

Continuous improvement in testing teams

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BoundLess
CUSTOMIZED SOLUTIONS

Agenda

Context

Communities of practice

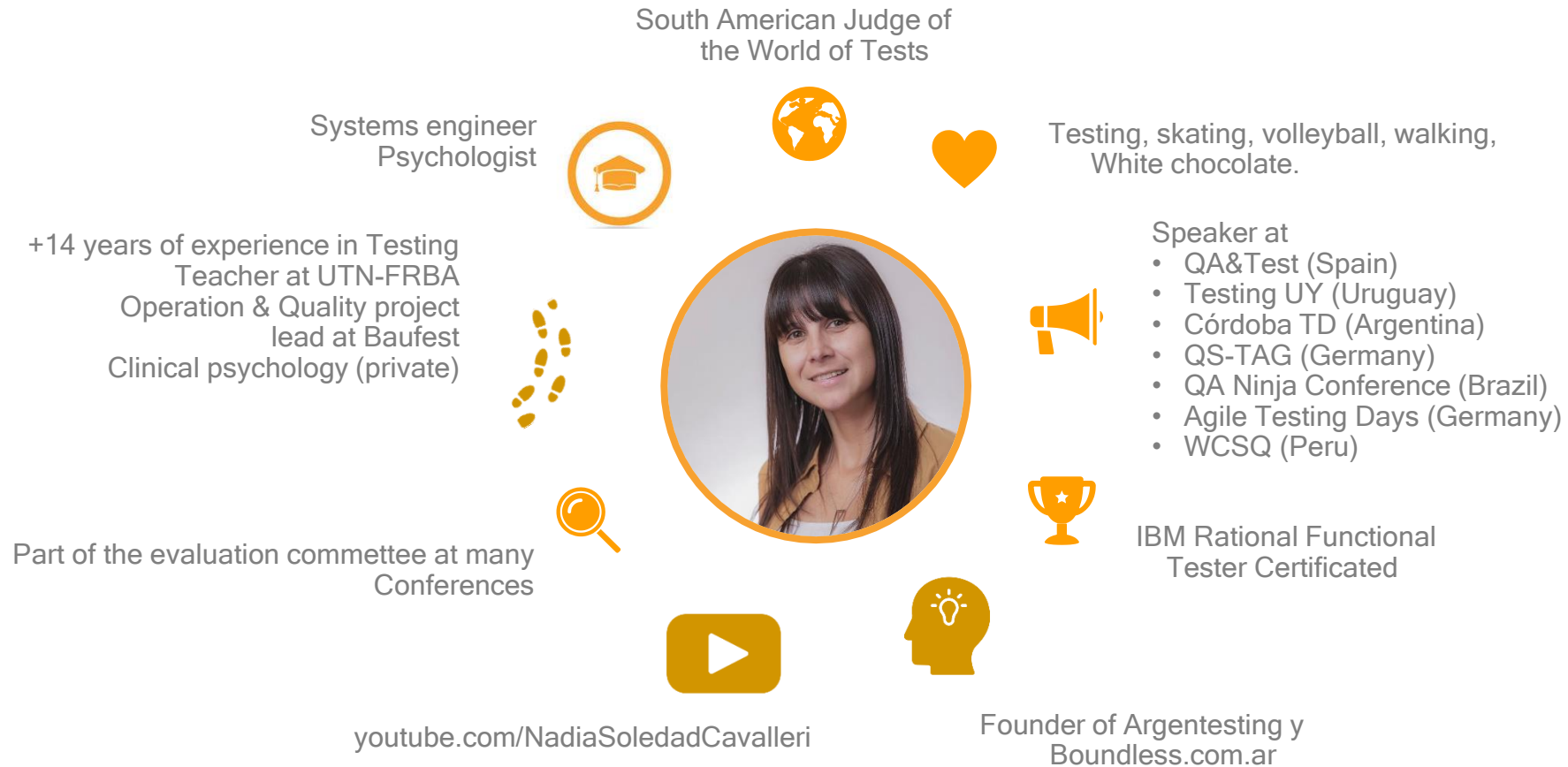
Implementation

Metrics & Results

Next steps

Questions & Answers

About me...



Communities of practice

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Does this sound familiar?

Employee turnover

Provided unequal service

Re-action to customers

Rethink solutions to the same problems

Stagnation of the specialty

Testers do not know each other



Isolation

Stagnation of people

Lack of interaction

Lack of innovation

Retained knowledge

Knowledge drain

Not unified process



Communities of practice!

