

BEYOND THE TITLES

LEADING CHANGE
AS AN
INDIVIDUAL CONTRIBUTOR



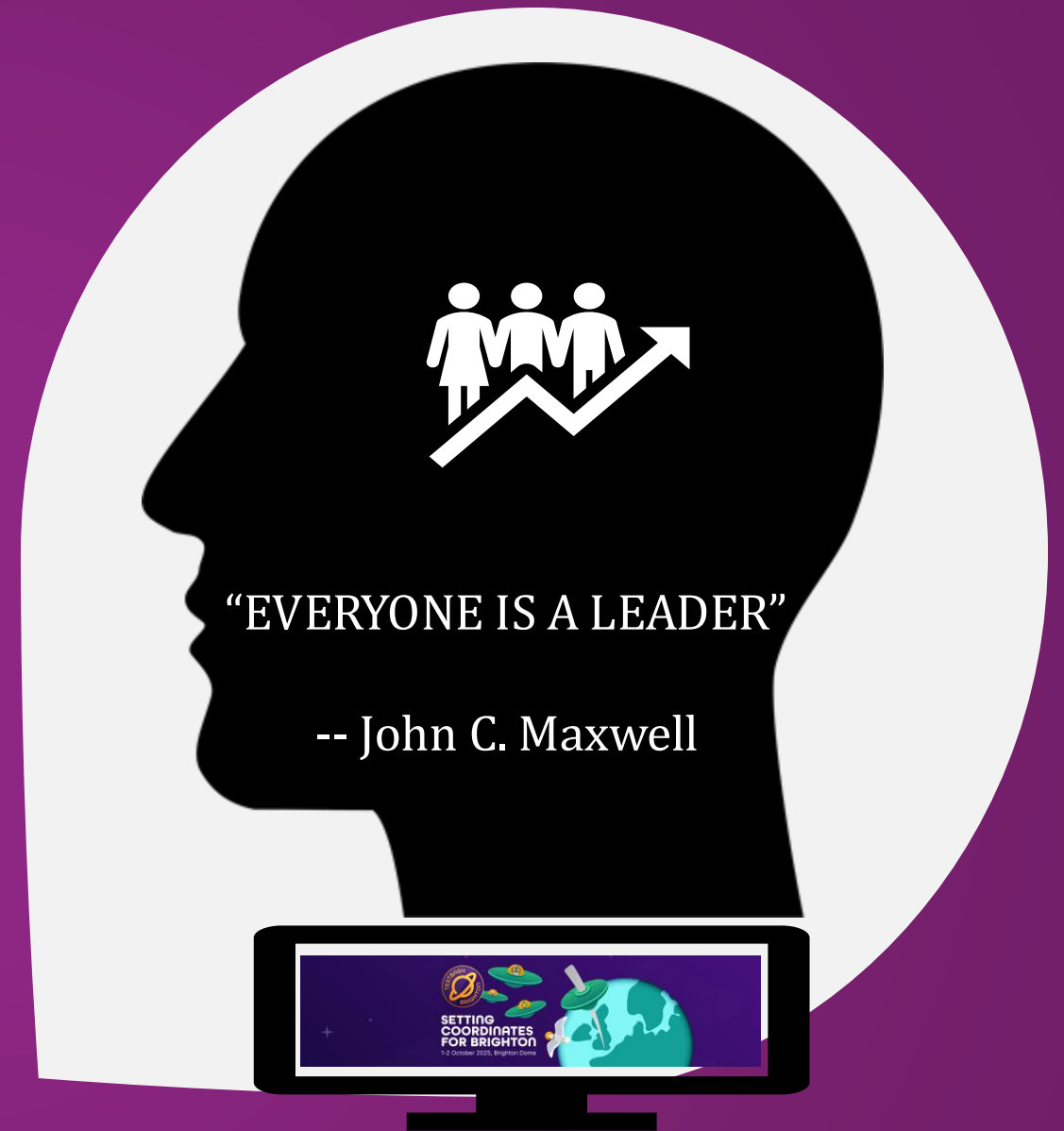
Barry Ehigiator

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Slack

@Barry



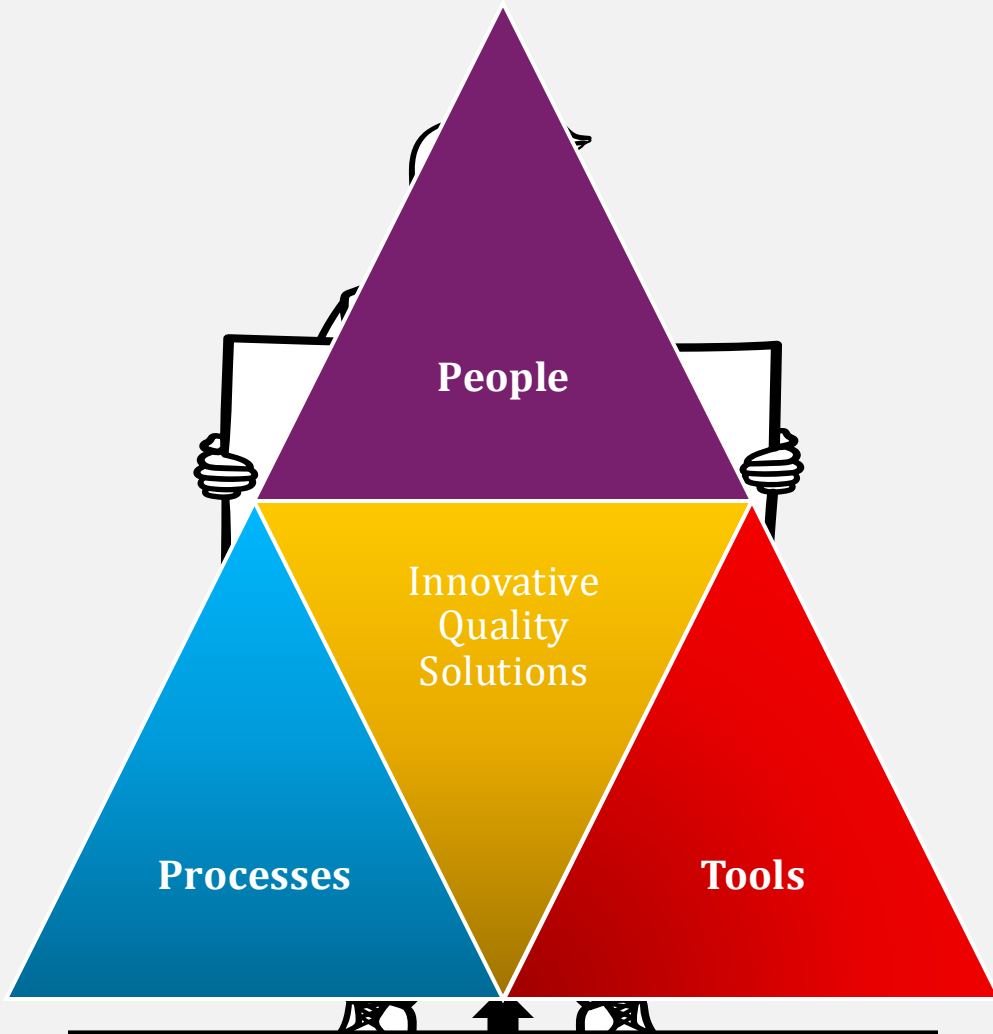
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Are you a change maker?



- ❖ I consider myself a leader in my team
- ❖ I advocate, initiate and implement quality improvement processes
