ISO 9004

A Process Approach to Sustained Success
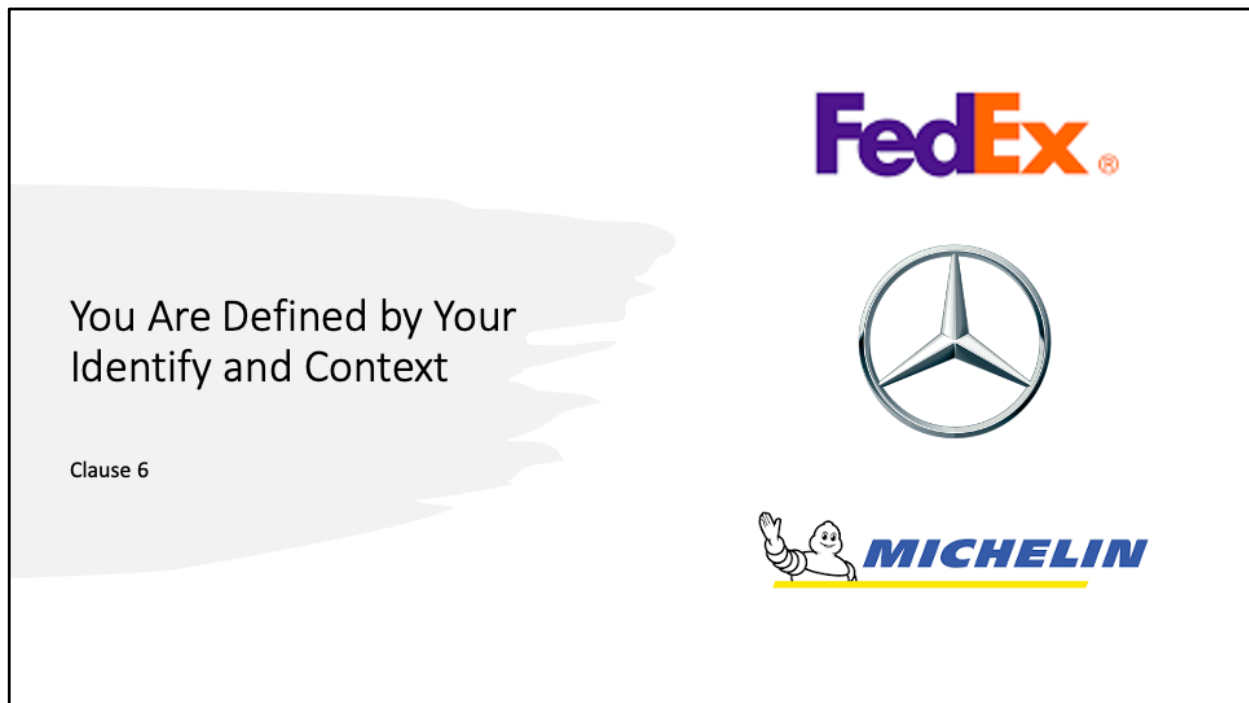
Participant Workbook
Lesson #2 – Clauses 6, 7 & 8

1. Identity of an organization [Clause 6]
    1. Mission, vision, values and culture [6.2]
2. Leadership [Clause 7]
    1. Top Management's Leadership role relevant to sustained success [7.1.1, 7.1.2]
    2. Policy and strategy [7.2]
    3. Objectives [7.3]
    4. Communication [7.4]
3. Process Management [Clause 8]
    1. Determination of processes [8.2]
    2. Responsibility and authority for processes [8.3]
    3. Managing processes [8.4]

Now We'll Look at Clauses 6, 7 & 8

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You Are Defined by Your
Identify and Context

Clause 6

Clause 6:
6.1 General
An organization is defined by its identity and context. The identity of an organization is determined by
its characteristics, based on its mission, vision, values and culture.
Mission, vision, values and culture are interdependent and the relationship between them should be
recognized as dynamic.

6.2 Mission, vision, values and culture
The identity of an organization includes its:
a) mission: the organization's purpose for existing;
b) vision: aspiration of what an organization would like to become;
c) values: principles and/or thinking patterns intended to play a role in shaping the organization's
culture and to determine what is important to the organization, in support of the mission and vision;
d) culture: beliefs, history, ethics, observed behaviour and attitudes that are interrelated with the

identity of the organization.

It is essential that the organization's culture aligns with its mission, vision, and values. Top management
should ensure that the context of the organization is considered when determining its mission, vision
and values. This should include an understanding of its existing culture and assessing the need to
change the culture. The strategic direction of the organization and its policy should be aligned with
these identity elements.

