

ISO 10014:2021 (E)

Quality management systems — Managing an organization for quality results — Guidance for realizing financial and economic benefits

Contents

	Foreword
	Introduction
1	Scope
2	Normative references
3	Terms and definitions
4	Top-down structured approach to realize financial and economic benefits
4.1	Overview
4.2	Top-down structured approach
4.2.1	General
4.2.2	Stage 1 — Analysis of results
4.2.2.1	Evaluate current performance metrics
4.2.2.2	Validate metrics
4.2.2.3	Review results, trends and risks
4.2.2.4	Identify opportunities and metrics at risk
4.2.2.5	Assign action plans
4.2.3	Stage 2 — Analysis of processes
4.2.3.1	Introduction to the cycle
4.2.3.2	Plan
4.2.3.3	Do
4.2.3.4	Check
4.2.3.5	Act
4.2.4	Review and approve results of action taken
Annex A	(informative) Financial and economic benefits, related metrics and linkage to quality management principles
Annex B	(informative) Examples of a structured approach to business performance improvement
B.1	General
B.2	Generic example
B.2.1	Stage 1 — Analysis of results by top management
B.2.1.1	Current performance metrics
B.2.1.2	Validate metrics
B.2.1.3	Review results, trends and risks
B.2.2	Stage 2 — Analysis of processes by process owners
B.2.2.1	Plan
B.2.2.2	Do
B.2.2.3	Check
B.2.2.4	Act
B.2.3	Back to Stage 1
B.3	Small business example
B.3.1	General
B.3.2	Stage 1 — Analysis of results by business owner (top management)
B.3.2.1	Current performance metrics
B.3.2.2	Validate metrics
B.3.2.3	Review results, trends and risks
B.3.3	Stage 2 — Analysis of process by process owner
B.3.3.1	Plan
B.3.3.2	Do

- B.3.3.3 Check
- B.3.3.4 Act
- B.3.4 Back to Stage 1 — Approve action plan
- B.4 Services example
- B.4.1 Stage 1 — Analysis of results by top management
- B.4.1.1 Current performance metrics
- B.4.1.2 Validate metrics
- B.4.1.3 Review results, trends and risks
- B.4.2 Stage 2 — Analysis of process by process owners
- B.4.2.1 Plan
- B.4.2.2 Do
- B.4.2.3 Check
- B.4.2.4 Act
- B.4.3 Back to Stage 1 — Approve action plan

Annex C (informative) Self-assessment tool

- C.1 Rating
- C.2 Method

Annex D (informative) Application of quality management system requirements

Page count: 19