



Lets Mature this Conversation

Megan Ozanne

Who am I?

Life before testing...



Where I am now...



- QA Team Lead at Clue Software
- 10+ years in QA, specialising in exploratory testing and automation-focused quality practices.
- 6+ years in leadership roles, building high performing automation-first QA teams
- Champion of communication-driven, empathetic leadership, ensuring testers stay influential and visible.

A bit of background...

- How do you get people talking about things they do not want to talk about?
- How do you motivate people to move towards something that may be outside their comfort zone?
- How do you motivate people to do something that seems daunting?
- How do you drive change whilst navigating complexity?

Exercise 1

Choose one scenario. How would you solve it?

Instructions

- Pick any one of the scenarios.
- Discuss with your colleagues how you would solve the problem.
- Focus on actions, decisions, and steps you'd take.
- Work from your natural instincts.
- Capture what you'd do today, with the understanding you currently have - We will revisit these scenarios later





Introducing a Maturity Model

Why Maturity Matters...

Teams grow either by accident or by intention. Maturity is the support structure that helps growth happen in the right direction.



Random Growth.



Intentional Growth.

What a Maturity Model Does...

A maturity model is a map:

- Each level represents how consistently and consciously a team applies its practices.
- The goal is to help you understand what's appropriate for your context.
- Maturity models help teams prioritise improvements instead of chasing trends.
- Maturity models break the journey down into smaller more manageable steps



How Maturity Models Help Teams...

Maturity models
make the invisible,
visible

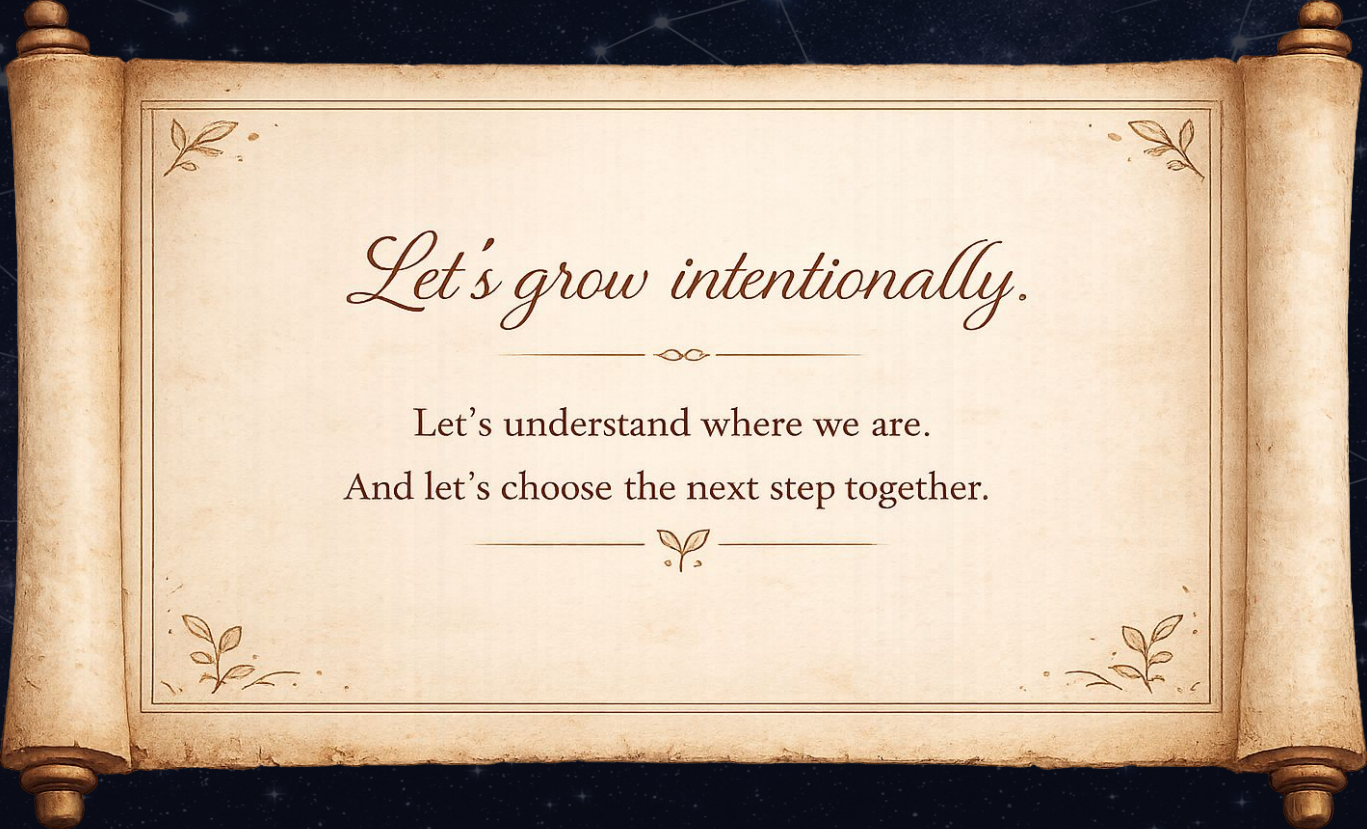
A maturity model
turns improvement
from guesswork to
guided growth

