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Wrocław Testing Conference 2020

Key points in applying effective quality assurance strategies to legacy enterprise applications.

A talk about leadership, experience and magic in modernizing big organizations.

Gustaw Fit

About me

An experienced engineer, manager and leader. Worked in multiple industries in small, medium, large and startup environments. A strong believer that software is Peopleware. Likes to challenge the status quo and prefers direct 'no-bullshit' communication methods. An accomplished coach, who tasted an adventure into both personal, life and business coaching/mentoring, as well as business transformation coaching and mentoring. A software developer at heart, but worked as a QA engineer, test manager, project manager, delivery manager and more. Currently working at Zoopla.co.uk, re-imagining the property market, aiming to build the best information technology practices and services.

Personally, a fan of magic the gathering, board games, role-playing games, psychology, real evidence-based science, books worth to read and European comics. Married with children. Owned by 3 cats.

What’s it about?

Calm

Patience

Sweat

Tears

Blood

In other words taming enterprise monsters to adjust to reasonable quality expectations

Why change?

High-performing organizations are decisively outperforming their lower-performing peers in terms of throughput. High performers deploy 200 times more frequently than low performers, with 2,555 times faster lead times. They also continue to significantly outperform low performers, with 24 times faster recovery times and three times lower change failure rates.

(State of DevOps report 2016)

Deep dive into enterprise Agile

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Starting points

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DO

- Set reasonable goals
- Expect slow progress
- Take one block out of your ‘Jenga’ at a time and observe
- Think, who you would like to have in your team
- Think on how to measure your progress / regress
- Public relations are key to enabling (people, especially more senior than you need to know WHY)

DON’T

- Be afraid to change things, even if 99% of the people are against it (they got to the sh**y place, by not making changes)
- Forget about maintenance costs
- Automate blindly
- Outsource blindly
- Plan on re-building software
- Plan for 100% testing coverage

No work-life balance?

High performers have better employee loyalty, as measured by employee Net Promoter Score (eNPS). Employees in high-performing organizations were 2.2 times more likely to recommend their organization to a friend as a great place to work, and 1.8 times more likely to recommend their team to a friend as a great working environment. Other studies have shown that this is correlated with better business outcomes.

(State of DevOps report 2016)

The Agile basics – Hiring

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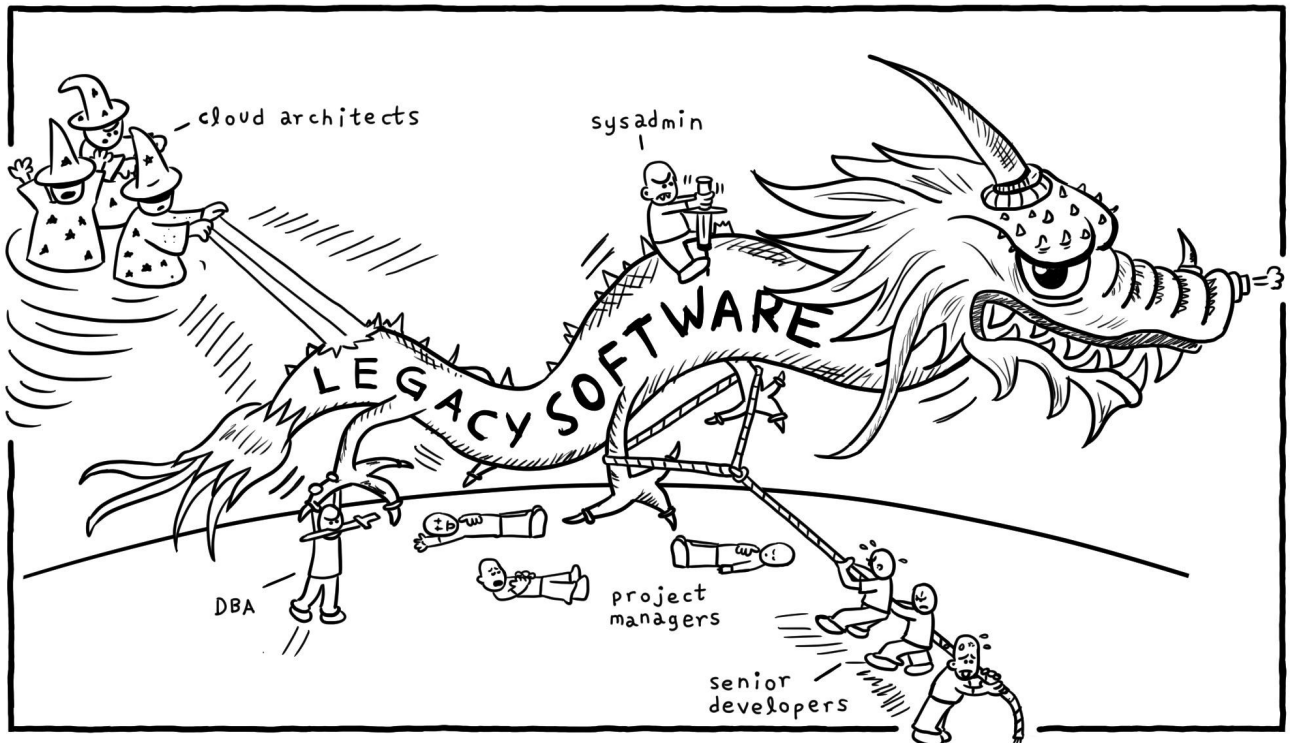
- Go for the people, who match your culture, will understand your mission and bring additional value.
- Scrap – 'I only hire the best'. You hire the right people.
- Keep the hiring activities well-structured.
- Coding tasks, design tasks, presentation skills and overall soft-skills interviews should be the absolute minimum.

