

Introduction
Tools
Examples

Feedback and its importance in delivering high quality software.

CAST 2015

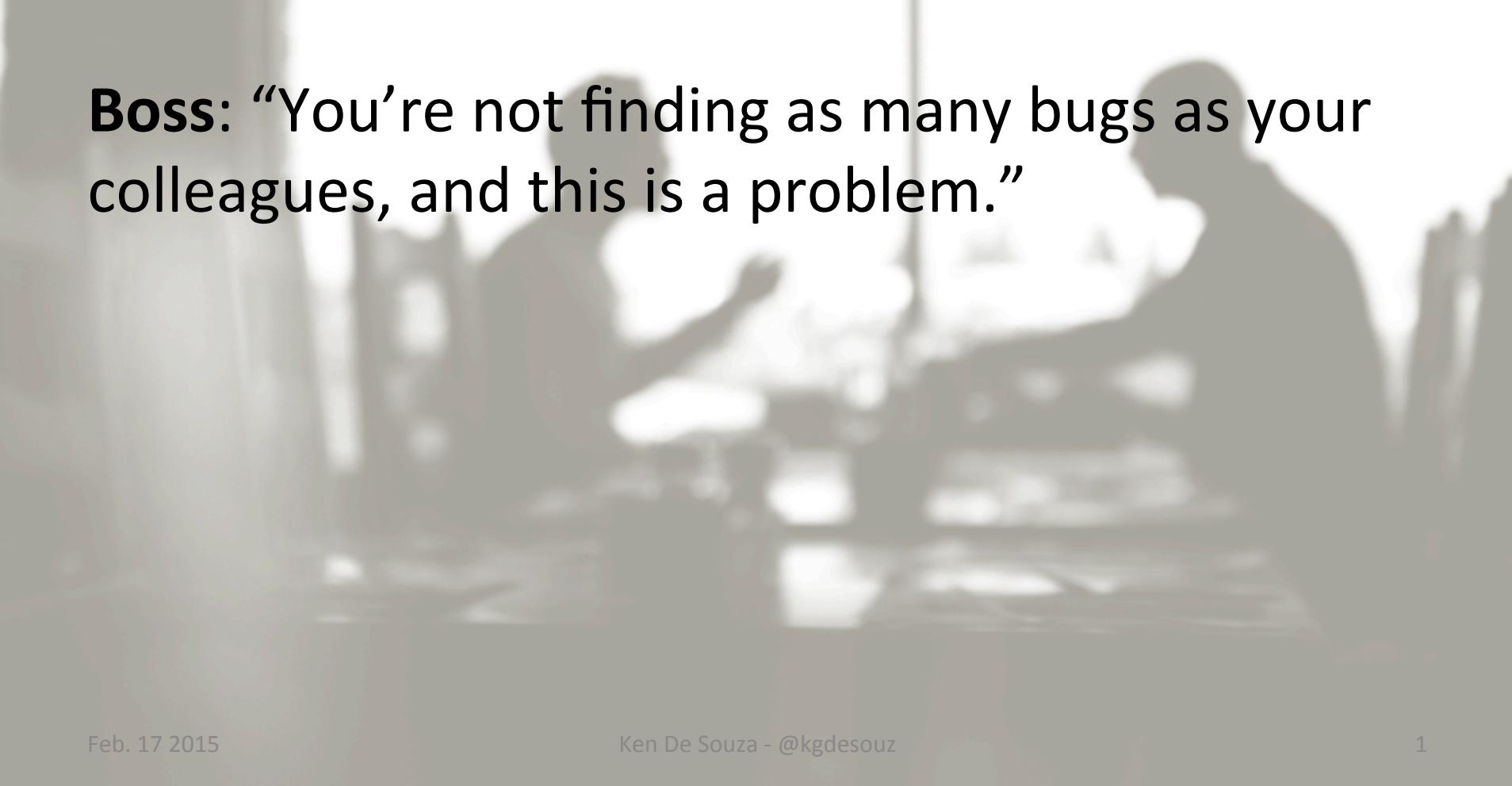
Ken De Souza

V4.2

Aug 2015

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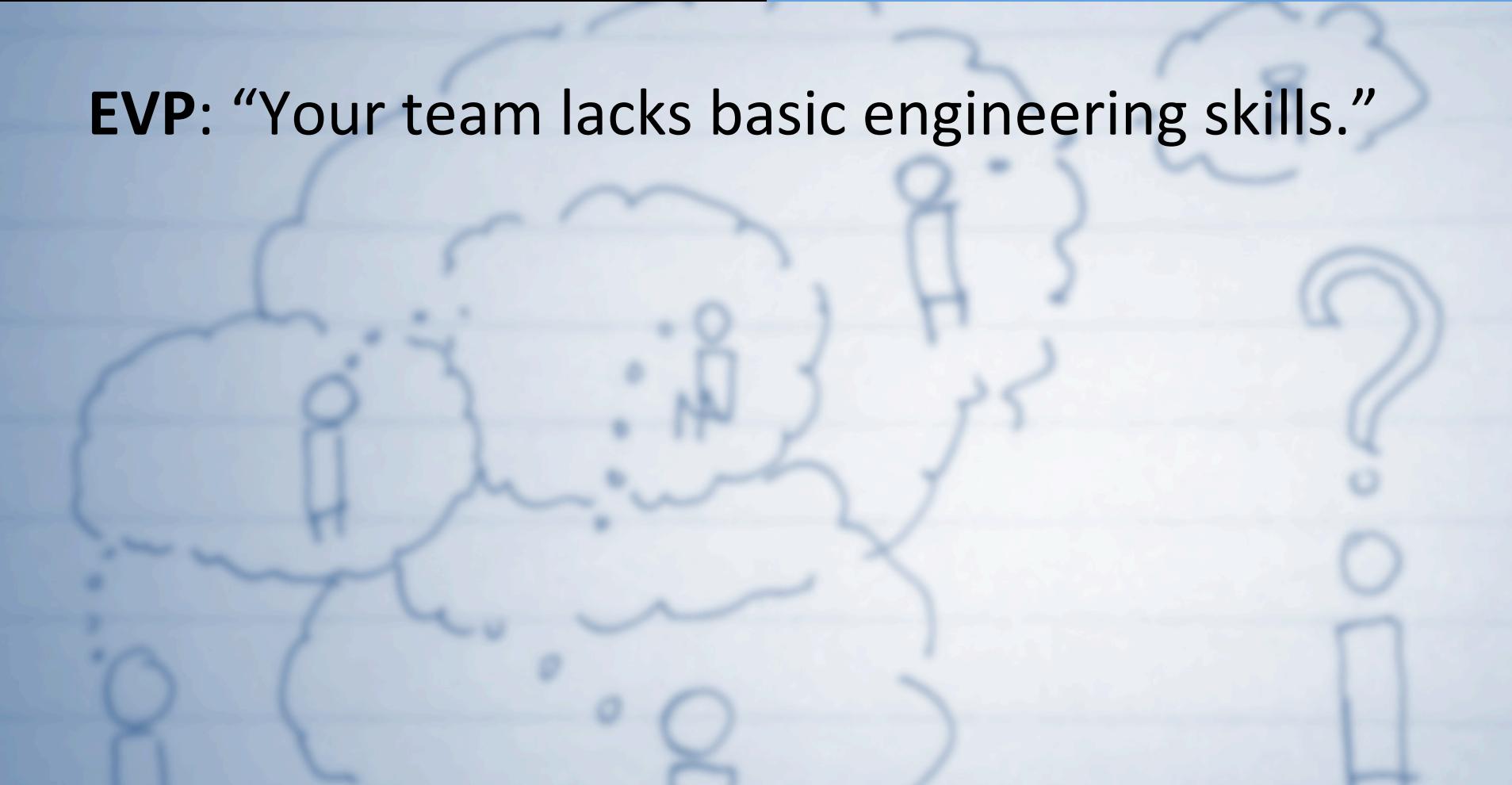


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Boss: “You’re not finding as many bugs as your colleagues, and this is a problem.”

