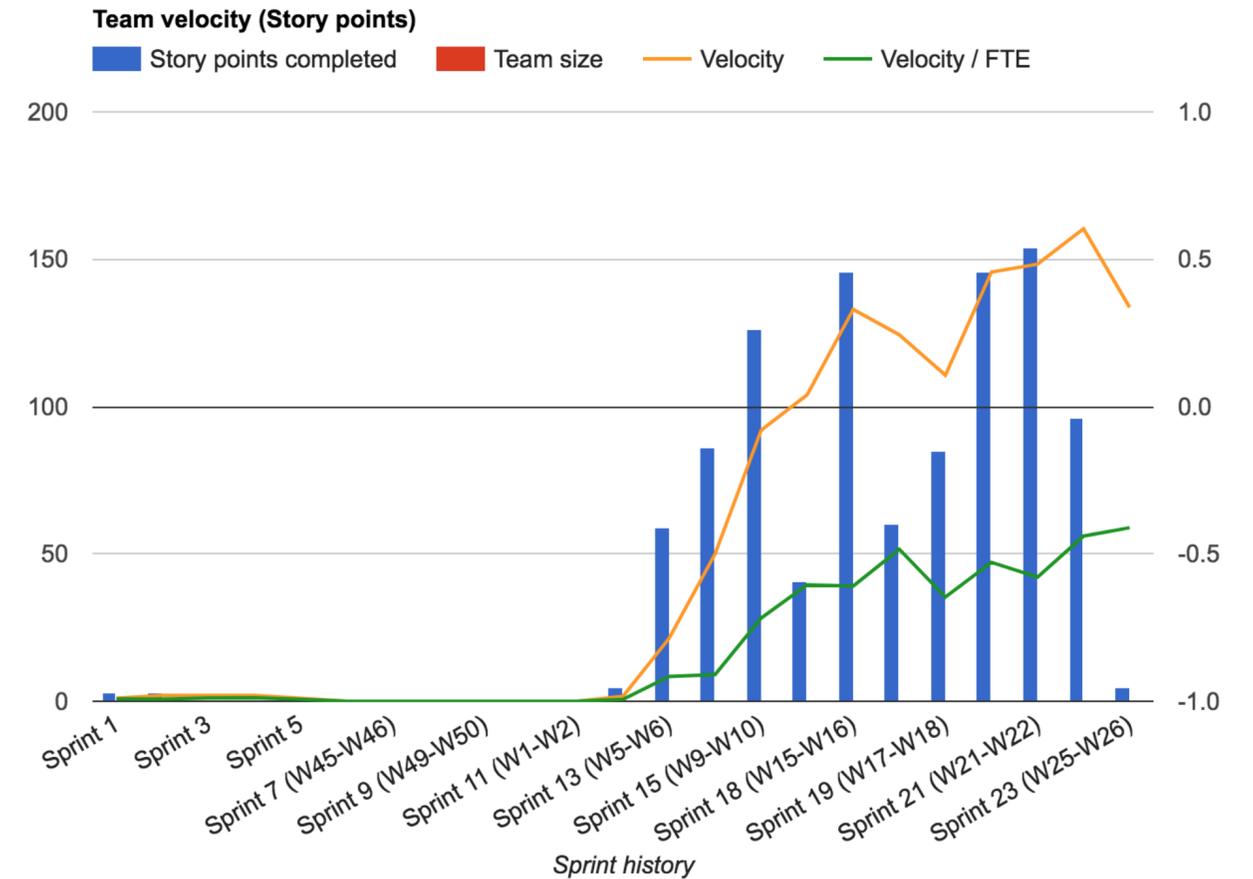
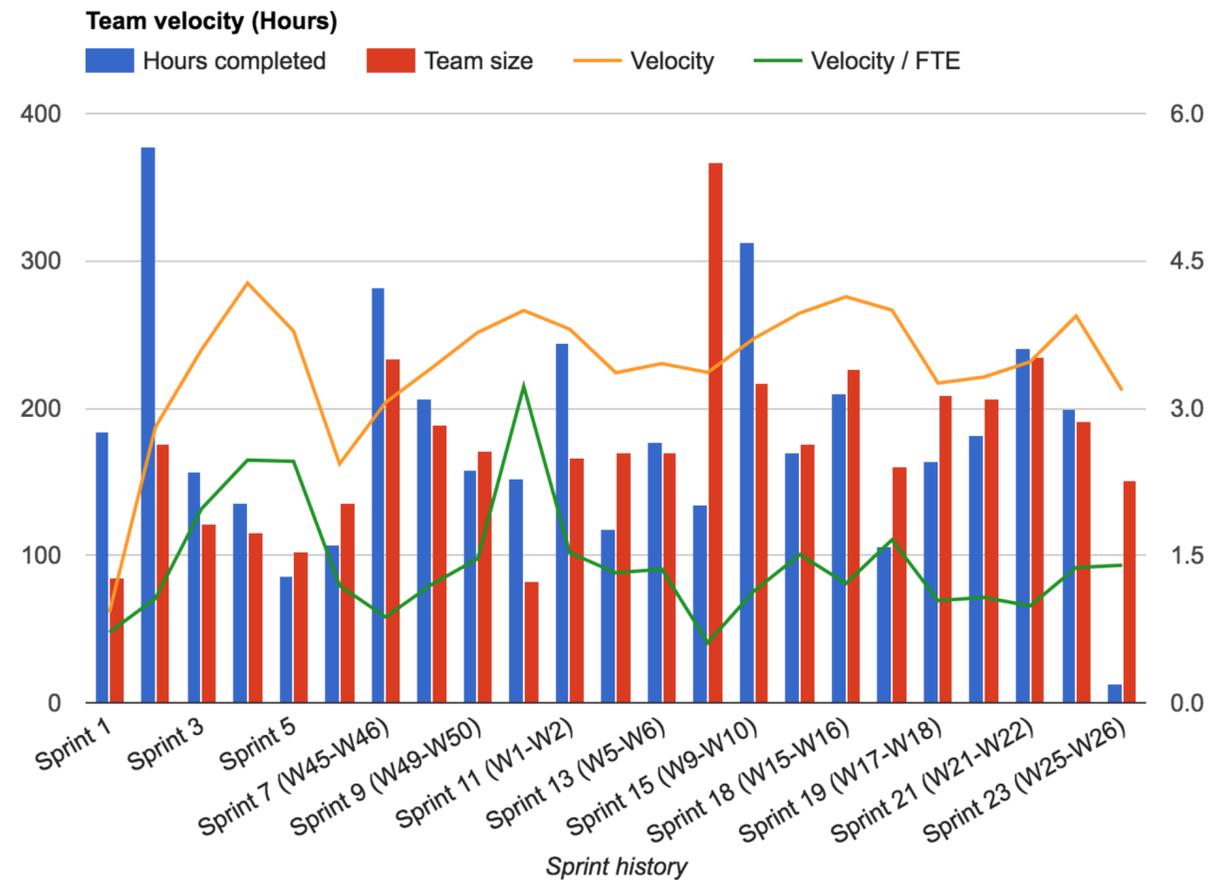
Thanks to the book: The Phoenix Project



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Agile - Scrum - Kanban



