

6 Sjekkliste for rettleiinga

Tabellen nedanfor presenterer tilrådingane i denne rettleiinga i form av ei sjekkliste. Tabellen kan vere nyttig for standardutviklarar når dei skal forvise seg om at det er teke omsyn til SMBs behov under utarbeidinga av ein ny standard eller revisjon av ein eksisterande. Tabellen skal lesast frå venstre mot høgre. Spørsmåla i kulepunktta er forklarte i detalj i tilsvarande avsnitt i punkt 5 i denne rettleiinga.

Sjekkliste

Førebuing av ny arbeidsoppgåve	Utarbeiding av ein standard	Utvikling av innhaldet	Strukturering og presentasjon av innhaldet	Siste gjennomgang
<input type="checkbox"/> (5.2.1) Har du undersøkt kor relevant standarden er for SMB? <input type="checkbox"/> (5.2.2) Har du undersøkt blant interessentane om spesielle behov gjer seg gjeldande for SMB? <input type="checkbox"/> (5.2.2) Har du evaluert om SMB figurerer blant målgruppene?	<input type="checkbox"/> (5.3.1) Har du evaluert kostnadene med investeringar (teknologi, utstyr, prøving)? <input type="checkbox"/> (5.3.1) Har du evaluert utgiftene til opplæring (personell)? <input type="checkbox"/> (5.3.1) Har du evaluert kostnadene med implementeringa? <input type="checkbox"/> (5.3.2) Har du forvissa deg om at alle element er tilgjengelege?	<input type="checkbox"/> (5.4.1) Er yteevnemethoden forståeleg, i tilfelle han er brukt? <input type="checkbox"/> (5.4.2) Har du brukt beskrivande forklaringar? <input type="checkbox"/> (5.4.3) Er standarden presis og fullstendig innanfor verkeområdet? <input type="checkbox"/> (5.4.4) Har du unngått strønge prøvingsregime? <input type="checkbox"/> (5.4.4) Har du evaluert kostnadene med prøving? <input type="checkbox"/> (5.4.5) Har du identifisert enkle og kostnadseffektive metodar for å kontrollere at krava er oppfylte?	<input type="checkbox"/> (5.5.1) Er standarden så kort som mogleg? <input type="checkbox"/> (5.5.1) Dersom standarden er lang, har du då vurdert om han kan delast opp i kortare standardar? <input type="checkbox"/> (5.5.2) Er strukturen i standarden lett å følge? <input type="checkbox"/> (5.5.3) Har du teke med støtte i form av grafar, diagram o.l. (viss mogleg)? <input type="checkbox"/> (5.5.4) Har du brukt klart språk som er forståeleg for alle sannsynlege brukarar av standarden? <input type="checkbox"/> (5.5.5) Har du teke med færrast mogleg refererte standardar? <input type="checkbox"/> (5.5.6) Har du gitt klare opplysningar om endringane frå tidlegare versjonar av standarden?	<input type="checkbox"/> (5.6.1) Har du foreslått ein overgangsperiode som svarer til følgjene av endringane? <input type="checkbox"/> (5.6.2) Har du vurdert behovet for ei implementeringshandbok?

Litteratur

[1] 2003/361/EC: KOMMISJONSREKOMMANDASJON 2003/361/EF av 6. mai 2003 om definisjonen av svært små, små og mellomstore bedrifter (meld under nummeret K(2003) 1422), EFT L 124, 20.5.2003, ss. 36–41, tilgjengeleg på

<http://eurlex.europa.eu/Notice.do?val=284986:cs&lang=en&list=284986:cs.284128:cs.&pos=1&page=1&nb=2&pgs=10&hwords=&checktexte=checkbox&visu=#texte>

[2] IFAN Guide 3:2008, Guidelines to assist members of standards committees in preparing user-oriented European Standards, First edition, 2008-04, tilgjengeleg på

http://www.ifan.org/ifanportal/livelink/fetch/2000/2035/36282/394607/publications/IFAN_Guide32008.pdf

[3] CEN Guidance Document -Date of withdrawal, Version 2, March 2010, tilgjengeleg på

<http://www.cen.eu/boss/supporting/Guidance%20documents/dow/Pages/default.aspx>

Kun for komitearbø

- Norsk Standard og guider fastsettes av Standard Norge. Andre dokumenter fra Standard Norge som tekniske spesifikasjoner og workshopavtaler publiseres etter ferdigstilling uten formell fastsetting.
- Dette dokumentet er utgitt i samarbeid mellom Standard Norge og Standard Online AS.
- Standard Norge kan gi opplysninger om innholdet i dokumentet og svare på faglige spørsmål. Mer informasjon om standardisering finnes på www.standard.no.
- Inntektene fra salg av standarder som Standard Online AS står for, utgjør en stor og avgjørende del av finansieringen av standardiseringsarbeidet i Norge.
- Spørsmål om gjengivelse fra dokumentet rettes til Standard Online AS. Mer informasjon om alle Standard Onlines produkter og tjenester relatert til standarder finnes på www.standard.no.
- Innspill og tips til forbedring av våre produkter og tjenester ønskes velkommen og kan rettes til Standard Norge og Standard Online AS.

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Bruken av skal, bør og kan i standarder

Tabell 1 er en sammenstilling av definisjoner gitt i [ISO/IEC Directives, Part 2, 2018](#), 3.3 og regler om bruk av verbformer gitt i direktivets punkt 7.2–7.5. Tilsvarende og identisk er dette tatt inn i [CEN/CENELEC Internal Regulation Part 3](#) Principles and rules for the structure and drafting of CEN and CENELEC documents.

