

**"A man dies when ceases to change, and the funeral is just a formality"**

**"You can take my factories, burn my buildings, but leave me my people,  
and they will restore everything"**

**Henry Ford**

Vladimir Solovyov,  
General Director of the Attestation Authority  
LLP «Euroasia MS», Doctor of Technical Sciences,  
Professor, Lead Auditor IRSA,  
Quality Austria, EVROCERT, GSTR RK.

### **ISO 9001- the International Rules of Business Management and the Vital Functions of Organizations**

In recent years, conducting the certified and inspected audits one can hear different opinions about the impact of the global crisis on the functioning of organizations.

The leaders who are aware of the system management and they use this system management - ISO 9001, they just pointed out that the organization feels the negative impact of the global crisis (problems with orders, dependence on imports, inflation, etc.). At the same time everyone mentions that it is the system management - ISO 9001 (possibly organizations can apply other OE ISO international standards: ISO 14001, OHSAS 18001, ISO 50001, and tools - "Lean Production", "Model of the EFQM Excellence" ISO 21500 "Project Management Guide" and others which can significantly improve the quality of system management, of course, with the approval of the first leader ) has helped and continues to help them solve problems that were caused by the impact of the global crisis. In other words, as one of the leaders says that they, due to the implemented management system - ISO 9001, were able to "survive" under pressure of the global crisis on the market.

The ideological approach of such leaders is very similar to the idea of the President N.A. Nazarbayev. He, in his article "Kazakhstan in the new global reality: growth, reforms and development", assesses the global crisis, not only as a threat, but as an opportunity [1]. In this regard, as practice shows, the sustainable development of organization based on implementation of new improvements, especially with the use of innovation, is possible and effective

only in the case when the organization operates within the system management - ISO 9001.

Indeed, the first leaders, who use the "Regulations of ISO 9001" in their organization are focused not only on the improvement of the quality of the system management, but also on improving the quality of the corporate culture, which is based on professionalism, innovative thinking, responsibility, enthusiasm, discipline, self-discipline, decision skills based on facts (to tell the truth), the ability to discuss and resolve the "heavy" (unpleasant) questions, the ability to cooperate and create a friendly, warm and creative atmosphere. Such organizations promote the diversity of thoughts, opinions and points of view. In the organization all the entire staff (without exception) use the cycle-Shuharda Deming PDCA. At the same time in such organization there is a system of collection the proposals based on the "bottom-up" principle. Further, these proposals are to be analyzed by the senior leaders in terms of their "relevance", and those proposals which, in their opinion, "become necessary", are included to the Program and Action Plan for the development of production and management of the organization, and also in the area of improving the quality of corporate culture and education of new professionals with high moral and ethical qualities.

In fact, in the field of the national economy in Kazakhstan, organizations that operate the system management is not more than 10%. It is not enough in the conditions of world crisis to cope quickly with the negative manifestations of it, and thus to "survive" at this time is not easy.

Typically, in organizations where the quality of the system management - ISO 9001 is not implemented, senior leaders and staff are not ready for changes. But the first leader in such organizations more often likes to say, does not mentioning the objective evidence, that they are really the leaders in their field of activity. And it is quite inexplicable, that most of these leaders believe their fantasies.

But this is not the most important thing. What must we guard? We - who are the fans of the force and power of the country, of the prosperity of business, of the competitiveness of companies and the well-being of the personnel and the population as a whole.

The cooperation with the organizations based on promoting the ideas of the system management, such as ISO 9001, shows that the leaders do not simply implement the "Quality Management System (QMS)," and categorically, even aggressively reject ISO 9001 and are not willing to lead on this issue any negotiations. And if life forces them to "turn" to the ISO 9001, they solve this problem in a simple way- they buy a certificate, and as they themselves say: "no

longer bore themselves and others with all sorts of "procedures and audits ... ". By the way, it should be noted that this approach contradicts existing regulations and laws, about that all the top-managers should be aware of. A well-known specialist in the field of system management Chin Keng Chyung asserts bluntly that the persons who participate in the sale and purchase of certificates in Hong Kong are prosecuted and the guilty ones may be detained.

There are a lot of reasons for this situation. Let us examine the main ones.

