



TECHNICAL LEARNING AND ASSESSMENT DOSSIER

ISO 9004:2018 – Sustained success and organizational maturity

Course + certificate

450,00 €

VAT excluded

Course code

ISO9004-2018

Minimum duration

270 min

Final pass score

70%

Dossier issue

13/10/2026

1. Course identity, purpose and scope

Guidance course on using ISO 9004:2018 for maturity, self-assessment and sustained success beyond ISO 9001 conformity.

This extended technical dossier describes the pathway as published in CIWZ Academy on the issue date. It consolidates purpose, references, learning architecture, module contents, assessment system, passing criteria and certificate conditions. It does not replace the official texts of the standards, laws, guidelines or schemes referenced.

2. Normative, regulatory and technical references

ISO 9004:2018; ISO 9001:2026; ISO 19011:2026

References are used as the learning and assessment framework within the limits of published content and available sources. For professional application, the official and current versions of the referenced documents always prevail.

3. Learning architecture and assessment system

- 8 structured learning modules
- minimum tracked time: 270 min
- intermediate-check bank: 348 questions
- active final-exam bank: 390 questions
- final exam: 30 questions selected from the bank
- passing threshold: 70%
- Access to the pathway through the personal Academy profile or a corporate assignment.
- Sequential study of the modules, with server-side recording of progress and required minimum time.
- Intermediate checks linked to modules to verify understanding, application capability and quality of reasoning.

- Final exam unlock only after the pathway requirements have been completed.
- Protected final exam assembled by the platform through selection from the active course question bank.
- Recording of the result and, where applicable, the option to request the final certificate.

4. Official catalogue technical information

Course technical sheet

Bilingual CIWZ Academy pathway with server-tracked lessons, sequential slides, randomized intermediate checks and a final exam using a no-repeat question bank.

5. Detailed course syllabus

The following syllabus is derived from the active modules published on the platform. Each module shows its minimum study time and the size of its available intermediate-check bank.

01 From conformity to sustained success

Minimum time: 25 min | Intermediate questions: 50

02 Identity, context and strategy

Minimum time: 35 min | Intermediate questions: 50

03 Leadership, people and engagement

Minimum time: 35 min | Intermediate questions: 50

04 Processes, resources and knowledge

Minimum time: 40 min | Intermediate questions: 50

05 Performance, learning and innovation

Minimum time: 40 min | Intermediate questions: 50

06 Self-assessment and maturity roadmap

Minimum time: 30 min | Intermediate questions: 50

07 Relationships, resilience and adaptability

Minimum time: 30 min | Intermediate questions: 24

08 Maturity governance and sustained-success roadmap review

Minimum time: 35 min | Intermediate questions: 24

6. Developed module-by-module contents

The following pages analytically describe the content actually associated with each platform module. The structure is designed so that learners, companies, HR, Quality, HSE or CISO functions can understand precisely what is studied and assessed.

MODULE 01**From conformity to sustained success**

- Minimum required time: 25 min
- Available intermediate-check bank: 50 questions

1. Orientation and learning outcomes

ISO 9004 is not a certifiable standard: it guides organizations in building long-term capability, balancing interested-party needs and sustainable performance.

This chapter is designed to move from understanding the principle to recognizing evidence, making decisions and evaluating effectiveness. The guiding theme is “identity and purpose”. Memorizing definitions is not enough: you should be able to connect requirement, process, risk, accountability and result.

- Explain the topic in your own words without reducing it to documentation.
- Identify the process or organizational decision affected by the topic.
- Distinguish implementation evidence from effectiveness evidence.
- Recognize when a favourable result may hide a weak control.

2. Standard framework and system connections

ISO 9004 guides the organization beyond minimum conformity toward sustained success. Its focus is the quality of the organization as a whole, identity, adaptability, learning and maturity self-assessment.

“From conformity to sustained success” does not exist in isolation. In a mature management system, decisions in this area must align with context, policy, objectives, resources, operational control and review. Missing connections often create merely formal conformity.

- Read the requirement in the organization’s context.
- Look for interactions with other processes and relevant interested parties.
- Identify the expected result and how it will be measured.

3. From the standard to operational process

Use the model as a maturity lens, not a conformity checklist; connect results, capability, learning and adaptation.

A robust method starts from a real situation, defines decision criteria, assigns an owner, establishes proportionate controls and produces usable information. The sequence should remain reconstructable months later to support continuity, auditability and learning.

- Define the input that triggers the process and the expected output.
- Set criteria and thresholds before judging results.
- Assign responsibility and authority proportionate to risk.
- Embed controls in normal work rather than in a parallel compliance process.
- Review effectiveness when conditions or evidence change.

4. Decisions, risks and proportionality

The topic requires a proportionate decision. Not every situation needs the same level of formalization, but every

material decision should be explainable. Consider consequences, likelihood or exposure where relevant, dependencies, applicable requirements and the reliability of available information.

Avoid both over-control that adds no value and weak control justified only by the absence of adverse events. Maturity means selecting an appropriate control level and reviewing it against results.

- What event or change should trigger reassessment?
- Which assumption, if wrong, would change the conclusion?
- Which control prevents the issue and which detects its effects?
- How is the residual risk or resulting performance shown to be acceptable?

5. Roles, leadership and competence

Effectiveness depends on clear accountability. Top management sets direction and priorities, process owners govern criteria and results, people apply controls and report anomalies, and support functions provide competence and tools. Outsourcing an activity does not automatically outsource accountability for the management system.

Competence should be demonstrated in the context of the task. Training, experience and instructions are means; the intended result is the ability to perform correctly and respond to deviations.

- Who decides?
- Who performs?
- Who verifies?
- Who should be consulted or informed?
- Who authorizes exceptions and changes?

6. Evidence: what really demonstrates implementation

Self-assessment should produce concrete priorities, not a self-referential score.

A single record is rarely enough. Strong evidence comes from triangulating documented criteria, process observation, result data and interviews with people doing the work. Sources should be coherent; divergence is itself information that deserves investigation.

- Sample more than one period or case for repetitive processes.
- Compare planned practice with actual practice.
- Verify effectiveness, not just control presence.
- Maintain traceability between decision, evidence and conclusion.

7. Data, indicators and weak signals

For this chapter, a useful indicator may be “alignment between strategy and results”, read together with “ability to learn from deviations”. A single metric can mislead: understand its definition, source, frequency, threshold, owner and the decision expected when it deviates.

A positive trend needs interpretation. It may result from genuine improvement, a method change, reduced activity or incomplete data. Before concluding, check comparability and use leading signals alongside final outcomes.

- Outcome indicator: what happened?
- Leading indicator: what condition may predict a problem?
- Threshold: when is action required?

- Decision: who acts and by when?

8. Common failure modes and how to avoid them

One recurring failure mode is confusing growth with sustained success. Another is using self-assessment as a checklist. These behaviours can create an orderly-looking system that cannot prevent recurrence or demonstrate results.

Correct the approach by returning to three questions: what result is needed, what evidence demonstrates it, and what decision will be taken if the result is unsatisfactory?

