

expo IQA 24

MADRID
May 28th,
29th, 30th
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expoqqa.com

TEST MANAGEMENT IS DEAD

BUILDING THE FUTURE BY MANAGING UP

IRJA STRAUS

HOLA

I AM IRJA STRAUS

Quality Lead / Contractor

15 years of experience in different roles

- business analyst
- product manager
- tester
- manager



PERSONAL STORY

HOW I LEARNED THE IMPORTANCE OF MANAGING UP

Bosses' boss: *"Congratulations! The company is reorganizing, and you will lead a new test team."*

Me:



PERSONAL STORY

HOW I LEARNED THE IMPORTANCE OF MANAGING UP

Boss: *“Can we just automate all tests and make them green?!”*

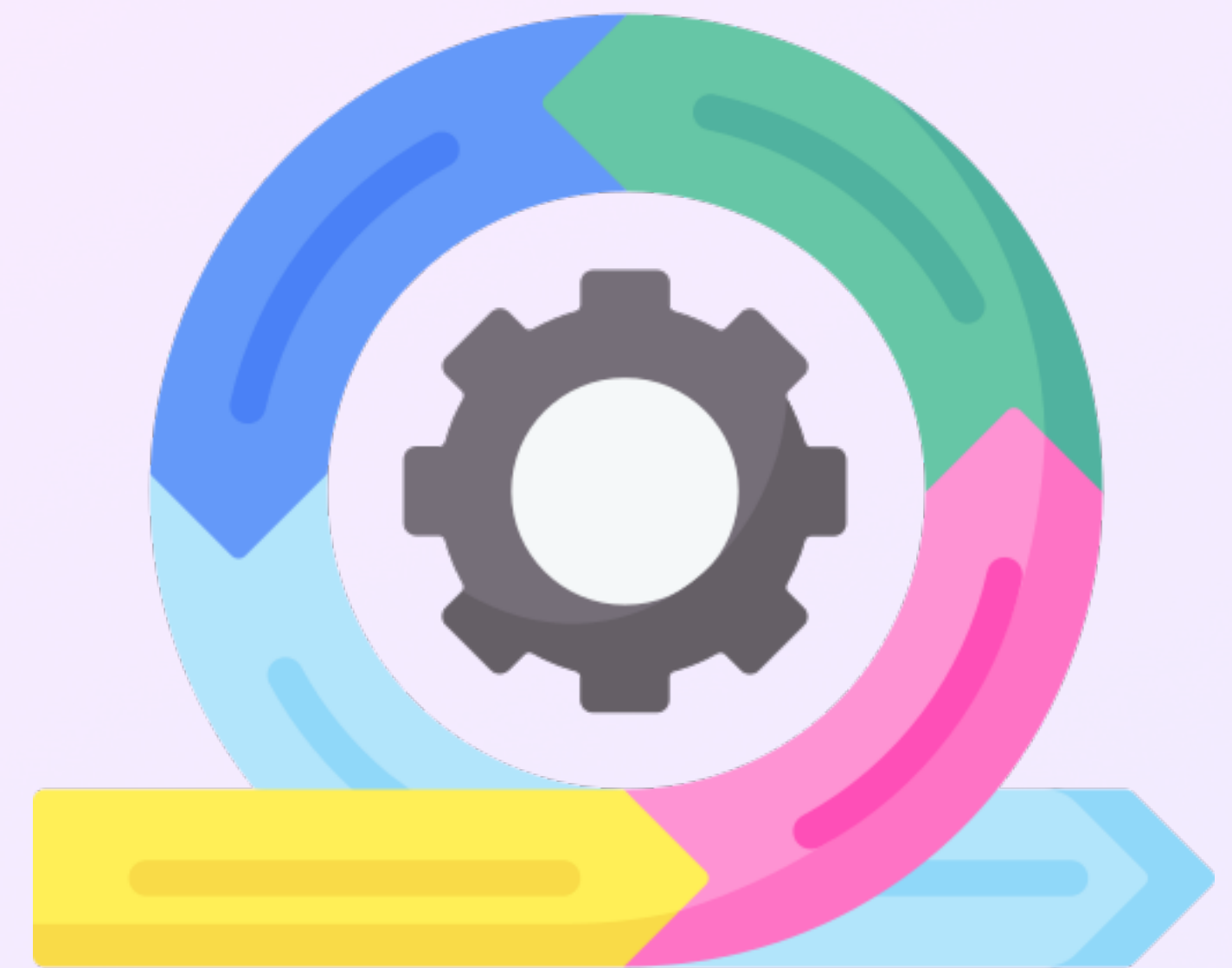
Me:



CURRENT CONTEXT

Agile doesn't teach testers to be agile

- What does it mean for testers?
- How to adapt?



