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Minimizing Execution Risk in Test Solution Development

Utilizing a Technical Project Lead

November 18, 2022



About This Presentation

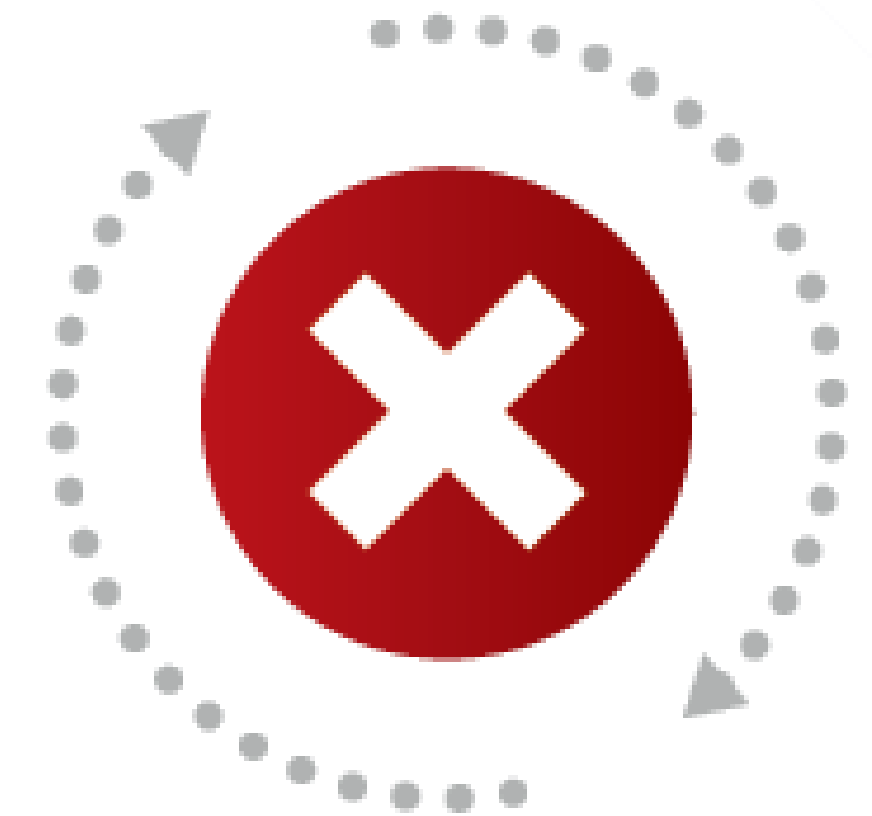
Test development projects are a mix of engineering disciplines with a complex and interdependent ecosystem. A technical project lead provides a single point of responsibility for assessing technical risk across the project, developing mitigation plans and driving countermeasures to completion to ensure on-time and on-spec delivery of the project.

