

THE OFFICIAL MAGAZINE OF BEST PRACTICE

Certified



BESTPRACTICE

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ISSUE 3 2018



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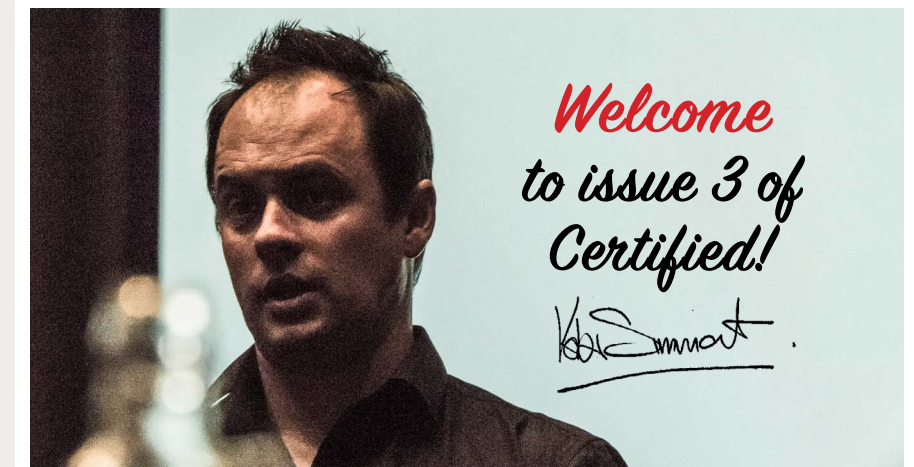
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Current international statistics for business success state 40% of start-up businesses fail. Over 80% fail to deliver the projected return on investment. It is also interesting to note that less than 10% of businesses make it and deliver their promised return on investment.

The financial, psychological, and social damage that business failure causes and the impacts on society are ultimately unmeasurable. So, it is no wonder that 2018 is the year of *risk-based thinking*. Have we finally started thinking about the consequences of our actions?

Not many of these start-ups get big enough to do huge financial damage outside of the initial group of investors, suppliers, and employees.

However, in my personal experience, businesses that fail after the five-year mark do A LOT OF DAMAGE!

My opinion on these results: the natural position of a person starting a business is an entrepreneur. They aim to be inspiring, optimistic, positive, confident and are more likely to take risks. These attributes in an individual are very attractive, and we are drawn to these influential people. We follow them, we invest in them, we back them. However, when you look at the statistics, 80 - 90% are going to fail! Yes, that's correct. They're going to lose your money, time, resources and your trust.

"Look before you leap... Do any risks need managing!?"

There are lots of reasons why those businesses (AND PEOPLE) fail, and a lot of the time those reasons can be referred to as RISKS!

Particular attention here goes to "confidence". For those of you that don't know me, I can come across as an overly confident person. However, if you take the time to get to know me you'll see that I do a lot of thinking, planning and contemplating. I am always bouncing new ideas around with my Executive team striving to constantly improve how we manage our risks and ultimately achieve our goals and objectives.

While 2018 is the year of *risk-based thinking*, aren't we already thinking about risk? Or are we managing risk without thinking? Could something that happened to a competitor or another organization in your industry happen to your organization, be it positive or negative?

We do many things every day to try to ensure that certain events do not occur. So, why then is business failure the norm? What can you do to help improve those statistics? We hope that this issue of Certified gets you thinking about the future.

#keepimprovingeveryday

KOBI SIMMAT CEO
BEST PRACTICE GROUP

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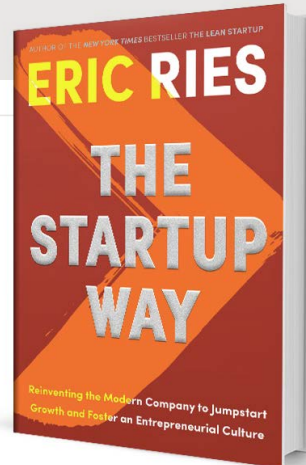
Why does your business exist?

"If we start with things like controls, the client won't have the chance to understand the why. If they don't understand the significance of the why, we may as well stop right there."

It's a conversational process, and that conversation needs to be perpetually coming back to one main theme:

Why?

FULL STORY **PAGE 12**



FULL STORY
PAGE 24

Exploring the shift toward risk-based management that is shaking up the traditional business hierarchy

"Every company has levers that make it run. All it takes to pull them is courage." #### Eric Ries

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

FULL STORY **PAGE 16**



Prioritise your work load without compromising your ultimate goals. Time management and efficiency are the keys to success for balancing your work and life.

MORE **PAGE 22**

Taking Business Improvement to Government, ISO might just be the solution

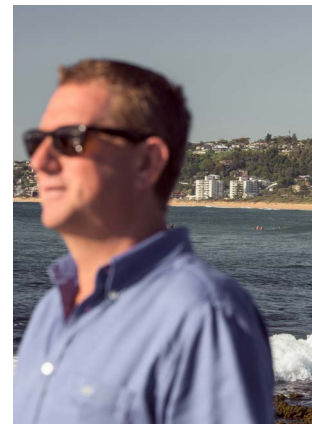
While they may only have a relatively short amount of time in power, a government's legacy can leave us with both the sweet taste of policy that undoubtedly benefits our society, as well as the soured memories of profoundly ineffective, and expensive projects that we, as tax payers, are left to foot the bill for.

FULL STORY **PAGE 18**



FULL STORY **PAGE 28**

By viewing existing and potential risks in this way, you can assess their impact, and also identify which ones are highest-priority.



Lead Assessor Profile

"Barking Up the Wrong Tree"

The Surprising Science Behind Why Everything You Know About Success Is (Mostly) Wrong.

BY ERIC BAKER

"IT'S BY DREAMING AND THEN DOING SOMETHING ABOUT THOSE DREAMS THAT WE CAN ACHIEVE SUCCESS. IN FACT, IT'S THE ONLY WAY WE CAN."



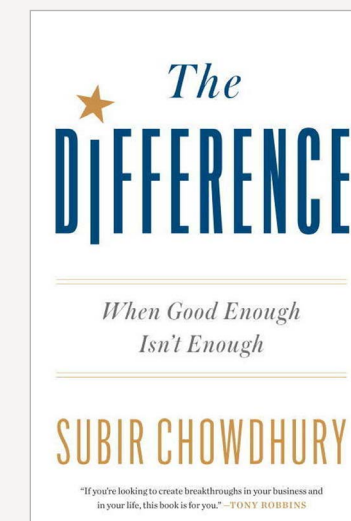
Every now and then, a book comes along that not only challenges the status-quo, it proves it wrong entirely. Eric Baker's latest, "Barking up the wrong tree" is a refreshing counter argument to the more popular ideologies that surround the mysterious keys to success that we often hear about. Baker blends anecdotes with a firm, scientific backbone to strengthen his arguments against popular maxims of the business world; the most obvious of which is the case presented that high-achievers in school often fail to succeed or become millionaires later on in life, while their 'class clown' colleagues often fare significantly better. Baker's background in research and philosophy comes to the forefront as you turn the pages- often incorporating parables, as well as methodically referencing academics like Csikszentmihalyi to strengthen his often counter-intuitive arguments.

