

PSTQB SESSIONS

Team Management Workshop

CONHECIMENTO
INOVAÇÃO
SUSTENTABILIDADE





António Almeida
Quality Management
Noesis

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Part I – April 22

- **How to create and manage the relationship between a test manager and his team**

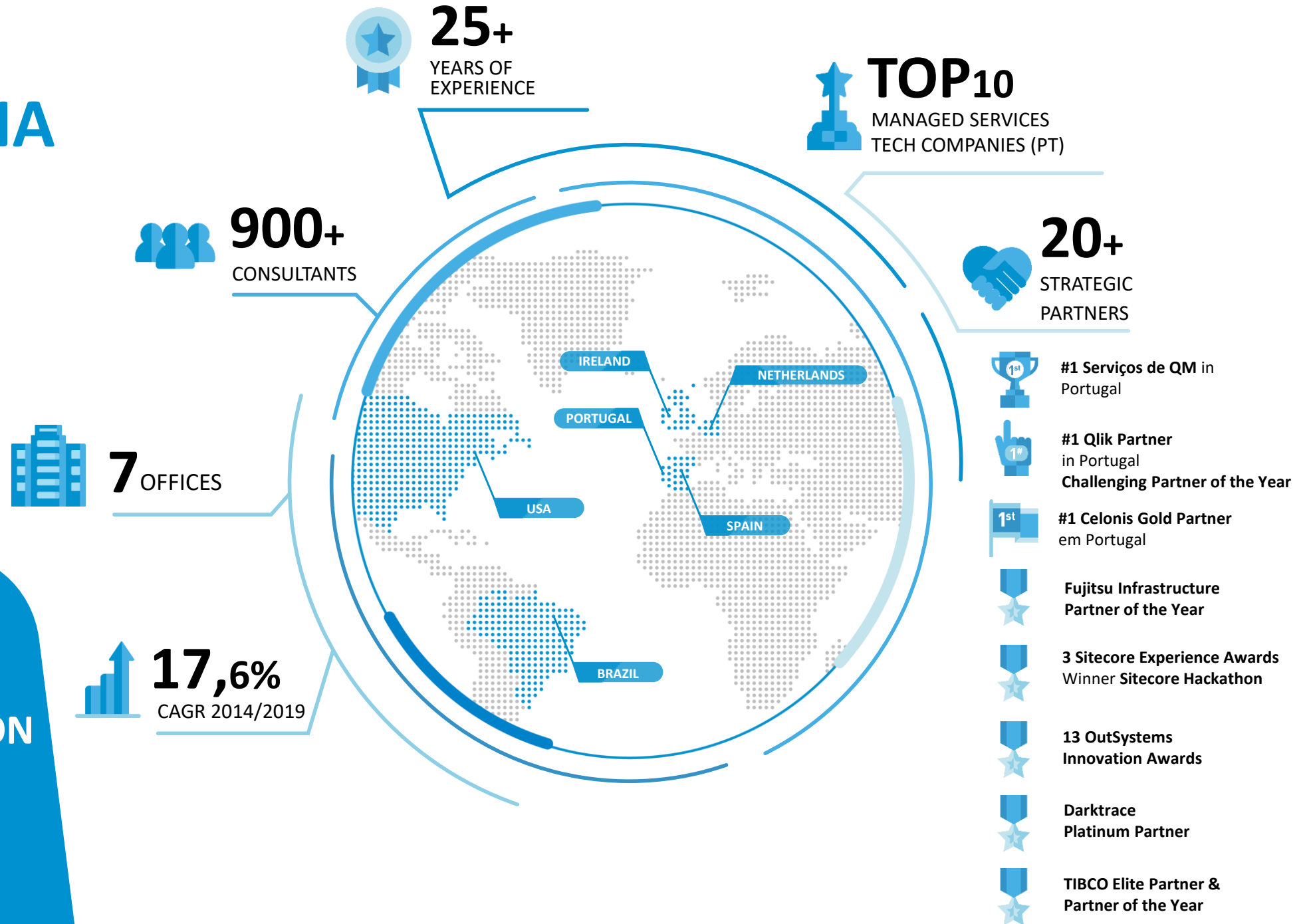
Part II – April 29

- **Journey of a Test Consultant**

Noesis

Our DNA

TECHNOLOGY
AND INNOVATION
TO TRANSFORM
YOUR BUSINESS



Joining Altia to create a stronger team

In 2020, Noesis was incorporated in Altia group, an IT consulting company listed on Spanish stock market.

Together, we've created a stronger company with the ambition to deliver digital transformation projects across the globe.



Altia has been listed on the Mercado Alternativo Bursátil (MaB) in the growing companies segment since 2010.



2.000+
Employees



+115M€
Noesis + Altia
Revenue in 2019



800+
Global Clients



20+
Locations



7
Countries
Portugal | Spain
Ireland | The Netherlands
United States | Brasil | Chile



3
Data Centers

Noesis

Creating sustainable value across all units

Noesis is an **international tech consulting company** offering services and solutions to support clients in **digital transformation** and the development of their businesses.

In order to obtain sustained value that is transversal to all sectors, Noesis is focused on **infrastructure**, **software**, **quality assurance** and **people**.



Noesis

Strategic partnerships to fuel your success

Maintaining a shared strategic vision and a close relationship with **20+ Partners** has enabled Noesis to go even further with its customers.



Noesis

Custom solutions to fit your business



TELECOM, MEDIA & TECHNOLOGY



FINANCE & INSURANCE



SERVICES & INDUSTRY



HEALTHCARE & PHARMA



CONSUMER PRODUCTS, RETAIL & DISTRIBUTION



ENERGY & UTILITIES



PUBLIC & NON-PROFIT



AGENDA

Team Management Workshop

Part I – April 22

- **About Me**
 - Profile and Experience
- **How to create and manage the relationship between a test manager and his team**
 - Main points
 - Style & Focus
 - Types of leadership (most common)
 - How to build a great team
 - Questions

About Me



Person Profile:

- Antonio Almeida, 49 years, born in Toronto
- 30 years labour, last 12 years, Leading Teams
- Email » antonio.m.almeida@noesis.pt
- Linkedin » [linkedin.com/in/antonio-almeida-0b467424/](https://www.linkedin.com/in/antonio-almeida-0b467424/)



Hobbies or Passions:

- Family & Friends time
- Travel, Movies & Read
(Management Books, Testing & Economic articles)
- Sports (Running, Cycle - Football, Handball, Basket)
- Clubs » **Benfica** & **Artística Avanca** !
- Volunteer work (sometimes)

Background Experience

- Noesis\NOS (Lisbon) Telecom Service – 2 Years
 - Service Manager (+50 Talents – Portugal)
- ASOS (London) Retail Project – 18 months
 - Test Manager (+/- 40 Talents btw UK & India)
- Wiggle (Portsmouth) Retail project - 18 months;
 - Program Test Manager (12 Talents btw Portugal and UK);
- Kohl's (Milwaukee) Retail Project – 2 Years
 - Test Manager (25 Talents btw Client & Bangalore)
- Ahold (Amsterdam & Boston) – Retail Project with several phases - 2 Years
 - Test Lead & Test Architect (30 Talents btw Client, Porto & Bangalore)
- Supervalu (Minneapolis) – Retail Project with several phases - 2 Years
 - Test Lead & Test Manager (+/- 40 Talents btw Client, Porto ...
 - Shanghai & Bangalore



Great Leader



“

If you can dream, you can do it.”

“All the adversity I’ve had in my life, all my troubles and obstacles have strengthened me...”

“All our dreams can come true, if we have the courage to pursue them.”

*“Why worry?
If you’ve done the very best you can,
then worrying won’t make it any better.”*

The impacts of the Leader



“

Always remember that leadership is a privilege.

When you're in a leadership role, your influence may affect the trajectories of people's entire careers (and, often, their lives!).”

Team Management Workshop

Individual

Know the person



Team Management Workshop

Group

“Feel” the Team



Team Management Workshop

Communication

Focus on the Individual

“

I motivate players through communication, being honest with them, having them respect and appreciate your ability and your help.”

Tommy Lasorda



Communication

Group



“

When people talk, listen completely. Most people never listen.”

Ernest Hemingway

Emotional Intelligence

“Human-skills”



“ *I never lose.
I either win or learn.”
Nelson Mandela*

Diversity & Inclusion

Cooperation



“

Gender and racially diverse teams perform better, innovate more, and improve economic quality.”

Stephanie Lampkin



Challenges, Trust, Efficient & Remote Operations



“

*Nothing is impossible, the word
itself says “I’m possible”
Audrey Hepburn*

Ideas & Innovation



“*There is no innovation and creativity without failure. Period.*”
Brené Brown

Responsible for Decision, Delegate, People



“

Believe you can and you're halfway there.” Theodore Roosevelt

“Great things in business are never done by one person.

They're done by a team of people.” Steve Jobs

Training & Events



“Train people well enough so they can leave, treat them well enough, so they don't want to”.
Richard Branson



Team Management Workshop

Generosity & Healthy



“*Think of giving not as a duty but as a privilege.*”
John D. Rockefeller, Jr.

