THE IMPORTANCE OF THE CERTIFICATION CULTURE

One of the main challenges of an organization is to obtain extraordinary organizational results from people's work. That is possible only when there is the closest knowledge of the Organization's realities, possibilities, necessities, and the commitment of its collaborators. But how can an Organization get to know more about itself?

Organizational strategies have been privileging people as the main component of transformation, innovation, and promising results of an Organization.

The evolution of corporate strategy became more visible in the 1960s when a perspective approach and focus on "how it should be" used a matrix called SWOT (strengths, weaknesses, opportunities, and threats).

In the 1970s, the approach was planning through a formal process. It used the SWOT matrix and started to include goals and control systems.

As of the 1980s, it became incorporated into what had been in use, and with objectives aimed at obtaining greater power over other players, gaining greater strength, or diminishing the strength of their opponents. Consequently, the strategic process experiences a superposition of facts that simultaneously occur in several areas, without centralized coordination.

However, generally speaking, it is possible to group some strategic references relating them to their time. During the early 20th century until the 1930s, strategy slowly contaminated the business environment, having as its source military experience. Some references that marked that time: Machiavelli, Cal Von Clausewitz, Miyamoto Musashi, Sun Tzu, Henry Ford, Alfred Sloan (General Motors), Chester Barnard, among others. Typified with an economy of scale and market share, the analysis was more focused on strengths and weaknesses, compared to competition and market segmentation.

Between the 1930s and the mid-1950s, under the influence of World War II, the main focus became financial. The references were: Joseph Schumpter, Keynes, Dupont Corporation, GM Corporation, Otto Bauer, among others. The expression "budget" has become popular,

including the planning of costs and results, also the comparison of the budget with what is realized.

From the mid-1950s to the mid-1970s, strategy emphasized growth, was still strong in financial planning and began to include the long term. Several studies aimed at optimizing profitability emerged. The most notable references were: Peter Drucker, Theodore Levitt, Derek F. Abell, H. Igor Ansoff, George S. Odiorne, Kenneth Andrews, Alfred Chandler, Bruce Henderson, McKinsey&Compay, General Electric, Arthur D. Litle, Strategic Planning Institute, John von Neumann, among others. This period was known for the management by objectives (APO); the consolidation of the DOFA matrix as an essential diagnostic tool; BCG matrix (growth X market share); introduction of the UEN (strategic business unit); GE/McKinsey matrix (nine quadrants); life cycle matrix; quantitative computerized methods; PIMS (Profit Impact of Market Strategies), etc.

Until the mid-1980s, was emphasized the systematic analysis of the environment, attempts to predict the future, and the use of scenarios. References were: George A. Steier, John B. Miner, H. Igor Ansoff, Keniche Omae, Pierre Wack, Royal Dutche Schell, Alvin Toffler, John Naisbitt, among others. The critical factors for success in strategic planning become highlighted.

At the end of the 1980s, were introduced significant innovations in strategic planning. The search for competitive advantage begins to influence the value chain, the lean company assumes vital importance, the adoption of benchmarking, and, mainly, the search for managerial excellence as the only way to adapt to market changes.

At the beginning of the 90s, the strong influences of the previous decade led organizations to improve their management. Relationships with the organization's external environment increased in value accompanied by an appreciation of internal aspects, awakening, still modestly, to the importance of people as a source of increased competitiveness. References were: M. Porter, Hamel, Prahalad, Jordan D. Lewis, Michael Y. Yoshino, Robert Porter Lynch, John Kay, ISO 14,000, Gregory Bateson, S.B. Zaccarelli, A.A. Fisherman, R.A.S. Leme, James F. Moore, Charles H. Fine, among others. The emergence of clusters as a generator of competitiveness; strategic alliances; business networks; the impact of environmental management on strategy; etc.

Towards the end of the 1990s, social responsibility (stakeholders) increased and vision and values are imposed in organizational strategic planning. There's an emphasis on value creation for the client and the company; focus on valorization; strategic indicators (BSC - balanced scorecards); etc. References: Warren Bennis John P. Kotter, James C. Collins, Jerry Porras, Richard C. Whiteley, Adrian J. Slywotzky, David J. Morrison, Stephen H, Rines Mith M. Porter, Al Ries, Robert S. Kaplan, David P. Norton, Henry Mintzberg, among others.

As we enter the third millennium, the environment of uncertainty increases, and the importance of implementing innovations and improvements through projects, modeling the continuous strategy, grows. References are Caros Malthus, erio B. Zaccarelli, Barry J. alebuff, Adam M. Bradenburg, James F. Moore, H. Igor Ansoff, Paul Campbell Dinsmore, Edgar Morin. Highlight the certification campaigns, which due to their dimensions constitute an example of a challenge to be faced in the coming years, considering the lack of knowledge of the importance it has within an organization that offers products or services.

There are several types of organizational certification, such as ISO 9001, 14001, and others. However, leaders and managers of many organizations are unaware of its importance.

Listing the advantages of certification is not so simple because some are visible and others are not, just felt. Some of them can be cited, such as

- increased prestige in the market;
- more prominence among the other competitors
- the conquest of new markets;
- great encouragement to the internal public and increased confidence in the external public;
- internal process adjustments flow correctly, among many others.

A certification process requires the awareness of the company's leaders, particularly the direct support of the organization. Moreover, we must demonstrate this clearly, to create a favorable environment for a productive result.

Certification is not just a certificate, and it will hardly achieve good results, nor even maintain it, if it is conceived that way.

A certification will bring proposals for changes, and this counts with a great reaction from those who benefit from the Organization's current status quo.

But significant changes will certainly occur.

CQCIT has the objective of padronizing the processes to attend to the internal necessities and the external clients.

The result of the process developed in CQCIT depends on the awareness and collaboration of all the professionals involved.

The leadership of the Organization's different sectors and areas assumes fundamental relevance in the contribution of information since they must clarify the auditors' doubts and strive to be examples and look for the involvement of all their collaborators.

The period of COVID 19 and the surprise of the Russia-Ukraine war, which shook the population and the world economy, have made it necessary for all organizations to look inside themselves and rethink much of what they have been up to now because the future has become even more uncertain.

The CQCIT certification of an organization, be it in any segment, is not a difficult task to achieve, but has many details that require continuous improvement and a lot of will to evolve every day.

CQCIT is directed at the management of the different processes, either intermediate or final, of an organization. However, it provides moments of reflection on what is to come, from one day to the next, changes organizational attitudes, and even makes an organization irrelevant, leading it to its demise. Examples of this are not lacking.

If the standards of CQCIT continue after the certification, following the orientations of the auditors to maintain its improvement within the external clients, market, and CQCIT standard itself, the results will be easily noticeable, to continue the cycle of constant evolution and pleasant interaction between the ones involved with the organization.