

Why MIR?

(Justification for the Gap Analysis Standard)

By,

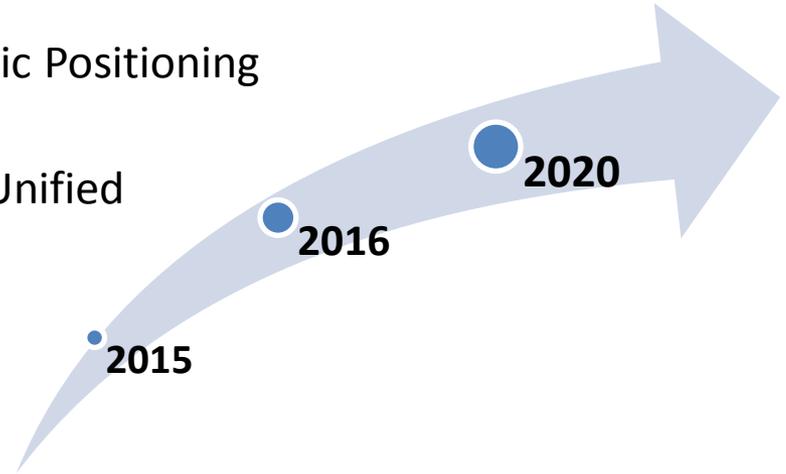
K.S.Venkatram

AOEC & SSHGIEC, 2015-2019

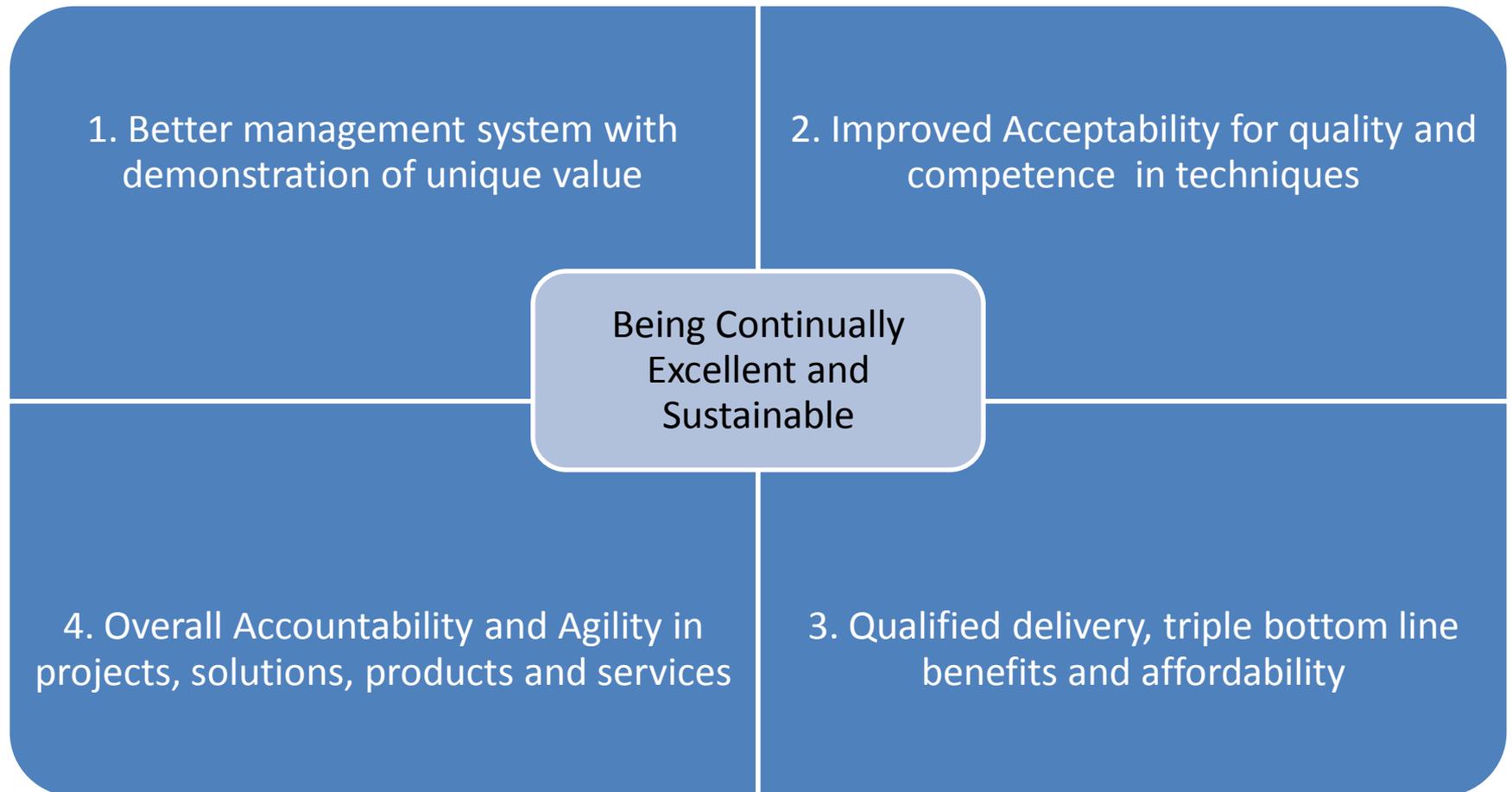
M: 9342867666

Are you ready for the millennium?

- There are 5 or more areas that your business must focus on, to be ready for the millennium i.e.
- 1. Fundamental Business Vision and Strategic Positioning
- 2. Standards compliance / Accreditation / Unified Enterprise Convergence
- 3. Operational Efficiency and Effectiveness
- 4. Continual Performance Management for sustained success through ISO 9004:2009 compliance
- 5. Leading edge Service Evaluation and Review Techniques that make it easy to assess and improve your organization's services
- We proceed to review what can make your business model sustainable and credible



A sustainable and credible business model demonstrates



Towards Sustainable Development and Growth

- **Target audience**
- Management teams that are responsible for a business's vision for continual excellence and sustainable development.
- This toolkit is also helpful for organizations that wish to improve their policies of Governance, Quality and Management, where there is convergence for quality assurance and sustainability.
- This toolkit is authored to suit different sectors of the industry, where the role of the management panels is seen to differ based on the nature of business services.
- The toolkit deals with a management culture that is seen as important for all organizations keeping in mind that we are all working towards conservative and sustainable development.

Towards Sustainable Development and Growth

- **What has been the response for methodology in the industry?**
- The industry offers ISO certifications, and other benchmarks to deliver more effectively. The Government of India recommends Zero Effect Zero Defect systems.
- Any lack of methodology or integrated view has and will affect an organization in the long run. Organizations that know this have standardized their management systems & practices and have gone in for continual certifications that assure them of quality and performance from different angles.
- Though interested organizations have achieved an agile and high-performing management culture, the incorporating of a 3-D axis view for quality assurance and environmental management is still a niche area. The need of the hour is a 3-D axis view with Management Index Regulation for sustainable thinking, development and controlling of damage inflicting or risk causing patterns.
- The MIR standard is a source of information for SMART Convergence in quality and sustainable development with an understanding that there are different standards and tools to help conformance. The MIR standard helps an organization steer ahead.