Top management should review the mission, vision, values and culture at planned intervals and
whenever the context of the organization changes. This review should consider external and internal
issues that can have an effect on the organization's ability to achieve sustained success. When changes
are made to any of the identity elements, they should be communicated within the organization and to
interested parties, as appropriate.

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Now We'll Look at Clause 7

1. Leadership [Clause 7]
   1. Top Management's Leadership role relevant to sustained success [7.1.1, 7.1.2]
   2. Policy and strategy [7.2]
   3. Objectives [7.3]
   4. Communication [7.4]

7 Leadership

7.1 General

7.1.1 Top management, through its leadership, should:

a) promote the adoption of the mission, vision, values and culture in a way that is concise and easy to
understand, to achieve unity of purpose;

b) create an internal environment in which people are engaged and committed to the achievement of
the organization's objectives;

c) encourage and support managers at appropriate levels to promote and maintain the unity of
purpose and direction as established by the top management.

7.1.2 To achieve sustained success, top management should demonstrate leadership and commitment
within the organization, by:

a) establishing the organization's identity (see Clause 6);

b) promoting a culture of trust and integrity;

c) establishing and maintaining teamwork;

d) providing people with the necessary resources, training and authority to act with

accountability;

e) promoting shared values, fairness and ethical behaviour so that these are sustained at all levels of
the organization;

f) establishing and maintaining an organizational structure to enhance competitiveness,
where applicable;

g) individually and collectively reinforcing the organization's values;

h) communicating achieved successes externally and internally, as appropriate;

i) establishing a basis for effective communication with people in the organization, discussing issues
that have general impact, including financial impact, where applicable;

j) supporting leadership development at all levels of the organization.

7.2 Policy and strategy

Top management should set out the organization's intentions and direction in the form of the
organization's policy, to address aspects such as compliance, quality, environment, energy, employment,
occupational health and safety, quality of work life, innovation, security, privacy, data protection
and customer experience. Policy statements should include commitments to satisfy the needs and
expectations of interested parties and to promote improvement.

When establishing the strategy, top management should either apply a recognized and appropriate
model available in the market, or design or implement an organization-specific customized model.

Once chosen, it is crucial to maintain the stability of the model as the solid foundation and reference for
managing the organization.

Strategy should reflect the identity of the organization, its context and long-term perspective. All shortand
medium-term objectives should be aligned accordingly (see 7.3).

Top management should make strategic decisions regarding competitive factors (see Table 1).

These policy and strategy decisions should be reviewed for continued suitability. Any changes to the
external and internal issues, as well as any new risks and opportunities, should be addressed.

The organization's policies and strategy constitute the basis to establish process management

(see Clause 8).

Table 1 — Examples of actions to consider when addressing competitive factors

7.1.1 Top management, through its leadership, should:
a) promote the adoption of the mission, vision, values and culture in a way that is concise and easy to
understand, to achieve unity of purpose;
b) create an internal environment in which people are engaged and committed to the achievement of
the organization's objectives;
c) encourage and support managers at appropriate levels to promote and maintain the unity of
purpose and direction as established by the top management.

Your 'Policy' needs to be like a lighthouse…

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model available in the market, or design or implement an organization-specific customized model.

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The 'How' of getting to your objectives needs to match your culture and context…

