



K. J. Ross & Associates
Software Application Lifeguards

Practical Approaches to Motivating Testers

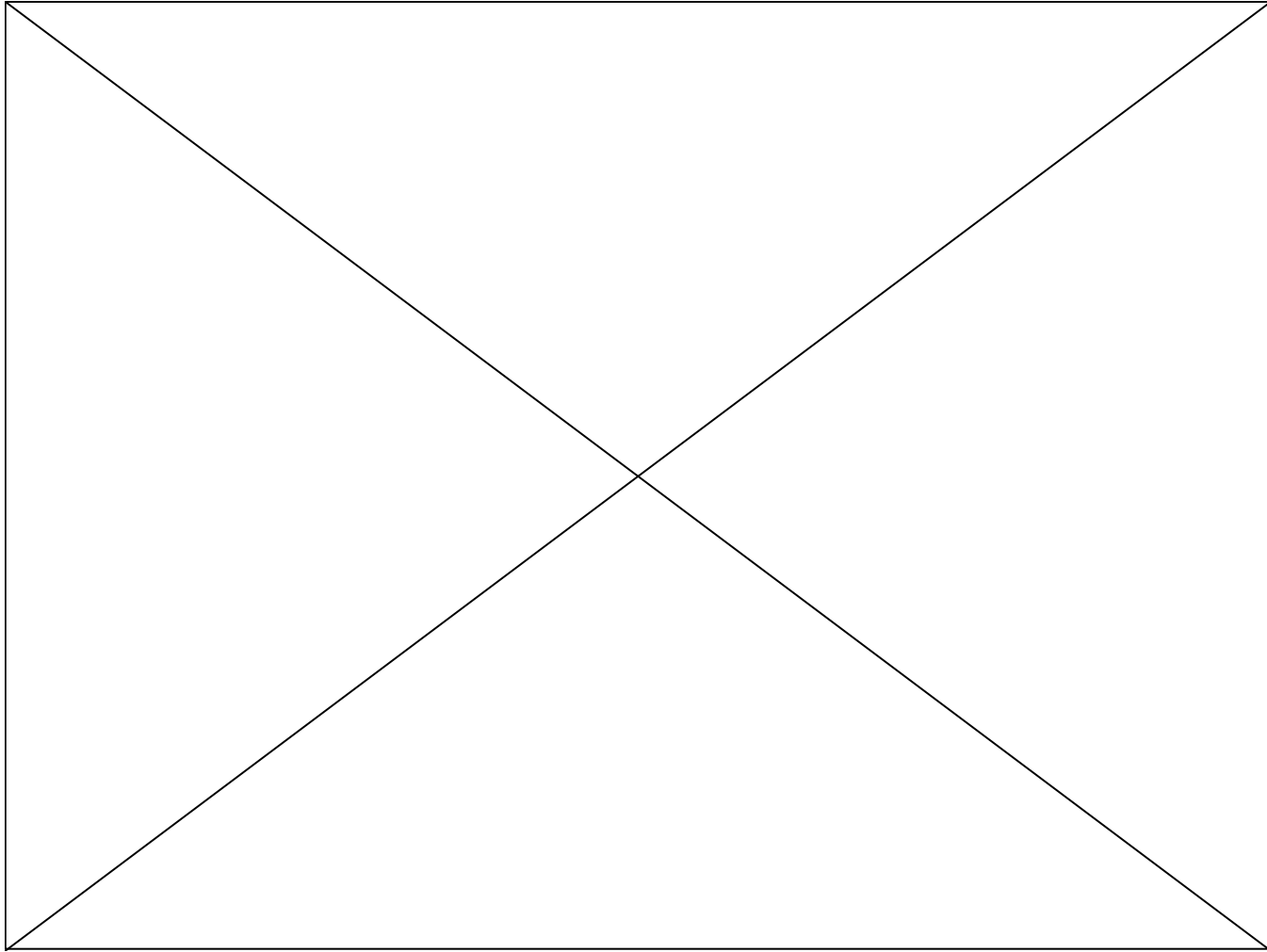
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EuroSTAR 2011, Manchester, UK

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Bonuses don't work!!!????

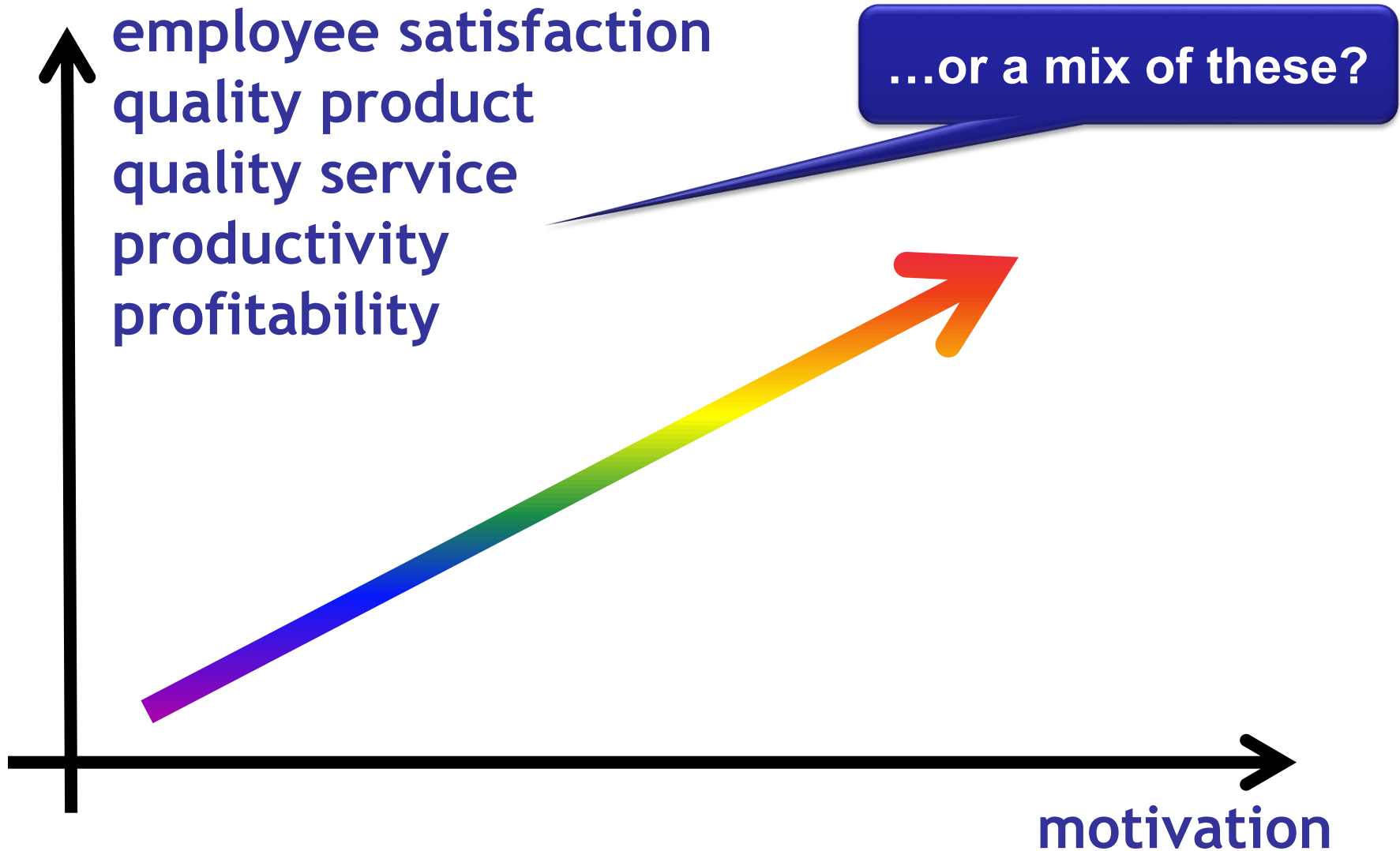


Workshop Overview

- Business' view
- Two sources of motivation
- What motivates you?
- Tester Motivation Survey
- Motivation models
- Practical strategies



