



Improving the Testing Process Where You Work!



Presenter: Cordell Vail, CSTE

**Given at VeriTest - Bellevue
Bellevue, Wa - 27th May, 2004**

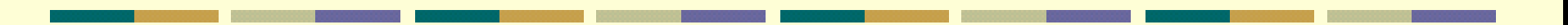




The Issue

When you start a new job, return from a training session or just relying on your experience, you see a process that could be improved.

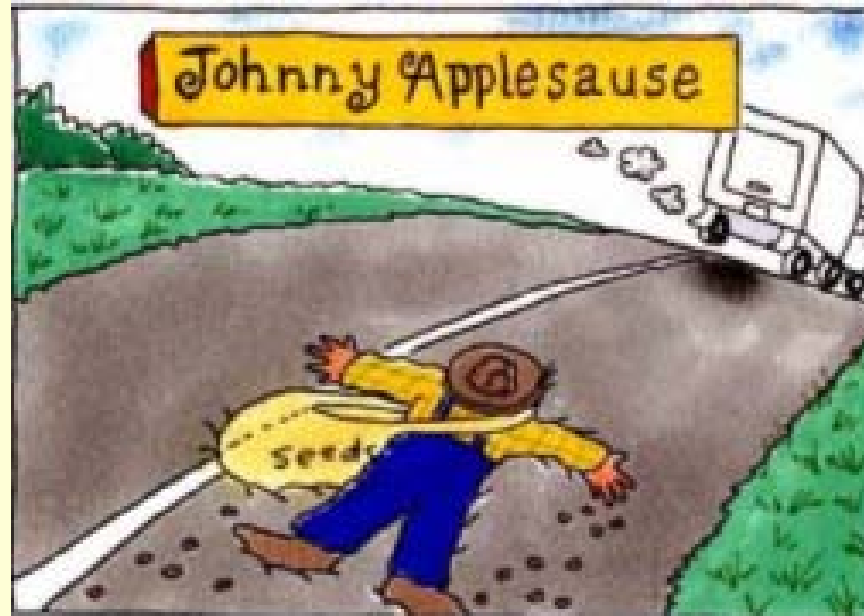
How can you use what you know to help improve the process?



The Issue




The Results





When You Leave Today You Will Know:

- How perspective relates to processes
 - What a process is
 - What you can do to improve the process
 - How risk is involved in change
 - Where compliance fits in
 - That you can make a difference
- 



In Order to Improve a Process You Need to:

- Understand the influence of perspective



- Processes are seen from different perspectives
- Perspective is a personal view of comparisons

How big is this?





How big is this cable?





Understand to Influence Perspective

“We do not see things as they are;
we see them as we are.”

Anais Nin





In Order to Improve a Process You Need to:


- Understand the influence of perspective
- Become a resource for valued information