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EVP: “Your team lacks basic engineering skills.”



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Examples

- Introduction
 - Why is this important to you?
 - Giving and taking feedback well
- Tools
 - Two Mindsets
 - Learning Room vs. Testing Room
 - Johari Window
 - “Sort towards coaching”
 - Critical Thinking
 - Situational Awareness
 - Systems thinking
- Examples of Giving and Taking Feedback
 - Using the tools in real life examples



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Examples

- Take any feedback
 - Turning negative feedback into positive constructive feedback
- Giving better feedback

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Examples

- Why is this important to you?
 - Feedback is part of everyone's life
 - Getting feedback from co-workers
 - Lean Software Development values

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Goals of Lean Software Development

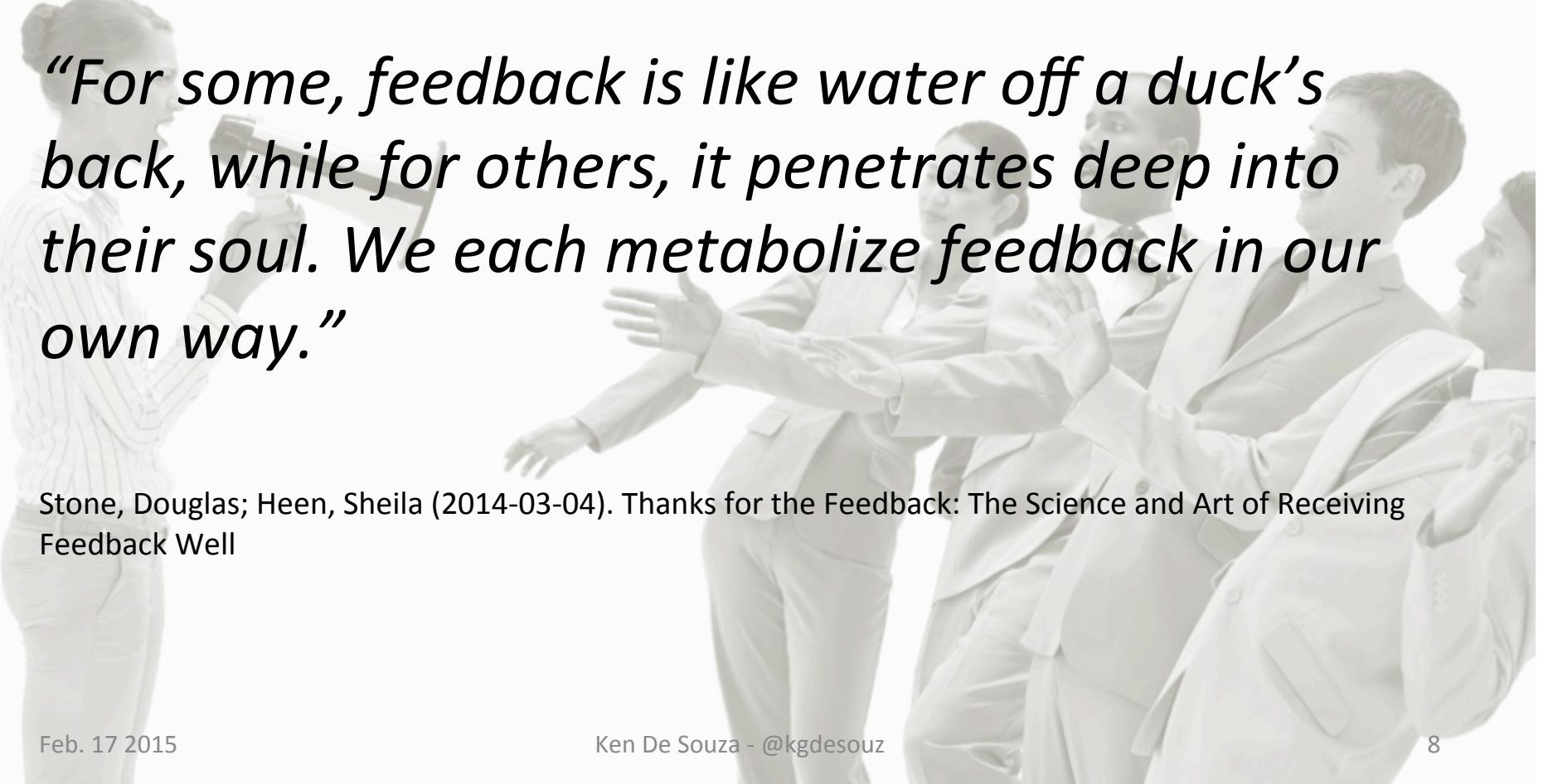
1. Communication
2. Simplicity
3. Feedback
4. Courage
5. Respect

- Why is this important to you?
 - QA is feedback
 - Developers – heart and soul into the project
 - Testers – reviewing their test cases, result, metrics
 - Management – providing metrics and the state of the product

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“For some, feedback is like water off a duck’s back, while for others, it penetrates deep into their soul. We each metabolize feedback in our own way.”

Stone, Douglas; Heen, Sheila (2014-03-04). Thanks for the Feedback: The Science and Art of Receiving Feedback Well

**HEY, IF YOU COULD NOT SUCK AT
YOUR JOB,**

**THAT WOULD BE
GREAT.**

MEMES & FUNNY IMAGE BY kgdesouz

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What is feedback?

Appreciation

Coaching

Evaluation

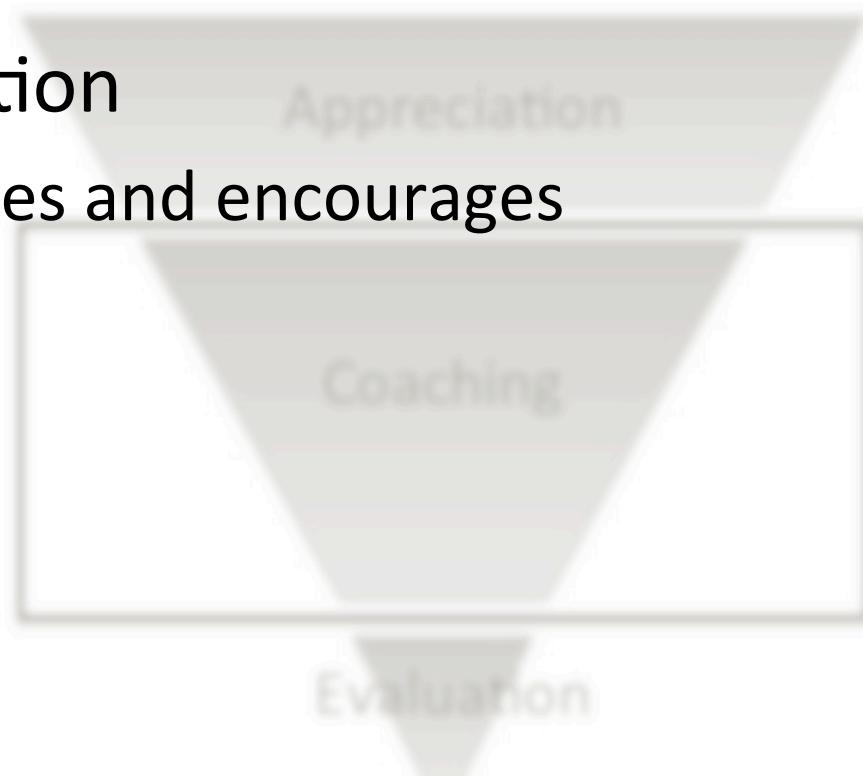
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What is feedback?

- **Appreciation**
 - Motivates and encourages



Stone, Douglas; Heen, Sheila (2014-03-04). Thanks for the Feedback: The Science and Art of Receiving Feedback Well

- Coaching
 - “...to help increase knowledge, skill, capability, growth or raise feelings in the relationship.”

