

Welcome to our webinar

Are your Corrective Actions
making Your Business More
Resilient?



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Dirk Dusharme

Editor-in-Chief, Quality Digest Magazine



By Royal Charter

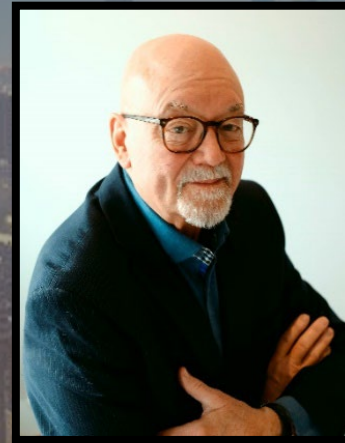
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Our Host



Dirk Dusharme
Editor-in-Chief, Quality Digest Magazine

Our Speaker



Jim Moran MA Ed MSP
Training Instructor
BSI Group

Webinar Logistics

- All participants are muted
- 45 minute presentation
- 10 minutes Q&A session
 - Use the Questions/Chat box to submit questions
 - We'll respond to as many questions as we can in the Q&A session so we can end on time!
- A short survey will be sent after the session – please help us with your feedback!
- All survey respondents will receive a link to the recorded webinar, our whitepaper called **Corrective action: the closed-loop system** and our **Root Cause Analysis FAQs**.





Poll Question 1



Poll Question 2

What we will cover today

- The value of taking stock of your current activities
- How to assess your 'radar' to ensure the detection of potential issues
- How you will benefit from going 'beyond resilience' to become Antifragile



Part 1

The value of taking stock of your current activities





All of the **Harmonized Structure** (HS) Standards have requirements to manage Non-Conformances and Opportunities for Improvement

Clause 10.2

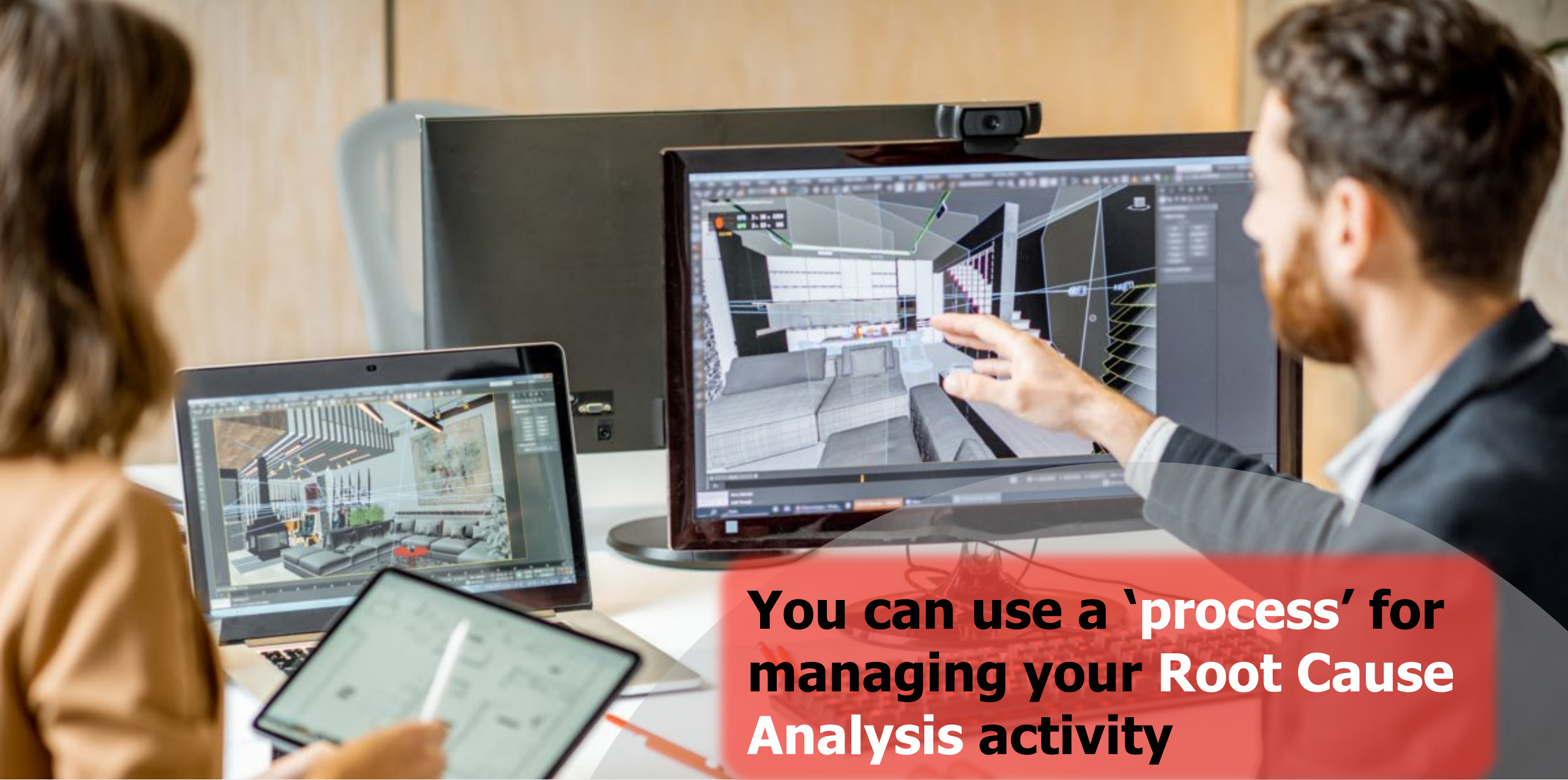
Remember that research shows that '**Operator Error**' is the cause only...

