War. War never changes.

PLAN, ACT, ADAPT – CHANGE MANAGEMENT APPROACH IN SOFTWARE TESTING

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ABOUT MYSELF

Accredited ISTQB Trainer, Coach

Member of the Audit Committee at Polish Testing Board, Speaker, Senior QA Specialist

Huge New Project

Moving everything to Cloud

FIRST ENCOUNTER

CHANGE MANAGEMENT

Process

Tools

Techniques

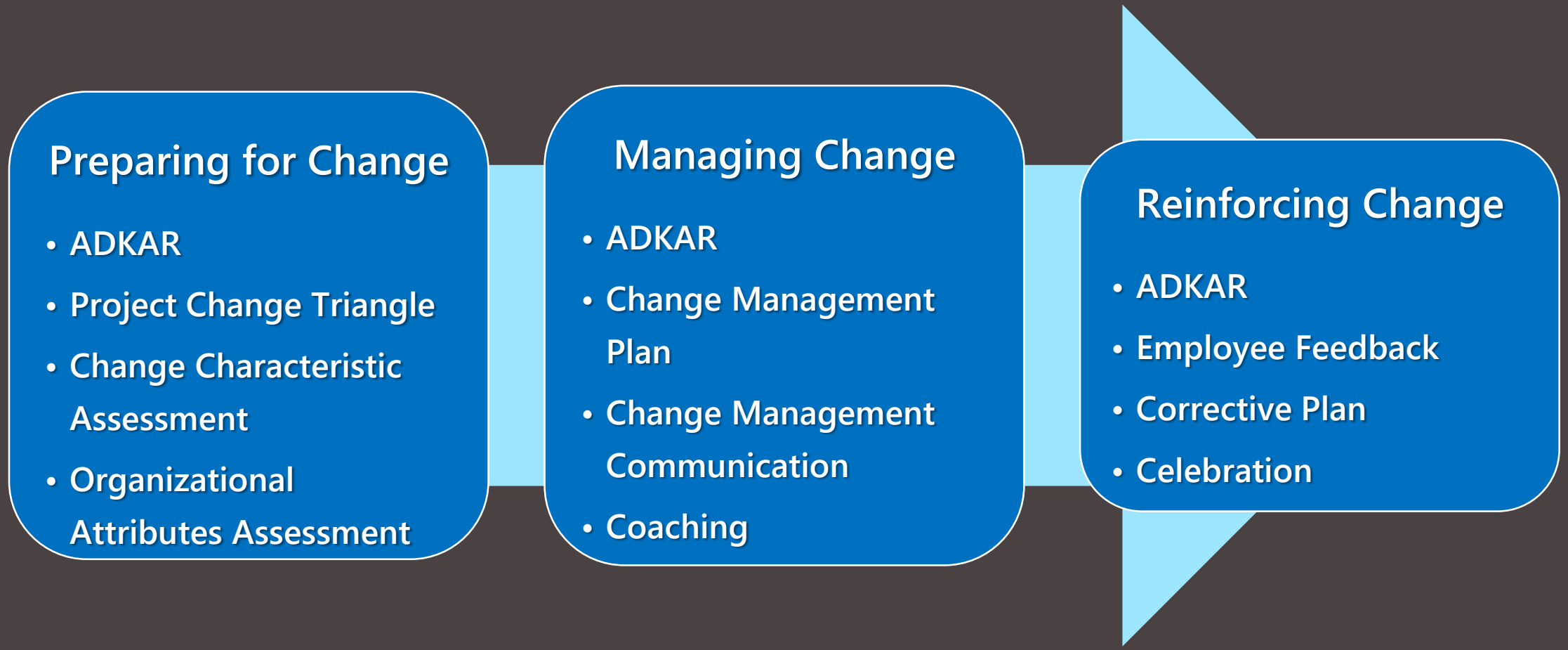
...to manage the people side of change
to achieve the required business outcome

“Progress is impossible without change, and those who cannot change their minds cannot change anything.”

