



QUALITY INTELLIGENCE
Intelligence about software quality, intelligently applied

Are You Managing Testing or “The Test Process”

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STPCon

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Project management?

OR

the trappings (rituals) of
project management?



e-commerce site SIT

60+ interfaces, internal &
external

20+ teams

Andersen, MS, IBM, LGS (+
customer)

“We NEED to see
‘The Plan’.”

Large Consultancy PM

Morning meeting (daily)

Whiteboard daily plan for
exploratory test

Test building blocks in spreadsheet:
embedded calculations

Dynamic expected results

End-of-day email status

**Adaptation is the plan made
based on the information from
the Daily Standup**

- Scrum Master training

**Tweet by Claire Moss
21-Oct-2011**

★ Testing and test management

NOT

~~the standard documents and processes of testing and TM.~~

“Project managers don’t want us to manage testing. They want us to manage ‘the testing process’.”

James Christie

Why?

MS Project plans

Phase gate documents

MTP, Test Strategy, Test Plan(s), Test Cases, Scripts,
Test Execution Plan, Test Status Reports, Test Exit
Report

Test management tools

Standardized metrics

heavyweight

impenetrable
imp impen
impenetrable
imp impen

inflexible



repetitive repetitive

repetitive

redundant

repetitive

Value??

Where did it all come
from?

MANIFESTO FOR AGILE SOFTWARE DEVELOPMENT

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

INDIVIDUALS AND INTERACTIONS —OVER PROCESSES AND TOOLS
WORKING SOFTWARE —OVER COMPREHENSIVE DOCUMENTATION
CUSTOMER COLLABORATION — OVER CONTRACT NEGOTIATION
RESPONDING TO CHANGE —OVER FOLLOWING A PLAN

That is, while there is value in the items on the right, we value the items on the left more



“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

Dwight D. Eisenhower

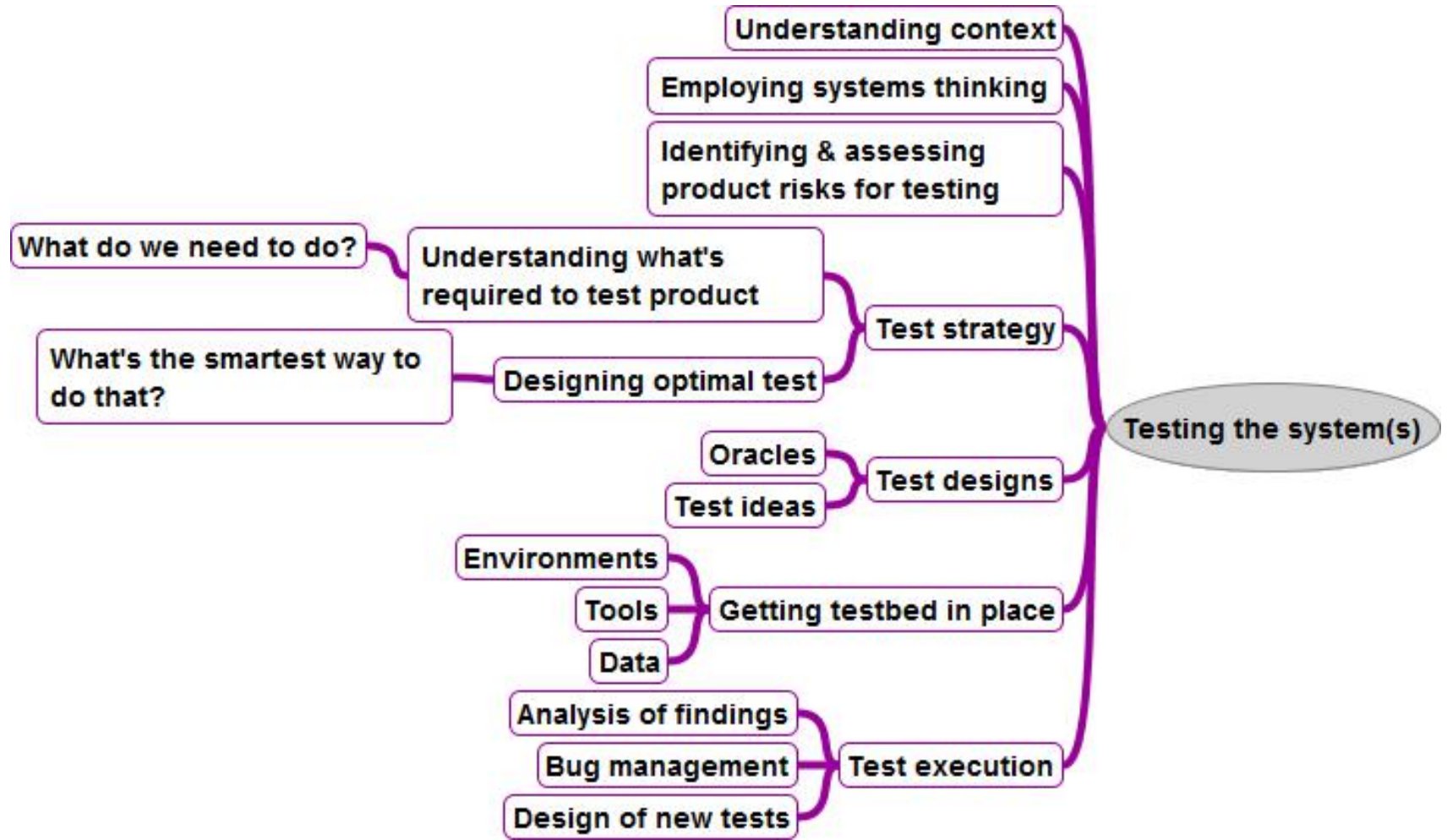
★ Testing is fundamentally a thinking and exploring process.

