

DRUPAL DEVELOPER DAYS
LISBON 2018

One flew over the developers nest

Nick Veenhof
@Nick_vh
Dropsolid



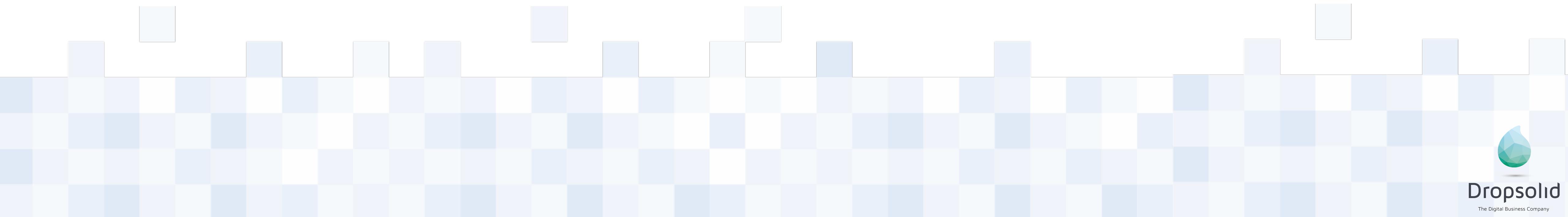
Dropsolid

The Digital Business Company



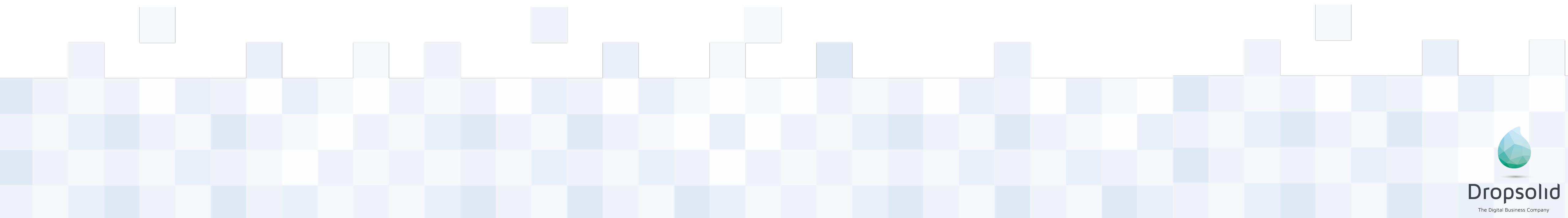
Diamond Sponsor

Acquia®

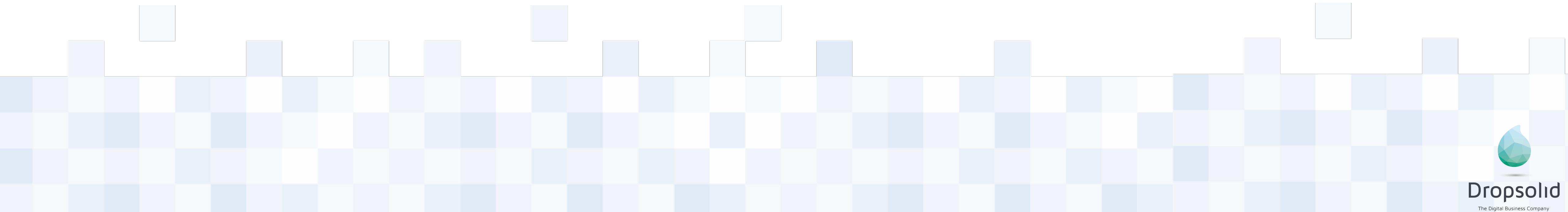


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Platinum Sponsors



Gold Sponsors





The story



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The Digital Business Company

-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.



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WHO ARE WE?



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WHO DO WE WANT TO BE?



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WHO AM I?



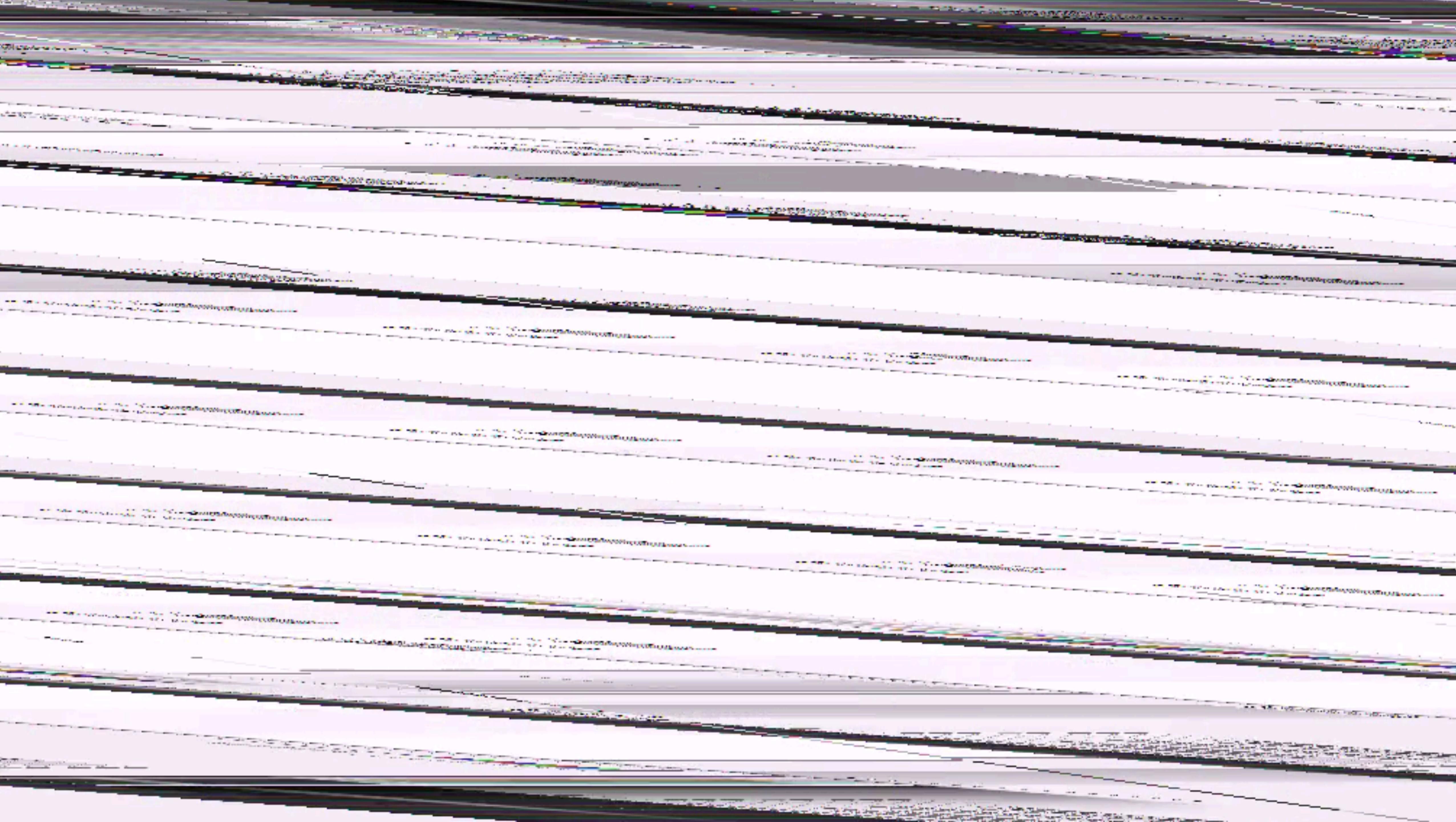
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The Digital Business Company

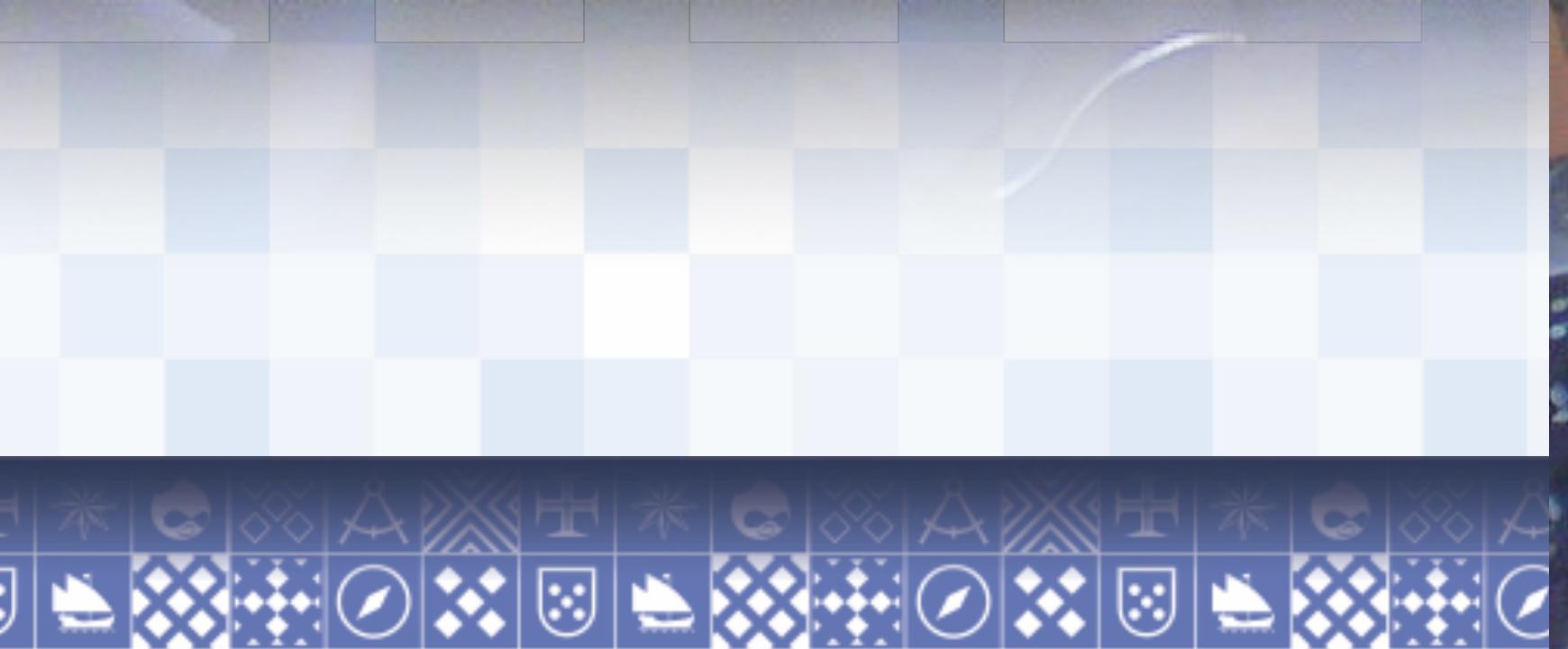
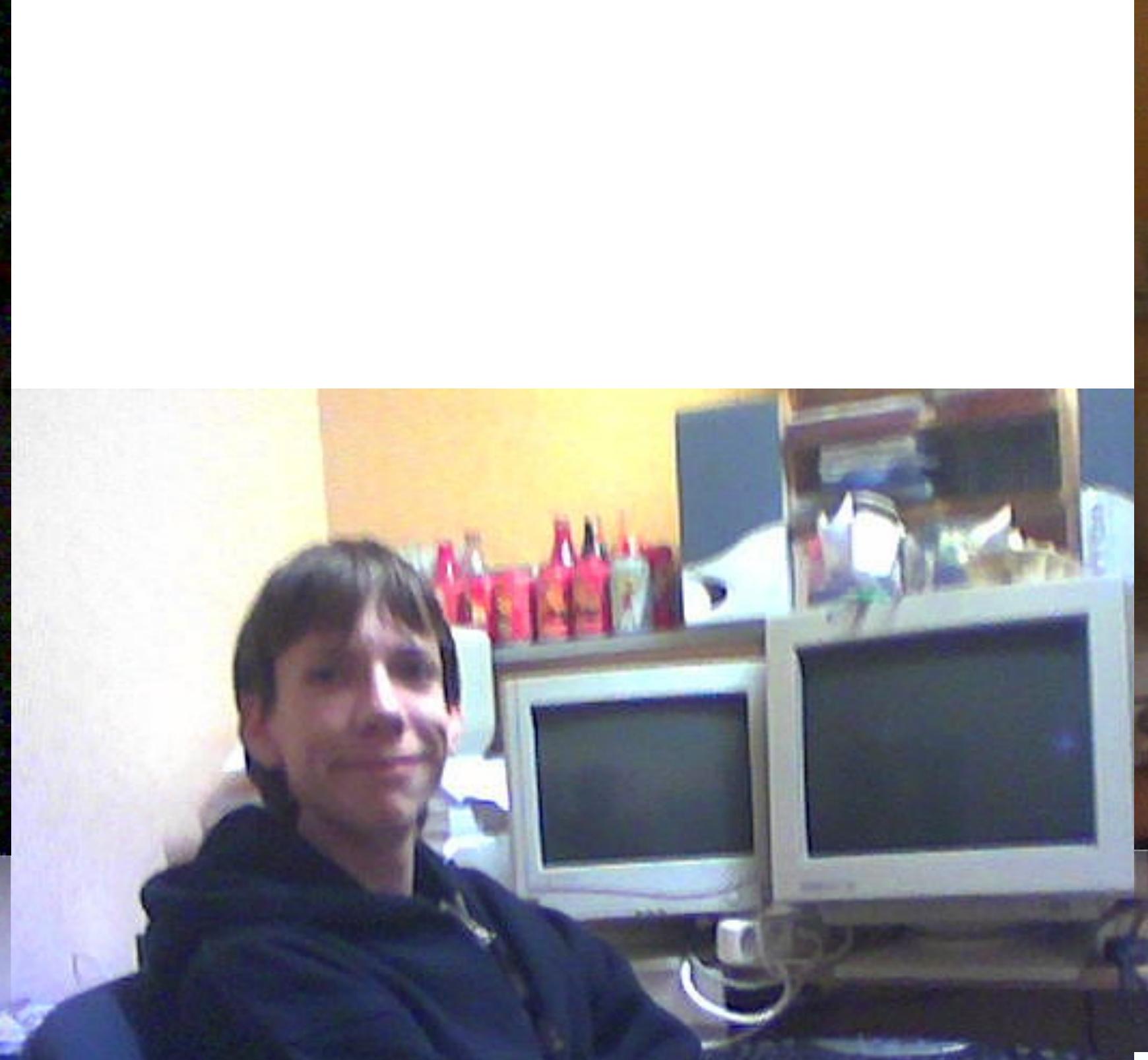
Age: 8 ('94)



