

# Yearbook



# 2017



## Not for neophiliacs

- The work of **Dr Deming** lives on
- Vale!** Steve
- Welcome to the WikiHouse
- What to take to **Canada**
- Steering the right course
- The **PRINCE**less bride
- Selfies with CEOs



The Universal  
Improvement  
Company  
1992 - 2017



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.



### 30 April 1992

30 April 2017 marks the 25th anniversary of the UIC. On that date in 1992, me and my colleague at InterCity West Coast, John MackMersh, sat in my living room in Belper and decided to set up a part-time business. At that time, the UK railway industry was in the run up to privatisation and our bosses Denise Lennox and Ivor Warburton were very obliging and encouraging in our little venture which eventually led to a full-time adventure. Artistic differences led to John and I dissolving the partnership a number of years later which meant we could be friends again - and we still are.

### We are nothing without our clients

People often say to me 'you must be very proud of the UIC'. Actually I am proud of our clients because the work you do readers is what actually makes a difference. The vast majority of our clients, as illustrated by the pages that follow, play a significant role in people's daily lives - housing them and transporting them to name our two largest 'niches'. We have played a role in helping you develop your strategies, training your Facilitators (who go on to work on critical projects) and developing your improvement and leadership skills. But it's you who deliver.

### It's the leader that makes the difference

If I have learned one thing over the 25 years of the UIC, it is that the leader - the Chief Executive (or equivalent) - makes the difference. If you look through this and previous Yearbooks, you will see rows and rows of (normally) smiling faces on courses or events run or facilitated by ourselves. We cover the same ground, use the same manuals, show the same flipcharts and I tell the same bad jokes and railway stories every single time. So if we do the same thing wherever we go, how come some organisations we work with show little

# Welcome to the 2017 Yearbook

improvement and others achieve spectacular results? It's down to the boss. We are lucky enough to work with some fantastic leaders. It would be nice to list you all here but you know who you are. Readers, if you are curious, look through your collection of Yearbooks and work it out for yourselves. Or ask me or one of my colleagues when you see us.

### The family tree

You may be interested to know how we get our clients. I looked through the 'logo page' opposite and, as usual, we can trace nearly all our clients - on both sides of the world - back to our three 'originals'. Dave Power, who asked me for my business card in the early 90s, accounts for all our housing clients. Peter Strachan accounts for a wide variety of transport clients and Howard Arthur our healthcare clients. Curiously enough, although these three people are all UK-based, they also account for pretty much 100% of our Australian clients. Essentially people who have worked for or know one of these three have moved on or recommended us and this has led to new clients and so on. Growing a client base in this manner requires patience. In this case, 25 years of it. My colleagues will attest I am a very patient man.

### The mission is everything

Another observation made over 25 years is that the mission is everything. This applies to both the UIC and our clients. Our mission (and I always feel slightly bad that it doesn't follow the formula in the manual exactly) is 'to do good work for good people'. This makes life easy when people ask us to do bad work (such as manipulating groups to get a pre-determined outcome) or when we encounter someone we don't like or they don't like us. They do exist. We move on and find someone pleasant to work with who really wants to make an effort to improve. Luckily we have found the former to be in a minority and no shortage of the latter.

### What does he know? He's only a Booking Clerk.

I remember many years ago, just after I had moved on from selling tickets, overhearing someone talking about me. "What does he know? He's only a Booking Clerk." This was a bit annoying at the time but over the years has grown to be really bloody annoying as this attitude is alive and well in some organisations - often about front-line staff, partners, suppliers, customers. I had never heard of Key Concept 3 then. But I have now. And so have thousands of other people, trained by the UIC over 25 years.

### The work of the giants

All our work, on both the systems and consultancy sides of the business, stands on the shoulders of giants - Shewhart, Deming, Juran and Tribus. Read on to see how the original work of these great pioneers continues to transform organisations today and, in particular, what Henry Neave, Dr Deming's 'assistant' in the UK has been working on.

### What's next for the UIC?

Three things:

- Continuing to work with our existing clients for longer-and-longer
- A new generation of leaders and clients as people progress and move on
- A new generation of UIC people doing more of the same, better and better

### Joy in work

Dr Deming talked about 'joy in work'. I have been lucky. I loved selling tickets (as did my dad). I enjoyed controlling trains (even though it was really hard work). I love running the UIC and working with all of you. Thank you everyone. As Laura Palmer said to Agent Dale Cooper in Twin Peaks "I'll see you again in 25 years".

*Richard Capper  
richard@theuic.com*

## Section 1

# AT THE FRONT

We start the 2017 Yearbook with three very different contributions. Steve Jennings of Weaver Vale Housing Trust draws a line under his tenure as Chief Executive. Jennifer Chapman of the Queensland Government Department of Transport and Main Roads provides some top tips for working with Facilitators. And finally, we say a fond farewell to Myron Tribus.

- The journey continues...
- Help us help you! What a Facilitator wants from an event leader.
- Myron Tribus 1921-2016

# The journey continues...

**It wouldn't be a Yearbook without a contribution from Steve Jennings, Chief Executive at Weaver Vale Housing Trust. Steve has been a regular contributor to our Yearbooks and a frequent speaker at the UIMPROVE Conference. In 2016 Steve won the well-deserved award of Inspirational Leader at the Housing Hero awards and continually demonstrates passion and commitment to his organisation and sector. Steve will sadly be leaving Weaver Vale in 2017 and, in this article, reflects on the journey the organisation has been on, and how it will continue but with a different person driving the bus.**

I have, for many years, talked about Weaver Vale being on a journey and it is weird to pen this article and reflect that my own personal journey with the Trust will be coming to an end. I am planning to retire during the summer of 2017. This will coincide with my 40th year in housing, with almost a third of my time spent leading Weaver Vale.

So, with this in mind, the good people at the UIC asked me to make a final contribution to their Yearbook. So blame them, if you have heard all this before...but as Richard always says, repetition is a good thing.

The concept of being on a journey has served us well during times of change. All organisations go through change and the housing sector is no different; certainly we have had our fair share over the last couple of years.

I have used the concept of a journey to illustrate that you must always be clear about where you are heading. It is never more important than when you are facing the challenge of change.

For Weaver Vale, our vision of 'transforming neighbourhoods, homes and services to improve the quality of life for our customers' has and always will be our clear destination. For us, it is an immovable cornerstone. Everything we do is designed to contribute to the achievement of this vision.



However, it is not enough to just have a clear vision. Someone once said to me that vision without action is daydreaming. I believe that the opposite is also true and that action without vision is merely going through the motions. So you need both and this is where UIMPROVE comes into its own.

The processes of Annual Planning, mobilising projects, deploying Facilitators and applying the various tools and techniques all help us translate the ambition of our vision and its supporting strategies into action on the ground. After all, we are all too busy to be just going through the motions.

UIMPROVE works, and because of this it is also embedded as one of our cornerstones. In the same way that our vision provides a certainty of direction, UIMPROVE provides a certainty of process. In an ever-changing landscape, it is important that such cornerstones exist in any organisation.

Our Board, as well as the team within Weaver Vale, are fully aligned to this concept. This was clearly illustrated during the selection process for our new Chief Executive. Unsurprisingly, the Board made it clear that they wanted a leader who would embrace the culture of 'change and adapt' at the Trust and who could take us forward on our journey. However, they also made it clear that our cornerstones should also be embraced; including the continued use of UIMPROVE.

I believe this demonstrates great foresight and recognises that you can maintain a degree of stability during any change. It also supports my own belief that the best organisations combine the talent of individuals and teams with the best processes and recognise that they are interdependent. None of this is complicated, it's common sense...a bit like UIMPROVE.

So, I will be leaving the Trust with mixed emotions as I have really enjoyed seeing how we have been able to adapt and change and have been privileged to lead a great organisation with great people. It's been a blast.

I am confident that our journey will continue under the leadership of Wayne Gales, our new Chief Executive, and that the best is yet to come.

*Steve Jennings  
Chief Executive  
Weaver Vale Housing Trust*



# Help us help you! What a Facilitator wants from an event leader.

When Matt Longland decided the time was right to train Facilitators for Policy, Planning and Investment Division, his Principal Advisor - Jennifer Chapman - was an obvious and ideal inclusion in PPI's first group. Having worked closely with Matt for many years, Jen was not only well experienced in the application of UIMPROVE but also had unique insight into the effect good leadership has on the quality of output in facilitated events. Jen shares a few tips from her own experience to help leaders understand how to best support their Facilitators during the set up, delivery and review of an event.



JENNIFER CHAPMAN

So you have decided to engage a UIMPROVE Facilitator to assist you with your next event. Well done! Engaging a Facilitator is the first step in ensuring your event is well structured, achieves positive outcomes and is an effective use of everyone's time. However, just because you have asked a Facilitator to assist you, doesn't mean the buck stops there! Below are some tips for you as a leader to help ensure your event runs as smoothly as possible.

## Work with your UIMPROVE Coordinator

Contact your organisation's UIMPROVE Coordinator, if you have one, in the first instance and provide them with the following information:

- (1) The number of attendees
- (2) What you, as the leader, want to get out of the event
- (3) A timeframe for when the event needs to be held. This doesn't mean how long you think the event should take, rather an indication of how soon you'd like it to happen. Often, events will take a lot longer than you might have bargained for, so take the advice of the Facilitator if you want to ensure you get the most out of your event.

## Provide your Facilitator with sufficient time to prepare

If you have a large assignment, we recommend 2 weeks to allow sufficient preparation time. A lot of work goes on

behind the scenes to ensure the time is best spent and all flipcharts and other materials are ready for use. Smaller events which use just one or two tools can be accommodated more easily, but remember different Facilitators require different levels of notice depending on how far along in their Facilitator journey they might be.

## Consult with your Facilitator before booking a room

This is important because the shape, size and location of a room can really have an effect on how your event runs. That said, your Facilitator is not there to find you a space, but provide you with some guidance as to what would be best for your event. Some of the things that need to be considered when booking a space include a room with lots of wall space that can easily accommodate chairs in a u-shape, no tables (or at least some that can be removed), plenty of natural light and a separate space to break out if needed.

## Be a present and engaged leader

Leadership is very important for all events. The Facilitator will turn to you as a leader throughout the event if they are unsure if a matter is relevant, if someone is being troublesome, or a matter cannot be resolved. You will need to support your Facilitator throughout the whole event as they are neutral and will have no content knowledge beyond what you have briefed them on.

## Be on time on the day

Facilitated events run to a tight schedule, so it always helps to start on time and having the leader there ready and willing to begin always sets a good example for the rest of the attendees.

## Be prepared

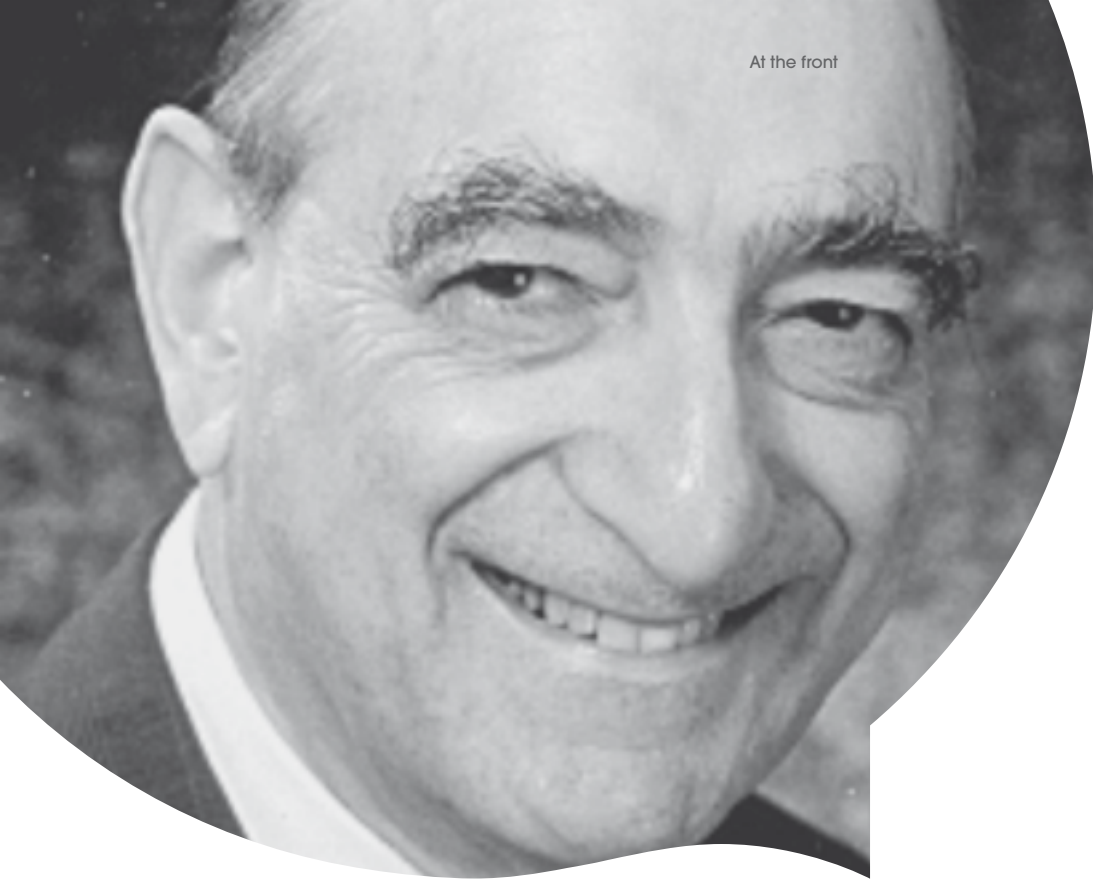
If you have been asked to give a Leader Speaks or Briefing, bring it along ready and give it to your Facilitator before the event begins. Trying to scribble it up in the corner as your attendees arrive is not a good look.

## Be available

Be prepared to meet with the Facilitator before and after the event. While you might think it's obvious you need to meet beforehand, it is also very helpful for a Facilitator to meet afterwards to discuss how the event went, to see if you felt the outcomes were achieved and to talk about any follow up actions that your team might need to take on. This is also a great time for the Facilitator to seek feedback on their performance. Constructive feedback is always welcome.

If you try to stick to these tips, your event will more than likely be a success!

*Jennifer Chapman  
Principal Advisor  
Policy, Planning and Investment Division  
Queensland Government, Department of  
Transport and Main Roads*



# Myron Tribus

## 1921 - 2016

**2016 saw the passing of one of the great Quality Giants - Myron Tribus. His daughter, Lou, has prepared a few words for us.**

“Workers work in the system. The job of the manager is to work on the system and improve it with their help.”

“Knowledge without know-how is sterile.”

“You can manage what you do not understand, but you cannot lead it.”

“If you try to improve the performance of a system of people, machines, and procedures by setting numerical goals for the improvement of individual parts of the system, the system will defeat your efforts and you will pay a price where you least expect it.”

There are so many things that can be said about my father and his long, interesting career. Most of it is already on the internet for anyone who is interested to read. Googling his name brings up over 30000 links. If you are interested, start with Wikipedia. Many of his papers are available on [www.qia.com.au](http://www.qia.com.au).

Myron was the kindest, warmest, most intelligent man any of us might ever meet. A teacher, mentor, listener, facilitator, problem solver and lover of life in all its variety; he was a mensch - a perfect human being, in all the best meanings of that Yiddish word. The world has lost a great man and to paraphrase a long-lost poet: We will not look upon his like again.

Thank you to everyone who has contacted my sister, Kammy, and me with messages of sympathy and memories of Myron. We are moved by all the kind messages that have come by card, letter, e-mail and on Facebook. If you haven't seen Myron's memorial page on Facebook, please look at [www.facebook.com/MyronTribusmemorial/?ref=bookmarks](http://www.facebook.com/MyronTribusmemorial/?ref=bookmarks). You do not have to have a Facebook account to view this page.

*Lou Tribus*

The Thayer School of Engineering at Dartmouth College sent us a letter. Myron moved our family to Hanover, NH in 1961 where he served as Dean. This letter is from the current Dean of the Thayer School, Joseph J Helble:

Dear Ms Tribus, I was very sorry to learn of the death of your father. As you know so well, Myron was a transformative Dean here at Thayer. More than 50 years later, we still refer to him often as the person who helped establish the open-ended, project-based interdisciplinary undergraduate curriculum that forms the core of our program to this day. Please accept my sincere condolences on behalf of Thayer School of Engineering at Dartmouth. It is a difficult time and words are insufficient to ease the sense of loss, but I wanted you to know that the thoughts of the entire Thayer community are with you.

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We published Myron's Germ Theory of Management in the 2016 Yearbook. We have plenty of copies left over. E-mail [info@theuic.com](mailto:info@theuic.com) if you'd like us to send you a copy. No charge.

## Section 2

# FROM OUR CLIENTS

In this section, we hear from many of our clients and publish all those photos you lined up for. We know that everyone loves having their photo taken. The question is: did you twitch, blink or sneeze at the crucial moment?

In this section

- Action - Steering the right course
- The Aspire Group - Another year of opportunity and challenge
- Birmingham Community Healthcare NHS Trust
- Blackpool Transport (1) - Increasing the Lux level of lighting in Blackpool
- Blackpool Transport (2) - New year, new start
- Caledonian Sleeper
- Contour Homes
- Great Western Railway
- Great Yarmouth Community Trust - Creating constancy of purpose
- Haven; Home, Safe
- Island Care
- One Manchester (1) - Digital transformation
- One Manchester (2) - Tenant Scrutiny Panel - Doing it the UIMPROVE way
- Queensland Government Department of Transport and Main Roads
- South Yorkshire Housing Association (1) - Making the most of our Facilitators
- South Yorkshire Housing Association (2) - Welcome to the WikiHouse
- Southeastern
- Thirteen Group - Facilitators pave the way for success
- Together Housing Group
- Transit Australia Group - Driving continuous improvement
- From The Inbox 1
- University of East Anglia
- Weaver Vale Housing Trust



# Action

## Steering the right course

Claire McGonigle is CEO at Action, a charity providing a broad range of opportunities and support services around their four key principles of HOPE - Homes, Opportunities, Pride, Employability. Claire is a highly competent leader who has maintained a steady course for an organisation whose operating environment is constantly changing. In the 2 years that we've worked with her, she's implemented key projects and strategies using UIMPROVE and uses the approach at the highest organisational level to steer Action's corporate projects. In this article she reflects on one particular project that has benefitted from the application of Major Project Methodology to keep it firmly on track.