We should attribute untrained top-managers of the system management - ISO 9001 to the main reason. And if they have instilled the knowledge of the system management from the standpoint of international business management regulations, the vital functions of the organization, no one leader said that for his organization ISO 9001 is the unnecessary practice. The cases of uselessness of the system management most often occur in local administrations, ministries and other parent organizations. Indeed, in practice, one can find an official Akimat who categorically can claim that ISO 9001 is not for a college but for the factories, and we need to stop misleading parents and students about all sorts of ISO .... Comments on this inference, as they say, are unnecessary.

But we know that the "Rules ..." in accordance with ISO 9001 "are generic and are intended for use by all organizations, regardless of their nature, size, products and services provided (colleges, universities, governorates, factories, design organizations and others) [2].

Currently, the course of events is subject to the experience of Mr. Ford, who also pointed out (the practise gives us such facts) that the most difficult thing in the world - is to think of his own head. That is probably why so few people are engaged. Probably that is why the majority of top managers is not interested to use the modern tools of the system management, based as a rule on the international standard ISO 9001, the implementation of which requires staff to think creatively and to make profitable decisions in the creation of the company management and thereby improve the quality of its competitiveness.

The second reason can be called as the weak promotion of the system management ideas, which abuts the lower motivation for the development and implementation of the system management in practice. Significantly increases the containment of the ideas of International Management the superficial "acquaintance" with ISO 9001. Very often, it happens when the first leaders combine ISO 9001 training with foreign business tourism.

Once one rector said: "I was in Japan, saw everything, and know all about ISO ... However, I consider premature to use it in my University, as faculty and students are not yet ripe for such innovation." That is in brief we can say that he again "was not lucky with the people."

It is clear that the Rector has not acquired any knowledge, but in their midst, he spreads his pseudoknowledge and thereby causing great harm to the ideology and the development of the system management in the field of education.

Specialists and first of all top managers need to understand if we do not improve the quality of the management processes in connection with the functioning of the quality of production processes, there is little we can do to be competitive in any business environment, including the pressure of crisis on it; the worst option is the ability not to manage competently will be as a standard for top-managers, there will be only a team-method to manage.

It is appropriate to recall Edward Deming, who pointed out bluntly that "... success in the struggle for quality by 94% depends on the managers and 6% in the workers ..". So, if we look at the practice of audits, it is only about 8-10% of the managers analyze the quality of its management in connection with the quality operation of production processes and the organization as a whole. In this case, in these organizations one links seldom these issues with the ideology of the management principles, including the principles of W. Edwards Deming, the values and the corporate culture of quality in general [4,5,6].

In this case we can quote E.Deminga, who noted that "the strengthening of the competitive position has its roots exactly in knowledge" . Indeed, it is difficult to disagree. In the life of ISO illiteracy among top managers is still common. This is due to their low motivation to generate new knowledge in the field of the system management and the creation of the team, which is able to work according to the rules of ISO with mental attitude at the base, which is based on the principles of the system management.

Practice shows that non-professional approach to the management of quality, not only greatly affects the performance of the volume and quality of its products and comfortable working conditions for the staff, but also the outflow of highly qualified personnel.

The third reason should include a very weak training at universities, including in matters of understanding and practical application in their field system management.

Assuming that "today a student, tomorrow citizen, professional, manager", the realization of the growth of the chain, in our opinion, came to a standstill due to the mismanagement, low professionalism in setting specific goals for the educational process, especially in higher education . That is the conclusion when once you ask experts, what they can say about the ISO 9001 in connection with the fact that they have to work in an organization in which there are "rules ...» - ISO 9001. In response, usually " silence".

But the rector of such universities likes to exaggerate everything especially in the field of innovation (superinnovatsionnye program, innovative professionals, etc .; it is really an overkill). Audits show that the rector is usually almost eliminated any form of the direct cooperation with the teaching staff and students.

Listening to the leaders' response of these universities, we wonder how it is "far away from the people"; arrogance, lack of professionalism, disability confidently and efficiently collaborate with faculty and students. Often these rectors did not conduct even one lecture with the students, do not have experience in leadership of the department, that is, they do not have the necessary experience skills that would help them to understand the essence of the educational process and thereby develop and improve its effectiveness; they are ardent opponents of the new, including the use of the system management - ISO 9001, and other modern management tools.

And another thing you should pay attention to is the following fact. So, during the audit you got to know that a number of teachers and officials who have been trained mostly abroad, unfortunately, are not eager to change something at their workplace. They justify their inaction by excuses such as "we have other conditions," "I have no one who wants to understand", "we are different", etc.

