



TEAM TRANSFORMATION TACTICS
FOR HOLISTIC TESTING AND QUALITY

LISI HOCKE

DISCLAIMER



DISCLAIMER

Based on my experience



DISCLAIMER

Based on my experience

Inspired by countless people

DISCLAIMER

Based on my experience

Inspired by countless people

Snapshot in time

DISCLAIMER

Based on my experience

Tactics are fallible

Inspired by countless people

Snapshot in time

DISCLAIMER

Based on my experience

Tactics are fallible

Inspired by countless people

Tactics for winning as team

Snapshot in time

DISCLAIMER

Based on my experience

Tactics are fallible

Inspired by countless people

Tactics for winning as team

Snapshot in time

Teams transformed themselves

AGENDA



Holistic Testing and Quality



The Team's Starting Point



A Toolbox of Tactics



The Next Step



AGENDA



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The Next Step





HOLISTIC TESTING AND QUALITY

WHY EVEN
BOTHER?

HOLISTIC?



HOLISTIC?



All the time

HOLISTIC?



All the time

Everywhere

HOLISTIC?



All the time

Everywhere

Everything

HOLISTIC?



All the time

Everywhere

Everything

By everyone

MY EXPERIENCE IS BASED ON MY TEAMS



MY EXPERIENCE IS BASED ON MY TEAMS



Product development teams

MY EXPERIENCE IS BASED ON MY TEAMS



Product development teams

Cross-functional

MY EXPERIENCE IS BASED ON MY TEAMS



Product development teams

Cross-functional

Embedded hands-on

A MYRIAD OF TEAM PROBLEMS



A MYRIAD OF TEAM PROBLEMS



Poor delivery



A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication



A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication

Expert role thinking



A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication

Expert role thinking

Lots of handovers

A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication



Expert role thinking

Lots of handovers



Poor system understanding



A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication

Expert role thinking

Lots of handovers

Poor system understanding

Lack of safety & trust

A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication

Expert role thinking

Lots of handovers

Poor system understanding

Lack of safety & trust

Quick to blame

A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication

Expert role thinking

Lots of handovers

Poor system understanding

Lack of safety & trust

Quick to blame

Inaction

A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication

Expert role thinking

Lots of handovers

Poor system understanding

Lack of safety & trust

Quick to blame

Inaction

Lack of transparency

A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication

Expert role thinking

Lots of handovers

Poor system understanding

Lack of safety & trust

Quick to blame

Inaction

Lack of transparency

Gatekeeping

A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication

Expert role thinking

Lots of handovers

Poor system understanding

Lack of safety & trust

Quick to blame

Inaction

Lack of transparency

Gatekeeping

Knowledge silos

A MYRIAD OF TEAM PROBLEMS



Poor delivery

Limited communication

Expert role thinking

Lots of handovers

Poor system understanding

Lack of safety & trust

Quick to blame

Inaction

Lack of transparency

Gatekeeping


Knowledge silos

... and many more

BENEFITS OF MAKING THINGS A TEAM THING



BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access



BENEFITS OF MAKING THINGS A TEAM THING




Inclusion and access

Shared knowledge & skills



BENEFITS OF MAKING THINGS A TEAM THING




Inclusion and access

Shared knowledge & skills

Resilience



BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access


Shared knowledge & skills

Resilience

Flow for faster delivery



BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access

Shared knowledge & skills


Resilience

Flow for faster delivery

Team accountability



BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access

Shared knowledge & skills

Resilience


Flow for faster delivery

Team accountability

Empathy & appreciation



BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access

Shared knowledge & skills

Resilience

Flow for faster delivery

Team accountability

Empathy & appreciation

Increased support



BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access

Shared knowledge & skills

Resilience



Flow for faster delivery



Team accountability



Willingness to experiment

Empathy & appreciation

Increased support

BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access

Shared knowledge & skills

Resilience



Flow for faster delivery



System understanding

Team accountability



Willingness to experiment

Empathy & appreciation

Increased support

BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access

Shared knowledge & skills

Resilience



Flow for faster delivery

Better relationships

Team accountability



System understanding

Empathy & appreciation



Willingness to experiment

Increased support

BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access

Shared knowledge & skills

Resilience

Better quality outcome

Flow for faster delivery

Better relationships

Team accountability

System understanding

Empathy & appreciation

Willingness to experiment

Increased support



BENEFITS OF MAKING THINGS A TEAM THING



Inclusion and access

Shared knowledge & skills

Resilience

Better quality outcome

Flow for faster delivery

Better relationships

Stronger team

Team accountability

System understanding

Empathy & appreciation

Willingness to experiment

Increased support






THE TEAM'S STARTING POINT

KNOW WHAT
YOU CAN EXPECT

A NOTE ON POWER & INFLUENCE



Power bases
(French & Raven)