Business' View





**Employee
Satisfaction**

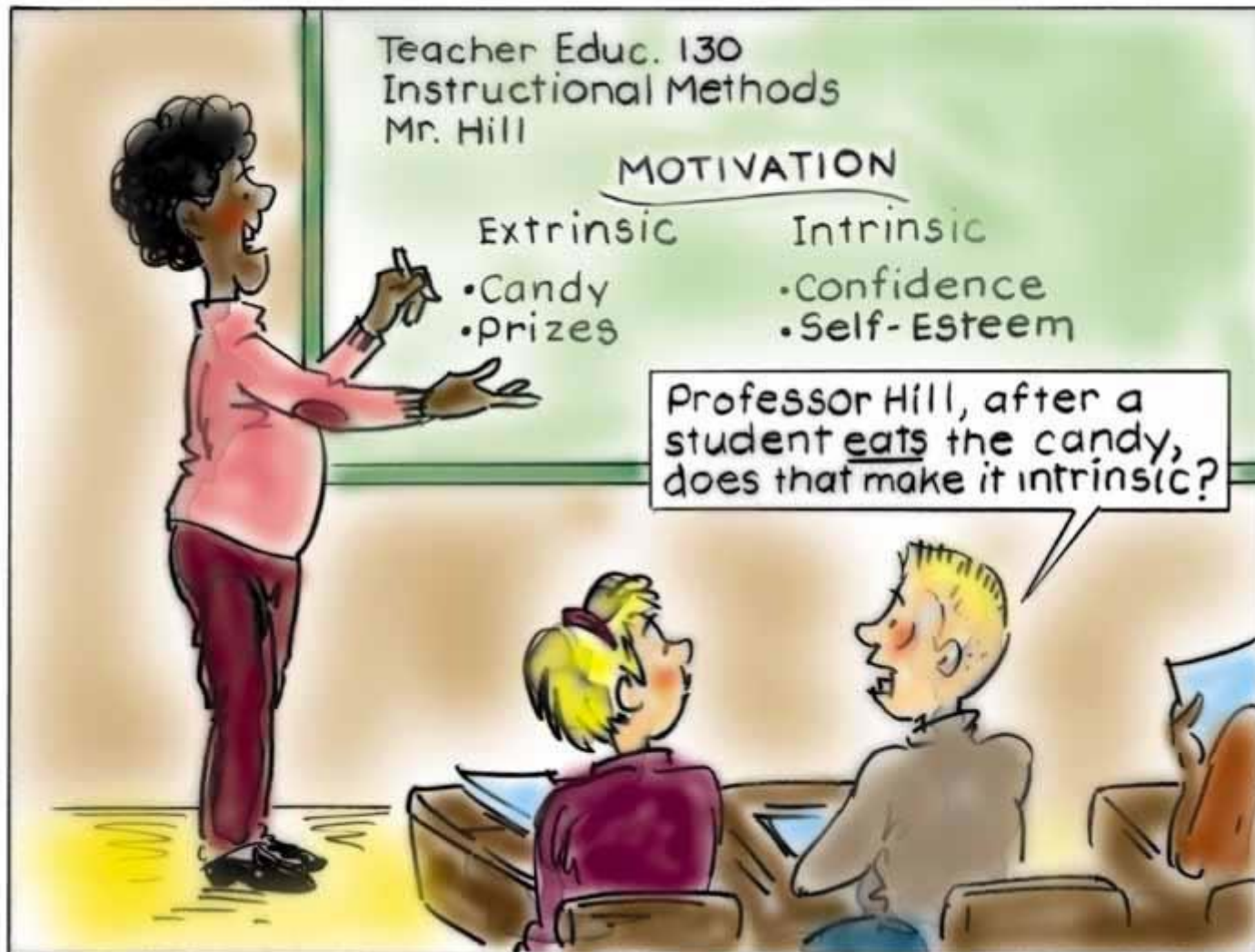


**Financial
Performance**

**Increasing
employee
satisfaction
by 20%
increases
profitability
by 42%**

1999 Maister Survey, 5,500 respondents

Two Sources of Motivation



What motivates you?



But, what
about
YOU!

- Exercise:

1. What motivates you?
2. What demotivates you?
3. How do you motivate your testers?

Visit

http://www.surveymonkey.com/s/Tester_Motivation to participate in the full survey & receive feedback on your motivation!

Discussion - What motivates you?

**I want
more
money**

**I want to
contribute**

**I want
power**

**I want to
be
promoted**

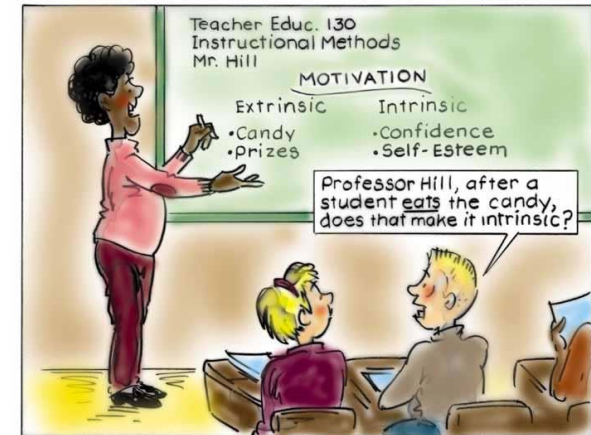
**I want to
manage
myself**

**I like to
feel
wanted**

We are all different or we would all want the same job!

Top Six Incentives - McKinsey

1. Praise from manager
2. Attention from leaders (1:1)
3. Opportunities to lead
4. Performance-related bonuses
5. Increased salary
6. Stock (+options)

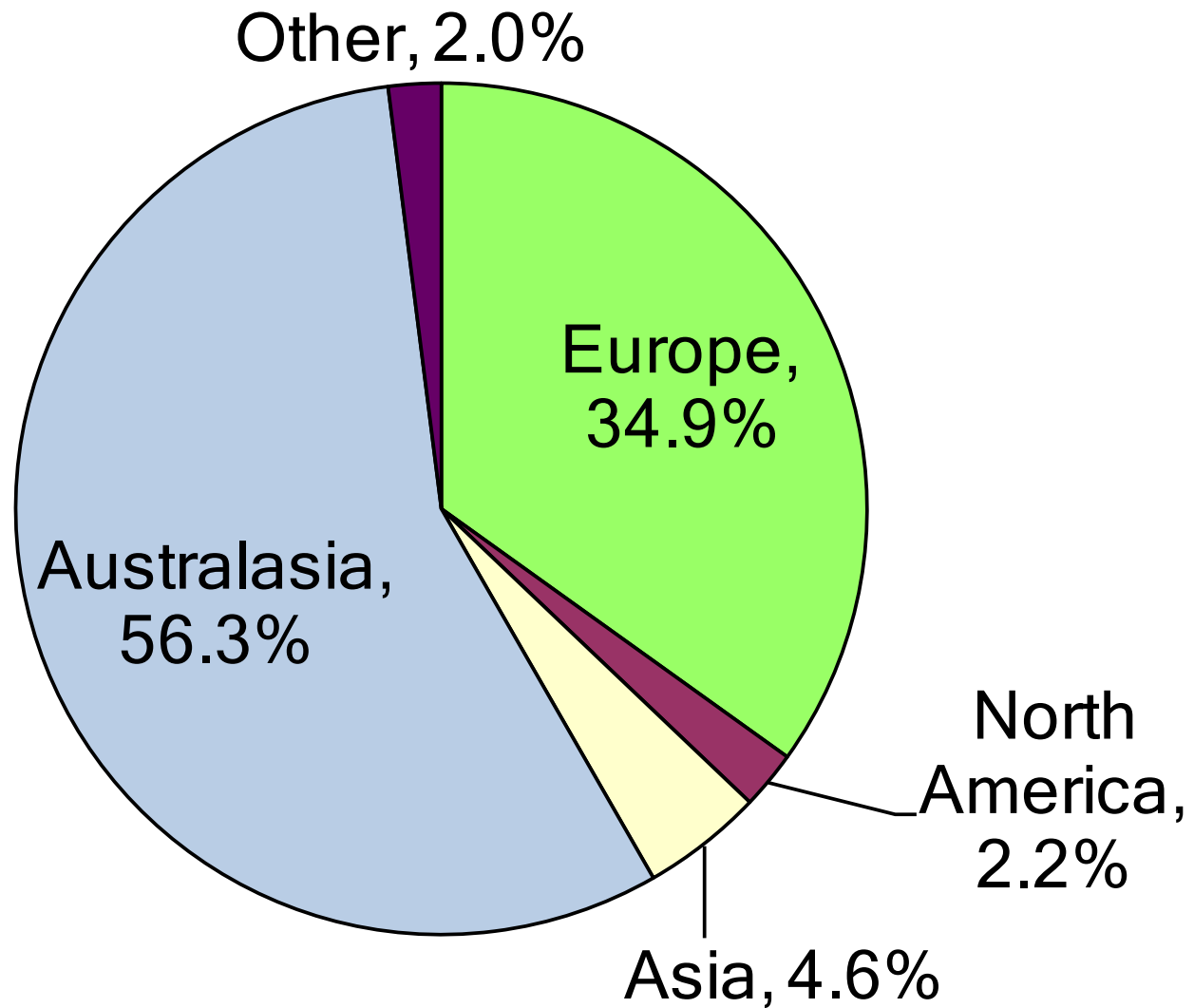


Investigation Approach

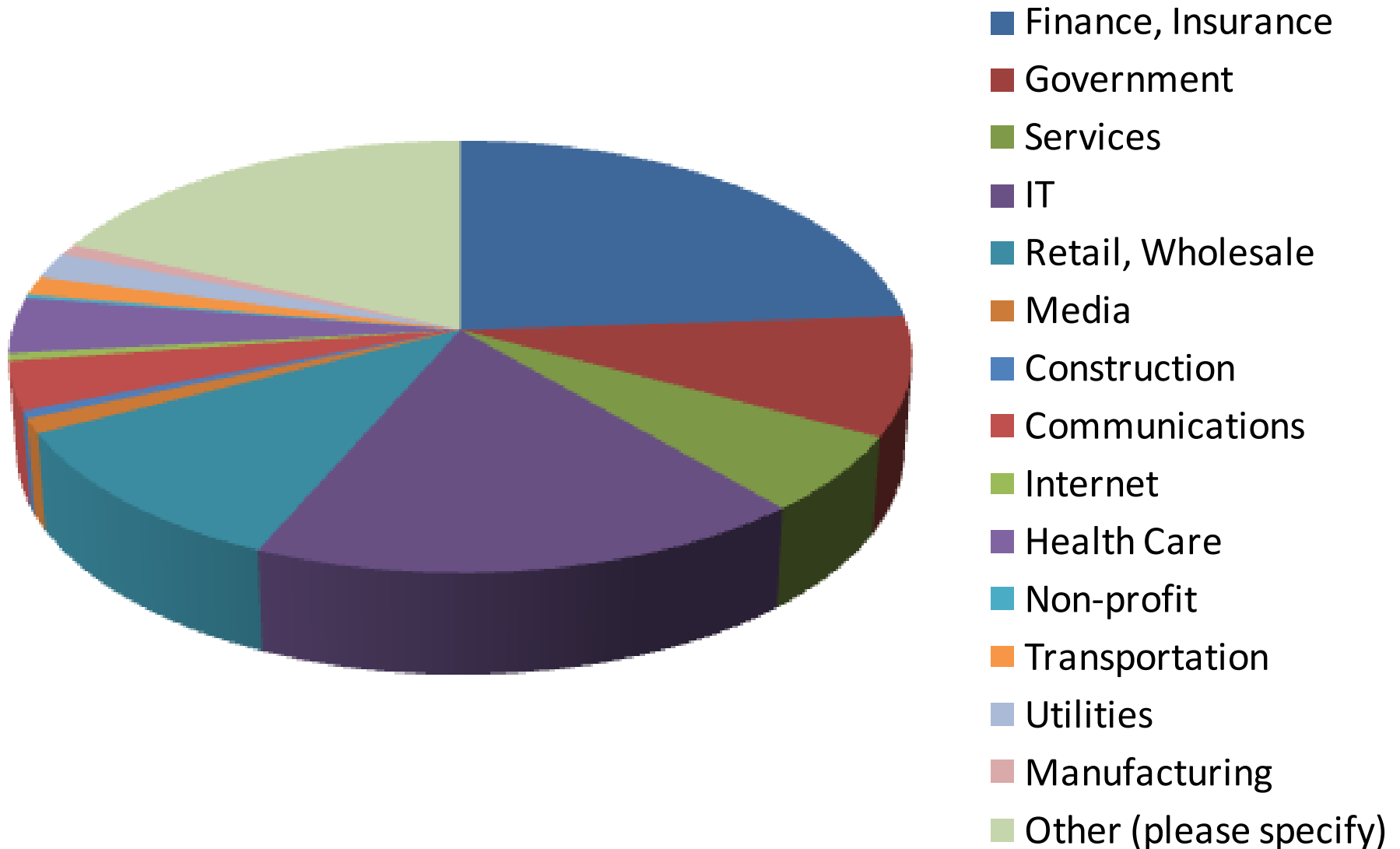
- Questionnaire
 - Paper-based
 - SurveyMonkey
- 40 Questions
 - Demographic
 - Motivation-related (Likert-scale)
 - Open-ended
- Responses from around the world (around 450)
- Analysed qualitative & quantitative data



