

Ongoing Discussion “Thought Piece”

ISO 9001:2015 supports Dr.Deming’s approach – let’s take advantage

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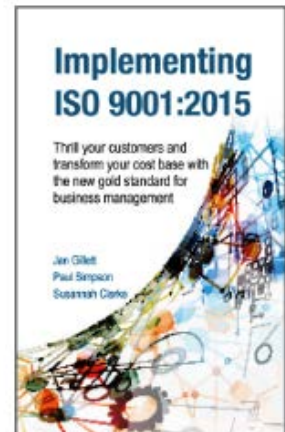


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Purpose of this paper

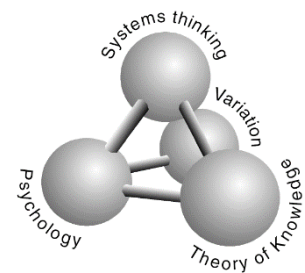
To generate discussions amongst Deming-influenced quality professionals on the value of assimilating the revised standard into their thinking and practice in organisational improvement and transformation.

It is adapted from the introduction to our book: “[Implementing ISO 9001:2015](#)” published in November 2015, which explores the issues at length and provides practical guidance for the reader wishing to integrate the revised standard with their improvement or management.



The System of Profound Knowledge ¹

Dr. W Edwards Deming proposed his System of Profound Knowledge toward the end of his amazingly extended practice in organisational transformation. Building upon his experiences throughout the world since the late 1920s, he identified these four interconnected fields as demonstrated in this diagram that require a level of understanding and integration by every manager. His two books “Out of the Crisis” and “The New Economics” remain essential reading for anyone seeking to be a transformational leader.



PMI has based its practice on the System of Profound Knowledge for over 25 years. We have worked in and studied organisations around the world, many of which have been awarded prizes including the Deming Prize, the Baldrige Award and the European Quality Award. It is our experience that the SoPK model provides the most robust set of foundations of any, being valuable in every application we have ever encountered.

In our view the revised standard now supports this work, and we encourage everyone to explore it and to make its adoption an integrated part of their activities.

“If you can't describe what you are doing as a process, you don't know what you're doing.”

Dr. W Edwards Deming

The revisions require leaders and managers to develop such descriptions, and many more vital activities, and require auditors to ensure that all concerned know how they apply to their work.

¹ The New Economics, MIT Press 1993

ISO 9001:2015 Principles

The standard contains a lot of detail on the various aspects of leading, managing and changing an organisation, which we summarise in our book. Meanwhile, the underpinning principles, as published in ISO 9000: 2015, are the more critical aspect for this paper.

1 – Customer Focus

The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations.

2 – Leadership

Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the quality objectives of the organization.

3 – Engagement of People

It is essential for the organization that all people are competent, empowered and engaged in delivering value. Competent, empowered and engaged people throughout the organisation enhance its capability to create value

4 – Process Approach

Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.

5 – Improvement

Successful organisations have an ongoing focus on improvement.

6 – Evidence-based Decision Making

Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.

7 – Relationship Management

For sustained success, organisations manage their relationships with interested parties, such as suppliers.

This list has evidently been developed with the benefit of deep experience and discussion over many years. It has a completely different feeling to the early versions of ISO 9001 that drew criticism from Dr. Deming 25 years ago.

Improvement and audit have often gone separate ways

The Dr. Deming's approach was revolutionary in very many ways, leading to a radically different style of leadership by many of us who encountered it all those years ago. Succeeding generations dissatisfied by the results of 21st Century management practice continue to explore his teachings and successfully apply them in circumstances that could not be imagined in the 1980s.

One of the routine aspects of 20th century management that Dr. Deming scorned was inspection, and for very good reasons: it cannot even guarantee conformance to requirements, never mind customer delight in an optimised system. Auditing a formal management system to check for compliance with requirements as generally practised was a close cousin of inspection, and thus inevitably failed to help the transformation that was demanded.

The consequence has been that, for over 25 years, the wider quality movement (Including 6 Sigma, Lean, TQM etc. as well as those explicitly applying Deming's ideas) has often not engaged with the various versions of ISO 9001. Likewise, the audit world has largely done the same, and the leadership of registered organisations have rarely been challenged to change by auditors, or helped if they recognised their need.