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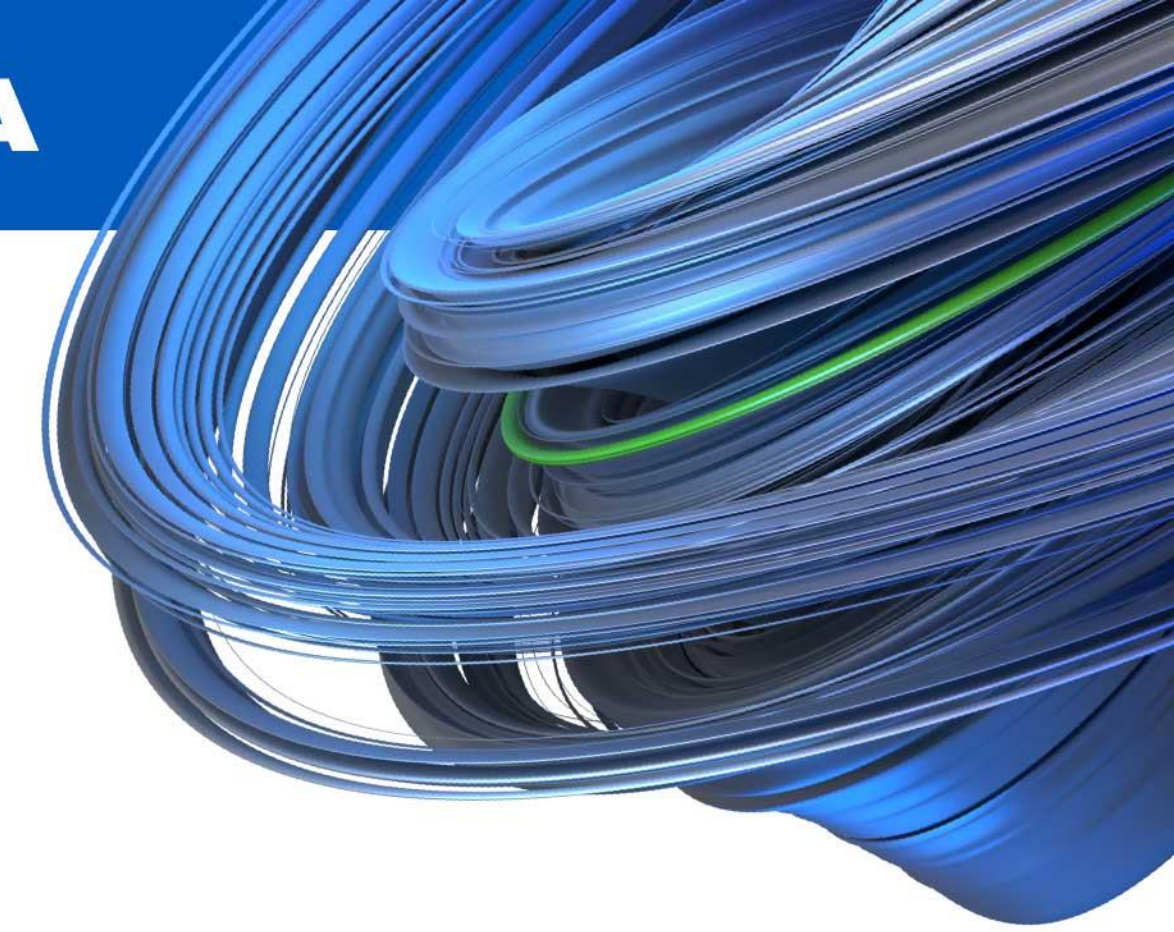
Why Project Fail

- Misalignment between customer commitment and physical or technical capabilities of the tester solution
- Miscommunication between members of the project team (Customer, Group Manager, Sales, etc.)
- Lack of response to change requests
- Lack of defined milestones and completion definition
- Failure to maintain cohesion and efficiency among the team



