FiSTB
Testing Assembly

"Are you in the Boat?"
Managing Intra-Team Dysfunction
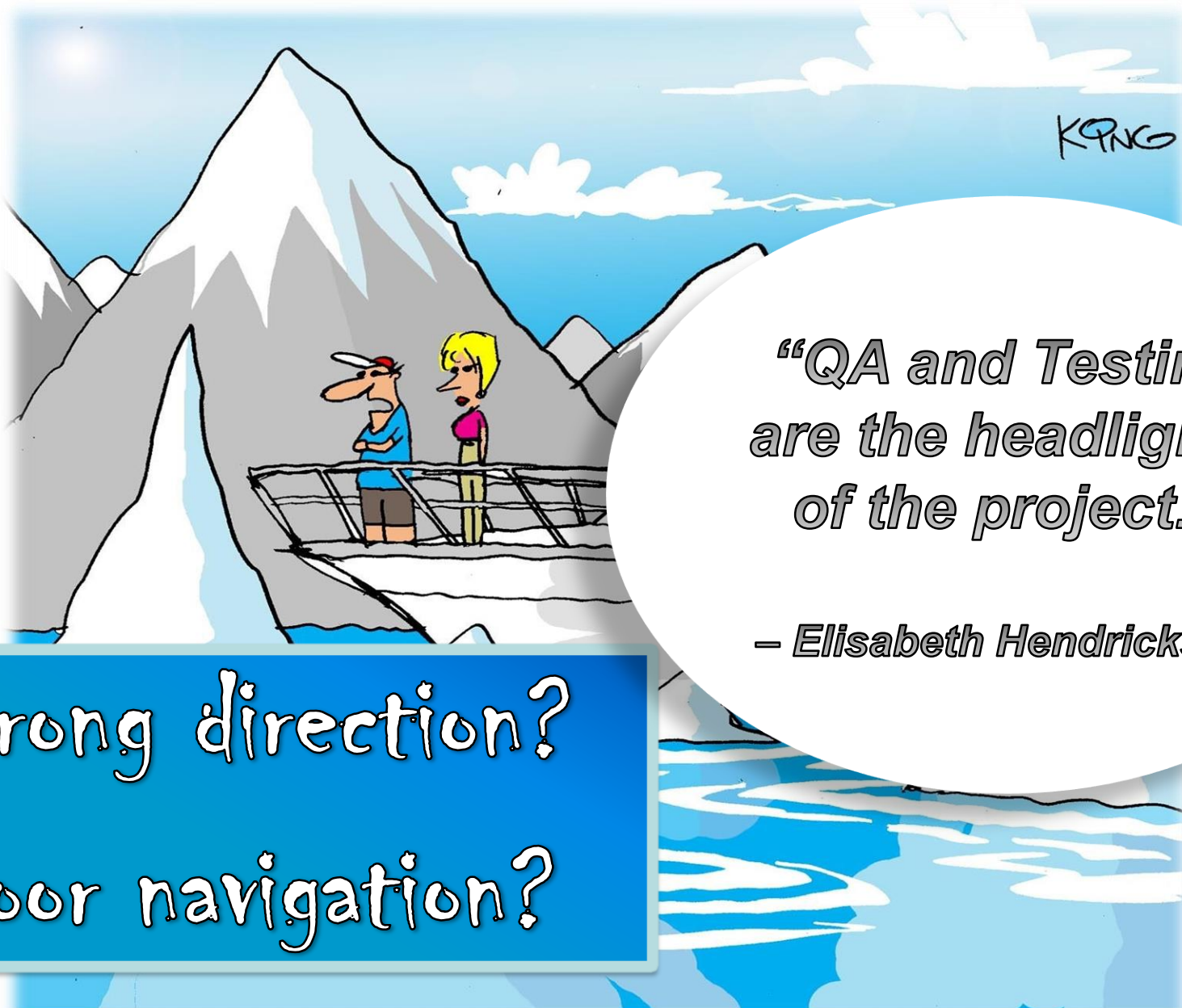
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https://www.youtube.com/watch?v=Y7XW-mewUm8

"No matter how it looks at first, it's always a people problem."

