



**DrupalCon**  
NASHVILLE 2018  
APRIL 9-13

# **When it all goes wrong: Overcoming Problems at any scale**



**Allie Jones & Chris Urban**

# Who are these people?



Allie Jones & Chris Urban



**DrupalCon**  
NASHVILLE 2018  
APRIL 9-13



What are problems and  
how did we get there?

# What if Michael Bay was the Client?



# Problem: Over Budget

“ There’ll be at least  
50 explosions ”

- Michael Bay



# Problem: Over Budget



Scope Creep



Poor planning and estimation



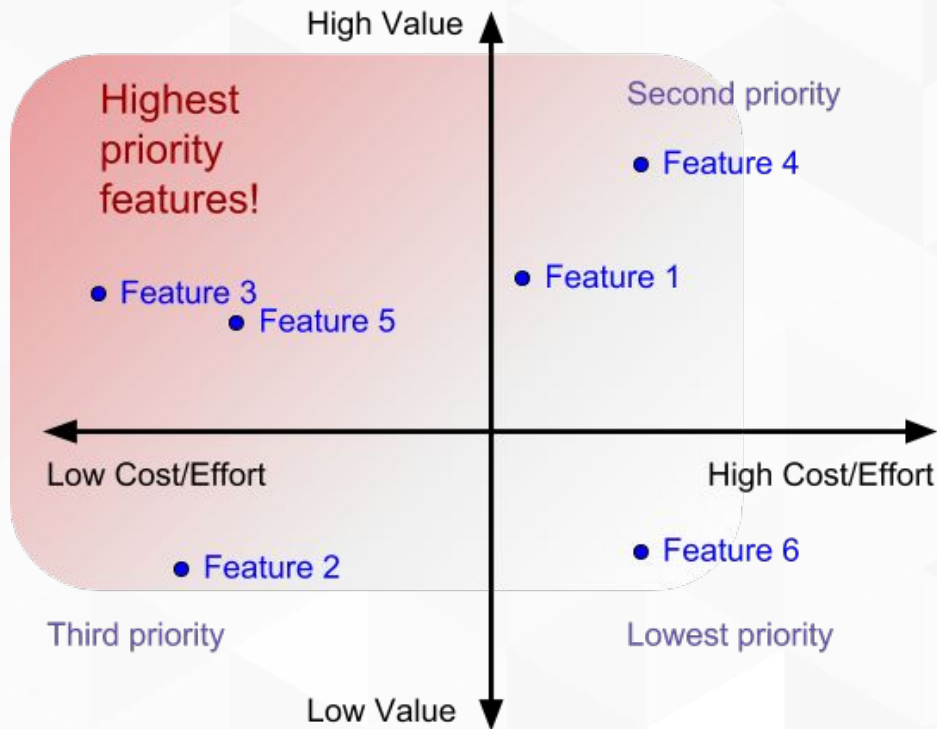
Catering to the loudest voice instead of roadmap



Poor Budget Allocations

# Solutions for Over Budget

## Effort to Value



# Solutions for Over Budget

Simplify and Prioritize Features into measurable Releases

Release 1

Component

Epics

Features

Release 2

Component

Epics

Features

Release 3

Component

Epics

Features

MVP  
Site  
Launch





# Solutions for Over Budget

Simplify and Prioritize Features into measurable Releases

## Release 1



### **Components:**

Users & Accounts, User Workflow, Entities



### **Epics:**

Content Types, Search, Third Party Integrations, User Workflow



### **Features:**

Article feature, Content Workflow, Media Entities

# Solutions for Over Budget

## Status Updates & Budget Tracking

Feature	MVP	Current Status	Forecast Status	Size
Update Error Messages	X	Most	Most	S
Global elements - mobile	X	Some	Some	L
Menus navigation - desktop	X	Most	Complete	M
In page navigation - desktop	X	Most	Complete	M
Menus navigation - mobile	X	Some	Some	S
In page navigation - mobile	X	None	Some	M
EU Cookie notification	X	Most	Complete	S
image editing	X	Complete	Complete	L
addthis sharing		Most	Most	M
metadata		Complete	Complete	M
support links		Some	Some	S
a11y		None	Some	M
404 page		Most	Complete	S
Home page banners		Most	Complete	L