Empathy & Passion



“Talent wins games, but teamwork and intelligence win championships.”
Michael Jordan

Videos done for the team

- Christmas Dinner 19
- Women day 20
- Remote work 20
- Christmas gift/challenge 20
- GIT (Girls in Tech) day 21



Relationship & Respect



“ I speak to everyone in the same way,
whether he is the garbage man or the
president of the university.”
Albert Einstein

Share Knowledge



“ *We are stronger when we listen, and smarter when we share.*”
Rania Al-Abdullah

Training



“The best speakers in the world are the best storytellers. They have a gift to not only tell a great story, but also share a lot of the details that many others wouldn’t.”
Larry Hagner

Hard Work



“Working hard for something we don't care about is called stress.
Working hard for something we love is called passion.”
Simon Sinek

Vision & Strategy

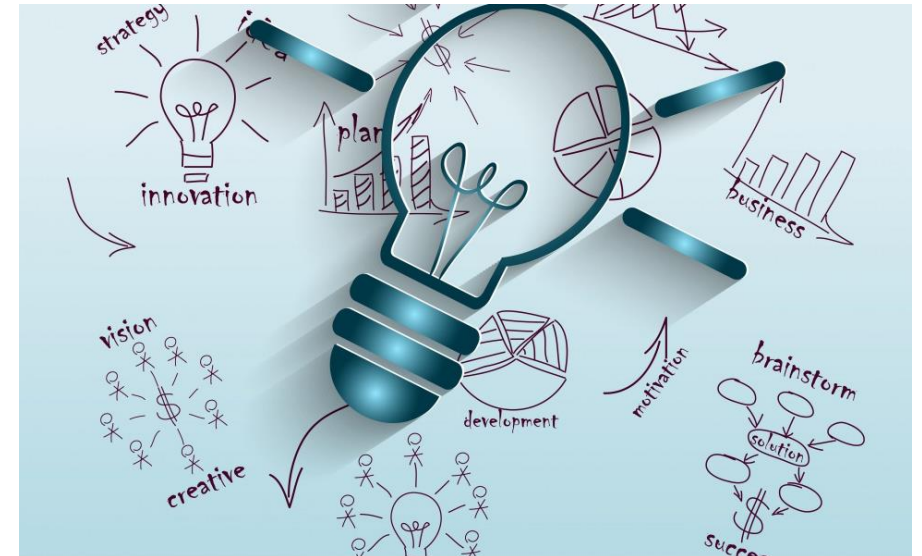


“

*It's a kind of fun to do the impossible.”
Walt Disney*



Proactive Thinking



“

*I like to encourage people to realize that any action is a good action if it's proactive and there is **positive intent** behind it.*

— Michael J. Fox”

Welcome



Welcome Boarding Quality Management Service

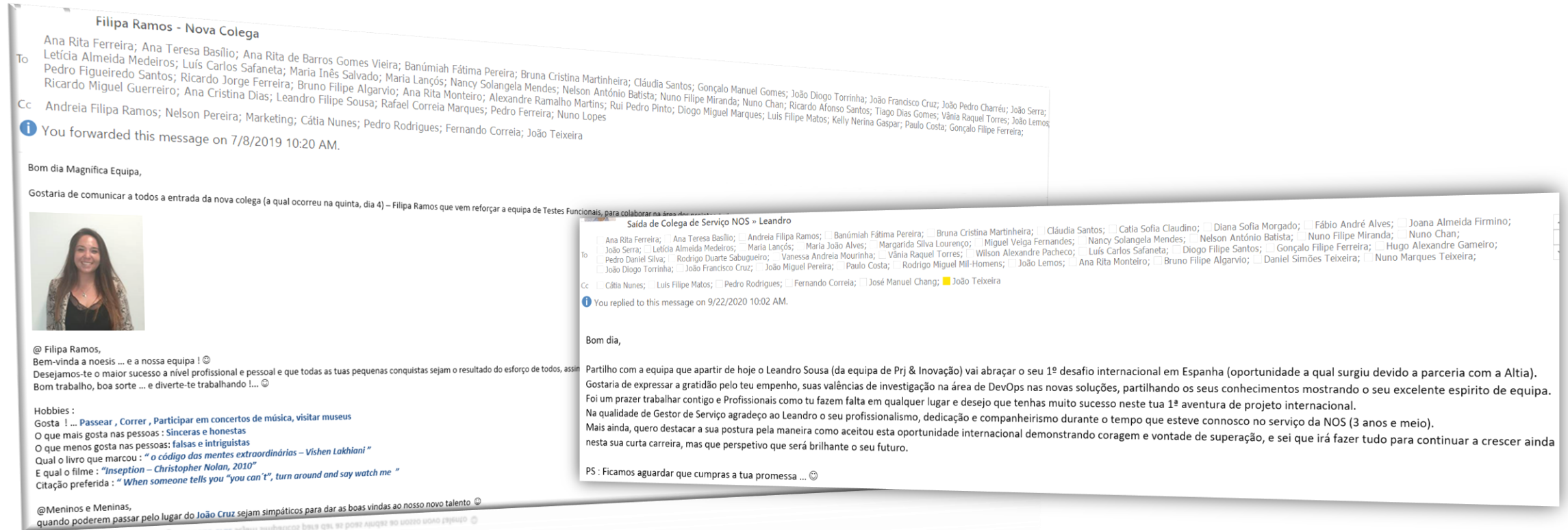


Maio 2020

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Emails (presentation or new opportunities)



“Great companies don’t hire skilled people and motivate them, they hire already motivated people and inspire them.”
Simon Sinek

Emails (best way to deal it)

- Negative emails will show up
- Never reply in a rude way
- Take time if the subject is sensible
- Call if you see some “discussions emotions”
- Sometimes the best answer a rude email is ignore and move forward
- Carefull replying using mobile email



Emails (Recognition)

Reconhecimento pelo esforço extra

To Ana Rita Monteiro; Bruna Cristina Martinheira; Banúmia Fátima Pereira; Cátia Nunes; Cláudia Santos; Maria Inês Salvado; Vânia Raquel Torres; Luís Carlos Safaneta; João Diogo Torrinha; Nuno Chan; Pedro Figueiredo Santos; Ricardo Jorge Ferreira; João Francisco Cruz; Tiago Dias Gomes

Cc Cátia Nunes; Pedro Rodrigues; Fernando Correia; Luis Filipe Matos; Nelson Pereira

Bom dia,

Quero agradecer a vocês por terem estado a trabalhar em horas extras laborais. Vossa postura positiva mostrou que vocês têm qualidades que são necessárias para serem excelentes profissionais.

Já o disse antes que sinto orgulho em ter colaboradores como vocês nesta equipa de serviço.

Obrigado pela vossa dedicação e empenho, pois o vosso esforço é fundamental para que os nossos objetivos e projetos na NOS sejam alcançados.

From: Pedro Miguel Martinho

Sent: Monday, May 20, 2019 6:33 PM

To: Luis Carlos Safaneta <luis.safaneta@parceiros.nos.pt>

Subject: RE: Feedback sobre o desempenho da equipa de QA no VPRO

Viva Luis,

Genericamente, estamos muito satisfeitos com a participação da equipa de QMS no projeto VPRO. Desde a entrada da Inês para a equipa, conseguimos ter uma cadência e disponibilidade para os testes de aceitação de novas features, bem como para testes de regressão, que permitiram aumentar em grande medida a qualidade da entrega para produção.

Obviamente que a Inês é um elemento júnior, com pouca experiência na área, mas o percurso de aprendizagem tem sido muito rápido, permitindo em pouco tempo suportar praticamente sozinha o processo de aceitação/regressão. Adicionalmente, é uma pessoa muito bem disposta e sociável, transmitindo bom ambiente para a equipa. Em resumo, e porque acho que é a melhor forma de terminar, a Inês já tem um papel fundamental na VPRO.

A restante equipa de QMS a quem a Inês recorre parece ter também muita disponibilidade para ajudar. Acho que a recente alteração que vai permitir à nossa equipa publicar diretamente em QMS (de acordo com algumas regras) é um espelho da relação de confiança que existe entre equipas. Espero sinceramente que esta relação seja ainda mais reforçada no futuro.



Recognition



“Take time to appreciate employees and they will reciprocate in a thousand ways.”
Dr. Bob Nelson

Team Management Workshop

Recognition

Individual



QM Event

“Show Team”



“*A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.*”
Rosalynn Carter

Share Results



*“You can design and create, and build the most wonderful place in the world.
But it takes people to make the dream a reality.”
Walt Disney*



Celebrate Success



“Average leaders raise the bar on themselves; good leaders raise the bar for others; great leaders inspire others to raise their own bar.”
Orrin Woodward

Team Management Workshop Celebrations



“ *A woman with a voice is by definition a strong woman.* ”
Melinda Gates

Team Management Workshop

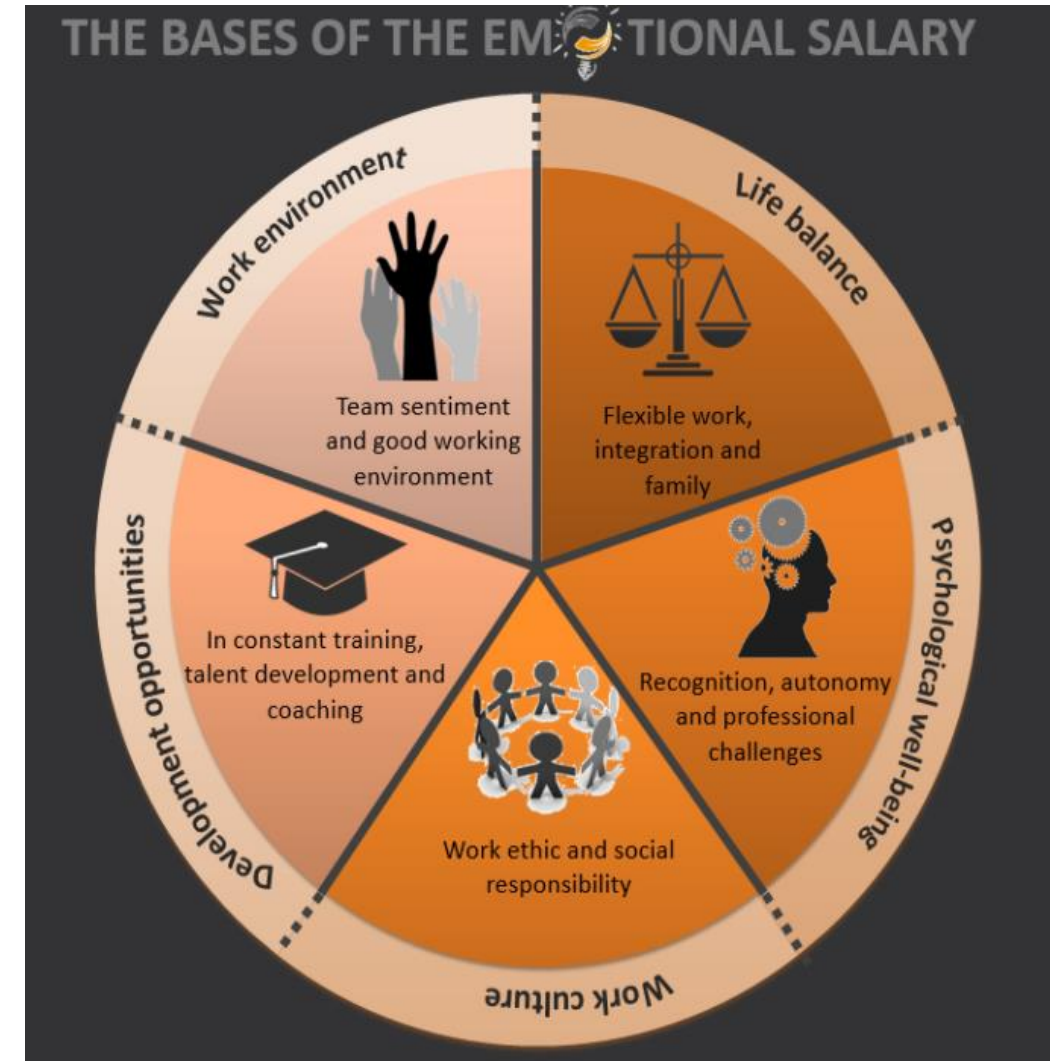
Funny moments



“*Why join the navy if you can be a pirate?*”
Steve Jobs



Emotional Salary



"It's not your salary that makes you rich, it's your spending habits."
Charlie Jaffe

