

Soft Systems Methodology (SSM) and Service Innovation

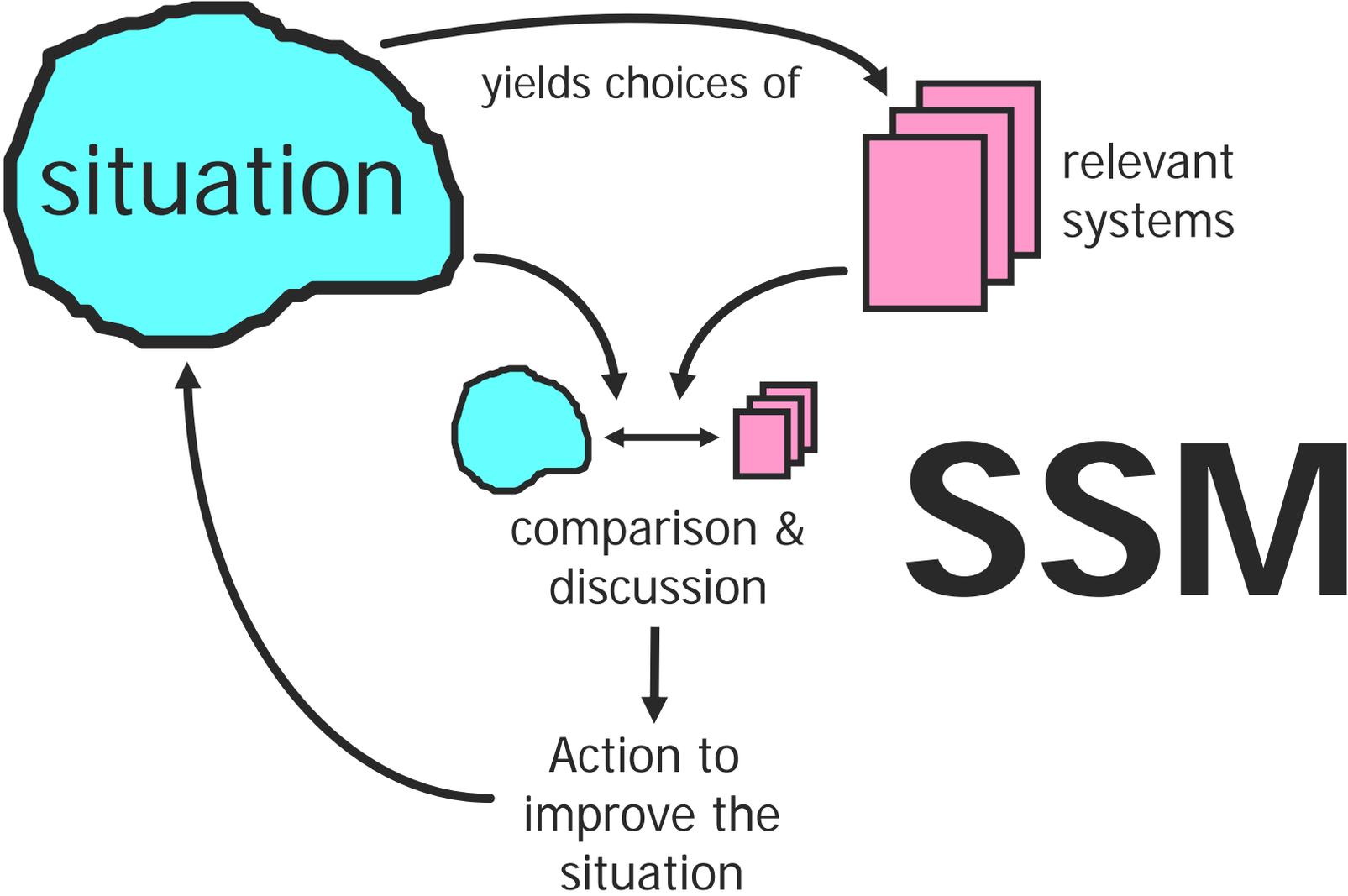
European Workshop on Service Systems
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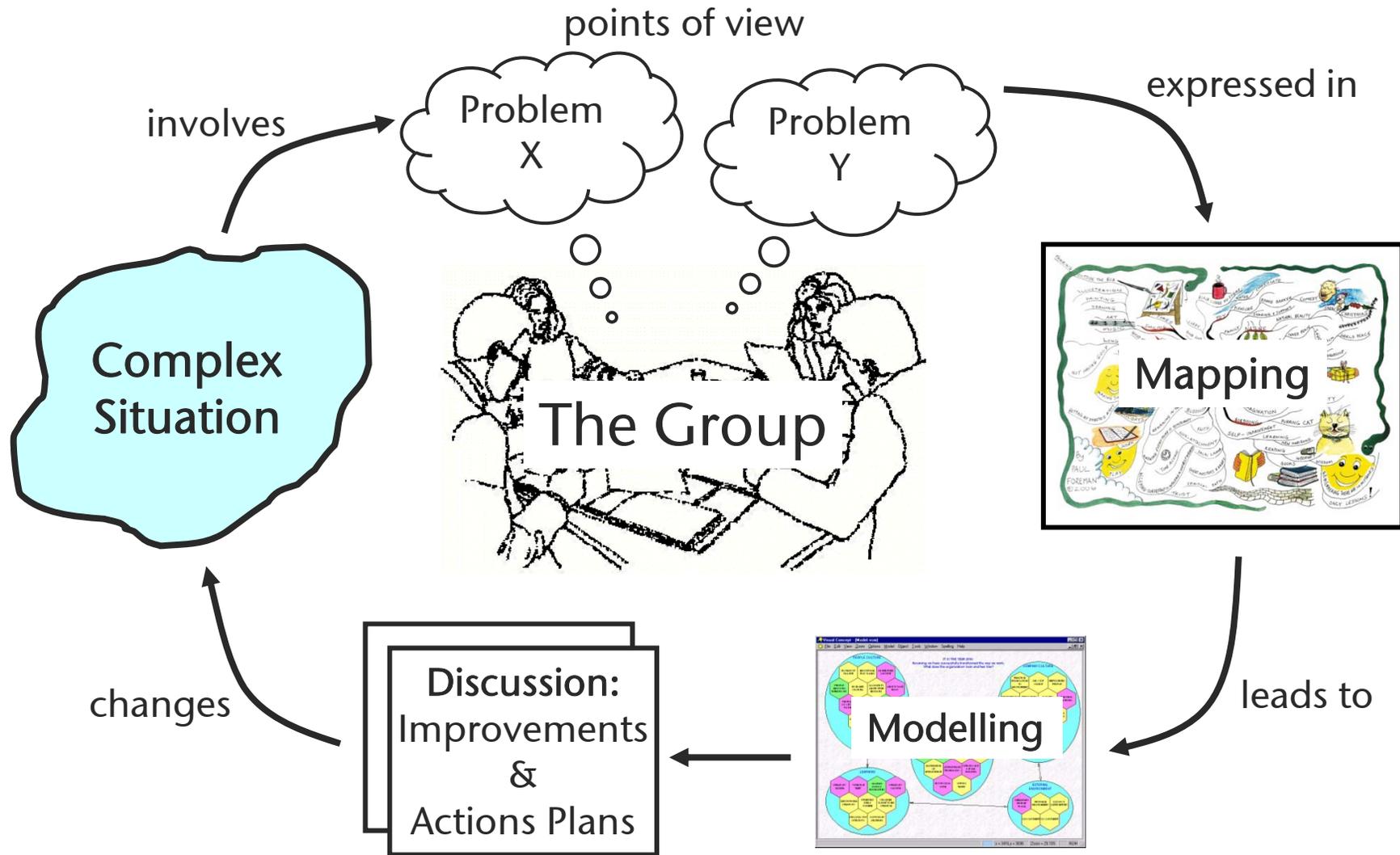


