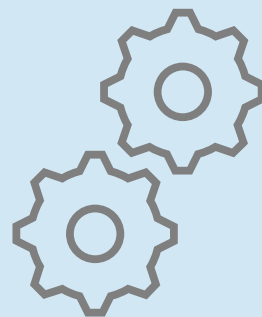


When Quality Engineering Creates Chaos



Preparing Teams for Sustainable Change

mTAVERSE | Leading with Quality, 2026

www.proquains.com

Why do some teams begin their Quality Engineering journey with enthusiasm, yet struggle to make the transition truly work?

Learn More



PRODUCT QUALITY
INSIGHTS

Exploration & Insights

with

Barry Ehigiator
Test Team Lead | BBC



www.linkedin.com/in/barry-ehigiator

Incoming ...

Slides with colorful
visuals

Intro & Context ...



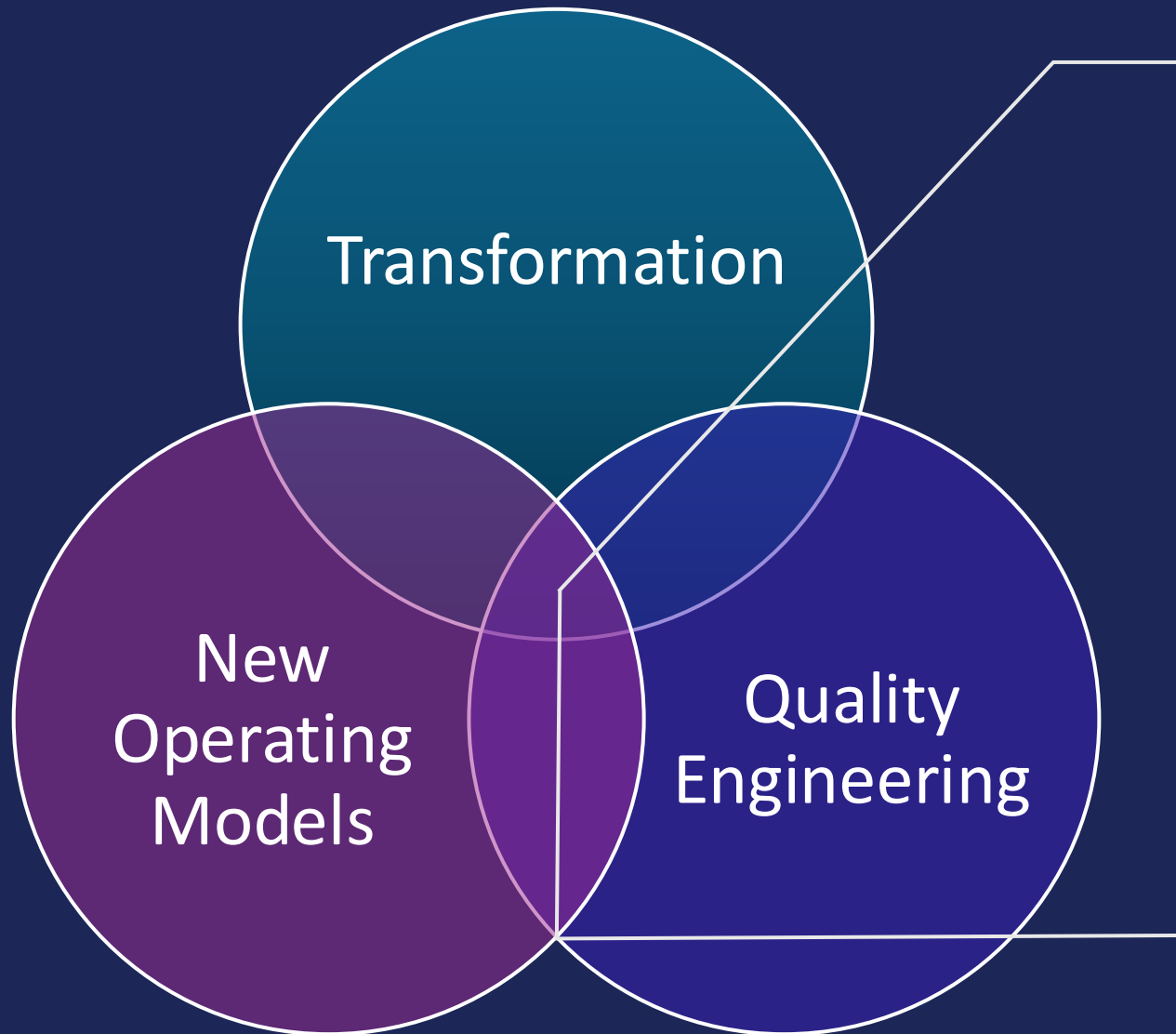
Let's Talk... (Show of Hands)



How many of these sound familiar?