Individual

- Know Person
- Meet Talent
- Challenge
- Communication
- Cooperation
- Motivation
- Trust
- Feedback



Group

- Efficient
- Mentor
- Team Spirit
- Ideas
- Respect
- Innovation
- Recognition
- Success

Leading a Team (style & focus)





Summary

Best Practices

- Share the plan, vision, goals
- Communication
- Clear expectations
- Share complements, motivations words
- Be Flexible (with balance)
- Trust
- Humility
- Integrity
- Authenticity
- Listen (both sides)
- Calls during business hours



Mistakes to Avoid

- Hide Stuff
- Be perfectionist
- Unclear Expectations
- Criticize in group
- Be Rigorous (with balance)
- Mistrust
- Intimidation, stupid
- Careful with jokes
- Hypocrite
- Stubborn (with measure)
- With time-zones (careful with calls)

Types of leadership (most common)

- Democratic Leadership
- Delegating Leadership
- Autocratic Leadership



Types of leadership (most common)

Democratic Leadership

They aren't handing down orders from on high, instead take a more collaborative approach to getting things done.

Is often referred to as “the best” or “most productive” leadership style.

Pro: Creativity and innovation are encouraged, which also improves job satisfaction among employees and team members.

Con: Constantly trying to achieve consensus among a group can be inefficient and, sometimes can be time consuming.



Types of leadership (most common)

Delegating Leadership

A delegating leadership style is a low task and relationship behavior approach to leadership where a leader empowers an individual to exercise autonomy. Employing this approach entails providing the individual with the big picture.

Pro: The leader gives : Turns over control, Allows the individual to make task-related decisions, Remains accessible ...

Con: Even a moderate level of input from the leader can be off-putting and, as such, interpreted as a lack of trust. This might result in regression of both their task-related ability and motivation.



Types of leadership (most common)

Autocratic Leadership

Autocratic leaders view themselves as having absolute power and make decisions on behalf of their subordinates.

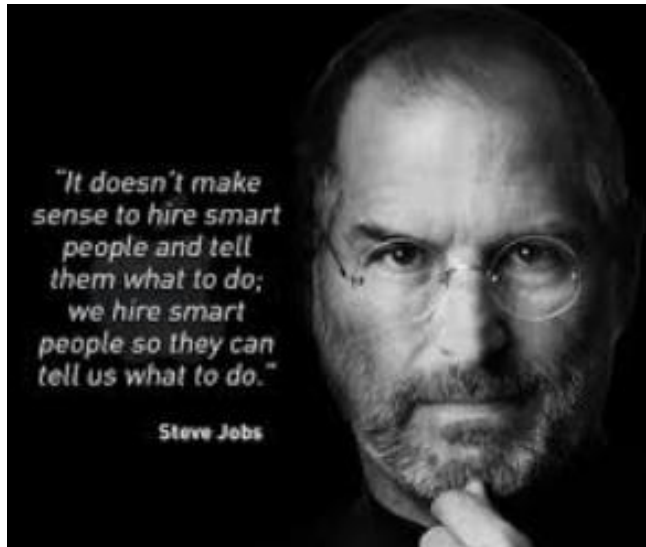
They dictate not only what needs to be done, but also how those tasks should be accomplished.

Pro: Decisions are often made quickly and strategically, and teams are kept on track as a result.

Con: Employees can feel ignored, restricted, and—in the absolute worst of cases—even abused.



How to build a great team



MANAGER & LEADER TIPS

How to Build a **Strong Team Culture**

1 Determine Your Goals
Where are you and your team, and where do you want to be?

Determine Goal Values **2**
What behaviors and values do you want to see? Team values?

3 Be Committed & All In
Your team will follow your lead, so lead by example with values!

Define Team Purpose **4**
Help your team understand why their jobs are important.

5 Communicate Effectively
Create a system to check in & meet up with employees.

My “idol” leadership

WALT DISNEY

- Born December 5, 1901
- Founder of Disney
- Created “The Happiest Place On Earth” and Mickey Mouse

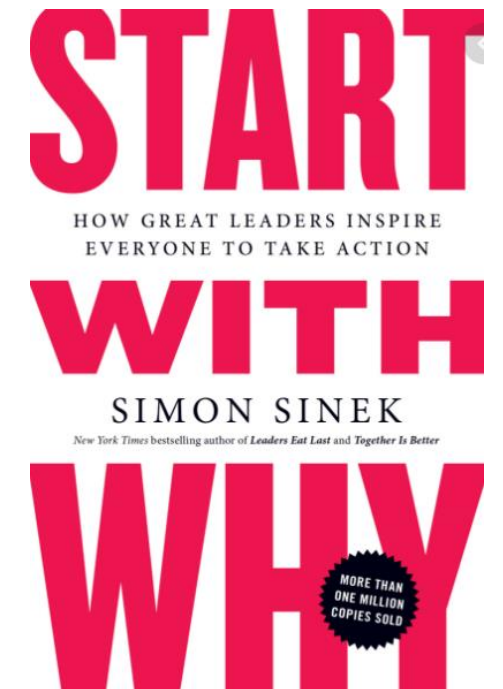
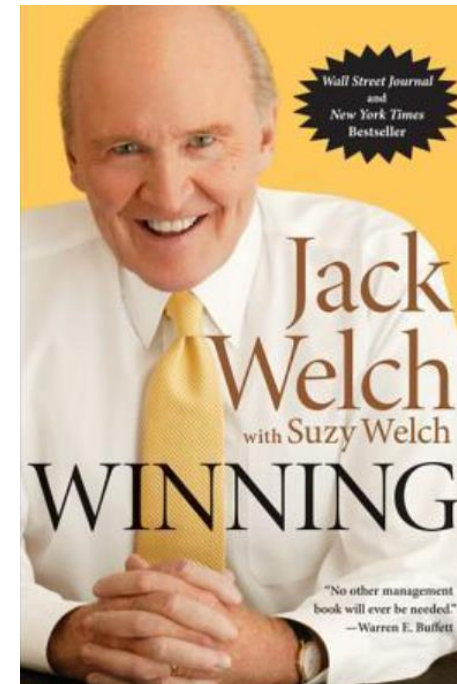
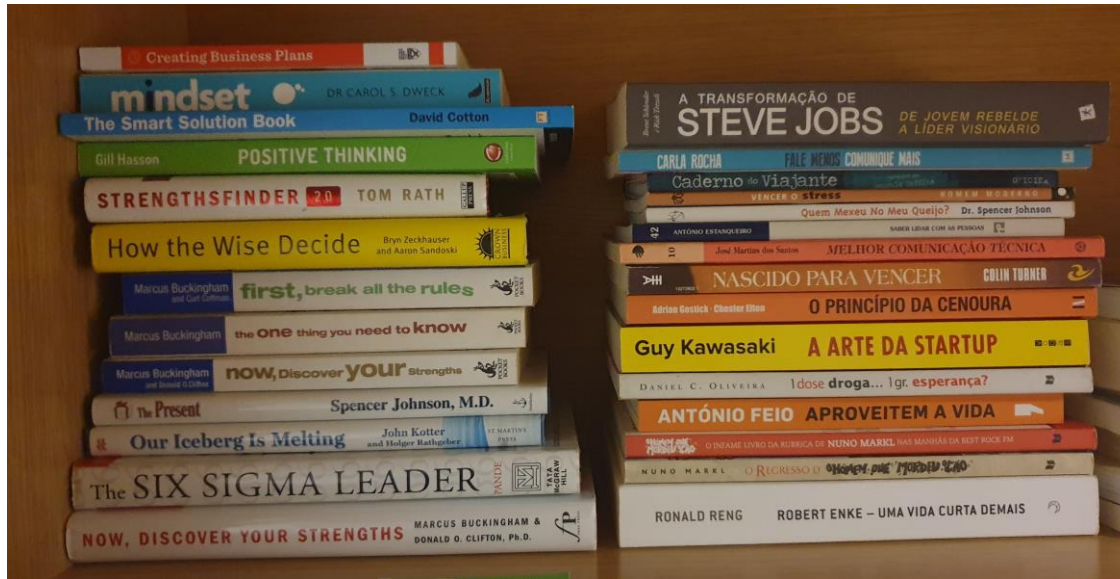


- 🏆 Leadership vision is your first stepping stone
- 🏆 Be lively, energetic and enthusiastic about work
- 🏆 Develop incredible people skills
- 🏆 Believe in building successful partnership
- 🏆 Connect with your team on a personal level, be their defender if needed

IDEALIZED INFLUENCE & INSPIRATIONAL MOTIVATION

INTELLECTUAL STIMULATION & INDIVIDUALIZED CONSIDERATION

Books & Training for Leaders



Podcasts & Speeches

Greatest Leadership Learnings – Jack Welch

<https://www.youtube.com/watch?v=xsEtVQCHYpE>

How great leaders inspire action - Simon Sinek

<https://www.youtube.com/watch?v=qp0HIF3Sfl4>

Ultimate advice for Young People - Jack Ma

<https://www.youtube.com/watch?v=bXGhtjezJPY>

Dream big ... fail forward - Denzel Washington

<https://www.youtube.com/watch?v=tbnzAVRZ9Xc&t=45s>

Life is not easy ... be brave - Matthew McConaughey

<https://www.youtube.com/watch?v=OKJImnk-gzQ&t=77s>



Q&A

Happy to share Experience or Tips




AGENDA

Team Management Workshop

Part II – April 29

- **Journey of a Test Consultant**
 - How to capture Talents for Quality Testing Software
 - What skills are need it
 - Career Evaluation
 - Challenges during the project
 - Change and attitudes
 - Advices
 - References
 - Books, trainings, podcasts, webinars

How to capture Talents for Quality Software Testing (1)




Noesis
27,332 followers
2w •

Antonio Almeida, from our Quality Management Business Unit, Pedro Matias, from our Sales Business Unit, and Joana Santos, from our IT Recruitment & Talent Selection Business Unit, are ready for the online edition of #PitchBootcamp FCT NOVA.


