



'Building high performance test automation teams'
By

Kalyana Rao Konda

STEP AUTO 2007



Agenda

- » **High performance**
- » **Test automation**
- » **Practices**
 - » **Team composition**
 - » **Evolution of the team**
 - » **Leadership styles**
 - » **Sustaining high performance**

High performance – Setting the context



- » **High performance (Definition) : Level of sport where athlete strives to excel at elite or international standards**
- » **High performance teams relies on a combination of 2 traits**
 - » **Focus – The ability to zero in on a goal and see the task through completion**
 - » **Energy – The vigor that comes from intense personal commitment**

Test automation – Setting the context



- » **Any tool/utility that can help me do testing faster, cheaper and better**
 - » **Commercial test tools**
 - » **Open source test tools**
 - » **Open source frameworks**
 - » **Home made utilities/tools**
 - » **Test harness using non-conventional programming languages**

Practices

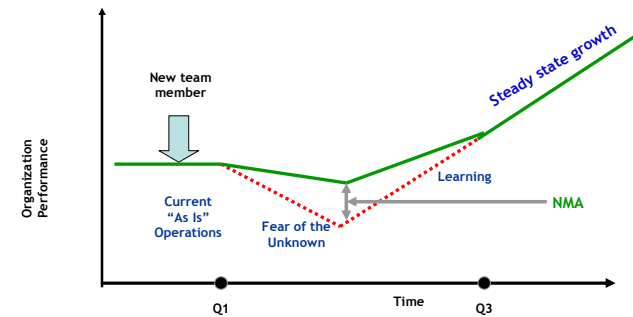
Team composition - Roles

- » **Test automation architect**
- » **Test manager**
- » **Test automation process expert**
- » **Test tool smith**
- » **Manual test engineer**
- » **Test environment expert**

Team composition - Attitudes

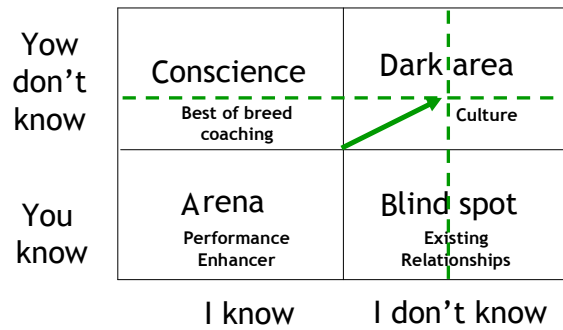
- » **Pioneers**
 - » Cerebral, Creative, R&D (Mostly R), Path finders, ideas
- » **Explorers**
 - » Developing ideas proposed by pioneers, Enjoy challenges, Trouble shooters
- » **Settlers**
 - » Majority of the team, followers, Follow the status quo, Stable critical mass
- » **Law breakers (He/She has got "attitude" category)**
 - » Pessimistic and negative, Maintenance, needs close attention

Team composition – Know each other



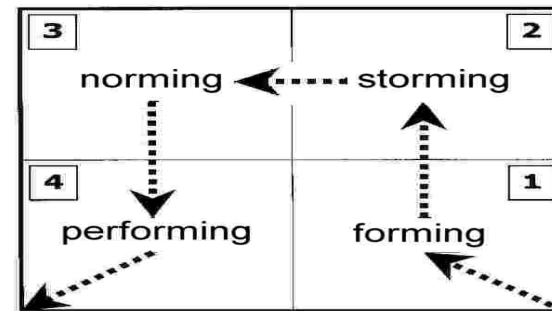
- » Takes out anxiety, relative dip in organization performance
- » Creates good working relationship with team quickly

Team composition – Know each other



*** Johari window from behavioral science

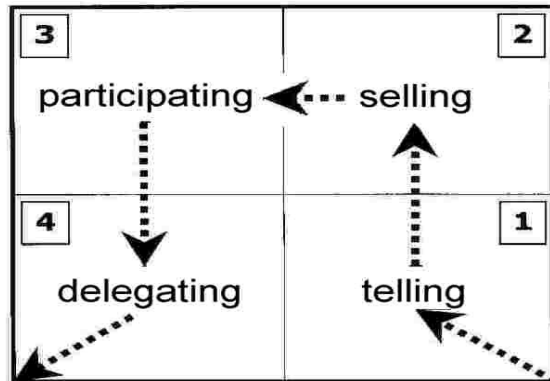
Team evolution stages



5th Phase - adjourning

Source : Bruce Tuckman

Situational leadership styles



Sustaining high performance – Project reviews

- » **Standard test automation project review template**
 - » Scope, risks, customer satisfaction, metrics, profitability
- » **Expert review committee**
 - » Experts from other projects (Power of 3rd party independent review)
- » **Using organizational wide knowledge management systems**
- » **Power of retrospection**

Sustaining high performance - Team surveys



- » **To gauge team pulse on a periodic basis**
 - » Alignment of individual goals Vs project goals
 - » Knowledge, leadership support
 - » Clarity on over all scope, time-lines, goals etc...
- » **Initiatives based on the feedback**



- » **You can reach me at**

kalyanarao.konda@applabs.com



AppLabs.com