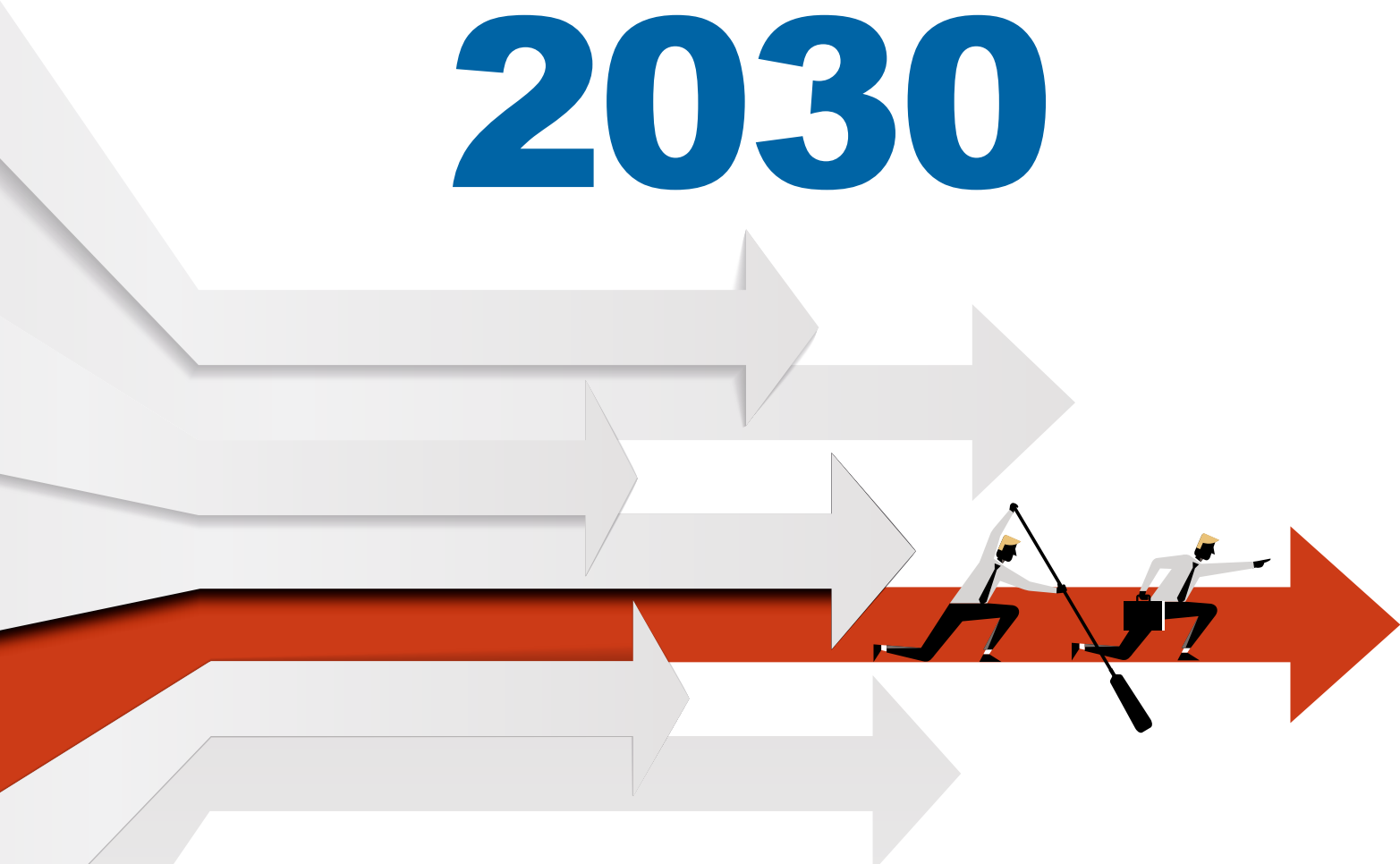


Driving progress to 2030



**Rashad Issa CQP FCQI, Chair of the CQI's Board of Trustees,
reflects on the organisation's progress since the CQI's
centenary in 2019 – and looks ahead to what the future holds**







During 2019, our centenary year, the CQI and IRCA Board of Trustees set a new direction for the Institute and the quality profession. At its heart, our 2030 strategy recognised that the profession needed to respond to a number of emerging macro trends, as well as some rather sticky old challenges.

