

THE OFFICIAL MAGAZINE OF BEST PRACTICE

Certified



BESTPRACTICE

ISSUE 4 2018

**DREAM
BIG**

The Success Edition



Featuring
Outcome focused.
Client Showcase
Spree Enterprises.
How to get
your X-Factor.





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Issue 4

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Welcome to Issue 4 of Certified; a magazine that began, and still acts as an exemplification of this issue's theme and focus: dreaming big.

A few weeks ago, deep in the Kimberly desert, late at night I was sat out on a camping chair, looking up at a beautiful skyline bathed in light from an infinite number of stars. No matter how hard I tried, there were no gaps in the saturated night's sky; billions and billions of stars lighting up the desert. Staring up, I couldn't help but let my imagination run rampant, and began to ponder how the living organism I've built, alongside my staff (Best Practice Certification) is stacking up against what I'd dreamt of and envisaged 14-years ago.

Personally, dreaming big for me has meant a lot of things, and I try to apply it to all aspects of my life. Starting the business was all about having a healthy work-life balance. To me, success is multi-dimensional and cannot be measured solely by the amount of money the business is making. I've seen peers work themselves too hard, become overwhelmed by the stresses of running a large organisation, and for me, keeping a healthy work-life balance was always a top priority.

Ideally, we'd like to have a career that we love, and supports the other parts of our life. For some people, that is easier said than done, and sadly, many people lose track of that goal, often continuing down a career path that retains little engagement or passion for them.

If you're not doing something that you absolutely love, stop. Stop right now.

Passion should remain the compass directing you to a line of work, rather than money alone. If you follow your passion, and aspire to lofty goals, you may ultimately surprise your former self with where you end up; maybe even a tropical island.

However, sometimes life does go pear-shaped. When this happens, it's important to look back and remind ourselves of the milestones we have reached, to give us the confidence we need to continue pushing toward, and to keep dreaming big.

I have a much, much bigger vision than what we're doing right now. My personal development is relentless and focused on increasing horsepower and building momentum. Are we on track? Yes. Are we where I want to be? Not yet. To get there, we're going to stay laser focused, keep a to-do list, and not lose track by sweating the small stuff.

We've had a hard time whittling down the articles for this issue of certified, but we've settled on what we agreed to be the most relevant in terms of helping you to dream big. After flicking through the pages you're holding in your hands, I hope you can look up at the stars - look at both your personal and professional development - and start to see a brighter, more inspirational future.

Much like the infinite number of stars out in the universe, there's a seemingly infinite number of opportunities out there in the world...you just need to be looking in the right direction. For me, that direction is always up.

#keepimprovingeveryday

KOBI SIMMAT CEO
BEST PRACTICE GROUP

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- ~ Send me a contact request on LinkedIn, @kobisimmat and #keepimprovingeveryday
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For Your Success

At a recent executive planning session, the Best & Next Practice teams sat together and asked ourselves a simple, yet profound question: What does success look like over the next 12 weeks?

You see, this question proved both timely, and extremely effective in terms of the analysis of our vision, due to the fact we have evolved massively as a team and a business.

Ultimately, what this meant was that we were forced to go back and examine our 'Why'.

Our Quarterly Business Pulse Check model allowed a momentary pause to review the last quarter and consider the next. This was a powerful exercise. Consider this: each quarter, we give ourselves permission to pause, and check how we are tracking against our business plans. Not only that, working shoulder-to-shoulder within a team in a high-paced, often stressful environment, it's important that we take the time out to check in on each other as teammates. Simply: R U OK.

We are taking our own advice. Defining ourselves through a commitment to consistently expanding our understanding of the business sphere in which we operate. Through this, with expanded learnings, developments and progress, and proactively use our setbacks as fuel for a positive learning experience.

Making an effort to return to our 'Why' has become a critical factor in the success of our plans, particularly as hurdles present themselves as we expand in an ever-changing

business landscape. We want to know if we are aligned, and whether or not our actions embody our core values. It quickly became clear that Best Practice Group exists to achieve a relatively simple means- to help others succeed. Simply put, we realise potential through partnership.

It's in our DNA to help companies & individuals succeed. It's been our mission statement from the first day we opened up the doors at both Next & Best Practice. We pride ourselves on helping to build an organisation that is more efficient, sustainable, profitable and growth-focused; and we remind ourselves of that each and every day.

On that note, there are a few simple questions you should ponder. Can you describe your why? What does success look like for you? What does your roadmap to success look like? What are the risks and opportunities that need to be considered and managed on that journey?

The Next Practice team provides a winning formula to support you on your journey to success. The process is straightforward in that we identify your business' strong-points, as well as – and perhaps more significantly – areas that we can target to specifically improve. Once the scope of improvement is defined, your road map to success will become significantly more tangible.

It's now a case of being Action-Ready to deliver on the plan. You are not alone here. We'll coach you throughout the process; we can't help it - it's our 'why'.

Cheers,



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Client Profile

Spree Enterprises

When Tony's son David joined the team, it ushered in, what the company describes as a "new era for Spree". David Ristrevski - now Chairman and CEO of Spree Enterprise - is recognised as one of the key drivers of Spree's success in the new millennium, due in part to his commitment to simplifying the company's core business models, as well as his clear intention to make Spree a more customer-centric business.

FULL STORY PAGE 10

STANDING OUT

Success breeds complacency. Complacency breeds failure. Only the paranoid survive.

Andy Grove

FULL STORY PAGE 16



Lead Assessor Profile

The job of a lead assessor means that you can be in a different location every single day, and it's this kind of variety which makes the days and weeks fly by.

MORE PAGE 24



Work as done

Work as imagined

FULL STORY PAGE 16



5 TIPS TO BETTER UTILISE YOUR TIME.

FULL STORY PAGE 22

Success in any business is the gold at the end of the rainbow. How you define success will be forever changing, and remains based on what you have achieved, and what you want to achieve.

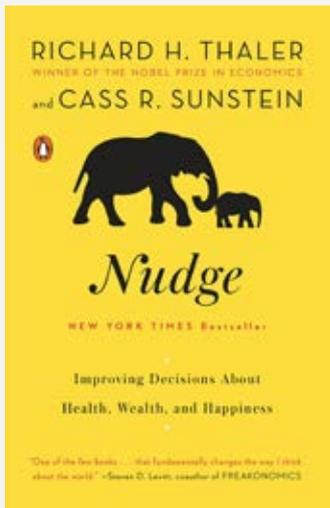
FULL STORY PAGE 26

ISO 45001 AND THE NUMBER ONE

"Nudge"

BY RICHARD THALER
& CASS SUNSTEIN

THE AUTHORS ARGUE THAT SMALL, OFTEN INSIGNIFICANT FACTORS CAN HAVE A PROFOUND IMPACT ON OUR DECISION-MAKING CAPABILITY



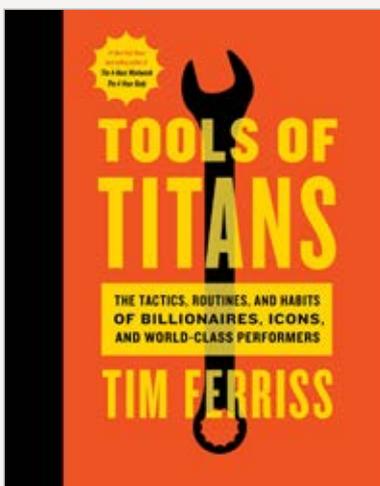
'Nudge' provides a fascinating take on the decision-making process through a simple premise: questioning whether or not a nuanced suggestion of change – a nudge – in a certain direction causes a person to ultimately deviate from their original plan and make a different decision. The authors argue that small, often insignificant factors can have a profound impact on our decision-making capability. Their premise is based on extensive peer-reviewed research in the fields of psychology and behavioral economics. Each chapter's thesis is backed up with relevant research and experiments, conducted by both psychologists and economists to reveal just how profound that nudge in a particular direction can be. The authors note that there remains "serious questions about the rationality of many judgments and decisions that people make." Nudge is their effort to find method laying deep within the madness, so we can ultimately improve our decision making for all aspects of our lives.

✓ BESTPRACTICE *One of the most exciting takeaways from 'Nudge' is the idea that choice architecture – the variety of factors leading up to making a decision – is highly malleable, and subject to a multitude of manipulation. This flexibility becomes clear in buying habits in the retail sector, illustrating that large commercial brands are well-versed in behavioral research and can manipulate the public's buying habits. The positive arguments put forward by Thaler & Sunstein in 'Nudge' – and the ability to be aware of potential manipulations – are well worth putting into practice in both your professional and personal life. If you enjoyed Levitt & Dubner's classic 'Freakonomics,' we'd like to nudge you in this direction.*

"Tools of Titans"

BY TIM FERRISS

"THE TACTICS, ROUTINES AND HABITS OF BILLIONAIRES, ICONS AND WORLD-CLASS PERFORMERS."



