



Turning the Tide

Inspiring a true culture of quality

Steve Jefferies – WTW

5th October 2023



About Me, About WTW

Steve Jefferies

Principal QA Engineer at WTW

15 years experience in various roles and industries

- Tester, SDET, QA Engineer, Quality Advocate, QA Architect, Manager, Principal Engineer, Head of QA
- Pharmaceutical, Healthcare, Insurance, Cybersecurity



WTW

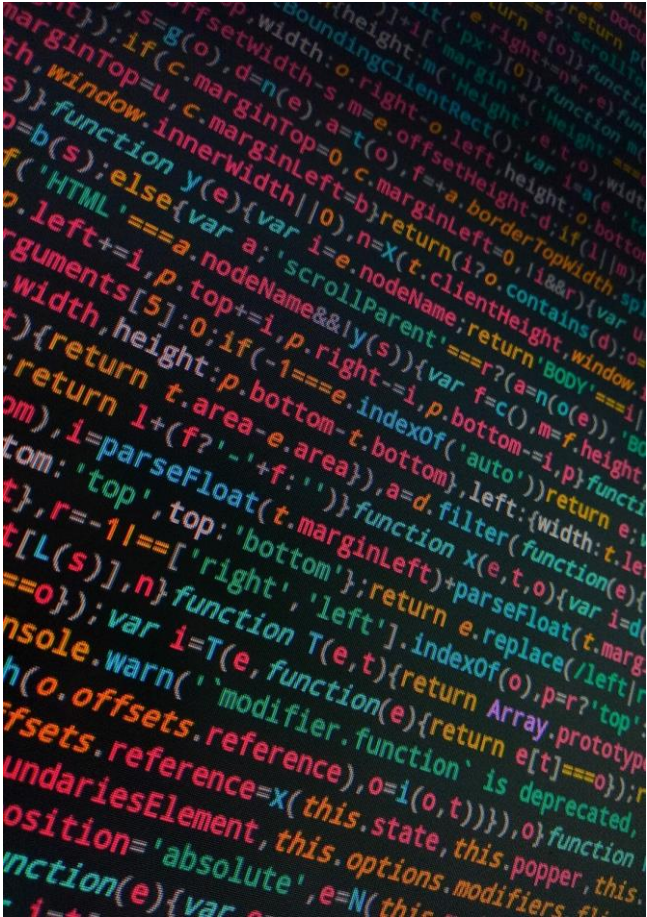
At WTW, we provide data-driven, insight-led solutions in the areas of people, risk and capital. Leveraging the global view and local expertise of our colleagues serving 140 countries and markets, we help you sharpen your strategy, enhance organizational resilience, motivate your workforce and maximize performance.

Working shoulder to shoulder with you, we uncover opportunities for sustainable success—and provide perspective that moves you.

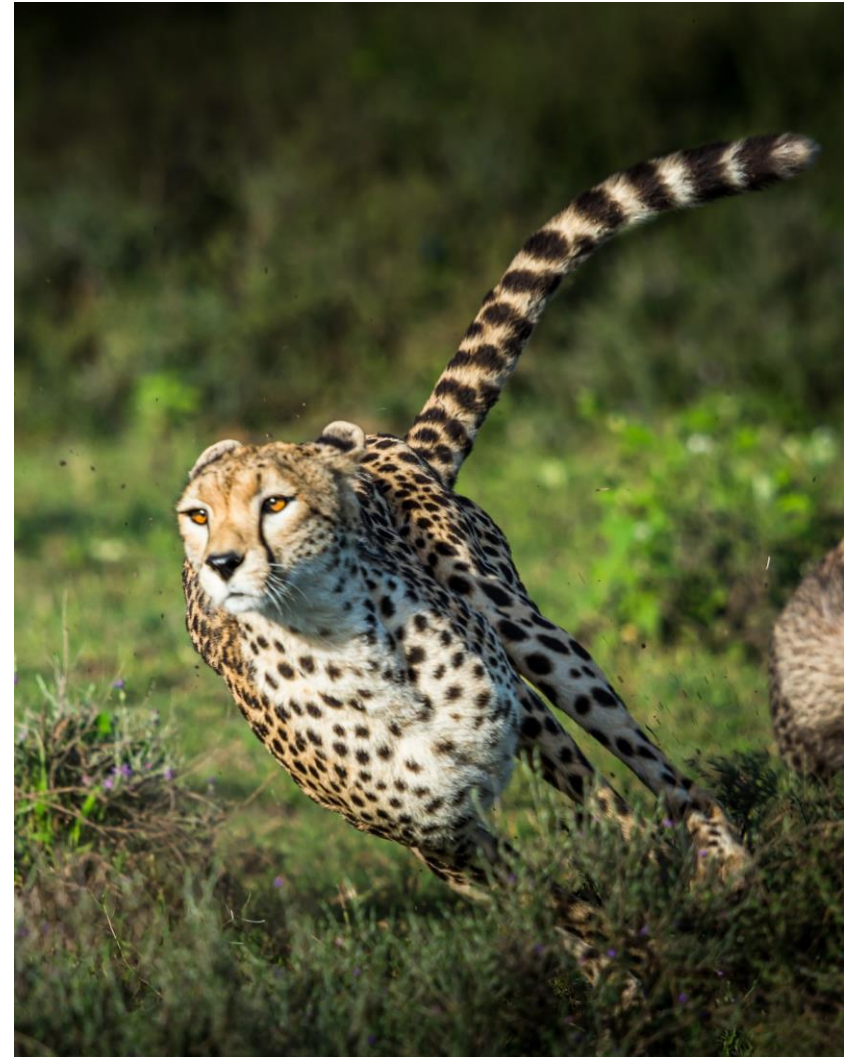
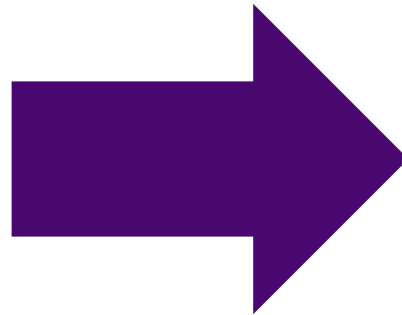
ICT

Insurance Consulting and Technology (ICT) combines strategic and analytical skills to solve practical business problems, applying the latest techniques and technology solutions. Our client base is comprised mainly of insurance companies as well as regulators and other insurance-related entities.