<https://bit.ly/power-bases>



Impact over
intention

<https://bit.ly/impact-over-intention>



TIME IS OF THE ESSENCE



TIME IS OF THE ESSENCE

Changes takes time




TIME IS OF THE ESSENCE

Changes takes time

Sowing seeds is worth it



TIME IS OF THE ESSENCE



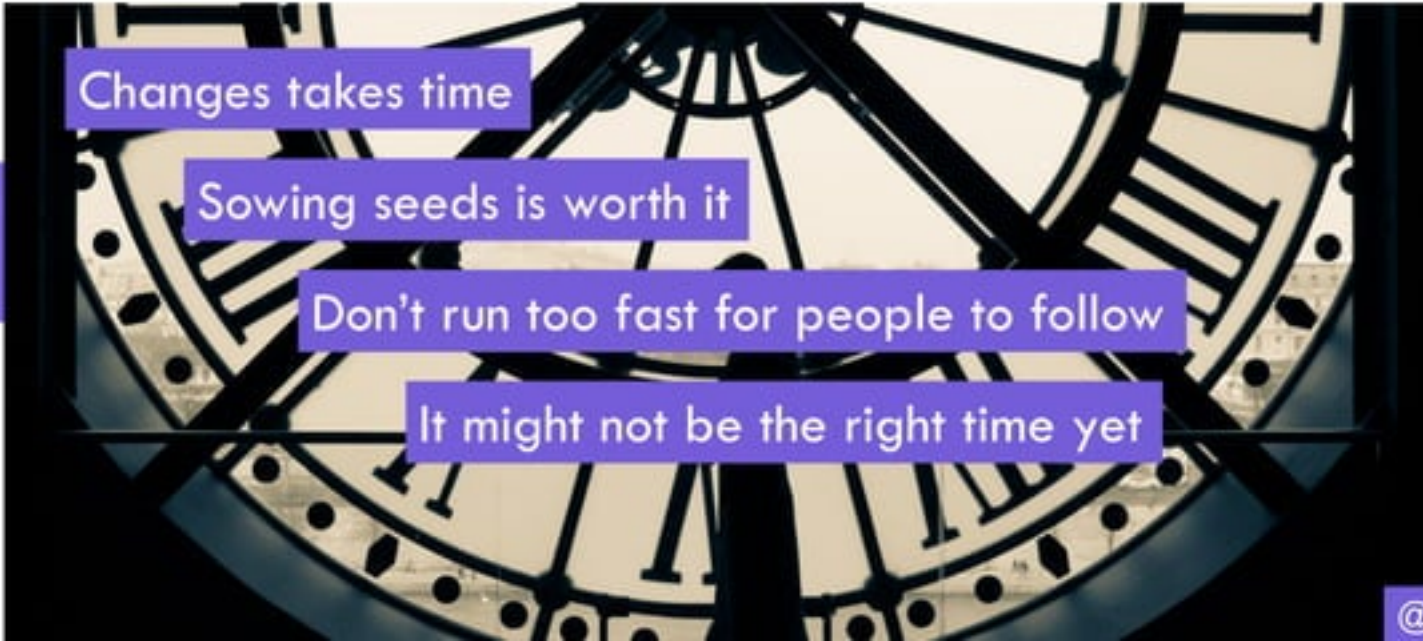
Changes takes time

Sowing seeds is worth it

Don't run too fast for people to follow



TIME IS OF THE ESSENCE




Changes takes time

Sowing seeds is worth it

Don't run too fast for people to follow

It might not be the right time yet

TIME IS OF THE ESSENCE



Changes takes time

Sowing seeds is worth it

Don't run too fast for people to follow


It might not be the right time yet

Setbacks are a given

OBSERVE BEFORE YOU CHOOSE A TACTIC



OBSERVE BEFORE YOU CHOOSE A TACTIC



Context matters

OBSERVE BEFORE YOU CHOOSE A TACTIC



Context matters

Look for pain points, needs, concerns, fears, wishes

PICK YOUR BATTLES



PICK YOUR BATTLES



Focus with impact in mind

PICK YOUR BATTLES




Focus with impact in mind

Preserve your energy

DARE TO TRY, AND TRY AGAIN




DARE TO TRY, AND TRY AGAIN

A person in a brown jacket and dark pants is captured mid-air, jumping over a gap between large, dark, jagged rocks. The background is a clear, light sky. The person's arms are outstretched, and their legs are bent, suggesting a leap or a jump.

We can only change ourselves

DARE TO TRY, AND TRY AGAIN

A person in a brown jacket and dark pants is captured mid-air, jumping between two large, dark, jagged rock formations. The background is a clear, light sky. The person's arms are outstretched, and their legs are bent, suggesting a leap or a jump.