It's been nearly 2 years now since Action started on its UIMPROVE journey. We finally completed our Strategic Improvement Programme in October 2016 and the whole management team has attended Universal Improvement Skills, either by internal or public course. We've worked with Vicky and Richard on our organisational strategies, and I was lucky enough to attend Universal Leadership Skills at Alsager just recently. I'm an absolute convert - there are so many tools and tips that are intuitive, sensible, proportionate and effective - and I believe that UIMPROVE has had a real impact here at Action.

I'd like to tell you about my experience of Major Project Methodology and how it's helped here. We've just opened our brand new Young Persons Hostel in Rotherham - a town where many young people have had real difficulties and challenges as you'll all be aware from the news. We have converted a former



TOP: STRATEGIC IMPROVEMENT PROGRAMME, OCTOBER 2016  
BOTTOM: VICKY AND CLAIRE

Neighbourhood Office and Public Library (complete with 1920s Art Deco glass dome) which sat empty for over 2 years into a wonderful space for young people at risk of homelessness. There are a further 12 two-bed flats currently being built to the rear of the property, as move-on for people leaving the service. We've used Major Project Methodology to coordinate activity around neighbour relationships, moving staff and service users from the old premises, publicity, finance and funding and elements of the build itself. Whenever the project has seemed to be struggling, steering has got it all safely back on track. If you want to come and see our Hostel, you'd be very welcome.

Looking forward, we're continuing to use UIMPROVE throughout the business. If I could leave you with one 'top tip' it would be when things are busy and hectic always use your manual - there'll be a tool or methodology in there that will help you get more organised or crack a difficult problem. It's working for us.

*Claire McGonigle*  
Chief Executive Officer  
Action



# The Aspire Group

## Another year of opportunity and challenge

Annette Lees is one of life's doers and an inspiring person to be around. In her day job, she's a Housing Service Development Coordinator at Aspire Housing - a leading housing provider, place shaper and property developer which is part of the Aspire Group of businesses. In addition to this, Annette is a Facilitator and for the last year has been coordinating the facilitation resource at Aspire. In this article, she reflects on the challenges posed to many in the housing world through recent sector reforms and on the progress the Aspire Group has forged through a time of considerable change.

Wow, what a year. Still raw from the effects of government reform coupled with a complete restructure, I returned to work in January 2016, somewhat dazed and not without some trepidation.

Yes, the place did feel different. It somehow felt fresher, unshackled and there was a sense that we were finally transforming into a smarter, slicker, simpler business. It wasn't all a bed of roses but, if one thing stood out for me, it was Aspire's determination to trust in our project steering methodology to overcome whatever was thrown at it; I say 'our' because UIMPROVE is the way we do things at Aspire.

Now in its second season, UIMPROVE was on a roll and Aspire's team of Facilitators were well-placed to take the business through the Annual Planning cycle. This was followed by lots of Cocktail Parties to get things moving. That's not to say that other tools and techniques have been overlooked as we

have used a mix of approaches to support delivery of all corporate projects and service improvements, including Ishikawa Diagrams, Deployment Flowcharts and planning tools. No project is considered too small to benefit from UIMPROVE. Facilitators are in high demand - so much so that we have recruited and trained four more. As for the assignments, no area of the business seems to have gone untouched and there are far too many to list.

Meetings are also less formal and more productive. There is a growing culture of people knowing what they want and why they are there, which in turn is reinforced and rewarded by UIMPROVE techniques. What's more everyone is involved; there is no hierarchy in our sessions. All contributions are valued and there is a growing confidence in the chance to 'tell it how it is and what would make it better'. For me, the approach allows me to move seamlessly from assignment to assignment in a planned and consistent manner. Yes I have had to take a few deep breaths, but by trusting in the manual, I am still here helping Aspire to achieve its ambitions. It has enabled me to engage with not only colleagues across the business but also our

customers. Most importantly, it has removed my fear of public speaking. It's like learning to drive; once you know how you never forget and it gets easier over time.

So, as Aspire fast approaches its third season of Annual Planning, I am confident that through the use of UIMPROVE tools and techniques we are well placed to deliver against our new Corporate Plan regardless of what the government throws at us.

Onwards and upwards - we build, we train, we support: we are Aspire.

*Annette Lees  
Housing Service Development Coordinator  
The Aspire Group*



1 UNIVERSAL IMPROVEMENT SKILLS, MARCH 2016  
2 UNIVERSAL IMPROVEMENT SKILLS, APRIL 2016  
3 FACILITATOR DEVELOPMENT PROGRAMME, SEPTEMBER 2016  
JOINT COURSE WITH CONTOUR HOMES  
4 ANNETTE LEES



# Birmingham Community Healthcare NHS Trust



Birmingham Community Healthcare **NHS** NHS Trust

1 UNIVERSAL DATA SKILLS, JANUARY 2016  
2 STUART RICH  
3 UNIVERSAL IMPROVEMENT SKILLS, JULY 2016

# Blackpool Transport (1)

## Increasing the Lux level of lighting in Blackpool

Jane Cole is the Managing Director of Blackpool Transport, a bus and tram operator in one of the UK's busiest seaside resorts. An inspirational and collaborative leader, she is someone who is good at making things happen. Since coming into post in November 2014 she has used UIMPROVE to coordinate and deliver the organisation's key modernisation and improvement projects, such as the introduction of the luxurious Palladium buses to key routes across the town. She has also developed a pool of Facilitators whose involvement has been a vital element of many of these successes.



VICKY AND JANE

In May 2016 Jane was the Keynote Speaker at the 10th Annual UIMPROVE Conference where she shared the story of her journey to the top job at Blackpool Transport and what plans she has for the organisation over the coming years.

Life is a rollercoaster and you just have to ride it.

Working with UIMPROVE is the best strategic decision I had the intelligence to make early in my new role as MD for Blackpool Transport. I am amazed at how

far we have come in 2 years as a force to be reckoned with in the transport industry.

I believe that the catalyst for our swift movement up the credibility ladder has been as a result of:

- 1 Coaching the organisation in leadership and process improvement tools to enable the business brain to function effectively
- 2 Having the confidence to be brave in using data to inform decision making
- 3 Having a business plan that is integrated into a business planning cycle
- 4 Having a pool of trained Facilitators to run project planning meetings, Kick-Starts and business planning events

2 years into my role as MD of Blackpool Transport, I am proud to report that the business is safe and profitable. Our brand has been number one on TripAdvisor for 'the best value for money attraction in Blackpool' for another year and we are investing in new products and employee development. We were highly commended for Vision of the Year by the Global Light Rail Awards and we have another six awards in the pipeline.

I was delighted to be asked to speak at the 10th Annual UIMPROVE Conference in Sheffield and pass on my advice and enthusiasm for working with process improvement tools. I then had the privilege of attending Universal Leadership Skills in Maastricht in June 2016 where I interacted with other leaders who were facing similar challenges to my own at that time. This course was a real eye-opener and it refreshed my emotional intelligence and ignited my passion to deal with people more effectively. Four of my senior managers attended the course in October 2016 in Alsager and they are using the learning to restructure front-line leadership in the business at the moment.

We have a very effective organisational structure now which clearly defines who



FROM TOP TO BOTTOM:  
1 FACILITATOR DEVELOPMENT PROGRAMME, JANUARY 2016  
2 TEAM EVENT, MAY 2016  
3 EXECUTIVE EVENT, JULY 2016  
4 TEAM EVENT, AUGUST 2016

needs to be at which meetings so that information and communication flows are improved. The Facilitators have developed into change agents and we now get them involved in delivering key business messages to the front-line, as well as facilitating projects which have come from the staff ideas scheme.

Blackpool Transport now has a commitment to new learning, using data to make rapid decisions and a visionary business plan which will be continually updated to stay ahead in a competitive world.

Jane Cole  
Managing Director  
Blackpool Transport



# Blackpool Transport (2)

## New Year, new start



SHANE GRINDEY

**Shane Grindey is Marketing Coordinator at Blackpool Transport. In January 2016, just 1 week after joining the company, he was selected to attend the Facilitator Development Programme. In this article, Shane explores how this experience so early into his new role helped to shape his perspective and gave him and his colleagues the skills to support transformational projects across the organisation.**

Having joined Blackpool Transport in January 2016, I was lucky enough to be placed on the UIC Facilitator Development Programme just 7 days later. The course not only provided the opportunity to better integrate into the team but also gave me the tools to better understand my role, the roles of my colleagues and gain an excellent insight into the vision and direction of Blackpool Transport.

Since completing the programme, I have been involved in numerous company projects such as business continuity planning, an operational restructure and a large scale event planning project. Facilitating projects such as these has benefitted me both personally and professionally, allowing me to gain further knowledge of the entire business operation. Projects such as the above are pieces of work which I wouldn't otherwise have been involved in and have given me a platform to further my personal progression within the business.

From personal experience, meetings and projects which have been facilitated make faster progress, are much more focused and reach the intended outcomes by the required dates. Attendees of facilitated meetings appreciate the way in which they

are carried out as it allows them to focus solely on the project remit and removes the need to manage others in the room. For Champions and Project Leaders, it gives them confidence that the meeting objectives will be met and ensures equal opportunity for contribution from all attendees. Perhaps one of the largest benefits is the way in which the facilitation course educates you to manage your own time and provides a much more structured approach to daily processes.

As a whole, UIMPROVE has benefitted Blackpool Transport on multiple levels and not solely those people who have attended the Facilitator Development Programme. The UIC has been actively involved in other projects at a strategic level and working so closely with our Directors and Senior Managers has ensured that the UIMPROVE mentality has filtered down throughout all levels of the business. Their approach to tackling seemingly impossible projects is inspiring and has certainly enabled Blackpool Transport to continuously improve, progress, and achieve our strategic aims.

*Shane Grindey  
Marketing Coordinator  
Blackpool Transport*



TOP:

- THE CIVILISED (AND SCENIC) WAY TO TRAVEL

BELOW:

- 1 LEADERSHIP FORUM, FEBRUARY 2016
- 2 EXECUTIVE EVENT, MARCH 2016
- 3 PROCESS ANALYSIS EVENT, MARCH 2016
- 4 PROCESS ANALYSIS EVENT, MARCH 2016
- 5 NEW TRAINS GUEST EXPERIENCE EVENT, JULY 2016
- 6 EXECUTIVE EVENT, NOVEMBER 2016
- 7 NEW TRAINS PROJECT UPDATE, SEPTEMBER 2016
- 8 LEADERSHIP FORUM, MAY 2016
- 9 NEW TRAINS GUEST EXPERIENCE EVENT, DECEMBER 2016



2



3



# Caledonian Sleeper



# Contour Homes



FACILITATOR DEVELOPMENT PROGRAMME, SEPTEMBER 2016  
JOINT COURSE WITH THE ASPIRE GROUP



# Great Western Railway



OPERATIONS TEAM EVENT, APRIL 2016



# Great Yarmouth Community Trust

## Creating constancy of purpose

**Andrew Forrest is Executive Director at Great Yarmouth Community Trust. He has been using the teachings of Dr Deming for several years to help sustain his organisation and ensure its survival in the future. Here he reflects on how important constancy of purpose (Point 1 of Deming's 14 Points) has been in helping him achieve this.**

"Create constancy of purpose for improvement of product and service. There are two problems: (i) problems of today; (ii) problems of tomorrow, for the company that hopes to stay in business. Problems of today encompass maintenance of quality of product output today." (Dr Deming)

I lead Great Yarmouth Community Trust, a community based charity that delivers a mix of services to local people across our seaside borough. Like all publicly funded organisations, the past 5 years have been challenging to navigate. The impact of national austerity policies means that we have seen reductions in income year-on-year while the income levels of all of the local people we work with has been frozen - a real term reduction. A local economy that does not work for all residents and the uncertainty around the future as the UK leaves the EU mean that this is unlikely to change in a hurry. Great Yarmouth voted overwhelmingly for Brexit and is one of those communities that feel left behind; families that have been forgotten, for whom the impact of social policy in the UK has created only limited opportunities. The external pressures on the Trust come both from above and from the grassroots.

It is against this backdrop that the amazing people who work and volunteer with the Trust have been working hard every year to deliver services that can make a real difference to people. For the Trust the 'problems of today' that Deming talks about are continuous and have required everyone to recognise that change is a part of everyday life at work - whether it's the incremental improvements as we reflect on the services we provide, or wider redesigns of how we work. Among a range of improvements, it has involved: embracing technology within our nurseries and family groups as we have introduced 'Tapestry' (an on-line record of the progress that children make); simplifying the referral and assessment processes behind the family support we offer; and making it easier to volunteer with us, enabling us to take up people's offer of time more quickly and get them into the best role for their skills and interests with the right level of support. This is about improving our routine operations. UIMPROVE remains central to how we achieve and monitor this as a Trust.

But it is the 'problems of tomorrow' that are the ones that most



need focusing on. Not least because, in the current political and economic climate, tomorrow's problems arrive much sooner than you want. The Trust's relationship with the UIC started 5 years ago. Back then, we faced a tsunami of external factors that had the potential to wash away the whole organisation. We have an early warning system in place through our strategic planning, so I can confirm that the next tsunami is due in April 2019. At that point we will be dealing with significant change to our largest single public sector contract, the full impact of the National Living Wage and the final increase in workplace pensions.

We are in a stronger position, so won't be washed away - but there is still work to do to ensure that we can fully withstand the impact of these changes. As ever Dr Deming, in 'Out of the Crisis', provides words of advice for the journey:

"Problems of the future command first and foremost constancy of purpose and dedication to improvement of competitive position to keep the company alive and to provide jobs for the employees. Establishment of constancy of purpose means acceptance of obligations like the following: (a) innovate; (b) put resources into research and education; and (c) constantly improve the design of product and services."

Over the past 5 years we have started to learn what this means.

### Innovation

This takes many forms. For us it has focused on developing new business that meets our core charitable objectives: activities that relieve poverty, promote education or improve wellbeing. These objectives are summed up in a single vision - to support people to reach their potential. The danger is that we begin to innovate in

ways that sit outside this core purpose. To do that would mean we would threaten the 'soul' of the Trust and, rather than keeping us in business and protecting employment, would cause us to overstretch our resources and lose our reputation and ultimately drive us out of business.

There are four ways we can develop our business:

More of the same to the same people (existing product/existing market). A good example of this is where we have increased the number of childcare places we offer through our nurseries in Great Yarmouth.

Something new, for the same people (new product/existing market). An example of this would be a new project being launched in January - the Listening Project - providing one-to-one home visits for pregnant women who are experiencing low mood or anxiety linked to their pregnancy.

Something we already do well, for new people (existing product/new market), e.g. we have acquired a couple of nurseries outside of urban Great Yarmouth.

Something new, for new people (new product/new market). We have taken on a local project that provides education to young people who struggle in mainstream school. This has become an Independent Alternative Provision School owned by the Trust.

There are more examples in each category. While it has been challenging to manage the capital needed to invest in innovation and required an appetite for risk, by 2019 these developments will be embedded in our everyday operations and provide the bulwark for the tsunami.

Of course, not every business idea has made it this far. In fact, only about 20% of the original ideas have made it so far. Innovation is about trying a range of things to find the ones that work!

### Research and training

I will hold up my hands to say that this is the most difficult to maintain when finances get tough. Many organisations see training and research budgets as easy to cut, but that is a short-term fix that leaves you more vulnerable. You're stuck with what you've always done - and that will not be enough to sustain you. In a way, this is the opposite to the inappropriate innovation that causes 'mission creep' - doing things that aren't linked to your core reason for being as an organisation.

Although the amount the Trust can afford to spend is low, training and research is the key to achieving innovation. Individuals that are raising their skills and teams that are improving their competency will improve services.

Sometimes those innovative ideas need to emerge from an R&D approach - this is as true in the wider social service sector as it is in manufacturing. Research has always been part of the Trust. It's central to how we understand the strengths and needs of our community. But it also provides a robust basis for new approaches. Over the past 2 years, for example, we have worked with parents experiencing tough times and involved with Children's Services to understand what effective support for them might look like. As a result, we have arrived at an evidenced approach which stands a

good chance of being funded.

### Constant improvement of the design of services

This is not about solving the problems of today, but of imagining long-term transformation of the way we do business.

We run Children's Centres in Great Yarmouth under contract from Norfolk County Council. At the moment, Norfolk is an area that has maintained its network of Children's Centres. However, Norfolk is more of an exception for doing this. Across England, Children's Centres have been closed and services amalgamated by Local Authorities. Locally, we cannot remain totally immune from this national trend forever. Whatever happens to the funding, two things will remain true: the needs of local families and the indisputable evidence that improving the quality of life for under 5s is the best way to create a more positive experience of life as a whole. The challenge for us is to imagine different ways of providing opportunities for families and support for those who are struggling, if we're not running Children's Centres.

We are also now owner of an Independent School. This provides full-time education to pupils that have been excluded from their secondary school, or who are struggling within their school and need an alternative. At the moment that is good business because the exclusion rates are really high. In an age of austerity with more cuts working their way down from central government, this is an unsustainable position. But there will always be young people who struggle in mainstream school. The challenge to us is to design a service that prevents exclusion and maximises the achievement of pupils, but costs less.

And we need to get better at understanding what it is that families, young people, children and adults across our communities want by being tuned in to the needs, concerns, strengths and opportunities in our neighbourhoods - and to be two or three steps ahead with the services we provide.

I hope you are getting the sense that the Trust can never stand still. We need to be focused on the future at all times. It's essential. I know that we can get bogged down in the 'problems of today' and that they can't be ignored - but failure to focus on the 'problems of tomorrow' will mean the Trust won't be around to solve them. The allocation of resources to future planning will always be important.

The final word belongs to Dr Deming:

"One requirement for innovation is faith that there will be a future. Innovation, the foundation of the future, cannot thrive unless the top management have declared unshakable commitment to quality and productivity. Until this policy can be enthroned as an institution, everyone else in the company will be sceptical about the effectiveness of their best efforts."