- ❖ Others turn to me for guidance on testing and quality challenges

Some bio



The Golden Triangle of Innovation

#BarryEhigiator @TestBash_2025

Barry Ehigiator

Test Team Lead | iPlayer Mobile

BBC PRODUCT GROUP

Mobile Experiences | Dock House
MediaCityUK | Salford | M50 2LH



A member of the
Peer support network

Empowering colleagues to take the next step



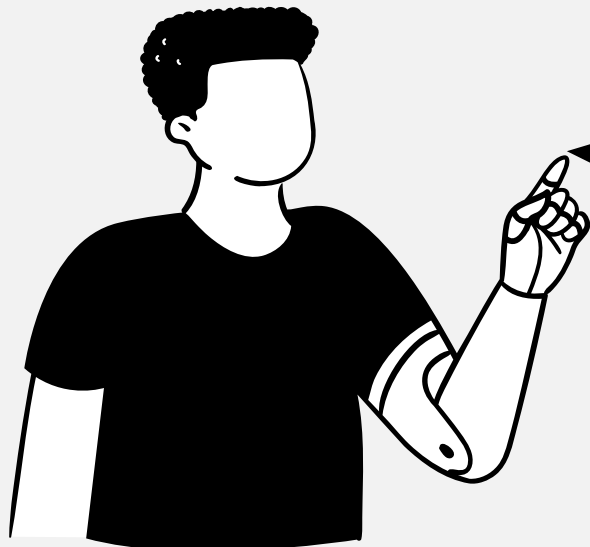
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Agenda

