The Next ISO Standard Updates

Why Intent-Led Systems Will Outperform Requirement-Led Compliance

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What We Will Cover Today

1. About QMII
2. Why Are We Here?
3. How to Prepare for ISO Standard Revisions
4. Q & A

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About QMII

- QMII has provided best in industry process improvement consulting, auditing, and training since 1986
- Headquartered in Ashburn, Virginia
- ISO 9001:2015-certified
- SBA 8(a) and DBE-certified
- Minority-owned Business
- GSA MAS holder

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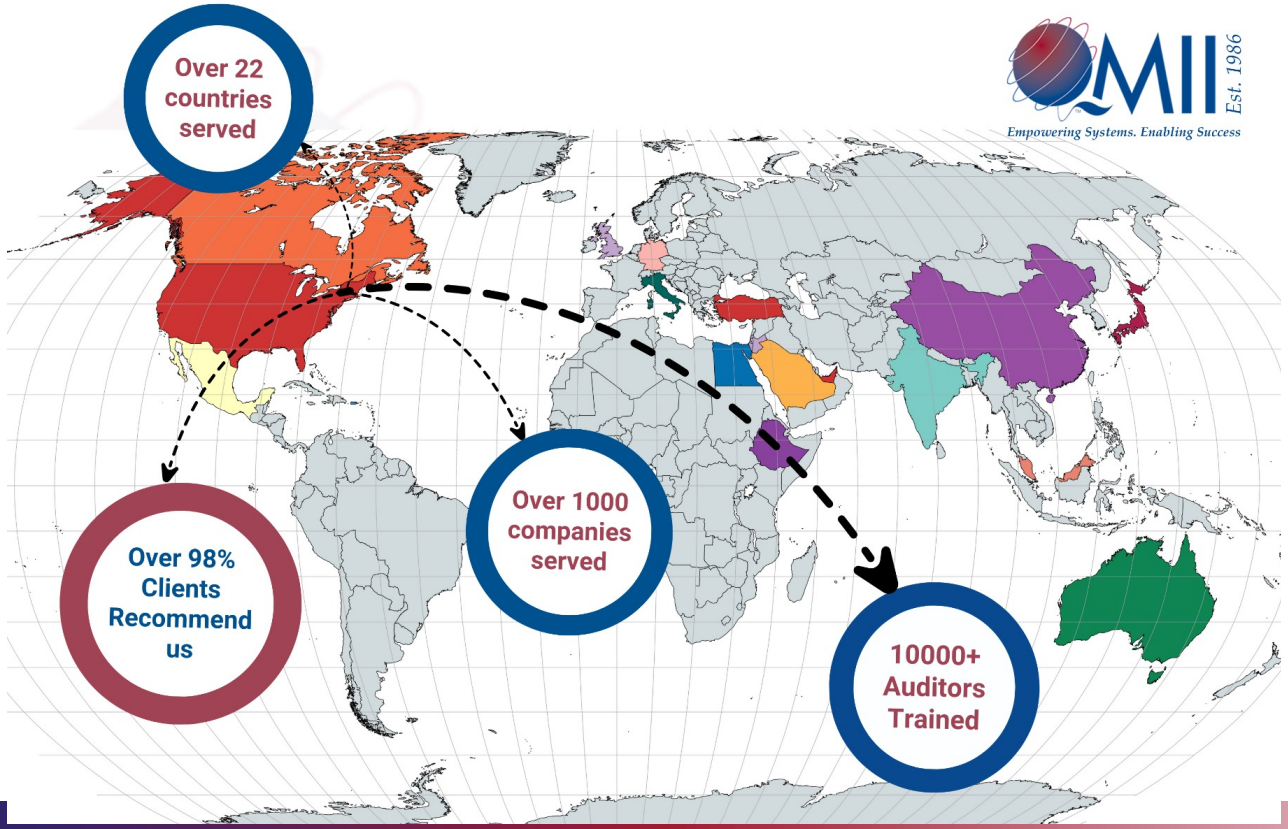

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Why Are We Here?

