

# Huib Schoots

Agile Tester, Test Lead, Agile Coach, Scrum Master



## PROFILE

I have national and international experience in the field of software development. I am an expert in the field of software quality and testing and I have in-depth knowledge of and experience with agile working methods, coaching, project and test management and making change happen. I am one of the five Rapid Software Testing trainers in the world and I am a welcome guest at conferences as an experienced presenter, workshop facilitator and trainer.

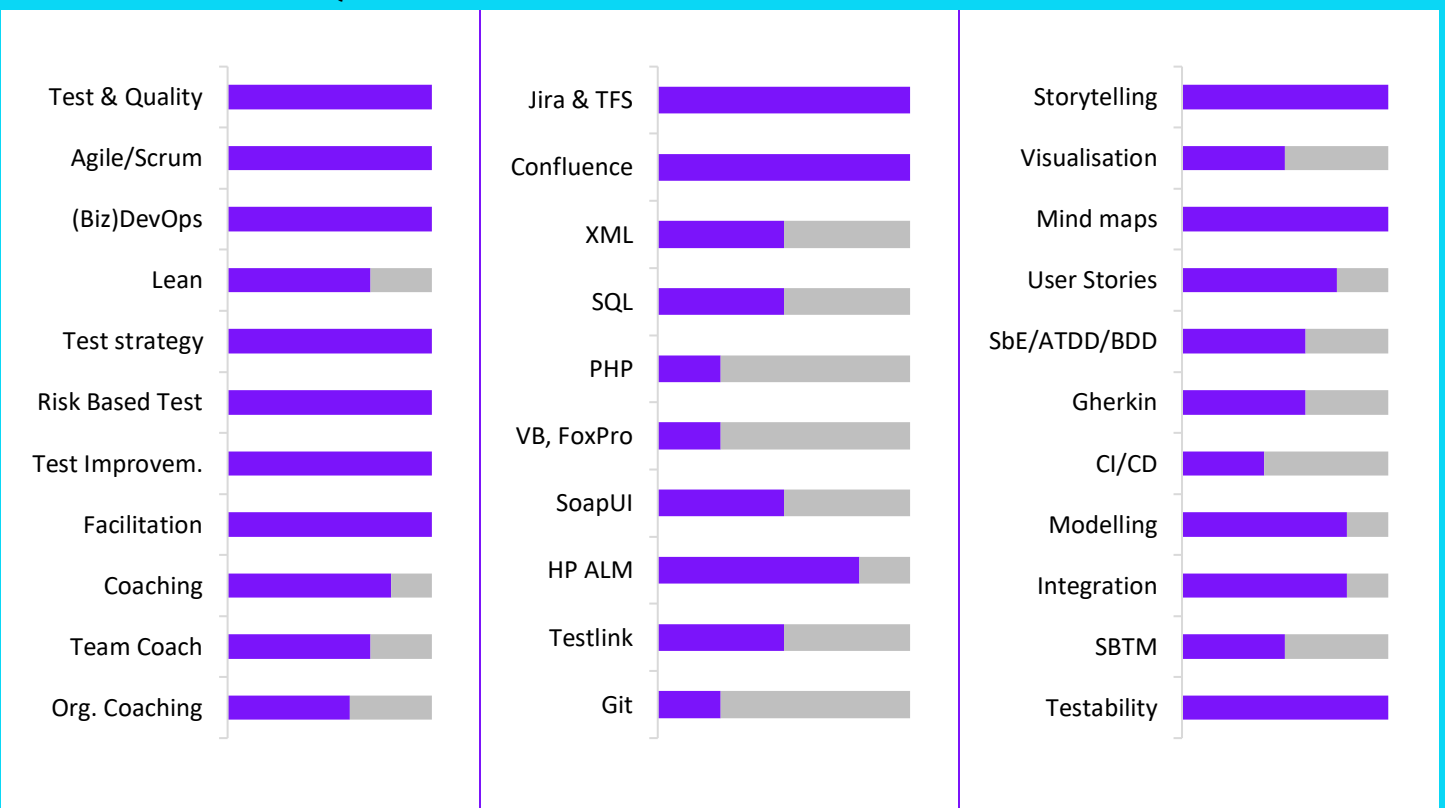
I believe that personal leadership and collaboration ultimately makes the difference. I therefore help people and teams to do what they are good at; by empowering them and continuously improving teamwork. Solving problems and achieving the agreed goals together with those involved is my mission. My hands-on mentality, proactive and entrepreneurial attitude, drive and communication skills, enable me to make (complex) projects a success.

