

LEAN IT CONTRIBUTIONS TO TESTING PRACTICES

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Lean IT Summit 2015

Operae Partners
Better Faster Together

sopra  steria

AGENDA

1 | The Project

Context

Team

Result

2 | The path to the success

3 | Overview and lessons learnt

WHY ?



Continue to identify **key drivers for productivity**

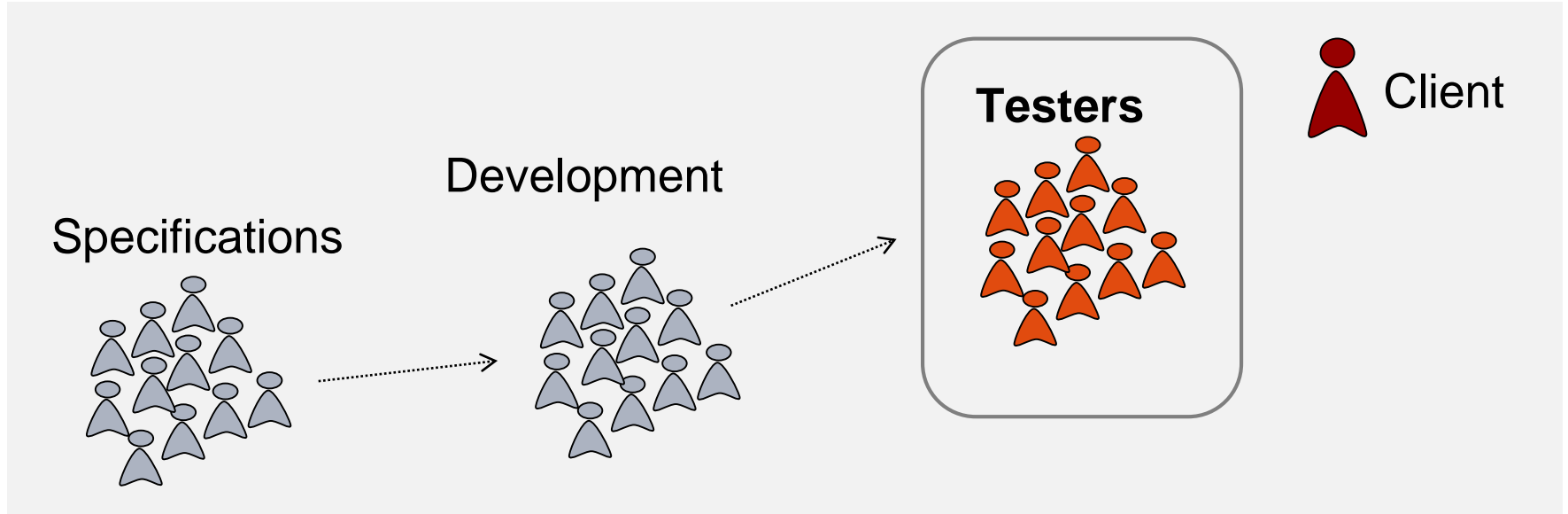


Find a way for a **new team dynamic** with new challenges



Concretely understand the situation

THE TESTING TEAM



OPERATIONAL DIFFICULTIES



No common vision of the activity

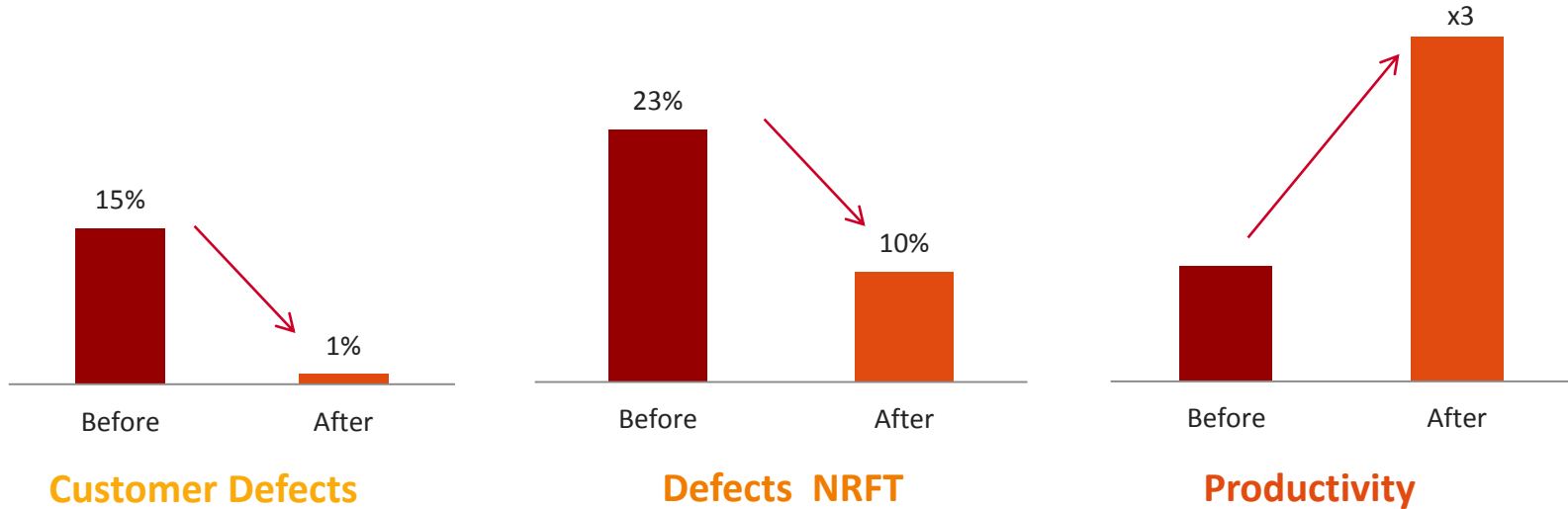


Good individual **practices**, but **not shared**



Unequal understanding of the use cases

RESULTS : AFTER 3 MONTHS



Testing Team – 1st Lean Project Results - SopraSteria

“ A concrete visibility on the activity ”
The customer who expresses his satisfaction

OTHER RESULTS : THE TEAM



Team members developed **ownership** of their work



Team members are now **motivated** and working with **autonomy**



All **changes** happened **smoothly**

« UNEXPECTED » RESULTS



The approach **simplified the onboarding of a new project manager**

- New reflexes in place
- The new manager got the situation immediately



High interest for the new approach as other teams are still asking for it

AGENDA

1 | The Project

2 | The path to the success

The starting point : a way to the change

Action plan

3 | Lessons learnt

THE STARTING POINT : CHANGE IS POSSIBLE

Awareness of the customer's pains

Learning
Diagnostic tools

Decision to improve
and see it



ACTION PLAN

- 1 Build a new **working environment**
- 2 Manage **test cases flow**
- 3 Learn how to **solve problems**
- 4 Manage **quality**
- 5 Share the **knowledge**

“ Transform the way of working ”

