



1

ABOUT ME - @MIKELYLES



Director of QA & PM with over 25 years in IT:

- Development
- Project Management Office
- Development Manager
- Testing
 - Functional Testing
 - Performance Testing
 - Automation in Testing
 - Test Environments
 - SCM, Test Data Management
 - Service Virtualization
 - Building New Test Teams
 - Processes, Methodologies, Measurement
- Releasing a Motivational Book in 2019

2

WHAT WILL WE DISCUSS?

- Documenting lessons learned in testing vs. SDLC
- How to use mindmaps to bridge gaps between project teams
- Hands-On exercises to experience role at each SDLC phase
- Checklist of actions every test team can take to “open the door”
- Tactics you need to “sell testing” to the leadership team

3

Have you ever been locked out?

4



Dont
call
us,
well
call
you

5



Let's Talk About Me

6



7



8



Your
MOM
does
not
work
here!

9



**Empower
Yourself!**

**DO NOT
WAIT!**

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11

THE "RESTAURANT" SCENARIO

Developers = Cooks	Project Mgrs = Waiters	Testers = "Checking In"
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12

THE "RESTAURANT" SCENARIO

- The Cooks are following a recipe – give what is ordered
- The Waiter is trying to get the food to the customer
- The Waiter is also trying to keep the customer happy
- The "Checking In" person comes in blindly most every time
- The customer most always opens up to the person checking in
- WE CAN LEARN FROM THIS SCENARIO!

13



Now Let's Talk About YOU!

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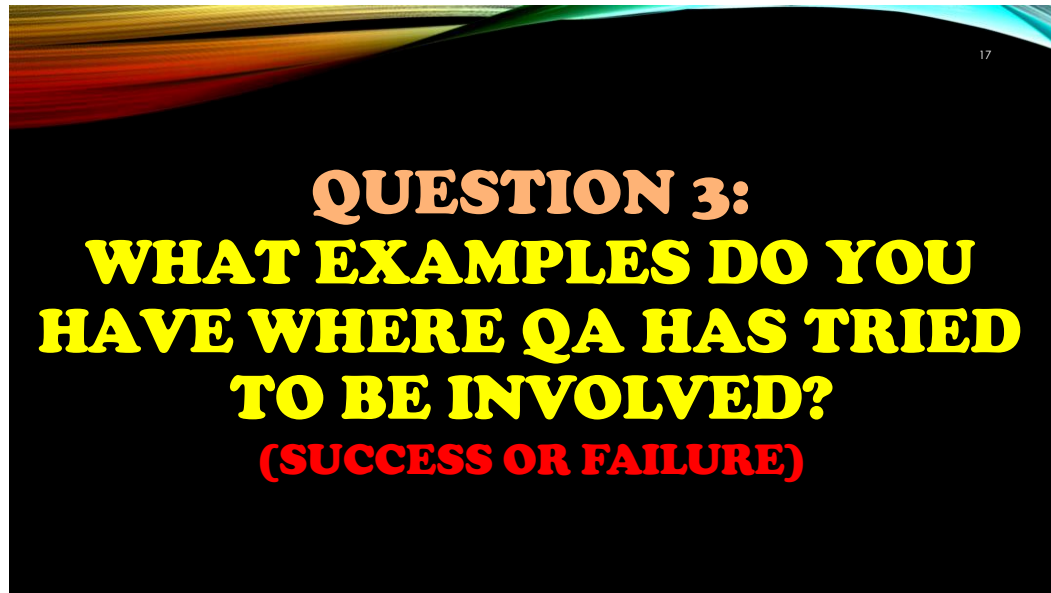
QUESTION 1:
WHAT PROBLEMS DO
YOU HAVE WITH
COMMUNICATION
ACROSS TEAMS?

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16

QUESTION 2:
WHERE DO YOU SEE AN
ISSUE WITH
ALIGNMENT
ACROSS TEAMS?