The quality of software is crucial. In a test and quality role I like to focus on an integrated quality approach. As a mentor and coach, I help people and teams learn effectively and continuously develop with attention to sustainable adaptability that leads to improving (team) results and way of working. This combined enables teams to create more customer value. Together we create the conditions to develop talents and bring work in line with personal motivations.

I am always looking for interesting challenges where I can create something new or help improve. I like to contrive, learn, implement, and improve. I can manage a complex test project or coach several teams, but also like to get my hands dirty as a scrum master or tester.

Hobbies	Trombone, board & computer games, books, photography, running
Languages	Dutch, English
Place of residence	Den Bosch

## METHODS-TOOLS-TECHNIQUES



## EDUCATION

2018/19	Agile-Lean Team Coach (Post Bachelor)	Coachboulevard
2017	Basic Coaching	Coachboulevard
2014/17	Chief Storytelling	Storytelling Academy
2014	Professional Scrum Master	Scrum.org
2014	Certified Agile Tester	Improve Quality Services
2013	Problem Solving Leadership	Jerry Weinberg et al.
2011	Rapid Software Testing	Michael Bolton, James Bach
1990/96	Bc. Business Informatics	Hogeschool Avans Breda

For a complete overview of training and certificates: see <http://www.huibschoots.nl/cv>

## Work Experience

<b>2018 – 2019</b>		<b>Agile coach and Test expert (PGGM Zeist)</b>
<b>Situation</b>	I coach several DevOps teams in working according to Scrum and DevOps. The maturity of the teams varies: two of the teams were completely new with agile methods, the other teams were more experienced making team dynamics, personal leadership and optimization the main goal.	
<b>Tasks</b>	<p>Scrum master and team coach:</p> <ul style="list-style-type: none"> <li>Facilitate scrum ceremonies and organize scrum process</li> <li>Team building; help the team to reflect and challenge them by observing, giving feedback and asking critical questions</li> <li>Facilitate continuous learning. I helped the teams grow into maturity: like communication, collaboration, taking responsibility, conflict resolving, personal leadership and entrepreneurship</li> </ul> <p>Test expert:</p> <ul style="list-style-type: none"> <li>Help teams with better testing and higher quality by introducing pragmatic risk analysis, explicit test strategies and test approaches for user stories and releases</li> <li>Assisted the GFA team in improving quality awareness and testing by developing an integrated quality approach for the GFA team. The quality approach consists of a clear quality vision combined with an explicit, pragmatic and effective way of working where Business, Development and Operations collaborate to create valuable software.</li> </ul>	
<b>Result</b>	Teams work according to Scrum and DevOps. An integrated quality approach. Team dynamics and effectiveness improved. More customer value. Higher team happiness.	
<b>Tools/Techniques</b>	Agile, Scrum, (Biz)DevOps, TFS, many work forms for coaching sessions such as: walking scale, circular questions, circle technique, visualization, intervision, feedback (top/tip). Many different work forms for retrospectives such as: sailboat, Pizza, KALM, MMs, storytelling, appreciation, timeline, association, one word, draw it, superpowers, movie critic, Amazon review, Expectations.	
<b>2017 – 2017</b>		<b>Agile coach and Test expert (Océ Venlo)</b>
<b>Situation</b>	I coach eight embedded software development teams in agile working according to Scrum. I gave workshops, coached teams and Scrum masters. The coaching was initially focused on setting up the Scrum process. During the process the interpersonal skills, team dynamics and personal leadership got more focus.	
<b>Tasks</b>	<p>Coach scrum masters, team and organization coach:</p> <ul style="list-style-type: none"> <li>Develop and write Océ scrum guide</li> <li>Give workshops in agile way of working and Scrum for starting teams</li> <li>Attend ceremonies and give feedback to Scrum masters and PO</li> <li>Mentor Scrum masters on team building, team dynamics and retrospectives</li> <li>Team coaching for starting teams</li> <li>Advise management on steps to be taken</li> </ul>	

