

Agile Testing for Large Organizations and Distributed Teams

Agilia Conference, CZ
March 2015

Janet Gregory, DragonFire Inc.
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@janetgregoryca

With input from Lisa Crispin

Introductions

Let's learn a bit about your experiences

- Different cities, same time zone (or 1 hr. apart)
- Time zones more than 7 hrs difference
- More than 3 remote teams
- Less than 100 people
- Larger than 1,000 employees
- Larger than 5,000
- Others?



Topics

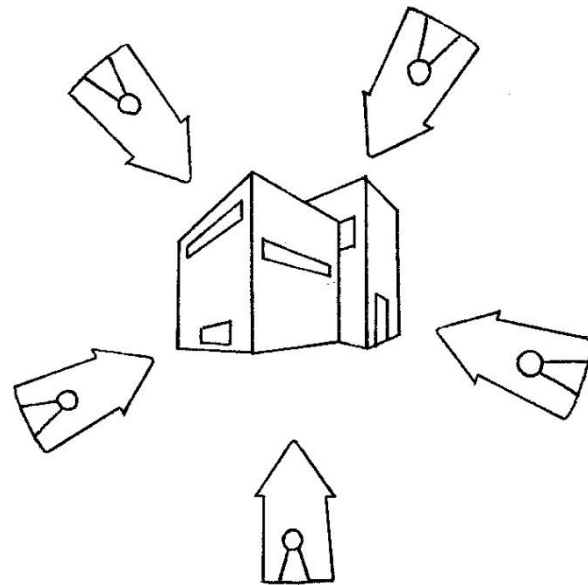


**Co-located: make the values' your own;
follow the principles.**



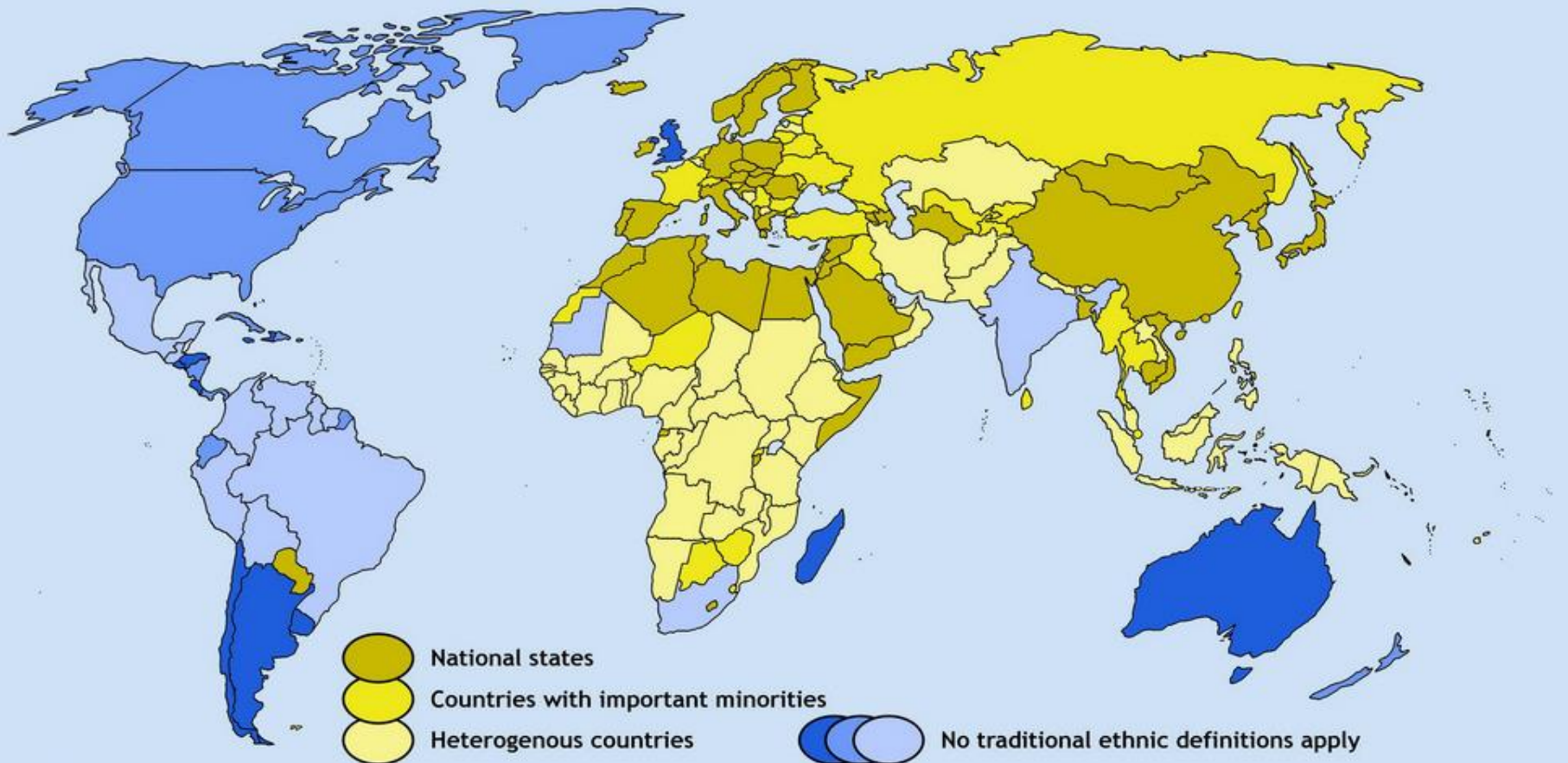
Why distributed at all?

- Mergers & acquisitions
- Large global organizations
- Lack of expertise in-house
- *Theoretical* cost savings ??



