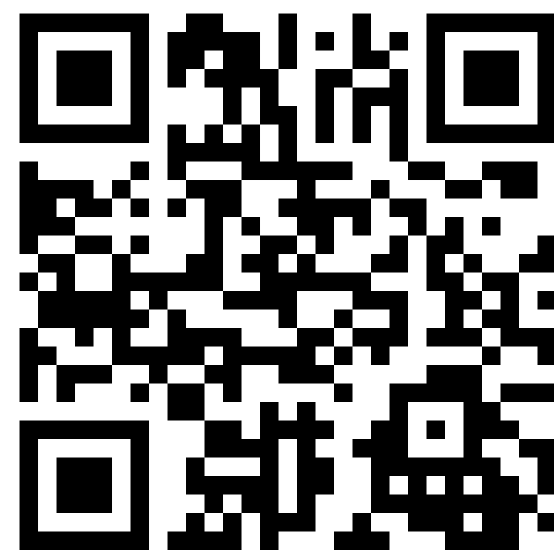


WHEN THE RUBBER HITS THE ROAD

MARCH 27
MINISTRY OF TESTING

A CASE STUDY IN QUALITY COACHING

BY ANNE-MARIE CHARRETT



SOFTWARE DEVELOPMENT QUALITY

QUALITY ATTRIBUTES

These attributes define quality. They cannot all be maximized because they are conflicting with each other. Trade-offs have to be made to find a global optimum.

PRODUCT QUALITY

The attributes of the artefact we build (based on ISO 25010:2023)

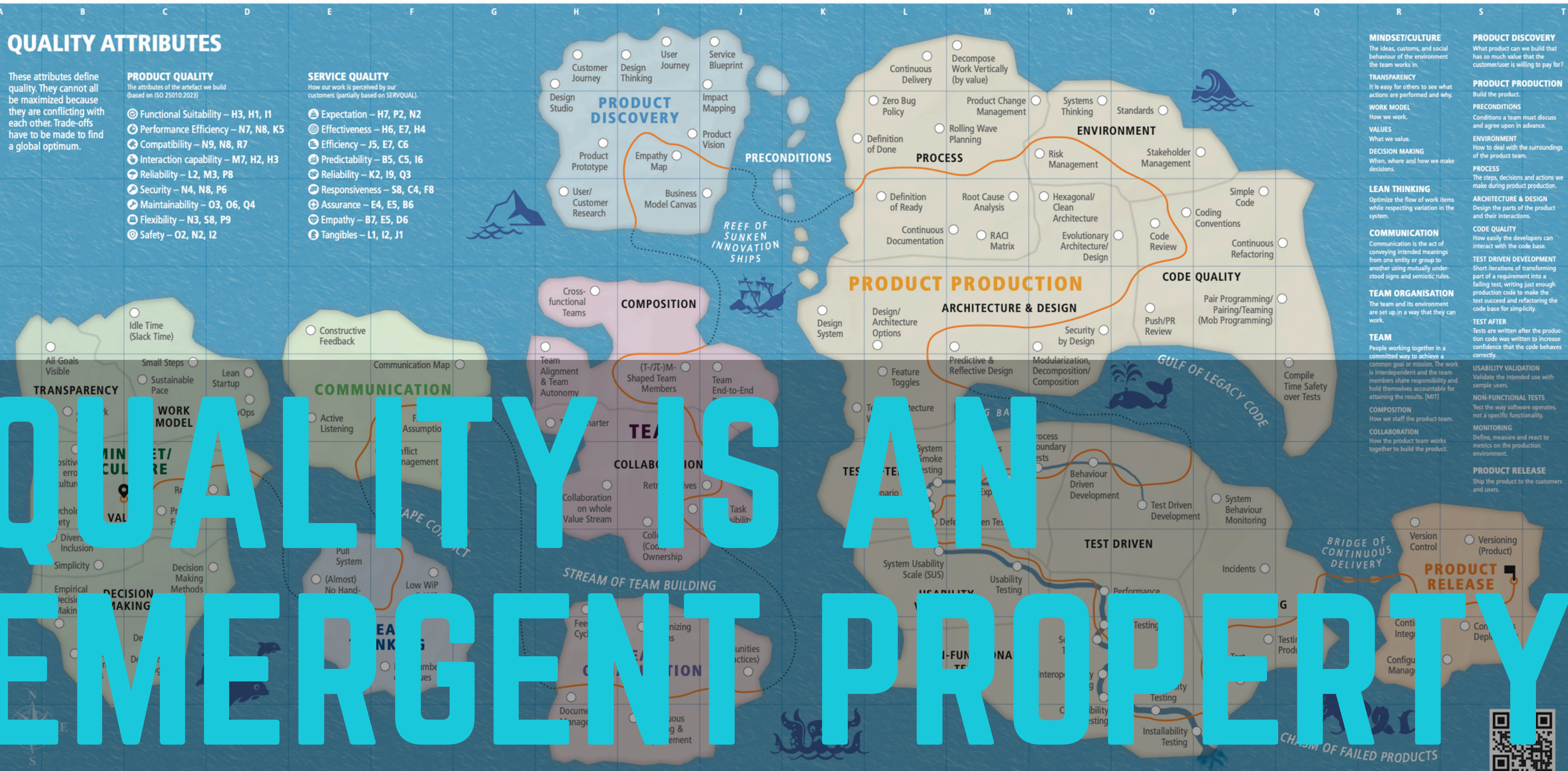
- ⊙ Functional Suitability – H3, H1, I1
- ⊙ Performance Efficiency – N7, N8, K5
- ⊙ Compatibility – N9, N8, R7
- ⊙ Interaction capability – M7, H2, H3
- ⊙ Reliability – L2, M3, P8
- ⊙ Security – N4, N8, P6
- ⊙ Maintainability – O3, O6, Q4
- ⊙ Flexibility – N3, S8, P9
- ⊙ Safety – O2, N2, I2

SERVICE QUALITY

How our work is perceived by our customers (partially based on SERVQUAL).

