THE EVOLUTION OF AGILE QA LEADERSHIP

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Agile Team Structure

- Scrum teams are made up of 7 people (+/- 2)
  - The Scrum Master
  - The Product Owner
  - Cross-Functional Team Members
The Scrum Master

- Keeps the team on track
- Removes obstacles and impediments
- Promotes collaboration and communication
- Coaches the team on Scrum practices
- Works with Product Owner to maintain backlog
- Helps improve process through retrospectives
- Measure and monitors velocity and burn-down
- Facilitates and attends daily standup meetings

**Key Challenge:** Listens without trying to solve
The Product Owner

- Defines the value and vision of the product
- Maintains and prioritizes the product backlog
- Participates in planning as a team member
- Writes user stories and acceptance criteria with collaboration from the customers/end-users
- Participates in daily standup meetings
- Reviews and accepts (or rejects) software delivery

**Key Challenge:** Does not determine which and how many items go into each sprint
The Team Members

- Self organizing
- Plans their own work within the sprint
- Responsible for executing the work they have committed to
- Empowered to do whatever is needed to fulfill commitments
- Cross-functional and not specialized
- Collaborates with other team members
- Accountable to one another
- **Key Challenge:** Delivery as a team vs. individual tasks
Eliminating silos

- Break down departmental divisions
- Reduce single-function roles
- Increase cross-functional learning
  - Create opportunity and time to learn
Agile Leadership

- Educate management on benefits/results of Agile
- Communicate organizational goals and progress
- Remove obstacles blocking success
- Facilitate collaboration between project stakeholders
- Enable a happy, productive working environment
Teaching Empowerment

- Let go of the reigns
- Grant authority to make decisions
- Call for less visibility into day-to-day activities
- Allow teams to fail
- Request fewer (or no) “status reports”
- Promote collaborative problem solving
Self Managing Team

- Reporting is horizontal rather than hierarchical
  - Answerable to their peers
- Shared responsibility and mutual trust
- Committing to product deliverables
- Escalate product questions to product owner(s)
- Increases ownership and accountability
- Teams evaluate and identify inefficiencies
- Develop their own resolution and execution
- Success or failure is as a team
The Future for QA Managers

- Less need for single departmental managers
- Less resource management and conflict resolution
- Less assistance in planning as teams are better at weighting and estimating velocity
- Less direction required as teams gain confidence in decision making abilities
- Less decision making regarding defect priority
EXTINCT= QA Manager
How to adapt to survive

- QA Managers may become
  - Scrum Masters
  - Product Owners
  - Team Members
  - Team Leads
  - Release Management/Configuration Management
  - Engineering-Level Managers
Care and feeding of Agile teams

- Emphasis on results
- Technical leadership
- Thought leadership
- Strong Product Owners
- Trust = empowerment
- Individual recognition
- Inspect and adapt
- Continuous improvement
Thank you!

- Questions?
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