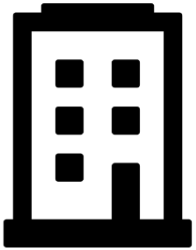
“Communities of practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis.”

McDermott, R., Snyder, W. M. & Wenger, E. (2002)
Cultivating communities of practice.

Benefits

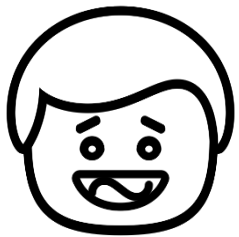
Short term

Long term



- Problem solving
- More perspectives on problems
- Reduce time and costs
- Improve quality of decisions
- Quick answers
- Coordination, standardization and synergies across units
- Ability to take risks with backing of the community

- Authority with clients
- Ability to take advantage of emerging market opportunities
- Increased retention of talent
- Knowledge based alliances
- Emergence of unplanned capabilities



- Help with challenges
- Access to expertise
- Fun of being with colleagues
- Sense of belonging

- Expanding skills and expertise
- Network for keeping abreast of a field
- Enhanced professional reputation
- Increased marketability and employability
- Strong sense of professional identity

Implementation

Team

- Active members
- Passive members
- An elected leader
- An elected Vice-leader
- Sponsor

Dedication

- A two hours meeting per month
- Two extra hours along the month

Characteristics

- Big or **Small**
- Short lived or **Long lived**
- Collocated or **Distributed**
- **Homogeneous** or Heterogeneous
- Spontaneous or **Intentional**
- Unrecognized or **Institutionalized**

What topics do we work on?

s Personal interest A
u **Projects** r
r e
v Partners Innovation a
e
y Business proposal s

What have we done?

- Ice breakers
- Brainstorming
- Crowd testing of ongoing projects
- Automation coding dojo
- Training
- Groups of study and certification about ISTQB
- Creation of virtual environments for learning tools or demos for clients
- Peer review of projects
- Preparation of knowledge packages
- Case analysis
- Billboards
- Mail list
- Role playing

How do we know if it works?

Maturity model

- SQA aspects
- Marketing
- Human resources
- Professional development
- Infrastructure

Survey

- Clients
- Community members

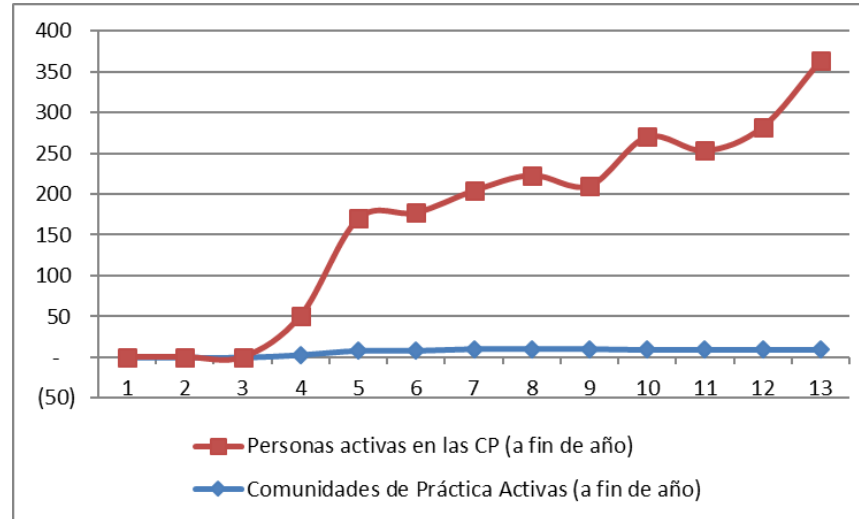
Dashboard

- Dedication
- Number of emerged and implemented improvements
- Growth in the knowledge base
- Assistance of the community members
- Number of improvements related to services

