

How to audit leadership

13 frequently asked questions

Kate Armitage, Head of Quality Assurance at Qualsys

Importance of leadership


20,000+ quality professionals respond: Do you feel leadership are doing enough to demonstrate their commitment to quality and compliance?

- “Leadership aren’t engaged with quality. They do it because they have to, not because they see the cost-saving potential.”
- “The rules are too difficult and boring. Quality brings little empirical value to the leadership role and they feel like their time is better spent elsewhere.”
- “Leadership see quality as a necessary overhead, rather than a cost-saver.”
- “We’re only consulted when something goes wrong – we’re still a bolt-on at the end of a project, rather than integrated into the business processes.”
- “Leadership only want a certificate on the wall.”
- “It’s too easy for leadership to have an “over to you” attitude.”

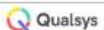
Survey feedback August 2017

Watch Kate's CQI conference presentation on: How to Audit Leadership




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- <https://www.youtube.com/watch?v=5QHxp6zCdA0&t=7s>
- <https://www.youtube.com/Qualsys>

13 FAQs: Leadership auditing

1. Who are leadership?
2. What is the role of leadership?
3. What is leadership commitment?
4. What five things do we need from leadership?
5. Why is auditing leadership so challenging?
6. How do you get leadership to see the value in auditing?
7. How do you probe leadership when you feel something isn't quite right?
8. What advice do you have for auditing leadership teams?
9. How do you get leadership to change their behaviour?
10. What are the different leadership personality types you've come across?
11. How can I be a better auditor?
12. What questions would you advise asking leadership?
13. Do you have any tips for auditing leadership?



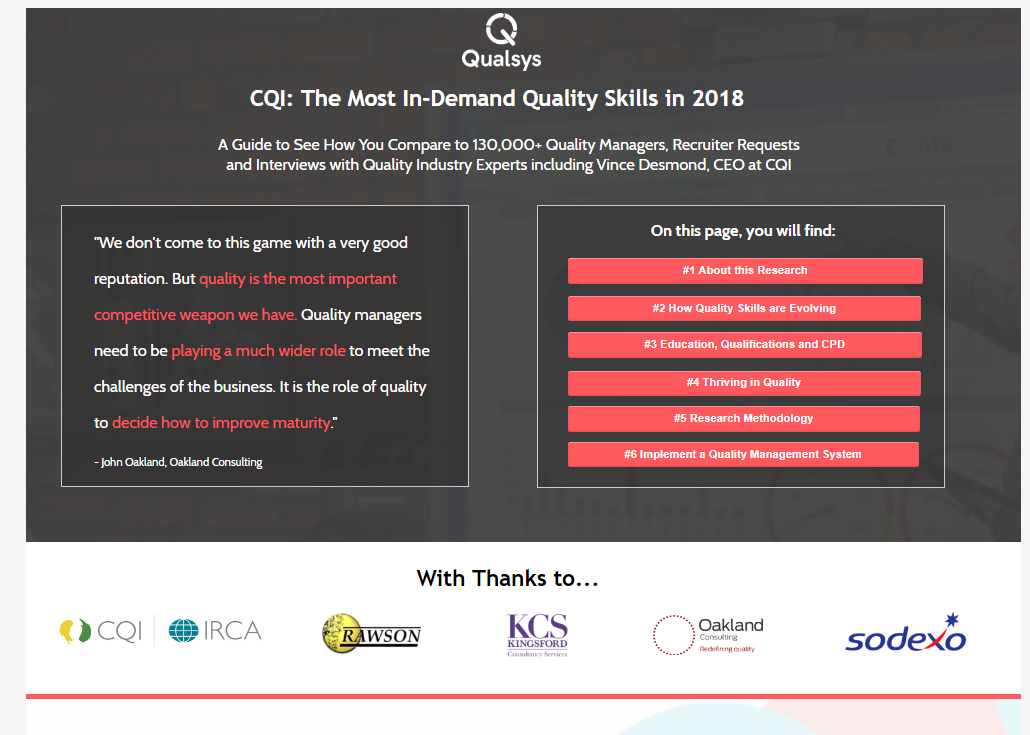
Kate Armitage
Head of Quality Assurance



#1 Who are leadership?

