Building a Bug Free Team

Successfully Managing Quality Assurance Teams

About Pogo & Me

- Pogo is a casual game site from EA

- Both a free & subscription service with a community focus

- QA Director (15 + years in QA, 11+ in mgmt)

- 3 Offices – California, Texas, China

- 3 Managers & 42 Full Time & 25 Contractors

Pogo

- The site draws on average 16.5 million unique visitors per month (worldwide) who play for more than 56 minutes a day.

- Club Pogo has over 1.7 million paying subscribers.

- Club Pogo players spend on average 102 minutes a day on the site, 12 hours per week.

- The stickiest site on the web.

Overview

- It's all about them not you.

- It's your team that will make you great,
  if you concentrate on getting them what they
  need to perform and grow.

How

- Know your players

- Develop your players

- Protect your players

- Assist your players

- Trust your players

- Develop yourself

Know Your Players

- <u>1 on 1's</u>

- Find their Key Motivators

- Different people have different motivator

- Make time for them

- What are their goals – future – past

- What are their strengths / weaknesses

1 on 1's

- Make it their time, their discussion

- Avoid any interruptions

- Silence can be good

- Get a conversation going, ask the tough questions (are you happy?)

- What are they doing, want to do

- Who on the team can they learn from, who can they teach something (then set it up)

Develop your players

- Without goals, both good and poor performance goes unnoticed

- <u>Development Plans</u> – 3 to 5 year outlook

- <u>A's & O's</u> (Accomplishments & Objectives)

- Show them a <u>career path</u>

Development Plans

- What are their long term goals

- Look for ways gaining their goals can accomplish yours

- Build on their strengths

- Know your team,

  – Know their goals
  – Know their needs

Goals

- "The goal you set must be challenging. At the same time, it should be realistic and attainable, not impossible to reach. It should be challenging enough to make you stretch, but not so far that you break."

- Goals need to be SMART {Specific, Measurable, Actionable, Realistic, and Timely}

- Should be able to say yes or no it is complete
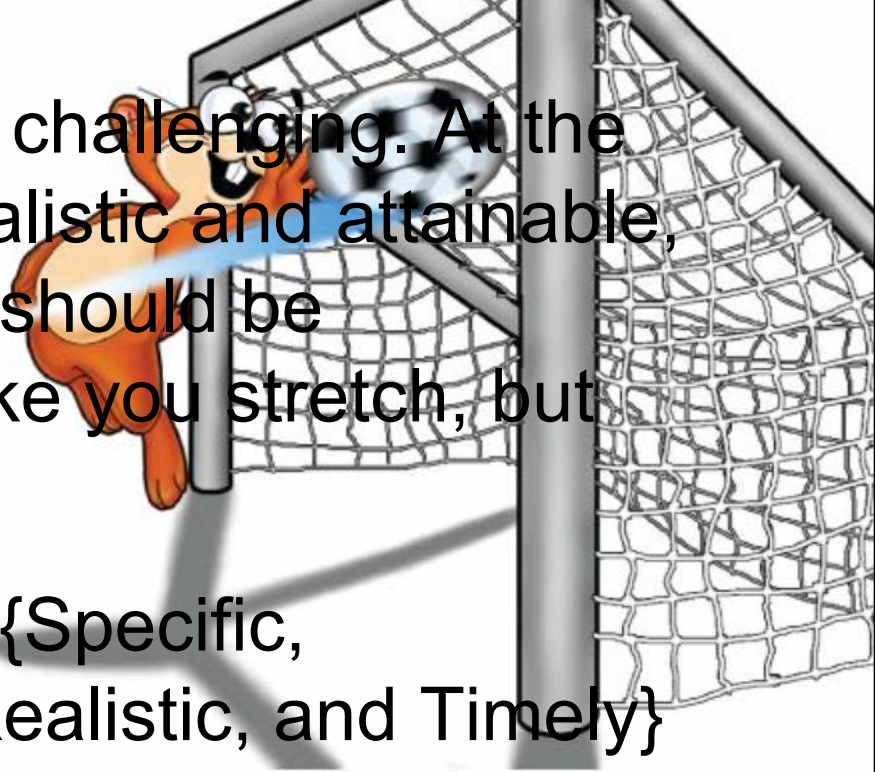
Dev Plan Tasks

Tasks	Timing	Self Assessment
Task 1	By Aug	What I need to accomplish this task
Task 2	By Sep & ongoing	What I need to accomplish this task
Task 3	By Oct	What I need to accomplish this task

| Results |
|---|
| August – completed task 1, by doing X. Task 2 is in progress and going well. |
| October – Hectic month so haven't finished task 3, reschedule to Nov. |

Development Plan Questions

1. Why are you doing the work you are doing? What key motivations, people. Events, interests brought you to your current work?

