



Becoming a TPM

The Do's and Don'ts of Technical Project Management

#drupaltpm





Introductions



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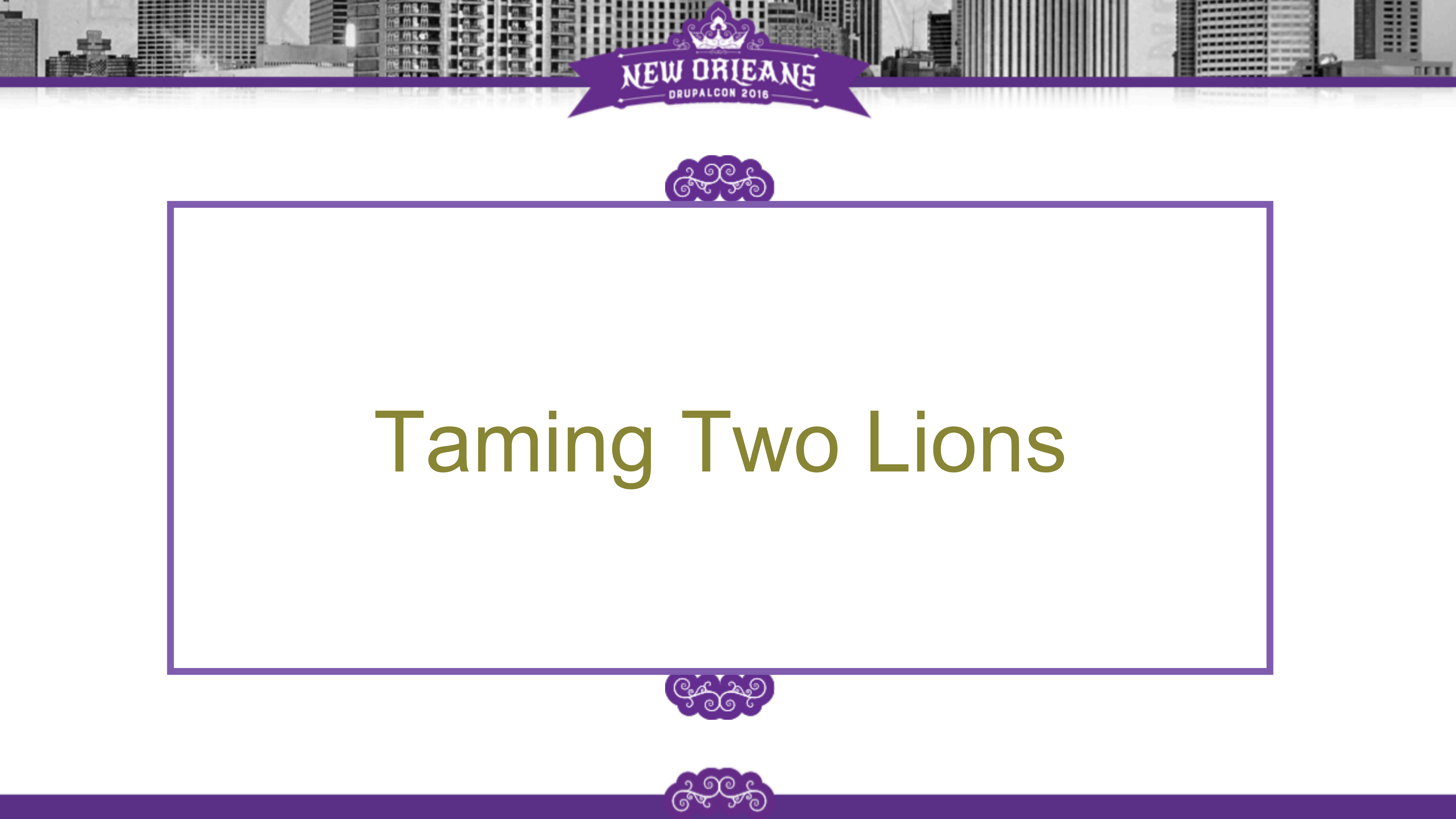
Anne Stefanyk
Kanopi Studios



Definition of a Project Manager







Taming Two Lions



How To Care For...



