

# What do Leaders Need to Know to Succeed in Agile Testing

Construx Leadership Summit, November 2019

Janet Gregory  
Twitter: @janetgregoryca



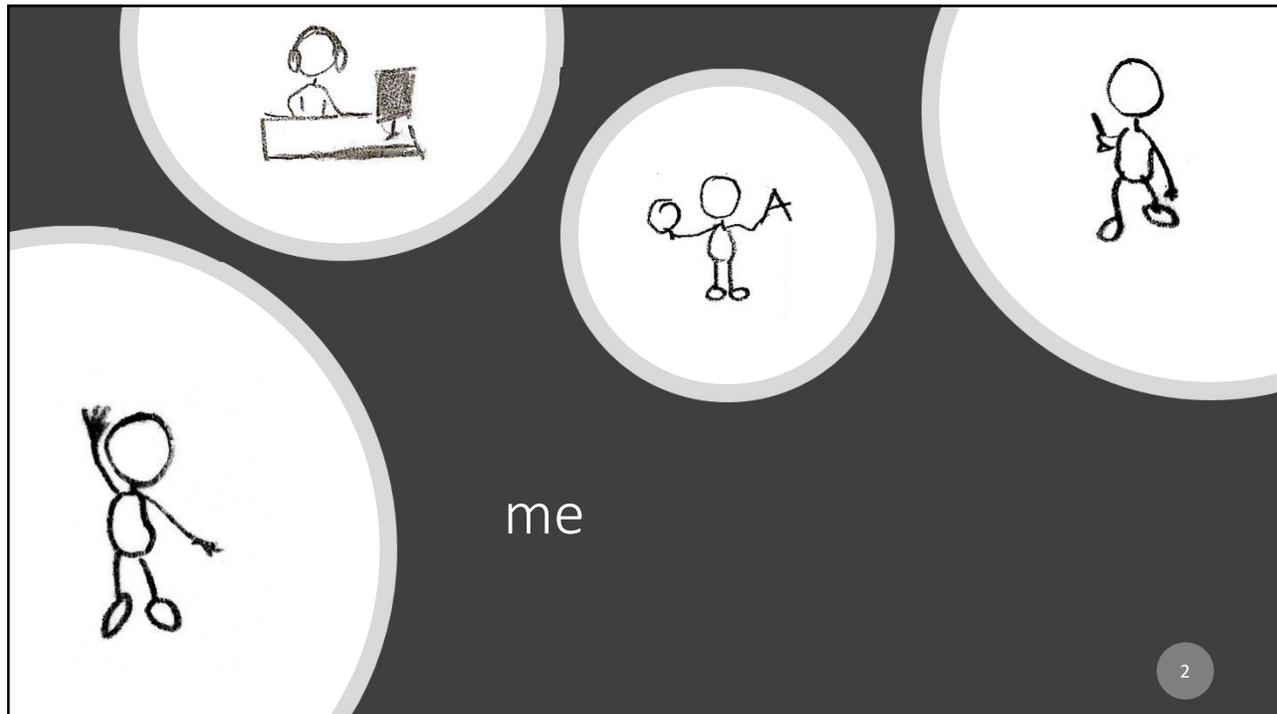
Agile Testing Fellowship



DragonFire Inc

@janetgregoryca

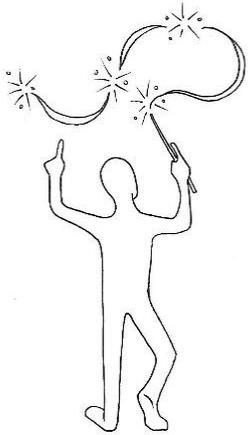
1



me

2

2



“We do not need magic to change the world, we carry all the power we need inside ourselves already: we have the power to imagine better.”

