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Clean Software.  
Guaranteed.

Road to success for Test Managers  
By Nagaraj M C

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What is planned?

Clean Software.  
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Beyond defect counts  
Learn to work with constraints  
Business value of testing  
Test managers at different situations

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## Beyond defect counts

Clean Software. Guaranteed.

Where are we with respect to test progress?  
How many defects we found?  
How many of them high, medium and low?  
How many were open when we released?  
How many were found after our testing?

Customer  
Manager  
Testing team  
Development team  
Customer support team  
Manage Expectations

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## Learn to work with constraints

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What we wish to have?


What we get?

- Resources required VS available
- Time required VS available
- Requirements clarity expected Vs actual
- Requirements stability expected VS actual
- Assumptions made VS reality
- Dependencies will never become a risk

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## Business value from team



We saved money by....

- # of defects prevented reaching production
- Helping in early detection of defects
- Reduced re-work (predictable model, disciplined design and execution, re-use focus)
- Steps taken to prevent defect injections
- Breadth and depth of testing enhanced based on risks observed
- Early alert helped to plan and implement appropriate corrective actions

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## Test Managers at different situations




- To build a testing practice in a startup
- Test Manager reporting to delivery head
- Consolidating all product testing team into a single team
- Moved from a product company to a services company
- Many Test Managers in the same organization

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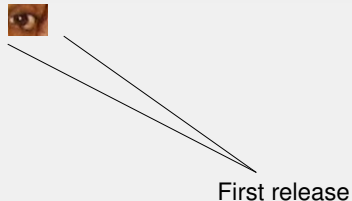
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## To build a testing practice in a startup



- Organization just started (new born)
- Investors expectation is very high
- Requirements significantly evolve
- Hiring quality resource for given budget tough
- SDLC process evolving



First release


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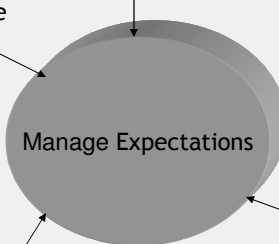
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## To build a testing practice in a startup



How does a road to success for TM look like?



Customer: Requirements evolve

Manager: Schedule, Scope

Testing team: Ad-hoc process, Many rounds of re-testing

Development Team: Support to Manage Re-work, Prioritization

Customer support team: Quick workaround, Limitations, FAQ


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
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## Test manager reporting to a delivery head



- Equal importance to schedule and quality
- Part of change control board
- Interface with customer
- Drive defect cycle
- Support to QA looks weak (Perception?)



Process / Product quality  
People Management


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## Test manager reporting to a delivery head



How does a road to success to TM look like?

Customer: Multiple interface Dev and QA

Manager: Subjective & Objective Assessment of Quality

Testing team: Our views not taken Seriously(? )

Work as a team

Manage Expectations

Development Team: Alert early

Customer support team: Limitations, FAQ


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
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## Consolidating all product testing team into a single team



- Organization test process
- Better utilization of resources
- Define career path for Test Engineers
- Specialization in competency
- Part of change control board
- Interface with customer
- Participate in roadmap discussion



Effective resource utilization  
Continuous process improvement  
Reduced attrition


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## Consolidating all product testing team into a single team



How does a road to success to TM look like?



**Manager:** Test Process Maturity, Resource utilization, Strategic role

**Customer:** Requirement management, Enhance confidence on release quality

**Testing team:** Career path, Specialization, Test process maturity

**Development Team:** Early detection of defects, Test Process Maturity

**Customer support team:** Limitations clarity, FAQ


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
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## Moved from a product company to a services company



- Resource constraints
- Accountability of utilization of people
- Competency growth focus and hence better revenue
- Pre-sales
- Customer interface
- Strategic level thinking
- End-to-end business exposure




Run like a business  
Re-use factor  
Competency of the team is the key  
Pre-sales role  
Customer relationship

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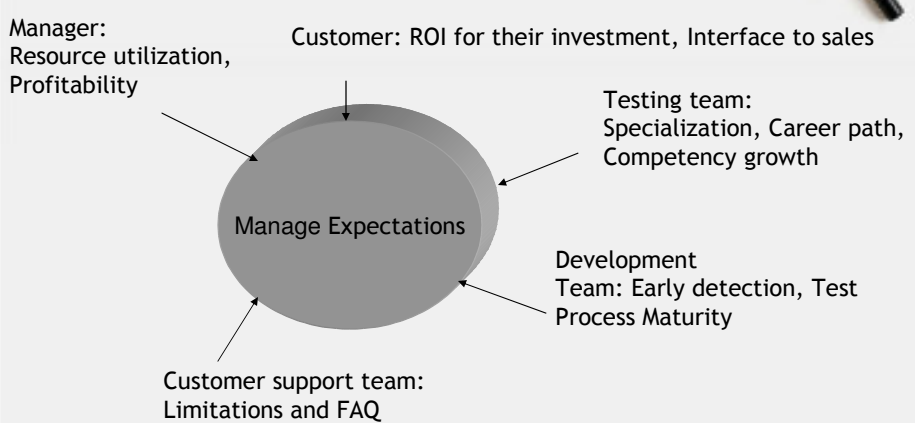
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## Moved from a product company to a services company



### How does a road to success for TM look like?



**Manager:** Resource utilization, Profitability

**Customer:** ROI for their investment, Interface to sales

**Testing team:** Specialization, Career path, Competency growth

**Development Team:** Early detection, Test Process Maturity


**Customer support team:** Limitations and FAQ

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
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## Many Test Managers in the same organization



- Sharing of best practices across team
- Specialization
- Re-use focus
- Better resource utilization
- Rotation of engineers
- Competitive environment



Organization bench mark  
Specialized competency  
Better utilization of resources  
Reduce people attrition

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## Many Test Managers in the same organization



### How does a road to success for TM look like?



Manager: Baseline metrics, Test Process Maturity Resources

Customer: Interface, Confidence on release quality

Testing team: Process Maturity, Best Practices, Career path, specialization


Development Team: Test process maturity

Customer support team: Limitations and FAQ

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# Questions?

# Thank You

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