Become a Resource for Valued Information

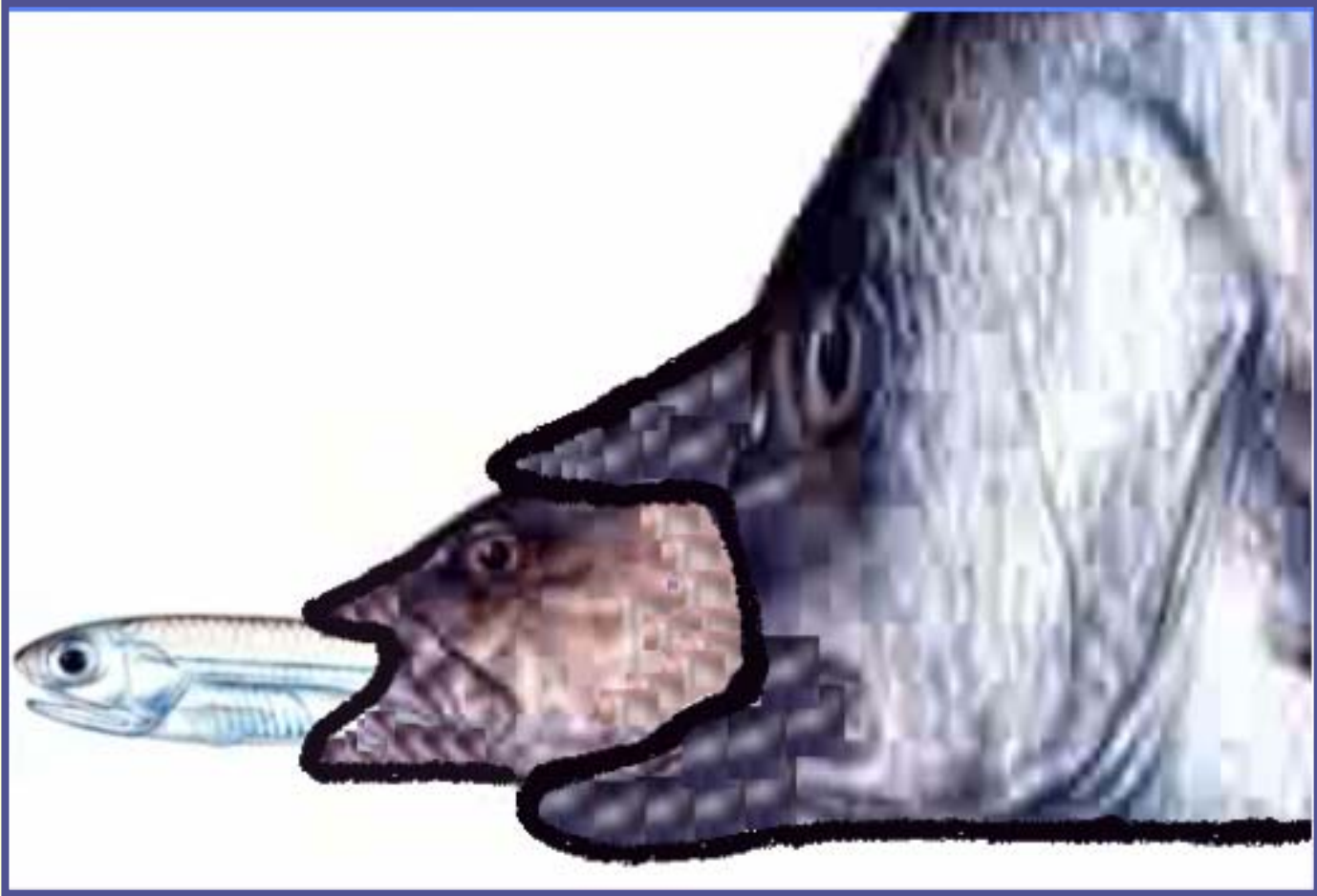
- Start with yourself
 - Stay at the leading edge of your field
 - Be the best of the best at what you do
 - Become good at one or two things
 - Be known as a “Jack of all trades but a master of ONE”
- 



In Order to Improve a Process You Need to:

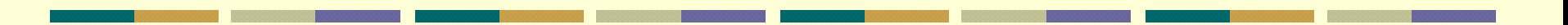
- Understand the influence of perspective
- Become a resource for valued information
- **Understand the cultural environment**







Understand the Cultural Environment

- What works well in one company may not work well in another
 - Do not begin by challenging the status quo
 - Understand the big picture
 - Learn the strategy and company methodology
 - Remember that management sets the pace
 - People want to be right
- 

Certification wall at Washington School Information Processing Cooperative

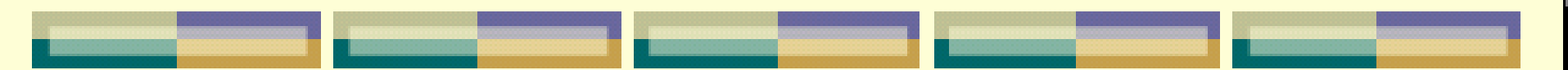




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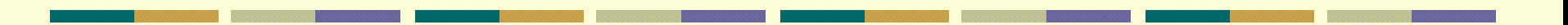
- Understand the influences of perspective
- Become a resource for valued information
- Understand the cultural environment
- Define what a process is in the environment





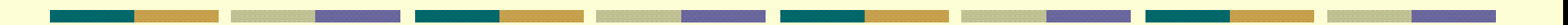
Man evolving from humped over cave man
into a humped over computer man joke

