

# Discover how Typical Competence Profiles and The Careers Pathway Map can support your career in quality

Explore the Typical Competence Profiles and Careers Pathway Map. Specifically designed to help you:

- assess your skills
- discover new opportunities
- take your next career step



Plan, progress and thrive in your quality career

Scan the code to explore and plan your next step



## Reframing quality for the AI era

**Ashwani Nandini, Corporate Vice President and Global Head of Delivery Assurance at GlobalLogic, based out of India, offers a case study of – and practical guide to – how artificial intelligence, automation and people-centred design are shaping the future of software quality at the organisation**

**T**he theme of World Quality Week 2025, 'Quality: think differently', echoes the call to redefine how we deliver and experience quality. This message has never been stronger; across industries, 'thinking differently about quality' is no longer a campaign – it is a capability.

Software services organisations are now embedding generative and agentic

artificial intelligence (AI) across the entire software development lifecycle (SDLC), from requirements and design to coding, testing, deployment and maintenance, to drive higher productivity, faster time to market, contextual insights and reduced errors. These capabilities are making quality functions more adaptive, predictive and human-centred, turning quality from a gatekeeping exercise into a continuous enabler of precision and trust.

The quality function at GlobalLogic, known as Delivery Assurance, is ensuring that teams adapt and move beyond audit and compliance mindsets to build an intelligent, human-centred, technology-augmented quality ecosystem that learns, predicts and guides real-time decisions across programmes. At GlobalLogic, quality is engineered into every stage of the delivery lifecycle, not as an outcome metric, but as a built-in design principle. ▶

**Why rethink quality now?**

The nature of software delivery is being redefined. Generative and agentic AI are now woven through the entire lifecycle, from development of requirements and architecture exploration to coding, test design, and even deployment optimisation. Models generate epics, user stories, validate design patterns, generate code and tests, and autonomously review log-in production. When the development system begins to co-create, the quality assurance system must co-evolve.

This shift demands a quality function that audits not only process adherence and quality of deliverables, but also AI behaviour: data provenance, model explainability, prompt integrity and guardrail effectiveness. The latter was tracked through practical pilots – AI outputs were auto-checked for root cause analysis (RCA) completeness (containment, proof and controls) before human review, reducing rework and building confidence in the system.

Traditional checklists are being replaced by dynamic assessments that ask, was this output generated responsibly? Can it be traced? Is it reproducible? Metrics, too, are changing. Alongside defect density and schedule variance, we now measure model accuracy, response consistency, toxicity rates, hallucination frequency and prompt reuse quality. These insights are becoming part of everyday dashboards, not research reports.

At GlobalLogic, the Delivery Assurance function is embedding this thinking into assurance frameworks. Its purpose-built digital assistants for delivery teams now provide contextual help exactly when it is needed. They interpret policies, validate compliance evidence and highlight prior learnings from similar situations. Routine validations and regulatory mappings are automated, freeing Delivery Assurance experts to focus on work such as creative consulting, coaching teams and shaping next-generation quality architectures.

Professional bodies have foreshadowed this pivot for years, linking the profession's future to digitalisation, Quality 4.0 competencies and responsible use of AI. They have also reminded practitioners that quality's role in AI is not optional.

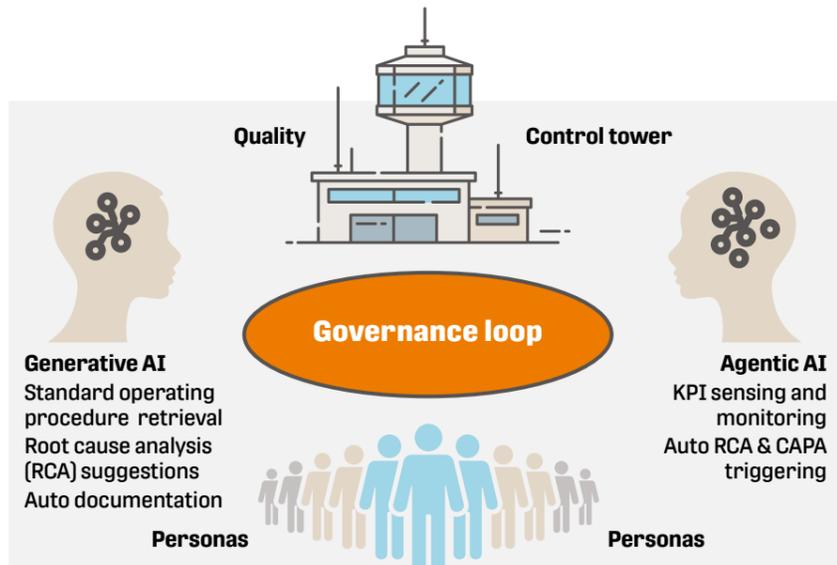


Figure 1: Quality as a control tower.

