

Crossing the Chasm



Helping Testers Make an Agile Transition

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With material from Janet Gregory

Agenda

- Introduction
- The Chasm
- Support for the Transition
- Transition of Traditional Activities
- Building a Bridge
- Q & A
- References



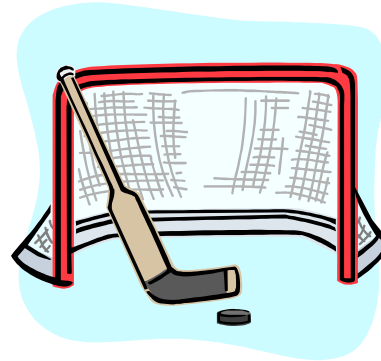
Introduction

- Me: Coding, testing
- Joined first agile team in 2000
 - Tester's place in agile unclear!
- Currently on Scrum/XP team
 - Developing Java-based web app
 - Since 2003
- Help agile teams/testers



Introduction

- Our Goals
 - Give you traction in agile testing
 - Show you what to look for
 - And where to find it
- Audience Goals
 - What are your problems?
 - What do you hope to get out of this presentation?



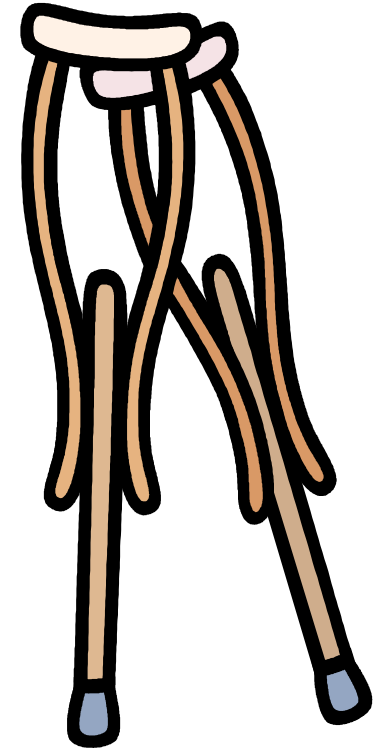
Challenges to Crossing the Chasm

- Separate test team
- No common language
- Fear – loss of identity
- Testing always at the end
- Organizational culture
- Don't know enough about agile concepts
- Lack technical and tool skills
- Physical limitations – work space



What Support Do You Need?

- Management Support
- Whole Team Support
- The Right Physical Logistics
- New Roles
- Training
 - Agile Principles and Values
 - Communication Strategies
 - New Testing Terminology
 - Tools



Management Commitment

- Allow self-organization
- Provide the right motivation
- Provide time to learn
- Provide resources
 - ❑ To enable learning
 - ❑ To do the job successfully (tools, infrastructure)



Whole Team Commitment

- Deliver quality
- Deliver value
- Every role has equal value
- Automation
- Ensure testing is done
- Anyone can pick up a testing task
- Manage resources as a team



Physical Logistics

- Workspaces
- Seating arrangements
- Test environments
- Distributed teams



New Roles

- Tester
- QA Manager
- Functional Analyst
- What's blocking progress?



Agile Tester Role

- Provide feedback
 - Defects are only one kind
- Estimating and planning
- Elicit and clarify requirements
 - Uncover hidden assumptions
 - Watch for testability
 - Ask questions
- Drive development - capture examples as tests
- Collaborate: customers & programmers



QA Manager Role

- Practice manager
- Resourcing
- Letting testers do what they do best
- Provide support
- Consider performance / reward changes
- No blame



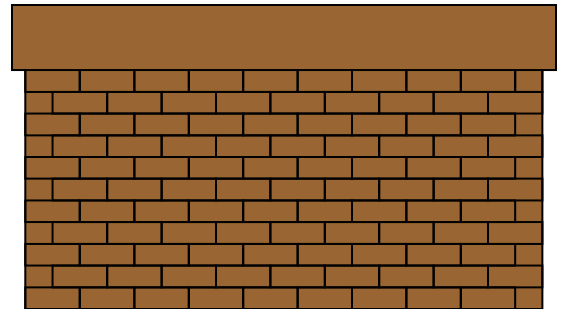
Functional Analyst Role

- When customers aren't available
- Empowered to make decisions
- Deep domain understanding
- Good technical understanding



What's Blocking Your Team?