BESTPRACTICE The book moves quickly, covering ground on topics like how people become successful, the importance of being kind, knowing when to quit, and the power of good relationships and networking. In short, Baker's book, and his blog of the same name are an effective means of challenging popular preconceptions in respect to wealth and success. How well does he explode the myths? Well, that's entirely subjective, but it's hard to escape the fact that Eric Baker himself is akin to a fascinating university lecturer that aims to contest popular opinion, in a fun, thought-provoking and insightful manner.

"The Difference"

BY SUBIR CHOWDURY

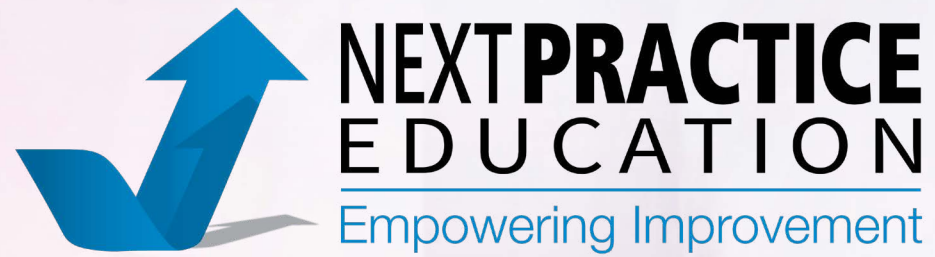
"WHEN GOOD ISN'T ENOUGH"



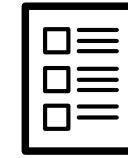
Subir Chowdhury is a well-renowned author and management consultant, whose latest book "The Difference" provides an insightful correlation between promoting basic human values within a business, and the success that can result. He presents the question of why some businesses move slowly in respect to their growth, while others explode overnight; what's the difference?

In a refreshing take on the inner-workings of the corporate world, Chowdhury argues that in order to achieve tangible, productive and sustainable change within your organization, there must be an adherence to what he defines as S.T.A.R. attributes, which ultimately shape the business' culture. Without giving too much away, these attributes help shape the structure of "The Difference" and stand for: being straightforward, being thoughtful, being accountable and having resolve, which empower the reader to be the force of change in both their personal and working lives. The author here argues that nurturing a caring attitude within the business is a far more powerful force than a robust set of systems to operate the business.

BESTPRACTICE Through his tangible connecting of the dots between basic human values and applying them to corporate life, Chowdhury's anecdotal evidence becomes increasingly more convincing, and arguments presented become more thought provoking. "The Difference" also works in two contexts- that of the corporate world, but also in a highly intimate manner in dealing with one's own mindset. Converting that indifferent mindset into a more empathetic, caring way of thinking is, as Chowdhury argues, one of the most powerful forces at play in our working and personal lives. It's a new and stimulating body of work that we here at Best Practice have thoroughly enjoyed.



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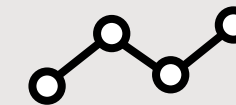


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ISO 45001 IS HERE

"The International Labour Organization estimates a worker dies

from a work-related accident or disease every 15 seconds."



The time has arrived. We have been waiting with bated breath. ISO 45001 has finally been released! It is a pivotal moment in standards history. Why I hear you ask?

ISO 45001 is the first international standard for Occupational Health and Safety ever released. Given the dramatic variation in expectation and performance of safety in the workplace across the world, it has been a huge undertaking, and has taken more than ten years to come to fruition. The release of this standard represents a more global approach to the safety and well-being of workers and their families around the world.

BY REBECCA MOORE

With the new standard now formally released, organizations certified to AS/NZS 4801 or OHSAS 18001 will be able to transition their certification through our accreditation body, JAS-ANZ, to accredited ISO 45001 certification. Whether you are already certified to another safety standard or are new to certification, you can get on the front foot and lead your industry with our top tips for understanding ISO 45001.

I S O



Check out our
Training Academy
SCAN NOW!

45001

STEPS TO PREPARE

WHAT YOU NEED TO DO

HOW WE CAN ASSIST

Understand the requirements	Read through the standard and familiarise yourself with the terminology	Purchase a copy of the standard on the Best Practice Training Academy: www.bestpracticeeducation.com.au
Understand the intent of the standard	If you already have safety certification, clarify the key differences between your current standard and ISO 45001. If you are new to certification, get clear on the fundamental intent and purpose of the standard to make the development of your management system as easy as possible.	Use our ISO 45001 Essentials course on the Best Practice Training Academy: www.bestpracticeeducation.com.au
Identify the gaps	Identify how ready you are to undergo certification or to go through the transition process. This will highlight if your management system has any inconsistencies with the standard.	Use our ISO 45001 Gap Analysis Checklist on the Best Practice Training Academy: www.bestpracticeeducation.com.au
Transition your certification if you are already certified to a safety standard	Now you have the skills and understanding of the standard, and where your gaps are, go about making the changes necessary to ensure you comply with the new standard.	Use our ISO 45001 Transitioning Course (Coming Soon) on the Best Practice Training Academy: www.bestpracticeeducation.com.au
Certification	We will be required to evaluate your company to ensure you are compliant with the new standards and, if required, transition you to the new standards.	Contact us on 1300 402 602 to discuss your assessment.
Continual Improvement	Stay up-to-date with the latest news on ISO 45001 so you can be at the forefront of your industry.	Subscribe to our YouTube channel, LinkedIn, and our blog.

Once our accreditation body advises us of their timelines we will be keeping all of our clients informed and aware.

OUR ISO 45001 SUCCESS FACTORS:

- Top management leadership, commitment, responsibilities and accountability are a focus.
- Top management are required to develop, lead and promote a culture in the organization that supports the intended outcomes of the OH&S management system.
- Internal and external communication.
- Consultation and participation of workers, and, where they exist, workers' representatives.
- Allocation of the necessary resources to maintain an effective OH&S management system.
- Effective OH&S policies, which are compatible with the overall strategic objectives and direction of the organization.
- Effective process(es) for identifying hazards, controlling OH&S risks and taking advantage of OH&S opportunities.
- Continual performance evaluation and monitoring of the OH&S management system to improve OH&S performance.
- Intergration of the OH&S management system into the organization's business processes.

start with why

BY ALEXI FALSON

"There are only two ways to influence human behavior: you can manipulate it or you can inspire it."

