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derivatives, these terms are used for software solutions rather than a description of how the business is managed.

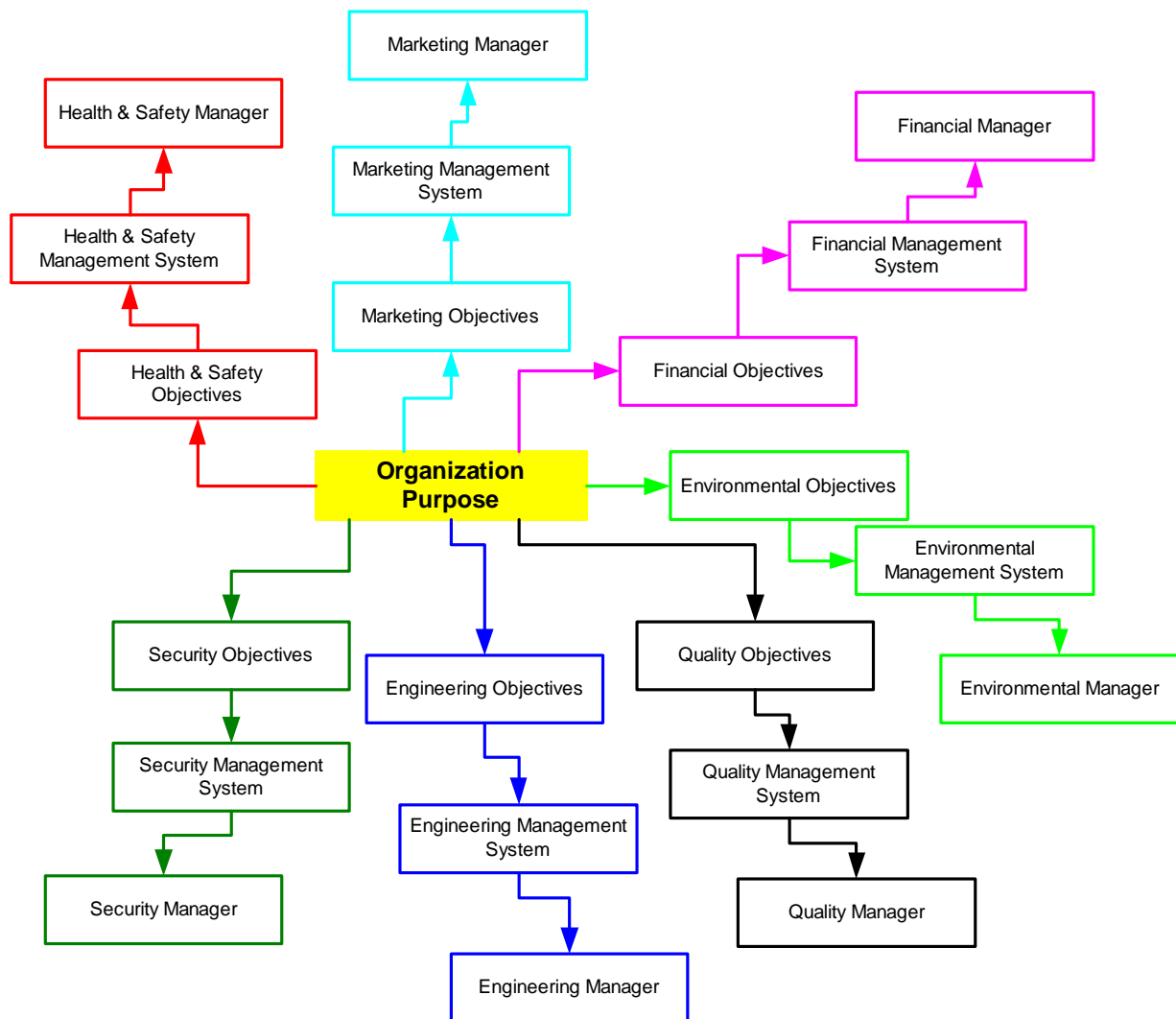


Figure 9 Multiple systems heading in different directions led by disparate teams

Towards a single system

It therefore becomes difficult to use any established terms to describe the set of interconnected processes that achieve the business objectives, because the most appropriate ones like ‘business’ and ‘enterprise’ have been hijacked by the software industry. But we will not be daunted by this because our logic is correct – the system that enables the business to achieve its objectives we will call a **business management system**. The notion of qualifying terms to clarify purpose and scope is a good one and should be used more widely. Most quality management systems are limited in scope to products so should strictly be called product quality management systems. Likewise, quality control programmes are often limited to hardware product quality and do not embrace design and service, the quality of which is just as in need of control as product quality.

The business management system is a therefore a system for managing the business not a set of procedures for making widgets. It will deliver procedures to the places where they are needed. It will also deliver products but primarily the system is the enabler of business

results. If it were only concerned with producing product it would not be a management system but a production system. If it were only concerned with emissions it would be an emission control system. If it were only concerned with product safety it would be a product safety programme. These important systems and programmes are not the management system but are the product of the management system. It's all to do with context. The 'management system' that concerns us here should be thought of in the context of the business and its place in the business cycle as illustrated in Figure 7.

The business cycle shows that:

- ◆ Stakeholders place demands upon the organization and these are fundamental to the determination of its mission
- ◆ The organization's mission reflects what the organization is trying to do, where it is going and what principles will drive it towards satisfying stakeholder needs and expectations
- ◆ The organization accomplishes its mission through a set of interconnected processes that collectively form the business management system focused on the mission. In this respect each process will comprise the activities, resources and behaviours needed to produce the outputs necessary to deliver the desired results
- ◆ The business management system delivers the organization's results that delight the organization's stakeholders
- ◆ The stakeholders consider whether their needs continue to be satisfied and through one means or another, redefine the demands they place upon the organization.

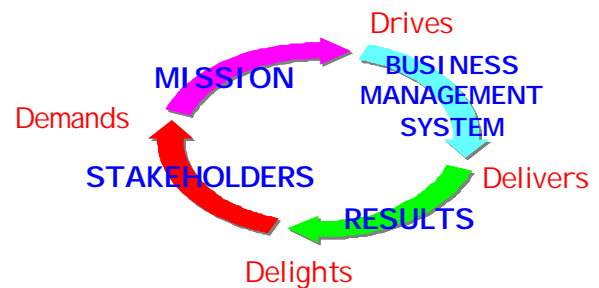


Figure 7 Business cycle

This approach to a business management system has implications because for some it is fundamentally different. For such a management system to achieve the organization's desired results it has to include more than a set of documents. It must include resources because all work needs to be resourced to deliver results – activities do not take place in a vacuum. It must also include behaviours because the attitudes, beliefs, motivation and other aspects of the organization's culture affects the way in which work is performed. Work can be performed quickly or slowly with enthusiasm or with a grudge, precisely or shoddily – it is a consequence of how people behave in given situations. Unlike machines, people are prone to emotions that impact their work.

Principle 10
 The Business Management System is the summation of activities, resources & behaviours that enable delivery of business results

Demands, requirements, objectives and constraints

As we stated above, stakeholders have needs and expectations and place demands upon the organization. Traditionally these demands come in many forms, such as quality, price and delivery. In addition to demands for profit, health and safety, care of the environment and security of personal data and identity, these demands are increasingly including demands for ethically and fairly sourced and produced products. More recently there are demands for increased recognition of employee rights extended into work-life balance and