- Gerald Weinberg
The Second Law of Consulting
[Secrets of Consulting, 1985]

A COMFORT ZONE IS A BEAUTIFUL PLACE BUT NOTHING EVER GROWS THERE

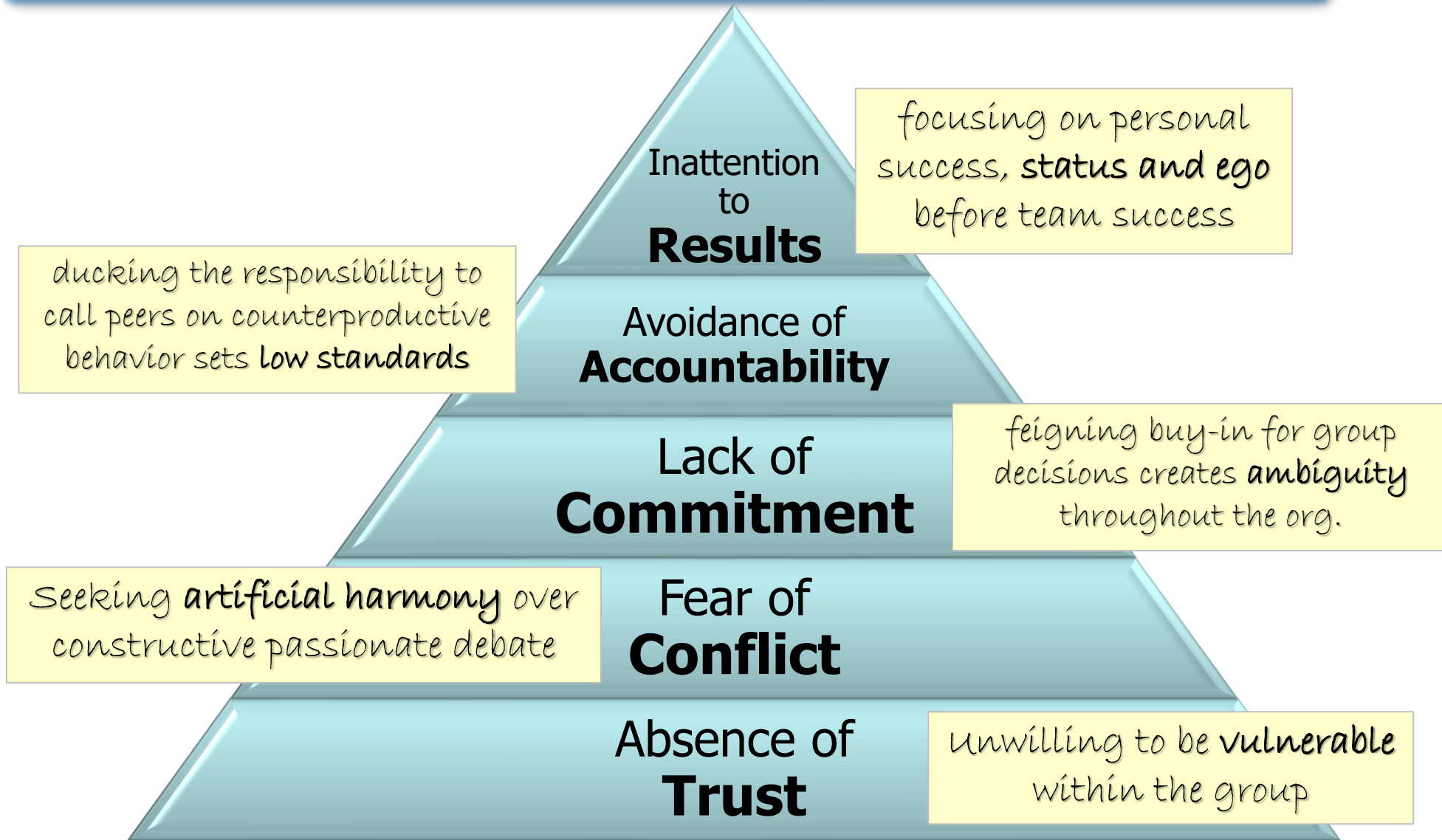# What are the people problems blocking your team from success?