- Do not confuse documentary conformity with operational control.
- Do not use absence of problems as the only proof of effectiveness.
- Do not leave criteria implicit or dependent on one person's memory.
- Do not close actions without later checking their effect.

9. Applied case

A conforming QMS that depends on a few key people may be fragile: maturity considers resilience and adaptability.

Analyse the case as the process owner. Separate facts from assumptions, identify relevant requirements and interested parties, evaluate possible consequences and define the evidence you need before choosing an action and an effectiveness check.

- What is the real problem and what may only be a symptom?
- Which requirement or criterion is involved?
- Which people or processes must participate?
- What evidence would show that the solution remains effective?

10. Audit lens

During an audit, follow the chain requirement -> decision -> implementation -> evidence -> result. The question is not “does the document exist?” but “does the system reliably produce the expected result and react when it does not?”.

When evidence conflicts, extend the sample and determine whether the issue is isolated or systemic. Conclusions should be supported by verifiable evidence and clear criteria.

- Follow a recent example from start to finish.
- Use at least two independent sources for significant risk.
- Verify implementation and effectiveness.
- Distinguish an exception from a local deviation and a systemic issue.

11. Decision laboratory

Imagine that tomorrow a major condition changes: a supplier, technology, requirement, workload or responsibility. Build a five-step response: impact, criterion, decision, evidence, review. The exercise turns the requirement into operational capability.

If your answer relies on “we have always done it this way”, a criterion is missing. If it relies only on a procedure, outcome verification is missing. If it relies on one data point, robustness is missing.

- Impact: what changes?

- Criterion: what will the decision be based on?
- Action: what will be done?
- Evidence: how will implementation be demonstrated?
- Review: when and how will effectiveness be checked?

12. Summary and preparation for the check

Before taking the check, make sure you can explain the chapter without reading the slides. The questions are scenario-based and require you to distinguish a substantive response from a merely formal one.

Key point: “From conformity to sustained success” is effective when context, accountability, criteria, implementation, evidence and results are coherent and reviewed. The system should show not only that an activity occurred, but that it achieved its intended effect.

- Can you connect the topic to a real process?
- Can you identify at least two independent pieces of evidence?
- Can you distinguish a useful indicator from a misleading one?
- Can you choose a proportionate action in a new scenario?

MODULE 02**Identity, context and strategy**

- Minimum required time: 35 min
- Available intermediate-check bank: 50 questions

1. Orientation and learning outcomes

Mission, vision, values and culture guide decisions over time. Context is considered in relation to the ability to sustain success and create value.

This chapter is designed to move from understanding the principle to recognizing evidence, making decisions and evaluating effectiveness. The guiding theme is “interested parties and long-term value”. Memorizing definitions is not enough: you should be able to connect requirement, process, risk, accountability and result.

- Explain the topic in your own words without reducing it to documentation.
- Identify the process or organizational decision affected by the topic.
- Distinguish implementation evidence from effectiveness evidence.
- Recognize when a favourable result may hide a weak control.

2. Standard framework and system connections

ISO 9004 guides the organization beyond minimum conformity toward sustained success. Its focus is the quality of the organization as a whole, identity, adaptability, learning and maturity self-assessment.

“Identity, context and strategy” does not exist in isolation. In a mature management system, decisions in this area must align with context, policy, objectives, resources, operational control and review. Missing connections often create merely formal conformity.

- Read the requirement in the organization's context.
- Look for interactions with other processes and relevant interested parties.
- Identify the expected result and how it will be measured.

3. From the standard to operational process

Link context, identity, stakeholders and strategy to objectives and processes; make assumptions and change signals explicit.

A robust method starts from a real situation, defines decision criteria, assigns an owner, establishes proportionate controls and produces usable information. The sequence should remain reconstructable months later to support continuity, auditability and learning.

- Define the input that triggers the process and the expected output.
- Set criteria and thresholds before judging results.
- Assign responsibility and authority proportionate to risk.
- Embed controls in normal work rather than in a parallel compliance process.
- Review effectiveness when conditions or evidence change.

4. Decisions, risks and proportionality

The topic requires a proportionate decision. Not every situation needs the same level of formalization, but every material decision should be explainable. Consider consequences, likelihood or exposure where relevant, dependencies, applicable requirements and the reliability of available information.

Avoid both over-control that adds no value and weak control justified only by the absence of adverse events. Maturity means selecting an appropriate control level and reviewing it against results.

- What event or change should trigger reassessment?
- Which assumption, if wrong, would change the conclusion?
- Which control prevents the issue and which detects its effects?
- How is the residual risk or resulting performance shown to be acceptable?

5. Roles, leadership and competence

Effectiveness depends on clear accountability. Top management sets direction and priorities, process owners govern criteria and results, people apply controls and report anomalies, and support functions provide competence and tools. Outsourcing an activity does not automatically outsource accountability for the management system.

Competence should be demonstrated in the context of the task. Training, experience and instructions are means; the intended result is the ability to perform correctly and respond to deviations.

- Who decides?
- Who performs?
- Who verifies?
- Who should be consulted or informed?
- Who authorizes exceptions and changes?

6. Evidence: what really demonstrates implementation

Maturity evidence includes the ability to anticipate, not only react.

A single record is rarely enough. Strong evidence comes from triangulating documented criteria, process observation, result data and interviews with people doing the work. Sources should be coherent; divergence is itself information that deserves investigation.

- Sample more than one period or case for repetitive processes.
- Compare planned practice with actual practice.
- Verify effectiveness, not just control presence.
- Maintain traceability between decision, evidence and conclusion.

7. Data, indicators and weak signals

For this chapter, a useful indicator may be “resilience of key processes”, read together with “availability of critical knowledge”. A single metric can mislead: understand its definition, source, frequency, threshold, owner and the decision expected when it deviates.

A positive trend needs interpretation. It may result from genuine improvement, a method change, reduced activity or incomplete data. Before concluding, check comparability and use leading signals alongside final outcomes.

- Outcome indicator: what happened?

- Leading indicator: what condition may predict a problem?
- Threshold: when is action required?
- Decision: who acts and by when?

8. Common failure modes and how to avoid them

One recurring failure mode is measuring financial results only. Another is failing to connect learning and strategy. These behaviours can create an orderly-looking system that cannot prevent recurrence or demonstrate results.

Correct the approach by returning to three questions: what result is needed, what evidence demonstrates it, and what decision will be taken if the result is unsatisfactory?

- Do not confuse documentary conformity with operational control.
- Do not use absence of problems as the only proof of effectiveness.
- Do not leave criteria implicit or dependent on one person's memory.
- Do not close actions without later checking their effect.

9. Applied case

A stable market suddenly becomes regulated: a mature organization has processes to detect and integrate the change.

Analyse the case as the process owner. Separate facts from assumptions, identify relevant requirements and interested parties, evaluate possible consequences and define the evidence you need before choosing an action and an effectiveness check.

- What is the real problem and what may only be a symptom?
- Which requirement or criterion is involved?
- Which people or processes must participate?
- What evidence would show that the solution remains effective?