Committee members of the ISO technical committee TC 176 have increasingly recognised both the shortcomings of the general practice and the potential for improvement, and the 2015 revision is a quiet revolution. Its principles, as listed above, are encouragingly consistent with much of Dr. Deming's teachings, and the management systems it will stimulate are supportive of the very best in transformation and daily management. The transition process to certification against the latest edition of ISO 9001 will demand some big changes from Auditors (and their trainers) and many quality managers and internal auditors.

Many organisations have seemed to regard ISO 9001 registration as a distraction from the real work. In these cases the revisions will create big challenges, for themselves, and internal and external auditors. Their first challenge is likely to be the recognition that previous practice is not going to work in future.

Three particularly important changes, implied by the principles and made explicit by the standard itself, are:

1. A requirement to consider the organisation as a system, including its relationships and interactions with its context, for example customers, suppliers and the wider environment. There is a continuing emphasis on managing internal processes both individually and as part of the organisation's system.

2. Requirements to proactively consider risk at a system, process, as well as product level, and to plan for changes to take advantage of the opportunities available, not just to mitigate the problems as they may present themselves.
3. Requirements to plan for ongoing improvement and transformation, not just problem solving.

The effect of the changes is to integrate 3rd party assessment with change, improvement and transformation. No longer will it be acceptable to audit paperwork and data; judgments on leadership performance are called for, together with diagnosis of what needs to change.

Process Management is thus coming of age

When PMI was founded in 1985 most people had no idea about managing work as a process: the idea was associated with chemical plants or computer programs. It was an uphill task even talking about processes with managers. But over the decades the process management concept has become increasingly widely appreciated, and indeed was incorporated in the 2000 revision of ISO 9001. However, it was still possible to go through the motions in getting registration. Even now, many organisations have not yet made the shift to process orientation, much less to relentless customer-focussed transformation of their whole system of interdependent processes.

The time has thus come for organisations to ensure that tangible strategic and operating benefits are delivered in tandem with the formalities of developing the Management System for certification to the latest edition of ISO ISO 9001.

PMI’s overall vision for its clients

Building upon that exposure, our vision expresses the universal essentials that organisations have to achieve to do well against these criteria, and is completely applicable to the requirements in ISO 9001:2015.

The organisation is achieving its goals, and can demonstrate its management and improvement approach:

- **Everywhere.** Across the whole organisation, including strategy development, everyday work, projects and programmes.
- **Everyday.** Leaders understand and can explain the relationship between how they approach their daily work and the overall improved results they are achieving.
- **By Everyone.** The approach is used in depth where appropriate, and can be explained by line managers and staff routinely, not just the improvement personnel.
- **For Ever.** It has clearly been applied and developed over many years.

If your organisation is doing all these you can approach the new standard with confidence. The expectation of a certified Quality Management System is that, properly implemented, it will meet this vision.

PMI provides the methodology that addresses the ISO quality principles

The purpose of our book is to help the reader, no matter what their level of seniority, to develop standardised capable processes that integrate within a system focused upon the customer, and to ensure that they are described and documented in a way that supports everyday operations and assessment.

There are two principal components, which we have integrated through the chapters of our book.

- The first is an outline of PMI’s well-developed process for building a capable organization, as shown in the flowchart below.
- The second is a restatement in simplified form of the standard itself.

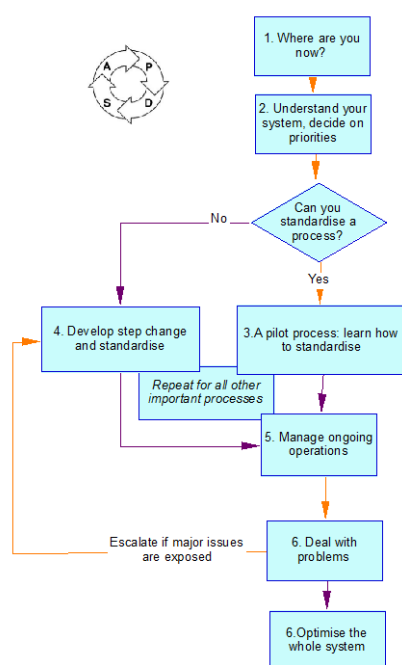
Readers can thus develop the advantages of effective processes, which can delight customers whilst being of ever lower cost in operation, and automatically be ready for the audit. If they are part of an organization-wide effort this will ensure a common language and approach to learning.

