Working Material 1.15

From Vision to System: What Chapter 2 Will Ask of Management

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This sheet puts the working parts of subchapter 1.15 into editable form: the review questions, the common mistakes as a self-check and the Operative Synthesis as an action plan. The empty columns are for your property. The reasoning behind each row is in the book.

> **GUIDING QUESTION**
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> A system built correctly on paper and a system that actually works are not separated by certification. They are separated by everything that happens after the paper is finished.

A Checklist for Closing Chapter 1 Honestly

Answer each question with Yes, Partly, No or N.A., and name the evidence: a record, a date, a person, a place someone can go and look. An answer without evidence is an opinion.

Question	Why it matters	Answer	Evidence
For our proudest planning achievement, has anyone tested it under real operational pressure, not only reviewed it on paper?	The single question this entire subchapter has been building toward		
Has a resourcing review confirmed that what the plan specifies has actually been provided, not only documented as needed?	Chapter 2 opens on exactly this question		
If the person who understands this system best were unavailable tomorrow, would it still function?	Named accountability, examined throughout this chapter, is only as strong as its resilience to absence		
Has an unannounced test ever been conducted during a genuinely busy period, rather than only during quiet-season conditions?	A drill conducted under easy conditions tests the plan's design, not its operational reality		
Does the organisation treat certification as a finish line, or as sampled, periodic evidence that still depends on how the system performs between audits?	The distinction this chapter's counter-case turned on directly		

Common Mistakes — Self-Check

Tick every mistake you recognise in your own property today, and write next to it where you saw it. A ticked box is not a nonconformity; it is a place to look before an auditor or an incident does.

☐	Mistake (from the book)	Where we see it
☐	Treating a well-designed plan as evidence that the harder work is complete.	
☐	Scheduling drills and tests during quiet periods that do not represent genuine operational pressure.	
☐	Confirming a role is assigned without verifying the person holding it can actually perform it.	

☐	Mistake (from the book)	Where we see it
☐	Assuming resources are adequate because a plan specifies what is needed, without checking whether it has actually been provided.	
☐	Treating certification as a finish line rather than as sampled, periodic evidence the system must keep earning between audits.	
☐	Allowing a system's apparent soundness to discourage the scrutiny a more obviously fragile system would have continued to invite.	
☐	Building monitoring only as an afterthought to objectives, rather than as its own genuine system.	
☐	Failing to ask, for each planning element, who would notice if it quietly stopped working and how long that would take.	
☐	Assuming a property-specific planning rebuild automatically generalises across a wider portfolio without verification.	
☐	Treating the transition from planning to operation as automatic rather than as a distinct phase requiring its own deliberate attention.	

Operative Synthesis — Action Plan

The three horizons and their actions are copied from the book. Owner and due date are yours to fill: an action without both is a wish.

Horizon	Action from the book	Owner	Due date
Act on immediately	For the single element of the current environmental management system the organisation is proudest of, ask directly: has this ever been tested under genuine operational pressure, or only reviewed on paper?		
Plan for	Schedule at least one unannounced operational test of a significant system element during a genuinely busy period in the coming quarter, and conduct an honest resourcing review confirming that every named role and monitoring requirement this chapter's planning has specified actually has staff time and budget behind it.		
Monitor going forward	Build the habit, at every management review, of asking not only whether the plan remains well designed, but what evidence exists that it is actually functioning as operated — treating the absence of such evidence as itself a finding worth acting on.		

> **WHAT THIS SHEET IS NOT**
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> *ISO 14001 does not prescribe this form. No clause asks for this worksheet, its columns or a register of market claims; the standard sets requirements and leaves the means to the organisation. This sheet is a working aid drawn from the book: use it, change it or set it aside. Where it touches a requirement, the text of ISO 14001:2026 is the authority, not this page — and nothing on it replaces your own reading of that text.*

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