1

BUILD A NEW VISUAL WORKING ENVIRONMENT

Visual
Management

Flash meetings

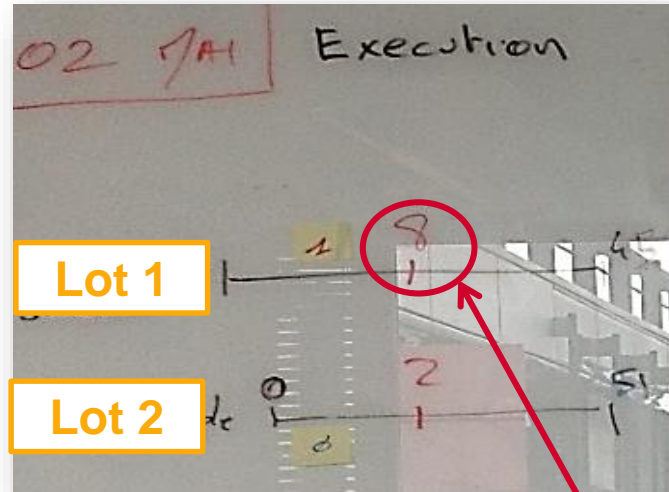


2

MANAGING TEST CASES FLOW

Aligning the workload with the deliveries

Coordinate
The testing process



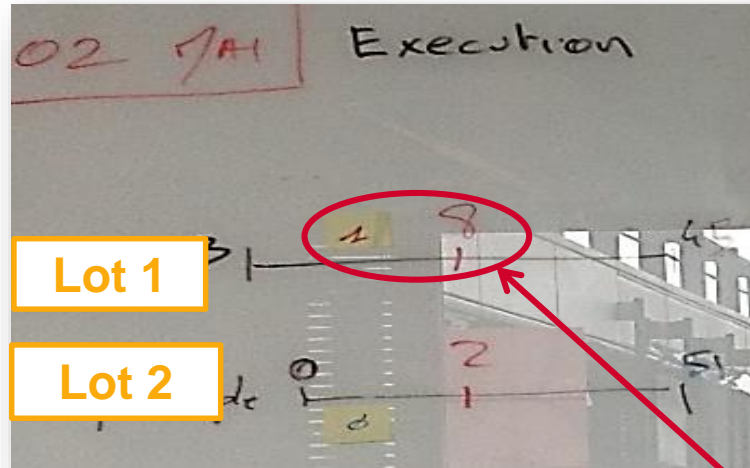
Setting daily objectives (8)

3

LEARNING HOW TO RESOLVE PROBLEMS : PDCA

Visual management reveals problems

Team manager triggers the problem solving



Difference between the objective (8) and the actual (1)

3

LEARNING HOW TO RESOLVE PROBLEMS : PDCA

Problème

Le taux de défauts est trop élevé (environ 10%) et nous devons le réduire à 5% dans les 30 prochains jours. (Le taux de défauts est de 10% (100/1000) sur 1000 pièces produites).

Hypothèses de causes

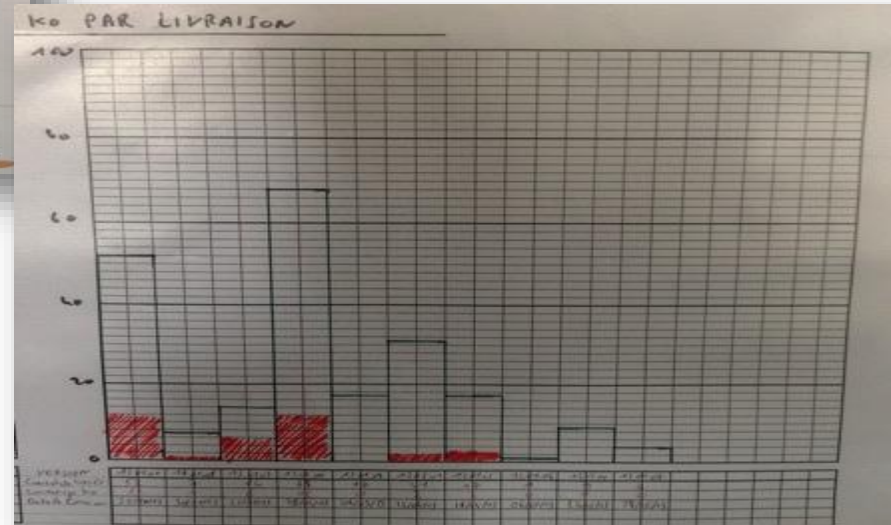
Le taux de défauts est trop élevé à cause de la mauvaise qualité des matières premières. Les machines ne sont pas bien réglées. Les opérateurs ne sont pas assez formés. Les procédures de contrôle qualité ne sont pas strictement appliquées.

Actions

#	Quoi	Qui	Peux	Matériel	Résultat
1	Contrôle des fournisseurs (100%)	J.P.	10/10	OK	Amélioration de la qualité des matières premières
2	Formation des opérateurs (100%)	J.P.	10/10	OK	Amélioration de la qualité des pièces produites

Check

Act



4

MANAGE QUALITY : THE ANDON

Immediate reaction
when a problem arises



5

SHARING THE KNOWLEDGE

Every day the expert spends 20mn with a Tester

Opportunity to teach good practices



WHAT HAPPENED?