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- 1. A glimpse into the past**
- 2. The context of leadership**
- 3. A scenario for leadership**
- 4. A framework for leadership**
- 5. A model for leading change**
- 6. A quality control mechanism**
- 7. Wrap up**

A glimpse into the past

1960's - Margaret Hamilton

A software engineer working on the Apollo space program.



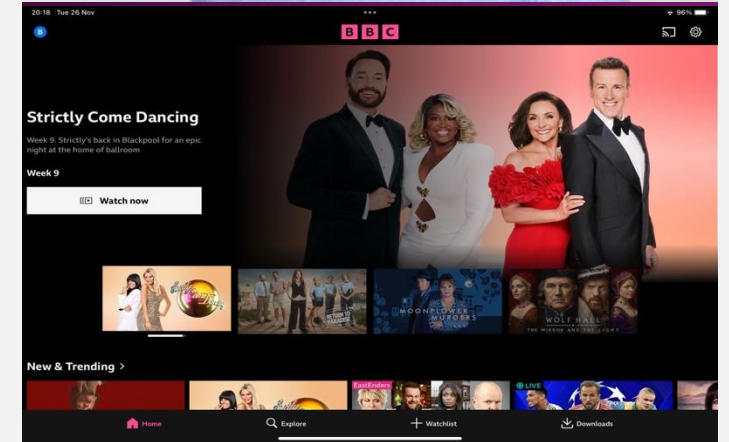
1991 - Linus Torvald

A university student who began the project for the Linux OS.



2003 - Ben Lavender

A young engineer in the BBC New Media Technology Dept.



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A glimpse into the past ...

2003 – Tony Ageh

Head of Search & Co-creator
BBC iMP – Integrated Media Player



Other Key Contributors

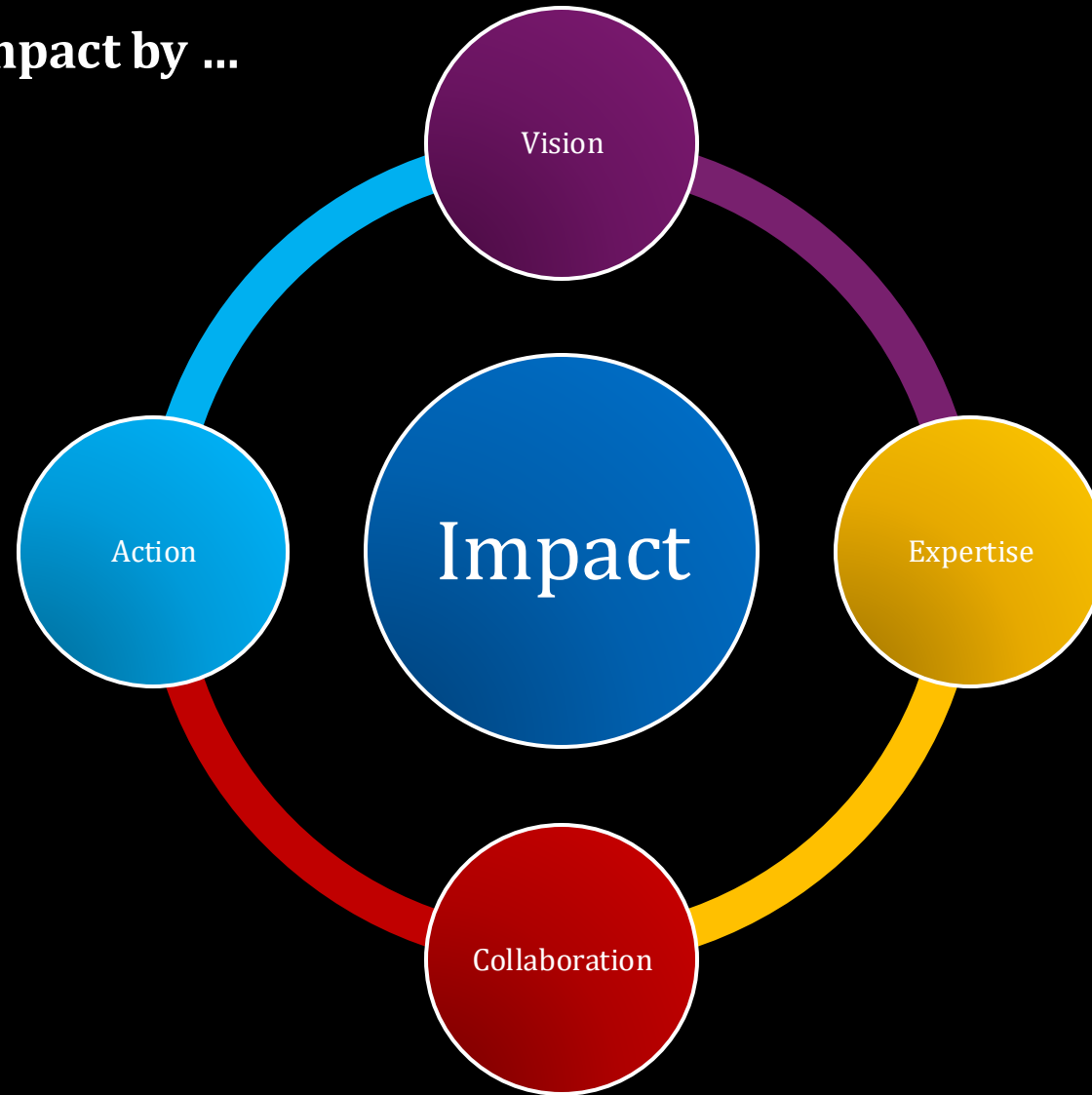
- ❖ **Robin Price** – Editor
- ❖ **Bill Thompson** – R&D
- ❖ **Anthony Rose** – Product
- ❖ **Sara Watkins** – Engineering
- ❖ **Priya Prakash** – Design