Tabell 1 – Bruken av skal, bør og kan

Engelsk definisjon	Norsk definisjon
<p>requirement (verb: <i>shall</i>)</p> <p>expression in the content of a document conveying objectively verifiable criteria to be fulfilled and from which no deviation is permitted if compliance with the document is to be claimed</p> <p>Note 1 to entry: Requirements are expressed using the verbal forms specified in ISO/IEC Directives, Part 2 clause 7.2 Table 3.</p>	<p>krav (verb: <i>skal</i>)</p> <p>uttrykk som brukes for å angi objektivt etterprøvbare kriterier som skal følges strengt, uten avvik, for å hevde samsvar med dokumentet</p> <p>Begrepsmerknad 1: Krav uttrykkes ved å benytte den verbale formen som er spesifisert i tabell 3 i 7.2 i ISO/IEC-direktivene, Del 2:2018.</p>
<p>recommendation (verb: <i>should</i>)</p> <p>expression in the content of a document conveying a suggested possible choice or course of action deemed to be particularly suitable without necessarily mentioning or excluding others</p> <p>Note 1 to entry: Recommendations are expressed using the verbal forms specified in ISO/IEC Directives, Part 2 clause 7.3 Table 4.</p> <p>Note 2 to entry: In the negative form, a recommendation is the expression that a suggested possible choice or course of action is not preferred but it is not prohibited.</p>	<p>anbefaling (verb: <i>bør</i>)</p> <p>uttrykk som brukes for å angi at et valg eller handlingsforløp anses som særlig egnet, uten nødvendigvis å nevne eller utelukke andre</p> <p>Begrepsmerknad 1: Anbefalinger uttrykkes ved å benytte den verbale formen som er spesifisert i tabell 4 i 7.3 i ISO/IEC-direktivene, Del 2:2018.</p> <p>Begrepsmerknad 2: I negativ form betyr anbefalingen at et mulig valg eller et visst handlingsforløp ikke foretrekkes, men at det ikke utelukkes.</p>
<p>permission (verb: <i>may</i>)</p> <p>expression in the content of a document conveying consent or liberty (or opportunity) to do something</p> <p>Note 1 to entry: Permissions are expressed using the verbal forms specified in ISO/IEC Directives Part 2 clause 7.4 Table 5.</p>	<p>tillatelse (verb: <i>kan</i>)</p> <p>uttrykk som brukes for å angi samtykke eller frihet (eller anledning) til å gjøre noe</p> <p>Begrepsmerknad 1: Tillatelser uttrykkes ved å benytte den verbale formen som er spesifisert i tabell 5 i 7.4 i ISO/IEC-direktivene, Del 2:2018.</p>
<p>possibility (verb: <i>can</i>)</p> <p>expression in the content of a document conveying expected or conceivable material, physical or causal outcome</p> <p>Note 1 to entry: Possibilities and capabilities are expressed using the verbal forms specified in ISO/IEC Directives Part 2 clause 7.5 Table 6.</p>	<p>mulighet (verb: <i>kan</i>)</p> <p>uttrykk som brukes for å angi forventede eller tenkelige utfall, enten disse er materielle, fysiske eller tilfeldige</p> <p>Begrepsmerknad 1: Muligheter og evner uttrykkes ved å benytte den verbale formen som er spesifisert i tabell 6 i 7.5 i ISO/IEC-direktivene, Del 2:2018.</p>
<p>capability (verb: <i>can</i>)</p> <p>expression in the content of a document conveying the ability, fitness, or quality necessary to do or achieve a specified thing</p> <p>Note 1 to entry: Possibilities and capabilities are expressed using the verbal forms specified in ISO/IEC Directives Part 2 clause 7.5 Table 6.</p>	<p>evne (verb: <i>kan</i>)</p> <p>uttrykk som brukes for å angi egnethet, egenskap eller kvalitet som er nødvendig for å oppnå noe</p> <p>Begrepsmerknad 1: Muligheter og evner uttrykkes ved å benytte den verbale formen som er spesifisert i tabell 6 i 7.5 i ISO/IEC-direktivene, Del 2:2018.</p>

Deltakelse og påvirkning

Hvordan få gjennomslag?

1



Komitédeltakelse – ulike roller

Faglige eksperter

- Ekspert i arbeidsgruppe
- Delegat i TC/SC
- Delegasjonsleder i TC/SC

Leder (TC/SC: chair, WG: convenor)

- Nøytral
- Faglig forståelse

Observatør (mest aktuelt i TC/SC)

- Ikke stemmerett
- Kun representanter fra andre land i en SN/K

Liaison (mest aktuelt i TC/SC)

- Andre komiteer, internasjonale organisasjoner

2



Strategi for deltakelse



- Ved valg av strategi er det viktig å tenke igjennom deltakelse:
 - på flere nivåer
 - prosjekter innenfor viktige områder for din organisasjon
 - prosjekter der dere ønsker å påvirke
 - der dere ønsker kompetanseoppbygging
- Delta i en norsk komité
- Delta som internasjonal ekspert og delegat
- Nasjonale og internasjonale lederverv
- Delta i styrende og rådgivende organer
 - Standard Norges styre og sektorstyrer (BAE, Petroleum, lavkarbon og havenergi, Helse og omsorg, IKT, fagråd forbruker)
 - ISO Policykomiteer (utpekt rolle)

3 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

3



Komitédeltaker – Hva forventer vi av deg? (1)

- Delta **aktivt**
 - Møter
 - Innhold i forslag
 - Høringer og kommentarer
- Bidra til at saker blir **belyst** best mulig
- Bidra til **høy kvalitet** og **godt språk** i standardene og at de **tas i bruk**
- Overholde **frister**
- Ta i bruk verktøyene **ISO Documents** og gjerne **Standard på høring**
- Følge **komitéregler** og spilleregler (ISO og CEN etiske retningslinjer)



4 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

4



Komitédeltaker – Hva forventer vi av deg? (2)

- Overholde regler for **kopirettigheter** og **distribusjon** av dokumenter (se vedlagte ISO-brosjyre)
- Gi **innspill** til hvilke standarder i CEN og ISO som er viktige for Norge
- **Ekspert** i en CEN/ISO arbeidsgruppe
 - Rapportere til speilkomiteen
 - Forankre synspunkt nasjonalt
- **Delegat** på CEN/ISO komitémøter
 - Legge fram Norges synspunkter (jf. diskusjoner i speilkomiteen)



5 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

5



ISO Policy om kommunikasjon

- Regler for eierskap og distribusjon av komitédokumenter
- Todelt
 - Informasjon til eksterne parter
 - Lagring av dokumenter



6 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

6



Mediepolicy



- Media er én viktig kanal for å nå ut i samfunnet om standarder og standardisering
- Komitémedlemmene er viktige omdømmebærere og ambassadører
- Rolle: Komitémedlem – ansatt
- Komitémedlem avklare og koordinere mediainitiativ med Standard Norge

7 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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Hva kan du som komitédeltaker forvente av oss?

- At vi **kan standardisering** og gir deg veiledning og opplæring
- **Samarbeide** med komitéleder og -medlemmer
- Bidrar til at komiteen er **bredt sammensatt**
- **Utarbeide** utkast til dokumenter
- Møteadministrasjon
- Følge opp **vedtak fra møter**
- Sørg for at **tidsfrister** overholdes
- Sørg for at standarder utformes etter **gjeldende regler**
- **Aktiv bruk av ISO Documents** som prosjektarkivet for SN/K, CEN, ISO
- **Spre informasjon** om arbeidet via vår hjemmeside
- Orienterer komiteen om **tilgrensende aktiviteter** av interesse



8 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

8



Forutsetninger for vellykket komitéarbeid



- Deltakerne har tid og fullmakt (forankring)
- Aktiv deltakelse
- Respekterer hverandre og ulike meninger
- Representativ gruppe
- Relevant kompetanse
- God, åpen og effektiv kommunikasjon
- Stiller godt forberedt
- Respekt for andres tid og framdriftsplanen

9 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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Beste praksis ved utarbeidelse av Norsk Standard