– Simon Sinek

On a December morning in late 2017, the Best Practice team assembled in the Brookvale office for a celebration to revel in the passing of another successful year. There is no doubt our CEO, Kobi, is a man of many words. He was cheerful, but maintained a reflective tone as he took to the front of the room, and admiring the staff assembled in front of him said...

"Get some sleep over the Christmas break" he remarked with a sly grin.

"You're going to need it. 2018 is going to be our biggest year yet."

Then, as if his audience had miraculously and suddenly transformed into a crowd of new recruits, Kobi began to coach his 'first-timers' on what Best Practice is; and why it exists:

"We exist to create efficient, sustainable, safe, secure, fun, profitable organizations... That's what we do, that's what we're passionate about."

Staff in the room could have been excused for thinking we'd morphed into children, and Kobi was giving us the ABCs of our own organization. However, those who had been with Best Practice even for a few weeks had surely realized by now that this is one of Kobi's more unique traits: he's never afraid to take the back-to-basics approach to ensure everyone's on the same page.

In classic counter-intuitive-Kobi fashion, he says: "Do not start an audit with the ISO standard. The first thing I want everyone to mention to a client is: 'Show me your dashboard - what does success look like?'"

Kobi then begins to stop and emphasise each word of the next sentence with a steady beat, like a young child bashing away on a snare drum: "Start. With. Clause. Nine. Start...With...Clause...Nine."

More ABCs...

The reason for this is Kobi's recognition that: "If we start with things like controls, the client won't have the chance to understand the why. If they don't understand the significance of the why, we may as well stop right there."

"This is why we've got to keep it simple. Don't go straight into the technical aspects of the standard, you'll get there as part of the conversation, it's a conversational process, and that conversation needs to be perpetually coming back to one main theme: why?"

Why can be made up of a plethora of questions, applying to every aspect of your business' operations. Why does your company exist? Why does it out/underperform compared to your competitors? Why do you struggle to transform leads into clients? Why do you sell so much of X, and so little of Y?

The best products are often those created from this process, through a realization or discovery rooted in far more than a rhetorical question. Kobi's obsession with why, is, in the world of business, absolutely invaluable. In 1999, Larry Page and Sergey Brin, the creators of an unknown start-up called Google, met Michael Moritz, a renowned venture capitalist on the 18th floor of the Sequoia Capital building.

Moritz wasted no time.

"Why should a customer care?" he asked.

"Google organizes the world's information and makes it accessible." The pair replied, in recognition of the fact that they'd designed something that very much tackled the why in a straightforward manner. Why? Because Google provided a service that at the time, was virtually non-existent. Why? Because more and more people are going to be connected to the internet. Why? Because when those people do connect, they need an effective search engine. Why? Because Google could do it better.

On a similar note, from another giant in the technology realm, Steve Jobs was once quoted: "You can't just ask customers what they want and then try to give that to them. By the time you get it built, they'll want something new." We like to think of this as an indirect acknowledgment that any and all businesses need to spend time contemplating the reasons why customers desire certain functions, or design features, and use that to influence future design and planning methodologies.

Another aspect, and perhaps the most significant of all, is through our interactions and consultation with clients, our metronomic hammering of 'why'. It allows us to begin a process of fine-tuning your business, its core purpose, its means of delivery, and a whole lot more, due to the simple fact that it requires to you analyse your own business with a critical eye. While on face value, some clients may be offended that you're taking a basic approach to understanding the ABCs of their business, this is often the most effective means for that executive member to consider certain aspects of their operations.

Another consideration is that the environment in which you operate can change, your competitors will change, your own business could change- so you need to make the process of asking 'why?' not merely a one-off, but rather a maintained point of reference that you refer to, as well as tweak and change over time.

In wrapping up, the future is something that cannot be predicted; however human psychology is something that can be enthused in the context of business. At the start of this article, we used a quote from Simon Sinek that talks of a transformation of human behavior through either manipulation or inspiration. If we simply tell a business to do X, Y or Z, we're essentially manipulating their behavior through an often ineffective demand. However, if we're to engage that business with the reasons why they'd be best implementing X, Y, or Z, it's a change made through inspiration, rather than manipulation... One that we hope will stick.

Risky Business

The advantage of risk-based thinking in the context of the new ISO standards.

BY KOBI SIMMAT



Ignorance is bliss... or so they say.

Applying that same logic in the context of business, however, is akin to digging your head deep, deep into the sand, only to act surprised when the tide picks up, and you're suddenly in danger. Regardless of whether you have a seat on the executive team, or you're the lowest hanging-fruit attached to that organizational tree, retaining a clear understanding of risks to your business, and their ramifications, is in this day and age, often a point of difference between the failure and success in the increasingly competitive world of business.

Once upon a time- in older ISO standards, risk was awarded its own independent clause, and was once referred to as preventative action. Now however, ISO 9001's revised 2015 edition has introduced the requirement for enterprises both large and small to adopt risk-based thinking across all elements of the planning, implementation and evaluation stages of its respective operations. The move toward risk-based thinking being adopted throughout the standard, rather than remaining one clause is due to the fact that, as ISO explain: "Risk-based thinking needs to be considered from the beginning and throughout the system, making preventative action

inherent to planning, operation, analysis and evaluation activities."

Successful companies intuitively incorporate risk-based thinking.

The reason for this, is that "by considering risk throughout the system and all processes, the likelihood of achieving stated objectives is improved, output is more consistent, and customers can be confident that they will receive the expected product or service."

Consistency is somewhat of a recurring theme in ISO's rhetoric toward addressing risk. Combining this with the benefits of acknowledging and studying risks within your company offers benefits including: improved planning, expanded resources, increased flexibility, future-proofed business, as well as improved governance, and finally establishing the all-important culture of improvement. Risk-based thinking can also provide an invaluable insight into the opportunities that your business isn't currently capitalising on.

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





So then- what does it all mean?

Well, first off, ISO 9001:2015 doesn't, for example mandate your business uphold a risk register, or even provide a risk assessment. It also means that rather than being awarded its own "risk" category, you and your team are expected to recognize the fact that risks can manifest themselves in a variety of forms, and are thus expected to adopt risk-based thinking across a broader spectrum of the business' operations. This includes areas like leadership, planning, organizational context, operation, performance evaluation and improvement.

Somewhat ironically; the need to provide an understanding of risk can present a set of risks of its own, if you do not perceive all possible risks. This failure to study all aspects of your business' approach to risk-based thinking could cause injuries to customers or employees, financial down-turn, or a non-compliance notice for the organization... such is the importance of ISO's explicit pivot toward risk-based strategies in maximizing the efficiency of a business.

