Building a Cohesive Drupal Team

Yan Zhang
Development Manager
Digital Echidna

the studio

We are located in the heart of London, Ontario in a renovated heritage building
We now occupy 7,000 sq ft. on the first and second floors

digital echidna

Definition: a public declaration of policy and aims.

Digital is an essential component of leading organizations.

We provide essential services to harmonize your digital world.

What We Believe In

COPE

Create Once, Publish Everywhere. A content management philosophy that treats content as an organization wide asset vs. disposable website fluff.

Mobile First

The world is literally in the palm of your customers' hands. We make sure your message gets to them in a way that's intuitive, appealing, and effective – on any size of screen.

Accessibility

We believe your message matters. So we'll ensure your content is accessible to the widest-audience possible. Echidna is a leader in on-line accessibility efforts.

Open Source Drupal

We are proud contributors of a global community committed to open-source technology and making Drupal the most powerful, flexible, and secure CMS out there.

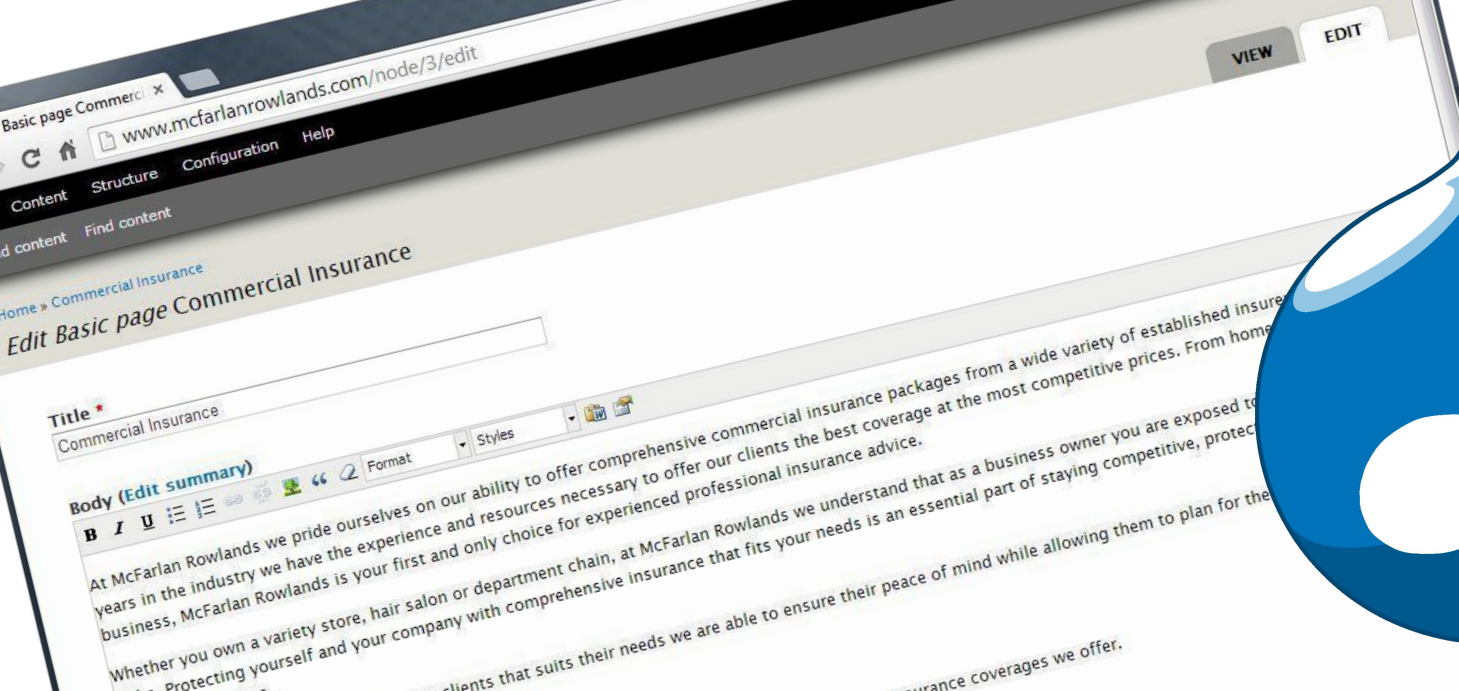## Ongoing Support & Maintenance

We believe our relationship doesn't end when we hand over the 'keys.' We're in it for the long haul, ensuring your Echidna solution keeps meeting your needs and goals.