Recognize the Benefits

- Ability to hire the 'right' people
- More diversity
- Follow the sun



Accept Limitations

- Extra communication efforts
- Time zone differences
- Dependencies
- Slower feedback



Organizational Issues in the Enterprise

- Organizational controls – regulatory, internal
- Working with third parties
- Involving customers
- Managing dependencies
- ERP system integration



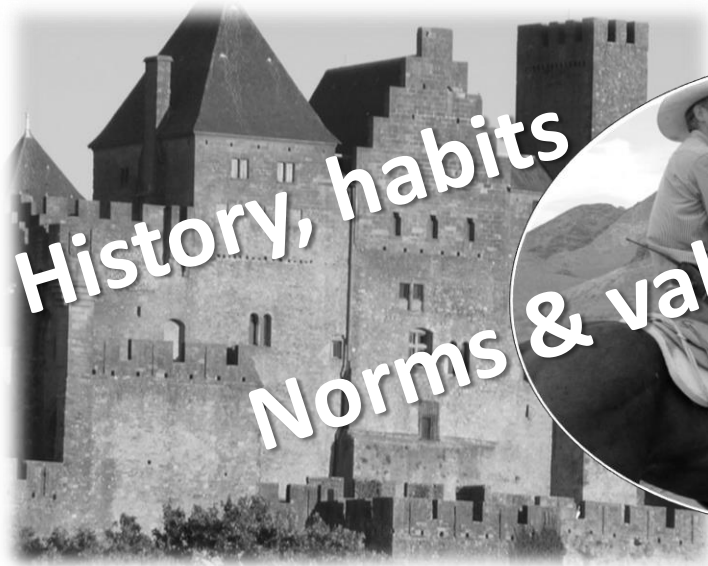


Cultural Issues

- between teams
- between locations



Geographical & Organizational Cultural Issues



History, habits
Norms & values



Interactions



Infrastructure challenges



Other Challenges

- Lack of trust
- Lack of face time
- Splitting work between teams
- Collaboration / Communication



Testing Specific Issues

Throw it over the wall
(out-sourcing)

Separate test team

Too many dependencies

Risks: don't know
who to ask

Testing integration

How do we overcome the obstacles?

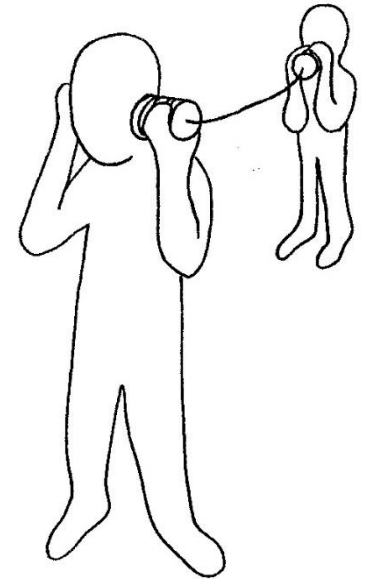


Coordinate Tools & Practices



Ideas for General Communication

- Set up communication channels so all team members have access to
 - decisions made
 - planning sessions
 - meeting notes
- Lowest common denominator for communication

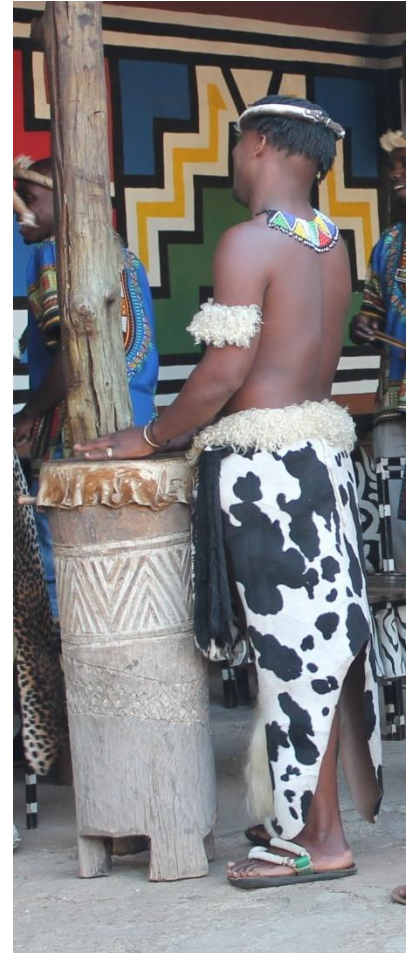


Communication Tools

- Email
 - Broadcast, individual, follow-up on conversations
- Photos – task boards, smart boards
- Videos