Leadership vs management

- ISO 9001:2015 replaced “management responsibility” with “leadership.”
- Management:
 - Processes
 - Rely on tangible, measurable capabilities
- Leadership:
 - Behaviour
 - Strongly on less tangible and less measurable



The screenshot shows a webpage from Qualsys titled "CQI: The Most In-Demand Quality Skills in 2018". It includes a quote from John Oakland, CEO of CQI, and a list of six topics to explore on the page. The quote states: "We don't come to this game with a very good reputation. But quality is the most important competitive weapon we have. Quality managers need to be playing a much wider role to meet the challenges of the business. It is the role of quality to decide how to improve maturity." The list of topics includes: #1 About this Research, #2 How Quality Skills are Evolving, #3 Education, Qualifications and CPD, #4 Thriving in Quality, #5 Research Methodology, and #6 Implement a Quality Management System. The page also features logos for CQI, IRCA, Rawson, KCS, Oakland Consulting, and Sodexo.

Qualsys

CQI: The Most In-Demand Quality Skills in 2018

A Guide to See How You Compare to 130,000+ Quality Managers, Recruiter Requests and Interviews with Quality Industry Experts including Vince Desmond, CEO at CQI

"We don't come to this game with a very good reputation. But quality is the most important competitive weapon we have. Quality managers need to be playing a much wider role to meet the challenges of the business. It is the role of quality to decide how to improve maturity."

- John Oakland, Oakland Consulting

On this page, you will find:

- #1 About this Research
- #2 How Quality Skills are Evolving
- #3 Education, Qualifications and CPD
- #4 Thriving in Quality
- #5 Research Methodology
- #6 Implement a Quality Management System

With Thanks to...

CQI | IRCA | RAWSON | KCS KINGSFORD | Oakland Consulting | sodexo

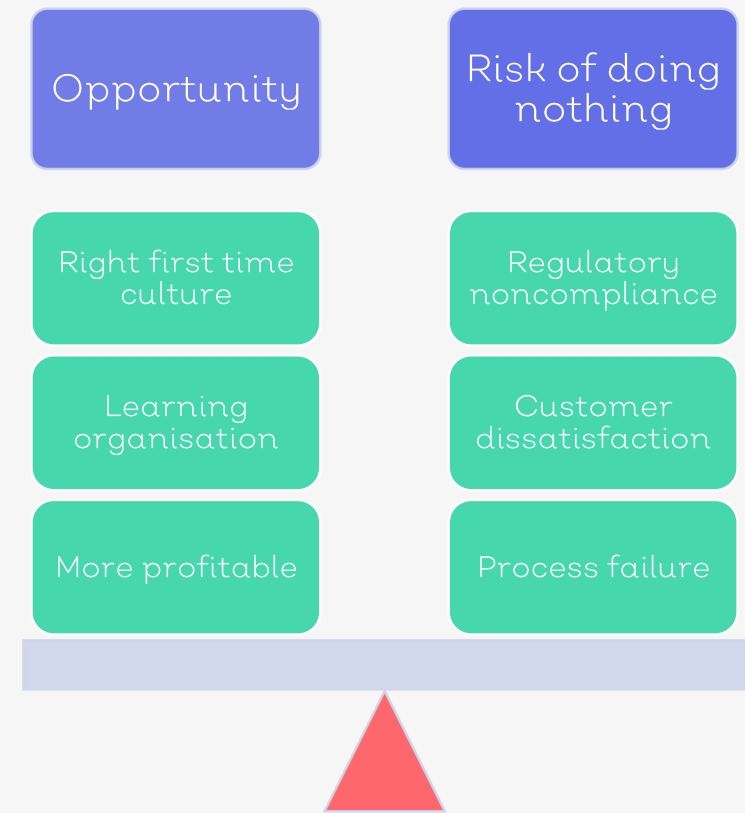
What makes a great quality leader?
<http://get.eqms.co.uk/skills-quality-career-progression/>

#2 Role of leadership?



Role of leadership

- ✓ Accountability for the effectiveness of the organisation's quality management system
- ✓ Responsibilities and authorities are assigned, communicated and understood
- ✓ Integrity of the management system is maintained when changes are planned and implemented
- ✓ It is management's responsibility to ensure these tasks are planned, implemented and achieved



#3 What is leadership commitment?