Stone, Douglas; Heen, Sheila (2014-03-04). Thanks for the Feedback: The Science and Art of Receiving Feedback Well

- Two kinds of coaching
 - Need for knowledge and skills in order to build capabilities
 - Prompting to change something in a relationship
 - The giver wants the situation to change
 - ... in fact, they want **YOU** to change

Stone, Douglas; Heen, Sheila (2014-03-04). Thanks for the Feedback: The Science and Art of Receiving Feedback Well

- Evaluation
 - Tells you where you stand
 - Aligns expectations
 - Informs decision making

Stone, Douglas; Heen, Sheila (2014-03-04). Thanks for the Feedback: The Science and Art of Receiving Feedback Well

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What is feedback?

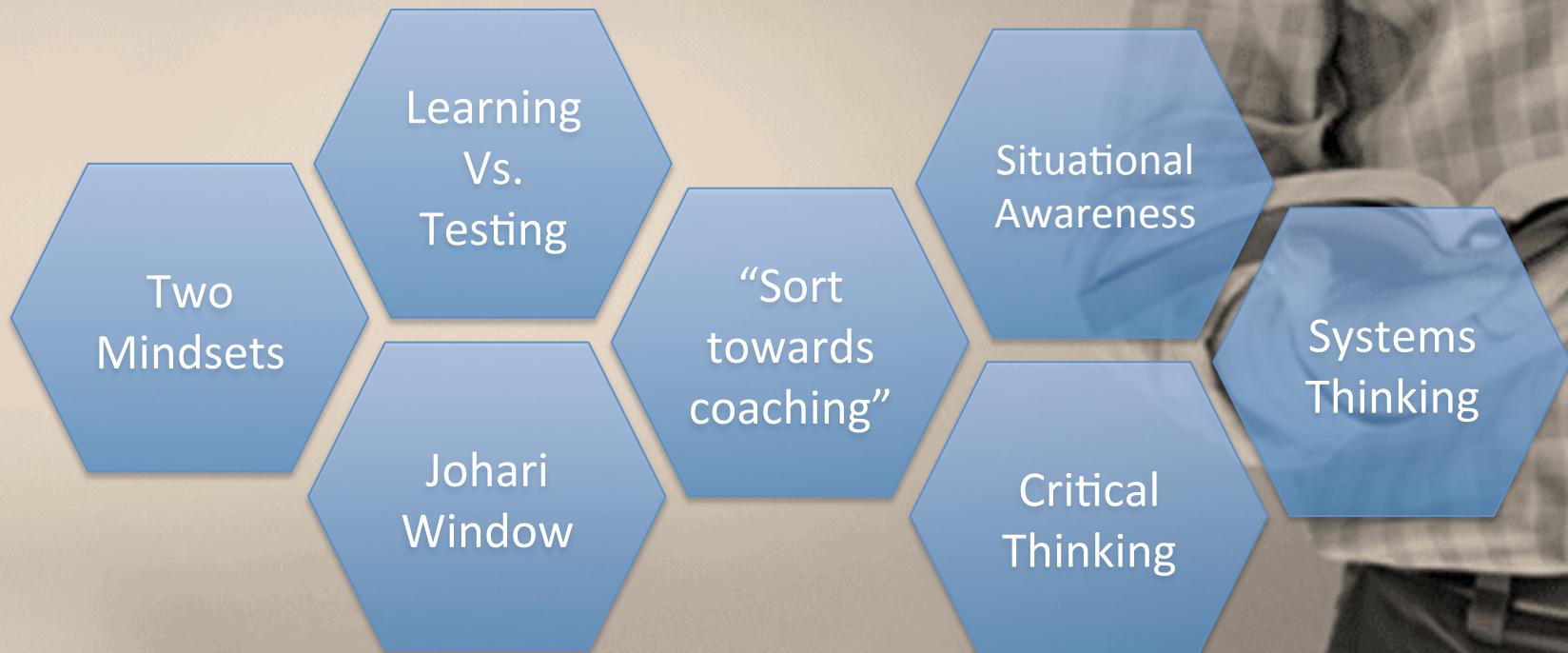
- I have given feedback where
 - Coaching was given but..
 - The receiver heard it as an evaluation
- Tools to help you turn that around
 - Make everyone hear it as coaching



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Two mindsets

Tools

TWO MINDSETS

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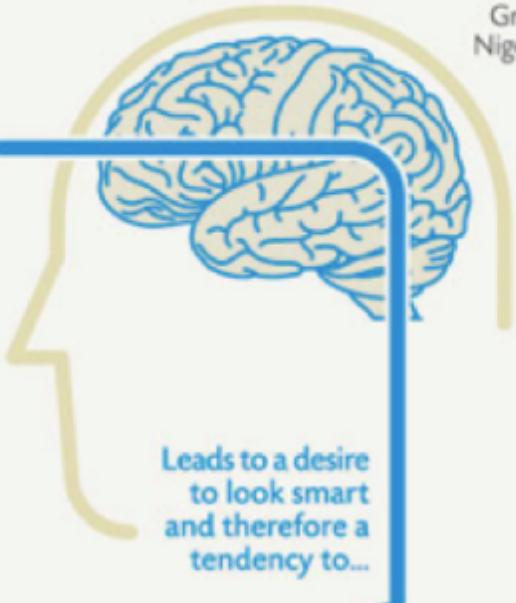
Two mindsets

TWO MINDSETS

CAROL S. DWECK, Ph.D.

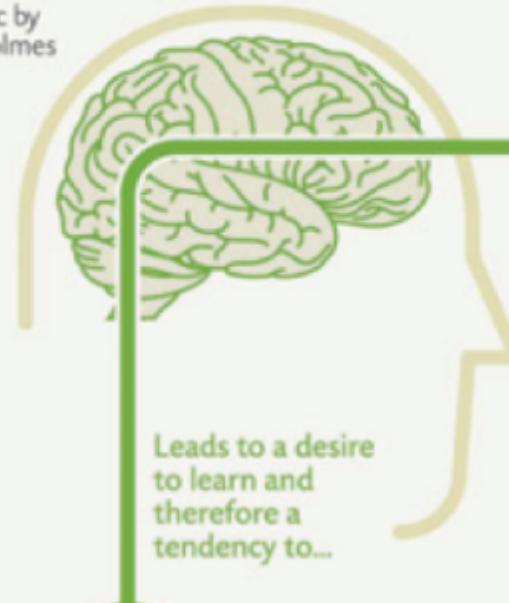
Graphic by
Nigel Holmes

Fixed Mindset
Intelligence is static



Leads to a desire
to look smart
and therefore a
tendency to...

Growth Mindset
Intelligence can be developed



Leads to a desire
to learn and
therefore a
tendency to...

Mindset: The New Psychology of Success by Carol Dweck (Author)

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Two mindsets

TWO MINDSETS

CAROL S. DODD, PH.D.

- In a fixed mindset, failures define you.
- In a growth mindset, failures are temporary setbacks.

<http://sivers.org/mindset>

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Two mindsets

TWO MINDSETS

CAROL S. DODD, PH.D.

- In a fixed mindset, it's all about the outcome.
If you fail, you think all effort was wasted.
- In a growth mindset, it's all about the process,
so the outcome hardly matters.

<http://sivers.org/mindset>

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Two mindsets

TWO MINDSETS

CAROL S. DWECK, PH.D.

- In a fixed mindset, you want to hide your flaws so you're not judged or labeled a failure.
- In a growth mindset, your flaws are just a TO-DO list of things to improve.