- Your team needs the expertise it needs
 - Analyze what is keeping you from progressing
 - Do you need a database expert?
 - Do you need performance testing help?
 - Do you need more testers, more programmers, functional managers...?
 - What about customer side?



Training

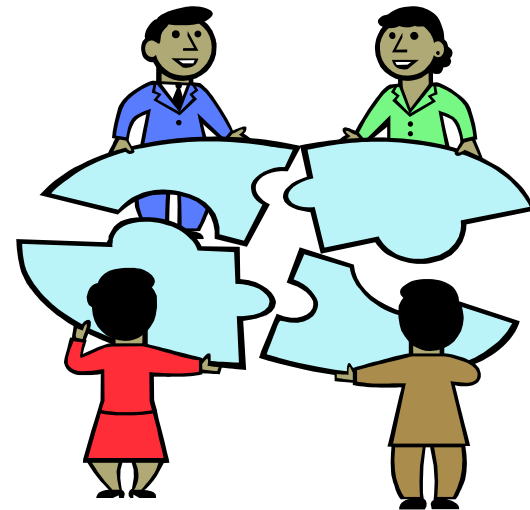
- Learn agile principles, vocabulary
- Build a common vocabulary
 - Testing terminology
 - Types of tests
- Communication, collaboration skills
- Tools
 - Code management
 - Test automation



Agile Principles, Vocabulary

Agile Manifesto

- Individuals and interactions
- Working software
- Customer collaboration
- Responding to change



