

# NMI

## A story of Organisational and Cultural change

In 1992 the Weights and Measures agency of the Dutch Government became aware of a forthcoming change in legislation which would end its monopoly and necessitate a cultural shift into a private company, competing internationally for business.

Between 1996 and 2010 the company totally transformed its entire culture and way of doing business. It is now internationally regarded as a major player in the field of metrology (the science of measurement) and has recently entered into partnership with a UK company, giving it a branch in the UK for the first time.

The company moved from a monopoly in a single country to competing in the European market of 30 countries. Client satisfaction suddenly became a key issue from having a captive clientele as a Government body to being reliant on building market share.

Key elements required International acceptance and recognition, quality of reporting, turn around times, a capability to innovate and client focus. Central to this was the involvement of all employees, the development of a strong relationship between employees and customers and the ability to cross borders through innovation.

The above changes needed flexibility and innovation to replace bureaucracy and stability. A sense of collective “group mind” developed behaviours, reflexes, mechanisms and customs that reflected new company values throughout the organisation.

These changes were made by using interventions based on Spiral Dynamics Integral and the ideas implicit in MESHWORK solutions where the tasks that needed to be done were aligned with those best able to do them.

Three years after starting their transformation NMI is an internationally renowned metrology company with state of the art metering facilities and an expanding portfolio of business opportunities across multiple boundaries. Among recent developments is the launch of ‘Euroloop’, the world’s largest test site for flow and quantity measurement of natural gas and petroleum products with an on-site ‘Metrology College’, located in the heart of the petrochemical industry near Rotterdam. Meanwhile, their UK operation has already become the UK’s leading ‘Test House’ for the compliance testing of gaming machines, software and gambling websites.

For more information on NMI:

Group: <http://www.nmi.nl/>  
UK office: <http://www.nmi.uk.com/>

For more information on Spiral Dynamics and Organisational design :  
<http://www.humanemergence.org.uk/page5.html>