*Andrew Forrest  
Executive Director  
Great Yarmouth Community Trust*

## Haven; Home, Safe



FACILITATOR RECALL DAY, MARCH 2016



EXECUTIVE EVENT, APRIL 2016

haven  
HOME, SAFE

## Island Care



EXECUTIVE EVENT, MARCH 2016

islandcare

# One Manchester (1) Digital transformation

Mark Beach has been involved in many key projects over the years at One Manchester, and previously at City South Manchester Housing Trust, utilising UIMPROVE. He is passionate about customer research and genuine participation. He is currently working on a key corporate project and is using One Manchester's Facilitators to help him understand how customer processes work through Deployment Flowcharting. In this article Mark explains the Digital Transformation project and how UIMPROVE is providing the framework that will deliver an on-line service to meet customer needs.

One Manchester's Digital Transformation project is a key plank of our Transforming Services for Customers Strategy. Moving to a new operating model, supported by improved digital services, will radically change the way in which we work and provide services for our customers.

An important element of the Digital Transformation project focuses on improving on-line access to our core services and providing more attractive IT platforms for customers to 'self-serve'. The aim is to enable automated transactions so customers can pay their rent, check their balance and order repairs at times that suit them, without the need to speak to a member of staff. Achieving this will provide greater flexibility and choice for customers and reduce One Manchester's costs enabling us to release capacity to focus on other priorities.

Providing an improved on-line repairs ordering process will make a huge difference to how we operate. As the single biggest transaction area, we are confident that, if we can develop a product that many of our customers choose to use most of time, we can shift the business to a more effective way of working.

UIMPROVE sits at the heart of strategic development, projects and improvement at One Manchester. Managers and staff have received extensive training to ensure the consistent application of UIMPROVE tools and techniques across the business.

Digital Transformation project team members have used UIMPROVE's simple, but effective, approach to analysis to pare down the repairs ordering process



MARK BEACH

to the bare bones and ensure we are building an on-line module that meets our customers' needs.

Specifically, the project team used One Manchester Facilitators to deployment flowchart how the current processes operate and what needed to be done to improve them using feedback already collected through extensive customer research. This approach has helped us to map out in simple steps all of the people, tasks and decisions that are involved in the on-line repairs ordering process and help everyone involved in the process get a clear overview of the bigger picture and where their contribution fits in.

The use of UIMPROVE is making a significant contribution to improving the effectiveness and efficiency of our operations and ensuring we give our customers what they need.

*Mark Beach*

*Group Head of Customer Service and Insight  
One Manchester*

one manchester



# One Manchester (2)

## Tenant Scrutiny Panel - Doing it the UIMPROVE way

Belinda Hayes was trained as a Facilitator at Contour Homes and took her skills with her when she moved to One Manchester. She and her team are passionate about working with customers to understand their needs and drive improvement. Here she explains how she has used UIMPROVE with the Tenant Scrutiny Panel from recruitment to general use and how, when a training provider suggested a different way of doing things, it caused confusion and a desire to return to structured participation.



LESLEY BRERETON AND BELINDA HAYES

If you don't work in housing, a Tenant Scrutiny Panel may seem quite foreign but that's our way of utilising the experience and knowledge of our customers to take an in-depth look at our services and make some recommendations. We wanted to bring two panels together for our newly merged organisation, invigorating the group with the addition of new members. We advertised the positions and invited applicants to a taster session, wanting them to participate in a real task.

We introduced new applicants to UIMPROVE straight away. We facilitated a brainstorm of tasks they would need to undertake to review how our services are accessed. We followed this with Chronological Clustering and they couldn't believe they were halfway to a project plan in minimal time. Following interviews, we had our newly formed group, keen and eager to get started.

Long-standing members of the panel have been involved in scrutiny exercises with us before, always following UIMPROVE (Scoping Sessions, Round Robins, Brainstorming, Chronological Clustering, Techniques for Productive Meetings and



ALEX, TENANT SCRUTINY PANEL MEMBER

much more). Panel members know that this is the way things get done. However, new training was procured for the new members and the trainer used her own methodology to carry out reviews. This caused confusion and left the other members scratching their heads asking "can we not do it the way we used to before?" To quote our member Alex: "I much prefer it in the UIMPROVE way". It's safe to say UIMPROVE is firmly the favourite amongst our well-skilled customers, an accolade indeed.

*Belinda Hayes*  
*Customer Insight and Involvement Manager*  
*One Manchester*

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- 1 STRATEGY DEVELOPMENT EVENT, JANUARY 2016
  - 2 GROWTH AND ASSETS DIRECTORATE, ANNUAL PLANNING, MARCH 2016
  - 3 IT SCOPING SESSION, APRIL 2016
  - 4 STRATEGY REVIEW, NOVEMBER 2016
  - 5 UNIVERSAL IMPROVEMENT SKILLS, DECEMBER 2016
  - 6 UNIVERSAL IMPROVEMENT SKILLS, DECEMBER 2016
- 



# Queensland Government Department of Transport and Main Roads



NEIL SCALES, REPRESENTING AUSTRALIA IN CAPE TOWN, SOUTH AFRICA

**Queensland is a big state - roughly seven times the size of the UK. Generally it is lovely weather with the occasional Armageddon. Covering this challenging geographical area is the Department of Transport and Main Roads, responsible for a portfolio which includes rail, road, ports, public transport and much more.**

The Department is headed by the inimitable Neil Scales, whose ability to keep across the diversity of functions in his portfolio is remarkable. On top of this, Neil is actively leading national policy in a number of areas and also participates internationally when his busy diary permits. We know that Neil reads everything and has a frightening ability to recall details. This means that he will read this Yearbook cover-to-cover and know its contents better than we do.

As well as working directly with Neil and his team, in 2016 we also worked with Matt Longland, Gordon Buchanan, Martin Bradshaw and Peter Milward - all busily transforming their organisations with great results.



EXECUTIVE EVENT, AUGUST 2016

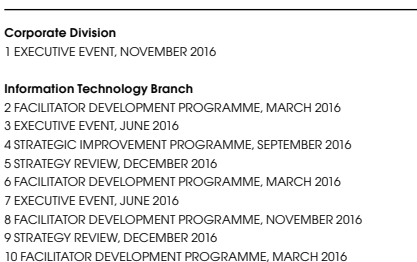
# Corporate Division



# Policy, Planning and Investment Division



# Information Technology Branch



**Corporate Division**  
 1 EXECUTIVE EVENT, NOVEMBER 2016

**Information Technology Branch**  
 2 FACILITATOR DEVELOPMENT PROGRAMME, MARCH 2016  
 3 EXECUTIVE EVENT, JUNE 2016  
 4 STRATEGIC IMPROVEMENT PROGRAMME, SEPTEMBER 2016  
 5 STRATEGY REVIEW, DECEMBER 2016  
 6 FACILITATOR DEVELOPMENT PROGRAMME, MARCH 2016  
 7 EXECUTIVE EVENT, JUNE 2016  
 8 FACILITATOR DEVELOPMENT PROGRAMME, NOVEMBER 2016  
 9 STRATEGY REVIEW, DECEMBER 2016  
 10 FACILITATOR DEVELOPMENT PROGRAMME, MARCH 2016

**Policy, Planning and Investment Division**  
 11 EXECUTIVE EVENT, FEBRUARY 2016  
 12 EXECUTIVE EVENT, FEBRUARY 2016  
 13 EXECUTIVE EVENT, AUGUST 2016  
 14 UNIVERSAL IMPROVEMENT SKILLS, AUGUST 2016

**TransLink**  
 15 STRATEGIC IMPROVEMENT PROGRAMME, FEBRUARY 2016  
 16 UNIVERSAL DATA SKILLS, NOVEMBER 2016

# TransLink



# South Yorkshire Housing Association (1)

## Making the most of our Facilitators

**Tony Stacey is the CEO of South Yorkshire Housing Association which has been providing quality local housing for nearly 50 years. SYHA also deliver a range of 'LiveWell' services, including supported living schemes and specialist services for people with mental health problems, learning difficulties and addiction. Thanks to the breadth of the work they do, SYHA are at the cutting edge of partnership working and their Facilitators have been integral to this approach.**



SYHA has invested heavily in its Facilitator resource - training 25 Facilitators over the past 6 years - and Tony's support has been vital to their continued success. So this year we decided to ask him a few questions about what he thinks Facilitators bring to the organisation and what his top tips for other organisations using Facilitators would be.

### What benefits do Facilitators bring to the organisation?

I believe they bring a great discipline to our approach to project management and running effective meetings and an appropriate level of challenge. Facilitators are instrumental in structuring our approach to ensure that a meaningful outcome is delivered. We are also increasingly using UIMPROVE tools and techniques in our partnership working. This is helping enhance SYHA's reputation as a change agent and as a good organisation to do business with. Facilitators also help break down any silo working within the business.

### Can you elaborate on partnership working?

Increasingly we are working with other bodies in the charitable sector and in health care as well as housing providers to develop a range of partnerships. Invariably, UIMPROVE as practiced by our Facilitators receives positive feedback particularly around the structure it provides and the time it saves in reaching an outcome or decision. Tools such as Cocktail Parties, Round Robins and Small Group Work, controlled by one or more Facilitators, provide a discipline and direction to achieve outcomes giving everyone a voice - otherwise it may just be a talking shop with the loudest voice dominating.

### What other experience have you had of working with Facilitators?

Developing the Sheffield City Region Compact - an arrangement between a range of housing providers and other bodies across the Sheffield City Region. Without the involvement of two highly effective Facilitators, we would not have made the progress we did. A Facilitator was also crucial in the creation of our



UNIVERSAL IMPROVEMENT SKILLS, FEBRUARY 2016



UNIVERSAL IMPROVEMENT SKILLS, APRIL 2016

Sustainability Plan. We use Facilitators for our Board Awaydays and Annual Planning which is much slicker than it ever was. And UIMPROVE also helped inform our decision to align our Annual Planning with the budget setting process.

### SYHA made the decision to train several of their Facilitators on Universal Data Skills. What difference has this made?

Capturing relevant data has never been a higher priority for us. Our Facilitators have provided a clear focus on how we measure performance and present data. I can well recall a time when many decisions were made based on anecdote. Now we try to ensure any such decisions are data-based. We have a small but growing number of team members who have 'data' in their job title and focus on the data has reinforced the fact that most issues are down to the process not the person.

### What have been the Facilitators' greatest wins?

There are many but if, you're looking for a headline, then Age Better - £6m of Lottery Funding over 3 years. UIMPROVE methodologies and involvement of Facilitators were crucial to our success in leading the successful bid.

### Do you have any advice on working with Facilitators?

Be clear in your thinking about whether you need a Facilitator. Avoid using a highly trained and expensive asset to act as an administrator. Used properly, a Facilitator adds real value. Get them involved at the earliest possible stage and encourage them to challenge and share their own views. In my experience our Facilitators don't need that much encouragement! Listen to the Facilitator and follow the process, avoid pre-conceived ideas about the end result.

### What would you say to others who are thinking about the investment of training Facilitators?

Get on and do it! You also need to educate Champions and Project Leaders in how best to utilise the Facilitator. Without a clear steer the project is doomed to failure. Make sure your proposed Facilitators have the capacity to undertake the role and that line managers are supportive and prepared to release their staff for the wider good of the business. Also, the training and experience of working as a Facilitator helps build a wide range of skills and a fuller understanding of our business. Many of our Facilitators have subsequently attained internal promotions. UIMPROVE works for us and suits our business. It is now so embedded in terms of our Annual Planning, project management, process analysis and running meetings that it's just the way we do stuff around here.

*Tony Stacey*

*CEO*

*South Yorkshire Housing Association*



# South Yorkshire Housing Association (2)

## Welcome to the WikiHouse



LEFT: NATALIE MARSH  
ABOVE: COCKTAIL PARTY

**Natalie Marsh is Team Leader (Lettings) at South Yorkshire Housing Association. She started her journey with UIMPROVE in 2013 when she attended Universal Improvement Skills. Since then she has attended Universal Data Skills and trained as a Facilitator. Along the way there have been personal projects, promotion and lots of facilitation. The assignment which Natalie has chosen to write about is her most challenging and exciting yet.**

It is common knowledge that it is currently a very difficult time for Housing Associations, which are experiencing diminishing resources particularly for the building of new homes. So South Yorkshire Housing Association decided to look at possible ways of reducing building costs. One of the ideas that came out of this was the 'WikiHouse'. The WikiHouse is a collaborative research and development project aiming to bring about a digital revolution in the way homes are made. WikiHouse components can be digitally manufactured by a distributed network of small businesses and makerspaces. In turn, these provide the technology and manufacturing equipment to the public, along with educational opportunity and widely available tools and materials. Each home can then be assembled like a large IKEA kit, by a small team with millimetre precision. On paper WikiHouse sounded like a great solution to the problem of excessive build costs and therefore the WikiHouse Planning Methodology project was set up.

I was lucky enough to be asked to facilitate this project and, despite working in housing for 14 years, development is an area of the industry I was very unfamiliar with. Therefore this new opportunity was exciting and put me into new territory. It was also my chance to facilitate a project that involved external companies who were not familiar with UIMPROVE.

In February 2016 we started with a Project Kick-Start. In attendance were various SYHA employees as well as representatives from WikiHouse, Architecture 00 and Chop Shop. The Kick-Start followed the standard agenda including the usual Cocktail Party. There were very mixed reactions from the room with SYHA embracing this well embedded technique, allowing the external attendees to follow their lead. There were a few people who at first laughed and joked about using post-its and sticking ideas around the room on flipchart paper. However, by the end of the session everyone seemed engaged and the feedback was that the session had been enjoyable and very effective.

Since the Kick-Start the project has continued to move through the stages of Planning Methodology and regular meetings have taken place in which the processes, various data and project objectives have been scrutinised. Deployment Flowcharts and Chronological Clustering, as well as numerous Tools for Planning and Organising have been used consistently at each meeting. The project is now at a pivotal stage of deciding if we are going to build four WikiHouses as a way of piloting this build method. If this does go ahead we will use Piloting Methodology to determine if it is a value for money way to build new homes.

Whilst on some occasions it has been difficult to facilitate a group of architects, project managers and cost consultants and keep them on track, progress has been made. The project has already been a success simply because UIMPROVE methods have enabled us to really drill down and find out if this way of building has any merit.

Hopefully in the next few weeks we will have obtained the final piece of the jigsaw to make a decision about the pilot. All I will say is 'watch this space'.

*Natalie Marsh  
Team Leader (Lettings)  
South Yorkshire Housing Association*

## Southeastern



UNIVERSAL IMPROVEMENT SKILLS, JUNE 2016

southeastern

# Thirteen Group Facilitators pave the way for success



SARAH MINNS

**Sarah Minns is a Business Analyst for Thirteen Group, one of the largest housing providers in the North East of England. She is also one of the first Facilitators trained in the organisation. As an initial group of only five Facilitators, they were small in number but proved themselves mighty.**

Thirteen's UIMPROVE journey began back in March 2015, when a group of 12 people took part in the 3 day Universal Improvement Skills training. Feedback from this was so positive that a further 12 colleagues undertook this training in September 2015.

Training Facilitators had been briefly discussed as part of Universal Improvement Skills, and a few of us had expressed an interest in this. Then in November 2015, five of us, all from the Business Development Directorate, got our wish and headed to Alsager for the first 3 days of the Facilitator Development Programme with Josie and Lucy.

Our return to work after Module 1 wasn't quite as easy as we'd first hoped, given that 24 people in the organisation had already been through UIC training. I personally managed to facilitate a couple of Cocktail Parties and one or two other events but it wasn't quite the big bang we'd excitedly discussed in our 3 hour car journey home. Everyone attending the events we facilitated thoroughly enjoyed them, and the methods got results, it just wasn't quite accepted company-wide yet.

It was a similar story between Modules 2 and 3. While tools like Cocktail Party, Round Robin and Brainstorming were definitely on the rise at Thirteen Group, we still hadn't managed to see any projects through from conception to completion or demonstrate the other skills we'd learned.

However, our continued perseverance meant that slowly but surely more of the Leadership Team and Heads of Service began to see UIMPROVE in practice and its merits started to be acknowledged on a wider platform. A huge turning point occurred for us when our new Chief Executive, Ian Wardle, joined the company in July 2016, and this was followed by twelve Heads of Service attending Universal Improvement Skills.

Getting people trained at this level helped to rapidly escalate the use and appreciation of UIMPROVE. Every project on Thirteen's strategic plan now has a Facilitator assigned to it. Each assigned Facilitator now works with the Project Leader and Champion from project conception and helps to guide them through each phase. Within that we will facilitate any meetings or Project Events and advise on which methodology to follow. It's a lot of work considering there are a lot of projects on the strategic plan, but it will be achievable thanks to the current group of 12 Facilitators currently undergoing training. It's extremely rewarding to see our tenacity and perseverance pay off through Thirteen Group fully embracing the approach.

FACILITATOR DEVELOPMENT PROGRAMME,  
OCTOBER 2016UNIVERSAL IMPROVEMENT SKILLS,  
JULY 2016

Within Business Development, we've also developed a Project Management Framework based on UIMPROVE that all the Facilitators have contributed to. This includes flowcharts on the project conception and approval, project remit forms, guidance on which methodologies to use and a flowchart on Facilitator assignment. Business Development continues to be the hub of project facilitation and coordination, with all projects coming through us at conception stage.

Considering that less than a year ago the majority of the company thought that UIMPROVE was nothing more than Cocktail Parties and post-its, it's great to see how far we have come. The tools continue to be used for Project Events, meetings, and everyday work. So, our UIMPROVE journey is continuing at a pace, delivering tangible benefits for Thirteen Group at a strategic, operational and team level, and ensuring a consistent and effective approach to planning and project management.

*Sarah Minns  
Business Analyst  
Thirteen Group*

# thirteen

## Together Housing Group



UNIVERSAL IMPROVEMENT SKILLS, JUNE 2016

**together**  
HOUSING GROUP

# Transit Australia Group

## Driving continuous improvement

Transit Australia Group is Queensland's largest privately owned public transport company. Here, John 'JR' Calabro talks us through their award-winning approach to training staff and how applying what they have learned has improved services for their customers.