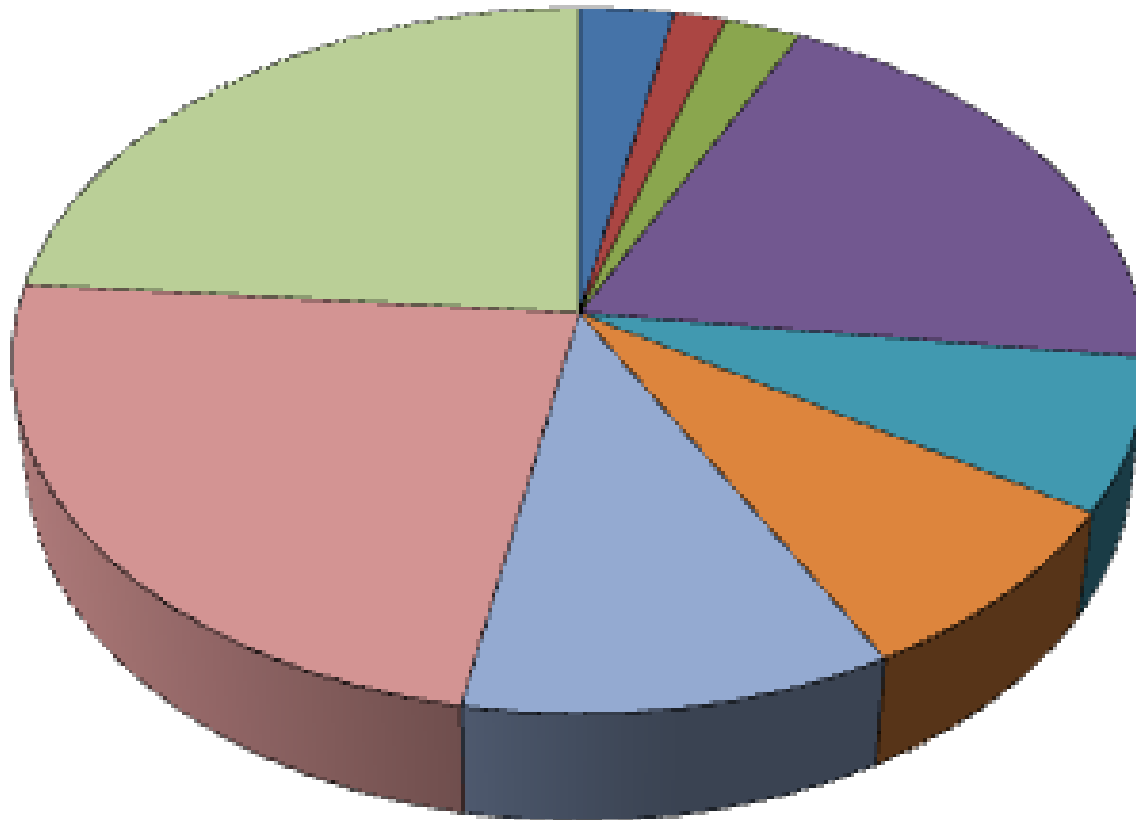
Respondents by Region



Industry Sector

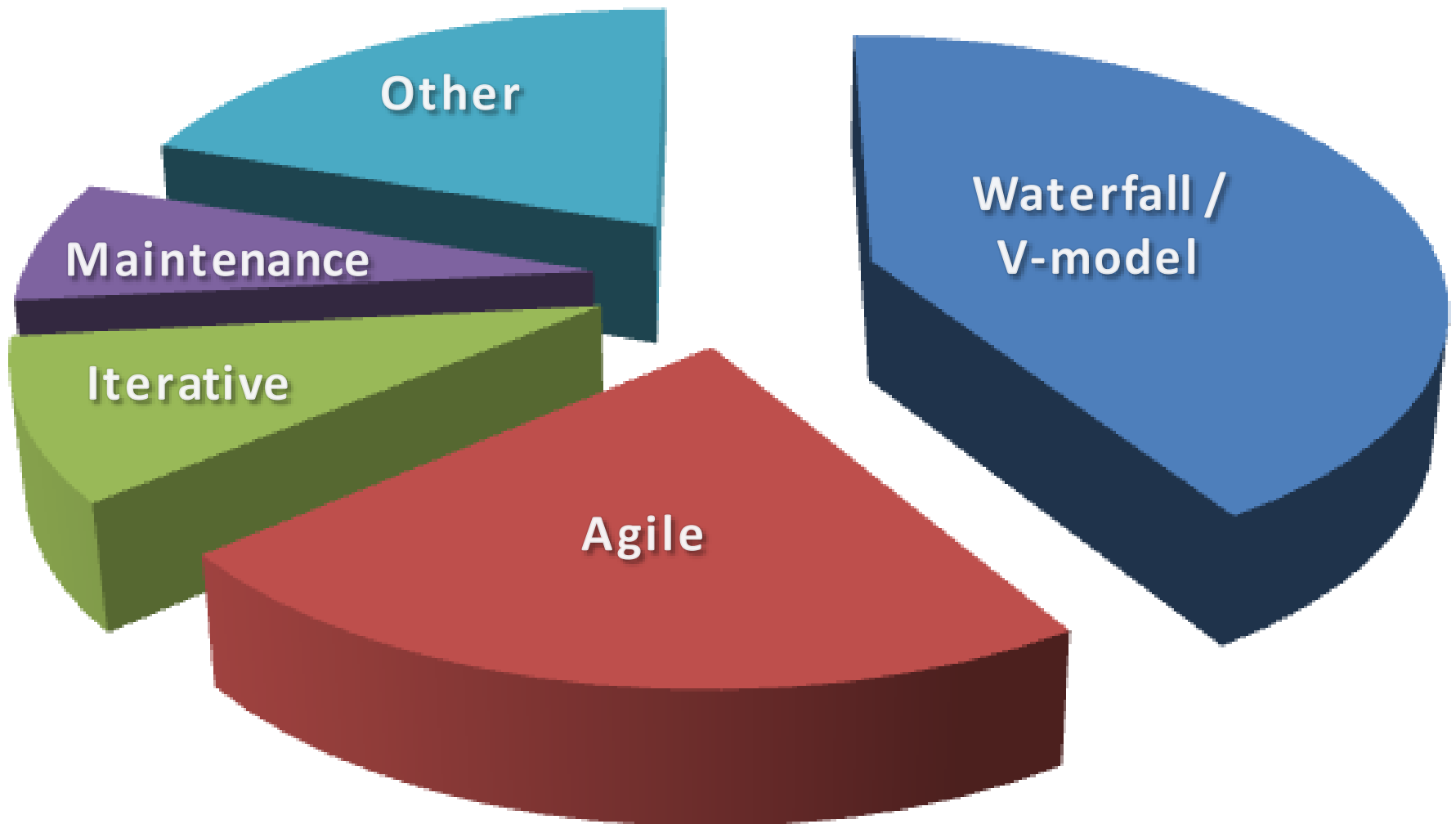


Testing Roles



- Developer/Tester
- Test Automator
- Performance Tester
- Other
- Head of Testing
- Test Consultant
- Test Lead
- Test Analyst
- Test Analyst
- Test Manager