Six Agile behaviours; you need **people**:

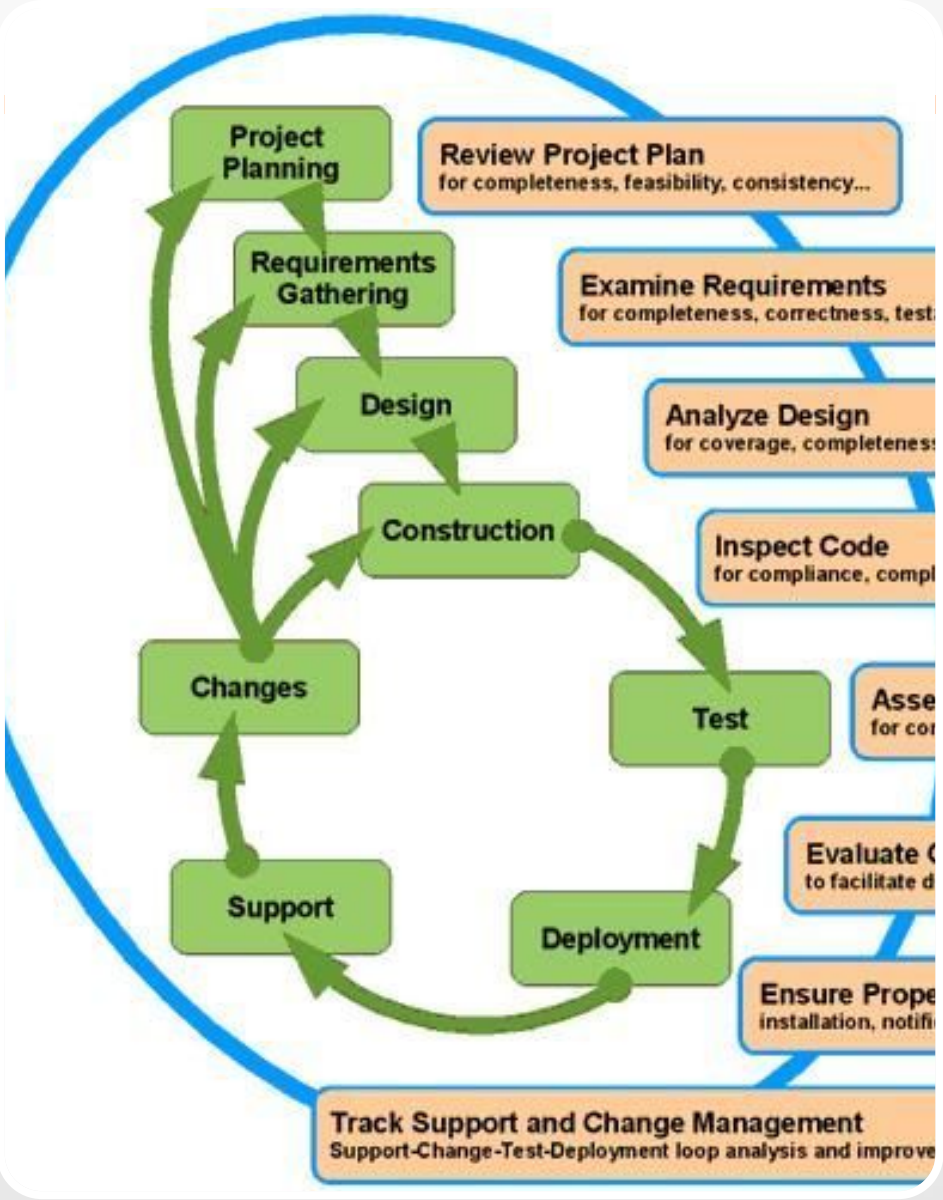
- **who can collaborate**
- **who can ask for help**
- **who are willing to take small steps and ask for feedback**
- **who are willing to do something, that is good enough for now**
- **who are adaptable**
- **willing to work outside of their expertise**