Assuring data, methods, fairness, explainability and governance is now part of the job.

The Delivery Assurance team's programme at GlobalLogic embraces this blend: people-first methods, explainable technology and governance that travels with the work, not just with the process.

**Creating value**

Delivery Assurance's north star is simple and practical: raise confidence in delivery while reducing time-to-insight for decision-makers. In plain terms, leaders want to know sooner whether we are on track, what is drifting, and what we should do next.

The team translated that leadership need into four concrete value goals:

- 1. Decision acceleration:** shorten the distance from signal to decision, eg, incident trend is emerging → containment playbook is suggested → risk is bounded.
- 2. Predictive assurance:** use patterns in historical and live data

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to anticipate defects, incidents and schedule slippage before they materialise.

**3. Reusable knowledge at the point of work:** reduce 'find and chase' time for templates, root-cause analyses, standards or lessons learned, and use them contextually in conversations and workflows.

**4. Trustworthy automation:** automate the 'right' checks – eg, evidence validation, conformance checks – while ensuring humans remain in charge of situations that require judgement and nuance.

**A human-centred approach**

Our transformation is anchored around four personas, reflecting how the quality function operates in the generative AI and agentic AI era:

- **AI strategist:** defines how intelligent systems and governance frameworks integrate across the SDLC, ensuring ethical and explainable adoption.
- **Practitioners:** the hands-on engineers and analysts using AI daily to automate documentation, perform root-cause analysis and interpret complex datasets.
- **Leaders:** leverage real-time insights and portfolio-level assessments to steer delivery seamlessly, ensuring risks are discovered early and assurance efforts stay outcome-aligned rather than audit-driven.
- **Quality assurance (QA) teams:** operationalise the change by running audits, monitoring metrics,

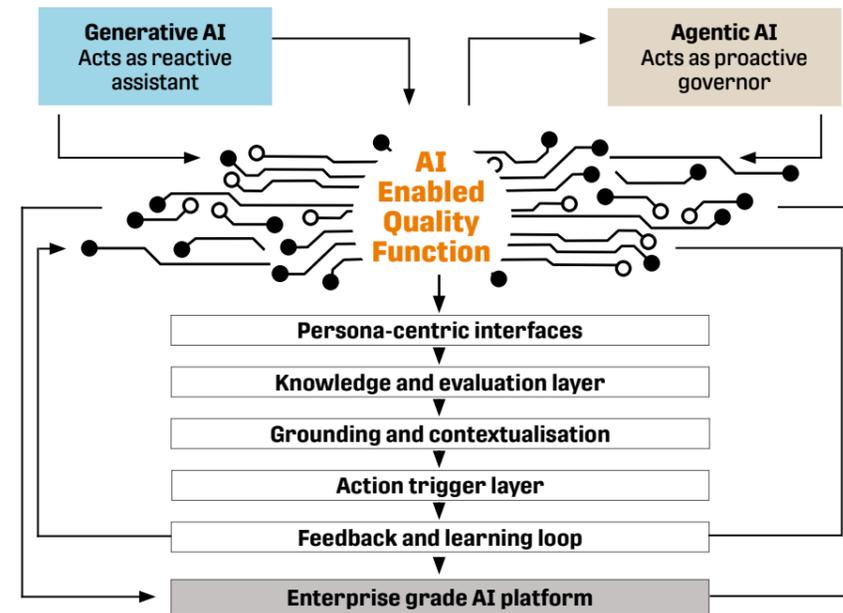


Figure 2: AI-powered quality nerve system.

and sustaining the feedback loop between governance and delivery.

Designing around these personas helped Delivery Assurance reimagine how work feels, not just how it flows. Strategists needed **clarity of vision and alignment**; practitioners needed **simplification**; leaders needed **real-time insights**; and QA teams needed **confidence**. This persona-led redesign ensured every interaction with AI adds clarity, context and confidence, rather than complexity.

