

IZOGOOD® 9001

DECRYPTING ISO 9001 WHILE HAVING FUN



GAME LEADER'S BOOKLET

Table of contents

1. Rules of the game
2. Risks
3. MCT
4. Practices
5. Case studies

1. Rules of the game

The game is scheduled for 2 to 4 teams of one or more people, during one or more sessions of 2 to 3 hours.

Each team receives a participant booklet.

A game leader is essential to lead the game, provide detailed answers or additional information on the requirements of the standard.

The game starts with an introduction by the game leader about the specificities of game. Then the game leader quickly recalls the principles and new features ([see more](#)) of the ISO 9001 standard and some benefits of certification.

The requirements of the standard and the comments are available at this [page](#). A free quiz on the requirements of ISO 9001 is provided at the beginning of this web page. This will allow you to discover, decrypt and become familiar with the requirements of the standard.

The game leader brings a copy of the standard (not provided in the game) and makes it available to the players.

A reminder of the clauses and sub-clauses of the standard is included in the participant's booklet, cf. chapter 2.

Each team chooses its figure and receives a "joker" (🃏) chip. This allows them to ask for help another team when the question is (very) difficult. When the answer given by the other team is correct, both teams advance their figures the number of boxes defined by the level of difficulty (1 to 3 stars★) present on the front of the card.

The game leader places the 4 figures on the box "departure" (➡).

The order of play for each team depends on the date of birth of the participants. The person with the nearest date (day and month) of the current day will be a member of the first team and so forth.

It is preferable that the teams position themselves around the board in relation to the sequence of their figures on the board.

The sequence of boxes (categories of cards) is as follows:

- RISKS - threat or opportunity - silver
- MCT - multiple choice test (requirements of the standard) - green
- PRACTICES - good practice or bad practice - orange
- CASE STUDIES – situation, challenge, solutions - blue

The first team takes the card from the RISKS stack, reads the text on the front and back aloud, and answers the question asked. If the answer is:

- correct, the team advances its figure according to the number of boxes defined by the level of difficulty (1 to 3 stars★) present on the front of the card; during their next turn, the team will then answer the question of the card corresponding to this box
- incorrect, the team stays on the departure box; in the next round, they will take the next card RISKS then answer the question

The cards played are kept by each team.

The other teams do as the first team but take one MCT, PRACTICE or CASE STUDY card.

Additional questions are at the discretion of the game leader depending on the level of knowledge of the teams and the speed of the game. These could be questions such as:

- What is the clause and sub-clause of the standard related to the question asked?
- Can you give an example from your department related to this topic?
- What do the other teams think?

In consultation with the players and to take into account the time allocated to the game, the game leader sets the rule for the end of the game.

By default, the team that arrives first on the "Certificate" box () wins.

The members of this team first obtain the certificate of participation (). They can then support the answers of other teams with the agreement of the game leader.

The end of the game is normally effective when all teams have reached the last box "Certificate".

A concluding session allows everyone to express themselves on particular points that require further explanation.

The educational objectives of the game are as follows:

- allow each participant to:
 - identify whether a risk is rather a threat or an opportunity
 - increase their knowledge of the requirements of the standard through MCTs
 - guess if a statement is rather a good or a bad practice
 - to study the situation, the challenge and find the solution for each proposed case
- to argue the answers during the exchanges of the different points of view with the other teams in the game
- to decrypt the clauses and sub-clauses of the ISO 9001 standard and to assimilate the requirements

To adapt the difficulty to the level of the participants, several options are proposed:

- normal standard. With cards in order of number (01, 02,...) according to the clauses and sub-clauses of the standard
- normal mixed. By using mixed cards. The questions then relate to either clauses of the standard
- easy, medium, difficult. By using the cards by difficulty (number of stars★). Indeed, each card is identified by its level of difficulty (1 to 3 stars★).

You can also personalize the game with 6 additional blank cards (N° 51 to 56) available for each card category, i.e. 2 cards per difficulty level - one, two or three stars★.

Self-adhesive labels are available to write (or print) the text of the cards to be customized. With the purchase of the game, you receive as annexes the leader's booklet, the participant's booklet and the certificate in Word format. The text of the cards is in PowerPoint format.

Some questions have a touch of humor. Dare to be sincere, it's just a game. 

A bias is inevitable as to the "right answers" to be retained, especially for RISKS or PRACTICES cards.