Tim Ferriss has rapidly ascended to a household name in the business world following the success of his 2008 literary debut, the "Four-hour workweek," as well as an insightful Podcast "The Tim Ferriss Show" that to date has amassed more than 200 million downloads. While "Tools of Titans" is dense, Ferriss has been able to get his interviewees – a comprehensive list of billionaires, sporting figures, actors, musicians, business figures and successful entrepreneurs – to do much of the talking for him. Ferriss, in turn, synthesizes answers from around two hundred interviewees, covering themes like behavior and rituals, attitudes on failure, or a personal take on popular business mythology. This is a clever technique, allowing Ferriss to explore tools and behavior that contribute to success, which have not only been developed but also tried and tested by successful figures. The extensive list of titans featured in the book is a justification of its nearly 650-page length, comprised of interviews and teachings from Tony Robbins, Arnold Schwarzenegger, Shaun White, Peter Theil and more. Through this extensive library of interviews, "Tools of Titans" is reminiscent of an encyclopedic guide on how to reach your maximum potential.

✓ BESTPRACTICE *Amongst a long list of takeaways from "Tools of Titans", Ferriss conveys that through the plethora of interviews, three traits remain constant - that successful people: practice daily mindfulness or meditation, believe that failure is not durable, and one must have the ability to convert weakness into a competitive advantage. One of the most inspirational teachings in this book is that the titans are often the first to admit that they are a collection of walking flaws – no more immune than you when it comes to making mistakes – that have ultimately capitalized on one or two of their strengths. Anecdotal lessons, particularly from titans in their respective fields, are a great way to adopt new and productive habits and improve your professional standing.*

Focus on the outcome, not the problem

A guide to identifying symptoms of, and reverse engineering success.

BY ALEXI FALSON

Expanding your business is great, and ultimately a requirement for your business to succeed. It can also present challenges that you may not have anticipated. Our CEO, Kobi Simmat, has read more than a few books on the topic of reverse engineering success, and likes to tell all of us in-house at Best Practice to: "Start with the end in mind." While this advice can be difficult to make sense of at first, from watching Kobi practice what he preaches, we can say quite confidently it's a way of thinking that works effectively in both a personal and professional context.

So, what exactly does it mean in the context of business? Well, Dave Lavinsky, author of 'Start at the End' is well-versed on the topic, and argues that, "You need to stop what you're doing and dream about the finishing line." What he means by this is that you're best equipped by reassessing what it is that you're trying to accomplish with your business and moving forward from there.

It's a method that has also been adopted by highly successful entrepreneur turned CEO and business personality, Gary Vaynerchuk. Gary says, "If I had to pick one habit that has really changed everything for me, I would have to say it is this: being able to reverse engineer the finish line of my career in real time."

While it may seem easy to dismiss this advice, we'd like you to err on the side of caution, considering the number of businesses we see getting too caught up finding solutions to short-term goals or problem solving, while losing track of their end destination. However, thanks to the tools that you're equipped with through the adoption of a quality management system, this is less complicated than it may seem, and will almost certainly act to benefit both your business' profitability and longevity. Keeping your end goal in mind, as well as taking note of the symptoms of

success are key points to remember in terms of reverse engineering success in your business.

So just what are these symptoms of success? Let's begin with perhaps the most significant of all: bringing new customers to your expanding business. This could be through client referrals or a new customer finding you through effective marketing work. While this is no doubt positive for the bottom line of your business, it can often present a new set of challenges that you will have to overcome before you can further expand. Are you able to offer the same quality product or service under increased demand, or will the customer's experience ultimately





The importance of the plan-do-check-act (PDCA) cycle cannot be overstated in this context, as it provides a clear and balanced set of tools for you to check the effectiveness of your reverse engineering methodology. The nature of the cycle is based on the idea that improvement never stops, which is quite an apt metaphor for what we at Best Practice stand for.

If you keep your eyes on the finish line, you're less inclined to get distracted or bogged down by challenges. This remains true solely if you've got a quality management system purring away in the background, designed specifically to tackle problems head-on. If you had considered them while picturing your end-goal, and reverse engineering your success. A key to this is working backwards - which for some people is challenging in itself - yet it remains one of the most effective methods to create action plans, new processes or adopting new systems that will ultimately benefit the business in the long term.

“

Risk-based thinking can also provide an invaluable insight into the opportunities that your business isn't currently capitalising on.

”

suffer? Will you still be able to respond to customer feedback? Will you require new staff, or further training for existing staff? You can see how one symptom of success can manifest an extensive list of hurdles for you to overcome.

This is where ISO standards and a quality management system can make a profound difference in how your business performs as you expand. Rather than reacting to each challenge as they arise, we'll often encourage you to anticipate these before they happen - avoiding any detriment to your business - and assist you in the modification of existing systems and processes to tackle them. This is, quite simply, the reverse engineering of your business' success, based on a sturdy platform of both theoretical and tried-and-tested practices.

Applying this logic to our business operations at Best Practice has formed a considerable portion of the backbone supporting our operations, particularly as we expand. If you don't like the term 'reverse engineering', you can also think of it as a process of long-term thinking, and planning. By taking time to anticipate changes in the business, build up systems and refine processes that can aid in your expansion, rather than simply reacting to challenges as they present themselves.



Once these plans are created, through the utilisation of the PDCA cycle, you'll be able to track the effectiveness of these plans to determine whether they'll stand the test of time; which in the context of business can be measured in the scope of years, but also days and weeks. Adaptability is key in business, and this is a significant tool in enabling your business to adapt to key challenges.

At Best Practice, we subscribe to the key principles of reverse engineering success, and often encourage - if not require - our clients to think 'big picture' and tell us what they envisage as their finishing line. Once we've got an idea of what that is, we're able to advise you on the steps that need to be taken retrospectively, in respect to that end goal. Be it a more efficient means of delivery, improving the response to customer feedback or streamlining internal processes, there's a plethora of ways we can help reverse engineer your success through the development of a set of means that not only justify, but act to achieve their end.

Founder of Spree Enterprise, Tony Ristevski moved into the commercial cleaning scene back in the '80s, noting that the majority of Australia's commercial and industrial organisations were outsourcing their non-core activities. This presented Tony with an opportunity to capitalise on, and by 1986, Spree had secured contracts with businesses like Mobil, IBM, The Herald Sun, as well as Public Transport Corporation.

BY ALEXI FALSON

When Tony's son David joined the team, it ushered in what the company described as a "new era for Spree". David Ristevski - now Chairman and CEO of Spree Enterprise - is recognised as one of the key drivers of Spree's success in the new millennium, due in part to his commitment to simplifying the company's core business models, as well as his clear intention to make Spree a more customer-centric business.

Spree now stands at 300 employees-strong, and has been a client of Best Practice for a number of years now. In recognition of their continued innovation, proactive approach to conducting business, as well as the application of ISO-influenced systems and processes across the business, we wanted to sit down with the man in the driver's seat to get his take on simplifying business, and how certification can help.

As David explains, the transition from a small sized business to a larger enterprise can be challenging, particularly in terms of preserving a certain culture

within the business. "When you're starting out, you just want to grow, grow, grow. You think growth is the best way to go - and it is - but when you start to divert away from what you'd call your core principles of business and your values and culture, you begin to realise that your clients need to respect who you are as a business, and what you stand for."

"The whole premise of business is 'take, take, take' without any give, but there needs to be neutral ground for you to operate on, acknowledging that there are two sides to the transaction and it needs to be mutually beneficial."

This has been, at times, challenging for Spree as a business, as some clients presented hurdles for the company to jump over, but as David explains, "It's been a steep learning curve, but I'm glad it all happened."

"I think initially we went down the path of certification because there was a demand from our industry. But now I believe we've gone a notch above that, in terms of asking, how can we make this really

/// The whole premise of business is 'take, take, take' without any give, but there needs to be neutral ground for you to operate on, acknowledging that there are two sides to the transaction and it needs to be mutually beneficial. ///



work to improve our business, instead of looking at it as another required expense.”

David’s take on certification is particularly refreshing, as he and the company embody a sense of proactivity, and a desire to make their system work as a mechanism for perpetual improvement, rather than a box-ticking exercise. As he explains, the systems that Spree has implemented have considerably reduced wastage, while streamlining processes continue to increase profitability.

“What certification has done for us is amalgamate certain tasks and roles. Over the next six months we’re looking to further streamline our processes

and systems internally, particularly in our finance and administrations departments. We’ve been able to consolidate our finance team due to the modernised process, as well as John’s help.”

John in this case is one of our hardworking auditors, John Canazaro, whom David freely admits has become a vital resource.

“At times we’ve been swimming in 120 pages of documents. What we’re able to do is flick that over to John, and in a matter of 3-4 hours, he’ll come back to us with all the relevant information condensed down to about 40 pages. Streamlining the processes, as well as regulatory compliances are a bonus for us, and becoming a bigger part of our business,” says David.

“He’s proactive, always on the front foot and takes a forward-approach to tackling the things that need to be done. He keeps us moving and compliant way ahead of time, whether it’s transitioning or managing regulatory changes. He also comes in and gives the team an overview of training, how the documentation will work, and how it should be utilised.”

