

***THE ART OF BUILDING RELATIONSHIPS:
a practical conflict resolution methodology.***




**An 8 hour
Work Shop
Presented by
Cordell Vail, cste**

The reason most people never
find a 4 leaf clover is that
they never look for one.
Life is a lot like that.

Cordell Vail







Building relationships is a key element in successful testing

Cordell Vail





**This presentation is
about building
relationships**






**This presentation is
about making
communications an
art form**






**This presentation is
about conflict
resolution**





**This presentation is
about learning how
to bloom where you
are planted**





HOW?

Plan then do!





The key is seeing the

BIG PICTURE





OVERVIEW

Getting along with your boss or manager when it seems impossible

Becoming a team member with developers who perceive you as their adversary

Building relationships with team members who are obstinate



OVERVIEW

Getting the most out of working with contractors who try to make you look bad

Helping users or customers like not getting everything they want

Getting what you need from vendors without alienating them

15 Keys to increasing your value at work






Building Relationships with Management


Issues

- Micromanaging
 - My way or no way
 - Taking credit for your work
 - Employee evaluations
 - Your pride and hurt feelings
 - Their strange behavior
-



Building Relationships with Management

Solutions

- **Learn to listen**
 - **Do first – question later**
 - **Make them look good**
 - **Look for teaching moments**
 - **Be the best of the best**
 - **Get the water to the end of the row**
 - **Walk fast except to the bathroom**
- 



Practical Exercise Work Book

MANAGER WORK BOOK

Issues

Micromanaging
My way or no way
Taking credit for your work
Employee evaluations
Your pride and hurt feelings
Their strange behavior


Solutions

Learn to listen
Do first – question later
Make them look good
Look for teaching moments
Be the best of the best
Get the water to the end of
the row
Walk fast except to the
bathroom

GROUPS 3 MAJOR ISSUES

1. _____
2. _____
3. _____


GROUPS SOLUTIONS

1. _____
 2. _____
 3. _____
- 



Building Relationships with Developers

Issues

- Finding bugs makes me look bad
 - The bug is data related not code
 - That is a missing feature not a bug
 - As a tester you are the adversary
- 



Building Relationships with Developers

Solutions

- Bribe with food
 - Say “Help me understand”
not “I’m right you are wrong”
 - Catch them doing things right
 - People will work harder for praise
than for more money
-



Practical Exercise Work Book

DEVELOPER WORK BOOK

Issues

Finding bugs makes me look bad
The bug is data related not code
That is a missing feature not a bug
As a tester you are the adversary

Solutions

Bribe with food
Say “Help me understand”
not “I’m right you are wrong”
Catch them doing things right
People will work harder for praise
than for more money

GROUPS 3 MAJOR ISSUES

1. _____
2. _____
3. _____

GROUPS SOLUTIONS

1. _____
 2. _____
 3. _____
-

How to build
relationships
with the
test team




It's
hard to
soar with
EAGLES
when you
work with
TURKEYS!



Building Relationships with the Test Team


Issues

- Back biting
 - Gossip
 - Taking credit for your work
 - Not carrying fair share of work load
 - Not willing to help team
 - Brown nosing
- 



Building Relationships with the Test Team

Solutions

- Weekly tips
 - Secret friend “good deeds”
 - Complementing others in meetings
 - Say “Hi”, no one likes a growling dog
 - Include in your successes
- 



Practical Exercise Work Book

TEST TEAM WORK BOOK

Issues

- Back biting
- Gossip
- Taking credit for your work
- Not carrying fair share of work load
- Not willing to help team
- Brown nosing


Solutions

- Weekly tips
- Secret friend “good deeds”
- Complementing others in meetings
- Say “Hi”, no one likes a growling dog
- Include in your successes

GROUPS 3 MAJOR ISSUES

1. _____
2. _____
3. _____


GROUPS SOLUTIONS

1. _____
 2. _____
 3. _____
- 



Building Relationships with Contractors

Issues

- Job security for a contractor can be to make employees look bad
 - Employees feel threatened
 - The contractor doesn't have to deal with company politics
 - No documentation
- 



Building Relationships with Contractors

Solutions

- Include them even if company doesn't
 - Learn from them
 - Don't burn bridges
 - Give them credit for good work
 - Are you a rotten apple or yeast?
-



Practical Exercise Work Book

CONTRACTORS WORK BOOK

Issues

Job security for a contractor can
be to make employees look bad
Employees feel threatened
The contractor doesn't have to
deal with company politics
No documentation


Solutions

Include them even if company
doesn't
Learn from them
Don't burn bridges
Give them credit for good work
Are you a rotten apple or yeast?