NOT

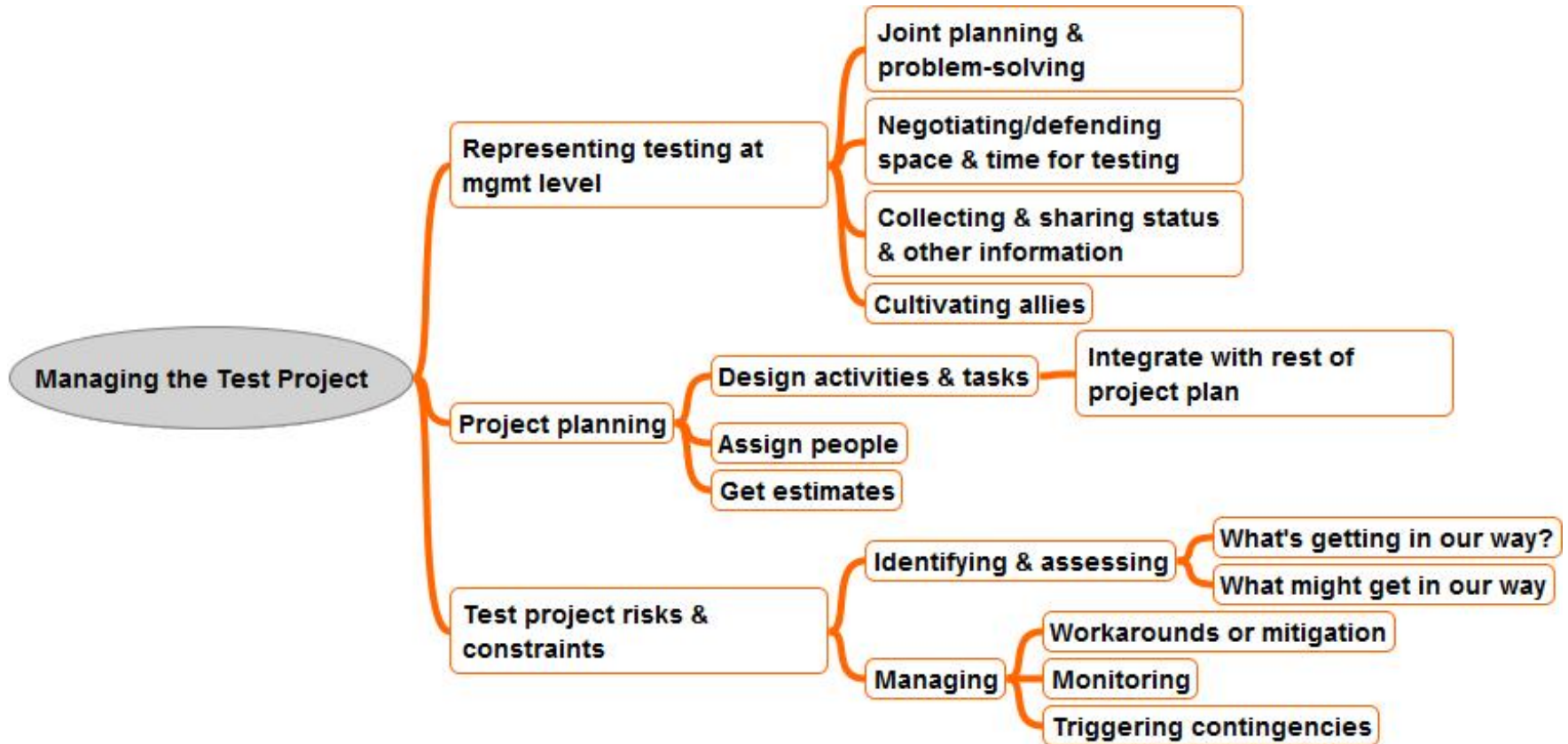
~~A document creation process.~~

What do our stakeholders
need us to do?