Thanks to the Chris Pliakas during my time at Acquia



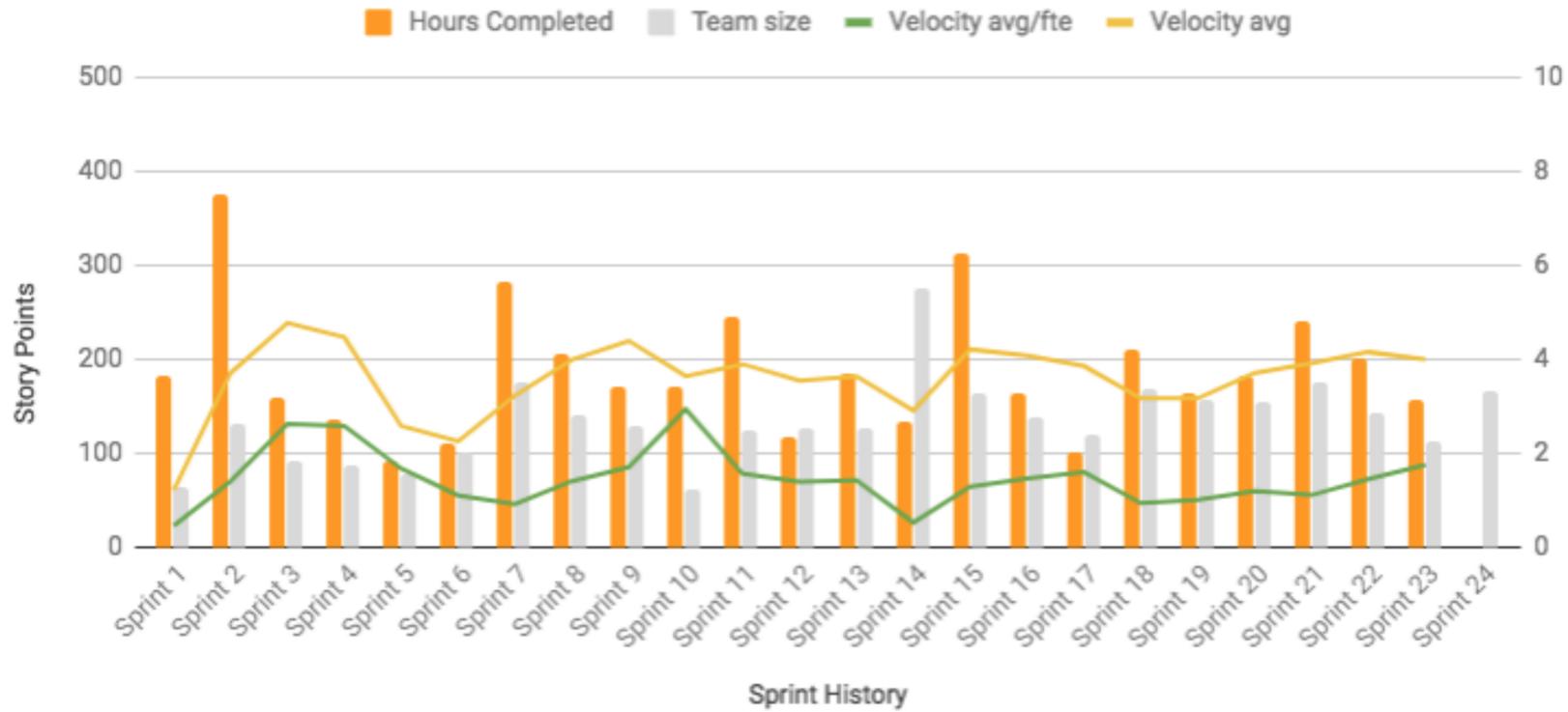
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How many hours per person-allocation in the next sprint?	80.28