10. Audit lens

During an audit, follow the chain requirement -> decision -> implementation -> evidence -> result. The question is not “does the document exist?” but “does the system reliably produce the expected result and react when it does not?”.

When evidence conflicts, extend the sample and determine whether the issue is isolated or systemic. Conclusions should be supported by verifiable evidence and clear criteria.

- Follow a recent example from start to finish.
- Use at least two independent sources for significant risk.
- Verify implementation and effectiveness.
- Distinguish an exception from a local deviation and a systemic issue.

11. Decision laboratory

Imagine that tomorrow a major condition changes: a supplier, technology, requirement, workload or responsibility. Build a five-step response: impact, criterion, decision, evidence, review. The exercise turns the requirement into operational capability.

If your answer relies on “we have always done it this way”, a criterion is missing. If it relies only on a procedure, outcome verification is missing. If it relies on one data point, robustness is missing.

- Impact: what changes?
- Criterion: what will the decision be based on?
- Action: what will be done?
- Evidence: how will implementation be demonstrated?
- Review: when and how will effectiveness be checked?

12. Summary and preparation for the check

Before taking the check, make sure you can explain the chapter without reading the slides. The questions are scenario-based and require you to distinguish a substantive response from a merely formal one.

Key point: “Identity, context and strategy” is effective when context, accountability, criteria, implementation, evidence and results are coherent and reviewed. The system should show not only that an activity occurred, but that it achieved its intended effect.

- Can you connect the topic to a real process?
- Can you identify at least two independent pieces of evidence?
- Can you distinguish a useful indicator from a misleading one?
- Can you choose a proportionate action in a new scenario?

MODULE 03**Leadership, people and engagement**

- Minimum required time: 35 min
- Available intermediate-check bank: 50 questions

1. Orientation and learning outcomes

Sustained success depends on coherent leadership, trust, engagement and people development.

This chapter is designed to move from understanding the principle to recognizing evidence, making decisions and evaluating effectiveness. The guiding theme is “leadership and strategy”. Memorizing definitions is not enough: you should be able to connect requirement, process, risk, accountability and result.

- Explain the topic in your own words without reducing it to documentation.
- Identify the process or organizational decision affected by the topic.
- Distinguish implementation evidence from effectiveness evidence.
- Recognize when a favourable result may hide a weak control.

2. Standard framework and system connections

ISO 9004 guides the organization beyond minimum conformity toward sustained success. Its focus is the quality of the organization as a whole, identity, adaptability, learning and maturity self-assessment.

“Leadership, people and engagement” does not exist in isolation. In a mature management system, decisions in this area must align with context, policy, objectives, resources, operational control and review. Missing connections often create merely formal conformity.

- Read the requirement in the organization's context.
- Look for interactions with other processes and relevant interested parties.
- Identify the expected result and how it will be measured.

3. From the standard to operational process

Align accountability, autonomy, competence development and recognition with strategic direction.

A robust method starts from a real situation, defines decision criteria, assigns an owner, establishes proportionate controls and produces usable information. The sequence should remain reconstructable months later to support continuity, auditability and learning.

- Define the input that triggers the process and the expected output.
- Set criteria and thresholds before judging results.
- Assign responsibility and authority proportionate to risk.
- Embed controls in normal work rather than in a parallel compliance process.
- Review effectiveness when conditions or evidence change.

4. Decisions, risks and proportionality

The topic requires a proportionate decision. Not every situation needs the same level of formalization, but every material decision should be explainable. Consider consequences, likelihood or exposure where relevant, dependencies,

applicable requirements and the reliability of available information.

Avoid both over-control that adds no value and weak control justified only by the absence of adverse events. Maturity means selecting an appropriate control level and reviewing it against results.

- What event or change should trigger reassessment?
- Which assumption, if wrong, would change the conclusion?
- Which control prevents the issue and which detects its effects?
- How is the residual risk or resulting performance shown to be acceptable?

5. Roles, leadership and competence

Effectiveness depends on clear accountability. Top management sets direction and priorities, process owners govern criteria and results, people apply controls and report anomalies, and support functions provide competence and tools. Outsourcing an activity does not automatically outsource accountability for the management system.

Competence should be demonstrated in the context of the task. Training, experience and instructions are means; the intended result is the ability to perform correctly and respond to deviations.

- Who decides?
- Who performs?
- Who verifies?
- Who should be consulted or informed?
- Who authorizes exceptions and changes?

6. Evidence: what really demonstrates implementation

Observe decision quality, cross-functional collaboration, conflict management and learning.

A single record is rarely enough. Strong evidence comes from triangulating documented criteria, process observation, result data and interviews with people doing the work. Sources should be coherent; divergence is itself information that deserves investigation.

- Sample more than one period or case for repetitive processes.
- Compare planned practice with actual practice.
- Verify effectiveness, not just control presence.
- Maintain traceability between decision, evidence and conclusion.

7. Data, indicators and weak signals

For this chapter, a useful indicator may be “balance among interested-party needs”, read together with “maturity of evidence-based decisions”. A single metric can mislead: understand its definition, source, frequency, threshold, owner and the decision expected when it deviates.

A positive trend needs interpretation. It may result from genuine improvement, a method change, reduced activity or incomplete data. Before concluding, check comparability and use leading signals alongside final outcomes.

- Outcome indicator: what happened?
- Leading indicator: what condition may predict a problem?
- Threshold: when is action required?

- Decision: who acts and by when?

8. Common failure modes and how to avoid them

One recurring failure mode is ignoring weak signals in context. Another is managing interested parties reactively. These behaviours can create an orderly-looking system that cannot prevent recurrence or demonstrate results.

Correct the approach by returning to three questions: what result is needed, what evidence demonstrates it, and what decision will be taken if the result is unsatisfactory?

- Do not confuse documentary conformity with operational control.
- Do not use absence of problems as the only proof of effectiveness.
- Do not leave criteria implicit or dependent on one person's memory.
- Do not close actions without later checking their effect.

9. Applied case

A team meets targets only through chronic overtime: performance is not sustainable if it consumes organizational capability.

Analyse the case as the process owner. Separate facts from assumptions, identify relevant requirements and interested parties, evaluate possible consequences and define the evidence you need before choosing an action and an effectiveness check.

- What is the real problem and what may only be a symptom?
- Which requirement or criterion is involved?
- Which people or processes must participate?
- What evidence would show that the solution remains effective?

10. Audit lens

During an audit, follow the chain requirement -> decision -> implementation -> evidence -> result. The question is not “does the document exist?” but “does the system reliably produce the expected result and react when it does not?”.

When evidence conflicts, extend the sample and determine whether the issue is isolated or systemic. Conclusions should be supported by verifiable evidence and clear criteria.

- Follow a recent example from start to finish.
- Use at least two independent sources for significant risk.
- Verify implementation and effectiveness.
- Distinguish an exception from a local deviation and a systemic issue.