A maturity model
gives you a shared
language

Maturity models shift
from blame to
curiosity

A maturity model
makes
improvements
collaborative

The Invitation to Grow...

A scroll with text on a starry background. The scroll is unrolled, showing a cream-colored parchment with a thin brown border. It is decorated with small leaf motifs in each corner. The text is written in a cursive script. The background is a dark blue night sky with stars and constellations.

Let's grow intentionally.

Let's understand where we are.
And let's choose the next step together.

Starting the journey...

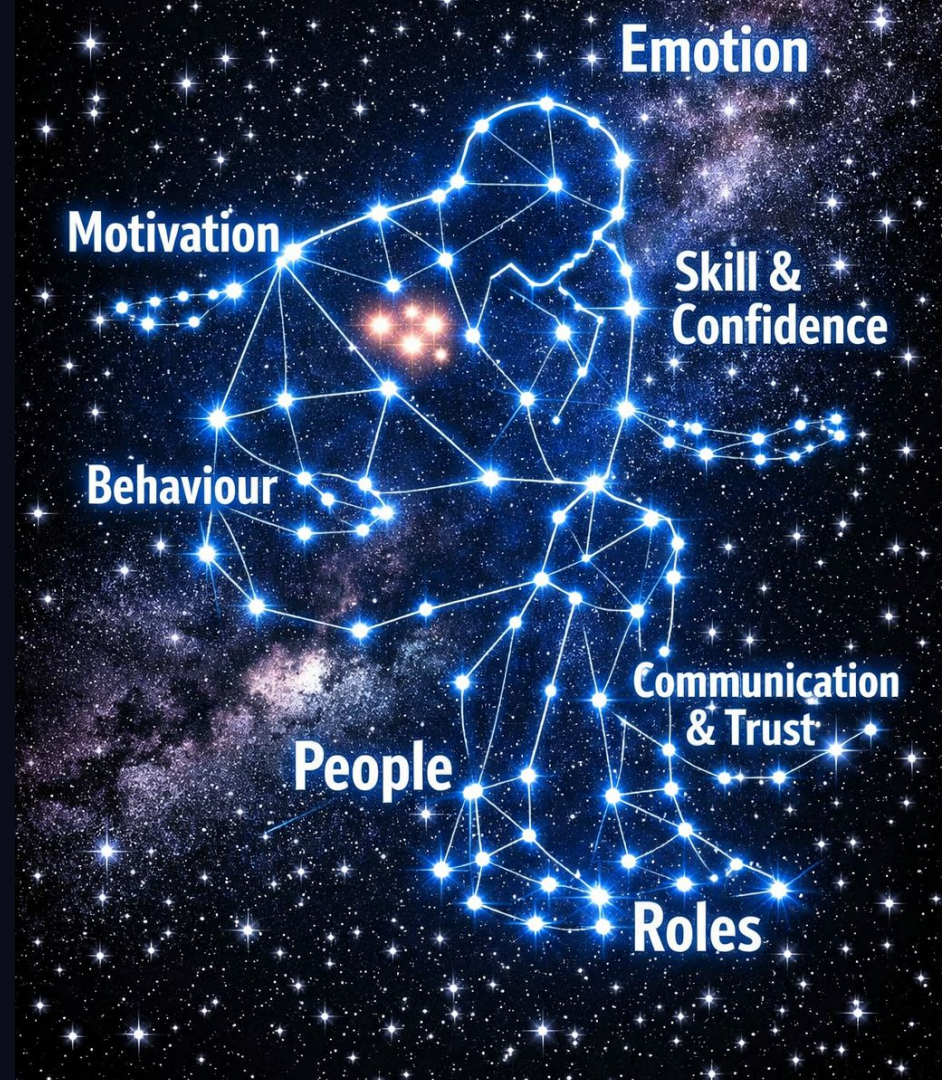


Stage	
Stage 1 - Initial	Testing is almost entirely manual, automation is ad-hoc, Regression cycles are long
Stage 2 - Emerging	Testers begin experimenting with automation tools, a few scripts exist but are unreliable
