

Yearbook

2015



Ten years, ten lessons
Wise words from **Dr Juran**
Getting **things** done
Sexed-up exaggerations
Vissen zingen **niet**
Year of the **process**



The Universal
Improvement
Company



The Universal Improvement Company



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We are very proud of our Yearbook and would be delighted to send you some extra copies instead.

Welcome to the 2015 Yearbook

Year of the process

In 2013-2014 I spent a lot of time thinking about processes. This, as with all of UIMPROVE, was driven by an emerging need from our clients. Dr Juran, in *Managerial Breakthrough*, defined the difference between 'breakthrough' and 'control'. Breakthrough is essentially Juran's way to describe process improvement. Control is making sure that, when a process is successfully improved, performance is maintained at the new level and does not slip back. Juran used the phrase 'holding the gains' to describe this.

Most organisations adopting UIMPROVE start their journey with projects. After all, "all improvement takes place project-by-project and in no other way". Typically they then realise that projects have more impact if the vital few are focused on. How to get the focus? Strategy development and implementation provides the link between philosophy and projects. Annual Planning provides the mechanism for project prioritisation and set-up. Once these areas are under control (to coin a phrase), one of two things tends to happen - organisations become dissatisfied with how they are using data or they identify a need for improving leadership. This is a well trodden path for the majority of our 'proper' clients (i.e. those that don't just use the UIC like a Chinese menu for random bits of training and facilitation).

This journey can take a long time. Read on and you'll find Steve Jennings, Chief Executive of Weaver Vale Housing Trust covering his 10 year journey with the UIC. Turn a few more pages and you'll find Judith Burbidge, Steve's Director of Housing and Community Services covering her experience of getting processes under control. We were facilitating an Executive Event for WVHT in July 2013 - the first Judith had attended with the UIC since taking up her position - and this was the first time she mentioned that she had some concerns around the consistency of routine operation in her directorate. Further mention of this was made at the WVHT Strategy Development Event that September. This resulted in a fair amount of time later that year researching, revamping, expanding and improving our Control Your Projects course. When we saw Steve in January



2014, we mentioned this to him. "Go and see Judith", he replied, so we did. Why the long story? WVHT has made giant leaps forward in all aspects of the organisation and, 10 years later, a new improvement need has emerged - the need to control processes.

So the need was identified, but where to first? This doesn't take a lot of thinking about - *Managerial Breakthrough* by Dr Juran, *Out of the Crisis* by Dr Deming and *The Deming Dimension* by Henry Neave are always the starting point. Dr Deming, as always, makes you think; Henry Neave clarifies and elaborates and Dr Juran provides practical advice. Then followed a trawl of the UIC library for other wisdom and materials. This uncovered a book that had been slowly gathering dust in the 'to read' pile for a while - *The Checklist Manifesto* by Atul Gawande, surgeon and leader of the team that designed the World Health Organisation Surgical Safety Checklist process. This book has become an essential reference for *Control Your Processes*, with many examples from healthcare and other industries. My personal highlight from the book is how the humble checklist made it possible to fly the B-17 Flying Fortress following the disastrous crash of the prototype in 1935.

We were very pleased, therefore, when the 2014 Reith Lectures were delivered by Atul Gawande. You can listen to these at www.bbc.co.uk/podcasts/series/reith. These include the following brilliant anecdote. When asked about the Surgical Safety Checklist, around 20% of surgeons really disliked it. But when asked, "if they were being operated on, would they like the surgeon to use the checklist?" - 94% said yes. Sometimes it's how you ask the question.

Let's make 2015 the year of the (improved and controlled) process.

Richard Capper
richard@theuic.com

01

Do you want to improve your organisation? Read these.

This section contains three articles dealing with issues about improvement at an organisational level. Steve Jennings talks about 10 years of using UIMPROVE at Weaver Vale Housing Trust and offers ten lessons as a result. Facilitators are a critical element for an organisation that wants to 'do' UIMPROVE properly. Alison Levings from Queensland's Department of Transport and Main Roads provides some excellent advice about picking the right people. And finally, Andrew Forrest of Great Yarmouth Community Trust takes us to a philosophical level and talks about the influence that Dr Deming's work has had on him and his organisation.

- Ten years, ten lessons
- Facilitators, it's all in the selection
- Back to the mission with some help from Dr Deming

Ten years, ten lessons



STEVE JENNINGS

Steve Jennings is the Chief Executive of Weaver Vale Housing Trust - a highly successful Cheshire-based social landlord - and is a regular contributor to our Yearbook. He also holds the honour of twice being Keynote Speaker at our Annual UIMPROVE Conference, first in 2010 and then again in 2014. This year was a special anniversary for Weaver Vale Housing Trust, as it marked their 10th year of continuous improvement using UIMPROVE. Here Steve shares some of the lessons he has learned along the way.

It's 2014 and Weaver Vale Housing Trust has been using UIMPROVE for 10 years. We are a Sunday Times Top 100 Employer, and have been for 5 years in a row. We have top ratings from our regulator for financial viability and governance, we have customer satisfaction levels of over 90% and were voted no. 18 in the Top 50 Landlords in the UK.

Rewind 10 years and things couldn't have been more different. We were under 'supervision' by our regulator for poor governance. Our staff were over-managed and under-led with not enough autonomy to make their own decisions in their specialist areas. To top all this, we had financial instabilities which had contributed to the organisation being placed in supervision. I had not long joined the Trust, so as Chief Executive I had a number of options:



I went for pressing the UIC button.

So we embarked on a 10 year baptism of UIC fire and here are my ten lessons from those 10 years.

1 Get out of the font earlier

Don't sink in troubled waters, start straight away and commit to it 100%.

2 Take the UIC's advice!

Get your Facilitators in place - they are your walking manuals. Start the strategy development phase and develop the Corporate Brain.

3 Focus on the bigger picture

We are now looking to 2020, and 2 years ago we developed our 2020 Vision and Strategic Achievement Measures. Set interim Strategic Achievement Measures each year giving a clear focus for the forthcoming year and challenges ahead. Make improvements on a project-by-project basis. Make your Project Steering Grids visible to everyone in the organisation. Involve everybody in the process of Annual Planning and always look ahead.

4 Processes and people - not everyone is with you

All routine operation happens through processes. Yet, if we don't understand our processes, how can we understand how work gets done? Some of your people will not join you on this journey.

5 Deal with it

Are your people 'on the bus'? How many radiators and drains do you have? Deal with them. Support those drains to find their happiness elsewhere. Don't be afraid of this.

6 Celebrate success

Virtually everything you do is delivered by people on the front-line. Celebrate successes with them.

7 Trust the process

Believe in your vision and values, review strategies and don't be afraid to change them if needed. Communication is key - use Leader Speaks to get your message across.

8 Managers need support too

As change happens, it's not just front-line staff that need support. Managers and supervisors need it too. Recognise this and provide the support both formally, through something like our STEPPS programme (Skills, Training, Engagement, Processes, Policy and Supported Coaching), and informally through regularly taking the temperature by walking the floor and getting out and about.

9 Look ahead, look down

Recognise that your future leaders are within your organisation and allow them to develop. Get an internal Leadership Development Programme in place. Embed communication via team meetings. I have developed the IMPACT model for our team meetings that I expect my leaders to use (I = I am the leader and this is my team, M = I want to Model the best behaviour, P = Passion, the Trust has a fantastic future, A = Make sure Action based, C = Comic relief, have a laugh!, T = Use Tools and Techniques).

10 Have an unfulfilled ambition

Have a look at our website to see our organisational ambitions for 2020. Everyone should also have a personal ambition. I revealed mine at the UIMPROVE Conference. Go to the UIC website if you are interested in finding out what it is.

I fundamentally believe that the Trust's journey has been shaped for the better by UIMPROVE and that, as we undertake future changes and prepare ourselves for the challenges ahead, both the organisation and our staff are better prepared and more motivated than ever. I'm looking forward to setting out the next Corporate Plan to take us beyond 2020.

Steve Jennings
Chief Executive
Weaver Vale Housing Trust



THIS ARTICLE IS BASED ON STEVE'S EXCELLENT PRESENTATION AT THE 8TH ANNUAL UIMPROVE CONFERENCE. WATCH THE VIDEO AT WWW.THEUIC.COM/2014CONF. IF YOU'D LIKE TO SEE WEAVER VALE'S STRATEGIES TO ACHIEVE THEIR 2020 VISION, GO TO WWW.WVHT.CO.UK/OURCORPORATEVISION.

6 years of strategy development

Point 1 of Dr Deming's 14 Points is 'Create constancy of purpose for improvement of product and service'. Weaver Vale Housing Trust has a well-established Annual Corporate Planning Process which kicks off in September of each year. For the last 5 of those 6 years, the Executive Management Team has met on day 1 of a 2 day event to develop or review strategy. They are then joined on day 2 by the next tier down, the Enterprise Managers, to use WVHT language.



2011



2011



2012



2012



2013



2013

2014



2014





Facilitators, it's all in the selection

One of the most critical jobs for an organisation that is serious about adopting UIMPROVE is to develop a pool of Facilitators. Picking the right people is far trickier than it might seem. We have had the pleasure of working closely with Alison Levings over the past 2 years, both in her roles at TransLink and now in her new role with the Strategy and Renewal Branch of the Queensland Department of Transport and Main Roads. We asked Alison to reflect on the lessons learned from her experience of undertaking the dual roles of Facilitator and Facilitator Network Coordinator, in particular, on the recruitment and selection of Facilitators.

TransLink has a long history with the UIC and my involvement in this relationship as the Facilitator Network Coordinator is just a small piece of the story. I joined TransLink in 2012 when the Facilitator Network had already been helping to create success stories for 3 years. UIMPROVE was well embedded and it didn't take me long to see the value in what this methodology offered.

Forget the lack of crushed ice and swizzle sticks. From my first Cocktail Party on day 1 of the job, I was a UIMPROVE devotee. I couldn't believe people were interested in my opinion and, as a very reserved introvert, I found the whole post-it experience very comfortable. I settled in, the Cocktail

Parties flowed and it wasn't long before my manager suggested that I should become a Facilitator. Stop the party. There was no way at all I would be able to stand in front of an audience of peers and tell them what to do. No chance.

Some months later, TransLink went through some significant organisational changes as part of the Queensland Government reform. The restructure resulted in a lot of Facilitators leaving TransLink, including the Facilitator Network Coordinator and, when offered that role, I happily accepted - this time without hesitation. I had become more familiar with the methodology and saw the opportunity to be involved in rebuilding a business improvement-focused network which would surely be invaluable during this period of renewal. I could make a real difference without having to stand out in front of an audience.

Unfortunately, we didn't take the right approach in rebuilding the resource and the following year was a struggle for the network. There were a number of factors involved, but a key difficulty we created for ourselves came from selecting new Facilitators for, what we realised on reflection were, the wrong reasons. The beauty of hindsight! There is no question that everyone in the group had the capability to be an amazing Facilitator, but not everyone actually wanted to be one. We made the mistake of nominating great people to do the training without giving them the opportunity to make an informed decision about their involvement. Many of them had never been part of a UIMPROVE

LISA, ALISON AND MATT LONGLAND, DEPUTY DIRECTOR GENERAL OF THE POLICY, PLANNING AND INVESTMENT DIVISION OF THE DEPARTMENT OF TRANSPORT AND MAIN ROADS. MATT AND HIS TEAM HAVE BEEN MAKING MAXIMUM USE OF THE FACILITATORS.

event, had never seen our Facilitators at work and had no idea what they were in for. Consequently, most of the Facilitators who participated in that cohort didn't have any desire to fulfil the role. As the coordinator, this left me in a very difficult situation. While we had made a significant investment in boosting numbers in this organisational capability, the burden of the work was still falling on a few heavily worked shoulders, and they were getting weary. Demand couldn't be met and the reputation of our network was suffering.

After some negotiations, disinterested Facilitators were given a free pass to leave the network, and I got the thumbs up to train another cohort early in 2014. This time, I knew I had to be in that group.

Through coordinating the network I had come to realise that there was a lot I didn't know about UIMPROVE and I really needed to fill that gap. I couldn't be an effective internal consultant or advocate for the methodology to be used 'properly' without really understanding what that was. I also felt that I had personally grown as a result of being a participant in many UIMPROVE workshops and wanted to make sure this continued for others as well. The methodology ensures everyone has a voice and the opportunities I'd had to speak up and express my opinions and ideas in a supportive environment had boosted my confidence over time. As the coordinator, I also had a front row seat to missed opportunities for business improvement that a high-performing network could overcome. I knew I had to do the training so I could be

involved in capturing those opportunities and was more motivated than ever to be the person making a difference standing at the front of the room. I was in.

The cohort that participated in the training in 2014 was a fantastic group to train with and have since jumped into their roles as Facilitators without a parachute. Throughout the training, everyone participated with a level of enthusiasm that just took my breath away and there was never a moment of criticism or disinterest in what we were there to achieve. After many of the sessions, we either stayed back to brainstorm how we could improve some aspect of the Facilitator Network...or we hit the pub together to digest everything we'd learned.

Applying the 85-15 Rule, we had got the selection process wrong last time, but the new process proved a success. Through taking a completely different approach to selecting this cohort, I learned some great lessons on how to select a strong group of Facilitators.

1 Invite people who have demonstrated exceptional organisational citizenship

They're the people who tend to go above and beyond daily, expect no glory for it and will happily tell others that something is stuffed if they believe fixing it is in the best interest of the business. This was a key learning for me. As I look back at all the Facilitators trained since 2009, the best were and still are those who are genuinely committed to the success of the whole organisation and not just focused on their immediate team or regular day job.

2 Give them a realistic preview

Be upfront and honest about the time commitment, the challenge of juggling their day job with this additional activity and the need to get their manager completely on side with this extra commitment. Tell them that rarely, but sometimes, they'll feel like they have egg on their face in front of significant colleagues. And tell them that it will be totally worth it because the great experiences far outweigh the bad ones. If you've got (1) right, they'll be completely okay with this. Then go give their direct manager the same realistic preview. Your honesty will be rewarded with their support and if that manager doesn't support you now, they never would have post-training anyway. Win-win.