- ⊙ Expectation – H7, P2, N2
- ⊙ Effectiveness – H6, E7, H4
- ⊙ Efficiency – J5, E7, C6
- ⊙ Predictability – B5, C5, I6
- ⊙ Reliability – K2, I9, Q3
- ⊙ Responsiveness – S8, C4, F8
- ⊙ Assurance – E4, E5, B6
- ⊙ Empathy – B7, E5, D6
- ⊙ Tangibles – L1, I2, J1

QUALITY IS AN EMERGENT PROPERTY



MINDSET/CULTURE
The ideas, customs, and social behaviour of the environment the team works in.

TRANSPARENCY
It is easy for others to see what actions are performed and why.

WORK MODEL
How we work.

VALUES
What we value.

DECISION MAKING
When, where and how we make decisions.

LEAN THINKING
Optimize the flow of work items while respecting variation in the system.

COMMUNICATION
Communication is the act of conveying intended meanings from one entity or group to another using mutually understood signs and semiotic rules.

TEAM ORGANISATION
The team and its environment are set up in a way that they can work.

TEAM
People working together in a committed way to achieve a common goal or mission. The work is interdependent and the team members share responsibility and hold themselves accountable for attaining the results. [MIT]

COMPOSITION
How we staff the product team.

COLLABORATION
How the product team works together to build the product.

PRODUCT DISCOVERY
What product can we build that has so much value that the customer/user is willing to pay for?

PRODUCT PRODUCTION
Build the product.

PRECONDITIONS
Conditions a team must discuss and agree upon in advance.

ENVIRONMENT
How to deal with the surroundings of the product team.

PROCESS
The steps, decisions and actions we make during product production.

ARCHITECTURE & DESIGN
Design the parts of the product and their interactions.

CODE QUALITY
How easily the developers can interact with the code base.

TEST DRIVEN DEVELOPMENT
Short iterations of transforming part of a requirement into a failing test, writing just enough production code to make the test succeed and refactoring the code base for simplicity.

TEST AFTER
Tests are written after the production code was written to increase confidence that the code behaves correctly.

USABILITY VALIDATION
Validate the intended use with sample users.

NON-FUNCTIONAL TESTS
Test the way software operates, not a specific functionality.

MONITORING
Define, measure and react to metrics on the production environment.

PRODUCT RELEASE
Ship the product to the customers and users.