Growth



Shift to SaaS

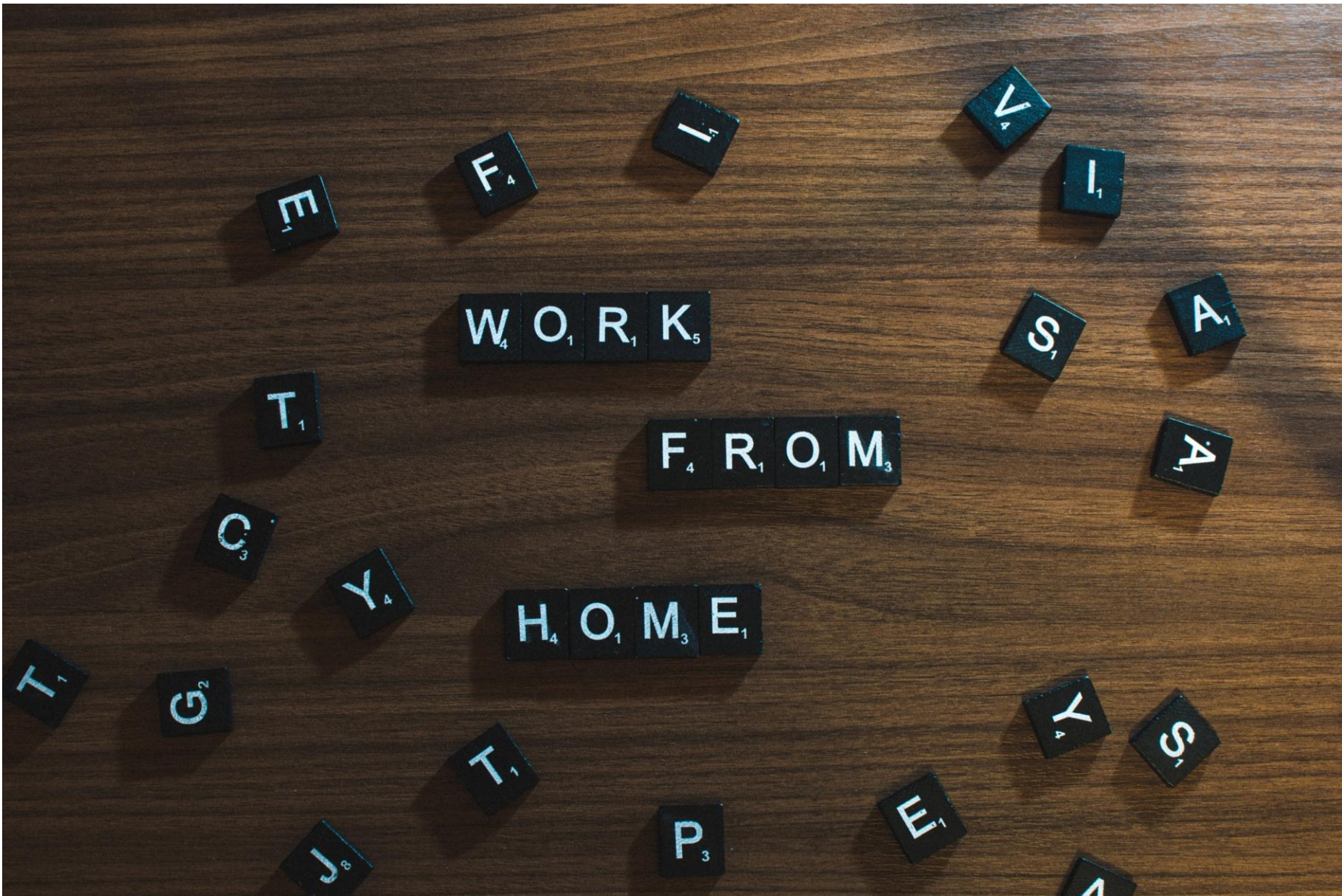


Problems



Giving QA a Voice

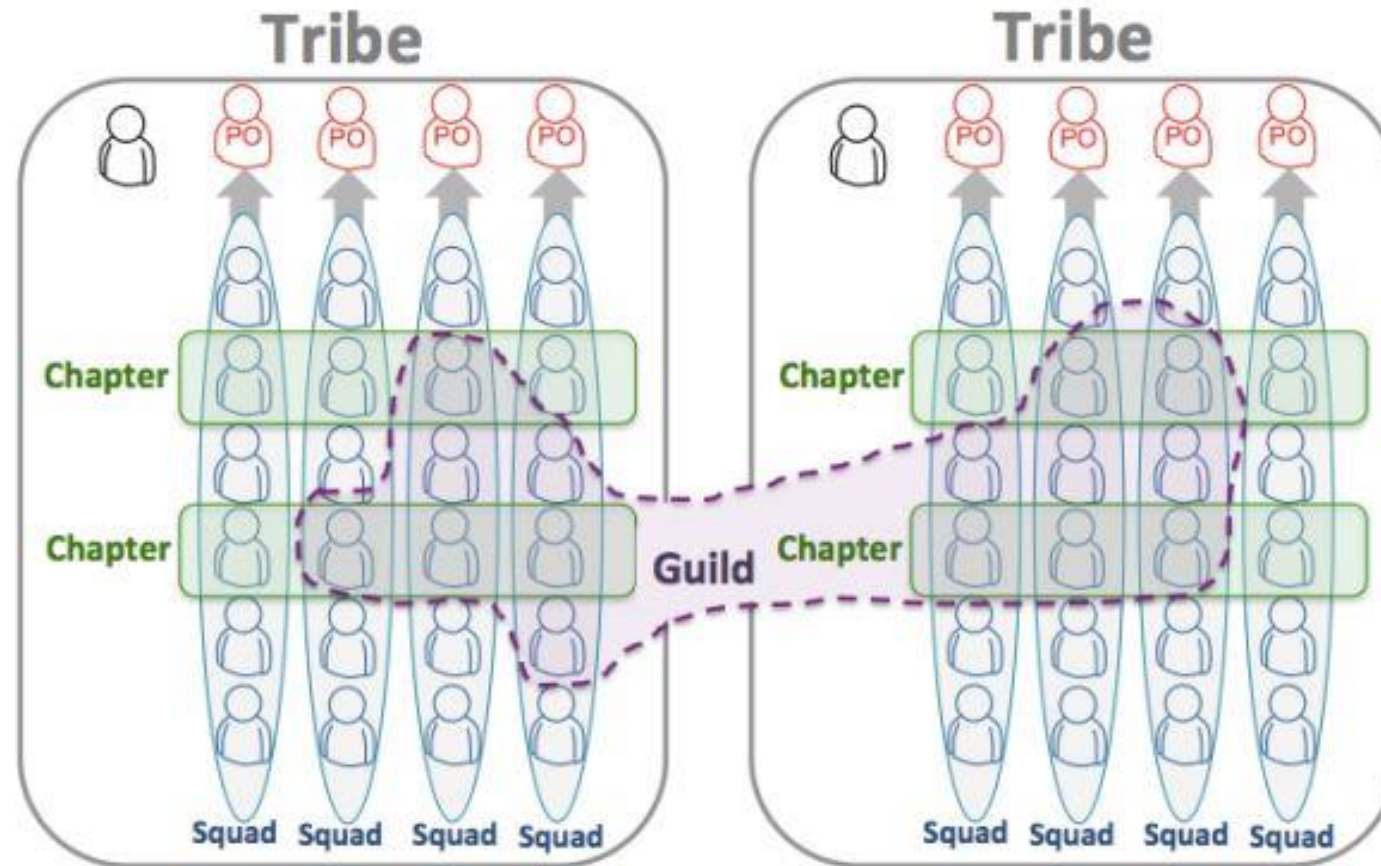


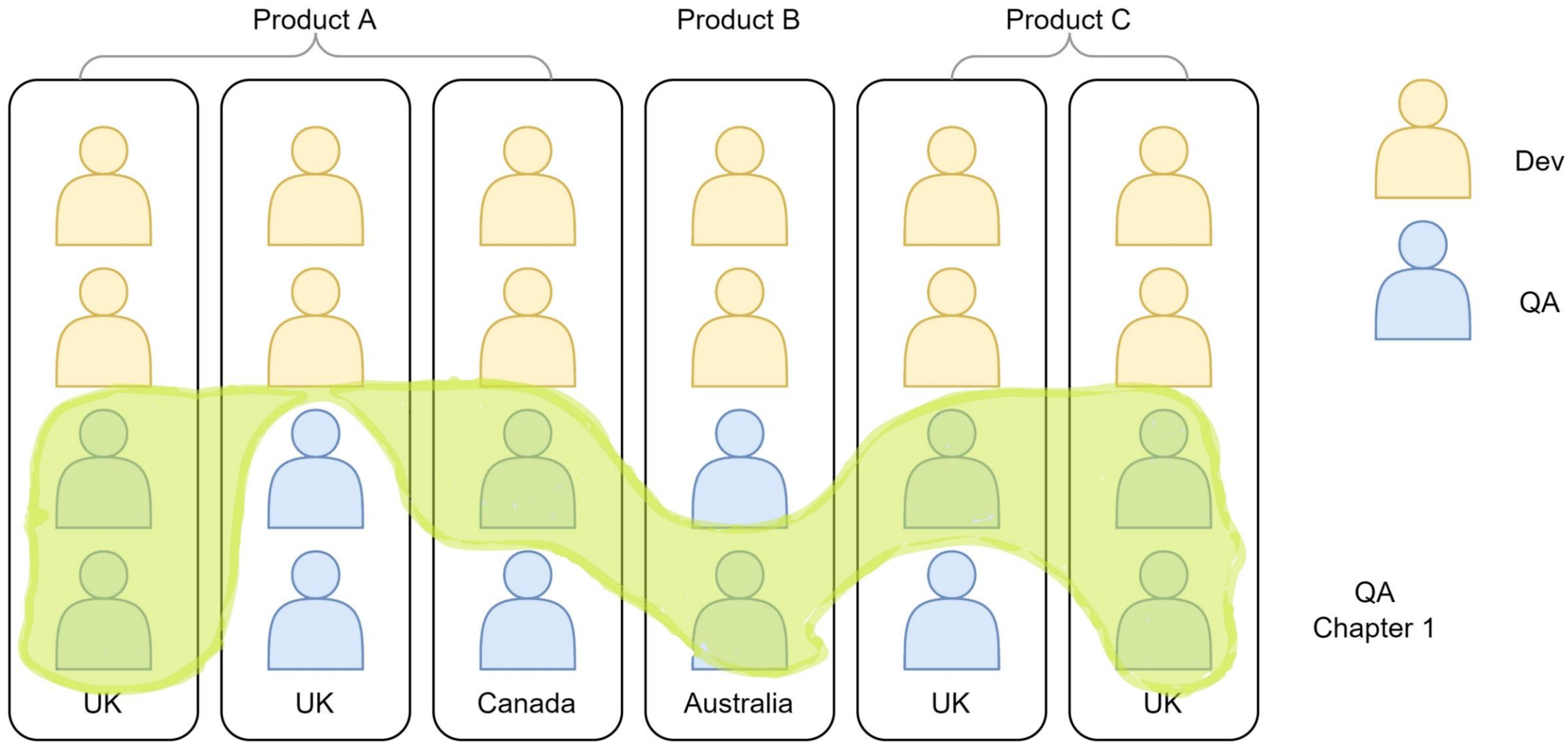


Scaling Agile @ Spotify

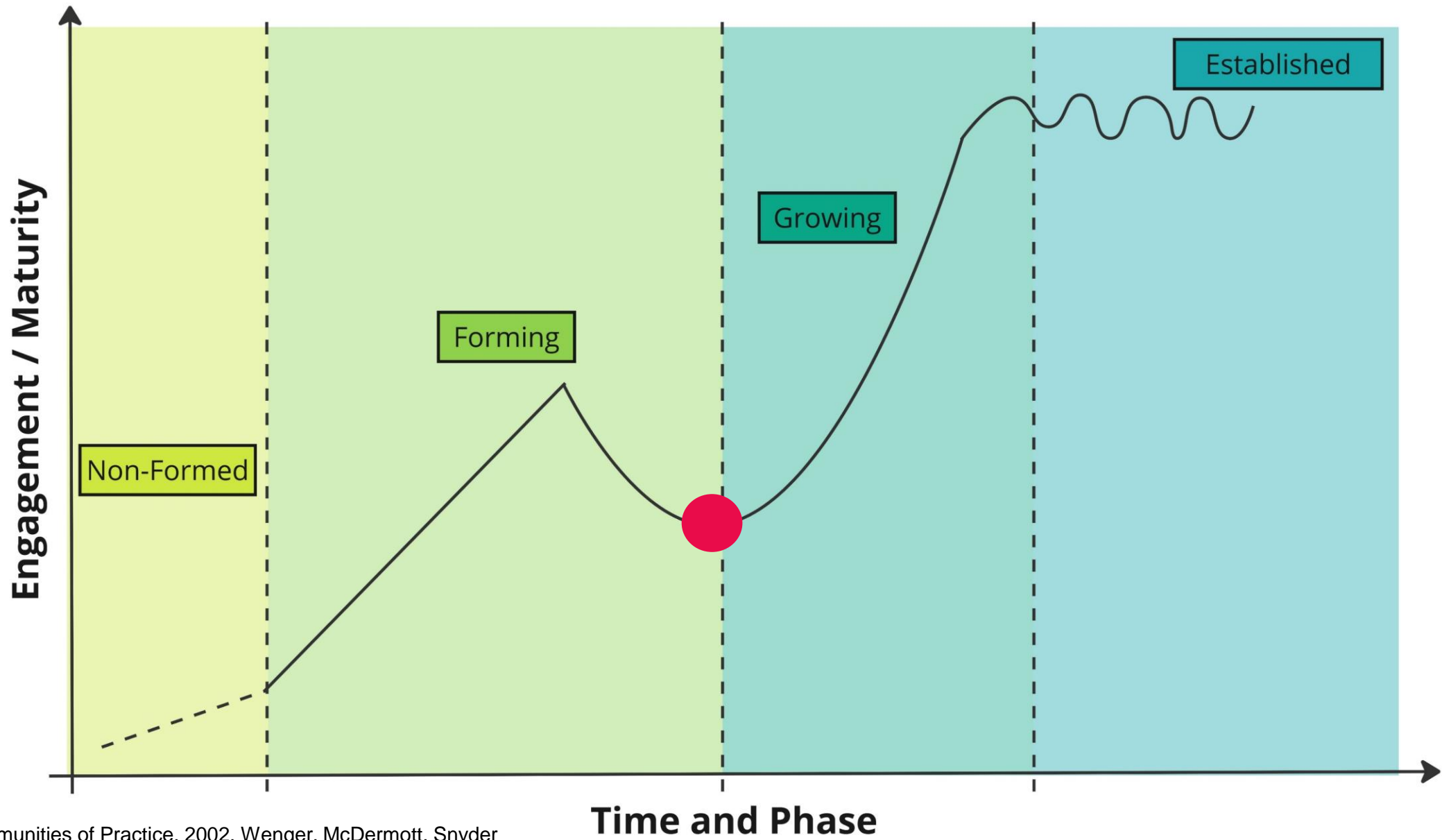
with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012