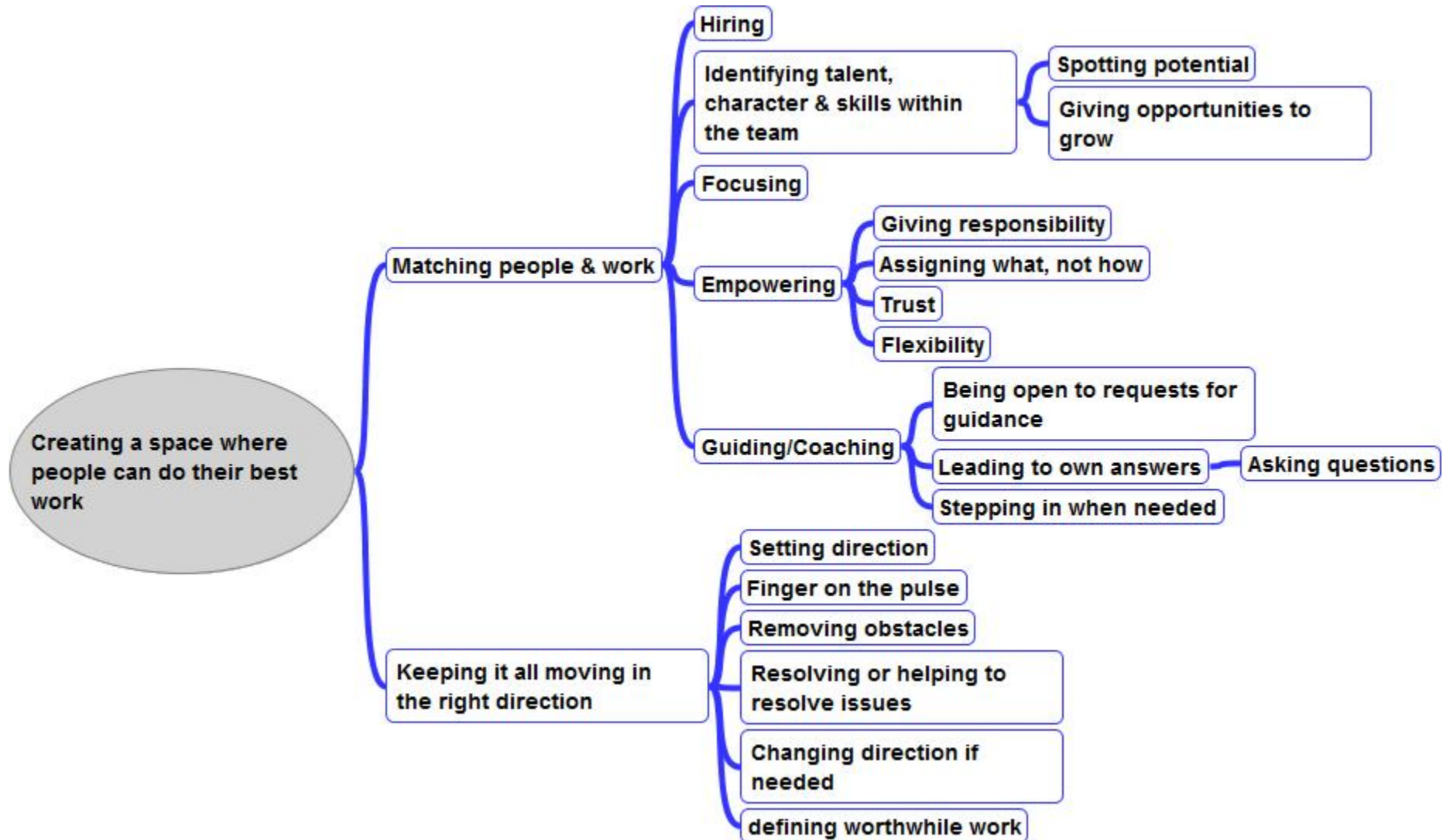
Testing



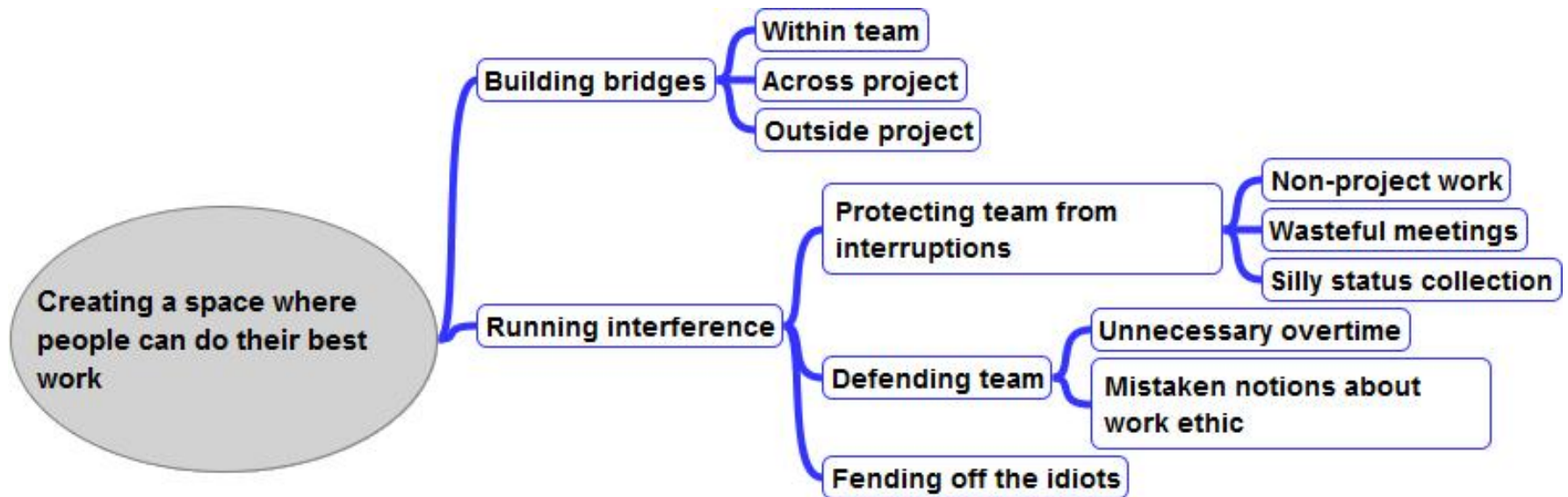