Introduction

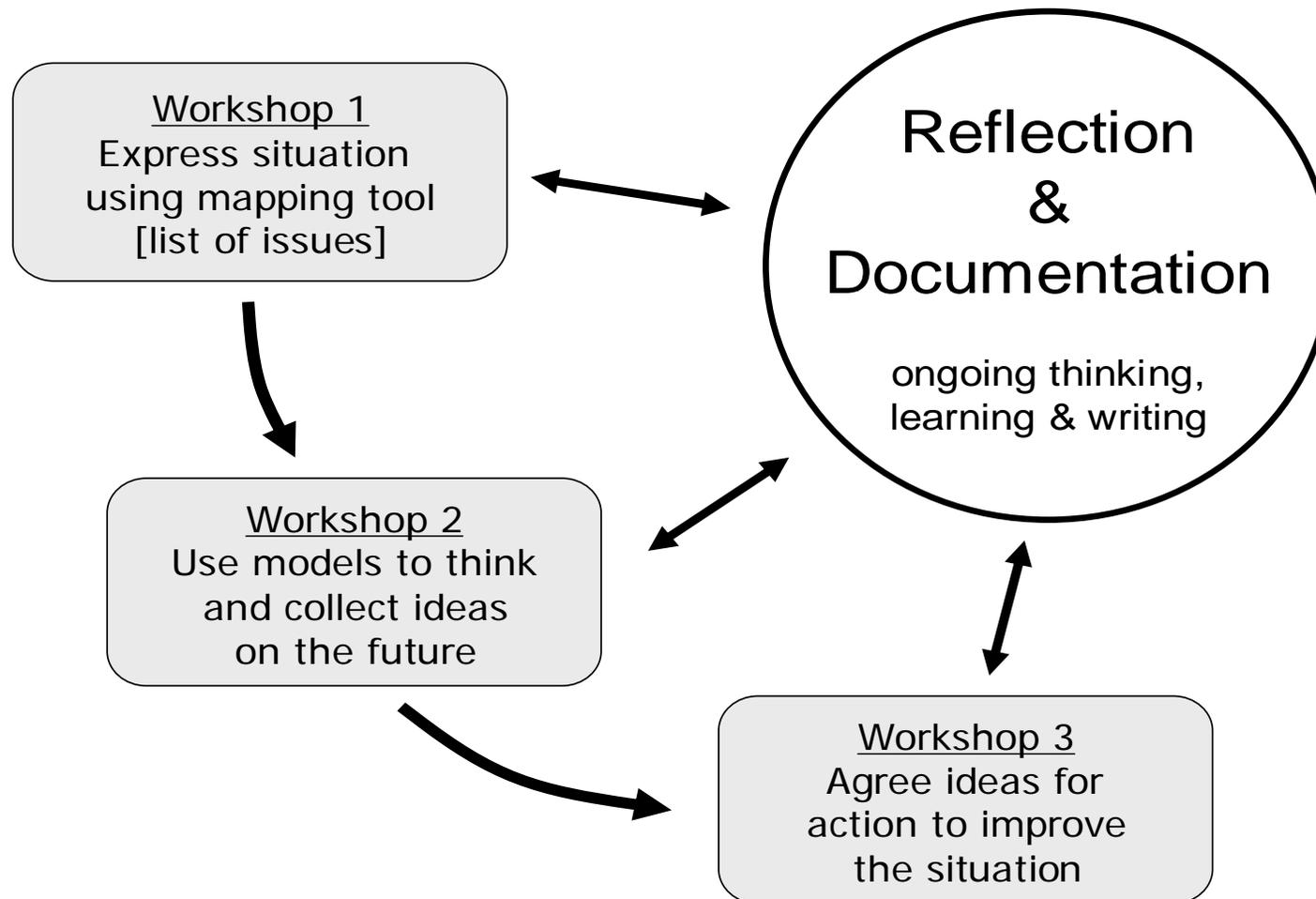
- ▣▣▣ The focus of this presentation is on the application of SSM for service innovation
- ▣▣▣ This presentation will:
 - ▣▣▣ Outline the approach I take to SSM
 - ▣▣▣ Discuss project formats
 - ▣▣▣ Present the workshop stages used
 - ▣▣▣ Identify the learning from the Action Research Programme