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DURING 2014, ALISON LEFT HER ROLE AT TRANSLINK AND MOVED OVER TO THE STRATEGY AND RENEWAL BRANCH. SHE WAS AWARDED THESE PRICELESS OBJECTS BY HER FACILITATOR COLLEAGUES.
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3 Choose people who are comfortable with giving and receiving feedback

It's our role to help the business improve, so good Facilitators should set an example and be active in seeking out ways to improve their own work too. They need to be open to applying a lesson from that experience to this opportunity and to taking difficult lessons with humility. We need to be able to dust ourselves off, ask what could be done differently and have another go.

4 Don't just pick the extroverts

I'm a ridiculous introvert, as are many of my fellow Facilitators at TransLink. We do a great job in this environment, however, because the training and the methodology make it easy for us. There's no need to inject any unnecessary pizzazz. Don't overlook the quiet ones, encourage them and let them make their own mind up. If they meet the above criteria and are committed to organisational improvement, I have no doubt they will find the confidence needed to stand in front of a u-shaped audience.

5 Accept that this gig isn't for everyone all the time

This is easier said than done for me, but it's important to Zen out and be okay with that. Despite their best intentions, some people come to realise facilitating just isn't for them. It happens. It might seem like a good idea at the time, then post-training stage fright sets in. No problem. Some great Facilitators get sucked into the too-busy-with-the-day-job vortex and never re-emerge. No worries. Focus on the ones who are up for it right now and invest your energy where it will make the most difference today.

Alison Levings

Senior Advisor (Workforce Renewal)

Strategy and Renewal

Queensland Department of Transport and Main Roads





Back to the mission with some help from Dr Deming

Andrew Forrest is the Executive Director of Great Yarmouth Community Trust. He is tireless in his quest to improve the lives of the people who live in Great Yarmouth in a difficult and uncertain economic and political climate. In this article he talks about how the work of Dr Deming shapes his thinking.

I want to begin with a confession. I've developed something of a professional crush on Dr Deming.

Applying his 14 Principles of Management has become something of a mantra. And that repetition has generated a need to reflect on the delivery of public services by my organisation - Great Yarmouth Community Trust.

We've been on something of a journey over the last 4 years. Some background for those of you who don't know about us - Great Yarmouth Community Trust is a multi-purpose charity based on the east coast of England that delivers a range of community projects and services across our town including childcare, family support and place-based activities for older or vulnerable adults.

Like charities, community organisations and local authorities the length and breadth of England, the last few years have been tough - reducing income, rising demand and the challenge of reinventing ourselves with a leaner, more effective business model have proved problematic. Adopting UIMPROVE as our approach has certainly enabled us to become more business-minded and increased our agility. We are open to new ideas but quicker to recognise when they don't work and move on. This is crucial because, as we look ahead at the horizon, I recognise that life for my organisation is not going to get easier any time soon.

You're waiting for the 'but' - and there is one - how to apply the work of Dr Deming to a world of 'social' services where the 'product' is inherently as variable as the people who access the services and activities? We're not in the business of creating clones, but rather active, vibrant individuals - where variety is one of the signs of success. And so the processes behind our services when operating at their best have to be able to deliver variation in approaches and inputs that match the strengths and aspirations of the individuals and families accessing them.

Was this where Deming would let us down? I think that for 10 years now I have had a sense that Total Quality Management was central to the reinvention of public services and community activity, but I couldn't make the connections, theoretically or practically. Deming applied his principles to the manufacturing, service and education sectors. Maybe looking at how Deming's approach is applied in education (a key component of social change and social services) would provide the clue?

And so it's proved! There have been some key moments on this journey - hearing of the pioneering work of Myron Tribus in applying Deming's thinking in education, seeing the inspirational work of Quality Learning Australia at the 2013 UIMPROVE Conference and, the final piece of the jigsaw, learning about Community Quality Councils.

So here are some reflections on applying some of Deming's principles to the public service world.

Create constancy of purpose for improvement of product and service

It starts with ensuring there is clarity about the common purpose around which the wide variety of services and activities that the Trust provides is able to coalesce, providing a story or narrative framework for all our work - from therapeutic work with new mums experiencing low moods to children graduating from nursery, ready for their first day at 'big' school, from doing your mandatory on-line job search to storytelling in the local library, from knitting or board games in the Over 25's Youth Club to mums mentoring other mums going through child protection procedures.

It's easy to focus on what's different and uniquely special about each of the services and activities the Trust provides, but what really matters is what's the same - what unites us, rather than separates us.

This common purpose - **working inside our community to support people to reach their potential** - is our mission.

And we are clear as to what 'reaching your potential' means. While different for everyone and requiring different approaches and levels of support, different personal journeys will always have key components ensuring that (1) the basics of everyday existence, (2) relationships and (3) aspirations and the skills to achieve them are present.

It is amazing how easy it is to lose sight of this common purpose as we grapple with the challenges and focus of the day job. It is the role of the leaders at every level of the organisation to live the mission and keep everyone focused on the reason (and the only reason) we exist.

Cease dependence on inspection to achieve quality

This is common sense, but it goes against the flow of current thinking about public services. As a provider of regulated activities, we are inspected constantly. From Ofsted to contract monitoring, it's all about proving the value and impact of what we do against external expectations. The early 21st century will be remembered as the time when public services were increasingly performance managed. Leadership is abdicated at every level and so is often absent. When your service is ruled by the judgements of inspectors and commissioners, you focus on what they want rather than looking at how you can work effectively with each individual or family to support them to thrive and reach their potential. To be able to manage services in this 'industrial' model requires increasing standardisation. This is necessary if your performance is going to be judged against other providers in an artificial beauty contest. But this is counter-intuitive - individuals and families always need services that are tailored to their circumstances - precisely because they are infinitely and uniquely varied.

Logic says that it must be more expensive to provide services that are individualised. But the evidence shows that it's always cheaper to co-create services with the people accessing them. The heart of the problem is government, which can only think with a

command and control approach to public services even when they are 'localising' them. Control is exercised on behalf of government by the regulators.

The 'fear' of the regulators puts immense pressure on the commissioners of public services. This external pressure shapes how commissioners set targets and manage the delivery of public service contracts. To 'cease dependence on inspection' is a hard thing to achieve. We are swimming against a fast moving tide. But there are things we can do.

- > Drive out the fear of inspection from the workforce - let them get on with their job because they have qualifications and experience
- > Break down barriers between staff (and service) areas - ensure that people within the organisation collaborate
- > Eliminate management by objectives, numbers and numerical goals

This places Deming's 14 Principles of Management at the heart of how to transform the delivery of public services.

Andrew Forrest
Executive Director
Great Yarmouth Community Trust



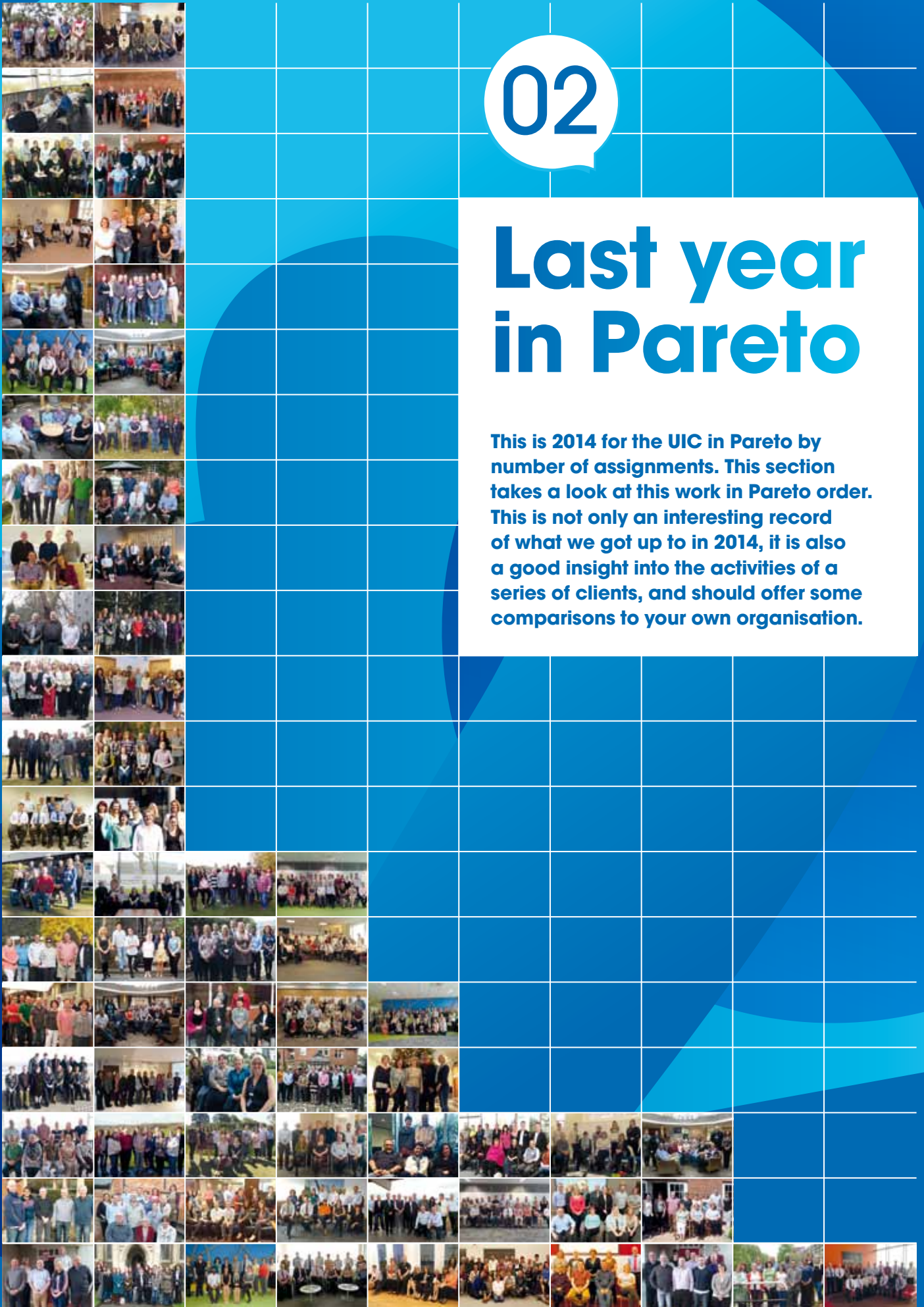
ANDREW FIRST CAME ACROSS THE UIC WHEN A COLLEAGUE RECOMMENDED HE ATTEND UNIVERSAL LEADERSHIP SKILLS. IN OCTOBER 2006 HE MADE THE TREK TO ALSAGER IN CHESHIRE FOR ONE OF OUR PUBLIC COURSES. 8 YEARS LATER HE MADE THE SLIGHTLY LONGER JOURNEY FOR THE MARCH 2014 PUBLIC COURSE IN MAASTRICHT. ANDREW'S REFLECTIONS OVER DINNER A FEW MONTHS LATER WERE THAT HE WAS SURPRISED HOW MUCH HAD STUCK FROM THE COURSE THE FIRST TIME AROUND, THAT IT WAS VERY TIMELY TO RE-ATTEND GIVEN THE MANY CHANGES GOING ON IN HIS ORGANISATION AND THAT IT WAS USEFUL TO SPEND TIME ON THE COURSE REFLECTING ON HIS LEADERSHIP PRACTICES.

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Last year in Pareto

This is 2014 for the UIC in Pareto by number of assignments. This section takes a look at this work in Pareto order. This is not only an interesting record of what we got up to in 2014, it is also a good insight into the activities of a series of clients, and should offer some comparisons to your own organisation.

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Working with the Corporate Brain

Universal Improvement Skills

Training Facilitators

Leadership Forum

Other facilitation

Team Events

Universal Leadership Skills

Control Your Processes

Universal Data Skills

Interface Events

Working with the Corporate Brain

Of all the options available in organisational improvement, developing the way in which the Executive Team, or Corporate Brain as we call it, of an organisation works has the most impact. This can be done in three ways.

Executive Events

The most important activity is to ‘put the team in a room and get them to do things together’. We call this an Executive Event. The contents of an Executive Event normally follow a tried-and-tested formula comprising of three key ingredients - Individual Work (a series of questions designed to get the strategic juices flowing), Leader Speaks (refer to The Complete Guide to Leadership or the 2014 Yearbook for a feature on this topic) and Real Work (work on topics that are strategically important to the organisation). We often add a few teach-ins that we think might illuminate what is going on in the organisation. A common topic for both a teach-in and Real Work is a review of the ‘next tier down’ - working on the relationship with and abilities of this critical level of management.

Strategy Development Events

Closely related to the Executive Event, this activity is specifically focused on either developing new or reviewing existing organisational strategies. This occasionally involves a review of mission, vision and principles (the ‘philosophy’ tier of the Organisational Activity Model). The main work is determining *what* the strategies are, *why* they are the strategies, *how* they will be delivered and Strategic Achievement Measures.

Strategic Improvement Programme

The third developmental activity for the Corporate Brain is to teach it something new. The Strategic Improvement Programme consists of 7 days spread over 3 modules at around two-monthly intervals. The programme covers a wide variety of aspects of organisational improvement. Whereas traditional training courses tend to be designed to skill up individuals, the Strategic Improvement Programme is designed for ‘the collective’ and provides the Corporate Brain with the skills and knowledge to work better together and run their organisation with one voice through better strategy, projects, processes and meetings.