Project management



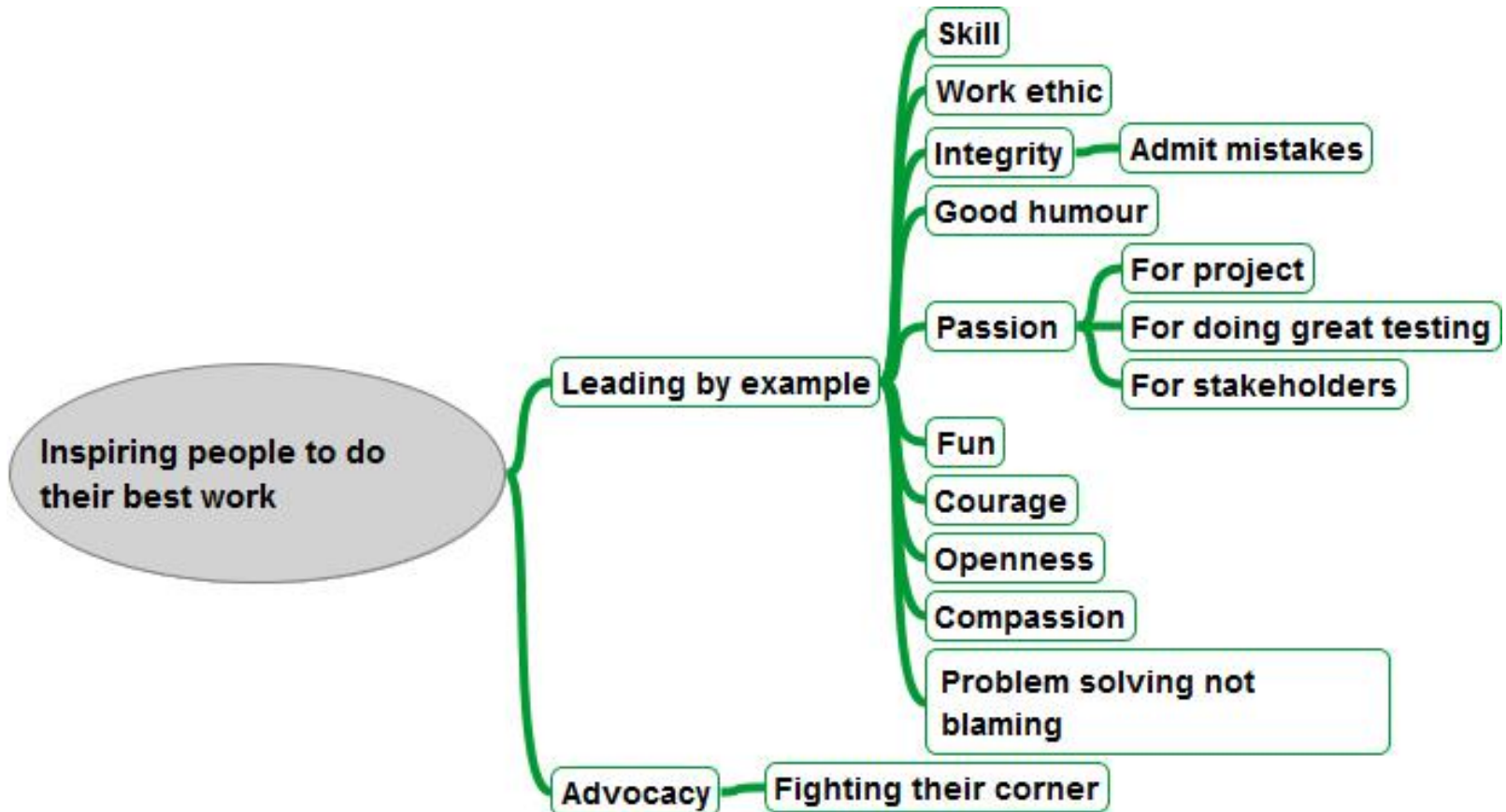
Management



Management (more)



Leadership



What's the best way—
smartest and most cost-
effective—to deliver what
our stakeholders need?

