

A Day in the Life of a Quality Lead

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#TestBash

October 2025

Scope

- Product Teams
- Self-organization
- Projects
- Wrap up

Context

Quick Facts

- 1500 people worldwide
- 1000 people in Rotterdam
- 500 people in R&D
(India & The Netherlands)

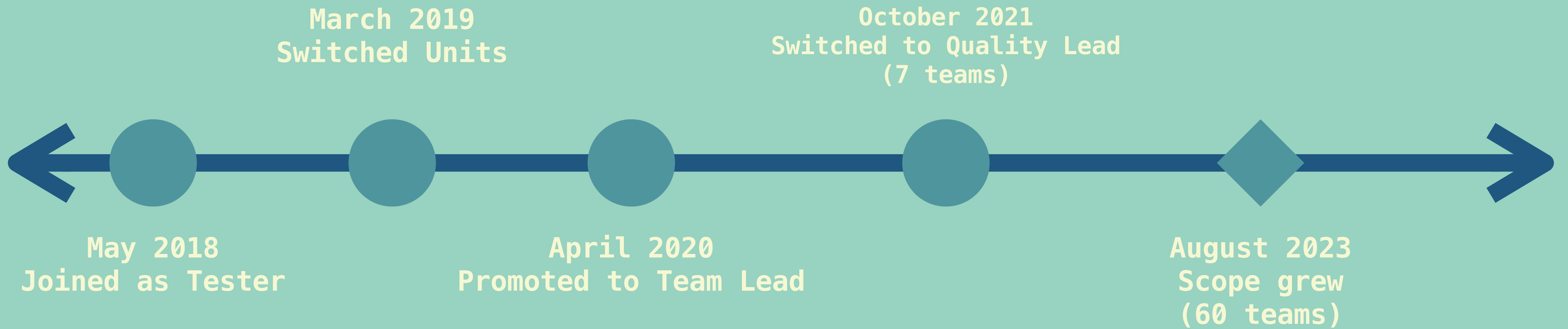


Context

Quick Facts

- **3 units**
- **Stationed in Cloud unit**
- **Boss in Compliance**





So good they can't ignore you + timing

Roles & Promotions

Product Teams

August 2023
Login & Auth Team

Participating well
is leading by
example.

