

Notes from DemSIG Transformation Working Group Meeting 11/07/07

Meeting held at Antony Aitken's house.

Those Present: Antony Aitken, Alan Hodges, Carol Long, Derek Richings, Tony Brown, Terry Rose

High Level CQI DemSIG Charter:

Develop a model for organisational transformation based on Deming principles.

Lower Level Theme (developed by the sub-team)

Make available on the CQI website an indicative model for business sustainability based on proven guidelines and principles.

Discussion Notes

1. Use of the word 'Transformation':

- Implies a change from the present (status quo) state to a different (more desirable) state.
- The team discussed business 'states' in terms of three management paradigms: Process Control, Incremental Improvement, and Breakthrough (Sheba et al).
- Transformation implies a step function or major change rather than a small or incremental change
- As discussed in a recent DemSIG meeting, the word 'transformation' may be off-putting to a majority of our potential 'customers' – because transformation is perceived to be outside their sphere of influence (can only be driven by senior management). As such, using the word *transformation* could limit the potential market for this work.
- Transformation could be seen as a 'one-off' (or perhaps very infrequent) event to change a company or organisation rather than a continuum of activities.
- Possible connotation with down-sizing, loss of jobs, re-engineering.
- Unresolved issue. Is 'breakthrough' the same as 'transformation'?

2. Use of the word 'Sustainability':

- Implies longevity (company in business for the long haul).
- Could imply a continuum of activities in many areas (of the model) rather than a one-off project.
- Have to use all three management paradigms to sustain a business / organisation.
- Implies the need to create and maintain an underlying **culture**
- The word is "in vogue"

3. Potential target customers of this work:

- Predominantly CQI members:
 - Quality practitioners
 - Middle managers (with 'quality' background or interest)
 - Consultants
- Senior Managers are probably outside our initial reach?

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4. Other Topics

- Want to put the *individual* at the centre of this work.
- Give the view that an individual (me), at any level in an organisation, can use this material to make a difference within their sphere of influence.

APPENDIX

Alan's Notes from DemSIG Session, 8 March 07

Proposed DemSIG Resources / Offerings

- Web archive
- E-Forum
- Google document of 'Model for transformation'
- E-book possibly leading to...
- Paper book, possibly leading to...
- Story for 13 year old
- 2-day workshop
- Case study (needed for a workshop)

Model for Transformation / Improvement. - Minutes from meeting.

It is proposed that this is also used as script for the web site:

"At the 8 March session, the group started work on defining a model for transformation / improvement congruent with Deming's thinking. It is proposed that this work evolves over the coming months and that the evolution is presented on the web site in order to 1) enable people to contribute to the evolving model, 2) to enable people to make use of the model and surrounding thinking captured in the space.

This is work in progress towards a model or models which can be used to lead into change and/or continuous improvement. The plan is to seek comments and additions which make it accessible to organisations of all sizes and individuals at all levels."

Suggested web site content

- The evolving model, plus
- Inputs to the development of the model, which could include:
 - Useful references from Deming & others
 - Models, principles, books, articles
 - Thinking arising in the construction of the model

Questions to be addressed

- What is the purpose of this document / process?
- Who are we aiming it at?
- What is the theory?
- What are the milestones?