

DNN Connect 2018

Amazing Companies are like Software

...so let's start coding 😊

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2 inspire you, to design how you work...

Goals of this session #1



...2 become much more effective,
productive & profitable

Goals of this session #2



2 empower and equip you,
to start the transformation

Goals of this session #3



The Pains of Entrepreneurs and Leaders



No Pain

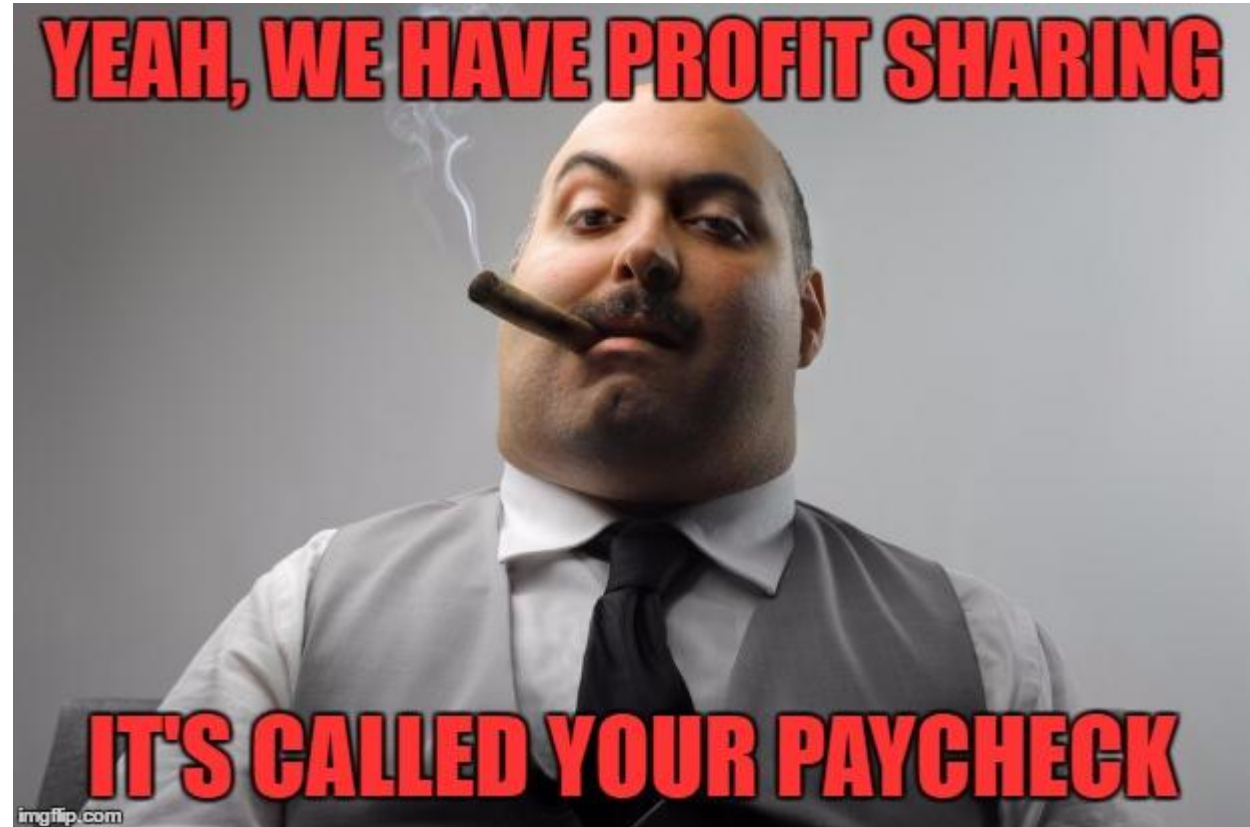
What are Your Biggest Pains?

Audience first

#3 Revenue and Profit



- We arbitrage
 - Fixed outcome
 - Variable cost
 - Moving target
- Real cost always gets out of hand
- If you actually make a profit, everybody wants part of it



#2 Burning up Great Employees like Yourself



- You've heard of vacation
- You've heard of delegating
 - Work
 - Responsibilities
 - ...
- 10-30% of your employees are great
- You can't **up-great** the rest
- ...but you should
- So the full load is on the few

#1 Get Normal People do to a Great Job



Have you asked:

- Don't people ever think, before they work?
- Are you the only one who can do complex stuff?
- Why does everything need **you** to work?
- How come the task always returns to your to-do list?