6%



So, if your root cause is '**operator error**' more than 6% of the time, your Root Cause Analysis may be weak...



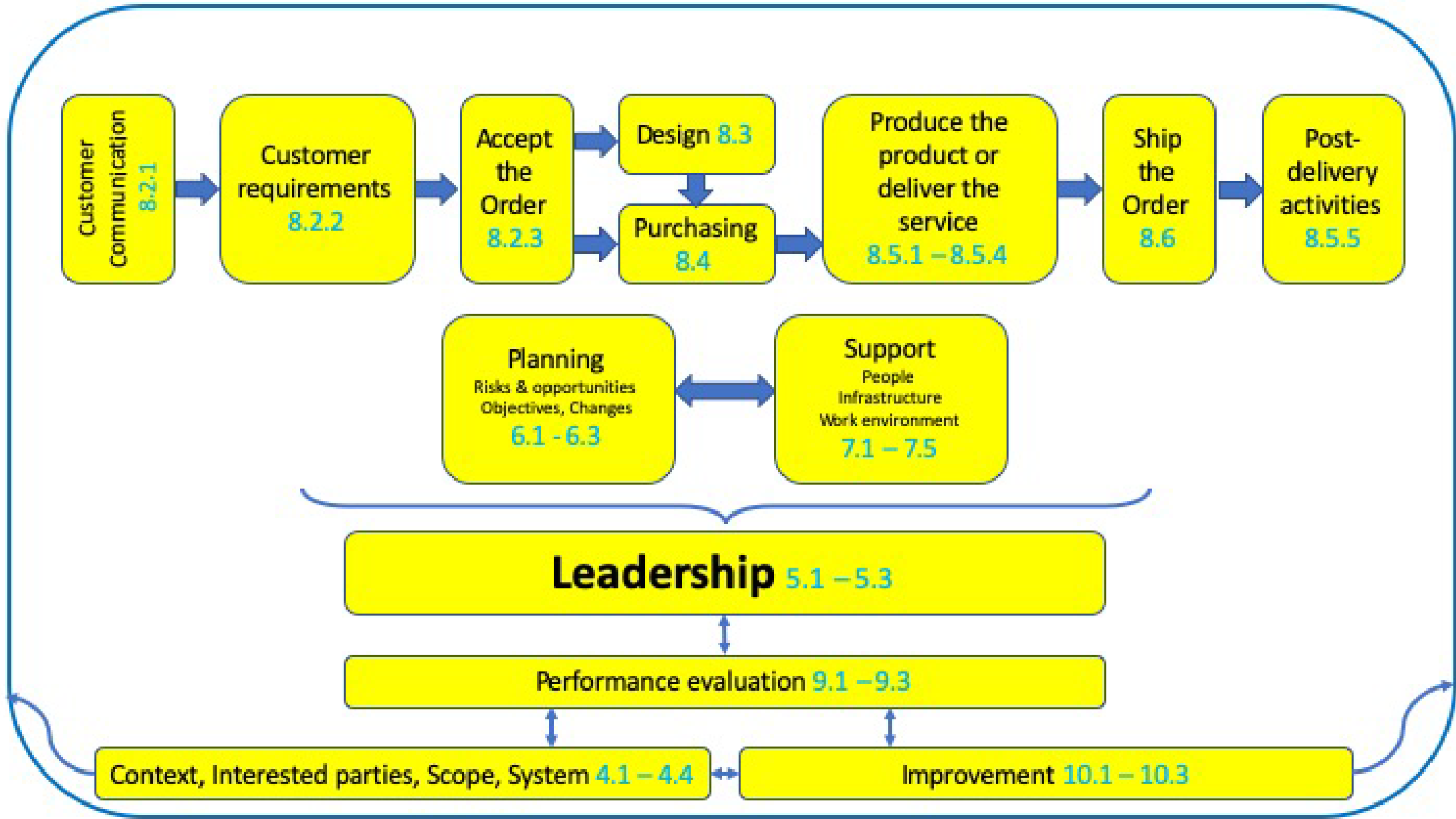


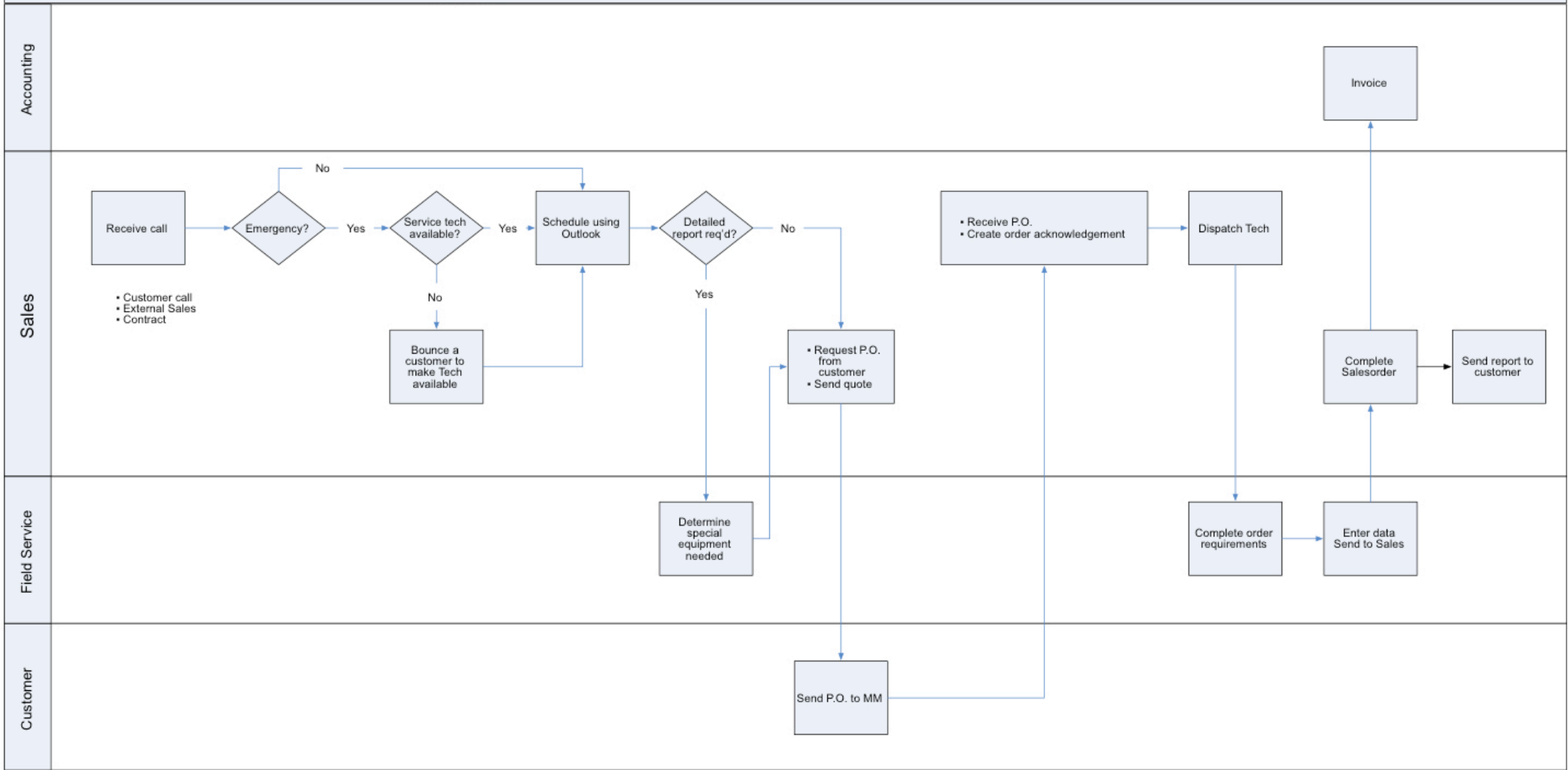
You can use a 'process' for managing your Root Cause Analysis activity



Make sure the problem is defined properly

Follow the workflow to find the weakness that allowed the non-conformance to happen