A Technical Project Lead Ensures Success

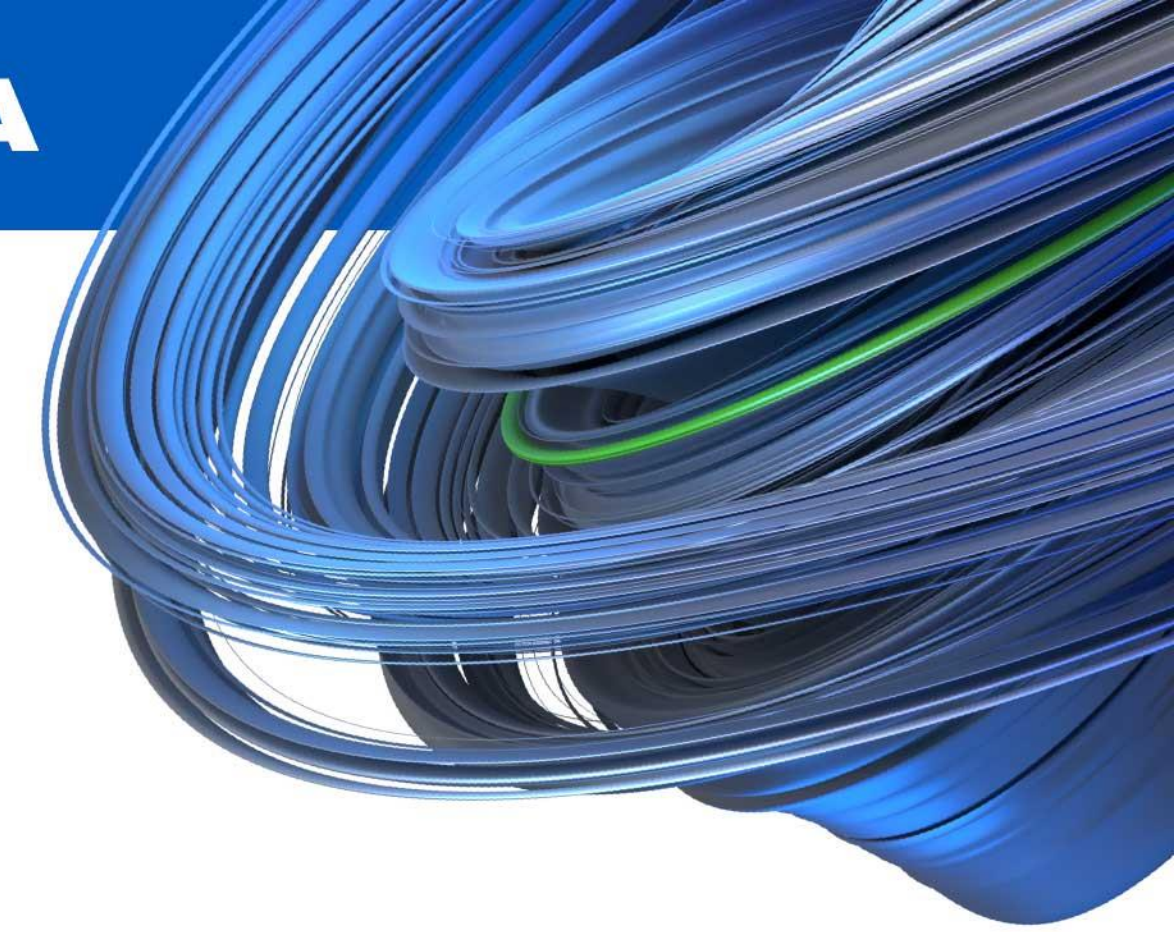
- Solution architect
- Establishes the right team of experts
- Has a 360° view of key participants and maintains cohesion
- Leads technical decision-making and communication
- Reviews project progress and milestones to ensure on-time and on-spec delivery
- Evaluates the project outcome



The Steps to Success

Define and Size the Project

- Evaluate the project's complexity and timeline.
 - Identify the project's technical challenges and pitfalls with cross-functional meetings that include all technical experts
 - Projects can be put at risk if you do not consult with the right set of experts.
 - Review Design For Test, device, test application, and other specifications to understand the device and test complexity.
 - Understand the customer and your team's level of experience with the device type, tester, device IP, and other technical requirements for the project.
 - Provide the team with training they need before starting the project and defer to their assessment of the time required to complete the project