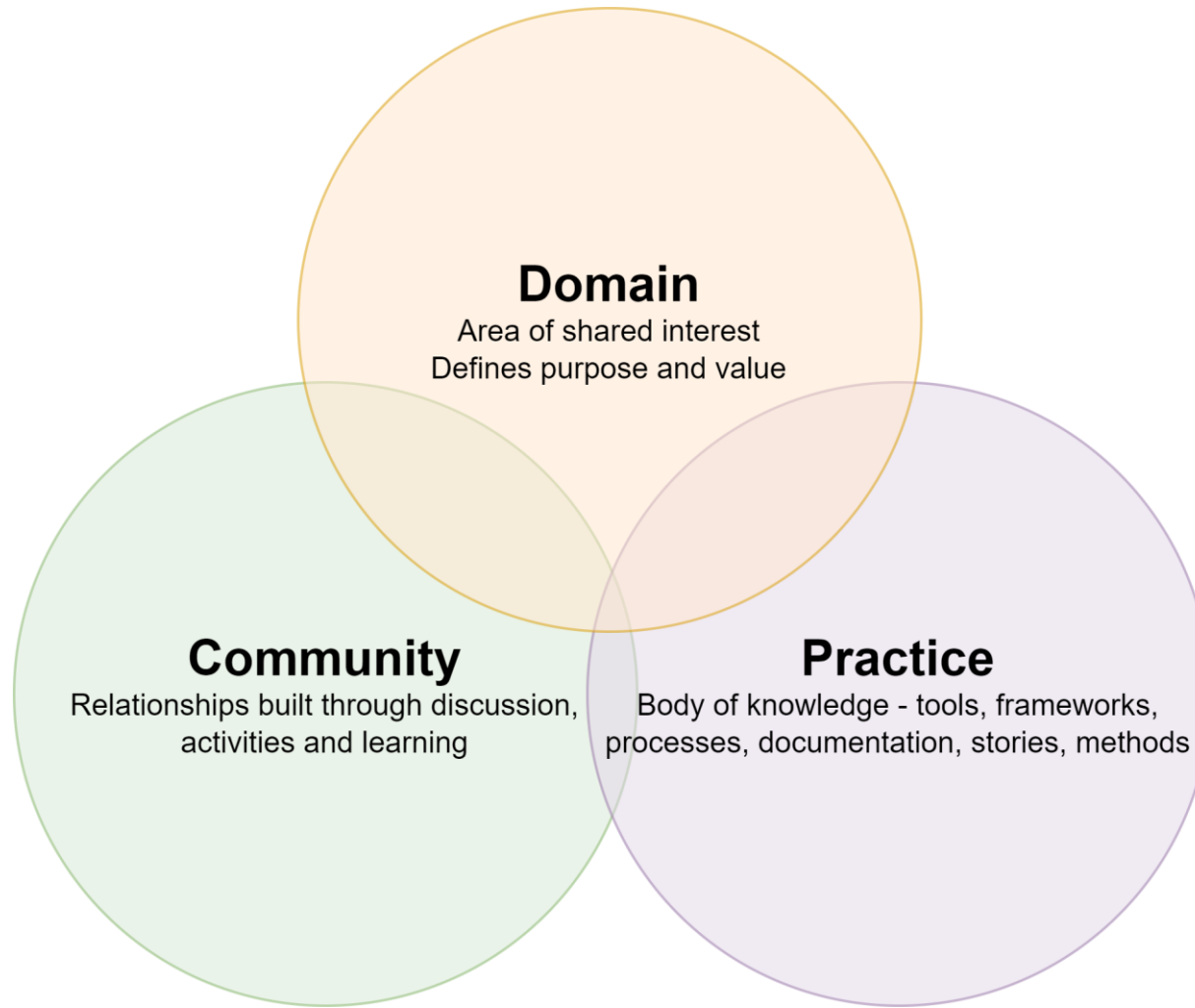




QA
Chapter 1



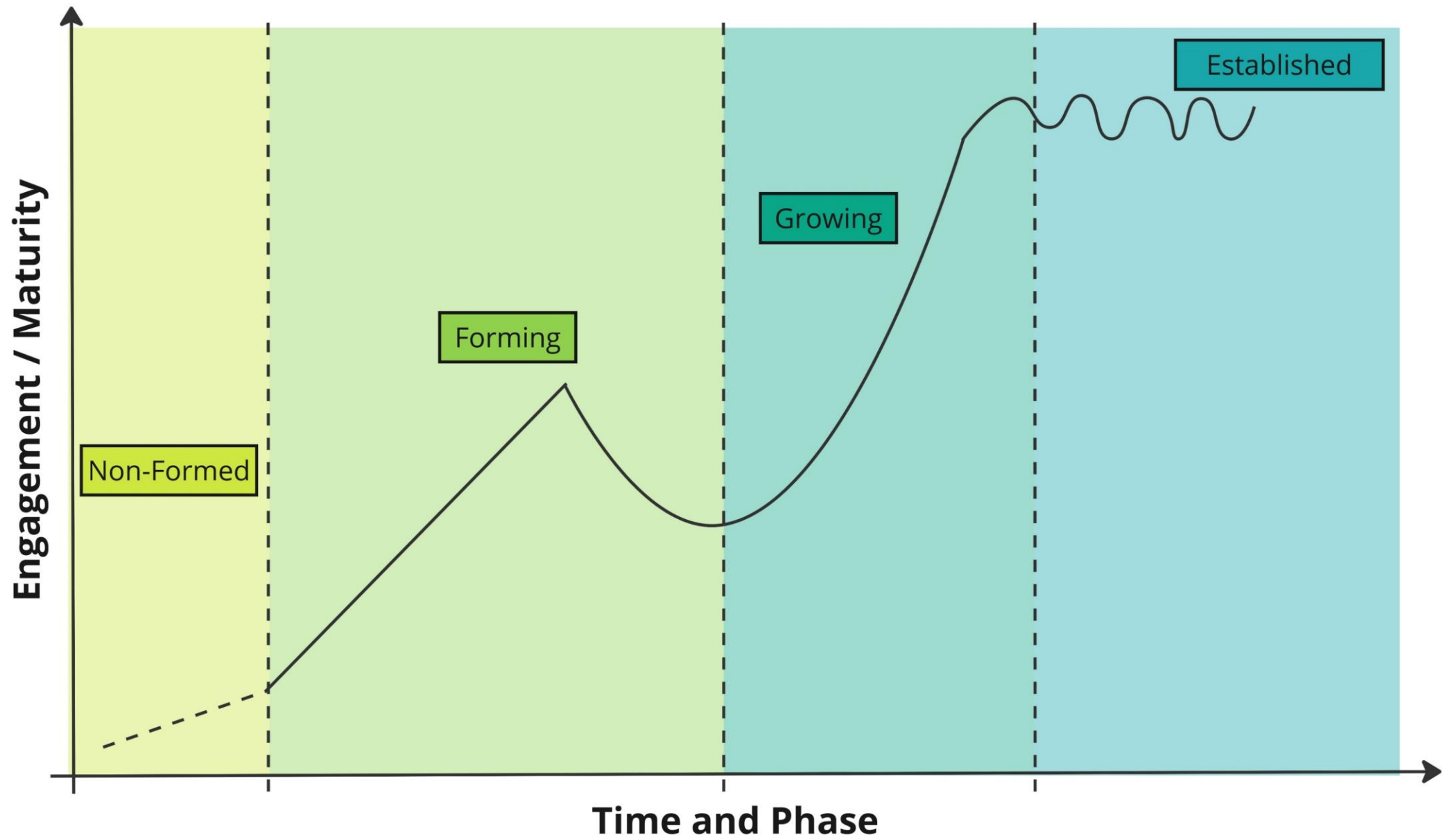
Influenced by:
 Cultivating Communities of Practice, 2002, Wenger, McDermott, Snyder
 Building Successful Communities of Practice, 2016 Emily Webber



