BUSINESS • TESTING • DEVELOPMENT

MAY
18-21
2015
BRUSSELS

TESTING:
UNITED IN DIVERSITY

Niels Malotaux

No Questions
No Issues
Period !

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Niels Malotaux

- Independent Project and Organizational Coach
- Expert in helping optimizing performance

- Helping projects and organizations very quickly to become
  - More effective – doing the right things better
  - More efficient – doing the right things better in less time
  - Predictable – delivering as predicted
- Getting projects on track

Result Management

Sprint ‘Demo’

- **Who participates in Sprint Demos ?**
- **What do we do in a demo ?**

Merriam-Webster dictionary – ‘Demo’:

✗ : an example of a product that is not yet ready to be sold

✗ : an act of showing someone how something is used or done

- **Giving a demonstration does not provide the proper feedback**

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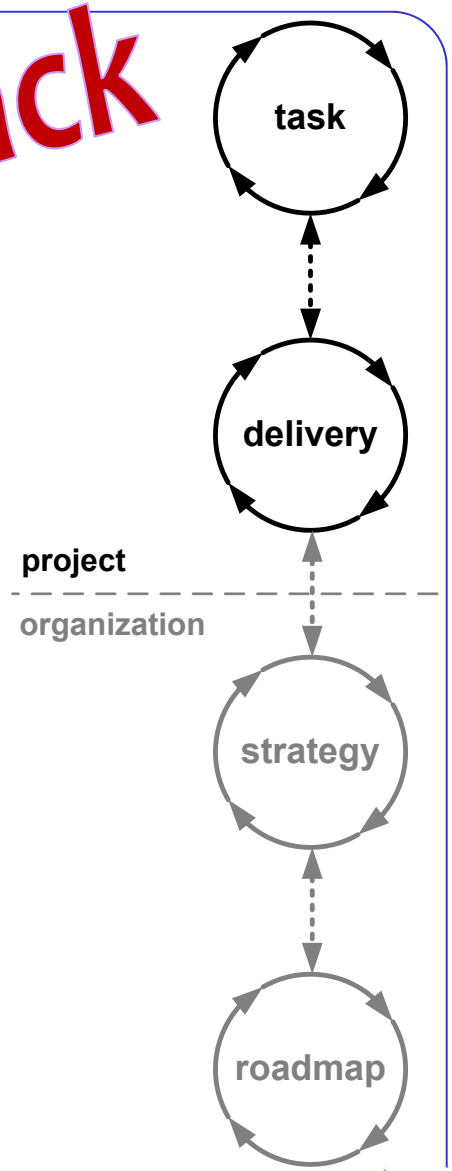
Evo DeliveryCycle

We need feedback

- Are we *delivering* the right things,
  in the right order
  to the right level of detail for now
- Delivering to Stakeholders *doing real things*
- Optimizing requirements
  and checking assumptions
  1. What will generate the optimum feedback
  2. We deliver only to eagerly waiting stakeholders
  3. Delivering the juiciest, most important
     stakeholder values that can be made in the least time
     - What will make Stakeholders more productive now
- Not more than 2 weeks



If we deliver

- Give the delivery to the stakeholders
- Keep your hands handcuffed on your back
- Keep your mouth shut
- and o-b-s-e-r-v-e what happens
- Seeing what the stakeholders actually do provides so much better feedback
- Then we can ‘talk business’ with the stakeholders

- Is this what you do ?

Case: Scrum Sprint Planning

- What is the measure of success for the coming sprint ?
- “What a strange question !
  We're Agile, so we deliver working software. Don't you know ?”