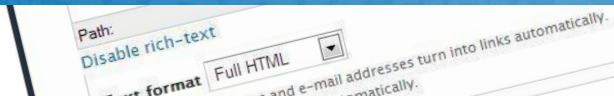digital echidna

talent
diverse skillsets
and
backgrounds, all
in-house

+

empathy
when things
change
directions, we're
both in this
together.

×

experience
we've
successfully
executed
hundreds of
projects.

=

Success!

VIEW EDIT

Basic page Commerci ×

www.mcfarlanrowlands.com/node/3/edit

www.mcfarlanrowlands.com   Help

Content   Structure   Configuration   Help

d content   Find content

Home » Commercial Insurance

Edit Basic page Commercial Insurance

Title *
Commercial Insurance

Format   Styles

Body (Edit summary)

B I U

At McFarlan Rowlands we pride ourselves on our ability to offer comprehensive commercial insurance packages from a wide variety of established insure years in the industry we have the experience and resources necessary to offer our clients the best coverage at the most competitive prices. From home business, McFarlan Rowlands is your first and only choice for experienced professional insurance advice.

Whether you own a variety store, hair salon or department chain, at McFarlan Rowlands we understand that as a business owner you are exposed to Protecting yourself and your company with comprehensive insurance that fits your needs is an essential part of staying competitive, protec clients that suits their needs we are able to ensure their peace of mind while allowing them to plan for the rance coverages we offer.

We ♥ Drupal™

Path:
Disable rich-text   Full HTML

and e-mail addresses turn into links automatically.

Drupal Initiatives

- Accreditation & Grand Masters
- Community Involvement
- Training Program / Internship
- Camp and Con Presence

Summary

- Identify and understand typical Drupal project teams, roles, and skills;

- Drupal team recruiting strategies;

- Assemble and Maintain a Drupal team that performs at its peak

digital echidna

Drupal Project Team Roles and Skills
Define The Seats

A small implementation project team

- Technical Lead (required)

- Project Manager (required)

- Junior Developer

- Themer and Visual Designer

- Quality Assurance Specialist

Large Teams: Scaling to meet complexity

Technical Team

- Technical Architect
- Technical Lead
- Senior Developer/Developer
- Junior Developer
- Themer/Web Designer
- Quality Assurance Specialist

Client Services Team

- Engagement Manager
- Account Manager
- Project Manager
- Project Coordinator

# Development Skills Not Specific to Drupal

Key Beginner 1 Intermediate 2 Advanced 3 Expert 4	Project Manager	Visual Designer	Junior Developer	Developer (Front End)	Developer (Back End)	Senior Developer/ Technical Lead	Technical Architect
PHP	0	1	2	2	3	3	4
HTML	1	4	3	4	4	4	4
CSS	0	4	2	4	2	2	2
JavaScript	0	2	2	3	2	2	2
Version control	1	0	1	2	2	3	4
MySQL	0	0	0	2	3	3	4
Infrastructure**	0	0	0	0	1	3	4

** Infrastructure includes server configuration, such as Apache, Nginx, and multi-server environments; and cache tools, such as Varnish and Memcache.