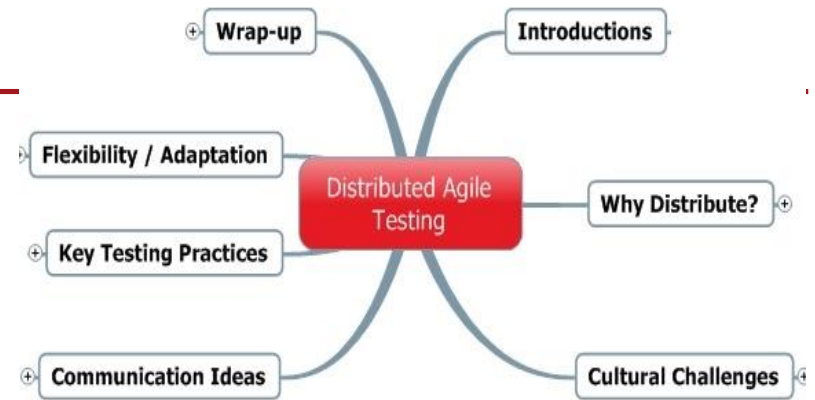
Remember

- Emails do not show emotions and can be misinterpreted



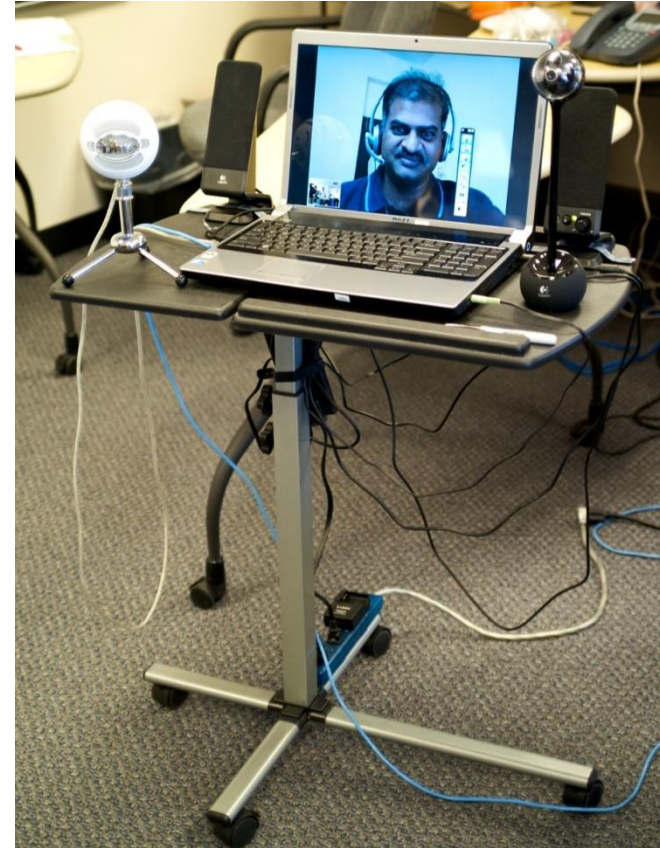
Collaboration Tools

- Telephone
- Chat rooms
- Wiki
- Collaborative automation tools
- Mind-mapping tools
- Story mapping: Cardboardit
- Remote pairing: VPN, Skype, instant messaging, desktop sharing

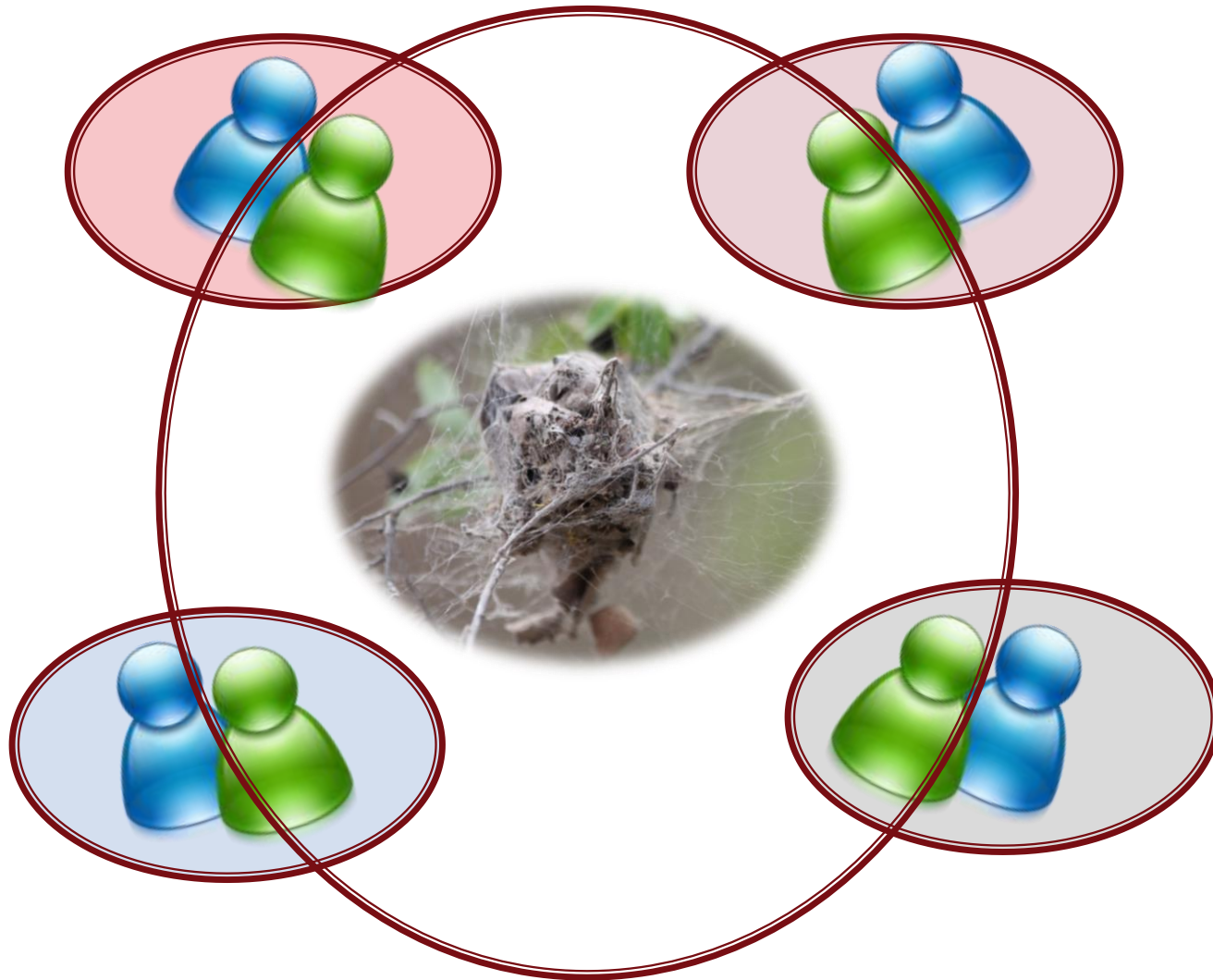


Tools for Virtual Face Time

- Use video whenever possible
- Virtual tele-presence
- Pair – screen share
- Put faces on stories and tasks
 - Physical task boards
 - On-line systems
 - Use avatars



Use communities of practice for sharing



How can testing help?