We realised that digitalisation had started to change where and how quality is managed in organisations. We understood that the sustainability agenda was changing how society and customers view the quality of products, projects, services and organisations. The geopolitical

shifts towards protectionism had the potential to create fragility in supply chains and business models. The ageing demographic and competition from new professional domains meant that we needed to attract new talent with more diverse educational and experiential backgrounds. In addition, more work had to be done to reposition quality as an enabling skill builder, for individuals and organisations.

The future presented golden opportunities for the profession to help organisations respond to these challenges, using well-established quality principles and methods. ▶

TABLE 1

 <p>Vision for quality management</p> 	<p>Quality capability: ownership for the management of quality has been embedded in organisational value chains through the development of quality culture and capability.</p>
<p></p>	<p>Trust and guardianship: quality management is valued as the way to protect and enhance organisational reputation, mitigating risk of operational failure and supporting social and environmental goals by building quality into products, services, projects and processes.</p>
<p></p>	<p>Agility and adaptability: quality enables organisations to work at pace to de-risk transformation and achieve performance improvement, including through new digital technologies.</p>
<p></p>	<p>Strategic value: quality management has grown primarily from operational to strategically significant.</p>
 <p>Vision for quality</p> 	<p>Business partner: the profession is viewed as a business partner by organisations, enabling superior quality culture and capability.</p>
<p></p>	<p>Context relevant: the profession enables organisations to adapt quality management to their specific contexts and strategies.</p>
<p></p>	<p>Technologically agile: the profession is adaptable to technology in terms of digitalising quality management and supporting digital transformation.</p>
<p></p>	<p>Societally positive: the profession responds proactively to the sustainability and circular economy agendas.</p>
<p></p>	<p>Diverse and learning: the profession is inclusive and diverse to meet new challenges, and focused on learning and improvement.</p>
 <p>Vision for the CQI and IRCA</p> 	<p>Organisations value CQI for helping develop quality capability as a tool for success, and the quality profession as the key enabler.</p>
<p></p>	<p>The profession values the CQI for driving the profession forwards.</p>
<p></p>	<p>Members value the CQI as the inclusive go-to organisation.</p>
<p></p>	<p>Society values the CQI and quality as a force for sustainable good and improving quality of life.</p>

From this, the 2030 strategy was born, designed to drive the kind of change articulated in **Table 1** (above) as to how the quality profession, quality management and the CQI and IRCA are perceived by society, in line with our Royal Charter mission and values (**Table 2**).

Where we started and how we are progressing

The 2030 strategy was designed with three key phases over the 10-year period: 1) prepare for growth, 2) transform value, and 3) globalise.

The ‘prepare for growth’ phase from 2020-2023 was aimed at enhancing our capability to support members, support the profession, and provide the digital infrastructure that will help us support our members and networks, wherever they are.

However, almost immediately in 2020, life as we know it changed as the pandemic took over. We faced real challenges as individuals, organisations, quality professionals, and the CQI and IRCA was no different.

While the pandemic challenged and isolated many of us, it helped accelerate the digital transformation, bringing the world closer, while helping us, the CQI and IRCA, to appreciate and focus on our geographical presence.

I am pleased that we navigated those times safely and successfully and, three years into our strategy, we are seeing growth. Growth in membership, growth in learner numbers, growth in customer satisfaction, growth in revenue, growth in industry engagement, growth in engagement with the global quality community, and – the one of which I am super proud –

“The future presented golden opportunities for the profession”

growth in the number of volunteers.

We enhanced our governance framework, introduced new platforms to increase knowledge sharing between our global community through mentoring, elearning and our Quality Careers Hub, and the numerous online branch and special interest group (SIG) events.

We developed a research capability to deliver unique Quality 4.0 content, and expanded and updated the CQI Profession Map with new knowledge and skills from digital to sustainability. We continued to shine a light on the success stories from great quality professionals worldwide through the International Quality Awards, and built on this to establish the annual Quality Live conference.

All of this helped us reach more professionals, more organisations and more quality peer groups and organisations.