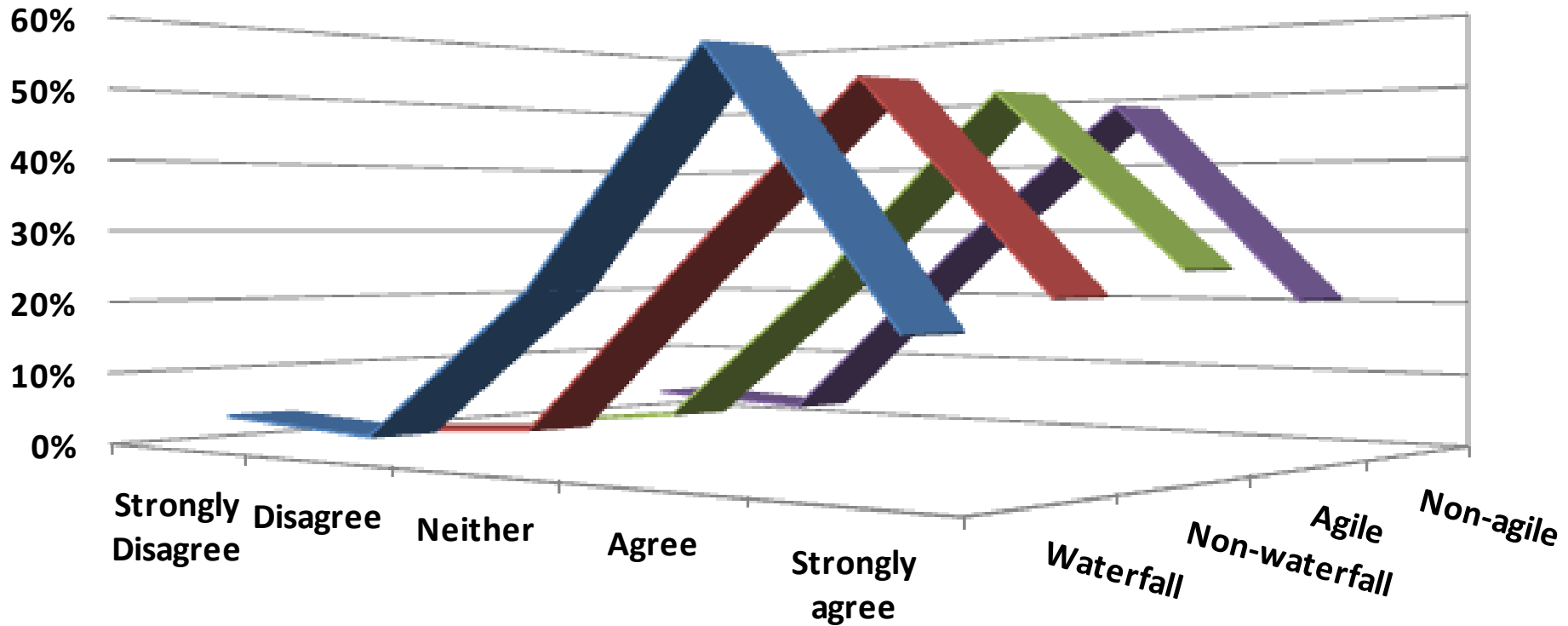
Life Cycles



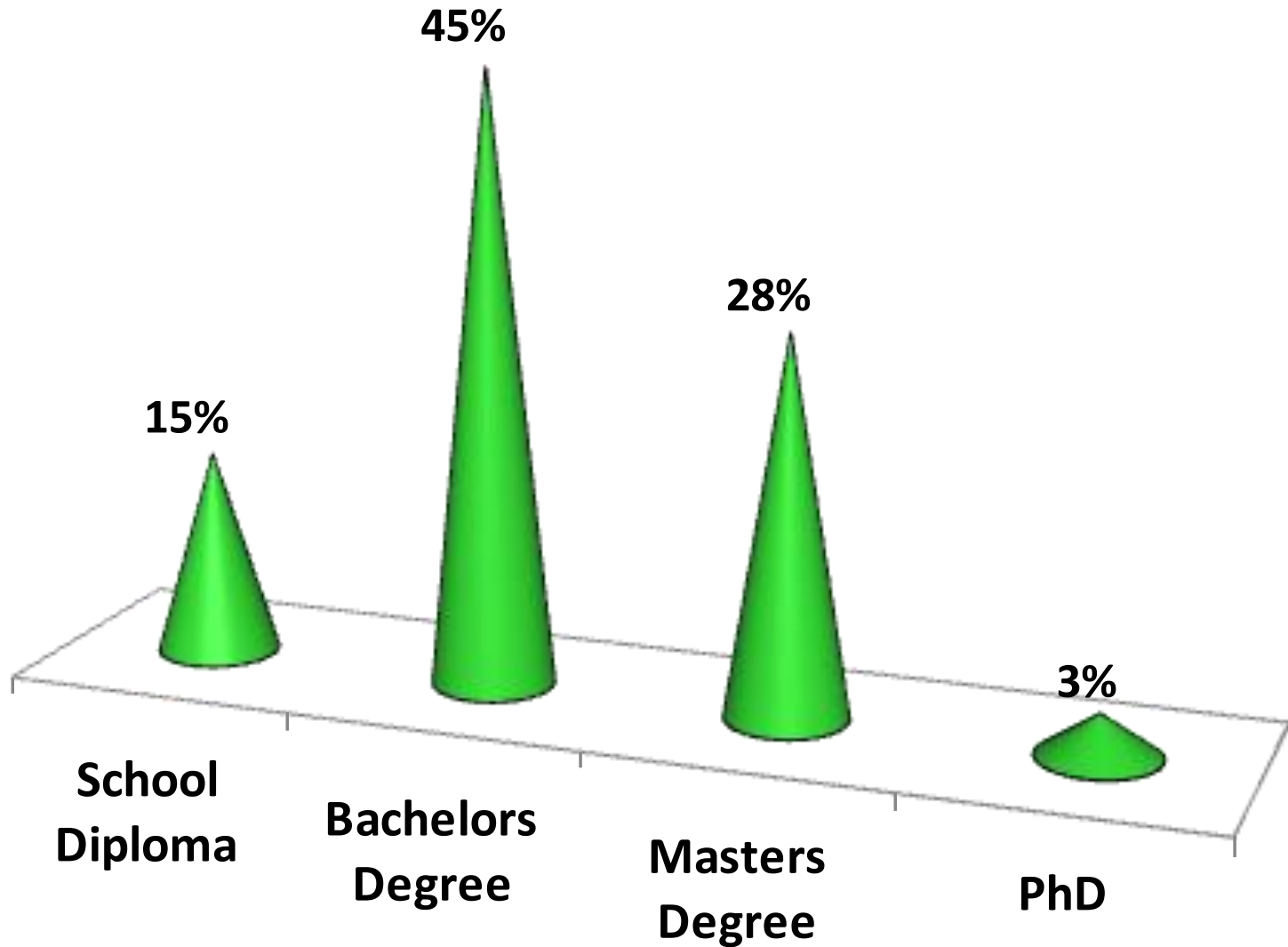
Perceived Motivation



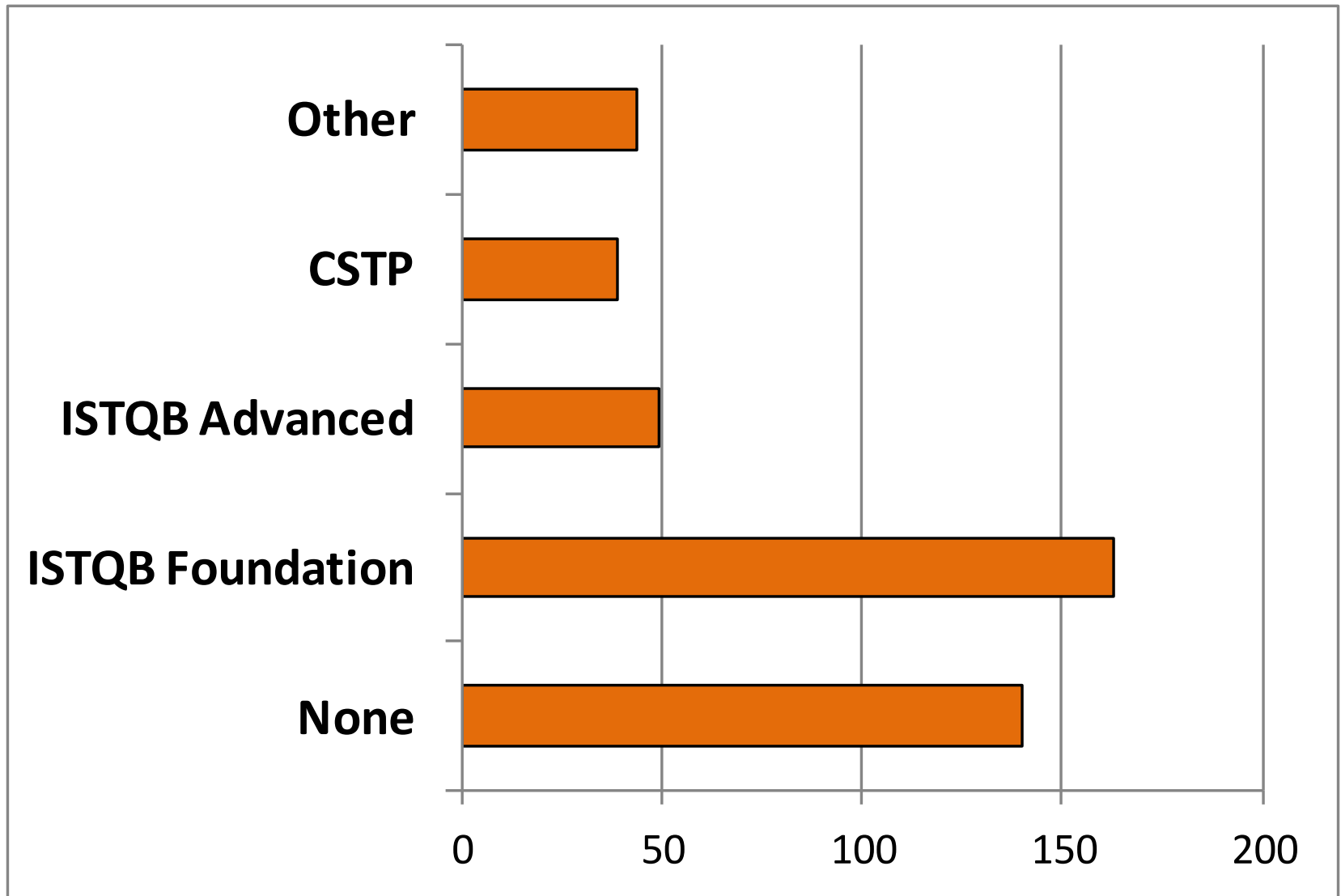
Motivation vs. Life Cycle



Education (highest achieved)

