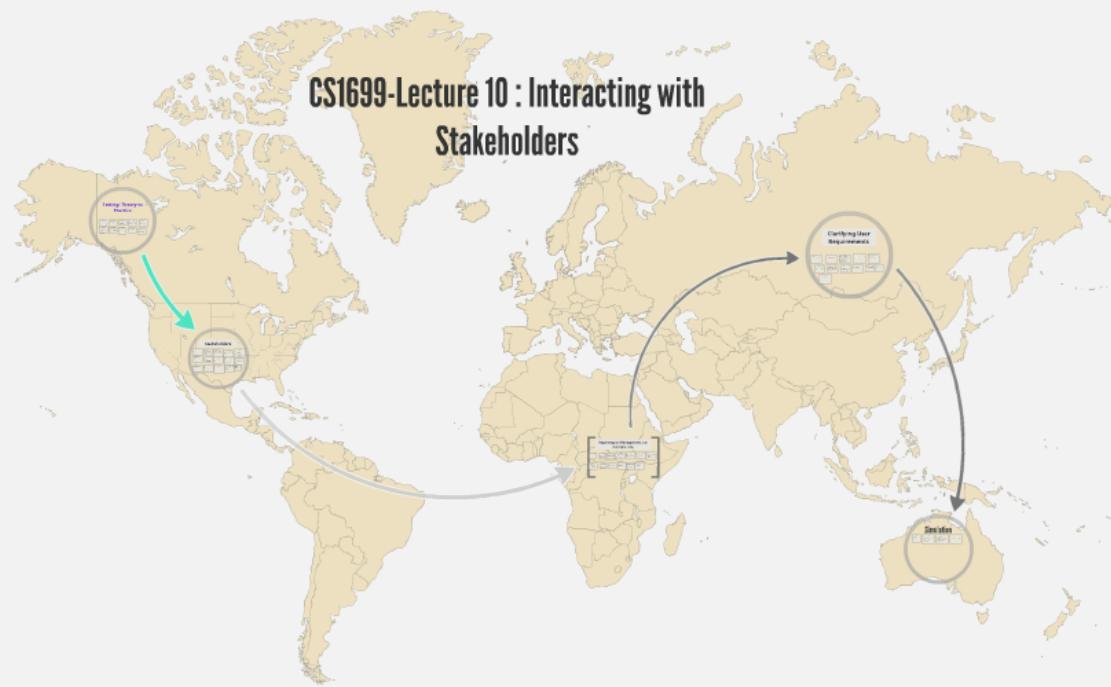
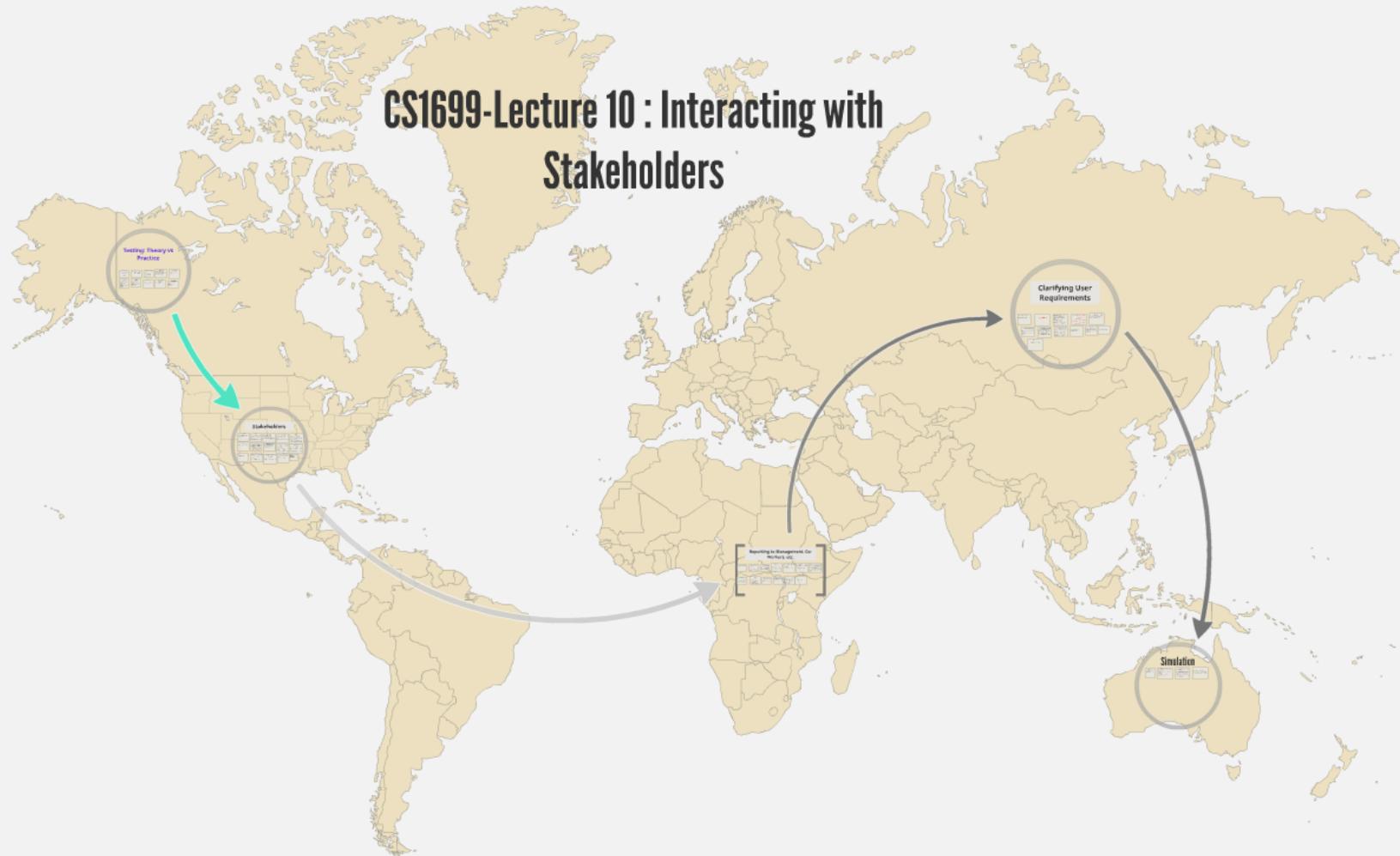