- Utarbeidelse av **utkast til standard**
 - Hvem lager utkastet? Prosjektleder eller komitémedlemmer
- Fysiske, digitale og hybride **møter**
 - 5-8 ganger per år
 - Utnytt møtene til fulle
- **Referat**
 - Detaljeringsgrad
 - Få fram vedtak
- Ansvarliggjøring
 - Utarbeidelse av forslag til tekst, foreslå løsninger
- Håndtere **uenigheter** (faglige og personlige)
- Organisere i **arbeidsgrupper hvis nødvendig**

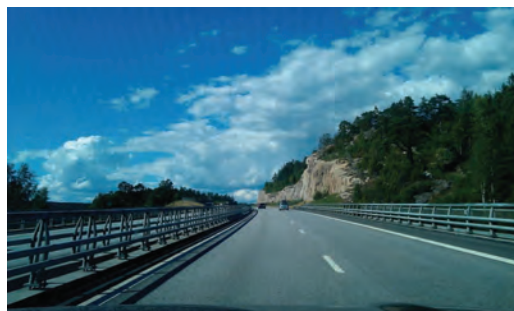
10 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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Beste praksis i en speilkomité

- Fysiske og digitale **møter**
 - 2-6 ganger per år
 - avhengig av aktivitet internasjonalt og omfang av tilleggsprodukter/aktiviteter
- **Rapportere** fra internasjonale møter
- Diskutere **strategi og påvirkning**
- Gjøre **vedtak**
- Gjennomgå forslag og utarbeide **kommentarer** til standardforslag
- Faglige diskusjoner/påfyll
- Vurdere inndeling i arbeidsgrupper



11 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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Hvordan jobber jeg best og hva bruker jeg tid på?

- **Ny i en komité?**
 - Lese mandat
 - Lese siste referat eller rapport
- **Nasjonale og internasjonale møter**
 - Utarbeide underlag til møtet
 - Lese dokumenter i god tid
 - Avklare nasjonale eller virksomhetsinterne innspill
 - Delta aktivt på møtene
 - Oppfølging mellom møtene
- **Synspunkter på (standard)forslag**
 - Identifiser standardene som er viktige for din virksomhet
 - Lese og kommenter standardforslag



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Kulturforskjeller og internasjonal deltakelse

- erfaringer



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Kulturforskjeller – Hva er «typisk norsk»



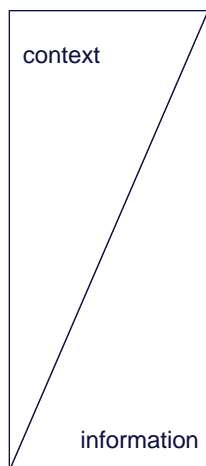
- Systematisk – «haker av»
- Planlegger over (lang) tid
- Har «oss og dem»-syndromet
- Åpen og direkte
- Kan oppfattes som mindre høflige
- Ærlig, «et ord er et ord»
- Skiller jobb og fritid
 - Motsatt kleskode ift mange andre

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Kulturforskjeller



High-context cultures

Information lies in the context, it need not be verbalized. The talk goes around the point



Low-context cultures

The topic is handled straightforwardly



15 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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Erfaring fra deltakelse (1) CEN/TC 226 Road equipment, WG 9 Clockwork parking meters and automatic car park ticket dispensers

- Det tar tid å bli kjent
- Delta på alle møter
 - Ting kan dukke opp selv om «dine saker» ikke diskuteres (eks. avstand og tekststørrelse)
- Delta på det sosiale (da er det enklere å skille sak og person)
- Ikke stol automatisk på at «motstandernes» argumenter stemmer (eks. høyder på bensinpumper)
- Skaff informasjon som støtter din sak, ikke syning
 - Standarder, lovverk, EU-regulativ osv.
- Er du ikke enig, gi tydelige beskjeder og kom med forslag til alternativer

16 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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Erfaring fra deltakelse (2) CEN/TC 226 Road equipment, WG 9 Clockwork parking meters and automatic car park ticket dispensers

- Se hvem du kan henge deg på for å få støtte, allier deg
- Sørg for at du på forhånd har fullmakt til å mene noe om sakene som kommer opp
- Meld deg til oppgaver som skal fordeles
- Vær aktiv, men hold deg til saken (ikke: møteplager, gjentakelser)
- Ikke ripp opp i gamle diskusjoner og vedtak, av og til må man velge kompromiss
- Bruk Standard Norge og deres kunnskap
- Ikke se på det som et nederlag at ikke alt du ønsker har kommet med, husk at om noen år skal standarden revideres (= nye sjanser)

(Gjengitt med tillatelse fra Kari-Anne Flaa, norsk ekspert og deltaker i WG 9
Clockwork parking meters and automatic car park ticket dispensers)

17 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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Kjennetegn ved en god standardiseringskomité

- Myndig, klok, dyktig og humørfyllt komitéleder
- Engasjert, kunnskapsrik og nysgjerrig komitésekretær
- Rett og bredt sammensatt
 - Vær forsiktig med «horden av gamle travere»
 - Praktikere og nytenkende
- Forstår vi mandatet på samme måten?
 - Har vi et felles overordnet mål?
 - Kan vi levere på mandatet?
 - Bør vi be om justering av mandatet?
- Gi og ta oppgaver mellom møtene
- Sjekke ut på «hjemmebane»
 - Hva er viktigst for vår bransje og for saken?
 - Nye ideer og vinklinger
- Sjekke ut mandatet på hvert møte
- Hva gjør vi når kjepphestene rir inn på banen?
- Kollektivt ansvar for trivsel og humør

18 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

Gjengitt med tillatelse fra Thor Olaf Askjer, tidligere leder av
Norsk Eiendom og blant annet medlem av sektorstyre BAE

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Gode råd for å få gjennomslag (1)

- Hvilken rolle ønsker du å ha i arbeidet?
- Sett deg mål
 - Hva ønsker din virksomhet å oppnå?
 - Hva er virksomhetens interesser i saken?
 - Hvor vil du bidra?
- Forbered deg
- Gi gode, faglige begrunnelser
- Delta og vær aktiv på møtene
- Ha kjennskap til regelverk/begreper
- Bygg nettverk, allianser og bruk forhandlingsteknikk



19 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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Gode råd for å få gjennomslag (2)

- Tørre å ta ordet
- Konsensus (målet)
- Interessekonflikter
 - myndighetskrav
 - faglig/økonomisk/policy
 - klimatiske og kulturelle forskjeller
- Være obs på mulige «politiske» utfordringer
- Bruk også andre nettverk enn standardiseringen (forbruker, myndigheter, miljøorganisasjoner etc.)



20 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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Standardisert kommentarskjema

- Kommentarer og forslag til løsning
- Eksempel

Template for comments and secretariat observations					Date: 20200327	Document: prEN 17472	Project: prEN 17472
MR/ NC ¹	Line number (e.g. 17)	Clause/ Subclause (e.g. 3.1)	Paragraph/ Figure/ Table (e.g. Table 1)	Type of comment ²	Comments	Proposed change	Observations of the secretariat
SN/ NO			Last paragraph	gt	As the calculation method for the free pillars of Sustainability assessment are very different in maturity and we recommend splitting this standard in three: EN 17472-1 EN 17472-2 EN 17472-3	Split in three different standards	
SN/ NO		6	Last paragraph	gt	It is unclear if it is possible to be in accordance with this standard if one or two of the sustainability pillars are not assessed? If not split into three standards, add new paragraph.	If the clients brief not require all area of assessment (environmental, economic and social) the scope of the assessment can cover one or two of the three area of sustainability assessment.	
SN/ NO		6	Last paragraph	kr	Should specification of raw.	The scope and intended use [add] specified in the client's brief determine the level of detail required of the environmental, economic and social.	

