Leading the change

By far the biggest factor in the speed and effectiveness of transformation is the Boss. Where the change is actively driven from the top with clarity, focus and determination, it works. Where it isn't, it doesn't!

But where is the top? Who is the Boss?

In practice it is the person who has determined to take control of their area of the business. In some cases this has been the MD, in others the manager of a department, in others it has been the leader of a small team. But in every case, they have taken ownership of transforming how their organisation[1] worked, and what it achieved.

The need for the leader of the organisation to be persistent in driving the new ways of working cannot be overstated. Unfortunately, introducing a comprehensive systematic approach to management creates major tensions within the management team. This is because the concepts explained in the earlier chapters call for executive authority to be co-located with a clear systematic understanding of the business and its performance, and traditionally this has rarely been the case.

Traditionally, managers have often been free to make decisions without a comprehensive or accurate understanding of the real implications of those decisions on overall performance. Conversely, people who have worked diligently on developing quality processes to ensure performance have often had little authority to implement their conclusions. As a result, communication between these two groups has often been tense, resentful and fraught with misunderstanding and politics.

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[1]   This may be just one small part of a much bigger organisation.

> You can improve your own and your groups' productivity, whether or not the rest of the company follows suit.
>
> Andrew S. Grove
> CEO, Intel Corp.

Chapter 11

Lucy wandered down the long corridor, seemingly drained of her copious amounts of transatlantic energy. The last session with Peter had been a nightmare. It had been like pushing water uphill with a pencil. Every time she thought she had made some headway, Peter's arguments just flowed back round her to take him back to the position where he had started out.

As she turned the corridor, Richard almost knocked her over. He had his coat and his briefcase, and was clearly in a hurry to get home, or maybe somewhere else.

"Oh, hi Lucy … everything okay?" he flung out as he passed her. It was clearly just a pleasantry, not intended to get any response but an affirmative. Lucy was not in the mood to play that game. Her determined "No!" caused Richard to pause while he worked out what to do next to continue on his way. Richard thought an apology would work.

"Look Lucy, I'm sorry I haven't been around to help, but things have all got so urgent. I'll try and tie up a short meeting with you later in the week."

Lucy nodded resignedly. Her face looked clearly despondent and disappointed. Richard felt guilty. They had started to work this as a team, but he had just left her to it. He really ought to stop, now she needed help. He looked at his watch. Quarter past six. He'd promised to be home to baby-sit Nicholas by half past. His mind was torn by the two obligations. Perhaps if he just spent five minutes with Lucy, that would hold things for a bit. "Fancy a coffee?" he said brightly. Lucy nodded, and they walked back to his office.

No sooner had they got though the door, than Lucy started in on him. "Richard, we had an agreement. You would spend time with each of your managers, to establish clearly what you expected of them, and I would then follow up and help them to meet your expectations. You were to create the tension and I was to supply what was needed to fill the gap."
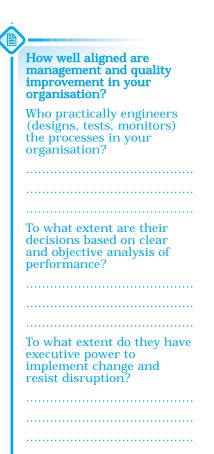
Richard turned back to Lucy from the coffee maker, a cup in each hand. "Lucy," he cut in, "I'm sorry, but there have been all sorts of issues that have cropped up over the last week. I never foresaw any of them. But

The reasons behind this are inherent in the way that many organisations perceive management skills. Executive authority is often vested in those who can fire-fight well, and who are able to juggle the complex, uncertain and stressful demands of business in their head and regularly deliver a competent solution. Such work is normally seen as intellectually challenging, with high kudos, short-term gratification, and attracting the authority and status to make a real impact. Conversely, the job of developing quality processes is often given to people who are more methodical and systematic in their approach. It can be a thankless task, with hours of painstaking analysis often being rejected on the basis of a five-minute opinion from someone with 'executive authority'. As such it often attracts people who are either single-mindedly wedded to the logic of this approach, or who lack the talent to make progress in any other way.