Strategy review outcomes 2023

While our strategy is constantly reviewed as we progress year on year, we needed to take another deep dive into the macro trends facing the profession, our own capability, and assess whether we were still on the right track.

As part of this process, we were very grateful for the insight and feedback that we received from volunteers, members and partners.

In terms of the macro trends outlined above, we concluded that the digital and sustainability agendas had accelerated in terms of importance and speed of development. We are encouraged by the polls of quality professionals that have shown that members are grasping and responding to the importance and relevance of these topics.

These concepts are also requiring membership and professional bodies, such as the CQI, to innovate and adapt at a faster pace to provide trusted content, slick collaboration tools, and the right balance of digital and human experience.

However, the big ask from our members was that we balance this focus on the profession with work to promote quality management, the profession and the CQI and IRCA to organisations, industry bodies and policy makers. This included an appetite for tools and resources for quality professionals to use to develop capability, culture and competence within their wider organisations. ▶

TABLE 2

<p>Our mission</p>	<p>As a registered charity with a Royal Charter, our mission is to champion quality management for the benefit of society.</p>
<p>Our vision</p>	<p>Our vision is a world in which organisations of all types and sizes thrive by providing outstanding value for customers, stakeholders and society.</p> <p>The CQI will play a key part in achieving this through:</p> <ul style="list-style-type: none"> • Collaboration: by working with business leaders, managers and specialists to adopt quality approaches that meet stakeholder needs and create competitive advantages. • Promotion: by championing quality management as an evidence-based, outcomes-driven profession, recognised for helping organisations to learn, develop and prosper. • Leadership: by growing the CQI into a leading global body for quality and auditing professionals, and supporting this community to continually improve, share expertise, and shape the future.
<p>Our values</p>	<ul style="list-style-type: none"> • Inclusion: we respect and value everyone, support each other to do our best, and collaborate to make a difference to society. • Integrity: we act ethically, make decisions in the best interests of our stakeholders, and take ownership for our actions. • Innovation: we invite new ways of thinking that challenge the status quo, help us to remain relevant, and ensure we continuously improve.

Rashad Issa: personal reflection



Strategy, by definition, is an action plan designed to achieve a long-term aim. I define it as the organisational dynamic ability to plan, respond, and innovate in order to achieve a desired outcome or aspiration. Dynamic is the key attribute. It is essential that we understand what our baseline is and have a plan

to develop it further. Innovating and responding to challenges and opportunities will help us enhance our plan and shift our focus as needed.

TABLE 3 – INTERNAL AND EXTERNAL STRATEGIC FORCES

The next phase: 2024-2030

Taking all this into consideration, the Board of Trustees approved a next-phase strategy in the second half of 2023. We will now be working to tackle the external challenges, as shown in Table 3 (opposite), and the feedback provided by members and volunteers.

Three focus areas

Graph 1 (on page opposite) outlines our high-level strategy for our next phase, 2024-2030. This focuses on three themes that work towards the visions outlined in Table 1, namely the quality management discipline, the quality professional, and the CQI and IRCA as a professional body.

First, to position quality management as a discipline that can help drive sustained success for businesses, we will focus on increasing our collaboration with industry. This will be done by developing an advocacy programme that will help us promote the value of the profession and professionals, through the CQI offerings, as go-to business partners.

An important element of this will be aiming our research capability to defining the value of quality management, and developing tools that members can use to educate and develop quality culture and capability within their wider organisations.

This leads to the second focus – the quality professional. We will continue to develop continuing professional development (CPD) assets and opportunities to enhance skills through our Profession Map and equip everyone with new knowledge and skills to navigate the demanding challenge of supporting organisational strategies and operations. The aim is to position us, quality professionals, as business partners who are engaged by our organisations from the design phase to help build quality in, rather than dealing primarily with failure.

And finally, for the CQI and IRCA itself, we will continue to improve our infrastructure to better serve our community, both in person and online. We will further upgrade our digital infrastructure to improve our business intelligence so we can better understand



External strategic forces



Technology: technology will have a significant impact on where and how quality is managed.

Value: the true value of quality management and the quality professional is insufficiently understood by leaders and organisations.

Skills and resources: tight labour markets and technological advances are generating skills and resourcing gaps in the quality profession.

Relevance of the CQI: the traditional membership offer is unlikely to sustain the CQI.



