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KEY RECOMMENDATION TO MANAGEMENT SYSTEM’S CONSULTANT

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Key Recommendations
to
Management Systems’ Consultants

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Introduction
At the beginning of the third millennium, the rapid changes in political, economical and social affairs as well as big changes in information technology will mould the activities of all enterprises including production and servicing companies/organizations.

In these circumstances, markets will challenge us to globalize. Culture and quality, however, can be and must be created by us through our daily thoughts and activities.

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Business
in the Current World

- Major Business Transformation
- Heightened Competitiveness
- Speed of Changes
- Complexity of Organizations and Processes
- Greater Focus on People Issues

Due to the above-mentioned reasons

All Managers have to overcome different problems for managing their organizations.
In this condition,

WHO can HELP MANAGERS?

Of course,

experienced consultants

will be able to help the managers for managing their businesses.

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In the other hand;

All consultants, especially who are providing consultancy services in management related fields need to improve continually their knowledge and skills in order to achieve the success in the current tight competitive markets.

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During the last years, the **speaker** has worked as a **consultant** in management related fields for 7 years. Then he started his activities as a **3rd party auditor** and assessed more than 300 implemented management systems in different production and servicing companies/organizations in Iran and abroad.

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**The speaker** has prepared this paper based on his deep experiences in consulting and auditing of management systems.

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A GLANCE TO
THE NECESSARY
CHARACTERISTICS
AND
ATTRIBUTES
OF 21st CENTURY
CONSULTANTS

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- Intellectual Wattage
- Leadership
- Managerial Abilities
- Communication Skills
- Personal Qualities
- Interpersonal Skills
- Strength of Character and Integrity
- Energy
- Entrepreneurial Drive
- Urge to Improve Things

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- Psychological Maturity
- Staff Function Capabilities
- Desire to Keep Learning
- Enthusiasm
- Tenacity/Perseverance
- Special Knowledge
- Family Commitment
- ......

Key Recommendations to Management Systems’ Consultants

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1. If you are a consultant, don’t forget that TRAINING is your most important responsibility. You should train the personnel of your clients before any other activities. TRAINING should be conducted effectively, continually and in all levels of the organization.

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2. If you are a consultant, you need to improve your knowledge and skills continually. Don’t forget that your clients pay you for your knowledge, skills and experiences. Of course, you are the consultant and they expect to receive valuable services from you. So, having a consultancy company or beautiful business card is not sufficient for achieving the success in this field.

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3. If you are a consultant, you don’t need to complicate everything. Never use this method to show your clients that your work is more important than really it is. You will be a more successful consultant, if you can explain everything for your clients by simple words.

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4. As a consultant, you should not play the role of **AUDITEE** during the audit of your clients. You only need to help the auditees to decrease their stress in order to pass the audit successfully.

Don’t forget that you shall **TRAIN** effectively the personnel of your clients during the implementation phase. Go in this way and be **RELAX** during the audits.

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5. As a consultant, you shall \textbf{TRAIN} your clients’ personnel as well as you can. You should not try to \textbf{KEEP} the clients \textbf{DEPENDENT} to your-self.

Don’t worry about your \textbf{FUTURE}, as a satisfied client will find new clients for you.

Don’t forget that having \textbf{DELIGHTED CLIENTS} is the most important factor for expanding your business in consultancy market.

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6. As a consultant, you are not permitted to use \textbf{“SAVE AS”} function for documentation in your different projects. Don’t forget that each organization has its unique conditions with respect to size, organizational culture, personnel competence level, complexity of processes and …

So, the necessary documents in each project should be established taking into consideration the above-mentioned factors.

Documentation is similar to \textbf{TAILORING}. Your brother’s coat would not be fit for you exactly.

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7. As a consultant, you should not design the agreed management systems for your clients based on the expectations of a specific **CERTIFICATION BODY**. Don’t forget that the standard and its requirements is your main reference (not the Certification Bodies, their expectations, their style in audit and ...).

Your designed management systems should be **AUDITABLE** by all C.B.’s and second party auditors.

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8. As a consultant, you shall **ACCEPT** all logical non-conformities, which have been identified by the auditors.

It is better for you to accept the **REALITY**, as this can **IMPROVE** your performance in your next projects.

Milk is white. So, don’t try to show that Milk can be black too.

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9. As a consultant, you need to **INVOLVE** the clients' personnel in documentation phase. Don’t forget that you should prepare different **DOCUMENTS** by asking help from the clients’ personnel. 

   a) This is important, as they are familiar with their works more than you. In this way, you will have better and more careful documents.

   b) This can also increase their responsibility for implementing the established documents.

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10. In the other hand, you, as a consultant will need to **INVOLVE** all of the clients’ personnel in all levels in the implementation of your designed system. Don’t forget that the system can not be implemented without their participation. So, use your best for preparing a good work environment for **TEAM WORKING**. Of course, you also need the supports of all **MANAGERS**, especially in top levels of the organization.

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11. As a consultant, you must explain your role and responsibilities for your clients, as they shall not expect you to solve all of their problems **ALONE**.

You need to remember your clients that even an experienced consultant will not be able to **IMPROVE** everything without their helps.

This means that your clients should not forget their important role and responsibilities.

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12. As a consultant, you need to meet your **COMPETITORS** continuously. These meetings will give you new ideas and you can learn from your competitors.

Don’t forget that your experienced and professional competitors could be the best **TEACHER** for you. So, you need to use their valuable experiences for achieving the success more.

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13. As a consultant, you should provide your consultancy services PATIENTLY. You cannot imagine that your clients are familiar with the standard requirements as well as you.

So, you must repeat a subject for several times, if it is necessary in order to ensure that your clients have understood your means.

Your role is similar to the role of parents for a baby. This means that COACHING is your main responsibility.

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14. As a consultant, you should try to CONVINCE your clients about this matter that it is better for them to work systematically. This means that they shall accept the philosophy of system approach and try to implement the established documents due to their BELIEF.

So, don’t try to make an AWFUL IMAGE from the auditors for your clients.

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THANK YOU
FOR YOUR ATTENTION.

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