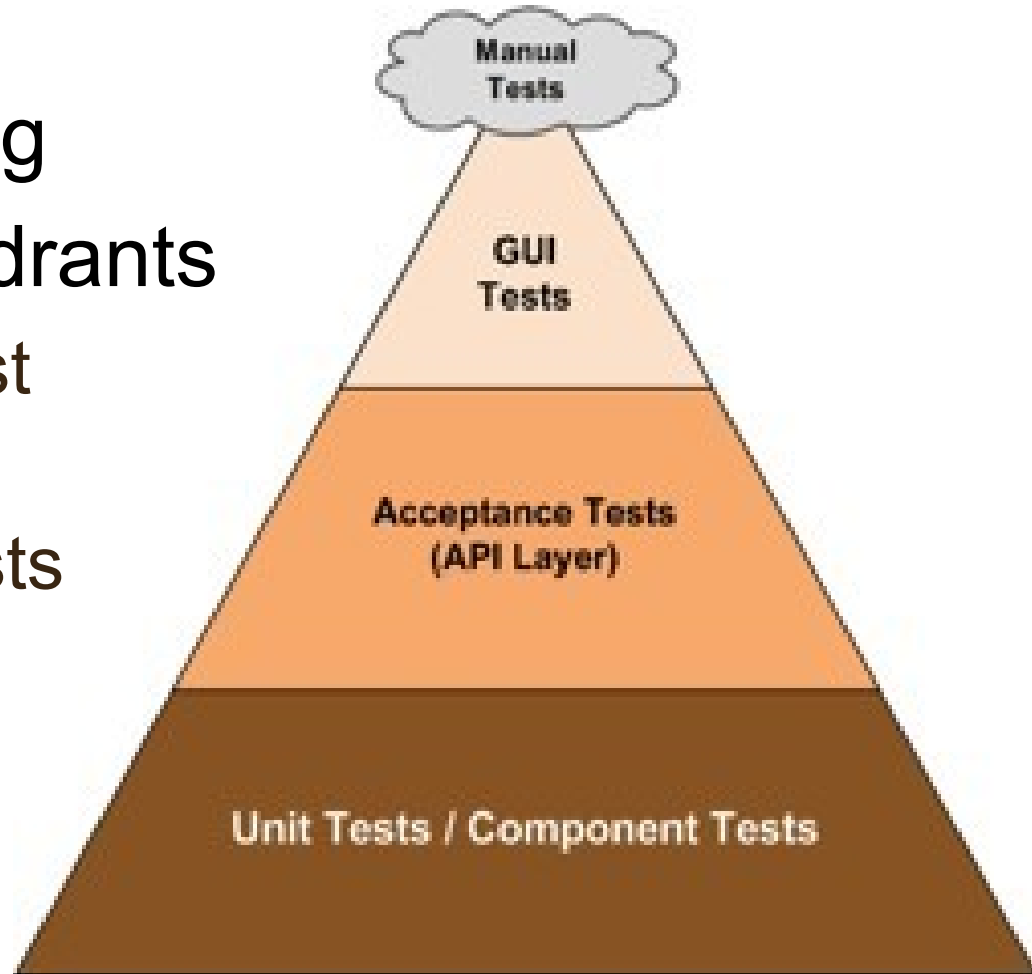
Vocabulary

- Release Planning
- Iterations
- Stories
- Continuous Integration

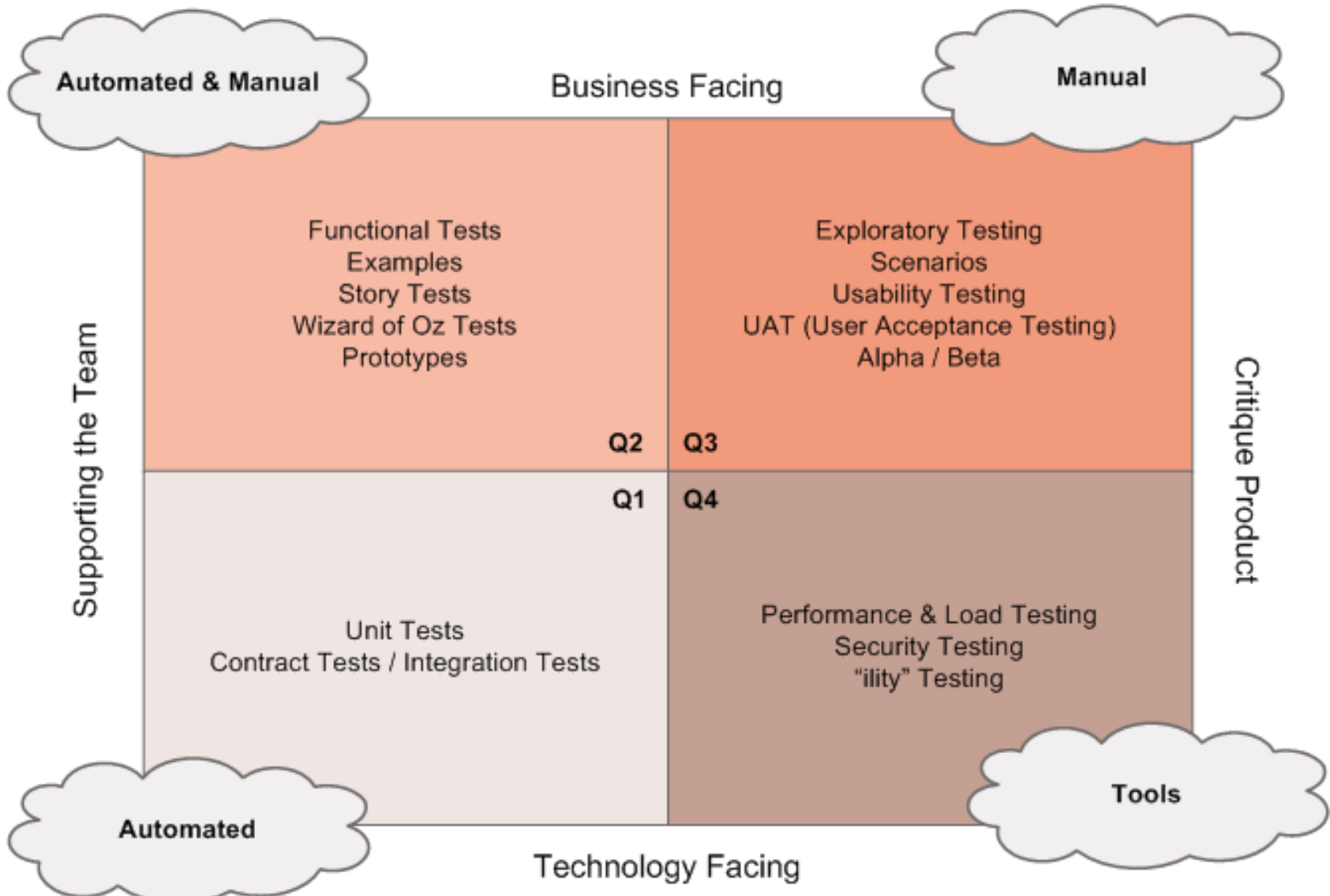


Testing Terminology

- Acceptance Tests
- Exploratory Testing
- Agile Testing Quadrants
 - Think about all test types
 - Non-functional tests
- Test Automation Pyramid