Leadership commitment

1. People will understand and be motivated towards the organisation's goals and objectives
2. Activities are evaluated, aligned and implemented in a unified way
3. Miscommunication between levels of an organisation will be minimised
4. A clear vision of the organisation's future is established
5. Challenging goals and targets are set
6. Shared values, fairness and ethical role models are established at all levels of the organisation
7. Trust is established and fear is eliminated
8. People are provided with the required resources, training and freedom to act with responsibility and accountability
9. People are inspired, encouraged and their contributions are recognised.

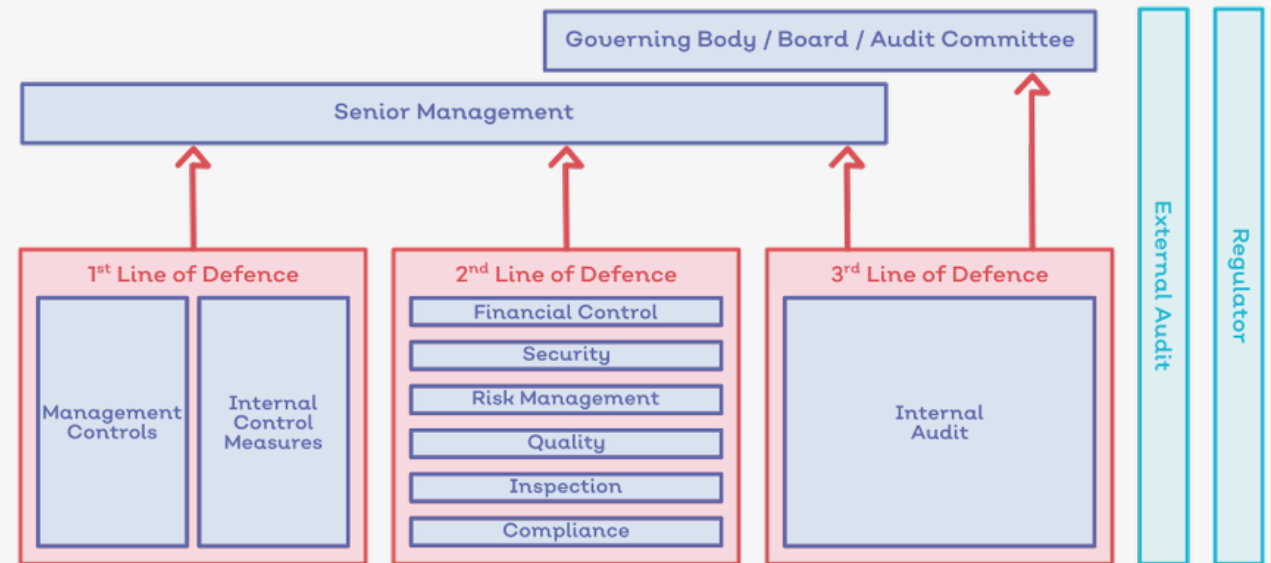




#4 What five things do we need
from leadership?

Five key things we need from leadership

1. Clear definition of organisational structure, hierarchy, roles and performance
2. SMART goals and mission
3. Performance monitoring
4. Time to review, every week
5. Clear, collective corporate culture



Adapted from ECIIA/FERMA Guidance on the 8th EU Company Law Directive, article 41



#5 Why is auditing leadership so challenging?

Why is auditing leadership challenging?

1. Culture
2. Asking the right questions
3. Giving & enforcing feedback



Company culture

Seven deadly signals of toxic culture

1. Lack of collaboration
2. Focus on self interest
3. Overly bureaucratic
4. Lack of trust
5. High staff turnover
6. Same mistakes are repeated
7. No visibility

