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**“Navigating Global Quality in a New Era”**

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**HOW TO IMPROVE THE QUALITY OF  
TOP MANAGEMENT'S PROCESSES  
USING THE MECHANISMS  
OF ISO 9000 STANDARDS**

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PROCESSES USING THE MECHANISMS OF ISO 9000 STANDARDS**

**CONTESTS:**

- ⊙ **INTRODUCTION: A CHANGE-ENVIRONMENT**
- ⊙ **ISO 9000 STANDARDS: DELUSIONS AND PROBLEMS**
- ⊙ **TOP MANAGEMENT AND QMS: SOME IDEAS AND SUGGESTIONS**
- ⊙ **MANAGEMENT AND LEADERSHIP: A NEW PARADIGM**
- ⊙ **CONCLUSION: THE NEW REALITIES**

# 1. INTRODUCTION: A CHANGE-ENVIRONMENT

*The coming world is totally different from the world we know from before and even from the world we still live in.* (Peter Drucker)

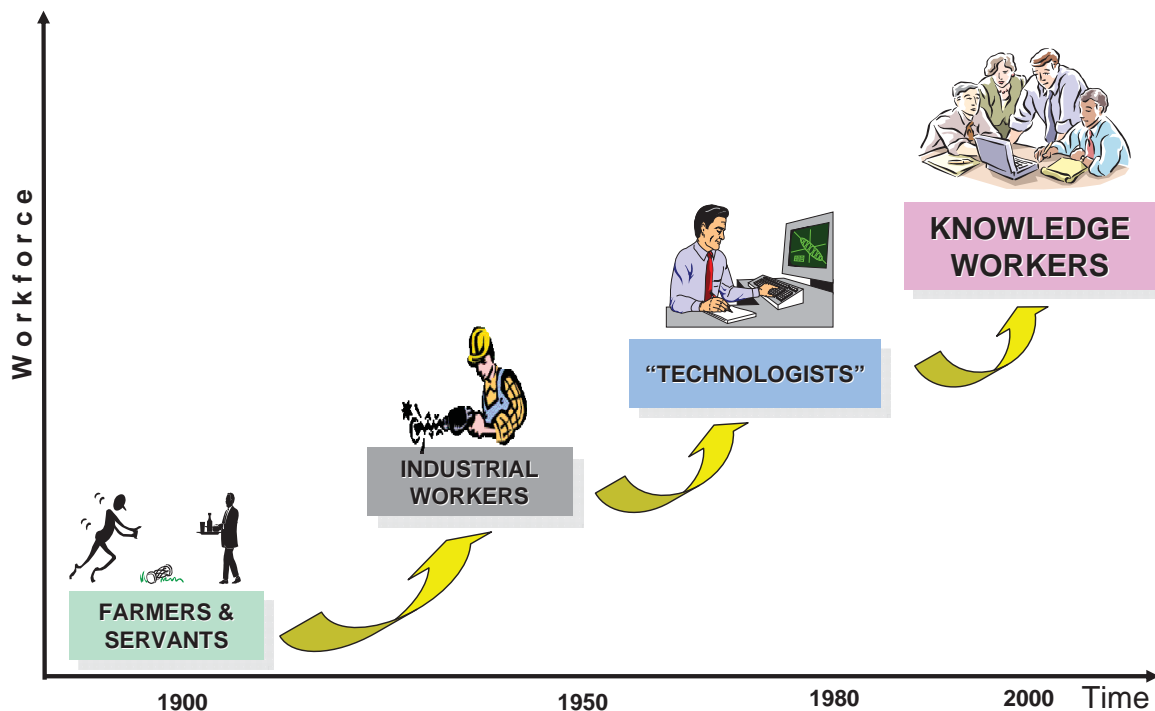


M: Jančev: How to improve the quality of top management's processes using the mechanisms of ISO 9000 standards

Design: Dipl.Ing.arh. V. Mihajlova-Jančeva

# EVOLUTION OF THE WORKFORCE

*Knowledge workers are not "labour", they are capital.* (Peter Drucker)

