

# HOW TO TRANSITION from a QUALITY ENGINEER to a QUALITY COACH



**3 Essential Coaching Skills  
Every Quality Coach  
Should Have**



## **Kulas Angeles, PCC**

**I am a Director for Software Quality Engineering, a quality advocate and transformation agent.**

**I am a professional certified coach, a musician, doctorate student, husband and father of 3 adorable kids, a Jesus follower and a preacher in training.**



**HOW TO TRANSITION**  
**from a**  
**QUALITY ENGINEER**  
**to a**  
**QUALITY COACH**



**3 Essential Coaching Skills**  
**Every Quality Coach**  
**Should Have**





**NO**



“

**A quality coach  
guides, supports and rallies a team  
to collectively own and improve quality  
through facilitation, education,  
experimentation, and visualization.**

**They are a passionate advocate for quality.**

**ANNE-MARIE CHARETTE**



**Coaching Skills**

**QUALITY  
COACH**

**Quality and  
Technical  
Skills**

**Communication  
Skills**



**Coaching Skills**

**Quality and  
Technical  
Skills**

**QUALITY  
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**Communication  
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“

I don't think we need the QE transformation that you are proposing to our team. We and our testers are just doing fine.

We were able to deliver last year, in-fact we earned the most out of the other businesses in the company.

We have other initiatives we should focus on, and it's not the QE transformation.

PS: I don't think you are doing automation right.

“

This functionality  
is working  
on my computer.

Stop becoming  
the bottleneck  
for our deployment  
and remove the bug  
that you log.

You are just a tester  
and you don't understand  
what we developers do.





“

I have been working on  
this functionality for  
too long

and I know it inside and  
out,

who are you to tell me  
what to do about how I  
code and test this  
application?

# 3 ESSENTIAL COACHING SKILLS



**EMPATHY**



**ACTIVE  
LISTENING**



**FACILITATING  
CLIENT  
GROWTH**

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**You saw your teammate crying and looking really upset because she was humiliated by a director who has a history of terrorizing anyone he talks to. She started talking to you about it - How will you respond with empathy?**



## **QUESTION 1**

**You saw your teammate crying and looking really upset because she was humiliated by a director who has a history of terrorizing anyone he talks to.**

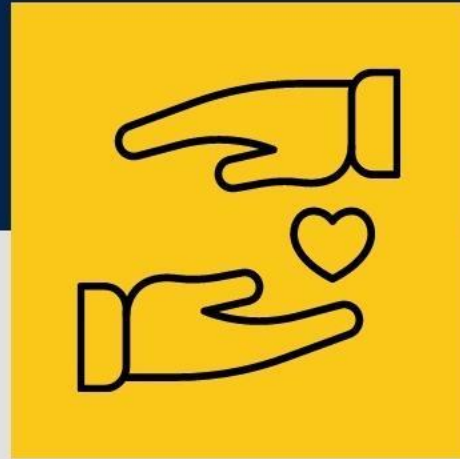
**She started talking to you about it.**

**How will you respond with empathy?**



- A Tell her it's going to be ok.**
- B Tell her to stop, as it is not appropriate for her to show emotions in the workplace.**
- C Tell her that it makes sense for her to feel emotional, given the circumstances and that anyone in her shoes might feel the same way.**
- D Tell her that you had the same experience with that director and that both of you should start finding ways to fire him.**

# 3 ESSENTIAL COACHING SKILLS



## 1. EMPATHY

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**Feeling WITH others**

**over**

**Feeling FOR others**



## **EMPATHY**

Empathy is the ability to understand another person's thoughts and feelings in a situation from THEIR point of view, rather than your own.



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We have other initiatives we should focus on, and it's not the QE transformation.

PS: I don't think you are doing automation right.



Hello Mr. X,

Thank you for your email and for your candor to share your perspective.

It makes perfect sense that at this point you don't feel the need to do the QE transformation program because your team has exceeded the expectations in terms of deliverables and revenue and that is something to be proud of!