	<ul style="list-style-type: none"> <li>Organise and facilitate intervision sessions for Scrum masters and Product Owners</li> </ul> <p>Test expert:</p> <ul style="list-style-type: none"> <li>Sounding board for test managers within the organization.</li> <li>Trainer of a group of testers and test managers</li> </ul>
<b>Result</b>	Teams work according to Scrum. Professionalism of the Scrum Masters improved. Assisted in improving team dynamics and effectiveness. The intervision groups for Scrum masters and product owners guided them in their self-learning and improving.
<b>Tools/Techniques</b>	Agile, Scrum, TFS, many work forms for coaching sessions such as: walking scale, circular questions, circle technique, visualization, peer groups, feedback (top/tip). Many different work forms for retrospectives such as: sailboat, Pizza, KALM, MMs, storytelling, appreciation, timeline, association, one word, draw it, superpowers, movie critic, Amazon review, Expectations.
<b>2016 – 2016 Agile and Test coach (Tata Steel IJmuiden)</b>	
<b>Situation</b>	In this assignment I coach a team with working with Scrum and better testing. Especially the business side of the project had no experience with agile working or Scrum. With workshops and team coaching the team learns to work agile and improve testing.
<b>Tasks</b>	<p>Team coach:</p> <ul style="list-style-type: none"> <li>Mentor Scrum master and PO with setting up a basic Scrum process, Scrum board and backlog</li> <li>Help Scrum master to prepare and facilitate team sessions</li> <li>Reflect with the team and Scrum master on the team dynamics and sessions</li> <li>Assist Scrum master with coaching team through feedback and discussions</li> <li>Advise management on steps to be taken</li> </ul> <p>Consultant and trainer:</p> <ul style="list-style-type: none"> <li>Hands-on introduction workshops on an agile way of working and scrum for department and management</li> <li>In-depth hands-on workshops on software testing</li> </ul>
<b>Result</b>	Team works according to Scrum. Team dynamics and effectiveness improved. Testing improved; structured method introduced. Test skills of the team improved.
<b>Tools/Techniques</b>	Scrum, Rapid Software Testing: exploratory testing, test strategy, risk-based testing, heuristics, session-based test management. Test specification techniques.
<b>2016 – 2016 Test and Quality coach (ING Amsterdam)</b>	
<b>Situation</b>	Together with five other test coaches I coach a large number of teams within ING. With ING Quality Engineering we envision a test policy that enables teams to continuously improve, strive for high customer value and high availability. Our role is to develop the ING test policy, coach and train teams to cultivate a test and quality mindset and build high quality software.
<b>Tasks</b>	<ul style="list-style-type: none"> <li>Help teams to create an integrated quality strategy that covers all quality related activities in the software development process</li> <li>Coach teams to test better and faster by reducing documentation, product modelling, risk-based testing, effective test design and create a good balance between automation and exploratory testing</li> <li>Organize and give workshops on diverse test related subjects like exploratory testing, risk analysis, coverage and test strategy</li> <li>Built a test community within ING and organize test and quality meetups</li> <li>Write an ING Orange book on testing and quality</li> <li>Update the ING test policy with the lessons learned from the teams we work with</li> </ul>
<b>Result</b>	Updated test policy, teams test more effectively and balanced automation with exploration, Published Orange book Test & Quality, initiated the ING test community

<b>Tools/Techniques</b>	Scrum, DevOps, BDD, ATDD, Resilience testing, Performance testing, End-to-End testing, RST, Risk based testing, Agile Testing Quadrants, Deliberate discovery & exploratory testing, Quality mindset & Culture
<b>2015 – 2016 Test consultant and coach (Nasdaq Bwise Rosmalen)</b>	
<b>Situation</b>	In this assignment I assist the teams in improving the agile test approach for highly complex risk assessment systems made by Bwise Nasdaq. Moreover, I help the test architect realize further improvements in the test process.
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Quick scan: interview 15 people and observe teams work. With collected information, write an advice report. After that help the teams with implementing improvements.</li> <li>• Work with teams in hands-on workshops on diverse test related subjects like test strategy based on risks, dealing with complexity, modelling and creating overview and reporting coverage.</li> <li>• Coach teams to test better and faster by reducing documentation, product modelling, risk-based testing, effective test design and create a good balance between automation and exploratory testing</li> </ul>
<b>Result</b>	Practical test strategy, more effective testing, test process improved, better test skills.
<b>Tools/Techniques</b>	Rapid software testing, Exploratory testing, Session Based Test Management, Heuristic Test Strategy Model, Scrum, Risk Analysis, Testing Story, Test Dojo, peer review, Pair testing, Test framing, Note taking, critical thinking, context analysis, problem solving, storytelling, modelling, test design & experiment design, coverage, visualization, Oracles and heuristics, personal leadership, testability.
<b>2015 – 2015 Manager Business Management (Stater Amersfoort)</b>	
<b>Situation</b>	Manager Business Management in the MT of the Business Unit Information Services. Stater has been growing strongly in recent years and IT has been modernized to achieve growth. Both hardware, software and working methods have been modernized in recent years. Scrum, Continuous Integration/Delivery were introduced with the aim of releasing every two weeks.
<b>Tasks</b>	Responsible as Senior Manager for testing, release management, strategy, architecture, risk and three IT development teams for "small" software changes. My team consisted of 100+ people who were led by multiple team leaders.
<b>Result</b>	Successful modernization of IT landscape, introduction of agile, CI/CD and bi-weekly releases.
<b>Tools/Techniques</b>	n/a
<b>2014 – 2015 Test Consultant and Coach (RES Software Den Bosch)</b>	
<b>Situation</b>	RES software creates platform software for IT maintenance and management. RES has three development centres in The Netherlands, Romania and the USA. RES wants an independent look at its test and quality processes to align and improve the way of working.
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Conducted an expert review and wrote an advisory report.</li> <li>• Train people in Rapid Software Testing in the Netherlands and Romania.</li> <li>• Helped the organization shape the improvements. Aspects of Rapid Software Testing were used for this, such as session-based test management and the heuristic test strategy model. In addition, we worked on mission, strategy, coverage overviews and I coached teams and people during their work in the use of heuristics and exploratory tests.</li> <li>• Assist a learning culture by conducting Test dojos and intervision sessions to share knowledge.</li> </ul>
<b>Result</b>	Clear and practical test process, improved test skills, made tester more effective and worked on self-learning by retrospectives, test dojos and intervision.

