

Stakeholder Management is a Testing Superpower!

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HUSTEF

HUNGARIAN SOFTWARE TESTING FORUM



Let's talk about testing...

- Importance of stakeholders, and context.
- The problems of perception
- Identification and communication
- What we need to talk to them about
- Why I respect Deming, and the good use of data!
- Q&A



Importance of Stakeholders

A stakeholder is anyone who has an interest in the **outcomes** of Testing, has **influence** over testing or uses the **information** provided by Testing

Without Stakeholders, we have no mandate to test

We exist because of them. They often own the risks we assess through our work, they provide the budgets for environments, tools and people





Risk and Information

As we uncover Product and Project risks, we become a **hub of information** to many different stakeholder groups

Testing is an **information business**, we provide information to stakeholders in order for them to make decisions, and therefore we are a **people and communication** business too

If we don't provide the right information in a format that they will understand **perceptions may become a problem...**

“Your intentions don’t matter.

Perception is reality.

If people perceive you the wrong way, it does not matter
what your intentions are...”

Bill Gates (Sept 2015)

Context

- Size of organisation & stage of growth
 - Who does the testing?
 - Buy side / supply side
 - Regulated / Non-Regulated
 - SDLC & delivery models
 - Engineering, and testing maturity
 - Transformation & Target Operating Model
 - And ...and... and...
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- No “one size fits all” approach, so this presentation contains examples, to illustrate the messages

 - But the stories are real 😊



What could possibly go wrong?

Stakeholders: Tech Ops

They accept software changes into operation and must deal with production issues

If we leak defects, they feel the pain

In my early weeks, Tech Ops thought we were...