Dashboard

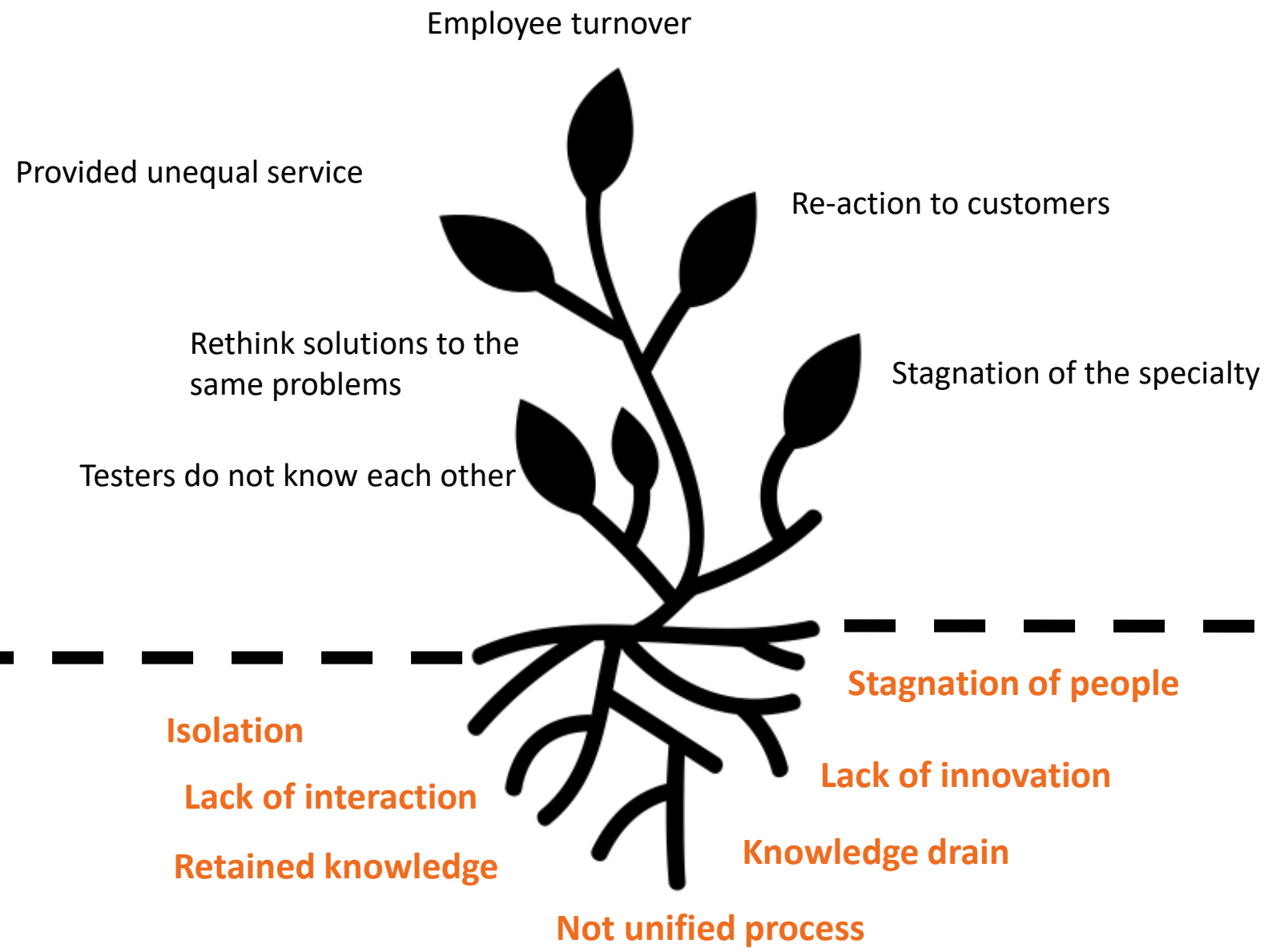
| Comunidad | Líder | UP | Plan | Vice | RHE | Mejoras en proyectos | Asistencia | Cumplimiento del objetivo de contribuciones del período |
|--|-------------------------------|----|------|------|-----|----------------------|------------|---|
| Ciencia de datos | Ledesma, Luciana | BI | Si | Si | Si | ● 66% | ● 85% | ● 115% |
| Transformación de negocios | Vera, Veronica | SX | Si | Si | Si | ◆ 0% | ◆ 0% | ◆ 0% |
| Tecnologías Microsoft 1 | Guaymas, Marcos Javier | DN | Si | Si | Si | ◆ 6% | ▲ 67% | ◆ 62% |
| Tecnologías Microsoft 2 | Corvaro, Mauro | DN | Si | Si | Si | ◆ 2% | ● 86% | ● 160% |
| Tecnologías Microsoft 3 | Lavrencic, Hernán | DN | Si | Si | Si | ● 37% | ▲ 71% | ◆ 54% |
| Tecnologías Open Source, Mobile y Java 2 | Merino Vega, Miguel Ángel | SX | Si | Si | Si | ◆ 0% | ◆ 44% | ◆ 0% |
| Tecnologías Open Source, Mobile y Java 3 | Galache, Guillermina Gabriela | JV | Si | Si | Si | ● 36% | ● 79% | ◆ 79% |
| DevSecOp | Labruna, Axel Gabriel | IS | Si | Si | Si | ◆ 6% | ▲ 69% | ● 106% |
| Managed Applications Services - Grupo 1 | Picon, Geronimo | MA | Si | Si | Si | ● 87% | ● 97% | ● 238% |
| Managed Applications Services - Grupo 2 | Castro Tormo, Bianca | MA | Si | Si | Si | ● 57% | ● 94% | ● 356% |
| Análisis de negocio | Rocco, Pablo Javier | PM | Si | Si | Si | ◆ 7% | ▲ 74% | ● 117% |
| Service Delivery Leader (Grupo AR) | Barrojo, Carlos Martin | PM | Si | Si | Si | ◆ 5% | ◆ 56% | ◆ 47% |
| Testing y Software Quality Assurance | Briozzo, Cecilia Beatriz | QA | Si | Si | Si | ● 37% | ● 88% | ● 104% |