11. Decision laboratory

Imagine that tomorrow a major condition changes: a supplier, technology, requirement, workload or responsibility. Build a five-step response: impact, criterion, decision, evidence, review. The exercise turns the requirement into operational capability.

If your answer relies on “we have always done it this way”, a criterion is missing. If it relies only on a procedure, outcome verification is missing. If it relies on one data point, robustness is missing.

- Impact: what changes?

- Criterion: what will the decision be based on?
- Action: what will be done?
- Evidence: how will implementation be demonstrated?
- Review: when and how will effectiveness be checked?

12. Summary and preparation for the check

Before taking the check, make sure you can explain the chapter without reading the slides. The questions are scenario-based and require you to distinguish a substantive response from a merely formal one.

Key point: “Leadership, people and engagement” is effective when context, accountability, criteria, implementation, evidence and results are coherent and reviewed. The system should show not only that an activity occurred, but that it achieved its intended effect.

- Can you connect the topic to a real process?
- Can you identify at least two independent pieces of evidence?
- Can you distinguish a useful indicator from a misleading one?
- Can you choose a proportionate action in a new scenario?

MODULE 04**Processes, resources and knowledge**

- Minimum required time: 40 min
- Available intermediate-check bank: 50 questions

1. Orientation and learning outcomes

Maturity requires integrated processes, adequate resources and knowledge available where needed.

This chapter is designed to move from understanding the principle to recognizing evidence, making decisions and evaluating effectiveness. The guiding theme is “integrated process management”. Memorizing definitions is not enough: you should be able to connect requirement, process, risk, accountability and result.

- Explain the topic in your own words without reducing it to documentation.
- Identify the process or organizational decision affected by the topic.
- Distinguish implementation evidence from effectiveness evidence.
- Recognize when a favourable result may hide a weak control.

2. Standard framework and system connections

ISO 9004 guides the organization beyond minimum conformity toward sustained success. Its focus is the quality of the organization as a whole, identity, adaptability, learning and maturity self-assessment.

“Processes, resources and knowledge” does not exist in isolation. In a mature management system, decisions in this area must align with context, policy, objectives, resources, operational control and review. Missing connections often create merely formal conformity.

- Read the requirement in the organization's context.
- Look for interactions with other processes and relevant interested parties.
- Identify the expected result and how it will be measured.

3. From the standard to operational process

Manage dependencies, capacity, technologies, infrastructure, partners and knowledge systemically.

A robust method starts from a real situation, defines decision criteria, assigns an owner, establishes proportionate controls and produces usable information. The sequence should remain reconstructable months later to support continuity, auditability and learning.

- Define the input that triggers the process and the expected output.
- Set criteria and thresholds before judging results.
- Assign responsibility and authority proportionate to risk.
- Embed controls in normal work rather than in a parallel compliance process.
- Review effectiveness when conditions or evidence change.

4. Decisions, risks and proportionality

The topic requires a proportionate decision. Not every situation needs the same level of formalization, but every material decision should be explainable. Consider consequences, likelihood or exposure where relevant, dependencies,

applicable requirements and the reliability of available information.

Avoid both over-control that adds no value and weak control justified only by the absence of adverse events. Maturity means selecting an appropriate control level and reviewing it against results.

- What event or change should trigger reassessment?
- Which assumption, if wrong, would change the conclusion?
- Which control prevents the issue and which detects its effects?
- How is the residual risk or resulting performance shown to be acceptable?

5. Roles, leadership and competence

Effectiveness depends on clear accountability. Top management sets direction and priorities, process owners govern criteria and results, people apply controls and report anomalies, and support functions provide competence and tools. Outsourcing an activity does not automatically outsource accountability for the management system.

Competence should be demonstrated in the context of the task. Training, experience and instructions are means; the intended result is the ability to perform correctly and respond to deviations.

- Who decides?
- Who performs?
- Who verifies?
- Who should be consulted or informed?
- Who authorizes exceptions and changes?

6. Evidence: what really demonstrates implementation

Assess stability, adaptability and the ability to transfer knowledge across people and functions.

A single record is rarely enough. Strong evidence comes from triangulating documented criteria, process observation, result data and interviews with people doing the work. Sources should be coherent; divergence is itself information that deserves investigation.

- Sample more than one period or case for repetitive processes.
- Compare planned practice with actual practice.
- Verify effectiveness, not just control presence.
- Maintain traceability between decision, evidence and conclusion.

7. Data, indicators and weak signals

For this chapter, a useful indicator may be “ability to learn from deviations”, read together with “speed of adaptation to change”. A single metric can mislead: understand its definition, source, frequency, threshold, owner and the decision expected when it deviates.

A positive trend needs interpretation. It may result from genuine improvement, a method change, reduced activity or incomplete data. Before concluding, check comparability and use leading signals alongside final outcomes.

- Outcome indicator: what happened?
- Leading indicator: what condition may predict a problem?
- Threshold: when is action required?

- Decision: who acts and by when?

8. Common failure modes and how to avoid them

One recurring failure mode is depending on individual experts. Another is improving locally while harming the system. These behaviours can create an orderly-looking system that cannot prevent recurrence or demonstrate results.

Correct the approach by returning to three questions: what result is needed, what evidence demonstrates it, and what decision will be taken if the result is unsatisfactory?

- Do not confuse documentary conformity with operational control.
- Do not use absence of problems as the only proof of effectiveness.
- Do not leave criteria implicit or dependent on one person's memory.
- Do not close actions without later checking their effect.

9. Applied case

Rapid growth doubles volumes without updating capacity and knowledge: maturity is reflected in the quality of scalability.

Analyse the case as the process owner. Separate facts from assumptions, identify relevant requirements and interested parties, evaluate possible consequences and define the evidence you need before choosing an action and an effectiveness check.

- What is the real problem and what may only be a symptom?
- Which requirement or criterion is involved?
- Which people or processes must participate?
- What evidence would show that the solution remains effective?

10. Audit lens

During an audit, follow the chain requirement -> decision -> implementation -> evidence -> result. The question is not “does the document exist?” but “does the system reliably produce the expected result and react when it does not?”.

When evidence conflicts, extend the sample and determine whether the issue is isolated or systemic. Conclusions should be supported by verifiable evidence and clear criteria.

- Follow a recent example from start to finish.
- Use at least two independent sources for significant risk.
- Verify implementation and effectiveness.
- Distinguish an exception from a local deviation and a systemic issue.

11. Decision laboratory

Imagine that tomorrow a major condition changes: a supplier, technology, requirement, workload or responsibility. Build a five-step response: impact, criterion, decision, evidence, review. The exercise turns the requirement into operational capability.

If your answer relies on “we have always done it this way”, a criterion is missing. If it relies only on a procedure, outcome verification is missing. If it relies on one data point, robustness is missing.

- Impact: what changes?

- Criterion: what will the decision be based on?
- Action: what will be done?
- Evidence: how will implementation be demonstrated?
- Review: when and how will effectiveness be checked?

12. Summary and preparation for the check

Before taking the check, make sure you can explain the chapter without reading the slides. The questions are scenario-based and require you to distinguish a substantive response from a merely formal one.

