

E02 - BUCKETS AND FLAVORS

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INITIAL DRAFT  
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EXT. RANDOM STREET SCENE

PERSON1

I talked to the team for an hour,  
but nobody seemed to listen. I know  
they're going to make me go over  
the same thing again tomorrow.

PERSON2

The class said Product Owners make  
business decisions, but the only  
thing I do is talk to the team  
about technical stuff.

PERSON3

Why can't the business agree on  
what it wants? Everybody we talk to  
says one thing, the Product Owner  
says something else, and the user  
doesn't agree with either of them.

PERSON5

How am I supposed to handle tons of  
project information in five  
separate systems?

PERSON6

We had a great chat with those  
guys, but I'm not sure we know any  
more now than we did before we  
started.

PERSON7

How is it possible that this team  
got eight sprints into the project  
and still didn't know we needed a  
10 millisecond response time?

PERSON8

Our backlog? We've got stories  
titled things like "Customer Table"  
How can that be right?

PERSON9

Am I paying for technology teams or  
fast food order takers?

PERSON10

Why do we always have to keep doing  
the Product Owner's work for him?

SECTION BREAK

"Quality is not an act. It is a habit." -- Aristotle.

TITLE CARD

Opening credits

EXT. GREENSCREEN SHED - DAY

MELISSA, KATRINA, and JACK are gathered inside the shed, boxes in front of them. It's obvious they've been sorting papers for a while.

KATRINA

Why are we here again?

MELISSA

Your father has his first big telephone meeting today about his project.

KATRINA

So?

MELISSA

So we have to organize all the backlog material he's collected over the years to use in our project.

Holds up rubber chicken.

KATRINA

All of it?

MELISSA

All of it.

JACK

I found a box of assorted rubber animal noses.

MELISSA

Put that in the pile for "Weird Dad Stuff"

JACK

I thought we had a separate pile for "Costumes"

KATRINA

Weren't we going to sort by project name? Guys -- I have things to do. My party is this afternoon.

MELISSA

We all have things to do. Your brother has to leave for work soon, and today is our day to spend some date night.

JACK

We've been here for two hours.

(then)

We can't seem to agree on what to do with all of this.

KATRINA

Shouldn't dad be the one to be sorting this out.

MELISSA

I've told you, we're helping him out. This project is very important to him.

KATRINA

(Looks around)

So where is he?

JACK

He said he had to get something from the house. Two hours ago.

KATRINA

(Gets up.)

I'll see about that.

EXT. DECK - DAY

DANIEL is leaning over the deck railing, DSLR camera in hand. He is pointing at the dogs, which are just being dogs.

Katrina is looking at him, confused.

Daniel is talking to himself or the dog, we are not sure which.

DANIEL

She doesn't want to come over here at all. Maybe if I could...

KATRINA  
What are you doing?

DANIEL  
What does it look like? Taking  
microscopic pictures of the dog.

KATRINA  
Why?

DANIEL  
See those grey hairs? Ginger is  
getting old.

KATRINA  
So?

DANIEL  
She won't be with us long.

KATRINA  
So?

DANIEL  
So I figure I should record every  
little aspect of Ginger digitally.  
That way I'll always have her  
around.

KATRINA  
That's stupid.

DANIEL  
Stupid is as stupid does.

KATRINA  
What does that even mean?

DANIEL  
Don't know. Saw it in a movie once.

KATRINA  
(Assessing the fact that  
her dad is not focused.)  
Father. Dad. Come here.

EXT. DECK - CONTINUOUS

Daniel and Katrina seated.

KATRINA  
You are not at the building, are  
you?

DANIEL

Of course not. Why would I be?

KATRINA

Because we're organizing your stuff, that's why!

DANIEL

Oh yeah.

KATRINA

You need to come help us. We're not sure how to organize all of your project information.

DANIEL

Well that's easy. It's the Battle of the Ages.

KATRINA

You're telling me. Mom says you've been disorganized and messy since she met you.

DANIEL

(You're-a-smart-ass look)  
Not me. I'm talking about how projects organize information. It's directly related to the Socratics and the beginnings of philosophy.

KATRINA

(Groans)  
Not another story....

INT. GREENSCREEN

DANIEL

When you start a project, or even when you just meet new people, you'll find that everybody has a different idea of what things are and how they work together.

NEW SHOT

DANIEL (CONT'D)

The same is true with how to organize and sort your project information.

NEW SHOT

DANIEL (CONT'D)

When we go back as far as written history will allow, 3,000 years ago folks called the Pre-Socratics were faced with the same problem.

NEW SHOT

DANIEL (CONT'D)

They lived in port and high-commerce towns. And they found that everybody they met from different cultures had different ideas of what things were and how things worked.

NEW SHOT

DANIEL (CONT'D)

Who was right? How should they organize all the different ideas they were hearing?

NEW SHOT

DANIEL (CONT'D)

This began what I'm going to call the "Battle of the Ages", because nobody ever won. It is still going on until today.

NEW SHOT

DANIEL (CONT'D)

It's not a battle that was won or lost. It's between two ways of thinking about things.

NEW SHOT

DANIEL (CONT'D)

Understanding this struggle will allow you to categorize and work with all of the information in your project, including your backlogs.

EXT. BETWEEN HOUSE AND GREENSCREEN SHED

Daniel and Katrina are walking to the shed.

DANIEL

We're going to have to talk about  
"buckets" and "flavors"

They stop walking. Daniel stares off. Various characters  
appear. (Not important where)

HIPPIE DANIEL

Whoa! Buckets and Flavors! I love  
ice cream!

DANIEL

No, we're not eating ice cream. The  
terms "Buckets" and "Flavors" are  
just my way of giving you something  
easy to remember, like our mantra  
and successful backlog qualities  
last time.