This isn’t the only way.

When the last major change to ISO 9001 took place in 2000 certified organisations were given three years to make the transition and, approaching the deadline there were many who were ‘noddod through’ because of interdependence between organisations who needed certification to trade with large customers and certification bodies needing the income that certification activities bring. If their organization is not taking the new standard seriously the reader can nonetheless do the best for their department, even though this will of course be suboptimal.

Our approach to ISO 9001:2015

7 Steps for Transition to ISO 9001 : 2015



- 1. Where are you now?** Understand the current situation. What are your goals?? Generate maps of the workflow; where do variation and waste come from?
- 2. Understand your system in its context:** System map, and process flows. Select one to be the first to be standardised or agree on a major project.
- 3. Learn how to standardise by means of a pilot process:** “Develop standard operations” Instilling the Process Management Cycle for every day operations. Repeat as necessary
- 4. When needed: Develop step changes and standardise:** Use PMI’s Improvement Cycle as the discipline for achieving reliable results.
- 5. Manage ongoing operations:** Use the new standards and displays as the basis for continuing reviews, communications and everyday decision-making.
- 6. Deal with problems:** Using the PMI “Problem driven improvement” process to react appropriately and escalate as needed.
- 7. Optimising the whole system:** Develop a programme across the organisation to ensure that the component processes are focused on the overall goal and collaborate effectively to achieve it.

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Interested? Well here are some initial steps;

1. Think about your current situation

Your first step is to consider what you think about your organisations’ current capability and performance. This will lead you to further questions depending on your circumstances and knowledge.

THE CEO

- To what extent does your quality system contribute to your organisation’s purpose, vision and goals?
- How are your strategic goals realised through the application of your quality management principles?
- How well does your system provide you with the data you need about the strengths, weaknesses, opportunities and threats to your organisation so that you can lead and innovate effectively?
- As a Board, what is your collective opinion of your quality management systems? Is it seen as an enabler or a necessary evil?
- How does your quality system enhance your organisation’s ability to delight your customers?
- If you wanted to make a major change, acquisition or merger, how likely are you to seek the input of your quality team to help guide this process?

TOP MANAGERS

- How well is your organisation achieving its strategic goals and what are the prospects?
- How do you know if all the important work (everyday processes and projects) in your organisation is capable of satisfying and delighting customers?
- How do you know if it actually does it? (satisfy and delight customers)
- Are you comfortable that all these activities operated in standardised fashion, as far as is needed, by people who are competent and sufficiently qualified to carry it out?
- How is your quality system contributing to your organisation’s everyday work and strategic development?
- What is your experience of external MSS auditors talking with you and your colleagues in diagnosing problems and facilitating solutions?
- Do you expect your internal audit function to constructively challenge top managers or leaders when they uncover issues and problems? How successful have they been in doing this?
- In relation to management and improvement, how consistent are people across your whole organisation and its supply chain in their philosophy, language, and methods?

AUDITORS

- How well can you work with managers and people in everyday jobs to jointly understand the real state of processes and their alignment with documentation in the MSS?
- How do you interpret variation and use it to tell the difference between problems and abnormalities?
- How competent are you in “Lean”, “Six Sigma” and other improvement methodologies so that you can tell if they are achieving their potential?
- Do you understand how to assess measurement systems to distinguish between variation in output and variation in measurement?
- How successful have you been in working with suppliers in a constructive way to understand their capability?

IMPROVEMENT AND CHANGE MANAGERS

- How satisfied are you with the level of support of top managers, and the resources they make available to do justice to the goals they have in mind?
- How would you rate your own skills to be a confident facilitator of all levels of projects and subsequent standardised implementations?
- Are you completely familiar with the details of ISO 9001: 2015 to ensure that your contributions pave the way for a trouble-free audit whenever it may happen?