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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 contributer 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.

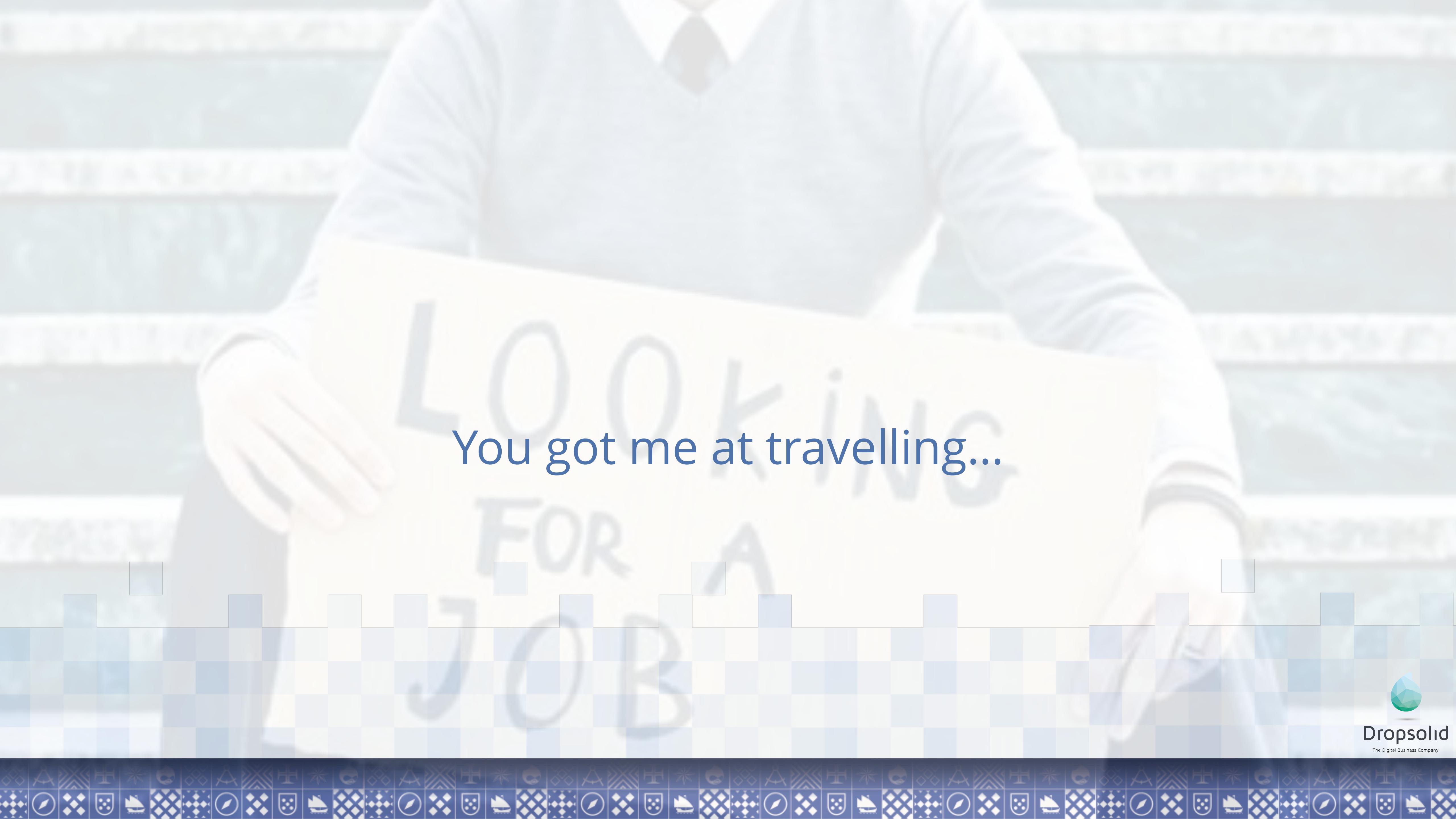
You’ll work on internal or client projects four days a week. The fifth day is reserved for self-improvement, personal Drupal projects or community building.

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?



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

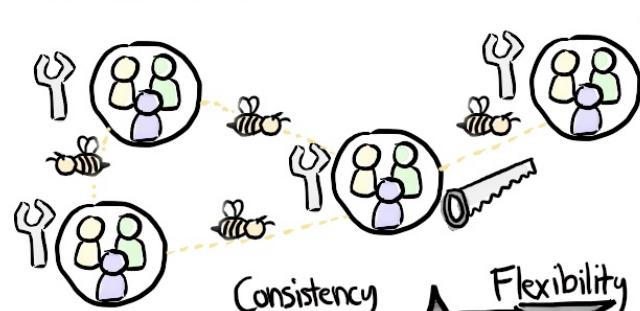
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Spotify Engineering Culture