Here are two examples below:

Example 1: RISK Card 01 Is the statement on the back rather a threat or an opportunity? **"Most important thing is that the organization's strategy has been established in the past."**

One could say that it is a threat or an opportunity, but it depends on when the strategy was defined.

The participating team is asked to answer that this is a threat because it is not specified when the previous strategy was developed; a year ago, 10 years ago? So there is missing information. A wise team will be entitled to react by saying: "We cannot answer because we do not have information on the date of the definition of the organization's strategy".

Example 2: PRACTICE Card 02: Is the statement on the back rather a good or a bad practice? "**To determine the issues of the context, the analysis of the competitive environment is a priority**".

One could answer that it is a good practice or a bad practice but it depends on the understanding of what is a priority. It is relative because each company has a particular context and a way of identifying the issues. The participating team is asked to answer that this is a bad practice because top management must first determine internal and external issues.

However, it is legitimate to say that there is no real order of priority in determining the issues in the context in which all interested parties are to be analyzed.

Thus, the relevance of the remarks and arguments that are developed must be taken into account by the game leader who must take a step back from the "correct answers" mentioned in the booklet.

The game IZOGOOD was created and realized with a lot of attention. Thank you in advance for communicating to us any progress points that you have identified via this link: <https://www.pqbweb.eu/contact.php>.

2. Risks (threats or opportunities): *comments*

RISK 01 Most important is that the organization's strategy has been established in the past

Threat § 4.1 ★★

Every three years on average, it is necessary to check the adequacy of the strategy to the context of the organization, the expectations and the requirements of the interested parties

RISK 02 The context of the organization is something that can be taken into consideration

Threat § 4.1 ★

This is a requirement of the standard and it is unavoidable. This is part of the first work to be done since the validation of the organization's strategy depends on it

RISK 03 Seeking to anticipate the evolution of customer expectations is wasted time

Threat § 4.2 ★

The objective of the organization is to satisfy its customers in the long term – to understand the evolution of their expectations is a key factor of success for the future

RISK 04 Anticipating the evolution of the customer's expectations reduces the risks of a bad determination of the organization's strategy

Opportunity § 4.2 ★

The organization relies on the knowledge of customer expectations to determine its strategy

RISK 05 We can try to meet legal requirements

Threat §§ 4.2; 5.1; 8.2; 8.3; 8.4; 8.5 ★

We shall strictly meet legal requirements

3. MCT (multiple choice test): *comments*

MCT 01 Only one of the following statements is correct. Can you name which one?

1. A product can be certified ISO 9001
2. A service can be certified ISO 9001
3. The management system of an organization can be certified ISO 9001
4. Any organization with more than 100 people shall be ISO 9001 certified

§ 0.1 ★

A product is certified from a technical point of view according to a reference system, such as CE 023 for a medical device, for example. A service, in the sense of service delivery, cannot be ISO certified. Only the management system of an organization can be certified ISO 9001. Certification is voluntary for any organization, whatever the size

MCT 02 In the 7 principles of quality management, we can find:

1. Quality approach
2. Engagement of people
3. Quality policy
4. Risk-based thinking

§ 0.2 ★★

The quality approach is a broader concept than a principle. The policy builds on the 7 principles and provides a framework for setting objectives. Risk-based thinking enters into ISO 9001 v 2015 but not in the 7 principles of quality management

MCT 03 In the Deming cycle, the A stands for:

1. Analyze data
2. Act
3. Bring support
4. Adapt

§ 0.3 ★★

In the DEMING cycle, the data analysis is in the C (Check), the support is in the D (Do); Act or Adapt corresponds to step A

MCT 04 What does the standard ISO 9001 determines for a quality management system?

1. The requirements
2. The fundamentals
3. The guidelines for auditing
4. The requirements for the automotive industry

§ 0.4 ★★

The fundamentals and vocabulary are described in ISO 9000; the guidelines for auditing management systems are in ISO 19011. IATF 16949 defines the requirements for quality management systems applicable to production and service part organizations in the automotive industry

MCT 05 Understanding the context of the organization is mainly to:

1. Implement actions to address threats and opportunities
2. Take into account the strategic direction of the organization
3. Determine external issues
4. Determine internal issues
5. Review issues periodically

§ 4.1 ★★

Implement actions to address risks is an effect following the understanding of the context, cf. § 6.1. Take into account the strategic direction, determine and analyze the issues are the appropriate actions