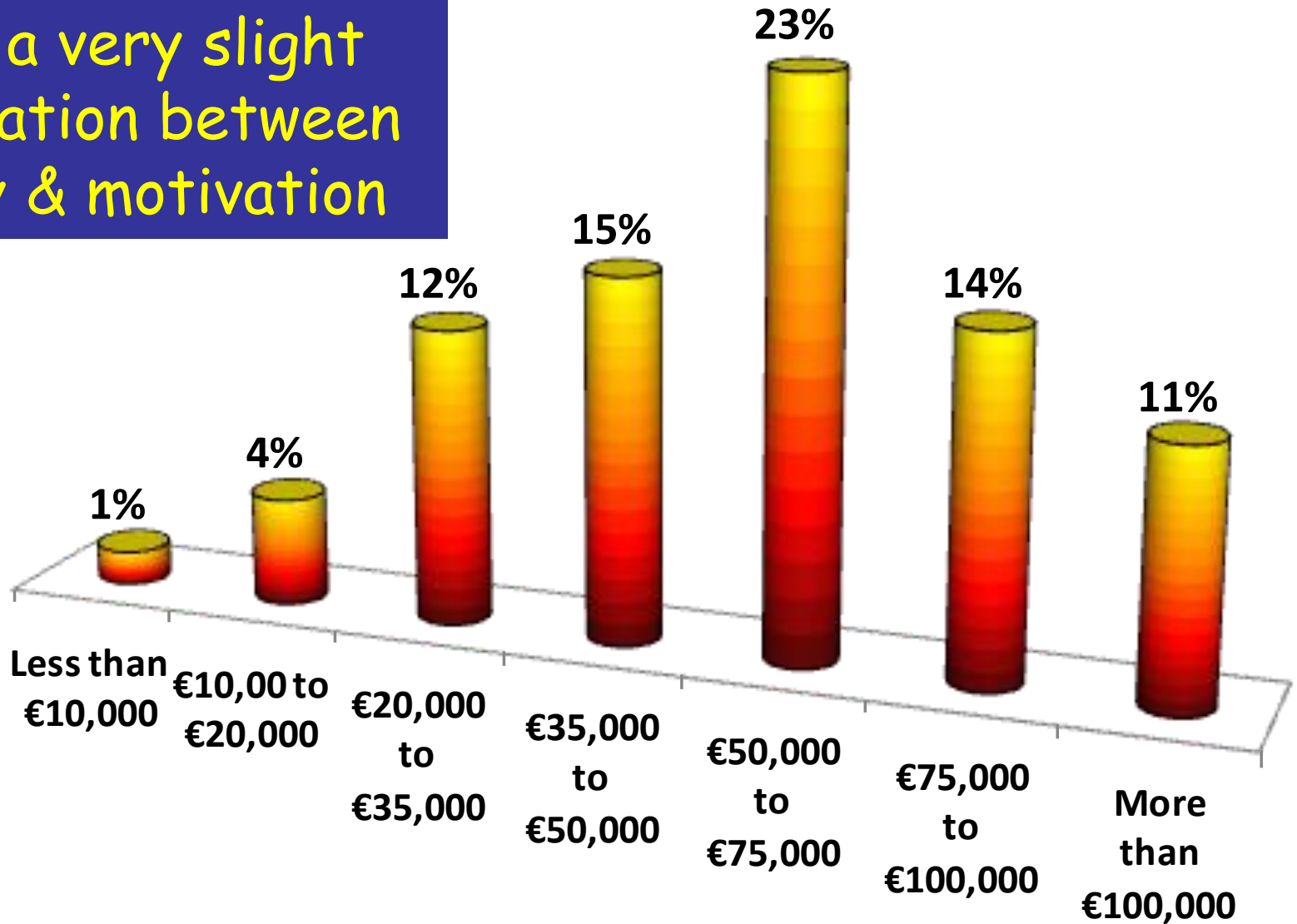


Certification



Salary

Only a very slight correlation between salary & motivation



Motivation Models

- Reinforcement (carrot & stick)
- Motivating Potential Score
- Equity Theory
- MAP

Reinforcement Theory

Carrots?

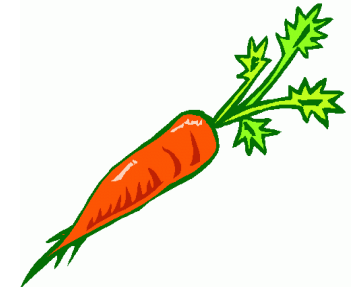


...or Sticks?



Reinforcement Theory

Positive
(carrot)



Works better than...

Remove Unpleasant State

Works better than...

Punishment
(stick)



Reinforcement Theory

- Punishment is a poor managerial tool
 - Creates hostility & retaliation
 - Reduces morale & job satisfaction
- Positive reinforcement
 - Encourages more positive behaviour
 - Only works while reinforcement continues

But... how do we get good behaviour to reinforce in the first place?

Performance Related Pay (PRP)

- PRP can be applied to:

- Organization
- Team
- Individual

- Short-termed motivator

- De-motivating for cognitive tasks!

- Alters behaviour, not attitude or commitment



Reinforcement Survey Results

... poll numbers remained unchanged today, as people used recent events to reinforce whatever views they already had.

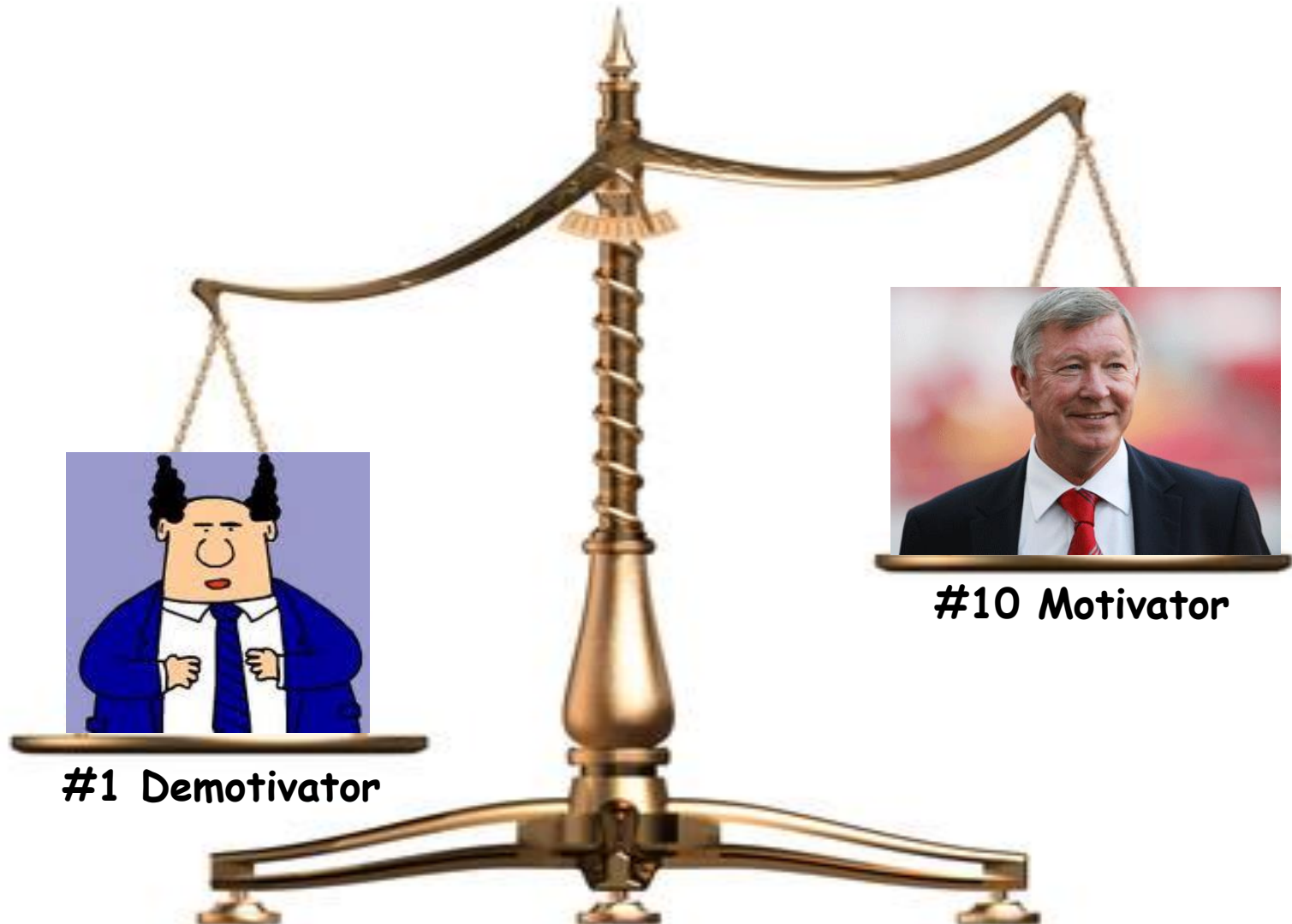


Carrots

- 16% overall thought money (12% salary + 4% bonuses) was a prime motivator
...BUT - only 4% of managers believed money to be a primary approach to motivating their testers
- 6% thought (low) salary was demotivating



Is good management important?



#1 Demotivator

#10 Motivator

Motivation Models

- Reinforcement (carrot & stick)
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Motivating Potential Score

- **Skill Variety (V)**
 - range of different skills used
- **Task Identity (I)**
 - degree of completing a whole job
- **Task Significance (S)**
 - importance of the job
- **Autonomy (A)**
 - level of control of your own time
- **Feedback (F)**
 - degree of supervisory & results-based feedback

Assign a score of 1 to 7 to each attribute...

$$\text{MPS} = \frac{(V + I + S)}{3} * A * F$$

...and then calculate your MPS

Exercise Outcome...

- What was your Motivating Potential Score?
- What is your lowest score?
- What changes can you make to increase your score?

- **Skill Variety (V)**
 - range of different skills used
- **Task Identity (I)**
 - degree of completing a whole job
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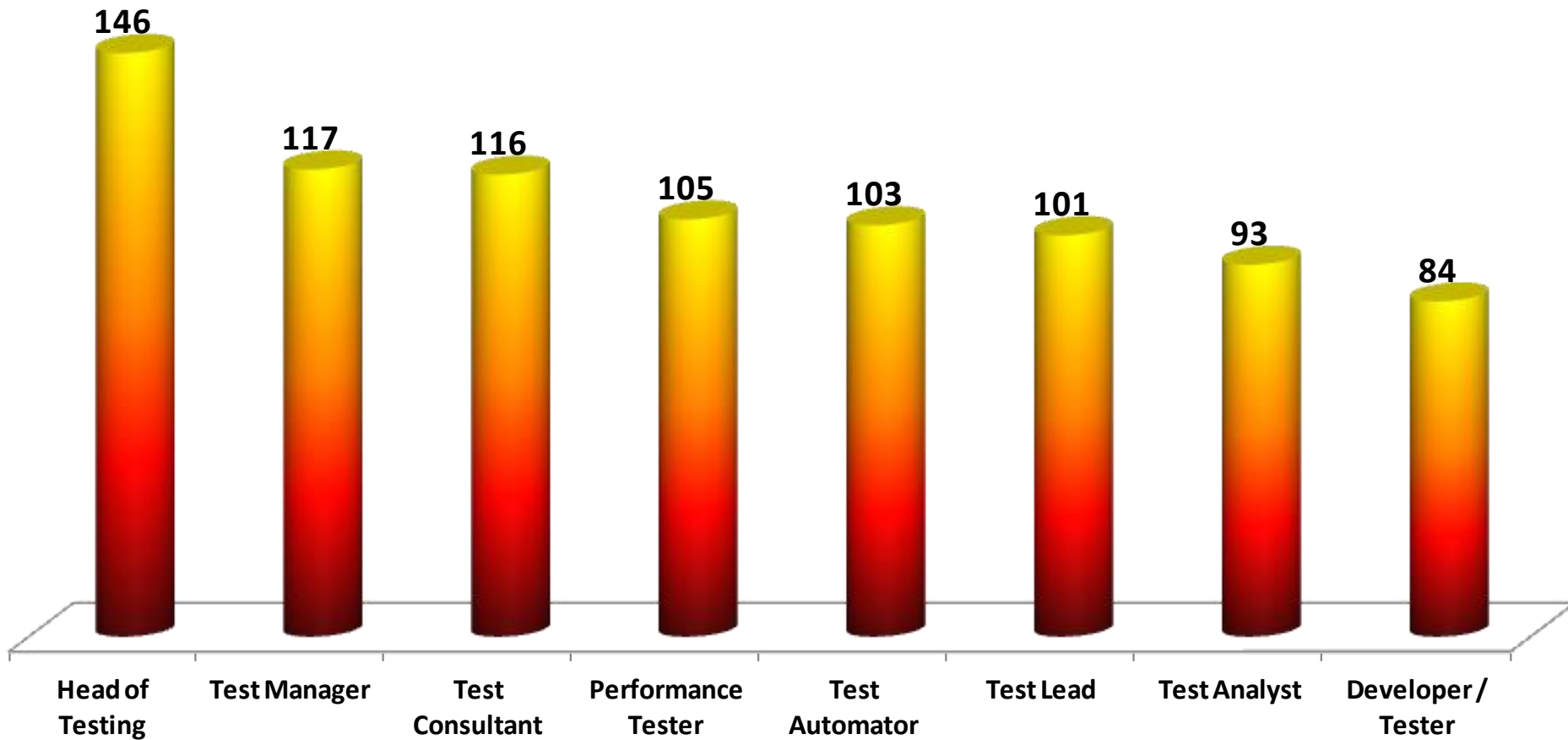
- $$MPS = \frac{(V + I + S)}{3} * A * F$$