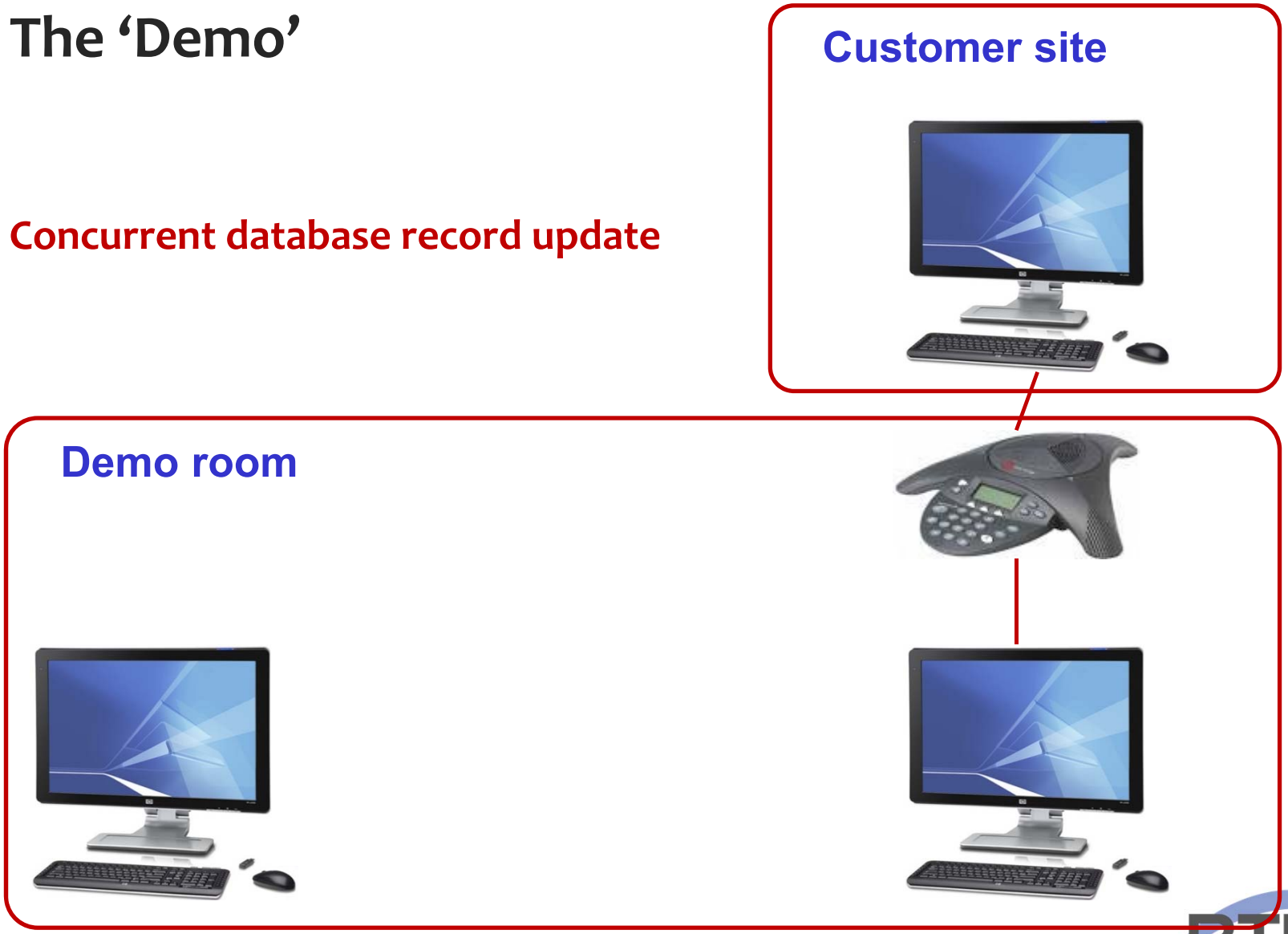
- Note: Users are not waiting for *software*:
  they need *improved performance* of functionality

- How about a requirement for 'Demo': No Questions – No Issues
- How's that possible !!?

- They actually succeeded !

The ‘Demo’

Concurrent database record update



Stakeholders

- Every project has some 30±20 Stakeholders
- Stakeholders have a stake (interest) in the project
- The concerns of Stakeholders are often contradictory
  - Apart from the Customer *they don't pay*
  - So they *have no reason to compromise !*
  - Finally, *we all pay*
- Some Stakeholders are victims of the project
  - They want the project to fail