Key point: “Processes, resources and knowledge” is effective when context, accountability, criteria, implementation, evidence and results are coherent and reviewed. The system should show not only that an activity occurred, but that it achieved its intended effect.

- Can you connect the topic to a real process?
- Can you identify at least two independent pieces of evidence?
- Can you distinguish a useful indicator from a misleading one?
- Can you choose a proportionate action in a new scenario?

MODULE 05**Performance, learning and innovation**

- Minimum required time: 40 min
- Available intermediate-check bank: 50 questions

1. Orientation and learning outcomes

Measurement is not about accumulating KPIs: information should support learning, comparison and innovation.

This chapter is designed to move from understanding the principle to recognizing evidence, making decisions and evaluating effectiveness. The guiding theme is “resources and knowledge”. Memorizing definitions is not enough: you should be able to connect requirement, process, risk, accountability and result.

- Explain the topic in your own words without reducing it to documentation.
- Identify the process or organizational decision affected by the topic.
- Distinguish implementation evidence from effectiveness evidence.
- Recognize when a favourable result may hide a weak control.

2. Standard framework and system connections

ISO 9004 guides the organization beyond minimum conformity toward sustained success. Its focus is the quality of the organization as a whole, identity, adaptability, learning and maturity self-assessment.

“Performance, learning and innovation” does not exist in isolation. In a mature management system, decisions in this area must align with context, policy, objectives, resources, operational control and review. Missing connections often create merely formal conformity.

- Read the requirement in the organization's context.
- Look for interactions with other processes and relevant interested parties.
- Identify the expected result and how it will be measured.

3. From the standard to operational process

Combine leading and lagging indicators, benchmarking, lessons learned and controlled experimentation.

A robust method starts from a real situation, defines decision criteria, assigns an owner, establishes proportionate controls and produces usable information. The sequence should remain reconstructable months later to support continuity, auditability and learning.

- Define the input that triggers the process and the expected output.
- Set criteria and thresholds before judging results.
- Assign responsibility and authority proportionate to risk.
- Embed controls in normal work rather than in a parallel compliance process.
- Review effectiveness when conditions or evidence change.

4. Decisions, risks and proportionality

The topic requires a proportionate decision. Not every situation needs the same level of formalization, but every material decision should be explainable. Consider consequences, likelihood or exposure where relevant, dependencies,

applicable requirements and the reliability of available information.

Avoid both over-control that adds no value and weak control justified only by the absence of adverse events. Maturity means selecting an appropriate control level and reviewing it against results.

- What event or change should trigger reassessment?
- Which assumption, if wrong, would change the conclusion?
- Which control prevents the issue and which detects its effects?
- How is the residual risk or resulting performance shown to be acceptable?

5. Roles, leadership and competence

Effectiveness depends on clear accountability. Top management sets direction and priorities, process owners govern criteria and results, people apply controls and report anomalies, and support functions provide competence and tools. Outsourcing an activity does not automatically outsource accountability for the management system.

Competence should be demonstrated in the context of the task. Training, experience and instructions are means; the intended result is the ability to perform correctly and respond to deviations.

- Who decides?
- Who performs?
- Who verifies?
- Who should be consulted or informed?
- Who authorizes exceptions and changes?

6. Evidence: what really demonstrates implementation

Look for decisions traceable to data and the ability to correct wrong assumptions quickly.

A single record is rarely enough. Strong evidence comes from triangulating documented criteria, process observation, result data and interviews with people doing the work. Sources should be coherent; divergence is itself information that deserves investigation.

- Sample more than one period or case for repetitive processes.
- Compare planned practice with actual practice.
- Verify effectiveness, not just control presence.
- Maintain traceability between decision, evidence and conclusion.

7. Data, indicators and weak signals

For this chapter, a useful indicator may be “availability of critical knowledge”, read together with “progress in self-assessments”. A single metric can mislead: understand its definition, source, frequency, threshold, owner and the decision expected when it deviates.

A positive trend needs interpretation. It may result from genuine improvement, a method change, reduced activity or incomplete data. Before concluding, check comparability and use leading signals alongside final outcomes.

- Outcome indicator: what happened?
- Leading indicator: what condition may predict a problem?
- Threshold: when is action required?

- Decision: who acts and by when?

8. Common failure modes and how to avoid them

One recurring failure mode is using self-assessment as a checklist. Another is confusing growth with sustained success. These behaviours can create an orderly-looking system that cannot prevent recurrence or demonstrate results.

Correct the approach by returning to three questions: what result is needed, what evidence demonstrates it, and what decision will be taken if the result is unsatisfactory?

- Do not confuse documentary conformity with operational control.
- Do not use absence of problems as the only proof of effectiveness.
- Do not leave criteria implicit or dependent on one person's memory.
- Do not close actions without later checking their effect.

9. Applied case

An indicator improves after reducing the control sample: the data must be interpreted in the context of the measurement method.

Analyse the case as the process owner. Separate facts from assumptions, identify relevant requirements and interested parties, evaluate possible consequences and define the evidence you need before choosing an action and an effectiveness check.

- What is the real problem and what may only be a symptom?
- Which requirement or criterion is involved?
- Which people or processes must participate?
- What evidence would show that the solution remains effective?

10. Audit lens

During an audit, follow the chain requirement -> decision -> implementation -> evidence -> result. The question is not "does the document exist?" but "does the system reliably produce the expected result and react when it does not?"

When evidence conflicts, extend the sample and determine whether the issue is isolated or systemic. Conclusions should be supported by verifiable evidence and clear criteria.

- Follow a recent example from start to finish.
- Use at least two independent sources for significant risk.
- Verify implementation and effectiveness.
- Distinguish an exception from a local deviation and a systemic issue.

11. Decision laboratory

Imagine that tomorrow a major condition changes: a supplier, technology, requirement, workload or responsibility. Build a five-step response: impact, criterion, decision, evidence, review. The exercise turns the requirement into operational capability.

If your answer relies on "we have always done it this way", a criterion is missing. If it relies only on a procedure, outcome verification is missing. If it relies on one data point, robustness is missing.

- Impact: what changes?
- Criterion: what will the decision be based on?
- Action: what will be done?
- Evidence: how will implementation be demonstrated?
- Review: when and how will effectiveness be checked?

12. Summary and preparation for the check

Before taking the check, make sure you can explain the chapter without reading the slides. The questions are scenario-based and require you to distinguish a substantive response from a merely formal one.

Key point: “Performance, learning and innovation” is effective when context, accountability, criteria, implementation, evidence and results are coherent and reviewed. The system should show not only that an activity occurred, but that it achieved its intended effect.

- Can you connect the topic to a real process?
- Can you identify at least two independent pieces of evidence?
- Can you distinguish a useful indicator from a misleading one?
- Can you choose a proportionate action in a new scenario?

MODULE 06**Self-assessment and maturity roadmap**

- Minimum required time: 30 min
- Available intermediate-check bank: 50 questions

1. Orientation and learning outcomes

ISO 9004 self-assessment helps identify strengths, gaps and development priorities.