<b>Tools/Techniques</b>	RST, Exploratory testing, Session Based Test Management, Heuristic Test Strategy Model, Scrum, Risk Analysis, Testing Story, Test Dojo, peer review, Pair testing, Test framing, Note taking, critical thinking, context analysis, problem solving, storytelling, modelling, test design & experiment design, coverage, visualization, Oracles and heuristics, personal leadership, testability.
<b>2013 – 2015</b>	<b>Test Consultant and coach (CZ Health Insurance Tilburg)</b>
<b>Situation</b>	CZ wants to improve the test process and set up an effective test organization for both agile and more traditional ways of working. I worked with the test leads in an improvement project.
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Hand-on coaching and mentoring in daily job of test leads: critical thinking, test leadership, working with heuristics, product risk analysis, test strategy, test plans, test design, test execution and registration of findings</li> <li>• Advise on test policy</li> <li>• Write clear procedures, create checklists based on test policy</li> <li>• Workshops on several test and quality related topics: risk analysis, test strategy and registration of findings</li> </ul>
<b>Result</b>	Practical test process, improved test skills test leads (train-the-trainer)
<b>Tools/Techniques</b>	RST, Exploratory testing, Heuristic Test Strategy Model, Scrum, Risk Analysis, Testing Story, Pair testing, critical thinking, context analysis, problem solving, modelling, test design, coverage, visualization, heuristics, testability.

## PREVIOUS WORK EXPERIENCE

Place	Role	Period	Methods/techniques
Several employers	Trainer	2002 - current	Rapid Software Testing, exploratory testing, agile, Scrum, ISTQB, TMap, TestFrame
Isala Clinic Zwolle	Tester, Test Lead	2013 - 2013	RST, exploratory testing, Scrum
ING Amsterdam	Test Consultant	2012 - 2013	Test automation, RST
Rabobank Jakarta	Global Test Manager	2012 - 2012	Test strategy, Test process design
Rabobank International	Team Manager	2010 - 2012	Team management
Polteq	Unit Manager	2007 - 2010	Unit management
Polteq	Coach, Consultant, Trainer	2006 - 2010	ISTQB, TMap, TestFrame, RBT
Postcode Lottery	Tester, Test Manager	2006 - 2006	Acceptance testing, exploratory testing
Telegraaf Media Group	Tester, Test Lead	2005 - 2006	Acceptance testing, exploratory testing
LogicaCMG	Project Manager	2004 - 2005	Prince II
CMG (several projects)	Tester & Test Lead	1998 - 2003	TestFrame, ISTQB
CMG (several projects)	Developer	1996 - 1998	FoxPro, Visual Basic, MS Access, SQL

## OTHER

- Frequent speaker at agile and test conferences around the world
- Winner of the "Most Influential Agile Testing Professional Person" award 2017
- Founding member of the Dutch Exploratory Workshop on Testing (DEWT)
- Black belt and instructor in the Miagi-Do School of Software Testing
- Member of AST and TestNet
- Regular visitor of Meetups: Agile Holland, FAT-NL, DEWT, QBM, Ministry of Testing
- Conference organizer: TestBash Netherlands, Test Craft Camp, Tasting Let's Test and TestNet
- Life coach in Den Bosch and Amsterdam