

What Do They Pay You to Do?

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How Happy Are You at Work?

- How many of you love what you do?
- How often are you frustrated at work?
 - Most of the time
 - About half the time?
 - Some of the time?

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Has This Happened to You?

- When have you been stymied in your work?
- You want to make a change
 - Process improvement or something else in how you work
- You want to start a project
- You want to kill a project
- You get resistance

How Did This Happen?

- What does resistance mean?
 - From the dictionary: An opposing or retarding force
 - The real question is why -- why is there resistance?
- Resistance is generally fear of loss
 - Why is your manager concerned about the consequences of what you want to do?
 - For his job, the group?

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What Can You Do?

- Decide what you want to do and how that's different from what they pay you to do
- Decide if you need to reframe how you think about your work

Your Personal Mission

- Your mission is what keeps you coming to work every day. What's yours?
- Take an index card and write down why you come to work each day
 - There's no "right" answer, this is what drives you as a person in your organization

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Possible Tester/Test Management Missions

- Test this beast until the pry it from my unwilling fingers
- Test the software and improve the process as we go
- Assess the risk of catastrophic failure
- Be responsible for product quality and decide when the product is ready to release
- Assess product risk
- Assess the state of the product under development and report on that state

Possible Developer/Development Management Missions

- Create Good Stuff
- Elicit requirements, design to the requirements, implement to the requirements
- Build testable product
- Keep up with the requests for fixes
- Be responsible for the care and feeding of the product and the engineering team

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Possible Project Management Missions

- Be in complete control of the project at all times
 - “Just call me Al (Haig)”
- Do what I can to get the project done
- Nothing in my life is more important than this project
- Plan the project, assess the state of the project, and change what’s appropriate, to release the product we need released

Recognizing Mission Misalignment

- You feel frustrated by your job
- You’re getting resistance from your boss or your peers for things you think are appropriate for your job
- Your manager repeatedly says “No”

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No Right or Wrong Missions

- There are missions that don't align well with your organization
- If you're not aligned, you have some choices:
 - Can you consider an alternative mission?
 - Can you change your skills to do more of what you want?
 - Should you look for a new job?
 - Other alternatives?

Possible Solutions for Misalignment

- Assume everyone is doing the best job they know how to do. Can you reframe how you think of the problem?
 - Developers for creating defects
 - Testers for not finding defects
 - Managers or project managers for agreeing to new features at the end of a project
- Can you consider an alternative mission?
- What about changing your skills?
- Should you look for a new job?

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Summary

- If you find yourself stymied, take a good look at:
 - What they pay you to do (your job description) vs. what drives you to go to work in the morning
- If you haven't defined your missions, try to
- If you have misalignment, choose the appropriate action(s)
 - Reframe when necessary