

DILEMMAS / CHALLENGES AUDITING MANAGEMENT SYSTEMS

Strategy and Top Management

DILEMMA

1

REALLY UNDERSTAND

- Do we have sufficient time for preparation?
- Do we have a strategic understanding of context and dependences of the organization?



TKU
2011

DILEMMA

2

TOP MANAGEMENT'S BRAIN



Do we get **invited inside**?

3

DILEMMA

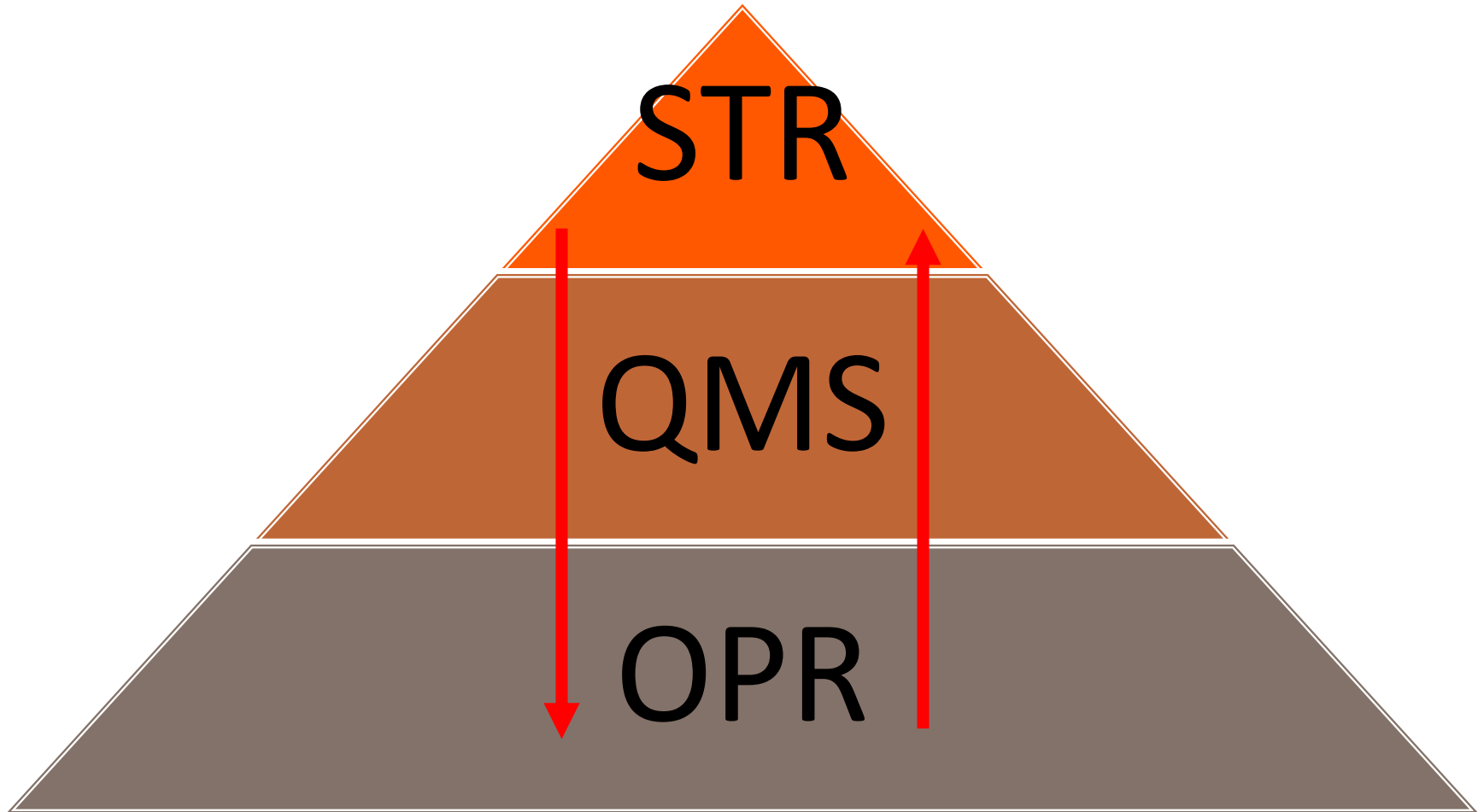
ACCESS TO STRATEGY

- ISO 9001:2015, 5.1.1 Leadership and Commitment requires policy and objectives to be compatible with context and strategic direction of the organization.
- How do auditors regain sr. management confidence?
- Do auditors get access to strategies?