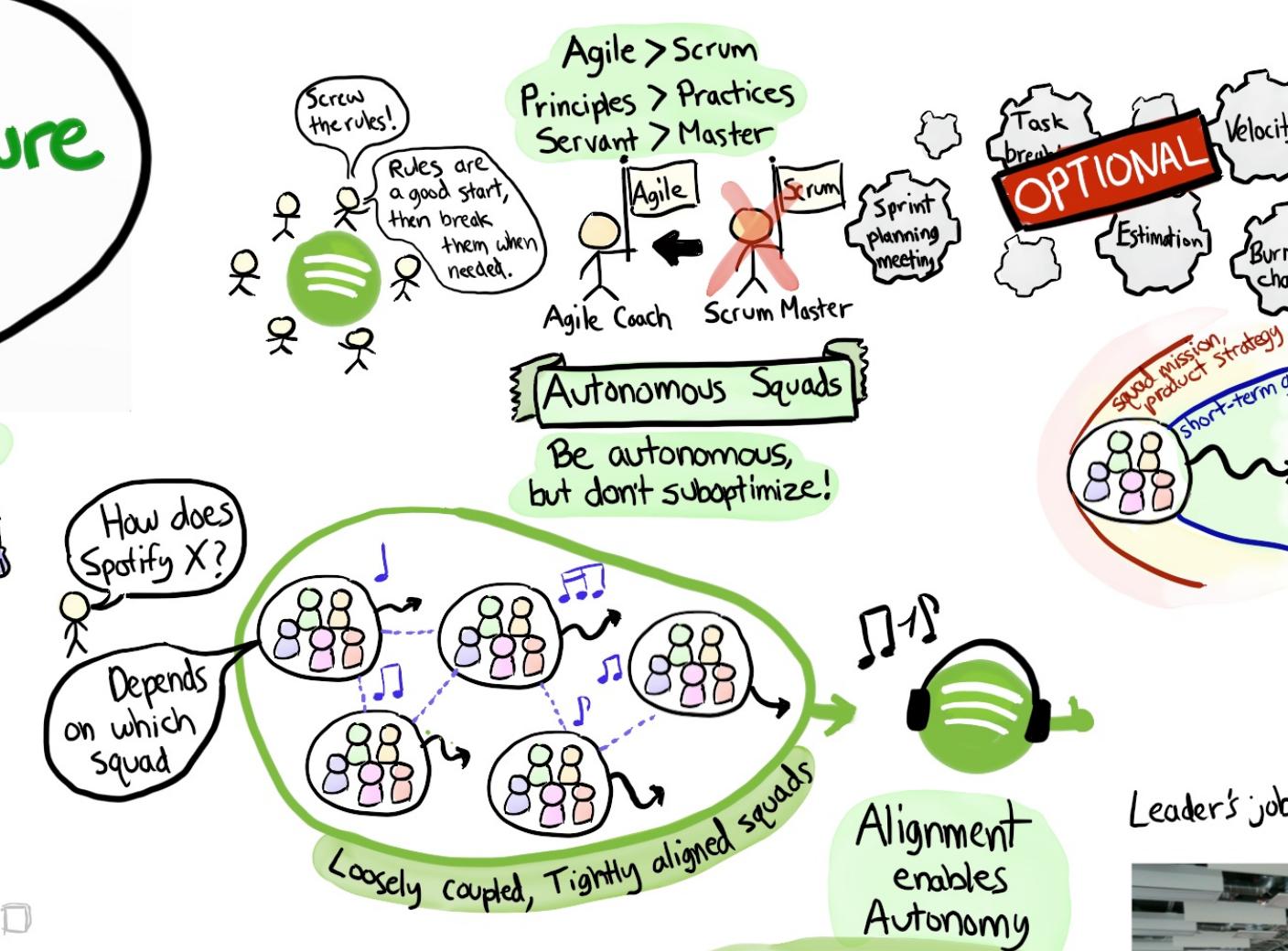
Part 1 of 2

Henrik Kniberg
Jan 2014

Cross-pollination > Standardization



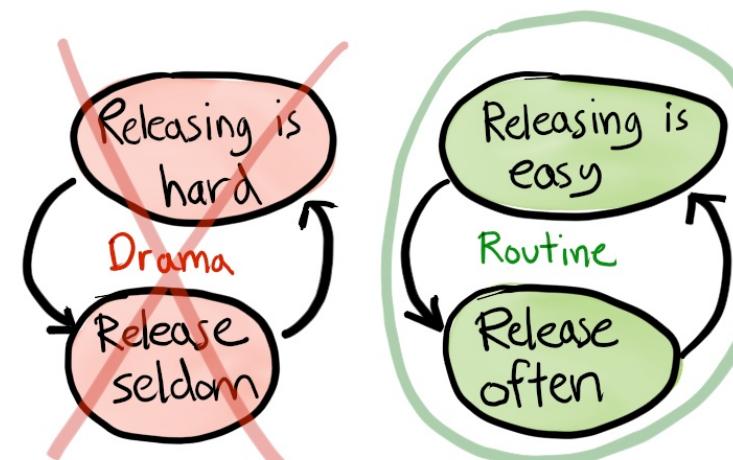
Internal Open-source model



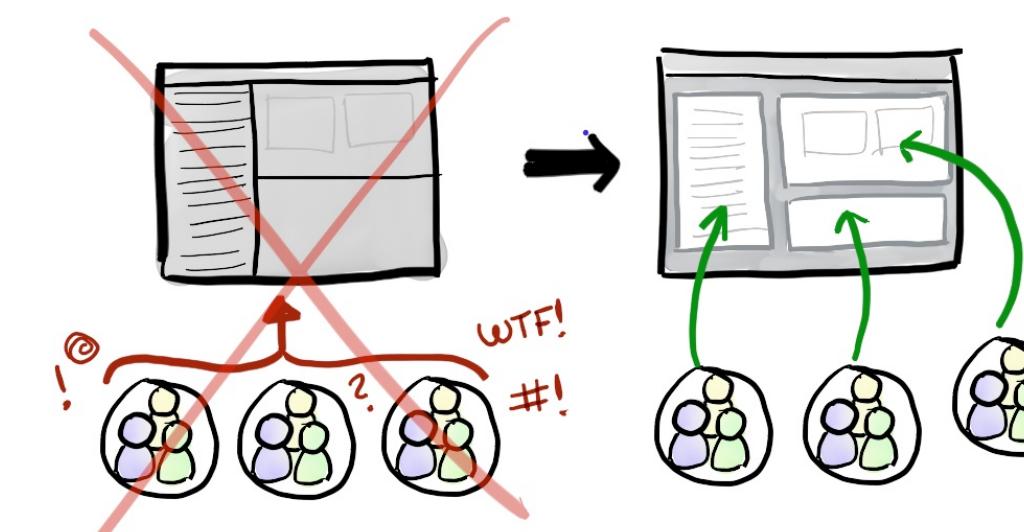
Leader's job: Communicate what problem needs to be solved. And Why.



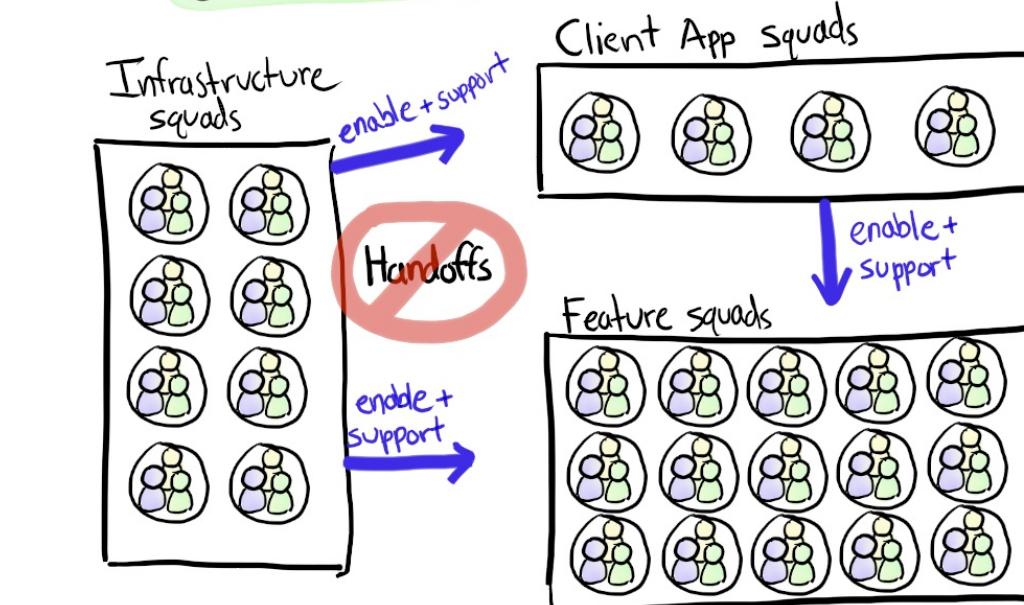
Small + frequent releases



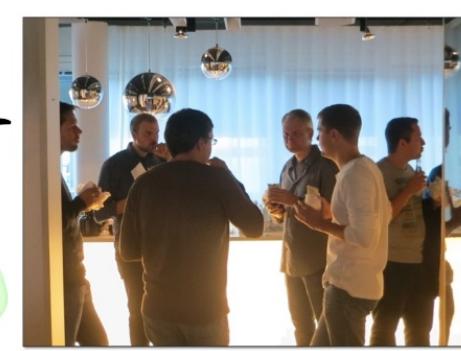
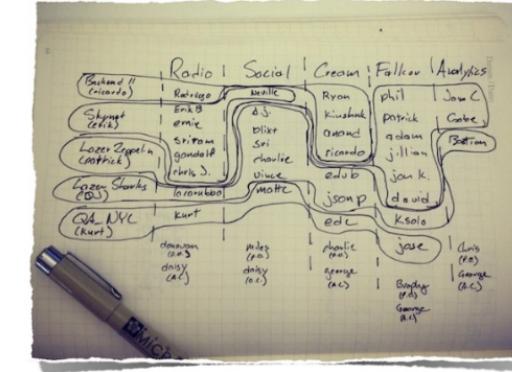
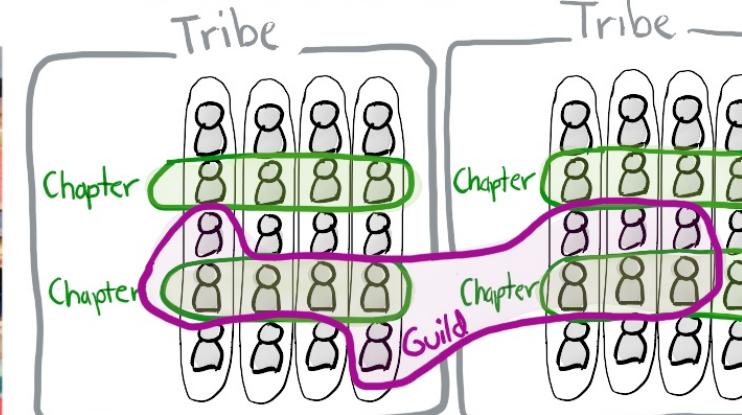
Decoupled releases



Self-service model
enable > serve



Community > Structure

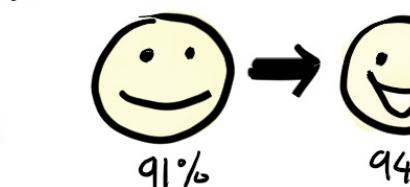


Focus on Motivation

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

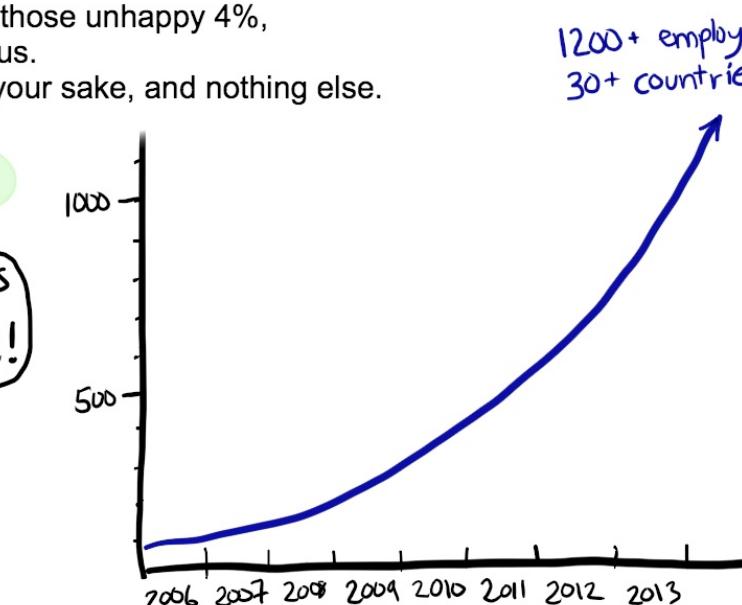
Agile at scale
requires
Trust at scale

Politics
Fear

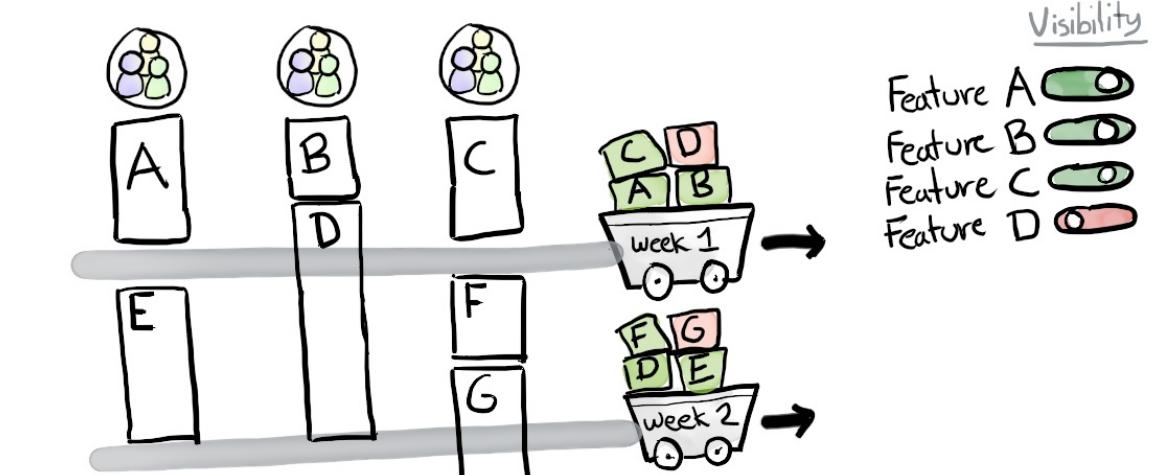
People > *

My colleagues are awesome!