Towards Sustainable Development and Growth

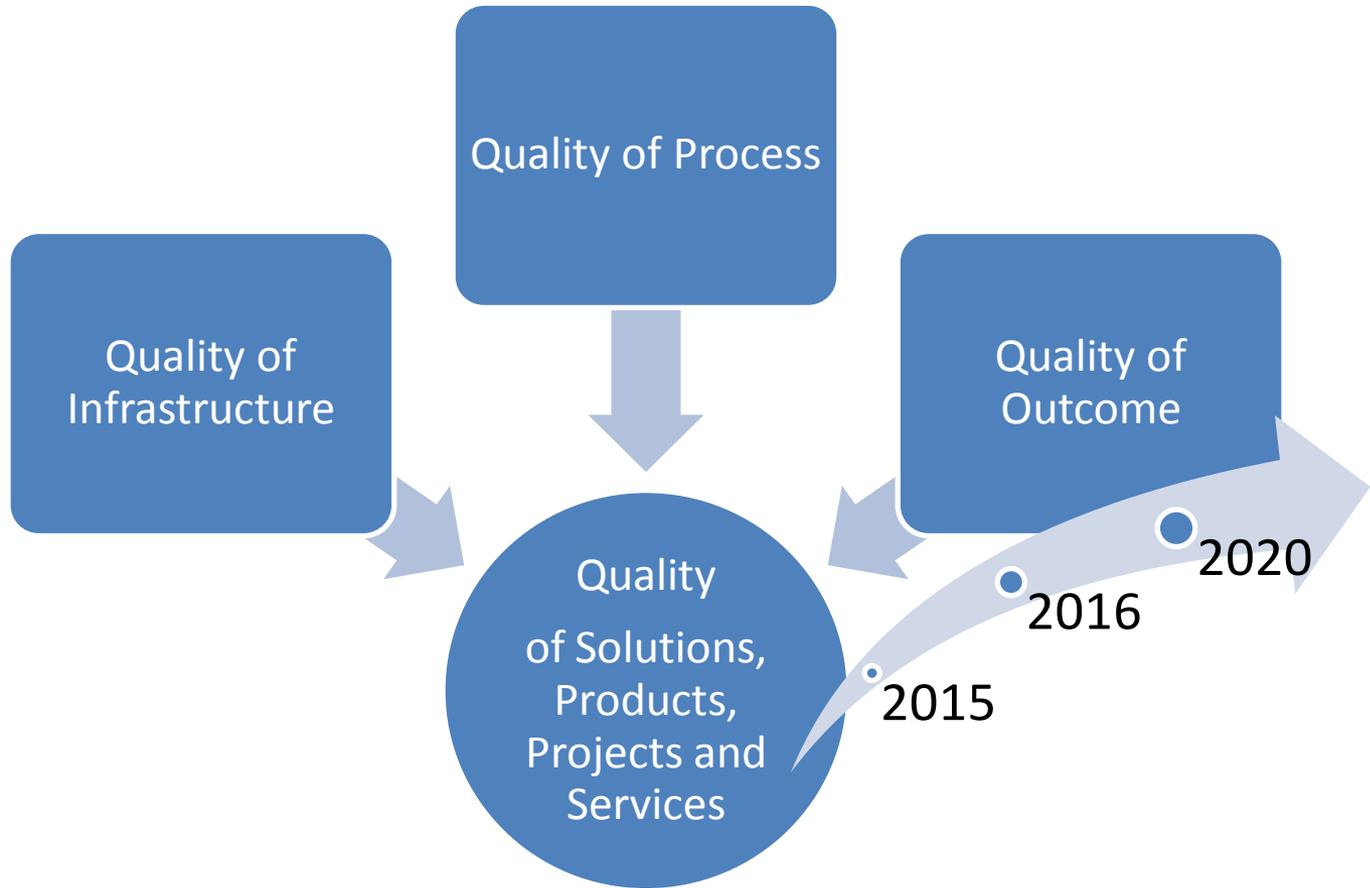
- **Functional aim of the organization to implement methodology**
- The MIR standard helps an organization assess its management systems for certain lacunae specific to performance and sustainable development, and thereon take up the incorporation of changes in its management culture via an integrated 3-D axis view for vital management systems.
- The MIR standard includes self-assessment for these vital management systems,
- where the norms, insights and questions help incorporate methodologies for
- sustainable development and growth (abbreviated as SD&G).
- **How can the MIR offerings help today?**
- MIR 2020 (it's standard/handbooks / reference guides / case studies) can help an organization develop an established approach to quality assurance, accreditation/certification by providing a tool for self-assessment that can help identify & bridge gaps and also report as to what is to be improved in under-developed areas.

Towards Sustainable Development and Growth

- MIR 2020 can serve as a knowledge base that provides guidance to support the achievement of sustained success in today's complex, demanding and ever-changing environment
- MIR 2020 can help an organization mature in its quality assurance levels from being quality conscious to SMART and from SMART to autonomous (self-adaptive and agile) and unified or convergent, by providing a self-assessment tool
- MIR 2020's self-assessment tool can help leadership, strategy development, management system, resources and processes work together with more awareness and knowledge about strengths, weaknesses and opportunities for either improvements, innovations or both.



What are the inter-relationships that matter while achieving sustainable development and growth?



How can you focus on and manage these the inter-relationships?