Testing is a Team Problem



- Tests provide fast feedback
- Tests show desired behaviour
- Developers think about testability
- Testers think about the big picture
- Multiple skill sets mean better solution

Key Planning Practices

- Keep the feedback cycle short
- Remove dependencies early

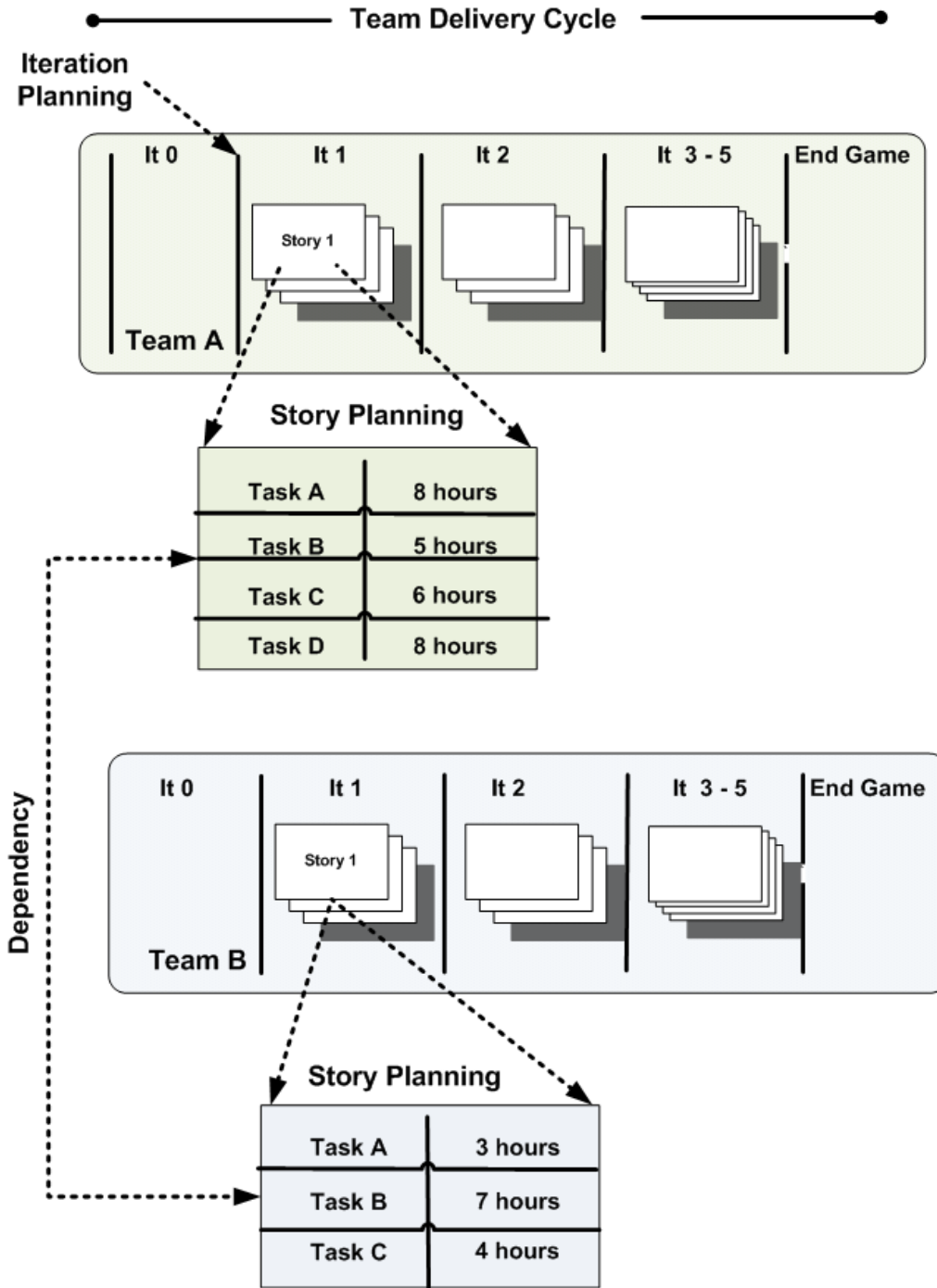


Note:

Feature teams
are preferable
with all team
members
co-located

Dependencies between teams

Remove them before the iteration, but remember to test them

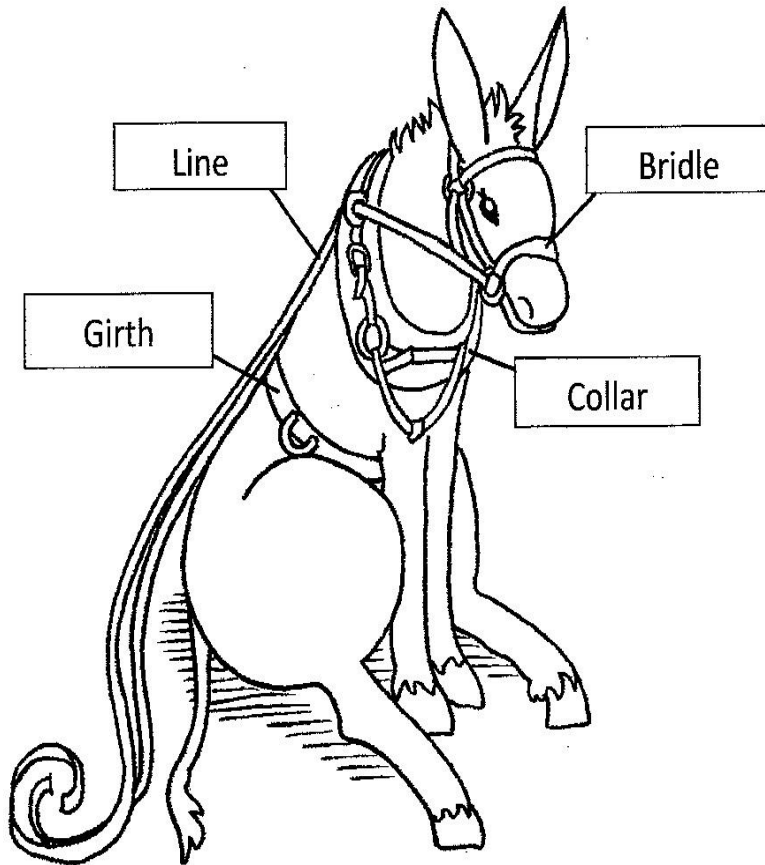


Create a Shared Understanding

- Power of 3
- Question
- Draw pictures
- Repeat verbal conversations in writing



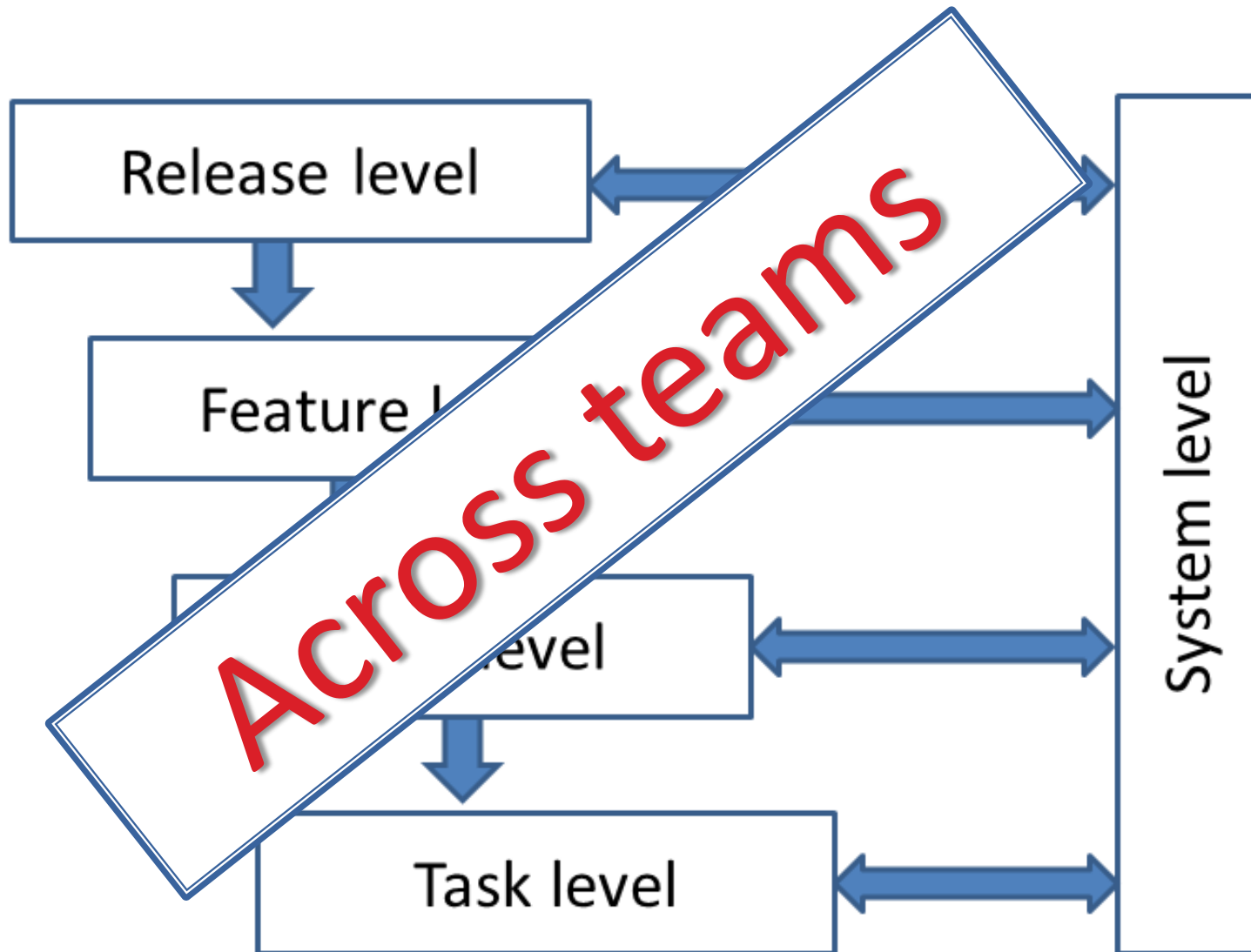
Use tests and examples for shared understanding and common language



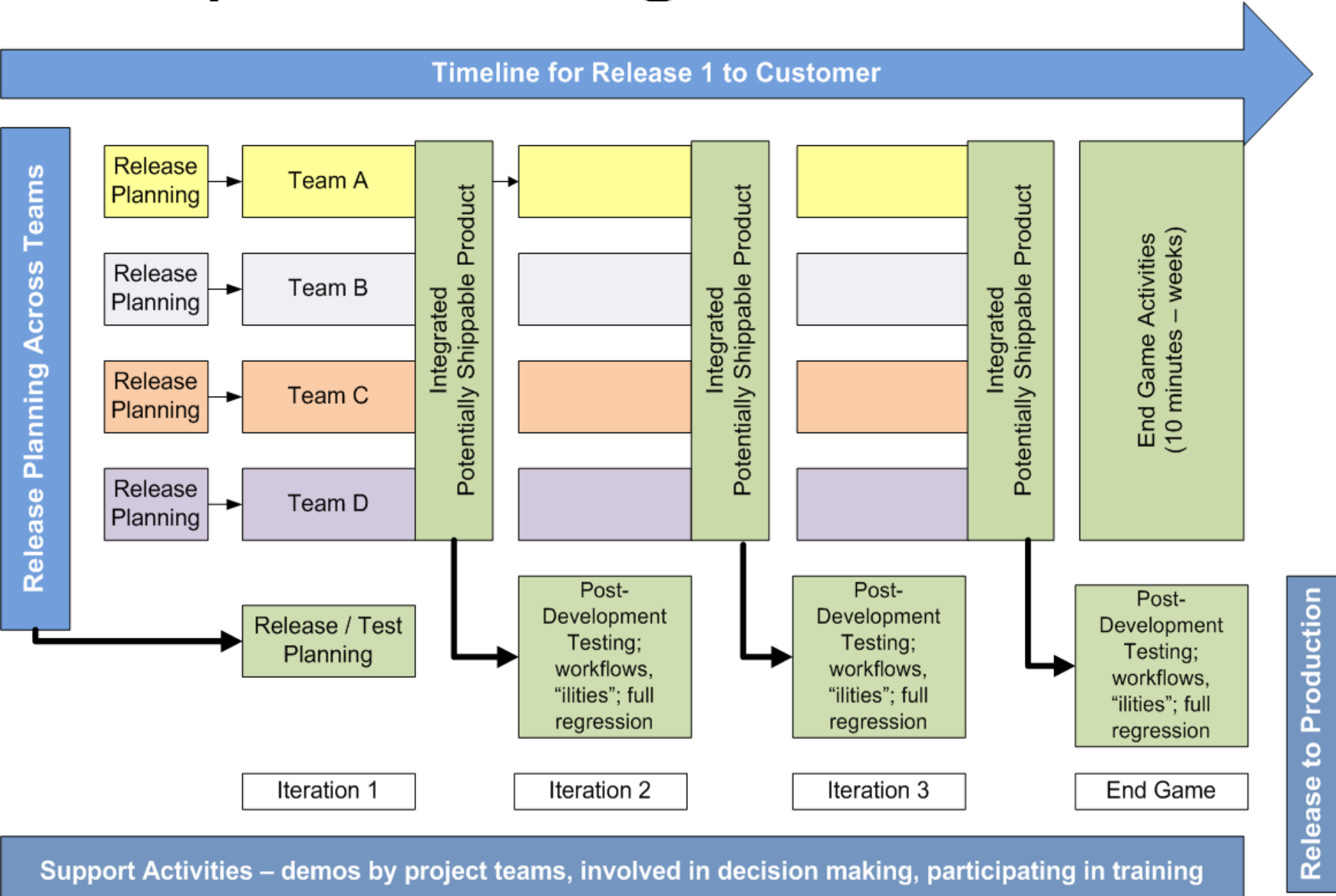
And with the latest version you can have Balloon style tips!