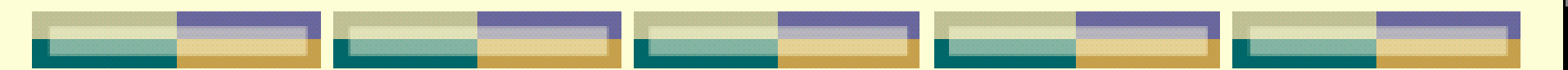
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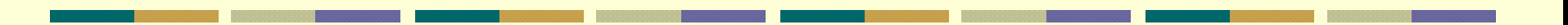


Define What a Process is in that Environment

- A process is anything that has steps
 - Steps are defined here as documented procedures
 - Procedures are controlled by company policy
 - Management's policies become the company methodology
 - Methodology is greatly influenced by the environment
- 



In Order to Improve a Process You Need to:

- Understand the influence of perspective
 - Become a resource for valued information
 - Understand the cultural environment
 - Define what a process is in that environment
 - Identify processes that can be improved
- 

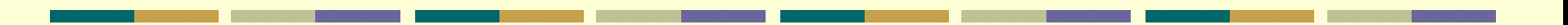


Should we warn the drivers about the falling cows?

Or should we build a fence?

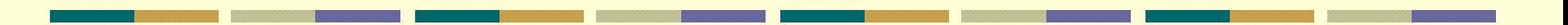


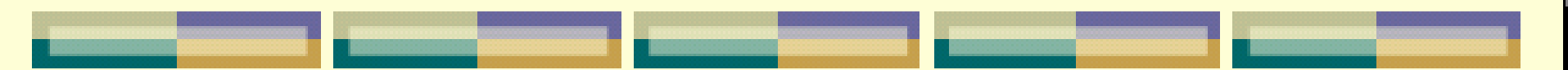
Identify Processes that Can be Improved

- Consult with management
 - Talk to team members about your ideas
 - If the process is not repeatable you can not improve it
 - If you do not repeat the process there is no reason to improve it
 - Focus on your area of responsibility
 - Heroic change is not always good change
- 



In Order to Improve a Process You Need to:

- Understand the influence of perspective
 - Become a resource for valued information
 - Understand the cultural environment
 - Define what a process is in that environment
 - Identify processes that can be improved
 - Learn the process before trying to improve it
- 



Picture of a donkey pulling a heavy cart that lifts the donkey right off the ground.

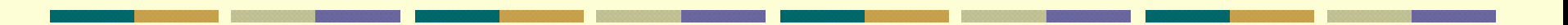
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Isn't more weigh to the back better?