01 WEAVER VALE HOUSING TRUST, STRATEGY DEVELOPMENT EVENT, SEPTEMBER 2014
 02 TRANSIT AUSTRALIA GROUP, EXECUTIVE EVENT, AUGUST 2014
 03 QUEENSLAND DEPARTMENT OF TRANSPORT AND MAIN ROADS POLICY, PLANNING AND INVESTMENT DIVISION, STRATEGIC IMPROVEMENT PROGRAMME, OCTOBER 2014



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- 04 CITY SOUTH MANCHESTER HOUSING TRUST, EXECUTIVE EVENT, FEBRUARY 2014
- 05 BROADLAND HOUSING GROUP, EXECUTIVE EVENT, SEPTEMBER 2014
- 06 HAVEN; HOME, SAFE, STRATEGY DEVELOPMENT EVENT, MARCH 2014
- 07 TRANSPORT FOR NEW SOUTH WALES ASSET STANDARDS AUTHORITY, BUSINESS PLANNING EVENT, AUGUST 2014
- 08 EMH GROUP, EXECUTIVE EVENT, OCTOBER 2014
- 09 TRANSLINK, EXECUTIVE EVENT BOONAH 4, NOVEMBER 2014



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09



The Corporate Brain - where it all began

THE STUDENT AND THE MASTER. IDEAS ABOUT THE CORPORATE BRAIN BEGAN WITH THE GIANT BRAIN OF THE LEGENDARY IVOR WARBURTON. INTERCITY WEST COAST, NANTLE, JANUARY 1993. THANK YOU TO PETER STRACHAN FOR RUMMAGING AROUND IN HIS ATTIC TO FIND THIS.



What does an effective Corporate Brain look like?

The signs of an effective Corporate Brain are that it:

- 1 Takes direction from the leader
- 2 Is able to debate issues of organisational importance with balanced participation and input from each member and come to a jointly accepted, sensible and strategic conclusion
- 3 Is able to do Real Work quickly and efficiently, i.e. dissect something of organisational importance, identify issues, evaluate options and decide a way forward
- 4 Thinks strategically and doesn't get bogged down in detail
- 5 Prefers data over anecdote and opinion
- 6 Talks with one voice throughout the organisation
- 7 Makes the decisions made and actions agreed upon happen
- 8 Is able to take crises in its stride
- 9 Is able to deal with changes in team composition without losing pace and performance
- 10 Focuses on the customer



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- 10 BROADLAND HOUSING GROUP, EXECUTIVE EVENT, JANUARY 2014
 - 11 TRANSLINK, EXECUTIVE EVENT BOONAH 2, FEBRUARY 2014
 - 12 GREAT YARMOUTH COMMUNITY TRUST, ANNUAL CORPORATE PLANNING, FEBRUARY 2014
 - 13 QUEENSLAND DEPARTMENT OF TRANSPORT AND MAIN ROADS POLICY, PLANNING AND INVESTMENT DIVISION, EXECUTIVE EVENT TOOWOOMBA 1, FEBRUARY 2014
 - 14 TRANSLINK, EXECUTIVE EVENT BOONAH 3, JULY 2014
 - 15 GREAT YARMOUTH COMMUNITY TRUST, ANNUAL CORPORATE PLANNING, AUGUST 2014
 - 16 HAVEN; HOME, SAFE, EXECUTIVE EVENT, AUGUST 2014
 - 17 QUEENSLAND DEPARTMENT OF TRANSPORT AND MAIN ROADS POLICY, PLANNING AND INVESTMENT DIVISION, EXECUTIVE EVENT TOOWOOMBA 2, AUGUST 2014
 - 18 PURE INNOVATIONS, EXECUTIVE EVENT, OCTOBER 2014
 - 19 GREAT YARMOUTH COMMUNITY TRUST, EXECUTIVE EVENT, NOVEMBER 2014
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Universal Improvement Skills



Universal Improvement Skills is our longest running course, originally conceived many years ago by the great Tony (Funny) Finnegan on the train to Southport. Thousands of people have attended it over the years and, although we continue to refine it, the basics remain the same. We say that UIS is a 'must attend' for all middle and junior managers along with bright sparks who need a developmental opportunity. The majority of our clients have put all of their managers either through the Strategic Improvement Programme or Universal Improvement Skills, running additional courses or taking advantage of our public courses as new people join the organisation.



Universal Improvement Skills public courses

We run a programme of public Universal Improvement Skills courses every year in Australia, Holland and the UK. The courses in Holland are run in English.

Dates for 2015



Melbourne • 17-19 March 2015



Maastricht • 21-23 April 2015



Alsager, Cheshire • 6-8 October 2015



Maastricht • 3-5 November 2015



- 01 MAASTRICHT, NOVEMBER 2014
- 02 ALSAGER, OCTOBER 2014
- 03 ALSAGER, OCTOBER 2014
- 04 MAASTRICHT, APRIL 2014
- 05 MELBOURNE, MARCH 2014



- 01 TOGETHER HOUSING GROUP, DECEMBER 2014
- 02 ASPIRE GROUP, DECEMBER 2014
- 03 FIRST GREAT WESTERN, NOVEMBER 2014
- 04 TOGETHER HOUSING GROUP, OCTOBER 2014
- 05 LIVERPOOL HOUSING TRUST, OCTOBER 2014
- 06 FIRST GREAT WESTERN, SEPTEMBER 2014
- 07 HAVEN; HOME, SAFE, SEPTEMBER 2014
- 08 TOGETHER HOUSING GROUP, JULY 2014
- 09 SOUTH YORKSHIRE HOUSING ASSOCIATION, MAY 2014
- 10 FIRST GREAT WESTERN, APRIL 2014
- 11 LIVERPOOL HOUSING TRUST, FEBRUARY 2014
- 12 LIVERPOOL HOUSING TRUST, FEBRUARY 2014
- 13 NHS KENT AND MEDWAY COMMISSIONING SUPPORT UNIT, JANUARY 2014
- 14 BROADLAND HOUSING GROUP, JANUARY 2014
- 15 GREAT YARMOUTH COMMUNITY TRUST, JANUARY 2014





01

With a little help from UIS

Although Universal Improvement Skills has the most impact when it is part of an organisation-wide improvement initiative, over the years we have had many individuals attend the course who become lone practitioners or part of a small group in their organisation but who still achieve great things with what they have learned. Nyreda Griffin from annecto is one of these. She attended the March 2014 Universal Improvement Skills public course in Melbourne. Although she comes from a Human Resources background, since attending the course she has found herself leading some significant Information Technology projects for her organisation.

annecto is a not-for-profit, community inclusion organisation providing advocacy and practical assistance to families, children and adults with a range of cognitive, physical and social abilities at all stages of their life.

In 2014 annecto commenced several improvement projects centred on IT systems. Of most significance, the ERPM (Enterprise Resource Planning and Management) project was identified as an important step towards readying annecto for the upcoming reforms within the aged care and disability service sectors. In June 2014, I was seconded from the HR department to the IST team to lead this project until its expected completion in December 2015.

Traditionally, HR practitioners have not played (or played well, for that matter) in the IT space. It's becoming more apparent, with technology advances, that HR leaders will have little choice in future years but to familiarise themselves with and understand systems and technology. It is for this reason that I am fortunate and grateful to be involved in this work as part of the IST team who have welcomed me with open arms.

Since the commencement of the project in February 2014, the annecto Business Analyst and I have completed 29 workshops utilising various UIMPROVE tools to undertake the following activities:

- > Document 'current state' and 'to be' key business processes across Human Resources, Finance, Payroll and Workforce/ Client Coordination
- > Identify areas for improvement in these key business processes
- > Document the organisation's systems and their use across

business processes

- > Streamline and improve the quality of HR and payroll data reporting
- > Assist in the identification and planning of satellite (low-hanging fruit) projects that have been derived from the overarching major project (ERPM)

Utilising the tools has provided us with the following benefits:

- > The ability to keep workshop participants on task
- > Outcomes of the workshops are achieved and tasks/activities assigned accordingly
- > The ability to assist participants in making the switch between 'working in the system' to 'working on the system'
- > A structured consultation process that allows 100% participation from each team member
- > Clear and concise outcomes that can be easily translated into graphical presentation
- > The opportunity to work with other departments/disciplines and understand how they operate and interrelate in the wider context of the organisation
- > Unprecedented access to staff and their knowledge of key business processes and systems
- > A participatory approach that aligns well with the annecto way but also drives outcomes

Nyreda Griffin
ERPM Project Lead
annecto



02

01 THE MARCH COURSE IN MELBOURNE THAT NYREDA ATTENDED
02 NYREDA (SECOND FROM THE RIGHT) AND COLLEAGUES



Training Facilitators

-
- 01 BROADLAND HOUSING GROUP, FACILITATOR DEVELOPMENT PROGRAMME, NOVEMBER 2014
 - 02 FIRST GREAT WESTERN, FACILITATOR RECALL DAY, OCTOBER 2014
 - 03 FIRST GREAT WESTERN, FACILITATOR RECALL DAY, SEPTEMBER 2014
 - 04 FIRST GREAT WESTERN, FACILITATOR RECALL DAY, AUGUST 2014
 - 05 CONTOUR HOMES, FACILITATOR DEVELOPMENT PROGRAMME, JULY 2014
 - 06 SOUTH YORKSHIRE HOUSING ASSOCIATION, FACILITATOR DEVELOPMENT PROGRAMME, APRIL 2014
 - 07 TRANSLINK, FACILITATOR DEVELOPMENT PROGRAMME, MARCH 2014
-

The overall purpose of facilitation or, to be more precise, having a Facilitator or Facilitators involved in meetings or projects, is to improve efficiency and get results. The use of a Facilitator:

- > Ensures increased participation and productivity through the application of structure, tools and techniques
- > Allows the leader and participants to focus on the topic and not have to worry about the agenda, how to use the tools, how people are contributing and so on

Therefore we always recommend that any organisation adopting UIMPROVE trains a pool of Facilitators as one of its first steps. This creates an immediate visible impact, as the first assignments Facilitators are taught are how to carry out Annual Planning with management teams and how to run Project Kick-Starts. This means that there is almost instant involvement of a wide variety of people in setting up projects that are important to the organisation and these are given the best possible start using a new participative, practical approach that gets results.

It is always a privilege to train Facilitators, as that is where we meet the next generation of senior managers, directors and, eventually, Chief Executives. The skills learned by a Facilitator about projects, processes, structure, how to (and how not to) behave in meetings, alongside the organisational knowledge gained from working across different departments, give them unique skills and knowledge.



First Great Western





Leader- ship Forum

This is what it says in *The Complete Guide to Leadership*:

Bring together the key leaders of the organisation three or four times per year. A Leadership Forum is made up of the Chief Executive, directors, direct reports to directors and other key team leaders.

The purpose of a Leadership Forum is to:

- > Bring together key leaders
- > Provide an opportunity for 'the boss' to speak to all key leaders at once
- > Ensure consistency of leadership practices throughout all departments
- > Obtain input into, review and develop organisational strategy
- > Do Real Work (but only on issues that impact across the organisation)
- > Brief in and obtain feedback on key developments and projects
- > Provide stage 1 of the organisational team brief
- > Listen to interesting speakers



Taking the Leadership Forum to the next level

City South Manchester Housing Trust has been running regular Leadership Forum meetings since it was founded in June 2008. Niall Power, Head of Regeneration, explains why it is important and how it has become a fundamental part of the organisation.

CSM is a very proactive business, which makes a real difference in the areas of Manchester we work in. One of the significant reasons for our successes has been the quality of our leadership - both within the business and in the wider community.

We know that we can't rely just on great leadership from our Chief Executive and directors. Instead, the same skill and spirit needs to be encouraged right across the business. A critical element of this is our Leadership Forum, which is made up of the Executive Team, and senior managers who lead different areas of the business - the top three tiers of the organisation, essentially. Some of these managers have teams and some are responsible for a particular area of work. Bringing this group together means we can develop consistency in how we collectively and individually lead and develop the business. The group is also instrumental in driving forward corporate messages and projects.

Over the past few months, we have been focusing on getting the Leadership Forum working really well. This isn't just about having meetings. It includes skilling up and developing our leaders. To date, not only have we trained the Leadership Forum population in UIMPROVE, we have also further developed their skills by doing some 1 day courses with the UIC on Leading Change and Leading Your Team. As the business changes and grows, we need to make sure our managers have the skills to deal with what is expected of them. The Leadership Forum meets monthly - the current high frequency dictated by the amount of major change going on in the organisation - and the agenda is set by the forum's members. Some of these come from the Executive Team but many are items identified and requested from the other senior managers. We use the opportunity to brief members about work going on across the business but it certainly isn't all one way traffic. We also do Real Work and use the opportunity to bring in guest speakers. We use the Leadership Forum as the guiding body for designing our annual Staff Conference to make sure that the structure and topics are right for the organisation. In recent years, we have also pushed responsibility for understanding the results of our annual Staff Survey and identifying specific areas for improvement to this group.

Why do we do this? We want to make the most of our leaders, grow and develop them. We also want them to take on much broader corporate responsibility and not just manage their own part of the organisation. It's working and we are now gaining

more depth to that leadership we are rightly known for. We are proud of our Leadership Forum and we see it as a vital part of how we do business.

Niall Power
 Head of Regeneration
 City South Manchester Housing Trust



NIALL POWER

Niall was a Guest Speaker at the 8th Annual UIMPROVE Conference where he spoke about CSM's journey to develop their Corporate Brain. Watch the video at www.theuic.com/2014Conf.



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- 01 LEADERSHIP FORUM, OCTOBER 2014
- 02 LEADING YOUR TEAM, SEPTEMBER 2014
- 03 LEADING CHANGE, OCTOBER 2014
- 04 LEADING CHANGE, NOVEMBER 2014

Why do we call it a Leadership Forum and not 'meeting' or 'network'?

It's in the definition of the word 'forum':

- > The public square or marketplace of an ancient Roman city that was the assembly place for judicial activity and public business
- > A public meeting place for open discussion
- > A medium for open discussion or voicing of ideas, such as a newspaper, a radio or television program, or a website
- > A public meeting or presentation involving a discussion, usually among experts and often including audience participation

Source: www.thefreedictionary.com



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- 01 TRANSLINK - STRATEGY DEVELOPMENT, DECEMBER 2014
- 02 THE REGENDA GROUP, JULY 2014
- 03 WEAVER VALE HOUSING TRUST - STRATEGY DEVELOPMENT, SEPTEMBER 2014

Other facilitation

Throughout the year, we are asked to undertake a variety of facilitation assignments. These can be with large groups or small groups. Sometimes they are 'regular' assignments - such as Annual Planning - for organisations without their own internal Facilitators, sometimes they are a one-off to resolve something tricky. Our job is essentially to help the leader plan what they want to achieve, add structure, make sure everyone gets to participate and enable the leader to lead.