UNIVERSAL DATA SKILLS, OCTOBER 2016

It has been an award-winning year for Transit Australia Group. We have invested \$2.7 million overhauling our training program to contribute to our drive for continuous improvement across the entire organisation.

Following an extensive 18 month analysis of TAG's training needs, the organisation developed the People Excellence Program, an initiative designed to lift skills standards and enhance organisational performance. With around 25 different internal and external training courses on offer, the program provides clear professional development pathways for TAG's 1400 employees. It encourages both new and existing workers from entry-level to senior management to develop a dynamic and successful career within the transport industry.

Having put all of our managers through Universal Improvement Skills in previous years, in 2016 we ran our first Universal Data Skills. Advanced data analysis is essential for the organisation to enhance operational performance, providing people with the knowledge and tools to continuously improve our product and service offering.

The benefit of our UIMPROVE training is illustrated by major improvement projects run in 2016 such as 'Operation Reclaim'. In January 2016, we identified further improvement opportunities within our operational areas relating to the punctuality of services (known in the industry as on-time running - or OTR). One specific area of focus was the root cause of delays to vehicles departing from our depots, subsequently preventing them from reaching the first scheduled stop on-time. This factor represents a major influence on overall OTR and - of course - customer satisfaction. An improvement project was launched, named 'Operation Reclaim'.

The Operational Leadership Team applied Improvement Methodology and used analytical tools, producing an Ishikawa Diagram to identify the possible influencing factors. Readers from other industries are by now thinking 'how difficult can it

be to get a bus off a depot on-time?' or maybe even 'just tell your drivers to drink their coffees a bit quicker and get out of the mess room'. As with all processes the 85-15 Rule applies and our Ishikawa Diagram identified over 50 potential root causes.

Commonalities were identified across a number of regions within TAG. These causes were addressed first and other responses prioritised using Clustering-by-Theme and Must-Should-Could.

By November, the Gold and Sunshine Coasts had improved OTR KPIs by as much as 1-2% overall, a great team achievement and customer outcome delivered through simple but effective continuous improvement tools. Through the People Excellence Program, including Universal Data Skills, TAG has been able to achieve a better experience for our customers.

Not directly related to UIMPROVE but perhaps of interest to industry colleagues, another outcome of the training overhaul was the introduction of TAG's nationally certified Driver Training Program. This industry-first initiative offers every new bus driver the chance to obtain a Certificate III in Driving Operations (Bus), with training delivered in-house by specialist staff. This program produces qualified drivers that provide a consistent, superior level of service to our customers.

As a result of these and other initiatives, TAG was recognised by the Queensland Government as the state's Large Employer of the Year. We also received the coveted Marshall Goldsmith Award at the Australian Human Resource Institute Awards. This award recognises "outstanding initiatives and strategies in the developing talent within an organisation". Of these we are very proud and we will continue to work to drive continuous improvement for our customers.

*John R Calabro*  
Chief Operations Officer  
Transit Australia Group

Transit Australia Group 

# From the inbox 1



**From:** Michael McGee  
**Subject:** QLD training awards

Good evening Richard, Lisa and Alison,

We just won the Queensland training organisation of the year. We beat McDonalds and Rio Tinto. Now for the national finals.

Thank you for all your support and help.

Regards  
Michael

Michael McGee  
CEO  
Transit Australia Group

## University of East Anglia



UNIVERSAL IMPROVEMENT SKILLS, MAY 2016



## Weaver Vale Housing Trust



1. UNIVERSAL IMPROVEMENT SKILLS, APRIL 2016
2. STRATEGY DEVELOPMENT EVENT, SEPTEMBER 2016
3. FACILITATOR DEVELOPMENT PROGRAMME, OCTOBER 2016
4. UIMPROVE REFRESHER TRAINING, NOVEMBER 2016
5. UIMPROVE REFRESHER TRAINING, OCTOBER 2016
6. STRATEGY DEVELOPMENT EVENT, SEPTEMBER 2016





## Section 3

# THE WORK OF DR DEMING LIVES ON

Everyone who has attended a UIC course over the last 25 years will have heard the name Dr W Edwards Deming and the majority will have seen the video 'A Prophet Unheard'. 2017 will see the launch of 12 Days to Deming, the culmination of many years of work by our friend Henry Neave.

- Henry's story
- Some lessons from history
- Day 9, 10, 11 and, oh yes, 12
- From the inbox 2

# Henry's story

**Henry Neave is one of the great quality gurus, and was a close friend of Dr Deming. At the 2016 UIMPROVE Conference we were privileged to hear from Henry. He filled us in on the history of his friendship with Dr Deming, his commitment to spreading the word on quality, and his latest project, 12 Days to Deming. The presentation he gave was so engaging, you could hear a pin drop throughout. Henry has very kindly reproduced it here for us. Those who missed out in 2016 can see Henry at the 2017 UIMPROVE Conference in Sheffield. Please form an orderly queue.**

## 12 Days?

Why 12 'Days' rather than, say, 12 Sections or Chapters or Modules? The reason is simply that, during the 20 or so years that I was focusing on Dr Deming's work in my various seminars and courses, I was almost always teaching in complete days rather than anything less. Even my courses in the Business School of Nottingham Trent University were taught as four day seminars spread over two weekends. Such is the breadth and depth of Deming's work that I cannot imagine how it could be taught successfully in shorter units. So a complete day became the natural unit in which I would design my teaching, and therefore that is what I have done here.

And why 12 days? Well, Dr Deming's four day seminars were, of course, very successful at introducing his work to maybe two or three hundred thousand delegates that attended them between him being 'discovered' in the Western World around 1980 and his death in 1993. But, in my belief, that period of just 4 days was nowhere near long enough for his teaching to sink in very deeply except in the case of a small minority of extremely receptive delegates. I, for one, learned very little from the very first four day seminar in which I was involved (June 1985). But, in my very fortunate position, I was then able to attend somewhere between 15 and 20 more of his four day seminars! And I found there was always much more to learn! It was not until the third of those many four day seminars that I first began to feel I was getting somewhere. So, with that in mind,  $3 \times 4 = 12$  days seemed to be an appropriate length for this course. I figured that, if a slow learner like me (as I am and always have been) can start



DR W EDWARDS DEMING  
AND DR HENRY R NEAVE

getting into it for real in 12 days, I believe virtually anybody can start getting into it for real in 12 days - as long as they are really interested in doing so. And I was. So '12 Days' it is. And less than 2 years after that third four day seminar I had already begun to write my book *The Deming Dimension*.

## Lucy's agenda

Some time in April 2016, Lucy (O'Melia) came to visit me and gave me a little document: my 'Guest Speaker Guidelines'. It included a seven point agenda which she suggested I might cover in my presentation to the UIMPROVE conference the following month. Here it is:

### Some background to you and your work

- Your academic and professional background
- How you met Dr Deming
- How your relationship with him developed

### 12 Days to Deming

- What inspired you to write this
- What you hope to achieve with this publication
- Progress so far
- An overview of the structure of 12 Days to Deming

An excellent agenda indeed: I could have spent hours on it! Unfortunately, her 'Guidelines' also contained this little sentence:

start with a buffet lunch at 12.00 on 16 May and finish at 14.00 on 17 May. We have allocated you a 10-15 minute session on 16 May at 16.30. This short session by Richard on why we are publishing your work and so on he carried out by the conference - more detail below. We have delibe

Considering both the length and the nature of the agenda, this struck me as being a somewhat unreasonable numerical target! But I didn't want to leave out any of those seven items on Lucy's agenda - they're all interesting and I wanted to touch on them all. So I put in a plea for mercy, and we compromised on 20 minutes. What now follows, written in the present tense, is a close approximation to what I said during those 20 minutes.

## Agenda item 1

So first, an abridged CV:

### 1. ACADEMIC AND PROFESSIONAL BACKGROUND

**1963** First class Hons BSc Mathematics, University of Nottingham. Commenced PhD: "A Missing Data Problem in Time Series Analysis" (completed 1967).

**1966** First published paper: "An Improved Version of Tukey's Quick Test for Location" (nothing to do with my PhD topic!) in *Journal of the American Statistical Association*.

**1967** Visiting Assistant Professor for one year in Statistics (George Box's department) and Computing at the University of Wisconsin in Madison.

**1968** Became the first full-time Lecturer in Statistics in the Mathematics Department at the University of Nottingham.

**1970** Visiting Research Fellow at McGill University, Canada.

There's no list of publications here as that would be very dull, but I have included my very first published paper, 50 years ago - but it's not there for sentimental reasons. For, without it, it is very likely that I'd never even have heard of Dr Deming, let alone met him and worked with him. I'll tell you why in Agenda Item 2.

In the meantime, here's a more interesting page:

**1980** Became Statistical Quality Consultant for the British branches of Nashua Corporation (the first American company with whom Dr Deming worked).

**1985** Became Dr Deming's British assistant at his first four-day seminar in London (and served in this capacity at all of his four-day seminars in Europe).

**1987** Founded the British Deming Association, served as Director of Education (and Research).

**1996** Appointed Principal Lecturer in Management in the Quality Unit at the Nottingham Trent University (NTU).

**1998** Promoted to W Edwards Deming Professor of Leadership and Management at NTU.

Incidentally, my involvement with Nashua wasn't to teach them anything about Deming - I didn't know anything about him in 1980.

And finally up to my (supposed) retirement:

**2001** Granted Companionship of the Institute of Quality Assurance (later Honorary Fellowship of the Chartered Quality Institute).

**2001** Awarded the Deming Medal of the American Society for Quality.

**2004** Retired.

So now, straight onto...

## Agenda item 2

...and back to that little 1966 paper of mine, but now with some different follow-ups:

### 2. HOW I MET DR DEMING

**1966** First published paper: "An Improved Version of Tukey's Quick Test for Location" (nothing to do with my PhD topic!) in *Journal of the American Statistical Association*.

**1972** Contacted by American statistician Dr Lloyd S Nelson re the above paper and the Technical Aids section of his recently-founded *Journal of Quality Technology*. Subsequently served on JQT's Editorial Board.

**1980** Dr Nelson was appointed as Statistical Quality Consultant at Nashua Corporation, and invited me to take on a similar role in Nashua's British branches.

**1985** Dr Deming's first four-day seminar in Britain. He asked Dr Nelson for a recommendation as to who could serve as his main assistant in Britain. Guess who!

And there's the missing link in 1972. Is that name familiar to some of you? Dr Lloyd Nelson: creator of what is known as the Funnel Experiment, and of the statement that the most important figures for management of any organisation are unknown and unknowable - quite an astute and honest observation for a statistician! And Deming himself often quoted it.

For me, the really important thing about this episode was that Lloyd just happened to be a good friend of Dr Deming. That Technical Aids section was a regular feature in JQT. What happened was that Lloyd would search through the Mathematical Statistics journals and other such literature for items which might be of use to a wider audience than where they were originally published, and then write up an easy-to-read account of such an item as a "Technical Aid". And he chose my simple little 1966 statistical test as the subject for one of his Technical Aids. That was it. And then everything else followed. That's how and why I eventually met Dr Deming, as I will now recount. And that's when life changed.

## Agenda item 3

So Agenda Item 3 comes at a very appropriate stage in my story.

### 3. HOW MY RELATIONSHIP WITH HIM DEVELOPED

Nothing to develop—it was brilliant from the very start and continued so throughout!

For I'd like to take you back to 1985 to that first four day seminar in London. Picture my situation. I had never seen Dr Deming nor ever had any correspondence with him, let alone ever met him. I was there in London as supposedly one of his two main assistants at that four day seminar, simply on Dr Nelson's recommendation. I was also only too well aware that I knew essentially nothing about what Deming was going to be talking about. And I was supposed to be assisting the great man at this seminar? I was, let us say, apprehensive!

Deming's other assistant on that occasion was Bill Scherkenbach, who at the time was Director of Statistical Methods at the Ford Motor Company's headquarters in Michigan. I hadn't met him either - I didn't move in such circles in those days.

Bill had contacted me to invite me to have dinner with him on the Monday evening before the seminar began. My nervousness was of course obvious to him. But Bill told me not to worry. He said “Dr Deming knows you are completely new to this. So he’s asked me to tell you that you needn’t do anything during these 4 days except sit and listen and learn.” And Bill said “That’s fine with me. I’ve assisted at dozens of these before. And this is only a tiny one - just 90 people attending rather than the five or six hundred that we get every time in the States.” So he could easily cope by himself. Well, that was quite a relief!

But, of course, I was still very nervous the next morning when it was time for Bill to introduce me to the great man. But, would you believe, Deming welcomed me as if I was some great long-lost friend of his. Extraordinary. So, between the two of them, I was now completely at ease before that seminar had even started.

And that’s how Dr Deming always treated me. From the very start, he was always very understanding, and he was always very kind. It was almost as if he was my own wise old Granddaddy. And, if so, be sure that I was a very grateful, and a very humble, and a very fortunate grandson. Anyway, after that kind of start, what was there left to develop? It was all there right from the start. He even always treated what I had to say with respect, even on the admittedly rare occasions when I thought he was wrong about something. He was something special.

I think that’s dealt with Agenda item 3. So I’ll now move on to the course itself:

#### Agenda item 4

The answer to Lucy’s query there is in two parts:

**4. WHAT INSPIRED ME TO WRITE THIS**

**1996** After several years of part-time and then full-time leave of absence from the University of Nottingham, I was invited by Professor Tony Bendell to join his Quality Unit at NTU.

The main attraction for me was their arrangement with *Financial Times Management* to produce distance-learning versions of all of the Quality Unit’s courses.

**2012** Richard Capper encouraged me to unearth the course and complete it!

Notice that there’s a long while between those two parts. So there’s a big gap for me to fill, which I will do when we reach Agenda Item 6.

But before that, a great question from Lucy:

#### Agenda item 5

And I’m putting up less than one sentence here as the answer to that question:

**5. WHAT I HOPE TO ACHIEVE WITH THIS PUBLICATION**

A Domino Effect!

You see, Deming’s work is exciting to teach, and it’s exciting to learn - as long as there’s time for it to go in deep enough. You already know why I finished up with ‘12 Days’. Unlike 4 days (or less), 12 days is long enough, I believe, to start getting deep

down into the learning rather than just staying on the surface. By contrast, the latter isn’t at all exciting: instead, that’s just frustrating to all concerned.

If I’m successful with what I am trying to do here, some (and I hope many) of the people who work through this course will become so excited by what they learn and the way in which they’ve learned it that they will want their colleagues and friends to do the same - and will want this so much that they will act as mentors to their recruits. Then hopefully their recruits will do the same to others. And so on. A Domino Effect.

And I believe such a Domino Effect is desperately needed. Let me tell you why. In the final 14 years of Deming’s fortunately long life, he personally introduced something like a quarter of a million people to his knowledge and wisdom through his hundreds of four day seminars. But it’s already over 22 years since he passed away. With him gone, how can new people learn now? I don’t think there are many good courses on Deming these days. So how can new people learn? Just by reading books, be they his books or my book or any others? Or watching a few videos? I don’t think so. That wouldn’t have worked with me. I’ve told you how I learned. Slowly! I think it takes two things: good teaching, yes, and it takes time. Even one of Deming’s own four day seminars (and the large majority of people, unlike me, only had one chance), however superb and inspirational the seminar was, was just not long enough with the vast majority of delegates for it to penetrate very deeply.

Nowadays I don’t think that there can be many new people getting seriously involved with what Deming taught, probably fewer and fewer as the years go by. And if something isn’t done about that, it could be that Deming’s unique wisdom will be lost to future generations. That would be tragic. 12 Days to Deming is my contribution to trying to prevent that tragedy from happening - but I need help: from you and many others.

My book *The Deming Dimension* was published by SPC Press, which is run by Don Wheeler’s wife Fran. But why are they not publishing 12 Days to Deming? It’s not because they don’t think I’d make a decent job of it - they know me better than that. No, it’s because they think there just will not be sufficient market for it to make it a viable business proposition. I’d love to prove them wrong! And nobody would be happier if they are proved wrong than Fran and Don themselves. So let’s try to prove them wrong - they won’t mind at all!

Moving on. Next, Lucy wants to know about:

#### Agenda item 6

There has been quite a lot of it!

**6. PROGRESS SO FAR**

**1999** Commenced work on producing distance-learning version of my NTU course.

**2000** *Financial Times Management* decided to get out of distance-learning and therefore ended contract with NTU!

**2012** Richard Capper encouraged me to unearth the course and complete it.

When I joined the Quality Unit at Nottingham Trent University

back in 1996, the people there had just begun working on distance-learning versions of their first-year courses. My turn didn't come until 3 years later. And when I had completed about three-quarters of my distance-learning course (at least, as I imagined it then), FTM pulled the plug - not just on my course (!) but on distance-learning as a whole. Well, I was very busy with lots of other things around that time, so from then on that unfinished distance-learning material simply remained on the shelf. I continued presenting my seminars for around 5 more years and then retired at the end of 2004.

In August 2011 I received an e-mail from our mutual friend Richard Capper. I'm going to show you an abbreviated version of our correspondence between then and January 2012:

#### 19 January 2012, Richard to me

Greetings Henry,

I was wondering how retired are you? One of my resolutions after attending the conference in New York was to improve the Deming-knowledge of my colleagues. We will all be together on 14–15 May and I have the option of doing something either the week before, or, more likely, later that week.

There is an option to cobble something together myself or I was wondering if you'd like to run something for us. If that's a no-go, maybe you'd do a guest speaker slot.

In the longer run, I'd like the UIC to offer some "proper" Deming training to our clients, not so much as a commercial venture but more as a necessity and I wouldn't mind picking your brains about this sometime.

#### 22 January 2012, me to Richard

I must confirm that I am very retired! It is now well over seven years since I gave my last seminars, so without doubt I am far too rusty to sensibly accept either of your kind invitations.

You may recall that *FTM* decided to ditch Distance Learning—not just my course (!) but the whole ruddy thing: apparently there wasn't enough money in it for them.