11th and 12th of March

Join us. Let's innovate together!
www.noesis.pt/en/join-us

JOIN US
LET'S INNOVATE
TOGETHER



with You and 2 others



FACULDADE DE CIÊNCIAS E TECNOLOGIA
UNIVERSIDADE NOVA DE LISBOA

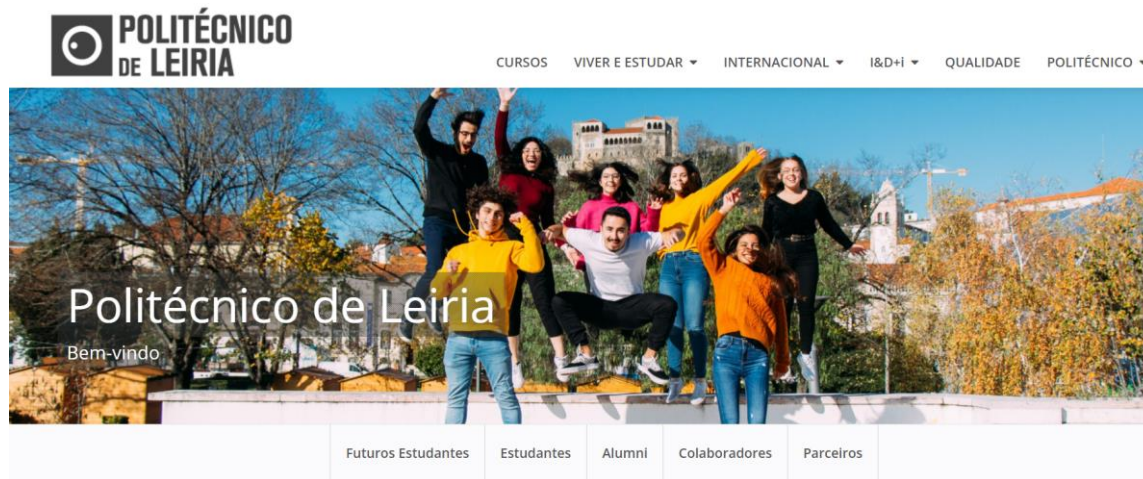


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How to capture Talents for Quality Software Testing (2)

Starting within Universities...



How to capture Talents for Quality Software Testing (3)

With protocols and "dedicated courses" syllabus

- **Promote** the discipline of tests among the younger bands, in the instruction phase
- **Facilitate access** to Training and Certification accredited and recognized internationally
- Give students a chance to **improve** their curriculum
- Increase the visibility of the University's efforts, **strengthening** the labor market
- **Raise awareness** for new doors in the Labor Market for testing professionals
- Create training programs for students and provide contact with the labor market
 - with direct involvement of organizations that operate in the market
 - with the possibility that in the end students can **integrate** their respective organizations
- Contribute to **growth** in the number of professionals in this area of tests
- **Increase** the number of certifications in the area of Software Testing in Portugal

How to capture Talents for Quality Software Testing (4)

Protocols with major training portuguese companies (Public or Private)

Up Skills or reformat positions

citeforma

Formação Contínua
Melhore as suas competências.

INSTITUTO DO EMPREGO
E FORMAÇÃO PROFISSIONAL

A CAMINHO DO FUTURO

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EMPREGO

FORMAÇÃO

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RVCC

FORMAÇÃO PROFISSIONAL

Modalidades de Formação
Pessoas com deficiência e incapacidade

ENTIDADES FORMADORAS

Aprendizagem
Especialização tecnológica (CET)
Vida ativa
Qualificação de pessoas com deficiência e incapacidade
Formação de formadores

CANDIDATURAS

Bolsa de Entidades Formadoras Externas
Rede de Parceiros de Excelência para a Aprendizagem

GERAÇÃO PRO

Geração Pro

INSTRUMENTOS DE APOIO

Referenciais de formação
Áreas prioritárias
Legislação
Regulamento da/o Formanda/o

CAMPEONATOS

WorldSkills Portugal

RECRUTAMENTO E SELEÇÃO DE FORMADORES

Período 2016/2018

Rumos

Soluções Rumos Notícias Contactos

Descubra os nossos serviços, cursos e oportunidades de carreira

How to capture Talents for Quality Software Testing (5)

Giving them training... and task tracking (not to be confused with micro-management)



How to capture Talents for Quality Software Testing (6)

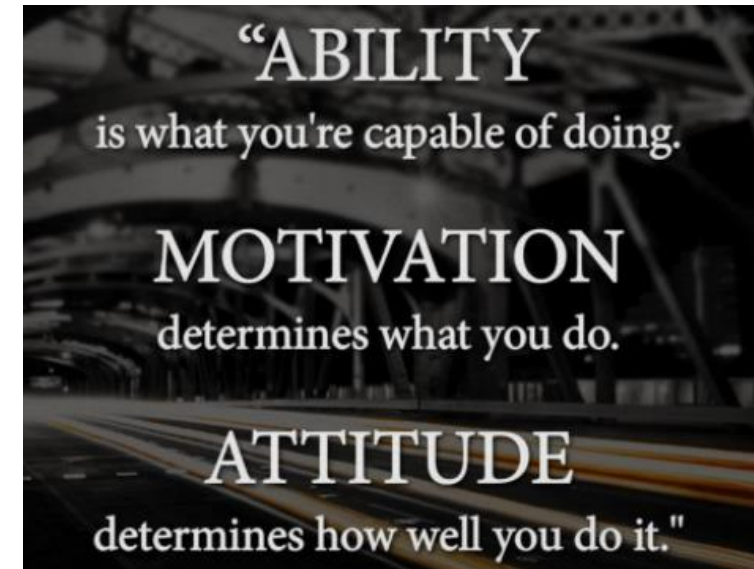
Btw friends...



What skills are needed (1)

(human /soft-skills)

- **Social Networking**
- **Communication – Written & Oral**
- **Intellectuality & Creativity**
- **Independent Working**



What skills are needed (2)

(technical skills)

A little of Programme

- (SQL for check queries at DB's)
- (Unix to run shellscripts)

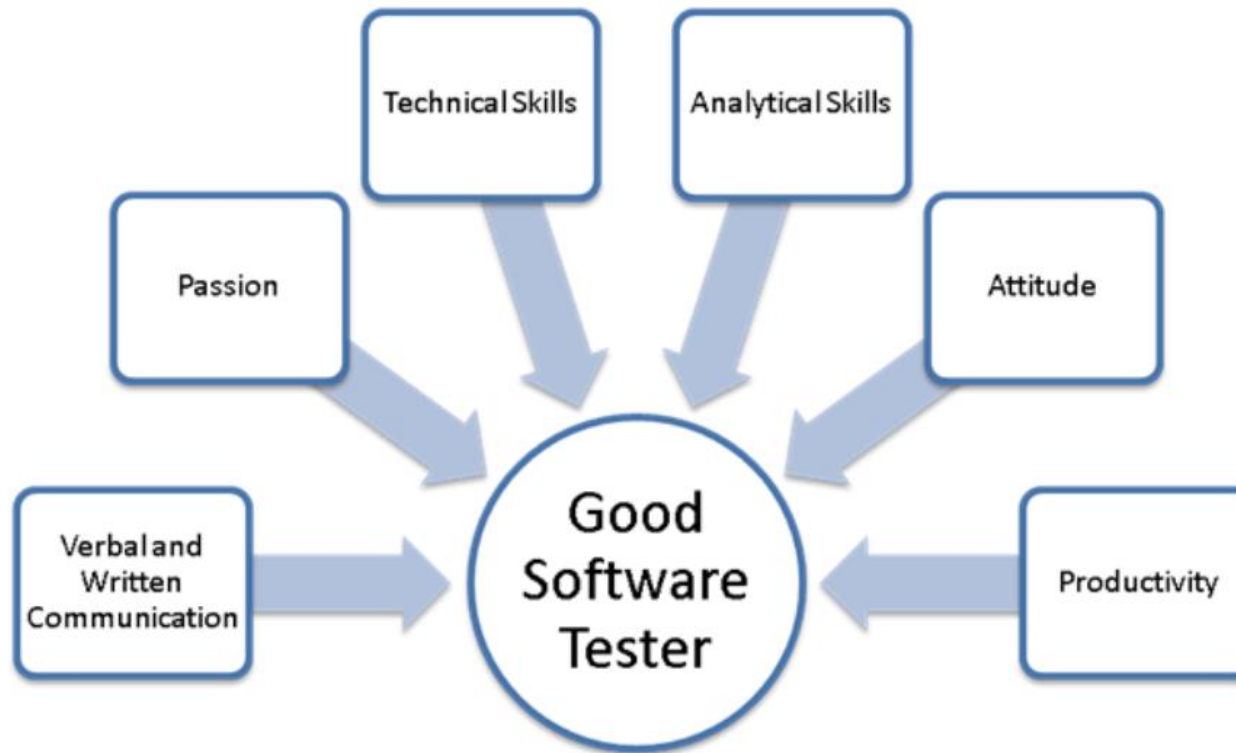
SDLC

- Testing Tools & Techniques
- Testing » Types & Phases
- Methodologies
 - (Agile, Waterfall, Iterative & Devops)

- Test Planning & Documentation
- Reporting
- Rational Analysis & Logical Thinking
- Automation
- Web & Mobile Technologies
- Project Management
- Customer Support

What skills are needed (3)

