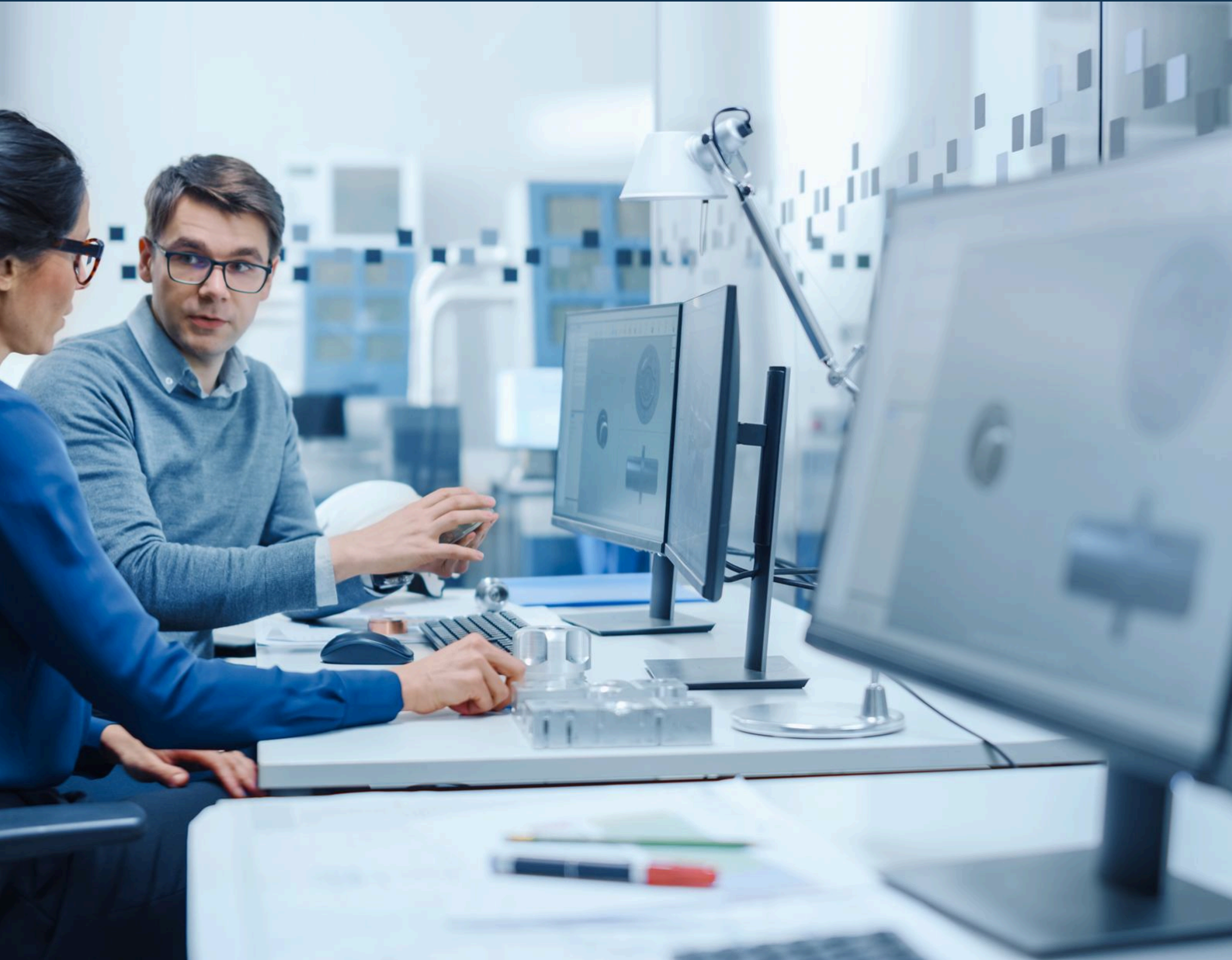


# Halderstone



Training module

# Improvement Management

Build disciplined corrective action and continual improvement through root cause analysis, action planning, implementation & effectiveness verification



# Are issues and improvement opportunities merely being closed out, without leading to sustained improvement?

## Overview

Many organizations record issues and actions, yet often struggle to reliably eliminate the underlying conditions that cause recurrence.