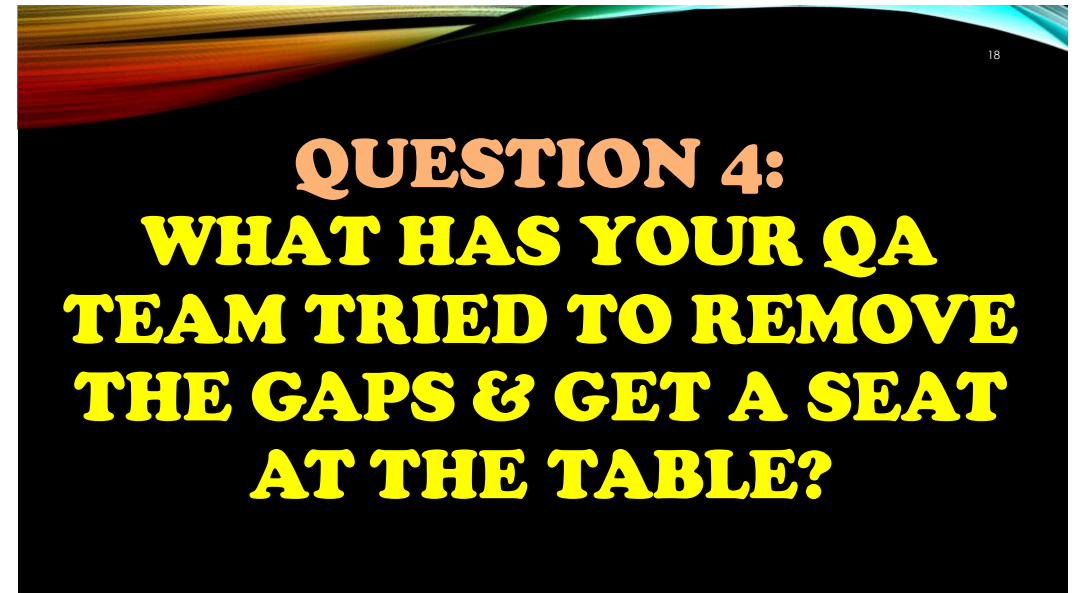
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17

QUESTION 3:
WHAT EXAMPLES DO YOU
HAVE WHERE QA HAS TRIED
TO BE INVOLVED?
(SUCCESS OR FAILURE)

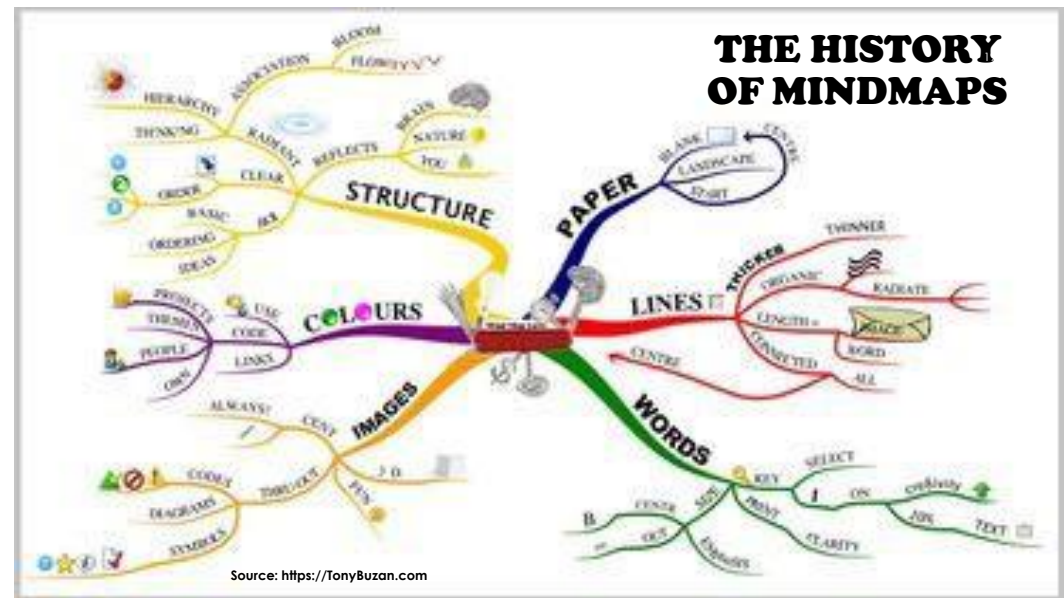
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18

QUESTION 4:
WHAT HAS YOUR QA
TEAM TRIED TO REMOVE
THE GAPS & GET A SEAT
AT THE TABLE?

