

What Makes You A Great Test Leader?

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What Do Leaders Do?

- Traditional view:
 - Guide, champion, “lead”
- Create an environment in which people can succeed
- Champion a cause

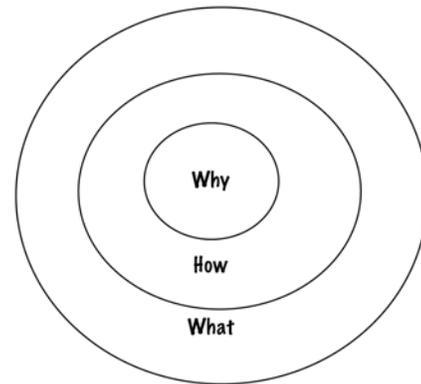


**Leaders change something
about the status quo.
They provide room for others
to participate.**

**Adaptable leaders create
effective change when the
situation changes.**

Start With Why

- What do you desire for fulfilling work?
- Purpose (why)
- Autonomy (how)
- Mastery (how and what)



Simon Sinek's Golden Circle

Adam Leipzig's Format for Defining Your Purpose

- Who are you?
- What do you do? What do you love to do? What is the one thing you feel supremely qualified to teach other people?
- Who do you do it for?
- What do those people want or need?
- How do they change or transform as a result of what you give them?



What's Your Purpose/Why?

- Why do you work?
- What drives you?
- What is your personal mission? (Shout it out)



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Some Missions I've Heard

- Care and feeding of my team
- Find Big Bad Bugs before customers do
- Improve the product
- Improve collaboration
- Stay ahead of the customers
- Provide information about the product under test
- ...



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Personal Mission and Corporate Mission

- Do they match?
- If not, you have a problem



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Mindsets Lead to Expectations

- Do the people involved in the change have a mindset of learning?
- Do they practice the “art of the possible”?



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Fixed Mindset	Growth Mindset
You are born with fixed skills or talents.	Skills arise from hard work. You can improve.
Avoid challenges. In the face of challenge, give up easily.	Challenges are an opportunity. Persist until you get it right.
Coast by, don't bother with effort.	Effort is essential to mastery.
Get defensive with feedback.	Learn from feedback.
With setbacks, blame others. Get discouraged.	Setbacks are something you use to try harder the next time.
Feel threatened by others' success.	Find inspiration in others' success.

Carol Dweck,
Mindset

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Everyone Lives Up or Down to Expectations

- Expectations shape us
- Everyone on your team has potential—of some sort
- It's all about mindset



Change is good. You first.

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How Can You Change Yourself?

- What do you need to know?
- Why?
 - Solve that problem



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What Senior Management Cares About

- When Product Development can release the product
- Customer acquisition and retention
- Customer experience with the product
- It doesn't matter if you are called IT or anything else



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How Can You Provide Management What They Need?

- Metrics
- Information
- Early warning signs
- Process, project management, test management is a vehicle for providing this



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You Become Adaptable

- See your reality
- Adapt to it: solve problems
- You need feedback cycles

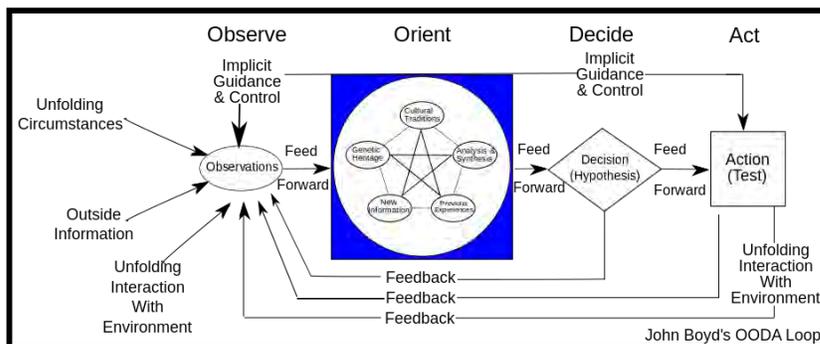


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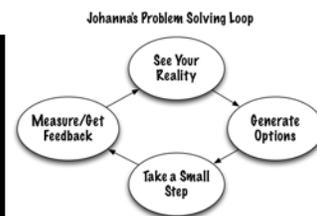
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How Do You Solve Problems?

- There are many problem-solving approaches



From http://en.wikipedia.org/wiki/OODA_loop



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How You Can Lead Change

- Start with yourself...
- See the environment/
system:
 - What needs to change?
 - Work with others to
effect change
- Learn from results
- Do it again



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Become a Change Artist

- Start with the smallest
possible change
- Decide what to keep
- Then decide what to
change

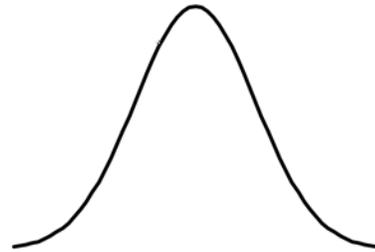


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What Change Artists Do

- Invite people to change
- Experiment
- Listen to everyone
- Don't label people
- Start with the smallest possible change



**People don't resist change;
They resist being changed.
— Peter Senge**

Solve Problems Collaboratively

- It's easy to think you have all the answers
- You are much more likely to succeed with a change if it's small and you create allies



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Develop Your Capacity

- Capacity is throughput
- Do you know the capacity of your team?
- No more experts



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What Would Happen If...

- Questions help people imagine change and a new reality



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Build Your (Test) Culture

- Culture is (Schein):
 - What you can discuss
 - What you reward
 - How people treat each other
- What kind of a test culture do you have?



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References and Resources

- My questions on createadaptablelife.com
- Pragmatic Manager and other articles on jrothman.com

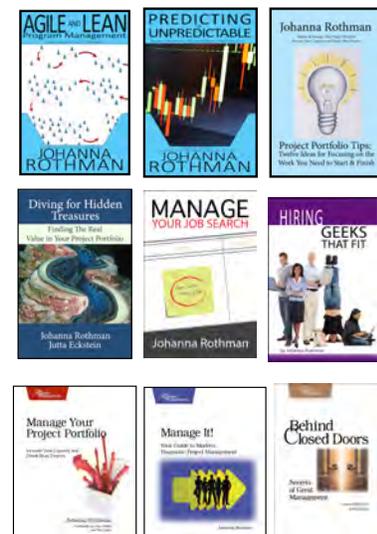


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