Internal strategic issues



IT: our IT stack is insufficient to support future needs of customers and the strategy.

IRCA: our audit offer needs to be updated to reflect external drivers for change.

Growth: we must focus our resources on growing with purpose and impact against our Royal Charter.

the community that interacts with us. And we will continue to promote our brand to support the needs of quality professionals (assurers and improvers), regardless of sector or geography.

Our re-focused strategy will help us build on the successes and growth achieved between 2020 and 2023. I am excited for what the future will bring. Our member and partner voices were crucial in developing this plan – and you will be crucial in helping us realise it.

I trust that our volunteers and professional network groups will be able to align their work to these themes in the coming years and continue to give feedback and engage with us as we evolve and continue to support this passionate and dedicated community. ■

Rashad Issa: personal reflection






Our strategy is informed by our members and volunteers and the challenges and opportunities they deal with daily. As a member-led organisation, the ripple of our work can be seen for years to come.

Share your stories and learnings, join your local chapter, attend a SIG discussion, mentor someone, or join our conferences. Most importantly, take your one lesson learned

from any of these activities, and share it with colleagues and business leaders. Help them reach that 'a-ha' moment!

On behalf of the Board of Trustees, I extend my gratitude to our executive team, the CQI's brilliant workforce, our volunteers, partners and our members who contributed to and provided input to our strategic plan. I look forward to working with all of you as we collectively promote the value of quality management to society.

GRAPH 1 - CQI AND IRCA STRATEGY 2024-2030

STRATEGIC THEME	CRITICAL SUCCESS FACTORS	SUBJECT VISIONS	CQI MISSION AND VISION
 <p>Quality management</p>	<p>Corporate offer: we must have a corporate offer that supports both the development of the quality profession and the management of quality more widely within organisations.</p> <p>Quality capability and culture support: we must have organisational quality capability assets that help quality professionals develop the management of quality within their organisations.</p> <p>Non-quality professional (QP) assets: we must have competence assets to support non-QP roles and allied professional domains.</p> <p>Advocacy programme: we must have an advocacy programme that promotes the value of the CQI, quality management and the quality profession, underpinned by a compelling argument for the value of quality management and the role of the quality professional as a business partner.</p>	<p>Vision for quality management</p> <ul style="list-style-type: none"> • Quality capability • Trust and guardianship • Agility and adaptability • Strategic value 	<p>OUR MISSION</p> <p>To champion quality management for the benefit of society</p>
 <p>The quality profession</p>	<p>Career pathways: we must have defined role profiles, career pathways and learning pathways that encourages new talent and supports quality professionals through their career.</p> <p>CPD system: we must have the professional development ecosystem and supporting infrastructure that disseminates knowledge and good practice and leverages the collective wisdom and experience within our membership for the benefit of the profession.</p> <p>Audit and assurance offer: we must have an updated assurance and audit offer that supports organisational risk and performance management.</p> <p>Quality business partner: we must have a definition of the role of the quality profession that demonstrates its value as an enabling business partner for organisations and society.</p>	<p>Vision for the quality profession/function</p> <ul style="list-style-type: none"> • Business partner • Context relevant • Technologically agile • Societally positive • Diverse and learning 	<p>OUR VISION</p> <p>Our vision is a world in which organisations of all types and sizes thrive by providing outstanding value for customers, stakeholders and society</p>
 <p>The CQI and IRCA</p>	<p>Digital transformation: we must have secure IT systems that support superior, scalable customer value.</p> <p>Growth plan: we must have defined what we mean by growth and have implemented a plan to deliver growth that meets our strategic ambition.</p> <p>Business intelligence: we must have a data- and insights-led approach that supports the needs of the CQI.</p> <p>Brand identity: we must have a defined brand that positions the Institute as relevant and valued to the profession and society.</p> <p>ESG strategy: we must have an environment, society and governance (ESG) strategy that supports the value and development of quality globally.</p> <p>CQI capability: we must have the appropriate internal capability and competence to deliver the strategy.</p>	<p>Vision for the CQI valued by:</p> <ul style="list-style-type: none"> • Organisations • The profession • Members • Society 	<p>OUR VALUES</p> <p>Inclusion Integrity Innovation</p>