12 years later, my Distance Learning course remains unseen and unused! Would you like to consider using my material, particularly for your own in-house education? Let me hasten to add that I'm not expecting any money to be involved! I would simply be delighted if, at last, my hard labours of 1999 could be put to some good use.

#### 23 January 2012, Richard to me

This is a fantastic offer on your part, truly unique

The instant-next-steps part of my brain says we could put all this on-line and offer it as a free resource which can then last forever for anyone, anywhere, anytime. I have the in-house capability to do this and it should obviously be branded as your work as opposed to a UIC product, hosted as an adjunct to the UIC website. We could also look for other organisations we like to set up links—SPC Press would be an obvious choice.

#### 23 January 2012, me to Richard

Dear Richard

I am thrilled by your very positive response!

Your idea of putting it on the net as a free resource is brilliant—I am wholly in agreement.

And thus it all began again. So, to resume 'Progress so far'...

**1999** Commenced work on producing distance-learning version of my NTU course.

**2000** *Financial Times Management* decided to get out of distance-learning and therefore ended contract with NTU!

**2012** Richard Capper encouraged me to unearth the course and complete it. Work commenced (beginning with translation from WordPerfect for DOS into Word!).

**2012** In my Christmas letter, I asked for volunteers to read the material as I developed it and give me feedback. Around 20 recruits (and more later)!

**2013** Draft 1 completed.

I should emphasise that the second item there for 2012 has been wholly essential for my being able to turn my 1999 effort into the far better product that it is now. Without their feedback, I could not have done it. They've been brilliant.

Lastly, bringing us right up-to-date at this UIMPROVE Conference in May 2016.

**2014** Draft 2 begun. Completed in Summer 2015.

**2015** Draft 3 ("near-final" draft) commenced in the Autumn.

**2016** (January) Richard's offer to actively and financially support—gratefully accepted!

(now) Draft 3 completed except for Foreword, Days 1 and 3, and optional control-charting session. UIC conference.

Finally, on to...

#### Agenda item 7

Here are the headings in the first half of the course:

## 7. AN OVERVIEW OF THE COURSE

### 12 DAYS TO DEMING

#### *An Active-Learning Course*

Foreword: An Active-Learning Course—Why, What, How?

**Day 1** morning: The "Overture"  
afternoon: The Deming Story

**Day 2:** The Experiment on Red Beads

**Day 3:** Understanding Variation and the Funnel Experiment

**Day 4:** The Joiner Triangle and the 14 Points (part 1)

**Day 5:** The Joiner Triangle, the 14 Points (part 2), and the Deadly Diseases

**Day 6:** Gallery Furniture and other True Stories

My description of the course as an 'active-learning' course refers to the fact that I am asking the student to do a lot more than just reading. The course material is peppered with Pauses for Thought and Activities, and every one of the 12 Days contains either a Major Activity or involvement with one of two very substantial projects.

Next question: Why an 'Overture' rather than an Introduction? The reason is that the first half-day contains much more than you would expect in a mere introduction. The Overture to a light

modern musical or musical comedy or even grand opera sets the scene by including several of the main themes from the show, and gives some tasters of the moods and style of what is to follow. So, quoting from Day 1 page 1 of the course:

“This Overture performs the same function. It does indeed expose you to an initial ‘feel’ of what is to follow, of both the nature and some of the content of the Deming approach itself and of the style of this course in the way it can help you to learn about it. And that is both sensible and necessary. One section of this Overture is headed ‘Deming is different’. Yes indeed, very different compared with other approaches to management, to quality, to people - so different that it honestly might not be to your taste. If that is the case then I don’t want to waste your time - that won’t be of any benefit either to you or to me. So if, having ‘heard’ the Overture, you really feel this is not for you then you can indeed decide to leave the theatre straightaway and, in this case, you will only have wasted a little time, not a lot of money.

Otherwise, please stay and enjoy. Maybe before long you’ll find yourself climbing out of the audience to join those on the stage”.

I’ll finish by expanding a little on the content of the rest of the course. First, after a quick history of Deming’s life and work, the course is essentially chronological. It must therefore start where, in effect, Deming started: learning something about understanding variation à la Walter Shewhart, here largely developed through the two famous experiments which figured in Deming’s four day seminars: the Experiment on Red Beads and the Funnel Experiment.

We then move on to where Deming was largely concentrating his teaching in the four day seminars around the time that I first became involved: the well-known 14 Points and management’s ‘Deadly Diseases’. But then, when I tried to cover them in my own earliest seminars, I didn’t teach them very well. How did I know that? Because delegates would keep asking me awkward questions that I couldn’t answer.

My salvation came through the following little gem from Brian Joiner’s consulting group, with which I know most of you will be familiar because it is a strong feature of what you learn from the UIC:



They used this as their beautifully concise summary of what they saw as foundations of the Deming philosophy.

Well, if they were right, it should be possible to build all of the 14 Points and cure all five Deadly Diseases on those three foundations, shouldn’t it? I soon proved to myself that they were right. So then I started getting my seminar delegates to do the same. And, would you believe, their awkward questions just stopped - they now found they could answer them themselves. For, you see, there’s a world of difference between looking at all those 19 issues (14 Points + 5 Diseases) separately from each other with what you see when you realise that they all sit on those three common foundations in the Joiner Triangle. It’s like comparing just staring at a pile of pieces of a jigsaw puzzle with looking at the picture which results from fitting the pieces together. This worked for me, it worked for my delegates, it will work for the students on this course. Because that’s what I’m helping them to do in the first of the two big projects on Days 4 and 5 in this course: fitting the pieces of the jigsaw together. That’s the secret. I guess that, being involved with the UIC, you talk about viewing your organisation as a system - at least, I hope you do. But the Deming philosophy itself is a system: it’s all linked together. And anyone who doesn’t know and understand that hasn’t really started to learn what Deming’s teaching is all about.

You know, occasionally I used to meet somebody who would try to impress me by rattling off all the 14 Points, one after the other, word perfect. I’d have been more impressed if they could have rattled off just those eight words in the Joiner Triangle, and then told me something about them. Then I’d have known they understood something. Knowledge, not just information. Big difference.

On Day 6 there are a lot of true stories. The main one is about a company called Gallery Furniture, founded in 1980 in Houston by Jim McIngvale (known as ‘Mack’). And here the story of Gallery Furniture is told not by me but is wholly in Mack’s own words. Mack started out as an archetypal ‘macho’ manager, but around 1990 he heard of Deming and went to several (not just one) of his four day seminars, accompanied by various of his colleagues, and subsequently transformed both himself and his company with considerable success. In comparison with that super story, the day then ends with a collection of short horror stories!

And, if you like the idea of reading short horror stories, Day 7 contains about thirty more of them, all from friends of mine who were keen to contribute them to this course:

<b>Day 7:</b>	<b>Targets, Appraisals, Performance Indicators, Quotas, Specifications, Pay for Performance, Financial Incentives, League Tables, and Other Obstacles</b>
<b>Day 8:</b>	<b>A New Climate</b>
<b>Day 9:</b>	<i>morning:</i> <b>A System ...</b> <i>afternoon:</i> <b>... of Profound Knowledge</b>
<b>Day 10:</b>	<b>A System of Profound Knowledge, parts A and B</b>
<b>Day 11:</b>	<b>A System of Profound Knowledge, parts C and D</b>
<b>Day 12:</b>	<b>Bringing it All Together—and Making it Happen</b>
	<b>Appendix: Discussions</b>
	<b>Contributions from Balaji Reddie</b>
	<b>Optional extra material on Control-Charting</b>
	<b>References and Sources</b>

Then Day 8 focuses on things which Deming talked about more and more in 1988 and 1989, particularly Cooperation Win-Win. (Did he invent that phrase? I hadn't heard it previously.) Yes, a New Climate. By contrast, I think you can recognise that Day 7 was very much focused on the Old Climate - as were all the 40-odd true horror stories on Days 6 and 7.

And then we reach the real guts of the Deming Philosophy on Days 9 to 11. These 3 days contain one of Deming's own complete, unexpurgated versions of his System of Profound Knowledge. And Days 10 and 11 comprise the second big project, which is essentially continuous study of Deming's own writing - so vital for enabling and preparing the students to continue learning directly from his books and other writings after they've finished these 12 days. And, of course, really these 12 days are just the start of their learning - but nonetheless a good start, I trust.

And finally Day 12: the all-important 'Making It Happen'. Here I use considerable contributions from other writers. Firstly, Deming himself with his 'Modern Principles of Leadership'. Second, Peter Scholtes, whose Leader's Handbook is an absolute treasure-house about putting Deming's theory into practice. And thirdly, my good friend Dave Young who is widely experienced and successful at

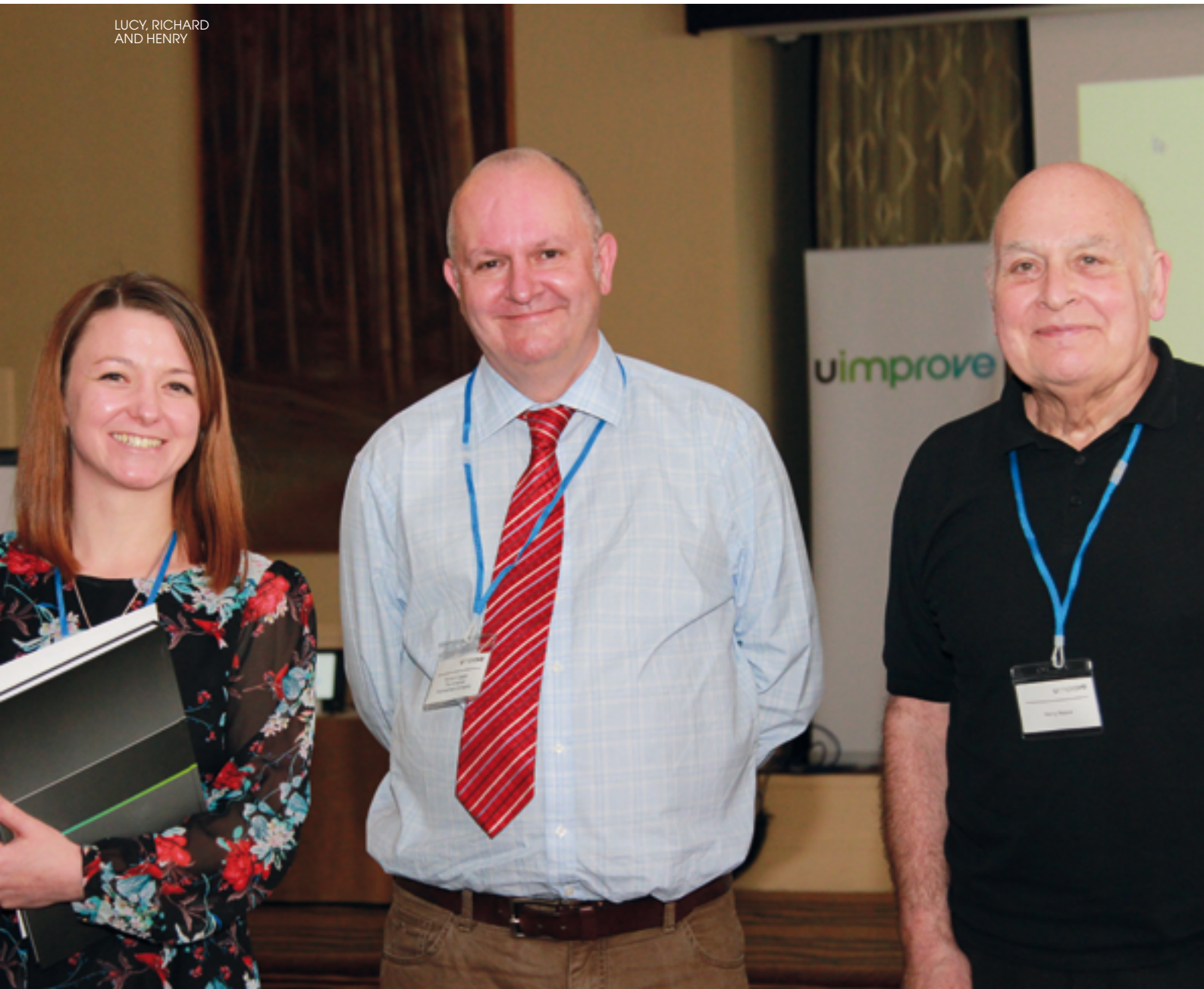
working with all levels from top management to the shop floor. At my request, Dave has contributed wise advice here at three levels: for senior management, and for middle management, and a lot for those at staff level (at which Dave always excelled).

This brings us to the final Major Activity, which consists of the student now taking on the role of Dr Deming himself. So, playing that role, the student is asked to imagine Dr Deming visiting his own organisation and having an extremely thorough look at it (as indeed he would), particularly the way it is organised and managed. Then the student's final task is to write up Dr Deming's detailed report about the organisation, addressed to its Chief Executive. (Of course, whether or not the Chief Executive ever gets to see it is not my decision!)

And that's it. The end - or hopefully, a new beginning?

*Dr Henry R. Neave*  
*PhD, Hon FCQI*

LUCY, RICHARD  
AND HENRY



# Some lessons from history

**Balaji Reddie is founder of the Deming Forum (India), and is a close acquaintance of Henry Neave. Balaji and Henry have not let distance get in the way of them working collaboratively to keep the Deming philosophy alive and we are thrilled that Balaji is making the journey from India to speak at the 2017 UIMPROVE Conference. He has kindly allowed us to reproduce one of two articles included in 12 Days to Deming. In it, he provides us with some fascinating insights into the different journeys undertaken by Japan, India and the West when it comes to understanding Dr Deming's teachings.**

I'd like to set the scene by reproducing some brief extracts from the psychology part of the System of Profound Knowledge that is covered on day 11 of 12 Days to Deming.

- One is born with a natural inclination to learn and to be innovative
- There is innate need for self-esteem and respect
- Some extrinsic motivators rob employees of dignity and of self-esteem
- Management that deny to their employees dignity and self-esteem will smother intrinsic motivation

Dr Deming believed that we are born with great willingness and desire to learn. But, sadly, in time we may largely become conditioned by rewards and incentives, and thus soon 'sell' ourselves to these rewards and incentives and actually feel bad when we do not get them. Worse, we are told to compete for them, thus destroying the reasons to live life to the full. Self-esteem and the enthusiasm to learn decline and die.

The Japanese understood Deming's beliefs on these matters and were guided by them. One might remark that, in a way, they took a leaf out of religion - and to a remarkable extent. They observed that all places of religious interest were always built in inaccessible areas because the journey is more fulfilling than the destination. Temples were built at the tops of mountains. Churches were built in the outskirts of settlements. Mosques were also built way out of reach. The Gurudwara in Amritsar was built in the middle of a lake. A similar interpretation is: the process of doing something is more fulfilling than the result of doing it. However, that way of thinking is not at all familiar to us in the West or in India. Most people in these countries are results-oriented - results, and the sooner the better. They are looking for the quick fix, something to copy.

## **But they don't know what to copy!**

For many thousands of people, the first (and, unfortunately in many cases, maybe the only) time they've seen Dr Deming on



BALAJI REDDIE  
FOUNDER OF THE  
DEMING FORUM (INDIA)

television or video was in the 1980 American documentary 'If Japan Can, Why Can't We?'. A hard-hitting but surely accurate observation from him during that documentary was: "I think that people here expect miracles. American management thinks they can just copy from Japan - but they don't know what to copy!"

You can probably immediately recognise what he meant by that. It's well-summarised in his words on page 250 of Henry's book *The Deming Dimension*:

"People go to Japan, and learn nothing, for they have no theory to learn with", which is then immediately followed by:

"To copy without knowledge of theory a company that is doing well is to invite destruction".

Many consultants and other 'experts' specialise in initiatives, approaches, methods, tools, techniques, etc. originating in Japan, yet are nevertheless seemingly unaware of the part that Deming played in laying the foundations upon which those initiatives etc. were built. The consequence is that, when companies try to implement them, guided by consultants and 'experts' who lack that knowledge, the results may be disappointing. I would like to give you some background concerning three such well-known initiatives in order to indicate what can go wrong if they are attempted without Deming's wisdom solidly underlying them.

## **Kaizen**

This Japanese term is composed of two words. Kai, which means 'nothing stays the same' and zen, which means 'a system that is growing beneficially'. Putting these two together, the true meaning of Kaizen is 'creating a beneficial change in whatever we do'. One often sees shorter translations of those two little words: simply kai = 'change' and zen = 'good'. These miss the depth of the true meaning as expressed above. Thus many companies have tried to copy this concept from Japan but without understanding what it really means. The difference with the genuine approach is that this beneficial change is done purely for the sake of making a beneficial change without any other motive.

However in America, for example, an improvement is not considered to be an improvement unless there is a 'visible figure' to support it: some cost reduction or return on investment - yet the approach is still sometimes referred to as Kaizen. Even in my



country, many say things have improved only if we have saved some money. The real concept of Kaizen is that you carry out an improvement (a beneficial change) simply because you want to carry it out without needing recognition or reward from anybody for having done it.

Let me relate a sad experience I had while visiting a very famous company in Pune. I came across a poster on the shop floor which supposedly described Kaizen. First of all, I was aghast at how the whole concept was being so horribly explained in that poster. I was still trying to digest what was written there when a worker who spotted me staring at the poster came to me and asked me (in the Marathi language) what I was doing. I counter-questioned him about his understanding of the word Kaizen. His answer both amused and saddened me: “Kaahi Jan kartat mhanun Kaizen”. This translates to say that it is called Kaizen because only a select few carry out this activity. He showed me another poster which carried the words ‘Quality Circle’, so I also asked him what he understood by this. His answer was simple and again horrible: “It is another way to blame us (workers) for everything that goes wrong”.

I felt so sad that two of the most powerful concepts which had been inspired by Deming’s teachings in Japan were being so horribly misinterpreted and implemented by us here in India.

### Quality Circles

As far as I know, the Quality Circle movement began in Japan in 1962. Some companies started to encourage informal groups who, during their breaks and free time, would come together to learn from one another and to solve problems. This became very popular and spread throughout Japanese industry.