This chapter is designed to move from understanding the principle to recognizing evidence, making decisions and evaluating effectiveness. The guiding theme is “performance analysis”. Memorizing definitions is not enough: you should be able to connect requirement, process, risk, accountability and result.

- Explain the topic in your own words without reducing it to documentation.
- Identify the process or organizational decision affected by the topic.
- Distinguish implementation evidence from effectiveness evidence.
- Recognize when a favourable result may hide a weak control.

2. Standard framework and system connections

ISO 9004 guides the organization beyond minimum conformity toward sustained success. Its focus is the quality of the organization as a whole, identity, adaptability, learning and maturity self-assessment.

“Self-assessment and maturity roadmap” does not exist in isolation. In a mature management system, decisions in this area must align with context, policy, objectives, resources, operational control and review. Missing connections often create merely formal conformity.

- Read the requirement in the organization's context.
- Look for interactions with other processes and relevant interested parties.
- Identify the expected result and how it will be measured.

3. From the standard to operational process

Assess evidence, involve different functions, define current and realistic target levels, and turn results into a roadmap.

A robust method starts from a real situation, defines decision criteria, assigns an owner, establishes proportionate controls and produces usable information. The sequence should remain reconstructable months later to support continuity, auditability and learning.

- Define the input that triggers the process and the expected output.
- Set criteria and thresholds before judging results.
- Assign responsibility and authority proportionate to risk.
- Embed controls in normal work rather than in a parallel compliance process.
- Review effectiveness when conditions or evidence change.

4. Decisions, risks and proportionality

The topic requires a proportionate decision. Not every situation needs the same level of formalization, but every

material decision should be explainable. Consider consequences, likelihood or exposure where relevant, dependencies, applicable requirements and the reliability of available information.

Avoid both over-control that adds no value and weak control justified only by the absence of adverse events. Maturity means selecting an appropriate control level and reviewing it against results.

- What event or change should trigger reassessment?
- Which assumption, if wrong, would change the conclusion?
- Which control prevents the issue and which detects its effects?
- How is the residual risk or resulting performance shown to be acceptable?

5. Roles, leadership and competence

Effectiveness depends on clear accountability. Top management sets direction and priorities, process owners govern criteria and results, people apply controls and report anomalies, and support functions provide competence and tools. Outsourcing an activity does not automatically outsource accountability for the management system.

Competence should be demonstrated in the context of the task. Training, experience and instructions are means; the intended result is the ability to perform correctly and respond to deviations.

- Who decides?
- Who performs?
- Who verifies?
- Who should be consulted or informed?
- Who authorizes exceptions and changes?

6. Evidence: what really demonstrates implementation

Repeat self-assessment over time and compare actual improvement with defined priorities.

A single record is rarely enough. Strong evidence comes from triangulating documented criteria, process observation, result data and interviews with people doing the work. Sources should be coherent; divergence is itself information that deserves investigation.

- Sample more than one period or case for repetitive processes.
- Compare planned practice with actual practice.
- Verify effectiveness, not just control presence.
- Maintain traceability between decision, evidence and conclusion.

7. Data, indicators and weak signals

For this chapter, a useful indicator may be “maturity of evidence-based decisions”, read together with “alignment between strategy and results”. A single metric can mislead: understand its definition, source, frequency, threshold, owner and the decision expected when it deviates.

A positive trend needs interpretation. It may result from genuine improvement, a method change, reduced activity or incomplete data. Before concluding, check comparability and use leading signals alongside final outcomes.

- Outcome indicator: what happened?
- Leading indicator: what condition may predict a problem?
- Threshold: when is action required?

- Decision: who acts and by when?

8. Common failure modes and how to avoid them

One recurring failure mode is failing to connect learning and strategy. Another is measuring financial results only. These behaviours can create an orderly-looking system that cannot prevent recurrence or demonstrate results.

Correct the approach by returning to three questions: what result is needed, what evidence demonstrates it, and what decision will be taken if the result is unsatisfactory?

- Do not confuse documentary conformity with operational control.
- Do not use absence of problems as the only proof of effectiveness.
- Do not leave criteria implicit or dependent on one person's memory.
- Do not close actions without later checking their effect.

9. Applied case

A high score without independent evidence creates false confidence: maturity requires critical challenge and data.

Analyse the case as the process owner. Separate facts from assumptions, identify relevant requirements and interested parties, evaluate possible consequences and define the evidence you need before choosing an action and an effectiveness check.

- What is the real problem and what may only be a symptom?
- Which requirement or criterion is involved?
- Which people or processes must participate?
- What evidence would show that the solution remains effective?

10. Audit lens

During an audit, follow the chain requirement -> decision -> implementation -> evidence -> result. The question is not “does the document exist?” but “does the system reliably produce the expected result and react when it does not?”.

When evidence conflicts, extend the sample and determine whether the issue is isolated or systemic. Conclusions should be supported by verifiable evidence and clear criteria.

- Follow a recent example from start to finish.
- Use at least two independent sources for significant risk.
- Verify implementation and effectiveness.
- Distinguish an exception from a local deviation and a systemic issue.

11. Decision laboratory

Imagine that tomorrow a major condition changes: a supplier, technology, requirement, workload or responsibility. Build a five-step response: impact, criterion, decision, evidence, review. The exercise turns the requirement into operational capability.

If your answer relies on “we have always done it this way”, a criterion is missing. If it relies only on a procedure, outcome verification is missing. If it relies on one data point, robustness is missing.

- Impact: what changes?
- Criterion: what will the decision be based on?

- Action: what will be done?
- Evidence: how will implementation be demonstrated?
- Review: when and how will effectiveness be checked?

12. Summary and preparation for the check

Before taking the check, make sure you can explain the chapter without reading the slides. The questions are scenario-based and require you to distinguish a substantive response from a merely formal one.

Key point: “Self-assessment and maturity roadmap” is effective when context, accountability, criteria, implementation, evidence and results are coherent and reviewed. The system should show not only that an activity occurred, but that it achieved its intended effect.

- Can you connect the topic to a real process?
- Can you identify at least two independent pieces of evidence?
- Can you distinguish a useful indicator from a misleading one?
- Can you choose a proportionate action in a new scenario?

MODULE 07**Relationships, resilience and adaptability**

- Minimum required time: 30 min
- Available intermediate-check bank: 24 questions

1. Orientation and learning outcomes

Sustained success requires balanced interested-party relationships, the ability to anticipate change and resilience of the processes that create long-term value.

This chapter is designed to move from understanding the principle to recognizing evidence, making decisions and evaluating effectiveness. The guiding theme is “organizational learning”. Memorizing definitions is not enough: you should be able to connect requirement, process, risk, accountability and result.

- Explain the topic in your own words without reducing it to documentation.
- Identify the process or organizational decision affected by the topic.
- Distinguish implementation evidence from effectiveness evidence.
- Recognize when a favourable result may hide a weak control.

2. Standard framework and system connections

ISO 9004 guides the organization beyond minimum conformity toward sustained success. Its focus is the quality of the organization as a whole, identity, adaptability, learning and maturity self-assessment.