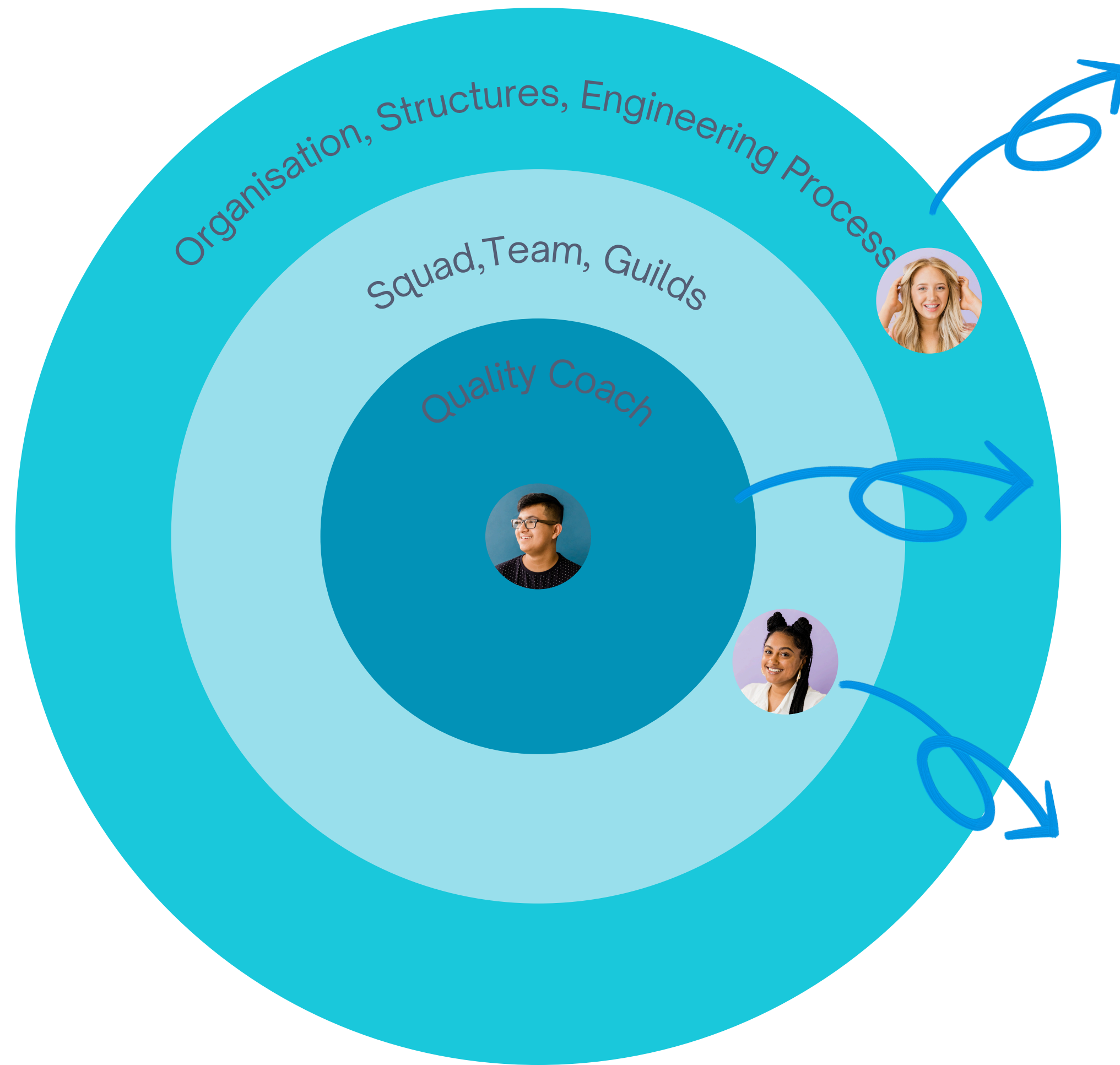
ENSHITTIFICATION

QUALITY COACHING



- *Software Testing*
- *Monitoring & Alerting*
- *SLO's and Critical User Journeys*
- *Example Mapping Workshops*
- *Distributed Tracing*
- *Story Splitting*
- *Product Value*

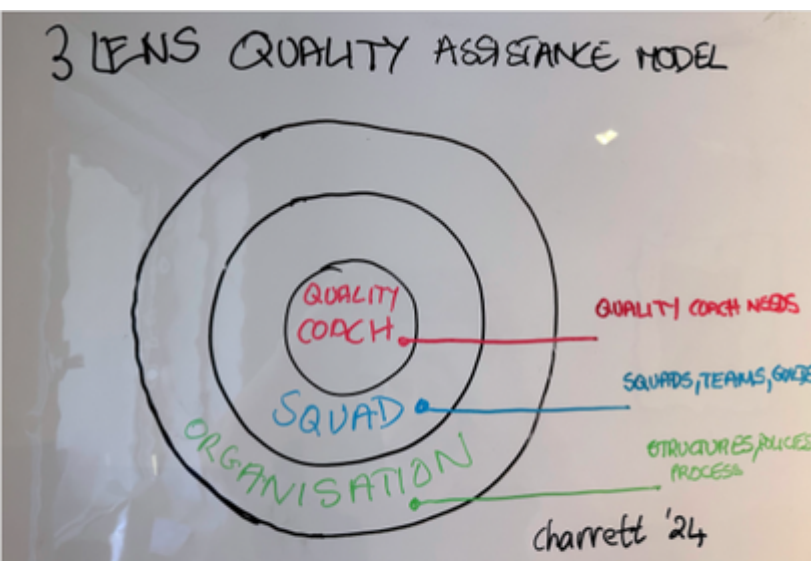
3 Lens Quality Coaching Model



What corporate structures are needed?
What job descriptions do you and other roles need?

What skills do you need?
What training would help?
Who can provide support?
Who should you be wary of?

What teams are you working with, what are their needs?
Which senior leaders do I need on my side?
What Practice can you work with?



3 Lens Quality Assistance Model

What to consider when transitioning to a quality assistance model

Anne-Marie Charrett / Apr 2, 2024

Quality Coach Role

- collaboration
- collaboration with people outside of team
- create paths to quality (help people see how it might work. Show how it works)
- <check other visuals and compare.

- visualise information beyond the team
- communicate beyond team
- make information relatable

- explain how quality supports organisation
- explain process
- explain quality
- explain contemporary quality attributes

- .develop artefacts
- develop ways to visualise quality
- develop frameworks
- Identify potential metrics

