

Quality as an Innovation Catalyst: Transforming Tech- QA Dynamics

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Ugh. Now we have to go
through QA...

We were going fast until
we hit QA...

QA just slows things down.

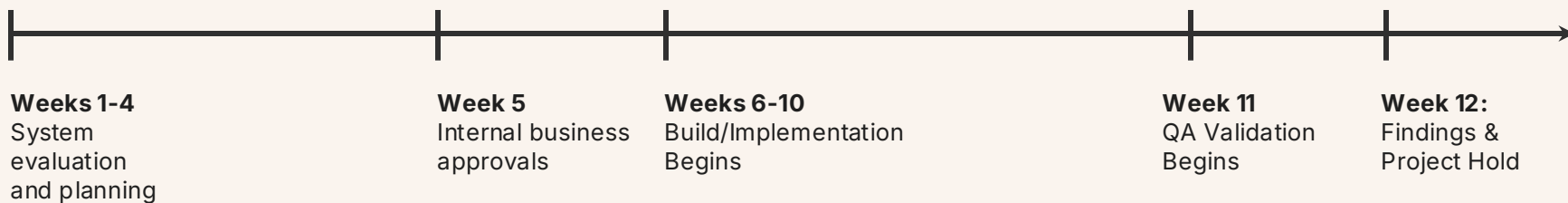
We know.

However, when QA is integrated early, projects see significant efficiency gains, yet teams still wait until the end.

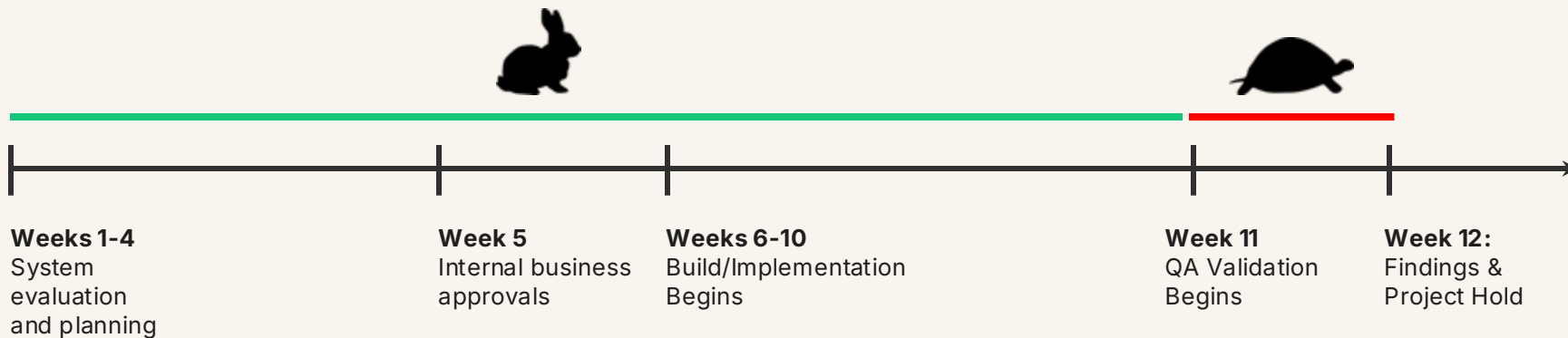
However, when QA is integrated early, projects see significant efficiency gains, yet teams still wait until the end.

So why do teams wait so long to engage QA?

