

GROWING A CULTURE OF QUALITY (AND MAKING TESTING FUN)

A young green plant with two leaves and a small bud is growing out of a mound of dark soil. Two hands are positioned on either side of the plant, gently cupping the soil. The background is a blurred pattern of orange and white stripes.

SIMON PRIOR – HEAD OF QE, EASYJET



Simon Prior
Head of QE – EasyJet
@LeadTestInclude
<https://simon-prior.uk>



MY MOTIVATION

Ultimately nothing that Simon can do will resolve the wider cultural problems within easyJet.

Testing can improve, as we all can, but it will only ever be the tip of the iceberg

CHALLENGE ACCEPTED!



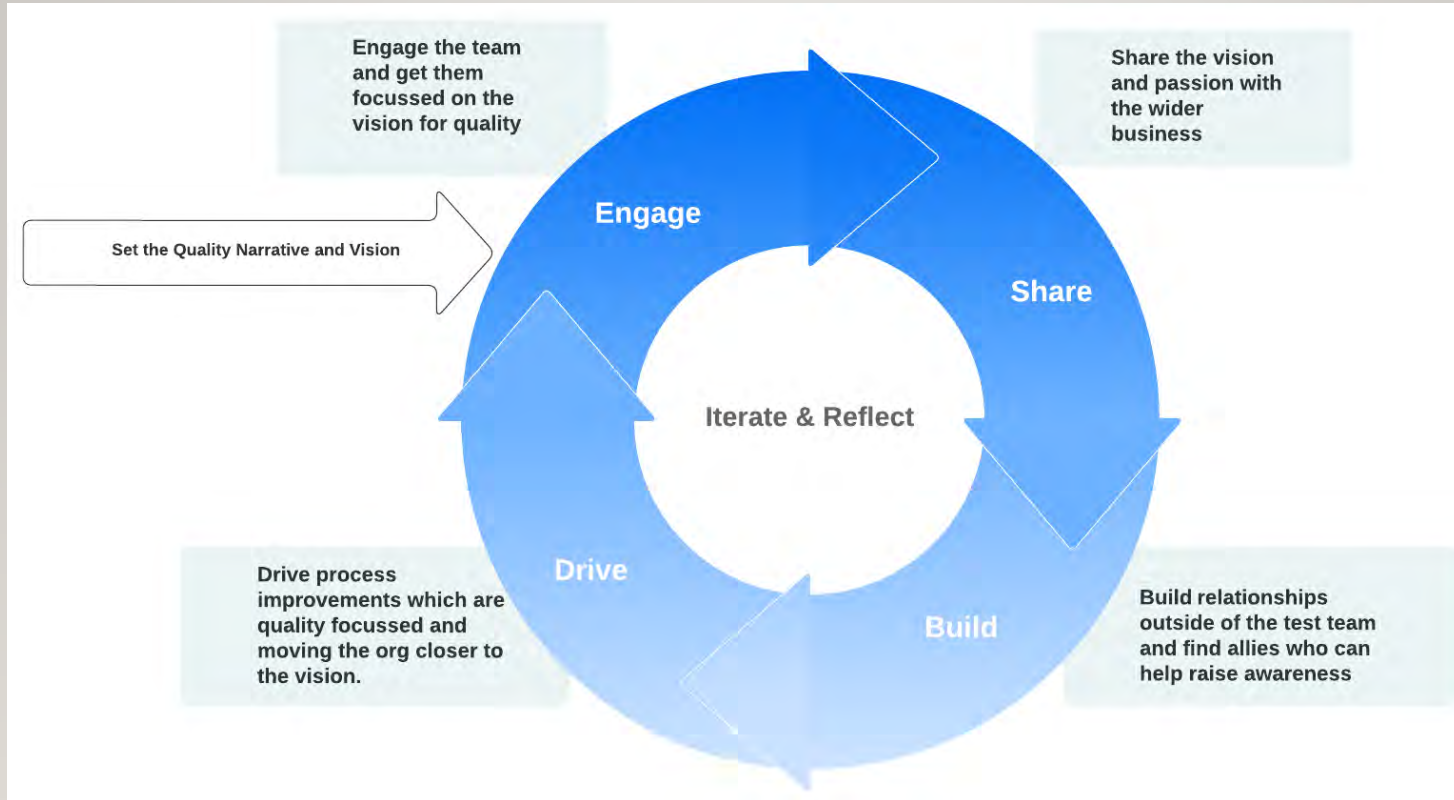


**SO...WHAT IS A
CULTURE OF
QUALITY?**

**“A SHARED CROSS-TEAM FOCUS OF
DELIVERING HIGH QUALITY
SOFTWARE THAT MEETS THE USERS
NEEDS AND ALL OUR PRACTICES
SUPPORT THIS”**