Clients



Developers





Clients



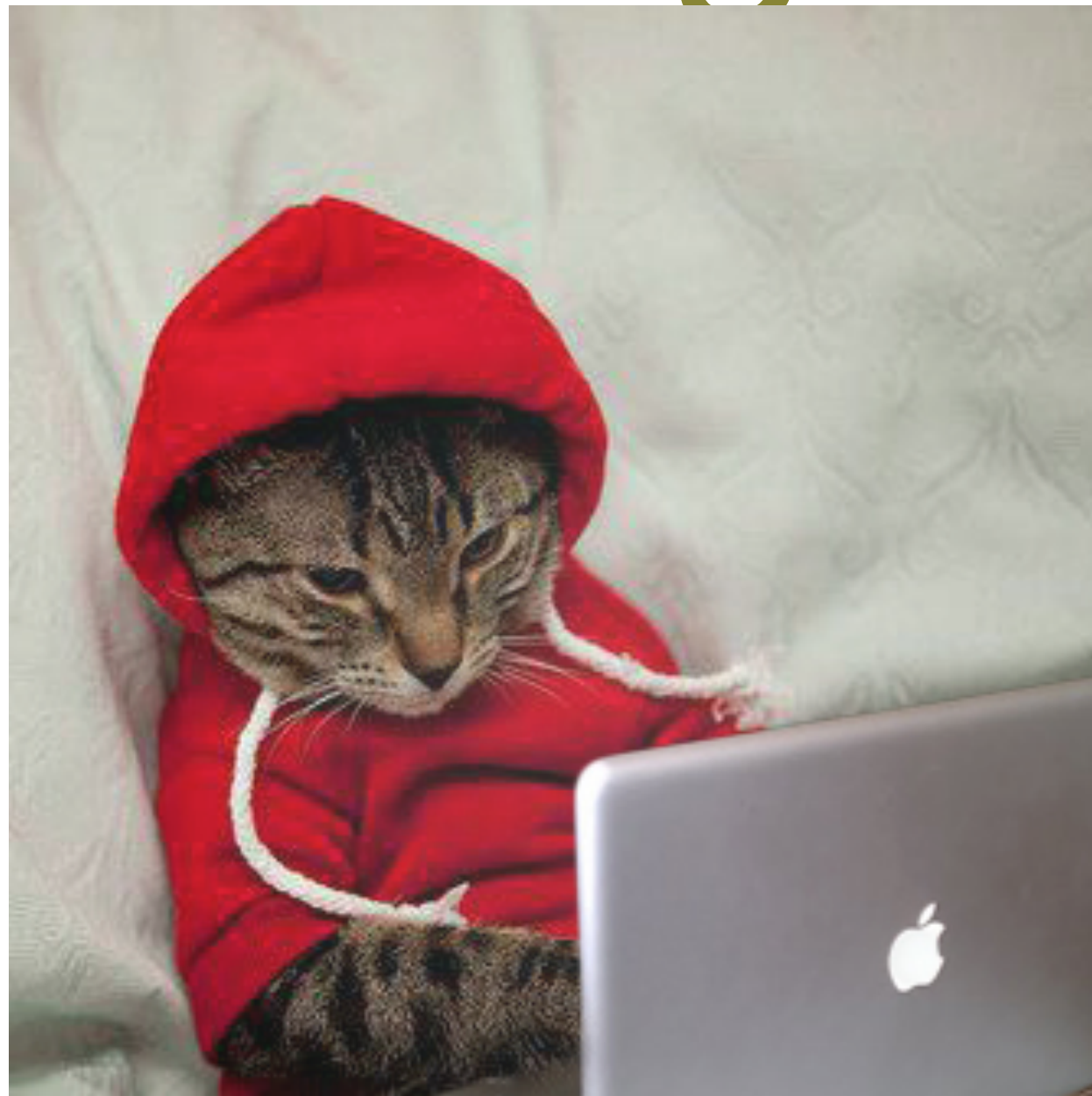
Developers



Technical Project Manager

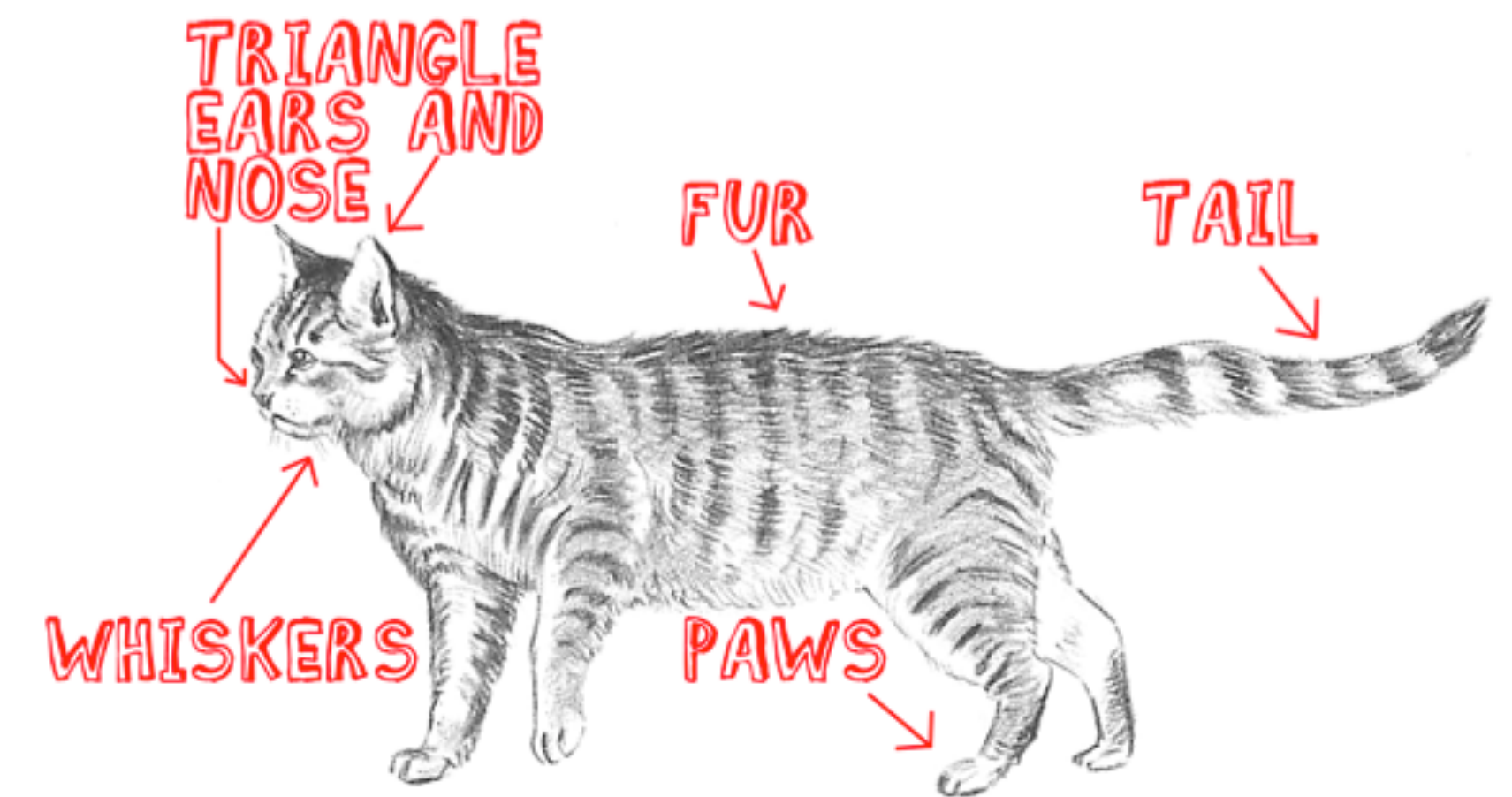


Technical Project Manager



- ❖ Competent folks who worked up the technical ranks
- ❖ Became project leader through wit and skill
- ❖ Able to communicate clearly to the non-technical





Time <> Money <> Features



Day in The Life of TPM

- ❖ Write a few status reports
- ❖ Compose a dozen emails, take more calls, chat on slack, send more emails
- ❖ Help team prioritize the latest set of technical issues
- ❖ Assist in identifying the problem at the root of several technical issues
- ❖ Employ one or more mitigation strategies for technical risks
- ❖ Pull at least one person out of a tempting rabbit-hole