In 1974, a famous organisation in India was tying up with a Japanese company for exchange of technology and know-how. To impress the Japanese, the then leader of this famous organisation visited the headquarters of the Japanese company. During a speech, he tried to demonstrate to the Japanese how strict they were in his company about quality by boasting that they employed no less than 300 people in their Quality Control department. But the Japanese, instead of being impressed, were utterly shocked by this statement. Puzzled, he asked the Japanese managers why they were shocked. One of them stood up and asked him: “Is your quality so bad that you need all those people to inspect it?” He was completely flummoxed by this question. So he asked the Japanese what they did. They answered: “We have Quality Circles who come together to solve each others’ problems and continually improve processes and products. We have improved so much that whatever we do has quality built into it. We do not need inspection except to confirm to us that things are still going fine”. Of course, he misunderstood this and proclaimed: “But my workers are useless! They need to be like your workers”. The Japanese laughed. “Workers are not useless. If they appear to be useless, they have been made useless. You use their hands: we use their brains”.

Quite simply, the Quality Circle concept was created as one of many ways to promote cooperation and learning. Let me now take this a step further. I would like to tell you about an Indian man who went to Japan in 1964 and worked in a Japanese company as part of a course that he was undergoing there.

The course was of 6 months’ duration. In the morning sessions the

students had classroom interactions with the teachers. Then, in the afternoons, they worked in the company assigned to them. On the first day that the Indian man joined the company to which he had been assigned, he was introduced to a Quality Circle during the tea break. He was told that he would be welcome to join in their discussions if he so wished.

On the following day he was given a job of carrying out some soldering. All he had to do was to take a board with components on it and immerse it in a vessel containing the molten solder metal. If the board was immersed for too long or too deeply, it would develop some superficial cracks. Although these would not generally impair the performance of the board, they could cause problems under extreme usage by a customer. The Japanese instructor demonstrated the process to this Indian man at least 15 times before allowing him to try it. Finally he let the Indian man carry out the process himself several times until he became confident. He then explained to the Indian that if by chance he made a faulty piece with one or more cracks on it then he should pull a cord which would set off an alarm and switch on a red light indicating to the supervisor where something had gone wrong.

The Indian man started carrying out the process alone. After about ten pieces, a fault occurred and a crack appeared on the surface. He was now in a quandary. Should he pull the cord? It was only his tenth piece. What would this Japanese supervisor think about Indian people? Besides, the crack was just superficial. What would you, the reader, have done in this situation?

Good sense prevailed and he pulled the cord. The Japanese supervisor came running. He saw what had happened. Very coolly he went on to demonstrate the process again until the Indian man properly understood it. He removed any remaining doubts in the Indian man’s mind, and then left him alone again to continue carrying out the soldering process.

After about an hour it was time for the tea break and for the Quality Circle to get together. The supervisor started talking about something. The Indian man realised that the talk was centred around the mistake he had made! After the supervisor finished what he was saying, they all applauded and shook hands with the Indian man. He asked one of the people to translate what had been said and why they had clapped their hands. The answer was that the supervisor had greatly appreciated the fact that he had pulled the cord and alerted him of the problem. The Indian asked: “But why?” The man continued: “It was because we have a saying here that if, after I have explained something ten times, the person listening still has not followed, then there must have been something wrong in the way I explained it”.

There is one detail that I have not mentioned to you. This Indian man was none other than my late father. I did not understand the importance of this story when he narrated it to me. I do now.

### Just In Time

Here is one more very famous Japanese invention, in this case originating in the Toyota Motor Company. Americans named it ‘Just in Time’ because they did not understand what they were witnessing. The Japanese were not responsible for that description.

What exactly is it? Let's assume that Toyota makes 5000 cars per day (in fact the number is much larger, but 5000 will suffice for this illustration). They have more than 70 models with different variants (colours, powered windows, power steering, automatic gears, and many other options). If, as an individual customer, you call them up at 09.00 and tell them about the model you want, the configuration you want, etc., they can manufacture the car as per your requirements and deliver it to you within 4 hours without disturbing their regular production of the 5000 cars. Besides, they do not stock any inventory for such individual orders. But - where did all this come from?

Thoughts for this concept were in the making for over 80 years. The first recorded instance was when Sakichi Toyoda (one of Toyota's founders) came home late from work on three consecutive evenings and ate the food that had been waiting for him on the table. Of course, it was usually cold by this time and so he would never finish it. The food was getting wasted and Toyoda's mother did not like this. On the fourth night when he arrived home late, he was surprised to see his mother sitting and waiting for him at the table. She said to him: "I was angry that you were wasting food. But I realised that the fault was mine since nobody likes to eat cold food. So I decided to wait and prepare your meal after you got home". Toyoda was amazed. He said: "How do you know what I want to eat?". "I don't - but why don't you tell me now? I'll prepare it right away.". So her son told her what he would like, she made the dish and he ate every morsel. She was happy, he was happy.

When he went to work the following day, he told his trusted aides, Taichi Ohno and Shiego Shengo, what had happened. They were puzzled. "What do you want us to do?". His reply was: "If my mother can make a meal upon request almost straightaway with no wastage and no real stocks, I want to be able to make a car upon request almost straightaway with no wastage and no stocks". It took the Toyota Motor Company another 30 years before they were able to achieve this.

There are more than a hundred books available on this miraculous way of manufacturing cars. Would you believe that none of the authors are Japanese and most are American? These authors have no clue of how and why this works.

Toyota has become one of the most admired companies in the world. But recently, when they recalled many of their cars worldwide, people started pointing fingers at them. Guess how many complaints they had received which prompted them to recall over 15 million cars? The answer: two!

### Summary

We have discussed some of the errors made when those without knowledge have tried to copy Kaizen, Quality Circles, and 'Zero Stock' or 'Just In Time'.

It is such a trite error to imagine that, by merely copying a few Japanese words and trying to copy a few of their concepts without knowledge of where they came from or why, others could become as efficient and effective as them. There is no shortcut. Those concepts are the result of long chains of thought and learning and efforts.

### Back to Deming's legacy

After writing so much on what can and does go wrong, let's return to the System of Profound Knowledge. In case you might find it helpful, I would like to give you my own brief summary, rather along the lines of the expanded version of Peter Scholtes' diagram (Day 9 of 12 Days to Deming).

#### Appreciation for a System

- Understanding the importance of a common aim or purpose for the system
- Understanding that cause and effect are often not closely related in time and space
- Understanding that outputs are the results of a myriad of inputs

#### Some Knowledge of Theory of Variation

- Awareness of the distinction between common and special causes of variation and of how to interpret Control Charts
- Learning how to ask the right questions
- Understanding that reducing variation is synonymous to increasing quality

#### Theory of Knowledge

- Understanding the importance of theory in interpreting observations (experience)
- Understanding the importance of the relationship between theory and practice
- Understanding how to learn faster and better

#### Knowledge of Psychology

- Understanding that people are inherently good: they want to do a good job
- Understanding that people learn differently and hence think differently: working with people's learning processes rather than exhorting them will be better for us all
- Understanding that ranking and competition destroy people

Along with all of this knowledge, we have seen something of how the Japanese not only learned from but also interpreted Deming's teaching. They learned from him and he in turn also learned from them. He never 'knew it all' as some pretend they do. Quite the opposite: he was always keen to continue learning. What an example to us all! The Americans, and thereafter the rest of the Western world, have not been able to experience the extent of success that the Japanese have had. Perhaps the reason is that they have never really understood that we need to apply all of the above four sciences simultaneously in order to see things the way they really are rather than how we imagine them to be.

Many here in India have instead been trying to copy the Americans and elsewhere in the West without really getting into the depth of things. Deming told Japan's leadership that industry, government, education and healthcare must come together as a system and work toward getting Japan out of their crisis. They applied his thinking to all these sectors and brought them together with stunning effect.

One of the most distinguishing features of the Deming philosophy is the understanding of the pros and cons respectively of cooperation and competition. The Japanese were quick to imbibe and were successful in implementing this learning. They began by developing lifetime employment schemes with training that sometimes lasted as long as 12 years. However, of late there have

been reports from Sony and briefly at Toyota when these schemes were discontinued. The results have already been seen. Sony had invented a new market for music players when they launched the Walkman in 1979. In 2010 they finally shut down production of that product. Apple came up with a new product called the iPod, and Sony has been trying to play catch-up ever since. In the television market, they've lost out to Samsung.

So some are forgetting the lessons learned from Dr Deming so long ago. In 1985, he visited Japan for the annual Deming Prize Ceremony. While there he began to notice some things which considerably disturbed him. When his turn came to speak, he said the following:

“Japanese managers and organisations should not succumb to the diseases of competition, appraisal and Management by Objectives. These have badly infected American management. It is easy for a healthy body to get infected.”

He was trying to give them a message. Did he have a premonition of things to come? I think so. Even at Toyota, things seemed to slip off the rails for a while. Fortunately, the great grandson of one of the founders is back at the helm. He is causing things to move back to their older and better ways. Despite reports to the contrary, the Japanese are not finished - not just yet.

### India's missed opportunity

In 1936, when Deming was in England studying the theory of statistics with Sir Ronald Fisher at London's University College, he befriended a very famous Indian statistician by the name of Prashanta Chandra Mahalanobis. Dr Mahalanobis became the first Chairman of independent India's First Planning Commission. He also established the Indian Statistical Institute in 1945, even before we received our independence. When he became Chairman of the Planning Commission, one of the jobs he wanted to carry out was a countrywide census. You may know that Deming was appointed Head Mathematician and Adviser in Sampling at the National Bureau of the Census in America in 1939. His work there, particularly with the 1940 American Census, turned out to be supremely successful, and it was in this capacity that he first attracted some international attention (12 Days to Deming, Day 1). So, unsurprisingly, in 1946 Dr Mahalanobis invited Dr Deming to India and, as the result, Dr Deming visited India as a Consultant in Sampling early in 1947. This was when he was also en-route to Japan as Adviser in Sampling Techniques to the Supreme Command of the Allied Powers in Tokyo.

Dr Deming was very impressed with the quality of Indian statisticians. On his return to this country, he told Dr Mahalanobis about his visit to Japan and how he would like to work with Indian statisticians as well. He was keen to teach them what he had just begun to teach the Japanese. Dr Mahalanobis was very open to the idea! But Deming wanted a high authority to lead this work since he felt that the reason he had so far failed in his native America, other than with his work for their Census, was that the top people were not involved. Mahalanobis understood this. So he spoke to the then Prime Minister of India, Pandit Jawaharlal Nehru, about Deming. However, Nehruji was not very keen to meet Dr Deming.

He feared that Deming was a capitalist and a typical 'ugly American'. Besides, the Americans were not exactly liked or respected after dropping the Atom Bombs on Hiroshima and Nagasaki. He did allow an appointment with Deming, but did not listen to his ideas. In fact, Deming once told a very good friend of this writer that Nehruji did not allow him to speak a word. Whatever was the truth, it is tragic that we missed the opportunity to learn from Deming what he taught the Japanese in the following few years. We can only speculate as to what the effects would have been. But I feel it is not too late even now.

There are a lot of efforts now being carried out to teach Dr Deming's work in schools and colleges here in our country. One such school exists in Lucknow: the Vidyatree Modern World College. This school was founded in 1979-80 by Mr Rakesh Kapoor who is now its Dean Emeritus and who has been primarily responsible for the emphasis on Dr Deming's work.

At this college the students are taught from a young age about Dr Deming's wisdom. The four principles on which the school is run and which appear in its Mission Statement, are:

- Learning without cramming
- Excellence without distress
- Discipline without fear
- Caring without Conditions

Children are taught the importance of understanding a subject. Teachers are taught how to help a student love a subject. With these kinds of efforts being made, I feel that we can quickly learn and adapt to what Dr Deming taught. In his own words:

“There's so much to learn. It's exciting, fun!”

It is in the television documentary having the tongue-in-cheek title Doctor's Orders that Dr Deming can be seen uttering those words. I feel the same. But I am still only half the age that he was when he said them. Will I still feel the same if and when I reach that great age? I believe so. I would like to conclude by hoping and trusting that the same may prove to be true of you, dear reader.

*Balaji Reddie*  
*The Deming Forum (India)*

Going live on 9 May 2017  
12 Days to Deming  
[www.12d2d.com](http://www.12d2d.com)

# Day 9, 10, 11 and, oh yes, 12

Behind the scenes, there has been a small group of helpers reviewing 12 Days to Deming. One of these is Fiona Wilkie and this e-mail found its way into our inboxes.

**From:** Fiona Wilkie  
**Sent:** 11 October 2016  
**To:** Henry Neave, Lucy O'Melia  
**Subject:** Day 9, 10, 11 and, oh yes, 12

Dear Henry and Lucy,

I have finally completed the 12 Days to Deming. Please see below feedback from days 9, 10, 11 and 12 and finally some concluding remarks on the overall course.

Day  
9

**Page 2** - I loved this section and it made me completely re-think my approach to understanding an organisation. My training and previous history has always focused on the hierarchy of management and not the system and its interlocking processes. As you explained in the day's content, drawing a flow diagram of the system helps instigate thinking and thinking helps you decide what to do.

The old way and new way section was very well laid out and easy to grasp. It also made me think about the true interpretation of the PDSA cycle and indeed the fact that the 'study' part of this cycle is very weak indeed in most organisations I have worked in ('results' driven environments).

I hadn't come across the helix of continual improvement and I actually think this is a better model to explain continuous improvement to people than other models I have used before. Managers always expect something to end and move on and therefore do not grasp that this is a way of working that never ends.

**Major Activity 9e** - I embarked on the medical care practice flow diagram and this was a useful pre-cursor to drawing the flow diagram for my previous company and then on to constructing a modified version. This exercise worked really well in taking you through the thought process.

The reading sections required before moving on are vital and having The Deming Dimension to hand was really helpful. It gave you some thinking time to digest concepts which I liked. Reading and thinking time is absent from most courses I have undertaken and for me this is an important component of really understanding Dr Deming's teachings.

The introduction to the System of Profound Knowledge was well laid out, made sense to me and gave a really good overview. I re-read sections of chapter 18 of The Deming Dimension as instructed and this was much needed. I think you could do with introducing required reading before each day to help people grasp what is being set out for each day of the course. I also think this should include watching the YouTube videos I previously suggested in the last e-mail (everyone learns differently so demonstrating this in the course outline matches the philosophy being put forward).

FIONA WILKIE (CENTRE) 'HELPING'

Page 27 - Very useful as a summary of the four step procedure. My brain likes a list - and to tick off as I complete each part helps me psychologically know I am making progress and focus on moving forward.

I enjoyed reading Balaji's contributions - felt like a brain break and I reflected on what I had learned so far. My daughter came home from school just as I had finished reading the story about his dad and his decision whether to ring the bell when he made a mistake or not and, when he did, the positive response he had from the supervisor who welcomed the feedback as a reflection that he needed to improve the way he instructed his staff. I asked Shola without explaining what I had just read how her day had gone and she said that she had not understood something in her physics class. I asked her if she had asked the teacher to explain the thing she was struggling with and she said she hadn't because there was no point because the teacher would say 'you haven't been concentrating and you need to listen more to what I have said to you' (from previous experience this is the response the teacher had given other pupils in the class). Without prompting Shola then said 'people learn differently though mum and there are times when I get something and my friends get stuck and another time they get it and I don't, why can't the teacher try to explain it another way and then I might get it'. Truth indeed comes out of the mouths of babes. It made me feel very sad so I then talked through Balaji's story with Shola and we agreed that the Japanese example was an example we should indeed follow.

She then showed me a YouTube video that all the kids have been watching and I think this reflected much of what Dr Deming was saying about how people learn. Well worth a watch if you have time Henry: <https://youtu.be/dqTT0jTija8>

Day 10

I like the method you are using to provide the statement from Dr Deming and the guidance/additional commentary and then ask the student to reflect on what this means and any observations. Again, this gets you to think about your own experience and how it could be changed to improve how an organisation works.

I went through the Activity 10a and I couldn't score anything below 4 because you can see the linkages between the points and the diseases so clearly. I think I reached this conclusion quickly because of the previous days to Deming but also my experience has at times been so negative in the workplace I have direct experience of the diseases and a lack of knowledge about how systems work.

**Part B, Theory of variation** - I enjoyed this section and it cemented my understanding from the previous few days. Recognition that variation will always exist and you can never eliminate all of it demonstrates why continuous improvement must be the philosophy management must take forever and not treat it as a one off exercise.

The Loss Function still makes me squirm when I think about KPIs and targets I set my teams. Which quality characteristic has the steepest loss function? Never, ever did I formally think about this aspect in 30 years of management. Yes, I thought about it and talked about it with my teams, we would scratch our heads and then go for the traditional measurements (easy to measure stuff) but I didn't know how best to measure and really interrogate what my gut was telling me (I did not have the tools and knowledge to direct my teams).

Day 11

I was very interested in the section on prediction. The narrative which talks about 'finding a reason for anything' is quite profound to me. On many an occasion I have sat in meetings when senior staff have been trying to understand why results have been getting worse and lots of throwaway comments are made about the workers not being committed, the IT system being rubbish and the customers being just too demanding are quickly agreed as the root cause of our problems. They sound sensible and indeed appear to back up why we are failing but they are not based on knowledge they are just explanations 'that conveniently fit'.

The process you adopt to make a statement, comment and then ask the student to make their observations is good. Finishing with 're-read through x pages and then revise your earlier comments' works really well and helped me address points I had missed or skimmed over.

The point that stuck with me was 'There is no true value of any characteristic, state or condition that is defined in terms of measurement or observation. Change of procedure for measurement or observation produces a new number'. I read and re-read this statement. In my experience this is not what is understood. Management think they know what the measurement is and are delighted to have nailed it. We then spend many weeks and months scratching our heads when the number varies between companies. We have no shared Operational Definition, we do not see a link between procedure and the number we get and we think the variation we see is the fault of our people. To move forward, we must share a common Operational Definition whether we are the Internal Auditor, the Finance Director or an admin officer. Then we can move forward from this common understanding.

**Part D** - Again, I liked the format of the section. Knowledge of Psychology I rattled through quickly but enjoyed the reflection.

