

Pulling it all together

Over the preceding 24 chapters of this book, we have looked at the full range of approaches to implement and fully exploit QFD within an organisation:

- establishing clearly what is to be achieved by the implementation of QFD
- pulling the management group into a team focused on the achievement of common objectives by common means
- deploying responsibility for delivering the objectives to process teams, and soliciting their best ideas and endeavours
- ensuring that process teams use an objective approach to delivering their objectives
- developing an appropriate system of meeting and reporting to ensure progress is made
- adjusting the role of the leader to ensure that people are given space and support to grow in their new responsibilities.

In working through these ideas, we have endeavoured to reflect how generally applicable they are, and to emphasise their suitability to virtually any management situation.

As a result, we hope that, whatever your organisation or management environment, you have developed a coherent and comprehensive picture of how you can apply systematic management approaches to improve the quality of your work and the performance of your business.

However, the model we have been working with has been a simple one, applied to only one or two levels of the organisation. Therefore, we need now to consider how the model needs to be implemented in more complex organisa-



Examples of where QFD can be used effectively:

- Complete organisations
- Individual departments or sections
- Special projects
- Programmes or events
- Alliances or joint ventures
- Partnerships
- Individual roles
- Specific processes or services
- Industries/markets
- Pressure groups
- Clubs and societies.

Chapter 25

The expected telephone call from Frank Delaney eventually materialised late on Monday afternoon. But it was not the warm pride and congratulations that Richard had been waiting for. Frank was distant, matter-of-fact, and his topic was like a bolt from the blue.

“Richard, we need to talk!” Something in his tone made Richard reply with a cautious “Ye-e-e-s?”

“The old man is doing his pieces over here, Richard, you know how obsessed he is by customer satisfaction. The least you could have done is given me some advance warning. What were you thinking of?”

Richard’s mind whirled. What was Frank going on about?

Before he got the chance to ask, Frank continued: “Anyway, he says he wants to see you personally. You’re booked on the red-eye, tonight, 9.15 from Heathrow. You’ll get into here at 8.40 tomorrow morning, after a six-hour stop over in Chicago. You have only got yourself to blame for this one, Richard. Why didn’t you at least ask me? I could have done something! Merged the data with the rest of Europe, or something, while you sorted things out.”

“Whoa! Stop!” shouted Richard. “What are you on about? What data?”

“Your customer satisfaction data, Richard.” Each syllable had been sounded emphatically and separately, as if impressing a point on a dense child.

“Sorry?” replied Richard. He had never furnished any such data. None existed as yet, Daniel had only just got around to establishing the system to get it.

“Richard, I admire your integrity and openness, but giving the Old Man cold data of this nature - that is just so naïve, so stupid!” The last word was almost spat out.

Light began to dawn on Richard, and he went cold. He could not believe what he was thinking had happened. He had to get off the telephone. “Frank, I will call you right back!” he said, and he severed the connection.

tions where it may need to coordinate performance management efforts over many levels.

Each level of an organisation can benefit from QFD, quadrant charts and systematic management disciplines. But the key question to answer in this chapter is: 'How do the QFDs, quadrant charts and meetings at one level of the organisation integrate with the same at a different level of the organisation?' Because it is only by providing an answer to this question that there can be any confidence in QFD representing a sustainable management tool for a large and complex enterprise.

In this chapter we will therefore explore:

- the hierarchy of organisations
- deploying QFD downwards
- reporting quadrant charts upwards
- using the right meeting at the right level of the organisation
- special cases of conglomerates etc.
- where to start with QFD.

The hierarchy of organisations

Your organisation may be an entire multinational conglomerate, or it may be a small part of one, or it may be an independent concern of any size. Whatever your organisation, QFD will help you to make it sustainably more effective and more efficient. But depending on the size of your operation, and how many organisational levels it has, the implementation of QFD may be very simple, or it may be a hierarchical sequence of QFDs, which operate in harmony to achieve your goals.

Consider for a moment the diagram over the page - it reflects a huge conglomerate of large businesses. However, by selecting only certain levels, it may also repre-



His legs felt like lead as he walked the few paces to Daniel's office. He looked coldly at the man behind the desk and trusted himself with only three terse words.