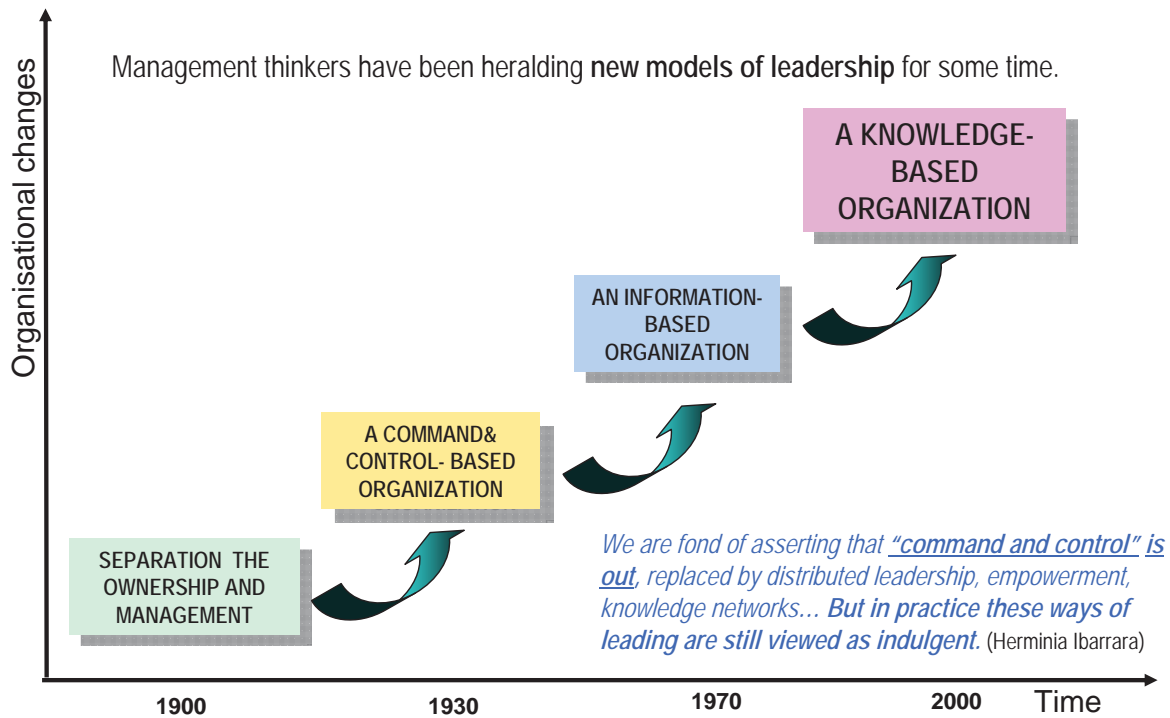


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# EVOLUTION OF THE ORGANISATION

*The important thing is to identify the "future that has already happened."* (Peter Drucker)



## 2. ISO 9000 STANDARDS: DELUSIONS AND PROBLEMS

*All organisations are perfectly aligned to get the results they get.* (Arthur Jones)



**THE ERA OF THE TECHNOCRACY**



**THE ERA OF THE BUREAUCRACY**



**THE ERA OF THE MANAGEMENT & LEADERSHIP**



**THE ERA OF THE INTEGRATION & INOVATION**



QM standards are not immune to the so-called "*cultural factors*" of individual countries, regions, and even companies. But the impression remains that some problems and dilemmas arise from some subjective reasons and personal experiences of the people who are too burdened with the **traditional way of understanding quality as a technical category.**

# INTRODUCTION OF QMS: KEY PROBLEMS

*Sometimes the ISO 9000 becomes a problem instead of a solution of the problem!*



- ➔ **Chronically lack of time (of the top-management)**
- ➔ Misunderstanding of the management
- ➔ Lack of communication
- ➔ Lack of teamwork and interdisciplinary knowledge
- ➔ Inadequate approach
- ➔ Unclear goals – how to start?

Being occupied with the current daily operating problems ("crises") managers are not able to spend most of their time on *strategic planning and decision making processes*.



*Over time, the initial enthusiasm of the top management for the introduction of modern quality management systems has run out... The result was that, little by little, the companies' top executives returned to the old mentality whereby quality is a matter for specialists that does not imply their direct involvement.* (Tito Conti)

## 3. TOP MANAGEMENT AND QMS: SOME IDEAS AND SUGESTIONS

*It is not enough to just do your best or work hard. You must know what to work on.*

(W. Edwards Deming)



Managers are the first line of a competent persons who are able to solve, in a most efficient and effective way, top-level problems of their business (organization).