# Solutions for Over Budget

## Clear, consistent communication

Metric	Planned	Burned	Remaining	% Complete
Budget	\$492,510	\$171,841	\$320,670	35%
Schedule (weeks)	19 Weeks	6 Weeks	13 Weeks	32%
Resources (Effort Hours)	626 Hours	206 Hours	420 Hours	33%

Metric	Planned	Burned	Remaining	% Complete
Budget	\$492,510	\$320,670	\$171,841	70%
Schedule (weeks)	19 Weeks	6 Weeks	13 Weeks	32%
Resources (Effort Hours)	626 Hours	420 Hours	206 Hours	66%

# Problem: Lack of Vision

“ When I look back at  
it, that was crap ”

- Michael Bay



# Problem: Lack of Vision



Lack of ownership



Scope creep



No measure of success



No feedback loop

# Solutions for Lack of Vision

## What are we building?

- What is the overall objective of the project?
- Why are we building this?
- What do we hope the outcome of the project to be?
- What is the ultimate value of the project?**

# Solutions for Lack of Vision

## Define the **Definition of Done**

Definition of DONE	Criteria for Done	Responsibility	Timeframe/When
<b>Grooming Tickets</b>	User Story Acceptance criteria defined Clarity on responsive design	Scrum Team	Before Grooming starts
<b>Sprints</b>	Follow coding standards Functional and UI testing on DEV environment Passed QA	Scrum Team	Before Sprint ends
<b>Code Releases</b>	Release notes completed Final deployment Unit Testing and QA on DEV, UAT on Stage	Release Manager	When Sprint ends

# Solutions for Lack of Vision

Close the Feedback loop



Do a Retrospective for each Sprint



What went  
well



What went  
wrong



What to  
improve on



# Accountability as a Blocker



Isolate and identify business processes that are potential blockers for success

Document how processes should operate under duress

# Problem: Lack of Accountability

“ “[The consumers] love to hate, and I don’t care; let them hate.”

- Michael Bay



# Problem: Lack of Accountability



Lack of Documentation



Unclear Roles & Responsibilities



Lack of Communication

# Problem: Demanding Client Requests

“ Guys, if I have to wait more than a minute between shots it's too slow ”

- Michael Bay



# Problem: Demanding Client Requests

 Changing client requests

 Bottlenecking

 Scope Creep

# Solutions for Demanding Client Requests



Refer to defined Vision priorities



Refer back to your **Definition of Done**



Governance & Accountability






# Problem: Lack of Process

“ Why isn't everything exploding?!”

- Michael Bay



# Problem: Lack of Process

-  Forcing a particular workflow on a team that doesn't work
-  Tickets are blocked
-  Time zones
-  Lack of constraints
-  Poor approval decision-making structure