Learn the Process Before Trying to Improve it

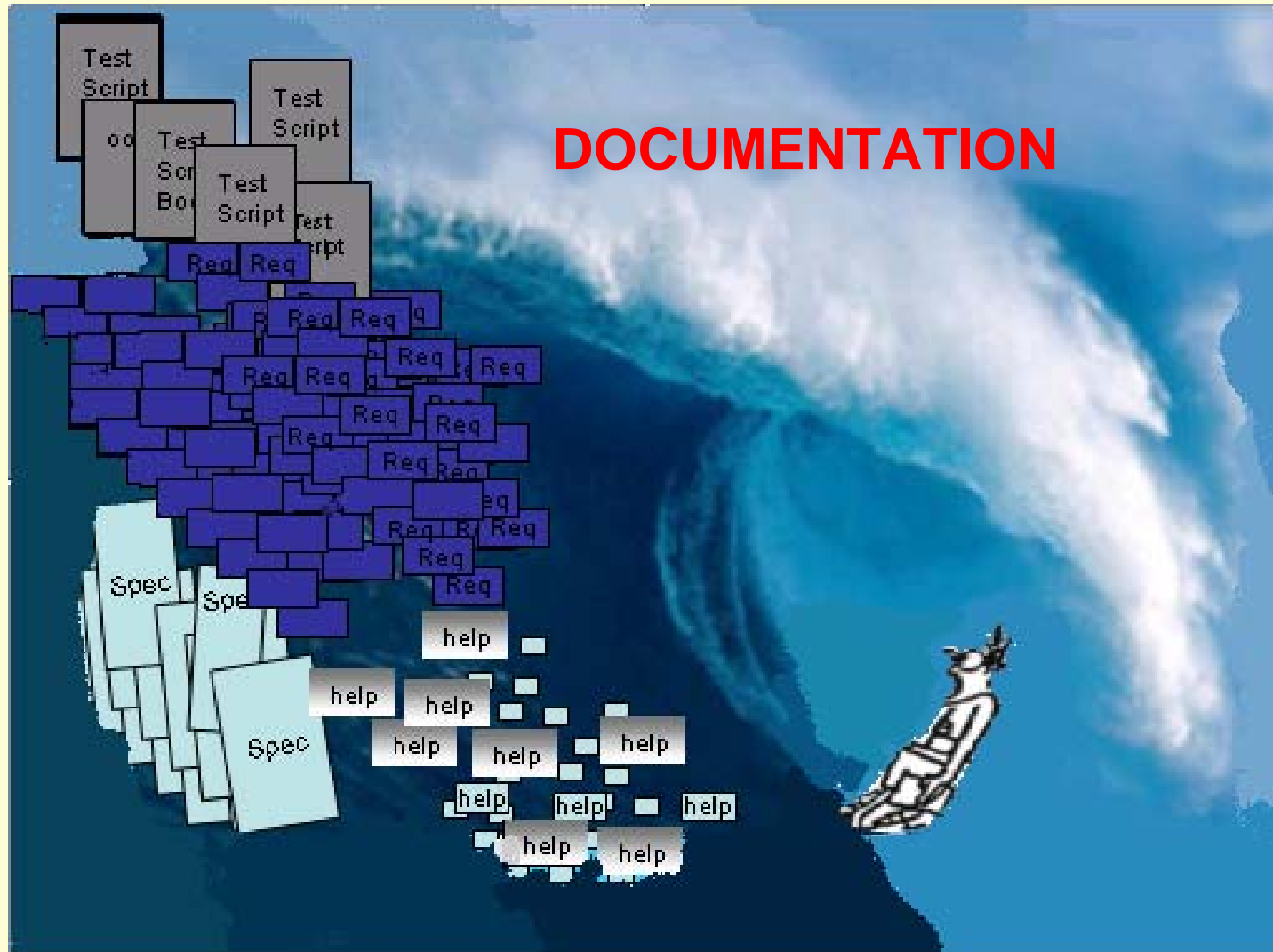
- You can not improve what you do not understand
 - Define how this process fits into the overall process
 - Know who the stakeholders are
 - Find out why the process is done this way
- 



In Order to Improve a Process You Need to:

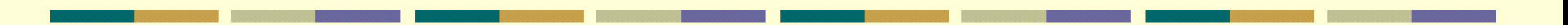
- Understand the influence of perspective
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 - Identify processes that can be improved
 - Learn the process before trying to improve it
 - Document the process
- 

DOCUMENTATION





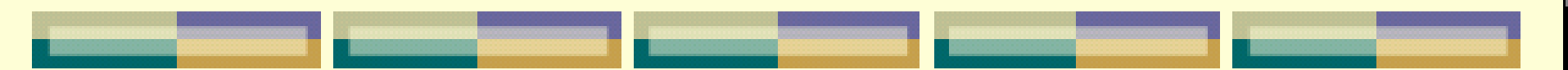
Document the Process

- Experience is a hard teacher
 - Is documentation too costly and time consuming?
(Pay now or twice later)
 - Documentation makes a process repeatable
(Repeating an undocumented process is luck)
 - A repeatable documented process brings uniformity
 - Documentation makes a process perform consistently
 - Documentation gives management usable controls
- 

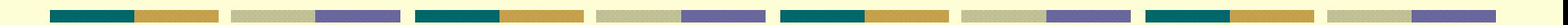
At Washington School Information Processing Cooperative, before we started, we identified the process, learned the process, then we documented it!



Documentation for the business process used by Washington State school districts.



In Order to Improve a Process You Need to:

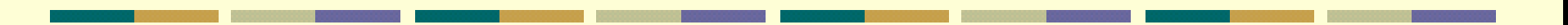
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 - Document the process
 - Know the risks involved with change
- 



Do you really want to go surfing at this beach?