Meet the enterprise beast

When I started 7 years ago

- 2mln lines of code
- Process-heavy
- Release every 3 months
- 6 outsourcing partners
- Automated tests running for 3 weeks (producing more bugs in the framework than actually found in the code)
- Around 200 emails per month for test manager and business ‘sign-off’
- Shitty production stability
- Forced to run ‘defect shaming’ meetings to get defect fixes
- Merges frequently discussed on emails, 2-weeks to have a working build, heavy reliance manual testing



The transformation

- ANNOUNCE
- PUSH
- Public Relations
- RESULT

Take no prisoners.

Worse quality?

Improving quality is everyone's job. High-performing organizations spend 22 percent less time on unplanned work and rework. As a result, they are able to spend 29 percent more time on new work, such as new features or code. They are able to do this because they build quality into each stage of the development process through the use of continuous delivery practices, instead of retrofitting quality at the end of a development cycle.

(State of DevOps report 2016)

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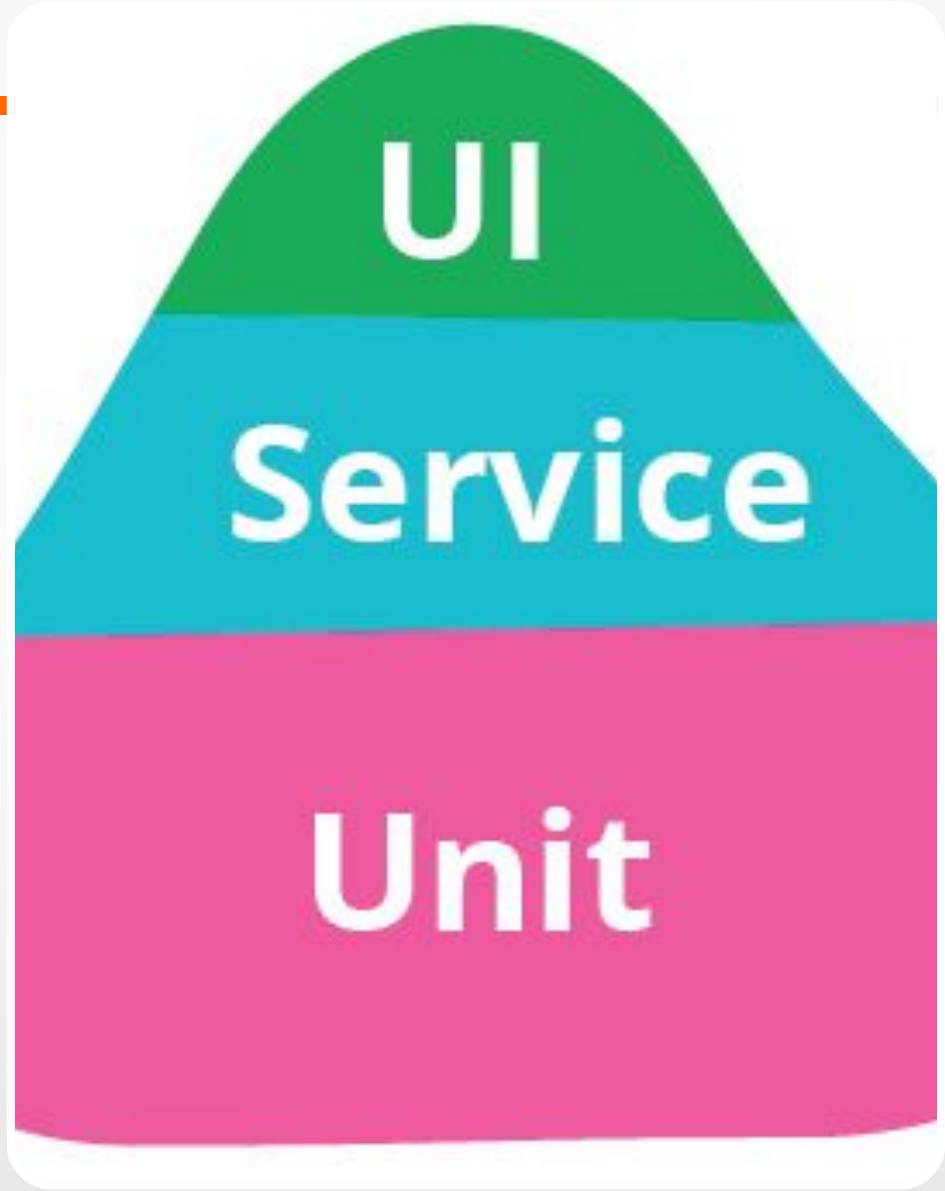
Where have I finished?