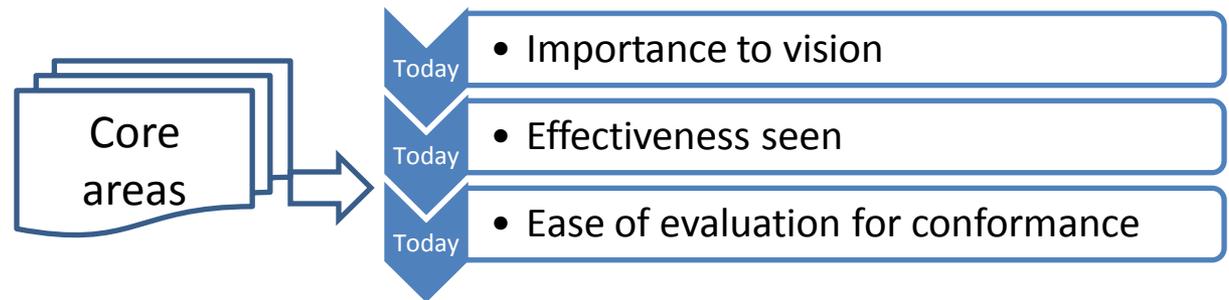
- It is proven that apart from the standard expectations set for the **Quality of outcome** in business services, business results also depend upon the following 3 factors:
 - **1. Quality of Infrastructure** (Quality assurance for Location, Facilities and Space utilization)
 - **2. Quality of Process** (Documentation of a Quality manual, Approach Advisors for quality and sustainability, Standard Operating Procedures, Protocols for management culture, global and offsite services and customer education)
 - **3. Quality of self-assessment** (a niche and unique area by itself)
- MIR 2020 (it's standard/handbooks/guides/case studies) review as to whether an organization is delivering continually excellent services and sustainable solutions, products, projects and services today. The points identified can help the management assess any lacunae.

The MIR's self-assessment tools help reduce the learning curve and costs in quality assurance programs

- The MIR's self-assessment tools help reduce the learning curve and costs in quality assurance programs. The details are part of the connected reading for MIR. The tools focus on aspects such as
 - 1. SMART Business model (Basic Edition)
 - 2. SMART Convergence (Basic Edition)
 - 3. Lifecycle Management (Basic Edition)
 - 4. Quality Management (Basic Edition)
 - 5. Project Management (Basic Edition)
 - 6. Organizational Behavior Management (Basic Edition)
 - 7. Product re-engineering (Basic Edition)
 - 8. Marketing & Outreach (Basic Edition)
 - 9. Sustainable Facilities (Advanced Edition)
 - 10. Disaster Management (Advanced Edition)
 - 11. Unified Enterprise Management (Excerpts)

To identify which areas are important for your organization?

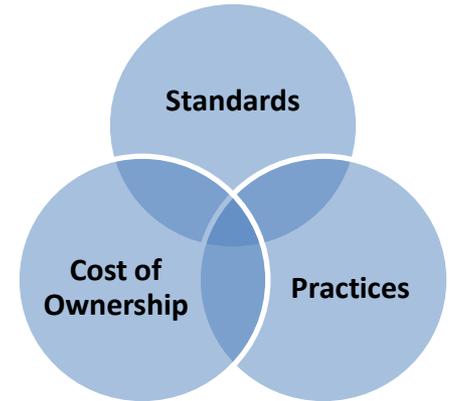
- Depending upon the nature of business services, all areas need not be of equal importance to an organization.
- To understand which areas of continual excellence are important for your organization, it is a standard practice to review and rate each of the mentioned areas under three classifications i.e.