“Relationships, resilience and adaptability” does not exist in isolation. In a mature management system, decisions in this area must align with context, policy, objectives, resources, operational control and review. Missing connections often create merely formal conformity.

- Read the requirement in the organization’s context.
- Look for interactions with other processes and relevant interested parties.
- Identify the expected result and how it will be measured.

3. From the standard to operational process

Integrate scenarios, dependencies, strategic relationships and adaptability into planning and investment decisions.

A robust method starts from a real situation, defines decision criteria, assigns an owner, establishes proportionate controls and produces usable information. The sequence should remain reconstructable months later to support continuity, auditability and learning.

- Define the input that triggers the process and the expected output.
- Set criteria and thresholds before judging results.
- Assign responsibility and authority proportionate to risk.
- Embed controls in normal work rather than in a parallel compliance process.
- Review effectiveness when conditions or evidence change.

4. Decisions, risks and proportionality

The topic requires a proportionate decision. Not every situation needs the same level of formalization, but every

material decision should be explainable. Consider consequences, likelihood or exposure where relevant, dependencies, applicable requirements and the reliability of available information.

Avoid both over-control that adds no value and weak control justified only by the absence of adverse events. Maturity means selecting an appropriate control level and reviewing it against results.

- What event or change should trigger reassessment?
- Which assumption, if wrong, would change the conclusion?
- Which control prevents the issue and which detects its effects?
- How is the residual risk or resulting performance shown to be acceptable?

5. Roles, leadership and competence

Effectiveness depends on clear accountability. Top management sets direction and priorities, process owners govern criteria and results, people apply controls and report anomalies, and support functions provide competence and tools. Outsourcing an activity does not automatically outsource accountability for the management system.

Competence should be demonstrated in the context of the task. Training, experience and instructions are means; the intended result is the ability to perform correctly and respond to deviations.

- Who decides?
- Who performs?
- Who verifies?
- Who should be consulted or informed?
- Who authorizes exceptions and changes?

6. Evidence: what really demonstrates implementation

Scenario reviews, resilience indicators, dependency analysis, continuity plans, partnership reviews and resource-allocation decisions.

A single record is rarely enough. Strong evidence comes from triangulating documented criteria, process observation, result data and interviews with people doing the work. Sources should be coherent; divergence is itself information that deserves investigation.

- Sample more than one period or case for repetitive processes.
- Compare planned practice with actual practice.
- Verify effectiveness, not just control presence.
- Maintain traceability between decision, evidence and conclusion.

7. Data, indicators and weak signals

For this chapter, a useful indicator may be “speed of adaptation to change”, read together with “resilience of key processes”. A single metric can mislead: understand its definition, source, frequency, threshold, owner and the decision expected when it deviates.

A positive trend needs interpretation. It may result from genuine improvement, a method change, reduced activity or incomplete data. Before concluding, check comparability and use leading signals alongside final outcomes.

- Outcome indicator: what happened?
- Leading indicator: what condition may predict a problem?

- Threshold: when is action required?
- Decision: who acts and by when?

8. Common failure modes and how to avoid them

One recurring failure mode is managing interested parties reactively. Another is ignoring weak signals in context. These behaviours can create an orderly-looking system that cannot prevent recurrence or demonstrate results.

Correct the approach by returning to three questions: what result is needed, what evidence demonstrates it, and what decision will be taken if the result is unsatisfactory?

- Do not confuse documentary conformity with operational control.
- Do not use absence of problems as the only proof of effectiveness.
- Do not leave criteria implicit or dependent on one person's memory.
- Do not close actions without later checking their effect.

9. Applied case

An organization grows rapidly through one critical partner: positive financial performance does not eliminate dependency risk or the need for resilience.

Analyse the case as the process owner. Separate facts from assumptions, identify relevant requirements and interested parties, evaluate possible consequences and define the evidence you need before choosing an action and an effectiveness check.

- What is the real problem and what may only be a symptom?
- Which requirement or criterion is involved?
- Which people or processes must participate?
- What evidence would show that the solution remains effective?

10. Audit lens

During an audit, follow the chain requirement -> decision -> implementation -> evidence -> result. The question is not “does the document exist?” but “does the system reliably produce the expected result and react when it does not?”.

When evidence conflicts, extend the sample and determine whether the issue is isolated or systemic. Conclusions should be supported by verifiable evidence and clear criteria.

- Follow a recent example from start to finish.
- Use at least two independent sources for significant risk.
- Verify implementation and effectiveness.
- Distinguish an exception from a local deviation and a systemic issue.

11. Decision laboratory

Imagine that tomorrow a major condition changes: a supplier, technology, requirement, workload or responsibility. Build a five-step response: impact, criterion, decision, evidence, review. The exercise turns the requirement into operational capability.

If your answer relies on “we have always done it this way”, a criterion is missing. If it relies only on a procedure, outcome verification is missing. If it relies on one data point, robustness is missing.

- Impact: what changes?
- Criterion: what will the decision be based on?
- Action: what will be done?
- Evidence: how will implementation be demonstrated?
- Review: when and how will effectiveness be checked?

12. Summary and preparation for the check

Before taking the check, make sure you can explain the chapter without reading the slides. The questions are scenario-based and require you to distinguish a substantive response from a merely formal one.

Key point: “Relationships, resilience and adaptability” is effective when context, accountability, criteria, implementation, evidence and results are coherent and reviewed. The system should show not only that an activity occurred, but that it achieved its intended effect.

- Can you connect the topic to a real process?
- Can you identify at least two independent pieces of evidence?
- Can you distinguish a useful indicator from a misleading one?
- Can you choose a proportionate action in a new scenario?

MODULE 08**Maturity governance and sustained-success roadmap review**

- Minimum required time: 35 min
- Available intermediate-check bank: 24 questions

1. Orientation and learning outcomes

Self-assessment creates value when it drives priorities, decisions and learning. Maturity should be reviewed over time and connected to strategy rather than becoming a static score.

This chapter is designed to move from understanding the principle to recognizing evidence, making decisions and evaluating effectiveness. The guiding theme is “self-assessment and maturity”. Memorizing definitions is not enough: you should be able to connect requirement, process, risk, accountability and result.

- Explain the topic in your own words without reducing it to documentation.
- Identify the process or organizational decision affected by the topic.
- Distinguish implementation evidence from effectiveness evidence.
- Recognize when a favourable result may hide a weak control.

2. Standard framework and system connections

ISO 9004 guides the organization beyond minimum conformity toward sustained success. Its focus is the quality of the organization as a whole, identity, adaptability, learning and maturity self-assessment.

“Maturity governance and sustained-success roadmap review” does not exist in isolation. In a mature management system, decisions in this area must align with context, policy, objectives, resources, operational control and review. Missing connections often create merely formal conformity.

- Read the requirement in the organization's context.
- Look for interactions with other processes and relevant interested parties.
- Identify the expected result and how it will be measured.