THE PAST

We are taught (wrong) that...

- “Career progression is our manager’s job”
- “Talking to our manager means pleasing”



TODAY'S CHALLENGES

Managerial role is different than it was before

- Less supervising, more collaborative
- Less test management positions
- Less testers move into management



MANAGING **UP** IS MY JOB

Becoming a first time manager can be misleading...

- New responsibilities take over our full attention to the wrong things
- My job isn't managing down
- I wish I learned this before!



**LET'S LEARN FROM EACH OTHER &
START LEARNING FROM THE VERY FIRST JOB!**

#1 LEARN WHO WE'RE DEALING WITH

Understand people with influence

- Our manager, their manager, other stakeholders
- What is their motivation?
- How they help? How they don't help?



#1 LEARN WHO WE'RE DEALING WITH

Be aware of their working habits

- “How to work with me” exercise (by Claire Hughes Johnson)
- **Adapt** to their personality
- Move **together** with the changes



#2 ESTABLISH COMMON GROUNDS

Using the best out of your shared time

- Make sure there is a shared time
- Prepare for 1-on-1s
- Actively participate in creating goals



#3 SILENCE IS NOT A GOOD THING

Recognize the **green** and **red** flags

- Silence and avoidance is not a good sign
- Check with your peers what their experiences are



#4 RECOGNIZING OUR VALUE

Recognize and accept everything of value

- Wins are wins, no matter how small they are
- Keep your wins organized in a brag document
- Make sure to share them with stakeholders

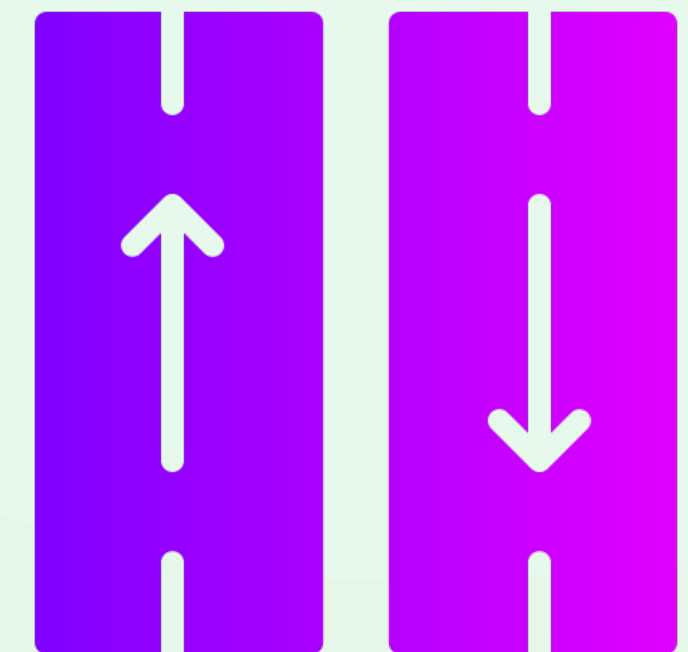


*Real Madrid Baloncesto after winning the 11th Euroleague title by 79-78
Credits: Regina Hoffmann - Anadolu Agency*

#5 MANAGING UP HAS TWO PATHS

Managing up for our team is different than for our own

- Don't leave it to your manager
- Everyone in the team should do it
- Understand the difference between two paths



#6 MIND YOUR CRITICAL THINKING

- Criticism is not what our managers like to hear
- Balancing the relationship and criticism is the key
- Picking our battles / Understand what is worth escalating



#7 ASK & ACT

Being self-aware and constructive means:

- Be brave to ask for feedback
- Be even more brave to act upon feedback
- Master the “disagree and commit” principle

TAKEAWAYS

- ◆ Managing up is a continuous effort
- ◆ Universal and invisible skill
- ◆ For testers is even more important

ONE MORE THING...

◆ The only problem with managing up is if we don't do it at all! ◆

GRACIAS!

<https://linktr.ee/irjastraus>



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Thank you for attending

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ATTRIBUTIONS

This presentation has been designed using images from flaticon.com

- Full article:
<https://www.remotecompany.com/blog/how-to-work-with-me-manual>
- The Changing Role of Managers publication (Letian Zhang):