We can only change ourselves


Take courage and take action



A TOOLBOX OF TACTICS

CHOICE
SELECTION

WHAT'S IN THE BOX?

- 
1. People first
 2. Meet people where they are
 3. Show, don't tell
 4. Make sharing the default
 5. Build on existing energies
 6. Optimize for flow
 7. A bit better every day
 8. Change the narrative
 9. Build resilience in
 10. Work through conflict
 11. Make space for everyone
 12. Optimism goes a long way
- (Here's room for more)

1

PEOPLE FIRST



1

PEOPLE FIRST

A photograph of two women standing in a field of tall grass, holding hands and looking upwards. The woman on the left is wearing a white dress, and the woman on the right is wearing a blue dress. The background is a bright, hazy sky, suggesting a sunset or sunrise. A purple text box is overlaid on the image.

Show curiosity to foster relationships

1

PEOPLE FIRST



Show curiosity to foster relationships

Appreciate what's working well

1

PEOPLE FIRST



Show curiosity to foster relationships

Appreciate what's working well

Contribute hands-on to build trust

1

PEOPLE FIRST



Show curiosity to foster relationships

Appreciate what's working well

Contribute hands-on to build trust

Help and ask for help


2 MEET PEOPLE WHERE THEY ARE



2 MEET PEOPLE WHERE THEY ARE

Don't assume, learn


2 MEET PEOPLE WHERE THEY ARE

A person is sitting on a large rock in the middle of a body of water, looking out at a sunset. The sky is filled with orange and red clouds, and the water reflects the light. In the background, there are mountains. The person is wearing a dark jacket and a cap.