- 💔 Incompetent
- 💔 Uncaring
- 💔 Working in isolation



Perception

Incompetence

Exhaustive Testing

Defect Free Software

Uncaring



Reality

Highly Effective Preventing Prod Defects

Work with Financial, Technical & Time constraints

Risk Based Approach

Professional Competence, and pride



Reason

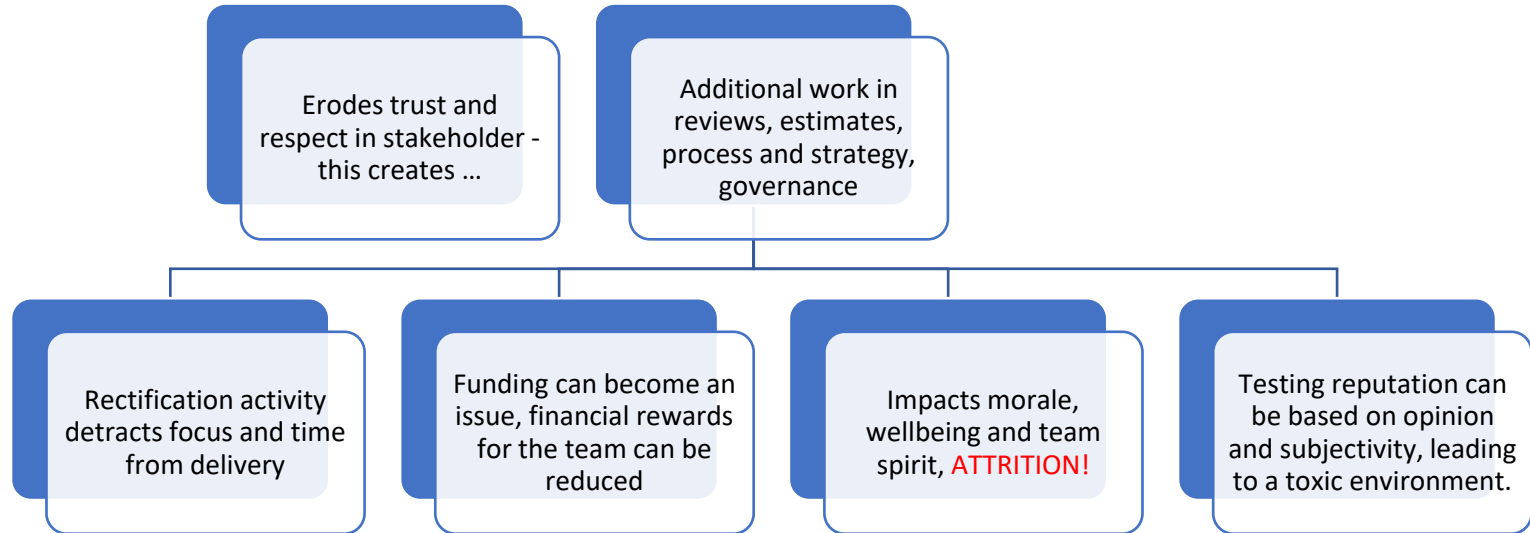
Lack of visibility / data

Lack of awareness of approach

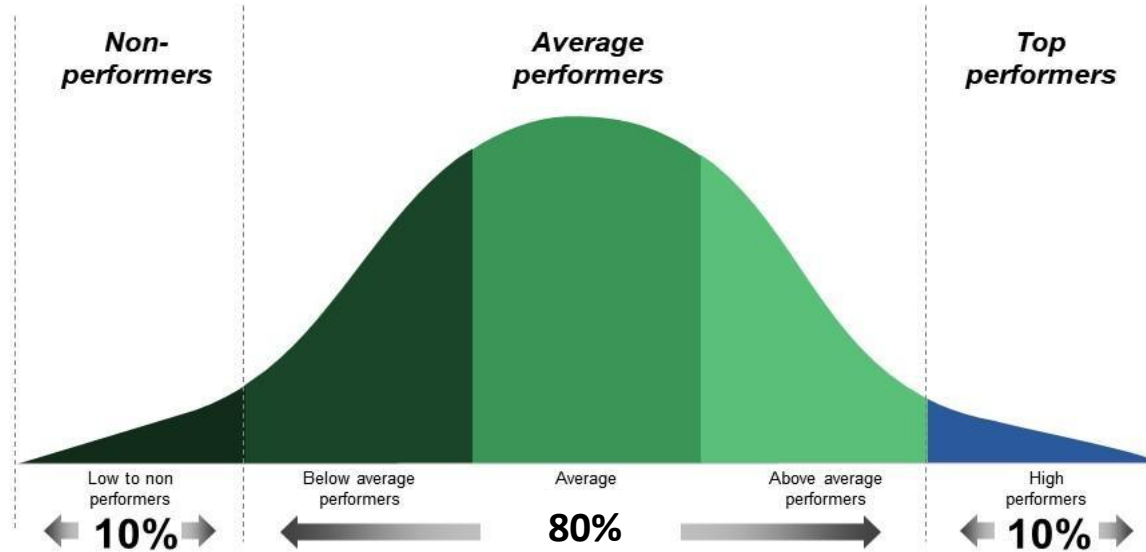
Differing risk appetite

Isolated Working

Negative stakeholder perceptions are damaging



Bell Curve for Performance Reviews



Bias, and influence on perception

We need to be aware that all stakeholders' perceptions will be shaped by bias.

A cognitive bias is a systematic pattern of deviation from rationality in judgment. Individuals create their own "subjective reality" from their perception of the input.

An individual's construction of reality, not the objective input, may dictate their behaviour in the world.

- Non-Adaptive choice switching
(Corporate Memory) "Once bitten, twice shy"...
- Test Automation x 3
- Free Conference Tickets!