- George Bernard Shaw

Source: https://online.visual-paradigm.com/de/diagrams/templates/adkar/adkar-template/

CHANGE MANAGEMENT PROCESS



PROJECT CHANGE TRIANGLE

- Leadership / Sponsorship provides guidance and governance
- Project Management gives structure to the technical side of the change
- Change Management supports the people side of the change

All three elements must be present for project success

Source: https://www.prosci.com/resources/articles/project-change-triangle-overview

PCT Assessment – **Rank each factor on a 1-3 scale:** 1 = inadequate, 2 = adequate, 3 = exceptional

Leadership/Sponsorship

1. The change has an executive sponsor
2. The executive sponsor has the necessary authority over the people, processes and systems to authorize and fund the change
3. The executive sponsor is willing and able to build a sponsorship coalition for the change, and is able to manage resistance from other managers and supervisors
4. The executive sponsor will actively and visibly participate with the project team throughout the entire project
5. The executive sponsor will resolve issues and make decisions relating to the project schedule, scope and resources
6. The executive sponsor can build awareness of the need for the change (why the change is happening) directly with employees
7. The organization has a clearly defined vision and strategy
8. This change is aligned with the strategy and vision for the organization
9. Priorities have been set and communicated regarding this change and other competing initiatives
10. The sponsor will visibly reinforce the change and celebrate successes with the team and the organization

Leadership/sponsorship total score:

Project Management

1. The change is clearly defined, including what the change will look like and who is impacted by the change
2. The project has a clearly defined scope
3. The project has specific objectives that define success
4. Project milestones have been identified and a project schedule has been created
5. A project manager has been assigned to manage the project resources and tasks
6. A work breakdown structure has been completed and deliverables have been identified
7. Resources for the project team have been identified and acquired based on the work breakdown structure
8. Periodic meetings are scheduled with the project team to track progress and resolve issues
9. The executive sponsor is readily available to work on issues that impact dates, scope or resources
10. The project plan has been integrated with the change management plan

Project management total score:

Change Management

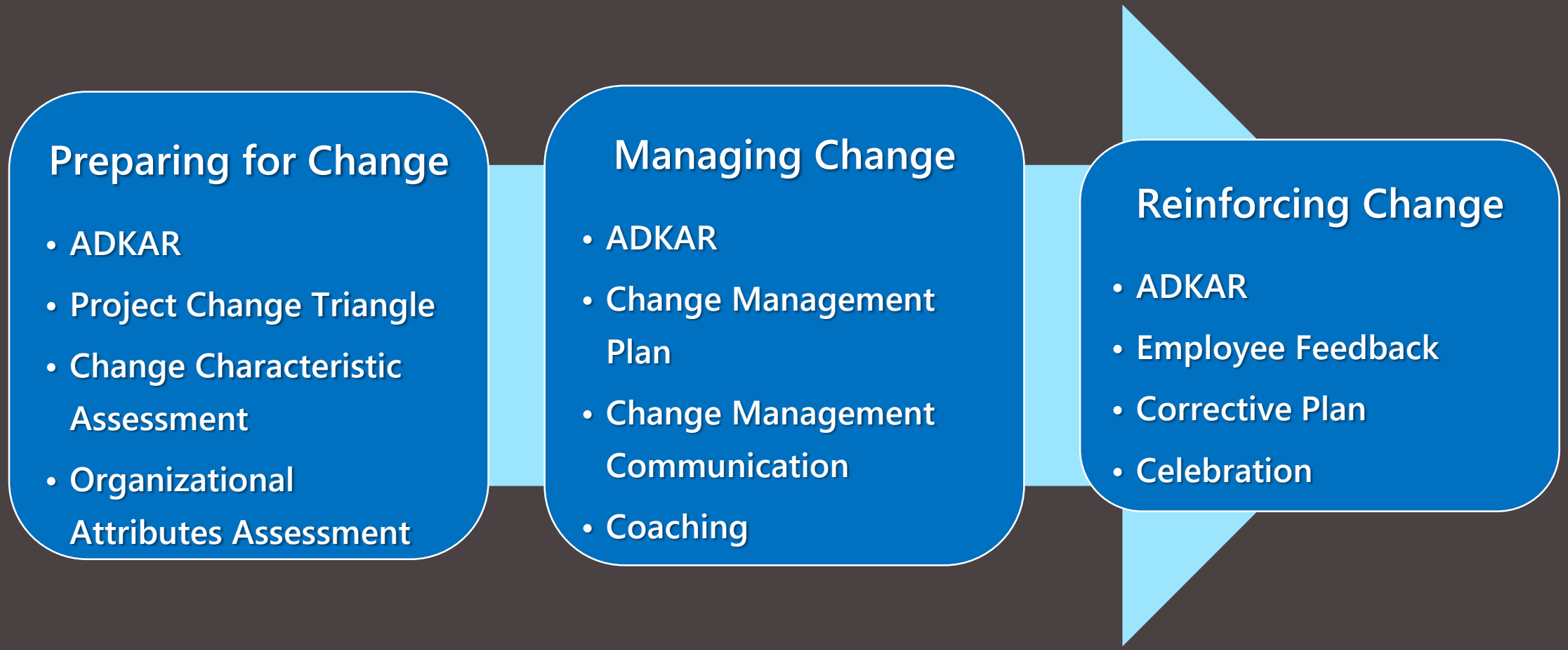
1. A structured change management approach is being applied to the project
2. An assessment of the change and its impact on the organization has been completed
3. An assessment of the organization's readiness for change has been completed
4. Anticipated areas of resistance have been identified and special tactics have been developed
5. A change management strategy, including the necessary sponsorship model and change management team model, has been created
6. Change management team members have been identified and trained
7. An assessment of the strength of the sponsorship coalition has been conducted
8. Change management plans, including communications, sponsorship, coaching, training and resistance management plans, have been created
9. Feedback processes have been established to gather information from employees to determine how effectively the change is adopted
10. Resistance to change is managed effectively and change successes are celebrated, both in private and in public

Change management total score:

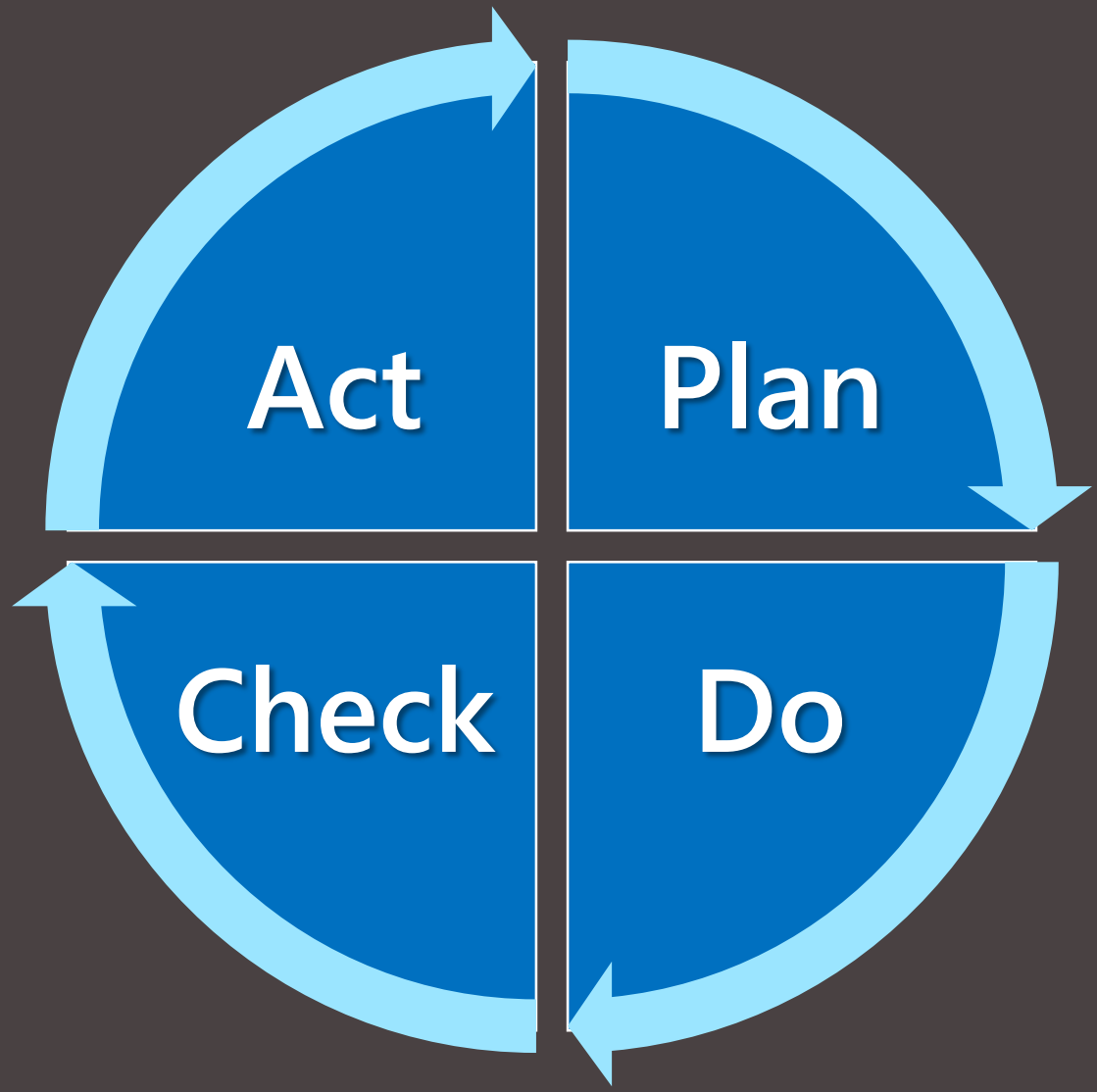
ASSESSMENT SCORE INTERPRETATION

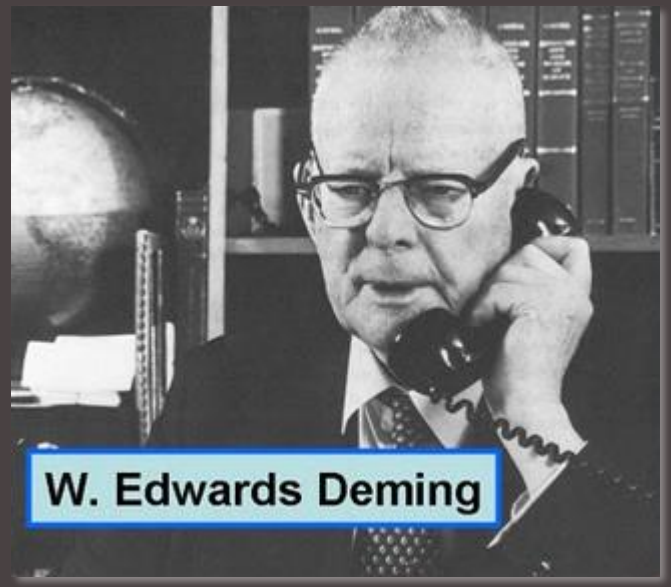
Points	Assessment Score Interpretation
25 - 30	This factor is a strength of the project and should be leveraged.
20 - 24	This factor is a risk or alert for the project. While many of the scores are satisfactory, there are some areas that need improvement.
under 20	This factor is in jeopardy. Specific action plans are required to improve this area.