HIPPIE DANIEL

Bummer. You know, I've noticed  
something.

DANIEL

What's that?

HIPPIE DANIEL

Chickens? Never sing.

DANIEL

We're going to talk about  
Information Architecture today.  
What large buckets you can put your  
information in, and what flavors to  
tag it with to keep it organized.

HIPPIE DANIEL

I think that's because chickens? If  
they could sing? They'd be like the  
Rolling Stones.

BUSINESS DANIEL

What value am I getting here, son?

DANIEL

I'm going to give folks an easy-to-  
use-and-remember way to organize  
all of their project information.  
They can use it with any kind of  
project or project tools.



LT. DAN

We're not having that half-brained,  
soft-headed, mealy-mouthed, passive  
aggressive moron PM show up again,  
are we?

PM PETE

(Wags finger at camera)

Looks like somebody's having a bad  
day.

DANIEL

I am not having a bad day.

Cut to Katrina. Head tilted back trying to figure out her  
dad.

KATRINA

Dad.

DANIEL

Huh?

KATRINA

Can we continue now?

DANIEL

Sure.

SECTION BREAK

Topic 1 Intro - "Buckets"

INT. GREENSCREEN SHED

Daniel and Katrina are standing in the doorway. Melissa and  
Jack are seated, still looking through things.

MELISSA

Where were you?

Katrina moves past her dad while Daniel stays in doorway.

KATRINA

Don't ask.

DANIEL

Working on stuff. Important stuff.

MELISSA

(Not believing him.)

Uh-huh.

DANIEL

(Trying to gather momentum  
before Melissa begins  
fussing at him for being  
gone)

Guys, look. We're gonna all have to  
agree on how to file things.

JACK

All together?

Melissa, Katrina, and Daniel in robotic unison.

GROUP

We're gonna all have to agree on  
how to file things.

JACK

But Dad, you're the expert. Don't  
you already know how to file  
things?

DANIEL

Yep! I sure do. But I'm going to  
need you to understand why we ended  
up with this filing system or what  
I say will be useless.

Katrina and Melissa sigh loudly.

Jack looks down as if to ignore his dad and continue sorting,  
because he fears some kind of training is coming. Then, as if  
remembering something, he looks at his wrist.

JACK

Hey! Look at the time! Gotta be  
going!

He gets up and leaves.

KATRINA

Me too!

She begins to stand.

DANIEL

Hey! Sit! You don't have a job.

KATRINA

I could get one.

DANIEL

This is easy. First I will give you  
the formula.

MELISSA

I hate math.

DANIEL

There are four, and only four categories of information you will work with on any project.

KATRINA

So what are they?

DANIEL

Behavior, Structure, Supplementals, and Meta. Know these four buckets and you're already ahead of everybody else.

MELISSA

Four buckets doesn't sound too bad. But why four? Why couldn't we have 2 buckets? Or 17? Why is your way better?

DANIEL

That's a very interesting question!

INT. GREENSCREEN

DANIEL

The Pre-Socratics lived in busy towns. They wondered: why does everybody think of things a different way?

NEW SHOT

DANIEL (CONT'D)

Some guys had gods for nature. Some had gods that lived in the sky.

NEW SHOT

DANIEL (CONT'D)

Some thought the sky was a dome. Some thought the sky was heaven.

NEW SHOT

DANIEL (CONT'D)  
How could people take the same  
things and organize them so  
completely differently?

NEW SHOT

DANIEL (CONT'D)  
Pre-Socratics had a simple question  
that any 2-year-old would have.

NEW SHOT

DANIEL (CONT'D)  
What was stuff?

NEW SHOT

DANIEL (CONT'D)  
Remember, this was a long, long  
time ago, before we had anything  
close to science or philosophy.

NEW SHOT

DANIEL (CONT'D)  
They decided to try to figure out  
What the heck is going on here?  
What were things made of? What were  
the rules? How did stuff fit  
together?

NEW SHOT

DANIEL (CONT'D)  
This is exactly how most projects  
start, and that's how mankind  
itself starting finally figuring  
out the world around us.

INT. GREENSCREEN SHED

Continuing without a break from the previous sorting scene.

DANIEL

The first bucket, Behavior, is all about what something does.

KATRINA

Are you going to help us finish this?

DANIEL

Exactly. Whenever you're talking about something doing something, you're talking about behavior.

MELISSA

What do we put this stuff in? Buckets?

DANIEL

No. "Buckets" is just a term for category. They are not real buckets. But you bring up a good point.

MELISSA

I did?

DANIEL

Yes. The next type of bucket is Structure, or how things fit together.

KATRINA

Like a blueprint or something.

DANIEL

Yes. Any time you're talking about how things fit together, you're talking about structure.

KATRINA

Is that it?

DANIEL

No. We have two other buckets, Supplementals and Meta.

KATRINA

And that's it.

DANIEL

Yes. Supplementals are blanket statements about a lot of things at once. Meta is information the project creates about itself.

MELISSA

"Supplementals" sounds kind of vague.

DANIEL

Not really. Look at it like this. Say we are building a bridge.

MELISSA

(Indulging him.)

We were building a bridge.

DANIEL

If I wanted every piece to be red, I could go to the design of each piece and say "it must be red". Or I could just make a rule that all pieces are red.

MELISSA

(Still not getting it.)

Okay.

DANIEL

Turns out projects are full of broad statements like that. We've found it's much easier to put them in one spot than to keep repeating them everywhere.

KATRINA

What's the last one, dad? We've got to get moving. I have a party in a couple of hours.

DANIEL

The last one is the Meta bucket. It's everything that's not about what the project is doing, but about the project itself.

KATRINA

Huh?

DANIEL

Stuff like team rosters, progress reports, burn-down charts.

