



A TECHWELL EVENT

T19

Leadership

Thursday, October 3rd, 2019 3:00 PM

Scaling Quality through Community Leadership

Presented by:

Philip Daye

Ultimate Software

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Philip Daye

Philip Daye has more than two decades of experience in software development, testing, and delivery for companies of all sizes. From his earliest days as a software tester to today, Philip has pursued a passion for quality, which has led him to hone his craft by studying and researching the latest advances in the field, applying them to his current work, and then sharing them with others. He is an active participant in the broader testing community, most recently as one of the organizers of the South Florida Test Automation Meetup. Philip is a software test lead for Ultimate Software, a developer of software for HRCM, and a perennial on Fortune's Best Companies to Work For list.

Scaling Quality through Community Leadership

Philip Daye
Ultimate Software

Ultimate
SOFTWARE
People first.

October 3, 2019
Disneyland Hotel, Anaheim, California

STAR **WEST**
A TECHWELL EVENT

Agenda

- Community
- Agile and Companies
- Quality Guild
- Meetups
- Challenges
- The Road Ahead



What is a Community?



A Sense of Community

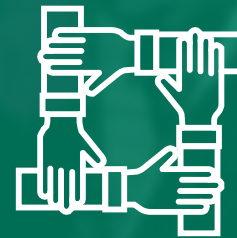
Four Elements of Sense of Community

Membership



Influence

Shared
Emotional
Connection



Reinforcement

Testing Community

- People
- Shared
 - Interests
 - History
 - Language
 - Tools
 - Location?
- Needs
 - Leadership
 - Friends & Enemies
 - Commitment & Growth

Testing Community

- Language:
 - Black Box/White Box
 - Critical Thinking
 - Heuristics
 - Combinatorics
 - Oracles
- Tools:
 - Exploratory Testing
 - Text Editor
 - Scripting Languages
 - Selenium



Ultimate

SOFTWARE

People first.



Ranked #1



Ranked #8



Named

Agile Software Development



Scaling Agile

- Incremental Delivery
- Short Feedback Loops
- Continuous Improvement
- Teams:
 - Self-Organizing
 - Cross-Functional
 - Feature-Focused
- Teams Become Silos
- Quality Is Decentralized
- Issues and Tools:
 - Seek Isolated Solutions
 - Duplicate Work of Others
- Lack of Coordination
- Product Risk

Guiding Quality



- Central Team
- Guidance and Support
- Quality Standards
- “Best Practices”
- Selects Tools
- Teams are still silos
- Decisions made in isolation
- Loss of context

Communities of Practice



- A Group of People



- Shared Passion
 - Work
 - Role



- Seeking to Improve
- Regular Interaction

Communities of Practice

- Supports:
 - Organizational Learning
 - Professional Development
 - Enables Knowledge Sharing
 - Better Communication
 - Better Practices
 - Breaks down silos
 - Influences the Organization

The Spotify Model

- Squads
 - Basic Unit of Development
 - Similar to a Feature Team
- Tribes
 - A Collection of Squads
 - Work in Related Areas
- Chapters
 - Similar Skills and Roles in a Tribe
- Guilds
 - Cross-Organization Community