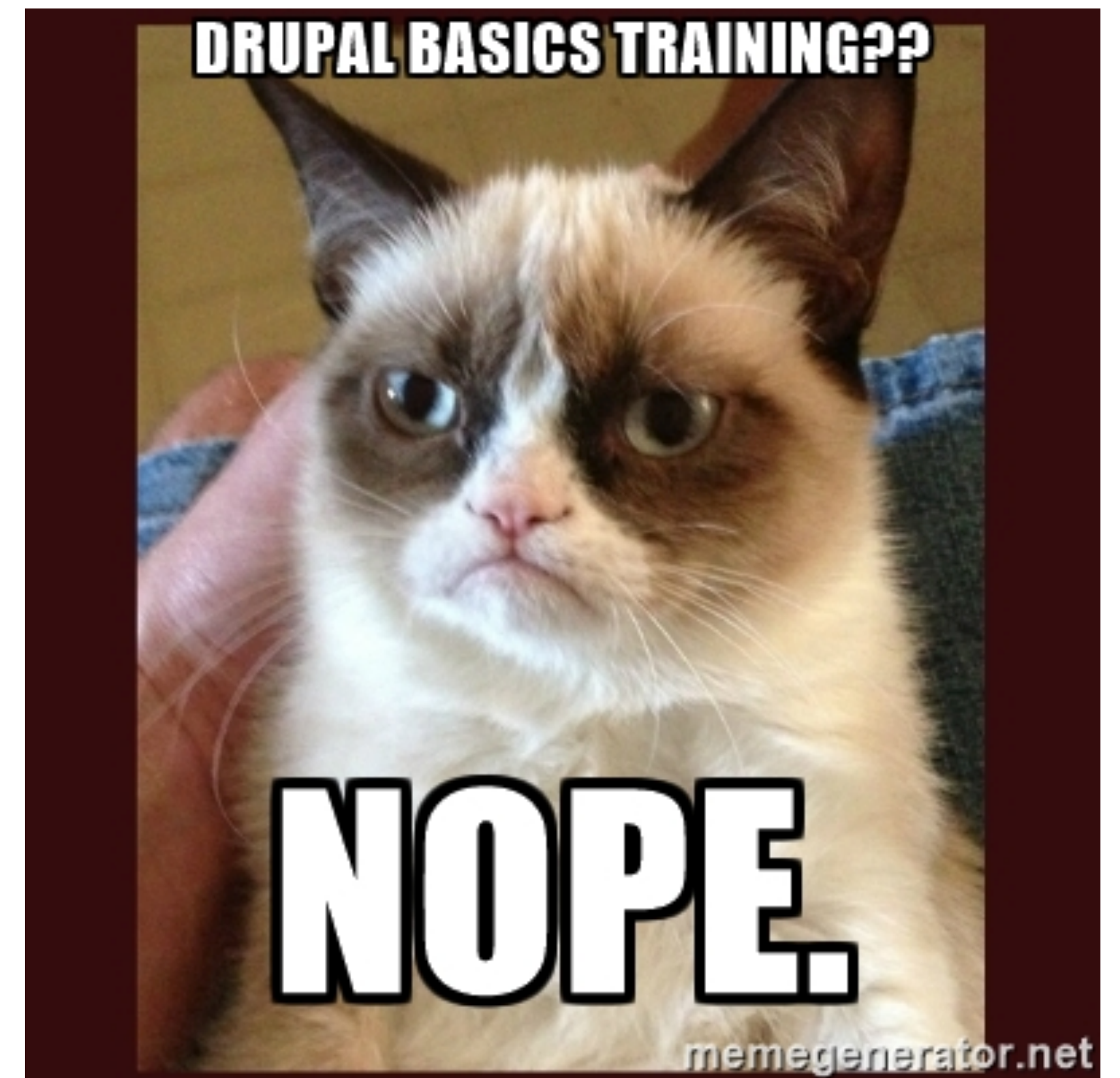


From PM to TPM



Understanding Drupal

- ❖ **Structure:** Learn the Drupal Basics
- ❖ **Tools:** How Development is done
- ❖ **Investigation:** How to find the problem





Research



- ❖ Dismantle to learn
- ❖ Stack Exchange, Stack Overflow, Drupal.org
- ❖ Learn the fine art of Boolean search operators
- ❖ Get thee to meetups!

