

[TTL]: Test Team Leadership

Length : 2 Days
Delivery Method : Instructor-led (Classroom)

Course Overview

This course equips you with the ability to take control in leadership and work strategically with confidence in a senior software testing role.

Over two-days of theory and hands-on exercises, you'll develop a deep understanding of the challenges faced in managing a team of individuals for best results; creating the right team for the project and sourcing skilled test resources to get the job done.

The course also teaches you a management level approach to test activities; from strategy and implementing a high level test plan to test estimation and creating the test completion report.

Soft skills are often overlooked in the world of IT but can give you a valuable edge on the job. Become a more rounded test manager and learn powerful communication techniques that you can use to give memorable presentations, resolve conflict, evaluate and motivate staff and manage with influence.

Audience Profile

- Test Managers, Project Managers and IT Managers looking to improve their leadership skills specifically around managing a test team.
- Senior test professionals moving into a leadership role wanting to gain the skills necessary to undertake their test management position.

At Course Completion

- Become a more rounded and influential software tester.
- Take a management-level approach to test activities.
- Form an effective test team and manage an existing team.
- Communicate effectively with confidence and persuasion.
- Identify and resolve conflict among a team.
- Perform test estimation.
- Review, delegate, coach and mentor staff to bring out their best.
- Use test strategy to manage the test process and report on test activity.
- Report on progress and the test completion report.

Assessment

There is no assessment requirement for this course.

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Course Outline

Module 1: What Needs Managing?

Lessons

- The test team leader
- What do you have to manage?
- Expectations of management
- Attitude and morale of the test team

Module 2: The Test Team

Lessons

- The test team in context
- Creating the right team
- Get the right team balance
- The role of the tester
- How to conduct an interview
- Personality Assessments
- Art Personality Test
- General test given by some HR departments
- How to get the best from your team

Module 3: Communication Skills

Lessons

- Verbal skills
- Exercise 3 – Communication skills
- My Picture (described to my partner)
- My partners picture (described to me)

Module 4: Conflict Resolution

Lessons

- Why conflict arises
- What does conflict lead to?
- Exercise 4 – Taxi cab

Module 5: Appraisals

Lessons

- Why and how often to have appraisals?
- What to do and what not to do
- Some real quotes!
- The test team leader 'V' the senior tester

Module 6: Training

Lessons

- Why do testers need training?
- What training is available?
- Justifying the training budget

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- When not to do training

Module 7: How to Use a Test Strategy

Lessons

- What is a test strategy?
- Contents of a test strategy
- What information is important to whom?
- The high level test plan
- Test strategy

Module 8: Documentation Reviews

Lessons

- Type 1, 2 & 3 review 8-2
- V Model and type 1, 2 & 3 review
- Reviewing test material
- Review skills
- Test material review

Module 9: The Test Process

Lessons

- Risk reduction
- The test process overview
- Analysis and the team leader
- Design and the team leader
- Schedule and the team leader
- Execute & evaluate and the team leader

Module 10: Entry and Exit Criteria

Lessons

- Entry criteria to test preparation
- When to stop test preparation
- When to stop testing
- Quality control
- Entry and exit criteria

Module 11: Metrics for Estimation and Progress

Lessons

- Metrics for progress reporting
- The three views
- Metrics and management
- How to gather & maintain metrics
- What's in the data?

Module 12: Incident Management

Lessons

- Managing incidents

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- Process improvement
- Incident management

Module 13: Reporting**Lessons**

- Reporting upwards
- Management requires three main levels of reporting
- Reporting flow and metrics
- Completion reports

Module 14: Addressing Common Mistakes and Issues**Lessons**

- What do you face?
- Specific to the team leader
- Not specific to the team leader

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