<http://sivers.org/mindset>

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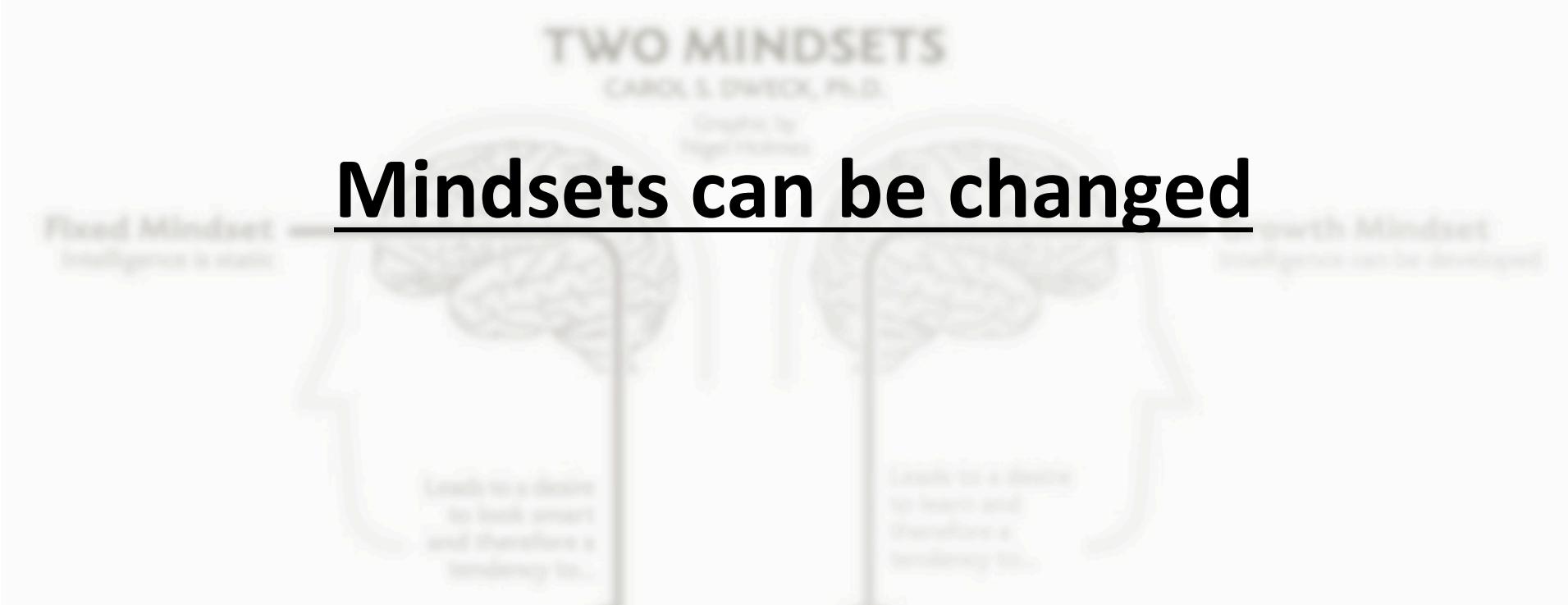
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Two mindsets

Mindsets can be changed



<http://sivers.org/mindset>

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Learning vs. Testing

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LEARNING VS. TESTING

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Learning vs. Testing



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Learning vs. Testing



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Learning vs. Testing

“Testing Room” :

- Not getting trapped in the "room"
- Change your mindset

Stone, Douglas; Heen, Sheila (2014-03-04). Thanks for the Feedback: The Science and Art of Receiving Feedback Well

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Learning vs. Testing

“Learning Room” :

“It’s as if the growth-mindset kids were doing the puzzles in a room called the “Learning Room,” and the fixed-mindset kids were doing the puzzles in a room called the “Testing Room.” Which room would you rather live your life in?”

Stone, Douglas; Heen, Sheila (2014-03-04). Thanks for the Feedback: The Science and Art of Receiving Feedback Well



The key is to be in the Learning Room

- Easier to have tough conversations
- Fail fast, learn from failure

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Johari Window

Tools

JOHARI WINDOW

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Johari Window

- Tools for uncovering knowledge gaps between people
 - Uncover gaps in communication



Known By Self

Unknown By Self

Known
By Others

1. Shared

Feedback
removes
gaps

2. Blind

Unknown
By Others

3. Hidden

Feedback
removes
gaps

4. Unknown

Feedback

Feedback

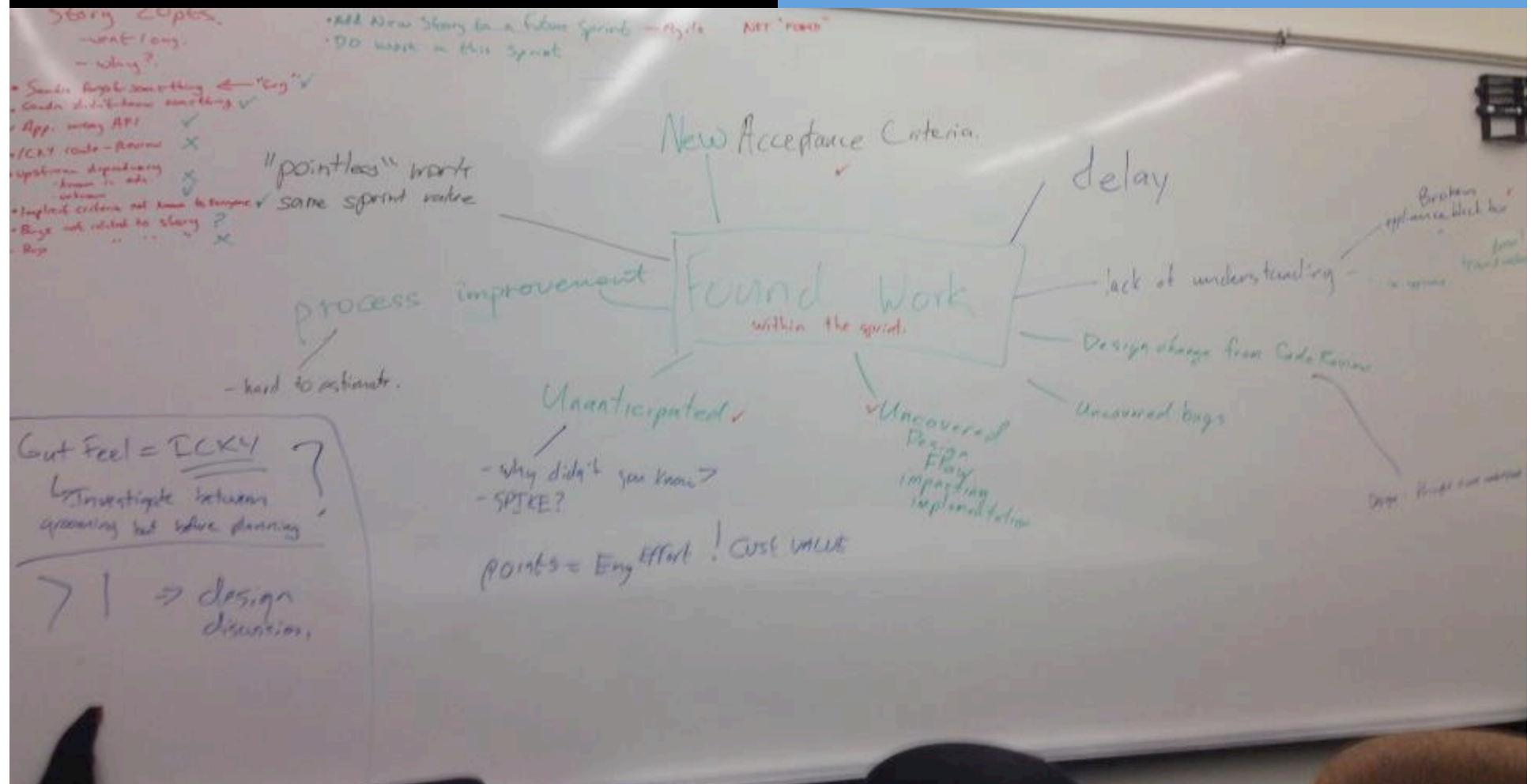
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Johari Window



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Johari Window

- Feedback Taken
 - I went from blind to shared
 - This was feedback given by the whole team
- Good for QA
 - Uncover gaps in communication