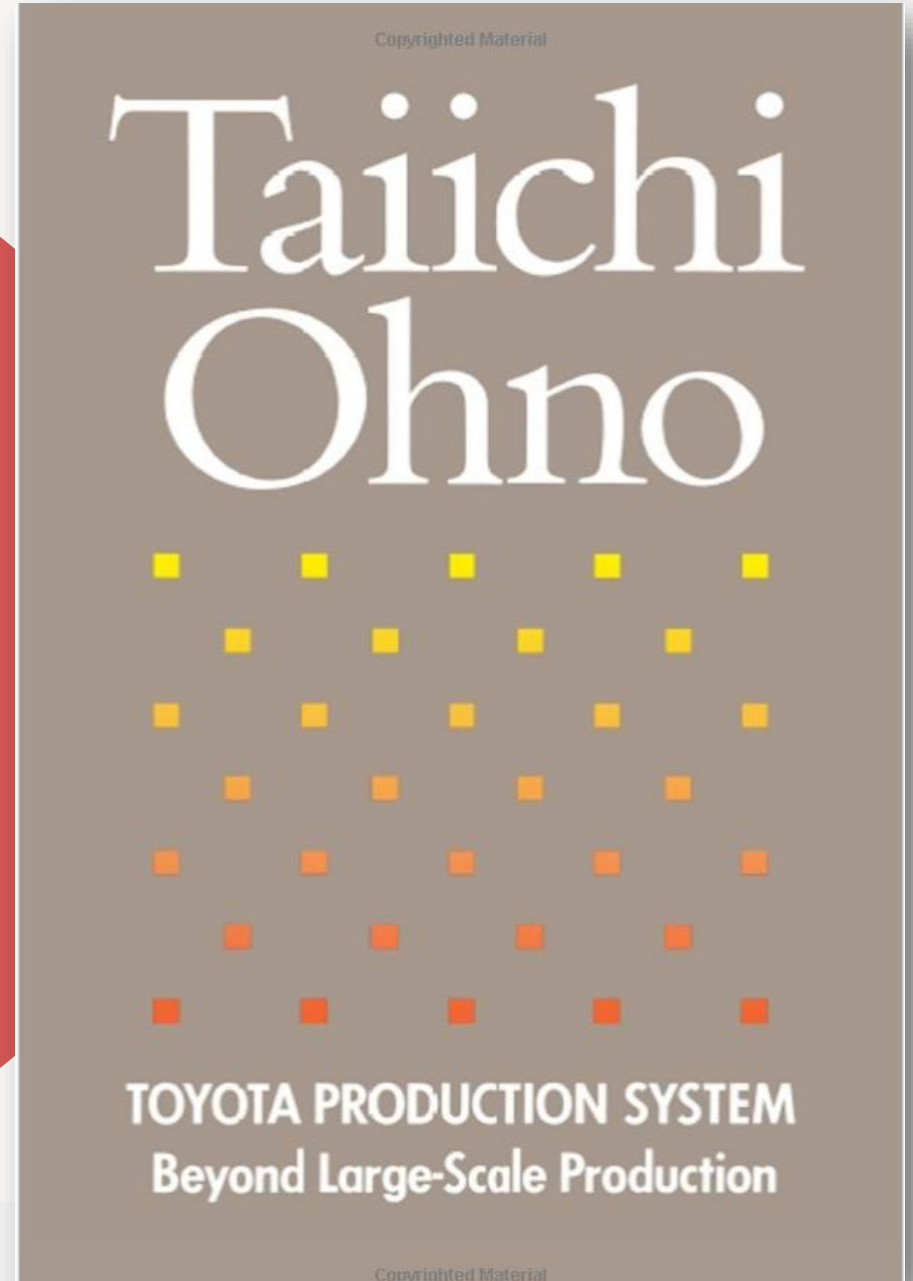
One approach to meeting the 'determine the cause' requirement [10.2.1 b) 2] is called the "5 Whys"



Sakichi Toyoda
(豊田 佐吉, *Toyoda Sakichi*,
February 14, 1867 –
October 30, 1930)



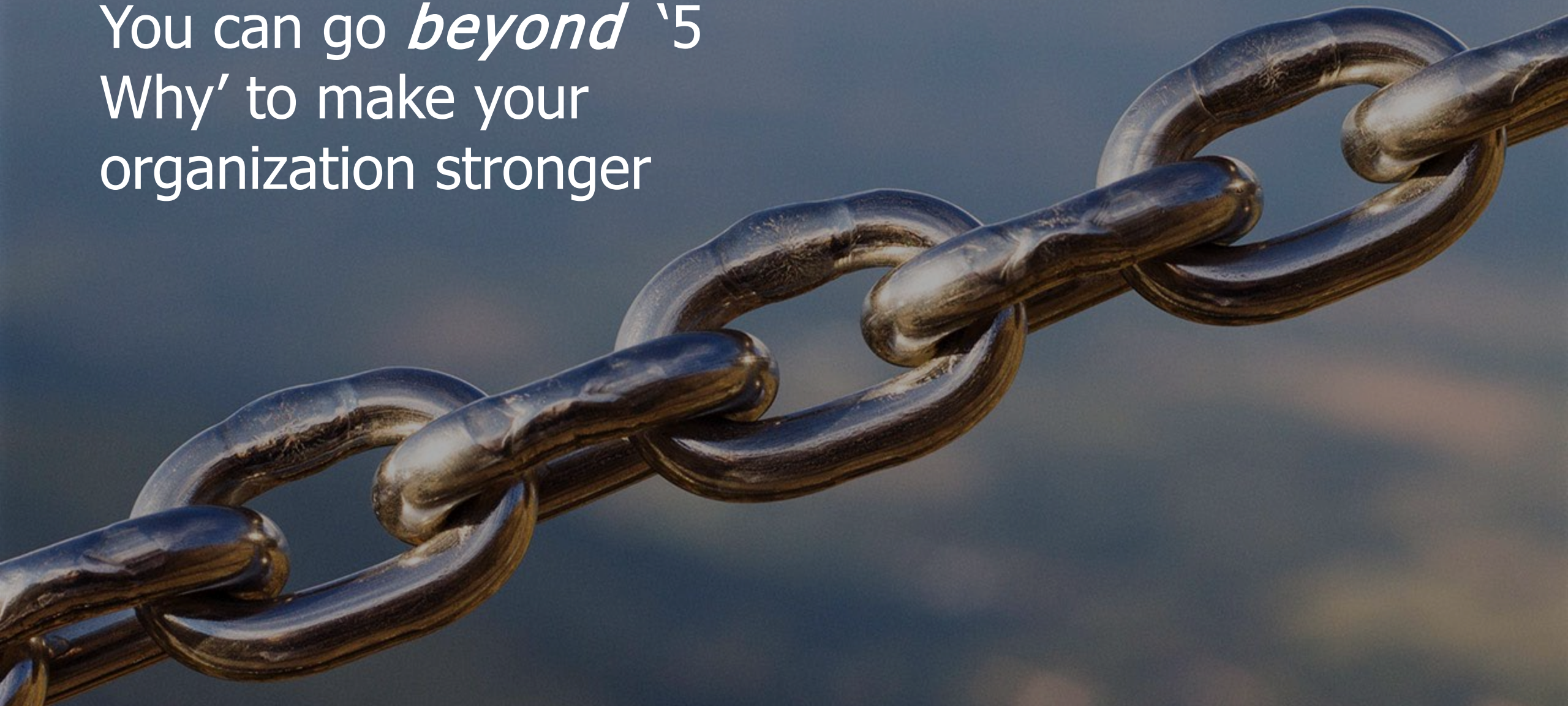
Taiichi Ohno
The Toyota Production
System – Beyond Large
Scale Production



