

A woman with blonde hair, wearing a white button-down shirt, is shown from the waist up. She is looking upwards and to the right, with her right hand raised as if touching a glowing circular interface element. The background is a vibrant blue with a world map, binary code (0s and 1s), and various circular and rectangular UI elements, some of which are glowing or have a 3D effect. The overall aesthetic is high-tech and futuristic.

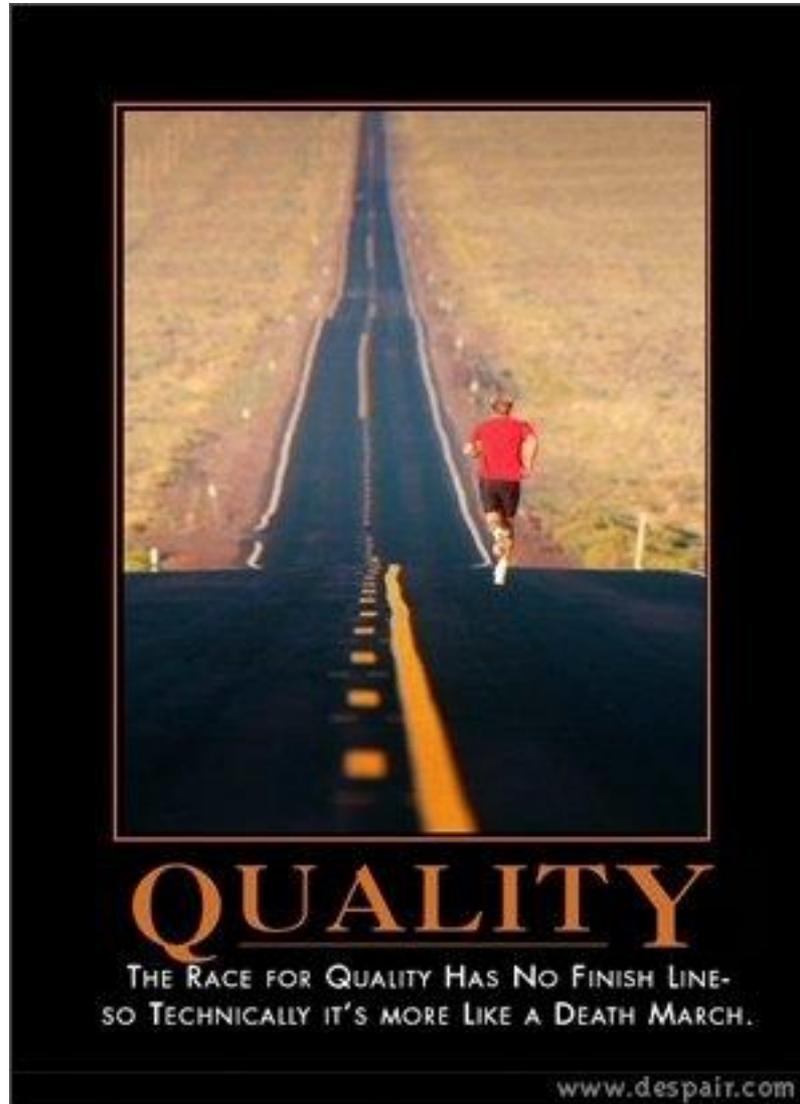
# End-end testing solutions for your business

Independent Verification &  
Validation Services  
from HCL

## The Art and Science of Test Management



# What it Feels Like to be a Test Manager





Question:

What do you think the biggest mistakes test managers make?



# The Top Mistakes Test Managers Make

- The Art
  - Accepting what others think
  - Not leading... But following
  - Not communicating “the impact”
  - Losing sight of the big picture
  
- The Science
  - Not being able to use metrics to prove your point
  - Not implementing the basics – Test early and using risk as your guide
  - Not accepting that your strategy needs to change

# Leading the way

- Some of the pressures test managers face
  - The Business **ALWAYS** want to go live yesterday
  - Development will never **DO ENOUGH** testing for your liking
  - Due to its nature test execution is always the last thing in the project life cycle so the focus is always on **YOU**
  - The environment is **ALWAYS BROKEN**
  - Everyone wants to **BLAME TESTING FOR EVERYTHING**



You are the testing expert!