Summary



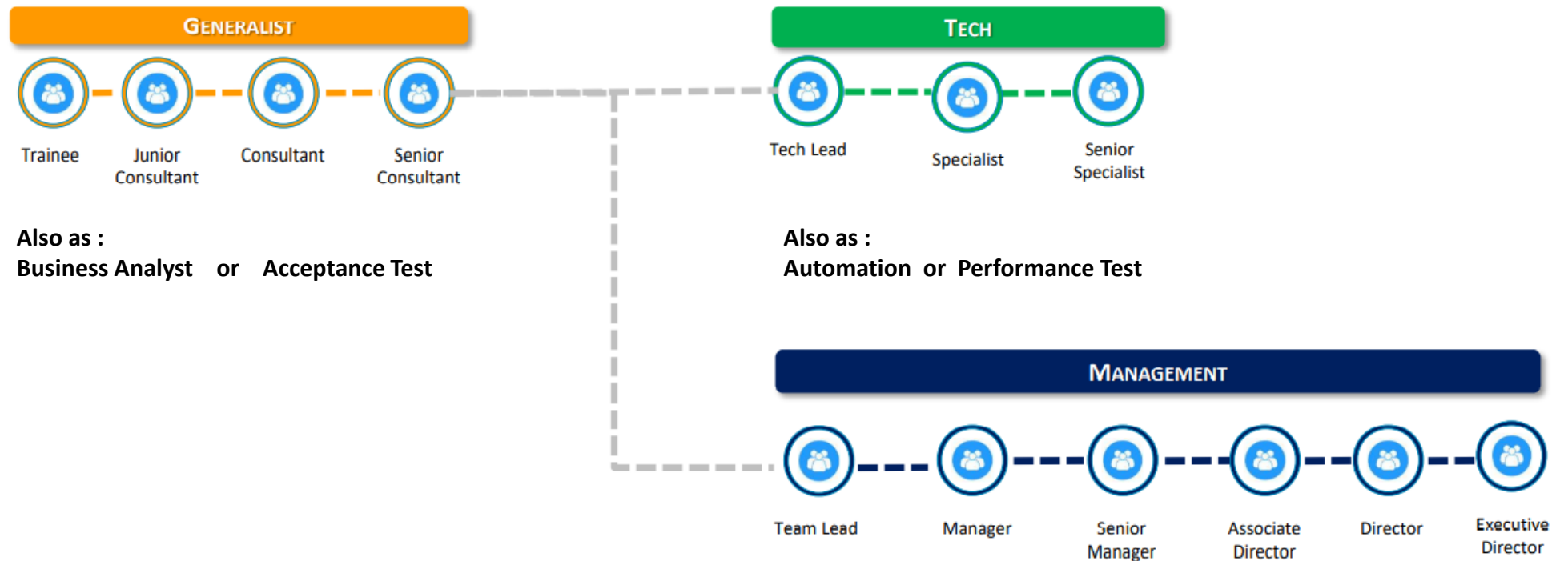
Non-Technical skills of a Software Tester

Career evolution (potential path)

(Functional and Non-Functional)

Career Roadmaps

Delivery



Challenges: How to make Talents work as a Team

Everyone is Important

- Build a team with different skills
- Respect each one
- Listen to their ideas
- Make a Happy environment
- Facilitate celebrations (deliverables, lunches & birthdays –partner & sons)
- Avoid small groups
- Organization , Rules & Monitor



Challenges: How to respect a Team

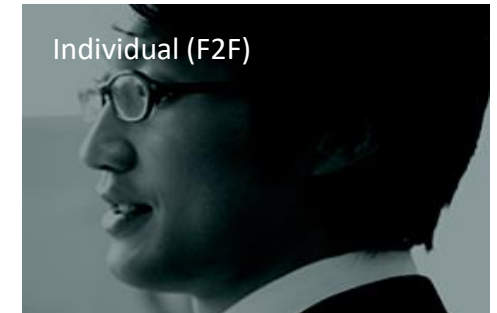
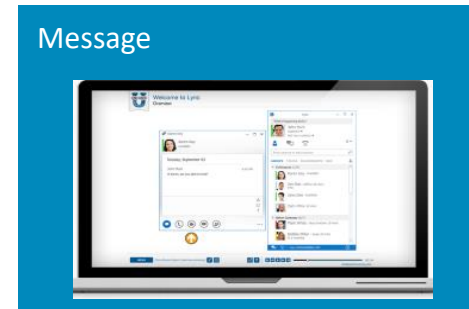
- Engage, Available & Flexible
- Transparent, Honest & Trust
- Each person has their way to work/think
- Could be good for one, but not for other
- Pay attention in attitudes and details
- One-team “vision”, collaboration, autonomy, innovation and learning



Challenges: during the program or project (1) “Emails”

Emails (some important advices)

- add a human touch. Make it personal (😊)
- if an email contains sensitive message, first call !
- emails could be misunderstood
- never write in CAPITAL CASE or **bold**
- write short statements / phrases
- avoid sending emails constantly ... and bigs
- avoid put considerations about anyone
- read email before send it ...with attachment (😊)
- if you want to reply one person, avoid option reply all



Challenges: during the program or project (2) “Ideas”

Communication

Let's Transform

Positive Energy



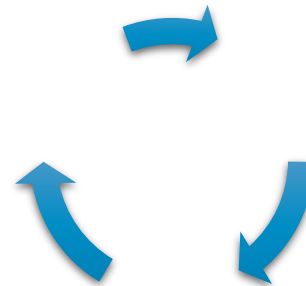
Get Team thinking

Challenges: during the program or project (3) “Information”

Communication

Let's Transform

Positive Energy



Challenges: during the program or project (4) “Discuss”

Communication

Let's Transform

Positive Energy



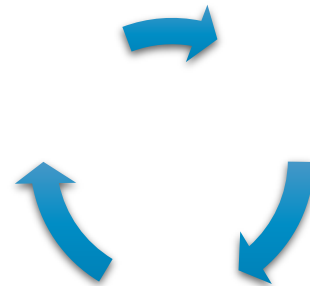
Team feels important

Challenges: during the program or project (5) “~~whisper~~”

Communication



Let's Transform



Positive Energy

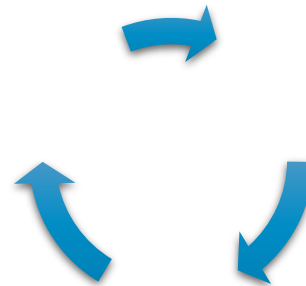


Challenges: during the program or project (6) “unclear”

Communication



Let's Transform



Positive Energy

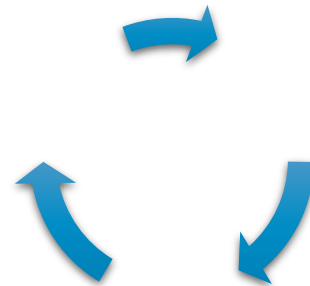


Challenges: during the program or project(7) “~~Scream/rude~~”

Communication



Let's Transform



Positive Energy

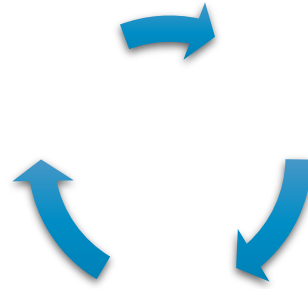


Challenges: during the program or project (8) “Strongest”

Communication



Let's Transform



Positive Energy

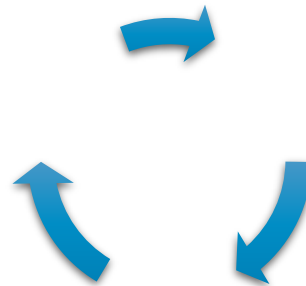


Challenges: during the program or project (9) “Meetings”

Communication



Let's Transform



Positive Energy

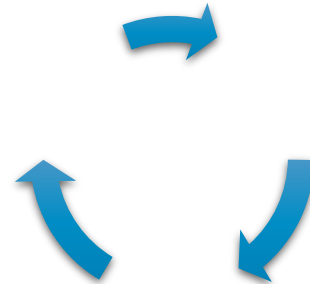


Challenges: during the program or project (10) “Decisions”

Communication



Let's Transform

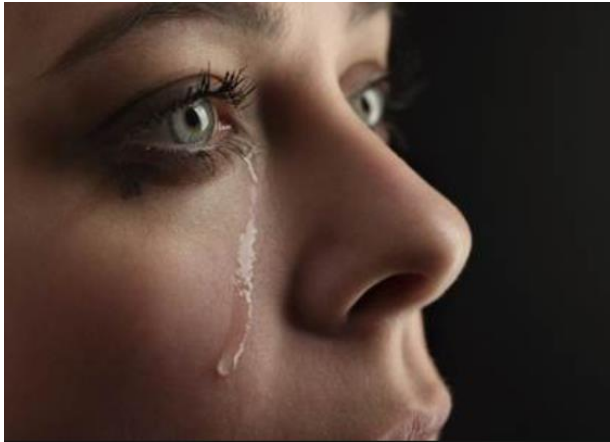


Positive Energy

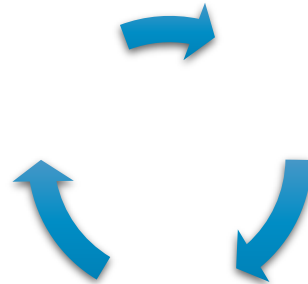


Challenges: during the program or project (11) “Apologies”

Communication



Let's Transform



Positive Energy

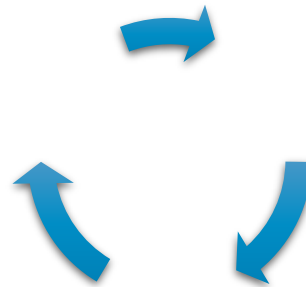


Challenges: during the program or project (12) “Praise”

Communication

Let's Transform

Positive Energy

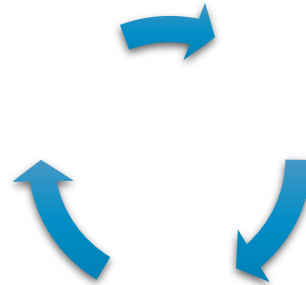


Challenges: during the program or project(13) “Recognition”