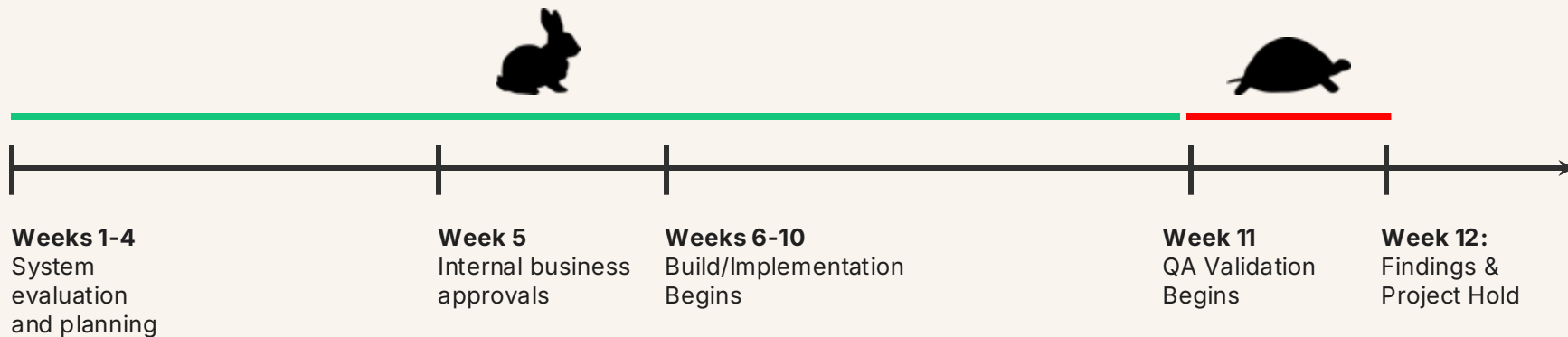
Your timeline probably looks like this



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When QA is kept isolated at the end it will continue to be a roadblock.

You've probably tried these approaches

Including QA as observers, not partners

QA is informed of decisions rather than consulted on them

Replacing QA expertise with AI

Asking LLMs to confirm compliance without having QA verify

Involving QA but without tools for fast assessment

QA attends meetings but needs weeks to complete a regulatory evaluation

THE TRICK

**It's not enough to move QA around,
you have to improve the speed at
which QA processes happen.**

COMPLIANCE ASSESSMENTS

PROCESS AUDITS

TEST PLANNING

SESSION TESTING

DEFECT TRACKING

RISK ASSESSMENT

TEST EXECUTION

TEST CASE DESIGN

PERIODIC REVIEWS

REQUIREMENTS VALIDATION

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Time	QA notified after business approvals
Tech	Manual compliance assessment completion
Iterations	Multiple review meetings
Role	QA review decisions

COMPLIANCE ASSESSMENT



Time	QA notified after business approvals	<i>Can we change the timing of when QA is involved?</i>
Tech	Manual compliance assessment completion	<i>Is there a technology we can use to improve speed</i>
Iterations	Multiple review meetings	<i>Can we reduce the number of revision we have to do?</i>
Role	QA review decisions	<i>Can we reduce friction without compromising quality?</i>

COMPLIANCE ASSESSMENT



Time	QA notified after business approvals	QA involved before business approvals
Tech	Manual compliance assessment completion	<i>Is there a technology we can use to improve speed</i>
Iterations	Multiple review meetings	<i>Can we reduce the number of revision we have to do?</i>
RACI	QA review decisions	<i>Can we reduce friction without compromising quality?</i>

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COMPLIANCE ASSESSMENT



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Tech	Manual compliance assessment completion	AI auto-completes SRA
Iterations	Multiple review meetings	Streamlined review process
Role	QA review decisions	QA informs decisions

14 days



4 days

COMPLIANCE ASSESSMENT

These changes turned a 2-week compliance assessment into 4 days, making the process over **70% faster and causing Tech teams to start involving us before decisions were made.**

Four key decisions this required from leadership



Investment in capability, not headcount

We built technology to enable QA, not add more reviewers to the existing bottleneck



Making it mandatory

The tool transformed collaboration because it is required for all systems, not optional



Accepting early-stage imperfection

It took time and adjustments to get to where we are now



Cross-functional ownership

QA owned building the tool but System and Business Owners are responsible for adoption and feedback

Notes from our internal stakeholders

When we surveyed our tech colleagues, 100% selected that the implementation of this AI tool has made the QA-Tech collaboration “Much More Effective”.

INTERNAL TESTIMONY



QA is always available to brainstorm ideas and quickly iterate on current and future states and what to keep in mind while working with different kinds of data and use cases.

INTERNAL TESTIMONY



In other organizations I've been at, QA has chosen to act as a gatekeeper that creates work, and that posture builds resentment. At Formation, QA works as a partner, and that posture builds mutual respect and appreciation.

Lessons Learned

AI still requires expert oversight

We still spend time reviewing and cleaning up AI-generated assessments

Resistance often signals a real problem, not just aversion to change

When Tech teams avoided QA or complained about delays, they were responding to real friction

Fixing one bottleneck will reveal the next one

Solving the compliance assessment delay exposed other process gaps

How to start this on Monday

**Track one simple
metric**

**Start bringing QA to
your project kickoffs**

**Host retros after
project is complete and
implement solutions**

Thank you!
Any Questions?