Ben's Change Approach

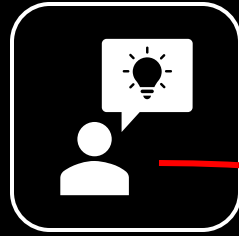
- ❖ Ben had an Idea
- ❖ Planned with expertise
- ❖ Did 84 presentations
- ❖ Tested & experimented
- ❖ Overcame resistance
- ❖ Sought buy-in

The moral of the story

Make lasting impact by ...



The leadership context



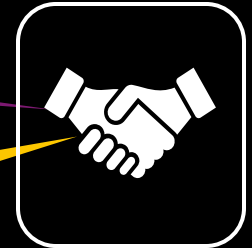
Individual contributor ...



Cross - functional team ...



Leadership...



Business &
team goals

“**Influencing** others to understand and agree about what needs to be done, how to do it, and ...

Facilitating individual and collective efforts to accomplish shared goals.”

Scenarios for quality related change ...



- ❖ Testing & engineering processes
- ❖ Test management & tool support
- ❖ Quality culture & testing mindset
- ❖ Visibility of testing effort
- ❖ Communication & collaboration
- ❖ Knowledge sharing & documentation

A call for change

Some resistance to change ideas...



- ❖ Lack of clarity of the change idea
- ❖ Poor communication of ideas
- ❖ Lack of required skills
- ❖ Loyalty to the status-quo
- ❖ The uncertainty of change
- ❖ Too many failed change initiatives

A call to leadership

A framework for leadership



An approach to leadership, where **the leader relies on their individual attributes to motivate and encourage their team** to achieve strategic and organisational goals.