Opt-in vs Opt-out

Closed vs Open



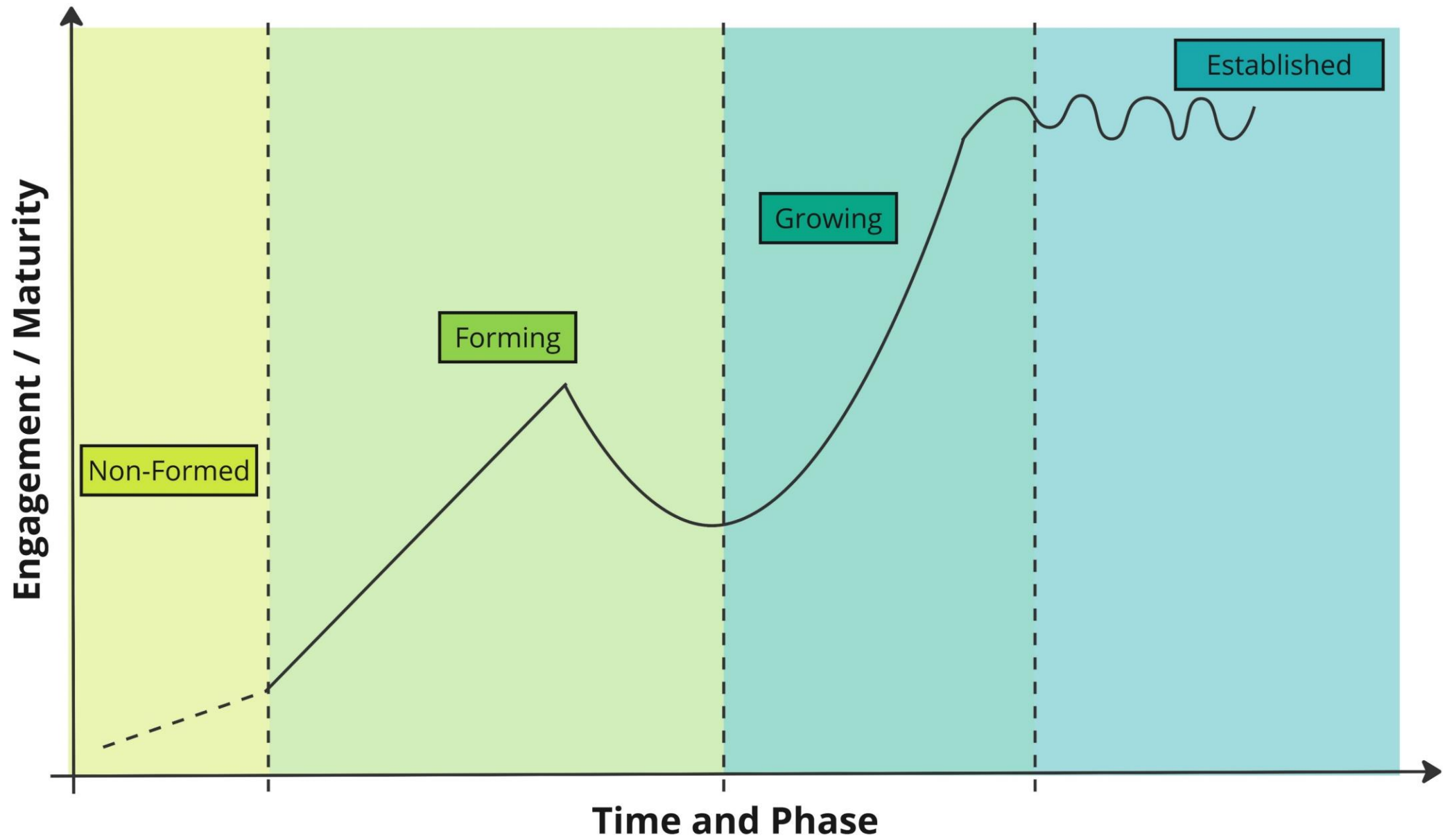


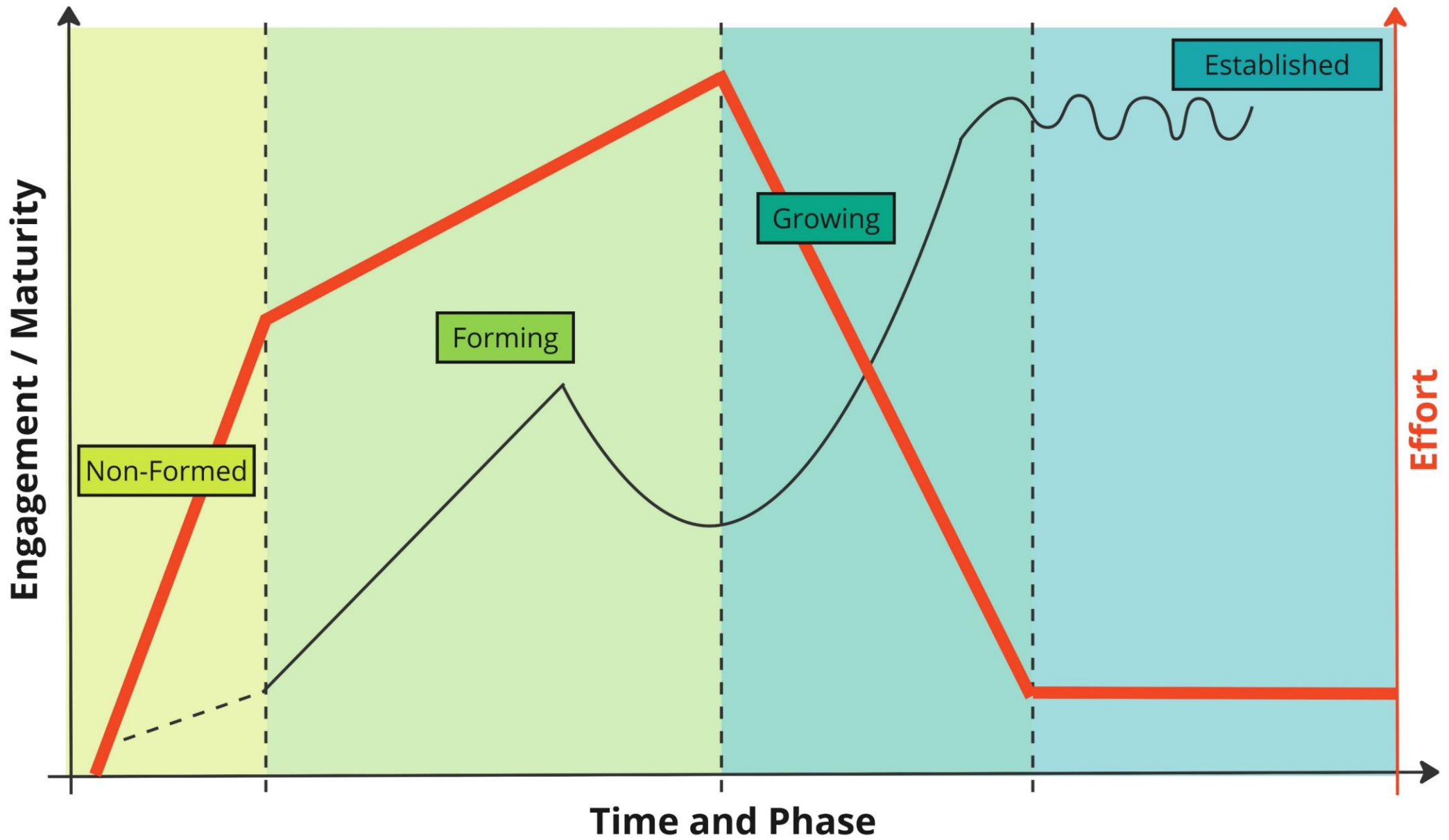
Growing and Maturing

- *“I have somewhere I can voice my concerns and get advice”*
- *“We now have shared standards which reduces work on my project”*
- *“The QA role is valued and understood”*
- *“The backing of the community has improved my confidence in my role”*