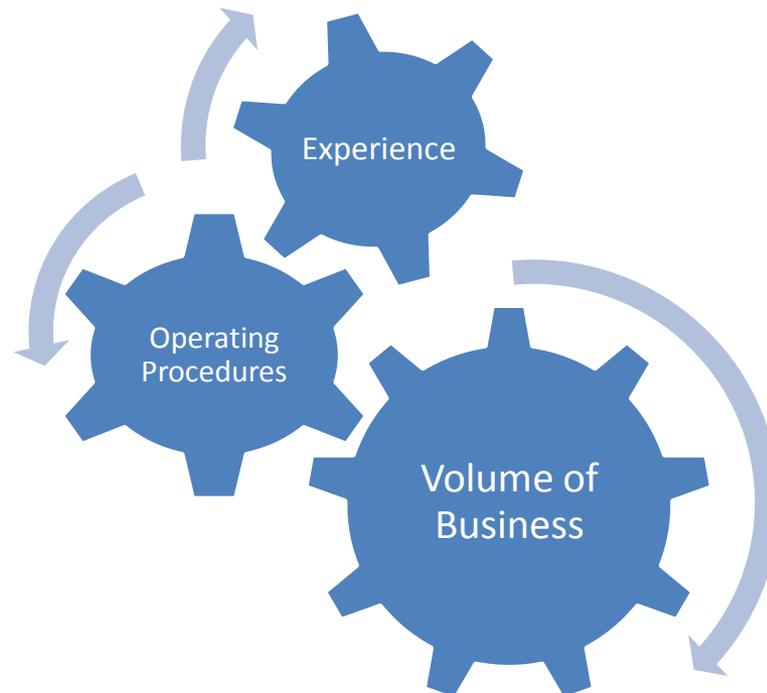
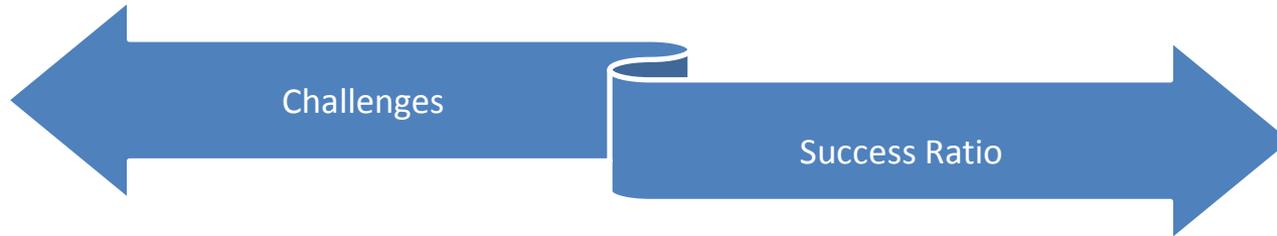
- **1. Importance to your vision**
- Choose from ratings: High priority/ Normal priority/Low priority/Not applicable
- **2. Effectiveness seen**
- Choose from ratings: Excellent/Good/Poor/Not applicable

To identify which areas are important for your organization?

- **3. Ease of evaluation to check conformance or quality**
- Choose from ratings: Excellent/Good/Poor/Not applicable
- For your understanding:
- Those areas that have a **high priority in Importance** must have a **good rating in Effectiveness seen.**
- Additionally those areas must have an equally **good rating for the Ease with which they can be evaluated for conformance or quality.**
- If there are issues, then it is recommended to go in for a self-assessment to get a report on what is acceptable for continual excellence. Doing this today can help an organization prevent unwarranted incidences, uncontrolled cost incurrence and possible loss in credibility. Refer to the section on how the MIR toolkit will help an organization given the background or business vision.



How can self-assessment reduce the learning curve?



Self-assessment to reduce learning curve

Self-assessment using MIR 2020 is a comprehensive and systematic review of the business model, referenced against different chosen standards or best practices.

This assessment can provide the management with an overall view of the gaps in quality assurance, performance, and degree of maturity of the current management system. It can also help identify areas of improvement and/or innovation and to determine priorities for subsequent action plans (in practices) to make solutions, products, projects and services SMART and sustainable.

The output of an assessment will show the organizations strengths and weaknesses, and maturity level in quality assurance. If repeated the assessment can show an organization's progress in providing continually excellent and sustainable services. The results of an assessment and reports generated can be a valuable input for management reviews, and planning. The results of an assessment and reports generated can be a valuable input for management reviews, and planning.

Self-assessment to reduce learning curve

The results can also be a learning tool to improve the vision of the organization and the contribution of different stakeholders.

An organization delivering “Continual Excellence for Sustainable Development and Growth” performs effectively, efficiently and achieves sustained success by

1. Understanding and satisfying the needs of the different stakeholders
2. Monitoring gaps and changes in the performance and quality levels considering the organization’s environment
3. Identifying possible areas for better quality management, improvement and/or innovation
4. Defining and deploying quality level criteria, strategies, policies and decisions support methodologies
5. Setting, periodically reviewing and deploying relevant performance objectives
6. Managing processes, systems and resources
7. Demonstrating confidence in its people, leading to increased motivation, commitment, involvement and team work
8. Establishing mutually beneficial supplier, and other partner relationships

Self-assessment to reduce learning curve

1. How do the questions add up?

Individual details about how many questions belong to which sections have not been provided as this is only a preview. These details are available in the complete editions.