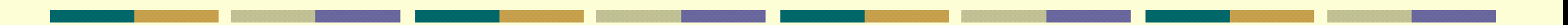


Know the Risks Involved with Change

- You may improve the process, but the risk of change maybe greater than the value received
 - The fear of risk may hamper change
 - Changing one thing may break something else
 - Changing a process may mean more work for others
- 



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 - Create a plan to implement the improved process
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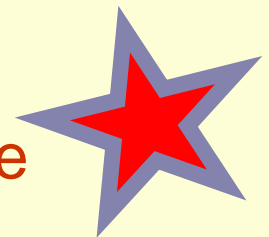


It Helps To Plan Ahead

Create a Plan to Implement the Improved Process


- Start where you are by evaluating the process
- Simplicity is the key to effective process improvement
- Management involvement will make or break change
- People, Project, Process – balance them!
- Do not try to make too many changes at once
- Look for teaching moments to overcome resistance
- Expect change to take time
- Have a “*Lessons Learned*” session after each project is completed so you do not repeat mistakes.


Remember this page





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 - Create a plan to implement the improved process
 - Realize that compliance makes or breaks a processes
- 

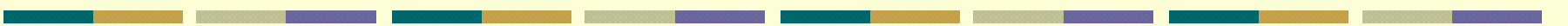


Picture of a woman
standing in the
rain with a clear
plastic umbrella that
goes clear to the
ground

This is obviously
a better umbrella

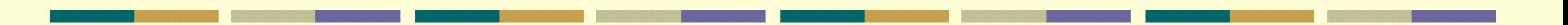
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Now to get
everyone to use it



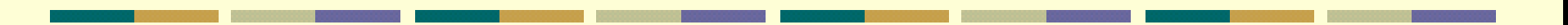


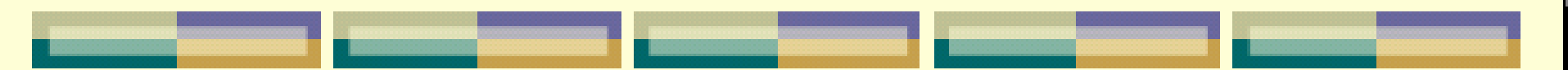
Realize that Compliance Makes or Breaks Processes

- Management acceptance is the key to success
 - People resist change even if it is better
 - Change is hard in adversarial environments
 - Something is wrong with an unused process
 - Unused is the same as not having a process
 - The end user is the KING and the Queen
 - All need to come to an “I can live with it” agreement
- 



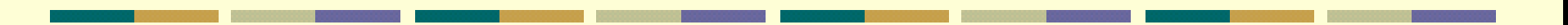
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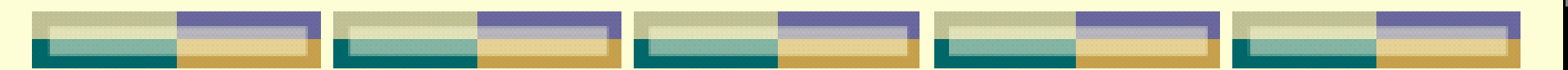
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 - Realize that compliance makes or breaks a processes
 - Remember that Individuals can make a difference
- 



Picture of a cat seeing itself
in the mirror as a lion.

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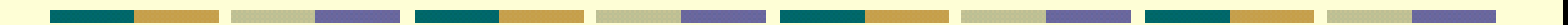




When I was young I decided I would change the world
But the world would not be changed
So I decided to change my country
But the country would not allow change
So I decided to change my community
But the community was set in their ways
So I decided to change my family
But my family would have nothing to do with it
So I decided to just change myself

Then I found that when I changed myself
My family changed
And when my family changed
They changed the community
And when the community changed
They changed the country
And when the country changed
Then the world changed with it

Epitaph from a
gravestone in
London England





Summary

Picture of 2 cave men playing soccer with one kicking bare footed, a big round rock as the soccer ball


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Cave men testing the “SOCCER IS FUN” theory





Summary

- Understand the influence of perspective
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For Additional Information



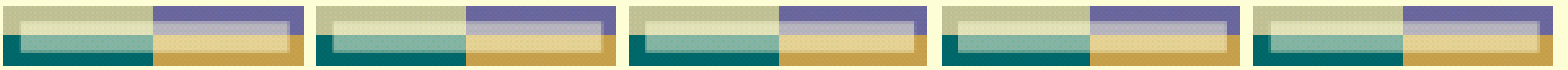
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Web Page: <http://www.vcaa.com>

Email: [cordellv \[at\] yahoo \[dot\] com](mailto:cordellv@yahoo.com)

(To send as an email put in above address in the normal xxxx@xxxx.com format)





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The picture was taken on 9 April 2003 at Surfrider Beach in Malibu, CA

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