Manage the flow
Quickly remove blocking
points one by one



Improved productivity

See the problems
Practice the PDCA



Improved quality

AGENDA

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Key success factors

The Manager Feedback

Uniqueness and new contributions

Conclusion : Lean & Testing

Our Ambition

KEY SUCCESS FACTORS



The team took **ownership** of the **visual management**, systematized **immediate actions** and **troubleshooting**



All **management levels** were **really committed to the approach**



Customers expressed **satisfaction** and they noticed a clear improvement in **service quality**

MANAGER FEEDBACK

- Simplified pace
- Clear vision
- Good level of information

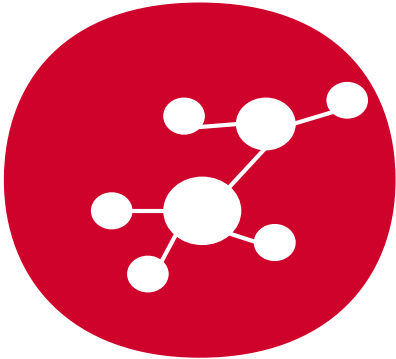


UNIQUENESS AND NEW CONTRIBUTION

- Innovative subject
 - New approach to improve processes
 - Focus on people
- Original approach
 - Facilitator of initiatives
 - Promote Innovation



CONCLUSION : LEAN & TESTING



A **simple accomplishment**
that must be guided



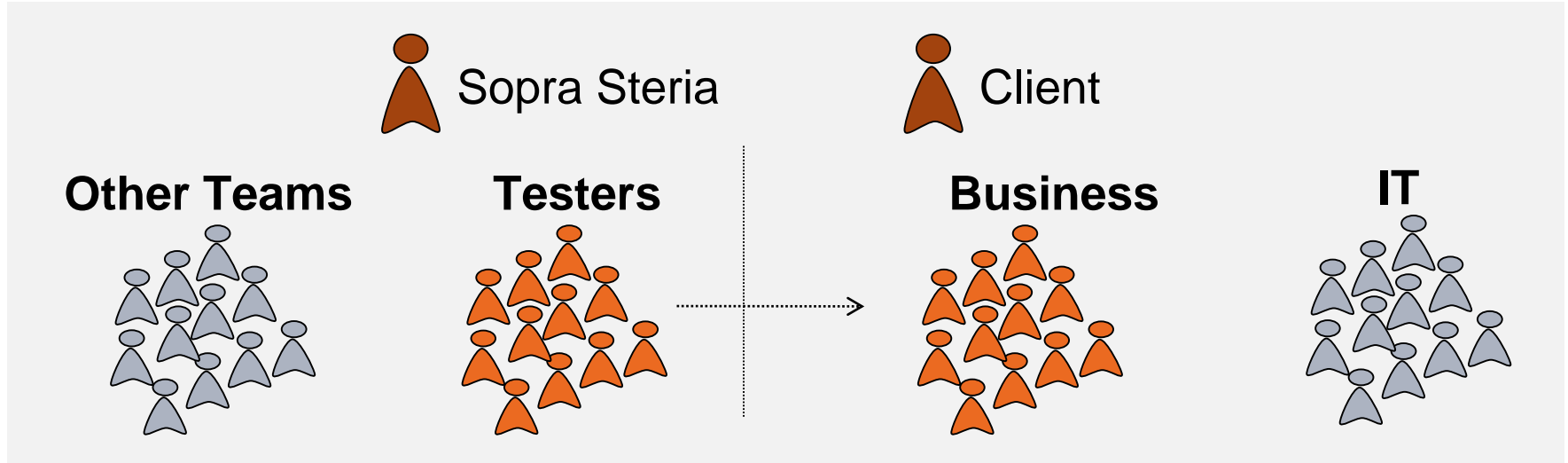
Results to reproduce
with the whole team



an **innovative managerial**
practice: client, employee,
company

SOPRA STERIA AMBITION

“ Deploy the method on the entire application cycle,
including on client’s side ”





QUESTIONS / ANSWERS

CONTACTS

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