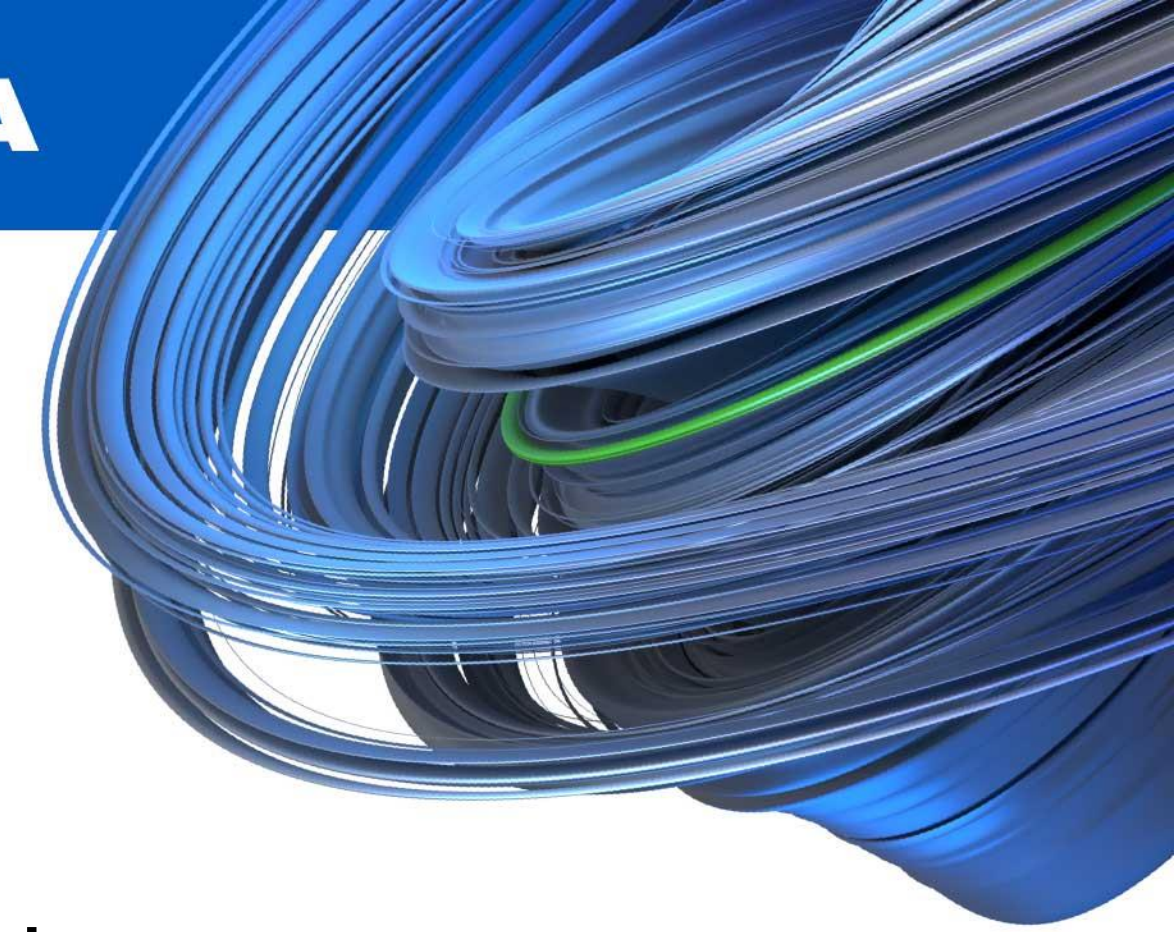
Create & Manage The Dream Team

Success is the result of the right team working well together.



Identify Key Resources for the Project

- The project team is the pillar of any development project and can include:
 - Test Engineer (From different location)
 - Hardware Engineers
 - Application Development Center Management Resources
 - Sales Team
 - Field Product Specialist Engineers
 - Sustaining Software Engineers (Support for issues related to the tester or software)
 - Product Support Integration Engineers (production interface, system drivers development, etc.)



Leverage the Dream Team's Expertise

- Ensure all deliverables are technically attainable
- Delegate responsibility to the project expert and let them shine
- Maintain cohesion of the group – create space among team members and with the customer to ensure efficiency
- Recognize achievements and successes