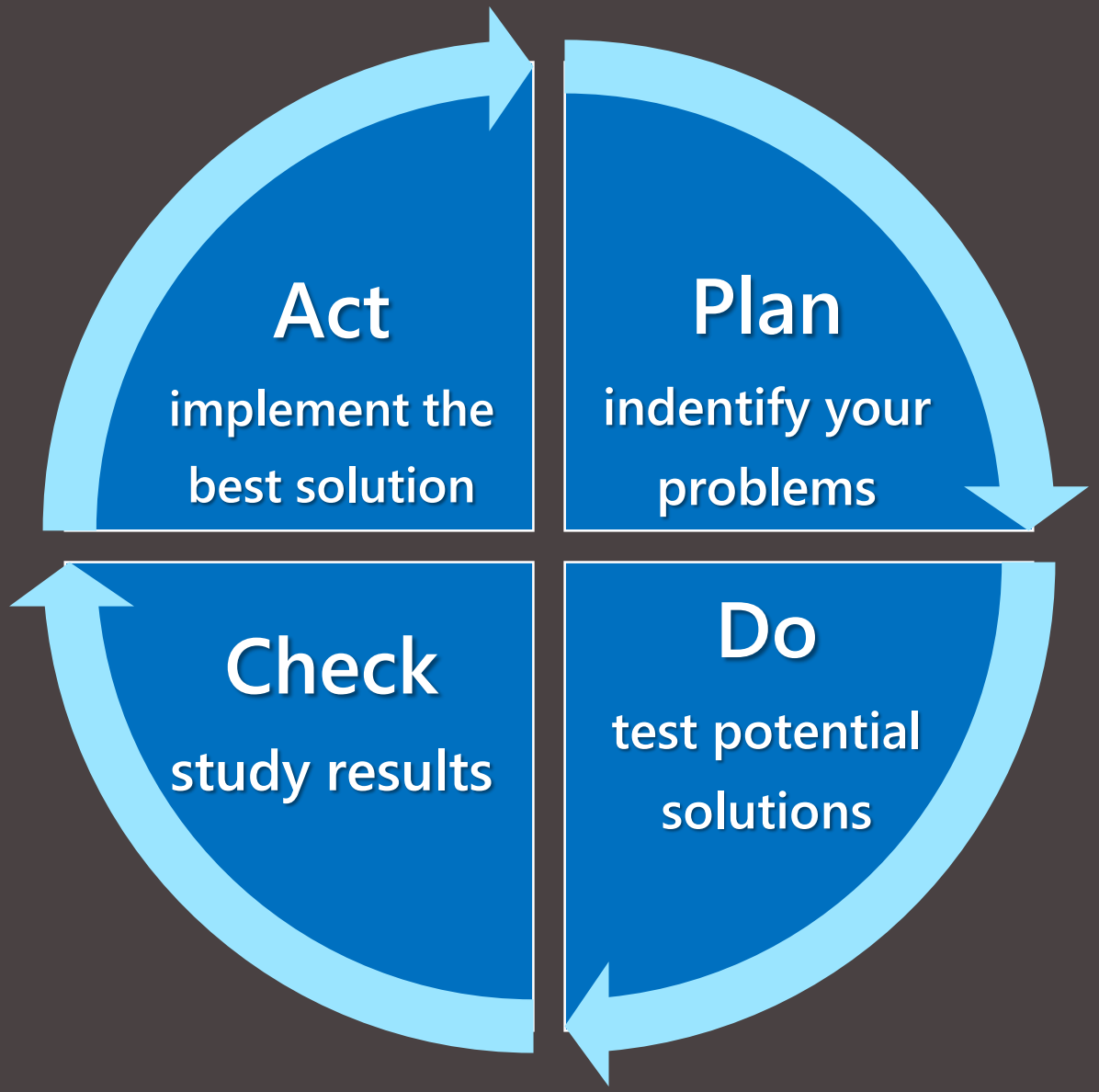
CHANGE MANAGEMENT PROCESS



MAYBE SOMETHING SIMPLER…




W. Edwards Deming


Act
implement the best solution
Plan
indentify your problems
Check
study results
Do
test potential solutions