A.K.A. *Monkey Management*

*the money is
the task, not
the co-worker*

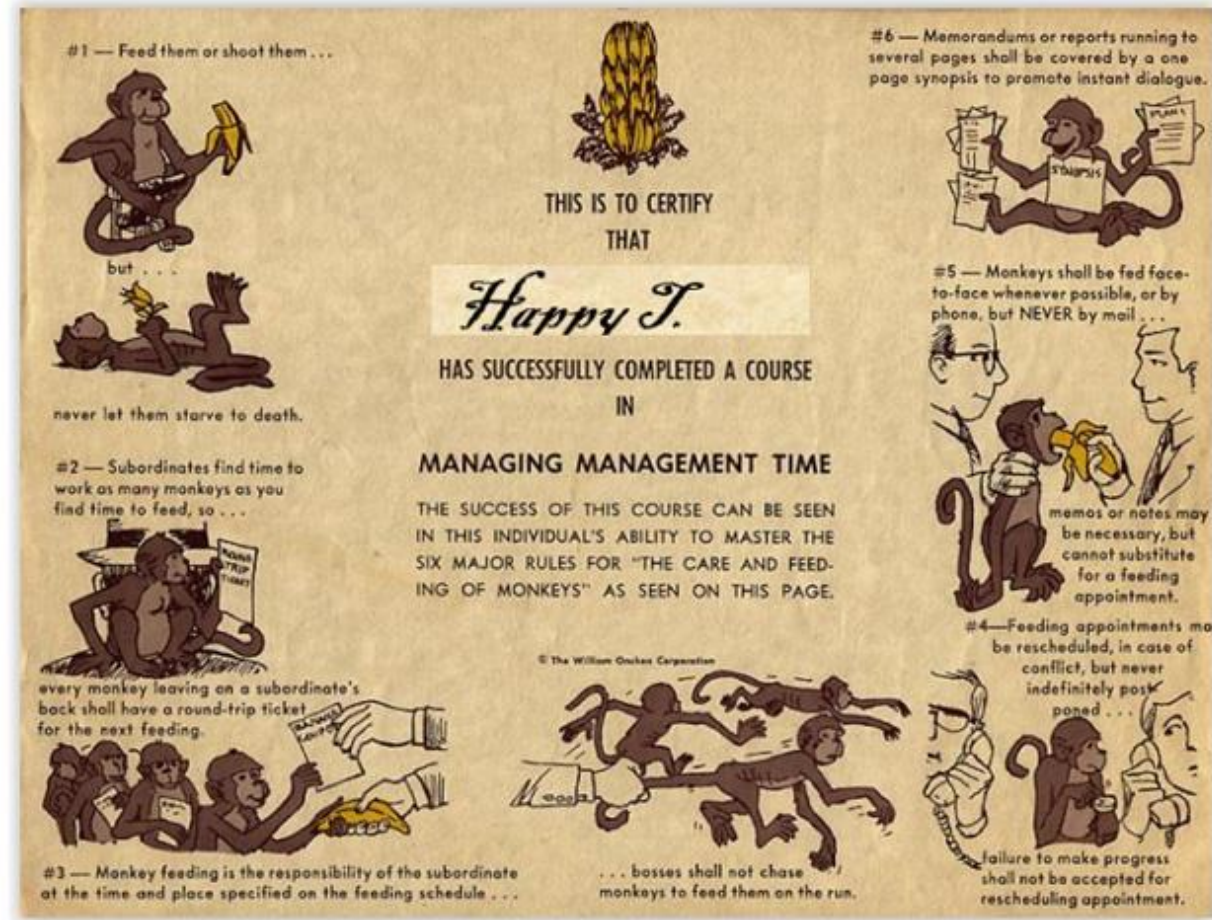


Figure 4: My 'Monkey Certificate' from the 1978 MMT course. (courtesy of WO Corp.)



Create great results with a mere mortals, on time/budget – and a healthy profit

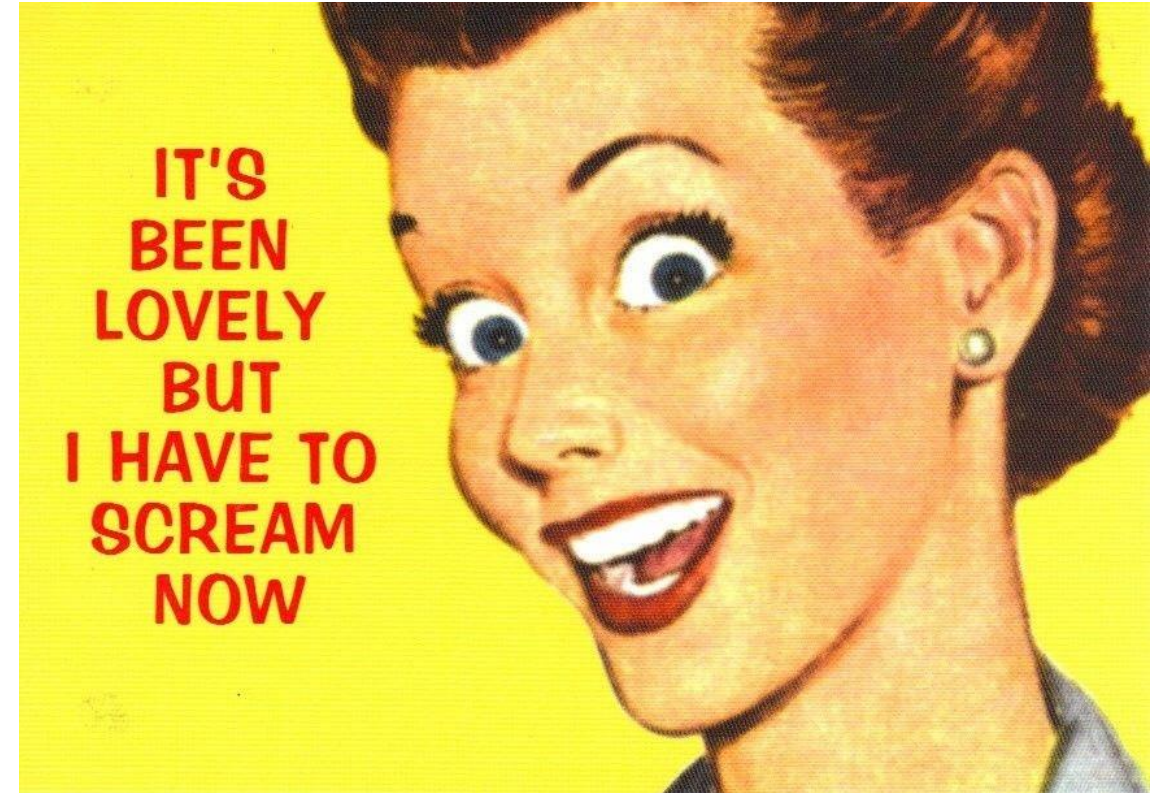
That's all we want!
...is it too much to ask?

Pain of delegating 4 hours of Normal Work



1. Best case: in time, usable, but causes trouble in the future
2. More realistic
 1. takes 3-10x longer to create
 2. ...and 5 review cycles (and 4h) of the project manager
 3. ...and is barely usable
 4. ...with issues in next update

→ Just to get something normal!



That's what Sucks with Being the Expert



Clean Up Your Own Mess!



- Spend all day “cleaning up” after others have f***d up and can’t fix it themselves (or just left for the weekend)
- Loads of micro-tasks instead of large, complex, exciting projects
- Lots of baby-sitting other employees, who don’t do a good job

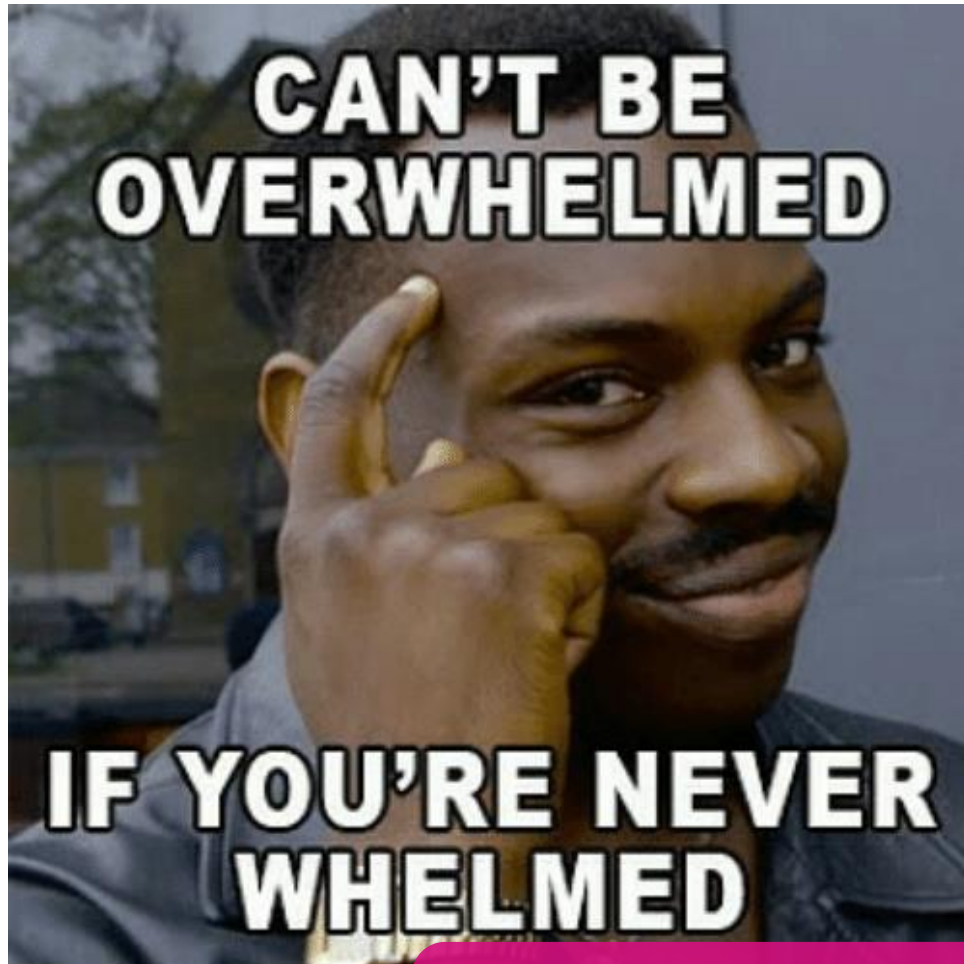
Pain of the Hidden Cost, oh the Hidden Cost