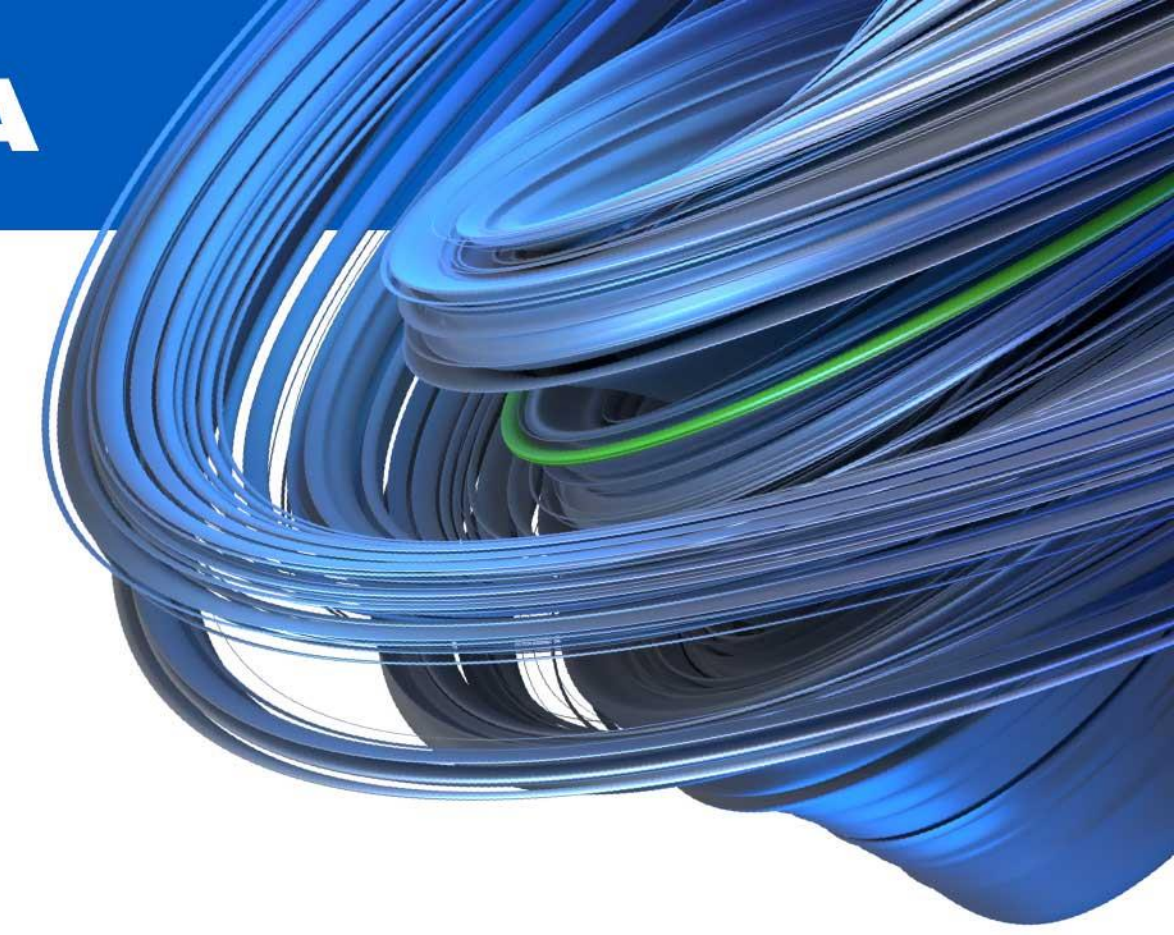


Communicate, Then Communicate More

Successful project execution hinges on communication.

- Internal and external weekly progress calls
 - → Meeting minutes
- Manage milestones
 - Ensure every Milestones are progressing properly
 - Implement code reviews to find issues
 - Verify bug fix methods are working
- Build trusted relationships with the team and customer