SIMON PRIOR – 2020
@LEADTESTINCLUDE

A MODEL FOR GROWING A CULTURE OF QUALITY



**Simon
Prior
2020**



**DEFINING YOUR
QUALITY
NARRATIVE**



**What are the common
misconceptions Around
QA?**

“We Test Everything”

“We just write and execute Test Cases”

“We want to break software”

“Our role is just to find defects”

“We are solely Responsible for Quality”






What Makes a Quality Narrative?

**The Quality Narrative is how
quality is measured and
perceived in your company**



Understanding where you are and where you want to be
are first steps towards building the right culture



A stack of several golden-brown donuts with a hole in the center, dusted with powdered sugar. The donuts are piled on a dark surface, and a cloud of powdered sugar is captured in mid-air above them, falling onto the stack. The background is a dark, textured blue.

**Who owns quality?
How is testing done?
What value does it
provide?**



Defining our Utopian Narrative

- ❓ **How do you want Testing to be perceived?**
- ❓ **Can you identify tangible ways for value to be visible?**
- ❓ **Is quality seen at the level it needs to be?**



A QUALITY NARRATIVE FOR EASYJET

When I joined

QA seen as Gatekeepers
of Production

Very different approaches
in all teams

Manual and slow process
which rarely found the
important issues



What we're aiming for

QA seen as Advocates of
Quality

An important part of the
puzzle to be engaged as early
as possible to ensure Quality
is built into a solution

Defined standards across all
areas aligned to key principles

“Automation First” approach
complimented by Exploratory
Testing

An aerial view of a meeting room. A long white table is surrounded by several people. Some are sitting on chairs, while others are standing. The table is cluttered with various items including laptops, papers, and charts. The room has a light-colored floor and walls. The text "How did we get there?" is overlaid on the bottom half of the image.

**How did we get
there?**

BEHIND EVERY

**GOOD
TEAM**

IS A GREAT
LEADER

Earned the teams trust

Showed my passion

Collaboratively, we worked on principles we all believed in!