- Work takes much longer than budgeted
- You kind of deliver on-time, but people are still absorbed afterwards
- Projects look like they are in budget – until follow-up work completely destroys profits



~~Pain~~Impossibility of Delegating Complex Stuff



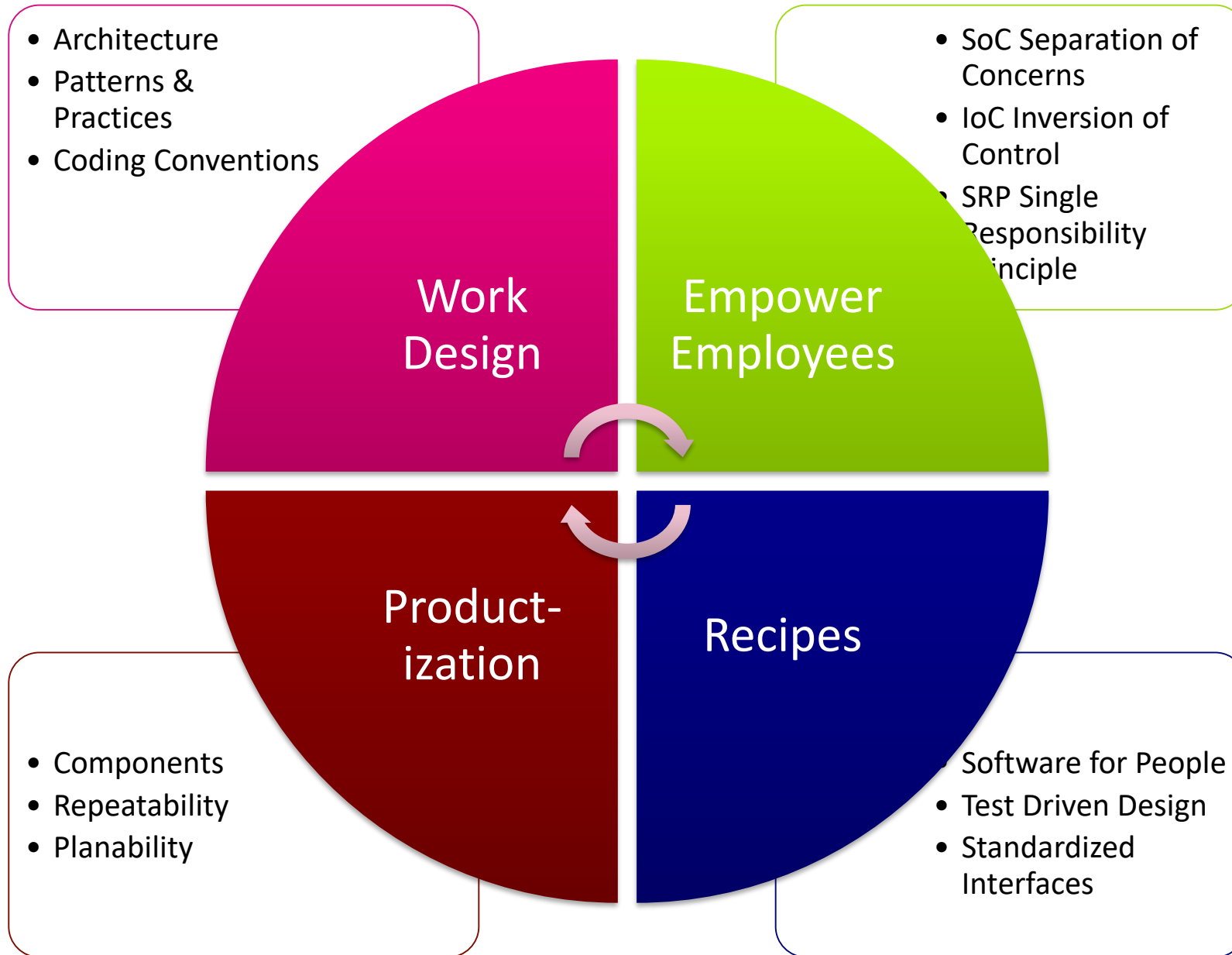
Note: the meme has a hidden truth...

- Delegating anything beyond routine becomes absurd
 - “Please plan ahead for GDPR”
 - “Create a x-mas mailing, which will impact our revenue...”
 - “Create a concept for streamlining work with external partners”
- It just never gets done
 - in the end you do it yourself
 - monkey-management forces you to prioritize things which should never be prioritized



☺ let's fix this ☺

Solution Overview





Who is talking?

The iJungleboy



- Born `78
- In the Jungle till `94 missionary kid
- Founded 2sic in 1999
no time for a real education ☺
- Architect of 2sxc since 2012
- DNN & SP 2003, Angular 2012
- Blogger, daddy, nerd, ceo, mvp, business-freak, world-traveler, ...

My Qualifications



- From the jungle
- My education was 2h of school per day
- I have no degree in anything
- I have no certifications
- So I tried out every thinkable mistake in the books
- And I had to learn agilely from my mistakes to survive



Suffering from 1999 to 2005



- 2002 we were basically broke
 - ...survived that
 - 2005 Everything required me
 - work was systematically bad
 - ...and required many revisions
 - Frustrating and unprofitable
- What to do?
- Curse?
- Fire people?



I needed a perpetuum mobile which...



- ...empowers employees to develop themselves
- ...empowers experts to replicate themselves into juniors
- ...reduces complexity because everybody works the same way
- ...ensures traceable way of work, continuously replicating quality behavior and filtering out bad patterns



And it must result
in profits!