Strategy should reflect the identity of the organization, its context and long-term perspective. All shortand
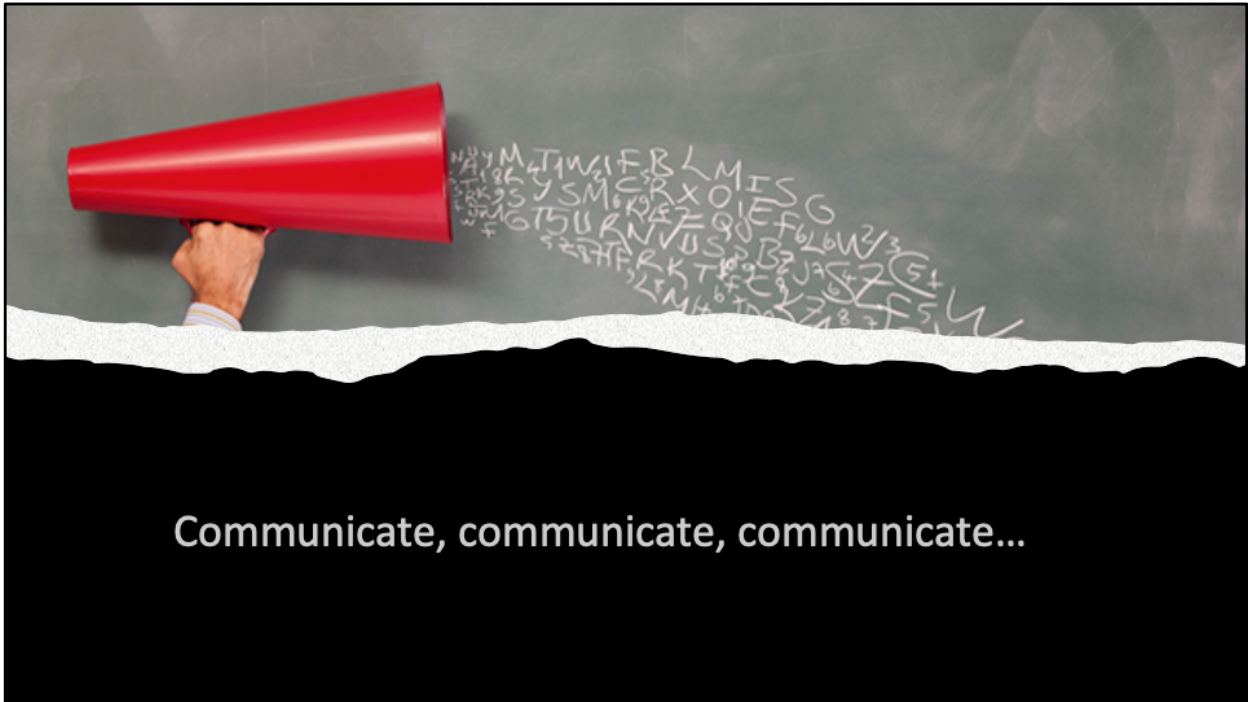medium-term objectives should be aligned accordingly (see 7.3).
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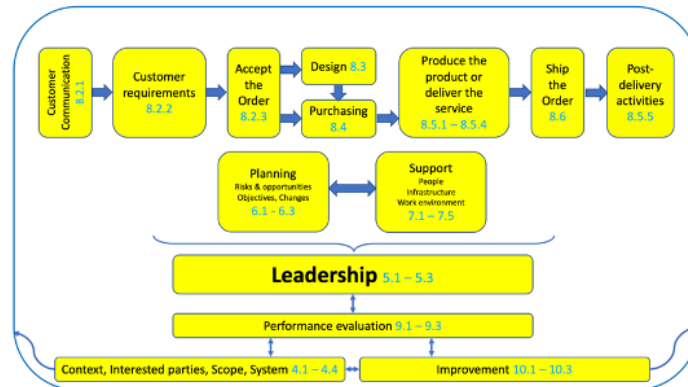The organization's policies and strategy constitute the basis to establish process management
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Table 1 — Examples of actions to consider when addressing competitive factors

Communicate, communicate, communicate…

Then communicate some more!
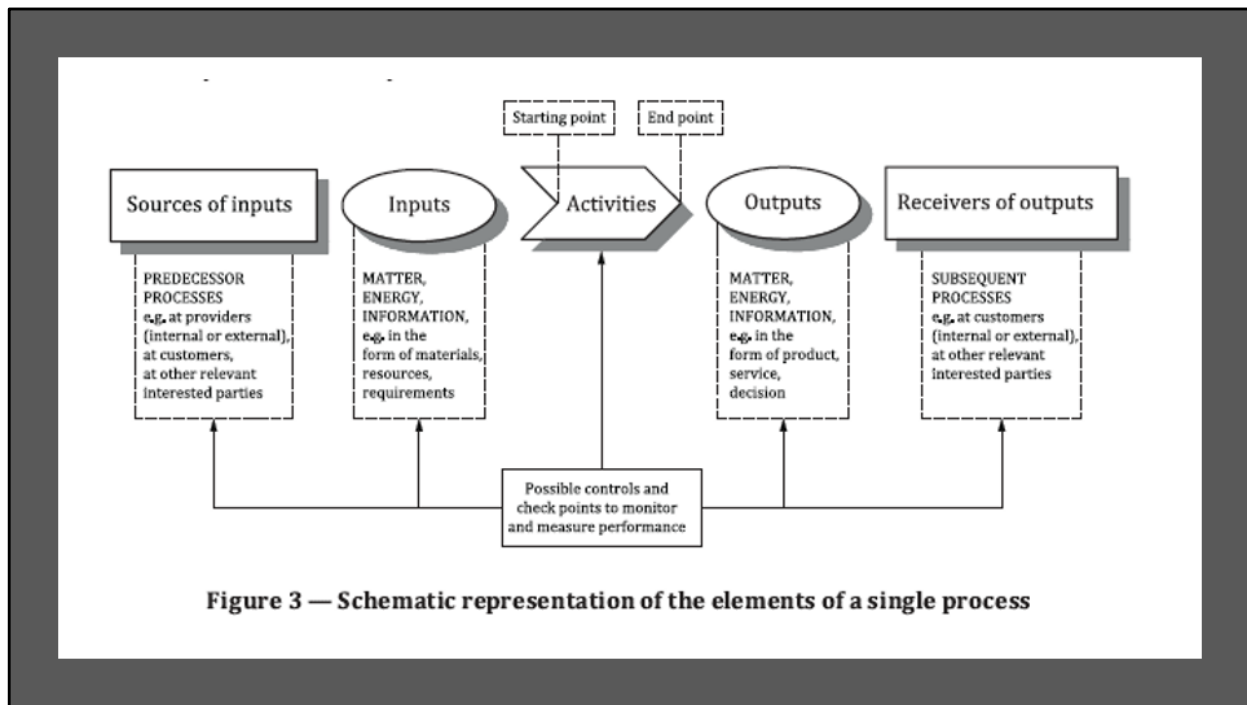
Clause 8 Is All About Process…