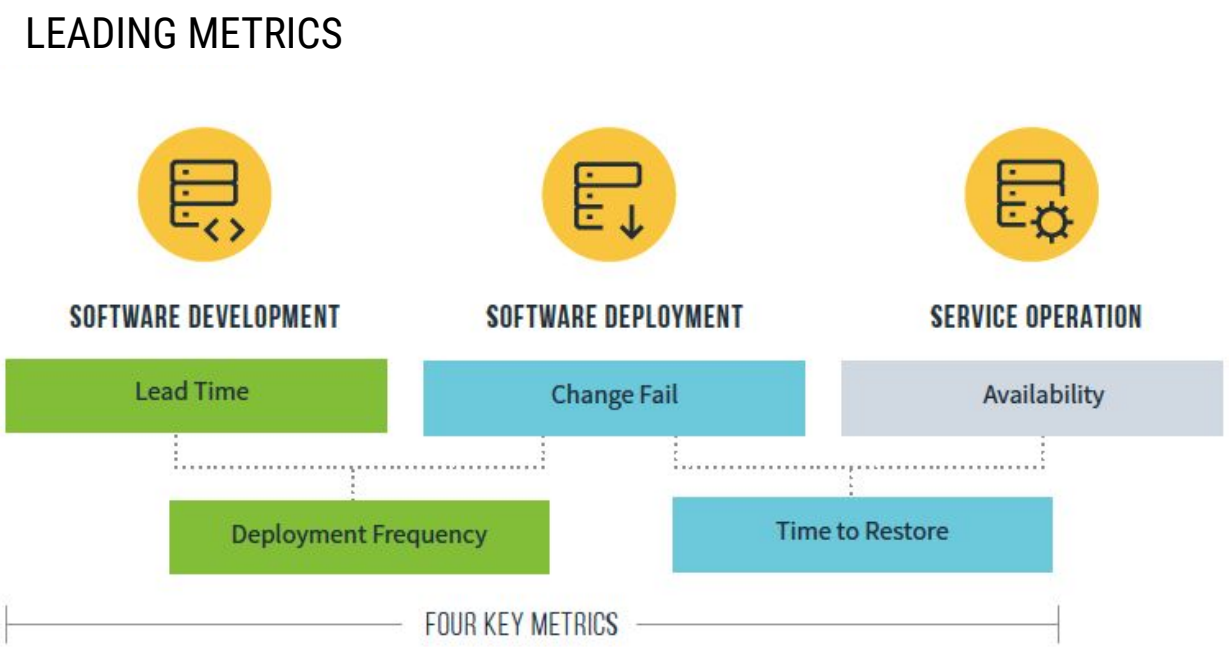
- 2mln lines of code
- Process-light
- Release every 1 week
- 2 outsourcing partners
- No ‘testing automation’, but a lot of ‘build pipeline’
- Lots of unit tests (60-70% coverage on new code)
- Excellent production stability
- On demand deployment in use
- People actually WANT to fix things
- Minimal manual testing, mainly exploratory
- Working builds are matter of minutes
- Savings around 300k USD per annum in removed, unnecessary services



A warning

It must be remembered that there is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage, than the creation of a new system. For the initiator has the enmity of all who would profit by the preservation of the old institution and merely lukewarm defenders in those who gain by the new ones.