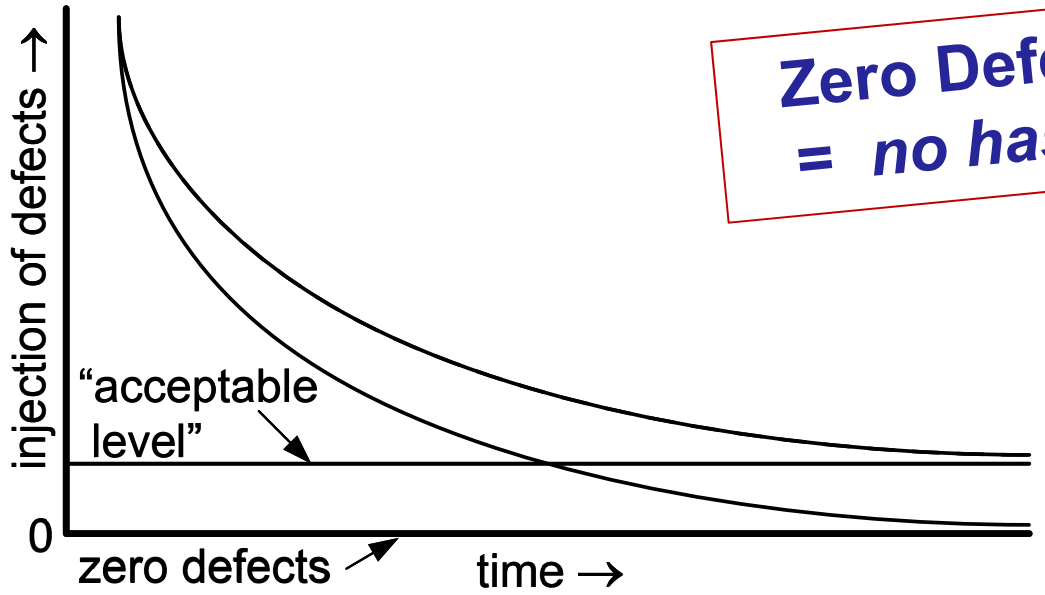
Why is this so important ?

- **No questions – no issues**

- **Are issues normal ?**
- **Once our system is on it's own, it must hold out without us**

Zero Defects

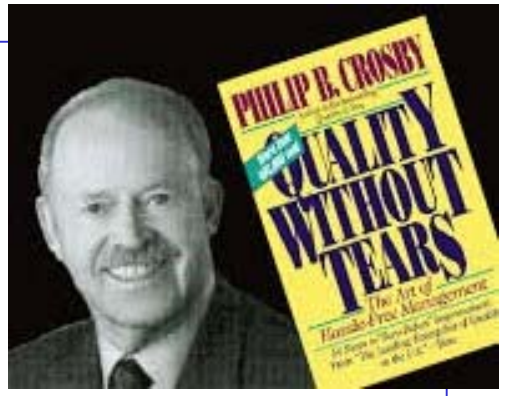
- **Zero Defects is an asymptote**



Zero Defects = *no hassle*

- **When Philip Crosby started with Zero Defects in 1961, errors dropped by 40% almost immediately**
- **AQL > Zero means that the organization has settled on a level of incompetence**
- **Causing a hassle other people have to live with**

Crosby (1926-2001) - Absolutes of Quality



- Conformance to requirements
- Obtained through prevention
- Performance standard is zero defects
- Measured by the price of non-conformance (PONC)

Philip Crosby, 1970

- The purpose is customer success
  (not customer satisfaction)

Added by Philip Crosby Associates, 2004

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The requirements

Quality on Time

Delivering the Right Result at the Right Time,
wasting as little time as possible (= efficiently)

- **Providing the customer with**
  - what he needs
  - at the time he needs it
  - to be satisfied
  - to be more successful than he was without it
- **Constrained by** (win - win)
  - what the customer can afford
  - what we mutually beneficially and satisfactorily can deliver
  - in a reasonable period of time