KATRINA

Burning charts?

DANIEL

We'll talk about the meta stuff a lot later. Right now we're just figuring out how to get started.

KATRINA

(Holds up pizza hat)  
What about this?

Daniel grabs hat.

DANIEL

Training material. This is my lucky pizza hat. I love this hat. Once I gave an entire seminar....

MELISSA

(Interrupting)  
Good.  
(Gets up and pulls Daniel over.)  
Let's get started organizing. So everything we could possibly find or do about a project goes into one of four buckets: Behavior, Structure, Supplementals, or Meta.

DANIEL

Uh-huh

MELISSA

(Holds out cardboard box.)  
And here's your first bucket.

Daniel looks around in panic. Cleaning! Going on here! Right now!

DANIEL

(holds hands out to ward off attack.)  
Look, I gotta run down to the house...

MELISSA

You what?!?

DANIEL

I know what this looks like, but honest. I think I left my camera out on the deck.

MELISSA  
(saying in a monotone, as  
if she does not believe  
him.)  
And you say you're coming right  
back.

DANIEL  
(Nodding sweetly.)  
I'm coming right back.

Daniel leaves, still holding hat.

KATRINA  
(Looking around at mess)  
You have to be kidding me.

MELISSA  
(sighing)  
Come on, Trina. At least we have  
buckets. Let's get started.

EXT. BETWEEN HOUSE AND GREENSCREEN SHED

Daniel is coming down to the house, holding hat, talking to  
himself.

DANIEL  
Well, that didn't go too badly.

PM PETE  
We're going to play sorting games  
today! Yay! We're going to have a  
lot of fun!

DANIEL  
You're right. This isn't hard or  
difficult. The worst part is just  
getting people to agree on the  
buckets.

LT. DAN  
Agreement hell, son! We'll just  
stomp a mud-hole in anybody who  
doesn't use them!

DANIEL  
That's not going to work. Everybody  
-- and I mean everybody -- has to  
understand how the tagging system  
works in order to understand the  
rest of the course.



SCIENTIST DANIEL

You have failed to explain why this set of so-called buckets is better than any other.

DANIEL

Yeah I know, and I may need to gloss over that a bit. Nobody is going to want a six-hour video about buckets.

HIPPIE DANIEL

(Nodding seriously)

I would. I love buckets. Rocky Road. Chunky Monkey.

DANIEL

But we'll get there. Folks will figure it out. Remember that we're going to be using these tags in every episode after this one.

LT. DAN

Troops learn from practice! Not from standing around in driveways talking to themselves!

DANIEL

That's right. Let's just give them the tagging system for all their project information, then explain it all as we go along.

Daniel begins walking again.

INT. GREENSCREEN SHED

Melissa and Katrina continue sorting.

KATRINA

(Picks up stack of paper)

What were the four buckets again?

MELISSA

(counting on her fingers)

Behavior, Structure, Supplementals, and Meta.

KATRINA

(picks up paper)

Here's a flowchart. Flowcharts describe how things work, right?

MELISSA

I guess so.

KATRINA

So that's Behavior.

(Drops. Looks at next  
item.)

Here's what looks like a database  
diagram.

MELISSA

How can you possibly know what a  
database diagram looks like?

KATRINA

(points)

Because it says, right here,  
"Database Diagram". Since it's  
about how tables fit into a  
database, that would be structure.

MELISSA

If you say so.

KATRINA

(Looking some more)

Here's something titled "Web  
Navigation Map". Since it's about  
how pages fit on a website, it's  
Structure.

MELISSA

I guess.

KATRINA

(Looks puzzled for a  
second)

This looks like a list. "As a CSR,  
I need to review the customer  
balance so that I can help them  
when they call"

MELISSA

Easy.

KATRINA

What is it?

MELISSA

It's about somebody doing  
something, right?

KATRINA

Yeah.

MELISSA

So it's Behavior.

(Picks up paper)

Okay, here's one I don't know.

Looks like a list of sentence fragments.

KATRINA

Tell me some.

MELISSA

Like "10 millisecond response time"

or "U-I must also handle Spanish"

(then)

Not sure what these are.

KATRINA

Well mom, they're not about the flow of things, and they're not about how things are put together.

MELISSA

Right.

KATRINA

And it's not project stuff. So I guess it has to be Supplementals.

MELISSA

(figuring it out)

Because it's a bunch of broad rules about everything.

KATRINA

Because it's a bunch of broad rules about everything.

INT. GREENSCREEN

DANIEL

The Pre-Socratics wanted to figure out the meaning of life, the universe, and everything, but they didn't have a good way to go about doing it.

NEW SHOT

DANIEL (CONT'D)  
So, like many of us when first  
beginning to organize project  
information, they flailed around a  
lot.

NEW SHOT

DANIEL (CONT'D)  
But instead of just thinking about  
a project or program, they were  
thinking about everything.  
(then)  
They ended up in some weird places.

NEW SHOT

DANIEL (CONT'D)  
One guy, using what sounded like  
plausible reasoning, proved that  
everything was made out of nothing.

NEW SHOT

DANIEL (CONT'D)  
Ever hear about the philosopher  
that fell down a well?  
(then)  
The only thing he did was look up  
at the sky!

Drum riff.

NEW SHOT

DANIEL (CONT'D)  
That's one of the oldest jokes we  
have, and it's about philosophers  
being so busy thinking about stuff  
that they didn't get anything  
useful done.

NEW SHOT

DANIEL (CONT'D)  
The Pre-Socratics wanted to reason  
about everything.  
(MORE)

DANIEL (CONT'D)

Once they started looking pretty stupid the next bunch of folks came along: the Sophists.