4. Practices (good or bad practices): *comments*

PRACTICE 01 The diagnosis of the organization context includes the main external and internal issues

Good practice § 4.1 ★

*To understand its context, top management must prioritize internal and external issues***PRACTICE 02 To determine the issues of the context, the analysis of the competitive environment is a priority**

Bad practice § 4.1 ★★

*Top management must first determine internal and external issues***PRACTICE 03 The analysis of the needs and expectations of interested parties is independent of the products and services of the organization**

Bad practice § 4.2 ★★

*On the contrary, the organization's products and services must take into account the needs and expectations of interested parties***PRACTICE 04 Requirements of a customer are taken into account without formal commitment to meet them**

Bad practice § 4.3 ★

*It is vital to commit to meeting customer requirements. If this is not possible, an in-depth exchange with each party is necessary to identify the alternatives and define an acceptable compromise***PRACTICE 05 The scope of the organization is relevant and available on request**

Good practice § 4.3 ★

The scope of the quality management system is integrated into the certificate of conformity to the standard established by the certification body. The certificate is also often available on the website

5. Case studies: comments

CASE 01 Context

Situation: external and internal issues influence the strategic direction and the overall performance of the organization

Challenge: how can we understand the influence of external and internal issues?

To understand the context of the organization, we must:

1. Regularly monitor and review issues
2. Determine the positive or negative influence of each issue
3. Obtain updated information on issues from interested parties
4. Use SWOT and PEST tools
5. All solutions (1 to 4) together

§ 4.1



Issues can have a positive or negative impact on the QMS, the conformity of the products and services and the satisfaction of interested parties. The SWOT and PEST tools are very useful for analyzing the context

CASE 02 Customers and needs

Situation: for some months the organization has had stagnating sales. Nonconformities have begun to fill the prison

Challenge: what solution should be chosen to reverse the situation?

Solution 1: achieve a technological breakthrough with a new line of products

Solution 2: stand out from the competition with very low prices

Solution 3: recruit a marketing agent out of a top college

Solution 4: contact the customer and identify the problem

§ 4.2



1: a technological breakthrough is valid in the long term and requires a significant investment

2: setting very low prices is daring but it is not a guarantee of success and can have disastrous financial consequences

3: a new marketing agent can bring profits but it is time consuming and requires a significant investment

4: find the causes of the intolerable amount of nonconformities and quickly set up a plan of action. Then, openly discuss it with customers, as understanding their needs and expectations is a prerequisite for the recovery of the organization

CASE 03 Interested parties

Situation: after a discussion in which everyone had a say a consensus emerged on interested parties

Challenge: which is the most relevant list?

List A: customers, employees, consumers, shareholders, investors

List B: employees, customers, consumers, shareholders, investors

List C: shareholders, external providers, customers, employees, investors

§ 4.2



It is not by chance that Vineet Nayar's book is entitled "Employees First, Customers Second"

List A: customers are important, but before looking for a customer and trying to satisfy its needs, you must produce something!

List B: the staff is the most important interested party. Before looking for a customer you must produce something!

List C: shareholders are important but before distributing dividends to shareholders you must produce something and then look for customers!

CASE 04 Scope of the QMS

Situation: we need to maintain the scope of the QMS in the form of documented information

Challenge: what must we do to determine the scope of the QMS?

1. Justify each non-applicable requirement in a documented information
2. Maintain the scope of the QMS (sites, processes, products and services) as documented information
3. Base the scope of the QMS on the business context, the requirements of interested parties and the products and services provided
4. All solutions (1 to 3) together

§ 4.3

The scope of the QMS is to describe the context of the organization, the products and services, the applicable requirements, to justify those that are not, and to keep all these elements as documented information

CASE 05 Process review

Situation: the process owner regularly conducts a process review. For a successful meeting the owner uses an agenda

Challenge: which solution is the most relevant?

- A. Note the differences between the results achieved and the planned results, check whether the requirements of the customers have been evaluated, identify and analyze the nonconformities, evaluate the risks, seize the opportunities for improvement
- B. Review the decisions of the previous review. Validate the process sheet. Analyze the indicators. Examine the proposed suggestions. Check availability of resources
- C. Analyze the evolution of the purpose of the process, comment on the results of the process audit, examine the sequence and interactions with other processes
- D. All solutions A, B and C together

§ 4.4

All the actions planned in the 3 solutions are to be carried out during the process review