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EXPERIENCE DIGITAL FREEDOM

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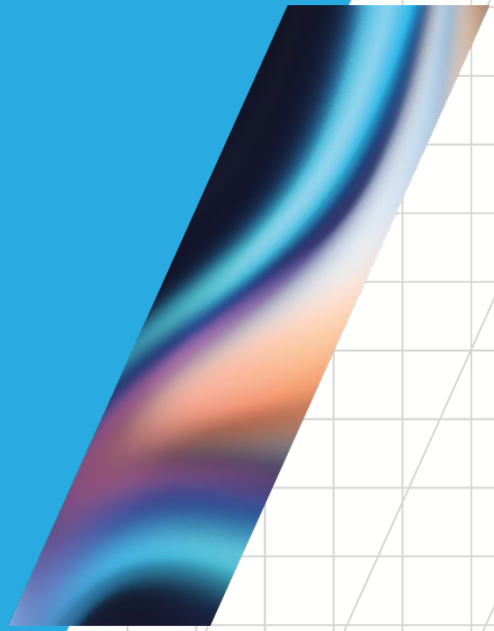

Stop Blaming Your Boss

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Acquia

About Me

Manager + Architect Professional Services @ Acquia
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DrupalCon
SEATTLE 2019
APRIL 8-12

Join us for contribution opportunities

Friday, April 12, 2019

Mentored Contribution

9:00-18:00
Room: 602

First Time Contributor Workshop

9:00-12:00
Room: 606

General Contribution

9:00-18:00
Room: 6A

#DrupalContributions

Overview

- How to institute change?
- How to build a platform?
- What kind of impact can you have?
- How do you get buy-in from key stakeholders?
- What sort of alliances do you need?

Overview

How do **you** evangelize what you want to change?

How do **you** drive towards that change?

This isn't about your boss.

So what does this look like?

- New Project
  - Architect + Lead Developer
  - Project Manager
  - 2 Backend Devs
  - 2 Frontend Devs
  - 1 QA Dev
- 2 Weeks Sprints
- Code Review
- QA
- UAT
- **NO AUTOMATED TESTING**

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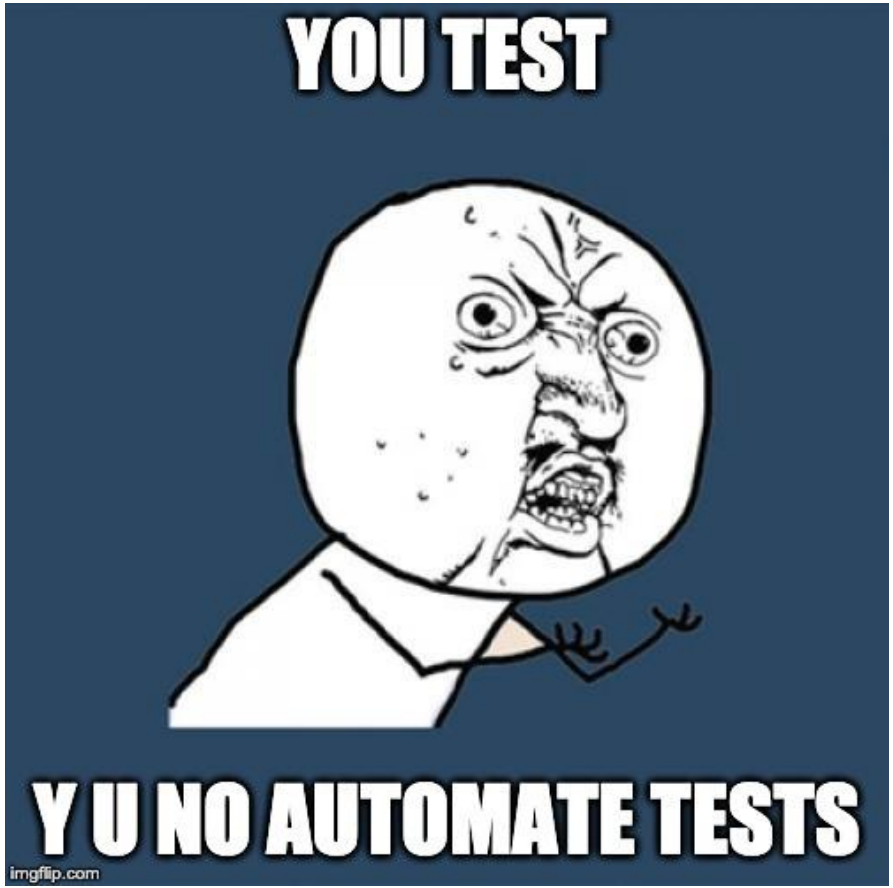
You Say



Project Leadership Says...