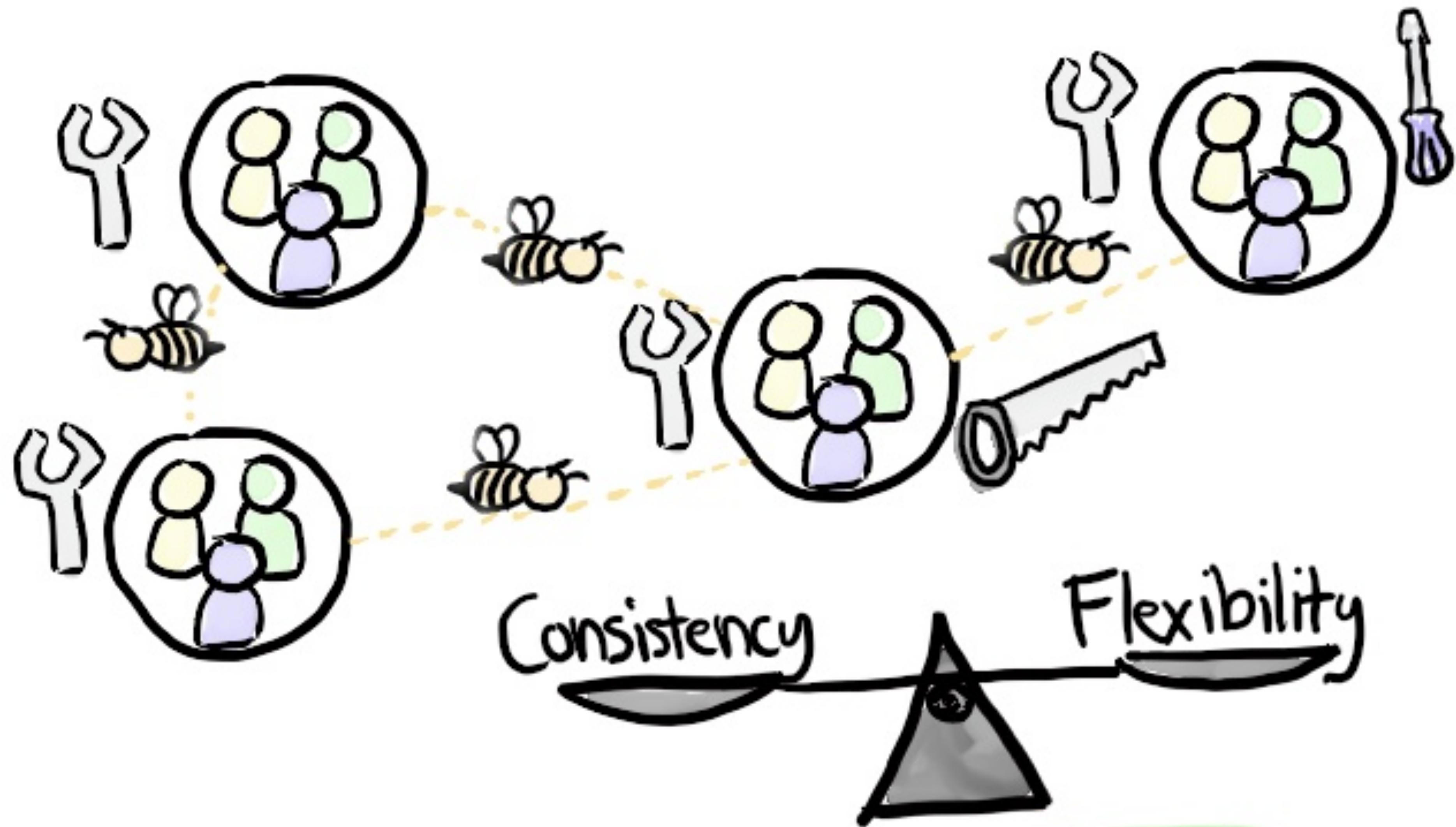
Ego

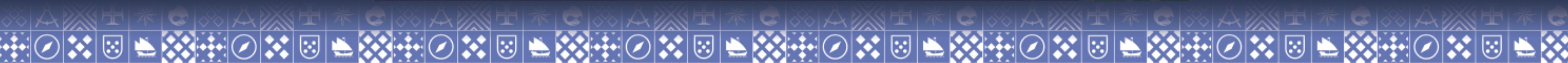
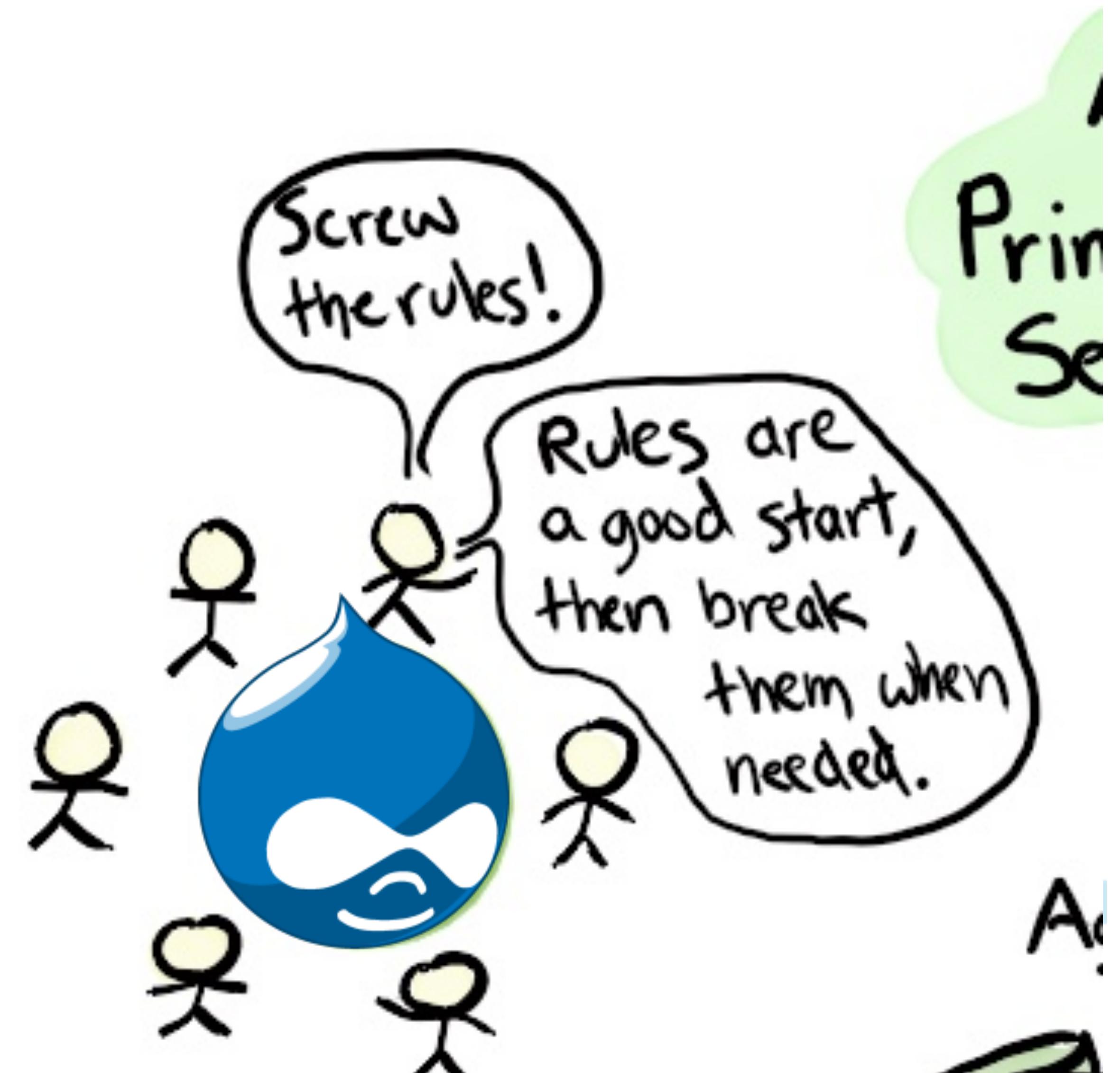


