



## **W7**

Leadership

Wednesday, May 2nd, 2018

1:45 PM

# **Make Your Team Awesome—Yes, You Can!**

Presented by:

**Maaret Pyhäjärvi**

F-Secure Oyj

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# Maaret Pyhäjärvi

## F-Secure Oyj

A software professional with testing emphasis, Maaret Pyhäjärvi considers herself an empirical technologist, a tester and a programmer, a catalyst for improvement, and a speaker. Maaret's day job is working with a software product development team as a hands-on testing specialist with focus on exploratory testing. In addition to tester and teacher, she is a serial volunteer for different non-profits, driving forward the state of software development. Awarded the Most Influential Agile Testing Professional Person 2016 by Agile Testing Days, Maaret is the author of two LeanPub books and blogs regularly.

# *Make Your Team Awesome*

## **- Yes, You Can!**



by Maaret Pyhäjärvi







"If you can't  
say something  
nice, don't  
say nothin'  
at all!"



*Just a tester*

\* **but no one is just anything**

*She's like "I want to exploratory test your ApprovalTests" and I'm like "Yeah, go for it", cause it's all written test first and its code I'm very proud of. And **she destroyed it in like an hour and a half.***

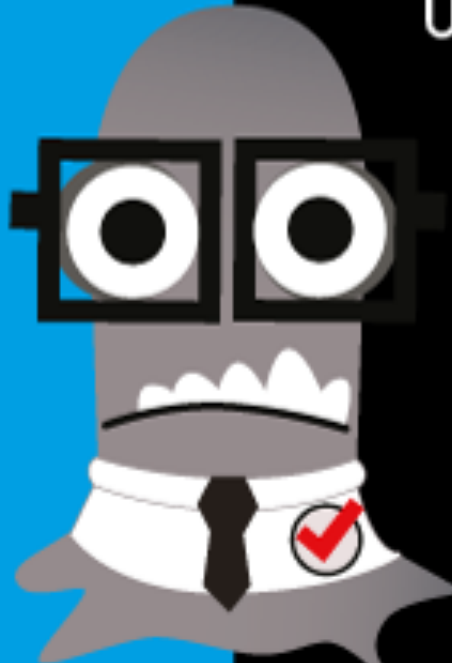
<http://visible-quality.blogspot.fi/2017/03/from-appreciation-of-shallow-testing.html>

TESTING AS PERFORMANCE

# What testing gives us

Automated Testing

- Spec
- Feedback
- Regression
- Granularity



- Guidance
- Understanding
- Models
- Serendipity

Exploratory Testing

TESTING AS ARTIFACT CREATION



Testers don't break  
the code, they break  
your **illusions** about  
the code.

- Adapted from James Bach

*We aren't here to make a great product or a great company, but rather to **make our customers awesome** at whatever they do with our products or services.*

–Kathy Sierra, *Badass: Making Users Awesome*



# Make People Awesome

<http://modernagile.org>

1. Safety is a prerequisite for learning
2. Learning is a superpower
3. Wanting credit can get in the way
4. Finding my identity
5. Takeaway learnings



# *Psychological Safety* unlocking performance



*Who is on a team matters less than how the team members interact, structure their work, and view their contributions.*

**–Project Aristoteles, Google**

Safety is a  
prerequisite for  
learning



*Willpower and cognitive  
processing draw from  
the same pool of  
resources.*

- Kathy Sierra, Your App Makes Me Fat

*People aren't afraid of  
failure, they're  
afraid of blame.*

—Seth Godin

*What defines me is both  
the best behaviors I  
amplify and the worst  
behaviors I tolerate*