The net result is that, corporately, decisions have often become distanced from information, and talent has become distanced from method and system.

The logic of systematic management is to reconcile these key competences into a body which collectively takes real responsibility for performance.

The task of reversing years of tradition, and resulting self-interest, must not be underestimated. Amongst the talented and authorised are not only those who have allowed their more methodical side to be suppressed, but also those who never had a methodical side in the first place. While the former group may simply need time to redevelop their systematic skills and to adjust their previously successful working patterns accordingly, the latter group often fight a determined rear-guard action of delay and refutation. A rear-guard action that, due to the nature

How well aligned are management and quality improvement in your organisation?

Who practically engineers (designs, tests, monitors) the processes in your organisation?

....

....

....

To what extent are their decisions based on clear and objective analysis of performance?

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....

To what extent do they have executive power to implement change and resist disruption?

....

....

....

Bold objectives require conservative engineering.

James E. Webb
First Administrator of NASA

I made clear to all of my management staff what they were to deliver at the workshop, and I reinforced it last Thursday, at the management meeting."

Lucy interrupted: "And to what extent did they commit to delivering them?"

"Well, Deborah was practically effusive," replied Richard, "she…".

Lucy interrupted again: "And Daniel? And Peter? And Abs?"

Richard lapsed into silence.

"Richard," Lucy continued, "some of your managers have really taken to this. Deborah is brilliant, and Susan and Andrew aren't bad. But, with others, I feel that they just haven't bought into it, and I have no authority to make them do otherwise."

"You mean they're rejecting it?" challenged Richard.

"No I don't mean that!" replied Lucy. "I mean that they are ignoring it. And they are rejecting me. I am only of value to them if I have the answer to something they need. If they don't believe they need to do it, and they don't, I am simply an irritation to hold at arm's length. And that is very frustrating. Look Richard, all this was your idea. I just got on board to help. But you seem to have dumped it and run. And I can't actually do the bits you have to do!" There was real anger and frustration in her voice.

Richard resignedly looked at his watch again, then looked back at Lucy. She was looking at her lap. He pulled out his diary, and looked under tomorrow's date. Packed full of appointments, and the next day the same. He picked up the telephone and pressed a button. There was a pause. And then someone picked up the other end.

"Hello, Gloucester 494739!"

"Hello," replied Richard in his most apologetic tone, "look, sorry Dear, something has come up…"

But that was as far as he got. The line went dead. She had hung up. What was the matter with her? It was only a damn meeting with friends!

Lucy, sensing a shift from the normal, looked up at Richard's face, full of surprise. Richard blinked, looked down at the desk and replaced the receiver. "Well!" he said.

of what is being attempted, often plays on the sympathy of your whole management team.

Unfortunately there is no easy fix for this, just the dogged, relentless, and sometimes lonely task of:

- establishing clearly what is required of your direct reports
- seeking to plan and develop mechanisms to reinforce the use of the QFD
- maintaining the vision of the 'new way of working'
- monitoring and reviewing progress
- identifying and addressing behavioural and organisational issues
- coaching and guiding people in fully exploiting the new ways of working
- making time to do all of the above.

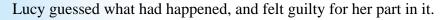These points are covered in more detail through the rest of this chapter.

Establishing clearly what is required of your direct reports

This can, in large part, be achieved by the assignment of separate and discrete process responsibilities to the members of the executive team.

If the business is to be run systematically, the executive team, as the key decision making body, must focus on 'processes' as the context for all of its decisions. For this reason, it is important that process responsibility is awarded to all members of the team. Failing to do so runs the risk of either disenfranchising some members as the management of the business becomes more and more systematic, or remaining unsystematic as those same members fight to retain their 'voice'.