Agile Testing Quadrants



Communication and Collaboration Skills

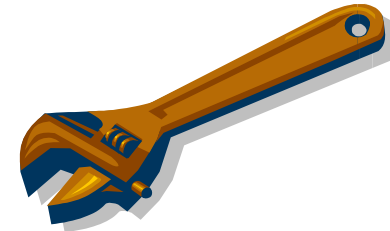
- Elicit examples, requirements
 - Example-writing workshops
 - Examples as a common language
- Work with customer team
 - Learn the domain
 - Learn who does what
- Work with technical team
 - Learn system architecture
 - Learn tools



Tools

- To manage code

- Source code control
- Continuous integration
- Test environment deployment and maintenance
- IDEs



- To automate tests

- Scripting language
- Functional test tools



Transition Traditional Test Activities

- User Acceptance Testing (UAT)
 - Get users involved early
- Defect Tracking
 - Consider alternatives
 - Focus on prevention, not tracking
- Quality Models
 - ITIL
 - SOX
 - CMMI
- Audits



Discussion

- Give us an example of an obstacle blocking your or your test team's transition to agile.
- Who has an idea of how to help overcome that obstacle?
- (We will discuss and possibly role-play as time permits).



Building a Bridge

- What development teams can do
- What managers, coaches can do
- What programmers can do
- What testers can do



Success Story – ePlan Services Inc.

- Team given time, training to learn TDD, CTDD
- Retrospectives used to continually improve
- Team consensus to select test tools, frameworks
- “Engineering Sprints” to try new tools, refactor, upgrade
- All roles have equal value
- Team support of audits
- Team support of compliance



What can the team do?

- Collaborate, pair across roles
- Establish environment of safety, respect
- Incorporate testers into development team
 - Parity with programmers, other developers
- Use business-facing tests as a common language



What Can the Team Do?

- Commit to whole team approach to testing, quality
- Use retrospectives
 - Identify obstacles to testers, testing
 - Focus on one or two problems at a time
 - Experiment
- Celebrate successes
 - no matter how small



What can Managers, Coaches do?

- Provide the right physical, virtual infrastructure
 - which facilitates collaboration
- Be patient
 - Convince team that quality is the #1 goal
 - Convince testers of team commitment to quality
 - Give time to learn
- Educate team: No story is done until it's tested!
- Let team self-organize, find ways to improve
 - Big visible charts to track progress
 - Let team choose tools that work for them



What Can Programmers Do?

- Ask testers for their help
- Offer testers your help
- Include testers in design discussions
- Share responsibility for testing, automation
- Practice TDD, CTDD well
- Help testers understand technical aspects



What Can Testers Do?

- Collaborate with customer
- Provide tests for the developer
- Find ways you can add value
- Get involved at the start
- Focus on business value
- Face to face communication is always the best
 - Get up and go talk
 - Drawing on a whiteboard helps



Building a Bridge

- Let go of your fears
- Share responsibility
- Use a team approach to solving problems
- Take charge of your education
- Use quadrants, pyramid as guides

- **JUST TRY IT!!**



Group Exercise

- Divide into small groups
- Take turns describing to the others in your group:
 - What is your primary role on your current team?
 - What's the biggest problem testers on your team are having in adapting to agile?
 - What's the first thing you'll do when you go back to help address this problem?
- Share a couple of interesting ones with the class



Q & A



Some Agile Testing Resources

- lisa.crispin.home.att.net
- www.agilealliance.org
- www.exampler.com
- agile-testing@yahooogroups.com
- www.fitnessse.org
- webtest.canoo.com
- fit.c2.com