Don't assume, learn

Speak their language

2 MEET PEOPLE WHERE THEY ARE




Don't assume, learn

Speak their language

Work where they work

2 MEET PEOPLE WHERE THEY ARE



Don't assume, learn

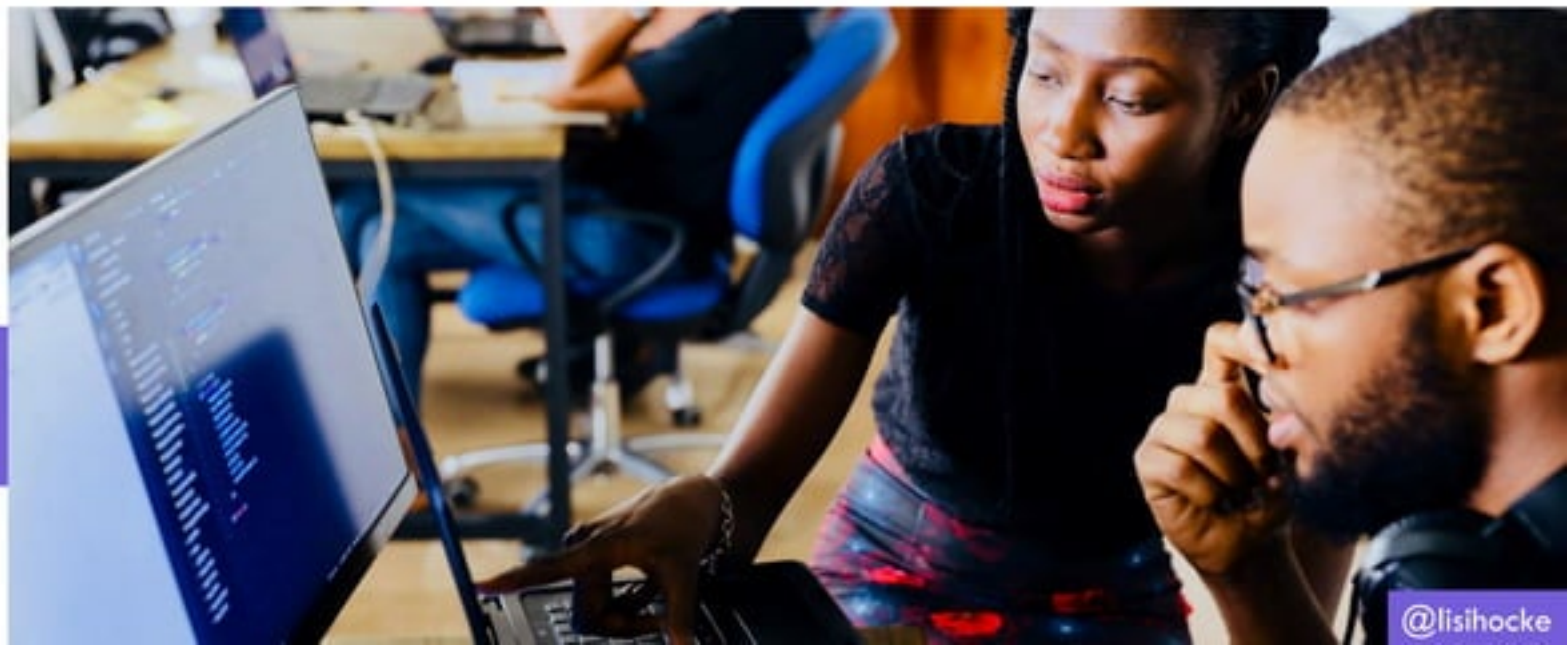
Speak their language

Work where they work

Accept they can only go at their own pace

3

SHOW, DON'T TELL



3

SHOW, DON'T TELL



Let people experience it

3

SHOW, DON'T TELL



Let people experience it

Encourage to experiment

4

MAKE SHARING THE DEFAULT




4 MAKE SHARING THE DEFAULT

Share access

4

MAKE SHARING THE DEFAULT



Share access

Share knowledge

4 MAKE SHARING THE DEFAULT



Share access

Share knowledge

Share load, including glue work

4 MAKE SHARING THE DEFAULT



Share access

Share knowledge

Share load, including glue work

Share pain

4 MAKE SHARING THE DEFAULT



Share access

Share knowledge

Share load, including glue work

Share pain

Share credit

5 BUILD ON EXISTING ENERGIES



5 BUILD ON EXISTING ENERGIES

Shape the system



5 BUILD ON EXISTING ENERGIES



Shape the system

Piggyback on existing practices

5 BUILD ON EXISTING ENERGIES



Shape the system

Piggyback on existing practices

Build on intrinsic motivation

6

OPTIMIZE FOR FLOW



6

OPTIMIZE FOR FLOW