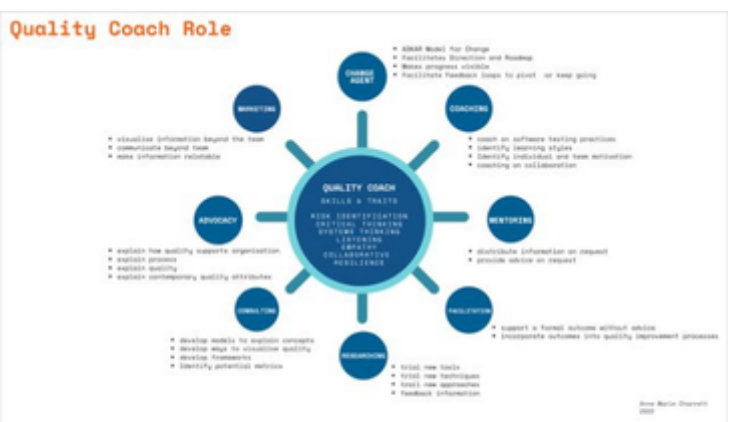
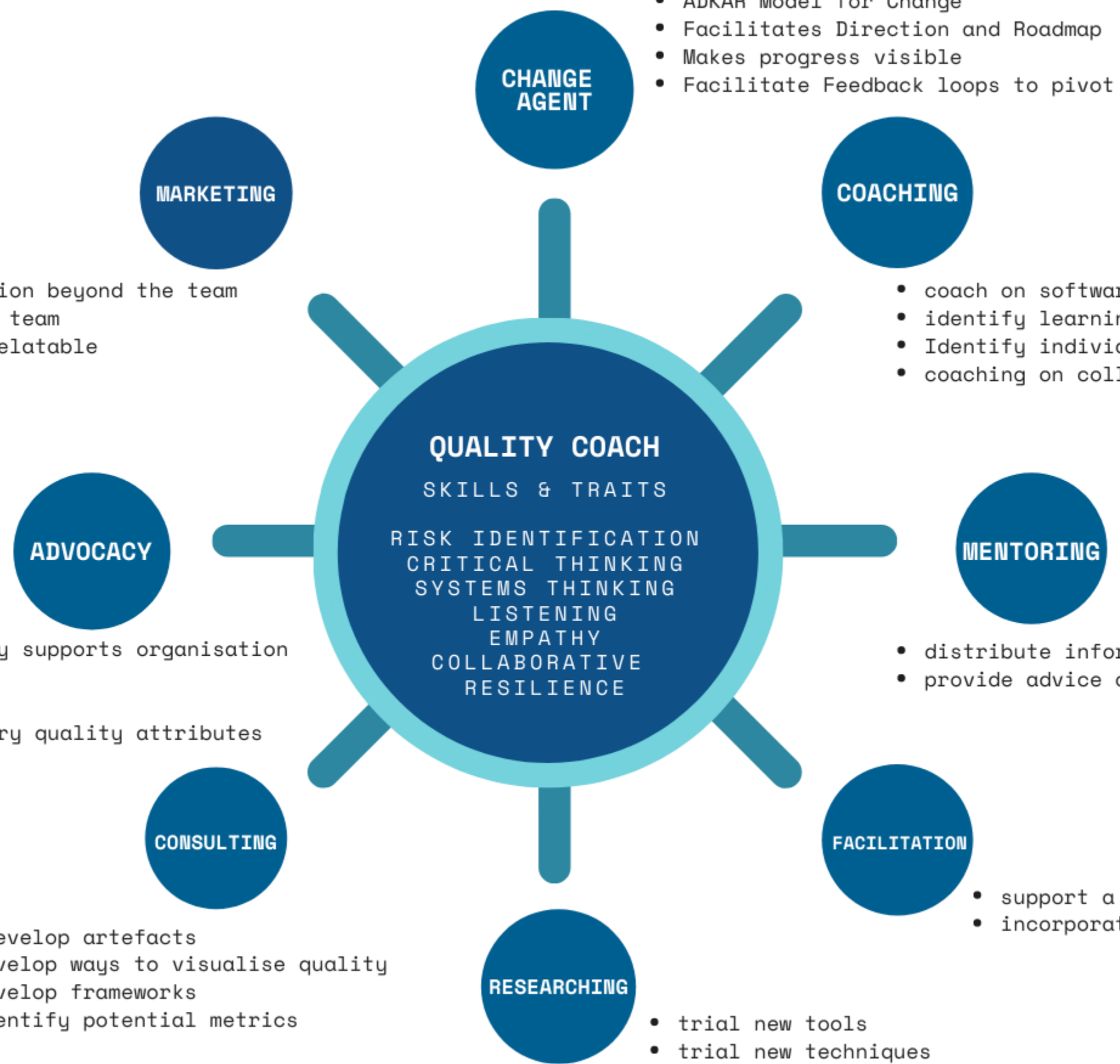
- ADKAR Model for Change
- Facilitates Direction and Roadmap
- Makes progress visible
- Facilitate Feedback loops to pivot or keep going

- coach on software testing practices
- identify learning styles
- Identify individual and team motivation
- coaching on collaboration