average per day for the last 3 sprints	7.206802543

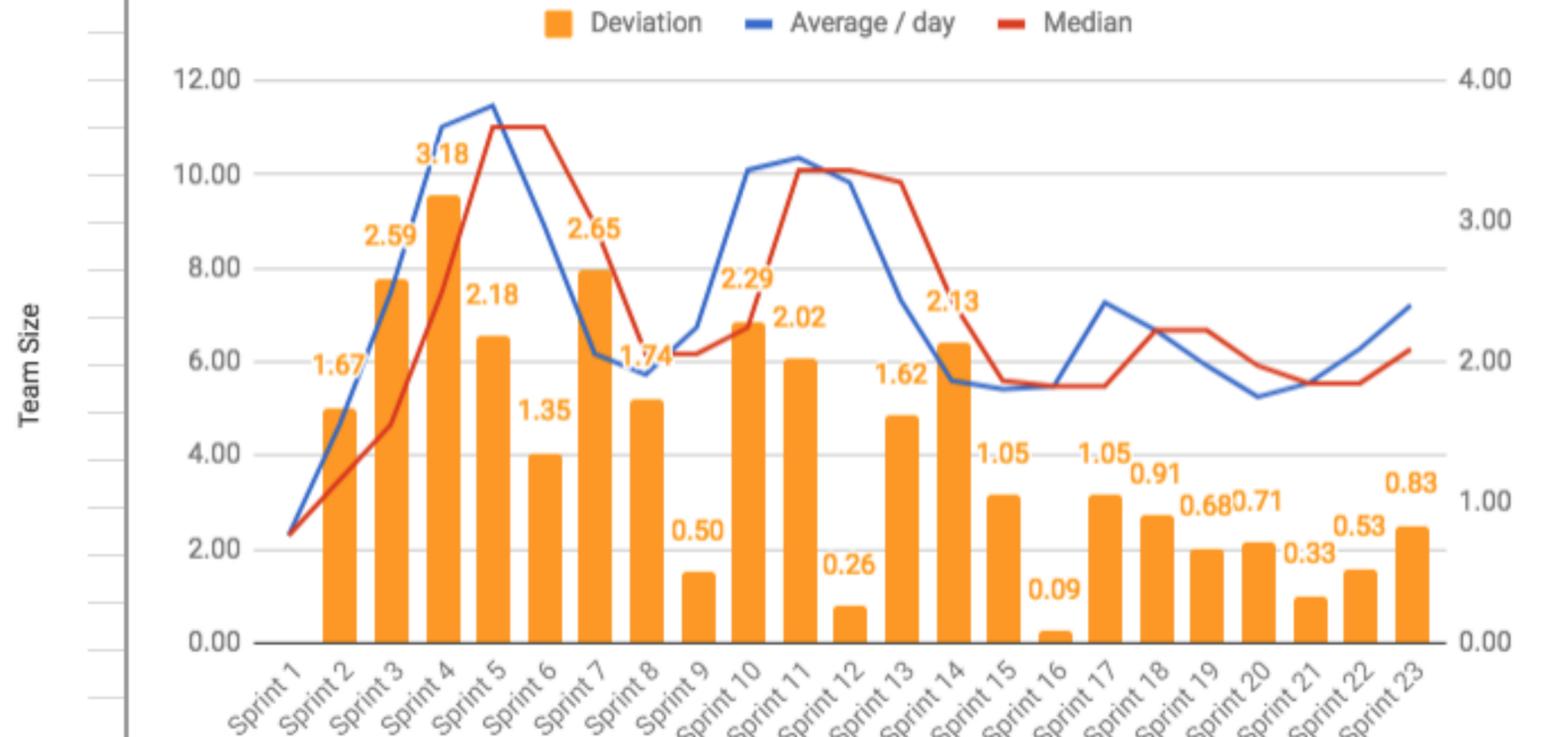
Hours committed at
Hours committed in
Hours

Speed
Average
All stories initially committed to

Velocity Chart



