

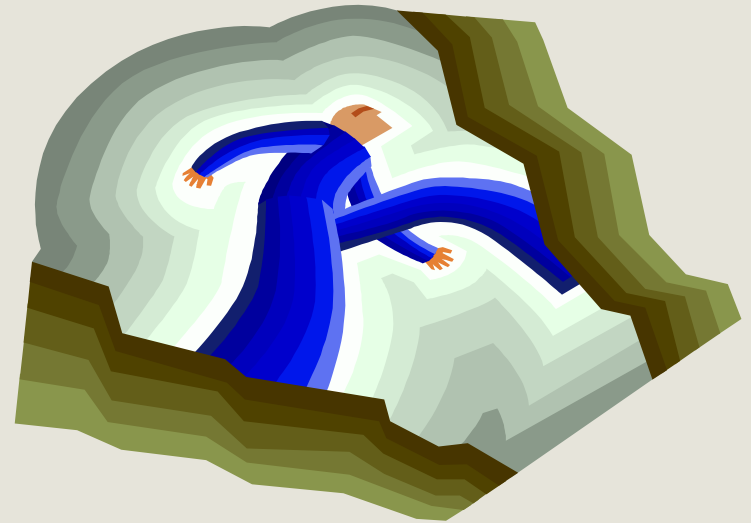
Agile quality: maximize results with a small quality team

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Ben Linders
Operational Development & Quality
Ericsson R&D, The Netherlands
ben.linders@ericsson.com, +31 161 24 9885

Agile Quality?

Quick & Dirty?
Agile is for developers?
Survive as Quality Engineer?



It's quality Jim, but not as we know it...

Ericsson, The Netherlands

- Market Unit Northern Europe & Main R&D Design Center
- R&D: Intelligent Networks
 - Strategic Product Management
 - Product marketing & technical sales support
 - Provisioning & total project management
 - Development & maintenance
 - Customization
 - Supply & support
- 1300 employees, of which 350 in R&D

Agile Manifesto

www.agilemanifesto.org

“We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more”

Agile Quality Assurance Vision

- **Customers define quality**
- **Way to quality is via developers**
- **Things will change, be prepared**

The Context

- **QA is not in control**
- **Expectations on QA are high**
- **More and quicker results**

QA has to:

Collaborate!

Communicate!

Coach!

Deploying the vision

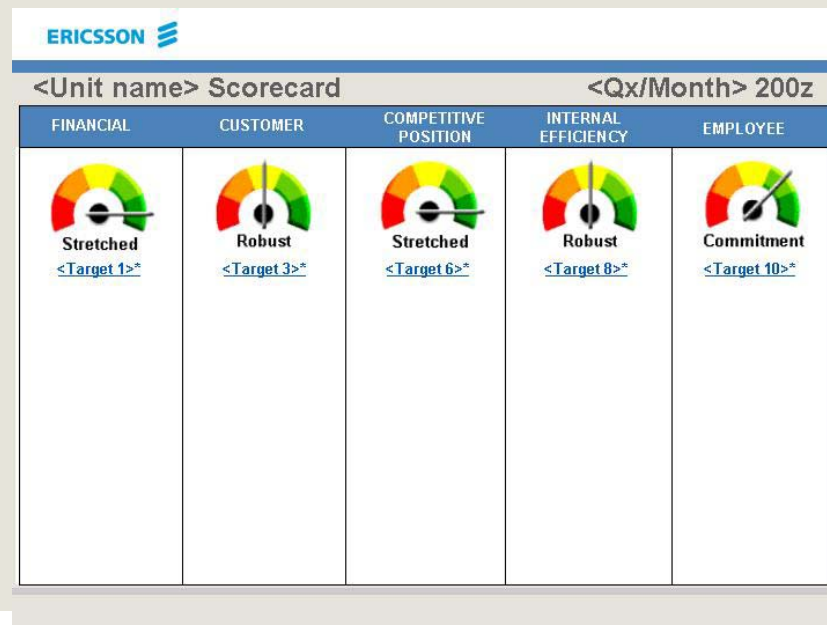


- Approach
 - Stepwise improvement
 - Use opportunities
 - Support the bottom line
- Accomplishments
 - Control: Balanced Scorecard
 - Learn: Continuous Improvement
 - Support: Management System
- Key Success Factors

Control: Balanced Scorecard

Management should be in control
Developers are doing the work
Make the connection!

- **Set/communicate targets**
- **Measure/analyze development work**
- **Review with management**
- **Decide, take actions**
- **Communicate**



Balanced Scorecard – QA role

- Support management in setting targets
- Measure and report the results
- Evaluate the scorecard
- QA should:
 - not analyze the data but **coach developers on how to analyze**
 - not make conclusions but **assure that proper conclusions are made**
 - not decide but **supply information to management so that they decide**
 - be supportive but **remain also critical**

Learn: Continuous Improvement

Targets are challenging, they can only be met if the organization improves

Coach result oriented learning!

- **Communicate targets**
- **Analyze performance gaps**
- **Enable/stimulate improvements**
- **Measure results**



Continuous Improvement – QA role

- Driver of improvements
- Measure the benefit on targets
- Evaluate the improvement
- QA should:
 - not force improvements but **coach people to find improvements**
 - not come with solutions but **support people in defining the solutions**

Support: Management System

Developers have knowledge & skills
Management wants the results
Provide the means!

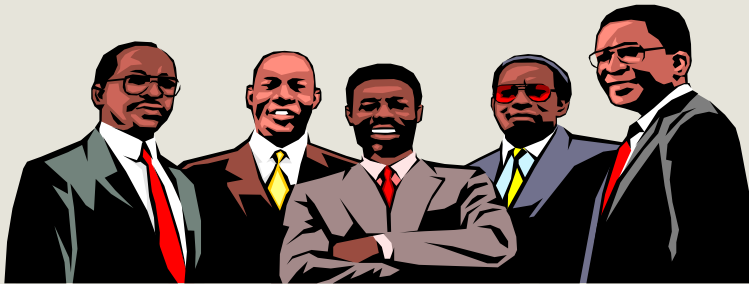
- **Focus Stakeholders/customers**
- **Small set of processes**
- **Organizational structure**
- **Resources & capabilities**



Management System – QA role

- Support & coach management in defining the system
- Document and provide the system to the organization
- Evaluate the system
- QA should:
 - not “invent” the system but **investigate/clarify management needs**
 - not own the system; **management remains responsible**

Key Success Factors



- Management Commitment & support
- Drive and motivation of the QA team
- Build-up of skills & knowledge

Management Commitment & support

- Economic situation: Management needs to know performance
- Management believes that focus on targets helps to get results
- Management wants QA to work with engineers (and with them):
Joined forces!

Balanced Scorecard provides overview
Management is enabled and takes action
Co-operation paid off!

Drive & motivation of the QA team

- QA believes that improvements can help a company to survive
- QA didn't want to do it alone, now they could work together
- Very experienced QA team, strong personal skills

Different role of QA enabled workman's pride
Some reduction in QA workload
Added value of QA has become visible

Build-up of skills & knowledge

- Auditor, facilitator, project manager, process support: QA has it all
- Less focus on knowledge, shift towards change agent
- QA persons coaching each other

**Increased efficiency: More projects & line work
QA gets things done!**

Conclusions

QA role has changed:

- Helping people to understand quality & processes
- Coaching them on how to improve

Commitment & support, motivation & drive, skills & knowledge

Accomplishments:

- Balanced Scorecard: Contribution to organizational targets
- Management System: The means for people to do their work
- Continuous Improvement: Learning to become more efficient

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