Test leadership – planning and execution

TESTING GETS BLAMED

Despite significant investment in test services, the failure rates in test phases are at an unparalleled high.

HOW TO ENSURE YOUR TEST STRATEGY AND EXECUTION WORK?

Testing is often seen as a low intelligence task. However, successful test management and planning requires a core understanding of programme & project critical factors (aka project intelligence™).

ENERGISE TESTING

Pelicam inject first-class programme and project test management expertise to direct and coach test management.

SUCCESSFUL DELIVERY

- Energised test teams.
- Testing service certified.
- Fit for purpose strategies.
- Outcome assured.

The delivery of consistent test execution is a significant challenge for many of our clients. Despite spending millions on test infrastructure, management systems, and significant training budgets, most organisations see little improvement in their ability to test their solutions to plan. Timescales are extended, test design and quality are often compromised, and risk contingencies exercised…. our feedback shows that over 50% of test phases with a significant IT element are still failing to deliver to time, cost and quality. Project timelines are extended and benefits are put at risk.….

Recognising the warning signs

Organisations will fail if they don't recognise the unique challenge in each testing phase. Some of the early warning signs include:

- ✕ Unclear test approach or strategy
- ✕ Poor definition of acceptance criteria
- ✕ Late delivery of build phase
- ✕ Templated / boilerplate documents.

Common reasons for failure

- ❖ Lack of energy in the test teams.
- ❖ Late delivery of key functionality.
- ❖ Imbalance of strategic and tactical risk.
- ❖ Clarity and speed of decision making.
- ❖ Quality of management information.

Getting it right requires specific focus and management in key areas.

Standard response

Most savvy organisations already have sophisticated test infrastructures, practices and processes.

Traditional responses include:

- ✕ Outsource the test function to a specialist
- ✕ Call in IBM (or similar)
- ✕ Throw more resources at the problem.

Remedies can be ineffective and expensive:

- ❖ Unprincipled consultancies will over-charge and implement their method (throwing out your good practices with the bad)
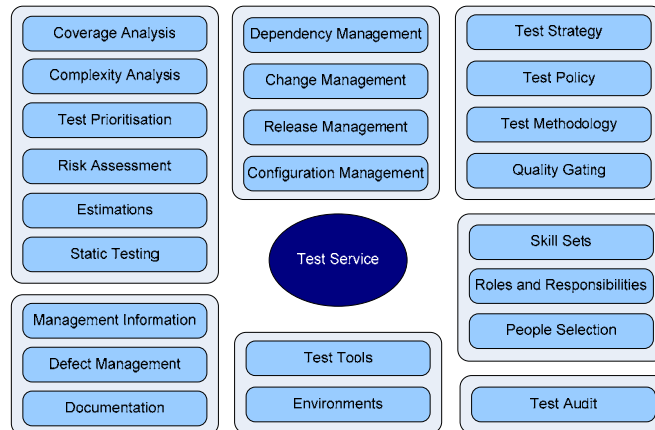- ❖ Internal management time and resource is eroded.

If remedies are not implemented:

- ✕ Test execution falls behind schedule
- ✕ Defects uncovered too late in process
- ✕ Insufficient testing quality achieved and significant project cost overrun
- ✕ Testing services fall into disrepair.

Rapid response. Intelligent support.

Collaborative intervention

Successful implementation of testing and subsequent implementation phases necessitates a keen understanding and appreciation of the whole programme and projects' dynamics. Pelicam provide first-class programme and project managers with extensive test experience to mentor, coach and support your test management teams, whether to create an intelligent test strategy and plan, or to manage complex test execution.

Coverage Analysis	Dependency Management	Test Strategy
Complexity Analysis	Change Management	Test Policy
Test Prioritisation	Release Management	Test Methodology
Risk Assessment	Configuration Management	Quality Gating
Estimations		
Static Testing	**Test Service**	Skill Sets
		Roles and Responsibilities
Management Information		People Selection
Defect Management	Test Tools	
Documentation	Environments	Test Audit

Because we've been involved in many rescue and recovery operations we understand the need to engage quickly. We will immediately assimilate with the test team and provide pragmatic, expert and positive support. Our key focus is to identify the unique critical success factors necessary to achieve the desired testing objectives.

What it means for you ….. client side

- ❖ An immediate injection of test management expertise into the teams.
- ❖ Verification of the testing service, test approach and test contingencies.
- ❖ Identification of critical success factors, core issues and remedies.
- ❖ Guaranteed visibility of activities within the team.
- ❖ Certainty the situation is being addressed intelligently and consistently.

"Pelicam quickly diagnosed the critical areas of weakness within the controls/practices and management team; engaged with the teams in a supporting manner; ensured necessary changes were made and applied real energy and vigour to ensure the test phases were completed to schedule; providing a realistic execution and risk assessment on completion."

Simon Marlow – Portman Merger Programme Manager
Nationwide Building Society

PROJECT METHODS

Our Project Intelligent[TM] solutions work effectively alongside Prince2, MSP, APM, PMP and CMMi.

PELICAM SOLUTIONS

For more information on any of our products or services:

Pelicam Project Assurance
Ramsey House, Bellingdon
Buckinghamshire HP5 2XP
United Kingdom
+44 (0)1494 758822
info@pelicam.com
www.pelicam.com

SERVICES AVAILABLE

Recover project integrity
Assure project delivery
Supplement test leadership
Develop your project leaders

pelicam
Project Assurance