In the most successful implementations of the systematic approach, the executive

Behind an able man there are always other able men.

Chinese proverb

Lucy guessed what had happened, and felt guilty for her part in it.

"Look Richard, I'm sorry! We can do this some other time…"

Richard glared angrily at her, and then caught himself. It was not her fault. He slumped, and then sliding his coffee to one side he said: "Come on, let's work this through over dinner. It appears I've got damn all else to do this evening." And he picked his briefcase back up and strode toward the door without waiting for an answer.

Over dinner, Richard had understood the depth of the problems Lucy was encountering with Daniel, Peter and Abs, and he had developed a strategy to pick up with them and re-emphasise their need to grasp this properly.

The first course of Moules Marinière and Cocquilles St. Jacques had been focused on the issues and what needed to happen. Over the fillet steak and the Père Noir they had been on the same side once again, dreaming dreams and scheming schemes. And over the crêpes and the ice cream they had been friends, simply relaxing and enjoying each other's company.

As Richard left after coffee, it seemed the most natural thing in the world to give Lucy a friendly goodnight kiss. And as he walked out to the car he felt good, but he also felt some of that chemistry he had felt at the end of the QFD session. He reflected on it happily as he drove home, content in his fantasies, but never letting them stray to the point they became complicated. He felt terrific!

His contentment lasted until just a few seconds after he had set foot inside his front door. He was actually smiling when he turned the corner into the lounge. But one glance at Laura's face reminded him of Laura's abrupt termination of their phone call, and informed him that his current facial expression was a big mistake.

Laura, already charged with the feelings and frustrations that she had built up over the preceding three hours, first found herself incredulous, and then very rapidly intensely angry at Richard's apparent disregard, and even mirth, over leaving her so let down.

body comprises experienced managers, each of whom has a process responsibility, and who collectively reflect a comprehensive balanced picture of the total organisation as processes.

This arrangement should be formally reinforced by establishing clear job descriptions and appraisal targets based on the responsibilities of process ownership. It should also be informally reinforced by ensuring that questions and challenges arising out of *specific* issues, focus on drawing out the *systemic* and *process* implications.
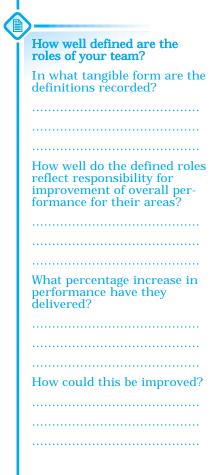
Other ways of ensuring a clear picture of what is required include:

- opening a discussion on the management behaviour that will be necessary to guarantee delivery of the QFD targets,[1] and then collecting the conclusions into an agreed contract within the management team

- publishing a standard of management values[2]

- developing guidelines and checklists for individual managers to use in undertaking their work.[3]

Seeking to plan and develop mechanisms to reinforce the use of QFD

If your organisation is new to the systematic disciplines, then it is very likely that your current mechanisms (meeting agendas, policies, procedures, practices, etc.) reinforce the old ways of working, even if only by association. It is important that these mechanisms are identified, reviewed and developed to make use of, and fully support, the systematic approaches that have been introduced.

1 This can be done by using the scales on page 72, or perhaps the questions in Appendix 4.

2 Perhaps based on the table on page 68.

3 Relevant materials are included on the website.

How well defined are the roles of your team?

In what tangible form are the definitions recorded?

....

....

....

How well do the defined roles reflect responsibility for improvement of overall performance for their areas?

....

....

....

What percentage increase in performance have they delivered?

....

....

....

How could this be improved?

....

....

....

If you do what you've always done, you'll get what you've always got.

Source unknown

Gripping both arms of her recliner she virtually threw herself out of the chair towards him, pausing momentarily to grab a book off the table which she launched at his head. He ducked quickly, and brought himself upright to find himself looking directly into Laura's furious face.