5 REASONS TO USE 5 WHYS



You can go *beyond* '5
Why' to make your
organization stronger



When have we gone far enough?

It's never black and white – we never know ALL the facts. Try something and monitor the effect

Include everyone who was connected to the event

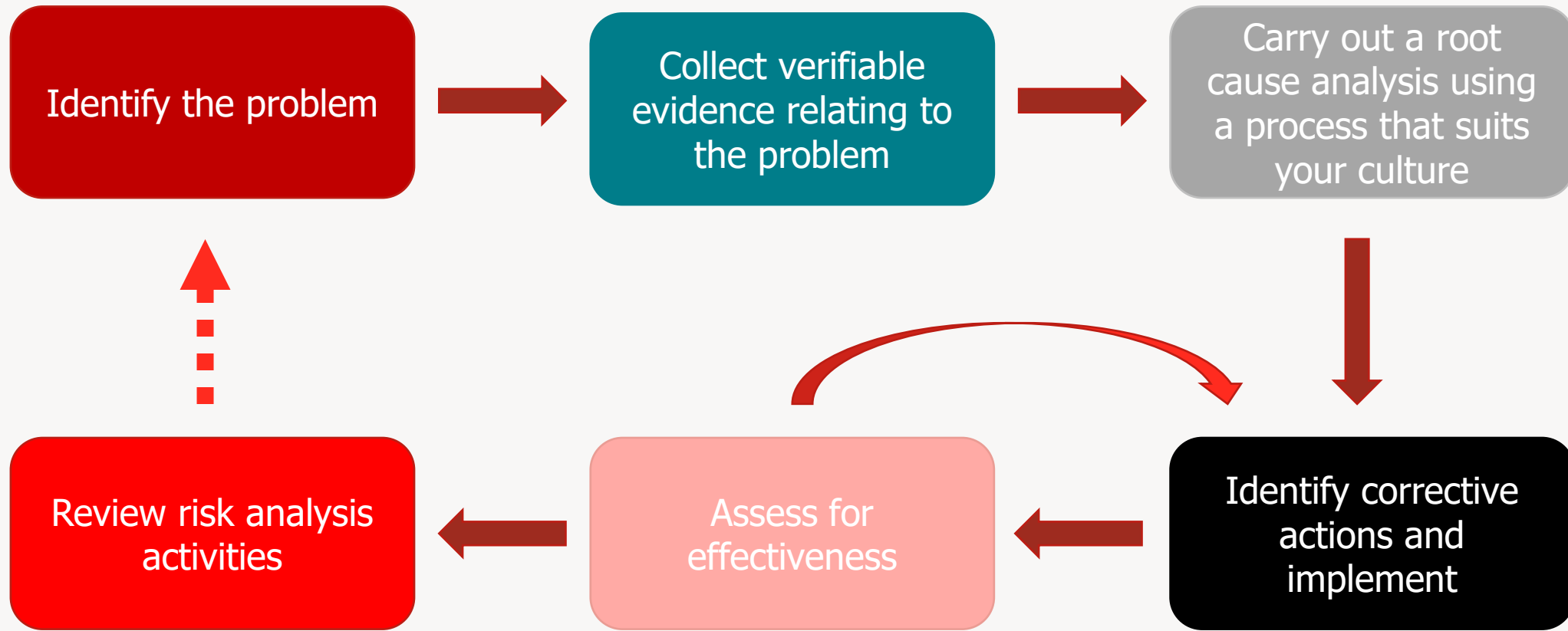
Look for the weakness that allowed the NC to happen