People want to do amazing work...
...they simply don't know how to go about it

Core Assumption



Let's make some \$\$\$

Solution Part 4: Productization



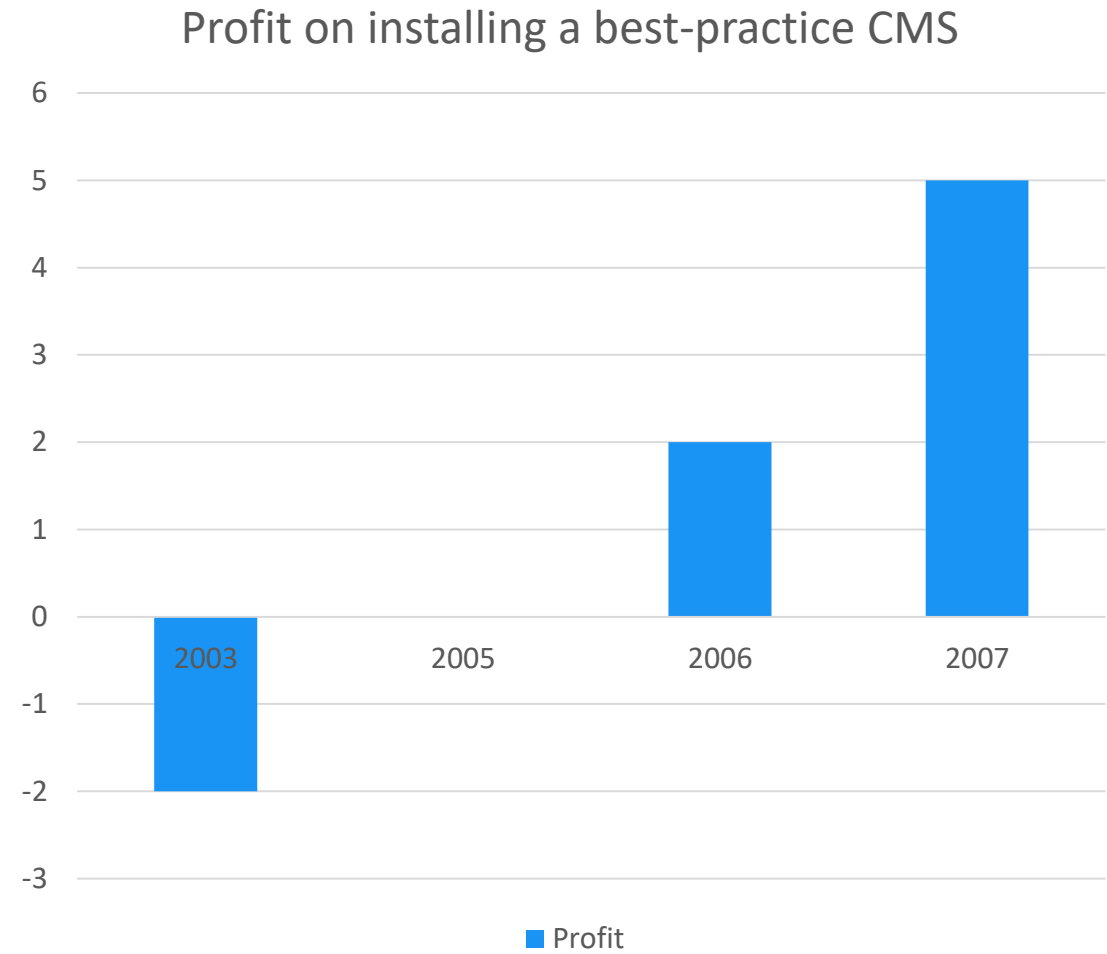
- If you quote by hours
 - With a cap...
 - You won't ever bill all of them,
→ you can only lose
 - Work slower = lose money
 - Work faster = charge less
-
- Stop selling hours
 - Sell results / products instead



Productization: Sell the Value, Lower the Cost



- DNN Full-Install, Pre-Config and Follow-Up
 - Work per install in 2003 ca. 8h
 - We charged ca. 4h
- Productization
 - Value: a well configured CMS
 - Price at ca. 6h
- Then we optimized our work
 - Work per install: 3 minutes
 - True cost ca. 1h
 - We charge: 6h





Recipes: Software for People

productization requires standardization

Recipes are...



- Specific written instructions
- Step by step
- Things you should
 - Know or get before you start
 - do
 - think about, as you're doing
 - test / validate
- Linked to
 - resources you need for this task
 - sub-recipes

Checklist: Create Template with Razor for 2SexyContent

This checklist helps you creating a **Razor** template for the 2Sexy Content DotNetNuke module.

Prepare

- ☐ Install 2SexyContent on your DotNetNuke installation (if you haven't already)
- ☐ Create your HTML-Template in advance (this Checklist only helps you integrate it)
- ☐ Define a content type for your template or use an existing content type

Checklist: Define content types for 2SexyContent

This checklist helps you defining a content type for 2Sexy Content.

Define a content type

If you want to create a (Token or Razor) template, you have to define which fields the template needs. To do this, you have to define a content type. One or more templates can use the same content type.

For example: Content type "Contact", with one template that shows the informations in a table (name, address, etc.) and another template that shows a Google map (and uses the address information for placing the map marker).

- ☐ If you haven't already, install the 2Sexy Content module
- ☐ Insert the 2Sexy Content module on any page
- ☐ Hover the "Manage" button of the inserted module and click "Template Management"
- ☐ Click "Manage Content Types" and then "New Content Type"
- ☐ Fill-in name and description of your content type (example name: "Contact")
- ☐ Click insert to save

The Recipe Used for This Presentation



- ✓ Plan the 3 (recommended) or max 7 things the audience should take home. This is what you will focus on, because you must know that 2 months in the future most people will have forgotten everything about your presentation, except for the 3 (to max 7) key messages.

- 1 2sxc will make their life much easier
- 2 ...and their customer much happier
- 3 they must try out 2sxc and give it a few hours of their attention

Build the Skeleton of a Successful Presentation

Note: we'll start building the whole structure. Afterwards we'll continue with the exact content and specific things like title, slogan, CTA etc.

- ✓ The section to greet the audience
- ✓ The section to captivate the audience, promising them what they will get out of it so they decide for themselves to pay attention. Typical content of this is
 - ✓ Give examples about common problems they experience (not providing any solutions yet)
 - ✓ Storytelling of your past with common problems they know / experience
- ✓ The section with background-information, so that the audience understands the context of the information they will get.
- ✓ A transfer section to lead into the main presentation. This should be emotional / transfer section, to make the audience feel comfortable and emotionally involved.
- ✓ The main section
 - ✓ Often it helps to give an initial overview of the parts (sav what you'll sav. sav it. sav what you

- Guarantees that I will produce something good
- Can be imitated by less experienced people
 - They won't miss anything
 - They will see things they don't know, and will ask about it
- Good recipes ensure
 - think before work
 - get what they need beforehand

To Recipe or Not: Create Screen Design



- Questions-loops while working (interruptions, waiting, etc.)
- Sales will budget X and promise Y for the price of Z
- Designer does something and will always exceed budget
- Lessons learned are in the involved individuals
- Changes to work-methods are random
- Questions are pre-requisites, delegate only when known
- Sales budgets Product X, which has Recipe X / Cost X
- Designer works according to agreed on recipe
- Lessons learned are persisted in the recipe
- Changes to work-methods are clear and agreed on

SoC and Sub-Recipes



- Recipes should be Single-Responsibility (like good code)
- Sub-Recipes for common sub-activities
- Separate recipes for common before / after activities
- Special Sub-Recipes for juniors
- Personal Recipes for quality-challenged individuals



Recipes IRL (In Real Life) – 2sic Example



Challenge

- ca. 1'000 DNN sites in network
- Bootstrap and SASS for our themes
- Running NPM, SASS or Gulp watcher is a problem

Solution

- An expert (Raphael) designs how to do
- ...and plans the pre-requisites
- He then creates recipes
 - to install NPM, Gulp and SASS in a special way
 - to use the solution
 - to learn how to use the solution
- Result
 - it's fast and great
 - everybody works the same way
 - workstations are installed consistently
 - new people can be on-boarded in ca. 30 minutes



Where do we put the recipes?