That effectiveness can in turn be reliably measured, with the use of the plan, do, check, act (PDCA) cycle. These strategies can also be strengthened with the use of technology to mitigate risk factors

within your business, such as maintaining risk tools that reside inside the QMS, made possible by quality management software.

At this point, it seems like the perfect opportunity to acknowledge the fact that, while it's essential to have an effective plan to combat risks to the business, it can be undone instantaneously if the business is lacking in culture. We're not talking about artwork on the walls either- we're talking about whether or not your staff have been trained to acknowledge the importance of ISO's guidelines, with the same applying to the executive team's ability to promote the accompanying values.

We've used this analogy before, but what good is a car without an engine.

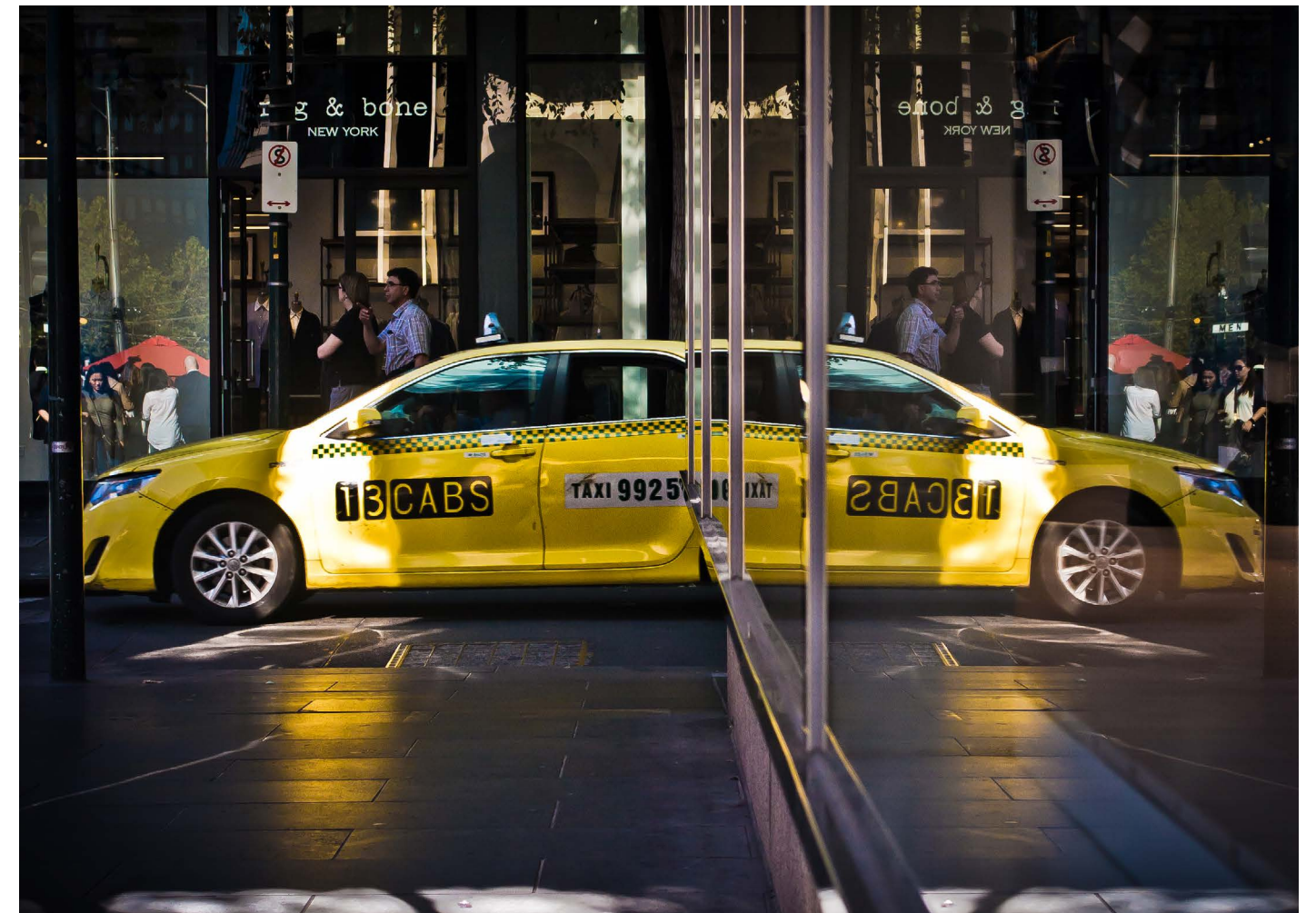
As we're sure you're well aware, ISO don't make changes for no reason- quite the opposite, in fact. True to its teachings, ISO experiments, measures, compares and simply does not implement changes without proof of their effectiveness. So, don't even entertain the thought of ignoring the new risk-addressing approach to implementing a quality management system in your business... it's too damn risky to dig your head in the sand.

We've used this analogy before, but what good is a car without an engine.



TAKING BUSINESS IMPROVEMENT TO GOVERNMENT - ISO MIGHT JUST BE THE SOLUTION

Governments, despite the fact they sit atop the bureaucratic food chain, simply cannot escape their transitory nature- dictated by the rules of the high-stakes game of politics. While they may only have a relatively short amount of time in power, a government's legacy can leave us with both the sweet taste of policy that undoubtedly benefits our society, as well as the soured memories of profoundly ineffective, and expensive projects that we, as tax payers, are left to foot the bill for.



BY LAUREN ENGLISH

Regardless of which side of the political spectrum you sit, in whichever country you read this, we hope you'll agree that as the highest, most influential, most powerful institution in a country, any federal government cannot merely be excused when it under-delivers or fails to materialise an election promise. Nor can it draw upon the same list of excuses provided by the private sector when the figurative mess hits the fan. Quite simply, governments must deliver, otherwise they will not remain in a position of governance for much longer... that's the stakes, and the reality of politics.

The problem for governments world-wide is that they are now facing two challenges: how to increase the quality of services provided, while simultaneously working with added pressure to reduce operational costs. This translates quite simply into the headache of being mandated to improve efficiency, ultimately, with fewer resources to work with. This, in addition to the ever-bulging complexities of operating a functioning government, and a desire to reverse negative public opinion toward government services, are, at the very least, part of the reason we've witnessed a gravitation

from governments toward ISO certification. In particular, the benefits of strategically utilizing Risk Management Frameworks including ISO 9001 for Quality, ISO 45001 for Safety, and ISO 14001 for Environmental across these project management activities.

Governments are a complex organism- perhaps the most complex operating today. Thankfully, International standards like ISO 9001 have been developed, and are currently being implemented in millions of businesses. From small-scale operations to global behemoths with millions of moving parts in their supply chain- similar to the intricate makeup of a government's thousands of simultaneous operations.