Communication



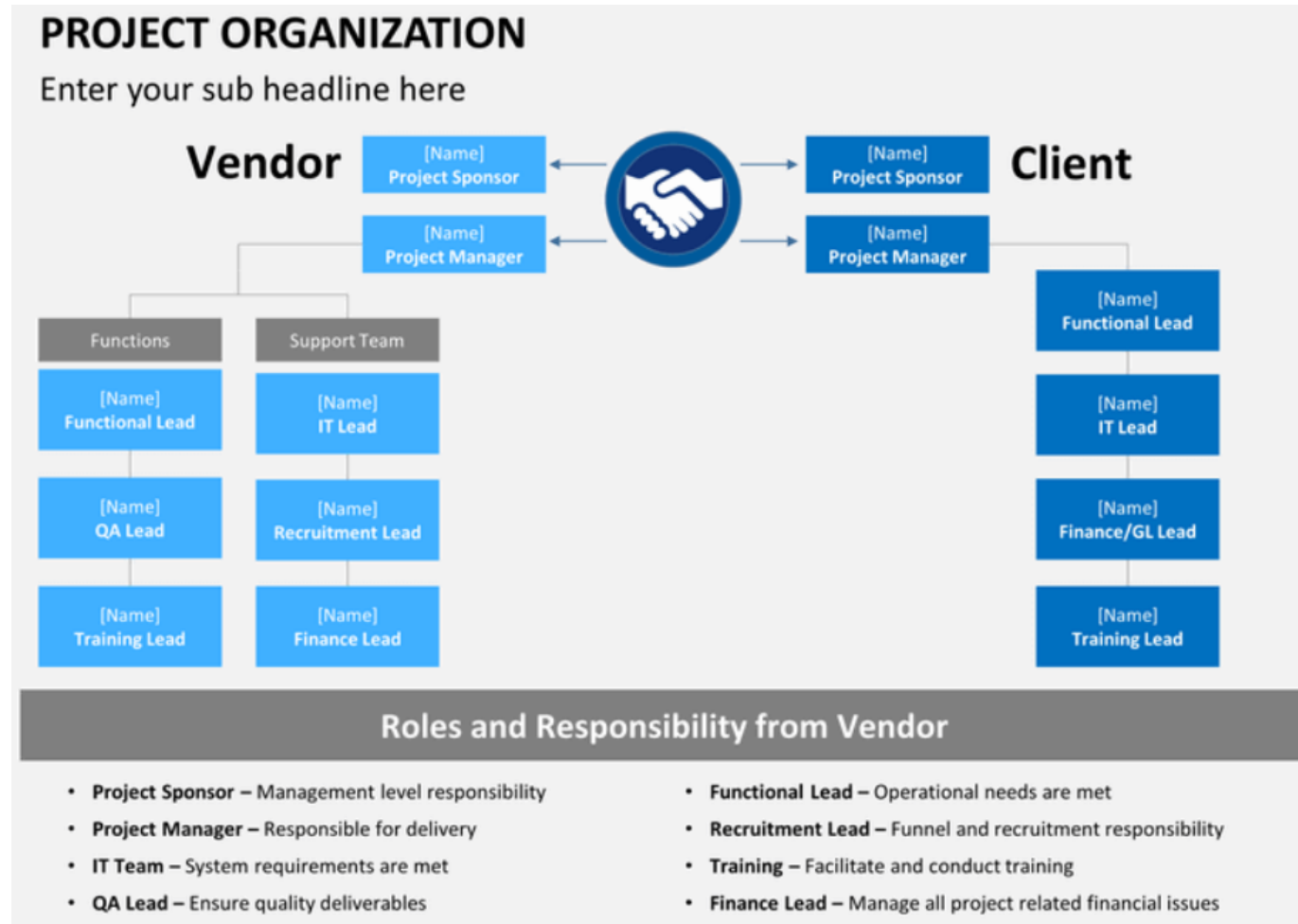
Let's Transform



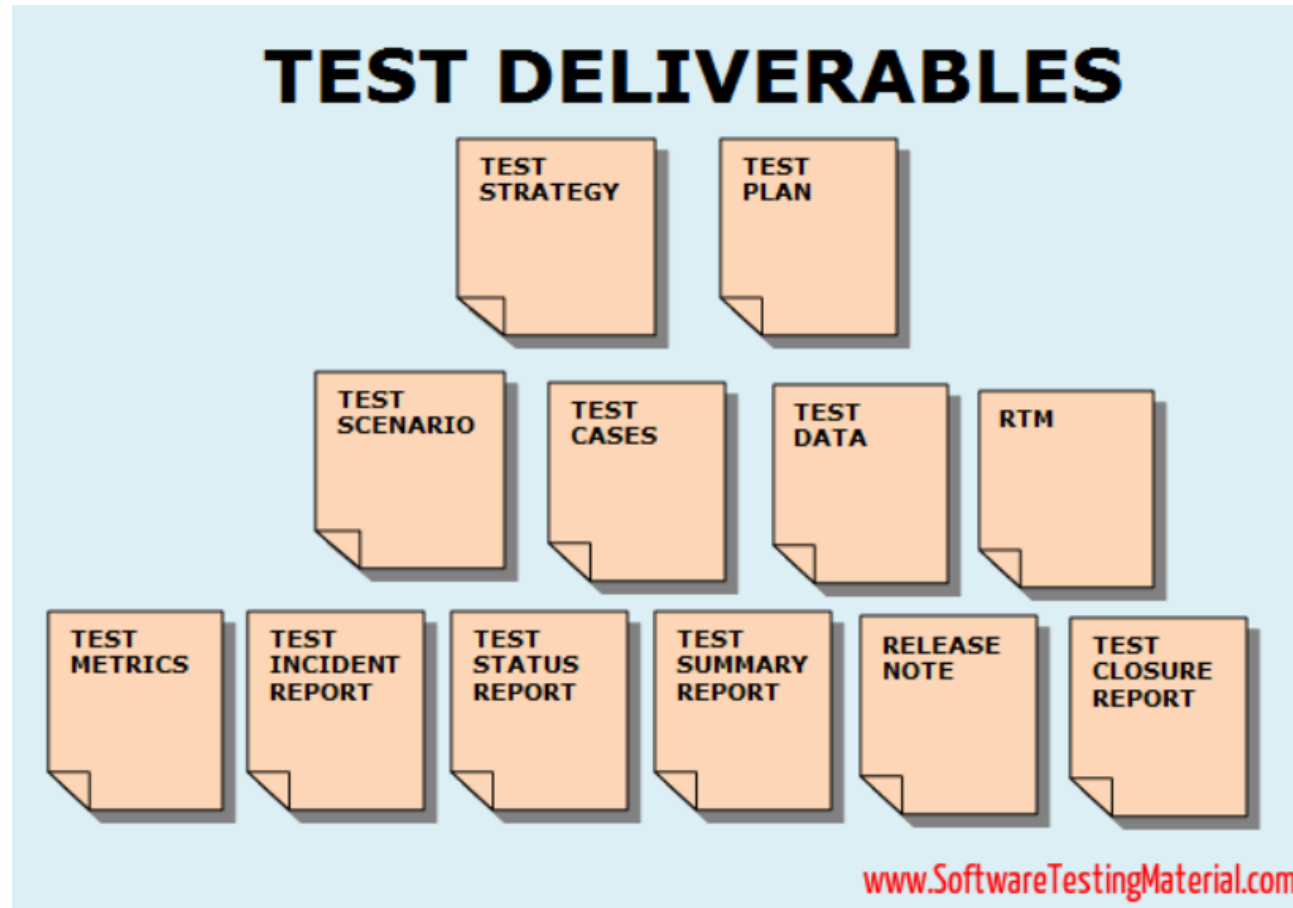
Positive Energy



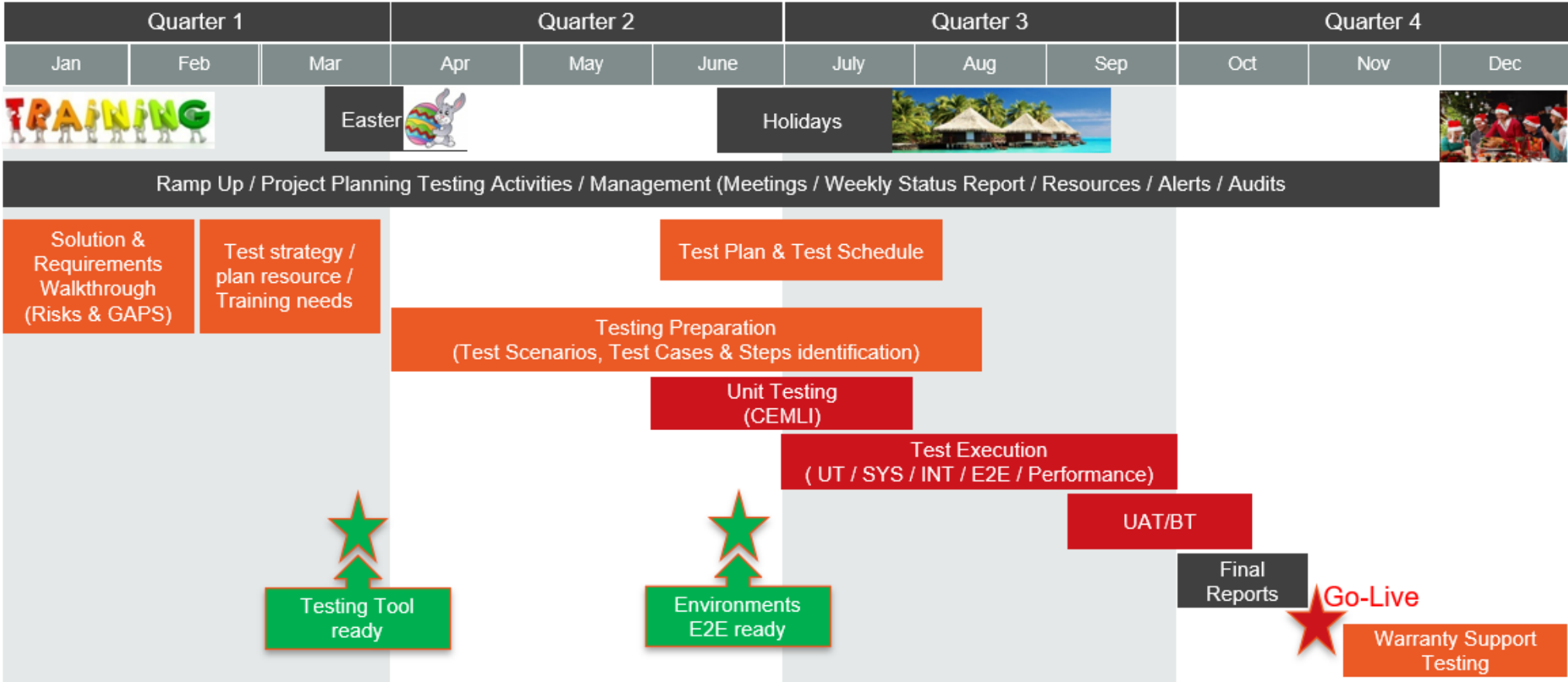
Share the Project program ... btw Team & Client