Final Test Statement

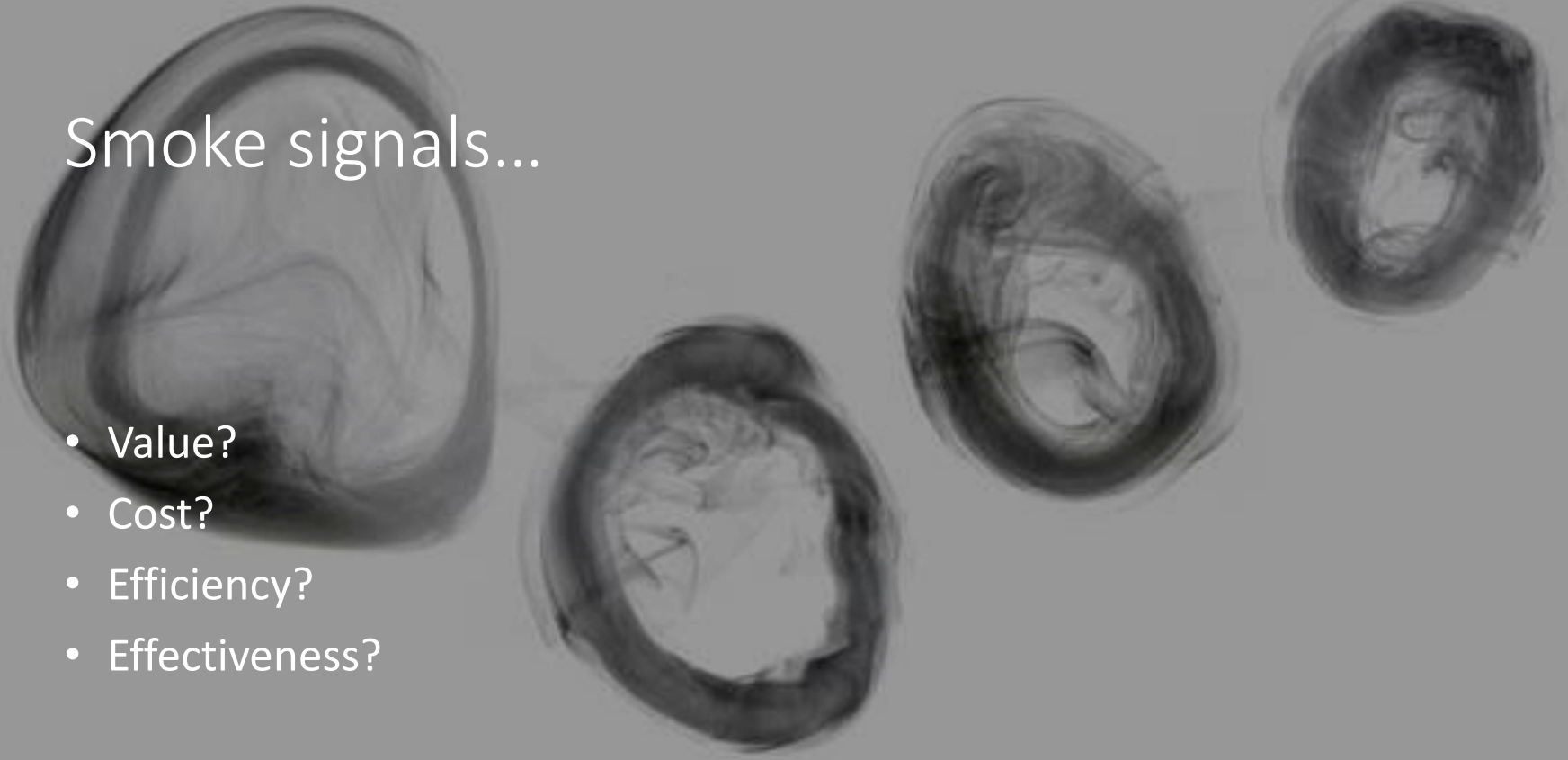


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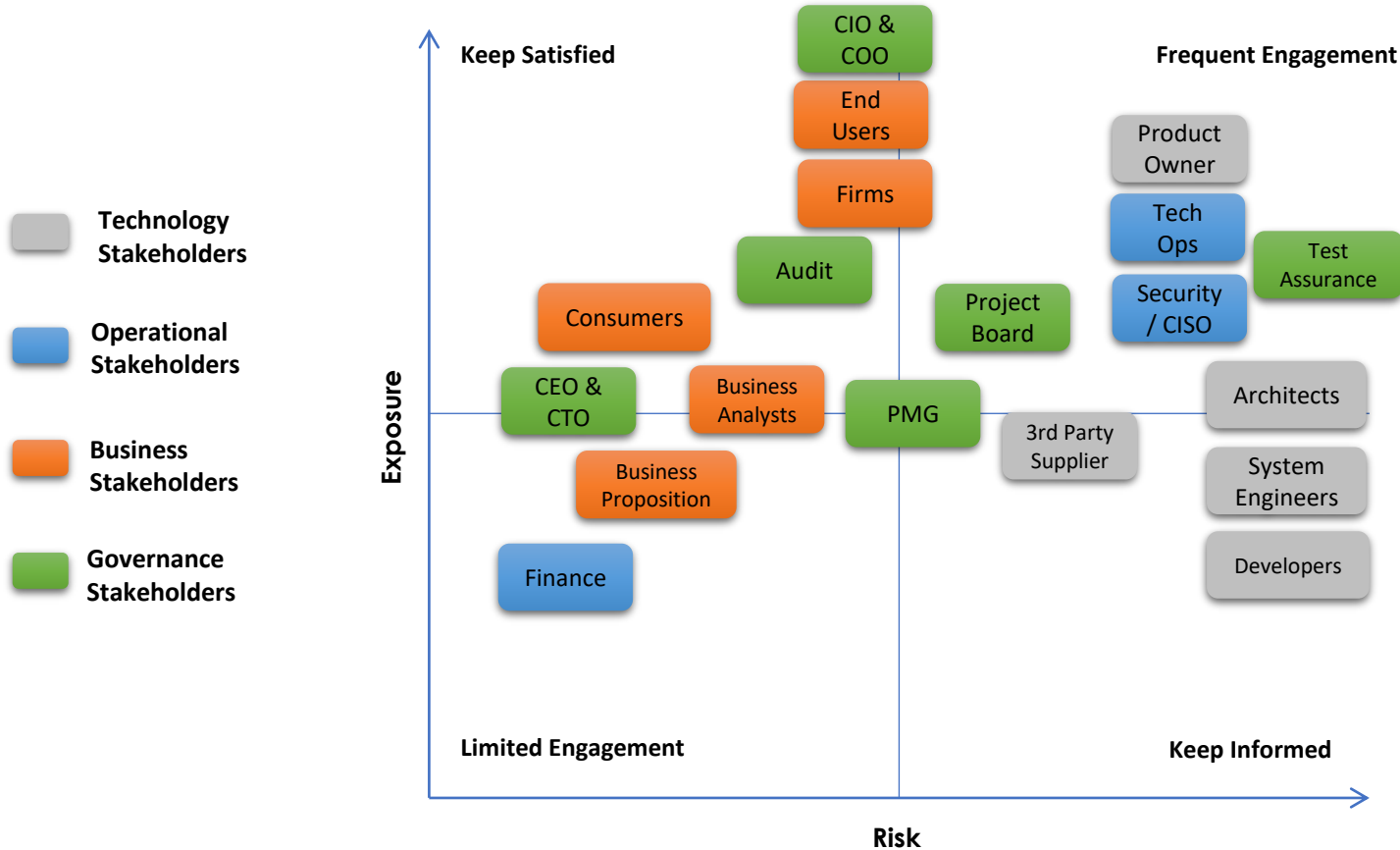