"Customer satisfaction data?"

Was that the faintest trace of a smirk? Daniel stood behind his desk, glanced at the floor to compose himself, and delivered some lines he had clearly been rehearsing: "Oh, I am surprised you took so long to respond to my memo. I did warn you of the effects of your new system some time ago, and now our chickens have come home to roost."

The picture became instantly clear to Richard. There had never been a memo, at least not to him. Richard moved towards the desk. "Do you have a copy of the memo?" he asked.

Daniel looked a little more tense. "Oh I am sure I can lay my hands on it somewhere," he said, and then, as though he could not resist it, he added: "Why? Have you mislaid your copy? I will have Anna bring you another copy round."

But Richard was thinking further ahead, and before Daniel could stop him, he had stepped round the desk and stood in front of Daniel's computer terminal. "It's okay, I will print another off, don't bother yourself."

Daniel had clearly not expected this breach of protocol, and short of physically ejecting Richard, he was stumped for options.

"Where will it be?" asked Richard.

"Well, I'm sure I don't know? Anna looks after that. I'm sure she will be back shortly."

"No matter," said Richard, and he deftly fired up the 'find' utility. He was frantically hoping Daniel had not already deleted it, but of course that was unlikely because he would need it later. However, he would bet it would not be on the server where such memos should go. He pointed the 'find' programme at Daniel's local hard disk, and put in his own name as the thing to search for. He then set it running and refocused his attention on Daniel.

Though Daniel was keen to pick a fight with anyone verbally, he was not good at physical confrontation. He appeared to flinch, to cower.

sent your organisation. For instance by selecting levels 3, 4 and 8 we can represent a small independent business, or by selecting levels 4, 5 and 8 we can represent a reasonable-sized process within a larger organisation.

Essentially, whatever your organisation, you may be able to reflect it as one, or a number of business units (3), which have a logical (possibly hierarchical) structure of processes (4-7) which coordinate activities (8). These business units may themselves be part of a coordinating structure (1-2) or could be entirely independent.

The principles explained in this book work best in harnessing the activities (8) - through however many levels of process are needed (4-7) to the objectives of the business unit (3).

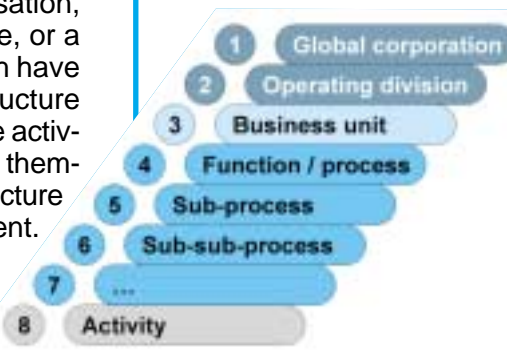
The initial sections of this chapter will explain that in more detail. How this then builds up into the corporate model will be explained in the section on special cases.

Deploying QFD downwards

At any level from the business unit as a whole, down to the smallest process subdivision (3 to 7 on the diagram), there should be sufficient focus in your objectives, and clarity about your operation, to enable you (and your team if you have one) to develop a QFD.

If you are a small and simple organisation, this may be all you need to develop clear objectives for each of your key staff, which they will then pursue enthusiastically.

If, however, your organisation is more complex, and your key staff in turn manage process teams of their own, they would be well advised to develop their own QFD to understand how their sub-processes can be used to best leverage their process objectives. And sub-process



Richard kept Daniel fixed with his silent glare, hoping that it would stop Daniel regaining control of the situation and his computer. It did, not for long, but long enough. Richard looked back at the search screen to find a list of 30 files, which contained his name. He had not expected this, but in hindsight, it was probably obvious.

Daniel flustered: “Hold on, they are my private files! You can’t do that!”

Richard glared at him. “Haven’t you heard of the Data Protection Act? My name is in each of these files, so I have a right to see them,” he bluffed. He hoped Daniel did not know any better. He clearly did not!