Product Teams



Ideas for Login & Auth Team

Sociocracy

- Safe enough to try
- Good enough for now

Ideas for Login & Auth Team

Agile Manifesto

- Software > docs
- Respond > plan

Ideas for Login & Auth Team

Onboarding

- Need more people
- Tiring

Ideas for Login & Auth Team

Sociocracy

- Safe enough to try
- Good enough for now

Experiments

- Vote on story, then stop
- Identify tasks to skip refinement

Agile Manifesto

- Software > docs
- Respond > plan

Experiments

- 1-2 hour mob to build mocks
- Stop calculating capacity

Onboarding

- Need more people
- Tiring

Experiments

- Schedule time off now
- Identify pain points for newbie

Ideas for Login & Auth Team

6 people x
30 min per week
=
3 hours per week

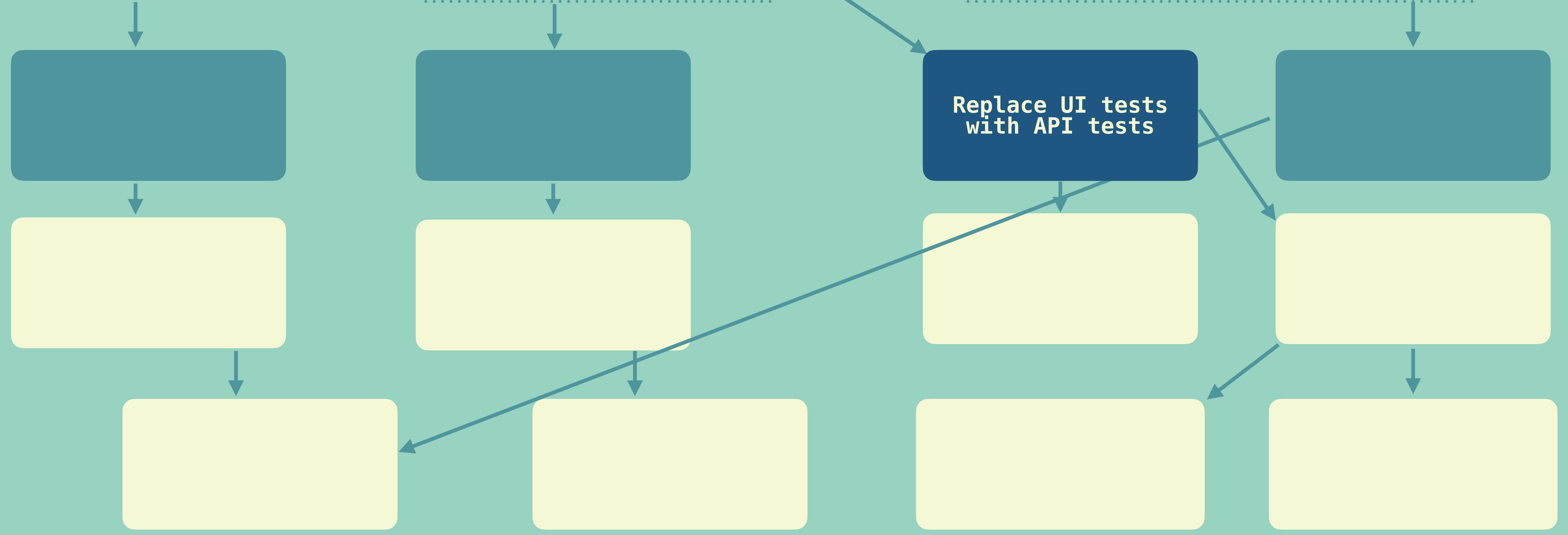
2 people x
1.5 days per release
=
3 days per release

No one burned out x
vibe of whole team
=
priceless

How did this occur?
How did we discover this?

How can we get back
to stability?

How do we want things like