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- 01 THIRTEEN HOUSING GROUP, ANNUAL PLANNING, DECEMBER 2014
- 02 HAVEN; HOME, SAFE, ANNUAL PLANNING, SEPTEMBER 2014
- 03 PUBLIC TRANSPORT, TERRITORY AND MUNICIPAL SERVICES DIRECTORATE, ACT GOVERNMENT, BUSINESS PLANNING EVENT, SEPTEMBER 2014
- 04 THANET CHILDREN'S BOARD EVENT, JUNE 2014
- 05 TRANSLINK CUSTOMER EXPERIENCE CONFERENCE, MAY 2014



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Team Events

A Team Event is not the same as team building. Nor is it a jolly or a love-in. We don't take you out into the countryside and get you to dangle each other on the end of ropes. Nor do we make you build bridges out of Lego bricks and draw profound conclusions about how you need to work better as a team. Rather, a Team Event is an opportunity to bring together a natural work team to get to know each other better, review progress, set future direction and tackle big-ticket items collectively.



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- 01 HAVEN; HOME, SAFE, TEAM EVENT, JULY 2014
- 02 TRANSLINK, RAIL TEAM EVENT, APRIL 2014
- 03 ORBIS, BELEIDS DAG, FEBRUARY 2014

Universal Leadership Skills



UNIVERSAL LEADERSHIP SKILLS IN MAASTRICHT, JUNE 2014. LUCY GOLDSMITH FRONT ROW, RIGHT.

Universal Leadership Skills is our 3 day course aimed at leaders of large teams or organisations. Many people become leaders by accident - often because they were good at their last job and were promoted to a position where they became responsible for people. Often leaders are launched on unsuspecting followers with little or no leadership training. Traditional leadership training can often take either a ‘how to be inspirational and motivate your people’ or a ‘let’s look at lots of theoretical models’ approach. As you would expect, the UIMPROVE approach to leadership looks at where the ideas have come from, looks at the underpinning theory and then concentrates on the practicalities of being a good leader. No hype, just straightforward, easy-to-apply common sense that makes a real difference.

Weaver Vale Housing Trust’s Lucy Goldsmith has been a UIMPROVE practitioner since she trained as a Facilitator in 2009. Here she talks about her recent transition into a leadership role and attending Universal Leadership Skills.

A bit about me. I’ve worked at Weaver Vale Housing Trust for 11 years as a PR & Communications Officer and UIMPROVE Facilitator. The last 9 years have been part-time as I have two small children. I was coming to a point where I wanted a bit more and, as luck would have it, an opportunity arose to apply for the Service Improvement Manager position in December 2013. After a tough interview and presentation done, as you’d expect, on flipcharts, I was successful in getting the role and started in January 2014.

This role is known within WVHT as an Enterprise Level Manager, reporting to a director and coming with a high degree of autonomy and responsibility. Amongst other things, this involved going from colleague to ‘manager’ within my existing teams. I hadn’t considered this an issue, and don’t think that it was for anyone, perhaps just in my mind. This is where the Universal Leadership Skills course came in.

After the first few months (wow, what a steep learning curve), the opportunity to attend the UIC course in Maastricht presented itself. To say I felt like the newbie of the group is an understatement. It was a hugely experienced group consisting of a Chief Executive, directors, business owners and experienced senior managers, which made me feel incredibly nervous. Those that know me, know that this is an unusual character trait. However, the group made me feel

comfortable and allayed any concern I had over being the ‘new’ manager.

The course itself fundamentally changed my attitude. I wasn’t the person I had taken over from and shouldn’t try to be. I came back more confident in my decisions and calmer in my belief that I was the manager, not a colleague anymore. It also focused my career aspirations, allowing me to believe more in myself and my abilities.

There are too many key points for me to go into here, but the areas that really stood out for me were:

- > Understanding situational and flexible leadership was a game changer; yes, I knew my team were all different but working a flexible leadership grid exercise gave me a thorough understanding of them and their key drivers
- > Reviewing past management experiences, both negative and positive, was cathartic, but also focused me on the person I wanted to be
- > The Sigmoid Curve allowed me to look at where my team was and where we needed to be, and the work entailed in getting to that point
- > Looking at satisfiers and dissatisfiers again gave me a deeper understanding of people

Moreover, having the time out of the office to review myself, my teams, and where we were and wanted to be was valuable in itself. Gaining knowledge and experiences from my group was also invaluable.

I enjoyed and relished each day of the course and genuinely enjoyed the company of the entire group. Returning to work I felt completely different. Whilst on the surface I don’t think I came across as nervous, for the first few months of this role, that is how I felt. The course taught me to believe in myself, my management abilities and skills, and gave me a deeper understanding of people, their behaviours, key drivers and how to work with them over the long term. I used the time to plan what I wanted from the teams I manage and how to use each person’s skills to their best advantage.

*Lucy Goldsmith
Service Improvement Manager
Weaver Vale Housing Trust*



Universal Leadership Skills public courses

We run two public Universal Leadership Skills courses each year, one in Holland and one in the UK. The course in Holland is run in English.

Dates for 2015



Maastricht • 2-4 June 2015



Alsager, Cheshire • 6-8 October 2015



PUBLIC COURSE IN ALSAGER,
OCTOBER 2014



UNIVERSAL LEADERSHIP SKILLS,
GREAT YARMOUTH COMMUNITY TRUST,
OCTOBER 2014

Control Your Processes

Many managers spend much of their time making sure the routine operation for which they are responsible is working correctly - or put another way, helping, tinkering, tweaking, chasing, checking or sometimes interfering with what the workers should be doing. This is hard work and not always time well spent.

Control Your Processes is not a typical 'course'. There is a 50/50 split between input and practical application. This is not about procedure writing. Instead, it's about controlling routine operation, i.e. making sure processes run smoothly and consistently.

Judith Burbidge is Interim Director of Housing and Community Services at Weaver Vale Housing Trust. She runs a large, diverse directorate and it is important that her processes are right. Below she explains why she has run Control Your Processes for her team and what they have done differently as a result.

I was seconded to my role of Interim Director of Housing and Community Services in March 2013. As an organisation we had embraced UIMPROVE, but had concentrated on 'breakthrough' and had worked on a number of improvement projects at corporate and team level. I felt that routine operation and processes were not fully understood by all teams, especially where services had been historically developed over a number of years, and in support teams where engagement with the customer was the key skill and, in many cases, passion.

I raised my concerns at our Executive Management Team Strategy Development Days in September 2013 and advice was sought from the UIC. We were advised that Control Your Processes would be appropriate and we booked two courses for July and October 2014.

I think it is fair to say that all who attended were challenged but found that there was a good balance between theory and practical work.

Managers back at the office have identified the aims and purpose of a number of systems and processes and have made some key changes. For example, our Environment Team Leader realised that her caretaking team were doing many tasks that were not part of the core purpose. She held a facilitated session and gained clarity for her staff and other teams across the Trust. We have also developed a number of checklists and have grasped the idea that we are all human and mistakes will occur. It is up to managers to anticipate them and error-proof procedures. I could go on, we have many examples where we have made changes as a result of what we have learned.

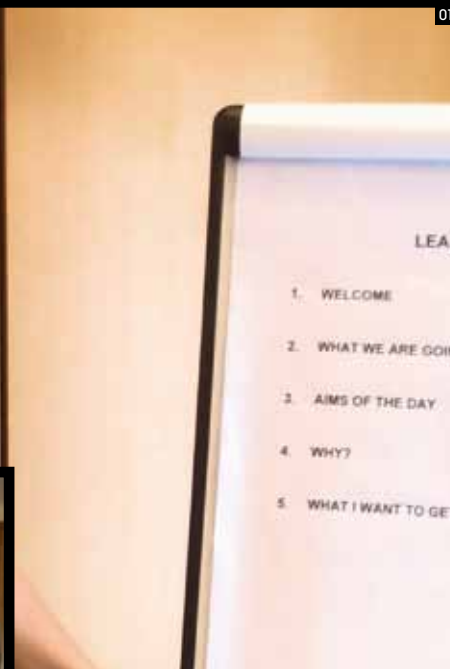
For me personally, a key learning was an understanding of systems - a group of processes with a common aim and purpose - and the clarification of what processes were within key systems, such as letting a home. I took this back to our EMT and we have used the principle to inform a recent restructure, naming for the first time 'system owners' for systems that go across directorates and teams.

*Judith Burbidge
Interim Director of Housing and Community Services
Weaver Vale Housing Trust*



“A high proportion of managers simply have no time for breakthrough because they cannot leave the treadmill of control”

- WISE WORDS FROM DR JURAN



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- 01 JUDITH BURBIDGE, LEADER SPEAKS, JULY 2014
- 02 CONTROL YOUR PROCESSES, OCTOBER 2014
- 03 CONTROL YOUR PROCESSES, JULY 2014
- 04 BROADLAND HOUSING GROUP, JANUARY 2014

“A phenomenon will be said to be controlled when, through the use of past experience, we can predict, at least within limits, how the phenomenon will be expected to vary in the future”

- WISE WORDS FROM WALTER SHEWHART



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“Many companies have been fighting a war without knowing clearly who is the enemy. This is no way to fight a war.”

- WISE WORDS FROM DR JURAN

Universal Data Skills

If there is a ‘source of the Nile’ for organisational or quality improvement as we know it, it is Walter Shewhart’s work of the 1920s that led to his paper ‘Economic Control of Manufactured Product’ in The Bell System Technical Journal of April 1930 and, a year later, the book of the same name. Here was born what we now know as Statistical Process Control. This statistical underpinning led Shewhart, and later Deming and Juran, to question managerial practice. We have found that an understanding of statistics and particularly variation is critical to any organisation serious about improvement, but is an unpalatable place to start. Our clients find that, when they get serious about improvement, they start to question their data. When that happens, give us a call and we’ll say “Universal Data Skills”.



JOANNE CARTWRIGHT AND JULIA BRINSDON

Joanne Cartwright and Julia Brinsdon of Birmingham Community Healthcare NHS Trust are avid UIMPROVE users. Earlier this year they attended Universal Data Skills, and since then have been applying their learning to make substantial improvements in how they use their data.

As part of our ongoing development of how we use UIMPROVE, we realised that our service could benefit from making better use of the data we collect. So in May 2014, clinicians from across our Learning Disabilities Service came together and had a fruitful 3 days completing the Universal Data Skills course. There were lots of lessons that we learned about data and how to use and interpret it - here are some of them:

Why do we collect data?

One of the exercises on the course was a review of why we collect data. We found that we collect a lot of data because it is mandatory - someone, somewhere has asked for it or told us to collect it. We realised that this data, although important, had little relationship to the data we need to improve our services. We now refer to this as ‘feeding the beast’. We are clear that this data monitors what we are doing, but we are also clear that it isn’t used by us.

Data and projects

We are big on improvement projects in our service. However we realised we were not always good at reviewing and interpreting data before jumping into projects. This forms an important part of



the selection of our projects. We were already working on a project about care coordination. In the light of what we had learned on the course, we realised we had made assumptions without using data, so we decided to go back and review the data to guide us in the appropriate direction.

When a graph can help

We realised that, even in a data rich environment, we needed to be smarter in how it is used and graphs are key to this. As an example, we collect data in relation to the number of referrals to each part of the service, but we have never graphed it. When we did this, it gave a completely different picture and has enabled us to understand where people enter and leave our service. Our Therapy Team has now developed a standard data set to look at referrals and activity data and use the appropriate graph to display it and share it with our teams.

Data and governance

Governance of our service is important and we need to see when incidents happen and try to pinpoint areas where we can make improvements. The Governance Team now produces monthly ‘governance data at a glance’. This is a one page document so we can all easily understand what’s going on.

Don’t tamper

A highlight of the course was Dr Deming’s Funnel Experiment. It has really shown us the importance of not tampering with the process even though it is tempting.

Thanks again to the UIC for another practical course that is really benefitting us in the workplace.

*Joanne Cartwright, Occupational Therapist
Julia Brinsdon, Speech and Language Therapist
Birmingham Community Healthcare NHS Trust*



01 BIRMINGHAM COMMUNITY HEALTHCARE NHS TRUST, UNIVERSAL DATA SKILLS, MAY 2014
02 THE EXPERIMENT ON THE RED BEADS - WORKER OF THE WEEK: MARK MARTIN
03 THE EXPERIMENT ON THE RED BEADS - WORKER OF THE WEEK: JOANNE CARTWRIGHT

Over the past few years South Yorkshire Housing Association has had some huge successes. Ian Shepherd, Performance and Central Services Manager, considers UIMPROVE and the use of data to have been integral to many of these. Recently Ian was invited to present his thoughts about data to a group of housing professionals.



IAN SHEPHERD

HouseMark are the housing sector specialists in benchmarking and performance reporting, with more than 950 housing organisation memberships. SYHA was asked to deliver a presentation on the use of data, and this was a great opportunity for me to share some of the lessons that we in the organisation had learned having attended Universal Data Skills. For example:

- > Data must be collected with consistency
- > Don't just collect data that is easy to capture
- > Data should be collected and analysed as close to real-time as possible

Effective use of data has been a big initiative for us over the last 2-3 years and over 40 staff have attended the Universal Data Skills course. We now have a Data Steering Group and have appointed a new role of Data Coordinator. We are recruiting to a second similar role, to be funded by and support our work on Ageing Better (which aims to ease isolation and loneliness amongst the over-50s),

for which we successfully applied for £6m of Big Lottery funding. We hope to tell you more about that at the 2015 UIMPROVE Conference. More recently, The Guardian reported that immigrants contribute £20 billion to the UK economy. On the same day, The Daily Telegraph reported that immigration costs the UK £120 billion. There is something here about politics, data and the media not always being a good combination.