The working relationship we build with our clients is something we pride ourselves on at Best Practice. This bond has materialised into real-world changes when in the past few months, David and the executive team at Spree recognised they needed





“ We identified a few of the gaps – what we call ‘fix it’ areas – whereby John was able to add a lot of value in suggesting some new procedures. Identifying those gaps in our workflows really makes a difference, and has allowed us to realign our business with a lot of the values and principles that are at our core. ”

to trim some of the fat from their overheads; 18% to be precise. David came to John and asked what they as a team could do to improve. In David’s words, “We identified a few of the gaps – what we call ‘fix it’ areas – whereby John was able to add a lot of value in suggesting some new procedures. Identifying those gaps in our workflows really makes a difference, and has allowed us to realign our business with a lot of the values and principles that are at our core.”

Following the identification of these gaps, utilising the core principles of ISO Certification, and consulting with John, David explains that Spree was able to “make more money, with less work, all the while thinking this makes sense”.

Spree operates in an industry that, like many others, is perpetually paying more attention to safety. “Compliance is such a big thing now,” David explains. “Safety is a big thing for everyone now, and there’s more and more emphasis on compliance nowadays. It’s not so much a roadblock, as much as it does require you to allocate more resources in that area, that you may not have considered before.”

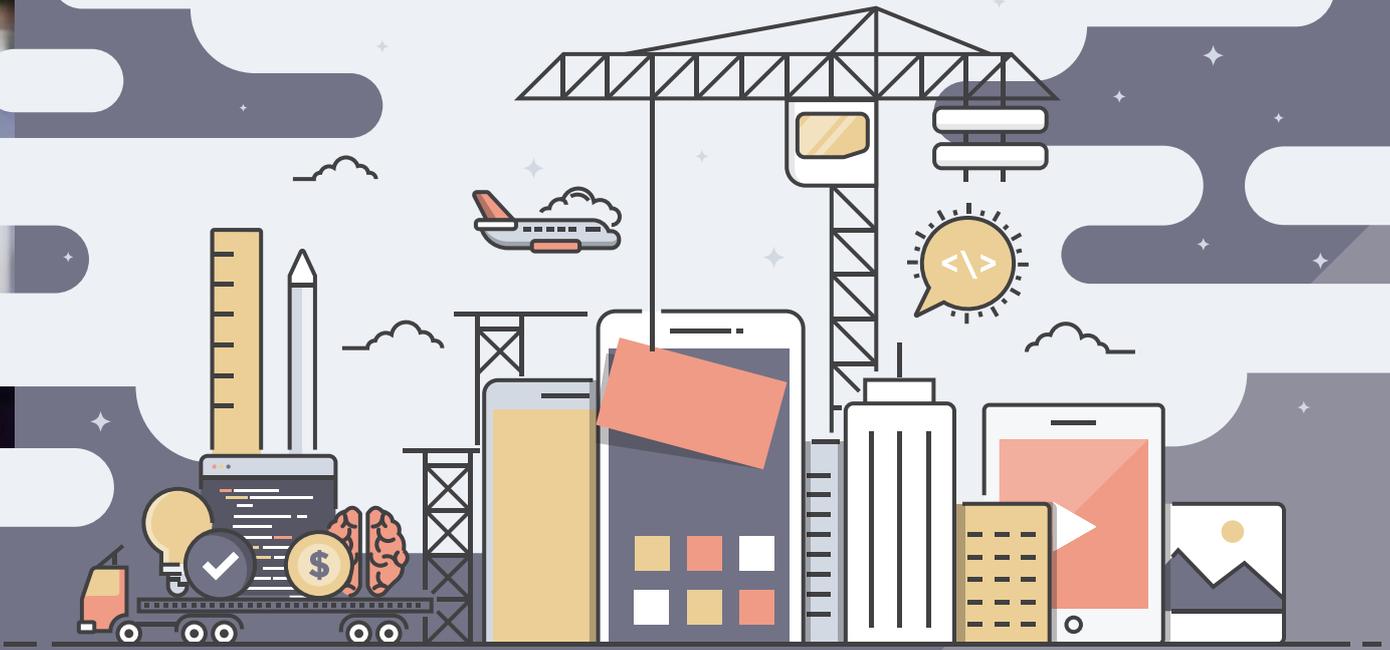
ISO Standards anticipated this emphasis on safety throughout industry, and like all good things, made changes in the standards to keep businesses that adopt certification aware – and prepared – for the trend towards safety culture. It also presents businesses with a chance to transform a challenge into an opportunity. For David and Spree, it was an opportunity to improve their documentation. We’ll let him explain this one.

“Our document management library is now kept online, and helps our contract managers to streamline the process by having a look at previous documentation. From our point of view, that is empowering our people, giving them information that’s required to do their job, without having to rely purely on a department.”

David and the Spree team keep their document library up to date, cross-checking for any mistakes. He continues, “If one of our contract managers isn’t overly confident with it, or it needs some changes, we’ll make them and end up with a document that we’re sure is fully compliant.”

“I think the result is that our staff feel like they’ve got a bit more control of their destiny.”

The incentive of effective documentation – something ISO standards not only encourage, but require – are multi-faceted internally for staff members, efficiency of the business and profitability, but also act as a vital resource when applying for large contracts and tenders. Spree was in fact one of the first companies in their industry to adopt certification, which David says definitely provided a springboard for them. He agrees that it’s given the company a competitive advantage, as well as an opportunity to build new systems designed to create efficiencies all around the business.



David continues, “It’s interesting because a lot of the questions they’ll ask when you’re applying or submitting [a tender] are along the lines of ‘do you have incident reporting?’, and ‘do you have a hazard identification mechanism in place?’. We’re then able to submit documentation from our internal systems as a reference that we have practices and processes already in place that conform with those requirements.”

With our time with David wearing down, we wanted him to offer up some advice to anyone out there currently looking at getting certified. He admits that getting certified is no easy feat, but the reward far outweighs any detriment. David suggests, “Be prepared for it, and be prepared to work closely with the consultant to make sure you’re fully prepared for what’s coming. Once you’ve got it implemented – and you embrace it – it makes everything very efficient and effective.”

“If you’re operating in large, higher-end markets, it’s very much fundamental. I don’t think you could actually run your business without it, to be honest.”

“I think once you look at getting certification from the perspective of ‘how can you make the business more effective from the implementation stage’, the new operating systems that getting certified enable will help you find so many more efficiencies.”

David wrapped up our conversation echoing in part what has become our mission statement, “I can’t see how a business could operate without having these standards, processes and practices in place.”

Spree is showing no signs of slowing down. Through their adoption of the tried and tested methodologies of a quality management system, they are no doubt well-equipped

“If you’re operating in large, higher-end markets, it’s very much fundamental. I don’t think you could actually run your business without it, to be honest.”



for any challenge that presents itself in the future. On their website, you’ll find that part of their mission statement is to “further develop greater services for customers, pioneering the development of new and original service solutions for niche markets.” Judging by Spree’s exemplary commitment to the standard, and communications with John, they’ve made every effort to make that mission statement a reality.

STANDING OUT

Exploring how ISO certification can help you identify and capitalise from your business' X-Factor

BY ALEXI FALSON

In today's world, there's more competitors out there looking to snatch your customers than ever before, due in part to the opportunities the world wide web has enabled. It's not hard to see that almost every segment of the business world is more congested than ever before. Your potential clients or customers are forced to sail through extremely crowded waters in search of the best island to take shelter, so how can you get them onto your island when there's a near identical one right next door? This is where your X-Factor makes a profound difference to the decision making process of your potential customers. It can be a daunting task, but thankfully, the ISO certification process will help you in your search as you gaze over your operations with a critical eye.

The term 'X-Factor' is a contemporary way of acknowledging the distinguishing features of your business that you take pride in; something that helps your business stand out from the crowd of noisy competitors. This will ultimately attract new customers, while retaining existing ones. A few things to consider when trying to define your business' X-Factor are questions like: What does your business do differently – or better than – your competitors? What is the most valuable aspect of your service that customers benefit from? What is the company's greatest strength? What makes you stand out? An amalgamation of these answers will come to the forefront as you critically evaluate your business' operations, which is a major pillar of ISO standards. Through analysing your operations through the lens of risk-based thinking, the system will identify areas in which you can improve, as well as areas you can not only meet, but exceed customer expectations.

Success in the business world often comes from a thorough analysis both of your competitive landscape and own operations. ISO standards not only encourage, but require you to analyse your strengths, weaknesses, market opportunities and to engage with customer feedback – the good and the bad – which will help you identify areas in which you can improve.

Through the process of getting certified, the system will present you with endless opportunities to give your business added value and individuality in a crowded marketplace, to create potentially tens, hundreds, thousands or even millions of ravenous customers for your products. As an added bonus, it encourages a perpetual cycle of innovation and developing new products and solutions to existing problems. Multi-faceted self improvement is inexplicably inherent in ISO standards. This allows us, at Best Practice, to benefit from what our clients – across various industries – have learnt from their self-improvement system. In turn, we're able to pass on this knowledge on to you, in the hope that you'll be able to apply these lessons to constantly inspire customer confidence, while you leverage your certification to attract new customers or contracts.

The end result provides both invaluable benefits to you, and your customers, as you'll be able to make your marketing work more effective, and inspire new customers who may find themselves aligning with your business' X Factor more than a competitors.