Release Trains + Feature Toggles



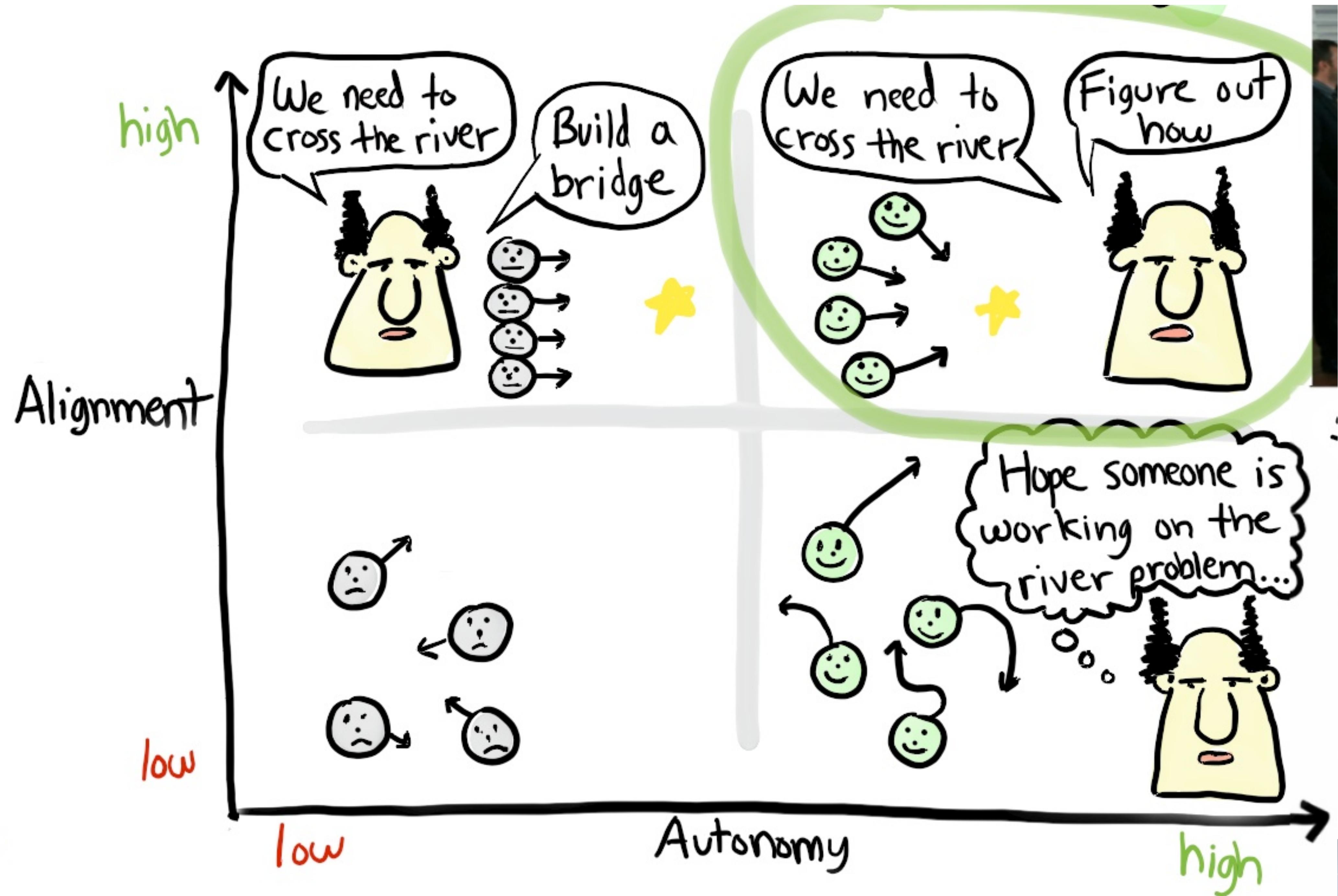
Cross-pollination > Standardization



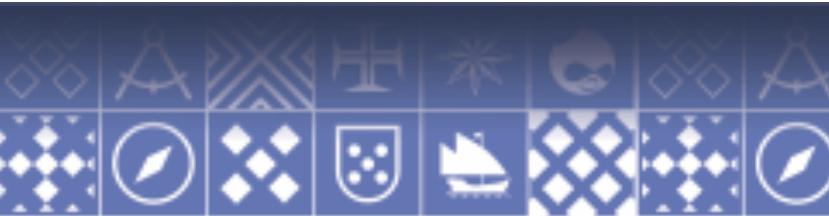
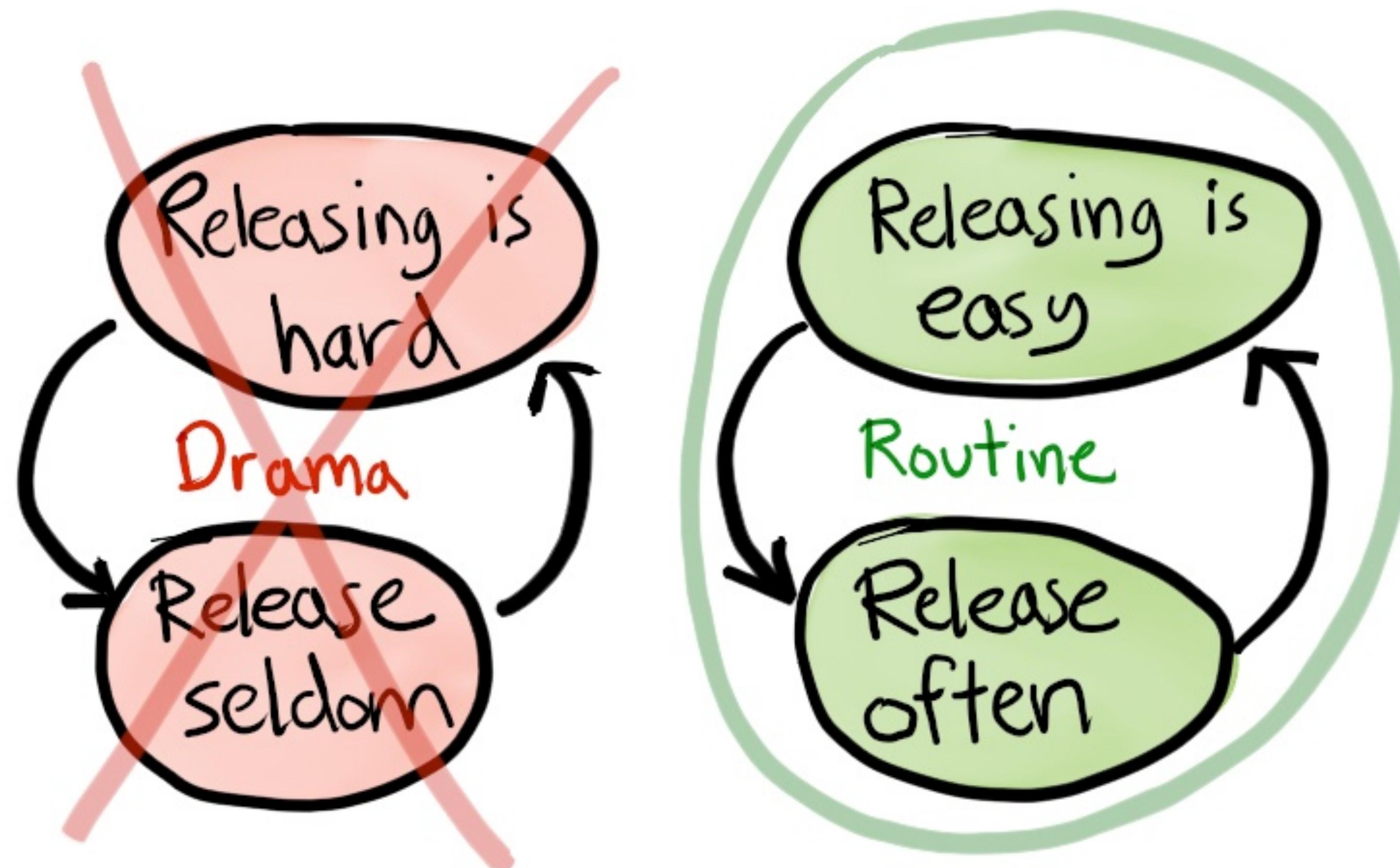


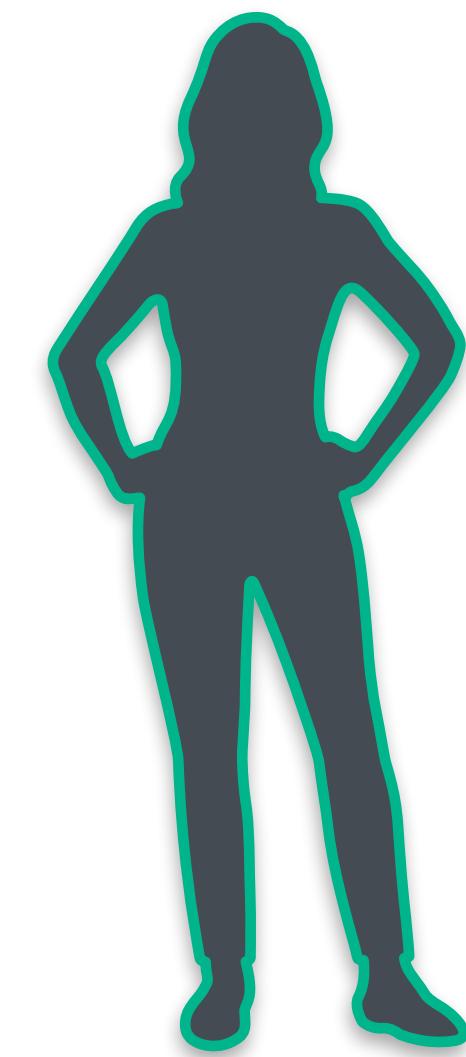
Trust > Control

Agile at scale
requires
Trust at scale



Small & frequent releases





People > *

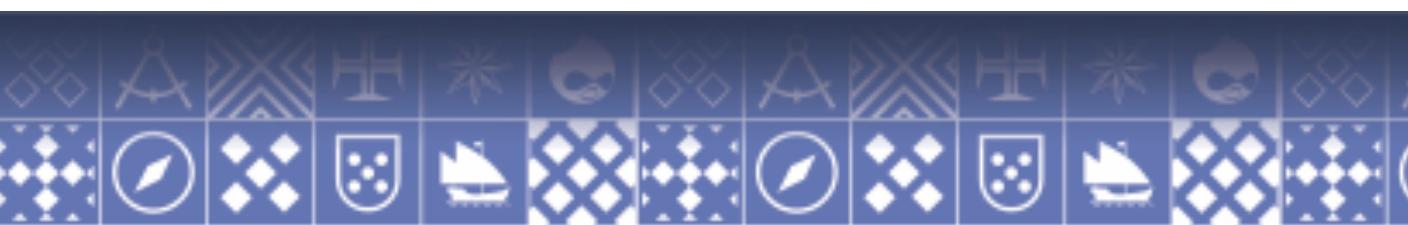
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My colleagues
are awesome!

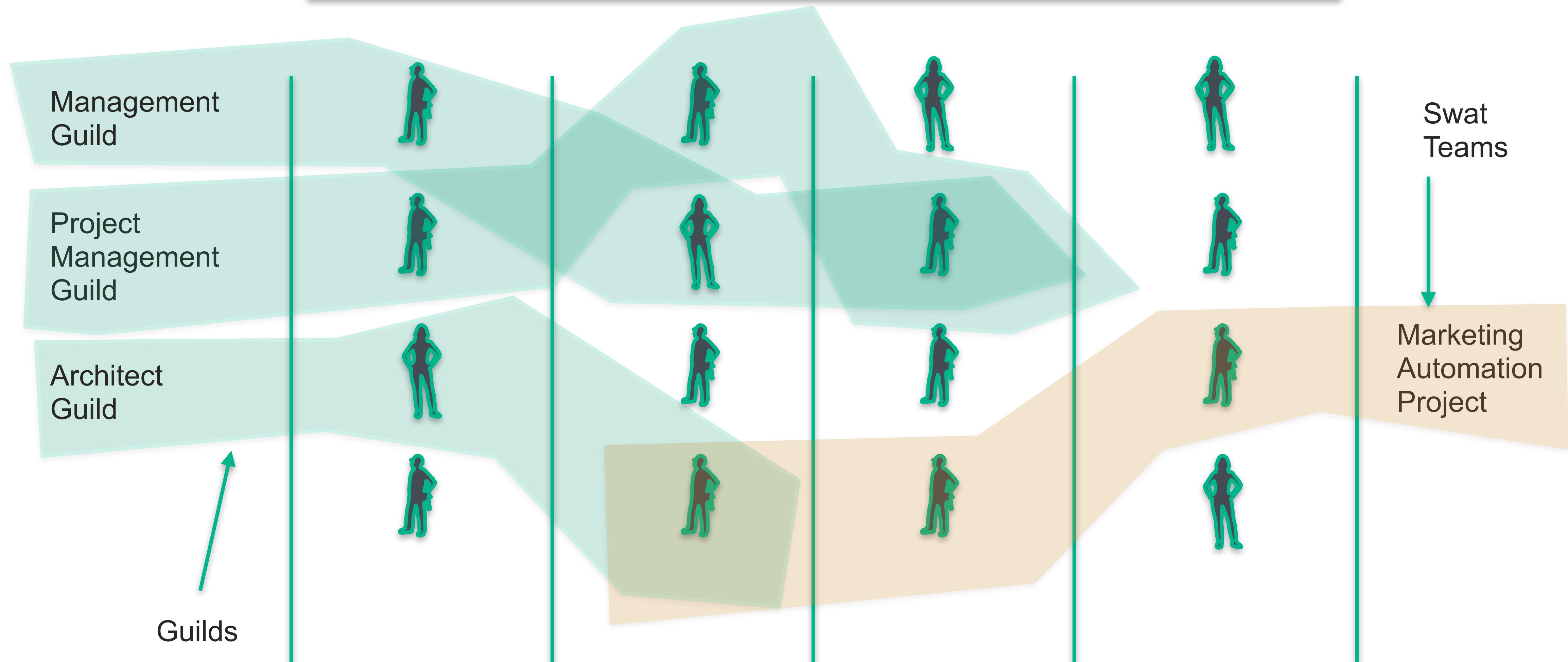
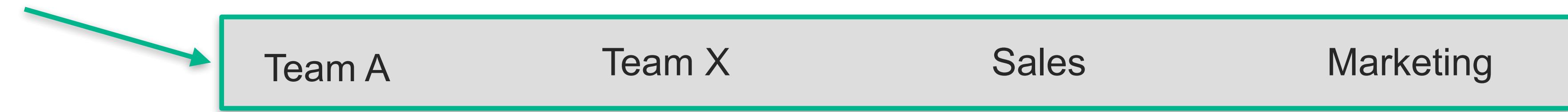
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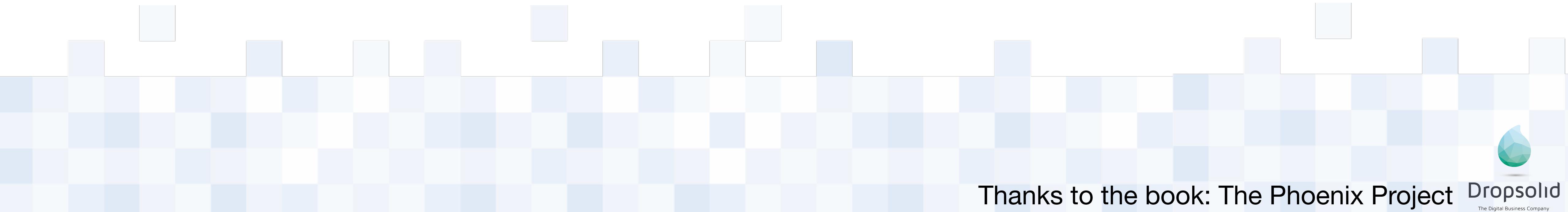
TM