2. What are you committed to at work? What is your purpose at work?

3. What in your current work do you find the most satisfying? When do you feel the most alive, the real you unleashed? What aspects of your work are the most dissatisfying for you?

4. Is there anything about your work that you are particularly passionate about? Anything that provides you with a sense of challenge, learning, growth, and accomplishment?

5. Describe a situation or two, e.g., a project, a particular assignment, as challenging issue, etc. where you felt that you performed at your "personal best". What do you think it was about those opportunities that allowed you to get turned on and excel?

6. What areas of your work would you like to have more direction, guidance, or assistance? Which areas of your work would you like more autonomy?

7. In what ways do I, as your supervising manager, help you in being effective in your current role? In what ways do I hinder you being as effective as you would like to be in your current role? What would you like to see me do more of? Less of?

8. In what areas of your work would you like to personally develop more? Any thoughts about appropriate development strategies, i.e. on the job experiences, coaching, training?

A's & O's

- Team member input on team goals
  - Cascading Goals {Company > Division > Team > Team Member}
  - List Major Responsibilities
  - Annual Objective
- Always having goals: Without goals, both good and poor performance goes unnoticed
- Challenging SMART goals
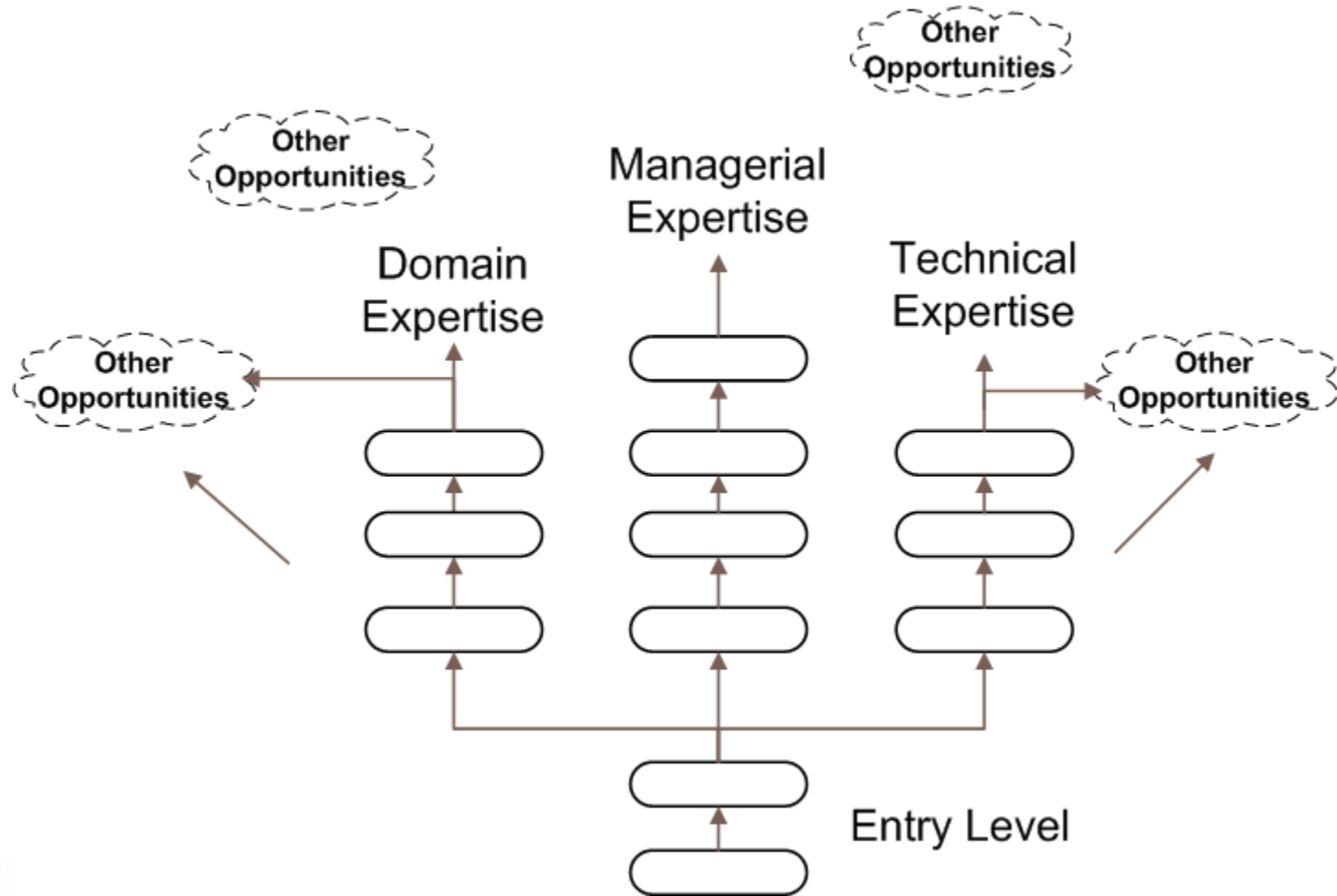- Review on a regular basis
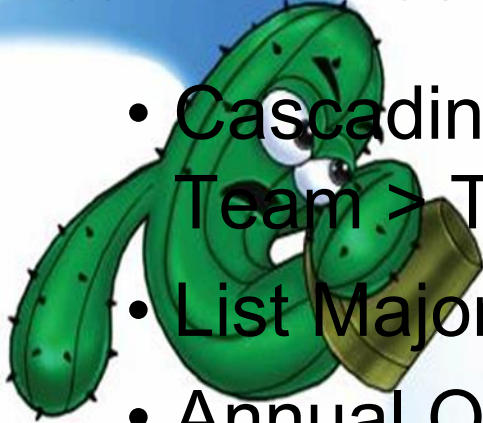
Status Reports