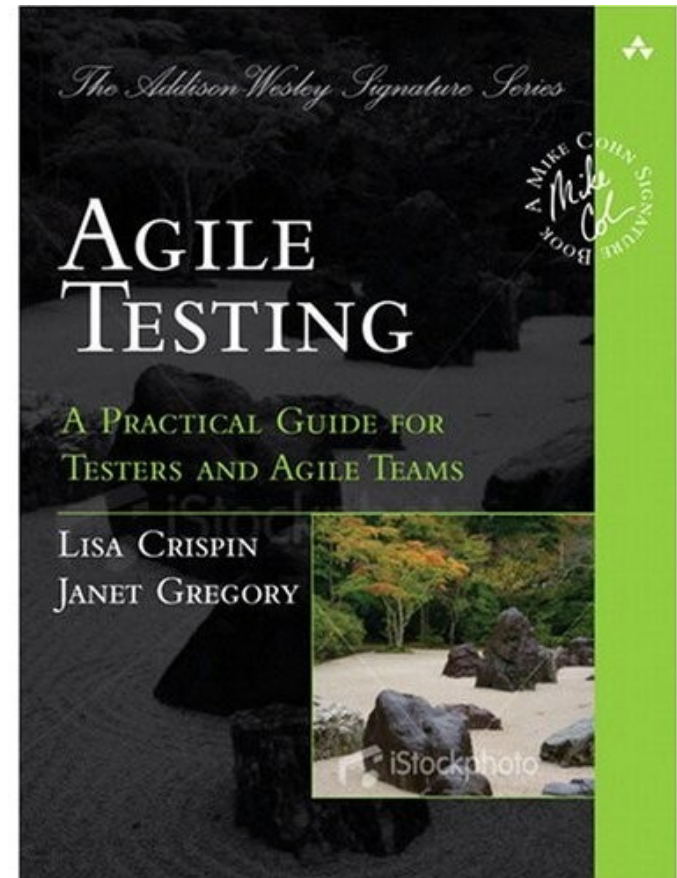


Available for pre-order!

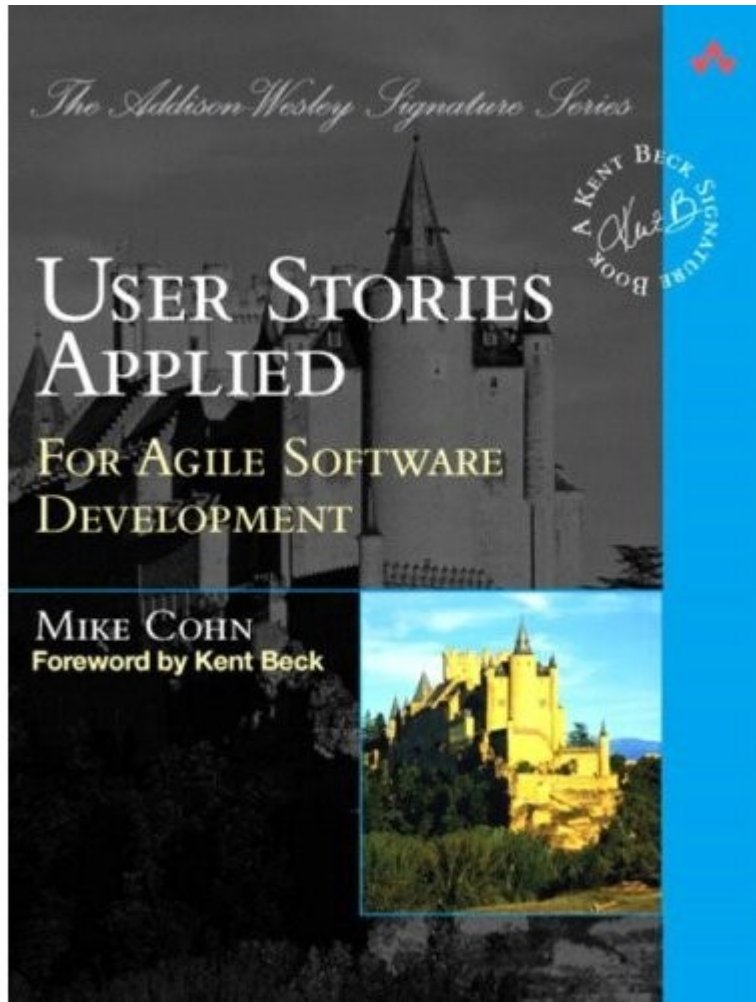
Agile Testing: A Practical Guide for Testers and Agile Teams