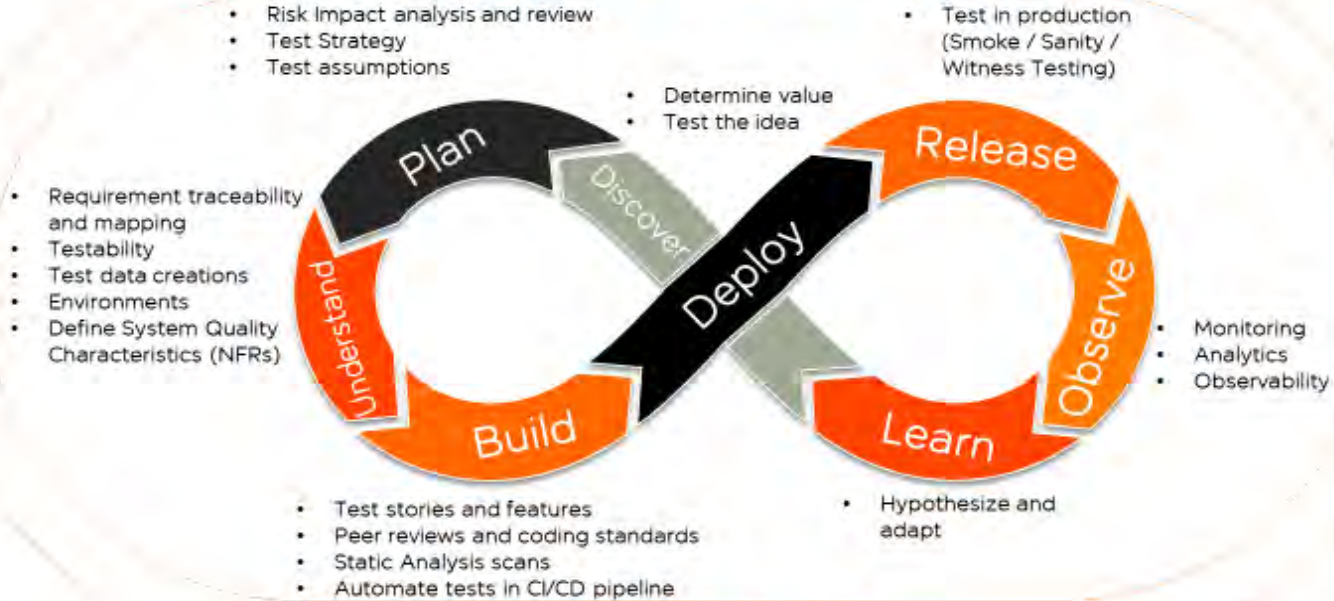


@LeadTestInclude

QUALITY ENGINEERING PRINCIPLES



QUALITY ENGINEERING - RAISING THE QUALITY BAR

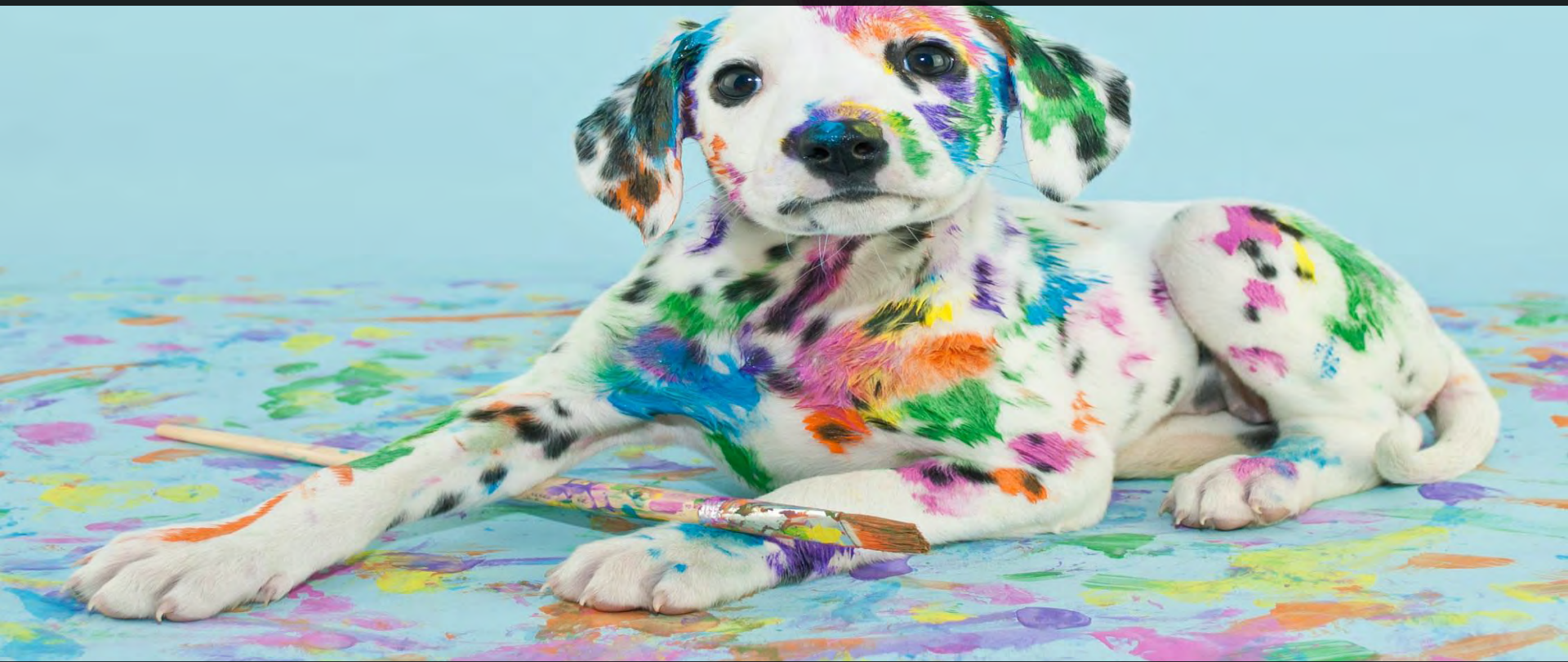


QUALITY METRICS, KPI/OKR



**Empower and Grow
Team**

Created a “safe-to-fail” environment



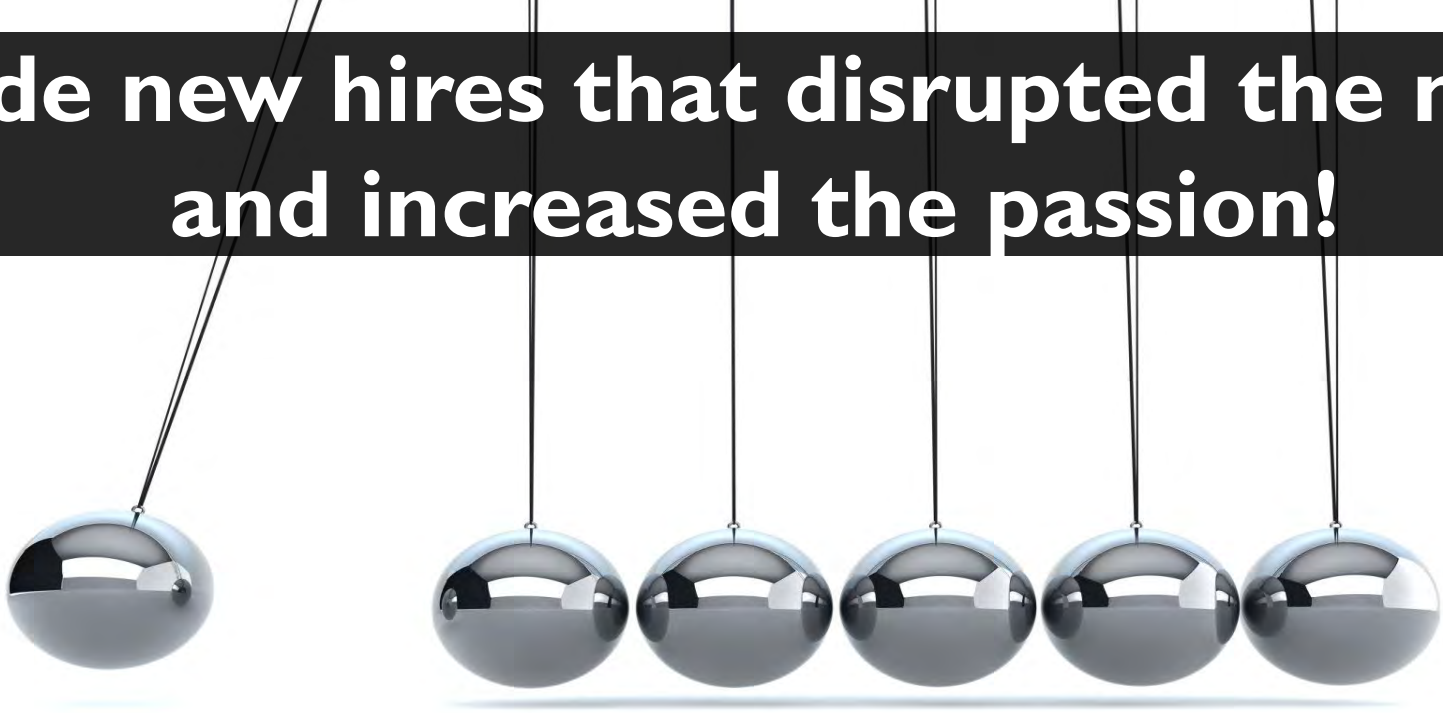
**Gave them the confidence to speak up
and “talk about testing”**



Created Testing Career Paths



**Made new hires that disrupted the norm
and increased the passion!**





 **Test Architect**

Collaborator and Enabler

Advocate for Quality Engineering Principles

Quality vision and strategy

Quality transformation roadmap

Define automation and testing best practices

Mentoring and Coaching wider technology teams

Technical thought leadership

Changed our name to “Quality Engineering”





Engage and Inspire

Organised an internal community of practice



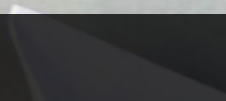
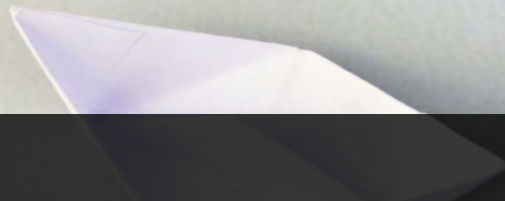
Invited engaging speakers from outside of the business