- Outline practical steps to prepare for the changes
- Identify key changes coming to ISO standards
- Evaluate the potential impact on your system

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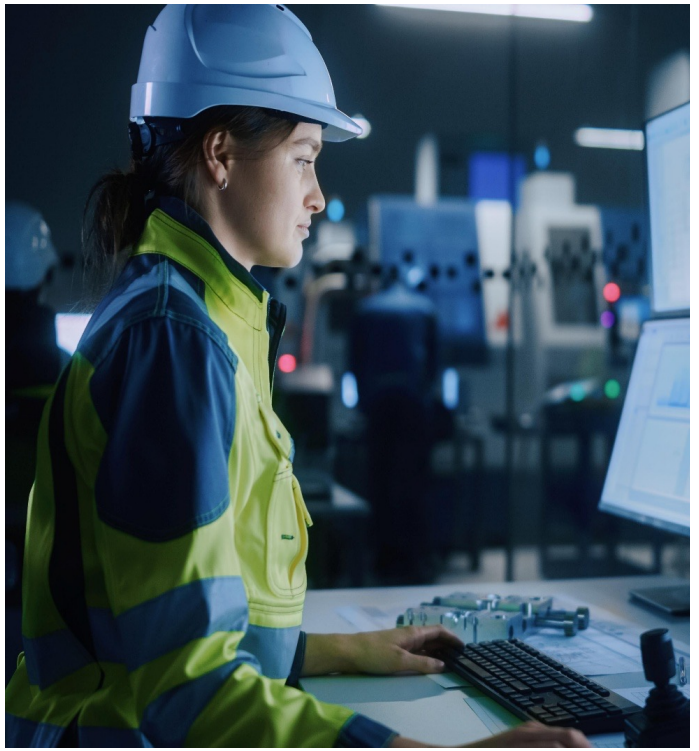
What is an Intent Led System

An ***intent-led system*** is a management system designed and operated around the purpose and performance outcomes of the organization, not around clause conformity



In an Intent-Led Organization:

- Leaders reference the MS in real strategic discussions
- Psychological safety exists for reporting issues
- Corrective actions reduce recurrence over time
- Risk discussions influence resource allocation

In a Requirement-Led systems:

- Audit preparation spikes before certification.
- Documentation updates precede auditor visits.
- Risk registers are static artifacts.
- Culture conversations are avoided.

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The Real Divide – System Maturity

Level	System Behavior	Revision Impact
Compliance-Driven	Clause focus	High disruption
Structured	Process ownership emerging	Moderate adjustment
Integrated	Risk linked to objectives	Smooth transition
Strategic	Leadership-driven system	Change leveraged for advantage

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Your System is a Marathon

When preparing for a Marathon do you?

- Focus on studying the map, identifying the terrain, and getting the right gear?

OR

- Focus on training for the Marathon and conditioning for it?



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Conditioning builds Maturity

- When did process owners last review their processes?
- Do internal audits test effectiveness or just conformity?
- Does corrective action prevent recurrence?
- Does management review drive strategic decisions?
- When was context last reviewed?
- Do personnel understand how to contribute to the system?



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Planned Change vs. Panic

- Standards are currently in the DIS or FDIS stages
- After the published date, there is typically a 3-year transition period
- Planning is mandatory. Panic is unnecessary (don't fall for fear selling)
- Standards Address global shifts like climate, supply chain, AI.



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Reinforce Your System

If your system is fragile, change feels disruptive.

If your system is robust, change feels natural.

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Live Diagnostic –
Is your system revision ready?

- Does leadership reference the management system in strategy discussions?
- Are risk outputs visibly tied to business objectives?
- Do internal audits evaluate behavioral effectiveness?
- Is corrective action measured by recurrence prevention?
- Are Processes reviewed by process owners at periodic intervals and are reviews effective?

If you answered No to 3 or more questions then there is Structural Risk

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ISO Updates .. Expectations are Rising

- **Solidify your Fundamentals** – While structure and framework is familiar the expectations are rising. Use this opportunity to reengage leadership and all system personnel.

