



## In This Issue of "The Globe"

Welcome to this issue of "The Globe."

QMII has more than 30 years of global recognition as an expert in the implementation of the [Process-Based Management System approach](#). With the enhanced role of leadership emphasized in the 2015 revision of ISO 9001, we have been studying and closely following the changes. As a think tank, we debate and discuss the subject so that we can continue to provide the best value to our clients, alumni and students. As we assist in implementing the changes by aligning existing certified systems to the new standard, developing new systems and teaching those who aspire to be auditors, we want to ensure that we continue to provide the same level of excellence that QMII has come to be known for.

This month we feature various articles on the enhanced role of leadership emphasized in the 2015 revision of ISO 9001. In addition, we highlight the importance of data-driven decision making and the benefits of conforming to multiple ISO standards.

In our "QMII in Pictures" section, we feature QMII instructors in action providing [Coast Guard Business Intelligence \(CGBI\)](#) virtual training at US Coast Guard Headquarters in Washington, DC, and Washington State Ferries auditors in our [QMS Internal Auditor training](#).

Thank you for reading! Catch up on previous issues of [The Globe](#).



Click on the image above to see our upcoming classes.



## Importance of Data-Driven Decision Making

By Rachel Tackett

# Leaders: Take Ownership of Your System

By Julius DeSilva

[Leaders, take ownership of your system today.](#)

"A system is a network of interdependent components that work together to try to accomplish the aim of the system. A system must have an aim. Without an aim, there is no system. ...A system must be managed. The secret is cooperation between components toward the aim of the organization."

- W. Edwards Deming

A good system should never be reliant on any one individual for its success. However, every successful organization does need a leader driving the system towards the 'aims' through their vision and policy. Every organization needs a leader; such is human nature. Quality systems, in companies we visit, often are failing because quality is often treated like an outsider and the [QMS \(Quality Management System\)](#) a bolt on to the business system. The *domino* effect in almost all cases starts at the top with leadership not giving quality systems the importance it needs. Soon the Quality Manager or Designated Representative is left fighting a lone losing battle. The revised ISO 9001:2015 has fundamental changes made to the 2008 version; one of them is the requirement to integrate QMS to the business processes.

In a recent article, Harvard Associate Professor Mike Toffel speaks of the benefits of Quality Management Systems. He says "... we looked at ISO 9001, again comparing adopters to non-adopters over time. We looked at single-plant firms in California, and found that the ISO 9001 adopters realized faster sales growth, employment growth, and were more likely to survive several years later—all compared to the control group over the same period. We also found some evidence that ISO 9001 adopters were subsequently more likely to report zero injuries through their worker compensation system. This is particularly interesting to me because it reveals that adopting the ISO 9001 quality management system appears to have some spill-over benefits in terms of improving workplace safety". With such data and studies available, why would a leader not want to implement and drive improvement using a system approach?

While Quality Gurus around the world are singing praises of [ISO 9001:2015](#) and preaching about the concepts of leadership owning and taking accountability of the system, at QMII we are pleased that the industry worldwide has taken cognizance of this. At QMII, gaining leadership buy-in is not a new concept but one that we have used with clients for close to 30 years now. In fact, we have been conducting

Many comic strips on business intelligence poke fun at people making important decisions based on the status quo, opinion, or gut feeling instead of using available data. Organizations generate lots of data as a result of their daily operations. However, many do not take the time to analyze their raw data and transform it into meaningful and useful information. Consequently, organizations do not reap the benefits of business intelligence, which is the effective use of data and information for more informed decision making.

Clause 8.4 of the ISO 9001 standard requires that organizations go back and analyze their data. Data analysis will help identify anomalies, patterns, trends, and key areas for improvement. Through data analysis, recommended courses of action can be provided as valuable input to leadership for more informed decision making. As corrective/preventive actions and/or new initiatives are implemented, new data is generated and should be analyzed. This repeatable and actionable process should result in continual improvement of effectiveness of the quality management system.

Since 2013, QMII has been providing end user training and support and outreach services to the Coast Guard on their business intelligence system (CGBI), promoting effective data-driven decision making.

specialized leadership workshops for organizations to increase system buy-in, resulting in top-down buy-in to systems and success beyond certification.

Sure, it's easy to study the standard and to implement a system meeting its requirements, but the success of the system lies not in the paperwork alone, but in the commitment of the team; most essentially, the commitment of the leadership. For more than three decades, QMII has worked to develop leadership modules specifically addressing the root cause of many system non-conformities (e.g. conflict resolution, effective communication etc.). Our vast global experience has provided us the insight to understand inherent problems faced by management.

Leaders - realize the responsibility of your role as Top Management in meeting customer requirements and take ownership of your management systems today! Tomorrow may be a day too late.

## Enhanced Role for Leadership in Implementing ISO 9001

By Capt. IJ Arora



ISO 9001:2008 grouped the management responsibility under Clause 5. There was a requirement to show commitment (clause 5.1). Customer focus was a requirement and so the quality policy was to be devised under 5.3. It had planning requirements which required management to have measurable objectives. It took the management to responsibility, communication and management review requirements. Yet in effect the managements considered it a quality department initiative. Responsibility to ensure the system met expectations efficiently while continual improvement rested with the management, however in effect it kept the Top Management (TM) as an observer from the outside.

