

A Quality Enablement Journey

Case Study



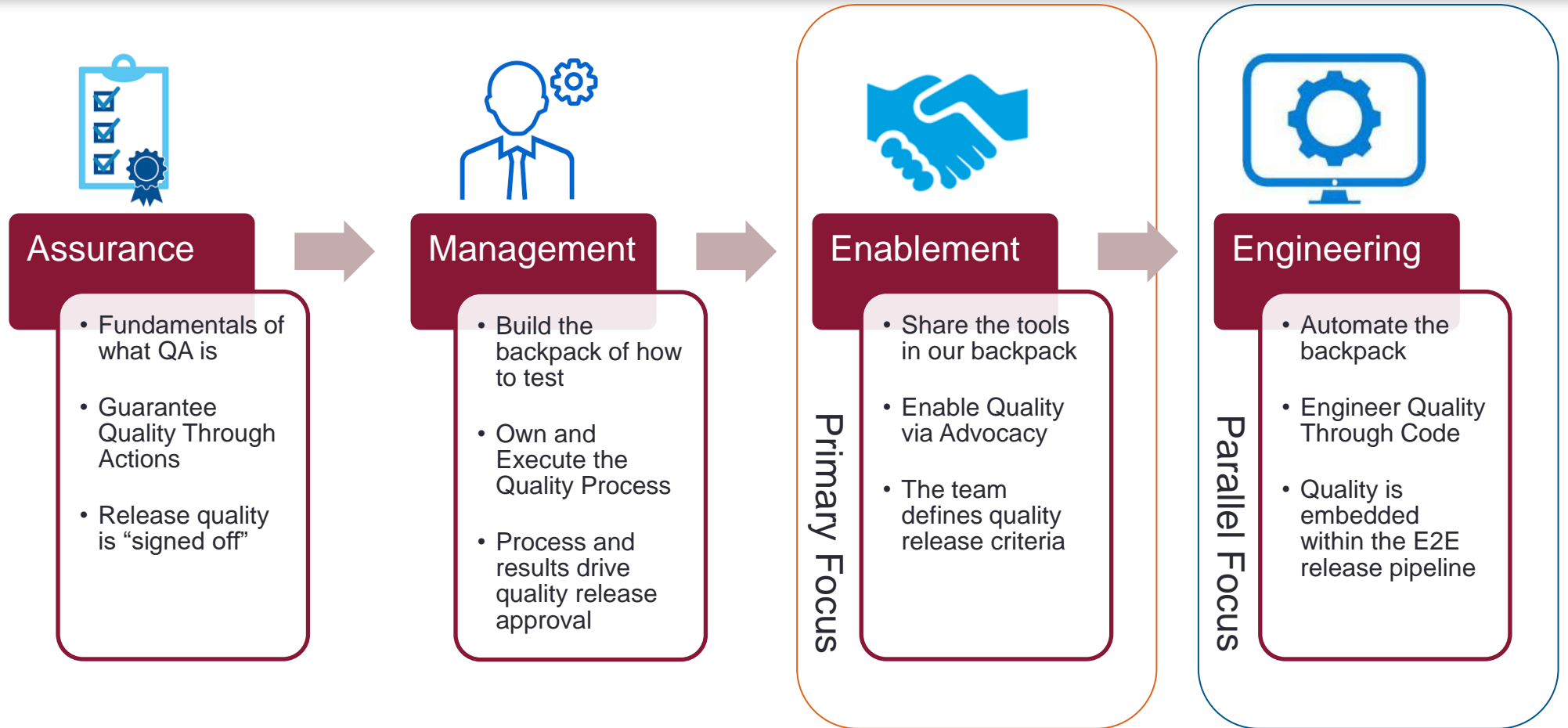
**CUNA
MUTUAL
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Our Mission

Teach and instill quality concepts in Agile teams through Quality Coaching and Engineering.