Best Practice exists to make organisations more simple, efficient, safe, sustainable, and of course more profitable, and as we've just mentioned, and added bonus of collaborating with Best Practice is that you'll benefit from the lessons that we've

“
In a world full of game players, the only way to set yourself apart is to be a game changer.”

” Matshona Dhiwayo 

“
Success breeds complacency. Complacency breeds failure. Only the paranoid survive.”

” Andy Grove 

learnt from our clients, and through analysis of our own operations. Certification is far more than a box-ticking exercise; it's a means to a more profitable end. It will give you a competitive advantage that can't be replicated, through a set of processes that will help you stay at the forefront of your respective industry, and give you an even greater insight into the inner-workings of your business. We at Best Practice pride ourselves on the close rapport we build with our clients as they go through the certification journey - you could even say it's part of our X-Factor – and we intend to pass on valuable insights and learnings from various industries that you can apply to your operations.

Andy Grove once said: “Success breeds complacency. Complacency breeds failure. Only the paranoid survive.” In the ever-competitive world of business, we can't help but agree with Grove's statement. There may well be hundreds of businesses similar to yours, so be paranoid, be proactive about finding your X Factor, feed it into your mission statement and make sure each and every member of staff and customer knows it. While ISO certification may not reward you with an instant monetary gain, it pays dividends when it comes to making your business stand out from the crowd, and understanding all aspects of your business' operations. This in turn will make your business a significantly more well-oiled machine, appealing to prospective customers, encouraging a better working atmosphere for your staff, eliminating tiresome, repetitive or needless procedures, and trim the fat from your business so you can sprint effortlessly as a more streamlined business.

This is, in our highly competitive world, tantamount to success.

I S O 45001

AND THE NUMBER ONE G A P

Why are you thinking about ISO45001? Are you wondering if and when you'll transition from AS/NZS4801? Have your leaders asked? Maybe your clients or customers will be introducing this into your contractual requirements in the next few years?

I've been thinking about ISO45001 because it represents a massive opportunity for people like you and me to help organisations move away from a system which merely demonstrates conformity to a Standard, towards a system which creates value from the opportunities enabled by a safety management system.

BY ANDREW BARRETT



Gaps are pretty central to systems and systems professionals - we don't like them, but we learn from them. We seek to find them, and close them; which is part of continual improvement.

But the gap I want to share with you is going to make you uncomfortable. I say that because it already exists in every single one of our current systems. It will never go away, and it equally contributes to successful work outcomes as it does to incidents.

The #1 gap I think we need to accept, embrace, and become obsessed about, is the gap between how we imagine work happens, and how work actually gets done.

Allow me to share a recent experience of mine. I picked a friend up from the airport recently, who was coming to stay at my house overnight. I live in a rural area, and the last few kilometers of our journey are on dirt roads. These roads are pretty good, probably because they are used by trucks and the local school bus. It had been raining quite a bit, and as tends to happen, the roads get a bit rutted and slippery. I mentioned to my friend that the Council come through and regularly grade the

road to keep it flat and compact.

My friend was flying home the very next day. Our return trip to the airport saw us beginning down my dirt road, and as chance would have it, the Council grader was out working on the road.

I couldn't see the grader, but I knew it was there because of the neat mound of roadbase piled up in the centre of the road in the distance, as a result of the graders first pass down my side of the road.

I am experienced at driving this road, and know a few things about the safest way to use it.

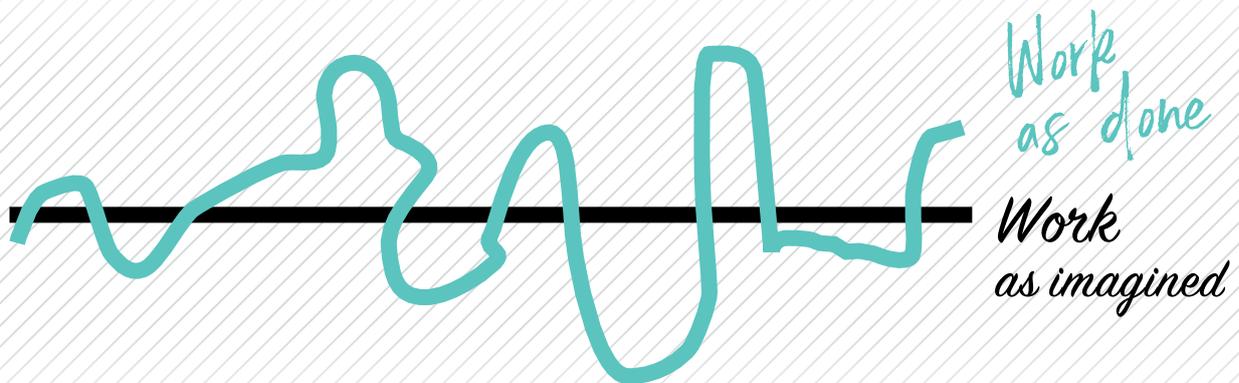
It has soft edges, which means driving closer to the centre of the road is safer. This wasn't possible today because of

I am experienced at driving this road, and know a few things about the safest way to use it.

the neat pile of scraped roadbase down the centre. Having traversed this road many times when in poor condition, and at least 5 times whilst a grader was working, I am also experienced at driving safely in these unusual conditions. After the first pass of a grader, it dislodges lots of small rocks and rubble, which not only reduce traction but create a lot of damage to vehicles travelling more than a crawl. Knowing this road, these conditions, and with good visibility, the safest way for me to continue was on the right hand side of the road.

I approached a bend in the road with poor visibility. That factor changed the risk, which meant I needed to slow down, cross the small mounded line of loose roadbase piled in the centre of the road, and proceed around the bend on the left-hand side of the road.

An almighty crunch let me know something went wrong. In a split second I knew what had happened. Hidden in the mound of loose roadbase was a massive rock, a chunk of limestone common around those parts. It hit a wheel and sounded like it should have caused some damage. We stopped to check, and everything



seemed ok, so we continued towards our objective of getting my friend to the airport on time. After another stop, a partially deflated tyre, the discovery of the wheel rim being bent, a useless spare tyre, a few Ubers and a couple of extra hours, we both got where we needed to go without (further) incident.

THIS ISN'T NEW

The idea that there is a difference between how we imagine work happens and how it actually happens isn't new, in fact, it's been around in ergonomics/human factors circles since World War II.

More recently, some scholars have described this as the black line (a fairly straight, linear line representing work-as-imagined, or planned) and the green line (curvy, inconsistent, variable line representing work-as-done, with all its flexibility and adaptation in the face of the dynamic and complex realities of work) (from Todd Conklin, Bob Edwards

& Andy White).

Some examples in practice are:

- A designer imagines how their machine will be used (black line) differently to the way it gets used by the user (green line).
- Rules, laws, procedures and management systems are created (black line) to be applied to everyday situations, which are far more complex and messier than a set of rules/laws/procedures/management systems could anticipate (green line).
- Work, machines, and materials are brought together by human beings to create consistent products and services (black line) in combinations that are often not predicted by any one person involved in one aspect of the work, machines or materials (green line).
- Hazards and risks are assessed as if they are stable, predictable parts of work (black line) when in

reality hazards and risks appear and disappear through time, the environment, and interaction with a range of other factors (green line).

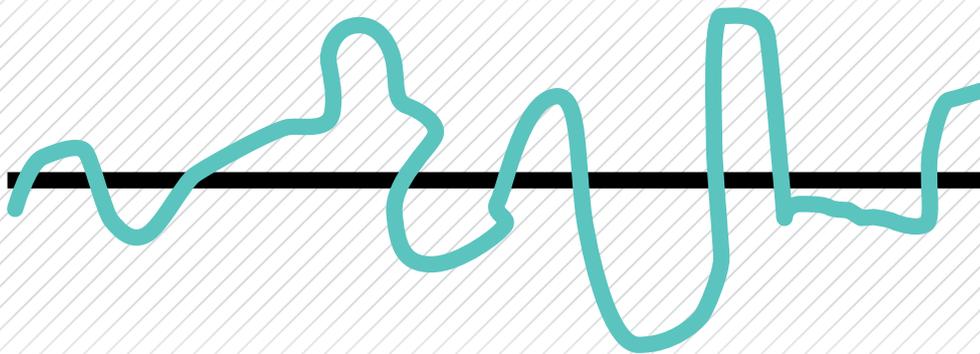
- We communicate assuming our message is clear, relevant, understood and actioned (black line) and get surprised/upset when there is confusion, when people 'ignore' what we communicate, or when they 'don't get it' (green line).

So how does ISO45001 give us some insight and opportunity to improve how we understand and manage this gap?