[ISO 9001:2015](#) changed all this. TM now in their role as



**Integrated Management  
Systems Just Got Easier**

By Peter Burke

While some organizations have integrated management systems conforming to [ISO 9001](#) and [14001](#) in the past, it has never been easier than now. An integrated common format was developed this year for ISO 9001 and [ISO 14001](#). ISO 50001 and other industry standards will follow soon. ISO 9001, ISO 14001 and ISO 50001, all use the Plan, Do, Check, Act (PDCA) model, and focus on [continual improvement](#).

Organizations often prefer to take the step by step approach, implementing one standard at a time, with the thought of keeping budgets low, or implementing changes incrementally. So why implement an integrated management system? Are there any benefits? In most cases - Yes. By combining ISO standards rather than implementing them separately, an organization can reduce the documentation and personnel resources needed to meet the requirements of the standards.

QMII has helped many organizations evaluate their ISO options, and the potential of implementing the various [ISO standards](#) over time. QMII makes it easier by focusing on implementing a robust underlying management system that further than can easily meet the requirements of any standard that the company



leaders in terms of the clause 5.1.1 is directly involved in their Quality Management System (QMS). They had this responsibility earlier too, but now they need the wider understanding of their business success and business processes to be integrated into the QMS. The success of the business, implying meeting and exceeding targets the organization has set itself to achieve, is integral to the QMS. The QMS is not an appendage to the business management system. It is now for the leadership to integrate and use the QMS to achieve the business goals of the organization. In this manner they not only study the context of their organization, but also appreciate and mitigate the risks; developing purpose, strength and success for their organization.

Clause 5.1.1 on leadership and commitment specifies ten requirements which bind the leadership into the QMS for the organization. Leadership is no more a bolt on to the system approach. A common complaint received over the years, as QMII implemented and assisted organizations to run efficiently, was lack of commitment from the TM. Sometimes the only role played by the TM played was to conduct the MR (Management Review). In sub clauses a through j of clause 5.1.1: the leaders are required to take accountability of the effectiveness of the QMS, ensuring that not only are quality policy and measurable objectives established for the QMS but also aligned with the strategic direction and context of the organization. In sub clause c of 5.1.1, the standard further emphasizes and requires leadership to ensure integration of the QMS into the organization's business processes. Promoting awareness of the process approach is now a leadership responsibility.

Sub clause e of 5.1.1 requires the management to provide the resources for the QMS. This is a major change in which resourcing has been included in the leadership responsibility. Where leadership delegates authority now, they need to carefully consider the required resources to enable the QMS and business objectives and requirements to be met. Whereas earlier, invariably the publishing of QMS benefits and users buy-in was left to the QM/ management representative, the revised standard clearly charges the leadership to communicate the importance of the quality management and the need to conform to QMS requirements. The revised standard further requires the leadership to ensure the QMS achieves its intended results.

In sub clause h of 5.1.1, it clearly tasks the leadership to engage, direct and support persons to contribute to the effectiveness of a QMS leading to promoting continual improvement. The 2008 standard did not emphasize team building. As long as there was no NC or the system functioned well, the leader could work without involving the team (in this connection clause 7.1.6 on organizational knowledge too is relevant). This had an inherent drawback in that often

should choose to implement.

If your organization wants to conform to multiple standards, consider the integrated management systems approach. In our experience, we have found this to be better for the organization from a performance and bottom line perspective.

## QMII in Pictures



From Coast Guard Headquarters in Washington, DC, QMII provided a week of virtual training sessions on the [Coast Guard Business Intelligence \(CGBI\)](#) system. Attendees received an overview of system capabilities and changes and saw a live demo of various tools to help them respond more effectively to data calls and facilitate better data analysis to improve decision making.



the continuity of the leadership was not ensured. Even though maintaining the integrity of the system was a requirement it was not directly related to the leadership responsibility. With sub clause j of 5.1.1 supporting the relevant management roles to demonstrate their leadership as it applies to their areas of responsibility is a leadership requirement.

## ISO 9001:2015 - Clarion Call for Enhanced Leadership



Ensuring that the quality policy as directed by Top Management (TM) is communicated, understood and applied in the organization is now clearly emphasized as a Leadership responsibility. This is not a new concept if we compare the 2008 and 2015 versions. What has changed fundamentally is that from the TM role of simply providing direction and support it now makes the TM a key participant. Leadership must revisit their QMS and consider how to ensure integration of the QMS requirements into the organization's business processes.

ISO 9001:2015 requires the TM to use the quality system to guide and validate its decisions and to encourage a culture of risk assessment. To not just continually improve the system, but to also innovate. ISO 9001:2015 is a direct call to TM to come out of the shadows and directly lead the achievement of common goals by integrating the business and QMS objectives in the context of the organization.

Please enjoy the newsletter!

Best Regards,  
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QMII has been meeting the needs of Washington State Ferries (WSF) in Seattle over the past few years. Photos show the students intensely working on real world scenarios to solidify their learning. The training prepares senior auditors to perform internal audits using the [ISO 9001:2015](#) standard as the criteria.

The training has been very well-received and graded by some of the students as the best they have had in their lives! QMII as a Subject Matter Expert in PBMS ([process based management system](#)) approach brought its 30 years of global experience to bear on meeting the objectives of the WSF auditors.





### Questions, Comments, Submissions

Do you have an article you would like to submit for consideration of publication in The Globe? Please email The Globe Editor Rachel Tackett: [rtackett@qmii.com](mailto:rtackett@qmii.com).



An evening photo of Seattle's world famous Space Needle.

To see more of our work in pictures, visit our [Facebook page](#).



Read about what our alumni have to say about our training. Click [here](#).

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