Review your risk management activities

Determine whether you may have been able to avoid the issue with a more thorough identification process



Three takeaways from Part 1

You have something in place already

Root cause analysis can be a valuable tool when performed correctly

Sometimes issues can be avoided by doing a more thorough risk identification



Poll Question 3

Part 2

Assess your 'radar' to ensure the detection of potential issues





Start with your measurements

Include everyone who connected with measuring your system

Avoid measures that cause 'sub-optimization'



Four broad areas to design measures for:

Customer Measures

Do we have any systematic methods for understanding what matters to customers? Do we translate what matters into measures for managing and improving performance?

Response Measures

Can 'what matters to customers' be turned into response measures? Are there other 'end to end' measures which will help you learn? Which processes must be measured end to end?

Process Measures

What measures might be useful in the processes? Some measures should be 'permanent' (i.e. always in use) and some should be 'temporary'.

System Measures

How should the above measures fit together to tell you how you are performing and how you will perform? Do you need other whole system measures?




Review these measures
during your internal audits

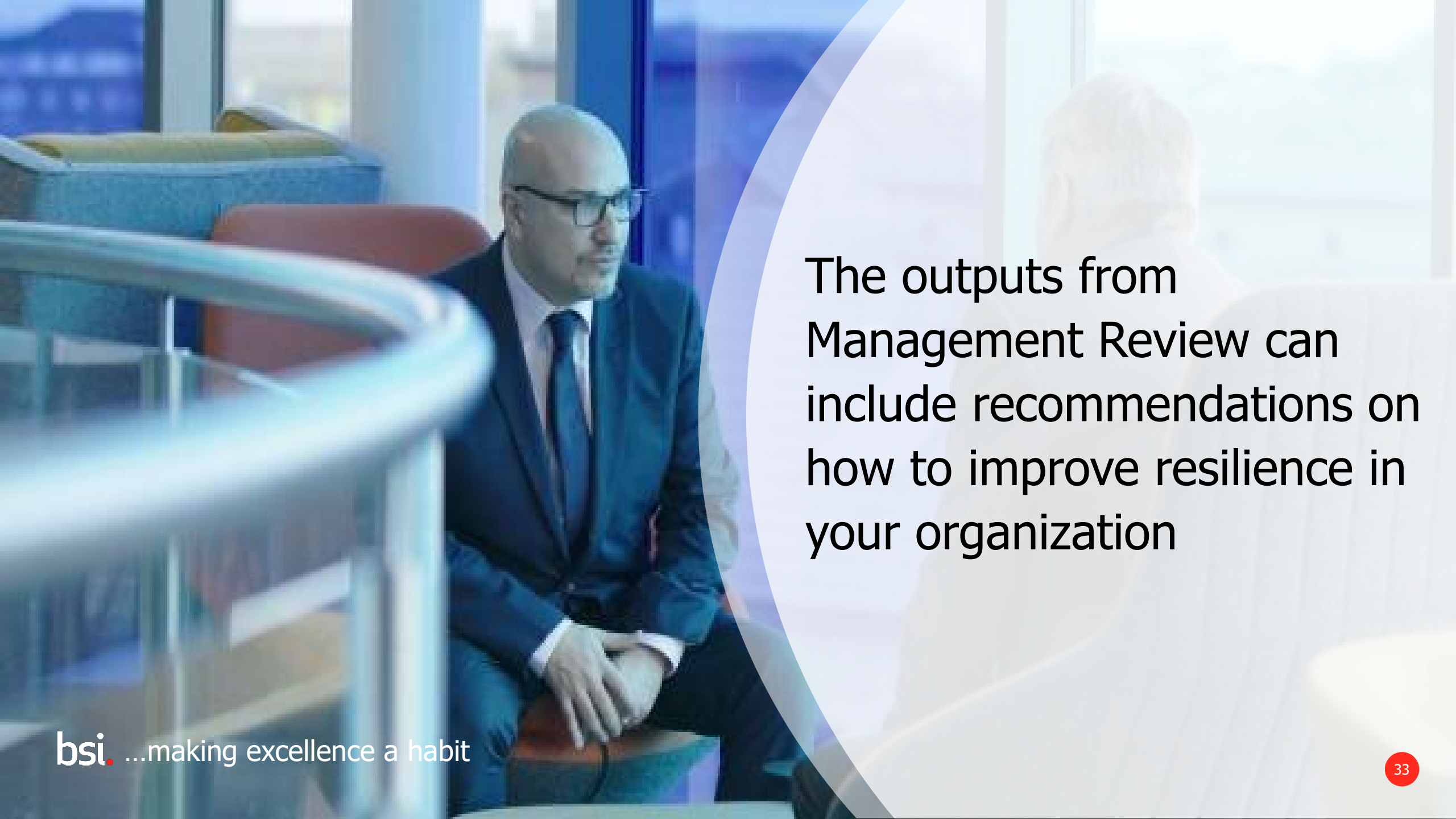
Use internal audits to assess
your resilience from the
auditee's perspective

Ask how they could improve
their processes (I-P-O)

Follow the process flow as you audit to see if the 'radar' is working wherever measurements are being taken



Management Review (9.3) will give you a 10,000 ft view of your whole system and assess the effectiveness of measures, nonconformances and corrective actions

A man in a dark blue suit and glasses is sitting in a modern office environment. He is looking slightly to the right with a thoughtful expression. The background shows large windows and a blurred office interior. A large, semi-transparent white circle is overlaid on the right side of the image, containing the main text.