Too shocked to respond, he backed out into the hall under Laura's ferocious verbal tirade.

Laura found that she could not help herself as she vented her frustration on her husband, but as the pressure inside her ebbed, tears flowed freely, and finally, resignedly she continued in a quieter voice. "You just don't understand what it is like for me, Richard. You just don't. And to be frank you just don't care, so please don't pretend you do!" And she turned and walked away. He heard her footfalls on the stairs as she made her way to bed.

Richard had not really understood how important this evening had been to her. It had transpired that this was the first time she had been invited out by people since they had moved to Gloucester six months go. She had seen the first rays of sunlight in this new, alien, and lonely environment, and now she felt she had seen Richard callously block them out, stilling the small emerging seedling of her new social life.

Richard had been aware that Laura had been taking Nicholas to the local Church on Sunday mornings. He had welcomed the opportunity to get some work done. But he had not realised what it meant to her. Apparently Laura had started going to Church because she was intensely lonely, and felt that it would be a good way of meeting people. The people there had been friendly, but it had taken time for Laura to build any sort of relationship, because Nicholas had been so demanding during the coffee at the end of each service. She had felt that she was getting somewhere when one of the women had said she and some friends were going out for a drink, would Laura like to join them? She had suggested a baby-sitter to Richard, but he had been adamant that he would get back, and then he did not.

Richard had tried to be realistic. "There'll be other invites," he said. "Oh, you're so sure are you?" she spat venomously. And looking at Laura's face he saw a sense of despair that he had not seen before. No, he was not so sure!

In some cases this may require additional mechanisms to be developed, such as a QFD-based planning cycle, routine coaching sessions, and any other forum you require to fully reinforce the approaches we have outlined.[1] It will also require you to establish a clear plan for the implementation of the agreed management approaches within the process teams.

Where there has been agreement of what needs to happen within each process team, but no agreement over when, progress has proven to be very variable. In some cases the rate of progress would mean that it would be unlikely that the process team would be making systematic improvements within two years. Clearly this is unacceptable - but without a clear and agreed plan it is far from uncommon.

The plan[2] should set out clear deadlines for:

- establishing clear and agreed performance targets for the processes
- implementing measures within each process
- setting up regular management meetings to review performance (both at the process level, and collectively at the organisation management level)
- delivering the first systematic process performance improvement.

As one recent reviewer of the novel put it:

"We had very firm goals and deadlines for QFD development - we used the process health checklist early on - very effectively. Later on we had strict timetables for quad charts and review. I think these are vital for setting standards and expectations and to keep all the teams moving at least at a minimum pace. It is the leader's job

---

1   More is said on this in Section E.

2   An example of such a plan can be found on page 437.

The morning sun streamed into the meeting room as Richard sat waiting for the last of his team to arrive. Despite his promises to Lucy, Richard never did make the time to push his managers on their process work. He had intended to, but a major customer crisis, and an urgent demand for a three-year business plan, pushed any ideas of scheduling meetings with them right out of the window. He had planned to raise the issue when he met them as part of the existing schedule of meetings, but invariably his mind was on other things at the time.

And now he had a sense of foreboding about how this meeting was going to develop. He glanced at Lucy's grim face, and could read clearly in her expression her forecast of how things would turn out. She sat quietly. This was Richard's meeting, not hers.

In his mind, Richard cursed himself for not being more disciplined, and he temporarily lost himself in a 'devil and angel' debating session:

"I should have prioritised my time better…"

"But you couldn't have been expected to foresee the crisis…"

"Then I should have rearranged some other things…"

"Oh, come on! These are senior managers – they shouldn't need you to wet nurse them…"

"But on things like this they always have."

He was broken out of it by the arrival of Susan who muttered an apology and sat down. Richard looked around the room. Peoples' faces seemed to reflect Lucy's recent assessment of their progress. Deborah was clearly alert and enthusiastic, Daniel looked sullen, Susan looked interested and slightly apprehensive, Peter had distracted himself with some figures he was looking over.

