Build Buy-In—
Increase QA’s Perceived and REAL Value

Robin F. Goldsmith, JD
robin@gopromanagement.com
One Type of Value: Satisfying User Stories

As a <type of user> I <want/can/am able to/need to/etc.> so that <some reason> Value

Mike Cohn
“User Stories, Epics and Themes”
http://www.mountaingoatsoftware.com/blog/stories-epics-and-themes
QA Buy-In Involves Different but Related Aspects of Providing Value
Objectives

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Don’t you care about Quality?
Developers, Managers, and Users Dislike/Resist SQA, Because It...

- Seems to demand lots of uncreative bureaucratic busywork, detail, and effort instead of the important stuff they do
- Focuses on negatives
- Interferes with delivery

Here, have some input!

and especially because ...
Probable REAL Process: QA/Testers May Create Resistance

Do what we say to do:

- We know best
- We say it’s good for you (although to you it just seems to get in your way)
- We say otherwise you don’t care about quality

“The worse the medicine tastes, the better it must be for you”
We tend to equate following (onerous) procedures with quality. They’re not quality. And everybody else but us knows it. They’re not convinced we aid quality. Thus, many teams leave it to developers.
To “Sell” QA, Realize People Only Do Things When They See the

What’s In It For Me

Get to the heart

Core set of agreed importance

Saves them their time, effort, aggravation
Don’t Be a Jerk...Be Helpful

- SQA before there was SQA
- Make it easier to do well than not to
  - Inherent in work
  - Not sanctions
- Don’t harp on “quality” or get in people’s faces
  - Systems programming passwords
Many Developers and Testers Think of Quality as Lack of Defects, but ...

- We all know cars have different levels of quality
  - Defects make us rate a car’s quality lower
  - But there are other positive differences we generally think of
    - Innovation, elegance, performance, ease, workmanship, and support
- The same is true of systems

SQA needs to know more, business and development, and be attentive to positive quality over full process
All Decisions Ultimately Are Financial: Measured as Return on Investment (ROI)

Most ROI determinations, including many by “experts,” fall prey to common pitfalls that diminish their worth, even to zero

REAL ROI™ avoids these pitfalls

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ROI Considers Costs and Benefits

Common Calculation: Payback Period

Money

Benefits

Costs

Time
Other Common Format: Ratio

\[
\frac{\text{Return (Benefits)}}{\text{Investment (Cost)}} \times 100
\]
Pitfall #19  Includes Only Cost Savings

• Expenses/costs
  • *Savings* eliminate current expenditures
  • *Avoidance* of future (otherwise additional) expenses

• Revenue
  • *Enhancement* (sell more, higher margins)
  • *Protection/retention* (compliance, competitiveness)

Benefits = Difference between what will happen with proposed solution versus with “No Change” (business as usual)
What value do you really provide? How do you measure it?

Not bug counts. Dollar effects of those bugs if customers get them

Compare process with and without QA *(most reliable method, but…)*

Cherry pick individual real customer issues that QA (maybe) could have avoided *(careful)*

Any ideas?
Do the math!
Objectives

How businesses define and measure value

Translating quality into business terms

Making sure your QA in fact delivers value the business recognizes
Go Pro Management, Inc. Seminars/Consulting--Relation to Life Cycle

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Testing Early in the Life Cycle
21 Ways to Test Requirements

Managing Software Acquisition and Outsourcing:
> Purchasing Software and Services
> Controlling an Existing Vendor’s Performance

Making You a Leader

#PNSQC2021  Build Buy-In—Increase QA’s Perceived and REAL Value
Robin F. Goldsmith, JD

robin@gopromanagement.com  www.gopromanagement.com

- President of Go Pro Management, Inc. consultancy since 1982, working directly with and training professionals in business engineering, requirements analysis, software acquisition, project management, quality and testing.
- Previously a developer, systems programmer/DBA/QA, project leader, and management consulting supervisor
- Degrees: Kenyon College, A.B.; Pennsylvania State University, M.S. in Psychology; Suffolk University, J.D.; Boston University, LL.M. in Tax Law.
- Formerly International Vice President of the Association for Systems Management and Executive Editor of the Journal of Systems Management.
- Chair of record-setting attendance BOSCON 2000 and 2001, ASQ Boston Section's Annual Quality Conferences.
- Member IEEE P41062 standard for Software Acquisition Working Group
- International Institute of Business Analysis IIBA Business Analysis Body of Knowledge BABOKv2 subject expert.
- TechTarget SearchSoftwareQuality.com requirements and testing expert.
- Admitted to the Massachusetts Bar and licensed to practice law in Massachusetts.
- Author of book: Discovering REAL Business Requirements for Software Project Success