The outputs from
Management Review can
include recommendations on
how to improve resilience in
your organization

Communication will improve
resilience by sharing insights and
strengthening your system



Communication is a
synonym for "LIFE"

Three takeaways from Part 2

Measurement and auditing will help you assess your level of resilience

Top management can use Management Review to improve resilience

Communication is a powerful for increasing resilience



Poll Question 4

Part 3

You can benefit from going beyond 'resilience' to become 'Antifragile'



The background image shows several workers in full-body protective suits. Two workers in yellow suits are on the left, and two workers in blue suits are on the right. They are gathered around a large, cylindrical metal drum, possibly a kegerator or a chemical container. The workers in blue suits are using a red hose connected to the drum. The scene is outdoors on a paved surface with some grass in the background.

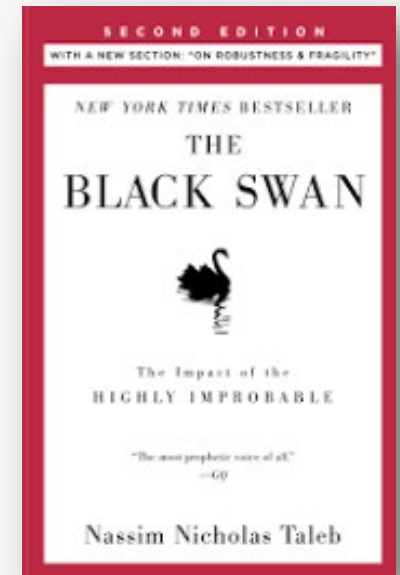
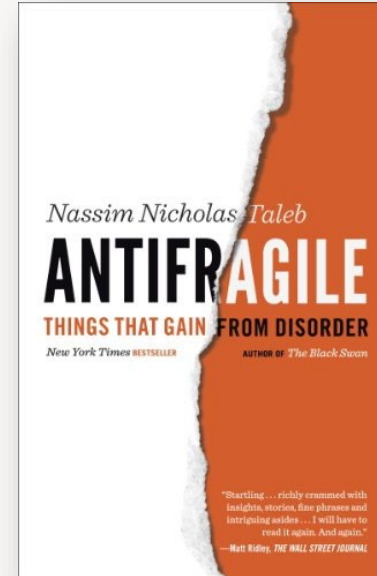
“Antifragile” – Nassim Taleb


“Antifragility is beyond resilience or robustness. The resilient resists shocks and stays the same; the antifragile gets better”

<https://en.wikipedia.org/wiki/Antifragile>

Here's what the book looks like...

You may also find 'The Black Swan' helpful for more information on this concept...




A woman in a business suit is shown in profile, pointing at a line graph on a computer screen. The background is a dimly lit office with shelves and a desk. A large red semi-circle is overlaid on the left side of the image, containing white text.

Anti-fragility goes beyond robustness; it means that something does not merely withstand a shock but actually improves because of it.

You will benefit from exploring this concept by looking at your system with fresh eyes



A woman in a light blue shirt is presenting to an audience. A hand in a white shirt is raised in the foreground. The background shows a presentation screen with various charts and icons.

Your people will need
to be made aware of
these concepts to get
the best results



Resilience is about recovery after a disruption - antifragility is defined as a performance gain when exposed to adversity (Taleb, 2012)

Use existing resources for outstanding recovery results by developing skills around this topic