Interestingly, this topic became the focus for an extensive body of research that used the maritime safety agency arm the Australian federal government as a case study. In their findings, the case study's authors, Prakash Singh and Peter Mansour-Nahra came to the conclusion that: "it is clear that ISO [implementation] has been a success in this organization. It had the 'right' attitude in terms of its motivation for implementation, used a pragmatic approach to the registration process, took practical steps to minimize problems and had realized meaningful benefits." (Singh & Mansour-Nahra, 2006)

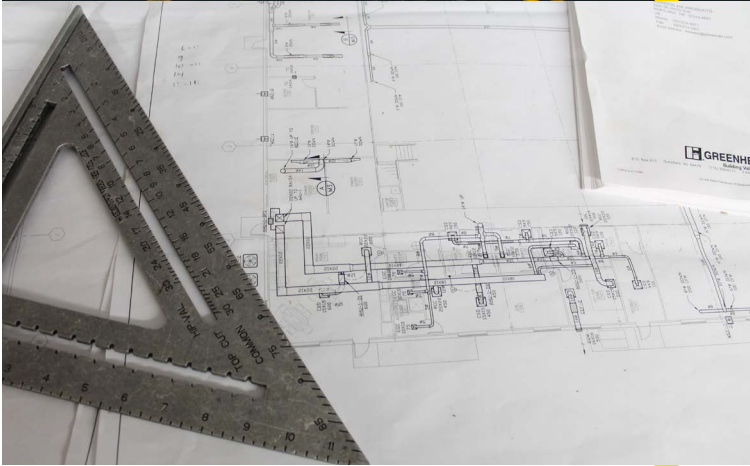
Drawing from these findings, the transformation of the 'Service NSW' agencies is another example where we can analyze the impact of ISO recommendations. In recent years, we've seen the amalgamation of several bureaucratic arms - namely the roads and maritime services, as well as the registry of births, deaths and marriages into one all-rounder agency, now with extended opening hours, and an overhaul of the processes for faster and more efficient service delivery. Feedback from the public illustrated a need for government services outside the traditional Monday-Friday, 9am-5pm avenues that were not being provided. It seems hard to argue that the government took on-board the detrimental feedback of its existing services, and used that to improve upon their current reputation; something echoed time and again by a quality management system like ISO 9001.

While time is something that we are accustomed to measuring in hours, minutes and seconds, due to the scale in which government projects and policies take shape, measurements for keeping tabs on government policies tend to be in the order of years, and even decades. While we don't doubt that the government has a team of expert statisticians and policy-makers behind it, for argument's sake, let's imagine a hypothetical initiative against people texting behind the wheel of a car was launched a year ago by the federal government, at a cost of \$50 million. These funds are then allocated to think-tanks, advertising campaigns and finally, to local law enforcement, where a year after its launch, the campaign has seen no significant drop in individuals texting behind the wheel.

Where ISO systems, in particular an ISO 9001 Quality Management System makes a difference is the requirement to identify flaws, using the plan, do, check, act (PCDA) cycle. Perhaps in a review of their campaign, a Best Practice Assessor notices that the audience is far more receptive to online advertising, particularly to Facebook videos, while money spent on print advertising has been a waste.

It's a simplistic example, but nonetheless illuminates the fact that despite their size, sophistication and budget-governments are by no means invincible. It also acts to strengthen the case that governments would be wise to adopt a business improvement management system into every aspect of their operations. By doing this, it signifies to the public that they're committed to a cycle of continuous improvement, and we think everyone can agree that any member of our democracy would be pleased to know the government was making strides in the following:

- **Improvements to its performance and measurement system**
- **Supporting the achievement of strategic objectives**
- **A factual, risk-based approach to decision making**
- **Eliminating repetition/duplication of failed policies/objectives**
- **Maximizing efficiencies**
- **Enhanced delivery of services**
- **A framework that fosters continual improvement**
- **Improved customer, stakeholder and citizen satisfaction**



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All of these strides aren't just encouraged, but mandated by ISO standards. There's also the consideration that through the process of reviewing existing policies and procedures, some of the tedious and costly bureaucracy may be identified as redundant, and ultimately removed from the system altogether. From our point, it's impossible to argue against the removal of bureaucracy that acts only to get in the way of actually achieving goals.

If we look closer at corporate organizations, we can also determine the benefits, not only for bureaucracy but also corporate governance. When the Valdez, an oil tanker owned by oil-giant Exxon, ran aground on a

stretch of reef on Prince William Sound in Alaska, more than 40 million litres of crude oil polluted the pristine water of the marine park, the second-largest spill in U.S. waters. Aside from a possible software glitch, investigators found that the crew were fatigued, and the third-mate may have failed to navigate away from the very piece of reef it struck. In the wake of the disaster, the U.S. government created the Oil Pollution Act of 1990, that restricts access of massive transit vessels passing through the marine park area. In part of their negotiations, the U.S. government also issued a mandate to Exxon, and other oil companies that use the route to improve their staff's training, and working conditions to ensure they are rested for their shift; ultimately an attempt to curb incidents like this in the future. While 20/20 hindsight is both a benefit and a burden in this situation, a robust cycle of continual improvement analysis and regular review of its operations may have aided those in positions of power at Exxon to avoid environmental and financial catastrophe.

The reality of the situation is that governing isn't easy- nor should it be, but complexity isn't a valid excuse when it comes to failing to progress as a business - especially not for those in positions of power of a sovereign nation. The public sector has been trailing far behind the private sector when it comes to having a backing from a quality management system, but as we've seen in recent years, the value and effectiveness of these systems has been recognized by governments, who are now just starting to arrive to the party; with ISO in-tow.

-Prakash J. Singh, Peter Mansour-Nahra, (2006) "ISO 9000 in the public sector: a successful case from Australia", The TQM Magazine, Vol. 18 Issue: 2, pp.131-142,
"ISO 9000 in the Public Sector: A successful case from Australia" TQM Magazine 18 (2) 131-142- March, 2006 https://www.researchgate.net/publication/235254200_ISO_9000_in_the_public_sector_A_successful_case_from_Australia
[https://www.iso.org/files/live/sites/isoorg/files/news/magazine/ISOfocus%20\(2013-NOW\)/en/2014/ISOfocus104/iso/iso/104.pdf](https://www.iso.org/files/live/sites/isoorg/files/news/magazine/ISOfocus%20(2013-NOW)/en/2014/ISOfocus104/iso/iso/104.pdf)



Profile

Frédéric Valet

Lead Assessor



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How long have you been with Best Practice

I have been with Best Practice for just over a year. I started working with the team on the 1st May 2017. It was actually the most relaxed start to a job I've ever had - I went on a 6 week holiday to my homeland, France, because I had already booked my travel when I started!