- adapted from Jurgen Appelo

*Learning is superpower*  
an industry of learning

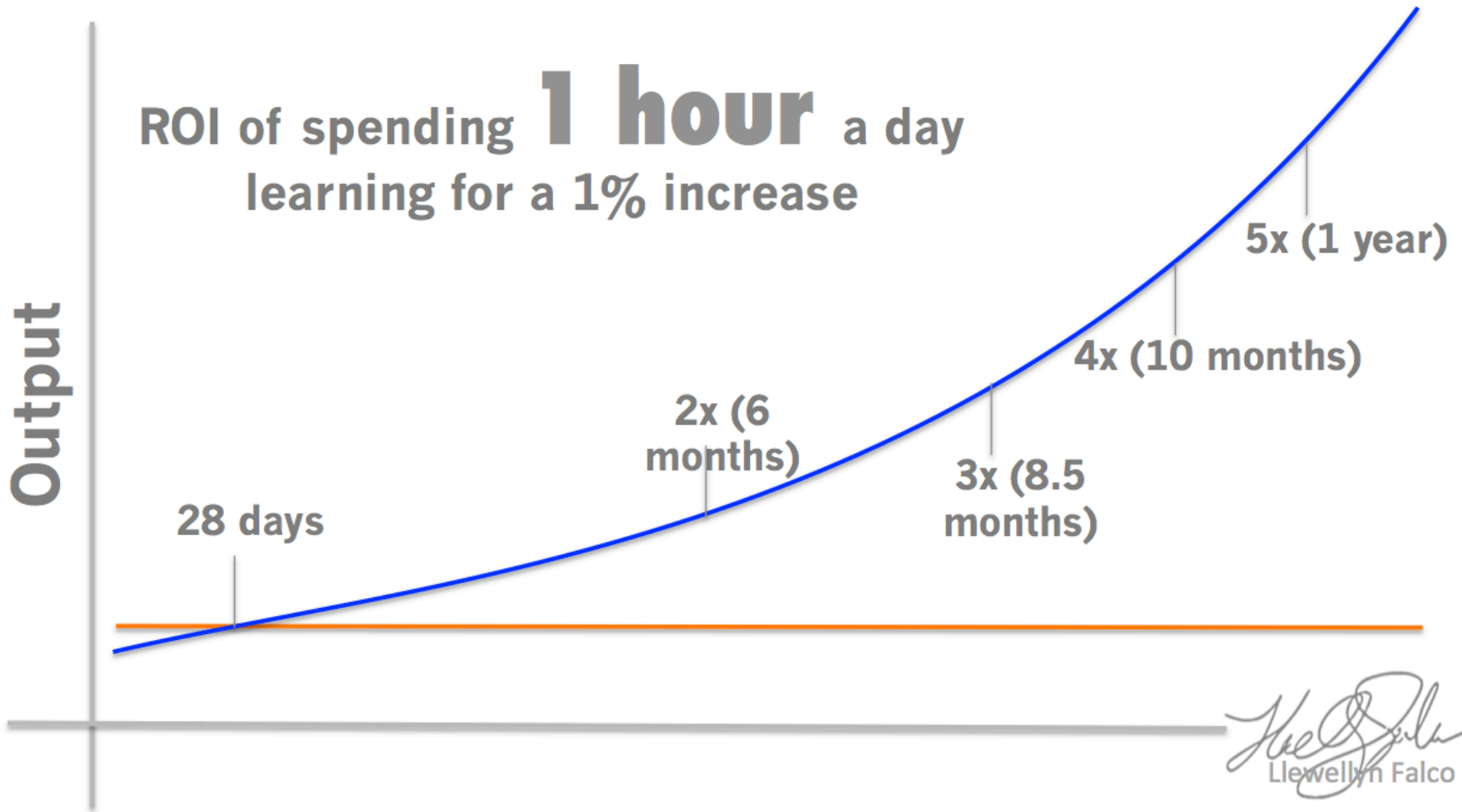
*Machines are learning,  
are you?*

–Paul Merrill

Every day when I  
come to work, my goal  
is to be better after the  
day.