- ✓ My organisation is currently exploring or transitioning to Quality Engineering.
- ✓ Quality Engineering has improved some aspects of how we work.
- ✓ Quality Engineering has also created new challenges or confusion.
- ✓ We're still figuring out what "good" looks like in a QE environment.

Quality Engineering & Transformation



Why this matter?

Improve focus, alignment and deliver value to our customers, with speed and with quality.

The QE challenge ...

- Expectations sometimes remain unclear
- Practices may vary across teams
- Outcomes don't match expectations

Who I Am ...



BSc. Biochemistry
BA. International Relations
BA. Human Rights
MSc. Development Economics
MSc. Digital Tech Solutions

People

Innovative
Quality
Solutions

Processes

Tools

The Golden Triangle of Innovation

Barry Ehigiator | #LWQ_2026

Barry Ehigiator
Test Team Lead | Mobile Experiences

BBC Media Tech
Dock House | 2nd Floor
MediaCityUK | Salford | M50 2LH

 A member of the
Peer support network
Empowering colleagues to take the next step



<https://proquains.com/blog>

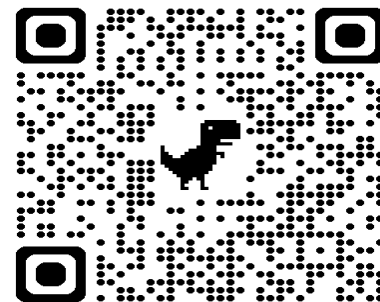
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Blue Lights

Belfast's finest are back. New gangs, dirty money and danger is closer than ever before

All episodes available now



STAY CURIOUS. STAY AHEAD!

Exploration and Insights
with Barry Ehigiator



When Quality Engineering Creates Chaos

1. Intro & Context
2. **RECOGNISE:** Promise vs Reality
3. **DIAGNOSE:** Hidden QE Pitfalls
4. Models and QE Readiness Check
5. **CREATE:** Framework for Change
6. Recap & Wrap-up



The Exploration

The Objectives

- ❖ Open discussion about Quality Engineering
- ❖ Awareness of common QE anti-patterns
- ❖ Why some QE transformations struggle
- ❖ A QE transformation readiness lens
- ❖ Practical actions to improve preparedness

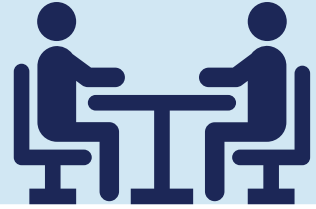


The Promise vs



Reality of QE

Activity 1: Recognise the Chaos



Discuss with your group ...

*“What has been your experience
with Quality Engineering?”*

- Is your team or organisation exploring, adopting, or scaling QE?
- What outcomes were you hoping QE would help you achieve?
- What has happened so far?
 - What is working well? What challenges or surprises have emerged?



The Promise vs Reality: Lived Experience



The promise teams expect

- Shared ownership
- Smarter automation
- Faster feedback
- Fewer late surprises
- Better collaboration
- Higher confidence



The lived reality

- Unclear ownership
- Role ambiguity: who tests, who signs off, who fixes issues?
- Automation silos
- Change friction



Where QE brings chaos

- Responsibility shift without clarity
- Automation increases without purpose
- Collaboration without a shared vision



My core lesson & assessment

“QE rarely fails from skill gaps; it often fail from a lack of system change”

Hidden QE Pitfalls



& their Impact

Activity 2: Review the Case

Case Study: The QE Mandate

Proquains Ltd is a digital product company serving millions of users. Over the last 12 months, the organisation has launched a Quality Engineering (QE) transformation aimed at improving delivery speed, shared ownership of outcomes, and better quality.

As part of the transformation:

- Testers have been renamed **Quality Engineers**.
- Teams have expanded their use of automated testing.
- Quality dashboards and metrics tracking have increased.
- Developers are encouraged to take greater ownership of testing.
- Teams are expected to deliver value faster and more frequently.
- Leadership has reinforced the message that "**quality is everyone's responsibility.**"

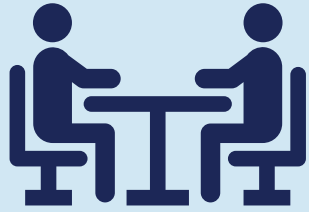
At first glance, the transformation appears to be progressing well.

What Teams Are Experiencing

However, six months later, a different picture is emerging:

- Quality Engineers are invited into discussions after key decisions are made.
- Product, Engineering and Quality teams have different views on what "quality" actually means.
- No one is clear who owns release-risk decisions.
- Automation has increased, but maintenance effort grows.
- Quality dashboards are reviewed regularly, but recurring issues continue to appear.
- Improvement actions are often deprioritised for feature delivery.
- Quality Engineers have gained additional responsibilities, but not additional authority, capacity, or influence.
- Teams increasingly describe QE as "more work" rather than a better way of working.