What's wrong with your company?

What's wrong with your project?

What's wrong with your team?

What's wrong with you? ☺

The Five Dysfunctions of a Team

Inattention to **Results**

focusing on personal success, **status and ego** before team success

Avoidance of **Accountability**

ducking the responsibility to call peers on counterproductive behavior sets **low standards**

Lack of **Commitment**

feigning buy-in for group decisions creates **ambiguity** throughout the org.

Fear of **Conflict**

Seeking **artificial harmony** over constructive passionate debate

Absence of **Trust**

Unwilling to be **vulnerable** within the group

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Quality Island

Quality Island: *Attributes*

- Project team and Quality Assurance team are separate entities

- QA dictates quality processes for all project aspects

- Project team may have test team(s)

- QA determines **independently** if ship can sail (gatekeeper)

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Quality Island: *Tips for setting sail*

- Coordinate heavily with gatekeepers to understand requirements

- Target compliance above other goals

- Raise non-compliance flags early

Underpowered Gatekeeper

Attributes
- QA is a figurehead with no authority
- Unclear responsibility for quality or compliance
- "Throw it over the wall" mentality

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Underpowered Gatekeeper: *Tips*

- Establish clear accountability for delivery
- Balance responsibility and authority
- Reinforce that you can't test quality in!
- Promote shared responsibility for quality

Testers Leading:
Attributes

Early involvement

Authoritative style

Victims of change

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Tips for Testers *trying* to Lead the Way

- Lead testing, not the project
- Try to partner and support
- Become a trusted advisor

Testers Countersteering

Attributes:

Shifting goals

Splintered efforts

Cycles of progress & regression

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"I've got it, too, Omar ... a strange feeling like we've just been going in circles."

Countersteering: *Tips*

Get in the boat ... if you are trying to steer

Break the cycle

Get in the loop earlier

Divergent Paths

Started together
... drifted apart

Divergent Paths: *Tips*

Why vision statements are so important...

"C'mon, put some muscle into it...we're not getting anywhere!"

Acceptance Criteria

Definition of Done

When Testing is an Anchor ...

- Testing is an afterthought

- Often trying to test quality in

- Not involved at the project level

Hard to guide from behind

Testing Anchor: *Attributes*

"Well, men, we lost another one, but are we discouraged? Heck, no!"

- *Often need to play catch up*
- *Tries to slow things down*
- *Stakeholders perceive project is "stuck" in testing*