# Solutions for Lack of Process

Use your tools to automate process



Drupal 8

## BLT

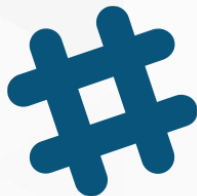
Acquia's Build &  
Launch Tools



Jira



Github

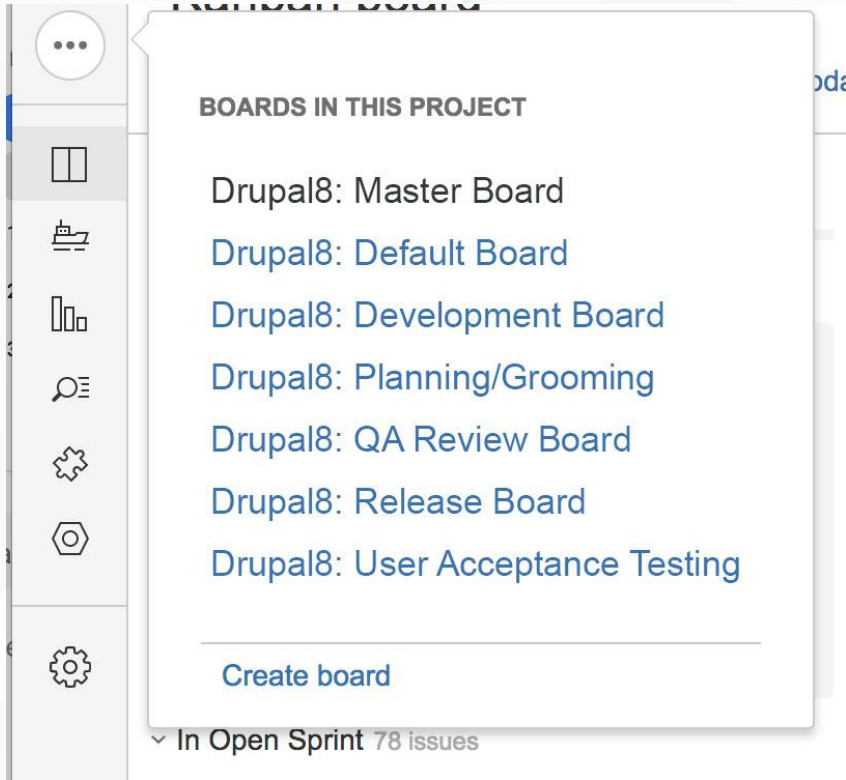


Slack



Acquia Cloud

# Solutions for Lack of Process



The screenshot shows a Jira project board interface. On the left is a sidebar with navigation icons: a menu icon, a board icon, a ship icon, a bar chart icon, a magnifying glass icon, a gear icon, and a hexagon icon. The main content area is titled "BOARDS IN THIS PROJECT" and lists several boards:

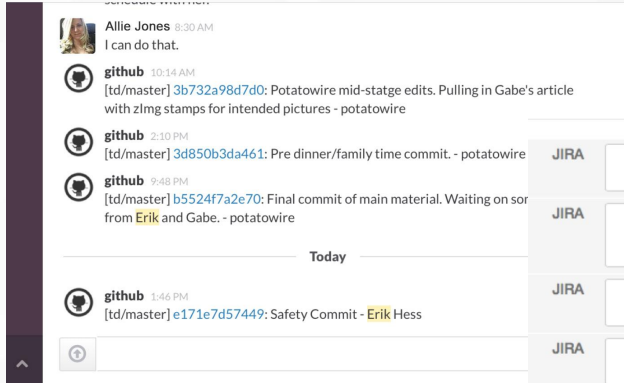
- Drupal8: Master Board
- Drupal8: Default Board
- Drupal8: Development Board
- Drupal8: Planning/Grooming
- Drupal8: QA Review Board
- Drupal8: Release Board
- Drupal8: User Acceptance Testing

Below the list is a "Create board" button. At the bottom of the board, it says "In Open Sprint 78 issues".

## Divide and Conquer

# Solutions for Lack of Process

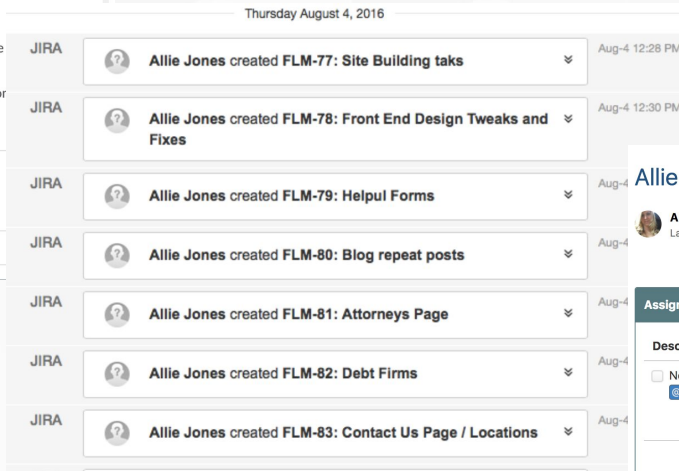
## Use your tools to automate communication



Slack channel messages:

- Allie Jones 8:30 AM: I can do that.
- github 10:14 AM: [td/master] 3b732a98d7d0: Potatowire mid-stage edits. Pulling in Gabe's article with zimg stamps for intended pictures - potatowire
- github 2:10 PM: [td/master] 3d850b3da461: Pre dinner/family time commit. - potatowire
- github 9:48 PM: [td/master] b5524f7a2e70: Final commit of main material. Waiting on sor from Erik and Gabe. - potatowire
- Today
- github 1:46 PM: [td/master] e171e7d57449: Safety Commit - Erik Hess

Slack



JIRA Issue List (Thursday August 4, 2016):

- JIRA Allie Jones created FLM-77: Site Building tasks Aug-4 12:28 PM
- JIRA Allie Jones created FLM-78: Front End Design Tweaks and Fixes Aug-4 12:30 PM
- JIRA Allie Jones created FLM-79: Helpul Forms Aug-4
- JIRA Allie Jones created FLM-80: Blog repeat posts Aug-4
- JIRA Allie Jones created FLM-81: Attorneys Page Aug-4
- JIRA Allie Jones created FLM-82: Debt Firms Aug-4
- JIRA Allie Jones created FLM-83: Contact Us Page / Locations Aug-4

Github

### Allie Task Report

Allie Jones  
Last modified Mar 16, 2018

Assigned Tasks				
Description	Due date	Assignee	Task appears on	Label(s)
<input type="checkbox"/> Need to do a user role site audit <a href="#">@ Allie Jones</a> <span>📅 20 Apr 2018</span>	20 Apr 2018	Allie Jones	User Roles, User Permissions, WYSIWYG Text Editor restrictions	requirements
<p>&gt; Completed tasks</p>				

Confluence

Be Proactive. Consistently manage and update your site

## Drupal core

Drupal core 8.4.2

Security update required! 

Security update: [8.5.1 \(2018-Mar-28\)](#)

[Download](#)  
[Release notes](#)

Includes: *Automated Cron, Ban, Block, Breakpoint, CKEditor, Classy, Configuration Manager, Contextual Links, Custom Block, Custom Menu Links, Database Logging, Datetime, Entity Reference, Field, Field UI, File, Filter, Help, Image, Layout Discovery, Link, Menu UI, Node, Options, Path, Quick Edit, Responsive Image, Search, Seven, Stable, System, Taxonomy, Telephone, Text, Text Editor, Toolbar, Update Manager, User, Views, Views UI*

# Problem: Lack of Preparation

“ I lit the fuse, but it  
[didn't] blow up? ”