**How data and tools create value**

Delivery Assurance's quality control tower, or ecosystem, shown in **Figure 1**,

is built on a dual-layered AI framework. One layer focuses on AI for quality and the other on quality for AI. Together, they form a neural quality system architecture, mirroring the feedback loops of the human nervous system.

Generative AI acts as a **reactive assistant**, accelerating content creation, context retrieval and onboarding. Agentic AI functions as a **proactive governor**, enabling governance, root-cause analysis automation, and real-time audit readiness.

This framework brings together both roles across five interconnected layers, as shown in **Figure 2**.

**1. Persona-centric interfaces** are the entry points for all four personas in

the table below. Each interacts with the system differently, querying, monitoring or orchestrating actions.

- 2. Knowledge and evaluation** is the system's memory. It houses standard operating procedures (SOPs), policies, root-cause analysis logs and checklists, allowing generative AI to draft documents, answers and reports grounded in validated content.
- 3. Grounding and contextualisation** is the reasoning bridge, linking project data, defect trends and incident patterns to generate explainable insights and recommendations.
- 4. Action trigger** is the execution core. Agentic AI acts on insights by initiating alerts, root-cause analyses or validation tasks, closing the loop from observation to action.
- 5. Feedback and learning loop** is the intelligence amplifier. It refines model prompts, improves accuracy and adjusts thresholds based on real outcomes, enabling a quality system that is continuously learning.

Each persona experiences a measurable impact through this dual design. This dual intelligence model connects real project signals, metrics and audit data to live governance. Every AI action is explainable, traceable and policy-linked, allowing automation to scale without losing trust.

Most importantly, this design allows humans to focus where they matter most – interpreting, innovating

Persona	AI engine	Capability	Impact*
AI strategist	Gen AI and Agentic AI	Strategic business model alignment (eg, servitisation, circular models)	Increased margins and outcome
Practitioners	Gen AI	Natural Language Query + context retrieval	Faster SOP and root-cause analysis access
	Gen AI	Auto documentation generation	Reduced documentation effort
Leaders	Agentic AI	Real-time KPI monitoring	Reduced blind spots, escalations
	Agentic AI	RCA workflow orchestration	Reduced manual efforts
QA teams	Agentic AI	Audit automation and traceability	Reduced audit preparation time

\*Based on a pilot across a selected set of engagements, we are seeing encouraging results, including reduced audit preparation time, more efficient audits, fewer escalations and lower manual effort.

and improving, rather than collecting evidence or formatting reports.

**What value is being realised**

Across pilots and early rollouts, the team observed five repeatable gains:

- **Faster evidence preparation** for reviews, because the assistant and checker bring the right evidence together in one place, instead of across multiple repositories.
- **Earlier incident containment**, thanks to clustering and lookalike retrieval, teams reuse remedies that worked for similar signatures, rather than rediscovering them.
- **Fewer ‘empty calories’ in audits** because of automation pre-screens conformance, which means that auditors focus on why variation occurs and whether controls are effective, not merely present.
- **Clearer leadership narrative**, which highlights where risk is rising, where interventions worked and where effort is required. This means leaders feel they are driving, not being driven, by the metrics.
- **Better knowledge hygiene** because reuse is visible and valuable, teams are more motivated to capture clean, reusable ‘artefacts’, such as good checklists and root-cause analyses.

These are pragmatic shifts. They echo the profession’s call to move from process policing to value-centred assurance, particularly as organisations adopt AI and advanced analytics in daily operations.

**Conditions for success**

Several enabling conditions distinguished successful deployments from stalled ones.

- 1. Co-ownership with Delivery:** Delivery Assurance positioned the platform as their tool for speed and risk control, not our tool for surveillance. This simple shift helped with adoption.
- 2. Evidence-first knowledge base:** the assistant is only as good as the sources it can trust. Delivery Assurance seeded it with vetted templates, policies, ideal RCAs and tagged incident repositories, so answers point to approved content.
- 3. Change scaffolding:** small pilots,

rather than big rollouts, created early wins. In each pilot, Delivery Assurance measured a few outcomes the business cared about (such as time saved, lead indicators, or fewer repeats) and explained the results through sessions where the team showcased the benefits of generative AI and how it can be adopted by other teams.