My role

I am a Lead Assessor for Environment, Quality, and Safety management systems.

How I found Best Practice

I've always been aware of Best Practice through their presence on YouTube and LinkedIn, however I hadn't considered a role there. Best Practice were looking for new assessors to keep up with their growing client base and contacted me to see if I was interested. After hearing why Best Practice exists and meeting the team, I was intrigued. The rest, as they say, is history.

First interest in Best Practice

The team at Best Practice have a great collective culture. The team are all on the same wavelength, have the same approach, and are dedicated to the clients. We are also at the forefront of innovation and are always coming

up with progressive ways of assessing clients, providing value, and improving businesses. Best Practice also places a lot of value on work-life balance, which was a welcome change, and always makes the job more enjoyable!

What are your goals?

My goal is to empower and inspire the people I am around every day and lead by example. I always want to expand my knowledge and continually learn.

In saying that, I am about to begin the journey to completing one of my set goals, having recently enrolled into university to complete a Masters Degree in Environmental and OHS Management Systems.

As a lead assessor, I want my clients to look forward to seeing me for their next assessment. I also enjoy helping our clients transform an ingrained management system that does not work for the business to a management

system that is part of the day-to-day business activities.

Tell us about your weekends?

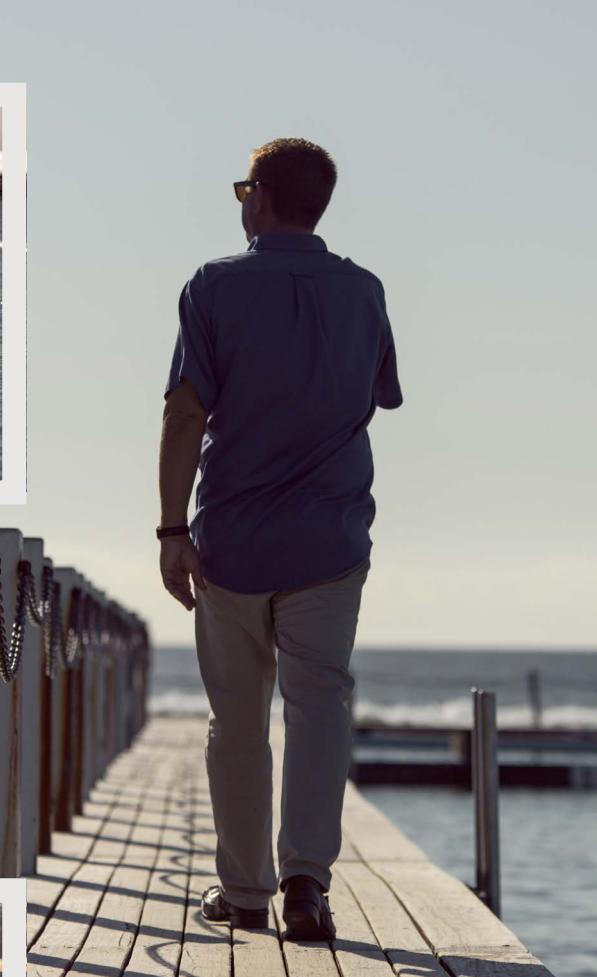
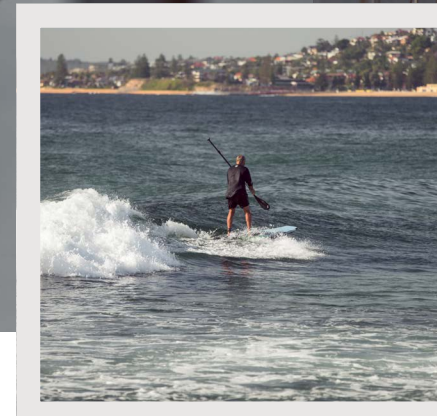
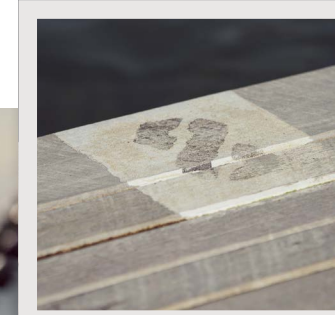
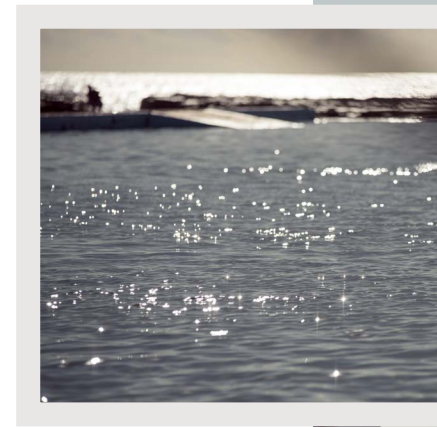
I have only one word: beach, beach, and beach! I love having a great time at the beach with my amazing wife and walking our lovely dog "Mimi" around the stunning coastal beaches of Sydney. My faith also defines who I am, so going to church is very important to me.

What I like about Best Practice

I really enjoy the work-life balance Best Practice promotes and supports. I am empowered to influence clients and change their views on the benefits of a management system without any constraints.

You are a champion of work-life balance, what would you advise is the best path to achieve balance in this area?

Prioritise your work load without compromising your ultimate goals. Time management and efficiency are the keys to success for balancing your work and life.



Prioritize your workload without compromising your ultimate goal. Time management and efficiency are the keys to success for balancing your work and life.

Always strive for your best. Ensure your goals and objectives are kept to a high standard, regardless of the situation you may be in at the time. Failure is a part of life. Keep focusing on where you want to be and never take anything for granted.

Favorite part of the job as a Lead Assessor

I really enjoy the realization and understanding the client has in the closing meeting. The outcomes of the assessment allow the client to understand that the management system is actually easy to implement, and usually, exactly what they have been doing for many, many years. The clients have a new outlook on the assessment process and that is a really satisfying feeling.

Career highlights

I have been fortunate enough to have had a number of career highlights.

Having grown up in France, near the Swiss border, my early career was spent in Europe on some prominent projects for large multinational organizations. One highlight, in particular, was a role for a chemicals company in Zofingen - Switzerland. I project managed the construction of a biopharmaceutical manufacturing services and supply master plant. It was the most challenging and rewarding role I have ever had, and together with the help of my team, the project was completed within the timeframe and on budget.

Share an interesting story from your time out in the field

As a lead assessor, every day is an interesting day. I get up looking forward to the assessment. I could write a book on the amazing and interesting stories I have come across.

One memory that comes to mind is a client, who I would say was a, let's say,

challenging client. The business was certified for many years without using the system. The IMS was a burden for the business and for himself. Although he was running a profitable business, they had not integrated the system into their day-to-day activities. It was only designed for the assessor to review once a year.