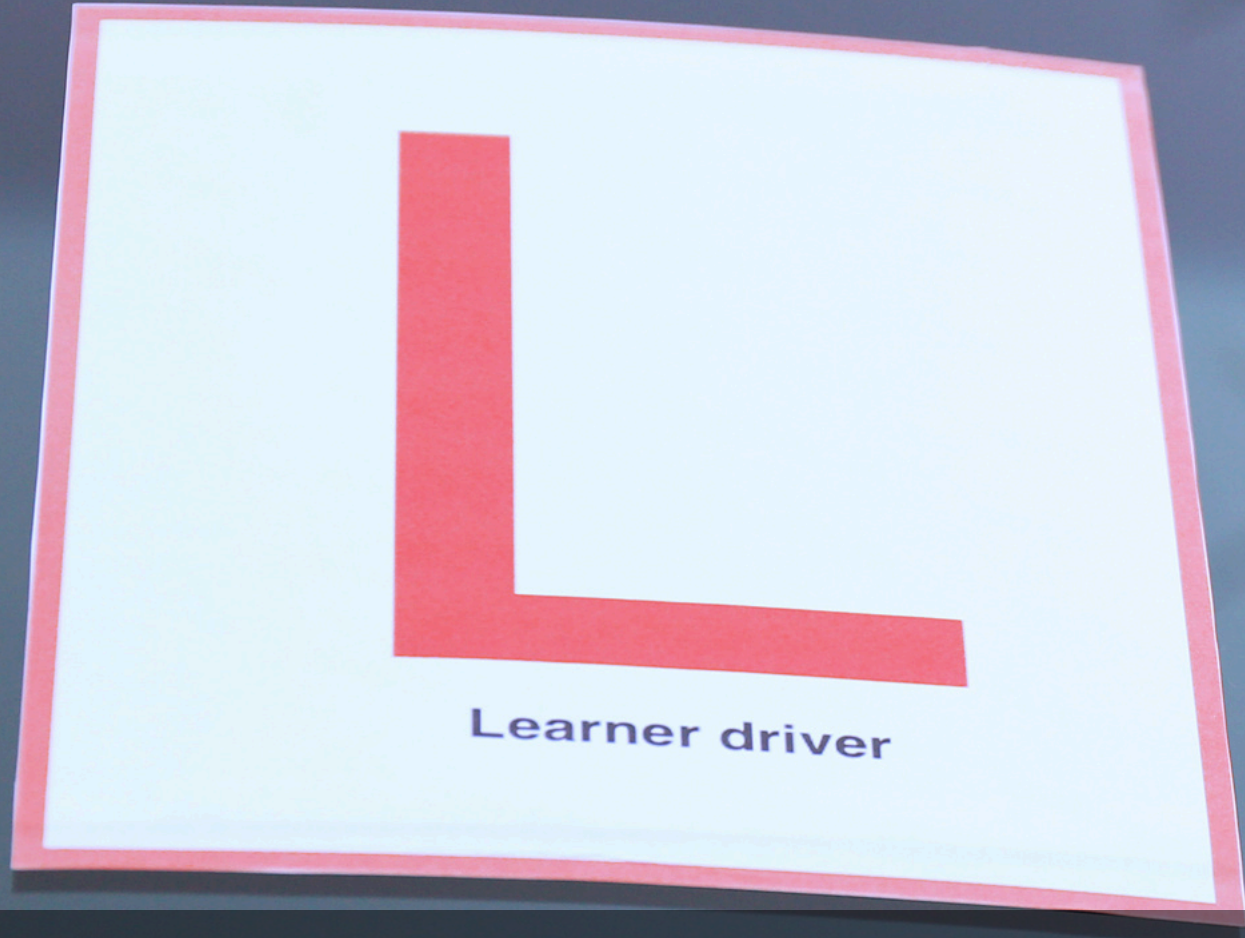
- distribute information on request
- provide advice on request

- support a formal outcome without advice
- incorporate outcomes into quality improvement processes

- trial new tools
- trial new techniques
- trail new approaches
- feedback information



What is a quality coach?
 In this book post, I describe the nature of the quality coach role plus a definition.



LESSONS LEARNED

WHERE QUALITY THRIVES

- *Experimentation & Continuous Learning*
- *Testing is part of everyone's job description*
- *Autonomous Teams*
- *Kanban*
- *Small batches of business value*
- *Continuous Deployment*
- *Feature Flagging & Blue/Green Deployments*
- *Test Driven Development, Pair Programming, XP*
- *Trunk Based Development*
- *Code (& Test) Refactoring*

WHERE QUALITY DIES

- *Fixed Estimates that don't include tech debt*
- *100% allocated sprints*
- *Silos (horizontal ones)*
- *Phases of Testing owned by different silos*
- *Poor Collaboration*
- *Psych Safety*
- *Lack of diversity in testing strategy*
- *Team divesting testing ownership*
- *Big Transformation initiatives not owned by team*
- *Constant reorgs*
- *Poor feedback loops*
- *Lack of monitoring & Alerting*
- *Large Releases*



