



**SITUATION:** When a privately owned manufacturing company made a decision to expand its distribution network into EU, they faced a challenge. EU demands ISO. Three previous ISO projects had failed to produce any ISO compliant work products, processes, procedures or job-aids. Traditional transformation methods were not getting them into the market. They needed a process implementation approach that focused not just on ISO, but also on the unique culture barriers to adoption present in their multi-lingual, multi-cultural organization.

**SOLUTION:** Change Delivery R-CAT transformation methodology worked for this project because it addressed culture barriers to change head-on, then implemented needed culture changes at the same time improving business processes used by the multi-lingual team.

**RESULTS:** The organization was assessed as ISO-9001 compliant by independent audit within 6 months of project start – beating industry benchmarks

### ISO Implementation in International Manufacturing Company

**Objective**

- Appraise as ISO 9001 compliant within 12 months—mandatory for EU market entry

**Challenge:**

- Project preceded by 3 years of ISO implementation failure
- No ISO compliant work products completed by previous initiatives

**Approach:**

- Incremental rollout of process and culture changes through “good news only” workshops.
- Sr. Executive attendance at all workshops to show “united front”

**Overcoming Barriers**

- B1 Rules of secrecy rewarding Sr. Executives aloofness
  - *Workaround found by increased use of “executive translators”*
- B2 Rules rewarding hostility and conflict between managers:
  - *Interrupted and replaced with new “good news only” rule*
- B3 Rules reinforcing marginalization of non-English speaking staff
  - *Addressed by adding new rules rewarding use of “staff translators”*
  - *Addressed by adding new rules rewarding line managers to teach ESL at lunch and between shifts*

**Results**

- ISO 9001 preliminary assessment substantially compliant *5 months from project start*
- Assessed as fully ISO-9001 compliant *6 months from project start*
- EU market entry and new revenue generation *6 months sooner than planned*

**Industry Benchmark for ISO**

- 18-24 months