Richard opened the most recent file. Bingo! There it was, the missing memo. His name in the ‘To’ field, but he knew it was only sent to the ‘cc’ recipients. He glanced down and sure enough, there was ‘Dr. Cyrus Lerejacks’.

He smiled at Daniel, and Daniel smiled weakly back. Richard went to print the memo, and then on a hunch he selected all the files with his name on them and sent them all to the printer. Daniel went ashen, and moved to grab the keyboard, protesting: “Hey you can’t do that.” But Richard had had enough, and pushed him roughly back in his chair.

Daniel’s face told him everything. There would be enough here to be rid of Daniel for good, if only Richard could survive tomorrow. He stood over the keyboard long enough for the computer to finish its work, and then grabbed the pile of printouts on his way out. But as he reached the door, another thought struck him, and he turned on his heel and walked back to Daniel’s desk. Daniel looked like he was waiting for a tirade of abuse, but Richard just picked up the telephone and dialled the reception desk. It was a risk, he knew, but not as big a risk as leaving Daniel loose in the office, and he was sure he would find enough to justify his actions amidst the papers he was holding in his hands.

“Marilyn, could you send Security up to Mr Matthews’ office? Urgently!”

Daniel looked perplexed and quizzical. But Richard just stood there silently until the security man arrived, and as he entered the office he simply said: “Daniel Matthews, I am suspending you forthwith on suspicion of gross misconduct.”

Turning to the security guard, he said: “You are a witness to this, please note the time, and escort Mr Matthews from the premises. Remove all

teams may in turn benefit from their own QFD if they are still a sizeable entity.

QFDs may be cascaded down in this way (see the diagram on the right), until there is no further insight to be gained from doing so; until there is no further benefit from reconsidering the means to achieve the deployed objectives in order to better design or focus them. In some organisations it is, however, conceivable that this may bring you right down to specific staff, where individuals may want to develop their own personal QFD in order to better understand the potential in undertaking their role differently.

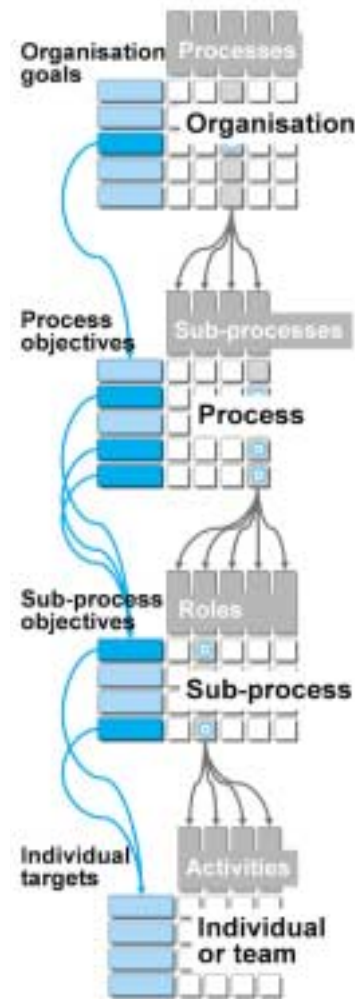
Where there is such a cascade of QFDs, each level should be reconciled as explained in Chapter 12, and the objectives stated in the (sub-)process QFD should clearly reflect the relationships in the relevant column of the QFD at the next level up.

Reporting quadrant charts upwards

Any individual, or team, with clear and quantified objectives that they are responsible for delivering, should be able to communicate their progress against these succinctly and regularly. This is especially true where their role is defined in terms of a business (sub-)process, with clear performance targets.

The quadrant chart¹ provides simple and clear evidence of how the team (individual) is fairing against their agreed objectives, and how they are dealing with performance issues.

Where a team is responsible for the collective performance of a group of (sub-)processes, for instance in a process or management team, they should expect



security passes, and do not let him out of your sight until he is outside the building.”

Without looking at either of their faces, Richard walked out of the office, and turned the corner. And as he did so, the adrenaline that had taken him through the last ten minutes, appeared to flood out of his body, and his knees almost gave way.

He was not sure of the protocol for gross misconduct or suspension, or even if he had used the right words. But he had bought himself some time, and that was what he needed most.



