

Managing Quality in Consulting

Adam Leon Smith FBCS CITP

CTO, Dragonfly

Director, ForHumanity

Chair, BCS Special Interest Group in Software Testing

@adamleonsmith


What is quality?

quality

degree to which all the properties and characteristics of a product, process, or service satisfy the requirements which ensue from the purpose for which that product, process, or service is to be used

[SOURCE: ISO 9001:2008]

Even though consulting is a “service”, it is typically a short-term knowledge-based activity, and can be hard to measure.



Quality is free. It's not a gift,
but it's free. The 'unquality'
things are what cost money.

Phil Crosby

quote fancy

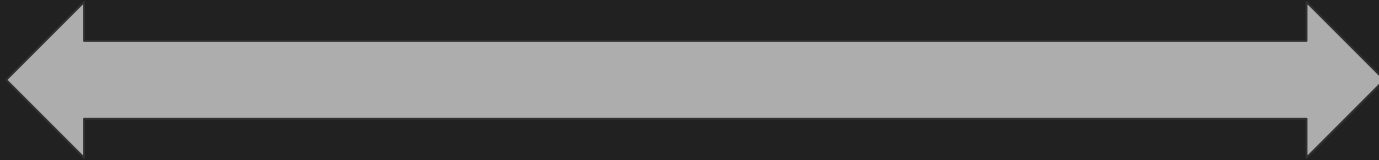
What is poor quality?

- Deliverables that:
 - Are not what was asked for!
 - Don't meet expectations (not fit for purpose)
 - Don't meet implicit standards (things that people expect, but aren't explicit about)
 - Are not factual
 - Don't represent "best advice"

Quality management techniques

REPEATED ACTIVITY

ONE-OFF ACTIVITY



- Metrics
- Service level agreements (SLAs)
- Checklists
- Surveys
- Automated checks
- Peer review

- Knowledge bases
- Acceptance criteria
- Templates
- Domain expert review
- Walkthroughs
- Asking for feedback

Tips for introducing a quality focus in consulting teams

1. Plan! As soon as a deliverable is defined, establish acceptance criteria and reviewers.
2. Establish a place where knowledge can be shared amongst the team easily, often a wiki. Do not overly control it! The best knowledge sharing platforms allow everyone to contribute.
3. Establish templates which prompt people for the basics... review/approval lists, version control, page numbers!

Tips for introducing a quality focus in consulting teams

4. Be really clear about who reviews what kind of deliverables. Remember more reviews are better!
5. When a client gives you information, make a lot of notes
6. Ask you client for feedback regularly. It is what they think that matters!

Any questions?

Feel free to reach out after the talk

email: adam@wearedragonfly

twitter: [@adamleonsmith](https://twitter.com/adamleonsmith)

linkedin: <https://www.linkedin.com/in/adamleonsmith/>