MPS Survey Results

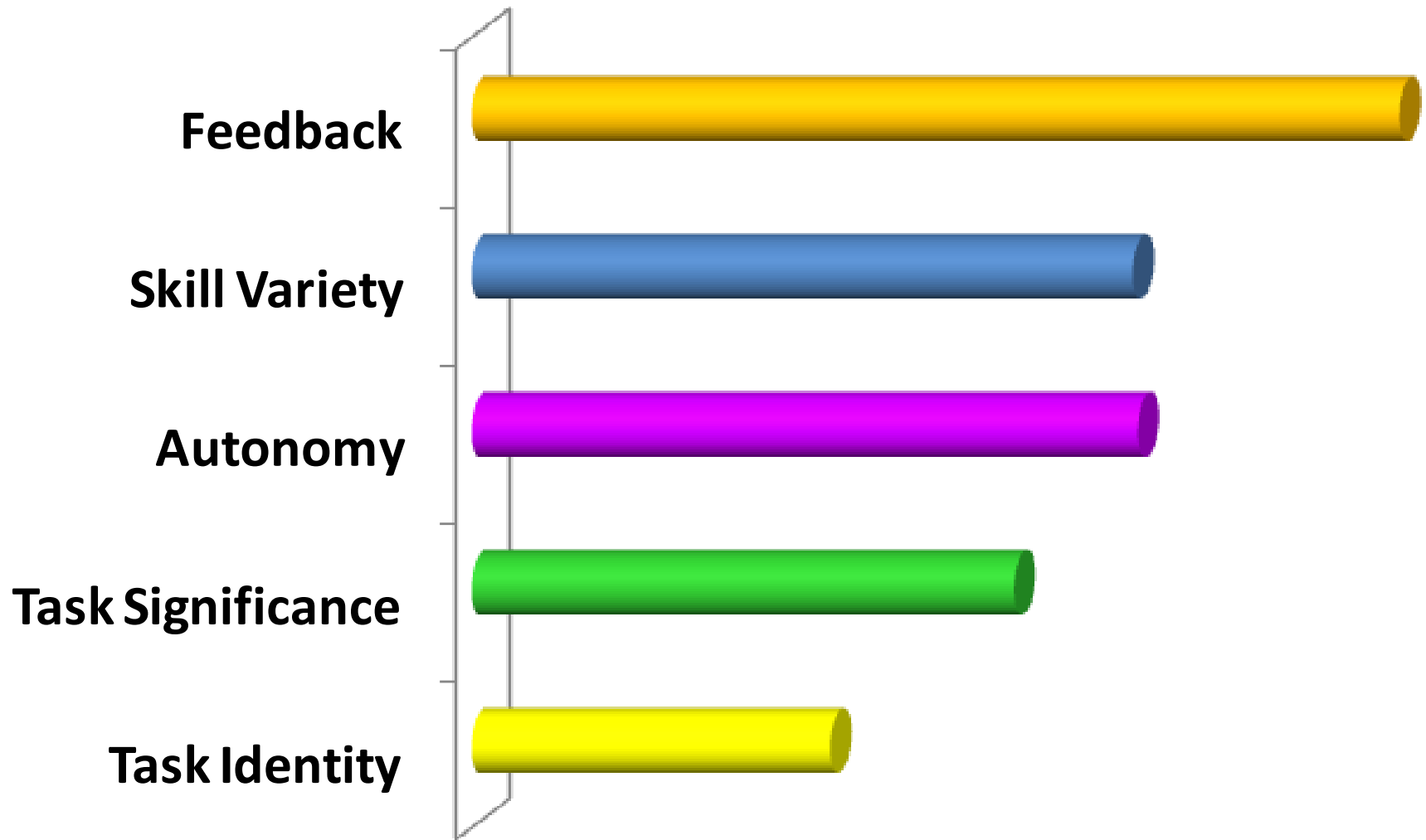


"What do you think . . . should we get started on that motivation research or not?"

Motivating Potential Score



Motivation Factors vs. Perceived Motivation



Motivation Models

- Reinforcement (carrot & stick)
- Motivating Potential Score
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Exercise

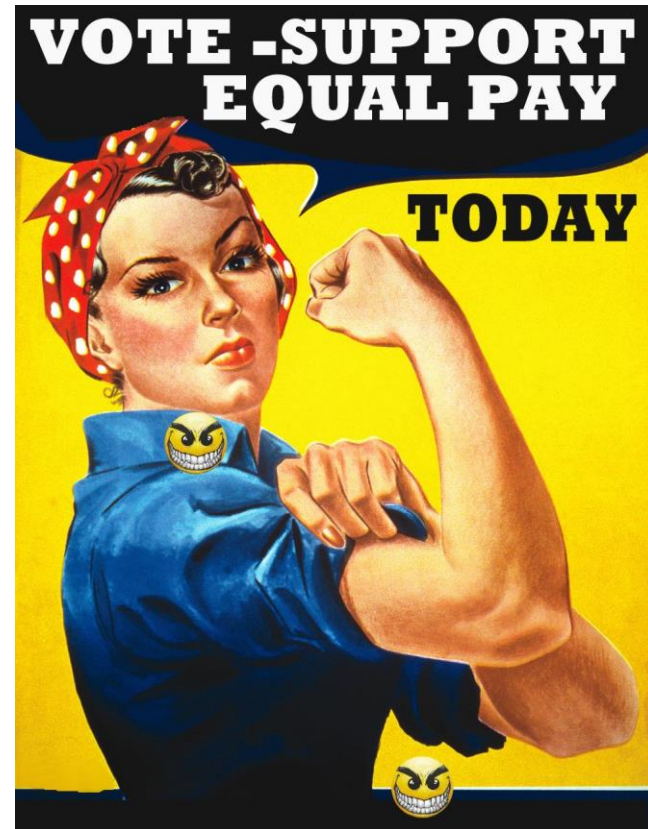


LOGIC

The beginning of wisdom, not the end

Equity Theory

- Workers expect fairness!
 - If perceived effort = perceived reward then productivity increases
 - Workers want to believe that all staff are treated fairly
- Workers will try to ‘fix’ inequitable treatment

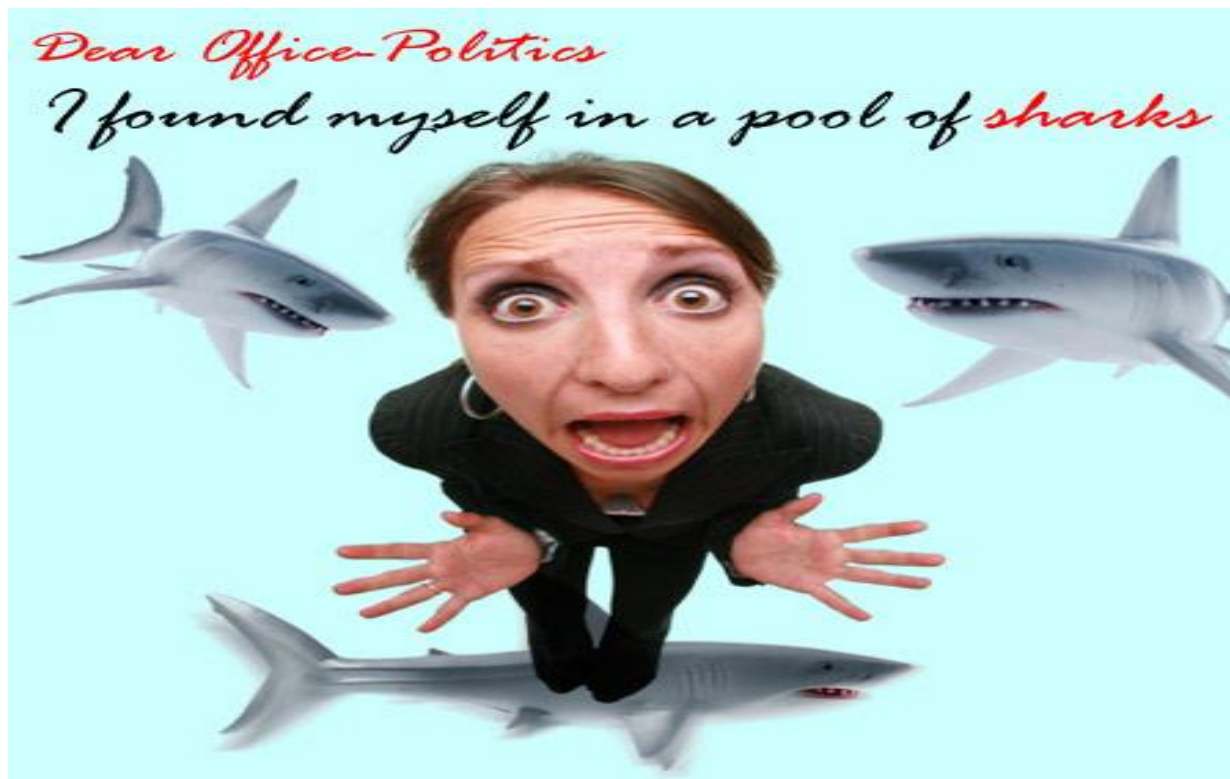


Equity Theory Survey Results



Inequity Results

- Just 5% of respondents felt that inequity such as unfair promotions & other staff underperforming demotivated them