Logic of the Approach



Typical Format for a project



2 approaches to innovation

- 1. Expert Approach (traditional)
 - experts provide solutions to the problem using their *expertise*
 - e.g. OR analyst, ICT consultant

- 2. Process Approach (e.g. SSM)
 - Group of decision makers are **facilitated** through a *process*
 - participants solve their own problems
 - participants benefit from using a methodology; in-depth knowledge, better buy-in



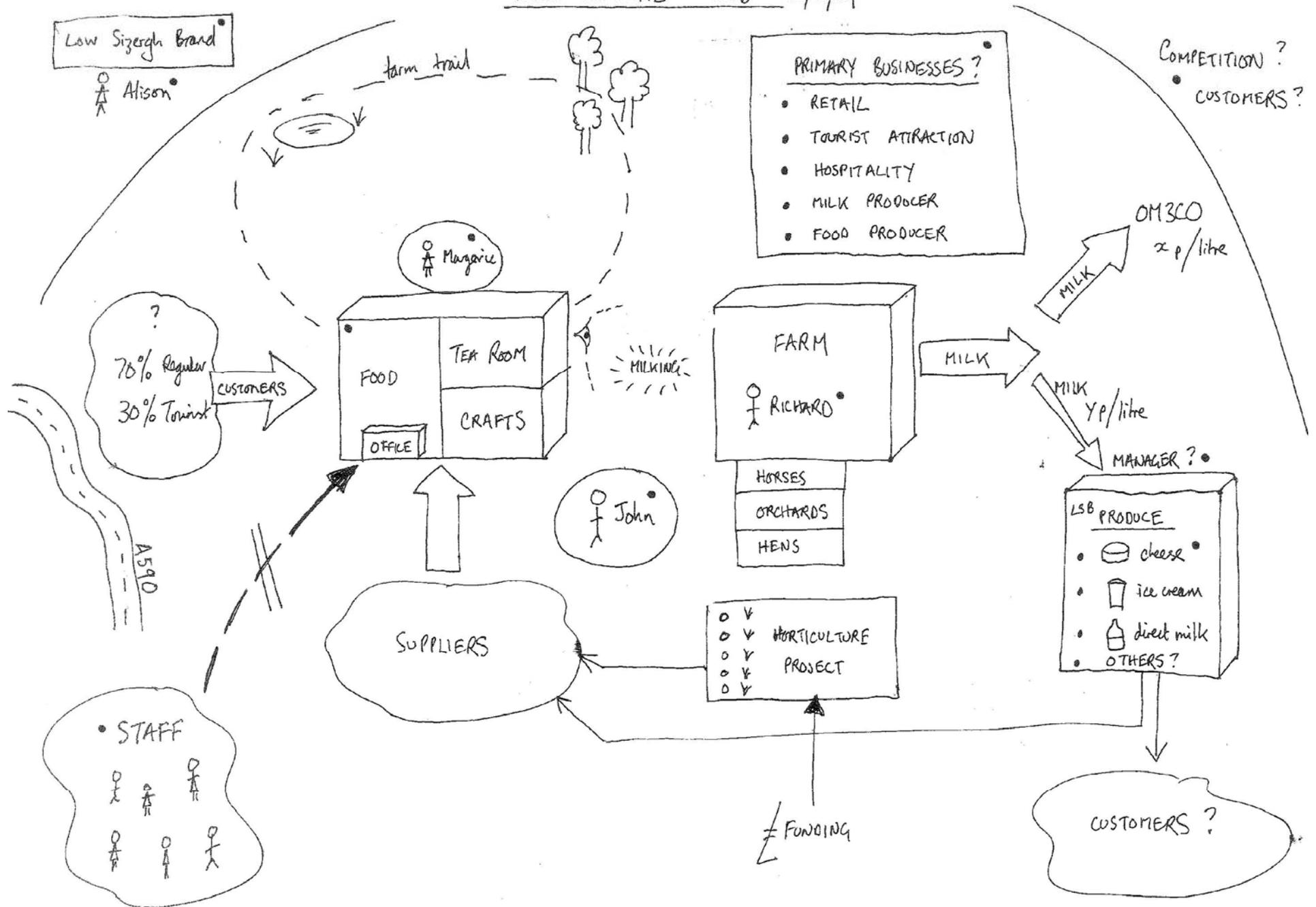
Workshop 1 - Context Mapping

- ❑ Objective is to let people **express** their views and identify key **issues**
- ❑ Key is to **step back** from the situation
- ❑ Format + tool should depend upon the size of the group and the culture of the organisation
- ❑ Value of this phase often underestimated by managers