The Evolution of our Focus



Driving Themes



Quality Focus



Deliver business value faster



Cycle Time



Match talent to teams



Cross-Functional



Automation First



Core Initiatives



Reduce Dependencies

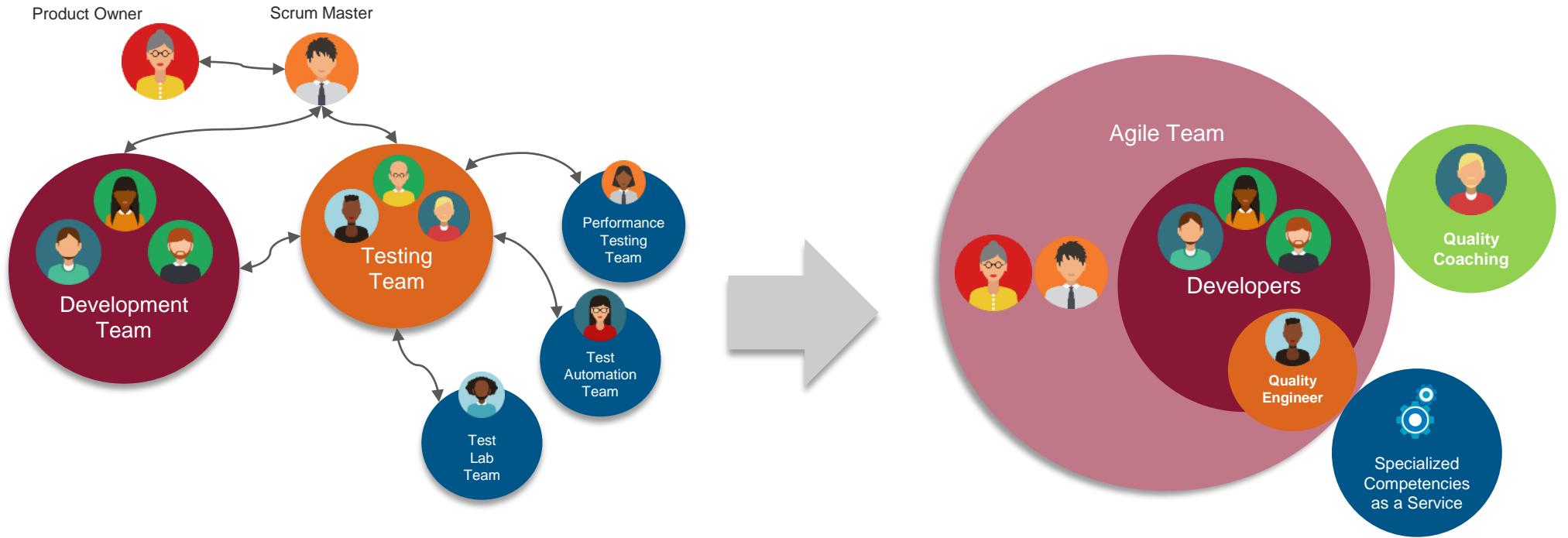


Shift Mindset



Self-Service Capabilities

Enabling Quality *within* Agile Teams



Quality Is The Tester's Responsibility

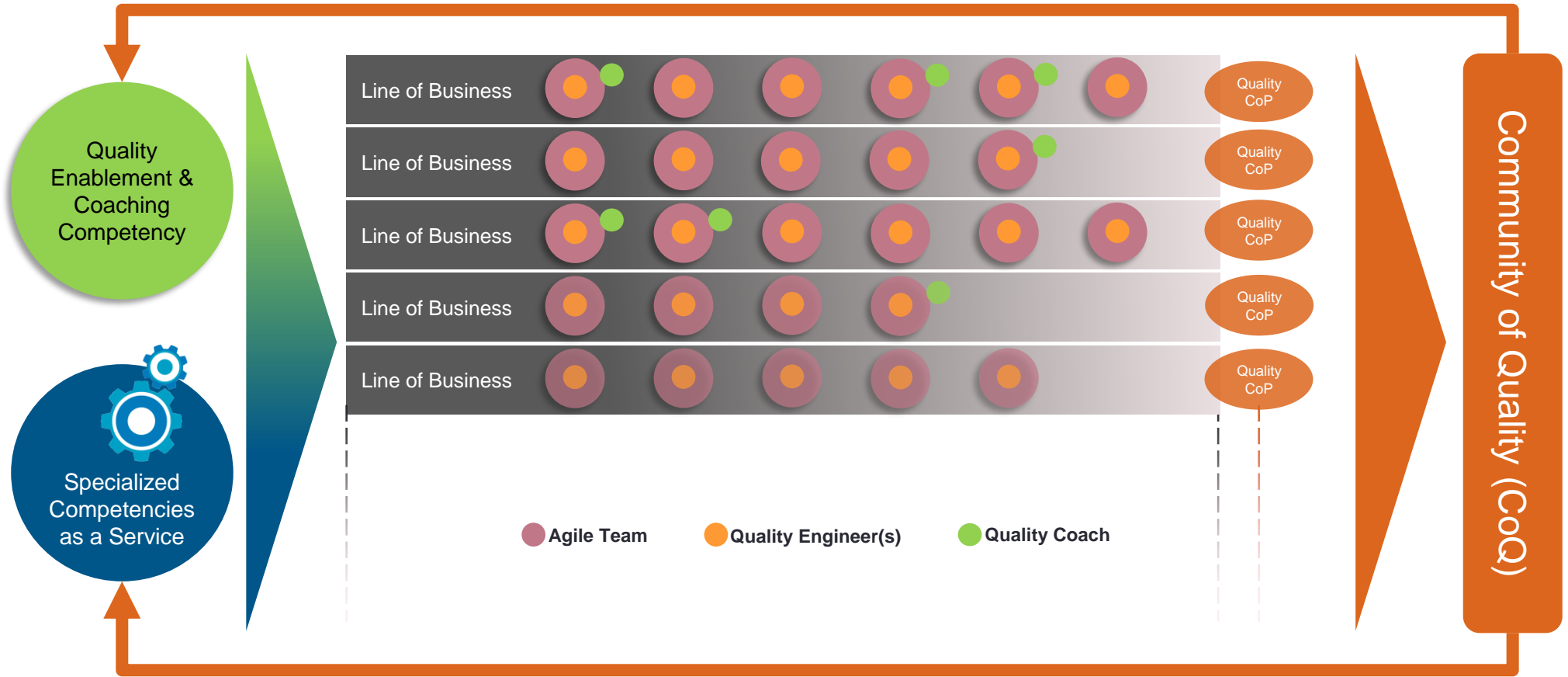
Independent

Integrated

Inclusive

Quality Is Owned & Embraced By The Team

Enabling Quality across Agile Teams



Our Principles of Agile Quality

Customer Satisfaction -over- Everything Else

Continuous Involvement -over- Limited / At the End Involvement

Team Responsibility for Quality -over- Tester's Responsibility

Building the Best System -over- Breaking the System

Tool Capabilities -over- Manual Tests

Quality Advocacy -over- Quality Assurance



Quality Engineer vs. Quality Coach



Quality Engineer	Quality Coach
Embedded	Temporarily assigned
Dedicated; assigned to specific team	“Traveler”; works with multiple teams
Ongoing involvement with team	As needed involvement with teams
Promotes quality through day-to-day activities with the team	Promotes quality through formal activities with one or more teams
Provides general training	Provides deeper or more technical training
Provides “full stack” of Quality skills	Trains and coaches teams on Quality skills
May enlist the assistance of a Quality Coach	May assist teams with or without a Quality Engineer

Specialized Competencies – Team(s) of Experts



Characteristics:

- Full Service
- Significant Dependencies
- Limited Transparency

Specialized Competencies – Enabling the Next Experts

Characteristics:

- Self Service
- Eliminate Dependencies & Promotes Ownership
- Creates New Possibilities & New Feedback Loops



Beyond Specialized Services – Delivering Platforms



NPS Photo / Neal Herbert <https://www.nps.gov/articles/fly-fishing.htm>

With this model, our Agile Development Team:

- Is able to spend cycles on continually improving capabilities.
- Focuses on delivering Products that are easily adopted, integrated, flexible, up to date, and never done.
- Earns customers by delivering value, not via mandate.

Challenges

- Changing the mindset around Quality at the corporate level
- Shared ownership degrades to no ownership
- Metrics that matter
- Quality Capabilities that target a “non-QA” audience



Our Future Vision

- Continue building a more technical Quality Practice
- Strengthen our Coaching competency
- Processes and Capabilities embedded in a secure & compliant release pipeline



Q & A



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