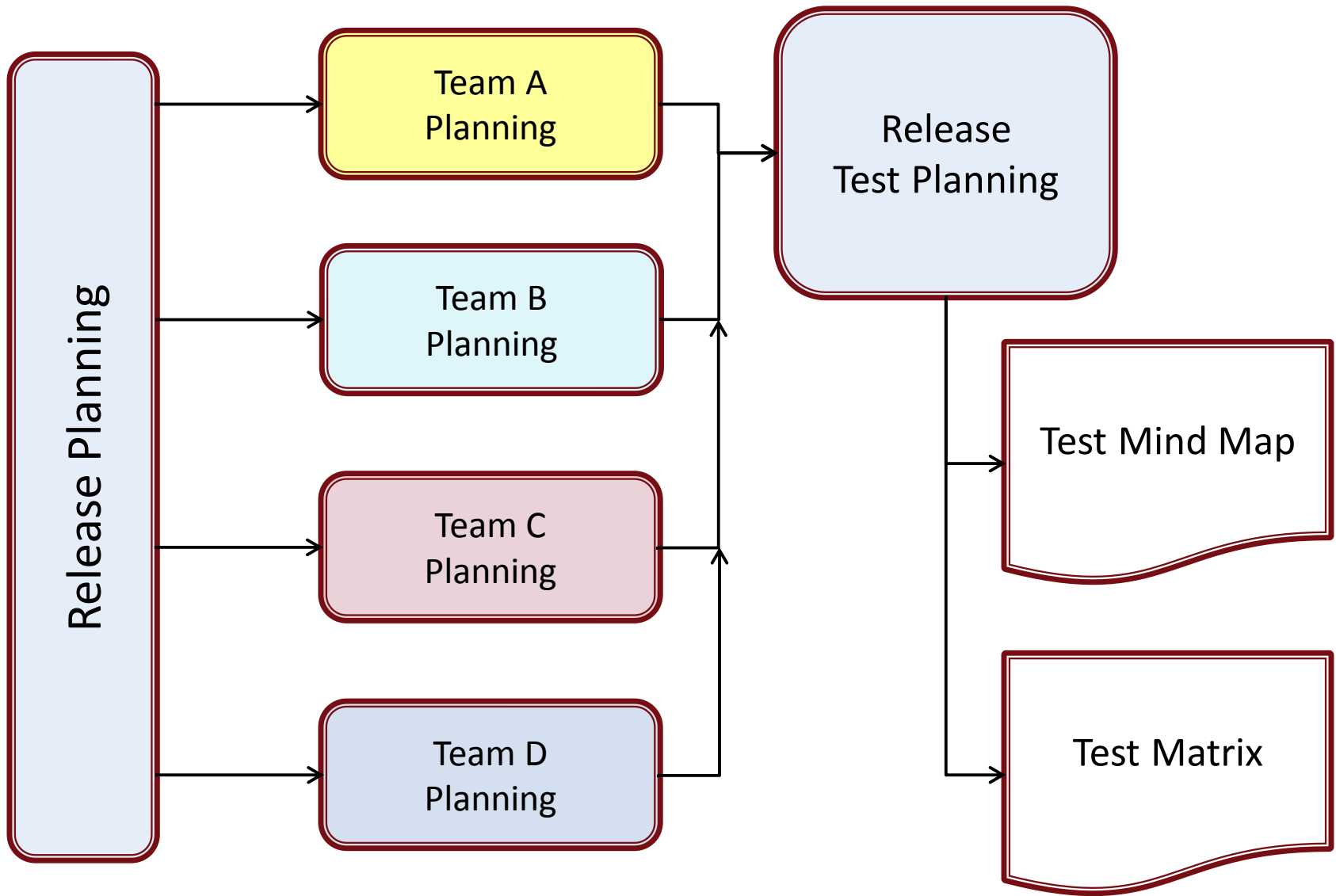
Set `BALLOON="true"` The `BALLOONIMGPATH` will default to the pub directory for this topic.