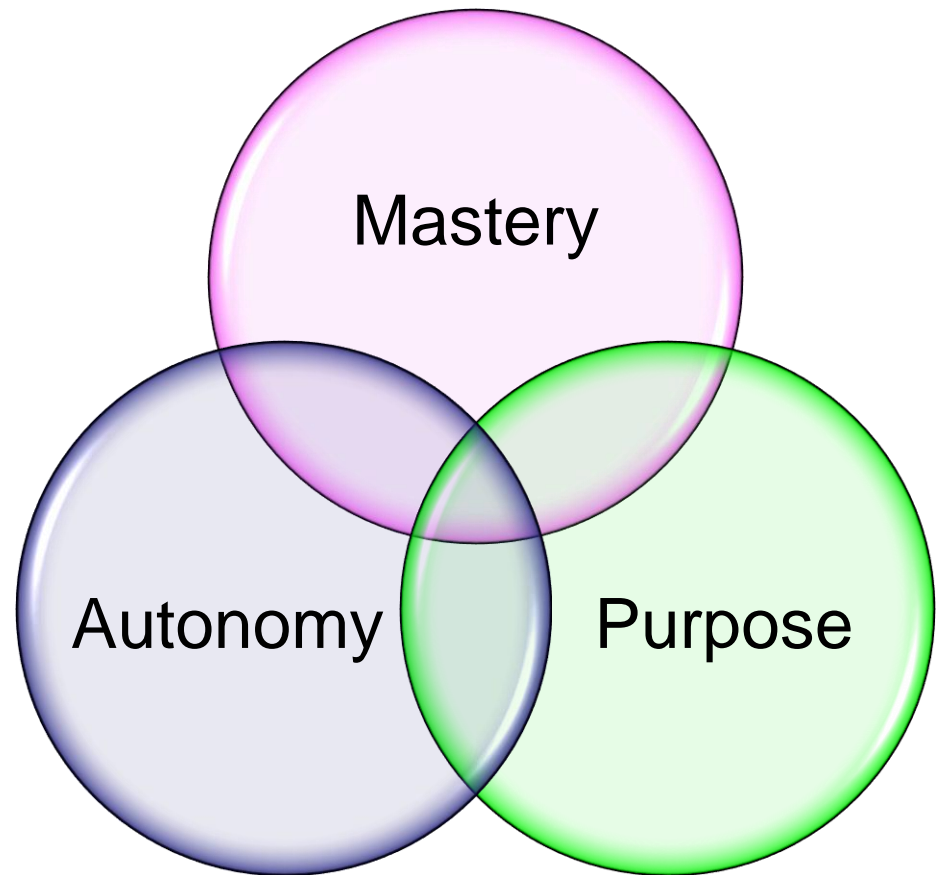


Motivation Models

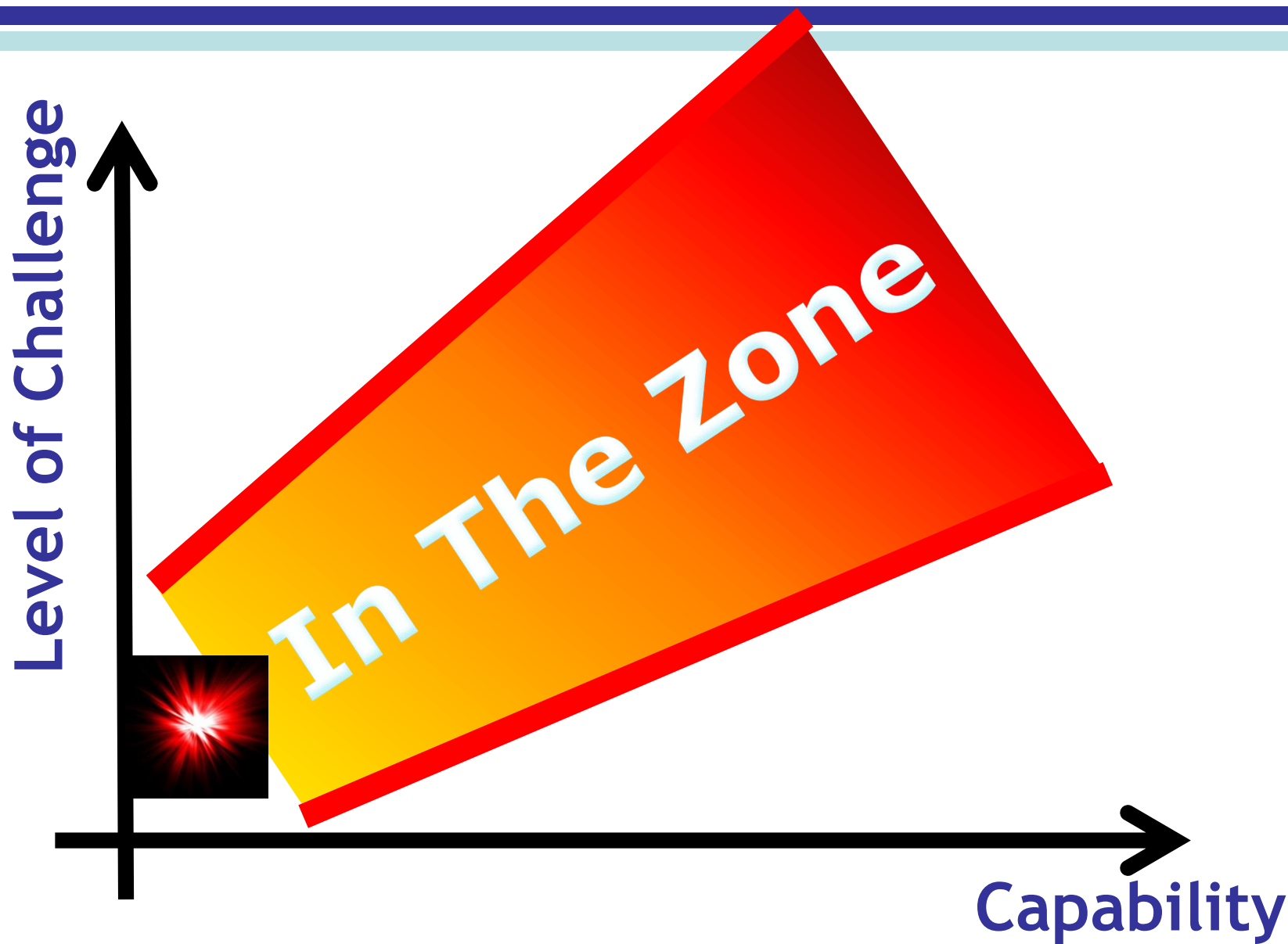
- Reinforcement (carrot & stick)
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Pink's MAP

- Daniel Pink's Motivation 3.0

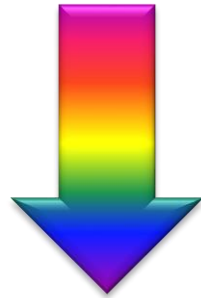


Mastery



The 'Spark'

Inspiration



Motivation

Autonomy



Autonomy

*Being able to decide when, how
and who you do your job with*

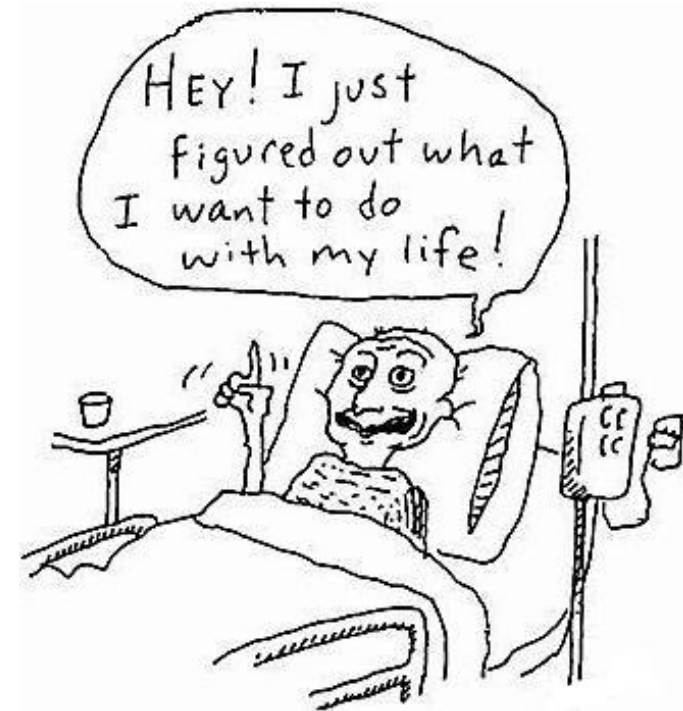
3M



**We deliver in
24 hours!**

Purpose

- A cause larger than yourself
 - and your organization!
- Not wholly focussed on profit
- Goals
 - Working in a great team
 - Giving something back to society
- Words
 - Is your organization a 'they' or 'we'?
- Policies
 - Employees choose where to 'give'
 - 20% time - but for the community



