Business Value of Testing

Created for:
Let’s Test 2013
Runö Conference Centre
Åkersberga, Stockholm, Sweden

By:
Scott Barber
Chief Technologist
PerfTestPlus, Inc.
Premise

Nobody (in their right mind) wants to pay for Testing
Critical Incident
Testing as an isolated activity has no inherent value.
No child left behind

Is this the test to test us for the test to see if we are ready for the test?
ATTENTION...
THIS IS A TEST...
THIS IS A TEST OF THE
NATION'S EDUCATION SYSTEM...
IF THIS WERE A REAL
EMERGENCY, WE'D FIND
A BETTER SOLUTION THAN
MORE AND MORE TESTS...
THIS IS A TEST...

Conclusion

But, the Resulting Information is hopefully worth the cost
Critical Incident
Sometimes (certain or additional) Testing is More Expensive than failing
"Unfortunately, we won't know what's wrong with you untill we do an autopsy."
Gold Digger

How Americans View Health Care Costs

This is what I want

This is what I'll pay.

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Bearman Cartoons@yahoo.com
Critical Incident
Conclusion

The needs of the Business frequently outweigh the needs of the Users (or the Testers)
Let's see... If I spend the next hour day trading I could make $4,000... If I spend it having sex I make nothing... I'm just not seeing how your proposition benefits me...

COST BENEFIT ANALYSIS
Therefore...

If you think you can convince an executive that s/he wants to pay for testing...
Therefore...

... you are likely Overly Optimistic or just plain Wrong
Remember, Executives Know

it's 100% OFF if you don't BUY it
Who Remembers?

Testing Missions in Context:

From Checking to Assessment

Created for:

A European conference
on context-driven testing
- for testers, by testers.

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Åkersberga
Stockholm, Sweden

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Chief Technologist
PerfTestPlus, Inc.

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@ ATD 2012 | Concluded

The only reason you get paid to test is because an executive thinks it will...
@ ATD 2012 | Concluded

... reduce their time to
Since then...

Business & Value have become Hot Topics
Session 101

A Day in the Life of a Test Manager

Mike Lyles, Sr. QA Manager, Lowe’s
What are the Major Conflict Zones in a Testing Organization?

The Expert Opinions

**The major conflict is with people who believe that without any testers, there wouldn't be any errors.**

Jerry Weinberg

Testing work is about **revealing information about the product**. Sometimes that information is painful... as Jerry Weinberg suggests... that **decisions about quality are always political and emotional**, so in addition to emotional congruence, a Test Manager needs **political acumen**... Test Managers who see themselves as quality gatekeepers will often be party to various kinds of unhappiness, until they recognize that **testing is not quality assurance; testing informs quality assurance.**

Michael Bolton
What methods do you use the most to show the value of testing?

Answered: 274  Skipped: 1

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage measurement/metrics results to show the value</td>
<td>16.79%</td>
</tr>
<tr>
<td>Focus on the reduction in rework by finding and resolving defects early in the SDLC</td>
<td>39.05%</td>
</tr>
<tr>
<td>Showcase improvements to testing which simply processes, reduce overall project costs, and improve overall product quality</td>
<td>44.16%</td>
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Total: 274
What role do you think the Quality organization has in the decision to move to production?

Answered: 274  Skipped: 1

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<tr>
<td>Quality Organization has the GO / NO GO decision – ultimately</td>
<td>17.88% 49</td>
</tr>
<tr>
<td>Quality Organization provides inputs to those accountable for releasing – and may suggest strongly to not go, but does not own the decision to move to production</td>
<td>82.12% 225</td>
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Total 274
Make sure the "other side" knows what we did (and vice versa)

Agile
Code skills

Automation
CI
Impact analysis

Scripting/Coding
Different roles
Multi-tasking
Skill generalization

Short of time
- Prioritization

Difficulties of distributed teams
- Communication skills
- Lead team at other locations

Adaptation
Learn

Future

Insufficient time for new tech

Integrate new technologies
- Cloud

Fast Loop Flow

Why Triangles?

- Scope
- Project Quality
- Cost
- Time

- PerfTestPlus

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What Can We Do (Part 1)

Remember:
To executives, testing is like...
Part 1 (con’t)

If you can influence corporate accounting...

Refer to Chapter 16

Rightsizing the Cost of Testing: Tips for Executives
"We're trying to keep overhead low. Are you 5'7" or shorter?"
Remember: Our primary mission is “Grow a successful business (increase profit) by delivering products/services that are valuable for the price.”
Tune our testing to focus on the Primary Business Mission
In other words:

“We test to help businesses deliver products better, faster & cheaper”
"We're looking at a six figure return. Unfortunately, they're all zeros."
Learn to Speak Business Language

... ‘cause executives are unlikely to learn to speak testing anytime soon.
Part 3 (con’t)

- Core Values
- Synergy
- Seamless Delivery
- Support Cost Reduction
- Long Term Savings
- Brand Image
- Customer Loyalty
Part 3 (con’t)

- Cost Benefit Analysis
- Corporate Vision
- Rightsizing
- Market Positioning
- Time to Market
- Competitive Analysis
- Best of Breed
<table>
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<tr>
<td><strong>action item</strong></td>
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<tr>
<td><strong>learnings</strong></td>
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<tr>
<td><strong>blue sky thinking</strong></td>
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<tr>
<td><strong>low-hanging fruit</strong></td>
</tr>
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<td><strong>outside the box</strong></td>
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What Can We Do (Part 4)

Become Invaluable
To:

- Developers
- Managers
- Analysts
- Marketing
- Supports/Ops
- Executives
In other words:

“Earn a position as a trusted advisor to both teammates and decision makers”
Being a “Trusted Advisor” requires three core skills:

- earning trust
- giving advice
- building relationships

Source:
The Trusted Advisor
David Maister,
Charles Green
Robert Galford
Trust must be earned & deserved

- trust grows over time rather than just appears
  - beware that trust can be lost in an instant
- trust is personal
  - it involves both rational and emotional factors
- trust is a two-way relationship
  - trust is different for the test manager & senior manager
- trust will entail risk
  - if risks are not created, trust will flounder

To be trusted is never a right… it is always a privilege and honour
“And this is where our ROI became an IOU.”
Bonus Comic

Darling......get up quickly.....there seems to be a BUG in the bed.....

What is the severity? Please can you log it in our Defect tracking system and ask offshore team to look into it ??
Questions?
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