The Spotify Model

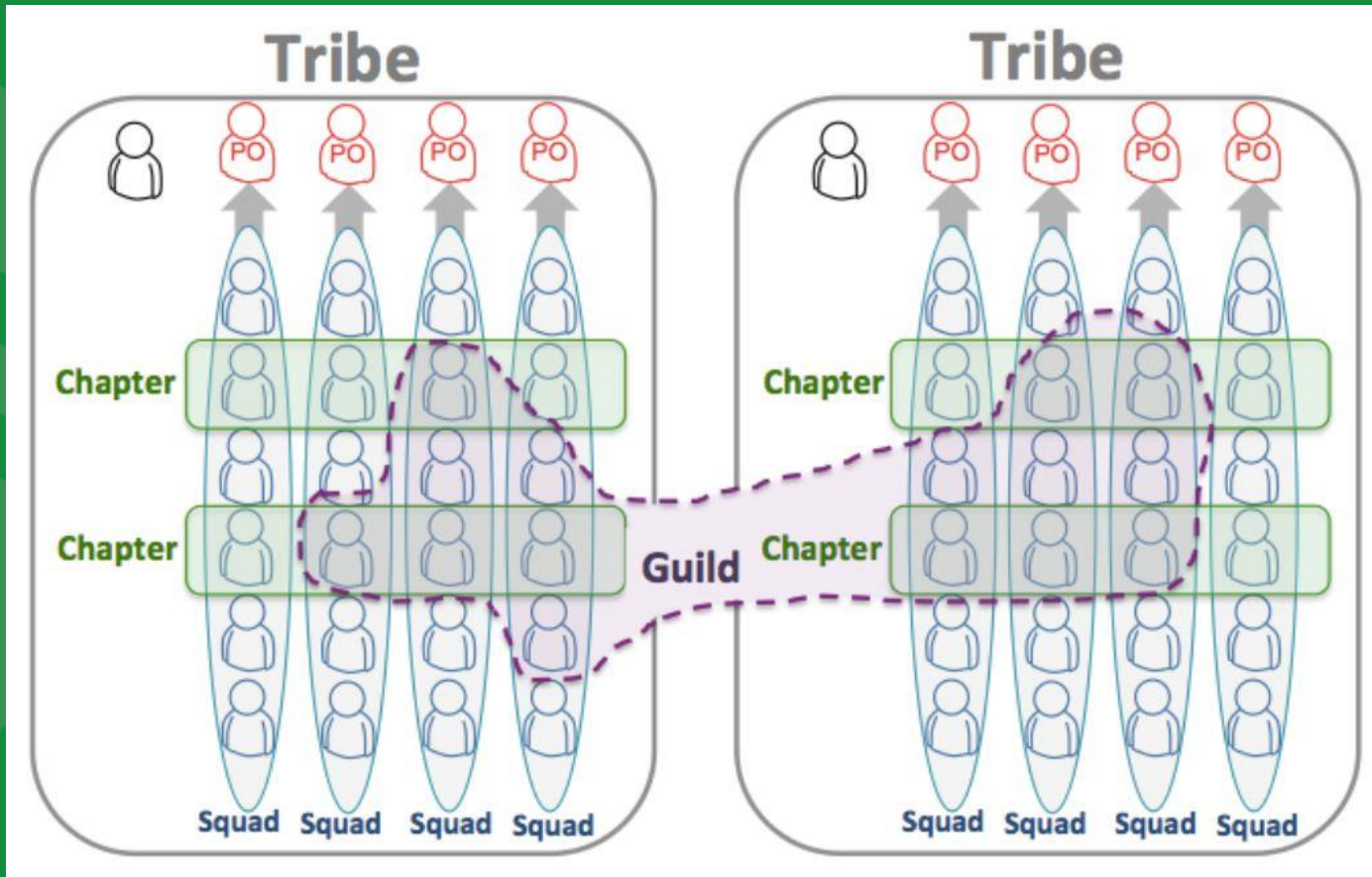
“

A Guild is a group of people that want to share knowledge, tools, code, and practices.

”