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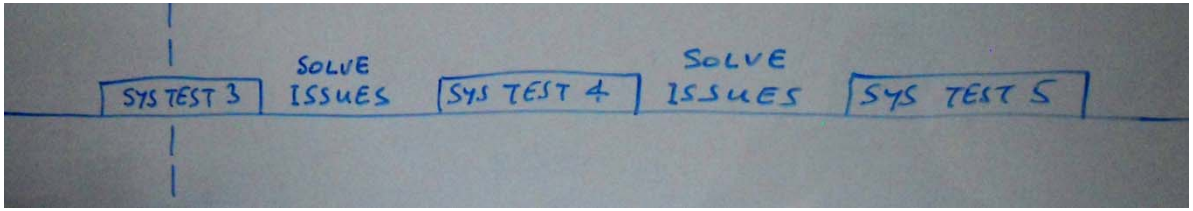
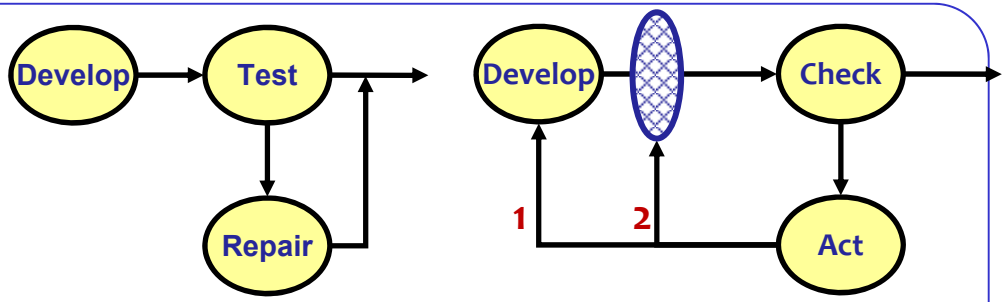
Case: Large distributed system



- Busy with System Test 3, planned 4 and 5, probably 6
- PONQ of the organization wasn't very helpful for developers
- Translation: Zero Defects means just *one* System Test
- Requirement for System Test: No Questions - No Issues
- Yes but …
- You find out how to do that

Zero Defects at test



What we often see

What we should expect
Leaning to Prevent

- What is delivered simply works
  If it doesn't work, nothing was delivered
- At the formal test: "No questions, no issues"
- Before that, in daily integrations:
  work together, ask anything, learn anything, improve anything
- Design Log - Review - Code - Review
  iterate as needed *before* test (don't waste testers' time)
- Daily integration ("That's impossible !" Of course it was possible!)

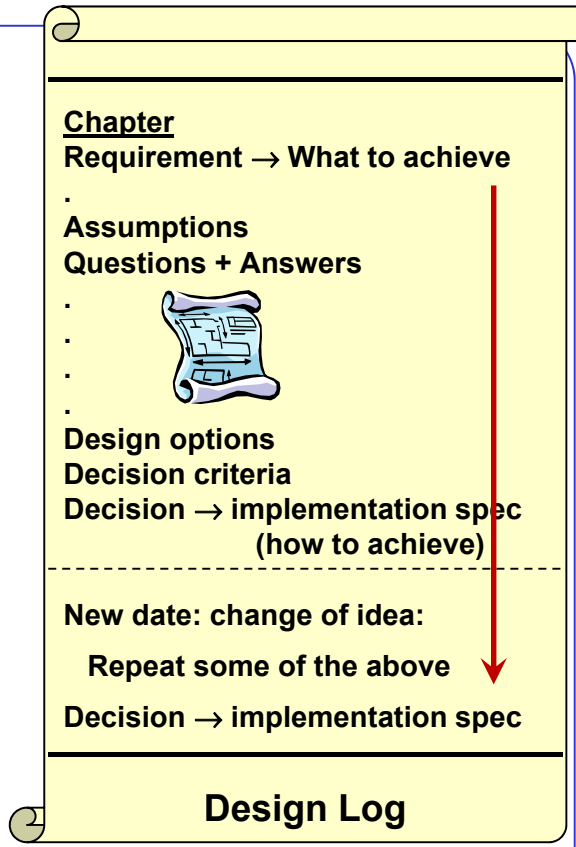
→ The shorter the feedback-loop the better we learn to prevent

Design log

- Design
- Review
- Code
- Review

Iterate as needed

- Test (no questions, no issues)
- If issue in test: no Band-Aid: start all over again:
  Review: What's wrong with the design ?
- Reconstruct the design (if the design description is lacking)
- QA to review the DesignLog for more efficiently helping the developers: Ask "Can we see the DesignLog?"