2. Level of difficulty in answering questions?

The questions need to be answered with a Yes (Score 1)/No (Score 0)/Partially response (Score 0.5).

3. Are the questions easy to read and to the point?

All questions have been framed so they can be translated into action items. An action items report can be generated that can be implemented in a 1 month, 3 months, or 6 months time frame.

4. Is this matter available in other management books?

The handbooks/guides are unique and customized to suit sustainable development. The handbooks/guides are under one roof source of details that have been collected from different costly standards, over a decade of experience, relevant case reviews and planning.

Self-assessment to reduce learning curve

5. Does the matter exploit lacunae found in other organizations?

The handbooks/guides respect the fact that quality and sustainability are complex and inter-related aspects. The details are based on the observations that, enterprises today need to manage emergence in technology, dynamics in the environment, emerging competition and rising costs while ensuring they meet their social obligations credibly.

6. Who can best answer these questions?

A senior management person, quality manager, facility administrator and staff in the planning committee can easily sift through the material by choosing focus areas and thereon answer questions to generate an action items report.

7. What is the time frame needed to do a site assessment to answer all the questions and generate a report?

Approximately 1-2 weeks for a comprehensive review, or individual time slots of about 1-2 hours for specific sections. Time spent will help the management identify blind spots, threats and lacunae.

Self-assessment to reduce learning curve

8. Will doing a self-assessment mean costly planning and implementation thereon?

The self-assessment tool identifies gaps in strategies/policies/practices. Common thinking is that this by itself is not a cost. Ensuring the organization has an action items specific planning and steering committee will help any kind of vision for implementation.

9. Does self-assessment shift the burden to the management?

Self-assessment does not shift the burden of issues found to the management. It instead helps raise awareness, visibility and reduces chances of unmanaged incidence or negligence from marring the reputation of the organization.

10. Is the implementation that follows similar to an exercise for accreditation or certification?

No, the action items implementation is not so involving. The assessment helps in readiness and correction. The action items implementation is very focused, tactful and even incremental. The control always lies with the management.

Self-assessment to reduce learning curve

For example, a self-assessment can be followed up with steps like:

1. Holding of a meeting to discuss the gap analysis report and **decide on the non-conforming focus areas to be addressed**
2. For each non-conforming area, a qualified person can **document inclusions or revisions in the organization's quality manual**
3. For each non-conforming area, a qualified person can **develop an action plan to implement changes**
4. For each non-conforming area, the **drawn out action plan will need to reviewed and cleared by a planning committee and steering committee**
5. For each non-conforming area, **the approved action plan can be added to an appendix section of the quality manual**, whereby the same can be taken up according to availability of budget, time and resources

Self-assessment to reduce learning curve

6. For each non-conforming area, the action plan may sometimes need a **separate internal auditing exercise** to be carried out, to have a better understanding of the issues related to this non-conformity
7. For each non-conforming area, the action plan may sometimes need the purchase of equipment/machinery/ intellectual property, or the development of a training programme, or building of organization wide awareness for practice or standard operating procedure addition/correction, or may need the revision of documentation or the business management systems, or at times may even require feedback or collection of survey information, from within the organization, in order to decide the best course of action.

In all such cases, **the results or learning can be added as vital input to the originally generated action plan**

FYI: This preview is only a sample of what an organization could need to do after a self-assessment. The interest is to show that unlike accreditation or certification, the effort to address gaps is purely a decision by the management team of the organization.

Self-assessment to reduce learning curve

11. What if the organization does not have the time or resources to conduct the self-assessment?

AOEC can help carry out the self-assessment by interviewing qualified personnel.

12. What if the organization finds that this is too much information to handle?

AOEC will filter the questionnaires on the basis of the immediate focus areas or problem areas.

13. What if the organization finds that some of the questions reveal privileged information?

AOEC will sign a non-disclosure agreement to protect the interests of the organization and then do a site assessment.

Self-assessment to reduce learning curve

14. What if the organization is not too clear as to how the gap analysis will be followed up by implementation?

An implementation roadmap or plan outline can be designed by AOEC in consultation with a person from the planning committee.

This plan will include action items for non-conforming areas, estimates of time/resources/money to implement changes and a reasonable workflow to understand the inter-relationships that need to be considered whilst incorporating vision or change.

Savings via MIR 2020