– J.K. Rowling, author of the *Harry Potter* series

3

The problems I see fall into 3 categories

1. Organizational culture
2. Delivery process - teams
3. Quality of the product

@janetgregoryca

4

From Melissa Perri, author of “Escaping the Build Trap”

She tells every leader that says,

*“Let’s just focus on fixing the teams”, this:*

*People are going to get really good at their jobs and then realize they can’t do them because you didn’t take the time to build the space for them to succeed. Then they’re going to leave.*

@janetgregoryca

5

## Lack of Direction

---

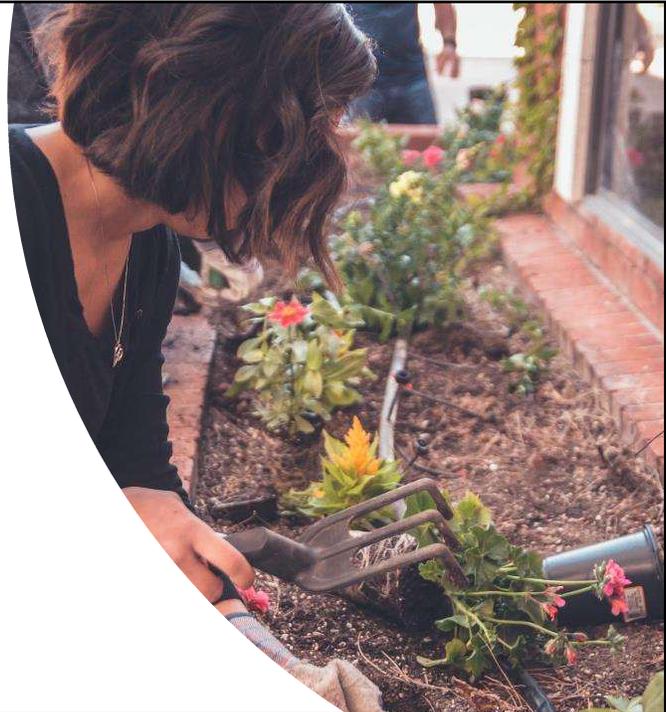
Causes ...

unrest / conflict

It can be fixed ...

address the environment

@janetgregoryca



6



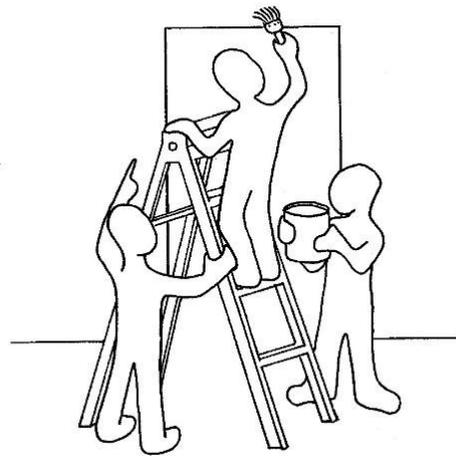
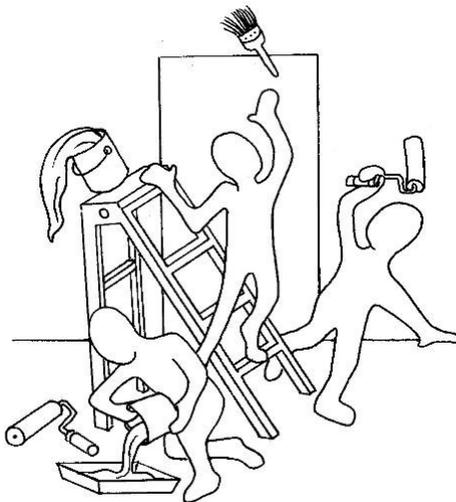
Photo by Jp Valery on Unsplash

Follow the \$\$\$

“Testing is costing us money”  
“We can’t afford to train the testers”  
“We’ve fired the testers”  
“Outsource the testing”  
“Programmers can do all the testing”

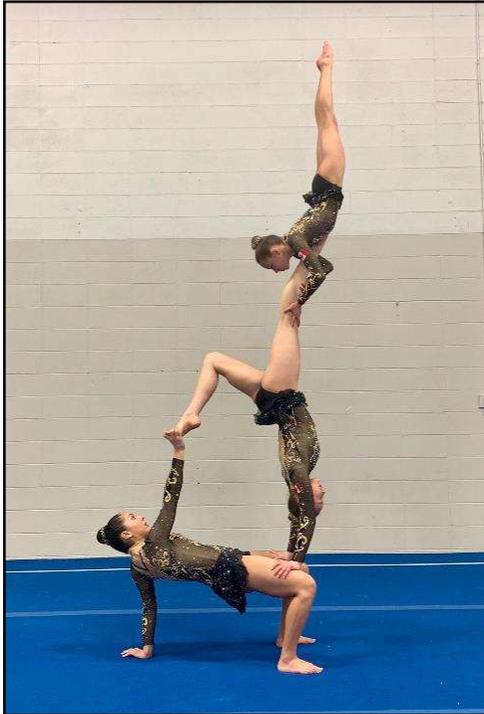
7

Pay me now, pay me later



@janetgregoryca

8



## Trust

---

Do you blame?  
Who do you reward?

