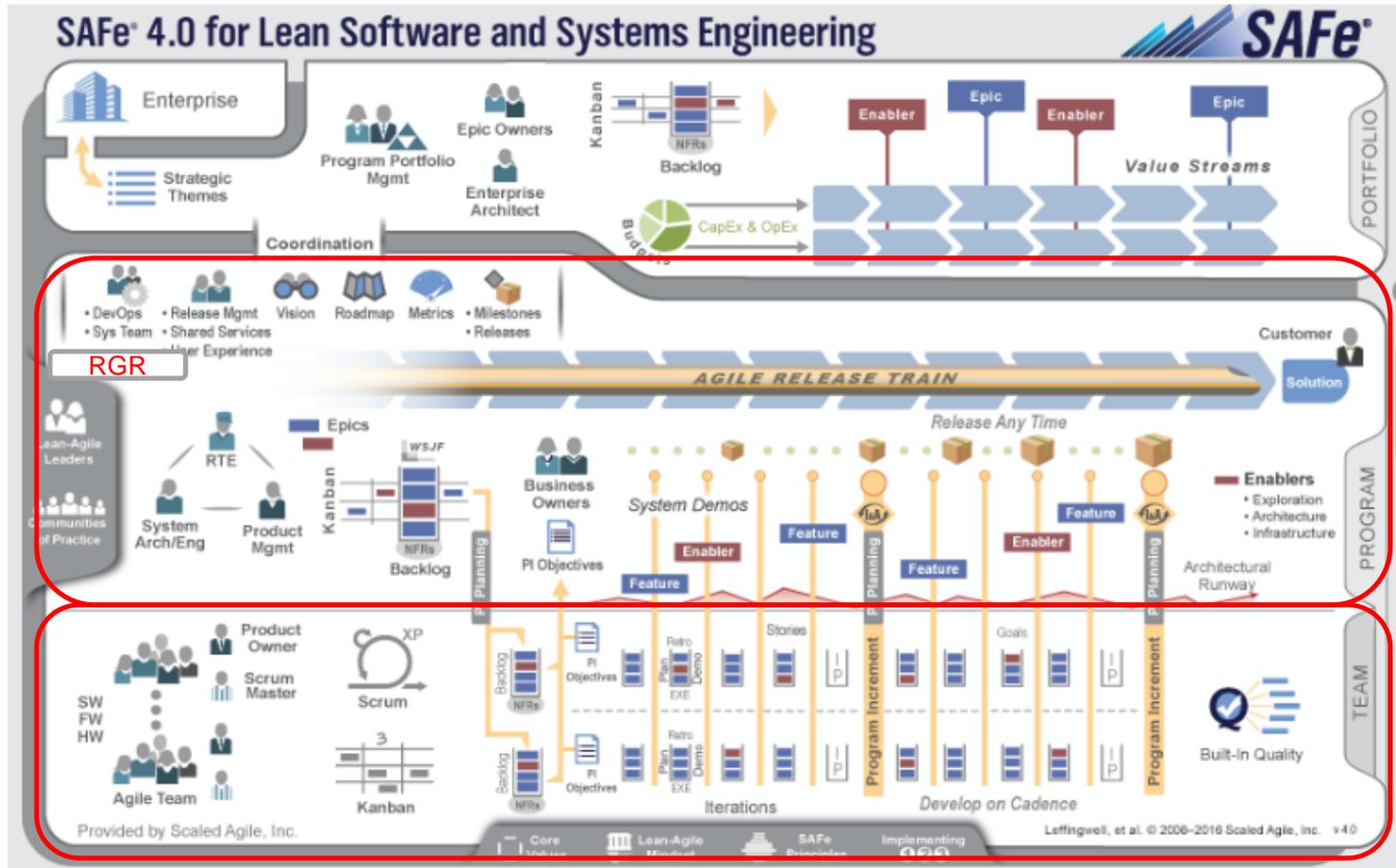


Agile Transformation Challenges for a Line Manager

AECS
SWISS**card**

SAFe @ Swisscard



- 8 Product Managers
- 8 Scrum Teams
- Regression/Eng Testing is done by System Team

Challenge #1

Agile Tester need different (multiple) skill sets

Your testers should:

- Be self-organized
- Be proactive
- Be quick learners
- Act as test managers (plan, estimate, run workshops with business etc.)
- Have, if possible, a technical background
- Have, if possible, test automation skills

Your challenge as a line manager is:

- To ensure that your testers are assigned to the right team
- To define the skills gap and rethink how to manage strategically your human capital (incl. how to retain your valuable people)
- To make sure that your external consultants understand the change and are also equipped with the right skills
- To think carefully on how to set up the concept T-Shaped Professionals

Challenge #2

Quality is not only responsibility of a test team

Quality is:

- ❑ A whole-team approach (not only testers are responsible for production issues)

Your challenge as a line manager is:

- ❑ To define the borders for what you are and for what you are not accountable in terms of quality in the software development
- ❑ To build a learning organization by setting up communities of practice (CoP) among testers
- ❑ To sponsor technical skills (e.g. test automation) and ensure that you work together with your direct reports on a personal development plan
- ❑ To support team to drive innovation and bring their ideas in team backlogs

Challenge #3

Key responsibilities of a Line Manager change

Line managers should lead the change

- ❑ build a plan for a successful transformation into agile and share it with your team

Your challenge as a line manager is:

- ❑ To plan and implement agile practices (enablers), e.g. continuous integration, test automation frameworks, managing technical debt etc.
- ❑ To review and redefine the operational and organizational structure (governance)
- ❑ To create capacity to implement the transformation
- ❑ To measure and rate performance of tester
- ❑ To inspire with vision

And your challenges?