**LEADERSHIP
IN QUALITY**

MAKE PEOPLE FEEL
GOOD





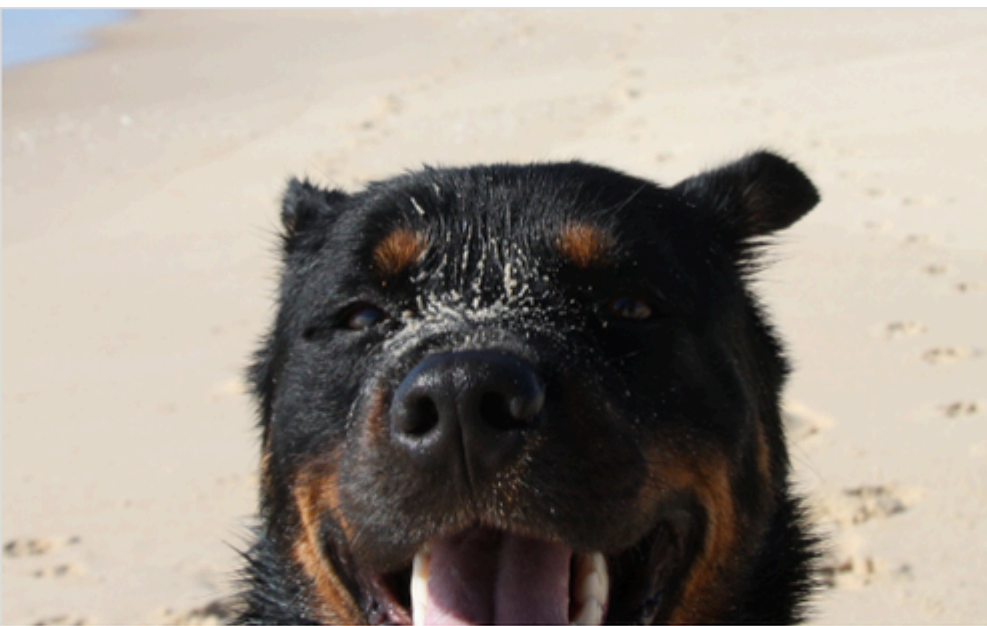
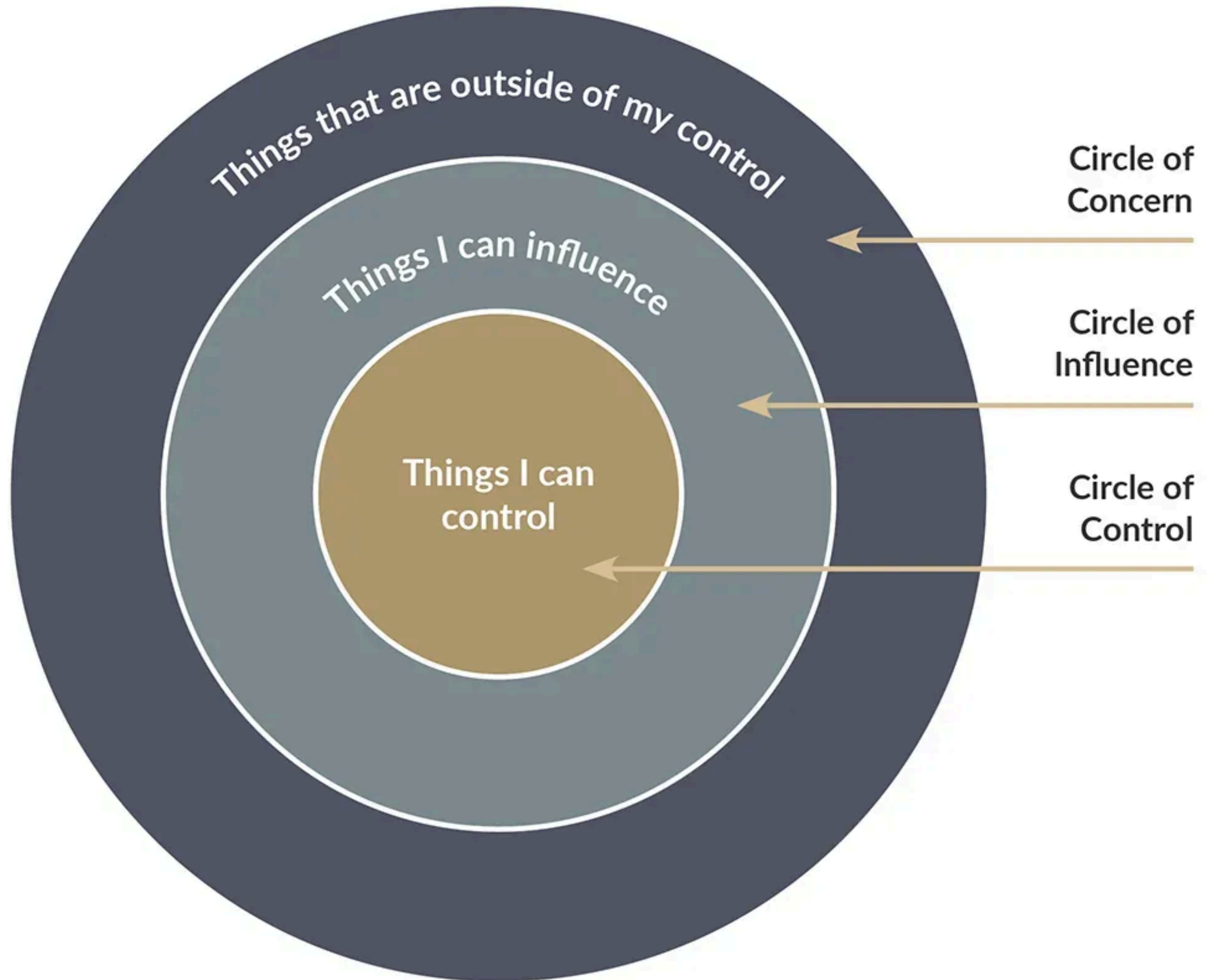
**MAKE QUALITY
VISIBLE**



TEAM SPORT

An underwater scene with sunlight rays filtering down from the surface. The water is a deep blue, and the seabed is covered in dark, rocky terrain. The text is overlaid on a dark blue rounded rectangle at the bottom of the image.

**YOU CAN'T BOIL
THE OCEAN**



Tails don't wag, dogs do

Knowing what you can and can't control helps manage expectations. Over time, you can look for ways to incorporate some of these factors into your circle of influence.



**COLLECT
OBJECTIONS**



SMALL EXPERIMENTS



Quality Coach::Helping teams adopt quality related habits

Rather than try and motivate a team to perform software testing, develop a framework that makes it easy to adopt change with little motivation.