9



## The Delivery Process

10

## Organizational vision

What are your priorities?

Does everyone share them?

Is everyone heading in the same direction?

@janetgregoryca



11

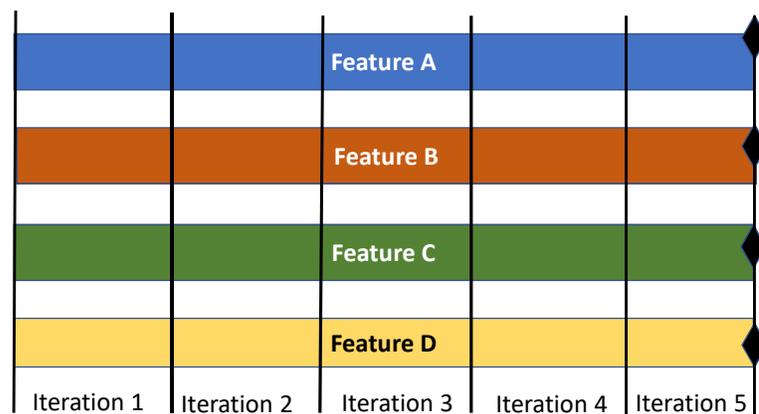
## When every feature is priority 1

**Team 1:**  
1 dev, ½ test

**Team 2:**  
2 dev, ½ test

**Team 3:**  
2 dev, ½ test

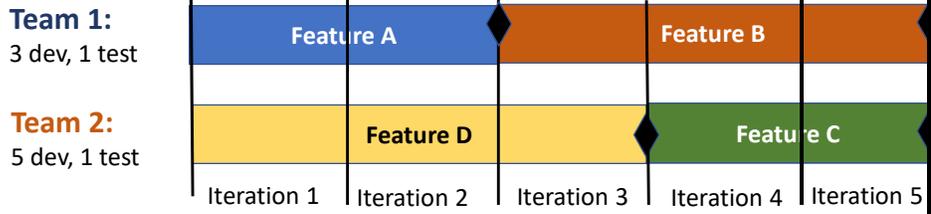
**Team 4:**  
3 dev, ½ test



@janetgregoryca

12

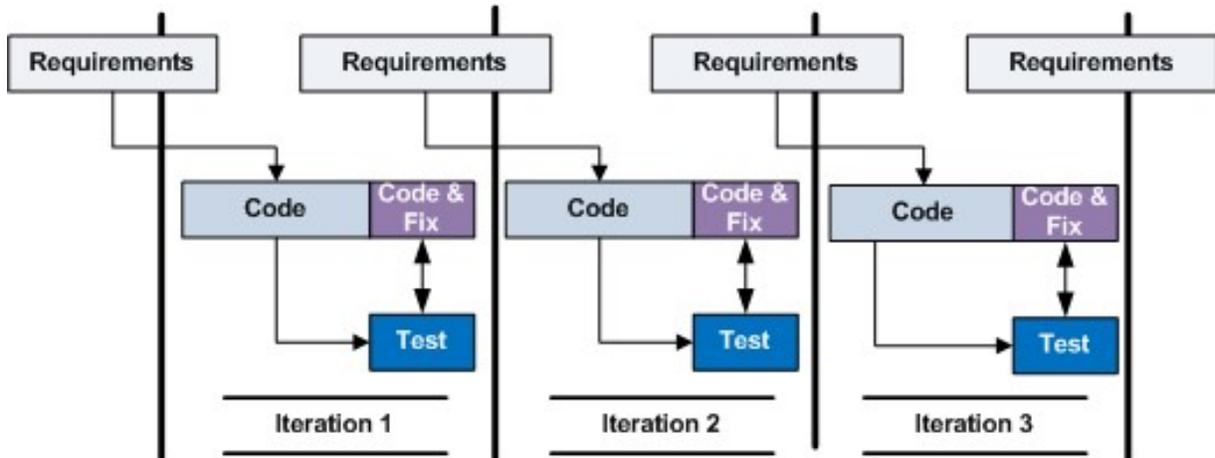
## When organizations prioritize features



@janetgregoryca

13

## Mini waterfall



@janetgregoryca

14

What do these terms mean to you?