Discover faster ways to collaborate



6

OPTIMIZE FOR FLOW

Discover faster ways to collaborate

Stop starting, start finishing

6

OPTIMIZE FOR FLOW

Discover faster ways to collaborate

Stop starting, start finishing

Slow down to go fast

7

A BIT BETTER EVERY DAY



7 A BIT BETTER EVERY DAY

Be okay with good enough



7

A BIT BETTER EVERY DAY

Be okay with good enough



Take tiny steps

8

CHANGE THE NARRATIVE



8


CHANGE THE NARRATIVE

Reframe the situation



8

CHANGE THE NARRATIVE



Reframe the situation

Tell it into existence

9

BUILD RESILIENCE IN



9

BUILD RESILIENCE IN




Focus on enabling

9 BUILD RESILIENCE IN

Focus on enabling

Refrain from solo work

9 BUILD RESILIENCE IN



Focus on enabling

Refrain from solo work

Go away to test it out


10

WORK THROUGH CONFLICT



10


WORK THROUGH CONFLICT




Put the fish on the table before it rots

10

WORK THROUGH CONFLICT



Put the fish on the table before it rots



Don't assume, ask

11

MAKE SPACE FOR EVERYONE



11

MAKE SPACE FOR EVERYONE

Cater to people's needs



11

MAKE SPACE FOR EVERYONE

Cater to people's needs

Hear all voices

11

MAKE SPACE FOR EVERYONE



Cater to people's needs

Hear all voices

Opt for joint decisions that get lived

12