I'm curious to talk about what aspect of the program doesn't align with your goals this year and see if there are opportunities to support and sustain the success that you have as we try to deliver faster with quality built-in. I'd also like to understand more about what has worked well for you so we can share it with the whole organization.

If we can find opportunities where the transformation adds value without disrupting what's working, great—if not, we can go ahead and put your team as low touch and revisit this decision in the future.



**FILTER**

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# WHAT EMPATHY IS NOT

- Empathy is NOT sympathy .
- Empathy is NOT about our perspective.
- Empathy does NOT mean we're giving approval.

**Feeling WITH others**

**over**

**Feeling FOR others**

# 3 ESSENTIAL COACHING SKILLS



## 2. ACTIVE LISTENING

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**Listen with MOUTH CLOSED,  
Hear with HEART OPEN**

**W.A.I.T.**



**“For this initiative, we’ll feature different testers on our company's Instagram. Each month, we will align the featured tester with the month’s broader theme. For example, we could feature a female tester during Women’s History Month in February, or a QE coach during International Coaching Week in May.”**

**What response looks like you're actively listening?**



## **QUESTION 2**

**“For this initiative, we’ll feature different testers on our company’s Instagram. Each month, we will align the featured tester with the month’s broader theme. For example, we could feature a female tester during Women’s History Month in February, or a QE coach during International Coaching Week in May.”**

**What response looks like you’re actively listening?**



- A** So what I'm hearing you say is you want to feature different testers on our Instagram each month and align that program with a larger monthly theme, like Women's History Month...
- B** It's boring, how about we feature developers instead of testers?
- C** What do you need from me? How can I help?
- D** Let's use TikTok instead.



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”

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**When we listen with curiosity,  
we don't listen with the intent to reply.  
We listen for what's behind the words.**

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## 3 LEVELS OF LISTENING

- Level 1: listening primarily to yourself
- Level 2: listening intensely to what the other person is saying
- Level 3: listening with a wider focus - this is Level 2 + intuition + being open to receiving more information

**Listen with MOUTH CLOSED,  
Hear with HEART OPEN**

# 3 ESSENTIAL COACHING SKILLS



## 3. FACILITATING CLIENT GROWTH

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There's always gonna be  
another mountain, I'm always  
gonna wanna make it move.

- Myley Cyrus



**You are talking to a QE Manager from your team who is under high pressure to deliver the team's testing deliverables. The QE manager is very results driven and an expert in his field. His reputation is linked to being a difficult manager, in control of everything, and not having people skills.**

**One of his strengths was his ability to create structures and processes.**

**How will you facilitate your QE Manager's growth:**



## **QUESTION 3**

**You are talking to a QE Manager from your team who is under high pressure to deliver the team's testing deliverables.**

**The QE manager is very results-driven and an expert in his field. His reputation is linked to being a difficult manager, in control of everything, and not having people skills.**

**One of his strengths was his ability to create structures and processes.**

**How will you facilitate your QE Manager's growth:**



- A**    **Ask him to get training in gaining people skills.**
- B**    **Leave him be. He'll figure it out.**
- C**    **Encourage him to use his strengths and put these skills to work to deliver his team's deliverables.**
- D**    **Fire him because he is not well-rounded.**



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## FACILITATING CLIENT'S GROWTH