Drupal-specific Skills

Key Beginner 1 Intermediate 2 Advanced 3 Expert 4	Project Manager	Visual Designer	Junior Developer	Developer (Front End)	Developer (Back End)	Senior Developer/ Technical Lead	Technical Architect
Drupal Community Involvement	1	1	2	3	3	4	4
Content Modeling and Site Building	0	1	3	3	3	4	4
Theming	0	2	2	2	2	3	3
Architecture and Planning	0	0	1	1	2	3	4
Custom Module Development	0	0	0	1	2	3	4
Performance and Security	0	0	1	1	2	3	4

How many people in a project team?

- Large project team < 10 people per team
- Even number of developers (2, 4, 6, 8 and 10)
- a team coach
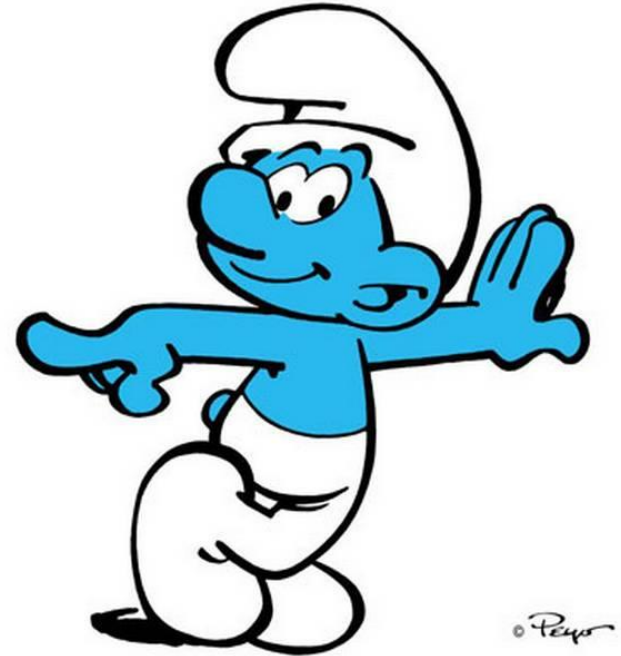
Project of a baby would be delivered

- The Client is the one who doesn't know why he wants a baby.
- A Project Manager is a person who thinks nine women can deliver a baby in one month.
- A Designer design a baby with three arms and one leg and ask if it can be done.
- A Developer is a person who thinks it will take four and a half or 18 months to deliver a baby depend on requirements and changes request.
- A Tester is a person who always tells his wife that this is not the right baby.

Drupal Team Recruiting
Find The Right People

Hiring

- Step 1: Review your current needs

- Step 2: Define your requirements

- Step 3: Widen your net with your job description

- Step 4: Where and how to post jobs

- Step 5: Evaluating applicants

What is important?

- Honesty
- Hard Working
- Team player
- Passionate, Self motivation
- Communication
- Code Quality
- Skillsets
- Work experience