NEW SHOT

DANIEL (CONT'D)

The Sophists were our first bunch of folks who claimed that ideas and reasoning were great -- as long as you got something useful accomplished.

NEW SHOT

DANIEL (CONT'D)

The Sophists basically said that instead of being a dork wondering what the universe was, wasn't it better to look good, be able to talk the talk, and have impactful, actionable agenda items?

NEW SHOT

DANIEL (CONT'D)

That's right. Sophists were basically the world's first business consultants.

TITLE CARD

3-5 second flash of bullets. Four types of buckets: Behavior, Structure, Supplementals, and Meta.

SECTION BREAK

Intro to Topic 2 - "Flavors"

INT. GREENSCREEN SHED - LATER

Piles are moved around. It's obvious Melissa and Katrina have been working for a while.

KATRINA

This isn't so bad. Another hour or so and we should be able to finish this for Dad.

MELISSA  
Where is your father, anyway?

KATRINA  
Beats me. It's been an hour!

MELISSA  
He said he had to check on something.

Katrina gets up, the look of death in her eyes.

KATRINA  
I bet.

EXT. DECK - DAY

Daniel is laying on the deck, wearing a pizza hat, and waving a sausage around at the dog. The dog (separate shot) is running about having nothing to do with him.

DANIEL Here Ginger! Here Ginger! Katrina opens door, sees her Dad and crosses her arms.

KATRINA  
What are you doing!

DANIEL  
(More to himself than her.)  
With the right incentive and a controlled environment, I can get all the pictures I need.

Katrina walks over while talking, beginning as soon as she can see him.

KATRINA  
Dad!

Daniel continues. Wiggles sausage some more in the air.

DANIEL  
Maybe with two sausages...

KATRINA  
DAD!

Daniel looks up, not a care in the world.

DANIEL  
Oh hey there. Think you can get Ginger to come over here?

KATRINA  
I am going to kill you.

DANIEL  
(Still looking at dog.)  
Mad?

KATRINA  
We have spent the last two hours  
sorting through your stuff.

DANIEL  
Yeah. Fun stuff, huh.

KATRINA  
No.  
(then)  
It was not fun.

Daniel looking up.

DANIEL  
Well, can you name the four buckets  
that all project information falls  
into?

KATRINA  
(Sarcastically)  
Behavior, Structure, Supplementals,  
and Meta. Can you run fast enough  
to get away from me?

Daniel stands as he speaks.

DANIEL  
Good! First, there's what everybody  
focuses on too much when they talk  
about backlogs: Behavior. That's  
what things do, right?

KATRINA  
I am going to get my sword and stab  
you with it.

DANIEL  
Right! Then there's Structure.  
That's how things fit together; how  
little pieces fit into bigger  
pieces.

KATRINA  
I am going to chop you into little  
pieces.

DANIEL

That's good. Then there's  
Supplementals, which are general  
rules about the system itself.

KATRINA

(Slowly realizing the  
uselessness of the  
theatrics. Giving up.)  
Good grief, Dad.  
(then)  
We can't finish. We've sorted the  
buckets, but the stacks are too  
big.

DANIEL

That's Great! So now we need to  
talk about the flavors.

KATRINA

The flavors.  
(then)  
Of the buckets.

DANIEL

I'll go tell your mother  
(Begins to leave)  
You coming?

KATRINA

In just a minute. You can go on.

Daniel leaves.

Katrina picks up the camera from the deck as if to steal it.

KATRINA (CONT'D)

I'll fix this problem.

EXT. HALFWAY TO GREENSCREEN SHED

Daniel is walking by himself to the shed. No hat.

DANIEL

We need to start talking about the  
flavors.

HIPPIE DANIEL

Dude. I sure hope mocha is one of  
the flavors.



SCIENTIST DANIEL  
Another invented term to help  
people remember, no doubt.

DANIEL  
It is. This whole thing is just a  
tagging system, an Information  
Architecture. "Buckets" and  
"Flavors" are just mnemonics.

HIPPIE DANIEL  
Minnow-nomics. The study of how  
little minnows buy and sell stuff.  
Whoa.

DANIEL  
I guess the best way is just like  
before: just give them the formula  
for the tags. Start using them.

PM PETE  
Remember from last time! Don't just  
learn. Immediately start using  
this!

DANIEL  
(grimace)  
You're right. I'll give them the  
formula, we'll start using it, then  
we'll figure out why as we go  
along.

SCIENTIST DANIEL  
You have repeatedly reminded us  
that "why" is very important.

DANIEL  
It is. But the rest of this course  
is about using things categorized  
by this tagging system.

SCIENTIST DANIEL  
You are saying that trying to tell  
us "why" right now would be, in  
effect, trying to fit the rest of  
the course in.

DANIEL  
Right. And a tagging system isn't  
the end of the world. They can keep  
doing things the way they're doing  
them. All we're adding is tags.

LT. DAN

You had better be doing more than that! Drop and give me twenty!

BUSINESS DANIEL

The value is questionable.

DANIEL

I can't think of any other topic in this series that doesn't rely on understanding and using these tags. It's foundational.

PM PETE

On my last project? We played "Pin the tag on the project item!" There were prizes, and ice cream...

HIPPIE DANIEL

Dude! They had ice cream! Ice! Cream!

DANIEL

Good point. There's lots of room to make this social and fun.

HIPPIE DANIEL

Did you have any singing chickens?

INT. GREENSCREEN

DANIEL

When the Sophists came along, democracy had started to take root in Greece. There were more rich people who wanted their kids trained.

NEW SHOT

DANIEL (CONT'D)

Sophists usually had a simple arrangement, not unlike those announcer-guys you see on late-night TV.

NEW SHOT

DANIEL (CONT'D)

Pay up front. In a short amount of time, your kid would learn a cool new business skill.