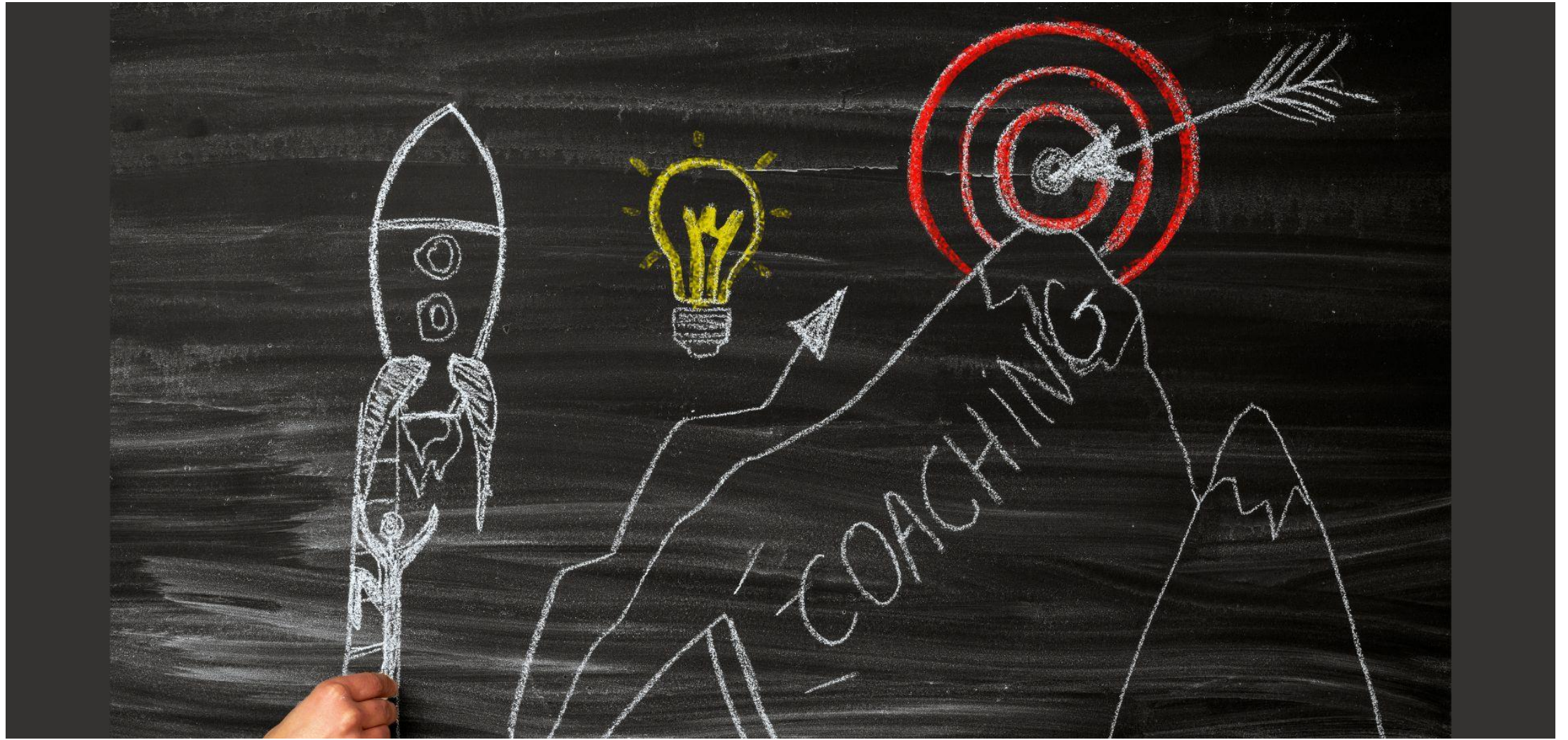
- Partners with the client to transform learning and insight into action.
- Promotes client autonomy in the coaching process.
- Our job as coaches is not to police, parent, or hand-hold but to support our clients in their autonomy.

# **4 Steps to Facilitating Client's Growth**

- 1. Contracting**
  - 2. Solutions**
  - 3. Actions**
  - 4. Accountability**
-

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**EMPATHY**



**ACTIVE  
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You don't have to be a coach,  
to coach...

**THANK YOU!**



## **KULAS ANGELES**

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**KULAS-ANGELES**



**KULASANGELESPAGE**



**KULASANGELES**



**MNANGELES@MOVEFORWARDANDUP.COM**