Days 10+11

These were an important few days of cementing my knowledge and re-capping before embarking on day 12.

Day 12

The Peter Scholtes story was excellent on the 'morale problem', a really powerful illustration. The activity to populate the System of Profound Knowledge I liked and think this is a great tool to explain to people back in the workplace about how everything impacts on each other. The section on 'what can I do?' and Dr Deming's statement that 'transformation is discontinuous' was a really good one to reflect on. We (even those in positions of power) often feel overwhelmed about where to start and 'what can I really do to improve things for everyone?'

Day 12

Page 12 - When I read this, I reflected on my use of UIMPROVE tools and techniques over the years and how this has always helped me bring about small and sometimes larger improvements to my organisation.

I have used these tools without a wider understanding of Dr Deming's teachings but, despite this lack of knowledge, I still did make improvements that benefited my team and customers. How much better would I have been leading my organisation had I known what I know now?

I really liked the split between staff, middle managers and leadership for transformation. These provide an excellent framework for anyone to take forward a plan of action to implement what they have learned.

My overall reflections are that I really enjoyed doing the course. It challenged my thinking, made me feel uncomfortable at times and also gave me some hope that I could apply the theory and that it absolutely could transform how my sector operates. It made me re-think my management philosophy and approach and I would definitely avoid many actions I have taken before. I feel better informed, but still a novice, in applying the System of Profound Knowledge. However, I believe that Dr Deming and yourself Henry have provided guidance, encouragement and the tools to really embrace a life-long approach to learning about continuous improvement to the benefit of everyone using the teachings. Whilst I do not expect the world to change, I do think if many more people can be exposed to Dr Deming's teachings, that our own smaller worlds could be changed for the better.

I think in order to encourage take-up of this 12 day course I would recommend that the product is packaged in a number of ways. From experience 12 days training will be supported by few people unless they are enlightened.

**1** I think the UIC could offer this as a distance learning course with seminars to bring students together at key points. I think having done the course, 4 days contact and 8 days distance learning would have been worked for me.

**2** It is also offered as a traditional course (face-to-face) perhaps in several blocks with some aspects covered as homework to reduce the number of formal face-to-face days. I think it is realistic to do it in 8 days as long as homework is done (4 days work at home).

**3** I think you could also split the course into modules and offer them that way and hopefully this would spark interest in other modules, e.g. being a better leader - fourteen points and five deadly diseases, get better results - understanding variation etc...

Thank you for devoting your time to pulling together all this valuable knowledge Henry in an accessible way for future students to access and I really hope the UIC and you get this off the ground. If I can be of any further assistance please get in touch. I wish you every success.

In the words of Dr Deming: 'I have done my best' and really hope it's been of assistance to you Henry.

*Kindest regards*  
Fiona

# From the inbox 2



**From:** Gordon Buchanan  
**Subject:** Deming again! He's everywhere.

Hi Richard

I just opened the course documents and workbooks for the Football Federation Australia (FFA) Professional Football Coach 'C' License course I am doing across the next 6 months and on page 2 it says this:

"If you can't describe what you're doing as a process, then you don't know what you're doing" - W. Edwards Deming

Now that's pretty exciting stuff to read up the front of the manifesto for the Socceroos. Feel free to shop that around in your travels as a postcard from the front lines of improvement. Got me all tingly.

Cheers  
Gordon



GORDON AND ALISON

## Section 4

# PUBLIC COURSES AND CONFERENCES

### In this section

- Universal Improvement Skills
- Universal Leadership Skills
- The 10th Annual UIMPROVE Conference

# Universal Improvement Skills



1 MELBOURNE, JUNE 2016  
2 ALSAGER, CHESHIRE, OCTOBER 2016  
3 BRISBANE, NOVEMBER 2016



MAASTRICHT, JUNE 2016 - 1,2,4,5  
ALSAGER, CHESHIRE, OCTOBER 2016 - 3

# Universal Leadership Skills





# The 10th Annual UIMPROVE Conference



In 2016, we celebrated the 10th year of our UIMPROVE Conference, an annual event which focuses people's minds on improvement. Every year our speakers explore and celebrate stories of organisational improvement, and 2016 was no exception. Our cornucopia of speakers told stories of improvement from Blackpool to Japan, from the 1950s to the present day, from small organisations to large. What all of them had in common was a passion for making things better.

## Dates for 2017

The 11th Annual UIMPROVE Conference will be held in Sheffield on 8-9 May 2017. Book now and help us celebrate our 25th anniversary.

### Jane Cole

Blackpool Transport

Jane Cole, Managing Director at Blackpool Transport, was our Keynote Speaker. She covered her journey from starting out as a 16 year-old school-leaver to running a highly successful organisation.



Jane's career in transport began in 1979 when she followed her father onto the railways, and she progressed rapidly over the next few years into operations and freight. In 1990 she became the first ever female Supervisor on the platform at Blackpool North Station. Around this time, when the railways began to 'Organise for Quality', she came across the work of Dr Deming. By 1995 she was in charge of London Euston station and, when the railways started to privatise, she was offered the job of Regional Manager at Virgin West Coast.

Jane enjoyed 35 years on the railway and finally left in 2014. After that, she wasn't sure what to do next and decided to take

a break. Not someone to sit still for long, she headed out to Rwanda to work as a missionary and this time away helped her to realise what her skills were and how she could use them. Looking back over her career, she realised she had vast experience in the fields of finance, safety, HR, commercial, marketing and project management. Soon after that, she dusted off her CV and applied for the job of Managing Director at Blackpool Transport.

Jane took over the reins at Blackpool Transport in November 2014 and in her presentation she revisited the first steps she took in improving the organisation. Her initial focus was on building a Corporate Brain, so that she could stand back and become more strategic in her outlook. Not everybody liked the new approach that she was applying, but Jane stuck with her vision and has now firmly placed the customer at the heart of Blackpool Transport.

Since then, Jane has focused her leadership on developing a comprehensive Business Plan which she worked on with the full leadership population of Blackpool Transport. She has also reshaped the organisation's strategies and has used UIMPROVE to develop two Annual Plans. The key to her success has been, in her own words, taking things 'back to basics' and developing a long-term vision that will be delivering for Blackpool 30 years from now.

Jane left the audience with some great lessons from Dr Deming and from her own experience, including advice not to neglect the long-term future and to seek out examples to follow rather than expect to find the perfect solution from other people's experience.

### David Crome Great Western Railway

David Crome is a General Manager at Great Western Railway and a long-standing advocate of UIMPROVE. He has spoken previously at both the UIMPROVE Conference and Performance Conference in Australia. At the 2016 conference, he joined us to talk about an exchange visit to the Central Japanese Railways which he made in 2014 and explained what he learned about railway operations from this experience.



David's presentation offered a fascinating insight into a Japanese company's culture and the quality philosophy at the heart of that culture. He shared with the audience many interesting snippets about the business practices of the CJR, explaining for instance the phenomenon of a 55 person workforce turning round a 16 carriage, 1300 seat train in 12 minutes flat. He also revealed the fact that in 50 years of operation, there has never been a fatality on the CJR.

The CJR run 342 trains a day and state the principle that '...it is vital that we manage our railway business strategically based on long-term perspectives, not on a short-term profitability-based view'. They have an incredible record in safety and performance due to their tireless pursuit of reducing variation and therefore maintaining a consistent service for their customers. David explained that the CJR "plans not to fail to an astonishing degree" and all management efforts are put into getting operations right in the first place, rather than having to fix something that's broken, fully embodying the spirit of Dr Deming's maxim to 'eliminate waste'.

This presentation was full of fantastic visuals including mouth-watering bento boxes, magnetic levitating trains, the railway's 'Pink Ladies', Mt Fuji, wind tunnels, and the best tip ever on how not to forget if you've switched your appliances off before leaving the house.

### Lesley Dryhurst and Lucy Goldsmith Weaver Vale Housing Trust



Lesley Dryhurst and Lucy Goldsmith are Facilitators with some 10 years' experience between them. They have both undertaken the role of Facilitator Coordinator at Weaver Vale Housing Trust. Their Conference presentation was all about the trials and tribulations that come with working for an organisation that has made a long-term commitment to UIMPROVE.

Weaver Vale's foray into developing a Facilitator resource started in 2007 when they trained up a lone Facilitator to help improve the organisation. This worked well for the Facilitator (she got promoted!) but not so well for the organisation. Thus began a

decade long journey of trial and error to get the right kind of improvement resource in place for Weaver Vale's needs.

This was a great presentation for any organisation that is thinking of training Facilitators or struggling to meet the demands of their service. Lesley and Lucy explored the full range of options that Weaver Vale has tried, including training a small resource (five Facilitators), paying Facilitators extra for their additional workload (an extrinsic motivator which didn't work), having a dedicated Facilitator manager and having one Facilitator per team.

All of these efforts reflect an organisation that takes improvement seriously and is prepared to try out new things. Not all of these experiments worked but, with every step along the way, Weaver Vale learned something about how to organise its resources and its efforts. And as it says on one of the slides, you have to 'adapt to survive - it's continuous improvement!'

### Henry Neave



It was an honour and a privilege to welcome Henry Neave to the conference. Henry was a personal friend of Dr Deming and acted as his assistant during the four day seminars he delivered in the UK. Henry is also the author of *The Deming Dimension*, one of the most comprehensive and engaging texts on the work of the great man himself.

Henry has spent the last few years working on *12 Days to Deming*, a learning experience designed for students old and new who want to understand more about the Deming philosophy. Hearing Henry's personal account of his relationship with Dr Deming and his dedication to the great man's work was a real highlight. Henry has been kind enough to reproduce his presentation in full for this Yearbook and you'll find it in section 3.

### Fiona Wilkie and Simi Johl Beechwood Ballantyne Community Housing Association

Fiona Wilkie and Simi Johl worked closely together to improve key processes at Beechwood Ballantyne Community Housing



Association - a small housing association with around 900 properties on the Wirral, where Fiona was the Managing Director. In their presentation, Fiona and Simi explained how they played the long game when it came to improving the organisation.



This journey to improvement began in 2012 when Fiona was brought in by Symphony Housing - BBCHA's owning group - to 'steady the ship' for a couple of weeks. In the end, Fiona stayed

until 2015 when BBCCHA successfully transferred back to its parent group.

This presentation tells the story of BBCCHA's quality journey, focusing in particular on the voids process (where an empty property is re-let as quickly as possible) which was underperforming. When Fiona came into post, voids were taking 50 days to be turned around, costing the organisation lots of money in lost rent. With the help of Simi - her trusted auditor - and everyone else involved in the process, Fiona focused the organisation on bringing void turnarounds down to 24 days.

There are some important lessons in this presentation about doing things properly. By focusing on common cause variation and applying a systematic approach, Fiona and Simi were able to root out the systemic issues within the process and tackle them one-by-one, leading to long-term improvement. Their presentation is full of top tips about how to do it yourself, too.

### Lou Tribus



It's always a joy when Lou Tribus accepts our invitation to speak at the UIMPROVE Conference. 2016 was no exception and we were delighted to join her on a journey exploring the brief history of education in Britain. All that was needed was a little imagination and a sprinkle of Super Power.

Lou always brings a fresh perspective to our conference audience. This is in part due to her heritage. As the daughter of the great Myron Tribus, she was brought up with an innate understanding of quality thinking (her fantastic presentation at our 2015 Conference was all about growing up in this environment and is also well worth a watch).

Lou is a teacher and often likes to explore the implications of quality thinking on education. Therefore, the premise of Lou's presentation this year was that teachers need to stop being heroes and start being systems thinkers. She explored the full range of systems and processes at play within the school system and reminded us of Deming's quote: "It's a mistake to assume that if everybody does his job, it will be alright. The whole system may be in trouble." She revealed how schools are complex organisations just like any other and gave the audience several scenarios to apply their grey matter to. This is a presentation for anyone interested in the wider applications of systems thinking.

### Dave Power and Issy Taylor One Manchester



Dave Power, Chief Executive and Issy Taylor, Head of Strategy and Business Development at One Manchester joined us to talk about their strategy around Social Innovation. One Manchester is a Housing Association which approaches

Social Innovation with an incredible amount of drive, passion and enthusiasm - putting it at the top of their agenda. They make a genuine difference to the communities they serve and hope to give others clarity around this topic and inspire them to do likewise.



So what is Social Innovation? To quote One Manchester's own literature: 'We are an imaginative organisation, always looking for new and innovative ways of investing, partnering and bringing people together to make a long-lasting, positive impact on the communities in which we work. We call this our Social Innovation'.

For One Manchester, Social Innovation is a way of life that allows the organisation to achieve its mission of delivering Social Value. This is done via a range of activities that focus on enterprise, arts and culture, youth, health and wellbeing. These are tailored, specific, targeted activities designed to improve life chances and embed better outcomes. At the heart of this approach is the concept of treating people as assets and not liabilities. Importantly, Social Innovation anticipates future need and is not a short-term plan.

### Andrew Forrest Great Yarmouth Community Trust



Andrew Forrest is Executive Director at Great Yarmouth Community Trust, an organisation that serves its community in myriad ways. 2016 was Andrew's third time speaking at the UIMPROVE Conference and it was a delight to welcome him back to deliver a presentation that was as informative, engaging and entertaining as we have come to expect.

Andrew updated us on how he has led GYCT from a focus on survival towards a position of strength and optimism for the future by being truly strategic, embedding a planned approach to improvement and by having a firm grasp of the community's needs and expectations.

GYCT combines a number of different targeted and universal services for people of all ages under one umbrella. These range from Children's Centres to Ageless Opportunities to a specialist engineering training facility. All the Trust's services, however, are predicated on its Mission and Vision, which are focused on meeting people's basic needs, enabling people to grow, and supporting good relationships within families and communities.

The services provided by GYCT provide a real hub for the community but, over the last few years, their focus has been survival in an era of major cuts to the services they provide. Andrew has repeatedly re-shaped and adapted the organisation in light of the changes to their operating environment and in his

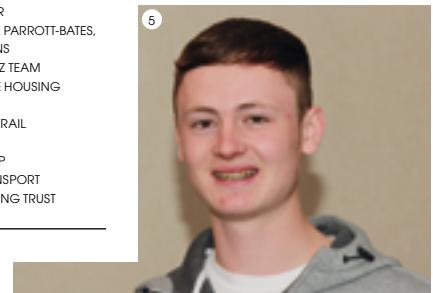

presentation he talked about how he has used UIMPROVE to help him do this.

In his presentation, Andrew took the audience through the purpose and history of the organisation, the changing landscape that they have adapted to, and the need to remain both innovative and responsive to the community’s needs in a funding environment that is characterised by ongoing uncertainty. As well as leading the organisation through some fierce external challenges, he has also helped move away from some internal, ‘cultural’ issues through the use of structure, tools and techniques - and not least by channelling organisational strategy through Annual Planning.

This presentation is a real testament to the sticking power of an organisation that is determined to survive and do right by the community it serves. There is inspiration to be taken from a leader who is quick enough to question and challenge the organisation’s focus on a regular basis.



- 1 ONE MANCHESTER
- 2 JOSIE AND LOUISE PARROTT-BATES, PURE INNOVATIONS
- 3 THE WINNING QUIZ TEAM
- 4 SOUTH YORKSHIRE HOUSING ASSOCIATION
- 5 LUKE BODIN, MKH RAIL
- 6 ACTION
- 7 THE ASPIRE GROUP
- 8 BLACKPOOL TRANSPORT
- 9 LIVERPOOL HOUSING TRUST

Thanks to all our speakers and participants for their contributions to another great conference.

Watch the videos at:  
[www.theuic.com/2016Conf](http://www.theuic.com/2016Conf)

## Section 5

# THE GOULASH

### From thefreedictionary.com:

- (a) A stew of beef or veal and vegetables, seasoned mainly with paprika
- (b) Any of various similar stews of mixed ingredients
- (c) A dish of ground beef, macaroni, and onions covered in a seasoned tomato sauce and often mixed with melted cheese
- (d) A mixture of many different elements; a hodgepodge

### In this section

- What to take with you should you move to Canada
- Carole Wildman
- Out-and-about
- Red Beads
- The PRINCEless bride
- From the inbox 3
- From the inbox 4

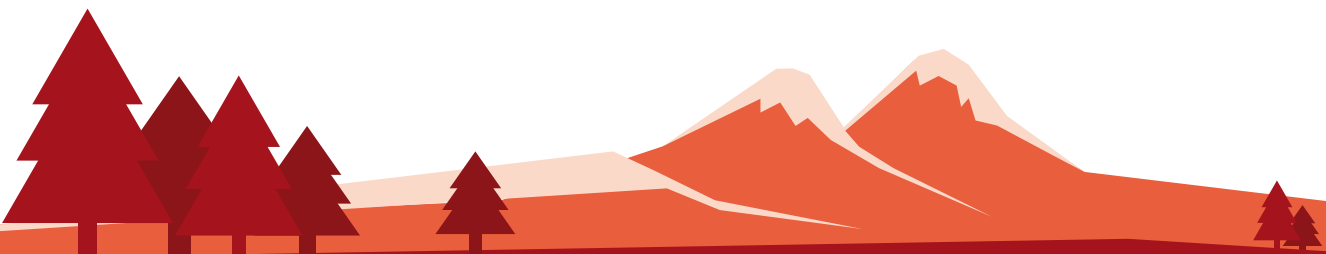
# What to take with you should you move to Canada

NO NEED TO PACK THE HI-VIS. THERE'S PLENTY AVAILABLE IF YOU WANT TO VISIT THE CONSTRUCTION SITE OF YOUR BRAND NEW LIGHT RAIL ROUTE.

**In 2016, Ian Cushion made the long move (in both distance and temperature) from Yarra Trams in Melbourne, Australia to Keolis Grand River in Ontario, Canada. Our intrepid reporter visited him on site to see how he was doing.**



NOT AS EASY TO OBTAIN IN CANADA. MAKE SURE YOU PACK YOUR MANUAL, YEARBOOK COLLECTION AND, OF COURSE, YOUR BLACKPOOL TRANSPORT BEANIE FOR WHEN IT GETS DOWN BELOW FREEZING.