this to happen in the future?



Replace UI tests
with API tests

Removing
impediments around
the organization.

What Leading Looks Like

How did this occur?
How did we discover this?

How can we get back
to stability?

How do we want things like
this to happen in the future?

Tests weren't run

Team missing tester

Replace UI tests
with API tests

Should've known
sooner

Discuss
responsibilities

Host workshop

Write API specs

UI selectors

Call each others'
tests

Post job

Tell other unit

Add to
design system

Removing
impediments around
the organization.

What Leading Looks Like

January 2024
Deployment Team

August 2023

Participating well
is leading by
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Product Teams



Product Teams

Java BDD

- 45% to 85% passing
- UI selectors + data setup
- Dev wouldn't touch



Product Teams

Typescript & Playwright

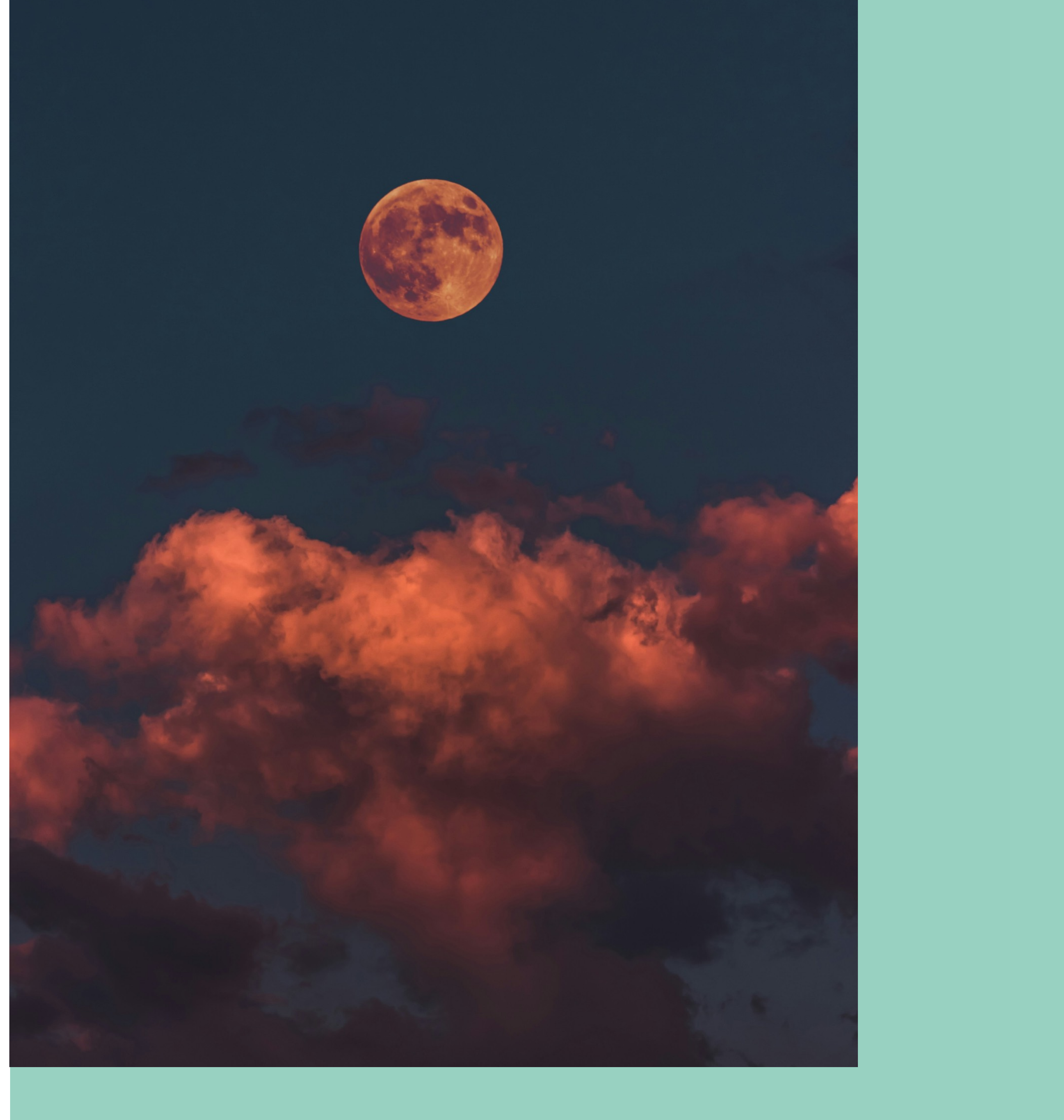
- **Building interesting skills**
- **Dedicated migration**
- **Devs would touch!**