- Also known as weekly A's & O's

- Look at ways to accomplish quarter goals, development goals

- Good discussion topic for 1 on 1s

- Any blockers

Career Path

Protect your players

- If things go good, it's them, if things go bad, its you. Either you didn't give them the info or tools they needed to do the job correctly.

- Give them the authority, responsibility & accountability, but be there to assist with any road blocks or issues.

- Let them make mistakes.

- Be an Enabler

Be an Enabler

- Be there to remove obstacles

- To help with decisions (not make them)

- Grow their responsibilities as they grow

- Plan – for their growth, your growth, your team's growth, your company's growth

- Along with the responsibility, give them the authority, and keep them accountable

Team Building

- Not just parties (bowling, pool,…)

- Training sessions with each other

- Brown Bag lunches for information sharing

- Pairing team members with mentors

- *Building the team:* Needs to have team buy in. Have them on the interview team. Give them input into what the hires requirements are.

- Seek ways to get them to depend on each other

Assist your players

- Empower them with: Responsibility, Authority & Accountability

- Accountable without Authority?

- Keep them informed.

- Grow top talent: Build from within if at all possible

- Wins belong to the team, Loses to the leader

- Don't dwell on mistakes – learn from them

Trust your players

- Build trust. Not just with you, but between team members.

- Build a true team where they work to help each other.

- <u>Mentoring</u>

- Push down decision making

- <u>RACI</u> – Only one person should be accountable for any task or action

Mentoring

- Develop relationships within the team

- Senior members able to learn leadership while growing junior members

- You need willing participants

- Have a class on how to mentor & get mentored

RACI

RACI – to define roles & responsibilities per task

Responsible (those who do work to achieve the task, there can be multiple resources responsible).

Accountable (the resource ultimately accountable for the completion of the task - there must be exactly one A specified for each task).

Consulted (those whose opinions are sought. Two way communication).

Informed (those that are kept up-to-date on progress. One way communication).

RACI Chart

Task Description	Sponsor	Business Owner	Business Program Mgr	Process Manager
Identify missing or incomplete policies		R	A	R
Establish Policies as necessary and ensure adoption globally		A	R	R
Completion of necessary Policies		R	A	R
Document Policies as appropriate		R	R	A
Approve Policies	A	C	I	I
Communicate Policies as required		A	I	I
Ensure Policies are compatible with standards and best practice		R	R	A
Escalate non standard or missing policies	R	R	R	A
BP Sponsor with agreement from BPB colleagues decides on exception or not	A	I	I	I

Develop Yourself

- Make sure to give yourself time

- Start with your own <u>development plan</u>
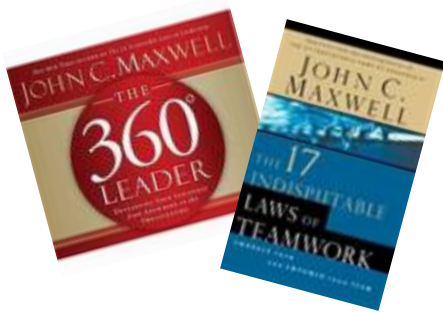
- Lead by example

Where to Start?

- Review where your at with your team

- Make a list – start with your stars

- One person at a time

- It may not be easy, but it's truly worth it.

- Spend the time up front and they will pay you back over and over again.
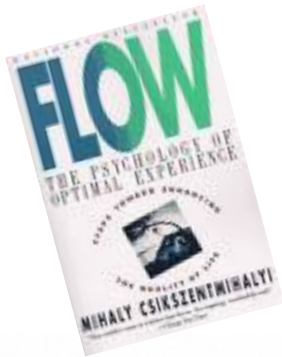
Some Good Authors

John Maxwell

Marcus Buckingham

Mihaly Csikszentmihalyi

Chester Elton, Adrian Gostick