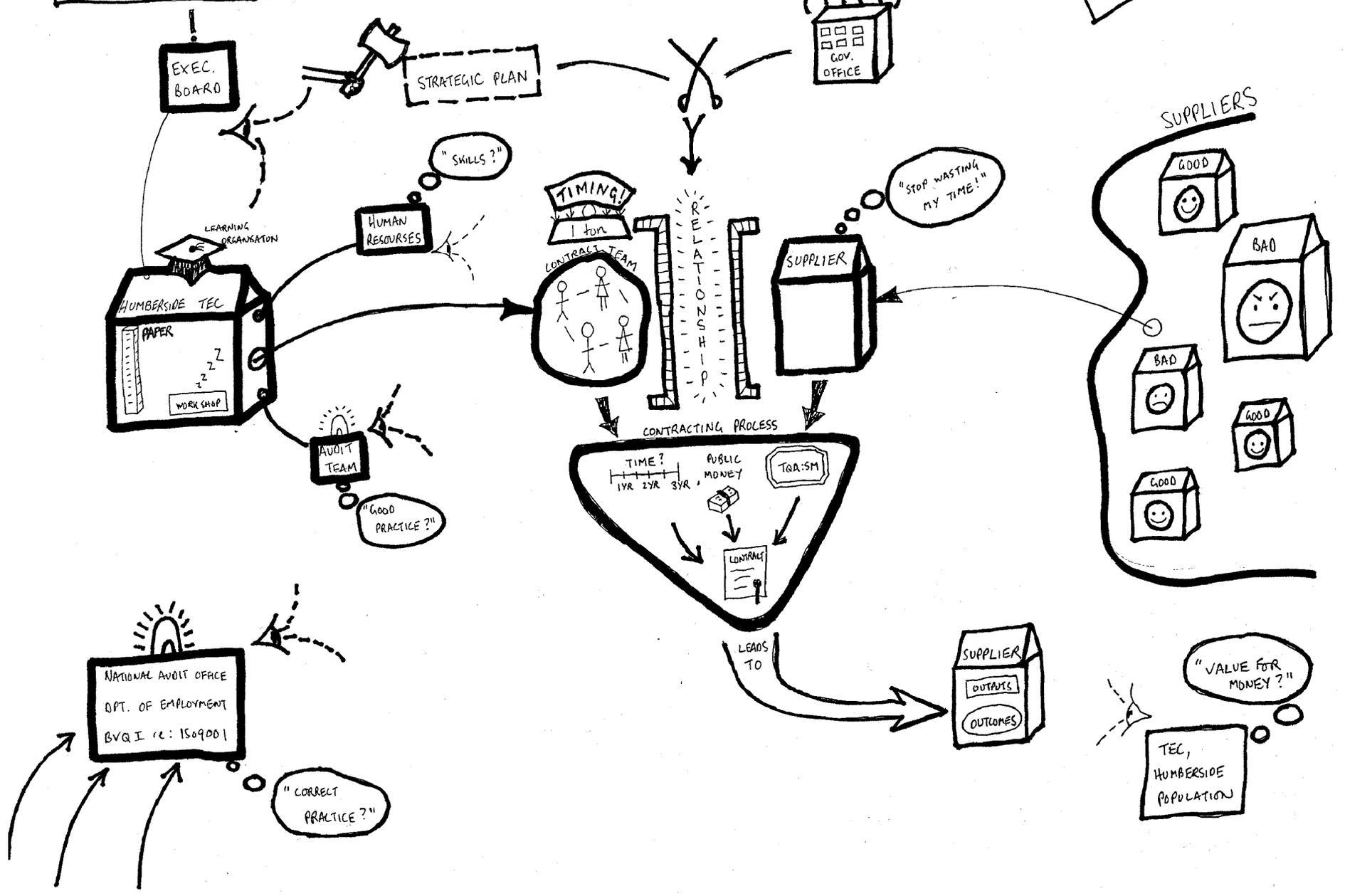


Learning 2 – can be replaced by causal mapping

RICH PICTURE - LSB 30/11/04



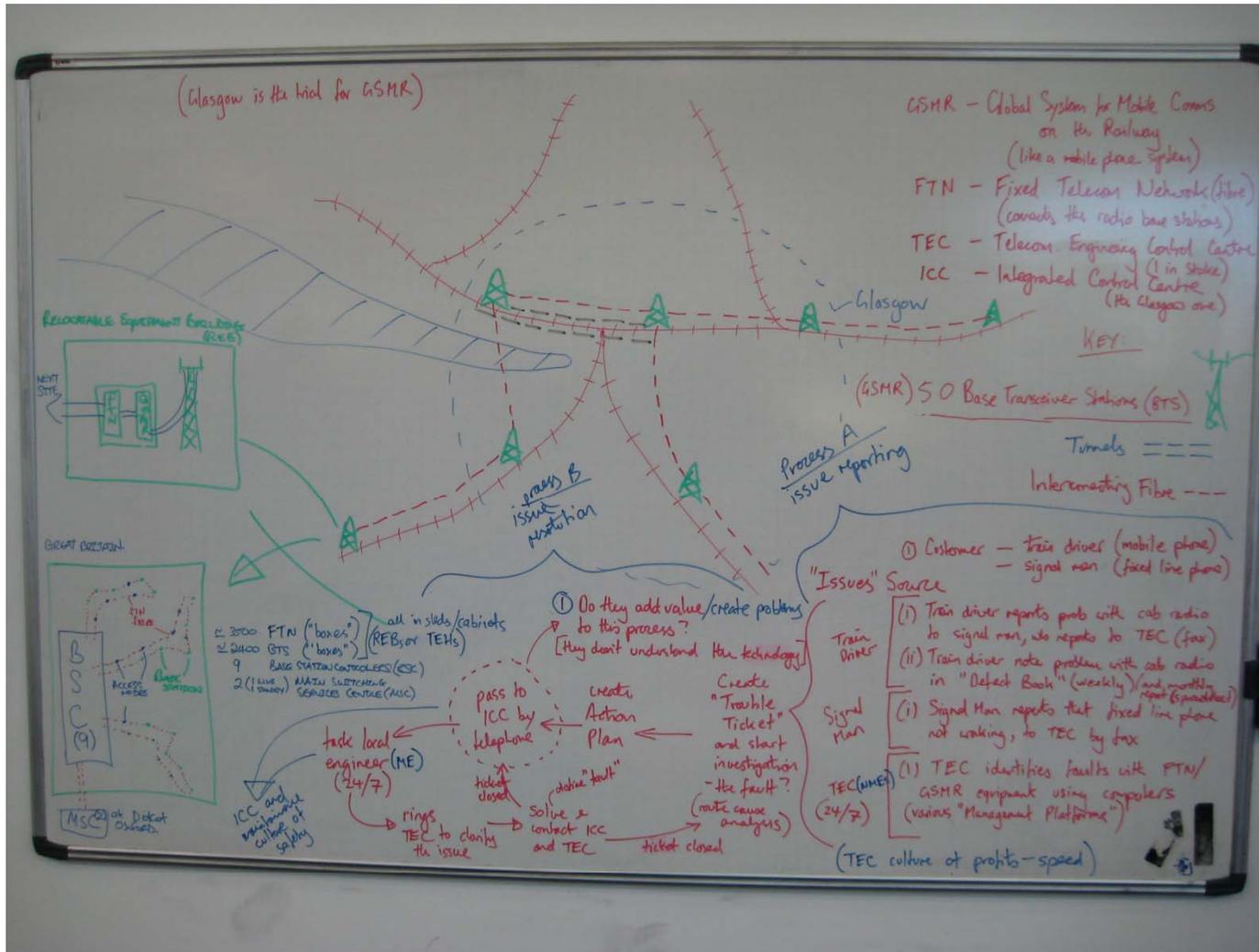