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Critical Thinking

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CRITICAL THINKING



- Goal of critical thinking

- Truth
- Context
- Assumptions
- Alternatives

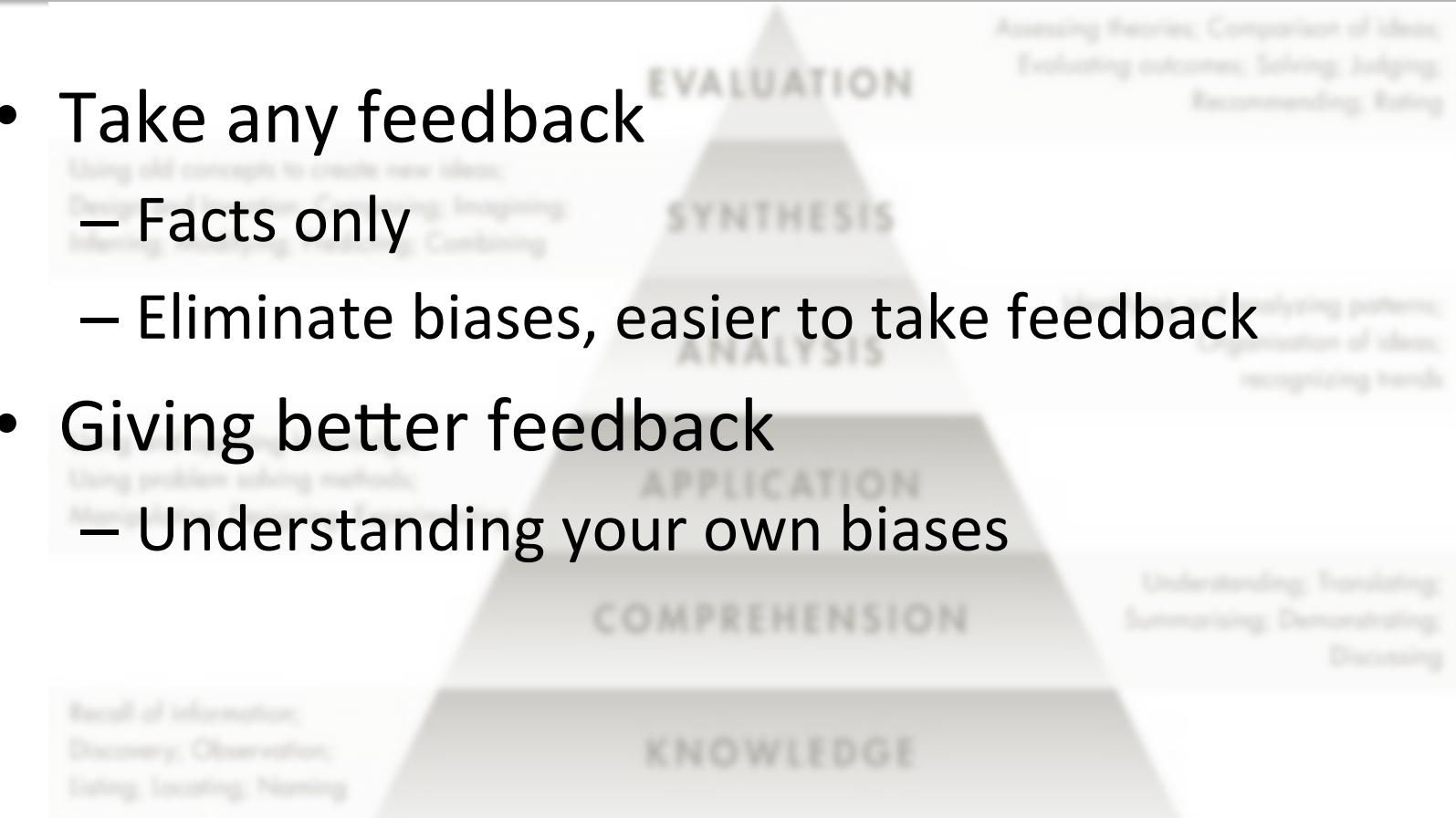
- Eliminate Biases



<http://ctb.ku.edu/en/table-of-contents/analyze/analyze-community-problems-and-solutions/think-critically/main>

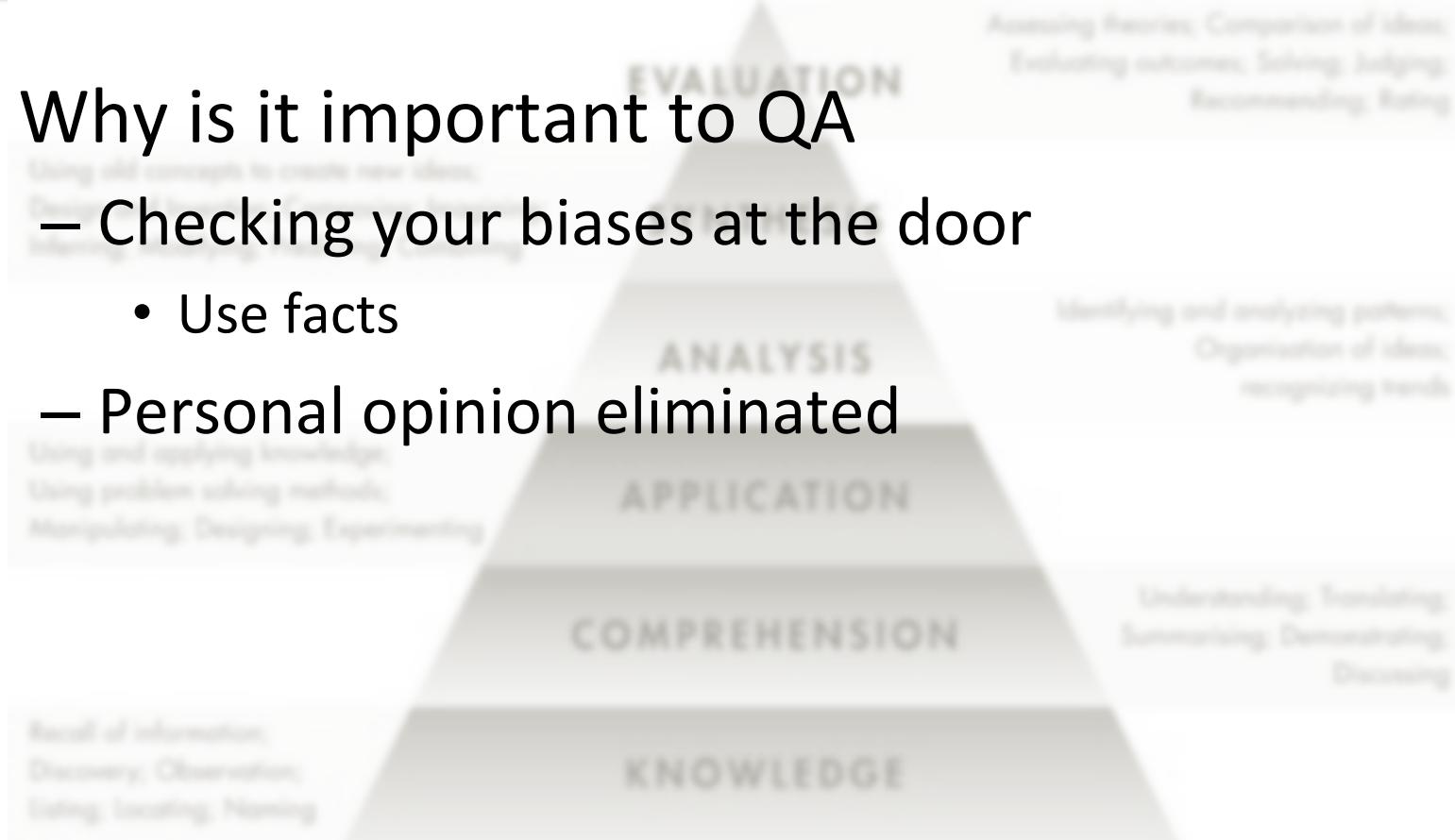


- Take any feedback
 - Facts only
 - Eliminate biases, easier to take feedback
- Giving better feedback
 - Understanding your own biases





- Why is it important to QA
 - Checking your biases at the door
 - Use facts
 - Personal opinion eliminated



