

## The New Mentality of ISO Management Systems

Focus is now Adding Value

### FOUR BASIC PREMISES

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We need to recognize the following four basic premises of ISO 9001:2008:

- The standard drives strongly the use of processes. When discussing the process approach in 0.2, the standard clearly emphasizes the importance of b) the need to consider processes in terms of ADDED VALUE.
- The standard uses the word “requirements” many times. Whenever that word occurs, we have to remember that there are four sources: 1) the standard itself, 2) the customer, 3) the organization’s internal requirements and 4) statutory and regulatory requirements. Any time the word “requirements” is used in the standard the reader must think which of the sources is applicable, or are all four sources applicable. My intent is to force thinking back to the requirements of the standard. The reader must then add to that the requirements of the other three sources.
- The standard does not say anywhere “how” to do anything. All it says is “what” needs to be done. It is up to the organization itself to determine “how” the “what” requirements of the standard are to be addressed. An auditor has absolutely no right (in fact, it violates his/her Code of Conduct) to tell the auditee “how” to do the first thing.
- The standard is deliberately created to enable an organization to align or integrate its qms with other management system requirements, see clause 0.4. Many organizations have chosen to call its system something other than an “ISO System” or a “Quality System.” E.g., some call their system “Systems One,” or an “Integrated Business Management System” (IBMS), or “Business Management System” (BMS) or whatever. Doing this gives the benefits of having one platform to address multiple systems and it sends a deliberate message to its employees that the system is not a “Quality Control” system. Connecting your management system to the way an organization’s management does business gives it much more validity with the employees.

**SUGGESTION:** If you are getting push-back from middle management or employees related to your ”ISO system” change its name to something being driven by management that employees can relate to. Call your system whatever you want – just make sure the requirements of the standard are being met.

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