23/1/96 **RICH PICTURE** - HUMBERSIDE TEC



Rich picturing – participants leading



Photo Evidence of Rich Picture



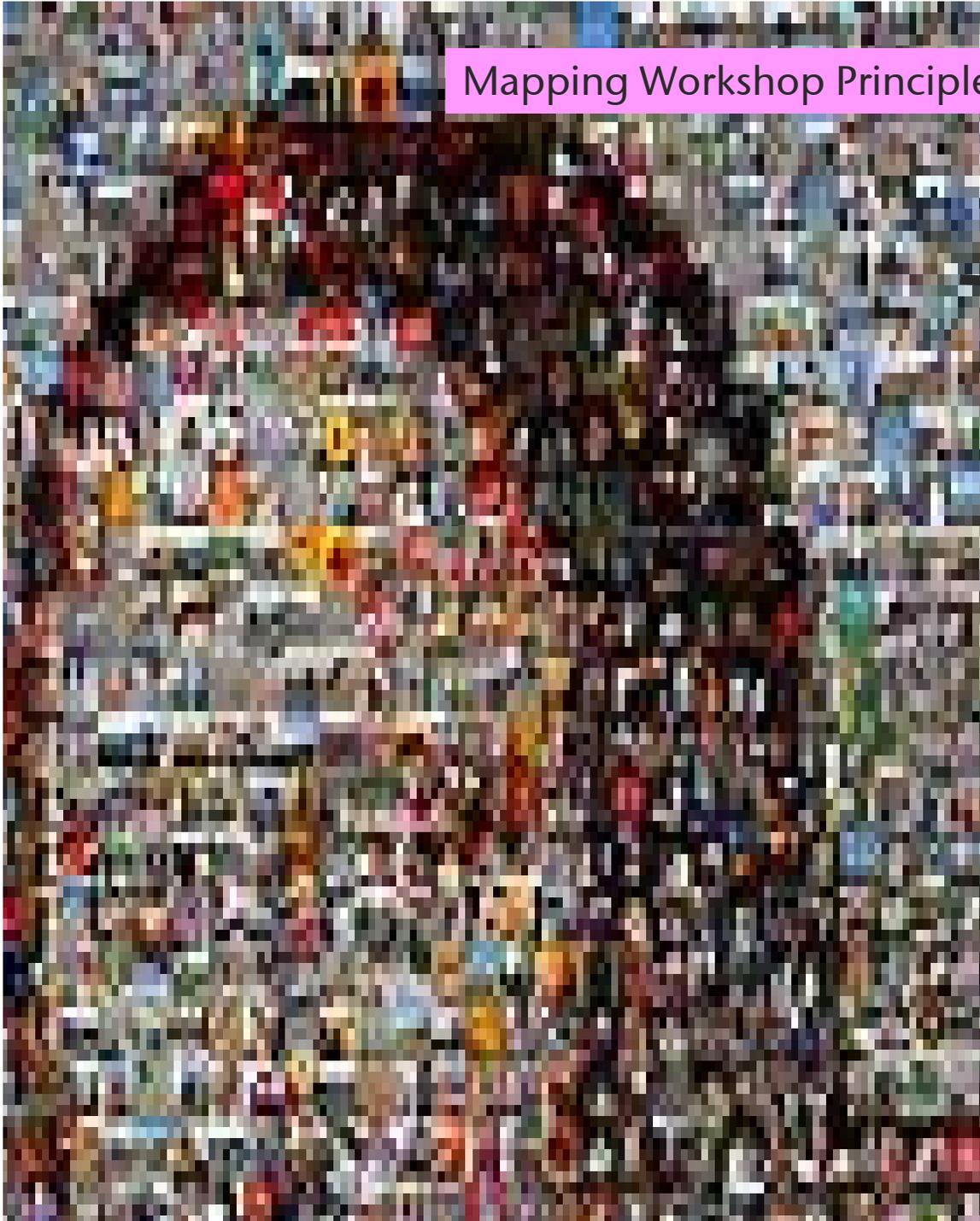
Decision Time?