Start Low-Tech: I recommend WYSIWYG & Wikis

Gimme Numbers!

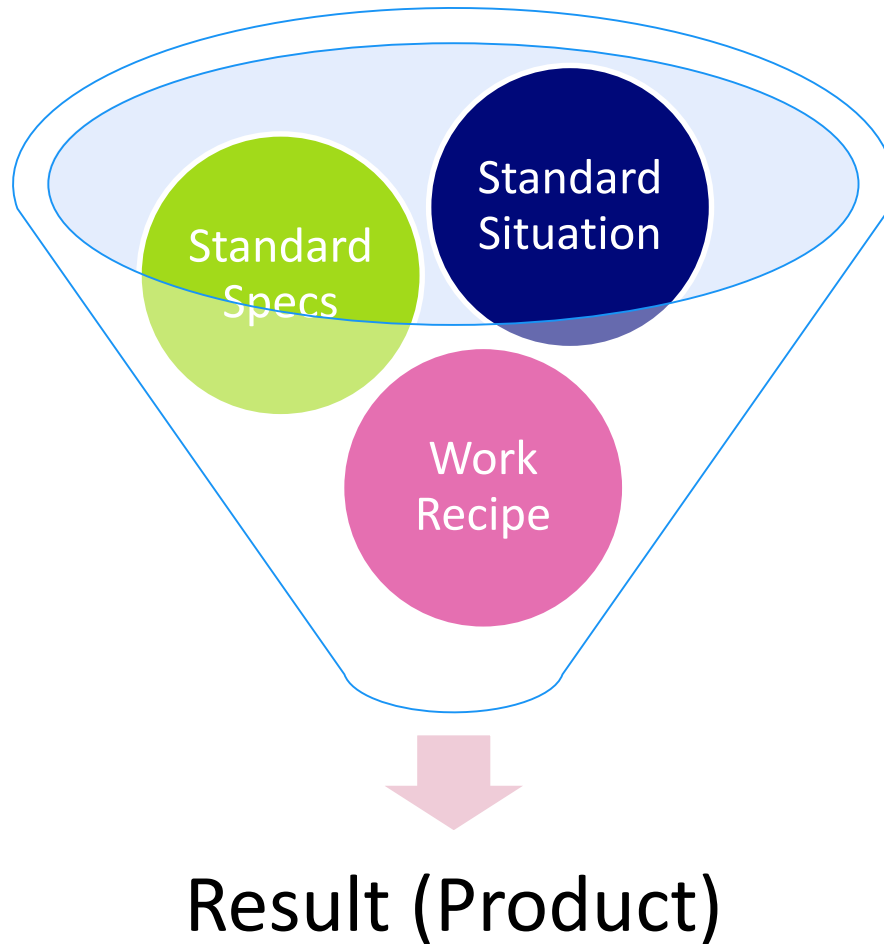


- 2sic started with 10 recipes
- Today we have ca. 500
- Today we invest 10% - 20% of our total time into product and recipe design



- Our By-Products “Nuke Fallout”
 - 2sxc
 - Content-Templates
 - Bootstrap 4 Instant
 - Blog 4
 - Koi
 - DNN-Angular
 - Etc.

Recipes and Productization



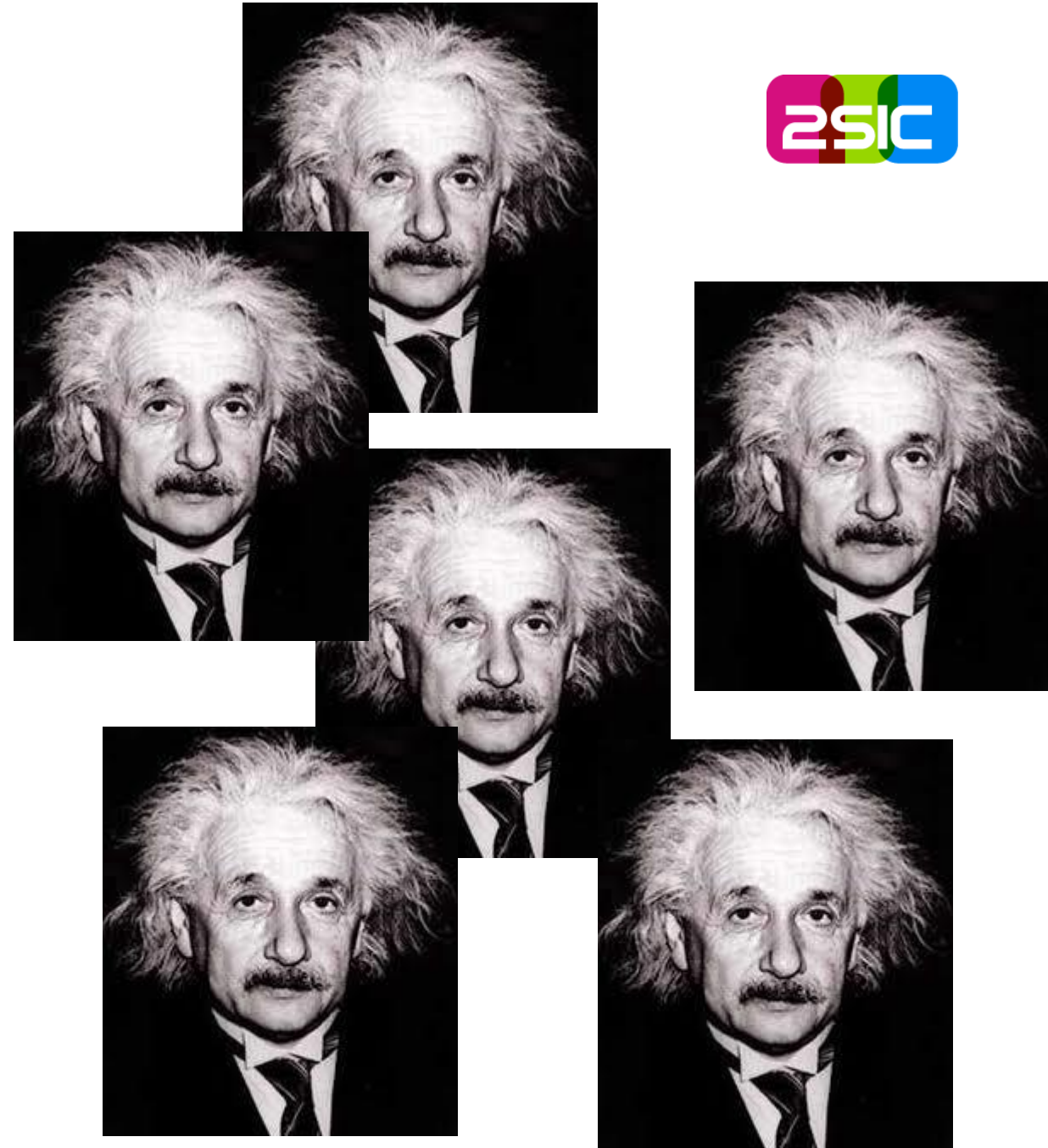
- Products we sell are directly tied to recipes
- Recipes have a track record of time / cost needed
- Continuously optimize