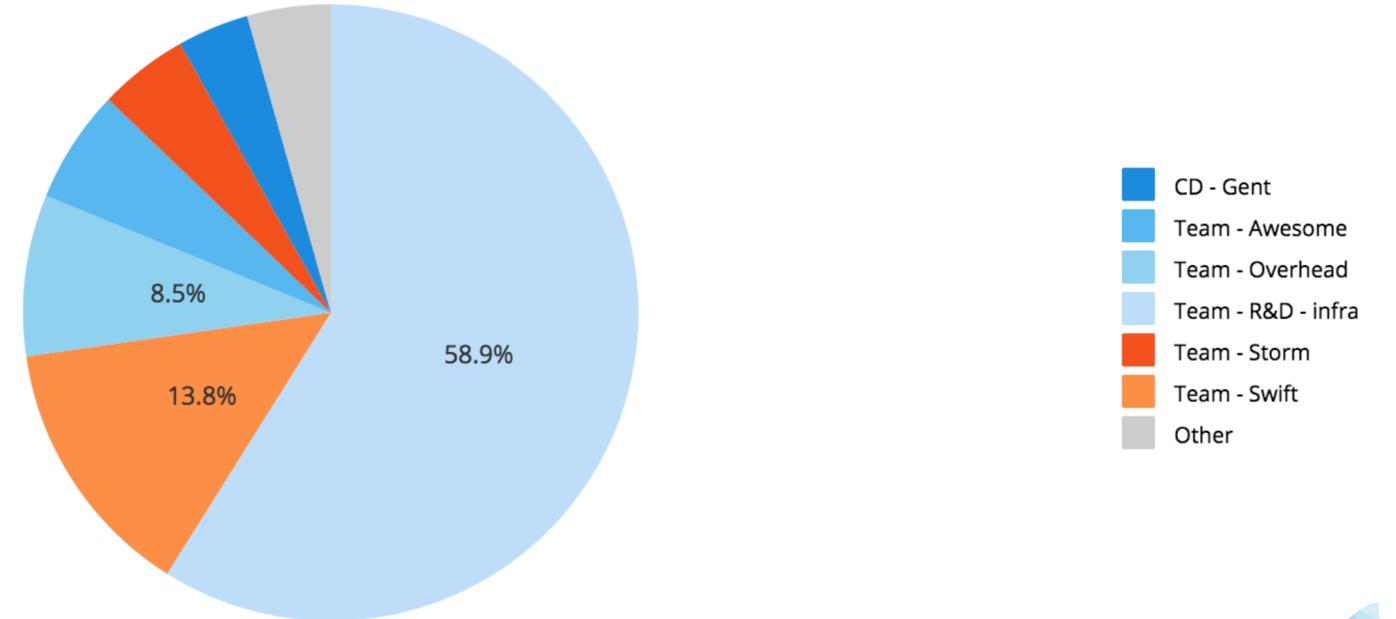
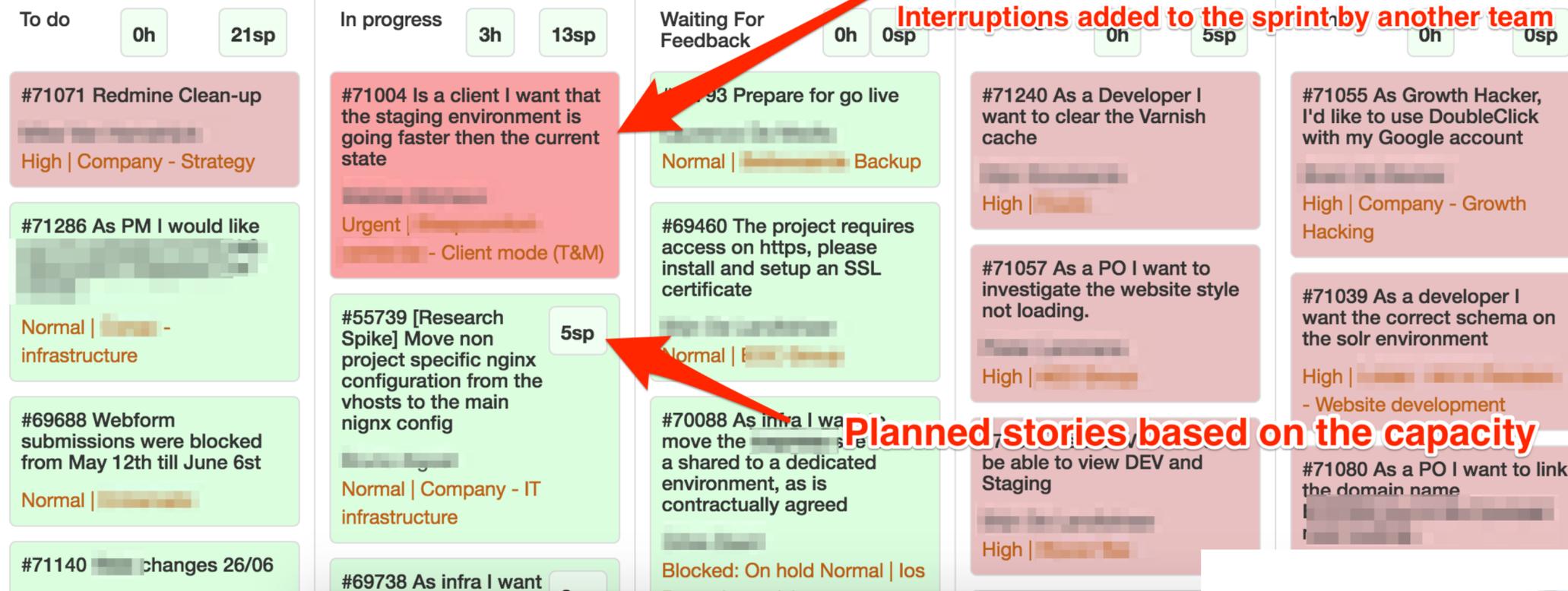
Deviation chart



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  DropSolid
The Digital Business Company

Company - IT infrastructure 2018-06-25 - Sprint 36 3h 39sp



Thanks to the Chris Pliakas during my time at Acquia  DropSolid
The Digital Business Company

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...
Generating certificate...
