



So you've decided you would like to turn your Drupal hobby into your profession. Congratulations! Or maybe you're unhappy in your current job, and are thinking about making a move to somewhere new. In this session, a fourteen-year Drupal veteran will give you her insights into working for agencies, in-house development teams, and working as an independent. It's not all "just" Drupal work and the more you understand the pros and cons of different working environments, the better equipped you will be to find a great job that suits you.

In this session we will explore how to:

- Analyse the type of work you enjoy doing.
- Convert a job description into (likely) daily tasks.
- Determine if a job will be a good match for you by cross-referencing what "you" want and what "they'll" want.

A few bonus comments will be added on working for collocated vs. distributed teams.

[drupal.org/u/emmajane](https://drupal.org/u/emmajane)

- Government (TVOntario, Bruce County)
- In-house teams (Lullabot / Drupalize.Me)
- Self-employed
- Agencies (Phase2)
- In-house agencies (United Nations)

Currently a development manager and project manager working for Digital Services at UN OCHA. Focused on refactoring small-to-medium sized websites and providing operations support to ~20 teams.

Know what's happening  
when happiness  
happens.

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Key take-away: know what happiness is

Introduce yourself to the person next to you.

Tell them: what kind of work do you like to do? What's your "other" passion?



# Pioneers, Settlers, Town Planners

The way you like to work is valuable  
for specific environments.

<http://bit.ly/1lz2dsf>

**Pioneers are brilliant people.** They are able to explore never before discovered concepts, the uncharted land. They show you wonder but they fail a lot. Half the time the thing doesn't work properly. You wouldn't trust what they build. They create 'crazy' ideas. Their type of innovation is what we call core research. They make future success possible.

**Settlers are brilliant people.** They can turn the half baked thing into something useful for a larger audience. They build trust. They build understanding. They make the possible future actually happen. They turn the prototype into a product, make it manufacturable, listen to customers and turn it profitable.

**Town Planners are brilliant people.** They are able to take something and industrialise it taking advantage of economies of scale. This requires immense skill. You trust what they build. They find ways to make things faster, better, smaller, more efficient, more economic and good enough.

Resources:

[https://en.wikipedia.org/wiki/Values\\_Modes](https://en.wikipedia.org/wiki/Values_Modes)

<http://blog.gardeviance.org/2015/03/on-pioneers-settlers-town-planners-and.html>

Roughly...  
Pioneers invent.  
Settlers refactor.  
Town planners scale.

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Are you fighting,  
or fitting in?

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Stop for a moment to think: are you fighting or fitting in?

Because .. slide change .. your employer can also be

Employers can be  
pioneers,  
settlers, or  
town planners.

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You don't need to be a perfect match. Maybe it's your job to be innovative within your company. Maybe you innovate on how to scale. But sometimes companies / teams pivot and you can get left "outside".



# Types of Employers

- Self-employed / Contractor / Solopreneur
- Agency: Building for others
- In-house: Building for your company
- Combinations: *An in-house agency*

In-house: includes startups

Agency: might be a new build or a rebuild (Phase2, Lullabot); or it could be an agency that specialises on refactoring / optimisation (Tag1).

# Types of Industry

- Producers of technology  
Trade show floor at DrupalCon
- Users of technology  
DrupalCon attendees
- What's your "other" passion?  
Government? The environment? Fast cars? News?

Find a job that's right  
for both of *you*.

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Convert a job description into (likely) daily tasks.

a primer

on reading job adverts

pro tip: most job descriptions are not very good

# Inventor-Friendly

- “You will need to efficiently **execute on business priorities** and designs in an **agile framework...**”
- “Come prepared to work in a **fast-paced** environment”
- Good for: pioneers

# Refactor-Friendly

- “Continually improve operational processes and procedures.”
- “Development and support of ...”
- Good for: settlers

# Scale-Friendly

- “Utilize object-oriented design patterns for separation of concerns, code reusability, security and **performance**, develop and implement robust client-side solutions.”
- “Architectural design decisions that improve **scalability** & **performance**.”
- Good for: town planners

# Caution: High Interrupt

- “The position requires constant communication with colleagues.”
- “Responds to client demands.”
- “Regular exposure to...”
- Any reference to pairing or XP



Which resonates...  
Pioneers invent.  
Settlers refactor.  
Town planners scale.

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Turn to the person next to you:

1. Which of those job descriptions appealed to you?
2. Do you think you are a pioneer, settler, or town planner?

# Lessons from the trenches

# Distributed is hard.

and usually worth it

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My team is distributed across five time zones. I support people in an additional two time zones. It's really damned hard.

- Shorten your sprints
- Take turns being responsible for planning instead of trying to do it as a group
- Let people choose what they're going to work on from a prioritised backlog.
- Demos force people to show they're stuck; don't skip them.

**Aiming** for  
“culture fit” is  
aiming too low.

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It's nice to work with your friends, but ...

Make sure you know what success will look like.

Make sure your employer knows what they need.

Write a three month plan with your new team (it's okay if it changes).

Conditions change;  
you may change.

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In small companies, and agency work, people can change their minds.

In large enterprise, teams can be internally inconsistent, senior management can change

Both will leave you feeling like you're being spun out of control.

# Your perfect job is out there.

- The way you like to work is valuable.
- Know yourself, not just your role.
- Consider: Pioneers, Settlers, and Town Planners  
<http://bit.ly/1lz2dsf>
- Work with your team to define and achieve success.
- Slides: [speakerdeck.com/emmajane/work-work-work](http://speakerdeck.com/emmajane/work-work-work)