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Konflikthåndtering

- Følg etisk retningslinjer
- Vær obs på hersketeknikker
- Hva gjør du hvis noen ikke følger spillereglene
 - Henvis til reglene og snakk om det
 - Ta det opp med ledelsen i komiteen eller arbeidsgruppen
 - Ta det opp med de det gjelder
 - Orienter din kontakt i Standard Norge
- Løse saker sammen med ledelsen av komiteen, arbeidsgruppen, ISO/CEN programansvarlig, Standard Norge og det landet personen er oppnevnt fra



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Case – Er dette greit å gjøre?

- Du har deltatt på et WG-møte og blir over til TC-møtet dagen etter. Du er ikke påmeldt fra Standard Norge, men sier at du representerer Norge
- Du skal holde et innlegg for Helsedirektoratet og bruker et utkast til figur fra en standard du er med på å lage
- DigDir spør hvilke land som deltar i CEN/TC 447 for tjenester. Du svarer på det og deretter spør de om e-postadressen til eksperten fra Nederland
- Sveits og Tyskland har nettopp kritisert standardforslaget og hindret det i å gå på høring. Når du kommer hjem fra møtet «twitterer» du om det og sier klart ifra hva du mener om deres oppførsel
- Teknisk Ukeblad spør når neste møte i ISO/TC 309 Blockchain skal være



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Nyttige lenker i ISO og CEN

- Liste over alle **ISO-komiteer** <https://www.iso.org/technical-committees.html>
- Liste over alle **ISO-medlemmer** og oversikt over hvor de har sekretariater og er P- og O-medlemmer <https://www.iso.org/members.html>
- **ISO Direktiver**, policy-dokumenter, Code of Conduct med mer <https://www.iso.org/resources.html>
- **ISO Online Browsing Platform** for terminologi, alle standarder tom. punkt 3 med mer <https://www.iso.org/obp/ui>
- **CEN regelverk**, guider, samarbeidsavtaler <https://boss.cen.eu/reference%20material/RefDocs/Pages/default.aspx>
- Liste over alle **CEN-standarder** som nylig er utgitt og hva som kommer <https://standards.cencenelec.eu/dyn/www/f?p=CEN:84>
- Lister over alle **CEN-komiteer** https://standards.cencenelec.eu/dyn/www/f?p=205:6:0:::FSP_DISB.FSP_LANG_ID:NO.25&cs=1FD4229857763EB4F4D17B570494F26F0

24 Opplæringsstrinn II - Komitéarbeid - Deltakelse og påvirkning

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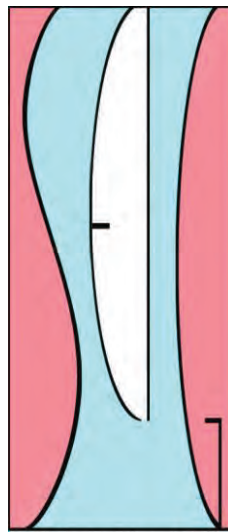
Vedlegg

- Nyttige engelske fraser
- My ISO job (brosjyre)
- ISO policy on communication of committee work (brosjyre)
 - Regler for eierskap og distribusjon av komitédokumenter
- Kommentarskjema
- CEN-CENELEC Best practices in WG work
 - Huskeliste og tips for både ledelse og medlemmer til hva som bør skje før, under og mellom møter

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Special Course for Standard Norge 2011
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How to persuade effectively

To persuade sb (into sth/into doing sth) = to make sb do sth by giving them good reasons for doing it.

What is a “good reason” for doing something? Reason= (1) cause/explanation also (2) the power of the mind to think in a logical way, to understand and have opinions etc.

In his article, *Harnessing the Power of Persuasion*, the American writer Robert Cialdini outlines six principles of persuasion:-

- Liking
- Reciprocity
- Social Proof
- Consistency
- Authority
- Scarcity

Liking –Cialdini claims that liking can be used as a powerful tool of persuasion. He encourages negotiators to look for similarities and offer praise and says that “people like those who like them.” Cialdini advises negotiators to look for something about the other party that you can admire, and to use praise to “warm and soften” the atmosphere.

Reciprocity – this virtually means “give and take.” The whole concept of mutual gain is based on reciprocity. The “if .. then” aspect of negotiations is summarized by this word. What can you offer your counterpart in return for securing their agreement?

Social Proof – Cialdini believes that people are more likely to want something if they know that their peers have it. If, for example, Germany is willing to back your proposal then other countries may be more willing to follow.

Consistency – here Cialdini talks about getting the other party to commit themselves to a course of action and then to use that commitment as a model for future concessions or commitments. The negotiator might say that *“you behaved in that way in that situation;, why won’t you behave the same way in this one?”*

People are likely to model their behavior on what they have done before. Once the other party has agreed, for example, to prioritize mutual gain on one issue, it becomes more difficult for him to behave in a different way on subsequent issues.

Authority –A negotiator can refer to the opinion of a respected third party to resolve an issue or to set a standard. The use of an informed third party can help to defuse a tense situation.

Scarcity – This is an extremely important principle in negotiations. Moreover, it can often be used to strengthen the position of the weaker team. If the weaker team is offering a quality of product or a level of service which is not available elsewhere, the scarcity principle can be used to good effect in a negotiation.

Exercise

Put the 6 groups of phrases below in the appropriate column:-

Liking	Reciprocity	Social Proof	Consistency	Authority	Scarcity

(A)

“I could change the wording here if you could modify your previous proposal”

“I’m sure we could make an alternative proposal if you could indicate what would be acceptable”

“On the basis that we both redraft our suggestions, I’m sure we can find a compromise”

(B)

“This is the only proposal which deals with this issue”

“This is our only chance to vote on this issue”

“If we don’t resolve this now, we’ve lost our chance”

(C)

“That’s something we have in common.”

“So have you also worked as a vet?”

“Paris is my favourite city, too”

(D)

“The Technical Committee has confirmed these figures”

“This is in line with the findings in the latest report”

“The latest reports from Brussels support our approach”

(E)

“A number of the larger countries present here have indicated their interest”

“France has expressed its support for this wording”

“The Chair has indicated her approval of our proposal”

(F)

“At our last meeting you supported this approach.”

“You indicated at the last meeting your support for this revised wording.”

“You voted in favour of this principle at our last meeting.”