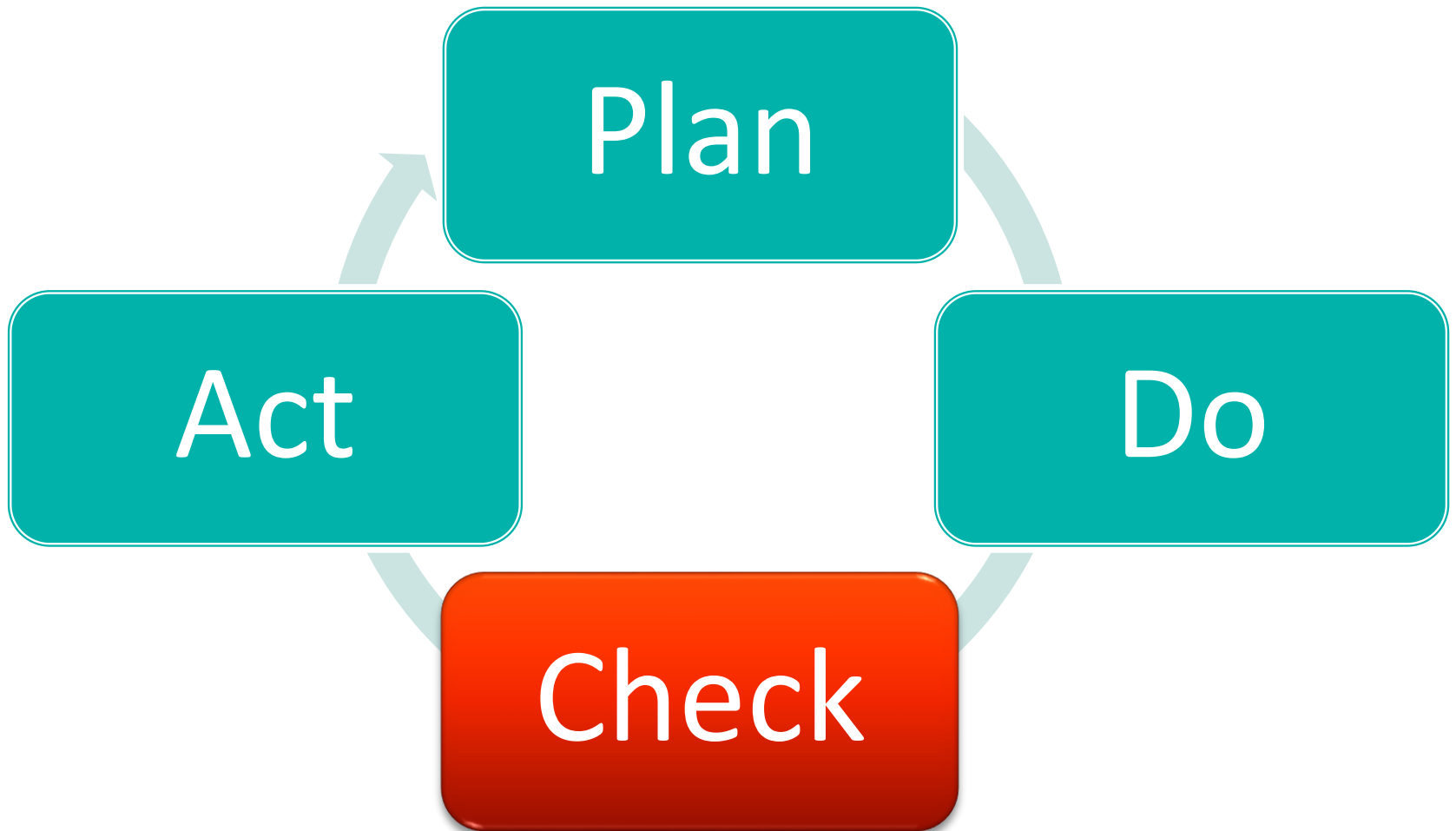
DILEMMA

4

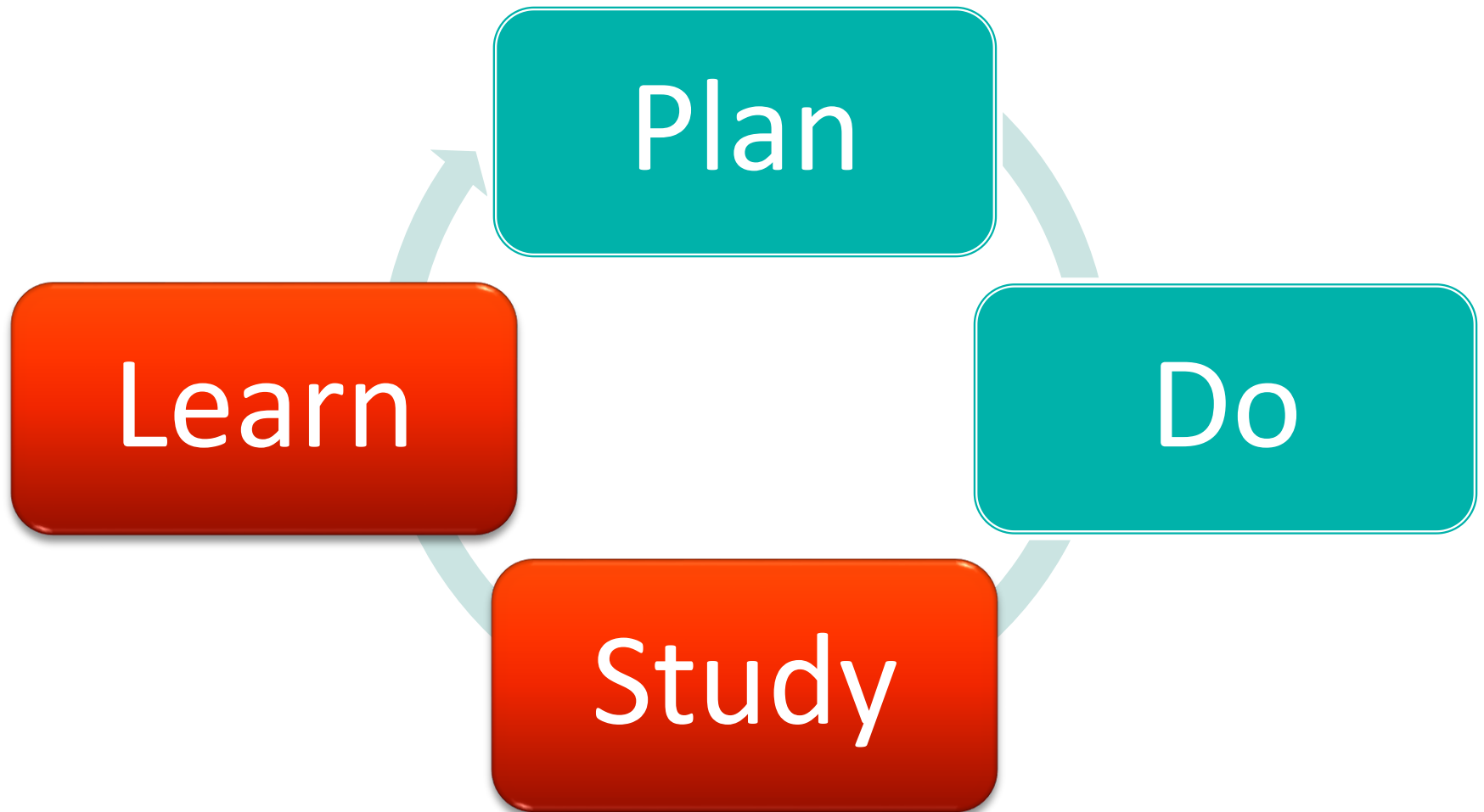
THE RED THREAD



THE PURPOSE OF A QMS



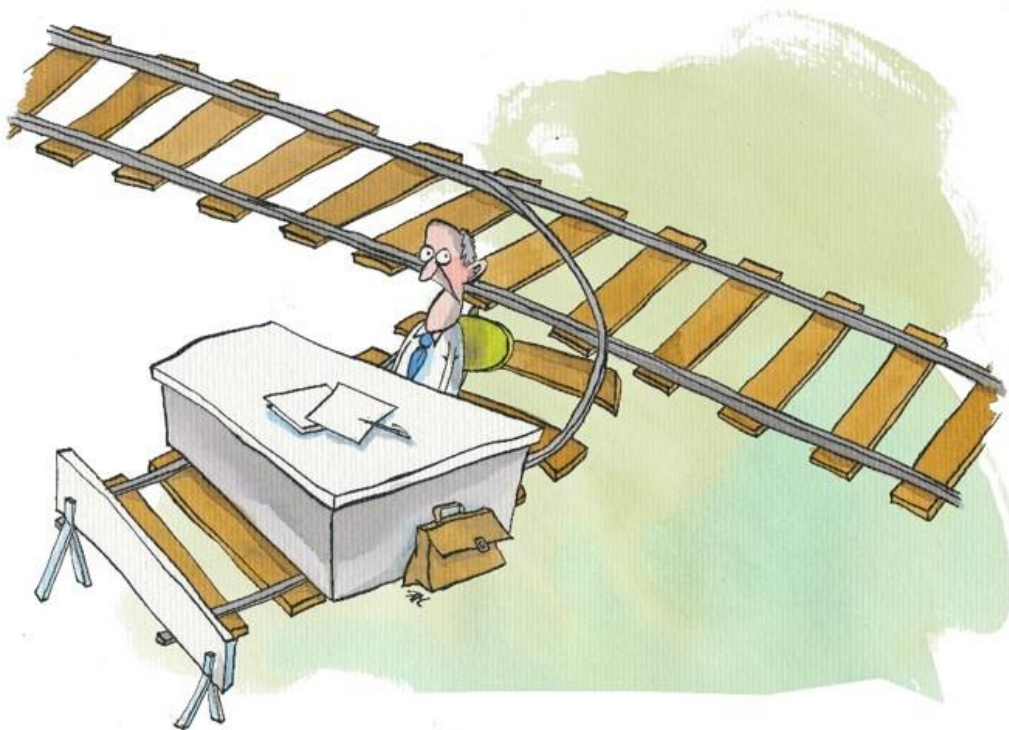
THE PURPOSE OF A QMS



5

DILEMMA

EFFECTIVENESS AND COMPLIANCE

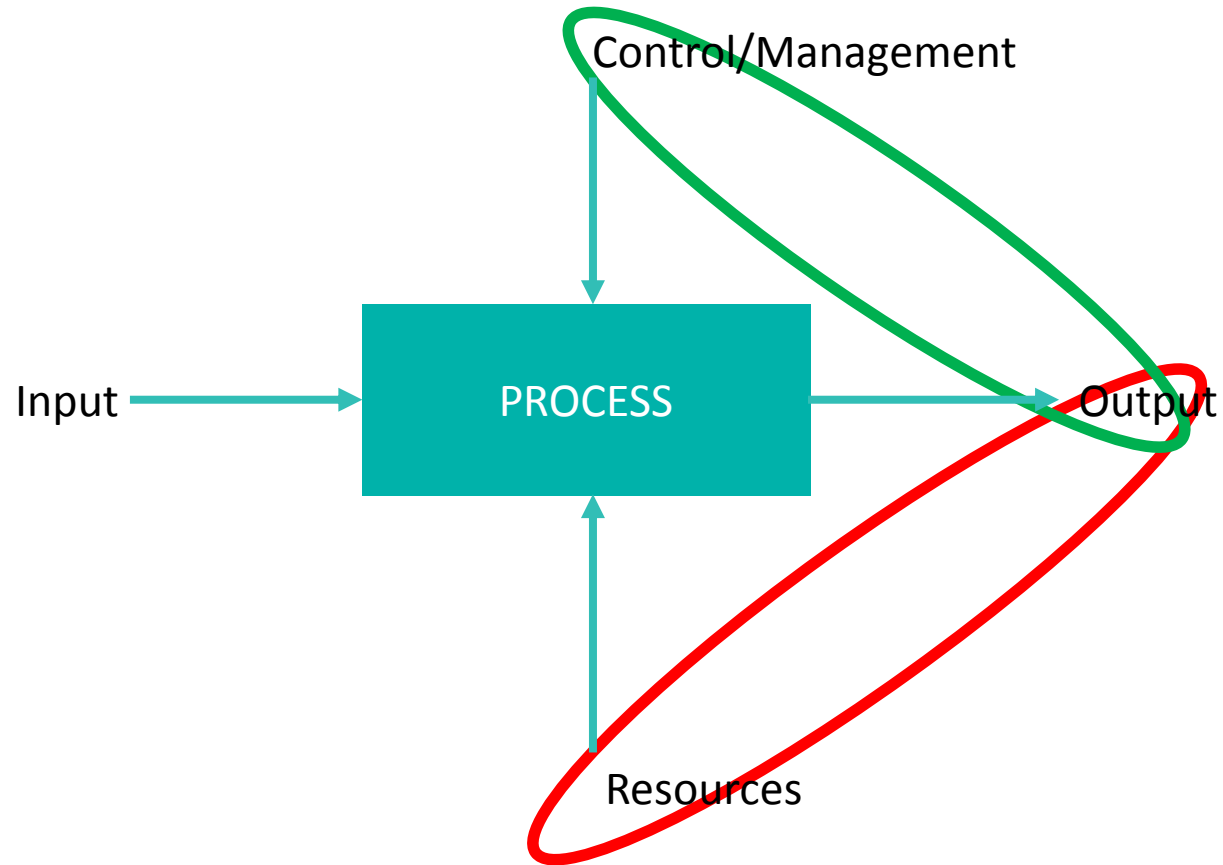


- ~~1. Compliance~~
- ~~2. Deployment~~
3. Effectiveness

DILEMMA

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EFFECTIVENESS VS EFFICIENCY



DILEMMA



THE REAL RISKS

- Not the risk management system
- Product risks
- Manufacturing risks
- Risks for the end-user