Stage 3 - Defined	Basic automation framework is created, automation becomes consistent across the team
Stage 4 - Managed	Automation is used in high value areas, regression is mostly automated
Stage 5 - Automation-First	Automation is the default approach for new work, tooling is mature and scalable



Introducing a Perspective framework

The person perspective

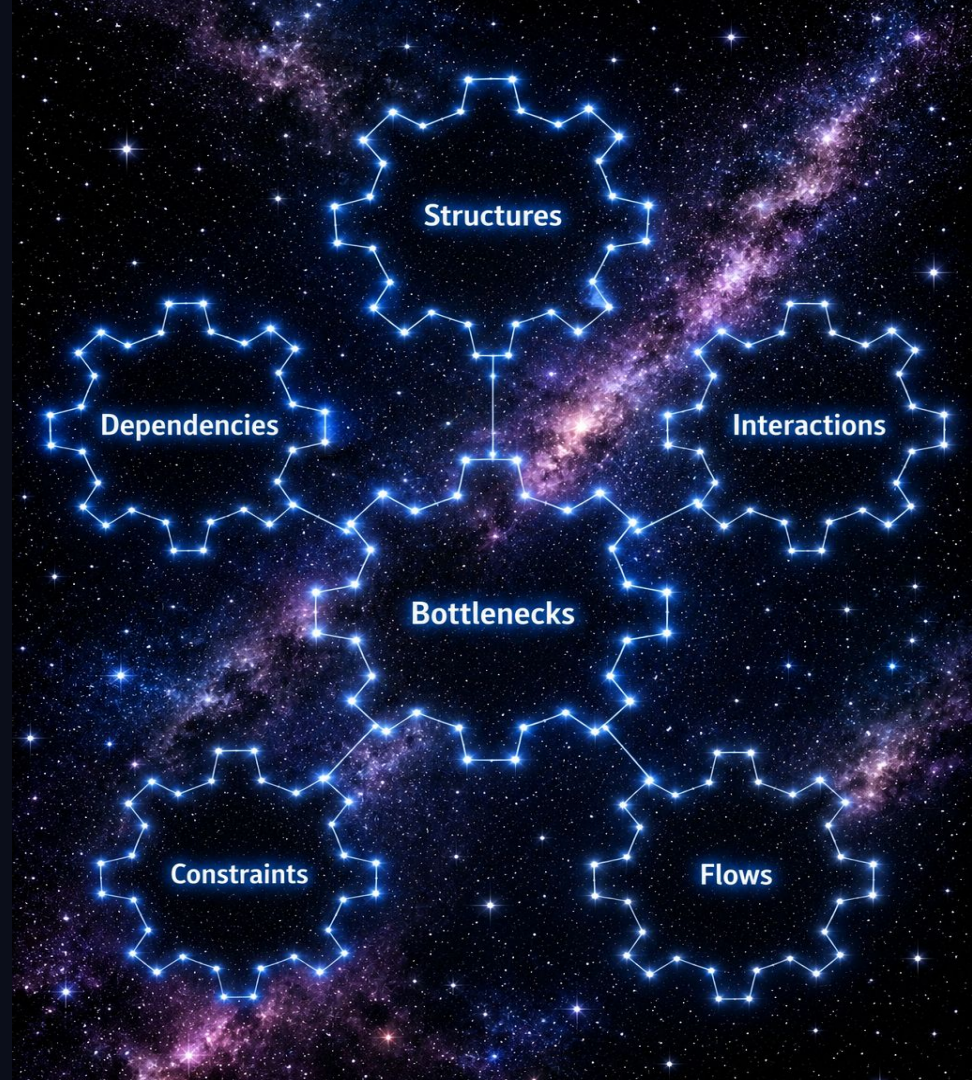


Person perspective

When we look through this lens, we're deliberately slowing down and asking questions like:

- *Who is involved here, and what do they need?*
- *What pressures or expectations are shaping their behaviour?*
- *What skills or confidence gaps might be influencing the outcome?*
- *What assumptions are people making about each other?*
- *Where might emotions be driving decisions more than logic?*