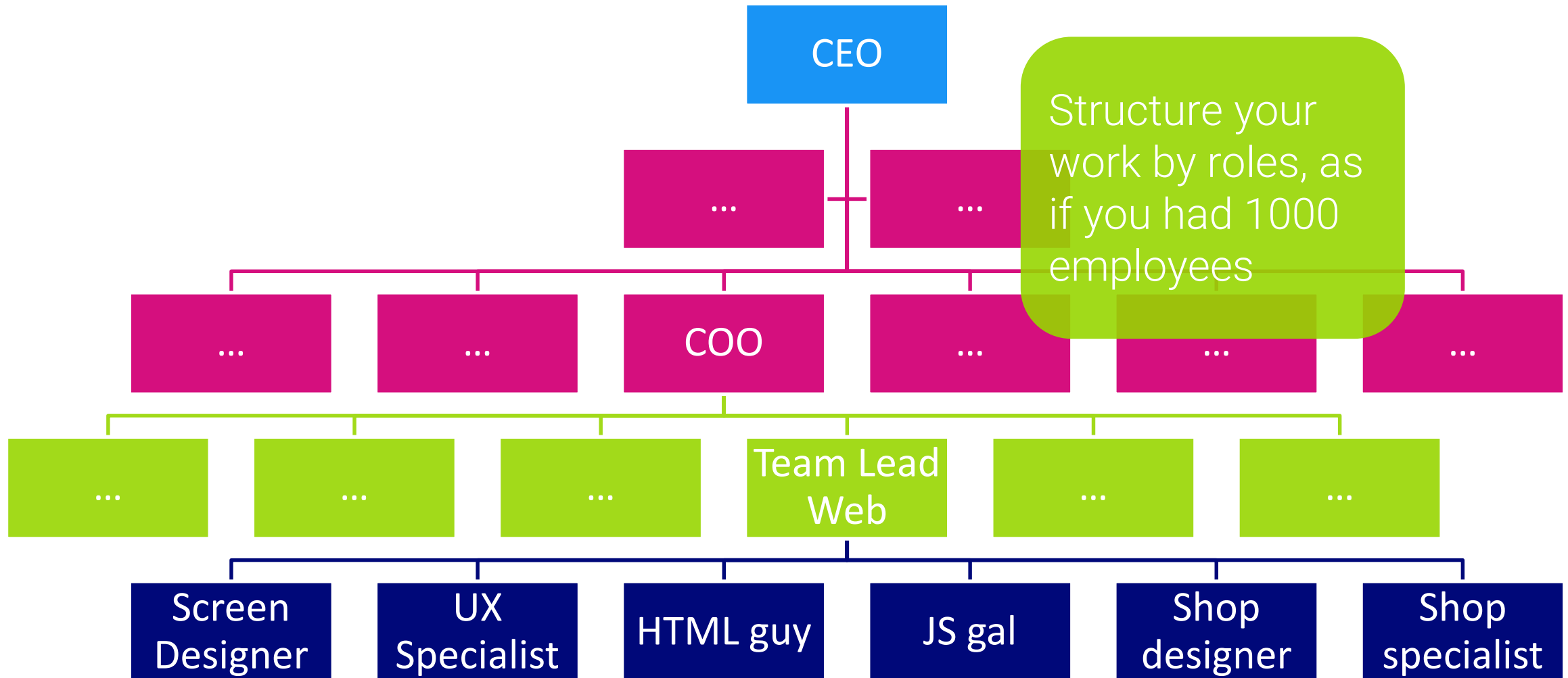
Empower Employees

What we want

- People take full responsibility
- People think before they do
- No-Blame positive environment
- Experts can do expert work
- Juniors can grow into their work
- Experts can replicate themselves in juniors



SRP Single Responsibility Principle



Prerequisite: IoC Inversion of Control



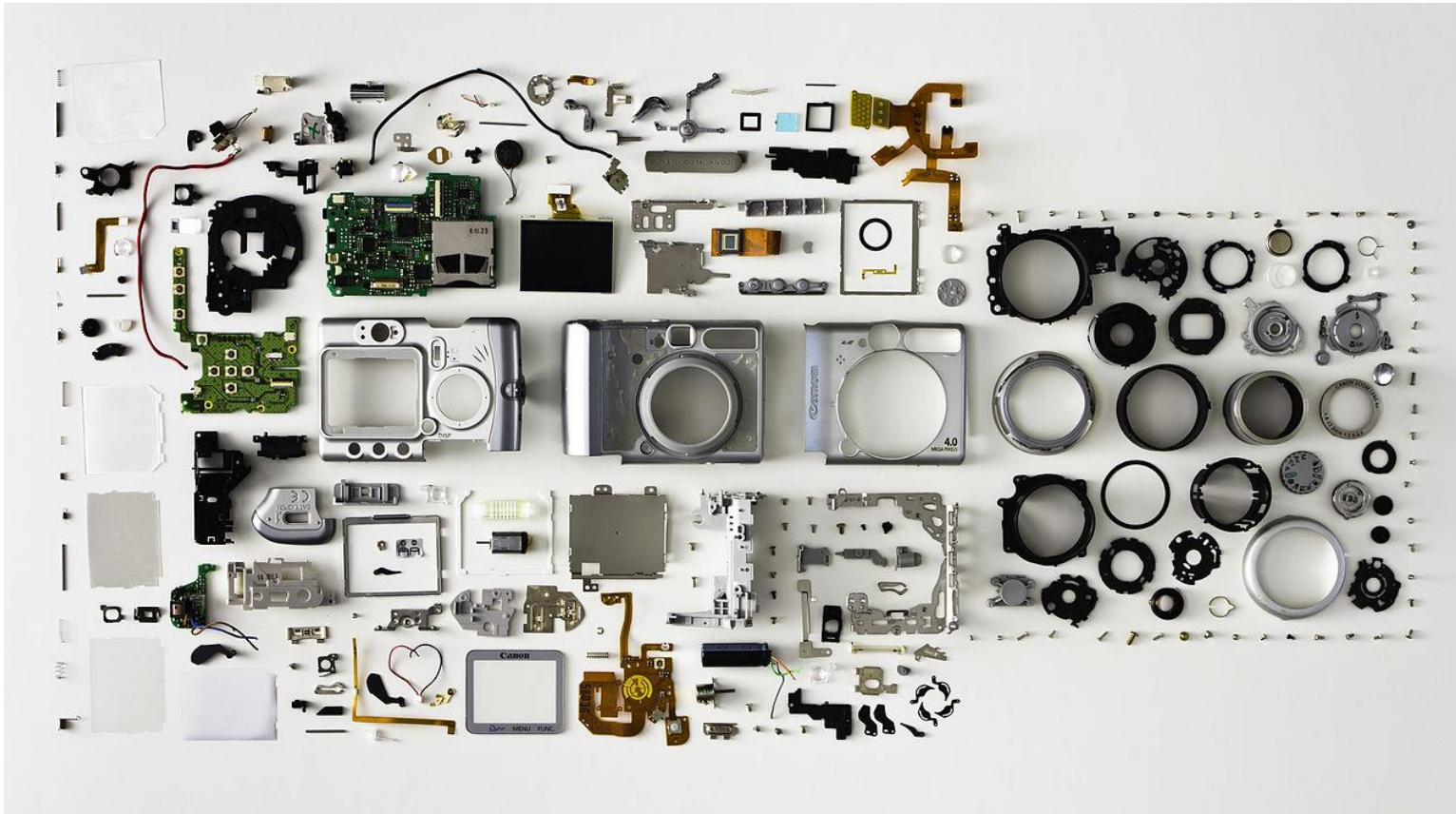
- full responsibility
- to enable them, train them:
 - technology (trivial)
 - systems standards / conventions
 - working properly
 - quality mentality
 - work-design
- full power over their domain
 - they must design and maintain their recipes