Language of Persuasion

- **Ask questions to persuade someone?**
Have you taken (x) into account?
I was wondering if you had thought of (x)?
Have you tried looking at this from a different angle?
Wouldn't you agree that...?
Wouldn't it be a good idea to....?
- **Add information to make your argument more convincing.**
We have based our proposal on the latest technical findings.
We have come to this conclusion after conducting extensive research in this area.
There are other considerations which we need to take into account.
If we look at it in another light we can see that...
- **Say that someone's argument is not very sound.**
Could you explain how you came to those findings?
I wonder if that view is justified in the light of.....
Have you taken the latest scientific findings into account?
What exactly has led you to that view?
- **Say that you're not convinced**
I think we need time to reflect on this.
I have certain reservations about this.
There are a number of aspects here which trouble me.
I'm afraid we can't agree with you on that.
- **Offer reassurance**
I can understand your concerns, but let me reassure you...
Let me assure you straightaway on that point.
You need have no fears about the repercussions of this amendment.
We share your concerns about this issue, and believe that this is the most effective solution.

Taking the floor

1. Do you feel that you take the floor as often as you need to, when attending international meetings?
2. If not, what is it that prevents you from speaking, and how can you best overcome that barrier?

Which expressions would you use for the following functions? Can you write one informal phrase and one formal phrase?

Beginning to present what you want to say		
Changing to a new point		
Adding another point		
Giving an example		
Stopping someone else from interrupting you		
Finishing what you want to say		

--	--	--

Beginning to present what you want to say

Formal:

Thank you, Madam Chair/Mr Chair.

I would like to be by...

I would like to make a few remarks concerning....

I would like to comment on the problem of....

There are three main points, which I would like to make.

Informal/neutral:

Can I just come in here?

Could I say something here?

Well, I think that...

I'd like to say something here.

What I think is....

Changing to a new point

Formal:

I would now like to turn to the issue of.....

The next issue I would like to focus on is....

Turning to the issue of.....

Informal/neutral:

Let's look at the issue of.....

I want to say something now about...

What about (?)?

Adding another point

Formal:

In addition.....

I might add that.....

Furthermore.....

Moreover.....

Informal/neutral:

On top of that.....
We also need to think about...
Another thing is.....

Giving an example**Formal:**

Let me give an example....
To illustrate this point, let us consider.....
A case in point is.....

Informal/neutral:

For example...
A good example of this is.....
Just think about.....

Stopping someone else from interrupting you**Formal:**

I would be happy to answer questions at the end of my statement
If I could just finish what I was saying?
The point I'm trying to make is....

Informal/neutral:

Sorry, can I finish what I was saying?
As I was saying

Finishing what you want to say**Formal:**

Let me conclude by saying
Allow me to conclude by highlighting the key issues.
In conclusion, I would like to reiterate that

Informal/neutral:

To finish with, I would say that...
That's about all I wanted to say on the issue.



my ISO job

2020 edition

My ISO job

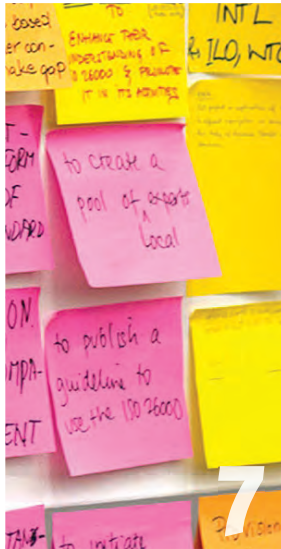
What delegates and
experts need to know





My ISO job

What delegates and experts need to know



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Welcome to **ISO**





Congratulations
on your appointment
as a delegate of an ISO committee
or an expert in a working group.

The purpose
of this document is
to help you participate
effectively in ISO's
technical work.



The purpose of this document is to help you participate effectively in ISO's technical work.

Part 1 provides general background information about ISO and the standards development process. **Part 2** explains what is expected of you as a participant in ISO. **Part 3** gives a list of the tools and resources available to you.

This document presents an overview and is not exhaustive. Links to additional information are provided throughout. If you are reading a paper version, the full links are given in Part 3. You can also visit www.iso.org or **ISO Connect**. A full list of the **acronyms** used are defined at the end of the document.



The most important information for your ISO work is covered in [Part 2](#).

So if you are familiar with ISO, we suggest you skip the background in [Part 1](#) and go to [Part 2](#) to get right to the essentials.

The people there to help you...

ISO has detailed processes and it is normal to feel a little overwhelmed at first. Your national standards body is available to provide you with any information. Committee leaders (Chairs and Managers) are also available to answer your questions, as are the ISO Central Secretariat Technical Programme Managers (TPM) assigned to each committee. A TPM provides committees with advice on ISO policies, procedures and work programme matters. The name and contact information of the committee leaders and TPM are available on the “About” section of each [committee page on iso.org](#).

This document is to assist delegates and experts in ISO’s technical work. The following remain the source documents (www.iso.org/directives):

- *ISO Statutes*
- *ISO/IEC Directives, Part 1*
- *Consolidated ISO Supplement to the ISO/IEC Directives, Part 1*
- *ISO/IEC Directives, Part 2*
- *ISO/IEC JTC 1 Supplement*

ISO

A SNAPSHOT

What ISO does

Develops International Standards and other **deliverables** for products, services, processes, materials and systems, and for conformity assessment, managerial and organizational practice.

What ISO does not do

Carry out certification of conformity to its standards, including ISO 9001 or ISO 14001.

ISO – the organization

Consists of a network of the most representative **national standards bodies** from all regions of the world, working in partnership with international organizations such as the United Nations, its specialized agencies and the World Trade Organization (WTO).

ISO's origins

Founded in 1946 by delegates from 25 countries, ISO began operating on 23 February 1947.



Introducing ISO

PART 1

What makes ISO so unique

The need for truly global standards has expanded as new markets, new actors and new powerful economies emerge. ISO provides unique mechanisms to establish international consensus that results in globally and market-relevant standards. With a collection of thousands of International Standards and other deliverables, developed and promoted by stakeholders in a network of national standards bodies from all regions and hundreds of international organizations, ISO is the leading producer of International Standards. This Part provides basic information about how it all happens.

Background

ISO members

ISO is a network of national standards bodies which make up the ISO **membership**. These bodies represent ISO in their countries. There are three member categories which enjoy different levels of participation :

Full members (or member bodies) **influence** ISO standards development and strategy by participating and voting in ISO technical and policy meetings. Full members can sell and adopt ISO International Standards nationally.

Correspondent members observe the development of ISO standards and strategy, including by attending ISO technical and policy meetings as observers. Correspondent members can sell and adopt ISO International Standards nationally.

Subscriber members keep up to date with ISO's work but cannot participate in it – nor can they be observers in committees. They do not sell or adopt ISO International Standards nationally.



ISO and trade

The World Trade Organization's (WTO) **Agreement on Technical Barriers to Trade** (TBT), which includes the Code of Good Practice for the Preparation, Adoption and Application of Standards (in Annex 3), recognizes the important contribution of international standards and conformity assessment systems to improve the efficiency of production and facilitate international trade.