MANAGERS OF EVERY DAY WORK

- Are you confident in working with teams to understand what is going on, using your organisation’s standard methods to improve it, and implement changes that would be consistent with your (quality) management system?
- How do rate the relevance and disciplines of your organisation’s management system to the actual job you have to do?
- How confident are you that internal assessors / auditors will be ready, willing and able to help when you need it?

If you can, gather together groups of people from each of these categories and have them share their answers and generate an overall picture. You will find Chapter 5 of Out of the Crisis “Questions to help managers” very useful, and probably pretty challenging. If you are a quality professional and struggle to answer or explain any of them we recommend you take steps to master them.

You will also find it relevant to read Chapter 10 “Standards and regulations”. Dr Deming draws some careful distinctions between various kinds of standards.

Finally, Dr. Deming does not consider the now widespread adoption of Standard Operations, which have been demonstrated to be such an important aspect of many high performing, customer-facing organisations. These have the same validity as the need for repeatable experimental procedures in scientific laboratories, and would surely be recognised as such by him.

2. The opportunity

Will the changes be met with enthusiasm? Ask any organisation and there are always people who will avoid, systematically oppose, or obstruct change. But for many the changes will provide a stimulus for its Leaders.

They will recognise the opportunity it presents to:

- Adopt systems thinking
- Process management
- Improvement through variability reduction
- Integrate their improvement and audit functions
- Achieve great new results...

And get their Certification thrown in!!

3. Our recommendations for managers

Adopt a new philosophy around audit. Welcome it as an opportunity to learn about the management of your system, not an audit of the management system.

“Thrill your customers and transform your cost base with the new gold standard for business improvement.”

“Integrate transition to the new standard with improvement and transformation, and get your investment back many times.”

There’s a lot for anyone to think about in all this. One’s principles, methodologies and tools are all potentially challenged by the changes, so there may not be quick answers. Here’s some recommendations in getting started quickly. Learning through the Deming (PDSA) Cycle will follow.

THE CEO

Take an active leadership role in the change from the start. Be determined to learn, show you are learning: help your people. You will find a ready response, and much more improvement that you can possibly expect from an apparently bureaucratic process.

TOP MANAGERS

1. Organise a meeting of a cross section of senior, middle and improvement managers and staff, together with internal and maybe external auditors. Make sure you get a thoroughly competent facilitator who is well used to top management politics, and is skilled in the tools that enable such a multi-level group to share and listen. Ideally from outside your organisation.

The purpose of this meeting is to understand what your people know, about the standard and about the tools and behaviours that will be needed for the transition. For preparation you can get the attendees to consider the earlier questions beforehand, and use them as the basis for the discussions.

2. Find a third party advisor to help you think through the consequences and work up a plan, if you have not already done so. You and your people will need new knowledge, it will pay for itself many times over. Don’t delegate this appointment, it may well be you who needs the most help.

AUDITORS

1. Develop your knowledge of the revisions; the principles and the details. Consider the implications for what you need to learn, and take immediate steps to do so—not just in the technicalities of the MSS but of improvement and transformation, especially the inter-personal skills.
2. Ask others in the organisation to help you work out your ongoing role, based upon what they know of the revision’s requirements (you may need to do the educating) and the history.

Think of audit as part of the 'gemba' process? Acting on behalf of the organisation leaders you are being asked to go to the real place and look at real work as it happens to learn and feedback on current performance to increase understanding of processes, how they are managed and overall system effectiveness.

IMPROVEMENT AND CHANGE MANAGERS, PROCESS OWNERS

1. Organise discussions with peers, line managers, auditors, other improvement staff to thoroughly analyse what the changes mean, and how you can integrate re-registration with transformation.
2. Make sure you develop / redevelop your own knowledge, and your knowledge of third-party training / consulting firms. Start to develop a revised curriculum for your organisation.