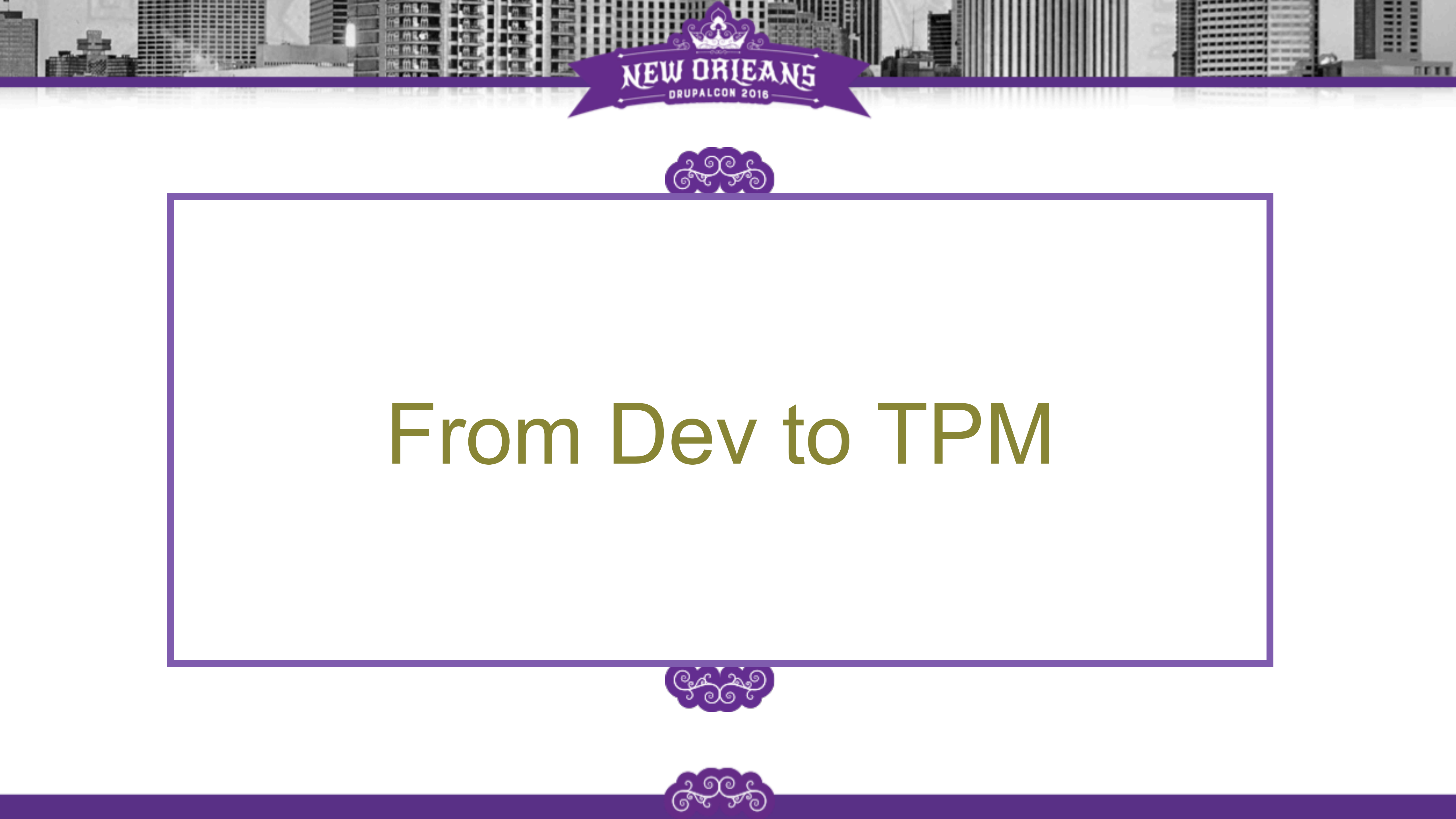


Hands-On Learning



- ❖ Dive into technical support
- ❖ Create documentation
- ❖ Assist during emergencies
- ❖ Take notes, ask questions, take on tasks