- **Harmonized Standards (HS)** - The "skeleton" is the same and managing multiple standards (9001, 14001) is becoming easier, not harder.

- **Risk-Based Thinking** – Once the changes are here, review the impact on your system and develop a plan to update your system.

While the standard changes, your commitment to excellence remains the same.

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Additional Steps to Improve Your Change Success

- Don't start with "We are compliant. We will adjust when it's final."
- Begin asking now:
  - Where is our system fragile?
  - Where are we dependent on individuals instead of processes?
  - Where does performance lag behind what we report?
- Start with, "If our transition failed, in 18 months, what could we do different?"
- ISO is introducing Quality culture requirements. Do we need to Change our behvaiour toward the MS?



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Before we discuss clauses …….

Three recurring failure patterns observed during major transitions:

- Leadership disengages after the kickoff briefing.
- Risk registers exist but do not influence objectives or controls.
- Internal audits test conformity, not effectiveness.



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Expected Changes (1/2)

- **ISO 9001 –**
  - Climate Change (Amendments already out),
  - Emerging Tech/AI integration, and Supply Chain Resilience.
  - *Clause 6.1:* Deeper integration of risk and opportunity.
- **ISO 14001 -**
  - Focus on Life Cycle Perspective and the shift from "preventing pollution" to "proactive environmental performance."



Expected Changes (2/2)

- **IA9100 (Aerospace/Defense) -**
  - The standard is transitioning from AS9100D to the new "IA" designation.
  - Focus on Product Safety, Counterfeit Parts, and Operational Risk.
- **IA9150 -** aims to bridge the gap for suppliers who find the full IA9100 too burdensome or costly.
  - Provides more industry-specific rigor than a general ISO 9001 certification.
  - Targets organizations: Small suppliers, machine shops, or service providers dealing with non-complex parts.
  - The focus areas: It prioritizes elements with the greatest impact on product safety and quality while stripping away administrative "red tape" and non-essential requirements found in IA9100.

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Expected Clause-Level Changes in ISO 9001:2026 (1/3)

- Clause 4.1 & 4.2 (Context & Stakeholders): The 2024 Climate Change Amendment is now fully integrated. Organizations must explicitly determine if climate change is a relevant issue.

- Clause 5.1 (Leadership): New emphasis on promoting a quality culture and ethical behavior. Leadership is expected to foster an environment where integrity drives performance.

- Clause 6.1 (Actions to Address Risks and Opportunities):
  - Expect a clearer separation between risks (negative) and opportunities (positive).
  - This encourages organizations to treat opportunities with the same systematic discipline as risks

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Expected Clause-Level Changes in ISO 9001:2026 (2/3):

- Clause 7.1.3 (Infrastructure) the clause is explicitly expanded to include:
  - Remote and hybrid work environments and
  - Digital infrastructure (cloud, VPNs, etc.) required to maintain quality.
- Clause 7.1.6 (Organizational Knowledge):
  - Strengthening the requirement to not only identify but also to retain and share knowledge,
  - To to mitigate risks from personnel turnover or project closures.
- Clause 8.4 (Control of External Providers): Shifting focus from just technical specifications to ensuring suppliers align with:
  - ethical, and
  - sustainability requirements.

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Expected Clause-Level Changes in ISO 9001:2026 (3/3):

- Clause 10: Improvement
  - 10.1: Continual Improvement:
    - This has been consolidated and linked more closely to Innovation.
    - The standard now views "innovation" as a recognized form of improvement, not just a buzzword.

