Agile Testers and Test Managers: Now What?
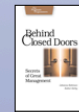
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New: Manage Your Project Portfolio: Increase Your Capacity and Finish More Projects
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Is Agile All About Developers?

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Whole Team Works Together

* Create the product backlog

* Estimate the product backlog

* Create/verify feature acceptance criteria

* Know what done means

* Demo the product at the end of an iteration

* Conduct a retrospective

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Agile is About Working Product

* "Developers" create a feature and unit test it

* "Testers" assess the feature and product in a variety of ways

    * Automated tests where they will need to repeat the tests

    * Exploratory tests

* "Writers" create necessary documentation

* Team: Always looking to see if the feature and product meets the acceptance criteria

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What About Test Managers?

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Do We Need Managers in Agile Organizations?

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What's a Leader?

* Organize yourselves into two's and three's

* Together, in your team, write down your definition of a leader

* Once you look like you're done writing, I'll ask you to shout out your definitions

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What Kind of Team?

* Just now, in your two's and three's, what kind of team were you?

* What kind of management did you need?

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Some Definitions of Leader

* Guide

* Conductor

* A person who has commanding authority or influence

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Agile Managers Are Leaders

* Set strategy

* Manage the project portfolio

* Remove organization obstacles

* Build trusting relationships with people

    * Coach

    * Provide feedback

    * Assist with career development

* Lead hiring decisions and process

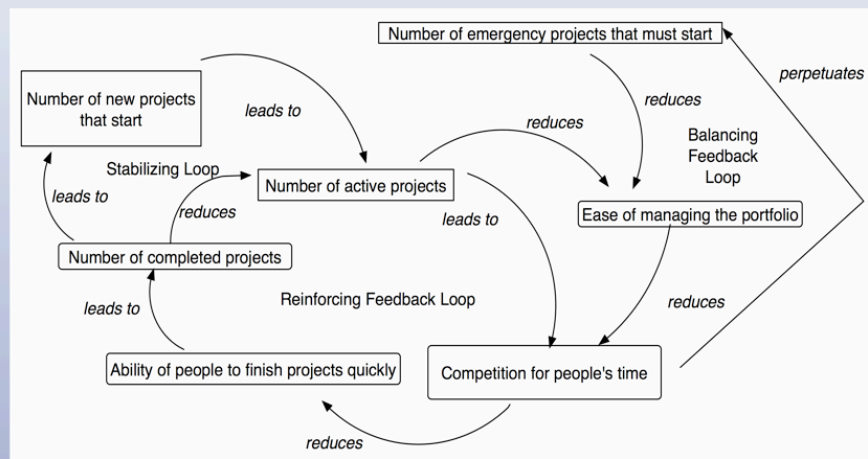* Build the capacity of the organization

* Build communities of practice

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Strategically Important Work

* What it is

* When to start it and stop it

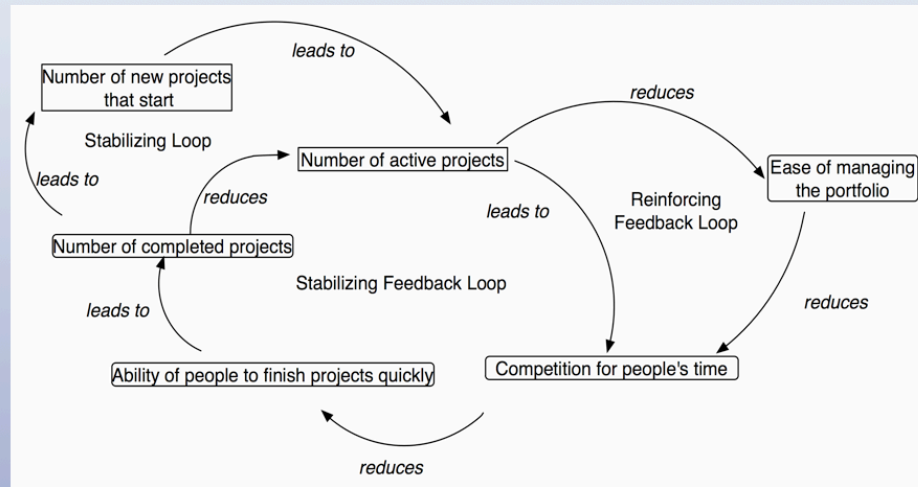* Not making those decisions creates management debt

  * As well as chaos

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Systems View With Management Debt

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Systems View When You Manage the Project Portfolio

13

Management Iterations

* Cycles allow you to assess strategy

* Cycles help you see organizational obstacles

* Frees the technical teams to do work

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Leaders Remove Organizational Obstacles

* Individual reviews are an organizational obstacle

* I bet some of you don't believe me, so let's discuss what you want from reviews

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Instead of Individual Reviews

* Build a trusting relationship

* Share the strategy

* Share the profits

* Provide cost of living raises to the team

* Give the team a team bonus

   * The team can decide who gets what

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Trusting Relationships

* You tell me: What keeps people in a job?

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What Does That Mean for Functional Managers?

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Managers Become Champions

* No micromanaging!

* Meet often enough, one-on-one to build a trusting relationship

* Allows manager to see the system

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Feedback and Meta-Feedback

* Not evaluation or praise; feedback

* When you use a peer-to-peer feedback approach:

  * Create an opening

  * Describe behavior or results

  * State the impact

  * Make a request

Observable Behavior   Feedback
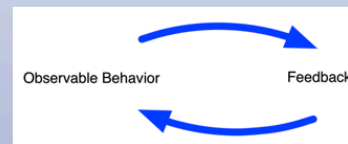
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Coaching and Meta-Coaching

* Not just teaching, offering options with support

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Career Development

* Where can people go?

* How do they know?

* How can you help them?

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Build Organizational Capacity

* How many of you know your organizational velocity now?

* Remove system obstacles

* Recognize when a team's velocity is stuck

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Lead Hiring Effort

* Recognize when you need more people

* Initiate the hiring

  * Job analysis

  * Job description

  * Manage the phone screens

  * Manage the interviews and interactions with HR

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Community of Practice

* What's missing from a test manager's role?

    * The coaching that a test manager used to do one-on-one

* Test managers (and development managers) need to create communities of practice for testers and developers as testers and developers, some separately and some jointly to develop their skills
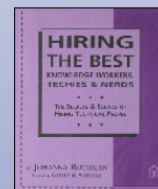
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Agile Management is Leadership

* Managers serve the people in the organization

    * Guiding

    * Coaching

    * Using their influence to ease the way for the work

* Managers make decisions so they avoid management debt

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References and Resources

* Rothman, Johanna. *Agile Managers: The Essence of Leadership*, Cutter IT Journal, Vol. 23, No. 3, March 2010.

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* Visit http://www.jrothman.com to read more or sign up for my email newsletter. Or give me your card. Or fill out a yellow form.

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