Work Design

Disassemble: SoC – Separation of Concerns



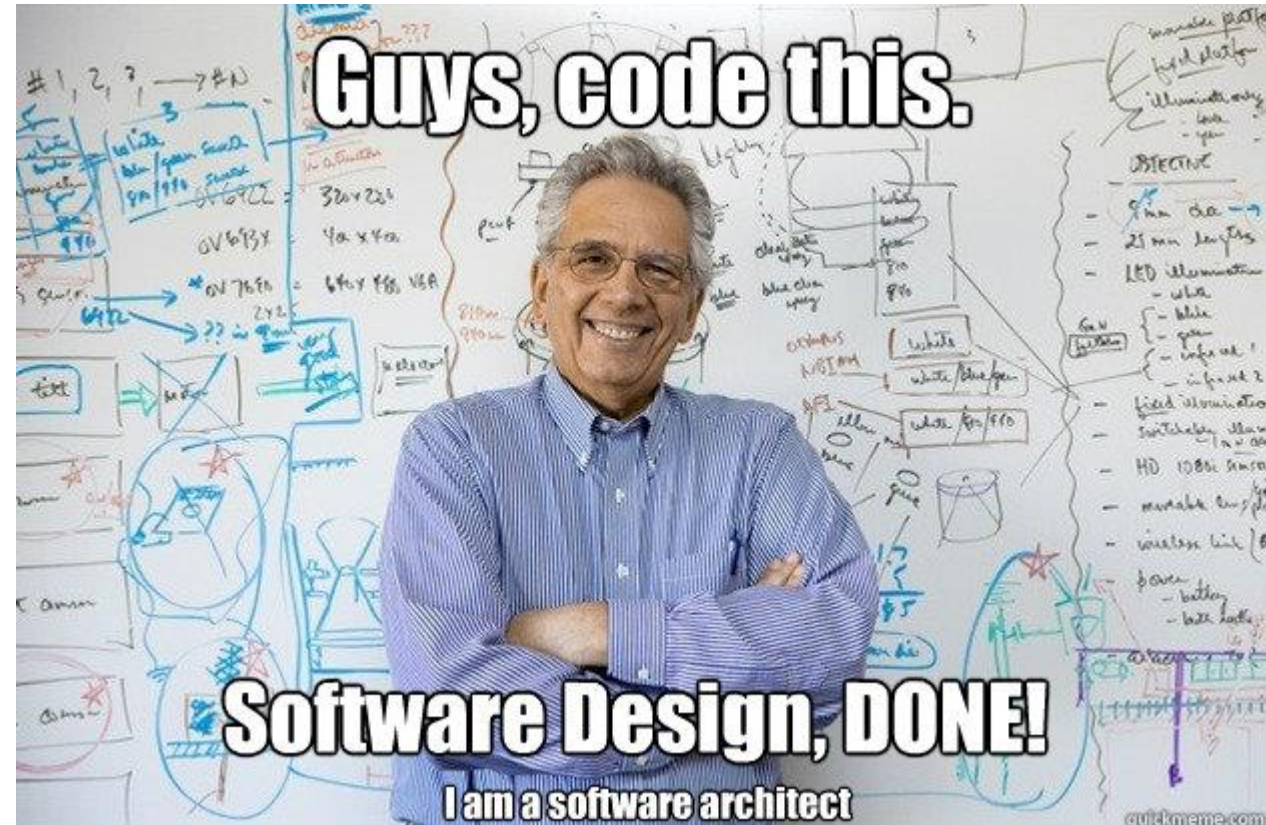
- How we work
- How we think
- How & what we sell
- How we communicate
- How we delegate
- Train / exchange knowledge
- How x works with y
- Experts make recipes to make more experts
- Responsibility of
 - Sales / Product Design
 - Cost
 - ...100+ roles

Architecture



- Interfaces between recipes
- Interfaces between people
- When to split recipes etc.

Don't worry: this will develop with time!



Patterns & Practices



- Think before you work
 - Focus on goals
 - Focus on the process
 - Focus on value generated
-
- This needs extensive awareness and training!
 - Don't worry, you'll get the hang of it 😊

1 **G Goals:** Describe the goals for this task here:

2 **P Process:** Plan the steps you want to do - list them below or attach another recipe for this

3 **R Revalidate:** verify that the process will fulfill the goal, and that it matches resources/time planned for this