But it was a long trip...

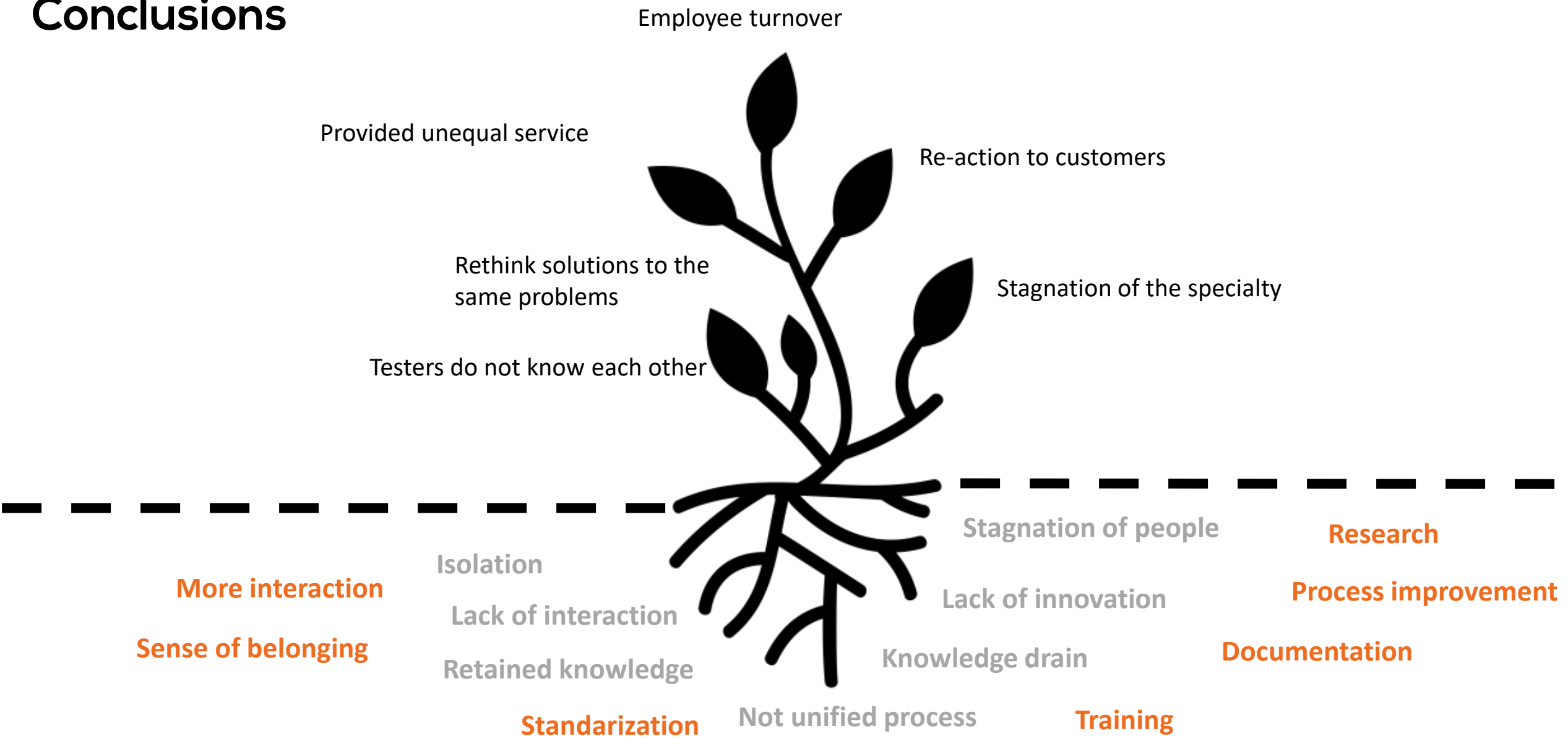


| | BY10 | BY11 | BY12 | BY13 | BY14 | BY15 | BY16 | BY17 | BY18 | BY19 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| Comunidades de Práctica Activas (a fin de año) | 3 | 8 | 8 | 10 | 10 | 10 | 9 | 9 | 9 | 9 |
| Personas activas en las CP (a fin de año) | 48 | 162 | 169 | 194 | 213 | 200 | 261 | 244 | 273 | 354 |
| Cantidad de horas a actividades de mejora | 1.613 | 5.443 | 5.678 | 6.518 | 7.157 | 6.720 | 8.767 | 8.198 | 9.173 | 11.894 |
| Temas identificados | 134 | 274 | 399 | 310 | 290 | 314 | 340 | 217 | 135 | 106 |
| Mejoras trabajadas | 134 | 426 | 797 | 324 | 535 | 843 | 1.036 | 891 | 772 | 656 |
| Mejoras implementadas | 134 | 204 | 492 | 160 | 274 | 200 | 737 | 244 | 644 | 511 |

Conclusions



Conclusions



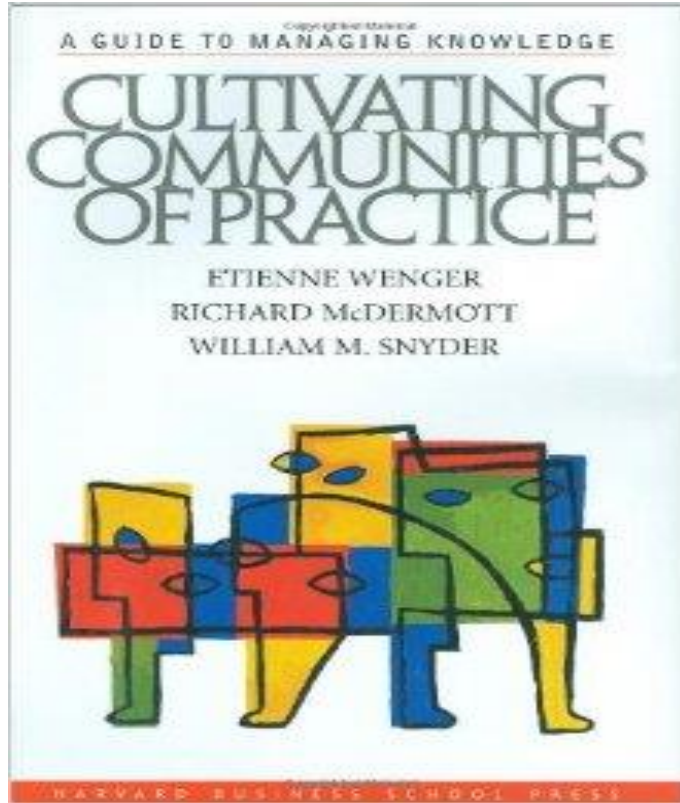
Learned lessons

- The participation of testers increase if they perceive that they can solve a current problem for the project.
- Avoid catharsis.
- Management support is essential to implement them.
- It is essential to identify proactive testers to take the role of facilitators and assist the leader.
- Technical and management skills are fundamental in the community leader.

Next challenges

- Metrics associated to the projects.
- How to measure the use of knowledge generated in the community.
- How to improve the operation of distributed communities (with testers in other countries).
- How to give time to the testers to participate in the community while they work in projects.

If you want to read more...



McDermott, R., Snyder, W. M. & Wenger, E. (2002) Cultivating communities of practice.



Desarrollo e impacto YA – Innovación social

Thank you!

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Q & A

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