Idealised influence

* Acting as a strong role model

Intellectual stimulation

* Fostering creativity & innovation

The Transformational Leadership Model

Inspirational motivation

* Inspiring commitment to goals

Individual consideration

* Listening actively to individuals

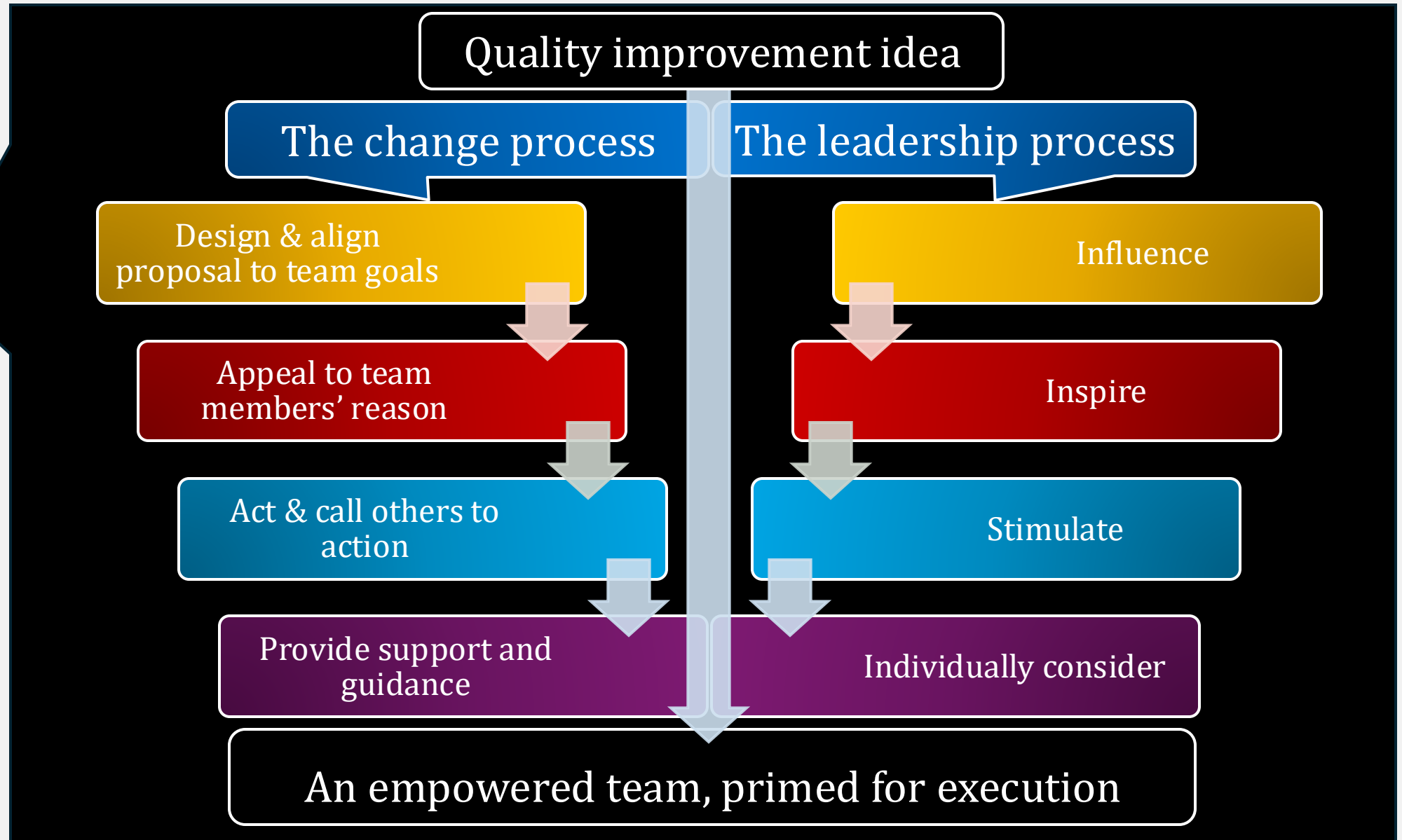
Leading change



Ben's Change Approach

- ❖ **Ben had an Idea**, for VoD improvement
- ❖ **Planned with expertise**, to design and propose his vision
- ❖ **Did 84 presentations**, to influence and inspire action
- ❖ **Tested & experimented with the idea**, to evaluate feasibility
- ❖ **Overcame resistance**, to foster momentum & maintain alignment
- ❖ **Sought buy-in from stakeholders**, to ensure support & sustained progress