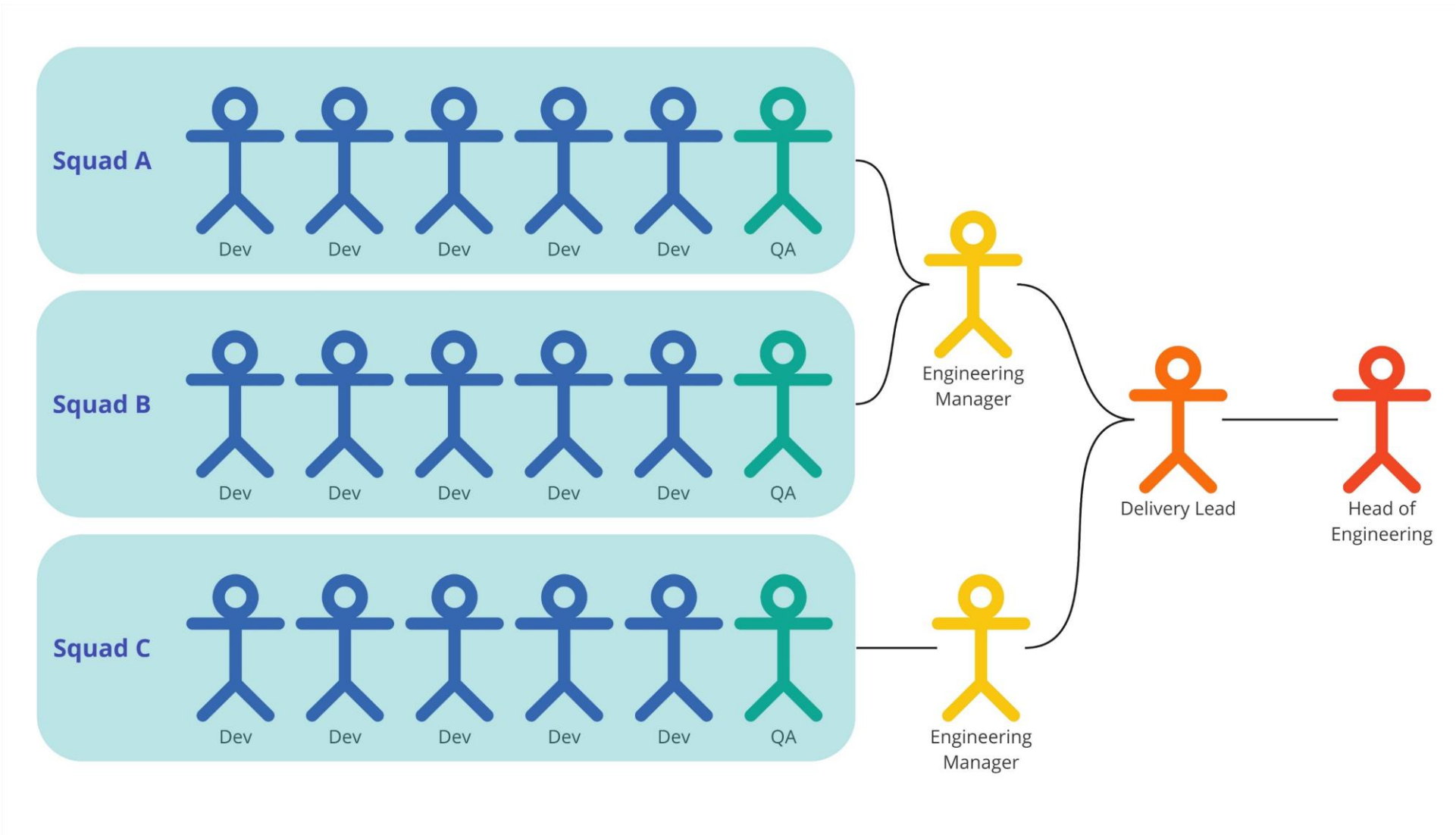


Quality Leadership

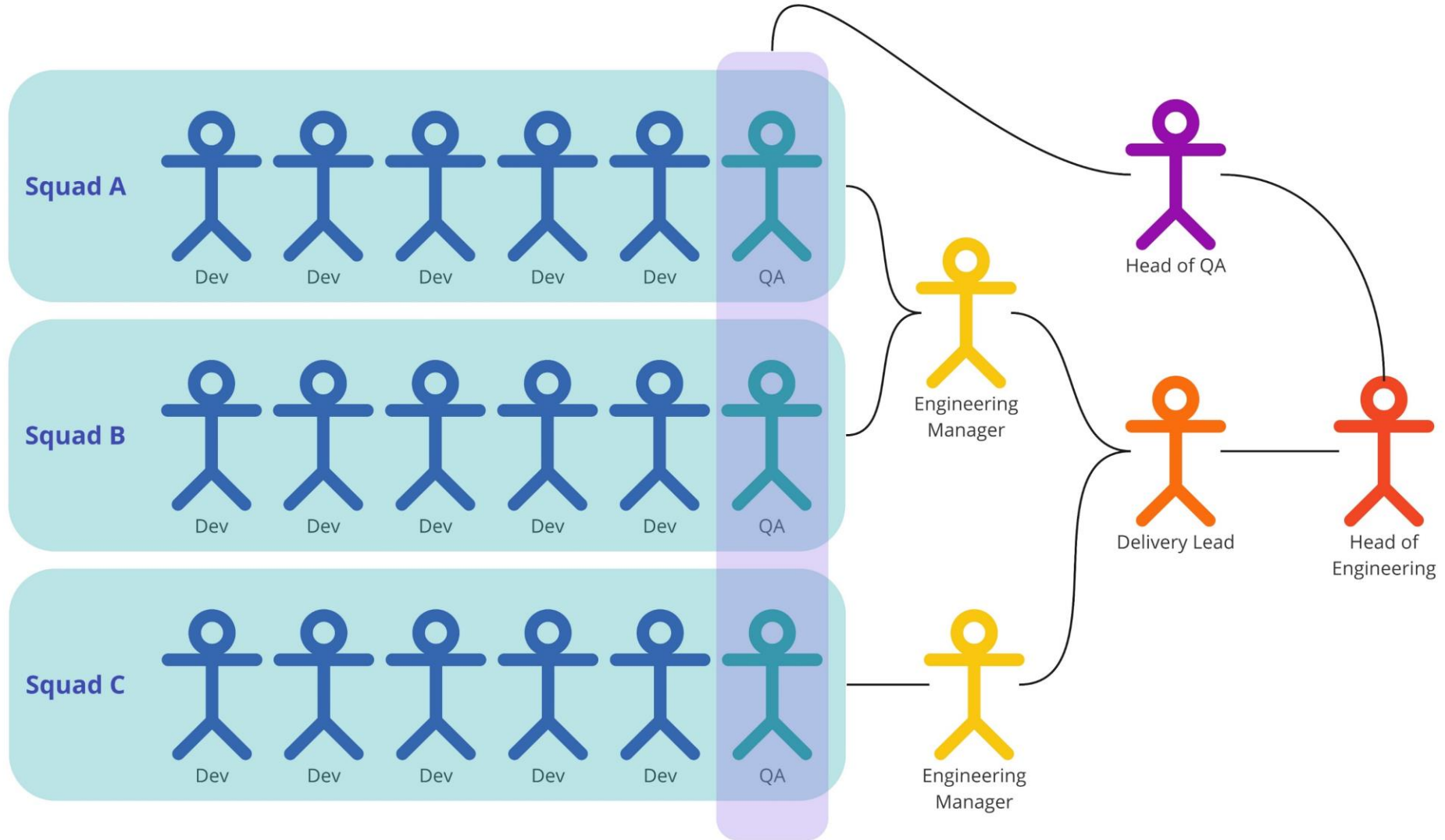




2020



2022

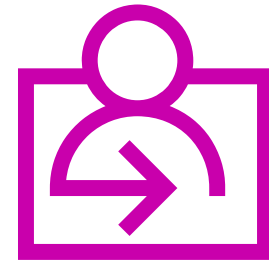




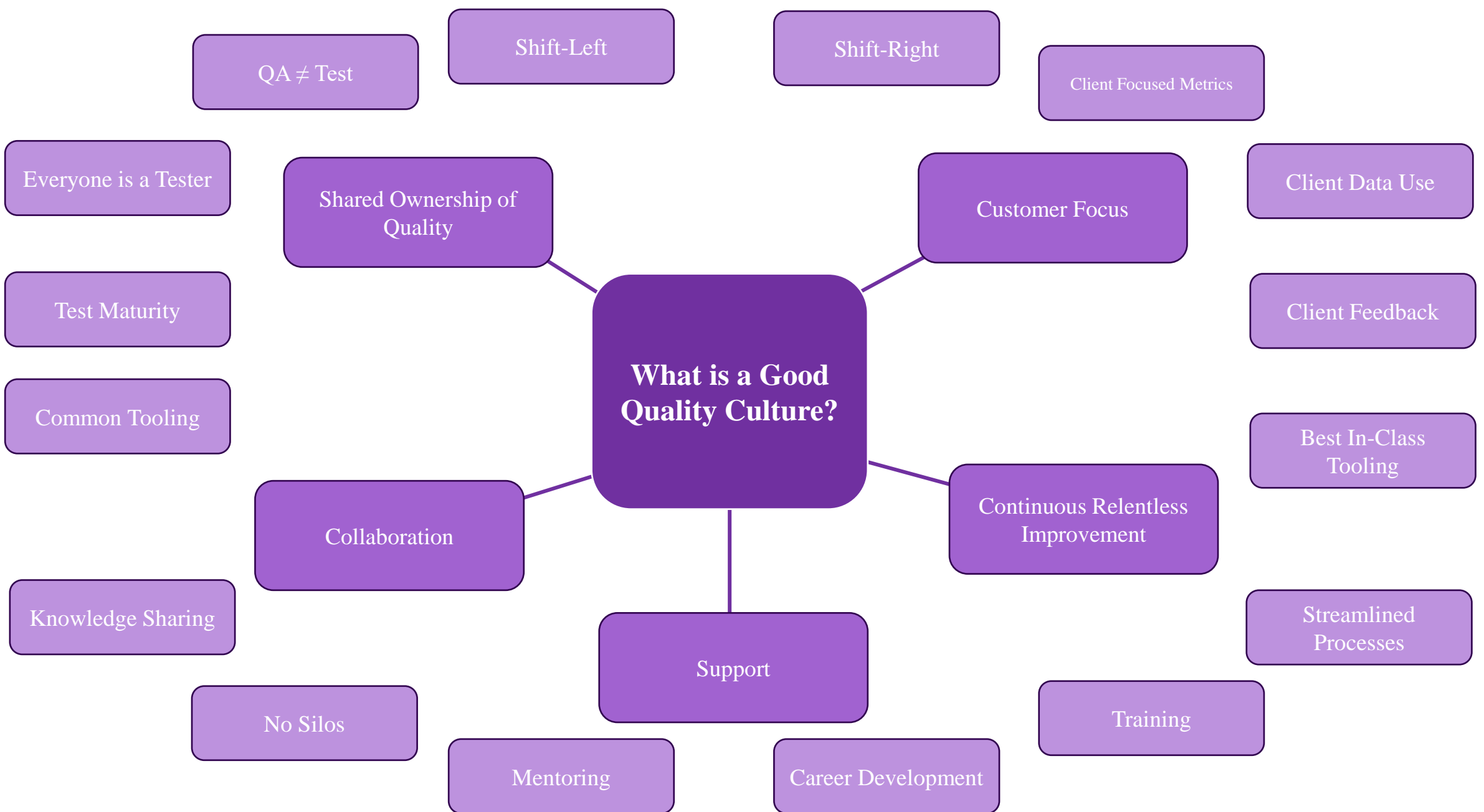
Increased engagement



Increased career
development



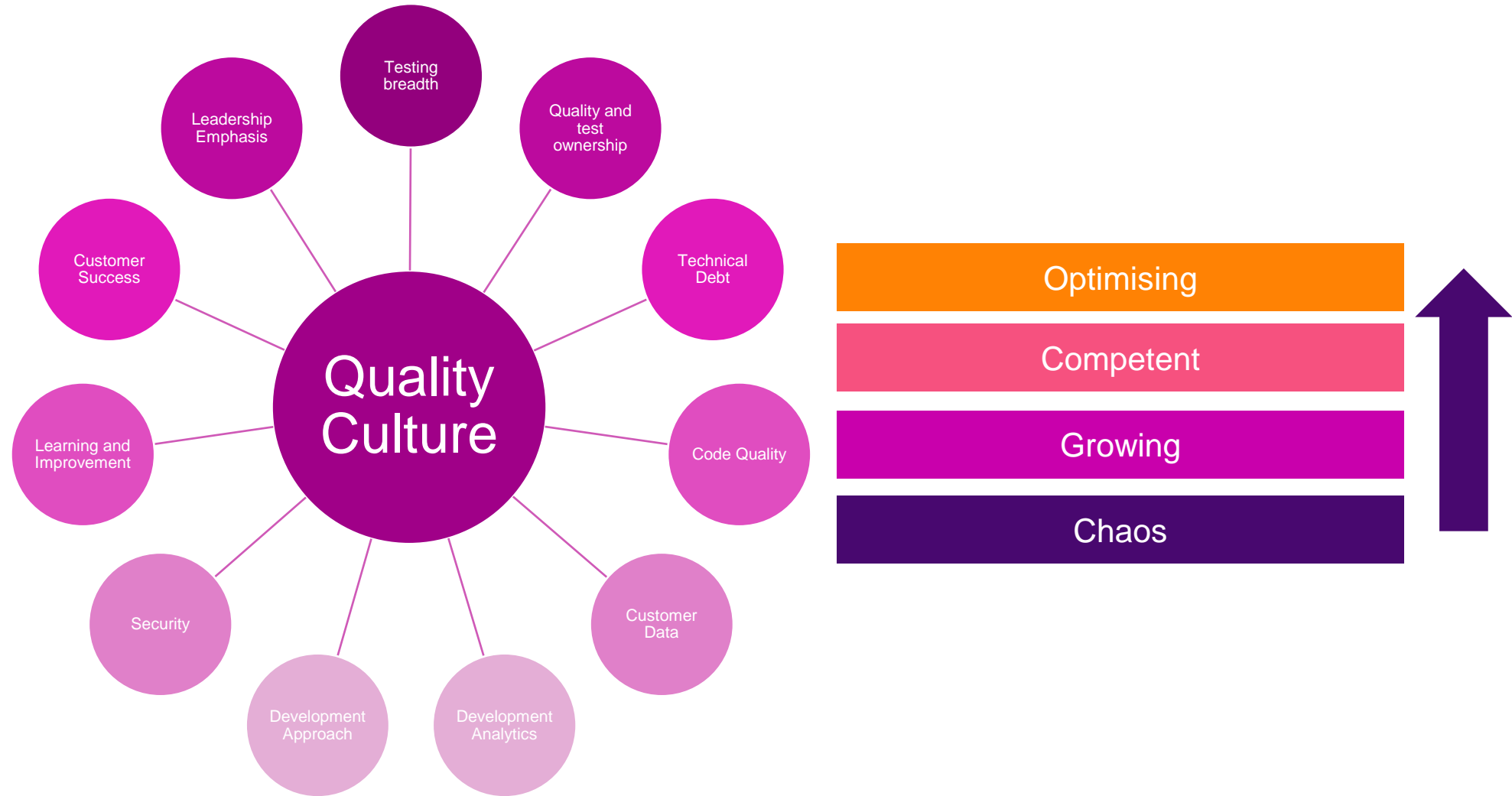
Efficiency gains



