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Kvalitetsledelse – Vejledning til at forstå, evaluere og forbedre organisatorisk kvalitetskultur

Quality management – Guidance to understand, evaluate and improve organizational quality culture



DANSK STANDARD
Danish Standards Association

Göteborg Plads 1
DK-2150 Nordhavn
Tel: +45 39 96 61 01
dansk.standard@ds.dk
www.ds.dk

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Management de la qualité — Recommandations pour comprendre, évaluer et améliorer la culture de la qualité organisationnelle



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ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

0.1 General

The purpose of this document is to assist an organization in understanding, evaluating, and improving its quality culture to enhance organizational performance and to help achieve sustained success.

This document provides guidance on how to understand, determine, analyse, evaluate, implement, embed and sustain the desired quality culture consistent with the context of the organization.

It also details:

- the role of leadership and people engagement in achieving a desired quality culture;
- the role of quality culture in the performance of the organization in satisfying its customers and other interested parties;
- the ongoing determination of risks and opportunities for improvement relevant to quality culture;
- integration of the seven quality management principles (see 0.2) in the organization's quality culture.

A representation of the framework for recommended actions is provided in [Figure 1](#).

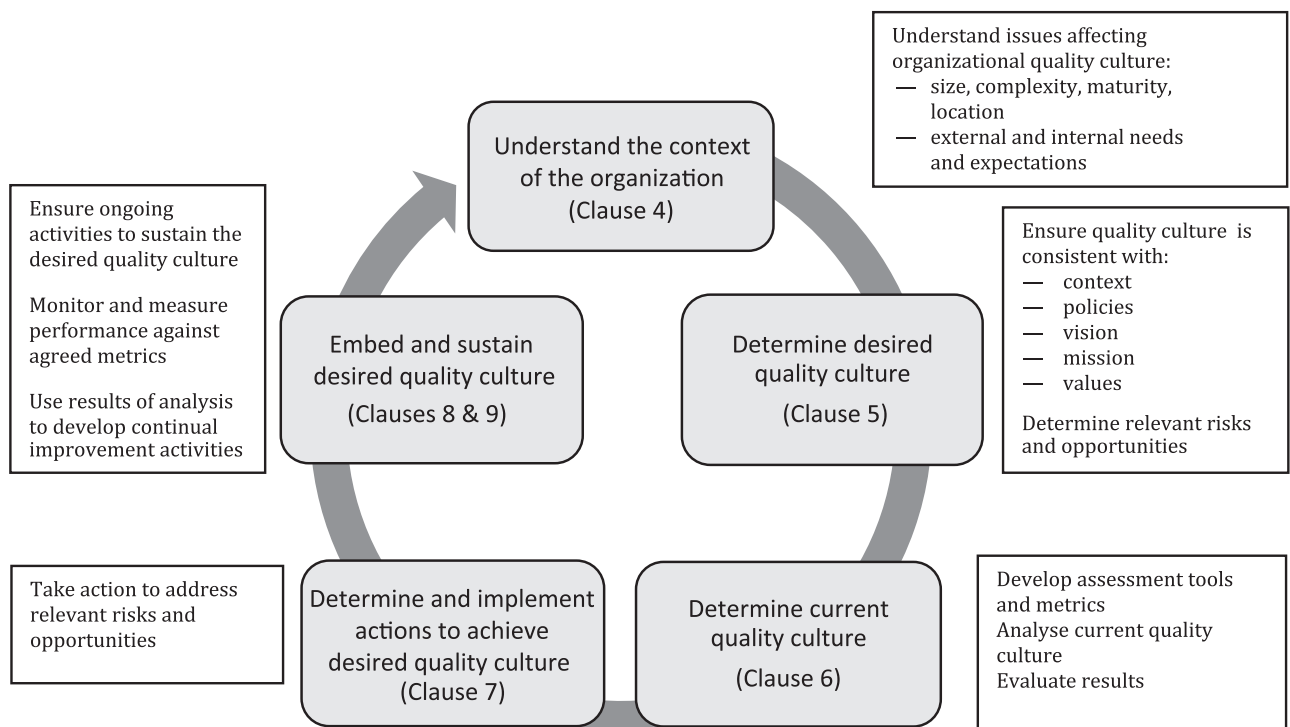


Figure 1 — Quality culture framework

0.2 Quality management principles and fundamental concepts

The quality management principles and fundamental concepts described in [ISO 9000:2015](#) are reflected in this document as they can assist the organization in developing a quality culture that helps meet challenges that arise in today's environment of change and increasing expectations.

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The seven quality management principles are:

- customer focus;
- leadership;
- engagement of people;
- process approach;
- improvement;
- evidence-based decision-making;
- relationship management.

NOTE Full descriptions of the quality management principles are provided in [ISO 9000:2015](#), 2.3.

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Quality management — Guidance to understand, evaluate and improve organizational quality culture

1 Scope

This document gives guidance on the evaluation, development and improvement of organizational quality culture to help an organization to achieve sustained success. This document takes into account the fundamental concepts and quality management principles, with specific focus on people engagement and leadership.

The recommendations in this document are generic and are intended to be applicable to any organization, regardless of its size, industry, location, maturity or the products and services it provides.

NOTE This document provides example tools for the evaluation of organizational quality culture by self-assessment to determine quality culture maturity and potential for improvement.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

[ISO 9000:2015](#), *Quality management systems — Fundamentals and vocabulary*