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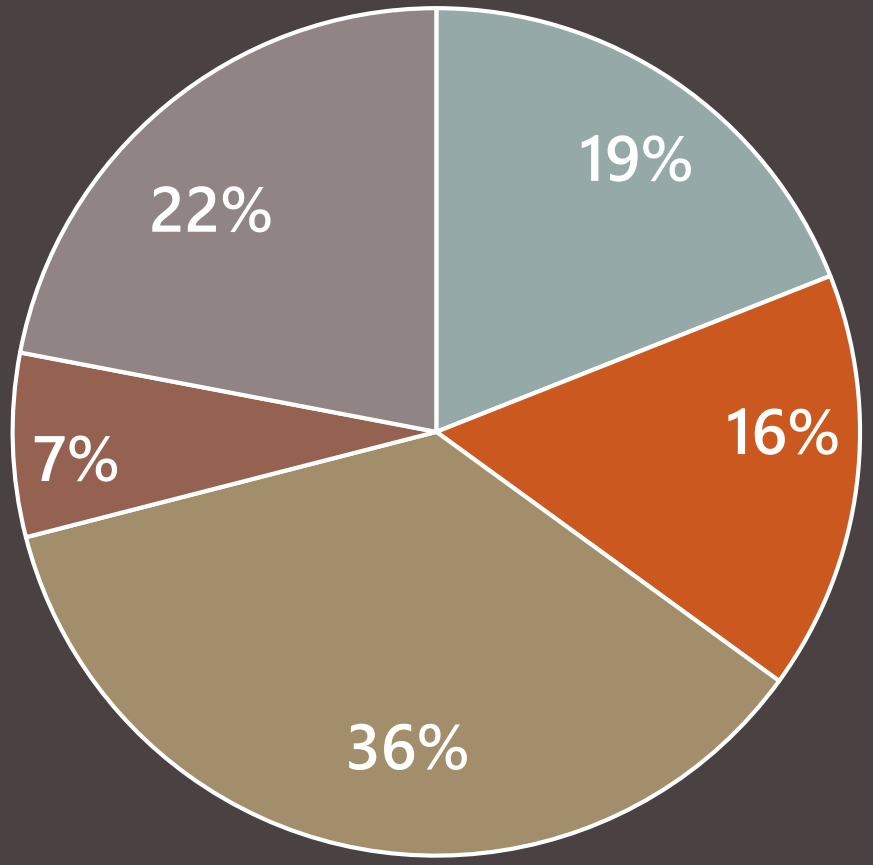
OUTCOME?

WHAT ABOUT TESTING?

- Is testing something that changes often?
- What are most common changes?
- How to handle it as Test Manager?



WHICH TEST MANAGEMENT TOOL IS USED IN YOUR PROJECT?

Source: Survey done in international automotive company, on 358 teams, November 2019-February 2020

WHY DON'T YOU USE AVAILABLE TM TOOLS?

- Not enough time
- Not enough skill
- „Business" will not undestand it
- It was always like that
- Do I really have to?
- ...