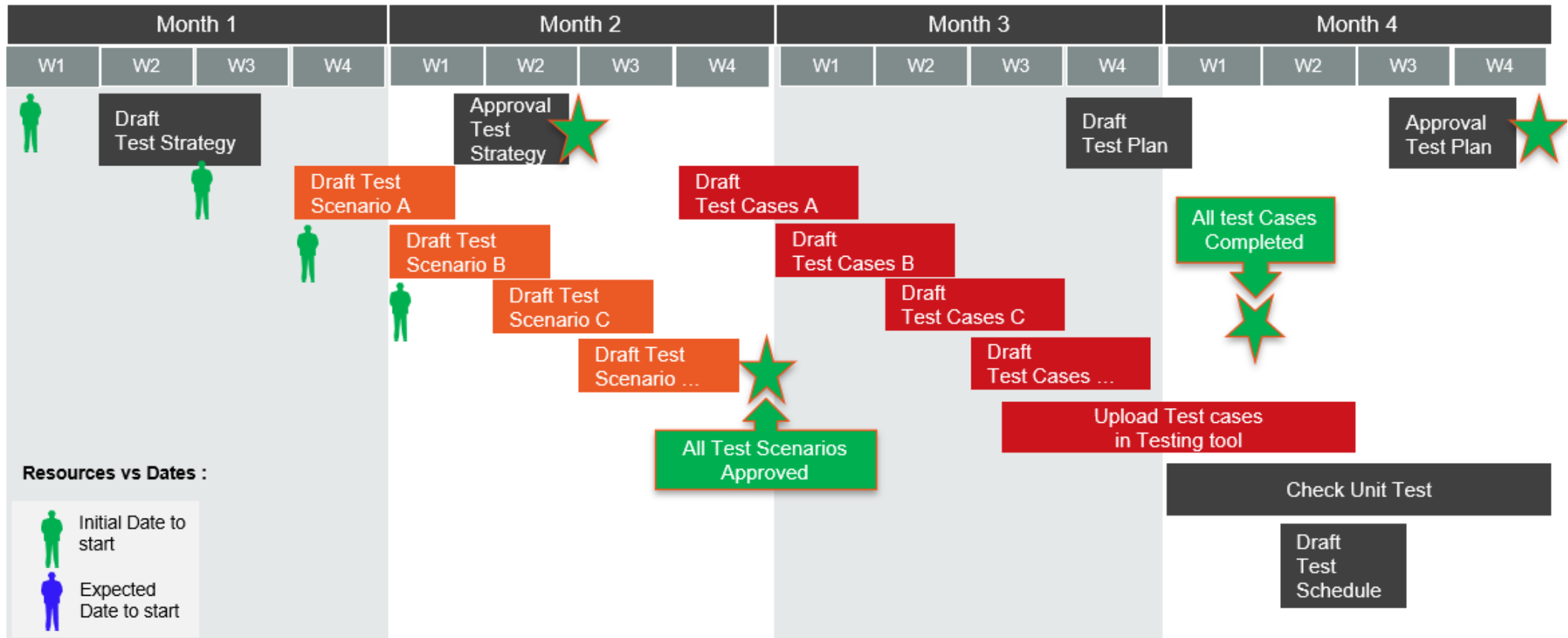
Deliver the Docs ... for the Client



Share the Test Plan ... with the Team



Share the Milestones Deliverables ... with the Team



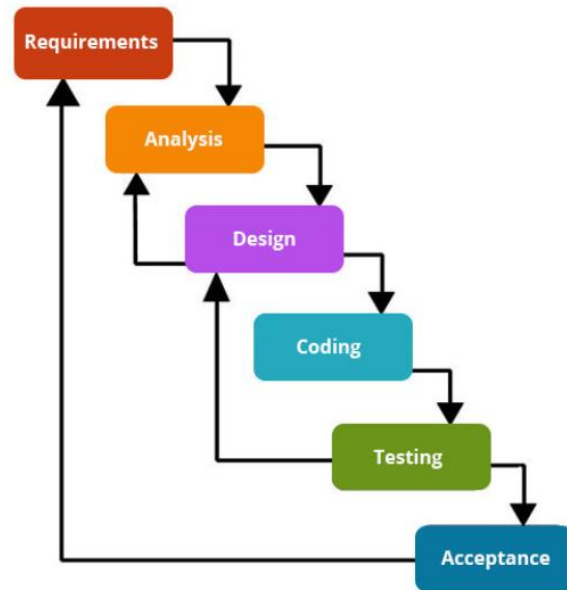
Raise the Risks & Issues ... even sometimes it's hard

	Problem	Risk
Impact	has occurred	may occur
Measure	corrective	preventive
Strategy	tactic	strategic
Horizon	short-term	longer-term

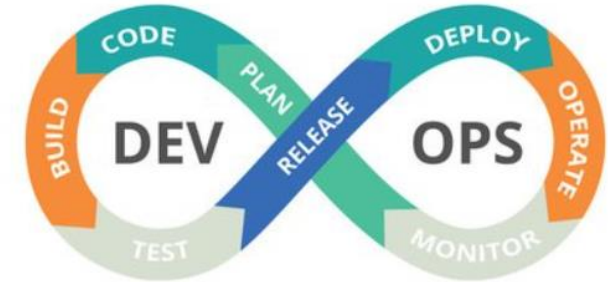
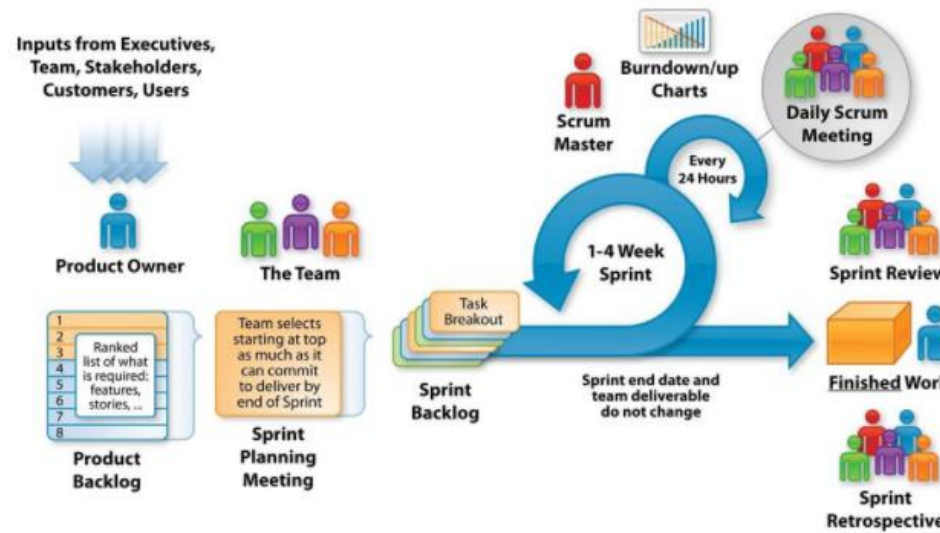
Past Now Future

Independently methodologies ... follow the processes

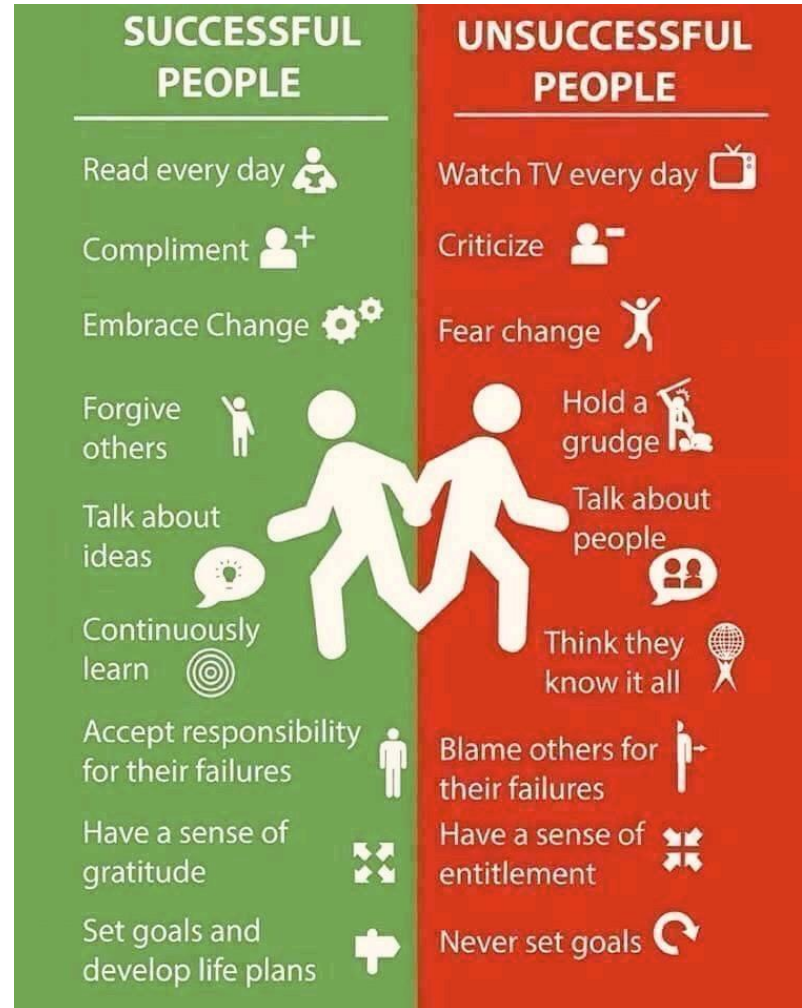
WATERFALL MODEL



The Agile - Scrum Framework



The change start in us



The change start in us



Attitudes makes the difference

10 Creative Ways to Keep a Positive Attitude -- No Matter What

<https://blog.hubspot.com/service/positive-attitude>

10 Signs of a Positive Workplace

<https://www.cleverism.com/10-signs-of-a-positive-workplace/>

Top 10 Positive Attitudes and Behaviors Your Need to Succeed

<https://stunningmotivation.com/top-10-positive-attitudes-behaviors-need-succeed-life/>



Advices for the actual beginner

You can't go back and
change the beginning,
but you can start
where you are and
change the ending.