ATDD/ BDD / TDD



CD - continuous delivery / deployment



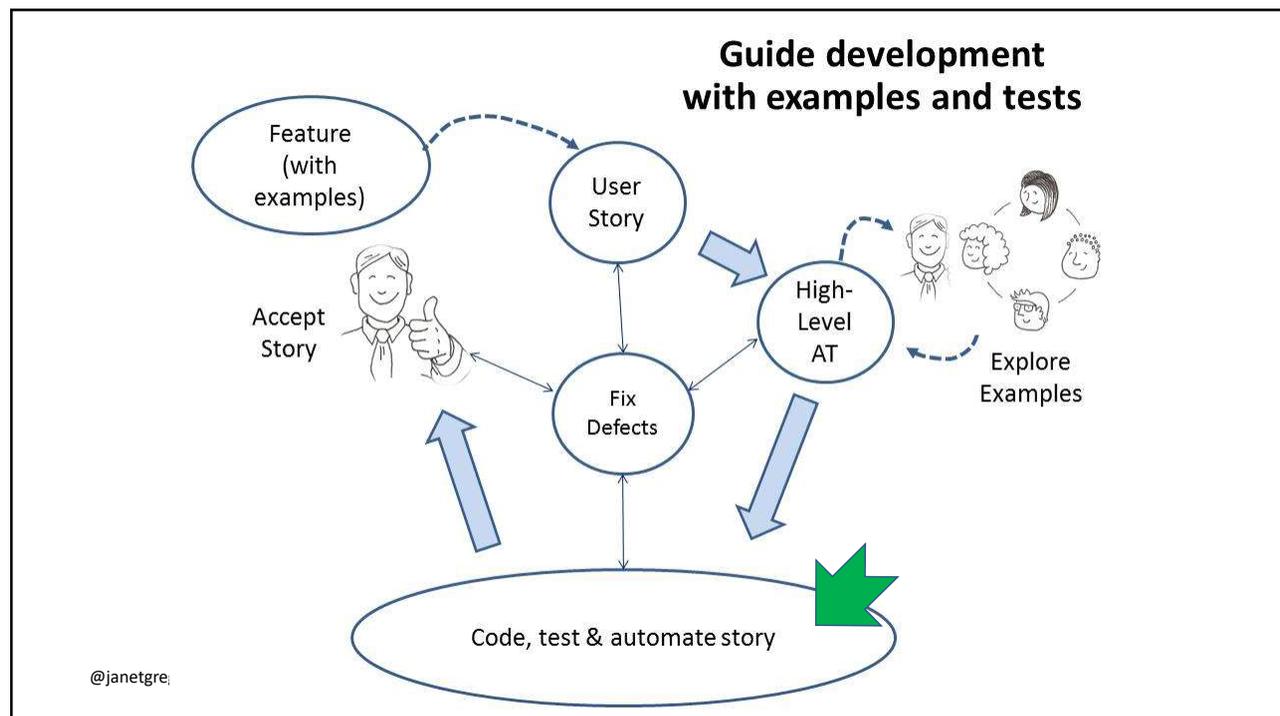
Continuous testing / holistic testing



Shift-left

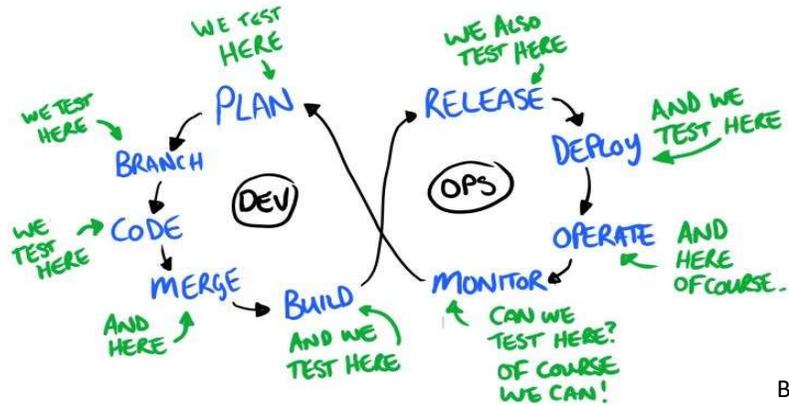
@janetgregoryca

15



16

# Continuous delivery or deployment (CD) = continuous testing



By Dan Ashby

@janetgregoryca

17

# Testing is a team responsibility

	<b>Business Facing</b>		
<b>Guide Development</b>	Examples Story acceptance tests UX (user experience) tests Prototypes, simulations	Exploratory testing Workflows, usability testing UAT (user acceptance test) Monitoring and observability	<b>Critique the Product</b>
	Unit tests Component tests (code level)	Performance tests Load tests, security tests Quality attributes (...ilities) Recoverability	
	<b>Technology Facing</b>		