# The 5-Year Rule

# ROI of spending **1 hour** a day learning for a 1% increase



*Llewellyn Falco*  
Llewellyn Falco

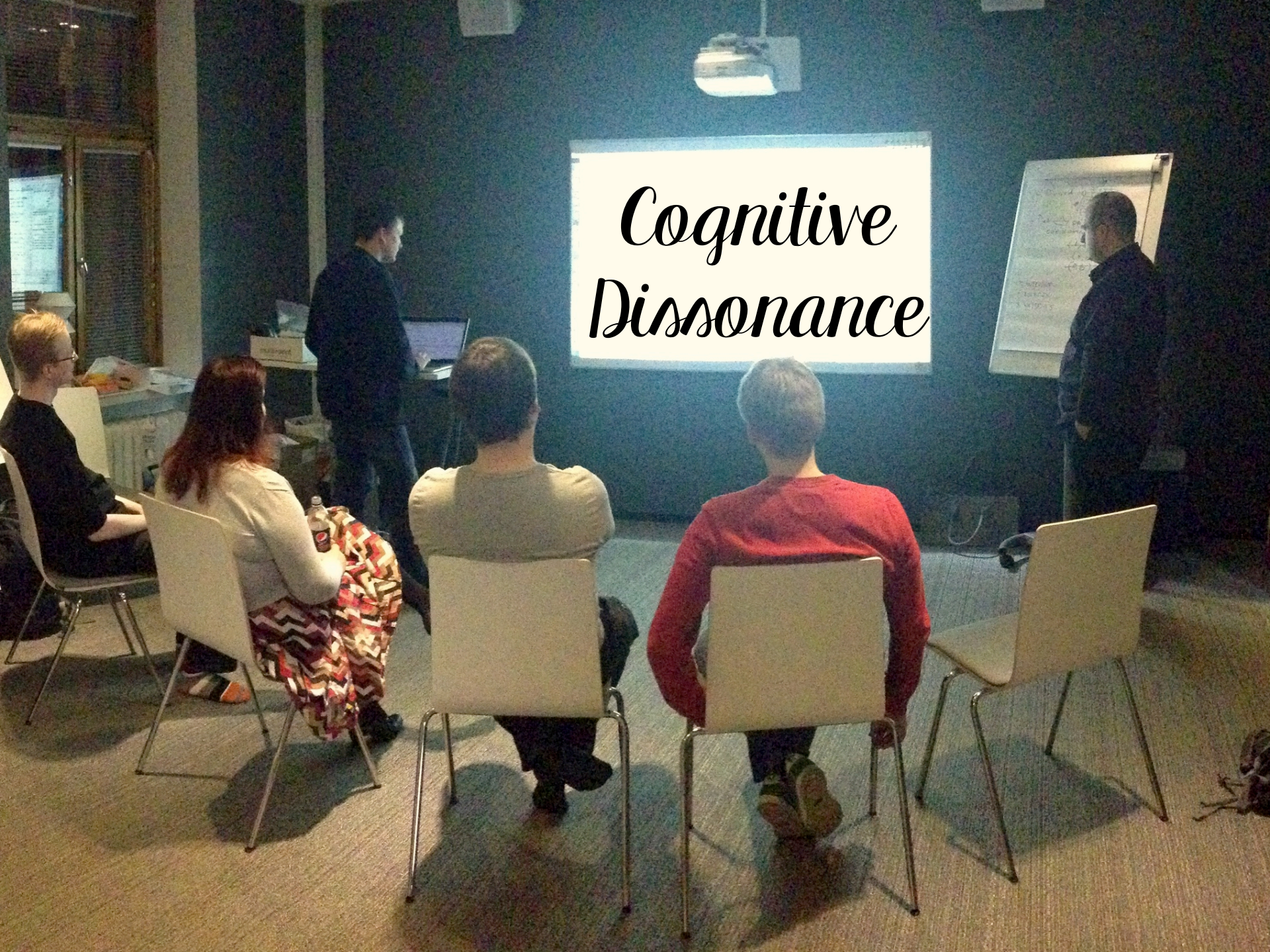


5.5 hrs of learning and  
2.5 hrs of working puts  
you ahead after 1 year  
if the gain daily is 1%.