18



19

What are the best mind mapping software of 2019?

Source: <https://financesonline.com/mind-mapping/>

1 Freemind	11 Lucidchart
2 Padlet	12 Mindomo
3 MindMeister	13 MindMup
4 Canva	14 XMind
5 GoCongqr	15 ConceptDraw MINDMAP
6 Edraw Mind Map	16 Scapple
7 Creately	17 Bubbl.us
8 Cacao	18 Mind42
9 Coggle	19 iMindMap
10 Mindjet MindManager	20 Popplet

20

21

**MINDMAPS PROVIDE A
GREAT WAY TO
COMMUNICATE ACROSS
TEAMS**

21

22

**MINDMAPS CAN
REPLACE DOCUMENTS
YOU USE TODAY**

22



Let's Build a Mindmap

23



24

MINDMAPPING – WORK EXAMPLE

- Review the requirements you have been given
- Create a mindmap for the way you will prepare for this project
- Focus on each area you will cover
- Define the scenarios you will want to include
- Note items that are in scope and out of scope for testing
- What else do you need to know?????

25

DID YOU COVER THESE QUESTIONS?

- Is this a device added to the luggage? Or a barcoded label?
- Does it trace GPS or only site to site checkin?
- Is there a way to ping it (make it beep)?
- Who will use this data? Who can see this data?
- How do you handle multiple bags? Family travel x bags?
- Who can edit / modify the data / system?

26

DID YOU COVER THESE QUESTIONS?

- What privacy concerns do we need to cover?
- Do we need to performance test the application?
- What teams need to be engaged? (e.g. env, data, mobile, web)?
- Who are the “users” / product owners / stakeholders?
- How do we define a risk based plan to test if needed?
- Will we release in phases or all at once?

27

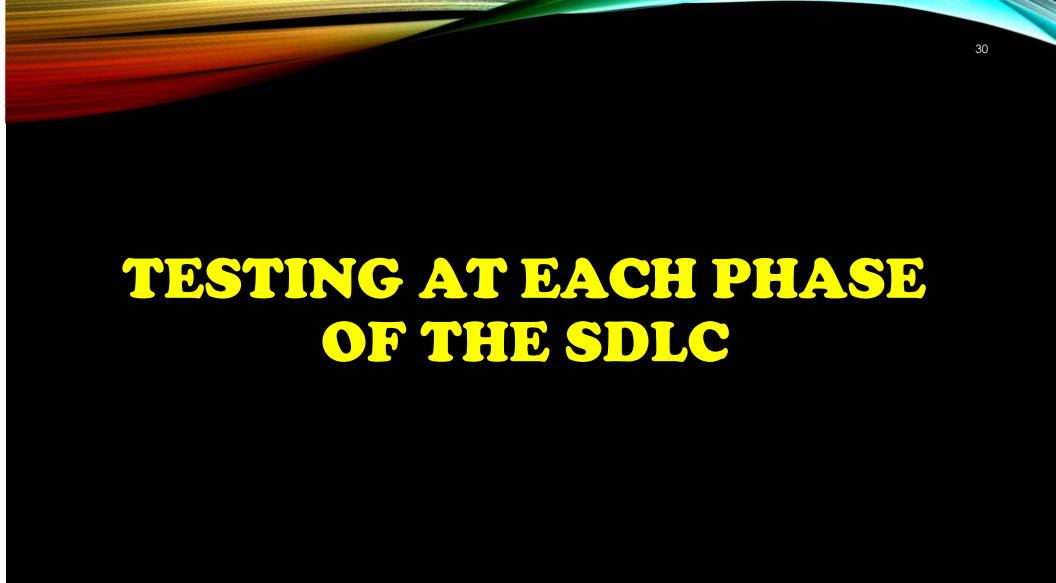
DID YOU COVER THESE QUESTIONS?

