

# Halderstone

Training module fact sheet

## Leading with Management Systems

*A focused 90-minute session for executives who want management systems to drive performance, risk control, and credibility, beyond certification*

Module ID	HAM-AG-E-02
Language	English German (on request)
Delivery options	Live virtual Live on-site (on request)
Duration	1.5 h
List price (excl. VAT)	CHF 600

# Overview

Many organizations comply with ISO standards but do not use their management systems to steer the organisation. Audits are passed and reports are produced, yet system signals rarely shape priorities or decisions.

This three-hour executive workshop focuses on what only top management can influence: how leadership behaviour, tone at the top, and review routines determine whether systems support risk-aware decisions and organisational trust, or remain a box-ticking exercise. Participants leave with a small set of concrete leadership actions and a clearer way of reading audits, KPIs, and management reviews as strategic signals.

## Target audience

- Top management according to ISO management system standards
- CEOs, COOs, CFOs, and board members
- Division heads and functional leaders
- Executives preparing for ISO certification or system redesign
- Senior managers overseeing a management system domain (e.g., quality, security, ESG)

## Is this module for you?

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

- have decision authority over priorities, resources, or trade-offs
- influence how multiple functions or systems are steered and aligned
- want management systems to reinforce leadership intent and direction
- see recurring issues that cannot be fixed by procedures alone
- need assurance that governance signals translate into real behaviour

### It may not be the best fit if you...

- have little or no influence over organisational priorities or resourcing
- operate mainly within a single function or limited local scope
- are responsible for maintaining systems rather than steering the organisation
- are looking for operational guidance instead of leadership-level judgement

## Recommended background

None beyond except management, executive or supervisory role in an organization.

# Learning outcomes

## Key outcomes

- Understand why the effectiveness of ISO-based management systems is primarily a leadership responsibility, not an audit or compliance task
- Recognise what ISO leadership clauses actually expect from top management and how leadership behaviour shapes culture, performance, and trust

## Additional capabilities

- System leadership self-assessment (quick diagnostic for the executive team)
- System dashboard template (what to see, at what interval, from whom)
- Leadership routines catalogue (example questions and practices)
- Action plan canvas (owner, first steps, indicators)

# Included materials

Learning materials	<ul style="list-style-type: none"><li>▪ Slide deck</li><li>▪ Participant workbook</li></ul>
Templates & tools	<ul style="list-style-type: none"><li>▪ System leadership self-assessment</li><li>▪ System dashboard template</li><li>▪ Leadership routines catalogue</li><li>▪ Action plan canvas</li></ul>
Confirmation	<ul style="list-style-type: none"><li>▪ Certificate of completion</li></ul>

# Agenda

## Current reality check

- Brief reflection: “How are management systems perceived in our organisation today?”
- Typical patterns: minimum effort for certification, ritualised reviews, repeated findings, siloed standards.

## How leadership stance shapes the system

- The impact of statements like “we do the bare minimum” on culture and audit behaviour.
- Managing real tensions: growth vs. control, speed vs. robustness, central direction vs. local flexibility.

## Reading the system dashboard

- What executives actually need to see: a small set of indicators and insights.
- How to read management review inputs, audit findings, incidents, and trends as integrated signals.
- Distinguishing symptoms from structural issues.

## Clarifying roles and expectations

- What top management must own, what can be delegated – and what cannot.
- Setting clear expectations for line managers, system owners, and auditors (internal and external).
- How to respond constructively to bad news and findings (without killing transparency).

## From compliance to strategic asset

- Integrating quality, security, environmental, and ESG systems into one governance story.
- Using system maturity to support customer trust, regulatory relationships, and strategic initiatives.

## Personal and team action plan

- Identifying 3–5 leadership routines to adopt (e.g. recurring questions, agenda items, review practices).
- Agreeing how the executive team will monitor whether these routines have impact.