4 **S Start:** doing them now that you know the what and how

1

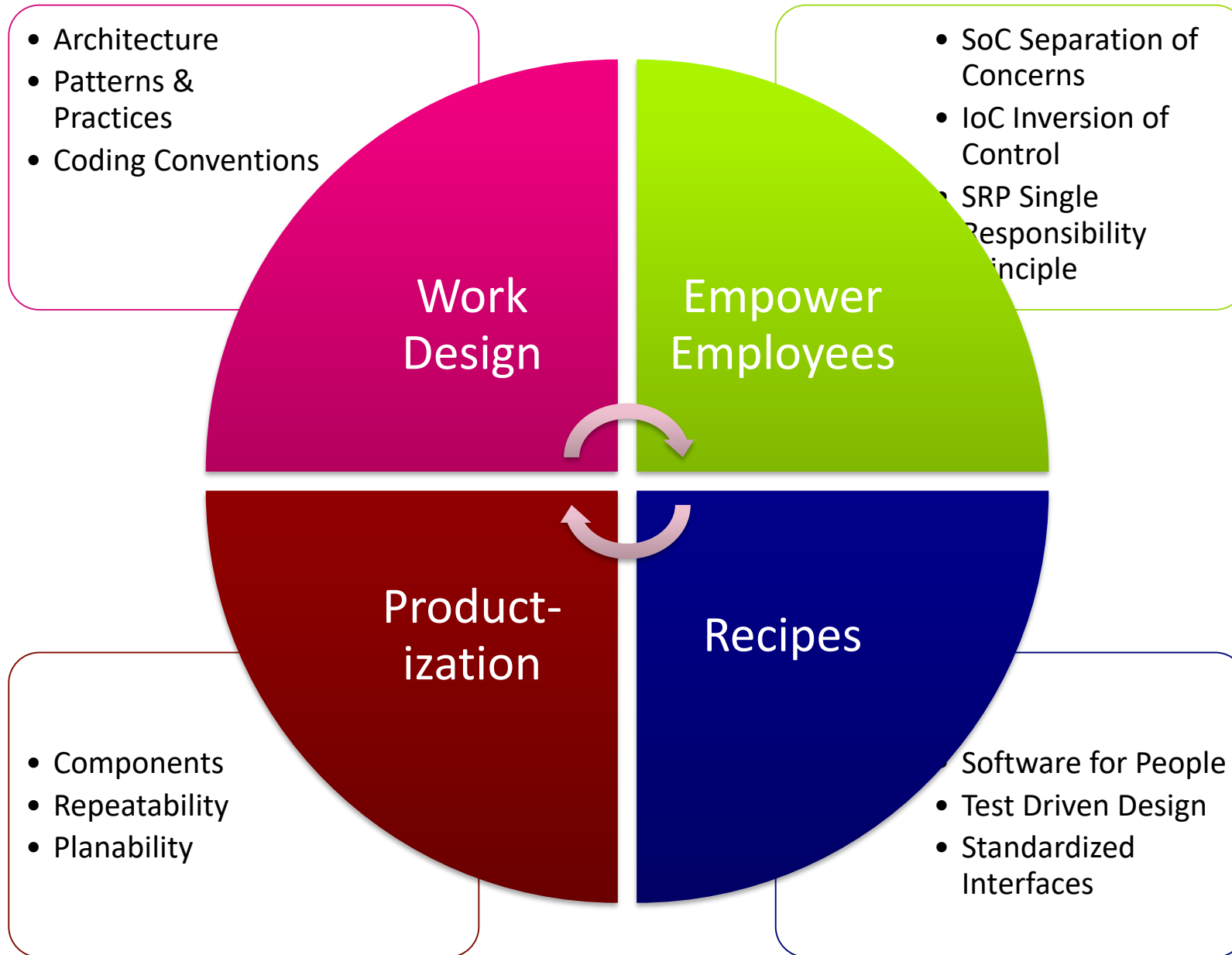
2

3



Putting it into practice

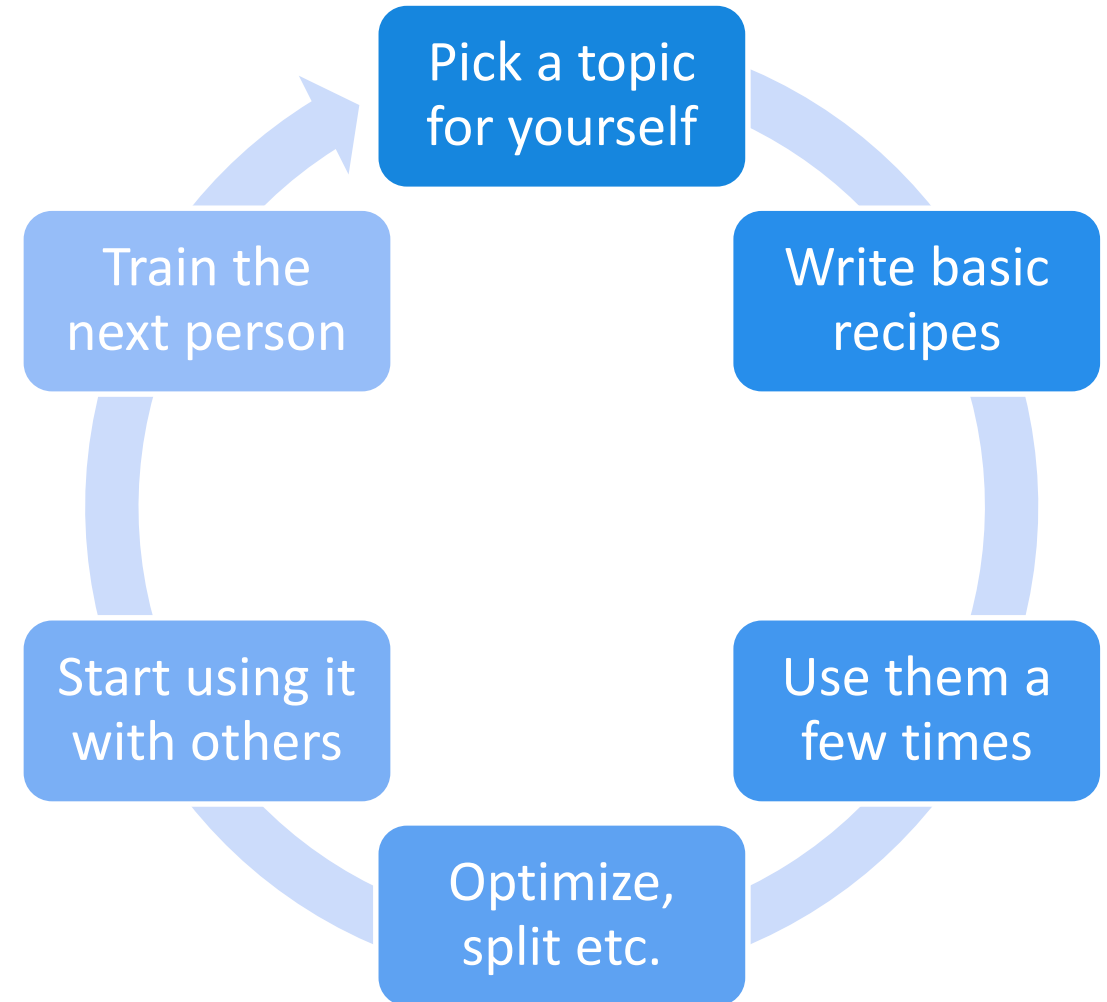
Solution Overview



Let it grow



- Invest just 2% of your time
- Start with low-hanging fruits
 - Highly recurring things
 - Error prone activities
 - Tasks where standardization helps in later work
 - Things you wish to delegate more
 - Generic recipes like *GPRS*
- As you save time, invest more
- Grow your team



3 Things To Take Home IMHO



What are your 3 things to take home?

**TULLAMORE
D.E.W.®**

THE BEAUTY OF BLEND

The Power of 3

So go forth,
and be
sexy!

Put a 2
hour slot
into your
agenda
next week,
to start



Triple Distilled



Triple Blend



Triple Cask Matured

1. Productization is the key to generating profit
2. Focus on standardization, work and process design
3. Recipes are the master-key to everything



What are the 3 key things you'll take home?

Put a 2 hour slot into your agenda next week, to start