- What ally options are needed?
- Do we allow the use of the mobile camera or other device?
- What must be out of scope completely for this project?
- DID YOU ASK THE WHY QUESTIONS?
 - Why are we doing this? Why is this important?
 - Why are we tracking luggage instead of something else?

28



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30

OKAY, LET'S USE "SHIFT LEFT"

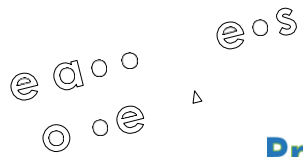
- Use DESIGN THINKING at the beginning of the project
- Help the team identify constraints, roadblocks, strategies
- Help the team define and identify the overall timeline
- Defining security, performance EARLY – influence architecture
- Even when you plan - you sometimes are not prepared (e.g. Perf)

31

THE POWER OF TESTABILITY

- Be involved early in the planning & requirements
- Ask lots of questions (WHY? HOW? WHEN? WHERE? WHAT? WHO?)
- Be very very curious about the product
- Review whether the requirements are testable or not
- Let's discuss some examples of how to determine testability

32



e o s

Process must be
efficient

pleasant colors

Easy to Read

Must be Cheap

33

IMPLEMENT TDD

- Have you used Test Driven Development?
- TDD helps drive the QA engagement and inclusion early
- TDD changes the mindset of the tester during the design phases
- We used to hide tests and say “we are going to surprise the devs”
- We no longer play hide & seek – NO PRIDE in finding a defect
- It's as much a QA issue as DEV

34



35



36



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38

THINGS ARE CHANGING!

- Getting a seat at the table is "Methodology AGNOSTIC"!
- STOP attaching ourselves to BUGS AND DEFECTS
- STOP buying the myth that AGILE changed everything
- START attaching ourselves to the quality of the product & delivery
- When we worked for the stakeholders, we worked for our EGOS
- END the façade that "testing is so easy – anyone can do it"
- END the discussions "I don't think QA can test this"

39

INFLUENCING THE STAKEHOLDERS

- How are you influencing UAT reviews today?
- How do you influence the key stakeholders
- It is NOT about **CONVINCING** (that sounds like you are not helping)
- ASK A LOT OF QUESTIONS – LOTS OF "WHY" QUESTIONS
- Make sure they know **WHY** they want something a certain **WAY**
- Make them talk it out (use mindmaps) – what do they really **WANT**?
- Work out all the needs before confirming requirements

40



41

EXERCISE – PUTTING IT ALL TOGETHER

- Your team has been awarded a new project
- This project will track the upcoming Olympic Games
- Timeline is to have the application working in less than 6 months
- We will have four teams (PM, DEV, QA, Product Owner/Stakeholder)
- Meet with your team and discuss your questions & engagement

42

DID YOU ASK THESE QUESTIONS?

- What is the scope? What is out of scope?
- What infrastructure is needed?
- How about connectivity?
- Will this be mobile only? Online only? Both?
- Who are the users?
- Are there various types of users? Levels?
- What reporting do we need to have?

43



44

EFFECTIVE COMMUNICATION

- What confrontations occur for you?
- How can we be good communicator?
- Negotiate for WIN-WIN --- Think Win-Win
- Who is responsible? Who is accountable? Do you have a RACI?
- Building a “we’re in this together” culture (e.g. I like the Steelers)
- Know when to be STRICT / TOUGH and when to be KIND / GENTLE
 - Think like a parent does in this respect

45

ESCALATIONS

- Know when to escalate when the door won't open (know the RACI)
- Many people think escalations are always bad – be objective
- If you escalate on someone, it is not a personal thing
- You cannot go from Green to Red – you must go from GYR
- Call out ALL RISKS EARLY – give opportunities for resolution first
- Sometimes escalation is the only way a problem can be solved
- BUT..... Know when to close the door and let it go – with CYA

46



47

WORKING WITH EXECUTIVES

- Learning to “Lead Up” is critical in the tester role to get buy in
- Know how to obtain and maintain the attention of the executives
- Get executive support when a decision is needed in favor of QA
- Configure that “win-win” agreement when there are conflicts
- Build a culture of quality
- Ensure you are an ENABLER not a ROADBLOCK