NEW SHOT

DANIEL (CONT'D)

We've lost most of what the Sophists taught, but it seems like the gist of it was flexibility.

NEW SHOT

DANIEL (CONT'D)

Old joke about a small town hiring a new schoolteacher. Town fathers got together and asked him: do you teach the world is round or flat?

NEW SHOT

DANIEL (CONT'D)

The man looked at them sincerely and said: Well, I can teach it both ways.

NEW SHOT

DANIEL (CONT'D)

Many times I will have clients who are arguing about the label to call something and it really doesn't matter. As a way to break the tension, I'll say "I know what you mean. I feel strongly both ways."

NEW SHOT

DANIEL (CONT'D)

The thing is, persuasion, rhetoric, style, and technique are important parts of any discussion.

NEW SHOT

DANIEL (CONT'D)

To them, it didn't matter about some universal right and wrong. It mattered whether we all agree and are moving forward.

NEW SHOT

DANIEL (CONT'D)

Sound familiar? How many times have you had a discussion with a business person about a technical issue and everybody leaves happy but later you realize that you actually didn't get any answers?

NEW SHOT

DANIEL (CONT'D)

Lawyers, marketers, sales people, business consultants and more -- these folks all use sophistry as a way to keep the peace and get agreement.

NEW SHOT

DANIEL (CONT'D)

In a tech team, it works for a while. You have these conversations and then you're still left with questions. It's very frustrating.

NEW SHOT

DANIEL (CONT'D)

In ancient Greece, it worked for a while. I'd be willing to bet that the Sophists are the key element that caused the ancient Greek democracy to actually work, instead of breaking up into warring factions.

NEW SHOT

DANIEL (CONT'D)

But then along came the most famous philosopher in all of history, and he tore the Sophists to shreds.

NEW SHOT

DANIEL (CONT'D)

But first we have to understand the nature of the battle that we've been watching.

INT. GREENSCREEN SHED

Melissa is sitting, waiting. Daniel walks in, defeated, and sits next to her. Katrina arrives looking like the cat that ate the bird. (Because she has hidden Daniel's camera and thus will prevent any more shenanigans)

KATRINA

We had better finish soon. Don't you have a call to make?

DANIEL

Oh yeah.

KATRINA

And I have that party to go to.

MELISSA

And we have date night. Don't forget that. Now what are we going to do with these huge piles?

DANIEL

Okay. This is easy. Aside from the buckets, there are 8, and only 8, flavors you have to choose from for each item in a bucket.

KATRINA

So it's not just 4 buckets. Now we have to memorize 8 tags.

DANIEL

Even easier than that. There are 3 types of flavors. Each type has only 2 values. 2 times 2 times 2 equals 8, see?

KATRINA  
I'm not following.

DANIEL  
First one let's call "Genre". It's the most important one of all, even more than the buckets. The two values are "Business" and "System"

KATRINA  
What does that mean?

DANIEL  
Is this about business stuff and not related to tech? Or about tech stuff and not related to business?

KATRINA  
Okay. Makes no sense to me, but okay.

DANIEL  
So first you pick one of those two: Business or System.

MELISSA  
And then?

DANIEL  
Usually I put Business or System and then the bucket name.

MELISSA  
I mean then -- what are the next tags?

DANIEL  
After genre and bucket, second flavor we'll call Abstraction Level. Values can be "Abstract", and "Realized"

MELISSA  
So it's genre, bucket name, and abstraction level. What's the last one?

DANIEL  
Third flavor type is the Temporal Indicator, whether we're talking about right now or in the future. It can be "As-is" or "To-be"

KATRINA

You're going to need to say that again.

DANIEL

Okay, but there's one twist. The flavors don't all go together. It's genre, bucket, abstract, time.

KATRINA

You're going to need to say that again.

DANIEL

Look it's easy. Pick 1 of 2 genres, 1 of 4 buckets, 1 of 2 abstraction levels, and then 1 of 2 temporal indicators. You're done.

KATRINA

Easy.

DANIEL

Just a big multiple choice. Fill-in-the-blank.

Family disappears as characters pop in and out.

BUSINESS DANIEL

Excellent work. A simple formula is something we can create a standard around and begin systematizing.

DANIEL

That's what I'm afraid of. How about we learn the tags, use them in our projects, and then talk about systems?

LT. DAN

We learn by engagement with the enemy!

DANIEL

That's exactly right, and we're going to talk about that a lot more as the series goes on.

BUSINESS DANIEL

The Business tag is the most important.

DANIEL

That's also exactly right, and we're going to talk a lot more about that as we go on also.

SCIENTIST DANIEL

There must be a science to this or it's pointless.

PM PETE

Are we having fun yet? Because if we're not having fun, somebody needs a hug!

DANIEL

You are all correct, and there is a ton of stuff here. Geesh! But for now, just the tags!

Characters gone. Family back. Daniel stares off.

DANIEL (CONT'D)

Just the tags!

MELISSA

Sweetie?

Daniel is surprised.

DANIEL

What.

MELISSA

You okay?

DANIEL

I am. Look, it's a tagging system. It's like a command-line formula.

KATRINA

A what?

Graphic overlay.

DANIEL

It's Business/System,  
Behavior/Structure/Supplementals/Me  
ta, Abstract or Realized, then As-  
Is/To-Be.

KATRINA

At least it isn't lengthy.

PM Pete pops up.



PM PETE

We could make a song out of it!

PM Pete goes away. Daniel shakes it off.

DANIEL

Nope.

KATRINA

I hate to ask this, but

(then)

Why couldn't we just figure out a  
sorting system as we went along?

MELISSA

Why not look it up in a book?  
Aren't there books with this stuff  
already in them?