PARTICIPATION OF WORKERS: THE TRUE EXPERTS

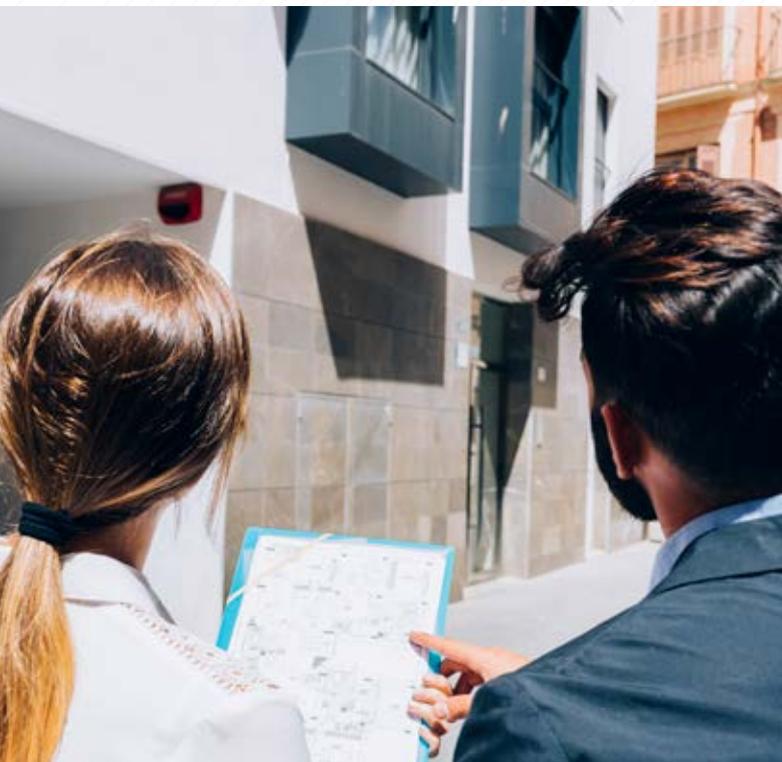
There is one word missing from ISO45001 which I wish they would have used, because it's exactly what they mean with the new section on worker participation. The word is expert.

The concept of worker participation



*Experts
Live here*

*Non-experts
Live Here*





The people who do the work are the experts in that work. Yet almost all of the time, these experts are asked to undertake work as imagined without their input.

isn't new, especially to those of us in Australia and New Zealand operating under AS/NZS 4801 and current work health and safety laws. But consultation isn't the same as participation, and participation probably doesn't go far enough for us to truly succeed.

The thing is, the people who do the work are the experts in that work. Work as done, work which is successful almost all of the time. Yet almost all of the time, these experts are asked to undertake work as imagined by a designer, a planner, a supervisor, a safety professional, or a senior manager without their input. There is no mistake that clauses 5.4(d) and (e) of ISO45001 explicitly asks us, when planning and implementing our systems of work, to emphasise participation with non-managerial workers: the experts who are carrying out work activities.

Take my drive to the airport as a case in point. The road rules imagine that I should stay on the left, when in reality it was safer for part of the journey to be on the right side of the road. My friend,

a licensed driver, probably had a view on the best way to drive that road in those conditions (black line) but had no experience on this road in these conditions, which I did have (green line). If you were sitting in the car, you might have scoffed if my friend started telling me the safest way to drive that route (back seat driver!). But isn't that what we tend to do in our safety management systems? Non-experts telling experts how to do their work?

As a system manager/leader/supervisor/planner/designer, we will not be able to meet the intent of the Standard until we embrace the idea that we are most often not the experts. Our workers are, and it is only them who can help us articulate work-as-imagined based on work-as-done.

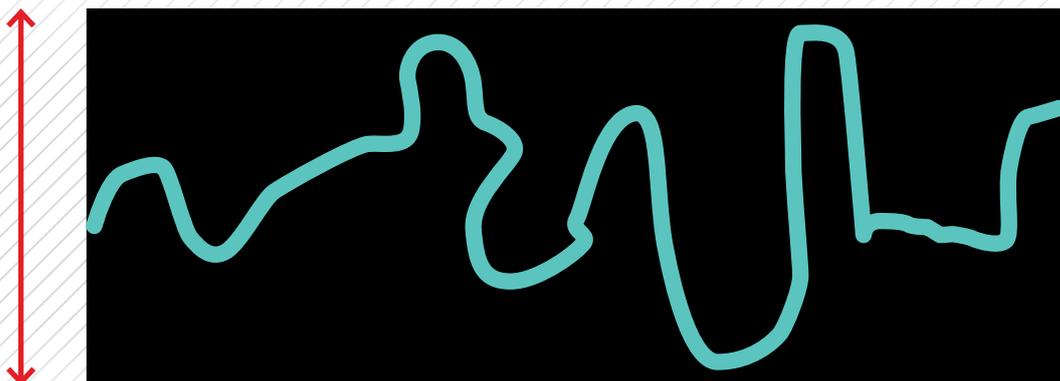
ADAPTING WORK TO WORKERS AS A MEANS OF MANAGING RISK

Since we've realised that workers are the experts, organisations need to use that expertise to adapt our

management systems and procedures and controls (the black line) to the reality of work and the humans who work. Since most workplaces are filled with wonderful, productive, complex and unique human beings, we must take a human factors approach to this variability, instead of trying to shoe-horn workers into a single, or limited number of ways of getting work done.

Sounding complicated already? It will be if we try to document or describe all of the complexity that exists in the real world. Instead of trying to capture every green line in your business (believe me, you will fail if you try), maybe what we need to do is to embrace a wider black line within which green lines can curve, flex and adapt. Consider how you can set parameters, or a 'space' for successful work to occur, based on the success factors which already exist along your organisations green lines.

And I'm not talking about establishing 'Golden Rules' or alike, which are often over-simplified and regularly 'broken' in the course of green line work which is



successful. You can have a look at the design of work, facilities, equipment and even contracts to create a system of work which allows and encourages green line (real work) variability within black line parameters.

The encounter between my wheel and the large, unexpected rock in the middle of complex and varying conditions on the road that day is actually something that car manufacturers knew about before I did. Well, maybe not specifically that rock and my car on that road, but they are clever enough to know that things like that happen to people like me. They anticipate that errors will happen.

I didn't lose control of the vehicle at any point in time, but imagine that I had. Imagine that there was an immediate blowout of the tyre, imagine that I lost control. Car manufacturers decided a long time ago that the black line (road rules, and behavioural assumptions based on simplified and ideal conditions) wouldn't be their focus. Instead, they focussed on the blue

line. They know that things like this happen to people like me (and you). That's why they stopped making three wheeled cars, swapped steel bumpers for plastic crumple bumpers, invented traction control and inertia reel seat belts, ABS brakes and airbags. The messiness of blue line work-as-done necessitates a system of work which acknowledges error as inherently human in a complex system of work, and enables us to fail safely.

The black line often doesn't survive reality. And the blue line more often results in success. But instead of relying on either exclusively, car manufacturers adapt their product to the humans involved in the work of driving.

INCIDENTS CAN HAPPEN IN THE PRESENCE OF CONFORMITY (AND THE INVERSE IS TRUE TOO).

In the context of a management system, we are logically correct in saying that a gap between work and the

requirements of the system is a non-conformity with the system.

Yet that's not always helpful. Note 3 to the definition of the term 'incident' (cl 3.35) is a tiny little indicator from the authors that the gap between the work-as-imagined and work-as-done is worthy of our attention:

"Although there can be one or more nonconformities related to an incident, an incident can also occur where there is no nonconformity".

Stuff goes wrong on the black line, which at best is a well-intentioned but imperfect plan, and at worst creates more risk than it reduces. Things even go wrong when the black line is close to the blue line. Which leads us to an uncomfortable reflection on why we have a system at all if that can occur. The answer lies in accepting that a management system cannot possibly capture the complexity of work-as-done, so creating a system of critical boundaries, which provides the space for work-as-done to occur.

I S O 45001 AND THE NUMBER ONE G A P



Let's rewind my driving experience. Imagine if I stayed on the left-hand side of the road, with its soft-edges and rubbly surface. Imagine if I had a collision, and I had to explain this to the Police. I was on the left. My car is in good condition. I am licensed. I was driving under the speed limit. I was not under the influence of a prohibited substance. Based on that criteria, I would have had an incident in the presence of conformity.

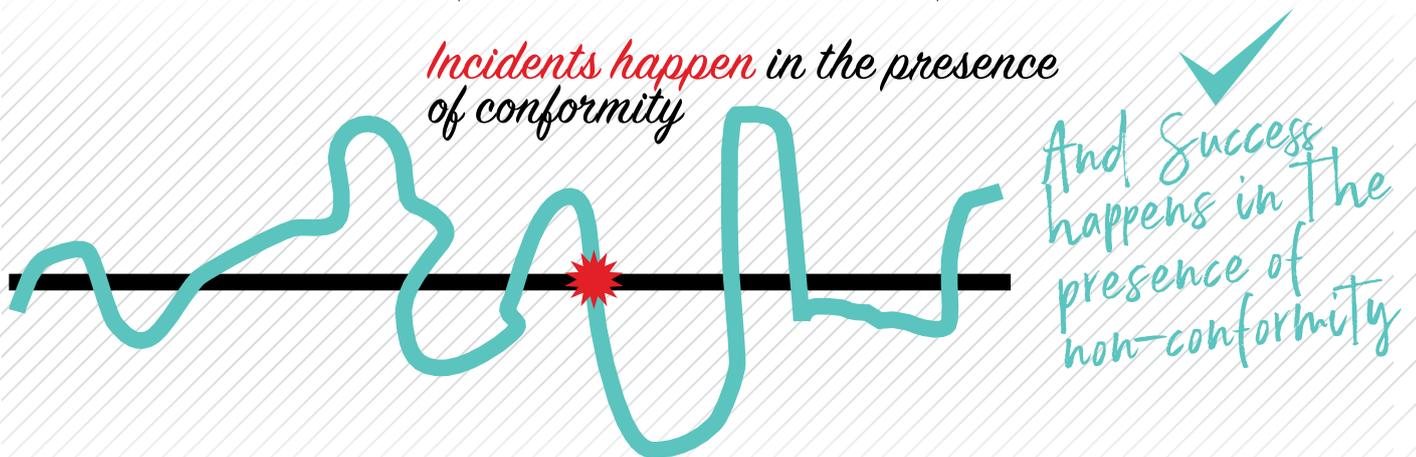
So what does the inverse look like? It is successful work which happens in the presence of non-conformity. The extreme test for this is to remove your entire safety management system (the black line) and see if successful work still occurs. It probably will. In fact, one

large retail organisation did just that to see what would happen. The results are quite interesting, and no one died or suffered serious injury or ill health (have a listen to episode 38 of the Safety on Tap Podcast to learn more, safetyontap.com/ep038). The lesson for us is that if we accept that the blue line exists, there is a good chance some aspects of our safety management systems (the black line) won't have any bearing on the outcome of work - safe or not.