This client was reluctant to become certified but needed the certification, as it was a requirement from his stakeholders. The magical part came from his realization. Within two assessments I was able to change the way he thought about the process. They started to use the IMS every day and it became the core elements of the business. They are now looking forward to being assessed, and his commitment to continually improve the IMS just blows me away.

Share with us your hobbies and interests

Beach, beach, and the beach. Do I need to say more?

I love cooking and going to all the amazing restaurants in Sydney.

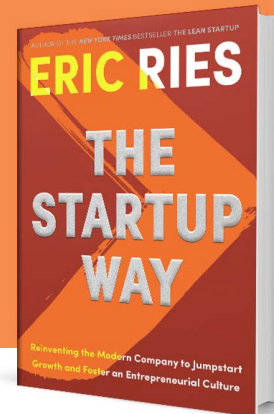
I also take my personal development very seriously. I like to read case studies on different industries and management systems. I even take my ISO standards to the beach...

THE TIMES THEY ARE A-CHANGIN'

Exploring the shift toward risk-based management that is shaking up the traditional business hierarchy

"Every company has levers that make it run. All it takes to pull them is courage." – Eric Ries

BY ALEXI FALSON



The quote we've selected to introduce this piece is an excerpt from Eric Ries book called "The Startup Way", in which the author imparts his thorough learnings of how start-ups operate, in an attempt to get manufacturing behemoth General Electric to apply them to its operations. Through the juxtaposition of old-school business models with that of modern operations, there's a clear indication that, in 2017, the old-school approach isn't enough to cut it in today's cut-throat, accelerated, risky and increasingly connected business sphere.

In the context of GRC (governance, risk and compliance), there is a myriad of information out there, with the updated ISO standards now beginning to stress the importance of risk-based thinking that is not only embraced by those employed to address risks and compliance, but in all aspects of business operation.

The end of Ries quote "All it takes to pull them is courage" can be applied to any member of staff that has the courage, but more specifically, a proactive work ethic to identify, communicate and tackle risks that may underpin the success of your business in the future. Ries adds that his definition of a start-up is "a human institution designed to create a new product or service under conditions of extreme

uncertainty". Note that Ries makes no mention of the size or scope of the start-up, the intention being that the author has "seen that entrepreneurship has the potential to revitalize management thinking in the 21st century."

So, what then is the key? Well, as we're discovering with our operations on a daily basis at Best Practice, leadership, and all the benefits that flow-on from effective leadership can no longer be a burden on the shoulders of a select few, but should instead be embraced by the entire organization.

In Benjamin Weldon's piece: 'Leadership: The missing ingredient in effective risk management,' he writes that "Businesses that thrive will do so by empowering employees at all levels to take an active role" in addressing risk and the challenges of a business' operations. Weldon argues that "we need a new, non-hierarchical approach to organizational structure to ensure that employees fully embrace the organization's values and purpose."

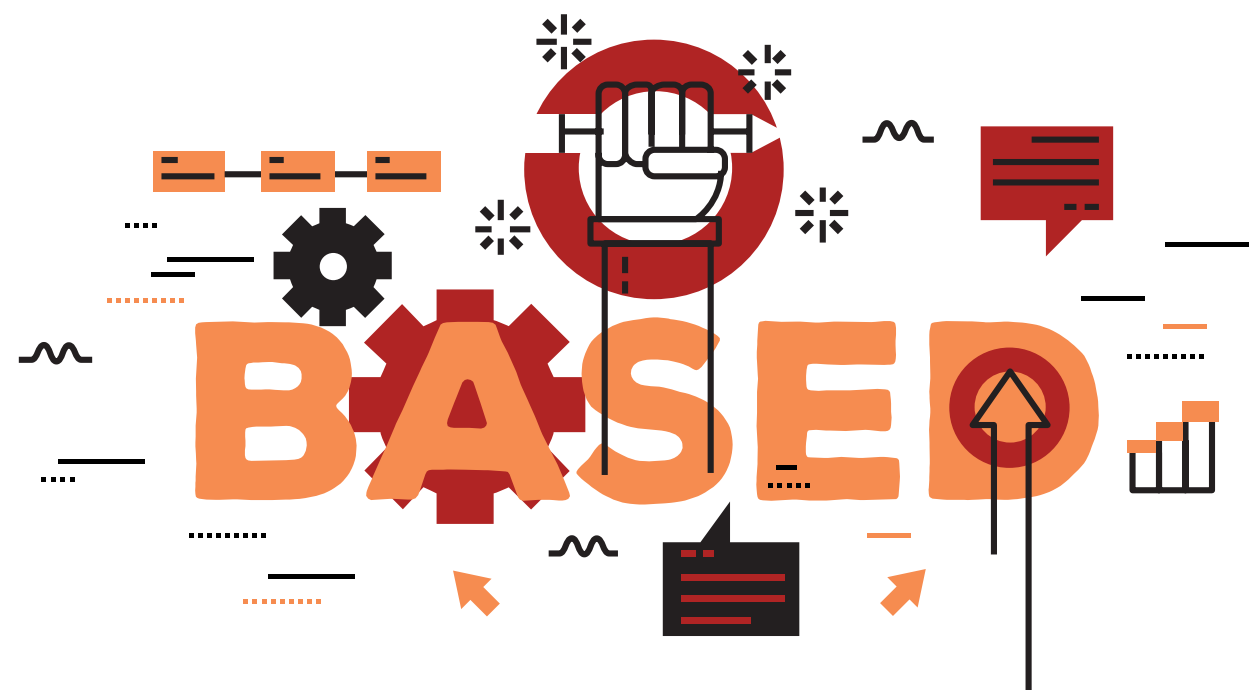
There is a risk of creating a divide between those employed to address risks, and those within the business who feel as though, because it's not part of their job title, it's not their responsibility whatsoever. This is a dangerous line of thought, and becomes counter-productive when trying to adopt an



effective culture of safety and risk-based thinking; which is at the core of a quality management system. Instead, Weldon argues that a business should develop risk leaders, whom in addition to their regular duties have the responsibility to encourage all members of staff to become experts in identifying risks and opportunities.



"Businesses that thrive will do so by empowering employees at all levels to take an active role"



"If you successfully align personal motivations of your staff and the organization's core purpose."



We've all heard John Heywood's quote "many hands make light work", and it's one of the easiest proverbs to see come to fruition in just about any context. To prosper in the ever-competitive world, businesses (yours included) should be placing a focal point on the empowering of your staff, not just the executive team, to become leaders regarding all aspects of their work, but particularly risks they identify that other members of the team may have missed. For example, a younger member of the team may be employed to tackle seemingly smaller tasks, but could be the missing link in identifying a problem further-down the supply chain or within an out of date process that would have been otherwise overlooked.