Back in his office, he called for Lucy. He would need her help with Cyrus if he was to survive the next 36 hours. She was in a meeting, but she would be free at 4.30pm. Fifteen minutes. That would give him time to pull what he needed from his printouts of Daniel’s files.

Ignoring the offending memo, he flicked through the other sheets of paper, but they were mostly innocuous. Just draft reports and memos that he had previously received. He looked through the pages again, more carefully this time. But no, there was nothing.

He began to fret. What had he done? He was convinced he had Daniel by the look on his face, but now it appeared that Daniel had him. He had been too hasty! He had fired before Daniel was really in range, and now he was dead in the water. Had Daniel won after all?

He slumped, head in hands, on his desk. But wait a minute. Something had riled Daniel, and Richard was convinced it was not an act. He had clearly thought something was there, that was not. Could Richard have dropped it? He did not think so, and a quick check confirmed it. What then? Perhaps something Daniel had deleted, and then forgotten that he had done so.

It seemed unlikely, but Richard was running out of options. He telephoned John Trowell “John, it’s Richard. Is there any way to get deleted computer files back?”

John replied that it was possible, if they were still in the recycle bin. “If they are you just select them, and ‘Restore’ them,” he said.

Richard rushed back to Daniel’s office. Anna was not yet back, for which he was grateful - he did not have the time, or the stomach, for explana-

¹ See Chapter 24.

to be furnished with quadrant charts for each of their (sub-)processes. In conjunction with their own measures of performance, these quadrant charts should provide the team with enough insight to make appropriate decisions, and to develop their own quadrant chart, which in turn should be reported to the next level up (see the diagram on the right).

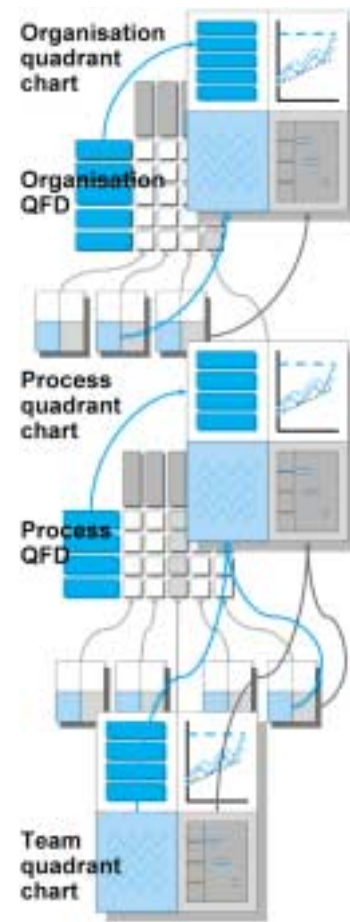
Ideally, each level should only receive quadrant charts from the level immediately below, and should trust the people they have appointed as responsible for that (sub-)process to manage and report on their own affairs. In this respect, receiving quadrant charts from two levels below would create confusion over who exactly was managing the situation, and left unresolved could introduce significant over-management.

Using the right meeting at the right level

The logic of the process QFD would imply that all process performance could be traced back to the performance of the sub-processes. As such, the analysis already undertaken and the actions reported in a 'lower level' quadrant chart, can simply be copied into the quadrant chart for the next level up (see the diagram on the right). Performance review meetings¹ would then be an unnecessary overhead.

Unfortunately, because of unforeseen gaps in the logic of the QFD, and because of errors in the information provided, problems in the performance of higher level measures may not be fully described by performance issues that are being addressed in the (sub-)processes. And so meetings are necessary in order to identify these issues, and to ensure they are addressed.

¹ See Chapter 21.



Only a mediocre person is always at his best.

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tions. He opened Daniel's recycle bin on the computer screen. There were literally thousands of files. Momentary panic was replaced by optimism that at least Daniel never seemed to delete anything properly. He selected all the files and 'Restored' them. It was quicker than he feared.

Then he just repeated the search for his name, and held his breath. Yes! Five more files came up. He quickly selected them and printed them, grabbed the printouts, and headed back to his office before Anna returned.