"Hire and promote first on the basis of integrity; second, motivation; third, capacity; fourth, understanding; fifth, knowledge; and last and least, experience. Without integrity, motivation is dangerous; without motivation, capacity is impotent; without capacity, understanding is limited; without understanding, knowledge is meaningless; without knowledge, experience is blind."
— Dee Hock, founder of Visa."
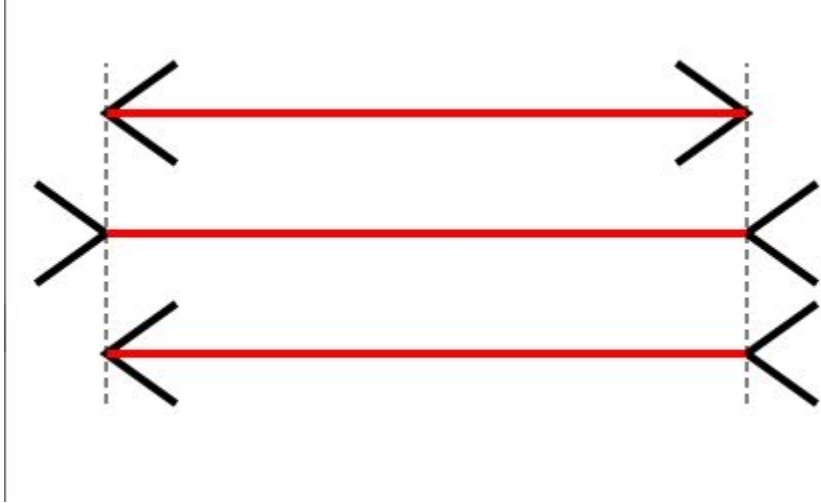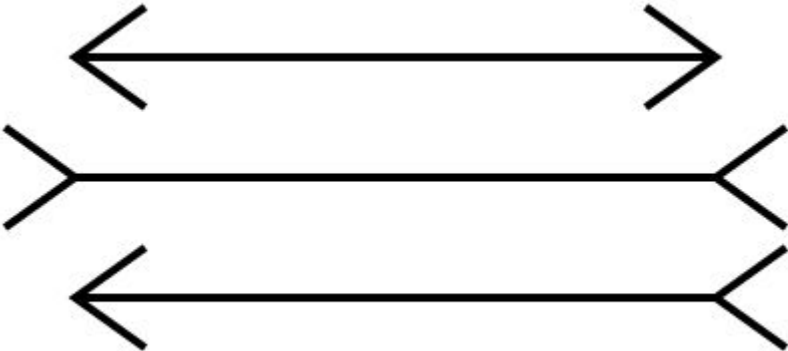
Drupal Team Building
Put Right People on the Right Seat

People are not resources

As a manager, I pay careful attention to my team's uniqueness. Developers are not interchangeable. where each developer shines and where they can make the most impact.

Individual Empowerment

Empowerment is about people taking personal responsibility for their performance. All the team members need to take 100% responsibility for ensuring that the results are achieved.

Complementary Team Members

- Put strength to work! Avoid the weakness.

- Get clear the strengths and weakness of each team member

- How can you make the most of what strengthens of each team member?

- How to stop your weakness? Team up with someone who is strengthened by the very activity that weakens you.

- Delegate and Elevate Tool.

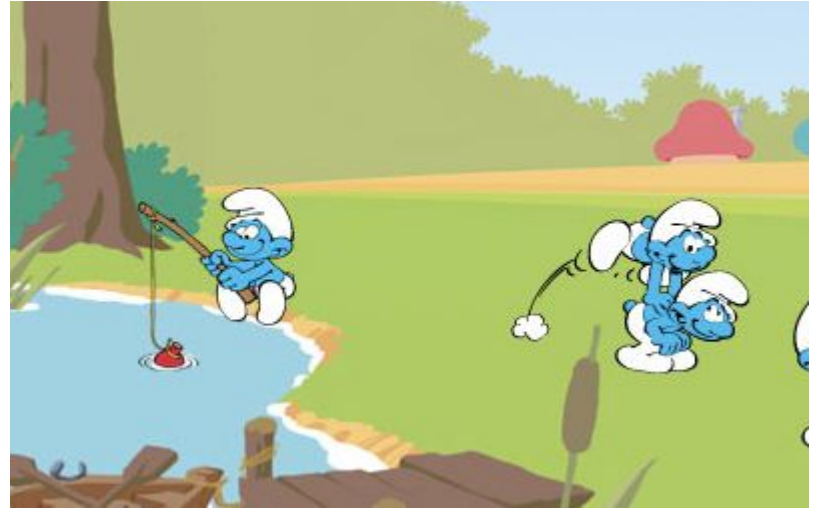# Delegate and Elevate^{TM} Tool

Love Doing It and Great at Doing It

Like Doing and Good at it

Don't Like Doing it and Good at doing it

Don't Like Doing It and Not Good at Doing It

The Four People Issues

- Right Person, Right Seat
- Right Person, Wrong Seat
- Wrong Person, Right Seat
- Wrong Person, Wrong Seat

Clear Expectations

- Set clear expectations: Core Values, Roles, and Rocks
- Communicate expectations and agree up on
- Quarterly conversation with direct reports for both of you to clarify expectations (What is working? And What is not working?) - this is not performance review.
- Annual Review. It focused on performance, not compensation review. Annual it should documented and signed by both parties.