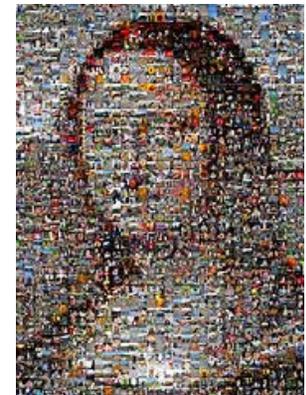
Project team
are often faced
with a range
of options

There may be
confusion and a
desire to take
immediate
decisions – *resist!*

Mapping Workshop Principle 2

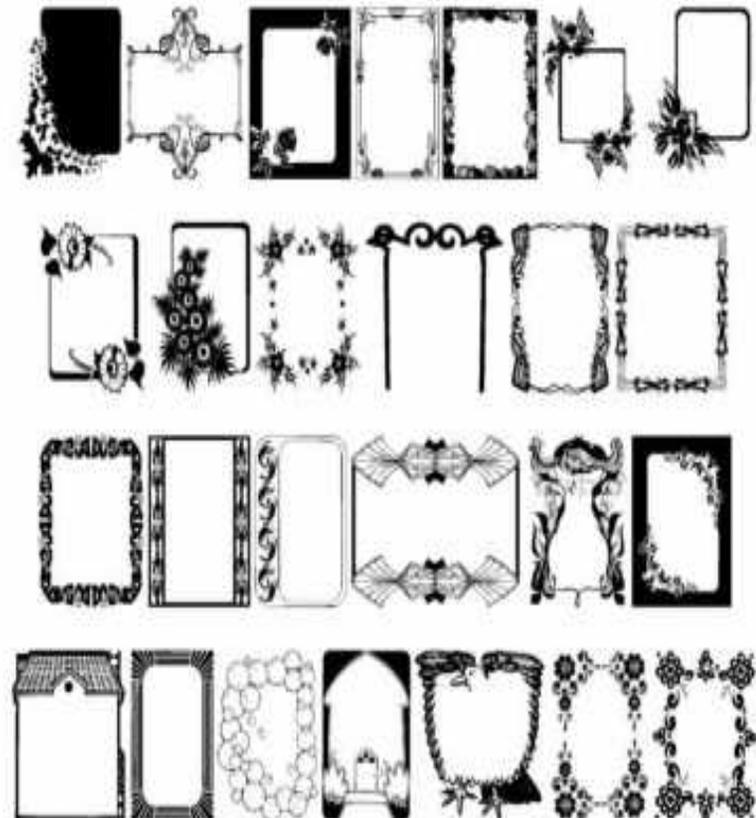


Holistic thinking can help see patterns in the big picture

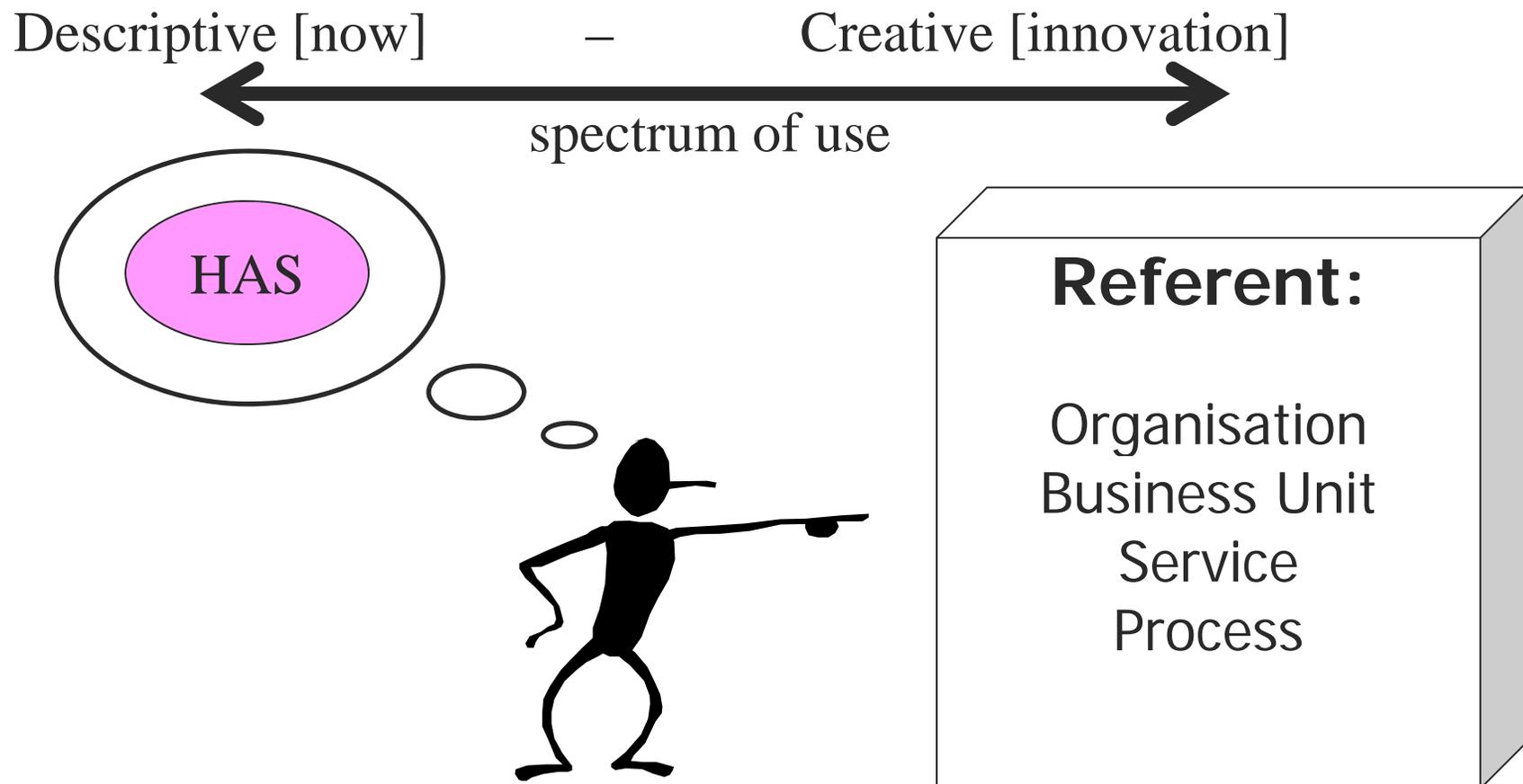


Our Frames...

- Determine what we see, our approach to problems, our ideas for solutions
- We need a way of both examining the situation and the various frames of the participants
- **It's difficult to examine your own frame – people need tools!**



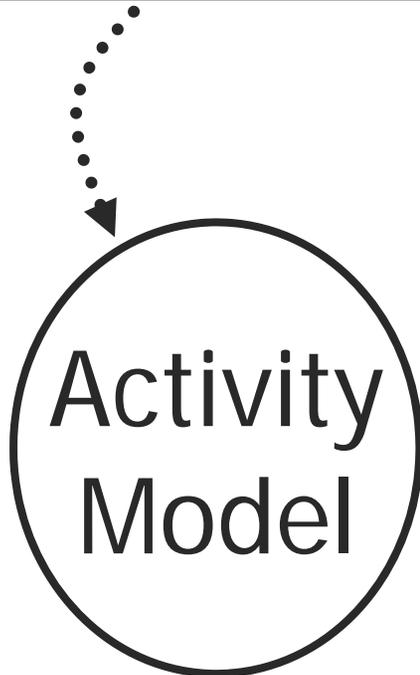