Back in his office he recomposed himself and looked at the first new printout. He could not believe his eyes. It was a transcript of the whole sorry speech that Daniel had given to Laura. Of course! Daniel was meticulous. He would have prepared himself carefully for that visit. He would have been word perfect.

Richard read the script for the first time. He could see Laura's face in his mind's eye as she heard each maliciously contrived lying detail. He could identify in his heart with the rending pain that Daniel must have caused her. And he could not stop the tears coming.

"Richard? Are you okay?" It was Lucy. Richard quickly turned away and mumbled something. When he turned back, he was composed again.

"Sorry about that. Have a seat. I need to discuss something with you."

Lucy was a bit hesitant. She had seen the tears. She had no idea where this was going. But she sat down anyway. Richard slid her the memo on Customer Satisfaction that Daniel had produced. She proceeded to read, and her eyes opened in surprise. She read quicker, seeking to gather in the information as fast as she could, her head jerking slightly as she worked to absorb it all. At the end, she looked up in surprise.

"This is bull!" she said. "Total crap! It is a biased selection; a subset of our customers and responses known to be poor, and then drawn out to represent a valid sample. He cannot write this!"

Without saying anything, Richard slid across the transcript of Daniel's speech to Laura. Lucy took it, and read it dumbfounded. She looked up at Richard, and simply shook her head.

"Daniel delivered that, word for word, to Laura four weeks ago. I am sorry, we should have told you. It caused both of us a lot of pain, but we worked through it, and we agreed not to get you involved."

The role of the meetings is fourfold:

- to understand current performance against forecast for all areas of the team's responsibility
- to understand where shortfalls in performance have already been identified, and are being addressed at a lower level of the organisation
- to define responsibility and set deadlines for addressing shortfalls that are not already being addressed (ideally these will be delegated back down to the relevant level)
- to address any observed issues arising in the quality of the management process, e.g. completion of actions or quality of data and reporting.

The structure and interrelationship of such meetings is reflected in the diagram on the right. The deliverable from each meeting should be a quadrant chart for the next level up.

At the lowest level of the business, these management meetings are likely to be fairly informal affairs. With no lower level quadrant charts to review, the meeting is likely to focus on reviewing the performance measures, and undertaking analysis directly.

At the business unit level, the meetings may be heavily formalised, and if the quality of management is sufficient, it is likely that practically all issues will be being addressed at lower levels of the organisation. As such, the meeting may be extremely brief.

At the intermediate process level it is likely that the meeting will be a hybrid between the two:

- initially reviewing the overall measures of performance
- then reviewing the quadrant charts from the lower level, where they explain and address shortfalls



“But I was involved,” she said. “It’s here. I had a right to know!”

“Yes. I am sorry,” Richard said simply.

“So why now?” she asked. “Why show it to me now?”

Richard told her the story, as much as he understood it. “And now, I am seeing the Old Man tomorrow, and I need your help.” Lucy grunted for him to continue. “Basically I need some corrected data quickly. And I need someone he trusts to deliver it to him.”

“Richard! You really don’t know what you are asking!” she replied. “The systems aren’t fully implemented at the moment, and even when they are, it will take us five days, at least, to get the finished data out of them!”

Richard shook his head. “It is as simple as this, Lucy. If you don’t do it, I’m looking for work. We’ve taken this too far to give up now. And anyway, Daniel got his data without the systems, and I am betting you are better than him.”

Lucy shot him a sideways glance, sensed she had been hooked, and smiled. “Can’t stay here all day,” she said, “I’ve got data to catch.” And with a final: “Good luck with the Boss,” she was gone.



Richard sat alone in the large dark marbled ante-room. He had been locked in the same position for the last fifteen minutes, almost lounging in it: his elbows on the square black leather arms; his entwined fingers apparently supporting his nose; his left foot slowly but distinctly tapping to some unheard beat; his dark, smartly-tailored suit jacket rising up over his hunched shoulders; a sullen and slightly bored look on his face.

But if he looked inactive, that belied his mental turmoil. His mind was running, and re-running, all the scenarios for his impending trial. In his briefcase was the sheet of data that Lucy faxed him at the reception desk. He only hoped he would get the chance to use it.