Scrum Teams



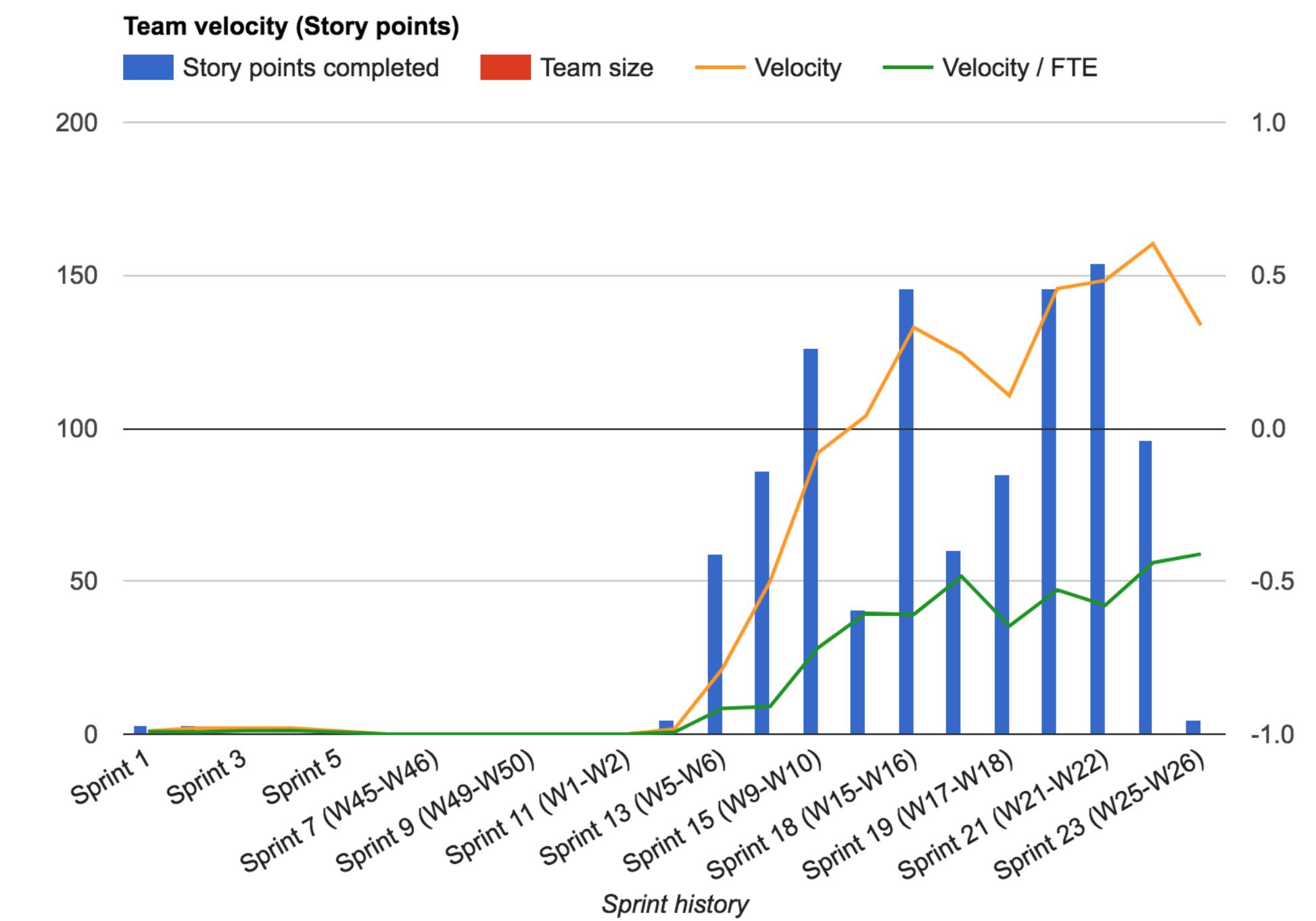
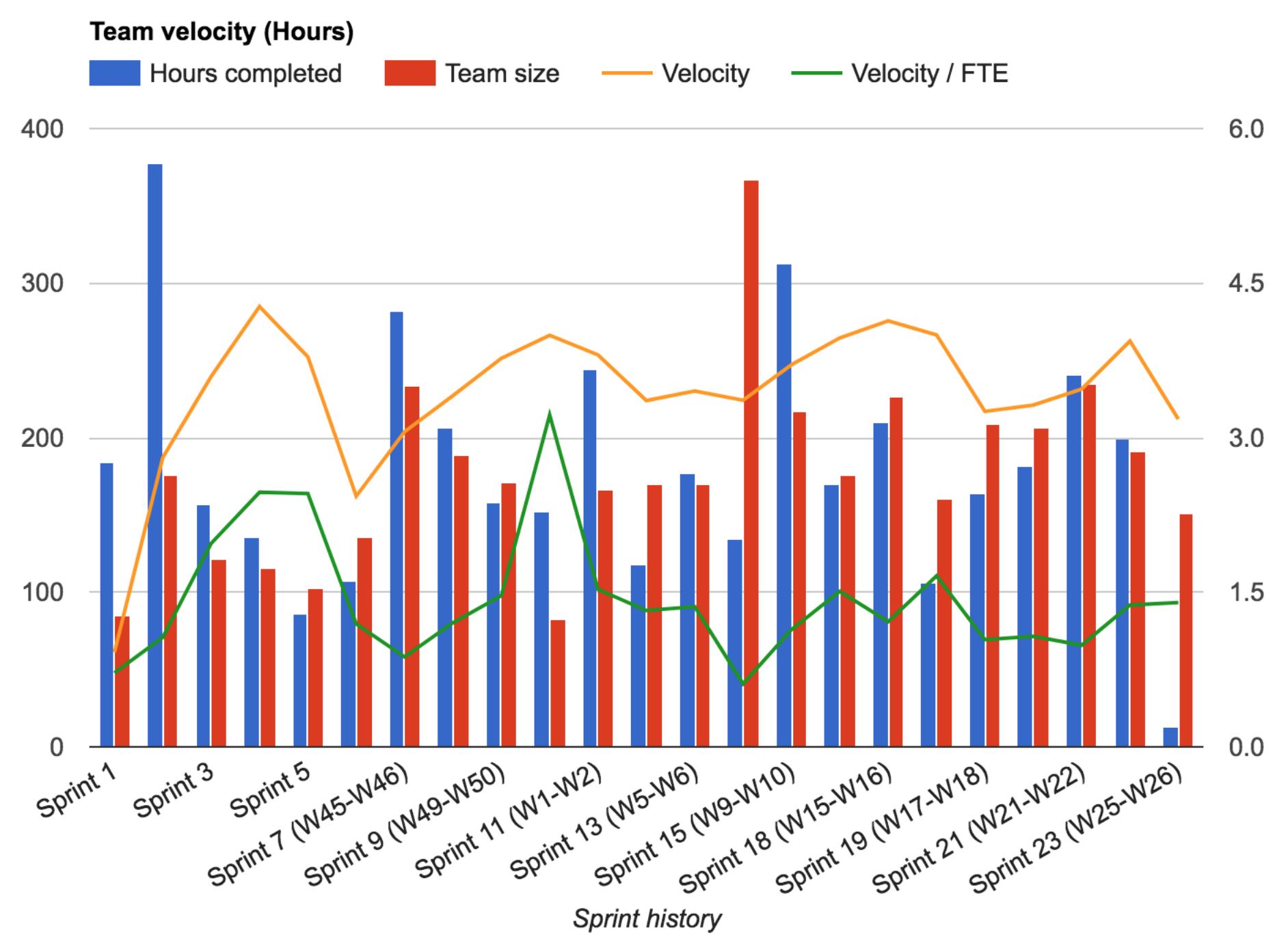
Evolution Rather than Transformation



Thanks to the book: The Phoenix Project  Dropsolid
The Digital Business Company



Agile - Scrum - Kanban



Thanks to the Chris Pliakas during my time at Acquia



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 DropSolid

The Digital Business Company

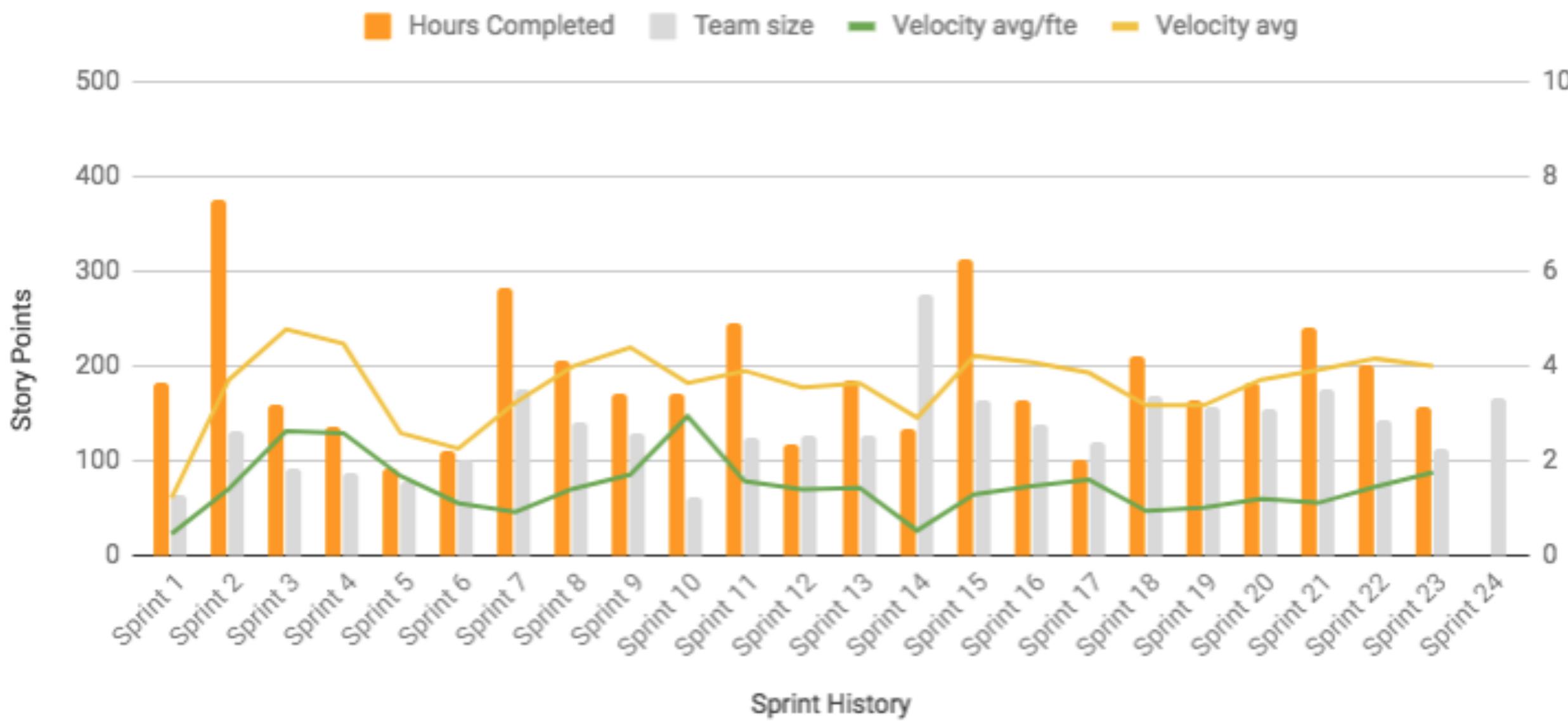
How many hours per person-allocation in the next sprint?
80.28