The opportunity ISO45001 offers us is to reinforce the idea that the system is not always right, a concept that most real-world workers will agree with almost unanimously.

SO WHAT'S THE RUB?

ISO45001 isn't just a good vehicle for international continual improvement across countries, supply chains and organisations. Even for those of us in Australia and New Zealand who glance over it and think 'that's not so different', there are a few critical differences with what has come before it. Whether you are considering transitioning to ISO45001 or not, have a think about whether you and your organisation would benefit more from understanding and learning from the gap between work-as-imagined (the black line) and work-as-done (the blue line). You might just find this is the most important gap to focus on.



Although there can be one or more nonconformities related to an incident, an incident can also occur where there is no nonconformity.

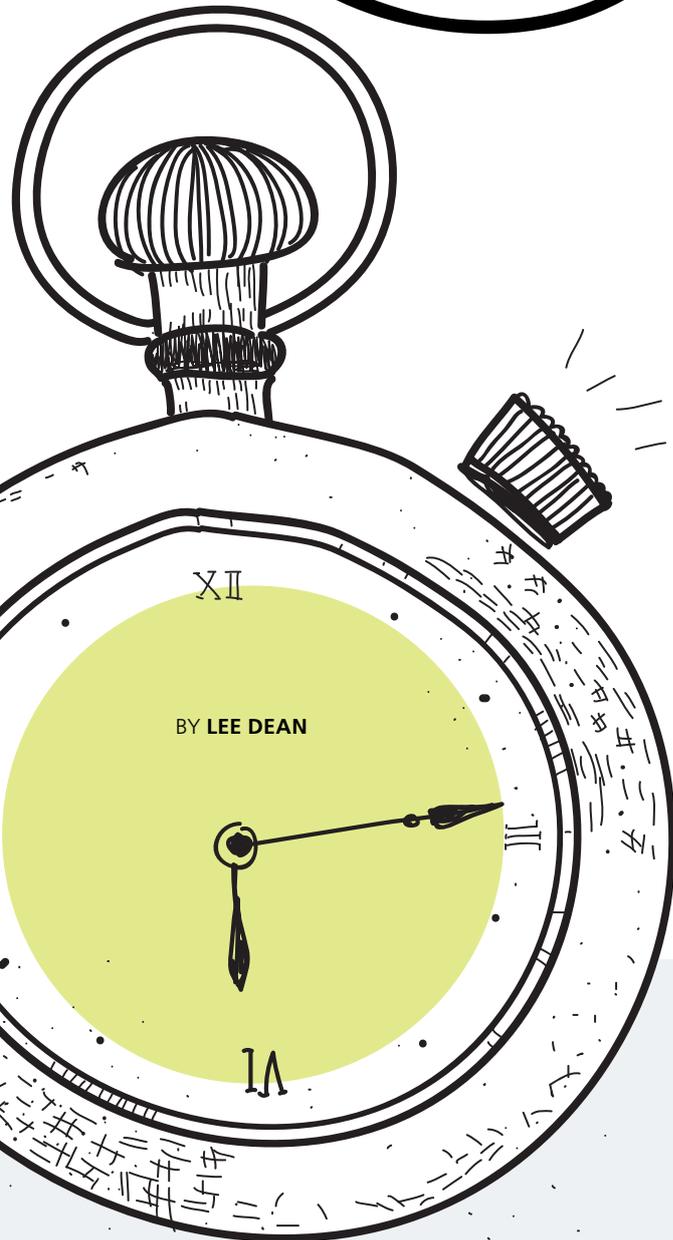
About Me

Andrew Barrett lived half a safety professional career focussed only on the black line, and found both great challenge and great freedom when he discovered the blue line. Andrew's mission is to help leaders who want to grow themselves to more effectively

improve health and safety. He makes this a reality through his podcast 'Safety on Tap', growth accelerator Safety on Tap Connected, and regularly speaking and facilitating with groups large and small. Connect with Andrew at safetyontap.com

5

TIPS TO BETTER UTILISE YOUR TIME.



Time is our most precious asset. You simply can't get more of it, and everyone on the planet has the same amount of it; as the old adage goes: time is money.

When discussing time, people often find their mindset is in one of two camps: the 'why should I do more?' camp, where you are flat-out and feel like you need to find time to relax as opposed to fit more in. On the other hand, you have the 'how 'can I do more?' camp-where you already have a full plate, but you are unsure if you're focussing on the right things, all the while wondering how highly successful people fit it all in.

These tips are for people in the latter camp. The first step to being truly time-efficient is to start to see the pockets of wasted time in your day, and you need to see every moment of your time as a vehicle to move forward; in a more efficient direction.

1.

To quote Peter Drucker, "if you can't measure it, you can't improve it."

We know it's simple, but a calendar is an extremely helpful tool here as it will help you to improve your tracking of hours, days and weeks. In turn, you'll be able to log time spent sleeping, eating, being productive, and of course, time you're wasting. This will help you to find opportunities to improve your productivity, as well as identify who you are giving your time to.

Have you ever seen a TV show where the dietician lays out on a table all the food a someone would eat in a week? Using a calendar is the equivalent in this context, and illustrates what you need to do with the way you are spending your time to get more work done, and eliminate procrastination. Track every single thing you do, get it on the calendar, and find ways to more effectively spend your time productively.

For example, when you see the two-hours – admittedly, sometimes four-hours – you've spent laying in front of the TV or on your phone, if you use a calendar for scale and add up the amount of time procrastinating in front of the couch each month, you may feel more inclined to change this habit. You could instead reduce that by an hour, and spend the other hour – or three – in a more productive fashion in the gym, getting ahead on that report due next week, or reading a book. Using this method will hopefully put into context just how much time is often wasted procrastinating, and will hopefully be used as a tool to capitalise on each of the twenty-four hours you're given each day.

2.

It's also important to realise that with a busy schedule, as many of you have, saying yes to one project, meeting or obligation means you are **simultaneously saying no to something else.**

Early on in business, you have to say yes to everything, as you don't want to miss the opportunities, or seem unproductive in front of your new employer. As you progress and implement a more stringent 'Yes' policy, what happens is this: you'll soon realise that the things you are saying yes to are so much more important – worthy of your time- exciting to your life, and meaningful for your family. Introducing this to both your professional and personal life will help you identify the real priorities in your life.

4.

Stop checking your phone every five minutes! It is easy to do, and a lot of us are guilty here, but don't continually check your email/social group messages all day.

If you were to add up the time you spend staring at your inbox, you would be amazed at how much of your time goes down the drain. Try avoiding checking emails until after lunch, or putting your phone onto 'do not disturb' mode where you won't get vibrating notifications. Get your work done first, and then attack the emails in the scheduled time on your calendar. Small steps like these will help you to become more productive and successful in both the professional and personal context.

3.

Take your guilt tripping 'should-do' list, and transition those points into real, **tangible blocks of time**, where you can work and get things done.

If you don't draw the line on these things in your calendar, no one else is going to do it. Get them off the list and on to the calendar! Break it down – 15-minutes for social? It goes into the calendar. 20-minutes for emails? Put it on the calendar, everything should have a carefully curated and allocated place in your day.

5.

One for the parents: We've mentioned putting everything on your calendar - this includes kids.

According to a recent study, we can improve the relationships with our kids with just seven minutes of conversation each day. Put this time on the calendar. If you were asked what are the most important things in your life, many of us parents would of course say our kids. Yet, unknowingly, often quality two-way communication time is bumped to the bottom of our priority list, particularly when we're busy. Give them a position up the top your calendar, so you won't feel like you need to get back to work while you are spending time with them.

Profile

Michael Mazzaferro

Lead Assessor

How long have you been with Best Practice?

I started with Best Practice in July 2012, so just over 6 years ago now. The company was a lot smaller back then, about 8 staff in total and I remember when we certified our 100th client shortly after I started. Now we have around 30 staff and are closing in on 1100 certified clients!