# Carole Wildman

Carole Wildman has a long association with the UIC, dating back to her days at the hugely successful Castle Vale Housing Action Trust. Bali and Richard went to visit her on the day of her retirement. Carole has bought a camper van and is now going to travel the length and breadth of the country. She is particularly looking forward to hanging out at a few festivals! We should also mention that Carole was studying Grade 1 piano when we first met her and has now got her Grade 8. That's while holding down a full time Director's job. Happy travelling and tinkling Carole.



• TEAM EVENT FOR CASTLE VALE HOUSING ACTION TRUST, MAY 1999  
 • RICHARD, CAROLE AND BALI



TOP TO BOTTOM:

- ON THE GOLD COAST: REBECCA AND MADELEINE
- TOOWOOMBA'S MAGNIFICENT EMPIRE THEATRE: RICHARD
- RUGBY STATION: JON



# Red Beads



1 PETER JONES, BIRMINGHAM COMMUNITY HEALTHCARE NHS TRUST  
 2 FELICITY MORRIS, TRANSLINK  
 3 DAVE BISHARA, TRANSIT AUSTRALIA GROUP  
 4 MIKE RYAN, BIRMINGHAM COMMUNITY HEALTHCARE NHS TRUST  
 5 LUKE SORRELL, TRANSIT AUSTRALIA GROUP  
 6 WARREN DARNILL, TRANSLINK





TONI AND BRIAN CELEBRATING  
THEIR COMPLETED PROJECT

# The PRINCEless bride

**We often get asked about the differences between UIMPROVE and other approaches to project management. Toni Reed was a former PRINCE2 practitioner before she was introduced to UIMPROVE at Weaver Vale Housing Trust. In this article she reflects on her experience of the different approaches and her preference. She also managed to get her technophobe husband on-board in the process.**

I joined Weaver Vale Housing Trust in February 2015. I remember asking my boss “what’s with all the post-its?” and him saying “it’s how we improve things around here. It’s UIMPROVE.” As a former Business Improvement Manager and PRINCE2 practitioner, I couldn’t comprehend how you could improve ‘things’ with post-its. Surely comprehensive reviews, benefits review plans, spreadsheets, Gantt Charts and the like were essential parts of improving services through good project management?

Then I went on the Universal Improvement Skills course in Maastricht and everything clicked into place. Whilst there are many similarities in the project management approaches of PRINCE2 and UIMPROVE, there are some distinct differences which, for me, gives UIMPROVE the edge.

I find the UIMPROVE terminology more understandable and straightforward. PRINCE2 is focused on change management rather than improvement through projects. I like the fact that UIMPROVE also incorporates managing routine operation, using data and tools and

leadership guidance. Whilst I still love a spreadsheet now and again, I see time-after-time how successful a low tech approach can be. People really buy into a project more when they can contribute their ideas onto post-its and have the gratification of visibly seeing them turned into actions.

The skills are universally applicable and I took my flipchart pen and post-its to plan my wedding last year. I had been following a PRINCE2 approach but my fiancé (who is a technophobe) wouldn’t look at the project plan (in Excel) and kept forgetting to do the work packages that I’d assigned to him. I dashed back from Maastricht and held a Cocktail Party (real cocktails for once) with him which resulted in a project plan of post-its on the kitchen wall. I’m pleased to say that this project met the objectives and was delivered on time if not entirely within budget.

*Toni Reed  
Housing Services Manager  
Weaver Vale Housing Trust*



# From the inbox 3



**From:** Noel Chambers  
**Subject:** New manual

Hi Richard

Your manual has arrived!!!!



Very much 'uimproved' since my old 2000 edition. Personalised too. I like the extra pictures, I think they will ready help people visualise how to carry out key parts of the process. The different approaches to different types of projects is really good and something that others miss too often. I had lots of staff put through PRINCE 2 as it was that Council's approved approach and it was too inflexible, certainly as taught. My line was if you want to nip to the local shop you buy a bike, not a Harley Davidson, so if you want an Olympic Stadium use PRINCE 2, but try something less complex to rearrange the lunch rota.

I didn't remember the Annual Planning section in my old one manual but now, 15 years later and as a Director and Chair, I think it will be one I will refer to quite often, maybe once a year perhaps?

Strangely I have developed a habit of, when I get a new job, doing a presentation to my new staff outlining some of the key thoughts, approaches and thinkers that inform my approach to the job and the team I am managing. Being a rugby man, I used a chunk of Clive Woodward's book 'Winning' as a basis, ("This is not a book about rugby, it's a book about management" - Clive Woodward) but flicking through your manual I noted a goodly number of concepts and ideas included. Some would predate my contact with UIC but some certainly thrown in by you and all focused upon. When I did it here at Arcon, Bernard sat in and really liked it so asked me to do it for all the other teams.

I hope we get the chance to work together soon. Although this current role at Arcon is a temporary one, maybe I'll be asking you for any support/presenting roles in the future!!!

Good luck

Noel

Noel Chambers  
Property Director  
Arcon Housing Association

# From the inbox 4



**From:** John MackMersh  
**Subject:** Did Deming read Lewin?

From a 1920 paper by Kurt Lewin (about early Taylorism):

The worker wants his work to be rich, wide and Protean, not crippling and narrow. Work should not limit personal potential but develop it. Work can involve love, beauty, and the soaring joy of creating. Progress, in that case, does not mean shortening the working day, but an increase in the human value of work.

JMM

John MackMersh  
ConsultJMM

## Section 6

# UIC SYSTEMS

This section is especially for our customers using Kestrel, our performance reporting, analysis and improvement software, who are working hard to improve the punctuality and reliability of their services. This year our never-ending search for enlightenment rediscovers what we know already from the pages of 'The Railway Magazine'.

### In this section

- Why trains are late
- Wrong road
- Best year for punctuality
- Punctuality on B.R. worst for two years
- Punctuality of expresses
- Improving the passenger experience in Wales
- Performance people
- From the inbox 5
- We promise

## Why trains are late

**From 'The Railway Magazine', September 1957. I make that 60 years ago this year.**

An analysis of unpunctuality of passenger services was given recently in British Transport Review by Mr. G. F. Fiennes, Traffic Manager (Great Northern), Eastern Region., British Railways. This reveals that permanent way restrictions produce 25 per cent. of the delays, and that locomotives are responsible for another quarter. Signals account for 15 per cent., although more than two-thirds of these delays are reactions from one of the two prime causes. Signalling failures cause 10 per cent., station duties 4 per cent., coaching stock defects 8 per cent., and miscellaneous causes, such as special stops, open doors, and headlights or tail lamps extinguished, 13 per cent. The human element is responsible for many delays, and others originate in departments with no immediate interest in train operation. For instance, some locomotive delays arise because the right type of fuel is not available, or because the right fuel is put in the wrong tender.

## Wrong road

**From 'The Railway Magazine', April 1959.**

A signalman at Ashendon Junction recently mistook the 6.10 p.m. express from Paddington to Birkenhead for one from Marylebone, presumably the 6.18 p.m. to Sheffield, and diverted it in error to the former G.C.R. line. The engine crew eventually realised the mistake and stopped six miles beyond, near Grendon Underwood junction. The train was hauled back by another engine, and continued from Ashendon Junction on its correct route 106 min. late.

## Best year for punctuality

**From 'The Railway Magazine', June 1962.**

Passenger train punctuality on British Railways last year was the best since 'all-line' records began in 1949, and was probably the best since the war. Some 77 per cent of all weekday passenger trains - more than seven million were run during the year - arrived on time, and over 90 per cent were on time or within five minutes of time. This improvement in timekeeping is attributed principally to the new diesel and electric locomotives and trains which, with quicker acceleration and higher speed on climbs, were better able to make up lost time than steam-hauled trains and could more easily maintain schedules. In a recent 24-hr. punctuality drive on lines from St. Pancras, where diesel traction has replaced steam on the main passenger services, a hundred-per cent arrival within five minutes of time was achieved with main-line expresses - 95 per cent were actually on time.



## Punctuality on B.R. worst for two years

**From 'The Railway Magazine', April 1970.**

Concern is expressed by the Central Transport Users Consultative Committee in its annual report for 1969 about the punctuality of British Railways express passenger trains last year. Only 53 per cent. arrived on time, against 61 per cent. in 1967. The T.U.C.C. report suggests that the system has been pruned so severely that it can only run punctually under ideal conditions, though this is denied by B.R., which claims that investment in improvement to track, rolling stock and signalling is a better proposition than spending the money on standby services.

## Punctuality of expresses

**We round up our tour of the back issues of 'The Railway Magazine' with an item from 1925, replying to D.S. Foulkes-Roberts, although unfortunately his original letter was not published. Spot the common and special causes.**

It must be obvious to you that, whereas it is usually practicable to despatch main line trains punctually, it is the arrivals which are subject to varying conditions which may cause unpunctuality. It may be that delays are experienced en route, and now and then an engine may not be in the best of trim, but, speaking generally, the principal causes are overtime spent at stations dealing with luggage or awaiting connections, or the delaying effect of one train running out of course or late upon others. Particulars given of your own records of late arrivals indicate that where a considerable number of minutes were concerned some special occurrence provided the explanation.

# Improving the passenger experience in Wales

From Passenger Voice, September 2016.

Transport Focus has been touring round Wales to help promote passenger interests. We've been speaking to Welsh Government officials about what passengers in Wales and across Britain tell us about their experiences. We use our research to highlight key issues for passengers and emphasise the quality of service they want to see in future.

With just two years until the end of the current Wales and Borders franchise what are passengers' top priorities in Wales?

The two top priorities for improvement in Wales continue to be passengers being able to get a seat on the train and the price of train tickets offering better value for money. Our research also highlights a number of factors that should be top priorities for the next Wales and Borders franchise:

- Capacity and frequency
- Value for money
- Punctuality and reliability
- Effective management of disruption.

# Performance people



1 IAIN MCDONALD, ARRIVA RAIL NORTH  
 2 GAVIN KERR, SCOTRAIL  
 3 JON AND MAUREEN DOMINEY, CROSSRAIL

# From the inbox 5



**From:** FlyBe  
**Subject:** Full speed ahead!

Here at Flybe, we understand your time is precious - which is why we're all about time-saving travel.

Our average flight time is just 55 minutes across our unrivalled network of regional airports.

And we're one of the UK's most punctual airlines. On average, 84% of our flights land on time, outperforming British Airways, EasyJet and Ryanair\*.

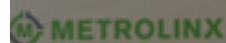
Fares start from £24-99 one way.  
 Got to travel? Got to fly!

\* Source: UK CAA Punctuality April 2015 - March 2016

# We promise

We promise to do our best to be on time.

One of five GO Passenger Charter promises that improve your commute every day.



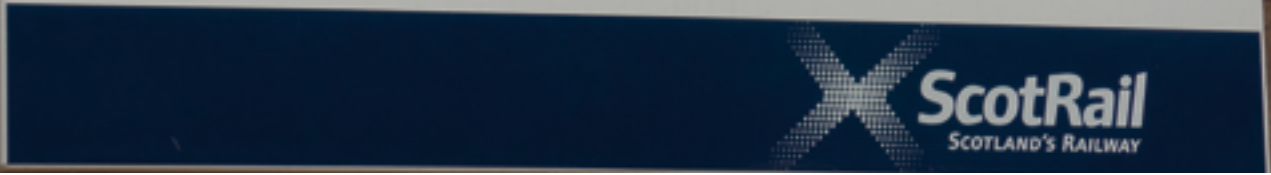
## Section 7

# AT THE BACK

- How to speak Scottish - Lesson 1
- Birds
- Corporate Bryan
- How to speak Scottish - Lesson 2
- Downcount
- It's safer to stay in bed
- Where do you get a pink flipchart stand?
- How to speak Scottish - Lesson 3
- From the inbox 6

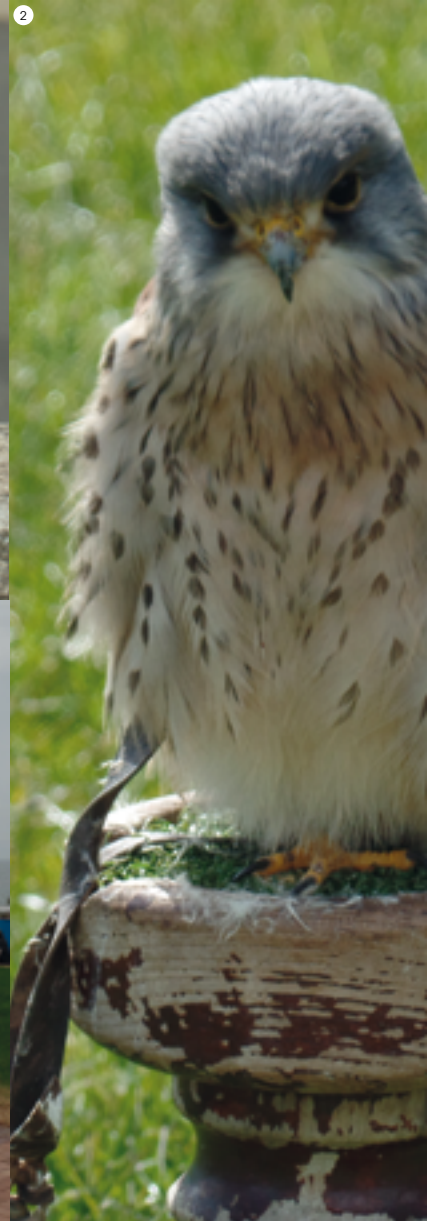
# How to speak Scottish Lesson 1

# Dunbar Dùn Bàrr



## Birds

Where we're from, the birds sing a pretty song and there's always music in the air.



1 CURIOUS KOOKABURRA IN TOOWOOMBA  
2 KESTREL  
3 PENGUIN AND FRIEND IN PENGUIN, TASMANIA  
4 TRAVELLING PIGEON

# Corporate Bryan



If you are called Brian with an 'i', you're particularly welcome on our courses so we can do the joke properly. In the meantime, any old Bryan will do. Thanks to Bryan Lindop at Blackpool Transport.



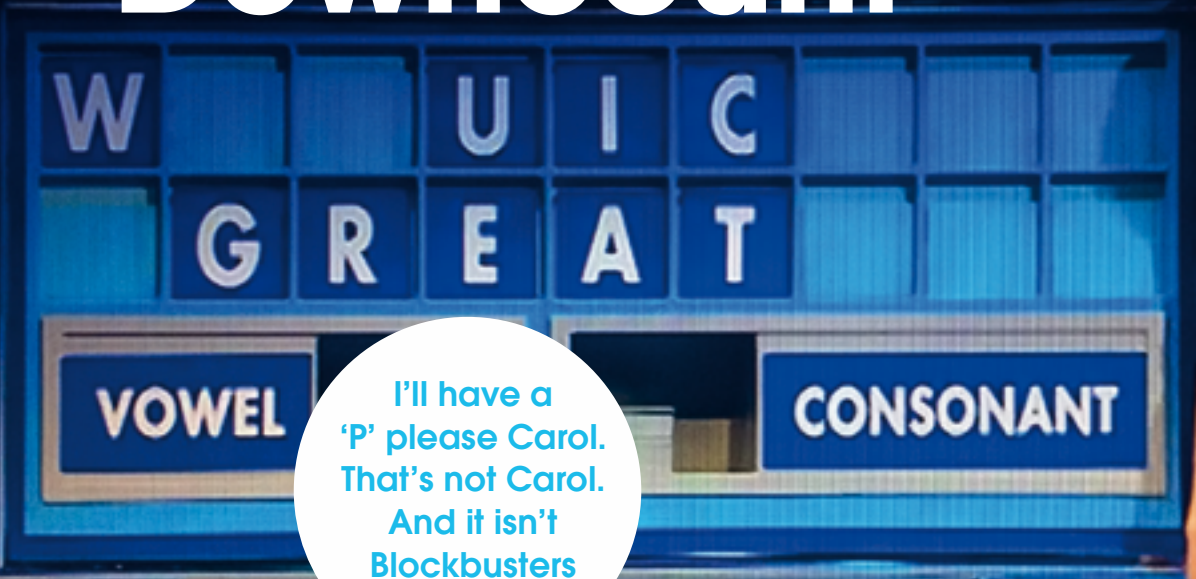
How to speak Scottish  
Lesson 2



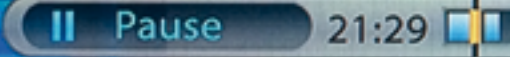
Dalwhinnie  
Dail Chuinnidh



# Downcount



I'll have a 'P' please Carol. That's not Carol. And it isn't Blockbusters either.



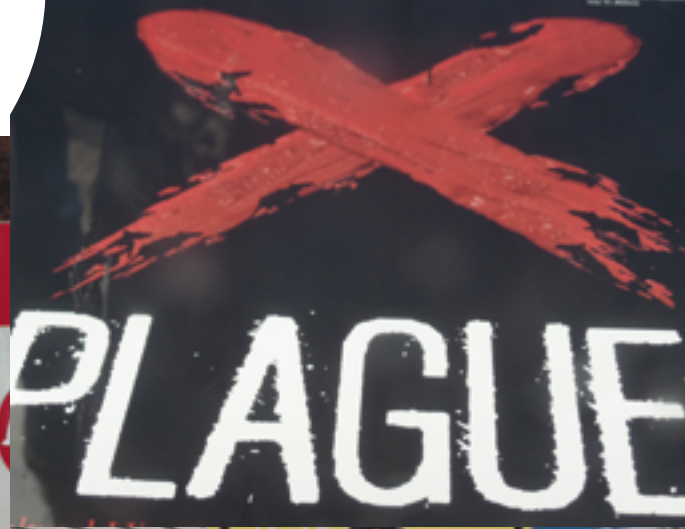
21:32



小心電動車輛  
Beware of  
Electric Carts



It's safer to stay in bed



# Where do you get a pink flipchart stand?



# From the inbox 6



**From:** Peter Strachan  
**Subject:**

ML suggests new yearbook section: 'selfies with CEOs'...

PS

# How to speak Scottish Lesson 3



Peter, Fiona, Madeleine

# Final word

Our Yearbook is distributed to both our clients and a wide variety of people with an interest in organisational improvement.

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  
1992 - 2017



The Universal Improvement Company



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