The System perspective

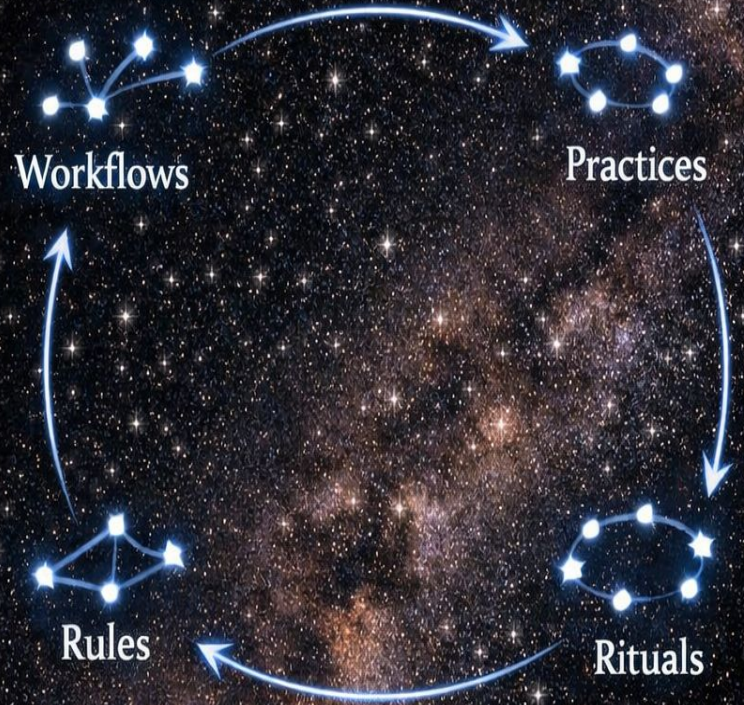


System perspective

When we use this lens, we're asking questions like:

- *What dependencies influence this work?*
- *What incentives or policies shape behaviour?*
- *What external teams, tools, or integrations create friction?*
- *What feedback loops exist or are missing?*
- *How does the organisation's structure amplify or dampen certain patterns?*

The Process perspective



Process perspective

When we look through this lens, we're asking questions that help us understand how the work actually flows:

- What steps are people truly following, not the documented ones but the real ones?
- Where do handoffs or approvals create delay, confusion, or rework?
- Which rituals, ceremonies, or habits are shaping the flow of work and how?
- Where are the friction points that slow progress or create frustration?
- Where does work tend to slow down, loop back, or get stuck?

Starting the journey...