**You need to think about why we are developing this app – think about the business impacts**

# We are not Time Lords



There is only so much  
that testers can do in a  
day or weekend

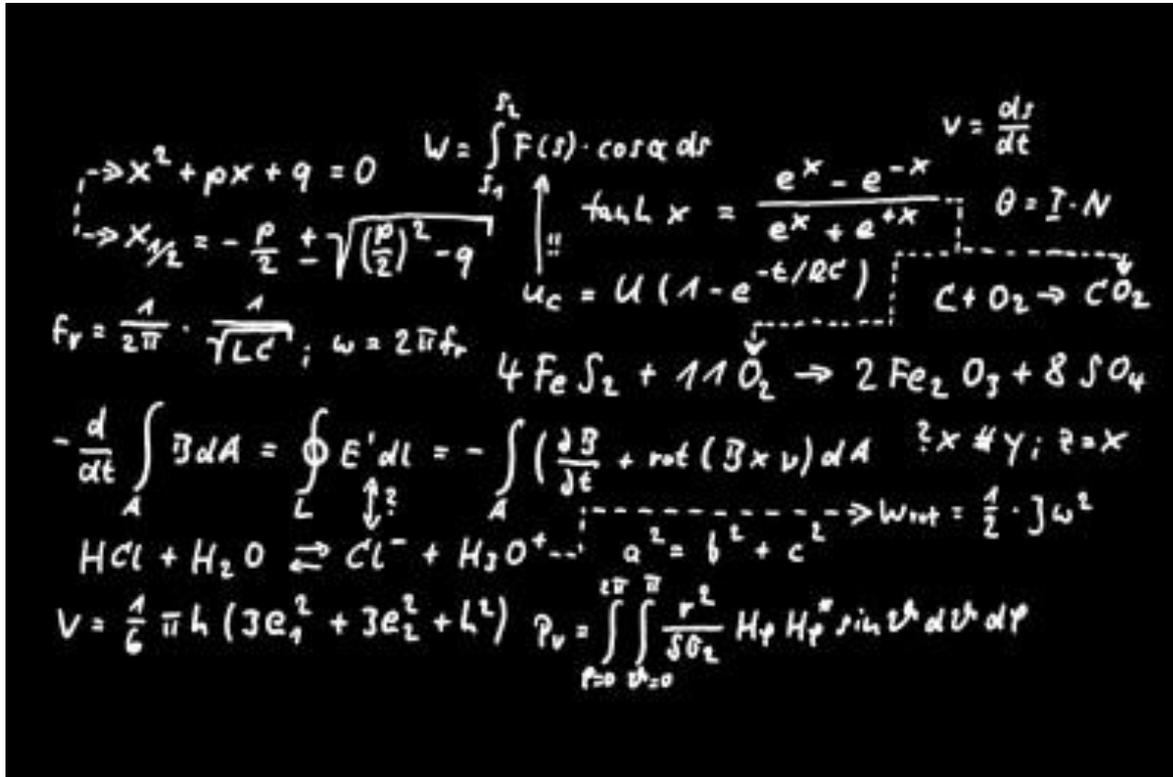
Learn to say...



...with reasons and an alternate plan



# Testing is not Rocket Science



Don't lose sight of the basics

# Test Strategy is your Friend



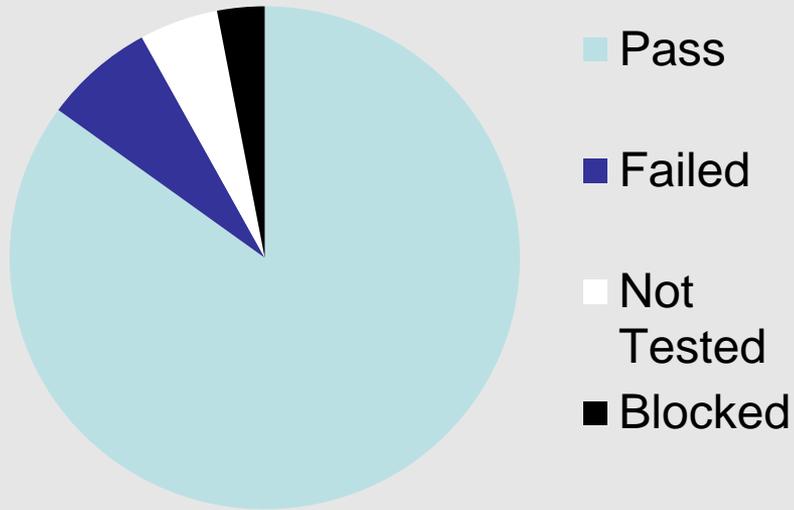
Speak softly but carry a big stick  
American president Theodore Roosevelt

- Get it signed off – FROM EVERYONE
- Use it to enforce what you agreed to
  - Risks
  - Issues
  - Entry and exit criteria
- Make sure you do update it when required – its supposed to be a living document



# Use Metrics to make your point

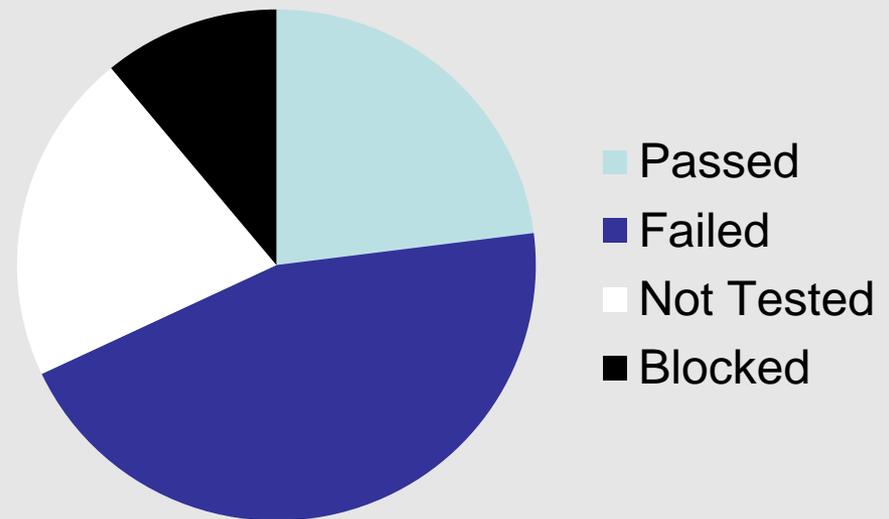
## All Test Cases



The Good?

The Not So Good?

## High Priority Test Cases only





# Summary - 10 Commandments for Test Managers

1. You don't not always going to be friends with the development – but you need foster mutual respect
2. The business / program managers aren't always right - but they do need to see you as their trusted advisor on quality
3. You're the expert & leader when it comes to testing so fight your corner if you are right
4. Your main job is to be there to communicate risk
5. Collaboration on the big decisions - Make sure everyone understands the issue and the impact & get sign off on your strategy
6. Don't be afraid to re strategize your testing.... use leading indicator metrics to help drive your decisions
7. If things are going wrong call it early and often... until someone listens
8. Lies, dam lies and testing metrics - there is more to metrics than the open defect count
9. Make sure you get the basics right - Test as early as you can & implement a risk based approach
10. Things never go to plan... a good dose of pragmatism and flexibility is vital



The End