Tell the Truth

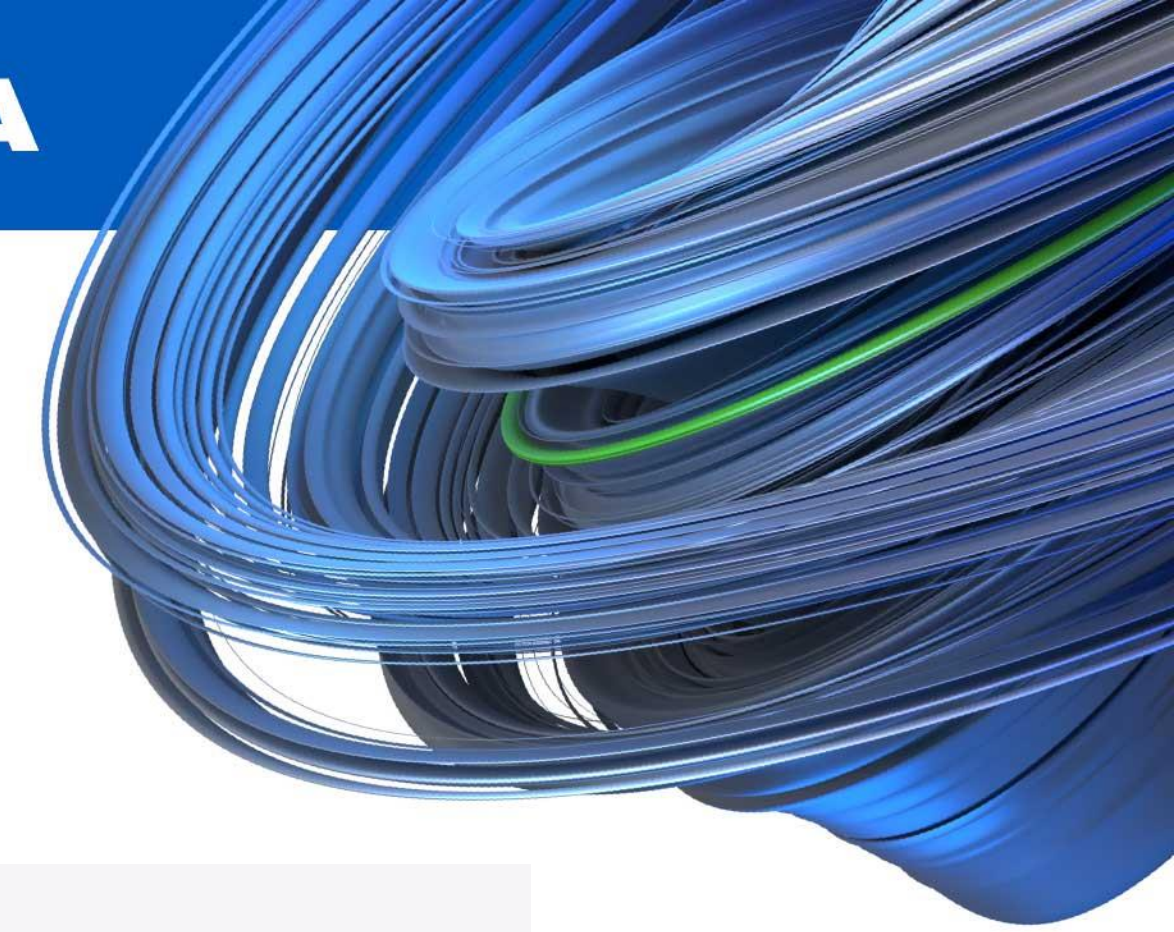
Change is inevitable, use these opportunities to build trust.

- Every project experiences unpredictability that causes a minor or major impact.
- Minimize the impact: create a countermeasure plan with actions, responsibilities and a revised timeline immediately
- Inform all project stakeholders (internal and external) as soon as possible and agree on a revised plan.
- Be honest and proactive in creating a mitigation to build trust between team members and with the customer.

Be the Shock Absorber

**The team is the pillar of your project.
Protect them to maximize results.**

- Contain external pressures
- Manage internal relationships and dependencies
- Escalate when necessary



Leading High Performing Teams

- Build relationships and develop trust
- Set expectations for project goals and hold the team accountable
- Optimize communication to ensure success for virtual teams working remotely
- Skillfully manage culturally diverse teams