- 4. Competency uplift:** teams were trained on how to ask better questions, how to judge AI suggestions and how to write reusable knowledge – skills that matter as much as the tools.
- 5. A simple governance model:** Delivery Assurance encoded policies as rules that automation can check (eg, mandatory RCA fields), paired with human sign-off steps for risk-bearing decisions. This is exactly the kind of ‘governance plus explainability’ pairing quality bodies emphasise for AI use.

**Impact on team makeup, skills and roles**

Thinking differently about quality also means working differently.

- **From auditors to advisers:** as routine checks are automated, Delivery Assurance specialists spend more time interpreting patterns, identifying emerging risks and partnering with delivery teams to



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design preventive actions. Their focus has shifted from verifying compliance to enabling continuous improvement and resilience.

- **From document traffic to knowledge curation:** roles emerge around curating ‘golden examples’,

maintaining glossaries/taxonomies, and training the assistant on organisation-specific language.

- **From after-the-fact reporting to in-the-flow guidance:** Delivery Assurance partners join stand-ups and incident huddles armed with live insights, not last month’s dashboards, meaning the feedback loop shrinks.
- **From single-project views to cross-programme learning:** because lookalike retrieval – where a system automatically finds past incidents that resemble the current one – spans portfolios, recurrence prevention becomes organisational, not just local.

The competencies that rise in importance, such as critical thinking, data literacy, statistical judgement, ethics-by-design and facilitation, mirror the skill shifts described in mainstream quality discourse around digital transformation and AI.

**SMART quality and the agentic step**

For Delivery Assurance, ‘SMART’ quality

means systems that sense, make sense and suggest, with human judgement in the loop.

- **Sense:** integrate signals from incidents, changes, defects, tests and customer feedback; track ‘drift’ against baselines; detect emerging clusters early.
- **Make sense:** use transparent models to explain why a risk is rising and which factors matter most; show plain-language narratives alongside charts.
- **Suggest:** offer checklists, playbooks or prior remedies with a graded confidence score; tells you what worked in similar contexts – and what didn’t.

The agentic step builds on this: task-level agents that can prepare artefacts (first-draft RCA, risk log entry, conformance pack), coordinate simple workflows (request an approval, gather evidence), and remind stakeholders when leading indicators breach agreed ranges. The agent does the legwork; people keep the agency.

Quality literature is clear that, as AI becomes embedded, quality’s role in the assurance of AI (data governance, bias control, statistical process control-like monitoring of model behaviour, and explainable decisions) becomes integral. Delivery Assurance is designing its roadmap accordingly, embedding guardrails and ‘reason codes’ alongside every model-influenced step.

**Guardrails that keep trust intact**

Delivery Assurance’s approach treats trust as the non-negotiable KPI. Three practices protect it:

- **Explain everything:** every automated suggestion includes source links, factors and confidence, and no black boxes (AI should never give an answer without showing how it arrived there; everything should be fully transparent and explainable). This is consistent with professional guidance that stresses transparency and the ability to ‘show your working’ when AI influences a decision.
- **Humans in charge:** automation proposes and prepares, but people

decide and own. Approvals and exceptions are explicit.

- **Close the loop on harm:** if a recommendation misfires, Delivery Assurance captures the incident, updates the rules and notifies affected teams. The system learns socially, not just statistically.

The most visible change is cultural. When the assistant reliably finds ‘what good looks like’, when reviewers discuss effectiveness rather than the existence of controls, and when how an incident was fixed travels fast to the next team about to hit the same pothole, then quality becomes a shared habit, not an inspection ritual.

That habit forms when leaders model the behaviour they want to see; by asking for leading indicators, praising prevention and celebrating reuse, they keep the conversation human. This human, narrative-first style mirrors the tone professional readers respond to – clear hooks, real examples and forward-looking close-outs.

**The future of quality is human + intelligent**

GlobalLogic’s Delivery Assurance journey demonstrates that the future of quality isn’t just about automation; it’s about augmentation. By combining human empathy with AI intelligence, Delivery Assurance has reframed assurance as a continuous, adaptive and value-generating function.

The dual-layered architecture, neural feedback system and persona-driven design together form a blueprint for the next generation of Quality 4.0. It also offers a preview of what Quality 5.0 will become: a world where AI does not replace judgement – it refines it; where assurance isn’t a phase – it is a flow. ■



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