58% of Teams
using Excel or no Test
Management Tool at all

>90% of Teams using
appointed Test
Management Tools

THE ULTIMATE GOAL

THE OBSTACLE

THE SOLUTION

THE OUTCOME

OTHER APPLICATION AREAS

Learning

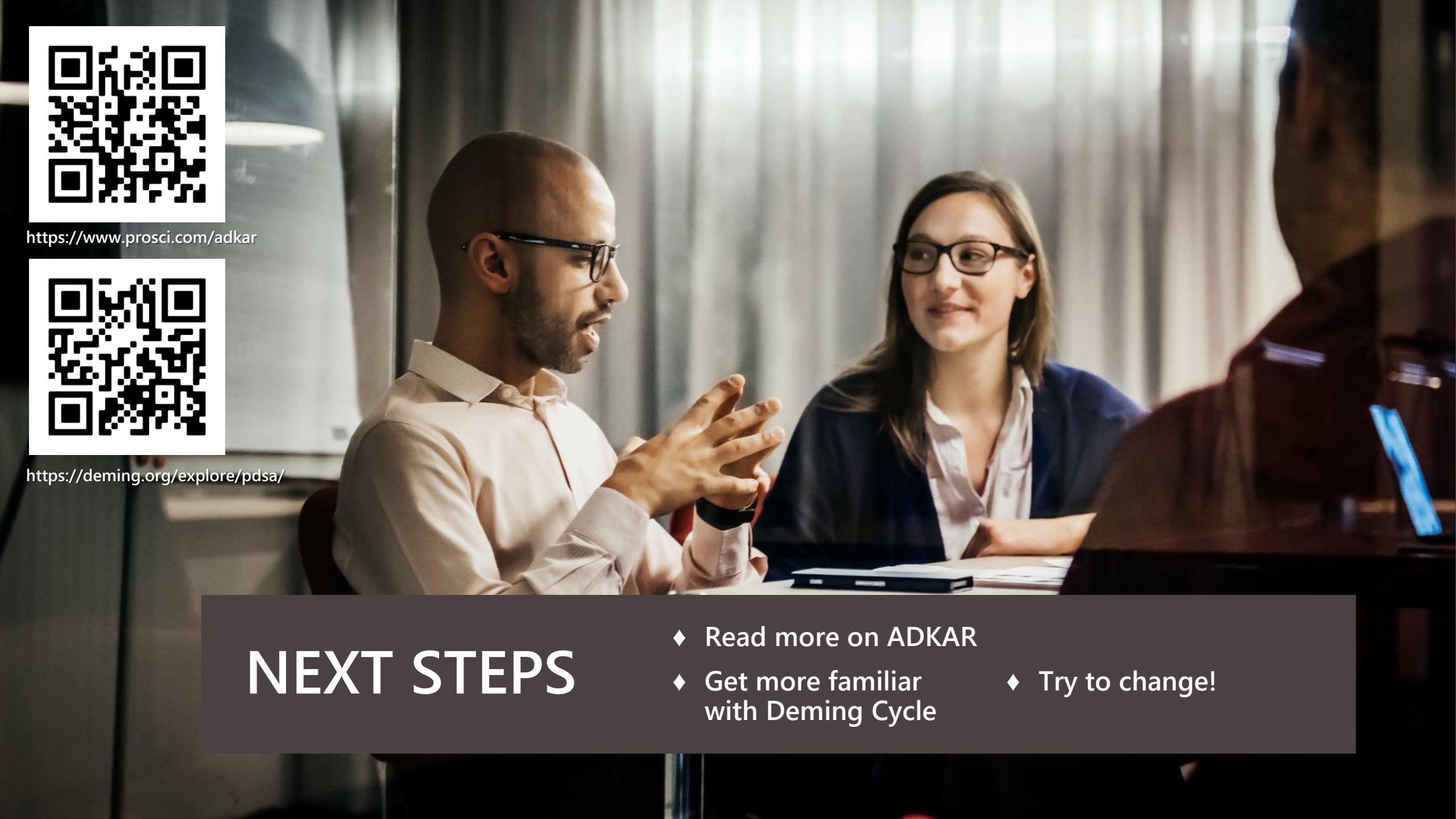
Personal Life

Bussiness

Career

https://www.prosci.com/adkar

https://deming.org/explore/pdsa/



NEXT STEPS

- Read more on ADKAR
- Get more familiar with Deming Cycle
- Try to change!

KEY TAKEAWAYS

It is all about people

You can adjust it to your needs

Do not be affraid of the change, embrace it

Take one change, even small one
either personal or professional.

And try to approach it the way you learned today.

CALL TO ACTION

THANK YOU

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