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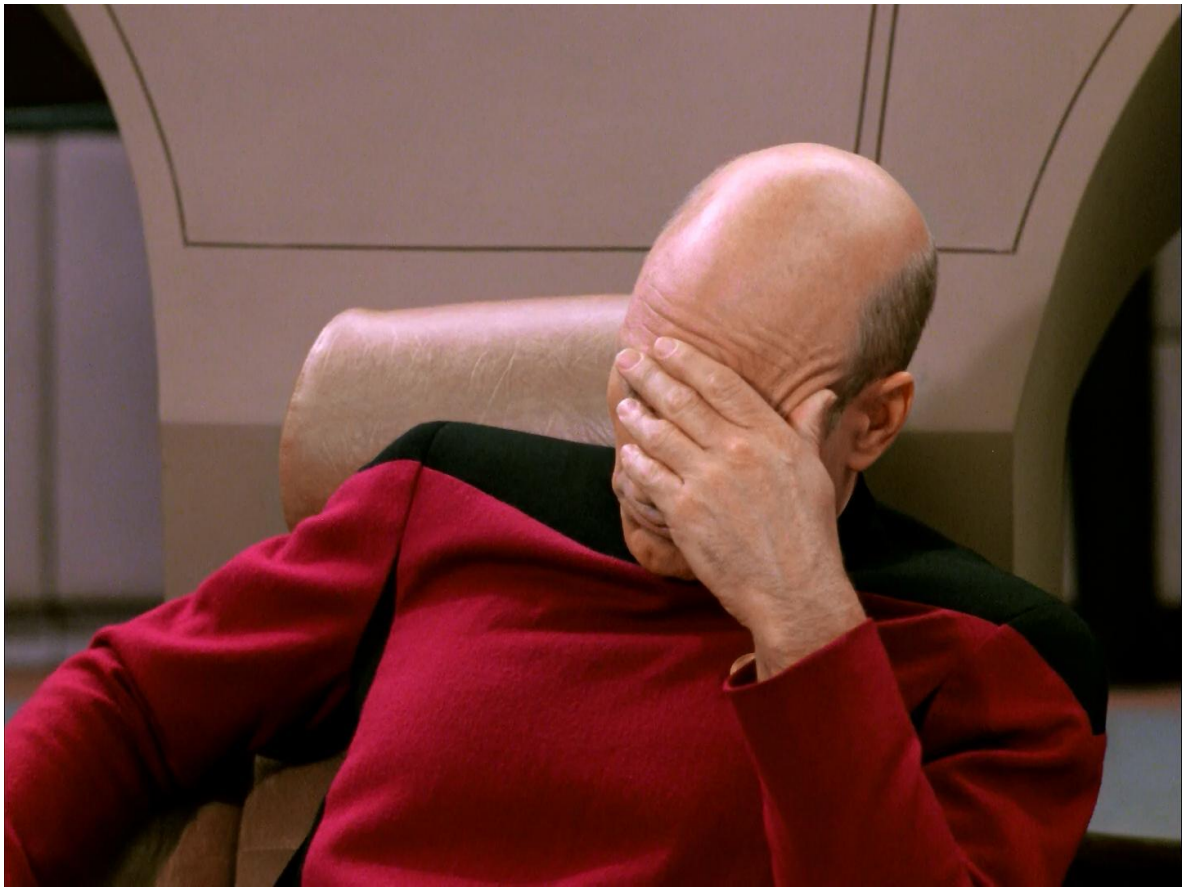
You Say



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Well, Now What!?

- These are people you work with.
- These are people you respect.
- What do you do about it?

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Option 1:

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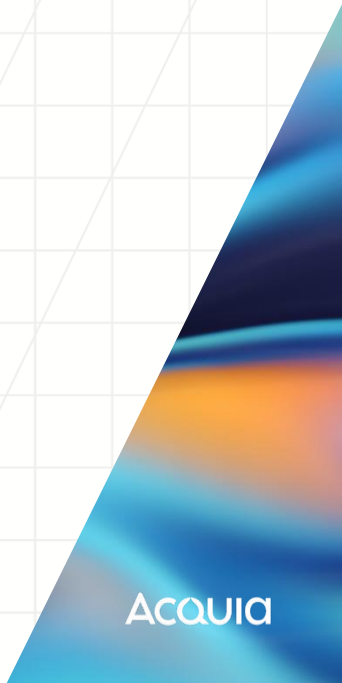
Option 2:

Tactfully tell them how wrong they are.



Maybe these will work?

(there is a better way)

Option 3:

1. Do some work.
2. Show them it’s possible.
3. Build consensus

What Did I Do?