MoT Pro Membership and Learning Pathways

Lead by
example,
being active
in the
external
communities





Guilds and Specialist Communities



Performance Guild

Accessibility Guild

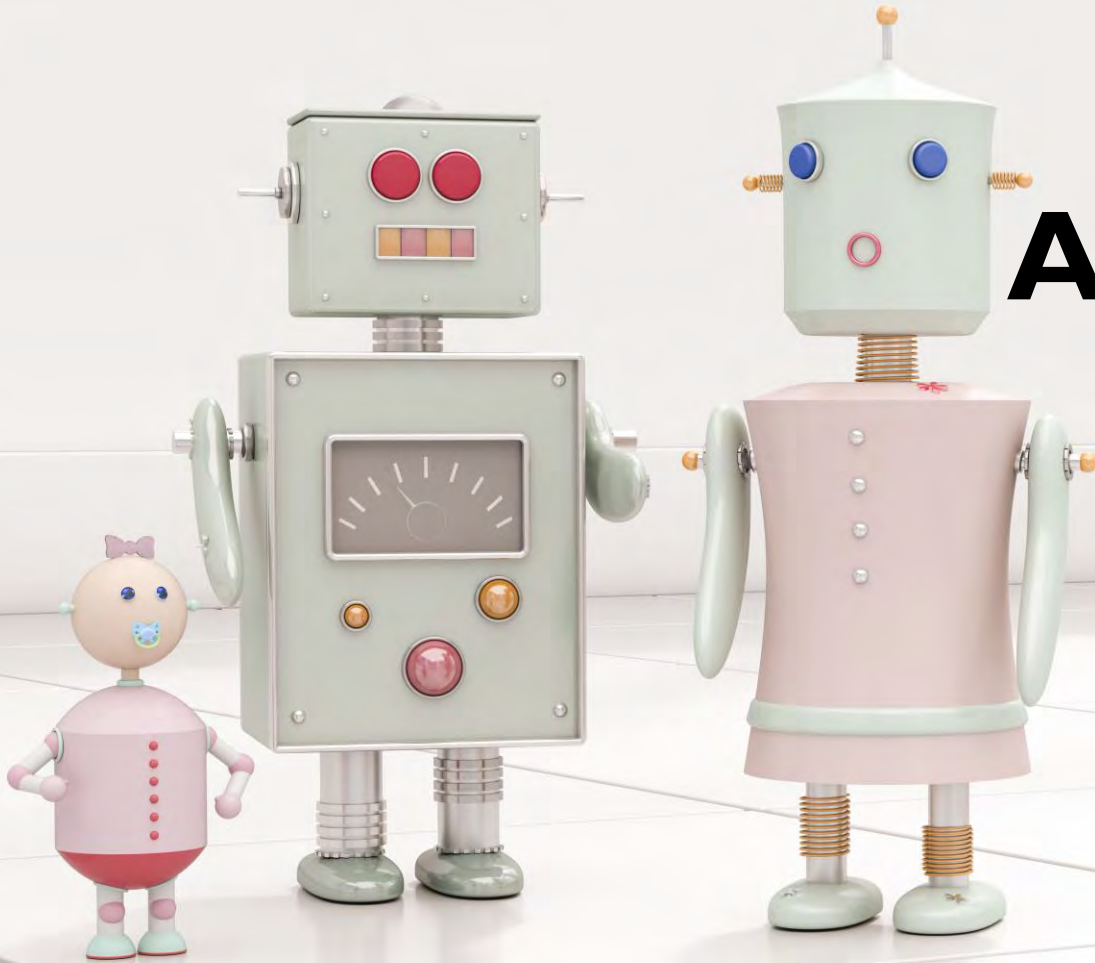


Digital
accessibility

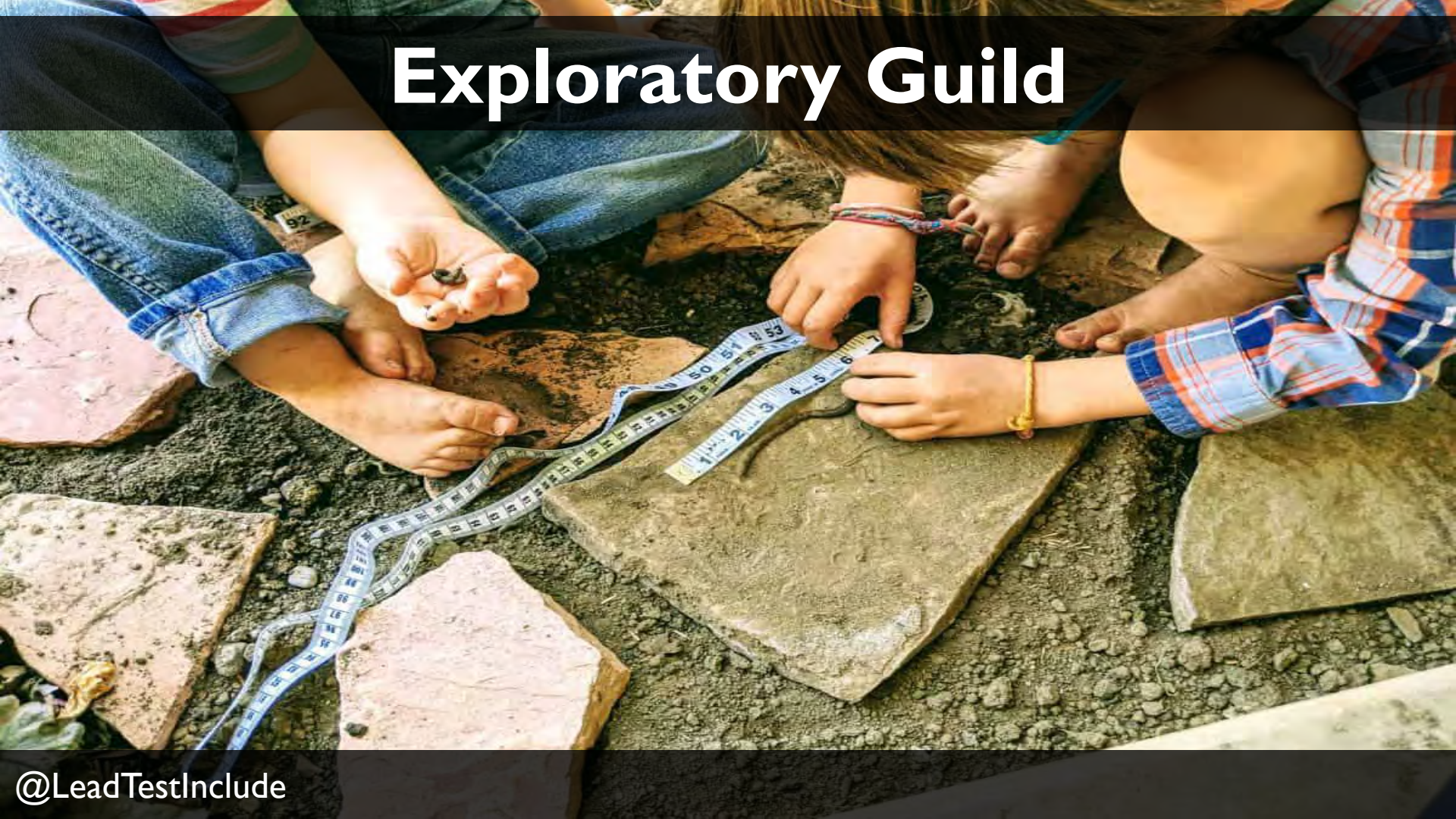


Security Guild

Automation Guild



Exploratory Guild





**We started the TEST
Party!**

Friday afternoon Test Parties



Exploratory test a system within the estate as a group



Invited all across the company including IT leaders



Watch a talk and whiteboard actions!

Talk Title: Manual Testing is Not Dead: Just the Definition

Speaker: Erika Chestnut

Link to the Talk: Manual Testing is Not Dead: Just the Definition (YouTube)

LinkedIn: Erika Chestnut

Twitter: Erika Chestnut (@erika_chestnut)

Work on the buy-in from senior leadership and other areas

Start with socialising and promoting the value of testing

Testing is must even for a small change

Test Automation is just one tool not the complete strategy

Testers need to feel their own worth before they can show it to others

Testers are SMEs

Break the spiral and

show up and show what we are

Show up!

Communication, collaboration and engagement are the key part of building quality

We bring value by being present and being active in discussions

When and how QA should engage ALWAYS!