Smoke signals...

- Value?
- Cost?
- Efficiency?
- Effectiveness?



So, what's the answer?



The **value of testing** is measured by the **confidence** of stakeholder decision making*

Stakeholder confidence is directly related to the **quality and value of information** testers provide

* Paul Gerrard, The Tester's pocketbook 2009!



Technology Stakeholders

Information of Value

Product Owners / Managers	Acceptance criteria met? Value for Money , ROI , Test Effectiveness, Feedback Loops, Defects, Testability, Rework and remediation effort
Developers	Defects, Passed Tests, Software Readiness, defect clusters and patterns, Root Cause
Agile Delivery Managers	Progress, Risks/Issues, Defects, Impediments, Capability, Value for Money
3 rd Party Suppliers	Existing & "to be" Test Strategy, Processes and Standards, Test Engagement protocols, Reporting & KPI requirements, system and application knowledge, forward reverse shadowing approaches, resourcing and skills demand profiles

Governance Stakeholders	Information of Value
CIO, CEO, CFO, CTO	Risk, Technical Adoption, Value for Money, Security Profile
Auditors (internal, external)	Process Compliance, Process improvement, Risk, Value for Money, ROI
Project Management Group	Progress, Cost, Defects, Estimates, Plans & Schedule, resourcing, risks and mitigation updates
Project Board (Sponsors / Accountable executives)	Benefits Realisation, Value for Money, ROI, Risks & Issues
Test Governance	All of the above...inc Value for Money, Coverage

Business Stakeholders	Information of Value
Business Proposition	Business Processes Supported, Value for Money, Estimates
Business Analysts	Business Processes Supported, Defects
End Users	Usability, Performance, Customer Experience

Operational Stakeholders	Information of Value
Tech Ops	<p>Service Availability & Functional readiness Capacity & Performance readiness</p> <p>Risk Based Test Strategies, scope and Acceptance Criteria achievement</p> <p>Test Effectiveness, Known issues, Workarounds, Value for Money</p>
Finance / Supplier Management	<p>Cost, Value for money, ROI, Service definition & measures, supplier performance (wins and issues)</p>
Procurement	<p>RFI / RFP input, supplier evaluation criteria, Test Service Outcomes, Budget, process maps and tooling specifications Value for money, ROI,</p>
Security / CISO	<p>Vulnerability exposure, residual risk</p>