Figure 3 — Schematic representation of the elements of a single process

8.2.2 In determining its processes and their interactions, the organization should give consideration,
as appropriate, to:
a) the purpose of the process;
b) the objectives to be achieved and related performance indicators;
c) the outputs to be provided;
d) the needs and expectations of interested parties, and their changes;
e) changes in operations, markets and technologies;
f) the impacts of the processes;
g) the inputs, resources and information needed, and their availability;
h) the activities that need to be implemented and methods that can be used;
i) constraints for the process;
j) risks and opportunities.

Identify your process owners and communication channels...

8.3 Responsibility and authority for processes
For each process, the organization should appoint a person or a team (often referred to as the
"process owner") , depending on the nature of the process and the organization's culture, with defined
responsibilities and authorities to determine, maintain, control and improve the process and its
interaction with other processes it impacts and those that have impact on it. The organization should
ensure that the responsibilities, authorities and roles of process owners are recognized throughout
the organization and that the people associated with the individual processes have the competences
needed for the tasks and activities involved.

Managing Processes (Clause 8.4) Requires
Leadership Understanding and Support
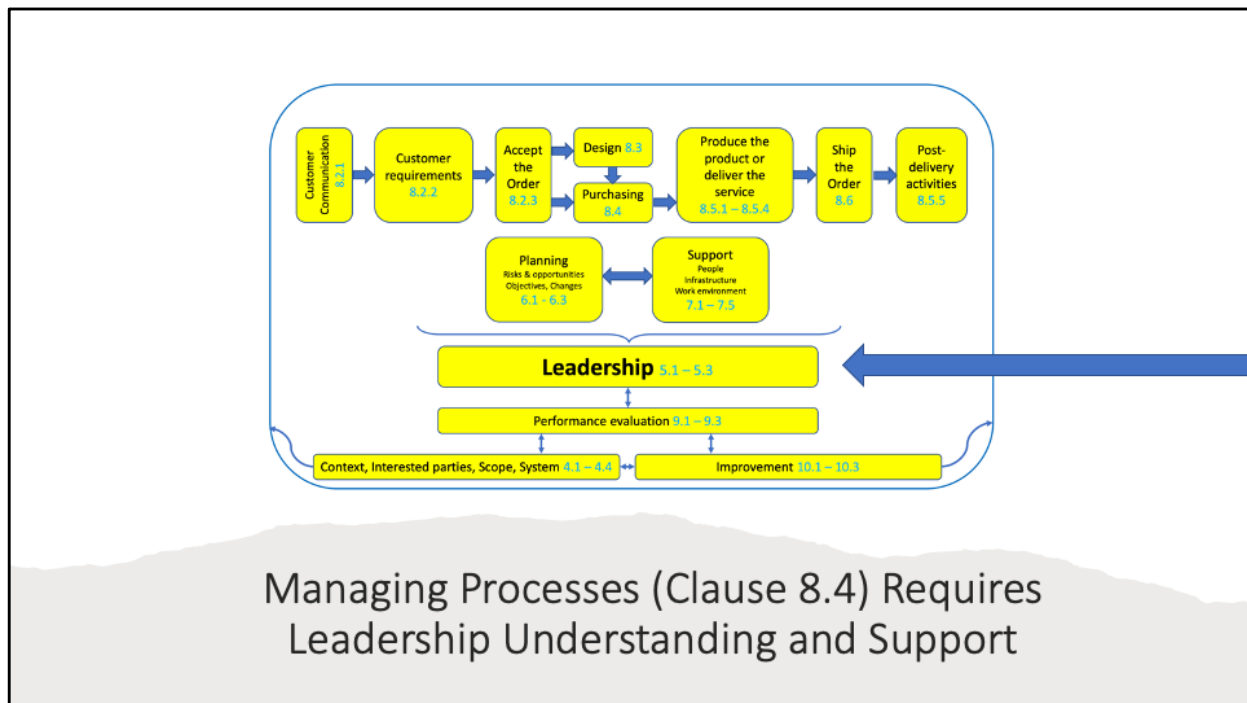
8.4 Managing processes