- Setup Behat Tests
- Shared Best Practices
- Demonstrated to Team
- Shared Examples
- Got Buy In to Continue

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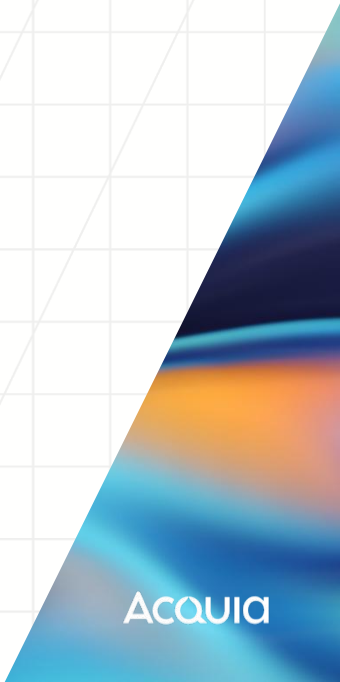
Why Did This Work?

- Demonstrated it was possible
- Did initial lift (without asking others to sacrifice their time)
- Provided extensive examples + documentation (to make it simpler to continue)
- Showed it could work
- Got team buy-in (without mandate) from the bottom-up.

Take Away #1

If you want to effect change at any level, you have to be willing to go outside your own comfort zone.

Do the work!



How much effort was this “really” ?

Everything I do:

Recycle. Reduce. Reuse.

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There “could” be a module for that.

Architect for re-use

Standardizing Means

1. Local Environment
2. Deployment procedures
3. Code Storage
4. Continuous Integration
5. Automated Testing
6. Module / Theme Approach
7. ...more?

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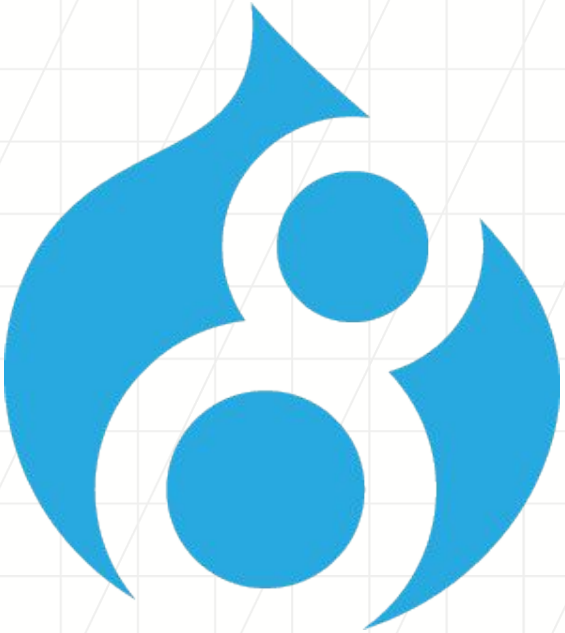
The BLT Story.



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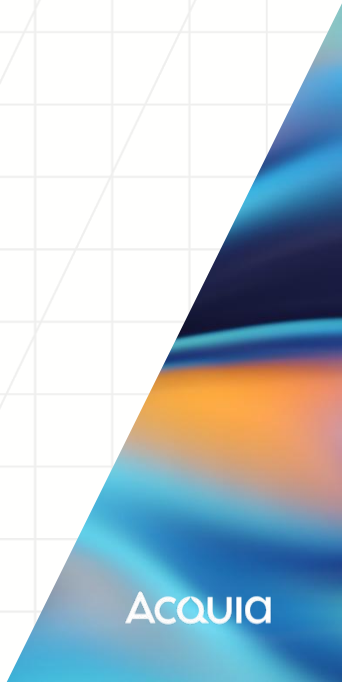
Take Away #2

Assume every problem you solve will need to be solved again (and again).



How do you build support?

Don’t be a Moss.

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DO:

1. Talk to people at their level

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DO:

2. Succeed at what you set out to accomplish.

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DO:

3. Say yes more than you say no

DO:

4. Become a trusted advisor

DO:

5. Remember you aren't the only smart person in the room.

Other people know about the problem.

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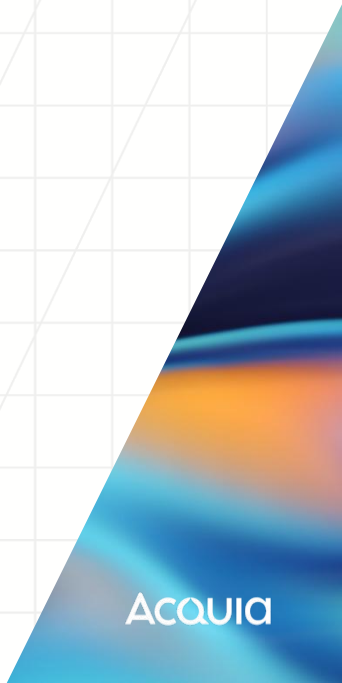
Take Away #3

Organizations don't stop change, people do.