@janetgregoryca

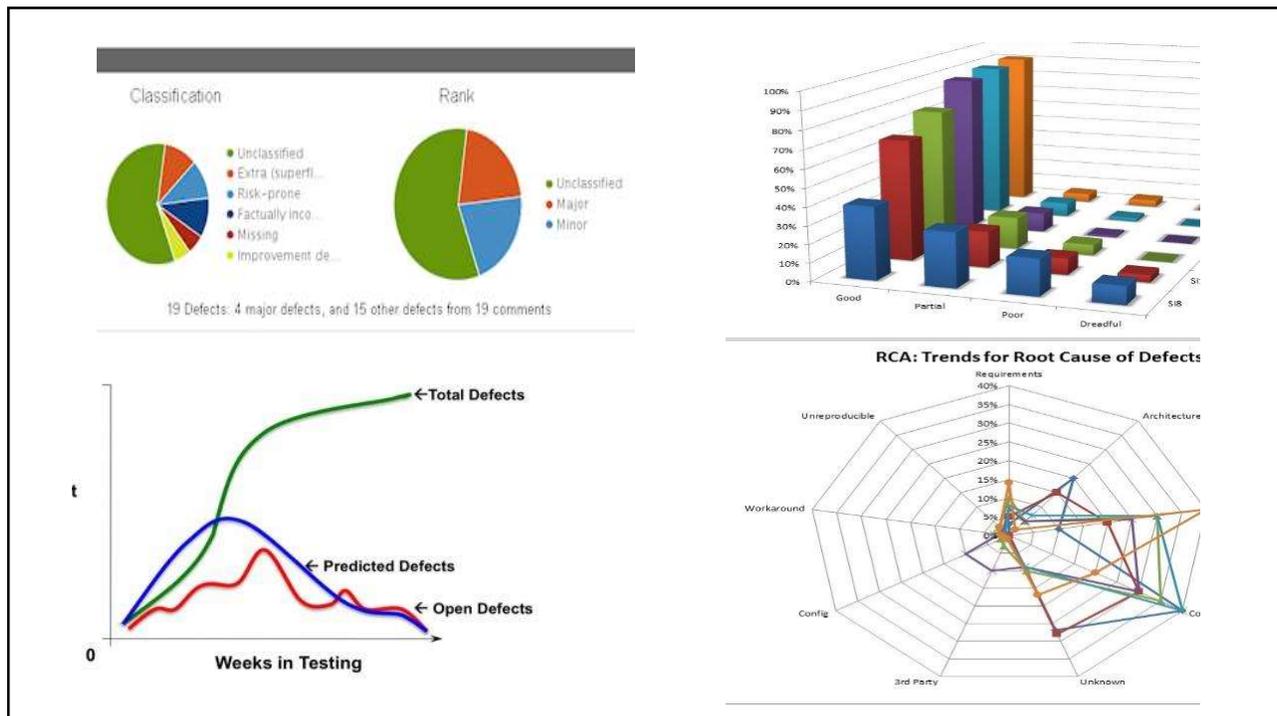
18

## The Quality Conversation

-- is usually about bugs / defects  
-- maybe features added or missed

@janetgregoryca

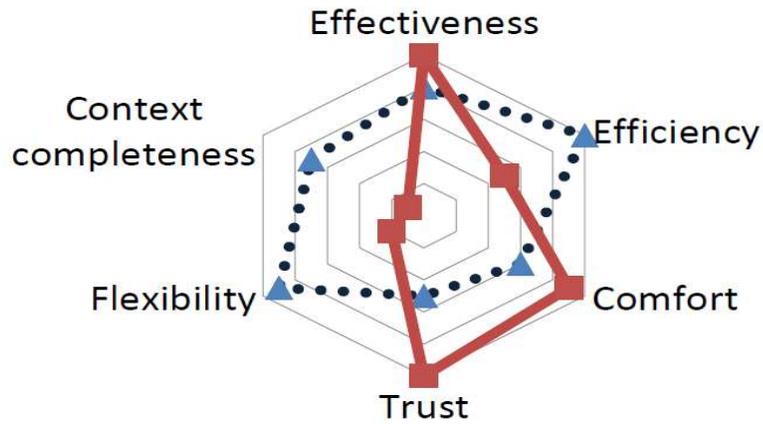
19



20

So, how do we measure quality?

....it depends



@janetgrego

21

21

What problem are you trying to solve?

Confidence?

Product quality?

Process quality?

@janetgregoryca

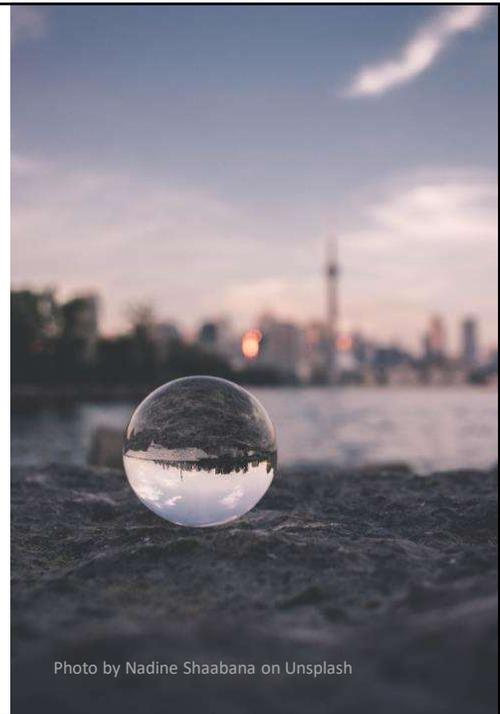


Photo by Nadine Shaabana on Unsplash

22



## Quality

Can't test quality it, need to build it in  
Concentrate on quality, speed will come  
Concentrate on speed, quality disappears  
Quality costs money ... or is it the other way around... lack of quality costs more

23



## What's Next?

- Understand your culture