3. From the standard to operational process

Define maturity criteria, evidence, responsibilities and review cycles; convert material gaps into a roadmap with expected outcomes and effectiveness checks.

A robust method starts from a real situation, defines decision criteria, assigns an owner, establishes proportionate controls and produces usable information. The sequence should remain reconstructable months later to support continuity, auditability and learning.

- Define the input that triggers the process and the expected output.
- Set criteria and thresholds before judging results.
- Assign responsibility and authority proportionate to risk.
- Embed controls in normal work rather than in a parallel compliance process.
- Review effectiveness when conditions or evidence change.

4. Decisions, risks and proportionality

The topic requires a proportionate decision. Not every situation needs the same level of formalization, but every material decision should be explainable. Consider consequences, likelihood or exposure where relevant, dependencies, applicable requirements and the reliability of available information.

Avoid both over-control that adds no value and weak control justified only by the absence of adverse events. Maturity means selecting an appropriate control level and reviewing it against results.

- What event or change should trigger reassessment?
- Which assumption, if wrong, would change the conclusion?
- Which control prevents the issue and which detects its effects?
- How is the residual risk or resulting performance shown to be acceptable?

5. Roles, leadership and competence

Effectiveness depends on clear accountability. Top management sets direction and priorities, process owners govern criteria and results, people apply controls and report anomalies, and support functions provide competence and tools. Outsourcing an activity does not automatically outsource accountability for the management system.

Competence should be demonstrated in the context of the task. Training, experience and instructions are means; the intended result is the ability to perform correctly and respond to deviations.

- Who decides?
- Who performs?
- Who verifies?
- Who should be consulted or informed?
- Who authorizes exceptions and changes?

6. Evidence: what really demonstrates implementation

Periodic self-assessments, maturity trends, governance decisions, roadmaps, milestones, learning evidence and reprioritization.

A single record is rarely enough. Strong evidence comes from triangulating documented criteria, process observation, result data and interviews with people doing the work. Sources should be coherent; divergence is itself information that deserves investigation.

- Sample more than one period or case for repetitive processes.
- Compare planned practice with actual practice.
- Verify effectiveness, not just control presence.
- Maintain traceability between decision, evidence and conclusion.

7. Data, indicators and weak signals

For this chapter, a useful indicator may be “progress in self-assessments”, read together with “balance among interested-party needs”. A single metric can mislead: understand its definition, source, frequency, threshold, owner and the decision expected when it deviates.

A positive trend needs interpretation. It may result from genuine improvement, a method change, reduced activity or incomplete data. Before concluding, check comparability and use leading signals alongside final outcomes.

- Outcome indicator: what happened?
- Leading indicator: what condition may predict a problem?
- Threshold: when is action required?
- Decision: who acts and by when?

8. Common failure modes and how to avoid them

One recurring failure mode is improving locally while harming the system. Another is depending on individual experts. These behaviours can create an orderly-looking system that cannot prevent recurrence or demonstrate results.

Correct the approach by returning to three questions: what result is needed, what evidence demonstrates it, and what decision will be taken if the result is unsatisfactory?

- Do not confuse documentary conformity with operational control.
- Do not use absence of problems as the only proof of effectiveness.
- Do not leave criteria implicit or dependent on one person's memory.
- Do not close actions without later checking their effect.

9. Applied case

The maturity score rises while interested-party outcomes worsen: the scale should be reviewed and tied to real evidence of sustained success.

Analyse the case as the process owner. Separate facts from assumptions, identify relevant requirements and interested parties, evaluate possible consequences and define the evidence you need before choosing an action and an effectiveness check.

- What is the real problem and what may only be a symptom?
- Which requirement or criterion is involved?
- Which people or processes must participate?
- What evidence would show that the solution remains effective?

10. Audit lens

During an audit, follow the chain requirement -> decision -> implementation -> evidence -> result. The question is not “does the document exist?” but “does the system reliably produce the expected result and react when it does not?”.

When evidence conflicts, extend the sample and determine whether the issue is isolated or systemic. Conclusions should be supported by verifiable evidence and clear criteria.

- Follow a recent example from start to finish.
- Use at least two independent sources for significant risk.
- Verify implementation and effectiveness.
- Distinguish an exception from a local deviation and a systemic issue.

11. Decision laboratory

Imagine that tomorrow a major condition changes: a supplier, technology, requirement, workload or responsibility. Build a five-step response: impact, criterion, decision, evidence, review. The exercise turns the requirement into operational capability.

If your answer relies on “we have always done it this way”, a criterion is missing. If it relies only on a procedure,

outcome verification is missing. If it relies on one data point, robustness is missing.

- Impact: what changes?
- Criterion: what will the decision be based on?
- Action: what will be done?
- Evidence: how will implementation be demonstrated?
- Review: when and how will effectiveness be checked?

12. Summary and preparation for the check

Before taking the check, make sure you can explain the chapter without reading the slides. The questions are scenario-based and require you to distinguish a substantive response from a merely formal one.

Key point: "Maturity governance and sustained-success roadmap review" is effective when context, accountability, criteria, implementation, evidence and results are coherent and reviewed. The system should show not only that an activity occurred, but that it achieved its intended effect.

- Can you connect the topic to a real process?
- Can you identify at least two independent pieces of evidence?
- Can you distinguish a useful indicator from a misleading one?
- Can you choose a proportionate action in a new scenario?

7. Assessment system, final exam and passing criteria

- Intermediate checks are linked to individual modules and provide progressive learning control before access to the final assessment.
- The final assessment consists of 30 questions selected from the active course bank. The platform applies an anti-repetition logic for new attempts when the bank size allows it.
- Final question-bank size detected at generation time: 390 active questions.
- Published passing threshold for the course: 70%.
- Questions are intended to assess not only recall but also interpretation, application, evidence selection, scenario assessment and quality of decision-making, depending on the subject matter.

8. Tracking, learning continuity and session integrity

- Path status, completed modules and recorded time are managed server-side when the course uses the Academy learning mode.
- The platform allows the pathway to resume from the recorded point and retains the results of required checks.
- Assessment sessions may be subject to the integrity and proctoring controls enabled by the platform and described in the applicable usage rules.
- Technical and integrity events support assessment and do not replace professional judgement where human review is required.

9. Certificate, use and limitations

The CIWZ certificate, where provided by the pathway and requested after passing, records the result achieved in the stated CIWZ pathway or assessment. It does not automatically replace personnel certification, professional registration, statutory licence, legal qualification or credentials issued by third-party bodies where such requirements are imposed by the applicable scheme.

10. Commercial and tax conditions

- Course + certificate: 450,00 € VAT excluded.
- UAE VAT is applied to UAE customers according to billing data and the applicable tax rules.
- Any specific commercial terms, agreements or corporate orders override the public price only when formally accepted by Certificato IWZ FZCO.

11. Dossier document control

- Document automatically generated by CIWZ Academy from the course data published at the time of the request.

- Course code: ISO9004-2018
- Document language: EN
- Generation date: 13/10/2026
- For normative and professional application, the current official sources and any applicable procedures/schemes prevail.