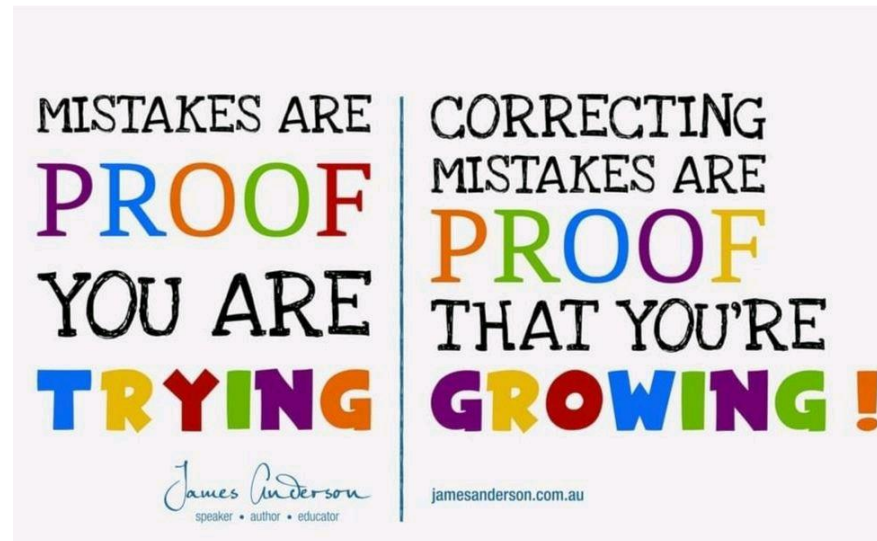
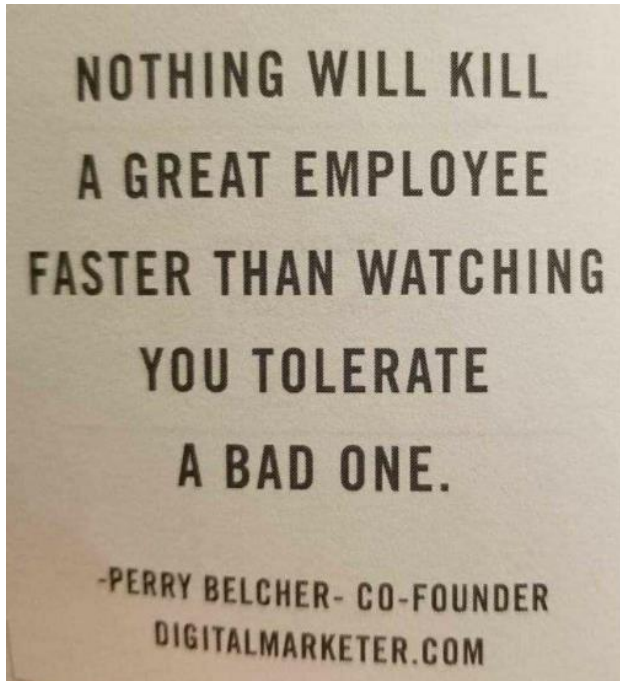
—C.S. LEWIS



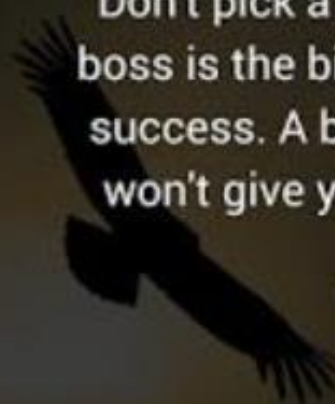
Don't carry your
mistakes around with you.
Instead, place them under
your feet and use them
as stepping stones to rise
above them.



Advices as a leader for individual and the team



Advices from the Great Leaders



"Don't pick a job. Pick a boss. Your first boss is the biggest factor in your career success. A boss who doesn't trust you won't give you opportunities to grow"

William Raduchel

A good boss is better than a good company. A good boss would discipline you, train you, develop you. "

-Jack Ma, Alibaba CEO

Great leaders are willing to sacrifice the numbers to save the people. Poor leaders sacrifice the people to save the numbers.

— Simon Sinek —

Surround yourself with people who talk about vision and ideas.
Not people

Great Leaders



“ *Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.* ”

JACK WELCH'S 10 RULES FOR SUCCESS

1. TALK ABOUT YOUR MISTAKES
2. ENERGIZE OTHERS
3. SEARCH FOR A BETTER IDEA EVERYDAY
4. YOU CAN'T MAKE CHANGE WITH RATIONAL BEHAVIOR
5. DON'T GET COMFORTABLE
6. MAKE THE RIGHT TRADE-OFFS
7. SEE EVERYONE AS A MENTOR
8. GROW YOUR PEOPLE
9. ALWAYS OVERDELIVER
10. BE CANDID

Challenges for the future Leader 2030



○ Future Leaders among Gen-X & Gen-Y faces new types of challenges such as:-

1. Competing at global scale
2. Adapting to new technologies
3. Workplace diversity
4. Generation ME (Millenium Babies)

Books, Podcasts, Articles ... Testing



22 Best New Software Testing eBooks To Read In 2021

Video

- What is Software Testing & Why Testing is Important?

<https://www.youtube.com/watch?v=TDynSmrzpXw>

Articles

- Basic Skills That Every Tester (Mainly Fresher) Should Have

<https://www.softwaretestinghelp.com/basic-skills-that-every-tester-fresher-should-have/>

- Software Testing material

<https://www.softwaretestingmaterial.com/software-testing/>

- Software Testing Tutorial: Free QA Course

<https://www.guru99.com/software-testing.html>

- Functional Testing Vs Non-Functional Testing

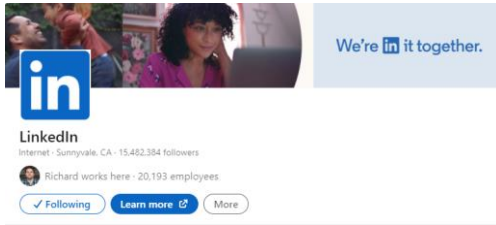
<https://www.softwaretestinghelp.com/functional-testing-vs-non-functional-testing/>

- Technical Skills Required for Software Testing

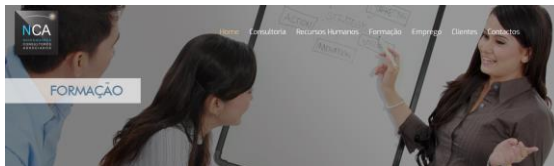
<https://softwaretester.careers/technical-skills-required-for-software-testing/>

Team Management Workshop

Company's courses & events



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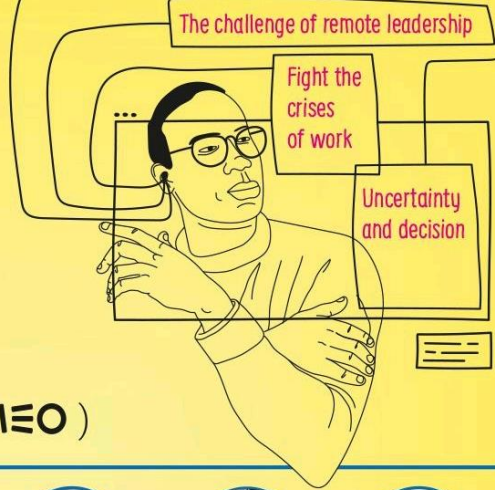


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November 25th

Free Webinar & Líder TV (165 – MEO)



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Minister for Labour,
Solidarity and Social Security



MIGUEL PINTO LUZ
Deputy Mayor
of Cascais Council



ANTÓNIO SARAIVA
President of CIP



ANA PAULA BERNARDO
Deputy Secretary-General
of UGT



STEWART CLEGG
Sociologist and
Organizational Theorist



JOÃO CÉSAR DAS NEVES
Professor at Católica
Lisboa School of
Business & Economics



DENIZE DUTRA
CEO of Denize Dutra Gestão
e Desenvolvimento



CLARA CELESTINO
Human Resources
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Head of People
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at Philip Morris International



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CEO Instituto Capacitare



GRAÇA REBOCHO
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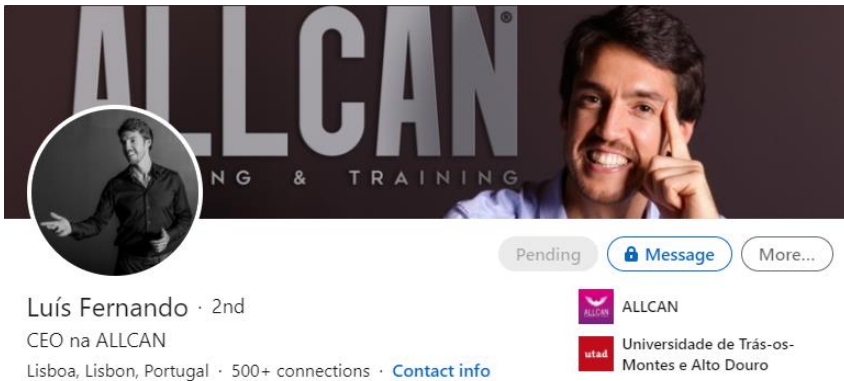
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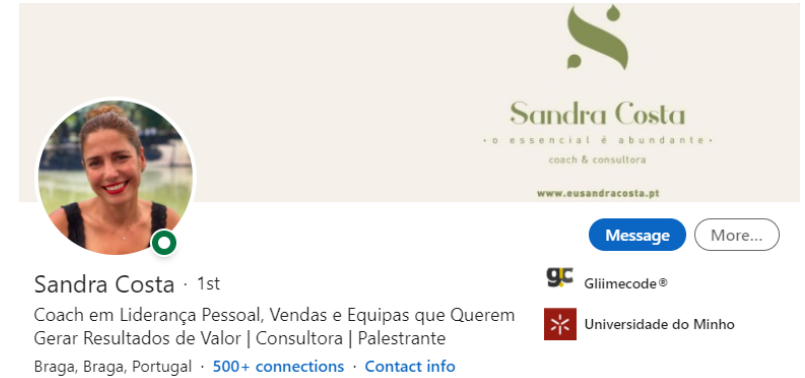
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Joel Oliveira
IoT? What Does It Mean
for Testers?

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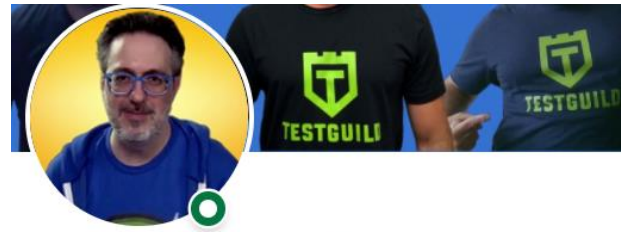


QUALITY TALKS
Lisbon QA community

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Founder of TestGuild | Automation Testing | Security |
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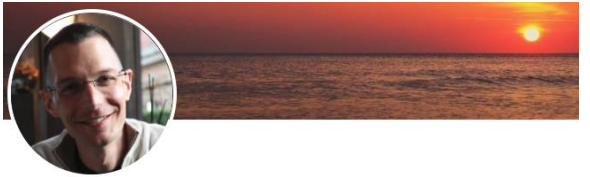
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Family & friends... treasure !



“It's all about quality of life and finding a happy balance between work, friends and family”
Philip Greece



Q&A

Happy to share Experience or Tips