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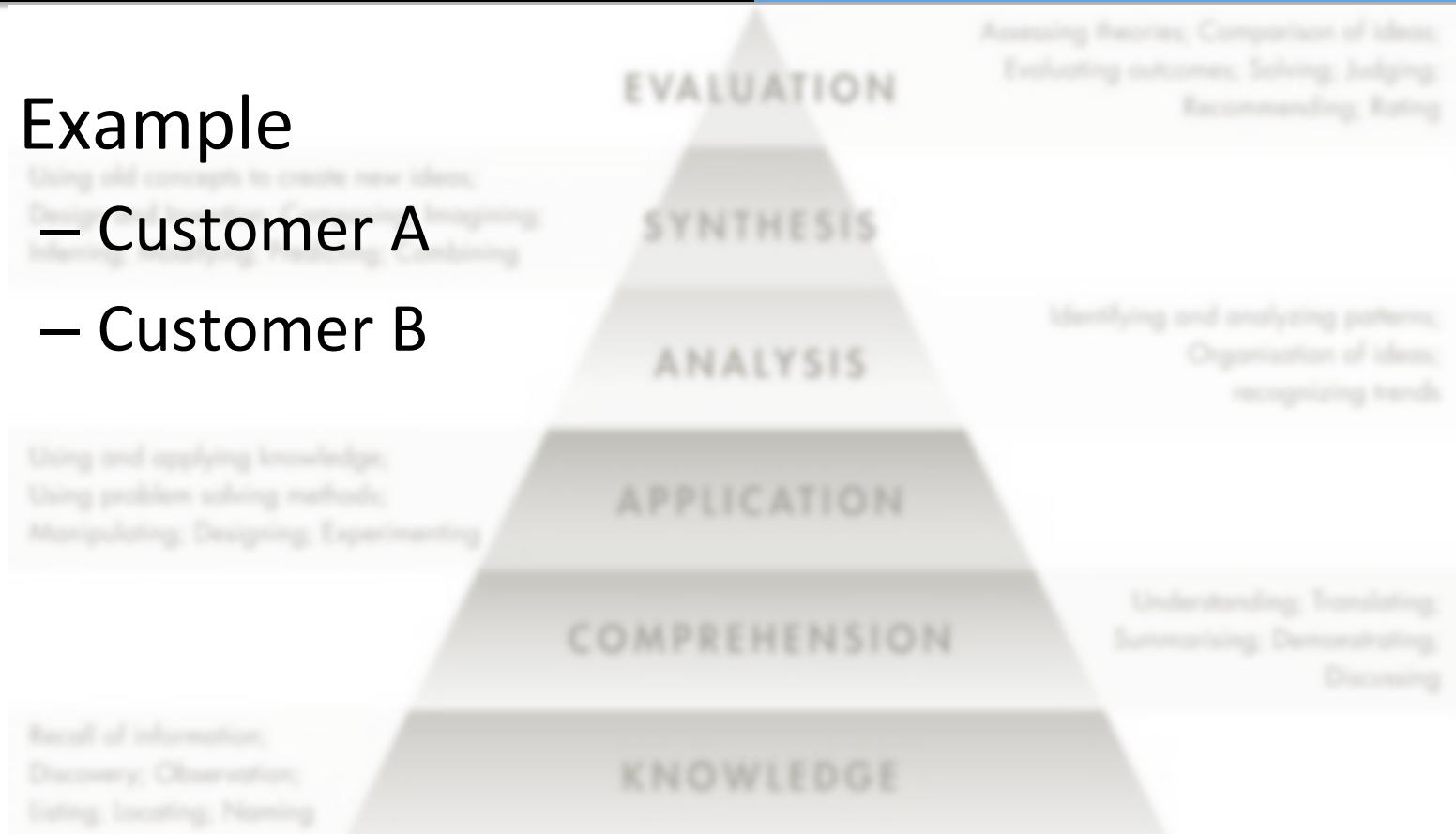
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Examples

Critical Thinking

- Example

- Customer A
- Customer B



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Critical Thinking



CRITICAL THINKING makeameme.org

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Situational Awareness

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SITUATIONAL AWARENESS

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Situational Awareness



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Sort towards coaching

Tools

SORT TOWARDS COACHING

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Sort towards coaching





- Sort towards coaching
 - Think of feedback you've received in the past several months, big or small.
 - Was it an evaluation?
 - If so, was it negative feedback?
 - Try to hear feedback as coaching (not as evaluation)



- Take any feedback
 - Unpack into actionable items
 - Make sure in the right mindset
- Giving better feedback
 - Are they in the right room? Are you?
 - Can you help them hear the coaching as coaching?

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Sort towards coaching

- Why is it important to QA
 - negative feedback into positive constructive feedback

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Systems Thinking

Tools

SYSTEMS THINKING



- “A ‘system’ is a set of interacting or interdependent components that forms a complex whole ... ”
- *Each of us sees only part of the problem*
- *Each of us is part of the problem*

Stone, Douglas; Heen, Sheila (2014-03-04). Thanks for the Feedback: The Science and Art of Receiving Feedback Well

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Systems Thinking

To understand the feedback you get, take three steps back



One Step Back: You + Me intersections.

- Are differences between us creating the friction?



Two Steps Back: Role clashes.

- Is this partly a result of the roles we play in the organization?



Three Steps Back: Big picture.

- Are processes, policies, physical environment, or other players reinforcing the problem?



Take any feedback - Looking at systems: Reduces judgment

- You can reduce the judgment you might have on other people



Take any feedback - Looking at systems: Enhances accountability

- Owning the fact that you are part of the problem



Take any feedback - Looking at systems:

Uncover root cause

- You might be able to see it from other perspectives
- Empathy



- **Why important to QA:**
 - Looking at the system you work in. Are there specific people causing you friction?
 - How do the players around you affect the way to get and receive feedback
 - Are there role clashes with executives, developers or other testers?

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Taking and Giving Feedback

EXAMPLES

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- Examples of taking any feedback
- Examples of giving better feedback

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Examples

Example

STORY 1

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Story 1

Boss: “You’re not finding as many bugs as your colleagues.”

Ken: “What?”

Boss: “I don’t know how to help you.”

Ken: </head spin>



Sort through coaching

- I unpacked the feedback into actionable items
- I decided not to take it as an evaluation, but as a coaching opportunity

Tools

Sort towards coaching

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Story 2

Example

STORY 2

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Examples

Story 2

EVP: “This team lacks basic engineering skills.”

Ken: “What?”

EVP: “I don’t know how to help you.”

Ken: </head spin>

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- One Step Back: You + Me intersections.
- Two Steps Back: Role clashes.
- Three Steps Back: Big picture.

Tools

Systems thinking

Sort through coaching

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- Unpacked the feedback into actionable items

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Systems thinking

Sort through coaching

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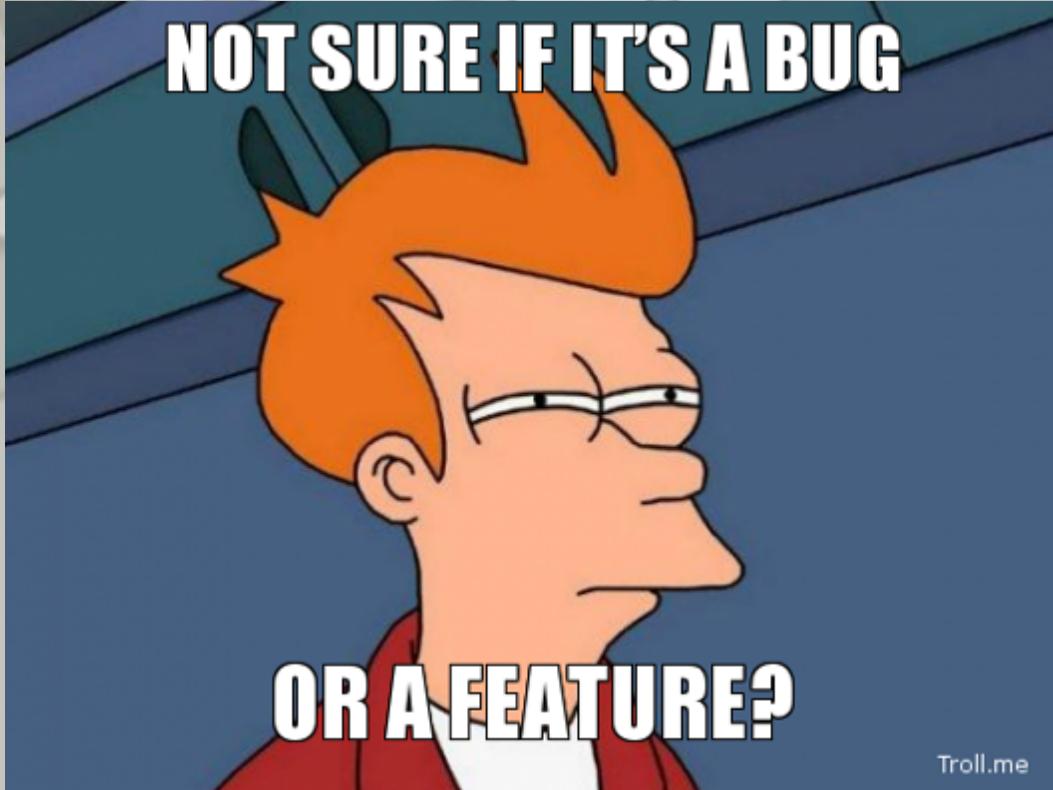
Example