Testing Anchor: *Tips*

- Get involved at the project level … and stay involved

- Focus on project mission

- Provide information about product risks, not testing

- Value collaborating over blocking

When Testers are Along for the Ride …

Influenced or managed by others

Overly accommodating

Helpless Passengers: *Attributes*

- **Often working excessive overtime**

- **Often forced to deliver signoffs**

- **Sometimes told what NOT to report**

- **Told when to stop testing**

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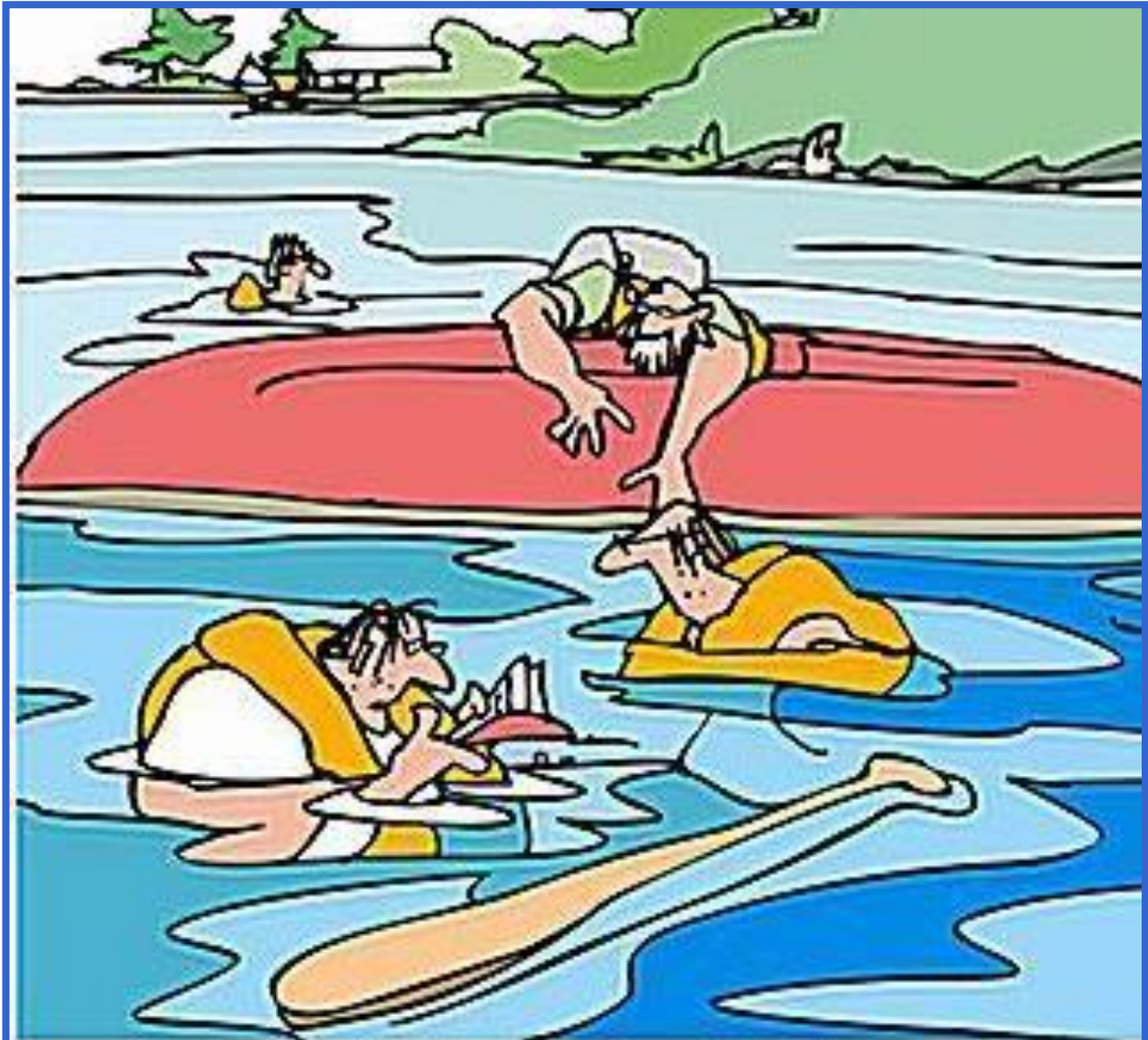
Helpless Passengers: *Tips*

- Align with the mission
- Get proactive
- Determine the value of your service
- Figure out how to add VALUE!

"Be patient, a few more strokes and I'll soon have the momentum going."

When
Testing
is Adrift...

In a box

Heads down

Not noticed

"It's right here in the brochure: 'Be sure to tip your fishing guide.'"