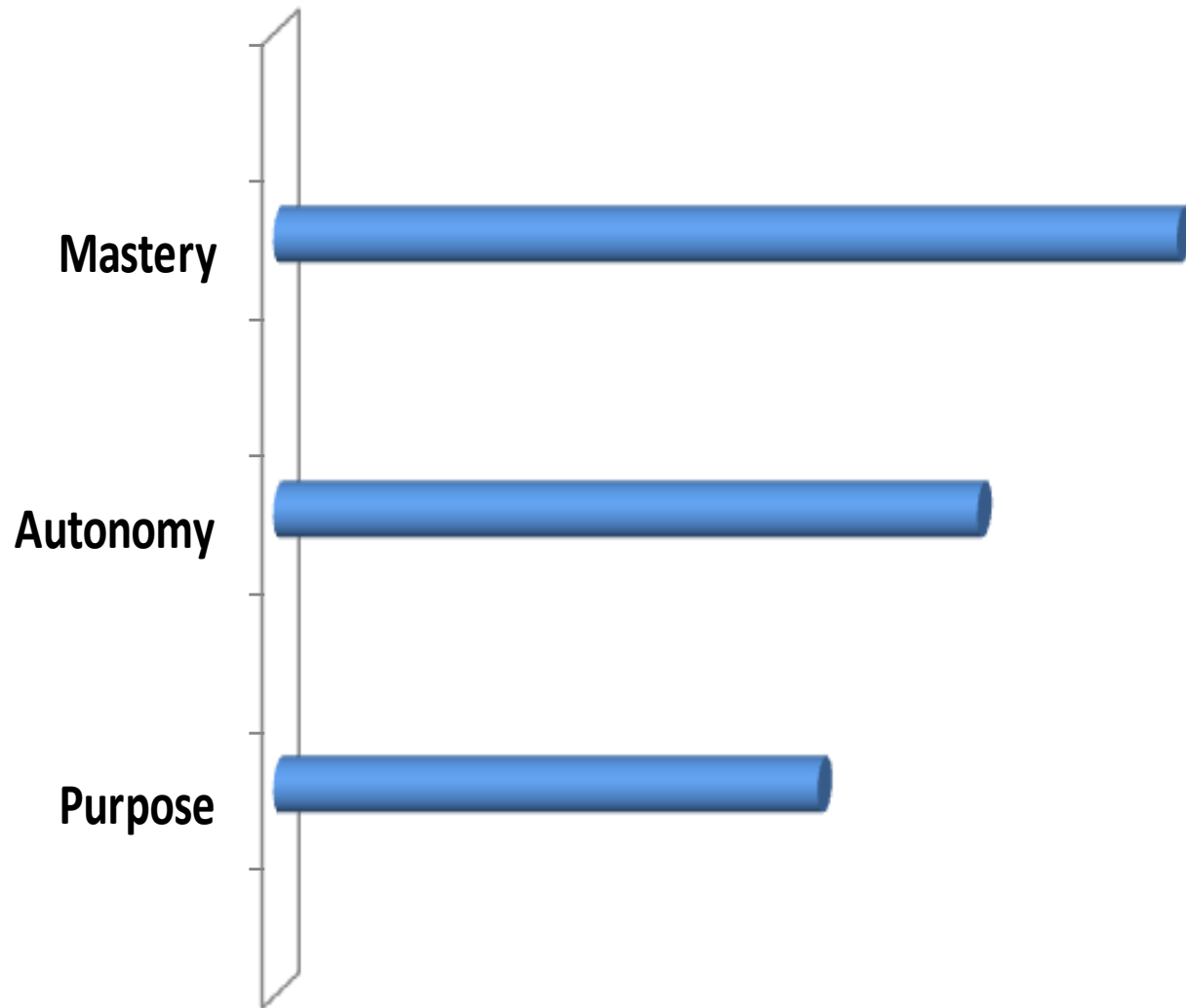
MAP Survey Results

3 FACTORS LEAD TO BETTER
PERFORMANCE & PERSONAL
SATISFACTION...

AUTONOMY
MASTERY
PURPOSE



MAP Factors vs. Perceived Motivation



Motivation Factors vs. Perceived Motivation



Practical Strategies for Managers?

- Flow test
- Performance review
 - Including regular self-appraisals against goals
- Tailored challenges
- Deliberate practice
- Regular critical feedback
- Work on weaknesses
- Try innovation time (even if only 10%)
- Encourage peer-to-peer rewards
- Autonomy audit

Evidence-Based Motivation

- Motivators

- #1 = Feedback (#1 for managers too)
- #2 = Team bonding (#2 for managers)
- #3 = Challenge (#11 for managers!)
- #4 = Recognition (#3 for managers)

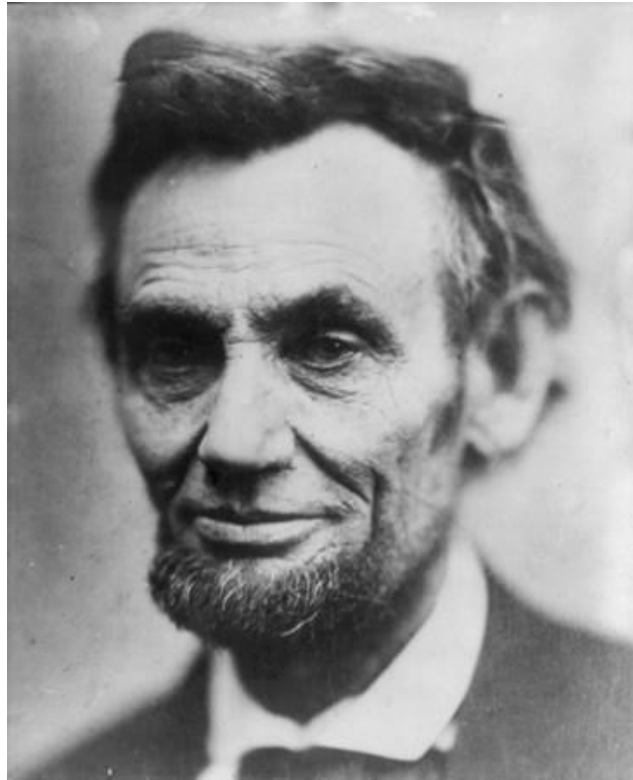
- Just one manager (out of 85) considered Exploratory Testing to be a motivator (...and none of the testers did, even though 113 of them considered it as one of their roles)



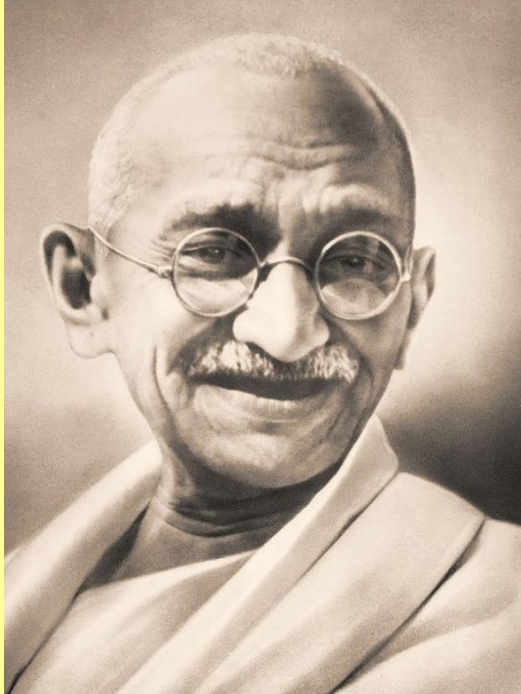
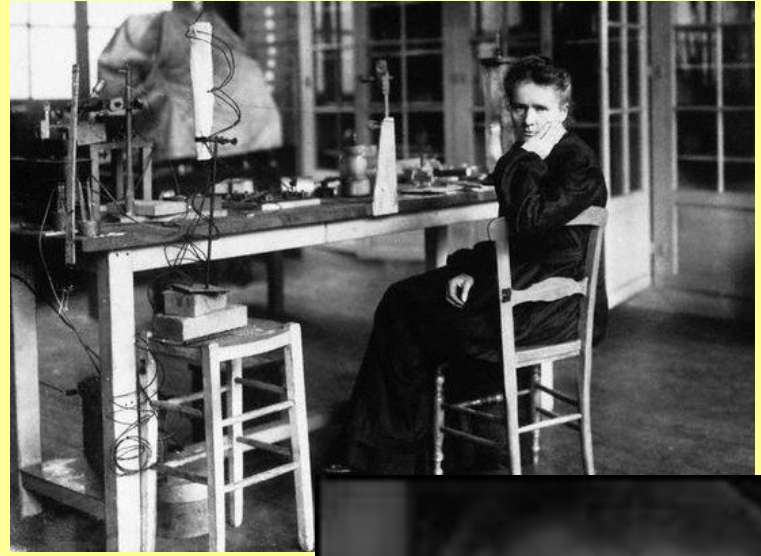
Purpose



Purpose





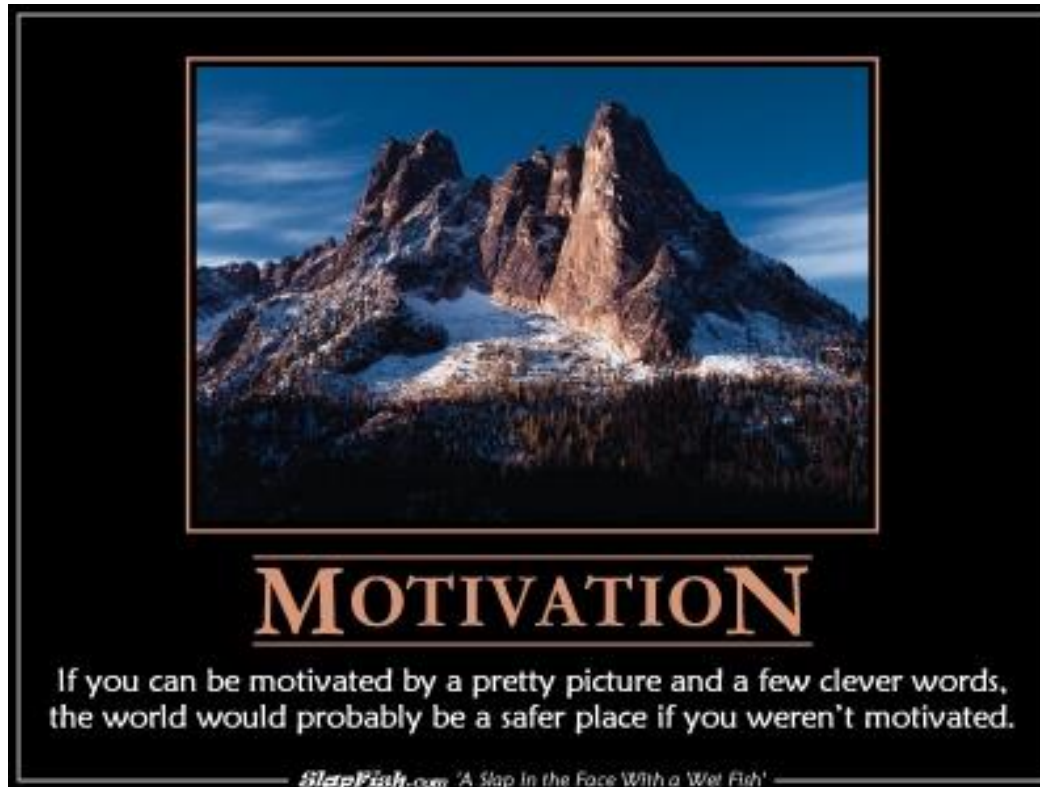


What's your sentence?



Thank you for listening!

To participate in our survey on tester motivation visit:
http://www.surveymonkey.com/s/Tester_Motivation



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