ISO implements the principles adopted by the TBT committee that should be observed by international standardizing bodies: transparency, openness, impartiality and consensus, effectiveness and relevance, coherence, and the development dimension. ISO's **global relevance policy** details principles consistent with the WTO principles along with implementation guidelines to ensure that ISO standards are relevant to countries all around the world.

ISO and developing countries

Increasing the participation of ISO's developing country members and strengthening their standardization infrastructures is an ISO priority.

Consult [iso.org](https://www.iso.org) for more information about ISO's efforts related to developing countries. The site also contains general information about training and technical assistance, which may include funding for delegates and

experts from developing countries to attend meetings. See **ISO Connect** for details about ISO's sponsorship programme to support participation in technical work or contact tmb@iso.org.

Worldwide collaboration

ISO collaborates with its two sector-based international partners, the IEC (International Electrotechnical Commission) and ITU (International Telecommunication Union). ISO also collaborates with the United Nations and its specialized agencies and commissions, particularly those involved in the harmonization of regulations and public policies.

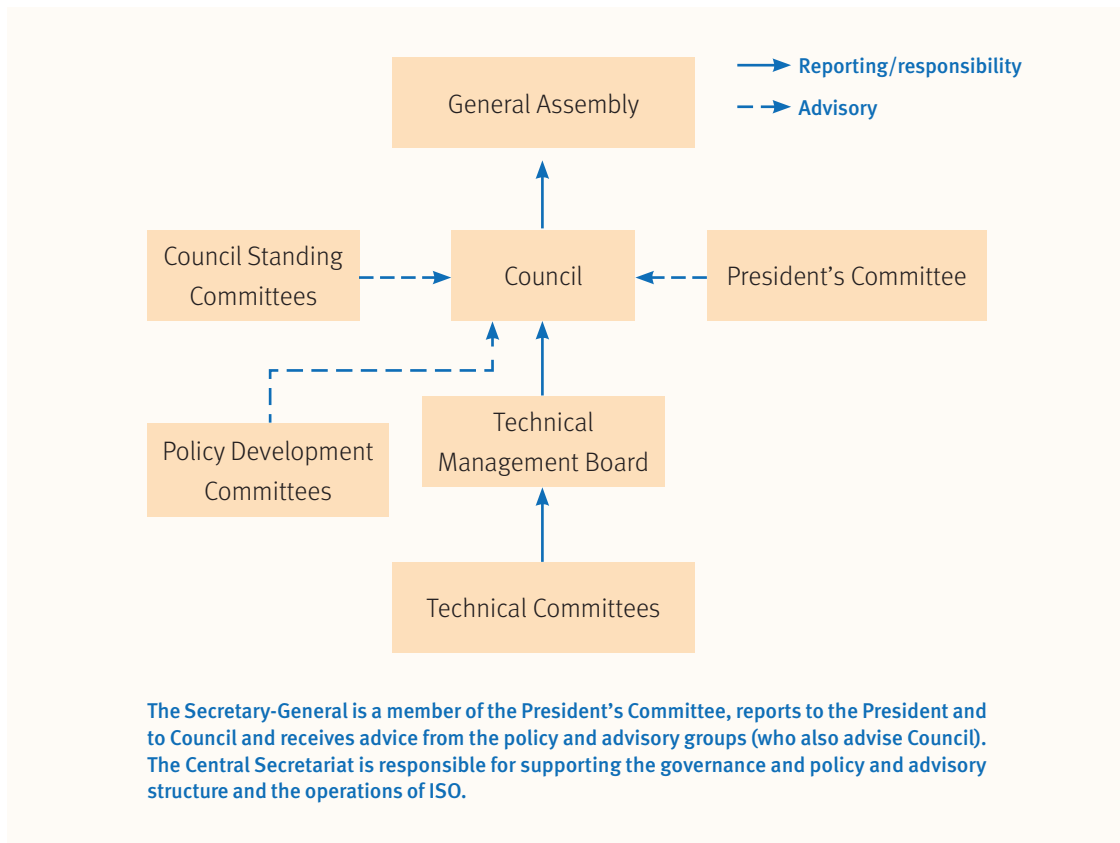
ISO's technical committees have **liaisons** with hundreds of international organizations. Many of ISO's members also belong to regional standards organizations. This makes it easier for ISO to coordinate with regional standardization activities throughout the world.

The ISO Council has recognized the following seven regional standards organizations :

- ACCSQ – ASEAN Consultative Committee for Standards and Quality
- AIDMO – Arab Industrial Development and Mining Organization
- ARSO – African Regional Organization for Standardization
- CEN – European Committee for Standardization
- COPANT – Pan American Standards Commission
- EASC – Euro-Asian Council for Standardization, Metrology and Certification
- PASC – Pacific Area Standards Congress

ISO signed an agreement on technical cooperation with the CEN (“**Vienna Agreement**”). Information about the Vienna Agreement, including the implementation guidance is available at www.iso.org/va.

ISO governance structure



The Principal Officers

The strategic management of ISO is in the hands of its members and ISO's **Principal Officers**: President, President-elect, Vice-President (policy), Vice-President (technical management), Vice-President (finance), Treasurer and Secretary-General.

The General Assembly

The General Assembly is similar to a company's shareholder meetings and is attended by ISO's Principal Officers and delegates nominated by the member bodies. Correspondent members and subscriber members may attend as observers. The General Assembly meets every September and is usually hosted by an ISO member body.

The ISO Council

The ISO Council generally meets three times per year and governs the operations of ISO just as a board of directors governs the operations of a company. It is chaired by the ISO President and comprises 20 ISO members and the Chairs of ISO's Policy Development Committees. The Council appoints the Treasurer, the members of the Technical Management Board and the Chairs of ISO's Policy Development Committees : DEVCO (Committee on developing country matters), COPOLCO (Committee on consumer policy) and CASCO (Committee on conformity assessment) – who all report to it.

The President's Committee

The President's Committee is comprised of the Principal Officers. It advises Council on the implementation of its decisions. It also ensures effective communication and coordination between the ISO Council, the Technical Management Board and the four Council Standing Committees: the Strategy and Policy Committee (CSC/SP), the Committee on Finance (CSC/FIN), nominations for governance positions (CSC/NOM) and oversight of the Organization's governance practices (CSC/OVE). The President's Committee meets as often as needed throughout the year, usually 4-5 times.

The President's
Committee
advises Council
on the implementation
of its decisions.





The Technical Management Board (TMB)

The TMB reports to the ISO Council and is responsible for the overall management of the technical work. The TMB is comprised of a Chair and 15 member bodies and it decides on the establishment of technical committees and appoints their secretariats and Chairs. It also monitors the progress of the technical work and is responsible for the **ISO/IEC Directives**, which are the rules for the development of International Standards and other ISO **deliverables**. It has three physical meetings per year (February, June and September) and works by correspondence as needed between meetings.