- Understand your process and the part you play
- Have the quality conversation
- Invest in the future
- Use guidelines, trust your teams

24

*Agile Testing Condensed, A brief introduction*

*Agile Testing: A Practical Guide for Testers and Agile Teams*

*More Agile Testing: Learning Journeys for the Whole Team*

By Janet Gregory and Lisa Crispin

[www.agiletester.ca](http://www.agiletester.ca)

[www.agiletester.com](http://www.agiletester.com)

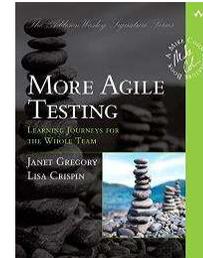
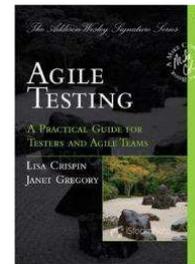
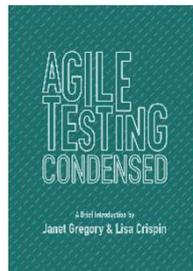
Contact info

[www.janetgregory.ca](http://www.janetgregory.ca)

Email: [janet@agiletester.ca](mailto:janet@agiletester.ca)

Twitter: [janetgregoryca](https://twitter.com/janetgregoryca)

@janetgregoryca



25