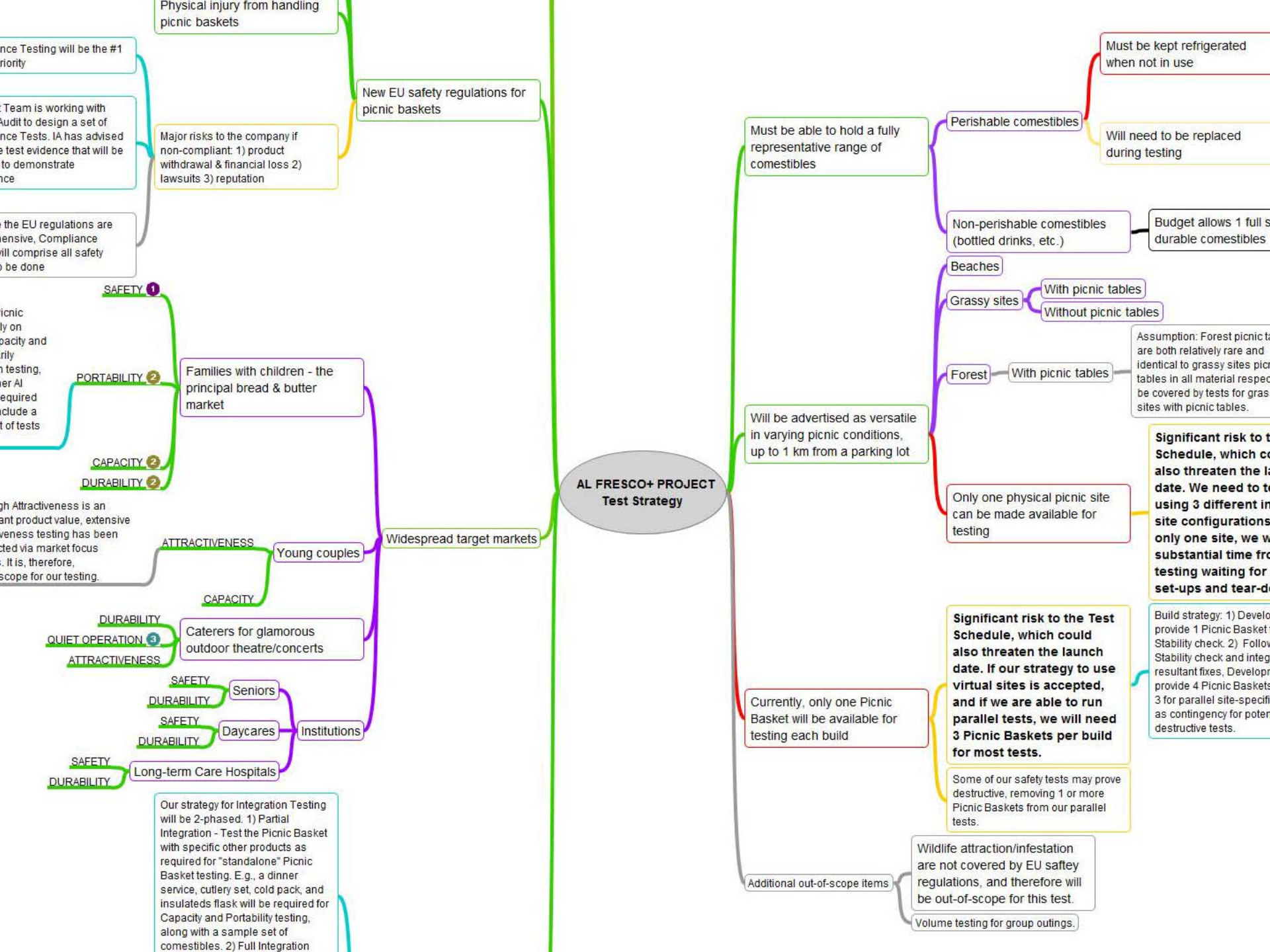
Let's take
testing back!

Capture thinking

Guide

Inform

Demonstrate due diligence



priority was to quickly show customers the benefits of the merger.



A photograph of the master guide.

How much baggage do we really need?



Kung Fu Philosophy



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