Winston Churchill apparently said to a young aspiring parliamentarian: "The first lesson you must learn is, when I call for statistics about the rate of infant mortality, what I want is proof that fewer babies died when I was PM than when anyone else was PM".

We at SYHA have learned to avoid the over-use of averages which may mask problems, and also the importance of the source of the data we use and collect. The presentation of data is crucial to helping others understand and not jump to conclusions. In previous years, when any questions were asked around the business, the response was likely to be along the lines of 'I think it's this that's happening'. While I'm not claiming that we're perfect, the response now is more likely to be: 'what data do we have and what is that data telling us?'

*Ian Shepherd
Performance and Central Services Manager
South Yorkshire Housing Association*



Interface Events

All organisations, large and small, rely on relationships to successfully achieve their goals - either internally between teams or externally with partners or suppliers. All relationships, no matter how good, benefit from occasional maintenance. That's the purpose of an Interface Event.



01 INTERFACE EVENT BETWEEN NORTHERN RAIL AND NETWORK RAIL, MARCH 2014

03

Getting things done

In this section

One of the things that gives us great pleasure is seeing people convert what they've learned on one of our courses into activity in the workplace. In this section are three examples of people getting things done.

- It's a risky business
- Resources for Facilitators
- Involving patients



MALCOLM HOLMES (RIGHT) AND
PETER BARNETT, WARWICKSHIRE
COUNTY COUNCIL

It's a risky business

Malcolm Holmes, Associate Consultant with SLC Rail, is a seasoned UIMPROVE user. In this article he tells us about a recent event he ran.

Warwickshire County Council is building a new station at Kenilworth with help from SLC Rail. I am an SLC Rail Associate Consultant and veteran UIMPROVE user. I was asked to help the project get to grips with qualitative risk issues, so I got out my Complete Guide to Improvement and ran a Qualitative Risk Workshop using UIMPROVE techniques.

The workshop brought together the client, including Peter Barnett, Senior Responsible Officer from Warwickshire County Council, with SLC Rail colleagues from a number of disciplines. The purpose of the workshop was to understand the myriad risks that couldn't be easily quantified but nevertheless could cause angst for the project. Such risks included political and reputational issues. Critical issues identified included some that might need raising with the Secretary of State for Transport before the dissolution of parliament for the 2015 General Election, and so were, by their very nature, time-bound.

The main part of the event was a tried-and-tested Cocktail Party which (predictably) turned out to be hugely productive, enabling the brains of all participants to commit their thoughts to post-its. In small groups, the issues were clustered and then prioritised using Now-Soon-Later. The level of control was then established by using TPN Analysis.

To quote Ian Walters, SLC Rail Managing Director, in the final Round Robin: "We managed to achieve in 2 hours what would normally have taken 2 days".

Malcolm Holmes
SLC Associate Consultant



Resources for Facilitators

Michelle Barker, along with eleven of her colleagues from South Yorkshire Housing Association, attended the Facilitator Development Programme in 2014. Along with her colleague Andrea Crane, she facilitated the Annual Facilitator Network event.

South Yorkshire Housing Association's Annual Facilitators Network meeting took place in September 2014. There was a big difference from the previous year - the number of attendees had doubled and 20 out of the 24 Facilitators were able to attend. The meeting was not only a chance to share best practice and see what assignments had been completed, it was also an opportunity to get some Real Work done. The idea for this came out of our final module of the Facilitator Development Programme in July. When sharing our thoughts and concerns, there was a strong sense within the group that we needed to resource in order to be resourceful - we needed a resource library. On the day of the Facilitator Network meeting, we first used Cocktail Party, then Quick Clustering, and agreed upon some next steps. I'm pleased to say we now have our resources well and truly up and running. Our library includes some of the following:

- > Useful templates
- > Tips for Facilitators
- > Guidelines for Facilitators (and those attending events)
- > Who's doing what?
- > Photos of facilitated events

Facilitators can also add useful information as and when it's appropriate. All of this is now easily accessed via our SYHA intranet. We have found this resource incredibly helpful as it has brought together a lot of information and ideas used by Facilitators and allowed us all to save time on preparation. We can't wait for our 2015 Facilitator Network meeting.

Michelle Barker
Facilities Officer, Central Services
South Yorkshire Housing Association



SYHA FACILITATOR NETWORK MEETING,
SEPTEMBER 2014

Involving patients

Mary Derix is Quality Manager and Head of Quality and Safety at the Academic Hospital in Maastricht. She attended Universal Improvement Skills in 2013, followed by Universal Leadership Skills in 2014, and has used the tools and techniques ever since. In this article she recounts how she has injected a patient-centred service proposition into what might have been just an infrastructure building project.

The azM (Academic Hospital Maastricht) is planning to build a Recovery Care Unit right next door to the hospital. On 16 October 2014, I organised a Focus Group for potential residents of this Recovery Care Unit. The attendees were a mix of people from the Client Advisory Board, family of former patients and healthy elderly people who have never experienced this type of care before.

The central question for the attendees was: "If you were the Chief Executive, what do you think you should offer patients in the new building?". We clustered a large number of topics into eight main groups. Attendees could pick their top three priorities for every group.

During the event, managers were present to listen in on what was being said. They were genuinely surprised by what the Focus Group listed as important topics. There was a real focus on privacy, but getting enough (and accurate) information was the number one priority for most people. Also, managers had expected to see a lot of resistance to the introduction of domotica (touch screen technology). They thought that people would want a nurse in the room. It turned out that people appreciate technology and that they want to be able to call on a nurse in case they need one.

All in all it was a very good day. The tools and techniques made it easy, the Focus Group enjoyed themselves and I had a good time running the event.

Mary Derix
Quality Manager, Head of Quality and Safety
Maastricht UMC+

Maastricht UMC+



MARY DERIX

Topic	Priorities
Staff	<ul style="list-style-type: none"> - One contact person - Many hands - Regular faces
Safety	<ul style="list-style-type: none"> - Hygiene - Domotica
Organisation	<ul style="list-style-type: none"> - Self-sustainability - Practical information during admission - House rules - rights and duties for patients
Hotel function	<ul style="list-style-type: none"> - Optimum use of facilities in the immediate neighbourhood - Wifi/internet - Accessibility of the building
Room	<ul style="list-style-type: none"> - Homely/practical - Facilities to receive visitors - A safe or locker
Catering	<ul style="list-style-type: none"> - Eating together - Breakfast in the room - Choice of food and time of the meal
Social	<ul style="list-style-type: none"> - Loneliness, attention to privacy - Feeling of warmth and security - Meaningful activities
Service	<ul style="list-style-type: none"> - Reception/security - Parking space - Coffee and tea facilities in the room

Out-and-about

In this section

- Bay Island Ferries
- It's grim Up North
- Canberra
- From the air
- Opal Man
- David Langford
- Paddington
- Made in Queensland by Bustech
- Toowoomba
- Pizza or doughnut?
- It's safer to stay in bed
- Yarra Trams

Bay Island Ferries

When developing Kestrel (our operational performance management system), it is normal for us to explore the network so we are familiar with it. Generally this is fun, but beginning development of the ferry functionality of Kestrel for TransLink meant an opportunity for Rebecca and Lisa to visit Bay Island Ferries to meet the operator. Our favourite cause of delay to date remains 'supermarket on the line' (Special Cause). It remains to be seen whether delays due to dugongs is Special or Common.



REBECCA AND LISA



RUSSELL ISLAND

It's grim Up North



AZHAR, KEV, PRO

Canberra



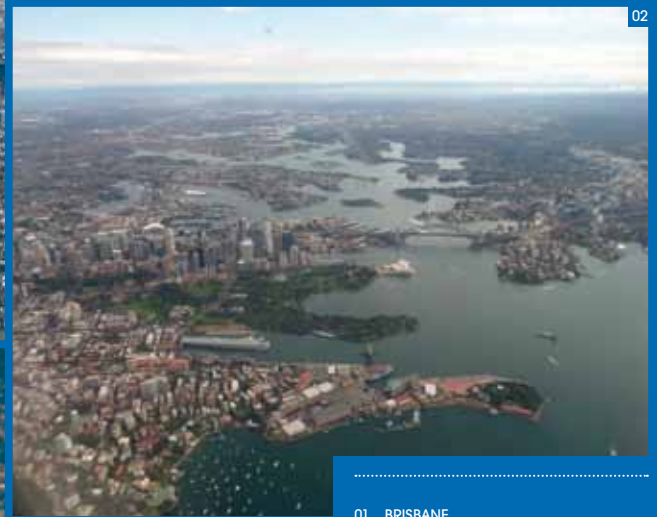
LISA AND MADELEINE



From the air



01



02

03



01 BRISBANE
 02 SYDNEY
 03 LONDON

Opal Man



LISA AND OPAL MAN

David Langford

It is tough to have to attend a conference in beautiful Byron Bay. Lisa and Madeleine were fortunate enough to delve into quality in education with the very accomplished David Langford in one of Australia's premier holiday locations. David is a world-renowned speaker, writer and educator on quality implementation in education. He has worked closely with Myron Tribus to improve education outcomes across the USA. Quality Learning Australia bring David out to Australia every year to run his 4 day Quality Learning Seminar, a must-attend for anyone interested in taking a quality-based approach in the classroom.



MADELINE,
DAVID LANGFORD, LISA

Paddington



DENISE



ANDREW CHAPMAN, JOHN R CALABRO, LISA

Made in Queensland by Bustech

Bustech is the manufacturing arm of Transit Australia Group, Australia's largest private bus operator. In December, we were lucky enough to tour their operation on the Gold Coast and see first-hand their commitment to innovation and local industry.



Toowoomba



LISA, MATT LONGLAND

Pizza or doughnut?

Depends how much of a hurry you're in. Pizza you have to eat. Doughnut you can do straight into the vein.



RICHARD AND EDDIE INGLIS



It's safer to stay in bed

- 01 ZOMBIE APOCALYPSE
- 02 CHUTE INDEED



01



02

Yarra Trams

This year Yarra Trams ran a Project Kick-Start at their Southbank Depot. This provided Madeleine with the opportunity to break out the camera and capture some shots of a variety of trams.



05

Things to make you think

In this section

- Don't ask the Rabbi unless you are prepared to live with the answer
- Sir Isaac Newton - Britain's first management scientist?
- Seen in the press

Don't ask the Rabbi unless you are prepared to live with the answer

A sobering tale of quality tools in the classroom

Lou Tribus has a particular interest in applying quality thinking and tools in the classroom. Sometimes, when you work with children, you don't always get the answers you were expecting. Lou reflects on some exercises she has used recently and takes us through the results.

Teaching is a reflective practice. That is one of the first things we learn in teacher training. We are meant to think about each lesson we teach and evaluate it - what went well, what went badly, which pupil made progress and which ones didn't. Reflection informs the planning of the next lesson in the series, or the next time I come to plan the same lesson for another group of pupils.

Reflection is a way of sharing good practice with others. It is an integral part of what makes a good teacher. It is the path to successful learning and teaching. We reflect on why and how we do things and what we can do so that we can improve and develop our professional practice. It is the key to improvement. We teachers experience the wonderful feeling we get after a class has gone well - the learners have enjoyed themselves and have, above all, learned. We also experience the depths of despair following a session which just hasn't worked, where the learners don't seem to want to learn and we just long for the end of it all. The reflective teacher uses both extremes to learn, develop and improve.

The best examples of reflective teaching are unstintingly honest. Here are some examples of my lesson evaluations:

Reflection after an English lesson on writing instructions

In future lessons I should set a maximum number of ingredients and number of steps in the instructions. Some of the children got a bit carried away with 20 or more steps in their instructions.

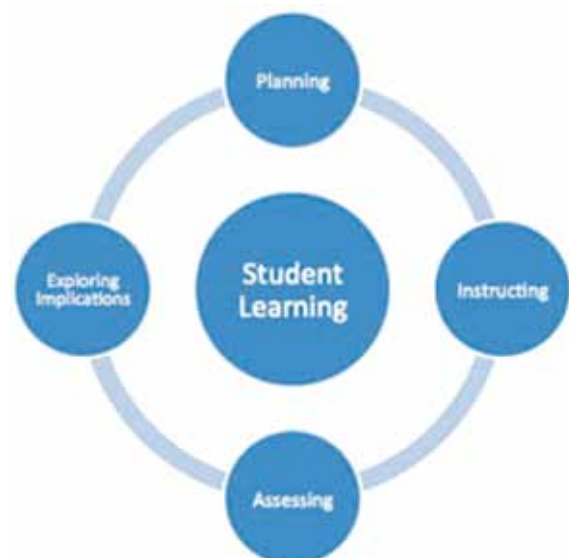
Reflection after a French lesson

I am missing an opportunity by not speaking a little more French at other times of the week. I've done it in the past. It takes self-discipline but it can pay off. I'm just a little self-conscious about speaking French in front of the five Français in my class.

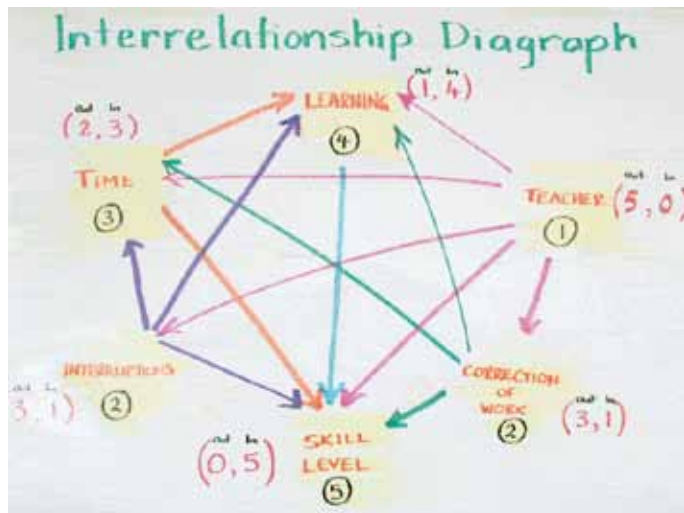
Reflection after a maths lesson on dates and time

Doing more calendar work would be a good idea.