Boards

- Understand risk
- Processes to manage risk
- Hold management accountable

Management

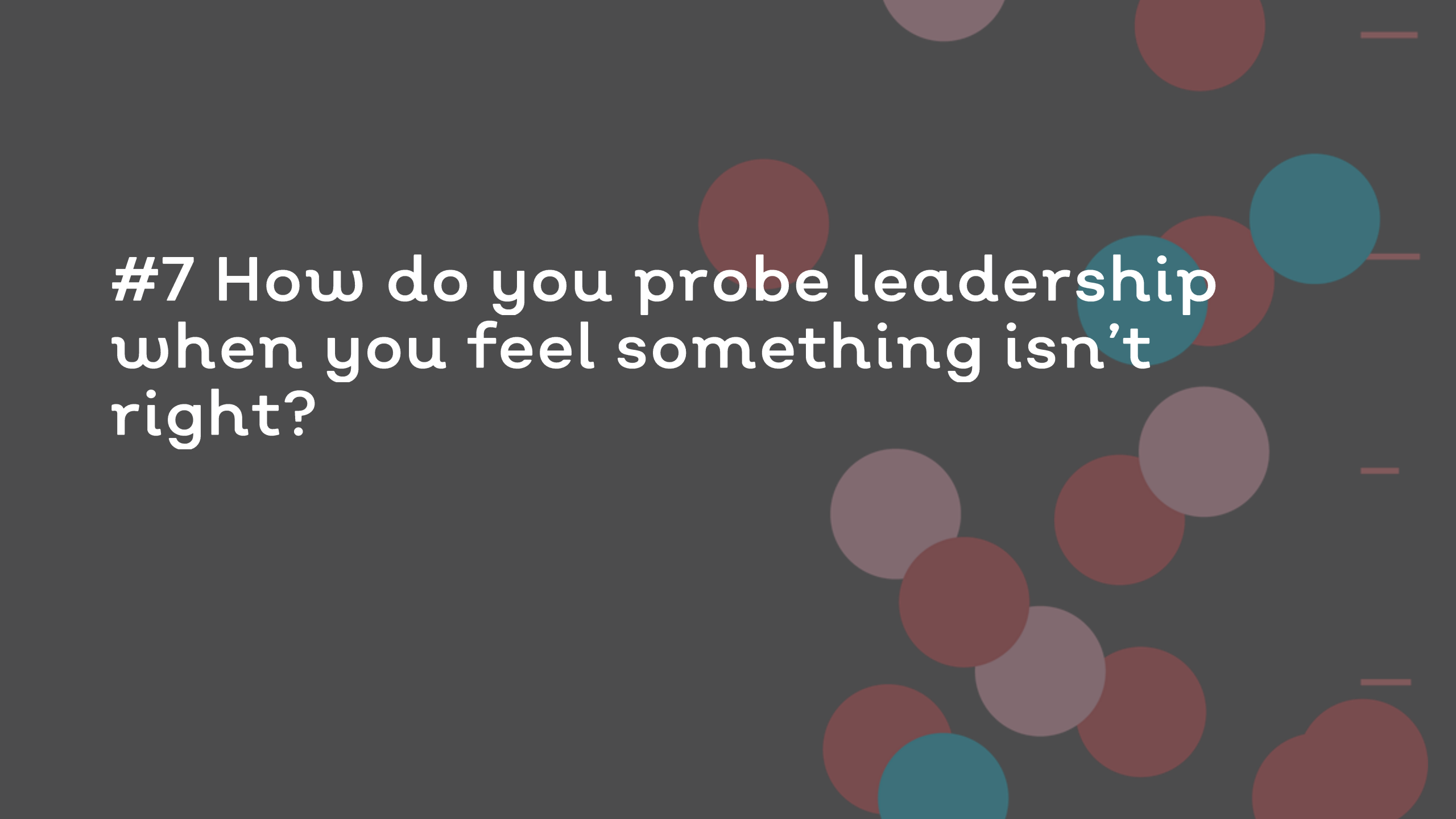
- Identify and manage risk
- Tone at the Top
- Identify and manage risk
- Establish processes and policies to support objectives
- Model behaviour
- Hold yourself and others accountable
- Foster an environment of top down and bottom up communications

Internal audit

- Provide assurance to management and the board that processes are functioning as designed
- Provide insights into risk and opportunities to improve mitigation strategies relating to process and controls
- Focus on root cause analysis, move beyond what and where to why
- Leverage knowledge of the business to provide insight



