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BUSINESS GROUP

QMS BRIEFING · 2026

Risks and Opportunities in ISO 9001:2026

Protect intended results. Create better ones. — a practical briefing on the new Clause 6.1 for teams transitioning from ISO 9001:2015.

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ROADMAP

What This Briefing Covers

01

The Short Answer

What actually changed in Clause 6.1, in one page.

02

What Changed — and What Didn't

A side-by-side view, and the overbuilding traps to avoid.

03

Protect vs. Create, By Process

The same event, two different management decisions.

04

Getting Ready

A proportionate transition checklist and where CBG can help.

01 · THE SHORT ANSWER

Clearer Structure, Not a New System

ISO 9001:2015 addressed risk and opportunity together, in one short clause. The 2026 revision splits the subject into three parts — and gives opportunities their own visible sub-clause for the first time.

6.1.1 · 6.1.2

Determine and Address Risks

Identify, analyze and evaluate risks that could undesirably affect your ability to consistently deliver conforming products and services — then plan, integrate and evaluate the actions you take.

6.1.1 · 6.1.3

Determine and Address Opportunities

Identify favorable circumstances that could desirably affect that same ability — then apply the same discipline: plan, integrate and evaluate, for the opportunities worth pursuing.

2015 vs. the 2026 Direction

Based on ISO/FDIS 9001 — reconcile clause-level wording once ISO publishes the final text.

Topic	ISO 9001:2015	ISO 9001:2026 direction
Clause structure	Risks & opportunities addressed together	Determination together in 6.1.1; actions split into 6.1.2 / 6.1.3
Opportunities	Easy to bury inside a risk-focused process	Dedicated sub-clause and worked examples
Context inputs	Internal/external issues already fed planning	Same chain, with the 2024 climate amendment folded in

Don't Overbuild the QMS

The most common transition mistake: treating this revision as license to build more paperwork than the standard asks for.

- No requirement for an enterprise risk-management framework or a formal risk-management procedure
- No prescribed risk matrix, numerical scoring, or severity/likelihood scale
- No requirement for separate risk and opportunity registers
- No requirement to pursue every opportunity you identify
- No automatic climate-change risk — relevance still has to be determined
- Not a one-time project — risks and opportunities live in ongoing process decisions

THE CBG INTERPRETATION

"ISO 9001:2015 taught organizations to think about uncertainty. ISO 9001:2026 asks them to make the two management responses clearer: control what could prevent the QMS from succeeding, and deliberately pursue what could make it perform better."

Centauri Business Group — Editorial position on Clause 6.1

The Same Event, Two Decisions

PROCESS	PROTECT — RISK	CREATE — OPPORTUNITY
Supplier Management	Dependence on a single source for a critical material.	Co-developing a second qualified supplier — improving reliability and cost together.
Design & Development	A regulatory change invalidating a current design assumption.	A new material or standard that lets a planned redesign cut cost.
Infrastructure	Aging equipment or a single point of failure in a key system.	A planned technology upgrade that also increases capacity.
Customer Communication	Inconsistent communication of nonconformities to customers.	Proactive communication that increases satisfaction and repeat business.

A Proportionate Transition Checklist

- [ ] Confirm final published wording and update clause references
- [ ] Link selected actions to operational controls and objectives
- [ ] Sample existing risk records for ownership, action and effectiveness
- [ ] Update internal-audit questions and management-review inputs
- [ ] Identify where opportunities are captured, evaluated and tracked
- [ ] Brief process owners on the sharper protect-vs-improve distinction
- [ ] Confirm planned actions are proportionate to potential effects
- [ ] Retain evidence of effectiveness, not just evidence of completion

HOW CBG CAN HELP

Which Resource Is Right for You

SEE THE REVISION IN CONTEXT

Free ISO 9001:2026 Change Guide

Every revised clause — the entry point for the full transition.

IMPLEMENT AND CONTROL THE PROCESS

QPS 6.1-01 Actions to Address Risks

Editable working procedure: roles, framework, treatment, evaluation.

BUILD DEEPER CAPABILITY

Methodical Manual Risks & Opportunities

Detailed methods, matrices, treatment planning, field examples.

GET A CONCISE REFERENCE

Risk Management in QMS Processes

A short practical guide to identifying, assessing and treating risk.

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SOURCES & STATUS

This Briefing Is Based On

- ISO 9001:2015 and ISO 9001:2015/Amd 1:2024
- ISO/DIS 9001 (original analysis) and ISO/FDIS 9001 (verification)
- DNV, DQS, TEC Transnational and Mireaux — independent revision analyses
- Official ISO 9001:2026 pages and ISO/TC 176/SC 2 updates

Status note: ISO expects to publish ISO 9001:2026 in September 2026; an exact date has not been confirmed. This briefing reflects ISO/FDIS 9001 text and CBG's independent analysis, and will be reviewed once the final edition is released.

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