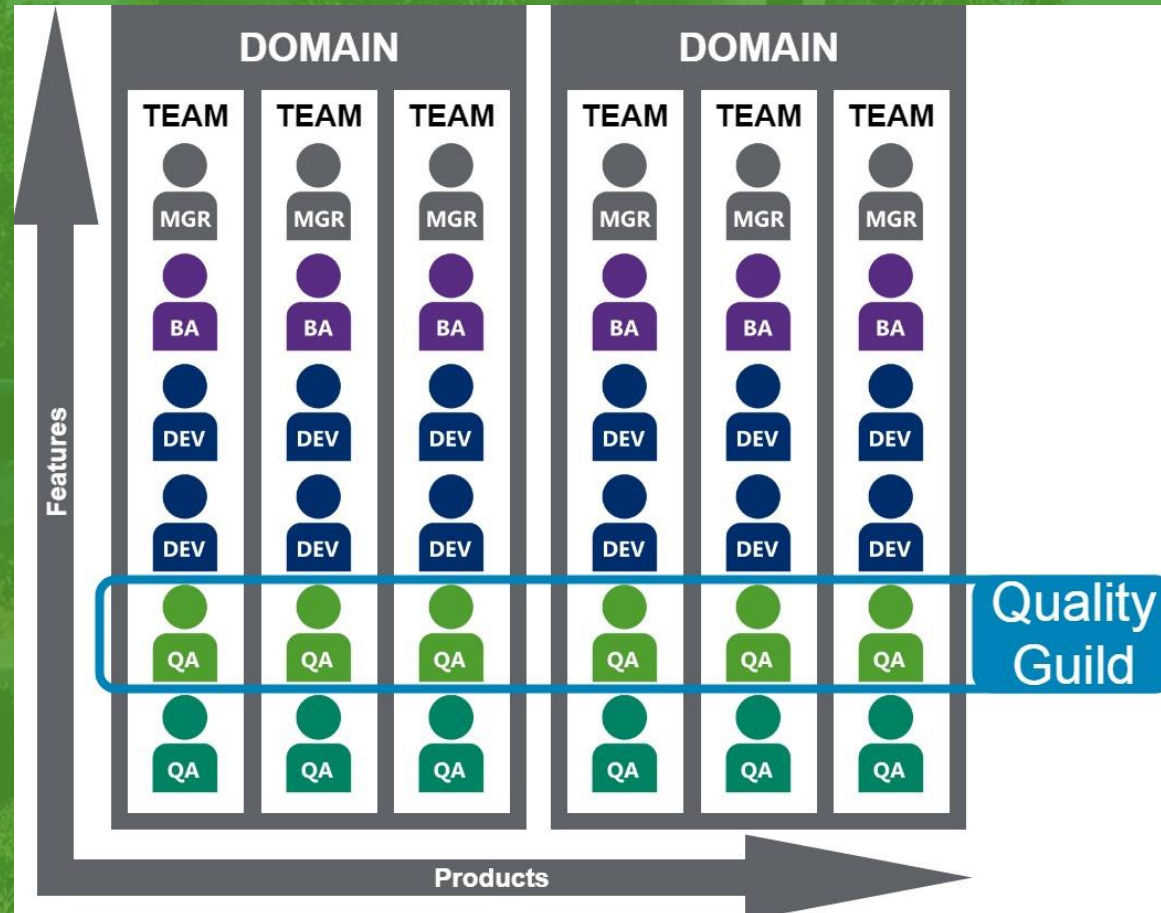
from “Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds”

The Spotify Model



from "Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds"

The Quality Guild



The Starfish

- The Catalyst:
 - Brings the Motivation
 - Provides the Passion
 - Gathers the People
 - Sets the Vision
 - Gets Out of the Way
- The Champion:
 - Relentless Promoter
 - Shares the Passion
 - Gathers the People
 - Shares the Vision
 - Leads by Example



Community: A Sea Full of Stars

Sense of Community:

- Attributes of Membership:
 - Boundaries
 - Emotional Safety
 - Identification
 - Personal Investment
 - Common Symbol System

Building a Community

- Initial Invitations:
 - Test Leads
 - Across Teams
 - Across Domains
 - Similar Skills
 - Similar Challenges

Communication

- Meetings

- Email

Communication Builds Familiarity and Trust

- Shared Data Repositories

- Box

- Google Drive

- Slack

The Quality Guild: Working Groups

- What is a Working Group?
 - Chartered (Mission-Driven)
 - Timeboxed
 - Chairperson/Facilitator
 - Self-Organizing
 - Regular Updates

Test Case Management Working Group

- **Charter:** Gathers requirements for tooling to support test case creation and maintenance, reviews available options, and proposes solutions.
- **Key Results:**
 - Requirements for Tool Selection
 - Identified Tools for Review
 - Ran Tool Trials
 - Preparing Final Recommendation

Root-Cause Analysis Working Group

- **Charter:** Develops standards and processes for collecting root-cause analysis data on escaped defects and develops tools and reporting to use in process improvement.
- **Key Results:**
 - Developed Guidance for Data Collection
 - Ran Pilot RCA Program
 - Reviewed Pilot Results
 - Prepared Rollout Plan

Test Coverage Metrics Working Group

- **Charter:** Develops the process to collect and report data regarding teams' efforts around testing of features.
- **Key Results:**
 - Identified Key Data for Collection
 - Feature-Based
 - Risk-Based
 - Developed Guidance for Calculating Metric
 - Rollout Pending for Management Support