CS1699-Lecture 10 : Interacting with Stakeholders



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Testing: Theory vs Practice

Testing Theory

So far in this class, we stuck to the "hard science" part of testing as it relates to theory and boundary values in automated testing. Until today you will...

...theory.

...but there's more to life than theory.

"Marge, I agree with you... In theory. In theory, communism works. In theory." -Prof. Homer J. Simpson

The "Soft Sciences" Aspects of Testing

As a tester, you're often going to be called with requirements, management, and other stuff like that.

More than a developer, testers probably have to be prepared for conflict resolution with management.

More than a manager, you'll be discussing edge cases in requirements and project analysis.

More than an analyst, and often dealing with business or sales in their roles.

People Skills!

"I already told you: I deal with the 6** d*** customers so the engineers don't have to. I have people skills. I am good at dealing with people. Can't you understand that? What the f*** is wrong with you people?"

-Tom Smykowski, Office Space

People Skills!

Software development as a whole is much more social than regular developers think.

The best software in the world will not be successful if nobody knows about it.

Communication (of all forms) is essential to vital

People Skills!

Ensuring how to generally deal with people on a day-to-day basis is important, but you should also know:

1. To whom do I have to speak to get answers?
2. Who do I speak to about IT?
3. How do I give presentations to co-workers and upper management?
4. How do I work with other things with technical us non-technical people?
5. How do I speak back respectfully when someone asks me something they don't understand?
6. When, how, and why to use CVA, distribution lists

Meetings

If you're bound at a meeting, you probably should be there. You do, of course, be contributing or not out of your depth that you're constantly writing down acronyms to look up.

That being said, what is the appropriate way to contribute to a meeting? What kind of meetings is it important for you to attend and which ones could you possibly skip?

Meetings

Meetings have a bad rep, but they're really just short-term discussions.

Discussions about the product, which hopefully you care about, or discussions about developing the product, which you also hopefully care about.

People Skills!

No matter what field you end up in - testing or development, management, or even a non-technical field entirely, people skills will serve you well.

People skills are also something that can be learned.

In this lecture...

We are going to discuss:

1. Who and what stakeholders are, and how to interact with them
2. Reporting and communicating with co-workers, management, users, etc.
3. CVA, distribution lists, and requirements
4. Respectfully disagreeing and working together

Testing Theory

So far in this class, we've stuck to the "hard science" part of testing: equivalence classes and boundary values, manual vs automated testing, unit testing syntax.

All very important.

... but there's more to life than theory.