- Michael Bay



# Problem: Lack of Preparation

Do a discovery and define sprint zero



Assign and delegate roles



Set up infrastructure



Set up meetings

# Solutions for Lack of Preparation



Document your project



Roadmap



Roles & Responsibilities



Product Requirements



Meeting Notes



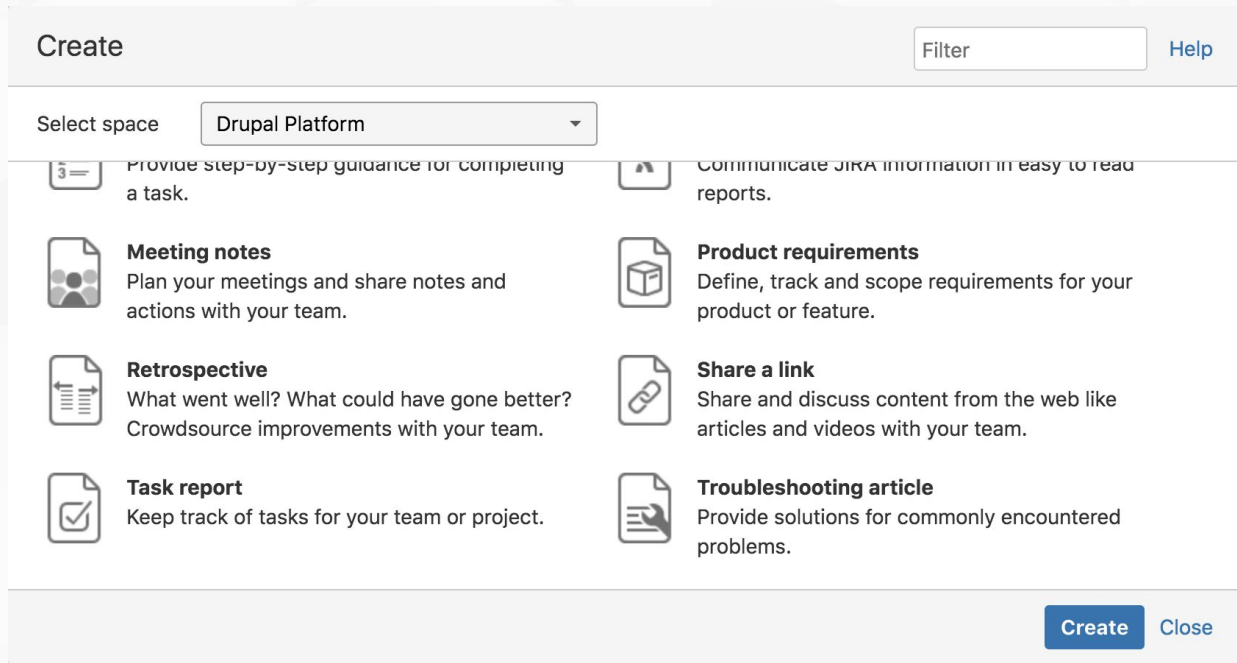
Task Log



Decision Log









# Solutions for Lack of Preparation

Create a  
**Source of Truth**  
(e.g. Confluence)



Create  [Help](#)

Select space

-  Provide step-by-step guidance for completing a task.
-  **Meeting notes**  
Plan your meetings and share notes and actions with your team.
-  **Retrospective**  
What went well? What could have gone better? Crowdsource improvements with your team.
-  **Task report**  
Keep track of tasks for your team or project.
-  Communicate JIRA information in easy to read reports.
-  **Product requirements**  
Define, track and scope requirements for your product or feature.
-  **Share a link**  
Share and discuss content from the web like articles and videos with your team.
-  **Troubleshooting article**  
Provide solutions for commonly encountered problems.



# Solutions for Lack of Preparation

Use templates to  
standardize  
documentation

## Product requirements

*Page Requirements: Fill out all requirements. Add labels for the release and other content categories. To add a label click on the label icon at the top of the page next to the breadcrumbs.*

Table of Contents

### Page Properties

Target release	Release 1
Component	component that relates to this feature
Document status	<b>DRAFT</b>
Document owner	@ owner
Importance	Must Have
Related JIRA Ticket	

## Background

*Background for the requirement.*

### Expand | Goals

*Copy and paste Site goals that this product requirements meet: Eliminate existing technical debt/preventing new technical debt Migrate multimedia and content into Drupal 8 Core Platform Update, clean up credits, and create a migration strategy for taxonomy and content Create an editorial workflow Generate revenue via advertisements Create a governance model for content validation Generate revenue via subscriptions from pro users.*

### Panel | Field Mapping and Configuration

#	Label	Field Name	Field Type	Required	Description	Notes	Source
1							

### Other Configuration

# Solutions for Lack of Preparation

## Be Proactive. Have an Emergency Plan



Emergency planning playbook



How to plan and manage hotfixes



How to roll everything back to a safe place



Testing this process periodically



!!! ЭКСТРЕННОЕ СООБЩЕНИЕ !!! В эту минуту стало известно



MAKE GIFS AT GIFSOUP.COM



привет рикабу. На данный момент в городе творится лиздец - огромн  
ВІСІ РУССКАЯ СЛУЖБА



SENOR GIF.COM

# Recap:



Over Budget

Lack of Vision

Demanding Client Needs

Lack of Process

Lack of Preparation

Define Definition of Done

Create a centralized source  
of truth

Close the feedback loop



**DrupalCon**  
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# Join us for contribution sprints

Friday, April 13, 2018

## Mentored Core sprint

9:00-12:00  
Room: Stolz 2

## First time sprinter workshop

9:00-12:00  
Room: Stolz 2

## General sprint

9:00-12:00  
Room: Stolz 2

**#drupalsprint**



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## What did you think?

Locate this session at the DrupalCon Nashville website:

<http://nashville2018.drupal.org/schedule>

Take the Survey!

<https://www.surveymonkey.com/r/DrupalConNashville>

**Thank you!**