Make a Difference and Use TMMi

Presented on
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by

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What will be covered

- The Challenges you face
- Examples of client benefits
- How to move forward in TMMi
- TMMi Trends
- Don’t fear failure – embrace it
Many Organizations are still facing tough business objectives in the current climate e.g.

- Reduced time to market
- Increased functionality and complexity
- Increased reliability
- Increased speed of performance
- Increased number of users
- Reduced prices being paid (cheaper products/applications)
- Need to invest in and utilizing new technologies and compete on a global stage. Need to innovate or be left behind
- Re-design of the workplace including co-developed or outsourced development
- Meeting client requirements

Therefore:

It can be said that applications are now more challenging to build!
The result of all this is ……

- Systems and applications are playing an ever increasing part in every day life (social and business)
- There is a greater emphasis to focus on quality aspects
- Customers and users are becoming more and more demanding
- Software failures are much more visible now and can have major impact on day to day activities – economically, socially and internationally etc..
- Testing is becoming a key activity for helping to improve quality, and the performance of the development process
- The fast pace of change in the industry – consider what has happened over the last 5 or 10 years? What will we see next?
Whose having assessments & where?

- Service providers
- Mining company
- Pharmaceutical
- Banking
- Financial Services
- Retail
- Insurance
- Mobile Telephone
- Consulting, System Integrators, Outsourcing
- Utilities
- Software developers
- TV and Communications
- Etc…

- UK
- India
- USA
- Malaysia
- Australia
- China
- Ukraine
- Spain
- France
- Mexico
Example benefits seen - summary

- Retain and/or gain contracts. Customers increasingly want their suppliers to be certified to a specific TMMi level if they want to have the business
- Releases now meeting scheduled dates
- Organization have working processes in place for projects – no longer a game of chess, consistent approach
- Management receiving relevant progress information through correct metrics
- “Ferrari” type processes not “bicycle” ones
- Conducted internal assessments over period of time and introduced relevant improvements – achieved TMMi levels straight away
Example benefits seen - summary

- Able to involve product owners and identified risks were handled much better
- Able to motivate staff
- Found shortcomings in risk and processes despite having had an industry based audit that did not find problems
- Improved quality products, smoother releases
- We can help quantify savings through improvement
How to improve?

- Start simple – do an online checkout first
- Use the TMMi Framework as a guide
- Be realistic what target level you want to aim for
- Have an informal assessment to your target TMMi level – use the framework against your Organization and type of business
- Identify the strengths and any gaps
- Hold a workshop to discuss the gaps
- Create a strategy defining what is to be improved, when and how they will be monitored
How to improve?

- Get yourself a champion/owner
- Communicate what you are doing and why
- Split improvements to quick wins and longer term goals
- Have access to a TMMi expert to help you
- Allocate the right amount of time to do this
- Gain commitment from individuals and ensure they are open to change
- Have an improvement plan and target metrics
- Use an improvement model like IDEAL

** COMMUNICATE PROGRESS **
### Define/monitor improvements

#### 2.1 Test Policy & Strategy

<table>
<thead>
<tr>
<th>Priority</th>
<th>Item #</th>
<th>Specific Goals</th>
<th>Specific Practices</th>
<th>Improvement Opportunity</th>
<th>Task to Address Activity</th>
<th>Individuals Involved</th>
<th>Individual Leader</th>
<th>Estimated Effort (P Days)</th>
<th>Target Completion Date</th>
<th>Dependencies</th>
<th>Training/Mentoring Requirements</th>
<th>Status</th>
<th>Need Additional Clarification?</th>
<th>Comments/Questions</th>
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<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>SP 1.1 Define Test Goals</td>
<td>Define and maintain test goals based upon business needs and objectives.</td>
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<td>SP 1.2 Define Test Policy</td>
<td>A test policy, aligned with the business (quality) policy, is defined based on the test goals and agreed upon by the stakeholders.</td>
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<td>3</td>
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<td>SP 1.3 Distribute Policy to Stakeholders</td>
<td>The test policy and test goals are presented and explained to stakeholders inside and outside testing.</td>
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<td>SP 2.1 Establish a Test Strategy</td>
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Excel spreadsheet to record the results of an informal assessment and monitor the improvement activities
TMMi Certification Trends