"Marge, I agree with you... in theory. In theory, communism works. In theory."

-Prof. Homer J. Simpson

The "Soft Sciences" Aspects of Testing

As a tester, you're often going to be at odds with development, management, and other stakeholders.

More than a developer, you're going to have to be prepared for conflict resolution with management.

More than a manager, you'll be discussing edge cases in requirements with project analysts.

More than an analyst, you'll be dealing with developers on holes in their code.

People Skills!

"I already told you: I deal with the G** d*** customers so the engineers don't have to. I have people skills; I am good at dealing with people. Can't you understand that? What the h*** is wrong with you people?"

-Tom Smykowski, Office Space

People Skills!

Software development as a whole is much more social than many non-developers think.

The best software in the world will not be successful if nobody knows about it.

Communication (of one form or another) is vital.

People Skills!

Knowing how to generically deal with people one on one is important, but you should also know -

1. To whom should I talk about a problem?
2. When should I talk about it?
3. How do I give presentations, to co-workers and upper management?
4. How should I discuss things with technical vs non-technical people?
5. How do I push back respectfully when somebody disagrees with my assessment?
6. When, how, and why to use CYA documentation

Meetings

If you're bored at a meeting, you probably shouldn't be there. You should either be contributing or so out of your depth that you're constantly writing down acronyms to look up.

That being said.. what is the appropriate way to contribute in meetings? What kinds of meetings is it important for you to attend (and which ones could you probably skip?)

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In this lecture...

We are going to discuss:

1. Who and what stakeholders are, and how to interact with them
2. Reporting and communicating with co-workers, management, users, etc.
3. Clarifying user requirements
4. Respectfully disagreeing and working together

Stakeholders

What is a Stakeholder?

A person or group who has an interest in the completion and/or execution of the system under development.

Example

Business - The people who pay for the system.
Users - The people who will actually use the system (not always the same as the customer)
Project Management - The people who are actively managing the project to completion.
Upper Management - The people who care about the financial ROI (return on investment) of the development of the product.

Note

Although I am specifically talking about software, the term "stakeholder" and the rest of the terminology I'm using is pretty standard across corporate project management.

Examples

Developers - The people who write and maintain the software.
Testers - The people who test the software for defects and quality assurance.
Support staff - Administrators of the system and help desk.
Assessors - The people who assesses the legal and regulatory aspects of the system.

The Classes of Stakeholders

In software development, the split is usually between technical and non-technical stakeholders.

Interaction is going to be very different between them.

Note

A stakeholder is DIRECTLY impacted by the completion and execution of the system.

True, the electrical lineman is kind of impacted if more electricity is used to run your software, but he or she is not a stakeholder.

The janitor may have more pizza boxes to clean up if developers stay late working on the product, but he or she is not a stakeholder.

Engage Early, Engage Often

"Engagement" is more than just talking.

Give the stakeholder a chance to let you know their opinions. Avoid coloring them with your own.

Get their feedback early on in the process and as often as possible.

"No battle plan ever survives contact with the enemy."
- Helmuth von Moltke the Elder

Be Explicit about Problems, Benefits and Drawbacks

Be as clear as possible when giving status updates.

It is always better to let stakeholders know of problems early.

If you're ever wondering whether or not you should communicate something, do it.

Managing Stakeholder Expectations

UPDD - Under Promise, Over Deliver

Be reasonable.

Keep in mind that unexpected problems will occur.

Identify and Manage Risks

Be upfront with the fact that there are certain factors beyond your - or sometimes anyone's - control.

You can mitigate but never avoid risk.

- 1 Identify Stakeholders
- 2 Define Stakeholders
- 3 Explain the language of the stakeholders
- 4 Identify the needs of the stakeholders
- 5 Develop Joint Stakeholder Benefits & Risks
- 6 Manage Stakeholders
- 7 Identify and Manage Risk

What is a Stakeholder?

A person or group who has an interest in the completion and/or execution of the system under development.

Example

Customers - The people who pay for the system.

Users - The people who will actually use the system (not always the same as the customer!)

Project Management - The people who are actively managing the project to completion.

Upper Management - The people who care about the financial ROI (return on investment) of the development of the product.

Examples

Developers - The people who write and maintain the software.

Testers - The people who test the software for defects and quality assurance.

Support staff - Administrators of the system and help desk.

Assessors - The people who oversee the legal and regulatory aspects of the system.

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Although I am specifically talking about software, the term "stakeholder" and the rest of the terminology I'm using is pretty standard across corporate project management.