DANIEL

You're both right. Sometimes it  
makes sense to have things be  
emergent. Sometimes it makes sense  
to use a pre-canned system.

KATRINA

Uh-oh.

MELISSA

What?

KATRINA

When dad says something like that..

INT. GREENSCREEN

DANIEL

We talked about the Pre-Socratics,  
who wanted to make a model or rules  
for everything.

NEW SHOT

DANIEL (CONT'D)

We talked about Sophists, who could  
care less about rules and models.  
They just wanted to get stuff done.

NEW SHOT

DANIEL (CONT'D)

This is as far back in time as we  
can reach, and already the fight  
has begun.

NEW SHOT

DANIEL (CONT'D)

The Battle of the Ages. A continual  
fight that has created everything  
in your life.

NEW SHOT

DANIEL (CONT'D)

It's fought between the  
Rationalists and Empiricists, The  
Modelers versus the Observers.

NEW SHOT

DANIEL (CONT'D)

On one side, we have the  
Rationalists, or Modelers. They  
believe in models, ideals, systems  
and rules.

NEW SHOT

DANIEL (CONT'D)

The Modelers are more concerned  
with the abstract model and rules  
for things than anything else.

NEW SHOT

DANIEL (CONT'D)

They're the guys who fell down the  
well while looking at the sky.

NEW SHOT

DANIEL (CONT'D)

On the other side, we have the  
Empiricists, or Observers.  
(MORE)

DANIEL (CONT'D)

They believe in observation, data,  
change and flow.

NEW SHOT

DANIEL (CONT'D)

The Observers are more concerned  
with the fluid nature of how things  
are always changing.

NEW SHOT

DANIEL (CONT'D)

They're the ones who feel strongly  
both ways.

NEW SHOT

DANIEL (CONT'D)

Looking back over centuries of  
philosophy, the pendulum constantly  
swings from one side to the other.  
Modelers to Observers, Rationalists  
to Empiricists.

NEW SHOT

DANIEL (CONT'D)

For a while, people will be more  
concerned about structure and  
rules. Then they'll be more  
concerned about observations and  
change.

NEW SHOT

DANIEL (CONT'D)

How does our species get smarter?  
By the swinging of the pendulum.

NEW SHOT

DANIEL (CONT'D)

The Sophists were running the  
table. They were teaching great  
facilitation and rhetorical skills.

NEW SHOT

DANIEL (CONT'D)

But along came somebody who totally  
destroyed their world.

(then)

That man was Socrates.

INT. GREENSCREEN SHED

Family is all together. We will have an overlay with each of the choices for tags. As they read out titles to pieces of paperwork, they will announce how to tag it. The overlay will show the appropriate tags being selected.

DANIEL

(looking at paper)

Org chart for a business division.

KATRINA

Org chart. Business, obviously. How things fit together. Structure.

DANIEL

Okay. That's genre and bucket. What are the other two tags?

KATRINA

I don't know. Why should I know this stuff?

DANIEL

So we can work. Last two tags are abstraction level and temporal indicator.

KATRINA

Okay.

DANIEL

So what are those?

KATRINA

Beats me.

DANIEL

Well, since it's an org chart for a business as it is today, it's As-Is. And since it's about a real business, and not an abstract one, it's Realized.

MELISSA

I understand As-Is and To-Be, but  
what does Abstract and Realized  
mean?

DANIEL

Programmers will know this.  
Abstract information is like a pure  
virtual class.

KATRINA

(Sarcastically)

Oh boy. Thanks dad. That really  
helps.

DANIEL

Abstract documents are about how  
things work in general. Realized  
documents are about how they work  
in particular instances.

KATRINA

Right.

DANIEL

So if I were telling you about how  
I might set up the kitchen to my  
future submarine shop on the beach.

MELISSA

If you were talking about where the  
furniture went, it would be  
Structure. If you were talking  
about how you made sandwiches, it  
would be Behavior.

DANIEL

Right! So let's try some more.

MELISSA

Joy.

DANIEL

(Picks up another doc)

Here's a project from the late 90s.  
An activity diagram for how  
cigarettes are sold at certain  
grocery stores.

KATRINA

So it's how something happens.  
Behavior. At particular stores,  
Realized.

DANIEL

Yes. And?

KATRINA

Is it about how the computers work?

DANIEL

No. It's about how the people work together.

KATRINA

So that'd be Business.

(then)

It's Business Behavior Realized As-Is.

DANIEL

Yes! Yes! Yes!

KATRINA

You don't have to get so excited about it.

MELISSA

(picks up sheet)

Here's one. Looks like a list of sentences all the same.

DANIEL

Like what?

MELISSA

Well. As an online customer I need to verify my account to see my balance.

DANIEL

Okay

MELISSA

Or this. As a receiving clerk I need to verify shipments against B-O-Ls to keep the inventory in balance.

DANIEL

Ok. What do those sound like?

KATRINA

There are no computers.

DANIEL

Right.

KATRINA

So it's Business. And it sounds like how things work, so it's Behavior. Business Behavior.

DANIEL

And the other two tags?

KATRINA

Er. Er. Don't tell me.

(then)

Abstraction level and temporal thingy, right?

DANIEL

Yes!

KATRINA

It sounds like something you're going to make happen, so that's To-Be. And it's pretty generic, so that would be Abstract?

DANIEL

Yes! Yes Yes Yes!

KATRINA

You don't have so get so excited about it.

DANIEL

So your dear mother has a bunch of titles to some Business Behavior Abstract To-Be, right?

MELISSA

I do?

DANIEL

You do. You have the beginning of a backlog. Congratulations.

MELISSA

So you want 4 buckets, 8 tags, 32 piles of stuff? We don't have that much space!

DANIEL

No no. It varies project by project. But that's another day.