- Level 2
- Level 3
- Level 4
- Level 5
IT Service Provider Results

2.1 Test Policy and Strategy
2.2 Test Planning
2.3 Test Monitoring and Control
2.4 Test Design and Specification
2.5 Test Environments
3.1 Test Organisation
3.2 Test Training program
3.3 Test Lifecycle and Integration
3.4 Non Functional Testing
3.5 Peer Reviews

IT Service Provider Sector Results

2015
2014
## Results across all industries

### TMMi Level 2 & 3 Process Areas

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<tr>
<th>Process Area</th>
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Legend:
- **Fully Achieved**
- **Partially Achieved**
- **Not Achieved**
Recognise and embrace the failures

- The fear of failure and a sense of failure are both emotional responses that need to be managed to bring about success
- You should think about failure in a different way and create an awareness that failure should be regarded as a positive every time
- To help you appreciate that not all failures are equal and then explore ways of dealing with and preventing them in future
- See how failure sits alongside process improvement and how risk fits in all of this
Is this right?
Comparing Aviation to Healthcare

Generally a failure to learn from mistakes has been one of the single greatest obstacles to human progress – Matthew Syed

Studies show we can be so worried about failure that we create vague goals so nobody can point a finger when they are not achieved

When we fail we don’t get a process improvement because the information about errors, problems etc. are misinterpreted or ignored. This we call a closed loop.

An open loop does lead to progress because you act on feedback

- If we fear failure we don’t even try
- If we don’t try we don’t take risks
- If we don’t take the risk then we don’t fail and learn how to improve
“Learning from failures is anything but straightforward. The attitudes and activities required to effectively detect and analyse failures are in short supply in most companies, and the need for context-specific learning strategies is underappreciated. Organizations need new and better ways to go beyond lessons that are superficial”
Why do we fear failure?

- Failure has created a bad feeling from a young age
  - from childhood we learn that admitting to failure can lead to blame, low marks, ridicule etc. – so we've had 12 years or so of training to fear failure
  - often as we grow up we don’t shift to the rewards of learning from failure
  - sometimes we fear failure even before we start - aim low you get low
- We can fear other people’s view of us and this can lead to a lack of confidence
- We imagine others care as deeply about our own success and failure as we do personally
- We fear shame and our responses to this can manifest itself in many ways

So overall failure can and has created negative connotations in many of us
How we should really see failure

- Organizations need to make it a “safe” place to admit and report failure
  - with the right mind-set, the concern that accepting failures will lead to poor quality is not relevant

- Google X – Astro Teller says
  - “You must reward people for failing. If not, they won't take risks and make breakthroughs. If you don't reward failure, people will hang on to doomed ideas for fear of the consequences. That wastes time and can damage an Organization's spirit.”

- Harvard Business Review research developed “a Spectrum of Reasons for failure”

- Recognise that no-one deliberately wants to fail!

- We learn from failure with the intention that we can then improve and learn
# Spectrum of failure

<table>
<thead>
<tr>
<th>BLAME WORTHY</th>
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<tbody>
<tr>
<td>• Individual chooses to violate a prescribed process or practice</td>
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<td>• Individual inadvertently deviates from specification</td>
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<td>• Individual does not have the skills, conditions or training to do the job</td>
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<td>• A competent individual adheres to a prescribed BUT there is a faulty or incomplete process</td>
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<td>• Individual faces a task too difficult to be run reliably every time</td>
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<td>• A process with many elements breaks down when it encounters new interactions</td>
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<td>• Lack of clarity about future events, people take reasonable actions but produce undesired results</td>
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<tr>
<td>• An experiment to prove that an idea or design will succeed actually fails</td>
</tr>
<tr>
<td>• An experiment to expand knowledge and investigate a possibility leads to an undesired result</td>
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How we should really see failure

Opportunity to:

- Learn and grow from the experience
- Consider and have a healthy approach to risk
- Forget perfection – “fail well”, take risks and learn from them. Helps you to find the gaps and take actions to fix
- Be resilient and keep trying – e.g. practise at music to get better, ice skating, ski jumping etc..
- Recognise that young people don’t naturally fear failure so they can learn
  - In a UK school they have a “failure week” to de-mystify the word. Failure happens! Then have a “blow your trumpet week” to recognise and celebrate success and achievements

Be expert learners not just experts.
True success is not avoiding failure, but learning what to do with it
FAILURE WEEK
A top girls' school is planning a "failure week" to teach pupils to embrace risk, build resilience and learn from their mistakes. The emphasis will be on the value of having a go, rather than playing it safe and perhaps achieving less. Pupils at Wimbledon High School will be asked how they feel when they fail.