Identifying Stakeholders

Brainstorm about all of those groups or classes of people who would be impacted by the software.

Narrow it down by removing those who

1. Don't really care
2. Have no power over decision-making
3. Refuse to be a part of it (**RED FLAG!**)

Choose representative(s) from those groups (the exact number will vary based on the size of the project)

Try to Include All Relevant Stakeholders in the Development Process

Software does not get developed in a vacuum.

Even if you are developing it yourself, it's for a reason, even if it's just to learn a new technology.

Speak the Language of the Stakeholders

Software developers speak in terms of technology.

Testers will speak in terms of quality.

Project managers in terms of deadlines.

Upper management in terms of financials.

Care Enough to Learn What They Care About!

Engage Early, Engage Often

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You can *mitigate* but never *avoid* risk.

- 1. Identify Stakeholders**
- 2. Involve Stakeholders**
- 3. Speak the language of the stakeholders**
- 4. Engage early, engage often**
- 5. Be explicit about status, benefits, & drawbacks**
- 6. Manage Expectations**
- 7. Identify and Manage Risk**

Reporting to Management, Co-Workers, etc.

The best solutions I have found... - Greg McRoberts If you want to make something happen, don't just sit around and dream about it. Get it done! If you can't do it alone, get help. If you don't know how to do it, learn. If you don't know who to ask, ask. If you don't know what to say, say something. If you don't know where to go, go. If you don't know what to do, do it.

The Big Jump - Technical vs Non-Technical
Interacting with developers and other ITers tends to be simpler than dealing with non-technical personnel.

This is because you share a common frame of reference.

The manner in which you think of the system will depend on your familiarity with the system, your background, and your role.

The Problem in a Nutshell
It's an issue of translation.

Remember that different stakeholders speak different languages. Your job is to translate into their language.

Examples

Upper Management - How does this impact the financials of the product?

Product Management - How does this impact the scope or timeline of the project?

Users - How does this impact the functionality important to me?

Customers - How does this impact what I'm getting or how much I'm paying?

Remember, Care Enough to Speak Their Language

Don't talk about impact on quarterly earnings with developers.

Don't talk tail-call optimization with managers.

Be Succinct, but Prepared to Dive Down

Keep in mind how much time and energy the person to whom you are reporting has for this topic.

However, be prepared for questions.

A Template for Dealing with Management

Red = This system or subsystem has extremely serious issues which will almost certainly impact the timeline or financials unless they are remediated.

Yellow = There are some warning flags, but they can be dealt with. Some outside help may be necessary.

Green = Everything is A-OK, or there are only minor issues.

Example

Logistics - Various minor bugs, object leak, resource leak, memory being leaked.
Data - Large latency on shared data resources in very high traffic areas. No more thread issues. On threads. System performance. All CPU in normal range. System administration. Game still hangs at startup and at shutdown, but on schedule.

Bad brain state of engine. Still stuck at end state after fixes.

Example

Logic/Feature - Numerous bugs. Outiders have achieved interoperability through three levels of storage.
Data - Outliers have achieved interoperability through three levels of storage.
Performance - Effects of various marketing areas among company seems to be the audience of first and second graders.
System - Various bugs. Outliers have achieved interoperability through three levels of storage.
System - Various bugs. Outliers have achieved interoperability through three levels of storage.

When Reporting to Management...

Respect their time.
Respect their (different) skillset.
Respect them.

When Dealing with Users and Customers...

Talk about how this impacts them.
Think about Steve Jobs presenting the iPod... don't mention storage size, processor speed, etc., but talk about "1,000 songs in your pocket."
Respect their input.

That doesn't mean you have to take every suggestion they give.

Engineering from time, and let's face it, you never find a good home when you're mad. And they should all play *Lu Ciong*! Moving on, how about when you are on a long trip and the kids will not shut up?

Engineer #3: How about a bulk in video-game?
Homer: You are fired!
Engineer #4: A bubble dome that will isolate the kids?
Homer: Bullock!

BUT RESPECT them.

In general - respect people.

They have different and valuable insights.

"On two occasions I have been asked, – 'Pray, Mr. Babbage, if you put into the machine wrong figures, will the right answers come out?' I am not able rightly to apprehend the kind of confusion of ideas that could provoke such a question."

-Charles Babbage, *Passages from the Life of a Philosopher*

The Big Jump - Technical vs Non-Technical

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Yellow = There are some warning flags, but they can be dealt with. Some outside help may be necessary.