Humanual Testing

There is no limit to the testers engagement - Ask questions Share Feedback Collaborate

automation is a brilliant tool, but needs human interaction to work

Talk Title: Risk Based Testing Because You Can't Do EVERYTHING

Speaker: Jenny Bramble

Link to the Talk: https://www.ministryoftesting.com/dojo/lessons/risk-based-testing-because-you-cant-do-everything-jenny-bramble?_s_id=9203436

We cant test everything so we need to focus on risks and tailor our test approach accordingly

Cross-team communication & collaboration is important

Quality has different meaning for everyone so we have to define it clearly

Use historical data on past failures to add to automation

We need to look at a simple way to rate, rank and visualise Risk

Risk isn't just related to the software, differing environments can pose a risk that we need to be aware of

Communication in the team is important

What is a Risk to us? Simple definitions are definitely needed

Basic understanding of how to debug / check the logs for both our automation tools and our projects

We need to understand the product enough to be able to articulate the risk in the right way for all different stakeholders

When we are not happy with the product then we shouldn't shy away from raising our concerns. Highlight on risks and impacts so other stakeholders can understand it.

Currently Testability is not a term we use enough
Testability is not automatibility

Easily testable code enables broader, deeper & more meaningful testing
Testability is a result of good design

3 days instead of 7 weeks in regression, that sounds like a plan

dev and test and E2E not coordinated for testability and automation

We need to update the risk assessment to make it more simple and clear.

For faster release plans, we need to have more exploratory and automation testing

Share the pain points with your development team

what bottlenecks do we have in our pipelines?

focus on the blockers

Think more from customers benefit point

can we get a way to assess customers needs?

how can we assess our testing debt?

Testing debt - We all know of technical debt but nobody really mentions testing debt

make important problems impossible to ignore

We need to build relationship and influence wider teams to build quality

what can we do to ensure better observability of our internal systems and connections?

start with observability
Questions to ask the team around observability

Awareness about the system

We need better observability and find our dependencies as a part of testability.

Track that makes testing slow, more difficult and less trustworthy

Focusing on testability can help us to our best work

Testability is not automatibility

Testability is not automatibility

Testability means - Ability to test

if its hard to test it wont get tested

Need

Test but buy every

Test but buy every

Test but buy every

Test but buy every

Talk Title: From Testing Hell to Testing Well - Adopting Whole Team Approach to Testability

Speaker: Rob Meaney

Link to the Talk: From Testing Hell to Testing Well - Adopting Whole Team Approach | MoT (ministryoftesting.com)

LinkedIn: Robert Meaney | LinkedIn

Twitter: [Sponge Bob Test Pants \(@RobMeaney\)](#) / Twitter

We can try CODIS model in the individual teams

We need to look at current controlability of our systems

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"Significant quality improvements weren't driven by testing. They were driven by building relationships & influencing the right people at the right time to build quality in."

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Changed the perception of what we do in QE!