(The Prince by Niccolo Machiavelli)



DORA – my current interest

Some supporting material

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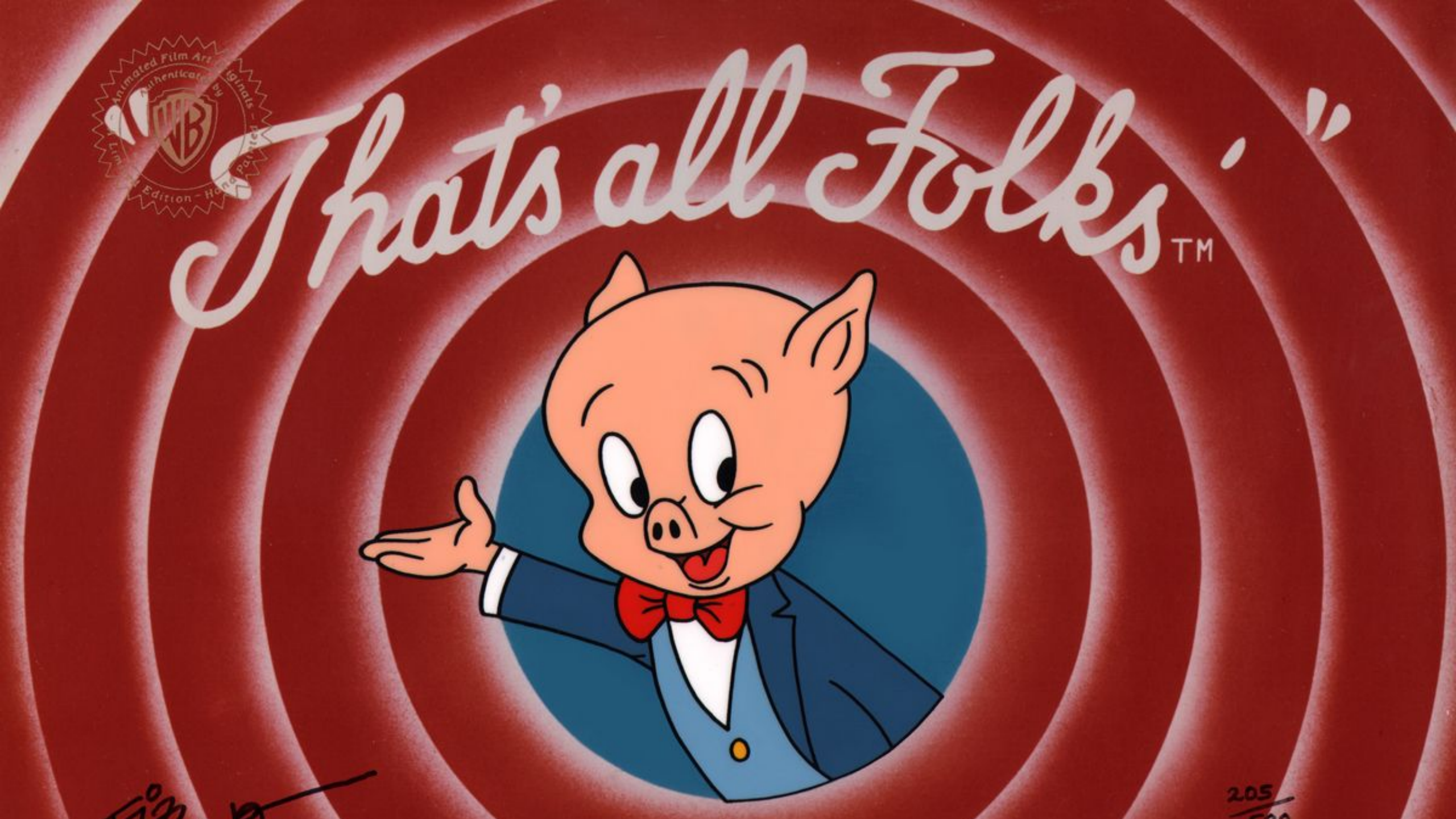
- Peopleware: Productive Projects and Teams (Tom DeMarco)
- Accelerate: The Science of Lean Software and DevOps: Building and Scaling High Performing Technology Organizations (Nicole Forsgren PhD, Jezz Humble, Gene Kim)
- The Phoenix Project: A Novel about IT, DevOps, and Helping Your Business Win (Gene Kim, Kevin Behr, George Spafford)
- The Goal: A Process of Ongoing Improvement (Eliyahu M. Goldratt)
- Agile Testing: A Practical Guide for Testers and Agile Teams (Lisa Crispin and Janet Gregory)
- Next Gen DevOps: A manager's guide to DevOps and SRE (Grant Smith)
- https://www.researchgate.net/publication/316879884_A_Qualitative_Study_of_DevOps_Usage_in_Practice
- https://services.google.com/fh/files/misc/state-of-devops-2016.pdf
- http://www.itskeptic.org/content/book-review-phoenix-project
- https://www.ciodive.com/news/devops-the-good-bad-and-ugly/559158/


That's all Folks."
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