Differences Between Groups and Teams

- A team that is growing and learning together as a team, not just as a group of individuals
- Putting a group of talented people together will not necessarily produce a talented team.

results results

results

results

results

results

Results
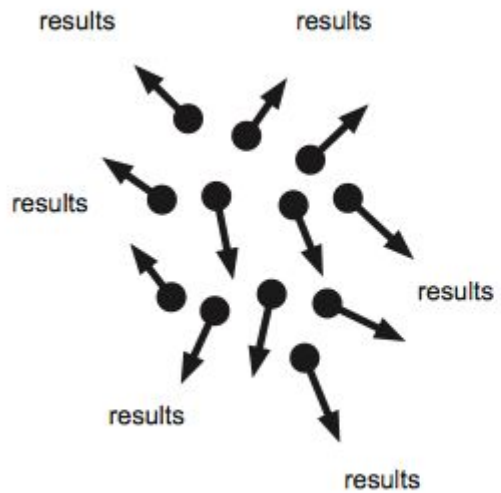
A fully Functional and Productive Team

- Trust one another
- Engage in unfiltered conflict around ideas
- Commit to decisions and plans of action
- Hold one another accountable for delivering against those plans
- Focus on the achievement of collective results
- Complementary skills
- Acceptance and valuing of differences

The Five Dysfunctions of A Team

- Absence of Trust

- Fear of conflict

- lack of commitment

- Avoidance of accountability

- Inattention to Results

Trust

- Clarifying commitments in terms of of expectations, deadlines etc.
- Getting to know people and how they feel
- Utilizing the talents of people
- Asking for input and/or assistance

- Apologizing when you make a mistake, or do not follow through properly
- Listening to people
- Take care of the little things - make a positive difference
- Being honest and displaying integrity

Four stages of team growth

- Forming

- Storming

- Norming

- Performing

Team-Performance Curve
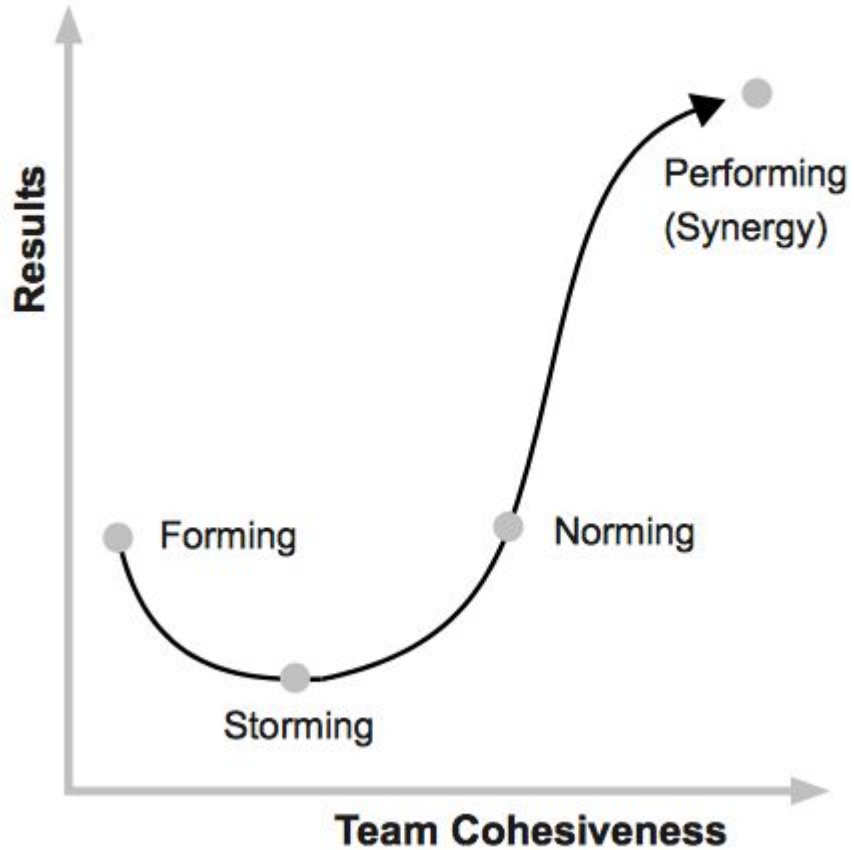
Change management