8.4.1 To manage its processes effectively and efficiently, the organization should:

a) manage the processes and their interactions, including externally provided processes, as a system
to enhance alignment/linkage between the processes;

b) visualize the network of processes, their sequence and interactions in a graphic (e.g. process map,
diagrams) in order to understand the roles of each process in the system and its effects on the
performance of the system;

c) determine criteria for the outputs of processes, evaluate the capability and performance of
processes by comparing the outputs with the criteria, and plan actions to improve the processes
when they are not effectively achieving the performance expected by the system;

d) assess the risks and opportunities associated with the processes and implement any actions that
are necessary in order to prevent, detect and mitigate undesired events, including risks such as:

1) human factors (e.g. shortage of knowledge and skills, rule violations, human errors);
2) inadequate capability, deteriorations and breakdowns of equipment;
3) design and development failure;
4) unplanned changes in incoming materials and services;
5) uncontrolled variation in the environment for the operation of processes;
6) unexpected changes in the needs and expectations of interested parties, including market demand;
e) review the processes and their interrelationships on a regular basis and take suitable actions for
control and improvement, to ensure they continue to be effective and support the sustained success
of the organization.
8.4.2 Processes should operate together within a coherent management system. Some processes
will relate to the overall management system and some will additionally relate to a specific managerial
aspect, such as:
a) the quality of products and services, including cost, quantity and delivery (e.g. ISO 9001);
b) health, safety, security (e.g. ISO 45001, ISO/IEC 27001);
c) environment, energy (e.g. ISO 14001, ISO 50001);
d) social responsibility, anti-bribery, compliance (e.g. ISO 26000, ISO 37001, ISO 19600);
e) business continuity, resilience (e.g. ISO 22301, ISO 22316).
8.4.3 To attain a higher level of performance, the processes and their interactions should be continually
improved according to the organization's policies, strategy and objectives (see 7.2 and 7.3), including
consideration of the need to develop or acquire new technologies, or to develop new products and
services or their features, for added value.
The organization should motivate people to engage in improvement activities and propose opportunities
for improvement in the processes in which they are involved.
The organization should regularly review the achievement of objectives for the improvement of
processes and their interactions, the progress of action plans, and the effects on the organization's
policies, objectives and strategies. It should take any necessary corrective actions, or other appropriate
actions, when gaps are identified between the planned and actual activities.

8.4.4 To maintain the level of performance attained, processes should be operated under controlled
conditions, regardless of any planned and unplanned changes. The organization should determine what
procedures (if any) are needed to manage a process, including the criteria for process outputs and
operational conditions, to ensure conformity with the criteria.
When procedures are applied, in order to ensure that they are followed by people involved in the
operation of the process, the organization should ensure that:
a) a system is established to define the knowledge and skills needed for processes and evaluate the
knowledge and skills of the process operators;
b) risks in the procedures are identified, assessed and reduced by improving the procedures (e.g.
making it difficult to make errors or not allowing progression to the next process if an error occurs);
c) resources necessary for people to follow the procedures are made available;
d) people have the knowledge and skills needed for following the procedures;
e) people understand the impacts of not following the procedures (e.g. by using examples of
experienced undesired events) and managers at appropriate levels take the actions that are
necessary whenever a procedure is not followed;
f) consideration is given to learning, training, motivation and prevention of human error.
8.4.5 The organization should monitor its processes on a regular basis to detect deviations, and should
identify and take appropriate actions when necessary without delay. Deviations are mainly caused by
changes in equipment, method, material, measurement, environment and people for the operation of
processes. The organization should determine check points and related performance indicators that will
be effective and efficient in detecting deviations.

Quiz!