TALKING WITH DEVELOPERS

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Giving feedback

- Creating effective bug reports
- Taking feedback
- Recognizing labels

Tools

Sort through coaching
Rooms/Mindset

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Example

TALKING WITH MANAGEMENT

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Wiki.wat.exinda.com/pages/viewpage.action?pageId=94011890

exinda Spaces People Create

Pages / Ken DeSouza's Home

CMS Deux 0.5 Release (Last Updated - June 19)

1 Added by Ken DeSouza, last edited by Ken DeSouza on Jun 19, 2014 (View change)

Areas that have been tested
excludes effort, testing coverage and areas that have 0 testing

The pie chart illustrates the distribution of testing time across different features:

- Create policy template (Blue)
- Create network object - Local (Green)
- Create network object (Red)
- Restore preview functionality (Cyan)
- Automation (Grey)
- Create virtual or based on network (Magenta)

Bugs found (cumulative) including Find-Fix (cumulative)

The graph tracks the cumulative count of bugs found and fixed from April 14 to June 05, 2014.

Date	Bugs Found	Fixes Made
04/14	10	5
04/21	25	10
04/28	40	15
05/05	55	25
05/12	70	30
05/19	85	40
05/26	100	50
06/02	115	60
06/05	130	70

Testing time breakdown

This pie chart provides a detailed breakdown of the total testing time:

- Bug (Red)
- Automation (Blue)
- UI (Green)
- Performance (Yellow)



Giving feedback to executives

- Important to recognize blind spots
- Metrics are biased, need to learn to communicate that
- Discussions should be using the “growth” mindset

Tools: Rooms, Growth Mindset, Johari

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TALKING WITH TESTERS

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A screenshot of a computer screen showing a terminal window with a session log. The terminal window has a blue header bar with icons and a title bar showing four tabs: et-kds-140421-b.ses, et-kds-140415-b.ses (which is the active tab), et-kds-140421-c.ses, and et-kds-140423-a.ses. The main area of the terminal shows a session log with numbered lines:

```
1 1 CHAPTER
2 -----
3 As a User, I want to be logged out when my session has timed out
4 #LTTD_AREA: Restore preview CMS functionality
5
6 #AREAS
7 BROWSER | Firefox 28
8 OS | Win 7 Pro SP1
9 SERVER | Demo
10 User Management | Session Timeout
11 Strategy | Claims Testing
          | Testing
```



Session reviews / test case review

- Use this as a coaching opportunity
- Try to be in the same room

Tools

Sort through coaching
Systems thinking
Critical thinking

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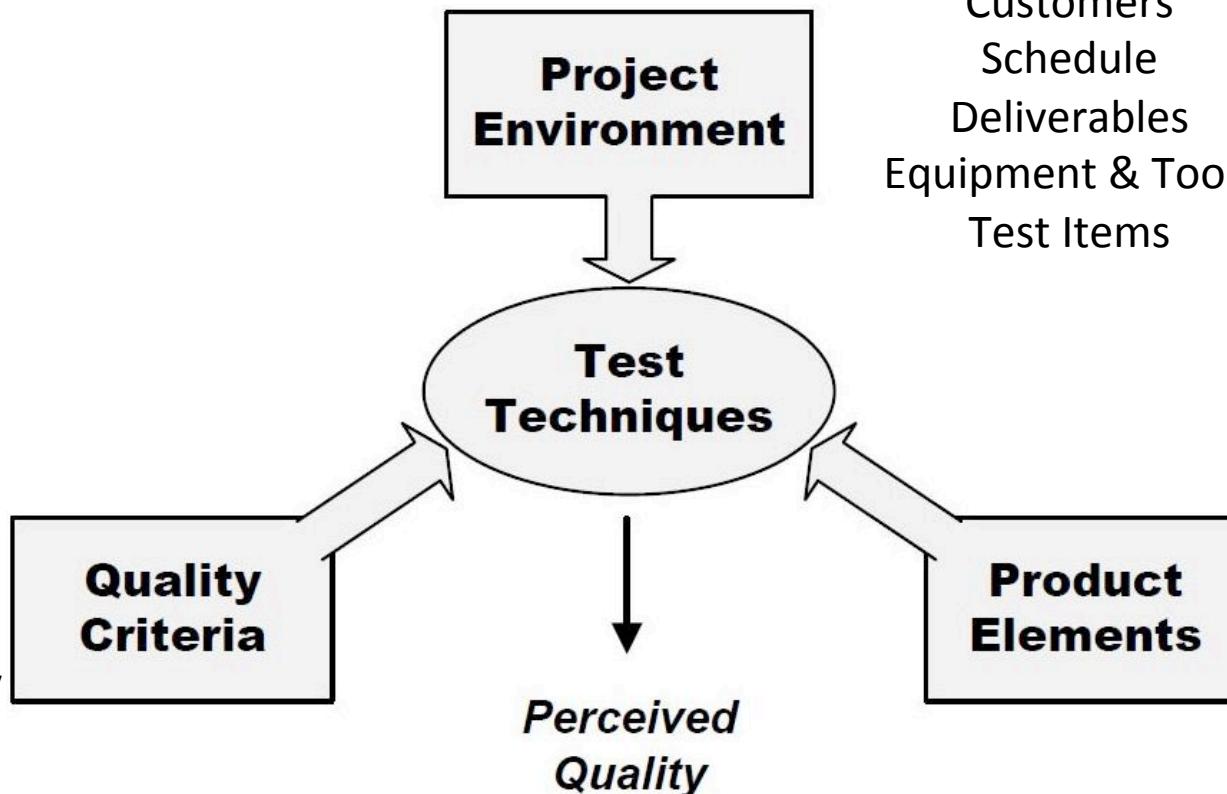
Example

WHAT DOES THIS MEAN FOR QUALITY?