Root Cause Analysis

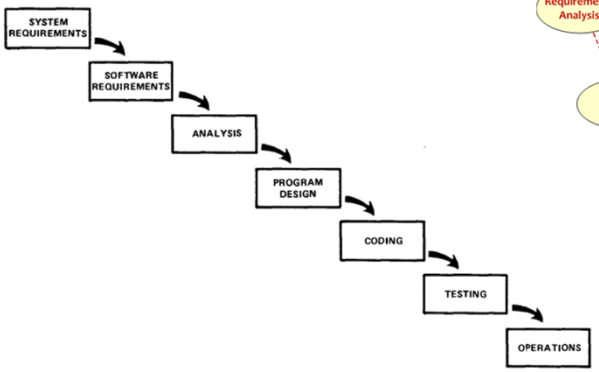
- **Is Root Cause Analysis routinely performed ?**
- **What is the Root Cause of a defect ?**

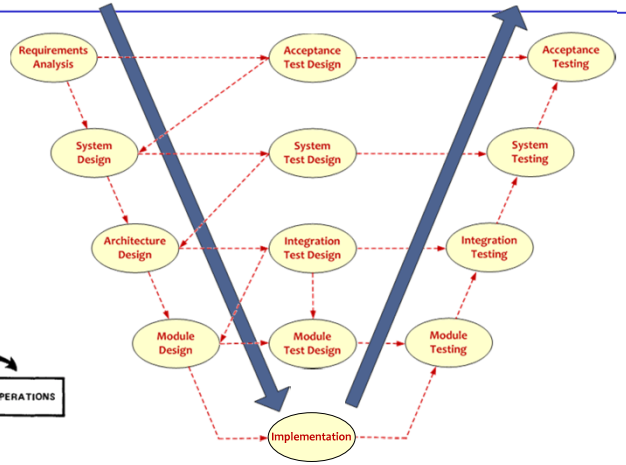
- **Cause:**
  The error that caused the defect

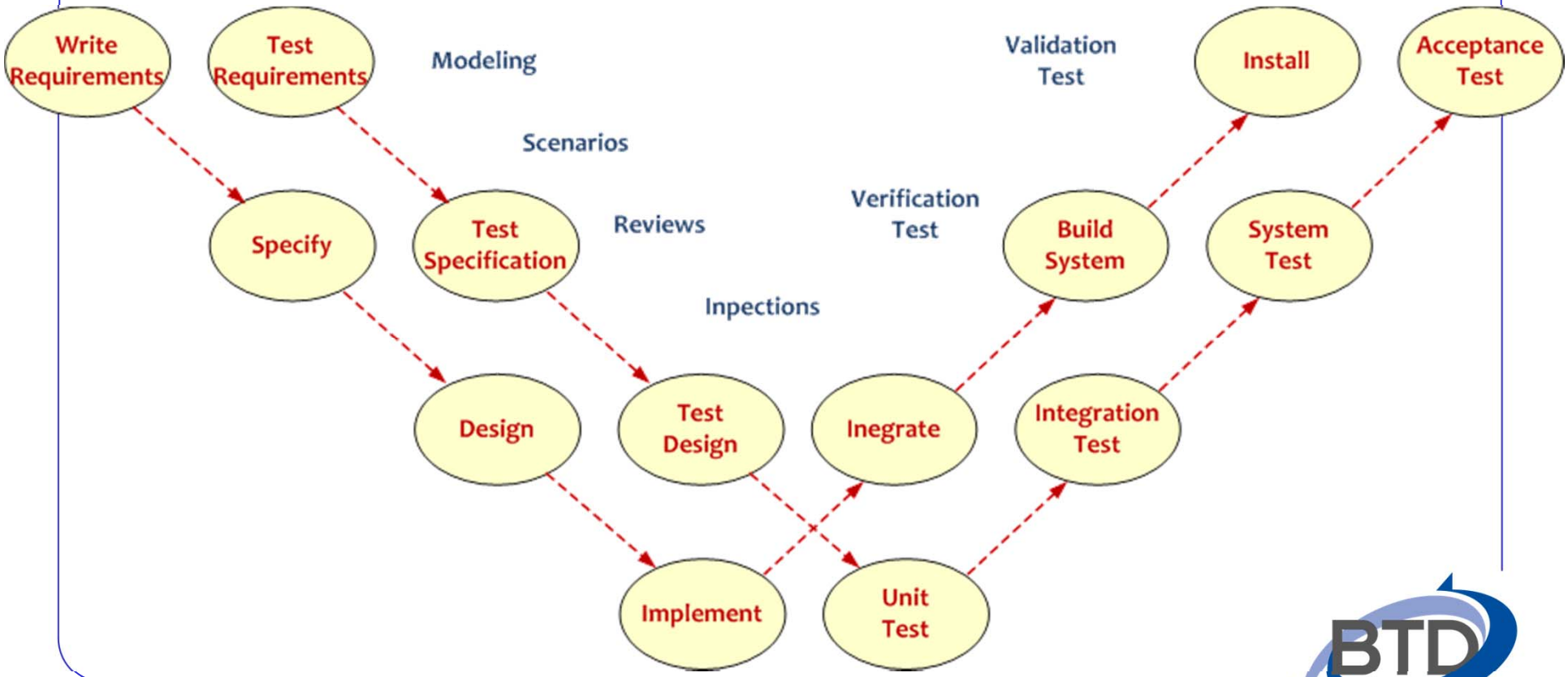
- **Root Cause:**
  What *caused us* to make the error that caused the defect