From Dev to TPM



From Developer to TPM



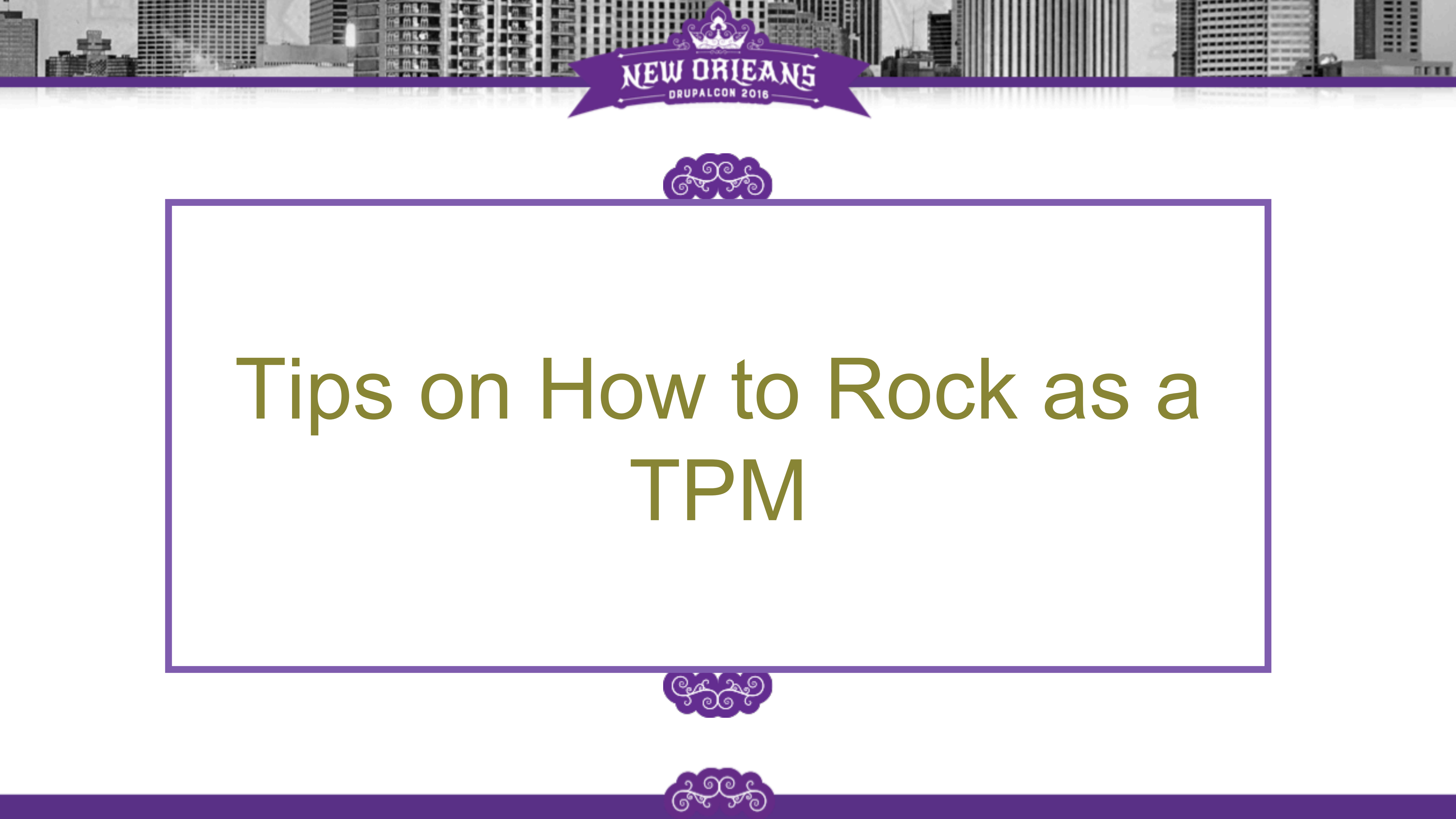
- ❖ Mental shift of what a workday looks like
- ❖ Keep troubleshooting skills sharp
- ❖ Develop empathy and interpersonal skills
- ❖ Verbal Judo (how to verbally de-escalate)



Dev to TPM Challenges

- ❖ Communicating clearly, non technically
- ❖ Document ALL THE THINGS
- ❖ Balancing thinking time vs talking time
- ❖ People coaching skills