- Llewellyn Falco

<http://lfal.co/LearningHourROI>

# *Cognitive Dissonance*

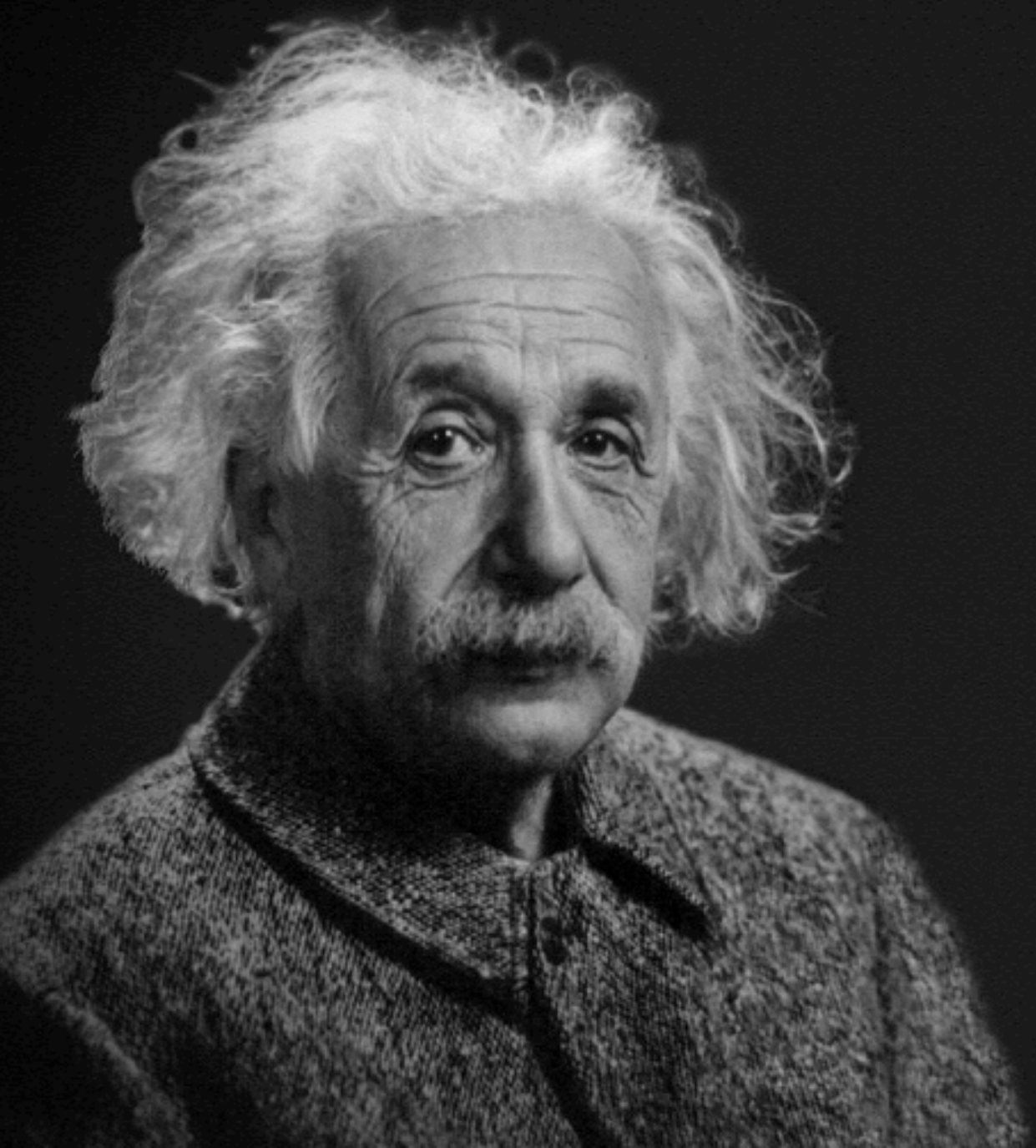