My role

I was trained and mentored by my colleagues into the role of IMS Lead Assessor over the first 2 years of my employment. It was around that stage with the business growth and a restructure that the need for an Operations Team Manager was highlighted.

I put my hand up to take on some extra responsibility and Kobi gave me a go!

It was stressful and challenging at times to manage the team, especially considering that I continued to assess some of the clients that I had worked with over the previous years.

Towards the end of 2016 I had to relinquish the Operations Manager duties in order to pursue a personal goal and went back to the role of IMS Lead Assessor (on a part-time basis) from early 2017 until now.

Oh, and I also did a few months of business development somewhere in the middle there, so my exposure across different departments within Best Practice has been really interesting!



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How I found Best Practice

I worked for two different construction companies that had either been through or were going through the certification process with Best Practice.

That was back in 2011 and 2012 when Kobi used to answer the main phone! As an owner/operator, we also had the pleasure of having him conduct one of our surveillance assessments, and that's how I met the man behind Best Practice.

After that, it was a series of fortunate timings as to how I ended up working at Best Practice and the rest is history...

First interest in Best Practice

It was through working in the construction industry that I first started to gather an understanding of quality and safety management systems and it was the above-mentioned certification process that first brought me into contact with Best Practice.

I was only a few years into my career and hadn't ever considered changing industries, until I met Kobi Simmat. He was energetic and could put a positive spin on any situation. Essentially, I was sold that he was a guy who would be great to work for and he hasn't proved me wrong.

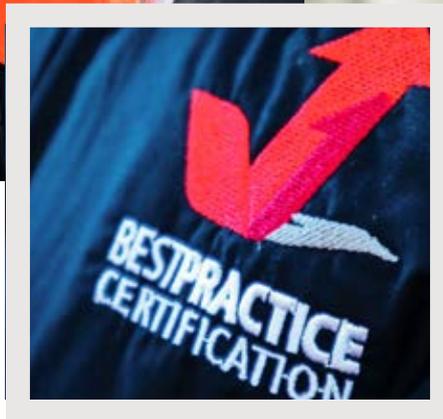
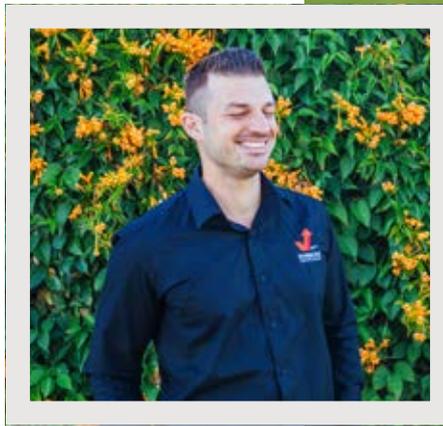
What are your goals?

I'm extending my knowledge of construction and am currently working towards obtaining my builders license. This will have benefits both personally and professionally given that a lot of our clients are in the construction, trade and services sector.

Tell us about your weekends?

At the moment my weekends are being used to plan a wedding but around that there is always catching up on reporting or planning for the week ahead. I also have a very social family (and group of

"The job of a Lead Assessor means that you can be in a different location every single day, and it's this kind of variety which makes the days and weeks fly by."



friends) so there are always birthdays, christenings, communions, confirmations or other events to celebrate.

I can't forget the housework either, a necessary evil!

What do you like about Best Practice?

The job of a lead assessor means that you can be in a different location every single day, and it's this kind of variety which makes the days and weeks fly by. Getting away from the same office, the same desk, the same routine day after day is the thing that I love best about the role.

For Best Practice as a whole, the thing I like most is my colleagues. Working with easy going, fun and dedicated people makes going to work so much easier.

Share with us your tips to be successful

In my opinion, if you want to be successful...

1. *Set a clear goal*
2. *Identify the things that need to happen to get you there*
3. *Monitor progress constantly*
4. *Don't ever forget step 1.*

Favorite part of the job as a Lead Assessor

There are two equally amazing parts associated with being a lead assessor. Firstly, working with a variety of clients gives us the opportunity to see inside their organisation and it's impossible not to learn something new or be some place interesting. I've been through the penthouse suite of unfinished residential towers, many stories below ground in mechanical plant rooms or train carriage service areas that you would never know existed unless you saw it for yourself, witnessed enough ingredients to fill 10,000 units of lip balm being dispensed and mixed in a commercial grade mixer all within a purpose built clean room and the list goes on. For curious minds, I'm not sure if there would be a better job out there!

Secondly, it's not hard to develop a strong and meaningful relationship with your clients. I like to think they look forward to

my visits as much as I do (probably not though!) because I genuinely can't wait to see how things have been going and what they have been working on. I have many clients who have excelled throughout their certification journey and that is always really pleasing to see, a small part of it is the discussions and findings that we may raise during our visits but ultimately it's about the client taking control, establishing meaningful and well documented objectives and targets and monitoring progress towards their achievement.

Career highlights

Working with publicly listed companies.

Working with those who take on your advice and succeed.

Share a recurring observation from your time out in the field

Companies establishing objectives and targets just because the standards say so and not using them to drive business improvement.

Share with us your hobbies and interests

Construction, gym & finding and eating all the awesome burgers in Sydney. Two Hungry Bears in Brookvale is right up there!

10 Success Factors

BY REBECCA MOORE

Success in any business is the gold at the end of the rainbow. How you define success will be forever changing, and remains based on what you have achieved, and what you want to achieve. The key to success in this day and age is the ability to critically evaluate and improve your business processes, to make sure you are keeping up with the needs of your customers in today's ever-changing business landscape.

The question then, is: how do you ensure success? The answer: through the use of management systems, you can, and will create a continual cycle of improvement.

This will, in turn, create a new raft of processes that support your success.

These success factors are critical to an efficient execution of your business plan, and materialise in the realisation of success:

1 *Leadership, top management commitment and defining accountability, roles and responsibilities*

Are the right people in the right positions? We liken this analogy to a football team - do you have all the right players, in the right positions on the field? Do you have clear lines of accountability in the form of team responsibilities, cascading down to role responsibilities? How do you display this? Do you use an organisational chart, with clear job descriptions so everyone knows what their role in the team is? Fine-tuning this is often the first step in making the business a much more well-oiled machine.

2 **Top management developing, and leading the promotion culture in the organisation**

Do you have a culture that supports the cycle of continual improvement? Again, we'll use our earlier analogy of a football team. The best teams are the ones that have a team culture built around success. The promotion of this culture is something that is most effectively communicated from the top, and is something often forgotten. Ask yourself: What can you - and your management team - do to promote the culture of success?



4

Consultation with, and increased participation of workers

It is widely recognised that most innovation comes from within - just ask Clayton M. Christensen, the Harvard Business Professor who coined the term 'disruptive innovation'. Have a bottom-up approach to communication to ensure collaboration. Ask the questions: What can we innovate? What can we improve? You will find that your internal teams will tell you where the inefficiencies are. They may even have the golden goose egg you've been looking for to change the game entirely.

3

Effective Communication

Communication is fundamental to your success. As John Adair - who conceived the 'Action-Centred Leadership model' - once said: "communication is the sister of leadership." Effective communication is the key here - what are you trying to communicate, and how would this best reach the teams and audiences in your business? How can you use technology - think smartphones and videos that engage their audience much more effectively - to develop communication systems that will spark more fruitful engagement with your team.

5

Allocation of resources

Effectively allocate and utilise your resources to make sure they're acting to improve customer satisfaction and meet with customer needs. Measure the efficiency of your resources against how well they make your customers feel love, joy and surprise when they're engaging with your organisation.



Policies

This is the first - and only - time we'll bring up documents. We can't stress this enough: keep the documents in your business to a minimum; be clear and concise. However, that's not to say you don't need documented information. This is in the form of policies - not endless pages detailing how you're going to do something, but a set of principles to guide decisions.

When you write a policy, it's important to make sure they are compatible with the strategic direction and objectives of the business. It's futile amassing a raft of policies if the outcome doesn't align with the core strategy, so make sure the principles run throughout all of your documented business processes.



7 Effectiveness of controls

Through the analysis, recording and reporting taken from indicators - aspects that your customers might complain about, or an issue that keeps arising - you can begin implementing preventative actions - or controls - to keep doing more of the things your customers love.

The adoption of risk-based thinking, or utilising a SWOT analysis - something that identifies your strengths, weaknesses, opportunities and threats - is useful in this context, as it will aid you in identifying the effectiveness of the controls that are currently in place. If a problem occurs regularly, this is a good indication that the set of controls you have in place are failing. Reporting on these indicators will help you design and implement a solution, which you can in turn monitor in terms of its effectiveness.

8

Maintaining an effective dashboard of statistics

This is the first, and most important factor you should focus on when fine-tuning your system's effectiveness. Having a dashboard gives you a clear picture of your organisation's performance, and provides essential data from your feedback loop, giving you a clear idea of how well you are achieving success. By looking at each part of the business and how they are reaching key performance indicators, you get a view of how your self-improvement system is performing. This is achieved through an effective dashboard of statistics that measures performance in regard to targets, as well as making sure the data and information you're gathering is used to constantly improve your organisation. It's worth noting that this is not a one-off, and your dashboard should be updated regularly to keep it evolving in line with the direction of the business, the controls already in place. It's one of the core elements of a successful business management system, and will give you a clear picture of your organisation's performance.

