

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




Helping Managers Manage: A Test Engineer's Perspective

**Presented 10/22/04 in Orlando, FL
For the *Quality Assurance Institute's*
*25th Software Testing Conference***

Cordell Vail, cste



**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






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 with a purpose**
- 



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**
-



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**
 - **Special favors with the boss**
- 



Building Relationships With The Test Team


Solutions

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



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**
 -  **Learn from them**
 -  **Don't burn bridges**
 -  **Give them credit for good work**
 -  **Are you a rotten apple or yeast?**
- 



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**
- 



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

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





**This is not the end,
it is just the beginning!**



For Additional Information

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Q & A

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