MELISSA

So what do you want to do.

DANIEL

I know. How about we use some of those colored stickers. Just put those on top. Four stacks, 8 different colors.

MELISSA

Okay. We can do that.

DANIEL

And I know where the stickers are.  
(then)  
Down at the house.

MELISSA

(leery)  
You do.

DANIEL

Yes. I will go down to the house and get them.

MELISSA

(Wanting to stop this before it starts)  
You honestly think that...

KATRINA

(realizing the camera is hidden)  
It's fine, mom. Go get the stickers.

DANIEL

(Surprised at his own success)  
Are you sure?

MELISSA

Yeah. Are you sure?

Katrina nods sagely.

KATRINA

I'm sure.

MELISSA

But I should....

KATRINA

I'm sure.

Daniel begins to say something, then figures it's best to run away before they wise up to him. He leaves.



EXT. HALFWAY TO GREENSCREEN SHED

Daniel is standing in middle of driveway, trying to make sure he's covered everything, counting on his fingers.

DANIEL

The 4 buckets. The 8 tags. Genre,  
Abstraction Level, Temporal  
Indicator. Yeah, that's it.

LT. DAN

You mean to tell me that putting a  
bunch of stickers on a stack of  
papers is your idea of  
satisfactory?

DANIEL

For going through my old project  
papers? Sure. I've had projects  
where we didn't write anything  
down.

BUSINESS DANIEL

There is no way I'm going to invest  
any kind of money at all into a  
project with absolutely no tracking  
system.

HIPPIE DANIEL

It's the fascists corporate pigs  
that...

DANIEL

Hold off guys. And I've had  
projects that we scaled up a lot.  
This is a starter system.

SCIENTIST DANIEL

A "Starter System"

DANIEL

The 4 buckets and 8 tags are the  
minimum you need to know regardless  
of how much detail you get or how  
you store it.

PM PETE

We get to keep our DayGlow post-  
its? And our weekly karaoke backlog  
grooming party?

DANIEL

You guys get to keep whatever you  
want.

(MORE)

DANIEL (CONT'D)

All I ask is that you are able to categorize anything related to your project in the buckets and flavors.

PM PETE

Yay! This week we're having a Johnny Cash look-a-like contest~!

LT. DAN

I am going to kill that guy! Where is he?

(steps directly into/past the camera)

Come here!

Fading sound of PM Pete screaming as he runs away in the background.

Daniel looks a little worried, looks around to see if anybody notices him, then continues to the house.

INT. GREENSCREEN

DANIEL

Socrates is considered one of the greatest philosophers that ever lived, yet we don't know a lot about him.

NEW SHOT

DANIEL (CONT'D)

Why? Well because he annoyed the heck out of everybody until they killed him, that's why.

NEW SHOT

DANIEL (CONT'D)

Socrates had one simple trick which turned out to probably be the greatest invention that mankind has ever created. He was ignorant.

NEW SHOT

DANIEL (CONT'D)

Most humans, even babies, quickly learn to guess and feel confident about what might be true, even if they're not really sure.

NEW SHOT

DANIEL (CONT'D)

Our brains are wired to make guesses and then just assume that this is reality. If this weren't the case, we'd be checking out every chair we met to make sure it would hold us.

NEW SHOT

DANIEL (CONT'D)

Socrates did not do this. Instead, like a 2-year-old, when somebody said something that sounded smart, he very gently asked questions, like "Why?" or "How?"

NEW SHOT

DANIEL (CONT'D)

People were forced to explain themselves. They found that all that slick talk of the Sophists didn't hold up under just a few questions.

NEW SHOT

DANIEL (CONT'D)

As you can imagine, this did not make the Sophists very happy. It did not make most of the people of Athens very happy.

NEW SHOT

DANIEL (CONT'D)

Ever hang out with a 2-year-old asking questions all day?  
(MORE)

DANIEL (CONT'D)

Socrates was like that, only he asked really smart questions.

NEW SHOT

DANIEL (CONT'D)

And you couldn't send him to his room.

NEW SHOT

DANIEL (CONT'D)

But by continuing to doggedly pick away like this, the chaos he created caused the pendulum to swing the other way.

INT. FAMILY DINING ROOM

Daniel is looking around, trying to find his camera.

DANIEL

Well where the heck is my camera?

We see dogs running by the french doors. There is barking.

DANIEL (CONT'D)

You know the importance of having a tagging system

Daniel looks under table. Nothing there.

DANIEL (CONT'D)

Is knowing where to put things. Whether you're just having conversations or creating huge program information systems, you have to have a clear idea of where to put stuff.

Shot of blankets on table. Daniel reaches over. Lifts blanket. Under the blankets is his pizza hat.

DANIEL (CONT'D)

A-ha! Slow, persistent inquiry will get you a heck of a lot farther than anything else.

Shot of the dogs looking in through the glass. Next shot can be Daniel on-cam or off-cam.

DANIEL (CONT'D)  
And sometimes we find help where we  
least expect it.

INT. GREENSCREEN SHED

Melissa and Katrina are sitting around, doing nothing. A little frustrated at waiting.

MELISSA  
How long are we going to wait for  
you father?

KATRINA  
Not very long. I have his camera  
right here.

MELISSA  
And I have the stickers right here.  
So what is he doing?

They look at each other.

INT. FAMILY LIVING ROOM

Closed front door. Melissa and Katrina enter, complaining about Daniel.

MELISSA  
Well I'll just tell him, he's  
going to have to do the rest  
of it himself. If he  
thinks...

KATRINA  
Mom I don't care what you and  
dad do. I am going to go to  
my party today whether you'll  
take me or...

Cut to Daniel facing outwards towards dogs at door. He is wearing the pizza hat. He either ignores or does not hear them.