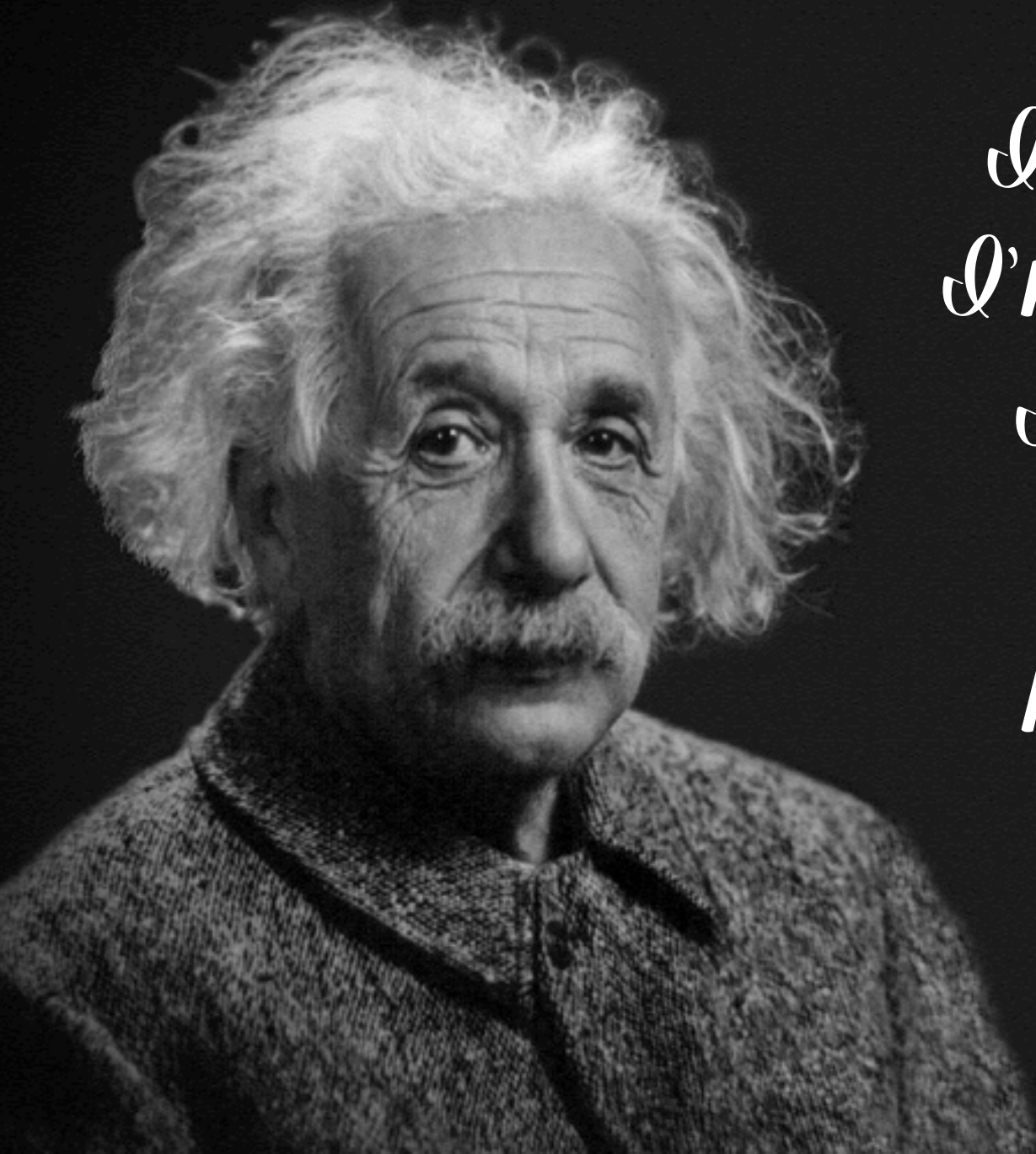
# Serendipitous Learning

*Experts* are not the one  
ones who know the  
most but ones who  
learn the fastest