The Secretary-General

ISO's day-to-day operations are managed by the Secretary-General, who is appointed for five-year terms and heads the ISO Central Secretariat in Geneva, Switzerland, as well as its Singapore office.

ISO Strategic Plans

ISO is guided by a ten-year Strategic Plan (approved by the ISO General Assembly). The implementation of ISO's Strategic Plans is overseen by the ISO Council.



ISO committees – the basics

Structure

The development of International Standards and other ISO **deliverables** is carried out by ISO technical committees and their subcommittees, or by project committees. Technical and project committees are established by the Technical Management Board to develop International Standards or other ISO **deliverables** within their approved scopes.

A technical committee may set up one or more subcommittees. The scope of a subcommittee must be within the scope of the parent technical committee.

Technical committees, project committees and subcommittees can establish working groups to focus on specific tasks such as developing the first draft of a standard or deliverable.

Advisory groups, study groups, ad hoc groups and editing committees can also be set up to support the activity, as needed. Unlike technical committees and subcommittees, the above groups are disbanded after the fulfilment of their given task.

Technical committees must develop **strategic business plans**, which also address the activities of any subcommittees. The purpose of the strategic business plan is to analyse market needs and demonstrate how they will be addressed by the work of the technical committee. Standards can also be developed in project committees, which operate in the same way as technical committees. The only difference is that they are only mandated to develop one standard, after which the project committee is disbanded or transformed into a technical committee if there is a need for further standardization within its scope. By definition, a project committee cannot have subcommittees unless it is transformed into a technical committee.

Leadership

The committee secretariat and Manager

Each ISO technical committee, project committee or subcommittee is administratively supported by an ISO member body (the “secretariat”). The member body which is appointed by the Technical Management Board to hold the secretariat of a committee is also by default a participating member (P-member) in the committee.

The member body which holds the secretariat of a committee appoints a Manager, the person responsible for all administrative aspects of the committee. The Manager is however required to be neutral and to dissociate him/herself from his/her national positions. S/he works closely with the committee Chair in managing the work of the committee.



The committee Chair

Nominations for Chairs are submitted by the member body holding the secretariat of a committee. The Technical Management Board appoints Chairs of technical committees and project committees. Parent technical committees appoint the Chairs of their subcommittees. Chairs can be nominated for an initial maximum period of six years. Extensions are allowed, up to a cumulative maximum of nine years.

The role of the Chair is to help the committee reach an agreement that will be internationally accepted. This requires him or her to steer the committee towards consensus and recognize when it has been reached. The Chair must remain neutral and cannot therefore continue to be a national representative in the committee s/he is chairing.



Working group Convenors

Working group Convenors are appointed by the technical committee, project committee or subcommittee for up to three-year terms ending at the next plenary session of the parent committee following the term. Such appointments must be confirmed by the national body of the country where the Convenor is from or by the liaison organization who nominated him/her). The Convenor may be reappointed for additional terms of up to three years. There is no limit to the number of terms.

The role of the Convenor is to lead the work of the experts in the working group. S/he must also apply the principles of consensus. S/he can also be supported by a secretariat, as needed.

Note: You can find more information on the different roles and responsibilities of the committee leadership in the ISO brochure [Project Management Methodology Roles, responsibilities and capability requirements](#).

The role
of the Convenor
is to lead the work
of the experts
in the working
group.

Committee members

Technical committees, subcommittees and project committees

Full members

All ISO member bodies (also referred to as “full members”) are eligible for membership in any ISO technical committee, project committee or subcommittee as either participating members (P-members) or observers (O-members).

P-members are required to play an active role in the work of a committee, as well as vote on all official committee ballots. They are also expected to base their positions on the consensus of national stakeholders, preferably through national mirror committees.

O-members follow the development of a standard, and possibly contribute to the work, without committing themselves to active participation.

Correspondent members may register as observers of committees. But unlike O-memberships, which are reserved for ISO member bodies, correspondent members that register as observers do not have the right to submit comments.¹⁾ Technical committees, subcommittees and project committees may establish liaisons. Category A liaisons allow international and broadly based regional organizations to actively participate in the work of a committee. However, they do not have the right to vote in formal committee ballots.

Subscriber members cannot participate in the technical work of ISO except under the Council pilot project.¹⁾



1) **NOTE:** Following Council Resolution 03/2013, correspondent and subscriber members were allowed to participate in a maximum of five committees for a two-year trial period (2014-2015). The pilot project has been extended for a further four years with the current rights but with increased training and support to members participating in this programme (Council Resolution 22/2015).



Working groups

Membership to working groups is limited to the experts that are nominated by the members that have agreed to actively participate in the project concerned (P-members and category A liaisons). There is also a special category of liaison (category C) reserved for working groups.

Whereas P-members of technical committees, subcommittees or project committees are required to represent

their national positions, working group experts do not formally represent the members who nominate them. They are selected based on their individual know-how and experience in a given subject and therefore act in a personal capacity. However, they should understand the positions of the member that appointed them and keep them informed of progress in the technical work.

Capacity building for ISO members

Helping ISO's members strengthen their standardization infrastructures and enhance their participation in the international standardization system by building their capacity is an ISO priority. Twinning arrangements are partnerships between two ISO members with the aim of sharing knowledge

and experience to build the capacity of the less experienced partner. A twinning arrangement can be established at the P-member, Convenor, Secretariat and Chair levels. For more information about twinning, see the *Guidance on Twinning* and the brochure *Twinning is winning* or contact tmb@iso.org.



Meetings

Committees use electronic means – e.g. e-mail or Web conferencing – to carry out their work whenever possible. Meetings are convened only when necessary to discuss matters of substance which cannot be settled by other means.

The official languages of ISO being English, French and Russian, the work of a committee by correspondence could be in any of these languages,

however, meetings are conducted in English by default. Delegates and experts without solid English skills will find it challenging to effectively participate in committee work.

There are generally two types of meetings – plenary meetings of technical committees, subcommittees and project committees, and working group meetings. The rules for each differ slightly, as explained next.

All final documents must be available
at least six weeks in advance
of the meeting.

Committee plenary meetings

Technical committee, subcommittee and project committee plenary meetings are planned well in advance, taking into account the advantage of grouping committee meetings dealing with related subjects, improving communication and limiting the burden of attendance at meetings by delegates. The date and place of a meeting is subject to agreement between the Chair, the Manager, the ISO Central Secretariat and the national standards body acting as host. Decisions at meetings are taken by way of resolutions and are posted in the committee's electronic folder within 48 hours after the meeting.

The **ISO/IEC Directives, Part 1** require that the meeting notice, draft agenda and all basic documents be made available by the committee secretariat at least four months before the date of a technical committee, subcommittee or project committee meeting. A final agenda and all other documents, especially those related to action items, must be available at least six weeks in advance of the meeting.