DANIEL  
I'll use the dogs to help! Hey  
little puppies! Find the camera for  
me!

MELISSA  
You are not...

Daniel opens the door. Dogs run in.

Floor-level shot. Dirty smelly outside dogs run eagerly into the house.

During the rest of the scene, shots switch from close-ups of family members running after dogs (which are off-cam), dogs running by the cam, or things falling over. Barking and crashing sounds intermittently in the background.

DANIEL

I need to get just a few more...

MELISSA

Are you out of your mind!

KATRINA

(running past her mom)

My room! My door's open!

Phone rings. Nobody pays any attention.

DANIEL

I couldn't find my camera so...

KATRINA

(running off-cam to room  
now)

The dogs are going to eat my rat!

DANIEL

I just need an..

Melissa moves towards Daniel, angry.

MELISSA

Daniel Bruce Markham! I can't  
believe you've let those...

Phone rings again.

Shot moves to front door. Jack appears. Extremely puzzled by the chaos. Almost frozen.

KATRINA

(off-cam)

Those smelly dogs! Knocked over my  
rat cage! I am going to..

Phone rings.

DANIEL

(Looking up at Jack as if  
nothing in the world is  
going on)

Oh. Hey Jack.

Jack frozen. Robotically.

JACK

Hey dad.

More crashing. Phone rings again.

MELISSA

You are going to get up to that building!

KATRINA

He's going to clean my room first!

DANIEL

I should probably head out to the building.

(starts to leave)

KATRINA

They ate my ginger snaps!

Daniel passing Jack in doorway, who is still frozen.

DANIEL

Well sweetie. Her name was Ginger, right?

Jack remains frozen, staring straight ahead. Barking and crashing continues. One last phone ring. Timing of phone rings should be normal.

INT. UNCLE BOB'S OFFICE

UNCLE BOB is holding phone to ear. Angela is beside him. He puts the phone down.

UNCLE BOB

Well that's strange. This was the right time, wasn't it?

ANGELA

(looking at clock)

This was when we were supposed to talk.

UNCLE BOB

He didn't answer.

They both pause for a beat, thinking.

ANGELA

He's probably busy working on content. You know writers.

UNCLE BOB  
(considers)  
Yep, that's it. You know I can't  
wait to start seeing these videos.  
They could even help organize some  
of our work!

EXT. HOUSE SIDEWALK

Door shuts, Daniel walks hurriedly towards the camera.

DANIEL  
(without stopping)  
See ya, Jack. I'll be back.  
Sometime.

Jack, of course, is nowhere to be seen. In background, we hear Jack yelling. A door slams. The dog barks. Katrina yells from her room next to the walk. A gunshot goes off. Pausing for just a second, Daniel continues walking hurriedly past the camera.

As the camera pans when he walks by, on the side of the house we see the recap to Topic 2.

TITLE CARD

Graphic overlay, formula for tagging project items, including buckets and flavors.

INT. GREENSCREEN

DANIEL  
Something really interesting  
happened when philosophers started  
asking questions. They realized  
that while there was a lot of  
disagreement, there was also a lot  
of agreement about things.

NEW SHOT

DANIEL (CONT'D)  
Then they realized that by coming  
up with a simple categorization  
system, by asking the right  
questions, they could create a  
system for classifying all of  
nature.



NEW SHOT

DANIEL (CONT'D)

While there was an extreme amount of difference in the things in the world, there was some commonality too. Questions, instead of appearance, made the difference.

NEW SHOT

DANIEL (CONT'D)

There was a universal model. We could start sorting out everything we thought about into buckets and categories that we could then study.

NEW SHOT

DANIEL (CONT'D)

Engineering and the technology we use is based on science. We use proven methods to work in a rigorous environment to solve problems.

NEW SHOT

DANIEL (CONT'D)

But the world of technology development? Where you meet people and interact with chaotic systems?

NEW SHOT

DANIEL (CONT'D)

That's philosophy, not science. Socrates is considered the world's first philosopher.

NEW SHOT

DANIEL (CONT'D)

He asked questions to explore stuff with other people. He was always unsure of himself.

NEW SHOT

DANIEL (CONT'D)  
Constant questioning led to a  
categorization system for nature.

NEW SHOT

DANIEL (CONT'D)  
Thousands of projects show us that  
there's a common categorization  
system for project data, too.

NEW SHOT

DANIEL (CONT'D)  
Socrates and his students used  
philosophy to create an  
organization system for all of  
science. Let's use this bucket and  
tagging system to build out a  
backlog science.

EXT. HALFWAY TO GREENSCREEN SHED

DANIEL  
Are you able to list the types of  
buckets? The names of all the  
flavors?

NEW SHOT

DANIEL (CONT'D)  
Given a list of various project  
items, can you tag where they go in  
your sleep?

NEW SHOT

DANIEL (CONT'D)  
Remember our mantra and qualities  
of a successful backlog? Take those  
out. How do they apply to the tags?

NEW SHOT

DANIEL (CONT'D)

This is your review! Can't answer these questions? Now's a good time to go back through the video.

Faraway sound of house door opening. Faintly,

MELISSA

Why are you in the middle of the driveway you damned fool!

Daniel looks toward house, fear in his eyes.

DANIEL

I have some other things to do.

EXT. DECK - LATER

Katrina and Daniel are sitting at table.

KATRINA

Aren't you going to take pictures of Ginger?

DANIEL

You know, capturing a bunch of data about Ginger could never actually replace the real Ginger. It just does more harm than good.

KATRINA

Yep dad. I know.  
(then)  
What's next?

DANIEL

How to capture a bunch of data.

TITLE CARD

End credits

EXT. WOODS

HIPPIE DANIEL

Chickens.  
(then)  
Never sing.