Product Teams

Code review

- Is this ready to review?
- What would happen if...?
- Will other tests need this?



January 2024
Deployment Team

August 2023

April 2024
+ Governance Team

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is leading by
example.

Product Teams



Releases

Smooth, fast, and boring

- Tests run and pass.
- Failing tests give info about the product.
- Passing tests means code goes to prod.
- On-call duties aren't draining.

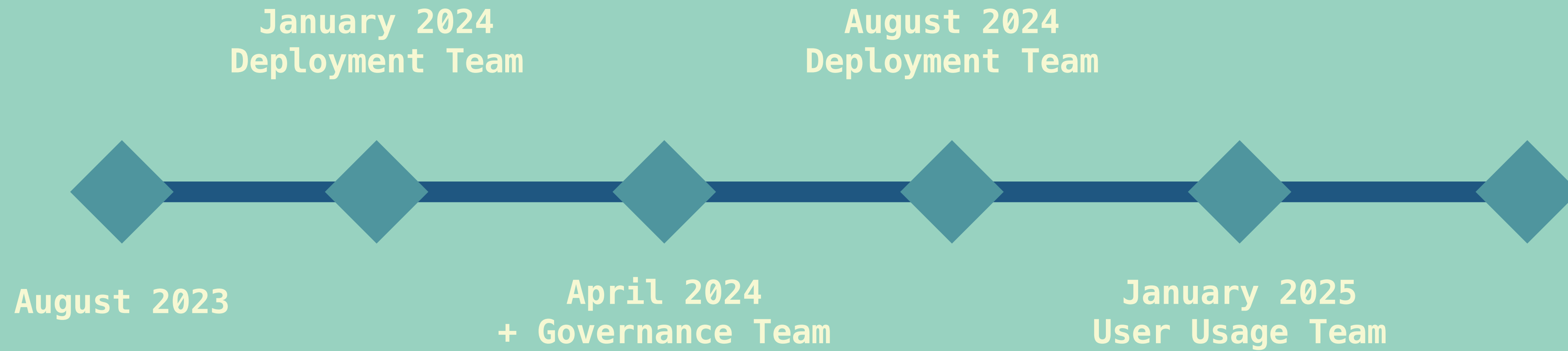


Product Teams

Product on fire

- Info not needed

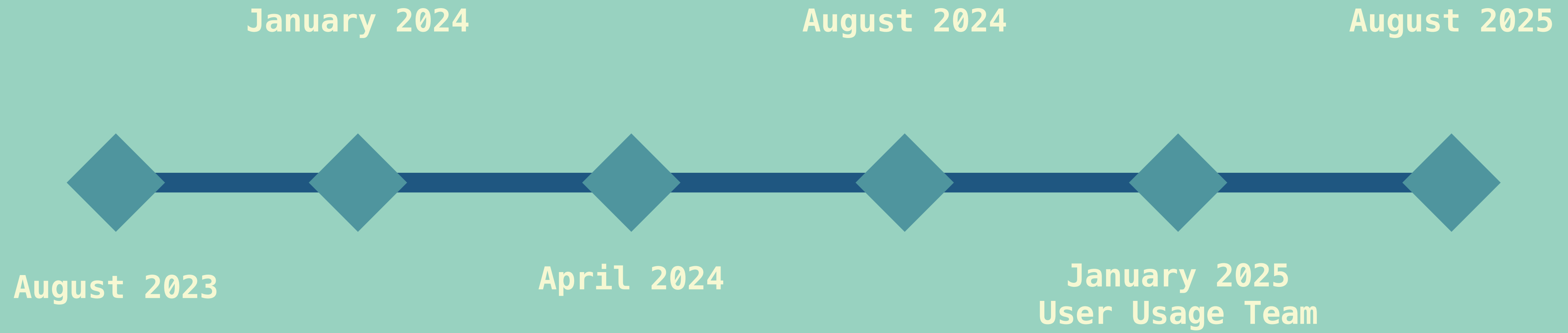




Participating well
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example.



Product Teams



User Usage Team

Participating well
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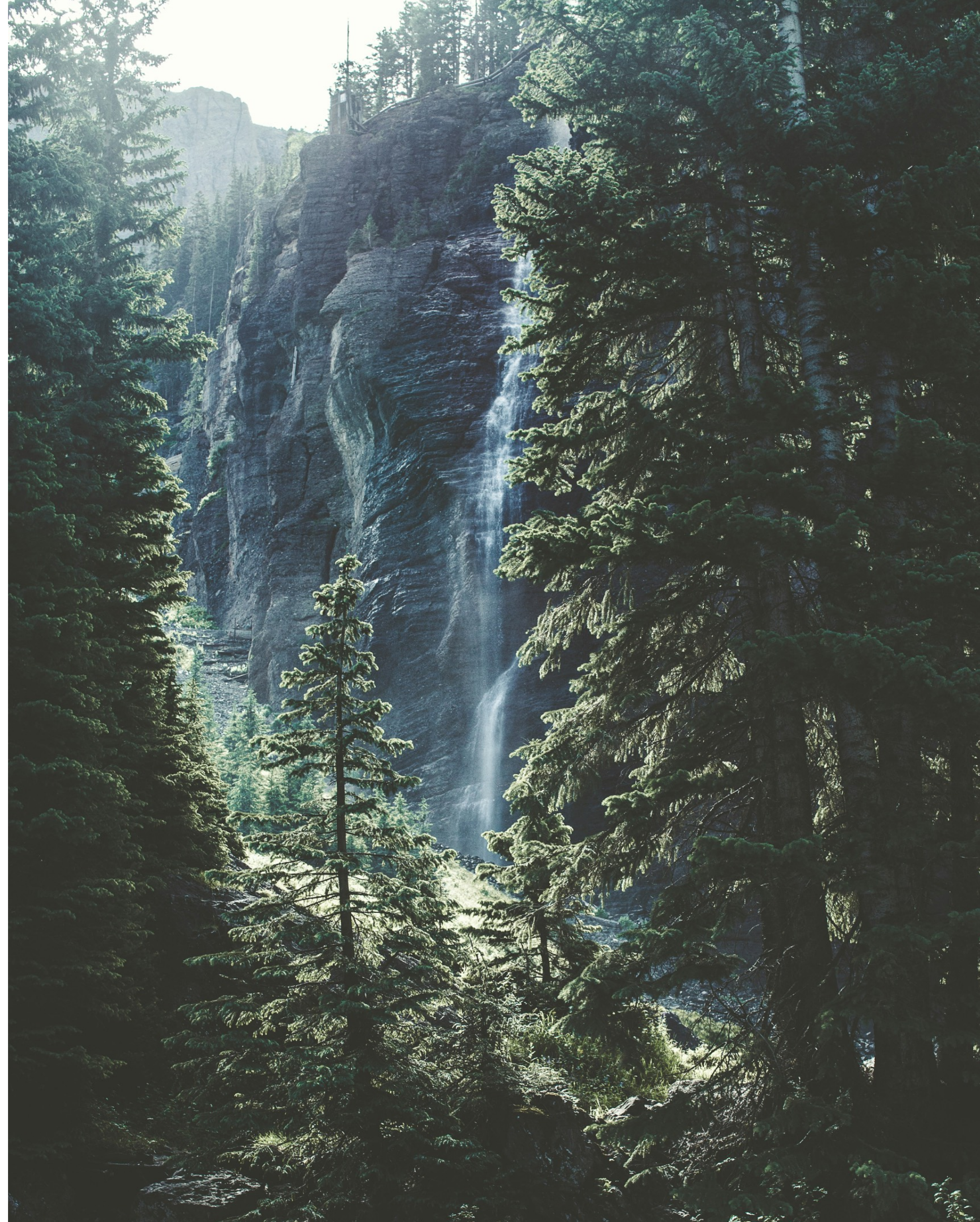