This module addresses the challenge of moving beyond simply 'closing findings' to implementing disciplined improvement work that prevents future issues and strengthens system performance over time. Participants will learn the fundamentals of corrective action and continual improvement, structured root cause analysis, effective action tracking, and robust effectiveness verification within management systems. The focus is on building a practical, auditable improvement routine that connects identified problems and improvement opportunities to their root causes, defines clear actions, and verifies outcomes to ensure sustainable improvement.



## Target audience

- Management system implementers and coordinators
- Executives and department heads accountable for management system performance
- Those responsible for processes, policies, assets, risks, and controls related to a management system
- Auditors seeking insights into management-side best practice (not audit technique)
- Management consultants working with management system design, governance, or improvement

# Is this module for you?

## It is a good fit for you if you...

- manage findings, incidents, nonconformities, or improvement opportunities but struggle to translate them into sustained improvement.
- close actions without confidence that root causes were addressed.
- rely on quick fixes rather than structured improvement routines.
- need clearer links between problems, causes, actions, and results.
- want improvement work that stands up to scrutiny and delivers real change.

## It may be less suitable for you if you...

- already run a disciplined, effective improvement process with verified outcomes.
- have no mandate or interest in shaping corrective action or broader improvement work.
- need advanced root cause analysis techniques or facilitation training.
- are looking for audit execution or incident investigation certification.

# Learning outcomes



## Key outcomes

- Understand the principles of corrective action and continual improvement in management systems
- Apply structured root cause analysis techniques to identify underlying problems
- Conduct effectiveness verification to confirm that implemented actions and changes deliver sustained improvement

## Additional capabilities

- Develop effective action plans with clear responsibilities, timelines, and resources
- Implement robust action tracking and follow-up processes to ensure completion
- Distinguish between symptom treatment and true root cause elimination
- Integrate corrective and broader improvement activities into the overall management system framework for sustained performance

# Agenda

## **Improvement in management system logic**

How corrective action and continual improvement function as part of system maintenance, and how improvement work interfaces with governance routines

## **Triggers and types of response**

How to distinguish between correction, corrective action, and broader improvement responses, and avoid common failure modes such as symptom fixes, vague actions, and premature closure

## **From trigger to closure: a disciplined workflow**

How to handle typical triggers such as audits, incidents, complaints, trends, and internal insights, and apply screening, ownership assignment, and escalation decision points in a disciplined workflow

## **Root cause analysis without bureaucracy**

How to apply 5 Whys and cause–effect mapping to make causal chains testable and evidence-linked, including in multi-factor situations, without creating unnecessary overhead

## **Defining effective actions**

How to define actions that are specific, feasible, and outcome-oriented, and link them to processes, roles, controls, and training where relevant

## **Prioritisation and planning within the improvement register**

How to apply practical triage criteria and plan actions with clear owners, dates, and completion evidence to ensure focus and progress

## **Implementation and follow-through**

How to embed actions into day-to-day execution through tasks, tickets, and routines, and prevent register-only management through visible ownership

## **Effectiveness verification**

How to choose proportionate checks to confirm that problems are resolved, and recognise signals of partial resolution, drift, or recurrence

## **Improvement register and audit-ready records**

How to document just enough information for traceability and learning, and maintain status discipline, versioning, and minimum evidence expectations

## **Case-based workshop**

Applying the learned concepts, methods, and approaches in a realistic case setting

# Included materials



## Learning materials

- Slide deck
- Participant workbook

## Templates & tools

- Improvement management process
- Issue classification worksheet
- Root cause analysis template
- Corrective action planning sheet
- Improvement and corrective action register
- Effectiveness verification checklist
- Prioritisation and tracking matrix

## Confirmation

- Confirmation of participation

# Preparation guidance

## Assumed background

This module assumes general familiarity with management system concepts and basic organisational processes. Participants should be comfortable working with documented procedures, roles/responsibilities, and operational follow-through.

Helpful background includes:

- Basic understanding of management system cycles (plan–do–check–act logic)
- Familiarity with how issues are recorded and actions are assigned in day-to-day operations

## Preparatory modules

### Foundation (depending on background)

Useful if you are new to the underlying concepts

- Management Review

### Supporting (optional)

Helpful but not required to participate effectively

- Internal Auditing
- Performance Evaluation

# Logistics



## Available languages

- English
- German

## Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

## Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



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