★ Anne-Marie Charrett / Sep 11, 2023



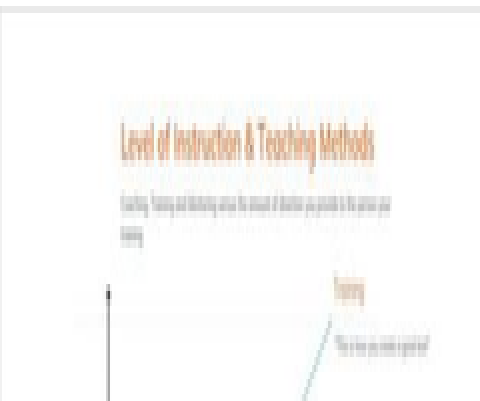
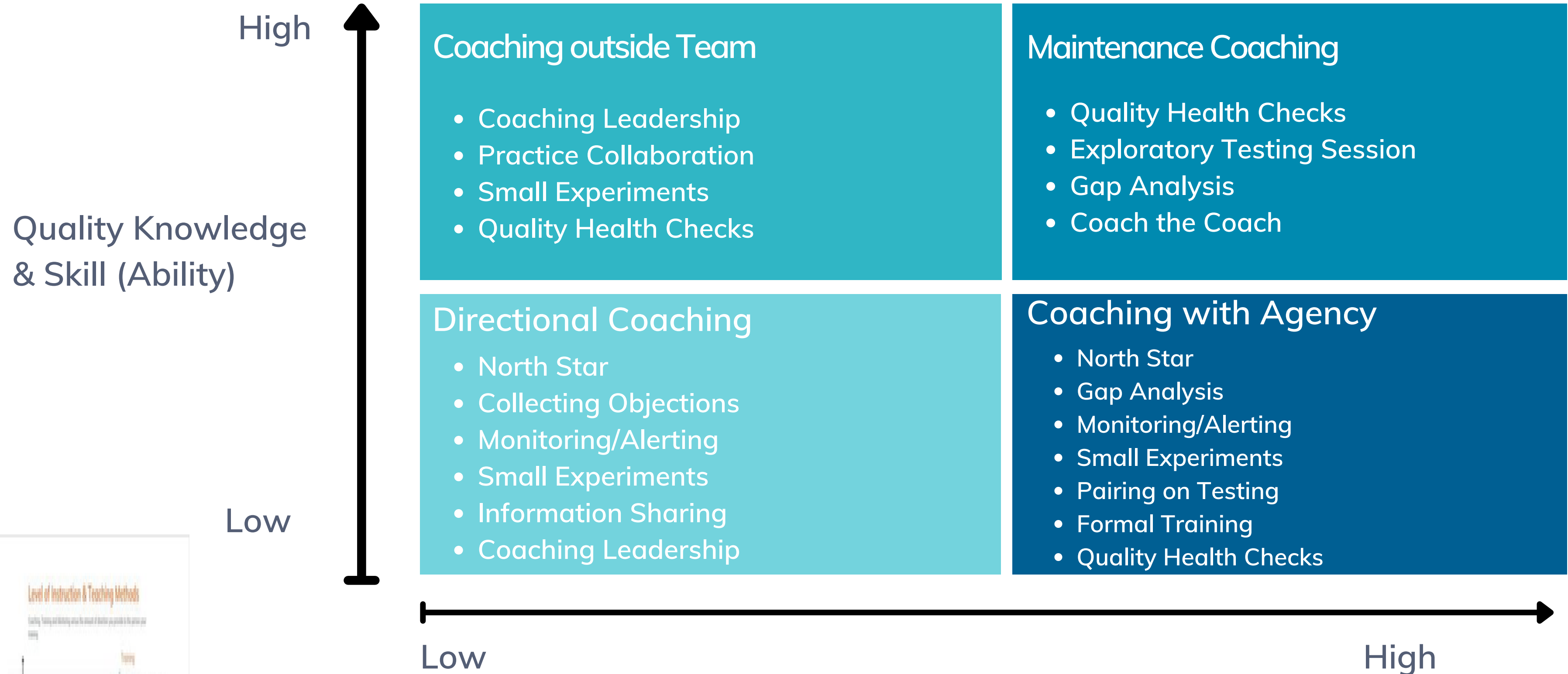
**PLAY THE LONG
GAME**