The headmistress, Heather Hanbury, said she wanted to show "it is completely acceptable and completely normal not to succeed at times in life." Ms Hanbury's pupils achieve some of the highest exam scores - but from Monday they will be invited to focus on failure. There will be workshops, assemblies, and activities for the girls, with parents and tutors joining in with tales of their own failures.

There will be YouTube clips of famous and successful people who have failed along the way and moved on.

The emphasis will be discussions on the merits of failure and on the negative side of trying too hard not to fail.

'Courage in the classroom'
Ms Hanbury told BBC News that she had placed a great emphasis on developing resilience and robustness among the girls since she arrived at the school four years ago. "The girls need to learn how to fail well - and how to get over it and cope with it," she said. "Fear of failing can be really crippling and stop the girls doing things they really want to do." The pupils are hugely successful but can sometimes overreact to failure even though it can sometimes be enormously beneficial to them. "We want them to be brave - to have courage in the classroom," she added. Wimbledon High is an independent school, part of the Girls' Day School Trust.

GDST chief executive, Helen Fraser, said: "Resilience is so important in working life these days.

"Blow your own trumpet" week, run by Wimbledon High School (motto: "Stepping in, Striding out"), aims to help its over-pressured, high-achieving pupils, who find it difficult to accept that they have been successful. Head Heather Hanbury explains: "Some teenagers will continue to push themselves, never recognising when they've done enough." The school has also run a successful "failure" week.
Failure should always be an Inspiration and not a Demotivation.

"Success Always Hugs you in Private..." But "Failure Always slaps you in the Public..." That's Life!

Nelson Mandela

"Do not judge me by my successes, judge me by how many times I fell down and got back up again.

Albert Einstein

Do not judge me by my successes, judge me by how many times I fell down and got back up again.

Bill Gates

It's fine to celebrate success but it is more important to heed the lessons of failure.

SUCCESS CONSISTS OF GOING FROM FAILURE TO FAILURE WITHOUT LOSING YOUR ENERGIE.
What does success involve?

What Most People Think
Project Retrospectives Can Help

Definition of Retrospective:
Relating to or thinking about the past

- Where were the failures – any failures!
- Identify what worked well and what needs improvement
- Led by an independent facilitator
- Held in a safe place – quiet, not disturbed
- Not a witch hunt – looking at processes
- Plan the event – issues questions at the start of the project
- Have the right people involved
- Record results in open area, allocate and monitor actions
- Use the results in future projects!!
- Be honest
Norm Kerth’s Prime Directive:

Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills, abilities, the resources available, and the situation at hand.
Emotional Histogram
I’ve been failing for as long as I can remember. In fact, I’ve been failing even longer than that – I fell over many times as a baby before learning how to walk. The pattern has continued into adulthood and my life as an entrepreneur, and I have learned and loved every step of the way. We’re celebrating failure all month at Virgin and teamed up for a Hangout on How to Turn Failure into Success.
Thomas Edison - Quote

American Businessman and Inventor.
Among other things he invented the Electric Light Bulb.

"I have not failed. I've just found 10,000 ways that won't work."
-Thomas Edison
Lessons to learn

The lessons pilots can teach surgeo

By Jane Elliott
Health reporter, BBC News

Before take-off, every pilot needs to brief their crew about what to expect.

At the end of each flight, they talk briefly about what went right, what went wrong and what could be done better.

Pilots say this brief and debrief system has reduced errors and made flying safer, and a growing number of NHS medics think this system should be adapted - to make surgery safer.

Avoiding errors

A report by researchers at the University of York claims that accidents, errors and mishaps in hospital affect as many as one in 10 in-patients - but that up to half of these were preventable.

One doctor who has trialled the brief and debrief system in two units at his hospital says incidents were reduced by between 30-50% over the period they used it.
Everyone should aim to:

TRANSFORM THE FEAR OF FAILURE TO THE ACTION OF SUCCESS
“I Dare you to Fail”

“It does not mean we should aim at failure, rather that creativity is a journey that involves taking wrong turns along the way”
Summary

Looked at:

- The challenges you face
- Examples of client benefits
- How to move forward with TMMi
- TMMi trends
- Don’t fear failure – embrace it

- Online Check

Thank you

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