Activity 2: Diagnose the Chaos



Your challenge: Identify the pitfalls

1. Where is the chaos in the transformation?

Think about: what has changed? What hasn't changed?

2. Where will friction or resistance emerge?

Why might employees become frustrated, disengaged or sceptical?

3. What intervention would you make?

If you were leading this transformation, what would change?



How QE Create Chaos

Hidden Pitfalls:

1. Renaming roles without redesigning the system
 2. Increasing automation without purpose
 3. Collaborating without a shared vision
 4. Measuring without learning
 5. Sharing ownership without empowerment
 6. Pushing for improvement without prioritising
- * Lack of actionable Quality Engineering strategy

- We agree to do QE, but not on how to make it work



Where is Your QE chaos?



Individual reflection ...

“Which of the QE pitfalls or anti-pattern appears most strongly in your organisation?”

Your action: write down ...

- Our biggest QE risk is _____
- The symptom I see is _____
- The underlying system issue might be _____



Where is Your QE Chaos?

Hidden pitfalls:

1. Renaming roles without redesigning the system
 2. Increasing automation without purpose
 3. Collaborating without a shared vision
 4. Measuring without learning
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- * Lack of actionable Quality Engineering strategy

We agree on the 'what', but not the 'how' to achieve it.

Where is your QE chaos?

“Which of the QE pitfalls or anti-pattern appears most strongly in your organisation?”

Action - write down:

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QE Transformation $\neq$ Role Transformation

Quality Engineering is not a role transformation



Quality Engineering is a system transformation



Models & Readiness

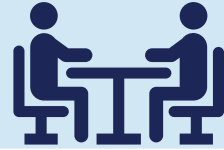


Check

Quality Function vs Quality System

Dimension	Quality Function	Quality System
Ownership	Testers owns quality	Team owns outcome
Primary signal	Defects are the signal	Learning is the signal
Automation	Testing asset	Team asset, risk management
Quality confidence	Validated at the end	Designed in throughout
Typical impact	Hand-offs, late surprises	Faster feedback, alignment

Quality Function or Quality System?



Discuss with a partner ...

1. Which model best reflect your team or organisation today?
2. What is one change that would move your team closer to a quality system?



From Quality Function to Quality System



How do we move from the old to the new way? And how do we redesign our system?

My C.R.E.A.T.E Framework

A change management framework for sustainable QE transformation

Create a shared quality vision



Co-create a clear vision & definition of quality for org, teams & customers.

Redesign the system



Redesign workflows, incentives, decision rights & delivery cadence.

Enable empowerment



Give teams the authority, influence, time and support needed to improve quality.

Align practices with risk & value



Ensure testing, automation & quality activities are driven by risk and value.

Track meaningful metrics



Measure to learn & improve, not simply to report or assign blame.

Enable continuous improvement



Allocate time for improvements and visualise wins & lessons learned.

"If these conditions don't exist, QE is likely to create confusion, resistance, and chaos rather than better outcomes."

Your QE Readiness Check!



S / N	CREATE Criteria...	Yes	No	Mixed
	Is your environment ready?			
1.	Do we share the same definition of quality?			
2.	Have we redesigned how quality is owned and created?			
3.	Are teams empowered to influence quality outcomes?			
4.	Are quality practices aligned with risk and value?			
5.	Do our metrics drive learning, rather than reporting?			
6.	Do teams continuously learn from feedback & outcomes?			

Your QE Action Planning!



What would you prioritise?

Find the first constraint...

- Circle the reds (maybe ambers?); choose one – **priority gap**
- What would have to change for this to become green? – **action**

Complete the sentence...

- “The most important thing our organisation needs to change before further QE adoption is _____ **{action}**”



Your QE Action Planning!



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Complete the sentence...

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The Wrap 

Recap: When QE Creates Chaos

What we learned today ...



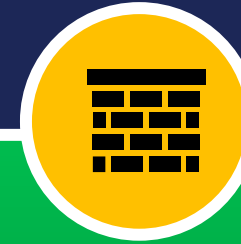
Recognise
the chaos

QE is not a role transformation. It is a system transformation that requires intentional change.



Diagnose
the pitfalls

Learn to distinguish between symptoms and system conditions that create those outcomes



CREATE
the conditions

Start by asking: "what must our system enable differently for QE to succeed?"

Wrap up: QE & Transformation

Three things to take back to your teams ...



QE is a system change

It is not a role transformation.

It is a shift in how teams collaborate, make decisions, make decisions, manage risk and learn.



Align to org goals

QE initiatives must support business goals.

Align Product, Engineering, Design, Operations & Support around a shared quality vision.



Manage the change

QE requires effective change management.

Use the CREATE framework to manage it.
Build feedback loops; clarify ownership & empower teams to drive improvements.

Thanks for your attention!

Connect
with me ...

Exploration & Insights

with

Barry Ehigiator
Test Team Lead | BBC



LinkedIn



PRODUCT QUALITY
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