He was surprisingly sanguine about the whole thing. At the end of the next hour, he would either have a job, or he would not. That was what it all boiled down to. He could blame Daniel for his current predicament, but at the end of the day he should have handled the situation with Daniel far more directly, and that was the bottom line. He realised now that it was really only cowardice over the implications that had stopped him.

- then reviewing unexplained shortfalls and seeking to understand them enough to define clear responsibilities and timescales for addressing them.

Special cases of conglomerates etcetera

The pattern of QFDs, meetings and reporting reflected above, applies well to all levels of business unit and below. But it does not add so much value to management entities that reflect groups of businesses.

Does this mean that QFD has little to offer a conglomerate?

Actually, QFD has a tremendous amount to offer conglomerates, and not only in terms of improving the performance of its constituent business units. But to see the real value of QFD to conglomerates we may have to reconsider the role of the 'head office'.

At one level a conglomerate is simply an accounting feature. The performance of the conglomerate is simply the sum of the performance of its individual business units, and as such the head office may be seen as simply an accounting overhead. But that does not fully reflect their potential, and many reading this will probably be able to cite other valid contributions of a conglomerate, including those listed on the right. The QFD for divisions and conglomerates should therefore reflect these contributions, and should provide a focus for the head office to improve and refine their performance and their leverage in these areas. Financial performance has a habit of adding up (or subtracting) naturally, and does not require a QFD to do this.

If this seems a step too far, you might reflect on Chapter 19, and the idea of a personal QFD.



What is the role of the head office?

- An overall strategic focus
- A brand image.
- Influence with investors and business partners.
- Coordination of activity.
- An effective culture and emphasis.
- Efficient systems and practices.
- Corporate services and expertise etc.

Cyrus would either disqualify him for that, or he would give him a second chance.

Cyrus's office door opened, and he heard the click of high-heeled shoes on the marble. Cyrus's secretary, immaculate in a red suit, slipped behind her desk and said: "Dr. Lerejecks will see you now. Would you like to go through?" She indicated the open door.

Richard breathed in deeply, launched himself out of his chair, gripped the handle of his briefcase on his way up, and walked towards the office door.

Cyrus sat behind a massive dark-oak desk, which was bare, except for a brass lamp like Richard's own, and three separate documents. Richard recognised all three: his quadrant chart, Daniel's memo, and Lucy's data. Not a bad start point.

Cyrus indicated that Richard should take the chair opposite him. Richard felt Cyrus's gaze steadily on him as he did so.

As soon as Richard was seated, Cyrus asked: "What is going on, Richard?" The voice was calm, matter of fact, without any trace of exasperation. Another good sign?

Richard opted for scenario C.

"I'm sorry Cyrus, I'm afraid that you have been troubled by a personality situation that I have allowed to get out of hand." He looked at Cyrus to see how he was taking this tack. So far so good.

"We have been implementing our plans as agreed with you on your visit to Gloucester, and as you can see we have begun to deliver the expected benefits. Unfortunately, during this time, one of my staff has been consistently fighting a rearguard action, even to the extent of supplying you a set of carefully manipulated data. But I'm in the process of dealing with the matter."

Cyrus stared back silently, and Richard felt a great compulsion to fill the gap. But he had said what he had planned to say. He really needed some input from Cyrus before he decided what tack to take next.

"Stiff British upper lip, eh?" said Cyrus after a while. "So why don't we cut through this bullshit, and you tell me what's really happening?"

A head office that simply adds up numbers is an expensive overhead. A head office that adds value has scope for using QFD to improve the efficiency and effectiveness of how it does so.

QFD has also been used very effectively to design and manage business partnerships. The structure and process has a dramatic impact on clarifying the shared goals, and in evaluating and defining the means of pursuing them.

Where to start with QFD

The place to start using QFD is the place where you currently are. If you are a junior manager in a larger organisation, it makes sense to pilot the ideas in your own area before you attempt to persuade your bosses that they ought to apply it more widely. It is not particularly compelling to have somebody advocate a process that they have not adopted themselves. As the saying goes: 'Never trust a thin Chef'.