EVERYDAY MANAGERS

1. Ask / demand help from whichever of your support staff is responsible for ISO. Discuss what the changes are and how to take advantage of them to help you do a better job.
2. Arrange awareness sessions for yourself, and follow it up with more as you understand your needs better.
3. Take every advantage in your work to link improvement with standardisation. Ensure that each is always linked in your peoples’ minds.

One more thing: The Deming Cycle

The principles can’t tell you how to learn—how to diagnose, generate theories, make predications, carry out tests, interpret the results and make good decisions based upon the evidence. But the Standard does feature a version of The Deming Cycle: - “Plan Do Check Act”, and that forms the basis for such learning if it correctly applied.

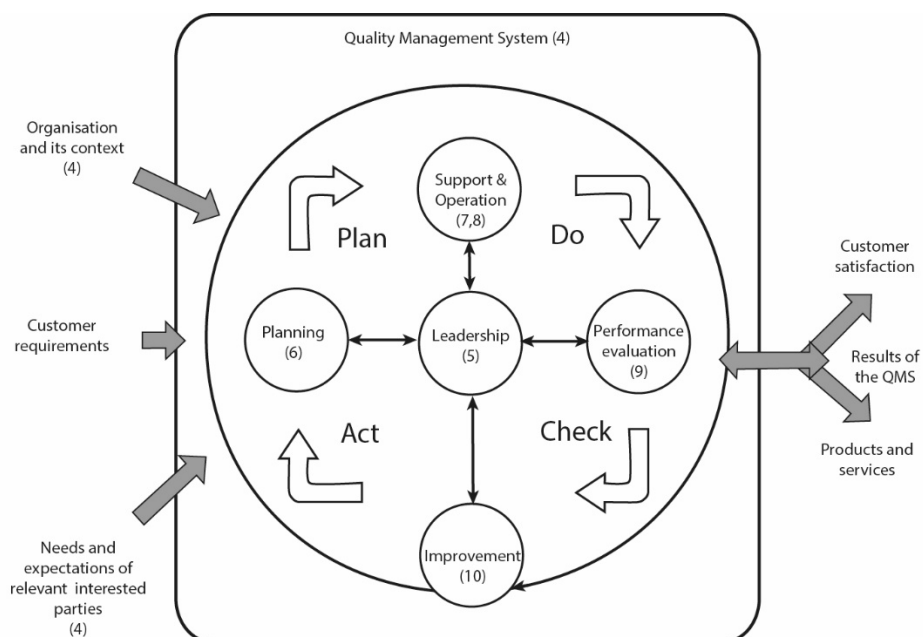
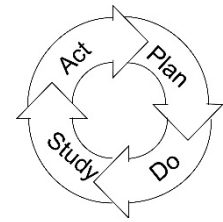


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Leading an organisation towards improvement, transformation and constructive use of ISO 9001: 2105 demands continual learning: by everyone, applied every day, everywhere, for ever. Dr Deming was instrumental in developing this learning model out of initial ideas from Dr Shewhart and various Japanese thinkers in the early 1950s. It forms a major aspect of the Theory of Knowledge and has been fundamental to our approach for over three decades.



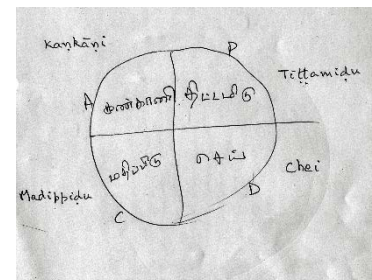
The Standard uses the word check in PDCA, whilst we have used PDSA (Plan-Do-**Study**-Act), as proposed by Dr. Deming toward the end of his career.

The use of an acronym to describe this deep concept is not helpful. This change from PDCA to PDSA can cause a lot of debate. In addition, an English acronym does not make sense in many organisations, as you can see from this example from Germany. Further, the simple words need agreement on what they mean and some of the sense can be changed by a translator unfamiliar with the concept. If your language uses a different alphabet, an English acronym is irrelevant.



For these reasons you may find it helps to talk of the Deming Cycle, and stimulate a discussion on what each sector really means in your own language.