By Lisa Crispin and Janet Gregory

www.agiletester.ca



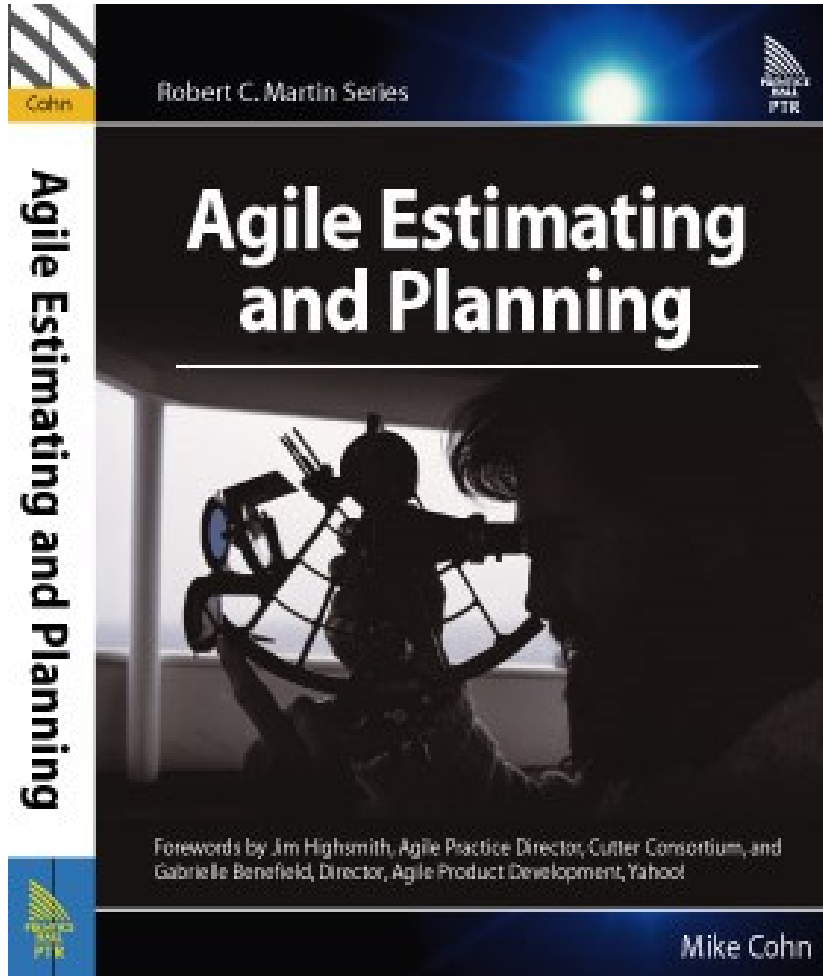
Agile Resources



*User Stories
Applied*
by Mike Cohn



Agile Resources

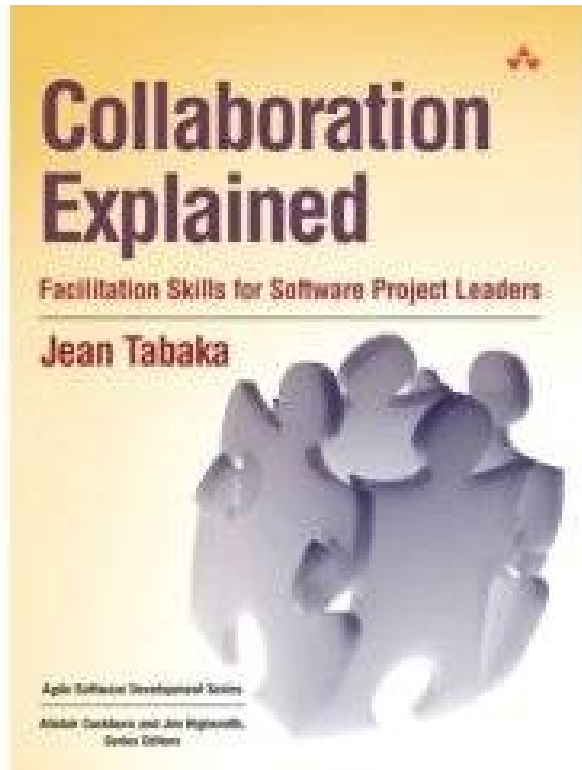


Agile Estimating and Planning

By Mike Cohn



Collaboration



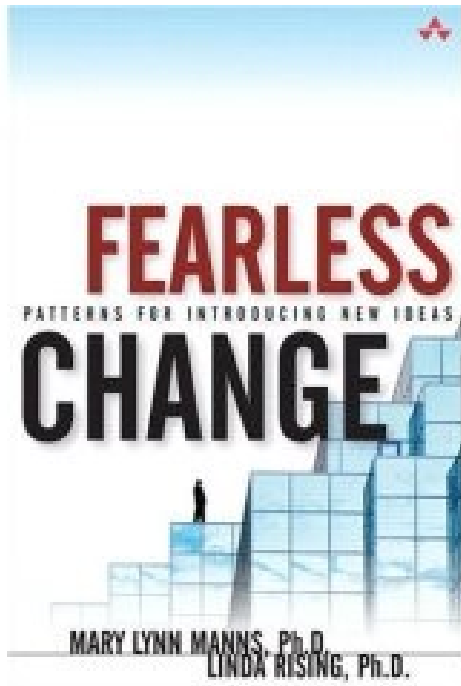
*Collaboration Explained :
Facilitation Skills for
Software Project Leaders*