48

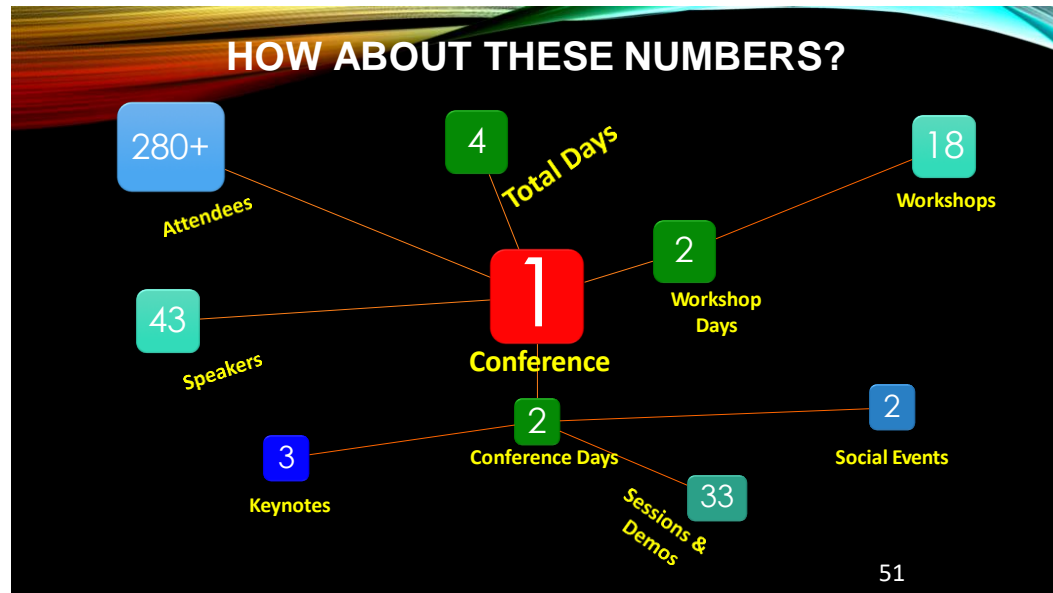


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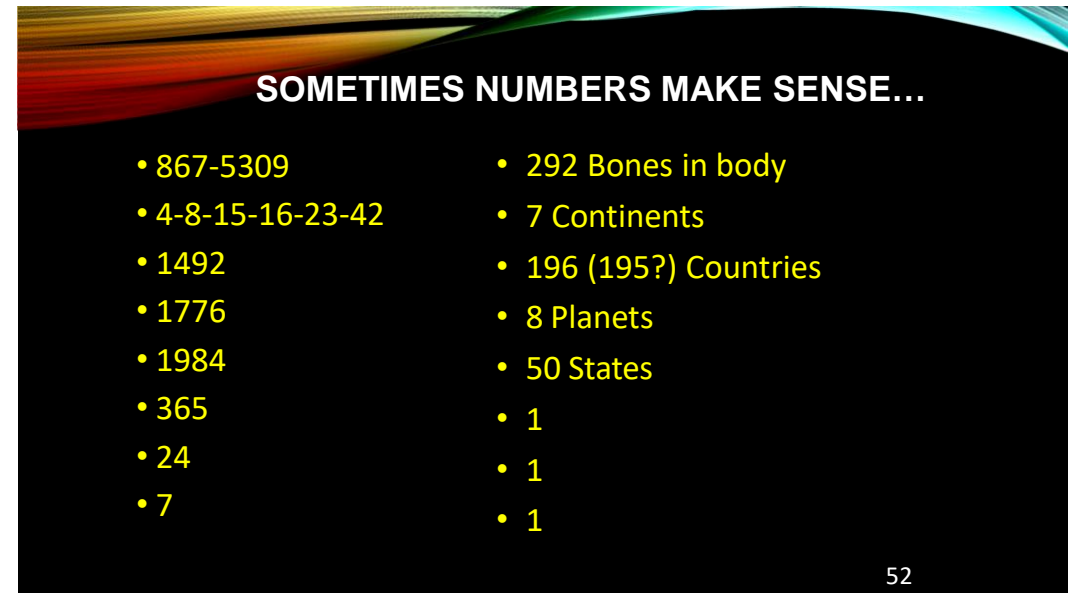
REPORTING

- Constant communication is critical
- Testing should focus on metrics that tell a story – NOT A NUMBER
- Define the strategic reporting that is important to executives / all
- You must be able to show the value for the money spent in QA
- Give strong confidence that TESTING understands the business

50



51



52



53

YOUR HEALTH: METRICS FOR YOU...

