DEMING SIG
Chartered Quality Institute

Minutes of Open Group Meeting
Model of Sustainable Organisation (MoSO) Application Case Studies

Meeting Date: 2 December 2010

Venue: CQI, 12 Grosvenor Crescent, London SW1X 7EE

Attendees

Alan Clark (chair), Anthony Aitken, Tony Brown, Malcolm Gall, Fabian Hiscock, Tony Korycki, Steve Matthews, Will Pollard, Derek Richings, Terry Rose

In Attendance

Terry Anderson – Video Interactive

Apologies due to Snow

Alan Hodges, Gavin Avery, Ron Ward, David Bird, Terry Peterson (hon. sec.), David Wilson

Apologies

Esther Ridsdale, Rob Worth, Ray Charlton, Mike Upstone

Summary Action Points from the Day

- Three Case studies about applying a Model of Sustainable Organisation (MoSO)
  - Application to an organisation that had become stuck under a storm of initiatives
  - Retro-fitting MoSO to a company known to have undergone a radical change using the principles that inspired MoSO
  - Looking at a completely new application in the voluntary sector
- Applying MoSO – an effective open facilitation process is the key
- 2011 will be "MoSO Year of Engagement"
- Strategic Objectives for 2011
  - Order of magnitude increase in hits on MoSO above October 2010 baseline
  - Include 3 or 4 parallel model developed by organisations from MoSO
  - More articles to be published inside and outside the CQI
  - Offer a talk to Deming Forum by Tony K of BT on MoSO and Systems Thinking
  - Revise the MoSO home/landing page as previously discussed
  - Add a new page (or revise existing Help/Learning Support Page) asking, 'What level of help do you need?'
  - Terry R and Will to look at the possibilities of a MoSO page on Wikipedia
  - Update Vince Desmond, Catherine Bithell and Claire Francis
  - Antony to consider the possibilities at Honda
  - Develop Learning Workshop(s) on "How to…" that will initially really grab those in DemSIG

MoSO Overview Presentation

Alan C was videoed giving the MoSO overview presentation. The "first cut" will hopefully be available in two weeks for review prior to being edited down to at least 2/4 minute piece for YouTube and possibly a fuller version depending on the quality of the Chair's performance!

MoSO Case Studies

Three case studies were presented and reviewed.

1. Global Customer Services Division of Multinational Medical Devices Company (Terry Rose)

Terry presented Case Study 1 about the Global Customer Services Division of Multinational Medical Devices Company. This first application of MoSO to an organisation began in Q4 2009.

Following yet another round of organisational changes and corporate initiatives, the Senior Leadership Team (SLT) of the Global Customer Services group of a major world-wide Medical Devices company were feeling "uncomfortable". They were doing a lot of good things – but as the Senior VP said,

> *"Not everything we are doing fits together and we no longer have a map to guide us and set a direction."*

The SLT were looking to develop a 'Management Framework' to map out a future direction and to help them improve as a management team. A framework based on MoSO worked perfectly.

With the help of facilitation, the SLT developed a framework which lifted their eyes from the daily work and let them see the big picture – *their* big picture. It 'joined the dots' of their present management processes, identified gaps in their thinking and implementation, and formed the basis for action.

2. Yorkshire Brick Company (1973-2003) (Malcolm Gall)

Malcolm Gall presented Case Study 2 on a small, 100 person, company called the Yorkshire Brick. This is an organisation that is known to have undergone a radical change using the principles that inspired MoSO. MoSO was "retro-fitted" to a historical case study in good scientific practice to show that the principles work.

This company was located on an old brick-making site; much of the area had been left as disused quarries. In response to local community concerns the company management initiated a clean-up, involved the local schools in tree planting schemes and made areas available to the Local Authority for landfill. Later on it was able to use landfill gas as a free source of energy for its kilns. When the brick-making industry went into recession in the late 1980s the company found it urgently necessary to improve its quality. It did so by adopting a Deming approach – a fundamental systemic change. Its study of all of its processes led to more commitment from all its staff and improved quality, efficiency, and the new knowledge allowed it to make innovative new products. This enabled to company to survive and prosper.

3. Rickmansworth Waterways Trust (Fabian Hiscock)

Finally Fabian Hiscock presented Case study 3 of a new application of MoSO to an organisation. In this instance a small charitable trust, Rickmansworth Waterways Trust.

- Step 1: Yes at the beginning of the presentation
  Vision only true only if Mission is more true
- Step 2: Fabian: Knows it [MoSO] is good enough. Colleagues not told. Needs transposing into their language
- Steps are recognisable in RWT

Conclusions from the MoSO Case Studies

MoSO and the Six Step Process are "useful"!!!

to be continued...

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🗓 2011 Dates for Your Diary – Future DEMSIG Meetings
Thursdays: **10 March, 16 June, 08September, 08 December** 2011

APPENDIX

Discussion Points arising from the Case Study 1

- In this case, facilitation was important for success. [MoSO] page to ask whether you can DIY or do you need help. Antony subsequently provided the following after the meeting:

  "When you assess what process would help you to become more sustainable, with whom would you engage?

  - Do you have skilled people in your own organisation, who can facilitate the necessary conversations to move you from where you are to where you want to be?
  - Does your culture allow you to value and act on their contribution?
  - Do they need help? From you? From whom?
  - Who else might help them – and you – set out on the journey?"
- Having provided the extra input, it WORKED!
- How can we use this as an example of how someone adapted it to use themselves [this has long been an feature of how the model was/is intended to be used]
- Need short sharp differential comparison to ISO 9001, EFQM, etc
- Change the MoSO introduction/ home/ welcome/ main landing page
- IT WORKED! That they used the model and carried it forward is success. It helped this company to define the current situation and Start to prepare plans for the change process
- There was learning for both MoSO and the facilitators
- The company's leader moved further along their personal journey
- Think about cross linking other pages to this case study
- GCS were stuck
- MoSO Six Step Process. See the following web page for more details:

http://www.thecqi.org/Community/Special-Interest-Groups-SIGs/Deming-SIG/The-Sustainable-Organisation/How-to-use-MoSO/

- Step 1 – OK
- Step 5 – Understand Your Operating system – DO SOMETHING (even though it can be messy). Amend be more creative.
  Cohesion, coordination mechanism [VSM system] is missing from MoSO. Include this in some form.