If we look back to Welton's work on leadership, the author notes that "the failure or success of any leadership program is 80 percent planning, and 20 percent executing and measuring." What this means is your business is going to have to tackle the ever elusive, yet insightful question of: "why?"

Why is leadership important to our organization? And how will it help to identify risks in the future? As Welton explains, the answer will be the introduction of your sales pitch, and provides staff

with the concise understanding of the goals they, and the business, are trying to achieve. If you successfully align the personal motivations of your staff, and the organization's core purpose, you're in good stead to navigate through the increasingly stormy waters of the 21st century.

Quite simply, if you make leadership more than a mere job title, and make a genuine effort to empower all levels of your staff to take control of the variables, processes and systems checks that help your business operate, they can more effectively identify problems when, and hopefully before they arise and become a more serious problem for your business.

We've seen too many businesses place too much faith in their traditional means of organizational structure, and a lax-approach to staff identifying risks, purely because it's not a part of their job

title. If you leave it to just a few individuals to do all the heavy lifting, they're prone to burn out and could one day miss something crucial. Leaders-remember, the best motivation comes from within, so lead by example and set high standards for yourself; evidence shows that staff will follow your footsteps and set the bar just as high for themselves.

Let's take a look back at the quote we opened with, and see if it resonates any further: "Every company has levers that make it run. All it takes to pull them is courage."

Take the plunge and throw away the traditional means of doing business, and empower all members of your staff to take initiative. In this context- make them experts at identifying risks, and you're giving them the courage to pull the lever, and help ensure your business remains successful.

"you're in good stead to navigate through the increasingly stormy waters of the 21st century."



Rank your risk

A risk ranking matrix can help you better understand how to breakdown risk and where to focus your energy in your business.

What is a Risk Ranking Matrix?

A risk ranking matrix is a two axis chart that plots the consequences of an event occurring on one axis, and the frequency of it occurring on the other axis. By viewing existing and potential risks in this way, you can assess their impact, and also identify which ones are highest-priority. From there, you can create a plan for responding to the risks that need the most attention in your business.

How to Use a Risk Ranking Matrix.

The power of this exercise is in its simplicity, a risk ranking matrix focuses on two aspects:

Severity: *The impact of a risk and the negative consequences that would result.*

Likelihood: *The probability of the risk occurring.*

To place a risk in the risk ranking matrix, assign a rating to its consequences and frequency. Then plot it in the appropriate position in your chart. The classifications used on this Best Practice Matrix are:

CONSEQUENCES:

- **Marginal:** Risks that bring no real negative consequences, or pose no significant threat to the organization or project.
- **Minor:** Risks that have a small potential for negative consequences, but will not significantly impact overall success.
- **Moderate:** Risks that could potentially bring negative consequences, posing a moderate threat to the project or organization.
- **Major:** Risks with substantial negative consequences that will seriously impact the success of the organization or project.
- **Severe:** Risks with extreme negative consequences that could cause the entire project to fail or severely impact daily operations of the organization. These are the highest-priority risks to address.

FREQUENCY:

- **Rare:** Extremely rare risks, with almost no probability of occurring.
- **Unlikely:** Risks that are relatively uncommon, but have a small chance of manifesting.
- **Possible:** Risks that are more typical, with about a 50/50 chance of taking place.
- **Likely:** Risks that are highly likely to occur.
- **Almost Certain:** Risks that are almost certain to manifest. Address these risks first.



Risk Ranking Matrix

		CONSEQUENCES				
		Marginal	Minor	Moderate	Major	Severe
FREQUENCY	Almost Certain	Medium	High	High	Critical	Critical
	Likely	Medium	Medium	High	High	Critical
	Possible	Low	Medium	Medium	High	Critical
	Unlikely	Low	Medium	Medium	Medium	High
	Rare	Low	Low	Medium	Medium	High

Free webinars

If you're unfamiliar with the webinar format; **it's a great, interactive and informative way to engage with content, hosted by our CEO, Kobi Simmat.**

13th June 2018

10:30am - 11:30am AEST

MANAGEMENT SYSTEM SOFTWARE AND DATABASES

In this webinar we will be scouring the market for software systems that you want reviewed. No sponsorship here, just an introduction to what we think are the most important points when considering purchasing, building, implementing, and/or even deleting, your management system software.

We will be going out to the interweb and taking a look at what's HOT and what's NOT! Best Practice CEO, Kobi Simmat, will share his critical views on system software, review a number of providers and check out what each of them have got to offer.

11th July 2018

10:30am-11:30am AEST

THE CLEAR PICTURE OF ORGANIZATIONAL PERFORMANCE

Key performance indicators and the monitoring and measuring of performance

Do you have a Clear Picture of your organization's performance?

Do you find it difficult to establish a meaningful yet simple set of numbers to track how your organization is performing?

Monitoring and Measurement of Quality, OH&S, and Environmental Performance has been the key weakness for a significant number of organizations that undertook a Best Practice Assessment in 2017.

In this webinar we discuss the Monitoring and Measurement that could be considered to support your management system. We'll spend some time discussing the performance metrics, then subsequently, linking them to important objectives and targets.

This webinar will include a Live White Board session and Q&A, where we take your questions and offer our guidance around the key considerations we think are important.



MISSED THE DATE?

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

In 2018 we're bringing you a suite of specifically performance focused webinars. In 2017 we discussed aspects of ISO standards, clause by clause - section by section and when new standards will be released.

I'm excited that in 2018 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.

8th August 2018

10:30am - 11:30am AEST

HOW TO SET YOUR TARGETS AND OBJECTIVES

Objectives and targets/business planning - how do we know where we are going?

As a follow-up to our July Webinar, we take performance to the next level. Now that you know how to develop a clear picture of how you are tracking, you are now well equipped to identify the direction you want to go. The setting and tracking of objectives and targets is an important component in providing cohesive direction for all stakeholders within an organization.

A core function of each of the ISO Standards you work with requires an outline to be developed of your objectives and targets. At Best Practice, we have observed a lot of confusion around this topic, as it poses a number of challenges for many organizations.

In this webinar, to make things simple, we'll be sharing the actual management objectives and the targets of a number of different industry types. If this session is of interest to you and you have a specific challenge, send in your questions prior to the date and we'll endeavor to answer them in the Live Q&A segment of the event.

5th September 2018

10:30am - 11:30am AEST

ISO STANDARDS – THE COMMON ELEMENTS

What's the same and what's different?

With a more specific focus on integrated risk management and "Risk-Based Thinking", we go back over how to integrate a management system with a revised view of including the new ISO 45001 OH&S standard. We'll show you how to streamline your management system, make it simple, and focus on what matters in your organization.

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