OPTIMISM GOES A LONG WAY



12

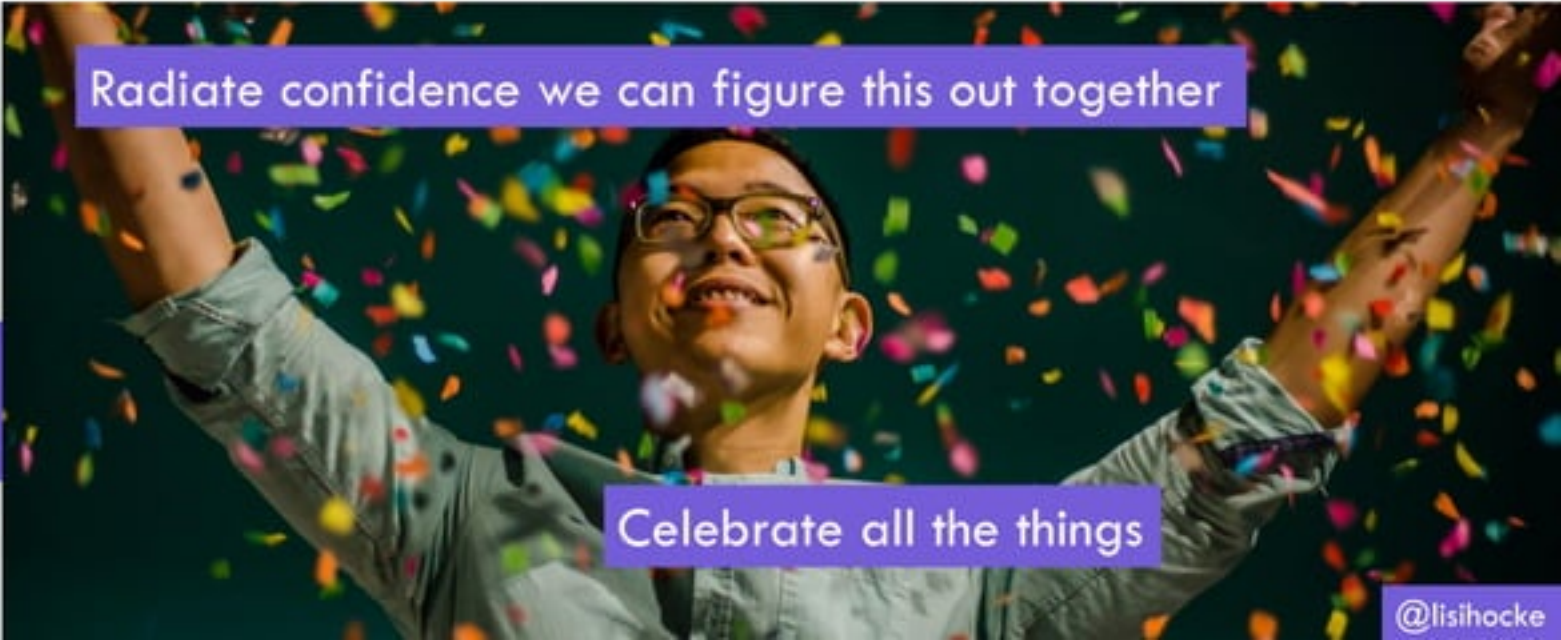
OPTIMISM GOES A LONG WAY

Radiate confidence we can figure this out together



12

OPTIMISM GOES A LONG WAY




Radiate confidence we can figure this out together

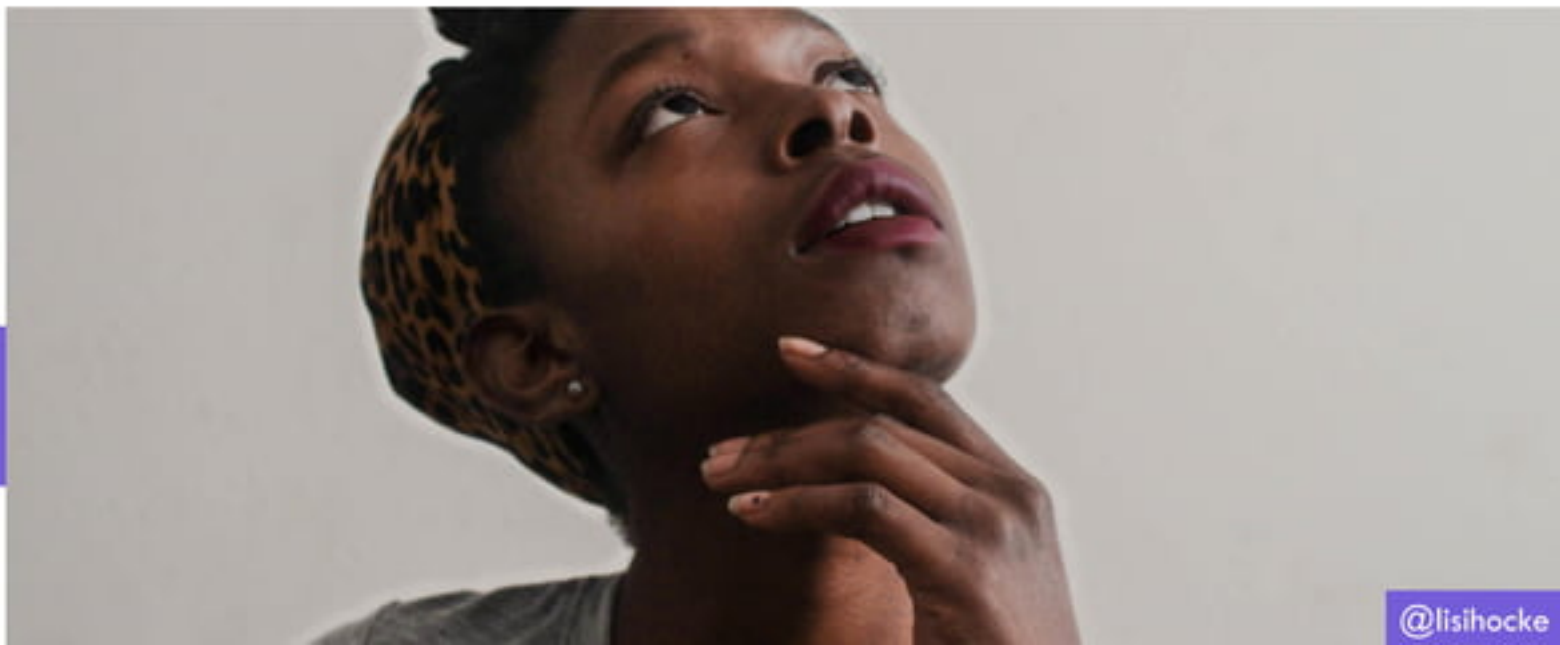
Celebrate all the things

@lisihocke


MY TOOLBOX OF TACTICS

- 
1. People first
 2. Meet people where they are
 3. Show, don't tell
 4. Make sharing the default
 5. Build on existing energies
 6. Optimize for flow
 7. A bit better every day
 8. Change the narrative
 9. Build resilience in
 10. Work through conflict
 11. Make space for everyone
 12. Optimism goes a long way
- (Here's room for more)

SO WHAT ABOUT TESTING AND QUALITY?



SO WHAT ABOUT TESTING AND QUALITY?

A close-up photograph of a Black woman with her hair styled in a leopard-print headwrap. She is looking upwards and to the right with a thoughtful expression, her hand resting on her chin.

Team culture is the foundation for everything



THE NEXT STEP

OVER TO YOU

@lisihocke

GET STARTED WITH A FIRST STEP



BUILD YOUR OWN TOOLBOX AS YOU GO



WE'RE NOT ALONE ON THIS JOURNEY



Together we can move the world, step by step



Together we can move the world, step by step



THANK YOU!

www.lisihocke.com