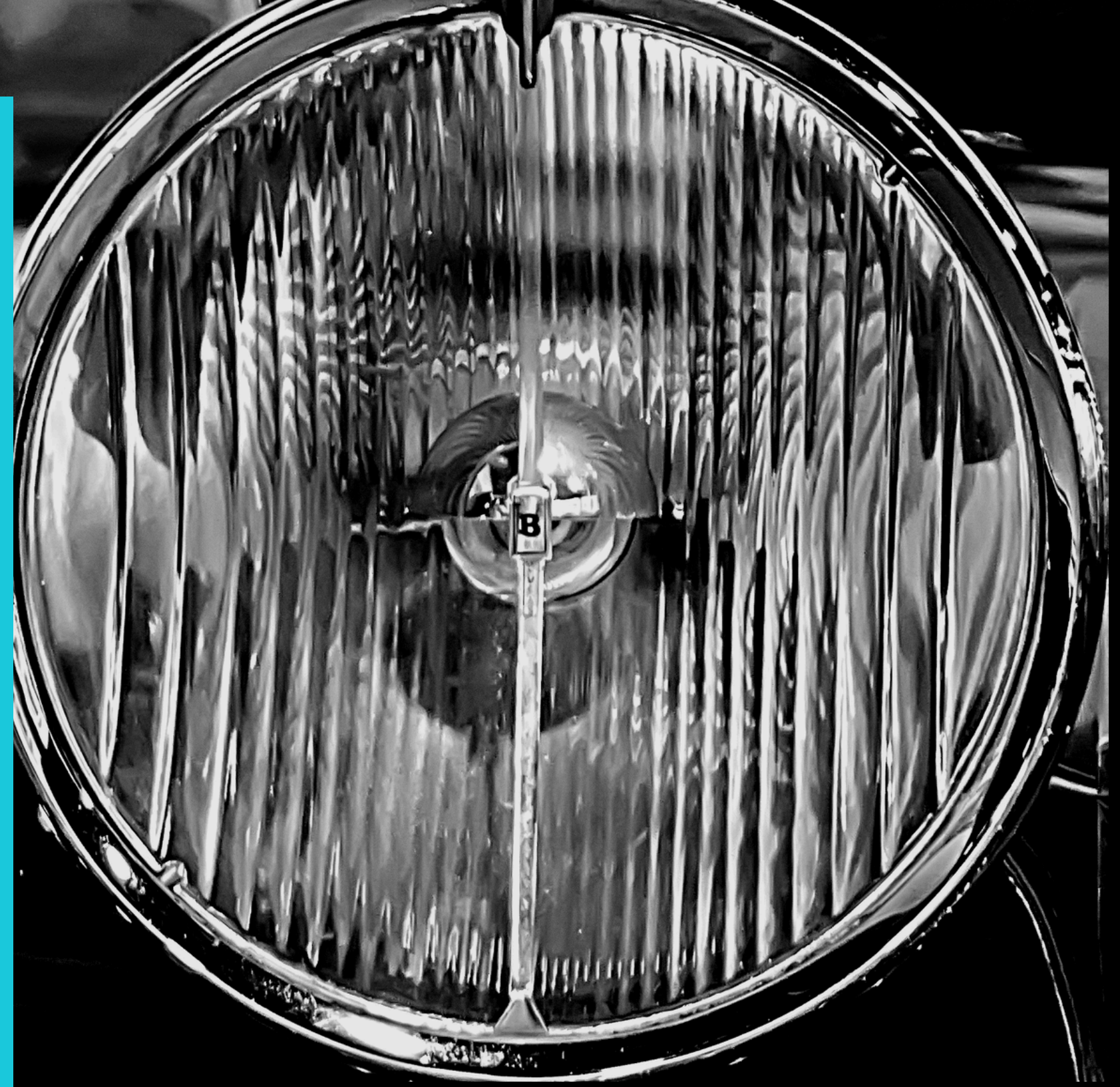
**SITUATIONAL
QUALITY COACHING**

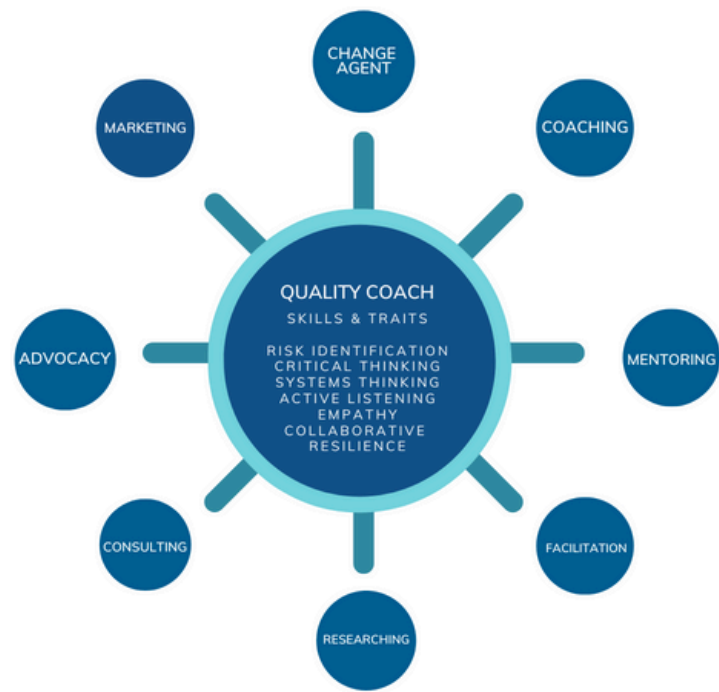
Situational Quality Coaching

Where to start with Quality Coaching depending on teams knowledge and motivation



**CULTURE IS KING
COACH LEADERSHIP
YOU CAN'T GO ALONE
MAKE QUALITY VISIBLE
MAKE PEOPLE LOOK GOOD
COLLECT OBJECTIONS
SMALL EXPERIMENTS
THINK LONG TERM
BE AWARE OF WHAT YOU
CAN CONTROL**





THE QUALITY COACH'S HANDBOOK

*Mastering the Quality Coach
Role in Organisations*

Anne-Marie Charrett

30 day free trial to
online subscription





THANK YOU

BY ANNE-MARIE CHARRETT