This next example was created by some of our friends from India, and they needed a lot of debate to agree on exactly which words to use. This can be really helpful, and it would help everyone if the learning model at the heart of ISO9001 is clear to them in their own language.



There’s a lot more on this in our book, we hope it stimulates debate.

Conclusions

We are very enthusiastic about the changes, as you can tell. For many years, thanks to our use of the System of Profound Knowledge, we have been inspired by our experience of leading improvement and transformation through the application of system thinking, process management, variability reduction, the scientific method and so on. We are delighted that the global standard is now also aligned to these foundations.

We are looking forward to working with like-minded people who wish to whole-heartedly adopt the changes that are required.

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About the authors

Jan Gillett

Jan Gillett joined the Pilkington Group 1968, working in sales, marketing and custom services, in 1983 becoming Managing Director of subsidiary Kitsons Insulation Products Limited. In 1986 he became Managing Director of Sketchley Textile Services and in this role that he responded to the invitation of their major customer Ford Motor to take up Deming’s approach to Total Quality Management. He led the consequent company-wide transformation across ten locations and 2,000 people, meeting Dr. Deming several times during this work. He also sponsored a division to achieve the BS5750 Quality Standard.

In 1990 he established PMI in the UK, and together with Jane Seddon from the mid-1990s, bought the UK PMI business from the Americans and led its development in working with clients in every sector, and in every continent. He became a Director of the British Deming Association, and also Chair of the Alliance of Deming Consultants. Attending several of Dr. Deming’s famous Four-Day Seminars, he provided contingency cover for Deming’s last event in Europe, in Zurich in 1993.

Jan Gillett is a Fellow of the Chartered Management Institute and a Member of the Chartered Quality Institute. He has also been a non-executive director in several organisations. He has presented at many conferences across Europe, Asia and the United States, and is a visiting lecturer to the University of Warwick’s WMG

Paul Simpson

With a first degree in Mechanical Engineering, Paul Simpson started his career in quality management with Pirelli General’s Telecoms Cables Division in Eastleigh. Throughout his career he has applied and developed quality knowledge and skills in a range of industries and organisations including Perkins Engines, Gestetner Manufacturing, BSI Quality Assurance, Calor Gas, GL Noble Denton and Network Rail. He has extended his postgraduate qualifications into the fields of marketing and business as well as professional areas of auditing, health and safety, and quality.

In the early 2000s Paul established and developed a management systems consultancy, XBS Business Solutions, to provide quality, marketing, auditing and training services for organisations in 2004, expanding into managing the operation of Sira Certification’s UKAS accredited management systems certification business, further expanding in 2006 and, in 2008, to delivering Bywater Training’s quality and auditor training business.

With employed and volunteer roles with the Chartered Quality Institute and the International Institute of Risk and Safety Management (IIRSM) he has provided articles and training and delivered events promoting quality, risk and management systems and was CQI/IRCA Technical Manager responsible for technical aspects of CQI’s membership criteria, IRCA’s auditor certification criteria and was Chief Examiner for CQI’s Educational Qualifications.

He also participates in UK and International standards development and committees including as a technical expert for ISO Standards Technical Committee TC 176 (Quality management and quality assurance); BSI’s QS/001(Quality management and quality assurance procedures); HS/001 (Occupational health and safety management); AUS/001 (Revision of ISO 19011) and CAS/001 (Conformity Assessment).

Paul contributes to the quality and risk professions as a Fellow of the Chartered Quality Institute/Chartered Quality Professional and as Specialist Fellow of the IIRSM and IIRSM Council Member.

Susannah Clarke

Susannah Clarke is a Managing Partner at Process Management International (PMI) and a specialist in the field of Executive and Performance Coaching. Susannah has worked extensively in the learning and development sector, starting her career with NatWest Markets in the City before spending seventeen years with GSK as a consultant. From 1989 to 2007 she established and led a Consulting, Learning & Development company specialising in training outsourcing, programme and project management, Learning Management System implementation and eLearning development. In 2007, following the successful completion of the sale of her company to a US competitor, she developed a portfolio career as an independent consultant. In addition to working on opportunities for major training outsourcing

projects she completed her ICF/EMCC accredited Executive and Performance Coaching programme and delivered coaching programmes with a variety of organisations from Financial Services to The National Trust.