If you are very senior in the organisation, and perhaps run a division, or the whole organisation, you would be well advised to apply QFD to the role of your head office before expecting your operating companies to do the same. You will be far better placed to coach, challenge and encourage their applications if you have personal experience of using the tool yourself.

If on the other hand you run an operating company, then you are at the ideal place to rapidly generate major business gains through QFD, and you can begin to involve your top team directly in the ways described in this book.

In working through the QFD model with your immediate reports, they learn how to apply QFD and its associated thinking to their own areas of responsibility, and so the approach can be cascaded down through the organisation.

Ah well, if I was goin' ta go there, I wouldn't start from 'ere.

Anonymous country yokel

Richard stared blankly back, his mind racing for what stance to take, but before he could come up with any thoughts, Cyrus continued. "Let me lay my cards on the table, and you take a stab at playing them for me. I've got a well-respected Sales Manager claiming that you are killing the UK business. I've got a well-respected Consultant claiming you aren't. The consultant claims the Sales Manager is lying. The Sales Manager is claiming that you are sleeping with the Consultant. You claim that you're handling it, and the Sales Manager claims that you have illegally dismissed him out of vindictiveness. How do you suggest I play this hand?"

Richard stared doom in the mouth! He had not got a scenario that started like this. Ah well, the only way from here was up! Wasn't it?

"Seems to me that the first choice I would have to make, is about who to believe," said Richard in a flat tone, and simply stared back at Cyrus.

Cyrus smiled with his mouth, but it did not touch his eyes. "I'll do that in my own sweet time. Now, what I want from you is a detailed blow-by-blow account. I've cleared my diary, and I'm all ears. Just start at the beginning!"

Richard winced, and Cyrus saw it. He softened slightly. "Listen son, nobody does everything perfectly. I know this won't reveal you in a blaze of glory. I've got three sheets of paper that prove that. But just tell it as it is, and we'll see what we can do with the pieces."

Richard paused for a moment to compose himself and then launched into the whole sorry story of Daniel. All he left out were his own misplaced feelings for Lucy, he felt they were private to him, Laura and Lucy. Cyrus was a good listener, he remained in rapt attention right up to the end.

After he had finished, Cyrus continued to gaze at him, and Richard felt increasingly uncomfortable, but he did not flinch. He got that increasingly intrusive feeling that Cyrus could see into his soul.

After fully five minutes, Cyrus broke the silence.

"Okay, I believe you!" he said abruptly. "But you've got a huge mess to clear up back there, so you had better get on with it. I'll expect to see it all resolved by next month, and I'll expect to see further progress on these measures as well," he said, tapping the quadrant chart.

One implementation of QFD that takes a bit more thought, however, is the situation where an organisation has a collection of almost identical operating units, for instance regional retail outlets, offices, or manufacturing sites. In this situation, harnessing creativity needs to be tempered with consistency and not having to reinvent the wheel in every location. In these situations it is wise either to:

1. centralise process development, and charge the operating units with the application of those processes, or to
2. facilitate easy communication and adoption of QFDs and process solutions between sites.

Most successful implementations are likely to be a balance between these, where the organisation decides on which processes it needs to maintain tight control (and uses option 1) and where it wants to free off local thinking and ownership (and uses option 2).

In these cases, understanding the role of head office, through doing a QFD there first, can provide tremendous insight and can help create an efficient framework for the operating units.

If, however, you currently run one of those operating units, using QFD can highlight those areas where you can use the flexibility that you do have, to better advantage. And where you don't have that flexibility, QFD can help you to influence those who do.

This book provides all you need to start to profitably explore the hidden potential within your own organisation. If you start to use it for your current responsibilities, whatever they are, it cannot fail to add value to your thinking. So start where you are.

The meeting was clearly at an end, so Richard got up to leave. As he reached the door, Cyrus shouted after him: “And this time get some advice. That’s what all this central edifice is here for. I don’t pay a Legal Department to sit on their asses all day! Daniel is a tough cookie. You’ll need to manage his departure carefully!”

Richard looked back and nodded sheepishly. And then walked out, still the MD of Cylek UK.