Tips on How to Rock as a TPM



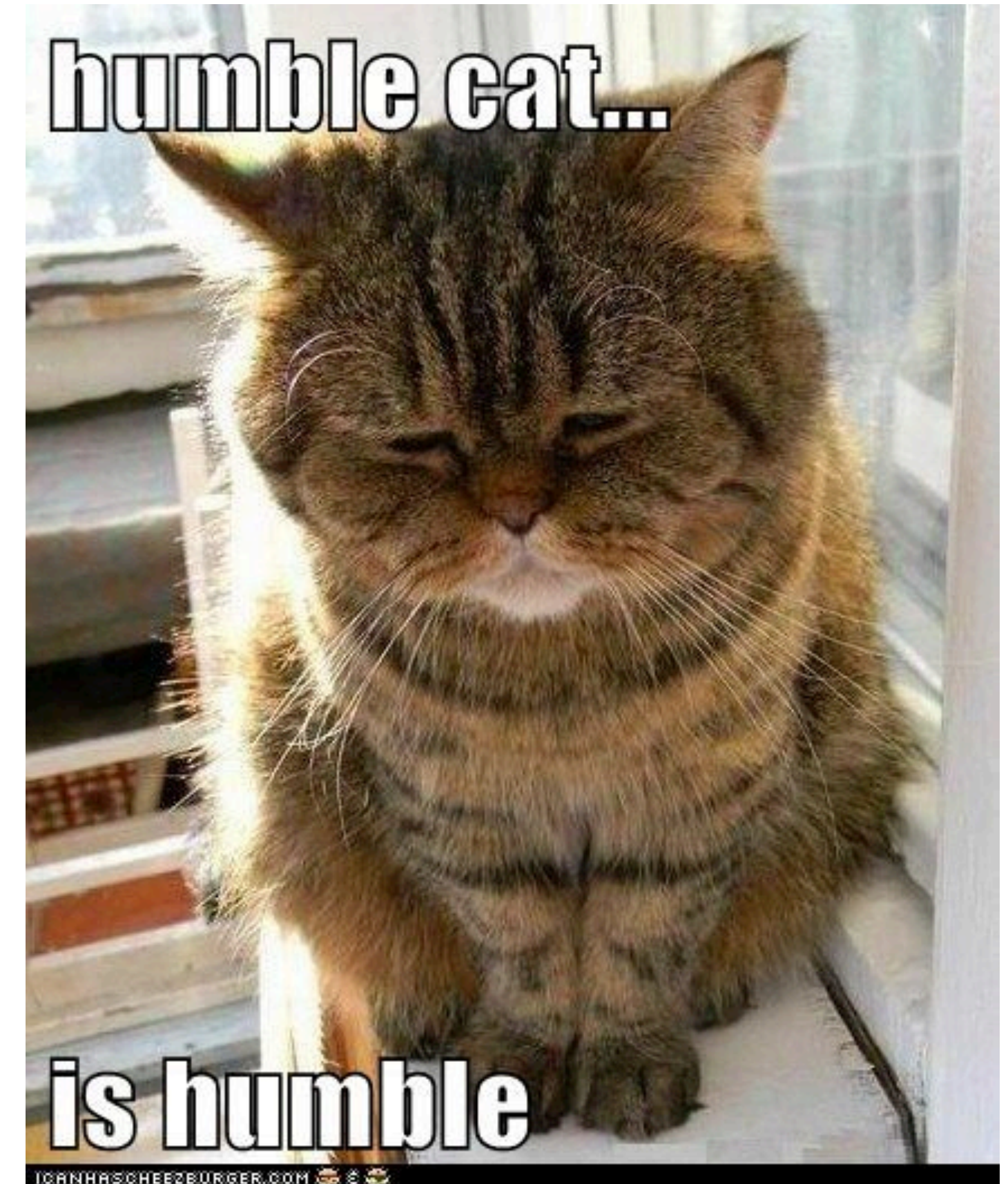
Quick Tips

- ♣ Clear your inbox before EOD
- ♣ Understand priorities
- ♣ Stay close to the code
- ♣ Own your mistakes and your developers mistakes
- ♣ Be available, be calm



More Quick Tips

- ♣ Double your estimate, both time and money
- ♣ Know when to ask for help
- ♣ Be humble, curious and unexpected
- ♣ Know when to shut it off





Trust Your Gut

Know How to Read People

Understand Balance





Getting Into the Weeds



Creating Tasks



- ❖ Understanding the problem
- ❖ Co-create the solution
- ❖ Write testing criteria to define done
- ❖ Determine estimate
- ❖ Check in on developer early



How to Create a User Story

[what is it]

User Story:
As a <persona>,
I want <do something>
so that I can <derive a benefit>.