- **Without proper RCA, we're *doomed to repeat the same errors***

W-model







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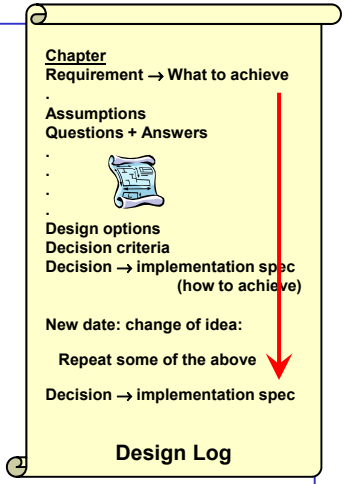
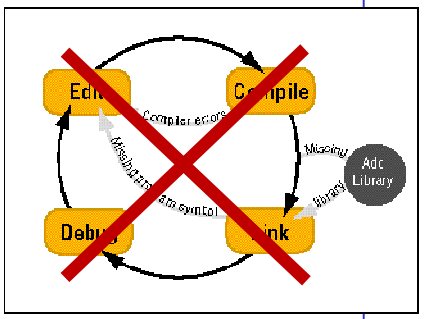
In the pub





James:

Niels, this is Susan

Susan, this is Niels, who taught me about DesignLogging

Tell what happened

Susan:

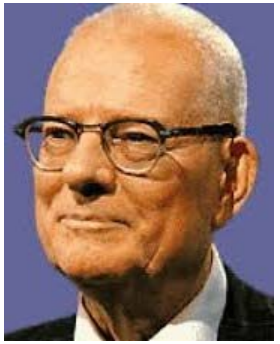
- *We had only 1.5 week to finish some software*
- *We were working hard, coding, testing, coding, testing*
- *James said we should stop coding and go back to the design*
- *"We don't have time!" - "We've only 7 days!"*
- *James insisted*
- *We designed, found the problem, corrected it, cleaned up the mess*
- *Done in less than 7 days*
- *Thank you!*

We're QA: What has this to do with us ?

- How does QA fit in ?
- What is the goal of QA in a software development project ?
- Who's our customer ?
- Do we still have a job when development produces no defects ?

Who is the (main) customer of Testing and QA ?

- **Deming:**
  - Quality comes not from testing, but from *improvement of the development process*
  - Testing does *not* improve quality, nor guarantee quality
  - It's too late
  - The quality, good or bad, is already in the product
  - You cannot test quality into a product
- **Who is the main customer of Testing and QA ?**
- **What do we have to deliver to these customers ?**
  What are they *waiting for* ?
- **Testers and QA are *consultants* to development**
- **Testing and QA *shouldn't delay* the delivery - How ?**



Deming
(1900-1993)

Do we deliver Zero Defect products ?

Better quality costs less

- How many defects do you think are acceptable ?
- Do the requirements specify a certain number of defects ?
- Do you check that the required number has been produced ?

In your projects

- How much time is spent putting defects in ?
- How much time is spent trying to find and fix them ?
- Do you sometimes get repeated issues ?
- How much time is spent on defect prevention ?
- Could you use “No Questions – No Issues” ?

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Try it !

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