Writing templates and files...
Starting docker-sync container...
Starting Docker stack...
Adding server of project to known hosts...
Syncing staging database to local...
Syncing staging files to local...
Clearing cache...
~/tmp
```

```
Done
Done
Done
Done
Done
Done
Done
Done
Done
```

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

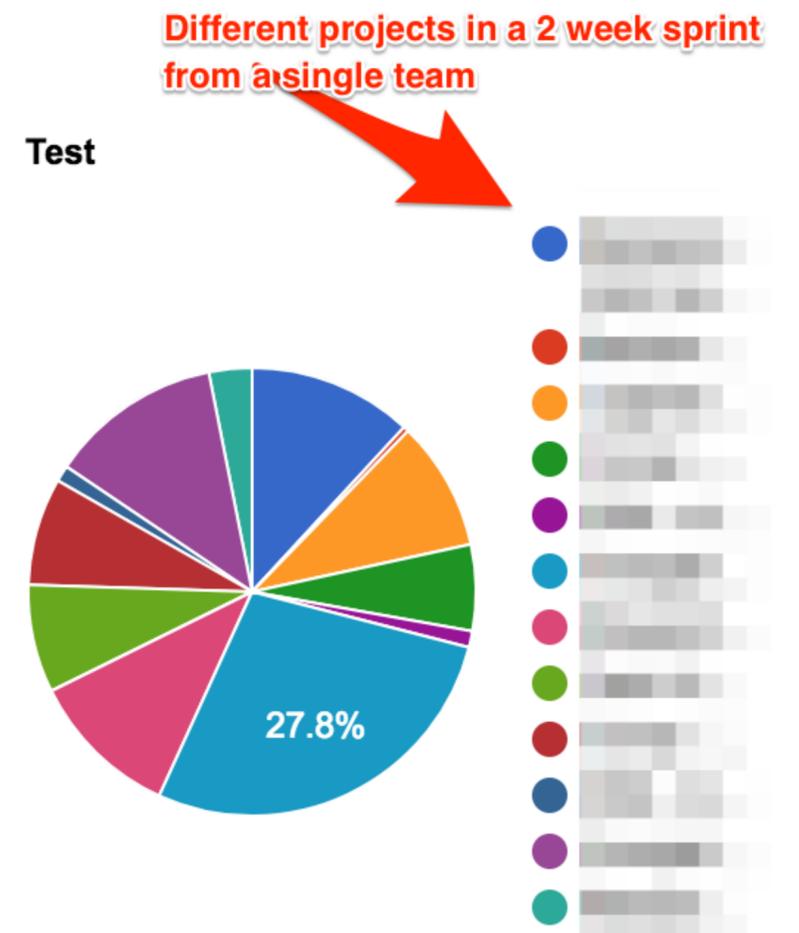
Thanks to the book: The Phoenix Project



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Early Feedback Loop

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



Thanks to the book: The Phoenix Project  DropSolid
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Avoiding Isolation

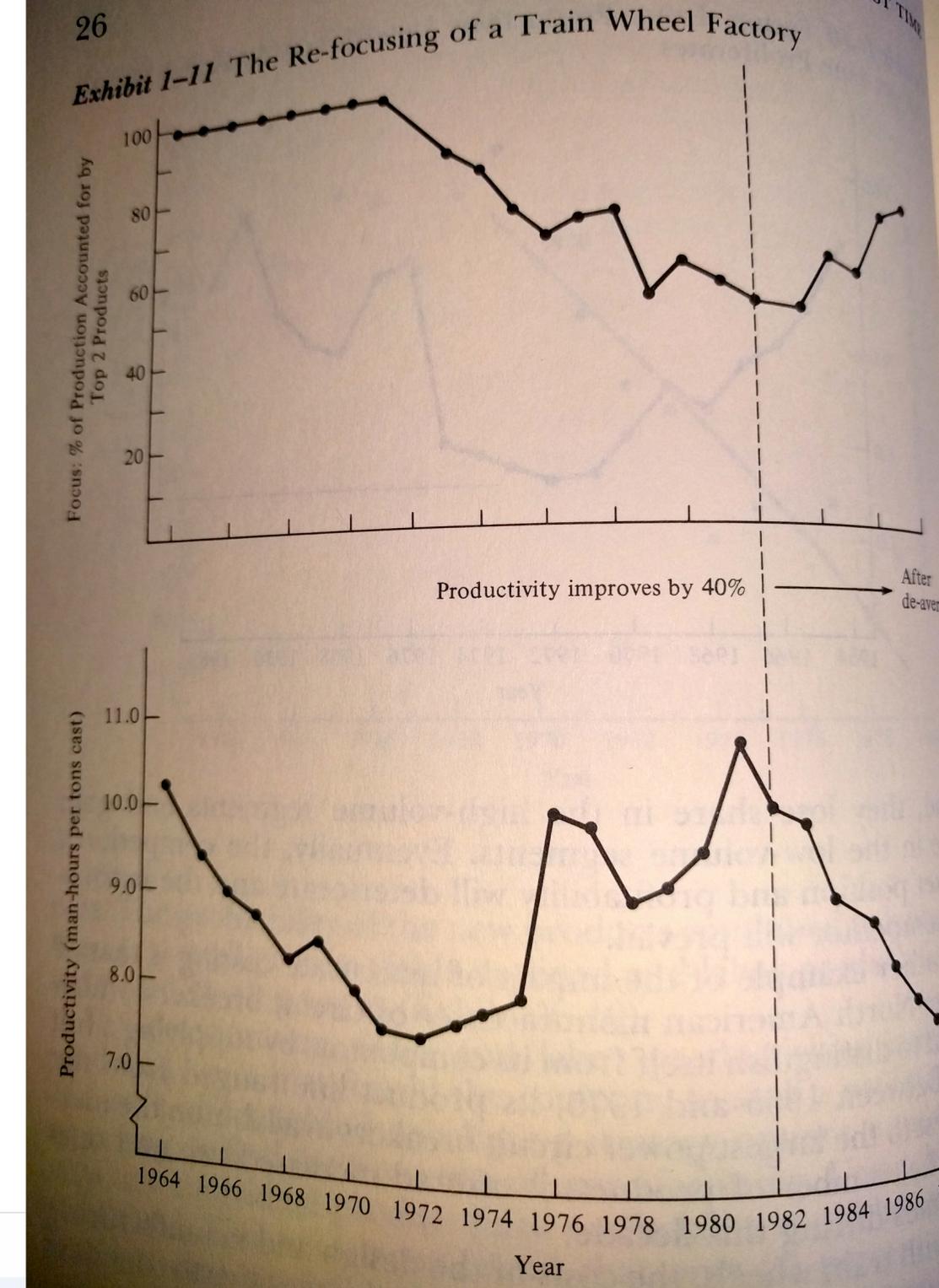
- Dunbar's number
- Record, record, record
- Kruisbestuiving (cross-pollination)
 - Swat teams, scrum teams, guilds

	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  DropSolid
The Digital Business Company