"All models are wrong, but some are useful"

George Box

Quality Culture Transition Guide



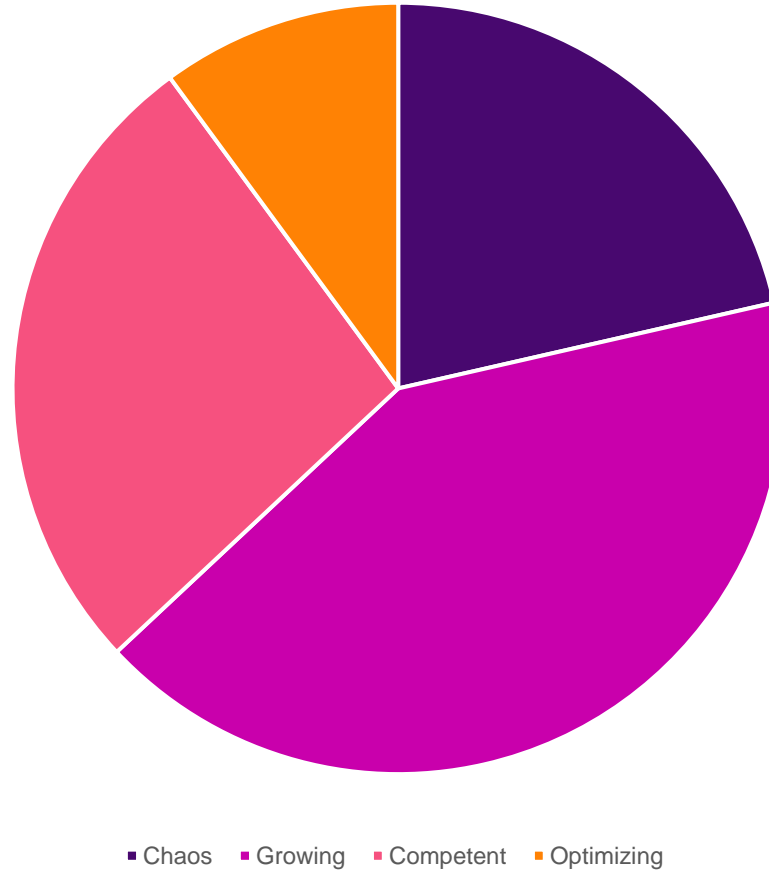
Credit:

Alan Page

<https://www.moderntesting.org/>

<https://github.com/moderntesting/resources>

Overall Maturity
(combined across all maturity areas)





Any press is good press...

Sort of!