average per day for the last 3 sprints
7.206802543

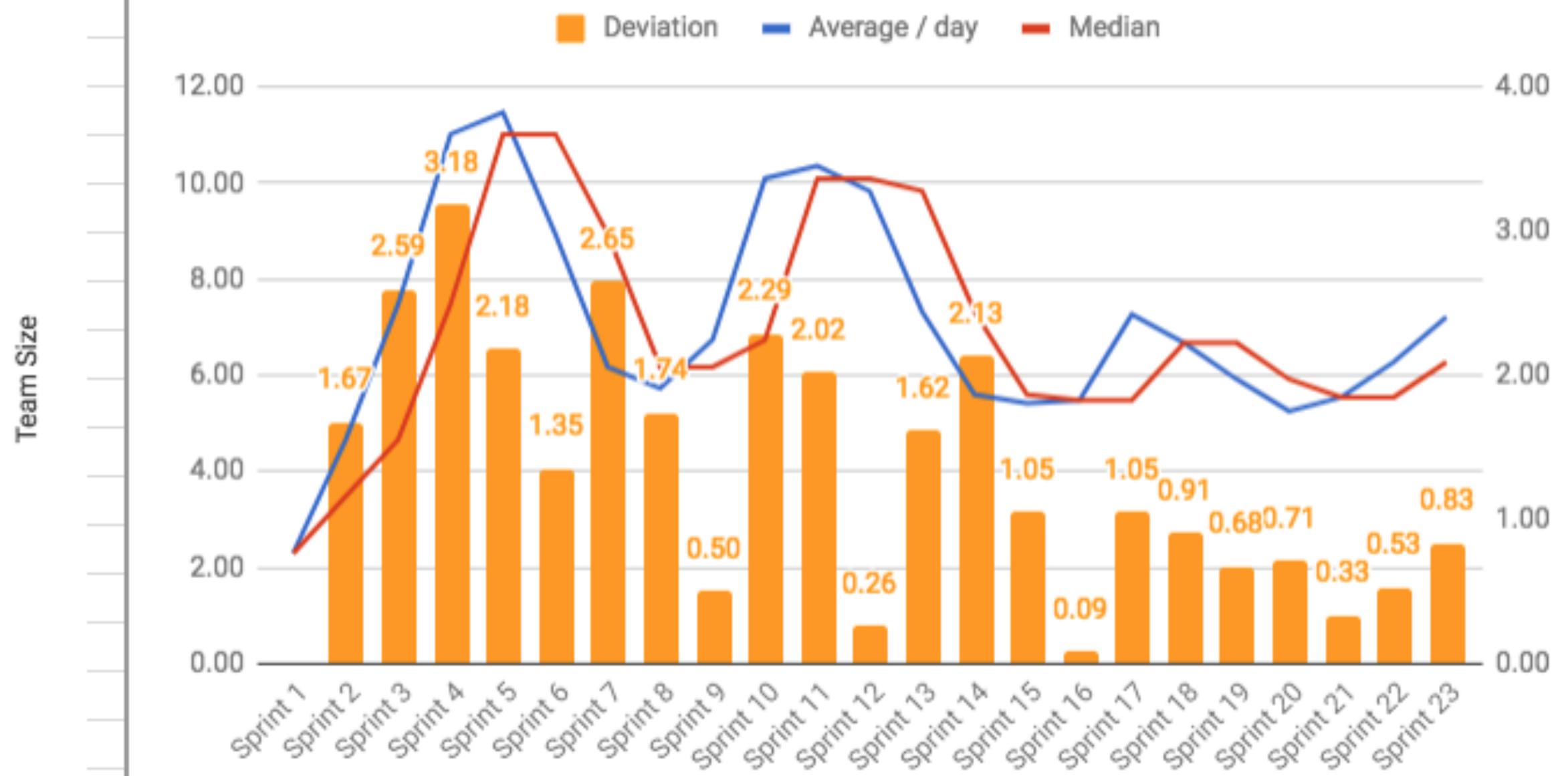
Hours committed at
Hours committed in
Hours

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		



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The Digital Business Company

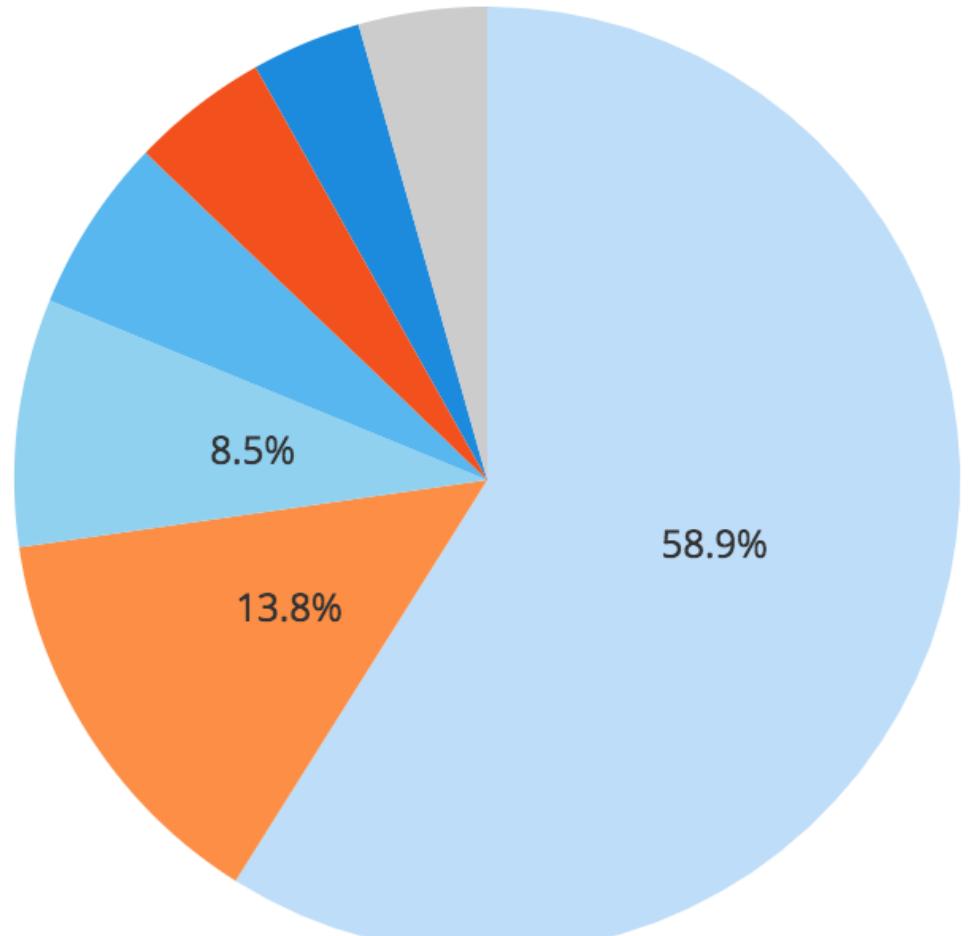
Company - IT infrastructure 2018-06-25 - Sprint 36

3h

39sp

To do	0h	21sp
In progress	3h	13sp
Waiting For Feedback	0h	0sp
#71071 Redmine Clean-up		
High Company - Strategy		
#71286 As PM I would like		
Urgent [REDACTED]		
Normal [REDACTED] - Client mode (T&M)		
#55739 [Research Spike] Move non project specific nginx configuration from the vhosts to the main nginx config	5sp	
Normal [REDACTED] - infrastructure		
#69688 Webform submissions were blocked from May 12th till June 6st		
Normal [REDACTED]		
#71140 [REDACTED] changes 26/06		
#69738 As infra I want		
Interruptions added to the sprint by another team		
#71004 Is a client I want that the staging environment is going faster then the current state		
Normal [REDACTED]		
#7193 Prepare for go live		
Normal [REDACTED] Backup		
#69460 The project requires access on https, please install and setup an SSL certificate		
Normal [REDACTED]		
#70088 As infra I want move the [REDACTED] server from a shared to a dedicated environment, as is contractually agreed		
Blocked: On hold Normal [REDACTED]		
#71240 As a Developer I want to clear the Varnish cache		
Normal [REDACTED]		
#71055 As Growth Hacker, I'd like to use DoubleClick with my Google account		
High [REDACTED]		
#71057 As a PO I want to investigate the website style not loading.		
Normal [REDACTED]		
#71039 As a developer I want the correct schema on the solr environment		
Normal [REDACTED] - Website development		
#71080 As a PO I want to link the domain name		
Normal [REDACTED]		

Planned stories based on the capacity



- CD - Gent
- Team - Awesome
- Team - Overhead
- Team - R&D - infra
- Team - Storm
- Team - Swift
- Other



Thanks to the Chris Pliakas during my time at Acquia

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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?