You monitor your health daily

- Watching your calories
- Measuring your weight
- Controlling your intake
- Taking your vitamins
- Planning your exercise
- Planning your sleep



54

54

YOUR HEALTH: METRICS FOR THE DOCTOR...



Your doctor checks you yearly:

- Looks at overall health
- Less concerned about what you did day by day
- Can determine if you were healthy through the year without knowing all the daily details

55

55

YOU VERSES THE DOCTOR



"Individual Health"

- Daily reports
- Defect reviews
- Adjustments to test plan



"Doctor Check-Up"

- Executive reporting
- Overall project status
- Risks / Mitigations

56

56

METRICS CAN BE MISLEADING

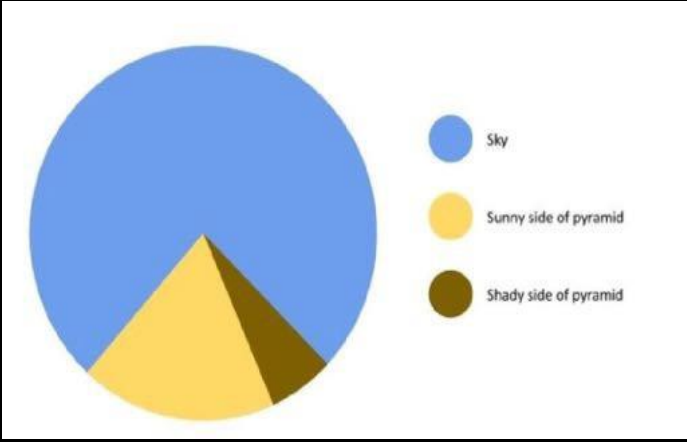
This area has received a sanitation rating of 0.35. Please do your part to improve this condition.

Thanks

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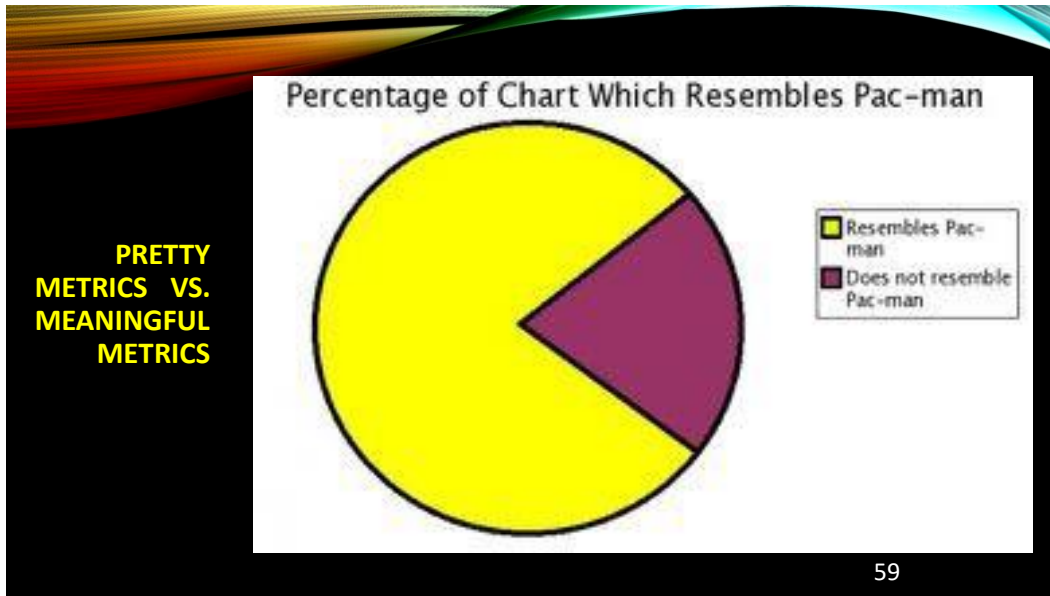
57