**Find Every Opportunity to
Speak About Quality!**

Lunch and Learn sessions to wider organisation



Invited along to IT team meetings to discuss Testing

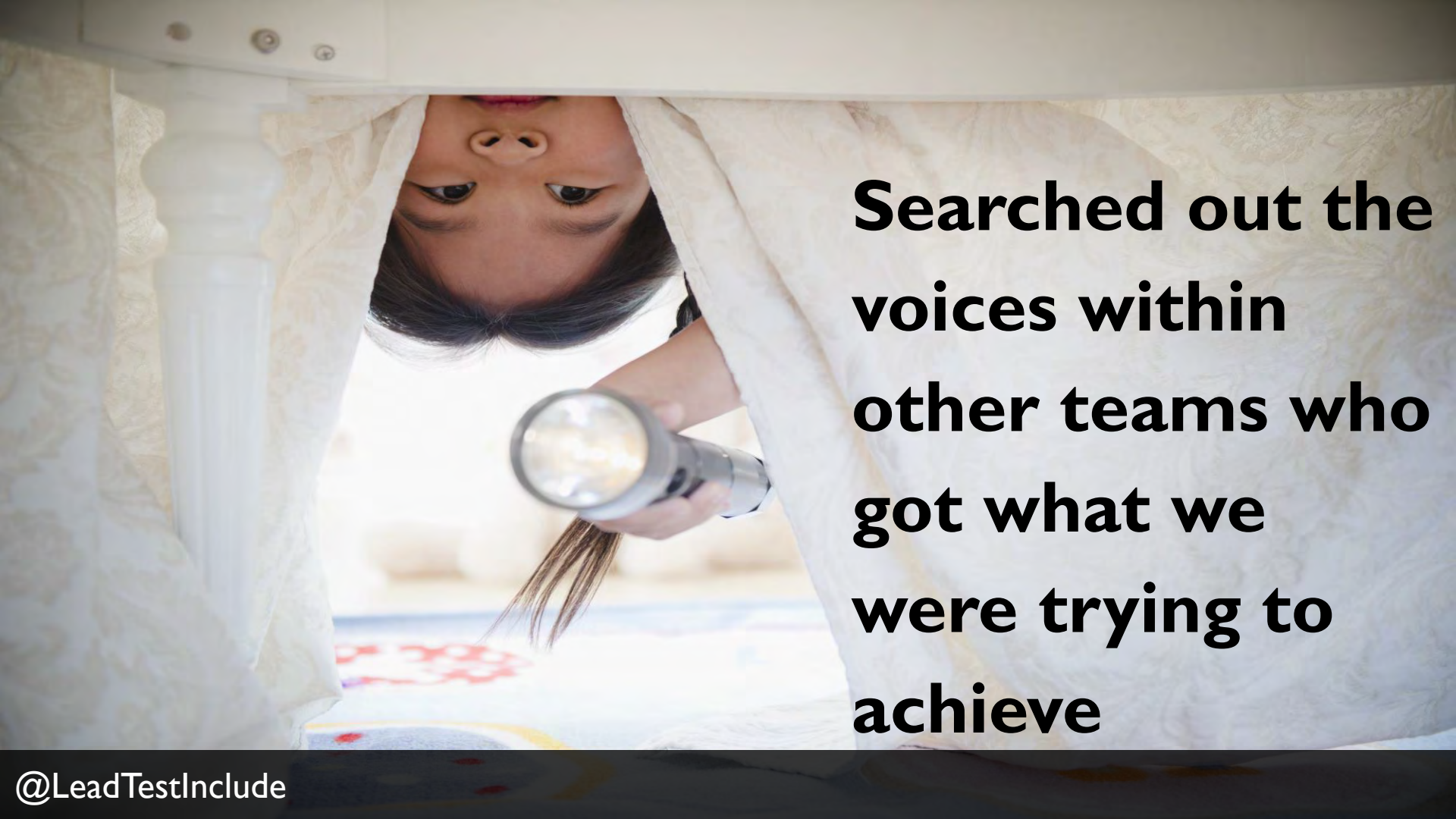


Training sessions to engineering teams on Testing





Find Your Allies



**Searched out the
voices within
other teams who
got what we
were trying to
achieve**

**Convinced them and
they became advocates**



**The more
people who
believed in our
message, the
better it stood
of being heard**





**Visibly Make Test
Process Improvements**

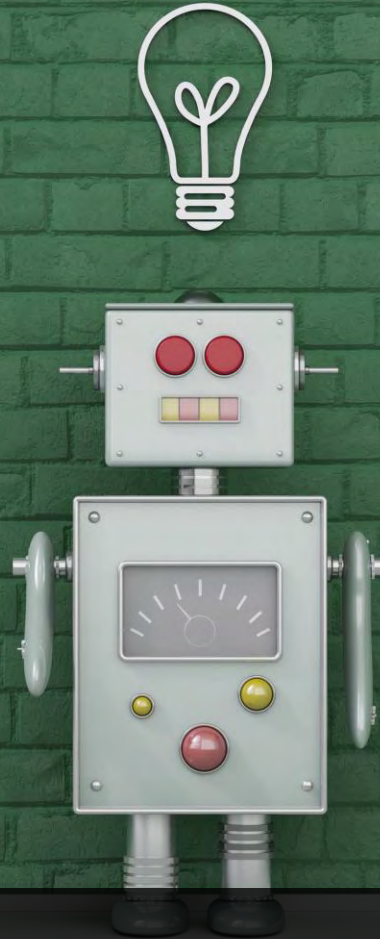


Collaborated on ideas to improve the processes

Demonstrated to the business how the ideas helped improve quality



TEST AUTOMATION PROGRESS



TESTABILITY REVIEW





EXPLORATORY AND RISK BASED TESTING



Get Feedback and Review

Sent pulse surveys to key people





**Worked through and
improved on suggestions**

A misty forest scene with evergreen trees and a road winding through the fog. The text is centered in the upper half of the image.

Difficult roads
often lead to beautiful
destinations.

Be Ready for a Journey



**Continuously improving
the process will be key**

**There will be
rocky patches**





**A Culture doesn't
have a definitive end**

IN SUMMARY

The longest journeys start with the first step

Overcommunicate

Share successes, no matter how small

Collaborate

Promote the importance of Quality

Have fun! 😊

THANK YOU! 😊