Ah well, once more into the breach dear friends! Richard stood up. "Welcome everybody. Thank you for being prompt. Our objective today is to review the process proposals you have developed, and to check that, collectively, they will ensure that Cylek UK will achieve its objectives. Now we did arrange to circulate the proposals before the meeting, but I have only received three of them, and so I am hoping that the remaining proposals can be presented before we start."

to beat this drum right from the start. In the novel Richard does this far too late. Thankfully we didn't make that mistake."

Maintaining the vision of the 'new way of working'

Whenever anyone attempts to create change they introduce a tension to pull people into the new way. Unfortunately that same tension tends to pull both ways, and the change agent often finds his or her energy sapped by the continual pull back to what existed before. And yet that tension is vital to success. So it is important both to anchor yourself, and to erode the foundations of those you are seeking to change.

Anchoring yourself can be achieved by surrounding yourself with constant reminders of your vision, and renewed evidence of progress. It is vital that you spend a few minutes at the start of every day reinforcing clearly in your mind exactly what you are trying to achieve.

Eroding foundations is best achieved by a 'burning platform'. This stresses your compelling need to change; providing a constant reminder of why remaining the same would be injurious and possibly fatal.

Displaying constant reminders of both, visually, audibly, and by implication (e.g. progress graphs) will help tremendously in driving change - both in your people, and in yourself.

Maintaining and reviewing progress

We ask questions all the time about what is important to us - it is natural! People

Having lost sight of our objective we redoubled our efforts.

Duke of Wellington

Daniel interjected: "Well it can hardly be before we start, Richard, since we have already started!" Good old Daniel! Offence is the best form of defence!

Richard just took it on the chin, and continued: "Thank you, Daniel. I will choose my words more carefully. We will start the meeting with a presentation of the proposals that people have not yet seen. So who would like to start?"

Daniel interjected again, "Richard, we ought to discuss the previously circulated proposals presented first. I for one have a few questions on them." Richard checked himself, and noticed that a few others were nodding in agreement with Daniel's suggestion. He fancied that the nods were from people who had not actually done their proposals. Putting off the evil hour, perhaps?

Richard wondered whether to challenge this. He felt he was losing control of the meeting. He was all geared up to confront those who had not done anything, and he felt he needed to reassert himself. But, on the other hand, it would be good to recognise those who had put the effort in, and it would provide an example of what was required. He replied, perhaps a trifle silkily, "Thank you Daniel. That is a good suggestion!" He pulled out the three proposals he had received and looked at the one on top. "Susan! Could you take us very briefly through your proposal?"

Susan gave a quick overview of her proposal, and then answered some simple questions of clarification. She was about to sit down again, when Daniel waded in: "Susan, how can you both reduce inventory levels and improve your service levels to the shop floor, as you have proposed here? That is impossible!" He looked at Abs for support. "Abs already has a lot of problems with shortages, and reducing stock levels can only make it worse. Isn't that right Abs?"

Richard felt a sinking feeling. So Daniel's strategy was to tie up the meeting in debate. And very cleverly. He had picked on a common prejudice and sought an ally who would be most swayed by it. Not only that, but his ally was someone who had failed to address the issue in the past, when he ran the process. Abs had a vested interest in arguing this one through.

Richard stepped in quickly. "At this stage I would like to focus on getting an overview of the proposals. We can note any reservations, and deal with them later."

develop a picture of what's important to us by the questions we ask and how we focus on their answers. And if we don't ask questions, people naturally assume it is not important.

So, is the progress that your people are making on implementing their plans important to you? And do your people see that?

A clear programme of reviewing progress on a regular basis establishes the importance of that progress to you; both by the time you invest in it, and by the quality of the questions you ask.

Identifying and addressing behavioural and organisational issues

Similarly, picking up on issues of progress, and doggedly examining everything the manager is doing to ensure that the programme is brought back on track, serves to further reinforce the message.