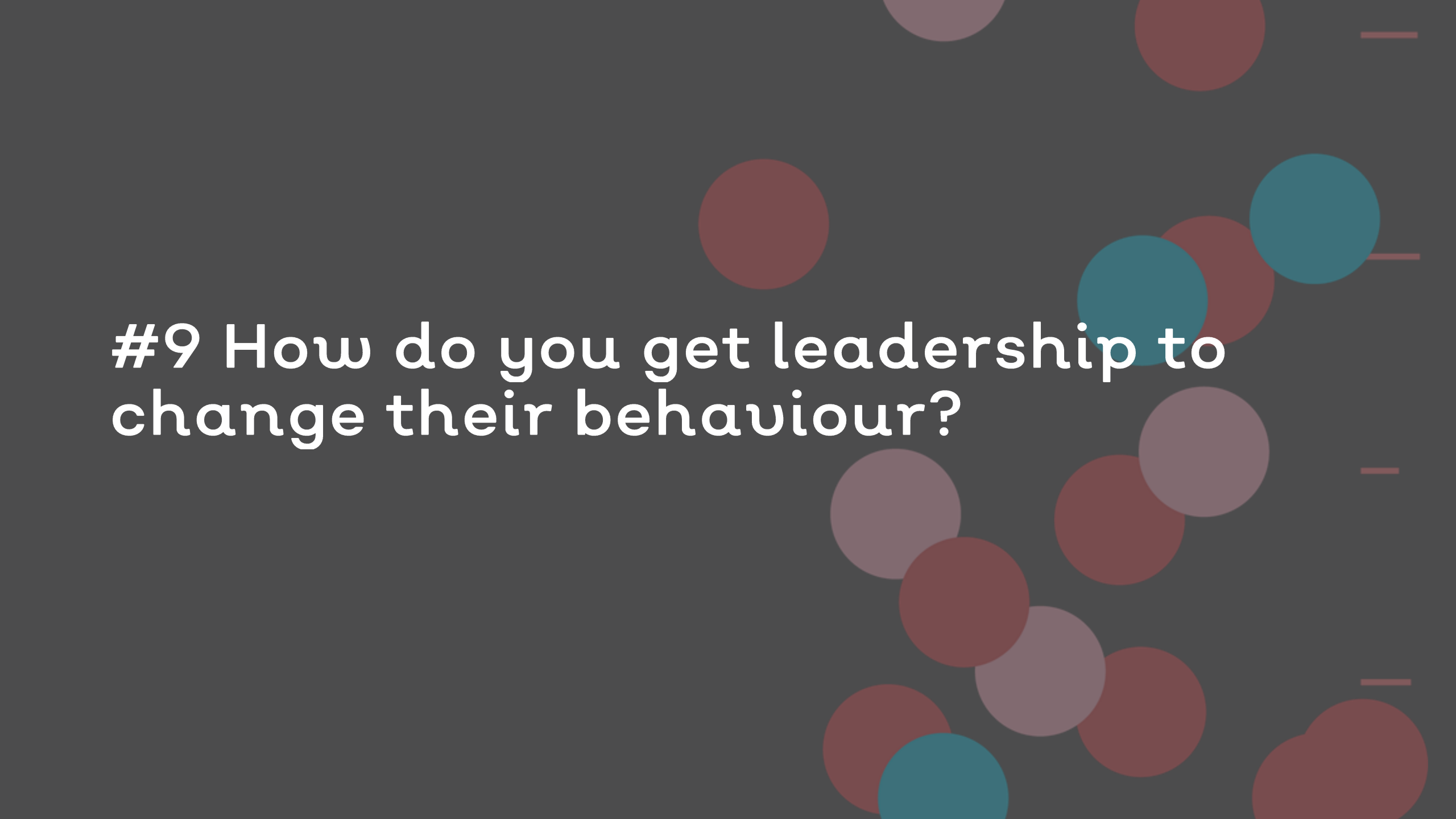
#6: How do you get leadership to see the value in auditing?



#7 How do you probe leadership
when you feel something isn't
right?



#8 What advice would you give
when auditing leadership?



#9 How do you get leadership to change their behaviour?



#10 What are the different types of leadership teams you've come across?



#11 How can I be a better auditor?



#12 What questions would you advise asking leadership?

Example questions to ask leadership

- Please provide examples of how you communicate the importance of a QMS or IMS.
- How do you demonstrate commitment to your employees?
- As an organisations, how do you meet (and exceed) customer expectations?
- Do the MS objectives align with the business strategy?
- Please provide an overview of your Risk Approach
- Please provide an overview of your Interested parties and how they affect your MS
- How do you manage change?
- How do you capture and use knowledge?



#13 What are your top tips for auditing leadership?

Hints and Tips

- Keep your eyes open
- Keep your ears open
- Follow your nose
- Remain diplomatic
- Be open and friendly
- Remember - Management should be readily available, prepared, and 'excited' to participate in the opening and closing meetings.

Get in touch

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