- (1) *What are the key top management's products, i.e. the key top management's processes?*
- (2) *How to improve the quality of the top management's processes?*



*Product – result of a process.* (ISO 9000:2005, 3.4.2)

**What is the *result of a Top management process*?**

The term "**product**" applies only to the product intended for, or required by, a customer.  
(ISO 9001:2000, 1.1, Note)

A more creative application of the principle of *Process approach*, could help us to find the answer to the question above.



**DECISION**

# TOP MANAGEMENT AND QMS: SOME IDEAS AND SUGESTIONS

*Behind an effective quality management system is a strong management system.*  
(Trevor Smith)

A creative application of the principle of *Involvement of people*, a clear and unequivocal interpretation of the term *competence*, as well as an effective using the mechanism related to the *responsibility, authority and communication*, may help us to solve one of the existing problem – *the lack of the management's time*.



☞ The point is in *delegation* in the wider sense than appointing a “*Management representative*”

*Delegation is primarily about entrusting your authority to others. This means that they can act and initiate independently; and they assume responsibility with you for certain tasks.* (Gerhard Blair)

However, there are managerial functions that you should *never delegate*, and they include: motivation, training, team building, organization, praising, reprimanding, performance reviews, and promotion.

👉 In this way, *free of the jobs that they take away valuable time*, a top-management could devote more time in solving problems that are *exclusively within their jurisdiction*, and which will directly contribute to the enhancement of quality of their “products” and “processes”.

## 4. MANAGEMENT AND LEADERSHIP: A NEW PARADIGM

*We live in a Knowledge Worker Age but operate our organizations in a controlling Industrial Age model.* (Stephen Covey)

The main assets and primary drivers of economic prosperity in the **Industrial Age** were machines and capital – **things**.

**People were like things** – you could be efficient with them.



The new **Knowledge Worker Age** is based on a new paradigm – the **Whole-Person Paradigm** – entirely different from the **Thing Paradigm** of the Industrial Age.

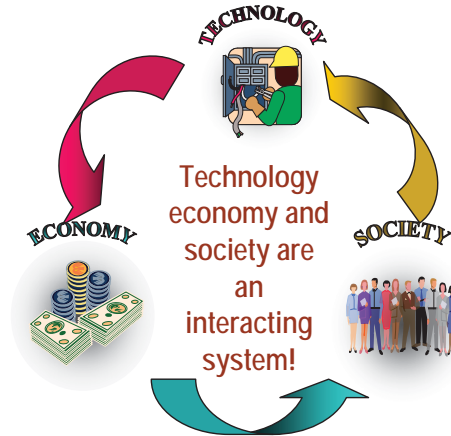





# MANAGEMENT AND LEADERSHIP: A NEW PARADIGM

*“Social universe” has no solid rules like “natural laws”. There are a lot of assumptions and different paradigms, but they are not something to be fixed or generally valid. On the contrary, the assumptions and paradigms from the area of social science are subject to continual changes.* (Peter Drucker)

The critical change imperatives are **neither technological nor economic** but are part of a new philosophical approach in the way we think, act and create harmony and synergy in our society as a whole.



Besides the hard variables such as **technology, systems and structures** there are the softer issues such as **relations, attitudes and organisational culture** that need to be addressed as well.

 *Lack of balance between the socio-cultural and technical aspects of the organization is at the root of many big problems that we face today.* (Tito Conti)


## 5. CONCLUSION: THE NEW REALITIES

*Above all management is responsible for producing results.* (Peter Drucker)

- Business – and every other organization today – has to be **designed for change** as the norm. In this respect, ISO 9000 standards are not an exception!

*A review of the ISO 9000:2000 series will confirm that only a small part – about 12% of its content – is “auditable”. (Jim Wade) Too often, in the practice, we ignore the other “non-auditable” 88%, where, among others, are the issues related to the top management activities.*

- Until the introduction of ISO 9000 is **motivated by external causes**, and left to people who are professionally engaged in quality, **ISO 9000 will be a problem.**
- When the **top management**, which has chronic problems with lack of time, **manages to find time to actively participate in the project**, the chances of success becomes certain.
- It is necessary to make efforts for **better recognizing** the ISO 9000 standard **principles** and their **relationship with management philosophy.**
- A more **creative application of this principles**, an **unequivocal interpretation** of the **terms, mechanism** and **requirements** of the ISO 9001:2000 may help us to solve a lot of the existing problems.

 **So, we have to start speaking about quality of the top management's **products (decisions)**, as a result of the top management's **(decision-making) processes.****