In 2011 Susannah joined Oracle University as Partner Director for EMEA. She had responsibility for the development and deployment of the EMEA Partner strategy, leading a team of in-country Partner Managers, quality of partner delivery and commercial results. After 5 years of working with PMI as a Non Exec Director, in 2013 she joined PMI as a full time Managing Partner.

As co-author of *Implementing ISO 9001:2015* she brings together more than 30 years’ experience leading, managing and consulting across different organisations. Susannah regularly addresses conferences, writes blogs and publishes articles in leading process and quality focused publications.

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BIOGRAPHY

Born in 1946, I took a degree in Geology at Manchester University, England, in 1968, but then changed direction, got married and joined the Pilkington Group's Fibreglass Insulation Division. This was a big engineering business, driven by clever people who had little interest in customers and marketing. Through the 70s I worked in sales, marketing and customer services, learning some good things—about technical and commercial product and market development—and some not-so-good—how to take advantage of and exploit customers and staff. But I also learned a fair bit about leadership, also good and not-so-good, and led one of the first applications of Quality Circles in the UK.

In 1983 I became Managing Director of Pilkington subsidiary Kitsons Insulation Products Limited: a nationwide, multi-branch distributor. Here I learnt that success depended on customer reputation, and in turn that depended more on how they were dealt with than the technical aspects of what they used. I also learned about the value of standardisation, but with little idea how to do it constructively—so we didn't have much!

In 1986 I moved industries and become Managing Director of Sketchley Textile Services. We had 14,000 accounts, 500,000 people wearing our garments, 10 locations and 2000 staff. Work life for all was mass tampering (as I came to understand it later) and the customers cycled through the four big suppliers in their frustration at the poor service. So, when Ford "invited" us to take up Deming's approach to "Total Quality Management" I thought we had nothing to lose. It was surely the best decision of my work life. After a couple of hours of Dr Henry Neave with my board I determined to lead the consequent company-wide transformation. None of us initially had any idea of what to do, and even after meeting Dr. Deming several times during this work it was still pretty obscure. But I experienced several epiphanies, and we did make lots of progress. I also decided to seek the BS5750 Quality Standard and it seemed obvious that we would integrate it with our developing programme. I became a founder member of the British Deming Association, and learned lots more through that. But I never did understand, and still don't, why I was only one of three or four CEOs of maybe 400 Ford suppliers who took personal leadership of the quality transformation. It seemed obviously necessary for leaders to lead then, and it still does, but is still vanishingly rare.

I became a Director of the British Deming Association in 1989, and also Chair of the Alliance of Deming Consultants. I attended several of Dr Deming's Four-Day seminars, and provided contingency cover for Deming's last event in Europe, in Zurich in 1993. And countless other conferences and so on, including Crosby, Six Sigma, Lean..... I've taken every pill, some worked for a bit. Deming's became more and more a way of life.

In 1990 I had the opportunity to help establish PMI in the UK—to do as my main job that theme which so far had only been incidental to my employer. During the 90s we built our business, and, together with Jane Seddon in the mid-1990s, we bought the UK PMI business from the Americans. We always focussed it explicitly on Dr Deming's foundations, especially the System of Profound Knowledge. We won clients in every sector, and in every continent, and I led programmes ranging from Land Rover to Texas Instruments, GSK to Rolls-Royce and Airbus, T-Mobile to Maersk Line. We believe we are the largest organisation in the world to explicitly base our practise on the System of Profound Knowledge. I've retired from active consulting, but there's no stopping the learning and writing.

Books include "Working with the Grain" with Jane Seddon, (2009), "Making your work *work*" (2014), and "Implementing ISO 9001:2015" with Paul Simpson and Susannah Clarke (Nov 2015).

I am a Fellow of the Chartered Management Institute and a Member of the Chartered Quality Institute. I've been a non- executive director in several organisations. I've presented at many conferences across Europe, Asia and the United States, and am a visiting lecturer to the University of Warwick's WMG faculty.

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