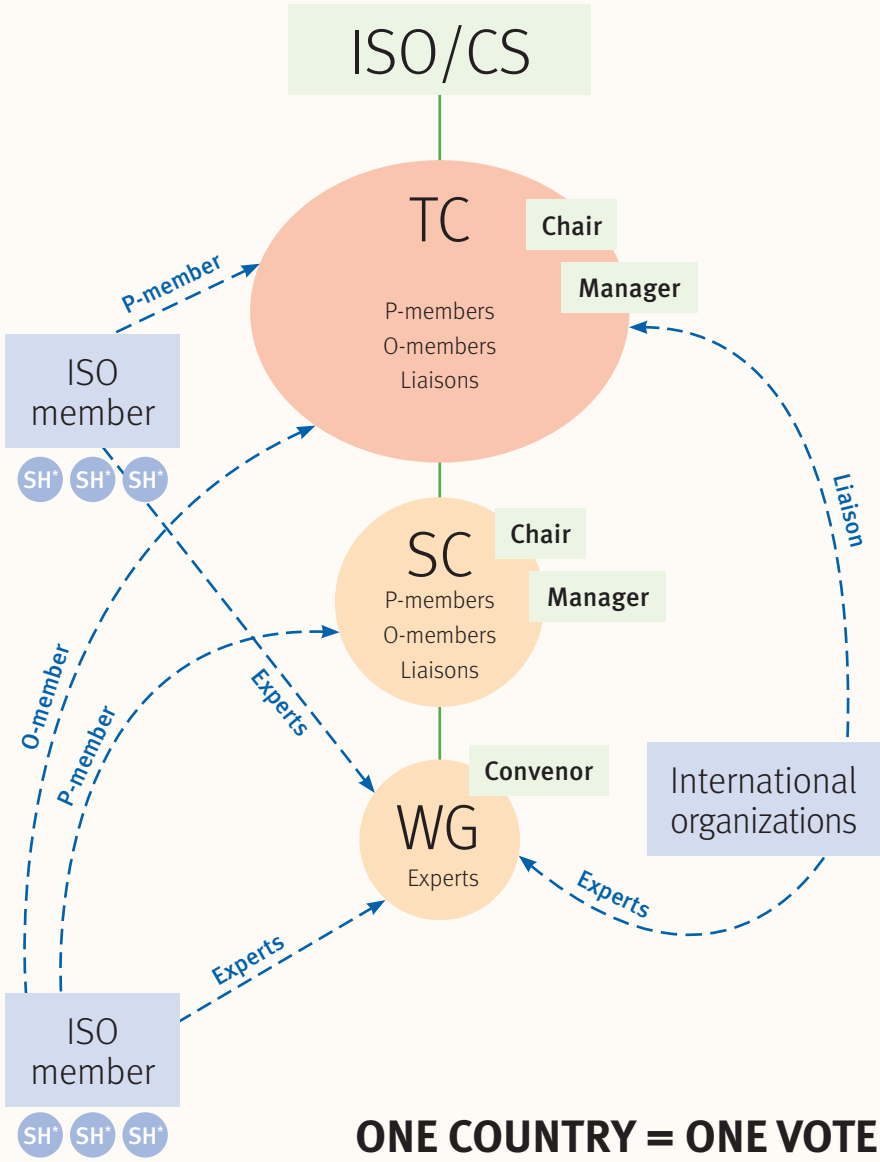
P-members are usually represented by delegations from their national mirror committees. Delegates attending a technical committee, subcommittee or project committee meeting must be accredited by their member bodies, and must be registered via **Meetings**. A head of delegation is the official spokesperson for a delegation. S/he ensures that members of the delegation represent their country's position. A delegate to a committee meeting may be the same individual who has been nominated by an ISO member body to be an expert in a working group.

Representatives of category A liaisons may attend and participate in plenary meetings. However, liaison representatives cannot vote on committee matters.

Working group meetings

Working group meetings are attended by the experts appointed by P-members and liaison organizations. Convenors must notify the experts of a meeting at least six weeks in advance of the meeting.

How does it all fit together? Below is a diagram of how the various elements of the ISO committee structure fit together.



*National stakeholders

International Standards and other ISO deliverables

While ISO is best known for its International Standards, it has other deliverables. Below are the five types of deliverables developed by ISO committees. More information about these deliverables is available on [iso.org](https://www.iso.org) or in the [ISO/IEC Directives, Part 1](#).

International Standards (IS)

An International Standard provides rules, guidelines or characteristics for activities or for their results, aimed at achieving the optimum degree of order in a given context. It can take many forms. Apart from product standards, other examples include: test methods, codes of practice, guideline standards and management systems standards.

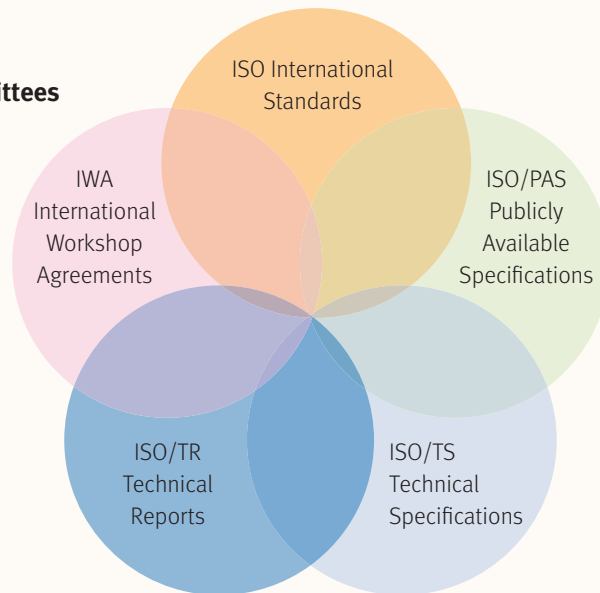
Technical Specifications (TS)

A Technical Specification addresses work still under technical development, or where it is believed that there will be a future, but not immediate, possibility of agreement on an International Standard. A Technical Specification is published for immediate use, but it also provides a means to obtain feedback. The aim is that it will eventually be transformed and republished as an International Standard.

Technical Reports (TR)

A Technical Report contains information of a different kind from that of the previous two publications. It may include data obtained from a survey, for example, or from an informative report, or information on the perceived “state of the art”.

ISO deliverables created by committees



Publicly Available Specifications (PAS)

A Publicly Available Specification is published to respond to an urgent market need, representing either the consensus of the experts within a working group, or a consensus in an organization external to ISO. As with Technical Specifications, Publicly Available Specifications are published for immediate use and also serve as a means to obtain feedback for an eventual transformation into an International Standard. Publicly Available Specifications have a maximum life of six years, after which they can be transformed into an International Standard or withdrawn.

International Workshop Agreements (IWA)

An International Workshop Agreement is a document developed outside the normal ISO committee system to enable market players to negotiate in an “open workshop” environment. International Workshop Agreements are typically administratively supported by a member body. The published agreement includes an indication of the participating organizations involved in its development. An International Workshop Agreement has a maximum lifespan of six years, after which it can be either transformed into another ISO deliverable or is automatically withdrawn.