The reflective teaching model fits in very well with quality philosophy. In one of the first lessons I attended as a PGCE student, I was shown a model of reflective teaching similar to this one. PDSA immediately sprang to mind.



One of the best examples of reflective teaching I have ever seen is from a video clip I showed as part of my talk at the UIMPROVE Conference in 2010. The clip was from Quality Learning Australia's Case Studies, Vol. 1. It featured an inspiring maths teacher, Mr Paul Phypers, and the story of the transformation of his classroom, his pupils and his own teaching skills. He introduced Quality tools into his Year 5/6 maths class. One of the most memorable things in the video is Mr Phyper's honest reflection on his own teaching. He used an Interrelationship Diagram with his class to pinpoint some of the causes of problems in the classrooms. The result was quite an awakening for him. In the film he said, "When we did our first interrelationship diagram, I discovered that the root cause of the problem was me, as the teacher, and the method I was using to teach mathematics. I immediately did what all teachers do; assumed there's been a mistake made on the part of the children. I said to them 'Look, you don't realise how to use the tool properly, I'm still learning this so let's go back and do it again.' The feedback from the children was 'No, we've made no mistake with the tool; we know how to use the tool properly!'"



Mr Phyper's Interrelationship Diagram

The arrows show the relationship of the various factors in a situation. Factors with more arrows pointing out than in are a main cause of the problem. The three main barriers to learning in his classroom (the teaching, the system of correcting work and interruptions by the teacher) were all under the direct control of Mr Phyper.

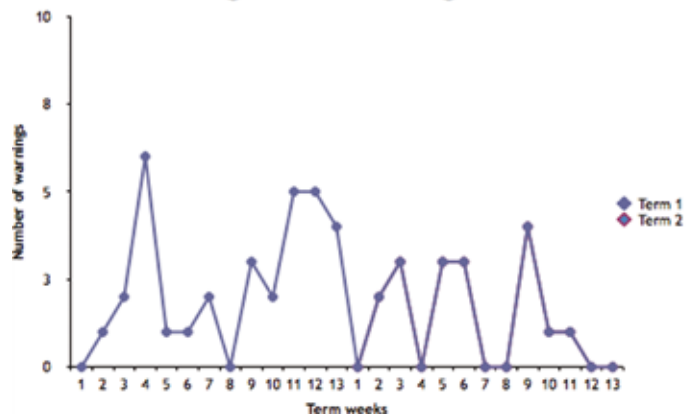
Photo source: the Quality Learning Australia website

Sobering truths

I had a very difficult class last year. I had 11 individuals - six girls and five boys aged 8-9. Only three of them had English as their first language. Five of them had particular special educational needs. At least four of them were looked after primarily by nannies and tutors. It was indeed a class full of special causes.

At this year's UIMPROVE Conference, I described how we spent most of the year working together to improve their listening skills with only limited success. I often found myself frustrated with them, constantly adjusting my planning and my expectations. I wore a funny hat, pleaded, bargained, shouted and hectorred and shamed them endlessly about their behaviour, their disinclination to listen and their attitude towards work (I'm not very proud of some of my behaviour either!).

Warnings for not listening in class



Form 4's chart showing how many sanctions (warnings) they received in the first two terms for not listening. We tried a number of strategies and took data regularly. There was a small improvement by the end of term 2.

In the summer term I began to talk to the children about the choices they make and my wish to be proud of them for their improved behaviour. Instead of shouting or hectoring them for not lining up quietly, I would simply point out that, by their behaviour, they were choosing to be late for lunch, or break time, or even to go home. I would ask them to show me, by their behaviour, what they were choosing.

I also told them that I would like to be proud of my class for their work, their behaviour and their listening skills. I honestly thought that the intrinsic motivation of wanting an adult to be proud and pleased would be enough. Perhaps it would have been enough for a class with fewer special causes!

When I realised that these strategies were only slightly effective, I decided to devote one or two of our PSHCE (Personal, Social, Health and Citizenship Education) lessons to the problem. Taking a cue from the David Langford course I attended in 2008, and Universal Improvement Skills which I attended in 2014, the children and I created a Bar Chart with post-it notes. The question I asked was: "Who do we want to be proud of us?" I allowed maximum latitude in the answers as long as it was a living, real person. Both the Queen and Beyoncé were acceptable answers, as were the current rulers of Switzerland, the UAE and Pakistan. It was a very international school. Michael Jackson, Harry Potter and Queen Victoria were not acceptable answers! The children could write as many post-its as they wished. This took all of one PSHCE lesson.

In the second lesson, a week later, we organised the post-it notes into a Bar Chart. Some of the results were unexpected.

The biggest group was Mum and Dad. Seven children said they wanted Mum and six children said they wanted Dad to be proud of them.

The next biggest group was Friends. 12 out of the 11 children wanted their friends to be proud of them! It mattered enough to one child to write it twice!

Grandparents, other school adults and other family members all got a mention, as did a wide variety of famous people.

Only four children felt that they wanted their teacher to be proud of them. A sobering result, indeed.

I could attribute this result to a wide range of factors and many of them would even be valid. I also have to accept responsibility for the fact that my way of teaching and interacting was not working for this particular class. I had ceased to become someone they wanted to please, someone they wanted to be proud of them. I wish I had done this exercise earlier in the year!

Four of the 11 children have left the school; their parents have been transferred to jobs elsewhere. The other seven children have moved on to another teacher who is forming her own relationship with them.

As part of a whole class endeavour to make improvements, the post-it note chart is a powerful tool. It is immediate and graphic. It is more meaningful for pupils than a made-up data-handling task in the maths textbook (Who cares how many children in the school like chocolate ice cream, anyway? I'd rather have the ice cream than draw a chart.).



LOU TRIBUS

What does the Rabbi have to do with it?

In the Orthodox Jewish community, many questions are put to the Rabbi. Is a certain food kosher? Can certain activities take place on the Sabbath? What does the Bible say about....? Jewish sages advise us not to ask a Rabbi unless we are prepared to live with the answer. We may even have to stop eating a favourite food once we learn it isn't kosher!

Neither Mr Phyper nor I knew what the answer would be when we used quality tools in our classrooms. Mr Phyper was prepared to live with the answer he found. I hope I am too.

Lou Tribus



Sir Isaac Newton - Britain's first management scientist?

Danny Cepok from Fife Council has been reading up on the work of Sir Isaac Newton, in particular his work with the Royal Mint. Read on to find out what he has learned.

Ask a school student about Sir Isaac Newton's greatest achievement and they may say something like, "Isaac Newton? He invented gravity, didn't he?". Well of course he didn't 'invent' gravity, he successfully proved that gravity was a natural force in the universe and confirmed why planets keep a steady orbit around the sun. What is not so well known about Sir Isaac Newton is that he made major improvements to the work of the Royal Mint and played a significant role in stemming the growth of forged coins that was beginning to seriously affect the British economy.

By the end of the 17th century, Newton's reputation as a great scientist was established throughout Europe. He wanted a change from academia and moved away from Oxford to the big city of London, probably looking for a sinecure, a prestigious government position with a good salary and little responsibility. His ambition was fulfilled when his friend Lord Halifax, a rising star in political circles, helped with his appointment as Warden of the Mint.

Counterfeiting was rife, to the extent that it was estimated that around 25% of the nation's currency was considered to be a forgery. This took various forms - straight forging and duplication of coinage, creating moulds from coins, defacing coins and imprinting them with higher values and clipping coins, using the material to forge new coins. There were not enough small denomination coins to enable the smooth process of everyday commerce, and bizarrely the amount of silver used was actually worth more than the currency value of the coin itself, encouraging the melting of coinage and selling of the silver, usually to the French. It was not unknown for workers to riot on the streets because the coinage they received as wages was practically worthless. At one point, sailors in the Navy were being paid in lottery tickets rather than hard cash.

Newton's new position was not the light job that he expected, mainly because he wanted to rise to the challenge of getting the country's currency back on track. He decided to live in the vicinity of the industrial mint which was, in effect, a forge, with



DANNY CEPOK

the associated noise, smell and dirt. He was part of a management team in an organisation of 300 workers who operated a two shift system that covered 20 hours of the day. Unfortunately it was a poor management team, consisting of the Comptroller, John Hoare (knowledgeable, but a poor leader), and the Master of the Mint (the Chief Executive), Thomas Neale, a drunk and a gambler who earned commission for every coin minted. Newton was undaunted, however, and put in place an action plan recalling all the currency denominations one-by-one and replacing them.

As with most bold new strategies, the first year was problematic, with the production of replacement coins unable to meet the gap created by the currency extraction. Using his scientific observational skills he studied each step in the process of minting coinage, improving methods and replacing inefficient machinery at key steps of the procedure.

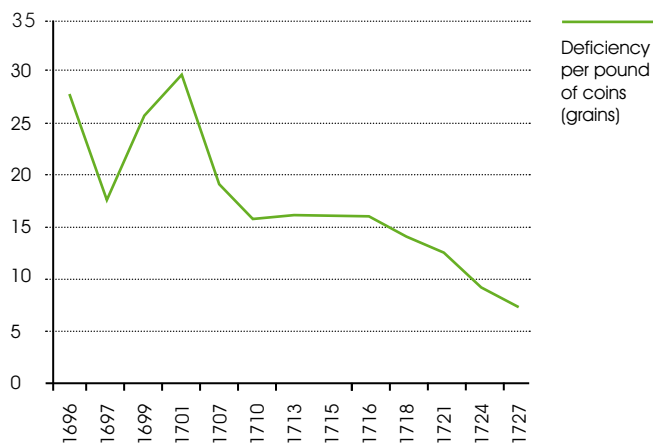
Thomas Neale died not long after Newton's appointment and Newton was promoted to Master of the Mint around 1701. As Master, he had performance targets to meet in terms of ensuring coins were of the correct weight (the shear) and had the correct amount of gold (the assay). This was known as The Remedy (the tolerance limits) which allowed a discrepancy of 40 grains per pound weight of coins and, if the Master was 'outside the remedy', he could lose his post. This was tested using an ancient procedure from the 13th century known as the Trial of the Pyx, which is still used to the present day. Over the year, a random selection of newly minted coins is placed in a chest (the Pyx) then weighed to establish an average weight.

Newton carefully observed the process of how the coins were minted. This basically consisted of creating the correct alloy mixture for the bullion, melting them into bars, drawing the bars between rollers to create plates, cutting out the blank coins, straightening and filing the blanks and finally striking (minting) individual coins between two dies. One of the major problems he found that created inconsistency (or variation) in the weights of the coins was caused by the drawing of the bars into plates for cutting the coins. Firstly, when the bars were made and then cooled, pores would appear in the surface of the bars. The bars would then be drawn, or rolled flat, using horse-drawn machinery, a procedure that could take up to an hour and created more heat and inconsistency that produced different thickness throughout the length of the plate.

Gold guineas were thin coins, less than 1mm thick, and combined with the fact that the bars had pores in them in the first place, it is hardly surprising that the blanks were of differing weights. Newton set about resolving these and a number of other process issues. From what is believed to be built on work he had previously done, he ran a series of experiments on the cooling properties of different metals. He improved the alloy mixture and introduced metals that made the coins stronger, having discovered that some of the workers in the Mint had already suggested and tried this but were blocked by their previous management. Newton also introduced better machinery into the system and set tighter tolerance limits on the exact weight of individual coins. He also realised that he had to increase production to keep pace with the Great Recoinage and so developed centres outside London, establishing branches in Bristol, Norwich, York, Chester, Exeter and Edinburgh following the Act of Union in 1707.

Newton also felt that the Trials of Pyx needed to be more robust. The tests were done on batches of 40lbs of coins at a time. Newton introduced smaller samples of 1lb of coins as he knew that would return more accurate results, even though it meant a more rigorous approach that would be more testing for him personally. He also questioned the accuracy of the trial plates and fought to have more accurate instruments produced. Fortunately, we have results from the Trials of the Pyx from that period and the graph clearly demonstrates that Newton's interventions greatly improved the quality of production from the Mint, virtually ending the sharp practice of culling.

Records also show that in terms of production volume, Newton's stewardship delivered the numbers. Previously the mint never reached its potential of £60 000 of silver per month - Newton had it regularly running out £100 000 of silver coinage production every week.



This episode in Newton's life demonstrates some good practice in leadership and improvement:

- > Get involved with the process itself and the people who operate it
- > Where possible, use observation, measurement and a bit of science to prove the why, what and how
- > Robust ways of demonstrating performance that give results you need to know, not just what you want to know
- > Fight your corner to achieve your goal

It needs to be noted that, while Newton showed some good leadership during his time at the Mint, he was a somewhat difficult man. He had run-ins with many of his contemporaries in the fields of science and mathematics, and could be very vindictive and petulant, ruthlessly pursuing and publicly pillorying some of them to their grave and beyond. It all goes to show that the perfect leader may be a rare creature indeed.

Danny Cepok
Fife Council



SIR ISAAC NEWTON

Seen in the press

The Guardian

19 April 2014

This is an extract from the review of Rachel Hewitt's 'Map of a Nation: A Biography of the Ordnance Survey' published by Granta. This is well worth a read and we have set up a short-cut to the Guardian website - www.theuic.com/maps. One of the themes of the review is the juxtaposition of new technology with old - in this case the satnav with the 'old-fashioned' paper map. We hear echoes of the iPad and Notebook, PowerPoint and flipchart. Read on.

These two very different forms inspire similarly different methods of engagement from their users. But both types of maps have their place, of course. Traverse surveys dominate the market in digital consumer navigation, particularly satnavs and other handheld devices, whose small screens are ideally suited to the swift display of pared-down information. And I'm grateful for these gadgets when I'm driving, or running purely for speed. But they encourage passivity. They keep us in ignorance of a world beyond the immediate vicinity. They suppress diversions from the fastest route. They quash active attempts to immerse ourselves, knee-deep in the bogs and fescue grass of the British countryside.

William Wordsworth wrote of "dreaming o'er the map": does anyone dream over a satnav? The end of the map is a decline in active engagement with our environment. Emotionally, physically, imaginatively: we will be poorer for it.