Accessibility Testing Working Group

- **Charter:** Develops architecture and quality guidance addressing accessibility testing, architecting for accessibility, and accessibility conformance reporting.
- **Key Results:**
 - Prepared and Delivered Introductory Training
 - Developing Training and Assistance Plan
 - Investigating Tools for Test Automation
 - Identifying Gaps in Tool Coverage

The Quality Guild: Documentation

- Internal Documentation Site
- Guidance and Playbooks for:
 - Architecture
 - Development
 - Quality
- For Quality, the Guild Provided:
 - Input on Current Team Practices
 - Review of Documentation before Publication

The Quality Guild: Training

- Professional Development
- Knowledge Sharing
- Experiential Teaching
- Train-the-Trainer
- Black Box Testing Techniques
- White Box Testing Techniques
- Session-Based Test Management

South Florida Test Automation Meetup

Sense of Community:

- Attributes of Membership:
 - Boundaries
 - Emotional Safety
 - Identification
 - Personal Investment
 - Common Symbol System

Building a Community

- Open Invitation:
 - Shared Interested in Testing
 - Across Organizations
 - Across Locations
 - Various Skills
 - Similar Challenges

**SOUTH FLORIDA
TEST AUTOMATION**

Meetup: Location

- A Challenge
 - Distance
 - Commute Time
- Space
 - Limits Growth
- Sponsorship
 - Cost
 - Food & Drink
- Recruiter
 - Free!
 - Not Central
 - Limited Space
 - “Snacks”

Meetup: Location

- A Challenge
 - Distance
 - Commute Time
- Space
 - Limits Growth
- Sponsorship
 - Cost
 - Food & Drink
- Ultimate Software
 - Free!
 - Central Location
 - Large Meeting Space
 - Food & Drinks

Meetup: Location

- A Challenge
 - Distance
 - Commute Time
- Space
 - Limits Growth
- Sponsorship
 - Cost
 - Food & Drink
- Virtual
 - Free!
 - “Central”
 - “Unlimited” Space
 - “Bring Your Own Food”

SOUTH FLORIDA
TEST AUTOMATION

Challenge: Engagement

- The Quality Guild
 - Agenda Set by Facilitator
 - Presentation-Driven Meetings
 - Lack of Diversity in Topics
 - Value?
- South FL Test Automation:
 - Irregular Schedule
 - Long Presentations
 - Lack of Diversity in Topics
 - No Networking

Solution: Engagement

- The Quality Guild

- Lean Coffee
 - Agendaless
 - Topics Set by Members
- Discussion-Driven Meetings
- Value?

- South FL Test Automation:

- Multiple Shorter Presentations
- More Diverse Topics
- More Regular Schedule
- Planned Time for Networking

Challenge: Diversity

Lack of Diversity

- Membership
- Speakers

Working to Improve

- Open Membership
- Create a Safe Environment
- Mentoring
- Encouraging

The Road Ahead

Future Work

- Open Membership
 - Inclusiveness
 - All Teams Represented
- Build up Leaders
 - Professional Development
- Focus on Value



Leading Communities

Exploratory Testing

“Simultaneous designing and executing tests to learn about the system, using your insights from the last experiment to inform the next.”

Elisabeth Hendrikson

Kaizen (改善)

- Continuous Improvement
- Small, Incremental Changes
- Plan → Do → Check → Act

Leadership

“

Leaders only flourish in organizations that want them to be there. An organization has to value leadership in order to develop leaders. We notice that organizations that hold technical leaders in high esteem seem to have plenty of these leaders grow up from the ranks.

”

from Lean Software Development: An Agile Toolkit

Conclusion

- Community
 - A unified group of people
- Agile and Companies
 - Scaling Agile and Scaling Community
- Quality Guild
- Meetups
- Challenges in Building Communities
- The Road Ahead

References

- Books

- The Starfish and The Spider
- Corps Business
- Drive
- Lean Software Development: An Agile Toolkit
- Building Successful Communities of Practice

- Websites

- What is Lean Coffee?
- Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds
- Lean Coffee Lives Here
- Communities of Practice



Questions?

Stay In Touch

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