Green = Everything is A-OK, or there are only minor issues.

Example

- **Login/Security System** One minor SQL injection issue found, currently being worked.
- **Database Storage** Latency on sharded Item databases is very high. Will require some research to fix.
- **User Interface** No non-trivial issues. On schedule.
- **System performance** All KPIs in nominal range.
- **System Administration** Some shell scripts left to write and automate, but on schedule.

Easy to see status at a glance, but able to zoom down and discuss individual issues.

Example

- **Login / Security System** - Numerous flaws. Outsiders have achieved superuser access thirteen times last week.
- **Database System** - System does not scale past 100 KB of storage.
- **User Interface** - Choice of vi or Emacs keybindings popular among Computer Science students, but not for our target audience of first and second graders.
- **System Performance** - Web page currently takes 20 minutes to render, and no known way to remove the 27 MB of JavaScript currently being loaded.
- **System Administration** - Currently all tasks are being done manually by one person, who has repeatedly threatened to quit and has refused to document any processes.

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Homer: You are fired!

Engineer #4: A bubble dome that will isolate the kids?

Homer: Bullseye!

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In general - respect people.

They have different and valuable insights.

Clarifying User Requirements

You are in charge of testing a function account.
SYS-ACCOUNT - The subsystem shall accept text and return the number of A's in the text.

Any questions?

1. Is the string ASCII, UTF-8, EBCDIC, when?
2. Does this count capital and lowercase?
3. What about \x' with accents marks?
4. Are there performance requirements?
5. How does the test get in (network, Unix pipe, prompt?)
6. What's the return type? (int, BigInt)
7. Do I need to worry about memory?
8. What size data is going in?
9. What architectures does it need to run on?
10. Is the data coming from a trusted source?
11. What to do in the case of exceptions?
12. Do I need to worry about thread safety?

It works on my machine!

Remember that requirements are for the user, not the developer.
They guide the developer to create something for the users.

Don't Be Afraid to Push Back

"A tester is someone who stands athwart development, yelling Stop, at a time when no one is inclined to do so, or to have much patience with those who so urge it."
- with apologies to Wm. F. Buckley, Jr.

Example

Unit tests for account

Stakeholder Need (room for unknown needs)
(room for miscommunication)
Software Feature
(room for bad prioritization)
(room for inconsistency)
System Requirements
(room for inconsistency)

More communication is better

You should develop a good relationship with project managers, customers or users (if appropriate), and developers.

On Being the Bearer of Bad News

Be prepared to give bad news without being a pessimist.

Testers often see a system at its worst. Don't let this color your view of the product.

Be respectful when clarifying requirements. Don't belittle people nor bring down... it's difficult work.

"Be respectful and open to others' opinions"

will get you about 90% of the way there.

Nothing is...

A great way to clarify requirements is to write tests. THEN go back to project management or the requirements analysis and ask if the tests are testing the right thing.

It's easier to talk about a concrete issue and what can be done to resolve the tests than just discuss things in the abstract.

You are in charge of testing a function, account.

SYS-ACOUNT - The subsystem shall accept text and return the number of A's in the text.

Any questions?

1. Is the string ASCII, UTF-8, EBCDIC, other?
2. Does this count capital and lowercase?
3. What about a's with accent marks?
4. Are there performance requirements?
5. How does the text get in (network, Unix pipe, prompt)?
6. What's the return type? (int, BigInt)
7. Does it need to be distributed?
8. What size data is going in?
9. What architectures does it need to run on?
10. Is the data coming from a trusted source?
11. What to do in the case of exceptions?
12. Do I need to worry about thread safety?

Stakeholder Need **(room for unknown needs)**

(room for miscommunication)

Software Feature

(room for bad prioritization)

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Example

Unit tests for account

Simulation

Role-Playing

In each example, I will be a relevant stakeholder, and you will be a tester.

I am the project manager for a new web application which will revolutionize time-sharing of cats, CatShare++.

I want the status of the three major pieces of functionality:

1. Security
2. Discovery of local cats to share
3. Sharing cats with others

CatShare++ has gone live! You've found several bugs, but need to justify how bad they are (or not!) to upper management.

1. Approximately 1% of users cannot log in due to their password being stored incorrectly.
2. It is possible, but unlikely, that two people could rent a cat at the same time.
3. The entire CatShare++ site could go crash - and take days to recover - if someone searches for "dog" instead of "cat".

You have a meeting with several users of CatShare++. What kind of questions can you ask to get more of an understanding of what to test?

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