It is also important to pick up on behaviours that reinforce the wrong value set. This is most clearly evident in interchanges in meetings, where people's ideas may be put down, or other forms of politics may be prevalent. The behaviours of your managers to each other, and to their staff, establish the values of the organisation. Every deficiency in this area is an opportunity for you to reassert the new value set, whether inside meetings, or privately outside.

As part of a review of their implementation of QFD, one company asked its staff the question: 'What is important to your manager?' The results made depressing reading.

To address this issue, the comments were collated onto separate sheets of flipchart paper and pinned around the room. One

A matter of emphasis

How frequently do you initiate a discussion with your people about their objectives and how they are delivering them?

....
....

How does this compare proportionately with more routine day-to-day discussions on specific issues?

....
....

On balance, to what extent are they managing their own performance, and to what extent are you doing it for them?

....
....

Daniel was not to be put off so easily. "But this is a very important issue, Richard!"

Richard was just about to respond, when Susan stepped in quickly. "Thank you, Daniel. We're aware that this is a difficult problem to tackle, but we also know that it is in wrestling with these apparently conflicting goals that we can add real value to the process. We have undertaken some initial benchmarking in the industry, and some literature surveys, and currently our inventory levels are 70% higher and our service levels 40% lower than the average of top quartile companies in this area."

Richard was sure his jaw had dropped. Wow! Susan really had done her homework. But he noticed that Daniel was about to weigh back in, clearly only temporarily stunned, and he had to stop this here.

"Thank you, Susan. But I'd prefer to leave the detail discussions until later. Excellent work by the way! And now, Andrew, can you take us through yours?"

Andrew presented the proposal of the *'Provide and grow people'* process without incident; as did Deborah for *'Developing products and processes'* immediately afterwards.

Richard had been impressed. He had enjoyed the sense of his team grasping their responsibilities and rising to the challenge. But now he tensed himself for the inevitable conflict. "Okay," he said, "they are the ones we have already seen. Who is next?"

There was a short pause, and then John stood up. He pulled a number of sheets of paper from his file, and proceeded to pass them round the room. "Sorry I didn't get these out before the meeting," he said, "but I was still working on them last night!" He waited until everybody had got a copy, and then started on a rambling explanation, probably because his proposal had not been particularly well thought out.

Richard let it go. He felt he had bigger issues to deal with in that meeting.

When John had finished and sat down, Richard looked meaningfully at Daniel, then at Peter, and then at Abs. Abs stood up. "I haven't had time to put our proposal into the same format as everyone else, but I can run through our goals if you would like?"

Richard nodded.

sheet for each senior manager but with the names removed.

The managers were offered one point for each of their colleagues that they could correctly identify, and ten points for their own (it was a large group). Most managers got practically all of them right, despite being appalled at the results.[1]

When we sit down to think about it, we are all aware of the impression we create. We need to take responsibility for managing that impression, in order to ensure it is the one we *want* to create

Coaching and guiding people

A valuable means of picking up on behavioural issues in private is through organised coaching sessions. Good managers recognise their scope for improvement, and welcome the opportunity of someone helping them to think through their approach. Poor managers often don't recognise their scope for improvement, but if that is the case, coaching is even more crucial.

Establishing a programme of regular one-to-one coaching sessions, and using them to help managers establish and pursue their own performance targets, can prove a major accelerant to the adoption of systematic management approaches. Not least for the opportunity that these sessions provide in encouraging and supporting managers to undertake similar sessions with their own people.

Making time

All of the above represents a considerable burden of time, and yet what we have addressed is purely and simply 'the leader's role'.

1   See page 443.

Questions to begin to stimulate individual members of your team in rethinking their role:

- What mechanisms do you employ to ensure that the needs of your customers are kept in the minds of your people?