Workshop 2: Human Activity System Concept



Learning 4 – use of *baselining*

Articulating the HAS Concept

Definition



Our definition details the **identity** of the system:

1. What the system does (operational purpose)
2. How the system does it
3. Why the system does it (strategic purpose)

Our model details the **activities** the system needs to do

Alternative Philosophies?

a system to process individuals through the healthcare system as efficiently as possible

A



Cost minimisation Worldview ?

A GP Practice?



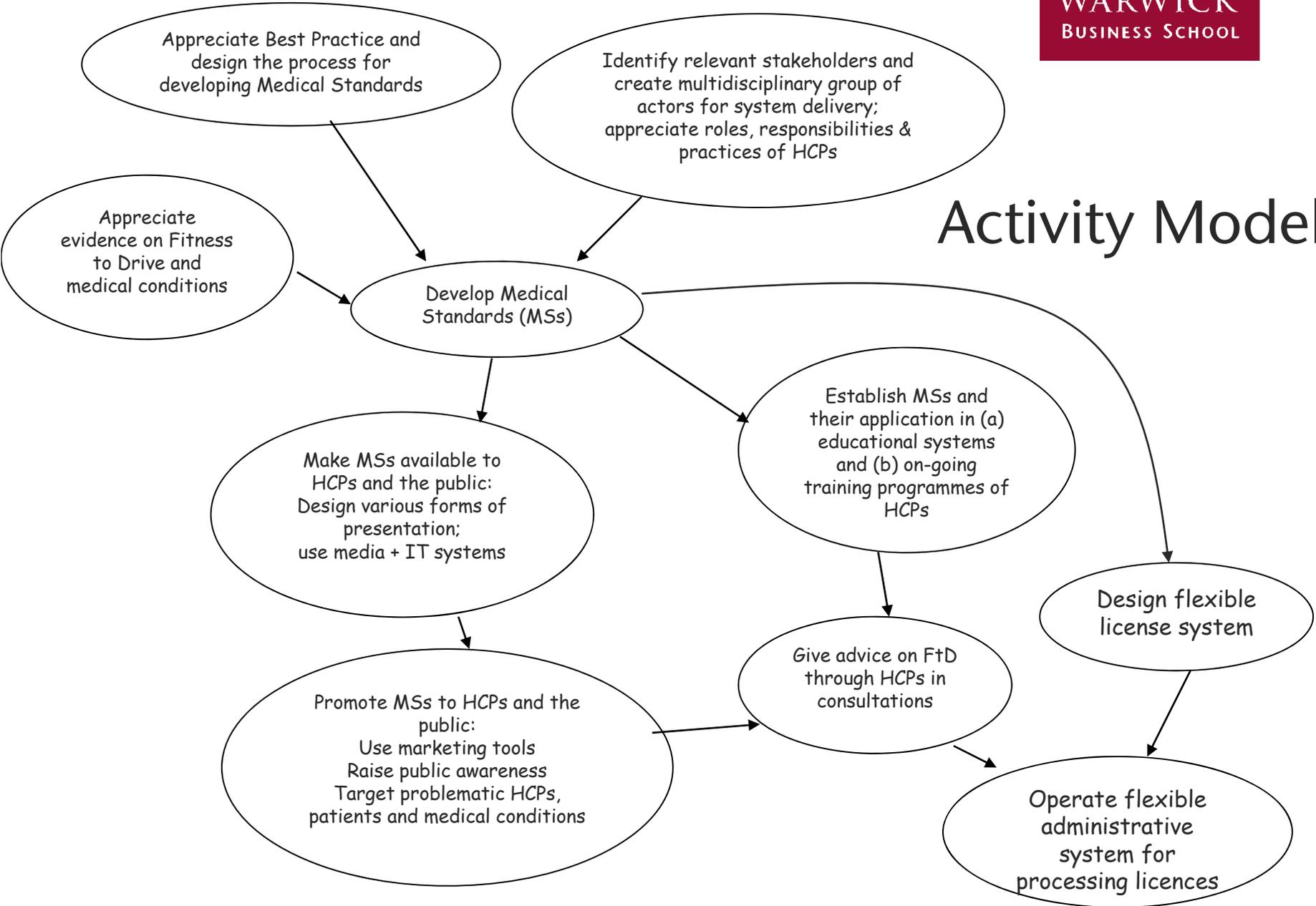
a system to deliver primary healthcare in order to maximize profits