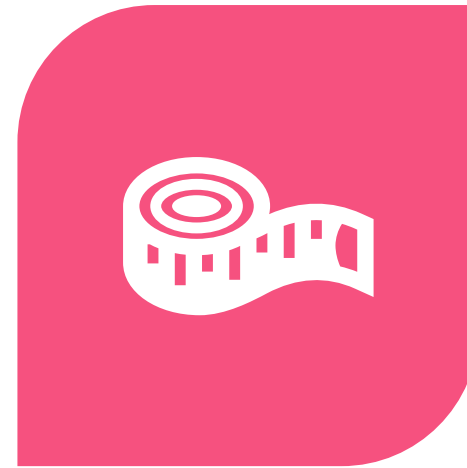
- **Visibility of our vision was huge**
 - Opening the door to lots of conversation
 - Presented QA as a forward-thinking discipline
- **But... blast radius was broad**
 - People don't like the term "Chaos"!
 - Honest conversations took time
- **Overall a success:**
 - Maturity model is now assessed regularly in teams
 - Business wide review occurring annually

Quality Standards and Metrics

Two Questions



**WHAT IS THE EXPECTED
LEVEL OF QUALITY?**



**HOW FAR AWAY FROM
THIS ARE WE?**

Requirements are one thing, but what about the quality of the delivery:

Code Coverage?

Test Levels?

Manual Test Effort?

Test Coverage?

Defect Rates?

User Experience?

Quality Bars



Active Defects



Code Coverage

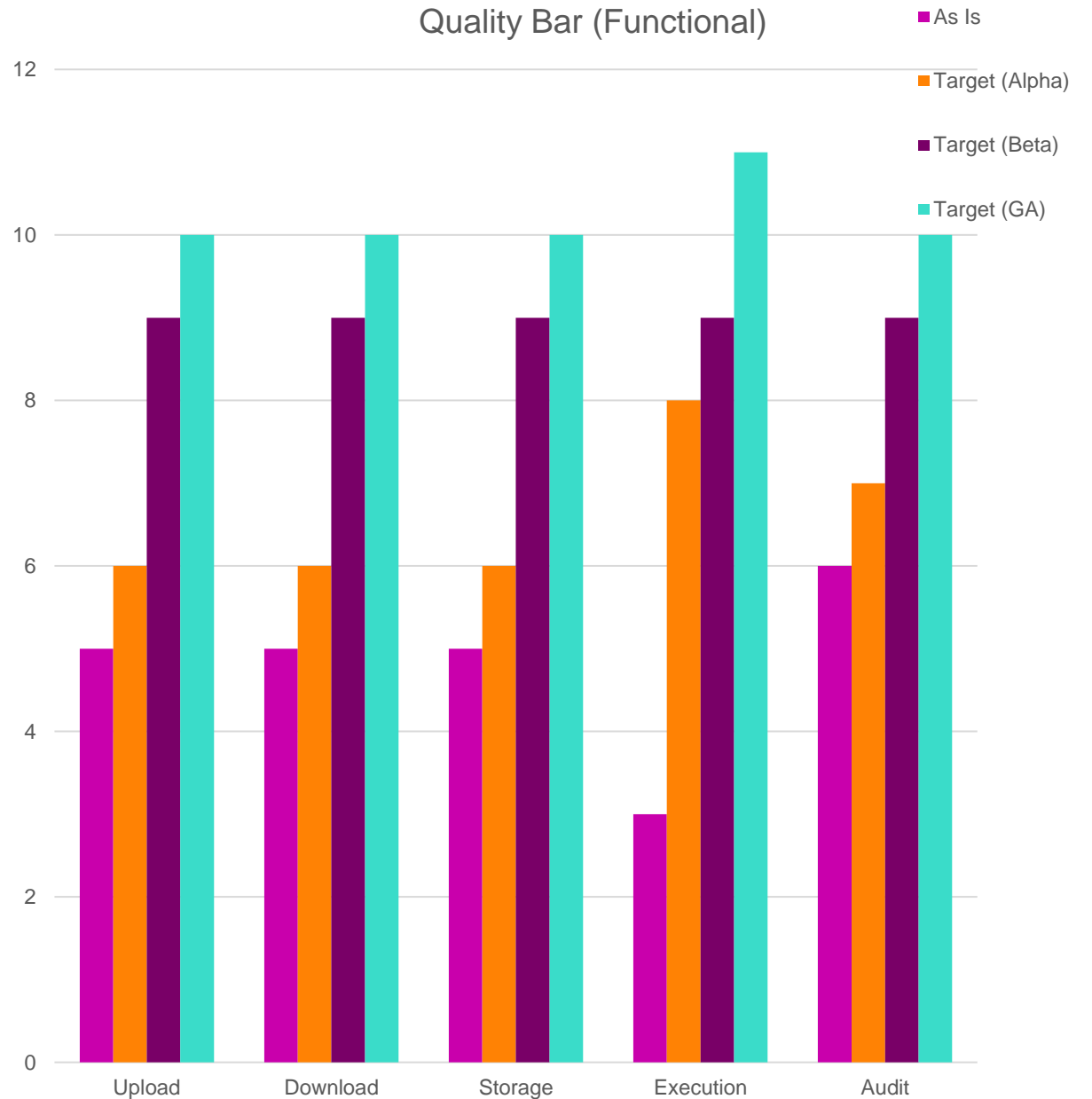


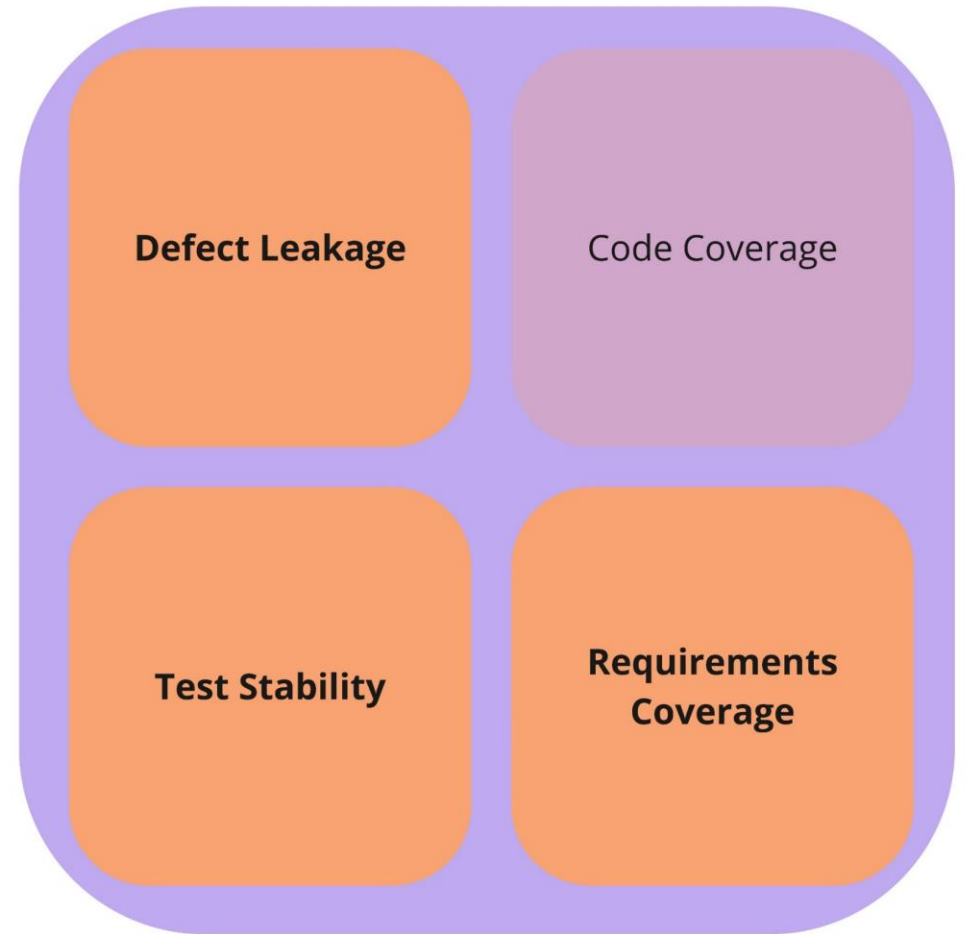
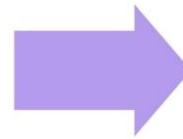
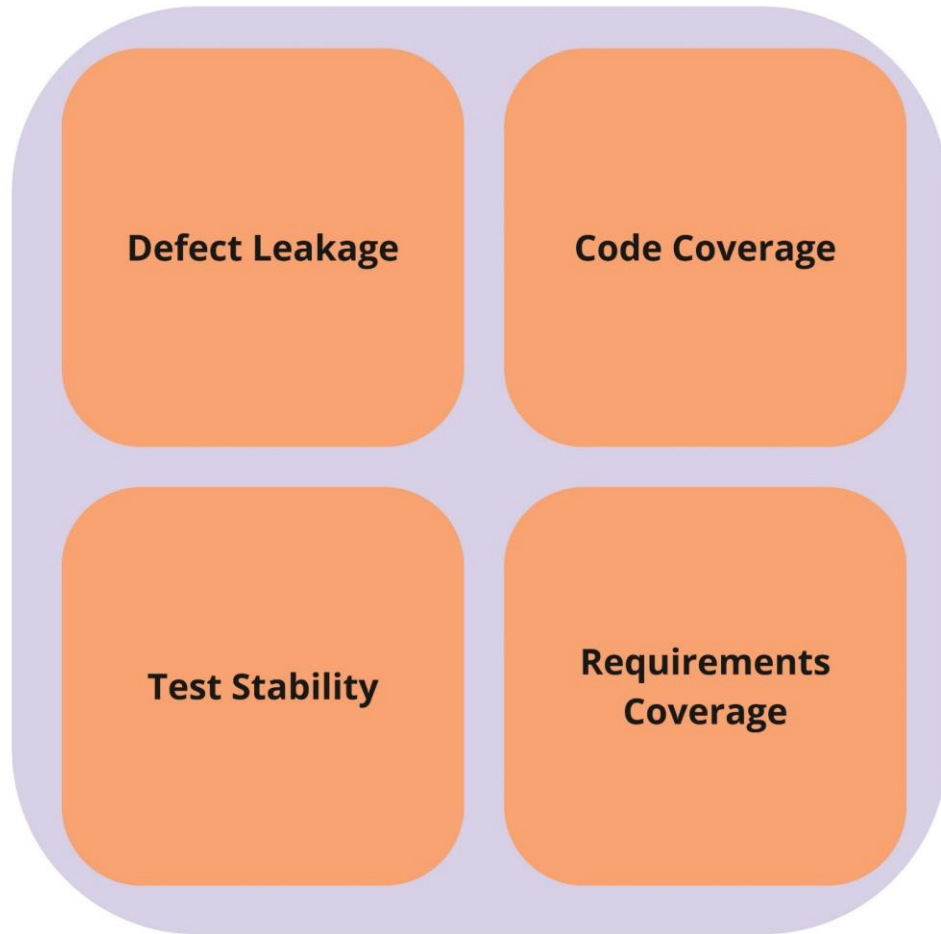
Test Stability

