Common Myths About Implementation

MYTH — It's expensive	REALITY: 75% of what a QMS requires already exists in some form — order processing, complaint handling, training records, supplier evaluation. Implementation is mostly formalising existing practice, not building new processes.
MYTH — It's bureaucratic	REALITY: ISO 9001:2026 deliberately reduced documentation requirements vs earlier editions. The standard requires documented information only where it adds value to QMS effectiveness.
MYTH — It's about paperwork	REALITY: ISO 9001:2026 is built on the process approach and risk-based thinking. Documents support the system; they are not the system. Auditors look for effective practice, not lengthy manuals.
MYTH — Top management can delegate it	REALITY: Clause 5.1 places leadership and commitment specifically on top management. The CB will interview top management and look for evidence of personal engagement, not delegation.
MYTH — Once certified, you're done	REALITY: Certification is annual surveillance for three years, then recertification. Continual improvement (Clause 10.1) is an ongoing requirement. Implementation transitions go beyond this project plan; each step will form the bedrock of your future operations.

SAMPLE

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Five Phases — PDCA Plus Certification

INITIATE

Steps 1-2

Leadership commitment.

Team formed.

Standard adopted.

2 weeks of activity.

PLAN

Steps 3-12

Context, IPs, scope.

R&O. Policy. Objectives. Roles.

Gap analysis.

1st Mgmt Review.

DO

Steps 13-22

Close gaps.

Competence. Comms. Docs. Resources.

Operational processes 8.1-8.7.

CHECK

Steps 23-26

Monitoring & analysis.

Customer satisfaction.

Internal audits.

2nd Mgmt Review.

CERTIFY

Steps 27-29

Readiness review.

CB Stage 1.

CB Stage 2.

Certificate awarded.

SAMPLE

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