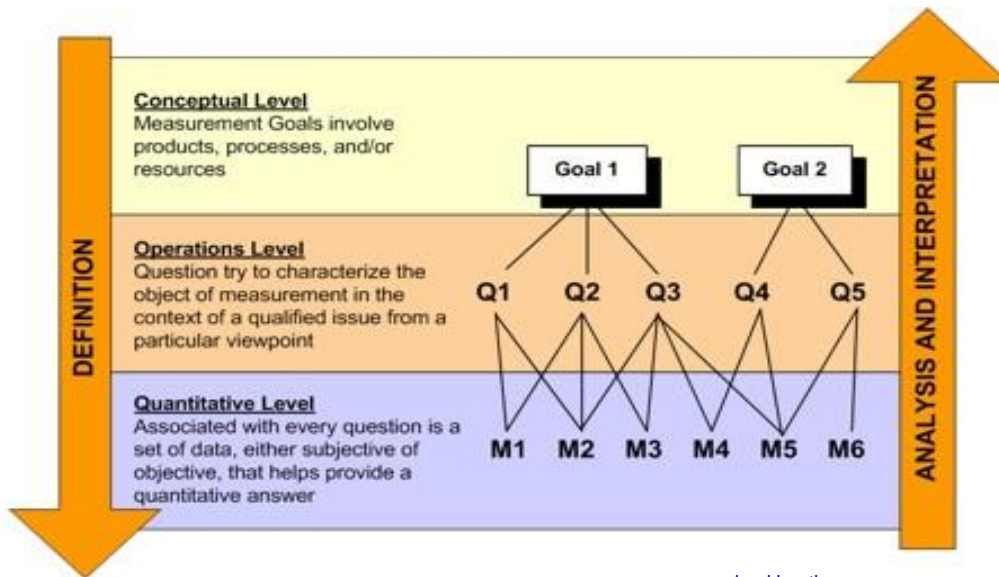
PRETTY METRICS VS. MEANINGFUL METRICS



58

58





www.derekuether.com

61

PRACTICING THE GQM

1. Determine the goals of the stakeholders and/or project team.
2. Define, from each goal, which question must be answered to determine if the goals are being met.
3. Document what must be measured to accurately answer the question.

62

62

GQM - EXAMPLE

- Goals
 - Reduce total cost of development
 - Reduce total cost of testing-effort
 - Reduce the number of new feature bugs
- Questions
 - How frequently are releases moved to production?
 - Which functional areas have the most defects?
 - How long does it take to repair defects?
 - Which areas have the highest re-work rates?

63

63

EXERCISE: BANKING – YEAR END

You have been hired to lead the testing efforts for a very large bank. Your first project will be to test the new application developed to support the end of year reporting for financials and the entire bank reporting related to year-end. This information will be used to report banking financials to the stock market, providing year end statements to banking customers, as well as reporting bank yearly financials to the government for tax purposes.

64

64

Testing Dashboard				Updated: 2/21	Build: 38
Area	Effort	C.	Q.	Comments	
file/edit	high	1	😊		
view	low	1+	😊	1345, 1363, 1401	
insert	low	2	😊		
format	low	2+	😊	automation broken	
tools	blocked	1	😞	crashes: 1406, 1407	
slideshow	low	2	😞	animation memory leak	
online help	blocked	0		new files not delivered	
clipart	none	1	😊	need help to test ...	
converters	none	1	😊	need help to test ...	
inst all	start 3/17	0			
compatibility	start 3/17	0		lab time is scheduled	
general GUI	low	3	😊		

Credit to: James Bach

65

METRICS ARE NOT ALWAYS ABOUT THE PRODUCT

- Periodically ask your stakeholders questions
- Keep the same questions and monitor change
- Give them a forum to provide constructive feedback



66

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67