Product Teams

Product Teams

Favorite Questions

- Have you told them that directly?
- What's the next step?
- Have we seen this work once?
- What's the goal of this meeting?
- Should we write that down?
- Can we just start doing it?



Product Teams

Process lost

- Team doubled
- Scrum in shambles
- Stay in corner



Self-organization

Self-organization

Push Info Across

- Tell individual contributors what's happening



Self-organization

Push Info Up

- Tell managers what's happening



Self-organization

Uniquely qualified

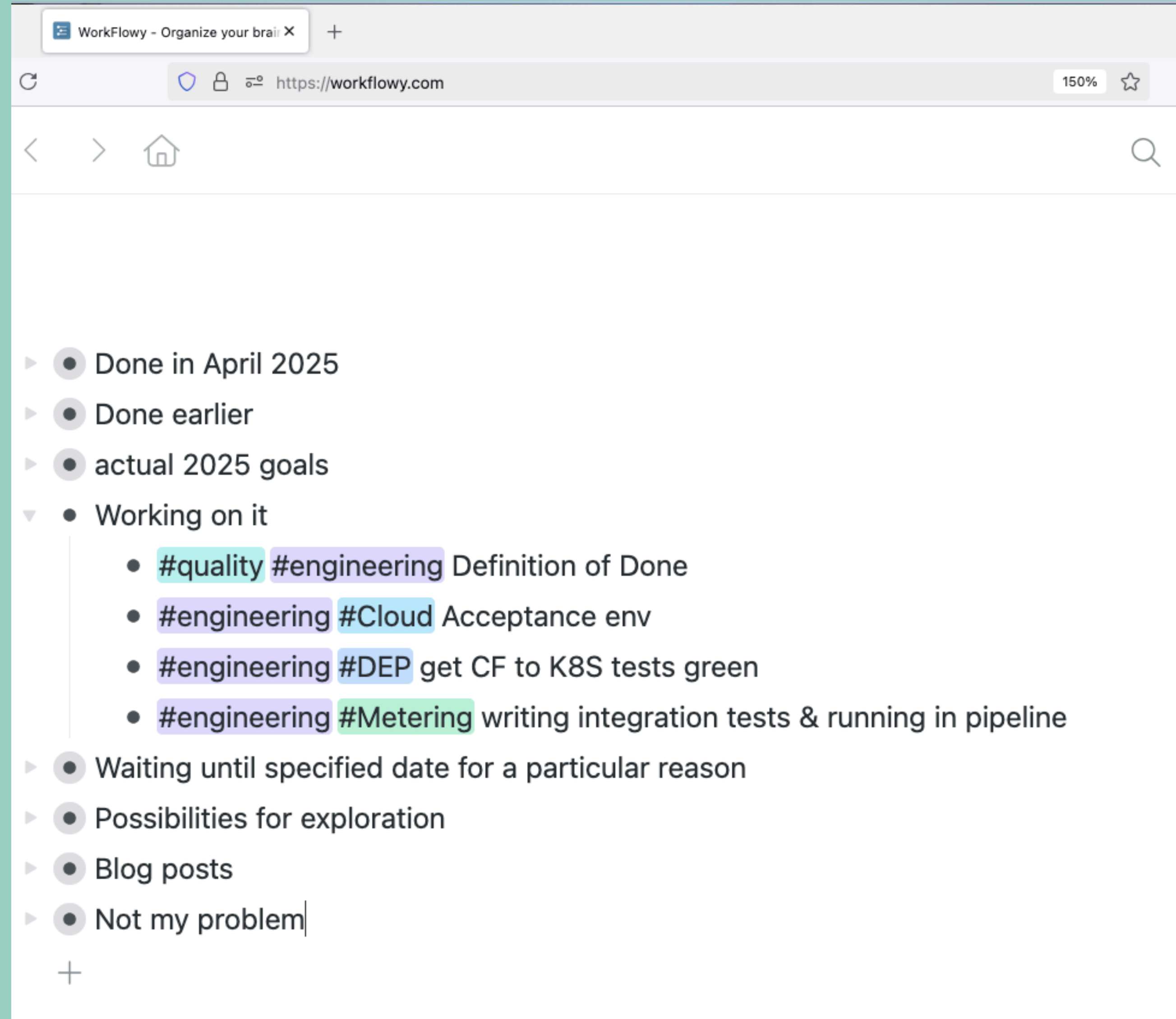
- Do we need an Elizabeth on this?