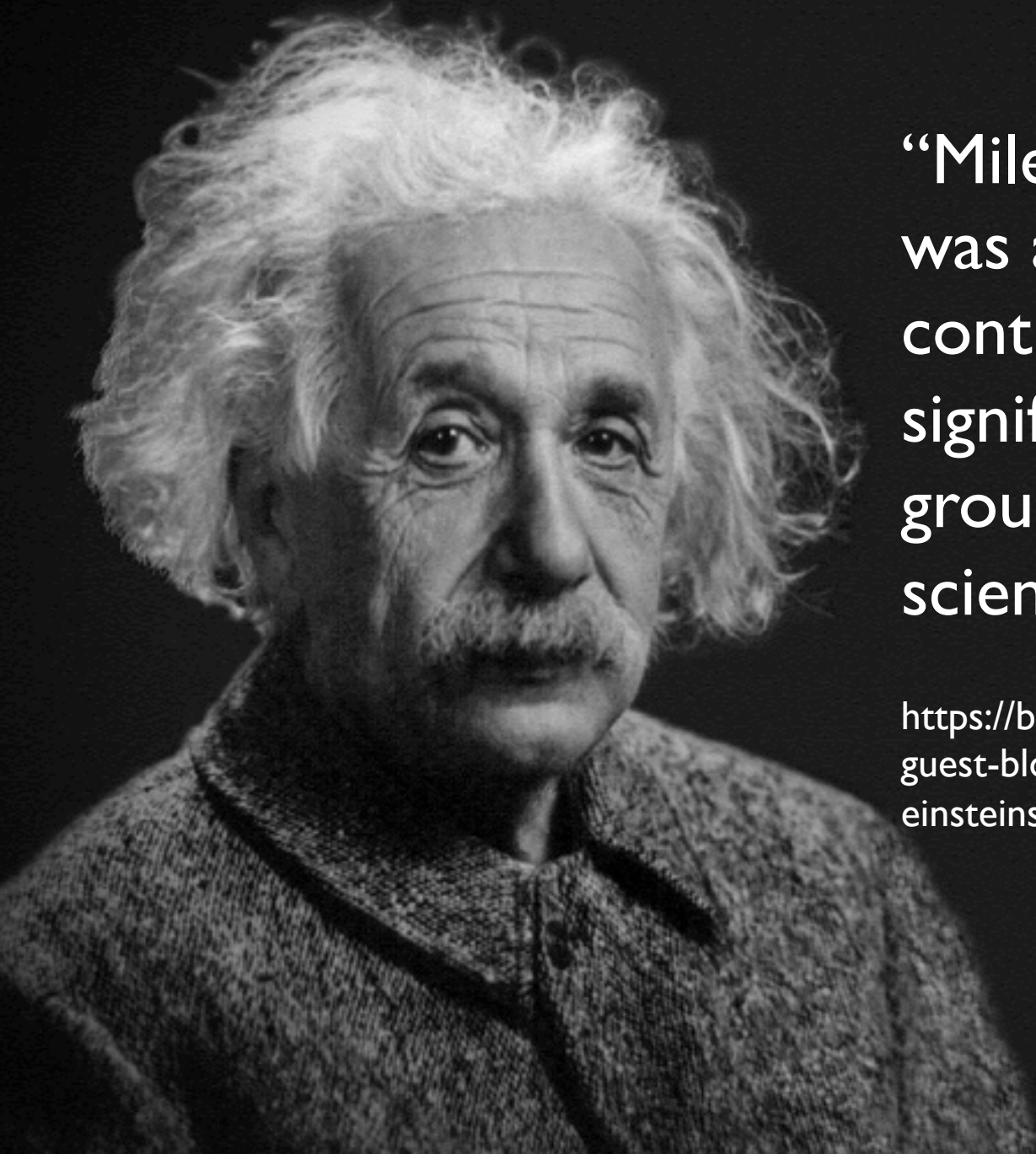


*Caring for Credit*  
teamwork conditions





*It's not that  
I'm so smart,  
I just stay  
with the  
problems  
longer.*



“Mileva Marić Einstein was a physicist who contributed significantly to his groundbreaking science.”

<https://blogs.scientificamerican.com/guest-blog/the-forgotten-life-of-einsteins-first-wife/>





Best ideas win  
when you care  
about work over  
credit



*Why are there no baby dinosaurs?*

*5/12 identified types of dinosaurs did not exist*



*Four C's of  
a Modern Tester*  
making us awesome!



2005



**Jukka Talvio**

Manager Extraordinaire

Quality Director,

HERE Consumer

*A Job Description for me:*

20 – 60 % of hands-on testing

20 – 60 % of helping others test

Rest: do **whatever you like** that  
is beneficial for the company

*Catalyst*  
*Conscience*  
*Cheerleader*  
*Critical thinker*





# *Catalyst*

increasing rate of reaction

# Holding space



*It is easier to ask  
forgiveness than it is  
to get permission.*

– Grace Hopper

Changing **myself** and  
**environment**, not the  
others

# Lending Privilege

A teal-colored triangle is located in the top-left corner of the slide, pointing towards the center.

# *Conscience*

sense of right and wrong



Being brave when  
others are not  
with a survivorship bias warning

**Avoiding decision is a  
decision**

# From gatekeeper to advisor





*Cheerleader*  
power of the positive



*What ever anybody  
says or does, assume  
positive intent.*

**– Indra Nooyi**

GREAT JOB!



VERY HAPPY!



TOTALLY AWESOME!



THANK YOU!



MANY THANKS!



CONGRATULATIONS!



*Being*  
*Authentic*



*Critical Thinker*  
seeing things others don't

# Product is my external imagination

I am my developer's external imagination

**Pool is not a bigger  
bathtub**



*Catalyst*  
*Conscience*  
*Cheerleader*  
*Critical thinker*





*Tools for Awesome*  
We don't have it all yet!

# Glance

```
7  
8 glance.url("http://todomvc.com/")  
9  
10 .click("Examples > KnockoutJS")  
11  
12 .set("What needs to be done?", "Buy milk")  
13  
14 .sendKeys("Enter")  
15  
16 .set("What needs to be done?", "Buy eggs")  
17  
18 .sendKeys("Enter")  
19  
20 .click("Buy eggs > checkbox");  
21
```

# Alfred





"All the brilliant people working on the same thing, at the same time, in the same space, on the same computer." -- Woody Zuill

PRETEND IT IS POSSIBLE AND  
ASK FOR IT. DON'T LET YOURSELF  
TELL YOU IT CAN'T BE DONE.





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