Think in Levels of Detail



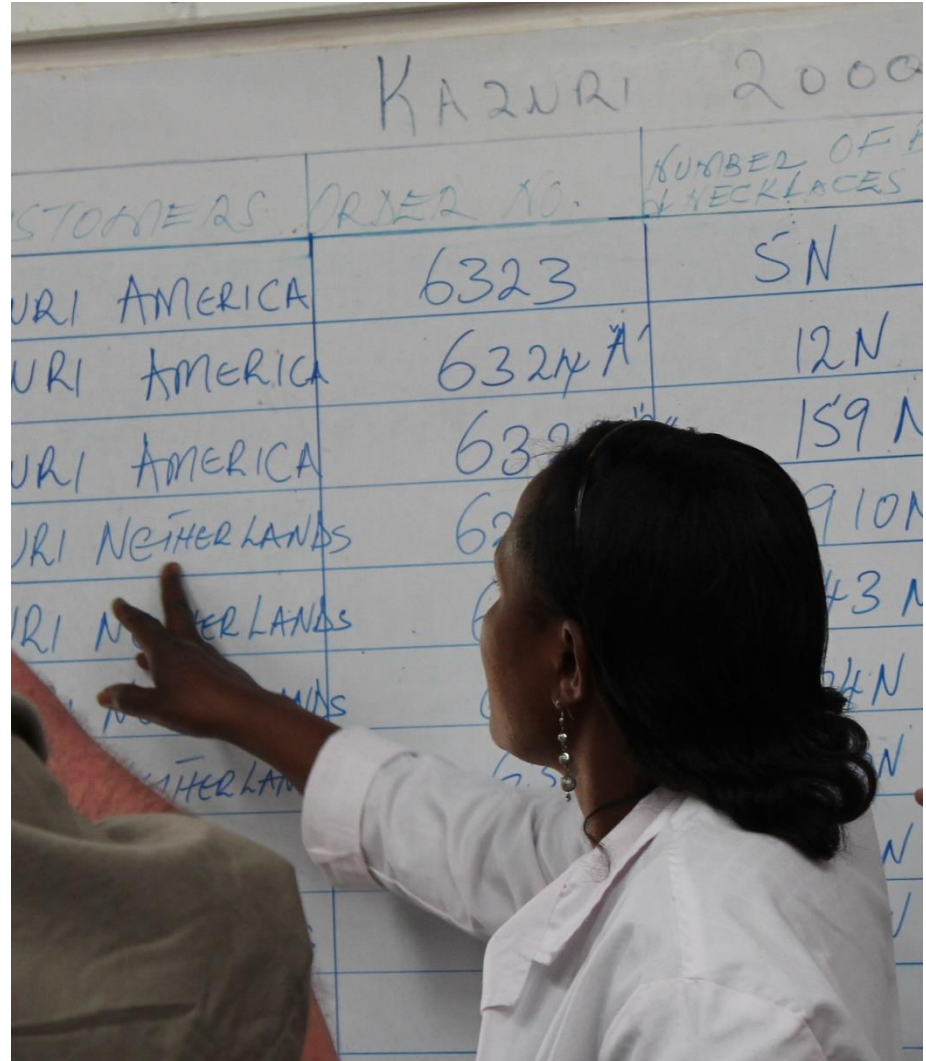
Multiple Teams - Integration



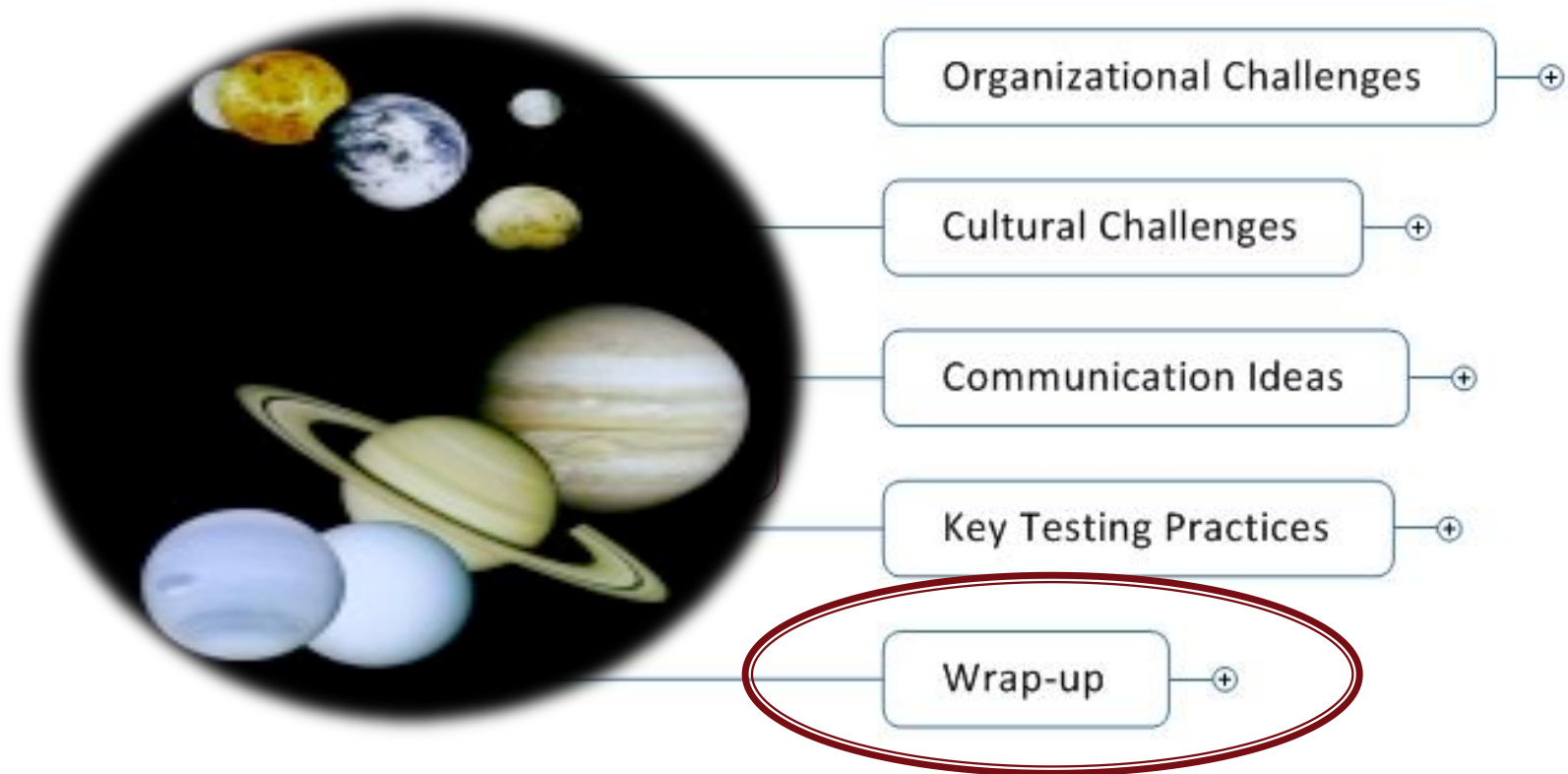


Visibility / Transparency

- Share information
- Share awareness of dependencies
- Same version control
- Same CI environment
- Keep everyone “in the loop”
- Same vision
- Same goal
- Accessible to all