Employee engagement - sexed-up exaggerations

July 2014

An article about Employee Engagement (one of our least favourite terms) in HR Magazine caught our eye. You can read the full article on the Center for Evidence-Based Management's website via the following link: www.theuic.com/sexed-up. Meanwhile, enjoy this snippet.

It should come as no surprise that claims routinely made about employee engagement are at best sexed-up exaggerations, and at worst plain wrong. Such over- and mis-claiming can be found in many places - particularly in popular management and consultancy writing.

The Sydney Morning Herald 1

23 August 2014

"Lately I have been getting into model railways," confesses Sam 'HO scale' Mahendra, of Castle Hill, "and have noticed that most of the items from the UK, US and Europe are marked 'Not suitable for Children under 14 years', whereas those from Japan are marked 'Recommended for 8 years and older'. Does that mean that Japanese kids are smarter than others?" Well, you can't argue with their marvellous railway system. Start 'em young, we say!

The Sydney Morning Herald 2

13 February 2014

This is one for those amongst you who are fans of SAMs (Strategic Achievement Measures) and The Flight Deck (no pun intended).

Six years ago, Qantas turned over \$1.5 billion for a \$970 million profit. In 2013, virtually the same turnover gave them \$6 million. Meanwhile, the number of passengers moved has gone from 38 million to 48 million and from 224 planes in the air in 2008 to 312 last year.

The Observer

2 March 2014

For those who still prefer to ramble on in meetings rather than use flipcharts:

Research indicates that our memory for sound is significantly worse than it is for visual or tactile information. James Bigelow and Amy Poremba, who led the University of Iowa's study, found that participants' recall of audio recordings began to decline from just four seconds after exposure, with the loss considerably more pronounced than for videos and touch, for which the level of recall was about the same. Their experiments suggest that the way the mind processes and stores sound may be different from the way it processes and stores other types of memories.

The Weekend Australian

12-13 April 2014

Business leaders excel in the areas of technical and professional expertise and the ability to drive results, but are critically lacking in the ability to inspire and motivate others. Global leadership consultancy firm rogenSi asked 630 Australian clients to rate the importance of leadership and to evaluate their abilities in 16 core competencies. The survey found the lowest ranking competency amongst leaders to be 'practices self-development'.



Josephine Maranus: "Sec mensen motiveren is hetzelfde als proberen een vis te laten zingen."

Engelse verbeterspecialist grossiert in Nederlandse nuchterheid

Vissen zingen niet

Maastricht | In Engeland en Australië is het al jaren een toonaangevende specialist in organisatieverbetering. Organisaties die al jaren in de Engelse top 100 van 'Beste werkgevers' prijken en continu onderscheidingen in de wacht slepen, zijn er kind aan huis. De naam van deze Engelse 'leading lady': The Universal Improvement Company, kortweg the UIC. De Maastrichtse Josephine Maranus geeft Nederland nu de kans een kijkje in de keuken te nemen. Dat levert verrassende inzichten op. Hier wordt massaal afgerekend met pretenties, trends en loze kreten. In deze keuken is het de Nederlandse nuchterheid die de toon zet en dat praat toch net wat makkelijker.

'Door met alle winden mee te waaien geef je verbeteringen geen kans, maar creëer je vooral onrust.'

"En leidt steevast tot betere resultaten," weet Josephine Maranus uit ervaring. "De door the UIC ontwikkelde methodieken, tools en technieken onderscheiden zich door de vanzelfsprekendheid en logica die hieraan ten grondslag liggen. In de beroepspraktijk stuitte ik vaak op knelpunten omdat binnen organisaties gewoonweg te smal gedacht wordt. Knelpunten die aanvankelijk hr-gerelateerd lijken, zijn meestal een gevolg van de wijze waarop organisaties georganiseerd zijn. Het antwoord is dus veel breder. Met de werkwijze van the UIC, genaamd 'UIMPROVE', slaag je er steevast in de werkelijke problemen boven water te halen en verbeterlagen te maken. Zo kun je pas echt constructief bijdragen."

Terug naar de basis

"Als je je als organisatie voorneemt om veranderingen door te voeren, vraagt dit nogal wat," legt Maranus uit. "Laat staan als je je ten doel stelt continu te verbeteren om de klant centraal te blijven stellen en de concurrent steeds een stapje voor te blijven. Veel managementteams onderschatten nog wel eens hoeveel commitment en gestructureerde sturing hiervoor nodig is. Dat toonden grote denkers als Deming, Juran, Shewhart en Tribus ruim een eeuw geleden al aan. Hun gedachtegoed vormt ook de basis voor huidige trends als sociale innovatie, slimmer werken en innovatiekracht."

Het krijgt steeds een ander stempel, maar zo had het altijd al gemoeten. Probleem is dat dit hierdoor niet blijft hangen. Trends komen en gaan. Niets krijgt de kans te beklijven. Onze klanten maken een ontwikkeling door van jaren. Het is een kwestie van volhouden. Door met alle winden mee te waaien en continu op iets 'nieuws' in te springen, geef je verbeteringen geen kans, maar creëer je vooral onrust."

Puristen pur sang

"En cruciaal is juist de consistentie," aldus Maranus. "Als mensen inzicht krijgen in het

grote geheel en het belang inzien om hier naar te handelen, gebeurt dat ook echt. Om die vertaling naar de praktijk mogelijk te maken heeft the UIC praktische methodieken, tools en technieken ontwikkeld. In 'The Complete Guide to Improvement' wordt heel duidelijk uitgelegd wanneer, waarom en hoe je deze kunt inzetten en komen alle facetten van projectmanagement voor het voetlicht. Omdat verbeteren een levend proces is wordt deze 'handleiding' uiteraard continu geactualiseerd. De omgeving verandert, mensen en markten veranderen, daar moet je op aansluiten. En dat doen we ook, maar daarbij blijven we wel dicht bij de basis. Dat maakt the UIC uniek. Wij zijn puristen pur sang, gieten er geen sausjes overheen. Wij richten ons consequent en nadrukkelijk op het faciliteren van bedrijven om dit toe te passen. Onze uiterst praktische en actieve benadering is een actuele vertaling, van toch vaak filosofisch gedachtegoed, gericht op een adequate uitvoering in de beroepspraktijk."

Het kwartje

"We reiken dus de route aan," vervolgt ze. "Heel simpel. Geen fratsen, geen pretenties. We hebben dit niet zelf verzonnen. We ondersteunen bedrijven louter in het implementeren van beproefde theorieën omdat de praktijk al decennialang bewijst dat deze steevast tot succes leiden. Onze vaste klanten omarmen onze werkwijze en maken zich deze zo eigen dat het hun werkwijze wordt en niet die van the UIC. UIMPROVE is wat dat betreft slechts een werktitel. Waar wel consequent aan gewerkt dient te worden want het is geen Chinees menu waar je een nummertje kunt kiezen. Laatst vroeg mij iemand hoe hij zijn mensen kon motiveren. Het antwoord is simpel: dat kan niet. Wat wel kan is de ontsluiting faciliteren door ze interessant werk te geven en hun intelligentie te triggeren. Maar sec mensen motiveren is hetzelfde als proberen een vis te laten zingen. Zoals Scholtes al zei: 'It's a bit like teaching a fish to sing. It won't

work and, at best, you'll just annoy the fish.' In eerste instantie roept zo'n reactie vooral verbazing op, maar na een cursus van the UIC valt bij iedereen het kwartje. Alle deelnemers zijn dan dolenthousiast en gaan vol energie aan de slag. Want iedereen die een betere werknemer, een betere manager of een betere bestuurder wil worden, kan dit meteen toepassen in de praktijk."

Zelf de proef op de som nemen of meer weten over de UIC? Neem contact op met Josephine via josephine@theuic.com. De eerstvolgende driedaagse cursus Universal Improvement Skills in Maastricht vindt plaats van 11 tot en met 13 november 2014. Inschrijven kan via www.theuic.com/cUISnl.php.

Tekst: **Kim Maes**
Fotografie: **Luc Hommes**

Especially for our Dutch speakers...we were delighted to be featured in the September 2014 monthly business supplement to De Limburger, the paper of our home province for the UIC in Holland. A special thank you to Kim Maes and Limburg Onderneemt for permission to reproduce the article.

06

Conferences

Always the highlights of any UIC year, in 2014 we again ran successful conferences in the UK and Australia. Although they have different focuses, the same principle applies - bringing people together to share examples and experiences of trying to improve their organisations and outcomes for their customers.

In this section

- 3rd Annual Performance Conference
- 8th Annual UIMPROVE Conference



3rd Annual Performance Conference



NEIL SCALES

Our highly successful Annual Performance Conference ran for its third year in 2014, once again in collaboration with UITP ANZ (the International Association of Public Transport) and hosted by K&L Gates. This conference brings together public transport professionals from a wide variety of states and territories, multiple modes and differing nations. It is a unique opportunity for those involved in public transport in Australia and New Zealand to step away from the day-to-day and think about performance improvement. Having visited Melbourne in 2012 and Sydney in 2013, in 2014 it was Brisbane's turn.

The conference kicked off with the usual well-attended drinks reception the evening prior. Thanks especially to Neil Scales, Director-General of the Queensland Department of Main Roads, for saying a few words of welcome. Neil has been a steadfast supporter of the UITP in this and his previous roles.

To open the conference and get us off to a flying start, our Keynote Speaker was Stephen Banaghan, Deputy Director-General TransLink, Queensland Department of Transport and Main Roads. He shared the challenges and successes of performance measurement and why it matters. He put performance management and measurement frameworks into a historical context and shared the progress being made in Queensland in developing multi-modal, multi-operator performance management processes and dealing with new technologies.



STEPHEN BANAGHAN



K&L GATES



IAN CUSHION AND ALINE FRANTZEN

Ian Cushion, Yarra Trams

Our next speaker was Ian Cushion, Manager, Network Performance for Yarra Trams. Melbourne has the largest tram system in the world and this is an increasingly popular modal choice in Australia, with cities such as the Gold Coast, Sydney, Canberra and Perth planning and introducing new light rail operations. The challenges of operating such a large, mainly road-based system are vast and the analytical requirements for managing network performance highly complex. Ian shared his performance highs and lows and went into detail about how Yarra Trams are targeting specific areas for improvement. He also stressed the importance of getting the management and leadership structures right.



EC175 ARRIVED AT BUDAPEST KELETI

Richard Capper

Our very own Richard Capper had the unenviable position of following Ian. His presentation 'Performance Improvement and all that' started with the link between the 'study' stage of the Shewhart Cycle and the job of the Performance Manager and team. Other topics included extracts about the efficiency of Japanese Railways from Dr Deming's book *Out of the Crisis* and a quick overview of a recent journey he had taken on train EC175, the 08.14 Hamburg Altona - Budapest Keleti, arriving a few minutes early on its booked time of 22.35.

Colin Homan, Auckland Transport

The conference took a geographical turn when Colin Homan took the microphone, representing New Zealand. Colin is the Public Transport Commercial Manager at Auckland Transport, and he shared with us the story of the amazing patronage growth and network expansion seen in New Zealand's largest city. Colin painted a colourful picture of the peculiarities of the public transport network and its history, and gave some fascinating insights into the focus shift from investment to service delivery, with the performance management challenges this transformation has involved. The hard work of Auckland Transport over the last decade and a half has seen them rewarded with a phenomenal increase in patronage from 2002 to 2014 on their Rapid Transit Network (a 900% increase, no less).

Mike Davidge, NHS Elect

Our International Guest Speaker this year, Mike Davidge, was not only from a different country, but from an entirely different industry - healthcare. Mike has held the role of Head of Measurement in the NHS Modernisation Agency and is currently holding down two jobs - a Director at NHS Elect and Head of Improvement Methodology, 1000 Lives Improvement Service. He has been a regular speaker at our UIMPROVE Conferences in the UK. Mike delivered an outstanding presentation on the life and death consequences of performance management in the health sector. The content ranged from the philosophical to the theoretical, using entertaining (and slightly concerning) real-life examples of how data is collected, used and distorted. With the crux of the presentation centred on the use of Statistical Process Control and the understanding of variation, he reminded all attendees of the need to ask: 'do we really know what is going on?'

Danica Fannin, Nathan Munce, Tina Phelan and Ben Murphy, TransLink

We followed with a lively presentation by Danica Fannin, Tina Phelan, Nathan Munce and Ben Murphy from TransLink. They provided a series of unique perspectives on the use of data in performance management from the side of the commissioning authority for services. Each member of the presentation team had a different role, and thus a different take on data, performance and management. The challenges ranged from the explosion in available data to the importance of people inside any management process.



Jay Kronenberg, Queensland Rail

Jay Kronenberg, Chair of the On-Time Running Taskforce in Queensland Rail, provided a fascinating overview of the many initiatives being undertaken to improve performance. He took us

through the journey, from troublingly poor performance to unprecedented high levels of performance that Queensland Rail has achieved. Jay emphasised the importance of strong processes and getting the group composition right for targeted performance improvement initiatives. Since then, the On-Time Running Taskforce has gone on to win the Overall Premier's Award for Excellence in a joint entry between Queensland Rail and the Department of Transport and Main Roads. Congratulations to all concerned.



Colin Jennings, Transdev Queensland

Our final presentation of the day was from Colin Jennings, Managing Director of Transdev Queensland. Colin described taking over a ship with multiple holes in 2007 and the hard work involved in the repair. Colin's

work has paid off and Transdev has moved to a people-focused strategic plan. A frank appraisal of the pitfalls of poor performance management was delivered, along with an inspiring perspective on the results that can be delivered with focus, planning and participation.



01 QUESTION AND ANSWER PANEL
02 QUEENSLAND RAIL ATTENDEES



Date for 2015

The 4th Annual Performance Conference will be held in Auckland on 14 October 2015.





The 8th Annual UIMPROVE Conference

In 2014 we ran our 8th Annual UIMPROVE Conference in Sheffield and once again it was a great melting pot of activity, experience, knowledge and ideas. The purpose of the conference has been broadened - it is no longer just for Facilitators, but for all UIMPROVE practitioners.

