



# **Lead, Manage, Succeed: From Technical Lead to Drupal Project Manager**

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# About me

- *Morphtie on the outside*
- *Avid movie watcher at heart*
- *Lecturer on the side*



*Photo of me at Bruce Lee's home in Guangzhou*

# My developer Journey



- Freelance
- University of Canberra web team
- Consulting (*First run-in with Drupal*)
- Australian Public Service
- Drupal web agencies
- Instructor/Lecturer at ANU





# The lifecycle



# Setting Expectations

# SET EXPECTATIONS EARLY

CLEARLY DEFINED EXPECTATIONS WILL PREVENT ISSUES LATER  
AND ESTABLISH A PATH FOR SUCCESS



SOURCE:  
[https://web-savvy-marketing.com/  
blog/successful-website-design-pr  
jects-begin-with-solid-project-sco  
ping/](https://web-savvy-marketing.com/blog/successful-website-design-projects-begin-with-solid-project-scoping/)



# Communication



- Communicate expectations with your client or stakeholders.





# Communication



- What do you expect from your client?
- What can/should they expect from you?



# The goal



- What is the goal?
- What are you trying to solve?
- What are you delivering?



# Commitment



- Communicate expectations with your client or stakeholders.





# Example #1

# MUSIC *for* CANBERRA



# Example #1 - Context



- Music for Canberra is a not-for-profit organisation that provides access to high quality, inspiring, and inclusive musical experiences for people of all ages, backgrounds and abilities in the ACT and surrounding regions.

# Example #1 - Project Goal



- Music for Canberra was working on a project using Augmented Reality to enhance live classical music concerts.

# Example #1 - Context



- The project team were inexperienced and novice.
- The goal was very subjective and exploratory.



# Example #1 - The Problem



- The client was not happy with the level of progress and output delivered in the span of 3-months.

# Example #1 - Resolution



- Take a step back
- Recontextualise
- Set expectations
- Can be iterative



# Planning for project success

# Project Management Methodology



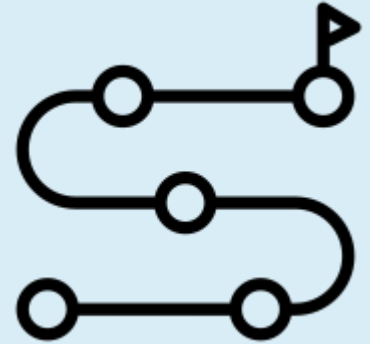
- Agile?
- Waterfall?
- Others?
- A hybrid?



# Deliverables



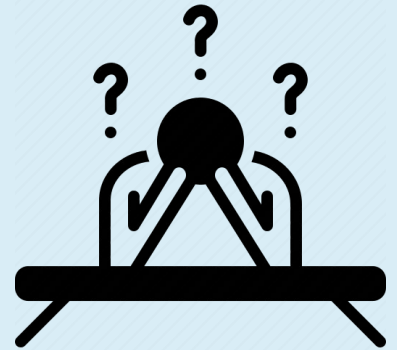
- Stages?
- Milestones?
- MVP?



# What if Deliverables are not met?



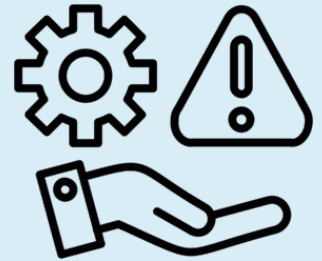
- Plan
- Adapt
- Change



# Risk Management



- When to identify risk?
- How to manage risk?
- Am I done?





# **How-to communicate effectively with client(s)/customer(s)**



# Greeting your client



- Happy greetings,
- Find common grounds:
  - weather,
  - location,
  - weekend plans,
  - family...



# Reporting



- Often



# Reporting



- Progress
- What's up next
- Bring up risks early



# Sugar coating



# Sugar coating



- Language not progress



# Project progress



- Not on track



# Project progress



- Not on track
  - How will you get back on track?
  - Next steps?
  - What is required?



# Dealing with difficult people





# Dealing with difficult people



- Smile
- Talk it out
- Do not engage
- It's okay if you don't know
- Prove your views
- Bring supporting artefacts
- Compromise



# Staying positive



# Staying positive



- Take a break
- Find a destress mechanism
- Think about the future state
- What's next



# How/when to seek help



# How/when to seek help



- Know your limit
- It's okay to ask questions
- It's okay to ask for help
- Lean on your team
- Defer to your supervisor





# Lets Recap

# Lets Recap



- Set expectations early
- Define goals
- Report often
- Stay positive
- Don't be afraid to ask for help
- Iterate and improve





# Questions?

! ? Leave feedback at **[drupalsouth.org](https://drupalsouth.org)**





# How-to lead a project team effectively

# Define



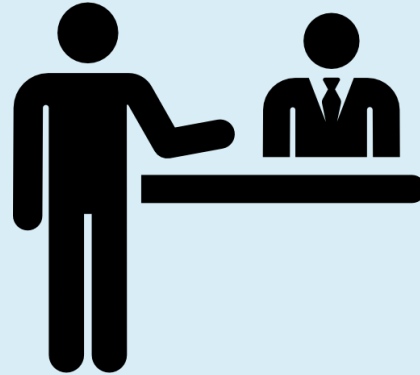
- Include descriptions
- Run through with your team
- Make sure everyone is clear with the goals



# Check-in regularly



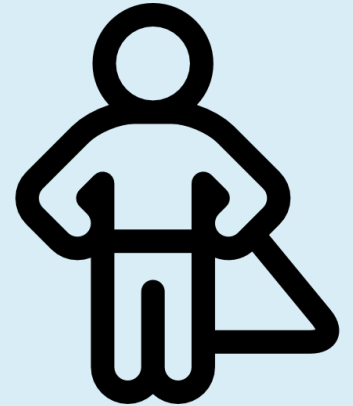
- How are you going
- Any blockers?
- How can I help or unblock you?



# Motivate



- Thank them for their work
- Encourage
- Compliment
- Don't take it too seriously



# Retrospective



- What went well
- What could be done better
- Continuous improvement





# Example #2

 Angel Flight™



# Example #2 - Context



- Angel Flight Australia, works with a team of generous volunteers to coordinate free, non-emergency flights and transfers so people living remotely across Australia can access specialist medical treatments.



# Example #2 - Context



- Angel Flight contracted a small IT firm (weSupport) to create a software for scheduling/matching volunteers with patients and the project was started 5 months ago.

# Example #2 - Project Goal



- To reduce the number of phone calls from 6 calls to 1.5 calls.

# Example #2 - The Problem



- The project has been unable to meet Angel Flight's development goals and has fallen 3 months behind schedule.

# Example #2 - The Problem



- Stakeholders have expressed dissatisfaction with the product that WeSupport has produced.
- User experience problems has caused stakeholders to prefer the old system.

# Example #2 - Project state



- Currently the project has delivered an MVP that improves the scheduling capabilities by reducing the amount of calls required per scheduling from 6 calls for each flight request to just **3 calls.**

# Example #2 - Project state



- This is short of Husky Air's intended target of **1.5 calls per request**.

# Example #2 - Resolution



- Assess the situation
  - Project management Methodology

# Example #2 - Resolution



- Assess the situation
  - Deliverables



# Example #2 - Resolution



“Some pilots are complaining that they can’t update their details on-line, nor can they query their schedule, both of which were features that Angel Flight promised them would be possible with the new software”

# Example #2 - Resolution



- Assess the situation
  - Deliverables
    - Breakdown
    - Milestones
    - Communicate
    - Report