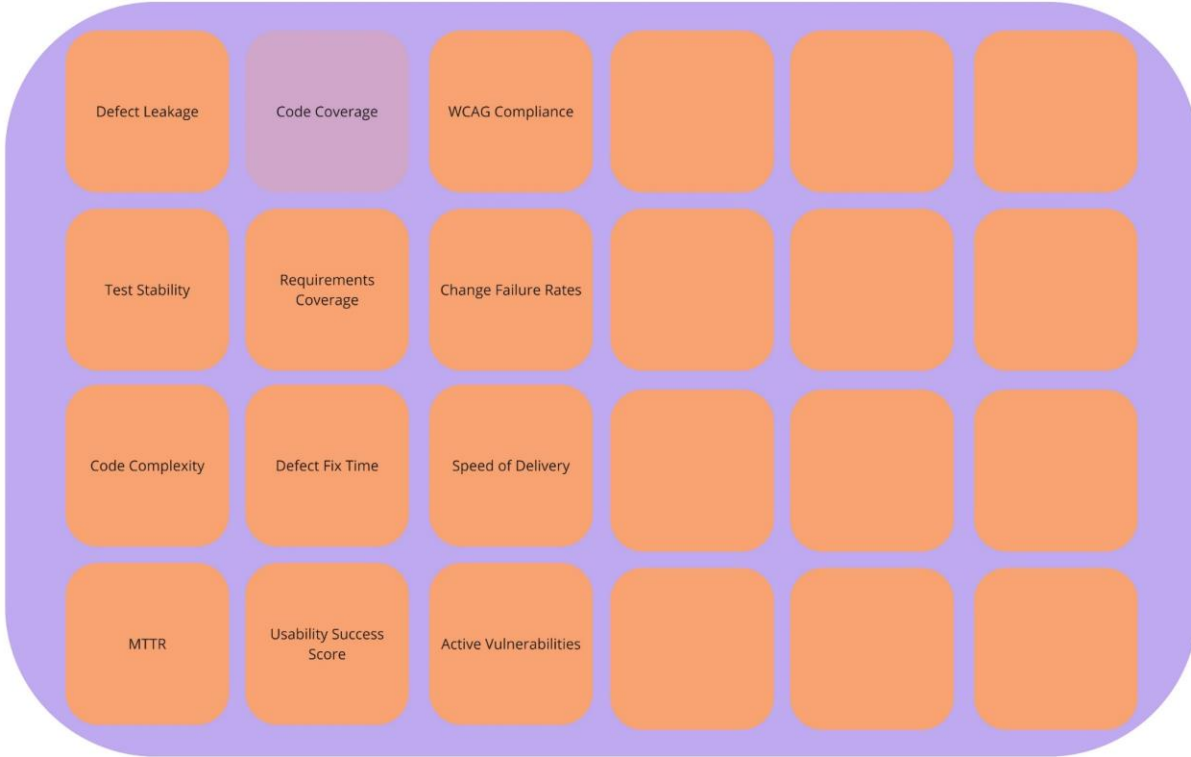
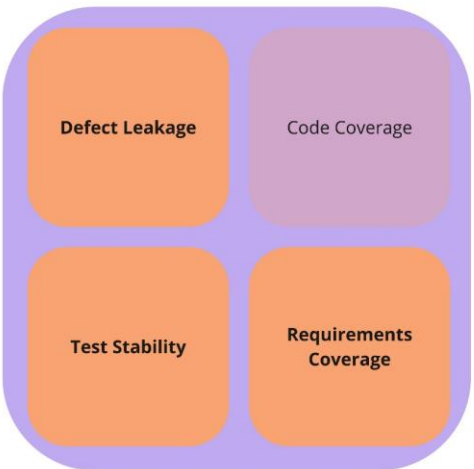


Requirements Coverage

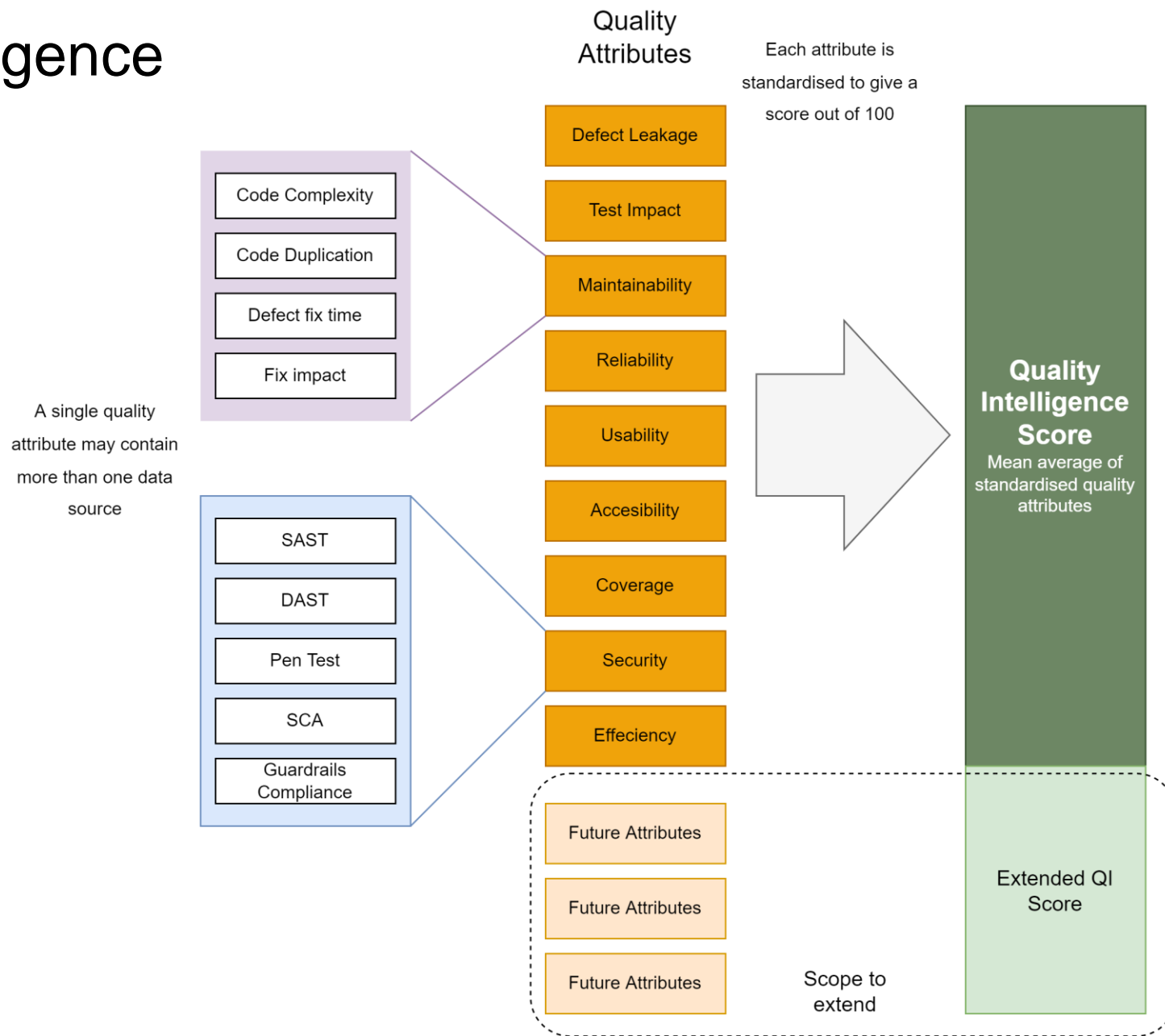
Quality Bar (Functional)







Quality Intelligence



Summary

Cultural change comes from within

Building an inclusive and safe space around individuals passionate about their role allows the maturity of the discipline to grow

Leadership and Direction

At any scale you need time and money to drive meaningful change. You also need a way of focusing the direction through leadership

Metrics

People react better to numbers, quantify your progress through maturity models, quality intelligence solutions. Start small, build something people trust in and can get behind

Questions + Connections

Say Hi!

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 : @progtester