- Location
- IT

Do we audit up-to-date?

DILEMMA



TECH AUDITORS VS LEADERSHIP

- *Many* auditors has technical backgrounds
- Do NACE-codes as competence criteria support audit of purpose of the QMS?

DILEMMA

9

DO WE

- Dare to stop Sr. Management when they start giving irrelevant info (even though they might find it relevant)?
- Stay professional when we meet arrogance?
- Address leadership when sr. management does not see themselves as a part of the QMS

DEMONSTRATE COURAGE?

10

DILEMMA



The audit went well?!



To pretend that ISO 9001:2015 contains requirements and statements, which will revolutionize is over-stated.

Having serious business insights, prepare, understand the context and the journey the company is on might make auditors regain confidence and strengthen the credibility to internal and external audits.

THANK YOU!

About me



Kasper Mühlbach

Self-employed advisor and trainer

- Started Evaluenses ApS in 2009, which challenges, trains, advices and puts subjects into perspective within assessments, management systems, audits motivation and appreciation.
- EFQM Award Assessor - assessing the best companies
- Licensed EFQM advisor
- EFQM Ambassador
- IRCA-certified Lead Auditor (QMS and EMS)
- Has trained and educated managers, leaders, employees and auditors in systematic approaches, tools, methods and achieving performance
- Has conducted numerous certification-, supplier-, and internal audits
- Comprehensive international experience from Vietnam, China, Hong Kong, USA, Italy, UK, Sweden, Denmark amongst a few



IRCA CERTIFICATED LEAD AUDITOR
QUALITY MANAGEMENT SYSTEMS



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