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DevOps Across the Organization

```
cd /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
cd /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

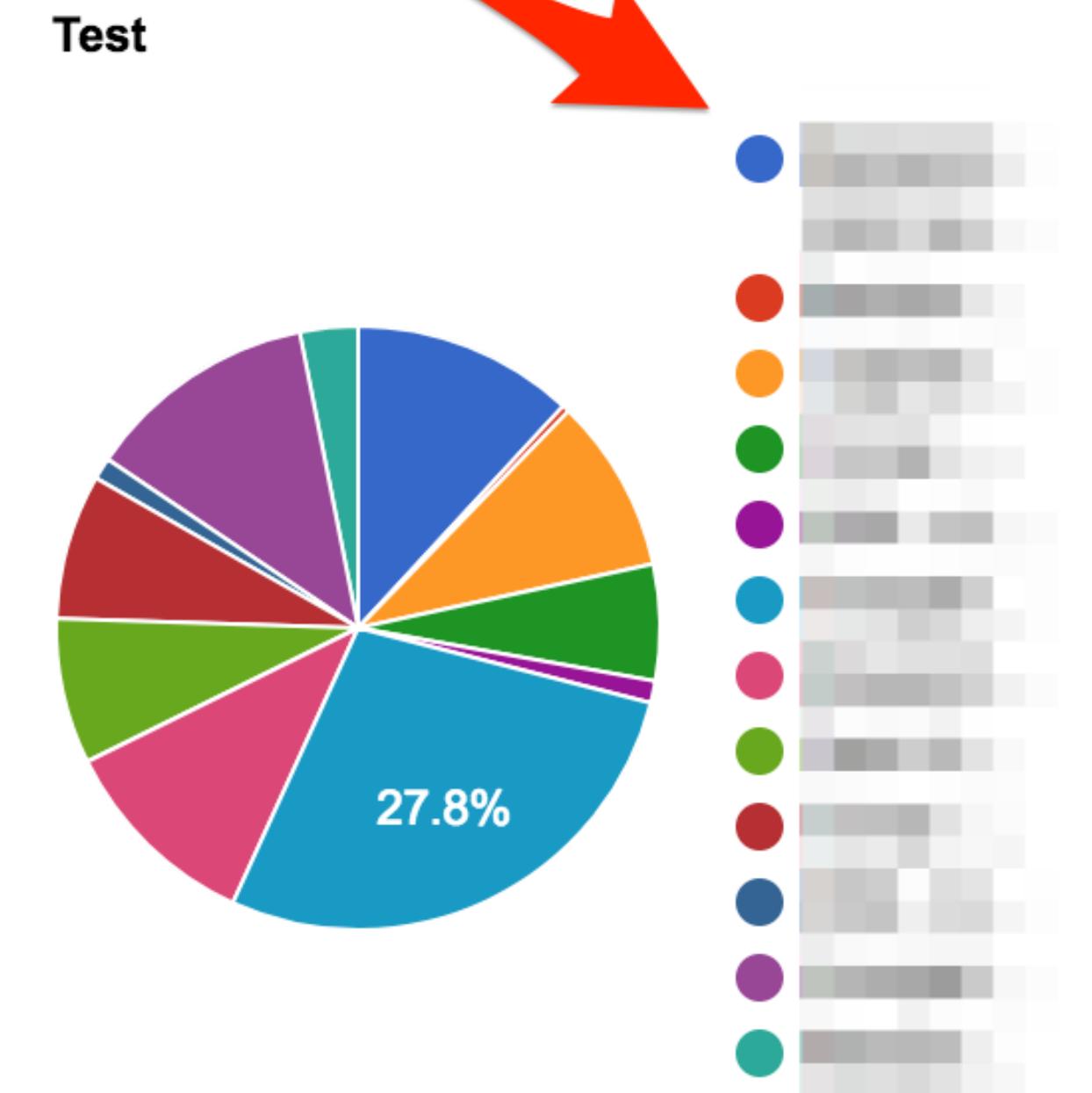


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Early Feedback Loop

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

Different projects in a 2 week sprint
from a single team



Avoiding Isolation

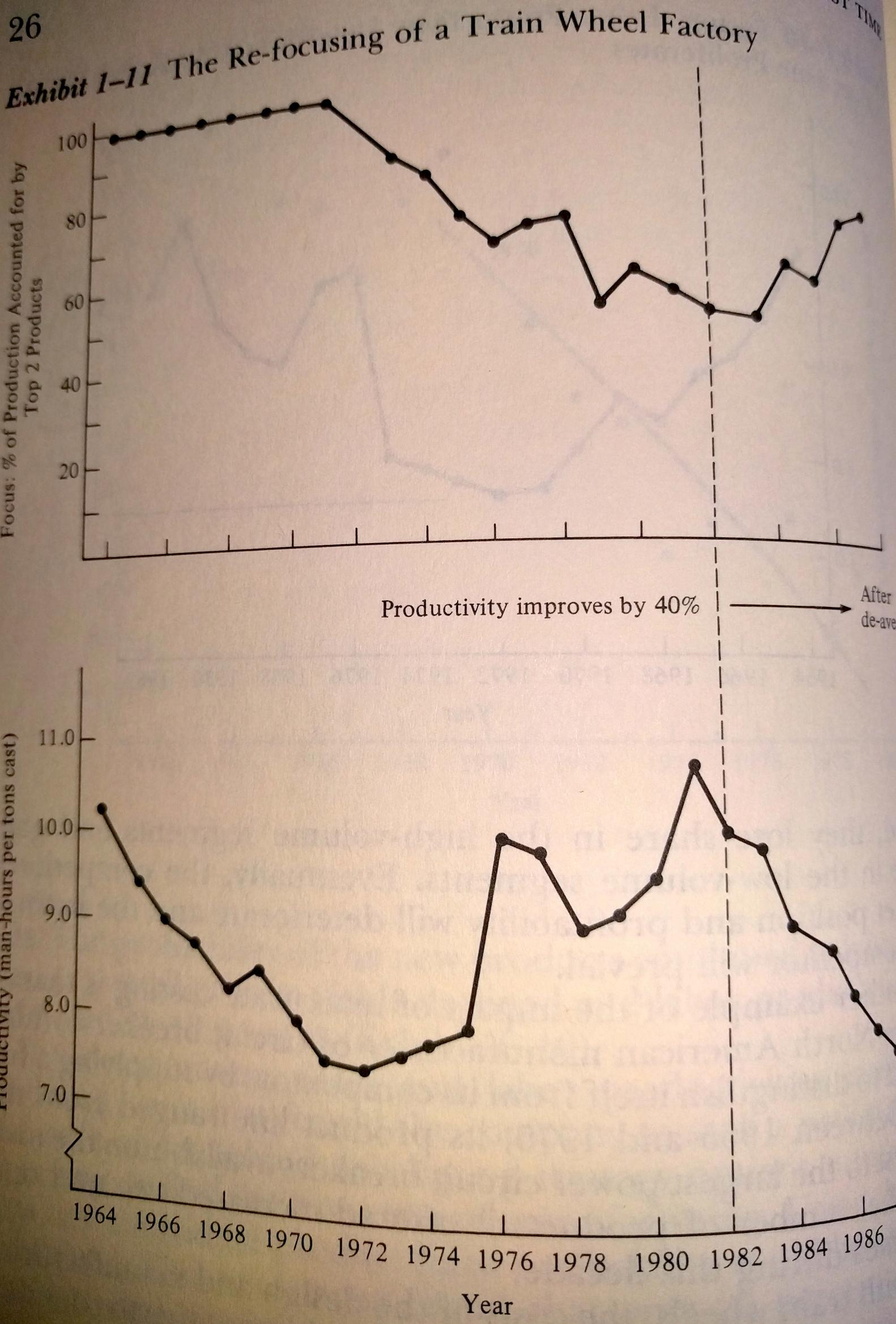
- Dunbar's number
- Record, record, record
- Kruisbestuiving (cross-pollination)
- Swat teams, scrum teams, guilds

-
- ▶ 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]



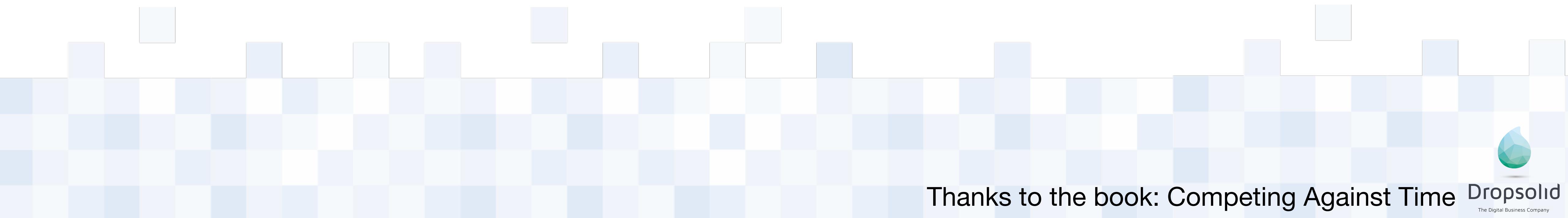
Thanks to the book: Competing Against Time



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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**
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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:

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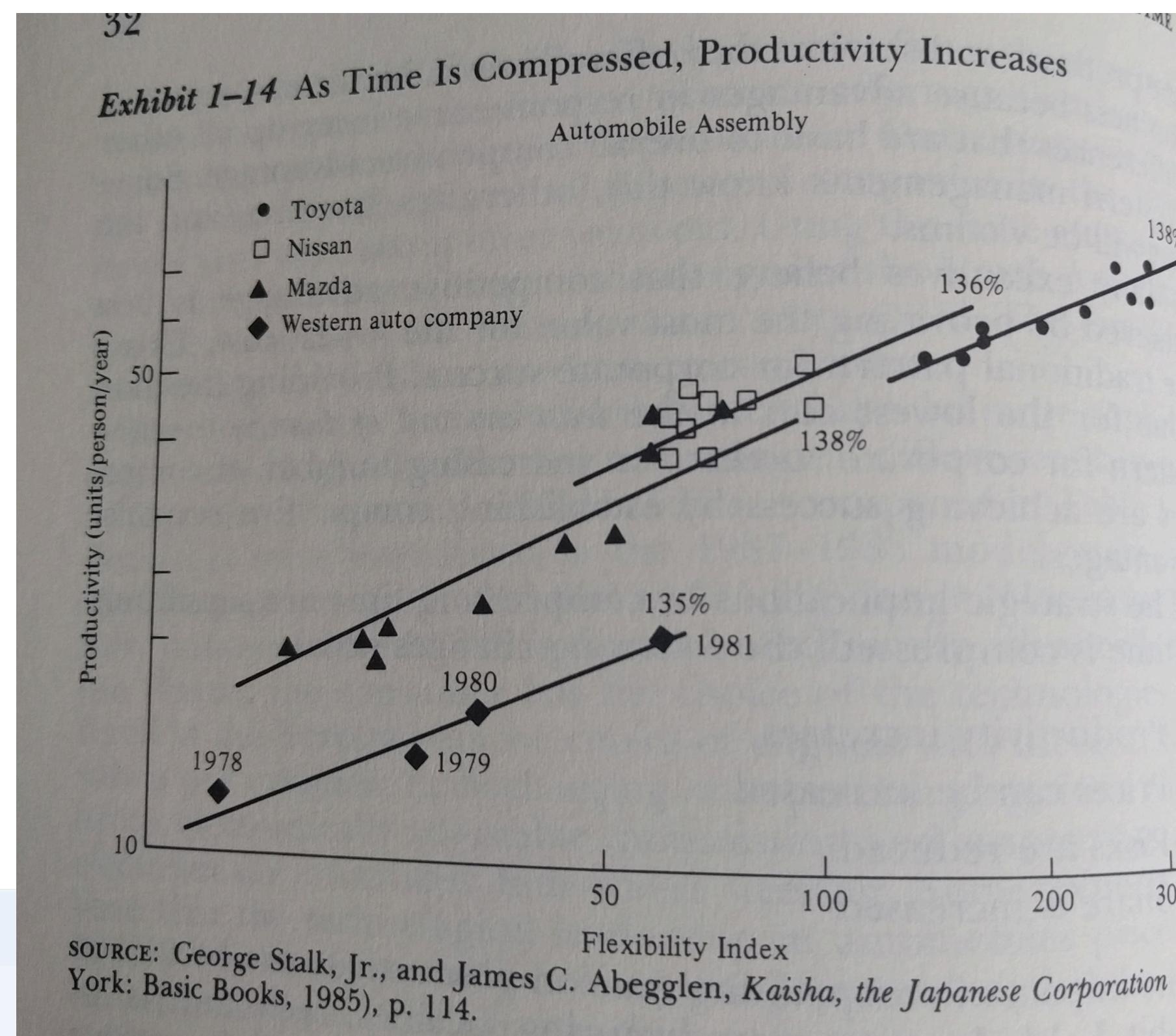
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Automate (What You Can) and Review

- 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.



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



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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

Gent Hosted 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



Dropsolid
The Digital Business Company

Naam	Departement	ID	Btw	Aankoppi	Dropsolid Solu
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..



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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.

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

as impressed with
Gilles Baert

GB

thumb up from Gilles Baert

got a thumbs up from Bruno Algoet

TEAMWORK

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



75%
GREAT

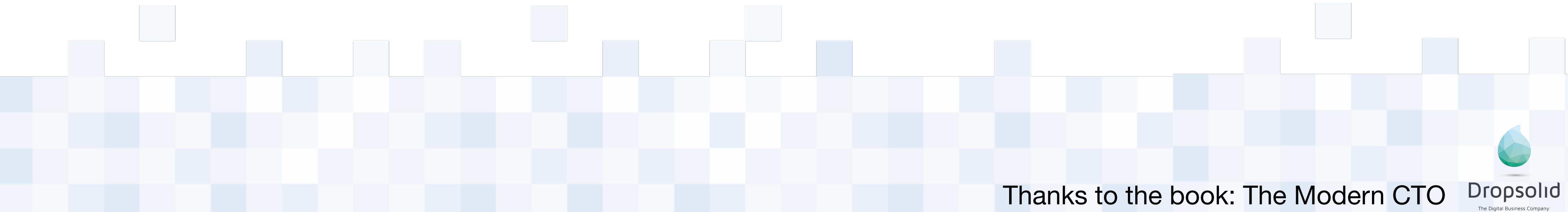
Dropsolid

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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The Digital Business Company

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.

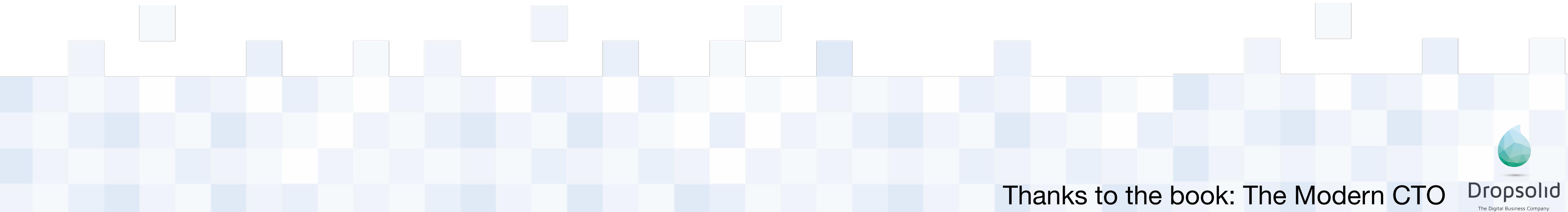
Thanks to the book: The Modern CTO



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Poor code?

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



Thanks to the book: The Modern CTO

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QUESTIONS?





SO WHAT'S NEXT FOR YOU?

Because we are hiring ;-)



QUESTIONS?



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THANK YOU