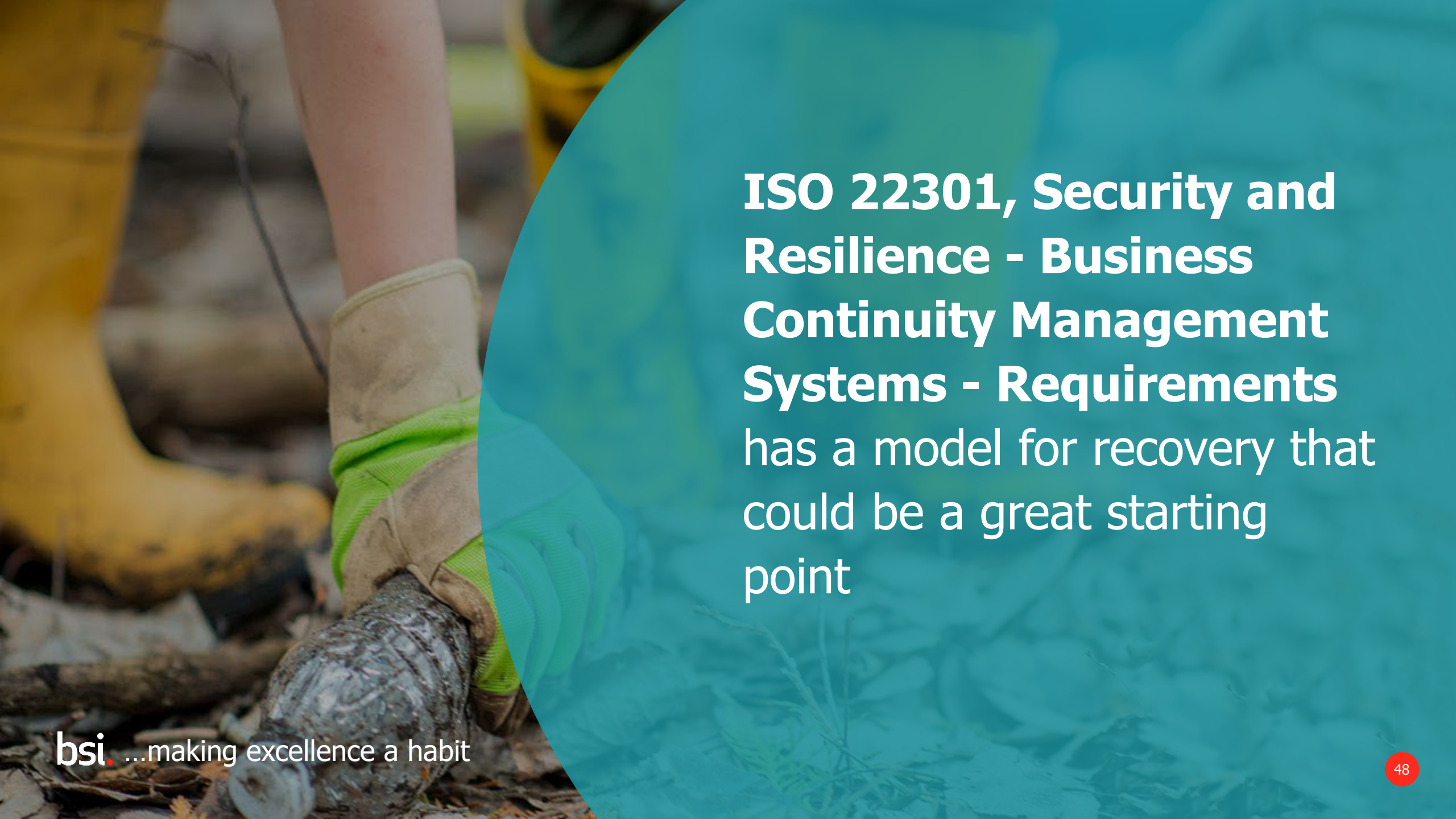




You already have measurements and corrective action processes in place to begin the journey



This idea will help you build a 'risk-based thinking' culture that is more 'proactive'



ISO 22301, Security and Resilience - Business Continuity Management Systems - Requirements
has a model for recovery that could be a great starting point

Plan

Business Continuity
Plans

Communication
strategies for warning
and communication

Recovery plans

Do

Implement your plans

Provide adequate
training to familiarize
everyone with the
recovery steps

Test your plans

Check & Act

Assess the
effectiveness of the
plans after the test

Make any
adjustments with the
'Antifragile' concept in
mind - go beyond
resilience

ISO 22301:2019 Clause 8.4



Using ISO 22301 and exploring the 'Antifragile' concept will help you meet stakeholders' expectations related to business resilience

Three takeaways from Part 3

Looking for ways to 'over improve' a non-conforming situation will lead you in the 'Antifragile' direction

Use your current resources and your current system to explore ways to improve recovery activities

ISO 22301 has some useful ideas for resilience and recovery to keep your stakeholders happy



Poll Question 5



****ALERT - NEW WEBINAR****

ISO 27001 Transition Part 1:
Understanding the changes to ISO
27001

January 19th, 2023 2pm ET

BSI Training Academy

- Developing and managing Key Performance Indicators (KPI's) Training Course – 2 Days
- Effective Root Cause Analysis (RCA) Training Course – 2 Days
- Effective Corrective Action Systems AND Root Cause Analysis – 1 Day
- Management System Audit Report Writing – 1 Day





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Thank you for Attending

Please fill out our short survey to receive a **free copy** of our whitepaper called **Corrective action: the closed-loop system** and our **Root Cause Analysis FAQs** + the material from the webinar.

For more information:

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Root Cause Analysis FAQs

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Your satisfaction is our top priority. In order to help

White paper:

Corrective action:
The closed-loop system

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...making excellence a habit™

Jim Moran MA Ed. MSP

Training Instructor, BSI Group

QD December 13th, 2022

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Dirk Dusharme

, Editor-in-Chief, Quality Digest Magazine



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