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* Dropsolid



The Digital Business Company

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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The Digital Business Company

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

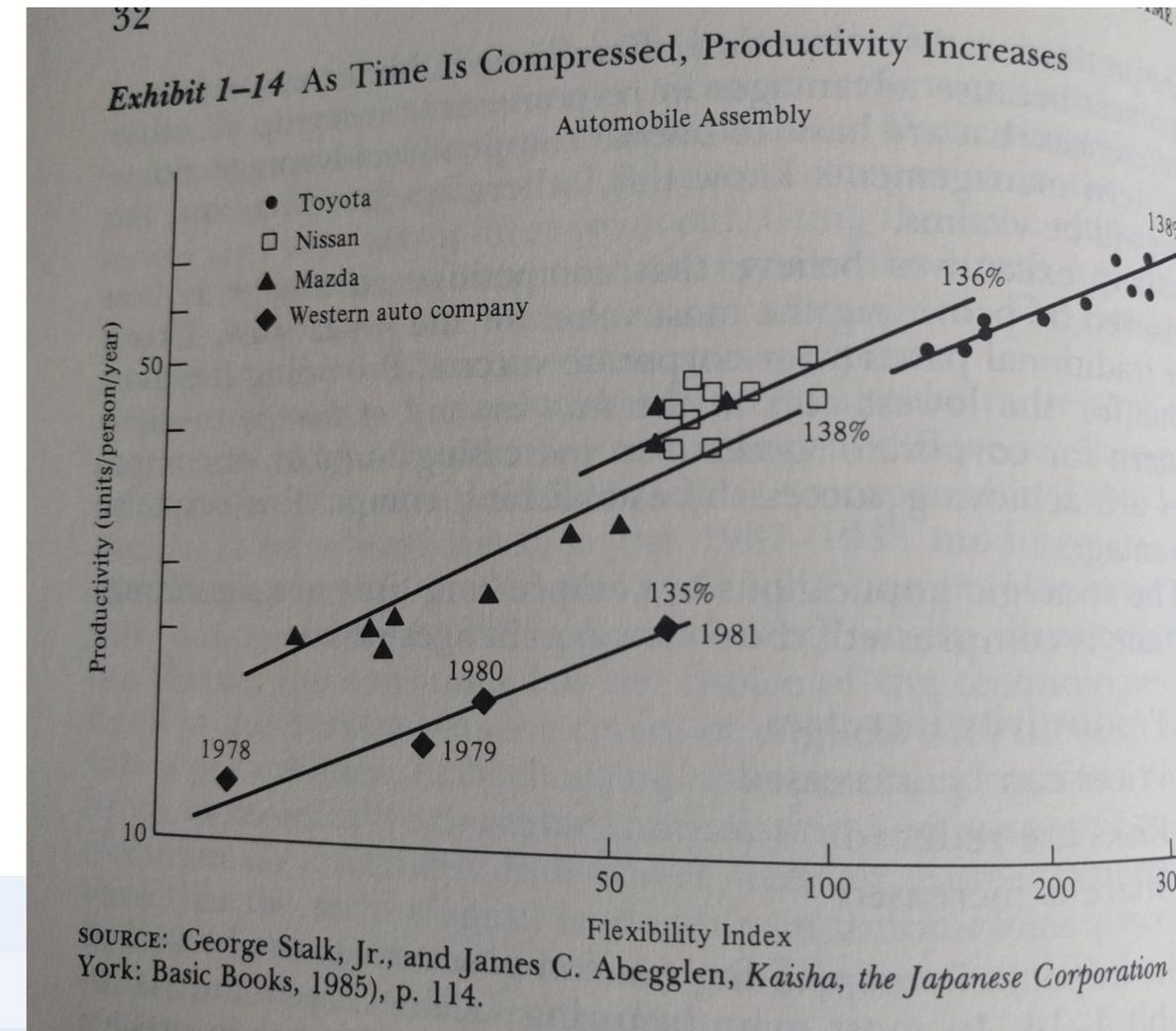


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Automate (What You Can) and Review

- 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



The Digital Business Company

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	Aankooppr	Dropsolid Sol
Flex Commerce	Dropsolid NV	CD-FLEX-F016	21%	€	
Flex feature Page (basic)	Dropsolid NV	CD-FLEX-F011-B	21%		
Flex Feature Fotogalerij (complex)	Dropsolid NV	CD-FLEX-F004-C	21%	€	
Flex feature Nieuws (Basic)	Dropsolid NV	CD-FLEX-F001-B	21%	€	
Flex feature Nieuws (Complex)	Dropsolid NV	CD-FLEX-F001-C	21%	€	
Flex feature Blog (Complex)	Dropsolid NV	CD-FLEX-F002-C	21%	€	
Flex feature Blog (Basic)	Dropsolid NV	CD-FLEX-F002-B	21%	€	
Flex Feature Testimonial (complex)	Dropsolid NV	CD-FLEX-F003-C	21%	€	
Flex Feature Testimonial (basic)	Dropsolid NV	CD-FLEX-F003-B	21%	€	
Flex feature Jobs (basic)	Dropsolid NV	CD-FLE-F012-B	21%	€	

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..



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.

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

Dropsolid



Gilles Baert

got a thumbs up from **Bruno Algoet**

15:40

Mon, Jul 2nd 2018

TEAMWORK

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






Eline Van Coillie

got a thumbs up from **Dominique De Cooman**

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



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Poor code?

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



QUESTIONS?



SO WHAT'S NEXT FOR YOU?

Because we are hiring ;-)



QUESTIONS?



THANK YOU