9

Business as imagined or as it is today

To put this in more context, we'll pose a simple question: Are your policies and procedures currently in place representative of the state of your organisation today, or an idealised version of the business you want in the future? It's important to capture precisely how you're doing things now, so you can analyse and improve your operations as they stand. If you're writing documentation and policies for a business that aren't completely demonstrative of your current operations, the system won't be able to accurately track your progress and may even miss some of the clear indicators that changes need to be made. We're not trying to tell you not to dream big, but make sure the integration of your management system represents the core of the organisation's operations accurately, so the system is more tailored to your business. It's also important to think of new and more effective means to integrate this self-improvement system, so that it is part of the day-to-day business operations, and how can you make sure these ideas are ingrained in everything your business does.



10

Objectives and targets that align with the business plan

This is what brings it all together. Objectives and targets align with the policies, and align with the business plan. You use these to guide your dashboard and create a benchmark, and that these flow down into your processes, and lastly that these are a reflection on your strategic direction.

What could you do in your organisation to ensure that customers, customer satisfaction, business improvement and innovation are part of your day to day activities? What could you do, or what types of communication could you implement? Who could be involved in discussing that process, improving that process, innovating that process or improving customer satisfaction? And ultimately ask yourself the question, why does your organisation exist? So when you understand why your organisation exists, it can form part of the overall filter for the improvement of your organisation on a day to day basis but more importantly, improving the customer's experience, so that so you're focusing on helping them to feel love, joy and surprise in every single touchpoint that they've got with your business, the last thing you want is a frustrated customer, because they won't keep coming back, and when customers keep coming back it's good for business.



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12th December 2018

10:30am - 11:30am AEST

HOW TO SET UP THE ELEMENTS OF AN ORGANISATIONAL SELF-IMPROVEMENT SYSTEM

How to use your X-Factor!

As a follow up to our article, 'Standing out from the crowd,' we discuss how to find your X-Factor and how to set up the systems and processes to ensure your organisation has a roadmap to success. We will be discussing how to define and articulate your key differentiators, and how to develop your self-evaluation system with an ISO perspective.

Best Practice CEO, Kobi Simmat, will take you through how you can use Annex SL to separate your organisation from your competitors and provide a distinct and intrinsic competitive advantage. Don't be fooled though; this webinar isn't just for anyone in leadership and top management, it's also for anyone looking to further their ability to develop high-level strategic business skills and critically evaluate business operations.

16th January 2019

10:30am-11:30am AEST

THE TEAM APPROACH TO BUSINESS IMPROVEMENT USING INTERNAL AUDITS

Provide quality insights, first time, every time.

How do you make sure your internal audits are providing quality insights for every team in your organisation?

Best Practice CEO, Kobi Simmat, will show you the best approach to getting team advocacy to make sure you gain actionable insights from your internal audits. We show you how to change the dynamics of an internal audit, or 'improvement workshop' as we like to call them so that you can get everyone involved in the process. Use our checklist to get unparalleled results and evidence-based feedback from your efforts.



MISSED THE DATE?

All webinar recordings are available on our Training Academy - scan here!

In 2019 we're bringing you a suite of specifically performance focused webinars. In 2018 we discussed aspects of ISO standards, clause by clause - section by section and when new standards will be released.

I'm excited that in 2019 we get the opportunity to get back to business and focus on discussing the key tips and tricks for developing, implementing and maintaining simple, efficient, safe, sustainable, and ultimately profitable management systems.

13th February 2019

10:30am - 11:30am AEST

SOCIAL MEDIA FOR EXECUTIVES

Tips from a certification CEO.

Setting yourself up as a thought leader and expert is simple in this technologically advanced day and age. Or is it? With over 10,000 connections on LinkedIn, and 300 videos on YouTube, Best Practice CEO, Kobi Simmat, is the expert at building a social media presence and positioning himself as the business improvement and ISO 'pro'.

If you want to build your name and personal brand so that you are the industry leader, this webinar is for you! Kobi will go through what topics, tips, and tricks you can use to accelerate your reach and grow your network exponentially.

13th March 2019

10:30am - 11:30am AEST

WHY CERTIFICATION IS A MARKETING DECISION

How to get the most out of your certification.

Do you make sure you're maximizing your return on investment? Certification is a huge milestone for your organisation and can take a considerable commitment in resources to come to fruition. So, it makes sense to create a competitive advantage out of it.

In this webinar, we take you through how you can create your marketing advantage and shout your commitment to continual improvement. From where and how you should use your certification marks to maximize exposure, you will be able to advertise your differentiator, so your customers have confidence in your products or services, and become loyal brand advocates. Register now!

10th April 2019

10:30am - 11:30am AEST

FIVE SHORTCUTS TO SIMPLE ISO COMPLIANCE

The low-hanging fruit.

We know what every ISO expert will say - there are no shortcuts to ISO compliance - or are there? Best Practice CEO, Kobi Simmat, reveals the five shortcuts to make sure you comply with the ISO standards. Take advantage of the 'low hanging fruit' now with our trade secrets and industry knowledge.

We'll give you an unprecedented view into what you can streamline so you can effortlessly meet the requirements of the ISO standards.



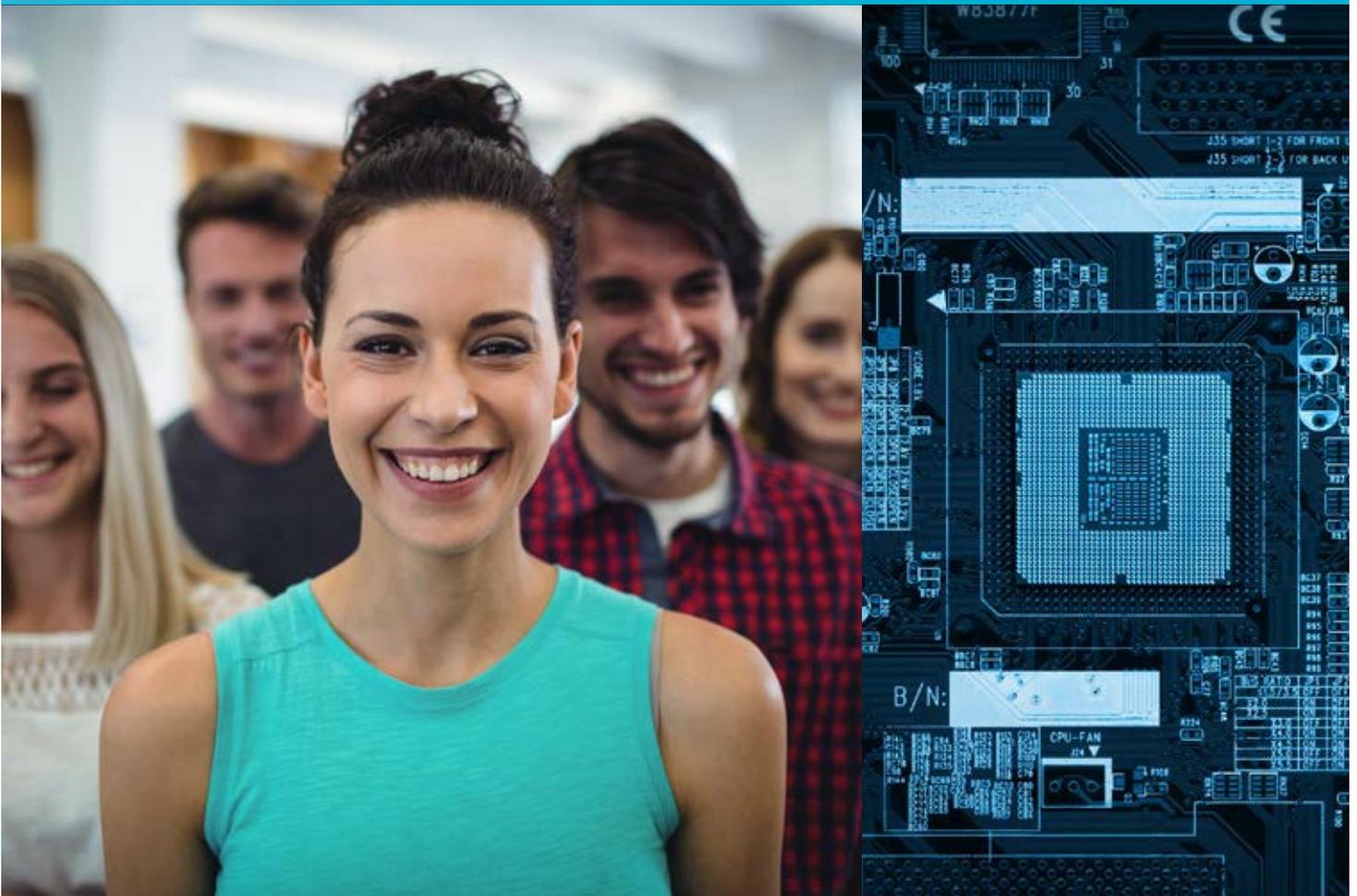
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