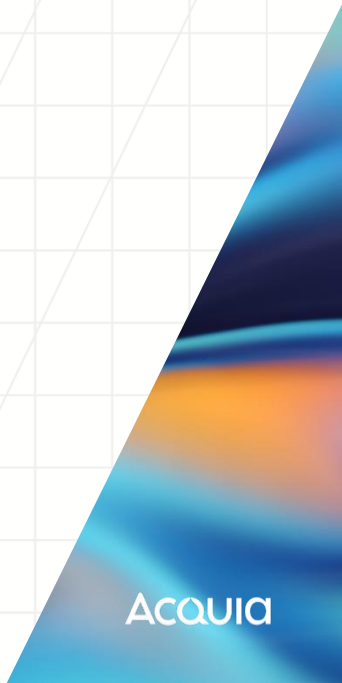
It's all about the people.



Take Away #4

Be patient.

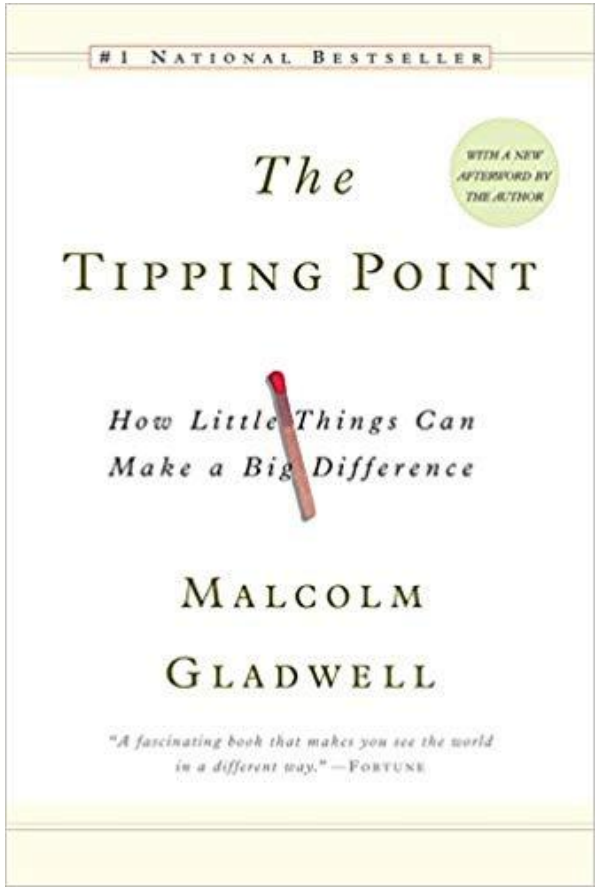
You cannot accomplish these things overnight.



New directions

New approaches

Story Time...



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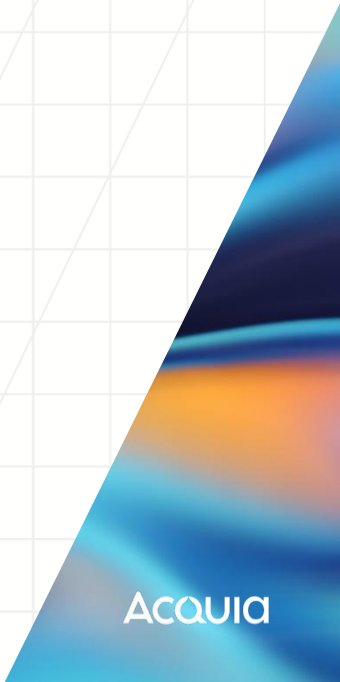
Take Away #5

Think like an architect.

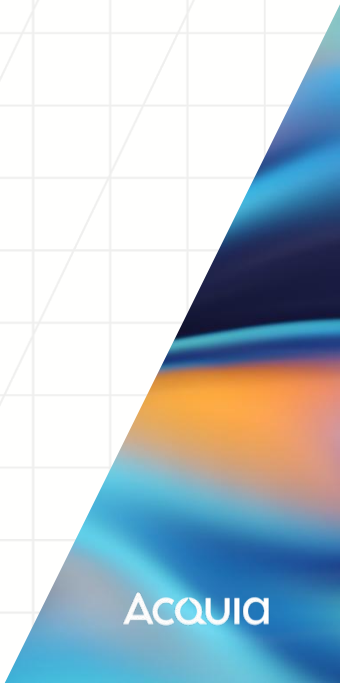
The solution that gets traction may not be the first or most obvious solution.



In Conclusion

1. Become a trusted advisor
2. Design for reuse
3. Look for non-obvious solutions

Questions?



What did you think?

Locate this session at the DrupalCon Seattle website:

http://seattle2019.drupal.org/schedule

Take the Survey!

https://www.surveymonkey.com/r/DrupalConSeattle