B



Business Worldview ?

Activity Model



Developing a Systems Model – participants leading



Presenting System Design to Whole Group



Alternative tools for System Design



Rich picturing used for system design



Using software to collect data for system design

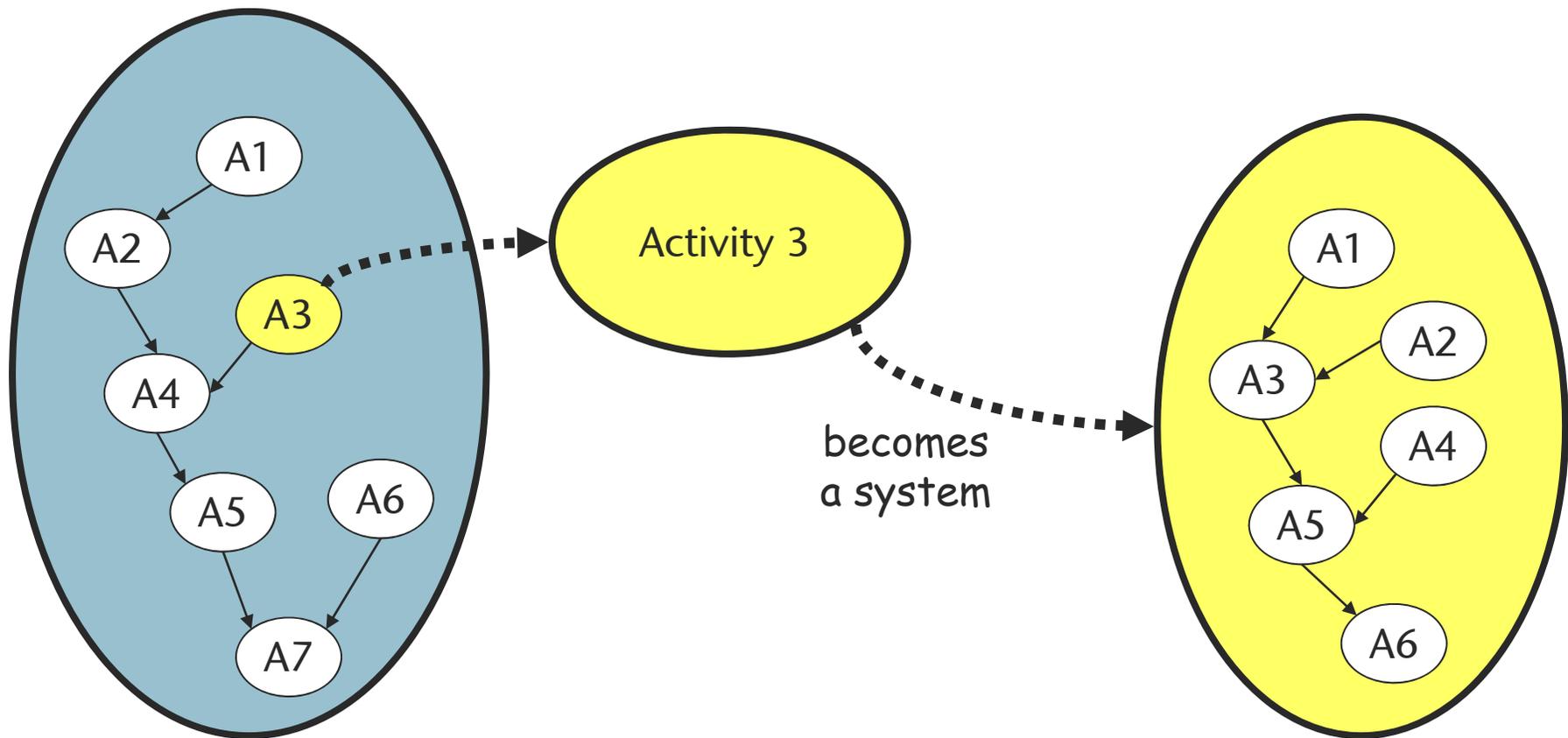


Further Modelling

☐☐☐ Can be:

- ☐☐☐ Detailed systems models developed by facilitator between workshops in reports
- ☐☐☐ “Tuning” the existing system – i.e. developing models of activities within the baseline model
- ☐☐☐ Alternative Worldviews – i.e. developing models of alternative views of the service as a whole.

“Tuning” - activities are sub-systems...



Supporting the modelling process?

- ❑ **SSM** can be difficult to apply due to its generic nature.
- ❑ Ideas are:
 - ❑ **Archetypes** of common service systems; similar to Senge (System Dynamics).
 - ❑ **Scripts** to help less experienced facilitators to design projects formats, workshop designs, modelling activities.

Any questions?