Skillful Estimation

- ❖ If you have built it, you will understand how to scope and estimate
- ❖ If you have spent a long time in Drupal you will have the experience to scope and estimate

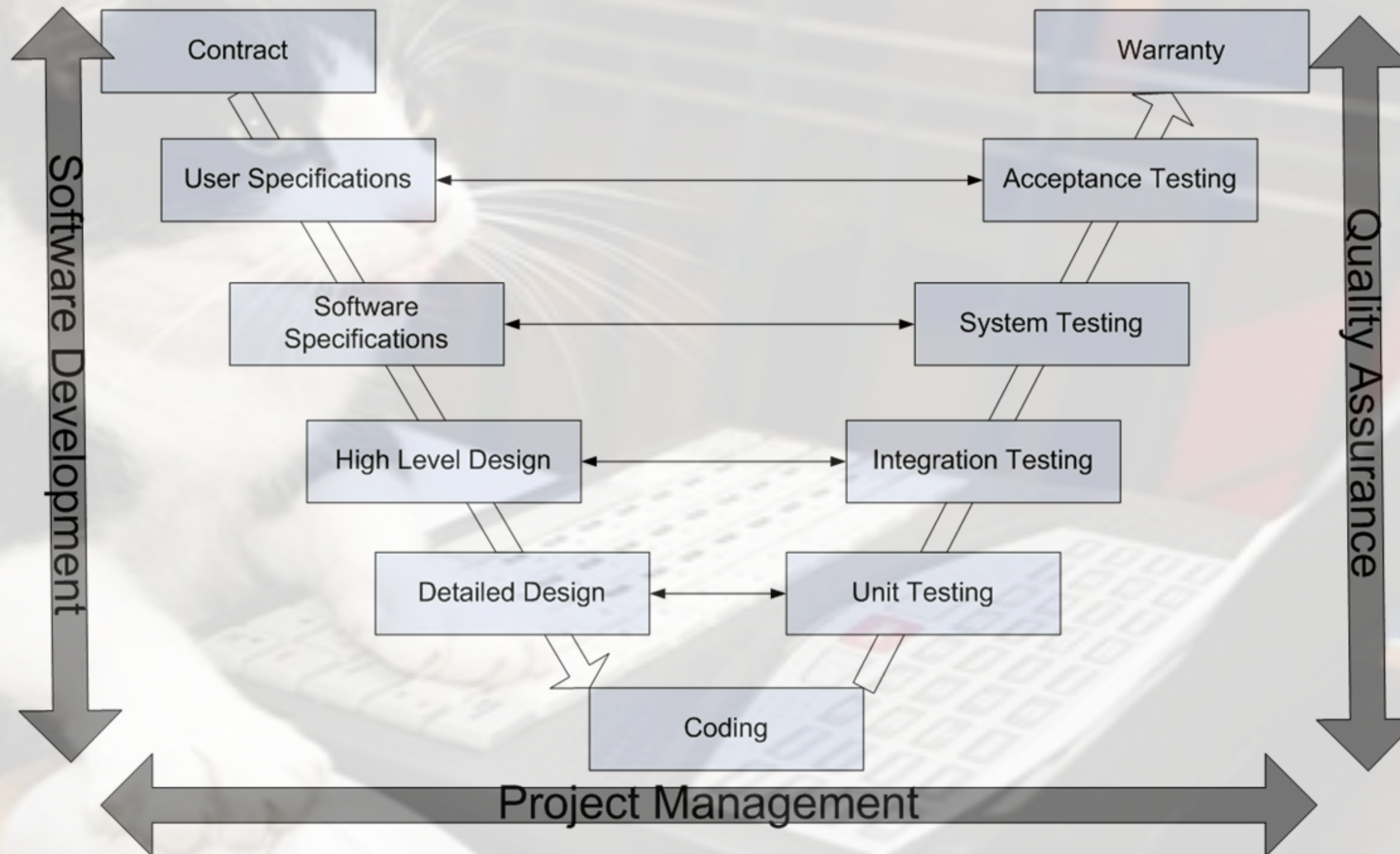


TPM Toolbelt

- ❖ Channels of communication
- ❖ Development Methodologies
- ❖ Project management tools
- ❖ Automated Reminders
- ❖ Testing, testing, testing



Types of Testing



Firefighters



- ❖ Intense client situations
- ❖ Budget / timeline / scope changes
- ❖ Magic Words
- ❖ Keep Calm





NEW ORLEANS
DRUPALCON 2016

Questions?



Thank you!



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So How Was It? - Tell Us What You Think

Evaluate this Session

<https://events.drupal.org/neworleans2016/sessions/becoming-a-tpn>

Thanks!