GROUPS 3 MAJOR ISSUES

1. _____
2. _____
3. _____


GROUPS SOLUTIONS

1. _____
 2. _____
 3. _____
- 



Building Relationships with Users


Issues

- Want what can't be delivered
 - Upset with bugs that were missed
 - Don't know what they don't know
 - Don't have time to participate
- 



Building Relationships with Users

Solutions

- Let them help write acceptance tests during requirements gathering
 - Help them see the big picture
 - Listen to them
 - Put quality over delivery deadline
- 



Practical Exercise Work Book

USERS WORK BOOK

Issues

Want what can't be delivered
Upset with bugs that were missed
Don't know what they don't know
Don't have time to participate


Solutions

Let them help write acceptance tests
during requirements gathering
Help them see the big picture
Listen to them
Put quality over delivery deadline

GROUPS 3 MAJOR ISSUES

1. _____
2. _____
3. _____


GROUPS SOLUTIONS

1. _____
 2. _____
 3. _____
- 



Building Relationships with Vendors


Issues

- It is not a bug it is a missing feature
 - You are not our only customer
 - This is what it will cost to fix that
 - We are not liable
- 



Building Relationships with Vendors

Solutions

- Show them the advantage of adding the feature
 - Helping us will help other customers
 - How much will other customers use it
 - Fight fire with fire all you get is ashes
- 



Practical Exercise Work Book

VENDOR WORK BOOK

Issues

It is not a bug it is a missing feature
You are not our only customer
This is what it will cost to fix that
We are not liable


Solutions

The advantage of adding the feature
Helping us will help other customers
How much will other customers use it
Fight fire with fire all you get is ashes

GROUPS 3 MAJOR ISSUES

1. _____
2. _____
3. _____

GROUPS SOLUTIONS

1. _____
 2. _____
 3. _____
- 



THE ART OF BUILDING RELATIONSHIPS

**15 Keys to using
what we have learned
in this workshop**

(See handout for details)





Practical Exercise Work Book

RELATIONSHIPS WORK BOOK

See handout for
15 keys

GROUPS 3 MAJOR ISSUES

1. _____
2. _____
3. _____

GROUPS SOLUTIONS

1. _____
 2. _____
 3. _____
-



Summary

Managers – give before asking

Developers – feed their ego and hunger

Test Team – don't be a growling dog


Contractors – include them

Users – listen to them

Vendors – fight fire with fire and you get ashes

15 keys – use them and it will change your life

*Keep on doing what you're doing and you
will keep on getting what your getting*





Also read these books:

How to Win Friends & Influence People

by Dale Carnegie

The Power of Positive Thinking

by Norman Vincent Peale

The 7 Habits of Highly Effective People

by Stephen R. Covey

Think and Grow Rich

by Napoleon Hill

Awaken the Giant Within

by Anthony Robbins

Influence: The Psychology of Persuasion

by Robert B. Cialdini

Reality Therapy : A New Approach to Psychiatry

by William Glasser





This is not the end

It is just the beginning!



For Additional Information

Vail Consulting And Associates
Cordell Vail, cste
Automated Software Testing Specialist



Web Pages Maintained by Cordell Vail

**Weekly
Testing Tips**

**Software
Testing Links**

**Software
Testing Tools**

**Goal Setting
Seminars**

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**Testing
Seminar Notes**

Web Page: <http://www.vcaa.com>

Email: MakingSuccessWork@Yahoo.com



Q&A

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