Lost at Sea: *Attributes*

- Test team is lost and doing it's own thing

- Disconnected
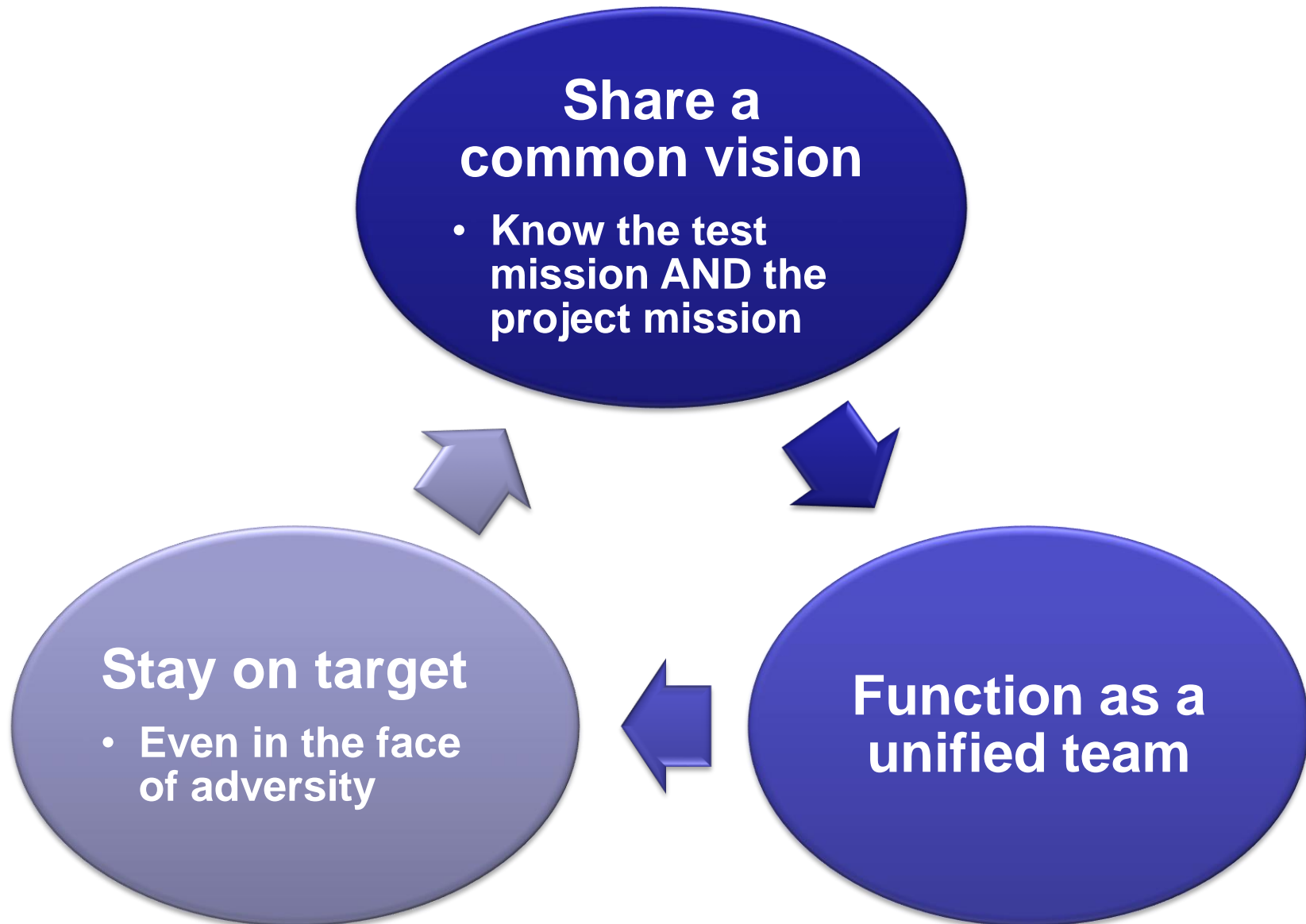
- Purposeless

- Irrelevant to project goals or outcomes

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Lost at Sea: *Tips*

- Don't split up
- Send up a flare
- Find the boat
- Engage the team
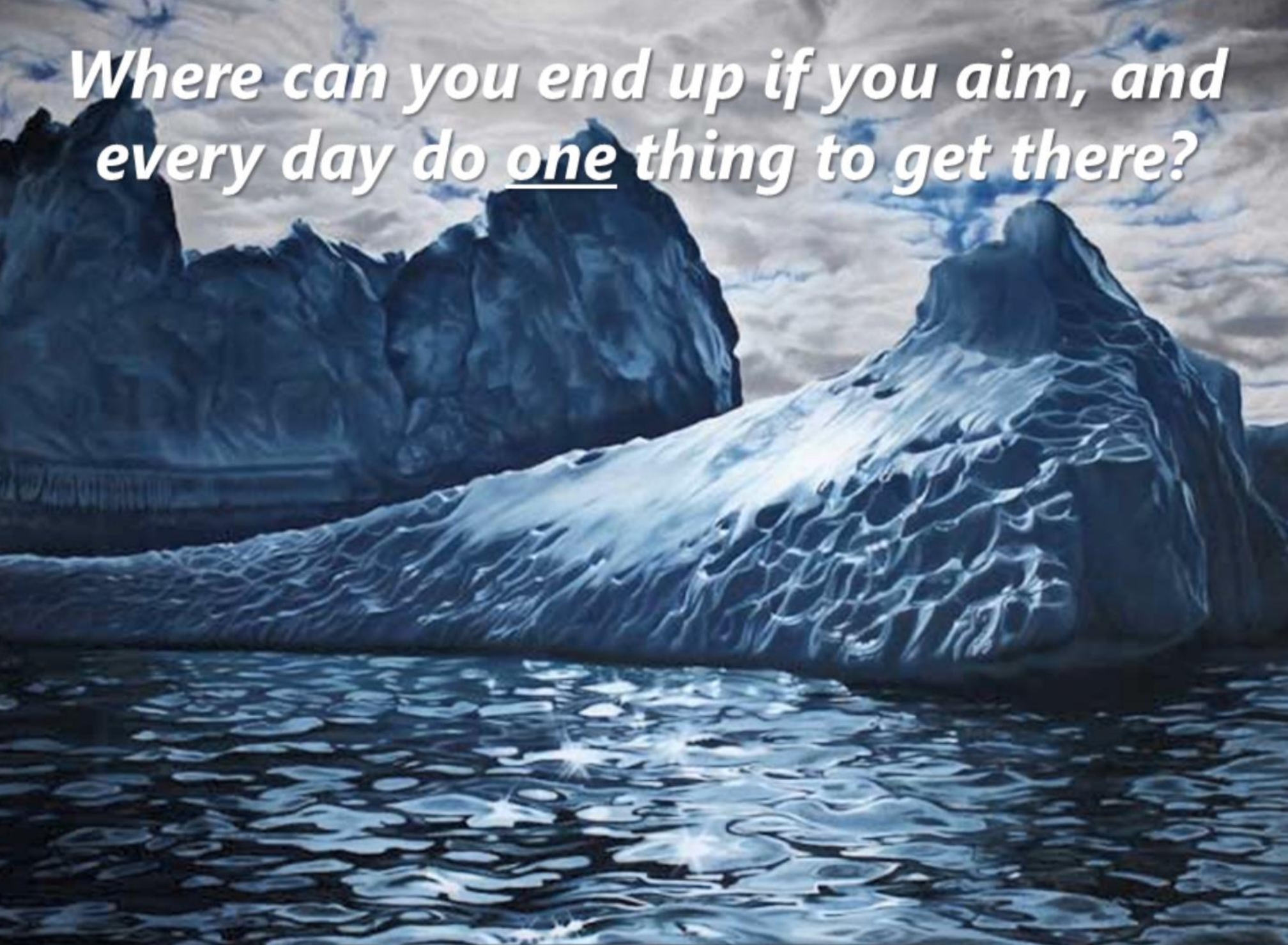- Stay engaged

Tips from Winning Boats

Share a common vision

- Know the test mission AND the project mission

Function as a unified team

Stay on target

- Even in the face of adversity

Challenge > **Own It** > **Take Action!**

Write down 1 thing that needs to change to improve team collaboration for testing & quality.

http://www.zariaforman.com/about

Where can you end up if you aim, and every day do _one_ thing to get there?

Anywhere