



# CASE STUDY

a global vision for software testing

## Bespoke Training Solutions

**Client type: World Leader in Mobile Telecoms - NYSE & Euronext-Paris listed**

### Why TCL?

The Client engaged with TCL to perform this work because of the unique blend of business knowledge and testing capability within the company. The Client recognized that TCL had a solid understanding and experience of relevant work practices and were able to articulate an insight into how to practically apply the new concepts into a working model. TCL were known to the Client Organisation for a high standard of delivery and successful project work. By engaging with TCL to deliver the training, it sent a clear message that the work was credible and intended to succeed.

### Background

After an externally led review of the whole IT organisation and associated processes, the client undertook a technical transformation programme. This generated a number of requirements for education and support around the implementation of new testing practices. To ensure independence and industry 'best practice' was captured TCL were engaged.



"The great thing for our customer was that costs were reasonable, their team didn't have to leave the office and they now have a clearer view of test process and test techniques."

Richard Morgan  
Training Manager

### Benefits

The solution from TCL provided immediate benefit to the Client in terms of:

- Short lead time from initiation to first delivery on site
- TCL had positive examples of applying techniques such as Risk Based Testing which increased the credibility of the new approach
- Business areas recognized TCL consultants for their previous delivery success which further increased the credibility of what was taking place.

Each person who attended the courses and received the mentoring and support fed back that they had benefited from the time and that they had applied the new skills into their working environment. This brought empowerment into the team and gave them the confidence to become representatives of the new process.

As a function of the training and support provided on site, TCL delivered constructive feedback and suggestions for improvement to the new processes. This led to further updates and improvements to the ongoing transformation programme.



## Challenge

The challenge for TCL was to develop a training package for a core group of Test Managers to run over a 6 month period without negatively impacting business as usual responsibilities. The training package to include:

- Fundamentals of Software Testing - to provide a common language
- New Client Processes
- Risk Based Testing
- Mentoring and support.

The course would be run for a group who were combined from various teams and departments under the reorganisation. Their skill and knowledge levels were not closely aligned and they each had specialist knowledge in certain systems and business areas. The recent organizational changes, redundancies and process changes meant that there was some uncertainty in the organization. This was distracting for those attending. It also made it hard to apply the new concepts because there was resistance in some other departments and business areas. In delivering the training solution, TCL recognized that there would be a need to focus on interpersonal areas as well as technical ones to make the period successful.

## Solution

TCL worked in consultation with the Client to develop a series of six bespoke training days for Test Managers. These days were split into a mixture of theory, presentation, and practical sessions. Throughout the training, emphasis was given to:

- Team Work
- Proving and retaining the new knowledge
- Putting the new knowledge into practice.

Short exams were set up after the first session to reaffirm and test the knowledge retained from each session. Support and drop in sessions were established to allow time for individual questions and time to help those attending the course work through the new ideas. Business areas were also invited to attend these sessions. In addition to this, a series of one-to-one mentoring and support sessions were established for key participants in the training.

The delivery of the solution was regularly reviewed with the Client. This allowed for two-way feedback and adjustments. It also provided a means of escalation at times when the application of the new concepts met any significant resistance.

“Our Client really appreciated the value that this training brought to them in their day to day work. The programme was run during a tough period of organisation wide change and provided a catalyst that helped improve morale and understanding in the team.”



Tony Prosser  
Co-founder & Director, TCL

TCL is an independent Software Testing and Business Consultancy started at the beginning of 2000, with offices in the UK in London, Bristol & Exeter; in the US in Burlington, Massachusetts; and in India in Bangalore.



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