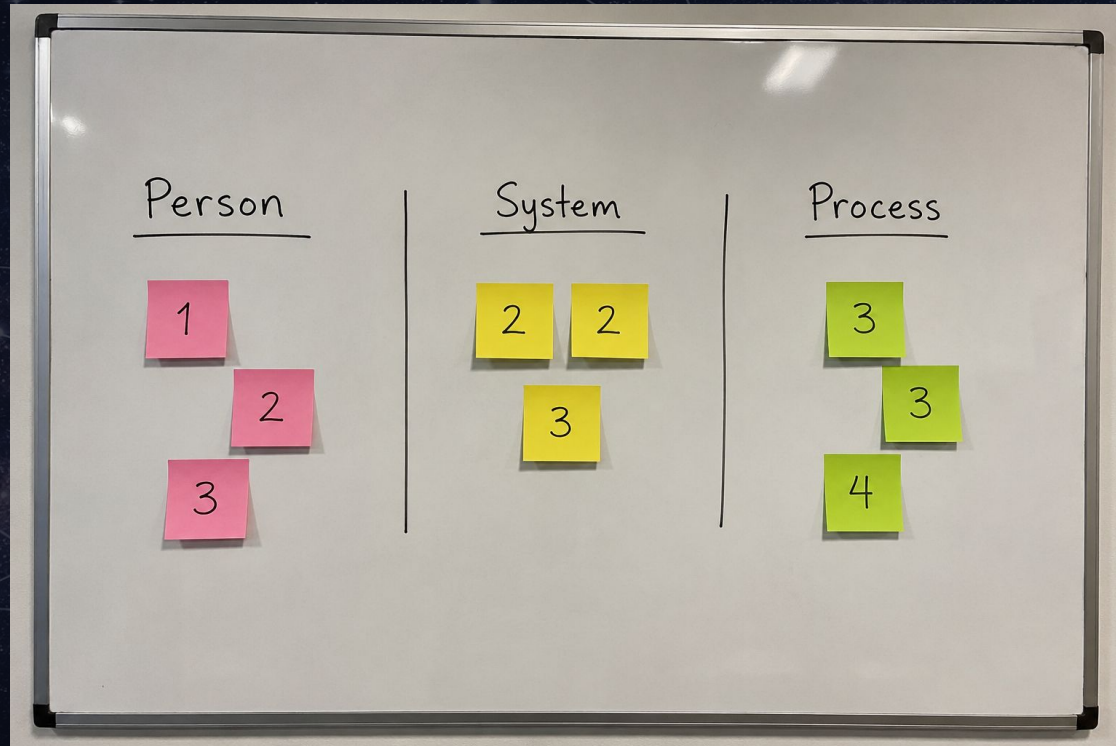


Stage	Person	Process	System
Stage 1 - Initial	Relies on personal knowledge; low confidence	Unstructured, manual regression	No automation infrastructure
Stage 2 - Emerging	Early curiosity; uneven skills	Ad-hoc automation attempts	Basic local tooling
Stage 3 - Defined	Growing confidence; shared learning	Planned automation; consistent test design	Stable framework; CI/CD starting
Stage 4 - Managed	Collaborative, confident testers	Automation part of definition of done	Reliable pipelines; fast feedback
Stage 5 - Automation-First	Empowered, multi-skilled team	Continuous improvement; exploratory testing	Scalable, integrated systems