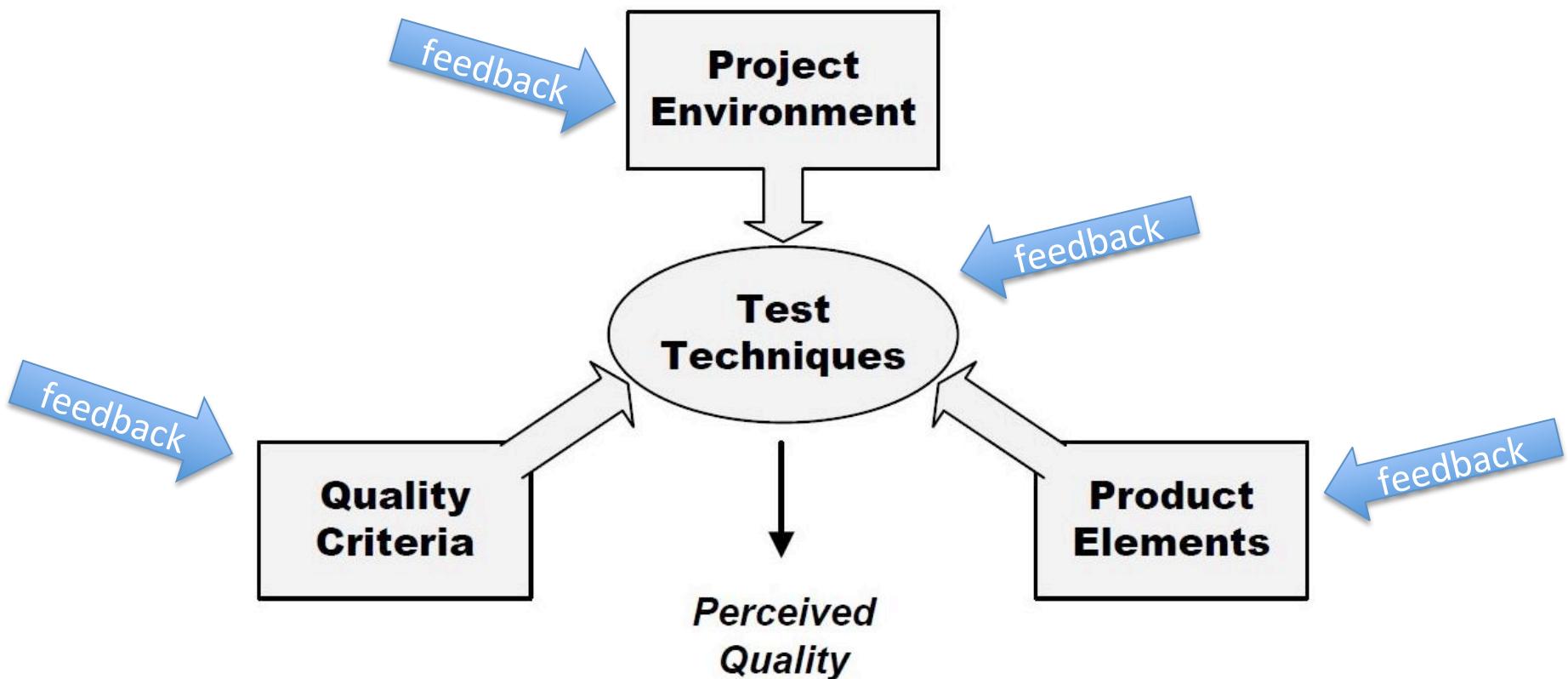
Capability
Functionality
Reliability
Usability
Security
Scalability
Performance
Compatibility
Supportability
Maintainability

Customers
Schedule
Deliverables
Equipment & Tools
Test Items

Structure
Functions
Data
Platform
Operations
Time



[HEURISTIC TEST STRATEGY MODEL \(satisfice-tsm-4p.pdf\)](http://www.satisfice.com/tools/htsm.pdf) <http://www.satisfice.com/tools/htsm.pdf>



[HEURISTIC TEST STRATEGY MODEL \(satisfice-tsm-4p.pdf\)](http://www.satisfice.com/tools/htsm.pdf) <http://www.satisfice.com/tools/htsm.pdf>

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Examples

- Tools and techniques can be used anywhere
 - Reduce blind spots
 - Reduce biases
 - Having the right mindset
 - Make sure you are in the right room

- Again, why does this matter for QA
 - You are part of a team that is trying to release software
 - If you are like me, you don't want to release bad software

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WARNINGS!

- Not all feedback is credible
- Feedback might feel unfair
- Feedback is a two way street
 - Think of the state of mind of the person who is getting the feedback

Safe environment

- Stating the types of feedback at a time when you're not planning on giving any feedback.
 - Find an opening.

Safe environment

- Explain the concepts here, what does that mean.
 - Start with rooms/mindset. Go from there.
- Depends on your culture.
 - Change your culture.

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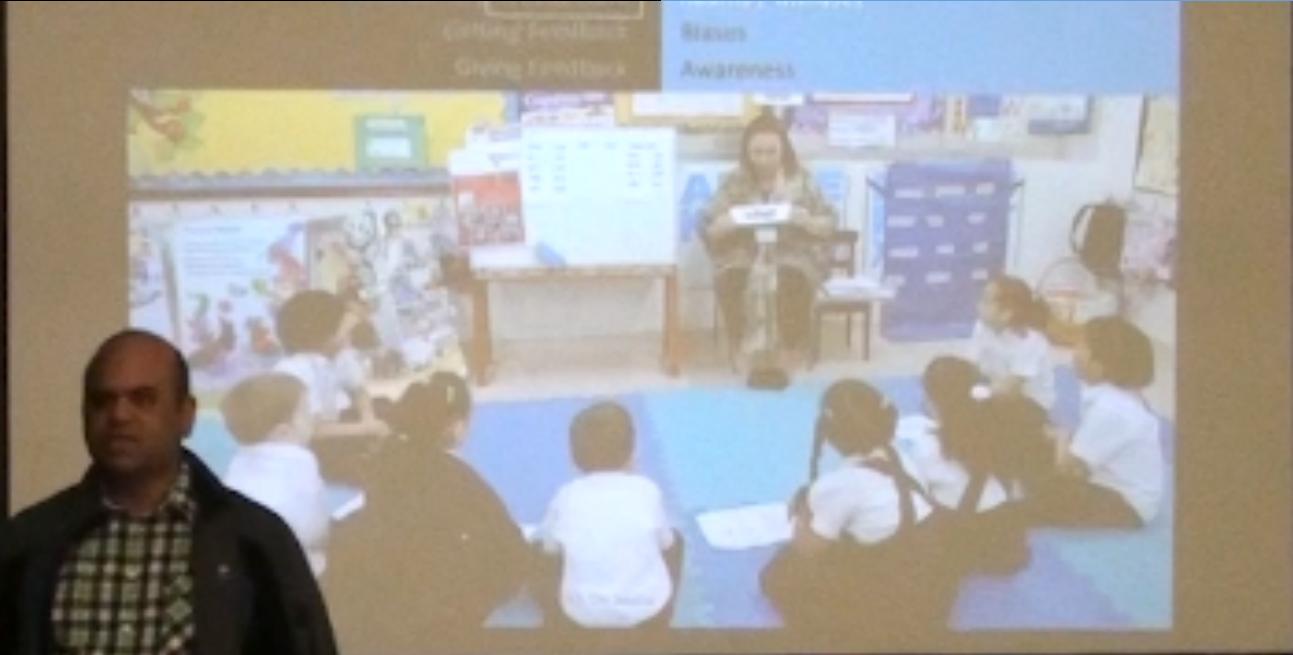
Tools

Examples

ONE MORE EXAMPLE & WRAP-UP

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- In front of the smartest people I have ever worked with

Tools

Two Mindsets

Two Rooms

Sort through coaching

Johari Window

Systems thinking

Critical thinking

Situational Awareness

- Why is this important to you?
 - Feedback is part of everyone's life
 - Getting feedback from co-workers
- Given you some tools to help you through this
 - Take any feedback well
 - Give better feedback

Copyrighted Material

THANKS FOR THE FEEDBACK

THE SCIENCE AND ART OF
RECEIVING FEEDBACK WELL

EVEN WHEN IT IS
OFF-BASE, UNFAIR,
POORLY DELIVERED,
AND FRANKLY, YOU'RE
NOT IN THE MOOD

SWITCH?
DS Says No

Douglas & Sheila
Stone Heen

of the Harvard Negotiation Project

co-authors of **DIFFICULT CONVERSATIONS**

MUCH
LARGER

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That's all..

THANKS!

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REFERENCES / BACKUP



- Other feedback systems (not discussed)
 - Navigate the conversation
 - Push vs. Pull
- Resources on Systems Thinking
 - [http://www.thwink.org/sustain/glossary/
SystemsThinking.htm](http://www.thwink.org/sustain/glossary/SystemsThinking.htm)