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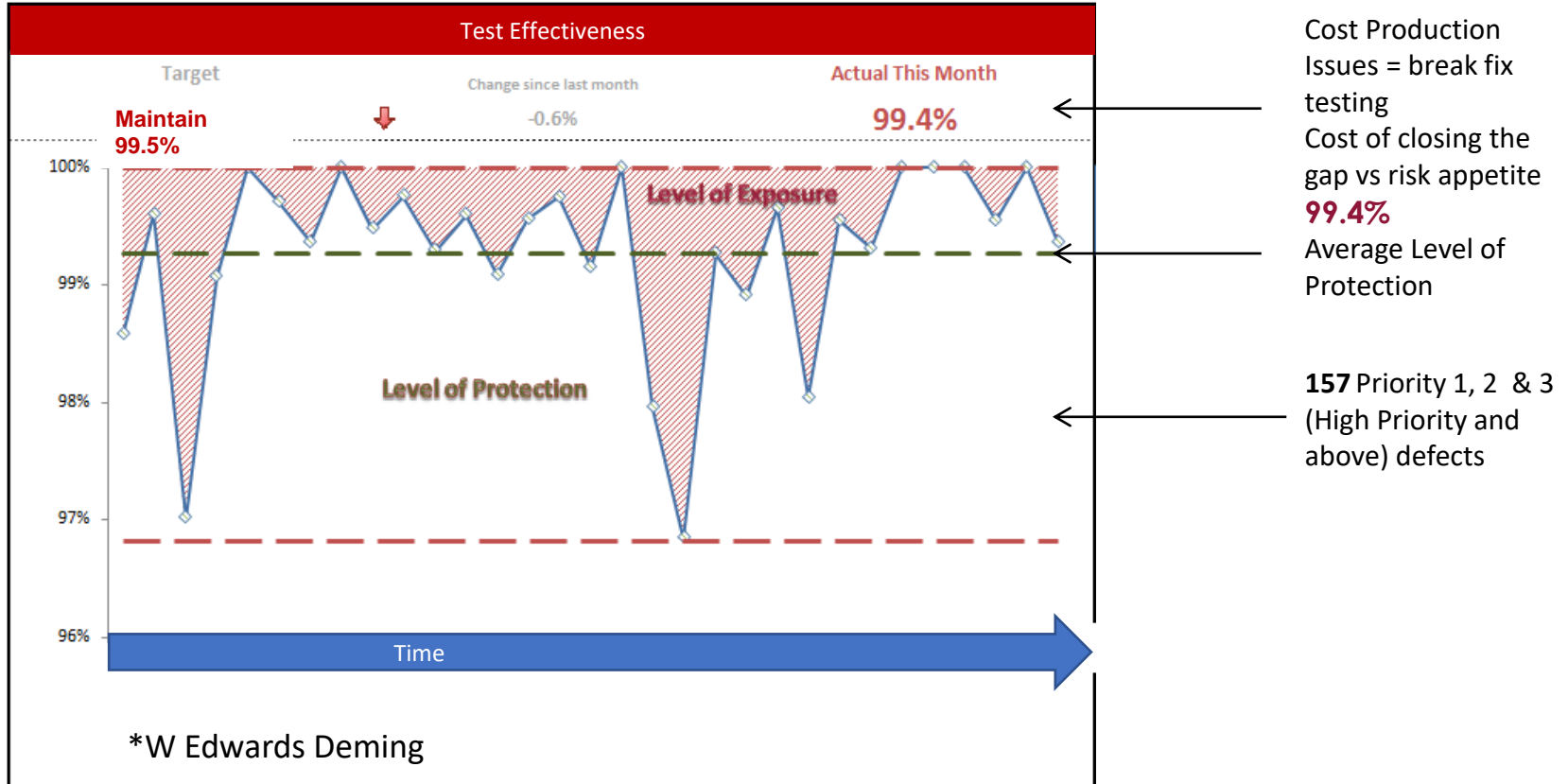
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Isolated Working

“without data, you are just another person with an opinion”*






Working in isolation

It's not easy...

- Hearts and minds
- Biases
- Change Management and Business
Change can help!
- Use of advocates –
who has the CIO's ear,
is their golf buddy a
testing advocate?



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- A hand holding a pen is writing on a checklist on a grid-lined notebook. The checklist has several items with checkboxes, some of which are marked. The background is a blurred image of a person's face, suggesting a focus on human interaction and communication.
- Stakeholders are incredibly important – ensure you know...
 - What their needs are
 - How to communicate with them (learn communication skills)
 - How to demonstrate the benefit of your work
 - So they understand the value you bring...
 - Use data to help tell your story
 - Helps to avoid invalid (negative) perceptions
 - Use a narrative to describe what's behind the data
 - Ensure your testing is aligned with stakeholder needs
 - This builds confidence, trust and credibility...