A model for leading change

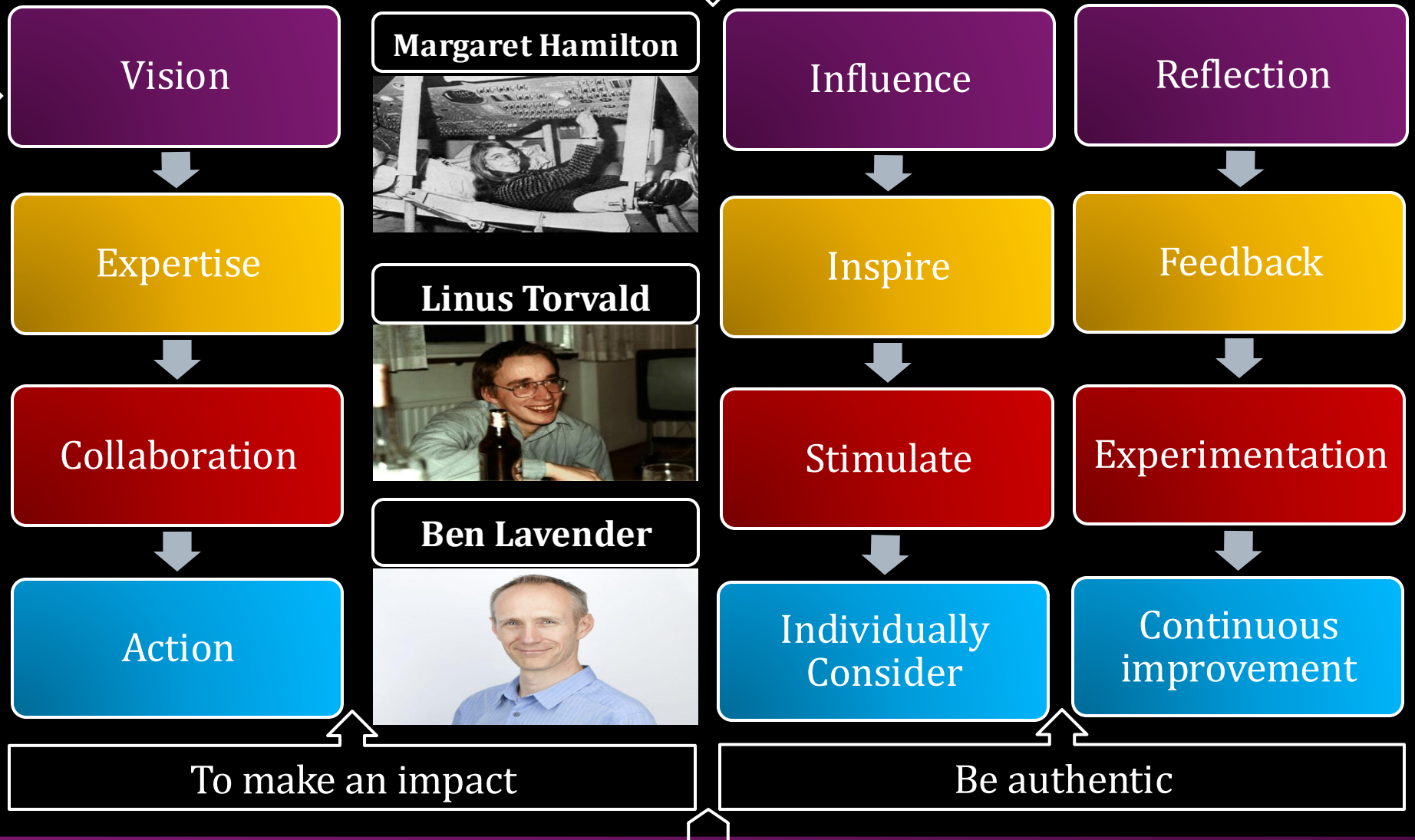


A quality control mechanism for leadership



Wrap up

Leading change as an individual contributor



To lead quality improvements, you do not need to have a formal leadership title

THANK YOU!

CONTACT!

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 @Barry on Slack

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Questions?



Resources

❖ **Leading your development team as an individual contributor:**

<https://www.ministryoftesting.com/articles/leading-your-development-team-as-an-individual-contributor>

❖ **The BBC and the Digital Revolution:**

<https://www.bbc.co.uk/historyofthebbc/100-voices/inventingthefuture/bbc-and-digital-revolution/>

❖ Yukl, G., & Gardner, W. L. (2019). *Leadership in Organizations*, Global Edition (9th ed.). Pearson Education Limited.

❖ Northouse, P. G. (2021) *Leadership: Theory and Practice*. 9th ed. Edited by Peter G. Northouse. Thousand Oaks, CA: SAGE Publications.

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