Resistance, Confusion, Frustration, Anxiety, Treadmill

Vision + Skills + Incentive + Right People + Action Plan = Change

Team Change Myth and Fact

Myth: More information will help people change. Nope.

Fact: The right kind of information will help people change.

Team Change Myth and Fact
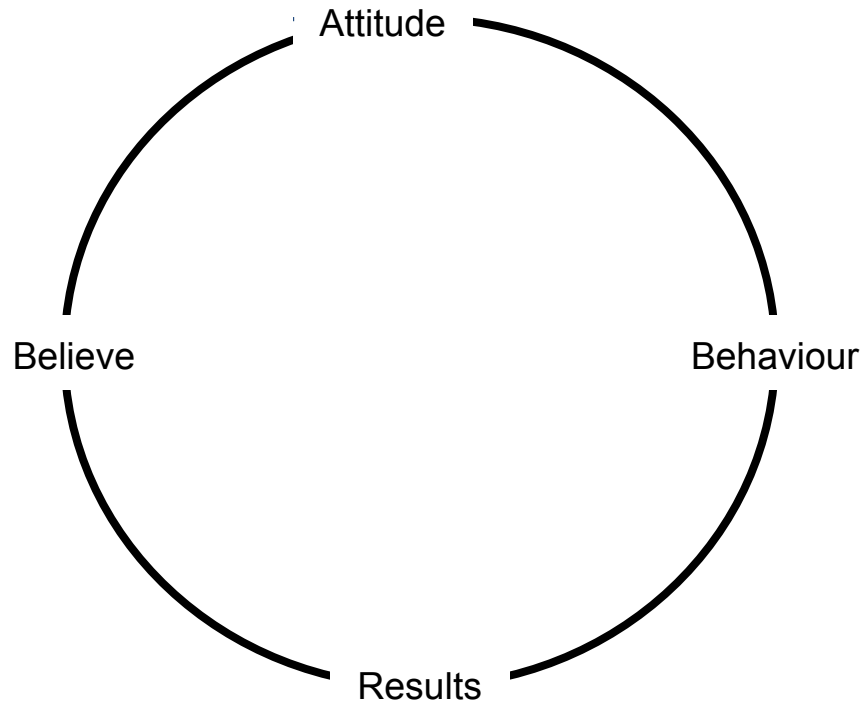
Myth: People don't like change. Wrong again.

Fact: People don't like change imposed upon them.

Team Change Myth and Fact

Myth: Change is an event, like a birthday or a wedding. It starts at some point, and then it stops. Wrong.

Fact: Change is constant.

Team Believe

Attitude

Behaviour

Results

Believe

Happy Team >> Great Work >> Big Success

Reference and Recommendation Books

- The Five Dysfunctions of a Team by Patrick Lencioni
- How To Be A Great Boss by Gino Wickman and René Boer
- Acquia e-book: [Building Great Drupal Team](#)
- Go Put Your Strengths To Work by Marcus Buckingham
- Think, Fast and Slow by Daniel Kaheman

question / discussion

Thank You !

email: yan@echidna.ca
https://twitter.com/yandesign
https://ca.linkedin.com/in/designfitsu