By Jean Tabaka

Available on Amazon



Implementing Change



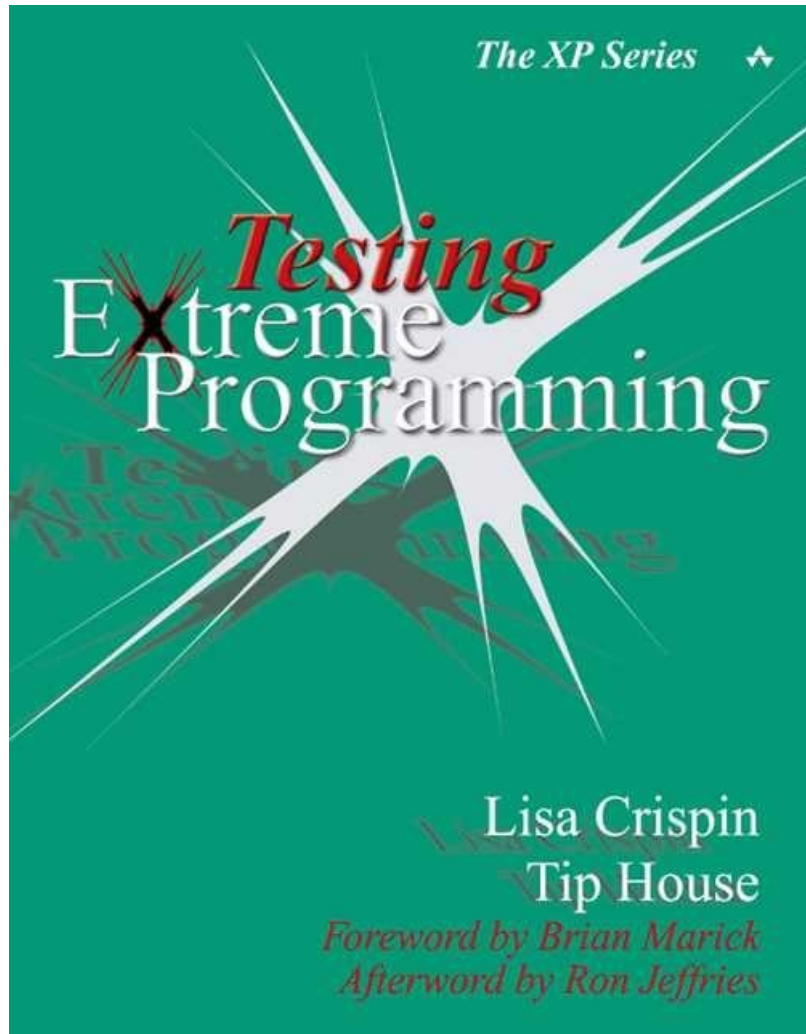
Fearless Change: Patterns for introducing new ideas

By Linda Rising and Mary Lynn Manns

Available on Amazon



Agile Testing Resources



Available
on
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Goal

Have fun, whatever you do!

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