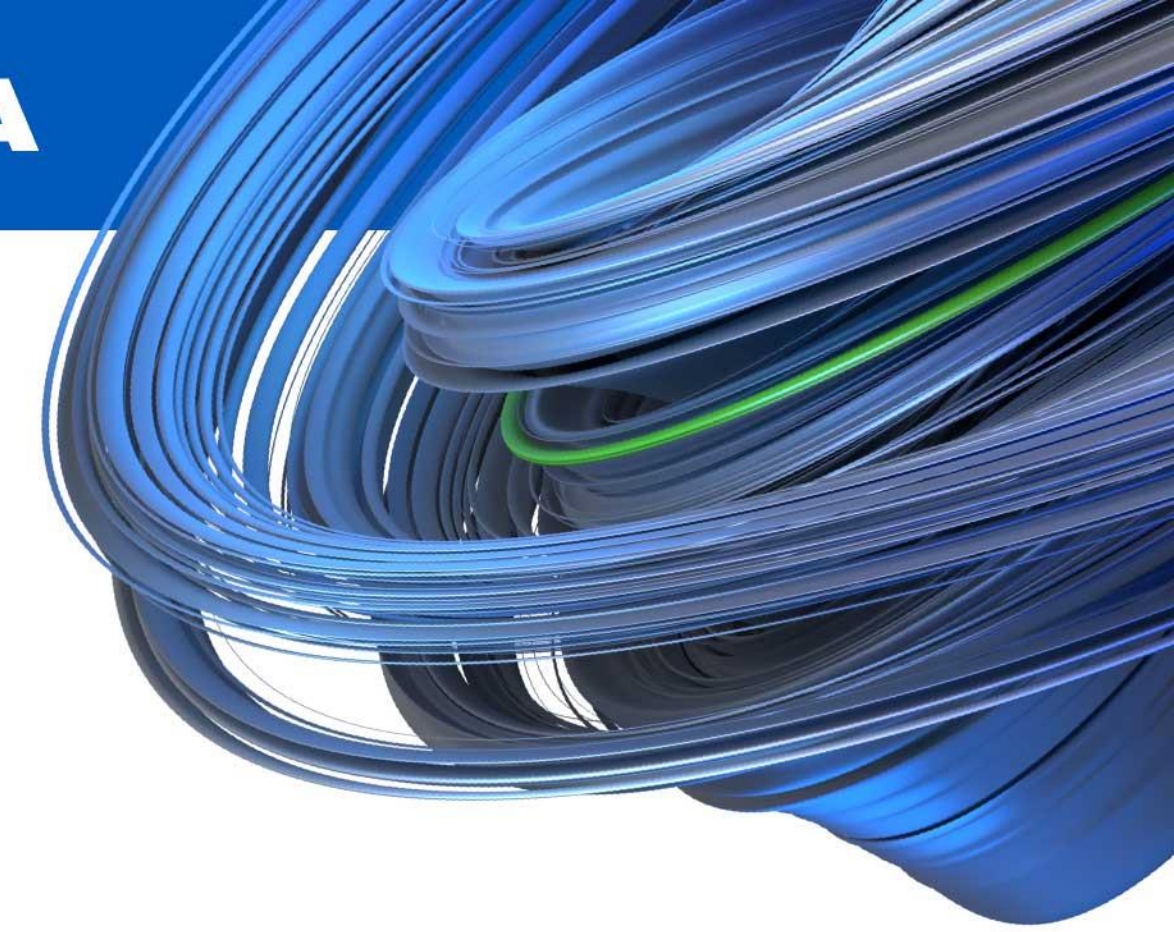


Win-Win-Win Solutions

You WIN → Customer & stakeholders

We WIN → Team unity, desire to work together on new challenges

I WIN → Ensuring team success and leveraging that magic for future projects



Teradyne Technical Lead Training

Two-day workshop where you'll learn:

- What Is a Technical Lead
- Project Management Lite
- Communication Skills and Methods
- Leading Teams
- Identifying, Communicating and Managing Risks
- Fostering Technical Champions at the Customer
- Best Practices & Lessons Learned



Thank You

Any question please contact me:
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Key Responsibilities

Project Phase

1
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2

- Lead **discovery of technical requirements**
- Identify key **technical knowledge** required for project development
- Identify **gaps** in product knowledge and test techniques
- Lead **definition of solution** design
- Assess **technical feasibility** of the solution
- Manage **technical risks**: identify, monitor, and drive their resolution

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- Provide input for **project success criteria** (for example, test time targets and COT goals)
- Complete **technical activity task sizing**
- Provide required input for **applications hardware development**
- Ensure **program quality** (for example, conduct peer reviews and enforce coding standards)
- Maintain oversight of all **technical tasks**, identifying issues/gaps and initiating appropriate action and escalation
- Ensure effective **communication between team and with customer** on technical matters

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- Ensure performance to **meet technical success criteria**
- Be SEG's **technical champion** to customer by building relationships and developing trust
- Facilitate **shared learning and use of best practices**

