



# Test Management Part 2

## People Management

# Objective

---



## **Objective**

Apply best  
practices for  
maximizing test  
team  
performance

# Sources of Leverage for Improving Software Development



# Make Effective Use of Your People



| One of the most significant factors of a project's success is the ability, experience and motivation of its people

| Software test leader must do everything possible to maximize individual and team effectiveness

# Responsibilities of System Test Lead



- | **Negotiate with project management on schedule and resources**

- | **Negotiate with development team on entry criteria**

- | **Establish priorities for test team**

- | **Manage team**

# Basic Management Skills



| Leadership

| Communication

| Delegation

| Negotiation

| Motivation

| Problem solving

# Motivation



**What factors motivate software testers?**

# Motivation Guidelines for Leaders



**| Learn what your team's needs, goals and motives are**

**| Provide a work environment and task structure which fulfills people's needs**

**| Implement a fair reward system**

– Recognition, technical advancement, increased technical knowledge and responsibility are important factors as well as salary

**| If goals, plans, requirements and expectations are clearly communicated and understood by the team, the team members will be motivated to perform**



# Key Motivators for Software Testers



## | Pride in work

- Testers who take pride in their work have increased job satisfaction and higher quality
- Test lead must ensure that testers are “proud” of their work
- Test lead must ensure testers can accomplish their tasks

# Key Motivators for Software Testers



## | Pride in accomplishment

- Early success increases motivation
- Project activities should be structured to create early “accomplishments”

## | Pride in contribution

- There is a strong human desire to contribute
- Recognition of the importance of each tester’s contribution is critical

# Pair Testing



- | Involves 2 testers exploring system input space for tests to execute

- | Analogous to pair programming in extreme programming

- | Forces communication and classification of testing strategies

- | Advantages and disadvantages

# Team Development



| It is important to improve the knowledge and skills of all team members

| Strategies for team development include:

- Training
- Job rotation
- Mentoring
- Reviews, appraisals and feedback

# Importance of Teamwork



| **A successful project requires skilled individuals who work effectively together as a team**

| **Team success is driven by the clear communication of project goals**

- The team must understand what it is trying to accomplish
- Individual team members must understand how they contribute to the team's goal

# Characteristics of Good Teams

(derived from Paulish, “Architecture – Centric Software Project Management”)



| When a team member is struggling, others automatically help out

| Team interactions are “comfortable”

| Conflict is quickly resolved

| Team member’s know each other well and can anticipate reactions to proposed ideas

| Team members are committed to the project

# Characteristics of Good Teams (cont'd)



- | Team members use “we” rather than “I” in discussing accomplishments and problems

- | Team leader is viewed more as a “coach” than a “dictator”

- | Team members understand their roles and responsibilities

- | Team takes pride in its work

- | Team learns from its mistakes

- | team believes that it will be successful

# Summary