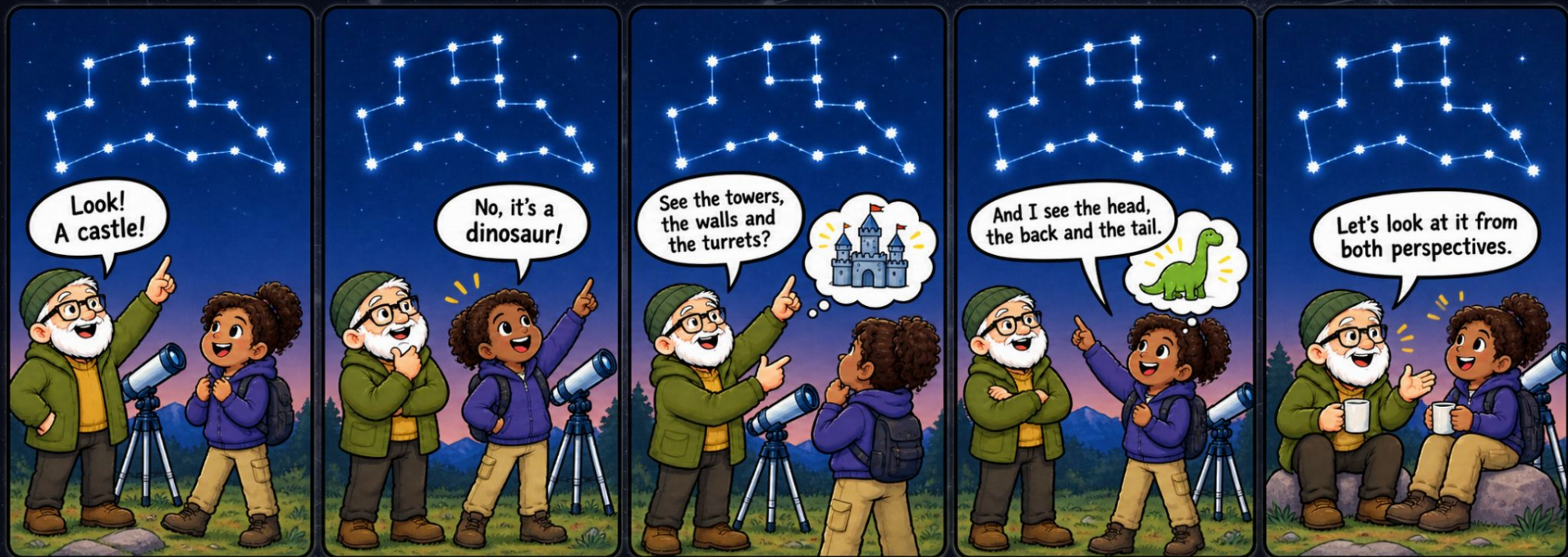


Starting the conversation

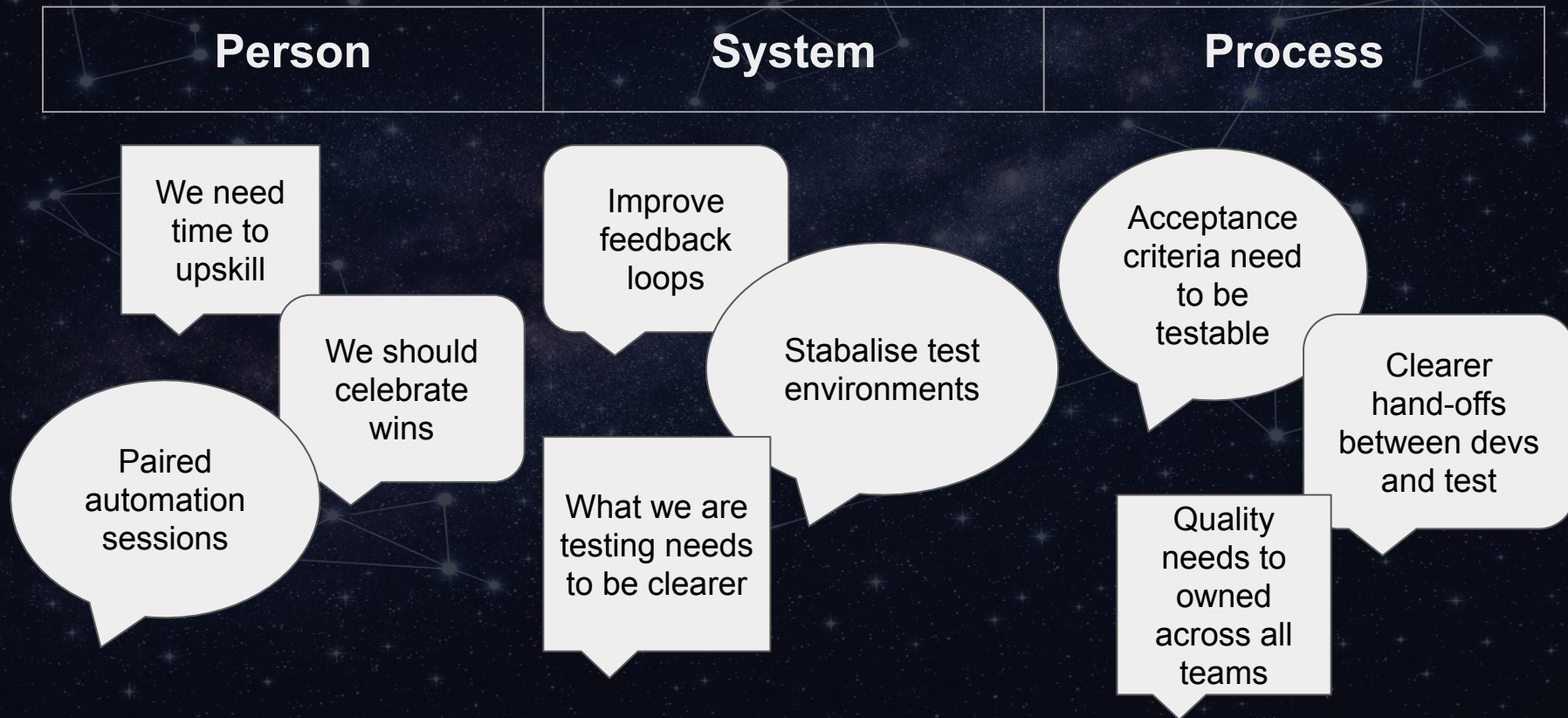
Looking at where we are now....



Talking to each other...



Growing the conversation...



Maturing the conversation...



Exercise 2

Revisit the same scenario. How does your approach change when you look at it through different perspectives?

Instructions

- Return to the same scenario you chose in Exercise 1.
- Explore it through three perspectives:
 - **Person** - how people experience or influence the problem
 - **System** - how structures, dependencies, or interactions shape it
 - **Process** - how workflows, rituals, or habits contribute
- Discuss how your thinking shifts when you use these lenses.
- Capture what feels different compared to your Exercise 1 approach.



"Conversations grow when we give people a shared language. People grow when we show them the destination and support their journey. And when conversations grow and people grow, teams transform and accomplish amazing things." - Megan Ozanne

Stay in touch...

Ministry of testing

LinkedIn