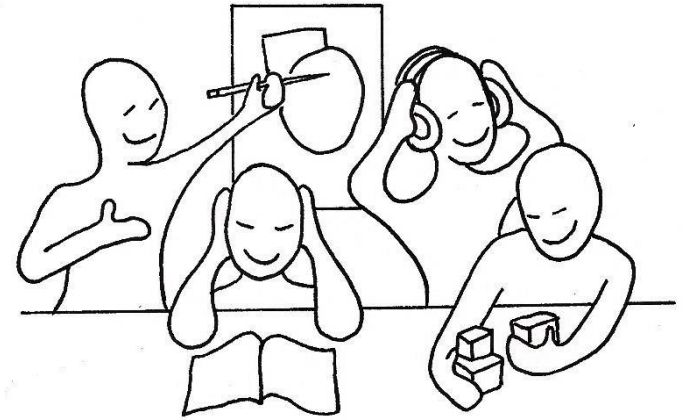


In summary adapt



Educate – Create a Learning Organization

- Common orientation
- Off –shore teams
- Acquired teams
- New remote team member
- Foster a learning culture
 - Tolerate mistakes
 - Personal safety
- Give time to experiment, to try



Flexibility, Mindfulness

- Schedules
 - Overlapping times
 - Meetings
 - Share the pain
- Use retrospectives
 - Identify problem areas
 - Experiment with solutions



Establish Trust

- Think constantly of other teams or team members
- Extend help to others
- Provide visibility into current quality of the product



It's an Evolution



Collaborate to innovate
or
Innovate to collaborate



Agile Testing: A Practical Guide for Testers and Agile Teams

More Agile Testing: Learning Journeys for the Whole Team

By Janet Gregory and Lisa Crispin

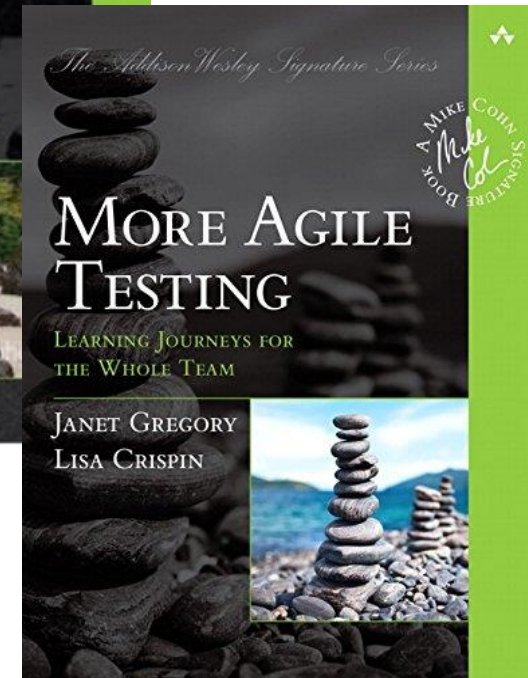
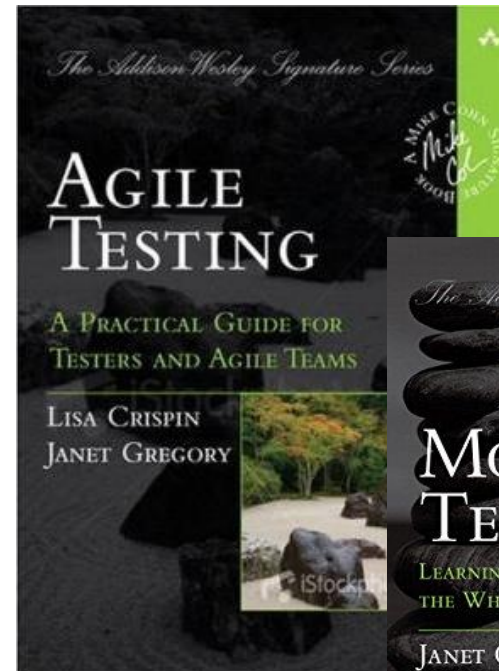
www.agiletester.ca

Contact info

www.janetgregory.ca

Email: janet@agiletester.ca

Twitter: [janetgregoryca](https://twitter.com/janetgregoryca)





Questions?

More Reading & References

- *Practices for Scaling Lean & Agile Development: Large, Multisite and Offshore Product Development with Large-Scale Scrum*, Craig Larman and Bas Vodde, Addison-Wesley, 2010
- *Agile Software Development in the Large: Diving into the Deep*, Jutta Eckstein, Dorset House, 2004
- *Fearless Change: Patterns for introducing new ideas*, Linda Rising and Mary Lynn Manns
- Agile-testing@yahoogroups.com
- Pictures taken on safari in Kenya and Tanzania with Nature Encounters Tours, or from Microsoft office clipart selections



Blogs and articles

- www.lisacrispin.com
- Rothman Consulting Group, Inc. Vol 9, #5: *Building Trust in any Team*
- <http://leadingsoftwaretestinginanagileworld.blogspot.co.uk/2011/03/distributed-agile-test-teams-making-it.html>
- <http://sites.google.com/site/visualisingquality/>
- <http://www.slideshare.net/johannarothman/agile-testandtestmgmtatd>
- Linda Rising: <http://www.agilevancouver.ca/video/who-do-you-trust/>
- Make Your Tele-Team Work
<http://lisacrispin.com/downloads/teleteam.pdf>