- What evidence do you have that the objectives of your area are clearly and accurately aligned with the practical aspirations of your staff?

- By what means do you objectively monitor and manage the performance of your area of responsibility?

- How have you validated any performance measurement you have undertaken, and on what basis have you decided on improvement targets therein?

- What improvements have you made to the performance of your area, and what process did you employ in making them?

- How will the performance improvements you have made to your area be retained and built upon after you have moved on?

- What do you see as the relative merits of viewing research work in 'project' and in 'process' terms?

- What do you see as the essential features of an organisation if it is to ensure success in continuously and systematically improving performance?

Abs then launched into a quick listing of all the current production performance targets. Clearly he had not thought at all about developing them, and Richard suspected that he had not even convened his process team to discuss it.

Richard wondered how to tackle this. He suspected that if he let it go, Daniel and Peter would just follow suit and attempt to present any current departmental targets as being the process proposal. On the other hand, he did not want to have a go at Abs in public. Abs was really an earnest and generally conscientious manager, but he lacked confidence. It would be unfair of Richard to take him down, just so that he could properly deal with Daniel and Peter. He decided to suspend judgement, but to make it clear he was doing so.

"Aren't those your current departmental targets, Abs?" he asked.

"Yes they are," replied Abs. "I felt that they still represented what we are trying to do."

"Mmm," replied Richard. "Well, I have a lot of reservations with that approach, but let's leave it for a minute and get a quick overview of the last two proposals."

He looked expectantly at Daniel, and then at Peter. They looked at each other, and then, by some unspoken consent, Daniel looked back at Richard and took up the baton.

"I haven't done a process proposal. I have had other more pressing priorities that required my attention."

So, now it was clear. Daniel was going to brazen it out. Richard's adrenaline was pumping. Perhaps it was wrong, but he felt none of the compassion he felt for Abs. When Richard looked back on the meeting, he realised that he had spent all of the time while other proposals were presented, just waiting for this point. He focused on Daniel.

"Daniel. Were you not clear on what was required for this meeting?"

Daniel replied: "As I said, I had other priorities."

"But you did not approach me to resolve them, or to inform me of the issue?" The tone was of a question, but it was rhetorical. They both knew the answer. But Daniel had a different tack.

It is probably the case that, as leader, you spend a lot of your time endeavouring to do all this anyway. The problem is that, more often than not, the mechanisms behind this work are rarely the most efficient, or the most focused.

For instance, you may spend time at meetings with one or two of your subordinates, without properly clarifying your role in helping them to develop theirs.

In practice, senior managers often find their diary is full of activity that could be delegated (eventually), or could be developed into a process, or could be subsumed within the activities of 'Leading the Change'. Making time to lead, then, is a matter of refocusing[1] existing activities:

- analysing how you spend your time currently, and deciding what needs to change

- looking at your forward diary and workload, and reconsidering how you will approach it

- developing and applying a routine for deciding how to tackle any new work that comes to you

- establishing a plan for undertaking the work required by the 'top-box' role

- monitoring your progress and developing your approach still further.

More detailed guidance on this matter will be found in Chapters 18 and 19, after we have considered the influence of personal values on our role and responsibilities.

In the next chapter, we look at how the leader needs to coordinate the responses of his or her people to the challenges they have been set.

There's no telling how far a person can go if he's willing to let other people take the credit.

Robert Woodruff
CEO, Coca Cola

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1   A simple program for thinking through these steps is available on the associated web-site (see Appendix 7).

"Well certainly Lucy knew. I assumed she was co-ordinating all this and would have informed you. Didn't she?"

Neat shot, thought Richard, slightly flummoxed as how to respond. Yes she did know. Yes she did inform him. Damn!

Richard did not answer. He looked instead to Peter, who simply shrugged and said "I'm in the same boat as Daniel."

Richard looked round at the whole group. He felt deflated. "Okay, let's take a coffee break," he said. "Back here in fifteen minutes."