*"**Emerging Tech:** While not a "clause" per se, the draft encourages the use of **AI, IoT, and Data Analytics** for real-time monitoring of operational controls."*

Example of a 12 to 18-month rollout:

Phase	Leadership Focus	System Action	Risk if Ignored	Where Expert Support Adds Value
1. Understand	Align on the intent of the revisions (Climate, Ethics, Digital, Supply Chain)	Review new “shalls” and conduct executive briefing	Misinterpreting requirements; reactive updates	Executive briefings and strategic interpretation
2. Diagnose	Evaluate system maturity, not just compliance	Conduct gap analysis and refresh Context (4.1 & 4.2)	Superficial conformity masking structural weakness	Independent maturity and gap assessment
3. Strengthen	Elevate risk and governance thinking	Update risk register; integrate documentation across standards	Strategic risks overlooked; siloed systems persist	Risk-based thinking workshops and IMS integration
4. Embed	Reinforce process ownership and accountability	Upskill internal auditors; run updated processes 3–6 months	No objective evidence; ineffective implementation	Internal auditor training and effectiveness audits
5. Assure	Govern the transition through Management Review	Conduct full internal audit before registrar assessment	Registrar identifies gaps leadership should have seen	Pre-certification audits and transition advisory

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FDIS 14001:2026 Changes

Area	Status	What It Means
Context (4.1)	Refined	Climate & external pressures embedded into strategy
Interested Parties (4.2)	Expanded	Stronger ESG & stakeholder transparency focus
Leadership (5.1)	Refined	Visible accountability for environmental performance
Risk & Aspects (6.1)	Restructured	Clearer link between aspects, risk & planning
Life Cycle Perspective	Expanded	Deeper upstream & downstream control expectations
Performance Evaluation (9.1)	Expanded	Stronger data-driven monitoring & metrics
Improvement (10)	Refined	Performance enhancement beyond pollution prevention

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IA9100 Anticipated Changes

Change Category	What Is Changing	Why It Matters
Organizational Culture & Ethics	New and expanded focus on **quality culture** and **ethical behavior** throughout the standard	Drives real leadership accountability, not just procedural compliance.
Information Security	**New requirement** for planning, implementing, and controlling QMS information security (Clause 7.1.7)	Protects sensitive quality data and digital systems supporting the QMS.
Measurement & Control (MSA/SPC)	Clarified or new expectations around **Measurement System Analysis** and statistical controls in process monitoring.	Improves process capability, more rigorous performance verification.
Product Safety Controls	Enhanced requirements for **hazard identification**, safety risk control, training, communication, awareness, and reporting (Clause 8.1.3)	Elevates safety as an active management responsibility, not a checklist item.
Operational Planning Notes	Expanded **statistical techniques, control plans, APQP linkage**, and risk detection in control plans (Clause 8.1)	Encourages proactive process design and risk control rather than reactive inspection.
Counterfeit Parts & Supply Chain	Strengthened requirements for prevention of counterfeit parts and **sub-tier supplier oversight**	Greater integrity and traceability across extended aerospace supply chains.
Internal Audit Expectations	Internal audits will need to **include risk assessment** and effectiveness evaluation, not just compliance	Audits become a tool for strategic insight, not just a checklist.
Documentation & Digital Protection	More explicit expectations for **electronic documented information** protection (access, integrity, backups)	Recognizes the reality of digital record keeping and cyber threats.

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Don't Panic .. Reinforce these 5 Domains

A Note on the Timeline for ISO 9001 :

- March 2026: Final Draft (FDIS) expected.
- September 2026: Official Publication.
- Late 2029: The likely deadline for transition.

2015 Transition was shorter & that may be the case this time too!



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Remember ….

- **Be Calm:** We have time (2029 deadline), so don't panic. Do not prepare for the revision. Prepare your system.
- **The Core:** Strong fundamentals like Risk, Change Management, Internal Audits make transitions easy.
- **The Change:** Deep dive into the 2026 DIS/FDIS clauses shows emphasis on Climate, Culture, Ethics, and Cyber.
- **The Action:** Begin "As-Is" review of processes before starting the gap analysis.

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Procurement Options

GSA MAS: 47QTCA20D0050
SAM UEI: E8KYQBSFJ6V6
CAGE: 1GFC9
STARS 8(a) III

SDVOSB Partners
WOSB Partners
HUBZONE Partners
Other Vehicles

SBA
U.S. Small Business Administration
8(a) Certified

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Thank You!!!

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Inderjit Arora
IARORA@QMII.com
(888) 357-9001



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