Self-organization

Priorities

- **Accountable**
- **On track**



The screenshot shows a web browser window with the URL <https://workflowy.com>. The page displays a list of priorities, each represented by a circular icon and a text label. The list is as follows:

- ▶ ● Done in April 2025
- ▶ ● Done earlier
- ▶ ● actual 2025 goals
- ▼ ● Working on it
 - #quality #engineering Definition of Done
 - #engineering #Cloud Acceptance env
 - #engineering #DEP get CF to K8S tests green
 - #engineering #Metering writing integration tests & running in pipeline
- ▶ ● Waiting until specified date for a particular reason
- ▶ ● Possibilities for exploration
- ▶ ● Blog posts
- ▶ ● Not my problem

A plus sign (+) is visible at the bottom of the list, indicating that there are more items.

Reflection

Tough stuff

- Letting things go



Self-organization

Putting work down

- Tell them
- Pair to handoff
- Give a reason



Self-organization

Picking projects up

- Sponsor / mandate
- Timeline / sad-line
- Goals / milestones



Projects

Projects

Buying a domain



Projects

Test Guilds



Projects

Accessibility



Further Side Quests

- (Leadership) Book Club
- Mocks and a Staging Environment
- Disaster Recovery Drill Days Planning & Communication
- Define Cloud Service Level Objectives
- Mentorship App for the Mothership
- Women in Product & Technology Speakers & Community
- Engineering-wide Definition of Done for Product Releases
- Hiring a (unicorn) tester
- Pipelines Workshop

Wrap up

Lessons

- Make work visible

Lessons

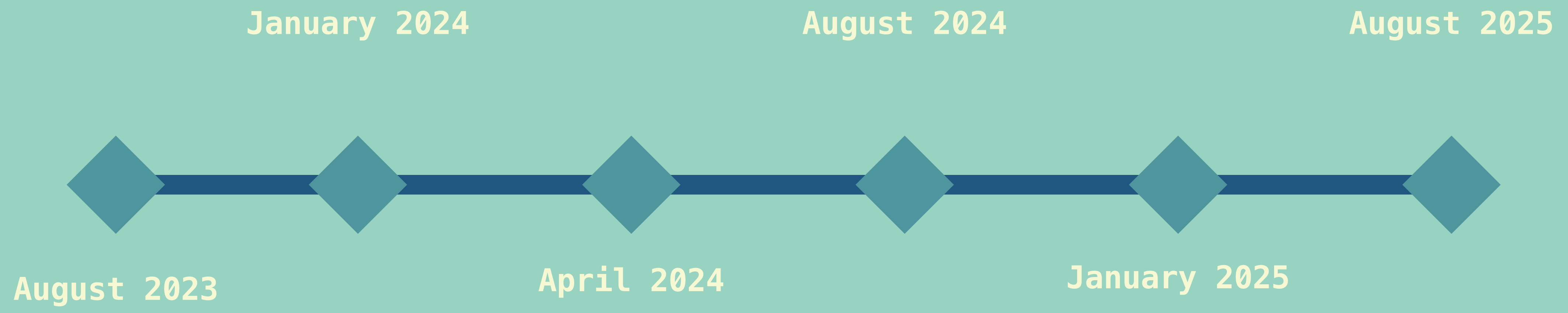
- Make work visible
- Not needed? Don't test!

Lessons

- Make work visible
- Not needed? Don't test!
- Collaborate

Lessons

- Make work visible
- Not needed? Don't test!
- Collaborate
- Tie to €€€ value



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Product Teams

Choose

Thank you.

Elizabeth Zagroba

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October 2025