Universities violate the principles of the Bologna process, as with the existing regulations it is not allowed to implement it completely. Formally implemented only the trappings of the Bologna Process; a lot of people introduce ISO 9001 also formally. So, the formal approaches to solving important issues are a priority, and this can already threaten the quality of the system management of organizations in various fields of activity.

The educational standards are generalised, so to say. They should be based on the specific objectives, not on foreign demands or the officials' fantasies.

Top-managers in the field of education should be statesmen, professionals who are able to adapt to modern conditions the best practices of training, which should be the key in the preparation of competitive specialists.

Thus, we come to the conclusion that a new generation of professionals, besides others important characteristics, should know and be able to use the "International Rules of business management, industrial activity - ISO 9001" and other modern management tools in the process of public activity.

The motivation of top managers to use the system of management can increase significantly if they understand ISO 9001 as the "rules of the organization as a quality control of its production activities" through the prism of the "seven qualities": the quality of the system management, in relation to the

quality of management processes and the quality of functioning processes, the quality of products / services, the quality of professionalism, the quality of corporate culture and the quality of the organization as a whole. We can talk further about the development and evaluation of the quality of the industry and the quality of the national economy as a whole. And, ultimately, we can continue to talk about the quality of the country's competitiveness in the global economy.

It should be emphasized that the "Rules of the organization management system ..." should be developed and compiled by senior managers with the direct responsibility of the first leader for the quality and effectiveness of their implementation.

Top-managers need to focus on the development of the system management and ensure sustained success of the company / organization in the conditions of the current environment.

With all that you should beware of unnecessary complexity and bureaucracy in the preparation of the relevant rules of the organization management based on the requirements of ISO 9001-2015. The great harm to the ideology of the modern system management is caused by so-called managers-theorists especially if they are the first leaders. They usually never worked at lower levels, for example, at the university as a teacher, the head of the department, the rector; and here is a "professional" who becomes a top-manager in the ministry, and he begins to teach how to work (of course he does not know the deep knowledge about the profession and does not know "deeply" ISO 9001-2015 and other tools of the modern management system). The result of the quality of management of such managers-theorists is well-known... And there are a lot of such examples. It can lead to the low productivity of cooperation between the "top" and "bottom", or even the management can pass to the administration plane.

The recommendation / experience of the general director of the group of companies "Priority" , Doctor of Technical Sciences, V. Lapidus is noteworthy. Once he decided that the "Center" Priority "will not follow the compliance of ISO 9001 because it does not follow he requirements of our company's structure. It develops as a kind of organic living structure. The excessive standardization will harm it. But the eight principles of the quality of the system management according to ISO 9001, we, of course, apply. " [7] This approach, in our opinion, is the result of high level of professionalism in the field of the quality of the system management. It encourages managers to think and use facts which reflect the actual state of affairs in the organization including the area of the system management.

We can say that professionals should form a respectful, professional attitude to all the legal rules and regulations, including those of ISO 9001, in which they will have to work. In addition, they must improve their professional, business and moral - ethical qualities not only as professionals but also as citizens of Kazakhstan. That is the moral and ethical standards will be in naturally perfect balance with professional competencies, including knowledge and skills to use in productive activities the international rules of business management - ISO 9001.

And remember, in life there are times when one had been given "wings" and he became a "bomber" ...

It should be noted that the international ISO 9001-2015 standard requires top-managers to take into consideration in the analysis the quality, the risk of the management and the strategy of the development of the organization.

And remember that the key arrangement of your living and working spaces should be - ISO 9001. «You may not change. Survival is a voluntary matter". This is the statement of E. Deming that should become the initiation for the first leaders to the question " To be in the ISO 9001 organization, or not to be? " .

#### Literature:

1. <http://el.kz/m/articles/view/>
2. V.I. Solovyov. Do we need the management system? // Standards and Quality- 2015.- №3.- Pp.94- 96.
3. GOST R ISO 9001-2015 "Quality Management Systems. Requirements "
4. <http://deming.ru/TehnUpr/PodhKUluch2.htm>
5. Treating Deming. Standards and Quality. - 2014. №1-12
6. Treating Deming. Standards and Quality. - 2015. №1-3
7. T. Kiseleva. Devaluation of the concept of "Quality". Interview with B. Lapidus. Business Excellence №11, 2013.- Pp.10- 15.