Leading Cultural Change in a Community of Testers

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April 2012

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"Leadership is the art of getting someone else to do something you want done - because he wants to do it."

Dwight D. Eisenhower

Barclays and the Global Test Centre

The Global Test Centre (GTC) is an independent testing service providing full lifecycle software testing support and specialist testing services across multiple businesses from 6 global locations. Core services include:

- Test Strategy and Management

- Test Execution

- Functional Test Automation

- Non-Functional Test Automation

- Front to Back Testing

Drivers for Change

- Test Management Priorities – metrics, measurement, business alignment

- Visibility / Value to non-test related activities, process, or programs

- Collaboration, innovation, and reuse across test assets, teams, and locations

"It is what we think we know already that often prevents us from learning."

Claude Bernard

Global Test Centre – Leadership Values

- Honesty

  - With ourselves and with each other – do not tolerate dishonesty…

  - Transparency about confronting our strengths and weaknesses…

  - Self reflection…

- Integrity

  - Learn from mistakes to earn the right to have an opinion…

  - Provide clear and constant feedback…

  - Do not lower the bar…

- Accountability

  - Take ownership for getting things done – at all levels of the team…

  - Understand "value" in your business…

  - Manage your own expectations…

Global Test Centre – Change Programme Phase 1

- Test Maturity Model
  - Practice-based maturity programme built on industry standards…
  - Regular assessments at team and functional levels…
  - Maturity improvement plans…

- Metrics Programme
  - Test case efficiency model centered on test execution…
  - Automation metrics based on test case coverage…
  - Program tracking sheets…

- Career Framework
  - Test management focus on operational control and team size…
  - "Pyramid" approach to spans and layers…
  - "Terms of Reference" model…

"The people who get on in this world are the people who get up and look for the circumstances they want, and, if they can't find them, make them."

George Bernard Shaw

Global Test Centre – Focus on Talent Management

Attract

- Raise the hiring (and existing employee) bar
- Transfer quality ownership to the team
- Ensure GTC is a "Top Project"

Develop

- Staff led training – business and testing skills
- Test Management Mentoring
- Continually top grade

Retain

- Flat Career Framework / internal mobility
- Operational transparency / project focus
- GTC Induction Programmes

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Global Test Centre - Management Principles

- People start to ignore testing when it is no longer relevant…

- Being responsible sometimes means rocking the boat…

- No one has the market cornered on good ideas…

- Never stop asking why – question everything…

- Invest 80% of your energy in your top 20%...

- Leadership = Simplification…

- Don't take it personally…

- Think first – then do!

"However beautiful the strategy, you should occasionally look at the results."

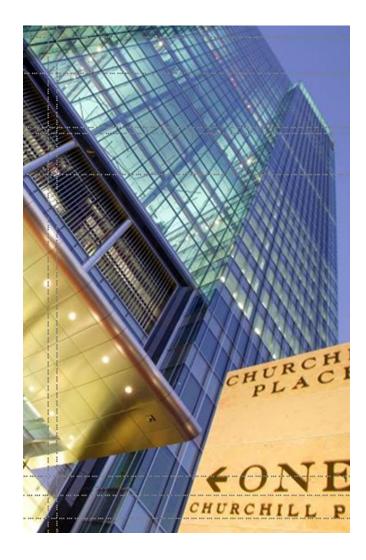Winston Churchill

Global Test Centre – Results

- GTC "Top IT" Barclays Capital project – 2010, 2011, 2012

- 150% YOY increase in investment in the GTC

- FY2009 attrition -11%; FY2010 attrition -5% , FY2011 -3%

- 2010 "Runner Up" CIO Award – GTC Test Analyst

- 2011 "Runner Up" FICC Innovation Award – GTC Test Manager

- 70% reduction in non-allocated management roles

- 25-30% average reduction in test planning efforts

- "Whole Team" Test Automation programme – initiated 50+ new automation projects

- GTC University: RST, TAF, QTP, "Master Classes", GTC Core Curriculum; GTC ITP (functional); Test Management Mentoring, GTC Brown Bags, "Super Tester"

QA Transformation = Paradigm Shift

Stop   Thinking that the value of the test team is in anyone else's hands and pretending "maturity" driven test metrics will make improvements…

Start   Telling the team exactly what's expected of them supported by systematic training of testing skills, test reporting and business alignment…

Continue   Driving out fear of failure by creating an environment that enables innovation and rewards collaboration through strategic objectives and constant feedback…

Thank you!