Our Keynote Speaker was no stranger to the UIMPROVE conference. Steve Jennings, Chief Executive of Weaver Vale Housing Trust, first spoke at our conference in 2010 and was so good we invited him back to update us on what's happened since. 2014 marked the Trust's 10th anniversary of using UIMPROVE and Steve shared with us his '10 Lessons Along the Way'. This was a great session, full of tips, not only about successes, but also about the mistakes we make and the lessons we learn on our improvement journeys.



STEVE JENNINGS,
WEAVER VALE HOUSING TRUST

Dates for 2015

The 9th Annual UIMPROVE Conference will be held in Sheffield on 11-12 May 2015.



SABINE ISAAC, LYNETTE HAMLETT AND JAMES WHALLEY, WEAVER VALE HOUSING TRUST

Steve's session was followed by a presentation from some of Weaver Vale's recently trained Facilitators. Lynette Hamlett, Sabine Isaac and James Whalley explored the issues they faced as newbies joining a veteran team of Facilitators and shared their tips on how to navigate this tricky territory. This is an issue shared by many organisations who have been applying UIMPROVE for some years, and if you are thinking of adding to your improvement resource, this presentation is well worth a watch on-line.

The railways were represented by Facilitator Ashley Bray from First Great Western, who has the monumental task of co-ordinating a resource of 48 Facilitators in a large, complex organisation. Ashley's enthusiasm for his work was infectious and it is clear that he loves this part of his job, despite the logistical headaches it brings. Ashley also looked at his experience of facilitating events for partner organisations that have not been trained in UIMPROVE.



ASHLEY BRAY, FIRST GREAT WESTERN

Our third Facilitator contributor was Nu Caratella from Liverpool Housing Trust, one of the UIC's longest-standing clients. Something that Nu and Ashley had in common was their experience of facilitating an external organisation. Nu shared with the conference the story of her first facilitation assignment, where she and her co-Facilitator Debbie Despres ran a joint session between LHT and one of their contractors, achieving excellent results despite being very nervous indeed.



NU CARATELLA, LIVERPOOL HOUSING TRUST

Our big theme for 2014 was the Corporate Brain - the idea that organisational direction and leadership comes not just from the leader of an organisation, but from the body of people leading that organisation. You need to get the inputs, the chemistry and the structure right to achieve success. To explore this idea further, this session looked to three perspectives. First, our own Richard Capper presented some theory, then Steve Jennings joined us again for the 'view from the top', and then Niall Power, Director for Regeneration at City South Manchester Housing Trust, talked us through some observations from his perspective as a member of the Corporate Brain in his organisation.



NIALL POWER, CITY SOUTH MANCHESTER HOUSING TRUST

And finally, the UIC's favourite teacher delighted our audience once again. Lou Tribus presented on the lessons she and her class have learned in their 'Year of Data'. As part of her session this year, Lou also told a very good joke (watch the video) and taught us something about how we all learn along the way.



LOU TRIBUS

Thanks to all of our speakers and delegates for their contributions to another inspiring conference. Watch the videos at www.theuic.com/2014Conf.



02



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08



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- 01 THIS YEAR'S WINNING QUIZ TEAM. THE £250 PRIZE WENT TO THE NATIONAL AUTISTIC SOCIETY.
 02 THE QUESTION AND ANSWER PANEL
 03 ANDY MEAD, ABELLIO GREATER ANGLIA
 04 ANDREW Q HARVEY, EUROPEAN MARKETING CONFEDERATION
 05 CITY SOUTH MANCHESTER HOUSING TRUST
 06 EASTLANDS HOMES
 07 EMH GROUP
 08 FIRST GREAT WESTERN
 09 DANNY CEPOK, FIFE COUNCIL
 10 GREAT YARMOUTH COMMUNITY TRUST



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07



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- 01 NHS KENT AND MEDWAY COMMISSIONING SUPPORT UNIT
 02 LIVERPOOL HOUSING TRUST
 03 LOUISE DOUGLAS, LIVERPOOL CITY COUNCIL
 04 MIKE DAVIDGE, NHS ELECT
 05 PURE INNOVATIONS
 06 STEPHANIE HARRISON, THE REGENDA GROUP
 07 BIRMINGHAM COMMUNITY HEALTHCARE NHS TRUST
 08 SOUTH YORKSHIRE HOUSING ASSOCIATION
 09 WEAVER VALE HOUSING TRUST



03



08



06



07



09

07

Everything else

In this section

- Central Japanese Railways exchange visit
- Looking after our systems clients
- Corporate Brian
- Ever get the feeling someone (or something) is listening?
- Farewell to Spider

Central Japanese Railways exchange visit

Six managers from the UK rail industry visited CJR in Japan for 2 weeks in November 2014. We were hosted wonderfully by the International Department from CJR who arranged visits to all of their main functions and facilities and lined up all of their best people to meet us, talk to us and show us what they do. And what we saw got us very excited. Along the way we rode in the cab of the Shinkansen bullet train gliding past Mount Fuji at 270kph, we saw the experimental wind tunnel at the research centre and literally felt and heard what 300kph is like. We even drove the Shinkansen - okay, it was only on the simulator but still a great experience. We saw how Shinkansen trains are literally taken to bits every 2 years for the most comprehensive overhaul imaginable. We saw an army of 55 people at Tokyo station turn round a train with 16 carriages and 1300 seats, with the train emerging 12 minutes later completely refreshed. We saw staff booking on for duty going through preparation regimes of such detail that they would outperform many religious ceremonies, we saw the busiest stations in the world in full flow, fast flowing, orderly, apparently safe, clean and efficient. We saw CJR employees at every stage of our journey, more staff than we're used to seeing and every single one was smart and ruthlessly dedicated to their task. We visited a control centre where even a very slight incident initiated the kind of lightning response you'd normally see for something really major. We stayed in hotels owned by the railway company, bought bento boxes and gifts in CJR department stores. We even got to know a bit, though sadly only a very little bit, about Japan. Not enough of course, but enough to leave us completely stunned and very much wanting to go back for more.

In CJR they plan not to fail. They plan not to fail to such an extent that, with few exceptions, they don't fail. They thus avoid the costs of failure which we would see in terms of paying refunds, counting the costs of delays and cancellations, repairing trains and tracks after they break and cause those events, putting things right, learning the same lessons over and over. In the CJR world this doesn't happen. Processes are planned and resourced and a disciplined approach is taken to such a high level of detail and effort that failure becomes a rare and unlikely event. Why? Well it seems to me that this has a number of inter-related causes. Firstly, this is about an attitude to risk that says we will reduce the risk of failure to the lowest level possible. Secondly, it's what you get from a Kaisen style of management that demands constant and unwavering support for real improvement in processes. Thirdly, it's cultural and fourthly, it demonstrates what can be done if you focus on what really matters and eradicate those things that serve no apparent long term purpose and which are inherently part of the UK rail franchised, disintegrated and politically driven railway. For those

reasons alone the Japanese model is refreshing and attractive but all of that planning not to fail does have a price. However, with 155m passengers a year just on long distance high yield services, which to some extent cross-subsidise the 400m passengers per annum on their conventional lines and astonishingly busy suburban trains in a high price economy, it's a price the Japanese are very happy to pay.



CJR TRAINING CENTRE
AT MISHIMA

The managers we met were all extremely competent and talked with great passion about what their functions do. They all related their subject back to the core ideal principles of the company, which are the Management Philosophy and General Principles of Safety. The work ethic that embraces everyone within the system demands enormous and absolute personal commitment and we saw plenty of evidence of this in action. The managers we met had immense pride in what their company does, a collective pride it must be said. At no point did we detect anything boastful about this and at no point did we encounter any individuals who deviated from the company line in anything they did or said.

Not everything delighted me. Clear cut cultural differences between the British and Japanese ways of life create mixed emotions. Yes, you'd love to have a workforce so loyal and compliant, you marvel at the skills and commitment and outright passion that you see

everywhere. But you're also left wondering. Where are the women in senior management positions? How do you justify recruiting only people in their teens and early 20s? Why couldn't someone who joined the business at the very bottom make it right through to the top on merit instead of just an elite graduate group? Those are, of course, culturally laden questions and there's little doubt that our Japanese hosts must find things equally, or even more disturbing to them when they come to the UK.



TO REDUCE THE 'DRAG' EFFECT OF THE SEPARATION BETWEEN CARRIAGES, SHINKANSENS ARE NOW FITTED WITH THESE HIGH TECH DIVIDING SHROUDS

CJR customers are not unlike rail customers across the world. They commute in huge numbers in a very structured and organised way and they take a lot of long distance business and leisure journeys. On the whole we saw customers who were very respectful and compliant with safety and behavioural standards. They queue in a very orderly fashion on the platforms and sit in their assigned seats. Of course, Japanese rail customers are used to world-best punctuality and so their support for the company is already very high. We did observe a major delay incident on the Shinkansen lines on a Saturday whilst we were at Nagoya. The build-up of customers at the station was severe and the customer experience was no different to that you would find at a large main line station in the UK during a major delay with information in limited supply. Customers were quite stressed about this, but we saw no signs of anyone getting unduly upset. Such events, though, are very rare and generally limited to incidents related to severe weather and earthquakes. On the whole, customers seem to treat trains with great respect.



THE N700A NOZOMI SHINKANSEN TRAINING MOCK UP

The presence of smoking carriages was a grim reminder that not the whole world has embraced smoke free public places. On board catering is efficient and carried out with exquisite style, though the offer is very limited, with no complimentary service in First Class on CJR trains except a nice towel when you get on. Between 12.00 and 13.00 everyone on the train eats bento boxes purchased from station outlets - though by 13.15 no one is eating.

I asked a lot of the CJR staff that I met how hard it was to get into the railway. They seemed to find it a strange question. From the answers I got it seems to be very difficult to get a job on the railway in Japan. Perhaps understandably so, because there is that expectation of a lifelong career. The ethos is high standards -

personal standards, high standards of work, attention to precise detail, working hard, complying exactly with procedures - there is no room for any deviation from what is laid down. Pride in personal appearance and in carrying out duties to an exact plan is constantly evident. There is no room for variation. Do conductors stop for a bit of a chat, a bit of banter with some customers whilst going through the train? I don't know - I never saw this happen, but I was only there a short while.



DAVID CROME 'TRAINING' WITH CONDUCTOR MARINA.

The safety principles in CJR state that safety is the most important mission. That same approach to the avoidance of failure applies to safety as well.



LINDA WAIN IS ELECTROCUTED IN THE SAFETY TRAINING ROOM

White gloved drivers point at signals, calling out their aspects. They point at their instruments and display screens. Conductors too point at everything and so do station dispatch staff. They point at things in maintenance depots - it's a highly contagious thing - you end up doing it yourself and you can see why they do it. This is certainly the right mindset for safety. In my own area we take a tough line on personal accidents and, where people have 'own fault' unsafe act types of accidents, we hold them accountable and give very limited sympathy. This approach is very much the norm in Japan. The approach to passenger safety is to as far as possible design out the possibility of accidents, but accepting that human behaviour amongst customers, even in a country like Japan where people seem to have a high degree of social responsibility, is difficult to manage, it is necessary to provide some lessons in safety awareness.

It would be hard to over-state the degree of hospitality, support, energy and commitment that went into making every bit of our visits an extremely special experience. Under Mr. Nakayama's guidance we were chaperoned throughout our stay by the frenetic Mr. Ogawa, who never stopped trying to ensure our trip went to plan and that we got the most out of it. I cannot thank these gentlemen and the rest of the International Department enough for making this a truly wonderful and memorable event.

David Crome
General Manager West
First Great Western



Looking after our systems customers



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- 01 YARRA TRAMS - AZHAR, MAHKO BLACKBURN, PRO
 - 02 TRANSLINK - KESTREL IMPLEMENTATION WORKSHOP
 - 03 FIRST SCOTRAIL - GAVIN KERR AND GRAHAM HIGGINS
 - 04 TRANSLINK - KESTREL SCOPING SESSION - REBECCA, AZHAR, DANICA FANNIN, BEN MURPHY, NATHAN MUNCE, TINA PHELAN, LUKE STEWART, PRO
-



Corporate Brian

Getting the Room Right

BRIAN O'GORMAN, CONTOUR HOMES (GEDDIT?)



Ever get the feeling someone (or something) is listening?



MARTIN BRADSHAW AND LISA, BOONAH

Farewell to Spider

At the risk of finishing the Yearbook on a sad note, the real boss of the UIC slipped away in March 2014 at the grand old age of 17½.

- 01 SPIDER AT HIS DESK
- 02 SELFIE - SPIDER AND ASSISTANT

01



02



Final word

Once again we have printed 3500 Yearbooks this year. These are distributed to both our clients and a wide variety of people with an interest in organisational improvement. Our postage bill is always high - this Yearbook will have been sent out from Derbyshire to locations all over the globe - Canada, the US, Ireland, Holland, Belgium, Germany, Singapore, Australia and New Zealand. We also give a copy out to everyone who attends one of our courses throughout the year.

We generally pester a select few to get a good range of contributions, but we are always delighted to receive contributions from anyone who has anything they think would be of interest to other people interested in improvement. The contents of your article should either reinforce something someone has learned, provide practical tips or some new learning, or challenge conventional thinking.

Please send your contributions, both written and photographic, to your favourite UIC consultant or direct to me. Although space sometimes thwarts us, we aim to publish everything received.

Richard Capper
richard@theuic.com



The Universal
Improvement
Company



What would Dr Deming say?

Australia

The Universal
Improvement Company
1/125 Oxford Street
Collingwood
Victoria 3066

ACN 140 484 617
www.theuic.com.au
info@theuic.com.au

Nederland

The Universal
Improvement Company
Tongerseweg 233A
6213 GC
Maastricht

www.theuic.nl
info@theuic.nl

UK

The Universal
Improvement Company
17 Knowl Avenue
Belper
Derbyshire
DE56 2TL

www.theuic.com
info@theuic.com

